The IBJ Leasing Group Characteristics

The IBJ Leasing Group is a multimodal financial services group oriented toward corporate clients. We expand our business by leveraging five characteristic strengths.

M&A activities that expand the client base and extend business domains

Balanced operating assets in the leasing and installment sales businesses

Strong and stable fundraising base

Multimodal Financial Services Company for Corporate Clients

IBJ LEASING

Leveraging our client base with a view toward overseas development in Asia

Broad-ranging proposal-based sales that take advantage of flexibility

Photo: Siemens Japan K.K.

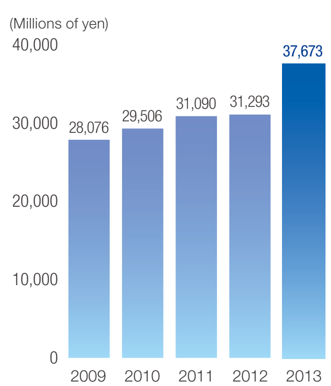
Consolidated Financial Highlights

IBJ Leasing Company, Limited and consolidated subsidiaries, years ended March 31

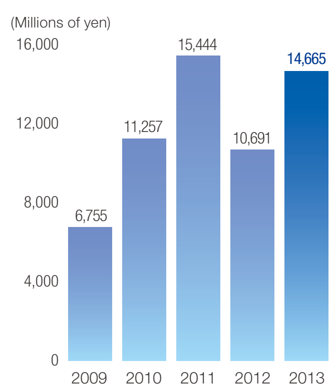
(Millions of yen)

	2009	2010	2011	2012	2013
Summary of income:					
Revenues	298,707	263,598	256,059	270,066	**352,492**
Gross profit	28,076	29,506	31,090	31,293	**37,673**
Operating income	6,755	11,257	15,444	10,691	**14,665**
Net income	3,348	7,019	9,025	4,296	**8,920**
Financial position:					
Operating assets	984,981	935,223	928,633	1,211,268	**1,263,116**
Total assets	1,076,150	1,017,099	1,028,020	1,332,963	**1,372,246**
Interest-bearing debt	927,454	868,631	877,629	1,133,481	**1,176,464**
Equity	55,994	63,342	69,392	74,717	**84,905**
Per share data: (Yen)					
Net income	91.90	193.91	249.33	118.71	**246.43**
Equity	1,509.00	1,709.86	1,889.18	1,954.63	**2,218.77**
Dividend	40.00	44.00	46.00	48.00	**50.00**
Key indicators: (%)					
ROE	6.0	12.0	13.9	6.2	**11.8**
Equity ratio	5.1	6.1	6.7	5.3	**5.9**

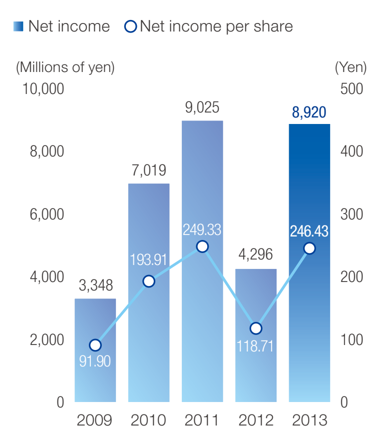
Gross Profit



Operating Income



Net Income/Net Income per Share



Fiscal 2012 Highlights

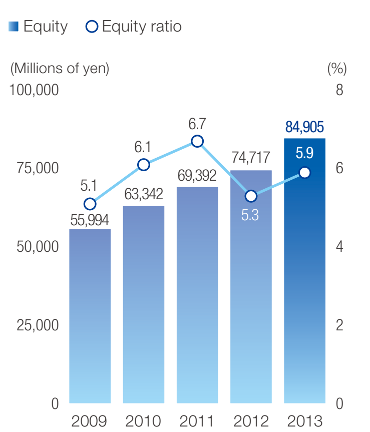
>> Enhancing our business infrastructure led operating assets to increase steadily in each segment—leasing, installment sales and loans—rising to ¥1,263.1 billion.

