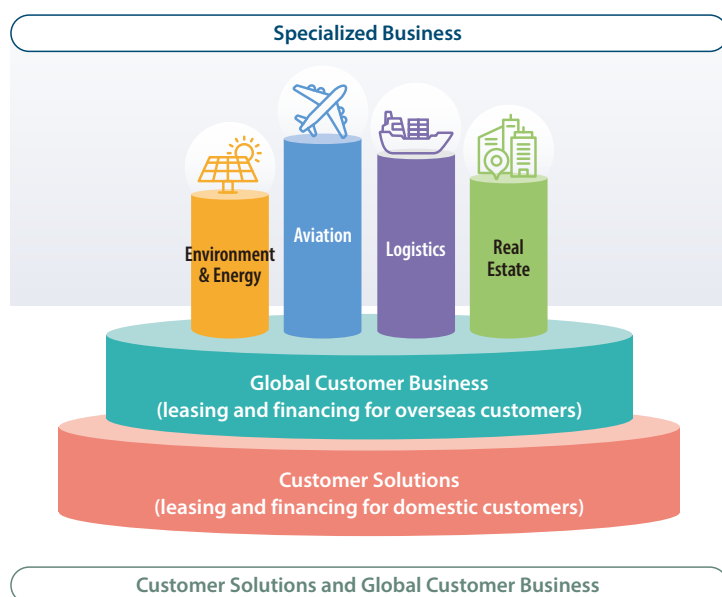


Business Portfolio

Building on the stable earnings base generated by Customer Solutions and Global Customer Business, the Group operates four specialized businesses with relatively high risk and return. Since the timing and magnitude of market fluctuations in these four specialized businesses do not always coincide, their individual volatilities tend to offset each other. This business portfolio structure is one of the Group's strengths, enabling the Group as a whole to curb fluctuations in earnings and achieve stable growth.



Features of Customer Solutions and Global Customer Business

- Businesses centered on leasing and financing
- Core businesses that generate stable earnings, whose primary source is stable income gain derived from leasing and other revenue sources, with relatively lower volatility than the four specialized businesses
- They also serve as the basis for creating businesses that help build robust relationships with a diverse range of customers

Features of Specialized Business

- Operating a broad range of businesses globally, including asset leasing—such as marine containers and aircraft—along with power generation and real estate businesses
- Income structure based on both stable income gain derived from leasing and other revenue sources and capital gains from asset sales
- The four businesses drive profit growth while offsetting each other's volatility



Customer Solutions



Main businesses

Financial solutions for corporations and government agencies, energy conservation solutions, sales finance in collaboration with vendors, real estate leasing, and financial services

Strengths

- Extensive customer touchpoints and deep relationships
- Solid relationships with partner companies, including Mitsubishi UFJ Financial Group, Mitsubishi Corporation, and the Hitachi Group
- A diverse range of assets and data accumulated through transactions with customers

Presence and potential

Total number of PCs with full support services **3 million units**

Reuse/Recycling rate of off-lease properties **96%**

Number of owned buildings leased to customers (commercial facilities, logistics warehouses, etc.) **Approx. 1,800 buildings**

Transaction volume of high-performance semiconductor manufacturing equipment and devices **Approx. ¥17.0 billion**

FY2025 total lease contract amount for decarbonization-related assets¹ **¥70.2 billion**

1. Renewable energy assets, etc.



Global Customer Business



Main businesses

Providing financing services to customers in Europe, the Americas, and Asia & Oceania across a wide range of assets, including industrial equipment, commercial vehicles, construction machinery, and IT equipment

Strengths

- A strong, cross-regional overseas network among the top tier of Japanese leasing companies, leveraging more than 20 locations in Europe, the Americas, and Asia & Oceania
- A diverse product lineup and broad customer base in overseas businesses, supported by highly diverse human resources

Presence and potential

Europe
Number of vehicles under management in the Vehicle Solutions of Mitsubishi HC Capital UK (hereinafter, MHCUK), the core company of the European business (as of November 2025) **6th in the UK**

MHCUK transaction volume in Asset Finance UK Top 50 (announced in July 2026; including their corporate finance, vehicle leasing, and sales finance sections) **5th in the UK**

Americas
Total assets of Mitsubishi HC Capital America, the core company of the Americas business ("The 100 Largest Equipment Finance/Leasing Companies in the U.S. (by assets)" announced in June 2025 edition of *The Monitor*) **26th in the United States**

Note: Figures and information are as of March 31, 2026, unless otherwise indicated in parentheses.

