Mitsubishi Corporation Website

For more details about Mitsubishi Corporation’s business, CSR and environmental activities, investor relations and career information, please visit our website.
http://www.mitsubishicorp.com/global

MC Library

This page contains additional resources, including our corporate profile video, an outline of our history, an overview of our social contribution activities and examples of company ads.
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MITSUBISHI CORPORATION

INTRODUCTION

Mitsubishi Corporation (MC) is a global integrated business enterprise that develops and operates businesses across virtually every industry including industrial finance, energy, metals, machinery, chemicals, foods, and environmental business. MC’s current activities are expanding far beyond its traditional trading operations as its diverse business ranges from natural resources development to investment in retail business, infrastructure, financial products and manufacturing of industrial goods.

With over 200 offices and subsidiaries in approximately 90 countries worldwide and a network of over 600 group companies, MC employs a multinational workforce of over 65,000 people.

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.

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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
In 1954 the new Mitsubishi Shoji was founded, and that same year was listed on both the Tokyo and Osaka stock exchanges. In 1967, the company announced its first management plan. In 1968, the company committed to a large project in Brunei to develop LNG (liquefied natural gas). This was its first large-scale investment. Not content with mere trade-based activities, the company began expanding its development and investment-based businesses on a global scale, as evidenced by iron-ore and metallurgical coal projects in Australia and Canada, and salt field business in Mexico. In 1971, the company made “Mitsubishi Corporation” its official English name.

THE 1980s
MC needed to construct new systems to generate profits. The company began streamlining its established businesses and developing more efficient operations. In 1986 the company firmly entrenched a new policy, shifting its focus from operating transactions to profits. That same year a new management plan was drawn up. In 1989, MC was listed on the London Stock Exchange.

THE 1990s
In 1992, MC announced a new management policy, namely to reinvent the company as a “Sound, Global Enterprise.” MC began placing greater focus on its consolidated operations and increasing the value of its assets. More efforts were made to globalize the company’s operations and its people. In 1998, MC established “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.

INTO THE NEW MILLENNIUM

THE 1980s
NEW STRATEGIC DIRECTION
CHARTING A NEW PATH TOWARD SUSTAINABLE GROWTH

Mitsubishi Corporation’s current management strategy, entitled “New Strategic Direction – Charting a new path toward sustainable growth,” was adopted in fiscal year 2013. In view of our evolving business models and operating environment, New Strategic Direction sets down basic management policy along with business and market strategies. It is designed to realize our long-term, “circa 2020” growth targets.

OUR VISION Aspiring to double the size of our business by circa 2020

New Strategic Direction reaffirms MC’s value as a company capable of “providing upside potential as well as stable earnings throughout business cycles by managing a portfolio diversified by business models, industries, markets and geography”. As we optimize our portfolio, we will strive to realize our growth vision and enhance our overall corporate value.

GROWTH EYEING 2020

- **Resource**
  - Double attributable equity production
  - LNG: 7Mt
  - Met Coal: 20Mt
  - Copper: 250Kt
  - FYE 3/2013
  - Circa 2020
  - ×2

- **Non-Resource**
  - Double earnings
  - 180 billion yen
  - FYE 3/2013
  - Circa 2020
  - ×2

PORTFOLIO VISION

- **Select “Winning Businesses” through proactive reshaping of portfolio**
- **Strengthen these Winning Businesses**
- **50:50 Resource to Non-Resource Asset Ratio**

<table>
<thead>
<tr>
<th>Metric</th>
<th>FYE 3/2013</th>
<th>Circa 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Business Sub-Segments (BSS)</td>
<td>47</td>
<td>35 to 40</td>
</tr>
<tr>
<td>Number of BSS generating &gt;20 billion yen in net income</td>
<td>5</td>
<td>10 to 15</td>
</tr>
<tr>
<td>Number of BSS generating 10-20 billion yen in net income</td>
<td>1</td>
<td>10 to 15</td>
</tr>
</tbody>
</table>
BUSINESS STRATEGY & MARKET STRATEGY

Investing in growth while proactively reshaping our portfolio, with a strong focus on Asian markets. Devoting 100 billion yen (over a three-year period) to capture “Frontier Markets” under corporate initiatives (Corporate R&D).

**BUSINESS STRATEGY**

**Using Capital Efficiently**

<table>
<thead>
<tr>
<th>Resource Businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>○ Deliver projects under execution and selectively develop core assets in our project pipeline</td>
</tr>
<tr>
<td>○ Refocus on productivity and cost, be it capital or operational, considering the cyclical nature of the resource and energy industry</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Non-Resource Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>○ Proactively reshape portfolio in line with our long-term vision of creating multiple sizable “winning businesses”, and free up capital for new investment opportunities</td>
</tr>
<tr>
<td>○ Deploy capital to most promising opportunities in selected industries/sector</td>
</tr>
<tr>
<td>○ Pursue investment opportunities in automotive, foods, retail, power generation, life sciences, downstream shale gas and asset management sectors</td>
</tr>
</tbody>
</table>

