Contents

Our Value Creation
CEO Message



We will accelerate our transformation and secure future growth as we strive to become a platform company that co-creates the future together with our clients.

p.11

Our Value Creation
CFO Message



We will balance earnings growth through strategy execution with the strengthening of shareholders' equity to support further sustainable growth.

p.15

Business Strategy
Transforming Corporate Culture



p.43

Governance
Outside Directors Roundtable



p.70

Governance
Message from the Chairman of the Board of Directors



p.75

Overview

Mizuho Leasing and the Community 01
Our Trajectory 03
Contents | Tool Map | Website 05

Our Value Creation

Management Philosophy 07
Value Creation Process 09
CEO Message 11
CFO Message | Financial Strategy 15

Business Strategy

Medium-Term Management Plan 2028 21
Business Portfolio Transformation 23
Business Strategy by Headquarters 25
Strengthening Human Capital 35
Digital Strategy 41
Transforming Corporate Culture 43
Feature – A New Head Office to Accelerate the Transformation of People and the Organization 49

Sustainability

Promoting Sustainability Management 51
Materiality initiatives 53
Environmental Initiatives 55
Human Rights Initiatives 60

Governance

Corporate Governance 61
Message from Audit & Supervisory Board Member 63
Board Composition & Skill Matrix 66
Management Team 67
Outside Directors Roundtable 70
Message from the Chairman of the Board 75
Executive Compensation 76
Compliance 77
Risk Management 79

Data Section

Financial & Non-Financial Highlights 81
10-year Financial Summary 83
Analysis on Business Conditions & Operating Results 85
Business Risks and Other Risks 87
Consolidated Financial Statements 89
Corporate Information & Stock Information 137

Editorial policy

To help stakeholders better understand the Mizuho Leasing Group's business activities, this report includes financial and non-financial information, the latter covering management strategies, as well as our stance toward the environment, society, governance, and other topics. In preparing this report, we have referenced guidelines such as the Integrated Reporting Framework published by the International Integrated Reporting Council (IIRC), and have endeavored to provide a clear and concise explanation of the group's medium-to-long-term efforts to create value.

Period covered by the report

From April 2025 to March 2026 (some activities fall outside the period)

Scope of the report

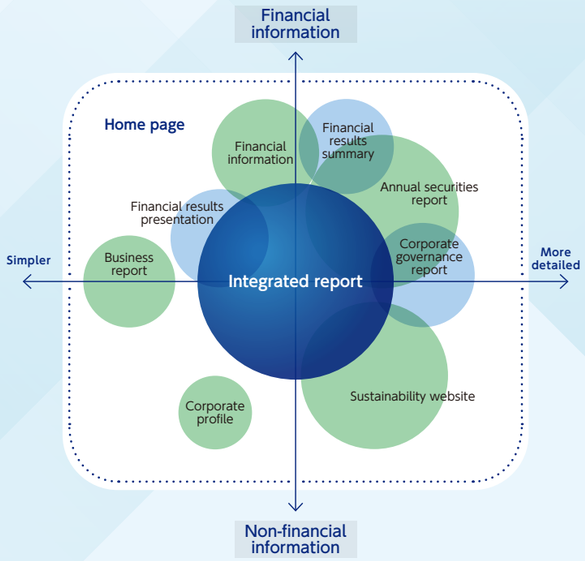
This applies to the entire Mizuho Leasing Group.

Notes on forecasts

This report contains statements regarding management policies and future performance based on information available at the time of writing. These statements are subject to a certain degree of risk and uncertainty, and are not intended to guarantee their achievement. Please note that actual results may differ significantly from these statements depending on various factors.

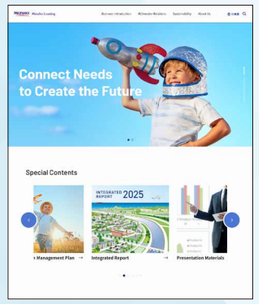
Tool Map | Website

Integrated Report 2026 and relevant websites



Official website

https://www.mizuho-ls.co.jp/en/index.html



Main content

- Business overview
- IR & investor information
- Sustainability
- Corporate information
- Careers

Special website

https://horizon.mizuho-ls.co.jp/ (Japanese)

Highlights our notable case studies and initiatives



Main content

- Animation
- Case studies
- Videos