

# We will contribute to the continuous advancement of society in line with our corporate philosophy encapsulated by the “Three Corporate Principles.”

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For the global economy, 2008 was a year of major change. The global financial crisis, which originated in the United States, rapidly impacted the world's real economy including Japan's where a combination of falling overseas demand and a stronger yen took its toll. The global economic outlook remains uncertain, despite some positive signs in the second half of 2009, such as a faster-than-expected economic recovery in China and other emerging nations.

During this period of severe change, while it is almost impossible to predict the direction ahead, the global economy may have undergone significant structural change by the time we finally emerge from the depths of this recession. Such changes could include new financial systems and regulations, as well as structural shifts in global demand. I believe we must be prepared for such changes.

At a time of tumultuous change, it is important to recognize elements that should be permanent—universal values that we must not forget. In my New Year's address to employees in January, I stressed the need to refocus on our origins. For Mitsubishi Corporation, our origins lie in the Three Corporate Principles that have constituted our corporate philosophy since our foundation.

The Three Corporate Principles espouse the cultivation of a business that contributes to the future of the world and humanity. They commit us to conduct business with fairness and integrity at all times, while seeking to balance social and environmental needs. These principles act as the conscience of MC, keeping us anchored to the need to fulfill our social responsibilities as a corporate citizen. In line with our philosophy, our goal at MC is to contribute to the continuous advancement of society while raising consolidated corporate value as a global business enterprise.

At MC, we see our response to global environmental challenges as one of our most important management issues. We are therefore actively engaged in promoting a range of initiatives aimed at realizing a sustainable society. These activities encompass every aspect of our business activities.

Three themes among many are particularly important when we consider the future of the global environment: tackling climate change; sustainable use of resources; and preservation of biodiversity. These are also areas where society

demands a high-level response from companies. We have long recognized the importance of addressing these issues and for many years have included environmental measures in business activities to address such issues. In addition to our business-based initiatives, we have striven to be an active contributor through a range of social contribution programs.

To respond to climate change, we have taken the lead in developing programs to cut greenhouse gas (GHG) emissions. We are helping to introduce new technological solutions to combat global warming, including the development of alternative and renewable energy, and to promote new frameworks aimed at reducing GHG emissions. At the same time, we are striving to improve the energy efficiency of our business operations.

To promote the sustainable use of resources, we are focusing on initiatives aimed at ensuring the efficient use and re-use of resources such as water, food and minerals. MC is engaged in several related business areas, including provision of water and sewerage services, material recycling operations, and a power supply business that generates electricity from food waste-derived biomass.

Recognizing the important role of biodiversity in supporting the glorious variety of nature, we are also involved in projects to preserve the natural environment. The Tropical Forest Regeneration Experimental Project and the Global Coral Reef Conservation Project are examples of activities we are engaged in here in Japan and abroad.

Besides our environmental activities and programs, we also attach the highest priority to considering human rights in supply chains, alleviating poverty in developing countries and other serious issues in the course of developing our business activities around the world. Accordingly, MC supports the Universal Declaration of Human Rights and the Voluntary Principles on Security and Human Rights. We will also continue to provide employment and working environments that consider the human rights of employees, who are our greatest asset. I personally make a point of creating opportunities to interact with employees to foster communication and listen to their opinions.

The world currently faces serious social and economic challenges. However, we see the current global structural

changes taking place as the perfect opportunity to create future growth drivers, given that these changes are spawning new industrial needs. In April 2009, we designated four areas for corporate development: functional, business sector, regional and customer relationship. The goal is to promote actions on a Company-wide basis that lay the foundations for future growth and ensure that growth opportunities aren't inadvertently missed. In terms of business sector development, we have been focusing on strengthening the development of businesses that offer growth prospects over the medium and long terms such as the new energy business, and the environmental and water business. I believe that these fields not only represent future growth businesses, but are also very important in the context of ensuring that MC continuously contributes to the creation of a sustainable society, in line with the Three Corporate Principles. Four committees and specialized Corporate Development Divisions spanning all business groups have been established to vigorously promote Company-wide development. Under this framework, we are implementing initiatives that bring together knowledge and expertise from the entire Company, including related business groups and corporate divisions.

The year ending March 31, 2010 marks the final year of our medium-term management plan called INNOVATION 2009 and the culmination of a six-year plan (that started with INNOVATION 2007) based on the vision of MC as “A New Industry Innovator.” Have we fulfilled this innovator role in terms of seizing upon global change and innovating new-era trends so that MC can continue to grow along with society? As we review the past five years, we must pave the way for new programs and activities. In order to realize this, we need to listen to the input and opinions of our various stakeholders like you on how we can do better to manage our business for the sustainable development of society as a whole.

**Yorihiko Kojima**  
President and CEO