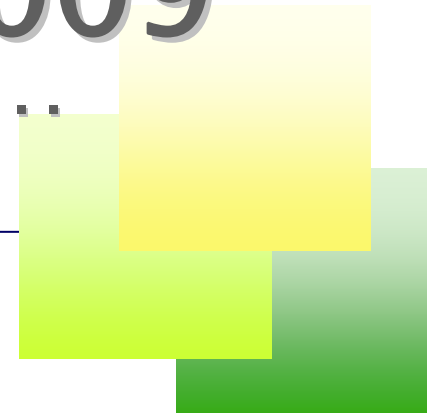


Medium Term Management Plan

INNOVATION 2009

...Opening Up a New Era...



April 30, 2008

Mitsubishi Corporation

INNOVATION 2009 ~Opening Up a New Era~ <Contents>

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A-1. Overview of INNOVATION 2009

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>

Promoting
Growth
Strategy

Grasping Change and Opening Up a New Era

(1) Tapping into Global Growth (2) Promoting Innovation in New Fields (3) Strengthening Structure & Systems in Support of Growth

Developing &
Utilizing
Human
Resources

Developing Human Assets

(1) Developing & Utilizing HR on Consolidated and Global Basis
(2) Dynamically Relocating HR
(3) Creating an Energetic Organization and Corporate Culture

Continuously
Strengthening
Management
Foundations

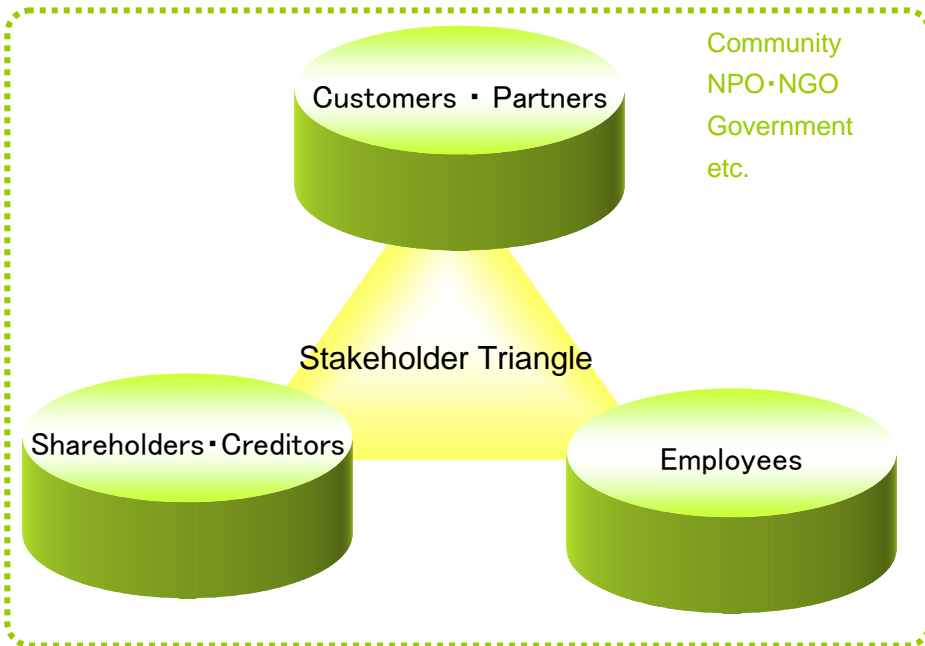
Solidifying Our Ground

(1) Increasing Efficiency and Effectiveness in Consolidated Management
(2) Developing Systems for Internal Control and IT, and Reforming Administrative Process

A-2. Stakeholder Triangle and Environment & CSR

<Basic Policies>

- Balance the interests of stakeholders in steering management at MC
- Step up environmental and CSR initiatives across the MC Group to help create a sustainable society



Corporate Philosophy based on:

- Three Corporate Principles
- Corporate Standards of Conduct
- Environmental Charter

Environmental and CSR Initiatives

Develop businesses that help society to continue advancing and growing

<CSR and Environmental Affairs Committee, and CSR and Environmental Affairs Advisory Committee are newly established.>

Key areas of focus

Environment

- Businesses that help conserve the environment
- CO₂ reductions and emission credit acquisition (carbon offsets)
- Environmental evaluation and analysis in business development
- Environmental preservation activities (Tropical Forest Regeneration Experimental Project, Global Coral Reef Conservation Project)

Society

- Identification of human rights and labor issues in supply chains
- Promotion of diversity across the Group
- Support activities (Support for the poor in Africa, etc.)

