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UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 10-K

☑ **ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the Fiscal Year Ended September 30, 2026 or

☐ **TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the transition period from _____ to _____

Commission File No. 0-19424



EZCORP, INC.
(Exact name of registrant as specified in its charter)

Delaware	**74-2540145**
(State or other jurisdiction of incorporation or organization)	(I.R.S. Employer Identification No.)
2500 Bee Cave Road Bldg One Suite 200 Rollingwood TX	**78746**
(Address of principal executive offices)	(Zip Code)

Registrant's telephone number, including area code: **(512) 314-3400**

Securities Registered Pursuant to Section 12(b) of the Act:

Title of Each Class	Trading Symbol(s)	Name of Each Exchange on Which Registered
Class A Non-voting Common Stock, $.01 par value per share	**EZPW**	**The NASDAQ Stock Market (NASDAQ Global Select Market)**

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Yes ☐ No ☑

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Act. Yes ☐ No ☑

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes ☑ No ☐

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (§ 232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes ☑ No ☐

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company, or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company," and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer	☑	Accelerated filer	☐
Non-accelerated filer	☐	Smaller reporting company	☐
		Emerging growth company	☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Indicate by check mark whether the registrant has filed a report on and attestation to its management's assessment of the effectiveness of its internal control over financial reporting under Section 404(b) of the Sarbanes-Oxley Act (15 U.S.C. 7262(b)) by the registered public accounting firm that prepared or issued its audit report. ☑

If securities are registered pursuant to Section 12(b) of the Act, indicate by check mark whether the financial statements of the registrant included in the filing reflect the correction of an error to previously issued financial statements. ☐

Indicate by check mark whether any of those error corrections are restatements that required a recovery analysis of incentive-based compensation received by any of the registrant's executive officers during the relevant recovery period pursuant to §240.10D-1(b). ☐

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes ☐ No ☑

The only class of voting securities of the registrant issued and outstanding is the Class B Voting Common Stock, par value $.01 per share, all of which is owned by an affiliate of the registrant. There is no trading market for the Class B Voting Common Stock. The aggregate market value of the Class A Non-Voting Common Stock held by non-affiliates of the registrant was $1,342 million, based on the closing price on the NASDAQ Stock Market on March 31, 2026.

As of November 6, 2026, 58,378,156 shares of the registrant's Class A Non-Voting Common Stock, par value $.01 per share, and 2,970,171 shares of the registrant's Class B Voting Common Stock, par value $.01 per share, were outstanding.

Documents incorporated by reference: None

EZCORP, INC.
FISCAL YEAR ENDED SEPTEMBER 30, 2026
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PART I

This report contains forward-looking statements that reflect our future plans, estimates, beliefs and expected performance. Our actual results may differ materially from those currently anticipated and expressed or implied by those forward-looking statements because of a number of risks and uncertainties, including those discussed under “Part I, Item 1A — Risk Factors.” We caution that assumptions, expectations, projections, intentions or beliefs about future events may, and often do, vary from actual results, and the differences can be material. See also “Part II, Item 7 — Management's Discussion and Analysis of Financial Condition and Results of Operations — Cautionary Statement Regarding Risks and Uncertainties That May Affect Future Results.”

Unless otherwise specified, references to the “Company,” “we,” “our,” “us” and “EZCORP” refer to EZCORP, Inc. and its consolidated subsidiaries, collectively. References to a “fiscal” year refer to our fiscal year ended September 30 of the specified year. For example, “fiscal 2026” refers to the fiscal year ended September 30, 2026. All currency amounts preceded with “$” are stated in U.S. dollars, except as otherwise indicated.

ITEM 1. BUSINESS

Purpose, Vision and Strategy

EZCORP, Inc. is a leading provider of pawn services in the United States (“U.S.”), Latin America and the Caribbean with 1,590 locations and approximately 9,800 Team Members. We are a Delaware corporation headquartered in Austin, Texas.

Our purpose statement:

“We exist to serve our customers’ short-term cash and pre-owned retail needs, helping them to live and enjoy their lives. We are driven by a diverse team with a passion for pawn who are motivated to be their best — because our customers, families, stakeholders, and the communities and environment in which we live deserve it.”

This purpose is supported by a customer-centric strategy that includes the following:

- Providing fast, easy and simple access to cash;
- Serving our customers in a friendly and respectful way;
- Always being competitive and fair;
- Passionately serving customer needs;
- Building enduring relationships; and
- Recognizing and rewarding customer loyalty.

That strategy consists of three fundamental pillars:

- **Strengthen Core Store Operations** — Relentless focus on superior execution and operational excellence in our core pawn business.
- **Grow Customers and Transform Experience** — Drive customer growth by transforming customer and team experience, in store and online.
- **Expand Store Network** — Grow scale, market presence and financial returns through new stores, acquisitions, new formats and new markets.

And we rely on six foundational capabilities to execute our strategy and achieve our purpose:

- **Team Members** — We enable diverse, engaged and tenured teams with a true passion for pawnbroking.
- **IT, Data and AI Modernization** — We modernize our technology, data and AI capabilities to capitalize on growth opportunities and create greater value in every customer interaction.
- **Cost Efficiency** — We drive cost efficiency through an ongoing focus on simplification and optimization.
- **Compliance** — We build a strong culture of compliance in which we meet our regulatory obligations and serve customers fairly and responsibly in every market where we operate.
- **Controls** — We are continually focused on strengthening our capabilities to manage operational, financial, regulatory, information security and reputational risk.
- **Sustainability** — We prioritize developing the foundational elements of a comprehensive and integrated sustainability program.

Overview of Our Business

At September 30, 2026, we operated a total of 1,590 locations, consisting of:

- 628 pawn stores in the United States;
- 672 pawn stores in Mexico; and
- 290 pawn stores in Guatemala, El Salvador, Honduras, the Caribbean and Central America

On January 2, 2026, we acquired a controlling interest in Founders One, LLC ("Founders"), which through its subsidiary Simple Management Group, Inc. ("SMG") operated 105 pawn stores in the U.S. and 11 additional countries at the time of acquisition, primarily under the names "La Familia Pawn and Jewelry" and "CashWiz." See Note 3: Acquisitions of Notes to Consolidated Financial Statements included in “Part II, Item 8 — Financial Statements and Supplementary Data.”

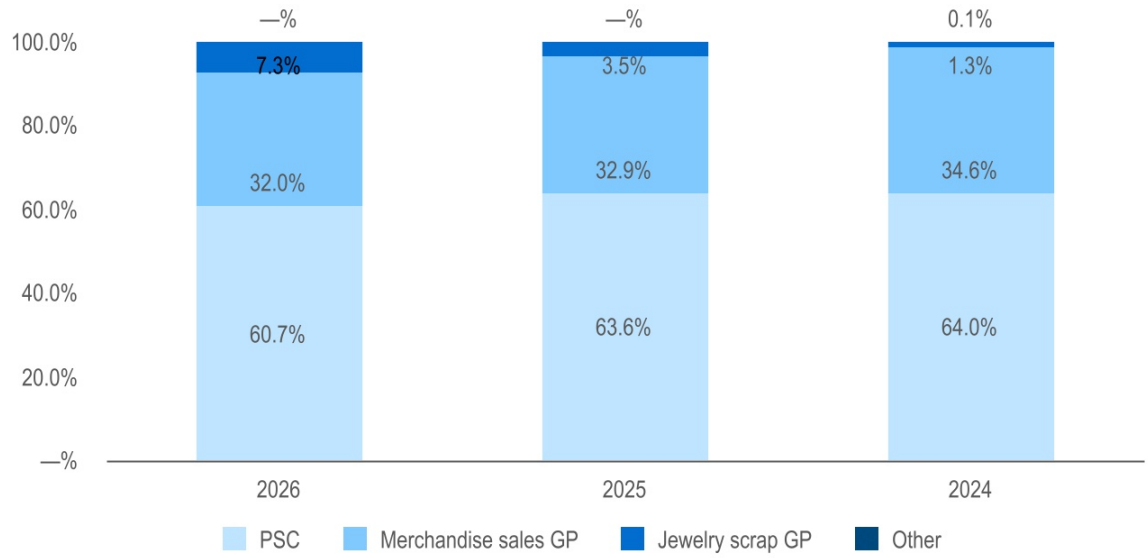
This acquisition expanded our geographic footprint in attractive markets, including Florida and Puerto Rico, and provides a platform for domestic and international growth. Following the initial transaction, we owned 87.7% of Founders, which controlled SMG with an 85.1% ownership interest. During fiscal 2026, we acquired the remaining interests in Founders and SMG, and Founders and SMG became wholly owned subsidiaries. SMG's operating results are consolidated in our financial statements beginning January 2, 2026 and are reported within our SMG segment.

In our pawn stores, we advance cash against the value of collateralized tangible personal property and sell merchandise to customers looking for good value. The merchandise we sell primarily consists of pre-owned collateral forfeited from our pawn activities or merchandise purchased from customers. By store count, we are the second largest pawn store owner and operator in the U.S. and one of the largest in Latin America. We also offer web-based applications under the name EZ+ that allow customers to manage their pawn transactions, layaways, and loyalty rewards online.

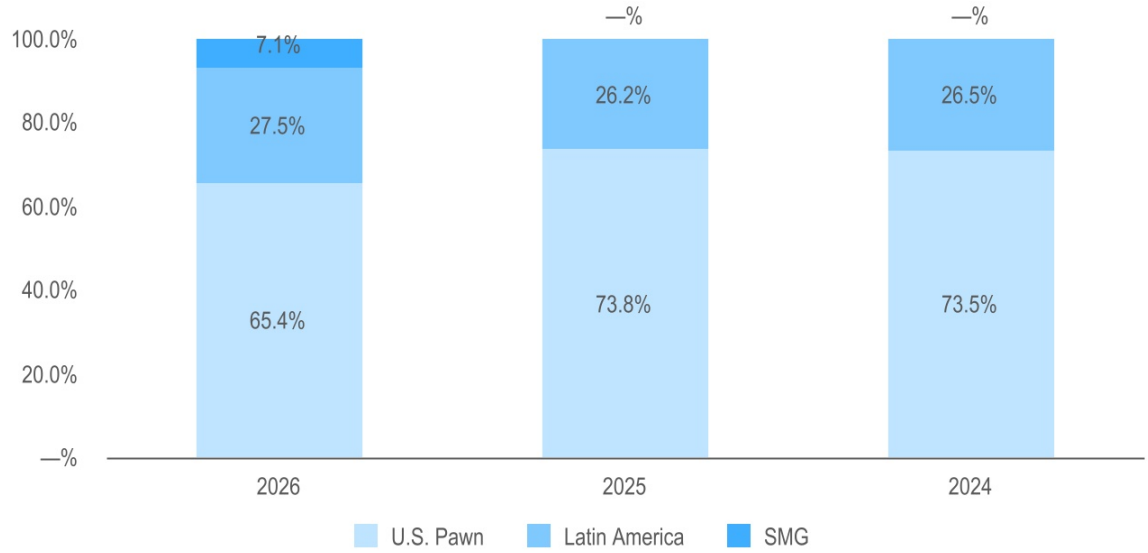
In addition to our core pawn business, we have made the following strategic investment:

- We own 43.5% of Cash Converters International Limited (“Cash Converters”), a publicly traded company (ASX: CCV) headquartered in Perth, Western Australia. Cash Converters and its controlled companies comprise a diverse group generating revenues from franchising, store operations, and personal finance (including pawn transactions) in 647 stores across 15 countries.

We generate revenues primarily from pawn service charges (“PSC”) on pawn loans outstanding (“PLO”), merchandise sales and jewelry scrapping. We remain focused on optimizing our balance of PLO and the resulting higher PSC. The following chart presents sources of gross profit, including PSC, merchandise sales gross profit (“Merchandise sales GP”), and jewelry scrap gross profit (“Jewelry scrap GP”) for fiscal 2026, fiscal 2025, and fiscal 2024:



The following charts present sources of gross profit by segment for fiscal 2026, fiscal 2025, and fiscal 2024:



Segment and Geographic Information

We conduct our business globally and primarily manage our business by geography. As a result of the acquisition of Founders and SMG on January 2, 2026, the composition of our reportable segments changed beginning in the second quarter of fiscal 2026. Refer to Note 13: Segment Information of Notes to Consolidated Financial Statements included in “Part II, Item 8 — Financial Statements and Supplementary Data.” SMG is now reported as a standalone reportable segment and our equity interest in CCV is now included within Corporate. Prior period segment information has been recast to reclassify CCV equity income and interest income from notes receivable from Founders from the "Other Investments" segment to Corporate. Because SMG was not a consolidated subsidiary in any prior period presented, no prior period SMG segment results are presented in our consolidated financial statements. Our business is organized into the following reportable segments:

- U.S. Pawn, which includes our EZPAWN, Value Pawn & Jewelry and other branded pawn operations in the United States, excluding SMG;
- Latin America Pawn, which includes our Empeño Fácil, Cash Apoyo Efectivo and other branded pawn operations in Mexico, as well as our GuatePrenda and MaxiEfectivo pawn operations in Guatemala, El Salvador and Honduras (referred to as “GPMX”); and
- SMG, which includes our La Familia Pawn and Jewelry and CashWiz branded pawn operations in the U.S., the Caribbean and Central America.

The following table presents store data by segment:

	U.S. Pawn	Latin America Pawn	SMG	Consolidated
As of September 30, 2023	529	702	—	1,231
New locations opened	1	40	—	41
Locations acquired	13	—	—	13
Locations combined or closed	(1)	(5)	—	(6)
As of September 30, 2024	542	737	—	1,279
New locations opened	—	40	—	40
Locations acquired	4	48	—	52
Locations combined or closed	(1)	(10)	—	(11)
As of September 30, 2025	545	815	—	1,360
New locations opened	—	45	3	48
Locations acquired	21	64	105	190
Locations combined or closed	(3)	(2)	(3)	(8)
As of September 30, 2026	563	922	105	1,590

For additional information about our segments and geographic areas, see Note 13: Segment Information of Notes to Consolidated Financial Statements included in “Part II, Item 8 — Financial Statements and Supplementary Data.”

Pawn Activities

At our pawn stores, we primarily advance cash against the value of collateralized tangible personal property. We earn pawn service charges (“PSC”) for those cash advances, which vary by jurisdiction and transaction size. At the time of the pawn transaction, we take possession of the pawned collateral, which consists of tangible personal property, primarily jewelry, consumer electronics, tools, sporting goods or musical instruments. If the customer chooses to redeem their pawn, they repay the amount advanced plus PSC. If the customer chooses not to redeem their pawn, the pawned collateral becomes our inventory, which we sell in our retail merchandise sales activities or, in some cases, scrap for its inherent gold or precious stone content. Consequently, the success of our pawn business is largely dependent on our ability to accurately assess the probability of pawn redemption and the estimated resale or scrap value of the collateralized personal property.

As of September 30, 2026, we had a closing PLO balance of $402.8 million. In fiscal 2026, PSC accounted for approximately 35% of our total revenues and 61% of our gross profit.

In the U.S. Pawn segment, PSC rates generally vary between 12% and 25% per month as permitted by applicable law, and the pawn term generally ranges between 30 and 90 days. Pawn transactions typically average between $230 and $250.

In Mexico, PSC rates generally vary between 15% and 21% per month as permitted by applicable law, and the pawn term is approximately 30 days. Pawn transactions typically average between 1,500 and 1,900 Mexican pesos, or approximately $90 to $110, using the average exchange rate for fiscal 2026.

In GPMX, PSC rates generally vary between 12% and 18% per month as permitted by applicable law, and the pawn term is approximately 30 days. Pawn transactions are made in the local currency of the country in which the transaction occurs and typically average between $130 and $150 using the average exchange rates for fiscal 2026. The average transaction size tends to be higher in the GPMX countries than in Mexico due to the higher concentration of jewelry used as pawn collateral.

In our SMG segment, PSC rates and pawn terms in our U.S. stores are generally consistent with those described above for our U.S. pawn operations. In Puerto Rico and our other Latin America and Caribbean markets, PSC rates generally vary between 20% and 25% per month as permitted by applicable law, and the pawn term is 30 days. Pawn transactions are made in U.S. dollars or the local currency of the country in which the transaction occurs and typically average between $250 and $270 using the average exchange rates for fiscal 2026.

If a customer chooses not to redeem, renew or extend their pawn, the pawn collateral is forfeited and becomes inventory available for sale. We do not record losses or charge-offs when the pawned collateral is forfeited because the amount advanced for the unpaid pawn becomes the inventory carrying cost of the forfeited collateral. The difference between the subsequent sale of the forfeited collateral and the amount of the pawn (offset by any inventory reserve) is reflected in merchandise sales gross margin.

Our ability to offer quality pre-owned goods for sale at prices significantly lower than original retail prices attracts value-conscious customers. The gross profit on sales of inventory depends primarily on our assessment of the estimated resale or scrap value at the time the property is either received as pawn collateral or purchased and our ability to sell that merchandise in a timely manner. Because a significant portion of our inventory and sales involve gold and jewelry, our results may be influenced by the market price of gold and diamonds.

We offer for purchase to customers in the U.S. and the majority of our Latin America stores a product protection plan that allows them to exchange certain general merchandise (non-jewelry) sold through our retail pawn operations within six months of purchase. In the U.S., we also offer a jewelry VIP package, which ensures customers a certain minimum future pawn advance amount on the item sold, allows them to trade in the item towards purchase of a more expensive piece of jewelry and provides minor cleaning and repair service on the item. We also provide the opportunity to purchase an item on layaway by paying a minimum layaway deposit, typically 10% of the item's sale price, in addition to an upfront fee. We typically hold items on layaway for a 90-300 day period, during which the customer is required to pay the balance of the sales price through a series of installment payments. If a payment is missed, we hold the item for up to 30 days, after which it is returned to active inventory for sale.

Operations and Risk Management

Our pawn operations are designed to provide the optimum level of support to the store teams, providing coaching and mentoring to enable our teams to best serve our customers and position us as a leader in customer service and satisfaction.

Our risk management structure consists of compliance, asset protection and internal audit teams, which monitor lending practices, inventory systems, regulatory compliance and compliance with robust internal policies and procedures. We perform full physical audits of inventory at each store at least annually, and more often in higher risk stores or those experiencing higher shrinkage. Inventory counts are completed daily for jewelry and firearms in our US Pawn and Latin America Pawn stores, and other inventory categories more susceptible to theft are cycle counted multiple times annually. We record shrink adjustments for known losses at the conclusion of each inventory count. These adjustments are recorded as estimates during interim periods and as discovered during cycle counts.

Human Capital Management

Engagement Survey

We perform an annual Global Employee Engagement Survey, to assess the engagement of our teams and to identify areas of opportunity. Our most recent survey, administered by Glint in April 2026, achieved an 88% participation rate and an overall engagement score of 86. Our engagement score is twelve points higher than the global benchmark, assembled from data of over 1,200 companies of varying size across a variety of industries (Finance, Healthcare, Manufacturing, Professional Services, Retail, Technology and Utilities) and includes results from over 11 million respondents located in over 160 countries. Team members acquired through the SMG acquisition were not included in the FY26 employee engagement survey. Engagement data for this population will be incorporated into future survey cycles.

Our top strengths were Purpose, Customer Focus and Belonging. Our focus areas for improvement included Work-Life Balance, Action Taking and Recognition. Team Members provided over 11,000 comments. To ensure we address issues raised in the survey, all operational leaders at the District Manager and above level have Engagement Objectives for fiscal 2027, guided by actions anticipated to yield the most significant business and Team Member impact.

Talent Management and Development

We employ approximately 9,800 Team Members across the Company, including approximately 4,200 in United States, 4,100 in Mexico, 1,400 in Central America and 100 in the Caribbean. We seek to hire and promote Team Members to lead the way today and to step into greater roles in the future. We achieve this goal through training and development programs that Team Members use to plan their careers and identify future growth opportunities. We engage Team Members at all levels in order to understand their professional and personal goals and identify high potential future leaders to strengthen our internal bench and retain our talent.

In our pawn stores we provide:

- Onboarding programs that incorporate online and hands-on training in the art and science of pawnbroking;
- Career path programs aligned with our talent and succession strategy, emphasizing career progression and individual development programs; and
- Learning experiences that unlock and accelerate Team Member potential and business growth.

Our investment in store-level Team Members produced tangible results during fiscal 2026:

- High scoring questions in our 2026 Global Employee Engagement Survey included "I have good opportunities to learn and develop at EZCORP" (with an 87 favorability rating) and "I have good career opportunities at EZCORP" (with an 86 favorability rating).

- Approximately 80% of managerial positions were filled via internal promotion, excluding SMG, which is not yet reflected in our internal mobility metrics.

We reinforced the utilization of our career path (Operations) and career and competency framework (Corporate Support Center) to build individual development plans to guide and prepare our Team Members for future roles within the Company.

Culture and Ethics

Culture is critical to our long-term success and to our ability to attract, develop and retain the top talent needed to accomplish our Purpose, Vision and Strategy.

Our values — People, Pawn, Passion — define our priorities as a business, and our Guiding Principles — Leadership, Customer-Centricity, Accountability, Respect, Belonging and Sustainability — establish the expectations for how we interact with Team Members, customers and communities. We enlist a multitude of tools to demonstrate commitment to our principles, values and positive culture, from our plain-language Code of Conduct and supporting policies and annual training to our clear, honest, and frequent communications, including those from executive management, reinforcing ethical behavior and positive culture.

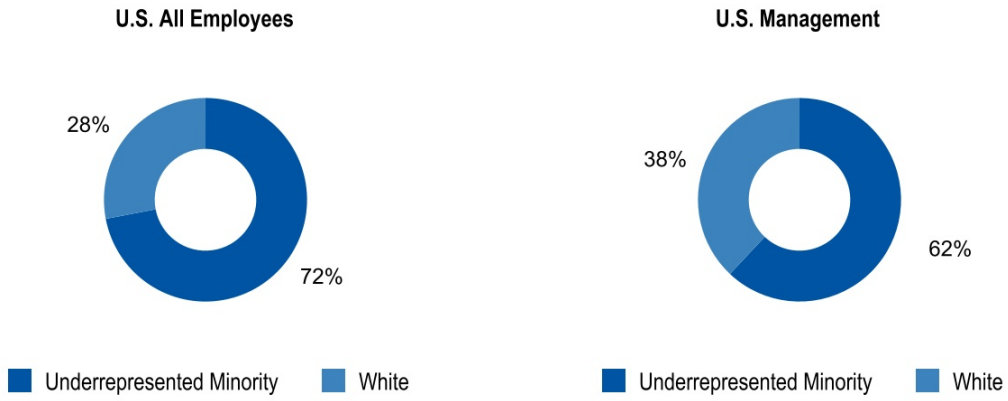
To support our ethical business practices, we maintain an Ethics Hotline available to all Team Members and external stakeholders to report (anonymously if desired) any matter of concern. Communications to the hotline (which is managed by an independent third party) are routed to appropriate functional areas (including Human Resources, Legal and Compliance), and, in certain cases, directly to the Board of Directors, for investigation and resolution. In addition, any shareholder or other interested party may send communications to the Board of Directors, individually or as a group, through means outlined in the Investor Relations section of our website.

Belonging

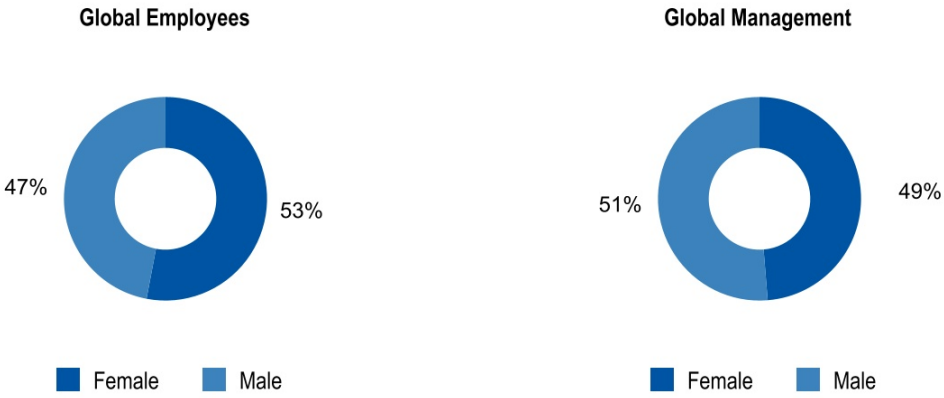
At EZCORP, we foster an environment that values belonging and development for all. In our 2026 Global Employee Engagement Survey, 85% of participants responded positively to the question, “I feel a sense of belonging at EZCORP.”

We also employ a diverse workforce, embodying a broad array of perspectives and experiences.

Fiscal 2026 U.S. Race and Ethnicity Demographics [1] [2]



Fiscal 2026 Global Gender Demographics [2]



(1) The term underrepresented minority is used to describe diverse populations, including African American, Hispanic, Asian and Native American Team Members who self-identified their race and ethnicity at hire.

(2) The term Management is used to describe Team Members with one or more direct reports.

Total Rewards

Our compensation programs are designed to align the compensation of Team Members with individual and Company performance and to provide incentives to attract and retain our Team Members and motivate them to achieve desired results.

Our compensation programs encompass incentive earnings for short-term and long-term performance. Specifically:

- We provide wages and incentive plans that are competitive and consistent based on position, skill level, experience, knowledge and geographic location.
- We engage a nationally recognized outside compensation and benefits consulting firm to independently evaluate the effectiveness of our executive compensation and to provide benchmarking against our selected peer group, which includes similarly-sized companies that have commonality with us on customer base, industry and operating dynamics.
- We align our executives' long-term equity compensation with our shareholders' interests by linking realizable pay with stock performance.
- All Team Members are eligible for paid time off, Company-paid life insurance and participation in a tenure award program that recognizes their commitment and loyalty by awarding EZ+ Rewards points based on their years of service.

Health and Safety

Our commitment to our Team Members is to provide a safe and injury-free workplace. This includes identifying risks, complying with safety regulations, providing necessary training and equipment and fostering a culture of health and safety. We also invest in programs designed to improve physical, mental and social well-being. Our collective goal is to prevent injuries, create a secure workplace and promote Team Member well-being.

Management and Oversight

In addition to the role of management in designing effective compensation programs for all Team Members, the People and Compensation Committee of the Board of Directors has primary responsibility for analyzing, advising and (as appropriate) approving executive compensation. The committee is also responsible for organizational development matters and otherwise assisting the Board of Directors in its overall responsibility to enable EZCORP to attract, retain, develop and motivate qualified executives who contribute to the long-term success of the Company. The committee actively participates in the executive recruitment and selection process. Committee members are instrumental in the executive talent management and succession processes, including the review and attainment of annual objectives for our executive officers.

Governance

At EZCORP, we believe that "The Way We Do Business is as Important as the Business We Do." This belief underlies our Code of Conduct, which outlines our expectations and provides guidance to our Team Members on carrying out their daily activities ethically and responsibly.

Our guiding principles include Leadership, Customer-Centricity, Accountability, Respect, Belonging and Sustainability, and these principles form the foundation for how we govern our business.

- Though we are a "Controlled Company" under the Nasdaq Listing Rules, we maintain the governance standards required of all publicly-listed Nasdaq companies, including:
    - Independent directors comprise a majority of our Board of Directors. Five of the seven members of our Board of Directors meet all of the independence requirements set forth in the Nasdaq Listing Rules, and none of the independent directors have any past or existing relationship with our controlling stockholder outside of their Board service.
    - All of our standing Board committees (Audit and Risk Committee, People and Compensation Committee and Nominating Committee) are comprised solely of independent directors.

  For further discussion of our corporate governance standards, see "Part III, Item 10 — Directors, Executive Officers and Corporate Governance."
- Our pawn operations are licensed and supervised in all jurisdictions in which we operate. We maintain a strong compliance culture that is monitored and overseen by our Board of Directors and supported by seasoned legal and compliance teams.
- Protecting the privacy, integrity and security of our customers' data and our enterprise network is a top priority that also is monitored and overseen by our Board of Directors. We maintain a separate IT Security team that is responsible for the design and implementation of our cyber risk strategy, including deployment of systems, enterprise-wide training, monitoring and reporting of threat incidents and response preparedness, as further discussed in "Part I, Item 1C — Cybersecurity."

Sustainability

EZCORP is committed to meeting our customers' needs in a responsible manner, and in that regard, we have aligned our purpose, guiding principles and business strategies with sustainability — both in terms of the environment and the ways in which we care for our customers.

Our pawnbroking and related retail sales activities inherently contribute to the "circular economy" and promote environmental sustainability. We provide unique options for our customers to satisfy their cash needs — options that are not offered by traditional lenders, such as banks and credit unions, credit card providers or installment and short-term lenders. For many of our customers, pawn transactions provide an essential and financially responsible lifeline within their own neighborhoods for meeting their unexpected expenses. Our retail activities rely primarily on local sourcing of pre-owned merchandise and the recirculation of those items back into the neighborhoods we serve. In short, our business is unique, essential and sustainable.

Our business contributes to overall environmental sustainability in the following ways:

- Our business is fundamentally a neighborhood business, where each store principally serves the surrounding neighborhood. This "local" focus reduces the need of our customers to travel long distances to access our products and services and eliminates the need for delivery services.
- Each of our stores serves as its own "supply chain." We take in pre-owned merchandise, either through pawn or purchase from customers, and then sell that merchandise (after forfeiture, in the case of pawn transactions), generally in the same store. Thus, we do not maintain or rely on mass supply, distribution or warehousing facilities.
- Virtually all of the merchandise we sell is pre-owned, contributing to goods recycling and the circular economy. In fiscal 2026, we sold approximately 5.6 million pre-owned items, including over 3.3 million items in the consumer electronics, camera and household goods categories, 1.5 million other general merchandise items (such as tools and musical instruments) and 0.8 million jewelry items in our U.S. Pawn and Latin America Pawn segments. In addition, through our jewelry scrapping activities, we recycle significant volumes of gold and diamonds. All of these activities extend the useful life of products, reducing waste and lessening the demand for new manufacturing and mining.
- Our store operations leave a relatively small carbon footprint when compared to big-box or other mass retailers that rely on manufacturers and extensive supply chain and distribution channels. Our stores are relatively small (generally 4,300 square feet or less). To reduce energy consumption, we utilize energy-efficient LED lighting in 70% of our U.S. stores and 95% of Latin America stores.
- In all of our facilities, including our corporate support offices, we promote environmental stewardship by reducing consumption, recycling paper products (approximately 1.1 million pounds across all U.S. Pawn locations during fiscal 2026) and responsibly disposing of end-of-life computers, electronics and related accessories through recycling or other sound e-waste processing. Our corporate office in Austin, Texas is LEED Certified Silver status.

Growth and Expansion

Part of our strategy is to increase the number of locations we operate through opening new ("de novo") locations and through acquisitions in Latin America and the U.S. and potential new markets. Our ability to add new stores is dependent on several variables, such as projected achievement of internal investment hurdles, the availability of acceptable sites or acquisition candidates, the alignment of price expectations, the regulatory environment, local zoning ordinances, access to capital and availability of qualified personnel.

The most significant expansion of our store base during fiscal 2026 was the acquisition of SMG, which added 105 stores and is now reported as a standalone reportable segment.

During fiscal 2026, we continued the expansion of our Latin America and U.S. operations with the opening of 48 de novo stores (20 in Mexico, 20 in Guatemala, 5 in Honduras, 2 in the U.S. and 1 in the Caribbean) and the acquisition of 85 stores (64 in Latin America and 21 in the U.S.). We also consolidated 8 stores (2 in Latin America and 4 in the U.S. and 2 in the Caribbean). We now own a total of 1,590 stores, 672 in Mexico, 628 in the U.S., and 290 pawn stores in Guatemala, El Salvador, Honduras, the Caribbean and Central America. In fiscal 2026, the Latin America stores represented 27% of our consolidated gross profit as the average scale of Latin America pawn stores is smaller than in the U.S. We see opportunity for further expansion in Latin America and the U.S. through acquisitions and de novo openings.

Seasonality and Quarterly Results

In the U.S., PSC historically is highest in our fourth fiscal quarter (July through September) due to a higher average PLO balance during the summer and is lowest in our third fiscal quarter (April through June) following the tax refund season. Merchandise sales historically are highest in the U.S. in our first and second fiscal quarters (October through March) due to the holiday season, Valentine's Day jewelry sales and our customers' receipt of tax refunds. In Latin America, most of our customers receive additional compensation from their employers in December, and many receive additional compensation in June or July, applying downward pressure on PLO balances and fueling merchandise sales in those periods. As a net effect of these and other factors and excluding discrete charges, our consolidated income before tax is generally highest in our first fiscal quarter (October through December) and lowest in our third fiscal quarter (April through June).

Competition

We encounter significant competition in connection with our business activities. These competitive conditions may have an impact on our revenues, profitability and ability to expand. We compete with other pawn stores, banks, alternative lenders and loan brokers, credit unions and other financial institutions, such as consumer finance companies. We believe the primary elements of competition are the quality of customer service and relationship management, including understanding our customers' needs better than anyone else, convenience, store location and a customer-friendly environment. In addition, we believe the ability to compete effectively is based increasingly on strong general management, regional focus, automated management information systems, access to capital and superior customer service.

Our competitors for merchandise sales include retail and wholesale stores such as jewelry stores, discount retail stores, consumer electronics stores, other pawn stores, other resale stores, electronic commerce retailers and auction sites. Competitive factors in our retail operations include the ability to provide customers with a variety of merchandise at considerable value, exceptional customer service and convenient locations.

The pawn industry in the U.S. is large, relatively mature and highly fragmented. The industry consists of a certain few large operators (of which we are the second largest), together with independent operators owning a smaller number of stores, primarily one to three locations.

The pawn industry in Latin America also is fragmented, but less so than in the U.S. The Latin American pawn industry consists of independent for-profit operators, some of which operate chains of stores, and certain not-for-profit organizations. We are the second largest for-profit operator in Mexico and the largest operator in Guatemala. The pawn industry, particularly full-line stores dealing in both general merchandise and jewelry, remains in an expansion stage in Latin America.

We launched our EZ+ Rewards loyalty program in the U.S. and Mexico in 2021 and in GPMX in 2022. This free program allows customers to earn points on most of our transactions that may be applied as a discount towards retail sales once certain point thresholds are met. We believe this program provides a distinct competitive advantage over other pawn operators.

Trademarks and Trade Names

We operate our pawn stores principally under the names “EZPAWN”, “Value Pawn & Jewelry,” and “La Familia Pawn and Jewelry” in the U.S., “EMPEÑO FÁCIL” and “Cash Apoyo Efectivo,” in Mexico, “GuatePrenda,” in Guatemala, “MaxiEfectivo” in El Salvador and Honduras, and “CashWiz” in the Caribbean. We have registered the names EZCORP, EZPAWN, Value Pawn & Jewelry, and La Familia Pawn and Jewelry, among others, with the United States Patent and Trademark Office. In Mexico, we have registered the names “EMPEÑO FÁCIL,” “Cash Apoyo Efectivo,” “Bazareño,” “Presta Dinero,” “Montepio San Patricio,” and “Providencia Empeños,” among others, with the Instituto Mexicano de la Propiedad Industrial. We have registered the name “GuatePrenda” in Guatemala and the name “MaxiEfectivo” in Guatemala, El Salvador and Honduras.

Regulation

Compliance with federal, state and local laws and regulations is an integral part of how we manage our business, and we conduct our business in material compliance with the law. The following is a general description of significant regulations affecting our business:

U.S. Regulations

Pawn Regulations — Our pawn stores are regulated by federal law, by the states in which they are located and, in some instances, by municipalities or other local authorities. The applicable state and local laws vary by jurisdiction and typically impose store licensing requirements. Licensing requirements usually include minimum financial responsibility, business know-how, and character requirements and may establish restrictions on where pawn stores can operate. Additional rules regulate various aspects of the day-to-day pawn operations, including maximum PSC and loan amounts, minimum and/or maximum terms of a pawn loan, content and format of the pawn contract, and the length of time after expiration of a pawn loan that a store must hold a pawned item before it can be offered for sale. Failure to observe applicable regulations can result in a revocation or suspension of pawn licenses, the imposition of fines, requirements to refund PSC or other penalties. We also must comply with various state and federal consumer lending laws, including those requiring the disclosure of the annual percentage rate, finance charge, amount financed, total of payments and payment schedule related to each pawn loan transaction. Additional federal regulations applicable to our pawn lending business are described in “Other Regulations” below.

Pursuant to applicable law, the majority of our pawn stores provide periodic (generally daily) reports of pawn and purchase transactions to local law enforcement agencies. These reports include information about the merchandise received from customers (whether through pawn or purchase), including a detailed description of the goods and the name and address of the customer. If we accept merchandise from a customer in a pawn or purchase transaction and it is determined that our customer was not the rightful owner, the merchandise is subject to recovery by the rightful owner and those losses are included in our shrinkage. Historically, we have not experienced a material number of claims of this nature.

Other Regulations — Our business activities are subject to other state and federal statutes and regulations, including the following:

- We are subject to the federal Truth in Lending Act (“TILA”), and its underlying regulations, which requires lenders to disclose information about the terms and costs of credit in a standardized manner, including in the form of an annual percentage rate. The TILA regulations also require us to provide certain disclosure in advertising our pawn transactions.
- We are subject to the federal Gramm-Leach-Bliley Act and its underlying regulations, as well as various state laws and regulations relating to privacy and data security. Under these regulations, we are required to disclose to our customers our policies and practices relating to the protection and sharing of certain customer information. These regulations also require us to ensure that our systems are designed to protect the security and confidentiality of customers’ appliable personal information, and many of these regulations dictate certain actions that we must take to notify customers if their personal information is disclosed in an unauthorized manner. In some jurisdictions, we are subject to the laws restricting the scope of data we collect and granting rights to our customers to access, correct and/or delete the information we obtain.
- We are subject to the Fair Credit Reporting Act, which was enacted, in part, to address privacy concerns associated with the sharing of consumers’ financial information and credit history contained in consumer credit reports and limits our ability to share certain consumer report information.
- We are subject to the federal Fair and Accurate Credit Transactions Act, which amended the Fair Credit Reporting Act and requires us to adopt written guidance and procedures for detecting, preventing and mitigating identity theft and to adopt various policies and procedures (including Team Member training) that address and aid in detecting and responding to suspicious activity or identity theft “red flags.”
- As a provider of consumer financial products, we are prohibited from engaging in any unfair, deceptive or abusive act or practice (UDAAP) under the Dodd-Frank Act, as such practices may cause significant financial injury to consumers, erode consumer confidence and undermine the financial marketplace.

- We are subject to the Equal Credit Opportunity Act, which prohibits discrimination on the basis of race, color, religion, national origin, sex, marital status, age, receipt of public assistance or good faith exercise of any rights under the Consumer Credit Protection Act.
- Under the USA PATRIOT Act, we must maintain an anti-money laundering compliance program that includes the development of internal policies, procedures and controls; the designation of a compliance officer; an ongoing Team Member training program and an independent testing of the program.
- We are subject to the Bank Secrecy Act and its underlying regulations, which require us to report and maintain records of certain high-dollar transactions, including the receipt of more than $10,000 in cash in one transaction or related transactions, which is reported on IRS/FinCEN Form 8300. In addition, federal laws and regulations require us to report certain transactions (or series of transactions) deemed suspicious to the Financial Crimes Enforcement Network of the Treasury Department (“FinCEN”). Generally, a transaction is considered suspicious if we know, suspect or have reason to suspect that the transaction (a) involves funds derived from illegal activity or is intended to hide or disguise such funds, (b) is designed to evade the requirements of the Bank Secrecy Act or (c) appears to serve no legitimate business or lawful purpose.
- The Office of Foreign Assets Control (“OFAC”) of the Department of the Treasury administers and enforces economic and trade sanctions based on U.S. foreign policy and national security goals against targeted foreign countries and regimes, terrorists, international narcotics traffickers, those engaged in activities related to the proliferation of weapons of mass destruction and other threats to the national security, foreign policy or economy of the United States. We are prohibited from doing business with named individuals, businesses and countries subject to sanctions and restrictions, and we are required to block or reject, and report to OFAC transactions involving persons designated by OFAC.
- The Foreign Corrupt Practices Act ("FCPA") makes it unlawful for certain classes of persons and entities to make payments to foreign government officials to assist in obtaining or retaining business. Specifically, the anti-bribery provisions of the FCPA prohibit the willful use of the mail or any means of instrumentality of interstate commerce corruptly in furtherance of any offer, payment, promise to pay, or authorization of the payment of money or anything of value to any person, while knowing that all or a portion of such money or thing of value will be offered, given or promised, directly or indirectly, to a foreign official to influence the foreign official in his or her official capacity, induce the foreign official to do or omit to do an act in violation of his or her lawful duty, or to secure any improper advantage in order to assist in obtaining or retaining business for or with, or directing business to, any person. As an issuer, we are also subject to the FCPA’s accounting provisions, which require us to maintain accurate books and records and a system of internal accounting controls.
- The Military Lending Act and regulations promulgated pursuant thereto limit the military annual percentage rate (“MAPR”), which includes most fees and charges, on certain consumer loans (including pawn loans) made to covered members of the armed forces and their dependents to 36% MAPR. The Military Lending Act also requires certain disclosures and prohibits certain loan terms, including mandatory arbitration provisions and prepayment penalties.
- We are subject to the Telephone Consumer Protection Act and similar state laws, which restrict the use of automated dialing systems, prerecorded messages and text messages to contact consumers and require prior consent for certain marketing communications.
- The majority of our pawn stores in the U.S. deal in firearms and each of those stores maintains a federal firearms license as required by federal law and, in some jurisdictions, a similar firearms license required by state law. The federal Gun Control Act of 1968 and regulations issued by the Bureau of Alcohol, Tobacco, Firearms and Explosives also require each pawn store dealing in firearms to maintain a permanent written record of acquisition and disposition of firearms. In addition, we must comply with the Brady Handgun Violence Prevention Act, which requires us to conduct a background check through the National Instant Criminal Background Check System (or a designated state point of contact) before releasing, selling or otherwise disposing of firearms.

Under certain circumstances, the federal Consumer Financial Protection Bureau (“CFPB”) may be able to exercise regulatory authority over the U.S. pawn industry through its rule making authority. To date, the CFPB has not taken any steps to exercise such authority or indicated any intention to do so, although historically it has initiated actions against pawn companies for alleged violations of certain consumer lending regulations, including the Military Lending Act.

Certain U.S. federal laws may apply to our operations outside of the U.S., in which case we comply with such laws on an extraterritorial basis.

Mexico Regulations

Pawn Regulations — The Federal Consumer Protection Law establishes registration and operating requirements for pawnshops in Mexico and provides for administrative regulation of the pawnshop industry by the Procuraduría Federal del Consumidor (PROFECO), Mexico’s primary federal consumer protection agency. PROFECO regulates the form and terms of pawn loan contracts (but not interest or service charge rates), defines certain operating standards and procedures for pawnshops, including retail operations, and establishes disclosure, bonding and reporting requirements. The law also requires us to submit a monthly report to the applicable state authority when a customer

pawns three or more identical or similar items, or when a customer's conduct reasonably suggests the items may have been obtained illicitly. There are fines and sanctions, including operating suspensions, for failure to comply with these requirements

The Federal Law on the Protection of Personal Data Held by Private Parties requires us to protect our customers' personal information. This law requires us to inform customers if we share customer personal information with third parties and to post (both online and in-store) our Data Privacy Policy.

Our pawn business in Mexico is also subject to regulation at the state and local level through state laws and local zoning and permitting ordinances. For example, some states require permits for the operation of pawn stores, certification of Team Members as trained in the valuation of merchandise and strict customer identification controls. State and local agencies often have authority to suspend store operations pending resolution of actual or alleged regulatory, licensing and permitting issues.

Other Regulations — Our pawn business in Mexico is subject to the General Law of Administrative Responsibility ("GLAR"), which requires us to implement an integrity policy that contains mechanisms to ensure integrity standards throughout the organization. GLAR establishes administrative penalties for improper payments to government officials, influence peddling (including the hiring of public officials and the use of undue influence) and other corrupt acts in public procurement processes.

We are also subject to the Federal Law for the Prevention and Identification of Transactions with Funds from Illegal Sources, which requires reporting of certain transactions exceeding certain monetary limits, the appointment of a compliance officer and maintenance of customer identification records and controls. This law, including 2025 amendments thereto and 2026 amendments to its implementing regulations, affects all vulnerable activities in Mexico and is intended to detect commercial activities arising from illicit or ill-gotten means through bilateral cooperation between Mexico's Ministry of Finance and Public Credit and Mexico's Attorney General's Office. The law also restricts the use of cash in certain transactions associated with high-value assets and limits, to the extent possible, money laundering activities protected by the anonymity that such cash transactions provide. Relevant aspects of the law specifically affecting the pawn industry include monthly reporting on "vulnerable activities," which include pawn transactions exceeding 188,282.55 Mexican pesos and retail transactions of precious metals exceeding 188,282.55 Mexican pesos. Retail transactions of precious metals in cash exceeding 376,565.10 Mexican pesos are prohibited. There are significant fines and sanctions for failure to comply with these rules.

We must also comply with the Official Mexican Standards issued by regulatory agencies in accordance with Article 40 of the Federal Law on Metrology and Standardization, which establishes rules applicable to retail products and services and related disclosures, labeling and marketing, including NOM-179-SCFI-2016, NOM-017-SCFI-1993 and NOM-024-SCFI-2013.

In addition to the above, our pawn business in Mexico is subject to various general business regulations in the areas of tax compliance, customs, consumer protections, money laundering, civil protection regulations, municipal regulations, trade code (federal), public safety and employment matters, among others, by various federal, state and local governmental agencies.

Other Regulations in Latin America and the Caribbean

Governmental entities in Guatemala, Honduras, and El Salvador regulate lending and retail businesses. Certain laws in these jurisdictions, including local zoning and permitting ordinances, require commercial business licenses and signage permits. Our Guatemala pawn operations are subject to the Civil and Commercial Codes governing pledge transactions, consumer protection laws administered by the Dirección de Atención y Asistencia al Consumidor (DIACO).

In June 2026, Guatemala enacted the Comprehensive Law for the Prevention and Repression of Money Laundering and Terrorist Financing, which replaced the prior AML and counter-terrorist financing laws. The law requires registration with the Superintendencia de Bancos, a risk-based compliance program and written manual, a compliance officer approved by the Superintendencia de Bancos, customer due diligence including beneficial ownership identification, suspicious and cash transaction reporting to the Intendencia de Verificación Especial, record retention, training and audits. It also imposes administrative and criminal penalties on entities and individuals, including fines, suspension of operations and license cancellation. Implementing regulations under the new law are expected in 2027. Our operations in El Salvador and Honduras are subject to similar anti-money laundering and counter-terrorist requirements.

Our Caribbean operations include pawn lending and buy-sell locations, depending on the country of operation, and are subject to jurisdiction-specific licensing, consumer-credit, and anti-money-laundering laws. These regimes range from detailed statutory frameworks, such as in Puerto Rico, which establishes rate caps of 20% per 30-day period, limits ancillary fees, prescribes loan terms and requires daily reporting to jurisdictions with limited or dated pawn-specific regulation where rates and terms are largely set by contract. In several jurisdictions, pawn operators are designated as obligated entities under anti-money-laundering laws and must maintain compliance programs and retain records.

Operating in the aforementioned jurisdictions also subjects us to other types of regulations, including regulations related to financial reporting, data protection and privacy, tax compliance, labor and employment practices, real estate transactions, commercial and electronic banking restrictions, credit card transactions, usury law, consumer protection, marketing, advertising and other general business activities.

Regulatory Developments

The legal and regulatory frameworks applicable to our business continue to evolve in each of the jurisdictions in which we operate. Federal, state, local and foreign authorities periodically adopt new laws and regulations, amend existing requirements and change their interpretations and supervisory or enforcement priorities, including with respect to anti-money laundering, sanctions, consumer protection, data privacy and firearms. These developments, as well as public remarks by elected officials, may require us to modify our products, practices, systems and compliance programs and may increase our compliance costs. As the scope of our international operations increases, including through acquisitions, we may face additional administrative and regulatory costs in managing our business. See Part I, Item 1A, “Risk Factors.”

Available Information

We file annual, quarterly and current reports and other documents with the Securities and Exchange Commission (“SEC”) under the Securities Exchange Act of 1934, as amended (the “Exchange Act”). The SEC maintains an internet website that contains reports and other information regarding issuers that file electronically with the SEC. The public can obtain any documents that we file with the SEC at www.sec.gov.

We maintain a website at www.ezcorp.com. Our filings with the SEC, including our Annual Reports on Form 10-K, quarterly reports on Form 10-Q, current reports on Form 8-K and Section 16 filings, are available free of charge through links maintained on our website under the heading “Investor Relations — SEC Filings.” Information contained on our website is not incorporated by reference into this report.

ITEM 1A. RISK FACTORS

There are many risks and uncertainties that may affect our operations, performance, development and results. Many of these risks are beyond our control. The following is a description of the important risk factors that may affect our business. If any of these risks were to occur, our business, financial condition or results of operations could be materially adversely affected. Additional risks and uncertainties not currently known to us or that we currently consider to be immaterial may also materially adversely affect our business, financial condition or results of operations.

Company Specific Risks

Changes in, revised interpretation or enforcement of or failure to comply with, laws and regulations affecting our products and services could have a material adverse effect on our operations and financial performance.

Our products and services are subject to regulation under various laws and regulations in each country and jurisdiction in which we operate (see “Part I, Item 1 — Business — Regulation”), and adverse legislation or regulations could be adopted or certain existing laws could be reinterpreted in any such country or jurisdiction. If that were to occur in any particular jurisdiction, we generally evaluate our business in the context of the new rules and determine whether we can continue to operate in that jurisdiction with new or modified products or whether it is feasible to enhance our business with additional product offerings. In any case, if we are unable to continue to operate profitably under the new or reinterpreted rules, we may decide to close or consolidate stores, resulting in decreased revenues, earnings and assets. Further, our failure to comply with applicable laws and regulations could result in fines, penalties or orders to cease or suspend operations, which could have a material adverse effect on our results of operations.

Negative characterizations of the pawn industry by consumer advocates, media or others could result in increased legislative or regulatory activity, could adversely affect the market value of our publicly traded stock, or could make it harder to operate our business successfully.

Many of the legislative and regulatory efforts that are adverse to the pawn industry are the result of negative characterization of the pawn industry by consumer advocacy groups, members of the media or others that focus on the cost of pawn loans or instances of pawn operators purchasing stolen property or accepting it as pawn collateral. We can give no assurance that there will not be further negative characterizations of our industry or that legislative or regulatory efforts to restrict the availability of pawn loans or otherwise regulate pawn operations will not be successful despite significant customer demand for such services. Such efforts, if successful, could have a material adverse effect on our operations or financial performance.

Furthermore, negative characterizations of our industry could limit the number of investors who are willing to hold our Class A Common Stock, which may adversely affect its market value; limit sources of the debt or equity financing that we need in order to conduct our operations and achieve our strategic growth objectives; or make it harder for us to attract, hire and retain talented executives and other key Team Members.

A significant portion of our U.S. business is concentrated in Texas and Florida.

