

The following is an unofficial English translation of the 49th Annual General Meeting of Shareholders documents of RICOH LEASING COMPANY, LTD. (hereinafter referred to as the “Company”). The Company provides this translation for your reference and convenience only, without any warranty as to its accuracy or otherwise. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.
Please note that some of the figures and graphs included in this document are presented in Japanese.

Materials for the 49th Annual General Meeting of Shareholders

(Matters relating to electronic provision measures that are not included in the document delivered upon request in accordance with law and the Articles of Association)

Business Report

- Main Business
- Main Offices
- Other Significant Matters Regarding the Group
- Matters Concerning Stock Acquisition Rights of the Company
- Status of Directors (Overview of Liability Limitation Agreements with Directors and Overview of Directors and Officers Liability Insurance Agreement Content)
- Status of Independent Auditor
- Systems Necessary to Ensure the Properness of Operations of the Company (Internal Control)
- (Reference) Overview of the Company’s Corporate Governance Structure

Consolidated Financial Statements

- Consolidated Statement of Changes in Equity
- (Reference) Consolidated Statement of Cash Flows (Summary)
- Notes to Consolidated Financial Statements

Financial Statements

- Non-consolidated Balance Sheet
- Non-consolidated Statement of Income
- Non-consolidated Statement of Changes in Equity
- Notes to Nonconsolidated Financial Statements

(From April 1, 2024, to March 31, 2025)

RICOH LEASING COMPANY, LTD.

The above matters are not included in the documents to be delivered to shareholders who have requested the delivery of documents in accordance with law and the Company’s Articles of Association.

Business Report

Main Business (As of March 31, 2025)

The Group's businesses, products and services are as follows:

① Leases & Finance Business (Disclosed Segments)

Finance leases, operating leases, and installment sales of office and information-related equipment, medical equipment, industrial machine tools, measuring equipment, etc. (including the sale of the equipment, etc. upon expiration or early termination of lease transactions), corporate loans, industry-specific loans, condominium loans, etc.

② Service Business (Disclosed Segments)

Agency services including invoicing and accounts receivable collection, medical and nursing care fee factoring services, relocation management services, nursing home/retirement home operations, receivables guarantees, etc.

③ Investment Business (Disclosed Segments)

Solar power generation, home leasing and real estate-related

Main Offices (As of March 31, 2025)

① Our Main Locations

Headquarters Office (Minato-ku, Tokyo), Kioicho Office (Chiyoda-ku, Tokyo), Toyosu Office (Koto-ku, Tokyo), Hokkaido Branch Office (Sapporo City, Hokkaido), Tohoku Branch Office (Sendai City, Miyagi), Kanto Branch Office (Saitama City, Saitama), Chubu Branch Office (Nagoya City, Aichi), Kansai Branch Office (Osaka City, Osaka), Chugoku Branch Office (Hiroshima City, Hiroshima), Kyushu Branch Office (Fukuoka City, Fukuoka)

② Subsidiary Companies

Techno Rent Co., Ltd. (Minato-ku, Tokyo)

Tokyo Business Rent Co., Ltd. (Koto-ku, Tokyo)

Enplus Inc. (Chuo-ku, Tokyo)

Welfare Suzuran Co., Ltd. (Nagoya City, Aichi)

Other Significant Matters Regarding the Group

No important matter to be stated.

Matters Concerning Stock Acquisition Rights of the Company

Not applicable.

Status of Directors (As of March 31, 2025)

Overview of Liability Limitation Agreements with Directors

The Company has entered into agreements with Directors Masako Arakawa, Mari Ebisui, Atsumi Harasawa, Takashi Ichinose, Nobuhisa Zama, Takahiro Irisa, and Hikomitsu Noji, as well as with Directors who are Audit and Supervisory Committee Members, Tokio Kawashima, Hiromi Nakazawa and Toru Miyama, to limit their liability for damages under Article 423, Paragraph 1 of the Companies Act. The maximum amount of liability for damages under these agreements is the minimum liability amount stipulated by laws and regulations.

Overview of Directors and Officers Liability Insurance Contract Content

The Company has concluded a directors' and officers' liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act, which insures the directors and officers of the Company and its subsidiaries. The full amount of the insurance premiums is paid by the Company. The officers of the Company are insured under this insurance policy and are covered for damages that may arise from the insured officers being held liable for the performance of their duties or being subject to a claim for such liability. However, there are certain exemptions, such as the fact that damages arising from acts committed with knowledge of a violation of laws and regulations are not covered.

Status of Independent Auditor

1. Name of Independent Auditor

Deloitte Touche Tohmatsu LLC

2. Remuneration of the Independent Auditor during the Current Term

Deloitte Touche Tohmatsu LLC

Remuneration to be paid to the Independent Auditor for audit work	56 million yen
Total amount of remuneration to be paid by The Company and the Group	58 million yen

(Note 1) The audit contract between the Company and the Independent auditor does not clearly distinguish between the amounts of remuneration for audits under the Companies Act and for audits under the Financial Instruments and Exchange Act, and it is not practicable to do so, and thus the total of these amounts is included in the amount of remuneration for the current financial year.

(Note 2) The Company and its subsidiaries pay remuneration to the accounting auditor for advisory and other services other than those stipulated in Article 2, Paragraph 1 of the Certified Public Accountants Act.

(Note 3) In accordance with the Practical Guidelines on Cooperation with Independent Auditors published by the Japan Corporate Auditors Association, the Audit and Supervisory Committee has obtained the necessary materials and heard reports from the relevant departments and the Independent auditors to confirm the content of the Independent auditors' audit plan, the status of plans and results for previous years, audit items and office hours by job classification. After examining the appropriateness of the estimates of audit remuneration, the Company consents to the remuneration of the Independent auditor in accordance with Article 399, paragraph 1 and Article 399, paragraph 3 of the Companies Act.

3. Policy for the Determination of the Dismissal or Non-Reappointment of Independent Auditor

In the event the Audit and Supervisory Committee recognizes that an Independent Auditor falls under any of situations stipulated in each clause of Article 340, Paragraph 1 of the Companies Act, the Audit and Supervisory Committee shall dismiss the Independent Auditor with the unanimous consent of all members of the Audit and Supervisory Committee. In this case, the Audit and Supervisory Committee shall report the said dismissal and the reason for the dismissal at the first General Meeting of Shareholders convened following the dismissal of said Independent Auditor.

In addition to the above, if it is deemed difficult for the Independent Auditor to perform its duties properly, or if it is deemed appropriate to change the Independent Auditor in order to increase the reliability and appropriateness of the audit, the Audit and Supervisory Committee shall decide on the content of the proposal for the dismissal or non-reappointment of the Independent Auditor to be submitted to the General Meeting of Shareholders.

Systems Necessary to Ensure the Properness of Operations of the Company (Internal Control)

The following is a summary of the contents and operational status of the system to ensure the appropriateness of the Company's operations, which was resolved by the Board of Directors as the "Basic Policy for Internal Control System."

Basic Policy for Internal Control System

With the management philosophy of "We are a bridge to a prosperous future with our unique finance and services." The Company aims to realize a prosperous future and contribute to the sound and stable development of a sustainable society and economy together with its stakeholders.

While taking on the challenge of reforming our business structure, the Company will develop and operate an internal control system and strive to continuously improve it to ensure that the execution of the Company's duties is conducted legally, appropriately, and efficiently.

- (1) System for ensuring that the execution of duties by Directors and employees complies with laws and regulations and the Articles of Incorporation
 - ① The Board of Directors of the Company shall make decisions on matters stipulated by laws and regulations and the Articles of Incorporation, as well as other important management matters, and establish an appropriate business execution system.
 - ② Directors and employees shall make compliance with laws, regulations, social norms and corporate ethics the most important policy in the execution of their duties under the management philosophy of the Group. Respect international human rights norms in accordance with the Ricoh Leasing Group Human Rights Policy. In order to comply with the Ricoh Leasing Group Code of Conduct and to ensure that this code is thoroughly implemented throughout the company, a department shall be designated to promote compliance, and education and awareness shall be provided. As a compliance-related whistle-blowing system, multiple internal and external consultation offices shall be established and made known to employees.
 - ③ The basic stance of the Group is to have no relationship whatsoever with antisocial activities or forces. In order to prevent damage caused by antisocial forces and take appropriate measures, the Group will develop and strengthen an organized response system through the development of internal rules and internal management systems, as well as reporting, information gathering, and cooperation with the police and other external organizations.
 - ④ The Company shall strive to improve its internal control systems and business processes to "comply with laws, social norms, and internal rules," "improve the effectiveness and efficiency of operations," "maintain high reliability of financial reporting," and "safeguard assets," including compliance with the Financial Instruments and Exchange Act and other laws and regulations.
 - ⑤ The disclosure of corporate information shall be ensured to be accurate, timely, and comprehensive through the establishment of categories of disclosed information, disclosure procedures, and persons in charge of disclosure in accordance with the Disclosure Rules, and through confirmation and evaluation by the Disclosure Committee.
 - ⑥ Establish an internal audit department to audit the status of business execution from the perspective of compliance with laws and regulations as well as rationality and efficiency, and strive for improvement after review and evaluation.

<Current Implementation Status>

- To enhance management transparency and strengthen the supervisory function of the Board of Directors, outside directors were invited to discuss and decide important decision-making matters for the Group at meetings of the Board of Directors and the Nomination and Remuneration Committee. In FY2024, the Board of Directors met 14 times and the Nomination and Remuneration Committee met 15 times.
- Regarding the Ricoh Leasing Group Code of Conduct, a handbook was distributed to all employees, and e-learning programs were used to educate employees and have them sign an oath of compliance.
- The Hotline, an internal reporting system, is publicized on internal bulletin boards, etc., and responses to reports and consultations are appropriately investigated and countermeasures are taken, taking into consideration the privacy and other rights of the persons concerned. The Company has established internal as well as external contact points for whistleblowers, and has a system that allows whistleblowers to choose which to use, and prohibits any disadvantageous treatment of whistleblowers or consultants on the grounds that they have reported a matter.
- The Company develops a system for the elimination of antisocial forces and the blocking of relationships with them, and is working to prevent transactions with such forces.
- As a countermeasure against money laundering and terrorist financing, the Company has established a risk assessment and a system of three lines of defense in accordance with FSA guidelines.
- In disclosing information, the Disclosure Committee confirms and evaluates compliance with laws and

regulations in accordance with the Company's Disclosure Rules.

