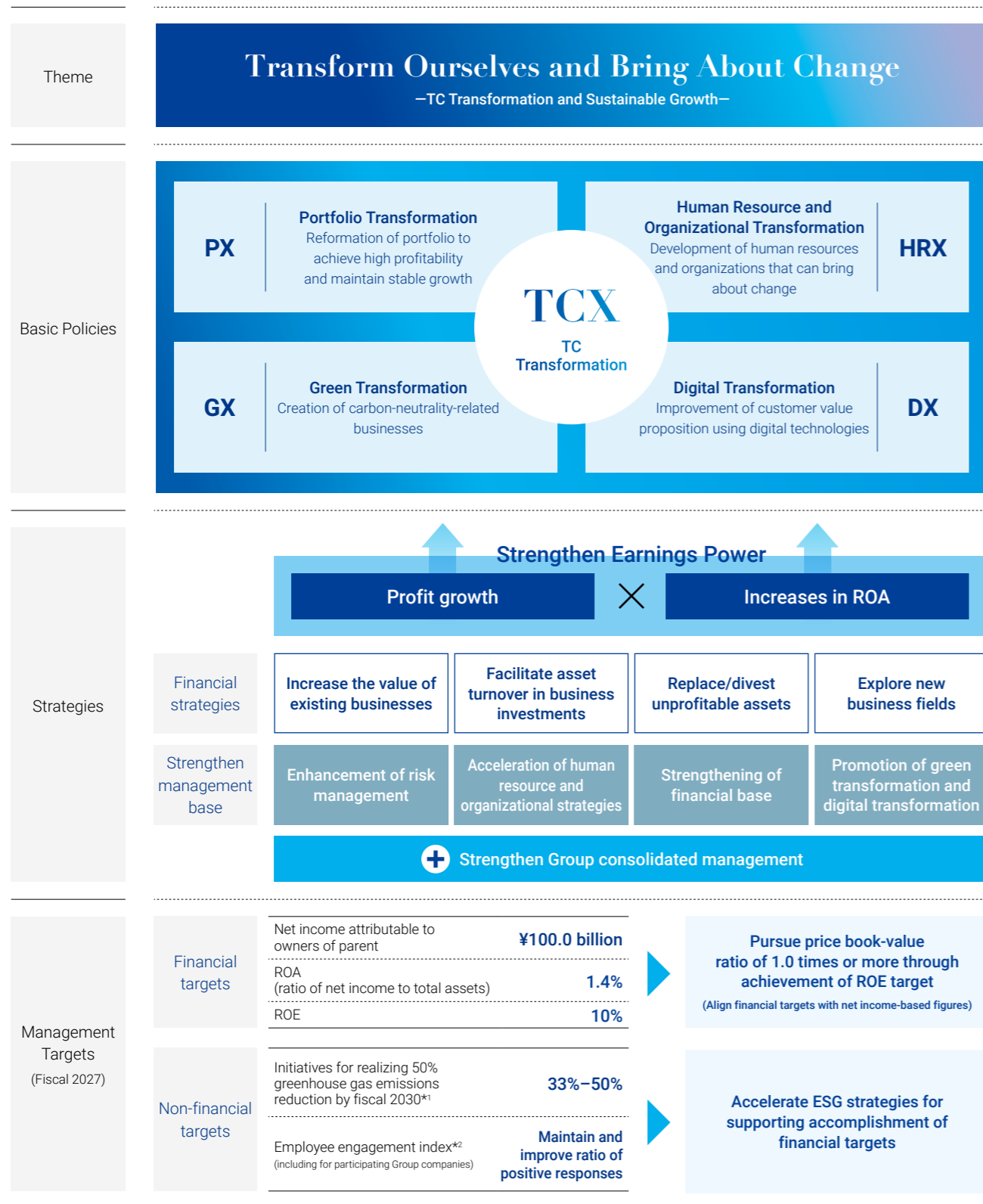


Medium-Term Management Plan 2027 (Fiscal 2023–Fiscal 2027)

Vision for Five Years from Now

The Tokyo Century Group seeks to enhance its strengths and go beyond simply responding to change in order to transform itself to become a corporate group that brings about change.