**MARKET STRATEGY**

**Targeting Asia**

| Foods: Build a grain sourcing network across the Americas |
| Mineral Resources & Oil and Gas Resources: Develop projects and secure supply sources in Asia, Oceanies, the Americas, Russia, and West Africa; create an Asia-based worldwide marketing hub |
| Fertilizers: Develop fertilizer raw material resources that target markets across Asia |

Using Capital Efficiently

Maximizing sustainable corporate value with a diversified selected portfolio

<table>
<thead>
<tr>
<th>PRINCIPLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>○ Create sustainable corporate value through business activities — Strive to further improve our societal and environmental value through consolidated and global initiatives</td>
</tr>
<tr>
<td>○ Strengthen “winning businesses” through proactive reshaping of our portfolio in order to finish ahead of the global competition</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INVESTMENT POLICY</th>
</tr>
</thead>
<tbody>
<tr>
<td>○ Maintain average investment rate of the last three years (2.0-2.5 trillion yen) in order to improve our earnings base</td>
</tr>
<tr>
<td>○ Accelerate divestments selectively and free up capital for new investments</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FINANCIAL DISCIPLINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>○ Increase focus on financial discipline, such as by funding investments within our own cash flow, assuming a base earnings level of 350 billion yen per annum</td>
</tr>
<tr>
<td>○ Deliver a medium- to long-term return on equity of 12-15%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DIVIDEND POLICY</th>
</tr>
</thead>
<tbody>
<tr>
<td>○ Provide a stable dividend by introducing a two-staged policy with base and variable portions</td>
</tr>
<tr>
<td>○ Set base dividend according to a base earnings level of 350 billion yen per annum</td>
</tr>
</tbody>
</table>
In times of global economic uncertainty, it is essential that we stay apprised of the latest and most accurate information, conduct the necessary risk management, and take prompt measures to capture growth opportunities.

The bedrock of these initiatives is our global network, which consists of more than 200 offices and subsidiaries, over 600 group companies in approximately 90 countries around the world.

The Heads of MC Offices & Subsidiaries represent the MC Group in countries and regions designated by our President and CEO. Their role is to provide frontlines intelligence and support the MC Group's activities.

Our global operational structure comprises Japan and six key overseas regions: North America; Latin America; Europe & Africa; Middle East & Central Asia; East Asia; and Asia & Oceania. Each has been assigned a Regional CEO, who oversees the region’s subsidiaries and affiliates, devises solutions to problems commonly faced in the region, identifies new business opportunities, and optimizes operations on a consolidated basis.

Through careful allocation of their expertise and resources, the Regional CEOs, along with the Heads of MC Offices & Subsidiaries and the group companies, are responding to the unique circumstances and needs in each part of the world. They continue to work together to create “sustainable corporate value” for the MC Group.
The Business Service Group undertakes the roles of providing IT functions required for the MC Group’s and our clients’ business as well as making investments and handling other matters for this purpose.

IT has become an essential tool for all types of business following environmental changes such as advances in the digital society and business diversification, which has prompted a growing need for IT on a global basis. The Business Service Group will develop and provide IT services boasting global responsiveness and competitiveness through ties with business partners in Japan and overseas. We will also contribute to continuously raising the enterprise value of the MC Group and clients and business expansion by helping to promote the use of IT in business.

BUSINESS SERVICE GROUP BUSINESS

In order to help solve issues faced by client companies, improve business processes and raise corporate value, the IT Service Business Division provides integrated IT services ranging from consulting to system development and operation, and outsourcing. We provide these services through business investments such as Tata Consultancy Services Japan, Ltd., “A Tata Consultancy Services and MC Joint Venture” and SIGMAXYZ Inc., or with the cooperation of business partners. We also work to expand and strengthen new IT-related businesses by supporting the introduction and deployment of advanced information technologies and uses for such technologies.

- Promotion of SI business and IT outsourcing business
- Promotion of consulting business and BPO business
- Support for businesses through advanced technologies and prior application experience
- Support for Asian market and retail business
- Promotion of collaboration and partnership with Tata Consultancy Services Limited (TCS)

Tata Consultancy Services Japan
Pooling MC’s customer relations expertise with the international successes of India’s Tata Consultancy Services (TCS), TCS Japan’s comprehensive IT services provide robust support for innovation and globalization at client companies.

State-of-the-Art Mitaka Data Center
The Mitaka Data Center located in the Mitaka City of Tokyo, is equipped with the latest anti-seismic base isolation structure and the first complete outside air cooling system in the urban area. Based on high-quality data center services for many years, MC will continue to provide valuable IT outsourcing services with careful attention to disaster control, environmental friendliness and robust security.

Cloud Computing Services for the Construction Industry Established
MC has established a new company, MC Data Plus Inc., and has transferred its cloud based application services business for the construction industry to this new subsidiary. The new company will expand and strengthen its cloud computing services business and also develop Big Data application services.

