Introduction

Mitsubishi Corporation (MC) is a global integrated business enterprise that develops and operates businesses with MC’s offices and subsidiaries in 90 countries and regions and approximately 1,400 group companies around the world.

MC has 10 Business Groups that operate across virtually every industry. These include natural gas, industrial materials, petroleum & chemicals, mineral resources, industrial infrastructure, automotive & mobility, food industry, consumer industry, power solution, and urban development. Through its 10 Business Groups, MC’s current activities have expanded far beyond its traditional trading operations to include collaborating with partners around the world and getting actively involved in development, production, and manufacturing operations in the frontlines.

MC remains fully dedicated to growing its businesses and aims to help enrich society while adhering to its principle of conducting business with integrity and fairness.
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 Philosophy – Three Corporate Principles**

- **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 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.

**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 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.”
The international situation is in a constant state of flux. Recent major geopolitical changes are occurring rapidly and have an extensive impact, which creates an increasingly complex business environment.

As we generate significant earnings from our overseas business activities, we remain committed to strengthening our ability to respond appropriately to such change. Based on this approach, it is vital that we support the growth of our group companies and manage risk by applying real-time information from the frontline directly to our businesses. Information is obtained through our global network including approximately 1,400 group companies in 90 countries and regions around the world.

We will continue to strengthen our intelligence capability through the integration of human networks, business knowledge, and partnerships. Our strong global network facilitates the discovery and development of new businesses that will contribute to future growth.

By enhancing the quality of our global network and joining the dots between specific intelligence and group company management, we aim to increase the value of the MC Group.
Office

Head Office: Tokyo

Middle East & Central Asia
30 Offices and Subsidiaries
3 Group Companies

Europe
27 Offices and Subsidiaries
223 Group Companies

Africa
12 Offices and Subsidiaries
5 Group Companies

East Asia
24 Offices and Subsidiaries
80 Group Companies

Asia & Oceania
50 Offices and Subsidiaries
210 Group Companies

Japan
25 Offices and Subsidiaries
350 Group Companies

Number of offices and subsidiaries overseas: 177
(including 38 project offices)

Number of group companies: 1,454
(1,008 consolidated subsidiaries and 446 equity-method affiliates)

*Locations of offices and subsidiaries are marked.
(excluding project offices and annex offices in Japan)

*Refers to heads of MC offices and subsidiaries (excluding project offices and annex offices in Japan and overseas)

*As of December 31, 2018. Including affiliates for which subsidiaries implement consolidated accounting procedures (including MC’s 43 regional and other subsidiaries which implement consolidated accounting procedures)

*MC’s 43 regional and other subsidiaries are excluded from the number of group companies listed by region on the map.

*Number of group companies: 1,454 (1,008 consolidated subsidiaries and 446 equity-method affiliates)
MC Group Corporate Vision

The MC Group Will Deliver Sustainable Growth by Fulfilling Societal Needs

The MC Group aims to deliver sustainable growth by adapting to changes in the business environment and fulfilling societal needs in due consideration of the United Nations’ Sustainable Development Goals (SDGs). To achieve this aim, the MC Group shall rely on three core strengths, namely its collective capabilities to adopt a holistic view of industry, its foresight to identify new seeds of growth, and its execution skills to germinate them.

Simultaneously generating economic value, environmental value and societal value through our businesses

Mission & Corporate Philosophy

- The ‘Three Corporate Principles’ serve as the MC Group’s core philosophy and underpin its commitment to fair, responsible, and global business practices.
- By pooling its collective capabilities, the MC Group strives to fulfill societal needs and meet stakeholder expectations by simultaneously generating economic, societal, and environmental value.

Adaptability

- The MC Group prides itself in adapting to our ever-evolving world, anticipating and responding to changes in geopolitical, economic and industrial landscapes, the last two of which are being increasingly driven by innovations in technology.

