

26-28 Medium-Term Management Plan

May 8, 2026

RICOH LEASING COMPANY, LTD.

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2026年12月リコーリースは、リトレスへ。

- 1 . Review of the 23–25 Medium-Term Management Plan
- 2 . Toward Enhancing Corporate Value
- 3 . Strategy and Outlook of the 26–28 Medium-Term Management Plan
- 4 . Our Aspiration

1

Review of the 23–25 Medium-Term Management Plan

Performance of the 23–25 Medium-Term Management Plan

- We steadily accumulated earning assets and kept pace with market interest rates, resulting in net interest income exceeding the target.
- Operating profit fell short of the target due to higher-than-anticipated interest rate increases and investments made to strengthen the business foundation.
- Net income for the period was also affected by the impairment loss recorded for Welfare Suzuran.
- We achieved our target dividend payout ratio of 40% and continued our track record of consecutive dividend increases.

(Billion Yen)

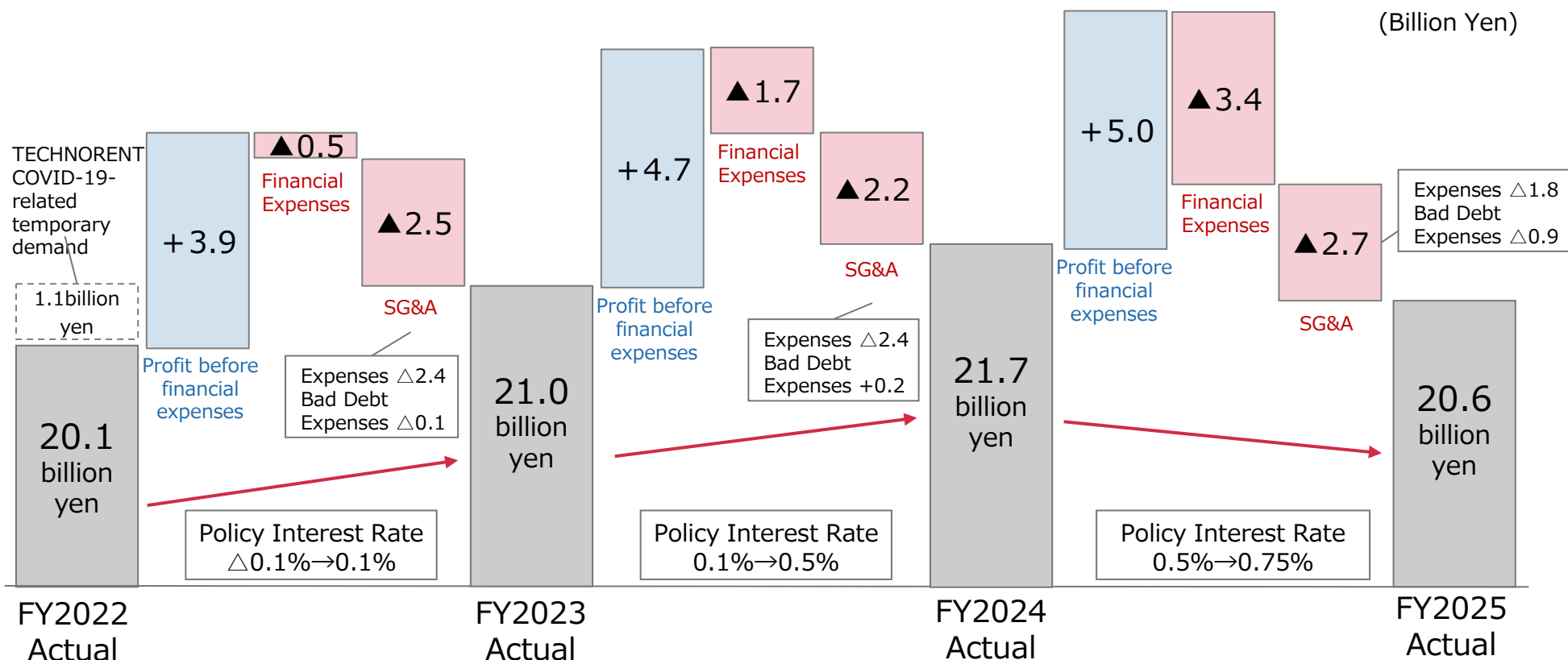
	2023/3	2026/3			
	Actual	Mid-Term Plan	Actual	Variance vs. Plan	CAGR (23/3-26/3)
Gross Profit before Deducting Financial Expenses	44.7	53.0	57.2	4.2	8.6%
Cost of Funds	1.4	3.0	7.1	4.1	68.0%
Gross Profit	43.2	50.0	50.1	0.1	5.1%
Selling, General and Administrative Expenses	22.0	26.5	29.5	3.0	10.3%
Operating Profit	21.2	23.5	20.6	(2.8)	(1.0%)
Net Income	14.8	16.0	12.8	(3.1)	(4.8%)
ROA	1.23%	1.1% or higher	0.90%	(0.20%)	—
ROE	7.2%	7% or higher	5.4%	(1.6%)	—
Dividend Payout Ratio	30.1%	40% or higher	44.5%	4.5%	—
Operating Assets Outstanding	1,090.2	1,304.0	1,283.2	(20.7)	5.6%

*Items outlined in red indicate targets disclosed in the Medium-Term Management Plan.

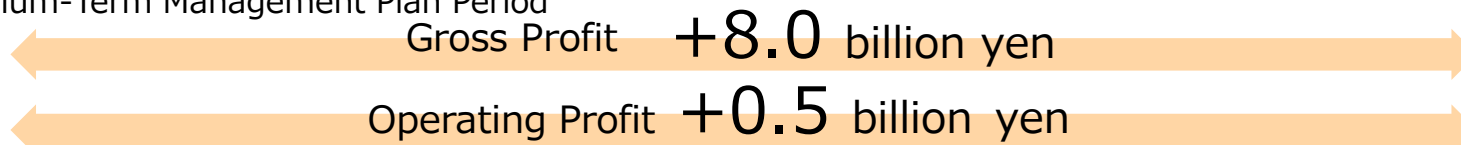
**“Selling, General and Administrative Expenses” shall hereinafter be referred to as “SG&A”.

Performance of the 23–25 Medium-Term Management Plan

- Amid changes in the financial environment, the cost of funds has trended upward over the medium term.
- Driven by business growth and initiatives to enhance profitability, gross profit has continued to increase.
- However, this growth was insufficient to fully offset the increase in SG&A.



23–25 Medium-Term Management Plan Period



*Comparison with operating profit for FY2022 excluding the temporary COVID-19-related demand at TECHNORENT.

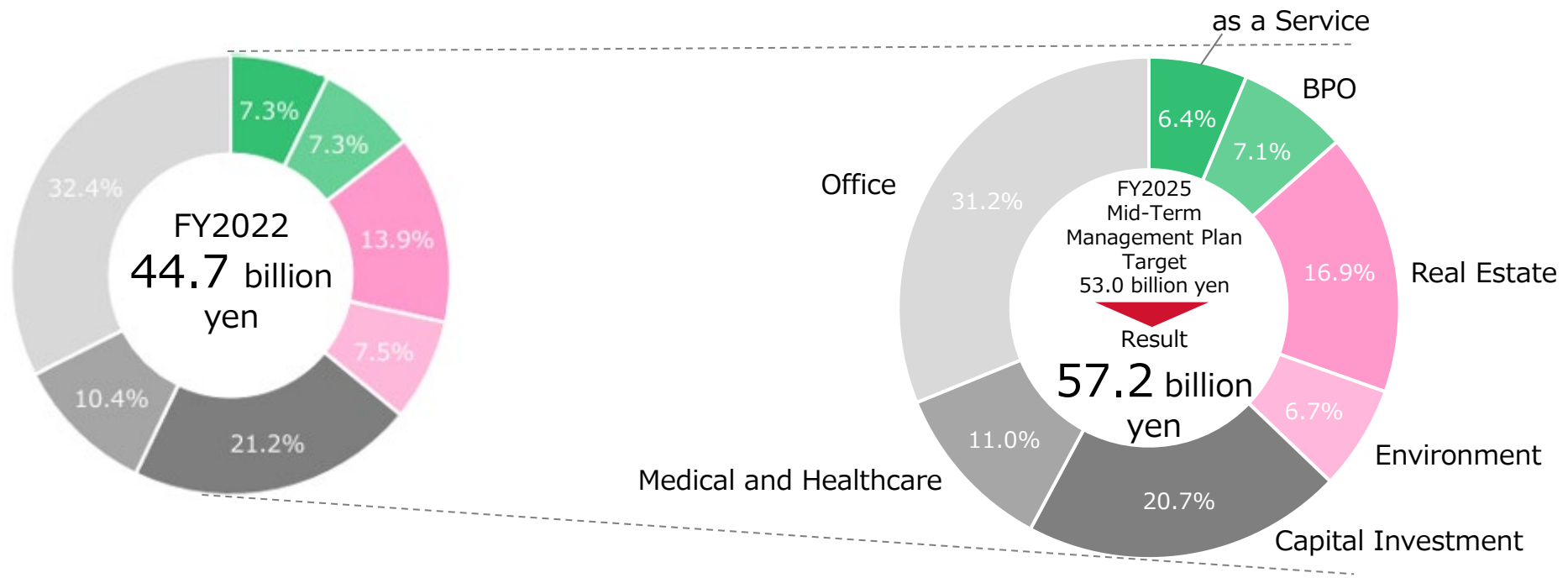
Business Portfolio of the 23–25 Medium-Term Management Plan

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- Under the 23–25 Medium-Term Management Plan, we pursued diversification of our business portfolio by strengthening the earnings power of existing businesses while expanding into new growth initiatives.

➤ Composition of Gross Profit before Deducting Financial Expenses



Review of the 23–25 Medium-Term Management Plan **RiTRÉS**

Business Growth Strategy

Key Achievements and Results

Challenge of New Business Models

- Reduce the operational burden of corporate PC management by offering integrated solutions that combine PC rental services with lifecycle management functions.
- Strengthen web-based marketing for bill collection agency services and expand payment-related services.
- Conduct pilot initiatives to address challenges in the nursing care sector through the development of services for nursing care providers.
- Leverage financial expertise to expand transaction volumes and drive differentiation, centered on transactions involving beneficial interests in trusts.
- Building on internally developed valuation and management models, expand investment and financing in solar power generation assets and develop fee-based businesses.
- By capturing post-COVID capital investment demand, transactions in leases and installment sales expanded, centered on vendor leasing.

Diversification through Business and Service Additions

Further Expansion with Enhanced Efficiency

Organizational Capability Enhancement Strategy

Key Achievements and Results

Promoting Challenges that Drive Business Growth and Revitalizing the Organization

- Deploy the Human Capital Impact Path to visualize the pathway through which employees' operational and sales activities lead to financial outcomes.
- Operate the internal proposal program "Mirai Creation", aimed at realizing a prosperous future.

