

MC's CSR & Environmental Performance

As a corporate entity, MC strives to improve its corporate value through its core business activities; however, it is equally important that it also play a role in addressing the many problems that beset today's world, whether they involve environmental issues or social issues such as human rights and labor conditions.

In this section, we provide a brief introduction to MC's CSR and Environmental management system and explain what we are doing to achieve concrete results as well as the progress that we have made so far.

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Third-Party Certification by PricewaterhouseCoopers Aarata Sustainability Certification Co., Ltd.

MC has obtained third-party certification for environmental performance data, including electricity usage, paper consumption, waste volume, and CO₂ emissions, and environmental accounting from PricewaterhouseCoopers Aarata Sustainability Certification Co., Ltd. since the fiscal year ended March 31, 2009. Please refer to page 35 for environmental performance data and to page 39 for the certification report.

World Business Council for Sustainable Development (WBCSD)

Established in 1995, the WBCSD is an international association comprised of around 200 corporations that promotes business and sustainable development. MC has been a member of WBCSD since 1991, when it was known as the Business Council for Sustainable Development.



Socially Responsible Investment (SRI) Indices

In addition to traditional investments based on financial analysis, recent years have seen an increase in the number of SRI indices and funds that value and select companies on the basis of their social contributions, environmental-performance, corporate ethics, and other non-financial factors.

MC has earned a solid reputation for its CSR initiatives and transparency in the disclosure of information. Underscoring this is MC's inclusion in the following socially responsible investment (SRI) indices: FTSE4Good, an SRI index compiled by FTSE Group, a joint venture between The Financial Times of the U.K. and the London Stock Exchange; and the Morningstar Socially Responsible Investment Index (MS-SRI) of Morningstar Japan K.K. (as of August 2009).



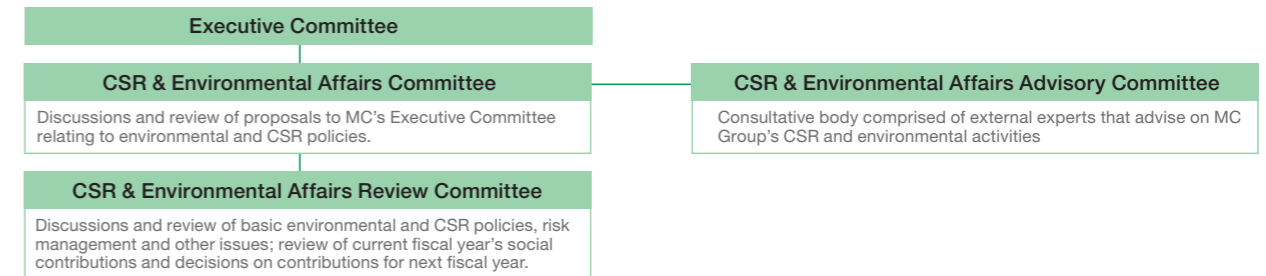
CSR & Environmental Management System

CSR & Environmental Framework

On April 1, 2008, MC established the CSR & Environmental Affairs Committee which reports directly to the Executive Committee. Two sub-committees were also created: the Environmental Policy Committee and the Social Contributions Committee. Additionally MC has appointed a Senior Executive Vice President in charge of CSR & Environmental Affairs with responsibility for supervising activities relating to environmental policies and philanthropic activities. The CSR & Environmental Affairs Advisory Committee, which is composed of outside experts, provides advice and recommendations regarding the MC Group's CSR and environmental activities. MC greatly values the objective opinions of external specialists in helping to

promote the development of the MC Group's business activities worldwide (see pages 26-27 for more details).

