

Tokyo Century’s History

Born of the merger of two major leasing companies, Tokyo Century has proceeded to transform its business portfolio to evolve from a leasing company into a financial services company. Our focus over the next decade will be to continue creating high-value-added services to become an even more trusted business partner for customers and thereby evolve to become a corporate group that brings about change.

1969

Established through joint investment by ITOCHU Corporation, Dai-Ichi Bank, Ltd. (currently Mizuho Bank, Ltd.), Nippon Life Insurance Company, and Asahi Mutual Life Insurance Company

Century Leasing System, Inc.

Strengths

- Access to diverse business expertise of the ITOCHU Group
- Leasing services centered on information and communications technology equipment



Tokyo Leasing Co., Ltd.

Strengths

- Access to vast customer network of former The Dai-Ichi Kangyo Bank, Ltd.
- Predecessor of partnership strategy with prime customers

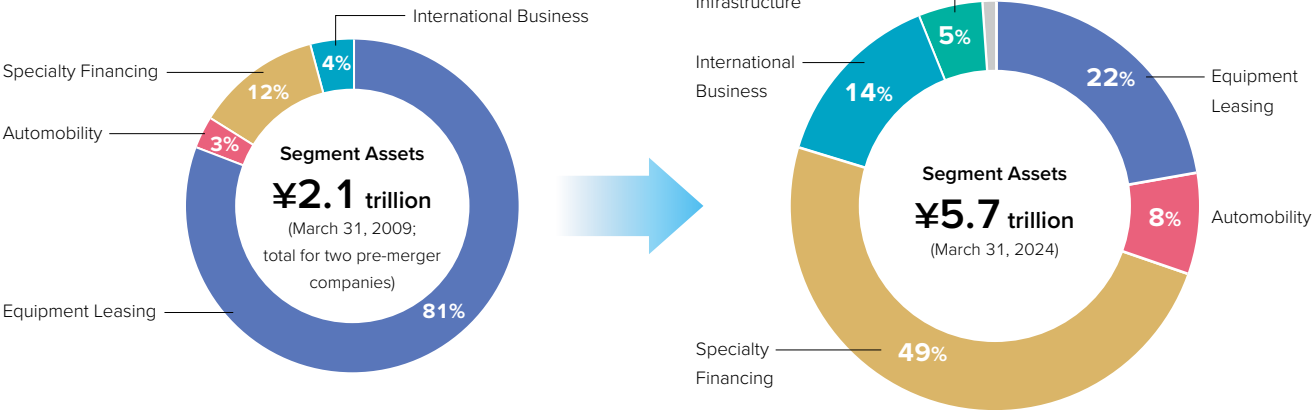


Merging of Strengths of Both Companies

1964

Established through joint investment by Nihon Kangyo Bank, Ltd. (currently Mizuho Bank, Ltd.), Kangin Tochi-Tatemono Co., Ltd. (currently Chuo-Nittochi Co., Ltd.), and Nanoh Co., Ltd. (currently Chuo-Nittochi Co., Ltd.)

Transformation of Business Portfolio



2009–

Merger of Major Leasing Companies Birth of Century Tokyo Leasing Corporation

Faced with a pressing need to revise their business portfolios, the management of Century Leasing System, Inc., and Tokyo Leasing Co., Ltd. were prompted to undertake a merger, leading to the birth of Century Tokyo Leasing Corporation in 2009.

2020–

Capital and Business Alliance Agreement with NTT Acceleration of Partnership Strategy

By bolstering its co-creative businesses with the NTT Group, Tokyo Century is accelerating collaboration on the fronts of digital technology, mobility, real estate, energy and environment, and global businesses.