- The Company conducts internal control audits and operational audits on an ongoing basis in accordance with the annual audit plan, reports the results to the Directors and others, and implements remedial measures.

(2) Systems for retaining and managing information pertaining to the Directors' execution of their duties

The Company shall designate a department responsible for the management of records, approval documents, etc. related to decisions made by the Directors in the execution of their duties, and shall prepare, store, and manage such records in accordance with laws, regulations, and internal rules. The documents shall also be kept available for inspection as necessary.

<Current Implementation Status>

- In accordance with laws and regulations and the Board of Directors Regulations, minutes of the Board of Directors meetings are prepared and retained for a specified period of time. Approval forms are managed in a database, and access privileges are set as necessary. The Company maintains an environment in which the Directors have access to the information they need.

(3) Rules and other systems pertaining to the management of risk of loss

- ① The Company shall prevent the occurrence of the risk of loss by designating a district in charge of handling each risk in accordance with the Risk Management Regulations.
- ② The Company will establish the main response area for each risk based on the Incident Response Standard, and minimize damage (loss) in the unlikely event that a risk of loss should occur.
- ③ The Company shall establish a "Risk Management Committee" chaired by the President and Chief Executive Officer to oversee risk management for all Group companies. In addition, the Company shall establish the "Risk Management Promotion Conference" as an organization to promote and develop risk management.
- ④ The Company shall establish the following committees as advisory bodies to the President and Chief Executive Officer to manage risks in business operations.
 - The Review Committee to manage credit risks in high value transactions
 - The ALM Committee to manage market risks such as interest rate fluctuations
 - The Investment Committee to manage the risks of portfolio companies
 - The Sustainability Committee to manage climate change and human rights risks
 - The Disclosure Committee to manage the disclosure of risk information

<Current Implementation Status>

- The Company restructured the Company's risk management system to strengthen risk control across the entire Group, establishing a framework that includes the participation of executive members from each Group company. As part of this, the Company regularly held the "Risk Management Committee," which involves the management of group companies, and the "Risk Management Promotion Conference," attended by the risk management departments of both the main company and group companies.
The Company conducted a group-wide risk assessment to identify high-priority risks and transitioned to an operational model that involves regularly formulating and monitoring countermeasure plans.
Regarding the Business Continuity Plan (BCP), the Company conducted joint training exercises across the Group, simulating disasters with epicenters off the coast of the Izu Peninsula, as well as region-specific disaster scenarios.
- As a countermeasure against increasingly sophisticated and diverse cyberattacks, the Company established an internal Computer Security Incident Response Team (CSIRT) with the aim of detecting incidents and mitigating and containing damage and impact. The Company conducted two training exercises to enhance our response capabilities.
As a precautionary measure against cyberattacks, The Company has conducted three targeted attack e-mail response drills for all employees.
- The President and Chief Executive Officer's Advisory Committee analyzes and examines each corresponding risk and assists management execution to promptly respond to changes in the internal and external environment, including the economic environment.

(4) Systems for ensuring the efficient execution of the Directors' duties

- ① In order to achieve the management objectives based on the management philosophy, the Board of Directors shall deliberate and determine the business plan, and the Representative Director, Executive Directors and the head of each organization shall disseminate and deploy the determined business plan throughout the company.

The Board of Directors shall receive monthly reports on business performance, and shall establish a system to confirm and give instructions based on changes in the external environment and the progress of plans, etc., to ensure the efficient and effective execution of its duties.

- ② In accordance with the Articles of Incorporation and the Board of Directors Regulations, the Company delegates important business execution decisions to Representative Directors and Executive Directors for prompt and flexible decision-making, and the Board of Directors supervises business execution. In addition, the Management Meeting shall be established to enable the representative directors and executive directors to make decisions in an optimal and timely manner.
- ③ The Company has introduced an executive officer system and has established regulations concerning the division of duties and authority, and delegates authority for business execution to executive officers and other responsible persons in order to improve management efficiency.

<Current Implementation Status>

- The Company provided regular reports to the Management Committee on the key focus areas of the current medium-term management plan and held discussions accordingly. In addition, at the Medium-Term Management Plan Review Meeting held in February 2025, the Company discussed the direction for the final year of the current plan (fiscal year 2025) and initiated the formulation of the next medium-term management plan.
- At the Board of Directors meeting held in May 2024, the Company approved the business plan for fiscal year 2024. The Board receives monthly performance reports, reviews them, and provides guidance. In October, it approved a revised business plan.
- The Company is a company with an Audit and Supervisory Committee, and by delegating some of the important business execution decisions from the Board of Directors to the Representative Directors and Executive Directors, the Company strives to improve the efficiency of the execution of the duties of the Directors.
- The Management Meeting met 55 times to discuss and decide important matters related to business execution.
- The Company appropriately manages the “Rules on Division of Duties,” “Rules on Administrative Authority,” and “Rules on Authority Concerning Execution of Important Business Operations” by making changes and modifications as necessary.

(5) Systems for ensuring the properness of operations by the corporate group comprising the Company and its subsidiaries

The Board of Directors of the Company shall supervise the management of the entire Group and make decisions on important matters.

In order to ensure the effectiveness of such management, the Company shall establish the Affiliated Companies Management Regulations and establish the Lead Management Division as a function to oversee and manage the Group.

- ① Systems for reporting to the Company on matters pertaining to the execution of duties by directors of subsidiaries

The Company shall receive reports on matters pertaining to the execution of duties by directors of subsidiaries in accordance with the Affiliate Company Management Regulations.
- ② Regulations and other systems for managing risk of loss of subsidiaries

In accordance with the Risk Management Regulations and Incident Response Standards, the Company strives to avoid the risk of losses for the entire Group, including subsidiaries, and to minimize any damage (loss) in the event that a loss occurs.
- ③ Systems to ensure the efficient execution of duties by directors of subsidiaries
 - The Company shall formulate a business plan for the Group, including its subsidiaries, and conduct efficient and effective business operations throughout the Group.
 - The Company shall facilitate the efficient execution of duties by directors of subsidiaries by developing systems related to the organization and decision-making at subsidiaries, such as rules on authority with respect to duties similar to those of the Company. Through a system whereby subsidiaries discuss and report important matters to the Company, the Company shall maintain consistency in Group strategies and ensure the efficient execution of Group-wide business operations.
- ④ Systems to ensure that the execution of duties by directors and employees of subsidiaries complies with laws and regulations and the Articles of Incorporation
 - The Company shall disseminate the Ricoh Leasing Group Code of Conduct to the officers and employees of its subsidiaries, ensure they are familiar with it, and educate and enlighten them on compliance with laws and regulations. In addition, the Company shall establish a consultation service as a compliance-related whistle-blowing system and make it known to the executives and employees of the subsidiaries.
 - The Company shall encourage its subsidiaries to develop systems in accordance with the Group's basic stance against antisocial activities and forces.

- The internal audit department of the Company shall periodically audit the execution of operations of subsidiaries from the viewpoint of compliance with laws and regulations.

<Current Implementation Status>

- The Company's subsidiaries have established rules on authority with respect to duties to ensure the efficient execution of duties, and discuss and report to the Company on matters stipulated in the Company's affiliated company-related rules and on other important matters.
- The Company and its subsidiaries have conducted training related to the Business Continuity Plan (BCP) and are also working on the development of a CSIRT (Computer Security Incident Response Team) framework. In addition, the Group has established and is operating an Information Security Management System (ISMS).
- The Company formulates business plans for the entire Group, including subsidiaries, and through confirming and reviewing the progress of business performance and business direction at management meetings, etc., the Company ensures the efficient and effective business execution by the Group as a whole.
- The department in charge of compliance continuously conducts compliance training for officers and employees of our subsidiaries.

With respect to antisocial forces, the Company has developed a system that enables its subsidiaries to prevent transactions with such forces and to work in cooperation with the Company.

- The Company informs subsidiary officers and employees of the Hotline, an internal reporting system, via internal bulletin boards, and responds to reports and consultations by appropriately investigating and taking measures jointly with subsidiaries, taking into consideration the privacy and other rights of the persons concerned. The Company has established internal as well as external contact points for whistleblowers, and has a system that allows whistleblowers to make a choice, and prohibits any disadvantageous treatment of whistleblowers or inquirers on the grounds of whistleblowing.
- The internal audit department, in cooperation with the auditors of our subsidiaries, conducts regular audits of subsidiaries and reports the results to directors and others.
- In operating subsidiaries, the Company proceeds after adjusting the appropriate scope according to the nature and scale of each company's business.

(6) Systems to ensure the effective execution of duties by the Audit and Supervisory Committee

- ① Matters concerning the independence from other directors (excluding members of the Audit and Supervisory Committee) of employees who are assigned to assist the Audit Committee in its duties, and matters concerning the assurance of the effectiveness of instructions given to such employees
 - A) The Company shall establish an Audit and Supervisory Committee Office to assist the Audit and Supervisory Committee in its duties and assign employees with a certain degree of independence from the executive side.
 - B) When assisting the Audit and Supervisory Committee in its duties, such employees are not subject to the direction or orders of the Directors (excluding Audit and Supervisory Committee members). In addition, the Directors (excluding members of the Audit and Supervisory Committee) shall hear the opinions of the Audit and Supervisory Committee and make decisions on the personnel evaluation and transfer of such employees in advance.
 - C) In order to ensure the effectiveness of the Audit and Supervisory Committee's instructions to such employees, the Directors shall, at the request of the Audit and Supervisory Committee, endeavor to develop a system for the Audit and Supervisory Committee Office and such employees.
- ② Matters related to reporting to the Audit and Supervisory Committee

Directors (excluding members of the Audit and Supervisory Committee) and employees of the Company shall report the following matters to the Audit and Supervisory Committee in addition to the matters required by law. The Company prohibits any officer or employee who reports to the Audit and Supervisory Committee from being treated disadvantageously by reason of such report.