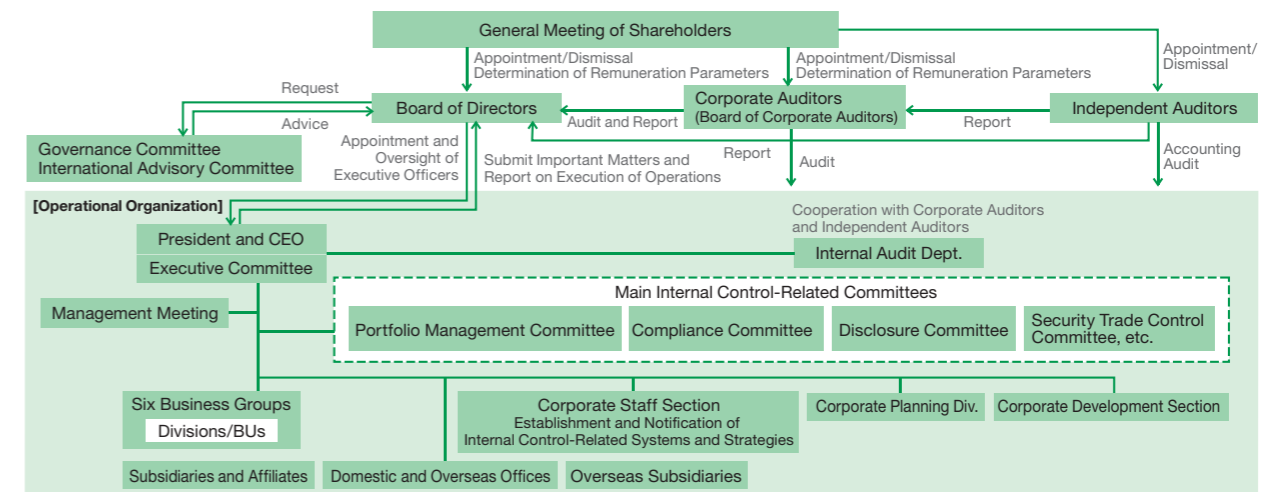
At the beginning of the fiscal year ending March 31, 2010, MC combined the Environmental Policy Committee and the Social Contributions Committee to form the CSR & Environmental Affairs Review Committee, putting in place a framework for more effectively considering specific programs and related strategies. This reorganization was implemented in response to the growing inter-relationship between environmental and social contribution activities against a backdrop of increasing demands on corporations to incorporate such activities into their core business operations.



Corporate Governance and Internal Control System

MC's corporate philosophy is enshrined in the Three Corporate Principles—corporate responsibility to society, integrity and fairness, and international understanding through trade. Guided by this philosophy, we are strengthening our management system with the aim of achieving growth that is sustainable over the long-term. Actions include appointing outside directors, introducing the executive officer system and setting up advisory committees to the Board of Directors.

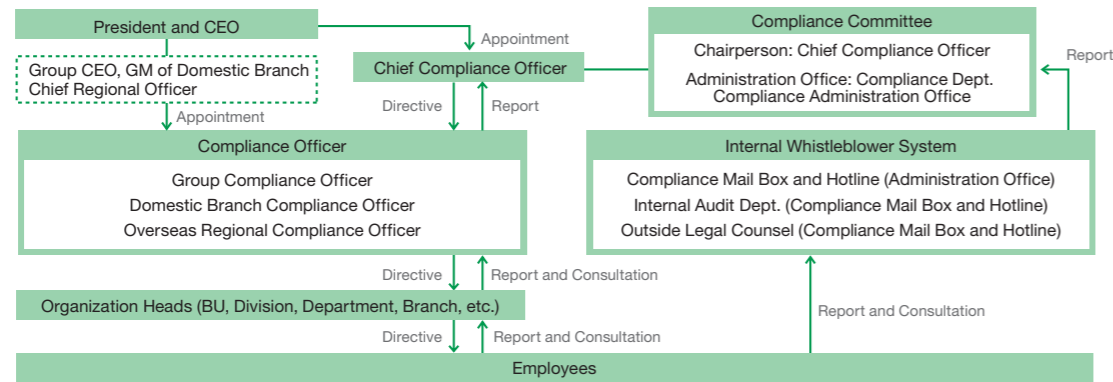
MC is continuously looking for ways to improve on its internal control systems in order to ensure that business activities are conducted properly and in conformity with laws and the Articles of Incorporation. These areas include efficient business execution; compliance; risk management; financial reporting; management and storage information; ensuring proper operation in group management; internal auditing and monitoring; and our corporate auditors.



Compliance Framework

In September 2000, MC formulated its Code of Conduct and established the post of Compliance Officer. In March 2006, the Code of Conduct was revised, and all officers and employees of MC, the parent company, are now required to sign a written commitment of adherence to this Code every year. This is part of ongoing efforts to upgrade and reinforce the compliance system. In the fiscal year ended March 31, 2009, MC carried out compliance risk analyses for each business group's organizations at Head Office and assessed the level

of compliance awareness among its staff. Through these activities, MC determined which business areas need more attention, confirmed that compliance-related activities are a fundamental part of its daily business activities, and gathered proposals for strengthening its compliance systems. We are strengthening our MC-wide compliance framework to ensure that all employees of MC and its affiliates possess a thorough understanding of compliance requirements. This remains a key initiative to realize increased corporate value.



