



#### ● About the cover

With its blue-sky background, the cover expresses Mitsubishi UFJ Lease & Finance's philosophy of working with customers to realize a prosperous society.

#### ● Date of issue

August 2014

#### ● Scope of the report

The report covers activities of Mitsubishi UFJ Lease & Finance Company Limited, and its Group companies.

#### ● Period covered

Fiscal 2013 (April 1, 2013 to March 31, 2014). Some data from other periods are also included.

#### ● Related publicity materials

Information on our products, services, and other data is also available on our website. Please see the link below.

Website ▶ <http://www.lf.mufig.jp/english/>

#### ● Contact

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Printed in Japan



# Corporate Report 2014

Growing value today into greater value tomorrow

**Value Integrator®**



Mitsubishi UFJ Lease & Finance

## ■ Management Philosophy

We will prove worthy of the trust of customers, shareholders, and employees as we contribute to realize a more prosperous society.

- We will work to achieve sustained improvement in corporate value by offering the best solutions to customers.
- We aim to play a part in the development of regions and society by pursuing environmentally considerate corporate activities in compliance with laws and regulations.
- We will create a workplace environment that motivates each and every employee and in which they can take pride.



## ■ Corporate Signature Phrase

The corporate signature phrase of Mitsubishi UFJ Lease & Finance—“Value Integrator”—expresses our commitment to continuously creating new value through lease and finance activities that integrate the existing value in diverse portfolios of tangible and intangible assets.

# Value Integrator

By creating new business, we aim to contribute to customers' sustainable growth in corporate value.

Following the introduction of quantitative easing and other government fiscal policies, the Japanese economy is gradually moving in the direction of recovery, with one sign being the improvement in corporate performance indicators. Nevertheless, Japan continues to face a daunting number of issues, from a declining birthrate and demographic aging to insecurity in energy resources and the erosion of its industrial base. In addition, resolution of the issue of global warming, which is caused by increasing emissions of greenhouse gases, is a vital task that must be tackled at the global level.

The Mitsubishi UFJ Lease & Finance Group works to respond to the trust placed in it by its stakeholders—customers, shareholders, local communities, and employees. Specifically, in line with our declared management philosophy of contributing to a more prosperous society, we work to realize the sustainable development of society through our business activities.

An example of this is the renewable energy-related business. Renewable energy has attracted interest as an energy source that can reduce greenhouse gas emissions and lessen dependence on fossil fuels. In addition to providing finance for the construction of electricity generation facilities, we participate directly in the power generation sector. This is just one of the wide range of activities through which we promote greater use of renewable energies. Another area in which we have become active is the operation of long-term care facilities, where we aim to enhance medical and long-term care services together with our business partners to meet the needs of the aging society.

From this fiscal year starting on April 1, 2014, we launched our new Medium-Term Management Plan, **Limitless Evolution**. As we work to achieve its goals, we will contribute through our business operations to realizing a more prosperous society, based on the platform of expertise and experience that we have built up over many years.

Going forward, we aim to meet the trust and the expectations of our stakeholders by concentrating our energies on the goal of further growth.

August 2014

*Tadashi Shiraishi*

Tadashi Shiraishi  
President & CEO



■ Editorial Policy

Mitsubishi UFJ Lease & Finance had published CSR reports until 2013 to provide information on its business activities and CSR activities. This year, we have published the new Corporate Report 2014 as a communication tool that contains more information than CSR reports, such as business strategy and financial data.

This report focuses on themes that include an outline of the new Medium-Term Management Plan that was launched in April 2014, highlights of our key business areas, and initiatives on human resources that are essential to our business growth.

Going forward, we aim to develop the Corporate Report as a tool linking our Group with its stakeholders and to enhance understanding of the Group's activities.

■ Forward-Looking Statements

The strategies, plans, results and other materials presented in this report contain future projections and forecasts. Such forward-looking statements reflect assessments made by the Group based on the information available at the time. Please note that actual results are influenced by a wide range of significant factors and may therefore differ considerably from the content of these statements.

Mitsubishi UFJ Lease & Finance Communication Tools

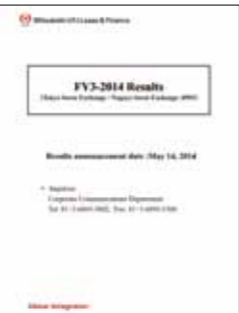
● Corporate Report (Japanese/English)



● Securities Report (Japanese)



● Financial Results (Japanese/English)



● Annual Report (English)



● Business Report (Japanese)



● Website (Japanese/English)



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

● Company Profile Video (Japanese/English)



● Advertisements (Japanese)



Mitsubishi UFJ Lease & Finance:  
Facing challenges together

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## Relations with Stakeholders at Mitsubishi UFJ Lease & Finance

As it works to contribute to realizing a more prosperous society, Mitsubishi UFJ Lease & Finance aims to prove itself worthy of the trust of its stakeholders—customers, shareholders, local communities, and employees.

### Management Vision

Based on the flexibility and mobility that are our inherent characteristics as a nonbank finance company, and benefiting from our expertise in many asset categories, Mitsubishi UFJ Lease & Finance aims to serve as a reliable business partner to its customers. This means providing a variety of management resources—products, funds, human resources, information, and functions—arranged in flexible packages to meet customer needs, and delivering advanced services on a global basis that help resolve customer issues. At the same time, we will work to build a business portfolio that combines stability with growth potential.

New Medium-Term Management Plan

# Limitless Evolution

Growing as a company that wins the trust of diverse stakeholder groups

### Management Philosophy

### Management Vision

### Management Strategy

### Code of Conduct

## Value Integrator

### Code of Conduct

#### Unique ways of risk-taking

Combining financial and trading functions, Mitsubishi UFJ Lease & Finance has unique expertise in risk-taking.

#### Proactive approach to resolving issues

We have developed a precise understanding of customer issues and employ a fearless and proactive approach to any challenges in resolving them.

#### Speedy response with a strategic grounding

We take energetic and speedy action based on wide-ranging strategies.

#### Solution-oriented expertise

We are constantly refining our expertise, which provides truly value-added solutions to customer issues.

#### Earnest approach to social responsibility

We take committed action to earn the trust of all stakeholders.

### Management Strategy

#### Growth strategy

- Evolve business models
- Accelerate international business
- Create Group synergies
- Continuously create new businesses
- Promote non-organic growth strategy

#### Business infrastructure reinforcement strategy

- Enhance management infrastructure
- Put in place a globalization-adapted operational infrastructure
- Intensify Group management
- Reinforce human resources management
- Encourage a free, open and dynamic corporate ethos
- Strengthen and make strategic use of IT infrastructure
- Earn firm trust

### Customers



We work to improve customer satisfaction by providing a wide range of financial services that create new value.

### Shareholders and investors



We promote dialog with shareholders and investors by ensuring accurate, appropriate, and timely information disclosure. In this way we work to improve management transparency and sustainably increase corporate value.

### Local communities



As a member of our local communities, we take energetic action on environmental protection and other areas relevant to social responsibility, contributing through these initiatives to a prosperous society.

### Employees



We nurture human resources by supporting the career development and personal development of each employee. At the same time, we promote a workplace environment in which all employees can work with pride and strong motivation.

New Medium-Term Management Plan (FY2014–2016)

# Limitless Evolution

Toward constant evolution as a company moving strongly forward

## ■ Review of Medium-Term Management Plan: Vision 2013

Under the Medium-Term Management Plan **Vision 2013**, which ran from April 1, 2011 to March 31, 2014, we put into practice a wide range of measures aimed at further evolution as a comprehensive finance company adapting swiftly and flexibly to the changing environment to meet increasingly diverse customer needs.

In the international business, a key area of our growth strategy, we worked continuously to expand operations to overseas markets in a range of sectors where we have acquired wide experience in Japan's domestic market, such as used equipment trading, asset management services, and autoleasing. To expand our business base and enhance the functions we provide, we also worked to promote our global asset business, which deals in aircraft, marine vessels, containers, and other assets with high marketability and broad utility. In January 2013, we acquired the entire equity interest in JSA International Holdings, L.P., whose business portfolio includes the U.S. aircraft leasing company Jackson Square Aviation, LLC.

We also strengthened our commitment to the eco- and energy-related business, where expanding opportunity is expected due to the rising price of energy resources and growing awareness of environmental issues. Accordingly we have boosted initiatives in this sector, including support services for converting facilities to energy-saving operation, emission credit-related services, and business participation through operation of electricity generation projects in partnership with customers. As part of our business infrastructure reinforcement strategy, which is aimed at supporting sustainable growth, we took steps to enhance our management base through more advanced risk management, securing of stable funding sources, and initiatives to foster human resources with strong expertise.

## ■ New Medium-Term Management Plan: Limitless Evolution

In April 2014, we launched **Limitless Evolution**, our new Medium-Term Management Plan covering the next three-year period.

Under **Limitless Evolution**, the Group aims to build up a business portfolio combining stability with growth potential by deploying the strengths and functions it has acquired over time and looking beyond the limits of finance. In this process, it will benefit from the mobility and flexibility inherent in a nonbank finance company and its in-depth knowledge of numerous asset categories. To achieve sustainable growth, we will act as a reliable business partner helping customers to meet business needs and resolve operational issues. This will mean combining our management resources—products, funds, human resources, information, and functions—in a variety of coordinated packages. By further reinforcing Group strengths in areas such as international business, the eco- and energy-related business, the medical and long-term care business, asset management services, and the real estate-related business, we will respond to a diverse range of customer issues and needs. We aim thus to be a company that seeks, finds, and realizes solutions together with the customer by pursuing a variety of options and possibilities that go beyond the ideas of today.

The new Medium-Term Management Plan, **Limitless Evolution**, consists of a five-point “growth strategy” and a seven-point “business infrastructure reinforcement strategy.” Two of the growth strategy points in particular—evolve business models and accelerate international business—are crucially important for the Group's continued evolution and expansion. To step up to a new level, the Group will steadily but swiftly put these strategies and measures into action.

One of the business targets of the Medium-Term Management Plan is to boost consolidated net income from ¥37.6 billion for the year ended March 31, 2014 to over ¥45 billion for the year ending March 31, 2017. An additional target is to raise the overseas share of total consolidated operating assets from around 20% currently to 30% by further promoting overseas business. This reflects our Group aspiration toward continuous growth and evolution.



## Limitless Evolution

Five-Point Growth Strategy and Seven-Point Business Infrastructure Reinforcement Strategy

### Five-Point Growth Strategy

- 1 Evolve business models ▶ See P.10**  
We will aggressively implement four business models, pursuing service provision and business participation in addition to our core businesses of corporate finance and asset finance.
- 2 Accelerate international business ▶ See P.10**  
We will extend the competitive edge that we have built up through business operations in Japan to overseas markets, adapting ourselves flexibly to the economic and industrial environment and the customer and market needs.  
  
For the evolution of business models and acceleration of international business development, we will target the seven business areas listed below as key business segments.
 

