

FUYO LEASE

Fuyo Lease Sustainability Website

2023

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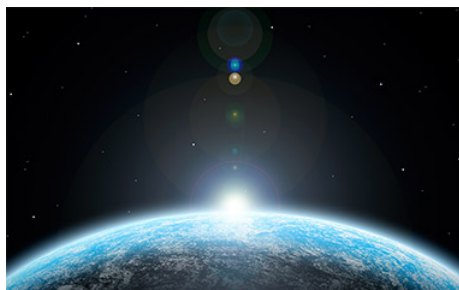
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GROUP

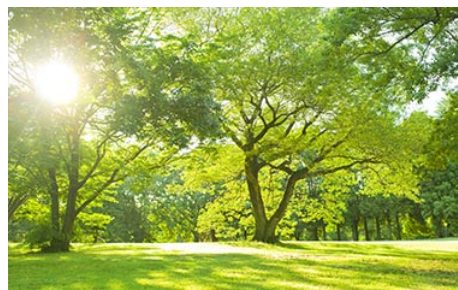


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Fuyo Lease Group's CSV

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Top Message

We aim to create value centered on trust and CSV as we move toward our vision for 2030.



President and Chief Executive Officer
Hiroaki Oda

Five Years of Strengthening Our Corporate Foundation

The Fuyo Lease Group has achieved steady growth over the past five years since the previous Medium-Term Management Plan. This growth of approximately double the ordinary profit has been supported by the strengthening of the Fuyo Lease Group's unique sales capabilities and of our corporate foundation.

For me, the real pleasure of the job is establishing a good rapport with customers through repeated proposals and successfully completing projects that are useful to them. Repeatedly and thoroughly, every time the occasion arises, I tell our employees that in order to build a pipeline with our customers, we should know our customers well and gain their trust by listening to their concerns, continuing to offer our wisdom, and keep making proposals until they are satisfied with our services. Each and every one of our employees has become familiar with these guiding principles, and as they gain experience working on their own, they are now able to provide solutions that truly address our customers' business challenges.

To achieve the goal of strengthening our sales capabilities, we added a company that provides BPO services to the Group, and in addition to the business fields of human resources, accounting, general affairs, and sales, we also provide training and other video creation services for business use, which has strengthened our sales style which maintains an ongoing customer pipeline. At the same time, the BPO service itself became a major pillar of business and enabled us to strive for even higher goals.

Progress of the Medium-Term Management Plan Fuyo Shared Value 2026 and Future Challenges

In fiscal 2022, we launched our Medium-Term Management Plan Fuyo Shared Value 2026. The plan fully incorporates the concept of CSV (Creating Shared Value), which aims to improve corporate value by addressing social issues through business. This is the Fuyo Lease Group's growth strategy, which aims to achieve strong and sustainable profit growth by equally pursuing financial (corporate value) and non-financial (social value) targets.

For business domains that drive growth, we will intensively invest management resources in the domains of Mobility and Circular Economy for strategic growth enabled by capturing tectonic social changes and in Energy & Environment, BPO/

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ICT, and Healthcare for accelerated growth enabled by capturing market trends, with the aim of realizing dramatic growth in profits.

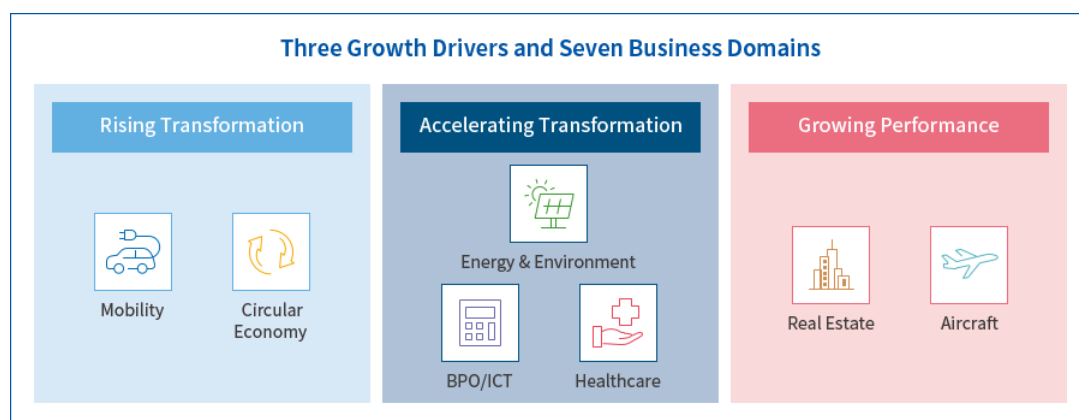
In fiscal 2022, the first year of the plan, we achieved record-high business results and surpassed those of fiscal 2021. This was mainly the result of steady advancements through businesses in the business domains that we have positioned as growth drivers. We achieved both quality and quantity by improving ROA and increasing operating assets, realized steady profit growth while improving profitability, and were able to pass through the first year of the plan at a steady pace, which I think is highly commendable.

Looking ahead, there is a strong tailwind in the Energy & Environment domain, as exemplified by the agreement reached at the G7 Summit by a total of seven countries to aim to introduce three times the amount of solar power and seven times the amount of offshore wind power compared to 2021 by 2030. Collaborations with partners both within Japan and overseas are proceeding in various formations, and we will work on expanding business further.

In the Healthcare domain, business operators' funding issues have surfaced since the termination of subsidies related to COVID-19, and the digitalization of operations is being delayed. We will combine the Group's BPO functions and healthcare-related services and contribute to earnings improvements and the streamlining of operational duties. In fiscal 2022, we participated in the creation of a region-specific healthcare fund, but the construction and maintenance of medical and nursing infrastructure is an important societal topic. We will work to solve societal issues through methods including collaboration with regional financial institutions that support local areas.

In the Circular Economy domain, determining how to establish a highly profitable business model and achieve economic value along with social value will become an important topic. We have now released a "Circular Economy Lease," which is a product that works to promote the realization of a circular society together with customers. Although the current scope of the lease is limited to items such as personal computers, we will work to expand the scope and simultaneously create both social and economic value.

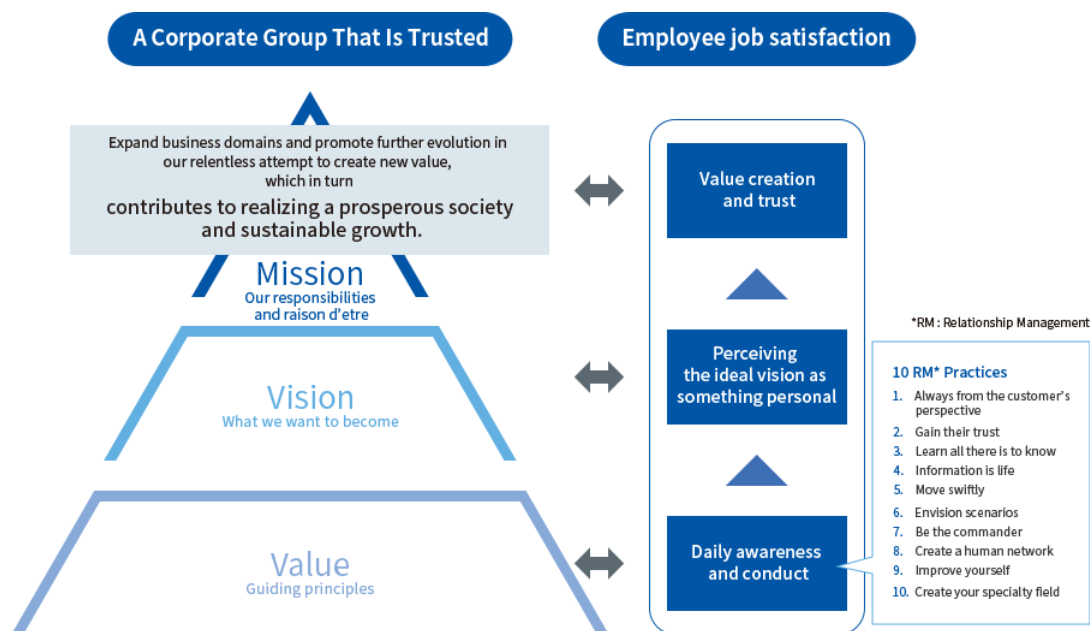
In the Mobility domain, rather than simply pursue short term EV figures, we will work to build a coalition with alliance partners in preparation for the expansion of the EV market. Overseas, we will expand business on a global basis in the logistics domain by turning our equity-method affiliate Pacific Rim Capital into a consolidated subsidiary. In addition, looking toward the expansion of these new business domains, we will strongly promote collaboration with partner companies and strengthen insufficient functions.



We aim for value creation and sustainable growth centered on trust and CSV

Since becoming president, I have strongly transmitted a message of wanting to become a corporate group that is trusted. At the same time, we clarified our Mission, Vision and Values, and worked to improve the awareness of each and every employee. In the past year, we held Group-wide workshops, considered overlaying each individual employee's vision onto the Group's Vision, and deepened their understanding of the Vision as something personal. Additionally, in order to implement the Values that serve as our action guidelines to achieve the Vision, we have repeatedly conveyed the "10 RM Practices" (see chart below), which will lead to concrete actions, and I feel that this has enabled us to begin sharing a direction and a specific way of moving forward.

We will deepen understanding of the relationship between our Mission of contributing to realizing a prosperous society and sustainable growth and our daily operating activities. Achieving our Values and feeling that they connected to the Vision has led to an increase in the number of people who see the Vision as something personal, but I would also like to persistently talk about the Mission beyond that. In order for the Group to continually develop, we must simultaneously pursue economic and social value, earn the trust of customers and society, and become a necessary presence. I believe that our ideal vision means value creation and sustainable growth centered on trust and CSV.



Initiatives for human resources development and DX:

Human resources development means cultivating trust, and spending 300% of our money and physical energy on development

To those of us in the service business, people are the most important asset, and the thing that we must spend the most amount of physical energy on is development. The human resources sought by Fuyo Lease are, to sum it up, people who are trusted. Although we have set a target to increase the per-person human resource development-related expenses to 300% of the fiscal 2021 level within five years, it is important to triple the physical strength of people spent on training and learning in addition to the monetary amount. Those at the top will spend three times the amount of physical energy themselves, and those who come to understand will become missionaries who spread the message to spend physical energy. That is why I believe people who value trust will grow.

That is not a unilateral process. For example, it is important to listen carefully to what young employees are thinking, and to deepen dialogue while responding appropriately. I feel that by engaging in so-called “bouncing off ideas” conversations with employees, they will be able to grow and relationships of trust will be built between us, while at the same time I will become able to organize my own thoughts and gaining new ideas.

The same applies to diversity. By “bouncing off ideas” with people in different positions with different values, we can become aware of new ways of thinking and learn. Listening to the voices of various people including women and foreigners will result in the promotion of diversity and lead to the discovery and understanding of new social value. That is also a very valuable concept for the development of CSV which the Group cherishes.

There are two aspects to DX initiatives, which are “DX for customers” and “In-house DX.” “DX for customers” is highly compatible with BPO/ICT, and is capable of meeting customers’ DX needs in combination with the functions of affiliated Group companies. Meanwhile, in businesses that solve customers’ burdensome tasks, we must promote “In-house DX,” shorten lead times, streamline operational tasks and create new value to increase profit. We will visualize internal operational processes, identify the issues, and proceed with digitalization. To do that, I think it is important to work on improving the awareness of each individual Group employee and to make each of them view the Mission as something personal.

To our Stakeholders:

We aim to solve social issues and simultaneously achieve value extending into the future and sustainable growth

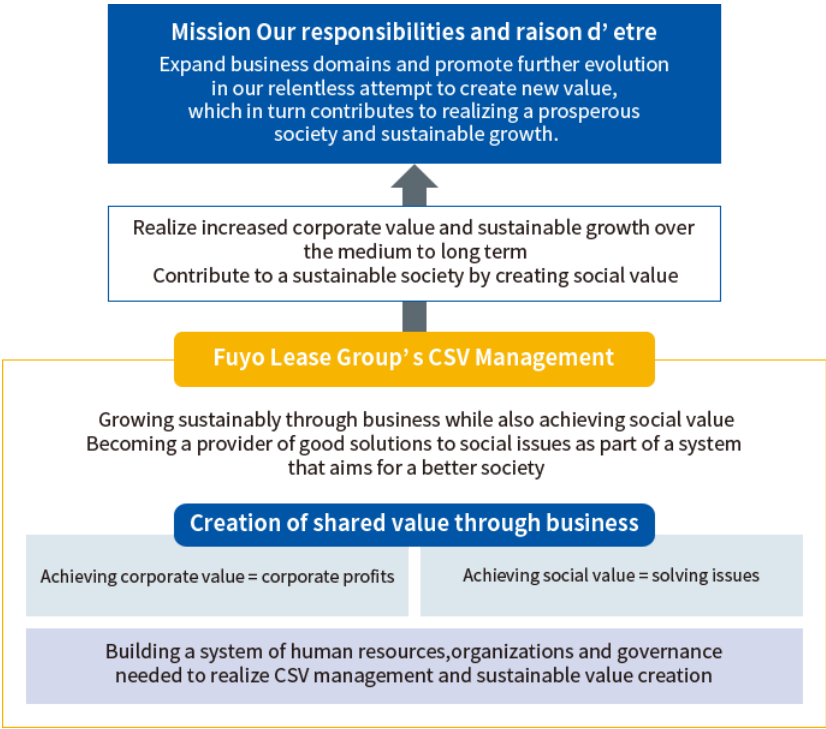
The Medium-Term Management Plan fully incorporates the concept of CSV, which aims to jointly improve corporate value by solving social issues through business. The growth strategy of the Fuyo Group is to aim for robust and sustainable profit growth by pursuing financial goals, or corporate value, and non-financial goals, or social value, equally. The plan declares our aim to develop our business, expand into new business areas, and pursue sustainable growth as a company while solving social issues. By firmly executing the current Medium-Term Management Plan, we will achieve growth as a company and move forward toward our mission almost like walking continually towards the horizon.

Going forward, we will continue to increase the trust of our shareholders, customers, partners, and employees who are our stakeholders, build win-win relationships, and aim to be “Fuyo Lease, which is trusted and always chosen.” We hope that you will look forward to the future of the Fuyo Lease Group.

Fuyo Lease Group's CSV Management

Approach to CSV Management

As climate change, resource problems, and a host of social issues are growing more serious, the business environment is changing rapidly, leading to change in the requirements of stakeholders and the role that the Fuyo Lease Group is expected to play. Through CSV management, the Group aims to realize social value (resolution of social issues) and corporate value (profit growth) simultaneously in order to help resolve major issues facing society as represented by the Sustainable Development Goals (SDGs). Moreover, by continuously creating new value from a CSV perspective, we will be able to grow sustainably even in an uncertain business environment, helping to increase the Group's corporate value over the medium to long term, and ultimately realizing the Group's mission. Through management centered on CSV, the Fuyo Lease Group will resolutely strive to create new value by further expanding and evolving its business domains, contributing to the realization of a prosperous society and sustainable growth.



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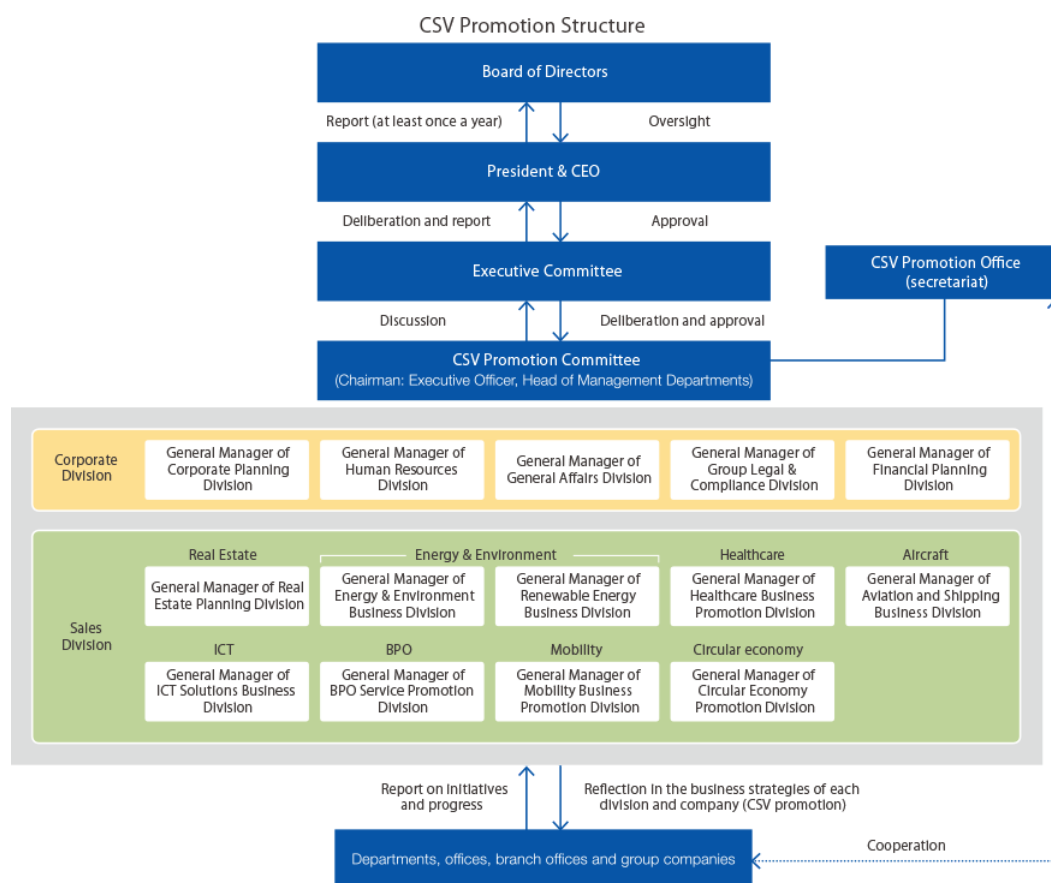
Organizational and Structural Support for Sustainable Value Creation

Realizing sustainable growth through CSV management requires a system of human resources, organizations and governance to be built. The Fuyo Lease Group has formulated "Basic Policy on Systems that Support Sustainable Value Creation," which includes responding to climate change, respect for human rights, human resource strategy to enhance value, contributing to the community, approach to risk, and ensuring compliance. Through the implementation of this policy, we are building a strong foundation for promoting CSV management.

[Basic Policy on Systems to Support Sustainable Value Creation >](#)

CSV Promotion System

To promote sustainability and CSV-related initiatives, the Group established the CSV Promotion Committee, which is chaired by the executive officer who is head of management departments, and has members made up of the heads of major departments in the corporate division and heads of departments responsible for each business domain. The committee formulates, promotes, and monitors strategies, indicators, and targets related to important issues concerning sustainability and CSV, and discusses matters such as materiality and progress on non-financial targets in the Medium-term Management Plan. The content of discussions and reports of the committee are submitted to the Executive Committee for deliberation, and the overall sustainability and CSV policy for the Group, and the status of progress, are reported at least once a year to the Board of Directors.



Major Matters Discussed in the CSV Promotion Committee

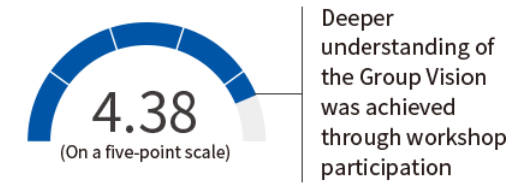
The CSV Promotion Committee met three times in fiscal 2022 and deliberated and reported on matters such as the Group's value creation story and materiality, progress toward non-financial targets and planned response for the following fiscal year.

Major discussions and reports in fiscal 2022

July 2022	<ul style="list-style-type: none"> ■ Main response items in the fiscal 2022 Integrated Report ■ The Fuyo Lease Group's value creation story and materiality (important issues to be addressed) ■ Report on environmental performance for fiscal 2021
January 2023	<ul style="list-style-type: none"> ■ Progress on non-financial targets and expected final results ■ Progress of management strategies in the Medium-term Management Plan
March 2023	<ul style="list-style-type: none"> ■ Expected full-year performance on non-financial targets ■ Revised plan for fiscal 2023

Understanding of CSV in the Group

To create shared value, all employees of the Group need to understand the concept of CSV, support the concept, and put it into practice. In fiscal 2022, we conducted “Fuyo Vision×My Vision,” a workshop for all employees of Group companies in Japan. The workshop deepened understanding of, and empathy for, the Group's CSV management and its Mission, Vision and Value by comparing the visions (desired way of existence) of the Group and those of individual employees.



In-house level of understanding of CSV and the Mission, Vision, and Value



A workshop in progress

Basic Policy on Systems to Support Sustainable Value Creation

Basic Policy on Systems to Support Sustainable Value Creation

In addition to meeting the expectations of society and our stakeholders, the Fuyo Lease Group is committed to building a sustainable society and achieving sustainable growth as a company through our business operations, and to addressing social issues such as the SDGs. To this end, we will position the concept of CSV as the foundation of our management and strengthen it as a long-term strategy.

1. Responding to climate change

In response to climate change issues, the Fuyo Lease Group is working to reduce greenhouse gas emissions from its own operations. At the same time, we recognize the growing demand for renewable energy and environmentally friendly products and services as a business opportunity and are working to help our customers decarbonize.

In addition, as a measure to adapt to climate change, we are working to strengthen our resilience in the event of an emergency by promoting BCP measures that assume risks such as restrictions on corporate activities due to an increase in natural disasters. We will work proactively to mitigate and adapt to climate change and achieve sustainable growth.

2. Respect for Human Rights

The Fuyo Lease Group will act in a manner that respects the dignity and basic human rights of all people, including business partners, officers and employees, and will build a corporate culture filled with a spirit of respect for human rights.

3. Human Resource Strategy to Enhance Value

The Fuyo Lease Group believes that "Human Capital" are its greatest asset. We respect each employee and his or her individuality, and we believe it is important for employees to "job satisfaction" and "motivated to work", to grow through their work, and to lead fulfilling lives both physically and mentally.

We also believe that the sustainable growth of the Group will be achieved by encouraging the growth of every employee and maximizing the use of their talents and abilities, thereby simultaneously enhancing corporate value and creating social value.

4. Contributing to the Community

The Fuyo Lease Group recognizes its deep relationship with local communities, and we want to continue to grow together while fulfilling our role as a good corporate citizen that contributes to the development of local communities. The Group has established a social contribution policy and is engaged in social contribution activities mainly in the areas of "environment," "local communities," "academia and research," and "support for disaster-stricken areas," while making use of the Group's know-how, products and services.

5. Approach to Risk

The Fuyo Lease Group anticipates a variety of risks that could arise in the course of business development and is taking steps to address them. Details of the Group's business and other risks are disclosed in our Annual Securities Report, and the status of our response to these risks is regularly reported to the Board of Directors.

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6. Ensuring compliance

The Fuyo Lease Group has positioned thorough compliance as a fundamental management principle, and we are working to strengthen and enhance the compliance system to ensure strict adherence to all laws, regulations and rules, as well as to carry out honest and fair corporate activities that do not violate social norms.

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Value Creation Process and Materiality

Fuyo Lease Group's Value Creation Process

The Fuyo Lease Group's value creation process, which emphasizes CSV (Creating Shared Value: the simultaneous realization of corporate value and social value) management, is to achieve sustainable profit growth while solving social issues in the areas of “environment” and “society and people” through business in various domains. To achieve the vision for 2030 under this process, the Medium-Term Management Plan Fuyo Shared Value 2026 concentrates investment of management resources on the growth drivers selected from the multiple business domains the Group possesses and is engaged with emphasis on organizational and structural support for sustainable value creation, such as human resource investment and DX, and building partnerships with customers.



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Materiality

We have identified materiality as an important item in relation to the key elements of the value creation process of environment, society and people, organizational and structural support for sustainable value creation and value creation through partnerships. Non-financial KPI and targets for fiscal 2026, the final year of the medium-term management plan, have been set for each materiality issue, and we monitor progress while moving forward on each materiality issue.

Identifying Materiality

STEP 1 Determining a vision for 2030

Based on our CSV approach, we discussed and determined a vision of how we want each business area in each domain to be in 2030, taking into account what the world will be like in 10 years' time.



STEP 2 Considering important issues

While drawing up the medium-term management plan, we specified the 2030 Vision of each business domain and, back casting from this, identified important issues where there are strong needs to create social value and business opportunities.



STEP 3 Discussions in each domain and at management level

During discussions* on drawing up the medium-term management plan, we positioned non-financial issues with equal weighting to financial issues and discussed the suitability of each non-financial issue while taking into account a long-term strategy.

* Discussions were carried out in a multi-layered manner throughout fiscal 2021, with outside directors taking part in discussions over several occasions.



STEP 4 Setting non-financial KPI

As KPIs to monitor the progress of each important issue, we have set appropriate indicators and goals in alignment with the Medium-Term Management Plan Fuyo Shared Value 2026.



STEP 5 Discussion and approval at the Board of Directors

Discussed by the Board of Directors and approved by the Board of Directors based on the opinions of outside directors.

Materiality for Fuyo Lease Group




The Materiality identification process shown above identified eight material issues to be addressed through our new Medium-Term Management Plan Fuyo Shared Value 2026.

1. Contribution to the realization of a decarbonized society
2. Contribution to the realization of a circular society
3. Delivery of reassurance by ensuring health and welfare
4. Creation of new value creation time
5. Strategic human resources development
6. Diversity and inclusion
7. Health and productivity management, work-life balance
8. Value creation through partnerships




Targets and Results of Materiality (Creation of Social Value through Business Activities)

Environment

1. Contribution to the realization of a decarbonized society

Non-Financial KPI	FY2022 Results	FY2026 Targets	Relevant SDGs
CO ₂ emissions reduction contribution	220,000 t-CO ₂ / year	500,000 t-CO ₂	  
Amount invested in promoting decarbonization ^{*1}	¥56.4 billion	Total of ¥300.0 billion over five years	
Renewable energy power generation capacity ^{*2}	515MW	1,000MW	
Percentage of Group vehicles that are EVs or FCVs (percentage held by Fuyo Auto Lease)	0.7%	30%	
Amount of financing handled for the promotion of decarbonization ^{*3}	¥5.3 billion	5-year cumulative total ¥ 12.0 billion	

2.Contributing to the realization of a circular society




Non-Financial KPI	FY2022 Results	FY2026 Targets	Relevant SDGs
Percentage of returned items that are reused or recycled* ⁴	100%	100%	  
Percentage of materials / chemicals contained in waste plastics (from returned items) that are recycled* ⁴	24.7%	100%	

Society and people



3.Delivery of reassurance by ensuring health and welfare

Non-Financial KPI	FY2022 Results	FY2026 Targets	Relevant SDGs
Number of new rooms provided at elderly care homes	553 rooms	5-year cumulative total 1,330rooms	  
Management support-related financing in medical and welfare markets* ⁵	¥ 21.7 billion	¥56.0 billion	



4.Creation of new value creation time

Non-Financial KPI	FY2022 Results	FY2026 Targets	Relevant SDGs
Work hours saved by our customers	+180,000 hours	+1 million hours compared to FY2021	  



5.Strategic human resources development

Non-Financial KPI	FY2022 Results	FY2026 Targets	Relevant SDGs
Human resource development-related expenses (non-consolidated)	188%	300% compared to FY2021	 

6.Diversity and inclusion

Non-Financial KPI	FY2022 Results	FY2026 Targets	Relevant SDGs
Percentage of female employees in management positions (non-consolidated)	30.9%	35%	 
Percentage of eligible male employees who have taken childcare leave* ⁶ (non-consolidated)	100%	100%	

7.Health and productivity management, work-life balance

Non-Financial KPI	FY2022 Results	FY2026 Targets	Relevant SDGs
Percentage of employees aged 35 or over who have had a health examination (non-consolidated)	100%	100%	 
Rate of taking annual paid leave (non-consolidated)	93.5%	90%	
Rate of taking the +Friday system (non-consolidated)	89%	No quantitative target	
Percentage of improvement in engagement indicators* ⁷ (consolidated)	3.48	No quantitative target	

8.Value creation through partnerships

Non-Financial KPI	FY2022 Results	FY2026 Targets	Relevant SDGs
Investment in venture companies that have technologies and services that will create new social value	Investment Record <ul style="list-style-type: none"> ■ JSH Co., Ltd. ■ EV Motors Japan Co., Ltd. ■ Japan Wind Tunnel Manufacturing Inc. ■ H.I.F. Co., Ltd. 	No quantitative target	

- *1 Applies to investments in renewable energy facilities, energy-saving facilities, electric vehicles (including charging equipment), batteries, hydrogen and ammonia-related facilities, CO₂ separation and recovery technologies (CCUS, DAC), circular-related facilities, ZEB / Green buildings, SAF and start-up companies.
- *2 Applies to investments and project financing, etc., made in the Renewable Energy Generation Business (power generation capacity is calculated based on ownership ratio or share)
- *3 Covers the Fuyo Zero Carbon City Support Program and the Fuyo 100% Renewable Electricity Declaration Support Program
- *4 Applies to leased (rental) assets returned to the Hachioji Technical Center of FGL Circular Network Co., Ltd.
- *5 The balance of operating assets for financing related to FPS Medical (factoring for medical and nursing care receivables by Accretive) and business succession.
- *6 Childcare leave taken percentage is calculated as the ratio of the number of employees who took childcare leave during the relevant fiscal year to the number of employees eligible for childcare leave during the relevant fiscal year (number of people who had a child within the fiscal year).
- *7 In the employee opinion survey, eight questions (five-point assessment scale) that represent engagement as defined by the Fuyo Lease Group (a relationship in which each employee links the Company's growth to their own growth and they contribute to each other's growth), and the average response value was measured."

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Fuyo Lease Group and Its Stakeholders

The Fuyo Lease Group aims to solve social issues through its business operations as it paves the way to a sustainable society and sustainable business growth, while responding to the expectations of its stakeholders.

Creation of Shared Value with Our Stakeholders

The Fuyo Lease Group provides various opportunities for engagement with stakeholders. By understanding various social issues and stakeholders' expectations for the Group accurately and in a timely manner, and by promoting Creating Shared Value (CSV), we aim to contribute to the realization of a prosperous society and sustainable growth.

	Interest and expectations for the Company	Engagement method	Main initiatives
Customers Business partners	<ul style="list-style-type: none"> High-quality, high-efficiency products and services A trustworthy business partner 	<ul style="list-style-type: none"> Daily sales activities Participation in trade fairs etc. (BPO/ICT) Activities through remote channels (certain Group companies) Website 	<ul style="list-style-type: none"> Sales activities that customers trust and that build value with them Development of employees who can propose and provide appropriate services
Employees	<ul style="list-style-type: none"> Personal growth and job satisfaction Comfortable workplace environment Respect for human rights Healthy lifestyle 	<ul style="list-style-type: none"> Various training systems Communication through the human resources and welfare systems Intranet and internal social networking system Employee awareness survey Whistleblower hotline Employee union 	<ul style="list-style-type: none"> Strategic human resources development Diversity and inclusion Health and productivity management, work-life balance Employee awareness survey Office Day event with family participation
Natural Environment	<ul style="list-style-type: none"> Climate change response Contribution to a circular economy Conservation of biodiversity 	<ul style="list-style-type: none"> Commitment to decarbonization through RE100 and carbon neutral declaration Participation in initiatives (Japan Climate Leaders Partnership, Ellen MacArthur Foundation) Daily sales activities Social contribution activities 	<ul style="list-style-type: none"> Initiatives to reduce CO2 emissions <ul style="list-style-type: none"> -Reduction of the Fuyo Lease Group's emissions -Contribution to CO2 emissions reduction through business Promotion of a circular economy <ul style="list-style-type: none"> -Business opportunities that contribute to a circular society -Waste reduction through business activities -Zero-waste activities Biodiversity <ul style="list-style-type: none"> -In-house breeding of fish and aquatic plants for business -Cultivation of endangered species -Biodiversity education
Local Communities	<ul style="list-style-type: none"> Resolution of social issues and creation of social value through business Social contribution to local communities 	<ul style="list-style-type: none"> Daily sales activities Social contribution activities <ul style="list-style-type: none"> -Donations -Volunteering 	<ul style="list-style-type: none"> Work with customers through sales activities to create further social value Social contribution activities <ul style="list-style-type: none"> -Donations -Volunteering
Shareholders and Investors	<ul style="list-style-type: none"> Medium- to long-term increase in corporate value Timely and appropriate disclosure of financial and non-financial information 	<ul style="list-style-type: none"> General Meeting of Shareholders Financial results briefings Integrated Reports Individual dialogue with investors 	<ul style="list-style-type: none"> Online General Meeting of Shareholders Revitalization of financial results briefings Enhancement of disclosure in the Integrated Report Investor relations and shareholder relations meetings Enhancement of sustainability-related disclosure (TCFD, human capital) Disclosure of initiatives to procure funds through sustainable finance

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Participation in the United Nations Global Compact (UNGC)

The UNGC is an initiative in which companies and organizations demonstrate responsible and creative leadership to act as good members of society and participate in the creation of a global framework for the realization of sustainable growth. Fuyo Lease signed the UNGC in January 2018. We agree to and continue to work toward the achievement of the UNGC's Ten Principles* related to protecting human rights, eliminating unfair labor, responding to environmental issues and anticorruption.

The Global Compact Network Japan, which is the local network of the UNGC, hosts subcommittees organized by theme to discuss and exchange information with experts regarding the efforts of member companies and organizations. Since fiscal 2019, we have participated in several subcommittees, and use the knowledge and best practices we have gained from these subcommittees to promote sustainable business activities.

* The Ten Principles of the UNGC

Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
	Principle 2: make sure that they are not complicit in human rights abuses.
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
	Principle 4: the elimination of all forms of forced and compulsory labour;
	Principle 5: the effective abolition of child labour; and
	Principle 6: the elimination of discrimination in respect of employment and occupation.
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges;
	Principle 8: undertake initiatives to promote greater environmental responsibility; and
	Principle 9: encourage the development and diffusion of environmentally friendly technologies.
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.



Solving Social Issues through Business

Fuyo Vision Stories

In Fuyo Vision Stories, we bring you stories of Fuyo Lease value creation from the perspective of society, customers and employees.



**Fuyo Vision Stories
Society, Customers
and Employees**





Realizing decarbonization of customers and society by providing various services to reduce CO₂ emissions

[Towards the Realization of a Decarbonized Society >](#)



**Fuyo Vision Stories
Society, Customers
and Employees**




Editing a company's message into a video format and transmitting it online helps to reduce communication costs and improve productivity

[Creating Time for New Value Creation >](#)



**Fuyo Vision Stories
Society, Customers
and Employees**




Creating Reassurance for People's Health and Welfare through Financing and Business Support for Regional Medical Institutions

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Products and services that contribute to the achievement of a decarbonized society



We entered the renewable energy power generation business in fiscal 2012 by opening our first solar power plant, and are actively promoting CO₂ emission reductions by providing customers with a variety of services. We also offer a full range of backup services that only the Fuyo Lease Group can, including the use of various subsidy programs and introducing our customers to suppliers. We contribute to customers' decarbonization by promoting the installation or upgrading of renewable energy or energy-saving facilities and equipment.

– Green Electricity Supply Services (PPA: Power Purchase Agreement)

This service supplies CO₂ free, green electricity by installing solar power generation systems and operating and managing them over a contracted period.

[Click here for details >](#)

– Energy-saving equipment and subsidy-based leases

We offer energy-saving measures using leases.

[Click here for details >](#)

– ESCO (Energy Service Company) service

As an ESCO operator, we support total energy-saving activities.

[Click here for details >](#)

– Fuyo 100% Renewable Energy Declaration Support Program

We provide the financing program for companies and organizations participating in RE100 and the "100% Renewable Energy Declaration RE Action".

[Click here for details >](#)

– Fuyo Zero-Carbon City Support Program

A financing program to promote decarbonization. This program supports zero carbon cities, the municipalities that have pledged to have virtually zero CO₂ emissions by 2050.

[Click here for details >](#)

– Financing for renewable energy companies

We provide various financing services in the renewable energy field.

[Click here for details >](#)

– Renewable energy generation business

The Group is involved in operation of solar power plants, and participates in renewable energy projects in Japan and overseas.

[Click here for details >](#)

– One-stop EV services

This is a service for companies that have decided to introduce EV, providing not only EV, but also solutions to various related issues such as establishing recharging infrastructure and energy management, in a one-stop package.

[Click here for details >](#)

Products and services that contribute to the achievement of a circular society



We are contributing to the creation of a closed-loop society by providing economic advantages to our customers through various services, such as reusing or recycling items whose leases have expired and purchasing used assets owned by customers, as well as by promoting the 3Rs (Reduce, Reuse, and Recycle).

– Circular Economy Lease

We provide services to achieve extended product life and better resource recycling by steadily reusing and recycling lease assets.

– PC Lifecycle Management (PC-LCM) Service

We conduct comprehensive services related to general PC operations.

[Click here for details >](#)

– PC Eco & Value lease

We offer leases for personal computers in the pursuit of economic and ecological benefits.

[Click here for details >](#)

– Personal computer rental

We offer a rental system that flexibly responds to technological innovations in rapidly changing personal computers.

[Click here for details >](#)

– Used personal computer purchasing service

We purchase used personal computers.

[Click here for details >](#)

– Used assets purchasing service

We purchase redundant equipment and idle assets.

[Click here for details >](#)

Products and services that create new value creation time for customers



The need to address intensifying labor shortages and implement work-style reforms has made raising productivity into an important management issue. Accordingly, we are helping customers transform their operations in terms of both their operations and systems by providing total solutions that enlist operational outsourcing and DX.

– BPO Services

We provide BPO (Business Process Outsourcing) services to support business efficiency.

[Click here for details >](#)

– PC Lifecycle Management (PC-LCM) Service

We conduct comprehensive services related to general PC operations.

[Click here for details >](#)

Products and services that contribute to solutions to social issues in the mobility field



We are contributing to solutions to social issues in the mobility field, such as industry-specific challenges and climate change, through services related to logistics mobility, such as logistics, vehicles, and warehouses.

Vehicles area

– One-stop EV services

This is a service for companies that have decided to introduce EV, providing not only EV, but also solutions to various related issues such as establishing recharging infrastructure and energy management, in a one-stop package.

[Click here for details >](#)

– Auto Leases

We provide total vehicle services that include vehicle procurement, tax, and insurance payments, vehicle maintenance and inspections, and vehicle disposal at lease end.

[Click here for details >](#)

– Vehicle maintenance consignment business

This service manages maintenance exclusively for heavy-duty vehicles.

[Click here for details >](#)

Logistics area

– Logistics and material handling equipment financing services

We provide introduction and financing services for automated material handling equipment as solutions to support supply chain restructuring and to automate and reduce manpower in logistics warehouses.

[Click here for details >](#)

– Management support services for transportation companies

We provide services for management support issues unique to transportation companies, such as vehicle procurement, business succession and workplace environment improvement.

[Click here for details >](#)

– Building Leases

We handle building leases for warehouses and distribution centers.

[Click here for details >](#)

Products and services that contribute to solutions for challenges in the Healthcare fields



We are building a one-stop service system that provides a wide range of solutions for businesses in medical and welfare markets, including medical and nursing care providers and dispensing pharmacies, which are facing various issues such as reduced income from medical practices, labor shortages, and a lack of successors, against the background of the declining birthrate, aging population, and the concept of the Regional Medical Care Vision.

– Clinic launch support loan

We provide finance services that quickly provides funds for opening a clinic.

[Click here for details](#) 

– FPS Medical (a factoring service for medical and nursing-care receivables)

We provide asset utilization type finance services to medical institutions, elderly nursing-care providers, and dispensing pharmacies.

[Click here for details](#) 

– Fuyo Mediwell Support (dedicated media for medical and nursing care providers)

An informational website that provides support for solving the management issues of clinics (medical and dental) and nursing care providers.

[Click here for details](#) 

For a comprehensive list of products and services of Fuyo Lease Group, please click [here](#).

Towards the Realization of a Decarbonized Society

We will promote a decarbonized society through efforts for our Group and services for customers and society.

Decarbonization of the Fuyo Lease Group

RE100 **CLIMATE** **GRO UP** **CDP**

Participated in RE100, which promotes renewable energy

Endorsed TCFD

Transformed the Group's head office to practically operate on renewable energy

Declaration to achieve carbon neutrality and RE100 by 2030

Began full-scale transition to EV and FCV for company vehicles

Earned an A- in the CDP Climate Change Report

Promotion of Decarbonization

Achieve Carbon Neutrality & RE100 *Scopes 1&2

Decarbonization of Customers and Society

FY

2012 — Started renewable energy generation business

2018 — Started Fuyo 100% Renewable Electricity Declaration Support Program

2019 — Started a PPA Service that directly delivers renewable energy to customers

2020 — Started Fuyo Zero Carbon City Support Program

2021 — Participated in offshore wind power generation project overseas (U.K.)

