


Medium-term Management Plan 2025

Please refer here for details of Mid-term Management Plan 2025




In 2021, Mizuho Leasing dramatically expanded its business domains based on our new management philosophy: "Connect needs to create the future." Under the "Medium-term Management Plan 2025" that we formulated to promote further development, we will transform our former sales style, organizational management systems, and corporate culture to help us grow into a platform company that proactively co-creates the future with our clients.

Akira Nakamura President and CEO

Creating the Future with a Multi-layered Business Portfolio

On May 12, we announced the "Medium-term Management Plan 2025" along with our financial results for fiscal 2022.

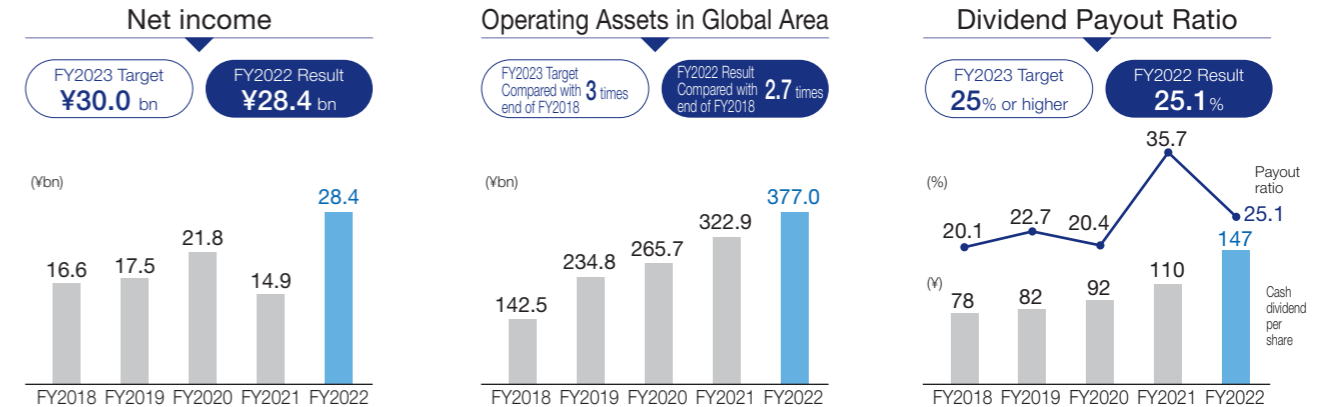
The previous medium-term management plan was formulated as a five-year plan from fiscal 2019 to fiscal 2023. However, we expected to achieve the Plan's consolidated numerical targets for fiscal 2023, one year ahead of schedule in fiscal 2022. On top of this, we had already made steady progress on strengthening our business model and organizational management systems,

amidst significant changes in our business environment. For these reasons, we decided it was time to formulate a new medium-term management plan.

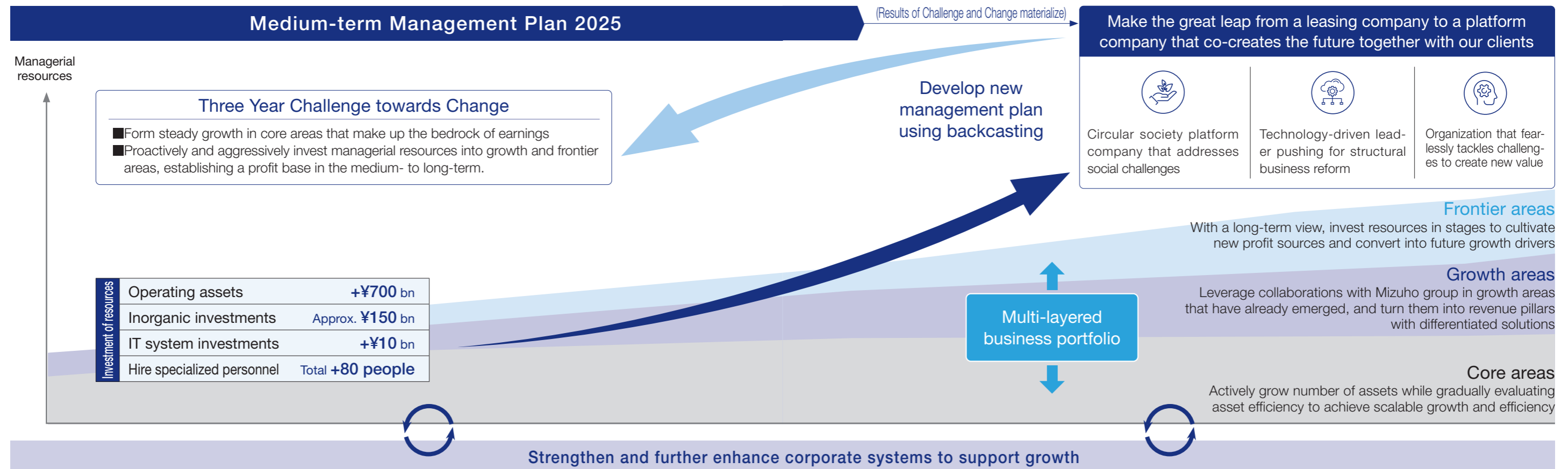
We will work to transform and enhance our business portfolio under the "Medium-term Management Plan 2025".

