

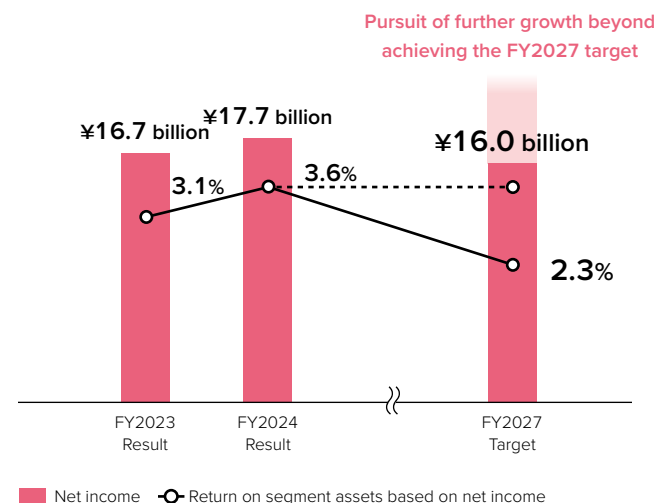
Growth Strategy by Operating Segment

AUTOMOBILITY



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Profit Target of Medium-Term Management Plan 2027



Nippon Car Solutions Co., Ltd. (NCS)



Nippon Rent-A-Car Service, Inc. (NRS)



Orico Auto Leasing Co., Ltd. (OAL)

Strengths, Opportunities, Risks, and Growth Strategies

Strengths

- ➔ A rich portfolio of auto leasing for individuals and companies and car rental services
- ➔ An industry-leading fleet size
- ➔ Diverse channels including the NTT Group, the Mizuho Group, and the ITOCHU Group
- ➔ Partnerships with leading companies in next-generation mobility services

Opportunities

- ➔ Expansion of business models (advancement of new technologies such as autonomous driving and EVs)
- ➔ Advancement of digital technologies that enable customer value creation
- ➔ Shift in usage patterns from ownership to use
- ➔ Growth of the personal auto leasing market
- ➔ Increased and diversified demand for mobility, including from inbound tourism

Risks

- ➔ Intensified competition beyond business categories, such as an increase in new entrants to the mobility field
- ➔ Rise in personnel, property, funding, and material costs
- ➔ Labor shortage due to population decline (mechanics, sales staff, drivers, etc.)
- ➔ Supply chain disruptions due to increased geopolitical risks and other reasons
- ➔ Fluctuations in the used car market

Growth Strategies

- ➔ Deepening and refinement of existing businesses
 - Nippon Car Solutions (NCS) : Sales capabilities will be enhanced by expanding decarbonization products and utilizing channels, and businesses will be expanded strategically through M&A and other means.
 - Nippon Rent-A-Car Service (NRS) : Sustainable growth will be pursued through employee happiness (EH) and customer happiness (CH). Initiatives will include optimal operation of stores, vehicles, and pricing, as well as enhancement of customer services and operational efficiency using digital technologies.
 - Orico Auto Leasing (OAL) : Sales capabilities will be enhanced through further collaboration with Orient Corporation.
- ➔ Promotion and creation of next-generation and new businesses
 - The creation of new businesses will be pursued, along with the exploration of services that complement the functions of existing businesses, including through M&A.
 - New investments and collaboration with partners will be accelerated in focus areas (such as aftermarket including EVs, autonomous driving, and maintenance).

Key Issues and Initiatives for Improving Profitability

Value Improvement of Existing Businesses

- ➔ NCS: Development of new services, growth through non-organic methods such as M&A, and sophistication of sales using digital technologies
- ➔ NRS: Branch renovation, strengthening of inbound services, and expansion of customer services such as app check-in
- ➔ OAL: Expansion of agency services through new product development, paperless processes, etc.

Business Creation in New Areas (Including Green Transformation and Digital Transformation)

- ➔ Creation of new businesses (including through M&A) in focus areas (such as aftermarket including EVs, autonomous driving, and maintenance)

Enhancement of Talent and Organizational Capability

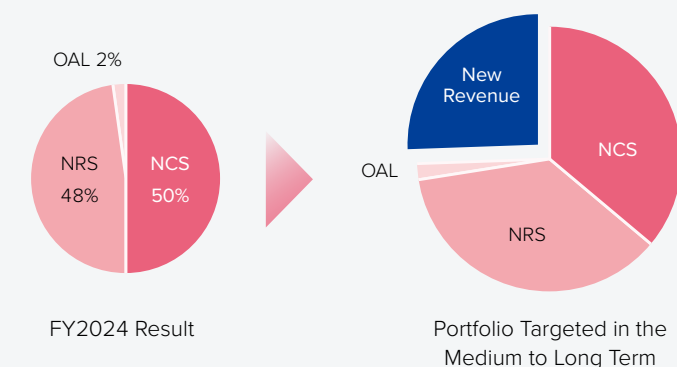
- ➔ Improvement of employee engagement such as by strengthening branding and promoting workstyle reforms
- ➔ Human resource development through enhancement of training and active investment in education

Vision for the Portfolio

Aiming to become the No.1 mobility service company by expanding existing businesses (NCS, NRS, OAL) and creating new ones

- ➔ We will implement the growth strategies of NCS, NRS, and OAL to achieve profit growth in each of their existing businesses. At the same time, we will create new businesses in focus areas (such as aftermarket including EVs, autonomous driving, and maintenance) and acquire new revenue through methods like M&A.

Portfolio (Ordinary Income) Composition Ratio

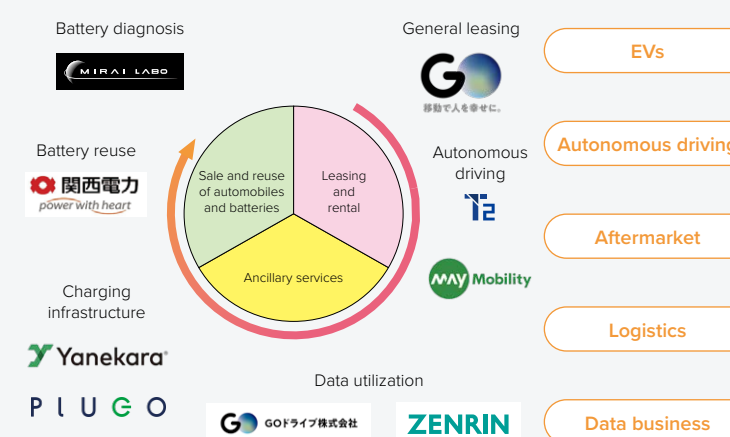


Focus Areas

Strengthening of the mobility service value chain in next-generation and new areas

- ➔ In the fields of EVs and autonomous driving, we do not limit ourselves to leasing by continuing to promote functional enhancements in collaboration with business partners in areas such as charging, fleet management, energy management, and battery reuse.
- ➔ By investing in GO Drive, a next-generation AI dashcam services provider, we aim to co-create innovative, value-added services that help resolve customer issues in the age of SDV* mobility through the creation of data businesses.

Enhancement of Mobility Service Value Chain



* SDV: Software Defined Vehicle, a vehicle whose functions and performance are controlled and updated by software