Building Flexible Systems and Operational Structures Aligned with Social Change

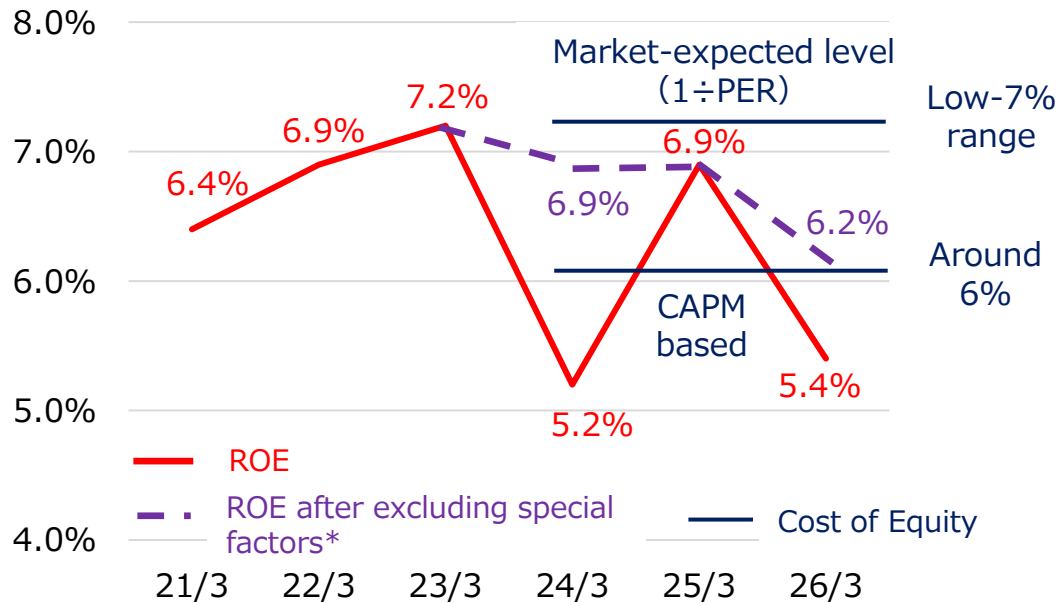
- Review business processes across sales, credit screening, and contract operations to promote standardization and efficiency, with the aim of enhancing the business foundation.
- Initiate the development of core systems with a view to DX, business process reform, and UX, as part of a shift in IT management from a defensive to an offensive orientation.

Strengthening Governance Including Group Companies

- Establish governance mechanisms to reflect investor feedback in medium-term management plan discussions and business operations through IR reporting to the Board of Directors.
- Integrate governance structures through the consolidation of TECHNORENT, thereby strengthening the growth platform for the as-a-Service business.

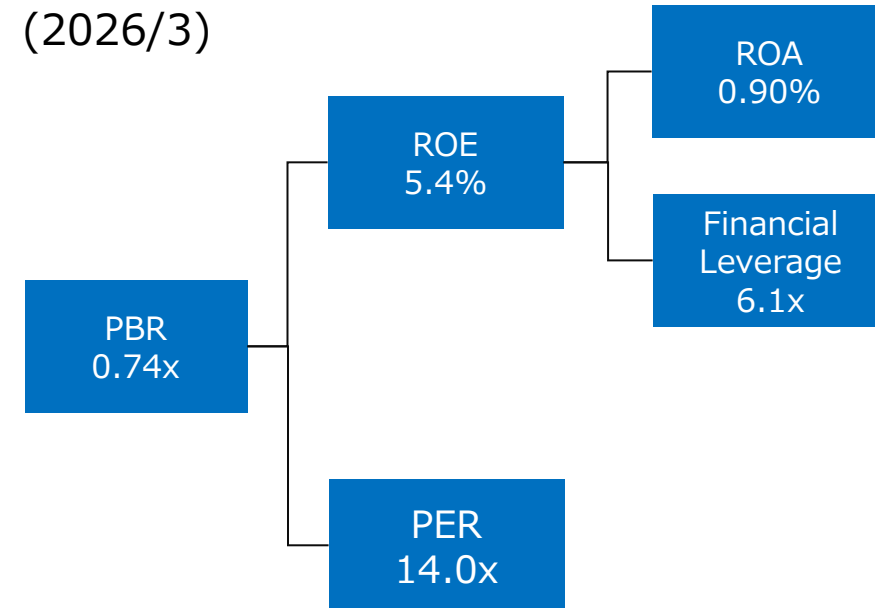
Review of the 23–25 Medium-Term Management Plan **RITRES**

Current Status of Corporate Value and PBR



*Special factors: one-off losses from impairment of investment securities and goodwill.

Current Status of PBR (2026/3)



	23/3	26/3	Current Assessment and Key Issues
ROA	1.23%	0.90%	Declined due to higher-than-expected interest rate increases and investments aimed at strengthening the business foundation; improving profitability remains a key challenge.
Financial Leverage	5.8x	6.1x	Increased only marginally despite growth in operating assets; further business expansion and a review of the optimal level of equity capital are required.
PER	7.9x	14.0x	Improved as shareholders returns and earnings stability were positively evaluated; further enhancement of growth expectations remains a challenge.

Changes in the External Environment

Domestic capital investment is moving toward recovery

Transition to an inflationary economy and changes in interest rate trends

Labor shortages due to a declining birthrate and an aging population

Rapid advancement of generative AI and DX

Our Strengths and Key Characteristics

- Development of businesses that provide value to SMEs that have limited access to small-scale financial and service offerings.
- Highly efficient and high-quality operational structure supporting a high-volume, small-transaction business model.
- A stable earnings base built on these strengths.

Issues

- Sluggish improvement in capital efficiency due to a low level of financial leverage.
- Vendor leasing has prioritized efficiency, resulting in insufficient resources to enhance value-added offerings.
- Supporting small-ticket financial and service businesses continues to require a certain level of staffing.
- While the environment and real estate segments have driven business expansion in recent years, rising interest rates have created challenges in securing profitability.



Toward Enhancing Corporate Value

- While the stable earnings base remains solid, achieving capital profitability that exceeds the cost of capital remains a challenge.
- To improve capital profitability, it is necessary to further strengthen competitive advantages in each business.
- The effective utilization and strengthening of human capital—such as problem-solving capability and business creation capability—are key drivers of value creation.
- Enhancing IT capabilities is essential to enable the efficient and effective use of human capital.
- To enhance corporate value, it is necessary to accelerate investment in human capital and IT.

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Toward Enhancing Corporate Value

Toward Enhancing Corporate Value

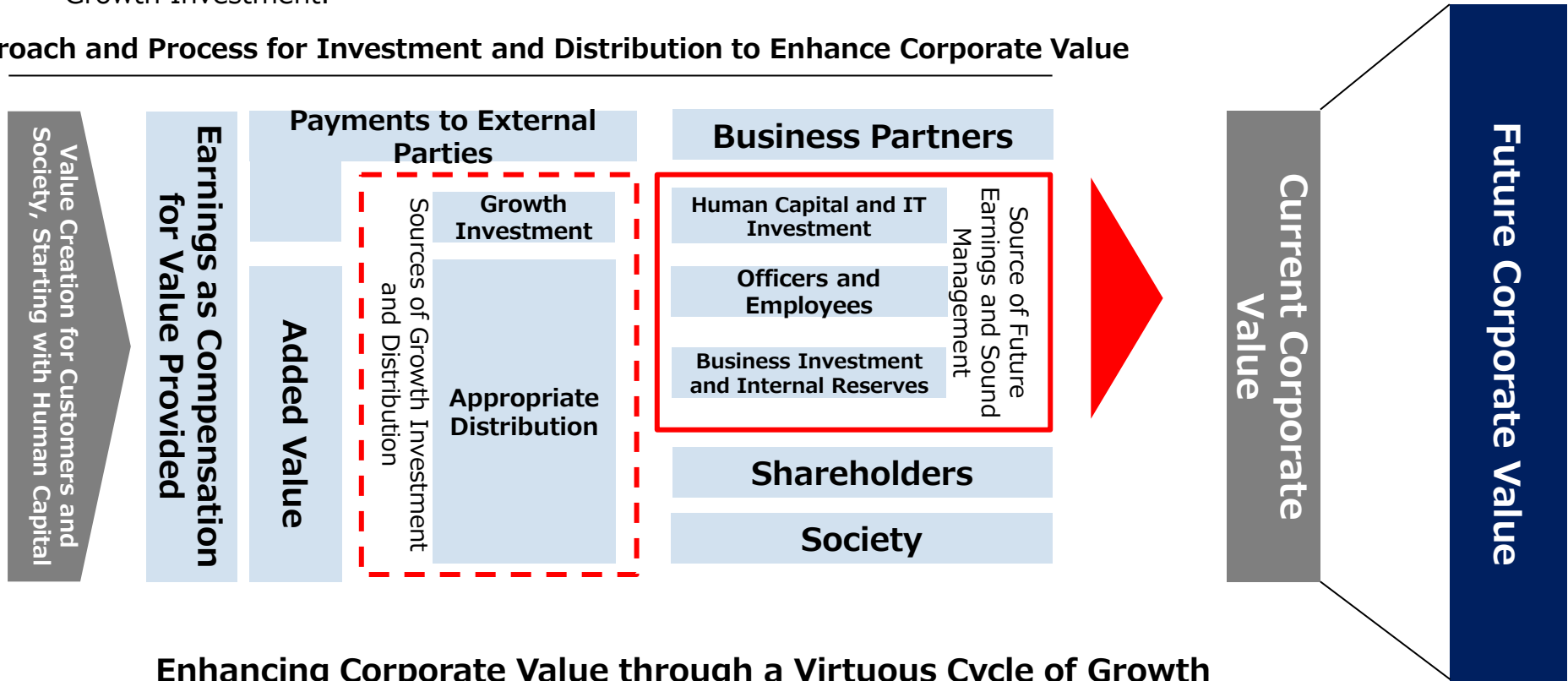
Growth Investment and Appropriate Distribution

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- Aim to maximize added value and enhance corporate value through a **virtuous cycle of strategic growth investment and appropriate distribution.**
- Define the sources for distribution to officers and employees, business investment and internal reserves, shareholders, and society—as well as the foundation for medium- to long-term profit growth—as “Added Value + Growth Investment.”