 - A) Matters related to the discovery of material facts in violation of laws and regulations or the Articles of Incorporation, misconduct, or facts that may cause significant damage to the Company or its subsidiaries
 - B) Results of internal audits and subsidiary investigations
 - C) Status of Whistleblowing by Directors and Employees of the Company and Subsidiaries under the Whistleblower System

The Company has designated a full-time Audit and Supervisory Committee member as one of the contact points for reporting under the internal reporting system.
 - D) Other matters on which the Audit and Supervisory Committee requested reports
- ③ Other systems to ensure the effective execution of duties by the Audit and Supervisory Committee

To ensure that the Audit and Supervisory Committee performs its duties effectively, the Company's directors (excluding Audit and Supervisory Committee members) shall establish the following system, and the Company's employees shall cooperate with it.

 - A) Attendance of Audit and Supervisory Committee members at meetings of the Board of Directors, as well as management meetings and other important meetings

- B) Audit and Supervisory Committee members hearing from officers and employees of the Company and its subsidiaries regarding the performance of their duties.
- C) Access by Audit and Supervisory Committee members to important approval documents, etc.
- D) Expenses incurred by Audit and Supervisory Committee members in the performance of their duties shall be borne by the Company.

<Current Implementation Status>

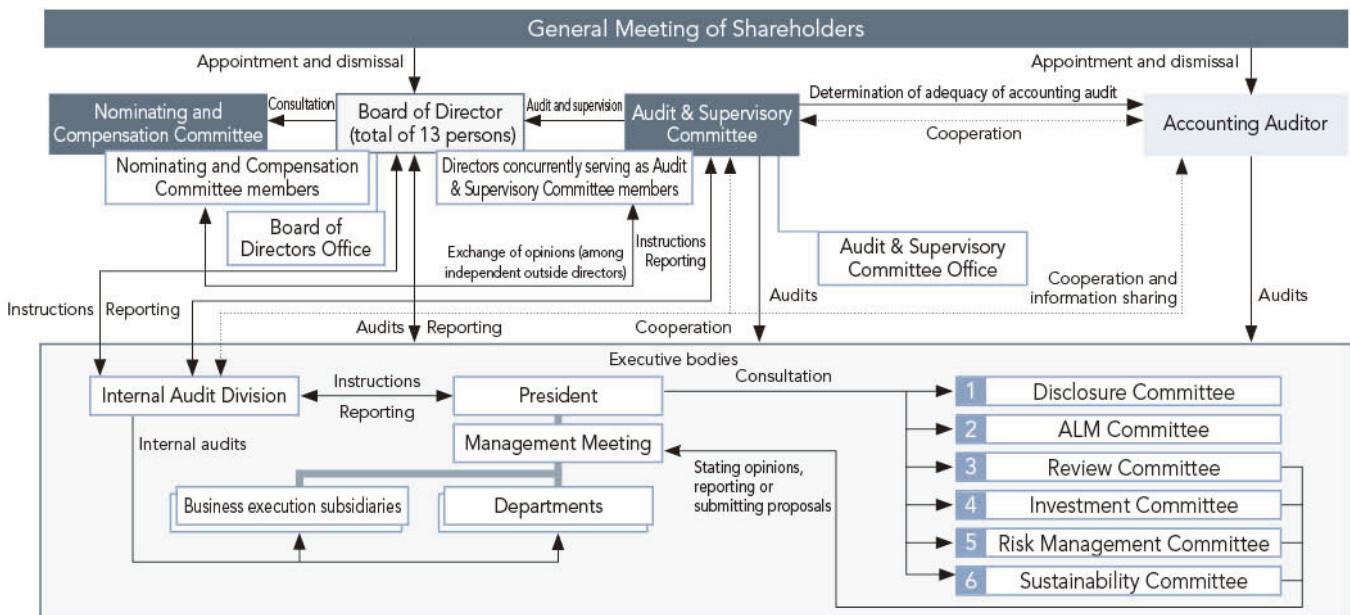
- Employees assigned to assist the Audit and Supervisory Committee in the execution of its duties do so under the direction and orders of the Audit Committee. With respect to such employees, the Company ensures their independence from directors and the effectiveness of their instructions.
- The Company's directors and employees report to the Audit and Supervisory Committee members on the Company and its subsidiaries without delay. There were no instances, including whistleblowing, where any officer or employee of the Group who made a report to the Audit and Supervisory Committee was treated unfavorably because of their report.
- The Audit and Supervisory Committee works together with the internal audit department and through joint visits, grasps and confirms the execution of duties by officers and employees and the status of internal audits. The use of online conferencing for Audit and Supervisory Committee meetings and nationwide visits also enhances effectiveness and efficiency.
- The results of internal audits are reported to the Audit and Supervisory Committee on a case-by-case basis.
- In addition to the Board of Directors meetings, the Audit and Supervisory Committee members attended important meetings such as the Management Meeting and the Company-wide Executive Committee. The Company responds from time to time to requests from Audit and Supervisory Committee members to interview officers and employees or to inspect important approval documents and other documents.
- The Company promptly implemented procedures for the disposal of expenses incurred as a result of the performance of the Audit and Supervisory Committee members' duties.

(Reference) Overview of Our Corporate governance structure

The Company has adopted a Company with Audit and Supervisory Committee system in order to strengthen its auditing and supervisory functions and to further enhance its corporate governance system by building a swift and flexible management structure, thereby further increasing corporate value.

The Company has introduced an executive officer system, which separates the management decision-making function from the business execution function and strengthens the business execution system in pursuit of greater management efficiency. It is the Company's policy to constantly review the system in response to changes in the social environment and legal system, and to further strengthen and improve its corporate governance.

Corporate Governance System (As of March 31, 2025)



Record of initiatives for enhancement and reform of governance

FY2015	<ul style="list-style-type: none"> Initiated submission of Corporate Governance Report Established Nominating and Compensation Committee Percentage of outside directors 22.2% & Percentage of female directors 11.1% 	<ul style="list-style-type: none"> Established Nominating and Compensation Committee Percentage of outside directors 22.2% & Percentage of female directors 11.1%
FY2016	<ul style="list-style-type: none"> Began Board of Directors' effectiveness assessment Percentage of female directors 10.0% 	<ul style="list-style-type: none"> Percentage of outside directors 40.0% & Percentage of female directors 10.0%
FY2017	<ul style="list-style-type: none"> Revised director remuneration system (performance-linked pay increased to 50% of total remuneration) 	
FY2018	<ul style="list-style-type: none"> Percentage of outside directors 45.4% & Percentage of female directors 9.1% 	
FY2019	<ul style="list-style-type: none"> Shortened directors' term of office (from 2 years to 1 year) Introduced stock-based remuneration system Percentage of outside directors 50.0% & Percentage of female directors 16.7% 	<ul style="list-style-type: none"> Introduced stock-based remuneration system Percentage of outside directors 50.0% & Percentage of female directors 16.7%
FY2020	<ul style="list-style-type: none"> Transitioned to company with an audit and supervisory committee Percentage of outside directors 64.2% & Percentage of female directors 23.1% 	<ul style="list-style-type: none"> Percentage of outside directors 64.2% & Percentage of female directors 23.1% Entire Nominating and Compensation Committee composed of independent outside directors
FY2021	<ul style="list-style-type: none"> Disclosed policy for determining details of individual director remuneration Percentage of outside directors 69.2% & Percentage of female directors 23.1% 	<ul style="list-style-type: none"> Percentage of outside directors 69.2% & Percentage of female directors 23.1% Disclosed compliance status regarding all 83 principles of Japan's Corporate Governance Code
FY2022	<ul style="list-style-type: none"> Percentage of outside directors 76.9% & Percentage of female directors 30.8% Entire Audit & Supervisory Committee composed of independent outside directors Self-evaluation of non-executive directors initiated Commencement of the Nomination and Remuneration Committee's assessment of the President's business performance Commencement of independent directors-only opinion exchange meetings 	<ul style="list-style-type: none"> Entire Audit & Supervisory Committee composed of independent outside directors Self-evaluation of non-executive directors initiated Commencement of the Nomination and Remuneration Committee's assessment of the President's business performance Commencement of independent directors-only opinion exchange meetings
FY2023	<ul style="list-style-type: none"> Revised share-based remuneration scheme Initiated interviews with all directors based on the results of the Board of Directors effectiveness evaluation 	
FY2024	<ul style="list-style-type: none"> Launched evaluations of outside directors by executive officers Began discussions on revising the executive compensation system 	



Board of Directors

The Board of Directors comprises 13 members, including 3 directors who are members of the Audit and Supervisory Committee. Of the 13 directors, 10 are outside directors, including the 3 who serve on the Audit and Supervisory Committee. The Board deliberates and makes decisions on matters stipulated by laws and regulations, the Articles of Incorporation, and other important management issues.

The Company has adopted the governance structure of a company with an audit and supervisory committee. In accordance with the Articles of Incorporation, a significant portion of important business execution decisions is delegated to the executive team, enabling prompt and agile decision-making. The Board of Directors deliberates and decides on matters such as management plans, while also supervising the execution of duties by individual directors and executive officers.

In addition, to conduct a more effective evaluation of the Board's effectiveness, the Company has implemented interviews to gain a deeper understanding of each Director's responses to the effectiveness evaluation conducted in FY2023. These interviews, which go beyond written responses, have proven valuable in capturing nuances and context, thereby improving the accuracy of issue identification. This initiative was continued in the current fiscal year.

Furthermore, starting from FY2024, the Company introduced evaluations of outside directors by executive officers who have attended Board meetings, contributing to further enhancement of the Board's effectiveness.

