

Going beyond simply responding to change,
the Tokyo Century Group seeks to
transform itself to become a corporate
group that brings about change.

— Motivation behind Vision of Bringing About Change

In today's highly volatile operating environment, Tokyo Century aspires to preemptively identify and address the needs of customers and society to create innovative services that win customer favor. Our vision of bringing about change is an expression of this commitment and of our recognition that we cannot survive if we do not pool our collective knowledge to accomplish this vision.

Based on this vision, Tokyo Century will work to complement the use value of the assets customers require with new innovative value in order to respond to social needs while growing and creating businesses.

We hope you will look forward with anticipation to how Tokyo Century realizes its true potential.

Management Philosophy

The Tokyo Century Group will work alongside customers in pursuit of their growth as a highly specialized and unique financial services company and will contribute to the creation of an environmentally sound, sustainable economy and society.

Corporate Slogan

Solutions to your Pursuits

Creating new values from Finance × Services × Business Expertise

— Sentiments Encapsulated in the Corporate Slogan

Tokyo Century's corporate slogan encapsulates our desire to support both our customers and employees in chasing their ambitions and to have the accomplishment of their ambitions act as the driver behind the ongoing growth of the Company.

— Ambitions as a Corporate Group That Brings About Change

Tokyo Century will contribute to the development of its customers and of society as it and its employees drive the creation of new businesses and continue to chase new ambitions.

TC Transformation and Sustainable Growth



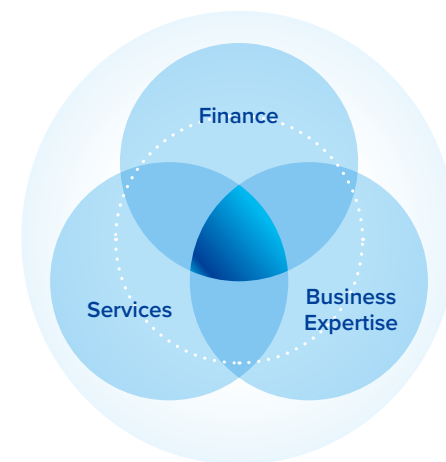
Explanation of Management Philosophy

On this and the next page, we will explain the three points that are encapsulated within our Management Philosophy.

1

Highly Specialized and Unique Financial Services

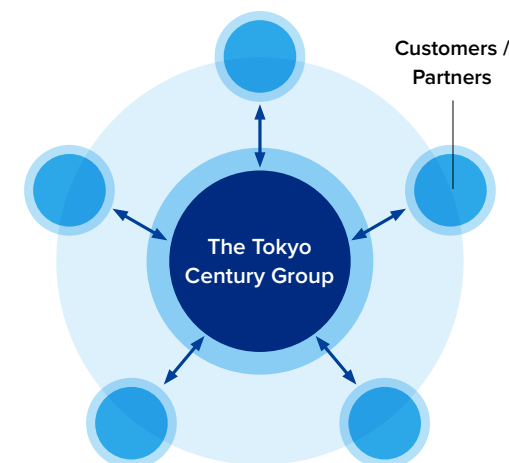
Not limiting itself to financial functions, Tokyo Century is committed to its ongoing quest to provide financial services that cater to customer needs, to create high-value-added services tied to asset life cycles, and to develop businesses itself.



2

Partnerships with Customers Pursuing Business Growth

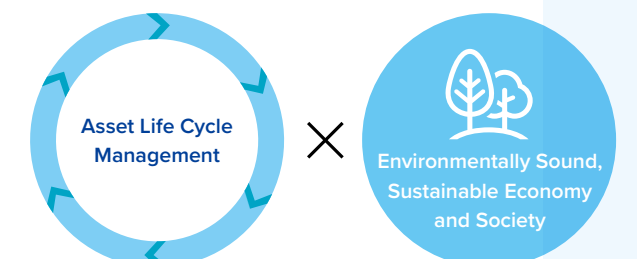
Tokyo Century employees continue their bold efforts to deliver solutions that surpass customer expectations and to thereby contribute to the creation of value and consequently to the development and growth of customers' businesses. Our partnership strategy is founded on the strength of our trust-based relationships with customers, and we intend to preserve this tradition within the Company so that we can keep growing together with customers.



3

Creation of an Environmentally Sound, Sustainable Economy and Society

As a company involved in a business related to various assets, recycling and decarbonization are incredibly important themes for Tokyo Century as it seeks to contribute to the creation of an environmentally sound, sustainable economy and society. We are united in our ongoing commitment to realizing such a society in order to preserve a pristine environment for future generations.



Management Philosophy

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2

1

3



Society Envisioned by Tokyo Century

Tokyo Century develops a business focused on providing the various assets that support our lives and society. We are contributing to the enrichment of people's lives with our expertise for determining asset value and our life cycle management capabilities for managing post-use assets.

