

Consolidated financial data

(millions of yen)

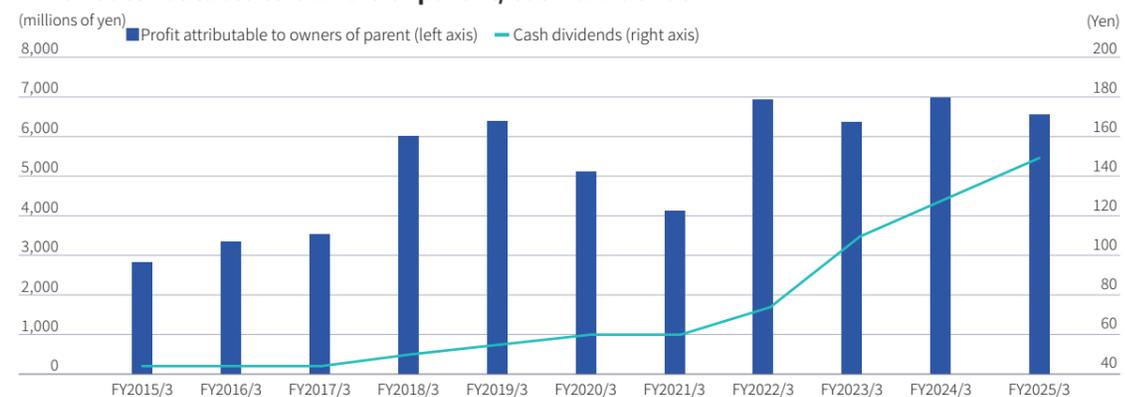
For the year:	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3
Revenues	213,853	202,637	215,718	231,432	204,131	220,716	221,255	249,907	258,107	255,857	254,879
Operating income	6,043	4,870	6,024	12,674	8,929	8,292	5,965	10,447	11,715	11,694	7,782
Ordinary income	4,733	6,031	6,537	13,455	8,900	9,092	6,089	11,422	12,440	11,818	9,437
Profit attributable to owners of parent	2,816	3,334	3,517	6,006	6,391	5,117	4,118	6,939	6,418	7,034	6,611
Total net assets	105,927	101,026	108,821	110,989	105,999	105,248	113,885	121,740	128,815	136,790	142,385
Total assets	808,732	828,943	860,482	906,495	895,683	997,510	1,057,653	1,030,617	1,055,875	1,117,363	1,224,797
Operating asset balance	717,848	749,380	767,917	821,954	826,834	903,160	959,075	943,408	966,060	982,456	1,047,048
Net assets per share (Yen)	3,453.70	3,529.64	3,675.84	3,927.22	4,131.64	4,306.21	4,438.33	4,794.13	5,085.69	5,374.76	5,617.59
Basic net income per share (Yen)	130.81	154.85	163.35	278.93	296.81	237.66	191.29	322.37	298.14	326.66	306.98
Dividend payout ratio (%)	33.6	28.4	26.9	17.9	18.5	25.2	31.4	23.0	36.9	39.8	48.9
Equity ratio (%)	9.2	9.2	9.2	9.3	9.9	9.3	9.0	10.0	10.4	10.4	9.9
Price earnings ratio (Times)	14.6	10.2	10.5	7.4	5.7	7.7	10.6	6.4	8.5	11.7	12.3
Return on equity (%)	3.9	4.4	4.5	7.3	7.4	5.6	4.4	7.0	6.0	6.2	5.6
Return on assets (%)	0.6	0.7	0.8	1.5	1.0	1.0	0.6	1.1	1.2	1.1	0.8

Non-financial data (non-consolidated)

