



# IR Presentation for Q2 FY2025

November 7, 2025



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# Results for Q2 FY2025



# Executive Summary

## Q2 Results

- ✓ Net income: ¥92.8 billion (up ¥49.7 billion or 115% YoY) ROE: 18.1%
- ✓ ¥51.9 billion insurance settlement proceeds (after-tax) recorded
- ✓ Net income, excluding extraordinary income/losses, up ¥8.0 billion YoY

## Upward Revision to Annual Forecast

- ✓ Revising annual forecast upward due to higher insurance settlement proceeds than initially expected and solid business performance
  - Net income: ¥100.0 billion (up ¥7.0 billion)
  - Annual dividend: ¥72 (up ¥4)
- ✓ No risks in the risk buffer recorded in Q2; No change to the initially planned ¥32.0 billion risk buffer

## Growth Investment

- ✓ Making **Advantage Partners** an equity-method affiliate
- ✓ Steady expansion of pipelines for new investment in storage battery and other businesses

## Reform Projects (Update)

- ✓ Transformation based on a consistent story to achieve our 10-year vision:
  - Corporate culture
  - Financial management
  - Human resources
  - Business portfolio
  - Corporate infrastructure

\* Net income indicates net income attributable to owners of parent.

# Financial Highlights

**Net income increased significantly due to insurance settlement proceeds, and earnings power, excluding extraordinary income/losses, grew steadily**

	FY2024 Q1-2	FY2025 Q1-2	YoY Change		FY2025 Initial Forecast *1	Progress
Ordinary income	63.7	77.2	13.5	21.3%		
Net income (loss) attributable to owners of parent	43.1	92.8	49.7	115.2%		
EPS	¥88.09	¥190.04	¥101.95	115.7%		
ROA (Net income / Total assets)	1.3%	2.7%	1.4 pt			
ROE(Net income / Shareholders' equity)	9.1%	18.1%	9.0 pt			

Reference: Figures excluding extraordinary income and losses

Net income (loss) attributable to owners of parent	38.5	46.5	8.0	20.8%
ROA (Net income / Total assets)	1.2%	1.4%	0.2 pt	
ROE(Net income / Shareholders' equity)	8.1%	9.0%	0.9 pt	

Average exchange rate (USD1)      ¥152.36      ¥148.41 (Average exchange rate for January-June used for major overseas subsidiaries)

FY2025 Initial Forecast *1	
Announced on May 14, 2025	Progress
93.0	99.8%
¥190.62	99.7%

\*1 Forecast figures announced on May 14, 2025, rather than those revised on November 7

Estimated average exchange rate and fiscal-year-end exchange rate  
USD1 = ¥140

	Mar. 31, 2025	Sep. 30, 2025	Change	
Total assets	6,862.9	6,848.8	-14.1	-0.2%
Balance of segment assets	6,059.9	5,971.6	-88.3	-1.5%
Shareholders' equity	1,029.6	1,025.5	-4.1	-0.4%
Shareholders' equity ratio	15.0%	15.0%	-	

Exchange rate at the end of the period (USD1)      ¥158.17      ¥144.82 (Exchange rate at the end of June used for major overseas subsidiaries)

Foreign Exchange Sensitivity

Net income: approx. ±0.3 billion yen\*2

\*2 Calculated based on the Q2 FY2025 result, assuming a ¥1 currency fluctuation (vs. USD), excluding one-time factors such as insurance settlement proceeds related to Russia exposure

# Upward Revision of FY2025 Forecast

## Revising annual forecast for net income and dividends upward

- ✓ Net Income: **¥100.0 billion** (up **¥7.0 billion**)  
Annual dividend: **¥72** (up **¥4**)

### Factors behind Upward Revision:

- Higher insurance settlement proceeds than initially expected
- Solid performance, etc.

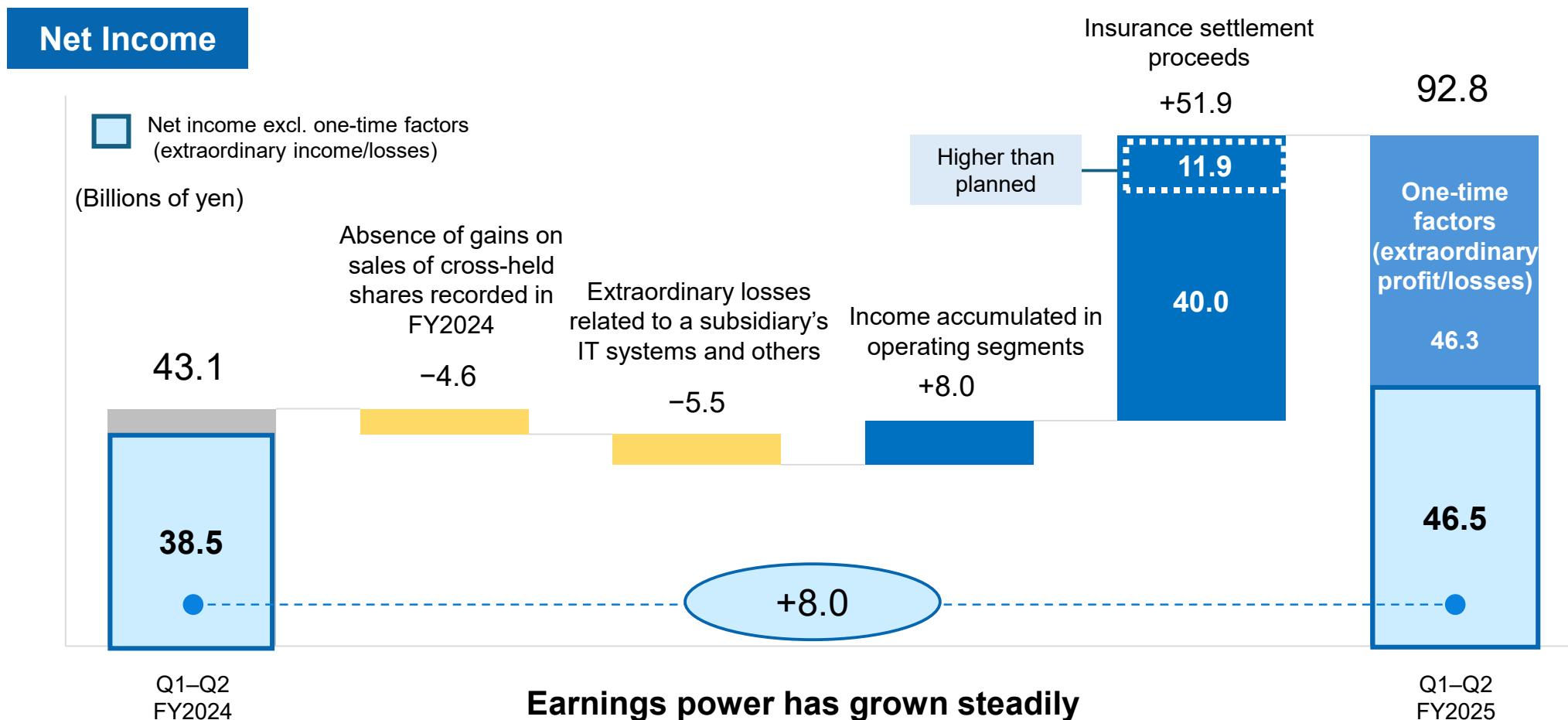
	FY2024 Result	FY2025 Initial Forecast	FY2025 Forecast (revised on November 7, 2025)				
			YoY		vs. FY2025 Initial Forecast		
			Change	% Change	Change	% Change	
<b>Net income attributable to owners of parent</b>	85.3	93.0	<b>100.0</b>	14.7	17.3%	7.0	7.5%
<b>Net income per share</b>	¥174.51	¥190.62	<b>¥204.69</b>	¥30.18	17.3%	¥14.07	7.4%
<b>Annual dividends</b>	¥62	¥68	<b>* ¥72</b>	¥10	16.1%	¥4	5.9%
<b>Dividend payout ratio</b>	35.5%	35.7%	<b>35.2%</b>	-0.3pt		-0.5pt	

\* The interim dividend and the year-end dividend for the fiscal year ending March 31, 2026, are each expected to be ¥36 per share, up ¥2.

# YoY Changes in Net Income

## Steadily growing earnings power

- ✓ Earnings power, excluding one-time factors, has grown in all the operating segments, with net income up ¥8.0 billion.



# Results by Operating Segment

**Significant income increase in Specialty Financing, mainly due to insurance settlement proceeds, and solid performance in all other operating segments, excluding one-time factors**

## Net Income Attributable to Owners of Parent

	FY2024 Q1-2	FY2025 Q1-2	YoY	Major Factors behind Changes	(Billions of yen)	
					FY2025 Forecast	Progress
Equipment Leasing	11.3	<b>12.8</b>	1.5	(+) Higher profits from joint investment businesses with partners	24.0	53%
Automobility	10.3	<b>6.3</b>	-4.0	(+) NRS's improvement in profit margins due to various initiatives and capturing of inbound tourism demand (-) Extraordinary losses related to a subsidiary's IT systems	18.0	35%
Specialty Financing	17.0	<b>69.9</b>	52.9	(+) Insurance settlement proceeds and higher core earnings in aviation business (-) Impact of exchange rates in shipping business	74.5*	94%
International Business	4.9	<b>7.1</b>	2.3	(+) Higher gains on sales of operational investment securities (-) CSI's lower income due to lower secondary earnings	18.0	40%
Environmental Infrastructure	0.9	<b>2.3</b>	1.4	(+) Higher gains on sales in solar power business Achievement of profitability in biomass co-firing power plant	2.0	115%
Other	-1.2	<b>-5.7</b>	-4.5		-43.5	-
<b>Total (Net income)</b>	<b>43.1</b>	<b>92.8</b>	<b>49.7</b>		<b>93.0</b>	<b>100%</b>

\* Incl. insurance settlement proceeds related to Russia exposure (approx. ¥40.0 billion)

# Segment Assets by Operating Segment

Decreased ¥88.3 billion from the previous fiscal year end due to the impact of foreign exchange, primarily in Specialty Financing and International Business

							(Billions of yen)
	Mar. 31, 2022	Mar. 31, 2023	Mar. 31, 2024	Mar. 31, 2025	Sep. 30, 2025	Change from Prior FYE	
<b>Balance of segment assets</b>	<b>4,879.4</b>	<b>5,363.8</b>	<b>5,720.4</b>	<b>6,059.9</b>	<b>5,971.6</b>	<b>-88.3</b>	
Equipment Leasing	1,379.7	1,287.1	1,273.5	1,275.0	1,276.6	1.7	
Automobility	611.8	611.6	479.0	500.8	510.8	10.1	
Specialty Financing	2,152.5	2,490.6	2,825.3	2,972.9	2,911.5	-61.4	
International Business	557.1	655.7	822.7	977.2	945.6	-31.6	
Environmental Infrastructure	159.4	277.9	273.9	285.2	279.4	-5.8	
Other	19.0	41.0	46.0	48.8	47.6	-1.2	
	Composition	28.3%	24.0%	22.3%	21.0%	21.4%	
	Composition	12.5%	11.4%	8.4%	8.3%	8.6%	
	Composition	44.1%	46.4%	49.4%	49.1%	48.7%	
	Composition	11.4%	12.2%	14.4%	16.1%	15.8%	
	Composition	3.3%	5.2%	4.8%	4.7%	4.7%	
	Composition	0.4%	0.8%	0.7%	0.8%	0.8%	

\* Exchange rate factors

# Topics

## Steady implementation of growth investments to enhance business portfolio

### Key Investments (H1 FY2025)

#### □ Making Advantage Partners as an equity-method affiliate

Partner

- Strengthening collaboration with Advantage Partners to expand investments in companies

#### □ CSI's acquisition of forklift and GSE\* businesses

Asset Value

- Leveraging CSI's strength in FMV expertise to diversify the assets beyond IT equipment

#### □ Increasing investments in storage battery business in Japan

Asset Value

- Actively investing in grid-scale storage battery business in partnership with knowledgeable partners

Partner

#### □ Investments in overseas hotel development projects

Asset Value

- Joint development with OUE of a hotel at Singapore Changi Airport (To be opened in 2028)

Partner

#### □ Launching truck leasing in Australia in partnership with Isuzu Motors

Asset Value

- Joint development of financial and other services in Australia, a market where Isuzu holds the top share

Partner

\* GSE (Ground Support Equipment) business mainly provides the management, maintenance, and sales of specialized vehicles and equipment used for aircraft ground operations (cargo handling, towing, power supply, etc.) at an airport.

# Advantage Partners as an Equity-Method Affiliate

Targeting significant expansion of investments in companies, with the Advantage Partners (AP) Group as a core player

## Vision for Enhanced Partnership with AP

Lead the way in resolving social structural issues by combining AP's expertise in corporate value improvement and management support with Tokyo Century's networks



### Social Issues

Business Succession	Labor Shortage	Corporate Revitalization
Stagnant Productivity	Overseas Expansion	Regional Revitalization and more...

### Making AP an Equity-Method Affiliate

- Acquisition of an additional stake in Advantage Partners Pte. Ltd. (the holding company of the AP Group) announced in September 2025
- Ownership after acquisition: 33.3% (on a fully diluted basis)
- Aim: To expand investments in companies through an enhanced partnership with AP while maintaining its independence

## Segment Asset Changes and Outlook<sup>\*1</sup>

\*1 Excl. investments in AP itself

### Investment Outline

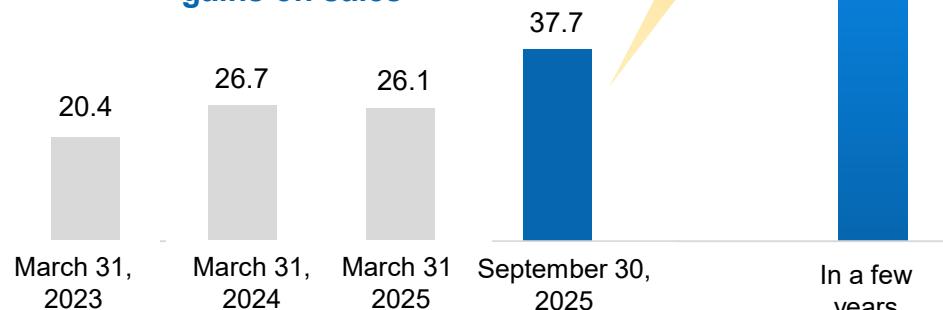
- Investment Period: Approx. 5 years
- Amount per project: ¥5.0–10.0 billion
- Target ROA<sup>\*2</sup>: More than 10%

\*2 Ordinary income-based

Targeting approx.  
¥100.0 billion

(Billions of yen)

Driving the investment and  
return cycle to achieve  
gains on sales



### Key Investments in FY2025

Aug.: Acquisition of a stake in ACT-ONE Yamaichi

Sept.: Acquisition of a stake in MAFTEC

Sept.: Completion of TOB for Furukawa Battery

### Outlook



Increase in consultations on  
carve-out, business succession,  
privatization, etc.

