Business Strategy by Headquarters



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Chief of International Business Headquarters

International Business Headquarters

Create business opportunities through the Marubeni and Mizuho alliances
Take on the global market through investment, co-creation, and the expansion of existing businesses

Expand overseas businesses by leveraging the Marubeni and Mizuho alliances

Develop India—a growing market—into an earnings driver

Accelerate M&A strategies in the Americas, Australia, and other regions where Marubeni has advantages

The International Business Headquarters positions strengthening the profitability of our existing overseas subsidiaries as its Core operation, while expanding business domains through inorganic investments to capitalize on growth opportunities in regions around the globe.
In April 2026, we integrated our overseas M&A function into the Marubeni Collaboration Division and will pursue overseas inorganic investment across business areas.

Key Initiatives

1 Further Promote Marubeni alliance
2 US and India strategies: Acquire platform companies that will be the core of the business
3 Market strategy: Enter markets that will be the next drivers after the Americas and India
4 Develop global talent

Direction of value chain expansion

Become a strategic partner that creates value around the world

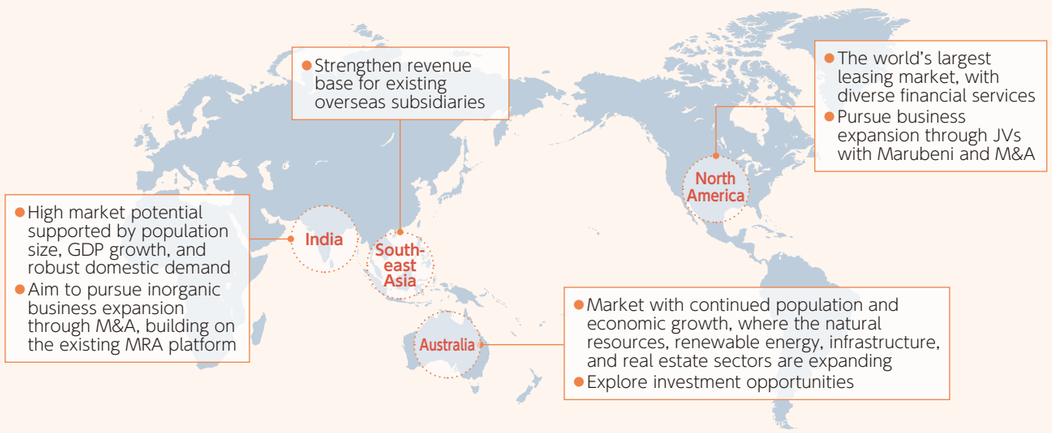
- Create business opportunities based on the Marubeni and Mizuho alliances
- Lead business investment and M&A in overseas markets, and become a creator of corporate value

Capture growing markets and expand sustainable revenue

- Improve profitability in Southeast Asia and promote M&A in the US, India, and Australia
- Leverage the Marubeni alliance to strengthen the revenue base while developing new business areas

Develop talent who can take on the global market and lead business investments

- Acquire financial, accounting, tax, and M&A skills through overseas assignments and business investments
- Nurture a culture that values challenges and fosters talent capable of creating value overseas



Risk Recognition and Response

- For geopolitical and regulatory risk, closely monitor and follow changes in the political and regulatory environments of each country. In response, strengthen investment screening capabilities and collaboration with local partners.
- For overseas market economic fluctuation risk, diversify the portfolio with a focus on growth markets.
- For M&A execution and PMI risk, centralize overseas M&A functions through organizational restructuring and establish a consistent governance framework covering the entire process from deal selection through PMI.
- For interest rate risk, secure appropriate returns through negotiations on terms for new contracts.

Business Topics

Strengthen our overseas revenue base through business investment and M&A in growth markets

In FY2025, in addition to contributions from our overseas offices and local subsidiaries, mainly in Asia, steady growth at Mizuho RA Leasing in India in particular drove earnings growth for the International Business Headquarters. In the United States, we are building business platforms in growth markets, including by strengthening the business foundation of PLM Fleet, which operates a refrigerated trailer leasing business. The International Business Headquarters also provided support for other Headquarters in accelerating their overseas growth investments, centered on collaboration with Marubeni. Examples include a joint investment in a renewable energy portfolio in Portugal and participation in a residential rental development project in Australia. We will further deepen our collaboration with Marubeni and continue to strengthen our overseas revenue base through business investment and M&A in growth markets.



India: Mizuho RA Leasing


North America: PLM Fleet Group Award for ERP Implementation


Australia: ACL Finance Group


Acquired a 50% interest in a large-scale renewable energy business owned by TotalEnergies, jointly with Marubeni-affiliated infrastructure investment company MMCP and Daiwa Energy & Infrastructure


Participating with Marubeni and Haseko Corporation in a build-to-rent (BTR) residential development project in Melbourne, Australia (concept image)
Scheduled completion: September 2027