

# CORPORATE PROFILE



**Together we innovate,  
challenge and explore  
the frontiers of the future**

## Message from the President & CEO

# Becoming a company that challenges toward transformation and continues to evolve

Mitsubishi HC Capital has committed Our 10-year Vision as “Together we innovate, challenge and explore the frontiers of the future.” This has been set as a milestone on the way to achieving Our Mission.

This represents our determination to continue to be an “innovator who ventures into unexplored fields and creates innovation” by challenging the frontiers of the future without being bound by precedents. It also expresses our will to anticipate the changes in society and the business environment including changes in global industrial structures, accelerating digitalization and increasing importance of sustainability and continue addressing social issues with customers and partners by exercising our unique strengths.

In the Medium-term Management Plan for FY2023-2025, every executive and employee comes together as one in working towards realizing “Our 10-year Vision” by promoting the “evolution and layering of our business models” through providing services and business operations that maximize the value of both tangible and intangible assets.

Amid the monumental change occurring in our business environment and society on a global basis, there is no future for those who simply stay on the same path. We, ourselves, must anticipate these changes while also constantly evolving.

The Mitsubishi HC Capital Group will, as always, leverage our global experience and expertise to be an innovator.

We hope that you will look forward to our continued progress.



*Tajiri*

President & CEO

## Basic Management Policy

### Our Mission –Our long-term goal–

Contribute to a prosperous and sustainable future by creating social value through maximizing the potential of assets.

### Our Vision –Objectives to achieve our long-term goal–

- Solve social issues by developing unique and progressive businesses with consideration for the global environment.
- Aim for sustainable growth through value co-creation with diverse stakeholders across the globe.
- Enhance corporate value by evolving our business model through utilizing digital technology and data.
- Foster an “open, creative and engaging” corporate culture that shapes each and every employee’s motivation and pride.
- Aim to be a trusted company by complying with laws and regulations, as well as implementing ethical corporate management.

### Action Principles

#### –“Values and mindset to be held” and “actions to be taken” by each and every employee–

- **Challenge:** Challenge ourselves to look forward to the future with a sense of responsibility and commitment.
- **Digital:** Drive digital innovation and expertise.
- **Communication:** Communicate openly and honestly to build mutual understanding and trust.
- **Diversity:** Embrace diversity and respect each other.
- **Sustainability:** Act in harmony with people, society and the earth to create a sustainable world.
- **Integrity:** Maintain the highest standards of ethics and integrity.