Relationships with MC's Business Investment Partners

CSR & Environmental Considerations in MC's Investments

Loan and investment proposals are examined by the Executive Committee, which acts as the strategic decision-making body for MC. Social and environmental risks are also examined as part of this process, with some proposals receiving further review from the Board of Directors when necessary.

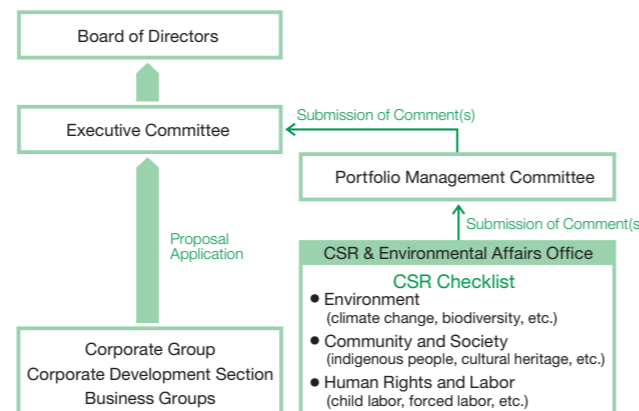
Loan and investment decisions by the Executive Committee are based on advisory input from the Portfolio Management Committee, which in turn bases its advice on comments submitted by specialized internal departments. The screening and review process is a comprehensive one, taking into account not only economic but also global environmental and social impact factors. The process is specifically guided by the following mechanisms:

- Inclusion of environmental and social impacts in loan and investment proposals
- Screening of environmental and social impacts by the CSR & Environmental Affairs Office

The CSR & Environmental Affairs Office uses the following documents to guide its screening process: Guidelines for Confirmation of Environmental and Social Considerations published by the Japan Bank for International Cooperation

(JBIC) and International Finance Corporation (IFC) guidelines. The office has also formulated a CSR checklist for consideration before advancing loan and investment proposals. In addition to screening for environmental criteria, social criteria such as human rights and working conditions are also examined with careful consideration for each country or region's unique circumstances.

Screening Process for Loan and Investment Proposals

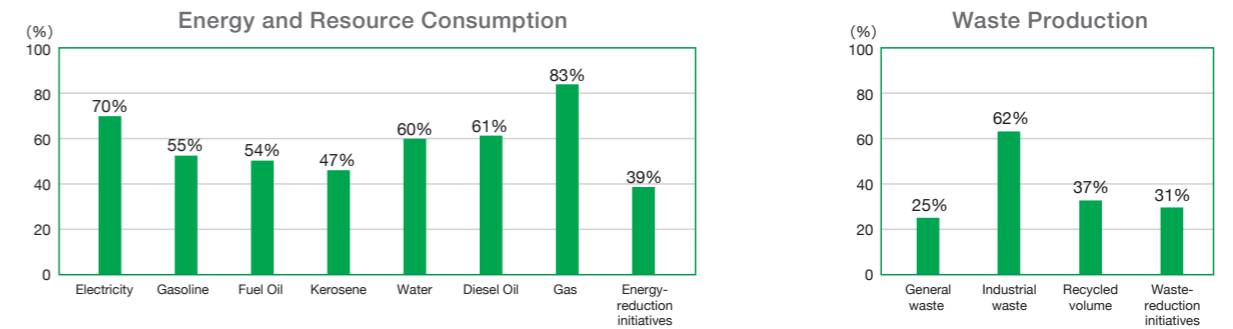


Results of Environmental Management Survey of Business Investment Partners

		Yes	No
Q1	Has your company obtained ISO 14001, Eco-Action 21* or other environmental management system certification?	16%	84%
Q2	Does your company have a management system that promotes companywide environmental management?	35%	65%
Q3	Does your company run a regular environmental education program for employees?	23%	77%
Q4	Has your company had any environmental accidents or received any environment-related complaints?	4%	96%
Q5	Does your company currently have any problems with soil or groundwater pollution?	3%	97%
Q6	Is there a risk of soil or groundwater pollution resulting from your company's operations?	23%	77%

* Implemented by Japan's Ministry of Environment, this certificated registration system is based off of ISO14001 and aimed at small and medium-sized businesses.