Approach and Process for Investment and Distribution to Enhance Corporate Value

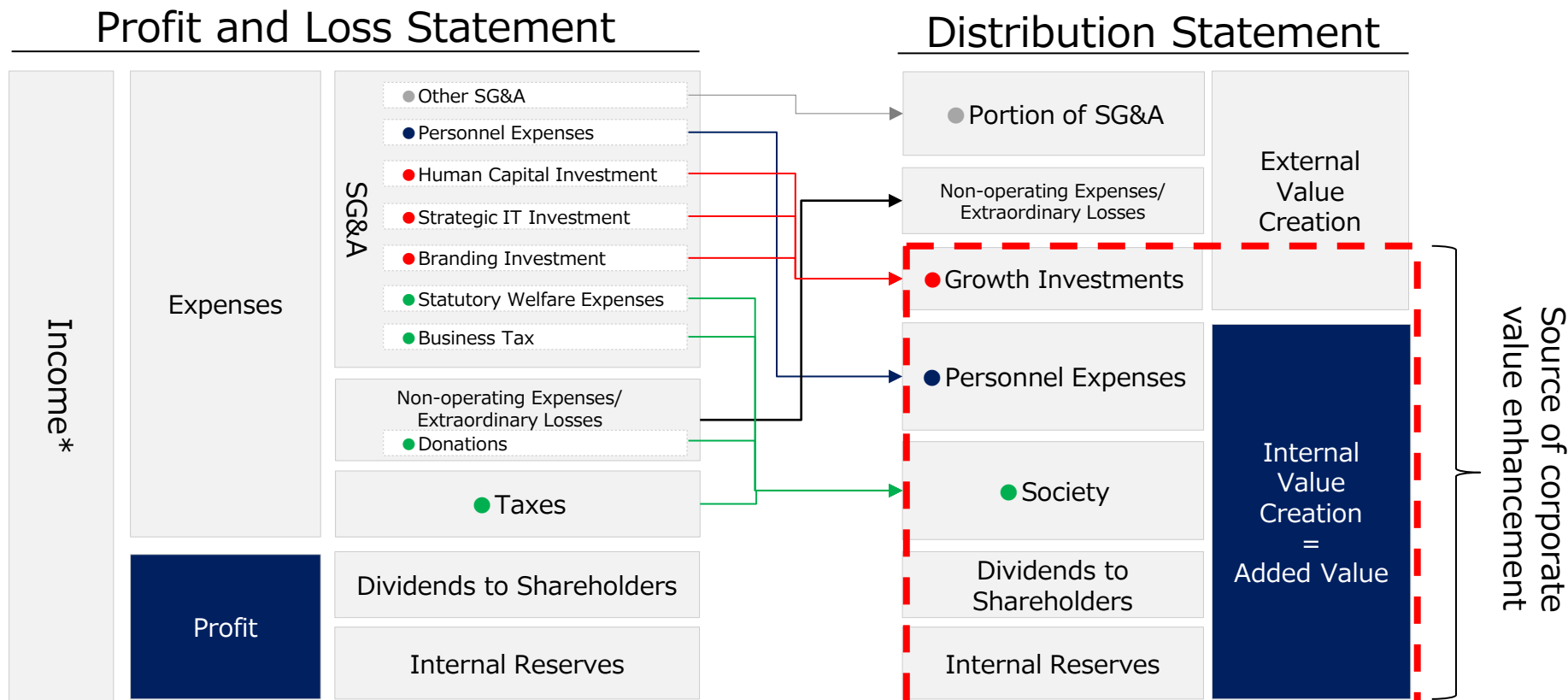


Enhancing Corporate Value through a Virtuous Cycle of Growth Investment and Appropriate Distribution

**Realizing Our Vision for the Next 10 Years
— Expanding the Possibilities of Leasing to Support SMEs —**

26-28 Medium-Term Management Plan: Distribution Statement

- Investments in human capital, IT, and branding recorded as SG&A are visualized as growth investments.
- The total amount of Added Value, including growth investments and shareholder returns, and the results of its distribution are presented in the Distribution Statement.



* Gross Profit + Non-Operating Income + Extraordinary Income

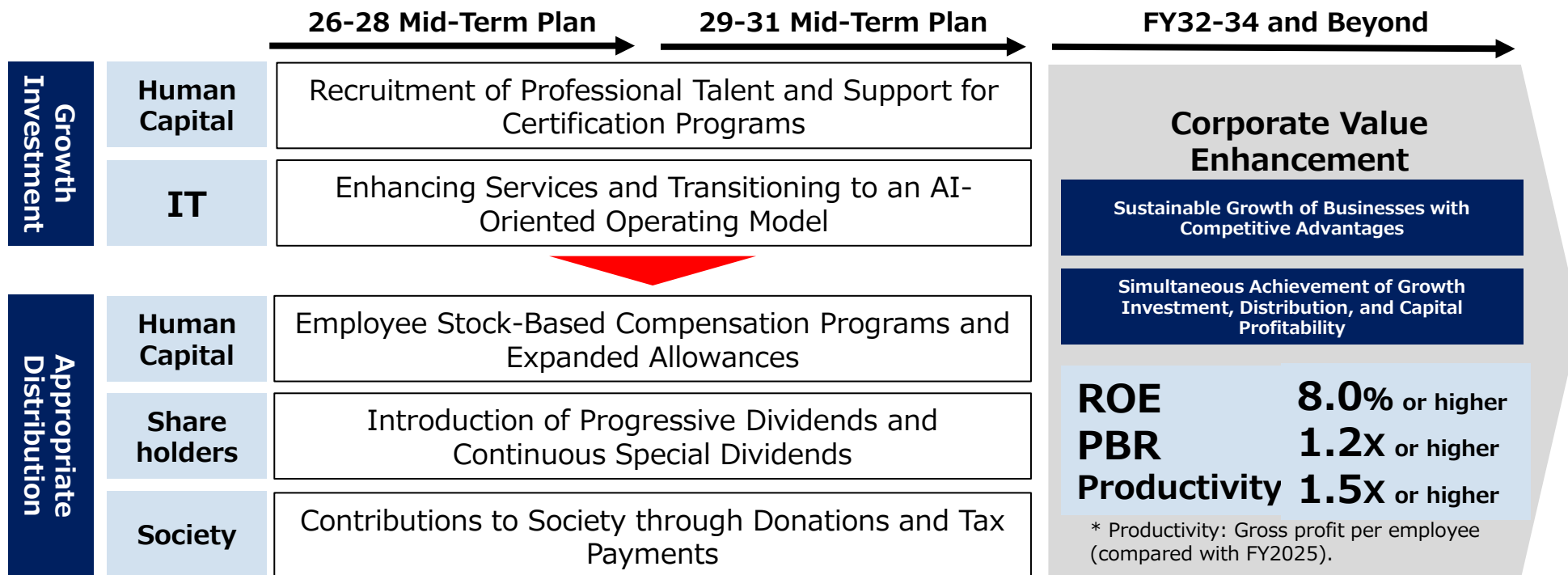
Toward Corporate Value Enhancement

Profit Growth through Investment and Distribution

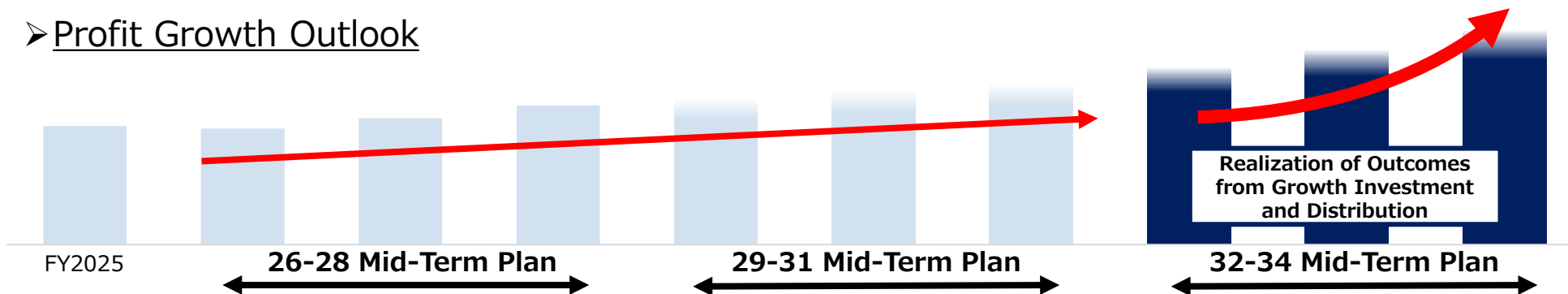
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- For the six-year period through FY2031, we will pursue growth investment and appropriate distribution to build a foundation for sustainable growth.
- From FY2032 onward, while continuing growth investment and appropriate distribution, we aim to simultaneously achieve capital profitability.



➤ Profit Growth Outlook



3

Strategy and Outlook of the 26–28 Medium-Term Management Plan

Our Group's Aspiration

Mid- to Long-Term Vision

— Expanding the Possibilities of Leasing to Support SMEs —

- To aim for the “Vendor Leasing DANTOTSU No.1” and position it as a pillar of stable growth.
- Position BPO and as a Service as growth-driving businesses.
- Position Environmental and Real Estate businesses as areas for improving capital efficiency.

“Vendor Leasing DANTOTSU No.1” means an outstanding No.1 position in vendor leasing.

External Environment

- Intensifying competition within the domestic finance industry
- Structural labor shortages across multiple industries
- Transition to an inflationary economy and changes in the financial environment
- Rapid advancement of DX and AI

Medium-Term Management Plan Strategies

1 Strengthening Core Businesses and Establishing a Foundation in Growth Areas

- Position vendor leasing as the core driver of stable growth and earnings, while establishing BPO and as a Service as foundations for future growth.
- Improve capital profitability in the environmental and real estate businesses through functional enhancement.

2 Growth Investment in Human Capital and IT to Establish Competitive Advantage

- Growth investment and appropriate distribution aimed at securing and developing human capital that drives transformation.
- Thorough efficiency in high-volume, small-ticket businesses through DX and generative AI, and a transition to an AI-oriented operating model.

3 Shareholder Returns Based on an Appropriate Level of Financial Leverage

- Introduce a progressive dividend policy and implement continuous special dividends over the six-year period covering the 26–28 and 29–31 Medium-Term Management Plans.