Social Contribution Activities

- Volunteer activities (Friendship Camp for Mothers and Children, etc.)
- Programs around the world
- Welfare & education (Exchange student scholarships, etc.)
- Arts & culture (Support for budding young artists, etc.)

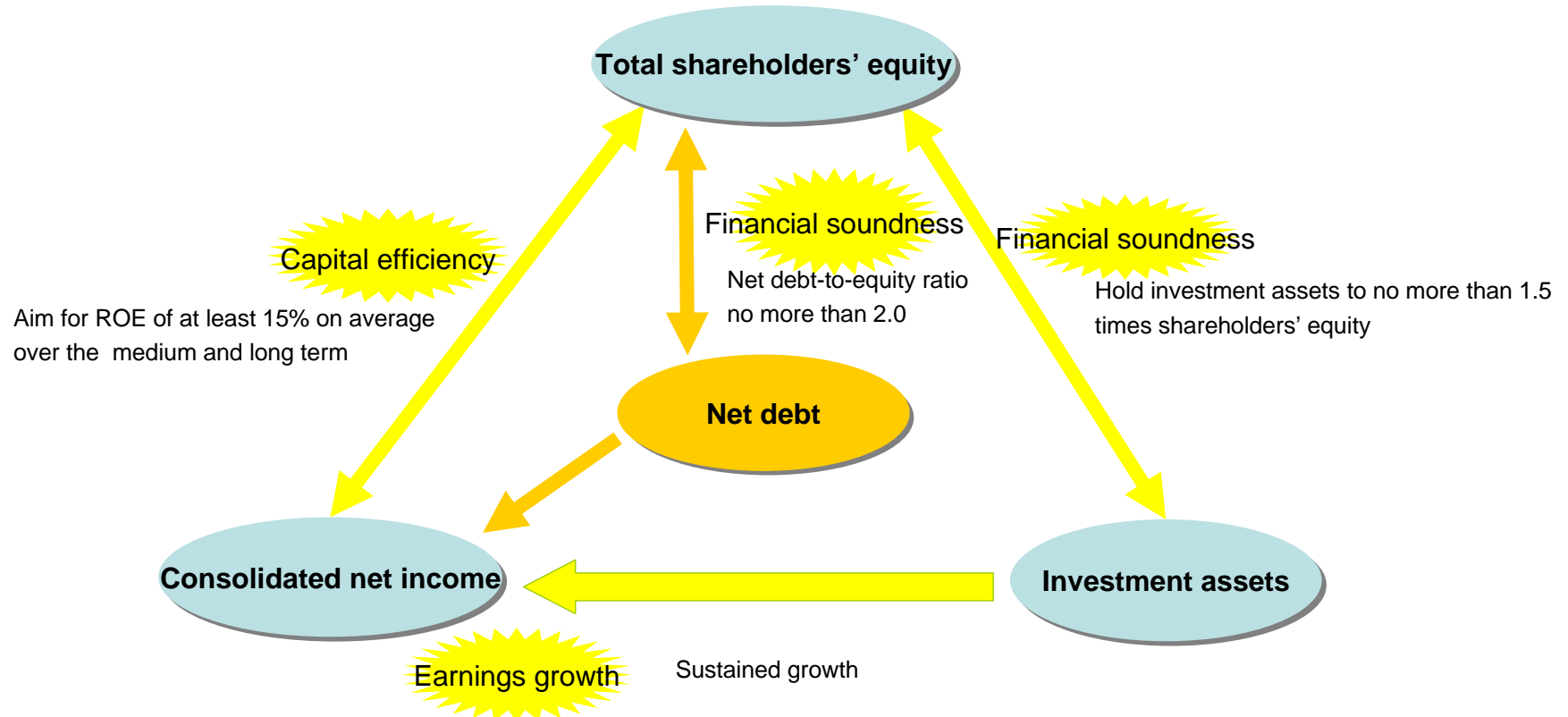
A-3. INNOVATION 2009 Numerical Targets

(1) Sustain Growth Balancing Earnings Growth, Capital Efficiency and Financial Soundness