We will divide our entire business portfolio into the three areas of "Core," "Growth," and "Frontier," and manage business portfolios with different growth horizons.

Progression Towards Quantitative Targets



Positioning of Medium-term Management Plan 2025



For instance, in the global market, we aim to expand our customer base from mainly large Japanese companies to non-Japanese companies and retail firms. We also plan to enter new growth markets through joint investments with Marubeni and independently sourced M&A deals. For strategic investments, by using CVC to invest directly and through funds, we will strengthen partnerships with startup companies and grow investments that co-create value.

The "Frontier" areas involve circular economy and XaaS. These areas are expected to require long-term cultivation, but greatly flourish in the future.

We will seek to build a circular economy platform while leveraging collaboration with alliance partners, aiming to realize an advanced circular economy and decarbonized society. As an asset holder of robots, we are able to provide RaaS and other diverse XaaS solutions to support customers' structural reform.

These initiatives will help us steadily increase stable earnings, expand assets in growth areas, and manage business portfolios with different growth horizons.

Alliances are the Source of Accelerated Growth

Our alliance strategy, including our alliance with Mizuho, is the source of our ability to manage portfolios and accelerate growth. Our collaborative relationships with the Mizuho Group and Marubeni Group are one of our greatest strengths and we intend to steadily promote this collaboration to help differentiate ourselves from other companies in the industry, enhancing our competitiveness.

During the previous medium-term management plan, we used our greatest strength, namely our alliance with the Mizuho Group, to solidify our business foundations and that strategy steadily generated positive results. Going forward, we will further accelerate growth by (1)

striving for a qualitative shift in the alliance. Namely facing customer challenges head-on and changing to a proposal-based sales style that addresses those challenges, while co-creating value. (2) Providing Mizuho clients with unique solutions that would be difficult for a banking group to handle. (3) Developing new clients through our alliance with Mizuho Group companies, which boasts one of the largest client bases in Japan. With the Marubeni Group, we will promote joint ventures, especially in the overseas markets, while with RICOH/RICOH LEASING, we will promote venter finance and pursue collaborative themes in areas where both companies have strengths.

Building a Circular Economy Platform

We will co-create a circular society and help realize a sustainable society by promoting initiatives in relation to six chosen materiality topics. Specifically, we have set a target to "secure 1 GW of renewable energy power