Domestic customer base	Eco- and energy-related business	International business	Global asset business
Medical and long-term care business	Asset-related services	Real estate business	
- 3 Create Group synergies**  
We will aim to maximize top-line profit by effectively and aggressively utilizing the functions and wide-ranging sales channels available through our Group companies.
- 4 Continuously create new businesses**  
We will continuously create new businesses in growth sectors in both the domestic and overseas markets, mainly in the services provision and business participation sectors, by combining our Group functions with the expertise of outside business partners.
- 5 Promote non-organic growth strategy**  
We will promote a non-organic growth strategy that contributes to expanding our customer base and enhancing our functions in both the domestic and overseas markets.

### Seven-Point Business Infrastructure Reinforcement Strategy

- 1 Enhance management infrastructure**  
We will establish a risk management system that enables us to undertake independent and proactive risk control in a broad range of risk scenarios and business models. We will also further enhance our portfolio management.
- 2 Put in place a globalization-adapted operational infrastructure**  
We will enhance our international business operational infrastructure by developing and enhancing human resources, upgrading the functions of business sites, and maintaining the full support of each corporate division.
- 3 Intensify Group management**  
We will work to improve operational efficiency by deepening collaboration to create synergies and promoting Group-wide strategies, as well as ensuring effective utilization of management resources.
- 4 Reinforce human resources management**  
We will work to recruit and develop diverse human resources to match our comprehensive operations and ensure effective utilization of management resources. Moreover, we will ensure appropriate systems for performance evaluation and appropriate terms of employment.
- 5 Encourage a free, open and dynamic corporate ethos**  
We will foster a free, open, and dynamic corporate ethos to maintain and improve individual motivation in a workplace with diverse values. We will also promote organizational reform toward a more challenge-friendly corporate culture.
- 6 Strengthen and make strategic use of IT infrastructure**  
We will work to improve operational stability and efficiency by strengthening and making strategic use of IT systems and telecommunications infrastructure.
- 7 Earn firm trust**  
We will continue to aim for sustainable growth by further strengthening our internal control system and building strong bonds of trust with customers, business partners, and the market.

Growth Strategy

## 1 Evolve business models

Around its core of leasing and finance business, Mitsubishi UFJ Lease & Finance aims to integrate the expertise it has built up over many years to evolve existing business models toward services and business participation in response to customer issues and needs. In this way, we will expand the range of functions we provide.



Growth Strategy

## 2 Accelerate international business

Drawing on the expertise and the networks that we have built up in the Japanese domestic market, we provide optimal services and solutions to customers who are developing operations overseas.

### Global asset business

Aircraft leasing ▶ See P.16

Here, we are working together with Group companies to promote business in aircraft, aircraft engines, containers, railroad freight cars, and other global assets with high marketability and broad utility.

- Acquired the aircraft leasing company Jackson Square Aviation, LLC (January 2013)
- Resolved to acquire the aircraft engine leasing company Engine Lease Finance Corporation (May 2014)
- Resolved to acquire the marine container leasing company Beacon Intermodal Leasing, LLC (May 2014)
- Entered a business alliance with the railcar leasing company Greenbrier Leasing Company LLC (May 2014)

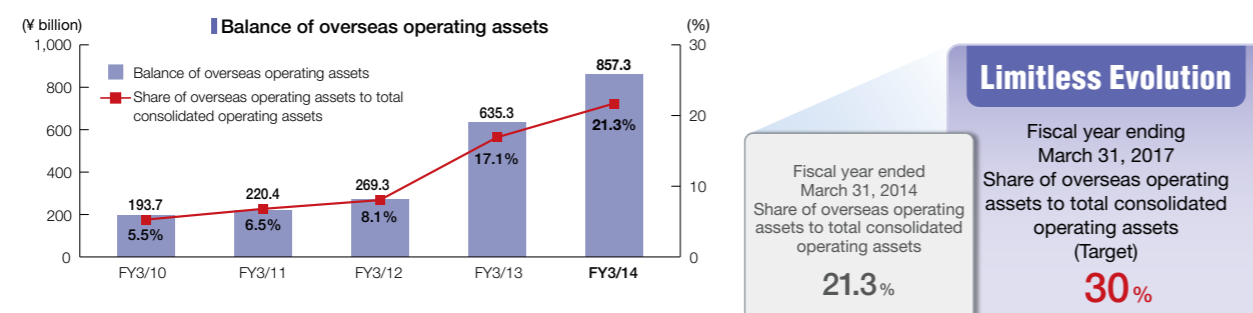
### International business

Autoleasing in Indonesia ▶ See P.22

With the increasing borderlessness of economic activity, there is an accelerating trend among our customers toward expansion into overseas markets and reinforcement of overseas operations. We are actively developing business in this sector, concentrating on Asian countries, Europe, and North America, and providing a range of services and solutions adapted to the relevant country or region to expand the scale of our business.

- Reinforced eco-related business in Thailand through a partnership with International Finance Corporation (December 2009)
- Set up a project finance-type lease for a megawatt solar power project in Thailand (October 2012)
- Launched a joint venture for construction machinery leasing in China (December 2012)
- Acquired as a subsidiary Indonesian autoleasing company PT. Takari Kokoh Sejahtera (November 2013)

Balance of overseas operating assets and its targets



## Analysis of business results and financial position

The fiscal year ended March 31, 2014 saw signs of recovery in Japan's domestic economy, led by the economic and fiscal policies promoted by the government. However, reflecting a slackening of growth in the emerging nations that had been the driving force of the global economy thus far, there was an overall lack of vitality in the Company's operating environment.

To respond to this challenging situation, through its Medium-Term Management Plan, **Vision 2013**, which entered its final year on April 1, 2013, Mitsubishi UFJ Lease & Finance executed the strategies and measures set out in the plan, including the expansion of functions in the value chain and the acceleration of the global rollout, bringing together the capabilities and knowledge of the entire Group. As a result of these efforts, we set new records at all income levels in the fiscal year ended March 31, 2014, with record net income for the third consecutive year.

### Revenues and profit

Consolidated revenues for the fiscal year ended March 31, 2014 increased by ¥19.6 billion or 2.8% year on year to ¥717.7 billion. Gross profit expanded by ¥10.6 billion or 9.0% to ¥128.6 billion, and selling, general and administrative expenses increased by ¥5.3 billion or 9.2% to ¥63.3 billion. As a result, operating income grew by ¥5.2 billion or 8.8% to ¥65.2 billion and net income rose by ¥1.6 billion or 4.5% to ¥37.6 billion, setting a new record for the third consecutive year.

### Cash flows

Cash flows from operating activities resulted in a net cash outflow of ¥41.7 billion, compared to a net outflow of ¥63.4 billion in the previous fiscal year. Investing activities provided net cash of ¥8.7 billion, in contrast to a net outflow of ¥102.3 billion in the previous fiscal year. Financing activities provided net cash of ¥77.7 billion, against a net inflow of ¥183.5 billion in the previous fiscal year. As a result, cash and cash equivalents as of March 31, 2014 stood at ¥120.5 billion, an increase of ¥47.5 billion or 65.2% from the previous fiscal year-end.

### Sales performance

By delivering a wide range of value-added products and services, we responded sensitively and flexibly to diverse capital expenditure requirements in Japan and overseas. As a result, the volume of new transactions for the fiscal year ended March 31, 2014 grew by 15.2% year on year to ¥1,561.8 billion. This increase was reflected in each of our business segments: the volume of new transactions grew by 23.5% in the leasing business to ¥718.3 billion, by 17.2% in the installment sales business to ¥91.7 billion, by 4.1% in the loans business to ¥701.9 billion, and by 125.8% in other businesses to ¥49.7 billion.

### Profit distribution: Basic policy and annual dividend

Mitsubishi UFJ Lease & Finance works to maintain adequate equity, which it deploys effectively to achieve continuous improvement in operational stability. Our basic policy on profit distribution is to provide continuous and stable dividend payouts while taking care to maintain an adequate reserve. Based on this policy, we set the dividend for the year ended March 31, 2014, at ¥8 per share, consisting of an interim dividend of ¥3.35 and a year-end dividend of ¥4.65. Effective April 1, 2013, the Company carried out a 10-for-1 stock split. On the assumption that the stock split was carried out during the previous period, the result was a dividend increase of ¥1.5, the 15th consecutive year of dividend growth.

### Financial position

As of March 31, 2014, the total assets of Mitsubishi UFJ Lease & Finance stood at ¥4,497.5 billion, an increase of ¥319.7 billion over the previous fiscal year-end. Due among other factors to the increase in net income, total equity expanded by ¥66.1 billion from the previous fiscal year-end to ¥534.2 billion, driving the equity ratio up by 0.7 percentage point to 11.4%. The balance of interest-bearing debt rose by ¥169.1 billion to ¥3,484.4 billion.

## Consolidated Financial Highlights

(Millions of yen)

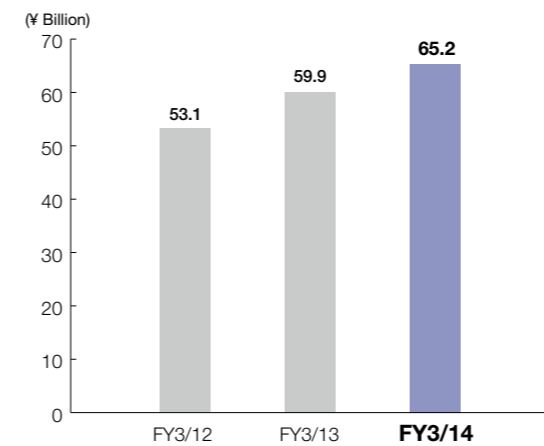
Years ended March 31, 2010, 2011, 2012, 2013 and 2014

	2010	2011	2012	2013	2014
<b>Business Results</b>					
Total revenues	¥ 747,043	¥ 724,762	¥ 724,611	¥ 698,155	<b>¥ 717,760</b>
Leases	558,615	560,610	562,878	546,625	<b>579,753</b>
Installment sales	122,615	99,414	92,533	85,021	<b>83,270</b>
Loans	39,048	36,802	35,611	35,592	<b>35,068</b>
Others	26,764	27,935	33,587	30,914	<b>19,667</b>
Cost of revenues	637,474	606,033	609,533	580,121	<b>589,086</b>
Gross profit	109,569	118,729	115,078	118,033	<b>128,673</b>
Selling, general, and administrative expenses	83,755	62,846	61,921	58,045	<b>63,395</b>
Operating income	25,813	55,882	53,156	59,987	<b>65,278</b>
Net income	20,727	25,755	34,640	36,038	<b>37,675</b>
Comprehensive income	—	27,781	38,060	46,018	<b>74,253</b>
<b>Profitability (%)</b>					
Cost of revenues to total revenues	85.3	83.6	84.1	83.1	<b>82.1</b>
Gross profit margin	14.7	16.4	15.9	16.9	<b>17.9</b>
Overhead ratio	40.8	39.1	41.9	42.4	<b>44.0</b>
Return on equity	6.1	7.1	8.9	8.5	<b>7.9</b>
Return on assets	0.5	0.7	0.9	0.9	<b>0.9</b>
<b>Sales Performance</b>					
Volume of new transactions	¥1,301,590	¥1,169,542	¥1,276,464	¥1,356,270	<b>¥1,561,842</b>
Leases	516,455	438,713	472,899	581,479	<b>718,390</b>
Installment sales	50,646	49,424	67,293	78,259	<b>91,755</b>
Loans & others	734,487	681,403	736,271	696,531	<b>751,696</b>
<b>Financial Position</b>					
Total assets	¥3,885,161	¥3,721,136	¥3,682,299	¥4,177,784	<b>¥4,497,502</b>
Total equity	366,891	389,802	420,864	468,061	<b>534,250</b>
Interest-bearing debt	3,148,926	2,961,470	2,893,504	3,315,294	<b>3,484,480</b>
Equity ratio (%)	9.1	10.0	10.9	10.7	<b>11.4</b>
<b>Cash Flows</b>					
Net cash provided by (used in) operating activities	¥ 52,013	¥ 224,305	¥ 87,941	¥ (63,407)	<b>¥ (41,776)</b>
Net cash provided by (used in) investing activities	(11,415)	(5,402)	(7,631)	(102,372)	<b>8,739</b>
Net cash provided by (used in) financing activities	(82,443)	(191,694)	(68,631)	183,560	<b>77,729</b>
Net increase (decrease) in cash and cash equivalents	(41,773)	27,047	11,582	18,766	<b>47,585</b>
Cash and cash equivalents, end of year	12,980	40,408	51,765	72,954	<b>120,540</b>
<b>Per Share Information* (Yen)</b>					
Basic net income	¥ 23.14	¥ 28.76	¥ 38.72	¥ 40.56	<b>¥ 42.40</b>
Cash dividends applicable to the year	4.8	5.0	6.0	6.5	<b>8.0</b>
<b>Number of employees</b>					
	2,219	2,245	2,275	2,402	<b>2,511</b>

