

Medium-Term Management Plan — INNOVATION 2009

INNOVATION 2009 is MC's current medium-term management plan covering the two-year period ending March 31, 2010. Carrying on the same basic theme as its predecessor, INNOVATION 2007, this plan envisions MC as "A New Industry Innovator" that sustains growth in tandem with present-day needs by creating new business and adapting existing businesses to rapidly changing trends. Under this plan, MC has been executing management initiatives to realize three basic concepts: Grasp Change and Open Up A New Era (Develop Growth Strategy); Develop Human Assets (Utilize and Develop Human Assets); and Reinforce Internal Systems (Continuously

Strengthen the Management System). In an era high in uncertainty, MC regards the INNOVATION 2009 period as one for both building on its achievements to date and consolidating its prospects for the future. In line with this thinking, MC hopes to create future growth drivers while enhancing the quality of its business portfolio by prioritizing resources more than ever before.

INNOVATION 2009 also calls for the strengthening of CSR and for MC to develop businesses that promote sustainable development and growth, particularly through environmentally-friendly enterprises.

Stakeholder Relations

Business development at MC is undertaken with due regard for the concerns of our various stakeholders. MC aims to balance the interests of a variety of stakeholders set in a stakeholder triangle comprising of customers and partners, shareholders and creditors, and employees.

By engaging key external stakeholders representing the communities where we operate and civil society at-large, we are working to create a sustainable society by building even stronger relationships with stakeholders globally.

INNOVATION 2009 — Opening Up A New Era —

Vision

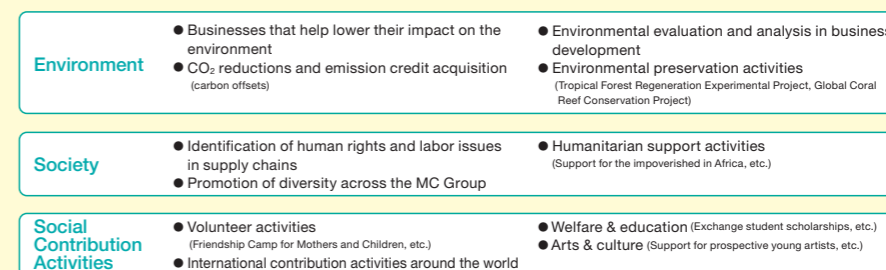
Sustain growth along with society by seizing upon global change to create new-era trends.

A New Industry Innovator

Basic Concept



MC's Stakeholder Triangle and Approach to CSR and Environmental Affairs



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 Code of Conduct

Basic Policy

All officers and employees of Mitsubishi Corporation (the "Company") must comply with all applicable laws, rules and regulations where they operate, international standards and rules, and all internal corporate rules and policies. In addition, all officers and employees of the Company must act in a socially responsible manner by complying with the highest ethical standards in the conduct of their business.

Basic Principles

1. Respect human rights, and do not discriminate on any basis, and engage in any form of harassment.
2. Maintain a high regard for environmental considerations in conducting our business operations, ensure that our business is conducted in an environmentally sustainable manner, and comply with treaties, laws and regulations concerning the environment.
3. Promote fair business practices and comply with trade rules, regulations, and internal corporate rules and policies.
4. Comply with the rules and regulations of international trade.
5. Protect and properly use confidential and proprietary information, protect the rights of the Company and respect the rights of others.
6. Do not engage in insider trading.
7. Avoid conflicts of interest with the Company; maintain a distinction between corporate and private business.
8. Record and report accounting and financial information in a timely and accurate manner.
9. Maintain proper legal and ethical standards with respect to gifts and entertainment.
10. Resolutely oppose any organization, group or individual engaged in unlawful activities and do not provide money or other types of economic benefits to them.
11. Promptly report to or consult the superiors, the Group Compliance Officers, the Domestic Branch Compliance Officers, the Foreign Regional Compliance Officers, the relevant departments, the Secretariat for the Compliance Committee, or the outside counsel in charge of Compliance upon discovering or committing any violations of this "Code of Conduct".

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.

Organizational Structure (As of July 1, 2009)

