

**Balance Sheet**  
As of March 31, 2024

(Yen)

Item	Current fiscal year	Previous fiscal year	Change
<b>I. Assets</b>			
1. Current Assets			
Cash and Deposits	130,973,709	97,332,874	33,640,835
Accounts receivable	1	0	1
Prepayments	2,529,500	3,928,970	-1,399,470
Total Current Assets	133,503,210	101,261,844	32,241,366
2. Fixed Assets			
(1) Specified Assets			
Accumulated Assets for Operating Costs	65,158,000	221,122,000	-155,964,000
Assets for the Fund	500,000,000	500,000,000	0
Total specified assets	565,158,000	721,122,000	-155,964,000
(2) Other Fixed Assets			
Buildings	1,672,660	1,672,660	0
Cumulative depreciation of buildings (-)	-478,225	-379,251	-98,974
Furniture, Fixtures and Equipment	11,400,385	11,400,385	0
Accumulated Depreciation of Furniture, Fixtures and Equipment (-)	-6,361,018	-5,464,586	-896,432
Software assets	4,815,001	1,341,667	3,473,334
Total Other Fixed Assets	11,048,803	8,570,875	2,477,928
Total Fixed Assets	576,206,803	729,692,875	-153,486,072
Total assets	709,710,013	830,954,719	-121,244,706
<b>II. Liabilities</b>			
1. Current Liabilities			
Accounts Payable - Other	29,545,873	15,037,684	14,508,189
Income Taxes Payable	70,000	70,000	0
Accrued consumption taxes	612,500	15,094,100	-14,481,600
Total Current Liabilities	30,228,373	30,201,784	26,589
2. Long-term Liabilities			
Allowance for Relocation Work Expenses	15,840,073	15,840,073	0
Total Long-term Liabilities	15,840,073	15,840,073	0
Total Liabilities	46,068,446	46,041,857	26,589
<b>III. Net Assets</b>			
1. Fund	500,000,000	500,000,000	0
(Amount allocated to Specified Assets)	(500,000,000)	(500,000,000)	(0)
2. Designated Net Assets	0	0	0
3. General Net Assets	163,641,567	284,912,862	-121,271,295
(Amount allocated to Specified Assets)	(65,158,000)	(221,122,000)	(-155,964,000)
Total Net Assets	663,641,567	784,912,862	-121,271,295
Total Liabilities and Net Assets	709,710,013	830,954,719	-121,244,706

Statement of Changes in Net Assets  
April 1, 2023 to March 31, 2024

(Yen)

Item	Current fiscal year	Previous fiscal year	Change
I. Changes in General Net Assets			
1. Changes in Ordinary Revenue and Expenses			
(1) Ordinary Revenue			
Membership Dues	540,477,000	540,477,000	0
(Expense Contributions)	(540,477,000)	(540,477,000)	(0)
Operating Expense Contributions	540,477,000	540,477,000	0
Enrollment Fees	0	67,030,000	-67,030,000
Enrollment Fees	0	67,030,000	-67,030,000
Revenue from Management of Specified Assets	10,347	9,849	498
Interest Received from Specified Assets	10,347	9,849	498
Miscellaneous Revenue	438,225	462,401	-24,176
(Miscellaneous Revenue)	(438,225)	(462,401)	(-24,176)
Interest Received	354	246	108
Miscellaneous Revenue	437,871	462,155	-24,284
Total Ordinary Revenue	540,925,572	607,979,250	-67,053,678
(2) Ordinary Expenses			
Operating Expenses	430,585,342	285,452,602	145,132,740
(Personnel Expenses)	(212,781,485)	(187,208,658)	(25,572,827)
Payroll allowance	201,094,268	176,012,369	25,081,899
Retirement benefit expenses	11,687,217	11,196,289	490,928
(Public Relations Expenses)	(83,457,600)	(5,590,100)	(77,867,500)
Public Relations Expenses	83,457,600	5,590,100	77,867,500
(Membership and Meeting Expenses)	(1,565,028)	(58,888)	(1,506,140)
Membership Expenses	480,000	50,000	430,000
Meeting Expenses	1,085,028	8,888	1,076,140
(Property Expenses)	(59,048,776)	(59,424,426)	(-375,650)
Travel and Transportation Expenses	1,690,628	530,838	1,159,790
Communication and Transport Expenses	39,373,723	39,106,204	267,519
Printing and Binding Expenses	1,726,486	2,024,501	-298,015
Consumable Supplies Expenses	553,837	389,733	164,104
Books and Newspaper Expenses	328,765	288,746	40,019
Outsourcing Expenses	10,543,200	12,435,200	-1,892,000
Rental Fees	3,160,840	2,957,794	203,046
Repair Costs	149,225	48,625	100,600
Depreciation	995,406	1,182,785	-187,379
Software depreciation	526,666	460,000	66,666
(Taxes and Dues・Miscellaneous Expenses)	(73,732,453)	(33,170,530)	(40,561,923)
Taxes and Dues	25,800	25,600	200
Miscellaneous stipends	64,525,667	25,668,790	38,856,877
Miscellaneous Expenses	9,180,986	7,476,140	1,704,846
Administrative Expenses	231,541,525	253,466,424	-21,924,899
(Personnel Expenses)	(143,624,119)	(155,249,464)	(-11,625,345)
Payroll allowance	135,348,367	146,151,503	-10,803,136
Retirement benefit expenses	8,275,752	9,097,961	-822,209
(Public Relations Expenses)	(2,414,200)	(9,095,990)	(-6,681,790)
Public Relations Expenses	2,414,200	9,095,990	-6,681,790
(Property Expenses)	(69,530,220)	(73,691,833)	(-4,161,613)
Travel and Transportation Expenses	20,605	26,814	-6,209
Communication and Transport Expenses	9,267,678	10,747,494	-1,479,816
Printing and Binding Expenses	115,200	97,800	17,400
Consumable Supplies Expenses	1,790,013	1,411,577	378,436
Books and Newspaper Expenses	7,900	18,024	-10,124
Outsourcing Expenses	9,027,251	11,119,823	-2,092,572
Building Management Expenses	0	97,200	-97,200
Rental Fees	44,425,419	45,360,172	-934,753
Repair Costs	4,801,358	4,812,929	-11,571
Utilities expense	74,796	0	74,796