Proportion of MC Business Investment Partners Whose Environmental Performance Has Been Assessed



Global Consolidated CO₂ Emissions

A third-party review of CO₂ emissions data has been conducted by Bureau Veritas Japan to ensure the integrity of CO₂ emissions reporting. (Review standard references: WBCSD GHG Protocol (2004) and ISO 14064 International Standard for GHG Emissions Inventories and Verifications)

	(Unit: Tons of CO ₂)*1	
	Fiscal 2007	Fiscal 2006
Domestic network	7,821	7,946
Overseas offices (overseas regional subsidiaries' branches and overseas branch offices)	5,150	5,150
Domestic and overseas consolidated subsidiaries (incl. sub-subsidiaries)*2	1,978,236	1,792,834

*1: Scope 2 indirect emissions from electricity consumption
*2: Consolidated business investees in which MC holds a stake of more than 50%, referenced from ISO 14064 (70% reply rate)

Participation in the Carbon Disclosure Project (CDP) and Third-Party Reviews of CO₂ Emissions

MC has been participating in the Carbon Disclosure Project (CDP) since FY 2003, pursuant to which we disclose our CO₂ emissions and how we are addressing climate change. Furthermore, since the fiscal year ended March 31, 2006, we have asked Bureau Veritas Japan Co., Ltd. to conduct a third-party review of our CO₂ emissions data. The purpose of this review is to ensure the integrity of

CO₂ emissions reporting. We will continue working to optimize the methodology of our CO₂ emissions reporting as we progress towards the low-carbon society of the future.



Environmental Management

Features of MC's Environmental Management and Promotion System

MC is a hugely diverse organization, developing business across the globe in a wide range of industries. We believe that it is important to assess how our commodity trading operations, global offices and business investees impact the environment. By doing so, we improve our ability to respond to changes in the business environment that affect global social and environmental issues such as human rights and climate change. For this reason, each business group and domestic corporate center (in charge of domestic branches and offices) has a senior manager in place who reports to the president and is responsible for environmental and CSR activities. These managers oversee the development of ISO 14001-compliant environmental management systems across MC.

Environmental Impact Assessments and Methods

At the Head Office, departments directly in charge of a type of product or a business investment prepare annual environmental impact assessments (EIAs) using itemized cards to identify areas of environmental impact and quality-related effects. The act of compiling an EIA reaffirms the relationship between business activities and the environment and helps to raise the environmental awareness of employees.

In terms of MC's EIA methodology for products, MC examines the environmental impact across the product life cycle, from raw materials procurement to post-use disposal. Assessments of business investments examine the environmental impact in terms of the scope and details of activities in business sectors and business models. These assessments are conducted for both normal circumstances and emergencies. In addition to the above points, EIAs also comprehensively take into account factors such as MC's degree of influence on the product or business investment, the extent of environmental risk and any relevant environmental laws or regulations. Based on the findings of these assessments, the characteristics of each business group and the priority or emphasis given to an area in environmental management, environmental goals and targets are set and managed every year for certain selected environmental aspects.

At domestic branches and offices, assessments are conducted of environmental impact in terms of business activities and the overall operation of offices.

Environmental Reviews

MC conducts environmental reviews using operational and management techniques to examine aspects of environmental management where MC has indirect influence. These reviews

involve surveys of how environmental and social impacts are being handled, interviews and site visits to assess the status of environmental management at product suppliers, subcontractors and business investees as well as emergency responses. The results of these environmental reviews are used to provide product suppliers, contractors and business investees with suggestions and requests to make further improvements in environmental performance, with the goal of reducing the environmental impact of all parties.

In the fiscal year ended March 31, 2009, Head Office groups conducted both environmental reviews of commodity trading operations and business investees. Besides providing suggestions and requests to reduce environmental impact of reviewed parties, MC also used the reviews as the basis for developing numerical performance targets with suppliers and business investees as part of specific business development plans. Environmental reviews have proven to be a highly effective tool for developing environmental management systems (EMS) that encompass MC's supply chain.

Environmental Policy Initiatives

In addition to trying to reduce environmental impact indirectly through the environmental review process, as a matter of policy, MC is also involved in various initiatives that set and manage direct environmental performance targets and objectives. These are organized under a number of policy themes, including the promotion of businesses that contribute to reducing environmental impact; lectures and other educational programs for raising employees' environmental awareness; and voluntary environmental surveys linked to environmental conservation, environmental management and related improvements. During the fiscal year ended March 31, 2009, MC undertook initiatives connected to seven separate policy themes. The results were useful in promoting environmental businesses and conducting environmental and CSR activities based on the regional characteristics of domestic branches.