# Corporate information



Marunouchi Office

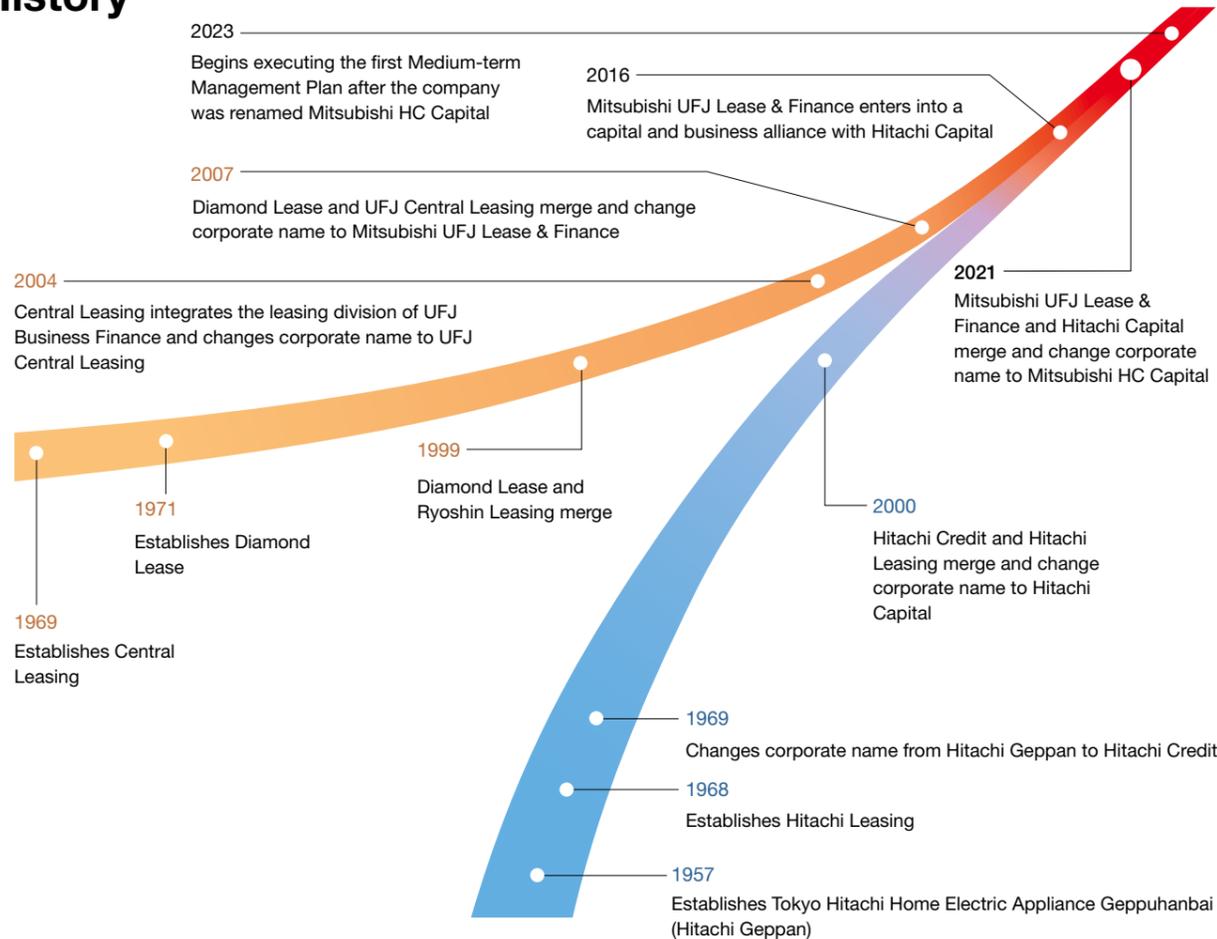
Corporate name	Mitsubishi HC Capital Inc.		
Head office	5-1, Marunouchi 1-chome, Chiyoda-ku, Tokyo, 100-6525, Japan		
Representative	Representative Director, President & CEO Taiju Hisai		
Number of employees	Consolidated: 8,380	Non-consolidated: 2,102	(as of March 31, 2025)
Main business activities	Lease, Installment sales, various types of financing		
Stock listings	Tokyo Stock Exchange (TSE) Prime Market		
Paid-in capital	¥33,196 million		

## External credit ratings

	S&P	Moody's	Fitch	Japan Credit Rating Agency (JCR)	Rating and Investment Information (R&I)
Long term	A-	A3	A-	AA	AA
Short term	A-2	—	F1	J-1+	a-1+