As of September 30, 2026, 62% of our U.S. stores were located in Texas (42%) and Florida (20%), and those stores account for a significant portion of our revenues and profitability. The legislative, regulatory and general business environment in Texas and Florida has been relatively favorable for our pawn business activities, but a negative legislative or regulatory change in either of those states could have a material adverse effect on our overall operations and financial performance. Further, as discussed below, areas in Texas and Florida where we have significant operations are particularly susceptible to hurricane and tropical storm activity.

A significant or sudden decrease in gold values or the volume of gold transactions may have a material impact on our earnings and financial position.

Gold jewelry comprises a large portion of the collateral security for our pawn loans and our inventory. PSC, sales proceeds and our ability to liquidate excess jewelry inventory at an acceptable margin are dependent upon gold values and the volume of gold transactions. A decline in the availability of gold or our customers’ willingness or ability to sell us gold or use gold as collateral for pawn loans could impact our business. The impact on our financial position and results of operations of decreases in gold values or volumes or a change in customer behavior cannot be reasonably estimated because the market and customer response to changes in gold values is not known; however, a significant decline in gold values or gold volumes could result in decreases in sales, sales margins, PLO and PSC.

Fluctuations in our sales, PLO, sales margins and pawn redemption rates could have a material adverse impact on our operating results.

We regularly experience fluctuations in a variety of operating metrics. Changes in any of these metrics, as might be caused by changes in the economic environment, competitive pressures, changes in customers' tastes and preferences or a significant decrease in gold prices, could materially and adversely affect our profitability and ability to achieve our planned results of operations.

Achievement of our growth objectives is dependent upon our ability to open and acquire stores.

Our expansion strategy includes acquiring existing stores and opening de novo store locations. Our acquisition strategy is dependent upon the availability of attractive acquisition candidates, while the success of our de novo store strategy is contingent upon numerous factors that cannot be predicted or controlled, such as the availability of acceptable locations with a desirable customer base, the negotiation of acceptable lease terms, the ability to obtain required government permits and licenses and the existence of a suitable competitive environment. The achievement of our growth objectives is also subject to our ability to attract, train and retain qualified Team Members. Failure to achieve our expansion goals could adversely affect our prospects, future results of operations and future cash flows.

We continue to have limited indemnity obligations to AlphaCredit for pre-closing taxes.

Under the terms of the Purchase Agreement related to the sale of our 94%-owned subsidiary, Prestaciones Finmart, S.A.P.I. de C.V., SOFOM, E.N.R. ("Grupo Finmart") to Alpha Holding, S.A. de C.V. ("AlphaCredit") in September 2016, we remain obligated to indemnify AlphaCredit for any "pre-closing taxes" (i.e., tax obligations arising from the Grupo Finmart business that are attributable to periods prior to the completion of the sale in September 2016). Those obligations continue until the expiration of the statute of limitations applicable to the pre-closing periods. In August 2019, AlphaCredit notified us of a potential indemnity claim for certain pre-closing taxes, but the nature, extent and validity of such claim has yet to be determined. The final payments from AlphaCredit totaling $8.0 million were placed into escrow in 2019 pending resolution of the potential indemnity claim.

The statute of limitations applicable to most of the pre-closing years has now expired, but AlphaCredit has informed us that they filed an amended return for 2016, which they claim extends the statute of limitations for that year to February 2027.

One person beneficially owns all of our voting stock and generally controls the outcome of all matters requiring a vote of stockholders, which may influence the value of our publicly traded non-voting stock.

Phillip E. Cohen is the beneficial owner of all our Class B Voting Common Stock, and all our publicly traded stock is non-voting stock. Consequently, stockholders other than Mr. Cohen have no vote with respect to the election of directors or any other matter requiring a vote of stockholders except in limited circumstances as required by law. Further, our Bylaws currently provide that the voting stockholder may appoint or remove officers or take any other action that the Board of Directors may take with respect to officers under the Bylaws. The lack of voting rights may adversely affect the market value of our publicly traded Class A Common Stock.

Mr. Cohen is a member of our Board of Directors and serves as Executive Chairman. As a member of the Board, Mr. Cohen is entitled to vote on all matters requiring approval of the Board. Our Bylaws currently provide that the presence of all directors shall constitute a quorum for the transaction of business, and that any act of the Board of Directors requires a unanimous approval of all directors. Consequently, Mr. Cohen, as is the case with each of the other directors, has the ability to block actions of the Board. Mr. Cohen has agreed that, as a member of the Board of Directors, he will not participate in any Board vote regarding his position as Executive Chairman.

We are in the firearms business in the U.S., which exposes us to increased risks of regulatory fines and penalties, lawsuits and related liabilities.

Some of our stores in the U.S. conduct pawn and retail transactions involving firearms, which may be associated with an increased risk of injury and related lawsuits. We may be subject to lawsuits relating to the improper use of firearms that we sell, including actions by persons attempting to recover damages from firearms retailers relating to misuse of firearms. We may also incur fines, penalties or liabilities, or have our federal firearms licenses revoked or suspended if we fail to properly perform required background checks for, and otherwise record and report, firearms transactions. Any such actions could have a material adverse effect on our business, prospects, results of operations, financial condition and reputation.

Our business is subject to Team Member and third-party robberies, burglaries and other crimes at the store level.

The nature of our business requires us to maintain significant cash on hand, loan collateral and inventories in our stores. Consequently, we are subject to loss of cash or merchandise as a result of robberies, burglaries, thefts, riots, looting and other criminal activity in our stores. Further, we could be subject to liability to customers or other third parties as a result of such activities. While we maintain asset protection and monitoring programs to mitigate these risks, as well as insurance programs to protect against catastrophic loss or exposure, there can be no assurance that these crimes will not occur or that such losses will not have an adverse effect on our business or results of operations.

Changes in competition from various sources could have a material adverse impact on our ability to achieve our plans.

We encounter significant competition from other pawn stores, consumer lending companies, other retailers, online retailers and auction sites, many of which have significantly greater financial resources than we do. Increases in the number or size of competitors or other changes in competitive influences, such as aggressive marketing and pricing practices, could adversely affect our operations. In Mexico, we compete directly with certain pawn stores owned and operated by government affiliated or sponsored non-profit foundations, and the government could take actions that would harm our ability to compete in that market.

Our continued profitability and growth plans are dependent on our ability to successfully design or acquire, deploy and maintain information technology and other business systems to support our current business and our planned growth and expansion.

The success of our business depends on the efficiency and reliability of our information technology and business systems and related controls, including the point-of-sale system utilized in our store locations. If access to our technology infrastructure is impaired (as may occur with a computer virus, a cyber-attack or other intentional disruption by a third party, natural disaster, telecommunications system failure, electrical system failure or lost connectivity), or if there are flaws in the design or roll-out of new or refreshed technology systems (such as our point-of-sale system or mobile application), we may be unable to process transactions or otherwise carry on our business in a timely and efficient manner. A disruption could damage our reputation and cause us to lose customers and revenue. We consider security risks from multiple viewpoints, including physical security as well as security of infrastructure and databases. As our information systems continue to evolve, we continue to assess security, including that of third party service providers.

We invested in Cash Converters International Limited for strategic reasons. Law or regulatory changes in Australia or other jurisdictions in which Cash Converters operates, or other factors, could adversely affect Cash Converters' operating performance, our share of which would be reflected in our own financial statements due to the equity method of accounting. Further, if that operating performance, or other factors, adversely impact the value of Cash Converters' publicly traded stock, then we may be required to impair our investment, as we have done in the past.

We own 43.5% of the outstanding ordinary shares of Cash Converters, which is a publicly traded company based in Australia. We made the initial investment in November 2009 and have made incremental investments periodically since then. The success of this strategic investment is dependent on a variety of factors, including Cash Converters' business performance and the market's assessment of that performance.

We have recorded a number of impairments to the carrying value of our investment in Cash Converters in the past. After an analysis of Cash Converters' stock price performance and other factors, we determined the fair value of our investment in Cash Converters at September 30, 2026 was greater than its carrying value. See Note 4: Strategic Investments of Notes to Consolidated Financial Statements included in "Part II, Item 8 — Financial Statements and Supplementary Data." If the fair value of our investment declines and we determine that such decline is other-than-temporary, we may be required to further impair our investment and recognize the related investment loss, which would adversely affect our results of operations and financial position in the period of impairment. Furthermore, there can be no assurance that we will be able to dispose of some or all of our investment in Cash Converters on favorable terms, should we decide to do so in the future.

Our ability to recover our investments in other companies (such as our investment in Rich Data Corporation) is heavily dependent on the success and performance of those companies, including their respective ability to obtain further debt or equity financing.

We have certain investments in other companies. See Note 1: Organization and Summary Of Significant Accounting Policies — Investments of Notes to Consolidated Financial Statements included in "Part II, Item 8 — Financial Statements and Supplementary Data." Our ability to recover our investment in these companies is heavily dependent on their success and performance, potentially including their ability to obtain further debt or equity financing. To the extent that any of such companies are not successful, we may be required in future periods to impair our investment and recognize related investment losses.

We may incur property, casualty or other losses, including losses related to natural disasters such as hurricanes, earthquakes and volcanoes. Not all such losses will be covered by insurance.

We maintain a program of insurance coverage for various types of property, casualty and other risks. The types and amounts of insurance that we obtain vary from time to time, depending on availability, cost and our decisions with respect to risk retention. The policies are subject to deductibles and exclusions that result in our retention of a level of risk on a self-insurance basis. Losses not covered by insurance could be substantial and may increase our expenses, which could harm our results of operations and financial condition.

We have significant operations located in areas that are susceptible to hurricanes (notably the Atlantic and Gulf Coast regions of Florida, the Gulf Coast regions of Texas including Houston, as well as Mexico, Central America and the Caribbean). Certain areas of our operations are also susceptible to other types of natural disasters such as earthquakes, volcanoes and tornadoes. As noted above, not all physical damage that we incur as a result of any such natural disaster will be covered by insurance due to policy deductibles and risk retentions. In addition, natural disasters could have a significant negative impact on our business beyond physical damage to property, including a reduction of our PLO, inventory, PSC and merchandise sales. Only limited portions, if any, of those negative impacts will be covered by applicable business interruption insurance policies. As a result, geographically isolated natural disasters could have a material adverse effect on our overall operations and financial performance.

Goodwill comprises a significant portion of our total assets. We assess goodwill and indefinite-lived intangible assets for impairment at least annually, which could result in a material, non-cash write-down and could have a material adverse effect on our results of operations and financial condition.

The carrying value of our goodwill and indefinite-lived intangible assets combined was $573.2 million, or approximately 26% of our total assets, as of September 30, 2026. This includes $122.7 million of goodwill in our SMG reporting unit acquired in fiscal 2026, the estimated fair value of which exceeded its carrying value by 6.1% as of our most recent annual test. Adverse changes in SMG's operating results or in market conditions could result in an impairment charge. We test goodwill and intangible assets with an indefinite life for potential impairment annually, or more frequently if an event occurs or circumstances change that would more-likely-than-not reduce the fair value of a reporting unit below its carrying value. These events or circumstances could include a significant change in the business climate, a change in strategic direction, legal factors, operating performance indicators, a change in the competitive environment, the sale or disposition of a significant portion of a reporting unit or future economic factors such as unfavorable changes in the estimated future discounted cash flows of our reporting units.

When performing our annual test of goodwill for impairment in the fourth quarter, we have the option to first assess qualitative factors to determine whether the existence of events or circumstances leads to a determination that it is more-likely-than-not that the estimated fair value of a reporting unit is less than its carrying amount. If we elect to perform a qualitative assessment and determine an impairment is more-likely-than-not, we are then required to perform a quantitative impairment test; otherwise, no further analysis is required. We also may elect not to perform a qualitative assessment and, instead, proceed directly to a quantitative impairment test. When performing a quantitative impairment test, we apply a one-step quantitative test and record the amount of goodwill impairment as the excess of a reporting unit's carrying amount over its fair value, not to exceed the total amount of goodwill allocated to that reporting unit.

When we perform a quantitative goodwill impairment test, we estimate the fair value of the reporting unit using an income approach based on the present value of expected future cash flows, including terminal value, utilizing a market-based weighted average cost of capital ("WACC") determined separately for each reporting unit. The determination of fair value involves the use of estimates and assumptions, including revenue growth rates, operating margins and terminal growth rates discounted by an estimated WACC derived from other publicly traded companies that are similar but not identical to us from an operational and economic standpoint. We use discount rates that are commensurate with the risks and uncertainties inherent in the respective businesses and in our internally developed forecasts.

See Note 1: Organization and Summary Of Significant Accounting Policies and Note 7: Goodwill and Intangible Assets of Notes to Consolidated Financial Statements included in "Part II, Item 8 — Financial Statements and Supplementary Data." for a discussion of our annual impairment tests performed for goodwill and indefinite-lived intangible assets.

The conversion feature of our convertible notes, if triggered, may adversely affect our financial condition and operating results.

We have a total of $230.0 million of convertible notes outstanding as of September 30, 2026. See Note 8: Debt of Notes to Consolidated Financial Statements included in "Part II, Item 8 — Financial Statements and Supplementary Data." If the conversion feature of any of those convertible notes is triggered, holders will be entitled to convert the notes at their option at any time during specified periods. If one or more holders elect to convert their notes, we may settle the obligation through the payment of cash, which could adversely affect our liquidity.

Conversion of our convertible notes into stock may dilute the ownership interests of existing stockholders or may otherwise depress the price of our Class A Common Stock.

If it were to occur, the conversion of convertible notes would dilute the ownership interests of existing stockholders to the extent we deliver shares of Class A Common Stock upon conversion. Any sales in the public market of such shares could adversely affect prevailing market prices of our Class A Common Stock. In addition, the existence of the convertible notes may encourage short selling by market participants because the conversion of such notes could be used to satisfy short positions, or anticipated conversion of the notes into shares of our Class A Common Stock could depress the price of our Class A Common Stock.

We have a limited number of unreserved shares available for future issuance, which may limit our ability to conduct future financings and other transactions and our ability to offer equity awards to management.

Our certificate of incorporation currently authorizes us to issue up to 100 million shares of Class A Common Stock. Taking into consideration the shares that are issued and outstanding, as well as the shares that have been reserved for issuance pursuant to convertible notes, outstanding equity incentive compensation awards and the conversion of the Class B Common Stock, we had approximately 9.0 million shares of authorized Class A Common Stock available for other uses as of September 30, 2026. We expect that number will be reduced to 7.7 million following the issuance of currently approved Long-Term Incentive awards in November 2026. Therefore, our ability to issue shares of Class A Common Stock (other than pursuant to the existing reserved-for commitments), or securities or instruments that are convertible into or exchangeable for shares of Class A Common Stock, may be limited until such time additional authorized, unissued and unreserved shares become available or unless we determine we are unlikely to issue all of the shares that are currently reserved. During this time, for example, our ability to complete equity or equity-linked financings or other transactions (including strategic acquisitions) that involve the issuance or potential issuance of Class A Common Stock may be limited. Further, our ability to offer equity-based compensation to our management team may also be limited, which could adversely affect our ability to align management's incentives with stockholders or attract and retain key management personnel.

Our incurrence of debt in the form of the 2032 Senior Notes could have a material adverse effect on our financial condition and results of operations

In March 2025, we issued $300.0 million aggregate principal amount of the Company's 7.375% senior notes due 2032 (the "2032 Senior Notes"). See Note 8: Debt of Notes to Consolidated Financial Statements included in "Part II, Item 8 — Financial Statements and Supplementary Data." The indebtedness could increase the cost of future financing or otherwise limit our ability to obtain financing, including the refinancing of existing debt. The application of cash flow to repayment of our indebtedness could restrict funds available for other uses, including working capital, growth, and other general corporate purposes, which could adversely affect our financial condition and results of operations.

General Risks

Public health issues could adversely affect our financial condition, results of operations or liquidity.

Our business may be impacted by public health issues, such as pandemics and the spread of contagious diseases. Such public health issues, and the government and consumer responses thereto, may (i) limit our ability to supply products and services to our customers as a result of store closures, reduced access to or foot traffic in our stores, or labor shortages, (ii) adversely affect the demand for our products and services or (iii) cause other unforeseen negative developments. Any of these factors may adversely affect our financial condition, results of operations or liquidity.

We have significant operations in Latin America, and changes in the business, regulatory, political or social climate could impact our operations there, which could adversely affect our results of operations and growth plans.

We own and operate a significant number of pawn stores in Latin America (primarily Mexico, but also Guatemala, El Salvador, Honduras, Costa Rica and Panama). Further, our growth plans include potential expansion in some of those countries as well as potentially other countries in Latin America. Doing business in those countries exposes us to risks related to political instability, corruption, economic volatility, drug cartel and gang-related violence, social unrest including riots and looting, tax and foreign investment policies, public safety and security concerns and uncertain application of laws and regulations. Consequently, actions or events in any of those countries that are beyond our control could restrict our ability to operate there or otherwise adversely affect the profitability of those operations. Furthermore, changes in the business, regulatory or political climate in any of those countries, or significant fluctuations in currency exchange rates, could affect our ability to expand or continue our operations there, which could have a material adverse impact on our prospects, results of operations and cash flows. For a description of the current regulatory environment in the Latin American countries in which we operate, see "Mexico Regulations" and "Other Latin America Regulations" under "Part I, Item 1 — Business — Regulation."

A significant change in foreign currency exchange rates could have a material adverse impact on our earnings and financial position.

We have foreign operations with foreign exchange risk (Latin America and the Caribbean) and an equity investment in Australia. Our assets and investments in, and earnings and dividends from each of these countries must be translated to U.S. dollars from their respective functional currencies. A significant weakening of any of these foreign currencies could result in lower assets and earnings in U.S. dollars, resulting in a potentially material adverse impact on our financial position, results of operations and cash flows.

Litigation and regulatory proceedings could have a material adverse impact on our business.

We are currently subject to various litigation and regulatory actions, and additional actions could arise in the future. Potential actions range from claims and assertions arising in the ordinary course of business (such as contract, customer or employment disputes) to more significant corporate-level matters or shareholder litigation. All of these matters are subject to inherent uncertainties, and unfavorable rulings could occur, which could include monetary damages, fines and penalties or other relief. Any unfavorable ruling or outcome could have a material adverse effect on our results of operations or could negatively affect our reputation.

Under our certificate of incorporation, we are generally obligated to indemnify our directors and officers for costs and liabilities they incur in their capacity as directors or officers of the Company. Consequently, if a proceeding names or involves any of our directors or officers, then (subject to certain exceptions) we are generally obligated to pay or reimburse the cost or liability such director or officer incurs as a result of such proceeding (including defense costs, judgments and amounts paid in settlement). We maintain management liability insurance that protects us from much of this potential indemnification exposure, as well as potential costs or liabilities that may be directly incurred by the Company in some cases. However, our insurance coverage is subject to deductibles and there may be elements of the costs or liabilities that are not covered under the insurance policies. In addition, to the extent our ultimate liability in any such proceeding (or any combination of proceedings that are included in the same policy year) exceeds the management liability policy limits, our results of operations and financial condition could be adversely affected.

Our acquisitions, investments and other transactions could disrupt our ongoing business and harm our results of operations.

In pursuing our business strategy, we routinely conduct discussions, evaluate opportunities and enter into agreements regarding possible acquisitions, investments and other transactions. These transactions may involve significant challenges and risks, including risks that we may not realize the expected return on an acquisition or investment, that we may not be able to retain key personnel of an acquired business, or that we may experience difficulty in integrating acquired businesses into our business systems and processes. If we do enter into agreements with respect to acquisitions, investments or other transactions, we may fail to complete them due to inability to obtain required regulatory or other approvals or other factors. Furthermore, acquisitions, investments and other transactions require substantial management resources and have the potential to divert our attention from our existing business, and there are inherent risks in integrating and operating any acquired business. These factors could harm our business and results of operations.

We may be exposed to liabilities under applicable anti-bribery, anti-corruption, anti-money laundering and other general business laws and regulations, and any determination that we violated these laws or regulations could have a material adverse effect on our business.

We are subject to various anti-bribery and anti-corruption laws that prohibit improper payments or offers of payments to foreign governments and their officials for the purpose of obtaining or retaining business, including the Foreign Corrupt Practices Act in the U.S. and the General Law of Administrative Responsibility in Mexico. We are also subject to various laws and regulations designed to prevent money laundering or the financial support of terrorism or other illegal activity, including the USA PATRIOT Act and the Bank Secrecy Act in the U.S., The Federal Law for the Prevention and Identification of Transactions with Funds From Illegal Sources in Mexico, and various economic and trade sanctions laws and regulations, including those administered by the U.S. Department of the Treasury's Office of Foreign Assets Control. See "Part I, Item 1 — Business — Regulation." Further, our business is expanding in countries and regions that are less developed and are generally recognized as potentially more corrupt business and political environments.

While we maintain controls and policies to ensure compliance with applicable laws and regulations, these controls and policies may prove to be less than effective. If Team Members, agents or other persons for whose conduct we are held responsible violate our policies, we may be subject to severe criminal or civil sanctions and penalties, and we may be subject to other liabilities that could have a material adverse effect on our business, results of operations and financial condition.

Changes in our liquidity and capital requirements or in access to capital markets or other financing and transactional banking sources could limit our ability to achieve our plans.

A significant reduction in cash flows from operations or the availability of debt or equity financing could materially and adversely affect our ability to achieve our planned growth and operating results. Our ability to obtain debt or equity financing, including the possible refinancing of existing indebtedness, will depend upon market conditions, our financial condition and the willingness of financing sources to make capital available to us at acceptable rates and terms. The inability to access capital at acceptable rates and terms could restrict or limit our ability to achieve our growth objectives, which could adversely affect our financial condition and results of operations.

Our access to transactional banking services, as well as international wire services between certain countries, is an ongoing business requirement. Inability in accessing or maintaining transactional banking or wire services could lead to increased costs or the inability to efficiently manage our cash. It also could cause us to seek alternative banking services or solutions or obtain services from multiple regional or local retail banks.

We collect and store a variety of sensitive customer information, and breaches in data security or other cyber attacks or incidents could harm our business operations and lead to reputational damage.

In the course of conducting our business, we collect and store on our information technology systems a variety of information about our customers, including sensitive personal identifying and financial information. We may not have the resources or technical expertise to anticipate or prevent rapidly evolving types of cyber-attacks. Attacks may be targeted at us, our service providers, our customers or others who have entrusted us with information. Actual or anticipated attacks may cause us to incur increased costs, including costs to hire additional personnel, purchase additional protection technologies, train Team Members and engage third-party experts and consultants. Advances in computer capabilities, new technological discoveries or other developments may result in the technology we use to protect data being breached or compromised. In addition, data and security breaches can occur as a result of non-technical issues, including breach by us or by persons with whom we have commercial relationships that result in the unauthorized release of personal or confidential information. We could be subject to fines, penalties and liabilities if any such information is misappropriated from our systems or we otherwise fail to maintain the security and confidentiality of such information. Further, any such data security breach could cause damage to our reputation and a loss of confidence in our data security measures, which could adversely affect our business and prospects.

Our use of artificial intelligence subjects us to incremental risks, which could adversely affect our financial condition and results of operations.

In the course of conducting our business, we utilize artificial intelligence (“AI”) and machine learning technologies (collectively, "AI Technologies"). Our use, non-use, misapplication of or failure to extract value from AI Technologies could negatively impact our financial position, results of operations, business prospects or reputation.

AI Technologies may generate incomplete, inaccurate or misleading outputs. Our integration of AI Technologies into our internal processes, systems, and operations may be delayed or unsuccessful, which could negatively affect our ability to enhance existing products or develop new products and could result in increased costs and system or other failures. If our competitors are able to deploy AI Technologies faster, more efficiently or more effectively, we may lose competitive advantage or market share. Also, our reputation or competitive position could also be adversely impacted if our use of AI Technologies becomes controversial. Evolving laws, regulatory frameworks, and advancements related to AI Technologies may impose incremental compliance burdens or expose us to liability. Our use of AI Technologies could inadvertently result in discriminatory or unfair outcomes, which could result in regulatory scrutiny, litigation or reputational harm.

We have programs in place to detect, contain, and respond to cybersecurity incidents; however, our use of AI Technologies may heighten our exposure to cybersecurity risks, including potential cyber-attacks, data breaches or misuse of data. As AI Technologies evolve, potential cyber-attacks may become more frequent or sophisticated and we may not be able to anticipate, prevent or detect security incidents or cyber-attacks.

We rely on third-party vendors for AI Technologies, and our business could be negatively impacted if the vendors or AI Technologies become unavailable, fail or are ineffective or otherwise flawed.

We rely on certain intellectual property and our inability to protect or defend our intellectual property rights could negatively affect our business and results of operations.

The success of our business depends in part on our intellectual property and proprietary technologies, including our proprietary point of sale system utilized in our pawn stores, together with the associated mobile application, and its particular utilization in decisioning, originating, and managing pawn transactions. We also utilize a variety of trade names, trademarks, trade secrets, software, websites, processes, procedures and technologies in our business, which we may be unable to protect or defend or which we may be unable to enforce against pawn or financial services competitors or other companies. Any inability to protect or enforce our intellectual property or proprietary technologies could have a material adverse effect on our business or results of operations.

Changes to international trade policies could adversely affect our business.

The addition of international trade barriers, restrictions or increased costs, including taxation and tariffs, particularly those relating to importation or exportation of gold, could adversely affect our financial condition and results of operations, whether imposed by the U.S. or in foreign jurisdictions in which we do business. Further, uncertainty related to threatened international trade constraints and interpretation of current, new or amended international trade policies could inhibit our strategic planning or otherwise impact our business.

We may face business interruptions, business downturn or other adverse effects on our operations and growth.

Our business and operations could be subject to interruption or damage due to inclement weather, natural disaster, power loss, acts of violence, terrorist attacks, war, civil unrest or similar events. Further, we may experience information technology or other business systems disruptions. Such events could impair our customers' access to our business, impact our ability to expand or continue our operations or otherwise have an adverse effect on our financial condition. Our operations and growth are also subject to customer demand and a decrease in demand for our products or services could have an adverse effect on our results of operations or financial condition.

We face other risks discussed under "Part II, Item 7A — Quantitative and Qualitative Disclosures about Market Risk."

ITEM 1B. UNRESOLVED STAFF COMMENTS

None.

ITEM 1C. CYBERSECURITY

Cybersecurity Risk Management and Strategy

We face various cybersecurity risks, including those related to unauthorized access to and misuse of data, system interruptions, ransomware, malicious software and other threats. Our cybersecurity program incorporates information technology, retail technology and customer products designed to mitigate cyber risks. Our security measures are customized to meet our unique business requirements and encompass firewalls, intrusion detection and prevention systems, encryption and multi-factor authentication. We also engage external experts to enhance and assess our cybersecurity measures in the form of maturity assessments, incident response, penetration testing and other advisory services. We adhere to the practices and standards outlined by the National Institute of Standards and Technology Cyber Security Framework.

We employ continual monitoring of our systems and data, managed by an external detection and response firm. In the event of a cyber incident, we maintain an incident response plan coordinated across multiple departments. This strategy is designed for rapid and effective incident management to minimize operational disruption. Our response protocol includes steps for detection, containment, eradication, recovery and post-incident review, including impact on safety, data loss, operational disruption, cost and potential reputational damage.

Recognizing our employees as a vital defense mechanism, we provide cybersecurity, privacy and information-handling training. Additionally, we conduct regular phishing exercises to enhance employee vigilance. Our educational programs aim to raise awareness about cyber risks and teach employees to safeguard the Company, our customers and themselves against cyber threats. These programs inform our workforce about the latest cybersecurity dangers and safe online practices, including secure access, phishing awareness, remote work security and reporting suspicious activities.

Cybersecurity Governance and Oversight

Our cybersecurity governance framework is structured to promote accountability and ongoing enhancement of cybersecurity measures. Management of the cybersecurity program involves cross-functional resources, our Cyber and Technology Risk Committee, an internal multi-departmental committee formed to address cyber and data privacy matters. The cybersecurity program is led by our Chief Information Security Officer ("CISO") who has 20 years of relevant work experience and, together with other members of our information technology, security, and compliance teams, maintains expertise in overseeing cybersecurity programs and in leading internal teams and third-party consultants and providers. This expertise includes designing and implementing cybersecurity strategies, identifying risks, and managing incident response, with requisite knowledge of security standards. The CISO reports to our Chief Technology Officer, and our Legal and Internal Audit Departments monitor and review our cybersecurity initiatives.

The Board of Directors is responsible for overseeing and monitoring the material risks facing the Company. The Audit and Risk Committee of the Board is charged with overseeing our risk management framework, including cybersecurity risks. The CISO provides reports on cybersecurity matters and risks directly to the Audit and Risk Committee on a quarterly basis.

To date, we have not identified any cybersecurity threats or incidents that have had or are likely to have a material impact on our business, financial condition or results of operations. Nonetheless, the escalation of cybersecurity threats poses a risk to our systems, networks and products and services, which, despite our efforts to mitigate these risks, may not protect against all incidents. For a detailed discussion on how cybersecurity risks could materially impact our business, see “Part I, Item 1A — Risk Factors.”

ITEM 2. PROPERTIES

We lease our pawn store locations, which are located throughout our geographic areas of operations. See “Part I, Item 1 — Business — Segment and Geographic Information.” Our pawn stores are typically located in a freestanding building or occupy all or part of a retail strip center with contiguous parking. A portion of the store interior is designed for retail operations, with merchandise displayed for sale by category. Distinctive exterior design and attractive in-store signage provide an appealing atmosphere to customers. We maintain or reimburse our landlords for maintaining property and general liability insurance for each of our stores. Our stores are open six or seven days a week.

Leases for our U.S. locations generally have initial terms ranging from five to ten years and typically allow for renewals in increments of three-to-five years. Our primary corporate office is located in Austin, Texas and is leased through October 2035 with annual escalating rent payments. Our locations in Latin America and the Caribbean are generally leased on three to five year terms.

Our existing leases expire on various dates through fiscal 2041, with a small number of leases on month-to-month terms. All leases provide for specified periodic rental payments at market rates. Most leases require us to maintain the property and pay the cost of insurance and taxes. We believe the termination of any one of our leases would not have a material adverse effect on our operations. Our strategy generally is to lease rather than own space for our stores. On an ongoing basis, we may close or consolidate under-performing store locations.

As of September 30, 2026, we had a total of 1,590 stores, 628 of which are located in the U.S., with 42% located in Texas, 20% in Florida and the remainder spread across 18 other states and Puerto Rico. We also have 672 locations in Mexico, 200 in Guatemala, 20 in El Salvador, 30 in Honduras, 12 in Costa Rica, 9 in Panama, and 19 in the Caribbean.

In addition to our store leases, we lease 74,098 square feet of corporate office space in Austin, Texas, of which 63,326 square feet is being subleased or made available for sublease to other tenants. We lease other corporate office space in Mexico (8,600 square feet), Guatemala (3,500 square feet), El Salvador (4,500 square feet) and Honduras (1,200 square feet).

For additional information about store locations, see “Part I, Item 1 — Business — Segment and Geographic Information.”

ITEM 3. LEGAL PROCEEDINGS

See Note 12: Contingencies of Notes to Consolidated Financial Statements included in “Part II, Item 8 — Financial Statements and Supplementary Data.”

ITEM 4. MINE SAFETY DISCLOSURES

Not applicable.

PART II

ITEM 5. MARKET FOR REGISTRANT'S COMMON EQUITY, RELATED STOCKHOLDER MATTERS AND ISSUER PURCHASES OF EQUITY SECURITIES

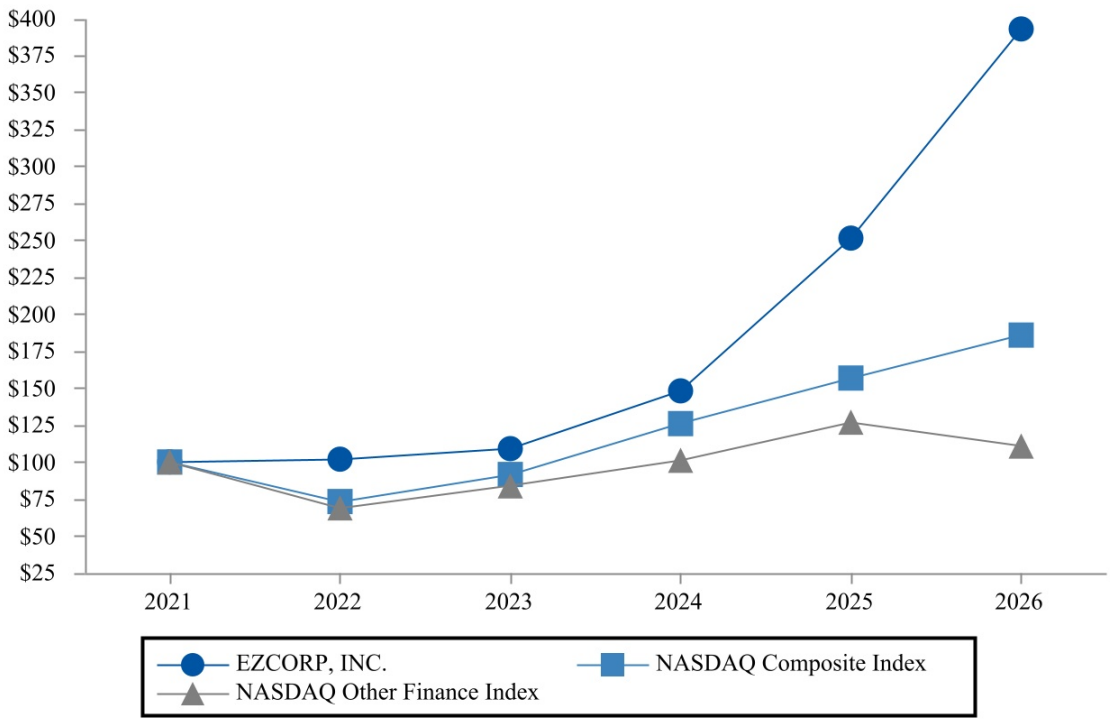
Market Information

Our Class A Non-Voting Common Stock ("Class A Common Stock") is traded on the NASDAQ Stock Market under the symbol "EZPW." As of November 6, 2026, there were approximately 63 registered stockholders of record of our Class A Common Stock. There is no trading market for our Class B Voting Common Stock ("Class B Common Stock"), which was held by one stockholder as of November 6, 2026. As of September 30, 2026, the closing sales price of our Class A Common Stock, as reported by the NASDAQ Stock Market, was $29.76 per share.

Stock Performance Graph

The following Stock Performance Graph and related information shall not be deemed to be "filed" with the Securities and Exchange Commission, nor shall such information be incorporated by reference into any future filing under the Securities Act of 1933 or the Securities Exchange Act of 1934.

The following table compares cumulative total stockholder returns for our Class A Common Stock for the last five fiscal years, with the cumulative total return on the NASDAQ Composite Index (ticker symbol: IXIC) and the NASDAQ Other Financial Index (ticker symbol: IXFN) over the same period. The graph shows the value, at the end of each of the last five fiscal years, of $100 invested in our Class A Common Stock or the indices on September 30, 2021. The graph depicts the change in the value of our Class A Common Stock relative to the indices at the end of each fiscal year and not for any interim period. Historical stock price performance is not necessarily indicative of future stock price performance.



Company Index	2021	2022	2023	2024	2025	2026
EZCORP, INC.	$100.00	$101.85	$109.00	$148.10	$251.50	$393.10
NASDAQ Composite Index	$100.00	$73.19	$91.50	$125.90	$156.80	$185.87
NASDAQ Other Finance Index	$100.00	$68.91	$83.80	$101.10	$126.90	$110.76

Share Repurchase Activity

The table below provides certain information about our repurchase of shares of Class A Non-voting Common Stock during the quarter ended September 30, 2026.

	Share Repurchases			
	Total Number of Shares Purchased	Average Price Paid Per Share	Total Number of Shares Purchased as Part of Publicly Announced Programs [(a)]	Approximate Dollar Value of Shares That May Yet Be Purchased Under the Programs
	(in thousands, except number of shares and average price information)			
July 1, 2026 through July 31, 2026	29,845	$ 33.51	29,845	$ 41,000
August 1, 2026 through August 31, 2026	36,618	$ 30.74	36,618	$ 39,875
September 1, 2026 through September 30, 2026	27,004	$ 32.37	27,004	39,000
Quarter ended September 30, 2026	93,467	$ 32.10	93,467	$ 39,000

(a) In November 2025, the Board of Directors approved a share repurchase program under which we are authorized to repurchase up to $50.0 million of our Class A Non-Voting common shares over a three-year period ending in November 2028. All repurchases under this program were in open market transactions at prevailing market prices and were executed pursuant to a trading plan under Rule 10b5-1 under the Securities Exchange Act of 1934. Execution of the program is responsive to fluctuating market conditions and valuations, liquidity needs and the expected return on investment compared to other opportunities.

ITEM 6. [RESERVED]

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

Management's Discussion and Analysis of Financial Condition and Results of Operations is intended to inform the reader about matters affecting the financial condition and results of operations of EZCORP, Inc. and its subsidiaries (collectively, "we," "us", "our" or the "Company") for the two-year period ended September 30, 2026. The following discussion should be read together with our consolidated financial statements and accompanying notes included in "Part II, Item 8 — Financial Statements and Supplementary Data." This discussion and analysis contains forward-looking statements, and our actual results could differ materially from those anticipated in these forward-looking statements. See "Part I, Item 1A — Risk Factors" and "Cautionary Statement Regarding Risks and Uncertainties That May Affect Future Results" below.

Business Development

Share Repurchase Program

On November 11, 2025, the Board of Directors ("Board") approved a share repurchase program, which replaced the previous program that expired on May 3, 2025. See Note 9: Common Stock and Stock Compensation of Notes to Consolidated Financial Statements included in "Part II, Item 8 — Financial Statements and Supplementary Data.". Under the share repurchase program, we are authorized to repurchase up to $50 million of our Class A Non-Voting common shares over three years, expiring in November 2028. Execution of the program is responsive to fluctuating market conditions and valuations, liquidity needs and the expected return on investment compared to other opportunities.

The amount and timing of purchases is dependent on a variety of factors, including stock price, trading volume, general market conditions, legal and regulatory requirements, general business conditions, the level of cash flows, and corporate considerations determined by management and the Board, such as liquidity and capital needs and the availability of attractive alternative investment opportunities. The Board of Directors has reserved the right to modify, suspend or terminate the program at any time.

Acquisition of Founders One, LLC

On January 2, 2026, we acquired a controlling interest in Founders One, LLC, which through its subsidiary, SMG, operated 105 pawn stores in the U.S. and 11 additional countries at the time of acquisition. See Note 3: Acquisitions of Notes to Consolidated Financial Statements included in "Part II, Item 8 — Financial Statements and Supplementary Data." This transaction expands our geographic footprint in attractive markets, including Florida and Puerto Rico and provides a platform for domestic and international growth. Following the transaction and subsequent non-controlling interest acquisitions during the third and fourth quarters of fiscal 2026, we owned 100% of Founders and SMG as of September 30, 2026. SMG's results are consolidated in our financial statements from January 2, 2026 and are reported within our SMG segment.

Results of Operations

Non-GAAP Financial Information

To supplement our consolidated financial statements, which are prepared and presented in accordance with GAAP, we provide certain other non-GAAP financial information on a constant currency basis ("constant currency") and "same-store" basis. We use constant currency results to evaluate our Latin America Pawn operations, which are denominated primarily in Mexican pesos, Guatemalan quetzales and other Latin American currencies. We analyze results on a same-store basis (which is defined as stores open during the entirety of the comparable periods) to better understand existing store performance without the influence of increases or decreases resulting solely from changes in store count. We believe presentation of constant currency and same-store results is meaningful and useful in understanding the activities and business metrics of our Latin America Pawn operations (in the case of constant currency) and our store operations (in the case of same-store results) and reflect an additional way of viewing aspects of our business that, when viewed with GAAP results, provide a better understanding and evaluation of factors and trends affecting our business. We provide non-GAAP financial information for informational purposes and to enhance understanding of our GAAP consolidated financial statements. We use this non-GAAP financial information to evaluate and compare operating results across accounting periods. Readers should consider the information in addition to, but not rather than or superior to, our financial statements prepared in accordance with GAAP. This non-GAAP financial information may be determined or calculated differently by other companies, limiting the usefulness of those measures for comparative purposes.

Constant currency results reported herein are calculated by translating consolidated balance sheet and consolidated statement of operations items denominated in local currency to U.S. dollars using the exchange rate from the prior-year comparable period, as opposed to the current period, in order to exclude the effects of foreign currency rate fluctuations. We used the end-of-period rate for balance sheet items and the average closing daily exchange rate on a monthly basis during the appropriate period for statement of operations items. Our statement of operations constant currency results reflect the monthly exchange rate fluctuations and are not directly calculable from the rates below. Constant currency results, where presented, also exclude the foreign currency gain or loss. The end-of-period and approximate average exchange rates for each applicable currency as compared to U.S. dollars as of and for the fiscal years ended September 30, 2026 and 2025 were as follows:

	September 30,		Twelve Months Ended September 30,	
	2026	2025	2026	2025
Mexican peso	18.1	18.3	17.6	19.7
Guatemalan quetzal	7.5	7.5	7.5	7.6
Honduran lempira	26.4	25.9	26.3	25.4
Australian dollar	1.4	1.5	1.4	1.6

Operating Results

Fiscal 2026 vs. Fiscal 2025

These tables, as well as the discussion that follows, should be read in conjunction with the accompanying consolidated financial statements and related notes.

Summary Financial Data

The following table presents selected summary consolidated financial data for fiscal 2026 and fiscal 2025.

(in thousands)	Fiscal Year Ended September 30, 2026	2025	Change
Gross profit:			
Pawn service charges	**$ 598,205**	**$ 474,228**	**26%**
Merchandise sales	854,971	700,999	22%
Merchandise sales gross profit	**314,869**	**245,322**	**28%**
Gross margin on merchandise sales	36.8 %	35.0 %	180bps
Jewelry scrap sales	241,364	98,884	144%
Jewelry scrap sales gross profit	**71,725**	**26,346**	**172%**
Gross margin on jewelry scrap sales	29.7 %	26.6 %	310bps
Other revenues	170	169	1%
Gross profit	**984,969**	**746,065**	**32%**
Operating expenses:			
Store expenses	571,559	458,378	25%
General and administrative	133,469	106,230	26%
Impairment of other assets	1,723	877	96%
Depreciation and amortization	38,290	32,538	18%
Loss on sale or disposal of assets and other	281	135	108%
Other operating income	—	(1,262)	(100)%
Total operating expenses	**745,322**	**596,896**	**25%**
Interest expense	33,796	23,029	47%
Interest income	(12,439)	(14,721)	(16)%
Equity in net income of unconsolidated affiliates	(5,607)	(6,150)	(9)%
Other (income) expense	(441)	238	(285)%
Total non-operating expenses	**15,309**	**2,396**	*
Income before income taxes	**224,338**	**146,773**	**53%**
Income tax expense	57,749	37,160	55%
Consolidated net income	**166,589**	**109,613**	**52%**
Consolidated net (income) attributable to non-controlling interest	(680)	—	100%
Consolidated net income attributable to EZCORP	**165,909**	**109,613**	**51%**
Net pawn earning assets:			
Pawn loans	$ 402,761	$ 307,496	31%
Inventory, net	358,348	248,457	44%
Total net pawn earning assets	**$ 761,109**	**$ 555,953**	**37%**

* Represents a percentage computation that is not mathematically meaningful.

PLO increased $95.3 million (31%) to $402.8 million primarily due to additional stores (including SMG) and higher average loan size on jewelry collateral.

Total revenues increased $420.4 million (33%) and gross profit increased 32%, reflecting improved PSC revenue, merchandise sales and jewelry scrap gross profit.

PSC increased $124.0 million (26%) as a result of higher average PLO. Merchandise sales increased $154.0 million (22%). Merchandise sales gross margin increased to 37% from 35%. Jewelry scrap sales increased 144%, and jewelry scrap sales gross margin increased to 30% from 27%.

Operating expenses increased $148.4 million (25%), primarily due to a $113.2 million increase in store expenses resulting from additional stores and increased labor costs, including minimum wage increases in Latin America. General and administrative expenses increased $27.2 million primarily due to increased labor costs (including higher incentive compensation) and expenses associated with SMG.

Total non-operating expense changed by $12.9 million, primarily due to the increase in interest expense of $10.8 million, which is a result of the issuance of the 2032 Senior Notes in the second quarter of fiscal 2025.

Income tax expense increased $20.6 million, primarily due to increased income before income taxes of $77.6 million. Income tax expense includes other items that do not necessarily correspond to pre-tax earnings and create volatility in our effective tax rate. These items include the net effect of state taxes, non-deductible items and changes in valuation allowances for certain foreign operations. See Note 10: Income Taxes of Notes to Consolidated Financial Statements included in “Part II, Item 8 — Financial Statements and Supplementary Data.”

U.S. Pawn

The following table presents selected summary financial data from our U.S. Pawn segment:

(in thousands)	Fiscal Year Ended September 30, 2026	2025	Change
Gross profit:			
Pawn service charges	**$ 392,377**	**$ 351,479**	**12%**
Merchandise sales	511,502	475,252	8%
Merchandise sales gross profit	**197,662**	**176,145**	**12%**
Gross margin on merchandise sales	38.6 %	37.1 %	150bps
Jewelry scrap sales	171,236	85,658	100%
Jewelry scrap sales gross profit	**54,149**	**22,912**	**136%**
Gross margin on jewelry scrap sales	31.6 %	26.7 %	490bps
Other revenues	107	103	4%
Gross profit	**644,295**	**550,639**	**17%**
Segment operating expenses:			
Store expenses	352,201	332,048	6%
Impairment of other assets	—	263	(100)%
Depreciation and amortization	11,314	10,750	5%
Loss on sale or disposal of assets and other	87	83	5%
Segment operating contribution	**280,693**	**207,495**	**35%**
Other segment income	(45)	—	100%
Segment contribution	**$ 280,738**	**$ 207,495**	**35%**
Other data:			
Average monthly ending pawn loan balance per store [(a)]	$ 441	$ 399	11%
Monthly average yield on pawn loans outstanding	13 %	14 %	(16)bps
Pawn collateral - general merchandise [(b)]	28 %	32 %	(360)bps
Pawn collateral - jewelry [(b)]	72 %	68 %	360bps

(a) Balance is calculated based on the average of the monthly ending balance averages during the applicable period.
(b) Prior period has been recast to conform to an updated allocation methodology implemented in the current period. The change was not material.

PLO ended the year at $269.4 million, up 15% (13% on a same-store basis) driven by higher average loan size, as rising gold prices resulted in higher jewelry collateral.

Total revenues increased 18% and gross profit increased 17%, primarily due to increased jewelry scrap sales, PSC, and merchandise sales.

PSC increased 12% as a result of higher average PLO.

Merchandise sales increased 8%, and merchandise sales gross margin increased by 150 bps to 39%.

Jewelry scrap sales increased 100%, and jewelry scrap sales gross margin increased from 27% to 32% due to increase in gold price and jewelry purchases.

Net inventory increased 31% due to increase in PLO, layaways and purchases. Inventory turnover decreased from 2.2x to 2.1x for the full year. Aged general merchandise decreased by 61 bps to 1.9%, or $0.8 million of total general merchandise inventory.

Store expenses increased 6% (4% on a same-store basis).

Segment contribution increased $73.2 million due to the changes described above.

During fiscal 2026, segment net store count in our U.S. pawn segment increased from 545 to 563 stores due to the acquisition of 21 stores and the consolidation of 3 stores.

Latin America Pawn

The following table presents selected summary financial data from our Latin America Pawn segment, including constant currency results, after translation to U.S. dollars from functional currencies. See "Results of Operations — Non-GAAP Financial Information" above.

	Fiscal Year Ended September 30,				
(in thousands)	2026 (GAAP)	2025 (GAAP)	Change (GAAP)	2026 (Constant Currency)	Change (Constant Currency)
Gross profit:					
Pawn service charges	**$ 162,557**	**$ 122,749**	**32%**	**$ 150,662**	**23%**
Merchandise sales	291,149	225,747	29%	268,419	19%
Merchandise sales gross profit	**101,366**	**69,177**	**47%**	**93,268**	**35%**
Gross margin on merchandise sales	34.8 %	30.6 %	420bps	34.7 %	410bps
Jewelry scrap sales	28,999	13,226	119%	26,514	100%
Jewelry scrap sales gross profit	**6,691**	**3,434**	**95%**	**5,989**	**74%**
Gross margin on jewelry scrap sales	23.1 %	26.0 %	(289)bps	22.6 %	(338)bps
Other revenues, net	63	66	(5)%	56	(15)%
Gross profit	**270,677**	**195,426**	**39%**	**249,975**	**28%**
Segment operating expenses:					
Store expenses	171,200	126,330	36%	157,484	25%
Depreciation and amortization	11,208	8,612	30%	10,371	20%
Loss on sale or disposal of assets and other	19	52	(63)%	—	(100)%
Segment operating contribution	**88,250**	**60,432**	**46%**	**82,120**	**36%**
Other segment (income) expense	(258)	(330)	(22)%	(194)	(41)%
Segment contribution	**$ 88,508**	**$ 60,762**	**46%**	**$ 82,314**	**35%**
Other data:					
Average monthly ending pawn loan balance per store [(a)]	$ 103	$ 85	22%	$ 96	12%
Monthly average yield on pawn loans outstanding	15 %	16 %	(52)bps	15 %	(63)bps
Pawn collateral - general merchandise [(b)]	51 %	59 %	(860)bps	51 %	(870)bps
Pawn collateral - jewelry [(b)]	49 %	41 %	860bps	49 %	870bps

(a) Balance is calculated based on the average of the monthly ending balance averages during the applicable period.

(b) Prior period has been recast to conform to an updated allocation methodology implemented in the current period. The change was not material.

	2026 Change (GAAP)	2026 Change (Constant Currency)
Same-store data:		
PLO	26%	24%
PSC	23%	14%
Merchandise Sales	20%	11%
Merchandise Sales Gross Profit	37%	26%
Store Expenses	25%	15%

PLO increased to $99.6 million, an increase of 35% (33% on constant currency basis). On a same-store basis, PLO increased 26% (24% on a constant currency basis) due to strong loan demand and improved operational performance.

Total revenues were up 33% (23% on a constant currency basis), and gross profit increased by 39% (28% on a constant currency basis), reflecting increased PSC, jewelry scrap sales and merchandise sales.

PSC increased 32% (23% on constant currency basis) as a result of higher average PLO.

Merchandise sales increased 29% (19% on a constant currency basis) and 20% on a same-store basis (11% on a constant currency basis). Merchandise sales gross margin increased 420 bps to 35%.

Jewelry scrap sales increased 119% (100% on a constant currency basis), and jewelry scrap sales gross margin decreased to 23% from 26%.

Net inventory increased 32% (31% on a constant currency basis) due to an increase in PLO. Inventory turnover increased to 3.1x from 3.0x for the full year. On a same-store basis, net inventory increased by 24% (22% on a constant currency basis). Aged general merchandise decreased below 1% of total general merchandise inventory.

Store expenses increased $44.9 million, up 36% (25% on a constant currency basis) and 25% on a same-store basis (15% on a constant currency basis), primarily due to increased labor, in line with store activity and minimum wage increases.

