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Company name: Mizuho Leasing Company, Limited
Representative: President and CEO Akira Nakamura
(Code number: 8425 Tokyo Stock Exchange Prime Market)
Contact: Executive Officer Ryuji Fujiwara
and General
Manager of
Corporate Planning
Department
Phone: +81-3-5253-6511 (main)

Announcement Regarding the Formulation of the Medium-Term Management Plan 2028

Mizuho Leasing Company, Limited (the “Company”) hereby announces that on May 14, 2026, its Board of Directors passed a resolution on the Medium-Term Management Plan 2028, covering the period from fiscal year 2026 through 2028. The details of the plan are described below.

In its Medium-Term Management Plan 2025, the Company’s group set forth our vision of “Becoming a platform company that co-creates the future with customers” and positioned the period as “three-year challenge towards transformation.” During this period, the Company implemented a business portfolio transformation and actively invested in its management foundation.

In the Medium-Term Management Plan 2028, the Company’s group will continue to work toward realizing its vision by positioning the period as “three-year period to accelerate transformation and secure future growth.” During this period, the Company’s group will expand the business foundation it has built to date, accelerate its business portfolio transformation, and expand its highly adaptable organization.

Outline of the Medium-Term Management Plan 2028

1. Our Group's vision

To continue “Becoming a platform company that co-creates the future with customers” as set forth in the Medium-Term Management Plan 2025.

2. Strategic Policy

(1) Accelerate business portfolio transformation by:

- Expanding each business’s value chain by evolving our business models and leveraging the customer base of Mizuho Financial Group, the Company’s group’s key strength, and Marubeni’s business network.
- Expanding our business domains by utilizing inorganic investment and strengthening our capabilities for exploring new business.

- Strengthening our earning power (ROA) by effectively utilizing operating assets, strengthening fee-based businesses, supporting middle market growth, and expanding our international business.

(2) Strengthening the business foundation to promote growth:

- To build a highly adaptable foundation that can respond in a simple and agile manner to changes in the external environment.

- Strengthening our human capital: Securing and developing various human resources who will support the business portfolio transformation
- Transforming corporate culture: Developing individuals who act proactively and autonomously and strengthen organizational capabilities
- Improving productivity by using digital technologies: Promoting digital strategies, including the utilization of AI and other technologies
- Enhancing risk management: Responding to business expansion and strengthening business continuity planning (BCP), including cybersecurity

3. Management Goals

(1) Financial Targets

Net income (Note)	ROA on ordinary profit	Equity ratio	ROE
¥60.0 billion	1.7% or more	Approximately 12%	11% or more

Note: Net income attributable to owners of the parent

(2) Non-Financial Targets

Carbon Neutrality (Realizing a decarbonized society)	Reducing Scope 1 and 2 CO2 emissions	Carbon neutrality (FY2030)
Circular Economy (Realizing a circular economy)	Reuse and recycling rate	Maintain the rate at 98% or higher (on average for FY2026 through FY2028)
Human Capital (Human capital management as a cornerstone)	Hiring more strategic field professionals	+70 compared to FY2025 (FY2028)
	Investment amount for developing personnel	More than double the average amount in the Medium-Term Management plan 2025 (on average for FY2026 through FY2028)
	Management positions filled by women	18% (FY2028)

Note: The Company and its nine domestic consolidated subsidiaries

(3) Shareholder return policy

Continue the basic policy of “paying dividends commensurate with business performance while striving for improvement in profitability,” and maintain a payout ratio in the low 30% range.

The content of this material is based on various assumptions and suppositions made by the Mizuho Leasing Group, and does not promise or guarantee the implementation of future plans, target figures, or measures that are being indicated. Actual results may differ significantly due to a wide range of factors including future changes in the business environment.