IT Planning Department
The IT Planning Dept. is responsible for MC’s company-wide IT measures such as IT systems and infrastructure, covering strategies and planning, as well as investments and cost management. The business needs of the MC Group are becoming increasingly diverse and more globalized, and IT technology is ever advancing. Always quickly responding to these changes, the IT Planning Dept. not only deploys MC’s company-wide IT measures on a consolidated basis, but also proposes and promotes IT internal control and information security measures.

ORGANIZATIONAL STRUCTURE: 1 Development Division (2 Departments) / 1 Department
Business Service Group CEO Office
■ IT Service Business Division
IT Service Business Planning Department, IT Service Business Development Department
IT Planning Department
The Global Environment & Infrastructure Business Development Group, which was established as a group directly under the president, was reorganized into a business group on July 1, 2013, when it became the Global Environmental & Infrastructure Business Group composed of three divisions: Environmental Business Division, New Energy & Power Generation Division, Infrastructure Business Division.

This group mainly handles trade and related business operations in power generation, water, transportation, and other necessary infrastructure that have a direct impact on our quality of life. We are active in a number of areas that help to combat global warming and secure sustainable supplies of energy, such as our renewable and next-generation energy businesses. We are also involved in manufacture of lithium-ion batteries, an essential component for today's environmentally friendly vehicles and electricity storage.

Our aims are to foster the growth of stable, long-term earnings drivers and raise our corporate value, while at the same time working towards the realization of a sustainable society, with full consideration for the natural environment. Ours is a long-term approach, and we remain committed to developing mechanisms, technologies and systems in business and related transactions, as well as developing business domains, in fields that have high levels of public interest and growth potential, and that will enable more people to live on fewer resources.

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**GLOBAL ENVIRONMENTAL & INFRASTRUCTURE BUSINESS GROUP BUSINESS**

**Environmental Business Division**
- Lithium-Ion Batteries
- New Environmental Business Development and Management

**New Energy & Power Generation Division**
- Power Generation in Japan and Overseas
- Onsite (Inside-the-Fence) Power Generation
- Overseas Power Transmission
- Export of Power Generation and Transmission Equipment

**Infrastructure Business Division**
- Water Business
- Railway, Port, and Airport Business
- Petroleum, Gas, and Petrochemical Plant Equipment, FPSO Chartering
- Steel, Non-Ferrous Metals, and Cement Plant Equipment

Engaged in the development, manufacture and sale of lithium ion batteries, a key component for environmentally friendly electric vehicles.

MC has a 20% investment in Star Energy Geothermal Pte Ltd. that owns the 230 MW Wayang Windu Geothermal Power Plant in Indonesia, one of the world’s largest geothermal power plants.

MC-JALUX Airport Services Co., Ltd., 45.5% MC owned, holds a 30-year concession to operate Mandalay International Airport in Myanmar from April 2015.
ORGANIZATIONAL STRUCTURE: 3 Development Divisions (12 Departments)

Global Environmental & Infrastructure Business Group, CEO Office, Global Environmental & Infrastructure Business Group Administration Department

- **Environmental Business Division**
  - Environmental Energy Business Department, Environment Business, R&D Department

- **New Energy & Power Generation Division**
  - EMEA Power Generation Business Department, Americas Power Business Department, Asia & Oceania Power Business Department, Power Systems Department A, Power Systems Department B, Power Systems International Department

- **Infrastructure Business Division**
  - Water Business Department, Transportation Infrastructure Business Department, Engineering Business Department, Plant Projects Department

The Port of Valencia, where MC has invested in a container terminal, is one of the largest container ports in the Mediterranean and one of the world's most important transshipment hubs.
mC is currently developing its private aviation services business on a global scale, including its wholly-owned aircraft leasing subsidiary, MC Aviation Partners.

The Industrial Finance, Logistics & Development Group focuses on developing industrial finance business, targeting real assets where the group can leverage its expertise and networks as a global integrated business enterprise. By utilizing its various functions such as project development and asset management, the group is supplying capital to industries and offering investment opportunities for investors.

Specifically, the group is providing comprehensive finance services in certain domains that are unique from those offered by financial institutions. These include asset management, infrastructure related financing, private equity financing, and leasing. In addition, the group is providing solutions in construction and real estate development concentrating mainly on commercial facilities and urban development, condominium development, and logistics.
INDUSTRIAL FINANCE, LOGISTICS & DEVELOPMENT GROUP BUSINESS

**Asset Management Business Division**
- Asset management for real estate investment funds and related finance business
- Private equity investment management business
- Asset management business for other real assets

**Industrial Finance Division**
- Infrastructure related finance business
- General leasing business in Japan and overseas including auto leasing
- Airline-related business including aircraft leasing and aircraft engine leasing

**Real Estate Development & Construction Division**
- Commercial real estate development
- Large-scale urban real estate development
- Construction Management

**Logistics Division**
- International intermodal transport
- Bulk carrier ownership and operations
- Solutions business for the logistics sector
- Logistics consulting

ORGANIZATIONAL STRUCTURE: 4 Divisions (12 Departments)
Industrial Finance, Logistics & Development Group CEO Office, Industrial Finance, Logistics & Development Group Administration Department
- **Asset Management Business Division** Real Estate Asset Management Business Department, Asset Management Business Development Department, Merchant Banking Department
- **Industrial Finance Division** Infrastructure Finance Department, Lease & Finance Department, Aviation Business Department
- **Real Estate Development & Construction Division** Commercial Real Estate Development Department, China Real Estate Development Department, Urban Development Department
- **Logistics Division** Logistics Business Department, Dry Bulk Business Department, Logistics Business Development Department

GYRE, a high-end retail complex owned by Japan Retail Fund Investment Corporation managed by an MC subsidiary.