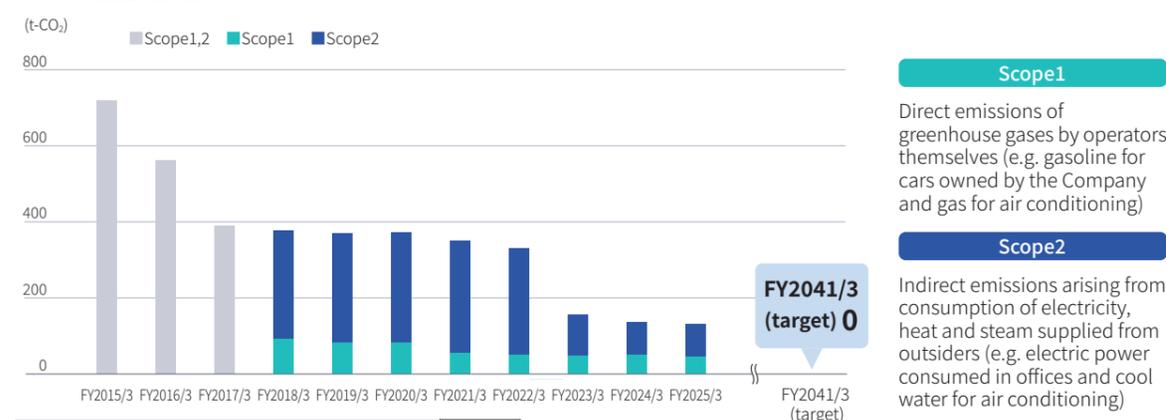
For the year:	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3
CO ₂ emissions (t-CO ₂)*1*3											
Total (Scope1,2)	718	561	389	379*2	371*2	371*2	349*2	331 *2	157 *2 [262]	137 *4 [261]*2	130 *4 [241]
Scope1	—	—	—	94*2	83*2	83*2	56*2	51 *2	50 *2 [50]	51 *4 [51]*2	46 *4 [46]
Scope2	—	—	—	285*2	287*2	288*2	294*2	280 *2	107 *2 [211]	86 *4 [210]*2	84 *4 [195]
Scope3	—	—	—	—	—	—	—	—	561,580 *2	620,181 *2	—
Energy use volume (crude oil conversion kL)*1	324	269	167	163	158	157	161	160	170	141	138
Number of female managers*5	3	5	7	4	5 (19)	7 (22)	10 (27)	11 (26)	13 (28)	15 (27)	17 (31)
Ratio of female managers (%)	1.6	2.0	2.8	1.4	2.4	3.2	4.4	5.0	5.5	6.7	8.5
Rate of return from childcare leave (%)	100	100	100	100	100	100	100	95.5	94.0	100	100
Average monthly overtime (h)*5	30.5	27.0	25.5	22.9	21.1	22.1	22.0 (21.1)	22.9 (22.5)	23.0 (22.9)	28.1 (27.3)	28.0 (27.1)
Paid leave acquisition rate (%)*5	58.1	61.1	63.9	64.7	66.6	68.7	61.2	66.5 (66.8)	70.9 (70.9)	71.9 (72.2)	70.7 (71.5)
Turnover rate (%)*6	7.0	4.5	4.5	5.3	5.3	4.1	3.9	4.1	5.2	5.1	6.0
Stability of new graduates hired (%)*7	100	87.5	80.0	100	100	93.3	93.8	100	78.6	89.5	88.9
Compliance training participation rate (%)*8	100	100	100	100	100	100	100	100	100	100	100
Information security training participation rate (%)*8	100	100	100	100	100	100	100	100	100	100	100

*1 Domestic consolidated basis (excluding Reboot Technology Services and Capitech Limited) *2 Verified by a third party
 *3 [] indicate consolidated figures excluding overseas subsidiaries *4 After application of non-fossil fuel certificates
 *5 Figures in parentheses indicate consolidated figures *6 Excluding retirees *7 Three-year retention rate of newly hired graduates
 *8 Consolidated

Profit attributable to owners of parent/Cash dividends



CO₂ emissions



Scope1
 Direct emissions of greenhouse gases by operators themselves (e.g. gasoline for cars owned by the Company and gas for air conditioning)

Scope2
 Indirect emissions arising from consumption of electricity, heat and steam supplied from outsiders (e.g. electric power consumed in offices and cool water for air conditioning)