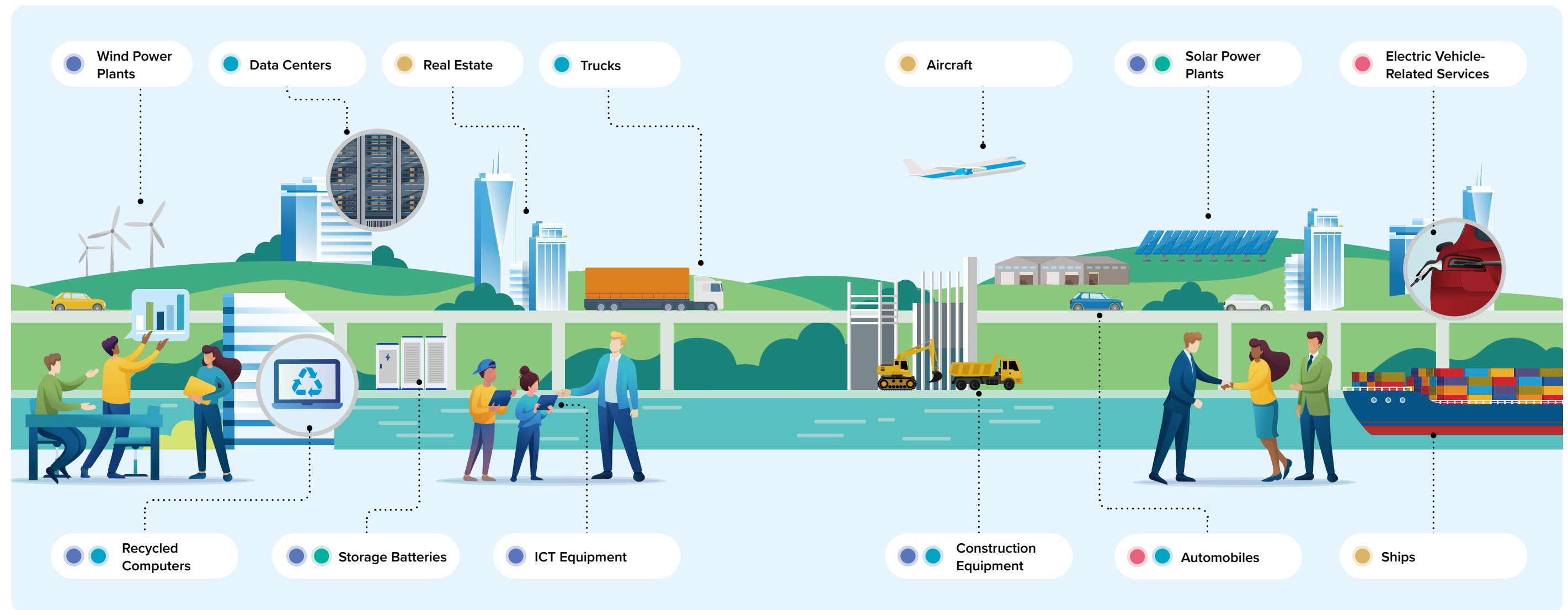
Tokyo Century's Materiality
(Key Issues)

→ P. 64



Assets Provided through Tokyo Century's Business Activities

Relevant Segment | ● Equipment Leasing ● Automobility ● Specialty Financing ● International Business ● Environmental Infrastructure



Outcomes

Creation of an Environmentally Sound, Sustainable Economy and Society

Tokyo Century is contributing to the creation of an environmentally sound, sustainable economy and society through life cycle services that enable the ongoing use of assets and other eco-friendly business activities.

Outcomes

New Ventures through Co-Creation with Customers

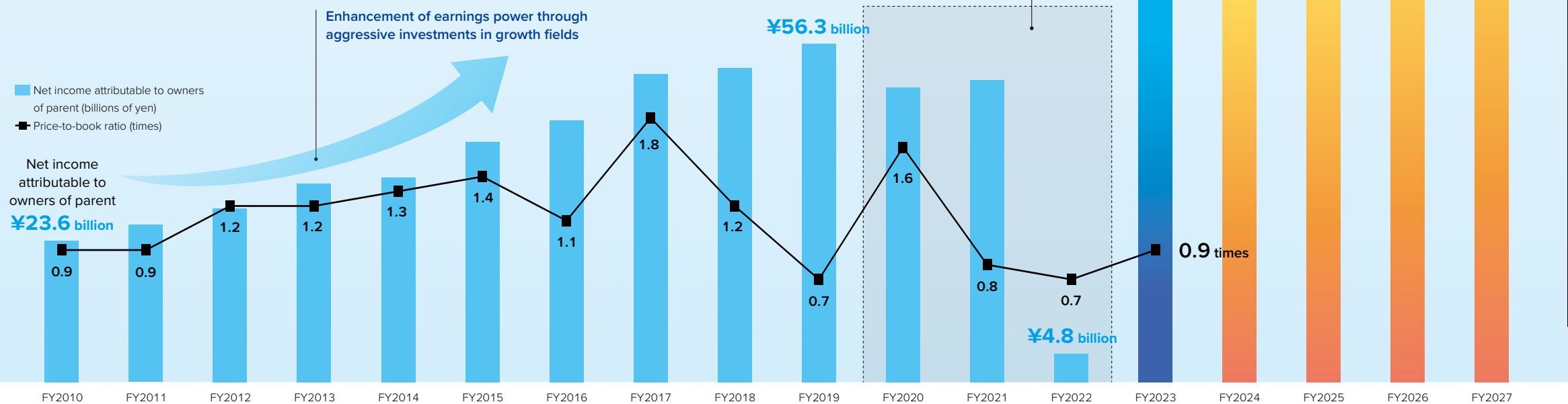
Through co-creation with customers, Tokyo Century is embarking on new business ventures for addressing social issues.

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