2023–

Evolution into a Corporate Group That Brings About Change

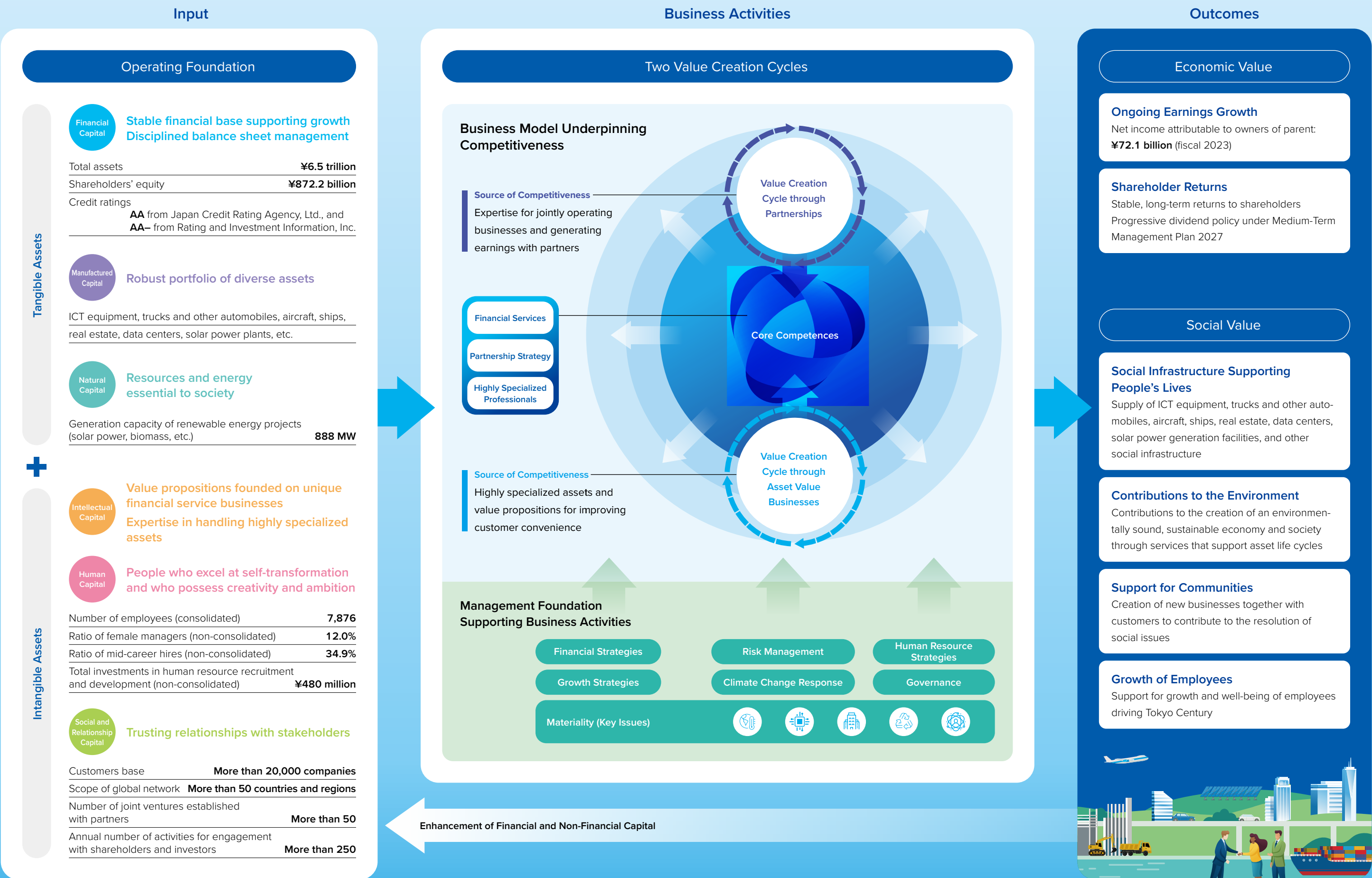
The Tokyo Century Group is further honing its strengths so that it can create trusted services and businesses and continue growing, as it seeks to become a corporate group that drives change.

2016–

Change of Name to Tokyo Century Corporation Evolution beyond a Leasing Company

The new Tokyo Century got its start in October 2016. With a new name and a Management Philosophy of contributing to the creation of an environmentally sound, sustainable economy and society, it declared its commitment to developing a wide range of businesses as a distinctive and highly specialized financial services company.

