CEO Message

Accelerating Transformation and Securing Future Growth

Becoming a platform company that co-creates the future together with our clients

Since becoming president in 2023, I have aimed for the group to make a major leap from a leasing company to a platform company that co-creates the future together with our clients.
We aim to be a platform company that creates value by combining internal and external capabilities with multiple potential solutions to address our customers' business challenges as well as social issues. Our customers face ever more complex and sophisticated challenges that span the circular economy, decarbonization, AI and robotics, labor shortages, economic security, business succession, M&A, and funding diversification. The group's role is to address these challenges with more multifaceted solutions that combine finance, business investment and management, services, digital technology, and the knowledge and networks of external partners.
Our group draws on the larger Mizuho's extensive domestic customer base, Marubeni's domestic and international networks, our relationships with alliance partners, and our expertise in managing assets and the business development capabilities we have developed ourselves. By interconnecting these strengths, we enhance our functionality as a platform that delivers value co-creation to customers and society. I am confident that these cumulative efforts will drive the sustainable enhancement of our group's corporate value.

The foundation for transformation built under the Medium-Term Management Plan 2025

In line with our Medium-Term Management Plan 2025, we set out the "Three-Year Challenge toward Transformation" and worked on two fronts: business portfolio transformation and strengthening our management foundation. As a result, net income for fiscal 2025 was ¥47.6 billion, and we met our financial targets for both growth in operating assets and ROA based on ordinary income. While ROE was 11.7%, partially reflecting the build-up of equity, we made steady progress in building the foundation for stronger profitability and stable growth. We also achieved tangible progress in laying the groundwork to support future growth through investment in human capital, wider use of digital technology, more sophisticated risk management, and transformation of the corporate culture. I feel the foundation for transformation is taking shape.
At the same time, there are still challenges to be addressed in order to achieve our vision. Expanding our scale alone will not deliver reliably stable growth. Amid the ongoing shift to a positive interest rate environment and changes in the business climate, I believe that strengthening earning power and building an organization that adapts to change are essential. We therefore position ROA gains driven by business portfolio transformation and strengthening the management foundation as key management themes as we accelerate our transformation.

Medium-Term Management Plan 2028 — Three years to ensure future growth

I personally think of our Medium-Term Management Plan 2028 as a three-year period to accelerate our transformation and ensure future growth. “Future growth” refers to more than growth over these next three years. It means building the foundation for sustainable growth not only for this period, but for beyond as well. If the Medium-Term Management Plan 2025 represented a phase in which we laid the basis for transformation, the Medium-Term Management Plan 2028 is the phase for building an engine of growth upon that foundation. By evolving our business model and broadening our business domain while building a management



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foundation that adapts to change, we are accelerating our business portfolio transformation. We are also working to create social value by addressing such topics as the circular economy, economic security, growth strategy investment, decarbonization, and labor shortages, among other areas. We are creating economic value not only through finance but by strengthening business investment and improving the earning power of each headquarters as measured by ROA. Through these efforts, we are pursuing solutions that both address social issues and increase profitability for the group.

Evolving our business model and facing the challenge of value creation

Under the Medium-Term Management Plan 2028, we are pursuing business portfolio transformation with a focus on the effective use of assets, a stronger fee-based business, expanded international reach, and support for middle-market growth. At the core of this is the evolution of business models in each business segment and our efforts to develop new businesses.
Drawing on each headquarters' customer touchpoints, expertise, and asset knowledge, we are broadening the value chain in each business domain while expanding the value we deliver to customers. We will also leverage inorganic investments and alliances to strengthen our new business exploration efforts and create new business opportunities that will become future growth drivers.

Evolving into an organization that adapts to change

I believe that becoming a platform company requires not only formulating a strategy but also an organization capable of executing it. A strategy only has meaning once it is executed. That is why, under the Medium-Term Management Plan 2028, we are building a management foundation that adapts to change by strengthening human capital, transforming our corporate culture, improving productivity with digital technology, enhancing risk management, and strengthening our financial base.
Underpinning all these are the ideas of empowering autonomous employees and strengthening our organizational capabilities.

The autonomous employees we envision are talent who not only have a high level of technical expertise, but who think and act independently and who see change as an opportunity for growth. Each of these people identifies issues, acts, and uses the results to drive the next challenge. I believe that keeping this autonomous problem-solving cycle turning on the front lines is indispensable to laying the foundation for an organization that can adapt to change.
Promoting the use of digital technology is also essential to strengthen our management foundation. Leveraging AI and data is not merely a way to streamline operations or improve productivity. We must redirect the time freed up by streamlining routine tasks to attend to higher-value work while using data and technology to strengthen our fundamental ability to propose solutions to customers and resolve their issues. By combining the respective strengths of people and digital technology, we are increasing productivity and adding increased value.
I also believe passion is a critical driving force for transformation. However excellent a strategy or system may be, it will not produce results without the passion of the people and organization striving to achieve it. Each employee must take ownership and continually accept challenges on their own initiative. I believe that the accumulation of these efforts raises an individual's passion, which in turn becomes the passion of the entire organization and spurs value creation.
A platform company is one that integrates capabilities inside and outside the company to create new value. Supporting the success of this model are strong individuals, a self-directed problem-solving cycle, and the passion of our people and organization. I view this kind of organization building as the key to the group's future growth.

Action! It's my turn!

The relocation to our new headquarters in February 2026 was more than an office move; it was part of our management strategy. It is an important initiative that tangibly promotes the cultural transformation the group is pushing for and accelerates organization development.
One fresh concept for our new headquarters, "Action! It's my turn!" expresses our belief that each of us should fulfill our own role in creating our future rather than leaving transformation to someone else.
Achieving transformation requires communication and collaboration that span organizations and roles. At the new headquarters, we have set up a variety of workspaces and a digital environment, creating a workplace that connects people together, alongside information.
We also continue to foster dialogue between management and frontline staff through town hall meetings and other forums. This is important because transforming a corporate culture is not possible via systems alone; it must be nurtured through day-to-day communication and action that builds upon itself.
I believe that over time this environment-building and dialogue will further enhance our employees and our organizational capabilities and become the force that drives us to become a platform company.

To our stakeholders

As society and industry undergo major structural change, the roles required of companies are also changing. Our operating environment is also changing significantly, but I believe these changes hold many growth opportunities.
To capitalize on these opportunities and generate solid growth, we must ensure that our businesses, as well as our people and organizations, keep evolving. While drawing out the full potential of each individual and of the organization as a whole, I intend to further hone the group's strengths and connect them with future growth.
We are committed to creating new value on our journey to becoming a platform company that co-creates the future together with our clients. We ask for your continued support and cooperation.