Business Portfolio



Environment & Energy



Main businesses

Renewable energy businesses (solar power, onshore wind power, and battery storage) and emerging business fields centered on hydrogen, next-generation solar cells, and other technologies

Strengths

- Businesses in Japan: Expanding solar power, onshore wind power leveraging in-house development capabilities, and battery storage while enhancing revenue opportunities through electricity supply-demand management, balancing services, and selling electricity to off-takers
- Overseas businesses: Establishing a business foundation in growth markets through investment in European Energy in Denmark
- Securing growth opportunities through participation in demonstration projects with an eye to future business opportunities, focusing on emerging business fields such as hydrogen and next-generation solar technologies

Presence and potential

Certification as a "Qualified Long-Term Stable Solar Power Operator"²

(Mitsubishi HC Capital Energy)

One of only three companies certified in Japan

Owned power generation capacity in Japan and overseas, centered on solar power and onshore wind power

1.7GW

European Energy's cumulative track record through in-house development

4.1GW

2. An operator certified by the Minister of Economy, Trade and Industry as responsible for the long-term stabilization of solar power generation.



Aviation



Main businesses

Aircraft leasing, aircraft engine leasing and part-out (engine disassembly and parts sales), Japanese Operating Leases,³ brokerage of aircraft and aircraft engine sales, etc.

Strengths

- A lifecycle-based business model in which the Group provides integrated, one-stop asset management for aircraft and aircraft engines, from acquisition and operation through to retirement
- A high-quality portfolio centered on new-generation narrow-body aircraft and new-generation aircraft engines
- Industry leadership in engine leasing and capabilities in business operation and monetization, including part-out

Presence and potential

Number of aircraft owned and managed by the aircraft leasing company Jackson Square Aviation (JSA) (including contracted aircraft)

344 aircraft

JSA's percentage of new-generation aircraft

78.9%⁴

Number of engines owned by the aircraft engine leasing company Engine Lease Finance (elfc)

428 engines

elfc's percentage of new-generation aircraft engines

82.8%

3. Operating leases of aircraft, 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.

4. Actual figures assured by a third party.



Logistics



Main businesses

Marine container leasing, railcar leasing, and mobility business in Japan and ASEAN (fleet management services and adjacent businesses)

Strengths

Marine container leasing business

- Market intelligence capabilities based on a global commercial network

Railcar leasing business

- A well-balanced portfolio with strong risk resilience

Mobility business

- Sales and business collaboration with the Group, shareholders, and external partners

Presence and potential

Share of the marine container leasing company CAI International in the global container leasing market⁵ (as of December 2025)

4th



Source: Container Census & Leasing Annual Review and Forecast of the Container Equipment Fleet ANNUAL REPORT 2026/27

2027 forecast for the automobile sales volume in ASEAN⁶

3.84 million units

5. Based on TEUs (twenty-foot equivalent units). TEU is a capacity unit equivalent to a 20-foot dry container (a 20-foot container = 1 TEU, a 40-foot container = 2 TEUs).

6. Source: GlobalData Sales Forecast, MarkLines Co., Ltd.



Real Estate



Main businesses

Businesses centered on three areas—financing, investment, and asset management—for real estate such as offices, logistics facilities, hotels, residences, and retail properties

Strengths

- Solid customer and partner base built through long-term relationships developed by the Group through its businesses
- Flexible capabilities to respond to transactions regardless of the business environment, leveraging financing, investment, and asset management functions
- Asset selection and risk mitigation capabilities supported by extensive investment and financing experience and specialized professionals

Presence and potential

Size of the main market targeted by the Real Estate Business Division⁷

Domestic income property

¥352 trillion

Of that amount, properties that have been securitized

¥67trillion (approx. 19%)

7. Source: Japan's Real Estate Investment Market Size (2025), a real estate report by NLI Research Institute.