<Basic Policies>

Sustain growth while balancing three factors: earnings growth, capital efficiency and financial soundness

- Earnings Growth: Continue growing consolidated net income (via allocation of business resources to high-growth fields)
- Capital Efficiency: ROE as a key management yardstick, aiming for an average of at least 15% over the medium and long terms
- Financial Soundness: Keep investment assets and net debt within a certain multiple of shareholders' equity.



A-3. INNOVATION 2009 Numerical Targets (2) Overview of Numerical Targets

	INNOVATION 2007				INNOVATION 2009	
	FY2005	FY2006	FY2007	FY2008	FY2009 (Forecast)	FY2010 (Target)
(Consolidated net income)	¥183.9 billion	¥353.3 billion	¥415.5 billion	¥462.8 billion	¥580.0 billion	¥600 to ¥700 billion
(ROE)	13.4%	18.1%	15.5%	15.9%	18~19%	17~19%
(Total shareholders' equity)	¥1.5 trillion	¥2.4 trillion	¥3.0 trillion	¥2.9 trillion	Approx. ¥3.3 trillion	Approx. ¥3.8 to ¥3.9 trillion
			Treasury stock -¥150.1 billion			
(Investment assets)	¥2.9 trillion	¥3.2 trillion	¥3.6 trillion	¥3.9 trillion	Approx. ¥4.6 trillion	Approx. ¥5.4 trillion
(Investment assets to shareholders' equity ratio)	(1.9)	(1.4)	(1.2)	(1.4)	(No more than 1.5)	
(Net debt-to-equity ratio)	(2.3)	(1.3)	(1.0)	(1.2)	(No more than 2.0)	
(U.S. credit rating agency ratings)	(A-)	(A)	(A)	(A+)	(At least A+)	

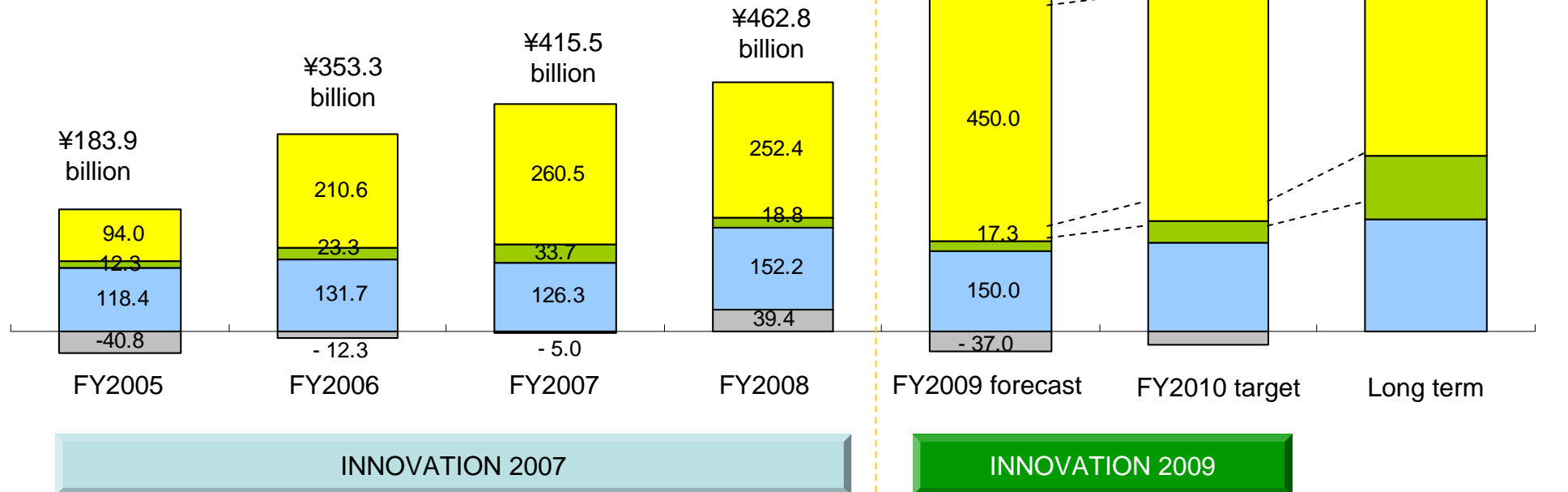
A-3. INNOVATION 2009 Numerical Targets (3) Earnings Plan

