

Note: This document has been translated from the Japanese original for reference purposes only.  
In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

(Member of Financial Accounting  
Standards Foundation)



## Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (Under Japanese GAAP)

May 9, 2025

Company name: Fuyo General Lease Co., Ltd.

Listing: Tokyo Stock Exchange

Securities code: 8424

URL: <https://www.fgl.co.jp/>

Representative: Hiroaki Oda, Representative Director, President & CEO

Inquiries : Takashi Tomita, Managing Executive Officer Telephone: +81-3-5275-8800

Scheduled date of annual general meeting of shareholders : June 24, 2025

Scheduled date to commence dividend payments : June 25, 2025

Scheduled date to file annual securities report : June 23, 2025

Preparation of supplementary material on financial results: Yes

Holding of financial results briefing : Yes (For institutional investors and analysts)

(Yen amounts are rounded down to millions, unless otherwise noted.)

### 1. Consolidated financial results for Fiscal 2024 (April 1, 2024 - March 31, 2025)

#### (1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Net Sales		Operating Profit		Ordinary Profit		Profit Attributable to Owners of Parent	
	(¥ millions)	%	(¥ millions)	%	(¥ millions)	%	(¥ millions)	%
FY2024	678,395	(4.3)	64,760	7.9	69,036	1.0	45,277	(4.1)
FY2023	708,538	2.9	60,046	16.5	68,355	14.5	47,219	21.3

Note: Comprehensive income FY2024 ¥ 59,885 million (24.6) % FY2023 ¥ 79,396 million 57.8 %

	Basic Earnings per Share	Diluted Earnings per Share	Return on Equity	Ratio of Ordinary Profit to Total Assets	Ratio of Operating Profit to Net Sales
	(¥)	(¥)	%	%	%
FY2024	501.66	500.78	10.0	2.0	9.5
FY2023	523.81	522.34	11.8	2.1	8.5

Reference: Share of profit of entities accounted for using equity method

FY2024 ¥ 2,991 million FY2023 ¥ 6,660 million

Note: On April 1, 2025, the Company conducted a 3-for-1 stock split of its common stock. Accordingly, “Net income per share” and “Diluted net income per share” are calculated on the assumption that the stock split was conducted at the beginning of the previous fiscal year.

#### (2) Consolidated financial position

	Total Assets	Net Assets	Shareholders' Equity Ratio	Net Assets per Share
	(¥ millions)	(¥ millions)	%	(¥)
As of March 31, 2025	3,567,110	531,213	13.3	5,269.74
March 31, 2024	3,390,324	477,326	12.7	4,785.89

Reference: Shareholders' Equity

As of March 31, 2025 ¥ 475,365 million As of March 31, 2024 ¥ 431,675 million

Note: On April 1, 2025, the Company conducted a 3-for-1 stock split of its common stock. Accordingly, “Net assets per share” is calculated on the assumption that the stock split was conducted at the beginning of the previous fiscal year.

### (3) Consolidated cash flows

	Cash Flows From Operating Activities	Cash Flows From Investing Activities	Cash Flows From Financing Activities	Cash and Cash Equivalents at End of Period
	(¥ millions)	(¥ millions)	(¥ millions)	(¥ millions)
FY2024	(136,377)	(35,657)	97,994	66,565
FY2023	(112,098)	(3,062)	131,800	140,674

## 2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	(¥)	(¥)	(¥)	(¥)	(¥)	(¥ millions)	%	%
FY2023	—	195.00	—	245.00	440.00	13,292	28.0	3.3
FY2024	—	225.00	—	230.00	455.00	13,757	30.2	3.0
FY2025 (Forecast)	—	79.00	—	79.00	158.00		31.0	

Note: On April 1, 2025, the Company conducted a 3-for-1 stock split of its common stock and the “Fiscal Year Ended March 31, 2024” and “Fiscal Year Ended March 31, 2025” show the actual dividend amount before the stock split.

For the “fiscal year ending March 31, 2026 (forecast),” the impact of the stock split has been taken into account.

## 3. Forecast for Fiscal 2025 (April 1, 2025 – March 31, 2026)

(Percentage figures represent comparisons with fiscal 2024 full-year results)

	Operating Profit		Ordinary Profit		Profit Attributable to Owners of Parent		Basic Earnings per Share
	(¥ millions)	%	(¥ millions)	%	(¥ millions)	%	(¥)
Full Year	66,000	1.9	70,000	1.4	46,000	1.6	509.94

Note: On April 1, 2025, the Company conducted a 3-for-1 stock split of its common stock. Net income per share” in the consolidated earnings forecast for the fiscal year ending March 31, 2026 takes into account the effect of this stock split.

### \*Notes

(1) Significant changes in the scope of consolidation during the period: Yes

Newly included: 6 companies (Wako Pallet Co., Ltd., CB Holdings Inc., etc.)

(2) Changes in accounting policies, changes in accounting estimates, and restatement

(i) Changes in accounting policies due to revisions to accounting standards and other regulations: Yes

(ii) Changes in accounting policies due to other reasons: None

(iii) Changes in accounting estimates: None

(iv) Restatement: None

Note: For details, please refer to “3. Consolidated financial statements and significant notes thereto,

(5) Notes to the consolidated financial statements, Notes on changes in accounting policies” on page 19 of the attached materials.