Segment contribution was up 46% to $88.5 million (35% on a constant currency basis), due to the changes noted above.

During fiscal 2026, net store count in our Latin America pawn segment increased from 815 to 922 due to the acquisition of 64 stores, the opening of 45 de novo stores and the consolidation of 2 stores.

SMG

The following table presents selected financial data for our SMG segment. As described above, SMG is consolidated in our financial statements beginning January 2, 2026; accordingly, prior period results do not include SMG operating results and year-over-year comparisons for this segment are not meaningful.

(in thousands)	Fiscal Year Ended September 30, 2026
Gross profit:	
Pawn service charges	**$ 43,271**
Merchandise sales	52,320
Merchandise sales gross profit	**15,841**
Gross margin on merchandise sales	30.3 %
Jewelry scrap sales	41,129
Jewelry scrap sales gross profit	**10,885**
Gross margin on jewelry scrap sales	26.5 %
Other revenues	—
Gross profit	**69,997**
Segment operating expenses:	
Store expenses	48,158
Depreciation and amortization	2,396
Loss on sale or disposal of assets and other	175
Segment operating contribution	**19,268**
Other expense (income)	249
Segment contribution	**$ 19,019**
Other data:	
Average monthly ending pawn loan balance per store [(a)]	$ 316
Monthly average yield on pawn loans outstanding	14 %
Pawn collateral - general merchandise	50 %
Pawn collateral - jewelry	50 %

(a) Balance is calculated based upon the average of the monthly ending balances during the applicable period.

PLO of $33.7 million and net inventory of $31.3 million, with aged general merchandise at 1.5% of total general merchandise inventory.

Total revenues were $136.7 million, comprised of merchandise sales of $52.3 million (with a margin of 30%), PSC of $43.3 million and jewelry scrap sales of $41.1 million (with a margin of 26%).

Gross profit was $70.0 million.

Store expenses were $48.2 million.

Segment contribution was $19.0 million, reflecting SMG operating results from the January 2, 2026 consolidation date through September 30, 2026.

Corporate Items

The following table reconciles our consolidated segment contribution discussed above to consolidated net income including items that affect our consolidated financial results but are not allocated among segments. Prior period amounts have been recast to conform to the current period presentation. See Note 13: Segment Information of Notes to Consolidated Financial Statements included in "Part II, Item 8 — Financial Statements and Supplementary Data."

(in thousands)	Fiscal Year Ended September 30, 2026	2025	Change
Segment contribution	**$ 388,265**	**$ 268,257**	**45%**
Corporate expenses (income):			
General and administrative	133,469	106,230	26%
Impairment of other assets	1,723	614	181%
Depreciation and amortization	13,372	13,176	1%
Other operating income	—	(1,262)	(100)%
Interest expense	33,796	23,029	47%
Interest income	(12,439)	(14,721)	(16)%
Equity in net income of unconsolidated affiliates	(5,607)	(6,150)	(9)%
Other (income) expense	(387)	568	(168)%
Income before income taxes	224,338	146,773	53%
Income tax expense	57,749	37,160	55%
Consolidated net income	**$ 166,589**	**$ 109,613**	**52%**

Segment contribution increased $120.0 million or 45% over the prior year period, primarily due to improved operating results of the U.S. Pawn and Latin America Pawn segments, and the acquisition of SMG in the second quarter of fiscal 2026.

General and administrative expenses increased $27.2 million or 26%, primarily due to labor costs (including higher incentive compensation) and expenses associated with SMG.

Interest expense increased $10.8 million or 47%, primarily driven by the issuance of 2032 Senior Notes in the second quarter of fiscal 2025.

Interest income decreased $2.3 million or 16%, primarily due to a decrease in the average Cash and cash equivalents held during the year as compared to the prior year.

Other (income) expense improved $1.0 million, primarily due to the non-cash gain on remeasurement of our previously held equity interest in Founders, in connection with the January 2, 2026 acquisition.

Income tax expense increased $20.6 million, primarily due to an increase in income before income taxes of $77.6 million for the year ended September 30, 2026 compared to the same period in the prior year.

Income tax expense includes other items that do not necessarily correspond to pre-tax earnings and create volatility in our effective tax rate. These items include the net effect of state taxes, non-deductible items and changes in valuation allowances for certain foreign operations. See Note 10: Income Taxes of Notes to Consolidated Financial Statements included in "Part II, Item 8 — Financial Statements and Supplementary Data."

Fiscal 2025 vs. Fiscal 2024

The Results of Operations discussion for fiscal 2025 vs. fiscal 2024 is located in "Part II, Item 7 — Management's Discussion and Analysis of Financial Condition and Results of Operations" of our Annual Report on Form 10-K for the year ended September 30, 2025.

Liquidity and Capital Resources

Cash and Cash Equivalents

Our cash and equivalents balance was $295.1 million at September 30, 2026 compared to $469.5 million at September 30, 2025. Our cash and equivalents are primarily held in cash depository accounts with banks in geographies we operate or invested in high quality, short-term liquid investments.

Cash Flows

The table and discussion below present a summary of the sources and uses of our cash:

(in thousands)	Fiscal Year Ended September 30, 2026	2025	Percentage Change
Net cash provided by operating activities	$ 186,165	$ 148,985	25%
Net cash used in investing activities	(191,273)	(117,862)	62%
Net cash (used in) provided by financing activities	(168,498)	274,420	(161)%
Effect of exchange rate changes on cash and cash equivalents and restricted cash	243	(637)	(138)%
Net (decrease) increase in cash, cash equivalents and restricted cash	$ (173,363)	$ 304,906	(157)%

* Represents a percentage computation that is not mathematically meaningful.

The $37.2 million increase in cash flows provided by operating activities year-over-year was due primarily to an increase in net income and non-cash adjustments, partially offset by changes in working capital.

The $73.4 million increase in cash flows used in investing activities year-over-year was due primarily to a $140.2 million increase in net pawn lending outflows and a $36.7 million increase in net cash flows used related to acquisitions, investments and capital expenditures, partially offset by a $103.5 million increase in cash inflows from the sale of forfeited collateral.

During the year ended September 30, 2026, cash used in financing activities was driven primarily by the retirement of SMG's existing third-party indebtedness, the acquisition of the remaining non-controlling interest in Founders and SMG, and $4.0 million additional repurchases of treasury stock compared to the prior year. In the comparable prior year-period, cash provided by financing activities consisted primarily of proceeds from the issuance of the 2032 Senior Notes, partially offset by debt issuance costs paid in connection with that offering.

The net effect of these changes was a $173.4 million decrease during the current year to date period, resulting in a $311.4 million ending cash, cash equivalents and restricted cash balance as of September 30, 2026.

Sources and Uses of Cash

Our primary sources of funds includes cash generated from operations and borrowings from the issuance of debt. In March 2025, we issued the 2032 Senior Notes, all of which remains outstanding as of September 30, 2026. On May 1, 2025, we repaid the remaining balance of the 2025 Convertible Notes. See Note 8: Debt of Notes to Consolidated Financial Statements included in "Part II, Item 8 — Financial Statements and Supplementary Data."

Our uses of cash have been for business acquisitions, capital expenditures, payments of principal and interest on outstanding debt obligations and share repurchases. On November 11, 2025, the Board approved a new share repurchase program which replaced the previous program that expired on May 3, 2025. Under the November 2025 program, we are authorized to repurchase up to $50 million of our Class A Non-Voting common shares over three years, ending in November 2028 (the "2026 Common Stock Repurchase Program"). During the year ended September 30, 2026, we repurchased and retired 381,094 of our Class A Common Stock for $11.0 million under the 2026 Common Stock Repurchase Program. See Note 9: Common Stock and Stock Compensation of Notes to Consolidated Financial Statements included in "Part II, Item 8 — Financial Statements and Supplementary Data." Other material capital requirements include operating expenses, including lease commitments, and continued expansion of pawn operations through growth of pawn receivables, inventories and acquisitions.

We anticipate that cash flows from operations and cash on hand will be adequate to fund ongoing operations, debt service requirements, tax payments, any future stock repurchases, strategic investments, our contractual obligations, planned de novo store growth, capital expenditures and working capital requirements through fiscal 2027. We continue to explore acquisition opportunities, and may choose to pursue additional debt, equity or equity-linked financings in the future. Depending on the level of acquisition activity and other factors, our ability to repay our longer term debt obligations, including the convertible debt maturing in December 2029 and the senior notes due April

2032, may require us to refinance these obligations through the issuance of new debt securities, equity securities, convertible securities or through new credit facilities.

Convertible Notes

For a description of the terms of our convertible notes, including the associated conversion and other related features and transactions, see Note 8: Debt of Notes to Consolidated Financial Statements included in “Part II, Item 8 — Financial Statements and Supplementary Data.”

Critical Accounting Estimates

The preparation of financial statements in accordance with generally accepted accounting principles in the United States (“GAAP”) requires us to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses and related disclosure of contingent assets and liabilities. On an on-going basis, we evaluate our estimates and judgments, including those related to revenue recognition, inventory, loan loss allowances, business combinations, goodwill and indefinite-lived intangible assets, long-lived and other intangible assets, income taxes, contingencies and litigation. We base our estimates on historical experience, observable trends and various other assumptions that we believe to be reasonable under the circumstances. We use this information to make judgments about the carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from the estimates under different assumptions or conditions.

The critical accounting policies and estimates that could have a significant impact on our results of operations, as well as relevant recent accounting pronouncements, are described in Note 1: Organization and Summary Of Significant Accounting Policies of Notes to Consolidated Financial Statements included in “Part II, Item 8 — Financial Statements and Supplementary Data.” Certain accounting policies regarding the quantification of the sensitivity of certain critical estimates are discussed further below.

Pawn Loan Revenue Recognition

We record PSC using the effective interest method over the life of the loan for all pawn loans we believe to be collectible. We base our estimate of collectible loans on several inputs, including recent redemption rates, historical trends in redemption rates and the amount of loans due in the following months. Unexpected variations in any of these factors could change our estimate of collectible loans, affecting our earnings and financial condition. As of September 30, 2026, the balance of our PSC receivable was $61.8 million. Assuming the average forfeiture rate increased or decreased by 10%, our pawn service charges receivable balance as of September 30, 2026 would have increased or decreased by approximately $1.7 million.

Inventory and Cost of Goods Sold

We consider our estimates of obsolete or slow-moving inventory and shrinkage in determining the appropriate overall valuation allowance for inventory. We monitor our sales margins for each type of inventory on an ongoing basis and compare to historical margins. Significant variances in those margins may require a revision to future inventory reserve estimates. We have historically revised our reserve pertaining to jewelry inventory depending on the current price of gold and resulting trends in margins. Future declines in gold prices may cause an increase in reserve rates pertaining to jewelry inventory. As of September 30, 2026, the gross balance of our inventory was $361.8 million, for which we have included reserves of $3.5 million. Assuming the reserve rates were increased or decreased by 10%, our inventory reserve balance as of September 30, 2026 would have increased or decreased by approximately $0.4 million.

Business Combinations

We account for business combinations using the acquisition method, which requires us to recognize assets acquired, liabilities assumed and any non-controlling interests at their acquisition-date fair values, with the excess recorded as goodwill. For a business combination achieved in stages, we also remeasure our previously held equity interest to fair value as of the acquisition date.

The fair values of identifiable intangible assets, non-controlling interests and previously held equity interests are estimated using fair value techniques such as income and market approaches and require us to make significant estimates and assumptions, including forecasted revenue growth rates and projected cash flows, market multiples, royalty rates and discount rates. We consider these assumptions to be critical estimates.

Goodwill and Indefinite-Lived Intangible Assets

When testing goodwill for impairment, we have the option to first assess qualitative factors to determine whether the existence of events or circumstances leads to a determination that it is more-likely-than-not that the estimated fair value of a reporting unit is less than its carrying amount. If we elect to perform a qualitative assessment and determine an impairment is more-likely-than-not, we are then required to perform a quantitative impairment test; otherwise, no further analysis is required. We also may elect not to perform a qualitative assessment, and instead, proceed directly to a quantitative impairment test. When performing a quantitative impairment test, we apply a one-step quantitative

test and record the amount of goodwill impairment as the excess of a reporting unit's carrying amount over its fair value, not to exceed the total amount of goodwill allocated to that reporting unit.

When we perform a quantitative goodwill impairment test, we estimate the fair value of the reporting unit using an income approach based on the present value of expected future cash flows, including terminal value, utilizing a market-based weighted average cost of capital ("WACC") determined separately for each reporting unit. The determination of fair value involves the use of estimates and assumptions, including revenue growth rates, operating margins and terminal growth rates discounted by an estimated WACC derived from other publicly traded companies that are similar but not identical to us from an operational and economic standpoint. We use discount rates that are commensurate with the risks and uncertainties inherent in the respective businesses and in our internally developed forecasts.

We test indefinite-lived intangible assets, which consist of trade names and pawn licenses, for impairment annually on July 1 and upon the occurrence of triggering events. We may first assess qualitative factors or proceed directly to a quantitative impairment test. When we perform a quantitative impairment test, we estimate the fair value of trade names using the relief-from-royalty method and of pawn licenses using a discounted cash flow method, and record an impairment charge for any material excess of carrying amount over fair value.

We consider the assessment of the occurrence of triggering events or substantive changes in circumstances that may indicate the fair value of goodwill or indefinite-lived intangible assets may be impaired to be a critical estimate. Furthermore, we consider the assumptions discussed above pertaining to the income approaches we use in the quantitative testing of goodwill and indefinite-lived intangible assets for impairment to be critical estimates.

For fiscal 2026, we performed a quantitative impairment test of each reporting unit and indefinite-lived intangible asset as of July 1, 2026. The estimated fair value of each reporting unit exceeded its carrying value, including the SMG reporting unit, the estimated fair value of which exceeded its carrying value by 6.1%. As SMG was acquired in fiscal 2026, a limited excess of estimated fair value over carrying value is expected in the first annual test following the acquisition. The estimated fair value of the SMG reporting unit is most sensitive to the WACC and forecasted operating margins, which are subject to uncertainty given SMG's limited operating history under our ownership. An increase in the WACC or operating margins below our forecast could result in a future impairment of its goodwill, which totaled $122.7 million as of September 30, 2026. No impairment charge was recorded for indefinite-lived intangible assets during the year ended September 30, 2026.

The results of the impairment analyses for fiscal 2026 and fiscal 2025 are discussed in Note 7: Goodwill and Intangible Assets of Notes to Consolidated Financial Statements included in "Part II, Item 8 — Financial Statements and Supplementary Data."

Income Taxes

Management believes that it is more likely than not that forecasted income, including income that may be generated as a result of certain tax planning strategies, together with future reversals of existing taxable temporary differences, will be sufficient to fully recover the net recorded deferred tax assets. In the event we determine all or part of the net deferred tax assets are not realizable in the future, we will make an adjustment to the valuation allowance that would be charged to earnings in the period such determination is made. We have included valuation allowances against deferred tax assets for net operating losses and tax credits not expected to be utilized based on specific facts and estimates for each jurisdiction.

We consider the earnings of certain non-U.S. subsidiaries to be indefinitely invested outside the U.S. on the basis of estimates that future domestic cash generation will be sufficient to meet future domestic cash needs and our specific plans for reinvestment of those subsidiary earnings. We have not recorded a deferred tax liability related to foreign withholding taxes of our undistributed earnings of foreign subsidiaries indefinitely invested outside the U.S.

We may be subject to income tax audits by the respective tax authorities in any or all of the jurisdictions in which we operate or have operated within a relevant period. Significant judgment is required in determining uncertain tax positions. We utilize the required two-step approach to recognize and measure uncertain tax positions. The first step is to evaluate the tax position for recognition by determining if the weight of available evidence indicates it is more likely than not that the position will be sustained on audit, including resolution of related appeals or litigation processes. The second step is to measure the tax benefit as the largest amount that is more than 50% likely to be realized upon ultimate settlement. We consider many factors when evaluating and estimating our tax positions and tax benefits, which may require periodic adjustments and which may not accurately forecast actual outcomes. We adjust these reserves in light of changing facts and circumstances, such as the closing of an audit or the refinement of an estimate. Changes in recognition or measurement are reflected in the period in which the change in judgment occurs. We believe adequate provisions for income taxes have been made for all periods.

Cautionary Statement Regarding Risks and Uncertainties That May Affect Future Results

This Annual Report on Form 10-K, including Management's Discussion and Analysis of Financial Condition and Results of Operations, includes "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. We intend that all forward-looking statements be subject to the safe harbors created by these laws. All statements, other than statements of historical facts, regarding our strategy, future operations, financial position, future revenues, projected costs, prospects, plans and objectives are forward-looking statements. The words "may," "can," "should," "could," "will," "would," "predict," "anticipate," "believe," "estimate," "expect," "intend," "plan," "project" and similar expressions are intended to identify forward-looking statements, although not all forward-looking statements contain these identifying words. Such statements are only predictions of the outcome and timing of future events based on our current expectations and currently available information. Actual results could differ materially from those expressed in the forward-looking statements due to a number of risks and uncertainties, many of which are beyond our control. Accordingly, you should not regard any forward-looking statement as a representation that the expected results will be achieved. When considering forward-looking statements, you should keep in mind the risk factors and other cautionary statements in this report. Such risks and uncertainties include, among other things:

- Changes in laws and regulations or revised interpretation or enforcement of existing laws;
- Negative characterizations of our industry;
- Concentration of business in Texas and Florida;
- Changes in gold prices or volumes;
- Changes in sales, pawn loan balances, sales margins, pawn redemption rates or other important operating metrics;
- Our ability to continue growing our store count through acquisitions and de novo openings;
- Continuing indemnification obligations for pre-closing taxes related to our sale of Grupo Finmart;
- Our controlled ownership structure;
- Potential regulatory fines and penalties, lawsuits and related liabilities related to firearms business;
- Potential robberies, burglaries and other crimes at our stores;
- Changes in the competitive landscape;
- Our ability to design or acquire, deploy and maintain adequate information technology and other business systems;
- Failure to achieve adequate return on investments;
- Potential uninsured property, casualty or other losses;
- Potential natural disasters;
- Financial statement impact of potential impairment of goodwill or other intangible assets such as trade names;
- Potential conversion of convertible notes into cash (which could adversely affect liquidity) or stock (which will cause dilution of existing stockholders);
- Limited number of unreserved shares available for future issuance;
- Debt in the form of the 2032 Senior Notes, which could have a material adverse effect on our financial condition and results of operations;
- Public health issues that could adversely affect our financial condition or results of operations;
- Changes in the business, regulatory, political or social climate in Latin America;
- Changes in foreign currency exchange rates;
- The outcome of future litigation and regulatory proceedings;
- Potential disruptive effect of acquisitions, investments and new businesses;
- Potential exposure under anti-corruption, anti-bribery, anti-money laundering and other general business laws and regulations;
- Changes in liquidity, capital requirements or access to debt and capital markets;
- Potential data security breaches or other cyber-attacks;
- Risks related to our use of artificial intelligence and machine learning technologies;
- Our ability to protect or defend our intellectual property and proprietary technologies;
- Changes to international trade policies, including taxation and tariffs; and
- Potential civil unrest or government overthrow and other events beyond our control.

For a discussion of these important risk factors, see "Part I, Item 1A — Risk Factors."

In addition, we cannot predict all of the risks and uncertainties that could cause our actual results to differ from those expressed in the forward-looking statements. You should not place undue reliance on our forward-looking statements. Although forward-looking statements reflect our good faith beliefs, forward-looking statements involve known and unknown risks, uncertainties and other factors, which may cause our actual results, performance or achievements to differ materially from anticipated future results, performance or achievements expressed or implied by such forward-looking statements. Accordingly, you should not regard any forward-looking statements as a representation that the expected results will be achieved.

We specifically disclaim any responsibility to publicly update any information contained in a forward-looking statement except as required by law. All forward-looking statements attributable to us are expressly qualified in their entirety by this cautionary statement.

ITEM 7A. QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT MARKET RISK

Market Risk Disclosures

We are exposed to market risk related primarily to gold values and changes in foreign currency exchange rates.

Our earnings and financial position are affected by changes in gold values and, to a lesser extent, precious stone and silver values and the resulting impact on pawn lending, jewelry sales and jewelry cost of goods sold. The proceeds of scrap sales and our ability to sell jewelry inventory at an acceptable margin depend on gold values. We cannot reasonably estimate the effect of a decrease in gold values or gold volumes, or of any resulting change in customer behavior, because the market's and our customers' response to changes in gold values is not known. A significant decline in gold values or gold volumes, however, could decrease merchandise and scrap sales and their related margins, PLO and PSC, and could adversely affect our financial position and results of operations.

Our earnings and financial position are affected by foreign exchange rate fluctuations related to our equity investments and our operations outside the U.S. While we generally do not seek to hedge amounts in foreign currencies, we consider hedging strategies from time to time to mitigate certain discrete risks of exposure via short term arrangements.

The translation adjustment from Cash Converters through June 30, 2026 (included in our September 30, 2026 results on a three-month lag) had an immaterial impact to stockholders' equity. For additional information regarding Cash Converters, see Note 4: Strategic Investments of Notes to Consolidated Financial Statements included in "Part II, Item 8 — Financial Statements and Supplementary Data."

The translation adjustment from Latin America primarily representing the change of the Mexican peso during the fiscal year ended September 30, 2026 was a $1.6 million increase to stockholders' equity. We have currently assumed indefinite reinvestment of earnings and capital in Latin America in excess of the $20.0 million of prior earnings for which applicable withholding taxes have been accrued as of September 30, 2026. Accumulated translation gains or losses related to any future repatriation of earnings or capital would impact our earnings in the period of repatriation.

To a lesser degree, our operations are affected by fluctuations in the exchange rate of the Honduran lempira.

We cannot predict the future valuation of foreign currencies or how further movements in exchange rates could affect our future earnings or financial position due to the interrelationship of operating results and exchange rates.

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA

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Report of Independent Registered Public Accounting Firm

Shareholders and Board of Directors
EZCORP, Inc.
Rollingwood, Texas

Opinion on the Consolidated Financial Statements

We have audited the accompanying consolidated balance sheets of EZCORP, Inc. (the "Company") as of September 30, 2026 and 2025, the related consolidated statements of operations, comprehensive income, stockholders' equity, and cash flows for each of the three years in the period ended September 30, 2026, and the related notes (collectively referred to as the "consolidated financial statements"). In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Company at September 30, 2026 and 2025, and the results of its operations and its cash flows for each of the three years in the period ended September 30, 2026, in conformity with accounting principles generally accepted in the United States of America.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (PCAOB), the Company's internal control over financial reporting as of September 30, 2026, based on criteria established in *Internal Control – Integrated Framework (2013)* issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) and our report dated November 12, 2026 expressed an unqualified opinion thereon.

Basis for Opinion

These consolidated financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on the Company's consolidated financial statements based on our audits. We are a public accounting firm registered with the Public Company Accounting Oversight Board (United States) (PCAOB) and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audits in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement, whether due to error or fraud.

Our audits included performing procedures to assess the risks of material misstatement of the consolidated financial statements, whether due to error or fraud, and performing procedures that respond to those risks. Such procedures included examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements. Our audits also included evaluating the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements. We believe that our audits provide a reasonable basis for our opinion.

Critical Audit Matters

The critical audit matters communicated below are matters arising from the current period audit of the consolidated financial statements that were communicated or required to be communicated to the audit committee and that: (1) relate to accounts or disclosures that are material to the consolidated financial statements and (2) involved our especially challenging, subjective, or complex judgments. The communication of the critical audit matters does not alter in any way our opinion on the consolidated financial statements, taken as a whole, and we are not, by communicating the critical audit matters below, providing separate opinions on the critical audit matters or on the accounts or disclosures to which they relate.

Revenue Recognition for Certain Merchandise Sales and Pawn Service Charges

As described in Note 1 to the consolidated financial statements, the Company recognizes revenue for merchandise sales at the point in time when merchandise inventory is sold and delivered to the customer. The Company recognizes revenue for pawn service charges using the effective interest method over the life of the pawn loans for all pawn loans the Company believes to be collectible. As described in Note 13 to the consolidated financial statements, for the year ended September 30, 2026, the Company's revenues in the U.S. were $1,172.6 million, which included $511.5 million of merchandise sales and $392.4 million of pawn service charges attributable to the U.S. Pawn segment. Further, the Company's revenues in Mexico, included in the Latin America Pawn segment, were $364.0 million, substantially all of which related to merchandise sales and pawn service charges.

We identified revenue recognition for certain merchandise sales and pawn service charges in the U.S. for the U.S. Pawn segment and in Mexico for the Latin America Pawn segment as a critical audit matter, as auditing these revenues was especially challenging due to the nature and extent of audit effort required to address the matter.

The primary procedures we performed to address this critical audit matter included:

- Testing the operating effectiveness of automated application controls over the initiation, processing and recording of merchandise sales and pawn service charges revenue in the U.S. and Mexico.
- Testing merchandise sales and pawn service charges revenue transactions in the U.S. and Mexico, on a sample basis, by tracing the selected transactions to supporting information, such as electronic sales records and electronic evidence of payment.

Founders Acquisition - Valuation of Certain Consideration Transferred and Tradename Intangible Assets

As described in Note 3 to the consolidated financial statements, on January 2, 2026, the Company acquired a controlling interest in Founders. The total consideration transferred included, among other things, the exchange of the Company's existing $45.0 million preferred equity investment into common equity of Founders. The Company estimated the fair value of this preferred equity consideration as $46.2 million using the income approach (discounted cash flow method), the market approach (guideline public company method), and an option pricing model. In connection with the acquisition, the Company also recorded tradename intangible assets at the estimated fair value of $60.9 million, valued using the relief-from-royalty method.

We identified the valuation of the preferred equity consideration transferred and the acquired tradename intangible assets as a critical audit matter due to significant management judgment involved in the determination of the: (a) forecasted revenue growth rates, and (2) discount rate. Auditing these elements involved especially challenging auditor judgment due to the nature of audit evidence and extent of audit effort required, including the use of personnel with specialized knowledge and skill.

The primary procedures we performed to address this critical audit matter included:

- Testing the design and operating effectiveness of certain internal controls related to management's valuation of the preferred equity consideration transferred and the acquired tradename intangible assets.
- Evaluating the reasonableness of management's forecasted revenue growth rates by comparing to historical results and to market data.
- Utilizing personnel with specialized knowledge and skills in valuation to assist in evaluating the reasonableness of the discount rate.

/s/ BDO USA, P.C.

We have served as the Company's auditor since 2015.

Dallas, Texas
November 12, 2026

EZCORP, Inc.
CONSOLIDATED BALANCE SHEETS

(in thousands, except per share amount)	September 30, 2026	September 30, 2025
Assets:		
Current assets:		
Cash and cash equivalents	$ 295,116	$ 469,524
Short-term restricted cash	2,358	525
Pawn loans	402,761	307,496
Pawn service charges receivable, net	61,821	48,733
Inventory, net	358,348	248,457
Prepaid expenses and other current assets	37,597	51,221
Total current assets	1,158,001	1,125,956
Investments in unconsolidated affiliates	25,470	18,123
Other investments	6,883	51,903
Property and equipment, net	96,574	75,331
Right-of-use assets	292,924	236,462
Long-term restricted cash	13,876	14,664
Goodwill	479,173	324,889
Intangible assets, net	123,473	58,832
Deferred tax asset, net	19,049	29,455
Other assets, net	18,415	15,594
Total assets	$ 2,233,838	$ 1,951,209
Liabilities and equity:		
Current liabilities:		
Accounts payable, accrued expenses and other current liabilities	$ 138,463	$ 105,443
Customer layaway deposits	45,198	33,901
Operating lease liabilities, current	71,293	61,228
Total current liabilities	254,954	200,572
Long-term debt, net	520,008	518,076
Deferred tax liability, net	2,344	2,571
Operating lease liabilities	233,793	184,736
Other long-term liabilities	29,552	19,769
Total liabilities	1,040,651	925,724
Commitments and contingencies (Note 12)		
Stockholders' equity:		
Class A Non-Voting Common Stock, par value $0.01 per share; shares authorized: 100,000,000; issued and outstanding: 58,409,584 as of September 30, 2026; 57,921,451 as of September 30, 2025	584	579
Class B Voting Common Stock, convertible, par value $0.01 per share; shares authorized: 3,000,000; issued and outstanding: 2,970,171 as of September 30, 2026 and 2025	30	30
Additional paid-in capital	457,618	450,892
Retained earnings	771,832	612,687
Accumulated other comprehensive loss	(37,623)	(38,703)
Total EZCORP equity	1,192,441	1,025,485
Non-controlling interest	746	—
Total equity	1,193,187	1,025,485
Total liabilities and equity	$ 2,233,838	$ 1,951,209

See accompanying notes to consolidated financial statements.

EZCORP, Inc.
CONSOLIDATED STATEMENTS OF OPERATIONS

(in thousands, except per share amount)	Fiscal Year Ended September 30, 2026	2025	2024
Revenues:			
Merchandise sales	$ 854,971	$ 700,999	$ 663,736
Jewelry scrap sales	241,364	98,884	61,082
Pawn service charges	598,205	474,228	436,545
Other revenues	170	169	239
Total revenues	1,694,710	1,274,280	1,161,602
Merchandise cost of goods sold	540,102	455,677	427,403
Jewelry scrap cost of goods sold	169,639	72,538	51,926
Gross profit	984,969	746,065	682,273
Operating expenses:			
Store expenses	571,559	458,378	437,774
General and administrative	133,469	106,230	98,838
Impairment of other assets	1,723	877	843
Depreciation and amortization	38,290	32,538	33,069
Loss (gain) on sale or disposal of assets and other	281	135	(16)
Other operating income	—	(1,262)	(765)
Total operating expenses	745,322	596,896	569,743
Operating income	239,647	149,169	112,530
Interest expense	33,796	23,029	13,585
Interest income	(12,439)	(14,721)	(10,575)
Equity in net income of unconsolidated affiliates	(5,607)	(6,150)	(4,711)
Other (income) expense	(441)	238	(1,377)
Income before income taxes	224,338	146,773	115,608
Income tax expense	57,749	37,160	32,513
Consolidated net income	166,589	109,613	83,095
Consolidated net (income) attributable to non-controlling interest	(680)	—	—
Consolidated net income attributable to EZCORP	$ 165,909	$ 109,613	$ 83,095
Basic earnings per share attributable to EZCORP	$ 2.70	$ 1.91	$ 1.51
Diluted earnings per share attributable to EZCORP	$ 2.07	$ 1.42	$ 1.10
Weighted-average basic shares outstanding	61,463	57,466	54,935
Weighted-average diluted shares outstanding	83,724	83,383	84,448

See accompanying notes to consolidated financial statements.

EZCORP, Inc.
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

(in thousands)	Fiscal Year Ended September 30, 2026	2025	2024
Consolidated net income	$ 166,589	$ 109,613	$ 83,095
Other comprehensive income:			
Foreign currency translation adjustment, net of income tax expense for our investment in unconsolidated affiliate of $350, $245, and $7 for the years ended September 30, 2026, 2025, and 2024, respectively	1,080	12,844	(19,445)
Consolidated comprehensive income	167,669	122,457	63,650
Consolidated comprehensive (income) attributable to non-controlling interest	(680)	—	—
Comprehensive income attributable to EZCORP	$ 166,989	$ 122,457	$ 63,650

See accompanying notes to consolidated financial statements.

EZCORP, Inc.
CONSOLIDATED STATEMENTS OF STOCKHOLDERS' EQUITY

(in thousands)	Common Stock Shares	Common Stock Par Value	Additional Paid-in Capital	Retained Earnings	Accumulated Other Comprehensive Loss	Total EZCORP Equity	Non-Controlling Interest	Total Equity
Balances as of October 1, 2023	54,840	$ 549	$ 346,181	$ 431,140	$ (32,102)	$ 745,768	$ —	$ 745,768
Stock compensation	—	—	10,406	—	—	10,406	—	10,406
Release of restricted stock, net of shares withheld for taxes	855	9	40	—	—	49	—	49
Settlement of conversion premium of convertible notes due 2024	77	1	(1)	—	—	—		—
Taxes paid related to net share settlement of equity awards	—	—	(3,294)	—	—	(3,294)	—	(3,294)
Foreign currency translation loss	—	—	—	—	(19,445)	(19,445)	—	(19,445)
Purchase and retirement of treasury stock	(1,219)	(13)	(4,966)	(7,029)	—	(12,008)	—	(12,008)
Consolidated net income	—	—	—	83,095	—	83,095	—	83,095
Balances as of September 30, 2024	54,553	$ 546	$ 348,366	$ 507,206	$ (51,547)	$ 804,571	$ —	$ 804,571
Stock compensation	—	—	12,465	—	—	12,465	—	12,465
Release of restricted stock, net of shares withheld for taxes	794	8	(8)	—	—	—	—	—
Issuance of shares to redeem convertible notes due 2025	6,098	61	96,902	—	—	96,963		96,963
Taxes paid related to net share settlement of equity awards	—	—	(3,972)	—	—	(3,972)	—	(3,972)
Foreign currency translation gain	—	—	—	—	12,844	12,844	—	12,844
Purchase and retirement of treasury stock	(553)	(6)	(2,861)	(4,132)	—	(6,999)	—	(6,999)
Consolidated net income	—	—	—	109,613	—	109,613	—	109,613
Balances as of September 30, 2025	60,892	$ 609	$ 450,892	$ 612,687	$ (38,703)	$ 1,025,485	$ —	$ 1,025,485
Stock compensation	—	—	16,790	—	—	16,790	—	16,790
Release of restricted stock, net of shares withheld for taxes	869	9	(9)	—	—	—	—	—
Taxes paid related to net share settlement of equity awards	—	—	(6,371)	—	—	(6,371)	—	(6,371)
Foreign currency translation gain	—	—	—	—	1,080	1,080	—	1,080
Purchase and retirement of treasury stock	(381)	(4)	(4,268)	(6,764)	—	(11,036)	—	(11,036)
Non-controlling interest in Founders net assets at acquisition	—	—	—	—	—	—	21,435	21,435
Purchase of non-controlling interest in Founders and SMG	—	—	584	—	—	584	(21,369)	(20,785)
Consolidated net income	—	—	—	165,909	—	165,909	680	166,589
Balances as of September 30, 2026	61,380	$ 614	$ 457,618	$ 771,832	$ (37,623)	$ 1,192,441	$ 746	$ 1,193,187

See accompanying notes to consolidated financial statements.

EZCORP, Inc.
CONSOLIDATED STATEMENTS OF CASH FLOWS

(in thousands)	Fiscal Year Ended September 30, 2026	2025	2024
Operating activities:			
Net income	$ 166,589	$ 109,613	$ 83,095
Adjustments to reconcile net income to net cash flows from operating activities:			
Depreciation and amortization	38,290	32,538	33,069
Amortization of deferred financing costs	1,932	1,726	1,605
Non-cash lease expense	69,172	59,265	58,393
Deferred income taxes	(2,455)	(3,084)	1,354
Impairment of other assets	1,723	877	843
Other adjustments	894	(1,942)	789
Provision for inventory reserve	(451)	858	73
Stock compensation expense	16,790	12,465	10,406
Equity in net income from investment in unconsolidated affiliates	(5,607)	(6,150)	(4,711)
Gain from remeasurement of previously held equity interest	(1,179)	—	—
Changes in operating assets and liabilities, net of business acquisitions:			
Pawn service charges receivable	(7,022)	(3,833)	(5,217)
Inventory	(35,807)	(18,179)	(8,488)
Prepaid expenses, other current assets and other assets	7,744	(5,719)	(8,638)
Accounts payable, accrued expenses and other liabilities	(68,786)	(41,420)	(57,158)
Customer layaway deposits	9,218	11,712	2,950
Income taxes	(4,880)	258	5,235
Net cash provided by operating activities	186,165	148,985	113,600
Investing activities:			
Loans made	(1,312,115)	(1,006,505)	(937,014)
Loans repaid	723,174	557,761	522,497
Recovery of pawn loan principal through sale of forfeited collateral	496,738	393,203	363,396
Capital expenditures	(45,405)	(38,561)	(35,764)
Acquisitions, net of cash acquired	(41,010)	(20,693)	(12,113)
Issuance of notes receivable	(9,000)	(5,895)	—
Proceeds of notes receivable	—	—	421
Investment in unconsolidated affiliate	(7,584)	(786)	(1,131)
Investment in other investments	—	—	(15,680)
Dividends from unconsolidated affiliates	3,929	3,614	3,535
Net cash used in investing activities	(191,273)	(117,862)	(111,853)
Financing activities:			
Taxes paid related to net share settlement of equity awards	(6,371)	(3,972)	(3,294)
Proceeds from issuance of debt	—	300,000	—
Debt issuance cost	—	(7,593)	—
Payments on debt	(134,151)	(6,410)	(34,389)
Purchase and retirement of treasury stock	(11,036)	(6,999)	(12,008)
Payment of contingent consideration	(554)	—	—
Acquisition of non-controlling interest	(15,441)	—	—
Payments of finance leases	(945)	(606)	(492)
Net cash (used in) provided by financing activities	(168,498)	274,420	(50,183)
Effect of exchange rate changes on cash and cash equivalents and restricted cash	243	(637)	(725)
Net (decrease) increase in cash, cash equivalents and restricted cash	(173,363)	304,906	(49,161)
Cash and cash equivalents and restricted cash at beginning of period	484,713	179,807	228,968
Cash and cash equivalents and restricted cash at end of period	$ 311,350	$ 484,713	$ 179,807

See accompanying notes to consolidated financial statements.

Notes to Consolidated Financial Statements

NOTE 1: ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Description of Business

EZCORP, Inc. was founded in 1989 and is a provider of pawn services in the United States (“U.S.”), Latin America and the Caribbean. At our pawn stores, we advance cash against the value of collateralized personal property. We also sell merchandise, primarily collateral forfeited from pawn activities and pre-owned merchandise purchased from customers. We fulfill short-term cash needs to consumers, with a focus on delivering an industry-leading customer experience.

As of September 30, 2026, we operated a total of 1,590 locations, consisting of:

- 563 United States pawn stores (operating primarily as EZPAWN and Value Pawn & Jewelry);
- 672 Mexico pawn stores (operating primarily as Empeño Fácil and Cash Apoyo Efectivo);
- 250 pawn stores in Guatemala, El Salvador and Honduras (operating as GuatePrenda and MaxiEfectivo); and
- 105 pawn stores in the U.S., the Caribbean and Central America (operating primarily as La Familia Pawn and Jewelry and CashWiz).

On January 2, 2026, we acquired a controlling interest in Founders One, LLC ("Founders"), which through its subsidiary Simple Management Group, Inc. ("SMG") operated 105 pawn stores in the U.S. and 11 additional countries at the time of acquisition, primarily under the names "La Familia Pawn and Jewelry" and "CashWiz." See Note 3: Acquisitions for additional information.

We have an equity interest (43.5%) as of September 30, 2026 in Cash Converters International Limited (“Cash Converters”), a publicly traded company (ASX:CCV) headquartered in Perth, Western Australia. Cash Converters and its controlled companies comprise a diverse group generating revenues from franchising, store operations and personal finance (including pawn transactions), in 647 stores across 15 countries.

Basis of Presentation and Principles of Consolidation

The accompanying consolidated financial statements have been prepared in accordance with generally accepted accounting principles and are expressed in U.S. dollars. They include the accounts of EZCORP, Inc., and its wholly-owned subsidiaries. We use the equity method of accounting for entities over which we exercise significant influence, but in which we have a 50% or less investment. We account for equity investments in entities over which we do not exercise significant influence, and do not have a readily determinable fair value, at cost. If we obtain evidence that the fair value of such an investment has declined below its cost, we reduce the recorded cost to the lower value through an impairment charge recorded in the Consolidated Statements of Operations. All inter-company accounts and transactions have been eliminated in consolidation.

Beginning in the first quarter of fiscal 2026, following a review of segment expenses to better align direct operating expenses with the respective segments, we modified our methodology for allocating certain expenses used in evaluating financial and segment performance and resource allocation. Specifically, we no longer allocate certain administrative expenses to our Latin America Pawn and U.S. Pawn segments; these costs are now reported within the "General and administrative" line in our Consolidated Statements of Operations.

We have recast the Consolidated Statements of Operations and segment contribution for prior periods to conform to this methodology. This resulted in a classification change of certain expenses totaling $22.7 million and $23.3 million from “Store expenses” to “General and administrative” for the years ended September 30, 2025 and 2024, respectively. Additionally, segment contribution no longer includes certain administrative allocations to segments; these costs are now included within Corporate. Refer to Note 13: Segment Information.

There was no impact to Total operating expenses, Operating income, or Consolidated net income on our Consolidated Statements of Operations.

As a result of the acquisition of Founders and its subsidiary SMG effective January 2, 2026, the composition of our reportable segments changed beginning in the second quarter of fiscal 2026. SMG is now reported as a standalone reportable segment. Our equity interest in Cash Converters is now included within Corporate, and the Other Investments segment has been removed. Prior period segment information has been recast to conform to the current presentation. Refer to Note 13: Segment Information.

Use of Estimates and Assumptions

The preparation of these financial statements requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses and related disclosure of contingent assets and liabilities. We regularly evaluate estimates and judgments, including those related to revenue recognition, inventory, loan loss allowances, business combinations, long-lived and intangible

assets, share-based compensation, income taxes, contingencies and litigation. We base our estimates on historical experience, observable trends and various other assumptions we believe are reasonable, the results of which form the basis for making judgments about the carrying values of assets and liabilities and the accrual of costs and expenses that are not readily apparent from other sources. Actual results may differ materially from the estimates under different assumptions or conditions.

Pawn Loans and Revenue Recognition

Our pawn loans are fully collateralized and the carrying values are based on the initial amounts loaned to customers. We record pawn service charges using the effective interest method over the life of the pawn loans for all pawn loans we believe to be collectible. We base our estimate of collectability on several inputs, including recent redemption rates, historical trends in redemption rates and the amount of loans due in the following months. Unexpected variations in any of these factors could change our estimate of collectability and affect our results of operations and financial condition. If a pawn loan is not repaid, the forfeited collateral is recorded as inventory at the lower of the principal balance of the pawn loan or the net realizable value of the item. As of September 30, 2026, consolidated pawn loans outstanding was $402.8 million, of which $138.3 million is attributable to stores in Texas and $46.5 million is attributable to stores in Florida. As of September 30, 2025, consolidated pawn loans outstanding was $307.5 million, of which $117.9 million is attributable to stores in Texas and $31.6 million is attributable to stores in Florida.

Merchandise Sales Revenue Recognition

Our performance obligations for merchandise sales primarily relate to point in time retail sales in our stores. We recognize the satisfaction of the performance obligations and record merchandise sales revenue and the related costs when merchandise inventory is sold and delivered to the customer or, in the case of a layaway sale, when we receive the final payment. Customer layaway deposits are recorded as liabilities when a customer provides a deposit for merchandise. Customer layaway deposits are generally refundable for a credit note upon cancellation. Our customer layaway deposits balance as of September 30, 2026, 2025 and 2024 was $45.2 million, $33.9 million and $21.6 million, respectively, and are generally recognized as revenue within a one-year period. Customers have a limited period of time to return merchandise for a refund or exchange, and actual returns for refunds are not material. Sales taxes collected on sales of inventory are excluded from the amounts recognized as merchandise sales and are recorded as “Accounts payable, accrued expenses and other current liabilities” in our Consolidated Balance Sheets until remitted to the appropriate governmental authorities.

For precious metals and stones sold as scrap, we recognize the satisfaction of the performance obligations and record the revenues and the related costs when the inventory is legally transferred to the refiner and the refiner obtains control of the inventory. The accounts receivable outstanding at the end of a given reporting period from such transactions are not material as payments are generally received within a short period of time after the legal transfer of the inventory.

Our transaction prices are explicitly stated within the contracts with our customers.

Inventory and Cost of Goods Sold

If a pawn loan is not redeemed, the forfeited collateral is recorded as inventory at the lower of the principal balance of the pawn loan or the net realizable value of the item. We do not record a loan loss allowance or charge-off expense on the principal portion of forfeited pawn loans, as such loans are fully collateralized. Inventory is recorded using the specific identification method of accounting.

In order to state inventory at the lower of cost or net realizable value, we record an allowance for excess, obsolete or slow-moving inventory based on the type and age of the underlying merchandise. Our inventory consists primarily of general merchandise and jewelry. “Merchandise cost of goods sold” as recorded in our Consolidated Statements of Operations includes the historical cost of inventory sold, inventory shrinkage and any change in the allowance for inventory shrinkage and valuation. We include the costs of operating our central jewelry processing unit as “Jewelry scrap cost of goods sold” in our Consolidated Statements of Operations as such costs relate directly to sales of precious metals and stones to refiners.

We consider our estimates of obsolete or slow-moving inventory and shrinkage critical to the determination of the appropriate overall valuation allowance for inventory. We continually monitor our sales margins for each type of inventory and compare the current margins to historical margins. Significant variances in those margins may require a revision to future inventory reserve estimates. We determine our reserve pertaining to jewelry inventory based on the current and projected prices of gold. Future declines in the value of gold may result in an increase in reserves pertaining to jewelry inventory.

Situations that may result in excess or obsolete inventory include changes in business and economic conditions, changes in consumer confidence caused by changes in market conditions, decreases in demand for our products or inventory obsolescence resulting from changes in technology.

With respect to our Mexico pawn operations, we do not own the forfeited collateral. However, we assume the risk of loss on such collateral and are solely responsible for its care and disposition and, therefore, record such collateral as inventory in our Consolidated Balance Sheets. As of September 30, 2026 and 2025, inventory related to our Mexico pawn operations was $61.0 million and $49.1 million, respectively.

Cash and Cash Equivalents and Cash Concentrations

Cash and cash equivalents consist primarily of cash on deposit or highly liquid investments with original contractual maturities of three months or less, or money market mutual funds. We hold cash at financial institutions in amounts that often exceed FDIC insured limits. We manage our credit risk associated with cash and cash equivalents and cash concentrations by periodically evaluating the credit quality of the primary financial institutions issuing investments or holding such deposits. Historically, we have not experienced any losses due to such cash concentrations.

Restricted Cash

As of September 30, 2026, long-term restricted cash consists of $9.5 million, held in escrow pending resolution of a pre-closing tax indemnity claim related to the sale of Grupo Finmart, $4.3 million related to the acquisition of 47 pawn stores in Mexico during FY25, and short-term restricted cash consists of $2.4 million related to acquisitions in Mexico in FY26 and FY25 and of PLO del Bajio S. de R.L. de C.V. As of September 30, 2025, long-term restricted cash consists of $9.3 million related to the sale of Grupo Finmart, and $5.4 million related to the acquisition of 47 pawn stores in Mexico during FY25, and short-term restricted cash consists of $0.5 million related to the acquisitions of the 47 pawn stores in Mexico and of PLO del Bajio S. de R.L. de C.V.

Investments

We account for our investment in Cash Converters under the equity method. The fiscal year of Cash Converters ends three months before our fiscal year, and we record our interest from the results of Cash Converters on a three-month lag. Thus, the results of our operations reported for the fiscal years ended September 30, 2026, 2025 and 2024 include our percentage interest in the results of Cash Converters for the twelve-month periods ended June 30, 2026, 2025 and 2024, respectively.

During the first quarter of our fiscal year, we record our percentage interest in the results of Cash Converters for the three months ended December 31 based on an estimate of the results of Cash Converters for the three months ended September 30 of that year. Similarly, during the third quarter of our fiscal year, we record our percentage interest in the results of Cash Converters for the three months ended June 30 using the estimated results of Cash Converters for the three months ended March 31 of that year. Cash Converters files semi-annual financial reports with the Australian Securities & Investments Commission and the Australian Stock Exchange as of and for the periods ended June 30 and December 31. We use these publicly available financial reports to adjust the estimated amounts we recorded. The actual results of Cash Converters may vary from our estimates. Refer to Note 4: Strategic Investments for further details on our investment in Cash Converters.

We account for our investment in Rich Data Corporation (“RDC”) using the measurement alternative in ASC 321, *Investments — Equity Securities,* to measure this investment at cost, less any impairment, plus or minus changes resulting from observable price changes in orderly transactions for identical or similar investments of the same issuer, if any. As of September 30, 2026 and 2025, the carrying value of our investment in RDC was $6.2 million.

Leases

We determine if an arrangement contains a lease at inception. We have elected not to recognize on the balance sheet leases with terms of one year or less as a practical expedient. Operating lease assets are included in Right-of-use assets, net and financing lease assets are included in Other assets, net on the Consolidated Balance Sheets. We enter into operating lease agreements for real estate related to pawn locations and corporate offices. We have entered into financing lease agreements mainly for motor vehicles.

Operating and financing lease liabilities are recognized at the lease commencement date based on the present value of fixed lease payments using the Company’s incremental borrowing rate. As our leases generally do not include an implicit rate, we compute our incremental borrowing rate based on information available at the lease commencement date applying the portfolio approach to groups of leases with similar characteristics. Our lease terms include options to extend the lease when it is reasonably certain we will exercise its option. We used incremental borrowing rates that match the duration of the remaining lease terms of our operating leases on a fully collateralized basis to initially measure our lease liability. We evaluate renewal options periodically for any changes in assumptions.

We do not account separately for lease and non-lease components. Lease components generally include rent, taxes and insurance and non-lease components generally include common area maintenance. Right-of-use assets are tested for impairment in the same manner as long-lived assets. We recognize lease expense on a straight-line basis over the lease term with variable lease expense recognized in the period in which the costs are incurred. Our operating lease portfolio consists of pawn locations and corporate offices with lease terms ranging from five to ten years, including options to renew. Our financing lease terms range from two to five years. We generally account for the initial lease

term of our pawn locations as up to ten years. Our primary corporate office is leased through October 2035 with annual escalating rent payments.

Goodwill and Indefinite-Lived Intangible Assets

Goodwill represents the excess of the purchase price over the net amount of identifiable assets acquired and liabilities assumed in a business combination measured at fair value. We evaluate goodwill for impairment annually on July 1 and upon the occurrence of certain triggering events or substantive changes in circumstances that indicate that the fair value of goodwill may be impaired. We consider the assessment of the occurrence of triggering events or substantive changes in circumstances that may indicate the fair value of goodwill may be impaired to be a critical estimate.

Impairment of goodwill is tested at the reporting unit level. A reporting unit is an operating segment or one level below an operating segment, referred to as a “component.” A component of an operating segment is required to be identified as a reporting unit if the component is a business for which discrete financial information is available and segment management regularly reviews its operating results.

When testing goodwill for impairment, we have the option to first assess qualitative factors to determine whether the existence of events or circumstances leads to a determination that it is more-likely-than-not the estimated fair value of a reporting unit is less than its carrying amount. If we elect to perform a qualitative assessment and determine that an impairment is more-likely-than-not, we are then required to perform a quantitative impairment test; otherwise, no further analysis is required. We also may elect not to perform a qualitative assessment and, instead, proceed directly to a quantitative impairment test. When performing a quantitative impairment test, we apply a one-step quantitative test and record the amount of goodwill impairment as the excess of a reporting unit’s carrying amount over its fair value, not to exceed the total amount of goodwill allocated to that reporting unit.