Note: as of October 31, 2025

# History

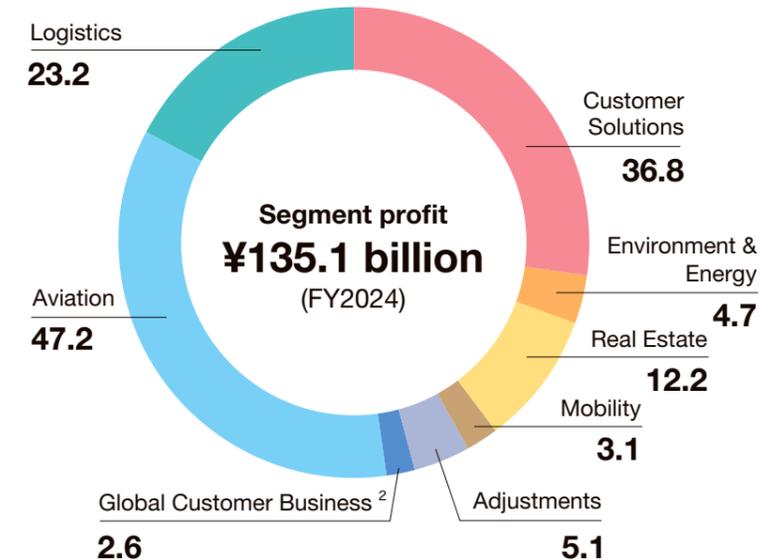
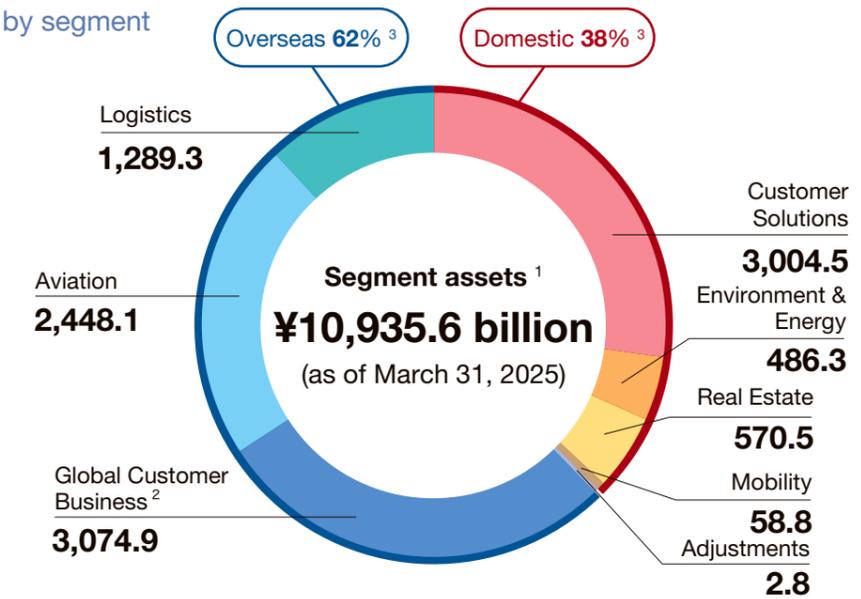


# Facts and statistics about the Mitsubishi HC Capital Group

Total assets	Net income	Global network
<b>¥11.7 trillion</b> <small>(as of March 31, 2025)</small>	<b>¥135.1 billion</b> <small>(FY2024)</small> Record high for three consecutive years	Business operations in more than 20 countries and regions around the world

Market capitalization and ranking (as of March 31, 2025)	
Market capitalization	Ranking
<b>¥1,477.9 billion</b>	<b>120th</b>
<small>*Rank among companies listed on the Tokyo Stock Exchange Prime Market (common stock only)</small>	

## Composition by segment



1. operating assets + equity method investments + goodwill + investment securities, etc.  
 2. Segment assets and segment profit of the Global Customer Business segment do not include overseas assets and profits of other segments such as Aviation and Logistics.  
 3. Approximate percentages are shown by counting the Customer Solutions, Environment & Energy, Real Estate, and Mobility segments as domestic, and the Global Customer Business, Aviation, and Logistics segments as overseas, but some segments include both domestic and overseas assets and actual percentages differ from the above.

# Business description

## Customer Solutions

Taking on the challenge of creating new businesses by leveraging our strong customer base

In the Customer Solutions segment, we mainly operate businesses providing financial solutions such as leasing to domestic corporations and government agencies, and supporting partner vendors' (manufacturers, distributors, etc.) sales with our finance functions.

This segment is a core business of our Group, providing a wide range of solutions beyond just finance.

Finance	Finance + services	Asset utilization business
<ul style="list-style-type: none"> <li>● Finance leases</li> <li>● Operating leases</li> <li>● Installment sales</li> <li>● Loans (project finance, mezzanine loans, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>● PC life cycle management services</li> <li>● Decarbonization solutions</li> <li>● Energy conservation solutions</li> <li>● GX Assessment Lease <sup>1</sup></li> <li>● ESCO <sup>2</sup> business</li> <li>● CO<sub>2</sub> emissions visualization services</li> </ul>	<ul style="list-style-type: none"> <li>● Purchasing and sales of used properties</li> <li>● Refurbishing of used semiconductor manufacturing equipment</li> <li>● Robotics solutions</li> <li>● VMI <sup>3</sup> services</li> </ul>

1. Our proprietary leasing and installment program, designed to help customers adopt low-carbon equipment. By utilizing this product, customers can clearly demonstrate that the procured equipment delivers environment improvement benefits.  
 2. Abbreviation for Energy Service Company. A business that designs and carries out energy-saving retrofits for factories and buildings, with the energy savings guaranteed by an ESCO company.  
 3. Vendor managed inventory. Services in which we hold and manage inventories for buyers on behalf of sellers (vendors).