(3) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of March 31, 2025 90,863,430 shares As of March 31, 2024 90,863,430 shares

(ii) Number of treasury shares at the end of the period

As of March 31, 2025 656,730 shares As of March 31, 2024 665,811 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2025 90,256,182 shares

Fiscal year ended March 31, 2024 90,145,320 shares

Note: On April 1, 2025, the Company conducted a 3-for-1 stock split of its common stock. Accordingly, “Number of shares outstanding at the end of the period,” “Number of treasury stock at the end of the period,” and “Average number of shares outstanding during the period” are calculated on the assumption that the stock split was conducted at the beginning of the previous fiscal year.

The Company has introduced Board Benefit Trust (BBT). Number of treasury shares includes the following Company’s shares held by Board Benefit Trust (BBT) 510,600 shares as of March 31, 2025 and 443,100 shares as of March 31, 2024. Furthermore, treasury shares that are deducted in the calculation of the average number of shares during the period include the following Company’s shares held by Board Benefit Trust (BBT) 427,458 shares for the fiscal year ended March 31, 2025, and 443,511 shares for the fiscal year ended March 31, 2024.

## [Reference] Overview of non-consolidated financial results

### 1. Non-consolidated financial results for Fiscal 2024 (April 1, 2024 – March 31, 2025)

#### (1) Non-consolidated operating results (Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
	(¥ millions)	%	(¥ millions)	%	(¥ millions)	%	(¥ millions)	%
FY2024	387,874	(10.5)	37,045	(6.4)	41,906	(11.5)	30,571	(5.9)
FY2023	433,564	(0.7)	39,588	16.9	47,376	23.2	32,487	28.0

	Basic earnings per share	Diluted earnings per share
	(¥)	(¥)
FY2024	338.72	338.13
FY2023	360.39	359.38

Note: On April 1, 2025, the Company conducted a 3-for-1 stock split of its common stock. Accordingly, “net income per share” and “diluted net income per share” are calculated on the assumption that the stock split was conducted at the beginning of the previous fiscal year.

#### (2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	(¥ millions)	(¥ millions)	%	(¥)
As of				
March 31, 2025	2,756,606	325,072	11.8	3,601.46
March 31, 2024	2,674,630	314,311	11.7	3,481.49

Reference: Equity

As of March 31, 2025 ¥ 324,875 million As of March 31, 2024 ¥ 314,022 million

Note: On April 1, 2025, the Company conducted a 3-for-1 stock split of its common stock. Accordingly, “Net assets per share” is calculated on the assumption that the stock split was conducted at the beginning of the previous fiscal year.

**\*Financial reports are exempt from audit conducted by certified public accountants or an audit firm.**

### **\* Proper use of earnings forecasts, and other special matters**

(Caution Concerning Forward-Looking Statements)

Earnings forecasts and other forward-looking statements in this report are based on certain assumptions that are deemed reasonable and information available to the Company at the time of this report’s preparation. Therefore the Company does not guarantee the achievement of any projections. Actual results may differ significantly from these forecasts for a number of reasons.

(Method of Obtaining Supplementary Explanation Materials)

The materials are disclosed on the Timely Disclosure network (TDnet) on the same day as the date of this report.

## Supplementary Materials - Contents

1. Review of consolidated operating results	5
(1) Analysis of operating results for Fiscal 2024	5
(2) Analysis of financial position for Fiscal 2024	6
(3) Analysis of cash flows for Fiscal 2024	6
(4) Outlook	6
2. Basic views on selection of accounting standards	7
3. Consolidated financial statements and significant notes thereto	8
(1) Consolidated balance sheets	8
(2) Consolidated statements of income and statements of comprehensive income	12
Consolidated statements of income	12
Consolidated statements of comprehensive income	14
(3) Consolidated statements of changes in equity	15
(4) Consolidated statements of cash flows	17
(5) Notes to the consolidated financial statements	20
Note on the going-concern assumption	20
Notes on changes in accounting policies	20
Notes on segment information, etc.	20
Notes on per share information	23
Notes on subsequent events	25
4. Newly executed contracts, operating assets	26
(1) Executed contracts volume	26
(2) Operating assets	26

## 1. Review of consolidated operating results

### (1) Analysis of operating results for Fiscal 2024

#### (i) Summary of Fiscal 2024

During the fiscal year ended March 31, 2025 (fiscal 2024), the Japanese economy was on a gradual recovery trend backed mainly by an improved employment and income environment and solid corporate earnings, and normalization of monetary policies progressed, including the policy rate hikes by the Bank of Japan. On the other hand, there are risks that U.S. trade policy could put downward pressure on the domestic economy, and uncertainty about the future is growing.

In this environment, the Fuyo Lease Group is working on its five-year (FY2022-FY2026) medium-term management plan "Fuyo Shared Value 2026" that aims to achieve sustainable growth by resolving social issues through human growth and dialog while at the same time delivering economic value. In fiscal 2024, the third year of the medium-term management plan, we made it our aim to become a corporate group that strongly pursues sustainable growth in drastically changing external environments, and we steadily implemented the business strategies and management strategies outlined in the plan.

As a result, newly executed contract volume in fiscal 2024 totaled ¥1,843,981 million, up 5.8% year on year. Consolidated operating assets (after subtracting the deferred profit on installment sales) as of March 31, 2025 totaled ¥3,072,143 million, up ¥194,694 million, or 6.8%, from the end of fiscal 2023 (March 31, 2024).