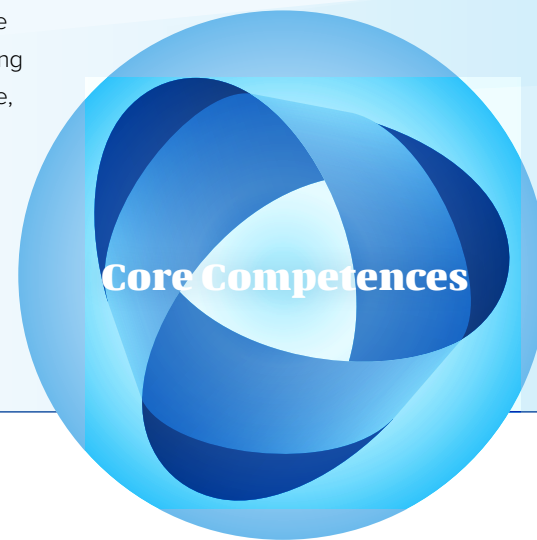
The Tokyo Century Group's Value Creation Process



Note: All information on this page is as of March 31, 2024, unless otherwise stated.

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

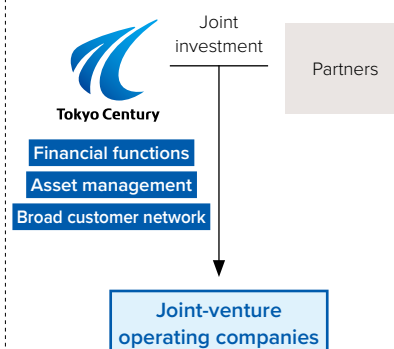
Sources of Competitiveness

Identification of asset value

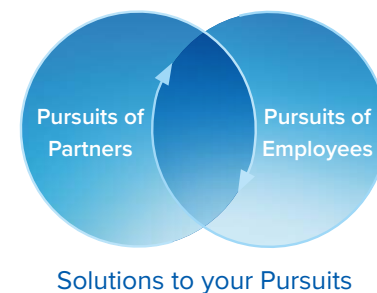


Value-added services

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

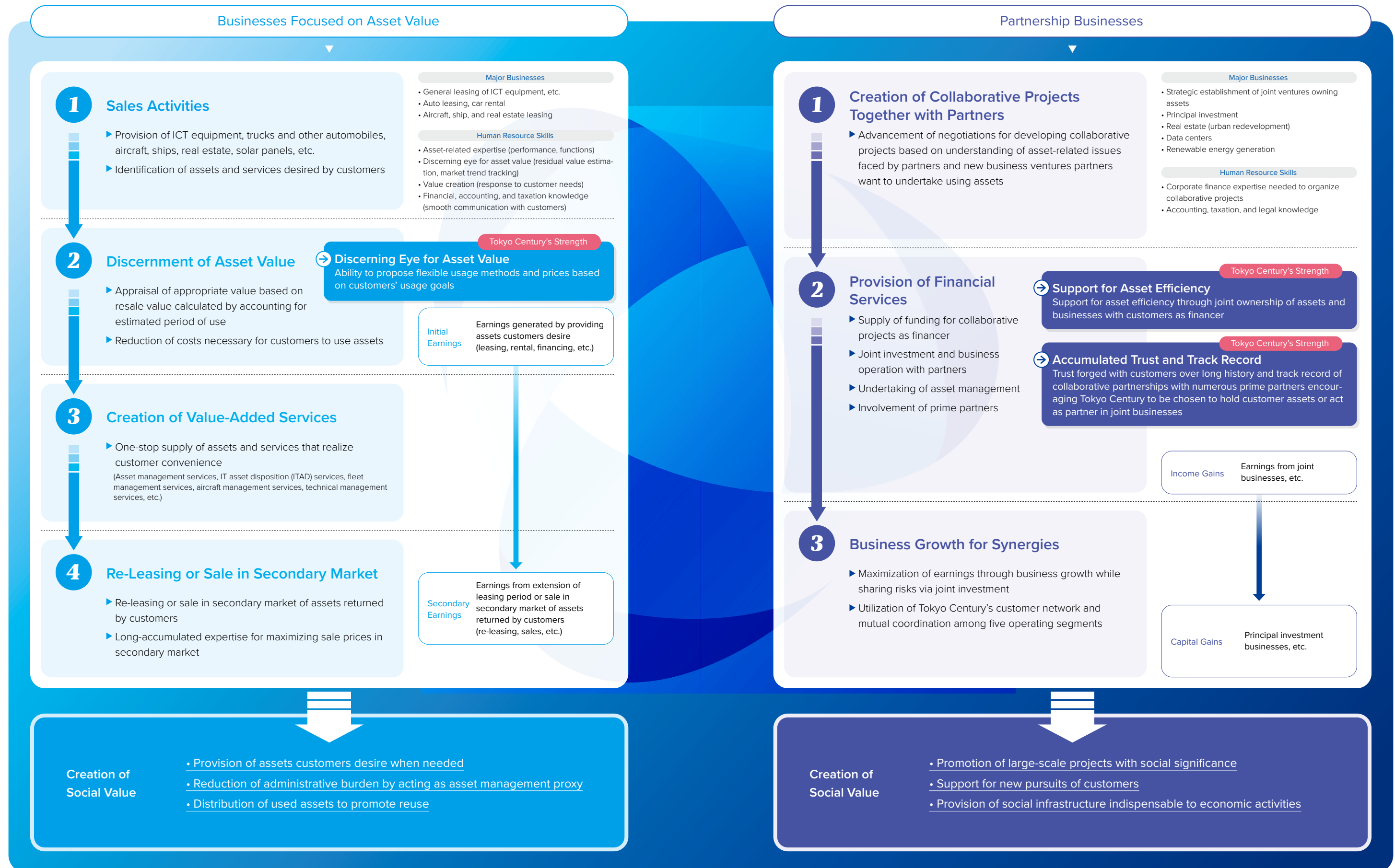
Expansion of business scope through joint businesses and synergies with the NTT Group, a leading Japanese corporate group