Consolidated Growth Strategy

- The MC Group includes approximately 1,400 enterprises, and as the MC Group works to raise their consolidated earnings, it remains equally committed to growing their individual corporate value, while simultaneously generating three values.
- By leveraging the diverse expertise found throughout its network of group companies and more than 150 Business Units, MC shall continue to innovate and inspire global industries.
- MC shall optimize its portfolio by dynamically allocating management resources based on its level of engagement in each business. Sizeable growth investments are companywide commitments to develop next-generation earnings drivers.
- The MC Group is dedicated to rearing the highest quality of management professionals, ethically grounded leaders with the foresight to identify new seeds of growth and the execution skills to germinate them.
- Regardless of how our world evolves, there will always be opportunities to deliver goods and services that meet societal needs and improve our quality of life. This recognition is the very foundation of MC’s consolidated growth strategy.
Outline of Midterm Corporate Strategy 2021

Our new Midterm Corporate Strategy aims to realize triple-value growth* through MC’s business-management model.

It will make MC more adaptable to changing geopolitical dynamics, the transition to a digital age and other rapid developments.

The strategy’s four sections are outlined on the right.

*Simultaneously generating economic value, societal value, and environmental value

Portfolio Strategies Aimed at Stimulating Further Growth

By strengthening our operations in the Services Sector and downstream businesses, we will endeavor to stimulate more growth in what is currently a very stable business portfolio.
Value-Added Cyclical Growth Model & Improved ROE

We will identify Potential Growth Sources and nurture them into Growth Drivers and Core Businesses by enhancing their value. In this new cyclical growth model, even Core Businesses will be replaced with new Growth Driver Candidates if MC can no longer add value to them. This will have the added benefit of improving MC’s ROE.

Financial Targets & Capital Policy

By continuously growing MC’s Business-Related Segments and making it more competitive in Market-Related Segments, we will aim for an even higher double-digit ROE. We will extend the current progressive dividend scheme, and aim to increase MC’s dividend payout ratio from 30% to 35% in the future.
Introduction to Business Groups

Natural Gas Group

- Natural Gas Div. (Asia Pacific)
- Natural Gas Div. (Americas, Europe and ME)
- Brunei Natural Gas Dept.
- Malaysia Natural Gas Dept.
- Australia Natural Gas Dept.
- LNG Operation Dept.
- LNG Global Marketing Dept.
- Canada Natural Gas Dept.
- Americas Natural Gas Dept.
- Middle East/Africa Natural Gas Dept.
- Europe/Russia Natural Gas Dept.

Industrial Materials Group

- Carbon Div.
- Steel Business Div.
- Performance Materials Div.
- Carbon Materials Dept.
- Petroleum Coke Dept.
- Metal One Dept.
- Functional Chemicals Dept.
- PVC Dept.
- Housing & Construction Materials Dept.

Petroleum & Chemicals Group

- Petroleum Div.
- Petrochemicals Div.
- Basic Chemicals Div.
- Petroleum Trading Dept.
- Petroleum Products Dept.
- Utility Fuel Dept.
- Petrochemicals Project Dept.
- Basic Petrochemicals Dept.
- Refinery Chemicals Dept.
- Plastics Dept.
- Chlor-Alkali Dept.
- Agriculture Solution Dept.
- Alcohol & C1 Chemicals Dept.

Mineral Resources Group

- Mineral Resources Investment Div.
- Mineral Resources Trading Div.
- Iron Ore Dept.
- MDP Dept.
- Base Metals Dept.
- Aluminium Dept.

Industrial Infrastructure Group

- Plant Engineering Div.
- Industrial Machinery Div.
- Ship & Aerospace Div.
- Engineering Business Dept.
- Infrastructure & Industrial Projects Dept.
- Building Solutions Dept.
- Industrial Equipment Dept.
- Construction Equipment & Rental Business Dept.
- Ship & Offshore Dept.
- Defense and Aerospace Dept.
Mitsubishi Corporation (MC) regards its corporate philosophy, the Three Corporate Principles, as the cornerstone of all of its activities. With this in mind, MC has laid out the purpose and ideals of its activities in the Corporate Standards of Conduct, along with upholding the importance of consideration for the global environment and respect for human rights in the Environmental Charter and Social Charter. These concepts are guiding MC forward as it pushes ahead with its business activities.

