The Tokyo Century Group's Value Creation Process

Operating Foundation

Input



Stable financial base supporting growth Disciplined balance sheet management

Total assets
Shareholders' equity

¥872.2 billion

¥6.5 trillion

Credit ratings

AA from Japan Credit Rating Agency, Ltd., and **AA**– from Rating and Investment Information, Inc.

Manufactured Capital

Robust portfolio of diverse assets

ICT equipment, trucks and other automobiles, aircraft, ships, real estate, data centers, solar power plants, etc.



Resources and energy essential to society

Generation capacity of renewable energy projects (solar power, biomass, etc.) 888 MW



Tangible Assets



Value propositions founded on unique financial service businesses

Expertise in handling highly specialized



People who excel at self-transformation and who possess creativity and ambition

Number of employees (consolidated)	7,876	
Ratio of female managers (non-consolidated)	12.0%	
Ratio of mid-career hires (non-consolidated)	34.9%	
Total investments in human resource recruitment		

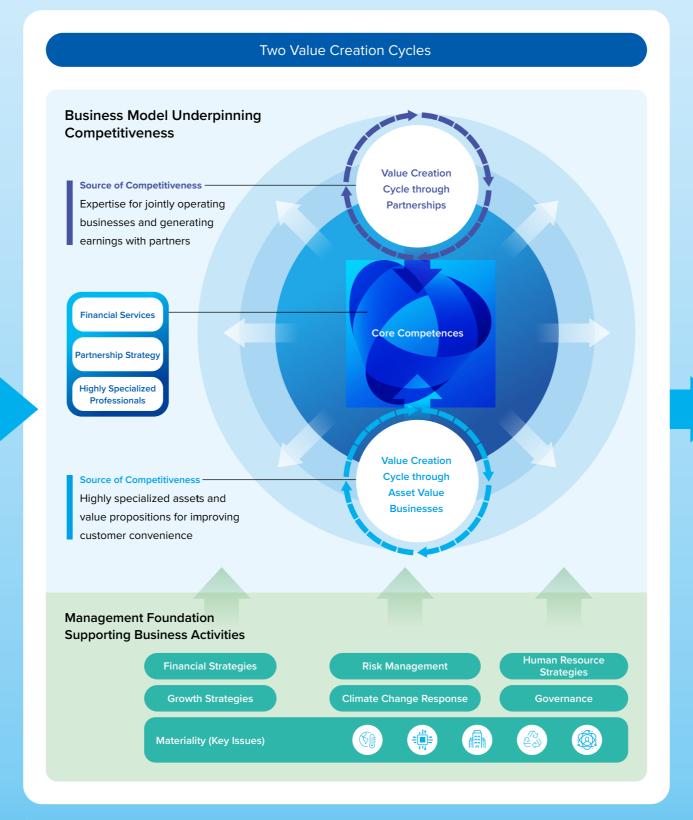
Total investments in human resource recruitment and development (non-consolidated) **¥480 million**



Trusting relationships with stakeholders

Customers base	More than 20	,000 companies
Scope of global network	More than 50 coun	tries and regions
Number of joint ventures with partners	established	More than 50
Annual number of activiti	3 3	More than 250

Business Activities



Enhancement of Financial and Non-Financial Capital

Outcomes

Economic Value

Ongoing Earnings Growth

Net income attributable to owners of parent: **¥72.1 billion** (fiscal 2023)

Shareholder Returns

Stable, long-term returns to shareholders
Progressive dividend policy under Medium-Term
Management Plan 2027

Social Value

Social Infrastructure Supporting People's Lives

Supply of ICT equipment, trucks and other automobiles, aircraft, ships, real estate, data centers, solar power generation facilities, and other social infrastructure

Contributions to the Environment

Contributions to the creation of an environmentally sound, sustainable economy and society through services that support asset life cycles

Support for Communities

Creation of new businesses together with customers to contribute to the resolution of social issues

Growth of Employees

Support for growth and well-being of employees driving Tokyo Century