Approx. ¥10 billion

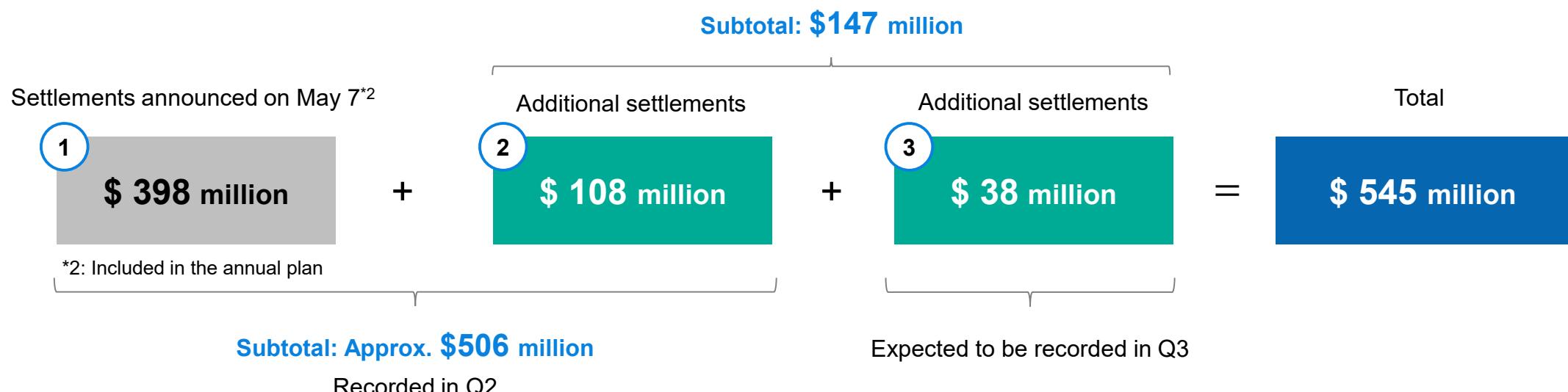
# Insurance Settlement Proceeds Related to Russia Exposure

## Received Insurance Settlement Proceeds Related to ACG's Exposure to Russian Airlines

### Breakdown of Insurance Settlement Proceeds\*1

\*1: All dollar amounts are in U.S. dollars.

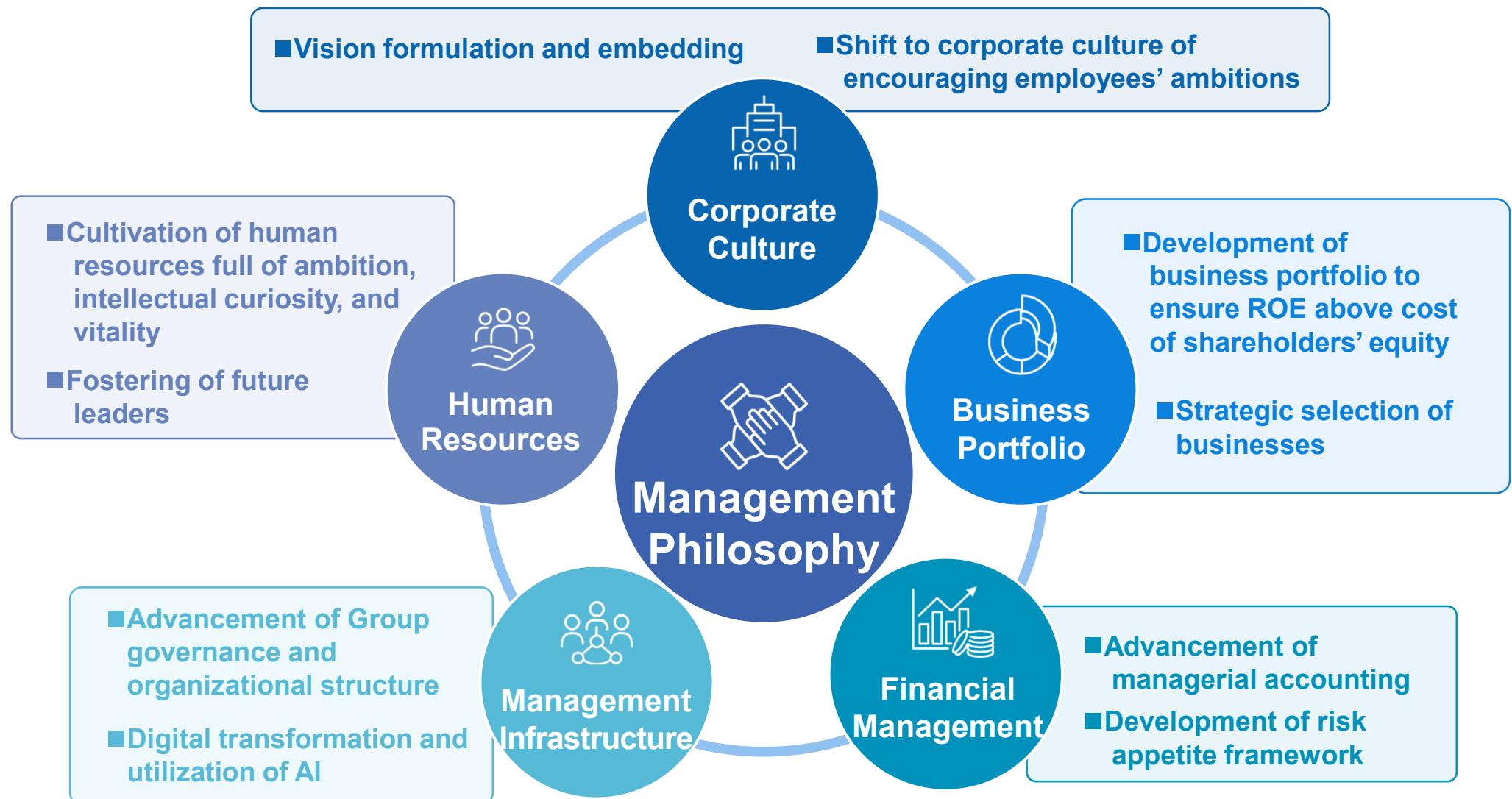
- ✓ With the progress in the settlement negotiations, insurance settlement proceeds increased to **\$545 million** (total of 1 – 3 shown below), up \$147 million from \$398 million, the amount announced on May 7, 2025.
- ✓ **Extraordinary income (worth \$506 million)** was recorded in Q2 due to insurance settlement proceeds 1 and 2 shown below.
- ✓ In addition, **extraordinary income (worth \$38 million)** is expected to be recorded in Q3 or later due to an additional agreement in July for insurance settlement proceeds 3 shown below.
- ✓ With these, ACG has reached settlement agreements with all of its war risk insurers that were party to the litigation in California, USA.



# Update on Reform Projects Led by the President

## Reform projects underway to achieve our 10-year vision

- ✓ Corporate transformation along a consistent story based on the Management Philosophy, aiming to improve corporate value



## Appendix 1

# Topics by Operating Segment

# Breakdown of Ordinary Income by Operating Segment

(Core Earnings, Gains on Sales, Impairment, Etc.)

Higher core earnings driven by Specialty Financing and Environmental Infrastructure, and higher gains on sales in International Business

(Billions of yen)

## Ordinary Income

	FY2024						FY2025			YoY Change
	Q1	Q2	Q3	Q4	Total (Q1-Q2)	Annual Total	Q1	Q2	Total (Q1-Q2)	
Equipment Leasing	8.0	7.2	7.5	7.9	15.2	30.6	8.6	7.9	16.6	1.3
	Core earnings	8.1	7.2	7.8	9.1	15.3	32.2	8.7	7.9	16.6
	Gain on sales*1	-	-	-	-	-	-	-	-	-
	Impairment, bad debt, etc.*2	0.0	-0.1	-0.3	-1.2	-0.1	-1.6	-0.1	0.0	-0.1
Automobility	12.5	9.1	8.7	5.1	21.6	35.3	12.8	9.4	22.2	0.6
	Core earnings	12.5	9.0	8.7	5.1	21.6	35.4	12.8	9.3	22.2
	Gain on sales	-	-	-	-	-	-	-	-	-
	Impairment, bad debt, etc.	0.0	0.0	-0.1	0.0	0.0	0.0	0.0	0.1	0.0
Specialty Financing	16.3	7.3	20.9	16.0	23.7	60.6	12.3	15.9	28.2	4.5
	Core earnings	12.8	7.6	17.9	15.6	20.3	53.8	8.4	15.5	23.9
	Gain on sales	3.8	0.9	3.3	4.4	4.7	12.4	4.0	1.9	5.9
	Impairment, bad debt, etc.	-0.2	-1.1	-0.2	-4.0	-1.3	-5.6	-0.1	-1.5	-1.6
International Business	3.9	4.2	6.1	5.8	8.1	19.9	6.0	5.6	11.6	3.5
	Core earnings	3.9	4.2	6.4	5.7	8.1	20.1	3.9	4.2	8.1
	Gain on sales	-	-	-	3.0	-	3.0	2.2	1.3	3.5
	Impairment, bad debt, etc.	0.0	0.0	-0.3	-2.9	0.0	-3.2	-0.1	0.2	0.0
Environmental Infrastructure	1.1	1.7	-0.6	-0.2	2.8	1.9	1.6	4.7	6.3	3.5
	Core earnings	1.1	1.7	-0.6	-0.2	2.8	1.9	1.6	2.7	4.3
	Gain on sales	-	-	-	-	-	-	-	2.0	2.0
	Impairment, bad debt, etc.	-	-	-	-	-	0.0	-	0.0	0.0
Other	-3.7	-4.0	-4.6	-3.9	-7.6	-16.1	-4.0	-3.6	-7.6	0.1
	Core earnings	-3.9	-4.2	-4.7	-4.2	-8.1	-17.0	-4.1	-3.7	-7.8
	Gain on sales	-	-	-	-	-	-	-	-	-
	Impairment, bad debt, etc.	0.2	0.3	0.2	0.2	0.5	0.9	0.1	0.1	0.2
Total	38.2	25.5	38.0	30.6	63.7	132.3	37.3	40.0	77.2	13.5
	Core earnings	34.4	25.6	35.4	31.0	59.9	126.3	31.2	35.9	67.2
	Gain on sales	3.8	0.9	3.3	7.4	4.7	15.4	6.3	5.1	11.4
	Impairment, bad debt, etc.	0.0	-1.0	-0.7	-7.8	-0.9	-9.4	-0.2	-1.1	-1.3

\*1 Total of gains (losses) on sales of real estate and operational investment securities

\*2 Total of impairment, bad debt expenses, and gain (loss) on valuation of operational investment securities, etc.

# Results of Equipment Leasing

	FY2024 Q1-2	FY2025 Q1-2	YoY	(Billions of yen)
				FY2025
				Initial Forecast
Revenues	224.5	229.5	5.0	
Gross profit	19.0	19.9	1.0	
Operating income	12.0	12.9	0.9	
<b>Ordinary income</b>	<b>15.2</b>	<b>16.6</b>	<b>1.3</b>	
NTT TC Leasing	3.0	3.3	0.3	
<b>Net income attributable to owners of parent</b>	<b>11.3</b>	<b>12.8</b>	<b>1.5</b>	
Ownership ratio				
			50%	
			24.0	11.2
Progress on forecast: 53%				
ROA(%) (Ordinary income / Segment assets)	2.4%	2.6%	0.2 pt	
ROA(%) (Net income / Segment assets)	1.8%	2.0%	0.2 pt	
	Mar. 31, 2025	Sep. 30, 2025	Change	
Segment assets	1,275.0	1,276.6	1.7	

## Major Factors behind Changes

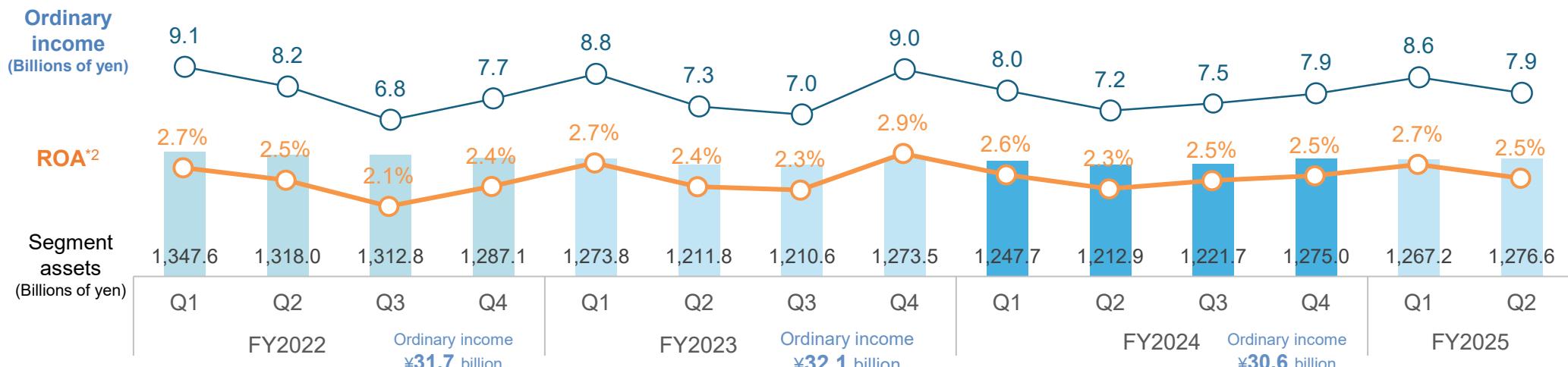
### Ordinary Income (YoY)

- Increased mainly by offsetting higher funding costs with increases in both spread and profits from joint investments with partners (higher gains on sales)

### Measures to Improve ROA

- Flexibly allocate resources to focus areas, such as storage batteries in high demand and carbon neutrality solutions for municipalities provided by a new organization<sup>\*1</sup>
- Enhance cooperation with affiliated companies
- Implement inorganic growth strategies (M&A), etc.

\*1 The Regional Co-Creation Business Division was established in April 2025.