In terms of profits, net sales decreased 4.3% year on year to ¥678,395 million, operating profit increased 7.9% year on year to ¥64,760 million, ordinary profit increased 1.0% year on year to ¥69,036 million, and profit attributable to owners of parent decreased 4.1% year on year to ¥45,277 million. We achieved year-on-year increases in operating profit and ordinary profit, setting new records for the highest profit ever achieved.

For ordinary profit in particular, which is set as a management target in the medium-term management plan, this was the eighth consecutive fiscal year that the record-high amount was updated.

#### (ii) Segment information

Consolidated results for each business segment for fiscal 2024 are as follows. Please note that net sales for each segment are "revenue from external customers" and segment profit is the amount shown in reportable segments.

##### *Lease and Installment Sales*

Newly executed contract volume in the Lease and Installment Sales segment decreased 16.7% year on year to ¥528,058 million and segment operating assets increased 4.6% from the end of fiscal 2023 to ¥1,929,673 million. Segment net sales decreased 5.8% year on year to ¥583,677 million and segment profit increased 4.0% year on year to ¥43,744 million.

##### *Financing*

Newly executed contract volume in the Financing segment increased 19.9% year on year to ¥1,314,656 million, and segment operating assets increased 11.6% from the end of fiscal 2023 to ¥1,109,628 million. Segment net sales increased 19.4% year on year to ¥39,003 million, and segment profit increased 34.1% year on year to ¥25,090 million.

##### *Other*

Newly executed contract volume in the Other segment decreased 89.7% year on year to ¥1,267 million, and segment operating assets decreased 15.3% from the end of fiscal 2023 to ¥32,841 million. Segment net sales decreased 0.6% year on year to ¥55,714 million, and segment profit decreased 1.2% year on year to ¥11,429 million.

## (2) Analysis of financial position for Fiscal 2024

As of the end of fiscal 2024, operating assets totaled ¥3,072,143 million, up 6.8% from the end of fiscal 2023. Total assets amounted to ¥3,567,110 million, up 5.2% from the end of fiscal 2023. At the end of fiscal 2024, indirect procurement increased 6.5% from the end of fiscal 2023 to ¥2,084,433 million, mainly due to increases in long-term borrowings and short-term borrowings, and direct procurement decreased 0.3% from the end of fiscal 2023 to ¥723,816 million, mainly due to decreases in commercial papers and payables under securitization of lease receivables despite an increase in the issuance of bonds payable. As a result, the outstanding balance at the end of fiscal 2024 increased 4.7% from the end of fiscal 2023 to ¥2,808,249 million. The direct procurement ratio was 25.8%, a decrease of 1.3 points from the end of fiscal 2023.

Total shareholders' equity rose 8.7% from the end of fiscal 2023 to ¥383,991 million mainly due to an increase in retained earnings. Total net assets as of the end of fiscal 2024 totaled ¥531,213 million, up ¥53,886 million, or 11.3%, from the end of fiscal 2023.

## (3) Analysis of cash flows for Fiscal 2024

Cash and cash equivalents at the end of fiscal 2024 totaled ¥66,565 million. The breakdown of cash flows is as follows.

### *Cash flows from operating activities*

Operating activities in fiscal 2024 used net cash of ¥136,377 million, compared with net cash used of ¥112,098 million in fiscal 2023. The main variable factors were a decrease in purchase of assets for lease, a decrease in loss on retirement of assets for lease and cost of property for lease sales, and an increase in decrease (increase) in operating loans.

### *Cash flows from investing activities*

Investing activities in fiscal 2024 used net cash of ¥35,657 million, compared with net cash used of ¥3,062 million in fiscal 2023. The main variable factors were an increase in purchase of shares of subsidiaries resulting in change in scope of consolidation and an increase in purchase of investment securities.

### *Cash flows from financing activities*

Financing activities in fiscal 2024 provided net cash of ¥97,994 million, compared with net cash provided of ¥131,800 million in fiscal 2023. The main variable factors in indirect financing were a decrease in proceeds from long-term borrowings and an increase in net increase (decrease) in short-term borrowings, while in direct financing there was an increase in net decrease in commercial papers.

## (4) Outlook

Concerning the economic outlook going forward, although prices are expected to continue rising, a gradual recovery is expected to continue given the improving employment and income environment backed mainly by rising wages. On the other hand, it is also important to bear in mind the effects of the increase in the policy interest rate by the Bank of Japan and foreign exchange rate fluctuations. With the added possibility that the global economy might decelerate due to factors such as the protectionist trade policies of the United States, the outlook is clouded by a sense of uncertainty.

In this environment the Fuyo Lease Group aims to achieve continuous growth as a corporate Group amid the dramatically changing external environment by realizing solutions to social issues and simultaneously increasing corporate value through the practice of CSV, which is the creation of shared value with society and the Company through business activities.

For the fiscal year ending March 31, 2026, we forecast consolidated operating profit of ¥66,000 million (up 1.9% year on year), ordinary profit of ¥70,000 million (up 1.4% year on year), and profit attributable to owners of parent of ¥46,000 million (up 1.6% year on year).

## **2. Basic views on selection of accounting standards**

Considering the comparability between consolidated financial statements over different accounting periods and of different companies, the Fuyo Lease Group prepares its consolidated financial statements in accordance with Japanese accounting standards.

Furthermore, regarding the adoption of International Financial Reporting Standards (IFRS), the Fuyo Lease Group intends to deal with the issue appropriately, taking into account various conditions in Japan and overseas.

