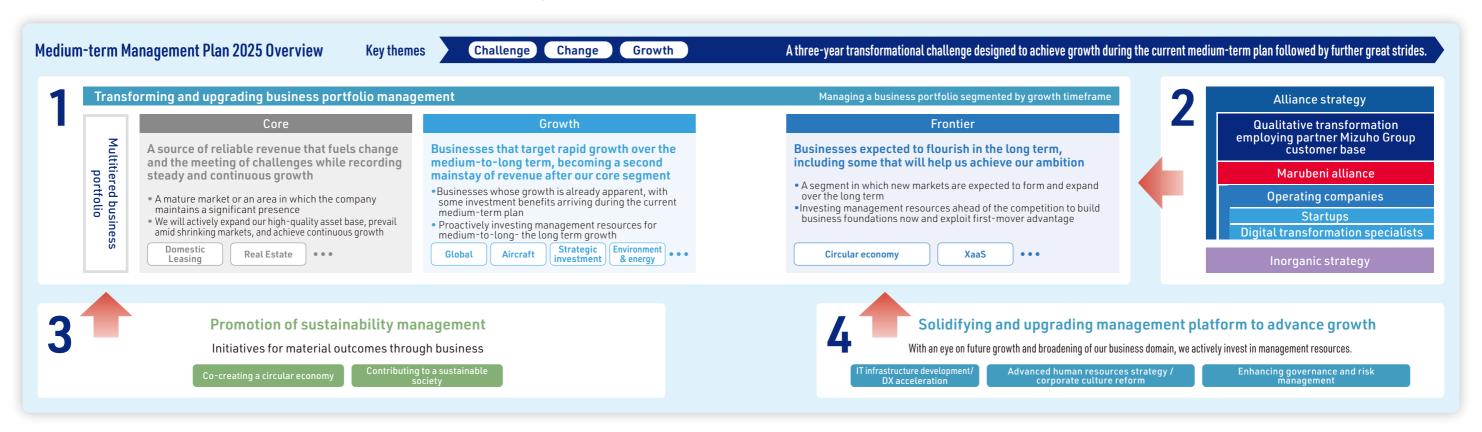
Under our Medium-term Management Plan 2025, we are promoting four strategies with the keywords "Challenge", typical financial sector constraints and tailored to customers' business and social challenges.

"Change", and "growth". We aim to become a multi-solution provider offering diverse solutions extending beyond



Transforming and enhancing business portfolio management

[Core] segment

- Expansion of operating assets and earnings base centered on collaboration with Mizuho
- In real estate, progress was made with mezzanine loans and large-scale bridge transactions, as well as the acquisition and development of logistics facilities and office buildings

[Growth] segment

- Completing management integration of Indian subsidiary (Mizuho RA Leasing), contributing to global growth
- Promoting expansion of service offerings across the supply chain, starting with the power generation business

[Frontier] segment

Promoted the circular economy through initiatives such as establishing the joint venture METREC Co., Ltd. and establishing ML ITAD Solution Co., Ltd.
 p.07

3 Promotion of sustainability management

- Expanding renewable energy generation capacity (708 MW, progressing toward the fiscal 2025 target of 1 GW)
- Selected as a constituent of the ESG investment index "FTSE Blossom Japan Sector Relative Index"
- Received "Eruboshi Certification" from the Ministry of Health, Labour and Welfare
- Strengthened fundraising capacity through the use of sustainable finance frameworks

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2 Alliances & inorganic strategy

Alliances

 In addition to deepening collaboration with Mizuho, strengthening collaboration with Marubeni Corporation for expanding domestic and international business pipelines

Inorganic strategy

- Against a planned three-year investment of ¥150 billion, cumulative investment reached approximately ¥100 billion
- Expanded business and value chains through additional investment in U.S.-based Aircastle Limited, additional investment in Mizuho RA Leasing, acquisition of Gecoss Corporation shares, establishment of METREC, establishment of MLITAD Solution, and acquisition of Nippon Steel Kowa Real Estate shares

 D.25

Solidifying and upgrading management platform to advance growth

- Enhancing our human resources strategy to "build the optimal talent portfolio" and "maximize individual strengths"
- Company-wide events promoting cultural transformation in conjunction with the new head office relocation
- Building a stronger foundation for business expansion through renewal of groupware and introduction of nextgeneration systems
- Productivity enhancement through digital utilization, including the DANSHARI project
- Strengthening inorganic initiatives to foster new business creation and reinforce the value chain of each division
- Revamping the corporate website to enhance branding marketing, and recruitment capabilities

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Regarding key performance indicators

- In the fiscal year ended March 2025, in addition to the core areas of domestic leasing and real estate, the growth areas of overseas & aviation also expanded earnings. Ordinary profit reached ¥66.2 billion and net income reached ¥42 billion, both setting record highs. All final-year financial targets of the medium-term management plan including "¥700.0 billion increase in operating assets," "ROA of 1.6%," and "ROE of 12%," were achieved one year ahead of schedule.
- Based on our fundamental shareholder return policy of "projecting improved earnings and distributing dividends in line with business performance," the dividend payout ratio was raised to the target level of 30% set for the final year of the plan, and annual dividends were increased to ¥47 per share
- In the fiscal year ending March 2026, we will further advance initiatives such as "solidifying and upgrading management platform to advance growth," which will be the base for "transforming the business portfolio" and "strengthening collaboration with Marubeni and inorganic investments," while achieving results from measures that serve as the foundation for future growth
- Focusing on strengthening earnings power through collaboration with the Mizuho Financial Group and Marubeni Corporation, we plan to achieve net income attributable to owners of the parent of ¥43 billion, exceeding the medium-term management plan 2025 target



INTEGRATED REPORT 2025