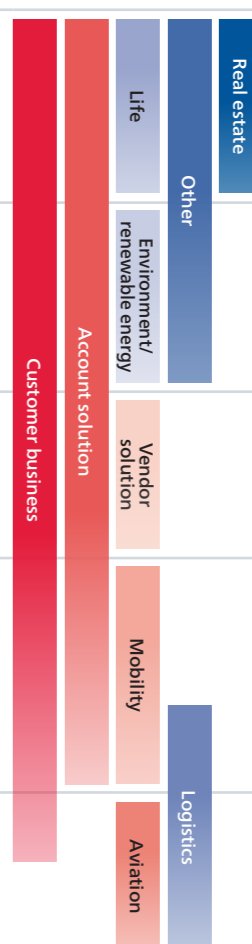

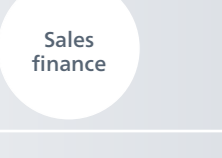
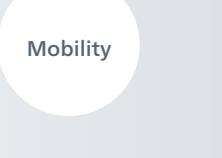
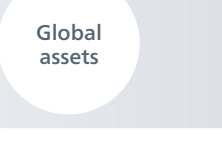


Mitsubishi HC Capital's Focal Business Domains and Segments

Mitsubishi HC Capital has leveraged the hard-earned business strengths of the former companies as well as their ideal complementary relationship to diversify its portfolio and assemble a comprehensive lineup in terms of both business domains and geographic areas. Accordingly, our robust and stable earnings base is steered against the impact of the external environment, and we leverage it to develop an advanced asset business in our five focal business domains (social infrastructure & life, environment & energy, mobility, sales finance, and

global assets), strengthening and expanding each while working to develop new drivers of growth with an eye on further portfolio diversification. The chart below shows the focal business domains that each integrated, reorganized segment of the new company is responsible for based on the new operational structure.

Focal business domains	Targets	Specific efforts	Segments
 <p>Social infrastructure & life</p>	<ul style="list-style-type: none"> Target: Social infrastructure related to industrial infrastructure/lifestyles Provide value toward the realization of more prosperous lives by implementing real estate financing, business operation, and social infrastructure investment 	<ul style="list-style-type: none"> Participating in overseas infrastructure projects PPI/PFI projects Real estate leasing, securitization, rehabilitation investment projects Managing/operating office buildings, commercial facilities, hotels, distribution facilities, etc. Providing support for introducing medical equipment 	
 <p>Environment and energy</p>	<ul style="list-style-type: none"> Target: All aspects of energy creation, energy storage, and energy conservation (mainly renewable energy) Develop joint business with strategic partners in addition to project investment and financing 	<ul style="list-style-type: none"> Running and implementing asset management for renewable energy power generation projects as well as related projects Solar PPA (Power Purchase Agreement) Environmental support services ESCO (Energy Service Company) 	
 <p>Sales finance</p>	<ul style="list-style-type: none"> Target: Assets for business that underpins economic activity (e.g. industrial machinery, telecommunications equipment, OA equipment) Accelerate labor-saving and streamlining through digitalization 	<ul style="list-style-type: none"> Introducing machinery and equipment and providing backup for sales activities Partner leases (sales support finance services for vendors) Leveraging our global network to provide financial assistance outside Japan Selling and purchasing used equipment (mainly leased equipment after leases end) 	
 <p>Mobility</p>	<ul style="list-style-type: none"> Target: Automobile leases and advanced mobility services business Achieve advancements to deliver data-driven solutions 	<ul style="list-style-type: none"> Complete services involving vehicle leasing/management operations Maintaining and customizing special-purpose vehicles (e.g. universally accessible cars, garbage trucks) Risk management services (e.g. holding seminars for safe driving, assessing safety control systems) Purchasing vehicles Online vehicle management systems Mobility as a service (MaaS) 	
 <p>Global assets</p>	<ul style="list-style-type: none"> Target: High-added-value assets that exhibit high liquidity and value throughout the world Promote diverse asset business based on operating leases 	<ul style="list-style-type: none"> Aircraft leases Aircraft engine leases Marine container services Railcar leases 	

Strengthening Global Assets

First Move Toward Realizing Investment Synergy: Acquiring a Major U.S. Marine Container Leasing Company

In June 2021, Mitsubishi HC Capital reached an agreement to acquire all shares of major U.S. marine container leasing company CAI International, Inc. ("CAI"), making it a wholly owned subsidiary. As the owner of the world's fifth-largest supply of marine containers in the marine container leasing industry (based on TEU¹), CAI's strengths lie in its global platform, specifically its worldwide marketing and operating bases and container storage locations. Combined with Group company and fellow marine container leasing business entity Beacon Intermodal Leasing, LLC, the Group now owns more containers than all but one other group in the world.

With stable demand and high profitability, the marine container leasing business is a market for sustained growth, and we expect it to drive our medium- and long-term growth on the strength of our efforts to increase our competitiveness on the world stage and seek opportunities for growth.



Strengthening Mitsubishi HC Capital's Overseas Business through M&A

January 2013	Made JSA International Holdings, L.P.—which owns aircraft leasing company Jackson Square Aviation, LLC—a subsidiary
November 2013	Made Indonesian automobile leasing company PT. Takari Kokoh Sejahtera a subsidiary
November 2014	Made aircraft engine leasing company Engine Lease Finance Corporation a subsidiary
November 2014	Made marine container leasing company Beacon Intermodal Leasing, LLC a subsidiary
December 2018	Made U.S. sales finance company ENGS Holdings Inc. a subsidiary

Main Initiatives to Realize a Decarbonized World

Examples of Main Initiatives

Timing of release	Overview of initiative
April 2017	Participated in offshore power transmission business in Germany
May 2018	Established MUL Utility Innovation, participated in a solar PPA project and a VPP ² pilot project
November 2018	Participated in an offshore wind farm project in the U.K.
February 2020	Started operation of a solar power plant (in Okayama Prefecture) using green bonds
November 2020	Participated in wind power business in Ireland
December 2020	Began collaborating with Hitachi Asia (Thailand) and SANTEC POWER SOLUTIONS to promote solar power generation business in Thailand
January 2021	Invested in GRIDSERVE Holdings, a company involved in renewable energy business in the U.K. (Plans exist to open more than 100 electric vehicle (EV) charging stations in the U.K. by 2025)
February 2021	Invested in Bloom Profit, a company involved in environmental recycling business (glass bottle recycling business) in the Hong Kong Special Administrative Region
March 2021	Participated in offshore power transmission business in the U.K.
May 2021	Participated in wind power business in Vietnam

Output of Contributing Equity from Active Domestic/Foreign Energy Generation Facilities (Including Figures from Infrastructure/Investment Business Departments)

	FY3/2021	FY3/2022 1Q	Change
Total ^{3,4,5}	1,136MW	1,208MW	+71MW
Solar	907MW	934MW	+26MW
Wind	228MW	273MW	+45MW

1. A unit that expresses the capacity of a 20-foot container
 2. VPP is an abbreviation for virtual power plant
 3. Includes equity method investment
 4. Managerial accounting values
 5. Does not include financed portions