



# **FY3-2013 2<sup>nd</sup> Quarter Results**

**(Tokyo Stock Exchange / Nagoya Stock Exchange : 8593)**

**Results announcement date : November 5, 2012**

- Inquiries:  
Corporate Communications Department  
Tel: 81+3-6865-3002, Fax: 81+3-6895-5306

Visit us at

<http://www.lf.mufg.jp/> (Japanese)

<http://www.lf.mufg.jp/english/> (English)

*Mitsubishi UFJ Lease & Finance's statements contained in this material of their current expectations are forward-looking statements subject to significant risks and uncertainties, and actual results may differ materially. Factors that could cause actual results to differ materially include, but are not limited to, changes in overall economic conditions, changes in market rates of interest and the effect of new legislation or government directives.*

1. Trend of Financial Performance (Consolidated)	4
(1) Profit and Loss Statement	4
(2) Balance Sheet	5
2. Funding	6
3. Net Credit Cost	7
4. Overview of Principal Consolidated Companies	8
5. New Transactions	10
6. Business Performance	12
1) Operating Lease	12
2) Trading Used Equipment	12
3) <b>e-Leasing Direct</b> (Asset Management Service)	13
4) Auto Lease	13
5) ECO related Service	14
6) Real Estate Finance	15
7) Symphony (Real Estate Lease)	15
8) PFI (Private Finance Initiative)	16
9) Factoring	16
7. Forecast for FY3/2013	17
8. Medium-Term Management Plan “ <b>Vision 2013</b> ”	18

# 1. Trend of Financial Performance (Consolidated)

## (1) Profit & Loss Statement

		million yen				
		FY3/09-2Q	FY3/10-2Q	FY3/11-2Q	FY3/12-2Q	FY3/13-2Q
		08/4~08/9	09/4~09/9	10/4~10/9	11/4~11/9	12/4~12/9
1	<b>Operating Revenues</b>	425,565	372,573	365,481	361,248	<b>352,889</b>
	Changes	-14.4%	-12.5%	-1.9%	-1.2%	<b>-2.3%</b>
2	Leases	319,156	279,495	281,303	280,055	<b>273,854</b>
	Changes	-16.9%	-12.4%	+0.6%	-0.4%	<b>-2.2%</b>
3	Installment Sales	73,464	61,491	51,339	46,633	<b>42,704</b>
	Changes	-12.4%	-16.3%	-16.5%	-9.2%	<b>-8.4%</b>
4	Loans	18,735	19,386	18,665	17,682	<b>17,278</b>
	Changes	+5.9%	+3.5%	-3.7%	-5.3%	<b>-2.3%</b>
5	Others	14,208	12,201	14,172	16,876	<b>19,052</b>
	Changes	+24.9%	-14.1%	+16.2%	+19.1%	<b>+12.9%</b>
6	<b>Cost of Revenues</b>	371,155	319,024	305,813	302,900	<b>288,195</b>
	Changes	-16.4%	-14.0%	-4.1%	-1.0%	<b>-4.9%</b>
7	<b>COR / Revenues</b>	87.2%	85.6%	83.7%	83.8%	<b>81.7%</b>
	Changes	-2.1P	-1.6P	-1.9P	+0.1P	<b>-2.1P</b>
8	Leases, COR	281,203	242,847	240,267	239,893	<b>233,437</b>
	Changes	-17.9%	-13.6%	-1.1%	-0.2%	<b>-2.7%</b>
9	Installment Sales, COR	68,264	56,229	46,691	42,356	<b>38,694</b>
	Changes	-12.3%	-17.6%	-17.0%	-9.3%	<b>-8.6%</b>
10	Financial expenses	16,558	14,545	10,915	9,183	<b>8,706</b>
	Changes	-1.5%	-12.2%	-25.0%	-15.9%	<b>-5.2%</b>
11	Others, COR	5,128	5,401	7,939	11,466	<b>7,357</b>
	Changes	-24.8%	+5.3%	+47.0%	+44.4%	<b>-35.8%</b>
12	<b>Gross Profit</b>	54,410	53,549	59,667	58,348	<b>64,693</b>
	Changes	+2.6%	-1.6%	+11.4%	-2.2%	<b>+10.9%</b>
13	<b>Gross Profit / Revenues</b>	12.8%	14.4%	16.3%	16.2%	<b>18.3%</b>
	Changes	+2.1P	+1.6P	+1.9P	-0.1P	<b>+2.1P</b>
14	<b>Employees</b>	2,330	2,256	2,268	2,288	<b>2,386</b>
15	<b>GP per employee</b> (Annualized ×2)	46.7	47.5	52.6	51.0	<b>54.2</b>
	Changes	-1.0%	+1.6%	+10.8%	-3.1%	<b>+6.3%</b>
16	<b>SG&amp;A Expenses</b>	33,240	40,095	31,960	27,560	<b>31,537</b>
	Changes	+24.1%	+20.6%	-20.3%	-13.8%	<b>+14.4%</b>
17	Personnel Expenses	10,701	10,582	10,996	11,332	<b>11,596</b>
	Changes	-0.8%	-1.1%	+3.9%	+3.1%	<b>+2.3%</b>
18	Non-Personnel Expenses	12,046	11,588	11,945	12,356	<b>12,837</b>
	Changes	-14.3%	-3.8%	+3.1%	+3.4%	<b>+3.9%</b>
19	Expenses for Non-performing assets	10,493	17,925	9,019	3,871	<b>7,103</b>
	Changes	+439.5%	+70.8%	-49.7%	-57.1%	<b>+83.5%</b>
20	<b>Overhead Ratio</b> (Overhead expenses divided by GP)	41.8%	41.4%	38.4%	40.6%	<b>37.8%</b>
	Changes	-5.0P	-0.4P	-3.0P	+2.1P	<b>-2.8P</b>
21	<b>Operating Profit</b>	21,170	13,453	27,707	30,787	<b>33,156</b>
	Changes	-19.3%	-36.5%	+105.9%	+11.1%	<b>+7.7%</b>
22	<b>OP / Revenues</b>	5.0%	3.6%	7.6%	8.5%	<b>9.4%</b>
	Changes	-0.3P	-1.4P	+4.0P	+0.9P	<b>+0.9P</b>
23	<b>Recurring Profit</b>	21,268	14,200	28,626	33,332	<b>36,720</b>
	Changes	-19.8%	-33.2%	+101.6%	+16.4%	<b>+10.2%</b>
24	<b>Extraordinary Profit</b>	926	7,934	925	60	<b>234</b>
	Changes	-50.6%	+756.5%	-88.3%	-93.4%	<b>+284.3%</b>
25	<b>Extraordinary Cost</b>	5,591	1,484	3,799	305	<b>382</b>
	Changes	+454.4%	-73.5%	+155.9%	-92.0%	<b>+25.0%</b>
26	<b>Net Profit</b>	9,114	10,567	13,496	18,443	<b>21,198</b>
	Changes	-40.5%	+15.9%	+27.7%	+36.7%	<b>+14.9%</b>