>> Corporate acquisitions also contributed to performance, resulting in a substantial increase in the Group's basic earnings potential and leading to gross profit of ¥37.7 billion.

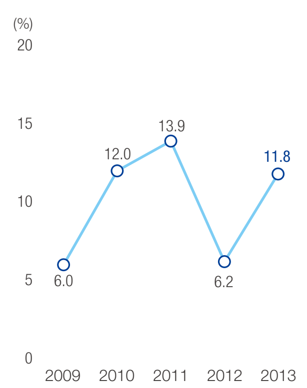
>> Owing to an increase in our basic earnings potential and lower credit costs, each measure of profit recovered, and ROE rose to 11.8%.

>> The annual dividend per share increased for the 11th consecutive year.

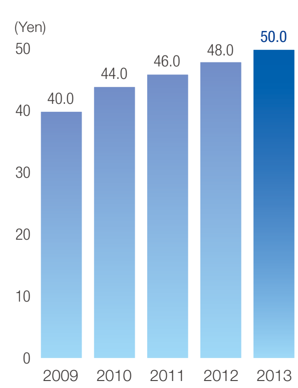
Equity/Equity Ratio



ROE



Dividend per Share



A Message from the President

Economic Environment in Fiscal 2012

In fiscal 2012, the year ended March 31, 2013, the global economy entered a phase of gradual recovery. The European economy remained lackluster due to the financial crisis, but internal demand in the United States demonstrated underlying strength, as demonstrated by factors such as personal consumption and housing investment. Furthermore, economic stimulus measures in China prompted a rebound in the economic growth rate.

In the Japanese economy, reconstruction-related public investment supported internal demand throughout the fiscal year. Also, following the change of administration in December 2012, high yen exchange rates and low stock prices began to correct in early 2013, pushing the economy toward recovery. However, sluggish exports during the year sapped energy from producers. Furthermore, the unreadable economic outlook led companies, particularly manufacturers, to adopt a cautious posture toward capital investment, and investment remained weak. Although leasing demand had been trending downward, lease transaction volume for the leasing industry as a whole expanded 6.0% year on year. Domestic capital investment remained low, however, causing competition to heat up from banks and other quarters.

In Fiscal 2012, Concentrated on Building a Robust Business Infrastructure and Bolstering Group Profitability

The IBJ Leasing Group launched the Third Medium-Term Management Plan (Fiscal 2011 to Fiscal 2013) in fiscal 2011, and during the year we focused on initiatives related to this plan. The Third

Medium-Term Management Plan sets forth a basic objective: to "step up as a multimodal financial services group offering services for corporate clients." We have pursued five priority initiatives to achieve the plan's objective, namely to capitalize on our client base and solutions capabilities, expand specialized financing areas, step up overseas operations, cultivate new business domains and utilize M&As.

In fiscal 2011, the first year of the plan, we acquired the corporate business division of Toshiba Finance Corporation, the Toshiba Group financing company (now IBJL-TOSHIBA Leasing Company, Limited) and Toshiba Medical Finance Co., Ltd., significantly augmenting the IBJ Leasing Group's business infrastructure. Based on this success, in fiscal 2012, the second year of the medium-term management plan, while pursuing its basic thrust we revised our business strategy, taking into account such factors as economic globalization and changes in the industry structure. We worked in particular on building a stronger business infrastructure and bolstering Group profitability. As a result, we steadily racked up successes on both the sales and earnings fronts.

