

MC Business

MC maintains a global operational presence through its corporate staff and its six business groups. Creating new value and contributing to the enrichment of society through our business activities is one of the main principles underpinning the capacity of MC to help create sustainable societies.

MC Business Model

MC is engaged in virtually every field of business through its trading activities and business investments. The essence behind this diversity is MC's ability to work with customers to uncover their needs and to conceive new business models, all while ensuring that necessary steps are taken to manage risk. Our business transactions and investments are fully supported by a wide range of resources available both in-house and from our affiliates. In this way, MC is able to ensure that the functions and services these businesses need are being provided reliably and are promoting the growth of each company.

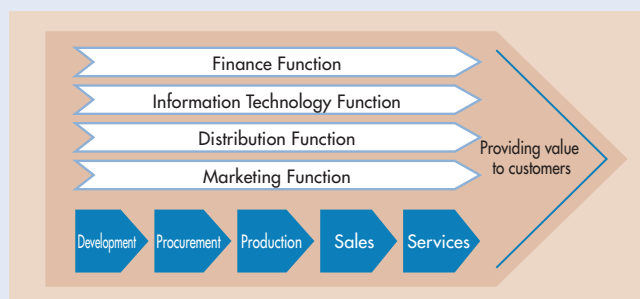
One example of this approach is our trading business, a mainstay of MC operations throughout our long history. We utilize the wealth of information gathered by our frontline businesses to provide high value-added services that combine our capabilities in finance, information technology, distribution, marketing and other functions.

In planning new business ventures with its partners, MC procures the necessary resources and develops business models designed to add value. At the same time we share potential risks

and leverage our organizational strengths and global network. We offer the best possible solution and provide the necessary support for each stage of business from development and procurement to production, marketing and services. MC also plays an important role in combining distinctive businesses and in coordinating customer affiliations.

Finally, MC strives to anticipate the direction in which society and markets will move, and to take the initiative in developing new businesses and solutions in response to those changes.

MC's Value Chain



Financial Highlights

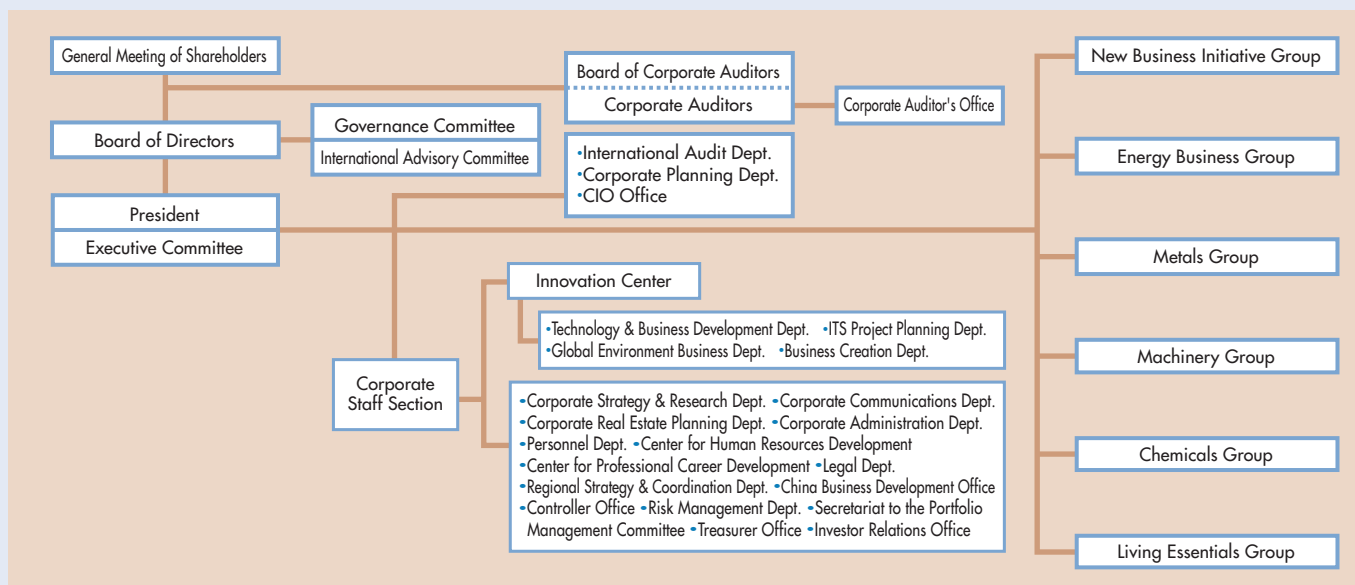
Mitsubishi Corporation and Subsidiaries
Years Ended March 31

		Millions of Yen	
		2005	2006
Performance Measure	Operating transactions*1	¥17,132,704	¥19,067,153
	Gross profit	877,763	1,051,481
	Net income	182,369	350,045
	Core earnings*2	330,528	537,410
Amounts per Share (yen)	Shareholders' equity	18.00	35.00
	Net Income per Share	116.49	215.38







*1 Operating transactions is a voluntary disclosure commonly made by similar Japanese trading companies, and is not meant to represent sales or revenues in accordance with U.S. GAAP.