Office-Based Environmental Impact Reduction Initiatives

Direct participation by all employees in trying to reduce environmental impact is a major theme of office-based measures at MC. We have set quantitative targets for reducing the consumption of paper, electric power and other resources inside our offices. Each year we review our targets and results as part of ongoing management of this program and from the year ending March 31, 2010, we have initiated a Company-wide program in Japan called the "CO₂ Action Project" (see page 34 for more details). Through this initiative, we aim to reinforce further the effectiveness of our efforts to save energy and resources in our office-based activities.

Environmental Reviews in Product Trading Activities

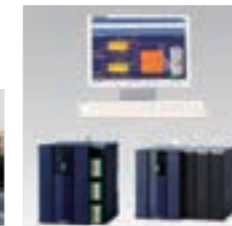
Introduction of BEMS for Datacenter Facility

The ICT Service Business Unit A of the Information & Communication Technology Business Division^{*1}, Business Innovation Group, is the building owner for a data center facility in Mitaka, Tokyo, that is a designated Class II energy management facility under Japan's Act on the Rational Use of Energy. In February 2008, in cooperation with NEDO^{*2}, the unit introduced a BEMS^{*3} for this facility and began promoting EMS-related measures. The move to the BEMS resulted in a confirmed reduction in CO₂ emissions of 2.3% for the year ended March 31, 2009. Moreover, based on detailed management of the data center facility's operation, the aim is to continue realizing annual cuts in CO₂ emissions to counteract rising energy demand from such facilities.

- *1: Following organizational changes in April 2009, this is known as the IT Services Development Division and is part of the Corporate Development Section.
- *2: New Energy and Industrial Technology Development Organization
- *3: Building Energy Management System



Mitaka Data Center



The BEMS system

EMS and Emergency Response Measures Confirmed and Evaluated at Styrene Monomer Transportation Subcontractor

In the Chemicals Group, the Commodity Chemicals Division's Petrochemical Intermediates Unit conducted an environmental review of Tsuruga Chemical Service Co., Ltd., a firm to which MC subcontracts the transportation of styrene monomer, a raw material for making polystyrene resin, synthetic rubber and other materials. The purpose of the review was to propose and improve measures aimed at preventing any environmental pollution in transportation or responding to related incidents. As a result, the company applied for official recognition of its efforts in the form of "Green Management Certification," which was awarded for the year ending March 31, 2010.



The Foundation for Personal Mobility and Ecological Transportation awarded Green Management Certification to an MC subcontractor. This recognizes outstanding environmental efforts by members of the trucking, bus or taxi industries.

Environmental Reviews in Business Investment Activities

Installation of Wastewater Purification Facilities to Protect Water Quality and Review of Operational Status and Effectiveness

Within the Industrial Finance, Logistics & Development Group, the Logistics Services Division's Tramp Chartering Business Unit initiated a review to gauge the operational status and effectiveness of wastewater purification facilities at Seto Futo Co., Ltd., an MC business investee based in the city of Kurashiki in Okayama Prefecture. This company, which uses an integrated management system covering vessel unloading, stevedoring, warehousing, shipment, and transportation services at wharves with direct access to the Seto Inland Sea, installed wastewater purification equipment to protect the quality of this body of water. Besides monitoring the entire process of installing the facilities from preparation to installation and full-scale operation, MC also asked Seto Futo to establish indicators and related performance targets so that the effectiveness of using the new purification equipment could be assessed more easily.



The installation of equipment to purify wastewater generated during onsite equipment washing was a voluntary measure to protect the quality of seawater.

Reconstruction of EMS at Functional Polymer Sales Company

In the Chemicals Group, the Functional Chemicals Division's Functional Polymers Unit provided support to Tokyo-based MC affiliate MC Yamasan Polymers Co., Ltd. in the construction of its EMS (as part of the Eco-Action 21 program). The review covered the entire process as far as gaining EMS accreditation. MC also suggested ways that the company could improve its environmental communications, an area that was pointed out for improvement in the Eco-Action 21 examination process. Later, we also checked that all of the areas pointed out by MC's President & CEO in the EMS management review for MC had been incorporated.



All employees pulled together to help obtain Eco-Action 21.

Reviews Relating to Environmental Policy Initiatives

Safer Operation and Energy Savings Confirmed Using Online Telematics for Vehicle Fleets

In the Machinery Group, the Ship, Aerospace & Transportation Systems Division's Space & Integrated Defense Systems Unit conducted a review of the "Kurumie"^{*4} online telematics service provided by Tokyo-based MC business investee Jicoux Datasystems, Inc. Using images and online data storage, this service tries to improve the safety and environmental compliance of corporate vehicle fleets. The review focused on the key aspects of driving safety, fuel efficiency improvements and CO₂ emissions reduction. It confirmed that this telematics service could contribute to corporate clients making incremental gains in energy efficiency via transparent reductions in fuel consumption and CO₂ emissions. Going forward, the company aims to help customers make further reductions in environmental impact by promoting safe and eco-friendly driving.