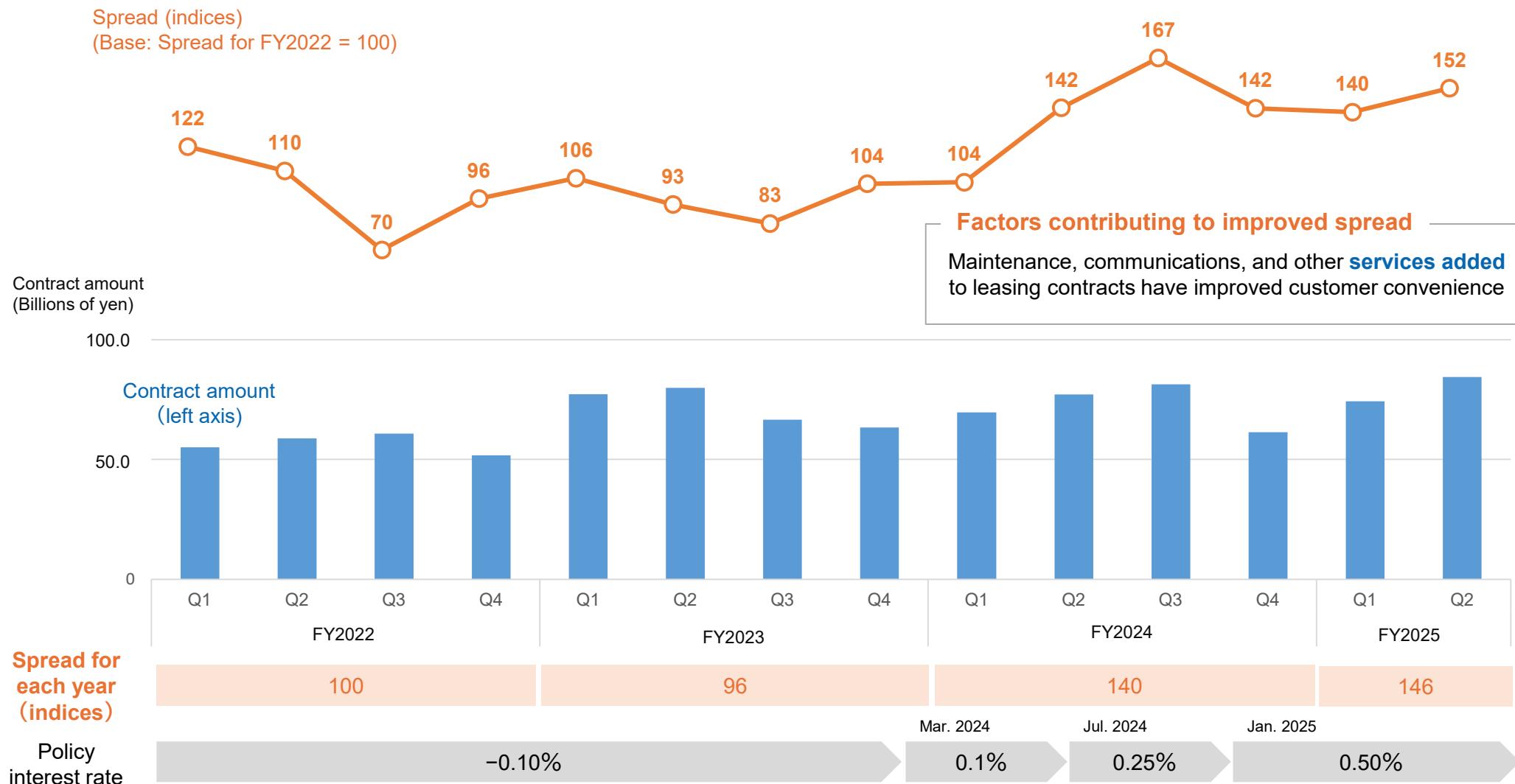
# Changes in Spread

Equipment Leasing's initiatives led spread on an upward trend, despite higher funding cost due to yen interest rate hike

## Changes in spread\*

(on a non-consolidated basis; excl. consolidated subsidiaries and equity-method affiliates)

\* Spread on a contract amount basis (%) = (Lease yield including service fee) – (Cost including funding cost and other expenses), excluding re-leasing



# Performance of NTT TC Leasing (NTL)

## Solid increase in NTL's operating income, despite higher funding costs

### Financial Results for Q2 FY2025

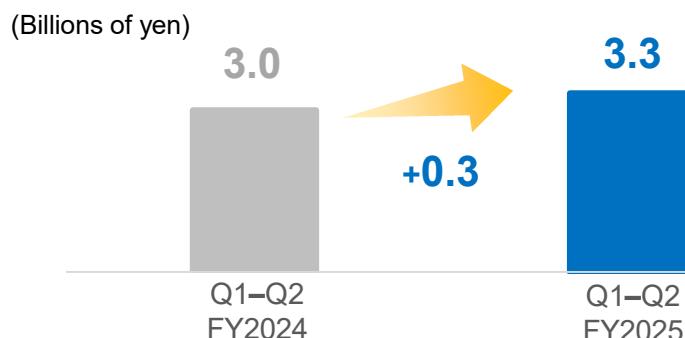
	(Billions of yen)			
	FY2024 Q1-2	FY2025 Q1-2	YoY Change	
Revenues	191.4	208.5	17.1	9%
Gross profit	19.9	19.9	0.0	0%
Operating income	9.8	10.1	0.2	2%
<b>Ordinary income</b>	<b>8.6</b>	<b>9.5</b>	<b>1.0</b>	<b>11%</b>
Net income attributable to own	6.0	6.6	0.6	10%
<b>TC's equity in NTL's earnings</b>	<b>3.0</b>	<b>3.3</b>	<b>0.3</b>	<b>10%</b>
	Mar. 31, 2025	Sep. 30, 2025	Change	
Segment assets	2,170.2	2,180.6	10.5	0%

### NTL's Operating Income

Increased despite higher funding costs due to yen interest rate hike

### Tokyo Century's Equity in NTL's Earnings

Increased mainly due to lower foreign exchange impact



### Focus Areas

NTL aims to increase quality operational assets primarily in [the three pillars of business strategy](#).

#### Enhancement of the NTT Group-Related Businesses

- Expansion of collaborative businesses within the NTT Group and contribution to asset strategy  
⇒ Finance for overseas data centers, ITAD services, etc.

#### Expansion of Growth Areas

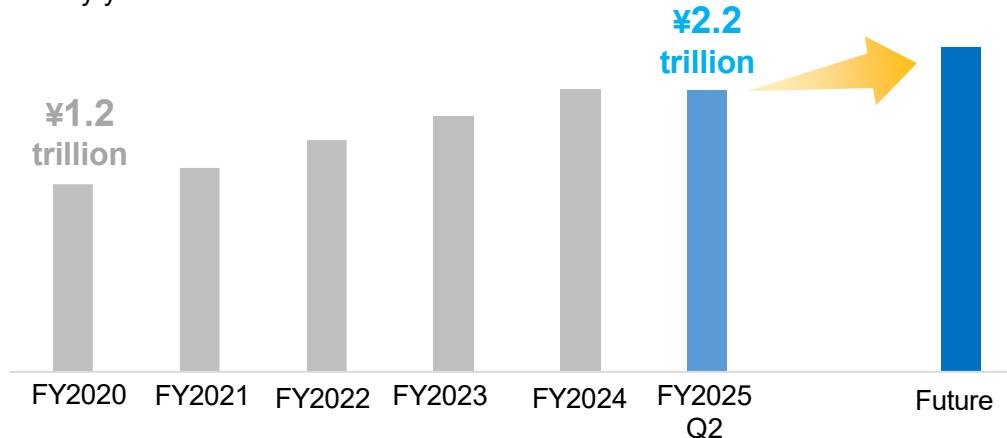
- Co-creation and collaboration with Tokyo Century and other partners in environment, real estate, education, etc.  
⇒ Air conditioners at schools, public-private partnership (PPP), GIGA School Program, etc.

#### Strengthening of Collaborative Leasing

- Exploration of new dealers and products  
⇒ Collaboration with dealers introduced by Tokyo Century and enhanced partnership within the NTT Group

### Changes in Segment Assets

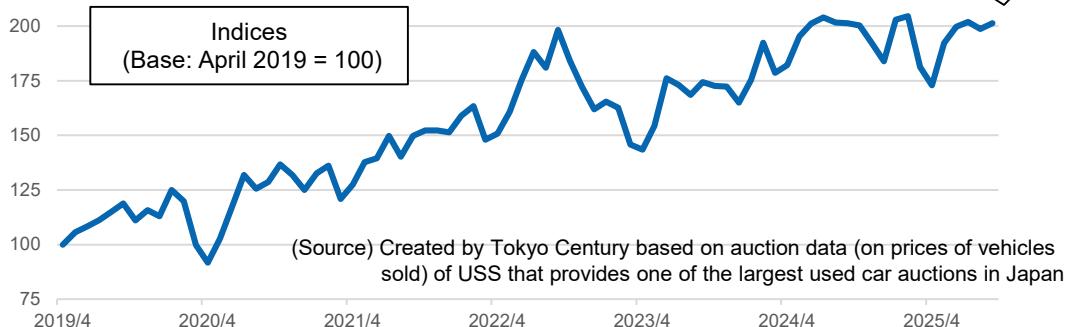
Strategic initiatives have been steadily driving segment asset growth every year.



# Results of Automobility

	(Billions of yen)		
	FY2024 Q1-2	FY2025 Q1-2	YoY
Revenues	154.5	160.1	5.6
Gross profit	49.3	51.2	1.9
Operating income	21.3	21.9	0.6
<b>Ordinary income</b>	<b>21.6</b>	<b>22.2</b>	<b>0.6</b>
NCS	13.2	12.8	-0.4
NRS	8.4	9.3	0.9
OAL	0.2	0.1	-0.1
Other	-0.3	0.0	0.3
<b>Net income attributable to owners of parent</b>	<b>10.3</b>	<b>6.3</b>	<b>-4.0</b>
FY2025 Initial Forecast			
Gap			
Ownership ratio			
59.5%			
88.6%			
34.0%			
18.0			
11.7			
Progress on forecast: 35%			
ROA(%) (Ordinary income / Segment assets)	9.0%	8.8%	-0.2 pt
NCS	7.3%	6.7%	-0.6 pt
NRS	38.6%	42.3%	3.7 pt
OAL	0.6%	0.3%	-0.3 pt
ROA(%) (Net income / Segment assets)	4.3%	2.5%	-1.8 pt
Mar. 31, 2025			
Sep. 30, 2025			
Change			
Segment assets	500.8	510.8	10.1

## Average Price of Used Vehicles



## Major Factors behind Changes

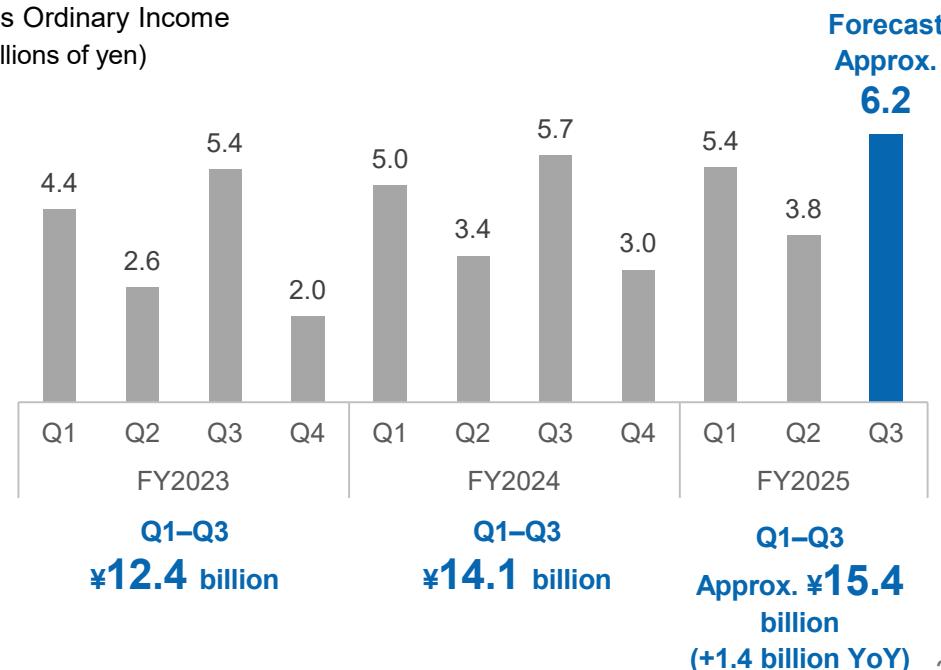
### Ordinary Income (YoY)

- Nippon Car Solutions (NCS)  
Decreased due to higher funding costs and SG&A expenses, despite increases in both income from leasing and gains on sales of vehicles
- Nippon Rent-A-Car Service (NRS)  
Hit a new Q2 record due to increases in not only gains on sales of used cars but car rental prices per unit as a result of higher sales from inbound tourism

### Other

- H1 net income decreased due to extraordinary losses related to a subsidiary's IT system.

### NRS's Ordinary Income (Billions of yen)



# Results of Specialty Financing

	(Billions of yen)		
	FY2024 Q1-2	FY2025 Q1-2	YoY
Revenues	150.4	155.2	4.8
Gross profit	33.8	41.3	7.6
Operating income	19.9	27.1	7.2
<b>Ordinary income</b>	<b>23.7</b>	<b>28.2</b>	<b>4.5</b>
Aviation	10.2	17.8	7.6
ACG	4.5	11.2	6.8
Others	5.8	6.6	0.8
Shipping	3.3	-1.4	-4.7
Real Estate	6.4	6.3	-0.1
Principal Investment and Others	3.7	5.5	1.8
Gain on Sales*1	2.3	4.2	1.9
Others	1.4	1.3	-0.1
<b>Net income attributable to owners of parent</b>	<b>17.0</b>	<b>69.9</b>	<b>52.9</b>
	74.5	4.6	

Progress on forecast: 94%

ROA (%) (Ordinary income / Segment assets)	1.6%	1.9%	0.3 pt
Aviation	1.0%	1.8%	0.8 pt
ACG	0.5%	1.3%	0.8 pt
Others	5.4%	6.6%	1.2 pt
Shipping	7.4%	-	-
Real Estate	1.8%	1.7%	-0.1 pt
Principal Investment and Others	5.8%	8.3%	2.5 pt
ROA (%) (Net income / Segment assets)	1.1%	4.7%	3.6 pt

	Mar. 31, 2025	Sep. 30, 2025	Change
Segment assets	2,972.9	2,911.5	-61.4

## Major Factors behind Changes

### Ordinary Income (YoY)

#### Aviation

ACG: Increased mainly due to higher gains on sales of aircraft, etc.  
Others: Increased, driven by GA Telesis that trades in aircraft parts

#### Shipping

Decreased mainly due to foreign exchange losses at equity-method affiliates

#### Real Estate

Decreased mainly due to lower gains on sales

#### Principal Investment and Others

Increased mainly due to higher capital gains in principal investment

## Insurance Settlement Proceeds Related to Russia Exposure

Tokyo Century recorded ¥51.9 billion insurance settlement proceeds (after-tax) in its Q2 consolidated financial results and expects to record an additional proceeds of approximately \$38 million in Q3.

\*1 Gain (loss) on sales of Principal Investment and operational investment securities

# ACG's Financial Performance

## Significant increase in pre-tax income due to insurance settlements related to Russia exposure

### Financial Results (Six Months Ended June 30, 2025)

ACG's Result

(USD million)

	FY2024 Q1-2	FY2025 Q1-2	YoY Change	
Total revenues	589	612	23	4%
Operating lease revenue	536	511	-25	-5%
Gain on sale of flight equipment, net	21	49	28	139%
Total expenses	537	-1	-538	-
Interest expense, net	208	190	-18	-9%
Asset impairment	5	0	-5	-91%
Losses incurred from Russia exposure	-	-506	-506	-
Bad debt expense	1	-1	-2	-
<b>Income/loss before income taxes</b>	<b>52</b>	<b>614</b>	<b>561</b>	<b>-</b>
<b>Income/loss before income taxes *</b>	<b>52</b>	<b>107</b>	<b>55</b>	<b>105%</b>
<b>Net Income/Loss</b>	<b>49</b>	<b>582</b>	<b>533</b>	<b>-</b>
ROA (%)	0.9%	10.7%	9.8 pt	
ROA (%) *	0.9%	1.9%	1.0 pt	
	Dec. 31, 2024	Jun. 30, 2025	Change	
Segment assets	10,977	11,993	1,015	9%
Number of owned aircraft	271	279	8	3%

ACG's Result

(recorded on TC's consolidated statements of income)

(Billions of yen)

	FY2024 Q1-2	FY2025 Q1-2	Change	
<b>Income/loss before income taxes</b>	8.0	91.1	83.1	1042%
Consolidated adjustment	-3.5	-79.9	-76.4	-
<b>Ordinary income</b>	<b>4.5</b>	<b>11.2</b>	<b>6.8</b>	<b>151%</b>
Average foreign exchange rate	¥152.36	¥148.41		

The Q3 results (for nine months ended September 30) will replace the Q2 results on Thursday, November 13.

#### Major Factors behind Changes

Pre-tax income significantly increased YoY due to reversal of expenses as a result of the receipt of insurance settlement proceeds related to Russia exposure.

