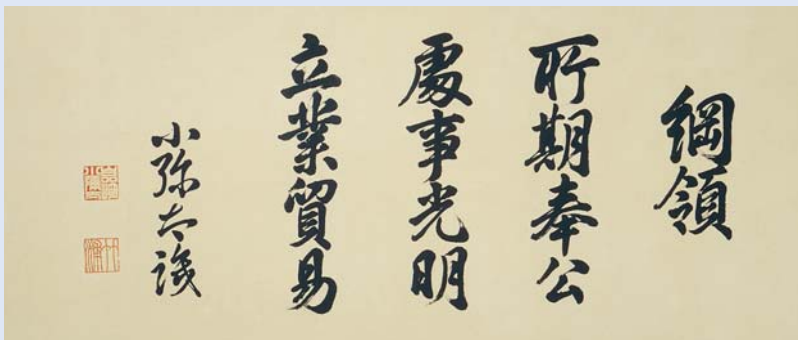


# MC Business

The Three Corporate Principles of MC have guided the company's business vision since its founding. This helps us to develop common principles and guidelines for corporate behavior and environmental activities. Our business activities move forward according to a medium-term management plan as we try to achieve both growth for the company and sustainable development for society at large.

## Corporate Social Responsibility (CSR) Vision

### Three Corporate Principles



#### Corporate Responsibility to Society "Shoki Hoko"

Strive to enrich Society, both materially and spiritually, while contributing towards the preservation of the global environment.

#### Integrity and Fairness "Shoji Komei"

Maintain principles of transparency and openness, conducting business with integrity and fairness.

#### International Understanding through Trade "Ritsugyo Boeki"

Expand business, based on an all encompassing global perspective.

### Corporate Standards of Conduct

#### 1. Aim of Corporate Business Activities

Through its business activities, MC will endeavor to increase its value. At the same time, the company will strive to enrich society in all ways, developing and offering its customers the best services and products, with the highest regard for safety.

#### 2. Fairness and Integrity in Corporate Business Activities

MC will continue to develop its business activities in compliance with all relevant laws, international regulations and internal rules. The company will act responsibly and will respect the highest social standards.

#### 3. Respect for Human Rights and Employees

MC will respect human rights and will not engage in any discrimination. The company will preserve and improve its corporate strengths through the development of its employees, all the while respecting the character and individuality of each employee.

#### 4. Information Security and Disclosure

While MC will continue to develop, implement and improve the effectiveness of its information security management system, at the same time the company will disclose information accurately and in a timely fashion, so as to maintain transparency and be correctly understood by both its stakeholders and the general public.

#### 5. Consideration for Environmental Issues

MC understands that an enterprise cannot continue to prosper without consideration for its environmental performance, and will strive to protect and improve the global environment and pursue sustainable development through all aspects of its business activities.

#### 6. Contribution to Society

As a responsible member of society, MC will actively carry out philanthropic programs in an effort to promote the enrichment of society. Moreover, the company will support efforts of its employees to contribute to society.

### Mitsubishi Corporation Environmental Charter

#### Basic Philosophy

As a sound global enterprise, MC recognizes that an enterprise cannot continue to exist without consideration for its environmental performance. We will strive to preserve and improve the global environment and pursue sustainable development through all aspects of our business activities.

#### Guidelines for Corporate Action

##### 1. Conformity with Environmental Laws and Regulations

We will act in accordance with environmental laws and regulations of the national and local authorities to prevent environmental degradation in the countries where we operate. We will also adhere to relevant international conventions and incorporate respect for international standards.

##### 2. Natural Environment

We will develop resources, pursue investments, and promote transactions with careful consideration of the environmental impacts of our activities on local communities and ecosystems.

##### 3. Resources and Energy

We will actively promote the efficient use and reuse of natural resources and energy while also employing forms of energy that minimize the environmental impacts of our operations.

##### 4. Recycling Economy and Society

We will contribute to the development of a sustainable recycling economy and society where resources are wisely used and waste is minimized, through the introduction of new technologies and the efficient utilization of our information.

##### 5. Environmental Management System

In accordance with this Environmental Charter, we will seek ways to continually improve our environmental management system.

##### 6. Announcement and Public Release of the Environmental Charter

This Environmental Charter will be disseminated among the management and all employees of MC. The company will promote environmental education to ensure that these principles are understood and acted upon throughout the organization. In addition, our Environmental Charter will be made available to the public.

# Overview of the INNOVATION 2007 Medium Term Management Plan

In 2005, MC inaugurated the INNOVATION 2007 medium term management plan as the guideline for its business activities. Our objective under this plan is to develop into a company capable of creating sustainable value, to create new paradigms by reshaping industry to reflect market needs and to suite the needs of the times and to support the creation of the new industries that will drive the next generation.