When we perform a quantitative goodwill impairment test, we estimate the fair value of the reporting unit using an income approach based on the present value of expected future cash flows, including terminal value, utilizing a market-based weighted average cost of capital (“WACC”) determined separately for each reporting unit. The determination of fair value involves the use of estimates and assumptions, including revenue growth rates, operating margins and terminal growth rates discounted by an estimated WACC (i.e. discount rate) derived from other publicly traded companies that are similar but not identical to us from an operational and economic standpoint. We use discount rates that are commensurate with the risks and uncertainties inherent in the respective businesses and in our internally developed forecasts.

We test indefinite-lived intangible assets, which consist of tradenames and pawn licenses, for impairment annually on July 1 and upon the occurrence of triggering events. We may first assess qualitative factors or proceed directly to a quantitative impairment test. When we perform a quantitative impairment test, we estimate the fair value of trade names using the relief-from-royalty method and of pawn licenses using a discounted cash flow method, and record an impairment charge for any material excess of carrying amount over fair value.

Property and Equipment

We record property and equipment at cost. We depreciate these assets on a straight-line basis using estimated useful lives of 30 years for buildings and two-to-seven years for furniture, equipment and software development costs. We depreciate leasehold improvements over the shorter of their estimated useful life (typically 10 years) or the reasonably assured lease term at the inception of the lease.

Valuation of Long-Lived Assets

The carrying values of long-lived assets, inclusive of right-of-use assets, are periodically reviewed whenever events or changes in circumstances indicate the carrying value may not be recoverable, such as historical operating losses or plans to close stores before the end of their previously estimated useful lives. A potential impairment has occurred if projected future undiscounted cash flows are less than the carrying value of the assets. The estimate of cash flows includes management's assumptions of cash inflows and outflows directly resulting from the use of those assets in operations. We consider the assumptions associated with the determination of projected future cash flows to be a critical estimate. When a potential impairment has occurred, an impairment write-down is recorded if the carrying value of the long-lived asset exceeds its fair value.

Software Development Costs and Cloud Computing Arrangements

We capitalize certain costs incurred in connection with developing or obtaining software for internal use and amortize the costs on a straight-line basis over the estimated useful lives of the software, typically five years. Net capitalized development costs are included in “Capital expenditures, net” in our Consolidated Statements of Cash Flows.

In evaluating whether our cloud computing arrangements include a software license, we consider whether we have the contractual right to take possession of the software at any time during the hosting period without significant penalty and whether it is feasible for us to either run the software on our own hardware or contract with another party unrelated to the vendor to host the software. If a cloud computing arrangement includes a software license, we account for the software license element of the arrangement consistent with the acquisition of

other software licenses. If a cloud computing arrangement does not include a software license, we account for the arrangement as a service contract. For cloud computing arrangements that meet the definition of a service contract, the Company capitalizes implementation costs incurred during the application development stage and until the software is ready for its intended use within Other assets, net in our Consolidated Balance Sheets and then amortizes the costs on a straight-line basis over the term of the contract. The hosting service fees are not considered an implementation cost and are treated as a prepaid expense and then the Company amortizes the costs on a straight-line basis over the term of the contract. Costs related to data conversion, training and other maintenance activities are expensed as incurred.

Business Combinations

We allocate the total acquisition price to the fair value of assets and liabilities acquired under the acquisition method with goodwill representing the excess of purchase price over the fair value of net assets acquired. We expense transaction costs as incurred. We recognize any adjustments to provisional amounts and goodwill that are identified during the measurement period in the reporting period in which the adjustment amounts are determined, with the effect on current period earnings of changes in depreciation, amortization or other income effects, if any, as a result of the change to the provisional amounts, calculated as if the accounting had been completed at the acquisition date. The fair values of identifiable intangible assets, non-controlling interests and previously held equity interests are estimated using fair value techniques such as income and market approaches and require us to make significant estimates and assumptions, including forecasted revenue growth rates and projected cash flows, market multiples, royalty rates and discount rates.

Foreign Currency

Our foreign subsidiaries use the local currency of their respective countries as their functional currency. Assets and liabilities of our foreign subsidiaries' balance sheet accounts and our equity method investments are translated from their respective functional currencies into United States dollars at the exchange rate at the end of each quarter, and their earnings are translated into United States dollars at the average exchange rate each quarter. We present resulting translation adjustments as a separate component of stockholders’ equity. The cumulative translation adjustments associated with the net assets of foreign subsidiaries are the only amounts recorded in Accumulated Other Comprehensive Loss in the accompanying Consolidated Statements of Stockholders’ Equity.

Foreign currency transaction gains and losses not accounted for as translations are included in “Other (income) expense” in our Consolidated Statements of Operations.

Store Expenses

Included in “Store expenses” are costs related to operating our stores and any direct costs of support offices. These costs include labor, other direct expenses such as utilities, supplies and banking fees and indirect expenses such as store rent, building repairs and maintenance, advertising, store property taxes and insurance and regional and area management expenses.

General and Administrative Expense

Included in “General and administrative” expense are costs related to our executive and administrative offices. This includes executive and administrative salaries, wages, stock and incentive compensation, professional fees, license fees, costs related to the operation of our administrative offices such as rent, property taxes, insurance, information technology and other corporate costs.

Advertising

Advertising costs are expensed as incurred and included primarily within “Store expenses” in our Consolidated Statements of Operations. These costs were $10.9 million, $7.1 million and $6.2 million for fiscal 2026, 2025 and 2024, respectively. During fiscal 2026, 2025 and 2024, we incurred $5.1 million, $3.9 million, and $3.6 million, respectively, related to digital advertising. The remaining for each year relates to general advertising costs.

Stock Compensation

We measure share-based compensation expense at the grant date based on the price of underlying shares at that date and recognize it as expense ratably over the vesting or service period, as applicable, of the stock award. Our policy is to recognize expense on performance-based awards, where satisfaction of the performance condition is probable, ratably over the awards’ vesting period and recognize expense on awards that only have service requirements on a straight-line basis. We recognize forfeitures as they occur when calculating share-based compensation expense.

Income Taxes

We account for income taxes using the asset and liability method. Deferred tax assets and liabilities are recognized for the future tax consequences attributable to differences between the financial statement carrying value of assets and liabilities and their tax basis and for

operating loss and tax credit carryforwards. Deferred tax assets and liabilities are measured using enacted tax rates expected to apply to taxable income in the years in which the related temporary differences are expected to be recovered or settled. The effect on deferred tax assets and liabilities of a change in tax rates is recognized when the rate change is enacted.

We consider the earnings of certain non-U.S. subsidiaries to be indefinitely invested outside the United States on the basis of estimates that future domestic cash generation will be sufficient to meet future domestic cash needs and our specific plans for reinvestment of those subsidiary earnings. We have not recorded a deferred tax liability related to the U.S. federal and state income taxes and foreign withholding taxes of our undistributed earnings of foreign subsidiaries indefinitely invested outside the U.S. We treat taxes due on future U.S. inclusions in taxable income related to Global Intangible Low-Taxed Income ("GILTI") as a current-period expense when incurred.

We may be subject to income tax audits by the respective tax authorities in any or all of the jurisdictions in which we operate or have operated within a relevant period. Significant judgment is required in determining uncertain tax positions. We utilize the required two-step approach to recognize and measure uncertain tax positions. The first step is to evaluate the tax position for recognition by determining if the weight of available evidence indicates it is more likely than not that the position will be sustained on audit, including resolution of related appeals or litigation processes. The second step is to measure the tax benefit as the largest amount that is more than 50% likely to be realized upon ultimate settlement. We consider many factors when evaluating and estimating our tax positions and tax benefits, which may require periodic adjustments, and which may not accurately forecast actual outcomes. We adjust these reserves in light of changing facts and circumstances, such as the closing of an audit or the refinement of an estimate. Changes in recognition or measurement are reflected in the period in which the change in judgment occurs. We believe adequate provisions for income taxes have been made for all periods. We recognize interest and penalties related to unrecognized tax benefits as "Income tax expense" in our Consolidated Statements of Operations. Our policy is to release income tax effects from accumulated other comprehensive income on a segregated unit of account basis.

We consider our assessment of the recognition of deferred tax assets as well as estimates of uncertain tax positions to be critical estimates.

Share Repurchases

When treasury shares are retired, the Company allocates the excess of the repurchase price over the par value of shares acquired between additional paid-in capital and retained earnings. The portion allocated to additional paid-in capital is limited to the pro rata portion of additional paid-in capital for the retired treasury shares. Any further excess of the repurchase price is allocated to retained earnings.

Earnings per Share and Common Stock

We compute basic earnings per share based on the weighted average number of shares of common stock outstanding and diluted earnings per share using the if-converted method. Diluted earnings and diluted weighted-average shares outstanding are adjusted to account for the impact of the assumed issuance of potential common shares that are dilutive, subject to dilution sequencing rules. The if-converted method is applied in evaluating the dilutive effect of convertible debt and restricted stock follows the treasury stock method. Dilutive potential common shares include outstanding restricted stock awards as well as shares issuable on conversion of our outstanding convertible debt. Potential common shares are required to be excluded from computation of diluted earnings per share if the assumed proceeds upon exercise or vest are greater than the cost to re-acquire the same number of shares at the average market price, and therefore the effect would be anti-dilutive. There were no participating securities outstanding during fiscal 2026, 2025 and 2024 requiring the application of the two-class method.

Our capital stock consists of two classes of common stock designated as Class A Non-Voting Common Stock ("Class A Common Stock") and Class B Voting Common Stock ("Class B Common Stock"). The rights, preferences and privileges of the Class A and Class B Common Stock are similar except that each share of Class B Common Stock has one vote and each share of Class A Common Stock has no voting privileges, except as required by law. All Class A Common Stock is publicly held. Holders of Class B Common Stock may, individually or as a class, convert some or all of their shares into Class A Common Stock on a one-to-one basis. Class A Common Stock becomes voting common stock upon the conversion of all Class B Common Stock to Class A Common Stock. We are required to reserve the number of authorized but unissued shares of Class A Common Stock that would be issuable upon conversion of all outstanding shares of Class B Common Stock.

Recently Adopted Accounting Pronouncements

In December 2023, the FASB issued Accounting Standards Update ("ASU") 2023-09, *Income Taxes (Topic 740): Improvements to Income Tax Disclosures*. ASU 2023-09 requires disclosure of specific categories and disaggregation of information in the rate reconciliation table. The ASU also requires disclosure of disaggregated information related to income taxes paid, income or loss from continuing operations before income tax expense or benefit and income tax expense or benefit from continuing operations. The requirements of this ASU 2023-09 are effective for the Company for fiscal years beginning after December 15, 2024. Early adoption is permitted, and the amendments should be applied on a prospective basis. Retrospective application is permitted. We adopted the new standard for the fiscal year ended September 30, 2026 on a retrospective basis, see Note 10: Income Taxes.

Recently Issued Accounting Pronouncements

In November 2024, the FASB issued ASU 2024-03, *Income Statement—Reporting Comprehensive Income—Expense Disaggregation Disclosures (Subtopic 220-40): Disaggregation of Income Statement Expenses*. Additionally, in January 2025, the FASB issued ASU 2025-01 to clarify the effective date of ASU 2024-03. ASU 2024-03 requires disclosure in the notes to the financial statements of specified information about certain costs and expenses. The requirements of ASU 2024-03 are effective for the Company for fiscal years beginning after December 15, 2026 and interim periods within fiscal years beginning after December 15, 2027. Early adoption is permitted and should be applied either prospectively to financial statements issued for reporting periods after the effective date of this ASU or retrospectively to any or all periods presented in the financial statements. We are currently evaluating the impact of this standard on our consolidated financial statements and related disclosures.

In May 2025, the FASB issued ASU 2025-03, *Business Combinations (Topic 805) and Consolidation (Topic 810): Determining the Accounting Acquirer in the Acquisition of a Variable Interest Entity*. ASU 2025-03 revises current guidance for determining the accounting acquirer for a transaction effected primarily by exchanging equity interests in which the legal acquiree is a variable interest entity that meets the definition of a business. The amendments require that an entity consider the same factors that are currently required for determining which entity is the accounting acquirer in other acquisition transactions. The requirements of ASU 2025-03 are effective for the Company for fiscal years beginning after December 15, 2026, and interim periods within those periods. Early adoption is permitted as of the beginning of an interim or annual reporting period. We are currently evaluating the impact of this standard on our consolidated financial statements and related disclosures.

In September 2025, the FASB issued ASU 2025-06, *Intangibles - Goodwill and Other - Internal-use Software*: *Targeted Improvements to the Accounting for Internal-use Software* which amends the guidance in ASC 350-40, Intangibles-Goodwill and Other-Internal-Use Software. The amendments modernize the recognition and disclosure framework for internal-use software costs, removing the previous "development stage" model and introducing a more judgment-based approach. ASU 2025-06 is effective for fiscal years beginning after December 15, 2027 with early adoption permitted. We are currently evaluating the impact of this standard on our consolidated financial statements and related disclosures.

In November 2025, the FASB issued ASU 2025-08, *Financial Instruments - Credit Losses (Topic 326): Purchased Loans*. ASU 2025-08 expands the use of the gross-up method to certain acquired loans. Purchased seasoned loans will be accounted for using the gross-up approach. The ASU is effective for fiscal years beginning after December 15, 2026, including interim periods within those fiscal years. We are currently evaluating the impact of this standard on our consolidated financial statements and related disclosures.

In December 2025, the FASB issued ASU 2025-11, Interim Reporting (Topic 270), which clarifies the scope of interim reporting requirements and introduces a principles-based framework for disclosure of material events occurring after the most recent annual period. The ASU also consolidates interim disclosure requirements from other Codification topics into ASC 270. The guidance is effective for interim periods beginning after December 15, 2027, with early adoption permitted. We are currently evaluating the impact of this standard on our interim reporting disclosures.

NOTE 2: EARNINGS PER SHARE

The following table reconciles the number of common shares used to compute basic and diluted earnings per common share:

(in thousands, except per share amounts)	Fiscal Year Ended September 30, 2026	2025	2024
Basic earnings per common share:			
Consolidated net income	$ 166,589	$ 109,613	$ 83,095
Consolidated net (income) attributable to non-controlling interest	(680)	—	—
Consolidated net income attributable to EZCORP - basic	165,909	109,613	83,095
Weighted shares outstanding - basic	61,463	57,466	54,935
Basic earnings per common share attributable to EZCORP	$ 2.70	$ 1.91	$ 1.51
Diluted earnings per common share:			
Consolidated net income attributable to EZCORP - basic	$ 165,909	$ 109,613	$ 83,095
Add: Convertible Notes interest expense, net of tax [a]	7,503	8,792	9,947
Consolidated net income attributable to EZCORP - diluted	$ 173,412	$ 118,405	$ 93,042
Weighted shares outstanding - basic	61,463	57,466	54,935
Equity-based compensation awards - effect of dilution [b]	1,784	1,681	1,651
Convertible Notes - effect of dilution [c]	20,477	24,236	27,862
Weighted shares outstanding - diluted	83,724	83,383	84,448
Diluted earnings per common share attributable to EZCORP	$ 2.07	$ 1.42	$ 1.10
Potential common shares excluded from the calculation of diluted earnings per common share above:			
Restricted stock [d]	764	1,428	782

(a) Effective January 1, 2024, we were required to combination settle the 2024 Convertible Notes. Only the first quarter of 2024 interest expense is included for the year ended September 30, 2024. The 2025 Convertible Notes were settled in the third quarter of fiscal 2025, as such, only the 2025 interest through the settlement date is included for the year ended September 30, 2025.

(b) Includes time-based share-based awards and performance-based awards for which targets for fiscal year tranches have been achieved and vesting is subject only to achievement of service conditions.

(c) Approximately 3.8 million of weighted average shares were included for the year ended September 30, 2025 due to the settlement of the 2025 Convertible Notes during the third quarter of fiscal 2025.

(d) Includes antidilutive share-based awards and performance-based share-based awards that are contingently issuable, but for which the condition for issuance has not been met as of the end of the reporting period.

NOTE 3: ACQUISITIONS

Founders One Acquisition

On January 2, 2026, we acquired an 87.7% controlling interest in Founders by exchanging our existing $45.0 million preferred equity investment and $15.0 million demand promissory note into common equity and contributing an additional $4.4 million in cash. At the time of acquisition, Founders, through its subsidiary SMG, operated 105 pawn stores in the United States and 11 additional countries, primarily under the names "La Familia Pawn and Jewelry" and "CashWiz." Founders held 85.1% ownership interest in SMG as of January 2, 2026. The acquisition advances our strategy to expand our global pawn operations by consolidating our interest in an established multi-country platform and existing operational infrastructure. Following the departure of the SMG CEO in April 2026, we have assumed direct operational management of SMG.

This transaction was accounted for as a business combination achieved in stages. Immediately prior to the acquisition date, we remeasured our previously held preferred equity investment to its acquisition-date fair value of $46.2 million, resulting in a pre-tax gain of $1.2 million recognized in Other (income) expense in our Consolidated Statements of Operations during the year ended September 30, 2026. The acquisition-date fair value of the previously held preferred equity interest was determined using the income approach (discounted cash flow method) and the market approach (guideline public company method), which required assumptions including forecasted revenue growth rates and projected cash flows, a discount rate, and market multiples. The value attributable to the preferred equity class was determined using an option pricing model, with inputs including expected volatility, a risk-free rate, and an estimated time to liquidity.

Our previously held demand promissory note was remeasured to its acquisition-date fair value of $15.0 million, with no gain or loss recognized. In connection with the acquisition, a demand promissory note with a principal balance of $15.0 million and accrued interest of $3.9 million previously held by us at the Founders level was repaid through proceeds of a new debt facility entered into by SMG. This repayment represented the settlement of a pre-existing creditor relationship and was accounted for separately from the business combination. The settlement amount was determined based on the carrying value of the note, which approximated fair value due to its demand nature and market interest rate. No gain or loss resulted from the settlement, and no amount was recognized in our Consolidated Statements of Operations.

This transaction qualifies as a business combination under ASC 805 due to the acquisition of an integrated set of inputs and processes that are capable of generating outputs. The acquisition included an organized workforce, established pawn operations, and the intellectual property and operational systems across 105 stores (at the time of acquisition). The assets acquired and liabilities assumed are based upon the fair values at the date of acquisition. The excess of the aggregate of consideration transferred, the acquisition-date fair value of previously held interests, and the fair values of non-controlling interests over the estimated fair value of net identifiable liabilities assumed has been recorded as goodwill.

The purchase price allocation is as follows (in thousands):

Assets acquired:		
Cash and cash equivalents	$	14,345
Pawn loans		33,982
Pawn service charges receivable		4,843
Inventory		22,535
Prepaid expenses and other current assets		5,619
Deferred tax asset		165
Property and equipment		10,814
Right-of-use assets		26,465
Tradenames		60,900
Total assets acquired		179,668
Liabilities assumed:		
Accounts payable, accrued expenses and other current liabilities	$	25,785
Long-term debt		150,339
Operating lease liabilities		26,465
Deferred tax liability		12,942
Total liabilities assumed		215,531
Net liabilities assumed	**$**	**(35,863)**

Goodwill was calculated as follows (in thousands):

Cash consideration transferred	$	4,350
Fair value of previously held preferred equity interest		46,179
Fair value of previously held demand promissory note		15,000
Fair value of non-controlling interest in Founders		8,787
Fair value of non-controlling interest in SMG		12,497
Total		**86,813**
Less: net identifiable liabilities assumed		(35,863)
Goodwill	**$**	**122,676**

The fair values of the non-controlling interests in Founders and SMG were determined using a combination of the income approach (discounted cash flow method) and the market approach (guideline public company method), with significant inputs including projected cash flows, a discount rate, and market multiples.

In connection with the acquisition, we provided SMG $156.4 million in funding under an intercompany debt facility, which SMG used to retire its pre-existing third-party debt. That third-party debt is reflected as assumed debt in the purchase price allocation above, and the related cash outflow is presented within “Payments on debt” on the Consolidated Statements of Cash Flows. In September 2026, the outstanding intercompany balance was capitalized to equity. Both the facility and its capitalization eliminate upon consolidation.

The factors contributing to the recognition of goodwill, which is recorded in our SMG segment, include the value of SMG's assembled workforce, established multi-country store network, and expected synergies with our existing U.S. and Latin America pawn operations. None of the goodwill resulting from this business combination is expected to be deductible for income tax purposes.

The fair value of the acquired tradenames was determined using the relief-from-royalty method, with significant inputs including forecasted revenue growth rates, a royalty rate and a discount rate. The tradenames acquired have been assigned indefinite useful lives and will not be amortized. They will be tested for impairment at least annually in accordance with ASC 350.

The purchase price allocation presented above is preliminary. The fair values of certain payroll related liabilities and deferred taxes have not been finalized. All other amounts are also subject to adjustment during the measurement period as additional information is obtained about facts and circumstances that existed as of the acquisition date. As a result of further refining our estimates and assumptions since the date of the acquisition, we recorded measurement period adjustments to the initial purchase price allocation. Adjustments were primarily made to deferred taxes and accounts payable, accrued expenses and other current liabilities. These measurement period adjustments resulted in a decrease of approximately $0.8 million to goodwill.

The results of this acquisition have been included in our Consolidated Financial Statements from January 2, 2026 and are reported in our SMG segment. The acquired business contributed revenues of $136.7 million and income before income tax of $19.0 million for the period from January 2, 2026 through September 30, 2026.

During the years ended September 30, 2026 and 2025, we incurred total acquisition costs of approximately $0.6 million and $0.9 million, respectively, related to the Founders acquisition. The acquisition costs primarily related to legal, accounting and consulting services, were expensed as incurred and are included in General and administrative expenses in the Consolidated Statements of Operations.

Acquisition of Non-controlling Interests

During the second half of fiscal 2026, we acquired the remaining 12.3% membership interest in Founders held by its third-party member, and Founders became a wholly owned subsidiary. Also during the second half of fiscal 2026, we acquired the remaining shares of SMG's common stock from third-party shareholders, increasing our ownership interest in SMG to 100% as of September 30, 2026. Because we retained our controlling financial interests, these transactions were accounted for as equity transactions, and the difference of the consideration over the carrying amount of the non-controlling interests acquired was recognized as additional paid-in capital. No gain or loss was recognized in our Consolidated Statements of Operations.

Variable Interest Entities

Founders and SMG are variable interest entities, as neither entity has sufficient equity at risk to finance its activities without additional subordinated financial support. Beginning January 2, 2026, we have been the primary beneficiary of both entities and directly or indirectly hold a majority voting interest in each. We determined that we are the primary beneficiary based on our role as sole Manager of Founders, which controls SMG's board of directors, and our obligation to absorb losses or receive benefits through our 100% equity interest (as of September 30, 2026) in Founders and related lending arrangements. Founders is a holding entity whose sole asset is its equity interest in SMG, which eliminates upon consolidation. SMG is the operating entity whose assets and liabilities are included in our Consolidated Financial Statements. As SMG meets the definition of a business, we hold a majority voting interest through Founders, which owns 100% of SMG's outstanding common stock, and SMG's assets can be used for purposes other than the settlement of its obligations, certain incremental VIE disclosures are not required in accordance with ASC 810-10-50-5B. Founders and SMG are each wholly owned subsidiaries.

El Bufalo Pawn Acquisition

On January 12, 2026, we acquired the business operations of 12 pawn stores in Texas, primarily in the Laredo area, operating under the name "El Bufalo Pawn," from LBP, L.P. and certain individual sellers. The total consideration was approximately $27.8 million in cash, of which approximately $1.4 million was retained for standard indemnification purposes and is expected to be paid within twelve months of the acquisition date. The retained payment is included in Accounts payable, accrued expenses and other current liabilities on our Consolidated Balance Sheets as of September 30, 2026.

This transaction qualifies as a business combination under ASC 805 due to the acquisition of an integrated set of inputs and processes that are capable of generating outputs. Although the transaction includes tangible assets such as loans and inventory, the inclusion of operating infrastructure, licenses, and a functioning workforce supports the conclusion that a business, rather than a group of assets, was acquired.

The assets acquired and liabilities assumed are based upon the fair values at the date of acquisition. The excess purchase price over the estimated fair market value of the net assets acquired has been recorded as goodwill.

The final purchase price allocation is as follows (in thousands):

Assets acquired:		
Cash and cash equivalents	$	146
Pawn loans		3,421
Pawn service charges receivable		617
Inventory		3,173
Property and equipment		60
Intangible assets - Trade names		4,100
Right-of-use assets		7,122
Other assets		62
Goodwill		19,153
Total assets acquired		37,854
Liabilities assumed:		
Customer layaway deposits	$	733
Operating lease liabilities		9,302
Total liabilities assumed		10,035
Total consideration		27,819
Retained Payment		(1,375)
Cash Paid	$	26,444

The factors contributing to the recognition of goodwill, which is recorded in our U.S. Pawn segment, were based on several strategic benefits we expect to realize from the acquisition, including expansion of our store base in the Laredo market and the ability to further leverage our pawn expertise. We expect all of the goodwill resulting from this business combination will be deductible for income tax purposes.

The results of this acquisition have been included in our Consolidated Financial Statements from January 12, 2026 and are reported in our U.S. Pawn segment. The acquired business contributed revenues of $9.9 million and income before income tax of $2.1 million for the period from January 12, 2026 through September 30, 2026.

During the year ended September 30, 2026, total acquisition costs were immaterial. The acquisition costs primarily related to legal, accounting and consulting services, were expensed as incurred and are included in General and administrative expenses in the Consolidated Statements of Operations.

Unaudited Supplementary Pro Forma Financial Information

The following unaudited pro forma summary presents consolidated information for us as if both business combinations described in this note had occurred on October 1, 2024. The pro forma information is not necessarily indicative of our results of operations had the acquisitions been completed on the above date, nor is it necessarily indicative of our future results. The pro forma information does not reflect any cost savings from operating efficiencies or synergies that could result from the acquisitions, nor does it reflect additional revenue opportunities following the acquisitions.

	Fiscal Year Ended September 30,			
(in thousands)		2026		2025
Total revenues	$	1,749,167	$	1,419,635
Consolidated net income	$	161,838	$	89,855

Pro forma net income for the year ended September 30, 2026 was adjusted to exclude the $1.2 million gain on remeasurement of the previously held equity interest in Founders and approximately $0.7 million of acquisition-related costs directly attributable to the acquisitions. Pro forma net income for the year ended September 30, 2025 was adjusted to include these amounts. These pro forma amounts have been calculated after applying the Company's accounting policies.

NOTE 4: STRATEGIC INVESTMENTS

Cash Converters International Limited

As of September 30, 2026, we owned approximately 43.5% of Cash Converters. We acquired our original investment in November 2009 and have increased our ownership through the acquisition of additional shares periodically since that time. During the year ended September 30, 2026, we acquired an additional 35,780,747 shares for $7.1 million and received 16,052 shares from the dividend reinvestment program, bringing our total shares owned to 309,735,956 shares.

We received cash dividends from Cash Converters of $3.9 million, $3.6 million and $3.5 million during the years ended September 30, 2026, 2025, and 2024, respectively. Our equity in Cash Converters' net income was $5.7 million, $6.9 million, and $5.0 million in fiscal 2026, 2025, and 2024, respectively. Cash Converters' accumulated undistributed after-tax loss included in our consolidated retained earnings was $9.6 million as of September 30, 2026.

At September 30, 2026 and 2025, the fair value of our investment in Cash Converters, as estimated by reference to its quoted market price per share, was greater than its carrying value. See Note 5: Fair Value Measurements for the fair value and carrying value of our investment in Cash Converters.

Founders One, LLC

In fiscal 2022, we invested $15.0 million in exchange for a non-redeemable voting participating preferred equity interest in Founders, a then newly-formed entity with one other member. In fiscal 2023, we contributed an additional $15.0 million associated with our preferred interest and loaned Founders $15.0 million in exchange for a Demand Promissory Note secured by the common interest held by the other member. In fiscal 2024, we contributed an additional $15.0 million associated with our preferred interest, bringing our total preferred equity investment in Founders to $45.0 million. In fiscal 2025, we entered into an agreement to loan Founders up to an additional $15.0 million in exchange for a Demand Promissory Note secured by the common interest held by the other member. As of September 30, 2025, the balance outstanding for the new promissory note was $6.0 million bringing the total due from Founders to $24.4 million including accrued and unpaid interest at the end of last fiscal year.

On January 2, 2026 we acquired a controlling interest in Founders through a combination of the exchange of our preferred equity investment in Founders, conversion of a Demand Promissory Note, and cash on hand, see Note 3: Acquisitions. In the prior periods, our preferred equity investment in Founders, a variable interest entity, was accounted for utilizing the measurement alternative within ASC 321, Investments — Equity Securities and presented in "Other investments" in our Consolidated Balance Sheets.

NOTE 5: FAIR VALUE MEASUREMENTS

The fair value of a financial instrument is the amount that could be received upon the sale of an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value hierarchy prioritizes the quality and reliability of the information used to determine fair values. Categorization within the fair value hierarchy is based on the lowest level of input that is significant to the fair value measurement. The fair value hierarchy is defined into the following three categories:

- Level 1 — Quoted market prices in active markets for identical assets or liabilities.
- Level 2 — Other observable market-based inputs or unobservable inputs that are corroborated by market data.
- Level 3 — Unobservable inputs that are not corroborated by market data.

We have elected not to measure at fair value any eligible items for which fair value measurement is optional.

There were no transfers in or out of Level 1, Level 2 or Level 3 for financial assets or liabilities measured at fair value on a recurring basis during the periods presented.

Financial Assets and Liabilities Not Measured at Fair Value

The tables below present our financial assets and liabilities that were not measured at fair value:

	Carrying Value	Estimated Fair Value			
			Fair Value Measurement Using		
(in thousands)	September 30, 2026	September 30, 2026	Level 1	Level 2	Level 3
Financial assets:					
Investments in unconsolidated affiliates	$ 25,470	$ 55,925	$ 55,925	$ —	$ —
Financial liabilities:					
2029 Convertible Notes	$ 226,308	$ 626,137	$ —	$ 626,137	$ —
2032 Senior Notes	293,700	304,422	—	304,422	—

	Carrying Value	Estimated Fair Value			
			Fair Value Measurement Using		
(in thousands)	September 30, 2025	September 30, 2025	Level 1	Level 2	Level 3
Financial assets:					
Promissory note receivable from Founders	$ 24,369	$ 24,369	$ —	$ —	$ 24,369
Investments in unconsolidated affiliates	18,123	59,729	58,573	—	1,156
Financial liabilities:					
2029 Convertible Notes	$ 225,258	$ 422,931	$ —	$ 422,931	$ —
2032 Senior Notes	292,818	320,734	—	320,734	—

Based primarily on the short-term nature of cash and cash equivalents, pawn loans, pawn service charges receivable and other liabilities, we estimate that their carrying value approximates fair value. We consider our cash and cash equivalents to be measured using Level 1 inputs and our pawn loans, pawn service charges receivable and other liabilities to be measured using Level 3 inputs. Significant increases or decreases in the underlying assumptions used to value pawn loans, pawn service charges receivable, consumer loans, fees and interest receivable and other debt could significantly increase or decrease these fair value estimates.

We use the equity method of accounting to account for our ownership interest in Cash Converters. The inputs used to generate the fair value of the investment in Cash Converters were considered Level 1 inputs. These inputs consist of (a) the quoted stock price on the Australian Stock Exchange multiplied by (b) the number of shares we owned multiplied by (c) the applicable foreign currency exchange rate as of the end of our reporting period. We included no control premium for owning a large percentage of outstanding shares.

We measured the fair value of the 2029 Convertible Notes and 2032 Senior Notes using quoted price inputs. The notes are not actively traded, and thus the price inputs represent a Level 2 measurement. As the quoted price inputs are highly variable from day to day, the fair value estimates disclosed above could significantly increase or decrease.

NOTE 6: PROPERTY AND EQUIPMENT

Major classifications of property and equipment were as follows:

	September 30,					
	2026			2025		
(in thousands)	Carrying Amount	Accumulated Depreciation	Net Book Value	Carrying Amount	Accumulated Depreciation	Net Book Value
Land	$ 4	$ —	$ 4	$ 4	$ —	$ 4
Buildings and improvements	193,597	(132,812)	60,785	164,984	(117,228)	47,756
Furniture and equipment	130,107	(94,497)	35,610	110,352	(82,932)	27,420
Software	35,055	(34,880)	175	34,938	(34,787)	151
	$ 358,763	$ (262,189)	$ 96,574	$ 310,278	$ (234,947)	$ 75,331

The depreciation of property and equipment is recorded as depreciation expense and included under “Depreciation and amortization” recorded in our Consolidated Statements of Operations. These amounts were $27.8 million, $21.8 million and $21.5 million for fiscal 2026, 2025, and 2024, respectively.

NOTE 7: GOODWILL AND INTANGIBLE ASSETS

We evaluate goodwill for impairment annually on July 1 and upon the occurrence of certain triggering events or substantive changes in circumstances that indicate that the fair value of goodwill may be impaired.

We performed a quantitative impairment test as of July 1, 2026 and determined that the estimated fair value of each reporting unit exceeded its carrying value. As a result, no goodwill impairment charge was recorded during the fiscal year ended September 30, 2026. There was no impairment charge recorded during the fiscal years ended September 30, 2025, and 2024. The estimated fair value of the SMG reporting unit exceeded its carrying value by 6.1%. It is reasonably possible that a significant decrease in revenue growth rates, operating margins or terminal growth rates, or a significant increase in the WACC, could result in a goodwill impairment charge in the future.

For fiscal 2026, we performed a quantitative impairment test of our indefinite-lived intangible assets. No impairment charge was recorded.

Accumulated goodwill losses of $41.3 million were recorded prior to fiscal 2024 associated with the U.S. Pawn ($10.0 million) and Latin America Pawn ($31.3 million) segments because of the impact of the COVID-19 pandemic on typical customer behavior, which led to a significant decline in pawn loan balances and the mandated closure of stores in our GPMX countries.

The following table presents the changes in the carrying value of goodwill by segment:

(in thousands)	U.S. Pawn	Latin America Pawn	SMG	Consolidated
Balance as of September 30, 2024	$ 264,428	$ 42,050	$ —	$ 306,478
Acquisitions[(a)]	3,635	12,045	—	15,680
Effect of foreign currency translation changes	—	2,731	—	2,731
Balance as of September 30, 2025	$ 268,063	$ 56,826	$ —	$ 324,889
Acquisitions[(a)]	24,077	6,635	122,676	153,388
Effect of foreign currency translation changes	—	896	—	896
Balance as of September 30, 2026	$ 292,140	$ 64,357	$ 122,676	$ 479,173

(a) Amount includes goodwill recognized in connection with acquisitions that were immaterial, individually and in the aggregate, and we have therefore omitted certain disclosures.

The following table presents the balance of each major class of intangible assets:

(in thousands)	September 30, 2026	September 30, 2025
Non-amortizing intangible assets:		
Trade names	$ 84,473	$ 19,342
Pawn licenses	9,534	9,534
Total	$ 94,007	$ 28,876
Amortizing intangible assets:		
Internally developed software	$ 123,344	$ 113,887
Accumulated amortization	(94,363)	(84,010)
Total	$ 28,981	$ 29,877
Other	$ 2,144	$ 399
Accumulated amortization	(1,659)	(320)
Total	$ 485	$ 79
Intangible assets, net	$ 123,473	$ 58,832

The amortization of most definite-lived intangible assets is recorded as amortization expense and included under “Depreciation and amortization” expense in our Consolidated Statements of Operations. These amounts were $10.5 million, $10.7 million and $11.6 million for fiscal 2026, 2025, and 2024, respectively.

As of September 30, 2026, our estimate of future amortization expense for definite-lived intangible assets is as follows (in thousands):

2027	$ 10,268
2028	7,649
2029	5,814
2030	4,082
2031	1,653
Thereafter	—
Total	$ 29,466

As acquisitions and dispositions occur in the future, amortization expense may vary from these estimates.

NOTE 8: DEBT

The following table presents the Company's debt instruments outstanding:

	September 30, 2026			September 30, 2025		
(in thousands)	Gross Amount	Deferred Financing Costs	Carrying Amount	Gross Amount	Deferred Financing Costs	Carrying Amount
2032 Senior Notes	$ 300,000	$ (6,300)	$ 293,700	$ 300,000	$ (7,182)	$ 292,818
2029 Convertible Notes	230,000	(3,692)	226,308	230,000	(4,742)	225,258
Total	$ 530,000	$ (9,992)	$ 520,008	$ 530,000	$ (11,924)	$ 518,076

The following table presents the Company's contractual maturities related to the debt instruments as of September 30, 2026:

	Schedule of Contractual Maturities		
(in thousands)	2029 Convertible Notes	2032 Senior Notes	Total
Fiscal 2027	$ —	$ —	$ —
Fiscal 2028	—	—	—
Fiscal 2029	—	—	—
Fiscal 2030	230,000	—	230,000
Fiscal 2031	—	—	—
Thereafter	—	300,000	300,000
Total long-term debt	$ 230,000	$ 300,000	$ 530,000

The following table presents the Company's interest expense related to its debt for the years presented:

(in thousands)	Fiscal Year Ended September 30, 2026	2025	2024
2032 Senior Notes:			
Contractual interest expense	$ 22,125	$ 11,247	$ —
Amortization of deferred financing costs	882	423	—
Total interest expense	$ 23,007	$ 11,670	$ —
2029 Convertible Notes:			
Contractual interest expense	$ 8,625	$ 8,624	$ 8,625
Amortization of deferred financing costs	1,050	1,002	972
Total interest expense	$ 9,675	$ 9,626	$ 9,597
2025 Convertible Notes:			
Contractual interest expense	$ —	$ 1,432	$ 2,455
Amortization of deferred financing costs	—	301	509
Total interest expense	$ —	$ 1,733	$ 2,964
2024 Convertible Notes:			
Contractual interest expense	$ —	$ —	$ 742
Amortization of deferred financing costs	—	—	124
Total interest expense	$ —	$ —	$ 866

2032 Senior Notes

In March 2025, we issued $300.0 million aggregate principal amount of the Company's 7.375% senior notes due 2032 (the "2032 Senior Notes"), for which $300.0 million remains outstanding as of September 30, 2026. The 2032 Senior Notes were issued pursuant to an indenture, dated March 28, 2025 (the "2025 Indenture"), by and among the Company, certain of the Company's wholly-owned domestic subsidiaries and Truist Bank, as trustee in a private placement under Rule 144A and Regulation S under the Securities Act of 1933 (the "Securities Act"). The 2032 Senior Notes have not been and will not be registered under the federal securities laws or the securities laws of any state or any other jurisdiction. We are not required to register the 2032 Senior Notes for resale under the Securities Act, or the securities laws of any other jurisdiction, and is not required to exchange the 2032 Senior Notes for notes registered under the Securities Act or the securities laws of any other jurisdiction and has no present intention to do so. As a result, Rule 3-10 of Regulation S-X promulgated by the SEC is not applicable and no separate financial statements are required for the guarantor subsidiaries.

The net proceeds from the offering were approximately $292.4 million, after deducting the initial purchasers' discounts and offering expenses payable by us. We capitalized $7.6 million in debt issuance costs, which consisted primarily of the initial purchaser's discount and fees and legal and other professional expenses. The debt issuance costs are being amortized over the life of the 2032 Senior Notes as a component of interest expense and are carried as a direct deduction from the carrying amount of the 2032 Senior Notes in the accompanying consolidated balance sheets.

The 2032 Senior Notes pay interest semi-annually in arrears at a rate of 7.375% per annum on April 1 and October 1 of each year, commencing October 1, 2025, and mature on April 1, 2032, unless earlier redeemed or repurchased in accordance with the terms prior to such date. The effective interest rate is approximately 7.85%. The 2025 Indenture contains certain customary affirmative covenants, negative covenants and events of default. As of September 30, 2026, we were in compliance with all covenants relating to the 2032 Senior Notes.

The 2032 Senior Notes are senior unsecured obligations of the Company and are fully and unconditionally guaranteed by certain of the Company's wholly-owned domestic subsidiaries. We may redeem some or all of the 2032 Senior Notes at any time on or after April 1, 2028, at the redemption prices set forth in the 2025 Indenture, plus accrued and unpaid interest, if any. Additionally, we may redeem some or all of the 2032 Senior Notes at a price equal to 100% of principal amount, plus accrued and unpaid interest, if any, plus a "make-whole" premium set forth in the Indenture prior to April 1, 2028. We may redeem up to 40% of the 2032 Senior Notes prior to April 1, 2028 with the proceeds of certain equity offerings at the redemption price set forth in the 2025 Indenture. If we sell certain assets or consummate certain change in control transactions, we will be required to make an offer to repurchase the 2032 Senior Notes.

3.750% Convertible Senior Notes Due 2029

In December 2022, we issued $230.0 million aggregate principal amount of 3.750% Convertible Senior Notes Due 2029 (the "2029 Convertible Notes"), for which $230.0 million remains outstanding as of September 30, 2026. The 2029 Convertible Notes were issued pursuant to an indenture dated December 12, 2022 (the "2022 Indenture") by and between the Company and Truist Bank, as trustee. The 2029 Convertible Notes were issued in a private offering under Rule 144A under the Securities Act of 1933. The 2029 Convertible Notes pay interest semi-annually in arrears at a rate of 3.750% per annum on June 15 and December 15 of each year, commencing June 15, 2023, and mature on December 15, 2029 (the "2029 Maturity Date"), unless converted, redeemed or repurchased in accordance with the terms prior to such date. At maturity, the holders of the 2029 Convertible Notes will be entitled to receive cash equal to the principal of the 2029 Convertible Notes plus accrued interest.

The effective interest rate is approximately 4.28%. The remaining unamortized debt issuance costs will be amortized using the effective interest method through the 2029 Maturity Date assuming no early conversion.

The 2029 Convertible Notes are convertible based on an initial conversion rate of 89.0313 shares of Class A Common Stock per $1,000 principal amount (equivalent to an initial conversion price of $11.232 per share). The conversion rate will not be adjusted for any accrued and unpaid interest. The 2029 Convertible Notes contain certain make-whole fundamental change premiums and customary anti-dilution adjustments. Upon conversion, we may settle in cash, shares of Class A Common Stock or any combination thereof, at our election.

Prior to June 15, 2029, the 2029 Convertible Notes will be convertible only under the following circumstances: (1) during any fiscal quarter commencing after the fiscal quarter ending on March 31, 2023 (and only during such fiscal quarter), if the last reported sale price of our Class A Common Stock for at least 20 trading days (whether or not consecutive) during a period of 30 consecutive trading days ending on the last trading day of the immediately preceding fiscal quarter is greater than or equal to 130% of the conversion price on each applicable trading day; (2) during the five business day period after any five consecutive trading day period (the "measurement period") in which the trading price, as defined in the 2022 Indenture, per $1,000 principal amount of notes for each trading day of the measurement period was less than 98% of the product of the last reported sale price of our Class A Common Stock and the conversion rate on such trading day; (3) if we call any or all of the 2029 Convertible Notes for redemption, at any time prior to the close of business on the business day immediately preceding the redemption date; or (4) upon the occurrence of specified corporate events, as defined in the 2022 Indenture. On or after June 15, 2029 until the close of business on the business day immediately preceding the 2029 Maturity Date, holders of 2029 Convertible Notes may, at their option, convert their 2029 Convertible Notes at any time, regardless of the foregoing circumstances.

We may not redeem the 2029 Convertible Notes prior to December 21, 2026. At our option, we may redeem for cash all or any portion of the 2029 Convertible Notes on or after December 21, 2026, if the last reported sale price of the Class A Common Stock has been at least 130% of the conversion price then in effect for at least 20 trading days (whether or not consecutive), including the trading day immediately preceding the date on which we provide notice of redemption, during any 30 consecutive trading day period ending on, and including, the trading day immediately preceding the date on which we provide notice of redemption. The redemption price will be equal to 100% of the principal amount of the 2029 Convertible Notes to be redeemed, plus accrued and unpaid interest to, but excluding, the redemption date.

The reported sale price of our Class A Common Stock was greater than or equal to 130% of the applicable conversion price for the 2029 Convertible Notes for at least 20 trading days in the 30 consecutive trading days ended on September 30, 2026. As a result, the 2029 Convertible Notes are convertible at the option of the holders during the fiscal quarter ending December 31, 2026.

Note Repurchases

In December 2022, we repurchased approximately $109.4 million aggregate principal amount of 2.875% Convertible Senior Notes Due 2024 for approximately $117.5 million plus accrued interest and approximately $69.1 million aggregate principal amount of 2.375% Convertible Senior Notes Due 2025 for approximately $62.9 million plus accrued interest and recognized a $3.5 million loss on extinguishment of debt recorded to “Interest expense” in our Consolidated Statement of Operations.

2.375% Convertible Senior Notes Due 2025

In April 2025, holders converted approximately $97.0 million in principal amount of the 2025 Convertible Notes into approximately 6.1 million shares of our Class A Common Stock, and with payments of cash in lieu of any fractional shares. On May 1, 2025, we repaid the remaining $6.4 million principal balance of the 2025 Convertible Notes using cash.

In May 2018, we issued $172.5 million aggregate principal amount of the 2025 Convertible Notes. The 2025 Convertible Notes were issued pursuant to an indenture dated May 14, 2018 (the “2018 Indenture”) by and between the Company and Wells Fargo Bank, National Association, as the original trustee. Effective October 1, 2019, Truist (formerly BB&T) assumed the duties and responsibilities as trustee under the 2018 Indenture. The 2025 Convertible Notes were issued in a private offering under Rule 144A under the Securities Act.

The 2025 Convertible Notes paid interest semi-annually in arrears at a rate of 2.375% per annum on May 1 and November 1 of each year, commencing November 1, 2018, and matured on May 1, 2025 (the “2025 Maturity Date”), unless converted, redeemed or repurchased in accordance with the terms prior to such date. The 2025 Convertible Notes were convertible based on an initial conversion rate of 62.8931 shares of Class A Common Stock per $1,000 principal amount (equivalent to an initial conversion price of $15.90 per share). Until the close of business on the business day immediately preceding the 2025 Maturity Date, holders of 2025 Convertible Notes could, at their option, convert their 2025 Convertible Notes at any time.

2.875% Convertible Senior Notes Due 2024

On July 1, 2024, the $34.4 million aggregate principal amount outstanding plus accrued interest was repaid using cash on hand and 77,328 Class A Common Stock shares, equal to the accreted value, were issued as part of the 2024 Convertible Notes conversion. In July 2017, we issued $143.75 million aggregate principal amount of 2.875% Convertible Senior Notes Due 2024 (the “2024 Convertible Notes”), none of which remain outstanding as of September 30, 2026. The 2024 Convertible Notes were issued pursuant to an indenture dated July 5, 2017 (the “2017 Indenture”) by and between the Company and Wells Fargo Bank, National Association, as the original trustee. Effective October 1, 2019, Truist (formerly BB&T) assumed the duties and responsibilities as trustee under the 2017 Indenture. The 2024 Convertible Notes were issued in a private offering under Rule 144A under the Securities Act of 1933. The 2024 Convertible Notes paid interest semi-annually in arrears at a rate of 2.875% per annum on January 1 and July 1 of each year, commencing January 1, 2018, and matured on July 1, 2024 (the “2024 Maturity Date”).

NOTE 9: COMMON STOCK AND STOCK COMPENSATION

Common Stock Repurchase Program

On November 11, 2025, the Company's Board of Directors (the "Board") authorized the repurchase of up to $50 million of our Class A Non-Voting common shares over the next three years (the "2026 Common Stock Repurchase Program"). The Company repurchased and retired 381,094 of our Class A Common Stock for $11.0 million during the fiscal year ended September 30, 2026 under the 2026 Common Stock Repurchase Program.

The Board previously authorized a repurchase program on May 3, 2022 (the "2022 Common Stock Repurchase Program") which expired on May 3, 2025. The 2022 Common Stock Repurchase Program authorized the repurchase of up to $50 million of our Class A Common Stock over three years. During the fiscal year ended September 30, 2025, the Company repurchased and retired 332,599 shares for $4.0 million under the 2022 Common Stock Repurchase Program.

The amount and timing of purchases is dependent on a variety of factors, including stock price, trading volume, general market conditions, legal and regulatory requirements, general business conditions, the level of cash flows and corporate considerations determined by management and the Board, such as liquidity and capital needs and the availability of attractive alternative investment opportunities. The Board has reserved the right to modify, suspend or terminate the program at any time. The repurchase amount is allocated between "Additional paid-in capital" and "Retained earnings" in our Consolidated Balance Sheets.

Other Common Stock Repurchases

During the fiscal year ended September 30, 2025, we used approximately $3.0 million to repurchase for cash 220,435 shares of our Class A Common Stock. Such transactions were authorized separately from, and not considered part of the Common Stock Repurchase Program. The repurchase amounts are allocated between "Additional paid-in capital" and "Retained earnings" in our Consolidated Balance Sheets.

Stock Compensation

We utilize equity-based awards as a long-term incentive to attract and retain qualified employees, consultants and directors and motivate them to achieve long-term goals, thereby promoting the long-term financial interests of the Company and enhancing long-term stockholder return.

2022 LTI Plan

On March 1, 2022, we adopted the 2022 LTI Plan, which gives us the ability to grant equity-based incentive compensation awards, in the form of restricted stock or restricted stock units, to our employees, members of the Board of Directors and consultants, independent contractors or advisors who are determined to have a direct and significant effect on the Company's performance. The total number of shares of Class A Common Stock that may be issued pursuant to awards under the 2022 LTI Plan ("Authorized Shares") is such number that is from time to time approved by the holder of the Company's Class B Voting Common Stock (the "Voting Stockholder"). As of September 30, 2026, there were 5,650,000 shares authorized for issuance under the 2022 LTI Plan and 1,734,559 shares remaining for future grants. At any time, the number of shares that are available for issuance under future awards ("Available Shares") is equal to the number of Authorized Shares reduced by the number of shares previously issued and the number of shares that may be issued under outstanding awards. The number of Available Shares is increased for shares covered by awards that are forfeited, cancelled or otherwise terminated without the issuance of shares or shares that are withheld at the request of a participant to satisfy such participant's tax withholding obligations.

The 2022 LTI Plan is administered by the People and Compensation Committee of the Board of Directors (the "Committee"). The Committee generally determines and recommends the type, recipient, amount and terms for all awards issued under the 2022 LTI Plan, but each award issuance requires the approval of the full Board of Directors.

Restricted stock awards are generally subject to continued service over a specified period (typically three years) and expensed straight-line over the service period. Restricted stock units also are generally subject to the achievement of performance goals in addition to continued service, and they are expensed, on a tranche-by-tranche basis, ratably over the service period beginning with the start of the measurement of performance. The 2022 LTI Plan includes amendments made in September 2026 (the Second Amended and Restated Long-Term Incentive Plan) to allow executive officers of the Company to retain unvested stock units grants under the Plan after retirement, subject to the vesting requirements of each applicable grant, and provided such officers meet certain eligibility requirements (at least 10 years of service and at least 55 years of age) and notice requirements (at least six months advance notice of retirement). The amendments are applicable to fiscal 2027 and future grants. Fiscal 2026 and previous year awards do not allow for post-employment retention by executive officers.