#### Segment Assets

Increased due to acquisition of more aircraft than those sold

#### Expected Aircraft Acquisition and Sales (FY2025)

Aim to acquire aircraft worth approx. \$3.5 billion through the order book, sale-and-leaseback, and the secondary market.  
(Plan to increase segment assets, net by approx. \$1 billion, taking asset sales into account)

#### Insurance Settlement Proceeds Related to Russia Exposure

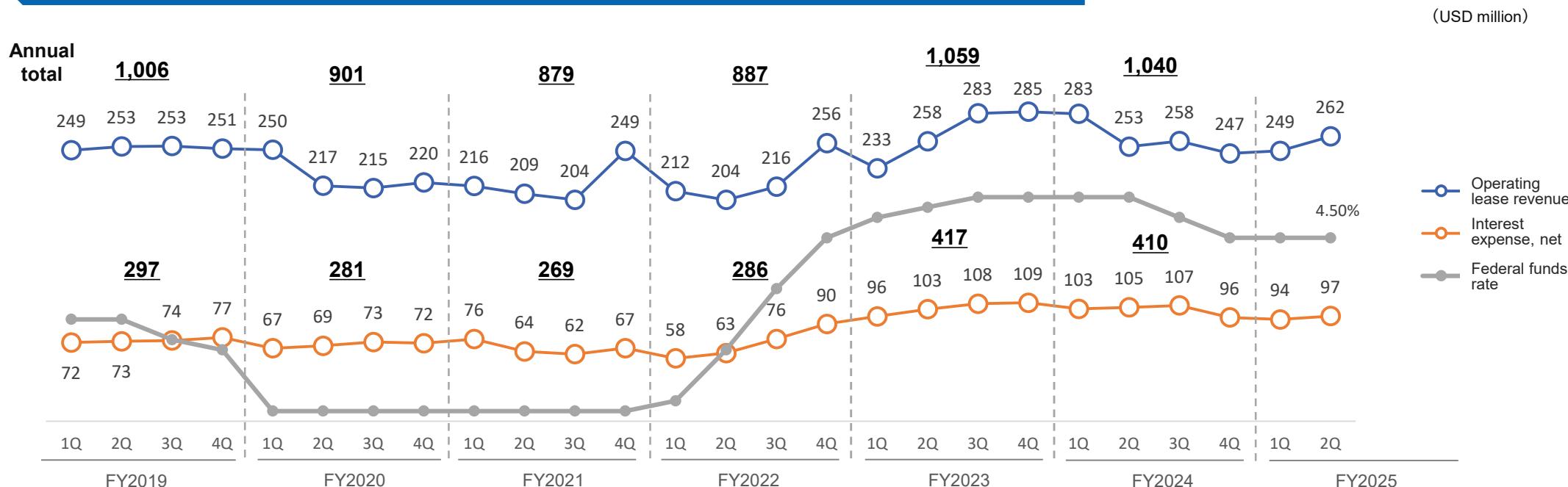
In July 2025, ACG entered into an additional agreement for insurance settlement proceeds (USD 38 million). With this agreement, it has reached settlements with all of its war risk insurers that were party to the litigation in California, USA.

\* Calculated excluding one-time factors associated with insurance settlement proceeds related to Russia exposure

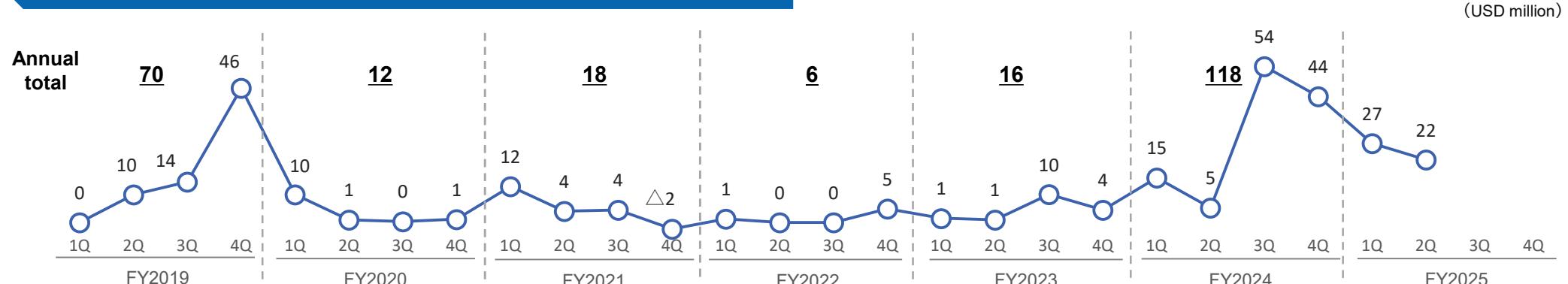
# ACG's Earnings Power

Enhanced trading driving a positive trend in gains on aircraft sales compared to previous years

## 1. Quarterly Changes in Operating Lease Revenue, Interest Expense and Federal Funds Rate



## 2. Quarterly Changes in Gains on Sales of Flight Equipment, Net



# Reference: ACG's Portfolio

Diversified portfolio with a focus on liquid narrowbody aircraft in approx. 50 countries worldwide

## Portfolio Overview (as of June 30, 2025)

→ Owned, managed and committed aircraft: **490**

(Owned: 279; Managed: 41; Committed aircraft: 170)

→ Weighted-average fleet age: **5.7** years

→ Narrowbody by NBV: **87%**

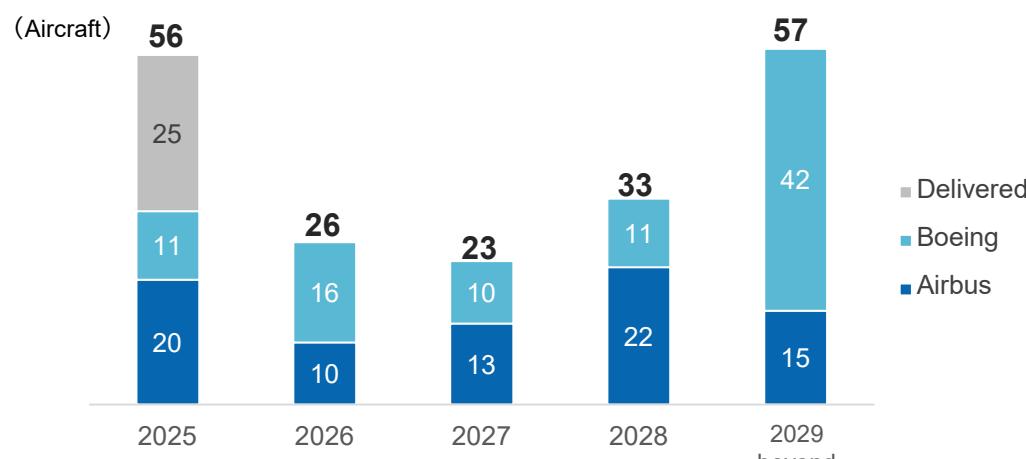
(Narrowbody by count: 96%)

## Delivery Schedule of Committed Aircraft

(as of June 30, 2025)

- The majority are **new technology narrowbody aircraft with higher fuel efficiency**
- Strong demand exists among airlines due to fuel costs and decarbonization

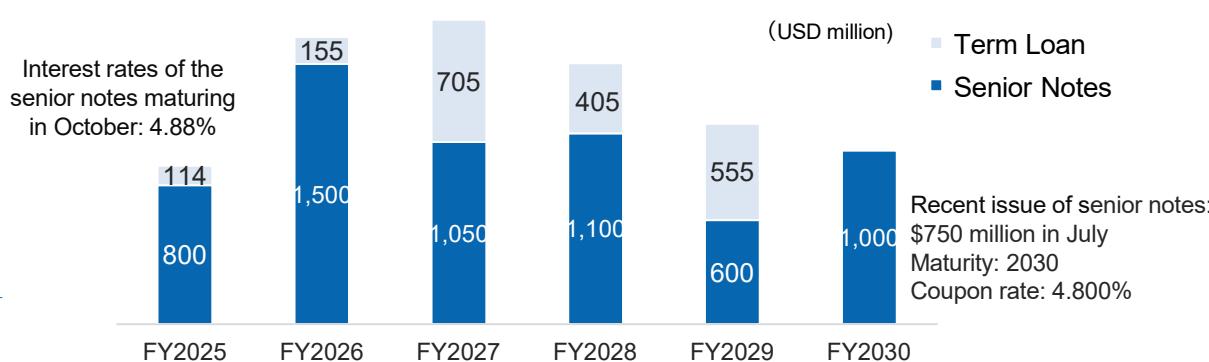
(New technology aircraft in owned fleet: **71%**)



## Financing Situations (as of June 30, 2025)

→ Average financing cost\*: **4.8%**

\* Annualized; Interest expense / {(Interest-bearing debt as of the previous fiscal year end + Interest-bearing debt as of this fiscal year end) / 2}



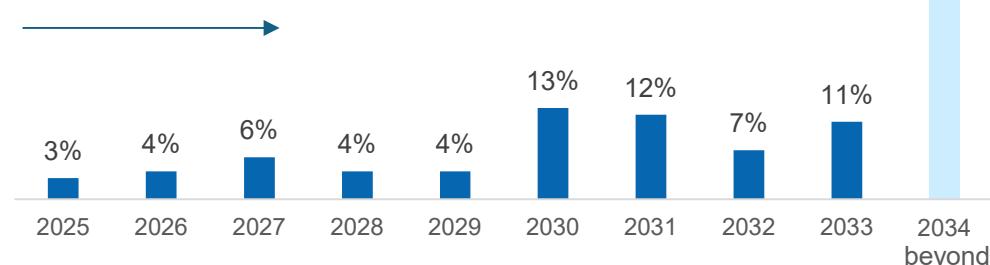
## Portfolio Concentration by Lease Maturity

(as of June 30, 2025)

Portfolio Concentration Based on Net Book Value

Weighted-average remaining lease term: **6.9** years

More contracts made during COVID-19 will mature in 2026–2027



# Real Estate Business: Portfolio Strategy

Expand collaboration with partners and promote asset turnover to enhance earnings power

## Changes in Portfolio

### Japan

Collaboration with prime partners underway for large-scale urban development projects, etc.

### Overseas

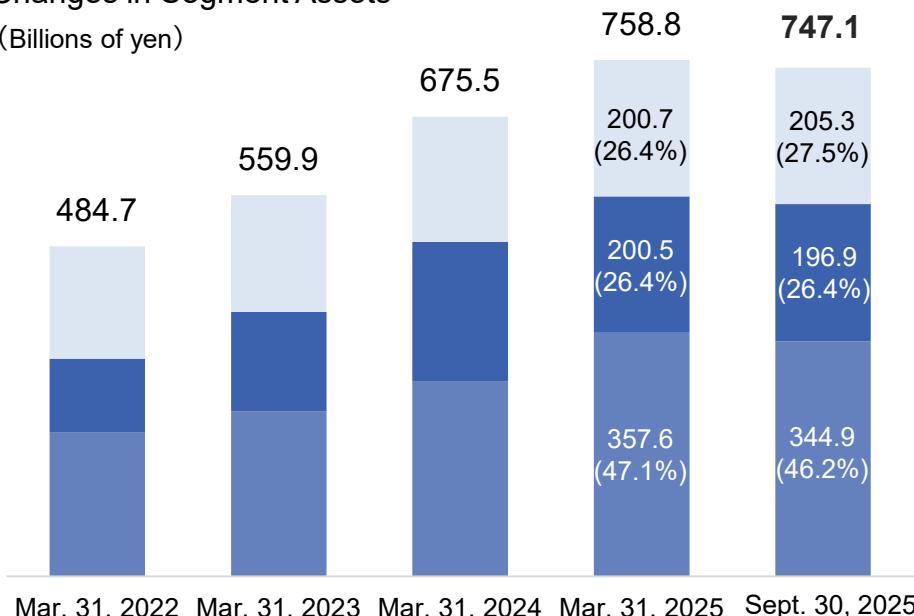
Key components: data centers that are expected to grow in demand, logistics facilities and rental housing experiencing ongoing stable growth

### TC Kobelco Real Estate

Steady increase in project pipelines such as logistics facilities

#### Changes in Segment Assets

(Billions of yen)



- TC Kobelco Real Estate
- Overseas (fund investments, etc.)
- Japan (leasing, development projects, etc.)

## Project Completion Schedule

- Many development projects underway together with prime partners in Japan and overseas

### NTT Urban Development



Harajuku Quest  
(Completed in August 2025)



Yao Logistics Center  
(Completed in August 2025)

### OUE



Hotel Indigo Changi Airport  
in Singapore

2025

2026 and beyond

### Mitsubishi Estate

#### Tokiwabashi Project near Tokyo Station



Data Center  
Development  
in the U.S.



Torch Tower  
(Building B)



Legendary-luxury brand  
Dorchester Collection



South Tower  
in South block

# Results of International Business

	(Billions of yen)			FY2025 Initial Forecast	Gap
	FY2024 Q1-2	FY2025 Q1-2	YoY		
Revenues	104.7	109.2	4.6		
Gross profit	30.1	36.0	5.9		
Operating income	8.1	11.7	3.7		
<b>Ordinary income</b>	<b>8.1</b>	<b>11.6</b>	<b>3.5</b>		
CSI	5.7	4.6	-1.1		
<b>Net income attributable to owners of parent</b>	<b>4.9</b>	<b>7.1</b>	<b>2.3</b>	<b>18.0</b>	<b>10.9</b>
Progress on forecast: 40%					
ROA(%) (Ordinary income / Segment assets)	1.8%	2.4%	0.6 pt		
CSI	2.8%	2.1%	-0.7 pt		
ROA(%) (Net income / Segment assets)	1.1%	1.5%	0.4 pt		
	Mar. 31, 2025	Sep. 30, 2025	Change		
Segment assets	977.2	945.6	-31.6		

## Major Factors behind Changes

### Ordinary Income (YoY)

- Increased mainly due to higher gains on sales of operational investment securities, despite CSI's lower income due to decreased secondary earnings

## Measures to Increase Income

### ■ Improvement and Enhancement of IT Business Value Chain

FMV lease and ITAD businesses:

Promoting global standardization and dominant strategies

Data center business and managed services:

Expanding by driving collaboration with the NTT Group

### ■ Bolstering of Transportation Business

Global business development for passenger cars, commercial vehicles, construction machinery, etc. through cooperation with manufacturers and partners

### ■ Strategic Partnerships and Active Utilization of M&A

# Performance of CSI Leasing (CSI)

YoY income decrease due to the absence of large-scale contracts, but solid increase in segment assets contributing to future income

## Financial Results (Six Months Ended June 30, 2025)

	(USD million)			
	FY2024 Q1-2	FY2025 Q1-2	YoY Change	
Revenues	433	455	22	5%
Gross profit	208	218	10	5%
<b>Ordinary income</b>	<b>41</b>	<b>35</b>	<b>-6</b>	<b>-15%</b>
<b>Net income</b>	<b>28</b>	<b>23</b>	<b>-5</b>	<b>-18%</b>

ROA (%) <sup>*1</sup>	3.1%	2.5%	-0.6 pt	
RORA (%) <sup>*1, 2</sup>	10.9%	8.2%	-2.7 pt	
Contract value	698	853	155	22%

