

May 11, 2026

Formulation of Long-Term Vision and Medium-Term Management Plan

Tokyo Century Corporation (“Tokyo Century”) announces the formulation of its Long-Term Vision 2035, which defines its desired state for fiscal 2035, and its Medium-Term Management Plan 2030, which will be implemented through fiscal 2030 to realize this Vision.

1. Background to Formulating the Long-Term Vision 2035 and Medium-Term Management Plan 2030

In our Medium-Term Management Plan 2027, announced in May 2023, we set a net income target of 100.0 billion yen. We achieved this goal in fiscal 2025, two years ahead of schedule. This success is a direct result of our efforts to expand business domains across each segment and accelerate asset recycling.

Meanwhile, the business environment surrounding Tokyo Century has become increasingly uncertain, amid changing interest rates, the rapid evolution of AI, and rising geopolitical risks. However, we view these macro-environmental changes as an opportunity for further growth, and launched our corporate transformation program, TC Compass, in fiscal 2025. As a concrete guideline for driving this transformation, we have defined our Purpose as “Shaping Our Blue Planet” and formulated the Long-Term Vision 2035 to outline our desired state in ten years’ time, along with the Medium-Term Management Plan 2030, which will serve as a milestone marking the midpoint toward realizing this Vision.

2. About the Long-Term Vision 2035

We defined our vision for 2035, “To Be a Company Driving Solutions to Global Social Issues with an Entrepreneurial Spirit,” by backcasting from a decade ahead while anticipating changes in social structures. To achieve discontinuous growth, we will collaborate with world-class partners to address social issues in four key areas—circular economy, energy, social infrastructure, and AI/technology—by going beyond the boundaries of finance.

We are targeting net income of 400.0 billion yen and an ROE of 15% or higher for the fiscal year ending March 2036, the final year of our Long-Term Vision 2035. We aim to maximize total shareholder return and corporate value by growing our assets and businesses, while transitioning to a capital-light business model through the use of third-party capital to transform our revenue structure.

3. About the Medium-Term Management Plan 2030

We formulated the new Medium-Term Management Plan 2030 to cover the period through fiscal 2030, marking the first phase of our strategy to achieve the Long-Term Vision 2035. We will vigorously transform our business portfolio and expand our value chain. At the same time, we will drive strategic initiatives for our next leap forward, including the advancement of our human capital strategy, the

reinforcement of our management foundation and governance, and the transformation of our corporate culture.

Financial KPIs and Shareholder Returns

Net income	200.0 billion yen
ROE	12.5%
Shareholder returns	Payout ratio: 35% or higher; progressive dividends

For further details, please refer to the attached document.

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Note: This translation is prepared and provided for reference only. In the event of any discrepancy between this translated document and the original Japanese document, the original document shall prevail.

TC Compass

- Long-Term Vision 2035
- Medium-Term Management Plan 2030

May 11, 2026



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Message from the CEO

Pioneering the future: Evolving our business model under our Long-Term Vision 2035 and enhancing corporate value through addressing global social issues

In our Medium-Term Management Plan 2027, announced in May 2023, we set a financial target of 100 billion yen in net income for the final year of the plan. Through the expansion of our business areas across each segment and the acceleration of asset recycling, we were able to achieve this goal ahead of schedule, at a pace far exceeding our initial projections. I believe this is a testament to Tokyo Century's (TC) strong potential.

Meanwhile, the business environment surrounding us has now entered a phase that is entirely different from when we formulated the plan. Driven by the return of positive interest rates, the rapid evolution of AI, the weakening of the yen, and the restructuring of supply chains amid shifting geopolitical conditions, uncertainty has risen to unprecedented levels. However, we view these macro-environmental changes as a significant opportunity for growth and have launched our corporate transformation program, "TC Compass," at the start of fiscal 2025.

In advancing the restructuring of our strategies and strengthening our financial base, my foremost priority is to drive fundamental change in our human capital and corporate culture. The sustainable growth of a company is underpinned by intangible elements such as our "Purpose," "Vision," and "Values." Believing that embedding these elements into the company's DNA will foster a sense of fulfillment for every employee, we defined our Purpose as "Shaping Our Blue Planet" and our Vision as "To Be a Company Driving Solutions to Global Social Issues with an Entrepreneurial Spirit."

The Long-Term Vision 2035 and the Medium-Term Management Plan 2030, which serve as action plans to embody this transformation, do not simply envisage growth as an extension of the past. Rather, they serve as a declaration of our commitment to fundamentally transform our business model by reassessing our position and redefining our relationship with society, with the aim of becoming the number one company in our industry. By implementing our Long-Term Vision, we will support the challenges undertaken by our customers and employees, while achieving both a better society and our sustainable growth at a higher level.

I will take the helm to build a company that is trusted and respected by all our stakeholders. I pledge my full commitment to enhancing our corporate value.

未来へのストーリーを描く」 藤原 弘治

"Charting our story for the future"

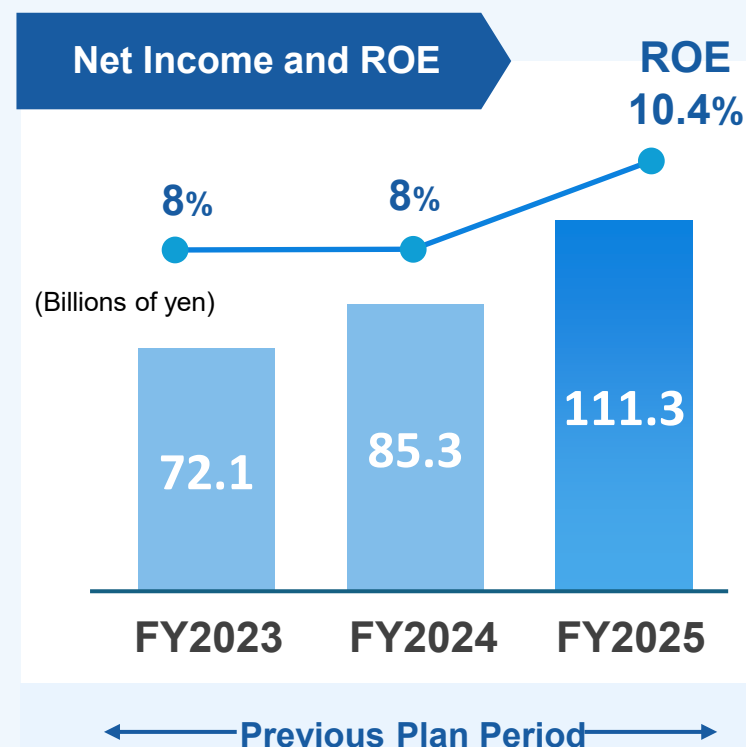
Koji Fujiwara

President & CEO, Representative Director

Review of Medium-Term Management Plan 2027

Achieved all numerical targets two years ahead of schedule

	Quantitative Targets	FY2025 Result
Net income attributable to owners of parent	¥100.0 billion	¥111.3 billion
ROA (net income)	1.4%	1.6%
ROE	10%	10.4%



Non-Financial Targets

Employee Engagement Index*¹

Engagement Score

56.2 (FY2024: 53.2) ↑

Rating

BBB (FY2024 BB) ↑

GHG Emissions Reduction

Reduction Volume*²

Estimated **10%** reduction ↑

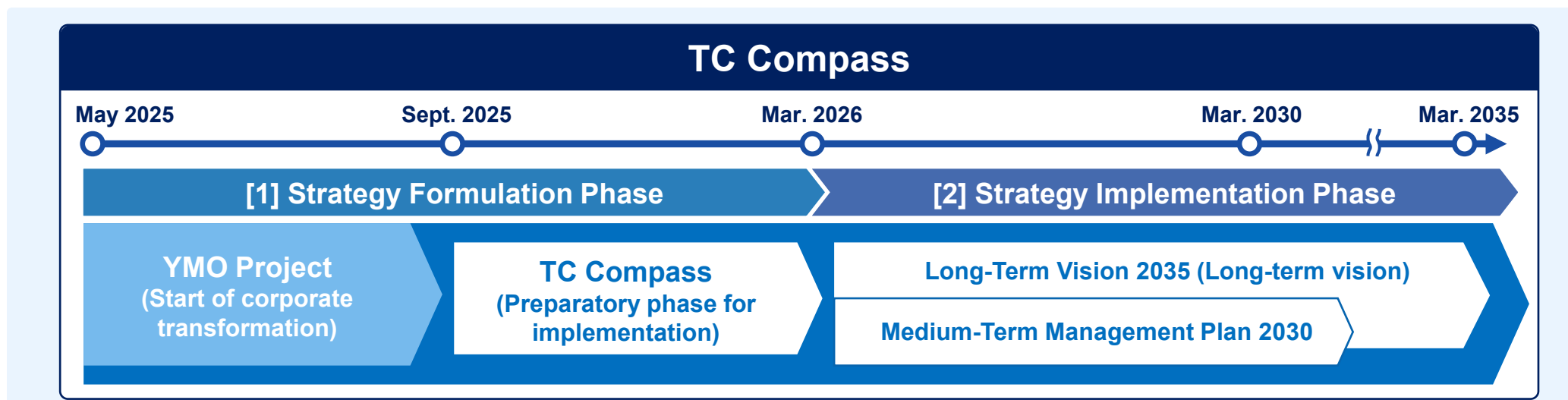
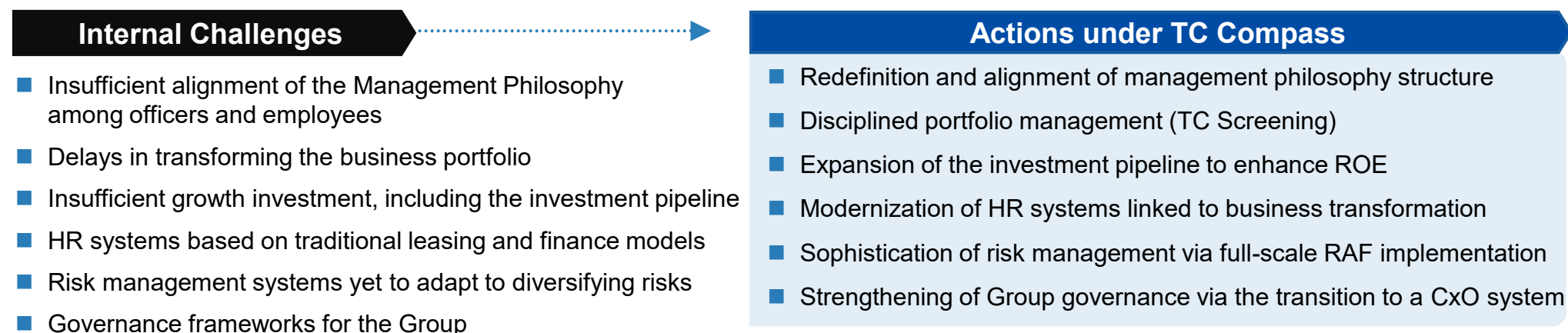
*1 Measured using the Motivation Cloud service provided by Link and Motivation Inc. since FY2024 (FY2027 Target: Improvement); expressed as a deviation score relative to the nationwide average of 50.

*2 Greenhouse gas emissions are projected to decrease by approximately 50% in FY2030 compared to the FY2021 base year.

Corporate Transformation for Growth over the Next Decade

- Formulated a scenario for discontinuous growth, reflecting on internal challenges and the shifting social and macroeconomic landscape.
- Established three pillars of transformation—Corporate Culture, Business Strategy, and Management Infrastructure—and formulated "TC Compass," a corporate transformation program aligned with the next medium-term management plan.

Connecting Internal Challenges to the Corporate Transformation Program "TC Compass"



Section 1

Management Philosophy Structure



Our Purpose:

“Shaping Our Blue Planet”

We stand at a turning point in an era of complex and diverse challenges—from climate change and geopolitical risks to the AI revolution and Japan’s demographic shifts.

To address these challenges, Tokyo Century will mobilize its unique strengths: co-creation with partners, expertise in asset valuation, and highly specialized human capital. By unleashing our potential to create unprecedented businesses and ecosystems, we will “Shape Our Blue Planet” that is full of dreams and hope.

We invite you to look forward to the challenges Tokyo Century will undertake.

Management Philosophy Structure



Please see Tokyo Century News for more details:
<https://www.tokyocentury.co.jp/tc-news-en/life/purpose/>

Purpose

Shaping Our Blue Planet

Vision

**To Be a Company Driving Solutions
to Global Social Issues
with an Entrepreneurial Spirit**

Values

Passion

We will take on new challenges without being bound by precedent and continue to grow by learning from our failures.

Innovation

We will continue to create new, unprecedented value by combining the strengths of our diverse employees and partners.

Integrity

We place the trust of our customers and society first and will continue to act with sincerity and dedication to help realize a better society and world.

Section 2

Long-Term Vision 2035

A woman in a blue business suit stands in the upper left, looking down at a large, glowing blue globe. The globe is surrounded by futuristic, semi-transparent data overlays including circular progress indicators, line graphs, and icons. In the lower right, a man in a dark suit is seen from behind, pointing his finger at the globe. The background is a light blue grid pattern.

Our Vision: To Be a Company Driving Solutions to Global Social Issues with an Entrepreneurial Spirit

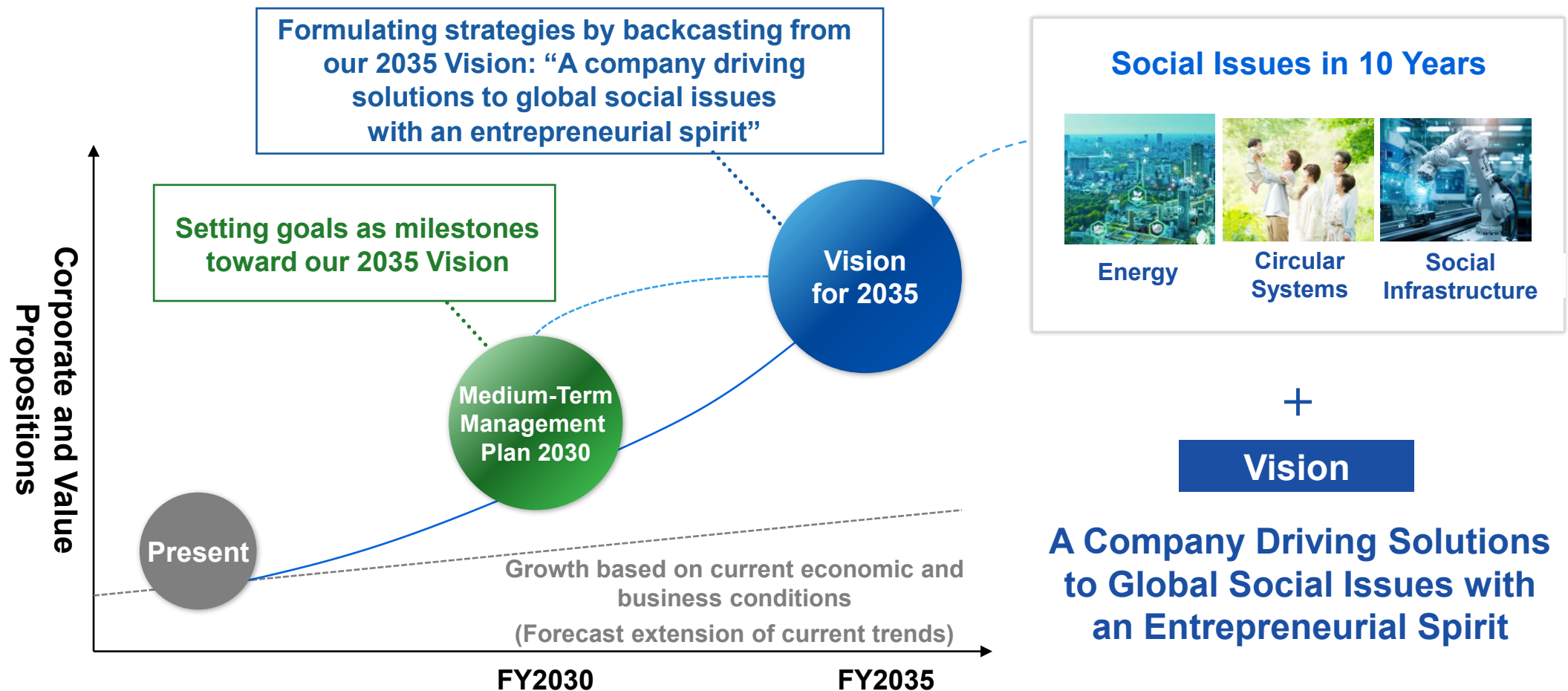
We will pioneer uncharted territories and create new value by leveraging our unique ingenuity and visionary capabilities. By delving deep into niche fields that others overlook, we will sharpen our competitive edge and serve as a catalyst for social innovation.