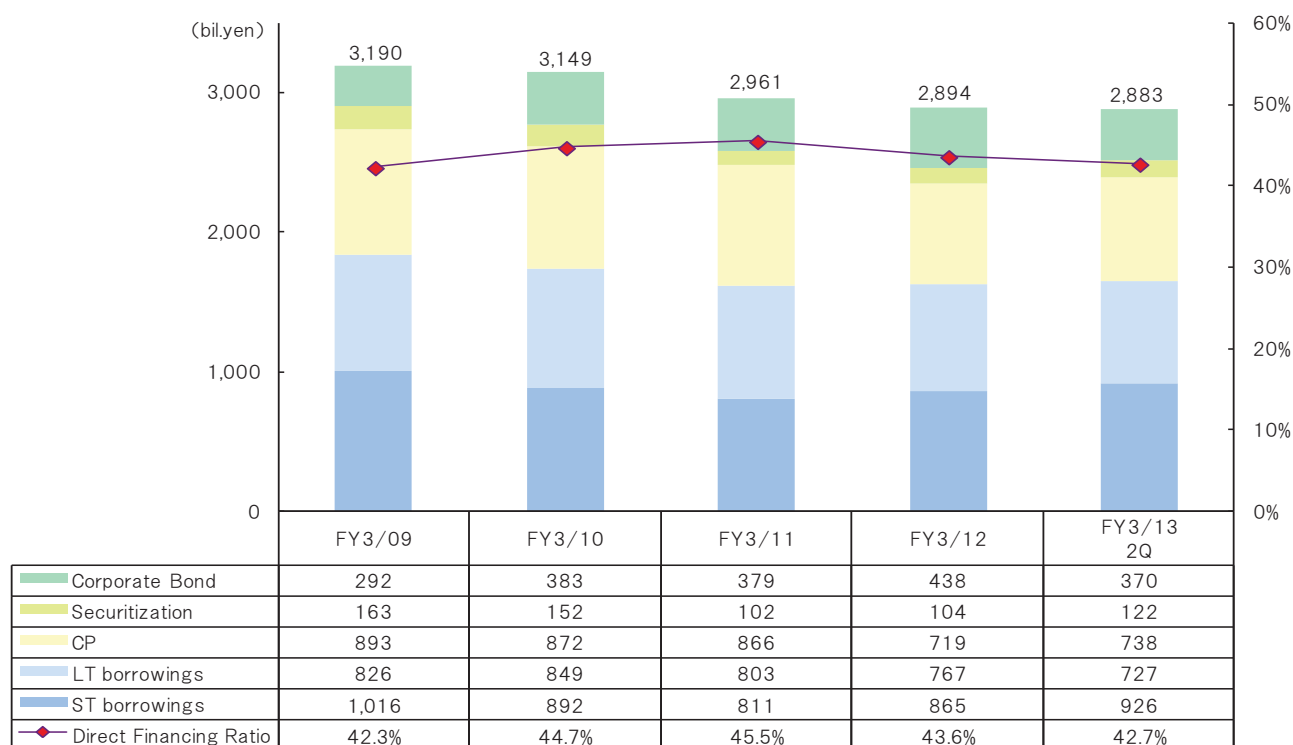
## (2) Balance Sheet

million yen

		FY3/2009	FY3/2010	FY3/2011	FY3/2012	FY3/2013 2Q
1	Net Assets	342,633	366,891	389,802	420,864	437,904
	Changes	+9.7%	+7.1%	+6.2%	+8.0%	+4.0%
2	Total Assets	3,909,077	3,885,161	3,721,136	3,682,299	3,677,446
	Changes	-1.4%	-0.6%	-4.2%	-1.0%	-0.1%
3	Operating Assets	3,497,071	3,517,982	3,393,547	3,335,620	3,326,873
	Changes	-3.7%	+0.6%	-3.5%	-1.7%	-0.3%
4	Lease	1,565,325	1,677,155	1,673,572	1,667,454	1,680,325
	Changes	-12.8%	+7.1%	-0.2%	-0.4%	+0.8%
5	Installment Sales	368,467	297,051	242,147	222,433	218,962
	Changes	-14.5%	-19.4%	-18.5%	-8.1%	-1.6%
6	Loans	1,227,716	1,222,770	1,174,661	1,193,607	1,211,725
	Changes	+7.1%	-0.4%	-3.9%	+1.6%	+1.5%
7	Others	335,562	321,005	303,167	252,124	215,860
	Changes	+29.7%	-4.3%	-5.6%	-16.8%	-14.4%
8	Impaired Assets	47,983	46,351	40,921	49,451	51,140
	Changes	+651.8%	-3.4%	-11.7%	+20.8%	+3.4%
9	Allowance	3,694	8,487	9,335	15,533	17,134
10	Net Balance of Impaired Assets	44,288	37,863	31,586	33,918	34,006
	Changes	+913.9%	-14.5%	-16.6%	+7.4%	+0.3%
11	Equity Ratio	8.4%	9.1%	10.0%	10.9%	11.4%
	Changes	+0.9P	+0.7P	+0.9P	+0.9P	+0.5P
12	ROE	2.3%	6.1%	7.1%	8.9%	10.3%
	(Annualized) Changes	-11.3P	+3.8P	+1.0P	+1.8P	+1.4P
13	ROA	0.2%	0.5%	0.7%	0.9%	1.2%
	(Annualized) Changes	-0.8P	+0.3P	+0.2P	+0.2P	+0.3P
14	Total Funding	3,190,431	3,148,926	2,961,470	2,893,504	2,883,009
	Changes	-3.7%	-1.3%	-6.0%	-2.3%	-0.4%
15	Indirect Funding	1,842,291	1,740,993	1,614,526	1,631,959	1,652,315
	Changes	+4.3%	-5.5%	-7.3%	+1.1%	+1.2%
16	Direct Funding	1,348,139	1,407,932	1,346,944	1,261,545	1,230,694
	Changes	-13.0%	+4.4%	-4.3%	-6.3%	-2.4%
17	CP	892,900	872,400	866,000	719,300	738,400
	Changes	-0.9%	-2.3%	-0.7%	-16.9%	+2.7%
18	Securitization (Lease Receivables)	162,959	152,256	101,944	104,215	121,829
	Changes	-43.4%	-6.6%	-33.0%	+2.2%	+16.9%
19	Corporate Bond	292,280	383,276	379,000	438,030	370,465
	Changes	-18.8%	+31.1%	-1.1%	+15.6%	-15.4%
20	Direct Funding Ratio	42.3%	44.7%	45.5%	43.6%	42.7%
	Changes	-4.4P	+2.4P	+0.8P	-1.9P	-0.9P

## 2. Funding

### (1) Funding Structure



### (2) Issued Straight Bonds (SB) Historical Chart

Issued Date	Amount	Term	Interest Rate p.a.	Spread	
				SWAP plus	JGB plus
Sep-09	25bil Yen	4yr	1.110%	+33.0bp	-
Dec-09	30bil Yen	3yr	0.820%	+16.0bp	-
Mar-10	20bil Yen	4yr	0.720%	+6.0bp	-
Jun-10	25bil Yen	5yr	0.687%	-3.0bp	+23.0bp
Sep-10	20bil Yen	5yr	0.532%	-3.0bp	+23.0bp
Jan-11	20bil Yen	5yr	0.634%	-3.0bp	+18.0bp
Apr-11	30bil Yen	5yr	0.796%	+8.5bp	+27.0bp
Jul-11	20bil Yen	5yr	0.567%	-1.0bp	+16.0bp
Dec-11	20bil Yen	5yr	0.660%	+11.2bp	+28.0bp
Feb-12	30bil Yen	3yr	0.402%	-0.7bp	+27.0bp
Feb-12	10bil Yen	5yr	0.578%	+7.7bp	+27.0bp
May-12	30bil Yen	2yr	0.280%	-11.9bp	+18.0bp
May-12	10bil Yen	5yr	0.487%	+0.2bp	+24.0bp

### (3) Recent Issued Straight Bonds

Issued Date : October 2012  
 Amount : 50bil Yen  
 Term : 2 years  
 Interest Rate : 0.331%  
 Spread (SWAP) : + 2bp  
 Spread (JGB) : + 23bp

Issued Date : October 2012  
 Amount : 10bil Yen  
 Term : 5 years  
 Interest Rate : 0.436%  
 Spread (SWAP) : + 6.4bp  
 Spread (JGB) : + 24bp

\*\*\*"Swap plus" represents a difference between SB interest rate and SWAP rate which is corresponded to SB term.

\*\*\*"JGB plus" represents a difference between SB interest rate and Japanese Government Bond.

