



Japanese companies declining global







Co-creating a recycling-oriented society and realizing sustainability

Resolving business and social challenges as a multi-solution platformer

Intellectual capital

Expertise and extensive know-how in physical goods, distribution channels, and finance

- High-value-added services
- Ability to provide solutions that solve customers' problems

Human capital

Staff possessing advanced expertise who are sincerely committed to addressing issues

 Recruitment of accomplished specialists Number of employees (consolidated) 2,282 (non-consolidated) 819

Social capital

Partnerships for co-creation

- Customer base concentrated among large and midsize companies
- Subsidiaries: 224 (177 domestic, 47 overseas) Affiliates: 22 (12 domestic, 10 overseas)

Financial capital

A solid funding base that fuels value creation

- Shareholding stake (percentage of total shares issued, as of end-March, including indirect holdings) Mizuho Financial Group: 23.6% Marubeni Corporation: 20.0%
- Stable financial base Net assets ¥401.5 billion
- External rating (long-term) R&I: AA , JCR: AA —

Manufacturing capital

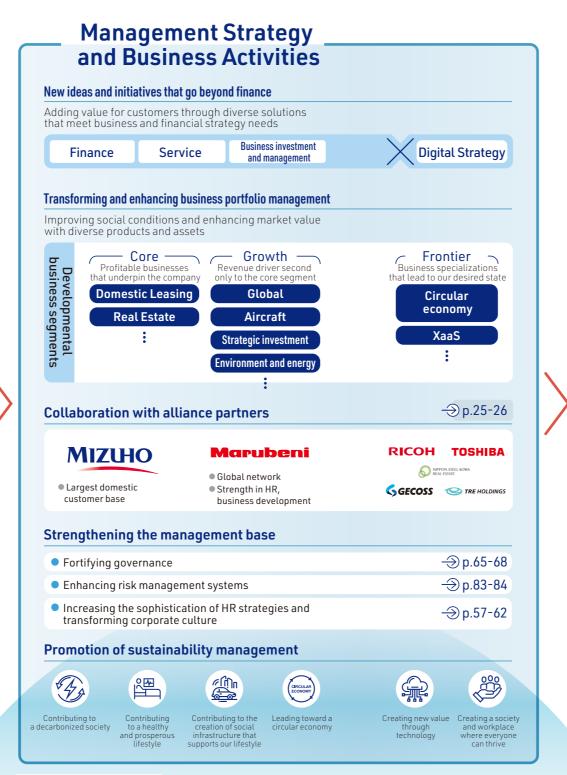
Source of profits

Total operating assets: 3.281.9 billion 1.447.9 billion Domestic leasing Finance and investment: 196.7 billion Real estate and environmental energy: 1,377.8 billion 259.5 billion Overseas & Aviation:

Natural capital

Efficient use of resources

 Renewable energy power generation capacity 708MW Solar, wind, biomass, and hydroelectric power plants; grid-connected storage facilities



OUTPUT

Business Strategy by Headquarters

 \rightarrow p.31-42

Business Promotion

- Accumulating a high-quality operating
- asset balance
 Promoting measures for new businesses, such as acquiring shares in GECOSS CORPORATION, establishing with METREC Co., Ltd. as a joint venture with TRE HOLDINGS CORPORATION. entering the ITAD business, and strengthening cooperation with TECHNO RENT CO., LTD.

Real Estate

- Increases stake in Nippon Steel Kowa
- Real Estate Co., Ltd.

 Launching a new company brand

Transportation

- Design of JOLCO schemes with attention to foreign exchange and U.S. dollar interest rate trends, achieving strong structuring and sales of related
- Execution of JOLCO transactions under the Enabler Finance structure

Investment

- Accelerating startup investments and business collaborations from the CVC fund managed by Future Creation Capital Co., Ltd., a wholly owned
- subsidiary of our company

 Investing in power generation projects that contribute to the realization of a decarbonized society in Japan and renewable energy projects overseas

Circular Society Platform

- Launched ML Power Company, Limited, a renewable energy company, and strengthened our husiness operations
- Expanded into new business models, such as providing environmental value and grid-connected battery storage

Global

- Increasing investment ratio in Indian
- Expanding customer base and accumulating operating assets through collaboration with Marubeni

Enhanced social value

- Supplying renewable energy
- Building a platform for a highly recycling-centric

Improved shareholder value

- Projecting improved earnings and distributing dividends in line with business performance
- Effectively employing internal reserves to strengthen our business foundation and invest in growth

Increasingly valued human capital

- Creating a healthy and rewarding workplace
- Autonomous, self-directed action

Medium-term Management Plan 2025 objectives

Financial targets

Net income ¥42.0 billion

ROA

ROE 1.6% or more 12% or more

1GW

+80 or more

15%

Nonfinancial targets

- Securing renewable energy power generation capacity
- Reduce CO₂ emissions* from scope 1 & 2
 Net zero
- Chemical/material 85% or more resource recycling rate
- Hire more specialized business professionals
- Investment amount for 3x or more
- developing personnel Develop digital IT200 heads or more
- Ratio of female managers
- Paid leave utilization rate 80% or more
- Ratio of childcare leave taken by male employees

100%

Management Philosophy Connect Needs to

Create the Future → p.03-04

13 INTEGRATED REPORT 2025 Mizuho Leasing Company, Limited