*2 Core earnings = Operating income (before the deduction of provision for doubtful receivables) + Interest expense (net of interest income) + Dividend income + Equity in earnings of affiliated companies

MC Organizational Chart



Business Group Highlights

Business Group Highlights	Fiscal 2006 Results	Main Products and Services
 New Business Initiative Group	Operating transactions: ¥273,576 million Net income: ¥19,390 million Segment assets: ¥690,830 million	<ul style="list-style-type: none"> ■ ICT-related business (IT solutions and services, network services, IT-related consulting, others) ■ Management buyouts, venture business incubation, M&A support, securitization, operating leases, asset management, others ■ Logistics business (parts and product distribution, tramp chartering, tank terminals, others), insurance business (comprehensive insurance solutions, captive insurance, others) ■ Comprehensive solutions for hospitals, nursing care and rehabilitation services, community health care support, others ■ Foodservice business, content business, e-commerce business, publishing, human resources management, call centers, mobile phone-related business, others
 Energy Business Group	Operating transactions: ¥4,533,390 million Net income: ¥75,061 million Segment assets: ¥1,501,723 million	<ul style="list-style-type: none"> ■ LNG (liquefied natural gas), LPG (liquefied petroleum gas), crude oil, gasoline, naphtha, kerosene, diesel oil, heavy oil, lubricating oil, asphalt, other petroleum products, Orimulsion®, anthracite, coal coke, petroleum coke, carbon black feedstock, coal tar and tar products, carbon fibers and activated carbon artificial graphite electrodes, oil and gas exploration and production, new energy development, energy-conservation system development, electricity and heat supply business, others
 Metals Group	Operating transactions: ¥4,184,986 million Net income: ¥135,780 million Segment assets: ¥2,669,659 million	<ul style="list-style-type: none"> ■ Iron ore, coking coal, thermal coal, auxiliary materials, raw materials for stainless steel such as nickel and chrome, ferro-alloys, non-ferrous metal raw materials such as copper and aluminum, non-ferrous metal products, precious metals, automotive body parts, pig iron, scrap steel, steel sheets and coils, steel tubes and pipes, stainless steel, other steel products, others
 Machinery Group	Operating transactions: ¥3,354,085 million Net income: ¥70,350 million Segment assets: ¥2,456,423 million	<ul style="list-style-type: none"> ■ Plant and machinery for power generation, power transmission and transformer facilities, elevators, railroad carriages, transportation systems, plant and equipment for gas/petroleum/chemical industries, steel making equipment, non-ferrous metals-manufacturing equipment, cement equipment, mining machinery, ships, offshore facilities, waste treatment equipment, environmental protection facilities, automobiles, construction equipment, machine tools, printing machinery, aircraft, aircraft engines, aircraft interiors and equipment, defense-related electronics, space-related equipment, others ■ Planning, design and implementation of construction projects, sales and leasing of houses, development of office buildings and commercial facilities, real estate brokerage and securitization business, PFI business, overseas construction and civil engineering projects, others ■ Project development, electricity sales and construction and operation of electricity, water and other social infrastructures, automobile manufacturing and sales and dealer finance, chartered ships for FPSO/FSO, food recycling, satellite communications, high-resolution digital satellite images, information security business, ASP business, aircraft leasing, others
 Chemicals Group	Operating transactions: ¥1,945,093 million Net income: ¥19,595 million Segment assets: ¥707,681 million	<ul style="list-style-type: none"> ■ Petrochemical products, fertilizers, inorganic chemical products, synthetic plastics and plastic products, functional materials, electronic materials, food and feed additives, pharmaceutical and agricultural chemical intermediates manufacturing, life science business, advanced materials, others
 Living Essentials Group	Operating transactions: ¥4,790,470 million Net income: ¥48,571 million Segment assets: ¥1,943,991 million	<ul style="list-style-type: none"> ■ Rice, wheat, wheat flour, corn, sugars and other sugar, starch, corn grits, brewing malt, hops, soybeans, rapeseeds, sesame seeds, oil and fat products, chicken and pork, processed meat products, soybean meals, rapeseed meals, grain by-products, roughage, others ■ Processed foods, soft drinks, raw tea products, canned foods, liquor, confectionery and confectionary ingredients, health foods, pet foods, tuna, marine products, frozen and chilled products, cheese, dairy products, coffee and cocoa ingredients, fruit juices, fruit and vegetables, others ■ Textile raw materials, yarn and knitted fabric, industrial textiles, optical fiber, apparel, brand business, furniture, shoes, household products, tires, paper, packaging materials, pulp, woodchips, construction materials, cement, silica sand, others ■ Retail management solutions, marketing research, logistics engineering, sales promotion service, others