\* On April 1, 2013, Mitsubishi UFJ Lease & Finance split each share of its common stock, which were held by shareholders stated or recorded in the register of shareholders as of March 31, 2013, into ten (10) shares. Net income per share and cash dividends per share have been retrospectively adjusted to reflect the stock split for all periods presented.

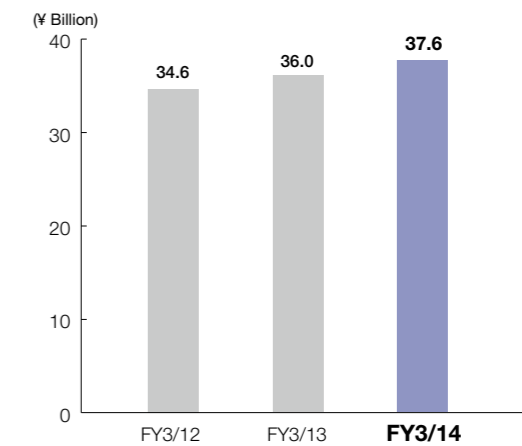
### Operating income

Years ended March 31



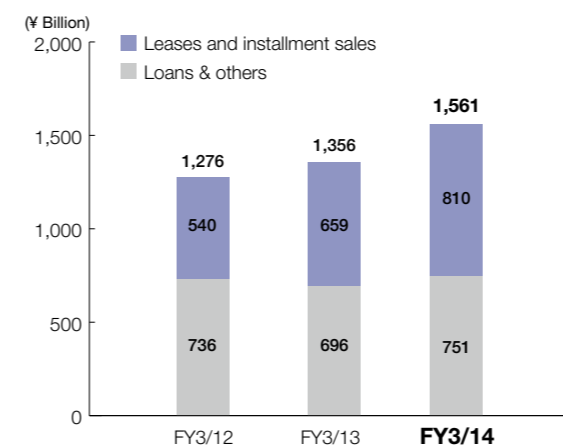
### Net income

Years ended March 31



### Volume of new transactions by business

Years ended March 31



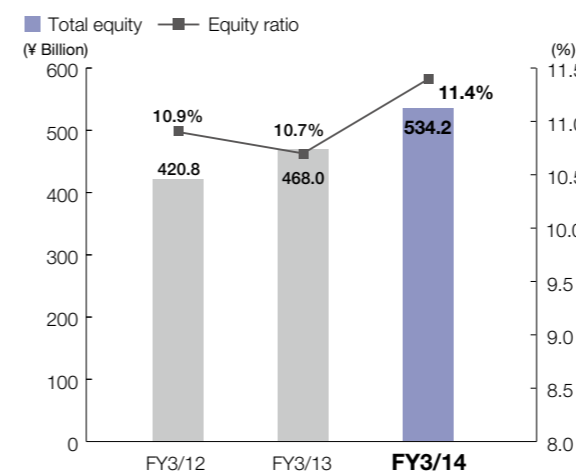
### Year ended March 31, 2014

(¥ Billion)

Business	Breakdown of transactions	
Leases and installment sales	IT and office equipment	155
	Industrial machinery and machine tools	134
	Civil engineering and construction machinery	69
	Transportation equipment	171
	Medical equipment	62
	Commercial and service equipment	96
Loans & others	Others	120
	Factoring	203
	Loans & others	547

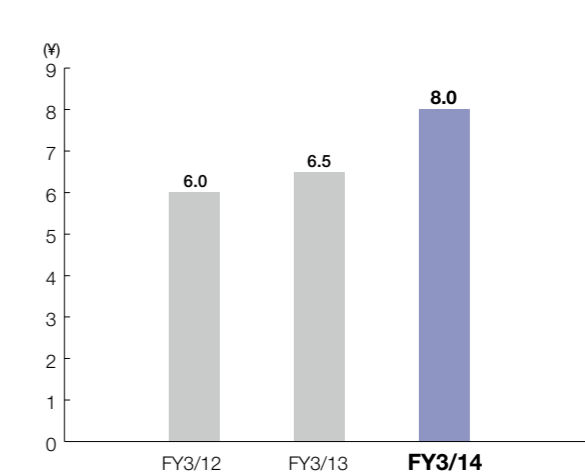
### Total equity / Equity ratio

As of March 31



### Cash dividends per share\*

Years ended March 31



## Businesses Operated by the Mitsubishi UFJ Lease & Finance Group

In addition to its core lease and financing business, the Mitsubishi UFJ Lease & Finance Group has responded to increasingly diverse customer needs by expanding into other business domains. Among these are the eco- and energy sector and the real estate sector, operation of public-sector facilities through our PFI business, and trading in used machine tools and used medical equipment. To actively develop our businesses, we take advantage of the flexibility and mobility that are our inherent strengths as a nonbank finance company, delivering a wide range of services linked to our products and increasing our involvement in customers' operations through business participation.

We support our customers to build optimal fleet management systems through rationalization and labor saving, helping to ease demand on management resources, control costs, and reduce risks.



Auto lease and auto finance business



Lease and financing business

Our finance leases and operating leases offer an effective method of funding capital expenditure or introducing outsourcing to boost administrative efficiency. Besides financial functions, we deliver asset management and other related services to provide total support to customers' capital expenditure.

Private finance initiatives (PFIs) are a method of using private-sector finance and expertise to provide social capital. From provision of finance through to overall project coordination, we support the construction and operation of educational facilities, government buildings, infrastructure, and other public-sector facilities.



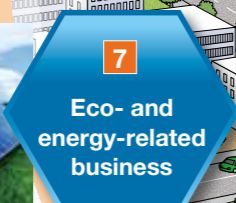
PFI business

For customers expanding into overseas markets or developing their overseas operations, we utilize our local experience and expertise to provide optimal solutions, from capital expenditure financing to asset management and eco- and energy-related services.



International business

Our energy service company (ESCO) business supports facilities to achieve energy savings and cost reductions. Other services in our wide range of eco-related solutions are Green Leasing (leases linked to green energy certificates), carbon offset-related services, and support to power generation projects based on solar, wind, or other renewable energy resources.



Eco- and energy-related business

We provide a one-stop service for hospitals, clinics, and long-term care facilities in all areas, from startup support to acquisition of high-tech equipment and facilities, as well as funding support during building renewal and expansion.



Medical and long-term care business

Utilizing the experience and expertise acquired through our lease business, Group companies specializing in this sector trade in high-quality used machine tools, medical equipment, and IT equipment.



Used equipment trading business



Other business

This area includes our insurance business, providing sales and consultancy in business and personal insurance.



Aircraft



Global asset business

We are developing services around assets with high marketability and high value in the global market, including aircraft and aircraft engines, marine vessels, containers, and railroad freight cars.



Marine vessels, containers

Wind turbines

Logistics centers

Factories (machine tools, heat-source facilities, etc.)

Apartment blocks (security cameras, intercoms, etc.)

Solar panels

Hospitals (medical equipment, etc.)

Educational facilities

Government buildings

Offices (IT equipment, light fittings, etc.)

Large commercial facilities

Railcars

Automatic ticket gates

Water purification facilities

Vehicles

Cafes and restaurants

Theme parks (play equipment, etc.)



Real estate-related business

Our wide range of real estate-related services includes non-recourse loans for real estate and our "Symphony" real-estate lease, which facilitates construction and then leasing of commercial facilities, offices, logistics facilities, and others.



Rental business

We deploy our extensive expertise to meet a diverse range of rental needs, from PCs and other IT equipment to machine tools, testing devices and measurement equipment.



# Supporting the world's

➤ Mitsubishi UFJ Lease & Finance's aircraft leasing business

Mitsubishi UFJ Lease & Finance targets the aircraft-related sector as a key business area. Since setting up a dedicated organization to promote the aircraft leasing business, we have developed strengths in this area by concentrating expert functions and enhancing specialist competencies. In 2013, we welcomed into the Group the U.S. aircraft leasing company Jackson Square Aviation, LLC (JSA), which greatly expanded our business scale in this sector and the functions we provide. We are energetically developing this business through a tripolar system with bases in the United States, Europe, and Japan.

As of March 31, 2014, the Group's fleet had grown to more than 120 aircraft. We continue to implement initiatives to build a high-quality portfolio of aircraft assets that will capture demand from the expanding market.

Taking maximum advantage of our Group's expertise in products and services as well as its wide-ranging network, we will make ongoing contributions to the further development of the aircraft-related sector, which forms a vital global infrastructure for transportation, distribution, and commercial relations.

# skies—aircraft leasing business

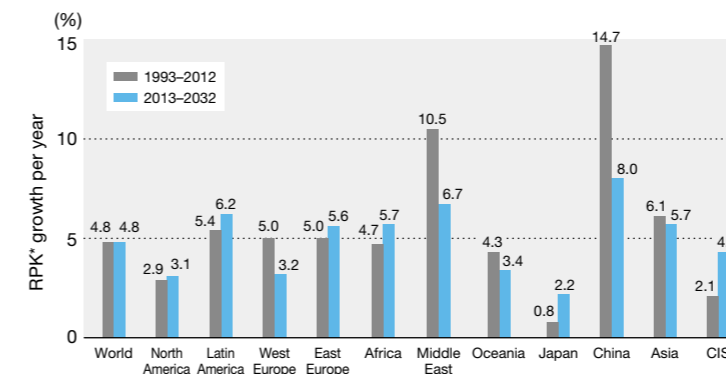
➤ Responding to the growing demand for aircraft

Economic development in emerging nations, especially in Asia, and the rise of low-cost carriers are creating new markets, contributing to rapid worldwide growth in air passenger numbers (see Reference 1). Major market forecasts project that global aircraft demand will double from around 20,000 airplanes in 2012 to more than 40,000 in 2032 (see Reference 2).