2022

2026

2030

Contribution to CO ₂ reduction		500,000 t-CO ₂ /year
Contribute to decarbonization through business Set and promote non-financial targets	The amount invested in the promotion of decarbonization	Total of ¥300.0 billion over ve years
	Renewable energy power generation capacity	1,000MW
	Percentage of owned EVs or FCVs	30%
	Transaction volume under the decarbonization promotion financing	Total of ¥12.0 billion over ve years

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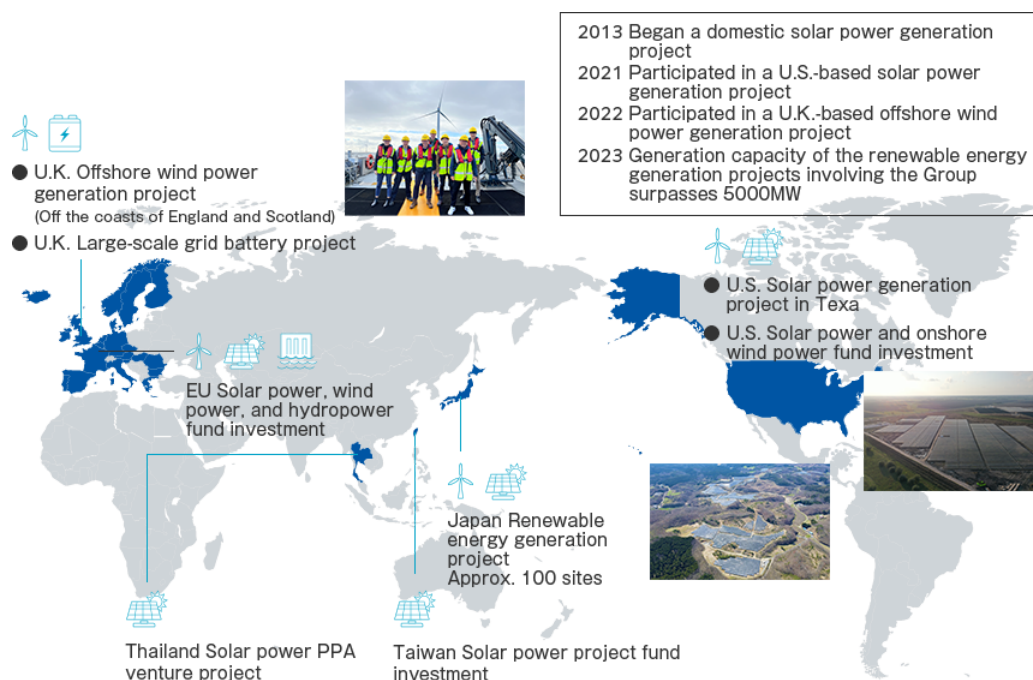
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Renewable Energy Projects on a Global Scale

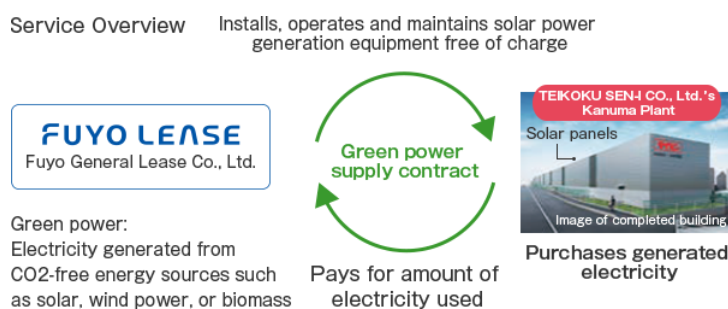


Supporting Customers' Introduction of Renewable Energy

The Group works actively on a system called Power Purchase Agreement, or PPA, as a decisive resource to promote the introduction of renewable energy by customers. This is a system in which the Company owns and manages power generation equipment in spaces such as within grounds and on building rooftops, and provides the generated electricity to users of the facility's electricity for a fee.

Installed PPA on the rooftop of TEIKOKU SEN-I's Kanuma Plant

Fuyo Lease became involved with TEIKOKU SEN-I CO., Ltd. during the construction of the new building of Kanuma Plant by handling the installation of solar power generation equipment on the rooftop. The green power generated is utilized in the company's manufacturing processes, which contributes to the company's shift to renewable energy.



From Customers



TEIKOKU SEN-I CO., Ltd. Vice President Tatsuru Okamura

As a company that conducts disaster prevention business, we view measures against greenhouse gas effects as a critical issue. We have set a goal of reduction CO₂ emissions by 30% by 2030 and are promoting a conversion to renewable energy. We were able to swiftly receive a proposal from Fuyo General Lease for solving our issues and requested a PPA scheme located on the rooftop attached to the newly constructed building of Kanuma Plant, which is our main factory. We were able to begin operation in July of this year and have also received proposals aimed at further decarbonization, for which we are incredibly grateful. Going forward as well, I hope they will enhance collaboration even further as a reputable business partner.

From Executive Officers in Charge of Sales



Fuyo General Lease Co., Ltd. Managing Executive Officer Masaki Gonda

We helped with the PPA located on the rooftop of the Kanuma Plant as a solution for converting to renewable energy, which is a managerial issue faced by TEIKOKU SEN-I. The company has set even higher targets aimed at decarbonization, so we will continue to propose the most effective measures based on various scenarios and commit full effort in order to be of service. We constantly face challenges from the customer's perspective. We will devote full effort to developing employees who can swiftly provide complete proposals and contribute to customers' sustainable growth.

Supporting the Social Implementation of Advanced EV Technology through Investment in EV Motors Japan



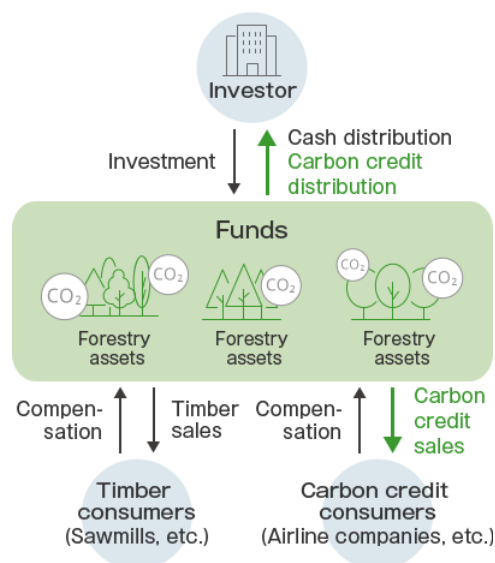
EV Community Bus (Launched in spring 2021)

In December 2022, we made an investment in EV Motors Japan Co., Ltd. which conducts development manufacturing and sales focused on EV for commercial use. EV Motors Japan harnesses technology such as its in-house developed motor control system, which greatly reduces electricity consumption and battery deterioration, and the development of lightweight vehicles which solve the issue of cruising distance. Develops commercial EVs for mass production equipped with a world-class low electricity consumption rate, long battery lifespan, and safety features. Our investment is scheduled to be allocated to items such as funding for construction of mass assembly plants, and research and development required for the development of trial vehicles and demo vehicles in order to accurately address market demand.

Creating a Carbon Credit through a Forestry Fund Investment

In July 2023, we made an investment as 1 of 10 Japanese companies in Eastwood Climate Smart Forestry Fund I, a forest fund of ¥60.0 billion total formed by Eastwood Forests, LLC, which is an American forestry asset management company under the Sumitomo Forestry Group. In the U.S., where markets and systems are advancing ahead of other regions, we will contribute to the realization of a decarbonized society by creating high-quality carbon credits through appropriate forest management, and increase the value of forests as natural capital, which includes the maintenance of biodiversity and the preservation of water resources.

Structure of Forestry Fund



Creating Time for New Value Creation

Creating Time for New Value Creation in Business

Editing a company's message into a video format and transmitting it online helps to drastically reduce communication costs and significantly improve productivity.

Human Centrix provides video production solutions for business use.



Videos contain a large amount of information compared to text or static images, which is why the market is becoming aware of streamlining of operational processes through the use of videos.

Human Centrix, a member of the Group, provides a service designed to create time for our customers' value creation. Our new solution to enhance operational efficiency supports our customers' DX efforts.

Value Creation through Video Production and Transmission Service

Values Generated by Human Centrix

We solve the various managerial issues faced by companies through video (digitalization) and transmission (going online).

Through the use of video and transmission, we support reductions to communication costs and improvements to productivity.



Human Centrix Chief Executive Officer Kanji Nakamura

- We provide both production and distribution, breaking through industry conventions (outsourcing) by offering a one-stop service.
→ We provide videos of uniform quality with short delivery times using our know-how backed by a track record of over 50,000 video productions.
- Based on the concept of "easy to understand," we create videos that are highly practical and accurately reflect the customer's issues.
→ Videos are capable of conveying a large amount of information, and are optimal for improving complex operational processes.

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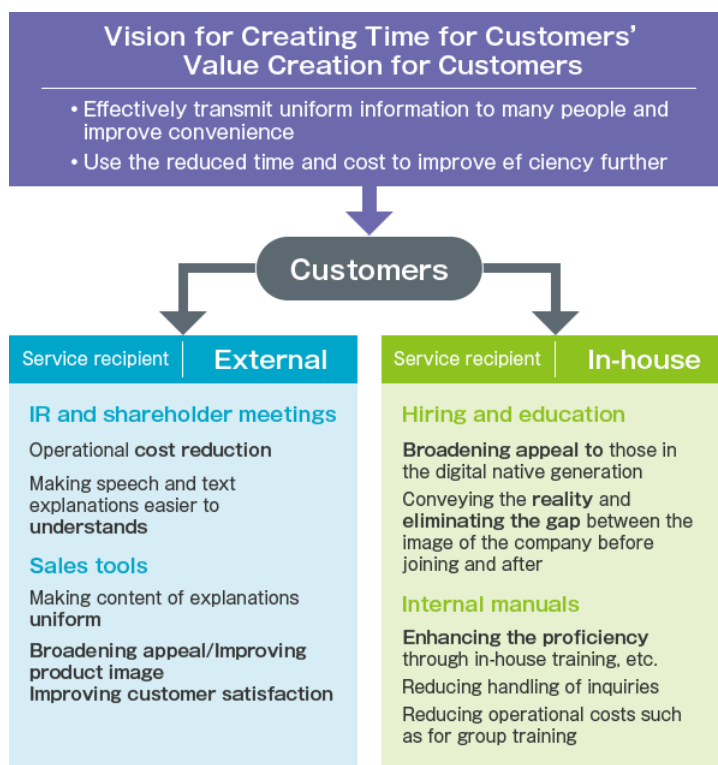
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A service lineup for handling diverse needs



Services are being utilized for a variety of applications, such as for customers or for in-house use

Case studies of service introduction

Marubeni Real Estate Development



Marubeni Real Estate Development Co., Ltd. Administration Department Hiring Representative

We were introduced to Human Centrix and received a proposal as we were in the middle of considering renewing our video for company introduction sessions targeting new graduates on the occasion of moving our headquarters in October 2022.

From the stage when I initially heard their presentation, I felt that they would be able to put together a video that would vividly capture our company's appeal and our workplace environment, and we decided to proactively consider their proposal.

Amid a tight schedule, the process from meeting to filming went smoothly, which resulting in the delivery of a stylish and impactful video that I was satisfied with.



HIROSHIMA GAS Co., Ltd.

General Manager of Sales Promotion Department Tsuyoshi Miyamoto

For customers living in all-electrified housing, a video was produced that advertises the benefits of city gas in an aim to propose a switch to city gas.

At Human Centrix, everything from video planning to production is internalized, so they responded quickly, and the video was made just as we had envisioned in a short time frame.

Additionally, we sought to increase viewership by attaching a QR code* for the video to fliers left in customers' mailboxes, which I strongly feel has led to an increase in opportunities stemming from the video.

* QR Code is a registered trademark of DENSO WAVE INCORPORATED.



Sumitomo Forestry Co., Ltd.
General Manager of North America Business Department, Global Housing,
Construction and Real Estate Division
Yujiro Yoshizawa

A subsidiary (SFC ASSET MANAGEMENT) under our department's jurisdiction received an internal company award, so I requested the production of a business introduction video that would be screened at the award ceremony.

During this special occasion attended by executives and employees of each Group company, I felt that we were able to promote the initiatives of the subsidiary and our division to the attendees in a way that was incredibly easy to understand.

By outsourcing the video production, I avoided burdening my subordinates with work outside of their specialized areas, and was able to make a high-quality video just like I had pictured, so I am satisfied.

Solving Customer Issues

From Executive Officers in Charge of Sales



Managing Executive Officer in charge of Western Japan Area Hitoshi Nitami

Our sales representative accurately assessed the environmental changes in Hiroshima Gas' sales promotions, and were able to bridge that assessment to a service proposal matched to their needs.

Every day, we roleplay in presentations that imagine interactions between young sales representatives and customers.

We envision various scenarios and conduct research so that we can make the best proposals.

I will support the efforts of young employees so that they can improve themselves and become partners trusted by customers.



Managing Executive Officer in charge of Tokyo Metropolitan Area Keiichi Kawabata

In response to the inquiry from the Sumitomo Forestry Group, our sales representative collaborated with Human Centrix and was able to propose an optimal service.

We aim to become a trusted partner by proposing optimal solutions while always addressing customers' concerns from their perspective.

We will do our best to develop independent human resources who can envision scenarios on their own and help our customers to solve their problems.

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Creating Reassurance about Health and Welfare

Creating Reassurance about Health and Welfare through Business Support for Regional Medical Institutions

Creation of a Healthcare Fund Specializing in the Tohoku region Creating Reassurance for People's Health and Welfare through Financing and Business Support for Regional Medical Institutions

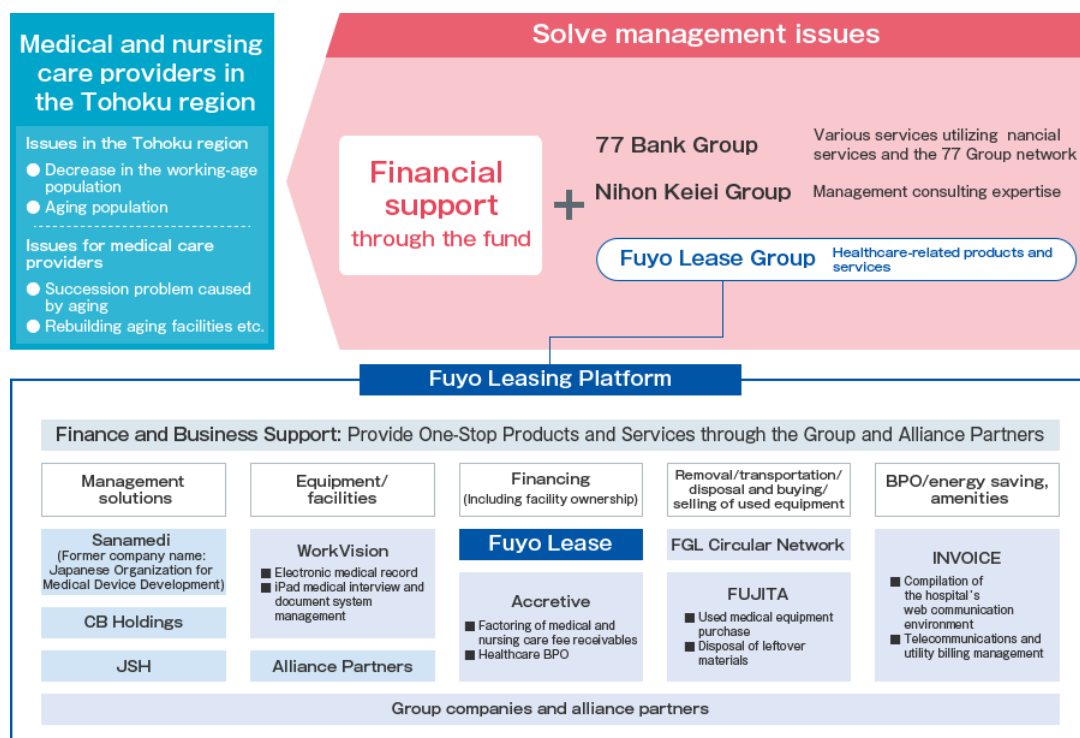


The Fuyo Lease Group, The 77 Bank, Ltd. and Nihon Keiei Group pooled their respective expertise and resources, and established the Tohoku Healthcare Support Co., Ltd. on April 6, 2023, to operate Japan's first fund specializing in local communities, and on April 28, 2023, formed the Tohoku Healthcare Support No.1 Fund for the healthcare field in the Tohoku region to provide optimal solutions to the various management issues confronting medical and nursing care providers in regional areas.

A Scheme to Achieve Stakeholder Value Creation

The Fuyo Lease Group not only provides financial support through the fund, we also offer full Fuyo Lease platform services owned by the Group and help medical care providers to solve management issues.

Provision of reassurance through the maintenance and expansion of the regional medical care base, solution of management issues for operators and acquisition of new earning opportunities for the Fuyo Lease Group make it an initiative that brings new value to all stakeholders.



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Vision of Value Creation and Non-Financial Targets

We will deliver reassurance by ensuring health and welfare through solutions that resolve the management issues faced by medical welfare providers.

By tackling this as a key issue, we will contribute to the sustainable realization of a prosperous society and a healthy life for all people.

(¥100 million)

Non-Financial Targets	2023/3 Result		2023/3 Result	2027/3 Target
Management support-related financing in medical and welfare markets *	233	▶	217	560

* The balance of operating assets for financing related to FPS Medical (factoring for medical and nursing care receivables by Accretive) and business succession.

From Customers and Society

We would like to utilize the Fuyo Lease Group's extensive knowledge and wide range of solution menus to face the healthcare issues faced by the community and be close to our customers.



The 77 Bank, Ltd.
General Manager, Consulting Promotion Division
(currently General Manager, General Planning & Coordination Division)
Shigeru Tanabe

When we launched this fund, we were attracted by the Fuyo Lease Platform Concept, which was able to provide for a varied selection of solutions tailored to the situations faced by healthcare providers. So, we approached Fuyo Lease as a business partner that could share our philosophy.

Setting up a fund with three companies jointly investing was the first time our bank had done such a thing, but when Fuyo Lease provided with a detailed and speedy explanation of the values and such things as its wealth of knowledge and expertise it could provide, explanations inside the bank were smoothly organized.

Population decline and the progression of the aging of society are social issues shared throughout Japan. We will cooperate with the Fuyo Lease Group to make this initiative a model case and leading indicator for all of Japan, and help to create or revitalize local communities.

Sales Divisions and Dedicated Divisions Collaborated to Provide Value to Customers and Society

The Fuyo Lease Group provides solutions through collaboration between sales representatives in charge of major companies and areas, who deepen their understanding of needs through relationships of trust with customers, and dedicated divisions, support divisions and Group companies, who constantly think of new ideas and propose solutions. Developing people who are capable of providing these types of services is the source of the cherished value creation of the Fuyo Lease Group.

From Person in Charge, Dedicated Divisions (Solution Provision)



Deputy General Manager, Healthcare Advisory & Business Division
Hiroyuki Hyodo

This was the first time Fuyo Lease had been involved in investment in a fund operating company, and with the cooperation of everyone inside and outside of the Company, we cleared issues one by one and made it through to closing. The Tohoku Branch also build a relationship of deep trust with The 77 Bank, and even though the situation was always changing, we were able to respond smoothly.

Leveraging the knowledge gained from operating a fund specializing in local communities, we will expand and provide a selection of solutions for problems facing business operators in response to a super-aging society.

From Person in Charge of Sales in Tohoku Area



Deputy General Manager, Tohoku Branch
Osamu Hatakeyama

In 2018, after considering the significance of the Tohoku Branch and the sales strategy of establishing relationships with local financial institutions, we formed the internal project team, Team Tohoku, in conjunction with Group companies and the dedicated divisions in the head office.

To be a business partner in regional financial institutions' efforts to create local communities, we needed to build grass-roots relations, gains customers' trust and always put ourselves in customers' situations and think about what we could do for them.

We don't want to stop at just this initiative, but join those from regional financial institutions that share the philosophy of creating local communities and continue to work to solve social issues.



Managing Executive Officer, East Japan & Chubu Area Officer
Takeshi Kodaira

I feel that the key point in concluding this project was the multi-layered relationships built up between members of the sales divisions, dedicated divisions, support divisions and Group companies.

I expect that the successful experience this time will lead to many realizations among employees responsible for sales and that will connect to further growth. We want to provide environments that encourage people to continue to take on challenges, "Go Where No One Has Gone Before," and support employees' further growth.

Last year, the Fuyo Lease Tohoku Branch celebrated its 50th anniversary of opening. Gathering the resources of the Fuyo Lease Group, rooting ourselves in the local community and continuing to turn our attention to issues facing communities, we will help to energize creation of local communities and other communities.

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Environmental Philosophy / Environmental Policy

Environmental Philosophy

The Fuyo Lease Group constantly adopts environmentally-friendly business practices in order to realize a sustainable society and promotes activities to address environmental issues in line with its environmental policy.

Environmental Policy

1.Providing products and services that contribute to environmental conservation

We endeavor to provide products and services that contribute to environmental conservation by having each Group company leverage the characteristics of their business activities.

2.Promoting resource and energy efficiency

We are aware of the environmental burdens associated with business activities and endeavor to engage in resource and energy saving activities and green procurement.

3.Contributing to the development of a circular society

We promote the reuse and recycling of products no longer leased, restrict the generation of waste, and ensure proper disposal of waste.

4.Complying with environmental laws

We comply with environment-related laws and agreements to which the Fuyo Lease Group has agreed.

5.Establishing an environmental management system

We promote continuous improvement of an environmental management system and set environmental targets as we endeavor to respond to climate change, prevent environmental pollution, and conserve biodiversity.

Sustainability

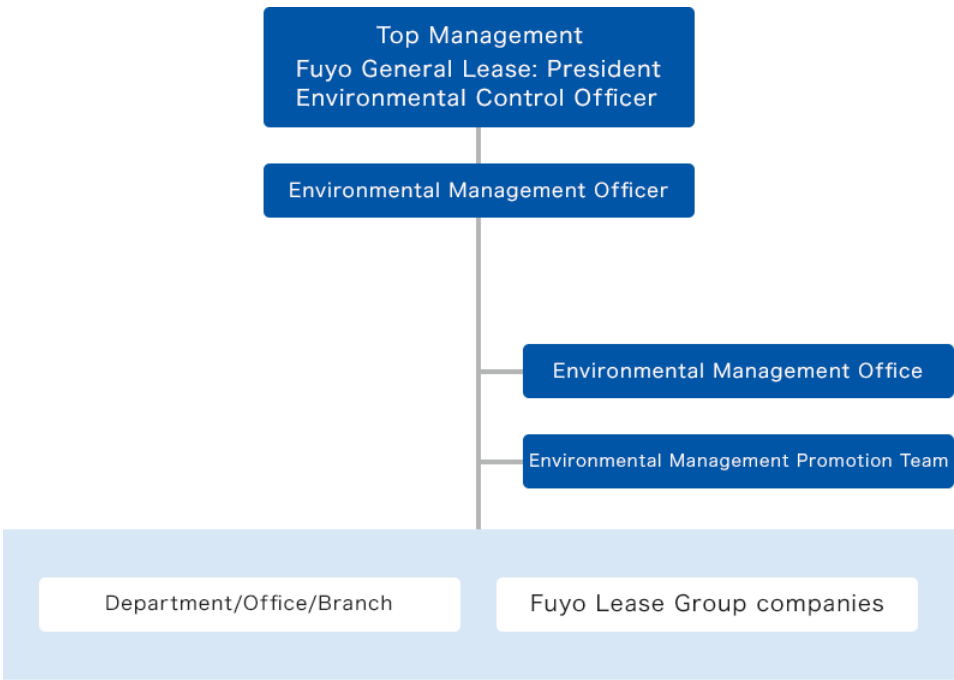
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Environmental Management

Environmental management system

Within the Fuyo Lease Group, the President of Fuyo General Lease serves as Chief Executive, and the Director responsible for the Creating Shared Value Promotion Office serves as Environmental Control Officer. The Group has an environmental management system structure that covers the Fuyo Lease Group companies.

Environmental management system structure



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Environmental education

The Fuyo Lease Group regularly provides environmental training to deepen the understanding of the environmental management system and to increase environment-related knowledge and skills.

The following table shows the implementation status for fiscal 2022.

Implementation status of environmental education (FY 2022)

	Training	Period
Employee Training	In-house study sessions related to climate change	October 2022 February 2023
	Zero Waste Activities	From November 2022
	Hachioji Technical Center Training Program	Suspended in fiscal 2022 due to impact of the COVID-19 pandemic
	Sanden Forest Biodiversity Training Program	Suspended in fiscal 2022 due to impact of the COVID-19 pandemic

In fiscal 2022, in-house study sessions were held on the climate change and the impact that climate change could have on companies. As part of Zero Waste Activities, an in-house initiative related to the circular economy, we worked to enhance knowledge of a broad range of environment-related information through video materials on topics such as explaining the circular economy and plastic problems.



Scene from an in-house study session

Environmental Risk Management

In addition to ensuring compliance with laws and regulations concerning waste disposal, we conduct on-site surveys of companies contracted to dispose lease-expired properties in order to reduce environmental risks related to waste disposal.

Proper disposal of lease-expired properties

Fuyo Lease complies with laws such as Waste Management and Public Cleaning Law (Waste Management Act) and appropriately disposes of lease-expired properties that cannot be reused.

Furthermore, in addition to systematically conducting surveys to examine the waste disposal approaches and recycling activities performed by contracted disposal companies, we also thoroughly manage and utilize the manifests* of industrial waste management.

* Manifest: a document or electronic data for examining whether waste has been disposed of appropriately. Waste generating business operators are required by the Waste Management Act to issue and collect, or register a manifest in order to confirm proper disposal of waste.

For more details, please refer to [the appropriate waste disposal](#) approaches being adopted by FGL Circular Network Co., Ltd. and FGL LeaseUp Business Service Co., Ltd., Group companies which have been contracted by Fuyo Lease to dispose of waste.

Compliance with environmental laws and regulations

Inspection Result	Cases
Violation of law	None
Environment-related complaints	None

The Fuyo Lease Group, through various environmental education activities, strives to ensure that all its officers and employees comply with environmental laws and regulations. Furthermore, the Group regularly conducts compliance checks concerning environmental laws and regulations, whereby the status of compliance with the environmental laws and regulations is confirmed. The fiscal 2022 compliance checks, covering the period between February 2022 and January 2023, were inspected in March 2023. In the checks, it was confirmed that there were no cases constituting a violation of laws and regulations, and that there were no cases involving environment-related complaints. Similarly, in previous years, there were no cases constituting violation of environmental laws and no cases involving environment-related complaints.

[Site Policy](#) [Privacy policy](#) [Customer-oriented Operational Policies](#) [Basic Policy for Prevention of Money Laundering, etc.](#)

[Blocking Relationships with Antisocial Forces](#) [Site Map](#)

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Climate Change Initiatives

The Fuyo Lease Group’s Strategy for Decarbonization

Gravity of climate change has deepened in conjunction with the increase in greenhouse gases and is a global issue. Countries have been moving ahead on initiatives for decarbonization against the backdrop of the Paris Agreement, the post-2020 international framework.

Addressing climate change and decarbonization is an important business opportunity for the Group, which focuses on and has expertise in businesses related to renewable energy, and is a core area of CSV, where it can simultaneously achieve a high level of realizing social value and corporate value. In the medium-term management plan, we set contributing to the realization of decarbonized society as an important issue (materiality), and made a declaration to reduce CO₂ emissions through business activities.

The Fuyo Lease Group is engaged in initiatives to ease the impact of climate change and at the same time to grow business through a strategy based on the dual wheels of decarbonization of the Group as a form of risk reduction and decarbonization of customers and society as a business opportunity.



In 2019, we expressed support for the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) and are disclosing information based on the TCFD recommendations. Please refer to “Information disclosure based on the TCFD recommendations” for on how we conducted a scenario analysis to identify risks and opportunities and set indicators and targets to reduce risks and capture opportunities, etc.

[Information disclosure based on the TCFD recommendations can be found here >](#)

Decarbonization of the Group

To reduce the volume of greenhouse gases emitted, we decided that we needed to carry out initiatives voluntarily, and in 2018 became the first general lease company in Japan to participate in RE100 and declared in 2021 that we could achieve carbon neutrality in by 2030.

RE100 is an international initiative whose members intend to switch to electricity from renewable sources for the energy they need for their business operations. We have set medium- to long-term targets of achieving RE100 and becoming carbon neutral (for Scope 1 and 2 emissions) by 2030.



Use of renewable energy generated inhouse

In fiscal 2021, all of the electric power used at the Group’s head office building was shifted to RE100-compliant electricity and our overseas affiliates were also encouraged to use renewable energy. Electric power from renewable energies was introduced in our multiple domestic business locations in fiscal 2022 and the percentage of electricity derived from renewable energy amounted to 39% of the entire Group’s consumption.

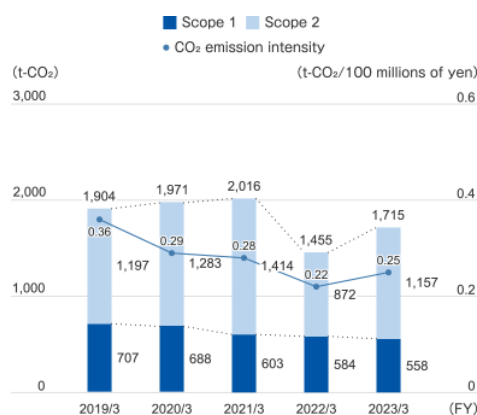
Sustainability

- Fuyo Lease Group's CSV >
- Solving Social Issues through Business >
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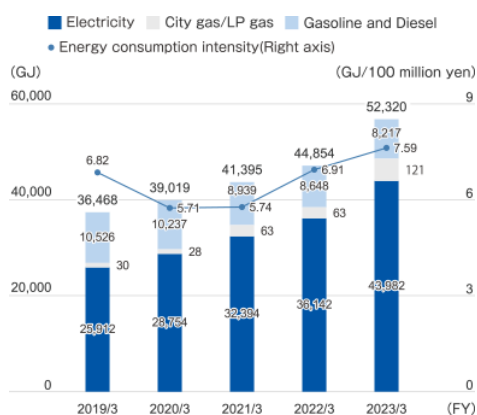
Initiatives for more efficient energy use

Each business site within the Group is advancing energy-saving and energy efficiency initiatives. Specific efforts include setting air conditioning systems to appropriate temperatures, encouraging energy saving measures, and switching to high-efficiency lighting. We are also working to reduce the amount of fuel consumed by company cars by promoting safe, environmentally friendly driving techniques and raising awareness among employees. In fiscal 2022, six electric vehicles (EV) were introduced as company vehicles as part of efforts to reduce the volume of fossil fuel use.

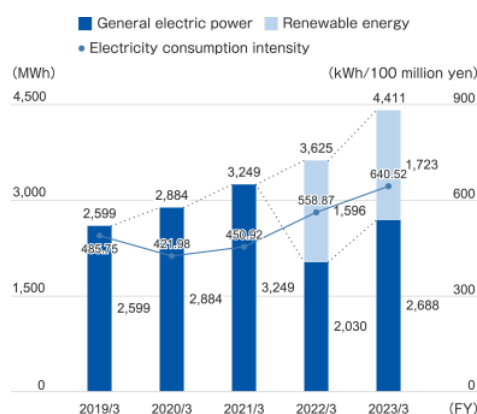
Total CO₂ Emissions (Scope 1, 2)^{*1 *2 *3}



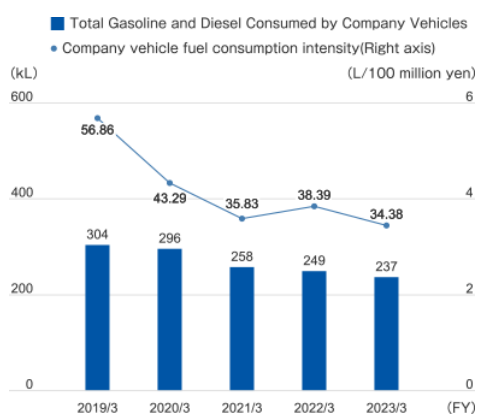
Total Energy Consumption^{*2 *3 *4}



Electricity Consumption^{*2 *3}



Total Gasoline and Diesel Consumed by Company Vehicles^{*2 *5}



^{*1} CO₂ emissions are calculated using the emission coefficient specified in the Ministerial Ordinance on Calculation of Greenhouse Gas Emissions Emitted by Specified Emitters. (Calculations concerning domestic electric power use the annual adjusted emission coefficients for general power transmission and distribution businesses that supply power in the regions where the offices to which the calculations apply operate. Calculations concerning overseas electric power use the emission coefficients of the specific country published by the International Energy Agency [IEA]) However, Fuyo General Lease and companies of the Fuyo Lease Group are not considered to be specified emitters.

^{*2} The statistics are collected from all domestic offices of Fuyo General Lease Co., Ltd., Fuyo Auto Lease Co., Ltd., FGLGROUP Business Service Co., Ltd., FGL GROUP Management Service Co., Ltd., FGL Circular Network Co., Ltd., FGL LeaseUp Business Service Co., Ltd., Aqua Art Co., Ltd., FGL Techno-Solutions Co., Ltd., Sharp Finance Corporation, Accretive Co., Ltd., INVOICE INC., FUJITA Co., Ltd., NOC Outsourcing & Consulting Inc., YAMATO LEASE CO., LTD., WorkVision Corporation, and Human Centrix Co., Ltd. as well as overseas affiliates and subsidiaries including Fuyo General Lease (USA) Inc., Fuyo General Lease (China) Co., Ltd., Fuyo General Lease (HK) Limited, Fuyo General Lease (Asia) Pte. Ltd., Fuyo General Lease (Taiwan) Co., Ltd., Fuyo General Lease (Thailand) Co., Ltd., FGL Aircraft Ireland Limited, Aircraft Leasing and Management Limited, FGL Aircraft USA Inc., and Pacific Rim Capital, Inc. For the Fuyo Lease Group companies, figures from before the figures began to be recorded are not indicated.

^{*3} Electricity usage has been estimated for some locations. The estimation method is based on multiplying the area of the site subject to estimation by the electricity consumption per area of the Fuyo Lease head office, the entire building of the site subject to estimation, or the head office of the site subject to estimation.

^{*4} Energy consumption is calculated using unit heating values stipulated by the Act on Rationalizing Energy Use.

^{*5} In addition to values shown in the graph, 602kWh of electricity and 664.75 kg of hydrogen fuel were used.

Adapting to climate change

The Fuyo Lease Group is not only engaged in mitigation activities for climate change, but the Group is also carrying out adaption measures for it. We have a business contingency plan in place for responding to extreme weather, which includes measures taken to prepare for massive flooding that could occur at our business sites, or data centers, and we are working to minimize risks.

Decarbonization of Customers and Society

The Group is working to reduce CO₂ emissions through the installation and replacement of renewable energy and energy-saving equipment and devices for its customers, positioning this as an important contribution to reduction that the leasing business can make.

Energy Conservation via Products and Services

We have partnered with energy-saving equipment manufacturers, construction companies, and companies in other various sectors to help customers save energy through the ESCO service and other programs. The ESCO service provides everything needed to improve energy efficiency, including technology, equipment, personnel, and funding, and achieves energy conservation without compromising a customer's current environment or convenience. As the ESCO service provider, we receive a portion of the actual energy cost savings generated through the service as compensation. In addition, we help our customers reduce costs and CO₂ emissions by introducing various energy saving solutions tailored to their energy usage. Examples of the solutions include energy-saving control and operational improvement for air-conditioning systems and LED lightings, and subsidized leasing.

Promotion of Renewable Energy

As climate change risks increase, the renewable energy market continues to grow with a focus on solar, wind, biomass, small and medium hydro, and geothermal power. Fuyo Lease contributes to the spread of renewable energy by providing customers with a variety of optimal power generation facility installation plans combined with various financing schemes. Our offerings include participation in large-scale power generation projects and green power supply (PPA) services, such as installing solar power generation systems on customers' facility roofs or idle land and directly supplying the generated green power to customers. All these are based on the expertise we have accumulated through our own power generation business.

At the same time, we are contributing to further expanding the introduction of renewable energy by forming business alliances with venture companies that have advanced renewable energy-related technologies, and supporting industrialization and commercialization.

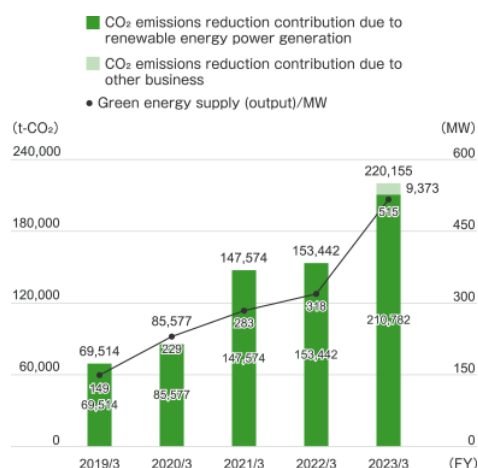
Initiatives in the Renewable Energy Generation Business

The Fuyo Lease Group launched its renewable energy generation business in FY2012, and now supplies renewable energy to local communities. In fiscal 2021, we focused our efforts in Japan primarily on solar and wind power generation, while overseas, we joined a solar power generation business in the U.S. In fiscal 2022, we promoted large-scale overseas projects, focused on Europe and the United States, and renewable energy generation capacity was 515 MW.



Hornsea One Offshore Wind Power Plant (U.K.)

Green Power Supplied (Output) / CO₂ emissions reduction contribution



Promoting Renewable Energy-Related Infrastructure

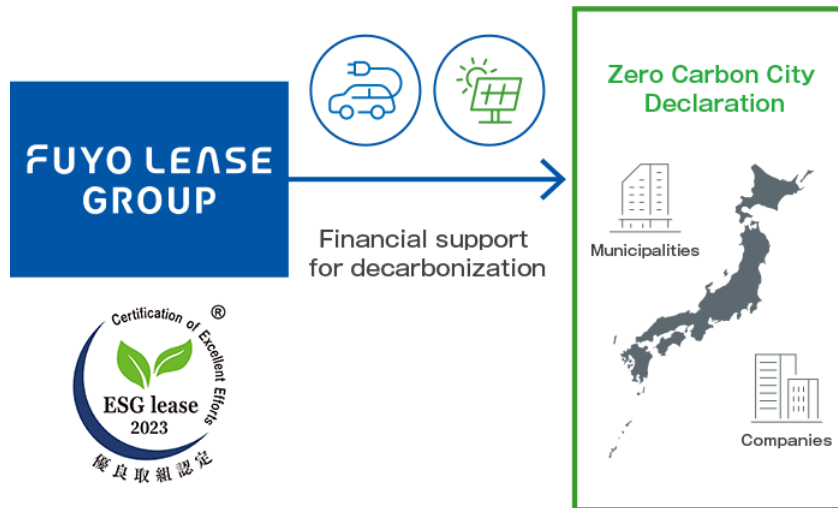
We offer two programs that provide financial support to companies and organizations working toward decarbonization: the Fuyo 100% Renewable Electricity Declaration Support Program, and the Fuyo Zero Carbon City Support Program.

The Fuyo 100% Renewable Electricity Declaration Support Program is a preferential financing program for businesses and organizations that have joined RE100 and the Renewable Energy 100 Declaration RE Action. The program is aimed at encouraging the introduction of renewable energy and energy-efficient equipment.

[Click here for details >](#)

The Fuyo Zero Carbon City Support Program is a donation-style finance program to support the decarbonization of municipalities that have declared to have zero carbon dioxide emissions by 2050 (zero carbon cities). This is an initiative where a donation equivalent to 0.2% of a lease contracted amount is donated to an organization that contributes to the promotion of zero carbon cities. It is conducted in collaboration with customers that have introduced equipment or machinery for decarbonization in municipalities that have declared themselves as zero carbon cities. The program has been used by many customers throughout Japan and was chosen by the Ministry of the Environment as a project of certified excellence in the 2023 ESG Leasing Promotion Project.

[Click here for details >](#)



Providing Support for Investments in Renewable Energy-Related Technologies and Their Commercialization

In order to contribute to the further expansion of renewable energy introductions, we provide commercialization support to venture companies possessing cutting-edge renewable energy technologies through investments and business collaborations.

Major Support Results

Investment Timing	Partner	Description
June 2018	Exergy Power Systems	Development and manufacture of next-generation energy storage systems
Mar. 2019	NExT-e Solutions	Provision of battery management systems that utilize advanced battery control technologies
Feb. 2020	Girasol Energy	Development of IoT platforms for the maintenance and management of solar power facilities

Investment Timing	Partner	Description
Oct. 2020	Tsubame BHB	Development manufacturing technology for distributed production of ammonia under low-temperature, low-pressure conditions
Oct. 2021	i GRID SOLUTIONS	Engaged in energy management, Virtual Power Plant (VPP), and electric power supply businesses


Information disclosure based on the TCFD recommendations

Fuyo Lease Group is committed to the mitigation of climate change by reducing the GHG emissions of its business operations. At the same time, the Group's business activities are based on the consideration of the risks and opportunities that climate change brings to the Group's business environment. Aware of the importance of correctly communicating to our stakeholders the impact of climate change on us, we expressed support for the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD^{*1}) in May 2019.

^{*1}Task Force on Climate-Related Financial Disclosures (TCFD)

Established in December 2015 by the Financial Stability Board at the behest of the G20 Finance Ministers and Central Bank Governors Meeting.

In June 2017, it released recommendations outlining a framework for disclosing information on the finance-related risks and opportunities created by climate change.

