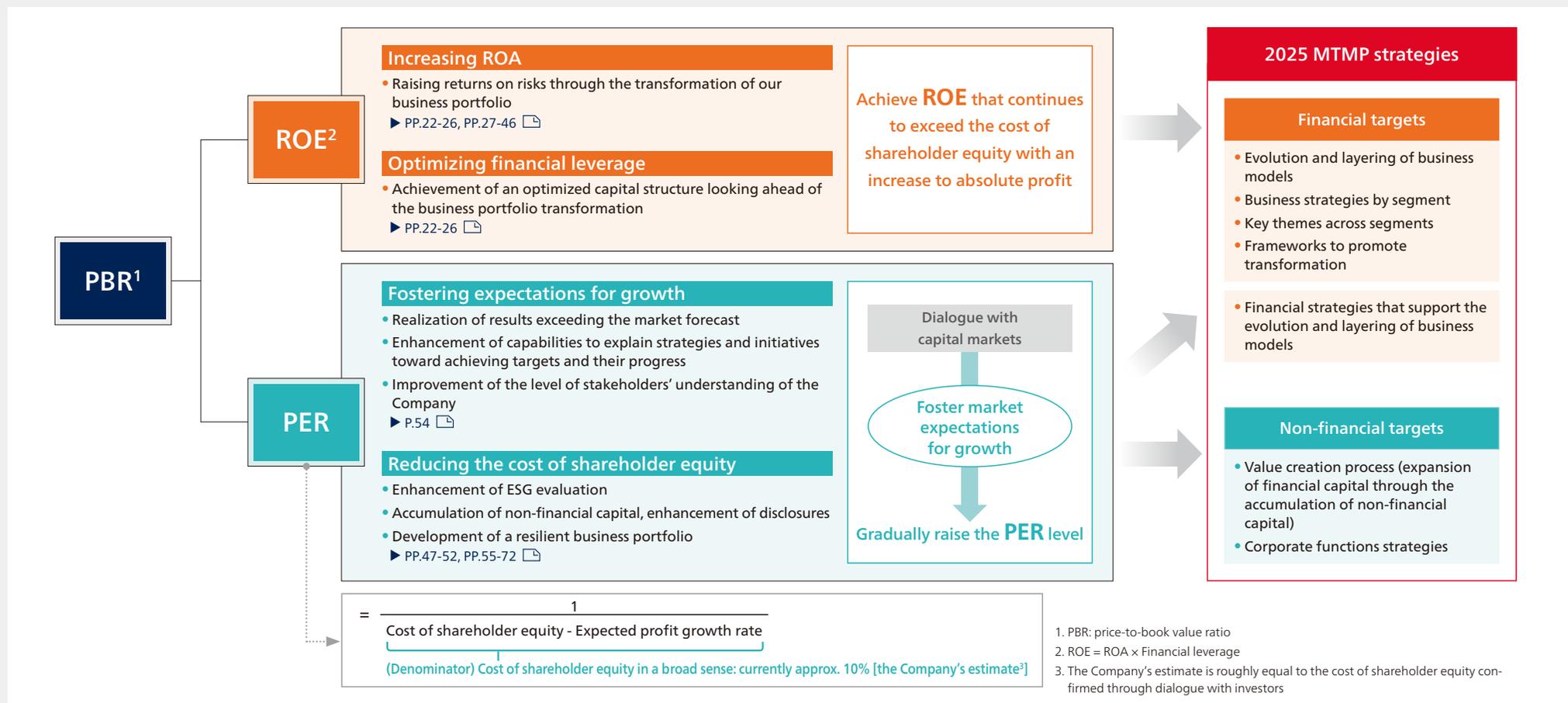


Matters that Our Group Prioritizes to Enhance Corporate Value

Among the elements that constitute corporate value, the Group considers ROE to be particularly important. Rather than limiting ourselves to traditional leasing and finance, we will achieve ROE improvement by increasing ROA through business portfolio transformation to expand our business domains into high value-added businesses and raise returns on risks, as well as optimizing financial leverage that balances securing the capital necessary to support maintaining financial soundness and aggressive investment strategies with shareholder returns. Furthermore, through dialogue with capital markets, we will work on improving growth expectations and reducing the cost of shareholder equity to achieve higher price-to-earnings ratio (PER) levels. We are incorporating these major strategic directions into the 2025 MTMP and aiming to achieve both financial and non-financial targets.



PBR¹

$$= \frac{1}{\text{Cost of shareholder equity} - \text{Expected profit growth rate}}$$

(Denominator) Cost of shareholder equity in a broad sense: currently approx. 10% [the Company's estimate³]

1. PBR: price-to-book value ratio
2. ROE = ROA × Financial leverage
3. The Company's estimate is roughly equal to the cost of shareholder equity confirmed through dialogue with investors