






Stakeholder Dialogue

In order to realize our 10-year Vision, we have placed great importance on dialogue with our stakeholders, identifying their expectations, interests, and needs, and responding to each of them with the strengths we have developed over the years. Through careful dialogue, we initiated the following new initiatives in fiscal 2023. We will continue these efforts to enhance our corporate value over the medium to long term.

Stakeholders	Stakeholder expectations, interests, and needs	Strengths of Mitsubishi HC Capital	Dialogue methods and opportunities	Results for fiscal 2023
 <p>Customers</p>	<ul style="list-style-type: none"> • Providing a variety of finance-based services • Support for capital investment and financing • Creating innovation • Reducing the environmental impact of business operations (e.g., achieving carbon neutrality) 	<ul style="list-style-type: none"> • Partnerships with a wide variety of companies, including major shareholders • Ability to solve customers' problems (a wide variety of businesses) • Ability to provide funding 	<ul style="list-style-type: none"> • Sales activities through in-person visits and online meetings • Dissemination of information on our website • Inquiries by phone and e-mail 	<ul style="list-style-type: none"> • Launched renewable energy aggregation business • Started providing an integrated service for corporate EV introduction • Developed GX Assessment Lease as green finance through lease and installment transactions (provided since July 2024)
 <p>Employees</p>	<ul style="list-style-type: none"> • Personal growth and job satisfaction • Maintenance of labor environment • Sustainability as sources of salary and bonuses and as a place to work • Improvement of working conditions • Diversity, equity, and inclusion • Human rights protection 	<ul style="list-style-type: none"> • Diverse human resources • Abundant human resource systems that support flexible work styles • Providing opportunities for self-realization and personal growth through diverse businesses 	<ul style="list-style-type: none"> • Personnel interviews • Company intranet • Company newsletter • Engagement survey • Career inventory 	<ul style="list-style-type: none"> • Messages from the President & CEO to employees through a blog • Town hall meetings by top management for employees • Unification of the human resources systems of the two former companies • Selected the projects that passed the final screening for the first stage of the Intra-entrepreneurship program and started full-fledged efforts to establish a business company
 <p>Business partners</p>	<ul style="list-style-type: none"> • Strengthening of our own business through partnerships • Creating innovation • Financial credibility as a medium- to long-term business partner • Promoting the sale of our products and services 	<ul style="list-style-type: none"> • One of the best customer bases in Japan across diverse industries and regions • Possession of a wide variety of assets in Japan and overseas • Ability to provide services and solutions based on our leasing business • Business management and investment skills • Ability to provide financing (financial support capabilities) 	<ul style="list-style-type: none"> • Sales activities through in-person visits and online meetings • Dissemination of information on our website • Inquiries by phone and e-mail 	<ul style="list-style-type: none"> • Established the Innovation Investment Fund, an investment fund totaling 10 billion yen for startup companies to promote the creation of new services and the development of new businesses • Established a new specialized organization, the Robotics Business Development Department, to accelerate the development and promotion of new businesses in the robotics field (April 1, 2024).
 <p>Shareholders (equity investors), bond investors, financial institutions</p>	<ul style="list-style-type: none"> • Appropriate information disclosure and enhanced dialogue with the market • Stable medium- and long-term growth • Generation of sustainable cash flow • Stable and continuous dividend payments • Sound business operations • Strengthening governance • Expansion of ESG investment 	<ul style="list-style-type: none"> • Stable performance based on a well-diversified business portfolio • High credit ratings from external agencies • Ability to raise funds through partnerships with major shareholders • Strong financial position and structure 	<ul style="list-style-type: none"> • General Meeting of Shareholders • Financial results briefings • Briefings and various meetings for investors • Information services of the Tokyo Stock Exchange • Dissemination of information on our website • Communication through various media 	<ul style="list-style-type: none"> • Achieved net income target and record-high net income • Achieved 25 consecutive fiscal years of dividend increases • Developed a Sustainable Bond Framework and issued Sustainability Bonds
 <p>Environment & society</p>	<ul style="list-style-type: none"> • Realization of a decarbonized society • Realization of a circular economy • Protection of human rights • Coexistence with local communities 	<ul style="list-style-type: none"> • Extensive knowledge and skills and a broad network as one of the top renewable energy generating companies in Japan • Providing solutions at each lifecycle stage from the introduction of goods to the end of their use 	<ul style="list-style-type: none"> • ESG Data Book • Dissemination of information on our website • Social contribution activities 	<ul style="list-style-type: none"> • Investment in European Energy, a Danish renewable and next-generation energy company (investment completed in April 2024) • Purchase and sale of various used machinery (industrial machine tools, physical and chemical equipment, semiconductor manufacturing equipment, medical equipment, etc.) • Designed and began operating a human rights due diligence system under our Human Rights Project • Various social contribution activities and volunteer activities