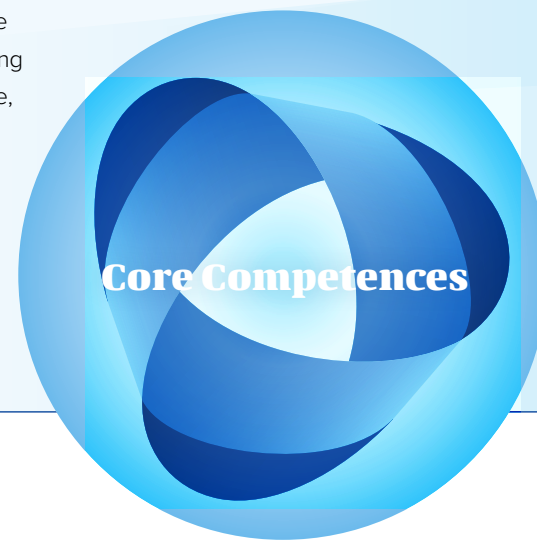


## Unique Strengths Fostered throughout Tokyo Century's History

Throughout its history, Tokyo Century has developed a unique business model centered on the value it provides by combining asset value with services for improving customer convenience, on its capacity for co-creating new businesses together with partners, and on the people who are its most important form of non-financial capital. As we develop this business model, we have proceeded to grow by aggressively investing in growth fields where we can exercise our strengths.



### Core Competence

1

#### Financial Services

- Expertise for assessing asset value
- Financial functions for lowering costs for customers
- Value-added services

2

#### Partnership Strategy

- Robust customer base
- Expansion of business scope through joint businesses with partners
- Creation of new project teams by linking various partners

3

#### Highly Specialized Professionals

- Professionals knowledgeable about highly specialized assets
- People with expertise for identifying asset value
- Driving force behind joint businesses with partners

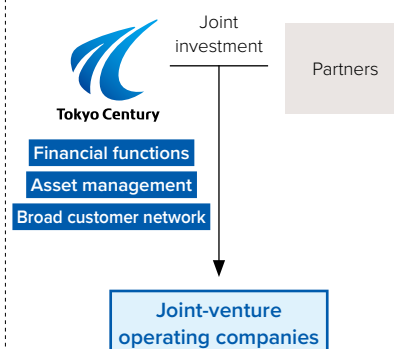
#### Sources of Competitiveness

##### Identification of asset value

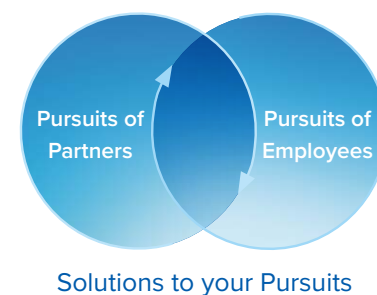


##### Value-added services

##### Unique expertise for operating businesses and generating earnings together with partners



##### Cultivation of people capable of advancing co-creative businesses together with partners



Ongoing provision of unique

Financing

Services

Businesses

to support customers and society

Unique Growth Strategies

### Unique Growth Strategies



#### Growth Strategies of Major U.S.-Based Aircraft Lessor Aviation Capital Group

Accelerated efforts to capture growth of aviation market following conversion of global top-10 aircraft lessor Aviation Capital Group LLC into a consolidated subsidiary



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#### Global Strategies of U.S. IT Equipment Leasing Company CSI Leasing

Global strategies utilizing global network of CSI Leasing, Inc., encompassing more than 30 countries worldwide to expand regional coverage



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#### Expansion of Business Scope through Capital and Business Alliance with NTT

Expansion of business scope through joint businesses and synergies with the NTT Group, a leading Japanese corporate group



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