

Key Themes across Segments

Our Group has established key themes across segments as a strategy that contributes to “sowing seeds” for medium- to long-term sustainable growth, which is one of the keywords in the 2025 MTMP. Efforts related to decarbonization solutions, EVs, logistics, and hydrogen are largely progressing steadily, and we have started demonstration experiments and to create use cases, working toward achieving the future vision of each theme.

Decarbonization solutions

Future vision Becoming an integrated service provider that contributes to realizing a decarbonized society

In FY2024, we strengthened our capabilities and solutions with the aim of establishing and providing one-stop services that contribute to the realization of a decarbonized society. With regard to power supply, we have established a system that allows us to flexibly provide various types of power plants owned by our Group in order to offer high value-added solutions tailored to customer needs. In FY2025, we will further strengthen our three pillars of one-stop services, power solutions, and carbon credits as we accelerate our efforts to establish the image of Mitsubishi HC Capital as a leader in decarbonization.

Forecast of domestic market size in the global warming countermeasures field



Source: Created by the Company in June 2025 based on "Report on the Market Size and Employment Size of the Environmental Industry (2023 Edition)" by the Ministry of the Environment.

Business scheme



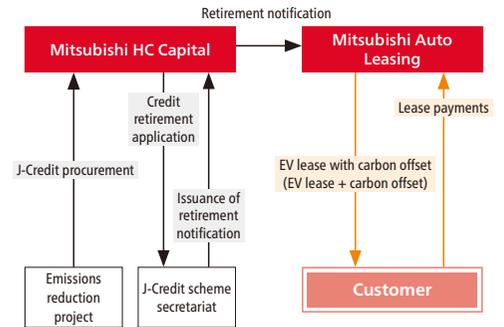
Mitsubishi HC Capital Group's decarbonization solutions				
Visualization and target setting	Energy supply from renewable energy sources (power generation and storage)	Achieving energy conservation		Offsets for residual emissions, etc.
CO ₂ visualization management services	On-site solar power (PPAs/leasing)	Lighting	Compressors	Non-fossil certificates
Roadmap formulation support	Off-site PPAs, self-consignment	Individual air conditioning		J-Credit scheme
Logistics	Wind power generation	Central air conditioning		
Circular economy	Utilization of energy storage technology	Boilers (fuel conversion / energy conservation)		
		Energy storage facilities		
Integrated EV services				
GX Assessment Lease				
Data platform development				

EVs

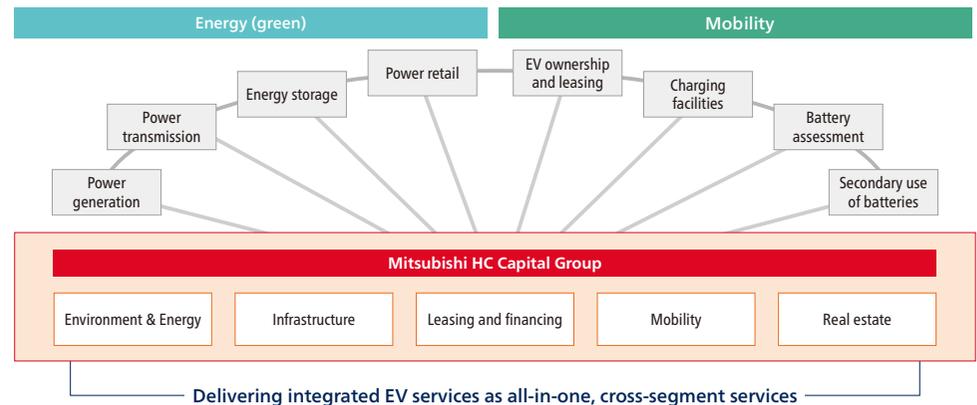
Future vision Contributing to a decarbonized society by providing integrated services needed for introducing and widely operating EVs, including renewable energy supply and charging infrastructure

In FY2024, we accelerated our efforts to propose integrated EV services to our Group's customers. From the perspective of decarbonization, many companies are considering replacing their vehicles with EVs, but the reality is that there are various hurdles to introducing EVs, such as the difficulty of installing charging facilities. To address these issues, we have collaborated with relevant departments within our Group and external partners, in order to focus our efforts on diversifying our services and making proposals to our customers. In March 2025, we launched a new service called “lease with carbon offset.”

Schematic diagram of EV lease with carbon offset



Business scheme



Key Themes across Segments

Logistics

Future vision **Becoming a company that develops and provides optimal logistics solutions to address social issues and customer needs in logistics supply chains through collaborations with leading partners**

In FY2024, we worked to expand solutions for logistics issues such as streamlining transportation by using systems, introducing digital transformation in and standardizing logistics, and building a logistics network. Among these, aiming to improve the environment of high-work-load sites, we arranged automation solutions for use within logistics warehouses customized to customers' needs in collaboration with the Hitachi Group.