MC Aviation Partners is developing a comprehensive aircraft leasing business, and has offices in Los Angeles, Tokyo and Dublin. (CG image)

This student housing in the U.S. was developed by Diamond Realty Investments, Inc.

Mitsubishi Corporation LT, Inc.’s Kehin Operations Dept in Yokohama, Japan.
The Energy Business Group contributes to the development of industry and helps to improve the quality of people’s lives. We handle energy in liquid, gas, and solid states, which provide consumers with light, heat and power. Our expansive energy portfolio includes liquefied natural gas (LNG), crude oil, petroleum products, liquefied petroleum gas (LPG), petroleum coke, coal coke and carbon products.

Our business model seeks to cover areas ranging from upstream to downstream in the energy value chain. We explore for, develop and produce oil and gas, and have investments in LNG projects. We import and trade trilaterally, and we have interests in domestic trading and retail businesses. Our group is taking measures to use energy more effectively and at the same time protect the natural environment. We are proactively working on new energy businesses such as gas-to-liquid (GTL) and bio fuels are cases in point.

MAIN OVERSEAS PROJECTS OF THE ENERGY BUSINESS GROUP

LNG VALUE CHAIN

Host Country
- Brunei
- Malaysia
- Australia
- Russia
- Indonesia
- Oman, etc.

Upstream
- Exploration, Development & Production

Liquefaction Plant
- LNG Production

Logistics
- Transportation by LNG Vessels

Marketing
- Japan and Global Market

Petroleum and Oil Products Stored at Onahama Petroleum Co. in Fukushima, Japan.
Inside an anode baking plant of MC Zhenjiang Anode Solutions Co., Ltd., a manufacturing joint venture situated in Jiangsu province, China.
Natural gas development and production site in the Kangean Blocks, located offshore East Java, Indonesia.
Against the backdrop of North America’s shale gas revolution, MC is seeking to draw on the region’s rich reserves to make LNG exports from the US a reality. MC’s portion of the LNG produced at the Cameron LNG liquefaction facility (4 million tons per annum) will be sold to consumers mainly in Japan at prices linked to US natural gas prices. The project is expected to start commercial production in 2018.
In the Metals Group, we handle a wide range of commodities in steel products, ferrous raw materials and non-ferrous metals. By providing global markets with stable, sustainable supplies of high-quality raw materials and products, we are helping to create more affluent societies around the world.

As far as our investments are concerned, we are active in metals raw materials, including coking coal, thermal coal, iron ore, copper, nickel and chrome. As the world economy continues to grow, future demand is expected to be quite robust for coking coal in particular.

With respect to trade, we are leveraging high-quality services and functions to strengthen our supply structure, including raw materials and intermediary products. Our subsidiary Metal One handles our steel products trade, while Mitsubishi Corporation RtM International and Mitsubishi Corporation RtM Japan handle our ferrous raw materials and non-ferrous metals trade. The latter two companies were established in April 2013.

By accurately assessing customer needs in each industry, we aim to develop our group’s businesses further and respond even better to global markets. In doing so, we hope to maximize our profits and business value.
DEVeLOPMENTS IN THE METAL RESOURCE FIELD

METALS GROUP VALUE CHAIN

Resources Investment

Raw Materials
Coking Coal, Thermal Coal, Iron ore
BMA (Coking Coal), IOC (Iron Ore)

Procurement
Mitsubishi Corporation RM International
Mitsubishi Corporation RM Japan

Production
Steel Sheets & Plates, Specialty Steel & Wire
EAF Mills

Production Processing, Distribution & Marketing
Metal One Industries
Isuzu Corporation
Tosoh Resources & Development

End Users
Shipbuilders
Oil & Gas
Power
Construction
Automobile
Machinery
Home Appliance
Can
Cable
Beverage
Jewelry

Metal One Corporation has a sales network of more than 140 offices in Japan and countries around the world, providing comprehensive services, including storage, steel processing and delivery management.

Mitsubishi Corporation RM International Pte. Ltd., an integrated subsidiary in metals resource trading, was established in Singapore in April 2013.

Efforts are underway to expand production at BMA (a coal mining joint venture between Mitsubishi Development Pty Ltd and BHP Billiton Ltd) in Australia. BMA has a good reputation for highly efficient production.