### 3. Consolidated financial statements and significant notes thereto

#### (1) Consolidated balance sheets

(¥ millions)

	As of March 31, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and deposits	140,804	66,598
Installment receivables	50,984	54,901
Lease receivables and investments in leases	858,731	851,478
Operating loans	339,872	382,529
Accounts receivable - other loans to customers	132,002	145,419
Operational investment securities	491,466	548,116
Other operating assets	31,967	32,016
Accounts receivable - lease	28,620	31,447
Other	94,511	104,834
Allowance for doubtful accounts	(2,536)	(2,158)
Total current assets	2,166,425	2,215,183
Non-current assets		
Property, plant and equipment		
Assets for lease		
Assets for lease	936,038	1,024,537
Advances for purchase of assets for lease	357	13,988
Total assets for lease	936,396	1,038,525
Other operating assets	38,796	32,841
Own-used assets	3,386	15,076
Total property, plant and equipment	978,579	1,086,443
Intangible assets		
Assets for lease	88	75
Other intangible assets		
Goodwill	23,256	46,304
Other	14,290	15,462
Total other intangible assets	37,546	61,767
Total intangible assets	37,634	61,842



(¥ millions)

	As of March 31, 2024	As of March 31, 2025
Investments and other assets		
Investment securities	158,182	155,675
Distressed receivables	26	30
Retirement benefit asset	2,176	2,582
Deferred tax assets	4,229	4,635
Other	42,551	40,477
Allowance for doubtful accounts	(1)	(6)
Total investments and other assets	207,163	203,395
Total non-current assets	1,223,378	1,351,681
Deferred assets		
Organization expenses	3	2
Business commencement expenses	517	243
Total deferred assets	521	245
Total assets	3,390,324	3,567,110

(¥ millions)

	As of March 31, 2024	As of March 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payable – trade	36,467	36,454
Short-term borrowings	558,104	608,320
Current portion of bonds payable	35,000	94,496
Current portion of long-term borrowings	422,660	441,624
Commercial papers	276,000	213,000
Payables under securitization of lease receivables	13,000	3,500
Current portion of long-term payables under securitization of lease receivables	2,464	3,555
Lease liabilities	5,841	4,555
Income taxes payable	7,617	9,011
Deferred profit on installment sales	1,078	1,319
Provision for bonuses	3,257	3,596
Provision for bonuses for directors (and other officers)	224	285
Provision for share awards for directors (and other officers)	202	99
Provision for loss on guarantees	19	50
Other	59,374	56,212
Total current liabilities	1,421,313	1,476,083
Non-current liabilities		
Bonds payable	393,495	407,470
Long-term borrowings	976,080	1,034,488
Long-term payables under securitization of lease receivables	5,790	1,794
Lease liabilities	151	32
Long-term income taxes payable	—	41
Deferred tax liabilities	27,461	28,289
Retirement benefit liability	2,271	2,677
Provision for retirement benefits for directors (and other officers)	253	280
Provision for share awards for directors (and other officers)	638	912
Provision for maintenance costs	931	925
Provision for loss on guarantees	285	221
Asset retirement obligations	5,519	5,706
Other	78,804	76,972
Total non-current liabilities	1,491,684	1,559,813
Total liabilities	2,912,998	3,035,896

(¥ millions)

	As of March 31, 2024	As of March 31, 2025
Net assets		
Shareholders' equity		
Share capital	10,532	10,532
Capital surplus	1,902	1,902
Retained earnings	342,268	373,265
Treasury shares	(1,532)	(1,709)
Total shareholders' equity	353,171	383,991
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	61,773	55,417
Deferred gains or losses on hedges	(11,953)	(9,815)
Foreign currency translation adjustment	28,268	45,306
Remeasurements of defined benefit plans	415	466
Total accumulated other comprehensive income	78,504	91,374
Share acquisition rights	289	197
Non-controlling interests	45,362	55,650
Total net assets	477,326	531,213
Total liabilities and net assets	3,390,324	3,567,110

**(2) Consolidated statements of income and statements of comprehensive income**

## Consolidated statements of income

(¥ millions)

	FY2023 (April 1, 2023 – March 31, 2024)	FY2024 (April 1, 2024 – March 31, 2025)
Net sales	708,538	678,395
Cost of sales	598,967	558,764
Gross profit	109,570	119,630
Selling, general and administrative expenses	49,524	54,870
Operating profit	60,046	64,760
Non-operating income		
Interest income	259	341
Dividend income	2,925	2,934
Foreign exchange gains	—	429
Gain on investments in investment partnerships	76	65
Share of profit of entities accounted for using equity method	6,660	2,991
Recoveries of written off receivables	61	72
Reversal of allowance for doubtful accounts	—	715
Reversal of provision for loss on guarantees	86	32
Other	1,060	662
Total non-operating income	11,129	8,243
Non-operating expenses		
Interest expenses	1,824	2,942
Bond issuance costs	58	69
Foreign exchange losses	198	—
Loss on investments in investment partnerships	92	248
Distributions of profit or loss on silent partnerships	589	401
Other	56	306
Total non-operating expenses	2,820	3,967
Ordinary profit	68,355	69,036
Extraordinary income		
Gain on sale of investment securities	737	33
Total extraordinary income	737	33

(¥ millions)

