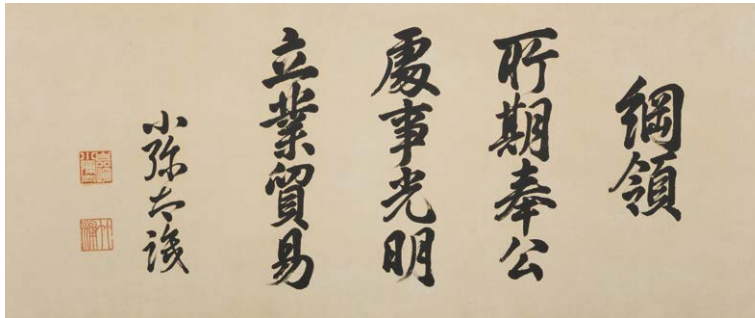


## Corporate Philosophy – Three Corporate Principles



The Three Corporate Principles were formulated in 1934, as the action guidelines of Mitsubishi Trading Company (Mitsubishi Shoji Kaisha), based on the teachings of Koyata Iwasaki, the fourth president of Mitsubishi.

Although Mitsubishi Trading Company ceased to exist as of 1947, the principles were adopted as MC's corporate philosophy, and this spirit lives on in

the actions of today's management and employees. The Three Corporate Principles also serve as the cornerstone of the management ethos of the so-called Mitsubishi group of companies. Active in many business fields and united by a common history and philosophy, the Mitsubishi companies continue to grow through a strong spirit of friendly competition with one another.

### Corporate Responsibility to Society

"Shoki Hoko"

Strive to enrich society, both materially and spiritually, while contributing towards the preservation of the global environment.

### Integrity and Fairness

"Shoji Komei"

Maintain principles of transparency and openness, conducting business with integrity and fairness.

### Global Understanding Through Business

"Ritsugyo Boeki"

Expand business, based on an all-encompassing global perspective.

(The modern day interpretation of the Three Corporate Principles, as agreed on at the Mitsubishi Kinyokai meeting of the companies that constitute the so-called Mitsubishi group in January 2001.)

## Corporate History

### Foundation to 1970s

- 1954** New Mitsubishi Shoji was founded and listed on both the Tokyo and Osaka stock exchanges.
- 1967** Announced its first management plan.
- 1968** Made its first large-scale investment by committing to a large LNG (liquefied natural gas) development project in Brunei.
- 1971** Made "Mitsubishi Corporation" its official English name.

### The 2000s

- 2001** Introduced an aggressive new blueprint for growth titled "MC2003" which involved expanding the company's value chains, strengthening its profitability, and focusing strategies to create new businesses.
- 2004** Unveiled "INNOVATION 2007" which sought to establish MC as a "New Industry Innovator" by accelerating the company's research and development activities to respond to future strategic fields.

### The 1980s to 1990s

- 1986** Drew up a new management plan and new policy that shifted the company's focus from operating transactions to profits.
- 1992** Announced a new management policy to reinvent the company as a "Sound, Global Enterprise." Began placing greater focus on its consolidated operations and increasing the value of its assets.
- 1998** Announced "MC2000" which introduced a "Select & Focus" approach to business, strengthened strategic fields, and emphasized customer-oriented policies. The new plan was instrumental in shoring up the company's foundations and paving the way to a prosperous future.

### 2010s

- 2010** Announced "Midterm Corporate Strategy 2012" which sought to strengthen the company's management platform based on the diversification of business models.
- 2016** Released "Midterm Corporate Strategy 2018" with a corporate vision to leverage MC's ingenuity to create new business models and generate value for societies, thereby developing the highest level of management expertise.
- 2018** Announced "Midterm Corporate Strategy 2021."