However, bringing aircraft into service requires a large upfront investment, and procuring the necessary funding has become a great challenge for airline companies. Because of this, there is a growing trend within the aviation industry to opt for leasing, which offers flexible and timely access to aircraft while reducing the initial cost burden. The number of airline companies using lease contracts is therefore increasing.



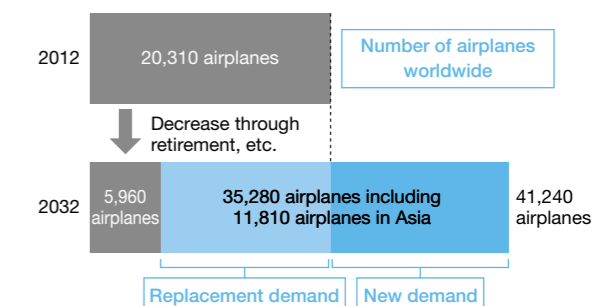
The Japan Airfinance Conference, a highlight event in the aviation industry, where we gave the keynote address.

Reference 1 **World Air Passenger Traffic Forecast**

\* RPK: Revenue passenger kilometers

Source: Japan Aircraft Development Corporation, Worldwide Market Forecast 2013–2032.

Reference 2 **Global aircraft demand to double over the next 20 years\***



\* Estimate by The Boeing Company



## Voice of our aircraft leasing staff

**Kazunori Shibahashi**  
Chief Manager, Aviation Business Department

The development of aviation infrastructure has brought great changes in not only transportation and distribution but also business models. For instance, increasingly convenient transportation is creating new tourism businesses, while improved distribution services are building transnational supply chains.

Over the next 20 years, it is forecast that the number of aircraft will roughly double from the present level. The proportion operating under lease contracts is also rising every year and is expected to reach approximately 50% in 2020, having risen from about 3% in the 1970s to around 30% in 2013. In parallel with the development of the aircraft industry, there are great opportunities for our Group's aircraft leasing business to make major forward strides.

In the years ahead, it is my hope that by actively promoting our aircraft-related business around a core of aircraft leasing, we will play an important role in developing the global aviation infrastructure.



Inside the engine maintenance plant

## A variety of solutions to tackle issues in society

In our daily lives, we face a variety of serious issues. These wide-ranging problems include resource- and energy-related issues, the problem of global warming caused by increasing greenhouse gas emissions, and difficulties with aging public infrastructure.

To help resolve these issues, we are taking practical action in unique ways that make the most of our expertise.

### Eco- and energy-related business

#### Support for energy-efficient facilities realizes energy-saving operation

With the price of fossil fuel-based energy rising daily, switching to energy-saving operation is becoming increasingly important for office buildings, factories, hospitals, and other facilities that consume large amounts of energy.

For customers who want to reduce energy consumption and associated costs while maintaining levels of amenity and convenience, we deliver inclusive energy-saving packages through our ESCO business and related environmental solutions.

#### ESCO business

This is a service that proposes comprehensive energy-saving packages to office buildings, factories, hotels, hospitals, and other facilities to help reduce the environmental impact and costs.

After we assess the upgrading works required to convert the customer facilities to an energy-saving operation, we present a comprehensive package combining the necessary technology, equipment and financing with energy-saving guarantees and maintenance and management services. We are also making efforts to expand the service overseas, as part of which we have joined the ESCO Committee of China Energy Conservation Association (EMCA), China's equivalent of the Japan Association of Energy Service Companies.

### Energy service company (ESCO)

Our project total to date **430** (As of March 2014)

#### Case study Converting the nation's street lighting to LEDs

The majority of Japan's 10 million security streetlights run on old-style incandescent or fluorescent light fittings. Converting all of these to LED operation would achieve an estimated CO<sub>2</sub> reduction of around 430,000 tons. Our ESCO business is contributing to this reduction by working on the conversion to LED of security streetlights in a number of areas, including Niigata, Gunma, and Kanagawa prefectures. Other local governments also plan to introduce LED lighting.

Myoko City, Niigata Prefecture: Approximately 5,000 LED security streetlights installed throughout the city area  
CO<sub>2</sub> reduction: **110.7 t/kWh**  
(FY13/14 results)

Yugawara Town, Kanagawa Prefecture: Approximately 3,300 LED security streetlights installed throughout town area  
CO<sub>2</sub> reduction: **185.0 t/kWh**  
(Projected figure)



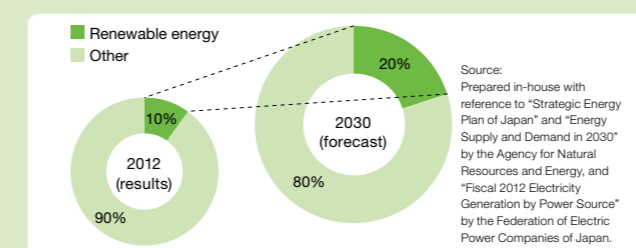
LED security streetlighting (Niigata Prefecture)

#### Renewable energy projects with low environmental impact help realize a low-carbon society

Securing a safe and reliable energy supply is an important step toward realizing a low-carbon society. Since the Great East Japan Earthquake of 2011, diversification of energy sources has been recognized in Japan as an important task that must be tackled urgently.

Compared to fossil fuels such as petroleum and coal, renewable energies based on biomass or solar, hydro, and wind power reduce environmental impact and have attracted growing attention as sustainable energy sources. Since the introduction of feed-in tariffs (FITs) for renewable power generation in 2012, related projects have developed rapidly. Strong growth is forecast to continue in the number of electricity generation facilities that produce renewable energy. We are contributing to the spread of renewable energy usage by providing a range of services.

#### Share of renewable energy in total energy output



### Eco-related finance

We provide a wide range of services and functions that cater to the eco-related needs of business. The projects we support, with a close eye to business viability, range from upgrading of waste treatment facilities to installation of solar panels or wind power facilities to generate renewable energy. As well as providing the financial services that are one of our areas of special expertise, we have advanced into other new and challenging business fields, such as operating electricity generation projects in business partnerships with customers.

#### Case study Solar power generation project with Mitsubishi Materials Corporation

We established an equally financed joint venture company with Mitsubishi Materials Corporation to launch a solar power generation project. This initiative was designed to make effective use of land owned by the Mitsubishi Materials Group and involved electricity generation schemes at four locations (Ibaraki, Fukui, Fukuoka, and Miyagi prefectures). The planned electricity generation capacity of the four facilities combined is 16.4 MW.

- Site area: Approximately 230,000 m<sup>2</sup> (total of four sites)
- Electricity generation capacity: 16.4 MW (total of four sites)
- Start of operation:
  - Sakuragawa City, Ibaraki Prefecture: December 2013
  - Fukui City, Fukui Prefecture: December 2013
  - Miyako County, Fukuoka Prefecture: April 2014
  - Kurihara City, Miyagi Prefecture: January 2015 (planned)



Solar power generation plant (Fukui Prefecture)

### PFI business

#### Private-sector resources help to renew the aging public infrastructure built during Japan's postwar boom period

Educational institutions, government buildings, water purification facilities, and school kitchen facilities are examples of public facilities and infrastructure that bring safety and security to our daily lives. But many of the facilities built during Japan's strong economic growth period from the 1950s to the 1970s have become aged and outdated. In recent years, there has been growing interest in private finance initiatives (PFIs) as a way to utilize private-sector funds and expertise to answer the need for social capital provision.

The Japanese government, which sees great potential in using private-sector expertise to renew social infrastructure, has identified the widespread use of PFIs as one strand of its growth strategy.

Mitsubishi UFJ Lease & Finance has been actively involved in this business since the pioneering days when PFIs were first introduced in Japan. In many of the projects, we have acted as the lead company responsible for overall project coordination.

#### The Cabinet Office's action plan for dramatic reform of PPPs/PFIs (Summary)

The action plan, outlined below, foresees a ¥12 trillion investment in public-private partnership (PPP)/PFI projects in key areas over the next 10 years.

- (1) PFI projects benefiting from licenses to operate public facilities: **¥2-3 trillion**
- (2) PFI projects incorporating profit-making facilities that generate income to recover project costs: **¥3-4 trillion**
- (3) PPP projects based on private-sector proposals, e.g., effective utilization of publicly owned real estate: **¥2 trillion**
- (4) Other project types (introduction of performance-linking, bundling of multiple facilities in a single package, etc.): **¥3 trillion**

Our project total to date **53** (As of March 2014)

#### Case study Renewal of the Kawai Water Purification Plant

The Kawai Water Purification Plant in Yokohama City, Kanagawa Prefecture, was an aging facility built in 1901. This plant was completely renewed using a PFI structure. The new facility is fitted with Japan's largest ceramic membrane filtration system. It also makes comprehensive use of IT systems and natural energy such as solar power, ensuring a reliable and continuous water supply of improved quality to local communities. We will remain actively involved in the project for the next 20 years.



Aerial view of Kawai Water Purification Plant



Interior of the membrane filtration plant

Name of the facility: Kawai Water Purification Plant "Cerarokka"  
Start of operation: April 2014

# Mitsubishi UFJ Commitment to

# Lease & Finance: people

Measures to develop and utilize diverse human resources

## Promoting opportunities for female employees

Mitsubishi UFJ Lease & Finance has established a Policy on Promoting Female Work Opportunities and developed various related systems so that female employees can feel confident and secure about continuing to work in a way that fits their lifestyle. We also operate a range of training programs to support the career development of female employees.

### Childcare leave system

By combining pre-maternity leave and childcare leave, employees can take up to two and a half years off work, which exceeds the legal requirement. In the fiscal year ended March 31, 2014, all employees using the leave system returned to work as planned. We are working to raise awareness and to ensure a workplace atmosphere that encourages use of these support systems.

#### Key support systems

Pre-maternity leave	From six months before the delivery date
Childcare leave	Until the child reaches two years of age
Paternity leave	Up to two days for a male employee whose wife gives birth
Shortened working hours	Up to two hours' reduction per day for female employees during pregnancy and for male and female employees with children under school age
Childcare expenses support system	Covering half of childcare expenses (up to ¥30,000 a month)
Nursing care leave	Up to 10 days a year

#### Utilization of leave systems for the last three years (total number of cases)

	FY3/12	FY3/13	FY3/14
Pre-maternity leave	16	27	34
Childcare leave	37	42	62
Shortened working hours	34	37	42

#### Overview of the training system for female employees

Name of the program	Outline
Young female career starters forum	Networking with senior employees and colleagues as an opportunity to think about future career paths and the work-life balance.
Female career development program	To help employees aged in their late 20s and early 30s broaden their outlook and consider their future career in light of work and their personal lives.
Female external mentor program	Mentoring by external education institutions to help employees develop their abilities and career.
Intensive female leadership program	Introduces management candidates to roles and challenges of leadership and develops necessary skills.

#### Voice of an employee who benefited from the childcare leave system

**Kumiko Inotsume**  
Ikebukuro Branch

### Balancing childrearing with working life

After taking pre-maternity leave and childcare leave that added up to two consecutive years, I returned to work in April last year. During my period of leave, I had access to the Company's intranet at home, so I was able to check developments at work regularly and keep up to date. Since returning to work, I have worked shorter hours, which has enabled me to continue working while still spending quality time with my child.