By 2035, we are committed to becoming a leading company that drives solutions to global social issues, fueled by our entrepreneurial spirit.

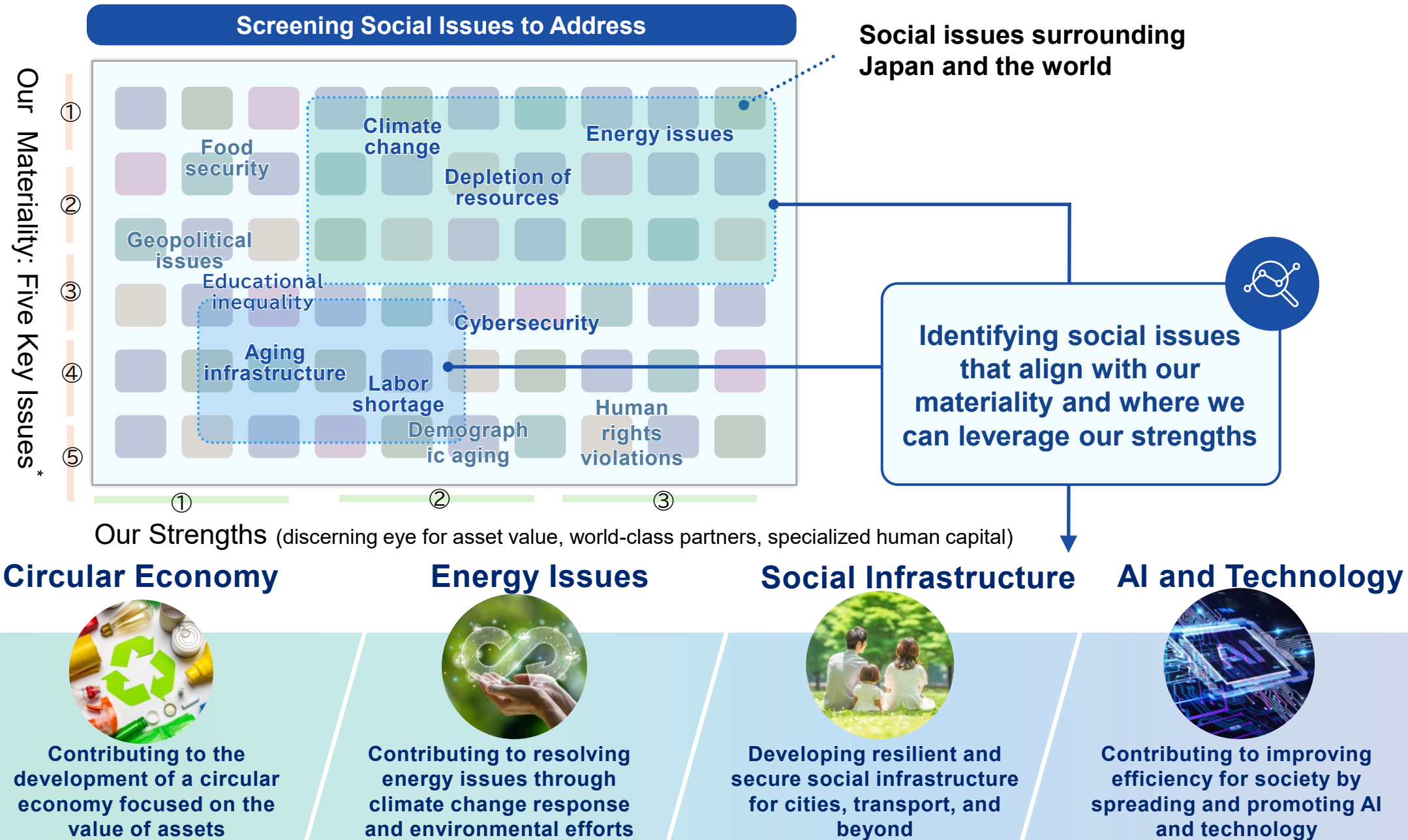
Backcasting Approach

Envisioning our desired future based on megatrends and societal challenges 10 years from now

Long-term vision: A roadmap for expanding corporate value and enhancing value propositions, backcasted from 2035



Social Issues Addressed by Tokyo Century

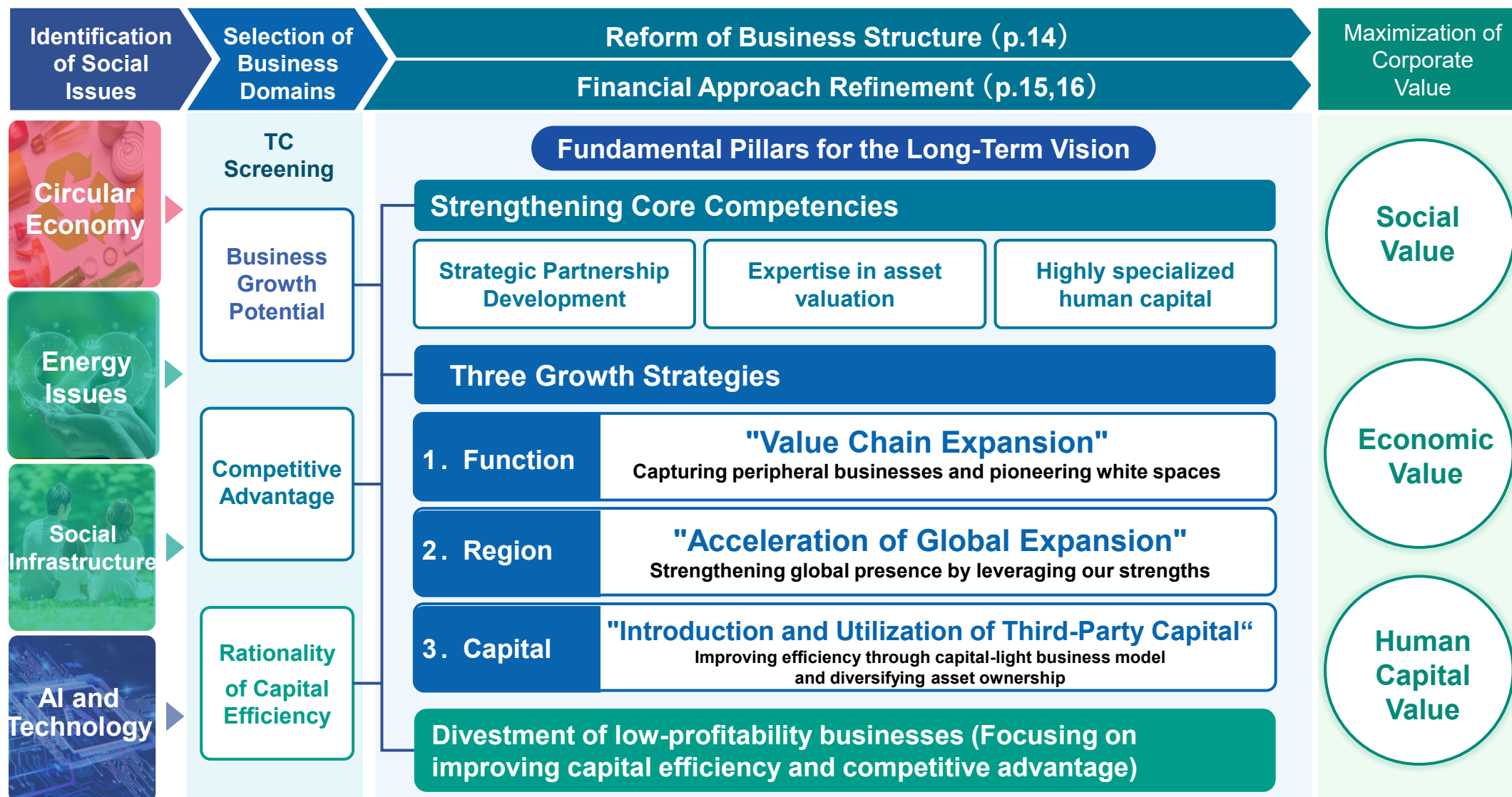


*Materiality: 1. Contribution to decarbonized society; 2. Sustainable resource use; 3. Contribution to social infrastructure development;

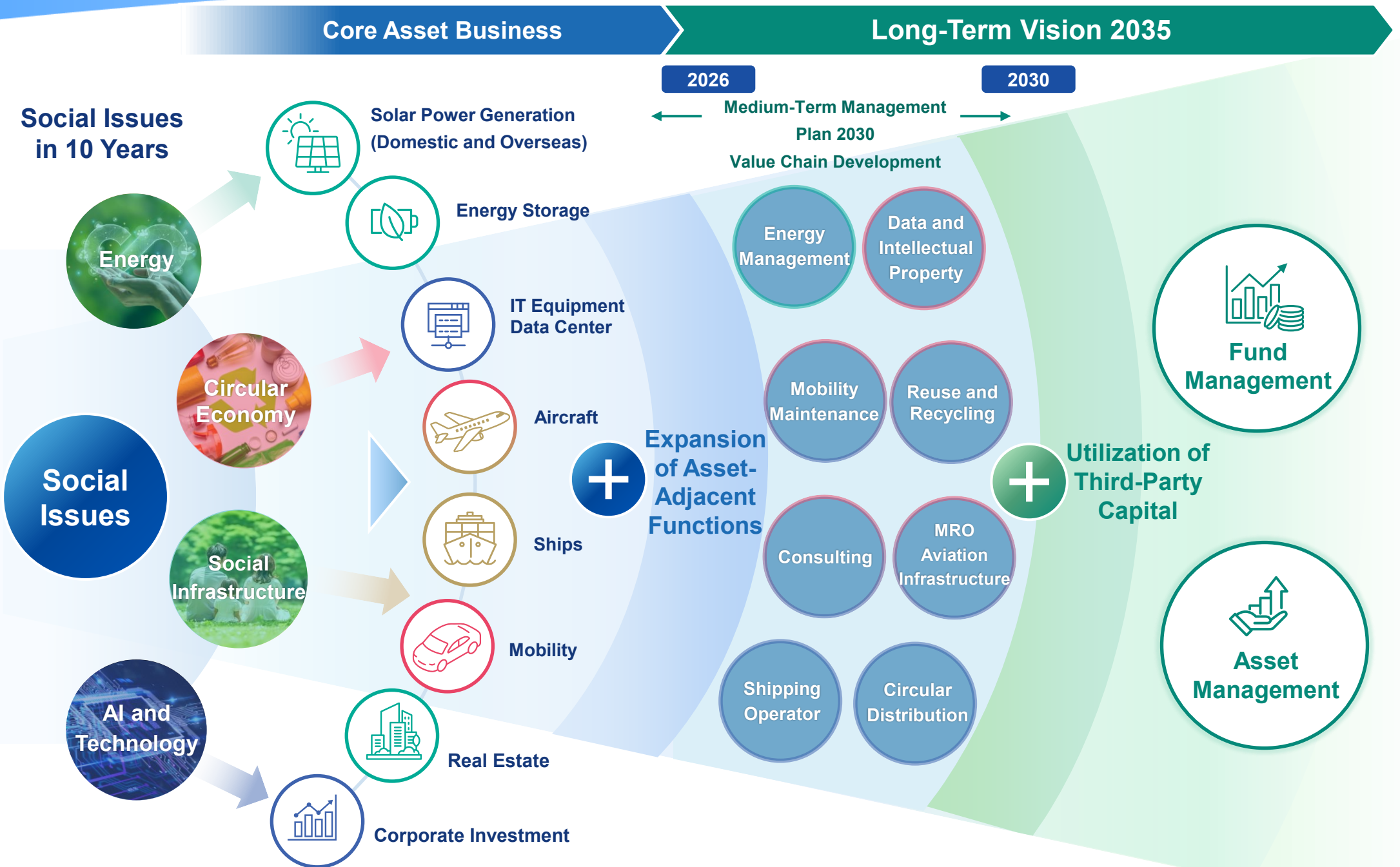
4. Creation of new businesses driven by technical innovation; and 5. Enhancement of work environment, leading to strengthening of human resources

Fundamental Pillars for the Long-Term Vision

We go beyond the boundaries of finance to resolve social issues by creating unprecedented businesses and ecosystems with world-class partners.



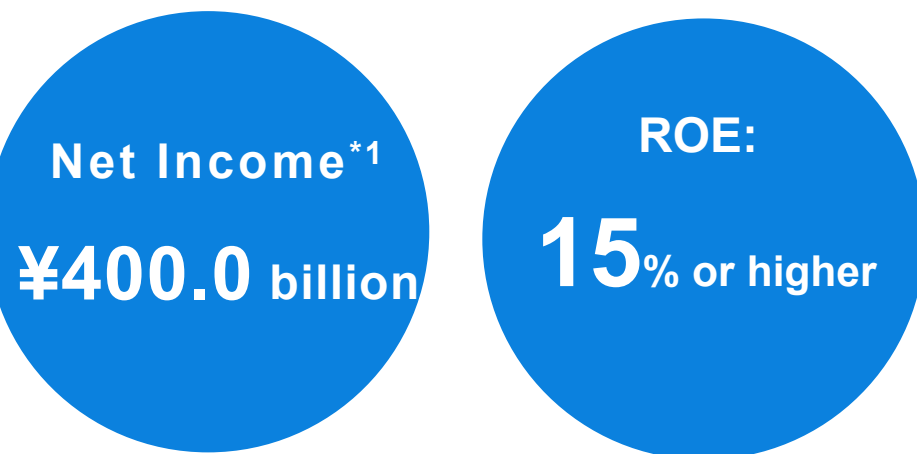
Business Structure Transformation



Quantitative Targets and Shift in Revenue Structure

Driving profit and ROE growth by addressing social issues

FY2035 Quantitative Targets



*¹ Net income indicates net income attributable to owners of parent.

- Maximizing TSR*² by enhancing earnings power and ROE, while elevating PER
- Targeting a market capitalization of approximately 5 trillion yen

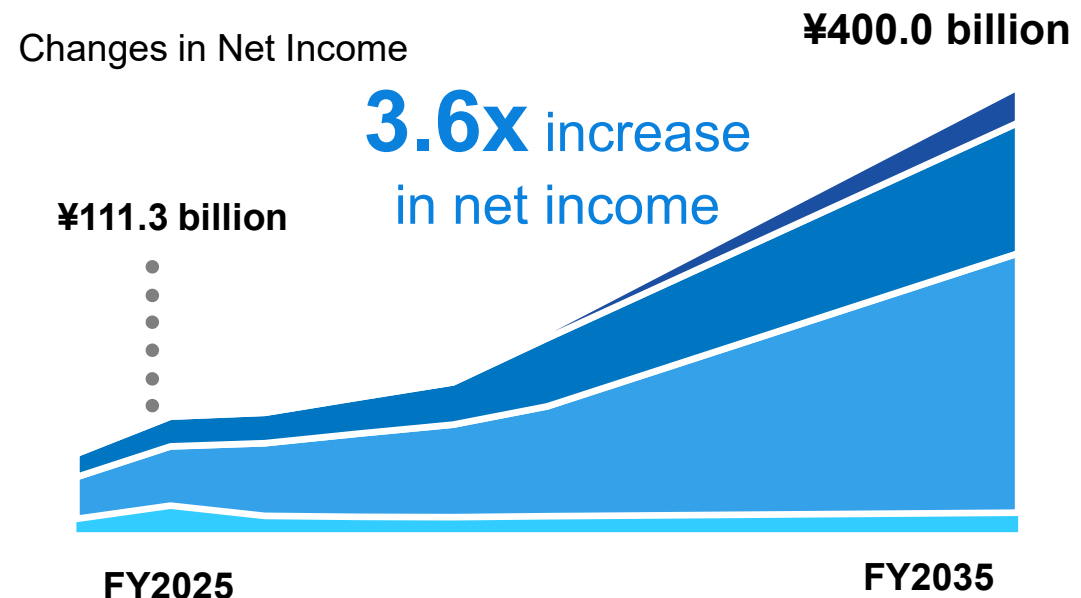
*² TSR: Total Shareholder Return

Shift in Revenue Structure

Driving growth in **assets** and **operations**, further accelerated by a **capital-light business model**

