Value Creation Process

INPUT

Intellectual Capital

Extensive expertise and know-how in tangible assets, commercial transactions, and finance

- Ability to provide high-value-added services
- Ability to provide solutions that address customers' problems

Human Capital

Highly skilled talent who earnestly address challenges

- Recruitment of highly specialized talent

Number of employees (consolidated)····**2,434**
Non-consolidated ····· **838**

Social and Relationship Capital

A customer and partner base and networks that support co-creation

- Customer base consisting primarily of large and medium-sized enterprises
- Highly specialized business partners that create diverse value
- Extensive domestic and overseas network

Subsidiaries **250**(**202** in Japan, **48** overseas)
Affiliates **24**(**12** in Japan, **12** overseas)

Financial Capital

A stable financial foundation

- Net assets ····· ¥**454.5**bn
- External credit ratings (long-term)
  R&I : **AA−**、JCR : **AA−**

Manufacturing Capital

Broad range of assets

Business Promotion Headquarters·····¥**1,510.1**bn
Real Estate Headquarters·····¥**1,269.3**bn
Environmental Energy
Business Headquarters·····¥**206.7**bn
International Business Headquarters·····¥**125.0**bn
Investment Headquarters·····¥**288.8**bn

Natural Capital

Natural energy needed by society

- Renewable energy generation capacity···**1,185**MW

Solar power, wind power, hydropower facilities, and grid-scale battery storage

Management strategy and business activity

Mizuho Leasing Group — **Platform that** delivers value co-creation **to** customers and society

Strategy

Leverage the Mizuho platform and Marubeni network as our biggest strengths

Use inorganic investment and enhance new business development functions to expand business domains

Evolve the business model to expand the value chain in each business domains

Build a management foundation that is resilient to change and able to respond to the external environment with agility and simplicity

New ideas and innovations that extend beyond finance

Combination of various solutions

Finance × Business × Investment × Services (including digital)

OUTCOME

Make a major leap from a leasing company to a platform company that co-creates the future together with our clients

Enhancement of social value

- Provide various solutions to business challenges faced by customers
- Resolve social issues through initiatives such as supplying renewable energy and building platforms for the circular society

Enhancement of shareholder value

- Improve earnings while paying dividends in line with performance
- Effectively utilize retained earnings to strengthen our business foundation and invest in growth

Enhancement of human value

- Create a healthy and rewarding workplace
- Encourage employees to act autonomously and proactively

Mizuho Leasing's materiality

- 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