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Business Model Built on Tokyo Century's Unique Strengths

Value Creation Driven by Discerning Eye for Asset Value and Excellence in Earning Trust of Customers



Growth Strategies of Aviation Capital Group

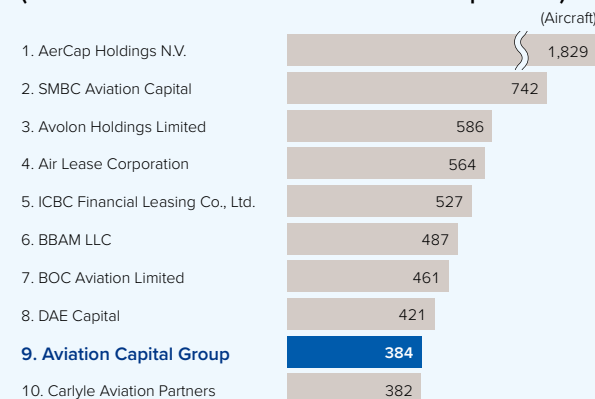


Growth Strategies of Major U.S.-Based Aircraft Lessor Aviation Capital Group

Goal of Acquisition

- Major U.S.-based aircraft lessor Aviation Capital Group LLC (ACG) was converted into a wholly owned subsidiary in 2019 in order to accelerate the Tokyo Century Group's initiatives for serving the growing aviation market, which is expected to experience a global rise in air travel demand.
- With a fleet of 371 owned and managed aircraft and 112 committed aircraft (as of June 30, 2024), ACG is a major lessor ranked among the top 10 in the global aircraft leasing industry.
- ACG was forced to surmount two major challenges, namely, the COVID-19 pandemic in 2020 and Russia's invasion of Ukraine in 2022, but it was able to overcome these challenges by utilizing its resilient portfolio and begin a recovery in performance. ACG is thus expected to continue to expand and grow.

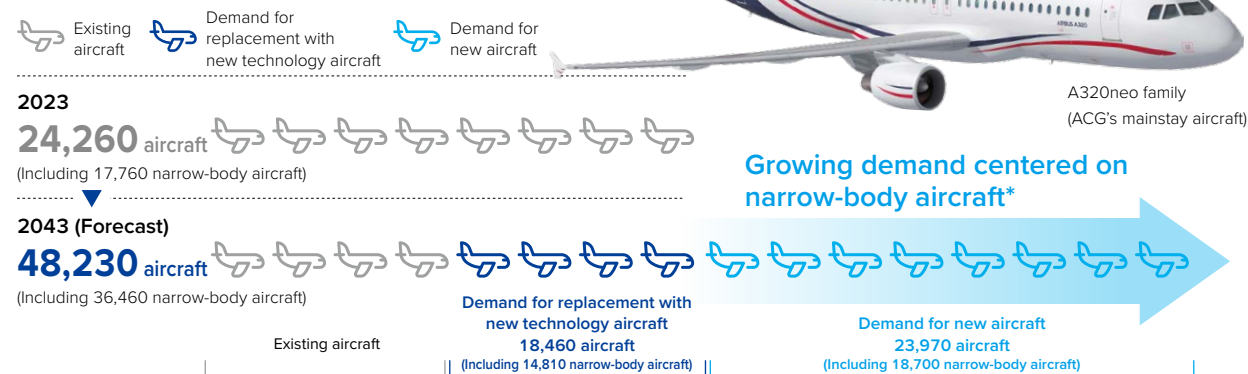
Ranking of Aircraft Lessors (Based on number of aircraft contained in portfolio)