## Responding globally

At Mitsubishi UFJ Lease & Finance, we work to develop global human resources equipped with expertise who can communicate in languages other than Japanese. Through various training programs, we nurture the skills useful in international business so that we can conduct our operations on the basis of mutual understanding of diverse values between employees in Japan and overseas.

### Training for national staff (NS)

For staff recruited directly by our overseas entities, known as "national staff" (NS), we offer a range of training programs designed to provide understanding of the Group's corporate culture and its business operations and to promote cross-cultural communication. As well as promoting skill upgrades, the training is intended to cement relations with the Head Office and participants from other overseas entities, strengthening the Group overall. In November 2013, we organized a three-day intensive training program in English for 12 employees from our Japanese and overseas operations at Ritsumeikan Asia Pacific University (APU), an institution at the cutting edge of global education.

#### NS training programs (Head Office group training)

Name of the program	NS manager training (four days)	NS training in Japanese (two days)	APU training (four days)
Trainees	Management staff	Younger staff	Younger staff
Outline	Promotes deeper understanding of management policy, improves motivation, strengthens ties with staff at the Head Office and overseas entities, and boosts operational efficiency.	NS training in Japanese shares information on daily business operations, builds human networks, strengthens operational coordination, and develops human resources for localization at overseas bases.	This program aims to upgrade skills, raise motivation, and build multilevel human networks by offering opportunities to develop insight into management philosophy/vision and knowledge of business through cross-cultural communication.

### Global human resources development system

We offer a wide range of training programs to develop human resources that can function in a global context.

#### Training programs for employees based in Japan

Name of the program	Outline
Training at the International Education Center (IEC)	Course options and private lessons enabling individuals to improve their English ability in their areas of interest.
Training at a Chinese language school	The goal is to reach daily-conversation level regardless of prior Chinese ability.
Overseas study (Chinese language)	Study in Shanghai after language school in Japan to develop human resources for China-related business.
Overseas trainee program	Posting to overseas affiliates (Hong Kong, Shanghai, Singapore, etc.) for language training and development of leadership human resources for overseas operations.
Business English foundation programs	Two programs adapted to the learner's English level and designed to improve reading, listening, and speaking skills through continuous self-study, online meetings, and group study.
Short programs at U.S. universities	Programs at designated U.S. universities to improve English-language business communication skills and acquire overseas management skills.

#### Voice of a participant in training at APU (Ritsumeikan Asia Pacific University)

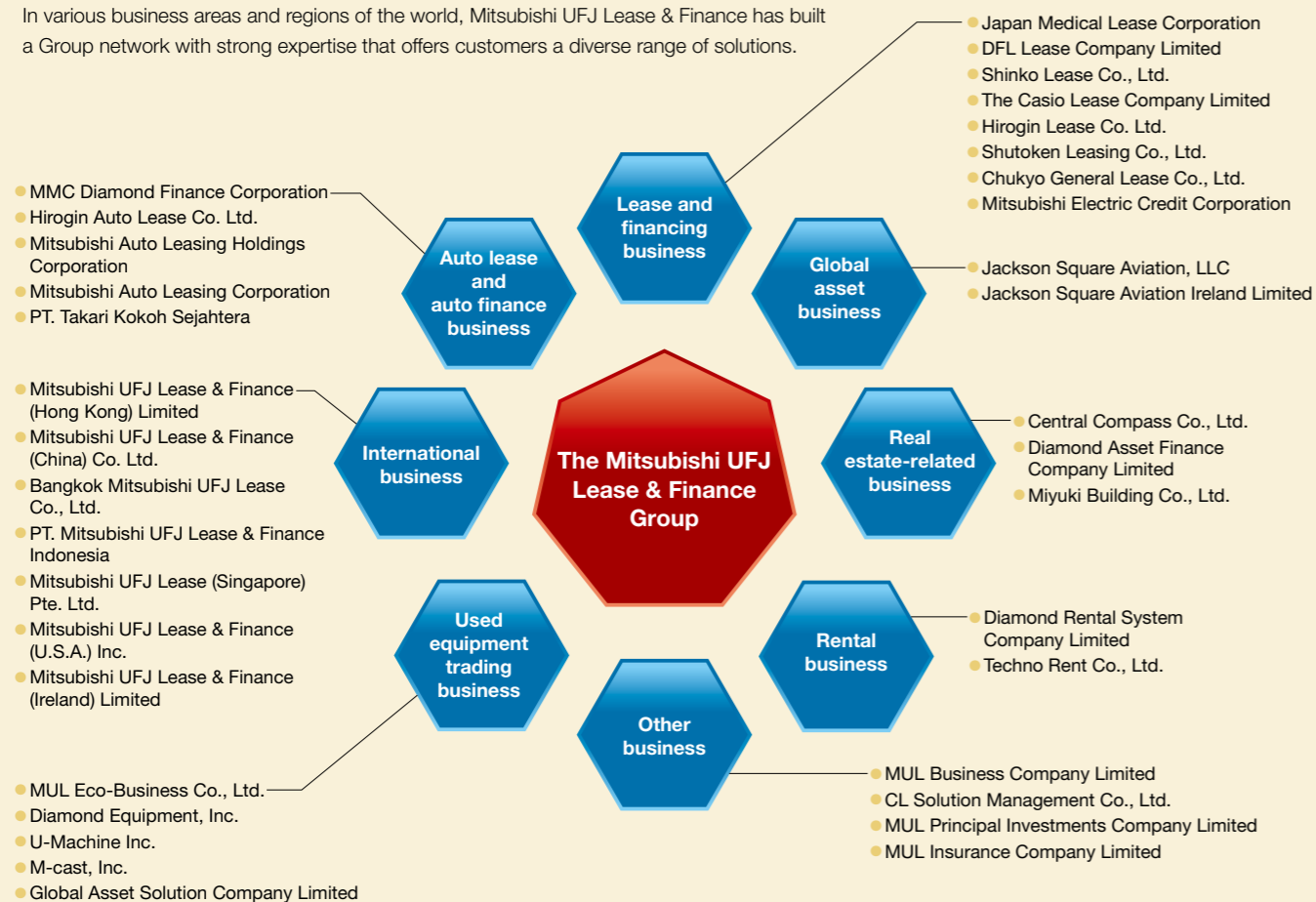
**Chayuda Panpreecha**  
Bangkok Mitsubishi UFJ Lease Co., Ltd.

### Thriving on diverse personalities and values

The training at APU was very enhancing. The issues around cross-cultural understanding were really interesting because they were directly relevant to my own experience. The discussions with other participants helped me deepen my understanding of the Japanese character and I was also able to build relationships, so it was a very valuable experience that will benefit me in my future working life.

# Group network with strong expertise

In various business areas and regions of the world, Mitsubishi UFJ Lease & Finance has built a Group network with strong expertise that offers customers a diverse range of solutions.



## Topics

## Auto lease and auto finance business

## PT. Takari Kokoh Sejahtera

### Launch of a full-scale autoleasing business in Indonesia

In November 2013, we established the new autoleasing company PT. Takari Kokoh Sejahtera in a joint venture with the major Indonesian vehicle rental company PT. Takari Sumber Mulia. We aim now to expand our autoleasing business and enhance related services in Indonesia, where strong economic growth is expected to continue, bringing increased demand in the automobile market.



## Used equipment trading business

## U-Machine Inc.

### Opening of a forklift yard

In February 2014, U-Machine Inc., which operates a used machinery trading business, opened the Iruma Forklift Center in Iruma City, Saitama Prefecture. The facility has a warehouse of approximately 1,000 m<sup>2</sup>, and carries out repair and maintenance of a wide range of used forklifts. It aims to handle and sell approximately 800 used vehicles a year.



## Auto lease and auto finance business

## Mitsubishi Auto Leasing Corporation

Participation at the Automobile Eco-Seminar and holding of an eco-vehicle test-drive event

In November 2013, a representative of Mitsubishi Auto Leasing Corporation made a presentation on effective utilization of electric vehicles at the Automobile Eco-Seminar organized by Osaka Prefecture. In December, the company brought together the latest electric and hybrid vehicles and hosted a test-drive event and a traffic safety fair in Tokyo.



## Real estate-related business

## Miyuki Building Co., Ltd.

### Purchase of the Ikebukuro West Park Building

Miyuki Building Co., Ltd., provides highly convenient office buildings located close to rail and subway stations mainly in the three metropolitan areas of Tokyo, Osaka, and Nagoya. In March 2013, it acquired the Ikebukuro West Park Building, the 19th office building in its portfolio. The company will continue to provide customers with office space of high amenity and efficiency.



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2 FACTORYNETWORK BUSINESS CONFERENCE



3 Eco-Products 2013



4 EVI Environmental Matching Event Tokyo 2014



5 11th Business Link "Shobai Hanjo"



6 e-Leasing Direct Platinum



7 Movable property insurance booklet



### Basic approach

In today's changing business environment, customer needs are becoming increasingly diverse. Mitsubishi UFJ Lease & Finance will strive to improve customer satisfaction through provision of a wide range of solutions that create new value.

### Promoting customer contact

Mitsubishi UFJ Lease & Finance values communication with customers and participates actively in a wide range of business fairs and exhibitions.

#### Exhibition roundup

#### Metal Forming and Fabricating Fair Tokyo 2013 1

We participated in this international exhibition held in Tokyo in July 2013, presenting our variety of financing methods and eco-related services for companies investing in machinery and equipment.

#### FACTORYNETWORK BUSINESS CONFERENCE (Japan-China Manufacturing Business Fair) 2

This major business fair for manufacturers expanding into China was held in September 2013 in Shanghai and in November in Guangzhou. We exhibited jointly with our Chinese subsidiary Mitsubishi UFJ Lease & Finance (China) Co. Ltd., presenting a range of solutions adapted to the Chinese market.

#### SEMICON Japan 2013

In December 2013, we participated in Japan's largest semiconductor industry exhibition, presenting our variety of services related to semiconductor manufacturing equipment.

#### Eco-Products 2013 3

One of Japan's largest environmental exhibitions was held in Tokyo in December 2013, with participation from numerous companies engaged in eco-related operations. We gave a talk on examples of carbon-offset utilization.

#### Tokyo Emissions Trading Seminar and Business Matching Fair 2013

In December 2013, a business matching event in the field of emissions trading was held in Tokyo. We promoted our services including solutions using emissions credits and green energy certificates and gave a presentation on emissions trading.

#### EVI Environmental Matching Event Tokyo 2014 4

In partnership with Calbee, Inc., operator of the environmental contribution platform Eco Value Interchange (EVI), we run the office of the EVI Promotion Committee. We gave a lecture at an event organized by the committee in January 2014 to present innovative examples of carbon offset.

#### 11th Business Link "Shobai Hanjo" 5

This business matching fair organized by the Mitsubishi UFJ Financial Group took place in February 2014 in Osaka. Among other themes, we presented our eco-related services, support services for overseas business expansion, and initiatives to offset the CO<sub>2</sub> generated by this event using emissions credits.

### Expanding asset management services worldwide 6

To support Japanese companies that are expanding into overseas markets, Mitsubishi UFJ Lease & Finance is upgrading its asset management services to create a globally adapted model. "e-Leasing Direct Platinum," our platform for asset management, enables customers to manage a variety of information on their assets and machinery, and accepts multilingual data input, including Japanese and English. In this way, it meets the needs of customers who want access to accurate asset information from anywhere in the world.