	FY2023 (April 1, 2023 – March 31, 2024)	FY2024 (April 1, 2024 – March 31, 2025)
Extraordinary losses		
Loss on sale of investment securities	47	—
Loss on valuation of investment securities	84	161
Impairment losses	2,079	14
Loss on disposal of non-current assets	33	21
Other	—	8
Total extraordinary losses	2,244	206
Profit before income taxes	66,848	68,863
Income taxes – current	20,376	16,608
Income taxes – deferred	(3,193)	4,726
Total income taxes	17,182	21,335
Profit	49,665	47,527
Profit attributable to non-controlling interests	2,446	2,249
Profit attributable to owners of parent	47,219	45,277

## Consolidated statements of comprehensive income

(¥ millions)

	FY2023 (April 1, 2023 – March 31, 2024)	FY2024 (April 1, 2024 – March 31, 2025)
Profit	49,665	47,527
Other comprehensive income		
Valuation difference on available-for-sale securities	25,781	(6,343)
Deferred gains or losses on hedges	(7,243)	2,066
Foreign currency translation adjustment	9,873	17,224
Remeasurements of defined benefit plans, net of tax	185	(72)
Share of other comprehensive income of entities accounted for using equity method	1,134	(517)
Total other comprehensive income	29,731	12,357
Comprehensive income	79,396	59,885
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	76,230	58,148
Comprehensive income attributable to non-controlling interests	3,166	1,736

**(3) Consolidated statements of changes in equity**

FY2023 (From April 1, 2023 to March 31, 2024)

(¥ millions)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	10,532	1,902	306,782	(2,067)	317,149
Changes during period					
Dividends of surplus			(11,464)		(11,464)
Profit attributable to owners of parent			47,219		47,219
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares			(268)	536	267
Net changes in items other than shareholders' equity					
Total changes during period	—	—	35,486	535	36,021
Balance at end of period	10,532	1,902	342,268	(1,532)	353,171

	Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	36,000	(4,608)	17,936	163	49,492	541	43,012	410,197
Changes during period								
Dividends of surplus								(11,464)
Profit attributable to owners of parent								47,219
Purchase of treasury shares								(0)
Disposal of treasury shares								267
Net changes in items other than shareholders' equity	25,772	(7,345)	10,331	251	29,011	(252)	2,349	31,107
Total changes during period	25,772	(7,345)	10,331	251	29,011	(252)	2,349	67,129
Balance at end of period	61,773	(11,953)	28,268	415	78,504	289	45,362	477,326

FY2024 (From April 1, 2024 to March 31, 2025)

(¥ millions)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	10,532	1,902	342,268	(1,532)	353,171
Changes during period					
Dividends of surplus			(14,205)		(14,205)
Profit attributable to owners of parent			45,277		45,277
Purchase of treasury shares				(499)	(499)
Disposal of treasury shares			(75)	322	246
Net changes in items other than shareholders' equity					
Total changes during period	—	—	30,997	(177)	30,819
Balance at end of period	10,532	1,902	373,265	(1,709)	383,991

	Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	61,773	(11,953)	28,268	415	78,504	289	45,362	477,326
Changes during period								
Dividends of surplus								(14,205)
Profit attributable to owners of parent								45,277
Purchase of treasury shares								(499)
Disposal of treasury shares								246
Net changes in items other than shareholders' equity	(6,356)	2,138	17,037	51	12,870	(91)	10,288	23,067
Total changes during period	(6,356)	2,138	17,037	51	12,870	(91)	10,288	53,886
Balance at end of period	55,417	(9,815)	45,306	466	91,374	197	55,650	531,213



**(4) Consolidated statements of cash flows**

(¥ millions)

	FY2023 (April 1, 2023 - March 31, 2024)	FY2024 (April 1, 2024 - March 31, 2025)
Cash flows from operating activities		
Profit before income taxes	66,848	68,863
Depreciation of assets for lease	45,382	49,039
Loss on retirement of assets for lease and cost of property for lease sales	184,363	37,204
Depreciation of other operating assets	3,245	3,205
Depreciation	3,414	3,539
Amortization of goodwill	1,810	1,747
Impairment losses	2,079	14
Increase (decrease) in allowance for doubtful accounts	(699)	(1,074)
Increase (decrease) in provision for bonuses and bonuses for directors (and other officers)	269	264
Increase (decrease) in provision for retirement benefits for directors (and other officers)	(124)	26
Increase (decrease) in provision for share awards for directors (and other officers)	213	171
Increase (decrease) in provision for maintenance costs	617	(96)
Increase (decrease) in provision for loss on guarantees	(86)	(32)
Increase (decrease) in retirement benefit liability	(587)	75
Loss (gain) on valuation of short-term and long-term investment securities	84	161
Interest and dividend income	(3,184)	(3,275)
Capital costs and interest expenses	20,824	33,160
Loss (gain) on investments in investment partnerships and silent partnerships	15	183
Share of loss (profit) of entities accounted for using equity method	(6,660)	(2,991)
Loss (gain) on sale of short-term and long-term investment securities	(690)	(33)
Loss (gain) on disposal of non-current assets	33	21
Decrease (increase) in installment receivables	2,903	(3,655)
Net decrease (increase) in lease receivables and investments in leases	30,686	16,626
Decrease (increase) in accounts receivable - lease	(1,956)	1,911

(¥ millions)