The Escondida mine in Chile produces more than 1 million tons of copper each year. It is the world's largest copper mine, with reserves for at least another 50 years of operation.
The Machinery Group handles a wide range of machinery in four key domains: industrial machinery, shipping, defense and aerospace, and motor vehicles. We handle machine tools, agricultural machinery, construction and mining equipment, elevators and escalators, ships, aerospace-related equipment, automobiles, and other businesses.

Leveraging our expertise and extensive global networks in these fields, connecting us with customers, manufacturers, and partners, we are responding to changes in the business environment and developing our operations all over the world.

We continue to strengthen our existing operations as we forge longer value chains spanning sales to finance, distribution and our extensive business investments; but at the same time, we are looking to create the kinds of new businesses that will develop into future earnings pillars for MC.

**MACHINERY GROUP BUSINESS**

**Industrial Machinery Business Division**
- Sales and maintenance business for elevators and escalator
- Sales of machine tools, agricultural machinery, construction equipment and mining equipment
- Rental of machinery

**Ship & Aerospace Division**
- Transactions in ships, special ships related to offshore oil and gas exploration, FPSOs/FSOs, marine equipment, etc.; finance; ship owning and management business
- Sales of defence-related equipment
- Data processing and sales of satellite imagery

**Motor Vehicle Business Division**
- Overseas local production and sales business
- Overseas automobile finance, after-sales service and other related business
- Automobile exports (built-up vehicles, assembly and spare parts)

**Isuzu Business Division**
- Overseas local production and sales business
- Overseas automobile finance, after-sales service and other related business
- Automobile exports (built-up vehicles, assembly and spare parts)

MC conducts rental services and sales centered on construction and industrial machinery through rental services provider Nikken Corporation.

With MC also having an equity interest, this state-of-the-art “Sayaendo” type LNG carrier joined the fleet in 2014. (Photograph supplied by Mitsubishi Heavy Industries, Ltd.)

High Resolution Imagery Satellite, GeoEye-1 (right)

Contributing to the realization of a sustainable society by promoting environmentally friendly electric vehicles such as the Outlander PHEV.

The ISUZU D-MAX pick-up truck, one of the core products of our motor-vehicle business in Thailand.
The Machinery Group is forging an extensive value chain that covers ownership and operation of ships and special ships related to offshore oil and gas exploration, as well as financing, trading, and other businesses. Our group is working hard to globalize its ship-related operations.

**ORGANIZATIONAL STRUCTURE: 4 Divisions (13 Departments, 1 Office)**

- **Industrial Machinery Business Division**
  - Elevator & Escalator Operation & Marketing Department, Industrial Equipment Business Department, Construction Equipment & Rental Business Department

- **Ship & Aerospace Division**
  - Commercial Vessel Department, Offshore and Gas Carrier Department, Defense and Aerospace Department

- **Motor Vehicle Business Division**
  - Motor Vehicle ASEAN & South West Asia Department, Motor Vehicle North Asia Department, Motor Vehicle Europe, Middle East & Africa Department, Motor Vehicle Americas & Australia Department

- **Isuzu Business Division**
  - Isuzu ASEAN Department, Isuzu Europe, Middle East, Americas & Oceania Department, Isuzu Asia Department
The Chemicals Group is active in three business segments: Commodity Chemicals such as petrochemicals, industrial salts and fertilizers; Functional Chemicals, including plastics and functional products such as urethane, synthetic rubber and coating raw materials; and Life Sciences, which covers our food science, pharmaceutical and agrochemical businesses.

Principal markets cover numerous industries, including petrochemicals, industrial chemicals, energy, automobiles, construction, paint and adhesives, electrical products and electronics, semi-conductors, communications equipment, textiles, apparel, fertilizer and agricultural chemicals, agriculture and livestock, food and foodstuffs, pharmaceuticals and medical supplies, and distribution. By offering a wide array of products and services in so many industries, we are helping people to enjoy a better quality of life.

Many consumer-related fields such as clothing, food and housing are associated with the chemicals industry. Our business group leverages the unique attributes of this industry and provides the most pertinent and up-to-date information to MC and our consumers. In doing so, we continue to add new links to our global value chain.

ORGANIZATIONAL STRUCTURE: 4 Divisions (16 Departments)

Chemicals Group CEO Office, Chemicals Group Administration Department, Phoenix Department, Saudi Petrochemical Project Department

- **Commodity Chemicals Division A**
  - Olefins & Aromatics Department
  - Petrochemical Intermediates Department
  - Polyester Department

- **Commodity Chemicals Division B**
  - Methanol Department
  - Ammonia Department
  - Fertilizer Department
  - Inorganic Chemicals Department

- **Functional Chemicals Division**
  - Plastics Department
  - PVC Department
  - Functional Materials Department
  - Specialty Chemicals Department

- **Life Sciences Division**
  - Bio- Fine Chemicals Department
  - Life Science Products Department

METOR, S.A. (METOR) was established in March 1992 as a joint venture between Mitsubishi Corporation, Petroleos De Venezuela S.A. (PDVSA), Mitsubishi Gas Chemical Company and others. METOR produces methanol from inexpensive natural gas, which is primarily sold in Europe and America.
**MAIN OVERSEAS SUBSIDIARIES (MANUFACTURERS)**