*4: Please refer to the following website for more details of this telematics service. URL reference: <http://www.jicoux.com/telematics> [Japanese only]



The "Kurumie" service provides customers with online access to real-time images and other detailed driving data, including vehicle movements for each driver, idling times, and the time and location of any vehicle involved in an emergency braking situation.

Environmental Impact Reductions Through Joint Domestic Sales Campaigns for Fuel-Efficient Tires

Within the Living Essentials Group, the General Merchandise Division's Living Materials Unit conducted a review within the framework of the EMS on the effectiveness of joint sales campaigns for tires that offer benefits in terms of reduced CO₂ emissions. As well as assessing progress within this product sector against targeted sales goals, the review analyzed end-user benefits and concluded that these products had achieved higher sales based on proven benefits in terms of greater fuel efficiency. In view of potential transport-related energy savings, the Living Materials Unit plans to promote the benefits of these energy-efficient tires more widely among MC customers and MC Group companies going forward to encourage greater adoption of these products.



MC handles various fuel-efficient "eco" tires made by Bridgestone Corporation, Toyo Tire & Rubber Co., Ltd. and The Yokohama Rubber Co., Ltd. (from left to right).

MC-Wide CO₂ Emissions-Reduction Program

Under the review of MC's environmental management system led by MC's President & CEO for the year ended March 31, 2009, a number of points were raised as areas to be addressed in EMS-related activities in the following year. One of these concerned the need to promote activities to reduce CO₂ emissions. In light of this, in April 2009, MC initiated the "CO₂ Action Project" as a Company-wide program in Japan to meet this objective.

In specific terms, the project involves each business group setting separate targets for "office-based CO₂ emissions reductions" and "operating and sales activities-related CO₂ emissions reductions." CSR and environmental affairs representatives appointed within each business group will also help to gather emissions-reduction ideas from employees.

CO₂ Action Project posters are displayed in MC offices throughout Japan.



Environmental Performance at MC

Electricity Consumption

(Unit: Thousand kWh)

	Fiscal 2008	Fiscal 2007
Head offices	8,569	8,536
Domestic branches	1,192	1,209
All head offices and branches in Japan	9,761	9,745

CO₂ Emissions

(Unit: Tons of CO₂)

	Fiscal 2008	Fiscal 2007
Head offices	3,672	3,658
Domestic branches	511	518
All head offices and branches in Japan	4,183	4,176

- Converted from the above electricity consumption
- The conversion from electricity consumption to CO₂ emissions was performed using coefficients contained in "Calculation worksheets (December 2007) v2.0" (2005, Japan) of the GHG Protocol Initiative Calculation Tools.

CO₂ Emissions From Logistics

(Unit: Tons of CO₂)

	Fiscal 2008	Fiscal 2007
Distribution factors	83,500	95,100

- Data collected in compliance with the Act on the Rational Use of Energy in Japan and covers domestic (Japan) transport where MC is the cargo owner.

Waste Production

	Fiscal 2008	Fiscal 2007
Waste produced (tons)	767	748
Waste recycling rate	96.3	96.2

- Waste production rose slightly in the fiscal year ended March 31, 2009 due mainly to preparations to relocate the Shinagawa head office.

Paper Consumption

(Unit: Thousand sheets)

	Fiscal 2008	Fiscal 2007
Head offices	80,322	77,511
Domestic branches	8,194	8,410
All head offices and branches in Japan	88,516	85,921

- Paper consumption rose slightly in the fiscal year ended March 31, 2009 due mainly to preparations to relocate the Shinagawa head office.

[Period]

April 1, 2008 to March 31, 2009

[Policies and Standards]

Information is provided in accordance with internal regulations such as the Environmental Management Policy Regulations and the Environmental Impact Evaluation Standards, and in compliance with relevant environmental laws and regulations.

[Scope of Aggregation]

The scope of application of MC's environmental management system (Head offices (9 groups, including Corporate, 1 branch, 1 office and 7 subsidiaries) and domestic (6 branches, 8 offices and 1 annex office))

Electricity consumption: Excludes electricity of common areas of the Mitsubishi Shoji Building, data centers, etc.)