Board of Directors Awards

After our 2026 Annual Meeting of Stockholders in March 2026, we granted each of the five non-employee directors a restricted stock award of 6,641 shares (33,205 shares in total). Those shares are scheduled to vest on the day immediately preceding the 2027 Annual Meeting of Stockholders (but in no event later than March 31, 2027), subject only to service conditions.

In March 2025, we granted each of the five non-employee directors a restricted stock award of 12,725 shares (63,625 shares in total). Those shares vested on the day immediately preceding the 2026 Annual Meeting of Stockholders in March 2026.

In March 2024, we granted each of the five non-employee directors a restricted stock award of 15,037 shares (75,185 shares in total). Those shares vested on the day immediately preceding the 2025 Annual Meeting of Stockholders in March 2025.

In March 2023, we granted each of the five non-employee directors a restricted stock award of 18,038 shares (90,190 shares in total). Those shares vested on the day immediately preceding the 2024 Annual Meeting of Stockholders in March 2024.

Employee Awards

FY26 Awards — In October 2025, we granted restricted stock unit awards of a total of 619,606 shares to our executive officers and other key employees. These awards were issued as part of our annual LTI program for fiscal 2026. The awards have a three-year performance period consisting of fiscal 2026, fiscal 2027 and fiscal 2028. For each award, 60% of the total number of shares was allocated equally among the three fiscal years in the performance period (20% each), with each tranche having separate performance conditions. In addition, 20% of the total number of shares was allocated to a three-year cumulative performance condition applicable to the entire three-year performance period, and 20% was subject only to continued service. The number of shares available to vest from each performance-based tranche can range from 0% to 150% and is dependent on the achievement of the performance conditions for that tranche. All of the performance-based shares that become available to vest based on the achievement of the performance conditions, along with the time-based tranche, will vest on September 30, 2028, so long as the participant continues active employment with the Company through that date. Performance targets for the fiscal 2026 tranche and the three-year cumulative tranche were determined and communicated at the time of grant. Grant dates for approximately 253,590 shares related to the fiscal 2027 and fiscal 2028 tranches will be determined when the applicable performance targets are established for those tranches. As of September 30, 2026, we considered the performance targets for the fiscal 2026 tranche to be probable of achievement at the 150% level and the cumulative performance target for the three-year cumulative tranche to be probable of achievement at the 100% level. During fiscal 2026, we granted restricted stock unit awards of an additional 14,652 shares to key employees in connection with promotions or new hires. These additional awards carry the same terms as those granted in October 2025.

FY25 Awards — In October 2024, we granted restricted stock unit awards of a total of 818,216 shares to our executive officers and other key employees. These awards were issued as part of our annual LTI program for fiscal 2025. The awards have a three-year performance period consisting of fiscal 2025, fiscal 2026 and fiscal 2027. For each award, 60% of the total number of shares was allocated equally among the three fiscal years in the performance period (20% each), with each tranche having separate performance conditions. In addition, 20% of the total number of shares was allocated to a three-year cumulative performance condition applicable to the entire three-year performance period, and 20% was subject only to continued service. The number of shares available to vest from each performance-based tranche can range from 0% to 150% and is dependent on the achievement of the performance conditions for that tranche. All of the performance-based shares that become available to vest based on the achievement of the performance conditions, along with the time-based tranche, will vest on September 30, 2027, so long as the participant continues active employment with the Company through that date. Performance targets for the fiscal 2025 tranche and the three-year cumulative tranche were determined and communicated at the time of grant. Grant dates for approximately 334,869 related to the fiscal 2026 and fiscal 2027 tranches will be determined when the applicable performance targets are established for those tranches. As of September 30, 2025, we considered the performance targets for the fiscal 2025 tranche to be probable of achievement at the 150% level, as of September 30, 2026, we considered the performance targets for the fiscal 2026 tranche to be probable of achievement at the 150% level, and the cumulative performance target for the three-year cumulative tranche to be probable of achievement at the 150% level. During fiscal 2025, we granted restricted stock unit awards of an additional 19,093 shares to key employees in connection with promotions or new hires. These additional awards carry the same terms as those granted in October 2024.

FY24 Awards — In November 2023, we granted restricted stock unit awards of a total of 995,759 shares to our executive officers and other key employees. These awards were issued as part of our annual LTI program for fiscal 2024. The awards have a three-year performance period consisting of fiscal 2024, fiscal 2025 and fiscal 2026. For each award, 60% of the total number of shares was allocated equally among the three fiscal years in the performance period (20% each), with each tranche having separate performance conditions. In addition, 20% of the total number of shares was allocated to a three-year cumulative performance condition applicable to the entire three-year performance period, and 20% was subject only to continued service. The number of shares available to vest from each performance-based tranche can range from 0% to 150% and is dependent on the achievement of the performance conditions for that tranche. All of the performance-based shares that become available to vest based on the achievement of the performance conditions, along with the time-based tranche, will vest on September 30, 2026, so long as the participant continues active employment with the Company through that date. Performance targets for the fiscal 2024 tranche and the three-year cumulative tranche were determined and communicated at the time of grant. Grant dates for the fiscal 2025 and fiscal 2026 tranches will be determined when the applicable performance targets are established for those tranches. As of September 30, 2024, we considered the performance targets for the fiscal 2024 tranche to be probable of achievement at the 133% level, and as of September 30, 2025, we considered the performance targets for the fiscal 2025 tranche to be probable of achievement at the 150% level, as of September 30, 2026, we considered the performance targets for the fiscal 2026 tranche to be probable of achievement at the 150% level, and the cumulative performance target for the three-year cumulative tranche to be probable of achievement at the 150% level. During fiscal 2024, we granted restricted stock unit awards of an additional 17,524 shares to key employees in connection with promotions or new hires. These additional awards carry the same terms as those granted in November 2023.

FY23 Awards — In October 2022, we granted restricted stock unit awards of a total of 912,524 shares to our executive officers and other key employees. These awards were issued as part of our annual LTI program for fiscal 2023. The awards have a three-year performance period consisting of fiscal 2023, fiscal 2024 and fiscal 2025. For each award, 60% of the total number of shares was allocated equally among the three fiscal years in the performance period (20% each), with each tranche having separate performance conditions. In addition, 20% of the total number of shares was allocated to a three-year cumulative performance condition applicable to the entire three-year performance period, and 20% was subject only to continued service. The number of shares available to vest from each performance-based tranche can range from 0% to 150% and is dependent on the achievement of the performance conditions for that tranche. All of the performance-based shares that become available to vest based on the achievement of the performance conditions, along with the time-based tranche, will vest on September 30, 2025, so long as the participant continues active employment with the Company through that date. Performance targets for the fiscal 2023 tranche and the three-year cumulative tranche were determined and communicated at the time of grant. Grant dates for the fiscal 2024 and fiscal 2025 tranches correspond to the establishment and communication of the applicable performance targets for those tranches. As of September 30, 2023, we considered the performance targets for the fiscal 2023 tranche to be probable of achievement at the 147% level, as of September 30, 2024, we considered the performance targets for the fiscal 2024 tranche to be probable of achievement at the 133% level, and as of September 30, 2025, we considered the performance targets for the fiscal 2025 tranche to be probable of achievement at the 150% level, and the cumulative performance target for the three-year cumulative tranche to be probable of achievement at the 150% level. During fiscal 2023, we granted restricted stock unit awards of an additional 8,036 shares to key employees in connection with promotions or new hires. These additional awards carry the same terms as those granted in October 2022. All of these awards vested in November 2025, after the Committee determined that the performance conditions had been met.

FY22 Awards — In October and November 2021, we granted restricted stock unit awards of a total of 981,327 shares to our executive officers and other key employees. These awards were issued as part of our annual LTI program for fiscal 2022. The awards have a three-year performance period consisting of fiscal 2022, fiscal 2023 and fiscal 2024. For each award, the total number of shares was allocated equally among the three fiscal years in the performance period, with each tranche having separate performance conditions. The number of shares available to vest from each tranche can range from 0% to 150% and is dependent on the achievement of the performance condition for that tranche. All of the shares that become available to vest based on the achievement of the performance conditions will vest on September 30, 2024, so long as the participant continues active employment with the Company through that date. Performance targets for the fiscal 2022 tranche were determined and communicated at the time of grant. Grant dates for the other two tranches correspond to the establishment and communication of the applicable performance targets for these tranches. As of September 30, 2022, we considered the performance targets for the fiscal 2022 tranche to be probable of achievement at the 150% level, as of September 30, 2023, we considered the performance targets for the fiscal 2023 tranche to be probable of achievement at the 147% level, and as of September 30, 2024, we considered the performance targets for the fiscal 2024 tranche to be probable of achievement at the 133% level. During fiscal 2022, we granted restricted stock unit awards of an additional 161,265 shares to executive officers and other key employees in connection with promotions or new hires. These additional awards carry the same terms as those granted in October and November 2021. All of these awards vested in November 2024, after the Committee determined that the performance conditions had been met.

In October 2021, we granted a restricted stock award of 29,722 shares to an executive officer as a special performance and retention award. This awards vested ratably over three years (fiscal 2022, fiscal 2023 and fiscal 2024).

As of September 30, 2026, the unamortized fair value of share awards to be amortized over their remaining vesting periods was approximately $15.2 million. The weighted-average period over which these costs will be amortized is approximately one year.

The following table presents amounts related to our stock compensation arrangements:

(in thousands)	Fiscal Year Ended September 30, 2026	2025	2024
Share-based compensation costs	$ 16,790	$ 12,465	$ 10,406
Income tax benefit on share-based compensation	$ (1,211)	$ (1,572)	$ (1,071)

The following table presents a summary of stock compensation activity:

	Shares	Weighted Average Grant Date Fair Value
Outstanding as of September 30, 2025	2,321,840	$ 8.85
Granted [(a)]	877,636	15.85
Released [(b)]	(1,223,562)	9.26
Cancelled	(27,101)	12.15
Outstanding as of September 30, 2026	1,948,813	$ 11.70

(a) Includes performance adjustment of 302,102 shares awarded above their target grants resulting from the achievement of performance targets established at the grant date.
(b) 354,335 shares were withheld to satisfy related income tax withholding.

Other

We have not declared or paid any dividends and do not anticipate paying any dividends in the immediate future. As described in Note 8: Debt, payment of a dividend requires an adjustment to the conversion rate of our convertible notes. Also, the 2032 Senior Notes impose certain restrictions on cash payments, including dividends. Should we pay dividends in the future, our certificate of incorporation provides that cash dividends on common stock, when declared, must be declared and paid at the same per share amounts on both classes of stock. Any future determination to pay cash dividends will be at the discretion of our Board of Directors.

NOTE 10: INCOME TAXES

The following table presents the components of our income before income taxes, including inter-segment amounts:

(in thousands)	Fiscal Year Ended September 30, 2026	2025	2024
Domestic*	$ 159,166	$ 106,379	$ 82,703
Foreign	65,172	40,394	32,905
Total	$ 224,338	$ 146,773	$ 115,608

* Includes the majority of our corporate administrative costs. See Note 13: Segment Information for information pertaining to segment contribution.

The following table presents the significant components of the income tax provision:

(in thousands)	Fiscal Year Ended September 30, 2026	2025	2024
Current:			
Federal	$ 29,983	$ 25,530	$ 20,176
State	5,200	3,783	4,130
Foreign	25,021	10,931	6,853
Total	60,204	40,244	31,159
Deferred:			
Federal	2,559	(1,947)	(1,719)
State	285	(186)	58
Foreign	(5,299)	(951)	3,015
Total	(2,455)	(3,084)	1,354
Total income tax expense	$ 57,749	$ 37,160	$ 32,513

The following table presents a reconciliation of income taxes calculated at the statutory rate and the provision for income taxes:

(in thousands)	Fiscal Year Ended September 30, 2026		2025		2024	
	$	%	$	%	$	%
Income tax expense (benefit) at the federal statutory rate	$ 47,111	21.0 %	$ 30,833	21.0 %	$ 24,278	21.0 %
State taxes, net of federal benefit [(a)]	4,244	1.9 %	2,857	2.0 %	3,421	3.0 %
Foreign tax effects:						
Mexico						
Statutory tax rate difference between U.S. and Mexico	3,539	1.6 %	1,695	1.2 %	1,355	1.2 %
Mexico Inflation index adjustment	(1,665)	(0.7)%	(1,518)	(1.0)%	(2,154)	(1.9)%
Other	616	0.3 %	188	0.1 %	1,913	1.7 %
Other foreign jurisdictions	2,928	1.3 %	873	0.6 %	2,042	1.8 %
Effect of cross border tax laws:						
Global intangible low-taxed income	—	— %	537	0.4 %	678	(0.1)%
Dividend received deduction	(821)	(0.4)%	(759)	(0.5)%	(742)	(0.1)%
Tax credits	438	0.2 %	(248)	(0.2)%	(96)	(0.1)%
Change in valuation allowance	(942)	(0.4)%	(755)	(0.5)%	—	— %
Nontaxable or non-deductible items:						
Nondeductible compensation	3,611	1.6 %	2,579	1.8 %	2,042	1.8 %
Other non-deductible items	368	0.2 %	148	0.1 %	130	0.1 %
Changes in unrecognized tax benefits	617	0.3 %	259	0.2 %	(198)	(0.2)%
Other Adjustments:						
Share-based compensation	(849)	(0.4)%	(434)	(0.3)%	(200)	(0.2)%
Other	(1,446)	(0.6)%	905	0.6 %	44	— %
Totals	$ 57,749	25.7 %	$ 37,160	25.3 %	$ 32,513	28.0 %

(a) State taxes in Texas, Florida, and Illinois made up the majority (greater than 50%) of the tax effect in this category.

The following table shows significant components of our deferred tax assets and liabilities:

(in thousands)	September 30, 2026	2025
Deferred tax assets:		
Cash Converters	$ 18,822	$ 19,108
Tax over book inventory	14,172	10,646
Accrued liabilities	7,499	11,092
Pawn service charges receivable	4,533	3,705
Stock compensation	2,535	2,334
Foreign tax credit	—	942
Federal, state and foreign net operating loss carryforwards	28,004	12,715
Book over tax depreciation	5,859	6,444
Operating lease liabilities	28,402	15,929
Other	10,721	7,433
Total deferred tax assets before valuation allowance	120,547	90,348
Valuation allowance	(30,020)	(15,231)
Total deferred tax assets, net	90,527	75,117
Deferred tax liabilities:		
Tax over book amortization	51,130	30,367
Right-of-use assets, net	20,575	15,806
Prepaid expenses	2,117	2,060
Total deferred tax liabilities	73,822	48,233
Net deferred tax asset	$ 16,705	$ 26,884

As of September 30, 2026, we had U.S. net operating loss carryforwards of approximately $10.8 million, which can be carried forward indefinitely and we had state net operating loss carryforwards of approximately $50.2 million, which begin to expire in 2034 if not utilized. We also had foreign net operating loss carryforwards of $56.4 million, which will begin to expire in 2028 if not utilized.

Deferred tax assets and liabilities are recorded for the estimated tax impact of temporary differences between the tax basis and book basis of assets and liabilities. The Company has elected to account for the tax on GILTI as a period cost and therefore has not recorded deferred taxes related to GILTI on its foreign subsidiaries. A valuation allowance is established against a deferred tax asset when it is more likely than not that the deferred tax asset will not be realized. Our valuation allowance has been established to offset certain US federal, state and foreign net operating loss carryforwards and foreign tax credit carryforwards that are not more likely than not to be utilized prior to expiration. The valuation allowance increased by $14.8 million in fiscal 2026, primarily due to the valuation allowance on net operating loss carryforwards acquired in connection with the acquisition of Simple Management Group. We believe our results from future operations will generate sufficient taxable income in the appropriate jurisdictions such that it is more likely than not that the remaining deferred tax assets will be realized.

Deferred taxes are not provided for undistributed earnings of foreign subsidiaries which are intended to be reinvested outside of the U.S. Accordingly, no provision for foreign withholding taxes associated with a distribution of those earnings has been made. Determining the unrecognized deferred tax liability on those unremitted earnings is not practicable because of the complexity of the hypothetical calculation and the inherent uncertainty regarding the timing and manner of any potential future repatriation. If such earnings were to be distributed, the Company could be subject to additional U.S. federal and state income taxes, foreign withholding taxes, and other tax consequences. We provided deferred income taxes on all undistributed earnings from Cash Converters.

The following table presents a roll-forward of unrecognized tax benefits:

(in thousands)	Fiscal Year Ended September 30, 2026	2025	2024
Beginning balance	$ 2,975	$ 2,801	$ 3,293
Increase for tax positions taken during a prior period	5,088	625	223
Increase for tax positions taken during the current period	—	—	—
Decrease for tax positions taken during a prior period	—	(47)	(337)
Decrease for tax positions as a result of the lapse of the statute of limitations	—	(404)	(378)
Ending balance	$ 8,063	$ 2,975	$ 2,801

All of the above unrecognized tax benefits, if recognized, would impact our effective tax rate for the respective period of each ending balance. We recognize accrued interest and penalties related to unrecognized tax benefits in income tax expense. During 2026, we recognized $0.9 million. The total amount of accrued interest and penalties was $2.2 million, $1.2 million and $0.8 million in 2026, 2025 and 2024, respectively.

We are subject to U.S., Mexico, Canada, Guatemala, Honduras, El Salvador, United Kingdom, the Netherlands, Puerto Rico, Antigua, Barbados, Grenada, Jamaica, Dominican Republic, Dominica, Costa Rica and Panama income taxes as well as income taxes levied by various state and local jurisdictions. The Company's U.S. federal returns are not subject to examination for tax years prior to 2022. The majority of the Company's U.S. state income tax returns are not subject to examination for the tax years prior to 2022. The federal tax returns in Mexico are closed to examination for the tax years prior to 2020. With respect to tax returns in El Salvador, the tax years prior to 2023 are closed to examination. With respect to tax returns in Canada, Guatemala, the U.K., Puerto Rico and Costa Rica, the tax years prior to 2022 are closed to examination. With respect to tax returns in Honduras, Barbados and Dominican Republic, the tax years prior to 2021 are closed to examination. With respect to tax returns in Jamaica, Antigua, Grenada and Dominica, the tax years prior to 2020 are closed to examination.

Net cash paid for income taxes consists of the following:

(in thousands)	Fiscal Year Ended September 30, 2026	2025	2024
U.S. Federal	$ 38,740	$ 29,430	$ 17,807
Aggregated state and local jurisdictions	5,686	3,711	3,349
Aggregated foreign jurisdictions	1,506	2,676	1,387
Disaggregated foreign jurisdictions:			
Guatemala	5,293	3,639	3,196
Mexico	14,220	—	—
Net cash paid for income taxes	$ 65,445	$ 39,456	$ 25,739

NOTE 11: LEASES

The table below presents balances of our lease assets and liabilities and their balance sheet locations for both operating and financing leases:

(in thousands)	Balance Sheet Location	September 30, 2026	September 30, 2025
Lease assets:			
Operating lease right-of-use assets	Right-of-use assets	$ 292,924	$ 236,462
Financing lease assets	Other assets, net	1,043	1,075
Total lease assets		$ 293,967	$ 237,537
Lease liabilities:			
Current:			
Operating lease liabilities	Operating lease liabilities, current	$ 71,293	$ 61,228
Financing lease liabilities	Accounts payable, accrued expenses and other current liabilities	606	643
Total current lease liabilities		$ 71,899	$ 61,871
Non-current:			
Operating lease liabilities	Operating lease liabilities	$ 233,793	$ 184,736
Financing lease liabilities	Other long-term liabilities	533	573
Total non-current lease liabilities		$ 234,326	$ 185,309
Total lease liabilities		$ 306,225	$ 247,180

The table below provides major components of our lease costs:

	Fiscal Year Ended September 30,		
(in thousands)	2026	2025	2024
Operating lease cost:			
Operating lease cost*	$ 92,414	$ 77,384	$ 79,184
Variable lease cost	24,889	20,541	17,732
Total operating lease cost	$ 117,303	$ 97,925	$ 96,916
Financing lease cost:			
Amortization of financing lease assets	$ 692	$ 589	$ 568
Interest on financing lease liabilities	141	162	215
Total financing lease cost	$ 833	$ 751	$ 783
Total lease cost	$ 118,136	$ 98,676	$ 97,699

* Includes a reduction for sublease rental income of $2.5 million, $2.0 million, and $3.1 million for fiscal years ending September 2026, 2025 and 2024, respectively.

Lease expense is recognized on a straight-line basis over the lease term with variable lease expense recognized in the period in which the costs are incurred. The components of lease expense are included in “Store expenses” and “General and administrative” expense, based on the underlying lease use.

Cash flow information consisted of the following:

	Fiscal Year Ended September 30,		
(in thousands)	2026	2025	2024
Cash provided by operating activities:			
Cash paid for operating leases	$ 95,535	$ 81,137	$ 79,700
Cash paid for interest portion of financing leases	$ 141	$ 162	$ 200
Cash used in financing activities:			
Cash paid for principal portion of finance leases	$ 945	$ 606	$ 492

The weighted- average term and discount rates for leases are as follows:

	Fiscal Year Ended September 30,	
	2026	2025
Weighted-average remaining lease term (years):		
Operating leases	5.43	5.07
Financing leases	2.50	1.94
Weighted-average discount rate:		
Operating leases	8.05 %	9.05 %
Financing leases	12.90 %	11.27 %

As of September 30, 2026, maturities of lease liabilities under ASC 842 by fiscal year were as follows (in thousands):

(in thousands)	Operating Leases	Financing Leases
Fiscal 2027	$ 92,151	$ 697
Fiscal 2028	76,981	263
Fiscal 2029	60,735	216
Fiscal 2030	45,710	127
Fiscal 2031	32,376	4
Thereafter	70,669	—
Total lease liabilities	$ 378,622	$ 1,307
Less: portion representing imputed interest	73,536	168
Total net lease liabilities	$ 305,086	$ 1,139
Less: current portion	71,293	606
Total long-term net lease liabilities	$ 233,793	$ 533

In December 2014, we entered into a non-cancelable 13-year operating lease for our corporate offices, with rent payments beginning February 2016 and ending March 2029. In May of 2025, we entered into an amendment which extended certain elements of the lease until October 2035. The amendment contains a renewal option for an additional five years at a market rental rate to be determined when the renewal notice is delivered. This renewal option has not been recognized in the right-of-use asset or liability for this lease.

The estimated minimum future rental payments under the lease are approximately $9.9 million as of September 30, 2026. As of September 30, 2026, we have subleases in place for a portion of our corporate operating office lease for estimated minimum future sublease payments of approximately $3.0 million.

We recorded $124.6 million, $66.2 million, and $55.3 million in non-cash additions to our operating right-of-use assets and lease liabilities for the fiscal year ended September 30, 2026, 2025, and 2024, respectively.

NOTE 12: CONTINGENCIES

Currently, and from time to time, we are involved in various claims, disputes, lawsuits, investigations and legal and regulatory proceedings. We accrue for contingencies if it is probable that a liability has been incurred and the amount of the loss can be reasonably estimated. For matters where a loss is reasonably possible but not probable, or where a probable loss cannot be reasonably estimated, we disclose the nature of the matter and, where estimable, the possible loss or range of loss. Because these matters are inherently unpredictable and unfavorable developments or resolutions can occur, assessing contingencies requires judgments and is highly subjective about future events, and the amount of resulting loss may differ from these estimates. We do not believe the resolution of any particular matter will have a material adverse effect on our financial condition, results of operations or liquidity.

One of our Latin American subsidiaries is subject to a tax authority position asserting that it should have withheld and submitted tax amounts on certain transactions on behalf of third parties. We believe withholding is not required under applicable law and are contesting the matter. We estimate the range of reasonably possible loss to be between zero and approximately $10 million. No amount has been accrued, as we do not believe a loss is probable.

NOTE 13: SEGMENT INFORMATION

Our operations are primarily managed on a geographical basis and consist of three reportable segments. Our chief operating decision maker (“CODM”) is our chief executive officer. The CODM uses key financial information such as revenue growth, pawn service

charges, segment gross profit, and segment contribution by comparing to and monitoring against budget and prior year results to evaluate segment performance and allocate resources.

We regularly monitor for changes in facts and circumstances that would necessitate changes in our determination of operating segments. As indicated in Note 1, our results below reflect our updated methodology used in allocating certain expenses beginning in the first quarter of fiscal 2026, and the results from the prior period presented have been recast to conform with the current presentation.

As a result of the acquisition of Founders and SMG effective January 2, 2026, the composition of our reportable segments changed beginning in the second quarter of fiscal 2026. Refer to Note 3: Acquisitions for further details. SMG is now reported as a standalone reportable segment. Our equity interest in CCV is now included within Corporate as it is not a reportable segment. Prior period segment information has been recast to reclassify CCV equity income and interest income from notes receivable from Founders from the "Other Investments" segment to Corporate. Because SMG was not a consolidated subsidiary prior to January 2, 2026, no SMG segment results prior to January 2, 2026 are presented in our consolidated financial statements.

We currently report our segments as follows:

- U.S. Pawn — All pawn activities in the United States, excluding SMG;
- Latin America Pawn — All pawn activities in Mexico and other parts of Latin America, excluding SMG; and
- SMG — all pawn activities of Simple Management Group, Inc.

Corporate items include administrative expenses, depreciation and amortization, loss (gain) on sale or disposal of assets, interest income and expense, equity in net income of unconsolidated affiliates, and other (income) expense, and are not allocated between the segments. There are no inter-segment revenues presented below, and the amounts below were determined in accordance with the same accounting principles used in our consolidated financial statements.

The following income (loss) before income taxes tables present revenue for each reportable segment, disaggregated revenue within our reportable segments and Corporate, segment profits and segment contribution.

	Fiscal Year Ended September 30, 2026					
(in thousands)	U.S. Pawn	Latin America Pawn	SMG	Total Segments	Corporate Items	Consolidated
Revenues:						
Merchandise sales	$ 511,502	$ 291,149	$ 52,320	$ 854,971	$ —	$ 854,971
Jewelry scrap sales	171,236	28,999	41,129	241,364	—	241,364
Pawn service charges	392,377	162,557	43,271	598,205	—	598,205
Other revenues	107	63	—	170	—	170
Total revenues	1,075,222	482,768	136,720	1,694,710	—	1,694,710
Merchandise cost of goods sold	313,840	189,783	36,479	540,102	—	540,102
Jewelry scrap cost of goods sold	117,087	22,308	30,244	169,639	—	169,639
Gross profit	644,295	270,677	69,997	984,969	—	984,969
Segment and corporate expenses (income):						
Store expenses	352,201	171,200	48,158	571,559	—	571,559
General and administrative	—	—	—	—	133,469	133,469
Impairment of other assets	—	—	—	—	1,723	1,723
Depreciation and amortization	11,314	11,208	2,396	24,918	13,372	38,290
Loss on sale or disposal of assets and other	87	19	175	281	—	281
Interest expense	—	—	—	—	33,796	33,796
Interest income	—	—	—	—	(12,439)	(12,439)
Equity in net income of unconsolidated affiliates	—	—	—	—	(5,607)	(5,607)
Other (income) expense	(45)	(258)	249	(54)	(387)	(441)
Segment contribution	$ 280,738	$ 88,508	$ 19,019	$ 388,265		
Income (loss) before income taxes				$ 388,265	$ (163,927)	$ 224,338

(in thousands)	Fiscal Year Ended September 30, 2025				
	U.S. Pawn	Latin America Pawn	Total Segments	Corporate Items	Consolidated
Revenues:					
Merchandise sales	$ 475,252	$ 225,747	$ 700,999	$ —	$ 700,999
Jewelry scrap sales	85,658	13,226	98,884	—	98,884
Pawn service charges	351,479	122,749	474,228	—	474,228
Other revenues	103	66	169	—	169
Total revenues	912,492	361,788	1,274,280	—	1,274,280
Merchandise cost of goods sold	299,107	156,570	455,677	—	455,677
Jewelry scrap cost of goods sold	62,746	9,792	72,538	—	72,538
Gross profit	550,639	195,426	746,065	—	746,065
Segment and corporate expenses (income):					
Store expenses	332,048	126,330	458,378	—	458,378
General and administrative	—	—	—	106,230	106,230
Impairment of other assets	263	—	263	614	877
Depreciation and amortization	10,750	8,612	19,362	13,176	32,538
Loss on sale or disposal of assets and other	83	52	135	—	135
Other operating income	—	—	—	(1,262)	(1,262)
Interest expense	—	—	—	23,029	23,029
Interest income [(a)]	—	—	—	(14,721)	(14,721)
Equity in net income of unconsolidated affiliates [(b)]	—	—	—	(6,150)	(6,150)
Other (income) expense	—	(330)	(330)	568	238
Segment contribution	$ 207,495	$ 60,762	$ 268,257		
Income (loss) before income taxes			$ 268,257	$ (121,484)	$ 146,773

(a) Interest income includes $2.6 million of interest income from notes receivable from Founders, which has been recast from the "Other Investments" segment to Corporate to conform to the current period presentation.

(b) Equity in net income of unconsolidated affiliates includes $6.9 million of equity income from CCV, which has been recast from the "Other Investments" segment to Corporate to conform to the current period presentation.

(in thousands)	Fiscal Year Ended September 30, 2024				
	U.S. Pawn	Latin America Pawn	Total Segments	Corporate Items	Consolidated
Revenues:					
Merchandise sales	$ 459,251	$ 204,485	$ 663,736	$ —	$ 663,736
Jewelry scrap sales	54,344	6,738	61,082	—	61,082
Pawn service charges	322,362	114,183	436,545	—	436,545
Other revenues	161	78	239	—	239
Total revenues	836,118	325,484	1,161,602	—	1,161,602
Merchandise cost of goods sold	288,894	138,509	427,403	—	427,403
Jewelry scrap cost of goods sold	45,926	6,000	51,926	—	51,926
Gross profit	501,298	180,975	682,273	—	682,273
Segment and corporate expenses (income):					
Store expenses	317,411	120,363	437,774	—	437,774
General and administrative	—	—	—	98,838	98,838
Impairment of other assets	—	—	—	843	843
Depreciation and amortization	10,147	8,865	19,012	14,057	33,069
Loss on sale or disposal of assets and other	3	(140)	(137)	121	(16)
Other operating income	—	—	—	(765)	(765)
Interest expense	—	—	—	13,585	13,585
Interest income [(c)]	—	—	—	(10,575)	(10,575)
Equity in net income of unconsolidated affiliates [(d)]	—	—	—	(4,711)	(4,711)
Other (income) expense	7	(218)	(211)	(1,166)	(1,377)
Segment contribution	$ 173,730	$ 52,105	$ 225,835		
Income (loss) before income taxes			$ 225,835	$ (110,227)	$ 115,608

(c) Interest income includes $2.4 million of interest income from notes receivable from Founders, which has been recast from the "Other Investments" segment to Corporate to conform to the current period presentation.

(d) Equity in net income of unconsolidated affiliates includes $5.0 million of equity income from CCV, which has been recast from the "Other Investments" segment to Corporate to conform to the current period presentation.

The following table presents separately identified segment assets:

(in thousands)	Pawn Loans	Inventory	Total
Assets as of September 30, 2026			
U.S. Pawn	$ 269,447	$ 243,807	$ 513,254
Latin America Pawn	99,592	83,228	182,820
SMG	33,722	31,313	65,035
Total segment assets			**$ 761,109**
Total other assets			1,472,729
Total consolidated assets			**$ 2,233,838**
Assets as of September 30, 2025			
U.S. Pawn	$ 233,774	$ 185,640	$ 419,414
Latin America Pawn	73,722	62,817	136,539
Total segment assets			**$ 555,953**
Total other assets			1,395,256
Total consolidated assets			**$ 1,951,209**

The following tables provide geographic information:

(in thousands)	Fiscal Year Ended September 30, 2026	2025	2024
Revenues:			
United States	$ 1,172,611	$ 912,492	$ 836,118
Mexico	363,979	267,300	247,613
Other Latin America	135,844	94,488	77,871
Caribbean	22,276	—	—
Total revenues	$ 1,694,710	$ 1,274,280	$ 1,161,602

(in thousands)	September 30, 2026	2025
Property and equipment, net:		
United States	$ 45,197	$ 37,130
Mexico	33,449	27,184
Other Latin America	15,699	11,017
Caribbean	2,229	—
Property and equipment, net	$ 96,574	$ 75,331

NOTE 14: SUPPLEMENTAL CONSOLIDATED FINANCIAL INFORMATION

Supplemental Consolidated Financial Information

The following table provides information on net amounts included in our Consolidated Balance Sheets:

(in thousands)	September 30, 2026	September 30, 2025
Gross pawn service charges receivable	$ 78,988	$ 63,348
Allowance for uncollectible pawn service charges receivable	(17,167)	(14,615)
Pawn service charges receivable, net	$ 61,821	$ 48,733
Gross inventory	$ 361,803	$ 252,049
Inventory reserves	(3,455)	(3,592)
Inventory, net	$ 358,348	$ 248,457
Prepaid expenses and other	$ 10,832	$ 9,429
Accounts receivable and other	15,463	15,106
Notes receivable	—	24,369
Income taxes prepaid and receivable	11,302	2,317
Prepaid expenses and other current assets	$ 37,597	$ 51,221
Accounts payable	$ 26,378	$ 22,923
Accrued payroll	29,685	19,063
Incentive accrual	28,007	20,068
Accrued interest payable	13,578	13,763
Other payroll related expenses	5,545	5,704
Accrued sales and VAT taxes	5,957	4,377
Accrued income taxes payable	9,671	5,515
Other current liabilities	19,642	14,030
Accounts payable, accrued expenses and other current liabilities	$ 138,463	$ 105,443
Unrecognized tax benefits, non-current	$ 9,794	$ 4,067
Other non-current liabilities	19,758	15,702
Other long-term liabilities	$ 29,552	$ 19,769

Valuation and Qualifying Accounts

The following table provides information on our valuation and qualifying accounts not disclosed elsewhere:

(in thousands)	Balance at Beginning of Period	Charged to Expense	Charged to Other Accounts[(a)]	Deductions	Balance at End of Period
Allowance for valuation of inventory:					
Fiscal Year Ended September 30, 2026	$ 3,592	$ 870	$ —	$ 1,007	$ 3,455
Fiscal Year Ended September 30, 2025	2,734	858	—	—	3,592
Fiscal Year Ended September 30, 2024	2,661	917	—	844	2,734
Allowance for uncollectible pawn service charges receivable:					
Fiscal Year Ended September 30, 2026	$ 14,615	$ 2,552	$ —	$ —	$ 17,167
Fiscal Year Ended September 30, 2025	13,531	1,084	—	—	14,615
Fiscal Year Ended September 30, 2024	11,996	1,535	—	—	13,531
Allowance for valuation of deferred tax assets:					
Fiscal Year Ended September 30, 2026	$ 15,231	$ 1,847	$ 12,942	$ —	$ 30,020
Fiscal Year Ended September 30, 2025	15,685	—	—	454	15,231
Fiscal Year Ended September 30, 2024	16,885	164	—	1,364	15,685

(a) Fiscal 2026 is comprised of the valuation allowance related to the acquisition of SMG and recorded as a component of goodwill. See Note 3.

The following table provides supplemental disclosure of Consolidated Statements of Cash Flows information:

(in thousands)	Fiscal Year Ended September 30, 2026	2025	2024
Supplemental disclosure of cash flow information			
Cash and cash equivalents	$ 295,116	$ 469,524	$ 170,513
Short-term restricted cash	2,358	525	9,294
Long-term restricted cash	13,876	14,664	—
Total cash and cash equivalents and restricted cash	$ 311,350	$ 484,713	$ 179,807
Cash paid during the period for interest	$ 30,934	$ 11,080	$ 12,069
Non-cash investing and financing activities:			
Pawn loans forfeited and transferred to inventory	$ 539,711	$ 425,788	$ 383,374
Convertible notes share settlement	$ —	$ 96,902	$ 799
Accrued acquisition consideration	$ 3,033	$ 5,950	$ 791
Conversion of promissory note to equity	$ 15,000	$ —	$ —
Accrued consideration for non-controlling interest purchase	$ 5,262	$ —	$ —
Fair value of preferred equity investment converted to equity in Founders	$ 46,179	$ —	$ —

ITEM 9. CHANGES IN AND DISAGREEMENTS WITH ACCOUNTANTS ON ACCOUNTING AND FINANCIAL DISCLOSURE

None.

ITEM 9A. CONTROLS AND PROCEDURES

Evaluation of Disclosure Controls and Procedures

Disclosure controls and procedures (as defined in Rules 13a-15(e) and 15d-15(e) under the Exchange Act) are designed to ensure that information required to be disclosed in the reports we file or submit under the Exchange Act is recorded, processed, summarized and reported within the time periods specified in SEC rules and forms and that such information is accumulated and communicated to our management, including our Chief Executive Officer and Chief Financial Officer, to allow timely decisions regarding required disclosures.

In connection with the preparation of this Annual Report on Form 10-K, our management, under the supervision and with the participation of our Chief Executive Officer and Chief Financial Officer, evaluated the effectiveness of the design and operation of our disclosure controls and procedures as of September 30, 2026. Based on that evaluation, our Chief Executive Officer and Chief Financial Officer concluded that our disclosure controls and procedures were effective as of September 30, 2026. We believe the consolidated financial statements included in this Annual Report on Form 10-K fairly present, in all material respects, our financial position, results of operations, stockholders' equity and cash flows as of the dates, and for the periods, presented in conformity with GAAP.

As further discussed in "Management's Report on Internal Control Over Financial Reporting" below, management excluded certain businesses acquired during the year from its assessment of internal control over financial reporting. In the light of the overlap between a company's disclosure controls and procedures and its internal controls over financial reporting, we excluded these acquisitions from our assessment of the effectiveness of disclosure controls and procedures as of September 30, 2026.

Management's Report on Internal Control Over Financial Reporting

Management, under the supervision of the Chief Executive Officer and the Chief Financial Officer, is responsible for establishing and maintaining adequate internal control over financial reporting and for the assessment of the effectiveness of our internal control over financial reporting. Internal control over financial reporting (as defined in Rules 13a-15(f) and 15d-15(f) under the Exchange Act) is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external reporting purposes in accordance with U.S. GAAP. Internal control over financial reporting includes those policies and procedures that (a) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of assets, (b) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with U.S. GAAP, (c) provide reasonable assurance that receipts and expenditures are being made only in accordance with appropriate authorization of management and the Board of Directors and (d) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use or disposition of assets that could have a material effect on the financial statements.

The Company acquired a controlling interest in Founders One, LLC on January 2, 2026, and 12 pawn stores in Texas in a business combination completed on January 12, 2026. As discussed in SEC staff guidance, a company may exclude acquired businesses from the assessment of internal control over financial reporting during the first year after completion of an acquisition. In consideration of the SEC staff guidance, management excluded these acquisitions from its assessment of the effectiveness of internal control over financial reporting as of September 30, 2026. The total assets, excluding goodwill and other identifiable intangibles, which are included within the scope of the assessment, and total revenues of Founders One, LLC excluded from management's assessment represented 5% and 8% of the Company's consolidated total assets and consolidated total revenues, respectively, as of and for the year ended September 30, 2026. The total assets, excluding goodwill and other identifiable intangibles, which are included within the scope of the assessment, and total revenues of the 12 pawn stores in Texas excluded from management's assessment represented less than 1% each of the Company's consolidated total assets and consolidated total revenues as of and for the year ended September 30, 2026.

In connection with the preparation of this Annual Report on Form 10-K, our management, under the supervision and with the participation of our Chief Executive Officer and Chief Financial Officer, conducted an assessment of the effectiveness of our internal control over financial reporting as of September 30, 2026 based on the criteria established in *Internal Control - Integrated Framework (2013)* issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). Based on that assessment, our Chief Executive Officer and Chief Financial Officer concluded that our internal control over financial reporting was effective as of September 30, 2026.

Our internal control over financial reporting as of September 30, 2026 has been audited by our independent registered public accounting firm, as stated in their report appearing below.

Changes in Internal Control Over Financial Reporting

During the fourth quarter of fiscal 2026, there were no changes in our internal control over financial reporting (as defined in Rule 13a-15(f) under the Securities Exchange Act of 1934) that, in the aggregate, have materially affected, or are reasonably likely to materially affect, our internal control over financial reporting.

Inherent Limitations on Internal Controls

Notwithstanding the foregoing, management does not expect that our disclosure controls and procedures or our internal control over financial reporting will prevent or detect all errors and all fraud. A control system, no matter how well designed and operated, can provide only reasonable, not absolute, assurance that the objectives of the control system will be met. Limitations inherent in any control system include the following:

- Judgments in decision-making can be faulty, and control and process breakdowns can occur because of simple errors or mistakes.
- Controls can be circumvented by individuals, acting alone or in collusion with others, or by management override.
- The design of any system of controls is based in part on certain assumptions about the likelihood of future events, and there can be no assurance that any design will succeed in achieving its stated goals under all potential future conditions.
- Over time, controls may become inadequate because of changes in conditions or deterioration in the degree of compliance with associated policies or procedures.
- The design of a control system must reflect the fact that resources are constrained, and the benefits of controls must be considered relative to their costs.

Because of the inherent limitations in all control systems, no evaluation of controls can provide absolute assurance that all control issues and instances of fraud, if any, have been detected.

Report of Independent Registered Public Accounting Firm

Shareholders and Board of Directors
EZCORP, Inc.
Rollingwood, Texas

Opinion on Internal Control over Financial Reporting

We have audited EZCORP, Inc.'s (the "Company's") internal control over financial reporting as of September 30, 2026, based on criteria established in Internal Control – Integrated Framework (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission (the "COSO criteria"). In our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of September 30, 2026, based on the COSO criteria.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (PCAOB), the consolidated balance sheets of the Company as of September 30, 2026 and 2025, the related consolidated statements of operations, comprehensive income, stockholders' equity, and cash flows for each of the three years in the period ended September 30, 2026, and the related notes and our report dated November 12, 2026 expressed an unqualified opinion thereon.

Basis for Opinion

The Company's management is responsible for maintaining effective internal control over financial reporting and for its assessment of the effectiveness of internal control over financial reporting, included in the accompanying Item 9A, Management's Report on Internal Control over Financial Reporting. Our responsibility is to express an opinion on the Company's internal control over financial reporting based on our audit. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audit of internal control over financial reporting in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects. Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. Our audit also included performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

As indicated in the accompanying Item 9A, Management's Report on Internal Control over Financial Reporting, management's assessment of and conclusion on the effectiveness of internal control over financial reporting did not include the internal controls of Founders One, LLC and 12 pawn stores in Texas, which were acquired on January 2, 2026 and January 12, 2026, respectively, and which are included in the consolidated balance sheets of the Company as of September 30, 2026, and the related consolidated statements of operations, comprehensive income, stockholders' equity, and cash flows for the year then ended. Total assets (excluding goodwill and intangibles) and total revenues of Founders One, LLC constituted 5% and 8% of total assets and total revenues, respectively, as of and for the year ended September 30, 2026. Total assets (excluding goodwill and intangibles) and total revenues of the 12 pawn stores in Texas constituted less than 1% each of total assets and total revenues as of and for the year ended September 30, 2026. Management did not assess the effectiveness of internal control over financial reporting of Founders One, LLC and the 12 pawn stores in Texas because of the timing of the acquisitions which were completed on January 2, 2026 and January 12, 2026, respectively. Our audit of internal control over financial reporting of the Company also did not include an evaluation of the internal control over financial reporting of Founders One, LLC and the 12 pawn stores in Texas.

Definition and Limitations of Internal Control over Financial Reporting

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

/s/ BDO USA, P.C.

Dallas, Texas

November 12, 2026

ITEM 9B. OTHER INFORMATION

Insider Trading Arrangements

On August 7, 2026, Lisa VanRoekel, Chief Human Resources Officer, entered into a prearranged trading plan to sell up to 35,087 shares of the Company's Class A Non-Voting Common Stock, between November 12, 2026 and December 31, 2028, pursuant to the terms of the plan. The plan is designed to satisfy the affirmative defense conditions of Rule 10b5-1(c) under the Exchange Act and comply with the Company's policies regarding stock transactions.

On August 28, 2026, Timothy K. Jugmans, Chief Financial Officer, entered into a prearranged trading plan to sell up to 49,204 shares of the Company's Class A Non-Voting Common Stock, between December 1, 2026 and May 28, 2027, pursuant to the terms of the plan. The plan is designed to satisfy the affirmative defense conditions of Rule 10b5-1(c) under the Exchange Act and comply with the Company's policies regarding stock transactions.

Other than described above, no director or executive officer adopted, modified or terminated any contract, instruction, written plan or other trading arrangement relating to the purchase or sale of Company securities during the fourth quarter of fiscal 2026.

ITEM 9C. DISCLOSURE REGARDING FOREIGN JURISDICTIONS THAT PREVENT INSPECTIONS

Not applicable.

PART III

ITEM 10. DIRECTORS, EXECUTIVE OFFICERS AND CORPORATE GOVERNANCE

Board of Directors

Set forth below are the names of the persons who, as of November 1, 2026, constituted our Board of Directors and their ages and committee assignments as of that date:

Name	Age	Committees
Matthew W. Appel	70	Audit and Risk, People and Compensation, Nominating (Chair), Lead Independent Director
Zena Srivatsa Arnold	48	Audit and Risk, People and Compensation, Nominating
Phillip E. Cohen (Executive Chairman)	79	—
Lachlan P. Given	49	—
Jason A. Kulas	55	Audit and Risk, People and Compensation, Nominating
Pablo Lagos Espinosa	71	Audit and Risk, People and Compensation (Chair), Nominating
Gary L. Tillett	67	Audit and Risk (Chair), People and Compensation, Nominating

Director Qualifications — The Board believes that individuals serving on the Board of Directors should have demonstrated notable or significant achievements in business, education or public service; should possess the requisite intelligence, education and experience to make a significant contribution to the Board and bring a range of skills, diverse perspectives and backgrounds to its deliberations; and should have the highest ethical standards, a strong sense of professionalism and intense dedication to serving the interests of our stockholders. The following are qualifications, experience and skills for Board members that are important to our business and its future:

- *Leadership Experience* — Our directors should demonstrate extraordinary leadership qualities. Strong leaders bring vision, strategic agility, diverse and global perspectives and broad business insight to the Company. They demonstrate practical management experience, skills for managing change and deep knowledge of industries, geographies and risk management strategies relevant to our business. They have experience in identifying and developing the current and future leaders of the Company.
- *Finance Experience* — Our directors should possess an understanding of finance and related reporting processes.
- *Strategically Relevant Experience* — Our directors should have business experience that is relevant to our strategic goals and objectives, including geographical and product expansion. We value experience in our high priority growth areas, including new or expanding geographies or customer segments and existing and new technologies; understanding of our business environments; and experience with, exposure to or reputation among a broad subset of our customer base.
- *Government Experience* — Our business is subject to a variety of legislative and regulatory risks. Accordingly, we value experience in the legislative, judicial or regulatory branches of government or government relations.

Biographical Information — Set forth below is current biographical information about our directors, including the qualifications, experience and skills that make them suitable for service as a director.

- *Matthew W. Appel* — Mr. Appel joined EZCORP as a director in January 2015. He is the Lead Independent Director (and, as such, serves as Chair of the Nominating Committee) and is a member of the Audit and Risk Committee and the People and Compensation Committee. Mr. Appel spent 37 years in finance, administration and operations roles with a variety of companies, most recently Zale Corporation, an NYSE listed jewelry retailer, where he served as Chief Financial Officer from May 2009 to May 2011 and Chief Administrative Officer from May 2011 to July 2014 and co-led the successful turnaround of the company. Prior to joining Zale, Mr. Appel was Chief Financial Officer of EXL Service Holdings, Inc., a NASDAQ listed business process solutions company (February 2007 to May 2009); spent four years (February 2003 to February 2007) at Electronic Data Systems Corporation, serving as Vice President, Finance and Administration BPO and Vice President, BPO Management; and held a variety of finance and operations roles from 1984 to 2003 at Tenneco Inc., Affiliated Computer Services, Inc. and PricewaterhouseCoopers. Mr. Appel began his professional career with Arthur Andersen & Company, working there from 1977 to 1984. He received an MBA in Accounting from the Rutgers University Graduate School of Business in 1977 and a Business Administration degree from Rutgers College in 1976. Mr. Appel is a Certified Public Accountant and a Certified Management Accountant.

  Director qualifications: leadership, chief financial officer and executive management experience; broad business and strategically relevant experience; retail management experience; financial experience, including accounting, tax and financial reporting; experience in developing growth strategies; personnel development.

- *Zena Srivatsa Arnold* — Ms. Arnold has been a director since May 2019. She is a member of the Audit and Risk Committee, the People and Compensation Committee and the Nominating Committee. Ms. Arnold has over 20 years of experience in marketing, brand management, strategy development and business operations. She serves as Chief Marketing Officer at Sephora, US. Prior to joining Sephora in May 2023, she was Senior Vice President, Carbonated Soft Drinks, at PepsiCo., Inc., where she oversaw the brand and business for the Carbonated Soft Drink portfolio in North America, including some of the company's largest brands such as Pepsi and Mountain Dew. Prior to joining PepsiCo in March 2022, she was the Chief Digital and Marketing Officer of Kimberly-Clark Corporation, a global personal care and consumer products company (April 2020 to March 2022), and spent six years with Google, serving as Global Head of Growth for Chromebook (May 2019 to March 2020); General Manager, US Chromebooks (March 2018 to May 2019); Global Head of Marketing, Chromebooks and IoT (November 2016 to March 2018); Head of Americas Marketing, Google Play (April 2015 to October 2016); and Head of NA Marketing, Google Play (October 2013 to April 2015). Prior to joining Google, Ms. Arnold spent over nine years in various brand management positions with Kellogg Company (August 2010 to October 2013) and Procter & Gamble (April 2004 to August 2010). Ms. Arnold began her professional career at General Electric Corporation, where she served as Product Manager, Server Solutions for GE Capital IT Solutions (April 2002 to April 2004). Ms. Arnold received a Bachelor of Science degree in Computer Science, with a minor in Business Marketing, from The Ohio State University. She was recognized in 2014 as one of Brand Innovators "40 Under 40," and has received numerous other professional awards and recognitions. Ms. Arnold also serves on the board of directors of Lancaster Colony Corporation (NASDAQ: LANC).

  Director qualifications: leadership, executive management experience; broad business and strategically relevant experience; experience in developing growth strategies.

- *Phillip E. Cohen* — Mr. Cohen has been a member of the Board of Directors and the Executive Chairman since September 2019. He has been an owner of, and advisor to, the Company for over 35 years. He acquired the Company in 1989 and took it public in 1991 with an initial public offering of Class A Non-Voting Common Stock. Mr. Cohen has over 50 years of investment banking and financial advisory experience with a variety of firms, including Kuhn Loeb & Co. Incorporated (1973-1977), Lehman Brothers Kuhn Loeb Incorporated (1977-1979), The First Boston Corporation (1980), Oppenheimer & Co, Inc. (1980-1984), Morgan Schiff & Co., Inc. (1984-Present) and Madison Park LLC (2004 to Present). Mr. Cohen received a Bachelor of Commerce degree from the University of Melbourne and a Masters of Business Administration from Harvard University. Mr. Cohen is the sole stockholder of MS Pawn Corporation, which is the general partner of MS Pawn Limited Partnership, the owner of 100% of the outstanding shares of our Class B Voting Common Stock.