取締役会メンバー



構成比

■社外 □社内

Audit and Supervisory Committee member

The Audit and Supervisory Committee of the Company exercises its voting rights at meetings of the Board of Directors and its right to express its opinion on personnel matters and remuneration of directors (excluding directors who are members of the Audit and Supervisory Committee) at general meetings of shareholders. It also audits and supervises the decision-making process of the Board of Directors and the status of business execution by the directors by attending important meetings of the Board of Directors and the Management Committee building, inspecting important documents and investigating the status of business and assets. The Audit and Supervisory Committee consists of three members, all of whom are highly independent outside directors. In addition, there is one full-time Audit and Supervisory Committee member to facilitate audits by the Audit and Supervisory Committee.

The Representative Director and the Full-time Audit and Supervisory Committee Member regularly exchange views on Company management based on their respective fiduciary duties to shareholders.

The Directors and employees are required to report to the Audit and Supervisory Committee Members not only on statutory matters, but also on the following:

- Any significant facts involving violations of laws or the Articles of Incorporation, fraudulent acts, or facts that may cause substantial damage to the Company or its subsidiaries
- Results of internal audits and investigations of subsidiaries
- The status of internal whistleblowing reports made by officers and employees of the Company and its subsidiaries
- Other matters requested by the Audit and Supervisory Committee Members

A system is in place to ensure such reporting.

監査等委員会メンバー



構成比

■社外 □社内

Nomination and Remuneration Committee

As an advisory body to the Board of Directors, the Company has established the Nomination and Compensation Committee, comprising five independent outside directors (excluding directors who are Audit and Supervisory Committee members). The Committee aims to ensure objectivity, transparency, and appropriateness in the nomination of director candidates, the appointment and dismissal of senior management, the formulation and operation of the CEO succession plan, and decisions related to director compensation.

In fiscal year 2024, recognizing that fiscal year 2025 marks the final year of the current medium-term management plan, the committee held extensive discussions on revising the compensation system to make it more competitive and better aligned with the medium- to long-term management strategy, with the goal of securing top talent. As a result of these discussions, a compensation-related proposal was submitted to the 49th Annual General Meeting of Shareholders, and, contingent upon its approval, the Company revised the policy on determining individual compensation and related matters for Directors.

The Company will continue these discussions into fiscal year 2025 to further enhance the compensation system.

In addition, by holding separate opinion exchange meetings with the Audit and Supervisory Committee, outside of the Board of Directors, both committees share a common understanding of key issues facing the company and thereby conduct more effective oversight of the management team and directors.

指名報酬委員会メンバー



構成比

■社外 □社内

Evaluation of the effectiveness of the Board of Directors

To continuously improve and enhance the effectiveness of the Board of Directors, the Company evaluates the effectiveness of the Board of Directors by conducting a questionnaire survey of all directors (including Audit and Supervisory Committee members) regarding deliberations on the responsibilities of the Board of Directors and the status of its operation.

Results of the effectiveness assessment in the year.		Main actions based on the results of the effectiveness assessment
FY2021	<p>The results of the 2021 evaluation also confirmed that the Company's Board of Directors is functioning effectively. At the same time, there was a shared recognition that the allocation of deliberation time, discussion of the medium-term management plan, communication with the Audit Committee and sharing of awareness of issues between outside directors and the executive side should be further deepened.</p>	<ul style="list-style-type: none"> Develop an annual plan for the Board of Directors, considering increased effectiveness and importance Discussions between outside directors and the executive side of the company to develop a medium-term management plan Setting up opportunities for information exchange among independent non-executive directors
FY2022	<p>It was confirmed that the Company's Board of Directors is functioning effectively, as evidenced by an improved evaluation of discussions on the medium-term management plan, which had been an issue in the past. On the other hand, issues such as the need to further deepen discussions on internal control and risk management systems, and the need to further support newly appointed outside directors and strengthen follow-up were identified.</p>	<ul style="list-style-type: none"> Discussion of the Company's risks during information exchange opportunities between independent non-executive directors Started considering the establishment of a risk management system with Group management in mind Set up post-appointment follow-up interviews with new directors Sharing of internal documents such as glossaries and internal regulations
FY2023	<p>Under the current medium-term management plan, the Company is working to build a diversified business portfolio by strengthening existing businesses and expanding into new ones. While the concept of capital cost-conscious management is gradually gaining traction, there have been suggestions that a more detailed examination of data classification and allocation is necessary to advance discussions on the business portfolio to a higher level.</p> <p>Although reports on the activities of the Nomination and Compensation Committee are submitted to the Board of Directors, there is a recognized need to further enhance transparency and promote a deeper understanding of their content.</p> <p>Additionally, to enrich discussions at Board meetings, there have been calls for materials to be structured in a way that presents key points more clearly and accessibly.</p>	<ul style="list-style-type: none"> In preparation for discussions under the next medium-term management plan, the Company will continue to examine the definition of business segments, as well as methods for data collection and analysis. The annual schedule of the Nomination and Compensation Committee will be shared, and summaries of discussions held by the committee will be included in materials submitted to the Board of Directors. To improve the clarity of materials, the Company will consistently include summaries and tables of contents, and promote better visibility and structure throughout the documentation.

Director appointment policy

Policy and procedure for making decisions on the nomination of candidates for the Board of Directors and the selection and dismissal of senior management

- (1) The Company shall appoint individuals who are capable of appropriately and rigorously fulfilling the roles and responsibilities of directors.
- (2) When appointing directors, the Company shall nominate individuals who have (1) excellent character, (2) diverse and extensive experience, and (3) areas of expertise. In particular, for outside directors, in addition to the above, the Company shall add the requirement of “personnel who have an axis of judgment from the viewpoints of shareholders, society, etc.” establish criteria for judging independence, and appoint personnel who satisfy the criteria.
- (3) With respect to the appointment of candidates for Directors who are not members of the Audit and Supervisory Committee, the Nomination and Remuneration Committee shall deliberate on the candidates and the Board of Directors shall decide on the candidates.
- (4) With respect to the election of candidates for Directors who are members of the Audit Committee, the Board of Directors shall decide on the proposed candidates after obtaining the consent of the Audit and Supervisory Committee.
- (5) The senior management team shall nominate individuals who have the ability to execute operations based on strong leadership and excellent personalities to realize the management and business strategies of the Company and its Group companies.
- (6) The appointment of senior management shall be decided by a resolution of the Board of Directors after deliberation by the Nomination and Remuneration Committee.
- (7) Dismissal of senior management executives shall be decided by the Board of Directors after deliberation by the Nomination and Compensation Committee, based on the following dismissal criteria:
 - ① When it is judged that the executive is not qualified to fulfill the roles and responsibilities to be fulfilled;
 - ② When an illegal or dishonest act is committed in the performance of his/her duties;
 - ③ When an employee has said or done something defamatory to the reputation of the Company;
 - ④ When it is deemed difficult for the employee to perform his/her duties normally due to health reasons, etc.;
 - ⑤ When it is judged difficult to execute duties as an officer due to other reasons attributable to the individual.

Standards for Independent Directors

The Company considers an Outside Director or a candidate for Outside Director to be independent if none of the following items applies:

- Currently, or within the past 10 years, a business executor of the Company or an affiliated company;
- Is or has been a principal business partner of the Company (accounting for 2% or more of each other's consolidated net sales) or an executive of such a business partner for the past three years. Consultants, accounting experts, or legal experts who have received a large amount of money or other assets (10 million yen or more per year) from the Company in addition to their remuneration as directors or corporate auditors (if the person receiving such assets is a corporation, partnership, or other organization, a person belonging to such organization) at present or during the past three years;
- A person who is currently a major shareholder of the Company (a person who directly or indirectly holds 10% or more of the voting rights of the Company), or a person who executes the business of such a shareholder;
- A person who receives a large donation (10 million yen or more per year) from the Company, or a person who executes the business of such a person;
- A certified public accountant who belongs to an auditing firm that is the accounting auditor of the Company's group.

Succession plan

The Company runs a development program for potential future candidates for positions such as that of chief executive officer. The program conveys the thoughts and ideas of the President and Chief Executive Officer and cultivates a management perspective and viewpoint, and invites senior management, including outside directors, and external experts as lecturers to broaden the knowledge required of next-generation leaders. The Nomination and Remuneration Committee also evaluates personnel through reports on the executive officers' operations at Board of Directors meetings.

Based on the evaluation, in determining the next chief executive officer, directors and executive officers, the Nomination and Remuneration Committee deliberates on the candidates recommended by the Personnel Committee, which consists of internal directors, and reports the final candidates to the Board of Directors.

Cross-Shareholdings

(1) The Company's Policy on cross-shareholdings

The Company's basic policy is to hold shares of target companies as necessary in order to improve corporate value over the medium to long term through business alliances and by maintaining and strengthening stable business relationships with business partners.

With regard to the shares held, the Company regularly verifies the status of transactions and the significance of the holdings, and reports the results to the Board of Directors. In addition, the Company reduces the number of shares it holds when the significance of such holdings has diminished.

(2) The Company's Criteria for Exercise of Voting Rights

When exercising voting rights with respect to shares held, the Company will determine whether to approve or disapprove of a proposal by comprehensively considering whether the proposal conforms to our holding policy and whether it will lead to

		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Number of stocks held	Listed companies	5	4	3	4	4	4	3
	Unlisted companies	2	3	5	5	5	7	7
	Total	7	7	8	9	9	11	10
Total amount on balance sheet (million yen)	Listed companies	2,572	2,055	1,356	8,750	7,361	4,173	6,406
	Unlisted companies	630	8,104	10,814	2,768	2,939	3,370	3,334
	Total	3,202	10,160	12,170	11,519	10,301	7,543	9,740
Total percentage of consolidated net assets		1.8%	5.6%	6.4%	5.7%	4.9%	3.4%	4.2%
Consolidated net worth (million yen)		174,449	181,675	191,333	201,480	211,701	221,936	234,070

Note: The above figures are rounded down to the nearest million.