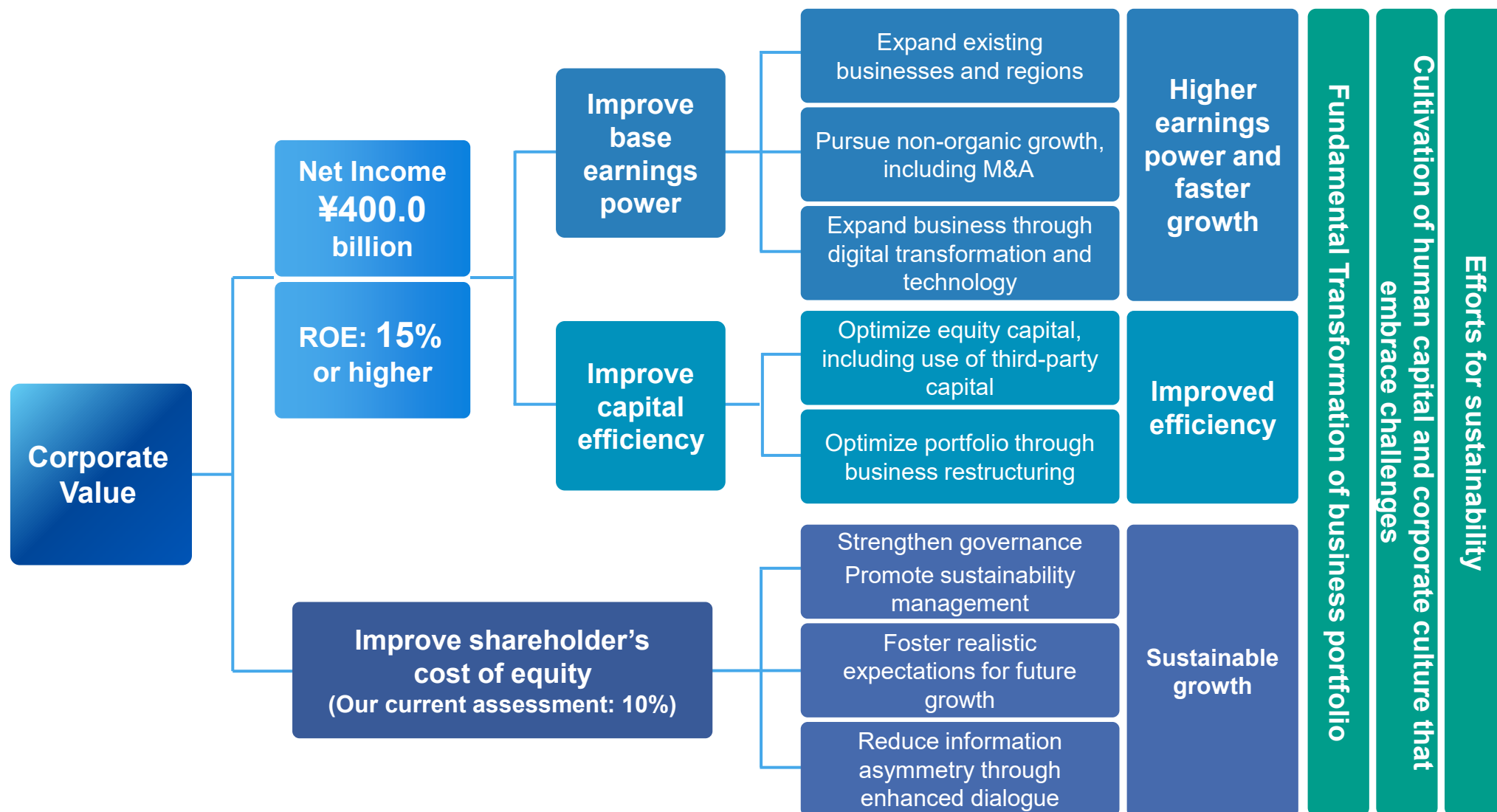


*³ Capital-light business model:
Leveraging third-party capital for asset ownership and operations



Financial Approach Refinement

Maximize total shareholder return (TSR) and corporate value through management emphasizing cost of capital and share prices.



Section 3

Medium-Term Management Plan 2030

Medium-Term Management Plan 2030

~Shaping Our Blue Planet~



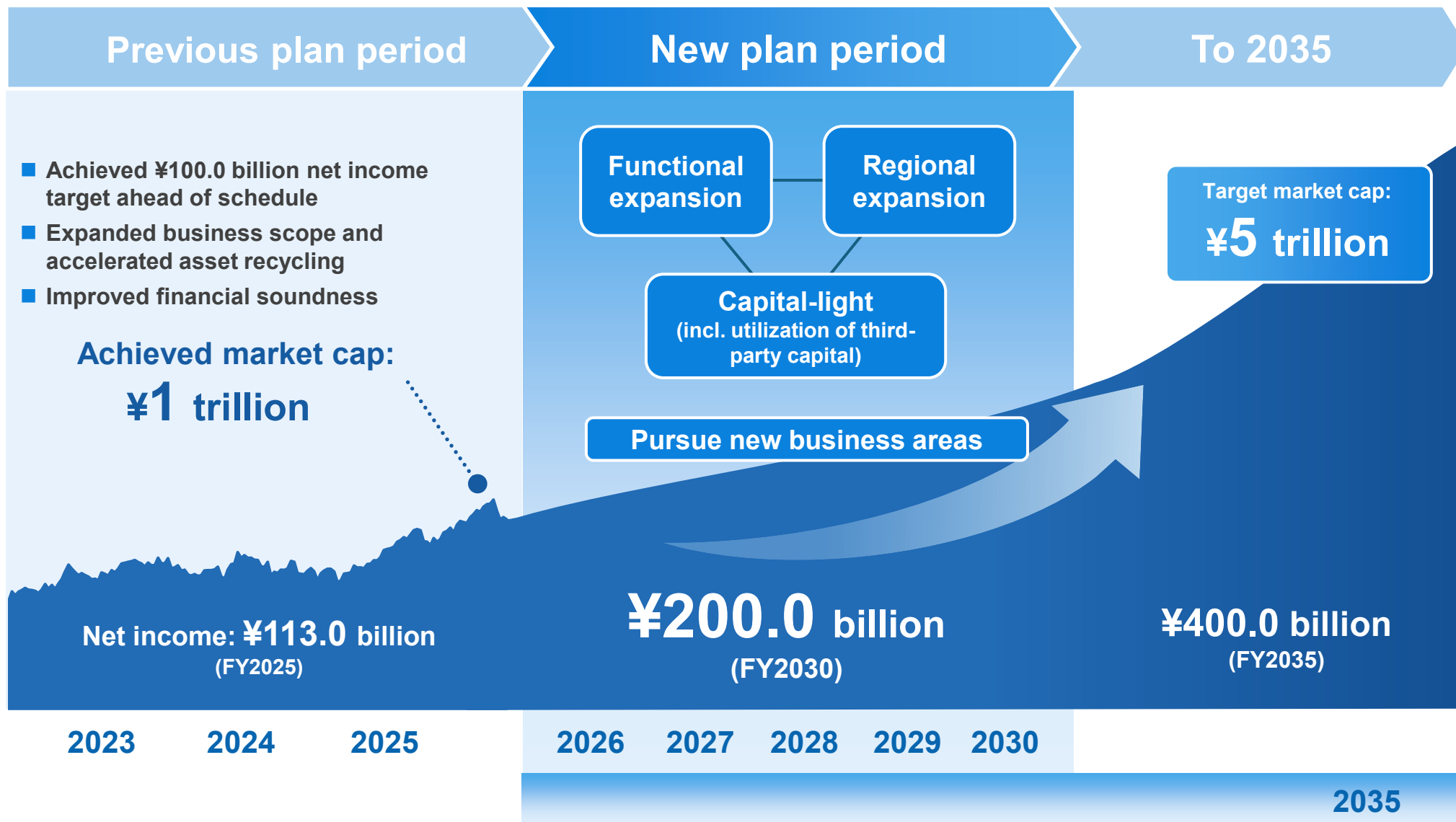
Over the next five years, we will vigorously transform our business portfolio and expand our value chain. At the same time, we will drive strategic initiatives for our next leap forward, including the advancement of our human capital strategy, the reinforcement of our management foundation and governance, and the transformation of our corporate culture.

We will collaborate with world-class partners to resolve social issues and shape our blue planet that is full of diverse possibilities.



Positioning of New Medium-Term Management Plan

First Phase of Long-Term Strategy for Fiscal 2035



Financial KPIs and Shareholder Returns

Net income: Achieve profit growth with a CAGR of over 12% while improving capital efficiency

Shareholder returns: Maintain a progressive dividend policy driven by profit growth, aiming for dividend increases

Quantitative Targets

Net income:
¥200.0 billion

ROE:
12.5%
or higher

- Target net income growth: +¥88.7 billion (FY 2030 vs. FY2025)
- FX Rate: ¥150/USD

Shareholder Returns

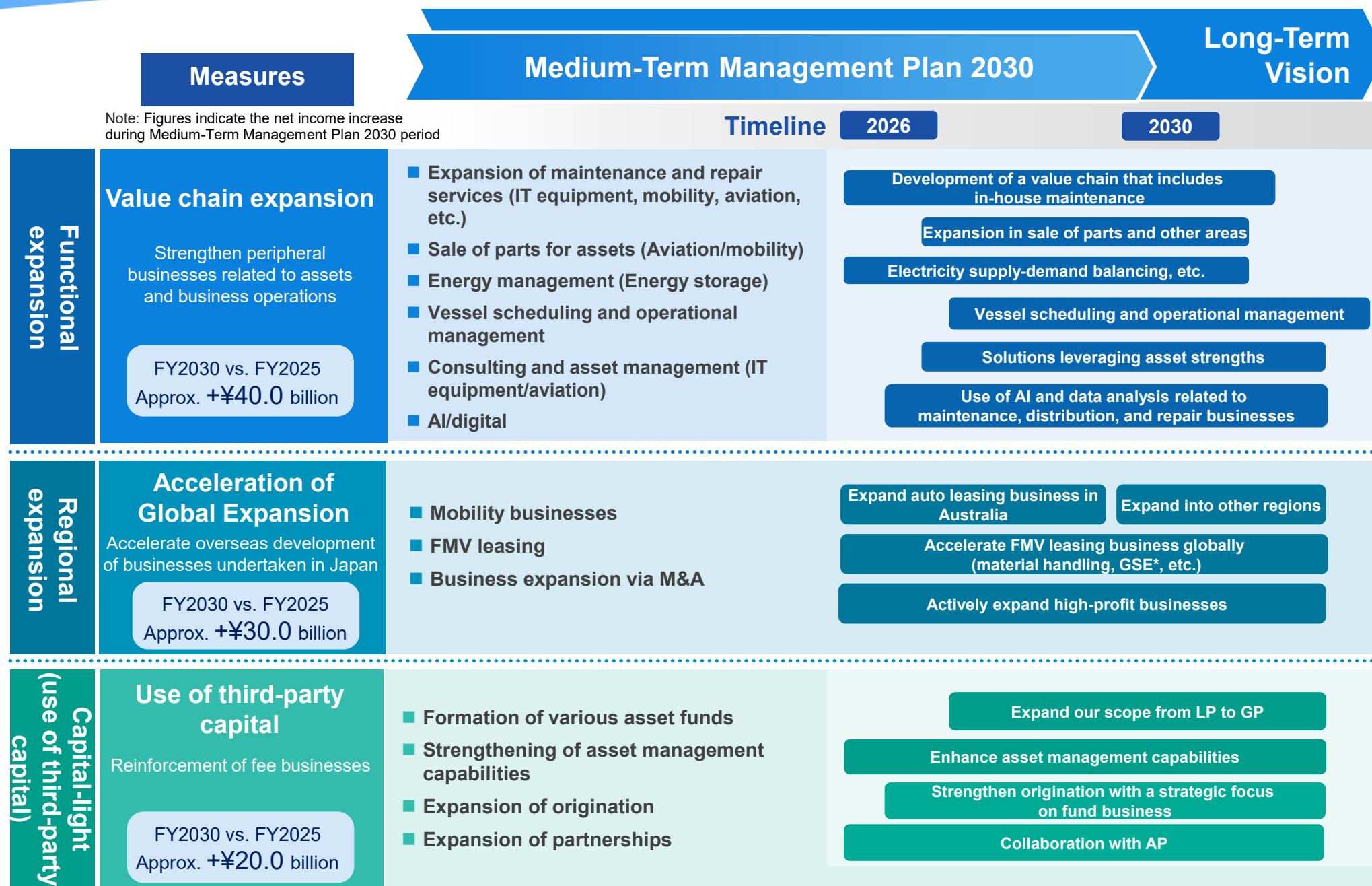
Target progressive dividends through profit growth, optimized alongside growth investments and risk buffer requirements

Payout ratio:
35% or higher

Progressive dividends

Integrate insights from investor engagement into our capital policy

Roadmap for Three Growth Strategies



* GSE (Ground Support Equipment): Specialized airport vehicles and equipment for aircraft ground operations

2030 Segment Profit Plan (Net Income & ROE)

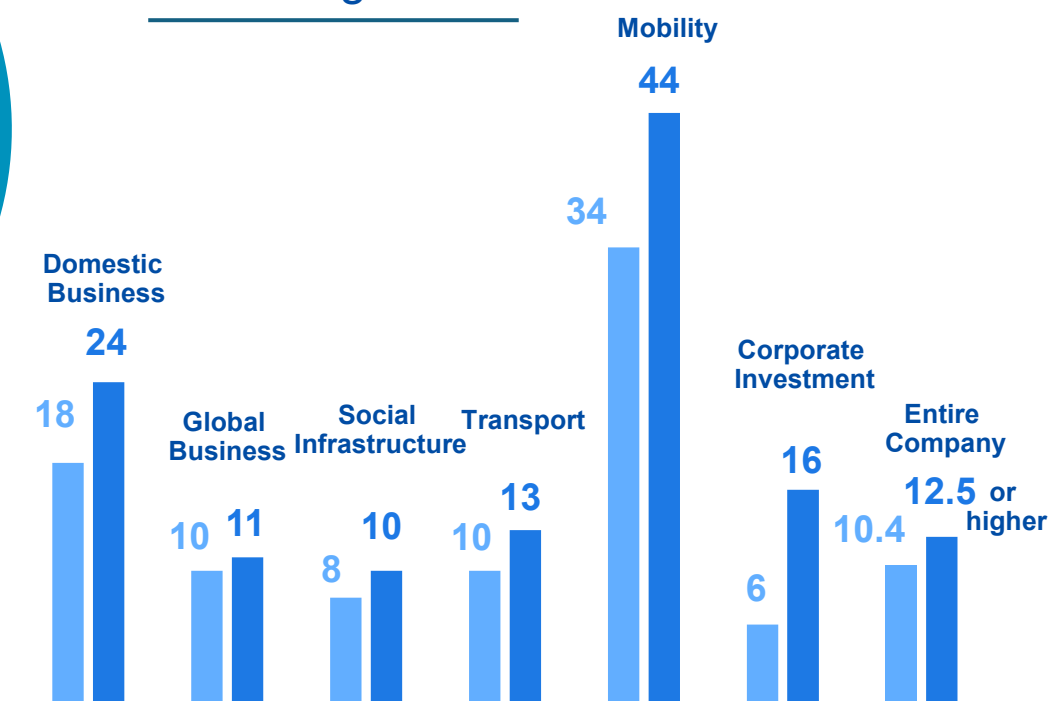
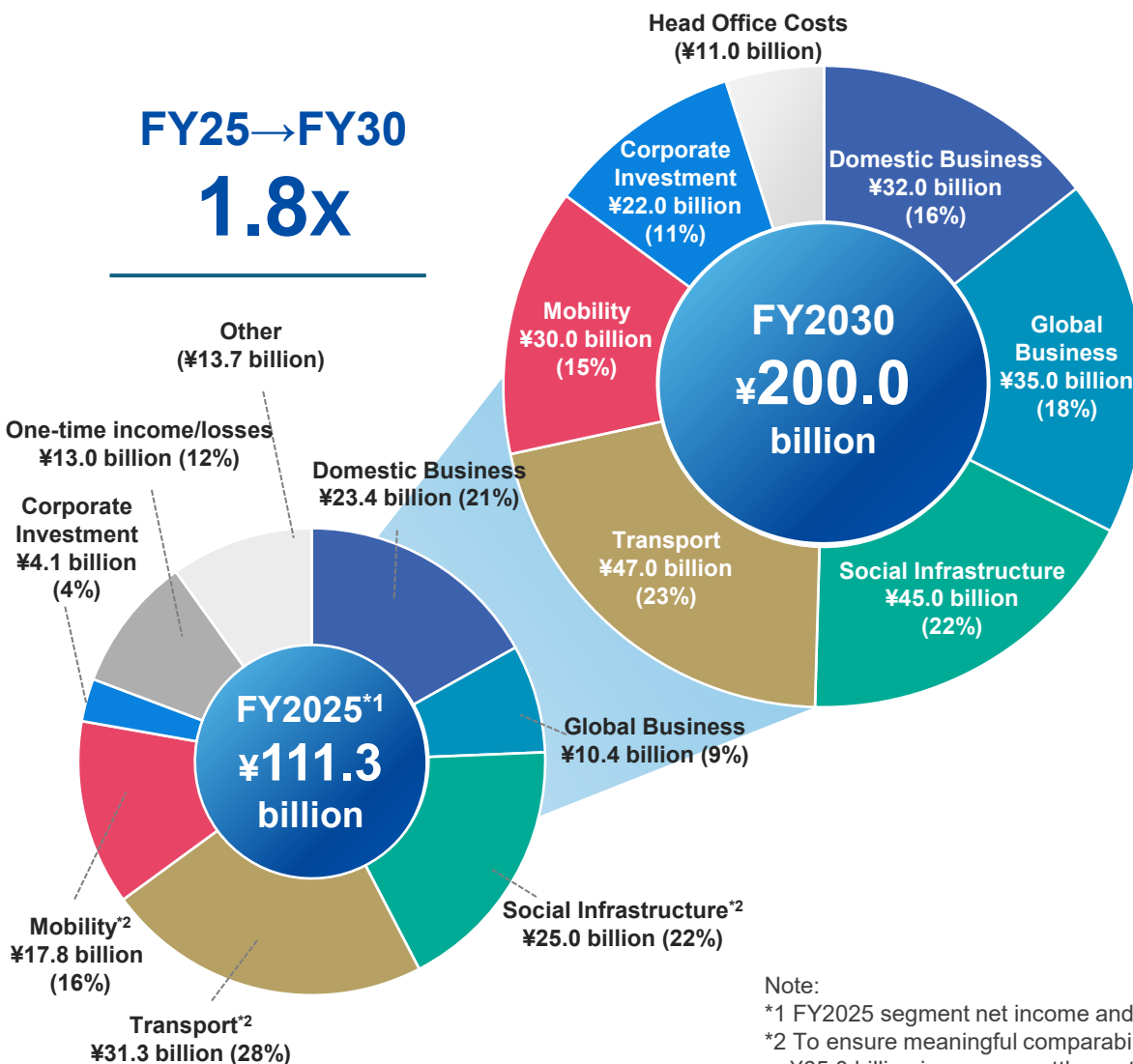
Net Income Comparison (Composition)