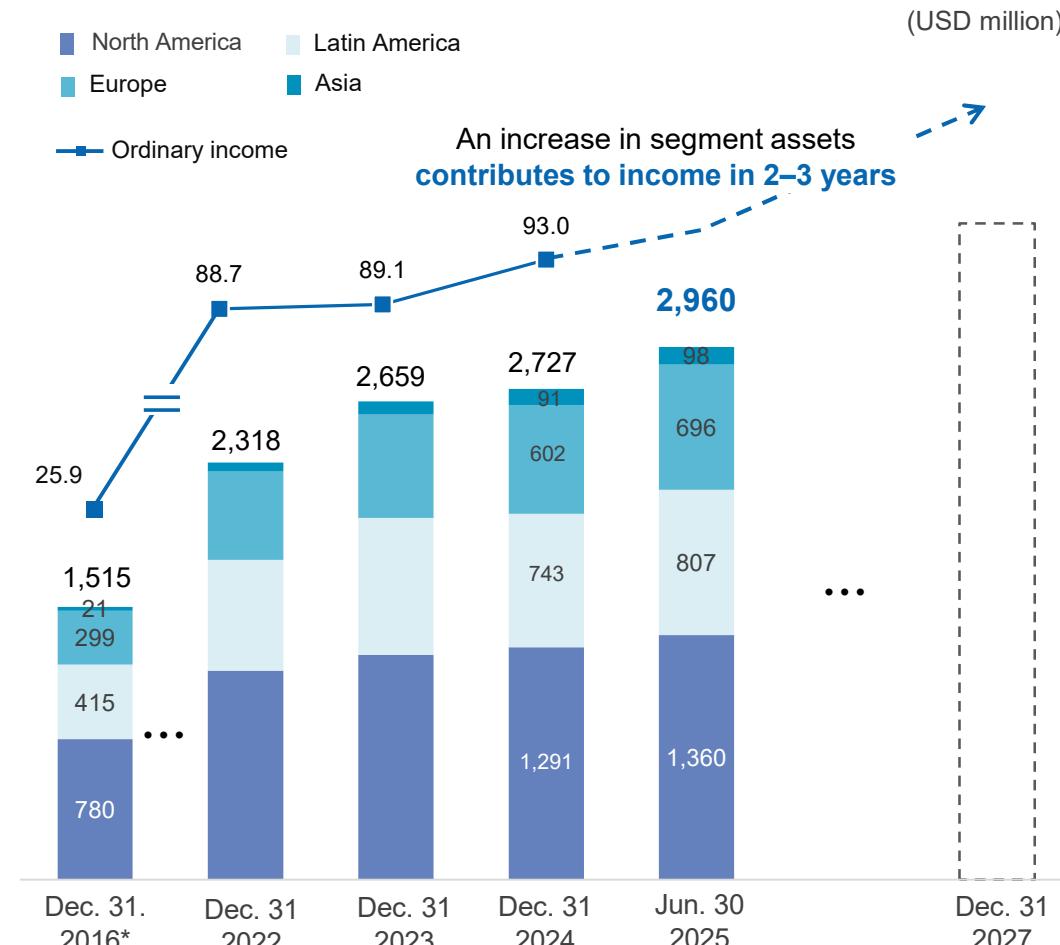
	Dec. 31, 2024	Jun. 30, 2025	Change	
Segment assets	2,727	2,960	233	9%

\*1 Based on pre-tax income

\*2 Pre-tax ROA after deducting non-recourse loan

## Segment Assets by Region

- Since becoming our wholly owned subsidiary in 2016, CSI has expanded its global bases, with its segment assets on the rise.
- CSI plans to increase segment assets in all the regions in FY2025.



\* CSI Leasing became Tokyo Century's wholly owned subsidiary.

# CSI's M&A Strategies

## Entry into the GSE market, following the forklift market in Q1, accelerating the diversification of FMV lease products for future growth

### M&A Examples

In August 2025, CSI acquired Aeroservicios USA, Inc., a company that develops GSE business\* by leveraging its refurbishing capabilities in the U.S. and Latin America.

\* GSE (Ground Support Equipment) business mainly provides the management, maintenance, and sales of specialized vehicles and equipment used for aircraft ground operations (cargo handling, towing, power supply, etc.) at an airport.

#### Company Profile

1. Company Name	Aeroservicios USA, Inc.
2. Locations	Head office in Miami, Florida, U.S. and offices in Guatemala
3. Business	GSE refurbishment, sales, rental, OEM businesses, etc.

#### Key Points of Investment

##### (1) Entry into the Growing GSE Market

CSI has handled GSE, which is suitable for FMV lease, since 2018. The GSE market is expected to grow steadily, driven by increases in investments in airport infrastructure and the number of passengers.

##### (2) GSE Lifecycle Management

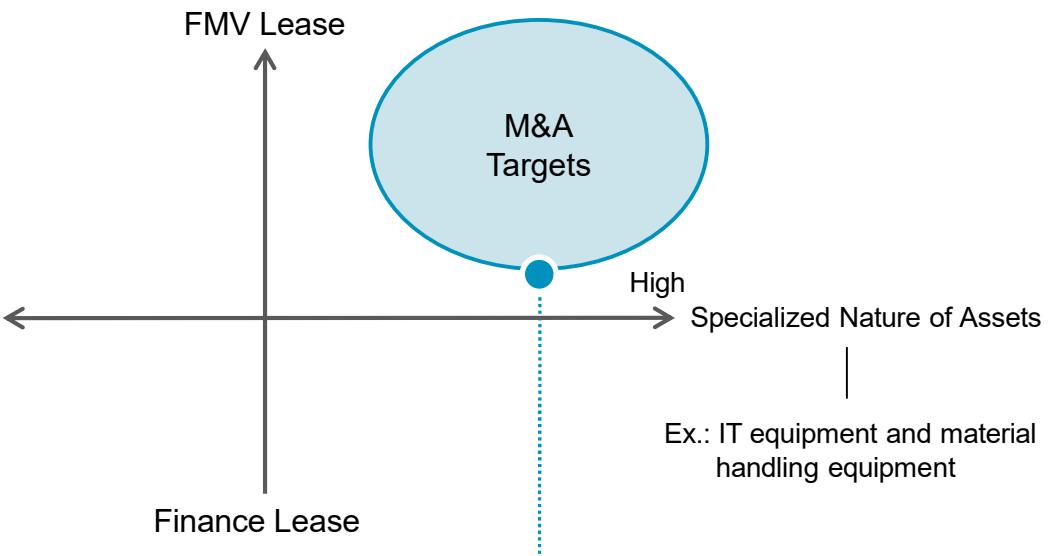
CSI is expanding its business domain from FMV lease to GSE lifecycle management by acquiring Aeroservicios USA specializing in GSE repair and refurbishment.



### M&A Targets

CSI targets products suitable for FMV lease\*, leveraging CSI's strengths while enhancing IT equipment leasing.

\* FMV lease: A flexible lease agreement that allows customers to select an option from among return, purchase, extension, etc. at the end of their lease term, where the price for the option is decided based on the then-current fair market value (FMV)



#### CSI's Strengths and Expertise

- Contract formation and management processes established for FMV lease
- Versatile business model that is not dependent on particular products and markets
- Geographical coverage across 50 countries
- Substantial track record of M&A and overseas business development



# Data Center Business with the NTT Group

## Expanding data center (DC) business, utilizing strengths of the NTT DATA Group and Tokyo Century

### Collaboration with the NTT DATA Group

- Collaboration in DC business started in June 2021
- Joint investment in a promising U.S. market from February 2024
- Management of risk and return by replacing assets



Tokyo Century's acquisition costs:  
**\$459 million** (ownership ratio: 80%)

2021

2024

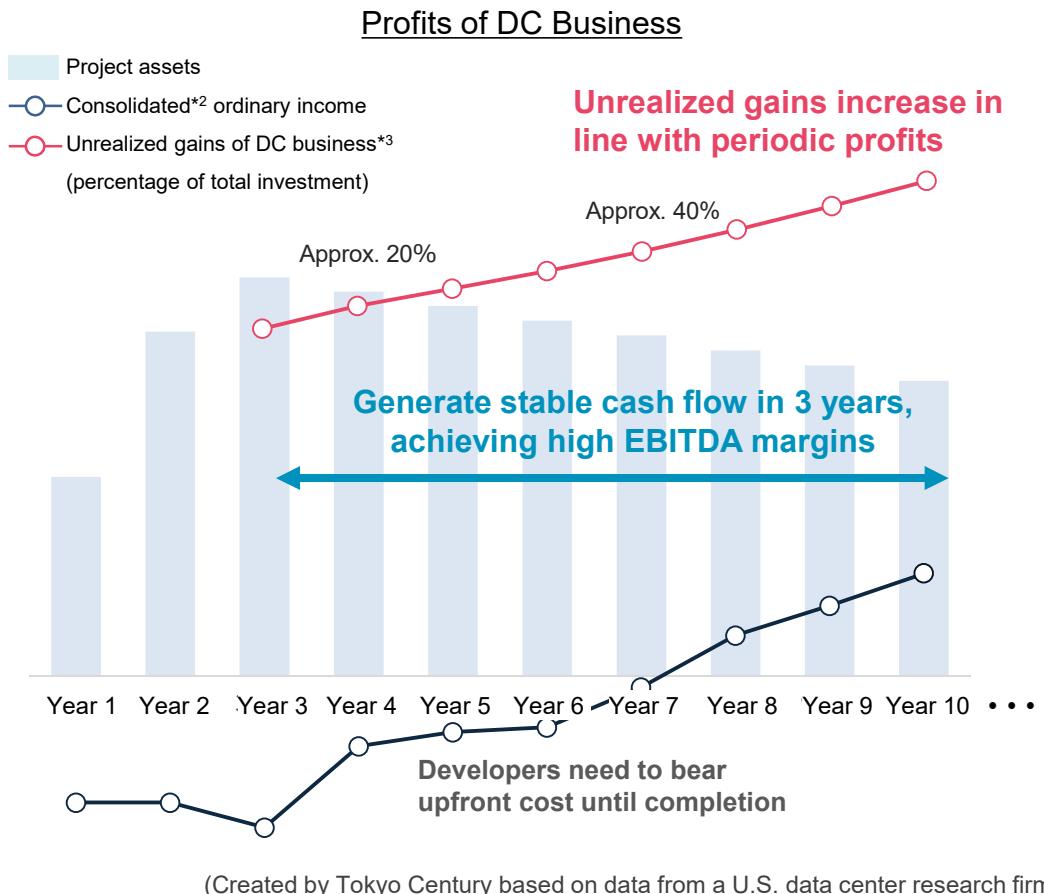
### The NTT DATA Group's Core Competencies

- The world's third-largest<sup>\*1</sup> DC provider
- The scale of business and expertise required to secure extensive development sites and sufficient electric power that are key competitive factors in DC construction
- Server racks available for heat-generating GPUs to meet expanding AI demand, in addition to global network and managed services

\*1 Based on sales in the colocation market, excluding Chinese providers

### Profitability of DC Business in the U.S. (according to a survey by a research firm)

- Despite upfront costs in the development phase, DC business generates stable cash flow and high EBITDA margins after DC starts operations.
- As it continues, unrealized gains increase, reaching approx. 40% of the total investment in seven years.



\*2 The DC project's profit/loss after taking account of interest expenses related to invested capital and goodwill amortization

\*3 Calculated using actual cap rates for DCs in the U.S. as a reference (according to data from a research firm)

# Results of Environmental Infrastructure

	FY2024 Q1-2	FY2025 Q1-2	YoY
Revenues	32.3	39.9	7.6
Gross profit	4.4	8.0	3.6
Operating income	2.8	6.3	3.5
<b>Ordinary income</b>	<b>2.8</b>	<b>6.3</b>	<b>3.5</b>
Biomass co-firing power generation*	-1.0	0.3	1.3
<b>Net income attributable to owners of parent</b>	<b>0.9</b>	<b>2.3</b>	<b>1.4</b>

FY2025	Initial Forecast	Gap
2.0	-0.3	

Progress on forecast: 115%

ROA(%) (Ordinary income / Segment assets)	2.0%	4.4%	2.4 pt
Biomass co-firing power generation	-	0.7%	-
ROA(%) (Net income / Segment assets)	0.6%	1.6%	1.0 pt

	Mar. 31, 2025	Sep. 30, 2025	Change
Segment assets	285.2	279.4	-5.8
Biomass co-firing power generation	81.5	79.5	-2.0

\* A biomass co-firing power generation plant operated by Shunan Power Corporation

## Major Factors behind Changes

### Ordinary Income (YoY)

- Increased mainly due to higher gains on sales in solar power generation business and the biomass co-firing power generation business achieving profitability

## Measures to Improve ROA

### ■ Expansion of Storage Battery-Related Businesses

Increase income by accessing three market (capacity, balancing, and wholesale) in the grid-scale battery business, while considering asset turnover.

### ■ Expansion of Overseas Renewable Energy Business

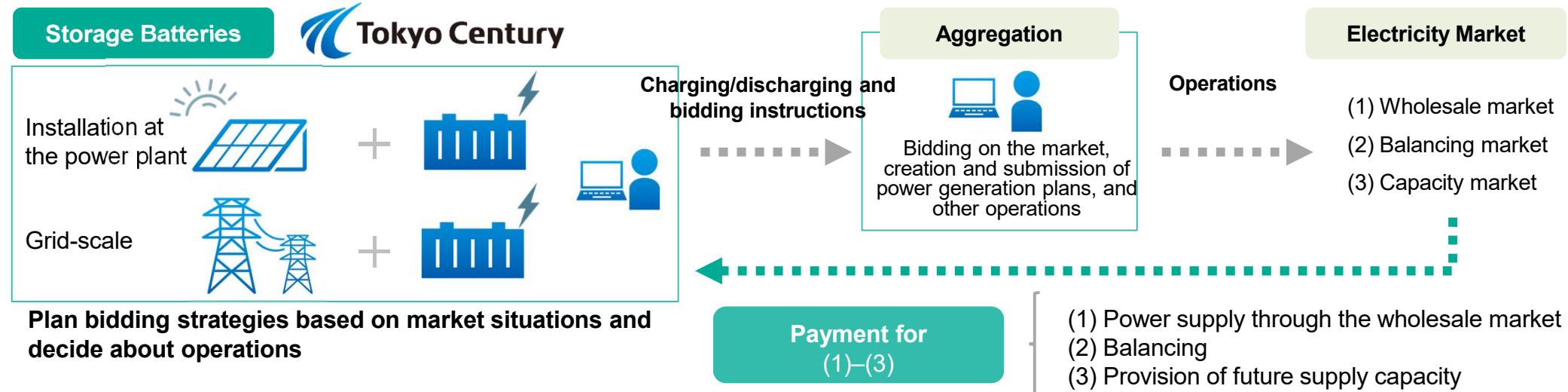
Increase income by expanding overseas businesses in partnership with prime partners while driving asset turnover.

