Mizuho Leasing Group's Value Creation Process

Evolving external environment
- Japanese companies declining global competitiveness
- Technological advances
- Response to climate change
- Uncertain political and economic trends

Co-creating a recycling-oriented society and realizing sustainability

Resolving business and social challenges as a multi-solution platformer

INPUT

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
- Broad network

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
Domestic leasing:	1,447.9 billion
Finance and investment:	196.7 billion
Real estate and environmental energy:	1,377.8 billion
Overseas & Aviation:	259.5 billion

Natural capital

Efficient use of resources
- Renewable energy power generation capacity 708MW

Solar, wind, biomass, and hydroelectric power plants; grid-connected storage facilities

Management Strategy and Business Activities

New ideas and initiatives that go beyond finance

Adding value for customers through diverse solutions that meet business and financial strategy needs

Finance | Service | Business investment and management × Digital Strategy

Transforming and enhancing business portfolio management

Improving social conditions and enhancing market value with diverse products and assets

Developmental business segments

- **Core** — Profitable businesses that underpin the company: Domestic Leasing, Real Estate, ⋮
- **Growth** — Revenue driver second only to the core segment: Global, Aircraft, Strategic investment, Environment and energy, ⋮
- **Frontier** — Business specializations that lead to our desired state: Circular economy, XaaS, ⋮

Collaboration with alliance partners

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- MIZUHO — Largest domestic customer base
- Marubeni — Global network; Strength in HR, business development
- RICOH, TOSHIBA, NIPPON STEEL KOWA REAL ESTATE, GECOSS, TRE HOLDINGS

Strengthening the management base

- Fortifying governance p.65-68
- Enhancing risk management systems p.83-84
- Increasing the sophistication of HR strategies and transforming corporate culture p.57-62

Promotion of sustainability management

- Contributing to a decarbonized society
- Contributing to a healthy and prosperous lifestyle
- Contributing to the creation of social infrastructure that supports our lifestyle
- Leading toward a circular economy
- Creating new value through technology
- Creating a society and workplace where everyone can thrive

OUTPUT

Business Strategy by Headquarters

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Business Promotion
- Accumulating a high-quality operating asset balance
- Promoting measures for new businesses, such as acquiring shares in GECOSS CORPORATION, establishing 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 products.
- 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 business operations.
- Expanded into new business models, such as providing environmental value and grid-connected battery storage

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

OUTCOME

Enhanced social value
- Supplying renewable energy
- Building a platform for a highly recycling-centric society

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	ROA	ROE
¥42.0 billion	1.6% or more	12% or more

Nonfinancial targets

Securing renewable energy power generation capacity	1GW
Reduce CO_2 emissions* from scope 1 & 2	Net zero (FY2030)
Chemical/material resource recycling rate	85% or more (FY20270)
Hire more specialized business professionals	+80 or more
Investment amount for developing personnel	3x or more (compared to FY2022)
Develop digital IT personnel	200 heads or more (acheived)
Ratio of female managers	15%
Paid leave utilization rate	80% or more
Ratio of childcare leave taken by male employees	100% (each year)

* Non-consolidated and seven domestic consolidated subsidiaries

Management Philosophy **Connect Needs to Create the Future** p.03-04