ROE Comparison

Unit: %

FY25 FY30

FY25→FY30
+2.1 pts
or higher



Note:

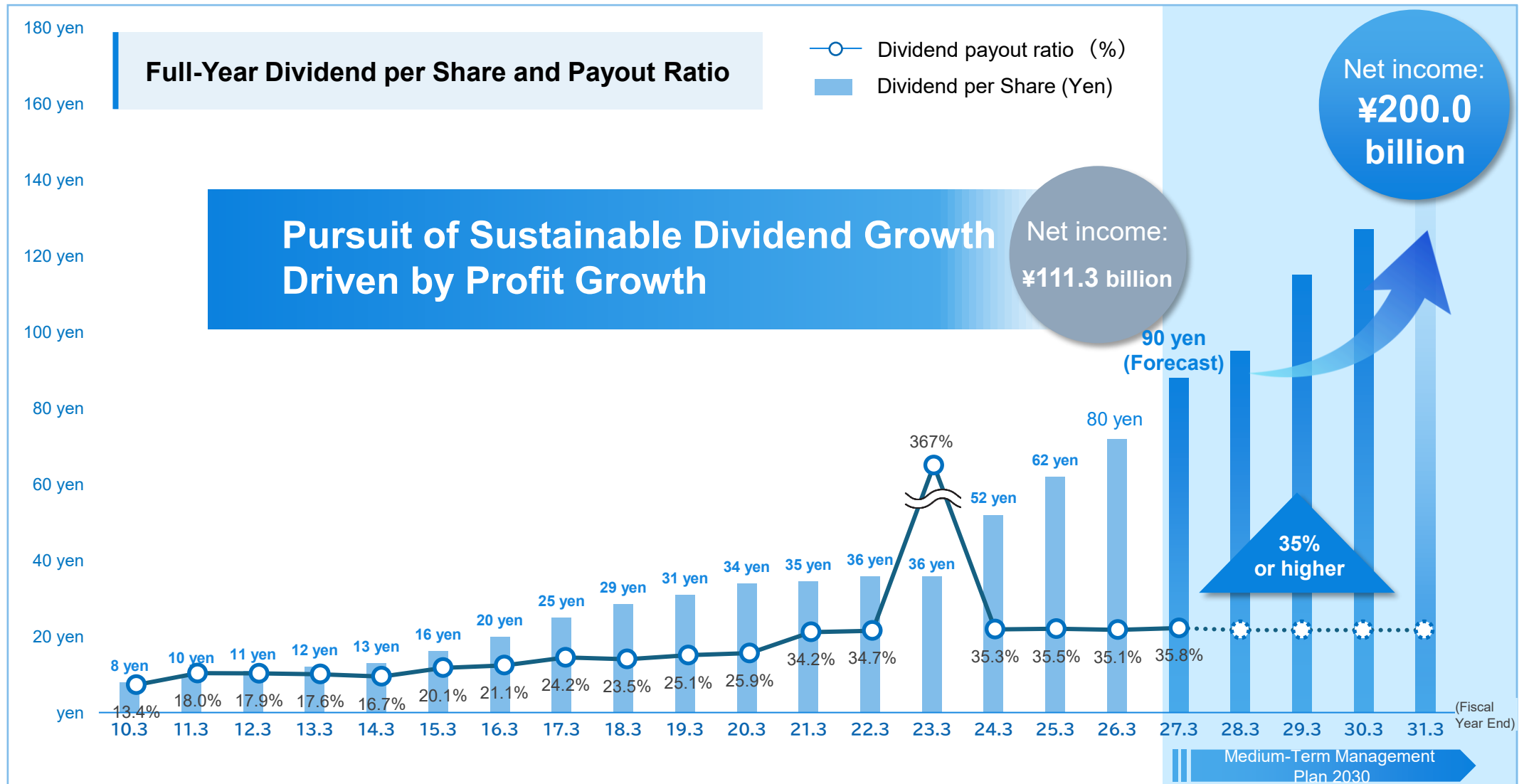
*1 FY2025 segment net income and ROE are pro forma figures.

*2 To ensure meaningful comparability with FY2030, segment net income excludes the following one-time income and losses: ¥65.0 billion insurance settlement proceeds in Transport, ¥46.8 billion impairment loss on biomass co-firing power generation in Social Infrastructure, and ¥5.2 billion impairment loss on IT systems in Mobility

Shareholder Returns: Dividend Policy

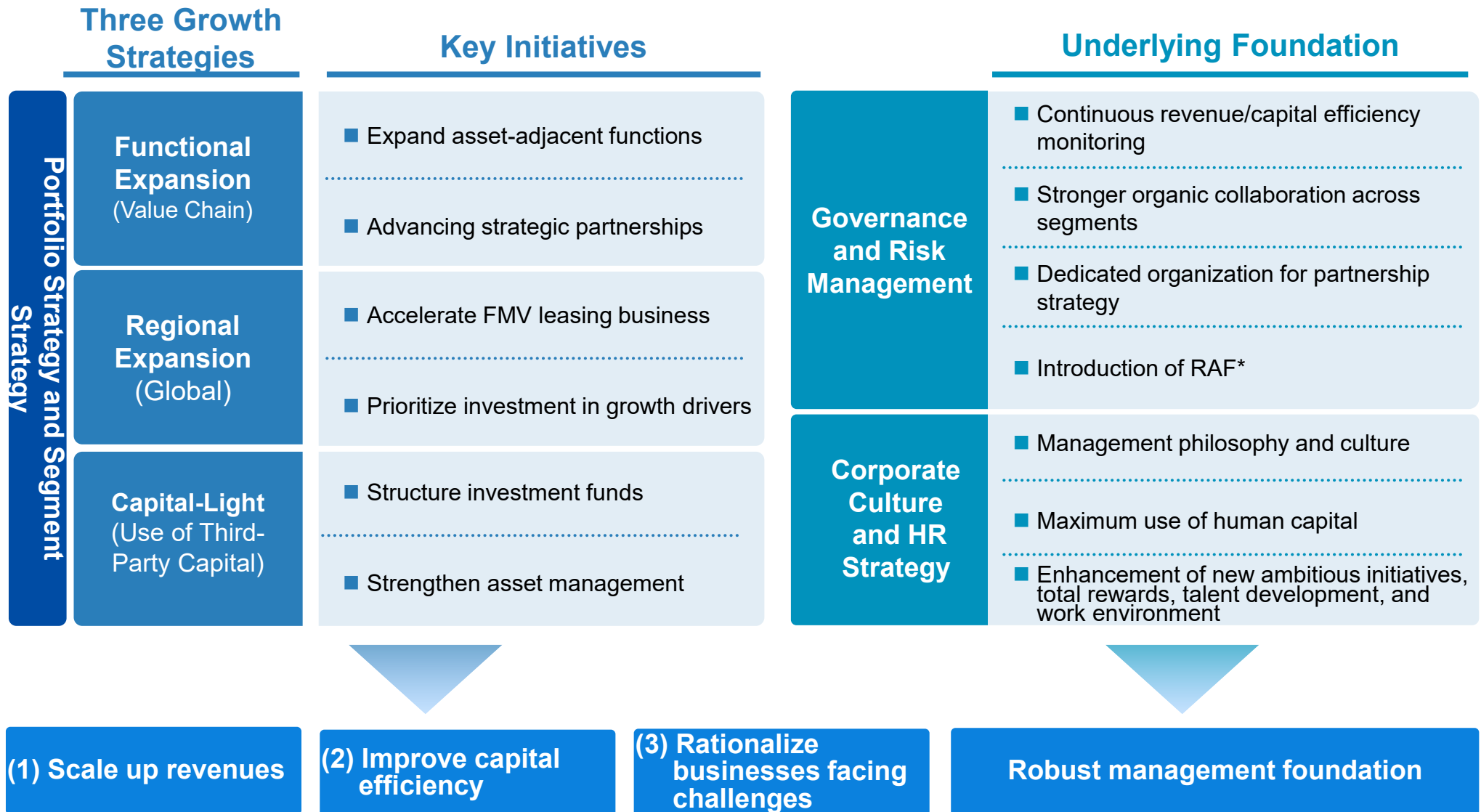
Dividend Policy

- Maintain progressive dividends as our basic stance to balance long-term shareholder value enhancement with stable returns to shareholders.
- Target payout ratio of **35% or higher** while seeking dividend growth through earnings expansion.



Overview of Portfolio Transformation

Strengthening our three growth strategies, key initiatives, and the underlying management foundation



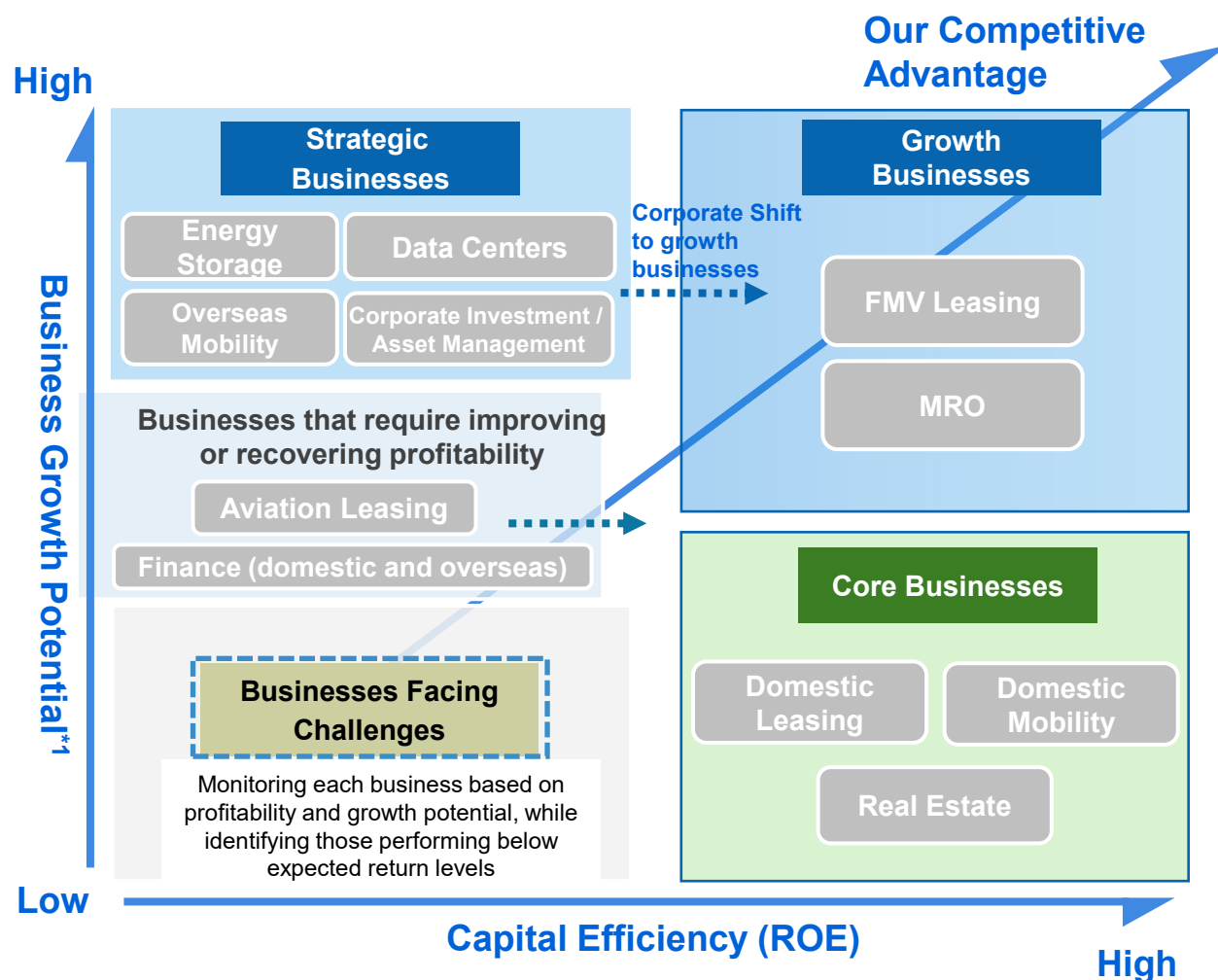
* Risk Appetite Framework: A management approach to clearly define risks to be accepted and those to be avoided, mitigated, or transferred

Medium-Term Management Plan 2030

Portfolio Strategy

Disciplined Portfolio Management

- Drive optimization and structural reform of business portfolio with a focus on capital efficiency and growth potential



*1 Our net income growth potential

*2 Mapping reflects FY2025 data.