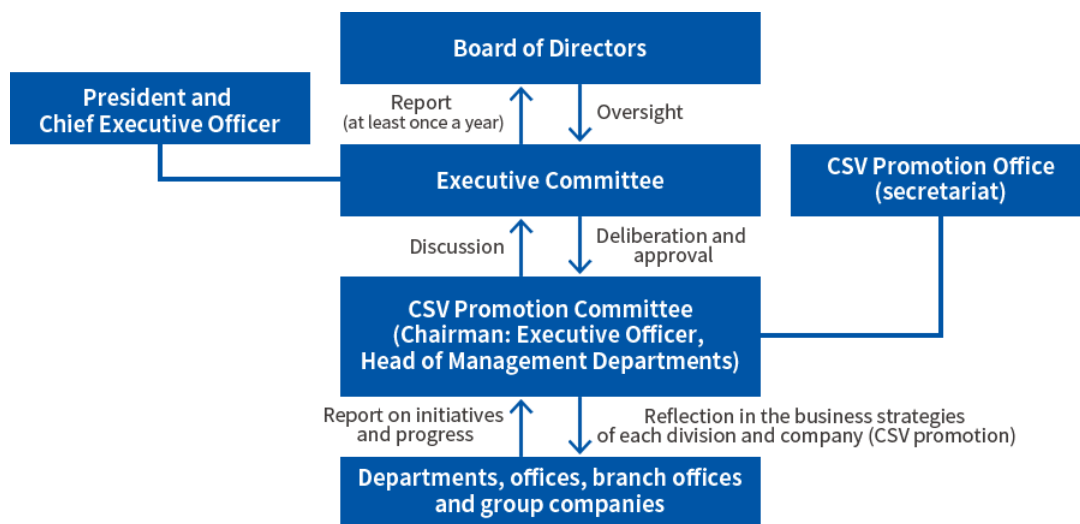


Governance	▼
Risk Management	▼
Strategy	▼
Indicators and Targets	▼

Governance

Fuyo General Lease Group has formulated the Basic Policy on Systems to Support Sustainable Value Creation as our fundamental thoughts on climate change problems and set up the CSV Promotion Committee to move ahead on efforts in this area. The committee is chaired by the executive officer who is head of management departments, and has members made up of the heads of major departments in the corporate division and heads of departments responsible for each business domain. The committee formulates, promotes, and monitors strategies, indicators, and targets related to important issues concerning climate change. The content of discussions and reports of the committee are submitted to the Executive Committee for deliberation, and the reported at least once a year to the Board of Directors.

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Related Page

[Fuyo Lease Group's CSV Management >](#)

Risk Management

We believe that climate change risks are a category of managerial risks that should be managed, and we are managing these risks using an integrated risk management system. More specifically, the Corporate Planning Division is the risk management department that directs the Creating Shared Value Promotion Office, which is the department in charge of risks, regarding risk management whenever appropriate. The Creating Shared Value Promotion Office monitors major risks related to climate change that may affect the Fuyo Lease Group and reports any risks that have occurred immediately to the risk management department, receives guidance, and takes appropriate action.



Strategy

As countries work to reduce greenhouse gases amid worsening climate change, business environments are rapidly transforming toward decarbonization through society as a whole. The Fuyo Lease Group identified risks and

opportunities through a scenario analysis and is moving forward on a dual wheel decarbonization strategy of decarbonization of the Group as a form of risk reduction and decarbonization of customers and society as a business opportunity.

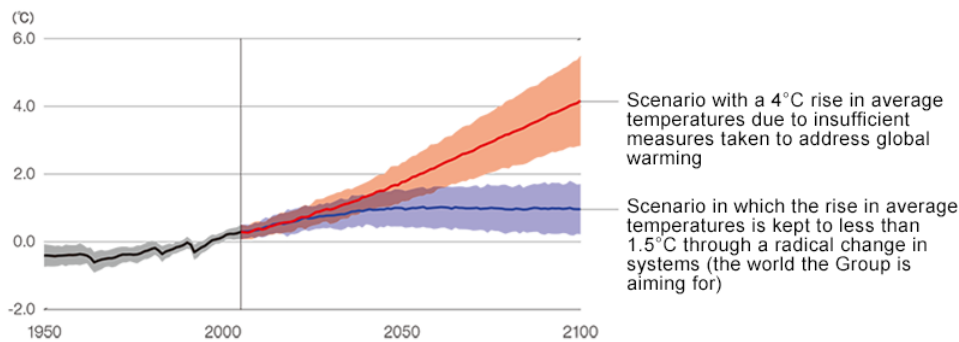
See Climate Change Response details on the Fuyo Lease Group's decarbonization strategy and initiatives.

[Click here for Climate Change Response >](#)

Climate-Related Scenario Analysis

The Group uses scenario analysis methods to forecast and analyze changes in the external environment as of 2030 in accordance with the framework proposed by the TCFD^{*1} to understand the risks and opportunities and financial impact of climate change on business activities in the future. To ensure that the analysis is based on a variety of climate change-related scenarios, the Group conducted its assessment based on two climate change scenarios: the 1.5°C scenario, which is sufficiently lower than the 2°C target of the Paris Agreement, and the 4°C scenario.

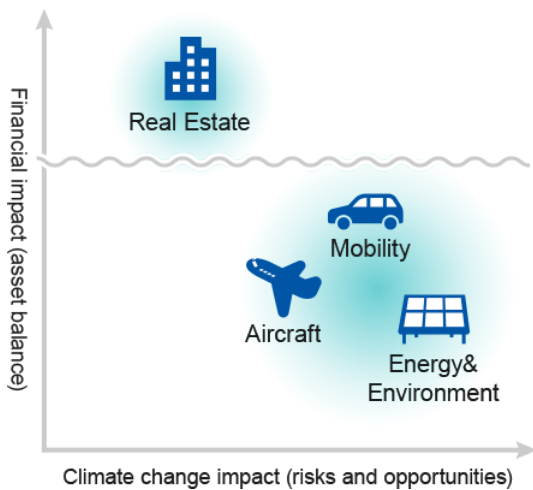
Change in global average temperatures



Source: Created by Fuyo Lease based on IPCC Fifth Assessment Report WG1

As the scope of our business activities is broad and varied, we started our analysis by identifying impact over the entire Group, and then carried out scenario analysis focused on the Real Estate domain, which is large in terms of assets, and on three domains containing businesses whose characteristics mean they are particularly susceptible to the impact of climate change (Energy & Environment, Mobility, and Aircraft).

Correlation Between the Severity of the Impact of Climate Change and the Group's Businesses



Climate Change Risks and Opportunities

Climate Change Risks^{*2}

In regard to impact over the entire Group, we identified an increase in costs for the achievement of RE100 and carbon neutrality due to the introduction of a carbon tax as a risk. However, as a result of calculating the monetary amount of this impact based on the Group's CO₂ emissions, we recognize that the financial impact of this risk is minor.

Additionally, the risks in each domain identified as being particularly susceptible to the impact of climate change are as follows.

Domain	Category		Effect on Our Operations			
			Business Summary	Timeframe	Impact by Scenario	
					1.5°C	4°C
Group-wide	Transition risks	Introduction of a carbon tax (policies and legal regulations)	Risk of an increase in costs for the achievement of RE100 and carbon neutrality due to the introduction of a carbon tax	Medium-to long-term	Minor	Minor
Real Estate	Transition risks	Decline in competitiveness due to changes in customer preferences (markets)	Risk of a decline in profitability and credibility as a debtor if properties that have been invested in through real estate financing transactions, etc., are slow to adapt to environmental measures	Medium-to long-term	Medium	Minor
	Physical risks	Increasingly serious natural disasters (acute)	Risk of rises in insurance premiums due to the increasing frequency and intensification of natural disasters	Short-to long-term	Minor	Minor
Energy & Environment	Transition risks	Institutional changes to energy purchase systems (FIT, FIP), etc. (policy and legal restrictions)	Risk of decreases in revenue from electric power sales, increases in operational costs, etc. in the event of unexpected institutional changes	Short-to long-term	Medium	Medium
		Changes in the business environment around the renewable energy generation business (markets)	Risk of decreases in revenue from electric power sales due to restrictions on output	Medium-to long-term	Medium	Medium
	Physical risks	Increasingly serious natural disasters (acute)	Risk of rises in insurance premiums due to the increasing frequency and intensification of natural disasters	Short-to long-term	Medium	Medium

Domain	Category		Effect on Our Operations			
			Business Summary	Timeframe	Impact by Scenario	
					1.5°C	4°C
Mobility	Transition risks	Stricter regulation of CO ₂ emissions (policy and legal restrictions)	Risk of a decrease in demand for the lease of conventional diesel- and gasoline-powered vehicles due to a decrease in demand for gasoline-powered vehicles following the tightening of CO ₂ emissions regulations, etc.	Medium-to long-term	Medium	Minor to medium
		Changes in the business environment (markets)	Risk of a decrease in the resale prices of gasoline vehicles in accordance with a shift to EV	Medium-to long-term	Medium	Minor
		Decrease in maintenance revenues (technology)	Risk of a decrease in sales and revenues related to maintenance in accordance with a shift to EV	Long-term	Medium	Minor
Aircraft	Transition risks	Decline in aircraft demand due to stricter regulations (policy and legal restrictions)	Risk of a decrease in lease revenues due to a decline in demand for aircraft following the tightening of CO ₂ emissions regulations, etc.	Medium-to long-term	Minor	Minor
		Changes in the business environment (markets)	Risk of a decrease in profits resulting from a fall in the resale prices of old model aircraft after the termination of the lease period in accordance with the shift to fuel-efficient aircraft	Medium-to long-term	Medium	Minor

– Definitions of time frames

Short-term: Present-2025; medium-term: 2026-2030; long-term: 2031-2050

– Definitions of impact (monetary impact on our consolidated gross profit in 2030)

Major: Greater than 3 billion yen; medium: 100 million-3 billion yen; minor: Smaller than 100 million yen

*2 In analyzing the 1.5°C scenario, there were some items where external information was insufficient, so data from the 2°C scenario was used.

Climate Change Opportunities^{*3}

We have positioned the creation of social value through solutions to climate change issues as an important business opportunity and in our Medium-Term Management Plan [Fuyo Shared Value 2026](#), we have formulated strategies that incorporate the global aim of keeping temperature rises under 1.5°C. Within this, we are disclosing the items that the Group is being particularly active in engaging as opportunities.

Domain	Category		Effect on Our Operations			
			Business Summary	Timeframe	Impact by Scenario	
					1.5°C	4°C
Energy & Environment	Opportunities	Rise in demand for renewable energy (products, services, and markets)	Increase of initiatives for renewable energy projects in Japan	Short-to long-term	Major	Major
			Increase of initiatives for renewable energy projects overseas	Short-to long-term	Major	Medium
		Business opportunities created by new technologies, new systems, etc. (products, services, and markets)	Increase of initiatives for new areas of business such as secondary energy	Short-to long-term	Major	Medium
Mobility	Opportunities	Rise in demand for electric vehicles (markets)	<ul style="list-style-type: none"> Promotion of one-stop services for electric vehicles Promotion of partnership with car manufacturers and dealers, and alliance strategies with power companies, trading firms, etc. Retention of maintenance 	Short-to long-term	Medium	Medium
		Rise in demand for services related to electric vehicles				

Domain	Category		Effect on Our Operations			
			Business Summary	Timeframe	Impact by Scenario	
					1.5°C	4°C
		(products and services)	facilities and engineers through the building of a maintenance network ■ Promotion of FCV before other companies do			
Aircraft	Opportunities	Introduction of new technologies related to aircraft and the formation of new markets (products and services)	■ Expansion of the business domain ■ Capture of opportunities regarding existing products and increase in profitability through investment in and cooperation and synergies with peripheral businesses ■ Venture capital investment and cooperation in new areas of technology (sustainable aviation fuel [SAF], hydrogen / electric / eVTOL [electric vertical takeoff and landing] aircraft, etc.)	Medium-to long-term	Medium	Medium

– Definitions of time frames

Short-term: Present-2025; medium-term: 2026-2030; long-term: 2031-2050

– Definitions of impact (monetary impact on our consolidated gross profit in 2030)

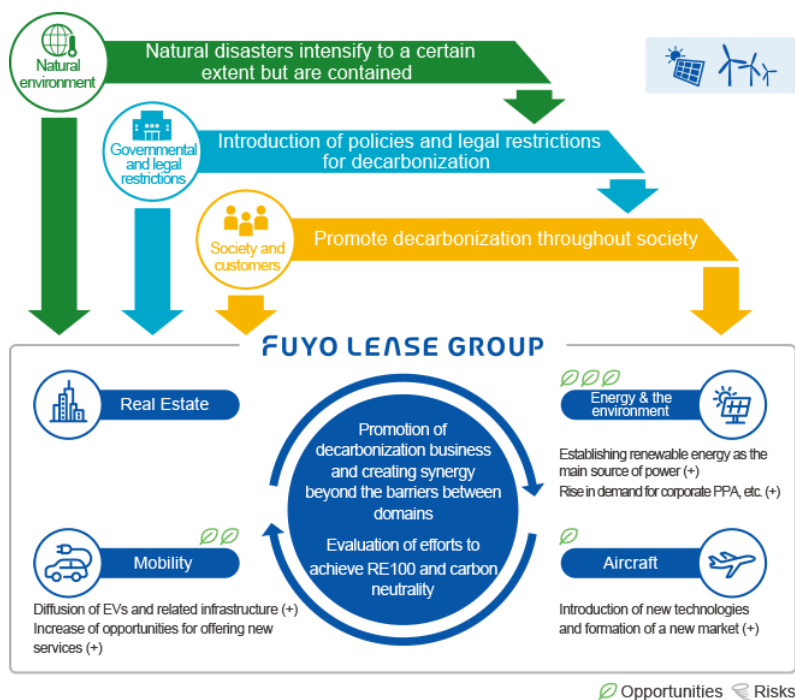
Major: Greater than 3 billion yen; medium: 100 million-3 billion yen; minor: Smaller than 100 million yen

*3 In analyzing the 1.5°C scenario, there were some items where external information was insufficient, so data from the 2°C scenario was used.

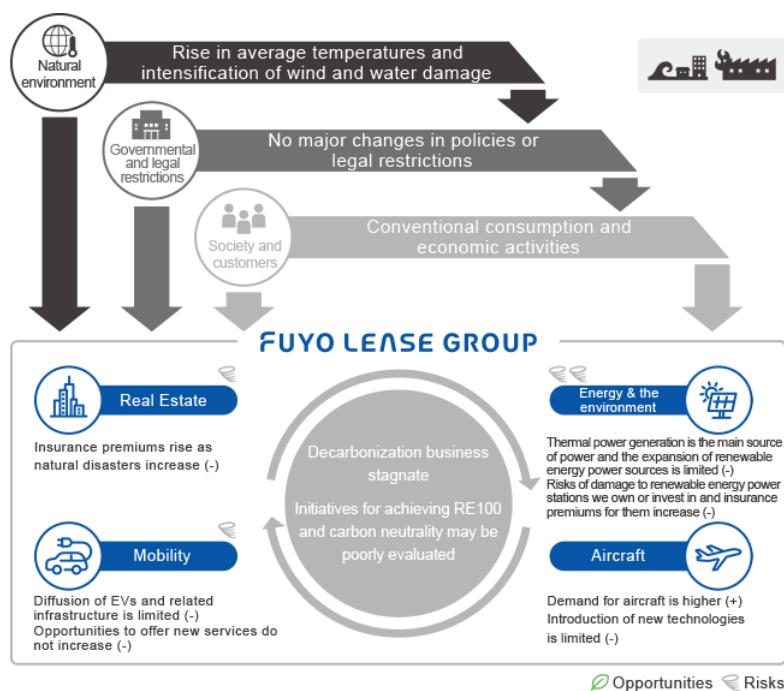
About the Impact on the Group's Business

Our analysis shows that for both the 1.5°C and 4°C scenarios, the impact of climate change risks on the Group's business will be limited, while the opportunities will be great. It also revealed that although both scenarios are expected to result in an increase in consolidated gross profit, there is more potential for an increase in profit in the 1.5°C scenario.

Perspective under 1.5°C scenario



Perspective under 4°C scenario



Indicators and Targets

The Group recognizes that climate change-related risks and opportunities will have a significant impact on the Group's business activities and is proactively responding from both aspects of promoting decarbonization of the Group and decarbonization of customers and society through business.

From the perspective of the Group's promotion of decarbonization, in 2018 we became the first general lease company in Japan to participate in RE100, starting initiatives to convert to renewable energies for electricity consumption and in 2021 declared an intention to achieve carbon neutrality by 2030.

Moreover, as a Group with a wide-ranging business domain and customer base, we made achievement of decarbonization a Materiality KPI as we believe contribution to decarbonization of customers and society through business is an important issue, and set contribution to CO₂ reduction as a non-financial target to be achieved through the installation and replacement of renewable energy and energy-saving equipment and devices for its customers. We will promote decarbonization of customers and society in such ways as expanding use of renewable energies in the power generation business and strengthening financing of EV and FCV, while at the same time capture profits.

We have determined indicators and targets for both decarbonization of the Group to reduce risk and decarbonization of customers and society as a business opportunity.

Risk and Opportunity Related to Climate Change

Risk reduction

Decarbonization of the Group

Seizing business opportunities

Decarbonization of customers and society

Indicators and targets for risks: Decarbonization of the Group

	FY2030 Targets	FY2024 Targets	FY2022 Results	
RE100 target* ⁴ (Percentage of energy used that is renewable energy)	100%	50%	39%	
CO ₂ emissions* ⁴ (Scope 1 and 2)	Achievement of carbon neutrality	Compared to FY2020 30% reduction	Compared to FY2020 15% reduction	Emissions 1,715 t-CO ₂

*⁴ The scope includes Fuyo General Lease and its consolidated subsidiaries.

Indicators and targets for opportunities: Decarbonization of customers and society

Non-financial goals (excerpt of climate change-related targets)

	FY2026 Targets	FY2022 Results
CO ₂ reduction contributions	500,000 t-CO ₂ / year	220,000 t-CO ₂ / year
Amount invested in promoting decarbonization* ⁵	¥300.0 billion	¥56.4 billion
Renewable energy generation capacity* ⁶	1,000MW	515MW
Percentage of Group vehicles that are EVs or FCVs* ⁷	30%	0.7%
Amount of financing handled for the promotion of decarbonization* ⁸	¥12.0 billion	¥5.3 billion

*⁵ Applies to investments in renewable energy facilities, energy-saving facilities, electric vehicles (including charging equipment), batteries, hydrogen and ammonia-related facilities, CO₂ separation and recovery technologies (CCUS, DAC), circular-related facilities, ZEB / Green buildings, SAF and start-up companies.

*⁶ Applies to investments and project financing, etc., made in the Renewable Energy Generation Business (power generation capacity is calculated based on ownership ratio or share).

*⁷ Percentage held by Fuyo Auto Lease.

*⁸ Covers the Fuyo Zero Carbon City Support Program and the Fuyo 100% Renewable Electricity Declaration Support Program.

Reference: Environmental Data

The Group's CO₂ emissions volumes and other important environmental data for the past 10 years are as follows.

		2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
CO ₂ emissions (t-CO ₂)* ⁹ * ¹⁰	Scope1	192	159	153	163	770	707	688	603	584	558
	Scope2	956	1,110	1,045	1,089	1,273	1,197	1,283	1,414	872	1,157
	Scope1+2	1,148	1,269	1,199	1,253	2,043	1,904	1,971	2,016	1,455	1,715
	Scope3* ¹¹	1,246,345	1,243,298	1,420,896	1,639,334	1,768,197	2,789,556	2,866,387	2,372,283	2,471,642	2,149,492
CO ₂ emission intensity (Scope1, 2) (t-CO ₂ / 100 millions of yen)		0.31	0.33	0.30	0.32	0.36	0.36	0.29	0.28	0.22	0.25
Renewable energy power generation capacity (MW)* ¹²		23	48	77	86	111	149	229	283	318	515
CO ₂ emissions reduction contribution due to renewable energy power generation (t-CO ₂)		8,910	22,236	39,636	54,115	48,258	69,514	85,577	147,574	153,442	210,782
CO ₂ emissions reduction contribution due to other business (t-CO ₂)		-	-	-	-	-	-	-	-	-	9,373

*9 Electricity usage has been estimated for some locations. The estimation method is based on multiplying the area of the site subject to estimation by the electricity consumption per area of the Fuyo Lease head office, the entire building of the site subject to estimation, or the head office of the site subject to estimation.

*10 Adjusted CO₂ emissions volumes are calculated using the emission coefficient specified in the Ministerial Ordinance on Calculation of Greenhouse Gas Emissions Emitted by Specified Emitters. (Calculations concerning domestic electric power use the annual adjusted emission coefficients for general power transmission and distribution businesses that supply power in the regions where the offices to which the calculations apply operate. Calculations concerning overseas electric power use the emission coefficients of the specific country published by the International Energy Agency (IEA)). The statistics are collected from Fuyo General Lease Co., Ltd. and all consolidated subsidiaries. For overseas affiliates and subsidiaries and Group companies, figures from before figures began to be recorded are not included.

*11 Scope 3 emissions are calculated based on Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (Ministry of the Environment and Ministry of Economy, Trade and Industry Government of Japan).
Up to fiscal 2017, the data was calculated using emissions unit values from the Database for Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations throughout the Supply Chain (Ver. 2.6). From fiscal 2018, the data was calculated using emissions unit values from the Database for Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations throughout the Supply Chain (Ver. 3.0) and LCI Database IDEAv2 (For Calculating Greenhouse Gas Emissions in the Supply Chain).
From fiscal 2021, the data was calculated using emissions unit values from the Database for Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations throughout the Supply Chain (Ver. 3.2) and LCI Database IDEAv2 (For Calculating Greenhouse Gas Emissions in the Supply Chain).
From fiscal 2022, the data was calculated using emissions unit values from the Database for Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations throughout the Supply Chain (Ver. 3.3) and LCI Database IDEAv2 (For Calculating Greenhouse Gas Emissions in the Supply Chain).
The statistics are collected from the Fuyo Lease Group and calculations cover all 15 categories.

*12 Covers investments made in the Renewable Energy Generation Business, project financing, etc. (power generation capacity is calculated based on ownership ratio or share). From fiscal 2021, figures have been adjusted to include projects still in development.

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Fuyo Lease Group Human Rights Policy

Fuyo Lease Group’s mission is to contribute to the realization of a more prosperous society and it’s sustainable development by boldly taking on the challenge of creating new value through developing and expanding our business. We have established three visions (what we wish to achieve) to enable us to become a company group that is highly regarded by a multitude of stakeholders.

— Visions

- The group that anticipates social changes and takes on the challenge of yet unseen issues
- The group that is trusted by customers and works together to solve social issues
- The group that grows with employees by supporting the challenges and growth of each employee

Fuyo Lease Group positions CSV (Creating Shared Value) which simultaneously enables solutions to social issues and improvement of corporate value at the center of our management policy. We are promoting the medium-term management plan “Fuyo Shared Value 2026,” and incorporate “Business and Human Rights” as one of our main CSV management measures.

Recognizing the possibility that the business activities we conduct could potentially have an adverse impact on human rights, Fuyo Lease Group has established this human rights policy (this “Policy”) in order to clarify our stance as a company that respects human rights. Fuyo Lease Group will, in accordance with this Policy, contribute to the realization of a society that respects human rights through our business activities.

This Policy was approved by the Board of Directors after deliberation by the Executive Committee.

— 1.Scope of Application

This Policy applies to officers and employees of Fuyo Lease Group (including temporary employees and contract employees; collectively the “Employees”). We also expect that our customers, partner companies, and all other stakeholders of Fuyo Lease Group will respect this Policy.

— 2.Upholding International Standards

Fuyo Lease Group will uphold international standards on human rights, such as the “International Bill of Human Rights (Universal Declaration of Human Rights and International Covenants on Human Rights)” and the “ILO Declaration on Fundamental Principles and Rights at Work,” and will also fulfill our responsibility to respect human rights under the “Guiding Principles on Business and Human Rights” and “Children’s Rights and Business Principles.”

In addition, Fuyo Lease has endorsed and signed the “United Nations Global Compact (UNGC).” We also support the UNGC’s 10 principles related to the 4 areas of “ensuring human rights,” “eliminating unfair labor,” “addressing environmental issues,” and “preventing corruption” and will continue striving to realize the principals.

— 3.Compliance with Laws and Regulations

Fuyo Lease Group complies with the laws and regulations applicable in each country and region where we conduct business activities. If the laws and regulations in a country or region differ from the human rights standards recognized internationally, we pursue means to respect internationally recognized human rights standards.

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– 4.Human Rights Issues in Business Activities

– (1) Forced Labor and Child Labor

Fuyo Lease Group does not tolerate forced labor or child labor or any form of modern slavery.

– (2) Discrimination

Fuyo Lease Group respects the diversity of individuals and all basic human rights. We do not engage in any action that violates human rights, and we do not tolerate discrimination based on race, religion, gender, age, nationality, sexual orientation, disability, or other factors.

– (3) Labor

Fuyo Lease Group respects the freedom of association and the right to collective bargaining that Employees hold in labor-management relations. We will protect labor rights, reduce excessive working hours, and implement other necessary measures in accordance with applicable laws and regulations. We will establish a work environment where Employees can continue to work healthily, safely, and comfortably in an atmosphere of mutual respect without harassment or excessive work, and we will seek to create a corporate culture in which a diversity of personnel can thrive.

– 5.Human Rights Due Diligence

Fuyo Lease Group recognizes the possibility that the business activities we conduct and the services we provide could potentially cause or contribute to an adverse impact on human rights or become linked to such an impact. Fuyo Lease Group will conduct appropriate human rights due diligence to identify and assess any actual or potential adverse impact on human rights in relation to our business activities and to prevent and mitigate any such impact.

– 6.Grievance Mechanisms and Remedies

Fuyo Lease Group will strive to establish a mechanism for receiving requests for consultation and reports regarding human rights and for remediating and rectifying such pertinent issues in order to deal with human rights issues in our business activities. If it is found that our business activities could potentially cause or contribute to any adverse impact on human rights, or if it becomes evident that our business activities are linked to such an impact, we will promptly take remedial measures and strive to remedy the issues.

– 7.Dialogue with Stakeholders

Fuyo Lease Group recognizes the importance of understanding any adverse impacts on human rights from the perspective of the affected people and taking appropriate measures to correct them. We will seek to advance and improve measures for human rights through engagement and dialogue with stakeholders.

– 8.Education and Training

Fuyo Lease Group will distribute this Policy to all Employees and provide continued training to ensure that everyone understands this Policy and can act in accordance with this Policy in their own individual duties.

– 9.Information Disclosure

Fuyo Lease Group will disclose information on our website and via other appropriate means regarding the initiatives based on this Policy.

Established: May 18, 2022

Respect for Human Rights

Expectations toward respecting human rights for stakeholders

The Fuyo Lease Group respects the rights of all its stakeholders (including board members, and employees, customers, partner companies in all business areas, local communities, etc.) and is engaged in initiatives related to the promotion of human rights. We actively encourage our employees and business partners to have a better understanding of the Group's human rights policy.

Specifically, the Fuyo Lease Group's Human Resources Division provides instruction and support to all departments and offices as well as group companies on planning, proposal and promotion of basic human resource policies and procedures, including education and awareness raising regarding human rights, and also reports to the Executive Committee on the results of implementation.

Expectations for key stakeholders are as follows:

Board Members and Employees	The Group has zero tolerance for all forms of discrimination and harassment on the basis of gender, nationality, race, ethnicity, religion, disability, or any other grounds. We strive to create a work environment where each and every employee respects each other's human rights and can work in comfort and with peace of mind.
Customers	Our management philosophy is to "maintain customers first philosophy, providing the best services." We will not only prevent and mitigate negative impacts on human rights related to the provision of services, but also strive to respect the human rights of all our business partners.
Partner Companies	We expect partner companies providing services with our Group to understand the Fuyo Lease Group Human Rights Policy, and respect human rights in the same way as Group employees.

[Fuyo Lease Group Human Rights Policy](#) >

Initiatives to Assess and Mitigate Human Rights Risks

The Fuyo Lease Group works to prevent negative impacts on human rights in its business and provide access to remedy.

Fuyo Lease's Corporate Planning Division regularly assesses the Group's risk management status, including human rights issues, and reports it to the directors. If significant risks occur these are reported to the Risk Management Officer and to the Executive Committee.

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Board Members and Employees

In the Group, the Audit Office and Human Resources Division conduct regular employee interviews in order to prevent violations of human rights. In the event any human rights issue arises, a team lead by the Human Resources Division will act in accordance with company policy to promptly resolve the issue.

In addition, we have set up internal and external whistleblower hotlines that allow anonymous reporting and guarantee that all reports will be treated as confidential in order to promptly detect any infringements of compliance or Fuyo Lease Group's Basic Compliance Policy in the area of human rights, including bullying and harassment.

In fiscal 2022, 10 reports were received through the hotlines. In each report, investigations are promptly conducted, such as confirming the facts with the parties concerned with due care to protect whistleblowers against detrimental treatment and taking appropriate measures. All cases have been resolved, and measures put in place to prevent recurrences.

Partners

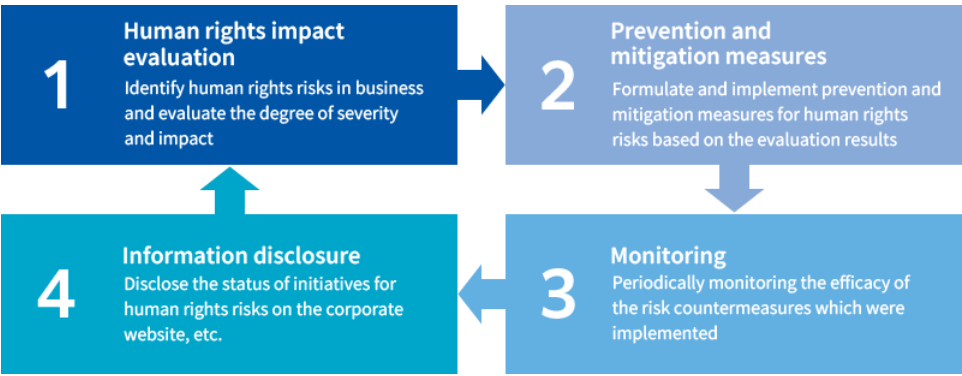
Recognizing that it is possible that the Group could contribute to a negative impact on human rights in providing services, we strive to take appropriate measures to prevent or mitigate any negative impacts on human rights that may occur through our business activities. In particular, we focus on protecting the privacy of our business partners, building an information management system according to the business content, and strictly managing our partners' information.

[Information security initiatives are here >](#)

Human Rights Due Diligence

As one initiative for human rights due diligence based on the Group's Human Rights Policy, we make inquiries to business units and interview partner companies to identify issues that have a negative impact on human rights in our business, and implement countermeasures according to the degree of risk severity. By continually implementing this kind of process every term, we will work to prevent and mitigate human rights risks.

Human Rights Due Diligence Process



Human Rights Awareness Training

The Fuyo Lease Group continually provides human rights awareness training in its grade-specific training, which includes that for new employees and newly appointed assistant managers / section chiefs with the aim of creating workplaces with a fundamental respect for human rights. Through the publication of "Compliance News" and inhouse digital signage to all group employees, we raise awareness of the Fuyo Lease Group's approach to human rights and labor and the importance of respecting them. In fiscal 2018, the Group introduced a new training program for all employees, in which the participants view videos to improve their human rights awareness.

Furthermore, we provide training upon promotion for employees appointed at or above a certain level of management position to enable them to respond appropriately when there are reports of incidents and consultations involving human rights, including bullying and harassment.

Building Positive Employer-Labor Relations

The Fuyo Lease Group recognizes freedom of association and collective bargaining rights as the rights of its employees. While complying with laws and regulations and promoting these rights, we strive for appropriate communication between employers and employees. In Fuyo Lease, the percentage of employees who belong to a labor union is 67.5%.

Promoting Appropriate Labor Standards

The Fuyo Lease Group strives to comply with domestic and foreign laws and regulations on labor standards where its offices are located, such as working hours and pay but also to make the working environment even better in order to ensure consideration for human rights. Not only do we strive to limit long working hours and guarantee a living wage in our offices in Japan, but we also carry out checks at our overseas sites as necessary, in addition to paying living wages that exceed the minimum stipulated by local laws and regulations, to maintain high standards to ensure the retention of excellent employees. Each month, we report the company's overall status of working hours and any workers who are working long hours to the director in charge of the Human Resources Division and the President & CEO and deliberate on countermeasures when necessary. In addition, as an initiative to reduce long working hours at domestic group companies, we are actively implementing measures to prevent overwork and have introduced "Refresh Day (no overtime day)", "+ Friday (leave-work-early system)", and the "interval system" for employees to use freely.

In Fuyo Lease in fiscal 2022, there were no infringements of labor-related laws and regulations.

Improving Customer Satisfaction

To improve customer satisfaction

The Fuyo Lease Group strives to provide services that can flexibly and promptly respond to the diverse needs of customers by setting its Management Philosophy as "maintain customer's first philosophy, providing best services."

Please click here for information on various products and services.

[Products & Services](#) >

Customer-Oriented Business Policy

Fuyo Lease is a Type II financial instruments business operator who invites its clients to participate as investors in Japanese operating leases. We have established the Customer-Oriented Business Policy based on the Principles for Customer-Oriented Business Conduct issued by the Financial Services Agency in March 2017. Based on the Policy, we are committed to providing our clients with services in a sincere and fair manner.

Responses to financial ADR system

The Financial ADR System (Alternative Dispute Resolution System in the area of finance) was established in April 2010 to resolve financial issues quickly, flexibly, and conveniently. Under the System, certain providers of financial services are obliged to conclude a basic contract with an institution on the performance of procedures, if there is a designated dispute settlement institution, and to take grievance and dispute resolution measures if there is no designated dispute settlement institution.

With regard to the money lending business, we concluded a basic contract on the performance of procedures with the designated dispute settlement institution, and took grievance and dispute resolution measures for the Type 2 financial instruments business, which does not have a designated dispute settlement institution.

[Please click here for details.](#) >

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Concept of IR

Basic Approach

Fuyo Lease has been listed on the First Section of the Tokyo Stock Exchange since December 2004 and strives for timely, appropriate and fair disclosure of information to all stakeholders, including shareholders and investors, in order to ensure the transparency of the management structure.

Fuyo Lease also provides a variety of opportunities and methods to actively communicate with shareholders and investors.

Disclosure Policy

Fuyo Lease has set out its Disclosure Policy as the basic policy on the disclosure of information to facilitate the accurate understanding and evaluation of the Company by stakeholders. The Disclosure Policy is published on the corporate website.

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Communication with Our Shareholders and Investors

General Meeting of Shareholders

In consideration of its shareholders, Fuyo Lease holds our General Meeting of Shareholders online and holds it at an early date to avoid days when there is a concentration of general shareholders' meetings, as well as sends out convocation notices early and posts them on our website. Additionally, in order to enhance the convenience of our shareholders in exercising their voting rights, we have made it possible for them to exercise the rights on the Internet.

Because we take the view that the general meeting of shareholders is a place for communicating with our shareholders, we aim for an open meeting, explaining reports in an easy-to-understand manner using images, charts, and tables.

Booklets containing the Report on Annual Business Results and the Report on Interim Business Results for shareholders

At Fuyo Lease, business activities are summarized in booklets containing the Report on Annual Business Results and the Report on Interim Business Results in an easy-to-understand manner. These booklets are sent to our shareholders every half year.

Website IR Information

At Fuyo Lease, we have established the IR Information page on our website to convey the latest IR information in an easy-to-understand manner.

In addition, we also provide the IR information e-mail distribution service for free. Through this service, notifications to e-mail registrants is sent when the new IR information is posted online.

Financial results briefings

Fuyo Lease holds financial results briefings for institutional investors and analysts twice a year in May and November. From the Fuyo Lease side, the president and senior managing director attend the briefings.

Individual meetings

In FY2022, we held individual meetings with a total of 47 companies (39 from Japan, 8 from overseas), primarily for main domestic and overseas shareholders and investors.

From the Fuyo Lease side, the senior managing director and Corporate Communications Office officials attend the meetings.

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Main themes and items of interest in the individual meetings

- Strategies and aims of the Medium-Term Management Plan Fuyo Shared Value 2026
- Impact of domestic and international interest rate trends on the business
- State of sustainability initiatives
- Human resources strategy, including human capital investment

Feedback for executive management and the Board of Directors

We periodically provide feedback to the Board of Directors and Executive Committee on interview details or opinions obtained from shareholders and investors during individual meetings.

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Shareholder Returns and Status of Shares

Basic Policy on Shareholder Returns

The basic policy of the Fuyo Lease Group is to enhance shareholders' equity with the aim of reinforcing the management base and financial structure, taking performance and management targets into consideration, while striving for the long-term, stable return of profits to shareholders.

In response to constant support from our shareholders, Fuyo Lease has also introduced a shareholder benefit plan with the aim of increasing the appeal of investing in the Company's shares and increasing the number of long-term shareholders.

Shareholder Benefit Plan

To implement the aforementioned goals for the introduction of the shareholder benefit plan, Fuyo Lease offers rewards worth ¥3,000 for shareholders who have owned shares for less than two years and ¥5,000 for those who have owned shares for at least two years in addition to a system that offers the choice of book vouchers or catalog gifts as benefits.

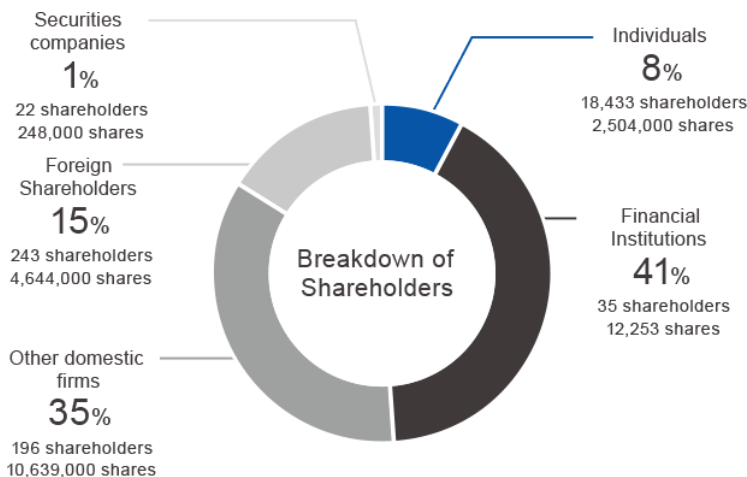
Our Management Philosophy is to support "corporate activities through our leasing business with view to contributing to development of the society". In order to contribute to development of the society together with shareholders, we annually donate an amount equivalent to 10% of shareholder benefits to organizations involved in social contribution activities.

The contributions made to date can be viewed on the following page.

[Donation activities >](#)

Stock Information (As of March 31, 2022)

- Number of shareholders: 18,929
- Number of shares outstanding: 30,288 thousand shares



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Breakdown of Shareholders	Number of Shareholders	Number of Shares held (in thousands)
Individuals	18,433	2,504
Financial Institutions	35	12,253
Other domestic firms	196	10,639
Foreign Shareholders	243	4,644
Securities companies	22	248

Approach to Social Contributions

Basic approach to social contributions

Recognizing close ties with our neighbors, the Fuyo Lease Group hopes to play the role of a good corporate citizen who contributes to the development of local communities. Furthermore, based on our Mission, Vision and Value, we are focused on creating shared value and solving social issues through our business operations, and contributing to society as part of our business strategy.

Based on this approach, the Group has established a social contribution policy and is engaged in activities that align with it. We identified the target areas for our social contribution activities based on our social contribution policy to achieve synergies between the social contribution activities and our Medium-term Management Plan. Our priority social contribution areas are “academic and research activities” that support science and technology with commercialization potential in New Domains, which is in the Incubation Zone, and “environmental activities” that help accelerate activities in Energy & Environment, a business field in the Transformation Zone, which is a growth area, as defined in the Group's Medium-term Management Plan.

Social Contribution Policy (excerpt)

Article 3 (Target areas for social contributions)

Engage in the following subject areas:

1. Environment
2. Contributions to local communities
3. Academic activities and research
4. Support for areas affected by disasters

Article 4 (Implementation criteria)

Decide implementation according to the following criteria:

1. **Obtaining the understanding of society**
Approaches that are highly public and receive a broad public understanding
2. **Using our characteristics**
Approaches that use our know-how, products, and services

In addition, the Group's mission is to "seriously respond to customers' needs and provide solutions that exceed their expectations." Because we believe that it is important for employees to gain awareness about regional issues and needs, we have introduced a volunteer leave system to promote social contribution activities by employees. The system was used by two employees in fiscal 2022.

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Community Engagement

Recognizing close ties with its neighbors, the Fuyo Lease Group hopes to grow together with them, while being a good corporate citizen who contributes to the development of local communities. The Group has formulated a Social Contribution Policy and is conducting social contribution activities that make best use of its knowhow, products, and services focusing on the environment, community engagement, academia and research, and assistance to disaster-affected areas.