Source: TOP 30 AIRCRAFT LEASING COMPANIES (BY PORTFOLIO NUMBER), KPMG, January 2024

Market Opportunities

20-Year Aircraft Demand Outlook



Source: Airbus SE (July 2024)

Rise in demand for replacement with new technology aircraft

following increase in airlines seeking to lower their environmental impact

Active adoption of fuel-efficient aircraft to contribute to decarbonization

Medium- to long-term growth in air travel demand

Rising leisure demand in conjunction with growth in number of middle-income individuals centered in Asia

* Passenger aircraft with between 100 and 200 seats and one aisle primarily used on short- to medium-distance flights

ACG

CSI

NTT

Approaches and Competitive Advantages for Addressing Market Opportunities



Portfolio Centered on Mainstay Narrow-Body Aircraft

Narrow-body aircraft represent 97% of ACG's portfolio. Use of narrow-body aircraft is expected to increase going forward amid growing leisure demand. Meanwhile, high value is anticipated for secondhand narrow-body aircraft given that this type of aircraft features higher liquidity in the secondary market than wide-body aircraft.

Narrow-Body Aircraft by Count
97%
(Based on number of aircraft)



Marketing Capabilities Granted by Broad Customer Base

ACG has business relationships with some 90 airlines, ranging from low-cost carriers to certain national flagship carriers, in around 45 countries. This broad customer base allows ACG to engage in flexible marketing activities for finding lessees, which in turn enables the company to generate stable earnings while minimizing the risk of impairment losses on aircraft.

Customer Base

Approx. **90** airlines



Portfolio of Committed New Technology Aircraft

ACG boasts strong relationships with Airbus SE and The Boeing Company as well as an industry-leading portfolio of 112 committed aircraft. All of said aircraft are fuel-efficient, new technology aircraft for which we are receiving an increasing number of inquiries from airlines. New technology aircraft feature higher leasing fees and prices than older models and are thus expected to function as a source of earnings and enjoy a growing market share going forward.

Number of Committed New Technology Aircraft
112
(As of June 30, 2024)



Management Team

ACG's management team includes a director and senior managing executive officer of Tokyo Century who acts as executive chair of ACG as well as four other individuals dispatched from the Company. Meanwhile, everyday management at ACG is conducted by the senior leadership team, which comprises nine individuals with extensive industry experience who guide the company in the funding, marketing, technical, original equipment manufacturer commercial negotiation, and legal affairs activities that are crucial to an aircraft lessor.



Mahoko Hara
Executive Chair
(Director and Senior Managing Executive Officer of Tokyo Century Corporation)



Thomas G. Baker
Chief Executive Officer and President

Senior Leadership Team

- | | |
|---------------------------------------|--|
| Executive chair | Chief investment officer |
| Chief executive officer and president | Chief of aircraft operations |
| Chief financial officer | Chief technical officer |
| Chief commercial officer | Executive vice president (Seconded from Tokyo Century Corporation) |
| General counsel | |