- **FUJIFILM Diosynth Biotechnologies UK Limited (UK)**: Contracted manufacturing of biopharmaceuticals.
- **Tri-Pack Films Ltd. (Pakistan)**: Fibre production.
- **TOSOH HELLES (Greece)**: Battery resources.
- **POLIAR (Italy)**: Contracted manufacturing of agrochemical intermediates and active ingredients.
- **MC Towa International Sweeteners Co., Ltd. (Thailand)**: Malitol production business.
- **MC Food Specialties Inc. (USA)**: Contracted manufacturing of biopharmaceuticals.
- **Rimtec Corporation (USA)**: Manufacture of PVC compounds.
- **Evalaion do Oriente, METOR, S.A. (Venezuela)**: Methyl alcohol production.
- **FOSFATOS DEL PACIFICO (Peru)**: Phosphoric ore extraction/production of diatomaceous earth and bricks.

**CHEMICALS GROUP VALUE CHAIN AND SUBSIDIARIES & AFFILIATES**

**Commodity Chemicals Div.A**
- **Industrial Salt**
- **Ethylene Chlorohydrin**
- **Benzene**
- **Xylene**
- **Polyvinyl Chloride (PVC)**
- **Polyester Fiber**
- **PET Resin**
- **Polyethylene Resin**
- **Ethylene Glycol**
- **Methanol**
- **Ammonia**
- **Potassium Chloride**
- **Ethanol**
- **Paraxylene**
- **PC AROMATICS**
- **Polystyrene**
- **PET Resin**
- **Polyethylene Resin**
- **SHARQ**
- **Fermentech Indonesia**
- **MC-Towa International Sweeteners Co., Ltd. (Thailand)**
- **Maltitol production**

**Functional Chemicals Div.**
- **Mitsubishi Corporation Plastics**
- **KIKIBASEI**
- **KIMTEC TRIPACK**
- **Chuo Kagaku DM Color**
- **THAI CHEMICAL**
- **Polyester Resin**
- **SHARQ**
- **Industrial Resins**
- **Sorbitol production**
- **Bio-pharmaceuticals**

**Commodity Chemicals Div.B**
- **Polyvinyl Chloride (PVC)**
- **PET Resin**
- **Polyethylene Resin**
- **Methanol**
- **Ammonia**
- **Ethanol**
- **Maltitol, sorbitol**
- **Tartaric acid**
- **Castello**

**Life Sciences Div.**
- **Fermentech Indonesia**
- **Production of nucleic acid**
- **Curdlan**

**Product markets**
- **Packaging Materials**
- **Interior materials for construction**
- **Coatings & adhesives**
- **Automobiles**
- **Home Electronics**
- **IT Communications**
- **Cosmetics & detergents**
- **Textiles**
- **Pharmaceutical & agricultural**
- **Food products**

**Materials**
- **Marine Resources**
- **Crude Oil**
- **Natural Gas**
- **Mine Resources**
- **Plants Resources**

**SHARQ’s production capacity is among the largest in the world for a single plant, with capacities of 2,050,000 tons per year for ethylene glycol and 1,250,000 tons per year for polyethylene.**

**Petrochemicals Aromatics Sdn. Bhd.** is a joint venture between Japanese and Malaysian companies that is capable of producing 246,000 tons of paraxylene and 200,000 tons of benzene per year.

**Chuo Kagaku Co., Ltd.** is the only Japanese plastic food packaging and container manufacturer to have five manufacturing bases in China, and is expanding business in the country from these sites.

**One of Japan’s leading food science companies, MC Food Specialties Inc., provides high-quality seasonings and food ingredients.**
The Living Essentials Group operates businesses in fields including distribution, retail and restaurants, providing consumers with products such as foods, clothing, daily consumer necessities and medical goods. Our strength as a group is that we conduct business operations that take entire industries into consideration, from the upstream sourcing of resources to the downstream retail market. We make a contribution to society by providing products and services that match the needs of consumers through offices and affiliates in Japan and overseas. In addition, we support diverse and full lives for consumers and place a strong emphasis on the reliability and safety of the products and services we provide.

LIVING ESSENTIALS GROUP BUSINESS

Global Consumer Business Division
- Planning, execution, and promotion of new businesses in emerging markets
- Developing food business in the UK and other European markets

Retail Division
- Sale of food, clothing, furniture and interior furnishings, daily goods and others
- Development and distribution of various consumer sales materials and services
- Marketing business, point-based loyalty programs and payment settlement-related service businesses

Living Essential Products Division
- Engages in the processing, supply and distribution of a variety products and services that include processed foods, frozen and chilled foods, confectionery, liquor, pet foods, paper products, packaging materials, raw materials for paper, tires, apparel, footwear, and households goods.
- Engages in various healthcare related businesses such as outsourcing services for hospitals, import and sale of medical equipment, and nursing care equipment rental.