Growth Businesses

- Areas of high profitability and market potential, targeted for active investment

Strategic Businesses

- Low-contribution, high-potential by leveraging core competencies

Core Businesses

- Stable profit generators with extensive customer bases and a vital foundation for growth

Businesses Facing Challenges (Subject to be downsized)

- Finance-focused businesses with limited potential for expansion and capital efficiency improvement

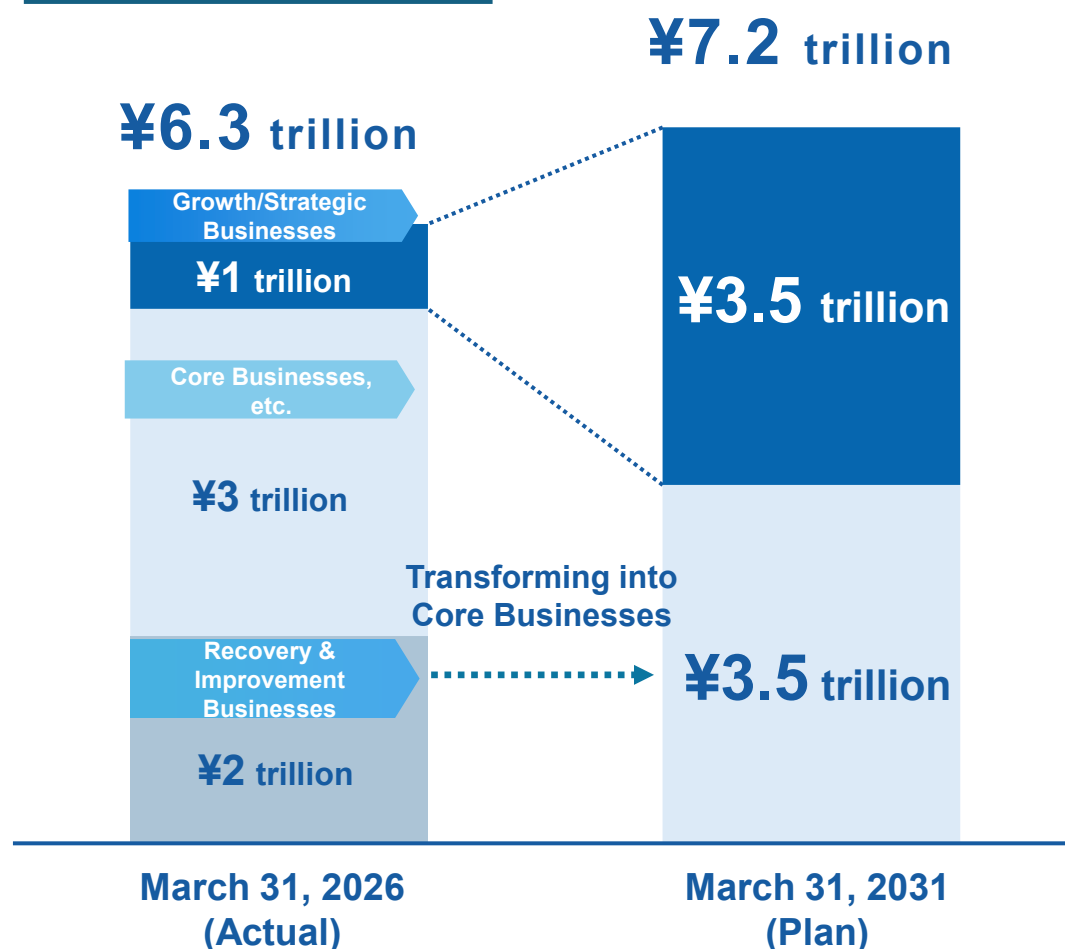
Previous Cases of Downsizing

- Factoring business (exited)
- Equipment leasing and finance in East Asia (scaled back)
- Overseas dealership business (scaled back)

Changes in Segment Assets and Profit Structure

- Planned growth investment of over **¥2 trillion** to drive portfolio transformation (on a segment asset basis)

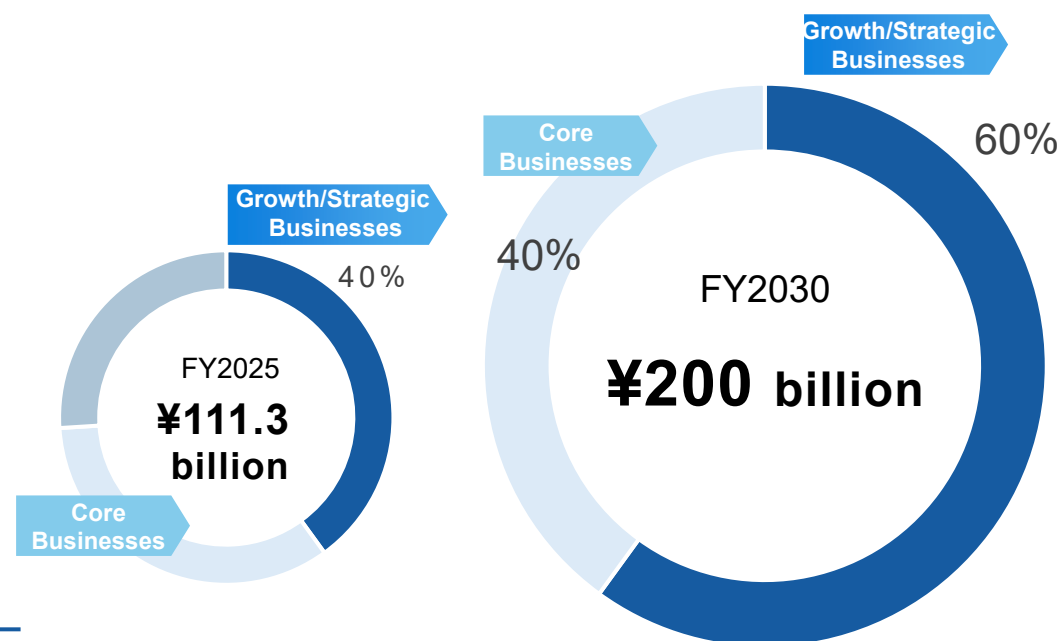
Segment Assets



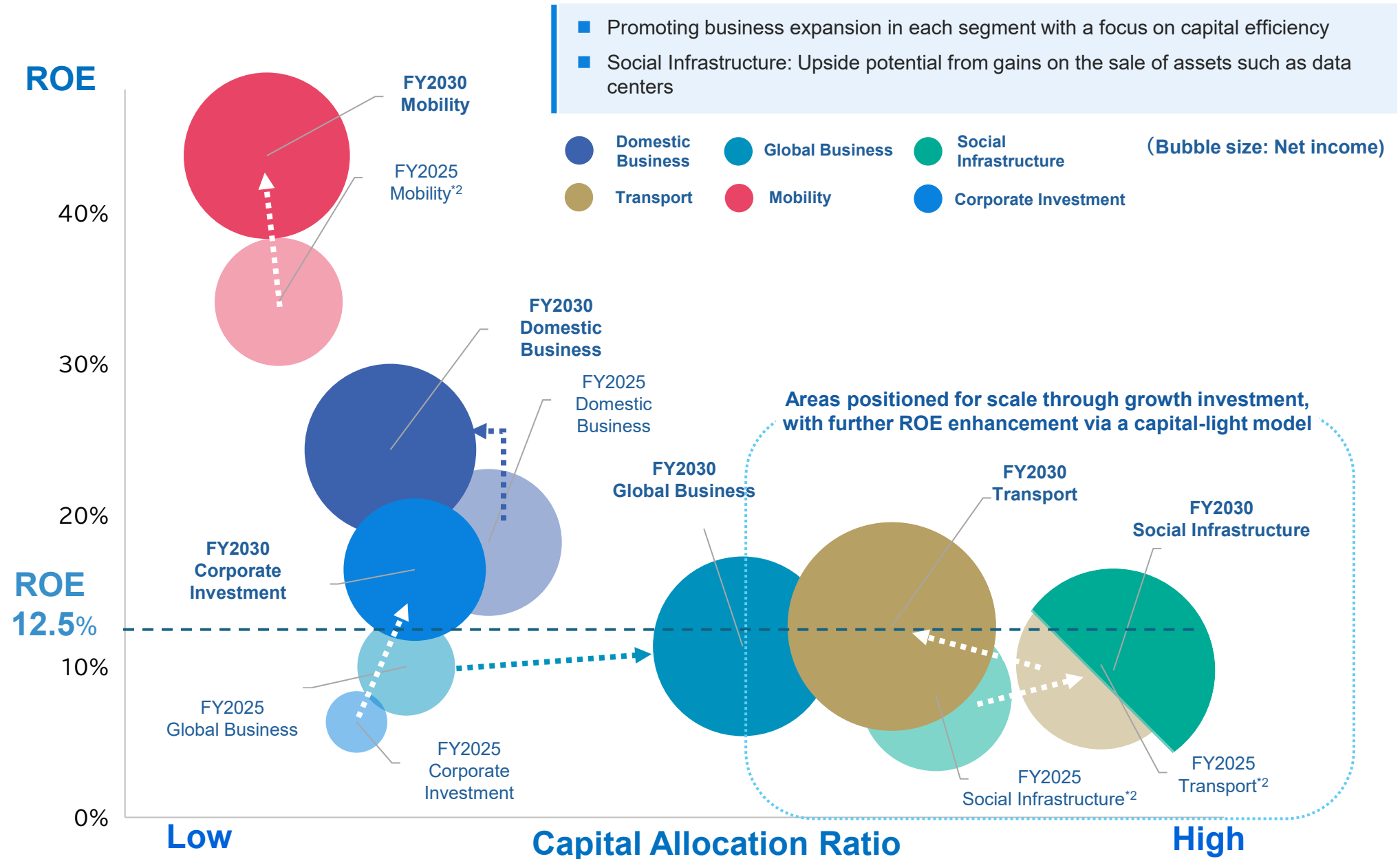
Net Income Composition

Ratio of Growth & Strategic Businesses to Total Profit

Approx. 40% → Approx. **60%**



Improving Capital Efficiency to Achieve ROE of 12.5% or higher by FY2030



Note:

*1 FY2025 segment net income and ROE are pro forma figures.

*2 To ensure meaningful comparability with FY2030, segment net income excludes the following one-time gains and losses: ¥65.0 billion insurance settlement proceeds in Transport, ¥46.8 billion impairment loss on biomass co-firing power generation in Social Infrastructure, and ¥5.2 billion impairment loss on IT systems in Mobility

Growth Investment Plan Through FY2030

- New growth investments of **¥2 trillion** or more: Focus on M&A and JVs in collaboration with partners

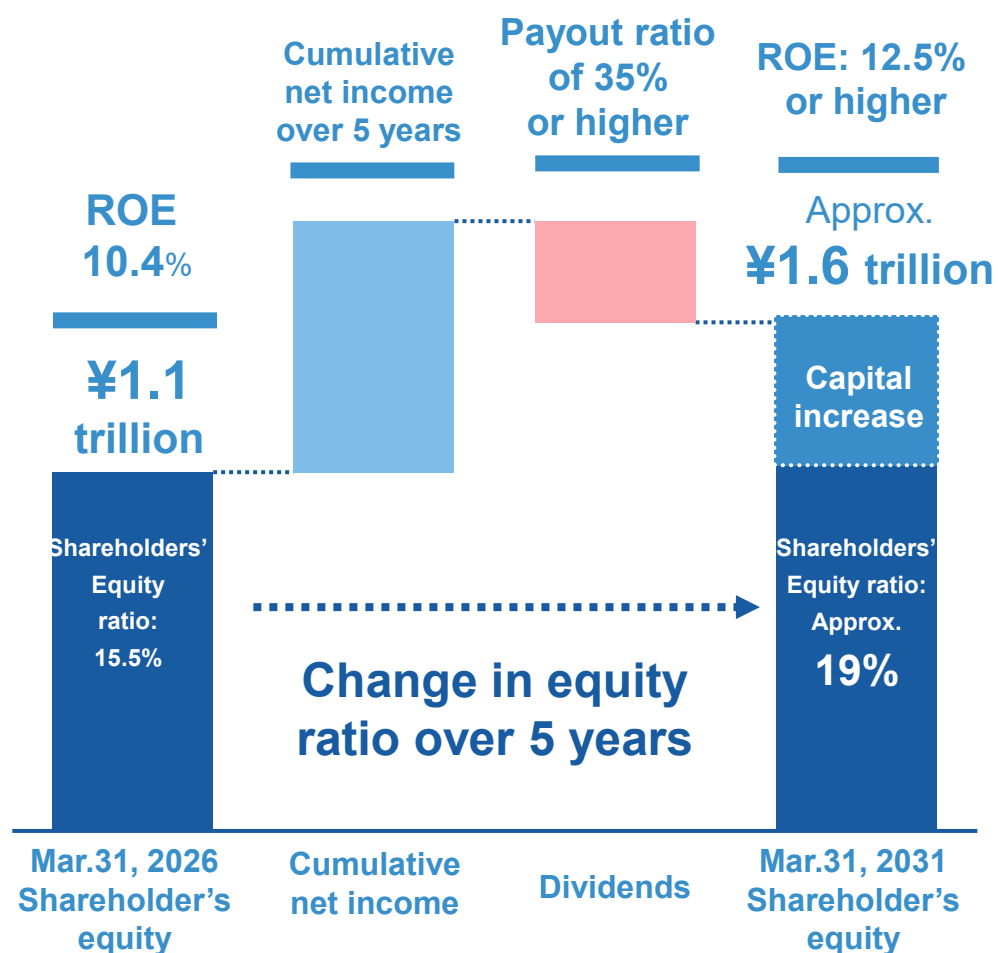
Category	Investment Amount on a segment asset basis*	Details / Scope	Profit Contribution Timing / Holding Policy
Strategic Partnership	Approx. ¥500 billion	Investments in high-growth segments through JVs and collaborations (Partnership: Our core strength) Primary Divisions: Social Infrastructure	Lead time for development Long-term holding or asset recycling
M&A	Approx. ¥1 trillion	High-growth areas centered on domestic and overseas businesses with high profitability that drive company-wide ROE Primary Divisions: Global Business, and other segments	Day-1 profit contribution / growth through PMI Long-term holding
Other Growth Investments	Approx. ¥500 billions	Investments aimed at expanding our functions, such as value chain expansion and corporate investments Primary Divisions: Transport and Corporate Investment	Day-1 profit contribution / growth through PMI Long-term holding

* Total growth investment is planned to exceed ¥2 trillion; this figure excludes investments related to aircraft and vehicle orders

Capital Allocation and Balance Sheet Management

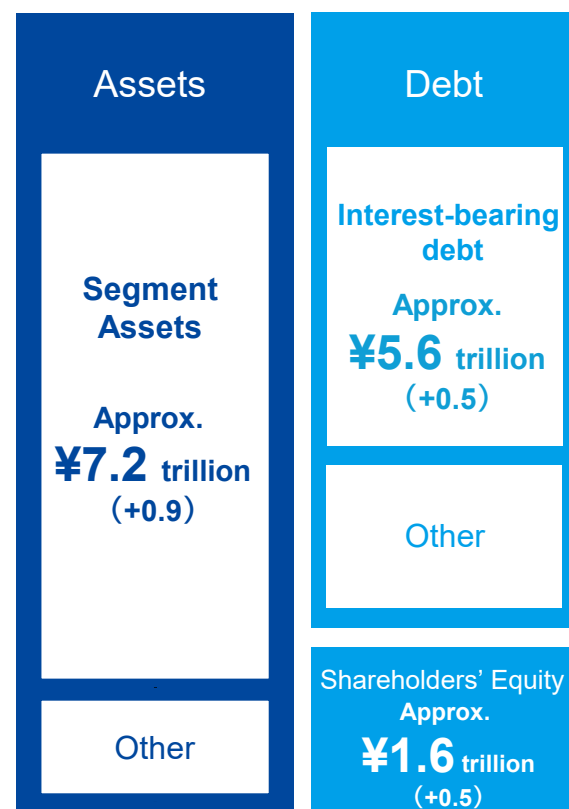
- Enhancing credit ratings through financial discipline: Strategic management of growth investment & asset control

Capital Allocation



Balance Sheet Management

Total Assets: Approx. **¥8.2** trillion
(Approx. +¥1 trillion)



March 31, 2031

Specific Measures

Portfolio Optimization

- Expanding investment in growth businesses
- Reducing low-efficiency assets (including reduction of strategic shareholdings)
- Improving capital efficiency via third-party-capital JVs

Rigorous Financial Discipline

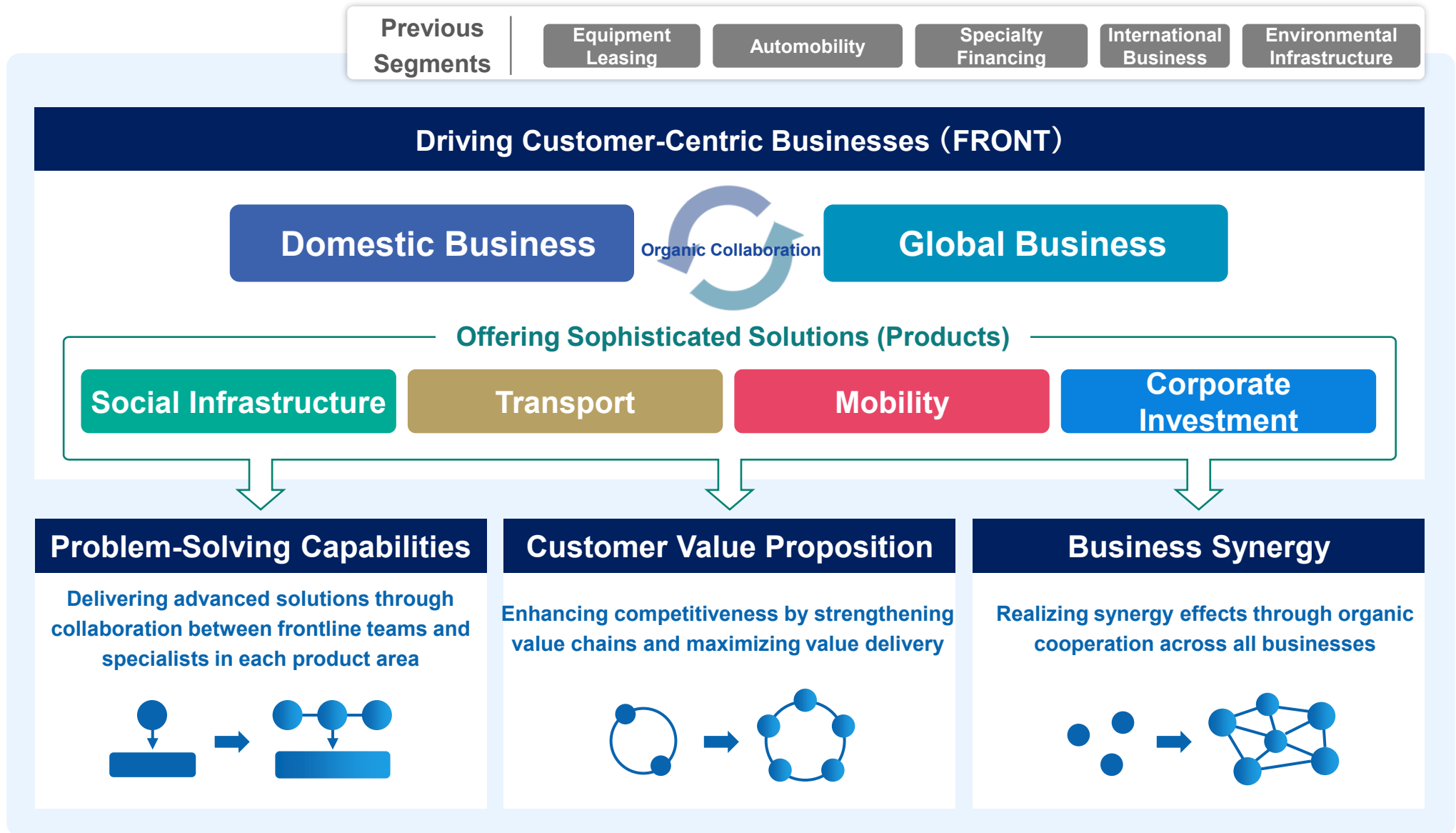
- Appropriate control of interest-bearing debt
- Strengthening equity through profit growth