Environmental and Community Engagement

Environmental Activities and Student Support by Aqua Art

Aqua Art, a group company, provides “AQUA ART” decorative interior aquariums containing tropical fish and aquatic plants for rent. The company also minimizes the impact on the environment and ecosystems by procuring fish and aquatic plants through aquaculture farms. The company also minimizes the impact on the environment and ecosystems by procuring fish and aquatic plants through aquaculture farms. It has also prepared a system for providing a certain amount of fish and aquatic plants, establishing its SDG-Related Project in 2020 in which the Company breeds fish itself and reuses and cultivates aquatic plants that it brings back after maintenance operations. In addition to platy, a kind of tropical fish, it also succeeded in breeding the Japanese rosy bitterling, a freshwater fish endemic to Japan that has been designated as an endangered species. Aqua Art’s initiatives and the aquariums have featured in a special edition of the Yomiuri SDGs Newspaper: Life and the SDGs (first issue published in July 2021). In Japanese, the article was titled “Learning about ecosystems from an aquarium.”

Aqua Art also donates (rents for free) products and services to maternal and child living support facilities based on the philosophy that “AQUA ART wants to make work and life better for the people who live and work in local areas.” It also holds regular visiting lectures at facilities to which aquariums have been donated, offering children an opportunity to learn about the environment and ecosystem. In 2022, the Company held summer aquarium events at Nagareyama Otakanomori Shopping Center and Tamagawa Takashimaya Shopping Center. These included a stamp rally for completing a picture book of fish, and a learning-themed panel display of facts about fish, to communicate the fun of observing and learning about living things. The events provide an opportunity for people not only to enjoy the attraction of the aquarium, but also to consider the environment in which the fish live.

Fuyo Lease and Aqua Art also hold an annual aquarium design contest jointly with TOKYO DOME HOTEL CORPORATION. Students majoring in art and design at Tokyo Metropolitan Kogei High School and Tokyo Designer Gakuin College, as well as students studying to become aquarists at TCA Tokyo College of ECO & Animals, design and decorate aquariums which are then exhibited at the entrance and lobby of the Tokyo Dome Hotel. During the exhibition period, a contest is held in which visitors to the hotel vote for their favorite.



Japanese rosy bitterling laying eggs



Children actively participating in a visiting lecture (fiscal 2022)

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Participation in FIT Charity Run

The Fuyo Lease Group has participated in the FIT Charity Run (Financial Industry in Tokyo For Charity Run) since 2009.

The FIT Charity Run is a charity event aimed at supporting non-profit organizations engaged in community-based activities. The event is organized by financial service companies in Tokyo, which gather and hold fund-raising activities.

FIT for Charity Run 2022 was the 18th event, held at the Japan National Stadium. Twenty-eight employees from the Fuyo Lease Group entered the event for running or walking.

Inviting the local community to Fukuoka PayPay Dome

At Fuyo Lease, we have purchased Philanthropy Seats of the baseball stadium Fukuoka PayPay Dome and invited people from the community welfare facilities and young people in sports since fiscal 2012.

With the purchased Philanthropy Seats, 20 seats reserved per year on the first base infield side, audience members can watch the full schedule of official games of Fukuoka Softbank Hawks.

Those who attended this activity have been very pleased and we will continue to make use of these seats to maintain friendships with local communities in the future.



Fukuoka PayPay Dome



The purchased Philanthropy Seats

Hosting internships for conveying the significance of work and providing work experience to students who will be leading the next generation

In order to convey the significance of work to undergraduate and graduate students who will be leading the next generation, Fuyo Lease provides internships through which the students can deepen their understanding of the leasing business and experience actual work in the industry.

The 13th internship program, held in fiscal 2022, was carried out over a period of 17 days in total between September and February, with the participation of 389 students. The program consisted of a lecture on the basics of leasing, as well as group work on creating contract documents and leasing. It also included an informal gathering where students exchanged opinions with our staff members on, for example, job challenges and differences between students and professionals.

Students participating in the program made comments such as: "the program gave me an opportunity to not only understand the leasing business but also to think about the meaning of work" and "the group work gave me an opportunity to listen to opinions that I would have never come up with, and it was also useful to hear advice from HR." A similar internship program is scheduled for fiscal 2023.



Group work session for interns

Contribution to academia and research

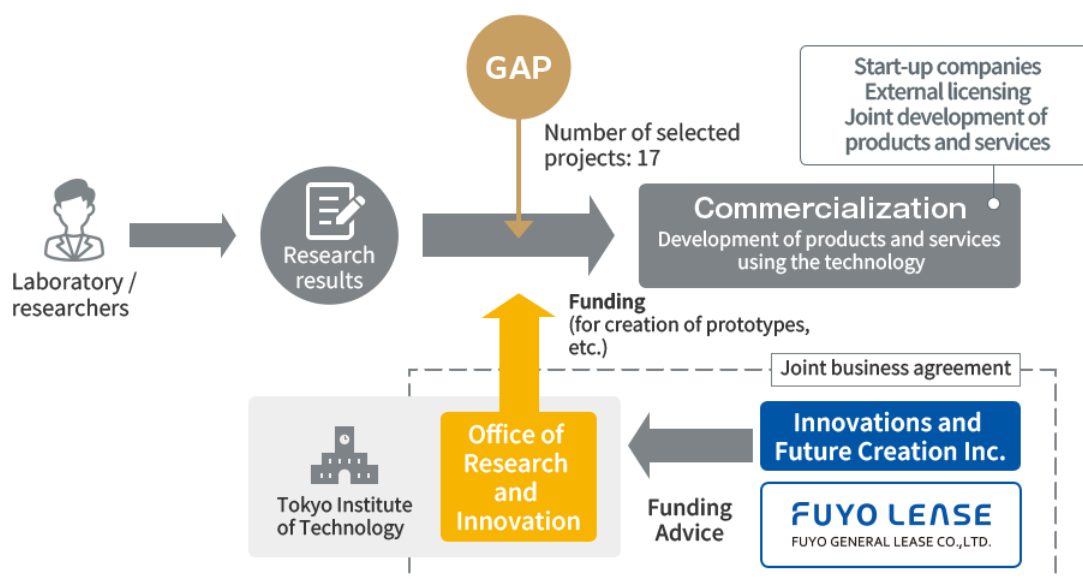
In October 2017, Fuyo Lease established Japan's first industry-academia collaborative GAP Fund in cooperation with the Tokyo Institute of Technology and Innovations and Future Creation Inc.

In general, commercializing the results of university research requires additional costs outside of research expenses, including the cost of additional testing, creation of prototypes and customer interviews. However, since the research expenses and subsidies contributed by universities are limited to academic purposes, there is a "GAP" in funding between basic research and commercialization. The GAP Fund is intended to fill this funding gap and support commercialization of research results. Fuyo Lease continues to provide funding for the GAP Fund, participate in the selection of eligible projects, and support the commercialization of advanced technology. Up until now, 17 projects have been selected, of which two have resulted in creating startup companies.

From July 2023 we started operating Fuyo Mirai GAP Fund under a new framework and will continue to support commercialization and product development of cutting-edge technologies in the future.

GAP Fund

A fund intended to fill the “GAP” to commercialization



Contributions to Culture and the Arts

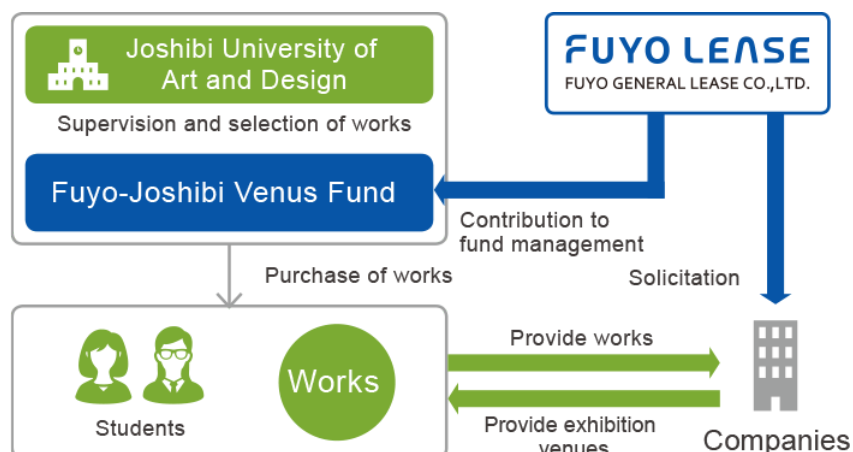
In June 2021, we established the Fuyo-Joshihi Venus Fund with Joshibi University of Art and Design to support students aiming to become artists.

Students at art colleges who seek to enter society as artists, designers and creators need opportunities for more people to learn about their work. Through ongoing funding provided to this fund over a period of ten years, Fuyo Lease will purchase works created by students at Joshibi University of Art and Design, while also working to provide numerous venues for the works to be exhibited by leveraging our relationships with our customers and many other companies. By communicating these works to the wider world—works that until now had been held by individuals or limited to on-campus exhibits—we will support these students in moving a step closer to their dreams.

As part of efforts to showcase works by students from fiscal 2022 onward, we have established a foundation operation committee within the university. In March 2023, the fund opened its first art exhibition at Kojimachi Garden Tower, where the Group’s head office is located, and going forward we plan to expand our exhibition activities using spaces provided by customers who share our aims.

Our goal is to contribute to the advancement of art and culture in Japan by actively supporting students seeking to become artists through promotion of this fund, and by giving new art back to society.

Fuyo-Joshihi Venus Fund





FUYO x JOSHIBI
VENUS FUND



[Click here for details of the exhibited artworks and exhibition spaces \(a dedicated website will open\) >](#)

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Donation Activities

Actual donations (unit: ten thousand yen)

Fuyo Lease makes annual donations to organizations working in disaster-affected areas, humanitarian assistance, the environment, cultural arts and academic research. In fiscal 2022, we made donations mainly in support of disaster areas affected by torrential rains, children affected by COVID-19, culture and the arts, and environmental preservation activities.

	FY2018	FY2019	FY2020	FY2021	FY2022
Disaster-affected area support and Humanitarian Assistance	1,127	1,040	575	562	628
Environment	50	50	50	272	524
Cultural Arts and Academic Research	625	1,275	230	600	2,290
Other	4	2	1	1	302
Total	1,806	2,367	856	1,435	3,744

Activities of Fuyo Heartful Fund 100

Within the Fuyo Lease Group, we established the Fuyo Heartful Fund 100 in November 2010 for employees to contribute to society through donations. Directors, officers and employees who join the fund donate 100 yen a month, 300 yen for directors and officers, from their salaries as donation funds. The accumulated funds are donated to groups that develop activities including in the areas of environmental conservation, local community contribution, academic and research support and support for areas affected by disasters.

In fiscal 2022, we donated a total of ¥800,000 through this fund, comprising four donations of ¥200,000 to environmental preservation and humanitarian aid projects in Japan and overseas.



Donation Activities by Shareholder Benefit Plan

Fuyo Lease annually donates an amount equivalent to 10% of shareholder benefits to organizations involved in social contribution activities.

In fiscal 2022, we donated ¥3.14 million to the “Fund to Support Volunteer and NPO Activities in Response to Torrential Rain Disasters from Early August 2022” of the Central Community Chest of Japan, and ¥3.14 million to the “Support for Resolving the Problem of Child Poverty (Children’s Food Support Box)” of Save the Children Japan.

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Donations (Past 10 Years)

Fiscal year	Donation recipient (outline of donation)	Amount (yen)
Fiscal 2012	Central Community Chest of Japan (Great East Japan Earthquake / support for volunteer and NPO activities)	2,959,600
Fiscal 2013	Japan Association of Corporate Executives IPPO IPPO NIPPON Project Phase 5 (Great East Japan Earthquake / provision of learning equipment to affected senior high schools)	4,233,900
Fiscal 2014	Japan Association of Corporate Executives IPPO IPPO NIPPON Project Phase 7 (Great East Japan Earthquake / provision of learning equipment to affected senior high schools)	2,249,550
	Japanese Red Cross Society (2014 West Africa Ebola Relief Fund)	2,249,550
	Total	4,499,100
Fiscal 2015	Japan Association of Corporate Executives IPPO IPPO NIPPON Project Phase 9 (Great East Japan Earthquake / provision of learning equipment to affected senior high schools)	2,561,900
	Central Community Chest of Japan (Donations for disasters, including torrential rain due to Tropical Storm Etau in 2015)	2,561,900
	Total	5,123,800
Fiscal 2016	Kumamoto City (Kumamoto earthquake / Kumamoto Castle disaster recovery assistance fund)	2,615,800
	Japanese Red Cross Society (Middle East Humanitarian Crisis Relief Fund)	2,615,800
	Total	5,231,600
Fiscal 2017	Kumamoto City (Kumamoto earthquake / Kumamoto Castle disaster recovery assistance fund)	2,815,850
	Save the Children Japan (Save the Children Children's Fund)	2,815,850
	Total	5,631,700
Fiscal 2018	Central Community Chest of Japan (Donations for disasters due to Typhoon Jebi in 2018 and Hokkaido Eastern Iburi Earthquake / support fund for disaster volunteer and NPO activities)	2,535,700
	Save the Children Japan (Save the Children Children's Fund)	2,535,700
	Total	5,071,400

Fiscal year	Donation recipient (outline of donation)	Amount (yen)
Fiscal 2019	Central Community Chest of Japan (Donations for disasters due to Typhoon Hagibis in 2019 / support fund for disaster volunteer and NPO activities)	2,176,200
	Save the Children Japan (Save the Children Children's Fund)	2,176,200
	Association of Para-Sports Promotion in Japan (APSPJ)	1,200,000
	Total	5,552,400
Fiscal 2020	Central Community Chest of Japan (Donations for disasters, including torrential rain from July 3, 2020 / support fund for disaster volunteer and NPO activities)	2,850,450
	Save the Children Japan (New Coronavirus Emergency Assistance Activities)	2,850,450
	Total	5,700,900
Fiscal 2021	Central Community Chest of Japan (Donations supporting disaster volunteer and NPO activities in response to torrential rains since early August 2021)	2,810,200
	Save the Children Japan (Support for COVID-19 countermeasures through food aid boxes for children)	2,810,200
	Total	5,620,400
Fiscal 2022	Central Community Chest of Japan (Donations supporting disaster volunteer and NPO activities in response to torrential rains since early August 2022)	3,139,650
	Save the Children Japan (Support for Resolving the Problem of Child Poverty (Children's Food Support Box)) Please see here (external site) for details	3,139,650
	Total	6,279,300

Human Capital

The Fuyo Lease Group believes that its people, i.e., its employees, are its greatest asset, and serve as the foundation for the Group’s sustainable value creation. Based on this belief, we are actively investing in our human resources. We believe it is important to respect each individual and their individuality and to enable them to feel satisfied and perceive the significance of work. We aspire to help our employees to grow through their work and to live an emotionally and physically fulfilling life.

We believe the Group will be able to achieve sustainable growth by facilitating the growth of each employee and enabling them to perform to the best of their talent and ability.

Our efforts related to investment in human resources are based on the following three pillars: strategic human resources development, diversity and inclusion, and health and productivity management & work-life balance.



For information on our initiatives regarding diversity and inclusion, health and productivity management, and work-life balance, please see below.

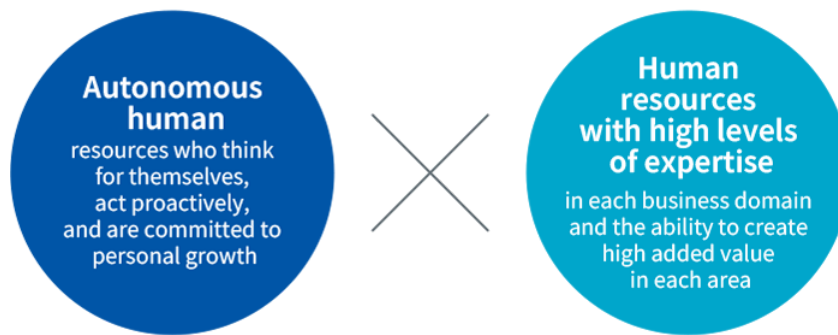
- [Please click here for information on Diversity & Inclusion >](#)
- [Please click here for information on Building a Better Workplace >](#)
- [Please click here for information on Employee Health Management >](#)

Strategic Human Resources Development

To live up to our corporate slogan of “Go Where No One Has Gone Before,” the Fuyo Lease Group has encouraged its employees to be autonomous human resources who think for themselves, act proactively, and are committed to personal growth. In the future, employees will be encouraged to develop into human resources with high levels of expertise in each business domain and the ability to create high added value in each area, in order to achieve the medium-term management plan through fiscal 2026 with CSV at the core, and to realize the Mission and Vision for 2030 and beyond. To maximize our support for employees’ development into the human resources we seek, we are actively investing in human resources, with a target of increasing human resource development expenses (non-consolidated) 300% by fiscal 2026 compared to fiscal 2021. Human resource development expenses increased 188% in fiscal 2022 and are projected to increase 210% in fiscal 2023.

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The Human Resources We Seek



We made changes to our human resources system in July 2019 and adopted the concepts of “converting a job function or ability-based system where a generalist serves as a role model into a varied, multi-track, job duty-based system,” and “providing a framework which enables employees to achieve personal development and to expand the scope of their duties in the long term.” In addition to changing the job description of clerical track to administrative track, the system also has been changed to encourage employees not only to aspire to be a section manager, who had been served as role models, but also to strive for even higher positions such as departmental manager. We encourage employees to independently develop their career plans and we make efforts to offer them rewards that commensurate with the roles they play and the duties they perform in their respective areas.

The Company's performance in terms of compensation and training (fiscal 2022) is as follows.

1. Results in terms of treatment
 - Average employee salary: 8.73 million yen
2. Results in terms of development
 - Human resource development expenses: 145 million yen
 - Dispatch of trainee to overseas subsidiary: 6 people
 - Dispatch of employees for training in Japan for educational purposes (including secondment): 13 people

Developing autonomous human resources

We will increase the autonomy of human resources through initiatives to improve the leadership skills of supervisors and to foster self-awareness among employees.

Measures	Outline of Measures
Introduced an internal coaching certification acquisition program	Provided training for management-level employees. Trainees learned coaching skills to help their subordinates gain autonomy. 36 people participated in the training.
Introduced a cafeteria plan (from 2022)	Began subsidizing the cost of employees' autonomous learning, including the costs of attending English conversation schools and business schools, and participating in seminars.
Introduced career consulting (from 2023)	Career consultants, both internal and external, support the autonomous and self-directed career and skill development of employees.

Initiatives to strengthen guidance and development

Management training is held every year primarily for newly appointed assistant managers and section chiefs. With change accelerating in the business environment, the training involves lively discussions facilitated by outside instructors on how to face this change, in terms of both job achievement and human resources development, based in part on the results of surveys of upper-level managers and workplace members. Through the training, participants work to further improve their management skills.

In the second half of fiscal 2019, we also introduced coaching training for management-level employees, designed to strengthen guidance and development in cultivating the ability to "think, judge and act on one's own," and, as an organization, to pass on human resource development practices to the next generation. Those who have completed a six-month cycle of training and practice are granted our internal coaching qualification. In addition to teaching, we encourage the growth and leadership of each employee through coaching and development, as we aim to create an organization that maximizes diverse talents and capabilities.

Initiatives to promote autonomous learning

We emphasize each employee's efforts to pursue professionalism and take the initiative to develop their own abilities. A cafeteria plan has been introduced in fiscal 2022 that allows employees to freely choose from an extensive menu of offerings, including correspondence courses, e-learning, language learning and certification classes, and attendance at business school, with support provided for tuition fees. Our "+ Friday Seminars*," established in fiscal 2021, cover a wide range of topics, including the latest business information, general education and health, and aim to promote a habit among employees, regardless of age or position, of using their free time to learn for themselves. In addition, in cases where the COVID-19 pandemic makes it difficult to hold group training, we have created an environment where employees can continue to enjoy opportunities to learn via online training and on-demand viewing of training videos. In fiscal 2022, the average number of hours of education and training spent on each employee was 28.8 hours.

* "+Friday Seminars," which are seminars held at irregular intervals on Friday afternoons, provide opportunities to learn during the time created by "+Friday," in which employees select one Friday at random each month to work only for the morning and then go home early.

[Click here for a more detailed explanation of our educational system >](#)

Self-assessment system

Fuyo Lease has a self-assessment system in place for promoting the autonomous and continuous development of employees' skills. Once every year, individual employees submit a Self-assessment and Career Development form for declaring to the Company a list of abilities they have managed to improve, whether they have managed to expand the scope of their jobs, what kind of self-development efforts they are making and what areas of experience they would like to build upon for their own development. The Company uses information on the declaration form to understand each employee's plan for career development, and reflects it in its personnel measures.

Furthermore, the Company provides feedback to each employee on their current progress while attending various seminars in an effort to encourage employees to actively make use of various self-development programs.

Internal recruitment system



Staff and trainees in the United States (New York)



Staff and trainees in Thailand

Fuyo Lease has a Trainee System and Internal Recruitment System in place for supporting active career development. Furthermore, we introduced and launched the Job Posting System in fiscal 2018, and the Job FA System in fiscal 2021 to give employees the chance to take on the challenge of doing a job that interests them.

The Trainee System is being applied in the overseas trainees' program and also the training programs of various departments such as credit decisions making and aircraft leasing departments.

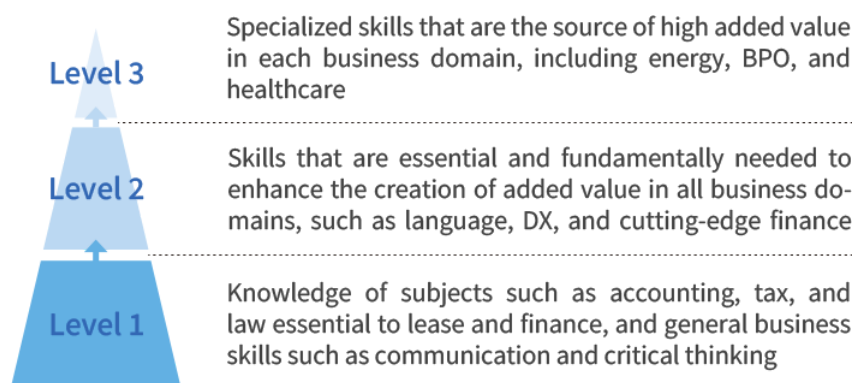
We dispatch around six overseas trainees each year to our Group companies or overseas offices of financial institutions whom we trade with in countries and regions including the United States, Hong Kong, and Thailand. By working in day-to-day operations locally, the trainees aim to build their basic knowledge of international financial transactions and their language skills. The Company is also working overseas to expand in areas such as environmental energy projects and real estate leasing and finance in collaboration with business partners, and to strengthen its networks. In addition, by establishing trainee systems for operations that are indispensable to each business, we expect that businesses will be strengthened by human resources who have experience using those systems.

The Job Posting System was introduced as a framework for providing opportunities for each employee to develop by autonomously enhancing their knowledge and skills. In the system, the Company has job posts it offers, such as for department / branch manager, president of affiliated companies, specialized business departments, and credit departments.

The "Job FA System" basically allows employees who meet certain conditions to transfer to the department of their choice. This system was introduced with a view to maintain high levels of motivation.

Development of Human Resources Who Create High Added Value

In order to develop human resources who can address increasingly diverse and sophisticated business domains and create high added value, we have classified our skills structure into 3 levels. Programs that strengthen specialized knowledge, particularly at Levels 2 and 3, are being intensively developed and expanded. Notably, in the language field of Level 2, we have started to provide training in which young employees work remotely on issues with overseas business people, in order to develop human resources capable of creating high added value in overseas businesses. In fiscal 2022, 24 employees participated in this training. All employees are taking part in e-learning to obtain basic knowledge of the digital transformation (DX) field, which is a key theme of the current medium-term management plan. At Level 3, employees enhance their specialization through such means as a system of incentive payments for the acquisition of certifications designed for each business domain and secondment to partner companies.



Moreover, with regard to Level 1, since fiscal 2017, the Fuyo Lease Group has been jointly conducting business skill training, focused on training for new recruits, career training, and management. As a foundation for pursuing synergies, this training serves as an opportunity to help share understanding of each company's business and culture. A total of 275 group company employees took part in 15 training programs in fiscal 2022.



Young employees engaged in group work

Certification promotion program

This program covers around 150 certifications related to specialized expertise in legal affairs, accounting, finance, languages, IT, real estate, healthcare, and other fields and provides support at successful completion in the form of tuition grants and incentive payments. The program is used every year by numerous employees.

Hiring and Promotions

In hiring and promoting human resources, we consider the knowledge and skills that will be required to promote business strategy and analyze the requirements of employees in their actual jobs. We define human resource requirements for the Group and work to continually hire people with high potential through networks with university career centers and other organizations.

Course transfer system

In order to respond to the diversifying needs of employees in relation to employment and skill development, Fuyo Lease has the Course Transfer System in place, which allows them to switch from administrative to generalist career tracks, or vice versa. A total of 15 people have used this system between April 2011 and April 2023, and they are now active in new fields.

Full-time employee challenge system

In April 2014, in order to further develop skills and expand the job scope of highly capable and motivated contract employees, Fuyo Lease introduced a new system of hiring contract employees meeting certain requirements as full-time employees.

Between the introduction of the system and April 2023, a total of 14 contract employees had been hired as full-time employees, and are working in the field of administration or sales administration.

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Diversity & Inclusion

Promoting Diversity and Inclusion

We believe that diversity is a key growth driver and bringing together different strengths, viewpoints and values generates the innovation that creates new value, and leads to sustainable growth for the Group. Therefore, we are working to promote diversity and inclusion with the goal of creating workplaces that are comfortable for everyone, where every Group employee can maximize their full potential and enhance their expertise, regardless of age, sex, nationality, sexual orientation, gender identity, race, ethnicity, disability, or the way they were recruited. Given a background of responding to diversifying market needs, we consider empowering women in the workplace to be a particularly important management priority. To secure talented human resources, we are working on measures to promote roles for women aimed at creating an environment in which women can demonstrate their abilities and play an active role.

The current status (as of March 31, 2023) and targets for women, non-Japanese, and mid-career hires in the Company, and the gender pay gap, are as follows.

	Current	Goal
①Ratio of female employees in management positions	30.9%	35% or more (by end of FY 2026)
②Appointment of non-Japanese managers	0	About 2 (by the end of FY2030)
③Appointment of mid-career hire managers	139	Current status
④Gender wage gap*	66.5%	-

* The gender wage gap is the ratio of women's average annual wages to men's average annual wages for all employees, combining regular and non-regular employees. There is no wage gap between men and women for the same work. The gender wage gap is caused by differences in the proportion of employees in each job category, certification, and age.

Empowering female employees in the workplace



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Towards creating a workplace environment where female employees can exercise their abilities and participate more than ever:

Given a background of a shrinking productive workforce and the need to respond to diversifying market needs, the Group considers empowering women in the workplace to be a particularly important management priority. To secure talented human resources, we are advancing initiatives to promote the workplace participation of women aimed at creating an environment in which, more than ever, women can demonstrate their abilities and play an active role. Under our general employer action plan launched in fiscal 2020, based on the Women's Advancement Promotion Law, we have set targets for the ratio of female employees hired and ratio of female employees in management positions, and we have begun a variety of measures aimed at achieving them. Specifically, we are moving forward with initiatives that strongly support women's advancement, including strengthening recruitment by expanding seminars at women's colleges and promoting follow-up with women in managerial career track positions. To encourage women to elevate their careers, we are also providing more opportunities for them to interact with a diversity of role models, including by holding informal exchanges with executives and division heads, as well as career lectures and dialogues with female business leaders. In this way, we are working to increase motivation and nurture a suitable culture. As a result of our efforts, we received Platinum Kurumin certification in fiscal 2017 and two-star Eruboshi certification (the second highest level) in fiscal 2021 from the Minister of Health, Labour and Welfare.

Moreover, empowering female employees continues to be an important human resource strategy under our medium-term management plan, and we have set ambitious targets, including a ratio of female employees in management positions of 35%. We will enhance and strengthen our current measures, and focus on further empowering female employees.

Outline of Our General Employers Action Plan Based on the Women's Advancement Promotion Law

Plan period: April 1, 2022, to March 31, 2027 (five years)

Target	Details of Initiatives
Ratio of women in new graduate hires of 40%	<ul style="list-style-type: none">■ Provide internships for female university students and continue enhancing seminar content
Ratio of female employees in management positions of 35%	<ul style="list-style-type: none">■ Continue to provide female employees with individual interviews and skill development opportunities, and consider level-based training■ Continue to provide opportunities for cross-sectoral interactions with diverse role models
Ratio of annual paid leave taken of 90%	<ul style="list-style-type: none">■ Continue to foster awareness of taking annual paid leave in a planned manner■ Raise awareness and implement training regarding increasing productivity
Ratio of paternity leave taken of 100%	<ul style="list-style-type: none">■ Revise rules regarding childcare leave and keep employees informed■ Collect and share examples of male employees taking paternity leave■ Implement measures to foster an appropriate culture

Increasing the recruitment of female new graduates: outline of female employees' work-styles

To give students an idea of what it is like for women working at Fuyo Lease, we have posted stories from female employees working in various divisions on our recruitment website. The posts cover aspects such as work details, careers, and working while raising children. Furthermore, in order to communicate more with female students, the Company set up booths at events for female students.

Conducting a three-party interview to support the career plan of each female employee

The Company regularly conducts a three-party interview for the purpose of supporting women's career plans in which each female employee is interviewed by her departmental manager and a staff member from Human Resources Division. Individual career plans are designed based on issues and a future vision for supporting each individual's development. Furthermore, in order to appoint female managers, the Company provides support for enhancing their abilities and skills through training by organizing opportunities for female employees to attend external seminars on subjects such as management skills and leadership.

Career Lectures for awareness of female employees and managers

We held career lectures with outside lecturers twice in 2015, to provide an opportunity for female employees to consider and plant their future careers. Since 2017, the target audience of the lectures has no longer been limited to female employees, and lectures have been held with the aim of creating a work environment where diverse employees can realize their potential. In January 2019, an Ikuboss* Seminar was organized for management-level staff. From fiscal 2020, we have been holding career seminars by female executives and providing opportunities to encounter a variety of careers and work values.

* Ikuboss: A leader who supports their staff's professional and personal development, and achieves good business performance, as well as enjoys their work and personal lives.

Theme and content of lecture

Date	Theme
February 2015	What it means for women to continue working: thinking about their future careers
July 2015	Creating a comfortable workplace
January 2017	Diversity and time management
January 2019	Ikuboss seminar
February 2021	Seminars by female executives Learn about careers from female executive officers
September 2021	Seminars by female executives YAMOTO LEASE CO., LTD. President & Chief Executive Officer Naomi Ogata gave a lecture about careers
March 2022	Seminars by female executives Learning from a female director of Sapporo Holdings Limited
September 2022	Seminars by female executives Hints from Kao Corporation about creating a career that reflects your own character
March 2023	D&I seminar Lessons about leadership and CSV management from the COVID-19 pandemic
September 2023	D&I seminar Sustainability and Diversity -For Sustainable Corporate Growth-

Working group activities toward creating a better workplace (Everyone Active Working Group)



Since January 2015, we are continuously running a working group for employees with the aim of creating a workplace that is more welcoming for employees to get actively involved in, and allows them to envision their careers over the medium and long term. In fact, several programs have been established through the discussions.

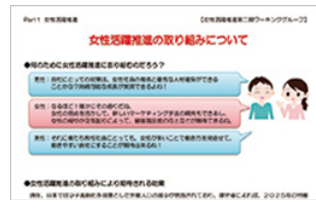
For example, a program called +Friday (Plus Friday) introduced in February 2017 is one of them, which allows employees to choose one Friday each month when they work just a half day. Flexible hours program introduced in May 2017 is another program that was born out of the working group's discussions. This program offers four different work schedules with earlier and later starting and finishing times, in addition to the normal working hours, so that employees can choose the schedule that is most suitable to their needs, for activities such as childcare or family nursing care duties, as well as their lifestyles.

Through discussion and consideration by employee-participation-type working group activities, we are striving to penetrate and establish systems to create better working environments.

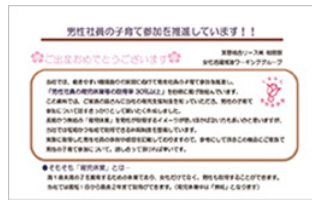
Period	Theme	Content
1st	Balancing work with childcare	<ul style="list-style-type: none"> ■ Formulation of the Action Plan: Stage 6 for the Next Generation Act ■ Creation and distribution of guidebooks for empowering women in the workplace ■ Consideration of measures to improve the percentage of male employees who take childcare leave
2nd	<ul style="list-style-type: none"> ■ The recruitment of women ■ Promoting male employees to take childcare leave ■ Awareness raising etc.	<ul style="list-style-type: none"> ■ Revision of public relations tools for recruiting women in new graduate recruitment ■ Consideration of measures to promote male employees taking childcare leave ■ Initiatives for internal penetration and establishment of female empowerment in the workplace ■ Consideration of measures for the Action Plan: Stage 6 "Implementation of Initiatives that Contribute to Reviewing Work Styles" based on the Next Generation Act
3rd	<ul style="list-style-type: none"> ■ Flexible operation of working hours ■ Balancing work with nursing care 	<ul style="list-style-type: none"> ■ Consideration of "+ Friday" concept and naming ■ Implementation of Flexible hours program ■ Organizing and considering issues toward the realization of independent and active working styles
4th	<ul style="list-style-type: none"> ■ Promotion of independent and active working styles ■ Consideration of work-life balance support and organizational culture reform measures 	<ul style="list-style-type: none"> ■ Discussion of work style systems currently being tested, examined, and implemented by the General Affairs Department ■ Consideration of specific measures to improve efficiency and productivity ■ Welfare system
5th	<ul style="list-style-type: none"> ■ Activation of communication ■ Promotion of independent and active working styles 	<ul style="list-style-type: none"> ■ Consideration of measures to activate communication across departments ■ Consideration of meeting efficiency that contributes to work style reform
6th	<ul style="list-style-type: none"> ■ Activation of communication ■ Building a rewarding workplace etc.	<ul style="list-style-type: none"> ■ Discussion of issues to work autonomously and improve the rate of taking paid leave ■ Activation of communication areas at new head office, consideration of events, etc.



Childcare Support Guidebook created by the first working group



Handout on creating a workplace that considers everyone's needs (a partial excerpt) created by the second working group



Leaflet giving information on the childcare support system (excerpt)

Employing people with disabilities

We are also working to hire people with disabilities.

In addition to the longstanding recruitment of mid-career employees, the Company has started recruiting new graduates since fiscal 2015. In recruiting people with disabilities, the Company decides, with considerations to the characteristics of their disabilities and the jobs they want, the sections and jobs where they are to be assigned after joining the Company, as well as their working hours. The Group also provides e-learning about disabilities to all Group employees and group training to heads of departments and branch offices to promote understanding about this issue.

As of the end of fiscal 2022, the percentage of people with disabilities employed by Fuyo Lease was 2.3 percent.

Inclusion in the Workplace

We are working to increase understanding of diversity and inclusion in the workplace by implementing measures such as providing e-learning about hiring LGBTQ people and people with disabilities to all Group employees and group training on those issues to division heads, executives and human resources managers. As a result of implementing these initiatives, we received a Bronze rating on the PRIDE Index 2022, an assessment indicator for efforts to address sexual minorities in the workplace. PRIDE Index 2022 was developed by work with Pride, a voluntary organization.



Elderly employment (reemployment after retirement)

In response to the enactment of the revised Act for Stabilization of Employment of Older Persons in April 2013, Fuyo Lease reviewed the past continuous employment system and introduced a revised system, which allows, in principle, all employees who are reaching retirement age to continue working until the age of 65 if they wish.

As of the end of fiscal 2022, there were 70 employees still employed after retirement. Using their knowledge and experience acquired over many years, they are working in the functions of, for example, debt collection, making credit decisions, and remarketing leased properties.

Building a Better Workplace

Basic Approach

The Fuyo Lease Group believes that creating a work environment in which employees can be healthy, safe and can work with energy and enthusiasm leads to a more vital, productive organization. We are striving to build a better working environment where all employees can find their own optimal work-life balance and enhance the quality of both life and work by maintaining and improving their health, gaining new knowledge and experiences and attaining personal growth. In addition, we believe that investing in the health of our employees—efforts to maintain and improve their health—is an investment in human capital on par with investing in education.

In addition to providing support for childcare and nursing care, since fiscal 2014 we have been implementing work-style reforms across our corporate group and in fiscal 2020, we introduced hourly-based annual leave and established rules for telecommuting to allow for even more flexible work styles. In fiscal 2022, we took initiatives in response to the demands of the times, promoting measures such as the introduction of a flexible hours program.

In fiscal 2017, we formulated Next-Generation Training Support Action Plan: Stage 7 (April 2017-March 2022) with the aim of enabling each employee to independently and actively review workstyles tailored to their individual lifestyles, and with the aim of creating a work environment and corporate culture that enables employees to balance work and family while maintaining job satisfaction and a spirit of taking on challenges. Now that this action plan has finished, we will further advance its initiatives with the aim of achieving our numerical targets and promoting a variety of work-styles to employees through the active use of various programs, leading to the realization of a self-sustained work-life balance.

Description

- Promoting independent and active working styles
- Encouraging male employees to take a more active role in parenting
- Reducing total working hours
- Offering diverse career path options

Numerical targets (Fuyo Lease non-consolidated)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2026 Target
Rate of taking annual paid leave	68.0%	68.4%	66.3%	72.0%	82.3%	93.5%	90% or more
Rate of male employees who take childcare leave etc.	90.0%	90.5%	90.5%	78.6%	110%	100%	100% or more
Rate of taking the +Friday system*	-	-	-	-	89.4%	89.0%	-

* The percentage of people who took the +Friday system at least once a year among employees as of the fiscal year-end (excluding those on leave, retirees, and mid-career hires during the fiscal year). Excludes workers at seconded sites and overseas subsidiaries that do not have the +Friday system.

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Main Programs and Benefits

As programs to support childcare and nursing care for our employees, etc., we have established the following to promote understanding in the workplace and the active utilization of these programs.

Name	Program contents
Maternity leave	A program that allows female employees to take paid leave of six weeks before childbirth and eight weeks after childbirth. (In relevant legislation, companies are not required to provide pay during maternity leave, so this initiative goes beyond legal stipulations.)
Spousal childbirth leave	A program that allows male employees to take three days of paid leave when their spouses give birth. (In relevant legislation, companies are not required to provide spousal childbirth leave, so this initiative goes beyond legal stipulations.)
Parental leave	A program that allows employees raising children to take five days of paid leave (however, a maximum of ten days of leave can be taken if it is taken in conjunction with childbirth leave)
Nursing leave	A program that allows employees to take leave when they need to take care of preschool children (five days per child per business year)
Nursing care leave	A program that allows employees to take up to five days of leave per business year for each family member who is in need of nursing care
Shortened working hours program	A program to allow for shortened working hours for employees until the end of their child's third year of elementary school
Flexible work hours	A system that allows employees to start work anytime between 7:00 and 11:00 and work for 7 hours and 20 minutes
Return-to-work program	A program that assists people who want to return to work after leaving due to reasons such as marriage, pregnancy, childbirth, childcare, transfer of spouse, or nursing a family member
Telework program	A program that allows employees who want to use teleworking may work from home or a location equivalent to home if they receive permission from their supervisor
Employee stock ownership program	A program that enables full employees of Fuyo General Lease Co., Ltd. to purchase and hold shares in the company and receive benefits including incentives and dividends

Initiatives to Support Childcare

Since the Act on Advancement of Measures to Support Raising Next-Generation Children went into effect in 2005, we have been working to create a better job environment for working parents by developing a “general employer action plan” as required by the law.

As a result, we achieved our action plan based on the Act on Advancement of Measures to Support Raising Next-Generation Children. In addition, following fiscal 2007, fiscal 2009, fiscal 2011, fiscal 2013, and fiscal 2015, in fiscal 2017, we received our sixth “general business owner conforming to standards” certification from the Tokyo Labour Bureau, and obtained the six-star mark of the Next-Generation Certification (the Kurumin mark) from the Ministry of Health, Labour and Welfare as a company working to support balancing work and family life.

Also, in fiscal 2017, we received the special Platinum Kurumin certification, an accreditation that is given to companies that have achieved a higher level of commitment among other Kurumin-certified companies.

In fiscal 2018, we worked to transform mindsets by holding an Ikuboss Seminar, having management-level staff take part in the Ikuboss Declaration, and participating in the Ikuboss Corporate Alliance. In fiscal 2019, we revised a number of regulations to make it easier for male employees to take childcare leave, and in fiscal 2020, we made it mandatory for male employees to take childcare leave (in fiscal 2022, the rate of paid paternity leave was 100%). Going forward, we will continue to make efforts to actively promote the participation of male employees in childcare while also aiming to further increase the rate of paid paternity leave.



Platinum Kurumin mark

Employee's comment: Mitsuhiro Uekusa, DX and Marketing Strategy Division



I am doing my best to care for my firstchild with my wife.

"I used childcare-related programs, and now I'm putting a lot of effort into raising my child."