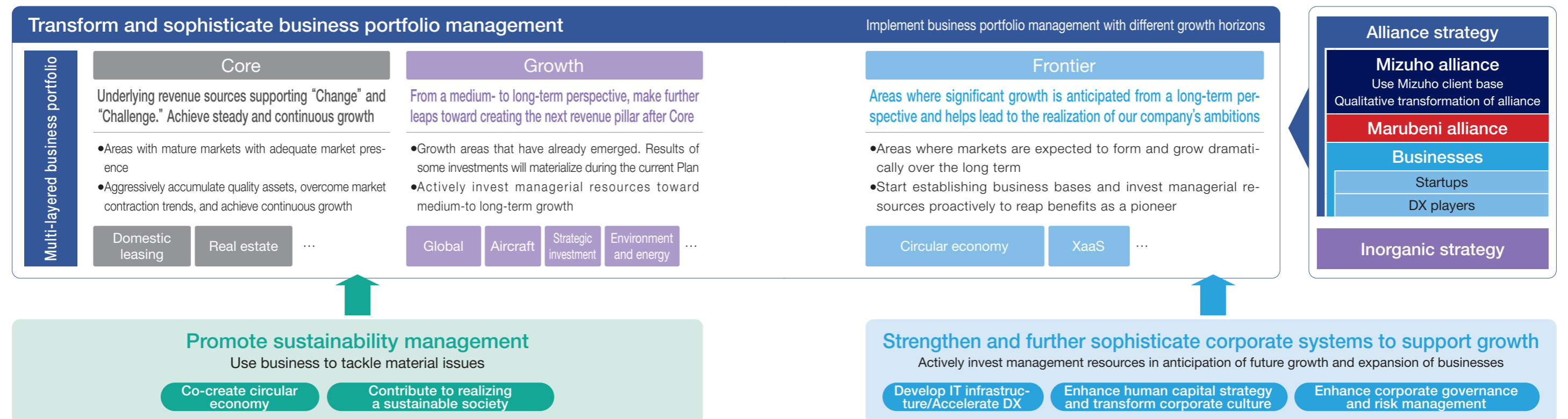
generation" during the current medium-term management plan. We aim to achieve that target by securing various power sources, including solar power, where we are already participating in projects, along with biomass and grid-scale batteries. We will also build infrastructure to supply renewable power sources to consumers and promote its use in our focused business areas such as circular economy and storage batteries. For circular economy, we are targeting a chemical/material resources recycling rate of 85% or more by fiscal 2027. We will also work with our alliance partners to ensure transparency across all processes in the product lifecycle and promote optimal resource use. The Group will play a central role in building a circular economy platform that connects arterial industries and venous industries, provides solutions to social issues, such as decarbonization and the creation of a recycling-oriented society, and co-creates value with clients.

Overview of "Medium-term Management Plan 2025"

Keywords

Challenge **Change** **Grow** The current plan will be a three-year challenge

of changing towards growth and leaping further into the future

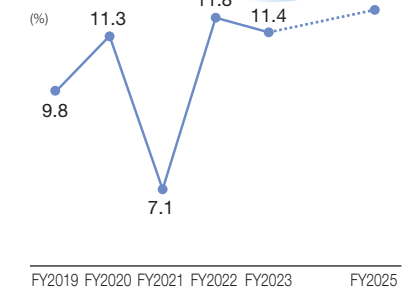
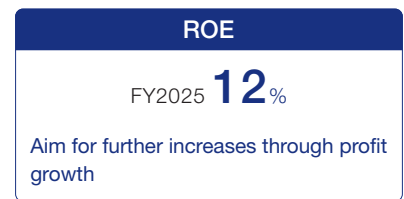
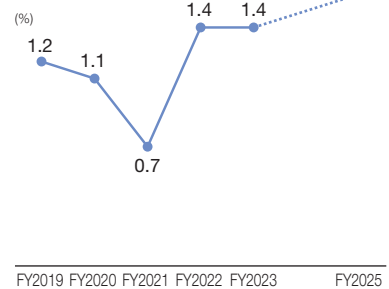
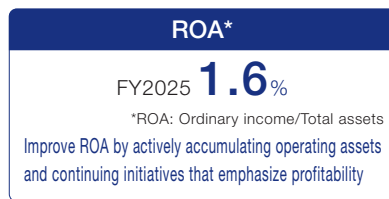
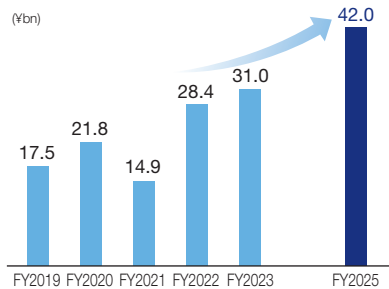


Strengthening and Sophistication of Organizational Systems

Proactively invest managerial resources to strengthen and enhance the organizational systems necessary to co-create value with our customers and make great strides toward realizing our ambitions



Financial/Non-financial Targets



Carbon Neutral Realizing a decarbonized society	Secure renewable power generation capacity	1GW (FY2025)
	Reduce CO ₂ emissions* in Scope 1 & 2* <small>* Non-consolidated and 7 domestic consolidated subsidiaries</small>	Zero emissions (FY2030)
Circular Economy Realizing the circular economy	Chemical/material resource recycling rate	85% or more (FY2027)
Human Capital Human capital management as a cornerstone	Hire more specialized business professionals	+80 people or more (FY2025)
	Investment amount for developing personnel	3x or more (FY2025; compared with FY2022)
	Develop digital IT personnel	200 people or more (FY2025)
	Ratio of paid annual leave taken	80% or more (FY2025)
	Management positions filled by women	15% (FY2025)
	Ratio of childcare leave taken by male employees	100% (Every year)