Midterm Corporate Strategy 2021 also re-emphasizes the need to simultaneously generate economic, societal, and environmental value in order to achieve growth for the MC Group through its business management model. Specifically, MC will strive to create businesses that generate value for societies by addressing key sustainability issues through its business activities and contributions to society, thereby ensuring sustainable growth for the company.

Sustainability

MC recognizes that its response to global sustainability issues will have a significant impact on its prospects for long-term growth. Therefore, the company has identified “Themes of Key Importance for MC’s Sustainable Growth” as a management priority and is committed to pursuing sustainable growth in line with these themes. As part of this, MC is also endeavoring to contribute towards the achievement of the SDGs*.

* The SDGs are a collection of 17 international goals that form the basis of the 2030 Agenda for Sustainable Development which was adopted as a global priority at a UN summit held in September 2015.

The Sustainability Advisory Committee, which is comprised of eight external experts who represent MC’s diverse stakeholder groups including NGOs, international agencies, ESG investors and academia. The committee actively incorporates external stakeholder perspectives into systems that utilize MC’s sustainability initiatives.

Key Sustainability Issues (Materiality)

MC recognizes that its response to global sustainability issues will have a significant impact on its prospects for long-term growth. Therefore, the company has identified “Themes of Key Importance for MC’s Sustainable Growth” as a management priority and is committed to pursuing sustainable growth in line with these themes. As part of this, MC is also endeavoring to contribute towards the achievement of the SDGs*.

* The SDGs are a collection of 17 international goals that form the basis of the 2030 Agenda for Sustainable Development which was adopted as a global priority at a UN summit held in September 2015.

Promotion Framework

Sustainability & CSR Committee and Investment Committee

The Sustainability & CSR Committee, which is chaired by the Corporate Functional Officer (in charge of corporate sustainability) and mainly attended by the Executive Vice Presidents, discusses MC’s basic policies regarding sustainability and CSR in general, among other matters. Moreover, the Investment Committee reviews and makes decisions on individual loan and investment proposals from a comprehensive perspective, considering not only economic aspects but also environmental and social aspects.

The Sustainability Advisory Committee

MC established a Sustainability Advisory Committee which is comprised of eight external experts who represent MC’s diverse stakeholder groups including NGOs, international agencies, ESG investors and academia. The committee actively incorporates external stakeholder perspectives into systems that utilize MC’s sustainability initiatives.
Philanthropic Activities

In 1973, MC established an office to oversee social and environmental affairs. Since then, our employees worldwide have participated actively in long-running programs that contribute to the communities in which we operate. MC’s corporate philanthropy is comprised of six priority areas: the global environment, public welfare, education, culture and the arts, international exchange & contributions, and recovery efforts for the Great East Japan Earthquake.

Friendship Camp for Mothers and Children

This camp for single mothers and their children provides the opportunity for participants to experience the great outdoors. Held since 1974, the camp is run by MC Group staff members who volunteer as camp counselors.

Regeneration of Tropical Forests

MC began the first experimental project in Malaysia in 1990 with the aim of regenerating tropical forest ecosystems at an accelerated rate. Since then, the project has expanded to locations in Brazil and Kenya.

Mitsubishi Corporation Art Gate Program

The MC Art Gate Program was launched in 2008 to help aspiring young individuals pursue their dreams of becoming professional artists. MC purchases and then sells young artists’ artwork through charity auctions, which are open to the public, and then uses the revenue from these auctions to fund scholarships for future artists.

Great East Japan Earthquake Restoration Efforts

Shortly after the Great East Japan Earthquake and Tsunami struck in 2011, MC provided 10 billion yen in recovery support for the affected areas. In 2015, we committed to an additional 3.5 billion yen in support. MC continues to provide support and has dispatched around 4,800 MC Group employee volunteers to the region between April 2011 and December 2018. Through the Mitsubishi Corporation Disaster Relief Foundation, MC is providing scholarships for affected university students, extending recovery support grants to NPOs and other organizations taking part in restoration efforts, and taking steps to revitalize local industry and create jobs. The foundation also has a number of other projects, including a project that helps jointly manage fruit production, processing, and sales in Fukushima Prefecture along with the establishment of the Fukushima Ouse Winery which specializes in producing wines and liqueurs.