I took two special leaves of absence vacations, first taking spousal childbirth leave when my wife gave birth, and then taking childcare leave when she returned home after giving birth in her hometown. The company encourages male employees to take childcare leave, and thanks to the understanding of my superiors and colleagues, I was able to devote myself to childcare with peace of mind while on leave. There is also a program to receive childcare products as a gift to celebrate the birth of a new child, and this makes me feel like the company supports employees raising children. In the future, I would like to continue to take advantage of programs such as flexible hours to work efficiently while also valuing the time that I spend with my family.

Initiatives to Support Nursing Care

In January 2018, we held a Nursing care seminar to dispel concerns about nursing care, which is expected to affect many employees in the future. At the seminar, over 170 employees learned about balancing work and nursing care. We also provide various types of information on nursing care and support employees who are being confronted with nursing care.

Promoting Work-Style Reforms

Refresh Day

In fiscal 2022, we continued to hold Refresh Day (no overtime day) once a week. Employees are free to choose any day of the week as their Refresh Day.

+Friday (Plus Friday)

To encourage each individual employee to review their workstyle, from February 2017 we introduced the +Friday program, where employees can select one Friday of each month to work only for the morning then go home early. Users in fiscal 2022 increased to 89.0% of our employees, as the system made it easier to work. At the same time, we also aim to create an environment where employees' diverse identities are reflected in operations by increasing their knowledge and experience outside the workplace.

Employee's comment: Yuko Hoshino, ICT Solution Business Division



I'm using the afternoon to refresh myself.

"It's a good opportunity to separate work and private life."

I use the time freed up by +Friday as an opportunity to go and see a movie, a favorite pastime of mine, and to go out with my husband, who has days off on weekdays. In the past, I struggled with balancing work and housekeeping, but by being able to secure free time even once a month, I feel I can have some downtime and it also increases my motivation to work from the next week. In the future, I would like to take advantage of this program, not only for my hobbies but also for lessons on cultural activities.

Flexible Hours Program (formerly: Staggered Hours Program)

We have established a new program that encourages a shift to an autonomous and active work-style by allowing employees to use their own discretion in managing time and work. Depending on their lifestyle, and not only for reasons such as childcare and nursing care, the Staggered Hours Program lets us select from among four work patterns that advance or postpone when we start and end work outside of the normal working hours. This, along with the Discretionary Labor Program, was introduced and implemented from May 2017. Starting from fiscal 2022, the staggered hours program was changed to the flexible hours program. Under this program, employees start work between the hours of 7:00 and 11:00, then work for seven hours and 20 minutes, offering even greater flexibility.

Telework Program

In April 2021, we introduced a telework program with the aim of enabling autonomous and active work styles. Employees who want to use teleworking may do so if they receive permission from their supervisor, enabling them to work autonomously and actively in a way that can be expected to raise productivity and make operations more efficient.

Increased paid leave take-up rate

We have been working to improve the paid leave take-up rate through measures such as establishing a system in fiscal 2011 that encourages taking consecutive days of leave in summer and winter and introducing the Five-day Consecutive Annual Leave system in fiscal 2016 with the aim of improving the rate at which career-track employees take leave. Furthermore, in fiscal year 2021, we started promoting 'bridge holidays' that increase the chances of taking four to five consecutive days off by taking leave on the one or two business days bracketed between a weekend and a national holiday, in order to achieve a balanced approach to work and time off.

As a result, we achieved a paid leave take-up rate of 93.5% in fiscal 2022 (Fuyo General Lease non-consolidated).

In our Medium-Term Management Plan Fuyo Shared Value 2026, are targeting a paid leave take-up rate of at least 90% (Fuyo General Lease non-consolidated) by fiscal 2026. We will work to achieve this target by continuing to raise awareness of taking annual paid leave in a planned manner.

Engagement

The Fuyo Lease Group defines engagement as “a relationship in which each employee links the growth of the company with his or her own growth, and contributes to their mutual growth.” The Group measures indicators of engagement through employee opinion surveys and monitors trends in those indicators.

In fiscal 2022, the surveys were administered to 2,753 employees in total at 13 companies in Japan, and the response rate was 93.5%. The questions were divided into several sections, including workplace and job satisfaction, perceiving the significance of work, and work-life balance, and evaluations were given on a scale of one to five. After conducting the survey, we aggregate and analyze the responses by department and by gender, and use the results to expand our systems for improving on comfortable working environments and for personnel measures.

Results of employee opinion survey

	FY2018	FY2019	FY2020	FY2021	FY2022
Number and percentage of employees who answered the survey	Domestic 8 group companies, 1,490 employees	Domestic 10 group companies, 1,714 employees (97.7%)	Domestic 12 group companies, 2,096 employees (95.2%)	Domestic 12 group companies, 2,051 employees (94.0%)	Domestic 13 group companies, 2,575 employees (93.5%)
Job satisfaction	87.3%	85.8%	85.4%	85.9%	-
Percentage of improvement in engagement indicators*	-	-	-	3.48	3.48

* In the employee opinion survey, eight questions (five-point assessment scale) that represent engagement as defined by the Fuyo Lease Group (a relationship in which each employee links the Company's growth to their own growth and they contribute to each other's growth), and the average response value was measured.

Employee Health Management

Our Approach for Health and Productivity Management

The Fuyo Lease Group believes that providing a healthy and safe work environment where employees can work energetically will invigorate the organization and increase productivity. We consider both investment in the health of our employees (efforts to maintain their health) and human resources development to be investments in human capital. Consequently, we promote strategic health and productivity management based on a management perspective.

Health Declaration

The Fuyo Lease Group believes that the mental and physical health of employees and their families is the source of their fulfillment and wellbeing. We believe that it leads to their growth as responsible resolvers of social issues. Based on this thinking, we have presented our Health Declaration, stating that we will strongly promote activities to maintain and increase the health of employees and their families, and the Group is working together as one to engage in health and productivity management.

- 1. The Fuyo Lease Group recognizes that employees are its greatest asset, and that their health and that of their families is important.
- 2. Employees also recognize that their health and that of their families is irreplaceable and will proactively work to maintain and increase their own health.
- 3. The Company will continuously support these initiatives by employees and provide comfortable work environments.
- 4. With the participation of employees who are healthy and work with energy and enthusiasm, the Group will aim to resolve social issues and realize a better society.

The Fuyo Lease Group's Health and Productivity Management System



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Health Committee

Fuyo Lease believes that creating a working environment where employees can work healthily, safely, and energetically will revitalize the company and lead to improved productivity.

Based on this idea, the Health Committee, set up under the Industrial Safety and Health Act, meets once a month to maintain and improve the health and safety standards of the workplace. The Health Committee consists of health and safety managers from each department, division managers, and occupational physicians. The Committee is responsible for identifying issues concerning health and safety at the Fuyo Lease Group, planning as well as implementing measures, and verifying the results of those measures.

Maintaining the Health and Productivity of Employees

In fiscal 2022, we identified employee disease prevention and early detection of disease as a priority issue for health and productivity management. We lowered the age at which employees can receive a complete medical checkup with no out-of-pocket expenses from 40 or over to 35 or over, and all eligible employees received a complete medical checkup. In addition, we believe that creating an environment in which female employees can maximize their abilities without interrupting their careers will drive the Group's growth. Based on this belief, we began holding online seminars to increase understanding of women's health issues. From fiscal 2023, we have been holding individual consulting sessions guided by a female doctor three times a month for all female employees of the Group.

In recognition of these efforts, the Company was certified as a 2023 Health and Productivity Management Outstanding Organization (large enterprise category), following on from its certification in fiscal 2021.

Performance Indicator	FY2021	FY2022	FY2026 Target
Percentage of employees aged 35 or over who have had a health examination (non-consolidated)	86%	100%	100%



Health examination

Health examinations for employees are held once a year. The general periodic health examination take rate for fiscal 2022 was 100%.

Mental health care

Fuyo Lease has been conducting stress checks since 2010, in order to maintain and improve employees' mental health. With mandatory stress checks, the implementation system and method were discussed again this year by the Health Committee. Since establishing internal regulations, we have been carrying out activities with six affiliated companies since 2021.

Employees receive stress checks on the Web and, after about a month, they can check the results of evaluations given by occupational physicians, who are the implementers of the Web check. When doing so, we encourage employees who have been assessed to be highly stressed to have a medical interview with an occupational physician, and take necessary work-related measures based on the results of the interview.

In addition to stress checks stipulated in the Industrial Safety and Health Act, employees and their families can consult specialist counselors. The results are not disclosed to the company, because we consider the privacy protection needs of individuals.

Governance and Management

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Risk Management and Compliance System >	Information Security >	Fuyo Lease Group's CSV >
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Corporate Governance

Basic Approach to Corporate Governance

The Fuyo Lease Group places strong emphasis on creating and maintaining relationships with various stakeholders, including shareholders, customers, employees, and local communities. We believe that the fundamental and most important objective of corporate governance is to perform business activities with sincerity and fairness in line with the Group's mission, vision and value and to achieve the management targets outlined in the Group's Medium-Term Management Plan, Fuyo Shared Value 2026.

To achieve sustainable growth and increase corporate value over the medium to long term, we have established our own Corporate Governance Guidelines which align with the purpose and spirit of the Japan's Corporate Governance Code. These Guidelines serve as the foundation for our corporate governance framework, operating policies and other management policies, to which we adhere to everything we do.

Corporate Governance Structure

Fuyo Lease employs the format of company with an Audit & Supervisory Board and has two outside Audit & Supervisory Board Members who are independent from our company. In addition, to further improve the supervisory function of the Board of Directors, four independent outside directors are appointed to supervise and advice on the execution of business operations from an external perspective.

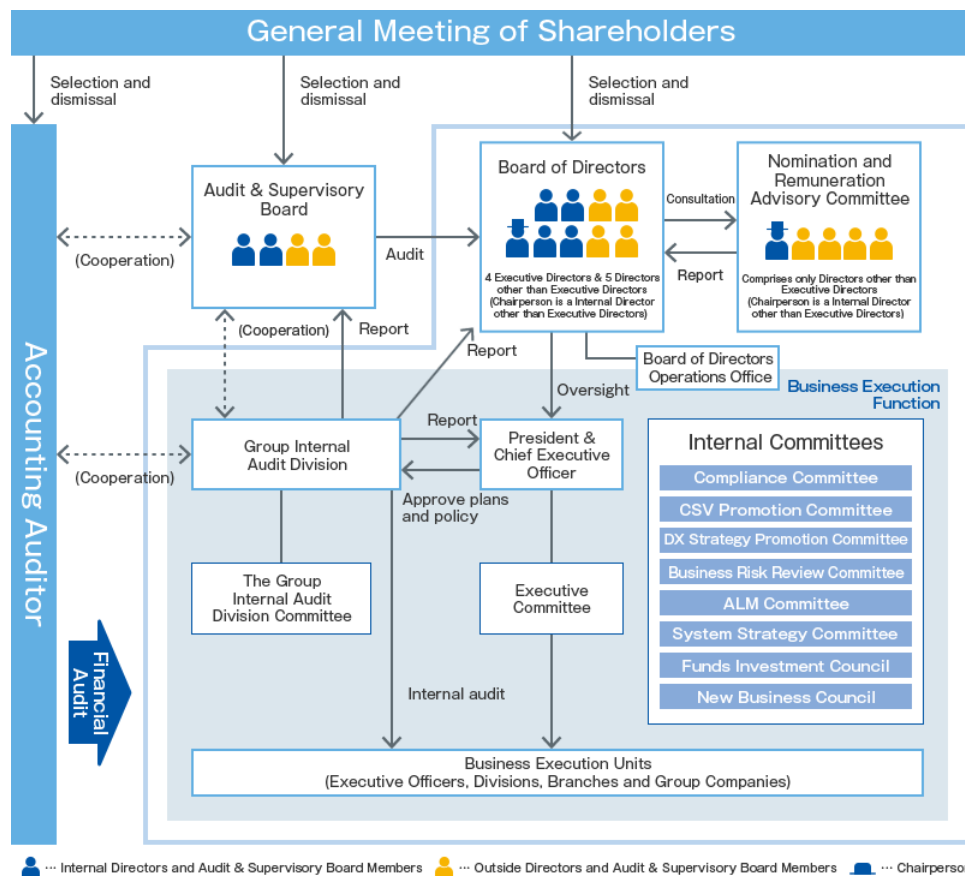
Furthermore, to improve management efficiency and expedite decision-making by separating the management oversight function from the execution of operations, we have adopted the executive officer system.

For further details, please refer to: Fuyo Lease Group Report on Corporate Governance (PDF)

[Report on Corporate Governance](#) 📄 (712KB)

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Internal Committees

Compliance Committee	The Compliance Committee discusses matters related to the promotion of compliance systems and the formulation of compliance programs (annual plan).
CSV Promotion Committee	The CSV Promotion Committee directs CSV promotion and deliberates on materiality planning, etc.
DX Strategy Promotion Committee	The DX Strategy Committee directs overall DX strategies and deliberates on the development of frameworks for the promotion of the strategies and necessary IT systems and the formulation of sales strategies.
Business Risk Review Committee	Business Risk Review Committee deliberates on projects that have a significant influence on management and policies for initiatives regarding business models and monitors the status of business risk, including credit risk.
ALM Committee	ALM Committee deliberates on specific measures for market risk management, including interest rates, foreign exchange and price fluctuations and monitors market risk situations.
System Strategy Committee	System Strategy Committee discusses and promotes overall strategies for the Company's IT systems.
Funds Investment Council	The Funds Investment Council deliberates on the establishment of investment limits regarding investment projects related to funds and monitors management status.
New Business Council	New Business Council deliberates on new projects that may generate new business fields.
The Group Internal Audit Division Committee	The Group Internal Audit Division Committee shares information, advises Group companies and promotes collaboration among the Group Internal Audit Divisions.

Corporate Governance Guidelines

In conformity with the purpose and spirit of the Japanese Corporate Governance Code, Fuyo Lease has established our own Corporate Governance Guidelines, which provide a foundation for corporate governance framework, operating policies, etc. The Corporate Governance Guidelines set out the framework, operating policies, roles, and responsibilities of different supervisory and executive functions, in addition to our basic approach to corporate governance. To achieve sustainable growth and increase our corporate value over the medium to long term, we adhere to these guidelines in everything we do across the Fuyo Lease Group.

For further details, please refer to: Corporate Governance Guidelines (PDF)

[Corporate Governance Guidelines](#) (55KB)

Activities of Main Organizations

Board of Directors

The Board of Directors is chaired by a non-executive internal Director and at least one-third of the board members are Independent Outside Directors. Additionally, non-executive Directors make up at least half of the board, ensuring a separation between execution and supervision. The Board of Directors deliberates and decides on important matters such as management plans and risk management, as well as matters stipulated by laws and regulations, and supervises the execution of duties by Directors and Executive Officers through monthly management reports and regular reports for each business domain.

In fiscal 2022, the Board of Directors met 12 times. The attendance rate was 100%.

Nomination and Remuneration Advisory Committee

Fuyo Lease has set up the Nomination and Remuneration Advisory Committee as a voluntary advisory body of the Board of Directors to ensure objectivity and independence in the process of determining nomination of officers, remuneration, etc. The members and Chairperson of the Committee are non-Executive Directors. The Committee deliberates on the nomination of candidates for appointment as Directors or Audit and Supervisory Board members or removal thereof, remuneration for Directors, succession plans for President & CEO, and the analysis and evaluation of overall effectiveness of the Board of Directors. The Committee then reports its findings to the Board of Directors. The content of such findings is determined based on the consent of all members present at the meeting, or when such consent may not be obtained, on the consent of a majority of the members present at the meeting.

In fiscal 2022, the Nomination and Remuneration Advisory Committee met 5 times. The attendance rate was 100%.

Audit & Supervisory Board

According to the audit plan formulated by the Audit & Supervisory Board, each Audit & Supervisory Board Member audits execution of operations by directors by attending important meetings, reviewing important documents, examining operations and assets, and by hearing the audit findings of the Group Internal Audit Division. Audit & Supervisory Board Members work closely with the Group Internal Audit Division and Internal Control Departments to enhance audit quality. At the request of the Audit & Supervisory Board Members, an employee (a staff member from the Board of Directors Operations office) has been appointed to assist them.

In fiscal 2022, the Audit & Supervisory Board met 13 times. The attendance rate was 100%.

Attendance at Board and Committee meetings (attendance in FY 2022 by board members, as of June 23, 2023)

Name	Position	Attendance at Board and Committee meetings
Yasunori Tsujita	Director and Chairman Chairperson of the Board of Directors	Board of Directors: 12/12
	Chairperson of the Nomination and Remuneration Advisory Committee	Nomination and Remuneration Advisory Committee: 5/5

Name	Position	Attendance at Board and Committee meetings
Hiroaki Oda	President and Chief Executive Officer (Representative Director)	Board of Directors: 12/12
Soichi Hosoi	Director and Deputy President (Representative Director)	Board of Directors: 12/12
Keiji Takada	Director and Deputy President (Representative Director)	Board of Directors: 12/12
Yusuke Kishida	Senior Managing Director	Board of Directors: 10/10 - (Elected in June 23,2022)
Seiichi Isshiki	Director (Independent Outside Director)	Board of Directors: 12/12
	Member of the Nomination and Remuneration Advisory Committee	Nomination and Remuneration Advisory Committee: 5/5
Hideo Ichikawa	Director (Independent Outside Director)	Board of Directors: 12/12
	Member of the Nomination and Remuneration Advisory Committee	Nomination and Remuneration Advisory Committee: 5/5
Masayuki Yamamura	Director (Independent Outside Director)	Board of Directors: 12/12
	Member of the Nomination and Remuneration Advisory Committee	Nomination and Remuneration Advisory Committee: 5/5
Hiroko Matsumoto	Director (Independent Outside Director)	Board of Directors: 12/12
	Member of the Nomination and Remuneration Advisory Committee	Nomination and Remuneration Advisory Committee: 5/5
Yoshito Tsuruta	Full-time Audit & Supervisory Board Member	Board of Directors: 12/12 Audit & Supervisory Board: 13/13
Masaharu Nakamura	Full-time Audit & Supervisory Board Member	Board of Directors: 10/10 Audit & Supervisory Board: 10/10 - (Elected in June 23,2022)
Takashi Yonekawa	Outside Audit & Supervisory Board Member (Independent)	Board of Directors: 12/12 Audit & Supervisory Board: 13/13
Hiroshi Imoto	Outside Audit & Supervisory Board Member (Independent)	Board of Directors: 12/12 Audit & Supervisory Board: 13/13

Executive Committee

The Executive Committee is composed of Executive Officers with positions of Managing Executive Officer or higher, the heads of the Corporate Planning Division and Human Resources Division as well as the presidents of affiliated companies. Full-time Audit & Supervisory Board Members also attend meetings of the Committee on a regular basis.

As a general rule, the Executive Committee meets at least once a month to make decisions on operating activities and implementation of measures delegated to the President & CEO, and to discuss important issues concerning internal controls. Its aim is to improve the quality of management decisions and to speed up decision-making.

In fiscal 2022, the Executive Committee met 20 times.

Compliance Committee

Fuyo Lease has set up a Compliance Committee chaired by the Chief Compliance Officer and vice chaired by the Group Legal and Compliance Division Officer. The heads of relevant planning and administrative departments, the heads of relevant departments of domestic and overseas subsidiaries serve as full-time committee members, and outside lawyers serve as outside members. The Compliance Committee meets quarterly to discuss issues related to compliance systems and implementing annual compliance plans. Based on its discussions the Committee submits reports to the Board of Directors and the Executive Committee, and takes measures to develop and enhance compliance systems.

Internal Audit

The internal audit function is administered by the Group Internal Audit Division (staffed by nine employees). The Group Internal Audit Division conducts operational audits of all departments, offices, branch offices, and major subsidiaries, and plays a part in ensuring that internal controls are functioning in addition to examining their effectiveness. The results of these audits of operations are reported to the President & CEO and Audit & Supervisory Board Members every time they are conducted and periodically to the Board of Directors and the Executive Committee.

Internal Control System

Fuyo Lease has instituted an internal control system across our corporate group to ensure compliance with all relevant laws and the articles of incorporation, capability to respond to various risks in a timely and appropriate manner, and to ensure transparency and efficiency of operations, in addition to ensuring the reliability of financial reports, etc.

The Group Internal Audit Division, Audit & Supervisory Board Members, and accounting auditor share information about audit findings to monitor the status and operation of the internal control system. The status of the internal control system operation is reported to the Board of Directors during a meeting held at the end of each fiscal year, and continuous improvements are made in the light of the audit findings.

[Basic Policy for Establishing the Internal Control System \(in Japanese\)](#) 📄 (168KB)

Initiatives to Improve the Effectiveness of the Board of Directors

Fuyo Lease is engaged in a number of initiatives to ensure active and substantial discussions at its Board of Directors' meetings. Regarding the analysis and evaluation of the overall effectiveness of the Board of Directors, a questionnaire was administered to all directors and Audit & Supervisory Board Members and interviews were held as necessary. After deliberations and reporting by the Nomination and Remuneration Advisory Committee (with the committee's secretariat being assisted by our corporate lawyers), of which independent outside directors comprise the majority, the results of the analysis and evaluation were resolved by the Board of Directors.

Evaluation process (corporate lawyer assists the secretariat)



Assessment Criteria

1. Composition, etc. of the Board of Directors
2. Roles of the Board of Directors
3. Operation of the Board of Directors
4. Frameworks for supporting Outside Officers
5. Summary

FY2022 Evaluation Results

The effectiveness of the Board of Directors was confirmed as its size, composition, functions, roles, operation, and all other evaluation items were recognized to be appropriate. It is necessary to continue to steadily promote and further establish measures to improve the functions of the Board of Directors and to constantly review the Board of Directors in response to changes in the internal and external environment.

Progress on Issues identified last fiscal year

– Issue 1 Further improvement of the Board of Directors' functions

FY2022 Initiatives

- Changed the Chairperson of the Board of Directors from being the President and Chief Executive Officer, the top execution position to a non-executive Director (The Director and Chairperson, a non-executive internal Director, assumed the role of the Chairperson of the Board of Directors following passage of a resolution by the Board.)
- Transferred authority to execution by reviewing the criteria for submission stipulated in the Regulations governing the Board of Directors.
- Started initiatives in the Nomination and Remuneration Advisory Committee to advance succession planning.

– Issue 2 Steady progression was made on the Medium-Term Management Plan and further deepening of CSV management

FY2022 Initiatives

- The Board of Directors received reports and deliberated on the progress status updates from each business domain, achievement status of each non-financial target and progress of the DX strategy, etc.
- Conducted a management audit to measure the degree of Mission, Vision and Values prevalent within the Group.

– Issue 3 Further enhanced information provision to Outside Officers

FY2022 Initiatives

- Conducted Outside Officer workplace inspection tours (twice in total) that had been delayed by the impact of the COVID-19 pandemic.

Future Issues and Initiatives

We recognized as issues that need to be addressed as continuing to advance the succession plan, enhancing deliberation further on medium- to long-term themes and CSV management and the need to better provide information to Outside Officers.

Strengthening Corporate Governance

Fuyo Lease has implemented various initiatives aimed at strengthening corporate governance.

Year	Initiative	Objective
2015	Increased the number of independent outside directors from one to two	To strengthen the management oversight structure
	Established the Corporate Governance Guidelines	To comply with the Japanese Corporate Governance Code
	Set up the Nomination and Remuneration Advisory Committee	To ensure independence and objectivity in the decision-making process for matters such as nomination and remuneration
2016	Started analyzing and evaluating the overall effectiveness of the Board of Directors	To verify the effectiveness of the roles and functions, etc. of the Board of Directors and to make ongoing improvements
2018	Increased the number of independent outside directors from two to three	To strengthen the management oversight structure
	Introduced a stock remuneration plan (Board Benefit Trust, BBT)	To strengthen links between board remuneration, shareholder value, and achievement status of the Medium-term Management Plan

Year	Initiative	Objective
2019	Released an English version of the Corporate Governance Report	To enhance external disclosure related to corporate governance
	Began reporting annual internal audit results and annual plans and policies to the Board of Directors	To expand reporting lines for internal audits
2021	Increased the number of independent outside directors from three to four	To strengthen the management oversight structure
	Revised Corporate Governance Guidelines	To comply with revised Japanese Corporate Governance Code
2022	Appointed a non-executive Director as chairperson of the Board of Directors	Separation of execution and supervision
	Comprised the Nomination and Remuneration Advisory Committee of non-executive Directors	
	Regarding indicators used for the calculation of performance-linked remuneration based on the new medium-term management plan, changes were made to financial items and non-financial items were added.	To ensure the achievement of financial and non-financial targets in the new medium-term management plan

Director Qualifications and Nomination Procedures

Policy and procedures for nominating and removing Directors and nominating candidates for Audit & Supervisory Board Member

Our Corporate Governance Guidelines set forth procedures for nominating and removing Directors in addition to the qualifications of Audit & Supervisory Board Members and procedures for nominating Audit & Supervisory Board Member candidates. Under these guidelines, a Director or Audit & Supervisory Board Member candidate must possess an outstanding character, a wide breadth of knowledge, abilities, experience, and high ethical standards. The guidelines also specify that candidates be nominated regardless of factors such as sex, age, and nationality, with the aim of achieving greater diversity. To ensure fairness and transparency in the nomination process, the selection of candidates for Directors and Audit & Supervisory Board Members is finalized by the Board of Directors following a discussion by the Nomination and Remuneration Advisory Committee, which is comprised of majority Independent Outside Directors. Selection of Audit & Supervisory Board Member candidates is finalized by the Board of Directors upon consent of the Audit & Supervisory Board.

Independence standards for Outside Directors and Outside Audit & Supervisory Board Members

Independence standards for Outside Directors and Outside Audit & Supervisory Board Members are stipulated in the Corporate Governance Guidelines in line with the independence standards prescribed in the Guidelines Concerning Listing Management, etc. established by the Tokyo Stock Exchange.

					Areas Particularly Expected to Contribute (A maximum of four are listed)					
	Name	Position, etc. and status of execution of duties	Nomination and Remuneration Advisory Committee	Years in office	Corporate management (industry)	Finance and accounting	Global business	IT and technology	Human resources development	Internal control and management
Director	Yasunori Tsujita	Director and Chairman Chairperson of the Board of Directors	Chairperson	8 years	<div><div></div>Finance (bank/leasing)</div>			<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
	Hiroaki Oda	President and Chief Executive Officer (Representative Director) President and Executive Officer		2 years	<div><div></div>Finance (bank/leasing)</div>		<div><div></div></div>			
	Soichi Hosoi	Director and Deputy President (Representative Director) Vice President and Executive Officer		9 years	<div><div></div>Finance (bank/leasing)</div>	<div><div></div></div>	<div><div></div></div>			<div><div></div></div>
	Keiji Takada	Director and Deputy President (Representative Director) Vice President and Executive Officer		3 years	<div><div></div>Finance (leasing)</div>		<div><div></div></div>			
	Yusuke Kishida	Senior Managing Director Senior Managing Executive Officer		1 years	<div><div></div>Finance (leasing)</div>	<div><div></div></div>				<div><div></div></div>
	Seiichi Isshiki	Director <div><div>Outside</div><div>Independent</div></div>	Member	8 years	<div><div></div>Resources and energy</div>	<div><div></div></div>		<div><div></div></div>		<div><div></div></div>
	Hideo Ichikawa	Director <div><div>Outside</div><div>Independent</div></div>	Member	5 years	<div><div></div>Chemical manufacturing</div>		<div><div></div></div>		<div><div></div></div>	<div><div></div></div>
	Masayuki Yamamura	Director <div><div>Outside</div><div>Independent</div></div>	Member	4 years	<div><div></div>Telecommunications and technology</div>	<div><div></div></div>		<div><div></div></div>		<div><div></div></div>
	Hiroko Matsumoto	Director <div><div>Outside</div><div>Independent</div></div>	Member	2 years	<div><div></div>University education and industry-government-academia partnership and product design</div>				<div><div></div></div>	
Audit & Supervisory Board Members	Yoshito Tsuruta	Full-time Audit & Supervisory Board Member		3 years	<div><div></div>Finance (leasing)</div>	<div><div></div></div>				
	Masaharu Nakamura	Full-time Audit & Supervisory Board Member		1 years	<div><div></div>Finance (leasing)</div>	<div><div></div></div>				<div><div></div></div>
	Takashi Yonekawa	Audit & Supervisory Board Member <div><div>Outside</div><div>Independent</div></div>		2 years	<div><div></div>Finance (insurance)</div>	<div><div></div></div>	<div><div></div></div>		<div><div></div></div>	
	Hiroshi Inoto	Audit & Supervisory Board Member <div><div>Outside</div><div>Independent</div></div>		2 years	<div><div></div>Finance (international finance)</div>		<div><div></div></div>		<div><div></div></div>	<div><div></div></div>

(Note)

1. The above table does not show all the insight and experience held by each Director and Audit & Supervisory Board Member.
2. Of the 13 Directors and Audit & Supervisory Board Members, 12 are male and 1 is female. Years in office are calculated based on the number of months.

Director Remuneration

Fuyo Lease has a basic policy to link Director remuneration to corporate performance and shareholder value to boost their morale and motivate them to improve the Company's financial performance and share price, ensuring stable performance and growth, while enhancing corporate value.

Regarding determination of remuneration for individual Directors, the basic policy is to set it at an appropriate level, taking into account each Director's respective responsibilities and other factors. The Company has introduced performance-linked remuneration and stock-based remuneration (Board Benefit Trust (BBT)) as variable remuneration systems, in addition to base remuneration provided as fixed remuneration.

The amount of performance-linked remuneration is determined based on factors such as consolidated performance, degree of contribution to Company performance and efforts to address medium- to long-term management issues. Performance linked remuneration is determined according to consolidated business performance and contribution made by each officer to the performance. The stock remuneration plan is designed to further clarify the link between officers' remuneration and the value of the Company's shares and to further raise officers' awareness of contributing to improving business performance and increasing corporate value over the medium to long term.

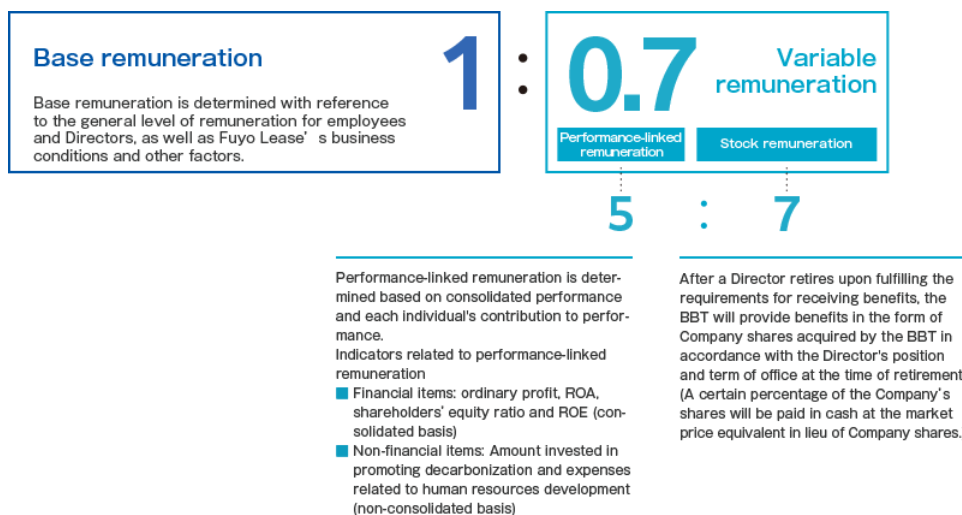
Taking into consideration the average ratio of remuneration in listed companies and other factors, the ratio of remuneration and the breakdown of variable remuneration are as shown in the chart below.

Directors' remuneration is discussed by the Nomination and Remuneration Advisory Committee to ensure greater transparency and objectivity.

Internal Directors who do not execute operations are paid fixed remuneration and stock based remuneration, while Audit & Supervisory Board Members and Outside Directors who have supervisory functions are paid fixed remuneration only because the concept of performance based remuneration and stock remuneration is not suitable for the nature of their duties.

Fuyo Lease stipulates in its internal rules that if a Director causes significant damage to the Company or engages in inappropriate conduct, etc., the Director will be subject to a reduction or non-payment of their base remuneration or performance-based remuneration, or cancellation of their right to receive stock remuneration.

Internal Director Remuneration Composition



Remuneration of Board Member (Fiscal 2022)

Board Member classification	Total amount (millions of yen)	Breakdown of remunerations (millions of yen)			Number of Board Member Applicable
		Basic remuneration	Performance-linked remuneration	Non-monetary remuneration	
Directors	360	228	54	76	11
(Outside Directors)	48	48	-	-	4
Audit & Supervisory Board Members	66	66	-	-	5
(Outside Audit & Supervisory Board Members)	21	21	-	-	2

* The above performance-linked remuneration comprises the amount, which shall be recorded in fiscal 2022.

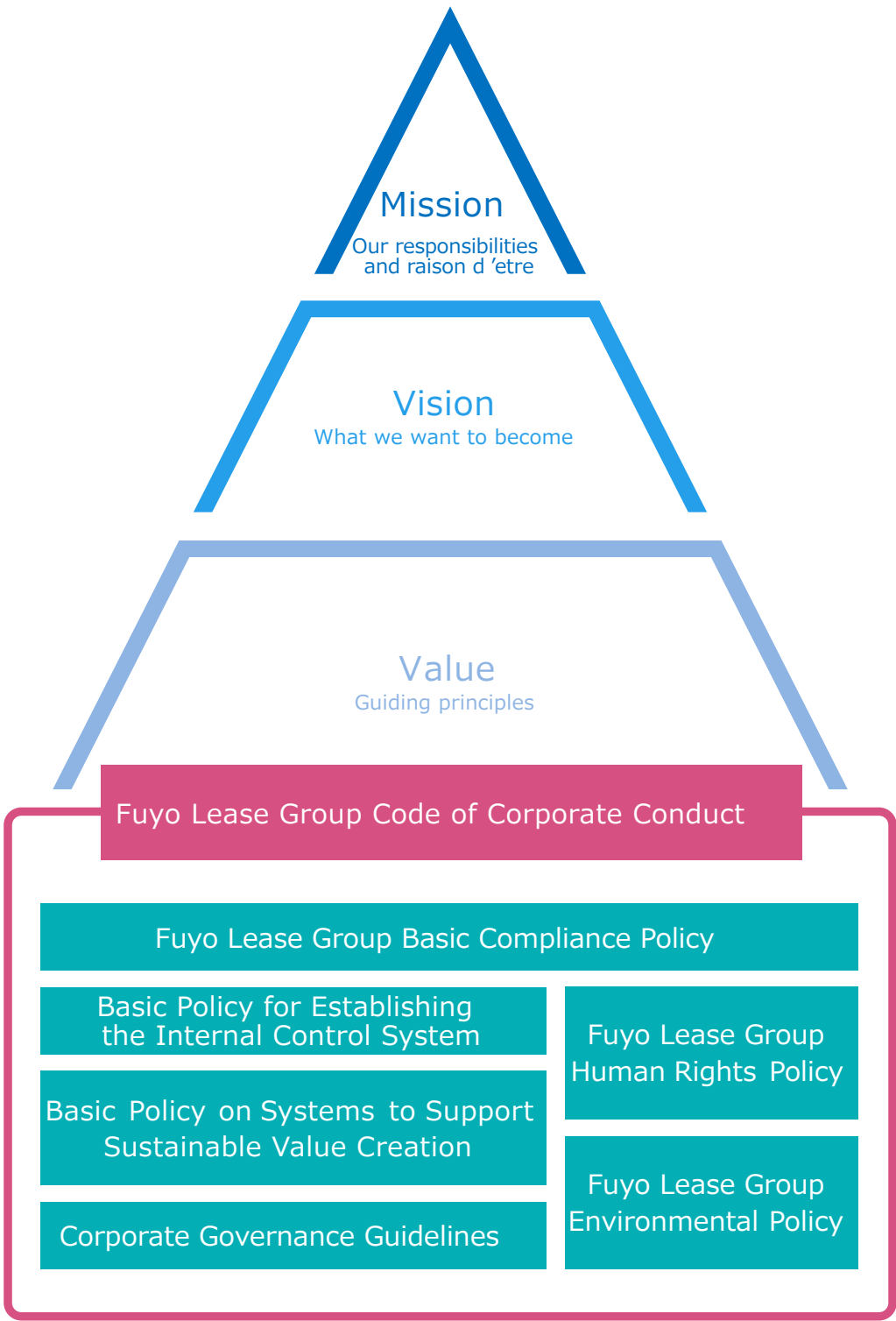
* Non-monetary remuneration is a board benefit trust (BBT). The amount of the BBT comprises the amount recorded in the fiscal year based on the number of points granted or expected to be granted during the fiscal year.

Code of Corporate Conduct

Fuyo Lease Group Code of Corporate Conduct

The Fuyo Lease Group has established the following six basic policies (guidelines) as an important foundation for implementing our Mission / Vision / Value; positioning them as the “Fuyo Lease Group Code of Corporate Conduct” as a whole.

The contents of each policy can be viewed by clicking on the policy in the diagram.



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Risk Management and Compliance System

Our Approach to Risk Management and Risk Management System

As stipulated in the Fuyo Lease Group risk management regulations, we have established a risk management system at our locations across the globe in order to manage risks based on their particular risk characteristics and importance.

Risks to be managed are categorized into credit, market (such as interest rate fluctuation risk), liquidity (such as cash flow risk), administrative, system, legal, human, reputation, and other risks. Each type of risk is managed by a designated department.

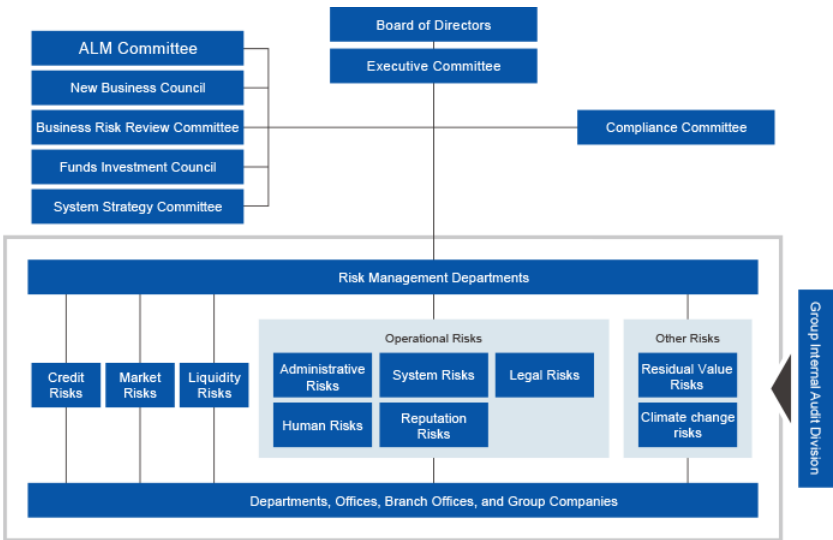
The Board of Directors and the Executive Committee receive updates on risk management, discuss risk management policies according to the characteristics and importance of each risk, and evaluate the effectiveness of risk management. The Asset and Liability Management (ALM) Committee meets on a regular basis to appropriately manage and control market and liquidity risks. These efforts enable us to continually improve our risk management system.

For risk events that may affect the Group's business, the Group has sought to comprehensively identify risks facing each Group business considering the scale and characteristics of the identified risks while making sure to include risks in each business domain, such as economic downturns, market fluctuations, and downturns in individual markets.

In addition, as a risk governance system for the entire group, we have established a "Three-Line Defense System" based on risk management by each business unit (first line), risk management by the risk control department and the department in charge of risk (second line), and verification by the internal audit department (third line).

The designated risk management division formulates a basic policy for managing risks identified as targets, and conducts an appropriate analysis, evaluation and measurement of risks according to the size and characteristics of the relevant business and risk profiles. In addition, the designated risk management division monitors the status of risks held from an independent perspective, reports the results of monitoring to the Executive Committee, etc., and implements supervision of sales and marketing divisions with an approach geared to the situation.

Moreover, the risk control division has established integrated risk management systems to promote risk management by comprehensively identifying and evaluating risks by risk category, and to control risks within the scope of management capabilities.



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Risk Management Training

In order to foster a corporate culture that enables risk prevention and that can take appropriate measures against risks, the Fuyo Lease Group regularly conducts training that includes content related to risk management. For example, in the leasing industry, legal risks are expected to be high, so training is conducted for new employees on regulatory laws and regulations. We focus on training using case studies and other methods so that each employee can deepen their understanding of possible risks in their work and take appropriate measures.

Our Approach to Compliance and Compliance System

At the Fuyo Lease Group, ensuring compliance is a fundamental principle of management. We work to strengthen and enhance our compliance system, which enables us to operate with integrity and fairness by conforming to relevant social norms, while complying with laws and regulations.

We promote compliance throughout the Group by stipulating various regulations, procedures, and manuals, conducting compliance education, and enhancing the whistleblower system on the basis of the Fuyo Lease Group's Code of Corporate Conduct. In order to maintain and further improve our compliance systems, we implement and carry out compliance programs every fiscal year. Issues associated with the compliance programs are discussed at the Compliance Committee and the Executive Committee before being submitted to the Board of Directors for approval. Findings and progress of the programs are reported to the Board of Directors on a semi-annual basis.