After the initial 2-year "hop" period, we entered the "step" phase in fiscal 2006 and fiscal 2007, which we have defined as a period for building the mechanisms required for

sustainable growth. During this period, we are taking advantage of the modest growth in the world economy to actively invest both in programs that bring new strength to our core businesses and in new businesses that address the needs of today's societies and customers.

INNOVATION 2007 will enable MC to develop as a company with the global networks and scale to lead and drive reform. As we do this, we will also continue to play our role as a trusted and respected corporate citizen.

## INNOVATION 2007

### Theme **Opening Up a New Era**

In the middle of large-scale transitions, grasping change to sustain growth over the medium and long terms

### Vision **A New Industry Innovator**

Opening Up a New Era, and Growing with Society

### 1 Grasping Change and Opening Up a New Era for MC

- Strengthening core businesses
- Creating new businesses that meet social and customer needs

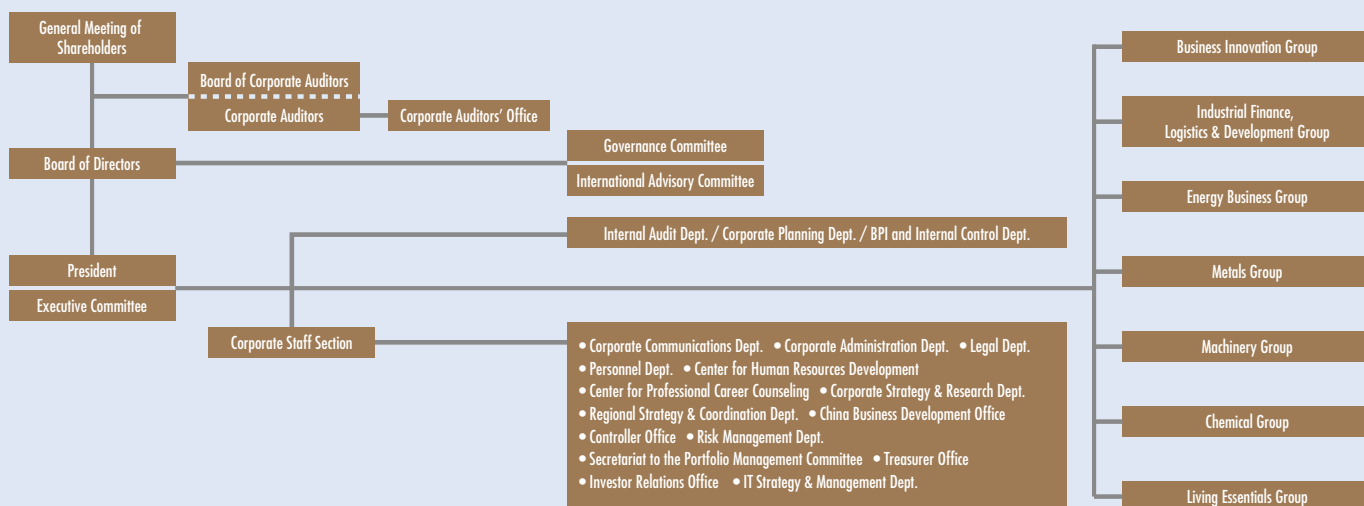
### 2 Developing Human Assets

Retaining and nurturing human resources and enhancing their business sensitivity

### 3 Solidifying Our Ground

Continuously strengthening MC's management system