Item	Current fiscal year	Previous fiscal year	Change
(Taxes and Dues * Miscellaneous Expenses)	(15,972,986)	(15,429,137)	(543,849)
Taxes and Dues	212,782	168,432	44,350
Training expenses	158,691	415,583	-256,892
Miscellaneous stipends	10,155,000	10,155,000	0
Miscellaneous Expenses	5,446,513	4,690,122	756,391
Total Ordinary Expenses	662,126,867	538,919,026	123,207,841
Changes in Ordinary Expenses during the Current Year	-121,201,295	69,060,224	-190,261,519
2. Changes in Non-recurring Revenue and Expenses			
(1) Non-recurring Revenue			
Total Non-recurring Revenue	0	0	0
(2) Non-recurring Expenses			
Loss on retirement of noncurrent assets	0	391,753	-391,753
Loss on retirement of Furniture, Fixtures and Equipment	0	391,753	-391,753
Total Non-recurring Expenses	0	391,753	-391,753
Changes in Non-recurring Expenses during the Current Year	0	-391,753	391,753
Changes in General Net Assets during the Current Year Before Taxes	-121,201,295	68,668,471	-189,869,766
Income Tax, Resident Tax, and Business Tax	70,000	70,000	0
Changes in General Net Assets during the Current Year	-121,271,295	68,598,471	-189,869,766
Beginning Balance of Net Assets	284,912,862	216,314,391	68,598,471
Ending Balance of Net Assets	163,641,567	284,912,862	-121,271,295
II. Changes in Designated Net Assets			
Changes in Designated Assets during the Current Year	0	0	0
Beginning Balance of Designated Net Assets	0	0	0
Ending Balance of Designated Net Assets	0	0	0
III. Changes in Fund			
Changes in the Fund during the Current Year	0	0	0
Beginning Balance of Fund	500,000,000	500,000,000	0
Ending Balance of Fund	500,000,000	500,000,000	0
IV. Balance of Net Assets at Year End			
Balance of Net Assets at Year End	663,641,567	784,912,862	-121,271,295

## Notes to Financial Statements

### 1. Important accounting policies

#### (1) Depreciation method for fixed assets

##### i. Buildings, structures, and furniture, fixtures and equipment

Declining-balance method. However, the straight-line method is applied to equipment attached to buildings and structures acquired on or after April 1, 2016.

##### ii. Software

Straight-line method is applied.

##### iii. Leased assets (leased assets from finance lease transactions excluding those accompanied by a transfer of ownership)

The lease period is set as the service life and the straight-line method is used until the residual value reaches zero.

#### (2) Basis for accruing allowances

##### ○ Allowance for Relocation Work Expenses

The allowance is estimated from the costs required for removal work in the current Zengin Centers as a point of closing the 7th Zengin system contract (planned for November 2027) that started in November 2019.

#### (3) Accounting treatment of consumption tax, etc.

The tax exclusion method is applied.

### 2. Change in specified assets and respective balances

Changes in the specified assets and the respective balances are as follows:

(Yen)

Item	Balance at end of previous year	Increase in current year	Decrease in current year	Balance at end of current year
Specified Assets				
Accumulated Assets for Operating Costs	221,122,000	0	155,964,000	65,158,000
Assets for the Fund	500,000,000	0	0	500,000,000
Total	721,122,000	0	155,964,000	565,158,000

### 3. Breakdown of the source of specified assets

Specified assets are broken down as follows:

(Yen)

Item	Balance at end of current year	(Amount Allocated from the Fund)	(Amount Allocated from General Net Assets)	(Amount for liabilities)
Specified Assets				
Accumulated Assets for Operating Costs	65,158,000	—	65,158,000	—
Assets for the Fund	500,000,000	500,000,000	—	—
Total	565,158,000	500,000,000	65,158,000	—

4. Cash and Marketable securities held as collateral

7,510,317,106,000 yen in Cash and 872,370,928,600 yen (the market value at the end of the current year) in Marketable securities are held from member financial institutions as collateral in accordance with the Domestic Fund Transfer System.

5. Changes in fund and respective balances

Changes in the fund and the respective balances are as follows:

(Yen)

Item	Balance at end of previous year	Increase in current year	Decrease in current year	Balance at end of current year
Fund				
Fund	500,000,000	0	0	500,000,000
Total	500,000,000	0	0	500,000,000