

Growth Strategy by Operating Segment

INTERNATIONAL BUSINESS



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IT equipment leasing (CSI)



Data center business



Transportation business (ZAXIS Finance)

Strengths, Opportunities, Risks, and Growth Strategies

Strengths

- A network spanning more than 30 countries and regions worldwide
- Joint businesses with shareholders and Japanese partners (ITOCHU, NTT, Hitachi Construction Machinery, Isuzu Motors, etc.)
- Partnerships with leading local companies and global corporations in various countries
- Fair market value (FMV) leasing of IT equipment and global-standard IT asset disposition (ITAD) services

Opportunities

- Expansion of data center demand with the spread of AI
- Increase in the number of IoT devices driven by the advancement of digitalization
- Growing demand for IT security
- Project creation through collaboration with prime partners
- Business creation in untapped markets

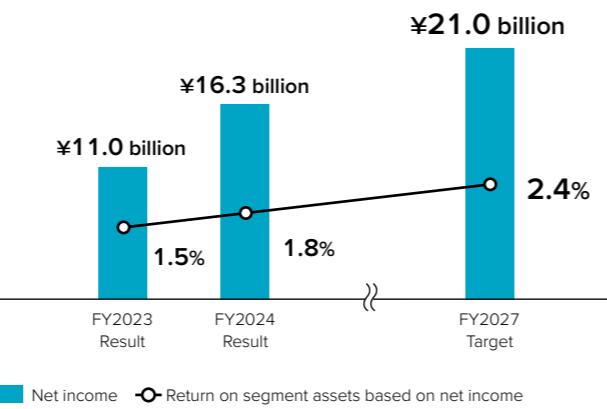
Risks

- Global economic uncertainty and the manifestation of geopolitical risks
- Rapid fluctuations in interest rates and exchange rates
- Intensified competition in business and securing human resources

Growth Strategies

- Deepening and strengthening of the IT business value chain
In the FMV lease and ITAD businesses, global standardization and world leadership will be promoted.
- Through the promotion of collaboration with the NTT Group, the data center business and managed services will be expanded.
- Strengthening of the transportation business
Through the promotion of collaboration with manufacturers and partners, our businesses for passenger cars, commercial vehicles, construction machinery, etc., will be expanded globally.
- Utilization of strategic partnerships and active M&A

Profit Target of Medium-Term Management Plan 2027



Key Issues and Initiatives for Improving Profitability

Value Improvement of Existing Businesses

- Business expansion through active M&A
- Acceleration of collaboration with partners
- Expansion of high-value-added services

Asset Replacement / Divestment

- Replacement with high-spread assets
- Improvement of profitability through asset turnover
- Improvement of asset efficiency by reviewing local business operations and pursuing deconsolidation

Enhancement of Talent and Organizational Capability

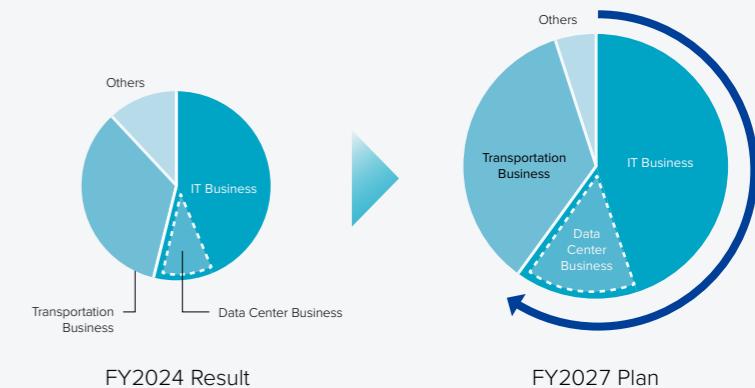
- Recruitment of local talent at overseas offices and their appointment to management positions
- Sophistication of the performance-based compensation system
- Improvement of engagement through town hall meetings, etc.

Vision for the Portfolio

Strengthening of the earnings power of focus businesses through selection and concentration

- We will secure high profitability by focusing on initiatives in growth businesses and promoting differentiation. Particularly in the rapidly growing IT business, we will collaborate with prime partners to add value to existing businesses and make new investments, aiming to improve ROA and expand earnings through asset turnover.

Portfolio (Segment Assets) Composition Ratio



Focus Areas

Strengthening of IT and transportation businesses through partner collaboration and utilization of M&A

- The IT business focuses on expanding CSI's FMV lease and ITAD services, as well as data centers and managed services in collaboration with NTT.
- The transportation business is promoting digital transformation and enhancing services in the automobile domain, while expanding its target areas to include forklifts and special-purpose vehicles, in addition to construction machinery.

CSI	NTT	Isuzu Motors	Hitachi Construction Machinery	ITOCHU
With CSI, we pursue business expansion through operational diversification, including new market entry and global IT partnerships.	Our focus with NTT is on expanding U.S. and Indian data center and managed services, while developing profitable transactions with hyperscalers.	We are expanding the U.S. captive finance business with Isuzu and also established a new Australian joint venture in August 2025.	At our U.S. joint venture, ZAXIS, we are enhancing the captive finance business and driving global expansion, for example, into the ASEAN region.	We are exploring joint investment projects with ITOCHU.