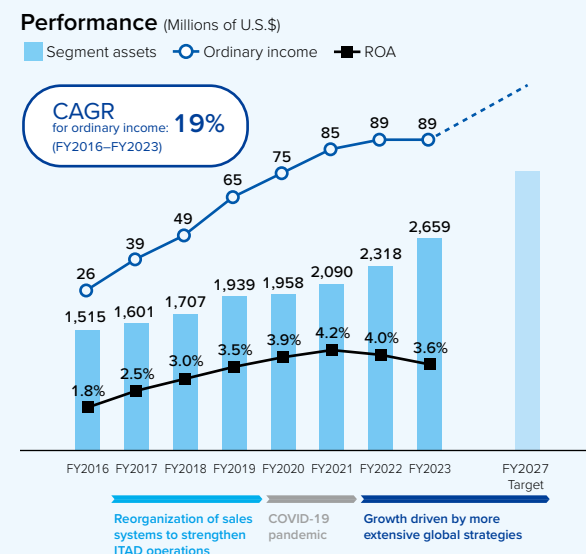
Growth Strategies of CSI Leasing



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

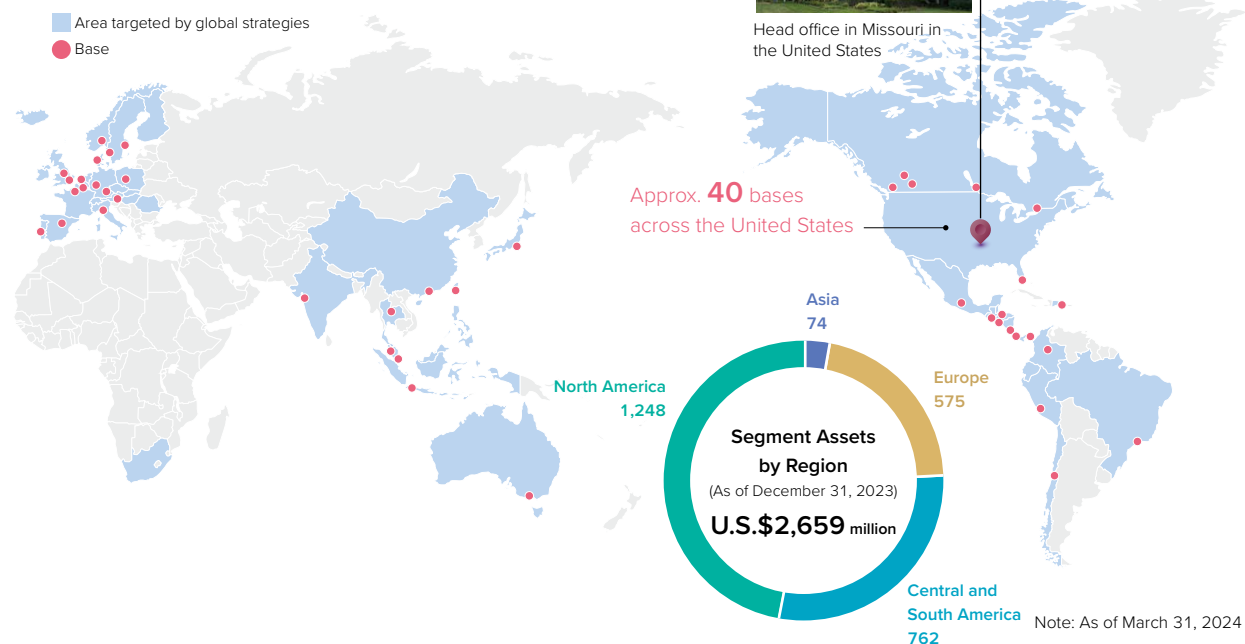
Goal of Acquisition

- U.S. IT equipment leasing company CSI Leasing, Inc. (CSI), was converted into a subsidiary in 2016 with the goal of catering to the growth in demand for IT equipment anticipated to be seen globally due to the spread of digital technologies.
- CSI possesses strengths in the leasing of computers, servers, and other IT equipment as well as IT asset disposition (ITAD) services, an example of which being the erasure of data from end-of-lease equipment. With these strengths, the company is developing a business model that allows it to generate subsequent earnings from end-of-lease equipment via the re-leasing or sale of computers based on their residual value. As a result, CSI boasts high profitability surpassing that of standard leasing companies.

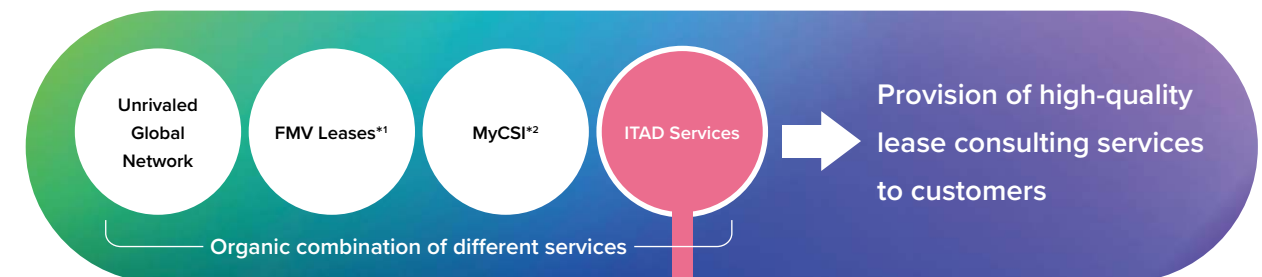


Global Strategies

Leasing and ITAD Services Offered in More Than 50 Countries Worldwide



Competitive Advantages



^{*1} A highly flexible form of leasing that offers customers options such as returning the asset, purchasing the asset, or extending the lease term at the end of the original lease period based on fair market value (FMV) derived from the assessed residual value of the asset