  Director qualifications: leadership; broad business and strategically relevant experience; retail management experience; financial experience; international experience and global perspective; industry knowledge; experience in developing growth strategies. Further, Mr. Cohen has deep knowledge of the Company and its opportunities and challenges spanning multiple economic cycles.

Lachlan P. Given — Mr. Given is our Chief Executive Officer and a director, having been appointed to that role, and elected to the Board of Directors, in March 2022, after serving as Co-Interim Chief Executive Officer since January 2022. From September 2020 to January 2022, he was Chief Strategy, M&A and Funding Officer, with responsibility for overseeing the Company's strategic planning; mergers, acquisitions and strategic investments; and capital market and institutional funding activities. From September 2019 to September 2020, he was the Chief M&A and Strategic Funding Officer. He previously served on the Board of Directors from July 2014 to September 2019, holding the position of Non-Executive Chairman (July 2014 to August 2014), Executive Vice Chairman (August 2014 to February 2015) and Executive Chairman (February 2015 to September 2019). Before joining the Company as an executive, Mr. Given provided financial and advisory services to the Company through his own business and financial advisory firm and as a consultant to Madison Park LLC, which is wholly owned by Phillip E. Cohen, who is the beneficial owner of all of our Class B Voting Common Stock. Mr. Given is also a director of The Farm Journal Corporation, a 135+ year old pre-eminent U.S. agricultural media company; Senetas Corporation Limited (ASX: SEN), a developer and manufacturer of certified, defense-grade encryption solutions; CANSTAR Pty Ltd, an Australian financial services ratings and research firm; and Cash Converters International Limited (ASX: CCV). Mr. Given began his career working in the investment banking and equity capital markets divisions of Merrill Lynch in Hong Kong and Sydney, Australia, where he specialized in the origination and execution of a variety of M&A, equity, equity-linked and fixed income transactions.

- *Jason A. Kulas* — Mr. Kulas is a member of the Board of Directors and, as of April 2025, is a member of the Audit and Risk Committee, the People and Compensation Committee, and the Nominating Committee. He holds the position of Vice Chairman and Chief Financial Officer of Exeter Finance LLC, a leading indirect auto finance company. Mr. Kulas is a former EZCORP executive, having served as Chief Executive Officer from July 2020 to January 2022, when he left to join Exeter Finance, and as President and Chief Financial Officer from February 2020 to July 2020. He first became associated with EZCORP in April 2019 when he was appointed as an independent member of the Board of Directors during which time he served on the Audit and Risk Committee and the Nominating Committee. Mr. Kulas resigned from the Board of Directors when he joined the Company as an executive in February 2020, and was reappointed to the Board in connection with his appointment as Chief Executive Officer. Prior to joining the Company as an executive, Mr. Kulas spent over 25 years in financial analysis, investment banking and executive-level finance and operations roles with a variety of companies, most recently Santander Consumer USA Inc., a NYSE-listed auto finance company, where he served as Chief Executive Officer and a director from 2015 to 2017, President from 2013 to 2015, Chief Financial Officer from 2007 to 2015 and a director from 2007 to 2012. Prior to joining Santander Consumer USA, Mr. Kulas was a Managing Director in Investment Banking with J.P. Morgan Chase & Co. (1995 to 2007), where he managed JPMorgan's South Region investment banking office. He has also served as an Adjunct Professor of Marketing at Texas Christian University (1997 to 1999); Securities Analyst at William C. Connor Foundation – TCU Educational Investment Fund (1994 to 1995); and an intern and Financial Analyst at Dun & Bradstreet (1993 to 1995). Mr. Kulas received an MBA with a concentration in Finance and Marketing from Texas Christian University in 1995 and a Bachelor of Arts degree from Southern Methodist University in 1993. He formerly served as an advisor to Warburg Pincus International LLC. He has been involved in a variety of civic and philanthropic activities, including the Salesmanship Club of Dallas, Momentous Institute, Exchange Club of East Dallas, Dallas Citizens Council, Baylor Scott & White Dallas Foundation and Art House Dallas.

  Director qualifications: leadership, chief executive officer, chief financial officer and executive management experience; broad business and strategically relevant experience; financial experience; experience in developing growth strategies; personnel development.

- *Pablo Lagos Espinosa* — Mr. Lagos joined EZCORP as a director in October 2010. He is Chair of the People and Compensation Committee and a member of the Audit and Risk Committee and Nominating Committee. Mr. Lagos served as President and Chief Executive Officer of Pepsi Bottling Group Mexico from 2006 to 2008 and as its Chief Operating Officer from 2003 to 2006. He previously held various executive management positions with Pepsi Bottling Group, PepsiCo Inc., Unilever Mexico and PepsiCola International, Inc., concentrating exclusively in Latin America. Since his retirement in December 2008, Mr. Lagos has been an investor and consultant in various private business ventures and has served as a keynote speaker on organizational leadership and management. He currently serves as Chairman of the board of Casa del Parque, a privately held enterprise focused on developing senior living residences in Mexico. He is also a member of the Mexican Advisory Board for Niagara Waters, a leading manufacturer of bottled water in the U.S. and Mexico. He received a Bachelor of Science degree in Industrial & Systems Engineering from Instituto Technológico de Monterrey, Master of Science degrees in Industrial Engineering and Operations Research and an MBA from Stanford University.

  Director qualifications: leadership, chief executive officer and executive management experience in significant multi-national environments; deep understanding of strategically important geographies and international markets; risk management experience; financial experience; experience in developing, implementing and managing strategic plans, including international expansion; personnel development; legislative and government relations experience.

- *Gary L. Tillett* — Mr. Tillett has been a director since April 2019 and serves as Chair of the Audit and Risk Committee and a member of the People and Compensation Committee and the Nominating Committee. He has more than 40 years of experience in public accounting and business management. He spent 31 years at PricewaterhouseCoopers, where he progressed from entry-level staff to senior partner serving a variety of businesses in the Insurance Practice, the Transaction Services Practice and the U.S. Financial Services Practice. From 2005 to 2010, he was the Transactions Services Leader of the firm's U.S. Financial Services Practice, leading a newly assembled team of professionals providing service to clients pursuing transactions in the financial services sector. At the time of his retirement from PwC in 2014, he was the Transaction Services Leader of the firm's New York Metro Practice, where he led teams advising clients on complex transactions, including structuring, due diligence, valuation and financial reporting. Mr. Tillett left PwC in 2014 to take the role of Executive Vice President and Chief Financial Officer of Walter Investment Management Corp., then a publicly traded independent originator and servicer of residential mortgage loans. Walter Investment Management Corp. initiated Chapter 11 bankruptcy proceedings in November 2017 and successfully completed a financial restructuring plan in February 2018 and changed its name to Ditech Holding Corp. Mr. Tillett retired from his position in February 2018 after assisting with the development and execution of the financial restructuring plan. From January 2020 through June 2022, Mr. Tillett assisted a private mortgage servicing company in a financial consulting role. Mr. Tillett received an MBA from the Manchester Business School at the University of Manchester and a Bachelor of Science degree with an emphasis in Accounting from the University of Texas at Dallas. He is a Certified Public Accountant.

  Director qualifications: leadership, chief financial officer and executive management experience; broad business and strategically relevant experience; financial experience, including accounting, tax and financial reporting; personnel development.

Executive Officers

Set forth below are the name, age and position of each of the persons serving as our executive officers as of November 1, 2026:

Name	Age	Title
Phillip E. Cohen	79	Executive Chairman
Lachlan P. Given	49	Chief Executive Officer
Ellen Bryant	54	Chief Legal Officer and Secretary
James W. Fugitt	53	Chief Technology Officer
Lucy Hernandez	56	Chief Operations Administration Officer
Timothy K. Jugmans	50	Chief Financial Officer
John Blair Powell, Jr.	58	Chief Operating Officer
Sunil Sajnani	46	Chief Audit and Loss Prevention Executive
Lisa VanRoekel	57	Chief Human Resources Officer

Set forth below is current biographical information about our executive officers, except for Mr. Cohen and Mr. Given, whose biographical information is included under "Board of Directors" above.

Ellen Bryant — Ms. Bryant serves as Chief Legal Officer and Secretary, having been promoted to that position in January 2023 after having served as Vice President and Deputy General Counsel. Ms. Bryant joined the Company in January 2004 as Associate General Counsel and has held legal roles of increasing responsibility through August 2015, when she was promoted to Deputy General Counsel. During her tenure with the Company, Ms. Bryant has been primarily responsible for legal support of the Company's pawn segments, with experience in the U.S. and Mexico, mergers and acquisitions, financial services, compliance and general corporate matters. Prior to joining the Company, Ms. Bryant was a Staff Attorney with the Texas Automobile Dealers Association. She received a Bachelor of Arts degree from the University of Texas at Austin and a J.D. degree from the University of Houston Law Center and has been a member of the Texas State Bar since November 1998.

James W. Fugitt — Mr. Fugitt serves as Chief Technology Officer, having joined the Company in August 2025 with more than 30 years of experience building enterprise systems and information technology teams and products. Mr. Fugitt founded FastLeap in 2021, building a PaaS solution enabling rapid creation of enterprise-ready systems, and since its founding has been engaged in its growth and development. Prior to that time, he served as SVP of R&D for Aspire Ventures, LLC (January 2020 to October 2020) and CIO of Employer Direct Healthcare (October 2017 to January 2020), where he developed and executed a technology strategic plan and roadmap for the company, including the achievement of SOC 2 compliance. Prior to October 2017, Mr. Fugitt served in a variety of senior leadership roles with Santander Consumer USA, Inc., beginning in August 2004, which included Chief Information Officer and Chief Technology Officer. Mr. Fugitt's roles at Santander Consumer USA, Inc. encompassed leading an information technology organization of over 700 employees supporting a $50B+ lending portfolio. Mr. Fugitt holds a B.S. in Electrical Engineering from Columbia University.

Lucy Hernandez – Ms. Hernandez is the Chief Operations Administration Officer. She joined the Company in September 1991 as a Customer Service Representative and spent her initial three years with the Company in store-level field operations. In 1994, Ms. Hernandez transitioned to the corporate role of facilities and construction management. During her tenure with the Company, she expanded her role across real estate management, procurement, and operations administration, eventually fulfilling the role of vice president of the Company. Having served more than three decades with the Company in increasing areas of responsibility, Ms. Hernandez was appointed Chief Operations Administration Officer in October 2026. In her current role, Ms. Hernandez oversees operations administration, real estate, facilities, loss prevention, and asset protection.

Timothy K. Jugmans — Mr. Jugmans serves as Chief Financial Officer, having been appointed to that role in May 2021. He served as Interim Chief Financial Officer from September 2020 to May 2021. Prior to that, he served as Vice President, Treasury and M&A since December 2016 and as a consultant to EZCORP performing similar duties since March 2015. From January 2015 to December 2016, Mr. Jugmans was a principal of Selene Partners Inc., a financial consulting firm providing strategic advice and other business services to a variety of clients, including the Company and Morgan Schiff & Co., Inc. He served as the Chief Financial Officer of Morgan Schiff from April 2013 to December 2014, and was Chief Financial Officer of ShippingEasy, Inc. from July 2011 to April 2013. From April 2005 to June 2012, Mr. Jugmans was a Corporate Advisor at Lexicon Partners Pty Limited, an independent corporate advisory and consulting firm based in Sydney, Australia. He served in various analyst and senior analyst positions at boutique investment banks for seven years prior to that. Mr. Jugmans received a Bachelor of Business degree with a major in Finance and a minor in Mathematics from the University of Technology in Sydney. He serves as non-executive Chairman of the Board of Cash Converters International Limited (ASX:CCV), having been appointed to that position in April 2022. From April 2015 to April 2021, he served as a non-executive board member and Chairman of Ratecity Pty Ltd., which operates one of Australia's leading financial comparison sites.

John Blair Powell, Jr. — Mr. Powell serves as Chief Operating Officer and has responsibility for store-level operations for all of the Company's locations worldwide. He joined EZCORP in 1989 as a pawnbroker in Houston, Texas, and during his 30+-year tenure at EZCORP, has held all field level positions, from store level to multi-unit management positions, including Regional Director of Operations. He moved into Operations at the Corporate Support Center in 2000 and was our top Operations Administration executive for the 13 years, most recently serving as Chief Customer Service Officer for Global Pawn. Mr. Powell was named President, US Pawn in September 2020 and was promoted to President, Global Pawn in October 2021. He served as Co-Interim Chief Executive Officer from January 2022 to March 2022, when he was appointed Chief Operating Officer.

Sunil Sajnani — Mr. Sajnani joined the Company in April 2020 and serves as Chief Audit and Loss Prevention Executive. Prior to joining the Company, he spent six years at Santander Consumer USA in multiple leadership roles, initially as Chief Audit Executive and most recently as Executive Vice President, Head of Digital, Direct to Consumer and Service for Others. Prior to Santander Consumer, Mr. Sajnani held a variety of management positions at Conn's, Inc., most recently serving as the Head of Internal Audit, Enterprise Risk Management and Regulatory Compliance. He began his career with PricewaterhouseCoopers in Transaction Advisory Services, mainly serving large banks and specialty finance institutions. Mr. Sajnani received a bachelor's degree in Financial Economics from the University of Michigan at Ann Arbor and a master's degree in accounting from Eastern Michigan University. He is a Certified Public Accountant and a Certified Regulatory Compliance Manager.

Lisa VanRoekel — Ms. VanRoekel is the Chief Human Resources Officer, having joined the Company in January 2021. In March 2022, she was assigned the additional responsibility of overseeing the Company's Real Estate and Facilities team. Prior to joining the Company, Ms. VanRoekel spent 19 years in expanding roles with Grupo Santander, one of the world's largest international banks serving over 100 million customers with 187,000 employees. As an expert leading cultural change and innovative large-scale organizational transformation, Ms. VanRoekel led the Human Resources functions at Santander Digital (USA, Spain and UK), Santander Consumer USA and Santander Bank, N.A. Her most recent role with Grupo Santander was Group Vice President: Human Resources at Santander Digital, where she was responsible for successfully building digital and innovation talent across the U.S., Europe and Latin America. Prior to joining Grupo Santander, she was Director of Human Resources at Allied Riser Communications. Ms. VanRoekel holds B.S. and M.S. degrees in Journalism from East Texas A&M University (formerly East Texas State University).

Code of Conduct

We maintain a Code of Conduct that is applicable to all of our Team Members, including our Chief Executive Officer, Chief Financial Officer and Chief Accounting Officer. That Code of Conduct, which satisfies the requirements of a "code of ethics" under applicable SEC rules, contains written standards that are designed to deter wrongdoing and to promote honest and ethical conduct, including the ethical handling of actual or apparent conflicts of interest; full, fair, accurate, timely and understandable public disclosures and communications, including financial reporting; compliance with applicable laws, rules and regulations; prompt internal reporting of violations of the code and accountability for adherence to the code. A copy of the Code of Conduct is posted in the Investor Relations section on our website at www.ezcorp.com

We will post any waivers of the Code of Conduct, or amendments thereto, that are applicable to our Chief Executive Officer, Chief Financial Officer or Chief Accounting Officer in the Investor Relations section of our website at www.ezcorp.com. To date, there have been no such waivers.

Insider Trading Policy

We maintain an insider trading policy addressing the purchase, sale and other disposition of the Company's securities by its officers, directors and employees that is reasonably designed to promote compliance with U.S. federal insider trading laws, rules and regulations and the Nasdaq Listing Rules. That policy is filed as an exhibit to this report.

Corporate Governance

Controlled Company Exemptions — The Nasdaq Listing Rules contain several corporate governance requirements for Nasdaq-listed companies. These requirements generally relate to the composition of the board and its committees. For example, the rules require the following:

- A majority of the directors must be independent (Rule 5605(b)(1));
- The audit committee must have at least three members, each of whom must be independent (Rule 5605(c)(2));
- Executive officer compensation must be determined, or recommended to the board of directors for determination, by either (1) a majority of the independent directors or (2) a compensation committee comprised solely of independent directors (Rule 5605(d)); and
- Director nominations must be selected, or recommended for the board's selection, by either (1) a majority of the independent directors or (2) a nominations committee comprised solely of independent directors (Rule 5605(e)).

Rule 5615(c)(2), however, provides that a "Controlled Company" is exempt from the requirement to have a majority of independent directors and from the requirements to have independent director oversight over executive compensation and director nominations. The Listing Rules define a "Controlled Company" as a company of which more than 50% of the voting power for the election of directors is held by an individual, a group or another company. EZCORP is a "Controlled Company" within this meaning by virtue of the fact that 100% of the outstanding Class B Voting Common Stock (the only class of voting securities outstanding) is held of record solely by MS Pawn Limited Partnership and beneficially by Phillip E. Cohen.

The Company has relied on the Controlled Company exemptions in the past, but is not currently relying on such exemptions. The controlling shareholder or the Board may implement changes in the future that would again require the Company to rely on the Controlled Company exemptions under the Nasdaq Listing Rules.

Committees of the Board of Directors — The Board of Directors maintains the following committees to assist it in its oversight responsibilities. The current membership of each committee is indicated in the list of directors set forth under "Board of Directors" above.

- *Audit and Risk Committee* — The Audit and Risk Committee assists the Board in fulfilling its responsibility to provide oversight with respect to our financial statements and reports and other disclosures provided to stockholders, the system of internal controls, the audit process and legal and ethical compliance. Its duties include reviewing the scope and adequacy of our internal and financial controls and procedures; reviewing the scope and results of the audit plans of our independent and internal auditors; reviewing the objectivity, effectiveness and resources of the internal audit function; and appraising our financial reporting activities and the accounting standards and principles followed. The Audit and Risk Committee also selects, engages, compensates and oversees our independent auditor and pre-approves all services to be performed by the independent auditing firm.

  The Audit and Risk Committee has further responsibility for overseeing our risk management and compliance processes. In carrying out that responsibility, the Audit and Risk Committee ensures that adequate policies and procedures have been designed and implemented to (a) manage and monitor significant risks the Company faces, including financial, operational, security, IT and cybersecurity, legal, compliance and regulatory risks; and (b) assure compliance with all applicable laws and regulations, including data privacy requirements.

  The Audit and Risk Committee is comprised entirely of directors who satisfy the standards of independence described under "Part III, Item 13 — Certain Relationships and Related Transactions, and Director Independence — Director Independence," as well as additional or supplemental independence standards applicable to audit committee members established under applicable law and Nasdaq listing requirements. The Board has determined that each Audit and Risk Committee member meets the Nasdaq "financial literacy" requirement and that Mr. Tillett, Chair of the committee, Mr. Appel, and Mr. Kulas are "financial experts" within the meaning of the current rules of the SEC.

- *People and Compensation Committee* — The People and Compensation Committee has primary responsibility of reviewing, analyzing and (as appropriate) approving, on behalf of the Board, executive compensation and organizational development matters and otherwise assisting the Board in its overall responsibility to enable the Company to attract, retain, develop and motivate qualified executives and employees who will contribute to our long-term success. Specific responsibilities and duties include assisting management and the Board in identifying, developing and evaluating potential candidates for senior executive positions; overseeing the development of succession plans for senior executive positions; reviewing and approving (or recommending, as appropriate) amounts and types of compensation to be paid to our executive officers; reviewing and recommending to the full Board the amount and type of compensation to be paid to our non-employee directors; reviewing and recommending to the full Board all equity compensation to be paid to our Team Members (including the executive officers); and advising management with respect to the quality of the workforce to carry out our strategic goals. The People and Compensation Committee is comprised entirely of directors who satisfy the standards of independence described under "Part III, Item 13 — Certain Relationships and Related Transactions, and Director Independence — Director Independence."

- *Nominating Committee* — The Nominating Committee assists the Board with respect to the selection and nomination of candidates for election or appointment to the Board, including making recommendations to the Board regarding the size and composition of the Board and its committees; recommending to the Board the qualifications needed or required of Board members; identifying and evaluating qualified individuals to become Board members; making recommendations to the full Board regarding the nomination of appropriate candidates; and assessing and monitoring each continuing and prospective director's independence and qualification to serve on the Board and its committees. The Nominating Committee is comprised entirely of directors who satisfy the standards of independence described under "Part III, Item 13 — Certain Relationships and Related Transactions, and Director Independence — Director Independence."

Each of the three standing committees is governed by a written charter, a copy of which can be found in the Investor Relations section of our website at www.ezcorp.com.

Meetings and Attendance — The following table sets forth the number of meetings held during fiscal 2026 by the Board of Directors and each committee thereof, as well as the number of times during the year that action was taken by unanimous written consent. Our bylaws currently require the unanimous attendance of all directors in order for a quorum to be present at a meeting of the Board of Directors. In addition to the number of official Board meetings noted below, the Board of Directors also held seven other meetings that were not considered official meetings of the Board due to the absence of a quorum.

All directors attended at least 75% of the meetings of the Board and of the committees on which they served.

	Fiscal 2026	
	Meetings Held	Action by Unanimous Written Consent
Board of Directors	8	8
Audit and Risk Committee	5	1
People and Compensation Committee	6	1
Nominating Committee	—	1

In addition, during fiscal 2022, the Board of Directors formed and commissioned a "Share Buyback Committee," consisting of Mr. Appel, Mr. Given, Mr. Kulas and Mr. Tillett, for the purpose of reviewing and approving the Company's share repurchase plans. That committee met three times during fiscal 2026.

ITEM 11. EXECUTIVE COMPENSATION

Compensation Discussion and Analysis

This Compensation Discussion and Analysis describes our compensation practices and the executive compensation policies, decisions and actions of the People and Compensation Committee of our Board of Directors (the "Committee"). It focuses specifically on compensation earned during fiscal 2026 by the following individuals, referred to as our Named Executive Officers.

Name	Position
Lachlan P. Given	Chief Executive Officer
Timothy K. Jugmans	Chief Financial Officer
Phillip E. Cohen	Executive Chairman
John Blair Powell, Jr.	Chief Operating Officer
Ellen Bryant	Chief Legal Officer & Secretary

Executive Compensation Philosophy and Program Design

Philosophy and Goals — We have designed our executive compensation program to accomplish the following primary goals:

Attract and retain high performers	Compensation is competitive to attract and retain high performers When performance objectives are achieved, resulting pay is competitive with market When performance is outstanding and exceeds performance objectives, resulting pay is positioned above, and potentially near the top of, the market
Pay for performance	The majority of compensation is performance-based (short-and long-term) These performance-based incentives are tied to the achievement of financial and strategic objectives, recognizing company-wide and individual performance
Shareholder alignment	The value of equity awards is dependent on our stock performance and the achievement of objective financial goals Equity incentives will have the greatest weight in the mix of variable compensation for executives
Long-term commitment	Equity incentive awards vest over multiple years to align executives with the investment horizon of long-term shareholders After vesting, executives are subject to stock ownership requirements

These principles are reflected in the following best-practice features of our executive compensation program:

What We Do	What We Don't Do
☑ Emphasize performance-based variable pay	☒ Generally, no single trigger change-in-control payments
☑ Link significant portion of equity incentive grants to performance goals	☒ No significant perquisites
☑ Require stock retention by executives and directors	☒ No hedging
☑ Perform annual risk assessments	
☑ Retain an independent compensation consultant	
☑ Maintain an incentive clawback policy	

Compensation Components — "Total direct" compensation is composed of four principal components, each one contributing to the accomplishment of our compensation program goals:

Compensation Component	Description	Attract and Retain	Pay for Performance	Shareholder Alignment	Long-term Commitment
Base salary	A market-competitive salary to provide a fixed annual cash income	✓			
Short-term incentives	Annual cash incentive opportunity tied to an assessment of annual corporate and business unit financial performance, as well as individual contributions	✓	✓	✓	
Long-term incentives	Equity incentive grants with vesting tied to achievement of earnings-based goals and continued employment	✓	✓	✓	✓
Executive retirement (US only)	Annual retirement plan contributions that vest over three years	✓			✓

The Committee reviews the executive pay mix on an annual basis. The Committee does not target a fixed percentage allocation among the compensation components, but rather aims to provide the majority of executive officer compensation opportunities in the form of at-risk incentive compensation.

Benchmarking and Peer Group Data

To attract and retain the best executives for key management positions, we provide compensation opportunities that are competitive based on peer group and survey data. We do not target any specific pay percentile for our executive officers. It is important to note, however, that the majority of pay opportunities for our top executives are incentive-based and that actual realizable compensation is heavily dependent upon actual business results. See “Executive Compensation Philosophy and Program Design” above. Failure to achieve targeted results could result in realized compensation being below the competitive benchmarks. Conversely, our incentive compensation programs provide opportunities for compensation to exceed the competitive benchmarks if specified objectives are achieved at targeted levels or higher. The Committee believes that actual realizable compensation for our top executives is well aligned with our performance.

The Committee asks its independent compensation consultant to conduct an annual competitive compensation review to benchmark compensation for executive officers. Mercer (US) Inc. (“Mercer”), the Committee’s independent compensation consultant, delivered its Fiscal 2026 Executive Compensation Competitive Market Assessment (the “FY26 Mercer Executive Compensation Report”) to the Committee in July 2025 in connection with the Committee’s review and evaluation of the executive compensation program and pay levels for fiscal 2026. For that report, Mercer collected competitive pay data for a peer group of 14 publicly traded companies that were reviewed and approved by the Committee in April 2025.

There is one U.S. publicly traded company in the marketplace with which we directly compete, FirstCash Holdings, Inc. As a result, the Committee uses a set of similarly-sized companies from relevant industries that serve similar customer bases, operate in the retail or consumer finance industries and typically have similar operating dynamics as the Company. The Committee believes this approach appropriately reflects the diverse labor market for executive talent in which we compete and presents a reasonable reference for evaluating the competitiveness of our executive compensation levels and practices.

The fiscal 2026 peer group consisted of the following companies:

Peer Company	Stock Symbol	Primary Business
The Cato Corporation	CATO	Apparel Retail
Credit Acceptance Corporation	CACC	Consumer Finance
Encore Capital Group, Inc	ECPG	Consumer Finance
Enova International, Inc.	ENVA	Consumer Finance
FirstCash Holdings, Inc.	FCFS	Consumer Finance - Pawn Operator
Green Dot Corporation, Inc.	GDOT	Consumer Finance
LendingClub Corporation	LC	Consumer Finance
LendingTree, Inc.	TREE	Consumer Finance
Oportun Financial Corporation	OPRT	Consumer Finance
PROG Holdings, Inc.	PRG	Consumer Finance
PRA Group, Inc.	PRAA	Consumer Finance
Regional Management Corp.	RM	Consumer Finance
SLM Corporation	SLM	Consumer Finance
World Acceptance Corporation	WRLD	Consumer Finance

In comparison to the peer group used in fiscal 2025, in fiscal 2026, two companies were removed and two were added. The Aaron's Company was removed as it is now privately held, and Conn's Inc. was removed as it was delisted from NASDAQ. PROG Holdings, Inc. and SLM Corporation were added to preserve the size of the peer group and maintain focus on the Consumer Finance industry. When the peer group was approved by the Committee, Mercer noted that the Company was at the 55th percentile of the peer group in terms of revenue size and at the 43rd percentile in terms of market capitalization.

To benchmark our executive compensation, Mercer used peer group data from the most recently available proxy filings (CEO and CFO positions and other executive positions where available) and its own executive compensation survey data (for all executive officer positions). Additional data from other published surveys was used as secondary reference points.

The FY26 Mercer Executive Compensation Report contained the following general observations, which the Committee took into consideration in evaluating and approving executive compensation for fiscal 2026:

- Total cash compensation (at target levels) for our executive officers as a group approximates the 63rd percentile, with all executive officers approximating or exceeding the 50th percentile.
- Long-term incentive compensation (at target levels) for our executive officers as a group is at the 55th percentile, with half of our executive officers approximating or exceeding the 50th percentile.
- As a whole, total direct compensation (cash compensation plus long-term incentive) for our executive officers as a group is at the 61st percentile, with all executive officers approximating or exceeding the 50th percentile.

Components of Compensation and Fiscal 2026 Executive Compensation Actions

Our executive compensation program consists of four main elements: base salaries, short-term cash incentive opportunities, long-term incentive opportunities (generally paid in the form of equity awards) and other benefits, including healthcare and retirement. Each of these components is discussed in more detail below, along with the compensation actions that were taken during fiscal 2026.

Base Salary

Our primary objective with respect to base salary levels is to provide sufficient fixed cash income to attract and retain experienced leaders in a competitive market. The base salaries of our executive officers are reviewed and adjusted (if appropriate) annually to reflect, among other things, individual performance, review of market data, experience in role, macro-economic conditions and internal equity.

The following table shows, for each Named Executive Officer, the base salaries that were in effect for fiscal 2026 and 2025:

Named Executive Officer	Fiscal 2026 Base Salary	Fiscal 2025 Base Salary	Increase
Lachlan P. Given	$ 800,000	$ 750,000	7%
Timothy K. Jugmans	$ 500,000	$ 500,000	0%
Phillip E. Cohen	$ 1,500,000	$ 1,500,000	0%
John Blair Powell, Jr.	$ 675,000	$ 600,000	13%
Ellen Bryant	$ 500,000	$ 450,000	11%

In September 2026, the Committee determined that the fiscal 2027 base salaries for the Named Executive Officers would be as follows: Mr. Given, $900,000 (13% increase); Mr. Jugmans, $600,000 (20% increase); Mr. Cohen, $1,500,000 (0% increase); Mr. Powell, $700,000 (4% increase); and Ms. Bryant, $500,000 (0% increase).

Annual Short-Term Incentive

Our executive officers, as well as other key Team Members, are eligible to participate in our annual short-term incentive ("STI") plan. The plan is designed to provide financial reward contingent on achievement of annual corporate and business unit financial results, as well as personal objectives tied to our strategic goals.

The following is a summary of the terms of the fiscal 2026 STI plan, which the Committee approved in April 2025:

- The fiscal 2026 STI plan provides cash bonus opportunities based on achievement of specified performance goals. The bonus opportunity for each participant was determined based on a designated target amount, a business performance modifier based on the achievement of specified EBITDA-based performance goals for the Company as a whole (consolidated) and each business unit, and an assessment of individual performance.
- Participants were assigned to one of two "STI Incentive Pools" — Consolidated Executive Officer and Consolidated — and the total target amount for each pool equaled the aggregate designated target amount for the participants in that pool.
- The plan was subject to a "Company Performance Gate," such that no pool would be funded if the Company did not achieve the minimum level of Adjusted EBITDA required for a corporate-level payout.
- If the Company Performance Gate was achieved, then each pool was funded in a range from 0% to 150% of the total target amount assigned to that pool, based on the level of achievement of the applicable performance goal for that pool.
- The performance goal for both the Consolidated Executive Officer pool and the Consolidated pool was based on the consolidated Adjusted EBITDA shown in the Board-approved budget for fiscal 2026 (excluding any impact of our investment in Cash Converters). The threshold level for each pool (i.e. the performance needed to achieve 50% funding) was set at 85% of the designated performance goal for that pool, and the maximum level (i.e. the performance needed to achieve 150% funding) was set at 115% of the designated performance goal. The Company Performance Gate was set at 85% of the consolidated performance goal.
- The Committee retained discretionary authority to make adjustments to the reported EBITDA as it, in its sole discretion, determined to be necessary, appropriate or desirable to take into consideration special events or other circumstances reasonably beyond management's control (referred to as "Adjusted EBITDA").
- Each participant's bonus amount was funded out of their assigned pool based on an evaluation of their individual performance against objectives specified at the beginning of the year. For all participants other than the executive officers, the final bonus amounts were determined by management. For the executive officers (other than the CEO), the final bonus amounts were recommended by the CEO and approved by the Committee. The final bonus amount for the CEO was determined by the Committee.

The following table sets forth the fiscal 2026 STI target amount for each of the Named Executive Officers:

Named Executive Officer (1)	Fiscal 2026 STI Target Amount	Target Amount as % of Base Salary
Lachlan P. Given	$ 1,200,000	150%
Timothy K. Jugmans	$ 500,000	100%
John Blair Powell, Jr.	$ 675,000	100%
Ellen Bryant	$ 340,000	68%

(1) Mr. Cohen, in his role as Executive Chairman, is not a participant in the STI plan, but is subject to a separate incentive opportunity specified in the terms of his employment. Pursuant to those terms, he had the opportunity to earn an incentive award of up to $1,750,000. See "Executive Chairman Incentive Award" below.

The amount of each Named Executive Officer's STI bonus opportunity at the Threshold, Target and Maximum levels is set forth in the "Grants of Plan-Based Awards" table under "Incentive Plan Based Awards" below.

All of the Named Executive Officers were assigned to the Consolidated Executive Officer pool. During fiscal 2026, the Company achieved 150% of the specified consolidated performance goal.

In addition to the noted financial performance, management was successful in completing specific initiatives that were designed to drive progress across the key strategic focus areas for fiscal 2026, which included:

- Strengthening our core pawn business;
- Driving cost efficiency;
- Improving our Team Member experience;
- Improving and expanding our customer engagement through innovation and growth;
- Modernizing our IT and data management systems;
- Enhancing and maintaining our culture of risk management and compliance; and
- Developing the foundations of a comprehensive and integrated sustainability program.

These strategic focus areas provided the foundation for delivering strong financial performance through increased earnings and efficient balance sheet management.

Following a consideration of all of these factors, the Committee approved a funding level of 150% for the Consolidated Executive Officer pool, which included all of the Named Executive Officers. The specific bonus amount approved for each Named Executive Officer is indicated in the "Non-Equity Incentive Plan Compensation" column in the Summary Compensation Table below. Those amounts were calculated as follows:

Named Executive Officer (1)	Target Amount	STI Payout	Percent of Target Awarded
Lachlan P. Given	$ 1,200,000	$ 1,800,000	150 %
Timothy K. Jugmans	$ 500,000	$ 750,000	150 %
John Blair Powell, Jr.	$ 675,000	$ 1,012,500	150 %
Ellen Bryant	$ 340,000	$ 510,000	150 %

(1) Mr. Cohen's bonus payout was calculated as described below under "Executive Chairman Incentive Award."

In September 2026, the Committee approved the STI plan for fiscal 2027. The fiscal 2027 STI plan contains the same design elements as the fiscal 2026 plan. For fiscal 2027, the Target Amounts for each of the Named Executive Officers will be as follows: Mr. Given, $1,350,000; Mr. Jugmans, $600,000; Mr. Powell, $700,000; and Ms. Bryant, $360,000.

Long-Term Incentives

General — Long-term incentive ("LTI") compensation, in the form of equity awards, is a key component in our executive compensation program, helping to encourage long-term commitment, shareholder alignment and long-term performance orientation. The value of equity awards over time bears a direct relationship to the price of our stock and the gain or loss experienced by our stockholders.

All of our executive officers are eligible to receive LTI awards. We structure our LTI compensation program to place greater emphasis on long-term performance that enhances stockholder value. Many of our peers have a significant time-based vesting component to their long-term awards, while 80% of our LTI awards are subject to performance-based vesting. To further emphasize the long-term nature of these awards, all LTI awards vest at the end of a three-year performance period. The Committee believes this structure incentivizes and rewards longer-term vision and strategies and provides a balance to our short-term programs, which are focused on annual performance.

We are currently issuing LTI awards under the 2022 Long-Term Incentive Plan, as amended (the "2022 LTI Plan"). Under the terms of the 2022 LTI Plan, all awards must be approved by the full Board of Directors, following recommendation by the Committee.

Grant frequency — Although LTI awards may be made at any time as determined by the Committee and approved by the Board, the Committee generally considers new LTI grants for executive officers and other key employees on an annual basis. Given that these annual LTI awards are intended to incentivize performance over the full designated performance period, the Committee considers it appropriate to use the closing stock price on the last trading day of the fiscal year before the beginning of the performance period in determining the number of shares or units to be granted. In the Committee's view, this methodology, consistently applied, neutralizes the stock price as a factor impacting the timing of awards.

Fiscal 2026 Actions — For fiscal 2026, the Committee took the following actions regarding LTI awards:

- *Grant of fiscal 2026 LTI awards* — In April 2025, the Committee approved the design and structure of the fiscal 2026 LTI awards. In October 2025, the Committee authorized the issuance of awards to the executive officers and other key employees, which awards were granted in October 2025 following approval by the Board. The number of units awarded to each participant was determined by dividing the participant's designated LTI target amount by $19.04, the closing trading price of our Class A Non-Voting Common Stock on September 30, 2025. The following table shows the fiscal 2026 LTI awards for the Named Executive Officers (other than Mr. Cohen, who is subject to a separate incentive program and is not eligible for LTI awards):

Named Executive Officer	Fiscal 2026 LTI Target Amount	Number of Units
Lachlan P. Given	$ 4,000,000	210,084
Timothy K. Jugmans	$ 1,400,000	73,529
John Blair Powell, Jr.	$ 1,600,000	84,034
Ellen Bryant	$ 575,000	30,200

The awards took the form of restricted stock units with the following terms:

- Performance will be measured over the three-year performance period from fiscal 2026 to fiscal 2028.
- Vesting for 80% of the units awarded is subject to performance measured against specified net income targets — 20% of the units are allocated to each of the three years in the performance period (with each year measured separately based on an annual Adjusted Net Income performance goal), and 20% of the units are subject to a cumulative performance goal based on Adjusted Net Income growth over the three-year performance period.

  The Committee continues to consider net income to be the long-term shareholder value metric against which management should be measured, as it reflects the scaling of profitability in a fiscally robust way. Net income takes into account the full bottom-line performance and growth of the Company, including a prudent capital structure; it is the metric that primarily drives our stock price, closely aligning management's interests with those of our shareholders; it is one of the three primary financial goals in the Company's "Strategic Goals and Measures" framework; and it is less susceptible to manipulation, as EPS often is with debt-financed share buybacks that potentially put financial position at risk.
- The remaining 20% of the units are subject to time-based vesting, contingent only on continuous active employment through the end of the performance period.
- The number of performance-based units (whether annual or cumulative) that will be available to vest at the end of the performance period will range from 50% (assuming minimum threshold performance is achieved) and 150%, depending on the level of performance target achievement. There is no "bonus" unit opportunity for the time-based units, and they will vest at 100% only if the continuous active employment condition is met; otherwise, they will be forfeited.

The Committee believes this structure aligns with the Company's business strategy by maintaining executive focus on each year's results but also driving long-term, multi-year performance. Additionally, the Committee determined, with the advice of its independent consultant, that the inclusion of a relatively small time-based element aligns the Company's equity awards with market comparables.

The design of the LTI awards for fiscal 2024 and fiscal 2025 is substantially similar to the fiscal 2026 plan described above, except for the applicable three year period, which for each award begins with the fiscal year identified in the title of the grant.

- *Vesting of fiscal 2024 awards* — The fiscal 2024 LTI awards were approved in October 2023. The Committee previously determined that 133% of the units allocated to fiscal 2024 and 150% of the units allocated to fiscal 2025 were available for vesting for those participants whose employment continued through fiscal 2026.

  During fiscal 2026, the Company's Adjusted Net Income performance exceeded the specified performance goal at the target level, and in November 2026, the Committee determined that 150% of the units allocated to fiscal 2026 (along with the units allocated to fiscal 2024 and fiscal 2025 as described above) were vested for those participants whose employment continued through the end of fiscal 2026. The resulting vesting for the Named Executive Officers was as follows: 430,495 units for Mr. Given (including 115,344 bonus units); 115,901 units for Mr. Jugmans (including 31,053 bonus units); 198,690 units for Mr. Powell (including 53,236 bonus units); and 56,295 units for Ms. Bryant (including 15,083 bonus units).

- *Second-year performance of fiscal 2025 awards* — The fiscal 2025 LTI awards were approved in October 2024, and the awards have a three-year performance period from fiscal 2025 through fiscal 2027. The Committee previously determined in November 2025 that 150% of the units allocated to fiscal 2025 were available for vesting for those participants whose employment continues through fiscal 2027.

  During fiscal 2026, the Company's Adjusted Net Income performance exceeded the specified performance goal at the target level, and in November 2026, the Committee determined that 150% of the units allocated to fiscal 2025 were available for vesting for those participants whose employment continues through the end of fiscal 2027. For the Named Executive Officers, the cumulative number of units available to vest, inclusive of fiscal 2025 and fiscal 2026 performance tranches, includes 294,378 units for Mr. Given (including 80,283 bonus units); 88,312 units for Mr. Jugmans (including 24,084 bonus units); 117,750 units for Mr. Powell (including 32,112 bonus units); and 44,156 units for Ms. Bryant (including 12,042 bonus units).

- *First-year performance of fiscal 2026 awards* — During fiscal 2026, the Company's Adjusted Net Income performance exceeded the specified performance goal at the target level, and in November 2026, the Committee determined that 150% of the units allocated to fiscal 2026 are available for vesting for those participants whose employment continues through the end of fiscal 2028. For the Named Executive Officers, this includes 105,044 units for Mr. Given (including 21,008 bonus units); 36,766 units for Mr. Jugmans (including 7,352 bonus units); 42,019 units for Mr. Powell (including 8,403 bonus units); and 15,102 units for Ms. Bryant (including 3,019 bonus units).

- *Grant of fiscal 2027 Awards* — In April 2026, the Committee approved the plan design for the fiscal 2027 LTI awards. The three-year performance period covers the period from fiscal 2027 through fiscal 2029. The fiscal 2027 LTI awards were granted in October 2026. The number of units awarded to each participant was determined by dividing the participant's designated LTI target amount by $29.76, the closing trading price of our Class A Non-Voting Common Stock on September 30, 2026. The following table shows the fiscal 2027 LTI awards for the Named Executive Officers (other than Mr. Cohen, who is subject to a separate incentive program and is not eligible for LTI awards):

Named Executive Officer (1)	Fiscal 2027 LTI Target Amount	Number of Units
Lachlan P. Given	$ 5,000,000	168,011
Timothy K. Jugmans	$ 1,750,000	58,804
John Blair Powell, Jr.	$ 2,200,000	73,925
Ellen Bryant	$ 750,000	25,202

(1) In September 2026, the Committee approved increases in the LTI target amounts for Mr. Given (from $4,000,000 to $5,000,000), Mr. Jugmans (from $1,400,000 to $1,750,000), Mr. Powell (from $1,600,000 to $2,200,000), and Ms. Bryant (from $575,000 to $750,000). These changes better align the executives' long-term incentive compensation and total direct compensation with peer group executives in comparable positions (at the 60th percentile and 61st percentile, respectively, for Mr. Given; at the 66th percentile and 70th percentile, respectively, for Mr. Jugmans; above 75th percentile and above 75th percentile, respectively, for Mr. Powell; and at the 47th percentile and 68th percentile, respectively, for Ms. Bryant), and is consistent with the Company's pay-for-performance philosophy and emphasis on long-term compensation.

Executive Chairman Incentive Award

As Executive Chairman, Mr. Cohen has an incentive compensation opportunity of $1,750,000 per year, awarded in the form of cash-settled phantom stock units ("Units") tied to the trading price of the Company's Class A Common Stock, as follows:

- *Award* — At the beginning of a fiscal year (the "Performance Year"), the number of Units awarded is determined by dividing $1,750,000 by the stock price at the close of the immediately preceding fiscal year.

- *Vesting* — The awarded Units vest at the end of the Performance Year so long as the "Company Performance Gate" under the Company's STI plan for the Performance Year has been achieved. The Company Performance Gate is the level of performance (generally measured in terms of Adjusted EBITDA) needed to achieve any payout under the STI plan. Even if the Company Performance Gate is achieved, the Committee in its discretion may reduce the number of Units that vest based upon the Committee's evaluation of Mr. Cohen's achievement of individual performance objectives. Conversely, if the Company Performance Gate is not achieved, the Committee in its discretion may choose to vest some or all of the Units based an evaluation of Mr. Cohen's achievement of individual performance objectives.
- *Payout* — The vested Units will be paid out in two installments. The first installment will be paid as soon as practicable after the end of the Performance Year and will be an amount of cash equal to 50% of the vested Units multiplied by the stock price at the end of the Performance Year. The second installment will be paid out at the end of the next fiscal year and will be an amount of cash equal to 50% of the vested Units multiplied by the stock price at that time.

At the beginning of fiscal 2026, Mr. Cohen received 91,911 Units (the "FY26 Units"), which was calculated by dividing the bonus opportunity ($1,750,000) by $19.04, the closing trading price of our Class A Non-Voting Common Stock on September 30, 2025. In September 2026, the Committee reviewed and evaluated Mr. Cohen's individual performance during fiscal 2026, noting Mr. Cohen's valuable contributions in key strategic areas, including the following:

- Providing leadership and mentorship to the CEO, COO and CFO;
- Providing counsel and advice on development and execution of strategic plan;
- Providing direction, high-level involvement and support on key growth initiatives, including acquisitions, strategic investments and partnerships and de novo developments;
- Providing counsel and operational guidance to improve store-level performance and Team Member engagement; and
- Providing thought leadership and guidance on financing and capital allocation strategies.

As noted above, the Committee has determined that the Company Performance Gate under the fiscal 2026 STI plan has been achieved. See "Annual Short-Term Incentive" above. Consequently, and taking into consideration the Committee's evaluation of Mr. Cohen's individual performance, the Committee approved the vesting of 100% of the FY26 Units. Under the terms of Mr. Cohen's incentive opportunity, 50% of those Units (or 45,956 Units) will be paid out on a per-Unit value of $29.76 (the closing trading price of our Class A Common Stock on September 30, 2026), translating to a cash payout of $1,367,651. The remaining 50% of the FY26 Units (45,955 Units) will be paid at the end of fiscal 2027 based on the closing trading price of our Class A Non-Voting Common Stock at that time.

In September 2026, the Committee increased Mr. Cohen's incentive compensation opportunity at $2,000,000, and for fiscal 2027, Mr. Cohen received 67,204 Units (the "FY27 Units"), which was calculated by dividing the bonus opportunity ($2,000,000) by $29.76, the closing trading price of our Class A Non-Voting Common Stock on September 30, 2026. The FY27 Units will be subject to the vesting and payout terms described above.

Supplemental Executive Retirement Plan

We provide selected executives with a non-qualified Supplemental Executive Retirement Plan ("SERP") to offer a competitive benefit and to assist in offsetting potential impacts of contribution limitations applicable to our 401(k) retirement savings plan. For fiscal 2026, the Committee approved SERP contributions for each of the executive officers equal to 10% of base salary. This resulted in the following SERP contributions for each of the Named Executive Officers (other than Mr. Cohen who is not eligible for SERP contributions):

Named Executive Officer		Fiscal 2026 SERP Contribution
Lachlan P. Given	$	80,000
Timothy K. Jugmans	$	50,000
John Blair Powell, Jr.	$	67,500
Ellen Bryant	$	50,000

In September 2026, the Committee approved fiscal 2027 SERP contributions equal to 10% of base salary for each of the executive officers (other than Mr. Cohen). For the Named Executive Officers, those contributions were $90,000 for Mr. Given, $60,000 for Mr. Jugmans, $70,000 for Mr. Powell and $50,000 for Ms. Bryant.

Other Benefits and Perquisites

The executive officers participate in other benefit plans on the same terms as other Team Members. These plans include medical, dental, life insurance and our 401(k) retirement savings plan. In addition, we provide supplemental healthcare benefits to our executive officers. The amount of that benefit for the Named Executive Officers is included in the "All Other Compensation" column of the Summary Compensation Table below.

Executive Compensation Governance and Process

Composition of the People and Compensation Committee

The People and Compensation Committee is comprised of five members — Mr. Lagos (Chair), Mr. Appel, Ms. Arnold, Mr. Kulas, and Mr. Tillett — each of whom is an independent director. See "Part III, Item 10 — Directors, Executive Officers and Corporate Governance — Board of Directors."

Role of the Committee

The Board of Directors has authorized the Committee to establish the compensation programs for all executive officers and to provide oversight for compliance with our compensation philosophy. The Committee delegates the day-to-day administration of the compensation plans to management and retains responsibility for ensuring that the plan administration is consistent with our policies.

Annually, the Committee sets the compensation for our executive officers, including objectives and awards under incentive plans (subject to approval of LTI awards by the Board of Directors). The Committee also reviews all other proposed LTI awards and makes recommendations to the Board of Directors on proposed LTI awards and the appropriate compensation for the non-employee directors.

The Committee also oversees the Company's human capital management (HCM) strategy, policies and activities, including succession planning and corresponding individual development in order to maintain the talent necessary to fulfill our operational and strategic objectives; belonging initiatives; Team Member engagement; and assessing the overall effectiveness of our HCM programs. For more information on the Committee's role, see "Part III, Item 10 — Directors, Executive Officers and Corporate Governance — Corporate Governance — Committees of the Board — People and Compensation Committee," as well as the Committee's charter, which can be found in the Investor Relations section of our website at www.ezcorp.com.

Role of Management

The Committee receives data regarding compensation trends, succession plans, issues and recommendations from management. Members of management, including the Chief Executive Officer, Chief Human Resources Officer and Chief Legal Officer, attend Committee meetings at the invitation of the Committee. In addition, our Chief Executive Officer provides input on individual performance and recommendations regarding compensation adjustments to the Committee for executive officer positions other than his own.

Role of the Independent Compensation Consultant

Under its charter, the Committee has sole authority to retain, terminate, obtain advice from, oversee and compensate its outside advisors, including its compensation consultant. We have provided appropriate funding to the Committee to do so.

Since March 2020, the Committee has retained Mercer as its independent compensation consultant. The Committee's independent compensation consultant reports directly to the Committee, and the Committee may replace its independent compensation consultant or hire additional consultants at any time. The Committee's independent compensation consultant communicates with, and attends meetings of, the Committee as requested.

The Committee annually evaluates the independence of its independent compensation consultant in providing executive compensation consulting services, and to date has found no conflict of interest with respect to Mercer.

During fiscal 2026, Mercer, among other things, advised the Committee on the principal aspects of our executive compensation program, updated the Committee on evolving best practices and provided market information and analysis regarding the competitiveness of our program design and award values.

Compensation Risk

The Committee continually monitors our general compensation practices, specifically the design, administration and assessment of our incentive plans, to identify any components, measurement factors or potential outcomes that might create an incentive for excessive risk-taking detrimental to the Company. The Committee has determined that our compensation plans and policies do not encourage excessive risk-taking.

Our executive compensation program provides a balance of short-term and long-term incentives that reward achievement of profitable, consistent and sustainable results. These include:

- Annual incentive compensation tied to achievement of profitable Company or business unit performance (as measured by consolidated and/or business unit EBITDA);
- Meaningful long-term equity incentive opportunities that are substantially performance-based and provide an incentive to deliver long-term growth in stockholder value as a result of sustained earnings growth.