### Movable property insurance booklet 7

We have prepared a booklet that gives an accessible overview of comprehensive movable property insurance, which is provided for eligible lease properties. Offering a systematic presentation of the policy outline, the incidents covered, and the range of cover, it is designed to improve service by ensuring that procedures are carried out smoothly in the event of damage or accident.

### Basic approach

Respecting individual diversity, we work to boost awareness and create environments where all employees can make the most of their abilities and balance work and home life.

### Wide-ranging initiatives

Mitsubishi UFJ Lease & Finance engages in a range of initiatives to create a supportive work environment and promote employee career development.

#### Work-life balance

To actively support employees' work-life balance, we seek to boost awareness through seminars for management staff. We are also taking measures that enable employees to adapt work to individual circumstances, including nursing care leave and leave for voluntary work.

#### Topics Extending the nursing care leave system

From December 2013, nursing care leave allowance was extended from 93 days to up to one year in total.

We also introduced a shortened working hours system to replace the staggered working hours system, allowing more flexible work patterns for different circumstances and care needs.

#### "Kurumin" mark 8

We have obtained the "Kurumin" mark, a Tokyo Labor Bureau certification for companies that are "childrearing-friendly."

#### Healthcare support 9

So that employees can maintain good health both physically and mentally, we work with external medical care institutions to promote healthcare. We offer consultation centers and websites that provide services such as 24-hour access to health advice, charge-free counseling, referrals to medical institutions, and support for personal health management.

### Training system

#### New recruit training

In the year following recruitment, new employees learn business practice and etiquette and acquire basic knowledge of our business operations.

For their first two years, they also learn through one-to-one mentoring from a senior employee.

#### Training from junior staff to upcoming managers

Through internal business schools and other programs, we implement training to suit all career levels from junior staff to upcoming managers.

#### Career switch system

This is a system that helps employees to change careers to suit their career plan. Employees can apply once each year and switch to a new career path after selection.

#### Internal job posting system

To give employees opportunities to lead their own career development, we operate an internal job posting system.

### Overview of employee award systems

We give awards to employees for special achievements, for working on new initiatives, or for suggesting operational improvements. Through these award systems, we aim to motivate our employees and enhance the corporate ethos.

#### Overview of employee award systems

Name of award system	Outline/eligibility
Code of Conduct Award Credo Meister 10	Awarded for activities embodying the corporate Code of Conduct. Seven awards in the fiscal year ended March 31, 2014. <b>Eligibility</b> All Mitsubishi UFJ Lease & Finance Group employees
Best Practice Award 11	Awarded to staff with outstanding sales achievement or who propose solutions for advanced business schemes or new business openings. During the fiscal year ended March 31, 2014, a total of 128 employees received awards. <b>Eligibility</b> Employees of Mitsubishi UFJ Lease & Finance (sales departments and branches)
Suggestions for improvement of sales administration 12	Awarded for suggestions leading to improvements in administrative quality and productivity or customer satisfaction. Awarded to five employees in the fiscal year ended March 31, 2014. <b>Eligibility</b> Employees of Mitsubishi UFJ Lease & Finance (administrative staff)

#### Talk sessions with the CEO 13

To promote two-way communication between the CEO and employees, we arranged a series of talk sessions. Approximately 10 employees took part each time, speaking frankly about issues they face in their day-to-day duties and the future of the Group.

8 "Kurumin" mark



9 Healthcare website



10 "Credo Meister" Award



11 Best Practice Award



12 Suggestions for improvement of sales administration



13 Talk sessions with CEO



1 Financial results briefing



2 IR seminars for individual investors organized by securities companies



3 Joint corporate IR seminars for individual investors



## Basic approach

Mitsubishi UFJ Lease & Finance is committed to fair and timely disclosure of information on management and business activity through active communication. We aim to meet the trust placed in us by shareholders and investors by working to provide shareholder return through increase in corporate value.

## IR policy

- Objectives and basic approach to IR activities
- Disclosure standards
- Disclosure methods
- Forward-looking statements
- Material confidential information
- Quiet periods

For further details, please visit our website.

### IR Policy

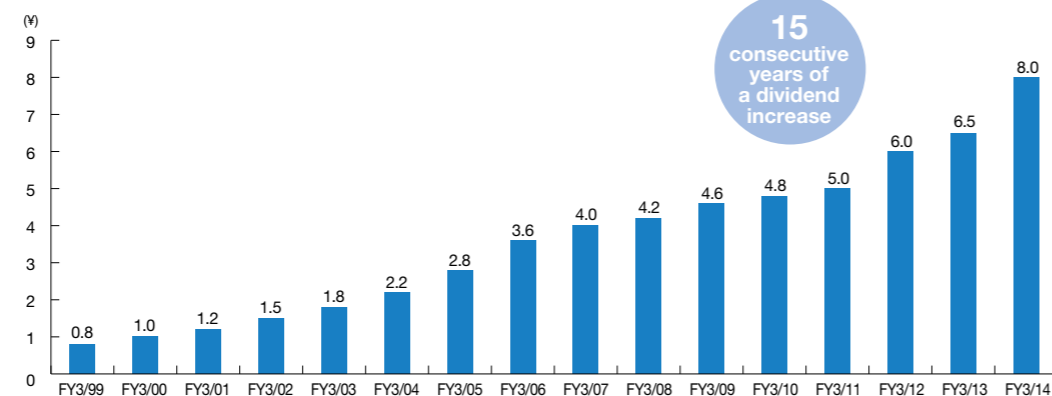
<http://www.lf.mufg.jp/english/investors/policy/>

## Shareholder return and an increase in corporate value

To meet the expectations of shareholders and investors, we work to enhance shareholder return and provide a continuous and stable dividend payout by sustainably increasing our corporate value.

The dividend per share for the fiscal year ended March 31, 2014 was set at ¥8.0. On April 1, 2013, Mitsubishi UFJ Lease & Finance split each share of its common stock into 10 shares. On the assumption that the split took place in the previous fiscal year, the dividend per share showed an increase of ¥1.5 recording the 15th consecutive year of a dividend increase.

### Dividend per share



On April 1, 2013, Mitsubishi UFJ Lease & Finance split each share of its common stock, which were held by shareholders stated or recorded in the register of shareholders as of March 31, 2013, into ten (10) shares. Cash dividends per share have been retrospectively adjusted to reflect the stock split for all periods presented.

## Communication with shareholders and investors

To facilitate understanding and appropriate evaluation of our business operations, we promote active two-way communication with shareholders and investors through IR events, investor briefings, individual meetings, and other opportunities.

We use the opinions gathered through these events as active feedback for future management and IR activity.

### Key IR activities in the fiscal year ended March 31, 2014

Financial results briefings for analysts and institutional investors 1	Top management presents financial results, management strategy, and operational measures at year-end and intermediate financial results briefings.
Conferences and individual meetings organized by securities companies 2 3	Participation in conferences, seminars, and other events organized by securities companies, and visits to key investors in Japan, the United States, Europe, and Asia.
IR events for individual investors 4	We ran a booth at Nagoya Stock Exchange IR Expo 2013.

## IR tools

We carry out timely disclosure of necessary data for investor reference through the Financial Results, Business Report, and Securities Report, materials on financial results, the Annual Report (in English), news releases, and other materials. These data are also available on our website.

For further details, please visit our website.

### Investor Relations

<http://www.lf.mufg.jp/english/investors/>

## Topics | Nagoya Stock Exchange IR Expo 2013 4

In July 2013, the 20th Nagoya Stock Exchange IR Expo was held over two days and attracted around 7,800 individual investors. The event was a lively success, with company representatives manning booths to give visitors introductions to their business operations and results. Visitors also received information on the Nippon Individual Savings Account (NISA), the tax exemption program for small investments, and attended special lecture meetings with noted speakers.

Our booth displayed panels illustrating the Group's services and solutions, presenting our business activities through examples familiar from everyday life.



## Interview with organizing staff of Nagoya Stock Exchange IR Expo

### Kazuhito Ito

General Manager, Sales Promotion Division  
Nagoya Stock Exchange, Inc.

### Q How has the investors' approach changed?

A Given the rock-bottom interest rates of recent years, smart investment has become increasingly important. As a result, I feel there is growing emphasis on the following key points: long-term holding, stable dividend payouts, and shareholder incentives. Up to now individual investors have been mainly in older age groups, but recently we have seen more investors from the younger generation. Younger investors research the companies they invest in very thoroughly. They seem to study not just the share price and dividend but also business results and even growth potential before making an investment.

### Q How have trends changed in corporate IR activity?

A Around 20 years ago, when the Nagoya Stock Exchange began providing support to corporate IR activity, the term "IR" was not as common as it is today, and corporate IR activity was a limited field aimed mainly at professional analysts. Since then, appropriate and impartial information disclosure has become an essential activity for listed companies, and IR activity aimed at individual investors has gradually become more widespread.

The spread of the Internet has enabled all companies to carry out a certain level of IR activity, but I think that it is no longer enough to provide merely Internet data. IR activity nowadays must narrow the distance between companies and investors and allow them to

gather information on each other. Companies must make sure that their IR activity responds swiftly and proactively to the changing times and changes in investment trends.

### Q What are the unique points of the Nagoya Stock Exchange and what are the objectives of the IR Expo?

A Although individual investors in the Chubu region of Japan generally have large holdings of financial assets, they have a reputation for taking a rather conservative approach to investment. I think that the reason we have been able to keep holding this event for 20 years in this region is because our support activity is rooted in the local community and based on the idea of acting as a bridge between companies and investors.

Nagoya Stock Exchange IR Expo attracts participation from not just commercial enterprises but also securities companies, information vendors, economics think-tanks, financial planners, and other players, making it a financial and economic event with all-around appeal that goes beyond investment. Our main objective is to help individual investors make the right investment decisions by allowing companies to communicate directly to them their ideas on management policy and future vision, and to allow securities companies, financial planners, and other professionals to offer accurate advice and information. As an important forum for communication between companies and investors, we are committed to working for further service enhancement.

4 Nagoya Stock Exchange IR Expo 2013



4 At the Mitsubishi UFJ Lease & Finance booth



1 Scholarship system



2 Job Shadow program



3 TOMODACHI initiative



4 Forest and forestry regeneration project



5 Internship program to support rehabilitation



6 Logo of World Vision Foundation of Thailand



7 Mitsubishi Asia Children's Enikki Festa



8 Japan Inter-University Ekiden Championship



9 Volunteering activity



## Basic approach

To fulfill its social responsibility as a local corporate citizen, Mitsubishi UFJ Lease & Finance engages positively in a range of activities rooted in our local communities. For example, we help to raise future generations, preserve the environment, and support rehabilitation after the Great East Japan Earthquake.

## Helping to raise future generations through education

Mitsubishi UFJ Lease & Finance aims to make social contributions through education to support the development of children and young people for the future.

### Overseas scholarship program 1

We have set up a scholarship system for students learning the Japanese language or studying Japanese culture outside Japan. In the fiscal year ended March 31, 2014, in addition to continuing the scholarships for a second year in China (at Fudan University and Shanghai International Studies University) and Thailand (at Chulalongkorn University and Thammasat University), we expanded the program to Indonesian institutions (University of Indonesia and Darma Persada University).