Policy on dialogue with shareholders and investors

The Company recognizes that it is important to engage in constructive dialogue with shareholders, investors and other stakeholders to ensure that their opinions are taken seriously and reflected in management in order to contribute to sustainable growth and medium- to long-term corporate value. To provide an understanding of the Company's management strategy and plans, the representative director himself provides explanations at biannual results briefings, while the IR Public Relations Office of the Corporate Planning Department actively responds to inquiries and interviews from shareholders, investors and others. For information on the status of those dialogues, see the most recent Corporate Governance Report.

Consolidated Financial Statements

Consolidated Statement of Changes in Equity (million yen)

Fiscal year ended March 31, 2024

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders'
Balance at beginning of period	7,896	10,215	201,540	(1,674)	217,978
Effect of finalization of provisional accounting treatment					
Balance at the beginning of the period reflecting the finalization of provisional accounting treatment			(4,777)		(4,777)
Changes during period			15,658		15,658
Dividends of surplus				(468)	(468)
Profit attributable to owners of parent		159		310	469
Purchase of treasury shares		(2)		55	53
Disposal of treasury shares		(0)			(0)
Restricted stock remuneration					
Net changes in items other than shareholders' equity	—	157	10,880	(102)	10,935
Total changes during period	7,896	10,372	212,421	(1,777)	228,913

	Accumulated other comprehensive income				Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	3,470	538	(50)	3,957	221,936
Effect of finalization of provisional accounting treatment					
Balance at the beginning of the period reflecting the finalization of provisional accounting treatment					(4,777)
Changes during period					15,658
Dividends of surplus					(468)
Profit attributable to owners of parent					469
Purchase of treasury shares					53
Disposal of treasury shares					(0)
Restricted stock remuneration	1,045	106	47	1,199	1,199
Net changes in items other than shareholders' equity	1,045	106	47	1,199	12,134
Total changes during period	4,516	644	(3)	5,157	234,070

(Reference) Consolidated Statement of Cash Flows (Summary)

(Unit: million yen)

Category	FY2024	FY2023 (For Reference)
Cash flows from operating activities	(94,396)	(753)
Cash flows from investing activities	(12,265)	(13,393)
Cash flows from financing activities	103,051	4,984
Net increase (decrease) in cash and cash equivalents	(3,610)	(9,163)
Cash and cash equivalents at beginning of period	4,956	14,119
Cash and cash equivalents at end of period	1,345	4,956

Notes to Consolidated Financial Statements

1. Basis of preparing Consolidated Financial Statements

(1) Scope of consolidation

① Number of consolidated subsidiaries and names of subsidiaries

• Subsidiaries: 4 companies

• Names of subsidiaries

TECHNORENT CO.,LTD

Tokyo Business Rent Co., Ltd.

Enplus Inc.

Welfare Suzuran CO., LTD

② Non-consolidated subsidiaries

None

(2) Equity method

Not applicable

(3) Fiscal year-end of subsidiaries

The fiscal year-end for Welfare Suzuran Co., Ltd. is April 30.

In preparing the consolidated financial statements, provisional financial statements prepared as of January 31 were used and adjustments were made for significant transactions that occurred between the end of the consolidated financial year and the end of the consolidated financial year.

(4) Accounting policies and methods

① Measurement and valuation of significant assets

A. Securities

Other securities

Securities (other than shares) with no market price

Stated at cost using fair value method (valuation differences are accounted for using the direct net asset method and the cost of sales is calculated using the moving average method).

Shares with no market price, etc.

Stated at cost using the moving average method.

Investments in limited liability investment partnerships and similar partnerships (deemed securities under Article 2(2) of the Financial Instruments and Exchange Act) are based on the most recent financial statements available in accordance with the financial reporting date stipulated in the partnership agreement, and the net amount of equity interest is taken into account.

B. Derivative transactions

Stated at cost using fair value method.

② Depreciation and amortization of significant depreciable assets

A. Property, plant and equipment

Rental asset

Leased assets

Mainly depreciated on a straight-line basis over the lease term, with the estimated disposal value at the end of the lease term being the residual value.

Rental asset

Depreciated using the straight-line method based on a reasonable number of years of depreciation, taking into account economic and functional realities, with the main depreciation periods ranging from 2 to 5 years.

Other rental assets

Depreciated using the straight-line method based on a reasonable number of years of depreciation, taking into account the useful life, etc. The main depreciation periods are 6 to 46 years.

• Company-owned assets

The declining-balance method is mainly used. However, buildings and equipment acquired on or after April 1, 2016 and certain other company assets are depreciated using the straight-line method.

The main useful lives are as follows.

Buildings 9 to 15 years

Structures	15 years
Machinery and equipment	8 to 25 years
Vehicles	6 years
Tools and Furniture	4 to 20 years

B. Intangible assets

- Assets for lease The straight-line method is used, with the lease term as the depreciable life and the estimated disposal value at the end of the lease term as the residual value.
- Software Software for internal use is amortized on a straight-line basis over the period of internal use (5 to 10 years).

③ Accounting for deferred assets

Bond issuance costs The entire amount is expensed at the time of expenditure.

④ Accounting for significant allowances and provisions

A. Allowance for doubtful accounts

The allowance for doubtful debts is provided at an estimated uncollectible amount based on the historical default rate for general receivables and on the financial condition assessment method or cash flow estimation method for specific doubtful receivables.

B. Provision for bonuses

To provide for the payment of bonuses to employees, an amount corresponding to the estimated amount to be paid is provided for in the current financial year.

C. Provision for bonuses for directors (and other officers)

To provide for the payment of bonuses to directors, the estimated amount of bonuses to be paid at the end of the financial year is provided for.

⑤ Accounting for retirement benefit

A. Method of attributing estimated retirement benefits to the period

The estimated amount of retirement benefits is attributed to the period up to the end of the financial year in accordance with the benefit calculation method.

B. Actuarial gains and losses and past service costs

Prior service costs are amortized on a straight-line basis over a fixed number of years (11 years) within the average remaining service period of employees at the time the costs are incurred.

Actuarial gains and losses are amortized on a straight-line basis over a fixed number of years (11 years) within the average remaining service period of employees at the time the gains or losses are recognized in the financial year following the year in which they arise.

⑥ Accounting for significant income and expenses

Accounting for sales and Lease payments are recognized as sales and cost of sales when they should cost of sales for finance be received.
leases

⑦ Significant hedge accounting

A. Method of hedge accounting

The Company's hedge accounting method is based on deferred hedge accounting or exceptional treatment for interest rate swaps that meet the requirements for exceptional treatment for certain assets and liabilities of the Company, and on integrated treatment (exceptional treatment and allocation treatment) for interest rate swaps that meet the requirements for integrated treatment (exceptional treatment and allocation treatment).

B. Hedging instrument and hedged item

Hedging instrument: Interest rate swap transactions
Hedged item: Loan payable

C. Hedge policy

Interest rate swaps are used to hedge the risk of interest rate fluctuations associated with assets such as leases and installment transactions as well as with loans and other liabilities such as loans from financial institutions to a certain extent.

D. Methods of assessing hedge effectiveness

The effectiveness of hedging is assessed by comparing the cumulative changes in cash flows of the hedged item with the cumulative changes in cash flows of the hedging instrument on a quarterly basis. However, for interest rate swaps for which exceptional treatment is applied, the assessment of effectiveness is omitted.

E. Others

The Company's derivative transactions are executed and managed strictly in accordance with internal regulations. Derivative transactions are conducted by the Corporate Management Division and the executive officer in charge has approval authority within the scope of the internal regulations.

The status of derivative transactions, valuation gains/losses, risk amount, etc. are reported monthly at the ALM Committee, which consists of senior management.

With regard to the internal control system, the separation of personnel in charge of execution and those in charge of office administration is clearly defined within the Corporate Management Division. For each transaction, the office management staff checks the transaction details against the transaction report from the Executive Officer and the statement sent directly from the contracting party.

⑧ Goodwill

Goodwill is amortized evenly over a period of 20 years or less, based on estimates of the period over which the investment effect will be realized and the recovery period of the investment.

⑨ Other significant basic items for preparation of consolidated financial statements

A. Rental receivable

The balance of receivables at the time of the agreed termination of the old lease following the conclusion of a new lease agreement is shown as rental receivable. The amount of such receivables is collected over the term of the new lease agreement.

B. Other operating loan receivables and payables

Other operating loan receivables and payables underwritten are receivables and payables related to factoring.

2. Notes on Changes in Accounting Policies

(Application of "Accounting Standard for Income Taxes" and Related Guidelines)

The "Accounting Standard for Income Taxes" (Accounting Standards Board of Japan (ASBJ) Statement No. 27, issued on October 28, 2022; hereinafter referred to as the "2022 Revised Accounting Standard") and related guidelines have been applied from the beginning of the current consolidated fiscal year.

With regard to the revision concerning the classification of income taxes (taxation on other comprehensive income), the Company has complied with the transitional treatment specified in the proviso to Paragraph 20-3 of the 2022 Revised Accounting Standard, as well as the proviso to Paragraph 65-2 (2) of the "Implementation Guidance on Accounting Standard for Income Taxes" (ASBJ Guidance No. 28, issued on October 28, 2022; hereinafter referred to as the "2022 Revised Implementation Guidance"). This change had no impact on the consolidated financial statements.

In addition, the Company has applied the 2022 Revised Implementation Guidance from the beginning of the current consolidated fiscal year in relation to the revision concerning the treatment in the consolidated financial statements of deferred tax on gains or losses arising from the sale of shares in subsidiaries between consolidated entities.

3. Notes on Accounting Estimates

Estimated allowance for doubtful accounts

(1) Amounts recorded in the consolidated financial statements for the current financial year

Allowance for doubtful accounts 6,837 million yen

(2) Other information that contributes to an understanding of the nature of the accounting estimates.