We maintain the following policies to mitigate compensation risk:

- *Compensation Recovery Policy* — The Board of Directors has adopted a Compensation Recovery Policy that complies with the requirements of the Nasdaq Listing Rules. Under the policy, the Company generally is required to take reasonably prompt action to recover "Erroneously Awarded Compensation" from the persons subject to the policy (including the executive officers) if the Company is required to prepare an accounting restatement due to the Company's material noncompliance with financial reporting requirements. "Erroneously Awarded Compensation" is the amount of incentive compensation received by a covered person in excess of the amount that would have been received had it been determined based on the restated amounts. A copy of the Compensation Recovery Policy, which became effective on August 1, 2023, is filed as an exhibit to this Report.
- *Anti-Hedging Policy* — We maintain a policy prohibiting the trading of "derivative securities" related to, or engaging in "short sales" of, our stock by members of the Board of Directors, executive officers or any other persons associated or affiliated with the Company (through employment, contractual relationship or otherwise) who are designated from time to time by the Board of Directors. For purposes of the policy, a "derivative security" is any option, warrant, convertible security, stock appreciation right or similar right with an exercise or conversion privilege at a price related to our stock, or similar securities with a value derived from the value of our stock; and a "short sale" is any sale of stock that the seller does not own or any sale that is consummated by the delivery of stock borrowed by, or for the account of, the seller. The Board believes that this policy, by preventing the shifting of the risks of ownership of Company stock, helps to align the interests of management with the interests of the other Company stockholders.
- *Executive Share Retention Policy* — The Board of Directors has adopted stock ownership requirements applicable to the members of the Board of Directors and the executive officers. Pursuant to those requirements, each non-executive member of the Board of Directors and each executive officer is required to hold a number of shares of Class A Non-Voting Common Stock having a market value equal to the applicable "Required Multiple" of the annual retainer fee (in the case of the non-executive directors) or base salary (in the case of the executive officers). The Required Multiple is 4X for the non-executive directors and the CEO, 2X for the Executive Chairman and 1X for the other executive officers. Each person subject to the stock ownership requirements is required to hold at least 50% (in the case of the non-executive directors) or 30% (in the case of the executive officers) of each vesting of restricted stock or restricted stock units until the required stock ownership amount is satisfied. Thereafter, such person can sell shares (subject to our trading window policy) as long as the required stock ownership amount is maintained. Because each share of Class B Voting Common Stock is convertible into a share of Class A Non-Voting Common Stock, the shares of Class B Voting Common Stock held by Mr. Cohen are treated as the equivalent number of shares of Class A Non-Voting Common Stock for purposes of applying the stock ownership requirements.

  All directors and executive officers are currently in compliance with the stock ownership requirements.

Other Executive Compensation Matters

Change in Control Severance Plan — The executive officers (other than Mr. Cohen) are participants in the EZCORP, Inc. Change in Control Severance Plan (the "CIC Severance Plan"), which was approved and adopted by the Board of Directors in November 2022. A participant in the CIC Severance Plan is entitled to receive certain severance benefits if both of the following events occur (a "double trigger"): The Company experiences a change in control ***and*** the executive's employment is terminated within two years thereafter. The severance benefits include a cash payment equal to (1) a multiple of the participant's annual base salary and target STI bonus plus (2) the participant's prorated target bonus for the year in which the termination occurs. In addition, the Company will provide continued healthcare benefits for a number of years equal to the applicable multiple. The multiple referred to varies by executive officer, with the CEO, COO and CFO having multiples of 2.0 and the remaining executive officer participants having multiples of 1.5.

The Board of Directors has also approved amendments to the 2022 Long-Term Incentive Plan (in the form of the Amended and Restated 2022 Long-Term Incentive Plan) and all outstanding LTI awards to provide for the acceleration of vesting (at target levels, in the case of performance-based awards) upon the occurrence of a qualifying termination following a change in control. This acceleration of vesting benefit applies to the CIC Severance Plan participants, as well as all other holders of outstanding LTI awards.

Generally, for purposes of the CIC Severance Plan, a change in control will be deemed to have occurred if a person or group acquires beneficial ownership of 50% or more of the combined voting power of the outstanding Company securities, either directly or through consummation of a business combination; provided, however, that any acquisition or beneficial ownership of voting securities by, or a transfer of voting securities to, Mr. Cohen, any of his heirs or any entity that is owned or controlled by Mr. Cohen or any of his heirs, shall not constitute a change in control.

The foregoing is a summary description of the principal terms of the CIC Severance Plan and is qualified in its entirety by reference to the full terms and provisions set forth in the plan document, which is filed as an exhibit to this Report.

Other severance benefits — We provide the following other severance benefits to our executive officers (other than Mr. Cohen):

- Unless severance benefits under the CIC Severance Plan are triggered, each of our executive officers will receive one year's base salary (as a lump sum or in the form of salary continuation) if their employment is terminated by the Company without cause.
- Generally, restricted stock and restricted stock unit awards, including those granted to the executive officers, provide for accelerated vesting of some or all of the unvested shares or units in the event of the holder's death or disability.

More information on severance arrangements can be found under "Other Benefit Plans — Certain Termination Benefits" below. The Committee believes that these benefits provide important protection to the executive officers, are consistent with practice of the peer companies and are appropriate for attraction and retention of executive talent.

Restrictive Covenant Agreements — Each of our executive officers (other than Mr. Cohen), along with other key Team Members, has entered into a Restrictive Covenant Agreement under which the executive is subject to confidentiality and non-disclosure obligations with respect to various categories of proprietary, competitively sensitive and confidential information. In addition, each such executive has agreed that, for a period of one year following the termination of employment with the Company, they will not compete with the Company (within a defined area) and will not solicit the Company's Team Members or suppliers.

Employment Contract for Mr. Given — On November 14, 2023, we entered into an Employment Contract with Mr. Given, our Chief Executive Officer, who partly resides in London, England. The Employment Contract was entered into to comply with U.K. employment laws and is not intended to alter the fundamental elements of Mr. Given's employment relationship, including the compensatory arrangement as reflected in this Compensation Discussion and Analysis. The terms of the Employment Contract mirror as close as possible the terms of Mr. Given's pre-existing U.S. employment, although certain modifications were necessary to adapt to a U.K. employment environment, particularly with regards to healthcare and other benefits. On June 24, 2025, we entered into an amended Employment Contract with Mr. Given pertaining to certain nonmaterial changes as to location of work. All compensation received by Mr. Given under the Employment Contract is reflected in the Summary Compensation Table below, including the "All Other Compensation" column, which includes healthcare and other benefits.

Compensation Committee Report

The People and Compensation Committee has reviewed the foregoing Compensation Discussion and Analysis and has discussed it with management. Based on that review and those discussions, the Committee has recommended to the Board of Directors that the Compensation Discussion and Analysis be included in our Annual Report on Form 10-K for the fiscal year ended September 30, 2026.

Pablo Lagos Espinosa, Chair
Matthew W. Appel
Zena Srivatsa Arnold
Jason A. Kulas
Gary L. Tillett

Compensation Committee Interlocks and Insider Participation

None of the persons who served as members of the People and Compensation Committee during fiscal 2026 are or have ever been an officer of or employed by the Company (with the exception of Jason Kulas, who was employed by the Company from February 2020 to January 2022), nor do they have any relationship that requires disclosure under Item 404 of Regulation S-K, the SEC's rules requiring disclosure of certain relationships and related party transactions.

Summary Compensation Table

The table below summarizes the total compensation for fiscal 2026, 2025 and 2024 for the Named Executive Officers. The amounts shown reflect the compensation received by each of the Named Executive Officers for the positions in which they were serving during the fiscal years noted, as follows:

- Mr. Given has served as Chief Executive Officer during all of the three fiscal years reported.
- Mr. Jugmans has served as Chief Financial Officer during all of the three fiscal years reported.
- Mr. Cohen has served as Executive Chairman during all of the three fiscal years reported.
- Mr. Powell has served as Chief Operating Officer during all of the three fiscal years reported.
- Ms. Bryant has served as Chief Legal Officer during all of the three fiscal years reported.

Name and Principal Position	Fiscal Year	Base Salary	Stock Awards [1]	Non-Equity Incentive Plan Compensation [2]	All Other Compensation [3]	Total
Lachlan P. Given [4]	2026	$ 800,000	$ 5,457,197	$ 1,800,000	$ 118,369	$ 8,175,566
Chief Executive Officer	2025	$ 750,000	$ 3,472,920	$ 1,530,000	$ 132,815	$ 5,885,735
	2024	$ 750,000	$ 2,934,775	$ 1,428,750	$ 93,071	$ 5,206,596
Timothy K. Jugmans [4]	2026	$ 500,000	$ 1,696,584	$ 750,000	$ 90,784	$ 3,037,368
Chief Financial Officer	2025	$ 500,000	$ 1,007,465	$ 680,000	$ 116,623	$ 2,304,088
	2024	$ 475,000	$ 857,775	$ 603,250	$ 108,910	$ 2,044,935
Phillip E. Cohen	2026	$ 1,500,000	—	$ 3,690,567	$ 27,224	$ 5,217,791
Executive Chairman	2025	$ 1,500,000	—	$ 3,505,569	$ 21,359	$ 5,026,928
	2024	$ 1,500,000	—	$ 2,279,402	$ 19,046	$ 3,798,448
John Blair Powell, Jr.	2026	$ 675,000	$ 2,278,570	$ 1,012,500	$ 108,391	$ 4,074,461
Chief Operating Officer	2025	$ 600,000	$ 1,477,404	$ 816,000	$ 94,568	$ 2,987,972
	2024	$ 600,000	$ 1,403,763	$ 762,000	$ 94,447	$ 2,860,210
Ellen Bryant	2026	$ 500,000	$ 775,412	$ 510,000	$ 69,085	$ 1,854,497
Chief Legal Officer & Secretary	2025	$ 450,000	$ 516,874	$ 408,000	$ 61,825	$ 1,436,699
	2024	$ 425,000	$ 427,862	$ 322,920	$ 60,251	$ 1,236,033

(1) Amounts represent the aggregate grant date fair value of restricted stock or restricted stock unit awards, computed in accordance with FASB ASC 718-10-25. See Note 9: Common Stock and Stock Compensation of Notes to Consolidated Financial Statements included in "Part II, Item 8 — Financial Statements and Supplementary Data." The actual value realized by the Named Executive Officer with respect to stock awards will depend on whether the award vests and, if it vests, the market value of our stock on the date the stock is sold.

For a description of these awards, see the "Grant of Plan-Based Awards" table under "Incentive Plan Based Awards" below. See also "Compensation Discussion and Analysis — Components of Compensation and Fiscal 2026 Executive Compensation Actions — Long-Term Incentives" above.

(2) For Named Executive Officers other than Mr. Cohen, amounts represent the incentive bonuses paid pursuant to the Short-Term Incentive Compensation Plan. See "Compensation Discussion and Analysis — Components of Compensation and Fiscal 2026 Executive Compensation Actions — Annual Incentive Bonuses" above. For Mr. Cohen, amounts represent the incentive bonuses paid pursuant to the special incentive compensation arrangement described under "Compensation Discussion and Analysis — Components of Compensation and Fiscal 2026 Executive Compensation Actions — Executive Chairman Incentive Award."

(3) Amounts include the cost of providing various perquisites and personal benefits, as well as the value of our contributions to the Company-sponsored 401(k) plan and Supplemental Executive Retirement Plan. For detail of the amounts shown for each Named Executive Officer, see the table under "Other Benefits and Perquisites — All Other Compensation" below.

(4) Mr. Given and Mr. Jugmans serve on the board of directors of Cash Converters International Limited, with Mr. Jugmans serving as non-executive chairman. The director fees paid to each of them during fiscal 2026 by Cash Converters International Limited were as follows: Mr. Given, AUD $110,000; and Mr. Jugmans, AUD $185,000. These amounts are not included in the Summary Compensation Table, as they were paid by Cash Converters International Limited, which is not controlled by EZCORP.

CEO Pay Ratio

The following information sets forth our calculation of the ratio between the annual total compensation of Lachlan P. Given, our Chief Executive Officer, and the annual total compensation of our median Team Member ("CEO Pay Ratio").

- Mr. Given's total annual compensation for fiscal 2026 was $8,175,566. That number is derived from the numbers set forth in the Summary Compensation Table above.
- Our median Team Member's total annual compensation for fiscal 2026 was $16,691.50, consisting of gross annual wages, bonuses, overtime pay and other benefits.
- Based on those numbers, our CEO Pay ratio for fiscal 2026 is 489.8 to 1.

Our CEO Pay Ratio is based on the following methodology:

- When we identified our median Team Member, we selected gross wages paid during fiscal 2026 as the most appropriate measure of compensation and applied that measure consistently across our global population. Gross wages generally include salary and wages (regular, hourly and overtime), commissions and bonuses. We annualized the compensation of all permanent full-time and part-time Team Members as of September 30, 2026.
- We calculated the median Team Member's total annual compensation in accordance with the rules used to calculate the CEO's compensation included in the Summary Compensation Table above.
- We excluded from the calculation 692 Team Members that we acquired in January 2026 associated with the SMG acquisition.
- Using this methodology, we determined that our median Team Member was a full-time certified store manager located in Mexico where Team Member wages and cost of living are significantly lower than the U.S.

In calculating CEO pay ratios, companies are permitted to adopt a variety of methodologies, apply certain exclusions and make reasonable estimates and assumptions reflecting their unique employee populations. Therefore, our CEO Pay Ratio, as described above, may not be comparable to CEO pay ratios reported by other companies due to differences in industries and geographical dispersion of employees, as well as the different estimates, assumptions and methodologies applied by other companies in calculating their CEO pay ratios.

Incentive Plan Based Awards

The following table sets forth certain information about plan-based awards that we made to the Named Executive Officers during fiscal 2026. For information about the plans under which these awards were granted, see “Compensation Discussion and Analysis — Components of Compensation and Fiscal 2026 Compensation Actions — Annual Incentive Bonus” and “Compensation Discussion and Analysis — Components of Compensation and Fiscal 2026 Executive Compensation Actions — Long-Term Incentives” above.

Grants of Plan-Based Awards

		Estimated Future Payouts Under Non-Equity Incentive Plan Awards [1]			Estimated Future Payouts Under Equity Incentive Plan Awards [2]				
Name	Grant Date	Threshold	Target	Maximum	Threshold	Target	Maximum	Grant Date Fair Value	
Lachlan P. Given	10/01/2025	$ 600,000	$ 1,200,000	$ 1,800,000	—	—	—	$ —	
	11/12/2025				84,036	126,052	168,068	$ 2,400,030	(3)
	11/11/2025						25,940	$ 290,787	(4)
	11/11/2025						31,515	$ 353,283	(5)
	11/11/2025						26,761	$ 299,991	(6)
	Prior Years				58,277	116,553	174,830	$ 2,113,106	(7)
Timothy K. Jugmans	10/01/2025	$ 250,000	$ 500,000	$ 750,000	—	—	—	—	
	11/12/2025				29,415	44,119	58,825	$ 840,026	(3)
	11/11/2025						6,485	$ 72,697	(4)
	11/11/2025						8,484	$ 95,106	(5)
	11/11/2025						8,028	$ 89,994	(6)
	Prior Years				16,514	33,026	49,540	$ 598,761	(7)
Phillip E. Cohen	10/01/2025	$ 1,750,000	$ 1,750,000	$ 1,750,000	—	—	—	$ —	
John Blair Powell, Jr.	10/01/2025	$ 337,500	$ 675,000	$ 1,012,500	—	—	—	—	
	11/12/2025				33,616	50,422	67,228	$ 960,035	(3)
	11/11/2025						10,700	$ 119,947	(4)
	11/11/2025						14,545	$ 163,049	(5)
	11/11/2025						10,704	$ 119,992	(6)
	Prior Years				25,250	50,499	75,749	$ 915,547	(7)
Ellen Bryant	10/01/2025	$ 170,000	$ 340,000	$ 510,000	—	—	—	—	
	11/12/2025				12,084	18,122	24,162	$ 345,043	(3)
	11/11/2025						3,943	$ 44,201	(4)
	11/11/2025						4,121	$ 46,196	(5)
	11/11/2025						4,014	$ 44,997	(6)
	Prior Years				8,135	16,270	24,405	$ 294,975	(7)

(1) These amounts represent the potential payouts under the fiscal 2026 Short-Term Incentive Compensation Plan. See “Compensation Discussion and Analysis — Components of Compensation and Fiscal 2026 Executive Compensation Actions — Annual Incentive Bonuses” above. The “Target” amount is the amount that would be paid if the specified performance goals are achieved at the target level (although the People and Compensation Committee may reduce any award if it chooses to do so). The “Threshold” reflects the amount that would be paid if the minimum performance goals are achieved, while the “Maximum” amount represents the maximum amount that would be paid if the maximum performance goals are achieved or exceeded. See the “Non-Equity Incentive Plan Compensation” column in the Summary Compensation Table above for the amount of the actual payout for each of the Named Executive Officers.

(2) The amounts shown represent long-term incentive (LTI) awards (stated in number of units) under our Long-Term Incentive Plans. See “Compensation Discussion and Analysis — Components of Compensation and Fiscal 2026 Executive Compensation Actions — Long-Term Incentives.

(3) Represents the estimated grant date fair value of the fiscal 2026 LTI awards, assuming payout at “Target” level. This is the estimated amount of aggregate compensation cost we expect to recognize over the performance period, determined as of the grant date. Because of the structure of the fiscal 2026 awards (as described under “Compensation Discussion and Analysis — Components of Compensation and Fiscal 2026 Executive Compensation Actions — Long-Term Incentives — Fiscal 2026 Actions — Grant of Fiscal 2026 Awards” above), each annual tranche of the awards is treated as a separate award for accounting purposes. Consequently, the amount shown represents the grant date fair value of the first annual tranche (20% of the award) plus the grant date fair value of the cumulative three-year performance tranche (20% of the award) plus the grant date fair value of the time-based tranche (20% of the award). The grant date fair value of the second and third annual tranches will be reflected in future years when the performance conditions for those tranches are established and they are deemed to be granted for accounting purposes.

(4) Represents the grant date fair value of the "bonus" units awarded with respect to the third tranche of the fiscal 2023 LTI awards based on Adjusted Net Income performance during fiscal 2025, as discussed in our 2025 Annual Report under "Compensation Discussion and Analysis — Components of Compensation and Fiscal 2025 Executive Compensation Actions — Long-Term Incentives — Fiscal 2025 Actions — Third Year Performance of Fiscal 2023 Awards."

(5) Represents the grant date fair value of the "bonus" units awarded with respect to the second tranche of the fiscal 2024 LTI awards based on Adjusted Net Income performance during fiscal 2025, as discussed in our 2025 Annual Report under "Compensation Discussion and Analysis — Components of Compensation and Fiscal 2025 Executive Compensation Actions — Long-Term Incentives — Fiscal 2025 Actions — Second Year Performance of Fiscal 2024 Awards."

(6) Represents the grant date fair value of the "bonus" units awarded with respect to the first tranche of the fiscal 2025 LTI awards based on Adjusted Net Income performance during fiscal 2025, as discussed in our 2025 Annual Report under "Compensation Discussion and Analysis — Components of Compensation and Fiscal 2025 Executive Compensation Actions — Long-Term Incentives — Fiscal 2025 Actions — First Year Performance of Fiscal 2025 Awards."

(7) Represents the aggregate grant date fair value of the third tranche of the fiscal 2024 LTI awards and the second tranche of the fiscal 2025 LTI awards. Because of the structure of those awards, these tranches were treated as separate awards for accounting purposes granted at the beginning of fiscal 2026.

The following table sets forth certain information about outstanding stock awards held by the Named Executive Officers as of the end of fiscal 2026. None of the Named Executive Officers holds any stock options.

Outstanding Equity Awards at Fiscal Year-End

		Stock Awards		
Name	Award Date	Number of Shares or Units of Stock That Have Not Vested [1]		Market Value of Shares or Units of Stock That Have Not Vested [2]
Lachlan P. Given	10/01/2025	231,092		$ 6,877,298
	10/01/2024	347,901		$ 10,353,534
	10/01/2023	430,495	[3]	$ 12,811,531
				$ 30,042,363
Timothy K. Jugmans	10/01/2025	80,881		$ 2,407,019
	10/01/2024	104,369		$ 3,106,021
	10/01/2023	115,901	[3]	$ 3,449,214
				$ 8,962,254
Phillip E. Cohen		—		$ —
John Blair Powell, Jr.	10/01/2025	92,437		$ 2,750,925
	10/01/2024	139,159		$ 4,141,372
	10/01/2023	198,690	[3]	$ 5,913,014
				$ 12,805,311
Ellen Bryant	10/01/2025	33,219		$ 988,597
	10/01/2024	52,184		$ 1,552,996
	10/01/2023	56,295	[3]	$ 1,675,339
				$ 4,216,932

(1) Stated at target levels, inclusive of expected bonus shares at 150% target related to the fiscal 2026 performance period targets.

(2) Market value is based on the closing price of our Class A Common Stock on September 30, 2026, the last market trading day of fiscal 2026 ($29.76).

(3) These units vested in November 2026 following approval by the People and Compensation Committee. See "Compensation Discussion and Analysis — Components of Compensation and Fiscal 2026 Executive Compensation Actions — Long-Term Incentives" above.

Stock Vested

The following table sets forth, with respect to each of the Named Executive Officers, certain information about restricted stock that vested during fiscal 2026:

	Stock Awards	
Named Executive Officer	Number of Shares Acquired on Vesting [1]	Value Realized on Vesting [2]
Lachlan P. Given	352,786	$ 6,286,647
Timothy K. Jugmans	88,195	$ 1,571,635
Phillip E. Cohen	—	—
John Blair Powell, Jr.	145,522	$ 2,593,202
Ellen Bryant	53,622	$ 955,544

(1) Includes shares withheld to satisfy tax withholding obligations.

(2) Computed using the fair market value on the vesting date, November 11, 2025.

Other Benefits and Perquisites

401(k) Retirement Plan — All U.S. Team Members are given an opportunity to participate in our 401(k) retirement savings plan (following a new-hire waiting period). Subject to statutory limits of the IRS, this plan allows participants to have pre-tax amounts withheld from their pay and provides for a discretionary employer matching contribution (historically, 25% up to 6% of salary). Matching contributions are made in the form of cash. Participants may invest their contributions in various fund options, but are prohibited from investing their contributions in our common stock. A participant vests in the matching contributions over the first three years of service, provided the hours worked requirement is met. A participant's' matching contributions vest 100% in the event of death, disability or termination of the plan due to a change in control.

Supplemental Executive Retirement Plan — We provide U.S. executive officers with a non-qualified Supplemental Executive Retirement Plan ("SERP") to offer a competitive benefit and to assist in offsetting potential impacts of contribution limitations applicable to our 401(k) retirement savings plan. The SERP has similar investment options as are available under the 401(k) retirement savings plan. Company contributions to the SERP are formula-based, reviewed and approved by the People and Compensation Committee each year. For fiscal 2026, our annual contributions to the SERP were calculated as 10% of base salary. For fiscal 2027, the Company contributions to the SERP will continue at the same rates for executive officers. Under the terms of the SERP, participants are also allowed to voluntarily defer all or a portion of their salary and bonus payments into the SERP. There were eight participants during fiscal 2026.

All Company contributed SERP funds have a vesting schedule as an additional retention tool. Generally, the funds vest over three years from the contribution date, with one-third vesting each year. All of a participant's Company contributed SERP funds vest 100% in the event of the participant's death or disability or the termination of the plan due to a change in control. In addition, all Company contributed SERP funds are 100% vested when a participant attains age 50 and five years of active service. All Company contributed SERP funds are forfeited, regardless of vesting status, if the participant's employment is terminated for cause.

A participant may not withdraw any portion of his or her SERP account while still employed by the Company unless, in the sole opinion of management, the participant has an unforeseeable emergency, which is defined as a severe financial hardship resulting from an illness or accident of the participant, the participant's spouse or a dependent; the loss of the participant's property due to casualty; or other similar extraordinary and unforeseeable circumstance arising as a result of events beyond the participant's control.

The following table describes the SERP contributions, earnings and balance at the end of fiscal 2026 for each of the Named Executive Officers:

Nonqualified Deferred Compensation

Named Executive Officer	Company Contributions in Fiscal 2026 (1)	Aggregate Earnings in Fiscal 2026 (2)	Aggregate Withdrawals/Distributions in Fiscal 2026	Aggregate Forfeitures in Fiscal 2026	Aggregate Balance at September 30, 2026 (3)
Lachlan P. Given	$ 80,000	$ 133,798	$ —	$ —	$ 1,439,334
Timothy K. Jugmans	$ 50,000	$ 50,413	$ —	$ —	$ 453,701
Phillip E. Cohen	$ —	$ —	$ —	$ —	$ —
John Blair Powell, Jr.	$ 67,500	$ 15,003	$ —	$ —	$ 413,165
Ellen Bryant	$ 50,000	$ 14,368	$ —	$ —	$ 201,868

(1) These amounts were included in the Summary Compensation Table above in the column labeled “All Other Compensation.”

(2) These amounts were not included in the Summary Compensation Table as the earnings were not in excess of market rates.

(3) Of the Aggregate Balance at September 30, 2026, the following amounts were previously reported as compensation in the Summary Compensation Tables for prior years: $820,564 for Mr. Given; $214,248 for Mr. Jugmans; $204,564 for Mr. Powell, and $56,404 for Ms. Bryant

All Other Compensation — The following table describes each component of the amounts shown in the “All Other Compensation” column in the Summary Compensation Table above.

Named Executive Officer	Year	Health Care Supplemental Insurance (1)	Value of Supplemental Life Insurance Premiums (2)	Company Contributions to Defined Contribution Plans (3)	Other Benefits (4)	Total
Lachlan P. Given	2026	$ 7,159	$ 1,392	$ 80,000	$ 29,818	$ 118,369
	2025	$ 7,173	$ 1,572	$ 75,000	$ 49,070	$ 132,815
	2024	$ 9,640	$ 4,818	$ 75,000	$ 3,613	$ 93,071
Timothy K.Jugmans	2026	$ 34,488	$ 1,392	$ 54,904	$ —	$ 90,784
	2025	$ 28,248	$ 1,572	$ 53,567	$ 33,236	$ 116,623
	2024	$ 28,248	$ 1,572	$ 51,058	$ 28,032	$ 108,910
Phillip E. Cohen	2026	$ 23,028	$ 1,392	$ 2,804	$ —	$ 27,224
	2025	$ 18,864	$ 1,572	$ 923	$ —	$ 21,359
	2024	$ 14,736	$ 1,572	$ 2,738	$ —	$ 19,046
John Blair Powell, Jr.	2026	$ 34,488	$ 1,392	$ 72,511	$ —	$ 108,391
	2025	$ 28,248	$ 1,572	$ 64,748	$ —	$ 94,568
	2024	$ 28,248	$ 1,572	$ 64,627	$ —	$ 94,447
Ellen Bryant	2026	$ 11,976	$ 1,392	$ 55,717	$ —	$ 69,085
	2025	$ 9,804	$ 1,572	$ 50,449	$ —	$ 61,825
	2024	$ 9,804	$ 1,572	$ 48,875	$ —	$ 60,251

(1) We provide a fully insured supplemental executive medical plan to certain executives, including all of the Named Executive Officers, to cover most healthcare costs in excess of amounts covered by our health insurance plans. The amounts shown (other than the fiscal 2025 and fiscal 2024 amounts for Mr. Given) represent the total premiums paid for the supplemental executive medical plan for each of the Named Executive Officers during each of the years presented. The fiscal 2025 and fiscal 2024 amounts for Mr. Given represent the amount we reimbursed Mr. Given for a supplemental health policy and other medical services in the U.K. that, along with his U.K. National Health Service coverage, provides Mr. Given with healthcare benefits that are comparable to the benefits provided to the other executive officers.

(2) Represents group life insurance premiums paid on behalf of the Named Executive Officers. The benefit provides life and accidental death and dismemberment coverage for the Named Executive Officers at three times annual salary up to a maximum of $1 million. The fiscal 2025 and fiscal 2024 amounts for Mr. Given represent the amount we paid for a rider to the group term policy to provide Mr. Given with comparable benefits in the U.K.

(3) Includes Company contributions to the 401(k) plan and the Supplemental Executive Retirement Plan.

(4) Includes Company-reimbursed expenses related to immigration assistance and tax support services.

Certain Termination and Change-in-Control Benefits — The following is a summary of various agreements that provide for benefits to the continuing Named Executive Officers upon termination of employment or a change-in-control:

- *Restricted Stock Award Agreements* — The standard restricted stock award agreement pursuant to which we grant restricted stock or restricted stock units to our Team Members generally provides that vesting is accelerated in the event of the holder's death or disability.
- *SERP Contributions* — For all executives who participate in the SERP (including the Named Executive Officers), any unvested Company contributions to the SERP will vest in the case of death or disability of the participant or a change in control.
- *General Severance Benefits* — We currently provide each of our executive officers (other than Mr. Cohen) with one-year salary continuation if his or her employment is terminated by the Company without cause. This severance benefit is reflected in the terms of Mr. Given's U.K. Employment Contract. See "Compensation Discussion and Analysis — Other Executive Compensation Matters — Employment Contract for Mr. Given."
- *Change in Control Severance Benefits* — The executive officers (other than Mr. Cohen) are subject to the Change in Control Severance Plan, which provides them with certain severance benefits in the form cash payments and continued healthcare benefits in the event that their employment is terminated in connection with or within two years following a change in control of the Company. See "Compensation Discussion and Analysis — Other Executive Compensation Matters — Change in Control Severance Plan." In addition, all outstanding LTI awards provide for the acceleration of vesting (at target levels, in the case of performance-based awards) upon the occurrence of a qualifying termination following a change in control.

The following table sets forth the amounts of severance or termination benefits that would have been payable to each of the Named Executive Officers upon the occurrence of various events, assuming each of the events occurred on September 30, 2026:

	Salary	Incentive Bonus	Accelerated Vesting of Restricted Stock [1]	Accelerated Vesting of SERP Balance
Resignation for Good Reason:				
Lachlan P. Given	$ —	$ —	$ —	$ —
Timothy K. Jugmans	$ —	$ —	$ —	$ —
Phillip E. Cohen	$ —	$ —	$ —	$ —
John Blair Powell, Jr.	$ —	$ —	$ —	$ —
Ellen Bryant	$ —	$ —	$ —	$ —
Termination Without Cause:				
Lachlan P. Given	$ 800,000	$ —	$ —	$ —
Timothy K. Jugmans	$ 500,000	$ —	$ —	$ —
Phillip E. Cohen	$ —	$ —	$ —	$ —
John Blair Powell, Jr.	$ 675,000	$ —	$ —	$ —
Ellen Bryant	$ 500,000	$ —	$ —	$ —
Death or Disability:				
Lachlan P. Given	$ —	$ —	$ 30,042,363	$ 181,591
Timothy K. Jugmans	$ —	$ —	$ 8,962,254	$ —
Phillip E. Cohen	$ —	$ —	$ —	$ —
John Blair Powell, Jr. [2]	$ —	$ —	$ 12,805,311	$ —
Ellen Bryant [2]	$ —	$ —	$ 4,216,932	$ —
Change in Control [3]:				
Lachlan P. Given	$ 1,600,000	$ 2,400,000	$ 30,042,363	$ 181,591
Timothy K. Jugmans	$ 1,000,000	$ 1,000,000	$ 8,962,254	$ —
Phillip E. Cohen	$ —	$ —	$ —	$ —
John Blair Powell, Jr. [2]	$ 1,350,000	$ 1,350,000	$ 12,805,311	$ —
Ellen Bryant [2]	$ 750,000	$ 510,000	$ 4,216,932	$ —

(1) Represents the number of shares subject to accelerated vesting (as described above), multiplied by the closing sales price of the Class A Common Stock on September 30, 2026 ($29.76).

(2) Mr. Jugmans, Mr. Powell and Ms. Bryant are fully vested in their respective SERP accounts.

(3) Subject to the terms of the Change in Control Severance Plan. See “Compensation Discussion and Analysis — Other Executive Compensation Matters — Change in Control Severance Plan.”

Director Compensation

Each non-employee director receives a basic annual retainer fee, with the Lead Independent Director, the chair of the Audit and Risk Committee and the chair of the People and Compensation Committee each receiving an additional amount. The annual fee to the directors is based on our Annual Meeting of Stockholders, which is generally held in March of each year. During fiscal 2026 the basic annual retainer fee was $85,000, and additional amounts paid to the Lead Independent Director, the Audit and Risk Committee Chair and the People and Compensation Committee Chair were $45,000, $35,000 and $25,000, respectively. Annual retainer fees are paid in cash on a quarterly basis.

The non-employee directors are also eligible for stock option and restricted stock awards. The number of options or shares of restricted stock awarded, as well as the other terms and conditions of the awards (such as vesting and exercisability schedules and termination provisions), are determined by the Board of Directors upon the recommendation of the People and Compensation Committee. Historically, the directors have each received an annual restricted stock award with a grant date value equal to twice the annual retainer fee. The annual award cycle is based on our Annual Meeting of Stockholders, which is generally held in March of each year, with the awards being granted on the date of the Annual Meeting of Stockholders and vesting on the day immediately preceding the date of the Annual Meeting of Stockholders held in the following year (but no later than March 31).

The following table sets forth the cash compensation paid and restricted stock awards granted to our non-employee directors for fiscal 2026. Mr. Cohen and Mr. Given are executive officers of the Company and do not receive any additional compensation for serving on the Board of Directors.

Director	Fees Earned and Paid in Cash	Restricted Stock Awards (1)	Total
Matthew W. Appel	$ 130,000	$ 170,000	$ 300,000
Zena Srivatsa Arnold	$ 85,000	$ 170,000	$ 255,000
Jason A. Kulas	$ 85,000	$ 170,000	$ 255,000
Pablo Lagos Espinosa	$ 110,000	$ 170,000	$ 280,000
Gary L. Tillett	$ 120,000	$ 170,000	$ 290,000

(1) Amounts represent the aggregate grant date fair value of restricted stock awards, computed in accordance with FASB ASC 718-10-25. See Note 9: Common Stock and Stock Compensation of Notes to Consolidated Financial Statements included in “Part II, Item 8 — Financial Statements and Supplementary Data.”. The actual value realized by the director with respect to stock awards will depend on the market value of our stock on the date the stock is sold.

Each of the non-employee directors received a grant of 6,641 shares of restricted stock on March 25, 2026. That amount was determined by dividing $170,000 by $25.60, the trading price of the Class A Common Stock at the time of grant. These shares are scheduled to vest immediately before the 2027 Annual Meeting of Stockholders (but no later than March 31, 2027).

As of September 30, 2026, each of the continuing non-employee directors held 6,641 shares of unvested restricted stock.

The non-employee director compensation program for fiscal 2027 will generally be the same as the fiscal 2026 program described above.

ITEM 12. SECURITY OWNERSHIP OF CERTAIN BENEFICIAL OWNERS AND MANAGEMENT AND RELATED STOCKHOLDER MATTERS

Equity Compensation Plans

The Company has adopted the 2022 Long-Term Incentive Plan, as amended, which was approved by its stockholders and is applicable to all long-term incentive awards issued on or after January 1, 2022. Awards under the plan can be in the form of stock options, stock appreciation rights, stock bonuses, restricted stock, restricted stock units, performance units or performance shares although generally we issue only restricted stock and restricted stock unit awards. We do not have any equity compensation plans that were not approved by stockholders. The following table summarizes information about our equity compensation plan as of September 30, 2026:

Plan Category	Number of Securities to be Issued Upon Exercise of Outstanding Options (a)	Weighted Average Exercise Price of Outstanding Options (b)	Number of Securities Remaining Available for Future Issuance Under Equity Compensation Plans (Excluding Securities Reflected in Column (a)) (c)
Equity compensation plans approved by security holders	—	—	1,734,559 (1)
Equity compensation plans not approved by security holders	—	—	—
Total	—	—	1,734,559 (1)

(1) Amount represents the number of shares available for issuance in the 2022 Long-Term Incentive Plan as of September 30, 2026.

Stock Ownership

Phillip E. Cohen controls EZCORP through his ownership of all of the issued and outstanding stock of MS Pawn Corporation, the sole general partner of MS Pawn Limited Partnership, which owns 100% of our Class B Voting Common Stock. The following table presents information regarding the beneficial ownership of our Common Stock as of November 6, 2026 (except as noted below) for (i) each person known to us to be the beneficial owner of more than 5% of the total number of shares outstanding, (ii) each of our directors, (iii) each of the Named Executive Officers and (iv) all directors and executive officers as a group. Unless otherwise indicated, each person named below holds sole voting and investment power over the shares shown, subject to community property laws where applicable.

	Class A Non-voting Common Stock			Class B Voting Common Stock		
Beneficial Owner	**Number**	**Percent**		**Number**	**Percent**	**Voting Percent**
MS Pawn Limited Partnership (a) MS Pawn Corporation Phillip Ean Cohen 2500 Bee Cave Road Bldg One, Suite 200 Rollingwood, Texas 78746	2,974,047 (b)	4.85 %	(b)	2,970,171	100 %	100 %
FMR LLC 245 Summer Street Boston, Massachusetts 02210	8,550,121 (c)	13.93 %				
Blackrock Inc. 50 Hudson Yards New York, New York 10001	6,812,555 (d)	11.10 %		—	—	—
Matthew W. Appel	118,334	*		—	—	—
Zena Srivatsa Arnold	153,483	*		—	—	—
Lachlan P. Given	1,502,822 (e)	2.45 %		—	—	—
Jason A. Kulas	166,307 (f)	*				
Pablo Lagos Espinosa	200,902 (g)	*				
Gary L. Tillett	133,483 (h)	*				
Timothy K. Jugmans	318,736 (i)	*		—	—	—
John Blair Powell, Jr.	432,929 (j)	*				
Ellen Bryant	174,081 (k)	*		—	—	—
Directors and executive officers as a group (14 persons)	6,497,249 (l)	10.59 %		2,970,171	100 %	100 %

(a) MS Pawn Corporation is the general partner of MS Pawn Limited Partnership and has the sole right to vote its shares of Class B Common Stock and to direct their disposition. Mr. Cohen is the sole stockholder of MS Pawn Corporation.

(b) The number of shares and percentage reflect Class A Common Stock, inclusive of Class B Common Stock, shares of which are convertible to Class A Common Stock on a one-to-one basis.

(c) As of September 30, 2026 based on Form 13F.

(d) As of June 30, 2026 based on Form 13F.

(e) Includes 430,495 unvested restricted stock units expected to vest within 60 days of November 1, 2026.

(f) These shares are held by a revocable trust of which Mr. Kulas is a co-trustee.

(g) These shares are held by Lakeside Growth Enterprises, L.P., of which Mr. Lagos is sole beneficial owner.

(h) These shares are held by a revocable trust of which Mr. Tillett is a co-trustee.

(i) Includes 115,901 unvested restricted stock units expected to vest within 60 days of November 1, 2026.

(j) Includes 198,690 unvested restricted stock units expected to vest within 60 days of November 1, 2026.

(k) Includes 56,295 unvested restricted stock units expected to vest within 60 days of November 1, 2026.

(l) Group includes those persons who were serving as directors and executive officers on November 1, 2026. Number shown includes 918,107 unvested restricted stock units expected to vest within 60 days of November 1, 2026.

* Shares beneficially owned do not exceed one percent of Class A Common Stock.

ITEM 13. CERTAIN RELATIONSHIPS AND RELATED TRANSACTIONS, AND DIRECTOR INDEPENDENCE

Related Party Transactions

Review and Approval of Transactions with Related Persons

The Board of Directors has adopted a written comprehensive policy for the review and evaluation of all related party transactions. Under that policy, the Audit and Risk Committee is charged with the responsibility of (a) reviewing and evaluating all transactions, or proposed transactions, between the Company and a related person and (b) approving, ratifying, rescinding or taking other action with respect to each such transaction. With respect to any specific transaction, the Audit and Risk Committee may, in its discretion, transfer its responsibilities to either the full Board of Directors or to any special committee of the Board of Directors designated and created for the purpose of reviewing, evaluating, approving or ratifying such transaction.

Employment arrangements with Nicholas Cohen and Georgia Cohen

Nicholas Cohen, the son of Phillip E. Cohen, the beneficial owner of all of our Class B Voting Common Stock and our Executive Chairman, has been an employee of the Company since May 2018, currently serving in the position of Vice President, Business Development. The Company considers the employment relationship with Nicholas Cohen to be a related party transaction subject to the Company's Policy for Review and Evaluation of Related Party Transactions. Accordingly, the Audit and Risk Committee reviews and approves all promotion opportunities and compensation changes for Nicholas Cohen.

Also, Georgia Cohen, the daughter of Phillip E. Cohen, has been an employee of the Company since April 2025, currently serving in the position of Manager, Video Content. The Company considers the employment relationship with Georgia Cohen to be a related party transaction subject to the Company's Policy for Review and Evaluation of Related Party Transactions. Accordingly, the Audit and Risk Committee reviews and approves all promotion opportunities and compensation changes for Georgia Cohen.

Director Independence

The Board of Directors believes that the interests of the stockholders are best served by having a substantial number of objective, independent representatives on the Board. For this purpose, a director is considered to be independent if the Board determines that the director does not have any direct or indirect material relationship with the Company that may impair, or appear to impair, the director's ability to make independent judgments.

The Board has evaluated all relationships between the Company and each of the persons who served as a director during any portion of fiscal 2026 and has made the following determinations with respect to each director's independence:

Director	Status (a)
Matthew W. Appel	Independent
Zena Srivatsa Arnold	Independent
Phillip E. Cohen	Not independent (b)
Lachlan P. Given	Not independent (b)
Jason A. Kulas	Independent (c)
Pablo Lagos Espinosa	Independent
Gary L. Tillett	Independent

(a) The Board's determination that a director is independent was made on the basis of the standards for independence set forth in the Nasdaq Listing Rules. Under those standards, a person generally will not be considered independent if he or she has a relationship that, in the opinion of the Board of Directors, would interfere with the exercise of independent judgment in carrying out the responsibilities of a director. The Nasdaq rules also describe specific relationships that will prevent a person from being considered independent.

(b) Mr. Cohen and Mr. Given were executive officers of the Company during all of fiscal 2026. Therefore, they are not independent in accordance with the standards set forth in the Nasdaq Listing Rules.

(c) Mr. Kulas was an executive officer of the Company from February 2020 to January 2022, after which he resigned from the Company's employ and retained his position as a member of the Board of Directors. In accordance with the standards set forth in the Nasdaq Listing Rules, Mr. Kulas became independent in February 2025, upon the expiration of 3 years from his resignation of employment.

ITEM 14. PRINCIPAL ACCOUNTANT FEES AND SERVICES

The following table presents all fees we incurred in connection with professional services provided by BDO USA, P.C. for fiscal 2026 and 2025:

	Year Ended September 30,	
	2026	2025
Audit of financial statements and audit pursuant to section 404 of the Sarbanes-Oxley Act and quarterly reviews	$ 1,913,141	$ 1,970,000
Audit related fees	—	—
Tax fees	20,080	—
All other fees	—	—
	$ 1,933,221	$ 1,970,000

The Audit and Risk Committee has adopted a policy requiring its pre-approval of all fees to be paid to our independent audit firm, regardless of the type of service.

PART IV

ITEM 15. EXHIBITS AND FINANCIAL STATEMENT SCHEDULES

(a) The following documents are filed as a part of this 10-K:

(1) Financial Statements

The following consolidated financial statements of EZCORP, Inc. are included in “Part II — Item 8 — Financial Statements and Supplementary Data”:

- Report of Independent Registered Public Accounting Firm (2026 and 2025) — BDO USA, P.C.
- Consolidated Balance Sheets as of September 30, 2026 and 2025
- Consolidated Statements of Operations for each of the three years in the period ended September 30, 2026
- Consolidated Statements of Comprehensive Income for each of the three years in the period ended September 30, 2026
- Consolidated Statements of Cash Flows for each of the three years in the period ended September 30, 2026
- Consolidated Statements of Stockholders’ Equity for each of the three years in the period ended September 30, 2026
- Notes to Consolidated Financial Statements.

(2) Financial Statement Schedules

Financial statement schedules are omitted because they are not required or are not applicable, or the required information is provided in the consolidated financial statements or notes described in Item 15(a)(1) above.

ITEM 16. FORM 10-K SUMMARY

None.

Exhibits

Exhibit	Description of Exhibit	Incorporated by Reference				Filed Herewith
		Form	File No.	Exhibit	Filing Date	
3.1	Amended and Restated Certificate of Incorporation	8-K	0-19424	3.1	October 3, 2013	
3.2	Certificate of Amendment, dated March 25, 2014, to the Company's Amended and Restated Certificate of Incorporation	8-K	0-19424	99.1	March 25, 2014	
3.3	Amended and Restated By-Laws, effective July 20, 2014	8-K	0-19424	3.2	July 22, 2014	
4.1	Specimen of Class A Non-voting Common Stock Certificate	S-1	33-41317	4.1	August 23, 1991	
4.2	Description of EZCORP, Inc. Class A Non-voting Common Stock	8-K	0-19424	4.1	October 3, 2013	
4.3	Indenture, dated July 5, 2017, between EZCORP, Inc., and Wells Fargo Bank, National Association, as trustee	8-K	0-19424	4.1	July 6, 2017	
4.4	Indenture, dated May 14, 2018, between EZCORP, Inc., and Wells Fargo Bank, National Association, as trustee	8-K	0-19424	4.1	May 15, 2018	
4.5	Successor Trustee Agreement, dated September 12, 2019, Between EZCORP, Inc., and Wells Fargo Bank, National Association, as prior trustee, and Branch Banking and Trust Company, as successor trustee	8-K	0-19424	4.1	October 7, 2019	
4.6	Indenture, dated December 12, 2022, between EZCORP, Inc. and Truist Bank, as trustee	8-K	0-19424	4.1	December 13, 2022	
4.7	Indenture, dated March 28, 2025, between EZCORP, Inc., the guarantors party thereto and Truist Bank, as trustee	8-K	0-19424	4.1	March 28, 2025	
10.1*	EZCORP, Inc. Supplemental Executive Retirement Plan effective December 1, 2005	8-K	0-19424	10.94	December 1, 2005	
10.2*	Form of Protection of Sensitive Information, Noncompetition and Nonsolicitation Agreement between the Company and certain employees, including the executive officers	10-K	0-19424	10.15	November 24, 2010	
10.3*	Form of Restricted Stock Award for non-employee directors	10-K	0-19424	10.17	November 24, 2010	
10.4*	Second Amended and Restated EZCORP, Inc. 2022 Long-term Incentive Plan, Effective September 15, 2026					x
10.5*	EZCORP, Inc. Change in Control Severance Plan, Effective November 15, 2022	10-K	0-19424	10.6	November 16, 2022	
10.6*	Employment Contract, dated November 14, 2023, as amended, between EZCORP UK Limited and Lachlan P. Given	10-K	0-19424	10.6	November 13, 2025	
19.1	EZCORP, Inc. Insider Trading Policy, effective August 4, 2026					x
21.1	List of Subsidiaries of EZCORP, Inc.					x
23.1	Consent of BDO USA, P.C., Independent Registered Public Accounting Firm					x
31.1	Certification of Principal Executive Officer, pursuant to Rule 13a-14(a) under the Securities Exchange Act of 1934					x
31.2	Certification of Principal Financial Officer, pursuant to Rule 13a-14(a) under the Securities Exchange Act of 1934					x
32.1†	Certification of the Principal Executive Officer and Principal Financial Officer pursuant to 18 U.S.C. Section 1350					x
97.1	EZCORP, Inc. Compensation Recovery Policy, effective August 1, 2023					x
101.INS	Inline XBRL Instance Document (the instance document does not appear in the interactive data files because the XBRL tags are embedded within the Inline XBRL document)					
101.SCH	Inline XBRL Taxonomy Extension Schema Document					
101.CAL	Inline XBRL Taxonomy Extension Calculation Linkbase Document					
101.DEF	Inline XBRL Taxonomy Extension Definition Linkbase Document					
101.LAB	Inline XBRL Taxonomy Extension Labels Linkbase Document					
101.PRE	Inline XBRL Taxonomy Extension Presentation Linkbase Document					
104	Cover Page Interactive Data File in Inline XBRL format (contained in Exhibit 101)					

* Identifies Exhibit that consists of or includes a management contract or compensatory plan or arrangement.

† The certifications furnished in Exhibit 32.1 hereto are deemed to accompany this Annual Report on Form 10-K and will not be deemed "filed" for purposes of Section 18 of the Securities Exchange Act of 1934, as amended, except to the extent that the registrant specifically incorporates it by reference.

SIGNATURES

Pursuant to the requirements of Section 13 or 15(d) of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized:

Date: November 12, 2026

EZCORP, Inc.
By: /s/ Lachlan P. Given
Lachlan P. Given
Chief Executive Officer

Pursuant to the requirements of the Securities Exchange Act of 1934, this report has been signed below by the following persons on behalf of the registrant and in the capacities and on the dates indicated:

Signature	Title	Date
/s/ Lachlan P. Given Lachlan P. Given	Chief Executive Officer and Director (principal executive officer)	November 12, 2026
/s/ Timothy K. Jugmans Timothy K. Jugmans	Chief Financial Officer (principal financial officer)	November 12, 2026
/s/ Phillip E. Cohen Phillip E. Cohen	Executive Chairman of the Board	November 12, 2026
/s/ Matthew W. Appel Matthew W. Appel	Director	November 12, 2026
/s/ Zena Srivatsa Arnold Zena Srivatsa Arnold	Director	November 12, 2026
/s/ Jason A. Kulas Jason A. Kulas	Director	November 12, 2026
/s/ Pablo Lagos Espinosa Pablo Lagos Espinosa	Director	November 12, 2026
/s/ Gary L. Tillett Gary L. Tillett	Director	November 12, 2026
/s/ Michael Croney Michael Croney	Chief Accounting Officer (principal accounting officer)	November 12, 2026

EZCORP, INC.

Second Amended and Restated

2022 Long-Term Incentive Plan

Effective September 15, 2026

I — General

1.1 ***Purpose —*** The Second Amended and Restated 2022 Long-Term Incentive Plan (the "***Plan***") has been established by EZCORP, Inc., a Delaware corporation (the "***Company***"), to attract and retain qualified employees, consultants and directors and motivate them to achieve long-term goals, to provide incentive compensation opportunities that are competitive with those of similar companies and to further align Participants' interests with those of the Company's other stockholders through compensation alternatives based on the Company's common stock, thereby promoting the long-term financial interests of the Company and enhancing long-term stockholder return.

1.2 ***Term —*** The Plan became effective as of March 1, 2022 (and was amended as of November 15, 2022 as the Amended and Restated 2022 Long-Term Incentive Plan) and shall remain effective as long as Awards (as defined in Section 2.1) granted under the plan remain outstanding.

1.3 ***Replacement of Existing Plan —*** No further awards will be made under the 2010 Long-Term Incentive Plan (the "***2010 Plan***") from and after January 1, 2022, but the provisions of the 2010 Plan shall continue to be applicable to the awards made under such plan that are outstanding as of December 31, 2021 and the "Authorized Shares" under the 2010 Plan (as specified in Section 3.1 of such plan) shall remain available to satisfy such awards.

II — Awards and Participants

2.1 ***Types of Awards —*** Awards granted under the Plan ("***Awards***") shall represent rights to acquire shares of the Company's Class A Non-Voting Common Stock, par value $0.01 per share ("***Stock***"), and may consist of the following:

(a) *Restricted Stock* — A grant of Stock that is subject to a risk of forfeiture or other restrictions that will lapse upon the satisfaction of specified conditions or the achievement of specified performance goals; or

(b) *Restricted Stock Unit* — A right to receive Stock in the future, with the right to future delivery of such Stock being subject to a risk of forfeiture or other restrictions that will lapse upon the satisfaction of specified conditions or the achievement of specified performance goals.