	FY2023 (April 1, 2023 – March 31, 2024)	FY2024 (April 1, 2024 – March 31, 2025)
Decrease (increase) in operating loans	(7,075)	(37,181)
Decrease (increase) in accounts receivable – other loans to customers	(13,409)	(13,334)
Decrease (increase) in investment securities for sale	(36,028)	(54,604)
Purchase of assets for lease	(356,077)	(156,964)
Purchase of other operating assets	(1,601)	(1,396)
Decrease (increase) in retirement benefit asset	(1,653)	(406)
Decrease (increase) in distressed receivables	413	(0)
Decrease (increase) in guarantee deposits	(1,048)	3,168
Increase (decrease) in trade payables	2,550	(1,064)
Increase (decrease) in lease obligations	(634)	(645)
Increase (decrease) in guarantee deposits received	(944)	(1,567)
Other, net	(11,430)	(34,697)
Subtotal	(78,134)	(93,636)
Interest and dividends received	6,546	5,314
Interest paid	(20,595)	(33,131)
Income taxes refund (paid)	(19,915)	(14,924)
Net cash provided by (used in) operating activities	(112,098)	(136,377)
Cash flows from investing activities		
Purchase of own-used assets	(3,269)	(3,428)
Proceeds from sale of own-used assets	—	17
Purchase of investment securities	(4,103)	(6,350)
Proceeds from sale and redemption of investment securities	4,402	3,621
Purchase of shares of subsidiaries resulting in change in scope of consolidation	—	(29,448)
Other, net	(92)	(69)
Net cash provided by (used in) investing activities	(3,062)	(35,657)

(¥ millions)

	FY2023 (April 1, 2023 – March 31, 2024)	FY2024 (April 1, 2024 – March 31, 2025)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(30,284)	41,303
Net increase (decrease) in commercial papers	(30,000)	(63,000)
Proceeds from long-term borrowings	599,930	526,947
Repayments of long-term borrowings	(430,150)	(453,637)
Net increase (decrease) in payables under securitization of lease receivables	(11,200)	(9,500)
Repayments of payables under securitization of lease receivables	(6,098)	(2,905)
Proceeds from issuance of bonds	97,000	109,520
Redemption of bonds	(45,000)	(35,000)
Purchase of treasury shares	(0)	(499)
Proceeds from disposal of treasury shares	267	246
Dividends paid	(11,464)	(14,205)
Dividends paid to non-controlling interests	(756)	(884)
Other, net	(441)	(391)
Net cash provided by (used in) financing activities	131,800	97,994
Effect of exchange rate change on cash and cash equivalents	2,842	(67)
Net increase (decrease) in cash and cash equivalents	19,481	(74,108)
Cash and cash equivalents at beginning of period	121,192	140,674
Cash and cash equivalents at end of period	140,674	66,565

## **(5) Notes to the consolidated financial statements**

### **Note on the going-concern assumption**

Not applicable

### **Notes on changes in accounting policies**

(Application of the Accounting Standard for Current Income Taxes, etc.)

The Company has applied the Accounting Standard for Current Income Taxes (ASBJ Statement No. 27, October 28, 2022; hereinafter, the “Revised Accounting Standard of 2022”), etc. from the beginning of the fiscal year ended March 31, 2025 (fiscal 2024).

Revisions to categories for recording current income taxes (taxation on other comprehensive income) conform to the transitional treatment in the proviso of paragraph 20-3 of the Revised Accounting Standard of 2022 and to the transitional treatment in the proviso of paragraph 65-2(2) of the Guidance on Accounting Standard for Tax Effect Accounting (ASBJ Guidance No. 28, October 28, 2022).

The impact of applying this standard, etc. on the consolidated financial statements is immaterial.

(Application of the Practical Solution on the Accounting for and Disclosure of Current Taxes Related to the Global Minimum Tax Rules, etc.)

The Company has applied the Practical Solution on the Accounting for and Disclosure of Current Taxes Related to the Global Minimum Tax Rules (ASBJ Practical Solution No. 46, March 22, 2024), etc. from the beginning of the fiscal year ended March 31, 2025 (fiscal 2024).

The impact of applying this standard, etc. on the consolidated financial statements is immaterial.

### **Notes on segment information, etc.**

#### **1. Overview of reportable segments**

The Fuyo Lease Group’s reportable segments are components of the Fuyo Lease Group for which separate financial information is available. These segments are subject to periodic examinations undertaken to enable the Board of Directors of the Fuyo Lease Group to make decisions on allocating resources and to evaluate performance.

The Fuyo Lease Group is primarily engaged in leasing and installment sales, and its operations are divided into three reportable segments based on the major types of transactions handled, namely the Lease and Installment Sales segment, the Financing segment, and the Other segment.

The Lease and Installment Sales segment conducts leasing of IT and office equipment, industrial machinery, and other assets (includes the sale of off-lease assets upon lease expiration or termination) and leasing of real estate, and sells commercial/service equipment, production facilities, medical devices, and other assets on an installment basis. The Financing segment is mainly engaged in commercial lending, investment in marketable securities for financial income and forming *tokumei-kumiai* (silent partnership) arrangements. The Other segment primarily engages in environmental-related businesses, fee handling, and BPO and mobility business, etc.

#### **2. Calculation of net sales, profit/loss, assets, liabilities, and other items by reportable segment**

Methods of accounting for reportable business segments are the same as those disclosed in “Basis of preparing consolidated financial statements.” Profit of reportable business segments is based on operating profit. Intersegment revenue and transfers are based on prevailing market prices.

