



Natural Gas Development and Production Project (Canada)  
**Montney/Shale Gas Development**  
**Shale Gas Development and Production in Canada**

MC, in partnership with Ovintiv Inc, is actively engaged in shale gas development at a premier unconventional resource play in Montney, an area well recognized for its massive reserves. MC will export the gas produced at Montney to markets in East Asia, including Japan, through the LNG Canada project in which MC also participates, in addition to marketing the gas locally in North America.



Decarbonization-related Venture Investments (UK, USA)  
**AP Ventures/  
 Breakthrough Energy Catalyst**  
**Investing in One of the World's Leading Venture Capital Firms**

Through AP Ventures LLP, a UK-based venture capital firm focusing on hydrogen, we are identifying direct investment opportunities in start-ups that have promising technologies for realizing a decarbonized society. So far, we've invested in Hydrogenious LOHC Technologies GmbH (a company with hydrogen storage and transportation technology), Hystar AS (a company with water electrolysis technology), and Amogy Inc. (a company with ammonia cracking technology). We are also working on projects through Breakthrough Energy Catalyst, a company founded by Bill Gates that is dedicated to accelerating social adaptations of net-zero technologies, and have committed to investing in projects such as Infinium Holdings, Inc.'s Roadrunner project (an e-SAF production project). Such investments will play a pivotal role as we strive to utilize new technologies to further create business opportunities going forward.

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 ■  
**LNG Canada**  
 (Canada)

■  
 ▲  
**CIMA ENERGY, LP.**  
 Gas Marketing (USA)



LNG Liquefaction and Marketing Business (USA)  
**Cameron LNG/  
 e-methane (Synthetic Methane) Development Project**  
**US-based Natural Gas Liquefaction and Export/e-methane Development Project Utilizing the Cameron LNG Terminal**

Cameron LNG is a project where natural gas produced in the US is liquefied and exported. The project, which has a capacity to commercially produce 12 million tons of LNG per annum, a third of which is handled by MC, started commercial operations in August 2019.

In addition, in order to decarbonize heat demand, MC aims to introduce "e-methane (synthetic methane)" into the global energy mix by utilizing Cameron LNG's existing infrastructure and is striving to realize export to Japan by 2030.

\*Synthetic methane produced from raw materials such as hydrogen and CO<sub>2</sub>.

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**Petro-Diamond Inc.**  
 Procurement, Storage,  
 and Sales of Transportation Fuels  
 (USA)

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 ■  
**Garraf Crude Oil Production** (Iraq)  
**Basrah Gas Company**  
 Refining & Sale of Natural Gas (Iraq)

■  
 ■  
**Qalhat LNG** (Oman)  
**Oman LNG** (Oman)



Clean Hydrogen and Ammonia Manufacturing and Marketing Business (USA, Japan, Indonesia, etc.)  
**Clean Hydrogen and Ammonia Project**  
**Clean Hydrogen and Ammonia Social Implementation Project**

As one approach to achieving a carbon-neutral society, we are aiming for the social implementation of using hydrogen and ammonia as fuels. Hydrogen and ammonia are attracting attention as a next-generation fuel sources that do not emit CO<sub>2</sub> when burned. Together with our partners, we are developing projects worldwide to establish large-scale and stable supply chains.

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**Malaysia LNG** (Malaysia)  
**Brunei LNG** (Brunei)  
**Diamond Gas International**  
 LNG Marketing (Singapore)

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 ■  
**Browse Development** (Australia)  
**North West Shelf (NWS)** (Australia)  
**Wheatstone LNG** (Australia)

▲ Projects under development

■ Projects under operation



# Environmental Energy Group

The Environmental Energy Group's mission is to contribute to the realization of a carbon-neutral society by promoting the energy transition while simultaneously ensuring stable supplies of energy.

For more than half a century, MC has been contributing to the stable supply of energy through our natural-gas-, LNG-, petroleum-, and LPG-related businesses, together with numerous customers and partners.

Utilizing our business development and marketing capabilities, in addition to the robust networks and relationships we have developed in the course of our business operations, we will deliver energy solutions optimized to meet the requirements of each customer through the timely development and supply of energy products.

## Next-Generation Energy Div.

- New Power Generation Fuels Business Dept.
- Biofuel & E-fuel Business Dept.
- Hydrogen Solutions Development Dept.
- Bio & e-Natural Gas Business Dept.
- Carbon Management Dept.
- Business Development Dept.

Clean hydrogen/ammonia, SAF, hydrogen, low carbon methanol, low carbon ethanol, next generation-energy related infrastructure, carbon credits, CCUS, other decarbonization products and technologies

## Petroleum Solutions Div.

- Refinery Business Dept.
- LPG & Petroleum Feedstock Business Dept.

Crude oil, gasoline, kerosene, diesel, LPG, naphtha, other petroleum products, wood pellets

## LNG Asia-Pacific Div.

- Brunei Business Dept.
- Malaysia Business Dept.
- Indonesia Business Dept.
- Australia Business Dept.
- Russia Business Dept.
- Delivery Operations Management Dept.

Natural gas, liquefied natural gas (LNG)

## LNG Americas & New Ventures Div.

- Business Development Dept.
- Global Marketing Dept.

Natural gas, liquefied natural gas (LNG)

### Marketing of Petroleum Products (Japan)

## Mitsubishi Corporation Energy Co., Ltd.

### Providing a Stable Supply of Petroleum Products

Mitsubishi Corporation Energy Co., Ltd. (MCE) was established on October 1, 2015, with the objective of merging the management resources for Japan-based petroleum product sales. While providing a stable supply of petroleum products such as gasoline, kerosene, gas oil, fuel oil and asphalt, MCE is also promoting new DX businesses utilizing its retail networks, including e-commerce businesses through its subsidiary, Car Frontier Co., Ltd.



### LPG Import and Marketing Business (Japan)

## Astomos Energy Corporation

### One of the World's Largest LPG Players

MC Group company Mitsubishi Liquefied Petroleum Gas Co., Ltd. and Idemitsu Kosan Group company Idemitsu Gas and Life Co., Ltd. came together to form Astomos Energy Corporation in 2006. Astomos is among the world's largest enterprises specializing in LPG, and handles approximately 25% of Japan's LPG demand. The company is also engaged in power retail and the promotion of residential fuel cells and high-efficiency water boilers.



### SAF Production and Sales Business (Japan)

## Sustainable Aviation Fuel (SAF) Production Business

### Domestic SAF Production Project

MC is working on the social implementation of SAF to decarbonize the aviation sector, which is one of hard to abate sectors. With the aim of developing a supply system for domestic SAF, MC and ENEOS Corporation are studying the commercialization of SAF, using feedstocks such as used cooking oil, animal fat, and other wastes and byproducts at the ENEOS Wakayama Plant. MC will accelerate the study to start production from FY2028 onwards.