## Organizational structure

To remain a trusted partner for our customers by delivering distinctive services, Mitsubishi HC Capital is committed to creating higher value-added services through close sharing of information and expertise across its sales divisions.



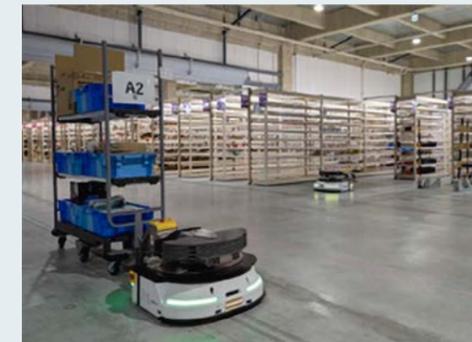
### PICK UP

#### Stepping up our efforts in the field of robotics

To address the social issue of labor shortages due to the declining birthrate and aging population, we are aiming to build an ecosystem with partners and other organizations possessing cutting-edge technologies. In April 2024, we established the Robotics Business Development Department as a specialized organization with the aim of realizing innovative services that increase productivity through automation using robots.

Recent automation solutions are realized not only with robots but also with a complex combination of various technologies and functions, involving a wide variety of industry players. In this context, we will expand our business as a robot service provider that offers new value to our customers not only through our customer base and financing functions, but also through our coordinating function that combines system integration, operational support, and business design. We will continue to expand our business by uncovering needs from the user's point of view.

In the future, we aim to become one of the core businesses of the Group, so that when people think of robotics, they think of Mitsubishi HC Capital.



An automated transport robot developed by LexxPlus, our capital and business alliance partner



A robot under development by MUSE, our capital and business alliance partner

#### Launching a business to refurbish used semiconductor manufacturing equipment

In February 2025, we established MHC Semi Technologies, Inc. (MHCST), a new company engaging in the refurbishment\* of used semiconductor manufacturing equipment. MHCST began operations in late March 2025. This business was one of the projects that passed the screening of the first round of the Founder Program of our in-house entrepreneurship program, the Zero-Gravity Venture Lab. MHCST was established after a business validation period of one year.

MHCST refurbishes used semiconductor manufacturing equipment, restoring it to a reusable condition and enhancing its value before delivering it to customers. By incorporating this business into our portfolio, we aim to advance the realization of a circular economy, one of the key materialities of our Group.

\*The process of servicing and reconditioning used items to restore them to a nearly new state.



Used semiconductor manufacturing equipment (example)

## Business description

### Global Customer Business

We offer leasing, sales finance, and other services in Europe, the Americas, China, and ASEAN to both well-established local companies and Japanese companies operating in these regions.

Contributing to solving social issues in each country through businesses tailored to regional characteristics

#### Europe

Mitsubishi HC Capital UK (MHCUK), the core entity of our European business, has been in operation for over 40 years and is well known for its “Novuna” brand, based on its three main businesses of personal finance, corporate finance, and vehicle leasing. The MHCUK Group operates in 11 European countries and continues to provide products, services, and excellent customer experiences that lead the UK and European markets.



EV (electric vehicle) charging facility installed at the MHCUK office

#### The Americas

Mitsubishi HC Capital America, the core entity of our business in North America (the US and Canada), offers a wide range of financing solutions, including sales finance for commercial trucks, construction machinery, and industrial equipment, as well as operating leases, ABL\*, and structured finance for small- and mid-sized businesses.

\*Asset-based lending. A financing solution that uses a company's inventory, accounts receivable, and other current assets as collateral.



Construction machinery (example)

#### ASEAN & China

We operate in five countries: Singapore, Thailand, Indonesia, Malaysia, and China (including Hong Kong SAR). Our business activities are rooted in the local communities of each country, and we provide financing solutions that meet the needs of our customers and sales finance in partnership with vendors.