### (3) Ratings (as of November 5, 2012)

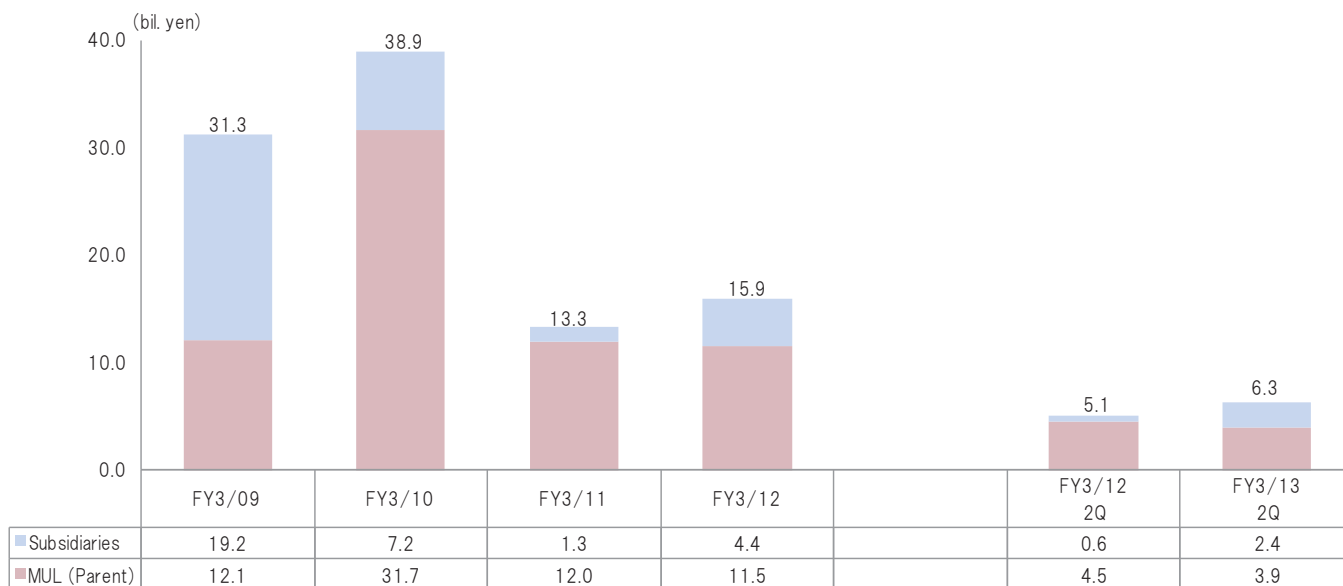
Rating Agency	Long-Term	Short-Term
JCR	AA-	J-1+
R&I	A+	a-1
Moody's	A3	—
S&P	A	—

JCR = Japan Credit Rating Agency

R&I = Rating and Investment Information

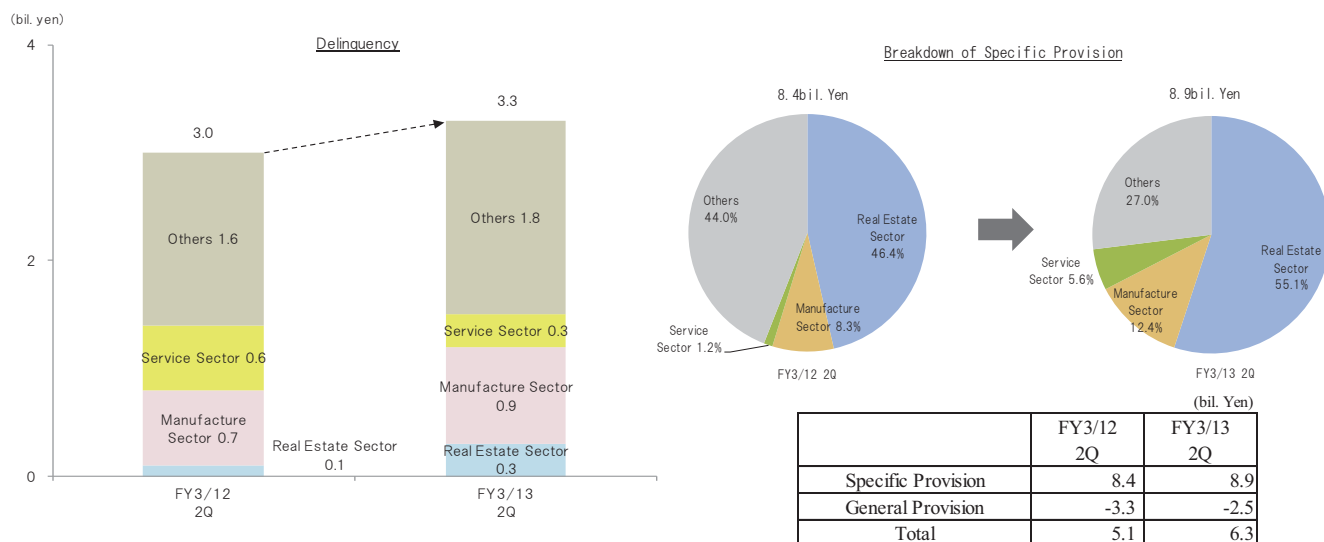
# 3. Net Credit Cost

## (1) Net Credit Cost Historical Chart



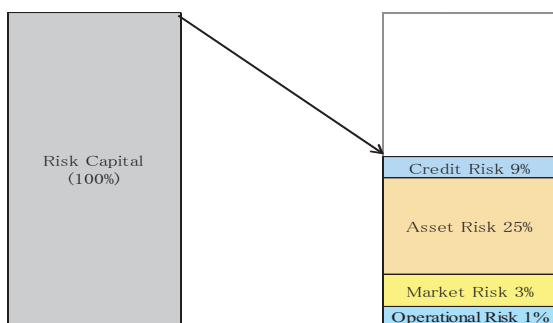
The above figures represent consolidated net credit cost, which includes all related credit cost of Cost of Revenue, SG&A expenses, Other income and Extraordinary items.

## (2) Breakdown of Delinquency and Net Credit Cost



## (3) Internal Capital Adequacy Assessment Processes

Risk Capital Allocation as of September 2012



MUL uses Internal Capital Adequacy Assessment Processes (“ICAAP”) which approaches to quantify various risks and enables to reinforce performance assessment by allocating risk-capital to strategic segments.

## 4. Overview of Principal Consolidated Companies

million yen

	Mitsubishi UFJ Lease & Finance (Parent)		Japan Medical Lease MUL's Share:100%		DFL Lease MUL's Share:95%	
	Amounts	YOY Change	Amounts	YOY Change	Amounts	YOY Change
Revenues	234,094	-4.1%	17,904	+1.9%	8,731	-3.2%
Gross Profit	35,883	-6.5%	1,888	-2.5%	1,034	-5.2%
Operating Profit	16,975	-13.6%	934	-1.7%	659	-35.2%
Recurring Profit	19,294	-7.8%	1,077	+9.4%	680	-35.9%
Net Profit	11,299	-1.7%	644	+13.4%	421	-35.3%

	Amounts	Change from FY3/2012	Amounts	Change from FY3/2012	Amounts	Change from FY3/2012
Operating Asset	2,551,344	-1.6%	90,823	+0.6%	44,598	+0.8%
Total Asset	2,880,306	-1.6%	93,793	+0.9%	46,173	+1.2%
Net Asset	360,722	+1.7%	10,947	+6.2%	8,528	+5.2%

million yen

	Shinko Lease MUL's Share:80%		Casio Lease MUL's Share:80%		Hirogin Lease MUL's Share:80%	
	Amounts	YOY Change	Amounts	YOY Change	Amounts	YOY Change
Revenues	13,342	-1.7%	6,378	-26.4%	9,362	-10.3%
Gross Profit	1,281	+6.0%	715	-21.4%	1,147	-9.1%
Operating Profit	633	+7.8%	386	-30.1%	839	-20.9%
Recurring Profit	659	+5.8%	416	-28.1%	924	-25.5%
Net Profit	384	+19.0%	252	-25.8%	547	-25.2%

	Amounts	Change from FY3/2012	Amounts	Change from FY3/2012	Amounts	Change from FY3/2012
Operating Asset	100,324	-0.7%	28,151	-6.0%	53,937	+1.2%
Total Asset	104,736	-0.2%	29,024	-6.2%	56,404	+0.8%
Net Asset	6,493	+5.3%	10,867	+2.4%	8,612	+6.8%



million yen

	Shutoken Leasing MUL's Share: 76%		Chukyo General Lease MUL's Share: 70%		MMC Diamond Finance MUL's Share: 50%	
	Amounts	YOY Change	Amounts	YOY Change	Amounts	YOY Change
Revenues	12,380	+3.8%	3,580	-1.1%	9,933	+9.9%
Gross Profit	1,748	+1.7%	400	-4.8%	4,393	+11.6%
Operating Profit	950	+1.1%	299	+194.5%	1,181	+32.1%
Recurring Profit	1,059	+4.7%	329	+134.3%	1,373	+31.6%
Net Profit	648	+9.3%	203	+145.5%	827	+36.4%