# Storage Battery Business Strategies in Japan

## Demand for storage batteries expanding due to increasing renewable energy supply

### Overview of Storage Battery Business

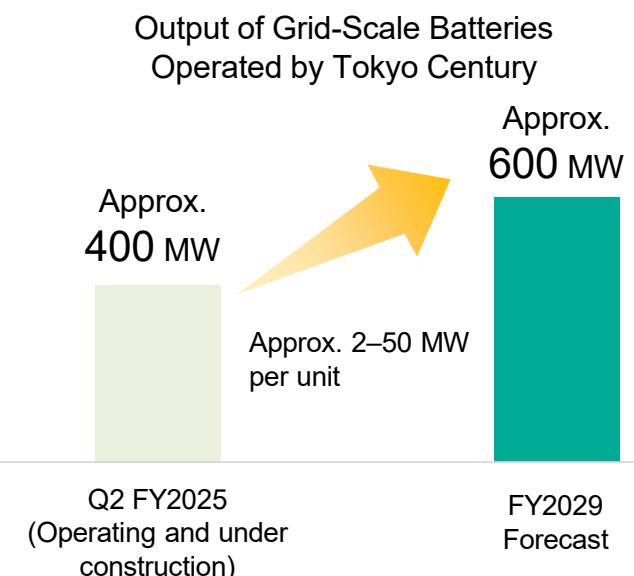
Plan to maximize revenues by contributing to stabilizing the power grid and preventing and reducing the curtailment of output from solar power plants



### Tokyo Century's Strengths

- (1) Proactive business development focusing on grid-scale batteries in cooperation with knowledgeable partners, **aiming to launch approx. 600 MW operation**
- (2) **Advantage in the early start of operations** due to advance acquisition of land and grid
- (3) Installation of storage batteries at our existing solar power plants

### Key Partners



# Q2 FY2025 Net Income & ROA by Operating Segment

Solid performance in all operating segments, except Automobility, due to extraordinary losses

## Net Income Attributable to Owners of Parent

	FY2024 Q1-2	FY2025 Q1-2	YoY
 Equipment Leasing	11.3	<b>12.8</b>	1.5
 Automobility	10.3	<b>6.3</b>	-4.0
 Specialty Financing	17.0	<b>69.9</b>	52.9
 International Business	4.9	<b>7.1</b>	2.3
 Environmental Infrastructure	0.9	<b>2.3</b>	1.4
Other	-1.2	<b>-5.7</b>	-4.5
<b>Total (Net income)</b>	<b>43.1</b>	<b>92.8</b>	<b>49.7</b>

(Billions of yen)

FY2025 Forecast	Progress
24.0	53%
18.0	35%
74.5	94%
18.0	40%
2.0	115%
-43.5	-
<b>93.0</b>	<b>100%</b>

## ROA

(Net Income / Segment Assets)

FY2025 Q1-2	YoY
<b>2.0%</b>	0.2 pt
<b>2.5%</b>	-1.8 pt
<b>4.7%</b>	3.6 pt
<b>1.5%</b>	0.4 pt
<b>1.6%</b>	1.0 pt
<b>3.1%</b>	<b>1.7 pt</b>

## ROA

(Net income / Total assets)

<b>2.7%</b>	<b>1.4 pt</b>
-------------	---------------

# FY2025 Initial Performance Forecast (YoY Changes)

Profit growth and insurance settlement proceeds expected, but risk buffer factored in

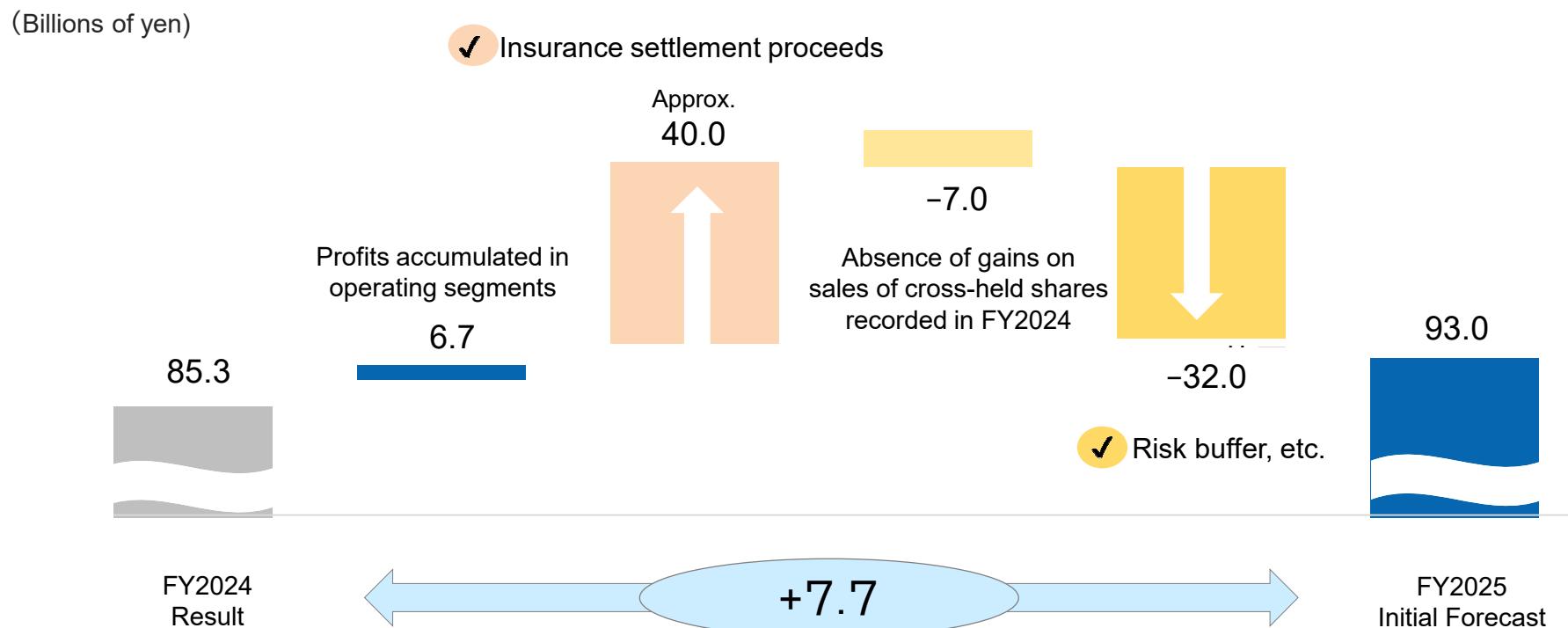
## Breakdown of the ¥7.7 Billion Increase in Net Income Attributable to Owners of Parent

### ✓ (+) Insurance settlement proceeds

Approximately ¥40.0 billion is to be recorded due to insurance settlement proceeds ACG is to receive from some of its insurers regarding its exposure to Russian airlines.

### ✓ (-) Risk buffer

¥32.0 billion, factoring in lower gains on sales due to the impact of US tariffs, lower profitability in Environmental Infrastructure, and others

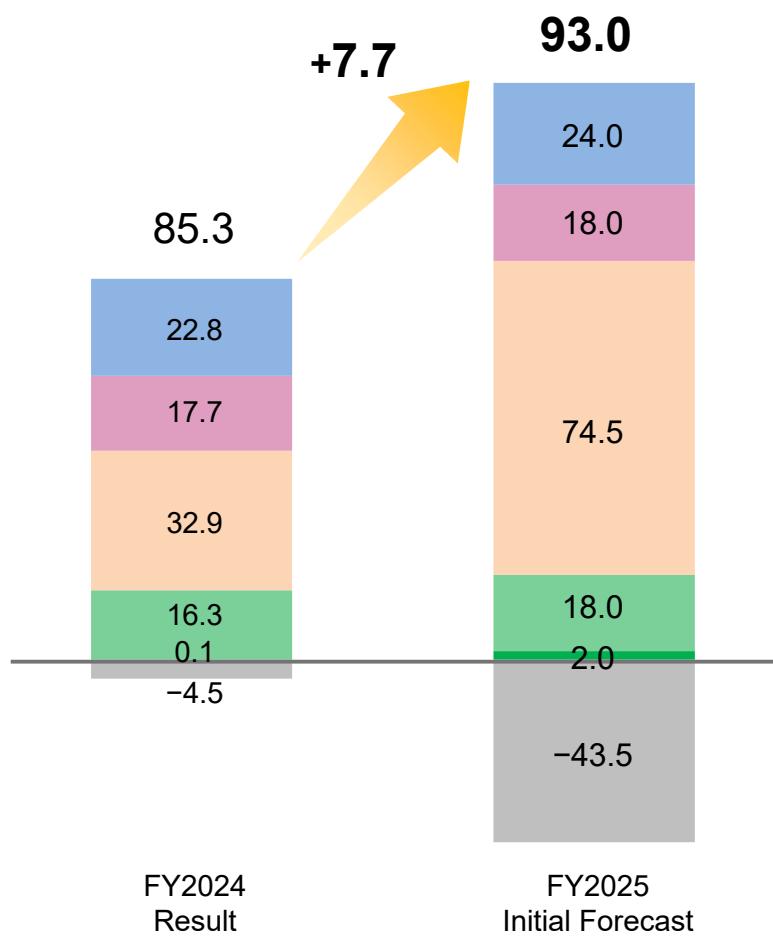


# FY2025 Initial Performance Forecast by Operating Segment

Aiming to set a new record high, all the operating segments will accumulate income despite the impact of external factors

## Net Income Attributable to Owners of Parent

(Billions of yen)



Estimated average exchange rate and fiscal-year-end exchange rate  
USD1=¥140

### Equipment Leasing (+1.2 compared to FY2024)

- (+) Absence of one-time losses recorded in FY2024, and accumulation of core earnings of NTT TC Leasing and others
- (-) Higher SG&A expenses

### Automobility (+0.3 compared to FY2024)

- (+) NRS: Increase in income due to branch improvement strategies and capturing of inbound tourism demand
- (-) NCS: Increase in costs (funding cost, SG&A expenses, etc.)

### Specialty Financing (+41.6 compared to FY2024)

- (+) Extraordinary income from insurance settlement proceeds related to ACG's exposure to Russian airlines

### International Business (+1.7 compared to FY2024)

- (+) Accumulation of core earnings mainly by CSI Leasing and asset turnover
- (-) Absence of one-time gains (foreign exchange gains in Asia business) recorded in FY2024

### Environmental Infrastructure (+1.9 compared to FY2024)

- (+) Recovery in income from biomass co-firing power generation

### Other (-39.0 compared to FY2024)

- (-) Risk buffer for: lower gains on sales due to the impact of U.S. tariffs; lower profitability in Environmental Infrastructure; and others

Absence of gains on sales of cross-held shares recorded in FY2024

**Appendix 2**

## **Highlights of Medium-Term Management Plan 2027**

# Management Targets: Financial and Non-financial Targets

## Net income of ¥100.0 billion, ROE of 10%, and P/B ratio above 1.0

- Align financial targets with net income-based figures
- Recognize the current cost of equity at 10% and aim to reduce it
- Set non-financial targets to promote ESG initiatives

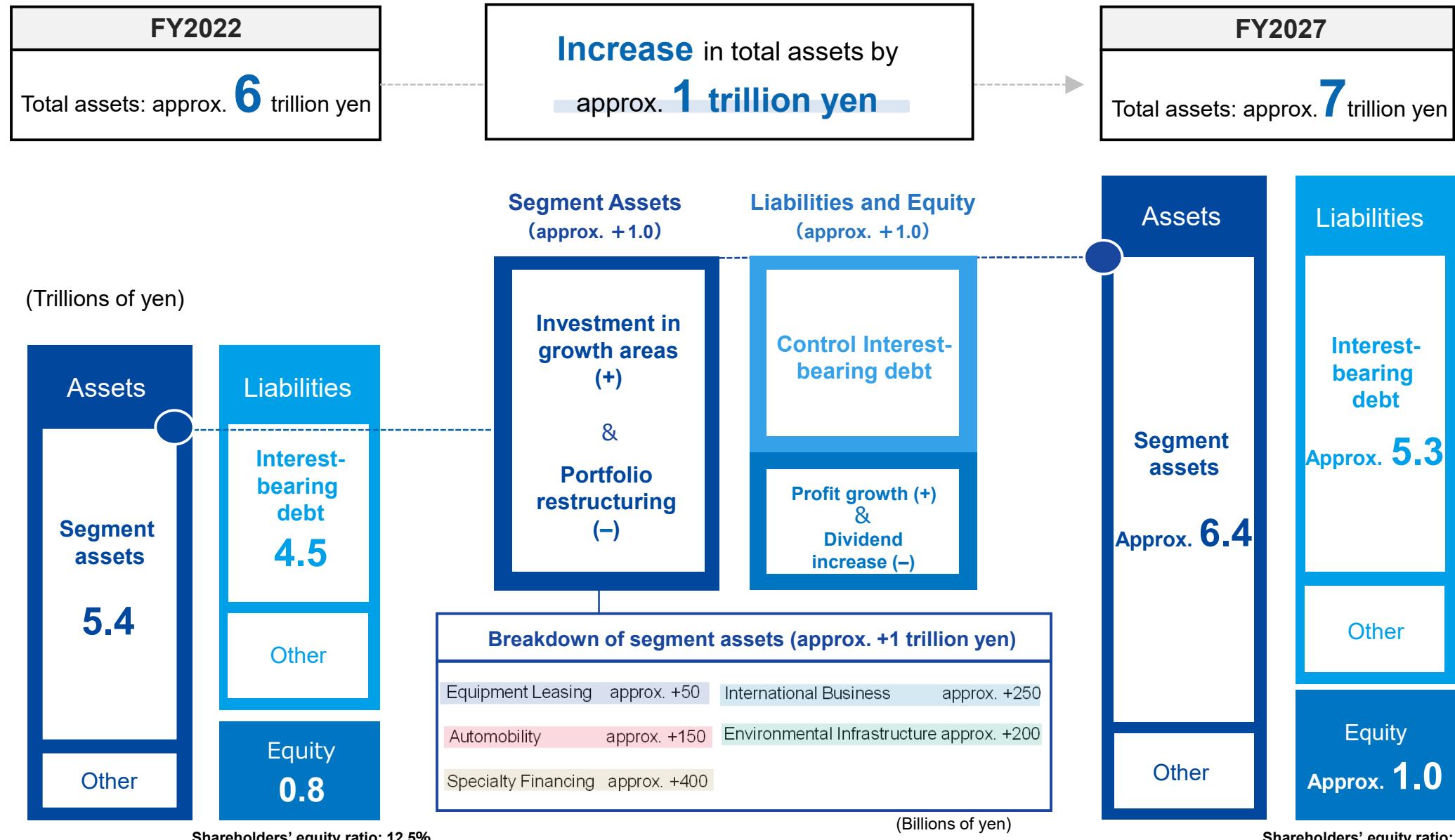
Financial KPI <sup>*1</sup>		Non-financial KPI
Net income attributable to owners of parent (billions of yen)	<b>100.0</b>	Initiatives for realizing 50% GHG emissions reduction by FY2030 <sup>*2</sup>
ROA (ratio of net income to total assets)	<b>1.4%</b>	Employee engagement index <sup>*3</sup> (deviation value)
ROE	<b>10%</b>	<b>Improvement of employee engagement scores and rating</b>

\*1 FY2027 estimated foreign exchange rate: 1US\$ = ¥130

\*2 Target of a 50% reduction in greenhouse gas (GHG) emissions by FY2030 from base year of FY2021 announced

\*3 The measurement method was changed to Motivation Cloud provided by Link and Motivation Inc. in 2024.