Waste production: Head offices (Mitsubishi Shoji Building, Shinagawa office, and some other offices in Tokyo)

Paper consumption: Excludes paper consumption of data centers and some offices.

Environmental Accounting

Environmental Preservation Costs

	Investment	Expenses (Unit: Thousand yen)
Business area costs (Waste volume reduction, reduction and recycling expenses)	—	9,373
Upstream and downstream costs (Expenses for reducing environmental impact, including packaging and containers)	—	140
Administration costs (Expenses related to environmental management, the dissemination of environmental information, etc.)	—	261,221
R&D costs (Projects related to coral reef preservation and tropical rainforest regeneration, etc.)	—	86,967
Social activity costs (Foundations, funds, university lecture endowment, etc.)	—	337,744
Environmental remediation costs	—	—
Total	—	695,444

Environmental Preservation Benefits/Economic Benefits

	Environmental Preservation Benefits	Economic Benefits
Waste production	▲ 15t	¥765,000
Paper consumption	▲ 2,812 thousand sheets	▲ ¥5,198,000
Electricity Consumption	▲ 33 thousand kWh	▲ ¥18,598,000

- Environmental preservation benefits and economic benefits are calculated by subtracting actual results in the fiscal year ended March 31, 2009 from actual results in the fiscal year ended March 31, 2008.

[Significant Matters as Basis for Environmental Accounting]

Reporting period: April 1, 2008 to March 31, 2009

Reference guidelines: Ministry of the Environment's Environmental Accounting Guidelines 2005

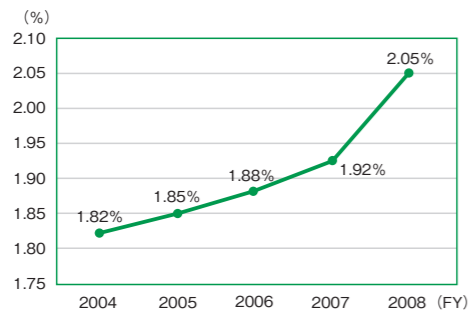
Scope of aggregation: Head offices (Mitsubishi Shoji Building, Shinagawa office, and some other offices in Tokyo). However, waste production relates only to the Mitsubishi Shoji Building and Shinagawa office.

Other: Amounts less than ¥1,000 have been rounded

Social Performance

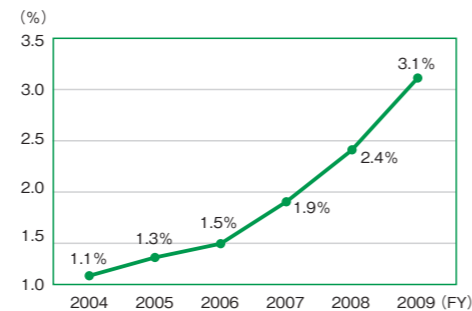


Employment Rate for Disabled People*1



*1 Based on MC in Japan and 1 designated special subsidiary

Proportion of Female Managers*2



*2 Non-consolidated basis (Global basis, includes secondees)

Respect for Human Rights

Basic Stance on Human Rights

MC believes that respect for human rights is an important component of CSR in the development of its global business. MC's Code of Conduct stipulates clearly that the company will "respect human rights; will not engage in discrimination on the basis of race, ethnicity, creed, religion, or any other grounds; will not tolerate sexual harassment; will foster a proper understanding and awareness of the issue of human rights; will respect the cultures, customs, and language of other countries

and regions; and will promote and maintain harmony with the international and local communities in which it operates." MC also supports all international norms and codes regarding human rights, including the Universal Declaration of Human Rights*1, the core labor standards of the ILO*2 (International Labour Organization) and the Voluntary Principles on Security and Human Rights*3.

- *1: The declaration was adopted as a "common standard of achievement for all peoples and all nations" to secure respect for the rights and freedoms of individuals. It was adopted in 1948 at the Third Session of the General Assembly of the United Nations. The UN later adopted two international covenants on human rights that effectively made many of the provisions of the Universal Declaration binding for states that ratified them: The International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights. MC endorses these international covenants and makes specific reference to compliance with them in the MC Code of Conduct.
- *2: The International Labour Organization (ILO) has identified eight ILO Conventions pertaining to issues ranging from discrimination and minimum working age to the worst forms of child labor. MC

- endorses all eight Fundamental ILO Conventions and makes specific reference to compliance with them in the MC Code of Conduct.
- *3: The Voluntary Principles on Security and Human Rights were formulated through multipartite discussions whose aim was to guide companies in maintaining the safety and security of their operations while ensuring respect for human rights and fundamental freedoms and is based on the UN Basic Principles on the Use of Force and Firearms by Law Enforcement Officials and Code of Conduct for Law Enforcement Officials. Engaging in the discussions were the governments of the United States and the United Kingdom, private-sector companies in the resources and energy sectors, and non-governmental organizations with an interest in human rights and corporate social responsibility.