	Amounts	Change from FY3/2012	Amounts	Change from FY3/2012	Amounts	Change from FY3/2012
Operating Asset	96,768	+2.5%	20,369	+0.2%	244,563	+4.6%
Total Asset	99,831	+2.6%	21,602	-0.4%	264,416	+5.2%
Net Asset	10,550	+5.9%	4,903	+4.1%	13,609	+6.5%

million yen

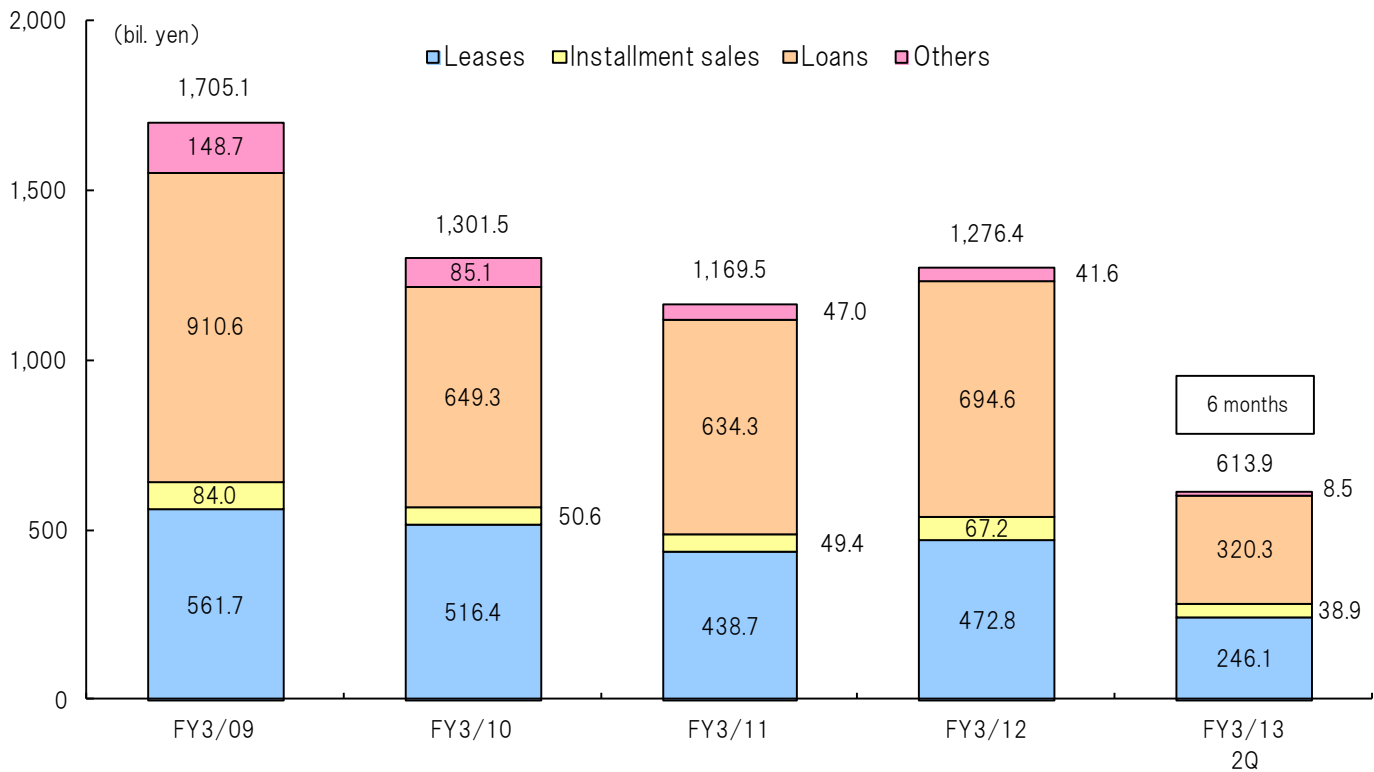
	Diamond Rental System MUL's Share: 100%		Diamond Asset Finance MUL's Share: 100%		Miyuki Building MUL's Share: 98%	
	Amounts	YOY Change	Amounts	YOY Change	Amounts	YOY Change
Revenues	12,050	-1.4%	7,376	-36.3%	3,156	+3.0%
Gross Profit	1,247	+3.5%	2,320	+31.9%	1,760	+1.7%
Operating Profit	429	+40.4%	1,157	-35.0%	1,517	+3.8%
Recurring Profit	428	+45.8%	1,266	-33.1%	1,248	+4.2%
Net Profit	261	+59.0%	1,258	-32.6%	733	+5.9%

	Amounts	Change from FY3/2012	Amounts	Change from FY3/2012	Amounts	Change from FY3/2012
Operating Asset	51,801	+2.7%	175,609	+5.1%	53,236	-0.7%
Total Asset	55,499	+5.7%	182,820	+3.7%	57,757	+1.0%
Net Asset	4,308	+6.5%	17,657	+7.7%	19,679	+3.8%

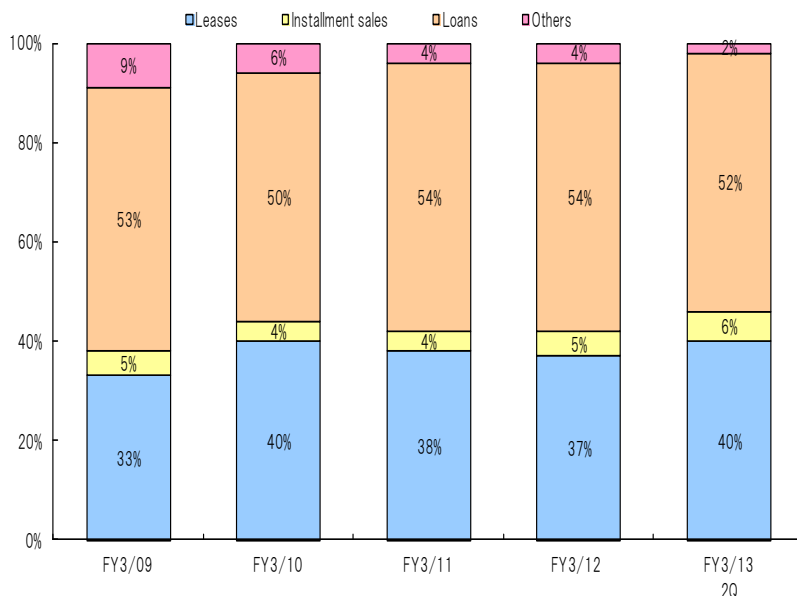
## 5. New Transactions

New transactions volume (consolidated) entered in FY3/2013-2Q increased by 3.1% (year-on-year) to 613.9 billion Yen. By segment, lease volume increased by 8.3%, installment sales increased by 48.3%, and loans and other business decreased by 3.7%.

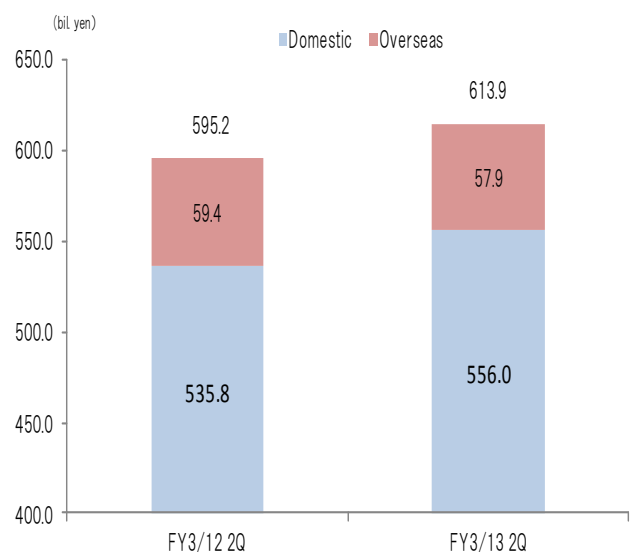
### Trends of New Transactions Volume by Type



### Trends of New Transactions Component by Type



### Trends of New Transactions by Domestic / Overseas



## Leases

(bil.yen)