# Balance Sheet Management (Medium-Term Management Plan 2027)

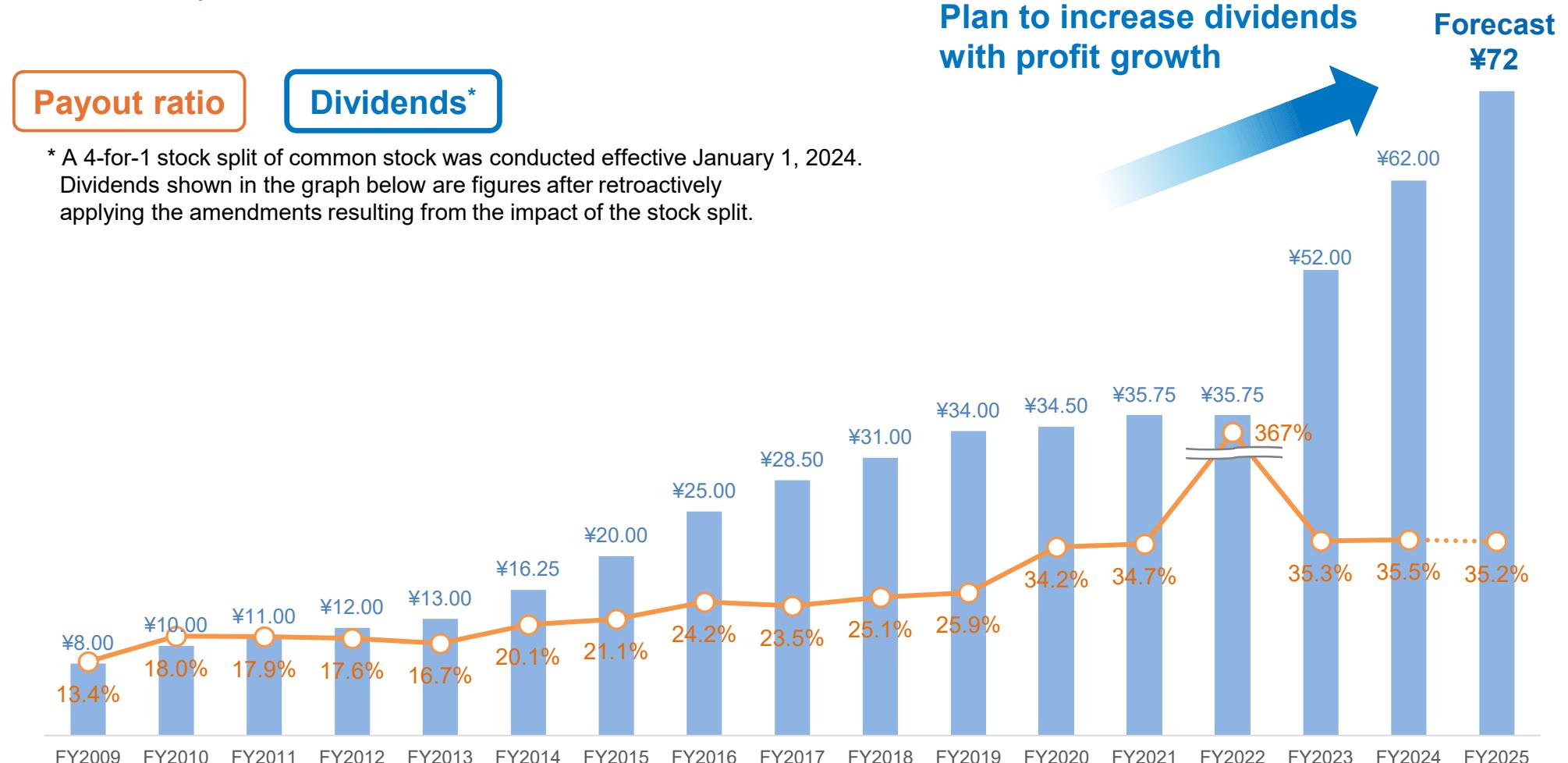


# Shareholder Returns (Dividend) Policy

- Basic policy: Provide **stable, long-term returns to shareholders**.
- Medium-Term Management Plan 2027: Maintain stable returns to shareholders while balancing with growth investment and financial base.

**While adopting a progressive dividend policy as our basic stance, aim to increase dividends per share with profit growth and target a payout ratio of approximately 35%.**

- The shareholder special benefit plan was terminated on a record date of March 31, 2025 in order to ensure equitable treatment of shareholders.

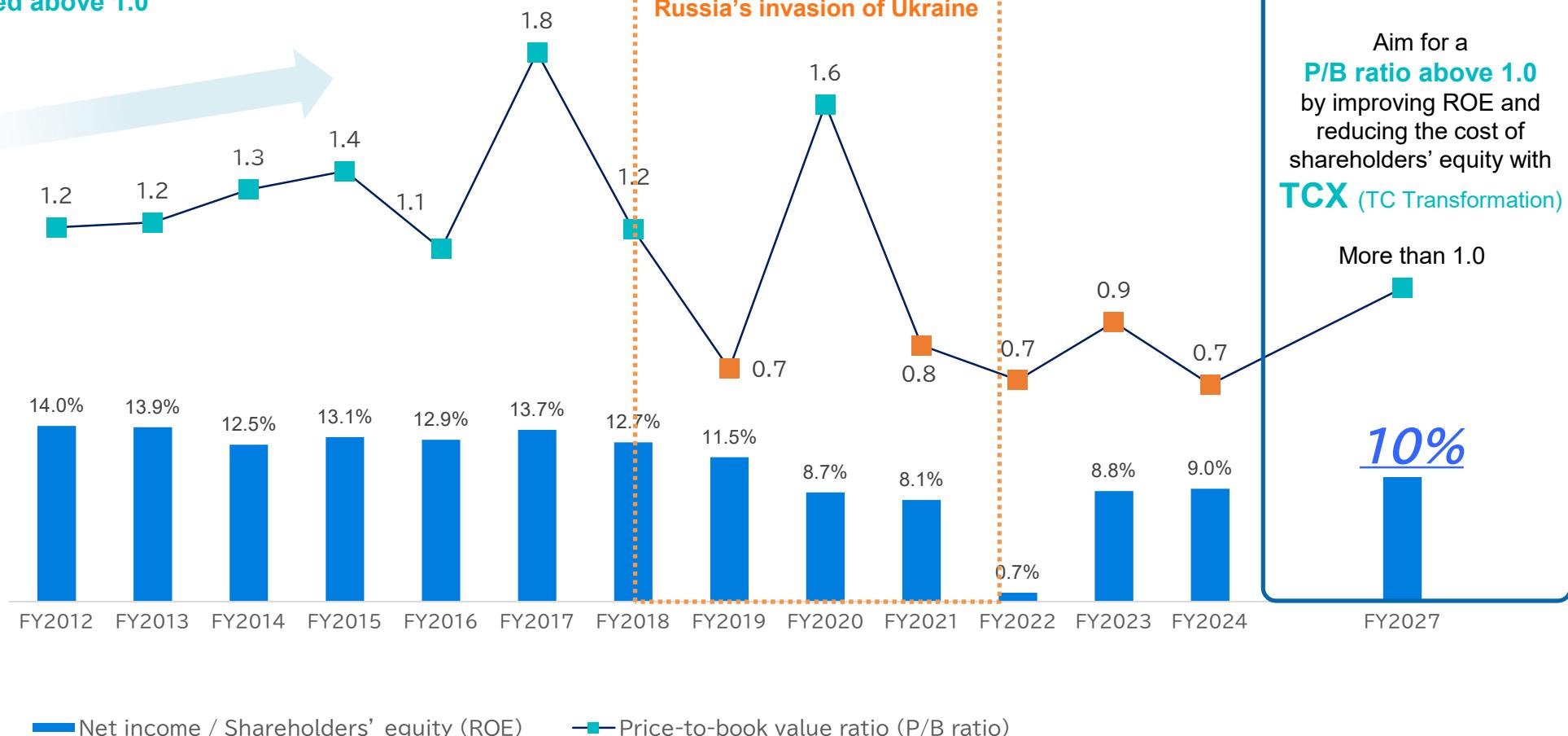


# ROE and P/B Ratio

## Analysis for P/B ratio above 1.0

Maintained a high ROE and realized profit growth by expanding the **Specialty Financing, Automobility**, and **International Business** segments

Price-to-book value ratio (P/B ratio) maintained above 1.0



\* The above P/B ratios are calculated based on the closing stock price at the end of each fiscal year.

# Initiatives for Improving the P/B Ratio

Aim to **achieve ROE above 10%** and **reduce cost of shareholders' equity** by promoting **TCX** (TC Transformation) and eliminating information asymmetry through constructive dialogue with shareholders and investors, leading to **P/B ratio above 1.0**

Latest P/B Ratio

0.8–0.9

ROE

9.0%\*



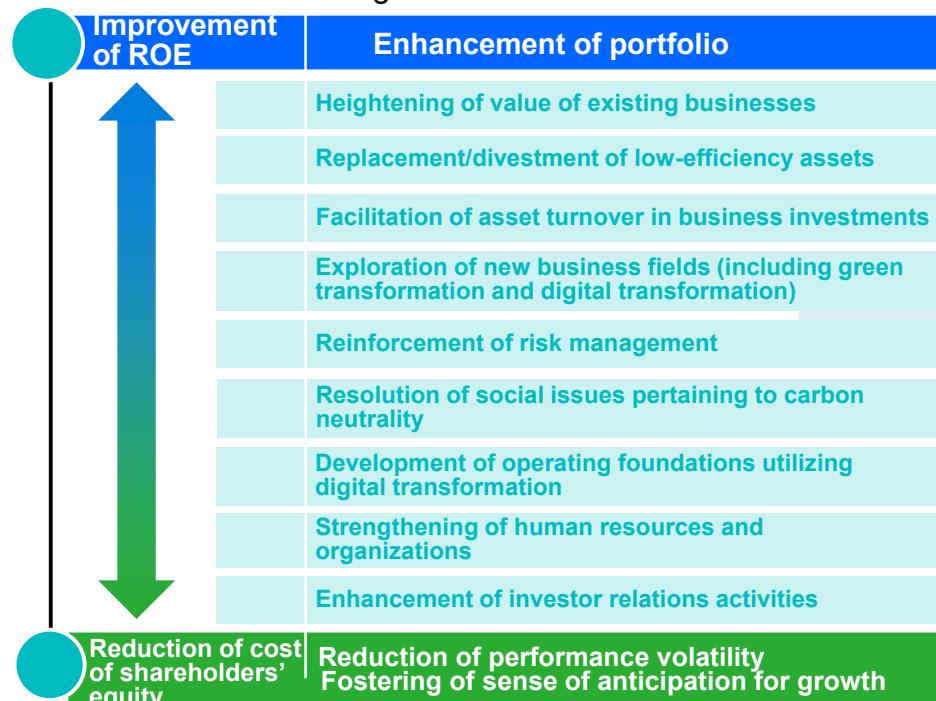
\*ROE of FY2024

Cost of shareholders' equity taking into account expected growth rate, etc.

Approx. 10% ↓

Diagrams illustrate initiatives for achieving P/B ratio above 1.0

Transformation for Raising P/B Ratio above 1.0



ROE  
10%

Latest P/B ratio

0.8–0.9

P/B ratio above 1.0

Cost of shareholders' equity 10%

Decrease

# Progress of Medium-Term Management Plan 2027

**Automobility exceeded the targets and all the segments are striving to increase core earnings**

Comparison of FY2024 Result and FY2027 Plan (Net Income Attributable to Owners of Parent)

(Billions of yen)

	FY2024 Result	FY2027 Plan	Gap	Fiscal 2024 results and challenges for achieving the plan
 Equipment Leasing	22.8	<b>29.0</b>	6.2	Increase in spread of lease rates due to provision of more services Strengthening of TC's own earnings power, expansion of joint businesses with partners, and enhancement of businesses for municipalities
 Automobility	17.7	<b>16.0</b>	-1.7*	Significant increase in NRS' income due to higher car rental prices per unit and branch efficiency improvement NCS: Accumulation of quality assets with organic and inorganic measures NRS: Branch improvement strategies boosting earnings power, capturing of inbound tourism demand
 Specialty Financing	32.9	<b>48.0</b>	15.1	Increase in aviation business' income, and efficient asset management of shipping and real estate Aviation: Efficient asset management and high-quality portfolio Real estate: Active investment in growth areas (logistics facilities and data centers)
 International Business	16.3	<b>21.0</b>	4.7	Enhancement of efficiency by reviewing regional strategies CSI: Global strategies leveraging M&A and other alliances Improvement of business models, including bolstering global partnerships
 Environmental Infrastructure	0.1	<b>7.5</b>	7.5	Joint investment in solar power plants in the U.S. and Europe with partners Earnings expansion from strategic M&A, overseas renewable energy projects, and storage battery business Increase in new earnings opportunities using asset management expertise
Other	-4.5	<b>-21.5</b>	-17.0	
<b>Total</b>	<b>85.3</b>	<b>100.0</b>	<b>14.7</b>	

\* Automobility achieved the FY2027 Plan and exceeded the target income in FY2024.

## Appendix 3

# Tokyo Century's Strengths and Partnerships

# Tokyo Century Group's Vision and Core Competences

Becoming “a company driving solutions to global social challenges with an entrepreneurial spirit” by leveraging our own strengths



**Contribution to a decarbonized economy**  
through climate change response and environmental efforts

## Core Competence



### Addressing Global Social Challenges



**Contribution to expanding a circular economy**  
with a focus on asset value



**Development of social infrastructure,**  
making it robust, safe, and secure

# Business Models (Asset Value)

## Business Models Built on Tokyo Century's Unique Strengths (1)

Value Creation Driven by Discerning Eye for Asset Value

Businesses Focused on Asset Value

### 1 Sales Activities

- ▶ Provision of ICT equipment, automobiles, aircraft, ships, real estate, trucks, solar panels, etc.
- ▶ Identification of assets and services desired by customers

### 2 Discernment of Asset Value

⌚ Tokyo Century's Strength

Ability to propose flexible usage methods and prices based on customers' usage goals

- ▶ Appraisal of appropriate value based on resale value calculated by accounting for estimated period of use
- ▶ Reduction of costs necessary for customers to use assets

Initial Earnings

Earnings generated by providing assets customers desire (leasing, rental, financing, etc.)

### 3 Creation of Value-Added Services

- ▶ One-stop supply of assets and services that realize customer convenience (asset management services for fleet, aircraft, etc., ITAD services, technical management, and more)

### 4 Re-Leasing or Sale in Secondary Market

- ▶ Re-leasing or sale in secondary market of assets returned by customers
- ▶ Long-accumulated expertise for maximizing sale prices in secondary market

Secondary Earnings

Earnings from extension of leasing period or sale in secondary market of assets returned by customers (re-leasing, sales, etc.)

Creation of Social Value

- Provision of assets customers desire when needed
- Management of customers' assets to reduce their administrative burden
- Distribution of used assets to promote reuse



# Business Models (Partnership)

## Business Models Built on Tokyo Century's Unique Strengths (2)

Value Creation Driven by Excellence in Earning Trust of Customers

### Partnership Businesses

1

#### Creation of Collaborative Projects Together with Partners

- ▶ Advancement of negotiations for developing collaborative projects based on understanding of asset-related issues faced by partners and new business ventures partners want to undertake using assets

2

#### Provision of Financial Services

- ▶ Supply of funding for collaborative projects as financer
- ▶ Joint investment and business operation with partners
- ▶ Undertaking of asset management
- ▶ Involvement of prime partners



#### Tokyo Century's Strength

##### Support for Asset Efficiency

Support for asset efficiency through joint ownership of assets and businesses with customers as financer

##### Accumulated Trust and Track Record

Trust forged with customers over long history and track record of collaborative partnerships with numerous prime partners encouraging Tokyo Century to be chosen to hold customer assets or act as partner in joint businesses

Income Gains

Earnings from joint businesses, etc.

3

#### Business Growth for Synergies

- ▶ Maximization of earnings through business growth while sharing risks via joint investment
- ▶ Utilization of Tokyo Century's customer network and mutual coordination among five operating segments

Capital Gains

Principal investment businesses, etc.

