

Overview of Tokyo Century

History and Growth Trajectory of Tokyo Century

Rapid Recovery and Search for New Growth Track

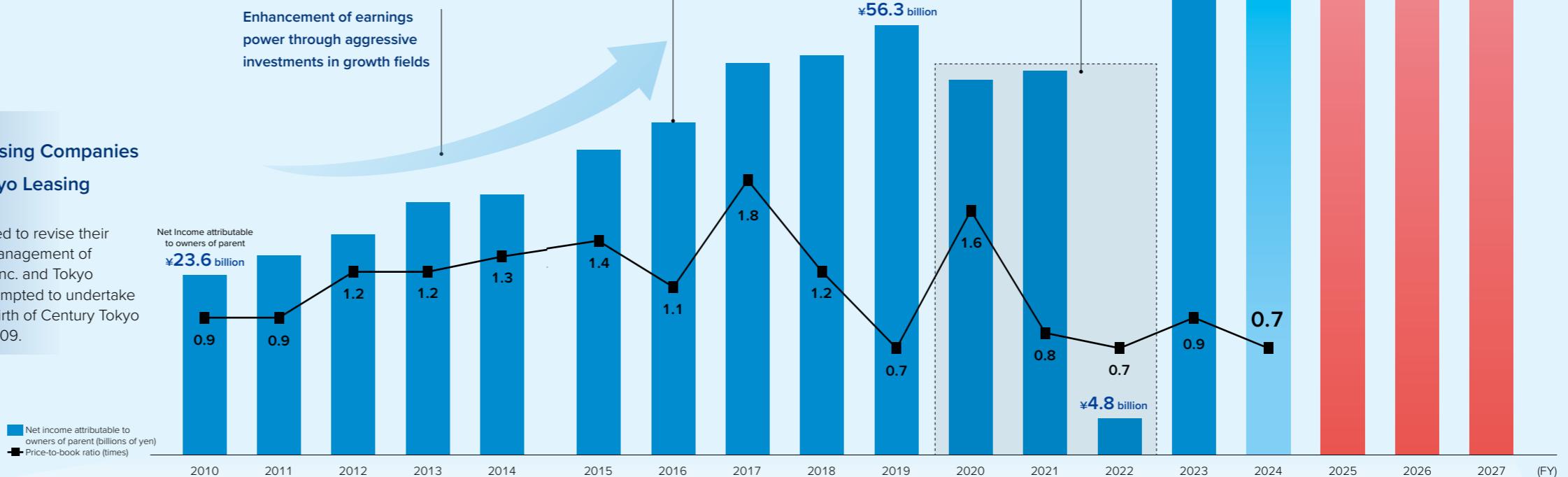
Acceleration of growth investments in five operating segments to advance Medium-Term Management Plan 2027 and fuel growth thereafter

- Achievement of **¥85.3 billion** in net income attributable to owners of parent, a record high for the second consecutive year
- Redoubling of efforts to improve asset efficiency (return on assets of 1.3%) and capital efficiency (return on equity of 9.0%)

1969
Century Leasing System, Inc.
• Access to diverse business expertise of the ITOCHU Group
• Leasing services centered on information and communications technology equipment

2009–
Merger of Major Leasing Companies
Birth of Century Tokyo Leasing Corporation

1964
Tokyo Leasing Co., Ltd.
• Access to vast customer network of former The Dai-Ichi Kangyo Bank, Ltd.
• Origin of partnership strategy with prime customers



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

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