### Job Shadow program 2

In July 2013, with Junior Achievement Japan, we co-hosted the Job Shadow program, which gives high-school students experience of working life. Students from municipal high schools in Tokyo shadowed our employees at work to learn about the challenges, the fulfillment, and the meaning of work.

### The TOMODACHI Initiative 3

Since 2012, we have joined with companies of the Mitsubishi UFJ Financial Group to take part in U.S.-Japan exchange programs led by the U.S. government and the U.S.-Japan Council. As part of this, we have been supporting a cultural exchange program bringing together Japanese students affected by the Great East Japan Earthquake and U.S. students from California. In the fiscal year ended March 31, 2014, the program's second year, U.S. high-school students were invited to Japan, where they interacted with Japanese high-school students through activities including volunteering in the earthquake zone.

## Forest and forestry regeneration project 4

With the aim of utilizing natural resources effectively and preserving biodiversity, we operate a public-private partnership (PPP) project to manage forest resources in Gifu Prefecture and other areas. In 2013, we raised the efficiency of our eco-friendly forestry operations by introducing a 3D tower yarder, a piece of machinery used in lumbering operations.

## Activities to support post-earthquake rehabilitation

In areas affected by the Great East Japan Earthquake, Mitsubishi UFJ Lease & Finance continues to carry out activities to support recovery.

### Donation of computers

Through the Japan Leasing Association, we donated a total of 158 PCs after lease-up to educational institutions and other organizations in the area affected by the earthquake.

### IPPO IPPO NIPPON Project

Through the IPPO IPPO NIPPON Project in which we take part, we co-sponsored an advance event in November 2013 at Natori City, Miyagi Prefecture, ahead of the Industry and Education Recovery Fair. The fair gives an opportunity to students from high schools in the earthquake zone specializing in commerce, agriculture, and fishery to display the results of their practical studies.

### Internship program to support rehabilitation 5

Through an internship program aimed at supporting human resources development in the earthquake zone, we hosted staff from enterprises that run retail businesses in Onagawa Town, Miyagi Prefecture. During the four-day program, they studied human resources management and market analysis for the retail industry.

## Child sponsorship program of World Vision Foundation of Thailand 6

Our Thai local subsidiary, Bangkok Mitsubishi UFJ Lease Co., Ltd., supports the education and daily life of disadvantaged children from poor backgrounds.

### Other social contribution activities

Mitsubishi Asian Children's Enikki Festa 7	Entries: June 2012 to January 2013 Award ceremony: August 2013	This event is run jointly by organizations including the Mitsubishi Public Affairs Committee, of which we are a member, and the National Federation of UNESCO Associations in Japan. The number of entries since 1990 totals 635,511. In 2013, children from Asian countries who were selected as Grand Prix winners were invited to Japan for the award ceremony.
45th Japan Inter-University Ekiden Championship 8	November 2013	The CO <sub>2</sub> generated by the <i>ekiden</i> , a marathon relay race, was offset by a carbon credit.
Tokyo Michiterasu 2013	December 2013	We co-sponsored this illumination festival in the Marunouchi district of Tokyo.

## Volunteering activity 9

In the locations where it operates, Mitsubishi UFJ Lease & Finance carries out a wide range of volunteering activities, such as forest preservation, local area clean-ups, and collection of recyclable plastic bottle caps.

## Basic approach

Mitsubishi UFJ Lease & Finance views protecting the global environment as an important social responsibility, and engages in wide-ranging related activities. With the aim of helping to realize a sustainable society with low environmental impact, we engage positively in environmental protection activities, while working to raise the environmental awareness of all employees.

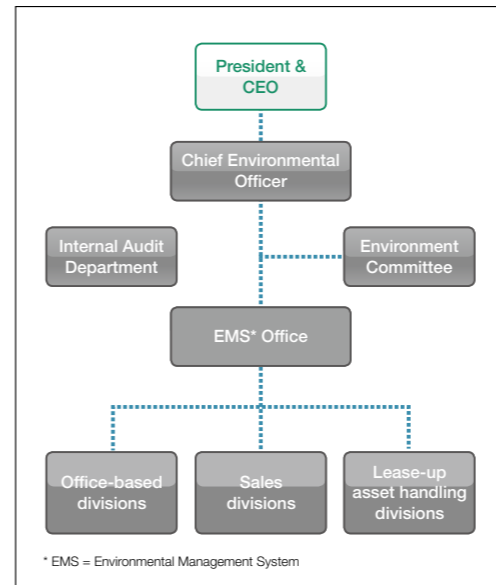
## Eco policy

- We meet economic targets through our leasing business, and promote environmental protection in all our business activities.
- We work to continuously improve systems by setting environmental aims and targets, management review, and other measures.
- We strive to prevent pollution through the following measures.
  - We promote resource saving, energy saving, waste reduction, and other objectives to improve efficiency and reduce costs.
  - We emphasize waste volume reduction, resource recycling, and reuse when handling lease-up assets.
- We comply with relevant laws and regulations and other requirements.

## Environmental Management System organization

We are promoting our eco-activities under a management system led by the President & CEO.

### Environmental Management System organization chart



## Key environmental aims and targets (Summary)

Environmental objective	Division	Medium- to long-term target
Resource saving and energy saving	Office-based activities	(1) Switch to low-pollution vehicles and promote eco-friendly driving (2) Summarize and control green procurement (paper, stationery) (3) Save on photocopying, paper, and electricity (4) Reduce energy consumption
	Sales	Promote reduced energy consumption in line with the revised Energy Conservation Law.
Compliance	Lease-up asset handling	(1) Strict enforcement of day-to-day management, improvement and review in response to operational performance, etc. (2) Efficient use of water resources
		(1) Appropriate operations in line with the Waste Management and Public Cleansing Law (2) Strict application of the waste treatment operator evaluation checklist and procedural manual, building of good relationships with best-practice waste treatment operators to establish a system of appropriate checks and balances (3) Appropriate operations in line with the Home Appliance Recycling Law, Fluorocarbons Collection and Destruction Law, Construction Material Recycling Law, PCB Special Measures Law, and other laws and regulations (4) Appropriate management and operation of assets that are difficult to dispose of, and prevention of pollution
Waste reduction (promotion of reuse)	Sales	(1) Research and implement effective methods of asset sale to reduce waste volume (2) Promote a recycling and reuse system through effective manual disassembly
		(1) Contribute to reducing environmental impact through eco-related businesses (2) Develop abilities and skills for selecting assets with a high resale value and high rate of successful re-leasing to secure secondary profit and promote reduction of waste volume

## ISO 14001 certification 1

Mitsubishi UFJ Lease & Finance acquired certification in 2001 under ISO 14001, the international standard for environmental management systems.

In 2013, we successfully completed our ninth surveillance and recertification audit.

### Business sites certified under ISO 14001:

Mitsubishi UFJ Lease & Finance Company Limited Head Office, MUL Business Company Limited Head Office, MUL Eco-Business Co., Ltd., Tokyo Office



1 ISO certificate



2 Eco-Policy Card



2 Environmental Bulletin



Environmental data

No.	Statistical item	Unit	Baseline value	FY3/14 results	FY3/15 target
1	Total energy input*	Per m <sup>2</sup> (kW-h)	107.0	80.4	10% reduction from baseline value (FY3/09– FY3/11 average)
2	Photocopy paper consumption	Per person (sheets)	1,849	1,078	10% reduction from baseline value (FY3/09– FY3/11 average)
3	Paper consumption	Per person (sheets)	10,382	9,414	3% reduction from baseline value (FY3/09– FY3/11 average)
4	General waste emissions (Shinkawa Office)	Per person (kg)	114	121	No higher than the baseline value (average FY3/10– FY3/11)
5	Water resources input (Shinkawa Office)	Per person (m <sup>3</sup> )	9.04	11.80	No higher than the baseline value (average FY3/10– FY3/11)
6	CO <sub>2</sub> emissions from electricity consumption	Per m <sup>3</sup> (kg-CO <sub>2</sub> )	43.15	42.74	10% reduction from baseline value (FY3/09– FY3/11 average)
7	CO <sub>2</sub> emissions from gasoline	Per vehicle (kg-CO <sub>2</sub> )	2,414.75	1,911.26	No higher than the baseline value (average FY3/10– FY3/11)
8	Company vehicle fuel consumption	km/ℓ	11.7	14.1	Fuel economy improvement to baseline value (FY3/10– FY3/11 average)
9	Share of green procurement	%	–	87.5	Promotion of green procurement

\* Total energy input in No. 1 is total electricity consumption. In other items, apart from Nos. 4 and 5, figures include Group companies co-certified under ISO 14001 (MUL Eco-Business Co., Ltd., MUL Business Company Limited).

Environmental accounting

Environmental protection costs			(Millions of yen)
Category	Content of key initiatives	FY3/14	
Costs within business area	Pollution prevention (eco-vehicle leasing fees)	84	
Upstream and downstream costs	Disposal costs of lease-up assets	219	
Management activity costs	ISO Office costs, maintenance and operation costs, Corporate Report costs, environmental education costs, etc.	5	

Economic benefit from environmental protection		(Millions of yen)
Content of key initiatives	FY3/14	
Revenue from sale of used components (MUL Eco-Business Co., Ltd.)	42	

Environmental education 2

Mitsubishi UFJ Lease & Finance issues all employees with an Eco-Policy Card, which details our environmental policy, to carry at all times as a way to raise environmental awareness. On Green Day, which is held every three months, an Environmental Bulletin is sent out to employees containing a variety of eco-related information to encourage practical

environmental activities. In addition, we run a program of education about ISO 14001 and also have a special education and qualification program for employees involved in operations closely linked to the environment (lease-up asset disposal, and handling of assets under the Construction Material Recycling Law and the Soil Contamination Countermeasures Act).

Environmental accidents and legal infringements

In the fiscal year ended March 31, 2014, there were no environmental accidents or legal infringements. We will continue working to prevent environmental accidents and ensure legal compliance.