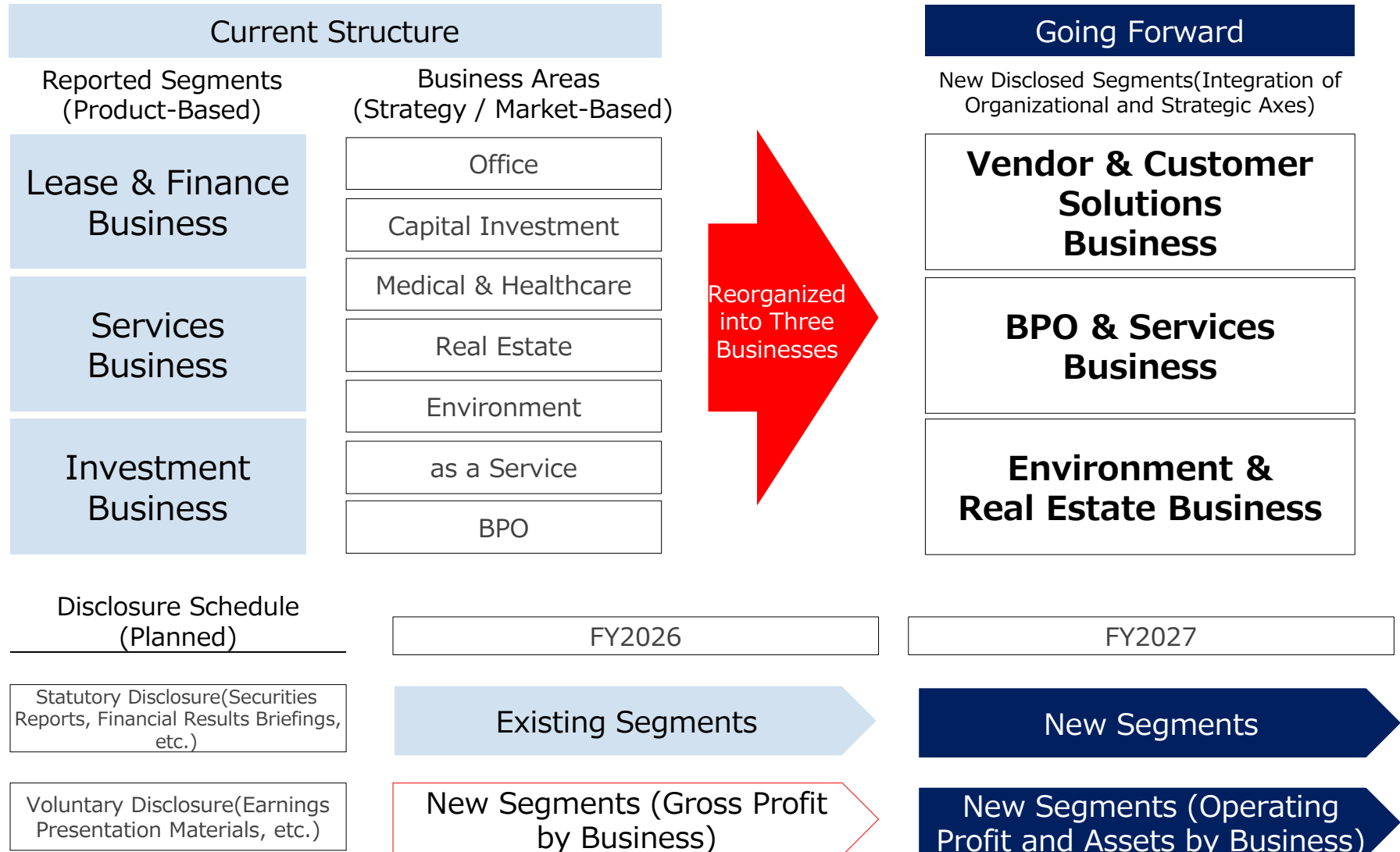
A Virtuous Cycle Toward Corporate Value Enhancement through Growth Investment and Appropriate Distribution

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**Medium-Term
Management Plan
Strategy ①
Strengthening Core
Businesses and
Establishing a Foundation
in Growth Areas**

Segment Changes

- We will restructure our segments to clearly define profitability and earnings by business.



Medium-Term Management Plan Strategy ①

Regarding Segment Changes (Reference)

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- The relationships among the new segments, existing segments, and the business areas under the 23–25 Medium-Term Management Plan are as follows.

Business Fields		New Segments	Current Segments					
			Leasing & Finance			Service		Investment
			Installment Leasing	Rental	Financing	Payment Collection Services	Care Factoring	Service Fees
Office	Ricoh Leasing	Vendor & Customer Solutions Business						
Capital Investment	Ricoh Leasing		◎	◎	○		○	
as a Service	TECHNORENT							
Medical & Healthcare	Ricoh Leasing W Suzuran	BPO & Services Business				◎	◎	○
BPO	Ricoh Leasing Enplus							
Environment	Ricoh Leasing	Environment & Real Estate Business						
Real Estate	Ricoh Leasing		◎		◎		○	◎

* The ◎ mark indicates revenue that will serve as a core earnings source in the new segments.

Medium-Term Management Plan Strategy ①

Strategic Direction of Each Business Segment

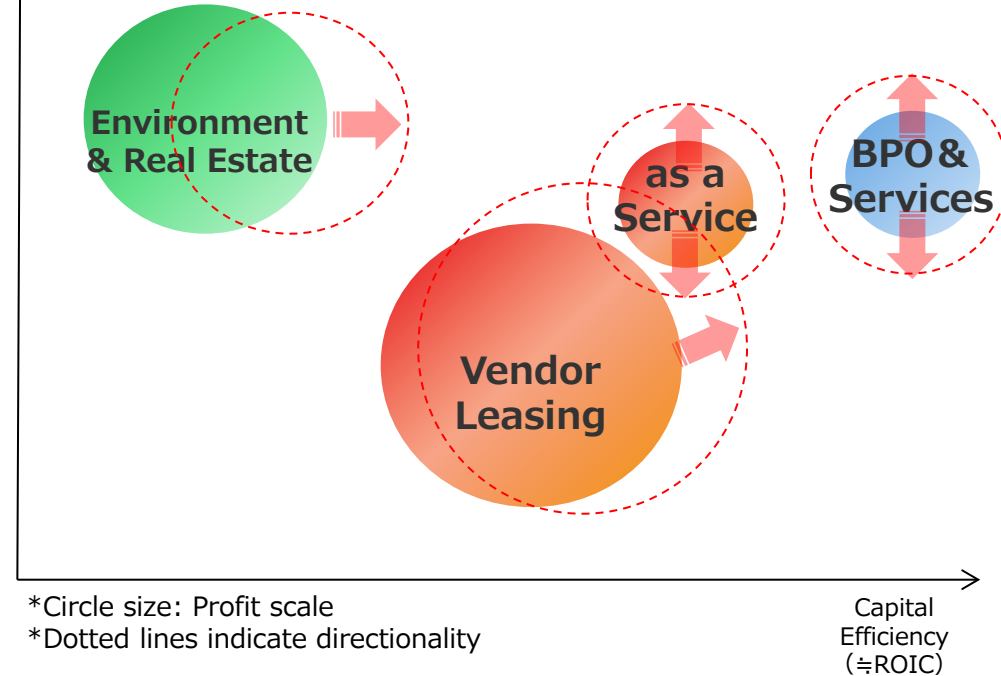
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➤ Current Status by Segment

	Vendor & Customer Solutions Business	BPO & Services Business	Environment & Real Estate Business
Return on Capital	○	◎	▲
Profit Scale	○	▲	○
Business Opportunities Identified by the Company	Expansion and Deepening of the Customer Base through a Shift from Sales Support to Solution-Oriented Sales	Expansion of BPO services addressing increasingly diverse payment methods and labor shortages	Investments in the expanding battery storage market and the real estate market, primarily in the Greater Tokyo area

Our View of Business Opportunities



*Circle size: Profit scale

*Dotted lines indicate directionality

Capital Efficiency (≅ROIC)

Positioning

Vendor & Customer Solutions Business
Core Business
 Balancing Scale and Profitability

- Vendor leasing aims to establish a solid competitive advantage through human capital development and IT investment, expand both scale and quality, and increase market share to achieve an Outstanding No.1 Position.
- The as a service business will expand profit scale through inter-business synergies with vendor leasing and continued IT investment.

BPO & Services Business
Profit Expansion Areas
 Targeting Growth Potential

- By improving the efficiency of small-lot, high-volume processing, upgrading service sophistication, and leveraging group-wide synergies, we will expand and enhance BPO services across settlement, nursing care, guarantees, and real estate, thereby increasing profit scale.

Environment & Real Estate Business
 Stable Earnings and **Capital Efficiency Improvement Areas**

- In the environment business, driven by renewable energy and GX-related investment demand, we aim to improve capital efficiency through service upgrades and enhanced functionality.
- In the real estate business, while carefully balancing risk and return, we will enhance functions across the real estate lifecycle to improve capital efficiency.

Medium-Term Management Plan Strategy ①

Vendor & Customer Solutions Business

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➤ Market Environment

- Growing demand for productivity improvement driven by labor shortages.
- Increasing diversification of vendors' product and service delivery models.
- Top-tier transaction base and strong track record in vendor leasing.
- Integration of TECHNORENT to further enhance synergy effects.

➤ Strategies / Initiatives

Vendor Leasing

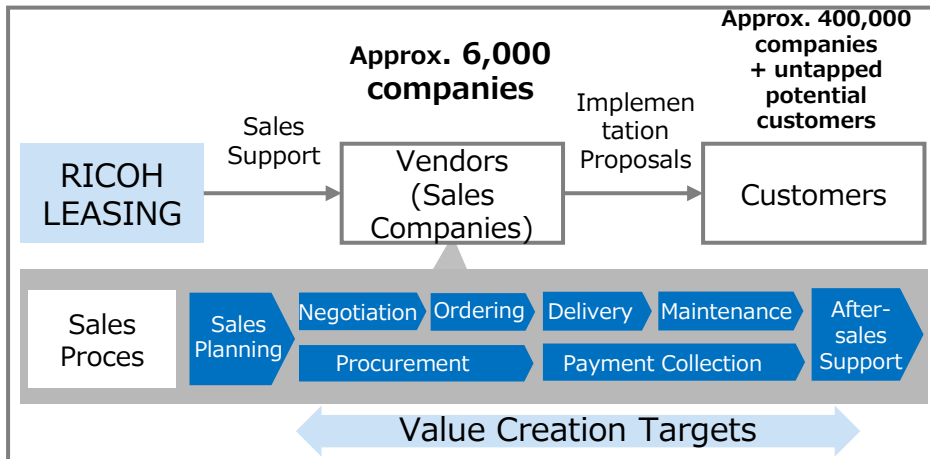
- Aim for "Vendor Leasing DANTOTSU No.1".
- Shift from sales support to solving challenges across the entire sales process.

aaS

- Strengthen PC lifecycle management (PC-LCM) capabilities.
- Enhance synergies with vendor leasing.

➤ Toward "Vendor Leasing DANTOTSU No.1"

■ Vendor Leasing Transaction Flow and the Vendor Sales Process



Targets	FY2025	FY2028	CAGR
Leasing, Installment Sales, and Loan Contract Execution Volume	293.9 billion yen	312.0 billion yen	2.0%
Rental Contract Volume (aaS)	20.4 billion yen	32.0 billion yen	16.0%
Operating Assets	743.5 billion yen	805.0 billion yen	2.7%

■ "To Become an Indispensable Partner" for Vendors

	Outstanding Problem-Solving Capability	Outstanding Sales Capability	Outstanding Quality and High Efficiency
Initiatives	<ul style="list-style-type: none"> • Development of advanced, high-level professional qualifications • Strengthening services provided to vendors 	<ul style="list-style-type: none"> • Transition to an optimal sales structure aligned with roles • Strengthening synergies with aaS and BPO businesses 	<ul style="list-style-type: none"> Strengthening back-office operations through AI and DX Objectives
Objectives	<ul style="list-style-type: none"> • Increase in profit scale and profitability • Creation of new business opportunities 	<ul style="list-style-type: none"> • Expansion of vendor and customer bases • Increase in profit per sales representative 	<ul style="list-style-type: none"> Improvement in overall productivity