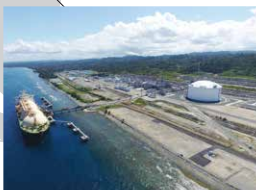


LNG Liquefaction and Marketing Business (Indonesia)

## Donggi-Senoro LNG

### First All-Asia LNG Project

The Donggi-Senoro (DSLNG) Project is the world's first LNG project to be undertaken exclusively by Asian companies, and without the involvement of major oil and gas companies. Companies from Japan, Indonesia and South Korea are taking part in the project. As the largest shareholder, MC assumes the leading role in this project, from which production and sales of LNG and condensate have been underway since 2015.



■ Sakhalin-2 (Russia)

■ Tangguh LNG (Indonesia)



Manufacturing and Sales of Needle Coke (South Korea)

### POSCO MC MATERIALS

**Stable Supply of Essential Materials for Electric Arc Furnace**

Manufactures and sells needle coke, the raw material used for graphite electrodes, which are indispensable for the operation of electric furnaces (steel product recycling), a market that is expected to grow in the future. The company is a joint venture between Mitsubishi Chemical Corporation, MC and POSCO FUTURE M Co., Ltd., a subsidiary of South Korea's largest steel company, POSCO Co., Ltd.



Manufacturing and Sales of Plastics Additives and PVC Stabilizers (USA)

### Amfine Chemical Corporation

**Manufacturing and Sales of Essential Materials for Automotive Lightening and Material Circulation**

Manufactures and sells functional materials (plastics additives) to add various properties such as durability and flame resistance to plastics. Amfine Chemical Corporation is a joint venture between MC and ADEKA Corporation, a leading company in this field.



**Diamond Petrochemicals Canada Corporation (DPCC)**  
Manufacturing and Sales of Butadiene (Canada)

■ **IVICT Europe GmbH**  
Chemical Trading (Germany)



Manufacturing and Sales of PVC and Thermoplastic Elastomer Compounds (USA)

### Riken Americas Corporation

**Supplying Composite Materials that are Indispensable in the Fields of Mobility, Infrastructure, etc.**

A joint venture between Riken Technos Corporation and MC. Riken Technos Corporation manufactures and sells vinyl chloride and elastomer resin compounds in the United States for various applications in automobiles, construction, infrastructure, etc.

■ **SHARQ**  
Manufacturing of Ethylene Glycol and Polyethylene (Saudi Arabia)

■ **IVICT (Shanghai) Co., Ltd.**  
Chemical Trading (China)

■ **MC Plastic Trading de Mexico**  
Sales and Marketing of Industrial Resins and PVC (Mexico)

■ **IVICT (Thailand) Company Limited**  
Chemical Trading (Thailand)

■ **Thai Shinkong Industry Corporation Ltd.**  
Manufacturing of Recycled PET Resins (Thailand)

■ **IVICT Singapore Pte. Ltd.**  
Chemical Trading (Singapore)

■ **PT Panca Amara Utama (PAU)**  
Manufacturing of Ammonia (Indonesia)



Manufacturing and Sales of Cement and Ready-mix Concrete (USA)

### Mitsubishi Cement Corporation/ MCC Development Corporation

**Stable Supply of Essential Materials for Construction and Infrastructure Development**

A joint venture between Mitsubishi UBE Cement Corporation and MC that develops the integrated manufacturing and sales of cement and ready-mix concrete in California, US, as well as other regions. With the aim of reducing CO<sub>2</sub> emissions, the company is also working to introduce CCU technology that utilizes ready-mix concrete and other materials.

■ **Caribbean Gas Chemical Limited (CGCL)**  
Manufacturing of Methanol (Trinidad and Tobago)



Manufacturing of Methanol (Venezuela)

### Metanol de Oriente, METOR, S.A. (METOR)

**A Business Linking Japan and Venezuela**

METOR is a methanol production and sales joint venture with Venezuela's state-owned petrochemicals firm Petroquímica de Venezuela, S.A. (Pequiven), Mitsubishi Gas Chemical Company, Inc. and others. Its second plant began operating in 2010, increasing annual production capacity to 1.6 million tons. METOR is widely symbolic of Japan-Venezuela relations.



Manufacturing and Sales of Silica Sand (Australia)  
**Cape Flattery Silica Mines Pty., Ltd.**  
**One of the World's Largest Silica Sand Suppliers**

A wholly owned subsidiary of MC that owns one of the world's largest silica sand mines located in Australia. For over 50 years the company has supplied silica sand, which is the raw material used for various products such as flat glass and display glass, to Japan and other Asian countries where demand has grown remarkably.



Processing, Sales and Marketing of Steel (Japan)

## Metal One Corporation

**Leading Company in Steel Products Value Chain**

Metal One Corporation (Metal One), established in 2003, is a company jointly owned by MC and Nissho Iwai Corporation (now Sojitz Corporation). With over 140 subsidiaries and affiliated companies around the world, Metal One has forged a value chain connecting steel manufacturers and customers by providing integrated services including distribution, inventory, processing and manufacturing, as well as sales of steel products.

■ **Nippon Electrode Co., Ltd.**  
Manufacturing and Sales of Various Carbon Products (Japan)

■ **MUCC Construction Materials Corporation**  
Sales and Marketing of Construction Materials (Japan)

■ **Frontier Carbon Corporation**  
Manufacturing and Sales of Fullerenes (Japan)

■ **Beyond Materials Corporation**  
Consulting and Engineering Services Provider for the Materials Industry (Japan)

■ **SPDC Ltd.** Sales and Marketing of Ethylene Glycol and Polyethylene (Japan)

■ **Mitsubishi Corporation Plastics Ltd.**  
Sales and Marketing of Synthetic Raw Materials & Plastics (Japan)

■ **Mitsubishi Shoji Chemical Corp.**  
Sales and Marketing of Solvents, Paints, Coating Resins, Silicones (Japan)

■ **Mitsubishi Shoji Agri-Service Corporation** Sales and Marketing of Fertilizer (Japan)

■ **MC Ferticom Co., Ltd.** Manufacturing and Sales of Fertilizers (Japan)



Development, Manufacturing and Sales of Functional Materials (Japan)

## Toyobo MC Corporation

**Manufacturing and Sales of Functional Materials Contributing to a Sustainable Society**

Toyobo MC Corporation develops, manufactures, and sells functional materials (engineering plastics, coating and adhesive raw materials, etc.) that help to not only promote weight reduction and electrification in the mobility sector, but also respond to environmental issues. The company is a joint venture between MC and Toyobo Co., Ltd., a high-performance materials manufacturer with advanced technology.



# Materials Solution Group

With the materials industry being one of Japan's core industries, the Materials Solution Group takes a comprehensive view of its supply chain and promotes the strengthening of competitiveness and reduction/decarbonization of the industry.

Utilizing knowledge and experience in the broad materials industry gained through trading and our existing businesses, we will define focus areas, develop and strengthen our business, build a large-scale business foundation in each area, and aim to create a business portfolio that will provide stable profits.

