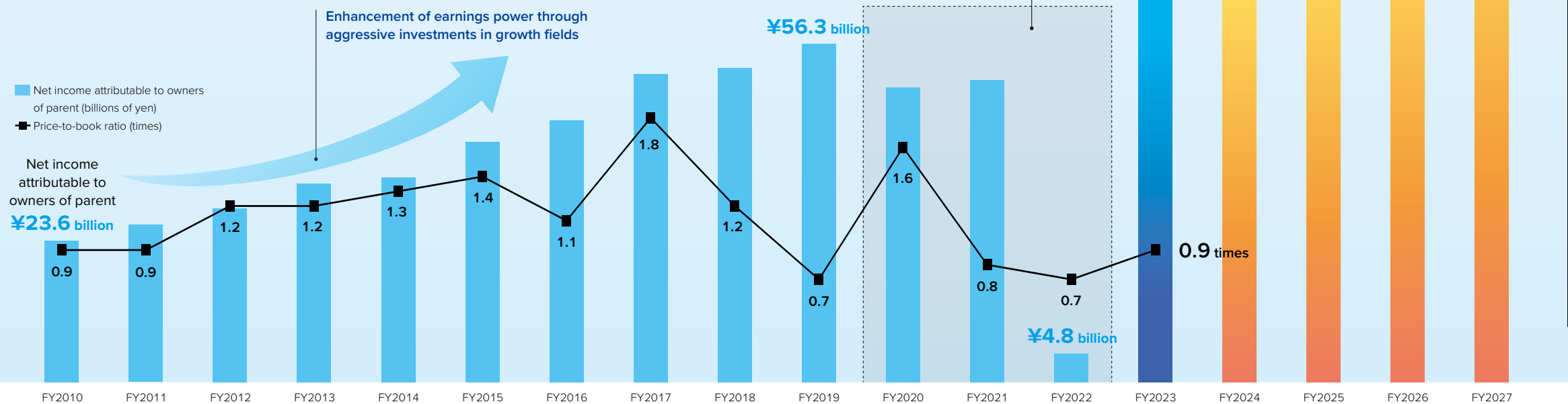


Path of Growth

Rapid Recovery and Search for New Growth Track

Acceleration of growth investments in five operating segments to advance Medium-Term Management Plan 2027 and fuel growth thereafter

- ➔ Achievement of new record high for net income attributable to owners of parent of **¥72.1 billion**
- ➔ Redoubling of efforts to improve asset efficiency (return on assets of 1.2%) and capital efficiency (return on equity of 8.8%)



Vision of Medium-Term Management Plan 2027

Financial Targets for Fiscal 2027

Net income attributable to owners of parent:

¥100.0 billion

Return on equity:

10%

Return on assets:

1.4%

Future Business Portfolio Policy

Replace assets in portfolio to shift toward growth businesses as Tokyo Century seeks to increase the representation of high-margin services and businesses in order to heighten asset efficiency

Fiscal 2012 | Environmental Infrastructure

Established Kyocera TCL Solar LLC as a joint venture with Kyocera Corporation to promote solar power generation businesses

Fiscal 2013 | Automobility

Converted Nippon Rent-A-Car Service, Inc., into a consolidated subsidiary

Converted Nippon Car Solutions Co., Ltd., an auto-leasing company for corporate customers, into a consolidated subsidiary

Fiscal 2016 | International Business

Converted CSI Leasing, Inc., a leading U.S.-based independent leasing company, into a consolidated subsidiary

Fiscal 2018 | Specialty Financing

Converted Shinko Real Estate Co., Ltd. (currently TC Kobelco Real Estate Co., Ltd.), a real estate subsidiary of Kobe Steel, Ltd., into a consolidated subsidiary

Fiscal 2019 | Specialty Financing

Converted Aviation Capital Group LLC, a major U.S.-based commercial aircraft lessor, into a consolidated subsidiary

Fiscal 2020 | Specialty Financing

Invested in major Japanese private equity firm Advantage Partners Group

Fiscal 2020 | Equipment Leasing

Established NTT TC Leasing Co., Ltd., by spinning off a portion of NTT FINANCE CORPORATION's leasing and global operations (equity-method affiliate)

Fiscal 2023 | Environmental Infrastructure

Acquired 34 operating solar power plants (total output of 303 MW) in the United Kingdom together with a member of the Schroders Group, a leading U.K.-based independent asset management corporate group

Fiscal 2023 | International Business

Invested in data centers operated by the NTT Group in Chicago

Fiscal 2023 Portfolio

