

## At a Glance

## Portfolio Transformation and Business Overview

## Distribution of Segment Assets



## Business Overview and Performance (Fiscal 2024 Results)

Note: ROA represents the ratio of net income to segment assets.



Financial services optimized for capital investments in information and communications equipment and other assets

Net income	Segment assets	ROA
¥22.8 billion	¥1,275.0 billion	1.8%

## Major Offerings

- Leasing, installment payment, and other financial services for information and communications, manufacturing, and other equipment
- IT solutions
- Subscription services and collaboration with partners

## Strengths and Characteristics

- Diverse leasing solutions and services
- Co-creative businesses advanced together with prime partners

## Quantitative Traits

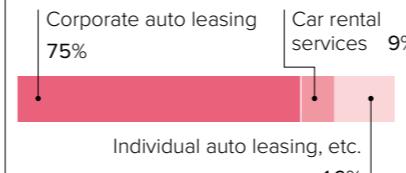
- Customer base comprising **more than 20,000** companies



Wide-ranging auto services provided using industry-leading fleet

Net income	Segment assets	ROA
¥17.7 billion	¥500.8 billion	3.6%

## Segment Asset Composition



- Full lineup of auto leasing, car rental, and other comprehensive auto services
- Next-generation mobility services accommodating electric vehicles, etc., through collaboration with prime partners

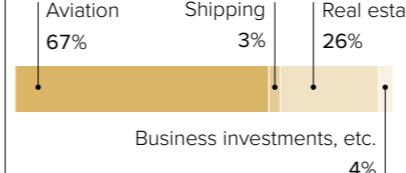
- Fleet composed of **more than 730,000** vehicles
- Car rental network comprising **504** locations in Japan as well as overseas locations in Hawaii and Guam
- Approx. **16,000** affiliated maintenance locations for corporate auto leasing services



Unique viable businesses built on specialized expertise in diverse product areas

Net income	Segment assets	ROA
¥32.9 billion	¥2,972.9 billion	1.1%

## Segment Asset Composition



- Businesses developed with focus on highly specialized assets
- Highly competitive financial services offered through collaboration with industry-leading business partners

- Industry-leading fleet of **325** owned and managed aircraft and provision of services to **approximately 85** airlines in around **45 countries** through aircraft leasing subsidiary Aviation Capital Group LLC (ACG)



Leasing and auto businesses developed through a network spanning more than 30 countries and regions, primarily in North America and Asia

Net income	Segment assets	ROA
¥16.3 billion	¥977.2 billion	1.8%

## Segment Asset Composition



- Diverse financial services offered through global network
- Fair market value (FMV) leasing and ITAD services provided by U.S. IT equipment leasing company CSI Leasing, Inc.
- Data center (DC) business expected to see market growth driven by generative AI

- Services offered in **more than 30** countries and regions, primarily in North America, Europe, and Asia



Japan-leading scale in solar power and other renewable energy businesses

Net income	Segment assets	ROA
¥0.1 billion	¥285.2 billion	0.0%

- Solar power, biomass power, and other renewable energy businesses
- Storage battery businesses
- Solar power plant asset management businesses
- Joint crediting mechanism (JCM) business

- Japan-leading scale of solar power (mega solar) plants owned and operated
- Environment-related business value chain constructed through collaboration with partners

- 253** operational solar power plants
- Renewable energy generation capacity of **1,079 MW** (Groupwide basis)