Awards may be granted singly or in combination with other Awards. Awards also may be made in combination with, in replacement of, as alternatives to or as the payment form for grants or rights under any other compensation plan, contract or agreement of the Company.

2.2 ***Eligibility and Participation —***

(a) The persons eligible to receive Awards under to the Plan (the "***Eligible Recipients***") shall consist of:

(1) Employees of the Company and its Subsidiaries (as defined below);

(2) Members of the Company's Board of Directors (the "***Board***") who are not employees of the Company or any of its Subsidiaries (the "***Non-Employee Directors***"); and

(3) Consultants, independent contractors or advisors to the Company or its Subsidiaries whom the Committee identifies as having a direct and significant effect on the performance of the Company or any of its Subsidiaries.

As used herein, the term "***Subsidiary***" shall mean any entity of which 50% or more of the total combined voting power of all classes of securities entitled to vote is owned, directly or indirectly, by the Company; provided, however, that the Committee may use any other definition of "Subsidiary" it deems necessary or desirable in accordance with its judgment as to the best interests of the Company and its stockholders and in accordance with the purposes of the Plan.

(b) No Eligible Recipient shall be entitled to receive any Award under the Plan unless and until the Award to such Eligible Recipient has been approved by the Board pursuant to Section 4.1 and such Eligible Recipient has actually received such Award (thereafter, a "***Participant***"). The designation of an Eligible Recipient to receive any Award under the Plan shall not require the designation of that person to receive any other Award under the Plan.

(c) The Plan does not constitute a contract of employment with any Eligible Recipient or Participant, and selection as a Participant will not give any Eligible Recipient the right to be retained in the employ of the Company or any Subsidiary or to continue to provide services to the Company or any Subsidiary.

III — Shares Available For Awards

3.1 ***Authorized and Available Shares —*** The total number of shares of Stock that may be issued pursuant to Awards under the Plan (the "***Authorized Shares***") shall be such number as is approved from time to time by the holder (the "***Voting Stockholder***") of the issued and outstanding shares of the Company's Class B Voting Common Stock, par value $0.01 per share (the "***Voting Stock***"). At any time, the number of shares of Stock that may then be issued pursuant to Awards under the Plan (the "***Available Shares***") shall be equal to the difference between (a) the number of Authorized Shares at such time and (b) the sum of (1) the number of shares of Stock subject to issuance upon settlement of then outstanding Awards and (2) the number of shares of Stock that have been previously issued upon settlement of Awards. No Award may cover a number of shares of Stock in excess of the number of Available Shares then existing.

3.2 ***Restoration of Shares —*** If the shares of Stock subject to any Award are not issued or cease to be issuable for any reason (including because the Award is forfeited, cancelled or terminated, is settled in cash in lieu of Stock or is exchanged for other Awards or because such Shares were withheld to cover applicable tax withholding), such shares shall no longer be charged against the number of Authorized Shares in calculating the number of Available Shares under Section 3.1 and shall again be included in Available Shares.

3.3 ***Adjustments to Number of Authorized Shares and Available Shares —*** If there is any change in the number of outstanding shares of Stock by reason of a stock dividend, split, spin-off, recapitalization, merger, consolidation, combination, extraordinary dividend, exchange of shares or other similar change, the number of Authorized Shares and the number of Available Shares (as well as the number of shares subject to, and other appropriate terms of, any outstanding Award) will be automatically adjusted to accurately and equitably reflect the effect thereon of such change. The adjustments required by this Section 3.3 shall be made by the Board, and its

determination as to what adjustments should be made and the extent thereof will be final, binding and conclusive.

3.4 ***Source of Stock —*** Shares of Stock issued under the Plan may consist in whole or in part of authorized and unissued shares or treasury shares.

3.5 ***No Fractional Shares —*** No fractional shares shall be issued under the Plan, upon settlement of any Award or upon any adjustment to an Award pursuant to Section 3.3. Any fractional share that would otherwise be issuable shall be cancelled with no payment of consideration.

IV — Approval of Awards, Participants and Award Terms

4.1 ***General*** — All Awards under the Plan (including the type, recipient, amount and terms) shall be subject to review and approval by the Board, and no Award may be made under the Plan without the approval of the Board; provided, however, that if the Voting Stockholder is not a member of the Board, then Awards under the Plan shall also require the approval of the Voting Stockholder.

4.2 ***Terms of Awards*** — Subject to the provisions of the Plan, the People and Compensation Committee of the Board (the "***Committee***") shall determine the type of Awards to grant, select those Eligible Recipients who are to receive Awards and establish the terms of Awards, and shall submit its recommendations to the Board for approval pursuant to Section 4.1. In selecting Eligible Recipients to receive Awards and in determining the type, amount and terms of their respective Awards, the Committee may consider any and all factors that it deems relevant or appropriate.

The Award terms established and recommended by the Committee shall include the following (as applicable):

(a) The number of shares of Stock subject to the Award;

(b) The schedule on which the Award, or portions thereof, vest or applicable restrictions lapse (including the service requirements, performance goals or other conditions under which the Award vests or restrictions lapse); and

(c) The termination and expiration of the Award.

The Committee may include in any Award terms that provide for the acceleration of vesting and lapse of restrictions, as applicable, upon or following a Participant's death, Permanent Disability (as defined in Section 4.9(c)) or retirement or other separation from employment upon terms acceptable to the Committee.

Unless otherwise specified by the Board, each Award (other than Awards issued pursuant to Section 4.8) shall be deemed to include the Change in Control Provisions, which shall apply to such Award regardless of whether they are explicitly set forth in the Award Agreement applicable to such Award. Each such Award Agreement issued prior to November 15, 2022 shall be, and is hereby, amended to include such provisions.

4.3 ***Award Agreements —*** Each Award shall be evidenced by a written agreement issued by the Company and setting forth the terms, provisions and conditions of such Award (an "***Award Agreement***"). Each Award Agreement shall be consistent with the terms of the Award as approved by the Board pursuant to Section 4.1, shall be in such form as may be specified by the Committee and may be evidenced by an electronic transmission (including an e-mail or reference to a website or other URL) sent to the recipient through the Company's normal process for communicating electronically with its employees. As a condition to receiving an Award, an Eligible Recipient shall be required to affirmatively accept the Award and agree to the

terms, provisions and conditions set forth in the Award Agreement by physically or electronically executing the Award Agreement or by otherwise physically or electronically acknowledging such acceptance and agreement.

4.4 ***Transferability of Awards —*** A Participant may not sell, assign, transfer, pledge or otherwise dispose of any Award, and the benefits of an Award shall run solely to the Participant named in the Award Agreement applicable to such Award. This restriction shall not apply to shares of Stock that are issued in connection with the settlement of an Award.

4.5 ***Dividends and Dividend Equivalents —*** An Award may provide the Participant with the right to receive dividend or dividend equivalent payments with respect to Stock subject to the Award; provided, however, that such payments shall be subject to the same vesting provisions as are applicable such Stock and any dividend or dividend equivalent payments with respect to Stock subject to the Award shall be credited to an account for the Participant to be settled when and if such Stock vests.

4.6 ***Settlement of Awards —*** The Company's obligation to settle Awards may be satisfied through the delivery of Stock, cash payments, the granting of replacement Awards or any combination thereof, as the Board shall approve upon the recommendation of the Committee. Satisfaction of any such obligations under an Award may be subject to such conditions, restrictions and contingencies as recommended by the Committee and approved by the Board. The Board may permit or require the deferral of any Award settlement, subject to such rules and procedures as may be established by the Committee, which may include provisions for the payment or crediting of interest, dividends or dividend equivalents.

4.7 ***Withholding of Taxes —*** All distributions under the Plan (including the grant of Awards and the issuance of Stock, cash or other consideration in settlement of an Award) are subject to withholding of all applicable taxes, and the delivery of any Award (or the issuance of any Stock, cash or other consideration in settlement thereof) may be conditioned on the satisfaction of applicable withholding obligations. The Committee, subject to such requirements as it may impose, may permit such withholding obligations to be satisfied through cash payment by the Participant, through the surrender of shares of Stock that the Participant already owns or through the surrender or withholding of shares of Stock to which the Participant is otherwise entitled under the Plan. The Company shall not loan funds to any Participant for the purpose of paying taxes associated with the grant or vesting of an Award or for any other purpose relating to an Award.

4.8 ***Awards to Non-Employee Directors —*** Non-Employee Directors shall not be eligible to receive any Awards under the Plan other than the Awards specified in this Section.

(a) ***Discretionary Awards —*** The Board, upon the recommendation of the Committee and in its discretion, may grant an Award to any Non-Employee Director. Awards under this Section are discretionary, and until the Board approves an Award to a Non-Employee Director, such Non-Employee Director shall not have any right or claim to any Award. The receipt of an Award under the Plan shall not give any Non-Employee Director any right or claim to receive any other Award under the Plan, and the Board may determine that any or all Non-Employee Directors are not eligible to receive Awards under the Plan for an indefinite period or for any specified period.

(b) ***Terms of Non-Employee Director Awards —*** In connection with the grant of an Award under this Section, the Board, upon the recommendation of the Committee and in its discretion, shall establish the terms and provisions of such Award; provided, however, that the vesting period for any Award shall be no less than six months from the date of grant.

4.9 ***Certain Defined Terms —*** As used herein, the following terms shall have the respective meanings indicated below:

(a) "*Change in Control Provisions*" means the terms and provisions set forth in Appendix A.

(b) "*Permanent Disability*" means, with respect to any Participant, a condition such that the Participant by reason of physical or mental disability becomes unable to perform his or her normal duties for more than 180 days in the aggregate (excluding infrequent or temporary absence due to ordinary transitory illness) during any twelve-month period.

V — Plan Governance and Administration

5.1 ***Administration*** — The Plan shall be administered by Committee, which shall have the authority to construe and interpret the Plan and Awards granted hereunder, to establish and amend rules for Plan administration and to make all other determinations that it deems necessary or advisable for the effective administration of the Plan.

5.2 ***Authority and Liability*** — In all matters relating to the Plan, the Board and the Committee shall act in a manner that is consistent with the Company's certificate of incorporation and by-laws and all applicable laws, rules and regulations, and all actions and decisions of the Committee shall be consistent with the terms of Awards approved by the Board pursuant to Section 4.1. The decisions and determinations of the Board and the Committee shall be made in accordance with their respective judgment as to the best interests of the Company and its stockholders and the furtherance of the purposes of the Plan, and shall be final and binding (subject to further review and approval by the Voting Stockholder if required by the provisions of the Plan). No member of the Board or the Committee, nor the Voting Stockholder, shall be personally liable for any action or determination relating to the Plan or any Award that was taken or made in good faith.

5.3 ***Delegation —*** The Board or the Committee may delegate any or all of its authority and responsibilities with respect to the Plan and Awards, on such terms and conditions as it considers appropriate, to the Chief Executive Officer of the Company; provided, however, that determinations, decisions and approvals regarding Awards or other benefits under the Plan to the Company's Executive Officers (as designated from time to time by the Board) may not be delegated and shall be made by the Board and the Committee, as the case may be.

VI — Miscellaneous Provisions

6.1 ***Amendment and Termination —*** The Board may at any time and in any way amend, suspend or terminate the Plan or any Award granted under the Plan; provided, however, that no such amendment, suspension or termination may materially impair any Award then outstanding without the consent of the holder of such Award; and provided further, however, that without the approval of the Voting Stockholder, no amendment to the Plan may increase the number of Authorized Shares or modify the provisions of Section 3.1 or otherwise affect the provisions of the Plan granting the approval rights to the Voting Stockholder.

6.2 ***Liability of the Company —*** By accepting any benefits under the Plan, each Participant and each person claiming under or through such Participant shall be conclusively deemed to have indicated acceptance and ratification of, and consented to, any action taken or made under the Plan by or at the direction of the Company, the Board or the Committee. No Participant or any person claiming under or through a Participant shall have any right or interest, whether vested or otherwise, in the Plan or in any Award hereunder, contingent or otherwise, unless and until such Participant shall have complied with all of the terms, conditions and provisions of the Plan and the Award Agreement relating thereto. Neither the Company, the Board nor the Committee shall be required to give any security or bond for the performance of any obligation which may be created by the Plan.

6.3 ***Unfunded Plan —*** Insofar as it provides for Awards, the Plan shall be unfunded. Although bookkeeping accounts may be established with respect to Participants who are granted Awards, any such accounts will be used merely as an administrative convenience. Except for the holding of Restricted Stock in escrow, the Company shall not be required to segregate any assets that may at any time be represented by Awards, nor shall the Plan be construed as providing for such segregation, nor shall the Company, the Board or the Committee be deemed to be a trustee of Stock or cash to be awarded under the Plan. Any liability of the Company to any Participant with respect to an Award shall be based solely upon any contractual obligations that may be created by the Plan; no such obligation of the Company shall be deemed to be secured by any pledge or other encumbrance on any property of the Company.

6.4 ***Compliance With Applicable Laws —*** Notwithstanding any other provision of the Plan or any Award Agreement, the Company shall have no obligation to issue any shares of Stock under the Plan or pursuant to any Award unless such issuance would comply with all applicable laws and the applicable requirements of any securities exchange or similar entity. Prior to the issuance of any shares of Stock under the Plan or pursuant to an Award, the Company may require a written statement that the recipient is acquiring the shares for investment and not for the purpose or with the intention of distributing the shares. The certificates representing the shares of Stock issued pursuant to an Award under the Plan may bear such legend or legends as the Committee deems appropriate in order to assure compliance with applicable securities laws and regulations.

6.5 ***Governing Law and Venue —*** The Plan and Awards granted hereunder (including Award Agreements evidencing such Awards) will be governed by and construed in accordance with the laws of the State of Delaware, United States of America, other than with respect to choice of laws, rules and principles. Venue for any and all disputes arising out of or in connection with the Plan, any Award hereunder or any Award Agreement shall exclusively be in Travis County, Texas, United States of America, and the courts sitting in Travis County, Texas, United States of America shall have exclusive jurisdiction to adjudicate such disputes.

6.6 ***Foreign Jurisdictions —*** To the extent that the Committee determines that the material terms approved by the Board or imposed by the Plan preclude the achievement of the material purposes of the Plan in jurisdictions outside the United States, the Board, upon the recommendation of the Committee, will have the authority and discretion to modify those terms and provide for such additional terms and conditions as the Board approves to accommodate differences in local law, policy or custom or to facilitate administration of the Plan. The Board, upon the recommendation of the Committee, may adopt or approve sub-plans, appendices or supplements to, or amendments, restatements or alternative versions of, the Plan as it may consider necessary, appropriate or desirable, without thereby affecting the terms of the Plan as in effect for any other purpose. The special terms and any appendices, supplements, amendments, restatements or alternative versions, however, shall not include any provisions that are inconsistent with the terms of the Plan as then in effect, unless the Plan could have been amended to eliminate such inconsistency without further approval by the Voting Stockholder.

6.7 ***Use of Terms —***

(a) Words of any gender (whether masculine, feminine or neuter) shall be deemed to include all other genders. Words of the singular number shall be deemed to include the plural number, and vice versa, where applicable.

(b) When used herein, the word "including" means "including, without limitation."

(c) Unless otherwise specified, references herein to Articles or Sections shall be deemed to be references to Articles or Sections, as applicable, of the Plan. When used herein, the words "hereof," "herein" and "hereunder" and words of similar import shall refer to the Plan as a whole and not to any particular provision of the Plan.

APPENDIX A

Terms used, but not otherwise defined, in this Appendix A shall have the respective meanings set forth in the Plan.

Change in Control Provisions

1. ***Accelerated Vesting*** — If a Participant has a Qualifying Termination, then:

   (a) The Participant's outstanding Time-Based Awards shall become fully vested and any restrictions thereon shall lapse; and

   (b) The performance goals or other vesting criteria applicable to the Participant's outstanding Performance-Based Awards shall be deemed achieved at target levels (i.e., 100% payout) and such Awards shall become fully vested on that basis and any restrictions thereon shall lapse. Any Performance-Based Award applicable to any completed fiscal year in which the stated performance goal was not met at or above the minimum level (i.e., 50% payout) shall not be considered to be "outstanding" for purposes of this subsection (b).

2. ***Defined Terms*** — As used herein, the following words and phrases shall have the respective meanings indicated below.

   (a) ***Annual Base Salary*** — With respect to any Participant, the annual base salary paid or payable to such Participant (including any base salary that is subject to deferral at the election of the Participant) by the Company or any of its Affiliates at the greater of (a) the rate in effect (or required to be in effect before any diminution that is a basis of the Participant's termination for Good Reason) on the Date of Termination or (b) the rate in effect immediately prior to the Change in Control.

   (b) ***Business Combination*** — A reorganization, merger, statutory share exchange or consolidation or similar transaction involving the Company or any of its Subsidiaries; a sale or other disposition of all or substantially all the assets of the Company; or the acquisition of assets or securities of another entity by the Company or any of its Subsidiaries.

   (c) ***Cause*** — With respect to any Participant:

      (i) The Participant's willful failure to perform the Participant's duties (other than any such failure resulting from incapacity due to physical or mental illness);

      (ii) The Participant's willful failure to comply with any valid and legal directive of the person or entity to whom the Participant reports;

      (iii) The Participant's conviction of, or entering into a plea of either guilty or nolo contendere to, any felony or any misdemeanor involving material acts of moral turpitude, embezzlement, theft or other similar act;

      (iv) The Participant's willful engagement in serious misconduct in the performance of the Participant's duties;

      (v) The Participant's willful and material violation of any policy of the Company or any of its Subsidiaries (including the Company's Code of Conduct); or

      (vi) The Participant's willful and material violation of the Restrictive Covenant Agreement between such Participant and the Company.

   (d) ***Change in Control*** — The occurrence of any of the following events:

      (i) Any individual, entity or group (within the meaning of Section 13(d)(3) or 14(d)(2) of the Securities Exchange Act of 1934) becomes the beneficial owner (within the meaning of Rule 13d-3 promulgated under the Securities Exchange

Act of 1934) of 50% or more of the combined voting power of the Outstanding Company Voting Securities;

(ii) Consummation of a Business Combination, unless immediately thereafter, all or substantially all of the individuals and entities that were the beneficial owners of the Outstanding Company Voting Securities immediately prior to such Business Combination beneficially own, directly or indirectly, more than 50% of the then-outstanding voting securities entitled to vote generally in the election of directors (or, for a non-corporate entity, equivalent governing body) of the entity resulting from such Business Combination (including an entity that, as a result of such transaction, owns the Company or all or substantially all of the Company's assets either directly or through one or more subsidiaries) in substantially the same proportions as their ownership immediately prior to such Business Combination of the Outstanding Company Voting Securities; or

(iii) Approval by the stockholders of the Company of a complete liquidation or dissolution of the Company.

Notwithstanding the foregoing, any acquisition or beneficial ownership of Outstanding Company Voting Securities by, or transfer of Outstanding Company Voting Securities to, Phillip E. Cohen or any of his heirs or any entity owned or controlled by Phillip E. Cohen or any of his heirs, shall not constitute a Change in Control.

(e) ***Date of Termination*** —

(i) If the Participant's Employment is terminated by the Company for Cause, the date of the Participant's receipt of the Notice of Termination from the Company or such later date specified in the Notice of Termination;

(ii) If the Participant's Employment is terminated by the Participant for Good Reason, the date of the Company's receipt of the Notice of Termination from the Participant or such later date specified in the Notice of Termination;

(iii) If the Participant's Employment is terminated by the Company other than for Cause or Permanent Disability, the date on which the Company notifies the Participant of such termination;

(iv) If the Participant resigns without Good Reason, the date on which the Participant notifies the Company of such termination; and

(v) If the Participant's Employment is terminated by reason of the Participant's death or Permanent Disability, the date of death of the Participant or the 30th day after receipt of the Notice of Termination by the Participant, as the case may be.

Notwithstanding the foregoing, in no event shall the Date of Termination occur until the Participant experiences a "separation from service" within the meaning of Section 409A of the Internal Revenue Code of 1986, as amended from time to time, and the date on which such separation from service takes place shall be the "Date of Termination."

(f) ***Employment*** — With respect to any Participant, such Participant's full-time employment with the Company or any of its Subsidiaries.

(g) ***Good Reason*** — With respect to any Participant, any of the following actions taken without such Participant's written consent:

(i) The Participant is assigned duties materially inconsistent with such Participant's position, duties, responsibilities and status with the Company during the 90-day period immediately preceding a Change in Control;

(ii) The Participant's position, authority, duties or responsibilities are materially diminished from those in effect during the 90-day period immediately preceding a Change in Control (whether or not occurring solely as a result of the Company ceasing to be a publicly traded entity);

(iii) A material reduction in the Participant's Annual Base Salary or total annual compensation opportunity from such Annual Base Salary or total annual compensation opportunity, as the case may be, as in effect at the time of the Change in Control or (if higher) at the Date of Termination in the event of a termination of Employment after a Change in Control;

(iv) The Company requires the Participant regularly to perform such Participant's duties of Employment beyond a 50-mile radius from the location of the Participant's Employment immediately prior to the Change in Control;

(v) The Company fails to obtain a satisfactory agreement from any successor to assume and perform the Plan, as contemplated by Article V below; or

(vi) Any other action or inaction that constitutes a material breach by the Company of the Plan with respect to such Participant.

In order to invoke a termination of Employment for Good Reason, the Participant shall provide a Notice of Termination to the Company's Chief Legal Officer within 90 days following the initial existence of any of the conditions described in clauses (i) through (vi) above, which notice shall specify in reasonable detail the conditions constituting Good Reason. The Company shall have a period of 30 days following receipt of such Notice of Termination during which it may remedy the conditions cited in the Notice of Termination. In the event that the Company fails to remedy such conditions during such 30-day period, in order for the termination of Employment to constitute a termination for Good Reason, the Participant's "separation from service" (within the meaning of Section 409A of the Internal Revenue Code of 1986, as amended from time to time) must occur, if at all, on or before the later of (A) the second anniversary of the initial existence of any of the conditions constituting Good Reason or (B) the second anniversary of the Change in Control. The Participant's mental or physical incapacity following the occurrence of an event described in clauses (i) through (vi) above shall not affect the Participant's ability to terminate employment for Good Reason and the Participant's death following delivery of a Notice of Termination invoking a termination of Employment for Good Reason shall not affect the Participant's estate's entitlement to Separation Benefits provided hereunder.

(h) ***Notice of Termination*** — A written notice of the termination of a Participant's Employment (whether given by the Company or by the Participant) that (i) indicates the specific termination provision relied upon and (ii) to the extent applicable, sets forth in reasonable detail the facts and circumstances claimed to provide a basis for the termination of the Participant's Employment under the provision so indicated. The failure by the Participant or the Company to set forth in the Notice of Termination any fact or circumstance that contributes to a showing of Good Reason or Cause shall not waive any right of the Participant or the Company, respectively, hereunder or preclude the Participant or the Company, respectively, from asserting such fact or circumstance in enforcing the Participant's or the Company's respective rights hereunder.

(i) ***Outstanding Company Voting Securities*** — At any time, the then-outstanding voting securities of the Company entitled to vote generally in the election of directors.

(j) ***Performance-Based Award*** — An unvested Award (or portion thereof) the vesting of which is contingent in whole or in part on the achievement of specified performance goals or other conditions (other than the passage of time or continued service). Notwithstanding the foregoing, any portion of a Performance-Based Award that has been designated as "available to vest" (i.e., "banked") under the terms of the applicable

Award Agreement shall be considered to be a Time-Based Award rather than a Performance-Based Award.

(k) ***Qualifying Termination*** — With respect to any Participant, the termination of such Participant's Employment (i) by the Company for any reason other than Cause or (ii) by the Participant for Good Reason, so long as, in either case, such termination of Employment either (A) occurs after a Change in Control and on or prior to the second anniversary of the Change in Control or (B) occurs prior to a Change in Control and the Participant demonstrates that such termination was requested or otherwise occurred in connection with a potential Change in Control. A Qualifying Termination that occurs prior to a Change in Control will be deemed to occur upon the occurrence of the Change in Control. Notwithstanding the above, the termination of a Participant's Employment by reason of their death, Permanent Disability or retirement under a mandatory retirement policy of the Company or any of its Subsidiaries that is approved by the Board prior to, and not in contemplation of, a Change in Control shall not constitute a Qualifying Termination.

(l) ***Time-Based Award*** — An unvested Award the vesting of which is contingent solely on the passage of time or continued service. For this purpose, any portion of a Performance-Based Award that has been designated as "available to vest" (i.e., "banked") under the terms of the applicable Award Agreement shall be considered to be a Time-Based Award.

INSIDER TRADING POLICY

1. INTRODUCTION

This policy provides detailed information about the treatment of material, non-public information related to EZCORP, Inc. and its wholly owned subsidiaries and affiliates (the "Company") and the rules pertaining to such information with which all directors, officers, employees, contractors, and consultants are expected to comply.

2. DEFINITIONS

Material Information - Information is material if there is a substantial likelihood a reasonable investor would consider the information as significantly altering the total mix of information available. Thus, information may be material if it is likely that a reasonable investor would consider it important in making a decision to buy, hold, or sell securities. Any information that could be expected to affect the Company's stock price, whether it is positive or negative, should be considered material. Examples of information that could be, but is not necessarily, material are:

- Financial results (annual, quarterly or otherwise), including earnings that are inconsistent with the Company's consensus expectations of the investment community or guidance, if any;
- Projections of future earnings or losses, or other earnings guidance;
- A pending or proposed merger, acquisition or tender offer;
- A pending or proposed acquisition or disposition of a significant asset;
- A change in dividend policy, declaration of stock split or other offering of securities;
- Significant changes in the Company's credit ratings;
- Significant corporate events, including material cyber, data or personnel matters;
- Major personnel changes, particularly departures or elections of executive officers or certain directors;
- Development of a significant new product, service or process;
- Impending bankruptcy or the existence of severe liquidity problems;
- The gain or loss of a significant customer or supplier; and

Significant actions or threats of actions by regulatory bodies or litigation related to the Company.

If you are uncertain whether the information is material, please consult with the Chief Legal Officer.

Non-Public Information - Information is "non-public" if it has not been previously disclosed to the general public and is otherwise not generally available to the investing public. In order for information to be considered "public," it must be widely disseminated in a manner making

it generally available to the investing public with enough time for the investing public to absorb the information fully.

3. POLICY

Prohibited Transactions. It is the policy of the Company that no director, officer, employee, contractor or consultant of the Company who is aware of Material, Non-Public Information relating to the Company may, directly or through Related Persons (as defined below), (a) engage in any transaction in the Company's securities, including by buying, selling or gifting securities of the Company, or (b) disclosing or tipping that information, either directly or indirectly, on to others outside the Company who may transact in the Company's securities, except as permitted by this policy.

In addition, it is the policy of the Company that no director, officer or other employee or consultant of the Company who, in the course of working for the Company, learns of Material, Non-Public Information about a company with which the Company does business, including a customer or supplier of the Company, may trade in that company's securities until the information becomes public or is no longer material.

3.1 Mandatory Advance Notification and Approval Procedures

All Support Center team members, other directors and officers, and their Related Persons (each a "Covered Person") are subject to the mandatory advance notification and approval requirements. Any Covered Person who intends to transact in the Company's securities must review the proposed transaction in advance with the Chief Legal Officer or their designee (trading@ezcorp.com).

You should provide the Chief Legal Officer with information regarding the type of transaction and the number of shares involved, and either confirm that you possess no Material, Non-Public Information concerning the Company or inform the reviewer of any circumstances that you believe could present an issue in that regard. The reviewer will subsequently contact you in writing to communicate any position the Company has on the proposed transaction. You may not engage in the transaction unless you receive approval from the Chief Legal Officer. If you receive approval but you do not execute the transaction within four business days after the transaction is reviewed and approved, you should check with the

reviewer again before entering into the transaction. Please allow sufficient time (at least two business days) for consideration of a proposed transaction under the advance notification and approval requirements.

The clearance of a proposed transaction by the Chief Legal Officer does not constitute legal advice or otherwise acknowledge that you do not possess

Material, Non-Public Information. You must ultimately make your own judgments regarding, and are personally responsible for determining, whether or not you are in possession of Material, Non-Public Information.

The existence of the foregoing approval procedures does not obligate the Company to approve any transaction involving Company securities. The Chief Legal Officer may reject any approval request in their discretion, subject to review by, and the discretion of, the Chief Executive Officer

3.2 **Blackout Periods**

The Company has designated blackout periods when it is more likely that you have Material, Non-Public Information. You may not trade in the Company's securities during any of these designated blackout periods. **These blackout periods are as determined by the Company's Chief Legal Officer and typically begin on the 16th day of the last month of each quarter (December 16, March 16, June 16, and September 16) and continue until two business days after the Company's earnings announcement.**

The Company may make an announcement of material information not related to periodic earnings. In this case, you should not trade in the Company's securities for two business days after the announcement. Depending on the particular circumstances, the Company may determine that a longer or shorter blackout period should apply to the release of Material, Non-Public Information. If you have any questions about whether the information is public or about designated blackout periods, you must consult with the Company's Chief Legal Officer.

3.3 **Additional Restrictions in Specific Circumstances**

From time to time, the Company may recommend or require that directors, officers, selected employees and others refrain from trading because of developments known to the Company and not yet disclosed to the public. In such a case, the persons so advised should not engage in any transaction involving the Company's securities until advised that the restriction has been terminated and should not disclose to others inside or outside of the Company the fact that the Company has imposed a trading restriction.

3.4 **No Safe Harbor**

The existence of blackout periods and situation-specific trading restrictions should not be considered a safe harbor for trading during other periods, and all directors, officers and other employees or consultants should use good judgment at all times.

3.5 **Transactions by Related Persons**

This policy also applies to anyone who lives in your household, any family members who do not live in your household but whose transactions in the Company's securities are directed by you or are subject to your influence or control (such as parents or children who consult with you before they trade in Company's securities), and entities over which you have actual control, directly or indirectly (collectively, "Related Persons"). You are responsible for the transactions of these Related Persons and therefore should make them aware of the need to confer with you before they trade in the Company's securities.

3.6 **Pledging**

Covered Persons may be permitted to pledge Company securities as collateral for a loan in limited circumstances in which the Company determines, on a case-by-case basis, that the pledge will not pose a material risk to the Company or its shareholders.

Covered Persons seeking to pledge Company securities must receive prior approval of the Chief Financial Officer and Chief Legal Officer, which must be requested at least two weeks prior to a proposed commitment to pledge the securities. Pledges by members of the Board of Directors or executive officers must also receive prior approval of the Audit and Risk Committee Chair or Audit and Risk Committee. In reviewing any request to pledge, the Company will consider the Covered Person’s ability to repay, the loan to value ratio, and other factors as deemed necessary and appropriate.

In relation to pledges by members of the Board of Directors or Executive Committee of the Company, the loan amount must not exceed 50% of the value of the pledged shares and no more than 20% of shares in excess of applicable minimum ownership requirements may be pledged.

Certain other transactions in the Company's securities, including hedging transactions, are barred by Company policy, including as described in the Company's Derivative Trading Policy.

3.7 **Other Permitted Transactions**

Regardless of whether you are in possession of material, non-public information, the following transactions are permitted by this Policy, except as specifically noted:

- **Restricted Stock Awards:** This policy permits the grant or vesting of an award of restricted stock, or the exercise of a tax withholding right pursuant to which you elect to have the Company withhold shares of stock to satisfy tax withholding requirements upon the vesting of any restricted stock. This policy does not permit, however, any market sale of restricted stock.

- **Rule 10b5-1 Plans:** This policy permits transactions made pursuant to a Rule l0bS-1 Plan. A "Rule l0bS-1 Plan" is a written plan for transacting in the Company securities that, at the time it is adopted or modified, conforms to all of the requirements of Rule l0bS-1 as then in effect. Everyone must obtain authorization from the Chief Legal Officer before entering into or modifying a Rule l0bS-1 Plan. Transactions made under an approved Rule lOb-5 Plan are not subject to quarterly trading restrictions or pre-clearance requirements

- **Stock Option Exercises:** This policy permits the exercise or settlement of an employee stock option or other stock-based compensation acquired pursuant to a Company stock option plan, or to the exercise of a tax withholding right or net settlement pursuant to which the Company withholds shares subject to an option to satisfy tax withholding requirements or the exercise price. This policy does not permit, however, any sale of stock as part of a broker-assisted cashless exercise of an option, or any other market sale for the purpose of generating the cash needed to pay the exercise price of an option.

- **401(k) Plan:** This policy permits purchases of Company stock in a 401(k) plan resulting from your periodic contribution of money to the plan pursuant to your payroll deduction election and elections to suspend entirely future payroll deductions designated for the purchase of Company common stock through any Company 401(k) plan. This policy does not permit, however, certain elections you may make under a 401(k) plan, including (a) an election to increase or decrease the percentage of your periodic contributions that will be allocated to the Company stock fund, (b) an election to make an intra-plan transfer of an existing account balance into or out of the Company stock fund, (c) an election to borrow money against your 401(k) plan account if the loan will result in a liquidation of some or all of your Company stock fund balance, and (d) your election to pre-pay a plan loan if the pre- payment will result in allocation of loan proceeds to the Company stock fund.

- **Approved Transactions:** Any transaction approved in writing in advance by the Chief Legal Officer, subject to the terms of the requester's disclosure.

3.8 **Additional Prohibited Transactions**

No one may engage in any of the following transactions:

- **Post-Termination Transactions:** This policy continues to apply to your transactions in the Company's securities even after you have terminated employment. If you are in possession of Material, Non- Public Information when your employment terminates, you may not trade in the Company's securities until that information has become public or is no longer material.
- **Other Transactions:** Other transactions in the Company's securities that are barred by any other Company policy, including as described in the Company's Derivative Trading Policy.

3.9 **Duty to Report**

Any director, officer or other employee or consultant who violates this policy or any federal or state laws governing insider trading or tipping or knows of any such violation by any other employee, officer or director, must report the violation immediately to the Chief Legal Officer. Upon learning of any such violation, the Chief Legal Officer, in consultation with the Company's Chief Executive Officer and Chief Financial Officer, will determine whether the Company should release any Material, Non-Public Information or whether the Company should report the violation to the U.S. Securities and Exchange Commission or other appropriate governmental authority.

4. SCOPE

This policy applies to all directors, officers, employees, consultants, and contractors of the Company. As noted above, this policy also applies to Related Persons of the aforementioned parties.

5. COMPLIANCE

The Legal Department is responsible for administering and enforcing the policy. Failure to comply with this policy may subject a director, officer, employee, contractor or consultant to civil or criminal penalties. Violations of this policy also may result in Company-imposed sanctions, including disciplinary action, up to and including termination.

A violation of this policy is not necessarily the same as a violation of law. The Company reserves the right to determine, in its own discretion and on the basis of the information available to it, whether this policy has been violated. The Company may determine that specific conduct violates this policy, whether or not the conduct also violates the law. It is not necessary for the Company to await the filing or conclusion of a civil or criminal action against the alleged violator before taking disciplinary action Any person who has a question about this policy or its application to any proposed transaction may obtain additional guidance from the Chief Legal Officer by contacting trading@ezcorp.com. Ultimately, however, the responsibility for adhering to this policy and avoiding unlawful transactions rests with the individual employee.

Directors and officers are subject to additional restrictions on their transactions in Company securities, which are described in a separate memorandum.

6. APPROVED BY

This policy was approved by the EZCORP Board of Directors. The policy will be reviewed periodically and updated as needed.

Exhibit 21.1

CONSOLIDATED SUBSIDIARIES OF EZCORP, INC.
SEPTEMBER 30, 2026

Entity	Jurisdiction of Organization
Baron Capital Management Partners, Inc.	Bahamas
Brainerd Honduras, S.A. de C.V.	Honduras
Brainerd, S.A.	Guatemala
Brainerd, S.A. de C.V.	El Salvador
CAC'S Employee Leasing S.A.	Panama
CAC'S Presta Max Limitada	Costa Rica
CAC'S PrestaMax S.A.	Panama
CACPM Parent, LP	Texas
Camira Administration Corp.	British Virgin Islands
CashWiz A.B. Limited	Antigua
CashWiz (BRB) Ltd.	Barbados
CashWiz (Grenada) Ltd.	Grenada
CashWiz Holdings, Ltd.	Cayman Islands
CashWiz (RP) Ltd.	Dominica
CashWiz (SVG) Ltd.	St. Vincent
CashWiz TCI Ltd.	Turks and Caicos
CCV Americas, LLC	Delaware
CCV Pennsylvania, Inc.	Delaware
EGreen Financial, Inc.	Delaware
EZ Online Sales, Inc.	Delaware
EZ Talent S. de R.L. de C.V.	Mexico
EZ Transfers S.A. de C.V.	Mexico
EZCORP FS Holdings, Inc.	Delaware
EZCORP Holdings, Inc.	Delaware
EZCORP International, Inc.	Delaware
EZCORP International Holdings, LLC	Delaware
EZCORP Services, Inc.	Delaware
EZCORP UK Limited	United Kingdom
EZCORP USA, Inc.	Delaware
EZMONEY Canada Holdings, Inc.	British Columbia
EZMONEY Canada, Inc.	Delaware
EZMONEY Tario, Inc.	British Columbia
EZPAWN Alabama, Inc.	Delaware
EZPAWN Arizona, Inc.	Delaware
EZPAWN Arkansas, Inc.	Delaware
EZPAWN Colorado, Inc.	Delaware
EZPAWN Florida, Inc.	Delaware
EZPAWN Georgia, Inc.	Delaware
EZPAWN Holdings, Inc.	Delaware
EZPAWN Illinois, Inc.	Delaware
EZPAWN Indiana, Inc.	Delaware
EZPAWN Iowa, Inc.	Delaware
EZPAWN Louisiana, Inc.	Delaware

CONSOLIDATED SUBSIDIARIES OF EZCORP, INC.
SEPTEMBER 30, 2026

EZPAWN Management Mexico, S. de R.L. de C.V.	Mexico
EZPAWN Mexico Holdings, LLC	Delaware
EZPAWN Mexico Ltd., LLC	Delaware
EZPAWN Minnesota, Inc.	Delaware
EZPAWN MS, Inc.	Delaware
EZPAWN Nevada, Inc.	Delaware
EZPAWN Oklahoma, Inc.	Delaware
EZPAWN Oregon, Inc.	Delaware
EZPAWN Services Mexico, S. de R.L. de C.V.	Mexico
EZPAWN Tennessee, Inc.	Delaware
EZPAWN Utah, Inc.	Delaware
FFI Holdings, Inc.	Delaware
FFI Holdings Florida, Inc.	Florida
FFI Holdings Puerto Rico, Inc.	Puerto Rico
Founders One, LLC	Delaware
Gadai Freeport Ltd.	Bahamas
Island Elements C.I. Limited	Cayman Islands
Island Wholesale Company, LLC	Florida
Jamaica Pawn Limited	Jamaica
Janama Honduras, S.A. de C.V.	Honduras
Janama, S.A.	Guatemala
Janama, S.A. de C.V.	El Salvador
Khoper Advisors, Ltd.	British Virgin Islands
Madras Investments Corp.	British Virgin Islands
Maxiprestamos. S.A. de C.V.	El Salvador
Miravet Planning Corp	Panama
Mister Money Holdings, Inc.	Colorado
MP Luxury, LLC	Delaware
Operadora de Servicios, S.A. de C.V.	El Salvador
Parkway Insurance, Inc.	Texas
PLO Del Bajio S. de R.L. de C.V.	Mexico
Prenda Aval, S.A. de C.V.	El Salvador
PrestaMe, LLC	Texas
Renueva Comercial, S.A.P.I. de C.V.	Mexico
Rollingwood Holdings, LLC	Delaware
Salvaprenda, S.A. de C.V.	El Salvador
Simple Management Group, Inc.	Delaware
Simple Management Holdings, Inc.	Delaware
Simple Management Group RD S.R.L.	Dominican Republic
SMG CW, LLC	Delaware
SMG Financial I, LLC	Delaware
SMG Financial II, LLC	Delaware
SMG Financial III, LLC	Delaware
SMG Financial IV, LLC	Delaware
Texas EZPAWN, L.P.	Texas
Texas EZPAWN Management, Inc.	Delaware
Unicode Market, Inc.	Panama

CONSOLIDATED SUBSIDIARIES OF EZCORP, INC.
SEPTEMBER 30, 2026

USA Pawn & Jewelry Co. XI, LLC	Nevada
USA Pawn & Jewelry Co. 19, LLC	Nevada
Venable Industries, Inc.	Florida

Exhibit 23.1

Consent of Independent Registered Public Accounting Firm

We hereby consent to the incorporation by reference in the Registration Statements on Form S-4 (No. 333-202627), Form S-8 (Nos. 333-291141, 333-282908, 333-275304, 333-267814, 333-266551, 333-263308) of EZCORP, Inc. of our reports dated November 12, 2026, relating to the consolidated financial statements, and the effectiveness of EZCORP, Inc.'s internal control over financial reporting, which appear in this Annual Report on Form 10-K.

/s/ BDO USA, P.C.
Dallas, Texas

November 12, 2026

Exhibit 31.1

Certification of Lachlan P. Given, Chief Executive Officer,
pursuant to Rule 13a-14(a) under the Securities Exchange Act of 1934,
as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002

I, Lachlan P. Given, certify that:

1. I have reviewed this Annual Report on Form 10-K of EZCORP, Inc.;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
    a. Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
    b. Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
    c. Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
    d. Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
    a. All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
    b. Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: November 12, 2026

/s/ Lachlan P. Given
Lachlan P. Given
Chief Executive Officer

Exhibit 31.2

Certification of Timothy K. Jugmans, Chief Financial Officer,
pursuant to Rule 13a-14(a) under the Securities Exchange Act of 1934,
as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002

I, Timothy K. Jugmans, certify that:

1. I have reviewed this Annual Report on Form 10-K of EZCORP, Inc.;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
    a. Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
    b. Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
    c. Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
    d. Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
    a. All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
    b. Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: November 12, 2026

/s/ Timothy K. Jugmans
Timothy K. Jugmans
Chief Financial Officer

Exhibit 32.1

Certification of Lachlan P. Given, Chief Executive Officer, and Timothy K. Jugmans, Chief Financial Officer, pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002

The undersigned officers of EZCORP, Inc. hereby certify that (a) EZCORP's Annual Report on Form 10-K for the year ended September 30, 2026, as filed with the Securities and Exchange Commission, fully complies with the requirements of section 13(a) of the Securities Exchange Act of 1934, as amended, and (b) the information contained in the report fairly presents, in all material respects, the financial condition and results of operations of EZCORP.

Date: November 12, 2026

/s/ Lachlan P. Given

Lachlan P. Given
Chief Executive Officer

Date: November 12, 2026

/s/ Timothy K. Jugmans

Timothy K. Jugmans
Chief Financial Officer

Compensation Recovery Policy

This Compensation Recovery Policy is adopted to address recovery of Erroneously Awarded Compensation from Covered Persons in the event of an Accounting Restatement, as further described herein. Terms used herein with their initial letter capitalized have the meanings ascribed to them under "Definitions" below.

Recovery of Erroneously Awarded Compensation

If the Company is required to prepare an Accounting Restatement, the Company shall take reasonably prompt action to recover all Erroneously Awarded Compensation from any Covered Person (except as described under "Exceptions to Recovery" below).

This Policy is in addition to any right of repayment, forfeiture or offset against any Covered Person that may be available under applicable law or otherwise, whether implemented prior to or after the effective date of this Policy. The Board or any authorized committee thereof, each in its sole discretion and in the exercise of its business judgment, may determine whether and to what extent additional action is appropriate to address the circumstances surrounding any Accounting Restatement to minimize the likelihood of any recurrence and to impose such other discipline as it deems necessary, appropriate or desirable.

Compensation Subject to Recovery

"Erroneously Awarded Compensation," with respect to any Covered Person, is the amount of Incentive Compensation Received by such Covered Person in excess of the amount of Incentive Compensation that would have been Received by such Covered Person had such Incentive Compensation been determined based on the restated amounts. Such amount shall be computed without regard to any taxes paid.

Notwithstanding the foregoing, only Incentive Compensation that is Received by a Covered Person (a) after beginning service as an Executive Officer, (b) who served as an Executive Officer at any time during the performance period associated with that Incentive Compensation, (c) while the Company had a class of securities listed on a national securities exchange or national securities association and (d) during the Recovery Period shall be subject to recovery as Erroneously Awarded Compensation.

For Incentive Compensation based on stock price or total shareholder return where the amount of Erroneously Awarded Compensation is not subject to mathematical recalculation directly from information included in the Accounting Restatement, the amount of the Erroneously Awarded Compensation shall be determined by the P&C Committee based on a reasonable estimate of the effect of the Accounting Restatement on the stock price or total shareholder return upon which the Incentive Compensation was based. The Company shall maintain the documentation of such reasonable estimate as part of the P&C Committee's records and shall provide copies of such to Nasdaq.

Method of Recovery

Subject to applicable law, the Company may seek to recover Erroneously Awarded Compensation by any means or combination of means as the P&C Committee, in its sole discretion, determines to be necessary, appropriate or desirable, including requiring a Covered Person to repay such amount to the

Company or offsetting a Covered Person's other compensation. Each Covered Person shall be required to reimburse the Company for any and all expenses reasonably incurred by the Company (including external legal fees) in recovering Erroneously Awarded Compensation from such Covered Person.

Exceptions to Recovery

Notwithstanding the obligation to seek recovery of Erroneously Awarded Compensation stated above under "Recovery of Erroneously Awarded Compensation," the Company shall not be required to seek recovery of Erroneously Awarded Compensation if one or more of the conditions described in Nasdaq Listing Rule 5608(b)(1)(iv)(A), (B) or (C) are met and, by reason thereof, the P&C Committee determines that recovery of the Erroneously Awarded Compensation is impracticable (after the Company has taken the steps described in Nasdaq Listing Rule 5608(b)(1)(iv)(A) or (B), as applicable).

General Provisions

No Indemnification — Notwithstanding the terms of any of the Company's organizational documents, any corporate policy or any contract, the Company shall not indemnify any Covered Person against the loss of any Erroneously Awarded Compensation recovered pursuant to this Policy.

Administration of Policy — The P&C Committee shall be responsible for administering this Policy and in connection therewith shall make such determinations and interpretations, and take such actions, as it deems necessary, appropriate or desirable. The P&C Committee shall consult with the Board, the Audit Committee and the Company's Chief Financial Officer and Chief Accounting Officer as needed in order to properly administer and interpret any provision of this Policy. All determinations and interpretations made by the P&C Committee shall be final, binding and conclusive.

Amendment or Termination of Policy — The P&C Committee shall have the authority to amend or terminate this Policy; provided, however, that no such amendment or termination shall be effective if such amendment or termination would (after taking into account any actions taken by the Company contemporaneously with such amendment or termination) cause the Company to be in violation of any after August 1, 2023 federal securities laws or any rules or regulations issued thereunder or any Nasdaq Listing Rules.

Disclosures and Record Keeping — The Company shall make all disclosures and filings with respect to this Policy and maintain all documents and records that are required by applicable federal securities laws or any rules or regulation issued thereunder or any Nasdaq Listing Rules.

Governing Law — The validity, construction and effect of this Policy, and any determinations relating to this Policy, shall be construed in accordance with the laws of the State of Delaware without regard to its conflicts of laws principles.

Successors — This Policy shall be binding and enforceable against all Covered Persons and their beneficiaries, heirs, executors, administrators or other legal representatives.

Effective Date — This Policy shall be effective from August 1, 2023 and shall apply to Erroneously Awarded Compensation Received by any Covered Person on or after October 2, 2023.

Acknowledgement by Covered Persons

The Company shall provide notice to, and seek written acknowledgement of this Policy from, each Covered Person; provided, however, that the failure to provide such notice or obtain such acknowledgement shall not affect the applicability or enforceability of this Policy. Such acknowledgement may be set forth in a separate acknowledgement form executed by such Covered Person or in the incentive compensation plan or award agreement pursuant to which such Covered

Person received Incentive Compensation subject to recovery hereunder, as determined by the P&C Committee.

Definitions

The following terms, when used in this Policy, shall have the following meanings:

Accounting Restatement **—** An accounting restatement that is due to the Company's material noncompliance with any financial reporting requirement under the U.S. federal securities laws, including any required accounting restatement to correct an error in previously issued financial statements that is material to the previously issued financial statements (sometimes referred to as a "big R restatement") or that would result in a material misstatement if the error were corrected in the current period or left uncorrected in the current period (sometimes referred to as a "little R restatement").

For purposes of clarity, the term "Accounting Restatement" does not include financial statement changes that did not result from the Company's material noncompliance with financial reporting requirements. For example, the following changes to previously reported financial statements shall not be considered Accounting Restatements under this Policy:

(a) Application of a change in accounting principles;

(b) Revision to reportable segment information due to a change in the structure of the Company's internal organization;

(c) Reclassification due to a discontinued operation;

(d) Application of a change in reporting entity, such as from a reorganization of entities under common control;

(e) Adjustment to provision amounts in connection with a prior business combination; and

(f) Revision for stock splits, stock dividends, reverse stock splits or other changes in capital structure.

Audit Committee — The Audit Committee of the Board of Directors.

Board — The Board of Directors of the Company.

Covered Person — Shall mean each of the following persons:

(a) The Executive Officers;

(b) The Company's Chief Accounting Officer;

(c) Any other person whose role in the Company is described in the definition of "Executive Officer" set forth in Nasdaq Listing Rule 5608(d);

(d) Any person who served in any of the capacities described in (a), (b) or (c) above at any time during the performance period applicable to any Incentive Compensation; and

(e) Any other person designated by the P&C Committee as being subject to this Policy.

Erroneously Awarded Compensation — Has the meaning specified under "Compensation Subject to Recovery" above.

Executive Officer — Each person who has been designated by the Board as an "Executive Officer."

Financial Reporting Measure — A measure that is determined and presented in accordance with the accounting principles used in preparing the Company's financial statements and any measure (including "non-GAAP" financial measures) that is derived in whole or in part from such measure. Examples of Financial Reporting Measures include measures based on revenues, operating income, net income, financial ratios or EBITDA; liquidity measures based on cash flow, cash balances or net debt; return measures (such as return on assets, return on invested capital or return on equity); and profitability of a business unit or segment. Measures that are determined on the basis of stock price or total shareholder return are also considered to be Financial Reporting Measures.

Incentive Compensation — Any compensation that is granted, earned or vested based in whole or in part upon the attainment of one or more Financial Reporting Measures.

P&C Committee — The People and Compensation Committee of the Board of Directors.

Received – Incentive Compensation is deemed "Received" in any fiscal period during which the Financial Reporting Measure specified in the Incentive Compensation award is attained, even if the payment or grant of the Incentive Compensation occurs after the end of that period.

Recovery Period — The three completed fiscal years immediately preceding the earlier of (a) the date the Board or the Audit Committee concludes, or reasonably should have concluded, that the Company is required to prepare an Accounting Restatement or (b) the date a court, regulator or other legally authorized body directs the Company to prepare an Accounting Restatement. The Recovery Period shall also include transition periods that result from a change in the Company's fiscal year, as described in Listing Rule 5608(b)(1)(i)(D). Notwithstanding the above, the Recovery Period applicable to any Covered Person shall not include any period during which such person was not a Covered Person.