

# Financial Summary

		First	Second	Third				Fourth	New Fourth			
		Medium-Term	Medium-Term	Medium-Term				Medium-Term	Medium-Term	2021/3	2022/3	2023/3
		Management Plan	Management Plan	Management Plan				Management Plan	Management Plan			
		2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3
<b>Operating Results*1</b>												
<b>(Billions of yen)</b>												
	Revenues	691.1	828.6	883.0	940.5	976.1	1,012.2	1,067.6	1,166.6	1,200.2	1,278.0	<b>1,325.0</b>
	Costs	620.2	731.2	759.3	803.6	823.3	849.0	885.9	958.7	999.2	1,070.9	<b>1,099.5</b>
	Gross profit	70.9	97.3	123.7	136.8	152.8	163.2	181.7	207.9	201.0	207.1	<b>225.5</b>
	Sales revenues (gross profit before deducting funding costs)	80.7	106.5	134.1	150.2	170.3	184.8	208.0	239.0	244.8	255.0	<b>293.2</b>
	Selling, general and administrative expenses	28.9	45.9	65.2	70.9	80.8	89.5	104.0	119.6	123.8	124.4	<b>134.3</b>
	Personnel and non-personnel expenses	29.8	46.0	66.3	69.7	79.6	89.8	103.8	115.5	114.4	116.9	<b>133.7</b>
	Credit costs	(0.9)	(0.1)	(1.1)	1.2	1.2	(0.3)	0.3	4.1	9.5	7.5	<b>0.5</b>
	Operating income	42.0	51.4	58.4	65.9	72.0	73.7	77.7	88.3	77.2	82.7	<b>91.2</b>
	Ordinary income	46.3	55.2	60.7	68.0	73.5	79.0	86.3	91.1	78.1	90.5	<b>106.2</b>
	Extraordinary income (losses)	(0.1)	(0.1)	(1.0)	0.5	0.2	0.4	0.1	3.8	1.7	(1.1)	<b>(70.6)</b>
	Net income attributable to owners of parent	28.9	33.1	34.1	40.0	43.6	51.3	52.3	56.3	49.1	50.3	<b>4.8</b>
<b>Financial Condition*1</b>												
<b>(Billions of yen)</b>												
	Total assets	2,465.8	2,884.8	3,151.9	3,317.9	3,579.9	3,755.1	4,086.5	5,608.6	5,602.9	5,663.8	<b>6,082.1</b>
	Segment assets*2 *6	2,253.3	2,605.0	2,895.6	3,000.2	3,243.8	3,338.7	3,630.9	4,773.0	4,800.5	4,879.4	<b>5,363.8</b>
	Equipment Leasing	1,496.3	1,532.9	1,535.4	1,465.1	1,425.3	1,369.8	1,372.8	1,471.1	1,489.1	1,379.7	<b>1,287.1</b>
	Automobility	130.5	358.1	380.5	414.1	462.3	521.4	592.7	631.2	629.5	611.8	<b>611.6</b>
	Specialty Financing	491.8	542.1	711.9	846.4	897.6	978.9	1,142.4	2,008.7	2,034.4	2,152.5	<b>2,490.6</b>
	International Business	134.6	172.0	267.9	272.4	457.4	462.6	512.9	510.6	483.1	557.1	<b>655.7</b>
	Environmental Infrastructure	—	—	—	—	—	—	—	139.2	150.3	159.4	<b>277.9</b>
	Interest-bearing debt	1,939.2	2,211.7	2,419.9	2,551.5	2,733.0	2,810.7	3,041.2	4,278.2	4,280.9	4,247.4	<b>4,514.7</b>
	Net assets	233.7	285.5	336.5	374.9	404.8	456.0	524.4	660.1	688.3	795.6	<b>889.0</b>
<b>Cash Flows*1</b>												
<b>(Billions of yen)</b>												
	Cash flows from operating activities	(89.7)	(28.3)	(171.0)	(136.6)	(0.7)	26.4	(59.2)	(50.7)	51.3	227.4	<b>(31.4)</b>
	Cash flows from investing activities	(5.6)	10.0	(18.7)	(3.1)	(30.1)	(107.9)	(123.9)	(315.2)	(97.4)	(16.1)	<b>(31.3)</b>
	Cash flows from financing activities	135.9	54.5	156.9	155.8	27.5	81.6	189.0	523.1	18.9	(201.4)	<b>6.9</b>
	Cash and cash equivalents at end of year	83.1	115.8	71.9	91.8	85.7	86.4	89.7	250.1	216.9	240.0	<b>201.3</b>
<b>Per-Share Data (Yen)</b>												
	Net income	272.32	311.64	322.84	379.34	413.51	486.09	494.93	524.96	402.57	411.56	<b>38.95</b>
	Net assets	2,092.46	2,386.02	2,776.37	3,033.61	3,360.27	3,750.35	4,039.68	4,543.43	4,670.45	5,507.50	<b>6,222.16</b>
	Dividends	48.00	52.00	65.00	80.00	100.00	114.00	124.00	136.00	138.00	143.00	<b>143.00</b>
<b>Significant Indicators (%)</b>												
	Return on equity (ROE)*3	14.0	13.9	12.5	13.1	12.9	13.7	12.7	11.5	8.7	8.1	<b>0.7%</b>
	Return on assets (ROA)*4	1.2	1.2	1.1	1.2	1.3	1.4	1.3	1.2	0.9	0.9	<b>0.1%</b>
	Shareholders' equity ratio	9.0	8.8	9.3	9.6	9.9	10.5	10.4	9.9	10.2	11.9	<b>12.5%</b>
	Overhead ratio (OHR)*5	42.1	47.2	53.6	50.9	52.1	55.0	57.1	55.5	56.9	56.5	<b>59.3%</b>
	Dividend payout ratio	17.6	16.7	20.1	21.1	24.2	23.5	25.1	25.9	34.2	34.7	<b>367.1%</b>
<b>Other Data (Persons)</b>												
	Employees (Consolidated)	1,676	3,309	4,113	4,124	5,430	6,035	7,016	7,365	7,438	7,634	<b>7,878</b>

\*1 Data is rounded to the nearest unit.

\*2 Segment assets include the investment in equity-method affiliates, goodwill, etc., belonging to each segment.

\*3 ROE = Net income attributable to owners of parent / Equity (simple average of beginning and end-of-term balance sheet figures) × 100

\*4 ROA = Net income attributable to owners of parent / Total assets (simple average of beginning and end-of-term balance sheet figures) × 100

\*5 OHR = (Personnel expenses + Non-personnel expenses) / Gross profit × 100

\*6 Figures for fiscal 2019 onward have been restated to reflect the disclosure methods adopted following the establishment of the Environmental Infrastructure segment.