### Environment & Energy

Promoting a decarbonized society as Japan's leading renewable energy provider

In our Environment & Energy segment, we operate renewable power generation businesses—such as solar and onshore wind— both in Japan and internationally. In Japan, our equity share in renewable power generation totals 1.2 GW, ranking us among the country's largest operators (as of March 31, 2025). We also engage in battery storage solutions that help stabilize electrical grids, aggregation business <sup>1</sup>, and corporate PPAs <sup>2</sup>, which supply clean energy directly to customers. Through these initiatives, we enhance asset value and contribute to achieving a decarbonized society.

1. A business that manages electricity supply from power plants and balances demand and supply by acting as an intermediary between generators and power companies.
2. A long-term contract that enables companies to purchase electricity generated by renewable power facilities at fixed prices from power retailers or generators.

#### Japan

##### Solar power generation business

In addition to operating power plants under the Feed-in-Tariff (FIT) scheme, we also run businesses that directly supply electricity to customers through corporate PPAs.



Mega solar power plant in Yatsuda District of Namie Town (Fukushima Prefecture)

##### Onshore wind power generation

We operate power plants using the FIT scheme and the Feed-in premium (FIP) scheme <sup>3</sup>.

3. When renewable power generation companies sell electricity in a wholesale market, etc., a certain premium is added onto the price.



Manyo no Sato Wind Power Plant (Fukushima Prefecture)

#### Overseas

We focus on renewable power generation—such as solar and onshore wind— primarily in Europe and the US, where decarbonization is advancing.

In April 2024, we invested in European Energy (EE), a Danish company that operates renewable and next-generation energy businesses. Through the strategic partnership with EE, we aim to further accelerate and expand the Environment & Energy business on a global basis.



Power generation facility developed by EE in Holmen, Denmark

# Business description

## Aviation

Driving growth and transformation with the industry's leading business platform

In the Aviation segment, we provide services including aircraft leasing and financing, aircraft engine leasing and parts sales <sup>1</sup>, as well as Japanese operating leases <sup>2</sup> to airlines and other companies across various countries and regions worldwide.

As a unified Group, we provide a wide range of high value-added services throughout the entire life cycles of aircraft and aircraft engines, from their purchase to use and retirement.

1. Business to dismantle engines of aircraft that are near retirement, overhaul and repair them, and the sell them as separate parts to maintenance companies and airlines
2. Operating leasing for aircraft, engines, ships, etc., for airlines and shipping companies. Sold to Japanese investors in the form of an investment or asset holding, etc. based on a partnership agreement

### Aircraft leasing business

Through our US aircraft leasing subsidiary Jackson Square Aviation (JSA), we provide leasing and financing services to global top-tier airlines.



Aircraft (example)

### Engine leasing business

Through our Irish subsidiary Engine Lease Finance (elfc), a leading independent aircraft engine leasing company, we engage in spare engine leasing transactions with global airlines and engine maintenance companies. In addition, INAV, a wholly-owned subsidiary of elfc in the US, operates an aircraft engine parts sales business.



Aircraft engine (example)

### Japanese operating leases

We structure and sell Japanese operating leases using assets such as aircraft, aircraft engines and marine containers. By leveraging the Mitsubishi Group network, we offer products to over 1,300 institutional investors in Japan. In 2024, we established a domestic subsidiary MHC Aviation Services Co., Ltd. to expand our service offerings.



(example)

## Logistics

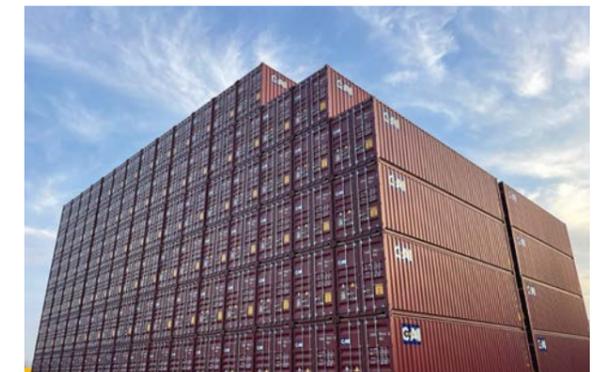
Supporting global logistics with new ideas and helping to reduce environmental impact

In the Logistics segment, we provide transportation equipment—such as marine containers and railway freight cars—that supports global logistics through leasing and financing services for our customers.