BPO & Services Business

➤ Market Environment

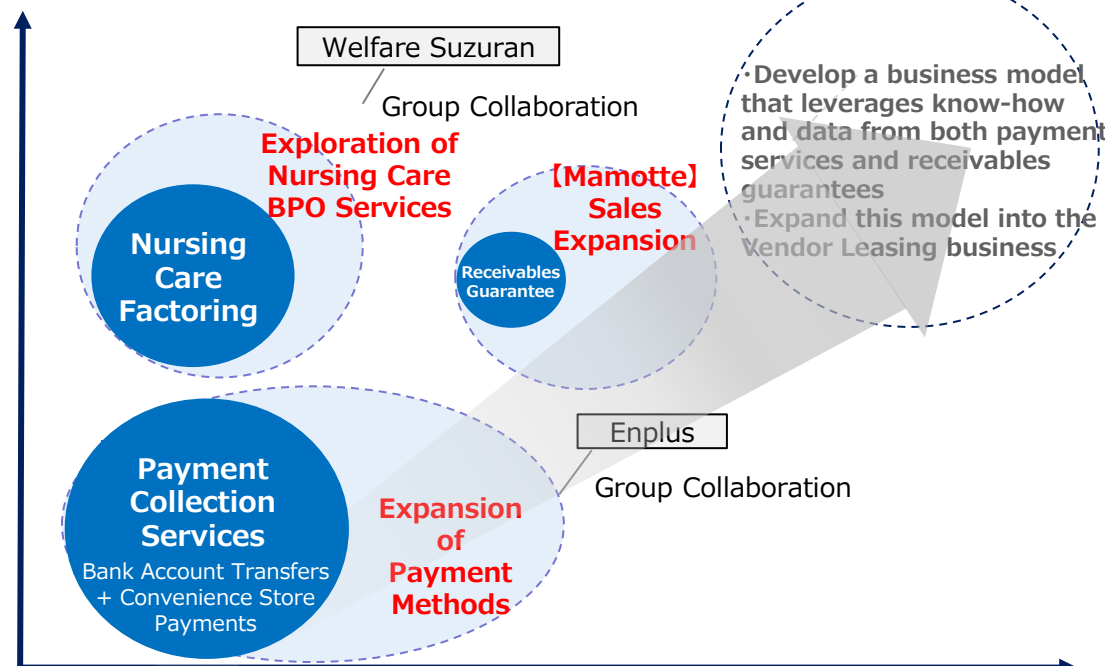
- The shift toward cashless payment solutions continues to gain momentum.
- The nursing care-related market continues to expand amid the advancing aging population.
- Awareness of receivables guarantee products remains relatively low, leaving ample room for growth.
- Against the backdrop of labor shortages, the number of foreign workers continues to increase.

Targets	FY2025	FY2028	CAGR
Number of Payment Collection Transactions	40.6 million cases	67.0 million cases	18.1%
Factoring Volume	101.4 billion yen	130.0 billion yen	8.6%
Outstanding Receivables Guarantee Balance	3.1 billion yen	21.0 billion yen	88.6%

➤ Strategies / Initiatives

- Payment Collection Services**
 - Expand primarily in the Company's core strength area of small-lot, recurring payments.
 - Broaden payment methods beyond bank transfers and convenience store payments.
- Nursing Care Factoring**
 - Develop BPO services centered on nursing care factoring.
- Receivables Guarantee**
 - Expand through the utilization of the Vendor Leasing sales network.
 - Drive expansion through web-based marketing.
- Enplus**
 - Expand BPO services for corporate human resources departments.
 - Create synergies with Ricoh Leasing's BPO and real estate businesses.
- Welfare Suzuran**
 - Expand earnings through the opening of distinctive new facilities.
 - Develop services aimed at addressing challenges in the nursing care industry.

Value Proposition



*The size of the circles represents the breadth of the customer base.

Medium-Term Management Plan Strategy ①

Environmental & Real Estate Business

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RiTRÉS

➤ Market Environment

- Under the Seventh Strategic Energy Plan, demand for renewable energy remains strong, and the energy storage (battery) market is also expected to expand.
- Despite continued increases in real estate prices, robust market conditions—particularly in the Tokyo metropolitan area—are expected to persist, driving strong demand for capital.

Targets	FY2025	FY2028	CAGR
New Contract Execution Volume	143.9 billion yen	158.0 billion yen	3.2%
Operating Assets	539.7 billion yen	589.0 billion yen	3.0%

➤ Strategies / Initiatives

Common Initiatives

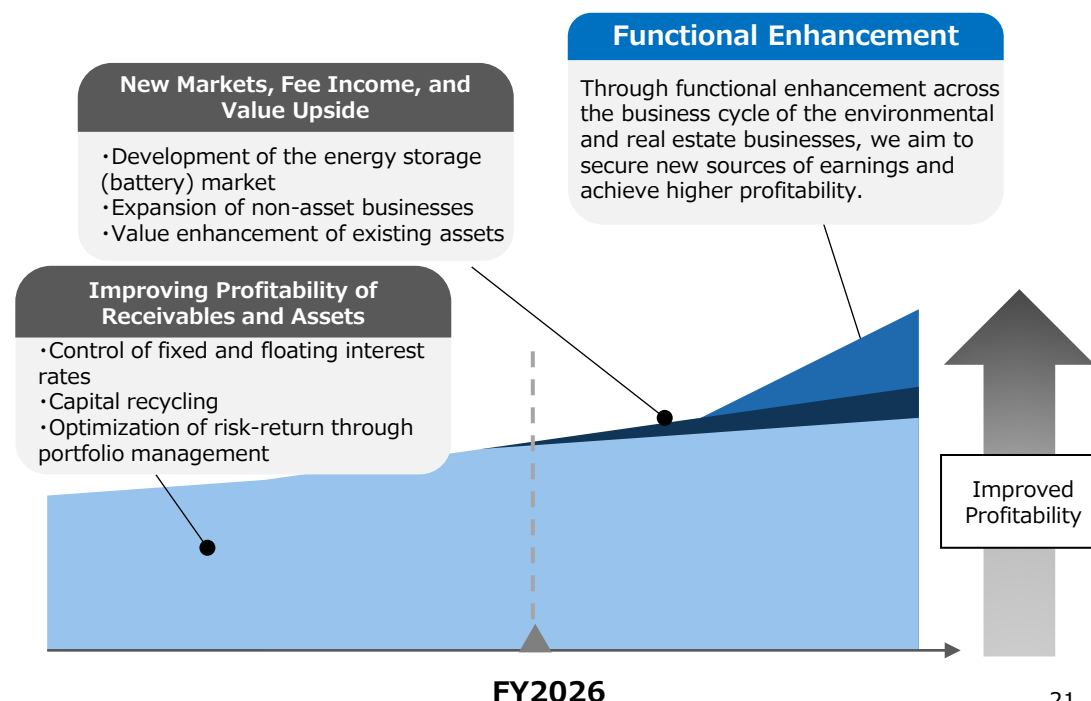
- Enhance profitability through the further sophistication of business operations.
- Expand earnings by strengthening functions across the value chain.

Environment

- Invest in and provide financing for energy storage (battery) projects, a market expected to expand going forward.

Real Estate

- Build an optimal risk-return portfolio through disciplined portfolio management.



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**Medium-Term
Management Plan
Strategy ②**

**Growth Investment in
Human Capital and IT to
Establish Competitive
Advantage**

Human Capital Strategy

<p>Our Aspiration</p>	<p>Not a company that is kind but indifferent, but a company with a culture that is demanding yet warm</p> <p>A company with a demanding yet warm culture is one where people with skills valued beyond our company still choose to work here.</p>				
<p>Ideal Talent Profile</p>	<p>Sincere Mavericks</p> <p>Individuals who value sincerity and collaboration, embrace change as inevitable, question existing norms, and voluntarily drive transformation.</p>				
<p>Human Capital KGI</p>	<p>Clarity of Purpose and Goals (Engagement Score)</p>		<p>A Culture that Encourages Challenge (Engagement Score)</p>		
<p>KPI</p>	<p>Certified Professional Talent*</p>	<p>Improvement in Leadership Development Support (360-degree feedback)</p>	<p> Holders of Advanced Professional Certifications</p>	<p>AI-Related Certifications Acquisition Rate</p>	<p>Ratio of Women in Management Positions</p>
<p>Targets</p>	<p>4 people</p>	<p>Year-on-year improvement</p>	<p>50 people</p>	<p>70%</p>	<p>28%</p>
<p>Strategic Pillars</p>	<p>Strengthening Leadership Capability</p> <p>Given the significant impact leaders have on the organization, we will provide continuous and proactive support and promote healthy renewal.</p>		<p>Enhancing Autonomy</p> <p>To develop future leaders, we will provide diverse experiences and opportunities for individuals to make decisions on their own.</p>		
	<p>Establish systems to continuously develop executive and management talent</p>		<p>Build an environment where diverse talent can thrive and remain engaged</p>		

*Professional Talent: A certification framework that recognizes individuals based on systematic knowledge (public qualifications) and proven experience and performance.

Human Capital Strategy

Introduction of Allowances for Advanced Professional Certifications

- Determine incentives and allowances for certifications based on their contribution to the business and level of acquisition difficulty
- Encourage skill development and link it to business growth

Example: Certified Small and Medium Enterprise Consultant

One-time reward: JPY 500,000、Monthly allowance: JPY 100,000

Introduction of Relocation and Regional Allowances

- Reduce the psychological and financial burden associated with relocation and changes in work location
- Strengthen our nationwide regional sales network to achieve “Vendor Leasing DANTOTSU No.1”

In the case of relocation: Allowance of up to JPY 150,000 per month

Applicable for three years from the payment start date

In the case of assignment to a local office: An additional JPY 50,000 per month on top of the above No time limit

Introduction of an Employee Stock-Based Compensation Program

- Encourage employees to view business performance and share price performance as their own achievements, with the aim of fostering and motivating talent that will drive mid- to long-term corporate value enhancement.

IT Strategy

- Achieve thorough efficiency in high-volume, small-ticket businesses through DX and **transition to an AI-oriented operating model**.
- Realize resource shifts to growth areas and planning functions through advanced operational efficiency.
- While carefully assessing investment effectiveness, proceed with **consideration of AI-related investments of approximately JPY 1 billion per year**.