On the sales front, in Japan we proactively conducted proposal-based activities employing leasing and installment sales, cultivating transactions in industries related to internal demand, such as distribution and retailing, healthcare and welfare, and information and communications. In addition, by acquiring the two Toshiba-affiliated companies we substantially augmented transactions in industrial equipment and machine tools, information and communications equipment, and medical equipment. Consequently, leasing and installment sales contracts executed on all types of equipment were up year on year. In financing, we enhanced our ability to respond to diverse needs for specialized financing, increasing the number of fields in which we conduct transactions. In factoring and other types of corporate finance, we took advantage of our flexibility to aggressively promote proposal-based sales and focused on meeting broad-ranging financial needs. Overseas, we augmented our personnel and established an Asia Desk in Bangkok, Thailand, to respond to the financial needs of customers expanding their businesses in regions where we have no sales bases, continuing to strengthen our sales efforts centered on Asia. Owing to these efforts, contracts executed for the Group as a whole increased substantially year on year, and operating assets expanded steadily.

On the profit front, we benefited from the substantial growth of our basic earnings potential as a result of the acquisitions we made, and credit costs fell as corporate bankruptcies subsided. Consequently, operating income and ordinary income both grew by double-digit percentages, and net income improved substantially, rising 107.6%, to ¥8.9 billion.

Enhancing Corporate Governance and Promoting CSR

The IBJ Leasing Group considers enhancing corporate governance a universal theme in achieving sustainable corporate development and accordingly takes this to be one of its topmost management priorities, even amid the rapidly changing environment in which we operate. To provide robust internal management structures, we are working to construct and operate an effective and appropriate internal control system to ensure thorough compliance and put in place a crisis management structure that will enable us to respond to disasters and other unexpected events. We also believe that ensuring such a system requires dynamic and sound organizational operations. To this end, we are enhancing our system for supporting personnel development, and building a secure and rewarding workplace. We are also concentrating on employees' work-life balance by embracing diverse working styles.

In addition, the Group makes corporate social responsibility (CSR) an integral part of its business activities. We aim to be a corporate group that contributes to larger society by promoting environmental initiatives and social contribution activities in a systematic and ongoing manner.

Dividends

In fiscal 2012, we continued to increase shareholder returns by raising the dividend ¥2, to ¥50 per share, the 11th consecutive year of dividend increases. Based on our dividend policy and annual profit expectations, we expect to raise the dividend per share an additional ¥2 in fiscal 2013, to ¥52 per share, amounting to the 12th consecutive year of dividend increases.

The Company's basic policy on shareholder returns is to pay dividends in accordance with business performance while striving to increase ROE. As the distinctive characteristics of the financial services industry make a strong shareholders' equity position key to increasing corporate value, we intend to pay dividends while maintaining a balance between shareholder returns and shareholders' equity. We intend to continue paying steady dividends, taking into account our earnings capabilities and medium- to long-term growth strategies.

Fiscal 2013 as the Final Stage of the Third Medium-Term Management Plan

In fiscal 2013, economic conditions in Japan are expected to improve, but the prospect of sustained recovery in the real economy remains uncertain, and we expect the operating environment to remain difficult. While aware of these difficult circumstances, fiscal 2013 marks the final stage of the Third Medium-Term Management Plan that is currently under way, so we will work to meet the plan's numerical targets and solidify our foundations for future growth. We will define our Group growth strategy and begin building a robust foundation for realizing this strategy.

The IBJ Leasing Group's policy on business operations is to further expand its sales foundation and augment its basic earnings potential. On the sales front, we will concentrate on enhancing three areas: responsiveness to customer needs, global expansion power and comprehensive Group strengths. While we are developing our overseas sales activities, and performance is rising steadily as a result, the overall weight of this business for the Group as a whole indicates that ample room for growth remains. We also need to pursue additional synergies from IBJL-TOSHIBA Leasing Company, Limited and Toshiba Medical Finance Co., Ltd., which we acquired in February 2012. Furthermore, we will heighten the effectiveness of our sales initiatives, and on the management front we will enhance our sales support and promotion structure as we pursue higher overall Group efficiency and profitability. We will pull together throughout the Group on these developments, as well as on enhancing human resource training. We ask for the continued understanding and support of our stakeholders in the coming years.