	FY3/12 2Q	FY3/13 2Q	yoy change
IT / Office Equip.	63.7	66.6	+4.5%
Industrial Machinery	53.7	57.9	+7.7%
Civil Eng. & Construction Machinery	6.4	13.9	+116.2%
Transport Equip.	17.6	11.5	-34.7%
Medical Equip.	21.7	22.8	+5.2%
Commercial & Service Equip.	28.1	35.1	+25.0%
Others	35.7	38.0	+6.4%
<b>Total</b>	<b>227.3</b>	<b>246.1</b>	<b>+8.3%</b>

## Installment Sales

(bil.yen)

	FY3/12 2Q	FY3/13 2Q	yoy change
IT / Office Equip.	1.1	1.4	+30.4%
Industrial Machinery	3.6	3.6	-1.3%
Civil Eng. & Construction Machinery	4.7	8.1	+70.1%
Transport Equip.	1.2	1.9	+54.8%
Medical Equip.	3.1	3.5	+10.6%
Commercial & Service Equip.	6.4	11.1	+72.2%
Others	5.7	9.0	+58.0%
<b>Total</b>	<b>26.2</b>	<b>38.9</b>	<b>+48.3%</b>

## Loan and other business

(bil.yen)

	FY3/12 2Q	FY3/13 2Q	yoy change
Factoring	137.7	123.7	-10.2%
Real estate financing	31.0	65.6	+111.6%
Others	172.9	139.6	-19.3%
<b>Total</b>	<b>341.7</b>	<b>328.9</b>	<b>-3.7%</b>

## All New Transactions

(bil.yen)

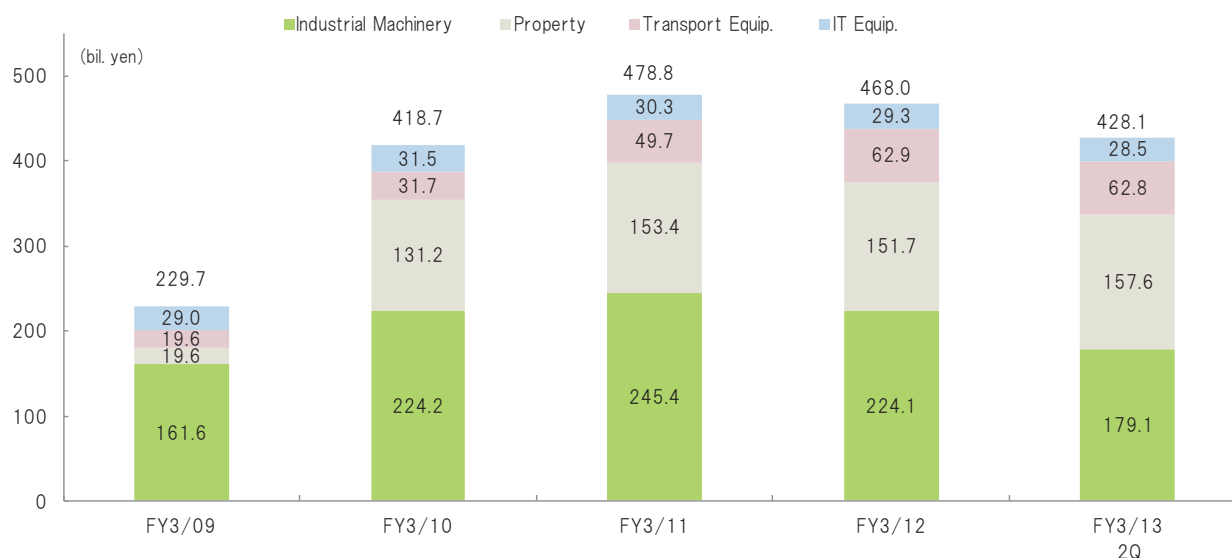
	FY3/12 2Q	FY3/13 2Q	yoy change
<b>Total</b>	<b>595.2</b>	<b>613.9</b>	<b>+3.1%</b>

## 6. Business Performance

### 1) Operating Lease

Operating Lease involves industrial machinery, machine tools and other equipments over periods corresponding to customer's production schedules. By reflecting the projected asset value remaining (residual value) at the end of lease period to the rent, Operating Lease enables customers to reduce their total rent.






#### Operating Lease Outstanding



### 2) Trading Used Equipment

MUL Group is trading broad range of used machinery and equipments which are supported by extensive track record for operating lease and machinery market. MUL Group can meet various customers' needs through offering used equipments.

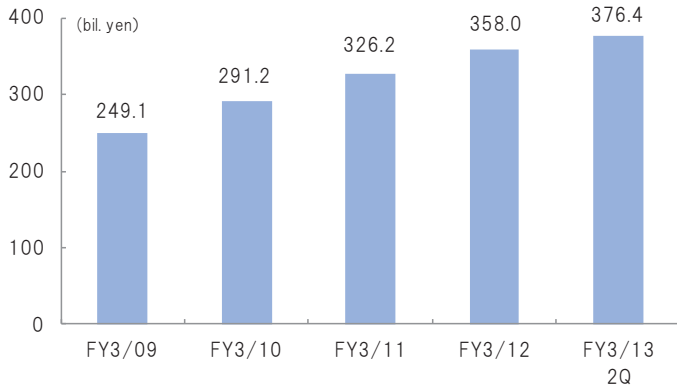
#### MUL Group Network

<b>U-Machine</b>		U-Machine is a major used industrial machinery trading company which owns 3 warehouses and trades more than 5,000 used machineries in Japan. Also, U-Machine established the business office in Thailand in 2012.
<b>M-Cast</b>		M-Cast, a major used medical equipment trading company, deals with various medical products. M-Cast takes ISO 9001 (Quality Management Standard) and provides high-quality products and services to customers.
<b>Diamond Equipment</b>		Diamond Equipment ("DE") trades used semiconductor production equipments. DE has worldwide network and provides equipments trade information to global customers.
<b>MUL Eco-Business</b>		MUL Eco-Business deals lease-up PCs with approx.220 thousands p.a.. MUL Eco-Business promotes PC re-use and recycle after the date eraser.
<b>Global Asset Solution</b>		Global Asset Solution (GAS) buys and sells a used equipment globally. GAS is specialized in the large-scale, customized equipments.

### 3) e-Leasing Direct - Asset Management service -

e-Leasing Direct enables customers to perform an entire range of leasing procedures via internet, including requesting and viewing estimates as well as completing lease contracts and certificates of completion of lease inspections. Customers can also verify transaction details online during lease periods.

#### e-Leasing Direct Outstanding



#### Principal Transactions



From October 2012, “e-Leasing Direct Platinum” was released. “e-Leasing Direct Platinum” is the platform for asset management and customers can manage the variety of information about their all assets from introduction to disposal (“Asset Life Log”).



### 4) Auto Lease

Our auto lease and finance business are mainly operating through two affiliates, Mitsubishi Auto Leasing and MMC Diamond Finance. MUL Group deals with various types of vehicles and rationalizes vehicle management operations by constructing optimal vehicle management systems that reduce costs, clarify cost structures, save labor and achieve other goals.

As of September 2012, MUL group operates 282 thousands vehicles in Japanese market.