### Essential Materials Div.

■ Carbon Materials Dept. ■ Carbon Materials Project Dept.  
■ Construction Materials Dept. ■ Ceramic Materials Dept.  
■ Industrial Resources Dept.

Trading, manufacturing and sales business of carbon materials, cement and ready-mix concrete, silica sand, salt and ethanol

### Steel Products Div.

● Steel Solution Office ■ Industrial Materials DX Dept. ■ Materials Innovation Dept.  
Distribution and processing business for steel products through Metal One Corporation, providing solutions related to DX, EX, recycling and others

### Performance Materials Div.

● Semiconductor Office ● Agriculture Solution Office  
■ Materials Business Transformation Dept. ■ Ecological Materials Dept.  
■ Functional Materials Dept.

Manufacturing, sales business and providing solutions in the fields of performance materials, and semiconductor-related business

### Basic Materials Div.

■ Petrochemicals Project Dept. ■ Basic Petrochemicals Dept.  
■ Refinery Chemicals Dept. ■ Basic Chemicals Dept. ■ C1 Chemicals Dept.  
■ PVC & Process Chemicals Dept.

Trading, manufacturing and sales business in the fields of petrochemicals and basic chemicals





Iron Ore Business (Canada)  
**Iron Ore Company of Canada (IOC)**  
 One of North America's Leading Producers of High-grade Iron Ore

Iron Ore Company of Canada (IOC) is one of the North America's leading producers of iron ore. IOC has owned and operated its mine, processing plant, pellet plant, railway and port in its current mining location since 1962. It has large reserves of high-grade ore and produces approx. 20 million tons of pellets and concentrates per year.

Turnagain  
 Nickel Project (Canada)

PAK Lithium  
 Lithium Project (Canada)

Arctial  
 Low Carbon Aluminium Project (Finland)



Metals Futures Trading Business (UK)  
**Triland Metals Ltd.**  
 Long-standing Dealing Member of the LME (London Metal Exchange)

Established in 1971, Triland Metals Ltd. offers digital hedging solutions for industrial metals users across the globe, seeking to manage price risk volatility. The company offers its customers a proprietary online trading platform alongside a wide range of related services. Its function and customer base are complementing and adding value to MC's mineral resources trading business.

Elemental USA  
 PGM Recycle Business (USA)



Copper Business (Peru)  
**Anglo American Quellaveco**  
 Highly Cost-competitive Copper Mine

Quellaveco is a large-scale copper mine located in the southern part of the Peru. Construction of the project was completed in July 2022, and production has already started. It produces approx. 300 kilotons per year (CuEq).



Copper Business (Chile)  
**Escondida**  
 World's Largest Copper Mine

Escondida is the largest copper mine in the world by production. The first shipment of copper concentrate from Escondida took place in 1990. Following subsequent expansion phases, Escondida produces over 1.0 million tons per year of copper concentrate and copper cathode. The size of Escondida's copper reserve and its cost competitiveness make it one of the world's prime mines.



Mineral Resources Trading Business (Singapore)  
**Mitsubishi Corporation RtM International Pte. Ltd. (RtMI)**  
 Global Mineral Resources Trading

MC established Mitsubishi Corporation RtM International Pte. Ltd. (RtMI) in April 2013 as a global mineral resources trading hub. Based in Singapore, which is renowned for its extensive network of commodity players and access to international trading talent and market intelligence, RtMI strives to meet diversifying customer needs and capture demand in growing markets, particularly in Asia.



Copper Business (Chile)  
**Anglo American Sur (Los Bronces, etc.)**

A Large-scale Copper Mine with One of the Largest Resources

Anglo American Sur S.A. holds a significant portfolio of copper assets in the central part of Chile, including Los Bronces mine, El Soldado mine, Chagres smelter and large-scale prospective exploration properties. Its production volume is approx. 200 kilotons per year (CuEq).

Antamina  
 Copper Business (Peru)

Marimaca  
 Copper Project (Chile)

Los Pelambres Copper Business (Chile)  
 CAP S.A. Iron Ore/Steel Conglomerate (Chile)



Iron Ore Business (Chile)  
**Compañía Minera del Pacífico (CMP)**  
 Largest High-grade Iron Ore Producer in Chile

Compañía Minera del Pacífico S.A. (CMP) is the largest iron ore producer in Chile. CMP has integrated operating sites consisting of 3 mines, 4 beneficiation plants, 1 pellet plant and 3 ports in three districts within two of Chile's regions (III and IV), produces approx. 17 million tons of high-grade pellet feed and pellets per year, and sells them both domestically and internationally.

Kalgoorlie Nickel Project -  
 Goongarrie Hub  
 Nickel Project (Australia)

- Ferrous-Raw-Materials-Division-related/  
Critical-Minerals-Division-related
- ▲ Mineral-Resources-Trading-Division-related



# Mineral Resources Group

The Mineral Resources Group has grown its business model by addressing evolving demands from stakeholders and the broader society, as well as changes in the business environment. Today, we have a portfolio of prime assets with world-class cost competitiveness and quality, such as steelmaking coal and copper.

Metals and minerals, including steel and copper, are crucial in our world today even as we are faced with key challenges such as identifying opportunities for decarbonization, electrification, and building circular economies. We will continue to fulfill our mission by sourcing these resources to the market through trading, resource investments and business development.

**Ferrous Raw Materials Div.** ■ MDP Dept. ■ Iron Ore Dept.  
Steelmaking coal, iron ore

**Critical Minerals Div.** ■ Base Metals Dept. ■ Aluminium Dept. ■ Battery Minerals Dept.  
Copper, aluminium, lithium, nickel, etc.

**Mineral Resources Trading Div.** Coal, iron ore, lithium, nickel, chrome, molybdenum, copper concentrate and metal, zinc concentrate and metal, tin metal, primary aluminium, secondary aluminium, aluminium products, bauxite, precious metals, rare earths, etc.



Aurukun  
Bauxite Project  
(Australia)



Steelmaking Coal Business (Australia)

## BMA

**One of the Largest Suppliers of Steelmaking Coal in the World**

Mitsubishi Development Pty Ltd (MDP), which develops, produces, and sells various resources in Australia as a platform for MC's metal resources business, engages in the world's largest BMA steelmaking coal business with its partner, BHP Group plc. BMA manages five operating mines that produce high-quality, cost-competitive steelmaking coal, and also handles the integrated management of a rail network and port terminal.



Industrial Equipment Business (USA)  
**MC Machinery Systems, Inc.**

**Development of Machine Tools Distribution Business in the Americas**

In the American markets, MC Machinery Systems, Inc. is engaged in selling machine tools. Main products are the Electrical Discharge Machine and LASER cutting machines made by Mitsubishi Electric. It also provides solutions such as automation systems to meet labor-saving needs, and after-sale service which includes application technology.