① Method of calculating the amounts recorded in the consolidated financial statements for the year under review

For general receivables, the amount is determined based on historical default rates, while for specific receivables, such as doubtful receivables, the amount of uncollectible receivables is determined on an individual basis using the financial statement assessment method or cash flow estimation method. Through these methods, the Group is prepared for losses that may arise from bad debts.

② Key assumptions used in the calculations.

Estimates are made based on the collection status of receivables and available information, and it is considered that sufficient amounts have been recorded to cover losses from bad debts.

③ Effect on the consolidated financial statements for the following financial year

Unforeseeable changes in assumptions and other factors may cause the expected collection of receivables to vary beyond projections, in which case the Group may increase or reduce its allowance for doubtful debts.

4. Notes to Consolidated Statement of Financial Position

(1) Accumulated depreciation of assets 66,836 million yen

(2) Guarantee Obligations

Balance of debt guarantees related to guarantee operations 1,716 million yen

(3) Other operating assets under current assets comprise subordinated trust beneficiary interests in securitized lease receivables.

5. Notes to Consolidated Statement of Changes in Equity

(1) Total number of shares issued and outstanding

Type of shares	Number of shares at the beginning of FY2024	Number of shares increased in FY2024	Number of shares Decreased in FY2024	Number of shares at the end of FY2024
Common shares	31,243 thousand shares	— thousand shares	— thousand shares	31,243 thousand shares

(2) Dividends

① Dividends paid in the fiscal year ended March 31, 2025

A. The following was resolved at the 48th Annual General Meeting of Shareholders held on June 24, 2024.

• Total amount of dividends paid 2,311 million yen

• Cash dividends per share 75.00 yen

• Record date March 31, 2024

• Effective date June 25, 2024

B. The following was resolved by the Board of Directors on November 1, 2024.

• Total amount of dividends paid 2,465 million yen

• Cash dividends per share 80.00 yen

• Record date September 30, 2024

• Effective date December 2, 2024

Note: The total amount of dividends above includes dividends on shares of the Company held in the trust account related to the stock compensation plan (¥7 million resolved at the 48th Ordinary General Meeting of Shareholders held on June 24, 2024, and ¥6 million resolved at the Board of Directors meeting held on November 1, 2024).

② Dividends to be paid in the following fiscal year, for which the record date is within the fiscal year ended March 31, 2025

The following will be resolved at the 49th Annual General Meeting of Shareholders held on 23 June 2025.

- Total amount of dividends paid 3,091 million yen
- Cash dividends per share 100.00 yen
- Record date March 31, 2025
- Effective date June 24, 2025

Note: The total amount of dividends resolved at the 49th Ordinary General Meeting of Shareholders held on June 23, 2025, includes ¥17 million in dividends on shares of the Company held in the trust account related to the stock compensation plan.

6. Notes to Financial Instruments

(1) Financial instruments – Overview

The Group procures the necessary funds in a timely and appropriate manner from the financial markets and financial institutions and uses them for its various businesses, including the Lease & Finance business. In relation to these businesses, the Group's policy is to engage in appropriate risk management and to maintain and expand quality assets through the acquisition of contracts or investments with profit margins commensurate with the risk. With regard to funding from financial markets and financial institutions, the Group analyzes and examines trends in financial markets and the status of assets and liabilities, and strives to appropriately manage market risk (interest rate and other fluctuation risks) and liquidity risk related to funding. In addition, derivative transactions are undertaken for the purpose of hedging interest rate risks associated with assets and liabilities to a certain extent or within a certain range. It is the policy of the Group not to enter into speculative transactions.

(2) Fair value of financial instruments

The amounts recorded in the consolidated balance sheet, the fair value and the difference between the two in the current financial year are as follows.

Notes have been omitted for cash and deposits, other operating loans receivable, payables assumed and commercial paper, as these items are either in cash or have a short maturity and their fair value approximates their carrying amount.

Investments in non-marketable shares and other securities and investments in partnerships are not included in the table below (See note 4) .

(Unit: million yen)	Consolidated balance sheet amount	Fair value	Difference
Installment receivables (Note 1)	157,713		
Allowance for doubtful accounts (Note 2)	(1,909)		
	155,804	158,435	2,630
Rental receivables receivable	21,035		
Lease receivables and investments in leases (Note 3)	546,966		
Other operating assets	9,962		
Allowance for doubtful accounts (Note 2)	(3,077)		
	574,887	568,296	(6,591)
Accounts receivable - operating loans	276,515		
Allowance for doubtful account (Note 2)	(1,085)		
	275,429	276,358	929
Investment securities (Note 4)			
Available-for-sale securities	18,228	18,228	—
Total Asset	1,024,350	1,021,318	(3,031)
Current portion of long-term borrowings	127,000	126,610	(389)
Current portion of long-term payables under securitization of lease receivables	8,432	8,402	(29)
Bonds payable	140,000	137,955	(2,044)
Long-term borrowings	661,000	654,017	(6,982)
Long-term payables under securitization of lease receivables	1,151	1,138	(12)
Total Liabilities	937,583	928,125	(9,457)
Derivative transactions (Note 5)			
① Transactions for which hedge accounting is not applied	—	—	—
② Transactions for which hedge accounting is applied	929	929	—
Total derivative transactions	929	929	—

Note 1: Unrealized profit on instalments is deducted from instalment receivables.

Note 2: The general and specific allowance for doubtful debts corresponding to each item of credit is deducted.

Note 3: Balance of lease receivables and lease investment assets = “Lease receivables” + “Lease investment assets”
- “Estimated residual value portion”

Note 4: The consolidated balance sheet amounts of non-marketable shares and investments in partnerships are as follows, which are not included in “Investment securities.”

Category	Consolidated balance sheet amount (million yen)
Unlisted stocks	3,334
Investment in partnerships, etc.	21,889

Unlisted shares are classified as non-marketable shares, etc. and are not subject to fair value disclosure in accordance with paragraph 5 of the “Guidance on Disclosure of Fair Value of Financial Instruments” (ASBJ Guidance No. 19, 31 March 2020).

Investments in partnerships are not subject to fair value disclosure in accordance with paragraph 24-16 of the “Guidance on Accounting Standards for Calculating Fair Value” (ASBJ Guidance No. 31, 17 June 2021).

Note 5: Net receivables and payables arising from derivative transactions are shown at net value.

(3) Breakdown of financial instruments

The level of fair value measurement in the Group is divided into the following three levels according to the observability in the market.

Level 1: Fair value is measured by quoted prices in active markets

Level 2: Fair value is measured by using inputs other than Level 1 that are observable, either directly or indirectly

Level 3: Fair value is measured using unobservable inputs

Where multiple inputs are used that have a significant impact on the calculation of fair value, the fair value is classified to the level with the lowest priority in the calculation of fair value, from among the levels to which each of these inputs belongs.

① Financial assets and liabilities with fair value in the consolidated balance sheet

Category	Fair value (million yen)			
	Level 1	Level 2	Level 3	Total
Investment securities				
Available-for-sale securities				
Shares	14,228	—	—	14,228
Bonds	—	—	4,000	4,000
Total Assets	14,228	—	4,000	18,228
Derivative transactions				
Interest rate related	—	929	—	929
Total Derivative transactions	—	929	—	929

② Financial assets and liabilities not recognized in the consolidated balance sheet at fair value

Category	Fair value (million yen)			
	Level 1	Level 2	Level 3	Total
Installment receivables	—	—	158,435	158,435
Rental receivables receivable				
Lease receivables and investments in leases				
Other operating assets	—	—	568,296	568,296
Operating loans	—	—	276,358	276,358
Total Assets	—	—	1,003,090	1,003,090
Current portion of long-term borrowings	—	126,610	—	126,610
Current portion of long-term payables under securitization of lease receivables	—	8,402	—	8,402
Bonds	—	137,955	—	137,955
Long-term borrowings	—	654,017	—	654,017
Long-term payables under securitization of lease receivables	—	1,138	—	1,138
Total Liabilities	—	928,125	—	928,125

Notes 1. Description of valuation techniques and inputs used in the calculation of market value.

Investment securities

Investment securities include listed shares, which are valued using quoted market prices on the stock exchange. As listed shares are traded in active markets, their fair value is classified as Level 1 fair value. The fair value of share options (relating to unlisted shares) and bonds is classified as Level 3 fair value, because the fair value is calculated using unobservable inputs.

Derivative transactions, Current portion of bonds payable, Current portion of long-term borrowings, Current portion of long-term payables under securitization of lease receivables, Bonds, Long-term borrowings and Long-term payables under securitization of lease receivables

The present value of these liabilities is calculated mainly by discounting the total principal and interest at an interest rate that takes into account the remaining period and funding costs.

Both market values are classified as Level 2 market values.

Installment receivables, Rental receivables receivable, Lease receivables and investments in leases and Other operating assets

The fair value of these assets is calculated by discounting the present value by the interest rate that would be applicable if the assets were newly executed in each of the industries classified for credit management purposes. The fair value of such receivables approximates the balance sheet amount less estimated bad debts, and is therefore used as the fair value of such receivables.

Both market values are classified as Level 3 market value.

Accounts receivable - operating loans

The fair value of operating loans with variable interest rates is deemed to approximate their carrying amount, as they reflect short-term market interest rates, unless the credit status of the borrower has changed significantly since the loan was made.

For loans with a fixed interest rate, the present value is calculated by discounting the total principal and interest by the interest rate assumed for a similar new loan, for each category based on the type and term of the loan. For doubtful receivables, the fair value approximates the balance sheet amount less estimated bad debts, and is therefore used as the fair value.

Both market values are classified as Level 3 market value.