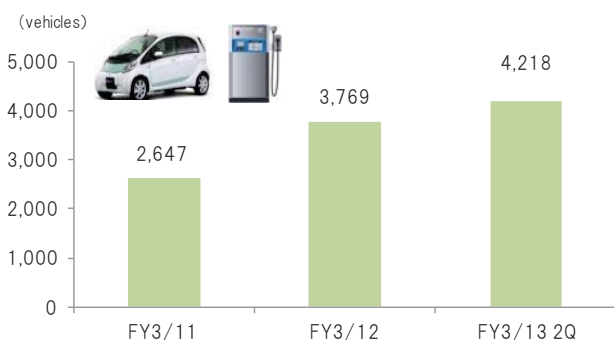
#### Auto Finance Service Network

**Mitsubishi UFJ Lease & Finance Company Ltd.**

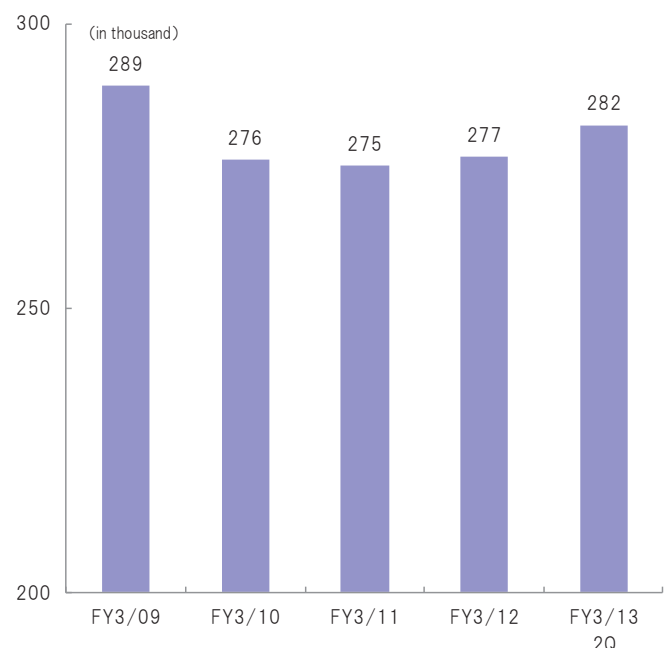
**Mitsubishi Auto Leasing Corporation**

**MMC Diamond Finance Corporation**

#### Number of Electric Vehicles



#### Number of Vehicles



## 5) ECO related Service

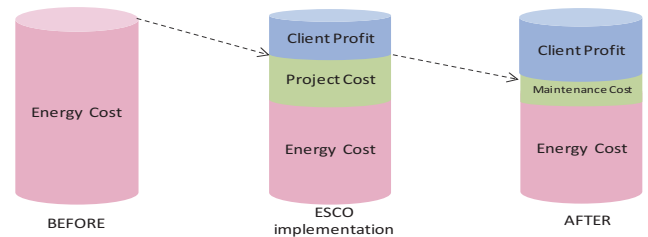
### i) ESCO (Energy Service Company) Business

ESCO business is an energy-saving contractual activity. We are offering comprehensive energy-related services (consultation, design, maintenance, lease, inspection, etc.). ESCO enables customers to achieve low-cost and high efficient operation. We have remarkable track records (total 407 transactions). Our ESCO business is expanding its field not only in Japan but also overseas.

ESCO Outstanding



ESCO Structure (Image)



#### 【TOPICS】

The ESCO project that we undertook for Nagoya University Hospital won an award called “Energy Conservation Grand Prix” in the form of the Prize of the Chairman of the Energy Conservation Center, Japan.

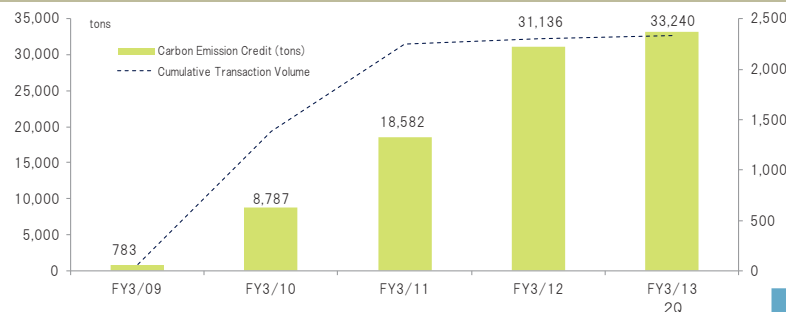


### ii) Carbon Offset Business

Our main products in this area are Carbon Natural Lease (“CNL”) and Offset Partner Service (“OPS”). CNL is lease transaction allotted carbon emission credit. Therefore, customer (lessee) can use carbon-free\* lease equipments. OPS is carbon trade support service. We are offering wide-range carbon trade related services. Additionally, we offer carbon credit production service which is originated by energy saving equipment. As of September 2012, our Carbon Offset Business has been entered into 2,331 transactions with 33,240 tons since 2008.

(※) by way of offset all or part of carbon emission brought by lease equipment

Trend of Carbon Offset Transaction and Carbon Emission Credit Amount



Principal Transactions



Forklift



Sports Event



Catalog

### iii) ECO related Finance

MUL provides the various finance methods, such as small, medium-size project finance, for constructing the waste treatment facilities, wind farms and mega-solar plants etc..

#### 【TOPICS】

#### Project Finance –type Finance Lease for Mega – Solar Project

MUL made a contract of project finance-type finance lease for Mega-Solar project in Thailand. The construction was started in October, and the plant operation will start in 2013.

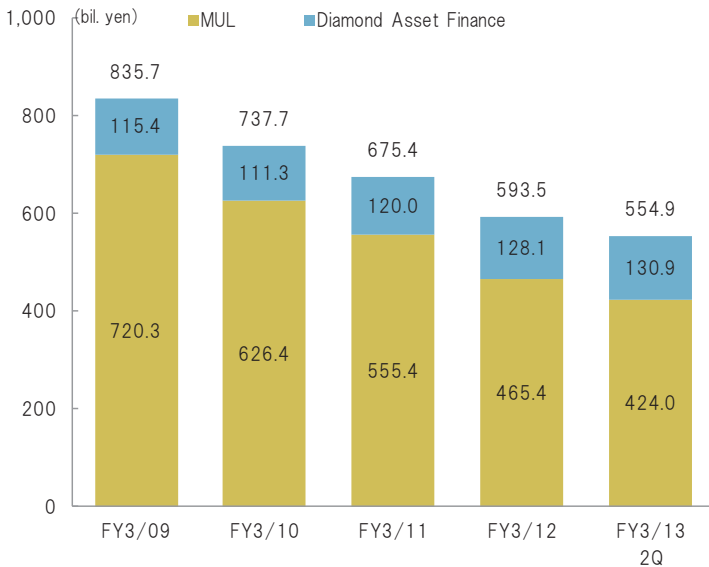
Construction site of mega-solar plant (Khon Kaen Province, Thailand)



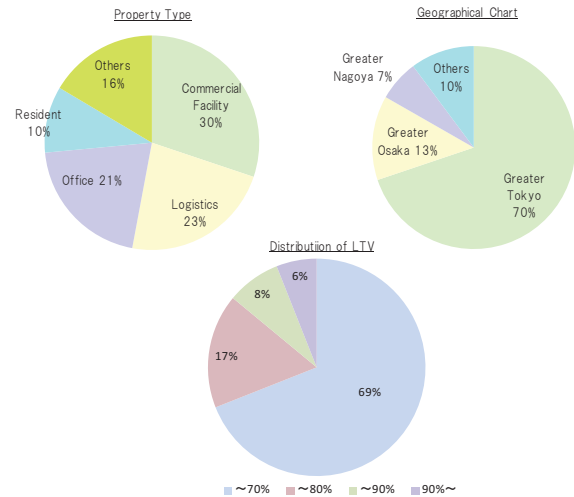
## 6) Real Estate Finance - Real Estate related service -

We go beyond leasing operations to provide various types of structured finance to meet market needs related to the opening and relocation of stores, office buildings, logistic centers, residences, and other facilities. Particularly, we enlarge non-recourse loan under strict risk control. Additionally, Diamond Asset Finance (DAF), our group company, deals with the project finance and the owner loan. We offer valuable services to meet various customers' needs in real estate related field.

### Real Estate Finance Outstanding



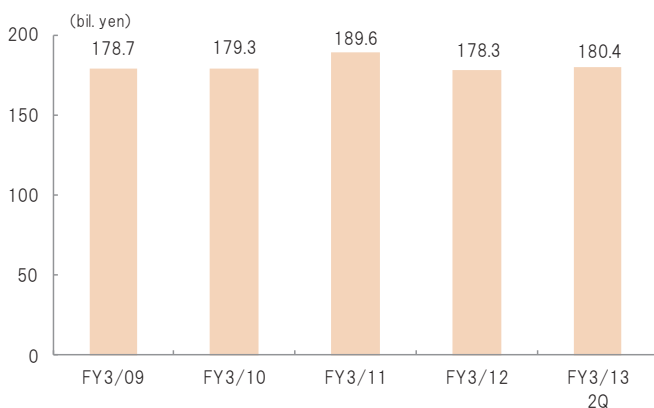
### Property Breakdown and Distribution of LTV (MUL Portion) as of September 2012



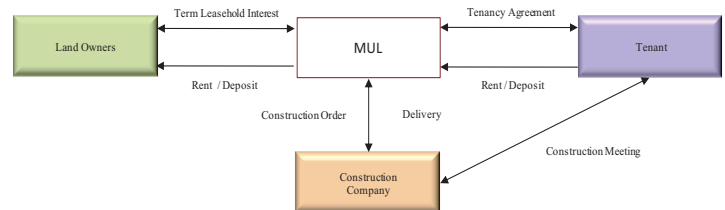
## 7) Symphony - Real Estate related service -

“Symphony “(Real estate lease) involves an arrangement where (i) we lease land from landowners through commercial leaseholds, (ii) construct buildings and facilities with specifications designed by tenants, and (iii) sublease the property to the tenant (e.g. chain-store). This arrangement enables tenants to open stores with small initial investment. Our Symphony is providing optimal solution for tenants, constructors and landowners.