	FY2008	FY2009	FY2010
Crude Oil (\$/bbl)	77.4	85.0	80.0
Foreign Exchange (¥/US\$)	114.4	105.0	105.0
Interest (% TIBOR)	0.79	0.90	0.90

<Basic Policy>

Sustain growth while balancing earnings base by prioritizing investments in prime projects in high-growth fields.

- Energy Business and Metals Groups
- Business Innovation and Industrial Finance, Logistics & Development Groups
- Machinery, Chemicals and Living Essentials Groups
- Others



Sustain growth to an even higher level

¥600.0 to ¥700.0 billion

¥580.0 billion

450.0

17.3

150.0

- 37.0

INNOVATION 2007

INNOVATION 2009

B-1. Investment Plan (1) INNOVATION 2007 Investments

		"Hop" Period Plan (FY2005-FY2006)	"Step" Period Plan (FY2007-FY2008)			4-Year Total
			FY2007	FY2008	Total	
Next-Generation Core Businesses	New Energy & the Environment, Medical Health Care, Finance	¥10 billion	¥28 billion	¥160 billion	¥188 billion	¥198 billion
	Strategic Fields					
	Energy	¥235 billion	¥160 billion	¥300 billion	¥460 billion	¥695 billion
	Metals resources					
	Overseas IPP	¥85 billion	¥10 billion		¥10 billion	¥95 billion
	Automobile	¥170 billion	¥22 billion		¥22 billion	¥192 billion
	Food	¥85 billion	¥26 billion	¥105 billion	¥131 billion	¥216 billion
	Metal products					
	Chemicals					
	Paper related	¥115 billion	¥204 billion	¥185 billion	¥389 billion	¥504 billion
	Retail					
Other	Other investments					
	Total (Gross)	¥700 billion	¥450 billion	¥750 billion	¥1,200 billion	¥1,900 billion
	<u>Divestments, etc.</u>	-¥250 billion.	-¥100 billion	-¥400 billion	-¥500 billion	-¥750 billion
	<u>Net increase</u>	¥450 billion	¥350 billion	¥350 billion	¥700 billion	¥1,150 billion
	<u>Investment assets balance</u>	¥3.2 trillion	¥3.6 trillion	¥3.9 trillion		

B-1. Investment Plan (2) Companywide Investment Plan : Basic Policy

<Basic Policy>

Sustain growth even after INNOVATION 2009 by making selective investments in prime projects with high earnings potential that will help MC achieve 15% ROE while maintaining financial soundness and a balanced portfolio.

[Investments by Field]

(1) Energy and Metal Resources

Energy

Natural gas, oil E&P, etc.

Metals resources

Coal, iron ore, copper, aluminum, etc.

(2) Next-Generation Core Businesses

Finance

Asset management business, lease business, funds, etc.

Medical Health Care, New Energy & the Environment

Medical and nursing care fields, new energy businesses, environment and water businesses

(3) Machinery, Chemicals, Living Essentials and Other Fields

Expand existing businesses
Develop value chains
Develop globally

Steel products, overseas IPP, plant, automobiles, chemicals, agricultural and marine products, food, paper related, retail, etc.

