

Realizing a Circular Economy

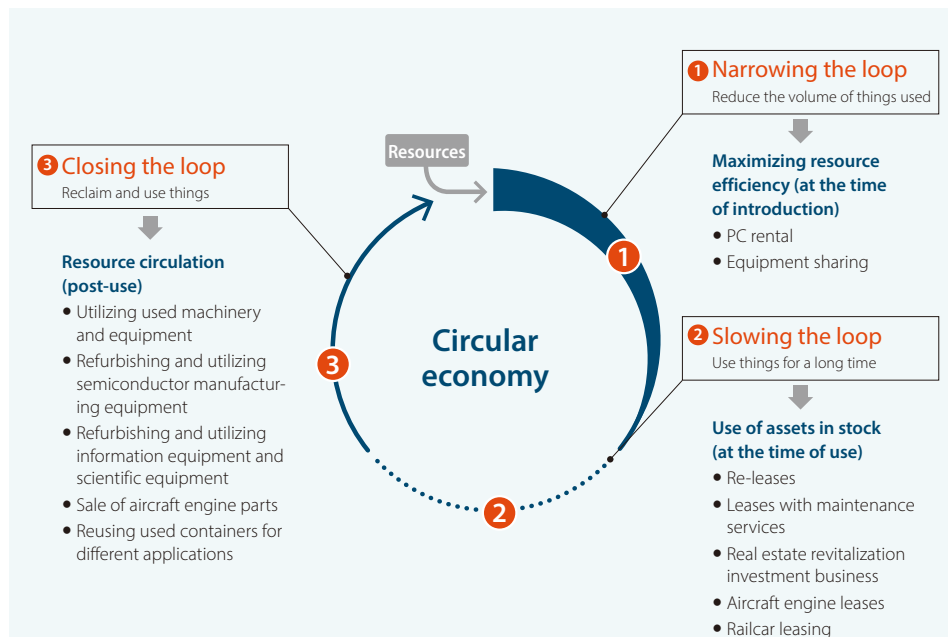
Our Group has set “Realizing a Circular Economy” as a material issue. We are working on this challenge as one of the specific approaches to Our Mission, “creating social value through maximizing the potential of assets.”

Circular economy at our Group

Our Group contributes to the realization of a circular economy through a variety of businesses.

The leasing business, our founding business, is aligned with a circular economy due to the nature of its business model, in which assets are returned after use, and our Group has a variety of solutions that maximize the value of the facilities and equipment covered by our contracts.

As shown in the diagram below, our Group's businesses are linked to various factors for realizing a circular economy.



References: Tasaki, Tomohiro (2024). “Transformation and information dissemination towards the realization of a circular economy.” *Ad Studies*, Vol.87, 2024.

Bocken, N.M.P., de Pauw, I., Bakker, C., van Der Grinten, B (2016). “Product design and business model strategies for a circular economy.” *Journal of Industrial and Production Engineering*, 33(5): 308–320

Our Group's strengths

Our efforts toward realizing a circular economy help our stakeholders in overcoming their challenges. In addition to our extensive network with customers and partners, our Group has specialized knowledge of assets and industries as well as digital technology including IoT and data utilization. Our strength lies in our ability to combine these capabilities to address stakeholder challenges.

By leveraging these strengths, we are working to enhance value for asset users and maximize the lifetime value of the assets themselves.

In the circular economy (CE) commerce businesses defined by the Ministry of Economy, Trade and Industry, three approaches are specified: (1) increasing the utilization rate of goods, (2) extending the period of use of goods, and (3) extending the service life of goods. These approaches overlap with domains where our Group can demonstrate its strengths.

As an example of these initiatives, the CE Commerce Case Studies published by Circular Partners, an industry-government-academia partnership for a circular economy, features our Group's solutions based on the semiconductor manufacturing equipment lifecycle.

[Web](#) For details on CE Commerce Case Studies, please visit our website. (Japanese only)

Column

Mitsubishi HC Capital and Solaris launch a subscription service for preventive maintenance of infrastructure

We have launched a subscription service for preventive maintenance of infrastructure* using an earthworm-shaped in-pipe crawling robot. The service provides equipment rental, maintenance services, and initial implementation support in a single package.

Among the approaches of CE commerce businesses, this initiative contributes to increasing the utilization rate of goods. By providing the necessary functions in an optimal form, the service helps reduce downtime at customers' production sites and extends the service life of their equipment.



*Taking measures such as repairs before defects occur in the functionality or performance of facilities.

[Web](#) For details on realizing a circular economy, please refer to the ESG Data Book.