President and CEO

Setsu Onishi

State of Progress on the Third Medium-Term Management Plan (Fiscal 2011 to Fiscal 2013)

The IBJ Leasing Group launched its three-year Third Medium-Term Management Plan in fiscal 2011. Under this plan, we are working toward the goals of enhancing our business infrastructure and achieving sustainable growth.

Overview of the Third Medium-Term Management Plan

Basic Objective

"Step up as a multimodal corporate financial services group"

Five Priority Initiatives

We are pursuing five priority initiatives to achieve the objectives set forth in our Third Medium-Term Management Plan.

1. **Build business by capitalizing on our client base and solutions capabilities**
2. **Expand specialized financing area**
3. **Step up overseas operations**
4. **Cultivate new business domains**
5. **Utilize M&As**

Consolidated Numerical Targets in the Final Year of the Plan

As a result of these measures, by the final year of the plan, fiscal 2013, our consolidated numerical targets are **operating assets of ¥1.2 trillion**, **net income of ¥10 billion** and **ROE of 10% or higher**.

	Fiscal 2012 Results	Fiscal 2013 Targets
Operating assets	¥1,263.1 billion	¥1,200.0 billion
Net income	¥8.9 billion	¥10.0 billion
ROE	11.8%	10.0% or higher

Fiscal 2012 Results

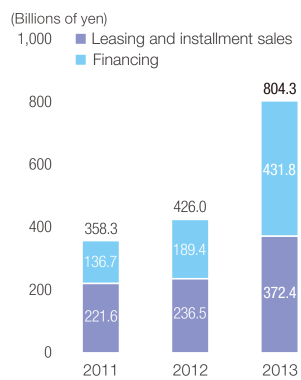
In fiscal 2012, the second year of the medium-term management plan, we racked up steady successes on the sales and profit fronts.

(1) Expanding Our Sales Foundation

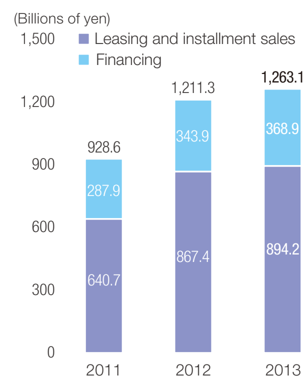
We broadened our sales base through the February 2012 acquisition of IBJL-TOSHIBA Leasing Company, Limited, and Toshiba Medical Finance Co., Ltd. Contracts executed rose significantly, in leasing and installments sales, as well as in the financing business. Operating assets also grew steadily.

The addition of short-term factoring by IBJL-TOSHIBA Leasing Company, Limited, prompted a notable increase in contracts executed in the financing business.

Amount of Contracts Executed



Operating Assets

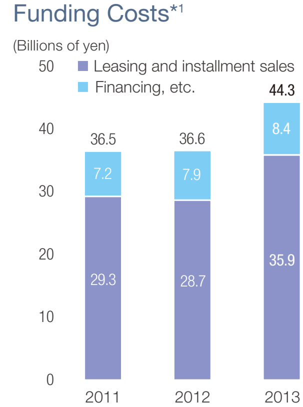


(2) Augmenting Basic Earnings Potential

The contribution of stable profits at IBJL-TOSHIBA Leasing Company, Limited, and Toshiba Medical Finance Co., Ltd., significantly boosted the IBJ Leasing Group's basic earnings potential.

In particular, gross profit before write-offs and funding costs on leasing and installment sales surged ¥7.2 billion year on year, owing to the expansion of operating assets due to the acquisitions.