In FY2025, we will further enhance our material handling equipment,¹ forklifts, real estate, and other assets with a view to offering a

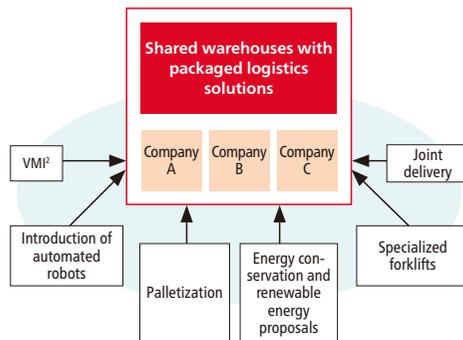
packaged logistics solution called "shared warehouses."



Offering logistics asset sharing services, as well as a range of related logistics streamlining solutions and assets

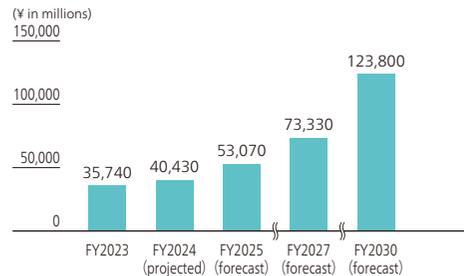
Business scheme

Future vision



1. Machinery and equipment for efficiently transporting, storing, sorting, and handling goods.
2. Vendor-managed inventory: A system in which suppliers (vendors) manage and replenish customer inventory.

Domestic market size forecast for logistics robotics



Notes 1. The forecast covers robots used indoors, such as in logistics warehouses, retail and wholesale distribution centers, and factory warehouses. As a general rule, robots used in factory production processes (such as storage and transport in intermediate warehouses) and outdoors, as well as large, fixed equipment such as conveyors are excluded.
2. Market size figures are calculated based on operators' sales (sales amounts including robot units and systems necessary for their operation, annual costs for RaaS, etc.).
3. The figure for FY2024 is an estimate, while figures for FY2025, 2027, and 2030 are forecasts.
Source: Yano Research Institute.

Hydrogen

Future vision **Contributing to the development of hydrogen supply chains centered on low-carbon hydrogen production**

Our Group is leveraging our experience as one of Japan's leading renewable energy operators, with a power generation capacity of 1.2GW mainly based on solar and onshore wind power, to launch a variety of initiatives in the hydrogen field, including research for a green hydrogen production demonstration project using NEDO⁶ subsidies on Miyako Island (see figure below), demonstration projects at TAKANAWA GATEWAY CITY, and investment in European Energy, which is promoting the Power-to-X⁷ project in Europe. In order to realize a hydrogen society in 2030 and beyond, we will contribute to the development of supply chains using our Group's capabilities, with a focus on production.

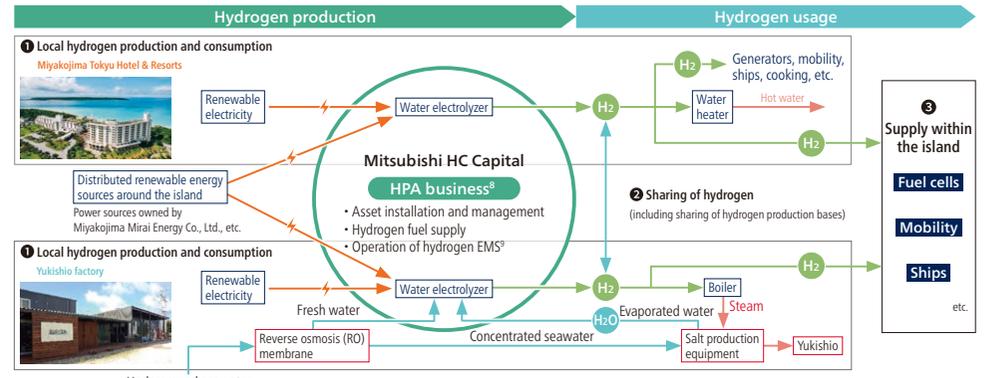
- 6. New Energy and Industrial Technology Development Organization.
- 7. Using green electricity to produce green fuels with low environmental impact.

Japan's demand and price targets for hydrogen, etc.

(Basic Hydrogen Strategy revised in June 2023)



Business scheme for the demonstration project on Miyakojima Island



8. Hydrogen purchase agreement business.
9. Hydrogen energy management system.