Enhancing Operational Efficiency and Service Sophistication through DX

Vendor Leasing	Electronic contracts, Automation and accuracy enhancement of credit assessment	BPO	Support for multi-payment methods, including electronic money
aaS	Development of a rental business platform	Environment & Real Estate	IT-enabled business processes and enhancement of data environments

Toward an AI-Oriented Operating Model

Strengthening AI-Ready Talent

Strengthening skills across all employees to adapt to IT and AI transformation

Digital Skills



Planning & Transformation Skills

Promoting and supporting the acquisition of AI-related certifications

Establishment of a New AI Promotion Organization

New Organization Name

AI & Digital Promotion Division

Key Roles

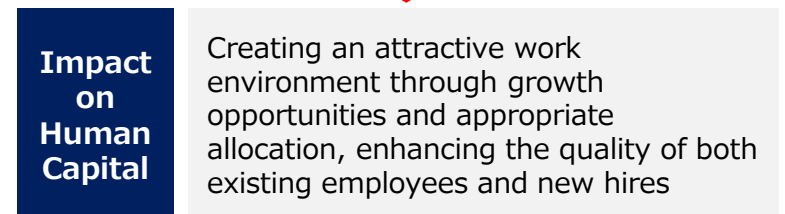
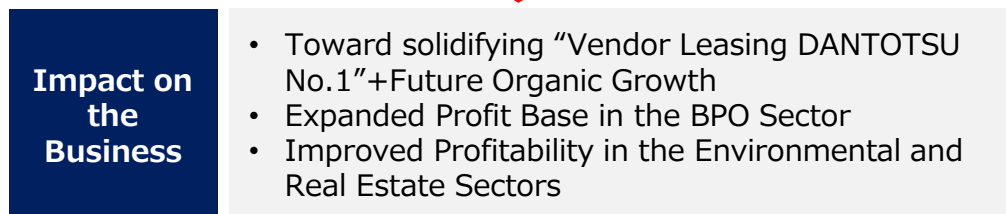
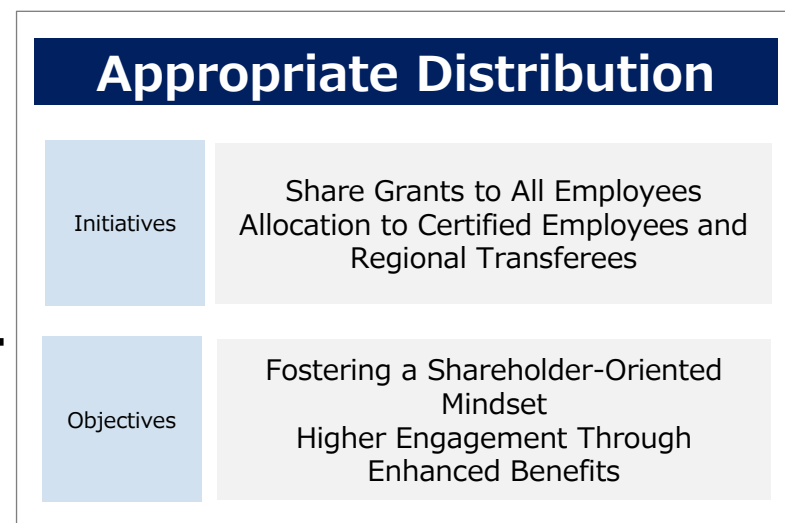
- Planning and driving company-wide AI utilization initiatives
- Establishing governance frameworks and internal rules for AI utilization

Our Approach to Enhancing Corporate Value through Investment and Appropriate Distribution

- Strengthen human capital and business capabilities through investment and distribution, thereby enhancing corporate value.
- Continuously maintain and pursue optimal initiatives while assessing their impact on both the business and human capital.

**26-28
Medium-Term
Management
Plan KPIs**

- Holders of Advanced Professional Certifications: 50 people
- AI-related Certification Acquisition Rate: 70% (RICOH LEASING on a standalone basis)

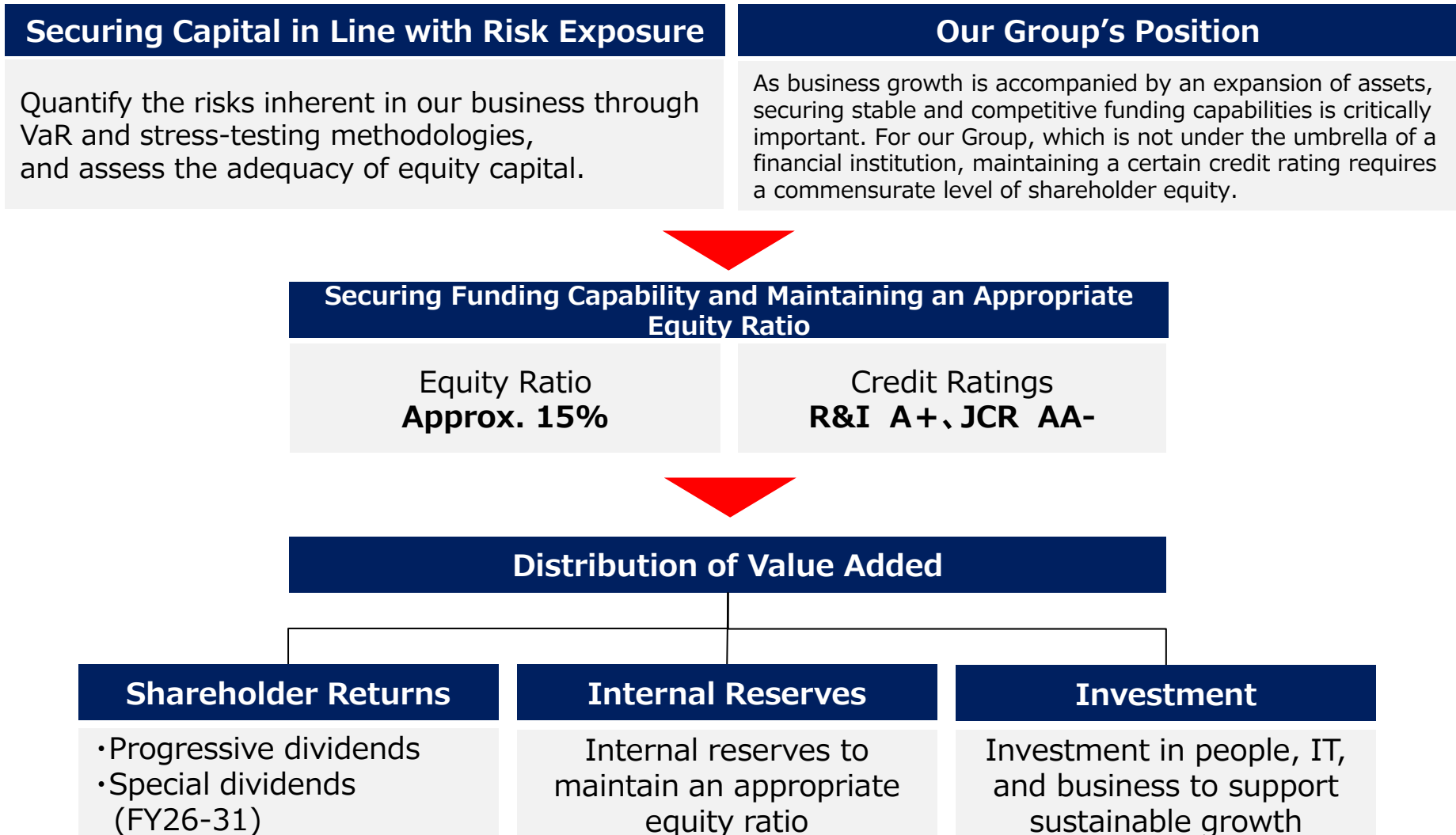


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**Medium-Term
Management Plan
Strategy ③
Shareholder Returns
Based on an Appropriate
Level of Financial
Leverage**

Financial Leverage Strategy

- To secure stable and competitive funding capabilities, we retain a portion of the value created as retained earnings, while maintaining an adequate level of equity ratio and allocating capital to growth investments and shareholder returns.



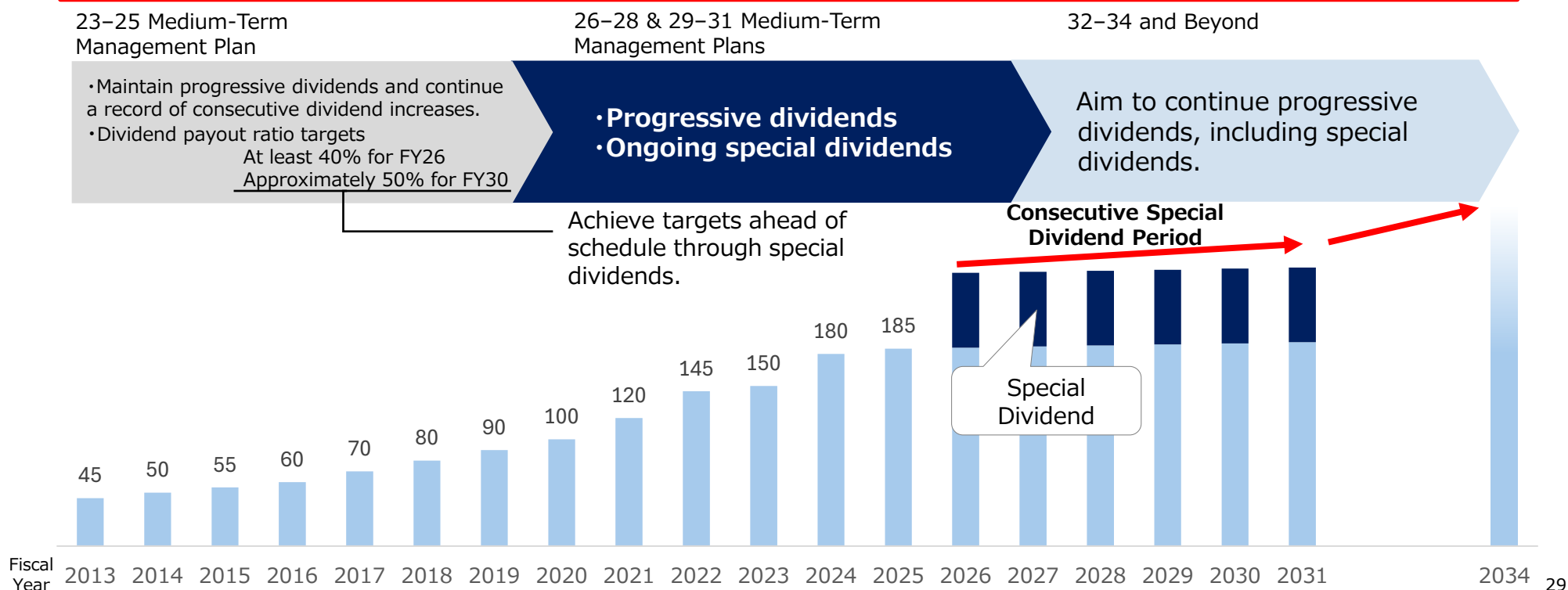
Shareholder Return Policy

➤ Basic Policy on Shareholder Returns under the 23–25 Medium-Term

With a focus on dividend progressiveness and industry-leading return levels, we aim to expand shareholder returns while pursuing sustainable growth and strengthening an appropriate capital structure and financial soundness. The targeted dividend payout ratio is at least 40% for FY25 and approximately 50% for FY29.

➤ Shareholder Return Policy from 26–28 and Beyond

- Achieve sustainable business growth through a balanced approach to growth investment and distribution, and provide stable shareholder returns based on an appropriate capital structure.
- While maintaining a progressive dividend policy as our basic approach, the Company will implement additional shareholder returns over a six-year period starting in FY2026 (FY26–28 and FY29–31) to mark our 50th anniversary, with the aim of bringing our financial leverage to an appropriate level.



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Financial Outlook and Target Indicators

Financial Outlook

- To enhance ROE, PBR, and productivity, we place strong emphasis on the growth of “Value Added + Growth Investment,” which serves as the core source of value creation.