Gross Profit before Funding Costs*1

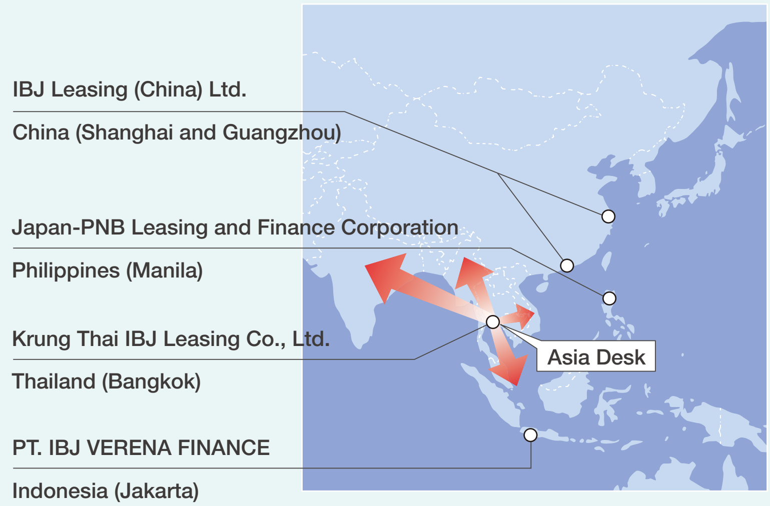


*1 After subtraction of deferred profit on installment sales

(3) Augmenting Overseas Sales

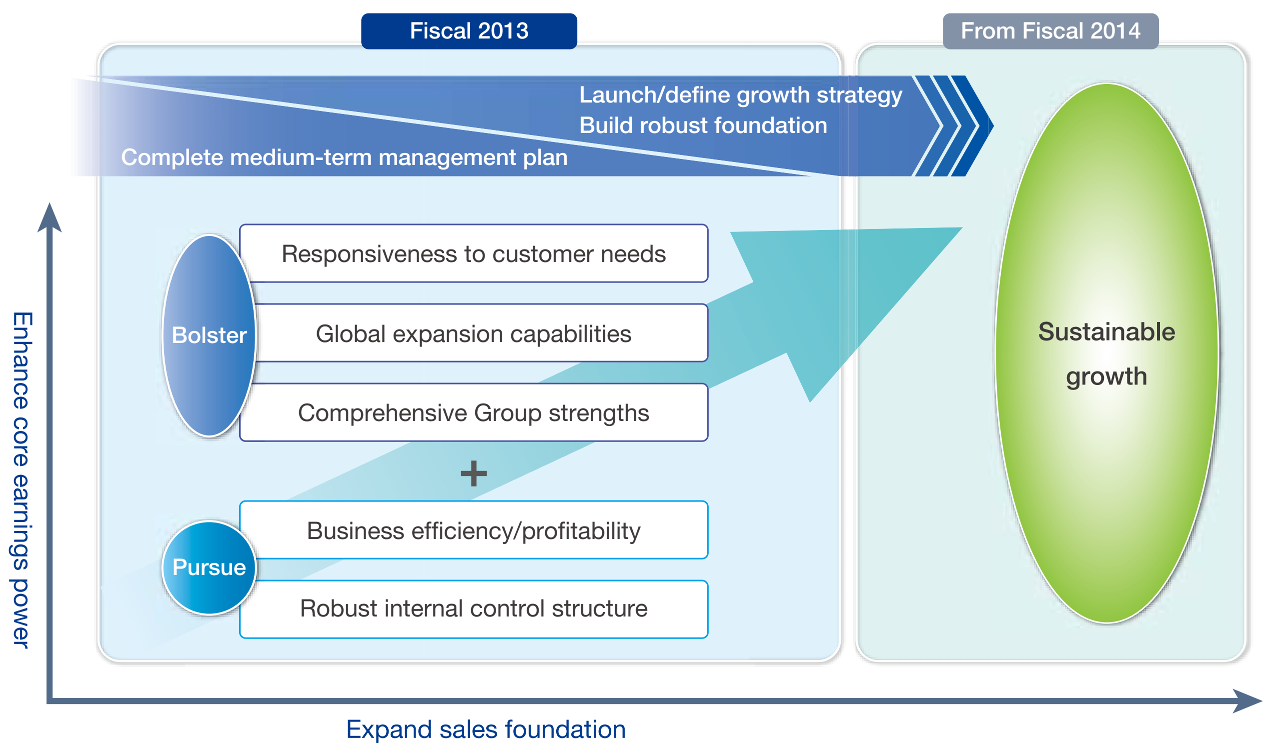
We prepared our structure for future expansion in our overseas business structure.

