



Industrial Equipment Business (USA)
MC Machinery Systems, Inc.
 Development of Machine Tools Distribution Business in the Americas

In the American markets, MC Machinery Systems, Inc. is engaged in selling machine tools. Main products are the Electrical Discharge Machine and LASER cutting machines made by Mitsubishi Electric. It also provides solutions such as automation systems to meet labor-saving needs, and after-sale service which includes application technology.



©SBM Offshore

FPSO Chartering Business (Brazil)
 Owning and Operating FPSO for Ultra-Deepwater Oil Fields

MC participates in the ownership and operation of offshore facilities (FPSO) for producing, storing, and offloading crude oil and gas taken from deep-sea oil fields for Petrobras, a Brazilian state-owned oil company.



Real Estate Investment (USA)
DIAMOND REALTY INVESTMENTS, INC. (DRI)

Real Estate Investment Company with Proven Track Records

Wholly owned by Mitsubishi Corporation, Diamond Realty Investments is an operating company that is involved in the development of logistics warehouses, multifamily apartments, and student housing, etc., in the United States, which serves as the world's largest real estate market. Since the early 1990s, the company has invested in over 200 projects valued at more than US\$13 billion, in conjunction with US-based developers.

Cleanairtech Sudamérica S.A.
 Water Business (Chile)



Urban Development/Real Estate Business (Indonesia)
Jakarta BSD City Development Project
 Indonesia's First Transit-oriented Smart City Development

On a development site encompassing more than 100 hectares within BSD City, located on the outskirts of Jakarta, MC is jointly promoting the development of Indonesia's first transit-oriented smart city with Sinar Mas Land, Indonesia's largest real estate developer. Simultaneously, we are exploring the possibility of introducing urban services related to city portals, mobility, energy, and healthcare all throughout BSD City.

MC Shipping Ltd. London Branch
 Ship Trading (UK)

Calik Enerji Sanayi ve Ticaret A.S.
 Infrastructure EPC Business (Turkey)

Cube Highways and Infrastructure Pte. Ltd.
 Toll-Road and Highway Operation (India)

New Ulaanbaatar International Airport LLC
 Airport Operation (Mongolia)

MC Urban Development Vietnam Company Limited
 Real Estate Development (Vietnam)

MITBANA Pte. Ltd. Urban Development Business (Singapore)
MC Shipping Ltd. Singapore Branch
 Ship Owning and Operation Management, Cargo Transportation (Singapore)

PT. Bertian Amal Perkasa
 Construction Solutions Business (Indonesia)

PT. MC Urban Development Indonesia
 Real Estate Development (Indonesia)

PT. Coates Hire Indonesia
 Construction Solutions Business (Indonesia)



Ship Owning and Chartering Business
 Owning and Operating a Variety of Vessels

MC continues to support the maritime industry by leveraging its ship owning and chartering business to help not only decarbonize the shipping industry, but also further develop global transportation logistics.



Urban Development & Infrastructure Group

The Urban Development & Infrastructure Group engages in domestic and overseas urban development/management, real estate development/operations, data centers to support our digital society, shipping/spacecraft, industrial machinery, and energy infrastructure business, etc. Under the group's mission of "creating cities, societies and the future" and while comprehensively integrating our real estate industry and industrial infrastructure industry know-how that we have built up over many years, the group seeks to create a vibrant future by taking the lead in addressing social challenges/development and improving urban value.

Infrastructure, Ship & Aerospace Div.

- Chiyoda Turnaround & Growth Management Office
 - Ship & Infrastructure Business Dept. ■ Defense and Aerospace Dept.
- Ship business, FPSO* business, defense/aerospace business, Chiyoda Corporation, etc.
- *Floating Production, Storage & Offloading System

Industrial Machinery Div.

- Industrial Solution Development Office ■ Infrastructure Projects Dept.
 - Building Solutions Dept. ■ Construction Solutions Dept.
- Construction solutions including construction machinery rental services; infrastructure EPC (engineering, procurement, construction) including electricity, petroleum, natural gas, chemicals, steel manufacturing, airports, and railway systems; distribution of various production equipment for factories such as machine tools, etc. and large agricultural machinery for farms; facility management involving operations and management of facilities and equipment for office buildings, etc.

Domestic Urban Development & Digital Infrastructure Div.

- Domestic Urban Development Dept. ■ Transportation & Water Infrastructure Dept.
 - Digital Infrastructure Dept.
- Real estate development and management as well as urban development and management in Japan; data center development and management in Japan and overseas; and transportation and water infrastructure operations

Global Urban Development Div.

- Global Business Development Office ■ Global Urban Development Dept.
 - Asia Urban Development Dept.
- Urban development and urban operations primarily in Asia; real estate development and management primarily in North America and Asia



Real Estate and Urban Development (Japan) Mitsubishi Corporation Urban Development, Inc.

A Real Estate and Urban Developer that is a Wholly-Owned Subsidiary of MC

Mitsubishi Corporation Urban Development engages in real estate development, value enhancement, and facility management of retail and logistics facilities that leverage land potential. Moreover, it also engages in urban development projects.



Data Center Operation (Japan)

MC Digital Realty, Inc.

A Data Center Operation Joint Venture with Digital Realty Trust

MC Digital Realty plans, develops and operates data centers through a joint venture between Mitsubishi Corporation and Digital Realty, a leading global data center operator. It develops and operates data centers, which serve an essential role with respect to corporate activities and people's daily lives amid the rapid pace of digital transformation in contemporary society.



Construction Solutions Business (Japan)

Nikken Corporation

Comprehensive Service Provider in the Rental Business

As a construction equipment rental services company, Nikken Corporation aims to be a strategic partner to its customers by providing high quality services that meet various needs through its network of more than 250 outlets across Japan and its technological and servicing strengths.

- **Diamond Realty Management Inc.**
Private Real Estate Investment Fund Management (Japan)
- **Marunouchi Infrastructure Inc.**
Comprehensive Infrastructure Fund Management Business (Japan)
- **Yokohama Akarenga, Inc.** Retail Property Operation (Japan)
- **Fukuoka International Airport Co., Ltd.** Airport Operation (Japan)
- **Hokkaido Airports Co., Ltd.** Airport Operation (Japan)
- **Swing Corporation** Water Business (Japan)
- **MC Shipping Ltd.**
Ship Owning and Operation Management, Ship Trading (Japan)
- **Japan Space Imaging Corporation**
Sales of Satellite Imagery Data and Services (Japan)
- **Chiyoda Corporation** Integrated Engineering Company (Japan)
- **Mitsubishi Corporation Machinery, Inc.**
Infrastructure EPC Business (Japan)
- **Diamond Construction Equipment Corporation**
Construction Solutions Business (Japan)
- **Mitsubishi Corporation Technos**
Industrial Equipment Business (Japan)
- **MSK Farm Machinery Corporation**
Agricultural Machinery Business (Japan)