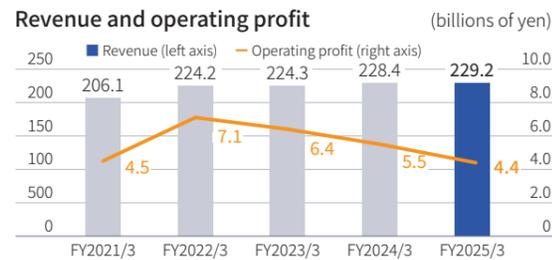
Full text of financial statement with Independent Auditor's Report
<https://pdf.irpocket.com/C8793/w4ok/oYUI/rHNC.pdf>



Segment information

Leasing Business

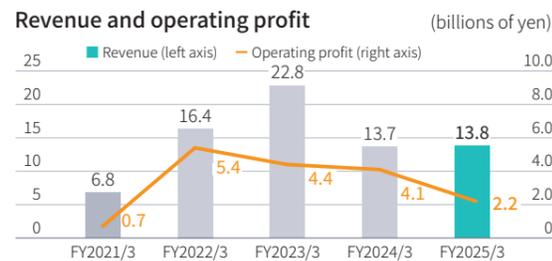
- Main operations**
- Leasing, rental and installment sales of information and communication equipment, office equipment and various other types of facilities and equipment
 - Sales of goods related to leasing, sales of properties after the expiration or premature cancellation of lease contracts, maintenance services for leased items and others



Business Overview Although revenue remained steady and was on par with the previous fiscal year, operating profit declined year on year due to the temporary increase in funding costs and system development expenses associated with a change in major shareholders.

Investment Business

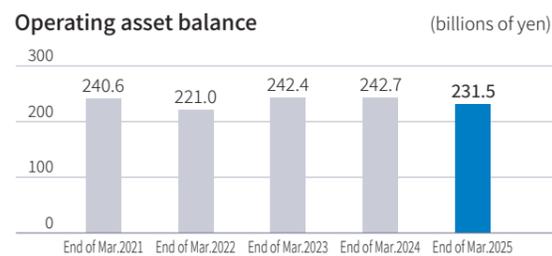
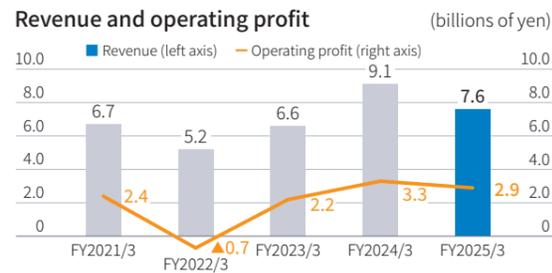
- Main operations**
- Investments in business ventures aimed at earning gains on the sale of securities
 - Asset, real estate and advisory services businesses operated by RISA Partners, Inc.



Business Overview Although revenue increased year on year mainly due to proceeds from the sale of real estate and other factors, operating profit decreased year on year due to the recording of credit costs.

Finance Business

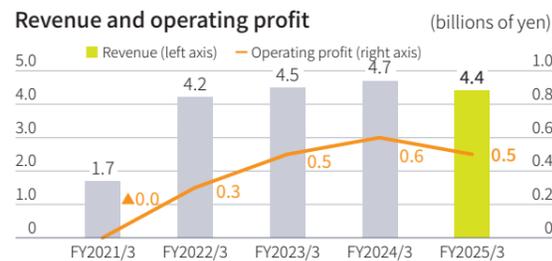
- Main operations**
- Money loans, factoring and securities investments aimed at generating dividend revenue and others



Business Overview Revenue decreased year on year due to a reactionary decline following multiple asset sales recorded in the previous fiscal year. Although credit costs improved, operating profit declined year on year due to the temporary increase in funding costs associated with a change in our major shareholders.

Other Business

- Main operations**
- New business in the areas of energy, tourism, agriculture and healthcare, private finance initiative (PFI) and public private partnership (PPP) projects and other services



Business Overview Both revenue and operating profit decreased year on year due mainly to the recording of a healthcare facility sale in the previous fiscal year and an increase in selling, general, and administrative expenses.