## MC Organizational Structure (As of July 1, 2007)



# Business Model and Value Chain

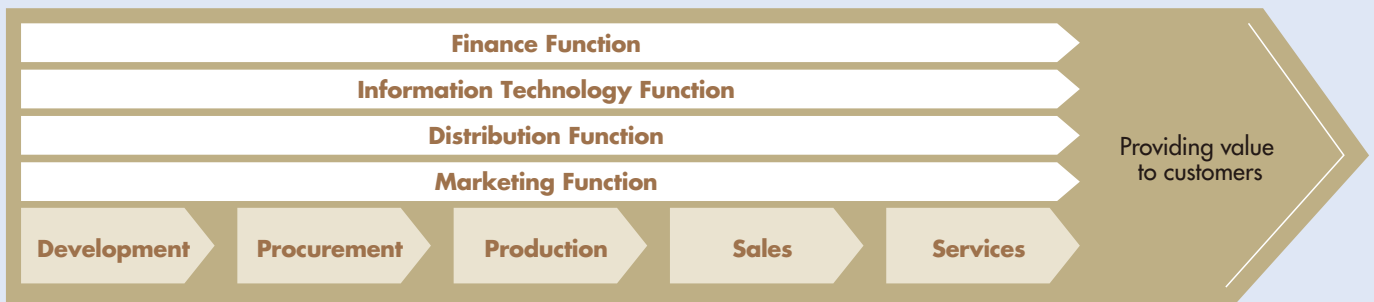
## MC's Business Model

MC uses its domestic and international networks to engage in a wide range of businesses encompassing such domains as energy, metals, machinery, chemicals, foods and materials. We do more than just trade and manufacture products; we also provide a comprehensive menu of services that integrates financial, information, distribution and marketing functions. In addition, we are active participants in areas such as resource and project development. Business investments, which account for more than 70% of our earnings, are an area in which we proactively take on risk as we develop new businesses.

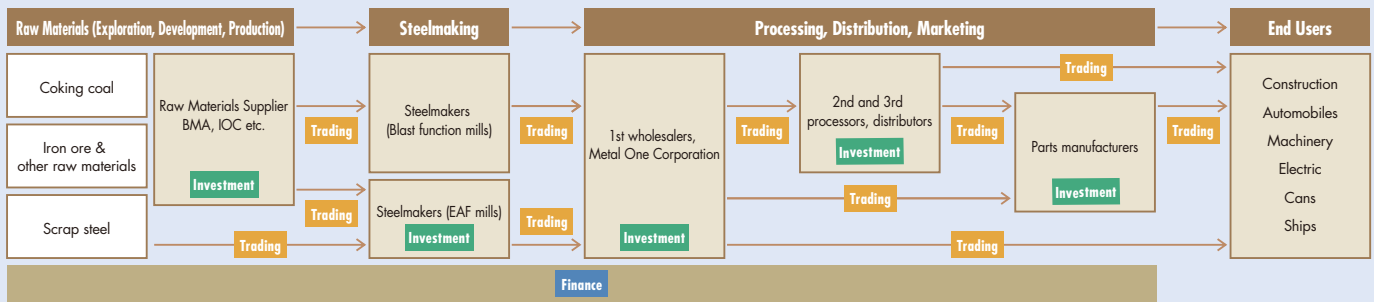
## MC's Value Chain

One of the significant aspects of MC's business is the "value chain," which is a mechanism that enables us to add new value during the flow of a product through development, procurement, production, sales and after-sales servicing. MC is involved in the entire value chain in many different business domains, and it is this ability to understand and manage the whole chain that underlies our business approach and enables us to develop high value-added businesses.