The core of group compliance system is the Compliance Committee chaired by the Chief Compliance Officer and vice chaired by the Group Legal and Compliance Division Officer. The heads of relevant planning and administrative departments, the heads of relevant departments of domestic and overseas subsidiaries serve as full-time committee members, and outside lawyers serve as outside members. To verify the effectiveness of the compliance system for the entire group, the Compliance Committee meets every three months to deliberate and report on the formulation and progress of the Group's compliance program, whether or not compliance problems have occurred and how to deal with them, and trends in the enactment, revision, or abolition of major laws and regulations. In addition, at least once every three years the internal audit division conducts audits on the status of compliance with laws, regulations, and rules stipulated in the Fuyo Lease Group Basic Compliance Policy, fair business practices, risk management, and management of information assets, among other items, and the findings are used to consider improvements and other measures to further strengthen the compliance system.

We will continue our group-wide activities including management and implementation of compliance measures and compliance education, and streamlining our compliance systems across the Group to improve their effectiveness.

Fuyo Lease Group Basic Compliance Policy

The Fuyo Lease Group has formulated the Fuyo Lease Group Basic Compliance Policy, which specifies the basic policies and position of the entire group as well as behavioral guidelines for the employees of the Group.

We conduct training programs and offer e-learning courses to all employees to enhance the effectiveness of the this Basic Policy. These programs and courses ensure that all employees are aware of the Basic Compliance Policy, and evaluation of the training is regularly reviewed.

Fuyo Lease Group bases its business management on the approach of CSV (Creating Shared Value), and aims for building a sustainable society and at the same time achieving the Group's continuous growth through its business undertakings.

For realization of these aims, it is essential to engage in compliant practices supporting sound corporate management with our mission, vision and values. Fuyo Lease Group has established this Fuyo Lease Group Basic Compliance Policy as guidelines for conduct to be observed by its directors, officers and employees.

1. Compliance with Laws and Rules

- (1) Fuyo Lease Group regards compliance as one of the most important management issues, will strictly comply with all laws and rules, and will engage in business honestly and fairly, without deviation from social norms.
- (2) Fuyo Lease Group will not only comply with international rules and the local laws of countries and regions in which Fuyo Lease Group conducts business, but will also respect the customs and cultures of such countries and regions.

2. Respect for Human Rights

Recognizing the risk that Fuyo Lease Group's business activities may have an adverse effect on human rights, Fuyo Lease Group will, through its business activities and in accordance with the Fuyo Lease Group Human Rights Policy, contribute to the realization of a society in which human rights are respected.

3. Commitment to Environmental Issues

Recognizing that environmental issues are not only community issues but also global issues, Fuyo Lease Group will be actively committed to the realization of a sustainable society, in accordance with the Fuyo Lease Group Environmental Policy.

4. Fair Business Activities

- (1) Fuyo Lease Group will always strive to deal honestly with its customers, and will make efforts to engage in transactions in compliance with established rules and procedures and under appropriate terms and conditions.
- (2) Fuyo Lease Group will engage in fair and transparent transactions with all of its customers based upon the principle of free competition and in compliance with antitrust laws and other relevant laws.
- (3) Fuyo Lease Group's directors, officers and employees will behave in a way that their own interests do not undermine the company's or its customers' interests, and will not use corporate assets for their own private purposes.

5. Risk Management

With full awareness of their respective roles and responsibilities, Fuyo Lease Group's operating divisions, corporate functions divisions and internal audit division will exercise appropriate management of and control over anticipated risks which Fuyo Lease Group may face in its activities.

6. Management of Information Assets and Respect for Intellectual Property Rights

- (1) In recognition of the importance of information assets, Fuyo Lease Group will strictly manage such assets. Fuyo Lease Group will obtain information from outside sources by legitimate means, and will not divulge to any other persons any personal and / or nonpublic information of its customers which may become known to it in the course of business or Fuyo Lease Group's own confidential information. Any information which may be obtained by Fuyo Lease Group will be used solely for its business purposes, and not for insider trading or other private benefits.
- (2) Fuyo Lease Group will respect intellectual property rights including patent rights and copyrights, and will not infringe any other persons' intellectual property rights.

7. Appropriate Disclosure of Information

Fuyo Lease Group will continuously strive to improve transparency in the management of its business by fairly, timely and appropriately disclosing information.

8. Avoidance of Relations with Anti-Social Forces

- (1) Fuyo Lease Group will avoid any relations with anti-social forces which threaten social order or safety.
- (2) Fuyo Lease Group will not be involved in any way in terrorism, money laundering or any other organized crime.

9. Political Involvement; Government Relations

- (1) The conduct of Fuyo Lease Group in political involvement and government relations will be sound and normal.
- (2) Fuyo Lease Group will not be involved in any way in bribery or corruption.

Whistleblower Hotline

The Fuyo Lease Group operates whistleblower hotlines.

In addition to the in-house compliance hotline, we provide a consultation service desk through a cooperating law firm. These services are available on a regular basis and guidance to these services is always posted on the company's intranet bulletin board. Concerned individuals can immediately seek consultation or report whenever they detect any violations of the law, the Basic Compliance Policy and other corporate regulations, harassment cases, misconduct in information management or other potential infringements. The whistleblower systems accept anonymous reports to protect whistleblowers.

Compliance Officers* as well as persons in charge of compliance are appointed as consultants within their departments and group companies to handle individual cases. In the event of non-compliance or a suspected violation, compliance personnel such as compliance officers are responsible for taking appropriate measures and conducting investigations and reports in accordance with instructions and orders from Fuyo Lease's Group Legal and Compliance Division and the heads of the compliance departments of the relevant group companies as per the Compliance Manual.

* A compliance officer is appointed for each department or company to raise compliance awareness and ensure compliance.

Furthermore, Fuyo Lease has appointed full-time corporate auditors as a contact point for receiving whistleblower reports from group companies, and we have also set up a contact point at affiliated law firms for whistleblowing from employees of overseas subsidiaries.

In fiscal 2022, 10 reports were received through the hotline. In each case, investigations are promptly conducted, such as confirming the facts with the parties concerned with due care to protect whistleblowers against detrimental treatment and taking appropriate measures. All cases have been resolved, and measures put in place to prevent recurrences.

Prohibition of Corruption and Bribery

The implementation of fair and transparent transactions based on the principle of free competition is clearly stated in section 4. Fair Business Practices and Chapter 9, Relations with Politics and Governments of the Fuyo Lease Group Basic Compliance Policy. We prohibit corruption, including bribery, and any actions that could be suspected of being corrupt, and facilitation payments are no exception. The Management Committee and Board of Directors of Fuyo Lease oversee these policies and their management status and receive periodic reports from the Compliance Committee.

In order to prevent corruption and bribery and bring about its early detection, the Company implements compliance audits in addition to identifying businesses, intermediaries and business partners that are high risk in the flow of its operations and avoiding involvement with them. In business audits, risks regarding the identification and prevention of corruption and bribery are appropriately evaluated based on confirmation of items such as proper use of entertainment expenses and the existence of a long-term employees in the sales department. Furthermore, for cases that are considered to be particularly high risk, we confirm that the compliance officer has further evaluated the appropriateness, and we are thoroughly preventing corruption and bribery.

We inform all Group employees about the Basic Compliance Policy and the prohibition of corruption and bribery, and encourage them to report to and seek consultation with the Whistleblower Hotline whenever they have any suspicions. Support is also available anonymously.

Furthermore, the Basic Compliance Policy strictly prohibits the forging of collusive ties with political and administrative authorities and business partners, and the private use of the company's assets. In fiscal 2022, no infringements related to corruption were found in the Group. Additionally, no employees were dismissed or subjected to disciplinary action due to corruption.

In fiscal 2022, the Company made no political donations.

Compliance Training

The Fuyo Lease Group emphasizes employee training programs that are designed to ensure compliance. Our training programs include workplace compliance training and e-learning on insider trading regulations for all Group employees, as well as group training conducted by external instructors for directors, heads of departments, offices and branch offices, presidents of Group companies, and departmental compliance officers.*

Compliance Training (fiscal 2022)

Group training and workplace training

Participant	Subject	# of session
New recruit	Introduction to compliance, Fuyo Lease Group Basic Compliance Policy, exclusion of anti-social forces	1
1st year employee (Generalist track)	Confidential information management, Personal information protection, Prevention of harassment, Insider trading regulations	1
5th year employee (Generalist track)	Response to accidents and troubles	1
Newly appointed head of department / branch office	Required compliance understanding of managers	1
Newly appointed assistant manager / section chief	Prevention of power harassment, sexual and maternity harassment	2
All employees (Including contract and dispatch employees and part-time workers)	Prevention of power harassment	1
Directors and head of department / office / branch office	Prevention of harassment (sexual, power, discrimination related to pregnancy)	1

E-learning

Participant	Subject	# of session
Directors, head of department / office / branch office, compliance officer, entry level	Regulation for Insider Trading (e-learning material of the Japan Exchange Group)	2
All employees (Including contract and dispatch employees and part-time workers)	General issues on compliance	1

Prevention of Money Laundering

The Fuyo Lease Group is striving to prevent money laundering and funding of terrorism.

Fuyo Lease complies with laws and guidelines together with a thorough due diligence of its business partners in accordance with its [Policy for the Prevention of Money Laundering](#). In addition, we have established a system to prevent money laundering and funding of terrorism not only in Japan but also in transactions outside Japan.

Furthermore, we continuously strive to promote understanding by way of training for all group employees and by inviting outside experts to train the compliance and legal staff of each group company.

Prevention of Insider Trading

At the request of the Tokyo Stock Exchange, Fuyo Lease has joined the J-IRISS*, which aims to prevent unfair trading and to maintain the transparency and impartiality of the market.

* J-IRISS (Japan-Insider Registration & Identification Support System): A system operated by the Japan Securities Dealers Association by which listed companies register information on their officers and securities firms periodically compare this information on officers with their customer information with the aim of checking for unfair trading before it happens and eliminating it as much as possible.

[Site Policy](#) [Privacy policy](#) [Customer-oriented Operational Policies](#) [Basic Policy for Prevention of Money Laundering, etc.](#)

[Blocking Relationships with Antisocial Forces](#) [Site Map](#)

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Information Security

Our Approach and Management System for Information Security and Customer Information Protection

With unauthorized access to information via the Internet as well as cyber-attacks increasing daily and becoming more sophisticated, the Fuyo Lease Group recognizes that information security risks are an important management issue. The Group has established an information management system based on work content, and strictly manages customer information.

In order to establish a strict information management system for the entire Group, data is strictly controlled by our information security manager in accordance with detailed rules, including the Confidential Information Management Rule. Additionally, each employee is thoroughly informed of the Appropriate Information Management section included in the Code of Corporate Conduct as well as the Privacy Policy, and we have implemented level-specific information security training programs. Furthermore, the internal audit division conducts regular audits on information security.

Initiatives to Information Security and Customer Information Protection

To appropriately protect customer information, when outsourcing work, we impose confidentiality obligations on outsourcers, and when obtaining personal information from individual customers, we always give notice of the purpose of use in accordance with the Act on the Protection of Personal Information and its guidelines. In addition, our rules and regulations subject to disciplinary action under the rules of employment include rules and regulations that concern information security, and we make efforts to prevent violations. Furthermore, to maintain our information security system, once a year, we confirm procedures that are not only conducted under regular circumstances but also those in which we assume emergency situations in response to incidents such as cyber-attacks and natural disasters.

Also, training is provided for each level of employment so that each employee can recognize the importance of information security and manage information appropriately. In fiscal 2022, we conducted training on confidential information management and personal information protection for first-year employees in the generalist track.

In fiscal 2022, there were minor issues, such as wrong email transmissions and incorrect delivery of mail, but there were no incidents, such as violations of laws and regulations concerning information security, and there were no related sanctions.

In response to each customer segment and the work being handled, the following group companies have acquired [the Privacy Mark](#) [Glossary](#) business operators who have been deemed appropriate for the handling of personal information, and [ISO27001 certification](#) [Glossary](#) , which is a global standard for information security management systems. By continuously improving our management systems based on these standards, we are working to further improve reliability.


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Sharp Finance is a leasing company that has its strengths in the retail market for small retail leasing, such as developing vendor leasing in collaboration with dealers for small- and medium-sized enterprises.
Since 2006, the company has been granted the Privacy Mark by JIPDEC.

Privacy Mark Registration Certificate

プライバシーマーク
登録証




■ 登録番号 第10790009(09)号

■ 事業所の名称及び所在地
シャープファイナンス株式会社
東京都千代田区麹町5丁目1番地1

■ プライバシーマーク付与の有効期間
2022年3月31日～2024年3月30日

一般財団法人日本情報経済社会推進協会





Accretive

Accretive provides solution services such as financial services and accounting administration. In March 2006, it acquired ISO27001 certification for the entire company.

ISO27001 Management System Registration Certificate

ISO/IEC 27001
マネジメントシステム登録証



登録証番号: JQA-IM1162

登録事業者:
アクリーティブ株式会社
東京都千代田区麹町5-1-1


当機構は、上記事業者の情報セキュリティマネジメントシステムを審査した結果、付属書に記載する範囲において、下記規格の要求事項に適合していることを証します。

ISO/IEC 27001:2013 / JIS Q 27001:2014

登録日: 2013年 3月 1日
登録更新日: 2021年 3月 16日
有効期限: 2024年 3月 15日


※登録証の再発行は、申請書までお問い合わせください。
※更新することとなります。

一般財団法人日本品質保証機構
東京都千代田区麹町5-1-1
理事長 小林 密明



1727 0100110

ISO/IEC 27001
付属書



登録証番号: JQA-IM1162 1 / 1

登録事業者:
アクリーティブ株式会社

登録活動範囲:
①アウトソーシングサービス (経理業務、社内メール便仕分け業務)
②賞与金早期支払いサービス
③派遣費の徴収費に関する保険請求事務のアウトソーシング及び早期支払いサービス
④診療報酬集計等に関する早期支払いサービス

適用宣言書:
適用宣言書 (Ver. 9)


関連事業所:
・アクリーティブ株式会社 大塚支店
大塚市大塚市中央区久太町1-4-8
【活動範囲: ③、④】
・アクリーティブ株式会社 本八幡BPOセンター (西)
千葉県市川市南八幡4-9-1
・アクリーティブ株式会社 本八幡BPOセンター (東)
千葉県市川市南八幡4-7-12
【活動範囲: ③】
・アクリーティブ・メディカルサービス株式会社
東京都千代田区麹町5-1-1
【活動範囲: ④】

移管: 他審査登録機関より移管 (初回登録日: 2006年3月16日)

登録日: 2013年 3月 1日
登録更新日: 2021年 3月 16日
有効期限: 2024年 3月 15日

※登録証の再発行は、申請書までお問い合わせください。
※更新することとなります。

一般財団法人日本品質保証機構
東京都千代田区麹町5-1-1
理事長 小林 密明




1407 0100108

INVOICE's offerings include business customers integrated billing services that help reduce costs and improve productivity, and Internet services for residential buildings for individual customers.
Since 2008, the company has been granted the Privacy Mark by JIPDEC.

Privacy Mark Registration Certificate

プライバシーマーク
登録証





■ 登録番号 第21000215(08)号

■ 事業所の名称及び所在地
株式会社インボイス
東京都港区高輪一丁目3番13号

■ プライバシーマーク付与の有効期間
2022年8月11日～2024年8月10日

■ プライバシーマーク付与適格性について審査を行ったプライバシーマーク指定審査機関
一般財団法人日本データ通信協会

一般財団法人日本情報経済社会推進協会




NOC Outsourcing & Consulting

NOC Outsourcing & Consulting handles a wide range of business outsourcing such as back office services (accounting, HR and payroll, general affairs, sales administration), IT services, personnel services.
In 1998, NOC Outsourcing & Consulting was granted the Privacy Mark by JIPDEC first in Japan. Furthermore, in February 2006, it acquired ISO27001 certification for the Information Systems Department, Business Headquarters.

Privacy Mark Registration Certificate

プライバシーマーク
登録証





■ 登録番号 第10820002(13)号

■ 事業所の名称及び所在地
NOCアウトソーシング&コンサルティング株式会社
東京都千代田区麹町5丁目1番地1

■ プライバシーマーク付与の有効期間
2022年9月14日～2024年9月13日

一般財団法人日本情報経済社会推進協会



ISO27001 Management System Registration Certificate



認証書

NOCアウトソーシング&コンサルティング株式会社
情報システム部

〒102-0083 東京都千代田区麹町5-1-1 住友不動産麹町ガーデンタワー
ビューローパシフィックジャパン株式会社は、上記組織の管理システムを
審査した結果、下記の規格要求事項に適合していることを証明します。

規格
ISO/IEC27001:2013, JIS Q 27001:2014

認証範囲
自社システムのIT戦略（企画立案・要件定義）
自社システムの開発・運用・保守の全ライフサイクル管理
適用宣言書：ISO-9007, Ver. 9.0

初回認証日：2006年02月09日
再認証日：2021年02月09日
組織の管理システムが継続して良好に運用されていることを条件に
下記の日までの認証書を有効とする。
本認証書有効期限：2024年02月08日
再認証日：4570946

景井 和彦
ビューローパシフィックジャパン株式会社
システム部部長兼本部
認証責任者
景井 和彦



WorkVision provides a full range of IT solutions centered on cloud services and package services that cover planning, development and sales to operation, maintenance and other services.

In 2005, it was granted the Privacy Mark by JIPDEC and in 2007, it acquired ISO 27001 certification for the entire company.

Privacy Mark Registration Certificate



ISO 27001 Management System Registration Certificate



FGL Techno-Solutions provides equipment sales, outsourcing helpdesk services, kitting, construction, and other technical services in ICT-related fields. In June 2022 it received ISO 20000 and ISO 27001 certification for its departments that provide systems and operations management services for customers.

Other registration certificates will be posted once organizational restructuring has been completed.

ISO 20000 and ISO27001 Management System Registration Certificates




Certificate of Registration

情報セキュリティマネジメントシステム

株式会社FGLテクノソリューションズ
テクノロジ推進部ICTアウトソーシングG
〒135-0061東京都江東区豊洲5-6-36豊洲プライムスクエア

上記組織が認証登録番号IS 764568を保有し、また下記認証登録範囲の情報セキュリティマネジメントシステムについて ISO/IEC 27001:2013 / JIS Q 27001:2014 の要求事項に適合していることをここに証します。

認証登録範囲:
顧客向けシステム運用管理サービスの提供
適用宣言書 2022年4月1日付 第2版

上記の所在地が含まれる認証番号: **IS 764568**
BSIロケーション番号: 0047845748-000

For and on behalf of BSI:


代表取締役社長 漆原 将樹

初回認証登録日: 2022-06-09
最新更新日: 2022-06-09

発効日: 2022-06-09
有効期限日: 2025-06-08





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Certificate of Registration

ITサービスマネジメントシステム

株式会社FGLテクノソリューションズ
テクノロジ推進部ICTアウトソーシングG
〒135-0061東京都江東区豊洲5-6-36豊洲プライムスクエア

上記組織が認証登録番号ITMS 764569を保有し、また下記認証登録範囲について ISO/IEC 20000-1:2018 / JIS Q 20000-1:2020 の要求事項に適合したITサービスマネジメントを実施していることをここに証します。

認証登録範囲:
顧客向けシステム運用管理サービスの提供をサポートするサービスマネジメントシステム

上記の所在地が含まれる認証番号: **ITMS 764569**
BSIロケーション番号: 0047845748-000

For and on behalf of BSI:


代表取締役社長 漆原 将樹

初回認証登録日: 2022-06-09
最新更新日: 2022-06-09

発効日: 2022-06-09
有効期限日: 2025-06-08





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FGL Circular Network

FGL Circular Network purchases and sells property of Fuyo Lease whose leases are up and used property owned by customers. The company has acquired ISO 27001 certification for its Hachioji Technical Center, which carries out reuse and recycling of such property.

ISO 27001 Management System Registration Certificate



ISO/IEC 27001 マネジメントシステム登録証

登録証番号: JQA-IM1194

登録事業者:
株式会社FGLサーキュラー・ネットワーク
八王子テクニカルセンター
東京都八王子市北野町5-9-2

当機構は、上記事業者の情報セキュリティマネジメントシステムを審査した結果、付属書に記載する範囲において、下記規格の要求事項に適合していることを証します。

ISO/IEC 27001:2013 / JIS Q 27001:2014


登録日: 2013年 6月 28日
登録更新日: 2022年 4月 2日
改訂日: 2022年 12月 16日
有効期限: 2025年 4月 1日

本登録証の有効性は、登録番号で証明し得るもの上、確認することができます。

一般財団法人日本品質保証機構
理事長 小林 憲明

本証には付属書が添付されているので、合わせてご確認ください。

JQA



ISO/IEC 27001 付属書

登録証番号: JQA-IM1194

登録事業者:
株式会社FGLサーキュラー・ネットワーク
八王子テクニカルセンター

登録活動範囲:
中古情報機器の売買業務並びにデータ消去と稼働点検

適用宣言書:
適用宣言書 (Ver. 4)

登録日: 2013年 6月 28日
登録更新日: 2022年 4月 2日
改訂日: 2022年 12月 16日
有効期限: 2025年 4月 1日

本登録証の有効性は、登録番号で証明し得るもの上、確認することができます。

一般財団法人日本品質保証機構
理事長 小林 憲明

本証には付属書が添付されているので、合わせてご確認ください。

JQA

Glossary

– Privacy Mark

The Privacy Mark is given to business operators that handle personal information appropriately by conforming to the standards set in the Japanese Industrial Standard of JIS Q 15001: 2017 Personal Information Protection Management System - Requirements.

– ISO27001

ISO27001 is a global standard for the specification of information security management systems established by the International Organization for Standardization.

– ISO20000

ISO 20000 is a global standard for the specification of IT service management systems established by the International Organization for Standardization.

Investment in intellectual property

Investment in intellectual property

Fuyo Lease Group manages our business portfolio based on a zone management approach, and in the "incubation zone", which is set as one of the portfolios, we are promoting investments in new ventures and capital and business alliances, as well as expanding our business domain through collaboration with ventures in which we have already invested in order to foster new businesses through investments in R&D-oriented ventures.

In addition, as a measure to contribute to academia and research, as well as to culture and the arts, we invest in funds that support the commercialization of university research results, and in funds that support students who aspire to become artists.

[Community Engagement](#) >

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Each Group Company's Environmental and Social initiatives

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Accretive >	INVOICE >	Fuyo Lease Group's CSV >
eXtreak >	NOC Outsourcing & Consulting >	Solving Social Issues through Business >
YAMATO LEASE >	WorkVision >	Environmental Report >
Human Centrix >	FUJITA >	Social Report >
Aqua Art >	FGL Techno-Solutions >	Governance and Management >
FGL Circular Network, FGL LeaseUp Business Service >		Each Group Company's Environmental and Social initiatives >
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Fuyo Auto Lease

Outline of Fuyo Auto Lease

Profile

Fuyo Auto Lease reduces complicated operations related to customers' cars and supports a total rationalization of management.

Company profile

Established	January 1987
Capital	240 million yen
Shareholders	Fuyo General Lease (100%)
Business Activities	Handling of automobile leasing / installment / sales, car maintenance / repair / service, refueling cards / ETC cards

[Fuyo Auto Lease website](#)

Reducing the environmental impacts of auto leasing business

Based on Fuyo Lease Group's Environmental Policy, Fuyo Auto Lease strives to reduce environmental impacts company-wide. Above all, in the core auto leasing business, we are working on environmental activities at all stages from the start of a lease lasting until the end of a lease.

Environmental activities in the auto leasing business



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Initiatives to contribute to customer safety

Drive recorder suggestions

At Fuyo Auto Lease, we assist customers to prevent accidents by suggesting that they install a drive recorder.

A drive recorder is an in-vehicle camera device that records items like the time, the location, forward image, acceleration, turn signal operation and brake operation for approximately twelve seconds before and after a large impact.

Characteristics of drive recorder

- The driver can confirm objectively review driving behavior that is likely to cause a near-miss or a traffic accident.
- Drivers can understand their own driving behavior, improve their awareness of safe driving by reflecting on their actions, and prevent traffic accidents.



Suggestions for telematics

Fuyo Auto Lease supports customer's operation management and accident prevention through telematics proposals.

"Telematics" is a blend word that combines "Telecommunication" and "Informatics." It refers to a service or a system that provides information by combining a communication system with a moving vehicle, such as an automobile. By installing a dedicated in-vehicle unit, we can acquire various information and understand / analyze a driving situation.



Holding safe driving seminars

Fuyo Auto Lease holds safe driving seminars so that customers can use vehicles safely and securely. In fiscal 2022, we held 23 seminars for major companies, medium-sized companies, and small to mid-sized companies, which were attended by a total of 1,010 participants. At the seminars, we provided the attendees with lectures, paper tests, video training programs, and driving aptitude tests using equipment.



Donation activities to assist children orphaned from traffic accidents

Fuyo Auto Lease aims to contribute to society generally, even in areas outside the scope of business.

In addition, in fiscal 2022, continuing from the previous year, we donated funds to support children orphaned by traffic accidents.

Results of support provided from FY 2014 to 2022

	Details of Activities	Donation
FY 2014	Donated funds from our employees / company to the Scholarship Foundation for Traffic Accident Orphans	210,000 yen
FY 2015	Donated funds from our employees / company to the Scholarship Foundation for Traffic Accident Orphans	210,000 yen
FY 2016	Donated funds from our employees / company to the Scholarship Foundation for Traffic Accident Orphans	210,000 yen
FY 2017	Donated funds from the company to the Scholarship Foundation for Traffic Accident Orphans	200,000 yen
FY 2018	Donated funds from the company to the Scholarship Foundation for Traffic Accident Orphans	200,000 yen
FY 2019	Donated funds from the company to the Scholarship Foundation for Traffic Accident Orphans	200,000 yen
FY 2020	Donated funds from the company to the Scholarship Foundation for Traffic Accident Orphans	200,000 yen
FY 2021	Donated funds from the company to the Scholarship Foundation for Traffic Accident Orphans	200,000 yen
FY 2022	Donated funds from the company to the Scholarship Foundation for Traffic Accident Orphans	200,000 yen

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[Blocking Relationships with Antisocial Forces](#) [Site Map](#)

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Sharp Finance

Outline of Sharp Finance

Profile

Sharp Finance is a leasing company that has its strengths in the retail market for small leases, such as developing vendor leasing in collaboration with dealers for small- and medium-size enterprises.

Company profile

Established	May 1982
Capital	3 billion yen
Shareholders	Fuyo General Lease (65%) Sharp Corporation (35%)
Business Activities	Various leasing businesses, credit sales business, real estate rental business, and insurance agency business

["Sharp Finance" website](#)

Fuyo General Lease and Sharp Finance have combined their expertise to meet diversified and sophisticated customer needs.

Development of community-based healthcare through support to establish clinics and initiatives to improve the health and welfare of residents

As the average age of doctors at clinics supporting community-based healthcare continues to increase*, "cycles" in which young doctors offer additional support will be essential to maintain healthcare systems. One of those cycles will be the establishment of new clinics, which is actively supported by Sharp Finance. In this way, we aim to make social contributions toward maintaining community-based healthcare systems.

Through leasing initiatives implemented in the course of our main business, which is medical equipment sales to vendors, we have amassed a business network of many customers that includes a large number of medical institutions, medical equipment manufacturers, pharmaceutical wholesalers, and accounting firms. In addition to being a finance company providing financial support for business launches, we also provide one-stop support for starting a business in cooperation with our business partners by fully utilizing our network in each specialized field, such as accounting firms that handle various notifications necessary for starting a business.

We supported the opening of a clinic for the Toyochō Hagukumi Family Clinic, a pediatric clinic in Koto-ku, Tokyo which opened in October 2021, as a result of an inquiry to our company's specialized website for business launch support. The area around Toyochō Station is being redeveloped, with construction of condominiums underway and the number of new families on the rise. We feel that we have contributed to community-based healthcare in this neighborhood by helping hospital directors actualize their desire to build clinics that support the growth of children and the health of their families, while fulfilling the demand for pediatric healthcare that has been continually increasing in this region.

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* The percentage of doctors over the age of 60 assigned to clinics was 51.5% in 2020; from the Statistics of Physicians, Dentists and Pharmacists 2020 published by the Ministry of Health, Labour and Welfare



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Accretive

Overview of Accretive

Profile

Accretive purchases receivable accounts that arise from the delivery of products and services, provides financial services that support cash flow of supplying companies by providing cash early, and in addition to supporting business efficiency also offers business process outsourcing (BPO) services such as accounting administration to clients including retail business operators.

Company profile

Established	May 1999
Capital	100 million yen
Shareholders	Fuyo General Lease (73.68%) Pan Pacific International Holdings Corporation (26.32%)
Business Activities	Financial services centering on the purchases of accounts receivables, BPO services such as accounting administration

["Accretive" website](#)

Cambodia support activities

Since 2017, in collaboration with its Cambodian subsidiary Accretive Service (Cambodia) Co., Ltd., Accretive has supported to elementary schools in Takeo province, Cambodia.

Local staff and employees participating from Japan visited the local elementary schools and prepared a learning environment by donating school supplies and reinforcing desks, as well as conducting exchange meetings to provide guidance on hygiene and to donate goods such as clothing, stationery, and daily necessities collected from employees at each base in Japan.

The exchanges with the children were helpful in understanding the current local situation and its issues, namely, that the educational environment in Cambodia's rural areas is lacking due to factors such as equipment and funding shortages.

We will continue to participate in activities that improve this environment little by little in the future.

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We handed stationery directly to about 120 elementary school students



Teaching hand-washing with soap



Playing together using a donated long rope



Commemorative photograph

Approach to Positive Off Motion

POSITIVE OFF

Accretive agrees with the aims of the Positive Off -movement advocated by the Japan Tourism Agency to realize more meaningful leisure activities of employees and their families.

This movement sees "holiday = off" as "forward-looking = positive." Each employee can proactively declare their plans to take paid leave, and as a result of going out and traveling during leisure time becomes refreshed both mentally and physically, which enhances self-improvement, and contributes to economic revitalization.

Accretive is introducing a system that allows annual paid leave to be acquired in hourly units. The Company is engaging in awareness-raising activities with posters to promote the new system and is endeavoring to improve working environments and create an atmosphere that makes it easier to take a vacation.



INVOICE

Outline of INVOICE

Profile

INVOICE provides integrated billing services for business clients that help reduce costs and improve productivity, and Internet services for residential buildings for individual customers.

Company profile

Established	December 1992
Capital	100 million yen
Shareholders	Fuyo General Lease (100%)
Business Activities	Integrated billing services for business clients and Internet services for residential buildings for individual customers

[“INVOICE” website](#)

Contributing to Client Companies’ Improved Productivity through BPO Services

INVOICE provides integrated billing services, which are BPO services where INVOICE compiles the individual telecommunications and public utility bills that are delivered to a customer's individual offices, pays those bills on behalf of the customer, and then bills the customer for those charges all at once.

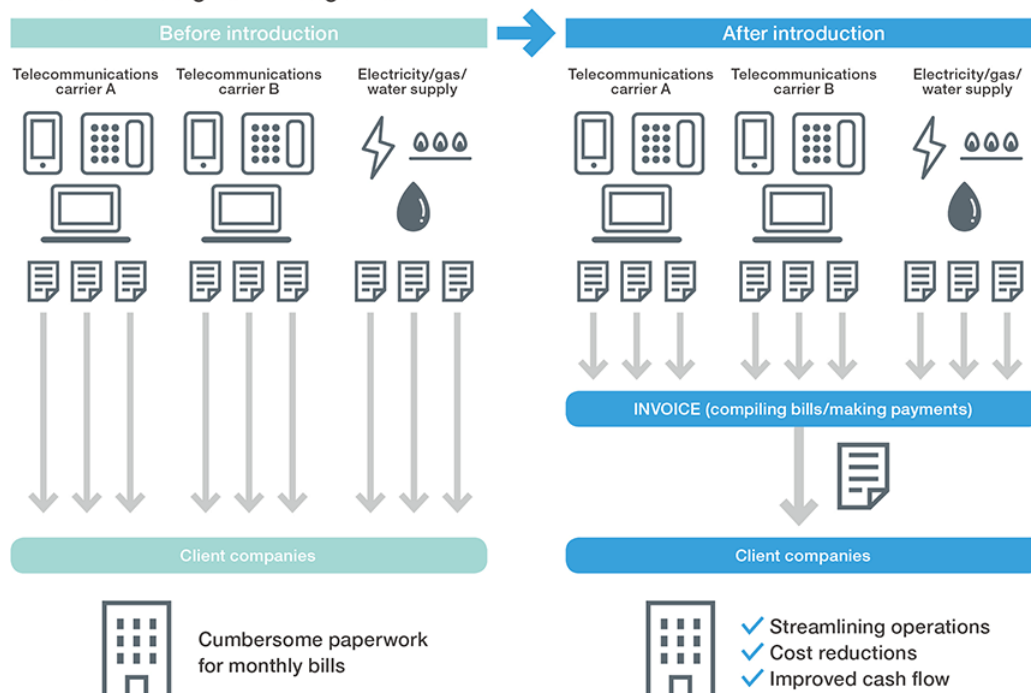
The corporate environment is changing significantly as labor shortages have become a social issue and work-style reform is required to reduce long working hours. Companies face an urgent challenge to increase the productivity of employees by streamlining cumbersome bill-processing tasks and increasing the time used to focus on high value-added core business activities.

Against this backdrop, the utilization of INVOICE’s integrated billing services allows customers to unify the different payment procedures used by each telecommunications carrier and utility provider, improving operational efficiency. Using the client’s mobile phone and Internet-related bills to understand the details of usage and then proposing the most suitable communication plan also helps client companies reduce their communication costs.

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Workflow of integrated billing service



There have been drastic changes in the business environment surrounding payment and settlement services as a result of technological advances. With INVOICE, we will take advantage of these changes to increase character recognition rates using AI and improve the overall efficiency of business processes through the use of robotic process automation (RPA), thus contributing to the reduction of costs and improved productivity for more customers.

eXtreak

Overview of eXtreak

Profile

eXtreak provides IT facility services to companies including design, construction, and building of IT infrastructure and facility-related maintenance.

Company profile

Established	August 2002
Capital	100 million yen
Shareholders	INVOICE (100%)
Business Activities	IT Facility Service Business

[“eXtreak” website](#)

Support for Establishing Telecommunications Environments and Digitalization of Small- to Medium-Sized Companies

eXtreak has extensive knowledge and advanced technical capabilities regarding the establishment of facility environments in terms of IT infrastructure design, implementation and construction, including LAN installation. It has provided IT facility services for a large number of corporations. Meanwhile, INVOICE is helping to respond to a growing personnel shortage and realize workstyle reforms through the provision of BPO services, such as a bundled invoice service for telecommunication and utilities charges (organization, visualization, and cost reduction). By combining eXtreak’s expertise in telecommunications environments and INVOICE’s knowledge of telecommunication lines, we are able to provide telecommunication environment optimization solutions and comprehensive services from line arrangements to facility environment preparation. In addition to management divisions that utilize BPO^{*1} services, we will also offer IT systems divisions a wide range of services, accelerating our support for telecommunications environment establishment and digitalization of small- to medium-sized companies.

^{*1} Business Process Outsourcing: The practice of outsourcing part or all of a company’s business processes to dedicated service providers in order to streamline and optimize a company’s business processes.

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NOC Outsourcing & Consulting

Outline of NOC Outsourcing & Consulting

Profile

NOC Outsourcing & Consulting provides "total outsourcing" targeting administrative departments such as general affairs, accounting, human resources, and sales administration.

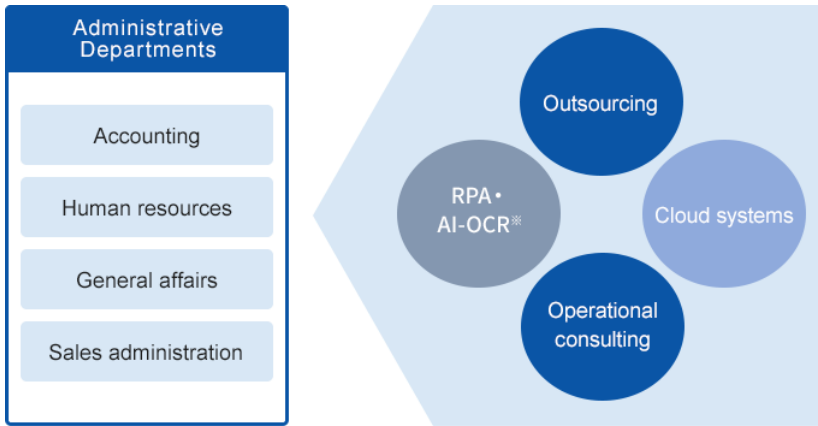
Company profile

Established	November 1988
Capital	100 million yen
Shareholders	Fuyo General Lease (100%)
Business Activities	Comprehensive outsourcing, human resources services, and shared services

“NOC Outsourcing & Consulting” website

Providing BPO services that meet the needs of the times

The strengths of NOC Outsourcing & Consulting lie in its outsourcing services (BPO services) targeting administrative departments such as general affairs, accounting, human resources, and sales administration. In addition to its robust consignment and operational functions, it is contributing to operational efficiency and cost reductions at approximately 1,000 companies. It is doing this by providing "total outsourcing" which combines the visualization and standardization of operations through the use of its own consulting functions, automation and reduction of employee numbers through the use of system development functions such as RPA and AI-OCR, and cloud systems.



* RPA: The automation of routine tasks using software robots.
AI-OCR: Optical character recognition. An AI reads images of text and converts it into text data.

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Demand for teleworking environment preparation and BPO services is growing. This has been driven by the recent efforts to promote workstyle reforms, and also as part of BCP countermeasures in response to prolonged business continuity risks in companies, as they were forced by COVID-19 pandemic to examine which operations they could continue with the minimum number of staff.

Going forward, NOC Outsourcing & Consulting will continue to be more sensitive to changes in the business environment as well as accompanying changes in needs, and will proactively respond to new needs of the times.

YAMATO LEASE

Outline of YAMATO LEASE

Profile

YAMATO LEASE provides support services for the management issues of transportation companies, such as succession problems and driver shortages in addition to providing support for the leasing, procurement, and sales of new and used trucks.

Company profile

Established	March 1977
Capital	30 million yen
Shareholders	Fuyo General Lease (60%) YAMATO HOLDINGS CO., LTD. (40%)
Business Activities	Truck leasing and installment, used car sales

"YAMATO LEASE" website [↗](#)

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Supporting vehicle procurement to resolve management issues faced by transport companies

In the logistics industry, many social issues have become apparent, including an increase in the volume of cargo being handled due to the expansion of the e-commerce market, shortages and aging of truck drivers, and work-style reform in response to the reduction of long working hours. In addition, the automobile industry is said to be entering a once-in-a-century period of great change due to CASE^{*1} technological innovations and the progress of MaaS^{*2} that connects vehicles and other means of transportation with IT. Environmental regulations, such as automobile exhaust regulations, are also being strengthened. Against the backdrop of such changes in the business environment, transportation companies are also required to procure vehicles in an optimal manner to adapt to these changes.

By using truck leasing from YAMATO LEASE, transportation company customers can introduce vehicles that are suited to the latest environment without the need for large sums of money. In addition, as truck distribution support, we offer full support for the replacement of trucks through proposals for purchase of existing and used trucks to meet our customers' and social needs. When selecting a used truck, we provide an environment where customers can search for a vehicle that meets their needs in a catalog-like manner through our "Tora-Machi" used-truck matching application.

Our strengths lie in our customer network as well as proposal-based sales, and going forward, we will continue to leverage these strengths in support of vehicle procurement that resolves the issues faced by transportation companies.

*1 CASE stands for Connected, Autonomous/Automated, Shared, and Electric. It is expected that technological innovation in these new areas will change the ways in which mobility and our society will exist.

*2 MaaS refers to Mobility as a Service, which indicates services that connect vehicles, public transportation, and other means of transportation through IT.

The first leasing company to be certified as an organization that promotes the Comfortable Workplace Certification System

YAMATO LEASE has been certified by the Ministry of Land, Infrastructure, Transport and Tourism and the Nippon Kaiji Kyokai as an organization that promotes the Driver's Workplace Environment Quality Certification System (commonly known as the Comfortable Workplace Certification System).



The Comfortable Workplace Certification System is a system to certify companies that are engaged in work-style reform, such as the revision of long working hours, in order to improve working conditions and the working environments of drivers as well as to secure and train drivers who are needed.

In order to promote the Comfortable Workplace Certification System, YAMATO LEASE holds briefing sessions, provides advice as well as guidance, and supports trucking companies in obtaining certification. In fiscal 2022, YAMATO LEASE supported 538 companies in obtaining certification. We aim to maintain safety management of the transportation industry and solve social issues such as the shortage of human resources.

* The Comfortable Workplace Certification System is a system in which a third-party organization evaluates and certifies the working environments of automobile transportation companies and provides this information mainly to job seekers. To encourage companies that have acquired certification to move to a higher level, there are three levels of certification depending on the number of certification items that a company has achieved. The three levels of certification are one star, two stars, and three stars.

Business succession support services specifically for the transportation industry

YAMATO LEASE provides business succession support services specifically for the transportation industry. The business succession support services provided by YAMATO LEASE leverage the experience and know-how that we have acquired from leasing trucks to transportation companies to match companies that are struggling to continue business due to aging managers and a lack of successors with companies that want to expand their business.