Marine containers and railway freight cars are essential for ocean and rail transport. These modes of transportation produce lower CO<sub>2</sub> emissions compared to other methods and enable the efficient, large-scale movement of goods that sustain diverse industries and everyday life. Through various initiatives, we contribute to reducing environmental impact and addressing social challenges in the logistics sector, while working toward achieving our Group's materiality goals.

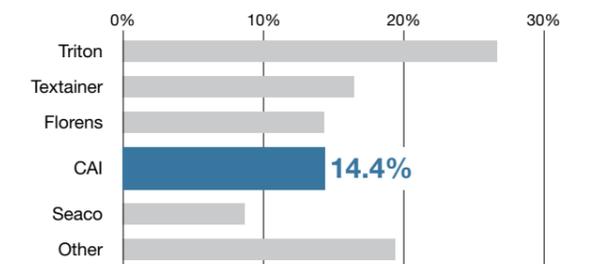
### Marine container leasing business

We entered the marine container leasing business in 2014 and acquired CAI International (CAI), a US-based marine container leasing company, in 2021. Leveraging CAI's strong industry presence—built on over 30 years of experience, specialized expertise, and a global sales network—we operate dynamically by responding to market changes and making agile investments. Our Group entered this business ahead of other major Japanese financial institutions and corporations. CAI currently ranks fourth globally in market share.



Dry container (example)

Global share of the marine container leasing market <sup>1</sup>



1. (Source) Container Census & Leasing Annual Report 2025/26, Drewry Shipping Consultants Limited (on a TEU<sup>2</sup> basis, as of the end of December 2024)

2. Twenty-foot equivalent unit. Unit equivalent to the capacity of a 20-foot long container

### Railway freight cars leasing business

After entering the business in 2013, we established our own platform in the US in 2017 and have since been operating at full scale across North America. We own over 20,000 railway freight cars and rank among the top 10 companies in the North American railway freight cars leasing industry.



Railway freight cars (example)

# Business description

## Real Estate

Maximizing the power of real estate and promoting the creation of sustainable social infrastructure

In the Real Estate segment, we operate our business around three core areas: real estate finance, investment, and asset management. Real estate forms the foundation of people's lives (homes, commercial facilities, etc.) and of industrial activity (offices, logistics facilities, etc.). By integrating our three core businesses, we aim to become a player that creates and maximizes social and economic value, while contributing to the development of sustainable social infrastructure.

### Finance business

We provide funding for various projects undertaken by our partner companies through instruments such as mezzanine loans and minority equity investments. Our investment targets cover a wide range of asset classes, such as offices, logistics facilities, hotels, residences, and commercial properties, as well as data centers and offices with laboratory facilities.



Data center (example)

### Investment business

We primarily engage in value-add redevelopment investments with a focus on environmental and social considerations. Instead of demolishing, we renovate aging properties that have lost competitiveness compared to surrounding assets, making efficient use of them.



Hotel Double Tree by Hilton Tokyo Ariake

### Asset management business

Mitsubishi HC Capital Realty Advisers, a licensed investment management company, serves as the asset manager, operating and managing private funds and private REITs that invest in offices, logistics facilities, hotels, residences, and commercial properties. In addition, through our Group company, CenterPoint Development, we specialize in developing new suburban logistics warehouses.



A property included in a private REIT (office building)

## Mobility

Contributing to the resolution of social issues by realizing mobility businesses with low environmental impact

In the mobility segment, we collaborate with partner companies to deliver high-value-added auto leasing and mobility services worldwide. As the automotive industry undergoes a major transformation, our business strategy focuses on strengthening and developing EV-related initiatives to meet society's decarbonization needs. We aim to help address social issues through efficient, low-carbon mobility services that support the movement of people and goods.

### Japan

Through Mitsubishi Auto Leasing, a 50-50 joint venture with Mitsubishi Corporation, we provide full-service auto leasing as a core offering, along with solutions for fleet optimization and EV deployment and operations. In recent years, we have expanded our service lineup by strengthening auto leasing services for individual customers. In April 2023, Mitsubishi Auto Leasing and Mitsubishi HC Capital Auto Lease merged to further reinforce the business, realizing synergies by integrating the diverse customer base and service offerings of both companies.

We are also focusing on providing integrated EV solutions to help customers make a smooth transition from gasoline and hybrid vehicles to EVs.