Relationships with Employees



Basic Stance and Creating Environments to Utilize a Diverse Workforce

MC's greatest assets are its employees. Our basic human resources policy is to provide good jobs and working environments that maximize the skills and realize the potential of individual employees so that they can enhance their value. MC's HR policies on recruitment, training, assignment, evaluation and remuneration are supplemented by programs designed to strengthen the organization and corporate culture,

and to improve working environments. These programs form the core of efforts to develop and build MC's human capital. MC will continue to create systems and a global working environment that enables its diverse workforce to realize their potential. We believe this will motivate our people and help us in recruiting, retaining and nurturing employees who can support our growth.

MC's businesses are conducted by more than 500 consolidated business entities globally. MC thus places the utmost importance on recruiting and training managers to run these firms and implement the required internal controls. To develop the necessary human resources, MC organizes

business-related seminars, lectures and training courses at all levels across the MC Group, including managers, accounting managers, HR executives and young executives with leadership potential. These efforts strengthen the management of our Group companies.

Measures to Promote Positive Working Environments

In October 2007, MC established the Working Environment Support Office which primarily focuses on three areas— overtime periods and leave; the mental and physical health of employees; and gender-neutral employment support. The main goal for this Office is to create working environments that boost the enthusiasm and vitality of all employees.



In May 2008, the Japanese Ministry of Health, Labour and Welfare (MHLW) awarded an accreditation mark to the company for its childcare support-related HR policies, signifying that MC's initiatives and plans in this area are in line with Japanese laws which are aimed at increasing the country's overall birth rate. In April 2009, MC broadened the scope of its systems to better meet

employee needs. Examples include the elimination of partner requirements in our childcare system (that previously limited use of the system to only those employees whose partners could not provide full-time childcare), in order to encourage male participation in childcare, and extending the staggered working hours and flexi-time systems for employees providing long-term care to family members from a period of one year to as long as the long-term care is necessary.

MC offers mental health consultations to employees through in-house clinics and counseling rooms. In the fiscal year ended March 31, 2009, we also established the Employee Assistance Program (EAP) in Japan to provide an external counseling service to employees working outside the head office. The service is also available to family members of employees. A separate counseling service was established at the same time to any employees caring for parents or other family members.

Developing a Diverse, Global Workforce

As a global enterprise, MC actively strives to promote equal employment opportunities for its diverse workforce. Global HR development functions comply with national laws and regulations while remaining sensitive to differences in working environments, among other cultural aspects. In particular, MC is focusing on promoting HR development, including the creation of training systems, for those working in consolidated subsidiaries and local staff employed at overseas operations.

MC continues to pursue a policy of dynamic personnel assignment so that each individual employee can gain a variety of experiences and career opportunities. Measures include staff rotation between corporate departments and business groups, sending staff recruited overseas to Japan on assignment or as trainees, and transferring personnel between overseas bases.

MC also promotes a bilingual approach to internal communications based on the use of Japanese and English. The company's in-house magazine *RYOWA* and its intranet portal site are provided in both languages. Employees working in MC's network of overseas offices can choose to receive an e-learning program to help learn Japanese.

MC is also implementing measures on an ongoing basis to employ people with disabilities. For example, Mitsubishi Shoji & Sun Co., Ltd., a designated special subsidiary of MC established in Beppu, Oita Prefecture, in 1983 offers employment opportunities to the disabled. Furthermore, across Japan joint recruitment interviews have been organized for Group companies in partnership with Japan's MHLW's Employment Security Bureau.

A Message from MC's Employees Union in Japan



Hisashi Ishiwata
Mitsubishi Corporation Employees Union

Employees are trading companies' greatest assets. Achieving good working practices and a lively and fulfilling corporate life are critically important themes in our ongoing work as an employees union.

The in-house labor-management liaison committee is supporting the creation of positive working environments

and actively proposing ideas on improved working practices or new systems for various company procedures. Examples include reduced overtime, support for balancing childcare and long-term care commitments, and better staff communication through housing accommodations for single employees as well as a new employee cafeteria.