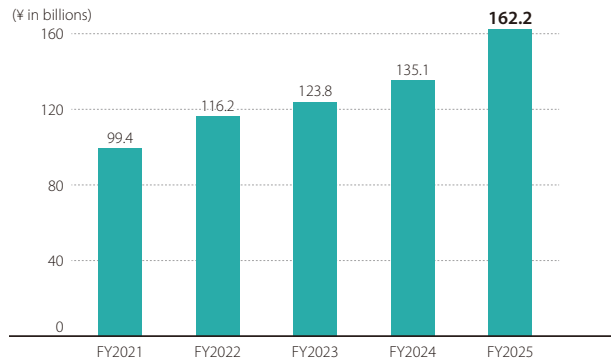


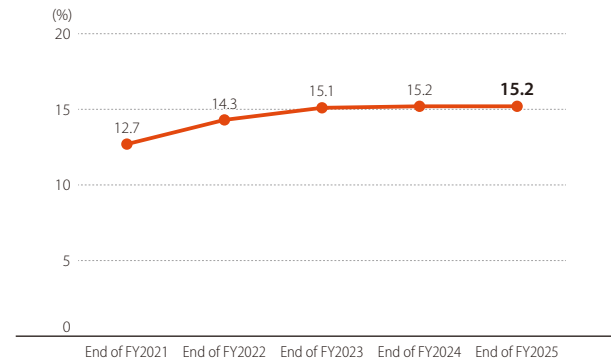
Financial Highlights

Net income attributable to owners of the parent



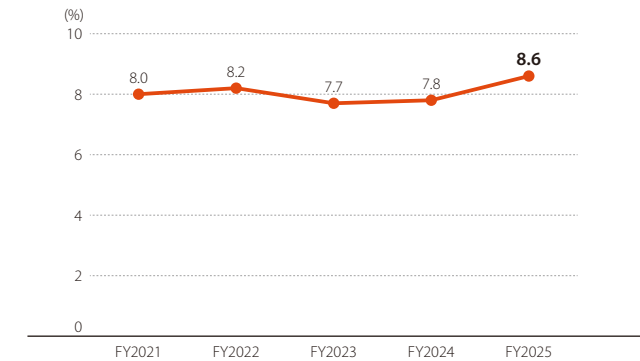
In the Real Estate segment, profit increased due to recording gains on several large sales, while the Aviation segment performed strongly and credit costs decreased in the Global Customer Business segment. Mainly due to this, net income increased ¥27.0 billion year-on-year to ¥162.2 billion, marking a record high for the fourth consecutive fiscal year.

Equity ratio



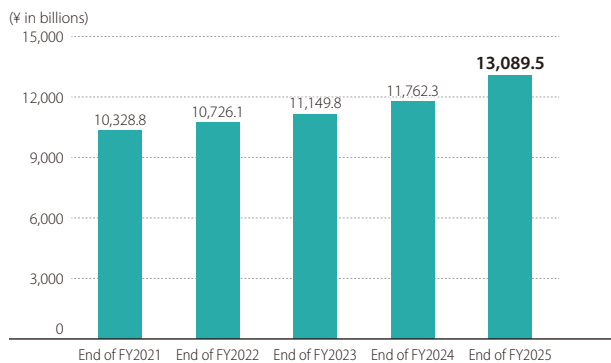
After ensuring a balance between growth potential, return on capital, and financial soundness, we aim to realize an optimal capital structure in response to the increase in risk volume associated with business portfolio restructuring.

ROE



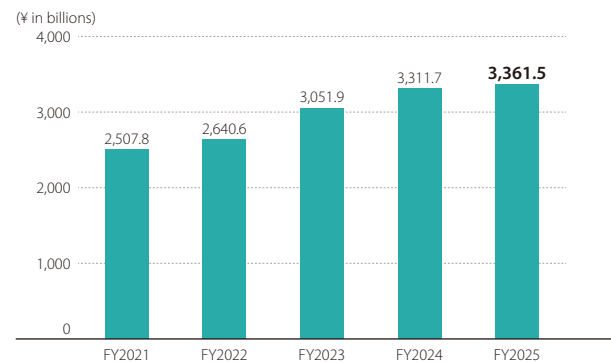
ROE improved by 0.8 percentage points year-on-year to 8.6% due to the increase in net income. However, the exchange rates applied in FY2025 reflected a weaker yen than initially assumed, resulting in equity increasing more than expected, while net income remained in line with the initial target. As a result, ROE fell short of the initial target of 8.8%.

Total assets



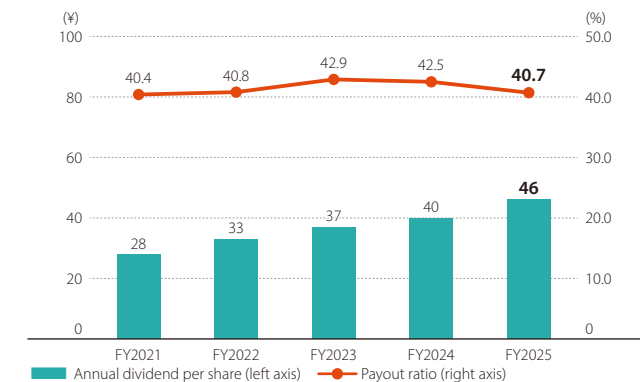
Total assets increased ¥1,327.2 billion year-on-year to ¥13,089.5 billion, mainly due to the foreign exchange impact of yen depreciation, as well as the buildup of assets in the European business of the Global Customer Business segment and in the Aviation and Real Estate segments.

New transactions volume



Although there was a reactionary decrease following the large-scale investments made in the Logistics segment in the previous fiscal year, new transactions increased in the European business of the Global Customer Business segment, as well as in the Customer Solutions and Real Estate segments. As a result, new transactions volume remained at the same level as the previous fiscal year, at ¥3,361.5 billion.

Dividend per share / Payout ratio



As a general rule, the Company returns profits to shareholders through dividends. During the 2025 MTMP period (FY2023-2025), the Company set a dividend payout ratio target of 40% or higher, raised the total dividend amount through profit growth, and achieved a dividend increase for the 27th consecutive fiscal year.