2. Information on the fair value of level 3 financial assets and liabilities with fair value in the consolidated balance sheet

(1) Reconciliation of opening balances to closing balances, valuation gains and losses recognized in profit or loss for the period

(Unit: Million yen)	Balance at the beginning of the period	Profit or loss for the year or other comprehensive income		Net purchases, sales, issues and settlements	Level 3 transfers to market value	Transfer from level 3 market value	Balance at end of year	Unrealized gains/losses on financial assets and liabilities held at the balance sheet date of amounts recognized in profit or loss for the year
		Recognized in profit or loss	Recognized in other comprehensive income					
Investment securities								
Available-for-sale securities								
Share acquisition rights	12	—	—	(12)	—	—	—	—
Bonds	3,000	—	—	1,000	—	—	4,000	—

(2) Description of the market value assessment process

The Group calculates fair value in accordance with its policy on the calculation of fair value in the responsible department. The calculated fair value is verified for the appropriateness of the valuation techniques and inputs used in the calculation and the appropriateness of the classification of the level of fair value.

In calculating the market value, valuation models are used that most appropriately reflect the nature, characteristics and risks of individual assets.

7. Notes to Rental Properties and Other Real Estate

(1) Matters Related to Rental Properties and Other Real Estate

The Company owns rental properties such as residential housing and logistics facilities (including land) in Tokyo and other regions.

(2) Matters Related to the Fair Value of Rental Properties and Other Real Estate

(Unit: Million yen)

Amount Recorded on the Consolidated Balance Sheet	Fair Value at the End of the Current Consolidated Fiscal Year
100,441	102,919

Note 1: The amount recorded on the consolidated balance sheet is the acquisition cost less accumulated depreciation.

Note 2: The fair value at the end of the current consolidated fiscal year is based on the income approach for major properties, and for other properties, it is based on indicators that are considered to appropriately reflect market prices.

8. Notes to Per Share Information

(1) Equity per share	7,593.67 yen
(2) Earnings per share	507.99 yen

9. OTHERS

Figures less than 1 million yen are rounded down to the nearest million yen.

Non-Consolidated Financial Statements

Non-consolidated Balance Sheet (Unit: million yen)

Account item	FY2024	FY2023 (For reference)	Account item	FY2024	FY2023 (For reference)
Assets			Liabilities		
Current assets	1,132,072	1,060,663	Current liabilities	321,276	297,382
Cash and deposits	828	4,512	Notes	122	168
Installment receivables	183,519	175,125	Accounts payable	19,814	20,004
Lease payments receivable	21,035	24,335	Short-Term Borrowings	7,000	—
Lease receivables	55,229	51,760	Current portion of bonds payable	—	50,000
Investments in leases	490,672	452,888	Current portion of long-term borrowings	127,000	114,200
Accounts receivable - operating loans	297,151	275,592	Current portion of long-term payables under securitization of lease receivables	8,432	11,434
Accounts receivable - other loans to customers	8,354	10,806	Commercial papers	75,000	25,000
Other operating assets	9,962	12,259	Underwriting debt payment	583	2,686
Accounts receivable - lease	8,640	7,974	Lease obligations	35	22
Prepaid expenses	1,240	1,216	Accounts payable-other	4,562	4,378
Other current assets	61,766	51,291	Income taxes payable	5,060	2,329
Allowance for doubtful accounts	(6,330)	(7,101)	Accrued expenses	1,715	1,361
Non-current assets	235,037	178,792	Advances received - lease	4,517	4,194
Property, plant and equipment	153,837	113,089	Deposits received	40,106	35,905
Assets for lease	117,869	72,928	Unearned revenue	26	19
Own-used assets			Deferred profit on installment sales	25,806	24,354
Buildings	635	778	Provision for bonuses	1,422	1,266
Structures	2	2	Provision for bonuses for directors (and other officers)	71	56
Machinery and equipment	33,860	29,229	Non-current liabilities	817,306	725,054
Vehicles	29	22	Bonds payable	140,000	80,000
Furniture and fixtures	496	399	Long-term borrowings	661,000	621,300
Land	3	3	Long-term payables under securitization of lease receivables	1,151	9,583
Construction in progress	939	9,724	Lease liabilities	89	135
Intangible assets	9,055	6,923	Retirement benefit liability	187	250
Assets for lease	21	34	Guarantee received	13,006	12,149
Other intangible assets			Asset retirement obligations	1,667	1,445
Software	9,034	6,889	Other noncurrent liabilities	205	191
Other	0	0	Total liabilities	1,138,582	1,022,436
Investments and other assets	72,144	58,779	Net assets		
Investment securities	35,630	26,414	Shareholders' equity	223,366	213,010
Stocks of subsidiaries and affiliates	10,992	11,884	Share capital	7,896	7,896
Distressed receivables	478	5,939	Capital surplus	10,372	10,215
Long-term prepaid expenses	11,193	9,705	Legal capital surplus	10,159	10,159
Deferred tax assets	4,708	4,046	Other capital surplus	212	55
Other	9,610	6,317	Retained earnings	206,874	196,572
Allowance for doubtful accounts	(469)	(5,527)	Legal retained earnings	284	284
Total assets	1,367,110	1,239,455	Other retained earnings	206,590	196,288
			General reserve	184,045	176,045
			Reserve for Abundant Future	52	21
			Retained earnings brought forward	22,492	20,221
			Treasury shares	(1,777)	(1,674)
			Valuation and translation adjustments	5,160	4,008
			Valuation difference on available-for-sale securities	4,516	3,470
			Deferred gains or losses on hedges	644	538
			Total net assets	228,527	217,019
			Total liabilities and net assets	1,367,110	1,239,455

Non-consolidated Statement of Income (Unit: million yen)

Account item	FY2024	FY2023 (For reference)
Net sales	292,467	288,417
Cost of sales	249,072	247,471
Gross profit	43,394	40,945
Selling, general and administrative expenses	22,580	20,591
Operating profit	20,814	20,354
Non-operating income	741	868
Interest income	186	67
Dividend income	359	294
Gain on investments in investment partnership	182	485
Other	12	20
Non-operating expenses	450	342
Interest expenses	174	78
Commission expenses	—	10
Bond issuance costs	236	160
Social Contribution	34	78
Other	5	14
Ordinary profit	21,105	20,880
Extraordinary income	425	—
Gain on sales of investment securities	425	—
Extraordinary losses	74	5,189
Loss on valuation of investment securities	74	5,189
Income before income taxes	21,455	15,690
Current income taxes	7,546	5,498
Deferred income taxes	(1,170)	(778)
Net income	15,079	10,969

Non-consolidated Statement of Changes in Equity (million yen)

Fiscal year ended March 31, 2025

	Shareholders' equity										
	Common Stock	Capital surplus			Retained earnings						
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings			General reserve	Reserve for Abundant Future	Retained earnings brought forward
Balance at beginning of current period	7,896	10,159	55	10,215	284	176,045	21	20,221			196,572
Changes in the year											
Provision of general reserve						8,000		(8,000)			—
Provision of reserve for Abundant Future							66	(66)			—
Reversal of reserve for Abundant Future							(34)	34			—
Dividends of surplus								(4,777)			(4,777)
Net income									15,079		15,079
Purchase of treasury shares											
Disposal of treasury shares			159	159							
Restricted stock remuneration			(2)	(2)							
Net changes of items other than shareholders' equity											
Total changes of items during period	—	—	157	157	—	8,000	31	2,270			10,302
Balance, end of year	7,896	10,159	212	10,372	284	184,045	52	22,492			206,874

	Shareholders' equity		Valuation and Translation adjustment			Total net asset
	Treasury Stock	Total shareholders' equity	Unrealized gains or losses on securities and others	Deferred gain or loss on hedges	Total valuation and Translation adjustment	
Balance at beginning of current period	(1,674)	213,010	3,470	538	4,008	217,019
Changes in the year						
Provision of general reserve		—				—
Provision of reserve for Abundant Future		—				—
Reversal of reserve for Abundant Future		—				—
Dividends of surplus		(4,777)				(4,777)
Net income		15,079				15,079
Purchase of treasury shares	(468)	(468)				(468)
Disposal of treasury shares	310	469				469
Restricted stock remuneration	55	53				53
Net changes of items other than shareholders' equity			1,045	106	1,152	1,152
Total changes of items during period	△102	10,356	1,045	106	1,152	11,508
Balance, end of year	△1,777	223,366	4,516	644	5,160	228,527

Notes to Nonconsolidated Financial Statements

1. Matters Related to Significant Accounting Policies

(1) Valuation basis and method for assets

① Securities

A. Investment securities in subsidiaries
Stated at cost using the moving average method.

B. Other securities
Securities with market prices
Stated at fair value. Unrealized holding gains and losses are excluded from earnings and reported in a separate component of net assets. The cost of securities sold is determined based on the average cost of all shares of such security held at the time of sale.
Securities without market prices
Stated at average cost. Investments in limited liability investment partnerships and similar partnerships (deemed securities under Article 2(2) of the Financial Instruments and Exchange Act) are based on the most recent financial statements available in accordance with the financial reporting date stipulated in the partnership agreement, and the net amount of equity interest is taken into account.

② Derivative transaction Stated at fair value.

(2) Depreciation method of Non-current assets

① Tangible Non-current assets

A. Assets for lease

Leased assets Mainly depreciated on a straight-line basis over the lease term, with the estimated disposal value at the end of the lease term being the residual value.

Rental asset Depreciated using the straight-line method based on a reasonable number of years of depreciation, taking into account economic and functional realities, with the main depreciation periods ranging from 2 to 5 years.

Other rental assets Depreciated using the straight-line method based on a reasonable number of years of depreciation, taking into account the useful life, etc. The main depreciation periods are from 6 to 46 years.

B. Own-used assets

The declining-balance method is mainly used. However, buildings and equipment acquired after April 1, 2016 and certain other company assets are depreciated using the straight-line method.
The main useful lives are as follows.

Buildings	15 years
Structures	15 years
Machinery and equipment	8 to 25 years
Vehicles	6 years
Tools and Furniture	4 to 20 years

② Intangible Non-current assets

A. Assets for lease The straight-line method is used, with the lease term as the depreciable life and the estimated disposal value at the end of the lease term as the residual value.