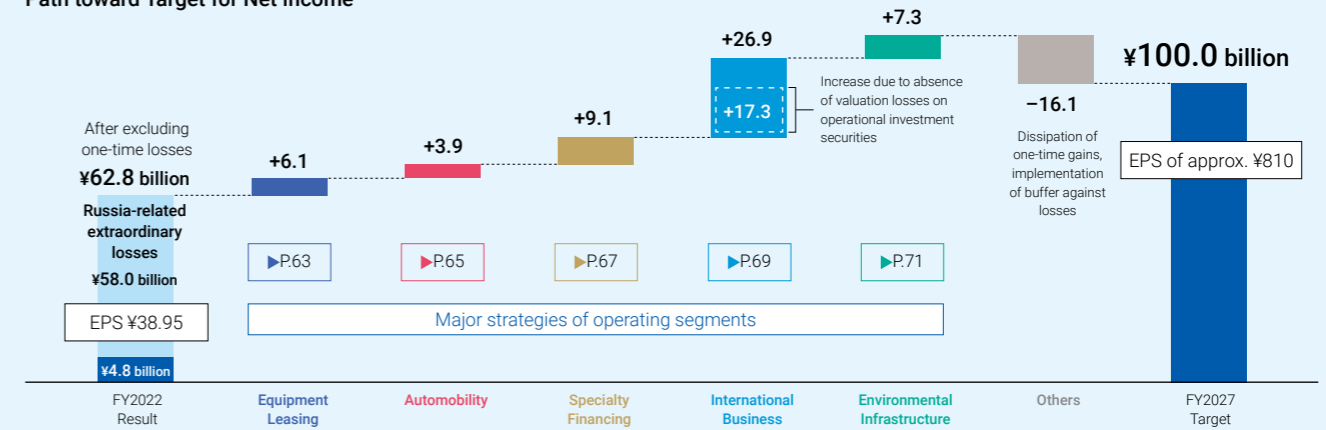


*1 Target of a 50% reduction in greenhouse gas emissions by fiscal 2030 from base year of fiscal 2021 announced
*2 Calculated based on number of positive responses to multiple-choice questions in the employee awareness survey

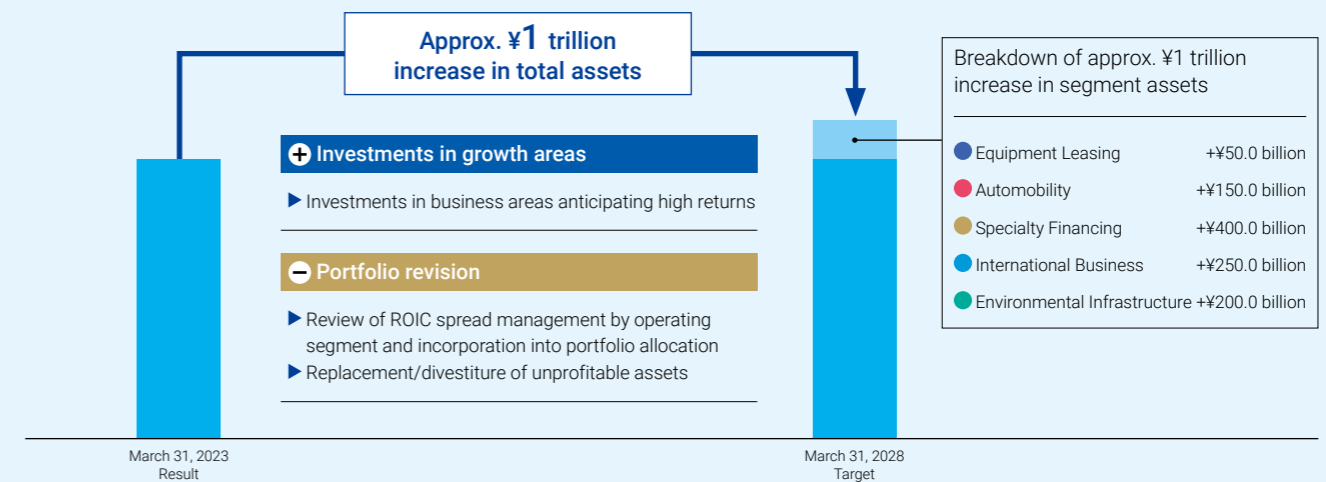
Measures for Achieving Vision

1 Road Map toward Management Targets

Path toward Target for Net Income



2 Balance Sheet

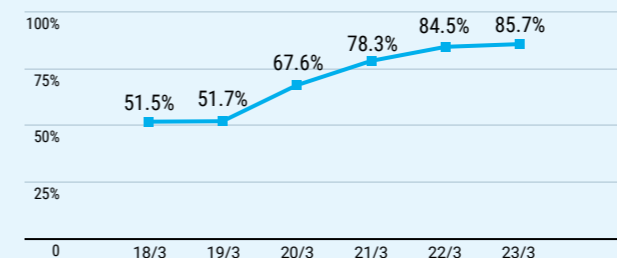


3 Fund Procurement Directive and Risk Management

Stabilization of Fund Procurement

➔ Tokyo Century will continue to implement fund procurement strategies emphasizing stability given that the long-term funding ratio has remained around 85%.

Long-Term Funding Ratio



Fund Procurement Risk Management

➔ The Asset Liability Management Committee, which is chaired by the president, meets quarterly, in principle, to review reports on Groupwide fund procurement activities and to discuss and decide measures for hedging against interest rate, foreign exchange, and other market risks.