Living Essential Resources Division
- Developing a business platform to provide stable supplies to customers in Japan and overseas by handling a range of materials including grains, rice, fresh produce, oils and fats, marine products, sweeteners and starches, feed, meats, beverages ingredients, dairy products, housing and construction materials, and carrying out operations extending from production and procurement to manufacturing and processing
ORGANIZATIONAL STRUCTURE: 4 Divisions (20 Departments, 1 Office)
Living Essentials Group CEO Office, Living Essentials Group Administration Department

- **Global Consumer Business Division**
  - Indonesia Department, China & ASEAN Department, New Markets Development Department

- **Retail Division**
  - Food Retail Department, Apparel and Consumer Products Department, Product Development Department, Retail Support Department

- **Living Essential Products Division**
  - Processed Foods Department, Paper & Packaging Department, Apparel Department, S.P.A. Manufacturing Department, Tire & Consumer Goods Department, Healthcare Department

- **Living Essential Resources Division**
  - Agricultural Produce and Oils & Fats Department, Grain & Oilseeds Department, Marine Products Department, Sweetener & Starch Products Department, Feed & Meat Products Department, Beverage and Dairy Products Department, Housing & Construction Materials Department, Salmon Farming Business Office
MC considers addressing sustainability challenges to be one of our most important management issues. We are therefore actively engaged in promoting a range of initiatives towards realizing a sustainable society through every aspect of our business.

Based on our guiding philosophy, the Three Corporate Principles, we have set out our expectations for how our business should be conducted. These encompass aspects such as our commitments to respect human rights and to protect the environment. All of our company’s activities are based on the directives stipulated in our Corporate Standards of Conduct, Environmental Charter, and Social Charter.

Global sustainability issues have evolved significantly over the years and continue to change today. MC aims to create “Sustainable Corporate Value” through our business activities, which span numerous industrial sectors. To this end, we endeavor to address key sustainability issues both in Japan and around the world, based on the expectations and demands of our stakeholders.

MC established our “DREAM AS ONE.” Project in 2014 in order to expand our existing efforts to support para-sports. Through initiatives such as sponsoring sports lessons and hosting sporting events and educational programs, the project aims to widen the field of para-sports while also raising awareness and promoting greater understanding of these activities. MC provides regular courses aimed at training para-sports volunteers and actively encourages employees to take part in volunteer activities that support para-sports.

Mitsubishi Corporation is an official partner of the Japanese Para-Sports Association.

Soccer clinic for the Japan Cerebral Palsy Football 7-side Association’s Under-19 squad
Over the 4-year period since the Great East Japan Earthquake and Tsunami struck in 2011, MC provided a total of 10 billion yen in recovery support for the affected areas. From 2015, the company committed to an additional 3.5 billion yen in support over the next 5 years. Through the Mitsubishi Corporation Disaster Relief Foundation, MC will continue providing emergency scholarships for affected university students, extending recovery support grants to NPOs and other organizations taking part in restoration efforts, and taking steps to revitalize industry and create jobs. In conducting our business, we see engagement with local communities and efforts to reduce negative environmental impacts as invaluable.

ESG Management

MC conducts thorough screenings of loans and investments, taking into account not only economic factors, but environmental, social, and governance (ESG) factors as well. We are proactively working to reduce our CO\(_2\) emissions on a global, consolidated basis. In addition, MC shares the Mitsubishi Corporation Policy for Sustainable Supply Chain Management with our suppliers. We also conduct supplier surveys and site visits as part of our supply chain management efforts. In conducting our business, we see engagement with local communities and efforts to reduce negative environmental impacts as invaluable.

The CSR & Environmental Affairs Advisory Committee

In March 2008, MC established our CSR & Environmental Affairs Advisory Committee, which is composed of outside experts. The opinions and advice provided by the Committee are incorporated into our sustainability initiatives and stakeholder communications.

MC’s Philanthropic Activities

MC first set up a department to coordinate the company’s philanthropic activities in 1973. Since then, our employees worldwide have participated actively in long-running programs that contribute to the communities in which we operate. The five priority areas of our corporate philanthropy are the global environment, public welfare, education, culture and the arts, and international exchange & contributions.

Contributing to a Sustainable Society through our Business

With MC’s Global Environmental & Infrastructure Business Group playing a central role, the company is engaged in a number of businesses aimed at realizing a low-carbon society and addressing other environmental issues such as water scarcity. Our projects cover numerous fields including new energy, environmental and water businesses, as well as smart community development.

Great East Japan Earthquake Restoration Efforts

Over the 4-year period since the Great East Japan Earthquake and Tsunami struck in 2011, MC provided a total of 10 billion yen in recovery support for the affected areas. From 2015, the company committed to an additional 3.5 billion yen in support over the next 5 years. Through the Mitsubishi Corporation Disaster Relief Foundation, MC will continue providing emergency scholarships for affected university students, extending recovery support grants to NPOs and other organizations taking part in restoration efforts, and taking steps to revitalize industry and create jobs. In addition, we will continue to dispatch MC Group employee volunteers to the region (as of June 2015, approx. 3,750 employees have taken part). MC has also started a number of new initiatives, including the Sixth Industry Fruit Farming Project in Fukushima Prefecture, that allow us to apply our expertise in promoting further development in the Tohoku Region.

