

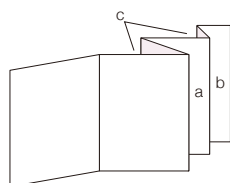
## Annual Report 2010

for the year ended March 31, 2010

# Creating Sustainable Corporate Value

# Contents

## 001 Corporate Profile



- a ] Organizational Structure/Global Network
- b ]
- c ] Past Medium-Term Management Plans

## 003 To Our Stakeholders

## 004 Financial Highlights

## 006 Interview with the President Midterm Corporate Strategy 2012

### Creating Sustainable Corporate Value

On June 24, 2010, Ken Kobayashi was appointed the new President and CEO of MC. He unveiled MC's new three-year Midterm Corporate Strategy 2012 to the end of March 2013 on July 16.

In this interview, President Kobayashi discusses what underpins the philosophy and actions of this midterm strategic plan.

## 018 Feature

### Opportunities in Change

Mitsubishi Corporation's inherent nature is to constantly take up the challenge of creating new businesses, seizing the opportunities that arise in changing times.

In this feature section, we look at specific examples of how we are capitalizing on changing business conditions to expand business in emerging markets, developed markets and the global environmental field.

## 032 Two Groups Directly Under the President

## 034 Review of Operations

- 034 Fiscal 2010 Results of Business Groups
- 036 Profiles of Business Groups
- 038 Industrial Finance, Logistics & Development Group
- 042 Energy Business Group
- 046 Metals Group

- 050 Machinery Group
- 054 Chemicals Group
- 058 Living Essentials Group
- 062 Metals and Energy Resource Data
- 064 Global Strategy

## 066 Corporate Governance and Internal Control

### 067 Discussion

### Looking at MC's Corporate Governance From the Outside

- 071 Corporate Auditors
- 072 Corporate Governance Framework
- 075 Internal Control System
- 078 International Advisory Committee
- 080 CSR (Corporate Social Responsibility) & Environmental Affairs
- 082 Members of the Board
- 084 Executive Officers

## 085 Corporate Section

## 094 Financial Section

## 185 Corporate Data

### Forward-Looking Statements

This annual report contains forward-looking statements about Mitsubishi Corporation's future plans, strategies, beliefs and performance that are not historical facts. They are based on current expectations, estimates, forecasts and projections about the industries in which Mitsubishi Corporation operates and beliefs and assumptions made by management. As the expectations, estimates, forecasts and projections are subject to a number of risks, uncertainties and assumptions, they may cause actual results to differ materially from those projected. Mitsubishi Corporation, therefore, wishes to caution readers not to place undue reliance on forward-looking statements. Furthermore, the company undertakes no obligation to update any forward-looking statements as a result of new information, future events or other developments. Risks, uncertainties and assumptions mentioned above include, but are not limited to, commodity prices; exchange rates and economic conditions; the outcome of pending and future litigation; and the continued availability of financing, financial instruments and financial resources.