©SBM Offshore

**FPSO Chartering Business (Brazil)**

**Owning and Operating FPSO for Ultra-deepwater Oil Fields**

MC participates in the ownership and operation of offshore facilities (FPSO) for producing, storing, and offloading crude oil and gas taken from deep-sea oil fields for Petróleo Brasileiro S.A. (Petrobras), a Brazilian state-owned oil company.



Real Estate Investment (USA)

**DIAMOND REALTY INVESTMENTS, INC. (DRI)**

**Real Estate Investment Company with Proven Track Records**

Wholly owned by MC, Diamond Realty Investments, Inc. is an operating company that is involved in the development of logistics warehouses, multifamily apartments, and student housing, etc., in the United States, which serves as the world's largest real estate market. Since the early 1990s, the company has invested in over 200 projects valued at more than US\$13 billion, in conjunction with US-based developers.



Urban Development/Real Estate Business (Indonesia)

**Jakarta BSD City Development Project**  
**Indonesia's First Transit-oriented Smart City Development**

On a development site encompassing more than 100 hectares within BSD City, located on the outskirts of Jakarta, MC is jointly promoting the development of Indonesia's first transit-oriented smart city with Sinar Mas Land Ltd., Indonesia's largest real estate developer. Simultaneously, we are exploring the possibility of introducing urban services related to city portals, mobility, energy, and healthcare all throughout BSD City.



**Ship Owning and Chartering Business**

**Owning and Operating a Variety of Vessels**

MC continues to support the maritime industry by leveraging its ship owning and chartering business to help not only decarbonize the shipping industry, but also further develop global transportation logistics.

■ **MC Shipping Ltd. London Branch**  
 Ship Trading (UK)

■ **Calik Enerji Sanayi ve Ticaret A.S.**  
 Infrastructure EPC Business (Turkey)

■ **New Ulaanbaatar International Airport LLC**  
 Airport Operation (Mongolia)

■ **MC Urban Development Vietnam Company Limited**  
 Real Estate Development (Vietnam)

■ **MITBANA Pte. Ltd.** Urban Development Business (Singapore)  
 ■ **MC Shipping Ltd. Singapore Branch**  
 Ship Owning and Operation Management, Cargo Transportation (Singapore)

■ **PT. Berlian Amal Perkasa**  
 Construction Solutions Business (Indonesia)

■ **PT. MC Urban Development Indonesia**  
 Real Estate Development (Indonesia)

■ **PT. Coates Hire Indonesia**  
 Construction Solutions Business (Indonesia)



# Urban Development & Infrastructure Group

The Urban Development & Infrastructure Group engages in domestic and overseas urban development/management, real estate development/operations, data centers to support our digital society, shipping/spacecraft, industrial machinery, and energy infrastructure business, etc. Under the group's mission of "creating cities, societies and the future" and while comprehensively integrating our real estate industry and industrial infrastructure industry know-how that we have built up over many years, the group seeks to create a vibrant future by taking the lead in addressing social challenges/development and improving urban value.



Real Estate and Urban Development (Japan)

## Mitsubishi Corporation Urban Development, Inc.

**A Real Estate and Urban Developer that is a Wholly-Owned Subsidiary of MC**

Mitsubishi Corporation Urban Development, Inc. engages in real estate and urban development projects with a focus on the industrial sector, and the retail and entertainment sector. In the industrial sector, it develops dry logistic warehouses, cold storage warehouses, as well as shared manufacturing and R&D facilities (innoba). In the retail and entertainment sector, it engages in the development of urban commercial facilities and NSCs (neighborhood shopping centers), and also works on events held at the Yokohama Red Brick Warehouse and other locations.



Data Center Operation (Japan)

## MC Digital Realty, Inc.

**A Data Center Operation Joint Venture with Digital Realty Trust, Inc.**

MC Digital Realty, Inc. plans, develops and operates data centers through a joint venture between MC and Digital Realty Trust, Inc., a leading global data center operator. It develops and operates data centers, which serve an essential role with respect to corporate activities and people's daily lives amid the rapid pace of digital transformation in contemporary society.



Construction Solutions Business (Japan)

## Nikken Corporation

**Comprehensive Service Provider in the Rental Business**

As a construction equipment rental services company, Nikken Corporation aims to be a strategic partner to its customers by providing high quality services that meet various needs through its network of more than 250 outlets across Japan and its technological and servicing strengths.

- **Diamond Realty Management Inc.**  
Real Estate Investment Fund Management (Japan)
- **Marunouchi Infrastructure Inc.**  
Comprehensive Infrastructure Fund Management Business (Japan)
- **Yokohama Akarenga, Inc.** Retail Property Operation (Japan)
- **Fukuoka International Airport Co., Ltd.** Airport Operation (Japan)
- **Hokkaido Airports Co., Ltd.** Airport Operation (Japan)
- **Swing Corporation** Water Business (Japan)
- **MC Shipping Ltd.**  
Ship Owning and Operation Management, Ship Trading (Japan)
- **Japan Space Imaging Corporation**  
Sales of Satellite Imagery Data and Services (Japan)
- **Chiyoda Corporation** Integrated Engineering Company (Japan)
- **Mitsubishi Corporation Machinery, Inc.**  
Infrastructure EPC Business (Japan)
- **Diamond Construction Equipment Corporation**  
Construction Solutions Business (Japan)
- **Mitsubishi Corporation Technos**  
Industrial Equipment Business (Japan)
- **MSK Farm Machinery Corporation**  
Agricultural Machinery Business (Japan)

AI & Digital Business Development Office

Data center development and management in Japan and overseas

**Infrastructure, Ship & Aerospace Div.**

● Chiyoda Turnaround & Growth Management Office  
■ Ship & Infrastructure Business Dept. ■ Defense and Aerospace Dept.  
Ship business, FPSO\* business, defense/aerospace business, Chiyoda Corporation, etc.

\*Floating Production, Storage & Offloading System

**Industrial Machinery Div.**

■ Industrial Solutions Dept. ■ Infrastructure Projects Dept.  
■ Construction Solutions Dept. ■ Transportation & Water Infrastructure Dept.  
Construction solutions including construction machinery rental services; infrastructure EPC (engineering, procurement, construction) including electricity, petroleum, natural gas, chemicals, steel manufacturing, airports, and railway systems; distribution of various production equipment for factories such as machine tools, etc., and large agricultural machinery for farmers; transportation and water infrastructure for managing airports and water systems in Japan and overseas

**Urban Development Div.**

■ Urban Development Dept. ■ Urban Business Development Dept.  
■ Global Urban Development Dept. ■ Asia Urban Development Dept.  
● Global Business Development Office

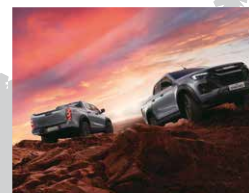
Real estate development and management, as well as urban development and management in Japan and overseas



## Business in Thailand

### Automobile Sales in Thai Market and Global Exports Business

We began importing and selling Isuzu Motors vehicles in Thailand in 1957. In 1974, we established Tri Petch Isuzu Sales Co., Ltd. (TIS) as a distributor to handle the overall sales of Isuzu Motors vehicles within Thailand. Exports of Isuzu vehicles produced in Thailand started in 2003, and today we export to over 100 countries worldwide. As a distributor, TIS forms the core of wide-ranging operations, including sales, automobile financing and after-sales services, and has built Isuzu into a leading brand in the commercial vehicle market.