EV deployed at our Chushikoku Branch as part of our integrated EV solution

### Overseas

We operate auto leasing business in the ASEAN region (Indonesia, Malaysia, Thailand).

Indonesia:

We operate auto leasing and used car auction businesses. Malaysia and Thailand:

We established auto leasing companies in partnership with global leaders in the auto leasing industry to provide auto leasing services.



PT. Takari Kokoh Sejahtera, operating auto leasing business in Indonesia



PT. Balai Lelang Caready, a joint venture in Indonesia with one of the country's largest taxi companies, operating used car auctions

# Realize a circular economy

Our Group has set “Realize a circular economy” as a materiality (priority key challenge). We are working on this challenge as one of the specific approaches to Our Mission, “creating social value through maximizing the potential of assets.”

## Value and solutions provided by our Group at the lifecycle stages of things

Our Group provides solutions at each lifecycle stage, from introducing things to terminating the use of things.

### At the time of introduction

In situations where customers are introducing equipment, we provide the appropriate things that meet their needs, such as equipment that promotes decarbonization and energy conservation and engines that contribute to improving the utilization rate of aircraft. We also provide a wide range of finance services such as operating leases, sharing, and rentals to fulfill customers’ needs for use (as opposed to ownership).

#### Related businesses

ESG lease promotion business, GX Assessment Lease, aircraft engine leasing, used equipment and instrument leasing, etc.



Aircraft engine

### At the time of use

In a lease contract, when the lease contract period expires, we provide two options: “re-lease contract” (usually a one-year extension contract) and “return”. If “re-lease contract” is chosen, the initial contract period will be extended. This allows for extended use every year at a lower cost than the initial contract period. In addition, residual value-setting leases support the restructuring of leases (secondary leases) based on residual value.

In an effort to encourage the use of assets in stock, in the real estate revitalization business, we conduct business in which we acquire old offices and other facilities and revitalize their real estate value such as by updating their equipment and renovating their common areas. In addition, in the aircraft engine leasing business, we maintain and improve the asset value of engines through timely and appropriate maintenance, making it possible to use them for long periods of time.

#### Related businesses

Re-leasing, aircraft engine leasing, real estate revitalization business, etc.



Office building after renovation

### Post-use

In the field of resource recycling, we are operating businesses targeting a variety of things.

If “return” is selected when the lease contract expires, the returned property will be used for secondary use by new customers. Leveraging our Group’s strengths such as our expertise and network, we work in multiple areas, purchasing not only equipment returned by customers, but also idle assets and equipment of customers, leasing them to other customers, and engaging in the refurbishing and reuse business. For example, after a lease expires in the marine container leasing business, those containers are used for stationary warehouses on land. We are also pursuing the possibility of reusing and recycling aircraft engines and information equipment, which are difficult to reuse, by dismantling and maintaining them and engaging in a business to sell reusable parts as spare parts. Ultimately, we contribute to the realization of a circular economy by properly disposing of items that are difficult to reuse and recycle.



Semiconductor manufacturing equipment under refurbishing



Data erasure work on used computers

# Sponsorship activities

We contribute to the development of sports through sponsorship activities.

Soccer team



KASHIWA Reysol

Rugby team



Mitsubishi Heavy Industries SagamiHara DYNABOARS

Baseball team



Fukuoka SoftBank HAWKS

Official Sponsor

Note: as of March 31, 2025



# Social contribution activities

## Volunteer Snow Removal in Special Heavy Snow Areas

Since fiscal 2018, we have been taking part in volunteer snow removal in Obanazawa City, Yamagata Prefecture, a legally designated special heavy snow area. In cooperation with Obanazawa City and the local council of social welfare, we spend two days working together with local people to remove snow from the houses of seniors living alone.



## Fostering a forest that produces less pollen: The Forest of Mitsubishi HC Capital Group

Since fiscal 2019, we have been participating in a project led by the Tokyo Development Foundation for Agriculture, Forestry, and Fisheries to foster forests that produce less pollen through corporate partnerships. This project aims to gradually replace varieties of Japanese cedar and cypress that release a great deal of airborne pollen with varieties of cedar and other trees that produce less pollen in the man-made forests of Tokyo’s Tama region.