Through our business succession support services, we aim to solve the challenges facing the industry, such as the problems of finding successors at transportation companies, retaining employees, and resolving driver shortages.

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WorkVision

Outline of WorkVision

Profile

WorkVision provides a full range of IT solutions centered on cloud services and package services that cover planning, development and sales to operation, maintenance and other services.

Company profile

Established	October 2012
Capital	100 million yen
Shareholders	Fuyo General Lease (100%)
Business Activities	Development, sales, operation, maintenance, and other services related to IT solutions centered on cloud services and package services

[“WorkVision” website](#)

Providing cloud solutions to help customers transform their operations

Corporate management is being called on to increase operational productivity by overhauling non-core operations and undertaking the DX of tasks against a backdrop of enterprises encountering the need to address intensifying labor shortages and implement work-style reforms. WorkVision is utilizing its ICT technologies to contribute to the realization of a sustainable society by advancing the digital transformation of both companies and society.



WorkVision is a DX-certified operator* that develops new IT solutions for both customers and society based on its in-house experience developing DX initiatives. It is advancing innovation through the development of a wide range of solutions, from high profile public systems to systems for supporting operational efficiency efforts at private enterprises.

* A DX-certified operator is an enterprise that has received certification under the DX Certification system established based on the Act on Partial Revision of the Act on Facilitation of Information Processing enacted in May 2020. Only enterprises that are recognized as “DX-ready,” meaning that they are ready to transform their business using digital technology based on the Digital Governance Code formulated by the Japanese government, may receive certification.

WorkVision is advancing sustainability activities, primarily through its SDGs Promotion Working team, an organization that answers directly to the company’s president. Please see the link below for details.

[SDGs Initiative \(WorkVision official website\)](#)

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Human Centrix

Overview of Human Centrix

Profile

Human Centrix provides services from planning and production to distribution related to video services for business use, supporting companies to improve communication efficiency, marketing and DX promotion.

Company profile

Established	June 2004
Capital	25 million yen
Shareholders	Fuyo General Lease (100%)
Business Activities	Planning, proposal, filming, editing, and distribution of videos for use in corporate video production business

[“Human Centrix” website](#)

Videos for business use can convey more information than text or still images, enabling more efficient communication between companies.

There is demand for them in a number of business scenarios, mainly within major corporations, where business processes are becoming increasingly complex. Moreover, COVID-19 has given rise to a diversification of communication methods, including the use of online tools, and workstyles are on the cusp of a major revolution. In this environment, demand for the use of video to improve business process efficiency is increasing.

Human Centrix provides comprehensive services from planning and production to distribution related to video services for business use, such as products and services, company introductions, IR and general meetings of shareholders, and various kinds of manuals. Its services help companies to improve communication efficiency, marketing and DX promotion. The company provides optimal, finely balanced video services developed through working on many projects over the years. It is committed to providing even greater support for resolving issues in customers' increasingly high-level and complex business processes.

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FUJITA

Outline of FUJITA

Profile

FUJITA Co., Ltd. provides full support for the purchase, demolition and removal of medical equipment, in addition to the disposal of medical equipment, furniture and fixtures when hospitals and clinics open, relocate, and/or close.

Company profile

Established	July 2006
Capital	70.35 million yen
Shareholders	Fuyo General Lease (51%) Ken Fujita (38%) Shuji Furuta (11%)
Business Activities	<ul style="list-style-type: none">■ Buying and selling second-hand medical equipment (including installation and removal)■ Demolition and removal of medical equipment, furniture and fixtures when hospitals and clinics closed■ Disposal of leftover office items

“FUJITA” website [↗](#)

Initiative to resource circulation through promotion of the 3Rs

FUJITA is truly committed to the 3Rs (reuse, recycle, and reduce) to reduce the amount of waste when the company engages in the purchasing and selling of second-hand medical equipment and disposing of medical equipment from hospitals or clinics that have been closed.

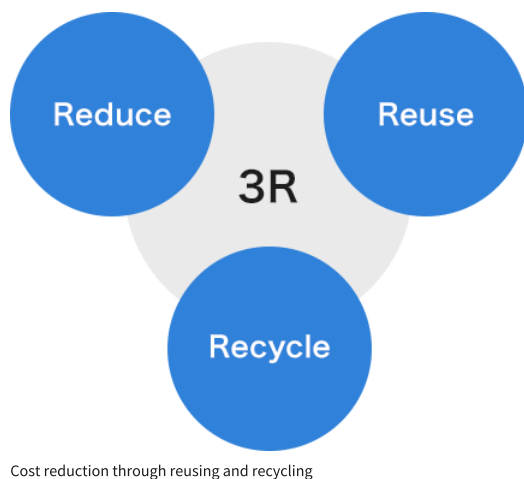
In particular, FUJITA focuses its efforts on the reuse element of the 3Rs. The company reuses not only medical equipment^{*1}, but also extends its reuse activities including equipment, furniture, fixtures, and other items^{*2} that remain in hospitals. The company strives for resource circulation in order to maximize the reuse of resources and cut down on waste. Furthermore, the company provides support to hospitals and clinics in the disposal of their medical equipment when they close. These activities allow the company to efficiently sort out and separate waste and recyclable metals or plastics. The company's activities to reduce the waste amount results in lower waste disposal costs incurred by the customers.

^{*1} Heavy medical equipment including MRI scanners, CT scanners, and angiography machines and portable equipment including ultrasonic diagnostic equipment and endoscope systems.

^{*2} Hospital beds, office furniture and equipment, electrical appliances, books and magazines, etc.

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① Reuse

FUJITA reuses medical equipment, office equipment and furniture, and electronic equipment.

② Recycle

FUJITA sorts out and separates waste. Furthermore, the company recycles it as resources including metals and plastics.

③ Reduce

As a result of reducing the waste amount, FUJITA can cut disposal costs.

Aqua Art

Outline of Aqua Art

Profile

Aqua Art was established in March 1994 as a wholly-owned subsidiary of Fuyo Lease. It operates a rental business for tropical fish tanks, which replicate the natural environment.

Company profile

Established	March 1994
Capital	50 million yen
Shareholders	Fuyo General Lease (100%)
Business Activities	Manufacture, sale, rental, and maintenance of ornamental aquarium

[Aqua Art website](#)

AQUA ART interior aquarium

AQUA ART is a product that reproduces the structure of the natural world in an aquarium using real creatures.

Specialist staff create each aquarium using detailed work and skills in a production process of around 50 steps. These include cleaning the sand laid in the bottom of the aquarium, circulating water to disperse bacteria through the tank, individually planting each aquatic plant and positioning each rock and piece of driftwood to create the layout inside the aquarium to incorporate and adjust each of the materials. AQUA ART is unique, individually crafted rental aquarium.

(1) Drawing people together to foster communication

AQUA ART provides spaces for people to share meaningful connections through conversation. It provides places for people to congregate naturally, and a pocket of relaxation in places where people visit for the first time, releasing tension and starting conversations.

(2) Raising awareness about preserving the natural environment and educating the next generation

AQUA ART recreates environments for living creatures inside an aquarium, offering a chance to learn about how the natural world works. We provide an opportunity to think about nature in terms of familiar living creatures, the food chain, and biodiversity.

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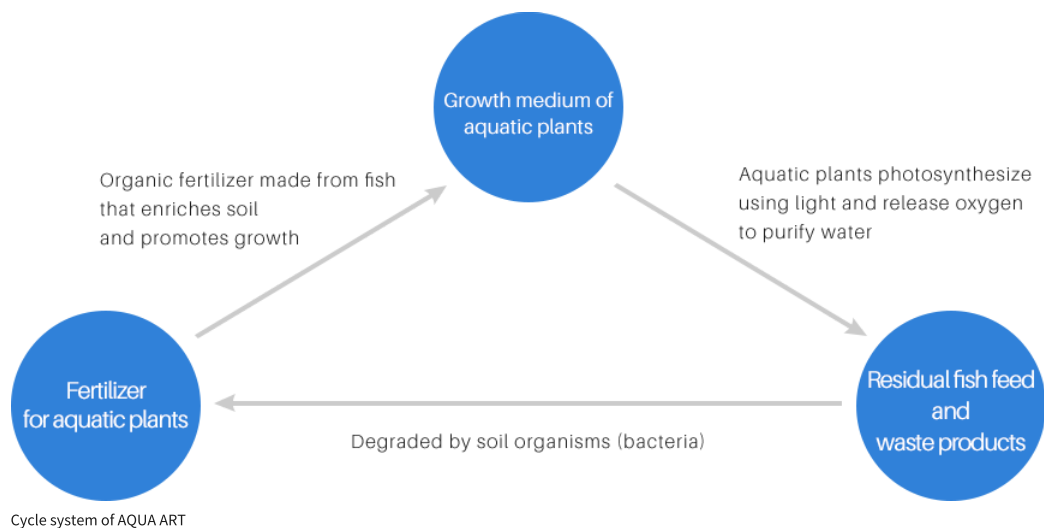
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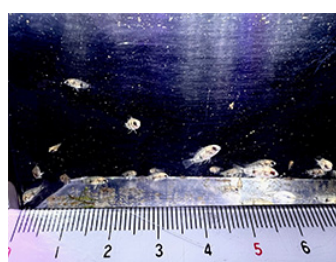
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Contributing to the environment through products

Our AQUA ART rental aquariums are tended by specialist staff, who recreate natural eco systems inside them. The connection between aquatic plants and tropical fish promotes purification of the water, helping to maintain water quality. This helps to minimize the amount of water used for replacement, and maintains the condition of the fish and plants, helping to protect water resources and living creatures.

Tropical fish and aquatic plants are procured through nurseries to maintain and protect the natural environment. At the same time, the Company is also working to breed its own. Aqua Art launched the SDGs-Related Project and established a system to provide a certain quantity of fish and aquatic plants through the in-house breeding of tropical fish such as platies, guppies, corydoras, and African butterfly cichlids, as well as reusing and cultivating aquatic plants brought back from maintenance work. We also strive to actively reuse and recycle old aquariums and apparatus.



In-house bred African butterfly cichlid

Contributing to society through products

Aqua Art is also collaborating with Fuyo General Lease in the "Aqua de Smile" social contribution activity using AQUA ART aquariums.

As part of this activity, we provide AQUA ART free of charge to nine maternal and child living support facilities and facilities supporting employment for people with disabilities in Tokyo and neighboring prefectures. Moreover, as part of environmental education activities undertaken by our staff, during the summer holidays they hold visiting lessons for the children at the facilities. The lessons are filled with full of happy faces and joyful cheering, using a quiz format to teach children about the habits and characteristics of tropical fish in a fun way, and helping them to learn about ecosystems.

We also hold the AQUA ART Design Contest. Students of the Tokyo Metropolitan Kogei High School, Tokyo Designer Gakuin College, and TCA Tokyo College of Eco & Animals, which have relationships with Fuyo General Lease and AQUA ART, compete to create special design and decoration for an aquarium interior, with the best entries displayed at the entrance and lobby of the Tokyo Dome Hotel. During the exhibition period, the hotel visitors vote for their favorite entry, enabling a large number of people to enjoy the competition.



Children actively participating during a visiting lecture (fiscal 2022)



Students in the production group from Tokyo Metropolitan Kogei High School at a screening for the AQUA ART Design Contest (Summer 2022)

FGL Techno-Solutions

Outline of FGL Techno-Solutions

Profile

FGL Techno-Solutions conducts equipment sales, outsourcing helpdesk services, and kitting, construction and other technical services in ICT-related fields.

Company profile

Established	May 1984
Capital	50 million yen
Shareholders	Fuyo General Lease (100%)
Business Activities	ICT equipment and software sales business, ICT outsourcing business, staffing and referral business for ICT business areas

[FGL Techno-Solutions website](#)

HR development to help solve corporate ICT issues

Many companies face management issues connected with a shortage of IT personnel and directly face not only the difficulty of hiring IT professionals but also a problematic lack of resources for training new people internally from scratch. At the same time, with ICT equipment becoming more diverse and complex, there are increasing cases of companies having to perform work with a high level of technical difficulty or intricate work in large amounts over a short period of time, and the barriers to solutions in the ICT field are getting higher by the day.

FGL Techno-Solutions provides outsourcing and staffing services in ICT-related fields. In outsourcing services, the company flexibly meets the changing needs of customers from the perspectives of where services are rendered, whether onsite or inhouse, and when they are rendered, from short-term/spot to long-term. In staffing services, personnel capable of being put to use immediately are provided in a timely manner.

It is IT professionals who support the provision of such services and the transformation of company businesses. FGL Techno-Solutions focuses on training IT personnel, primarily young programmers and field engineers. By supporting skill enhancement based on career plans while utilizing internal and external training programs and other resources, the company develops highly specialized engineers and technical personnel and others who are experts in ICT operations. These professionals are helping to solve the issues of companies with various concerns in ICT fields in such areas as general corporate administration and information systems for clients that include system integrators, major communications carriers, and mobile phone sales companies.

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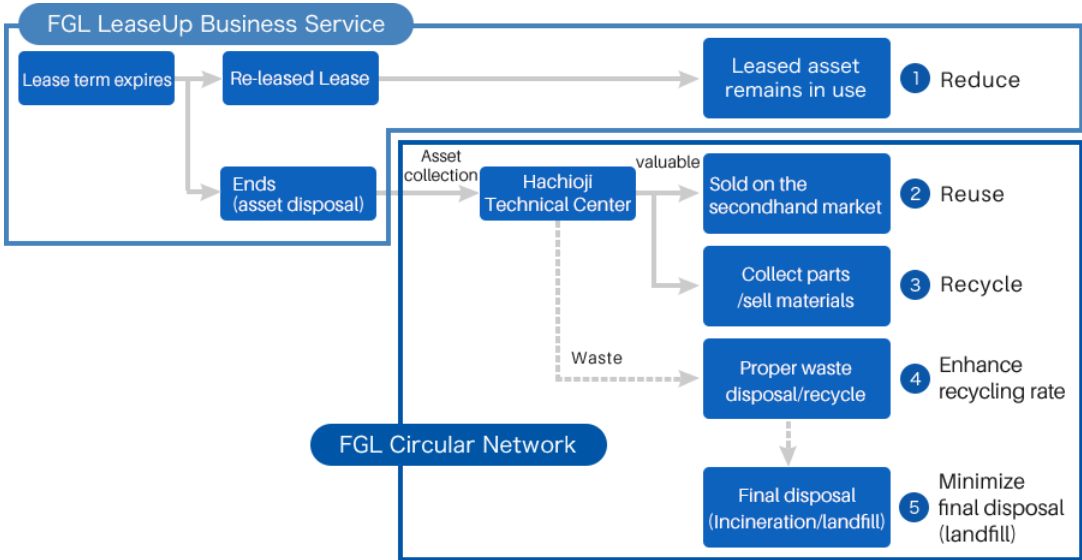
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FGL Circular Network & FGL LeaseUp Business Service

Collaborating to save resources and reduce waste

FGL Circular Network and FGL LeaseUp Business Service are involved in processing the leased properties of Fuyo Lease whose lease agreements are up. FGL Circular Network reuses and recycles properties at the end of their leases when they still have value and otherwise recycles and appropriately processes them as waste products. FGL LeaseUp Business Service conducts administration for the continued use of properties for which re-leasing is possible. In this way, the two companies work collectively in “contributing to the development of a circular society,” a goal stated in the Environmental Policy of the Fuyo Lease Group.



Outline of FGL Circular Network

Profile

FGL Circular Network purchases and sells properties of Fuyo Lease whose leases are up and used properties owned by customers, thereby helping to establish resource circularity.

Company profile

Established	April 1996
Capital	10 million yen
Shareholders	Fuyo General Lease (100%)
Business Activities	Buying and selling of machinery and equipment, installment sales and import / export, and buying and selling of used goods

FGL Circular Network website > [↗](#)

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Outline of FGL LeaseUp Business Service

Profile

FGL LeaseUp Business Service conducts administrative processing on a contract basis for the leased properties of Fuyo Lease when their leases are up.

Company profile

Established	April 2022
Shareholders	Fuyo General Lease (100%)
Business Activities	Processing of properties with expired leases

Contributing to a circular society by promoting the reuse of used PCs

The Hachioji Technical Center of FGL Circular Network takes in several thousand computers each month for reuse, computers previously used in the PC Rental, PC Eco & Value Lease, and PC-LCM (lifecycle management) services provided by Fuyo Lease.

Computers transferred to another party for reuse are first subject to appropriate processing that includes destroying all data and checking for proper functioning. The company has established a system for reselling used computers that had been leased or rented, and by promoting reuse, it contributes to the development of a circular society.

For devices that cannot be reused, efforts are made to limit the occurrence of waste and reduce it through a recycling system established at the Seki Factory of Matsuda Sangyo Co., Ltd.

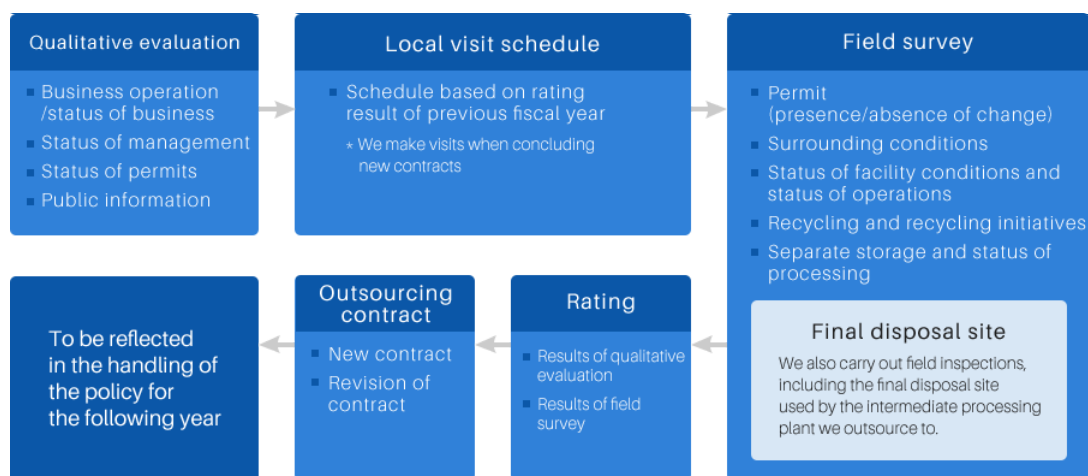


The Seki Factory, Matsuda Sangyo Co., Ltd

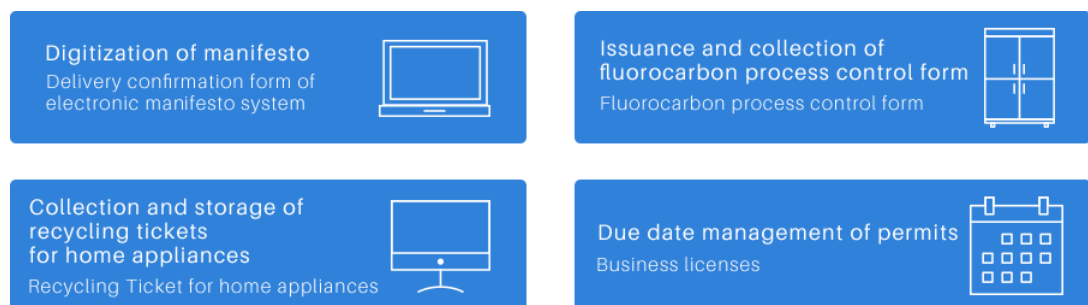
[Hachioji Technical Center website > ↗](#)

Appropriate disposal of waste

Property for which a lease has expired and cannot be reused are discarded. Going above and beyond simply complying with the Waste Disposal and Public Cleaning Law (Waste Management Act), as a waste generating business operator, we keep close track of every piece of waste we dispose of through an electronic manifest system. We conduct on-site inspections of waste disposal contractors according to an annual schedule.



Management of outsourcers



Management of reports

Examples of intermediate processing plants

Waste is transported to an intermediate processing plant and is reduced in quantity and volume by processes such as crushing. As a result, a lot of waste is now being recycled at the intermediate processing plant.

KANAME KOGYO Co., Ltd.

Shikahama Recycling Center of KANAME KOGYO Co., Ltd. is an intermediate processing factory established in September 2000. It is responsible for crushing and recycling mixed waste generated in the Tokyo metropolitan area.

In 2002, it obtained ISO14001 certification, and in 2010 it acquired Industrial Waste Expert certification under Tokyo's excellent industrial waste processing company certification system. In 2011, it acquired certification as an Excellent Industrial Waste Processing Company.

In December 2017, it was listed on the Second Section of the Tokyo Stock Exchange. (Transferred to the Standard Market with the reorganization of market classifications in April 2022)

The company publishes a waste information magazine called the KANAME Environmental News for waste-generating business operators and carries out activities such as free business consultations and workshops. The company is working to expand the appropriate disposal of waste.



Shikahama Recycling Center,
KANAME KOGYO Co., Ltd.

Re-Tem Corporation

Tokyo Plant of Re-Tem Corporation, which was completed and started operations in 2005, is the newest plant, and is part of the Tokyo Super Eco Town being built in the Tokyo Bay area as part of Japan's urban renewal project. It recycles 100% of various wastes, mainly metal waste, discharged in the Tokyo metropolitan area.



Tokyo Plant, Re-Tem Corporation

Example of final disposal site

The final disposal of waste is shifting to recycling processes due to the lack of final disposal sites for landfilling.

ECO KEIKAKU CO., LTD.

ECO KEIKAKU CO., LTD.'s Yorii Eco-Space and Arashiyama Eco-Space are the only private facilities certified by the Ministry of the Environment under the Act on Promotion of Development of Specified Facilities for the Disposal of Industrial Waste as comprehensive recycling facilities contributing to improved recycling rates.

Both facilities, which are capable of accepting waste items totaling over 20 different item types, are actively involved in developing new technologies such as material recycling, in order to meet various needs. The plants use mainly thermal recycling with a total processing capacity of 155.8 t a day.

Fuyo Lease periodically visits the company's disposal facility and disposal site to confirm the on-site conditions, to exchange information and to build relationships that can help both companies to improve environmental awareness.



Yorii Eco Space,ECO KEIKAKU CO.,LTD

Fund Procurement through Sustainable Finance

The Fuyo Lease Group is promoting business strategies based on the CSV approach, and proactively advancing sustainable financing initiatives in its fund procurement.

We will continue to diversify our methods of fund procurement and further promote our response to the problem of climate change and to social issues, aiming to contribute to the realization of a sustainable society.

Disclosure of Sustainable Finance Framework

We have formulated a sustainable finance framework to strengthen our fund procurement through sustainable finance.

[Fuyo General Lease Co., Ltd. Sustainable Finance Framework \(in Japanese\)](#)  (4,800KB)

Issuance of Green Bonds

Green bonds are bonds whose proceeds may only be used for green projects (projects that are expected to improve the environment), such as renewable energy projects, construction and upgrade of energy-saving buildings, and the prevention and management of environmental pollutants.

[Fuyo General Lease Co., Ltd. No.17 unsecured corporate bonds \(limited to corporate bonds with a special agreement on the same priority\) \(Green Bond\)](#) >

[Fuyo General Lease Co., Ltd. No.20 unsecured corporate bonds \(limited to corporate bonds with a special agreement on the same priority\) \(Green Bond\)](#) >

Issuance of Sustainability-Linked Bonds

Sustainability-linked bonds are bonds whose conditions vary depending on the achievement of set sustainability performance targets (SPTs), which are based on sustainability targets that have been set out in the issuers comprehensive social responsibility strategy.

[Fuyo General Lease Co., Ltd. No.27 unsecured corporate bonds \(limited to corporate bonds with a special agreement on the same priority\) \(Sustainability-linked Bond\)](#) >

Issuance of Sustainability Bonds

Sustainability bonds are bonds whose proceeds may only be used for projects that contribute to environmental and social sustainability.

[Fuyo General Lease Co., Ltd. No.31 unsecured corporate bonds \(limited to corporate bonds with a special agreement on the same priority\) \(Sustainability Bond\) \(Fuyo CSV Bond\)](#) >

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Disclosure of Internal Reviews Related to Sustainability-Linked Loans with Engagement Dialogue

Sustainability-linked loans with engagement dialogue are a method of financing in which sustainability performance targets (SPTs) are set through dialogue with the issuer to promote higher-level sustainability management, with the loan conditions varying depending on the achievement of the SPTs.

As an internal review of the stated loans, we disclose the results of our self-assessments as follows.

[Self-Assessment Results of Sustainability-Linked Loans with Engagement Dialogue \(in Japanese\)](#)  (1,587KB)

Positive Impact Finance (Loan) Agreements

Positive impact finance is a method of financing that comprehensively analyzes and evaluates the environmental, social, and economic impacts of corporate activities, and contributes to the achievement of the SDGs by expanding positive impacts. Third-party opinions regarding the stated loans are disclosed as follows.

[Third-Party Opinion on Positive Impact Finance with Shizuoka Bank \(in Japanese\)](#)  (1,983KB)

[Third-Party Opinion on Positive Impact Finance with Mizuho Bank \(in Japanese\)](#)  (2,400KB)

[Third-Party Opinion on Positive Impact Finance with MUFG Bank \(in Japanese\)](#)  (1,038KB)

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Outline of Sustainability-Linked Bond

Name	Fuyo General Lease Co., Ltd. No.27 unsecured corporate bonds (limited to corporate bonds with a special agreement on the same priority) (Sustainability-Linked Bond)
Issue duration	7 years
Issuance amount	10 billion yen
Issuing Conditions and Related Sustainability Performance Targets (SPTs)	<ol style="list-style-type: none"> 1. Renewable energy usage rate for group electricity consumption 50% or more (Maturity: July 2024) 2. Cumulative amount of the Fuyo 100% Renewable Electricity Declaration Support Program, and the Fuyo Zero Carbon City Support Program 5 billion yen or higher (Maturity: July 2024)
Coupon rate	<p>0.380% per annum from the day following December 24, 2020 to December 24, 2024.</p> <p>From the day following December 24, 2024, a coupon step-up of 0.10% will be generated if any of the SPTs linked to the issue conditions have not been met on July 31, 2024.</p>
Condition decision date	December 18, 2020
Issue date	December 24, 2020
Redemption date	December 24, 2027
Ratings	Japan Credit Rating Agency, Ltd. (JCR): A+ Rating and Investment Information, Inc. (R&I): A

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Third-party Assessment of Eligibility

Ministry of the Environment's Model Case for Issuance

The Fuyo Lease Group's Sustainability-Linked Bond was selected as a model case for the fiscal 2020 Sustainability Linked Loans, etc. Issuance by the Ministry of the Environment, and on November 27th, 2020 it was announced that the Ministry of the Environment and certification bodies (Japan Credit Rating Agency, Ltd. and E&E Solutions Inc.) had verified the conformity of the framework for issuing of the Sustainability Linked Bond with the Ministry of the Environment's Green Loan and Sustainability Linked Loan Guidelines 2020 and the International Capital Markets Association's (ICMA) Sustainability-Linked Bond Principles.

[Conformity results for the Guideline of a model case for fiscal 2020 Sustainability Linked Loan, etc.](#) [↗](#)

[Pre-issuance Report](#) [↗](#)

Announcement of Investment in the Sustainability-Linked Bond

These are the investors who have announced that they will invest in the Sustainability-Linked Bond

List of investors who have announced investment (Japanese alphabetic order)

(As of December 18, 2020)

- IO Shinkin Bank
- AICHI CHITA AGRICULTURAL COOPERATIVE ASSOCIATION
- Asset Management One Co., Ltd.
- Awaji Shinkin Bank
- Ishinomaki Shinkin Bank
- Ibaraki Prefectural Credit Federation of Agricultural Cooperatives
- Okayama Shinkin Bank
- THE KANAGAWA BANK, LTD.
- Kanonji Shinkin Bank
- Gifu Prefectural Credit Federation of Agricultural Cooperatives
- Kuwanamie Shinkin Bank
- The 77 Bank, Ltd.
- Shinonome Shinkin Bank
- Shibata Shinkin Bank
- Suwa Shinkin Bank
- Seishin Shinkin Bank
- Saison Automobile and Fire Insurance Co., Ltd.
- Takanabe Shinkin Bank
- Tajima Shinkin Bank
- Danyo Shinyo Kumiai Bank
- Choshi Shinkin Bank
- Tokyo City Shinkin Bank
- Tokyo Higashi Shinkin Bank
- The Tono Shinkin Bank
- The Toa Reinsurance Company, Limited
- The Toyota Shinkin Bank
- Nagano Shinkin Bank
- Nagano Labour Bank
- Nagoya Broadcasting Network Co., Ltd.
- Nishihyogo Shinkin Bank
- Nishimikawa Agricultural Cooperative
- Nissay Asset Management Corporation
- Hagi Yamaguchi Shinkin Bank
- [Hamamatsu Iwata Shinkin Bank](#) [↗](#)
- Handa Shinkin Bank
- Hanno-Shinkin Bank
- Hyogo Shinkin Bank
- Hiratsuka Shinkin Bank
- Fukoku Mutual Life Insurance Company
- BlackRock Japan Co., Ltd.
- The Hekikai Shinkin Bank
- Mie Prefectural Credit Federation of Agricultural Cooperatives
- [Sumitomo Mitsui Trust Asset Management Co., Ltd.](#) [↗](#)
- The Miyazaki Taiyo Bank, Ltd.
- Moka Credit Union
- The Yuki Shinkin Bank
- Yokohama Agricultural Cooperative
- Lifenet Insurance Company
- Wakayama Prefectural Credit Federation of Agricultural Cooperatives

Reporting

SPTs and Status of Progress on Targets

SPT 1 Renewable energy usage rate for group electricity consumption 50% or more (Maturity: July 2024)

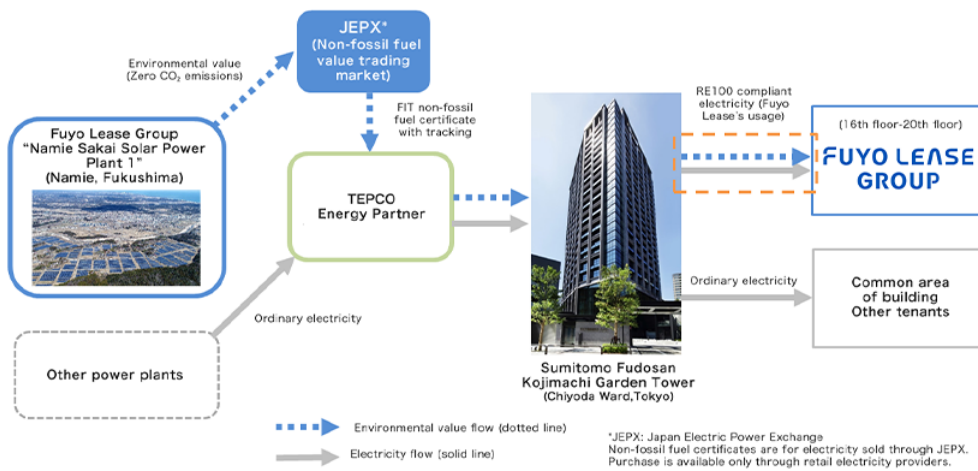
In participating in RE100, Fuyo General Lease has set a target of 50% renewable energy use for the Group by 2030 and 100% by 2050. However, under SPT (1) for this sustainability linked bond, we have brought forward the medium-term target achievement timing to renewable energy use of 50% by July 2024.^{*1} Most of the Fuyo Lease Group's electricity consumption takes place among tenants of its office buildings. The Company is cooperating with the building owner of its head office building and with retail electricity providers to develop a new method for realizing effective transition to renewable energy for tenants.^{*2} In fiscal 2021, the Group's head office switched to being powered by renewable energies, and carrying on from this, multiple business sites in Japan also switched to renewable energies in fiscal 2022. Going forward, we will continue to work to achieve medium-term targets by switching to renewable energy at various business sites.

Status of Progress

Renewable energy usage rate for group electricity consumption: 35.8% (as of September 30, 2022)

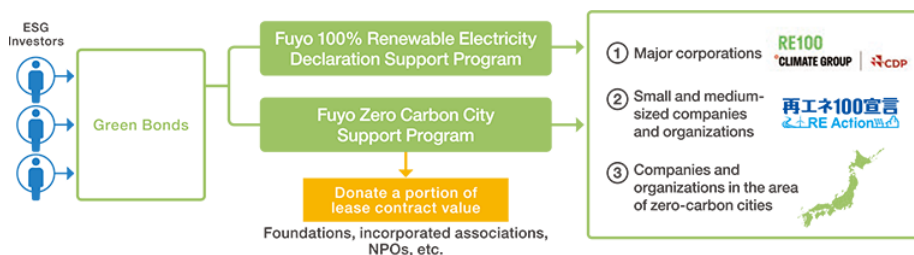
^{*1} In July 2021, we brought the target forward again, so that the current target is "50% by 2024, 100% by 2030."

^{*2} Relevant press release: "Individual Office Building Tenants Switch to RE100 Compliant Electricity from Solar Power Station at Namie, Fukushima Prefecture, which is Working to Recover from the Great East Japan Earthquake" (In Japanese only)



SPT 2 Cumulative amount of the Fuyo 100% Renewable Electricity Declaration Support Program, and the Fuyo Zero Carbon City Support Program 5 billion yen or higher (Maturity: July 2024)

The second SPT is a target for the cumulative handling amount of the [Fuyo 100% Renewable Electricity Declaration Support Program](#), and the [Fuyo Zero Carbon City Support Program](#) of 5 billion yen or higher by 2024. The Fuyo Zero Carbon City Support Program uses green bonds and other sources of funds raised by the Company to provide financial support to customers who are introducing properties that contribute to renewable energy and energy conservation. To date, it has been used by customers representing more than 300 organizations located in 36 prefectures throughout Japan. As of September 30, 2022, the handling amount for both programs reached a cumulative total of 8.71 billion yen, achieving the target. Moreover, under the Medium-Term Management Plan Fuyo Shared Value 2026, which started in fiscal 2022, we are aiming for a cumulative handling amount for both programs of 12 billion yen (fiscal 2022 to fiscal 2026) as one non-financial target. We will continue to advance both programs to actively support companies and local governments that are engaged in decarbonization.



Status of Progress

Cumulative amount: 8.71 billion yen (as of March 31, 2022) <Achieved target>

Outline of Sustainability Bond (“Fuyo CSV Bond”)

Name	Fuyo General Lease Co., Ltd. No.31 unsecured corporate bonds (limited to corporate bonds with a special agreement on the same priority) (Sustainability Bond) (known as “Fuyo CSV Bond”)
Issue duration	5 years
Issuance amount	10 billion yen
Coupon rate	0.120%
Condition decision date	September 10, 2021
Issue date	September 17, 2021
Redemption date	September 17, 2026
Use of proceeds	Refinance of the following in Use of Proceeds for this Sustainability Bond
Ratings	Japan Credit Rating Agency, Ltd. (JCR): A+ Rating and Investment Information, Inc. (R&I): A

Third-party Assessment of Eligibility

JCR Sustainability Bond Rating

This sustainability bond has been externally evaluated by the Japan Credit Rating Agency (JCR) regarding its conformance with the Green Bond Principles 2021, the Social Bond Principles 2021, and the Sustainability Bond Guidelines 2021 of the International Capital Market Association (ICMA) and the Green Bond Guidelines 2020 of the Ministry of the Environment.

[JCR Sustainability Bond Rating](#) 📄 (1945KB)

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Use of Proceeds for this Sustainability Bond

This sustainability bond ("Fuyo CSV Bond") is intended to refinance the following green projects and social projects among the important initiatives related to the Group's CSV.

Fuyo Lease Group CSV								
		Material Issues (Materiality)	Relevant SDGs	Themes of Target	Specific initiatives		Properties (projects)	Location
Social Value	Environment	Responding to climate change issues and renewable energy		○	Expand supply of renewable energy	Solar power plants	Samegawa Aono Solar Power Plant	Samegawa, Higashi Shirakawa-gun, Fukushima
					Supplying of environmentally friendly real estate (green building)	Office building (green building)	Ochanomizu Sola City	Chiyoda-ku, Tokyo
	Society and People	Contributing to the creation of a circular society						
		Promoting health and wellbeing		○	Expand access of medical, elderly nursing care, and welfare services	Facilities for the elderly	Medical rehabilitation home Granda Takarazuka Sakasagawa	Takarazuka, Hyogo
		Developing safe and livable cities and providing transportation		○	Supplying of real estate with nursing care for the elderly		Granda Yukigaya	Ota-ku, Tokyo
Achieving economic growth and fulfilling work				Rehabilitation home Granda Issha	Nagoya, Aichi			
System that Support Sustainable Value Creation		Diversity and work-style reform	 					

(News release as of August 20, 2021: [Issued Sustainability Bond \(Fuyo CSV Bond\)](#)) 📄

Announcement of Investment in the Sustainability Bond

These are the investors who have announced that they will invest in the Sustainability Bond.

List of investors who have announced investment (Japanese alphabetic order)

(As of September 10, 2021)

- Asset Management One Co., Ltd.
- Izawa Metal Co., Ltd.
- The 77 Bank, Ltd.
- Jodo Shu
- Tokio Marine Asset Management Co., Ltd.
- The Toa Reinsurance Company, Limited
- Nissay Asset Management Corporation
- Higashi-Nippon Bank, Ltd.
- Mitsui Sumitomo Insurance Company, Limited
- Sumitomo Mitsui DS Asset Management Company, Limited
- Sumitomo Mitsui Trust Asset Management Co., Ltd.
- Mitsubishi UFJ Trust and Banking Corporation

Reporting

Scheduled to be updated after fund allocation

Fuyo General Lease Co., Ltd. No.17 unsecured corporate bonds (limited to corporate bonds with a special agreement on the same priority) (Green Bond)

Outline of the Green Bond

Name	Fuyo General Lease Co., Ltd. No.17 unsecured corporate bonds (limited to corporate bonds with a special agreement on the same priority) (Green Bond)
Application period	October 26, 2018
Payment date	November 2, 2018
Issue duration	5 years
Issuance amount	10 billion yen
Coupon rate	0.210%
Use of proceeds	The capital raised through the Green Bond will be used for the redemption of commercial paper issued to fund existing solar power generating facilities owned by the Company's subsidiary and for capital investment in solar power generating facilities under construction by the Company's subsidiary.
Ratings	Japan Credit Rating Agency, Ltd. (JCR): A Rating and Investment Information, Inc. (R&I): A-

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Third-party assessment of green bond eligibility

JCR green bond rating

Fuyo General Lease acquired a third-party rating from the Japan Credit Rating Agency, Ltd. (JCR) of Green 1, the highest score in the JCR Green Bond Rating system with regards to green bond eligibility.

[JCR Green Bond Rating](#) (605KB)

Ministry of the Environment Financial Support Programme for Green Bond Issuance

The acquisition of a third-party rating makes the bond eligible for a subsidy from the Japanese Ministry of the Environment 2018 Financial Support Programme for Green Bond Issuance.

[Financial Support Programme for Green Bond Issuance \(Ministry of the Environment\)](#) ↗

[List of Notification of Decisions to Grant the Subsidy \(Ministry of the Environment\)](#) ↗

Announcement of investment in the Green Bond

These are the investors who have announced that they will invest in the Green Bond.

List of investors who have announced investment (Japanese alphabetic order)

(As of October 26, 2018)

- Oita Bank Co., Ltd.
- Saitama Medical University
- The Sugamo Shinkin Bank
- Tokio Marine Asset Management Co., Ltd.
- Nippon Densetsu Kogyo Co., Ltd.
- Higashi-Nippon Bank, Ltd.
- Sumitomo Mitsui Trust Asset Management Co., Ltd.
- Mitsubishi UFJ Kokusai Asset Management Co., Ltd.
- Mitsubishi UFJ Trust and Banking Corporation
- The Rokinren Bank

Reporting

Allocation of capital raised

It is planned to allocate the capital raised through the Green Bond to the redemption of commercial paper issued to fund existing solar power generating facilities owned by the Company's subsidiary and to capital investment in solar power generating facilities under construction by the Company's subsidiary.

Effect on improving the environment

The total annual effect on reduction of CO2 emissions from the eligible projects covered by the Green Bond will be 43,495 tons and total annual electricity generated will be 98,428MWh.
(Theoretical value based on output standard as of December 20, 2019)

Annual Review

As a result of an annual review by Japan Credit Rating Agency, Ltd. (JCR), compliance with the Green Bond Principles and the Ministry of the Environment's Green Bond Guidelines has been confirmed, and a JCR Green Bond Evaluation of "Green 1" has been obtained.

[Green Bond Review](#)  (201KB)

Fuyo General Lease Co., Ltd. No.20 unsecured corporate bonds (limited to corporate bonds with a special agreement on the same priority) (Green Bond)

Outline of the Green Bond

Name	Fuyo General Lease Co., Ltd. No.20 unsecured corporate bonds (limited to corporate bonds with a special agreement on the same priority) (Green Bond)
Application period	July 12, 2019
Payment date	July 22, 2019
Issue duration	5 years
Issuance amount	5 billion yen
Coupon rate	0.150%
Use of proceeds	The capital raised through the Green Bond will be used to offer financial products that provide incentives to join the new 100% renewable energy initiative aimed at small- and medium-sized enterprises (the so-called "Japan RE100").
Ratings	Japan Credit Rating Agency, Ltd. (JCR): A Rating and Investment Information, Inc. (R&I): A-

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Third-party assessment of green bond eligibility

Ministry of the Environment Financial Support Programme for Green Bond Issuance

The Fuyo Lease Group's Green Bond was selected as a model case for the fiscal 2019 Green Bond Issuance by the Ministry of the Environment, and June 28th, 2019 it was announced that the Ministry of the Environment and certification bodies (E&E Solutions Inc. and Japan Credit Rating Agency, Ltd.) had verified the conformity of the framework for issuing of the Green Bond with the Green Bond Guidelines, 2017.