### Symphony (Real Estate Lease) Outstanding



### Symphony Transaction Structure



#### Principal Merit

- ✓ Reduction of Initial Cost
- ✓ Visible Cashflow
- ✓ Relief Ownership Administration
- ✓ No need to negotiate Land Owners

### Principal Transactions

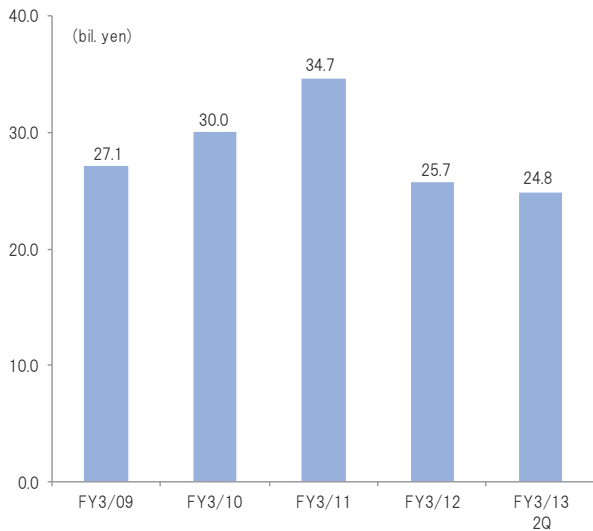




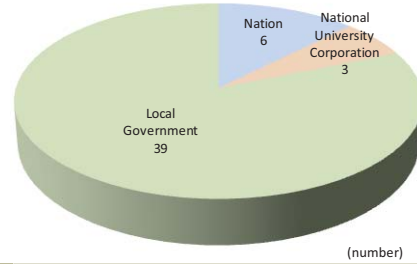
## 8) PFI (Private Finance Initiative)

The PFI business makes use of private-sector funds and management expertise to develop and operate public infrastructure. We are acting as not only debt provider but also representative company of consortiums. We have entered into 48 transactions (including 15 transactions acting as representative company).

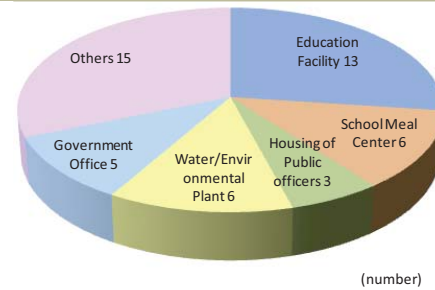
Operating Asset of PFI related



Type of Public Sector



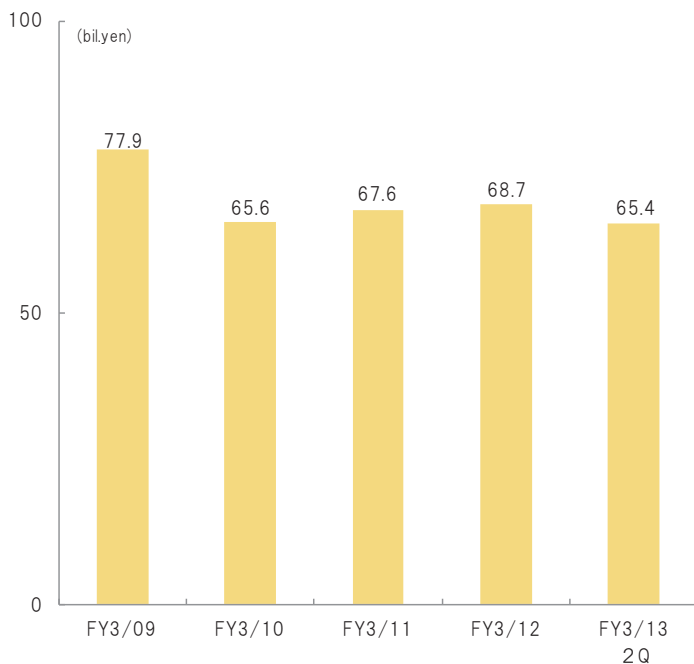
Type of Facility



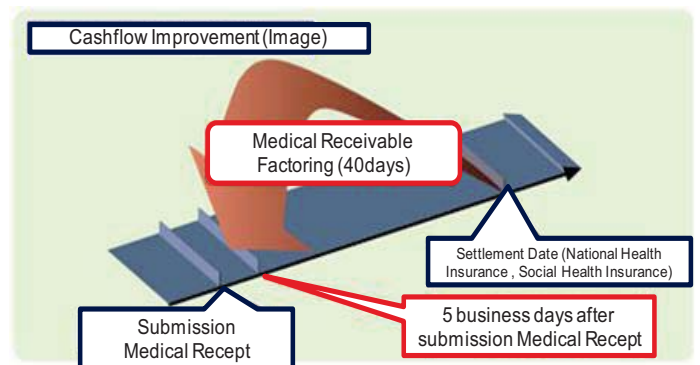
## 9) Factoring

Main target of Factoring is for Sales Receivables and Medical Receivables. Customers can capitalize such receivables before settlement date by assigning to MUL and utilize for financial strategy.

Receivable Factoring Average Outstanding



Medical Receivable (Image)



Principal Merits

- Convert into cash before settlement date
- Diversification Funding Method
- Improvement Balance Sheet