Mitsubishi Corporation Disaster Relief Foundation Website: http://mitsubishicorp-foundation.org/en
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 Global Understanding Through Business. Guided by this philosophy, MC is improving and strengthening corporate governance in various ways. Actions include appointing Independent Directors and Independent Corporate Auditors (five Outside Directors and three Outside Corporate Auditors), introducing the Executive Officer System, and setting up advisory committees to the Board of Directors whose members are mostly from outside the company (the Governance & Compensation Committee and the International Advisory Committee). MC’s efforts to reform and improve our internal control system are ongoing in order to ensure that business activities are conducted properly and in conformity with the law and our Articles of Incorporation. The internal control system covers: efficient business execution; compliance; risk management; financial reporting; management and storage of information; ensuring proper conduct in consolidated group management; internal auditing and monitoring; and Corporate Auditors.

Governance & Compensation Committee

Member Composition (Year Ending March 2016)
- Outside members (6):
  - Kunio Ito (Outside Member)
  - Ryozo Kato (Outside Director)
  - Hidehiro Konno (Outside Director)
  - Sakie T. Fukushima (Outside Director)
  - Akihiko Nishiyama (Outside Director)
  - Tadashi Kunihiro (Outside Corporate auditor)
- In-house members (3):
  - Yorihiko Kojima* (Chairman of the Board)
  - Ken Kobayashi (President and CEO)
  - Hideyuki Nabeshima (Senior Corporate Auditor)

International Advisory Committee

Member Composition (Year Ending March 2016)
- Outside members (9):
  - Dr. Herminio Blanco Mendoza (Former Secretary of Trade & Industry (Mexico))
  - Professor Joseph S Nye (Harvard University Distinguished Service Professor and Sultan of Oman Professor (U.S.A.))
  - Mr. Ratan N Tata (Chairman, Tata Trusts (India))
  - Mr. George Yeo (Chairman of Kerry Logistics Network (Singapore))
  - Mr. Jaime Augusto Zobel de Ayala (Chairman and CEO, Ayala Corporation (the Philippines))
  - Sir John Bond (Chairman, KKR Asia Ltd. (U.K.))
  - Mr. Niall FitzGerald (Former CEO & Chairman, Unilever (Ireland))
  - Ryozo Kato (Outside Director)
  - Hidehiro Kanno (Outside Director)
- In-house members (4):
  - Yorihiko Kojima* (Chairman of the Board)
  - Ken Kobayashi (President and CEO)
  - Minoru Makihara (Senior Corporate Advisor)
  - Mikio Sasaki (Former Chairman, Senior Advisor to the Board)

*Committee Chairperson
MC has established various internal regulations based on the Three Corporate Principles, MC’s guiding philosophy. These include the Corporate Standards of Conduct and Code of Conduct. When engaging in business, officers and employees are obligated to make compliance their top priority. MC also introduced the post of Compliance Officer and appointed one to each Business Group and geographical region (Japan and overseas). These officers are responsible for ensuring compliance in daily business operations.

As of the fiscal year ended March 2010, all company officers and employees have been required to take e-learning courses, which include case studies on the Code of Conduct. Following these courses, they must sign an agreement stating that they understand and will adhere to the rules at all times. These protocols have since been introduced at MC’s subsidiaries and affiliates. Additional steps that have been taken throughout the MC Group include holding Compliance Discussions to encourage personnel to discuss compliance issues in each work place by using case studies (i.e. possible violations in view of the office’s operations) and seminars, and distributing Compliance Case Study Q&A Booklets to employees. These measures will ensure ongoing learning and development, not only by employees and officers at MC, but by those at MC’s subsidiaries and affiliates as well.

MC’s actions are all based on this spirit of compliance; it remains an essential factor in raising consolidated corporate value and we remain committed to continuously upgrading and reinforcing our compliance initiatives.
CORPORATE DATA
(AS OF MARCH 31, 2015)

COMPANY NAME
Mitsubishi Corporation

DATE ESTABLISHED
July 1, 1954
(Date Registered: April 1, 1950)

CAPITAL
¥204,446,667,326

SHARES OF COMMON STOCK ISSUED
1,624,036,751

LISTED ON THE FOLLOWING STOCK EXCHANGES
Tokyo, Nagoya, London

HEAD OFFICE
Mitsubishi Shoji Building
3-1, Marunouchi 2-chome, Chiyoda-ku,
Tokyo, 100-8086, Japan*

*Registered Office of our company

Marunouchi Park Building
6-1, Marunouchi 2-chome, Chiyoda-ku,
Tokyo, 100-8086, Japan

NUMBER OF EMPLOYEES
Parent company: 5,637
Parent company and all of its consolidated subsidiaries: 71,994

NUMBER OF CONSOLIDATED SUBSIDIARIES AND EQUITY-METHOD AFFILIATES
614

*Companies affiliated with MC subsidiaries are not included.