The Tokyo Century Group's Value Creation Process

Input

Operating Foundation

Tangible Assets

Financial Capital — Stable financial base supporting growth
Disciplined balance sheet management

Total assets	¥6.9 trillion
Shareholders' equity	¥1.0 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.

Natural Capital — Resources and energy essential to society

Generation capacity of renewable energy projects (solar power, biomass, etc.)	1,079 MW

+

Intangible Assets

Intellectual Capital — Value propositions founded on unique financial service businesses
Expertise in handling highly specialized assets

Human Capital — People who excel at self-transformation and who possess creativity and ambition

Number of employees (consolidated):	8,146
Ratio of female managers (non-consolidated)	13.7%
Ratio of mid-career hires (non-consolidated)	35.6%
Total investments in human resource recruitment and development (non-consolidated)	¥570 million

Social and Relationship Capital — Trusting relationships with stakeholders

Customer base	More than 20,000 companies
Scope of global network	More than 30 countries
Number of joint ventures established with partners	More than 50
Annual number of activities for engagement with shareholders and investors	More than 280

Note: As of March 31, 2025

Business Activities

Two Value Creation Cycles

Business Model Underpinning Competitiveness

Source of Competitiveness
Expertise for jointly operating businesses and generating earnings with partners
P.25

Identification of asset value (financial services)
Partnership strategy
Highly specialized professionals

Source of Competitiveness
Highly specialized assets and value propositions for improving customer convenience
P.24

Management Foundation Supporting Business Activities

Business Portfolio	P.42	Governance	P.88	Human Resource Strategies	P.60
Financial Strategies	P.44	Risk Management	P.100	Digital Transformation Strategies	P.74

Enhancement of Financial and Non-Financial Capital

Outcomes

Economic Impact

Ongoing Earnings Growth
Net income attributable to owners of parent:
¥85.3 billion (Up 18.2% YoY)

Shareholder Returns
Dividend per share: **¥62 (Payout ratio: 35.5%)**
Total shareholder return: **198.7%**

Social Impact

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
Improvement of employee engagement

Tokyo Century's Materiality (Key Issues)

1. Contribution to a decarbonized society
2. Creation of new businesses driven by technical innovation
3. Contribution to social infrastructure development
4. Sustainable resource use
5. Enhancement of work environment, leading to strengthening of human resources

Shared platform