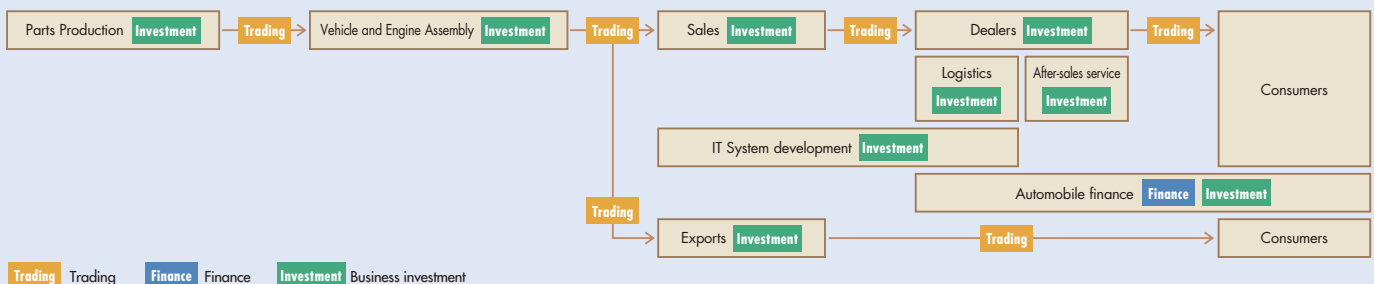
## MC's Value Chain



### [Case 1] Steel Industry Value Chain



### [Case 2] Automobile Sector Value Chain



Trading Trading Finance Finance Investment Business investment

# Business Group Overview

Business Group Overview	Main Products and Services
 <p><b>Business Innovation Group</b> Changes in the structure of industry around the world and technological innovation are rapidly progressing. Amid these trends, the Business Innovation Group seeks to establish a foundation for generating large profits, by aggressively leading the market in the development of competitive businesses in high-growth fields of industry in which MC can obtain a basis for future growth.</p>	<ul style="list-style-type: none"> <li>• Business incubation of advanced technologies, development of new businesses in the electronics, ITS and automotive industries;</li> <li>• Solar power, biofuels, emissions reduction, water-related and resource recycling businesses;</li> <li>• ICT-related business (IT solutions and services, network services, IT-related consulting services, information security business and ASP businesses, others);</li> <li>• Comprehensive solutions for hospitals, nursing care and rehabilitation services, community healthcare support, food services/delivery businesses;</li> <li>• Content business, e-commerce business, publishing, human resources management, call centers, mobile phone-related business, outdoor advertising, settlement infrastructure, others.</li> </ul>
 <p><b>Industrial Finance, Logistics &amp; Development Group</b> This group aims to generate sizeable profits from the development of a shosha-type industrial finance business—fusing expertise in finance with expertise in real estate, construction, logistics to provide comprehensive finance solutions based on strengths and approaches different than those of financial institutions.</p>	<ul style="list-style-type: none"> <li>• Buyout investments, alternative fund investments, asset management;</li> <li>• Real estate and infrastructure funds related business, leasing business, airline-related business;</li> <li>• Real estate development, commercial facility development and operation, sales and leasing of houses and condominiums, construction, real estate consulting, PFI business, overseas real estate business;</li> <li>• Parts and product distribution, tramp chartering (bulklers), terminals business, insurance solutions business, others.</li> </ul>
 <p><b>Energy Business Group</b> In addition to developing and investing in oil and gas projects, the Energy Business Group trades in crude oil, petroleum products, LPG, LNG, carbon products and other products.</p>	<ul style="list-style-type: none"> <li>• 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, others.</li> </ul>
 <p><b>Metals Group</b> Through business development based on logistics and investment, the Metals Group creates value by building integrated value chains extending from raw materials to products.</p>	<ul style="list-style-type: none"> <li>• Iron ore, coking coal, thermal coal, auxiliary materials, raw materials for stainless steel such as nickel and chrome, ferro-alloys, nonferrous metal raw materials such as copper and aluminum, nonferrous 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.</li> </ul>
 <p><b>Machinery Group</b> The Machinery Group is building and expanding value chains by applying industry knowledge and capabilities to a wide range of areas. These include project development, networking and financing.</p>	<ul style="list-style-type: none"> <li>• Facilities and machinery for power generation, power transmission and transformer facilities, transport and import of nuclear fuel, elevators and escalators, power projects outside Japan, sales of electricity in Japan, and on-site power generation projects;</li> <li>• Petrochemical plants, natural gas and petroleum plants, machinery for production of steel and non-ferrous metals, cement-production machinery, mining machinery, port facilities, off-shore marine structures, agricultural machinery, construction machinery, food machinery, machine tools, tire production machinery, printing machinery;</li> <li>• Ships and vessels, marine machinery, operation of vessels, rolling stock, signals, communications systems and transformer facilities for railways, railway project development, traffic control systems, satellite communications, high-resolution digital satellite images, aircraft, aircraft engines, aircraft interiors and equipment, defense-related electronics, and space-related equipment and development;</li> <li>• Motor vehicles (entire cars, assembly parts, spare parts, production facilities), others.</li> </ul>
 <p><b>Chemicals Group</b> The Chemicals Group contributes to the creation of an affluent society by supplying essential chemicals and chemical products to numerous industries. These chemicals include raw materials for synthetic resins and fibers, chemical fertilizers, inorganic raw materials, industrial salts, plastics, electronics materials, and life science products.</p>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
 <p><b>Living Essentials Group</b> The Living Essentials Group trades in products and develops businesses that support the daily lives of consumers in fields related to food, clothing and housing. It operates in a wide range of spheres from the procurement of materials to the consumer market.</p>	<ul style="list-style-type: none"> <li>• Rice, wheat, barley, wheat flour, corn, sugar, starch, corn syrup and other sweeteners, corn grits, brewing malt, hop, soybean, rapeseed, sesame seed, oil and fat products, chicken and pork, processed meat products, vegetable protein, grain by-products, roughage;</li> <li>• Processed foods, soft drinks, raw tea products, canned foods, liquor, confectionery and confectionery ingredients, health foods, pet foods, tuna, marine products, frozen and chilled products, cheese, dairy products, coffee and cocoa ingredients, fruit juices, fruit and vegetables;</li> <li>• Textile raw materials, yarn and knitted fabric, fashion apparel, footwear, household goods, furniture and interior products, brand business, raw materials for paper (including wood chips and pulp), paper, paperboard, packaging materials, construction materials, cement, glass raw materials, tires, industrial textiles, enhanced materials, electronic equipment;</li> <li>• Retail management solutions, marketing research, logistics engineering, sales promotion service, others.</li> </ul>