**MMC Rus LLC.**  
Distribution of Automobiles (Russia)

**JSC MC Bank Rus**  
Automobile Finance (Russia)

**Isuzu Benelux N.V.**  
Distribution of Automobiles  
(Belgium/Germany)

**MMC Ukraine LLC.**  
Distribution of Automobiles  
(Ukraine)



Tire Business (Thailand)

### Bridgestone Sales (Thailand) Co., Ltd.

Bridgestone Sales (Thailand) Co., Ltd. sells tires and contributes to the enhancement of the Bridgestone brand in Thailand.

**Hongling Financial Leasing Co., Ltd.**  
Automobile Finance (China)

**Mitsubishi Motors Vietnam Co., Ltd.**  
Assembly & Sale of Automobiles (Vietnam)

**Mitsubishi Motors Malaysia Sdn. Bhd.**  
Distribution of Automobiles (Malaysia)

**Isuzu Malaysia Sdn. Bhd.**  
Distribution of Automobiles (Malaysia)

**PT. Suku Cadang Oto Sejahtera (Brand Name: Tokoparts)**  
Multi-brand Automotive Spare Parts E-commerce and Distribution (Indonesia)

## Business in Indonesia

### Developing Automotive Business Value Chain

In 1970, PT. Krama Yudha Tiga Berlian Motors (KTB) was established in Indonesia as the general agent for sales and imports of Mitsubishi Motors and Mitsubishi Fuso products, and has been developing the automotive business for more than half a century. In April 2017, KTB business was restructured and divided by brands, so as to establish a stable value chain in terms of production, sales, automobile finance, after-sales services, and used vehicle sales, centered on PT. Mitsubishi Motors Krama Yudha Sales Indonesia (MMKSI) and KTB, which handle Mitsubishi Motors products and Mitsubishi Fuso products respectively.



## Business in India

### Automobile Production & Sales in India, and Export Business to Middle Eastern Countries

In 2012, we established Isuzu Motors India Private Limited (IMI), and began sales of Isuzu pickup trucks and SUVs in India. In 2016, IMI commenced production at its factory in the state of Andhra Pradesh in southern India, and we are now proceeding with full-scale business development. In recent years, IMI is striving to contribute to the development of the Indian automobile industry not only through sales in India but also through exports to Middle Eastern countries.



## Collaboration with TVS Group (India)

### Automobile After-sales Services, Used Car Auction Business, and Multi-brand Sales

In 2019, we made an investment in TVS Automobile Solutions Private Limited, one of India's largest independent after-sales service providers. In FY2024, we expanded our involvement by investing in TVS Vehicle Mobility Solution Private Limited, one of the largest multi-brand dealers in India, and established TVS Certified Private Limited, a new venture dedicated to the used car auction business. By leveraging a broad customer base and digital technologies, we aim to enhance value throughout the mobility lifecycle.



## Astara Mobility, S.A. (Spain)

### Distribution of Automobiles/Mobility Service Provider

Astara Mobility, S.A. is a tech-enabled mobility company (headquartered in Spain) that delivers flexible and sustainable mobility solutions, including automobile distribution and subscription services, through integrated, innovative technologies and long-standing relationships with 41 vehicle brands in 19 countries\*. The company was established in 1979 and MC has invested in it since 2020.

\*Figures as of March 31, 2025

**Isuzu Motors De Mexico S. de R.L.**  
Assembly & Distribution of Automobiles (Mexico)



# Mobility Group

The Mobility Group has developed a global value chain spanning the production, sales, distribution, financing and after-sales services of passenger and commercial vehicles, with a focus on the ASEAN region.

In addition, by combining Mobility, Energy and Data (DX), we are also promoting mobility service businesses to meet diverse customer needs and solve social challenges.

We will contribute to the realization of an affluent and comfortable society by providing mobility services to support the optimal movement of passengers and cargo, seizing opportunities around the shifts towards digitization and CASE (Connected, Autonomous, Shared/Service and Electric), and by strengthening our businesses anchored on long-developed functions and extensive local networks.

Furthermore, we aim to assist in the creation of a decarbonized, sustainable, and energy-efficient society through the proliferation of electric vehicles and storage batteries.

## Automotive Business Div.

- Indonesia Automotive Dept.
- ASEAN & South West Asia Automotive Dept.
- Eurasia & America Automotive Dept.

Overseas local production and sales business/Overseas automobile finance, after-sales service and other related businesses/Automobile exports (finished vehicles, assembly and spare parts)

## Isuzu Business Div.

- Isuzu ASEAN Dept.
- Isuzu Oceania, Europe & Americas Dept.
- Isuzu India, Middle East & Africa Dept.

Overseas local production and sales business/Overseas automobile finance, after-sales service and other related businesses/Automobile exports (finished vehicles, assembly and spare parts)

## Mobility Service Div.

- Next Generation Mobility Business Development Dept.
- Mobility Retail Business Dept.
- Tire Business Development Dept.

Next Generation Mobility Business (on-demand bus, self-driving vehicles, etc.)/Brand-free downstream business (after-sales services, used cars, multi-brand sales, etc.)/Manufacturing and sales of tires

## e-Mobility Solution Div.

- Japan e-Mobility Business Dept.
- International Auto Leasing Business Dept.
- International e-Mobility Business Dept.

EV fleet management and auto leasing business/Battery value chain business/Battery energy storage and energy management business

## ALTNA Co., Ltd. (Japan)

### Battery Value Chain Business



ALTNA Co., Ltd. was established in July 2024 as a joint venture with Honda Motor Co., Ltd., and is striving to create new businesses, such as battery leasing, battery repurposing, and smart charging, in light of anticipated growth in the electric vehicle (EV) market with the move towards a decarbonized future society.

## Next Generation Mobility Business (Japan)

### Providing Transportation Solutions



We are committed to contributing to the development of sustainable next-generation transportation models by addressing the mobility challenges faced by local communities and transportation operators, with a focus on autonomous driving and electric vehicle (EV) societies.