## Support for artists with disabilities: Artbilty

Since 1998, we have sponsored the Artbilty Awards, organized by the social welfare corporation Tokyo Colony, to support artists with disabilities. The Mitsubishi HC Capital Special Award honors artists who embody a pioneering and ambitious spirit and boldly embrace new challenges.



## FIT for Charity Run

This charity run raises funds for charitable organizations with limited fundraising capabilities. We have been a sponsor since 2018, and our employees actively serve on the organizing committee that plans and manages the event.



# Group network

(as of September 30, 2025)

The Mitsubishi HC Capital Group operates businesses not only in Japan but also in various countries and regions around the world.



## Major domestic offices

Offices	Branches · Business departments · Business offices		
Marunouchi Office	Hokkaido Branch	Kyushu Branch	Kobe Business Office
Nishi-Shimbashi Office	Tohoku Branch	Greater Tokyo Business Department No. 4	Okayama Business Office
Nagoya Office	Omiya Branch	Kariya Business Department	Shikoku Business Office
Toyosu Office	Yokohama Branch	Niigata Business Office	Minami Kyushu Business Office
Osaka Office	Hamamatsu Branch	Ibaraki Business Office	Business Digitalization Strategy Department Inside Sales Section
	Kyoto Branch	Hokuriku Business Office	
	Chushikoku Branch	Shizuoka Business Office	

## Major domestic Group companies

MITSUBISHI HC CAPITAL IT PARTNERS Inc.	MHC Renewable Networks Inc.
MHC Business Company Limited	Mitsubishi HC Capital Energy Inc.
MHC Eco Solutions Co., Ltd.	HSE Ltd.
MHC Insurance Company Limited	HWP Ltd.
MHC Triple Win Corporation	MHC Aviation Services Co., Ltd.
Mitsubishi HC Capital Trust Corporation	Mitsubishi HC Capital Realty Inc.
Capital Insurance Corporation	Mitsubishi HC Capital Realty Advisers Inc.
Mitsubishi HC Capital Servicer Corporation	CenterPoint Development Inc.
Healthcare Management Partners, Inc.	MHC Semi Technologies, Inc.
JAPAN MEDICAL LEASE CORPORATION	MHC Incubation Center Inc.
U-MACHINE Inc.	Mitsubishi Electric Financial Solutions Corporation
Mitsubishi HC Capital Estate Plus Inc.	Mitsubishi Auto Leasing Corporation
Mitsubishi HC Business Lease Corporation	



## Major overseas Group companies

### Europe

• UK	• Ireland
Mitsubishi HC Capital UK PLC	Jackson Square Aviation Ireland Limited
• Poland	Engine Lease Finance Corporation
MHC Mobility Sp. z o.o.	• Netherlands
• Hungary	MHC Mobility B.V.
MHC Mobility Zrt.	• Germany
	MHC Mobility GmbH
	• Austria
	MHC Mobility GmbH

### The Americas

• U.S.A.
Mitsubishi HC Capital America, Inc.
Jackson Square Aviation, LLC
CAI International, Inc.
PNW Railcars, Inc.
Mitsubishi HC Capital Realty (U.S.A.) Inc.
• Canada
Mitsubishi HC Capital Canada, Inc.

### China region

• China	• Hong Kong
Mitsubishi HC Capital (Shanghai) Co., Ltd.	Mitsubishi HC Capital Management (China) Limited
Mitsubishi HC Capital Leasing (Beijing) Co., Ltd.	Mitsubishi HC Capital (Hong Kong) Limited
MHC Management (Shanghai) Co., Ltd.	

### Asia & Oceania

• Singapore	• Indonesia
MHCC Singapore Pte. Ltd.	PT. Mitsubishi HC Capital and Finance Indonesia
Mitsubishi HC Capital Asia Pacific Pte. Ltd.	PT. Manajemen Unggul Lestari
• Thailand	PT. Takari Kokoh Sejahtera
Bangkok Mitsubishi HC Capital Co., Ltd.	PT. Arthaasia Finance
Thai MHC Co., Ltd.	• Malaysia
U-MACHINE (THAILAND) CO., LTD.	Mitsubishi HC Capital Malaysia Sdn. Bhd.
Mitsubishi HC Capital (Thailand) Co., Ltd.	

# MITSUBISHI HC CAPITAL Inc.