3. Disclosure of sales, profit (loss), asset, liability, and other items for each reportable segment  
FY2023 (From April 1, 2023 to March 31, 2024)

(¥ millions)

	Lease and Installment Sales	Financing	Other	Total
Sales				
Revenues from external customers	619,834	32,670	56,032	708,538
Transactions with other segments	733	6,096	2,723	9,553
Net sales	620,567	38,767	58,756	718,091
Segment profit	42,047	18,703	11,574	72,325
Segment assets	1,847,177	1,236,952	142,498	3,226,628
Other items				
Depreciation	45,721	—	3,898	49,619
Amortization of goodwill	309	324	1,176	1,810
Investments in entities accounted for using equity method	—	—	—	—
Increase in property, plant and equipment and intangible assets	356,077	—	1,601	357,679

FY2024 (From April 1, 2024 to March 31, 2025)

(¥ millions)

	Lease and Installment Sales	Financing	Other	Total
Sales				
Revenues from external customers	583,677	39,003	55,714	678,395
Transactions with other segments	660	8,999	3,255	12,915
Net sales	584,337	48,002	58,969	691,310
Segment profit	43,744	25,090	11,429	80,265
Segment assets	1,909,406	1,401,269	141,174	3,451,849
Other items				
Depreciation	49,417	—	3,737	53,155
Amortization of goodwill	321	324	1,101	1,747
Investments in entities accounted for using equity method	—	—	—	—
Increase in property, plant and equipment and intangible assets	156,964	—	1,396	158,361

4. Description of nature of differences between amounts of reportable segments total and consolidated financial statements

Net sales (¥ millions)	FY2023 (April 1, 2023 – March 31, 2024)	FY2024 (April 1, 2024 – March 31, 2025)
Reportable segments total	718,091	691,310
Eliminations	(9,553)	(12,915)
Net sales reported on the consolidated statements of income	708,538	678,395

Profit (¥ millions)	FY2023 (April 1, 2023 – March 31, 2024)	FY2024 (April 1, 2024 – March 31, 2025)
Reportable segments total	72,325	80,265
Eliminations	(1,793)	(1,502)
Corporate expenses (Note)	(10,484)	(14,002)
Operating profit reported on the consolidated statements of income	60,046	64,760

Note:

Corporate expenses are mainly selling, general and administrative expenses that are not attributable to any reportable segment.

Assets (¥ millions)	As of March 31, 2024	As of March 31, 2025
Reportable segments total	3,226,628	3,451,849
Corporate assets (Note)	163,696	115,260
Total assets reported on the consolidated balance sheets	3,390,324	3,567,110

Note:

Corporate assets include surplus funds (cash and deposits, etc.), long-term investment funds (investment in securities) and assets related to administrative divisions that are not attributable to any reportable segment.

Other items (¥ millions)	Reportable segments total		Adjustment		Amounts reported on the consolidated financial statements	
	FY2023	FY2024	FY2023	FY2024	FY2023	FY2024
Depreciation	49,619	53,155	2,422	2,628	52,042	55,784
Amortization of goodwill	1,810	1,747	—	—	1,810	1,747
Investments in entities accounted for using equity method	—	—	49,172	49,412	49,172	49,412
Increase in property, plant and equipment and intangible assets	357,679	158,361	3,269	3,428	360,949	161,790

Notes:

1. Depreciation adjustments mainly represent depreciation on own-used assets.
2. Adjustments for investments in entities accounted for using equity method mainly represent the amount of funds invested in entities accounted for using equity method.
3. Adjustments on increase in property, plant and equipment and intangible assets mainly represent capital investment in own-used assets.

#### Notes on per share information

	FY2023 (April 1, 2023 – March 31, 2024)	FY2024 (April 1, 2024 – March 31, 2025)
Net assets per share	¥4,785.89	¥5,269.74
Basic earnings per share	¥523.81	¥501.66
Diluted earnings per share	¥522.34	¥500.78

Notes:

1. On April 1, 2025, the Company conducted a 3-for-1 stock split of its common stock. Accordingly, net assets per share, net income per share and diluted net income per share are calculated on the assumption that the stock split was conducted at the beginning of the previous fiscal year.
2. Treasury shares, which is deducted when calculating the number of common shares as of the fiscal year-end, used in the computation of the net assets per share, includes the Company's shares owned by the Board Benefit Trust (BBT). The number of treasury shares owned by the Board Benefit Trust (BBT) as of the fiscal year-end is 443,100 shares for the fiscal year ended March 31, 2024 and 510,600 shares for the fiscal year ended March 31, 2025.
3. Treasury shares, which is deducted when calculating the average number of shares during the period, used in the computation of the basic earnings per share, includes the Company's shares owned by the Board Benefit Trust (BBT). The average number of treasury shares owned by the Board Benefit Trust (BBT) during the period is 443,511 shares for the fiscal year ended March 31, 2024 and 427,458 shares for the fiscal year ended March 31, 2025.
4. Calculation basis of net assets per share is as follows.