Table of key Japanese environmental legislation

Environmental area	Applicable law	Key points
1 Waste	Waste Management Law (Article 12-3)	Transport and disposal of industrial waste may be commissioned only to a licensed operator.
2 Waste	Waste Management Law (Article 13-3 and Article 19-5)	Management of manifest (obligatory reporting, retention, and management)
3 Waste	Waste Management Law (Article 16)	Prohibits illegal disposal of waste.
4 Commissioning of construction works, handling of construction waste	Construction Material Recycling Law	Construction works above a designated scale (newbuild, extension, demolition, etc.): (1) Notification to the local governor (2) Bearing of costs involved in sorting and recycling of waste materials (3) Promotion of resource efficiency through use of recycled construction materials, etc.
5 Waste	Home Appliance Recycling Law	Designated home appliances: (1) Reduction of waste generation through long-term use (2) In the event of disposal, appropriate handling in line with the Home Appliance Recycling Law
6 Waste	Fluorocarbons Collection and Destruction Law	Industrial and commercial air conditioners, freezers, and refrigerators, vehicle air conditioners, and other items containing fluorocarbons: (1) Appropriate and reliable measures for collection and destruction (2) Reduction of fluorocarbon emissions (collection order required in some cases where items are transferred for disposal or recycling)
7 Soil	Soil Contamination Countermeasures Act	Land ownership or land-based investment requires inspection under the Soil Contamination Countermeasures Act and confirmation that the land is not within a potential designated area.
8 Waste	Vehicle Recycling Law	Companies must check that recycling and disposal of end-of-life vehicles are carried out appropriately and legally by a licensed operator.
9 Waste	Polychlorinated Biphenyl (PCB) Special Measures Law	PCB waste must be treated appropriately and transfer or assignment is prohibited. Appropriate handling, including notification of storage, disposal deadlines, and merger or division, is carried out.
10 Atmosphere	Automobile NOx/PM Law	A plan for the reduction of NOx/PM emissions from business activities must be submitted to the local governor together with a report on plan progress.
11 Energy consumption	Tokyo Metropolitan Environmental Ordinance (Article 7)	Tenants are required to cooperate in measures against atmospheric warming taken by office building owners. It is required to formulate, present, and implement a plan for measures against warming.
12 Energy consumption	Tokyo Metropolitan Environmental Ordinance (Article 8)	Companies must notify the Tokyo governor if energy consumption in the previous fiscal year exceeds a certain level.
13 Energy consumption	Chiyooda Ordinance to Combat Global Warming	Each year, business sites must submit a plan for environmental education, local community contribution, environmental activities, and other activities in response to global warming together with a report on the progress of the previous year's plan.

Biodiversity Guidelines

Mitsubishi UFJ Lease & Finance has consistently worked to reduce global environment impact through its business activities, for instance by promoting the 3Rs (reduce, reuse, recycle) in lease-up assets and operating a used equipment sales business. To expand these initiatives from our business activities to office-based activities and to further enhance activities for the preservation of biodiversity, we have established a set of Biodiversity Guidelines.

The guidelines set out clear targets for initiatives through our business activities and office-based activities, which we aim to steadily implement. In our operations, based on these guidelines, we actively promote use of paper with certification from the Forest Stewardship Council (FSC), which supports preservation of the forest ecosystem, reduced use of photocopies, paper, and electricity, green procurement, and eco-friendly driving, as part of a series of measures to use resources efficiently and reduce waste emissions.

3Rs (reduce, reuse, recycle)

Reduce	Waste reduction by extending asset life through re-leasing and resale
Reuse	Re-leasing, used equipment trading, etc.
Recycle	Recycling into raw materials

Introduction of low-pollution vehicles and promotion of eco-friendly driving 3

Mitsubishi UFJ Lease & Finance actively promotes the introduction of low-emission vehicles, hybrid vehicles, and other company vehicles with low environmental impact that promotes eco-friendly driving to improve fuel economy.

Introduction of low-pollution vehicles\* (FY3/14 achievement)

Of our 168 company vehicles, 167 are low-pollution vehicles.

Breakdown	Low-emission vehicles: 86
	Hybrid vehicles: 78
	Electric vehicles: 3

\* Vehicles that meet or exceed the standard of a 75% emissions reduction from the 2005 baseline value (4 stars)

Measures against soil contamination

To prevent health damage from soil contamination, we take the appropriate measures under the Soil Contamination Countermeasures Act in the case of land purchase or land-based investment. In relevant transactions in the fiscal year ended March 31, 2014, we confirmed in advance that the risk of soil pollution was low.

Promotion of purchase of VAs and of eco-friendly assets

We aim to reduce waste volume and lessen environmental impact by actively promoting the acquisition of eco-friendly energy-saving assets and value assets (VAs), which are assets resistant to depreciation of value and capable of long-term use.

Waste management

To reduce waste, we apply the 3Rs stringently to lease-up assets, while assets that cannot be reused are disposed of appropriately in strict compliance with the Waste Management Law and other relevant laws and regulations. Assets that use PCBs are also disposed of appropriately in accordance with the PCB Special Measures Law.

We operate a stringent selection process for external waste disposal operators, with checks on their financial position, facilities, recycling rate, legal compliance, and other items. After selection, we conduct periodical site inspections to check the state of their operations.

Principles for Financial Action towards a Sustainable Society

Mitsubishi UFJ Lease & Finance is a signatory to the Principles for Financial Action towards a Sustainable Society (Principles for Financial Action for the 21st Century), a document formulated by the Japan Drafting Committee for Environmental Finance Principles, which is supported by the Ministry of the Environment.

3 Switch to low-pollution vehicles





Corporate Profile (As of March 31, 2014)

**Company Name**  
Mitsubishi UFJ Lease & Finance Company Limited

**Head Office**  
Shin-Marunouchi Building, 5-1, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-6525, Japan

**Date of Establishment**  
April 12, 1971

**Paid-in Capital**  
¥33,196,047,500

**Number of Employees**  
Consolidated: 2,511, Parent: 1,247

**Business Activities**  
Leasing of assets, installment sales of assets, financing activities, international business/other activities

**Stock Information**  
Number of Authorized Shares: 3,200,000,000  
Number of Issued Shares: 895,834,160  
Number of Shares per Unit: 100

**Stock Listing**  
First Section of the Tokyo Stock Exchange (TSE)  
First Section of the Nagoya Stock Exchange (NSE)  
Security code: 8593

**Fiscal Year**  
April 1 to March 31

**Principal Shareholders**  
Mitsubishi Corporation; Mitsubishi UFJ Financial Group, Inc.; The Bank of Tokyo-Mitsubishi UFJ, Ltd.; Meiji Yasuda Life Insurance Company; Mitsubishi UFJ Trust and Banking Corporation

Board of Directors, Corporate Auditors and Executive Officers (As of June 27, 2014)

Chairman	Ryuichi Murata	Managing Executive Officers	Naoki Sato
President & CEO	Tadashi Shiraishi*		Tetsuo Kasuya
Managing Directors	Kazuo Seki*		Akira Hane
	Koichi Sakamoto*		Yuzuru Suzuki
	Nobuyoshi Ishii*		Hiroto Yamashita
	Yasuyuki Sakata*		Yoshiaki Yamamoto
	Kiyoshi Tada*		Takeo Kudo
	Tatsuhisa Takahashi*	Executive Officers	Takatoshi Haruna
	Hideki Kobayakawa*		Shinichi Hongo
	Tsuyoshi Nonoguchi*		Naohito Suzuki
Directors	Teruyuki Minoura		Masaki Komoro
	Eiichi Tanabe		Kazuhide Yamauchi
	Tadashi Kuroda		Hiroshi Mii
	Hajime Inomata		Kazuo Shibayama
	Toshio Haigou		Haruhiko Honda
Corporate Auditors	Kaoru Matsumoto		Naoki Matsumuro
	Kunihiko Sato		Shuji Miake
	Keiji Funahashi		Hiroshi Nishikita
	Shota Yasuda		Masaki Mizutani
	Shoji Tokumitsu		Osamu Muramoto
	Shinichiro Hayakawa		
	Shigeru Tsuburaya		

Notes:  
1. \* indicates concurrent posts of director and executive officer.  
2. Of the directors, Teruyuki Minoura, Eiichi Tanabe, Tadashi Kuroda, Hajime Inomata and Toshio Haigou are outside directors as defined in Article 2, Item 15 of the Corporation Act.  
3. Of the corporate auditors, Shota Yasuda, Shoji Tokumitsu, Shinichiro Hayakawa and Shigeru Tsuburaya are outside auditors as defined in Article 2, Item 16 of the Corporation Act.

Corporate History

April 1971	Establishment of company
April 2007	Diamond Lease Company Limited and UFJ Central Leasing Co., Ltd. merged to form Mitsubishi UFJ Lease & Finance Company Limited Listed on the First Section of the Nagoya Stock Exchange
May 2007	Relocated the Head Office Address: Shin-Marunouchi Building, 5-1, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-6525, Japan
October 2007	Mitsubishi Auto Leasing Corporation merged with Diamond Auto Lease Co., Ltd.
February 2009	Mitsubishi Auto Leasing Corporation merged with Central Auto Leasing Co., Ltd. Company Name: Mitsubishi Auto Leasing Corporation
July 2009	Acquired major share of Miyuki Building Co., Ltd.
January 2013	Acquired entire equity interest in JSA International Holdings, L.P., which owns aircraft leasing companies such as Jackson Square Aviation, LLC
November 2013	Acquired major share of PT. Takari Kokoh Sejahtera

Offices and Branches

- Head Office
- Nagoya Head Office
- Shinkawa Office
- Kanda Office
- Osaka Office
- Sapporo Branch
- Tohoku Branch
- Omiya Branch
- Ueno Branch
- Gotanda Branch
- Shinjuku Business Department
- Ikebukuro Branch
- Yokohama Branch
- Hokuriku Branch
- Shizuoka Business Office
- Hamamatsu Branch
- Kariya Business Department
- Kyoto Branch
- Kobe Branch
- Okayama Branch
- Shikoku Branch
- Kyushu Branch
- Minami Kyushu Business Office

Group Network (Japan)

- **Lease and financing business**  
Japan Medical Lease Corporation  
DFL Lease Company Limited  
Shinko Lease Co., Ltd.  
The Casio Lease Company Limited  
Hirogin Lease Co. Ltd.  
Shutoken Leasing Co., Ltd.  
Chukyo General Lease Co., Ltd.  
Mitsubishi Electric Credit Corporation
- **Auto lease and auto finance business**  
MMC Diamond Finance Corporation  
Hirogin Auto Lease Co. Ltd.  
Mitsubishi Auto Leasing Holdings Corporation  
Mitsubishi Auto Leasing Corporation
- **Used equipment trading business**  
MUL Eco-Business Co., Ltd.  
Diamond Equipment, Inc.  
U-Machine Inc.  
M-cast, Inc.  
Global Asset Solution Company Limited
- **Rental business**  
Diamond Rental System Company Limited  
Techno Rent Co., Ltd.
- **Other business**  
MUL Business Company Limited  
CL Solution Management Co., Ltd.  
MUL Principal Investments Company Limited  
MUL Insurance Company Limited
- **Real estate-related business**  
Central Compass Co., Ltd.  
Diamond Asset Finance Company Limited  
Miyuki Building Co., Ltd.



Group Network (Overseas)

- (Asia) ● Mitsubishi UFJ Lease & Finance (Hong Kong) Limited  
● Mitsubishi UFJ Lease & Finance (China) Co. Ltd.  
● Bangkok Mitsubishi UFJ Lease Co., Ltd.  
● U-MACHINE (THAILAND) CO., LTD.  
● PT. Mitsubishi UFJ Lease & Finance Indonesia  
● PT. Takari Kokoh Sejahtera  
● Mitsubishi UFJ Lease (Singapore) Pte. Ltd.  
● Ho Chi Minh City Representative Office
- (United States) ● Mitsubishi UFJ Lease & Finance (U.S.A.) Inc. (Head Office)  
● Mitsubishi UFJ Lease & Finance (U.S.A.) Inc. (Los Angeles Branch)  
● Jackson Square Aviation, LLC  
● New York Representative Office
- (Europe) ● Mitsubishi UFJ Lease & Finance (Ireland) Limited  
● Jackson Square Aviation Ireland Limited