

Balance Sheet
As of March 31, 2025

(Yen)

Item	Current fiscal year	Previous fiscal year	Change
I. Assets			
1. Current Assets			
Cash and Deposits	332,773,599	130,973,709	201,799,890
Accounts receivable	0	1	-1
Prepayments	2,450,863	2,529,500	-78,637
Total Current Assets	335,224,462	133,503,210	201,721,252
2. Fixed Assets			
(1) Specified Assets			
Accumulated Assets for Operating Costs	65,158,000	65,158,000	0
Assets for the Fund	500,000,000	500,000,000	0
Total specified assets	565,158,000	565,158,000	0
(2) Other Fixed Assets			
Buildings	5,650,420	1,672,660	3,977,760
Cumulative depreciation of buildings (-)	-762,827	-478,225	-284,602
Furniture, Fixtures and Equipment	22,422,515	11,400,385	11,022,130
Accumulated Depreciation of Furniture, Fixtures and Equipment (-)	-7,989,035	-6,361,018	-1,628,017
Software assets	3,555,001	4,815,001	-1,260,000
Total Other Fixed Assets	22,876,074	11,048,803	11,827,271
Total Fixed Assets	588,034,074	576,206,803	11,827,271
Total assets	923,258,536	709,710,013	213,548,523
II. Liabilities			
1. Current Liabilities			
Accounts Payable - Other	55,876,199	29,545,873	26,330,326
Lease Liabilities	1,282,411	0	1,282,411
Income Taxes Payable	70,000	70,000	0
Accrued consumption taxes	31,486,600	612,500	30,874,100
Deposits Taken	21	0	21
Total Current Liabilities	88,715,231	30,228,373	58,486,858
2. Long-term Liabilities			
Lease Liabilities	6,166,756	0	6,166,756
Allowance for Relocation Work Expenses	23,332,184	15,840,073	7,492,111
Total Long-term Liabilities	29,498,940	15,840,073	13,658,867
Total Liabilities	118,214,171	46,068,446	72,145,725
III. Net Assets			
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	305,044,365	163,641,567	141,402,798
(Amount allocated to Specified Assets)	65,158,000	65,158,000	0
Total Net Assets	805,044,365	663,641,567	141,402,798
Total Liabilities and Net Assets	923,258,536	709,710,013	213,548,523