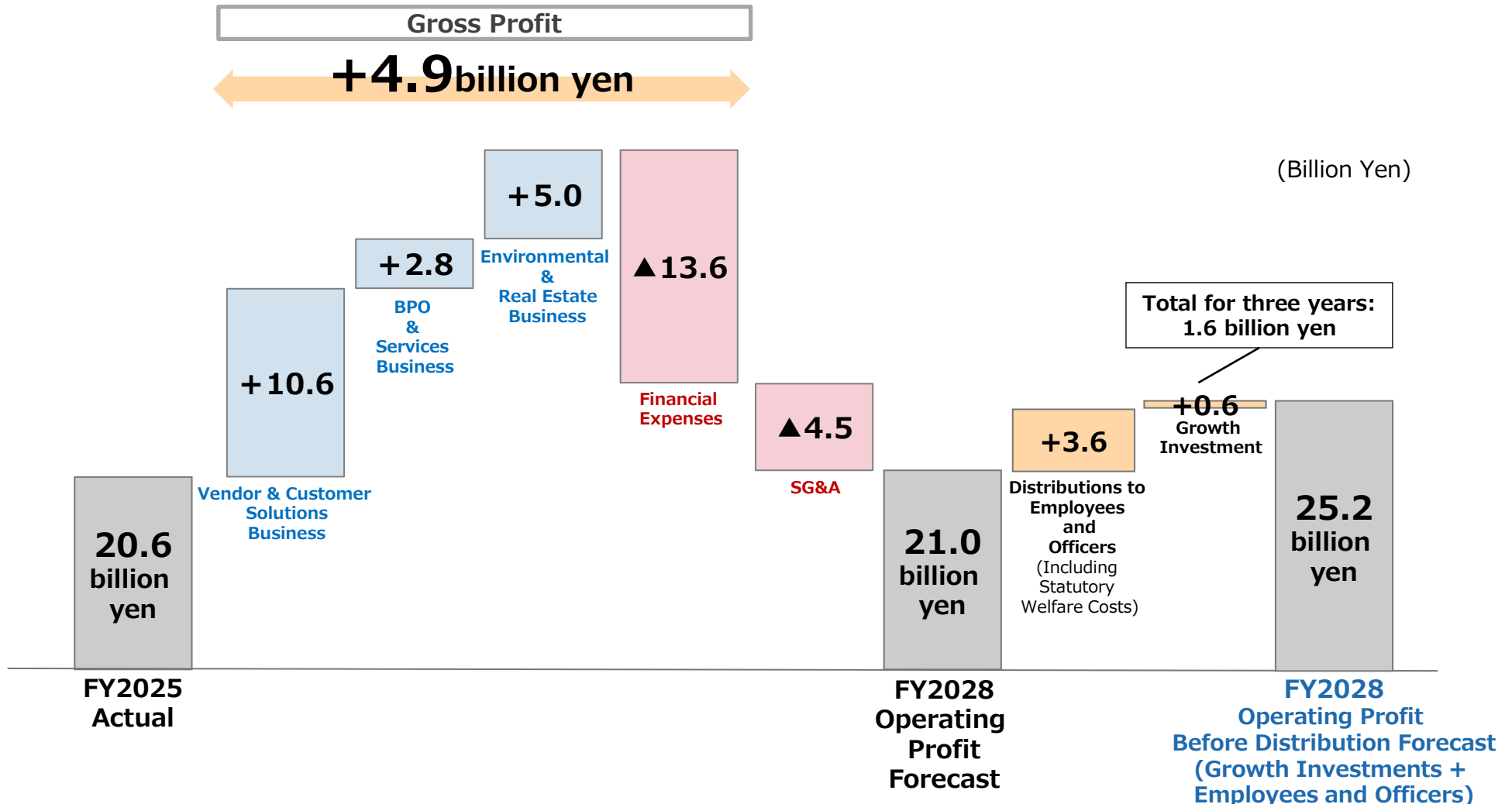
FY2025	
Item	Actual
Gross Profit	50.1billion yen
Operating Profit	20.6billion yen
Net Income	12.8billion yen
ROA	0.90%
ROE	5.4%
Annual Dividend per Share	185yen
Operating Assets Balance	1,283.2billion yen
Value Added + Growth Investment	33.6billion yen



FY2028	
Forecast	CAGR 26/3→29/3
55.1billion yen	3.2%
21.0billion yen	0.6%
14.5billion yen	4.2%
0.93%	-
5.7%	-
258yen	11.7%
1,394.0billion yen	2.8%
40.1billion yen	6.0%

Changes in Operating Profit in the 26–28 Medium-Term Management Plan

- Assumption of two interest rate hikes in FY2026 under the 26–28 Medium-Term Management Plan
- In response to rising interest rates, we will enhance asset efficiency. To execute appropriate distribution and growth investment, growth in operating profit will be restrained.

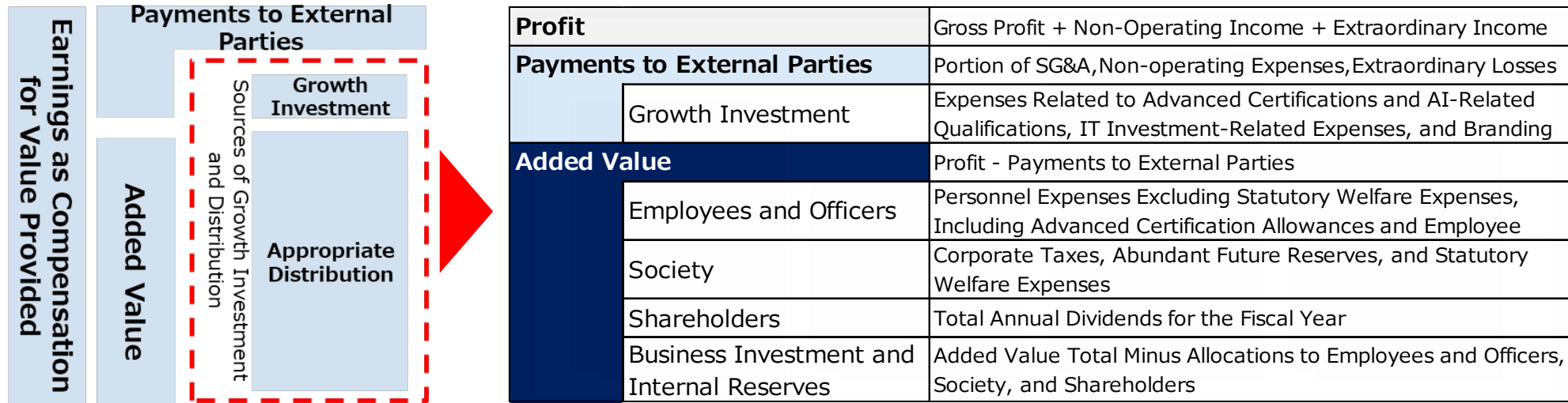


Growth Investments and Added Value Forecast in the 26–28 Medium-Term Management Plan

2026年12月リコーリースは、リトレスへ。

RiTRÉS

➤ Items of the Distribution Statement



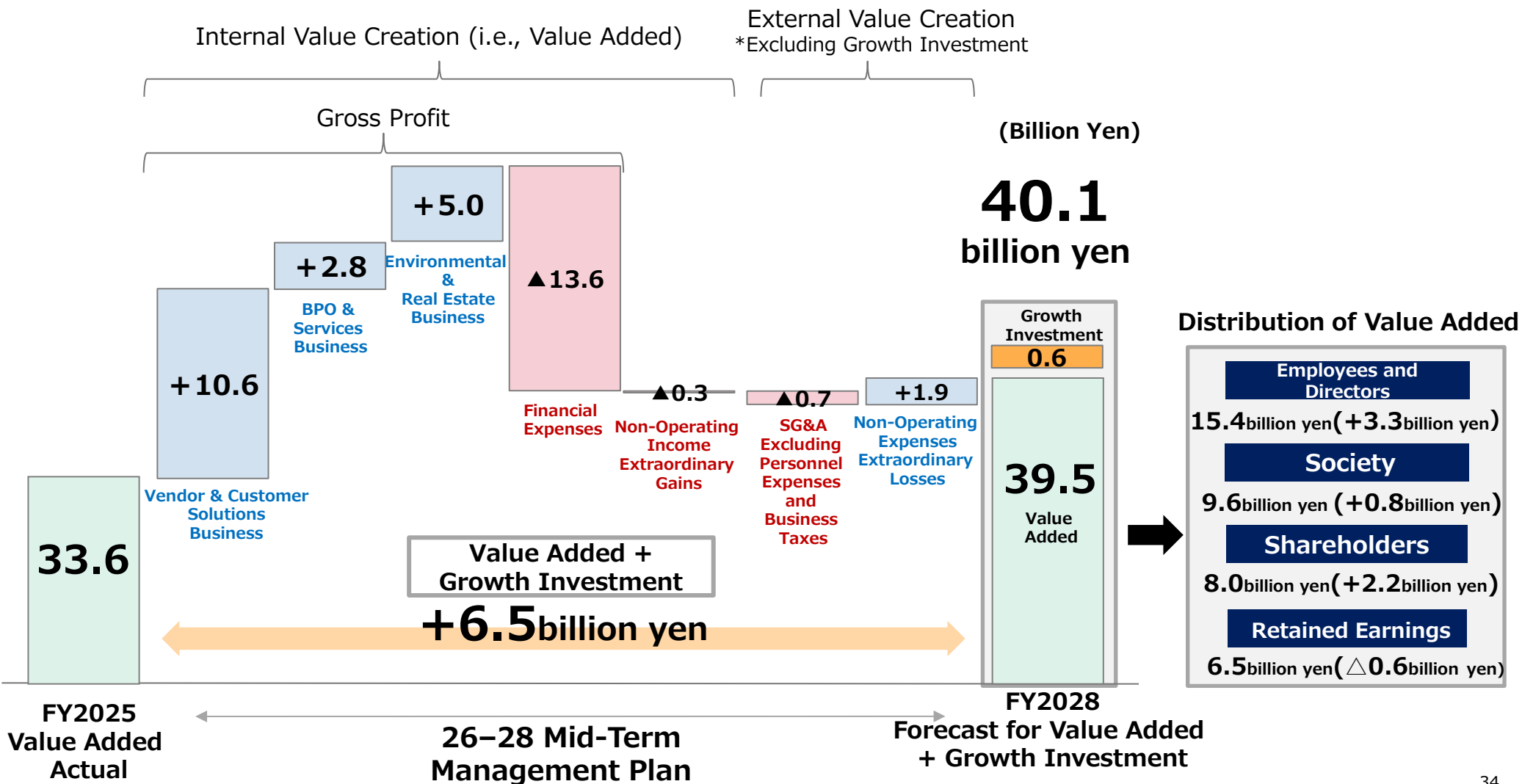
➤ Growth Investments and Added Value Forecast in the 26–28 Medium-Term Management Plan

(Billion Yen)