INNOVATION 2009 Plan

¥500 to ¥800 billion

¥200 to ¥400 billion

¥300 to ¥500 billion

Maximum Approx. ¥1,500 billion

Specific allocations to be discussed at business strategy meetings in May and June

INNOVATION 2007 Results

"Hop" Period Plan (FY2005-FY2006)

"Step" Period Plan (FY2007-FY2008)

¥235 billion

¥460 billion

¥10 billion

¥188 billion

¥455 billion

¥552 billion

¥700 billion

¥1,200 billion

B-2. Capital Structure Policy and Dividend Policy

<Basic Policy>

Capital Structure Policy

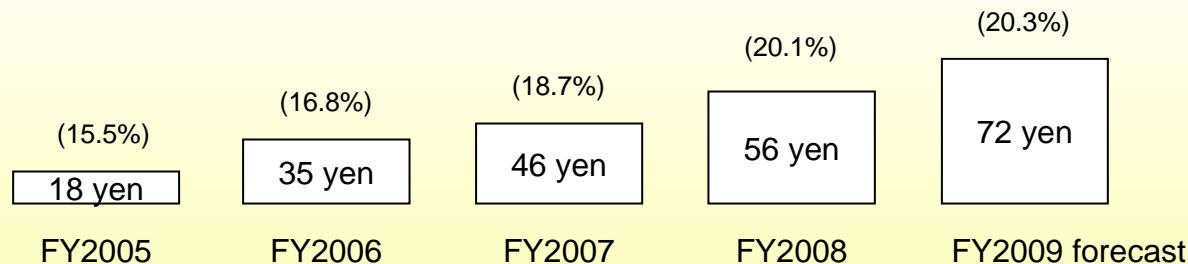
Maximize corporate value while balancing earnings growth, capital efficiency and financial soundness. Continue to allocate retained earnings towards investments to promote sustainable growth, while aiming to achieve average ROE of at least 15% over the medium and long terms.

Dividend Policy

Increase annual dividend per share through earnings growth with a targeted consolidated payout ratio of 20% and thereby increase shareholder returns. Also may buy back shares depending on earnings growth, progress with investment plans and other factors.

<Annual Dividend per Share>

Consolidated payout ratio in parentheses



C-1. Promoting Growth Strategies – “Grasping Change and Opening Up a New Era”

Promoting
Growth
Strategies

**Grasping Change and
Opening Up a New Era**

«Basic Policies»

MC is aiming for sustainable growth, and strengthening and expanding its core business domains, including Next Generation Core Businesses. As the world becomes increasingly complex and greater uncertainties present themselves, grasping changes underway in the business environment and promoting medium- to long-term growth are more important than ever before. To achieve this, MC is tapping into global growth, strengthening its systems to propel innovation, and reviewing its management structure to further delegate authority in execution, while strengthening management. MC will continue to reform its various internal systems aimed at driving its “select & focus” approach to business.

(1) Tapping into Global Growth

- MC has appointed a Corporate Functional Officer in Charge of Global Strategy, who is responsible for identifying ever-changing global trends in an integrated fashion, and proposing strategy direction. Executive Vice Presidents (EVP) for each region outside Japan and a Senior Executive Vice President (SEVP) for Japan have also been appointed. Their role will be to assist the Corporate Functional Officer from a management point of view.
- MC’s global network operations have been divided into 8 regions worldwide, with a Chief Regional Officer (CRO) assigned to each. The CROs are responsible for proposing opportunities from their respective regions that can lead to growth for MC, which shall be reflected in MC’s business strategies in a timely fashion.

(2) Promoting Innovation in New Fields

- Aiming to build earnings pillars for the next generation, MC is developing its businesses with a focus on its aptly-named “Next-Generation Core Businesses”. At present these consist of “New Energy & the Environment”, “Medical HealthCare”, and “Finance”. From hereon, however, MC will also be strengthening systems to promote companywide efforts in entirely new fields.

(3) Strengthening Structures & Systems in Support of Sustainable Growth

- From the perspective of strengthening companywide management systems, SEVPs for business fields will be appointed to assist the president in executing key management issues. At the same time, management meetings will be reviewed, including the Meeting of the Executive Committee and Meeting of the Board of Directors. Meanwhile, by redefining the responsibility of the Business Group CEOs (GCEO), the GCEOs can further focus on managing their respective Groups. The GCEOs will be given more authority, which should enhance and expedite decision making and execution in Business Group management.
- The Business Group and BU systems will remain in place. The Divisions will be officially set as the basic organization for business strategies, as this is considered the most appropriate organization on which to devise medium- to long-term strategies. In addition, in order to raise the quality of MC’s businesses and realize medium- to long-term growth while making the most effective use of limited management resources, the strategic mission of each division will be clarified. Management resources will then be shifted accordingly.