Medium-Term Management Plan 2030

Segment Strategy

Organizational and Structural Transformation

Enhancing value propositions to customers and society by driving customer-centric business and advanced solutions: Transforming from a conglomerate discount to a **conglomerate premium**



Diversifying monetization points and increasing customer loyalty by expanding the value chain

Major medium- to long-term trends

Evolution of AI and technology

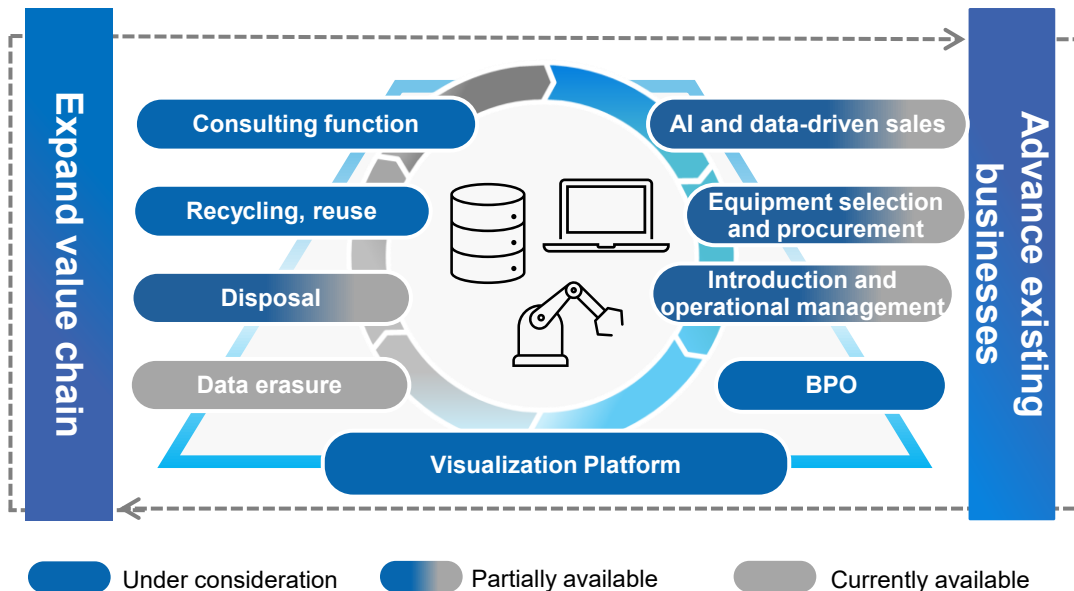
From ownership to use

Optimal use of resources and circular systems

Main Growth Strategies

Functional Expansion

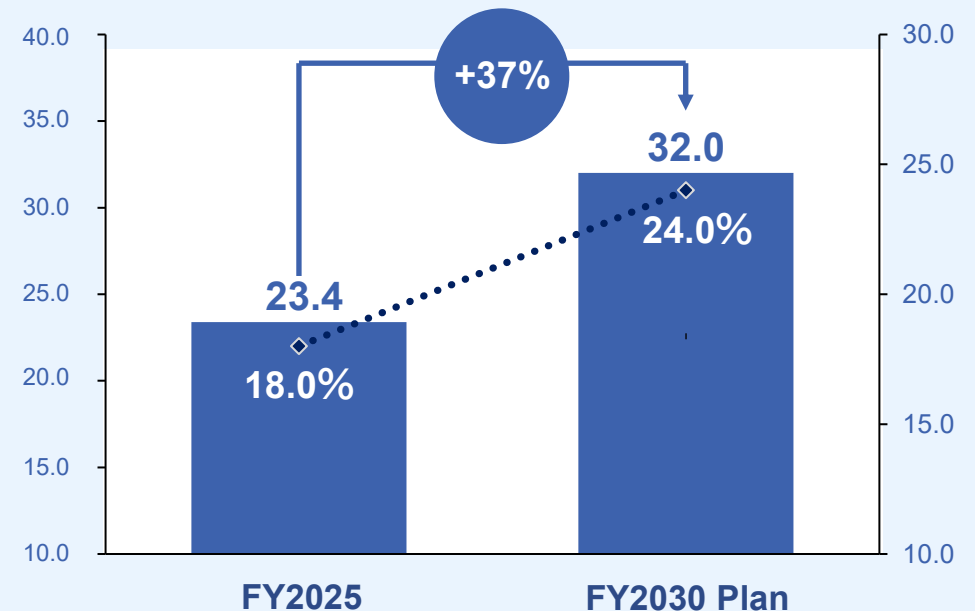
- Create businesses focused on the lifecycle of assets. Provide end-to-end support from introduction to disposal, and expand functional offerings throughout the lifecycle, including visualization platforms.
- Enhance existing businesses by refining sales approaches based on data and AI while maximizing resale value
- Gradually shift finance lease operations to Group companies and pivot toward expanding services and new business models.



Profit growth from core and new businesses

- Secure stable revenues for Tokyo Century alone and the entire Group as the most critical foundation supporting our earnings
- New businesses in IT equipment and other fields projected to contribute to earnings from FY2028

The net income for FY2025 is an estimate. ◆ ROE ■ Net income (Billions of yen)



Global Solution Expansion & Key Region Strategy

Major medium- to long-term trends

Evolution of AI and technology

From ownership to use

Stricter environmental regulations and expansion of reuse

Main Growth Strategies

Functional Expansion

Regional Expansion

- Expand lifecycle services globally, centered on U.S.-based CSI's residual value assessment expertise and IT asset disposal (ITAD) capabilities
- Expand the scope of target assets from IT equipment to niche areas such as GSE^{*1}, material handling equipment, medical devices, and robots
- Accelerate market development primarily in North America and Europe and closely monitor Asia as a growth market; strengthen management of existing businesses and review those with weak economic viability or strategic alignment
- Leverage our industry-leading global network to source quality investment projects from partners, including local companies, and thereby maximize earnings



▲ Refurbishment



▲ GSE



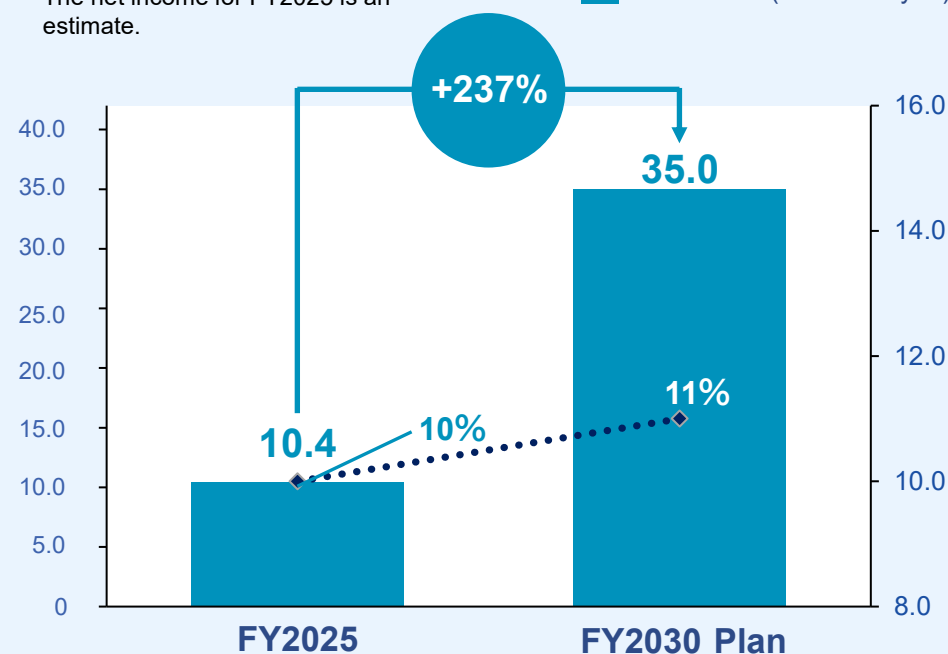
▲ Global network of over 50 countries

* Ground Support Equipment: Airport ground support equipment, aircraft ground support vehicles, etc.

Driving revenue growth by accelerating CSI and collaborative partnerships

- Maintain and expand high-margin business models by managing the entire life cycle of IT equipment and non-IT assets, such as GSE and material handling equipment, through organic growth in CSI businesses and collaborative partnerships
- Expand asset types and geographic reach based on partnerships with global players

The net income for FY2025 is an estimate. ◆ ROE ■ Net income (Billions of yen)



Social Infrastructure

Evolving into a hybrid asset management platformer

Major medium- to long-term trends

Evolution of AI and
technology

Stable energy supply

Deglobalization

Main Growth Strategies

Functional
Expansion

Regional
Expansion

Capital-Light

- Build a high-efficiency asset management platform by leveraging proprietary investment alongside third-party capital and prime partners.
- Establish a capital recycling model through fund formation, realizing high capital efficiency. Generate fee income from fund management and energy management services.
- Drive non-organic growth strategies.
 - ✓ Complementing value chain functions and acquiring new technologies through M&A.
 - ✓ Expanding business alliances and co-investments with leading domestic and international partners

Priority of Business Fields

Significance

↑
High

•
Low

↓

Data centers and grid-scale storage batteries

Aggregation, electricity retail, and hotels

Rental housing

Offices and logistics centers

Commercial facilities

Venturing into New Fields

Overseas renewable energy markets (Europe and the U.S.), next-generation solar power, smart towns, etc.

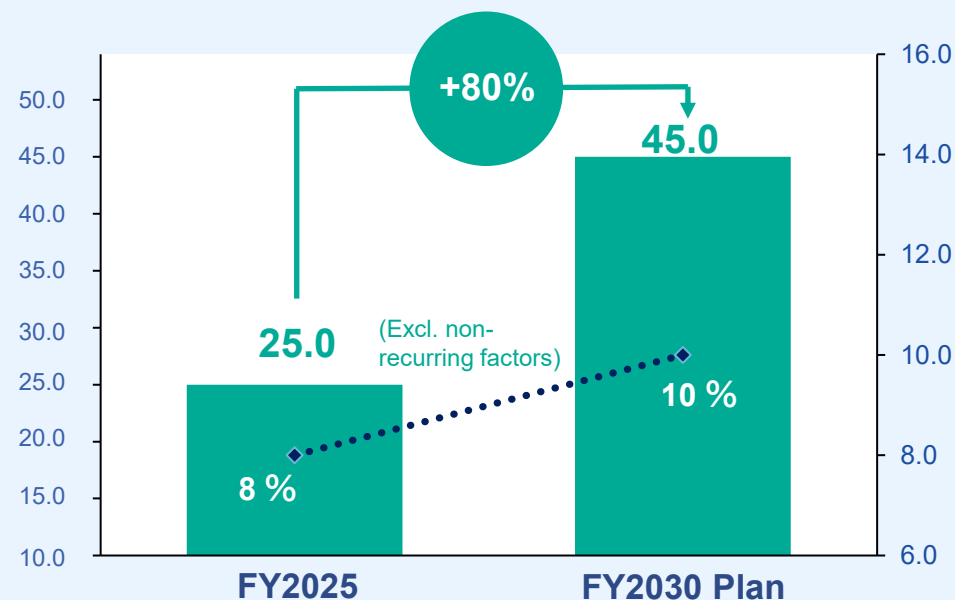
Deepening foundations and creating value in new fields

- Prioritize allocation to growth assets (DC) and shift to development-driven, value-added investments
- Advance overseas real estate strategy centered on the U.S. and strengthen revenue base and energy management capabilities in overseas renewable energy businesses

The net income for FY2025 is an estimate.

◆ ROE

■ Net income (Billions of yen)



Evolving into a comprehensive solution provider for all transportation industries

Major medium- to long-term trends

Increased movement of people and goods

Evolution of AI and technology

Decarbonization and circular economy

Main Growth Strategies

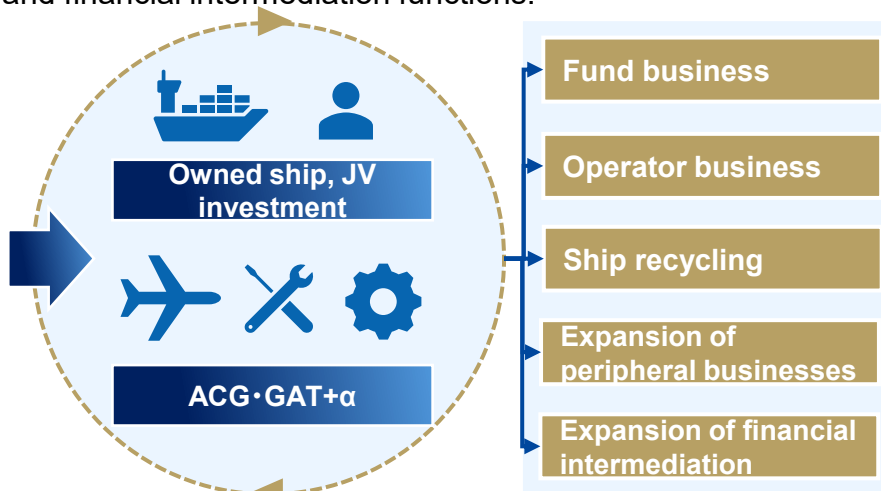
Functional Expansion

Capital-Light

- Provide total solutions centered on expertise and diversity to solve challenges across all transportation sectors—land, sea, air, and space.
- Drive higher profitability by strengthening ship-owning operations, expanding JV investments, and entering the vessel operator business.
- Improve asset efficiency by strengthening the fund business and leveraging third-party capital.
- Accelerate organic growth and pursue further capital efficiency through collaborations with existing partners (ACG^{*1} and GAT^{*2}).
- Strengthen fee-based businesses by expanding asset management services and financial intermediation functions.