	As of March 31, 2024	As of March 31, 2025
Total net assets (¥ millions)	477,326	531,213
Amounts excluded from total net assets (¥ millions)	45,651	55,847
Of which, share acquisition rights	289	197
Of which, non-controlling interests	45,362	55,650
Net assets attributable to common shares (¥ millions)	431,675	475,365
Number of common shares as of the fiscal year-end used in the calculation of net assets per share (thousands shares)	90,197	90,206

5. Calculation basis of basic earnings per share and diluted earnings per share is as follows.

	FY2023 (April 1, 2023 – March 31, 2024)	FY2024 (April 1, 2024 – March 31, 2025)
Basic earnings per share		
Profit attributable to owners of parent (¥ millions)	47,219	45,277
Amount not attributable to common shareholders (¥ millions)	—	—
Profit attributable to owners of parent attributable to common shares (¥ millions)	47,219	45,277
Average number of shares during the period (thousands shares)	90,145	90,256
Diluted earnings per share		
Adjustments to profit attributable to owners of parent (¥ millions)	—	—
Increase in the number of common shares (thousands shares)	253	158
Residual securities that are not dilutive and not included in the calculation of diluted earnings per share	—————	—————



## Notes on subsequent events

Stock split and partial amendment to the Articles of Incorporation following the stock split

Based on the resolution of the Board of Directors meeting held on February 5, 2025, the Company executed a stock split and a partial amendment to the Articles of Incorporation in connection with the stock split as of April 1, 2025.

(1) Purpose of the stock split

The Company aims to create an environment that is easier to invest in and to broaden its investor base by carrying out a share split and reducing the amount per unit.

(2) Outline of stock split

(i) Method of stock split

With March 31, 2025 as the record date, the shares of the Company's common stock held by shareholders listed or recorded in the Company's shareholders' register as of the end of that date are split at a ratio of 3 shares for every 1 share held.

(ii) Number of shares to be increased by stock split

Total number of issued shares before stock split	30,287,810 shares
Number of shares to be increased by stock split	60,575,620 shares
Total number of issued shares after stock split	90,863,430 shares
Total number of authorized shares after stock split	300,000,000 shares

(iii) Schedule of stock split

Date of public notice of record date	March 14, 2025
Record date	March 31, 2025
Effective date	April 1, 2025

(iv) Impact on per share information

The impact on per share information is described in "Notes on per share information".

(3) Partial amendments to the Articles of Incorporation following the stock split

(i) Reason for amendment to the Articles of Incorporation

In accordance with the stock split, the total number of authorized shares as stipulated in Article 6 of the Company's Articles of Incorporation was changed as of April 1, 2025, pursuant to Article 184, Paragraph 2 of the Companies Act.

(ii) Details of amendments to the Articles of Incorporation

The details of the change are as follows.

(Underlines indicate changes.)

Articles of Incorporation before amendment	Articles of Incorporation after amendment
Article 6 (Total Number of Authorized Shares) The total number of authorized shares of the Company shall be <u>100,000,000 shares</u> .	Article 6 (Total Number of Authorized Shares) The total number of authorized shares of the Company shall be <u>300,000,000 shares</u> .

(iii) Schedule of amendments to the Articles of Incorporation

Effective date	April 1, 2025
----------------	---------------

(4) Other

(i) Change in the amount of capital

There will be no change in the amount of capital upon the stock split.

#### 4. Newly executed contracts, operating assets

##### (1) Executed contracts volume

Segment by Business		FY2023 (April 1, 2023 – March 31, 2024)		FY2024 (April 1, 2024 – March 31, 2025)		Net Change	
		Executed contracts volume (¥ millions)	Composition (%)	Executed contracts volume (¥ millions)	Composition (%)	Amount (¥ millions)	Pct. (%)
Lease and installment sales	Finance leases	248,985	14.3	287,670	15.6	38,685	15.5
	Operating leases	358,748	20.6	210,559	11.4	(148,189)	(41.3)
	Total leases	607,734	34.9	498,230	27.0	(109,504)	(18.0)
	Installment sales	26,409	1.5	29,827	1.6	3,418	12.9
	Lease and installment sales total	634,143	36.4	528,058	28.6	(106,085)	(16.7)
Financing		1,096,362	62.9	1,314,656	71.3	218,293	19.9
Other		12,334	0.7	1,267	0.1	(11,067)	(89.7)
Total		1,742,841	100.0	1,843,981	100.0	101,140	5.8

Notes:

- Operating leases are recorded at the acquisition costs of lease assets. The executed volume of re-lease transactions is not included.
- The figures for the lease segment are the purchase prices of lease assets acquired during each respective fiscal year. The figures for the installment sales segment are the installment receivables net of the deferred profit on installment sales on an execution basis.

##### (2) Operating assets

Segment by Business		As of March 31, 2024		As of March 31, 2025		Net Change	
		Balance (¥ millions)	Composition (%)	Balance (¥ millions)	Composition (%)	Amount (¥ millions)	Pct. (%)
Lease and installment sales	Finance leases	858,731	29.9	851,478	27.7	(7,253)	(0.8)
	Operating leases	936,126	32.5	1,024,612	33.4	88,485	9.5
	Total leases	1,794,858	62.4	1,876,091	61.1	81,232	4.5
	Installment sales	49,906	1.7	53,582	1.7	3,676	7.4
	Lease and installment sales total	1,844,765	64.1	1,929,673	62.8	84,908	4.6
Financing		993,887	34.5	1,109,628	36.1	115,740	11.6
Other		38,796	1.4	32,841	1.1	(5,954)	(15.3)
Total		2,877,449	100.0	3,072,143	100.0	194,694	6.8

Note:

The figures for the installment sales segment are installment receivables net of the deferred profit on installment sales.