«Basic Policies»

MC's greatest assets are its people. To achieve sustainable growth, it is essential for the company to both attract and retain a very diverse pool of talent – the kind of people who grow by dedicating themselves to self improvement and teamwork. But to ensure the most effective HR development, an energetic organization and corporate culture is crucial. The company is therefore committed to building systems and environments in which its unique, multi-skilled workforce can excel, across both consolidated and global operations.

MC is also dynamically assigning and relocating its people, ensuring that the right employees are at the ready in those fields and regions where growth is expected. In this way, MC is making the most effective, companywide use of limited human resources. From hereon MC will be working to further invigorate each organization and employee. Furthermore, MC will execute specific measures to formulate optimum, individual career paths, and establish the kinds of environments in which each employee can work with greater motivation.

(1) Developing & Utilizing HR on Consolidated and Global Basis

- MC will actively support the further growth and development of its employees worldwide. The company depends on its worldwide employees to tap into global growth. Personnel systems will be individually tailored in more regions, and measures to support personnel exchange with Tokyo Head Office and career development will be accelerated. The ultimate aim of these initiatives is to provide working environments where MC's people can excel over the long term.
- Another key issue is helping employees at MC Group companies to further develop and succeed in their respective professional fields. These employees will determine how effective MC can be in raising its consolidated corporate value. As such, further assistance is to be extended to improve personnel systems in MC Group companies, while personnel exchange and training programs designed for these companies will be intensified. In this way, MC will also promote a greater sense of unity throughout its Group companies.

(2) Dynamically Reallocating HR

- As a companywide initiative, MC will aim at optimum reallocation of human resources in accordance with its “select & focus” business strategy, and position the most appropriate individuals in growth regions and fields.
- MC will make even greater efforts to transfer and relocate employees based on tailored career path development, as well as internal personnel exchanges.

(3) Creating an Energetic Organization and Corporate Culture

- Through a variety of measures, MC will work to create the most energetic organization and corporate culture possible. These include strengthening management's capacity in organizational administration, further improving on and applying companywide training, implementing employee support policies that duly consider a good “work-life balance”, adopting a diversity awareness campaign, and so on.

«Basic Policies»

MC will develop a strong sense of unity throughout its consolidated companies, shore up its management foundations, and build a corporate group that is strengthened by bonds of “trust and responsibility”. In this manner, MC aims to raise overall corporate value on a consolidated basis and achieve sustainable growth, ultimately contributing to the continuous development of society.

(1) Increasing Efficiency and Effectiveness in Consolidated Management

- To develop a strong sense of unity throughout its consolidated companies, MC will increase the efficiency of office functions, both in Japan and around the world, develop personnel systems and promote personnel exchange on a consolidated basis, and shore up the Group’s finances, and other activities.
- MC Group companies will work in collaboration with MC and further promote the establishment of systems that meet or exceed a given standard, beginning with internal control systems. In this manner MC will strengthen its management foundations on a consolidated basis.

(2) Developing Systems for Internal Control and IT, and Reforming Administrative Processes

- MC will ensure that its operations are in compliance with the Financial Instruments and Exchange Law, which goes into effect from this fiscal year (this entails strict attention to financial reports and internal control). As part of this process, MC will standardize administrative procedures across the MC Group. In doing so, MC will ensure correct administration on a consolidated basis, while responding to tighter regulatory demands in the execution of corporate activities.
- Overall reviews of existing systems infrastructure were carried out under INNOVATION 2007; however, in order to reinforce consolidated management from this point forward, the scope of these infrastructure reviews will be extended to cover consolidated operations. Meanwhile, systems will be integrated through the standardization and across-the-board implementation of administrative procedures.

Forward-looking Statements

Earnings forecasts and other forward-looking statements in this presentation are management's current views and beliefs in accordance with data currently available, and are subject to a number of risks, uncertainties and other factors that may cause actual results to differ materially from those projected.