### Moplus Inc.

- Next-generation Mobility Services and Energy-related Services Utilizing EVs (Japan)

### Spare Technology Solutions Inc.

- Provision of AI On-demand Transportation Systems (Japan)

### Mitsubishi Motors Corporation

- Sales & Manufacturing of Automobiles & Components (Japan)

- A-Drive Inc. Providing One-stop Autonomous Driving Related Services (Japan)

- EVNION Inc. One-stop EV Services Platform Business (Japan)

- Toyo Tire Corporation Tire & Automotive Components Business (Japan)

- Next Mobility Co., Ltd. Deployment of AI-driven On-demand Buses (Japan)

## Isuzu Philippines Corporation

Assembly & Distribution of Automobiles (Philippines)

## Business in Vietnam

### Developing Automobile Production & Sales



In 1994, Mitsubishi Motors Vietnam Co., Ltd. (MMV), initially founded by MC, Mitsubishi Motors Corporation (MMC), and other local partners, was established as one of the first four authorized automotive manufacturers in the country. For more than 30 years, MMV has developed its automobile production and sales business, and in the past the company used to handle Mitsubishi Fuso Truck & Bus Corporation products. MMV centralized its resources to Mitsubishi Motors business in 2014 and has welcomed additional capital from both MC and MMC in 2016. Now, Vietnam stands as one of the core markets for the Mitsubishi brand. In recent years, supported by economic and motorization growth, MMV expands its sales and profits while increasing locally assembled models.

## Business in Australia

### Distribution of Automobiles



Isuzu UTE Australia Pty Ltd. (IUA) was established in 2008, selling Isuzu pickup trucks (D-MAX) and SUVs (MU-X) in Australia. Since its establishment, IUA has steadily expanded sales and secured a strong market presence in the Australian automotive market. IUA will strive to further enhance the Isuzu brand while working to accelerate the business by implementing customer-oriented marketing activities tailored to local markets.

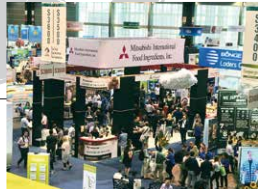


Pork & Processed Pork Products (USA)

## Indiana Packers

A Leading US Pork & Processed Products Manufacturer

Located in the Midwest, in the state of Indiana, Indiana Packers Corporation is a company that slaughters hogs and processes pork. The company produces pork and bacon using the latest equipment under strict sanitary control and sells the products mainly to the US, Latin American and Japanese markets.



Food Science (USA)

## Mitsubishi International Food Ingredients

Leading Distributor of Various Ingredients for Food, Nutrition, Pharmaceutical and Cosmetic Applications in North America

Servicing more than 10,000 companies in the USA and Canada, Mitsubishi International Food Ingredients, Inc. (MIFI) contributes to the stable supply of food from activities such as the procurement, manufacturing, and distribution of ingredients. Our mission is to work with each customer and provide more value in their product formulation, and help our customers deliver more flavorful and healthy options. Through our subsidiary Carolina Ingredients Inc., we manufacture custom-formulated seasoning blends to match our customers' specific needs. In addition, the rebranded division of our Fine Chemicals Department, provides next-generation innovative ingredients to the fast-growing biotech industry, including pharmaceutical and cosmetic companies.



Salmon Farming Business (Norway)

## Cermaq

Supplies Safe & Secure Farmed Salmon Worldwide

Cermaq Group AS is a leading salmon farming, processing and sales company, which produces salmon in Norway, Chile and Canada for a total production quantity of around 200 thousand metric tons per year. Cermaq became a subsidiary of MC in 2014 and supplies sustainable safe and secure farmed salmon to consumers around the world.

Agrex  
Grains & Oilseeds (USA)

Sesaco  
Sesame (USA)

Shenyang Huamei Food  
Chicken (China)

Agrex (Beijing)  
Grains & Oilseeds (China)

Oriental Coffee Alliance  
Coffee (Philippines)

Asia Modified Starch Tapioca Starch (Thailand)  
Dia Merchandise Wholesale of Food Products (Thailand)  
Asian Best Chicken Chicken (Thailand)

Kewpie Vietnam  
Condiments (Vietnam)

Kewpie Malaysia  
Condiments (Malaysia)

Agrex Asia  
Grains & Oilseeds (Singapore)

Dan Kaffe Malaysia  
Coffee (Malaysia)

Yamazaki Indonesia  
Baked Products (Indonesia)

Ichi Tan Indonesia  
Beverages (Indonesia)

Kewpie Indonesia  
Condiments (Indonesia)

Emina Cheese Indonesia  
Processed Cheese (Indonesia)



Agricultural Materials, Grains & Oilseeds (Brazil)

## Agrex do Brasil

A Brazilian Office that Procures Grains

Based in Brazil, one of the world's leading producers of foodstuffs, Agrex do Brasil Ltda. is involved in the procurement and sales of grains such as soybeans and corn, as well as sales of agricultural inputs (including fertilizer, chemicals, and seeds) and grain production. After taking part in its management in 2012, MC wholly subsidized this company in 2019.

Agrex do Brasil contributes to the stable procurement and supply of grains in the northern and central-western parts of Brazil, a country whose importance as a supplier of foodstuffs is expected to grow even further.



Food Materials Business (Singapore)

## Olam Group

A Global Leader in the Food and Agri-business

Olam Group Limited operates in over 60 countries around the world and holds a world-class market share in various categories such as coffee, cocoa, grains and edible nuts. It has built an integrated supply chain that includes farming, trading, raw material processing, product manufacturing and a global sourcing network of an estimated five million farmers. Olam sells raw materials and products to more than 20,000 client companies and has established a business model that puts sustainability at the heart of its operations as it strives to resolve environmental and societal challenges by working together with farmers around the world. MC concluded a business alliance agreement with Olam in 2015 and established MC Agri Alliance Ltd. as a joint venture company for selling food ingredients in Japan.



Food Science (Japan)

### Mitsubishi Corporation Life Sciences

Healthy, Safe, Secure & Delicious

Mitsubishi Corporation Life Sciences Limited is a food ingredients manufacturer that promotes food and health. The company helps develop an assortment of foods and meals by leveraging the strengths of life science technologies, and is constantly working towards making a positive contribution to the creation of a healthy and fun food culture, one that puts a smile on the faces of consumers around the world.

- **Mitsui DM Sugar** Sugar Manufacturing (Japan)
- **Nitto Fuji Flour Milling** Flour Milling (Japan)
- **Nihon Shokuhin Kako** Starches & Sweeteners (Japan)
- **The Mitsuhashi** Rice (Japan)
- **Toyo Reizo** Marine Products (Japan)
- **Foodlink** Meat & Processed Meat Products (Japan)
- **Itoham Yonekyu Holdings** Meat & Processed Meat Products (Japan)
- **Japan Farm Holdings** Livestock, Meat & Processed Meat Products (Japan)
- **Salad Club** Packaged Salad (Japan)
- **MC Produce** Fruits & Vegetables (Japan)
- **WaterCell** Agricultural Support Information Service (Japan)
- **Nosan** Livestock Feed (Japan)
- **MC Agri Alliance** Coffee, Cocoa, Sesame, Spices, Edible Nuts, Edible Oils (Japan)
- **MRS** Ultra Low Temperature Carrier Vessels Operator (Japan)
- **Dairy Products Solutions** Cheese (Japan)
- **ATLAND** Land-based Salmon Farming (Japan)
- **Sunny Maize** Corn Grits (Japan)
- **Seto Futo** Grain Silos (Japan)
- **Kadoya Sesame Mills** Sesame Oil & Edible Sesame Seeds (Japan)

■ **Riverina (Australia)**  
Livestock Feed, Grains & Oilseeds (Australia)



# Food Industry Group

The Food Industry Group is engaged in businesses related to food, including food resources, fresh foods, consumer products, and food ingredients.