[Conformity results for the Guideline of a model case for fiscal 2019 Green Bond Issuance. \(Ministry of the Environment\)](#)



[Pre-issuance Report](#)

Announcement of investment in the Green Bond

These are the investors who have announced that they will invest in the Green Bond.

List of investors who have announced investment (Japanese alphabetic order)

(As of July 12, 2019)

- THE SEISHIN SHINKIN BANK.
- Tokio Marine Asset Management Co., Ltd
- THE BANK OF NAGOYA, LTD.
- Hanno-Shinkin Bank.
- Sumitomo Mitsui Trust Asset Management Co., Ltd.

Reporting

Allocation of capital raised

The proceeds from this Green Bond were used to fund the provision of the "Fuyo 100% Renewable Electricity Declaration" and the "Fuyo Zero Carbon City Support Program" (both Program A) by March 2022.

Positive environmental impacts

Because it is difficult to individually calculate the reduction of carbon dioxide emissions and other positive environmental impacts for the wide range of properties subject to the Green Bond, the program execution amount, the number of users, expected positive environmental impacts for each property type, as well as the number of organizations participating in RE100 and the 100% Renewable Electricity Declaration RE Action since the start of the program are disclosed.

"Fuyo 100% Renewable Electricity Declaration Support Program" Program A (Green Bond) handling results (total amount spent / number of users / expected positive environmental impacts)

Property type	Total amount spent on Program A (Oct. 2019 to Mar. 2022)	Expected positive environmental impacts
1. Renewable energy equipment (solar power, wind power, hydropower, biomass power including biogas, and geothermal power for private use)	337 million yen / 4 organization-	Newly created renewable energy (power generated): Approx. 2.5MW
2. Energy-efficient equipment (equipment covered by the ESG Lease Promotion Project Subsidy Program or equipment with 10% or more improved energy efficiency* ¹⁾)		Promotion of low carbon and decarbonization in companies and organizations participating in RE100 and the 100% Renewable Electricity Declaration RE Action
Projects with 30% or more improved energy efficiency	212 million / 1 organization-	
Projects with 10% to 30% improved energy efficiency	528 million yen / 4 organization	
3. Devices that are compliant with the Act on Promoting Green Procurement		

Property type	Total amount spent on Program A (Oct. 2019 to Mar. 2022)	Expected positive environmental impacts
Information equipment, office automation equipment, etc.	2,922 million yen / 105 organizations	
Electric vehicles, hybrid vehicles*2, plug-in hybrid vehicles*2, fuel-cell vehicles	1,655 million yen / 75 organization	

*1 This excludes energy-efficient equipment that uses coal. In cases where non-coal fossil fuels such as oil and natural gas are used, it is possible to either reduce greenhouse gases or improve energy efficiency by at least 30% for all initiatives in buildings and other facilities including initiatives related to renewable energy, and this is limited to the replacement of equipment.

*2 Hybrid vehicles / plug-in hybrid vehicles are limited to those that satisfy emissions of less than 75 g CO₂-p/km (CO₂ emissions per person when traveling 1 km).

Participation in RE100 and the 100% Renewable Electricity Declaration RE Action

	End of July 2019		End of July 2020		End of July 2021		End of March 2023	
	Number of domestic participating companies and organizations	Power consumption (Total)	Number of domestic participating companies and organizations	Power consumption (Total)	Number of domestic participating companies and organizations	Power consumption (Total)	Number of domestic participating companies and organizations	Power consumption (Total)
RE100	20 companies	Approx. 17 TWh	35 companies	Approx. 26 TWh	58 companies	Approx. 46 TWh	78 companies	Approx. 58 TWh
100% Renewable Electricity Declaration RE Action	0 organizations (Established in Oct. 2019)	0 GW (Established in Oct. 2019)	71 organizations	Approx. 914 GWh	157 organizations	Approx. 1.1 TWh	319 organizations	Approx. 1.7 TWh

Annual Review

In an annual review by the Japan Credit Rating Agency, Ltd. (JCR), compliance with the Green Bond Principles and the Ministry of the Environment's Green Bond Guidelines has been confirmed, and a JCR Green Bond Evaluation of "Green 1" has been obtained.

[Green Bond Review Results](#)  (488KB)

[Site Policy](#) [Privacy policy](#) [Customer-oriented Operational Policies](#) [Basic Policy for Prevention of Money Laundering, etc.](#)

[Blocking Relationships with Antisocial Forces](#) [Site Map](#)

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Participation in Initiatives and Third-Party Evaluation

Participation in Initiatives

UNGC: United Nations Global Compact

The United Nations Global Compact (UNGC) is a voluntary initiative in which companies and organizations act as good members of society and participate in the creation of a global framework for sustainable growth by demonstrating responsible and creative leadership. We became a signatory in January 2018. We support the 10 principles of the UNGC in four categories (human rights, labor, environment, and anti-corruption) and work toward making them happen.



TCFD: Task Force on Climate-related Financial Disclosures

The Task Force on Climate-related Financial Disclosures (TCFD), which was set up by the Financial Stability Board (FSB), an international organization of major countries' central banks and financial regulators, presents a framework for disclosures relating to climate change. In May 2019, Fuyo Lease expressed its support for the recommendations set out in the final report of the TCFD and is preparing to make the required disclosures.



RE100 : Renewable Electricity 100

RE100 is a global initiative run by the Climate Group, an international NGO in partnership with CDP. Member companies commit to, and publish, a target of 100% renewable energy use in their businesses by 2050. Fuyo Lease became a member in September 2018, announced targets of 50% renewable energy use by 2024 and 100% by 2030, and is taking action to make them happen.



JCLP: Japan Climate Leaders' Partnership

In February 2018, we became a supporting member of JCLP, a coalition of companies working toward a sustainable, zero-carbon society, and an executive member in December 2018. As well as engaging in our own zero-carbon initiatives, we are involved in a broad range of activities that address climate change, such as developing and providing solutions that will help the transition to a zero-carbon society, collaborating with global networks, and making policy recommendations.



EMF: Ellen MacArthur Foundation

The Ellen MacArthur Foundation (EMF) is an international initiative whose purpose is to accelerate the transition to the circular economy. We became a member of the foundation in November 2020 to acquire knowledge of the circular economy and collaborate with other companies and research organizations.



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– Japan Circular Economy Partnership (J-CEP)

J-CEP is a new business co-creation partnership in which companies aiming to realize a sustainable society work to promote a circular economy in collaboration with residents, governments, universities and other organizations.

We have been a member of J-CEP since its inception in October 2021.



– Financial Behavior Principles for the Formation of a Sustainable Society: Principles for Financial Action for the 21st Century

The Principles for Financial Action for the 21st Century were formulated as the policy recommendation for financial institutions seeking to fulfill their roles and responsibilities in forming a sustainable society. Fuyo Lease signed the principles in June 2016.



– Leading Tenant Action Policy

The Ministry of the Environment launched this program in October 2021 to promote decarbonization of tenant buildings, etc. In November of the same year, we endorsed the program. The program aims to promote the decarbonization of tenant buildings by communicating the needs of tenant companies to building owners through the formulation of the "Leading Tenant Action Policy," which outlines the decarbonization initiatives of tenant companies, etc., and by soliciting and publicizing companies, municipalities, etc., that support the policy.

Third-Party Evaluation

The Fuyo Lease Group is reinforcing its environmental, social, and governance (ESG) activities and pursuing CSV initiatives to solve social issues. Our ESG practices have been highly evaluated by the following organizations, which rate companies based mostly on their non-financial information.

Inclusion in ESG-Related Stock Indices

– FTSE4Good Index Series

The FTSE4Good Index Series is a set of stock indexes operated by FTSE Russell of the London Stock Exchange Group to measure the performance of companies that demonstrate strong ESG practices.



FTSE4Good

– FTSE Blossom Japan Index

The FTSE Blossom Japan Index is a set of stock indexes operated by FTSE Russell of the London Stock Exchange Group to measure the performance of Japanese companies that demonstrate strong ESG practices. The FTSE Blossom Japan Index is one of five ESG indexes selected by the Japanese Government Pension Investment Fund (GPIF) to be tracked in order to manage its ESG investment.



FTSE Blossom
Japan

– FTSE Blossom Japan Sector Relative Index

The FTSE Blossom Japan Sector Relative Index, created by global index provider FTSE Russell, reflects the relative environmental, social and governance (ESG) performance of Japanese companies in each sector. The index is designed to be sector neutral. In order to facilitate the transition to a low-carbon economy, only those companies with particularly high greenhouse gas emissions that are recognized for their improvement efforts by the TPI Management Quality Score are included.



FTSE Blossom
Japan Sector
Relative Index

– MSCI Japan Empowering Women Index (WIN)

MSCI Japan Empowering Women Index (WIN) is a stock index operated by MSCI Inc. to target Japanese companies in various industries that are promoting and maintaining gender diversity. The GPIF also manages its ESG investment by tracking this index.

2023 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

* The inclusion of Fuyo General Lease in any MSCI Index, and the use of MSCI logos, trademarks, service marks or Index names herein, do not constitute a sponsorship, endorsement or promotion of Fuyo General Lease by MSCI or any of its affiliates. The MSCI Indexes are the exclusive property of MSCI. MSCI and the MSCI Index names and logos are trademarks or service marks of MSCI or its affiliates.

– S&P / JPX Carbon Efficient Index

Jointly developed by S&P Dow Jones Indices LLC. and Japan Exchange Group, Inc., the S&P / JPX Carbon Efficient Index is designed to adjust the constituent weightings based on the companies' performance in terms of carbon emissions per unit of revenue and environmental information disclosure level. The GPIF also manages its ESG investment by tracking this index.



– SNAM Sustainability Index

The SNAM Sustainability Index is an index managed based on the results of corporate ESG surveys conducted jointly by SOMPO Risk Management Inc. and Integrex Inc. Companies whose total ESG scores exceed a specified level are included in the index. Fuyo Lease has been included in the index since 2012.



– DBJ Environmental Rating

DBJ Environmental Rating is a rating system developed by the Development Bank of Japan, Inc. for the rating companies based on the level of their environmental management practices. Based on this, companies can receive loans from the bank at preferential interest rates according to their respective ratings. For 11 consecutive years, from fiscal 2011 to fiscal 2019, and fiscal 2021 to fiscal 2022, the Company obtained the highest-level ranking in the DBJ Environmental Rating for its exceptionally advanced environmentally conscious approach.



Evaluation of Our Initiatives

– ESG Finance Awards Japan

In fiscal 2019, in the bond category of the first ESG Finance Awards Japan, in which the Ministry of the Environment recognizes financial institutions that are actively engaged in ESG finance and companies engaged in environmentally sustainable management, we received the Gold Prize (Minister's Prize, the Ministry of Environment) in recognition of our efforts in the Fuyo 100% Renewable Electricity Declaration Support Program. In addition, the Fuyo Zero Carbon City Support Program received a Special Award (Selection Committee Chairman Award) in the indirect finance category at the third annual ESG Finance Awards Japan in fiscal 2021 for its uniqueness and novelty.



– Nikkei SDGs Management Survey

It is a survey conducted by Nikkei Inc. from 2019 that evaluates initiatives that contribute to the SDGs through business and lead to improved corporate value on a 10-point scale from 0.5 to 5 stars. In the 4th Nikkei SDGs Management Survey in 2022, our company was recognized as a 4-star company (a deviation between 60 and 65) in the overall evaluation.



– Environmental Communication Awards

The Fuyo Lease Group Integrated Report 2020 received the Excellence Award in the Environmental Reporting category of the 24th Environmental Communication Awards hosted by the Ministry of the Environment and Global Environmental Forum.



– Platinum Kurumin

The "Kurumin" accreditation mark is issued to companies that have implemented the General Employers Action Plan under the Act on Advancement of Measures to Support Raising Next-Generation Children and whose initiatives have been recognized. In fiscal 2017, we received a special certification known as the Platinum Kurumin, which is awarded to Kurumin-certified companies that have demonstrated a higher level of commitment.



– Eruboshi

Eruboshi is a system launched by the Minister of Health, Labour, and Welfare for certifying companies that are advancing excellent initiatives to promote the advancement of women in the workplace, based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace. We received Eruboshi certification in fiscal 2021 after meeting specific criteria (recruitment, continuous employment, ways of working including working hours, percentage of female managers, diverse career paths) for certification as an excellent company promoting the advancement of women in the workplace.



– PRIDE Index

This index was created in 2016 for the first time in Japan by the voluntary association "work with Pride" to assess organizations' efforts to make workplaces welcoming to LGBTQ+ and other sexual minorities. We were certified as "Bronze" in the "PRIDE Index 2022."



– Health and Productivity Management Organization

Health and productivity management means to regard and strategically implement employee health management from a business point of view. Fuyo Lease was recognized as one of the enterprises under the 2023 Certified Health and Productivity Management Organization Recognition Program, a scheme run by the Ministry of Economy, Trade and Industry (METI) and Nippon Kenko Kaigi.



– ESG Lease Promotion Business and Excellent Efforts Certification Program

The program provides certification from the Minister of the Environment for business operators conducting excellent efforts who have achieved notable results or are engaged in notable efforts in relation to ESG leases (leases for introducing decarbonization equipment that meets standards set by the Ministry of Environment).

The Company was certified as a business operator engaged in excellent efforts in fiscal 2023.



– Chiyoda City Global Warming Action Plan Initiate

This is an award system for excellent initiatives on reporting the current implementation status and plans for global warming action, such as environmental activities, environmental education, and local contribution activities. Fuyo Lease was awarded 'Grand Prize' under the evaluation of the Chiyoda City Global Warming Action Plan Initiate for 2021.

Environment / Social Data

Scope of coverage	<p>Listed by indicators</p> <ul style="list-style-type: none"> * Non-consolidated data: Fuyo General Lease Co., Ltd. * Consolidated data: The statistics are collected from all domestic offices of Fuyo General Lease Co., Ltd., Fuyo Auto Lease Co., Ltd., FGLGROUP Business Service CO., Ltd., FGL GROUP Management Service Co., Ltd., FGL Circular Network Co., Ltd., FGL LeaseUp Business Service Co., Ltd., Aqua Art Co., Ltd., FGL Techno-Solutions Co., Ltd., Sharp Finance Corporation, Accretive Co., Ltd., INVOICE INC., FUJITA Co., Ltd., NOC Outsourcing & Consulting Inc., YAMATO LEASE CO., LTD., WorkVision Corporation, and Human Centrix Co., Ltd. as well as overseas affiliates and subsidiaries including Fuyo General Lease (USA) Inc., Fuyo General Lease (China) Co., Ltd., Fuyo General Lease (HK) Limited, Fuyo General Lease (Asia) Pte. Ltd., Fuyo General Lease (Taiwan) Co., Ltd., Fuyo General Lease (Thailand) Co., Ltd., FGL Aircraft Ireland Limited, Aircraft Leasing and Management Limited, FGL Aircraft USA Inc., and Pacific Rim Capital, Inc. For the Fuyo Lease Group companies, figures from before the figures began to be recorded are not indicated.
Calculation period	One year from April 1 to March 31 of the following year
Independent Assurance	<p>Environmental and social performance data indicated by the checkmark, ☑, have limited assurance by Ernst & Young ShinNihon LLC.</p> <p>Third-party assurance for fiscal 2022 performance data ↗</p>

Environmental Data

Energy / CO ₂	▼
Waste	▼
Water Consumption	▼

Social Data

Employees	▼
Diversity & Inclusion	▼
Human resources development	▼
Health and Productivity Management	▼
Labor Practices / Health and Safety	▼

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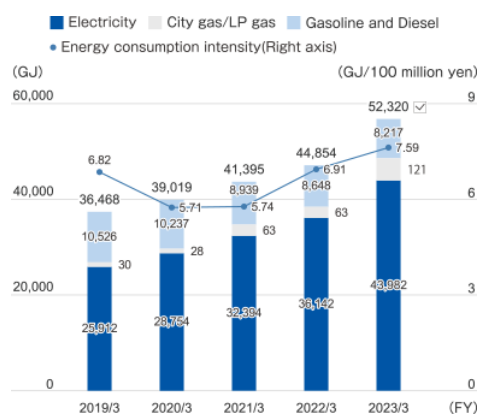
1. Environmental Data

1-1 Energy / CO₂

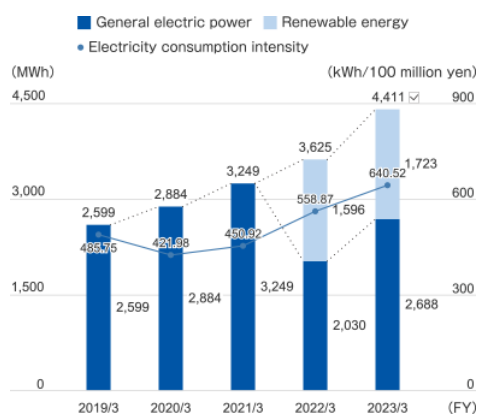
Scope of coverage: Consolidated data

Indicator	Calculation applicability	Calculation method
Total Energy Consumption	Electricity, city gas, LP gas, gasoline, diesel	Total amount of various fuels used (*1) or purchased amount. Calculated using unit heating values stipulated by the Act on Rationalizing Energy Use.
Electricity Consumption	Conventional electricity, renewable energies	Total amount of each type of electricity used (*1).
Total Gasoline and Diesel Consumed by Company Vehicles	Gasoline, diesel	Total amount of each type of fuels used or purchased.
Total CO ₂ Emissions	Scope 1: Direct emissions from the use of fuel for company vehicles, city gas, natural gas. Scope 2: Indirect emissions from the use of purchased electricity.	Calculated by multiplying the amount of each type of fuel used (*1) or purchased by the CO ₂ emission factor for each energy source.

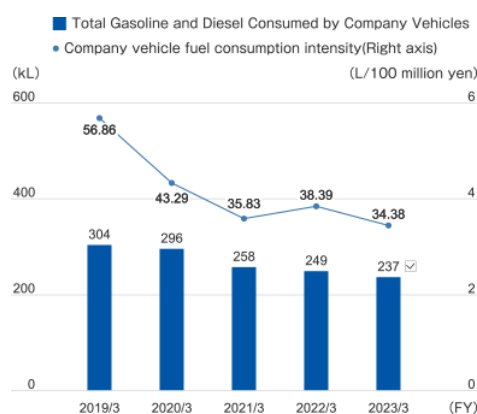
Total Energy Consumption*1



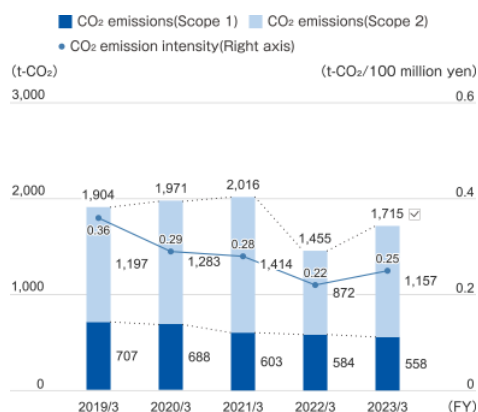
Electricity Consumption*1



Total Gasoline and Diesel Consumed by Company Vehicles*2



Total CO₂ Emissions (Scope 1, 2)*1*3



CO₂ emissions (Scope 1, 2, 3)^{*1*3*4}

	CO ₂ emissions (t-CO ₂)					Ratio of total CO ₂ emissions (2023/3)
	2019/3	2020/3	2021/3	2022/3	2023/3	
Scope 1	707	687	603	584	558	0.03%
Scope 2	1,230	1,318	1,460	872	1,157	0.05%
Scope 3	1,660,727	2,866,387	2,372,283	2,471,642	2,149,492	99.92%
Total CO ₂ emissions	1,662,664	2,868,394	2,374,345	2,473,098	2,151,207	100%

CO₂ emissions (Components of Scope 3)^{*4}

Category	CO ₂ emissions (t-CO ₂)					Composition ratios in total CO ₂ emissions (2023/3)	Calculation method / remarks
	2019/3	2020/3	2021/3	2022/3	2023/3		
1. Purchased products and services	2,120,559	2,166,659	1,837,264	1,939,951	1,846,951	85.93%	Calculated by multiplying the actual amount by segment based on the contract execution results of leasing and installment sales for the current fiscal year in consolidated accounting by the emission intensity based on the Input-Output Tables for Japan and purchase price for the target device (*5).
2. Capital products	994	1,074	8,359	1,917	1,926	0.09%	Calculated by multiplying the acquisition amount of corporate assets purchased in the current fiscal year by the emission intensity.
3. Fuel- and energy-related activities not included in Scope 1 or 2	347	362	366	385	433	0.02%	Calculated by multiplying the amount of electricity and fossil fuels used in the Scope 1 and 2 calculations by emission intensity.
4. Transportation and distribution (upstream)	413,244	436,416	303,049	330,273	2,350	0.11%	Based on the contract execution results of leasing and installment sales for the current fiscal year in consolidated accounting, and assuming the weight per amount of the representative product (*6), the transportation ton -kilometer is calculated from the transportation distance (domestic truck transportation of 1,000 km one way) based on the transportation scenario. This transportation tonne -kilometer is then multiplied by the domestic truck transportation emission intensity.
5. Waste generated in operations ^{*7}	258	291	170	143	101	0.01%	Calculation is based on generation of industrial waste and general garbage until 2020/3, and generation of industrial waste and general waste from 2021/3, multiplied by emission coefficients for each type of disposal method.

Category	CO ₂ emissions (t-CO ₂)					Composition ratios in total CO ₂ emissions (2023/3)	Calculation method / remarks
	2019/3	2020/3	2021/3	2022/3	2023/3		
6. Business travel	255	314	94*	152*	448	0.02%	Calculated by multiplying the number of consolidated employees by the emission intensity per employee. *As the impact of COVID-19 caused a significant reduction in business travel in 2021/3 and 2022/3, calculations are based on the number of consolidated employees multiplied by the emissions intensity and business travel expenses relative to fiscal 2019.
7. Employee commuting	471	576	631	760	822	0.04%	Calculated by multiplying the number of consolidated employees with the number of business days at Fuyo General Lease's head office, and the emission intensity per working day (Work type: Office, City classification: Large city).
8. Leased assets (upstream)	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable (Energy usage for rented offices, etc., is included in Scope 1 and 2.)
9. Transportation and distribution (downstream)	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable (There are no applicable emissions since the Company bears transportation costs in the entire logistics process.)
10. Processing of sold products	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable (There are no applicable emissions since the Company does not handle intermediate products.)
11. Use of sold products	247,227	254,848	213,255	193,851	10,736	0.50%	Based on the contract execution results of installment sales (leasing and installment sales until 2022/3) for the fiscal year under review in consolidated accounting, we made assumptions about sales volumes per unit sales amount for representative products (*6). We then estimated the energy consumption resulting from the usage of these representative products, considering factors such as regular usage scenarios. These scenarios are assumed based on product design specifications and consumers' usage conditions. Finally, the outcome is multiplied by the emission intensity for each energy type.
12. End-of-life treatment of sold products	16	17	15	11	38	0.01%	Based on the contract execution results of installment sales for the current fiscal year in consolidated accounting, the weight per amount of representative product (*6) is assumed, the installment sales product weight is calculated, and this weight is multiplied by the emission intensity for each waste type.

Category	CO ₂ emissions (t-CO ₂)					Composition ratios in total CO ₂ emissions (2023/3)	Calculation method / remarks
	2019/3	2020/3	2021/3	2022/3	2023/3		
13. Assets (downstream)	-	-	-	-	281,189	13.08%	Based on the operating lease asset balance for the fiscal year under review in consolidated accounting, we made assumptions about number of lease units per unit sales amount for representative products (*6). We then estimated the energy consumption resulting from the usage of these representative products, considering factors such as regular usage scenarios. These scenarios are assumed based on product design specifications and consumers' usage conditions. Finally, the outcome is multiplied by the emission intensity for each energy type.
14. Franchises	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable (There are no applicable emissions since the Company has no franchise.)
15. Investments* ⁸	6,185	5,830	9,080	4,200	4,497	0.21%	Calculated by multiplying the Scope 1 and 2 emissions of major investees (listed share issues selected to account for 80% or more of the final balance of listed shares) in the previous fiscal year by the shareholding ratio.
Total CO ₂ emissions	2,789,556	2,866,387	2,372,283	2,471,642	2,149,492 [□]	100%	The Ministry of the Environment's "Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (ver.3.3)" and the "LCI database IDEAv2 (for calculating greenhouse gas emissions in supply chains)" are applied to the above emission intensity.

*1 Electricity usage has been estimated for some locations. The estimation method is based on multiplying the area of the site subject to estimation by the electricity consumption per area of the Fuyo Lease head office, the entire building of the site subject to estimation, or the head office of the site subject to estimation.

*2 In addition to values shown in the graph, 664.75 kg of hydrogen fuel was used.

*3 Total CO₂ emissions (Scope1,2) were calculated with the emission factors specified by the government based on the Ministerial Ordinance Concerning GHG emissions Associated with Business Activities of Specified Emitters (The emissions associated with electricity are calculated based on the adjusted annual emission factors issued by power transmission and distribution business operators of where our regional operations and offices are located. Calculations concerning overseas electric power use the emission coefficients of the specific country published by the International Energy Agency [IEA]). However, Fuyo General Lease and the Group's companies are not considered to be specified emitters.

*4 The total emissions (Scope3) are calculated for all calculable categories based on "Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (Ministry of the Environment, Ministry of Economy, Trade and Industry)."

From fiscal 2018, the data was calculated using emissions unit values from the "Database for Emissions Unit Values for Calculation of Greenhouse Gas Emissions, etc., by Organizations throughout the Supply Chain (Ver. 3.0)" and "LCI Database IDEAv2 (For Calculating Greenhouse Gas Emissions in the Supply Chain)."

From fiscal 2021, the data was calculated using emissions unit values from the "Database for Emissions Unit Values for Calculation of Greenhouse Gas Emissions, etc., by Organizations throughout the Supply Chain (Ver. 3.2)" and "LCI Database IDEAv2 (For Calculating Greenhouse Gas Emissions in the Supply Chain)."

From fiscal 2022, the data was calculated using emissions unit values from the "Database for Emissions Unit Values for Calculation of Greenhouse Gas Emissions, etc., by Organizations throughout the Supply Chain (Ver. 3.3)" and "LCI Database IDEAv2 (For Calculating Greenhouse Gas Emissions in the Supply Chain)."

*5 Representative products for leasing are personal computers, other general industrial machinery and equipment, construction and mining equipment, aircraft, trucks, buses, and other motor vehicles, passenger cars, medical machinery and equipment, other office equipment and nonresidential construction (non-timber construction). Representative products for installment sales are service equipment and construction and mining equipment.

*6 As a wide range of products is handled through leasing and installment sales, it is difficult to measure the usage situation of each individual product. Therefore, the statistics have been standardized using IT and office equipment (laptop computers) as the representative product.

*7 Scope of coverage includes industrial waste from all domestic locations of Fuyo General Lease Co., Ltd. and FGL Circular Network Co., Ltd., as well as general waste from Fuyo General Lease / head office, FGL GROUP Business Service Co., Ltd. and FGL GROUP Management Service Co., Ltd.

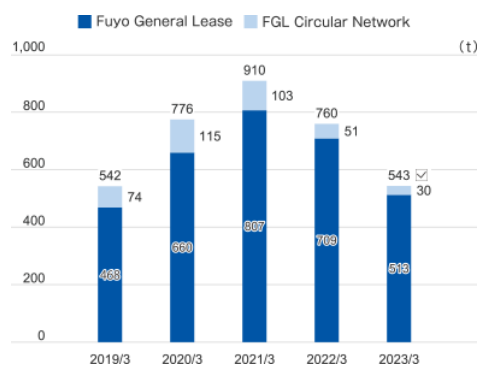
*8 Scope of coverage is Fuyo General Lease Co., Ltd.

1-2 Waste

Scope of coverage: All domestic locations of Fuyo General Lease and FGL Circular Network Co., Ltd.

Indicator	Calculation applicability	Calculation method
Volume of Industrial Waste Generated	In addition to industrial waste, includes items such as bottles among objects, but not cardboard.	Total of industrial waste items that can be confirmed weight from the manifest.

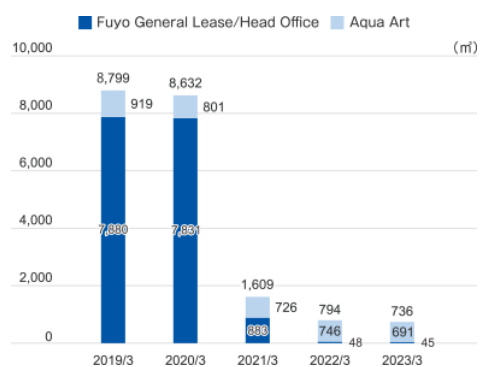
Volume of Industrial Waste Generated



1-3 Water Consumption

Scope of coverage: Fuyo General Lease Co., Ltd. / Head Office (including FGL GROUP Management Service Co., Ltd.) and Aqua Art Co., Ltd.

Volume of water consumed^{*9}



^{*9} For Fuyo General Lease, only water consumption for certain floors of Fuyo General Lease / head office was applicable in calculations from June 2020 onward due to the relocation of head office, resulting in a significant decrease in water consumption from fiscal 2020.

2. Social Data

2-1 Employees

Scope of coverage: Non-consolidated data unless otherwise noted

Reference date: Final day of calculation period (March 31)

Indicator	Calculation applicability	Calculation method
Retention rate of employees after 3 years	Applies to new graduates (managerial career track and operations staff)	Percentage of employees who joined the Company in the applicable fiscal year and remain employed as of April three years thereafter.
Turnover rate	Coverage for key career track, managerial career track and operations staff employees. The turnover rate includes voluntary resignations, mandatory retirement, and other reasons for leaving (e.g., transfer). It does not include employees who have been re-employed on a contractual basis leaving at the end of their contracts.	Turnover rate = the number of employees who left their job during the fiscal year divided by the number of key career track, managerial career track and operations staff on the first day of the fiscal year (April 1), multiplied by 100.

Number of employees – consolidated data (persons)

	End of FY 2016	End of FY 2017	End of FY 2018	End of FY 2019	End of FY 2020	End of FY 2021	End of FY 2022
Number of employees	1,703	1,715	1,960	2,416	2,637	3,189	3,437

Number of employees (persons)

	End of FY 2018			End of FY 2019			End of FY 2020			End of FY 2021			End of FY 2022		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Key career track and managerial career track employees* ¹⁰	459	63	522	456	85	541	469	104	573	473	122	595	468	139	607
Operations staff ¹⁰	1	155	156	1	138	139	2	137	139	2	142	144	3	139	142
Temporary employees	20	6	26	28	7	35	38	9	47	46	13	59	54	13	67
Total	480	224	704	485	230	715	509	250	759	521	277	798	525	291	816

*¹⁰ In the fiscal 2019 revision to the human resources system, the classification of managerial career track and general staff changed to key career track, managerial career track, and operations staff.

Number of new graduates employed (persons)

FY of joining Fuyo Lease	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total	28	31	35	29	45	38	43	43
Male	20	18	20	18	27	18	20	18
Female	8	13	15	11	17	20	23	25

Number of new graduates employed (persons) and retention rate after 3 years (%)

FY of joining Fuyo Lease	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Managerial career track employees	16	26	22	29	27	27	39
Operations staff	3	0	6	2	6	2	6
Total	19	26	28	31	33	29	45
Retention rate of employees 3 years after joining Fuyo Lease	94.7	100	85.7	100	94.3	89.7	88.9%

Rate of mid-career hires (%)

FY of joining Fuyo Lease	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Rate of mid- career hires	18.4	14.6	21.6	6.3	22.4	28.3

Number of employees leaving (persons) / reasons for leave / turnover rate (%)

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Key career track and managerial career track employees* ¹⁰	6	11	13	10	12	15	18
Operations staff* ¹⁰	1	3	2	4	2	1	1
Total	7	14	15	14	14	16	19
Voluntary resignation	6	9	14	11	11	11	14
Mandatory retirement	1	2	1	2	1	1	3
Other	0	3	0	1	2	4	2
Turnover rate	1.0	1.9	1.9	1.8	1.7	1.9	2.2%

Average age (age) / average length of service (years) / average salary (thousand yen)

	End of FY 2016	End of FY 2017	End of FY 2018	End of FY 2019	End of FY 2020	End of FY 2021	End of FY 2022
Average Age	41.5	41.4	41.2	41.3	41.4	41.4	41.3
Length of service	16.4	14.7	14.6	14.8	14.5	14.2	14.1
Annual salary	8,410	8,454	8,669	8,833	8,675	8,771	8,734

2-2 Diversity & Inclusion

Scope of coverage: Non-consolidated data

Reference date: March 1 only for employment of employees with a disability and, for others, final day of calculation period (March 31)

Indicator	Calculation applicability	Calculation method
Number of female employees in management positions (Employees)	Applies to regular employees. Revision to the human resources system at the end of fiscal 2019 classified senior leaders (a position equivalent to the position of section chief) as managers.	Total number of female managers.
Percentage of female employees in management positions (%)	As above.	Ratio of women among the number of male and female managers.
Employment rate of the disabled (%)	Applies to regular and non-regular employees.	Calculated using the same method used by the Ministry of Health, Labour and Welfare based on the Act to Facilitate the Employment of Persons with Disabilities, using March 1 as the reference date.

	End of 2016	End of 2017	End of 2018	End of 2019	End of 2020	End of 2021	End of 2022
Female managers (person)	29	32	36	79	113	130	141
Percentage of female managers (%)	9.1%	9.9%	11.5%	21.1%	27.5%	29.5%	30.9%
Number of female employees who take childcare leave (persons)	10	4	3	6	1	7	3
Percentage of female employees who take childcare leave (%)	100	100	100	100	100	100	100
Number of male employees who take childcare leave (persons)	11	2.3	19	12	11	22	17
Percentage of male employees who take childcare leave (%)	52.4	43.8	90.5	85.7	78.6	110.0	100
Employment rate of the disabled (%)	2.2	2.3	2.3	2.1	2.4	2.2	2.3

2-3 Human Resources Development

Scope of coverage: Non-consolidated data

Reference date: Final day of calculation period (March 31) unless otherwise noted.

Total employee training hours (hours) / Average training hours per employee (hours)

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total employee training hours (hours)	16,109	18,093	19,118	19,937	19,809	20,175	20,840 ^{*11}
Average training hours per employee (hours)	29.2	31.2	31.9	32.6	30.3	29.8	28.8

*11 Some language support and qualification acquisition support programs that had been counted as training hours until fiscal 2021 have been excluded from calculation because they were changed to be covered under the cafeteria plan (self-development) from fiscal 2022.

Number of trainees sent overseas (persons)

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Number of employees sent overseas	5	8	8	9	3	6	6

Number of employees who used the career track shift system (persons)

	Apr. 2017	Apr. 2018	Apr. 2019	Apr. 2020	Apr. 2021	Apr. 2022	Apr. 2023
Number of users	1	1	0	2	6	0	2

Number of employees converted from contractors to full-time employees under the Full-time employee challenge system (persons)

	Apr. 2017	Apr. 2018	Apr. 2019	Apr. 2020	Apr. 2021	Apr. 2022	Apr. 2023
Number of users	0	3	1	0	3	1	1

2-4 Health and Productivity Management

Scope of coverage: Non-consolidated data

Reference date: Final day of calculation period (March 31)

Indicator	Calculation applicability	Calculation method
Rate of taking annual paid leave	Applies to regular and non-regular employees employed from the first date of calculation through to the final date of calculation. (Applies to seconded employees, but does not apply to officers, those on long-term leave and those on incoming assignment).	Leave acquisition rate = Number of days of paid leave taken by workers during the calculation period divided by the number of days of paid leave granted to workers during the calculation period, multiplied by 100.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Rate of taking annual paid leave	68.9	68.0	68.4	66.3 ^{*12}	72.0	82.3	93.5 [□]
Rate of employees receiving regular medical check-ups (%) ^{*13}	99	97.5	98.4	98.4	100	100	100

^{*12} Due to restrictions on the number of employees coming to work in conjunction with the spread of COVID-19, actual data on paid leave for eight Fuyo General Lease (USA) Inc. employees is not included.

^{*13} Regularly provided medical check-ups are categorized into general medical examinations for employees of less than 35 years of age and comprehensive medical examinations for employees of 35 years of age or above.

2-5 Labor Practices / Health and Safety

Scope of coverage: Non-consolidated data


Reference date: Final day of calculation period (March 31)

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Number of industrial accidents (number of cases) ^{*14}	1	1	2	4	2	3	2

^{*14} Accidental injuries due to falling in the street while commuting, all of which are minor injuries.


[Third Party Assurance](#)  >

Independent assurance



Independent Assurance Report

To the President and CEO of Fuyo General Lease Co., Ltd.

We were engaged by Fuyo General Lease Co., Ltd. (the "Company") to undertake a limited assurance engagement of the environmental and social performance indicators marked with  (the "Indicators") for the period from April 1, 2020 to March 31, 2021 included in its Sustainability website in an HTML format (www.fgl.co.jp/eng/sustainability/) (the "Website").


The Company's Responsibility
The Company is responsible for the preparation of the Indicators in accordance with its own reporting criteria (the "Company's reporting criteria"), as described in the Website.

Our Responsibility
Our responsibility is to express a limited assurance conclusion on the Indicators based on the procedures we have performed. We conducted our engagement in accordance with the 'International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information' and the 'ISAE 3410, Assurance Engagements on Greenhouse Gas Statements' issued by the International Auditing and Assurance Standards Board. The limited assurance engagement consisted of making inquiries, primarily of persons responsible for the preparation of information presented in the Website, and applying analytical and other procedures, and the procedures performed vary in nature from, and are less in extent than for, a reasonable assurance engagement. The level of assurance provided is thus not as high as that provided by a reasonable assurance engagement. Our assurance procedures included:

- Interviewing the Company's responsible personnel to obtain an understanding of its policy for preparing the Website and reviewing the Company's reporting criteria.
- Inquiring about the design of the systems and methods used to collect and process the Indicators.
- Performing analytical procedures on the Indicators.
- Examining, on a test basis, evidence supporting the generation, aggregation and reporting of the Indicators in conformity with the Company's reporting criteria, and recalculating the Indicators.
- Visiting one of the Company's domestic business sites selected on the basis of a risk analysis.
- Evaluating the overall presentation of the Indicators.

Conclusion
Based on the procedures performed, as described above, nothing has come to our attention that causes us to believe that the Indicators in the Website are not prepared, in all material respects, in accordance with the Company's reporting criteria as described in the Website.

Our Independence and Quality Control
We have complied with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. In accordance with International Standard on Quality Control 1, we maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.



KPMG AZSA Sustainability Co., Ltd.
Tokyo, Japan
October 29, 2021

Sustainability

- Fuyo Lease Group's CSV >
- Solving Social Issues through Business >
- Environmental Report >
- Social Report >
- Governance and Management >
- Each Group Company's Environmental and Social initiatives >
- Fundprocurement through ESG finance >
- Participation in Initiatives and Third-Party Evaluation >
- Editorial Policy >
- Independent assurance >
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About this website

On this website, we report on Fuyo Lease Group's approach to sustainability and on the main activities carried out by the Group in fiscal 2022 in as much detail as possible. Additionally, details on the activities carried out by group companies have been included, so please have a look at these.

[Each Group Company's Environmental and Social initiatives >](#)

Since fiscal 2018, we have also published an Integrated Report, which details how social and corporate value is created through our businesses from medium- to long-term perspectives. Please also take a look at this.

["Integrated Report" PDF download >](#)

The Group would like to receive opinions and impressions from a wide range of stakeholders which we would like to refer to in future activities and reports. Please send us questions, comments, impressions, and other feedback you might have.

[For questions, comments, and other feedback, please click here >](#)

Reporting organization

Fuyo General Lease Co., Ltd. and its 65 consolidated subsidiaries and 18 affiliated companies

Reporting period

Fiscal 2022 (April 1, 2022 to March 31, 2023)

* Some reports include reports from outside the reporting period.

Update time

January 2024 (previous information was updated in November 2022)

* Updated as needed

Reference guidelines

In preparing this report, we have referred to the Global Reporting Initiative (GRI), GRI Standards, Ministry of the Environment's Environmental Reporting Guidelines 2018, and Japan Standards Association's ISO26000: 2010 Social Responsibility Guidance.

Sustainability

[Fuyo Lease Group's CSV >](#)

[Solving Social Issues through Business >](#)

[Environmental Report >](#)

[Social Report >](#)

[Governance and Management >](#)

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For inquiries and comments regarding the Sustainability activities of Fuyo Lease Group, please contact:

Fuyo General Lease Co., Ltd. Creating Shared Value Promotion Office

TEL +81-3-5275-8809

We welcome any questions, comments, impressions, and other feedback you might have.

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