	FY2025	FY2028	Change	
Value Added + Growth Investment	33.6	40.1	6.5	
Profit	51.1	55.8	4.7	Gross Profit + Non-Operating Income + Extraordinary Income
Payments to External Parties				
Growth Investment	0.0	0.6	0.6	Expenses Related to Advanced Certifications and AI-Related Qualifications, IT Investment-Related Expenses, and Branding Investments
Added Value	33.6	39.5	5.9	
Employees and Officers	12.1	15.4	3.3	
↳ Appropriate Distribution	0.0	0.7	0.7	Advanced Certification Allowances, Relocation and Expatriate Allowances, and Employee Share-Based Compensation Plans
Society	8.7	9.6	0.8	
Shareholders	5.7	8.0	2.2	
Business Investment and Internal Reserves	7.1	6.5	(0.6)	

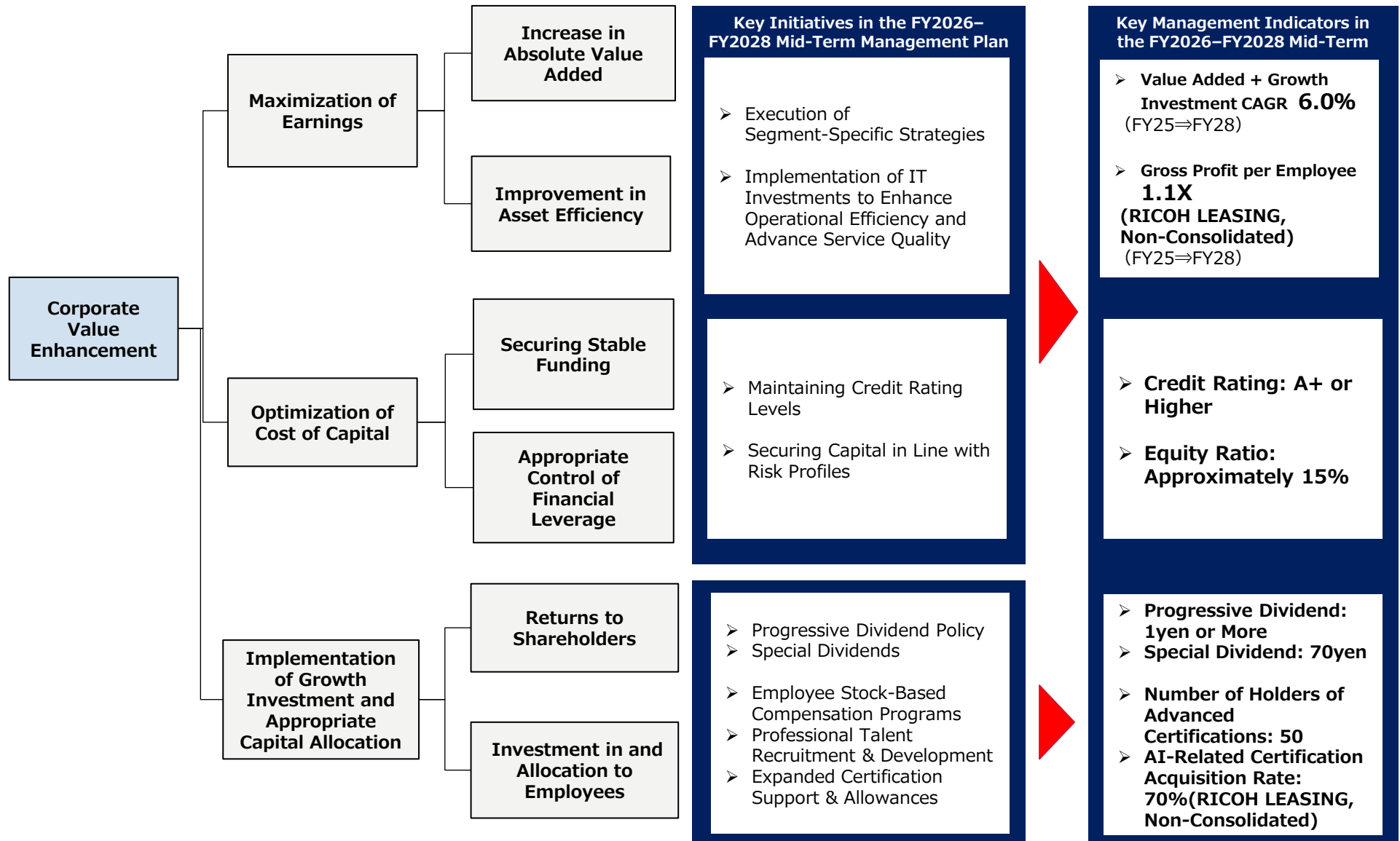
Changes in Value Added in the 26-28 Medium-Term Management Plan

- Increase Value-Added, and promote distribution and investment in growth.



A Tree Diagram Anchored in Enhancing Corporate Value

- An Overview of Key Initiatives Centered on Enhancing Corporate Value.



4

Our Aspiration

- To more clearly define the core strengths of our group and the direction we aim to pursue, we have renewed our “Mid- to Long-Term Vision”.

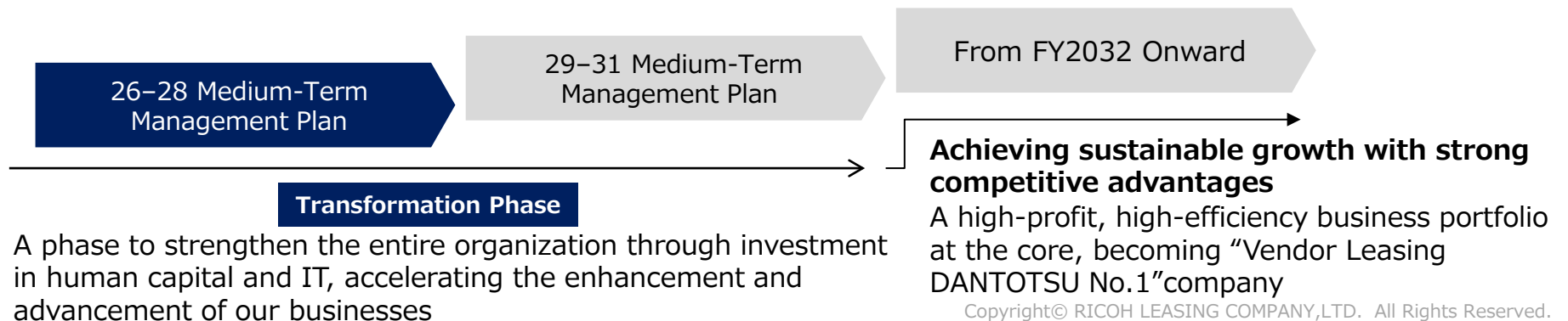
■ New Mid- to Long-Term Vision (Our Desired State 10 Years Ahead)

Expanding the Possibilities of Leasing to Support SMEs

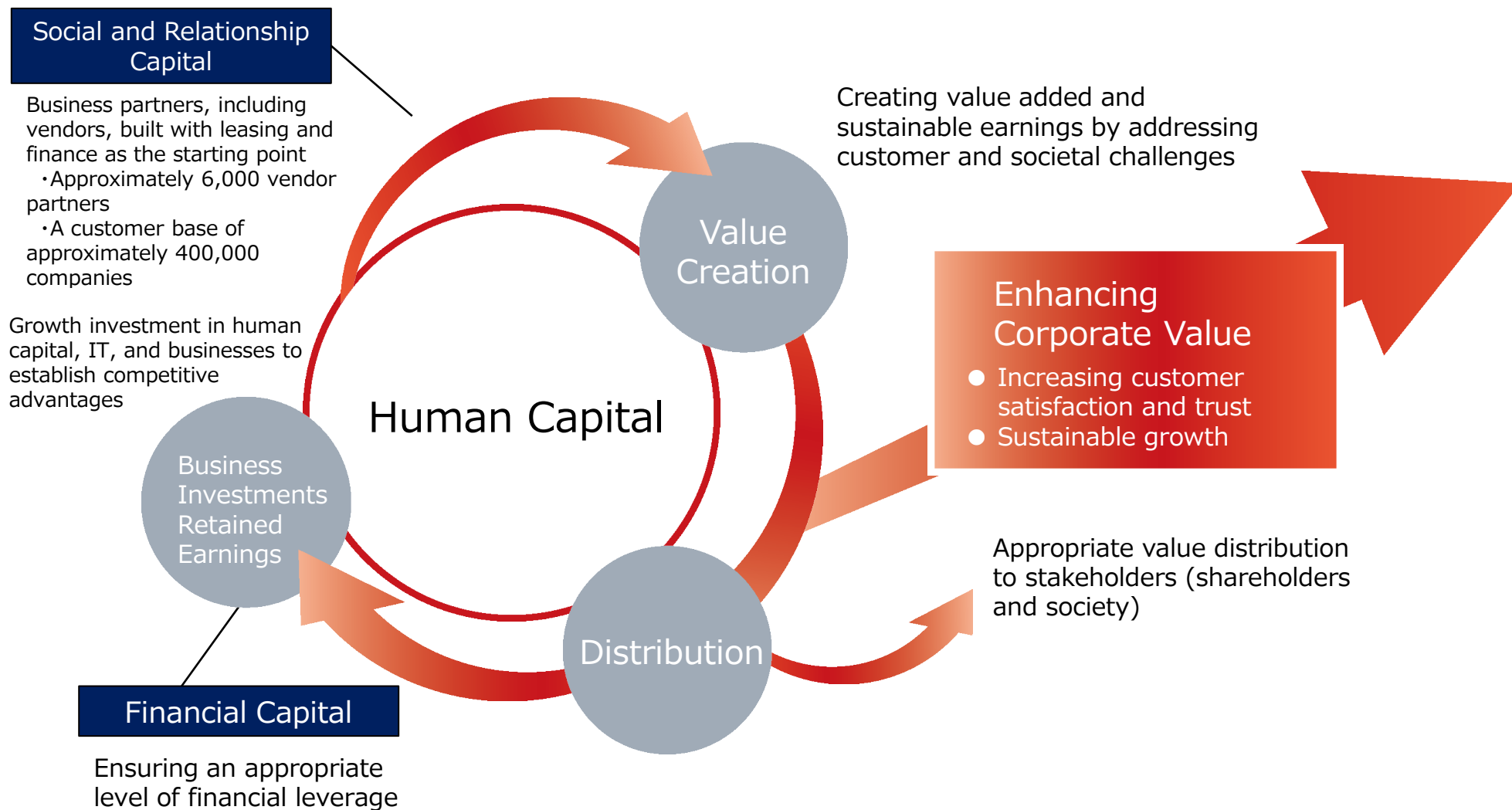
Anchored in vendor leasing, we will continuously evolve our services and businesses, address social challenges through co-creation with our business partners, and remain an “indispensable presence” supporting the growth of SMEs and other businesses.

■ Roadmap to Achieving Our Mid- to Long-Term Vision

- By leveraging vendor leasing as our core strength, we will build a highly profitable and efficient business portfolio with strong competitive advantages and achieve sustainable growth.



- Enhancing corporate value with human capital as the starting point



Our Group's Strengths and Growth Foundation Built Over Time (Reference)

- Leveraging the business model and operating platform we have built over time, we have achieved sustainable growth with vendor leasing as our starting point.

Our Group's Aspiration: Expanding the Possibilities of Leasing to Support SMEs