Statement of Changes in Net Assets
As of March 31, 2025

(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	843,292,000	540,477,000	302,815,000
(Expense Contributions)	843,292,000	540,477,000	302,815,000
Operating Expense Contributions	843,292,000	540,477,000	302,815,000
Revenue from Management of Specified Assets	8,492	10,347	-1,855
Interest Received from Specified Assets	8,492	10,347	-1,855
Miscellaneous Revenue	201,524	438,225	-236,701
(Miscellaneous Revenue)	201,524	438,225	-236,701
Interest Received	0	354	-354
Miscellaneous Revenue	201,524	437,871	-236,347
Total Ordinary Revenue	843,502,016	540,925,572	302,576,444
(2) Ordinary Expenses			
Operating Expenses	541,227,074	430,585,342	110,641,732
(Personnel Expenses)	363,996,931	212,781,485	151,215,446
Payroll allowance	348,592,979	201,094,268	147,498,711
Retirement benefit expenses	15,403,952	11,687,217	3,716,735
(Public Relations Expenses)	1,814,000	83,457,600	-81,643,600
Public Relations Expenses	1,814,000	83,457,600	-81,643,600
(Membership and Meeting Expenses)	1,709,640	1,565,028	144,612
Membership Expenses	480,000	480,000	0
Meeting Expenses	1,229,640	1,085,028	144,612
(Property Expenses)	68,457,886	59,048,776	9,409,110
Travel and Transportation Expenses	1,801,587	1,690,628	110,959
Communication and Transport Expenses	39,397,492	39,373,723	23,769
Printing and Binding Expenses	1,769,756	1,726,486	43,270
Consumable Supplies Expenses	636,589	553,837	82,752
Books and Newspaper Expenses	328,005	328,765	-760
Outsourcing Expenses	10,421,200	10,543,200	-122,000
Rental Fees	2,684,115	3,160,840	-476,725
Repair Costs	48,625	149,225	-100,600
Depreciation	2,618,406	995,406	1,623,000
Software depreciation	1,260,000	526,666	733,334
Provision of Allowance for Relocation Work Expenses	7,492,111	0	7,492,111
(Taxes and Dues・Miscellaneous Expenses)	105,248,617	73,732,453	31,516,164
Taxes and Dues	14,400	25,800	-11,400
Miscellaneous stipends	96,584,353	64,525,667	32,058,686
Miscellaneous Expenses	8,649,864	9,180,986	-531,122
Administrative Expenses	226,061,035	231,541,525	-5,480,490
(Personnel Expenses)	140,910,976	143,624,119	-2,713,143
Payroll allowance	135,974,191	135,348,367	625,824
Retirement benefit expenses	4,936,785	8,275,752	-3,338,967
(Public Relations Expenses)	2,497,738	2,414,200	83,538
Public Relations Expenses	2,497,738	2,414,200	83,538
(Property Expenses)	61,376,426	69,530,220	-8,153,794
Travel and Transportation Expenses	15,250	20,605	-5,355
Communication and Transport Expenses	11,113,348	9,267,678	1,845,670
Printing and Binding Expenses	108,700	115,200	-6,500
Consumable Supplies Expenses	8,518,130	1,790,013	6,728,117
Books and Newspaper Expenses	0	7,900	-7,900
Outsourcing Expenses	8,653,831	9,027,251	-373,420
Rental Fees	26,143,121	44,425,419	-18,282,298
Repair Costs	6,739,598	4,801,358	1,938,240

Item	Current fiscal year	Previous fiscal year	Change
Utilities expense	84,448	74,796	9,652
(Taxes and Dues • Miscellaneous Expenses)	21,275,895	15,972,986	5,302,909
Taxes and Dues	2,986,163	212,782	2,773,381
Training expenses	762,498	158,691	603,807
Miscellaneous stipends	10,155,000	10,155,000	0
Interest Expenses	204,167	0	204,167
Miscellaneous Expenses	7,168,067	5,446,513	1,721,554
Total Ordinary Expenses	767,288,109	662,126,867	105,161,242
Changes in Ordinary Expenses during the Current Year	76,213,907	-121,201,295	197,415,202
2. Changes in Non-recurring Revenue and Expenses			
(1) Non-recurring Revenue			
Compensation income for damage	65,258,891	0	65,258,891
Compensation income for damage	65,258,891	0	65,258,891
Total Non-recurring Revenue	65,258,891	0	65,258,891
(2) Non-recurring Expenses			
Total Non-recurring Expenses	0	0	0
Changes in Non-recurring Expenses during the Current Year	65,258,891	0	65,258,891
Changes in General Net Assets during the Current Year Before Taxes	141,472,798	-121,201,295	262,674,093
Income Tax, Resident Tax, and Business Tax	70,000	70,000	0
Changes in General Net Assets during the Current Year	141,402,798	-121,271,295	262,674,093
Beginning Balance of Net Assets	163,641,567	284,912,862	-121,271,295
Ending Balance of Net Assets	305,044,365	163,641,567	141,402,798
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	805,044,365	663,641,567	141,402,798

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	65,158,000	0	0	65,158,000
Assets for the Fund	500,000,000	0	0	500,000,000
Total	565,158,000	0	0	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

967,432,281,000 yen in Cash and 9,591,790,256 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

6. Lease Transactions

(1) Finance Leases (finance lease transactions excluding those accompanied by a transfer of ownership)

The leased assets consist of furniture, fixtures and equipment and their amounts are included in the corresponding item on the balance sheet.

(2) Operating Leases

There are no operating lease transactions with non-cancellable terms that involve unexpired lease payments.