Corporate data (as of March 31, 2025)

Company name	NEC Capital Solutions Limited
Head office	Shinagawa Intercity C building, 15-3 Konan 2-chome, Minato-ku, Tokyo, 108-6219, Japan Tel. +81 (0)3 6720 8400
Start of operation	November 30, 1978
Representative	Masaaki Suganuma, President
Main business	Leasing (Leasing for Information and Communication Equipment, Office Equipment, Industrial Equipment and others), Installment Sales, Business Loans, Factoring Services Other (Business Outsourcing and Sales of Used Equipment, etc.)
Paid-in capital	3,794 million yen
Stock listing	Tokyo Stock Exchange, Prime Market Stock code: 8793
Closing of accounts	March 31
Number of employees	639 (consolidated 860)

Main banks	SBI Shinsei Bank Sumitomo Mitsui Banking Corporation Sumitomo Mitsui Trust Bank, Limited MUFG Bank, Ltd. Mizuho Bank, Ltd. Development Bank of Japan Inc.
Major affiliated companies	NCS RE Capital Limited RISA Partners, Inc. Reboot Technology Services and Capitech Limited Innovative Venture Investment Limited Partnership NEC Financial Services, LLC NEC Capital Solutions Singapore Pte. Limited NEC Capital Solutions Malaysia Sdn. Bhd. AIRA Leasing Public Company Limited, etc.
Domestic network	27 offices
Enterprise rating	<ul style="list-style-type: none"> Rating and Investment Information, Inc. (R&I) Long term A- Short term a-1 Japan Credit Rating Agency, Ltd. (JCR) Long term A Short term J-1

Share information (as of March 31, 2025)

Basic information

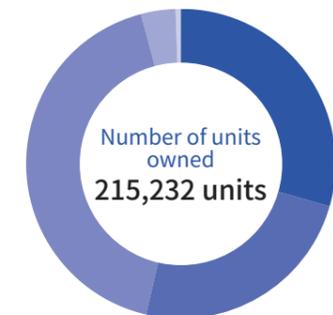
Number of shares authorized	86,000,000 shares
Number of shares issued	21,544,538 shares
Number of shares in one unit	100 shares
Number of shareholders	29,535

Principal shareholders

Shareholders	Number of shares	Voting rights(%)
SBI Shinsei Bank, Limited*	7,172,278	33.29
NEC Corporation*	3,795,888	17.61
Sumitomo Mitsui Finance & Leasing Co., Ltd.*	2,514,834	11.67
The Master Trust Bank of Japan, Ltd. (Trust Account)	1,302,300	6.04
Custody Bank of Japan, Ltd.	327,800	1.52
SUMITOMO LIFE INSURANCE COMPANY	200,000	0.92
DFA INTL SMALL CAP VALUE PORTFOLIO	165,399	0.76
JP MORGAN CHASE BANK 385781	103,099	0.47
STATE STREET BANK AND TRUST COMPANY 505223	67,766	0.31
STATE STREET BANK AND TRUST COMPANY 505001	64,530	0.29

* In June 2025, SBI Shinsei Bank, Limited acquired additional shares of the Company, resulting in a shareholding ratio of 43% for SBI Shinsei Bank, Limited, 12% for NEC Corporation, and 8% for Sumitomo Mitsui Finance and Leasing Company, Limited (provisional figures).

Classification of shareholders (excluding those with less than 1 unit)



Disclaimer

The statements in this publication with respect to the Company's current plans, strategies and decisions are forward-looking statements, unless they are historical facts. Such forward-looking statements are based on management's assumptions and decisions in light of the information currently available and involve risks and uncertainties. Because these forward-looking statements could materially differ from actual results due to various factors, readers are advised not to place undue reliance on them.

* In connection with the revision to reportable segments, data involving retrospective modification are presented for the fiscal year ended March 31, 2021.
* Excluding adjustments for operating profit (company-wide costs not allocated to each segment).