TC's Strengths

- ✓ Partners
- ✓ Expertise
- ✓ Experts
- ✓ Financial techniques
- ✓ Think tank capability

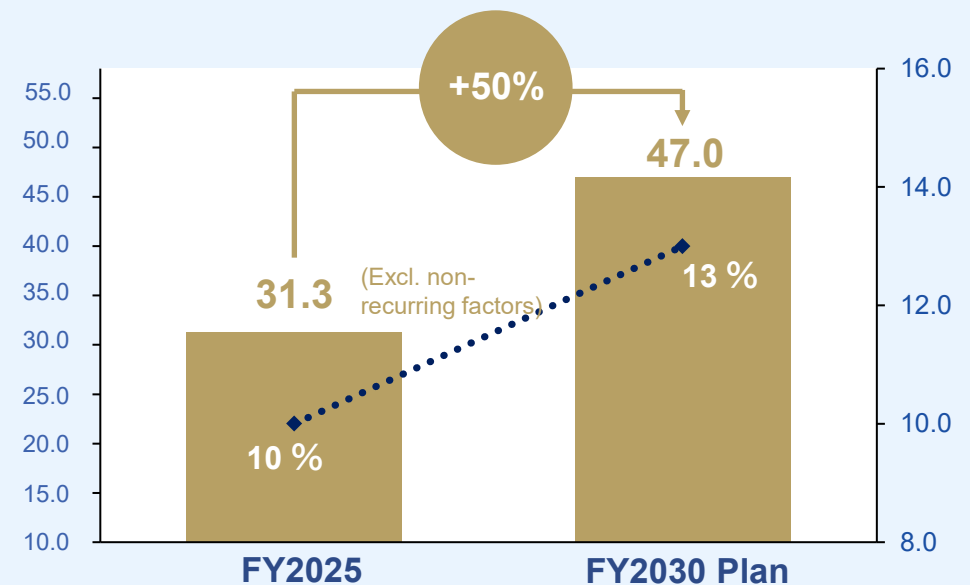


※1 Aviation Capital Group LLC ※2 GA Telesis, LLC

Advancing shipping and aviation businesses and launching new businesses

- Further enhance presence in the shipping and aviation markets based on collaboration with strategic partners.
- Expand asset lifecycle management and our business ecosystem
- Venture into new fields by integrating core business expertise (e.g., ship recycling, airport infrastructure, and next-generation aviation businesses)

The net income for FY2025 is an estimate. ◆ ROE ■ Net income (Billions of yen)



Platformer strategy leveraging auto leasing and car rental foundations

Major medium- to long-term trends

Extended vehicle
lifespans

From ownership to
use

Value shift from hardware to
software

Advancements in EV &
Autonomous Driving

Main Growth Strategies

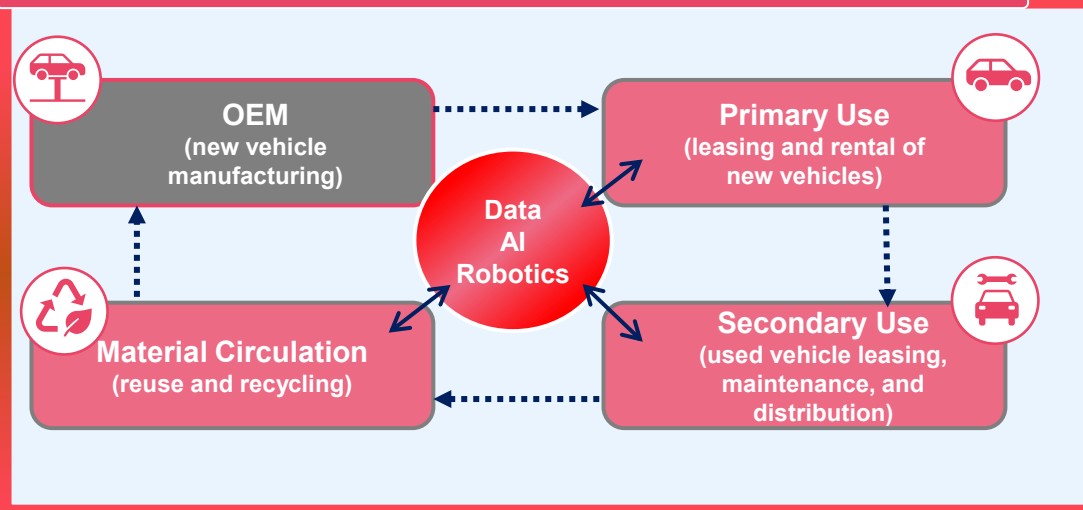
Functional
Expansion

Regional
Expansion

- Enhance value in corporate leasing and ensure service excellence in car rentals.
- Expand the business by **leveraging** a multi-brand circular value chain, covering the full lifecycle from primary and secondary use to **material recovery**.
- Implement data infrastructure, AI analytics, and robotics to monetize the entire extended vehicle lifecycle.



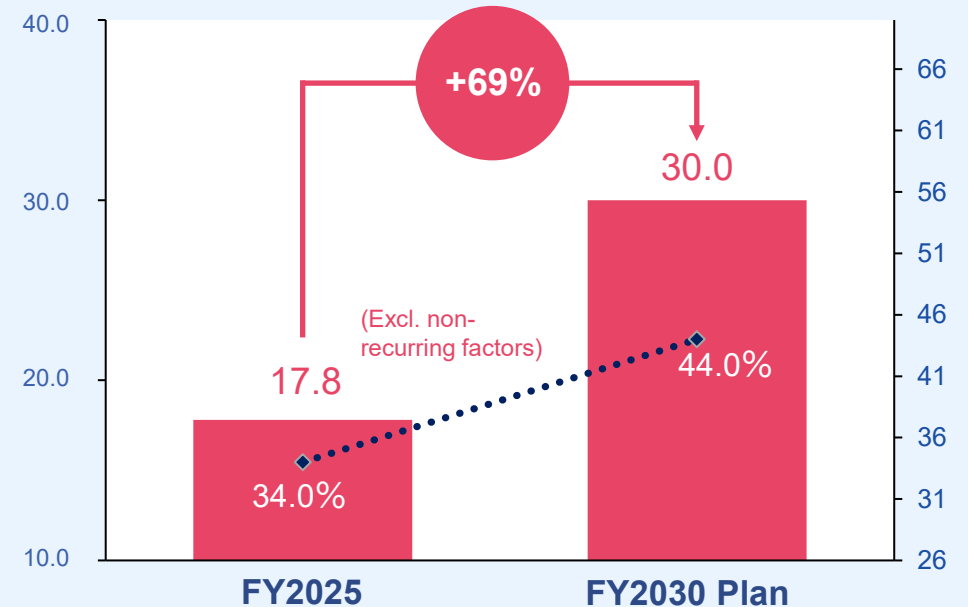
Evolution into a Multi-Brand Circular Platform



Expansion of Existing/Peripheral Businesses & International Growth

- Strengthen existing operations and expand into the aftermarket to capture new growth areas.
- Scale the business by accelerating international expansion.
- Fortify the revenue base by leveraging synergies across the Group.

The net income for FY2025 is an estimate. ◆ ROE ■ Net income (Billions of yen)



Corporate Investment

Business growth driven by the effective use of third-party capital and distinctive capabilities

Major medium- to long-term trends

Enhanced capital
market discipline

Corporate portfolio restructuring

Government support for startup
growth

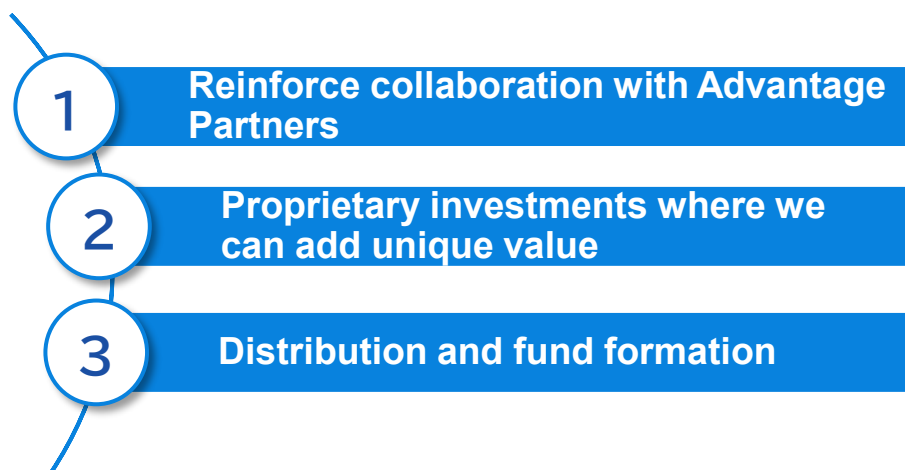
Growing demand for
business succession

Main Growth Strategies

Functional
Expansion

Capital-Light

- Accelerate collaboration with AP* as an equity-method affiliate, following the acquisition of additional shares (33.3% on a fully diluted basis) in September 2025.
- Provide diverse financing functions tailored to each deal, in addition to proprietary equity investment.
- Expand the investment management business by leveraging third-party capital.

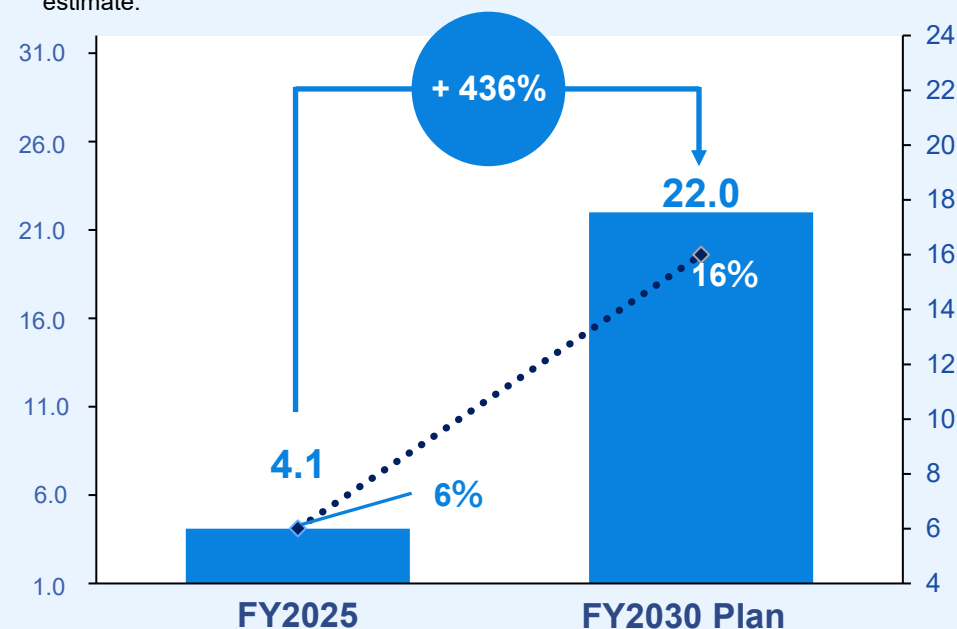


* Advantage Partners Pte. Ltd.

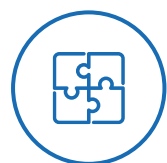
Revenue Growth Through Deepened Collaboration with AP and Proprietary Investment Strategies

- Provide operational support by deploying our resources into AP and improve the quality of the investment pipeline.
- Strategically expand small-to-mid-cap buyouts, startup investments, and mezzanine financing leveraging unique expertise.

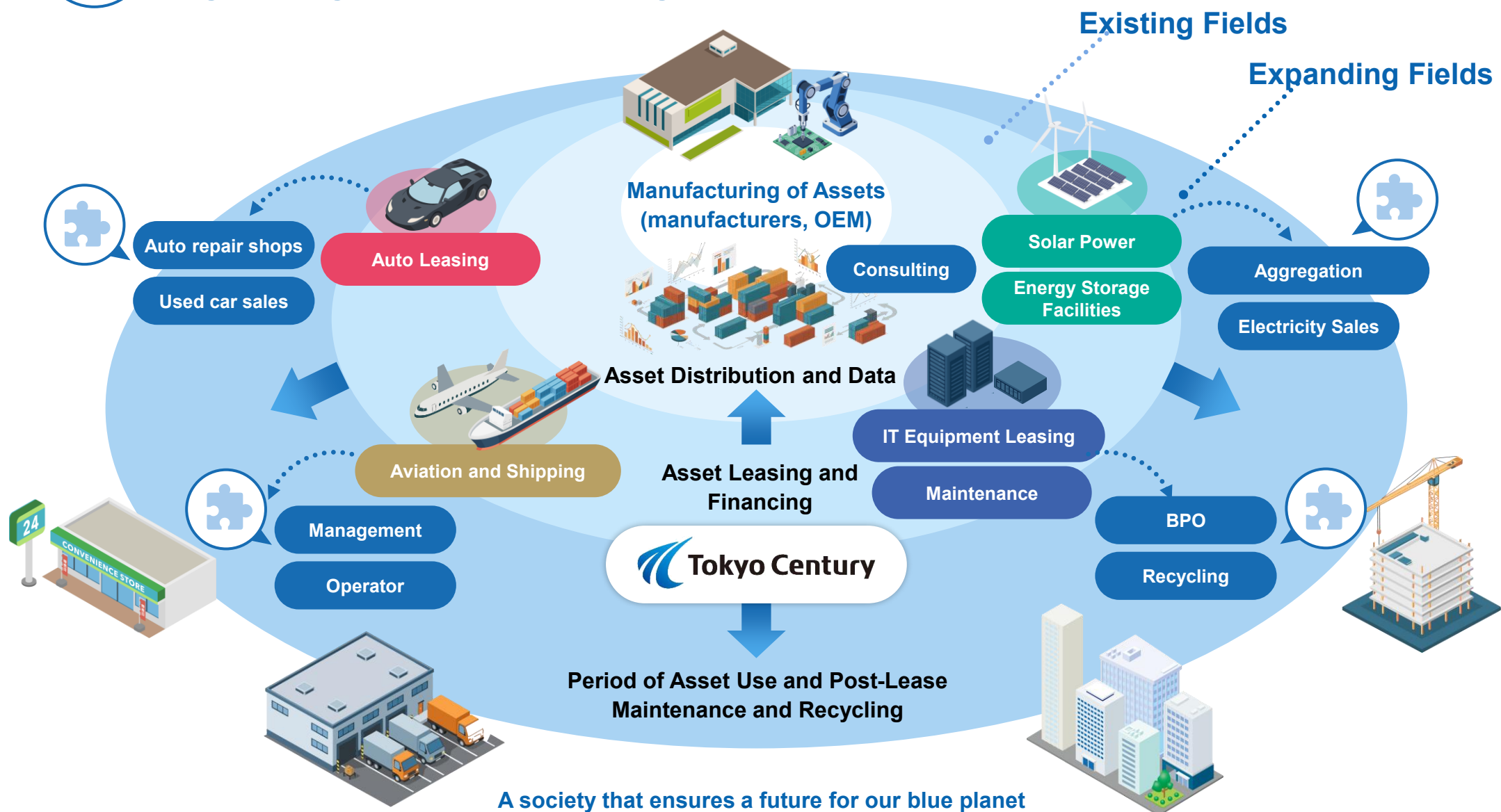
The net income for FY2025 is an estimate. ◆ ROE ■ Net income (Billions of yen)



Business Expansion Across the Entire Asset Value Chain



Expanding from our existing businesses centered on leasing and financing into high-margin fields, including asset operation and disposition

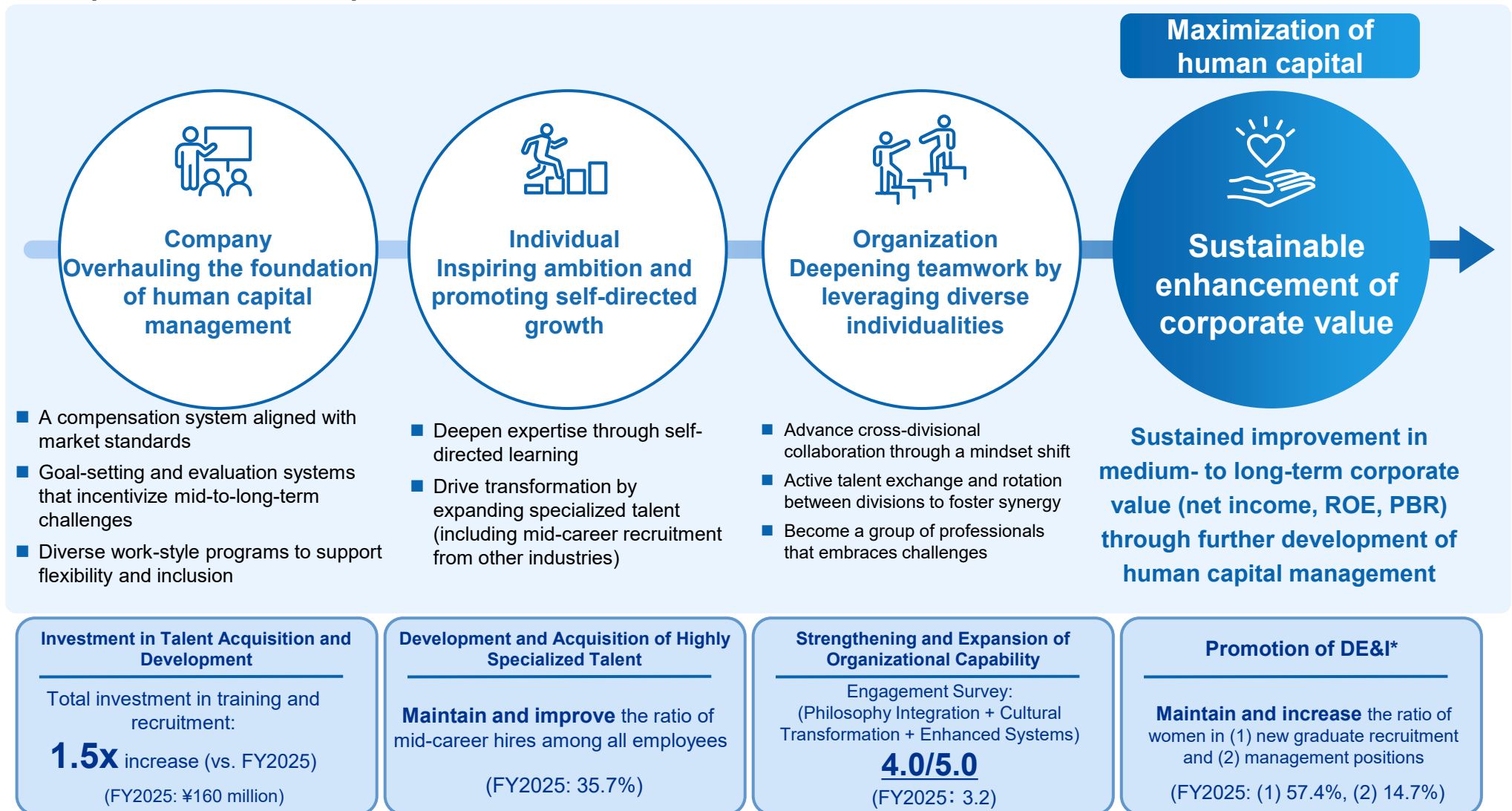


Medium-Term Management Plan 2030

Human Capital Strategy and Management Foundation

Human Capital Strategy as the Foundation for Our Growth (1)

- Overhaul human resource systems as the management foundation underpinning our business strategy transformation.
- Maximize human capital and drive sustainable corporate growth by enhancing opportunities for innovation, professional development, treatment, and work environments.