- Strengthened support for customers' overseas expansion, primarily in Asia
  —Increased number of staff at overseas sites and in sales promotion departments
- Worked aggressively to meet diverse financing needs in ASEAN countries where we have no sales bases
  —Established the Asia Desk in Bangkok, Thailand, in October 2012
- Focused on the cultivation of transactions with the Toshiba Group in collaboration with IBJL-TOSHIBA Leasing
  —Achieved steady increase in facilities financing transactions, centered on China



Business Operation Policies for Fiscal 2013

Positioning fiscal 2013 as the final stage of the medium-term management plan and the year to solidify our foundation for future growth, we will work to further expand our sales foundation and enhance core earnings power by adapting to the market environment. At the same time, we will bolster our responsiveness to customer needs, global expansion capabilities and comprehensive Group strengths, as we pursue higher levels of business efficiency and profitability, as well as a robust internal control structure.



Business Overview

The IBJ Leasing Group comprises IBJ Leasing, 22 consolidated subsidiaries and three equity-method affiliates (as of March 31, 2013). Centered on this structure, we provide wide-ranging financial services, including leasing, installment sales and loans by utilizing its extensive financial expertise and understanding of equipment.

In addition to Japan, the IBJ Leasing Group meets the diverse needs of clients overseas, centering on Asia, with Group companies cooperating to offer the best solutions.

Leasing and Installment Sales

Finance Leasing, Operating Leasing, Auto Leasing, Other

The leasing business is a financial service by which the Company purchases machinery and equipment that clients have selected, and leases them to clients.

We provide structured leases and other high-value-added leases to satisfy the sophisticated and diverse requirements of clients.

Installment Sales

Installment sales constitute a financial service provided for articles unsuited to leasing and items that have a statutory service life extending over many years. As with leasing, the Company purchases machinery and equipment that clients have selected and sells them on an installment basis over the term of the contract.

Products and Services

Leasing
- Finance Leasing
- Operating Leasing
- Leasing with an Option to Buy
- Vendor Leasing
- Structured Leases
- Real Estate Leasing
- Simple Leasing
- Package Leasing
- Variable Leasing

Auto Leasing
Rental
Installment Sales
Environmental Solutions

Support for Overseas Expansion

Through a wide range of financial services, we provide support for business partners who are moving into overseas markets and developing their businesses there.

By leveraging the expertise of the IBJ Leasing Group and taking full advantage of our overseas networks, we meet the overseas capital investment financing needs of our business partners by proposing optimal financial services.

Products and Services

Overseas Leasing and Installment Sales
- Domestic Contracts + Extension to Overseas Entities
- Leasing and Installment Sales between Overseas Subsidiaries
- Cross-Border Financing

Overseas Sales Financing Services

Financing (Loans + Operational Investment Securities)

Specialized Financing, Corporate Finance, Other

We provide a range of services, including specialized financing to deliver cash flow through vessels, real estate, aircraft and other items, as well as factoring, business finance and other types of corporate financing, to meet the diverse financing requirements of clients.

Products and Services

Vessel Financing
Real Estate-Related Financing
Factoring
General Loans
Liquidization of Occupancy Guarantee Deposits
Liquidization of Medical Fee Reimbursement Receivables
Entrusted Payments

Fee Businesses

Used Equipment Sales, Other Services

As one means of accommodating diverse client equipment requirements, the Company serves as an intermediary in the purchase and sale of used machinery and other equipment.

The Company provides investment management and guarantor services to satisfy the various needs arising from clients' business activities.

Products and Services

Used Equipment Sales
Investment Management Services
- Sales of Commercial Paper

Guarantor Services