^{*2} A multi-region, multi-lingual online asset management system



Destruction of equipment containing data at ITAD base



Specialized truck used to provide on-site data erasure services

ITAD Services

- ITAD services include data erasure and disposal of used computers and other IT equipment.
- There has recently been a rise in demand for high-quality ITAD services that reliably dispose of IT equipment amid an increased emphasis on information management and environmental protection.

Characteristics of CSI's ITAD Services

- CSI has received certification verifying that it is in compliance with international standards as well as the standards of the respective countries in which it operates, in order to ensure that it disposes of IT equipment in a safe and legally compliant manner and to guarantee the high quality of the services it offers.
- With sales networks in countries throughout the world, CSI is able to provide services that are finely tuned to the rising needs of major globally active IT companies and other multinational corporations seeking globally standardized services.

Collaboration for Generating Synergies

EPC Japan K.K. was established in fiscal 2023 through joint investment between CSI and Tokyo Century, allowing for the start of collaboration aimed at deploying ITAD services based on CSI's strengths in Japan.

Management Team

A senior managing executive officer of Tokyo Century serves as vice chairman of CSI, and the Company has dispatched three employees and one executive officer to CSI.



Steve Hamilton
Chairman and Chief Executive Officer



Toshio Kitamura
Vice Chairman (Senior Managing Executive Officer of Tokyo Century Corporation)

North American Executive Team and Global Leadership

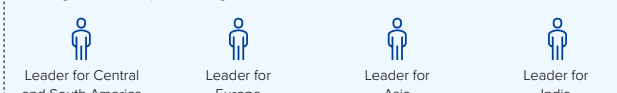
Executive Team: 21 members

Executive team members with diverse backgrounds and expertise



Global Leadership: 4 members

Management of specific regions outside of North America



Partnership with the NTT Group



Expansion of Business Scope through Capital and Business Alliance with NTT

Collaborative Ventures through Partnership with the NTT Group

Our partnership with the NTT Group has continued for the nearly two decades that have passed since the merger of the auto leasing businesses of the NTT Group and of Tokyo Century in 2005. This partnership was further strengthened by the capital and business alliance formed in 2020, which expanded our collaborative ventures outside of the Automobility segment. As such, we are currently collaborating and pursuing synergies with the NTT Group in all five operating segments.

To facilitate these efforts, Tokyo Century has set up the NTT Collaboration Office in the Corporate Planning Unit, positioning the creation of opportunities for collaborative ventures with the NTT Group as a priority focus area.

History of Partnership

- 2005

Established **Nippon Car Solutions Co., Ltd.**, through a merger between NTT Auto Leasing Co., Ltd., and Century Auto Leasing Co., Ltd.
Started on path toward growth as an industry-leading auto leasing company
- 2020

Concluded **capital and business alliance agreement with NTT**
Acquisition of 10% stake in Tokyo Century by NTT, making this company a major shareholder of the Company
Commenced full-fledged collaborative ventures
- 2020

Established **NTT TC Leasing Co., Ltd.**, as joint venture with the NTT Group by carving out the leasing and global businesses of NTT FINANCE CORPORATION

Collaboration among all five operating segments to broaden scope of collaborative ventures

