

Key Messages of This Report

Among the elements that constitute corporate value, Mitsubishi HC Capital and its consolidated subsidiaries (hereafter “Group”) positions ROE, which measures our ability to generate returns exceeding the cost of equity, as its top priority KPI.

We will improve ROE by improving ROA through the *evolution and layering of business models 2.0* and bold business portfolio restructuring, and by optimizing financial leverage through optimized capital allocation, including shareholder returns, and the realization of an optimal capital structure. We will also work to foster growth expectations and reduce the cost of equity through active dialogue with the market and other initiatives, aiming to raise our P/E ratio. Through this report, we communicate this value creation story for enhancing corporate value.

POINT 1

Overall picture of corporate value enhancement

Message from the CEO
P.5 [➡](#)

Toward the realization of Our FY2031 Vision, this section explains the Group's approach to enhancing corporate value from both components of P/B—ROE and P/E—and the positioning of the 2028 MTMP.



POINT 2

Business portfolio transformation to improve ROA

Direction of the *Evolution and Layering of Business Models 2.0*
P.23 [➡](#)

Business Portfolio Restructuring P.24 [➡](#)

Through the *evolution and layering of business models 2.0* and business portfolio restructuring, we will improve profitability by leveraging the strengths of each business, thereby contributing to ROA improvement.

POINT 3

Financial strategy to enhance capital efficiency

Message from the CFO P.25 [➡](#)

We will seek to optimize capital allocation and realize an optimal capital structure by balancing growth investments, asset replacement, shareholder returns, and financial soundness.



POINT 4

Growth strategy and digital strategy toward Our FY2031 Vision

Overview of the Medium-term Management Plan for FY2026-FY2028 (“2028 MTMP”) P.21 [➡](#)

Digital Strategy P.38 [➡](#)

In addition to the key strategies of the 2028 MTMP, through our newly established digital strategy, we will enhance existing businesses, create new business opportunities, and speed up management decision-making.

POINT 5

Our strengths and the history that nurtured them

Problem-solving Capabilities Built Through Our History P.82 [➡](#)

Power to Support Society with Diverse Assets P.83 [➡](#)

By looking back on the history cultivated by the two companies before the business integration, this section shows the background behind the strengths we possess today, including asset expertise, customer bases, specialist capabilities, and global business development capabilities.

POINT 6

Strengthening execution capabilities and trust through talent, transformation culture, and governance

Top Gun Project Employee Roundtable Discussion P.15 [➡](#)

Specific Initiatives Related to Talent P.33 [➡](#)

Corporate Governance P.72 [➡](#)

Through our human capital strategy, employee roundtable discussion, and employee messages, this section conveys how a culture of transformation is taking root, while showing how we enhance trust through risk response, sustainability, and governance.

Key components and challenges in corporate value enhancement

Major initiatives POINT 4