Our mission is to produce sustainable food resources, establish stable supply systems, and provide food that contributes to good taste and well-being, on global scale. Moreover we solve various social issues throughout the food supply chain in order to enrich people's lives and maximize our business value at the same time.

Along with sustainability management, with a view to effectively utilize cutting-edge technology and innovation, we will respond to both quantitative expansion and qualitative improvement of food worldwide and continually take on the challenge of creating the future of food.

Global Markets Dept.

Food manufacturing and sales in foreign countries

Food & Wellness Div.

■ Food Ingredients Dept. ■ Global Consumer Products Dept.

Food ingredients and blends, health materials and products, cosmetic materials, coffee, cocoa, sesame, nuts, fats and oils, etc.

Food Resources Div.

■ Grain, Oilseeds and Feed Materials Dept. ■ Sugar & Wheat Flour Dept.

Corn, wheat, soybeans, rapeseeds, feed materials, flour, sugar, starches, sweeteners, etc.

Marine Products Div.

● Cermaq Office ■ Marine Products Dept.

Seafood (tuna, salmon, trout, shrimp, etc.), processed seafood products (canned tuna, pet food, etc.), and other marine products

Farm, Dairy & Meat Produce Div.

■ Livestock & Meat Products Dept. ■ Agricultural Produce & Dairy Products Dept.

Chicken, pork, beef, processed meat products, cheese, dairy products, rice, fresh produce, etc.



**Geodesic Capital**  
Private Equity Business (USA)

**One Rock Capital Partners**  
Private Equity Business (USA)



Food Products Distribution Business (Japan)  
**Mitsubishi Shokuhin Co., Ltd.**  
**Top Share of Japan's Food Products Distribution Business**  
Mitsubishi Shokuhin Co., Ltd.'s core business is the wholesale of processed, frozen and chilled foods, alcoholic beverages, confectionaries and global products. This one-stop shop for Japan's retailers and restaurateurs is revolutionizing foods distribution, enriching food culture and supporting diverse lifestyles.

**iVision Shanghai Co., Ltd.** IT Consulting, Business Solution/System Development, Maintenance & Operation Business (China) ■  
**Mitsubishi Corporation LT (Shanghai) Co., Ltd.** Contract Logistics (China) ■  
**Mitsubishi Corporation LT Taiwan Co., Ltd.** Contract Logistics (Taiwan) ■  
**Deccan Fine Chemicals (India) Pvt. Ltd.** Agrochemicals (India) ■  
**UNIQLO (Thailand) Company Co., Ltd.** Retailer of Apparel (Thailand) ■  
**MCW Logistics Solutions (Thailand) Co., Ltd.** Inland Transportation for Automobiles (Thailand) ■  
**MC Logistics India Pvt. Ltd.** Contract Logistics (India) ■  
**Mitsubishi Corporation LT (Thailand) Co., Ltd.** Contract Logistics (Thailand) ■  
**AIGF Advisors Pte. Ltd.** Private Equity Business (Singapore) ■  
**PT. Fast Retailing Indonesia** Retailer of Apparel (Indonesia) ■  
**PT. MCLOGI ARK INDONESIA** Contract Logistics (Indonesia) ■  
**CONG TY TNHH UNIQLO VIET NAM** Retailer of Apparel (Vietnam) ■



Digital Transformation Strategy Planning, Application & Digital Platform Development Using Cutting-Edge Technology such as AI and Data Science (Japan)  
**MC Digital, Inc.**  
**Solving Problems with Cutting-edge Technology**  
MC Digital, Inc., a 100% MC-owned subsidiary, is an AI/data-science company and its mission is to "update business models by leveraging technology." Utilizing cutting-edge technologies such as generative AI, we aim to make a substantial impact on global industrial transformation across the wide range of industries that MC operates in. MC Digital, Inc. is actively engaged in developing new business and deepening collaboration with global innovation ecosystems, as well as academic and government institutions. Through these activities, we will continue to provide an extensive range of solutions to the world and make our contribution to society.



Convenience Store Business (Japan)

## Lawson, Inc.

**Convenience Store Evolution Driven by Community and Customer Needs**

By promising to deliver outstanding good taste and kindness to everyone and their local communities, Lawson aspires to become a convenience store that puts a smile on its customers' faces and allows everyone to feel at ease. Lawson strives to quickly grasp the challenges faced by society and the increasingly diversifying needs of consumers to swiftly drive innovation and enhance its products and services.

- **Life Corporation** Supermarkets (Japan)
- **Loyalty Marketing, Inc.** Coalition Loyalty Program (Japan)
- **Transaction Media Networks Inc.** Electronic Payment Services (Japan)
- **Nippon Delica Service Co., Ltd.**  
Production & Sale of Rice Balls, Bento & Prepared Food (Japan)
- **Mitsubishi Corporation Packaging Ltd.** Various Packaging and Container Products (Japan)
- **Nippon Care Supply Co., Ltd.** Rental and Wholesale of Long-term Care Equipment (Japan)
- **Whitehealthcare Inc.** Health Insurance Association Management Support Services (Japan)
- **Kanro Inc.** Manufacture and Sale of Confections and Food (Japan)
- **Mitsubishi Corporation LT Inc. (MCLOGI)** Contract Logistics Business (Japan)
- **Gauss, Inc.** Warehouse Robots, Warehouse Sharing Services (Japan)
- **PeptiGrowth Inc.**  
Growth Factor Alternative Peptide for Regenerative Medicine and Cell Therapy (Japan)
- **Marunouchi Innovation Partners Co., Ltd.**  
Private Equity Business (Japan)
- **Double Bridge Infrastructure Inc.** Private Infrastructure Fund (Japan)
- **Mitsubishi HC Capital Inc.**  
Leasing, Installment Sales, Other Financing (Japan)
- **Mitsubishi Auto Leasing Corporation** Auto Leasing (Japan)
- **Industry One, Inc.**  
DX Consulting & DX Platform/Solution Business (Japan)
- **Chubu Electric Power Miraiz Connect, Inc.**  
General Lifestyle Services Provider (Japan)
- **MC Data Plus, Inc.**  
Cloud System Services for the Construction Industry, Businesses Utilizing Big Data, etc. (Japan)
- **HomeServe Japan Corporation**  
Home Repair Services (Japan)



Hospital Management Solutions,  
Medication & Medical Equipment (Japan)

## MC Healthcare Holdings Ltd.

**Serving as a Partner in Hospital Management to Support the Frontlines of Healthcare**

There are many challenges faced by the Japanese healthcare sector, such as the country's aging society and the associated increase in medical spending. MC Healthcare, Inc.'s main business activities include solutions for the management/procurement of medical supplies and medication, group purchasing services and medical equipment bulk procurement/maintenance services. Through its activities, MC Healthcare, Inc. helps to streamline daily hospital operations so that frontline healthcare workers can spend more time providing care for their patients. The company also imports and sells advanced medical devices through MC Medical, Inc.