Human Capital Strategy as the Foundation for Our Growth (2): HR System Reform

Support diverse growth, encourage proactive challenges, and fairly reward results and hard work.

Current HR System

- Premised on uniform business operations
- Limited scope for differences in employee evaluation, compensation, and personal growth
- Focused on single-year performance

New HR System

- Accelerates diversified businesses
- Offers fair compensation at market rates
- Evaluates performance based on medium- to long-term results

Continuous Reform (Key Initiatives under Consideration)

- Further expansion of programs and policies
 - Lifting the ban on side businesses and dual employment; implementation of a three-day weekend system
 - Expansion of lump-sum illness benefits
 - Stock-based compensation



Grade System

- Integration of generalist and operational staff career paths
- System based on ability, job complexity, and level of managerial responsibility



Performance Evaluation System

- Updated the performance appraisal system to encourage long-term ambitious initiatives.
- Evaluation of not only results but also the process and quality of challenges



Compensation System

- Compensation levels set for each position in accordance with market standards
- Evaluation of behavior and performance is linked to compensation

Strengthening Our Governance

Enhancing governance and implementing consolidated Group management by introducing C-Suite structure

Swift, agile decision-making and enhanced Group governance through the separation of oversight and execution, ensuring clear responsibilities and the strategic use of expertise

■ Clarifying Responsibilities and Authority

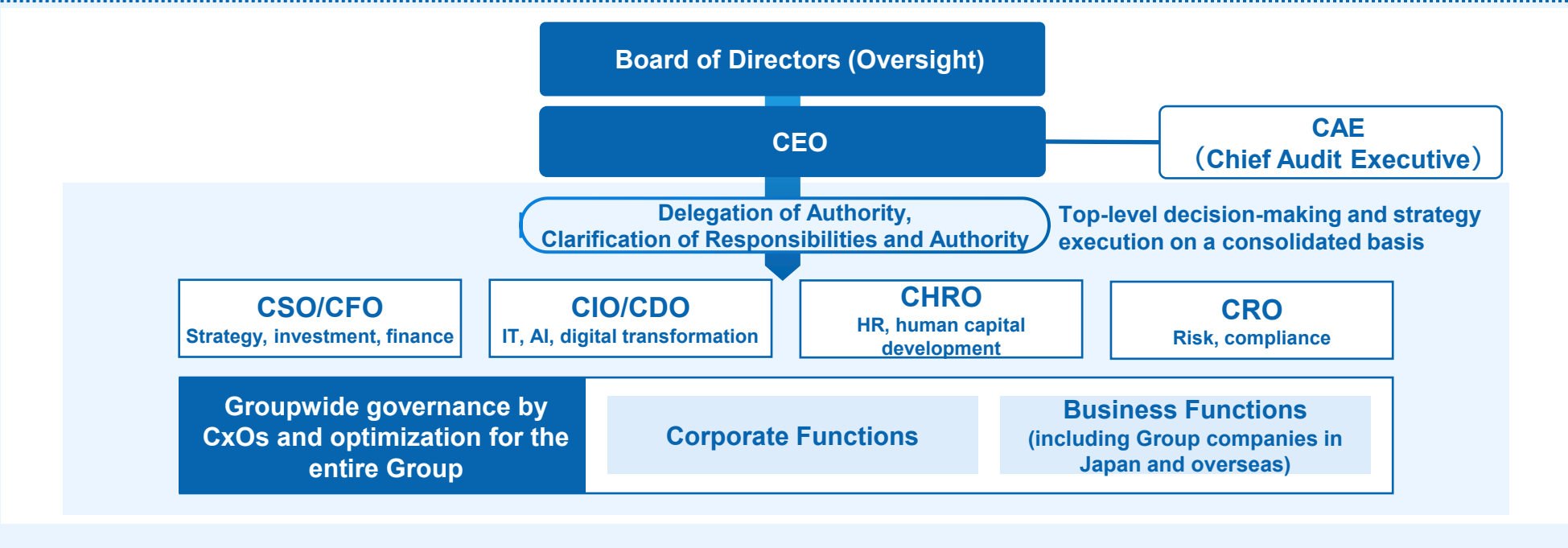
Reinforcing the separation of oversight and execution at both the institutional and operational levels to establish governance in line with global standards

■ Pursuing Group-wide Optimization

Overcoming partial optimization at individual business unit levels to ensure optimal resource allocation and strategic consistency from a consolidated perspective

■ Strengthening Management Expertise

Achieving swift, high-quality decision-making by delegating significant authority to CxOs, leveraging their specialized knowledge and professional experience

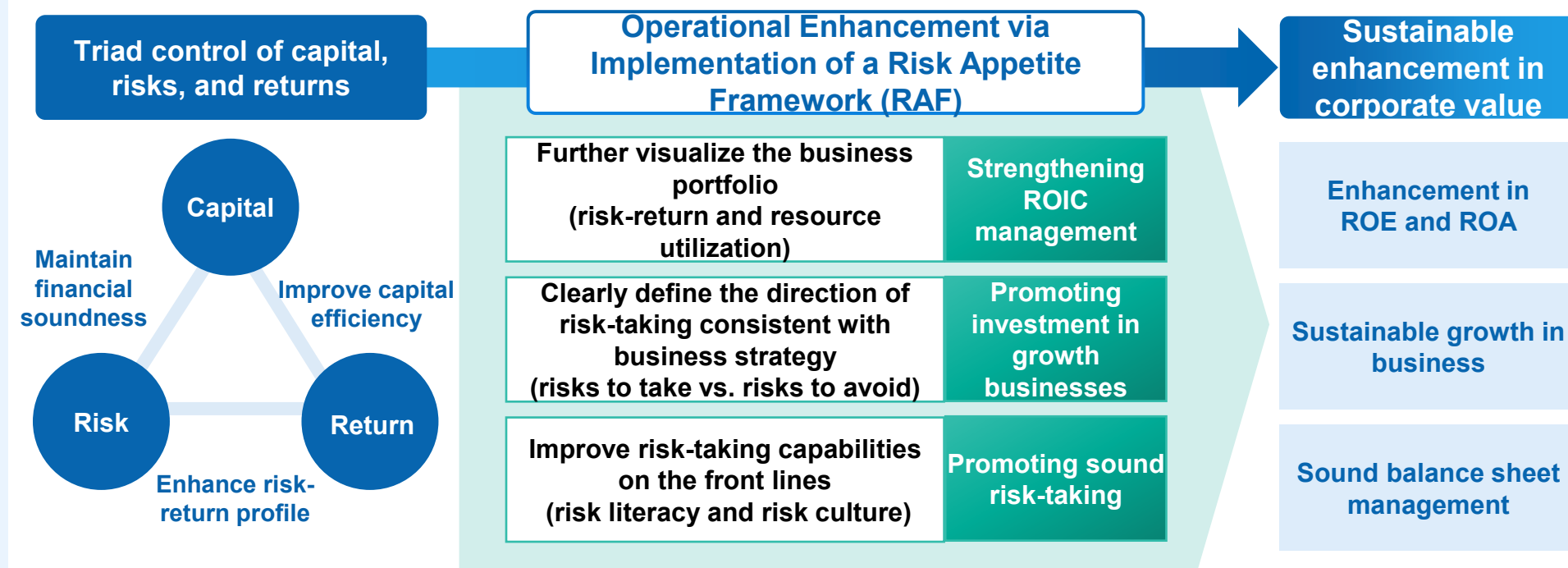


Risk Management (Risk Appetite Framework)

Appropriate risk-taking and allocation of management resources to achieve sustainable enhancement in corporate value

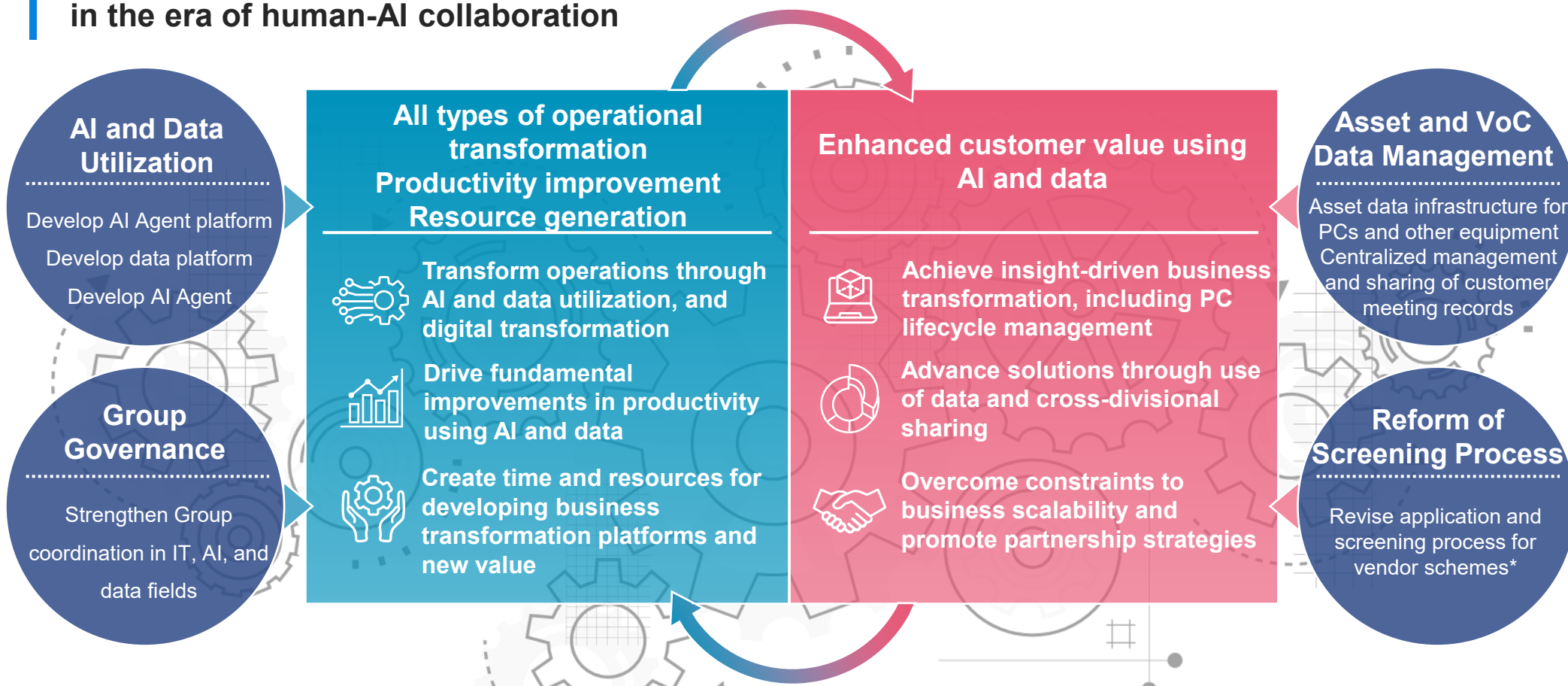
■ Integrating business strategy, financial operations, and risk management to enhance the triad control of capital, risks, and returns

- Implementing a full-scale Risk Appetite Framework (RAF) to enhance risk-return profiles and optimize management resource allocation
- Visualizing business portfolios and promoting strategic risk-taking to provide robust support for management judgment and decision-making
- Strengthening risk-taking capabilities and awareness within business functions to elevate and embed risk literacy and risk culture throughout the organization



Technology Strategy—AI, Data, and DX

Accelerating AI and data utilization via the AI-CoE to maximize productivity and customer value in the era of human-AI collaboration



Major KPIs

Front line operations (business negotiations, proposals, screening)

AI utilization
rate

100%

Electronic
contract rate

60% and higher

Middle- and back-office operations

Manual
administrative
tasks

Reduction rate:

30% and higher(vs. FY2025)

* A high-volume, small-ticket contracting scheme based on strategic partnerships, leveraging our proprietary simplified credit screening process

Open Innovation

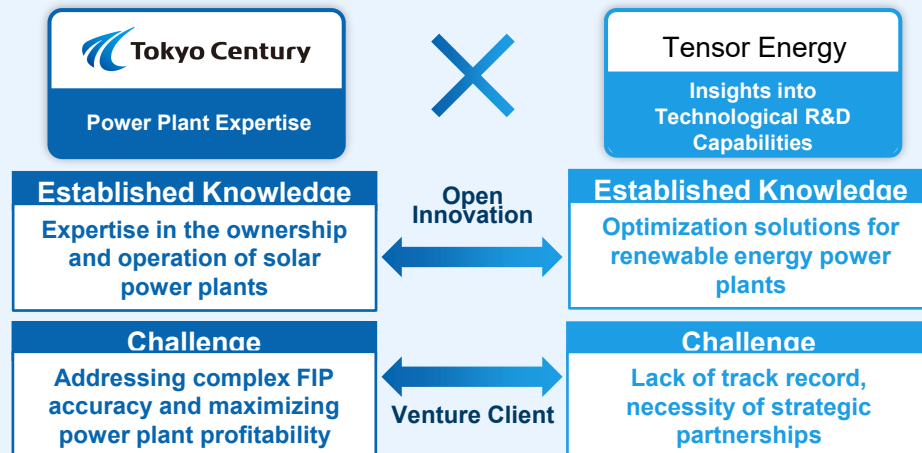
Creating new social value through open innovation by integrating proprietary asset expertise with partner insights

Open Innovation Framework



Example of Collaboration: Tensor Energy

- Collaborating with Tensor Energy, a power management platform provider, on a co-located battery storage project in Kumamoto Prefecture
- Introducing the Tensor Cloud AI platform to perform high-precision forecasting and optimize charge/discharge schedules, reducing risks and maximizing revenue

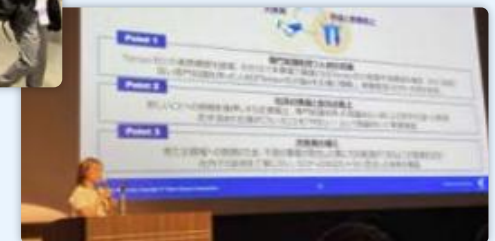


Open Innovation with Plug and Play Japan

- Plug and Play Japan, one of the world's largest accelerators
- Participating in Plug and Play Japan's accelerator program to expand startup networks, create new businesses, and foster talent through practical initiatives



Presentation at the Plug and Play Japan "Startup Showcase" event



Deepening Sustainability Management

ESG integration for medium- to long-term corporate value enhancement

Strategic pursuit of corporate value through deeper sustainability management, including financial/non-financial correlation analysis

Three Pillars of Strategic Evolution

01.

**Expansion of
"Social Issue-Solving Businesses"**



**Business promotion
centered on revised
materiality-linked KPIs**

02.

Visualization of "Social Impact"



**High-resolution logic
models to clarify the
corporate value
enhancement process**

03.

**Reinforcement of
Sustainability Governance**



**Sophisticated
sustainability
management through
continuous stakeholder
dialogues**

Key KPIs

GHG Emissions

**Commitment to Carbon
Neutrality across Scope^{*1}**

(FY2024 Total Scope 1–3: 14,357k t-CO₂)

Advanced Logic Models

**Visualization of financial
impact through non-financial
KPI analysis^{*2}**

(FY2025 Ratings: CDP: A-, FTSE: 4.2, MSCI: N/D, Sustainalytics: 20.4)

External Rating Excellence

**Maintenance and improvement of
scores in major ESG assessments**

**CDP (Climate Change): A-/A, FTSE: 4.5+
MSCI: AAA, Sustainalytics: Below 20**

^{*1} Target years for Scope 1–3 carbon neutrality will be finalized and announced in FY2026.

^{*2} Correlation analysis using historical non-financial data (investments in human capital, digital transformation, and R&D) is scheduled.

Important Notes

This document contains forward-looking statements based on information currently available to us. Please note that actual results may vary significantly due to various factors and uncertainties.

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