Ever-Broadening Scope of Collaboration with the NTT Group

	Equipment Leasing	Automobility	Specialty Financing	International Business	Environmental Infrastructure
Finance	<div>NTT TCLeasing</div> <div>Leasing and Financing (Japan, Overseas)</div> <div>Collaborative Ventures</div> <div>Co-creative projects combining the NTT Group's high reliability and vast customer network with Tokyo Century's financial service expertise</div>	<div>NCS</div> <div>Auto Leasing (Japan)</div> <div>Collaborative Ventures</div> <div>Expansion of electric vehicle (EV) use centered on the NTT Group's fleet Acceleration of proposals of EV services to municipalities across Japan</div>	<div>Structured Finance (Japan)</div> <div>Real Estate (Japan)</div>	<div>CSI LEASING</div> <div>NTT TCLeasing Leasing and Financing (United States, India, Central and South America, etc.)</div> <div>Collaborative Ventures</div> <div>Co-creative projects advanced by CSI Leasing, Inc., and NTT TC Leasing Data center projects in the United States and India</div>	
Services					
Businesses				<div>Data Center Business (United States and India)</div> <div>Joint operation of data center businesses in the United States and India with NTT DATA, Inc.</div>	<div>NTT AnodeEnergy</div> <div>Solar Power Generation Business (Japan)</div> <div>Joint establishment of fund for investing in domestic renewable energy businesses with NTT Anode Energy Corporation and Sumitomo Mitsui Trust Bank, Limited</div>

Future Growth Fields



NTT TC Leasing

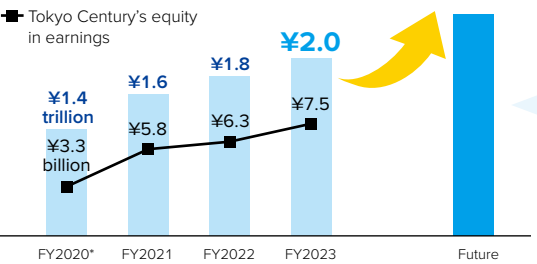


NTT TC Leasing

Since its founding, NTT TC Leasing has continued to achieve smooth growth in its operating asset portfolio by capitalizing on the NTT Group's unparalleled brand power, high reliability, and vast customer network and on Tokyo Century's financial service expertise to enhance its proposal capabilities.

Ownership
NTT Group: 50%
Tokyo Century: 50%

Segment Assets of NTT TC Leasing



* Figures for fiscal 2020 reflect the nine-month period from July 1, 2020 to March 31, 2021, as NTT TC Leasing began operations in July 2020.

Priority Growth Fields

- Energy and Environment

Financing of solar power and biomass power generation businesses
- Real Estate

Enhancement of collaboration between the NTT Group and Tokyo Century
- Global

Financing of overseas data center businesses operated jointly by the NTT Group and Tokyo Century, etc.



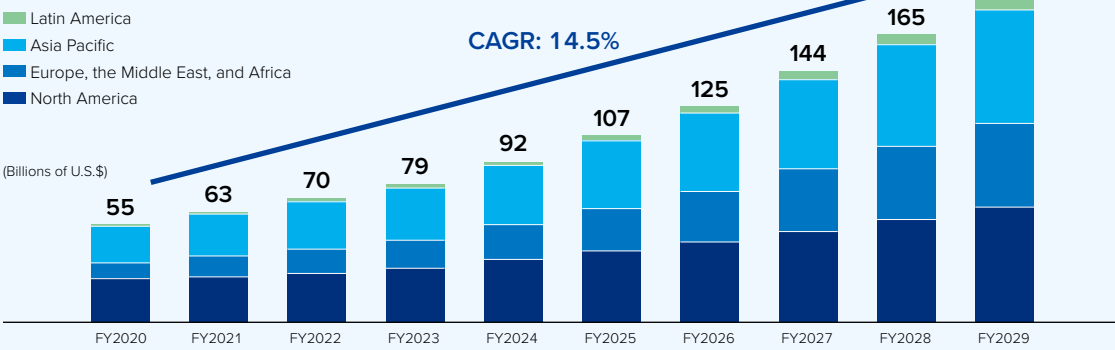
Data Center Business

NTT DATA

The data center business is anticipated to see growth amid market expansion driven by the popularization of generative AI and other technologies. In this market, the NTT Group has carved out an impressive competitive position as the No. 3 data center business operator in the world.

Moreover, the data center business promises reliable cash flows, through rent revenues received from hyperscalers and other major IT companies, and ongoing increases in business value. Tokyo Century is actively developing operations in this priority field together with the NTT Group.

Forecast of the Global DC Colocation* Market Size



Source: Structure Research Ltd.
* Colocation services entail providing an environment to support the IT infrastructure of businesses, including internet connectivity, power, and cooling. These services offer benefits to users in that they can reduce their burden by outsourcing management and maintenance of their servers and other equipment.