Private Equity Business (Japan)

## Marunouchi Capital Inc.

**A Private Equity Fund Management Firm Targeting Mid- to Large-cap Companies in Japan**

Marunouchi Capital Inc. is a private equity investment management firm funded 100% by MC, pursuing buy-out investments targeting mid/large-cap companies mainly in Japan. Marunouchi Capital Inc. supports growth by leveraging MC Group's extensive industrial expertise and network.



# Smart-Life Creation Group

The Smart-Life Creation (S.L.C.) Group is committed to creating a prosperous society and a "smart-life" in the form of improved lifestyles for consumers by launching a variety of B2C businesses that address social issues and consumer needs in each region and country, and organically linking them with B2B businesses such as finance, digital, and logistics.

### Retail Div.

■ **Retail Network Dept.** ■ **Alliance Development Dept.**

Retail business, point-based loyalty programs, payment-related services, data-driven marketing, etc.

### Apparel & S.P.A. Div.

■ **Apparel Business Dept.**

Clothing, fashion accessories and household goods, footwear, retail business, etc.

### Healthcare Div.

■ **Healthcare Dept.** ■ **Bio-Fine Chemicals Dept.**

Medical equipment/materials, nursing care business, pharmaceutical/agrochemical raw materials & intermediates, solutions for medical institutions, etc.

### Logistics & Food Distribution Div.

■ **Logistics Business Development Dept.** ■ **Food Distribution Dept.**

Global contract logistics services, reinsurance business, food distribution (processed foods, chilled foods, confectionary, liquor), various packaging and container products

### Financial Business Div.

■ **Merchant Banking Dept.** ■ **Leasing Business Dept.**

Private equity business, leasing business

### Smart Service Div.

■ **Digital Business Development Dept.** ■ **Global Service Dept.**

■ **Community Service Dept.**

Leverage AI and digital technologies to develop solutions and services that help to solve challenges that industries and companies are facing



### Diamond Generating Corporation (DGC) (USA)

#### Developing Power Businesses in the Americas

DGC manages MC's power businesses in the Americas. Its operations include power generation, distributed power generation (Nexamp, Inc.) and energy trading (Boston Energy Trading and Marketing LLC).

**Boston Energy Trading and Marketing LLC**  
Energy Trading & Marketing Business (USA)

**Nexamp, Inc.**  
Distributed Solar Power Business (USA)

**Diamond Generating Corporation Mexico, S. de R.L. de C.V.**  
Power Generation Business, Development and Management in Mexico (Mexico)



### N.V. Eneco (Netherlands)

#### Developing Integrated Energy Businesses in Europe

N.V. Eneco - mainly focusing on markets in the Netherlands, Belgium and Germany - is developing its renewable power generation business as well as its electricity/gas trading, electricity/gas retail, and district heating supply businesses.



### Diamond Generating Asia, Limited (DGA)

(Hong Kong)

#### Developing Power Businesses in Asia, Oceania, and the Middle East

DGA functions as MC's power generation platform in Southeast Asia, Oceania and the Middle East—regions where energy demand continues to grow. The company is working to expand its operations throughout the region to meet such demand. Furthermore, DGA Energy Solutions Australia Pty Ltd. was established in Melbourne, Australia in 2023 and is engaged in development of next-generation energy projects.

**Diamond Transmission Corporation Limited (DTC)**

Power Transmission Business (UK)

**Bboxx Limited** Distributed Power Supply Business (UK)

**OVO Group Limited** Electricity and Gas Retail Business (UK)



### ElectroRoute Holdings Limited (Ireland)

#### Energy Trading and Service Business in Europe and Japan

ElectroRoute Holdings Limited is engaged in spot, futures, international, and other forms of energy trading in the matured European energy market. The company is a comprehensive service provider offering energy-trade support to power producers, end consumers, and retailers. It has also expanded its business activities to Japan, a region where energy market deregulation progresses, through the establishment of ElectroRoute Japan K.K.



### Umm Al Houl Power Company (Qatar)

#### Commencement of Gas-fired Power Generation & Desalination Project in Qatar

The gas-fired power generation and desalination project in Qatar began commercial operation in 2018, and providing electricity and water for 25 years. This project will help MC provide Qatar with a stable supply of electricity and water.

● Affiliated company



### Mitsubishi Corporation Energy Solutions Ltd. (Japan)

Developing Power Generation Business in Japan

Mitsubishi Corporation Energy Solutions Ltd. is responsible for formulating business strategies, providing corporate functions, and centrally managing human resources and funds for its group companies, including subsidiaries such as Mitsubishi Corporation Offshore Wind Ltd. and Mitsubishi Corporation Clean Energy Ltd., ensuring the optimal operation of domestic power generation businesses.

Mitsubishi Corporation Clean Energy Ltd.  
Renewable Energy Business, etc. (Japan)

Mitsubishi Corporation Offshore Wind Ltd.  
Offshore Wind Power Generation Business (Japan)

■ MC Retail Energy Co., Ltd. (Machi-Ene) Power Retail Business (Japan)



## Power Solution Group

Power Solution Group consists - International Power Div., Utility Retail Div., Power Business Development Div., and Domestic Power Business Office. Our group is responsible for producing (generating) renewable energy, adjusting electricity that fluctuates by the weather (supply-demand adjustment), and delivering adjusted electricity along with high value-added services. We are engaged in a variety of initiatives to meet customer demands through these businesses in the value chain.

Our aim is to contribute to the society's sustainability and realization of decarbonization through renewable energy business that significantly contributes to decarbonization, power trading business in particular spot and futures trading in the power market for supply-demand management to compensate for the intermittency of renewable energy, and the development of green hydrogen business which is expected to be the next-generation energy resource enabling decarbonization of the non-electrified areas, our counterparties who benefits from our value added services.

#### International Power Div.

■ Americas Power Business Dept. ■ Europe Power Business Dept.

Overseas power generation business, power & gas trading business, distributed power supply business, retail business, district heating supply business, hydrogen business

#### Utility Retail Div.

■ Power Service Dept. ■ Power Trading Dept.

Power trading business, power retail business

#### Power Business Development Div.

■ New Energy Solutions Dept. ■ Asia & Oceania Power Business Dept. ■ Power Business Development Dept.

International power generation business, international and domestic power transmission business, next-generation energy business, AI/EX value chain business development

Domestic Power Business Office Domestic power generation business

■ DGA Energy Solutions Australia Pty Ltd.  
Developing Power Solutions Business in Australia (Australia)