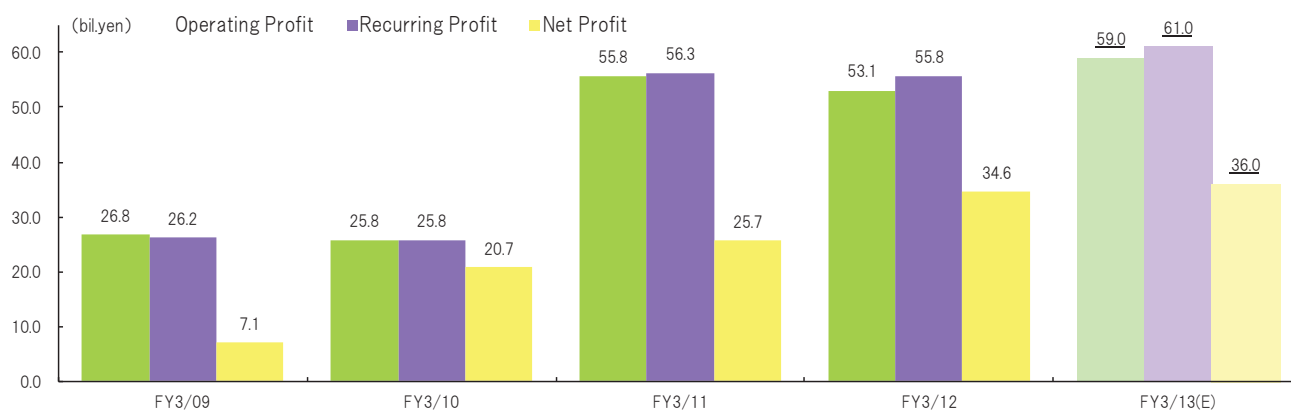
## 7. Forecast for FY3/2013

### Forecast for FY3/2013

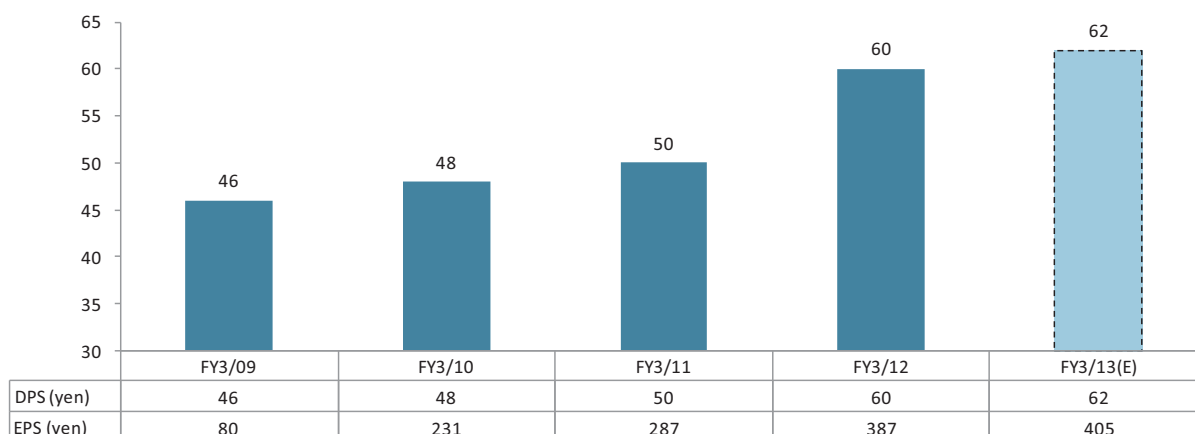
	Consolidated	
	Amount (bil. yen)	Year on Year Change
Revenues	700.0	-3.4%
Gross Profit	118.0	+2.5%
Operating Profit	59.0	+11.0%
Recurring Profit	61.0	+9.2%
Net Profit	36.0	+3.9%
Dividend per Share	62yen	+2yen

Consolidated Forecast for FY3/2013 as of November 5, 2012

### Consolidated Financial Performance



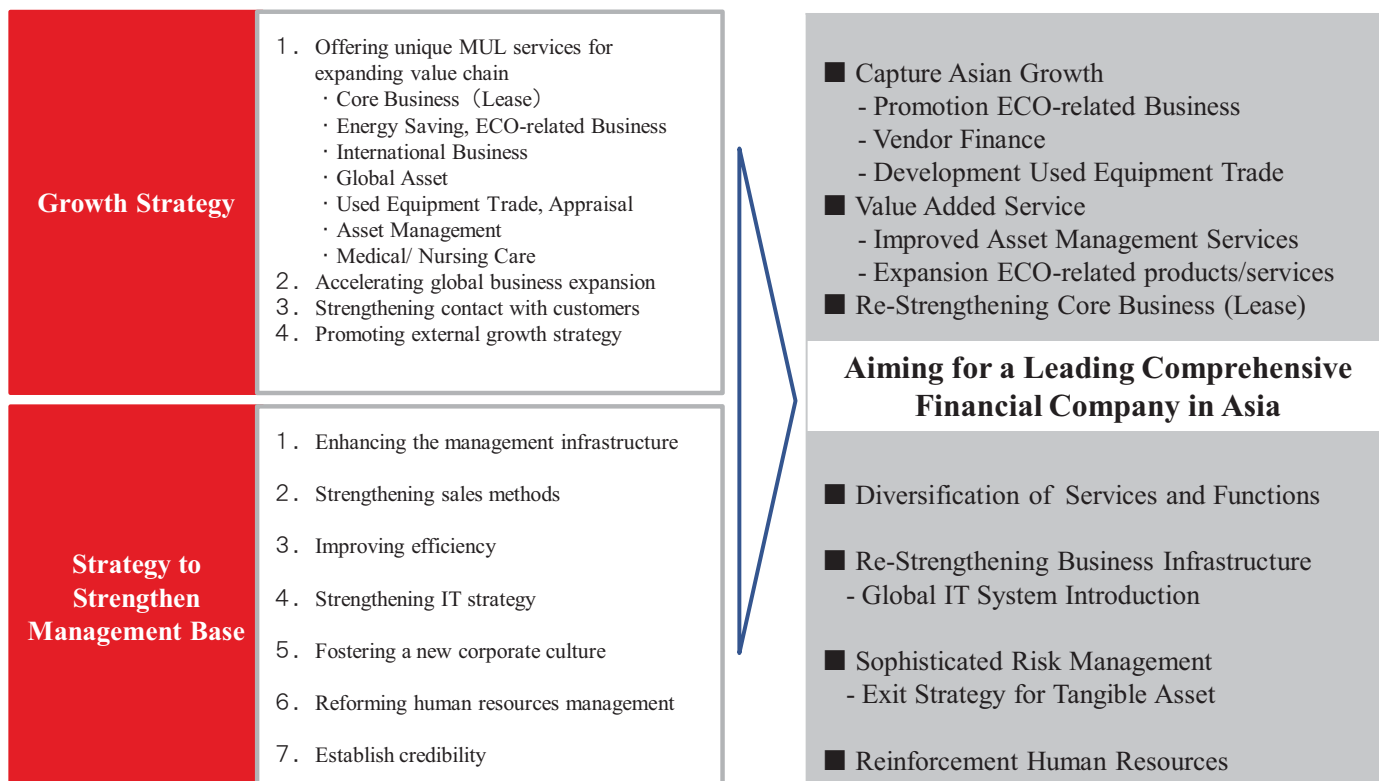
### Dividend



DPS (yen)	46	48	50	60	62
EPS (yen)	80	231	287	387	405

## 8. Medium Term Management Plan “ Vision 2013 ”

### 1. Outline of Vision 2013



### 2. The Progress of Vision 2013

#### 1) Strategy to Strengthen Management Base

- Achievement of the Strengthening Sales Method (ex. set up Strategic Solution Department)
- Reviewing the main System in Overseas Subsidiaries
- Reinforcement of the human resources in Overseas Subsidiaries (ex. National Staff Meeting)
- Promotion of Diversity: Awarded the Fiscal Year 2012 Incentive Award from the Chief officer of Tokyo Labour Bureau in the Family-friendly Enterprises Category of the Equal Opportunity Employment & Work-Life Balance Awards.

#### 2) Growth Strategy

<p><b>ECO-Related Business</b></p> 	<p>MUL Group are aggressively expanding the ECO-related business which is one of MUL's strategic business. Recently, MUL accelerates the ECO-related business overseas, for instance by entering into the Project Finance-type Leasing contract for Mega-solar Project in Thailand.</p>
<p><b>Asset Management Services</b></p> 	<p>MUL upgrades the asset management service “<i>e-Leasing Direct</i>”, customers can input the asset information not only in Japanese Yen but also in major foreign currencies. And from October 2012, MUL started the new service “<i>e-Leasing Direct Platinum</i>”, which customers can manage the information related to all assets during whole asset life cycle.</p>

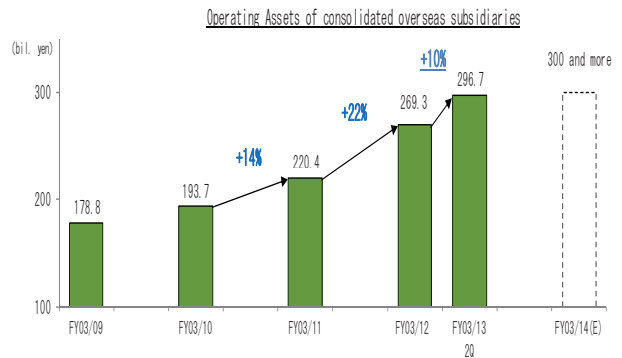
~Global Business~



**Expanding Construction Machinery Finance**

In Indonesia, a country with a wealth natural resources, MUL is rapidly expanding construction machinery finance and other services.

In China, which is with continuously economic growth, MUL is providing the vendor finance program to the local companies.



Global Asset Business

MUL is seeking to expand its business involving global assets, their value may be found and recognized in global markets due to high marketability.

In particular, with respect to the aircraft business, MUL 's reinforcement are as follows;

- Developing personnel familiar with the a
- Reinforcing the subsidiary (MUL Aviation Capital Limited “MULAC”) in Ireland for aviation business
- To acquire the all outstanding equity interest of JSA International Holdings L.P. a leading aircraft company.



Expansion of used equipments business utilizing the global network

MUL is expanding the used machinery trading business globally, utilizing its network and knowledge.

- U-Machine, a used industrial machinery trading company, established the business office in Thailand.
- M-Cast, a used medical equipment trading company, reinforces the alliance with manufacturers and trading companies.
- Global Asset Solution , a trading company specialized in the used large-scale, customized equipments expands the business overseas.



***Value Integrator***