### Creation of Social Value

- Promotion of large-scale projects with social significance
- Support for new pursuits of customers
- Provision of social infrastructure indispensable to economic activities



# Partnership with the NTT Group

Collaboration started in 2005 and now all five operating segments take part to broaden the scope of collaborative ventures

	Equipment Leasing	Automobility	Specialty Financing	International Business	Environmental Infrastructure
Finance	<b>2020–</b>   <b>Leasing &amp; Financing (Japan, Overseas)</b> Development of co-creative projects combining the NTT Group's high reliability and vast customer network with Tokyo Century's financial service expertise	<b>2005–</b>   <b>Auto Leasing (Japan)</b> Promotion of electric vehicle (EV) use centered on the NTT Group's fleet  Acceleration of proposals of EV services to municipalities	<b>2022–</b>  <b>Real Estate (Japan)</b> <b>Real estate development and investment jointly with the NTT Group</b>	<b>2020–</b>  <b>Leasing &amp; Financing (U.S., India, Central &amp; South America, etc.)</b> Use of CSI's global network to support NTT's overseas business expansion  Co-creative projects advanced by CSI and NTT TC Leasing  Data center projects in the U.S. and India	
Services	<b>FY2024 Ordinary Income ¥19.8 billion</b>	<b>FY2024 Ordinary Income ¥17.5 billion</b>			
Businesses				<b>2021–</b>  <b>Data Center Business (U.S. &amp; India)</b> Joint operation of data center businesses in the U.S. and India	<b>2020–</b>   <b>Solar Power Generation Business (Japan)</b> Joint establishment of fund for investing in domestic renewable energy businesses

# Partnership with ITOCHU

## Collaboration with the ITOCHU Group expanding in promising fields

2019	 Construction machinery	<ul style="list-style-type: none"><li>Transfer of shares of ITOCHU CONSTRUCTION MACHINERY (now ITOCHU TC CONSTRUCTION MACHINERY) from ITOCHU to Tokyo Century</li></ul>
2021	 Energy storage  Mobile devices  Hydrogen	<ul style="list-style-type: none"><li>Establishment of a joint venture, IBeeT, to offer a distributed power source subscription service</li><li>Launch of Belong One, a used smartphone and tablet device rental service for companies</li><li>Investment in Clean H2 Infra Fund, the world's first large-scale clean hydrogen infrastructure investment fund</li></ul>
2022	 Construction machinery	<ul style="list-style-type: none"><li><b>Establishment of a joint venture, ZAXIS Finance, to offer finances for construction machinery in North America</b></li></ul>
	 Solar power	<ul style="list-style-type: none"><li>Installation of solar power generation facilities using subsidies in cooperation with FamilyMart</li></ul>
2023	 Energy storage  Wind power	<ul style="list-style-type: none"><li>Grid-scale battery business with Osaka Gas and ITOCHU</li><li>Investment in an onshore wind power project in Aomori</li></ul>
2024	 Renewable energy  Renewable energy  Construction machinery  Clean energy (biomass)	<ul style="list-style-type: none"><li>Investment in a renewable energy fund in North America as a limited partner</li><li>Acquisition of the development right over solar power plants in North America</li><li>Collaboration with Morooka and ITOCHU to promote sales of construction machinery in North America</li><li>Start of commercial operation of Hyuga Biomass Power Plant in Hyuga, Miyazaki</li></ul>



### ZAXIS Finance

- Entry into the North American construction machinery market, where stable demand is expected in the housing construction and infrastructure fields  
Shareholding Ratio: ITOCHU 35%, Hitachi Construction Machinery 30%, TC 35% (equity-method affiliate)
- With assets increasing since the foundation of FY2022, ZAXIS Finance became profitable in FY2023, increased profits in FY2024, and expects more profits in FY2025.



**Collaboration to be expanded in promising fields, such as construction machinery and truck finance, energy and environment, mobile devices, and FamilyMart**



# Examples of Collaboration with Partners

Segment	Investee Company	Shareholders		Main Businesses
		TC	Partners	
Equipment Leasing	FLCS Co., Ltd.	80%	Fujitsu Limited: 20%	IT equipment leasing
	IHI Finance Support Corporation	66.5%	IHI Corporation: 33.5%	General leasing and finance
	TC Tsukishima Energy Solution LLC	90%	Tsukishima Kikai Co., Ltd.:10%	Sale of electricity generated using biogas
	Amada Lease Co., Ltd.	60%	AMADA CO., LTD.: 40%	General leasing
	NTT TC Leasing Co., Ltd.*	50%	NTT, Inc.: 40% NTT FINANCE CORPORATION: 10%	General leasing and finance
	NX・TC Lease & Finance Co., Ltd.*	49%	NIPPON EXPRESS HOLDINGS, INC.: 49%	General leasing and finance
	FFG Lease Co., Ltd.*	50%	Fukuoka Financial Group, Inc.: 50%	General leasing
Automobility	Nippon Car Solutions Co., Ltd.	59.5%	NTT, Inc.: 40.5%	Auto leasing
	Orico Auto Leasing Co., Ltd.*	34%	Orient Corporation: 66%	Auto leasing for individuals
Specialty Financing	TC Kobelco Real Estate Co., Ltd.	70%	Kobe Steel, Ltd.: 25% Chuo-Nittochi Co., Ltd.: 5%	Real estate business
International Business	NTT Global Data Centers CH, LLC	80%	NTT Global Data Centers Americas, Inc.: 20%	Data center business
	ZAXIS Financial Services Americas, LLC*	35%	ITOCHU Corporation: 35% Hitachi Construction Machinery Co., Ltd.: 30%	Construction machinery finance
Environmental Infrastructure	Kyocera TCL Solar LLC	81%	KYOCERA Corporation: 19%	Power generation
	Shunan Power Corporation	60%	Tokuyama Corporation: 20% Marubeni Clean Power Corporation: 20%	Power generation
	A&Tm Corporation	51%	Tokyo Gas Engineering Solutions Corporation: 39% KYOCERA Communication Systems Co., LTD.: 10%	Maintenance and management of power plant business
Other	MUFG Finance and Leasing Co., Ltd.*	25%	MUFG Bank, Ltd.: 38.9% The Norinchukin Bank: 25%	General leasing and finance

\* Equity-method affiliates

## Appendix 4

# Financial Data

In addition to this document, financial information updated in DATA BOOK (Excel format) is disclosed in the IR Library on the Company's website quarterly. <https://www.tokyocentury.co.jp/en/ir/library/2025.html>

# Statement of Income

	#	FY2024 Q1-2	FY2025 Q1-2	(Billions of yen)	
				YoY Change	
Revenues	1	665.9	693.3	27.4	4.1%
Costs	2	531.4	537.8	6.4	1.2%
Funding cost	3	60.7	60.2	-0.5	-0.8%
Gross profit	4	134.5	155.5	21.0	15.6%
SG&A expenses	5	78.2	83.0	4.8	6.1%
Personnel expenses	6	45.0	48.2	3.2	7.2%
Non-personnel expenses	7	33.5	35.2	1.7	4.9%
Credit costs	8	-0.3	-0.4	-0.1	23.9%
Operating income	9	56.3	72.5	16.2	28.8%
Non-operating income and expenses	10	7.4	4.7	-2.7	-36.3%
<b>Ordinary income</b>	<b>11</b>	<b>63.7</b>	<b>77.2</b>	<b>13.5</b>	<b>21.3%</b>
Extraordinary income and losses	12	6.7	63.1	56.4	842.5%
Income before income taxes	13	70.4	140.3	69.9	99.3%
Income taxes	14	20.3	42.6	22.2	109.4%
Net income	15	50.1	97.7	47.7	95.3%
Net income attributable to non-controlling interests	16	6.9	4.9	-2.0	-28.8%
<b>Net income attributable to owners of parent</b>	<b>17</b>	<b>43.1</b>	<b>92.8</b>	<b>49.7</b>	<b>115.2%</b>

## Major Factors behind Changes

### Gross profit

Increased mainly driven by Specialty Financing and International Business

### SG&A expenses

Increased mainly due to International Business

### Net income attributable to owners of parent

Increased mainly due to extraordinary income from insurance settlement proceeds related to Russia exposure

# Balance Sheet

	#	Mar. 31, 2025	Sep. 30, 2025	(Billions of yen)	
	#	Mar. 31, 2025	Sep. 30, 2025	Change	
<b>Total assets</b>	<b>1</b>	<b>6,862.9</b>	<b>6,848.8</b>	<b>-14.1</b>	<b>-0.2%</b>
Current assets	2	3,076.1	3,091.0	14.9	0.5%
Non-current assets, etc.	3	3,786.8	3,757.7	-29.1	-0.8%
Leased assets	4	2,641.4	2,620.0	-21.5	-0.8%
Leased assets advance payment	5	125.3	110.2	-15.1	-12.1%
Other operating assets	6	273.9	264.9	-9.0	-3.3%
Investment securities	7	451.4	466.5	15.1	3.4%
Others	8	294.8	296.2	1.4	0.5%
<b>Total liabilities</b>	<b>9</b>	<b>5,686.0</b>	<b>5,676.3</b>	<b>-9.7</b>	<b>-0.2%</b>
Current liabilities	10	1,881.1	2,106.3	225.2	12.0%
Long-term liabilities	11	3,804.9	3,570.0	-234.9	-6.2%
<b>Total net assets</b>	<b>12</b>	<b>1,176.9</b>	<b>1,172.5</b>	<b>-4.4</b>	<b>-0.4%</b>
Shareholders' equity	13	1,029.6	1,025.5	-4.1	-0.4%
Non-controlling interests, etc.	14	147.3	147.0	-0.3	-0.2%

## Major Factors behind Changes

### ■ Non-current assets, etc.

Leased assets:

Decreased mainly due to exchange rates in  
Specialty Financing

# Interest-Bearing Debt

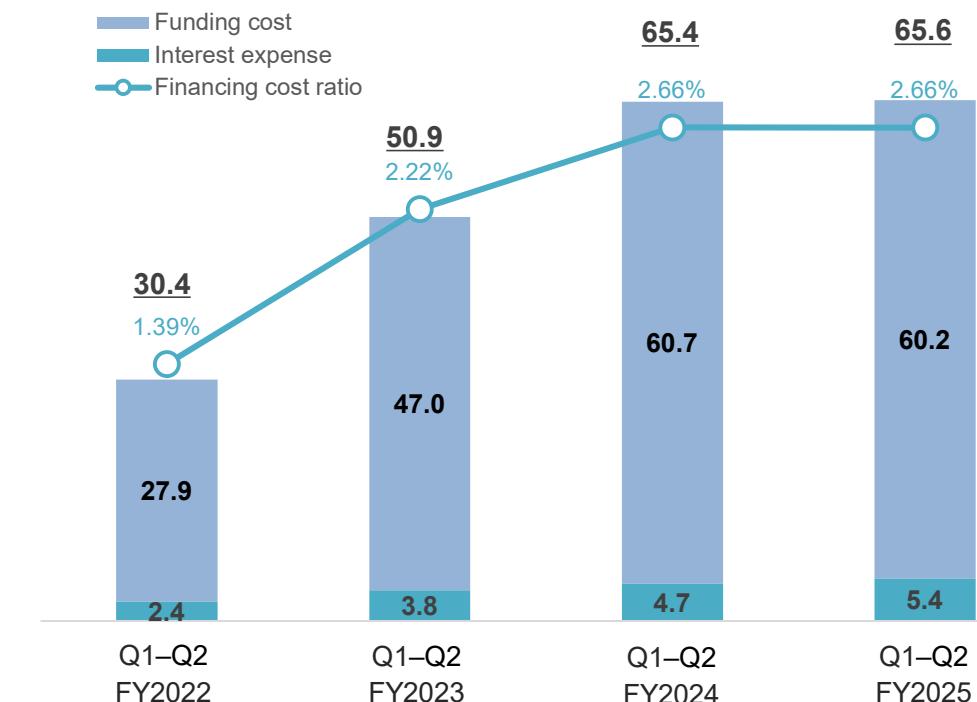
## Balance of Interest-Bearing Debt

	#	Mar. 31, 2024	Mar. 31, 2025	Sep. 30, 2025	(Billions of yen)	
					Change	
<b>Interest-bearing debt</b>	1	<b>4,749.0</b>	<b>4,912.6</b>	<b>4,939.0</b>	<b>26.5</b>	<b>0.5%</b>
Japanese yen	2	2,574.2	2,662.9	2,689.6	26.7	1.0%
Foreign currency	3	2,174.8	2,249.7	2,249.4	-0.3	-0.0%
Foreign currency %	4	45.8%	45.8%	45.5%	-0.3 pt	
Commercial papers	5	343.6	210.6	258.8	48.2	22.9%
Japanese yen	6	228.7	210.6	213.2	2.6	1.2%
Foreign currency	7	114.9	—	45.6	45.6	-
Corporate bonds	8	1,219.4	1,247.6	1,183.0	-64.6	-5.2%
Japanese yen	9	372.6	422.6	312.6	-110.0	-26.0%
Foreign currency	10	846.8	825.0	870.4	45.4	5.5%
Securitized lease assets	11	15.3	14.5	12.9	-1.5	-10.7%
Borrowings	12	3,170.7	3,440.0	3,484.4	44.4	1.3%
Japanese yen	13	1,957.6	2,015.3	2,150.9	135.7	6.7%
Foreign currency	14	1,213.1	1,424.7	1,333.4	-91.3	-6.4%
Direct funding ratio	15	33.2%	30.0%	29.5%	-0.5 pt	
Long-term funding ratio	16	83.9%	88.2%	87.2%	-1.0 pt	

	#	FY2023 Q1-2	FY2024 Q1-2	FY2025 Q1-2	(Billions of yen)	
					Change	
Funding cost	17	47.0	60.7	60.2	-0.5	-0.8%
Interest expense	18	3.8	4.7	5.4	0.7	14.8%
Financing cost (Funding cost + Interest expense)	19	50.9	65.4	65.6	0.2	0.3%
<b>Financing cost ratio</b>	<b>20</b>	<b>2.22%</b>	<b>2.66%</b>	<b>2.66%</b>	<b>-</b>	

## Financing Cost Ratio<sup>\*1, 2</sup>

(Billions of yen)



\*1 Of costs and expenses required for financing, those pertaining to operating transactions are recorded as funding cost, and expenses related to non-operating transactions are recorded as interest expense under non-operating expenses.

\*2 Financing cost ratio = Financing cost (Funding cost + Interest expense) / { (Interest-bearing debt as of the previous fiscal year end + Interest-bearing debt as of the end of this fiscal year) / 2 }

(Change of financing cost by fiscal year)

(Billions of yen)

	#	FY2023 Result	FY2024 Result	YoY Change	
				YoY Change	YoY Change
Funding cost	21	101.9	123.6	21.6	21.2%
Interest expense	22	7.9	9.7	1.8	23.3%
Financing cost (Funding cost + Interest expense)	23	109.8	133.3	23.5	21.4%
<b>Financing cost ratio</b>	<b>24</b>	<b>2.37%</b>	<b>2.76%</b>	<b>0.39 pt</b>	

Any statements in this document, other than those of historical facts, are forward-looking statements about the future performance of Tokyo Century Corporation and its Group companies, which are based on management's assumptions and beliefs in light of information currently available, and involve risks and uncertainties. Actual results may differ materially from these forecasts. All numerical terms and names presented in this report conform to the "short scale" numerical system. (i.e., "billion" = "10<sup>9</sup>" and "trillion" = "10<sup>12</sup>")

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