B. Software Depreciation of internal-use software is based on the estimated useful life in the Company (5 to 10 years).

(3) Deferred charges

Bond issuance costs Charged to expenses when incurred

(4) Allowance and provisions

① Allowance for doubtful receivables

The allowance for doubtful debts is provided at an estimated uncollectible amount based on the historical default rate for general receivables and on the financial condition assessment method or cash flow estimation method for specific doubtful receivables.

② Provision for bonuses

To provide for the payment of bonuses to employees, an amount corresponding to the estimated amount to be paid is provided for in the financial year under review.

③ Provision for bonuses for Directors (and other officers)

To provide for the payment of bonuses to directors, the estimated amount of bonuses to be paid at the end of the current financial year is provided for.

④ Provision for retirement benefits

The estimated amount of retirement benefits is attributed to the period up to the end of the current financial year on the basis of the benefit calculation method. Past service costs are amortized on a straight-line basis over a fixed number of years (11 years) within the average remaining service period of the employees at the time the costs are incurred. Actuarial gains and losses are amortized on a straight-line basis over a fixed number of years (11 years) within the average remaining service period of employees in each financial year in which they arise. The treatment of unrecognized actuarial gains and losses and unrecognized past service costs in the balance sheet differs from that in the consolidated balance sheet.

(5) Revenue and expense

① Accounting for leasing transactions

Sales and cost of sales of finance leases are recognized at the time the lease payments should be received.

② Revenue recognition method for individual mediation transactions

For individual mediation transactions, the full contract amount is recognized as an instalment receivable at the time of delivery of the goods, and the total amount of commission, divided proportionally by the number of installments, is recognized as income each time a payment is due.

Unrealized profit on installment receivables corresponding to installment receivables whose due dates have not yet arrived is deferred.

③ Methods of recording finance expenses

Finance expenses are classified into finance expenses corresponding to operating revenues and other finance expenses. The classification method is based on the classification of total assets into assets based on operating transactions and other assets, and the balance of the assets is used as the basis for recording finance expenses corresponding to operating assets as cost of funds in cost of sales and finance expenses corresponding to other assets in non-operating expenses. The cost of funds is recorded as finance charges on operating assets less interest income and other income on the corresponding deposits.

(6) Significant hedge accounting

① Hedge accounting methods

The Company's hedge accounting method is based on deferred hedge accounting or exceptional treatment for interest rate swaps that meet the requirements for exceptional treatment for certain assets and liabilities of the Company, and on integrated treatment (exceptional treatment and allocation treatment) for interest rate swaps that meet the requirements for integrated treatment (exceptional treatment and allocation treatment).

② Hedging instruments and hedged items

Hedging instruments...Interest rate swap transactions

Hedged items...Loan payable

③ Hedging policy

Interest rate swaps are used to hedge the risk of interest rate fluctuations associated with assets such as leases and installment transactions and loans and liabilities such as loans from financial institutions to a certain or certain extent.

④ Methods of assessing hedge effectiveness

The effectiveness of hedging is assessed by comparing the cumulative changes in cash flows of the hedged item with the cumulative changes in cash flows of the hedging instrument on a quarterly basis. However, for interest rate swaps for which exceptional treatment is applied, the assessment of effectiveness is omitted.

⑤ Others

The Company's derivative transactions are executed and managed strictly in accordance with internal regulations. Derivative transactions are conducted by the Corporate Management Division and the executive officer in charge has approval authority within the scope of the internal regulations.

The status of derivative transactions, valuation gains/losses, risk amount, etc. are reported monthly at the ALM Committee, which consists of senior management.

With regard to the internal control system, there is a clear separation between those in charge of execution and those in charge of office management within the Corporate Management Division. For each transaction, the business administration staff checks the transaction details by reconciling the transaction report from the execution staff with the details sent directly from the contracting party.

(7) Other significant accounting policies for nonconsolidated financial statements

① Rental receivables receivable

The balance of receivables at the time of the agreed termination of the old lease following the conclusion of a new lease agreement is shown as rental receivables receivable. The amount of such receivables is collected over the term of the new lease agreement.

② Accounts receivable - other loans to customers and payables underwritten

Other loans to customers and payables underwritten are receivables and payables related to factoring.

2. Notes on Changes in Accounting Policies

(Application of "Accounting Standard for Income Taxes" and Related Guidelines)

The "Accounting Standard for Income Taxes" (ASBJ Statement No. 27, issued on October 28, 2022; hereinafter referred to as the "2022 Revised Accounting Standard") and related guidelines have been applied from the beginning of the current fiscal year.

With regard to the revision concerning the classification of income taxes, we have complied with the transitional treatment specified in the proviso to Paragraph 20-3 of the 2022 Revised Accounting Standard. This change has had no impact on the financial statements.

3. Notes on Accounting Estimates

Estimation of allowance for doubtful accounts

(1) Amounts recorded in the financial statements for the current financial year

Allowance for doubtful accounts	6,799 million yen
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(2) Other information that contributes to an understanding of the nature of the accounting estimates

Identical to the information stated in the notes to the consolidated financial statements.

4. Notes to Nonconsolidated Balance Sheet

(1) Accumulated depreciation of property, plant and equipment 33,125 million yen

(2) Notes held in custody relating to trade receivables

Lease receivables and investments in leases	225 million yen
Installment receivables	1,498 million yen

(3) Trade receivables due after more than one year (excluding sublease transactions)	
Lease receivables	36,995 million yen
Investments in leases	345,720 million yen
Installment receivables	147,877 million yen
Loans to customers	255,941 million yen
Operating lease receivables	<u>12,378 million yen</u>
Total	798,914 million yen
(4) Guarantee Obligations	
Balance of debt guarantees related to guarantee operations	1,716 million yen
(5) Monetary receivables from and payables to subsidiaries and affiliates other than those separately stated are as follows:	
① Short-term monetary claims	20,660 million yen
② Short-term monetary liabilities	21 million yen
(6) Other operating assets under current assets comprise subordinated trust beneficiary interests in securitized lease receivables.	

5. Notes to Nonconsolidated Statement of Income

(1) Related-party transactions with subsidiaries and associated companies	
① Sales	1,249 million yen
② Purchase of goods	1,947 million yen
③ Other operating transactions	385 million yen
④ Transactions from non-operating transactions	2 million yen
(2) Breakdown of cost of funds	
① Interest expenses	3,732 million yen
② Interest income	21 million yen

6. Notes to Nonconsolidated Statement of Changes in Equity

Number of treasury shares

Type of shares	Number of shares at the beginning of the current financial year	Increased in the current financial year	Decreased in the current financial year	Number of shares at the end of the current financial year
Common stock	418,649 shares	94,813 shares	94,700 shares	418,762 shares

Note1: Under the stock compensation plan in effect until its partial revision by resolution at the 47th Annual General Meeting of Shareholders held on June 26, 2023, 78,275 shares of the Company acquired by the trust account related to the plan were treated as treasury shares in the financial statements. However, these shares are not included in the total number of shares at the end of the current fiscal year as stated above.

Note2: Excluding Note 1 above, 94,700 shares of the Company held in the trust account related to the stock compensation plan are included in the total number of shares at the end of the current fiscal year as stated above.

7. Tax Effect Accounting

Major components of liabilities deferred tax assets and deferred tax liabilities

Deferred tax assets	
Allowance for doubtful accounts	1,722 million yen
Bad debt write-offs denied	982 million yen
Provision for bonuses	500 million yen
Unpaid business tax	273 million yen
Provision for retirement benefits	58 million yen
Depreciation in excess of depreciation	203 million yen
Tax adjustment related to lease and installment transactions	2,592 million yen
Others	<u>651 million yen</u>
Total	6,985 million yen
Deferred tax liabilities	
Net unrealized gains or losses on available-for-sale securities	(1,993) million yen
Deferred gains or losses on hedges	<u>(284) million yen</u>
Total	<u>(2,277) million yen</u>
Net deferred tax assets	<u>4,708 million yen</u>

8. Related-Party Transactions

(1) Parent company and major corporate shareholders

Omitted due to immateriality.

(2) Other subsidiaries of affiliated companies, etc.

Category	Name of company	Address	Capital or investments	Business or occupation	Proportion of voting power	Relationship with related party	Transactions	Transaction amount	Account name	As of March 31, 2024
Other subsidiaries of affiliated companies	Ricoh Japan Co., Ltd.	Minato-ku, Tokyo	2,517 million yen	Sale of office equipment and supplies	—	Leasing transactions Purchases of leased property Interlocking directorships	Purchases of leased property	70,562 million yen	Accounts payable	5,542 million yen

Note: Terms and conditions of transactions, etc.

The above transactions are usually carried out on a market-based transaction basis.

9. Notes to per share information

(1) Net assets per share

7,413.84 yen

(2) Earnings per share

489.22 yen

10. Notes to Lease Transactions

(1) Finance leases

(Lessor)

① Breakdown of Lease receivables and Investments in leases (million yen)

	Lease receivables	Investments in leases
Amount of claims	57,886	537,776
Estimated residual value portion	—	677
Receive considerable interest	(2,656)	(47,905)
Total	55,229	490,548

② Breakdown by collection date of the amount of the lease receivable and the portion of the lease receivable relating to lease investment assets

	Lease receivables (Million yen)	Lease receivable portion of investment in leased assets (Million yen)
Within 1 year	19,144	160,895
Over 1 year and within 2 years	15,504	133,962
Over 2 year and within 3 years	10,948	105,008
Over 3 year and within 4 years	6,819	73,781
Over 4 year and within 5 years	3,725	35,776
Over 5 years	1,743	28,352
Total	57,886	537,776

Note: Figures ① and ② above exclude amounts relating to sub-lease transactions.

(2) Operating lease transactions

(Lessee)

Future minimum lease payments

Short term	1,278 million yen
Long term	4,686 million yen
Total	5,965 million yen

(Lessor)

Future minimum lease payments

Short term	7,228 million yen
Long term	12,378 million yen
Total	19,606 million yen

11. Others

Figures less than 1 million yen are rounded down to the nearest million yen.