Mitsubishi Corporation Disaster Relief Foundation Website: https://mitsubishicorp-foundation.org/en/

DREAM AS ONE.

Project in Support of Parasports

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

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

Fukushima Ouse Winery products made from fruits produced in Fukushima Prefecture (wines, ciders, and liqueurs)

Blind marathon runner and MC staff member Yuichi Takahashi (left)

Mitsubishi Corporation Disaster Relief Foundation Website: https://mitsubishicorp-foundation.org/erv/
Corporate Governance and Internal Control System

MC has made strengthening corporate governance on an ongoing basis an important management concern as the foundation for ensuring sound, transparent and efficient management. MC, based on the Audit & Supervisory Board Member System, is thus working to put in place a corporate governance system that is even more effective. This includes strengthening management supervision through such measures as appointing Outside Directors and Outside Audit & Supervisory Board Members (five Outside Directors and three Outside Audit & Supervisory Board Members) who satisfy the conditions for Independent Directors or Independent Audit & Supervisory Board Members, and establishing advisory bodies to the Board of Directors where the majority of members are Outside Directors and OutsideAudit & Supervisory Board Members as well as other experts from outside the company (Governance, Nomination and Compensation Committee and International Advisory Committee). At the same time, MC uses the executive officer system for prompt and efficient decision-making and business execution.

MC’s efforts to improve and strengthen our internal control system are ongoing in order to increase corporate value through proper and efficient business operations in conformity with the law and our Articles of Incorporation. The internal control system covers: compliance, financial reporting, internal auditing and monitoring, management and storage of information, risk management, efficient business execution, ensuring proper business in group management, and Audit & Supervisory Board Members.

Governance, Nomination and Compensation Committee

- **Outside members (5):**
  - Akihiko Nishiyama (Outside Director)
  - Toshiko Oka (Outside Director)
  - Akitaka Saiki (Outside Director)
  - Tsuneyoshi Tatsuoka (Outside Director)
  - Tadashi Kunihiro (Outside Audit & Supervisory Board Member)

- **In-house members (3):**
  - Ken Kobayashi* (Chairman of the Board)
  - Takehiko Kakuichi (Member of the Board, President & CEO)
  - Shuma Uchino (Senior Audit & Supervisory Board Member)

Member Composition (as of April 1, 2019)

- **Outside members (8):**
  - Professor Joseph S. Nye (Harvard University Distinguished Service Professor and Sultan of Oman Professor (U.S.A.))
  - Ratan N Tata (Chairman of Tata Trusts (India))
  - George Yeo (Chairman of Kerry Logistics Network (Singapore))
  - Jaime Augusto de Ayala II (Chairman and CEO, Ayala Corporation (the Philippines))
  - Niall FitzGerald KBE (Former CEO & Chairman, Unilever (Ireland))
  - Ambassador Richard Armitage (Former Deputy Secretary of State (U.S.A.))

International Advisory Committee

- **In-house members (3):**
  - Ken Kobayashi* (Chairman of the Board)
  - Takehiko Kakuichi (Member of the Board, President & CEO)
  - Kanji Nishiura (Member of the Board, Executive Vice President)

Member Composition (as of April 1, 2019)

- **Outside members (5):**
  - Akihiko Nishiyama (Outside Director)
  - Toshiko Oka (Outside Director)
  - Akitaka Saiki (Outside Director)
  - Tsuneyoshi Tatsuoka (Outside Director)
  - Tadashi Kunihiro (Outside Audit & Supervisory Board Member)

- **In-house members (3):**
  - Ken Kobayashi* (Chairman of the Board)
  - Takehiko Kakuichi (Member of the Board, President & CEO)
  - Shuma Uchino (Senior Audit & Supervisory Board Member)
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. 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 workplace by using case studies (i.e. possible violations in view of the office’s operations) and seminars, and distributing Compliance Case Study 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. More recently, MC released the “Mitsubishi Corporation Anti-Corruption Guideline” with the aim of further improving our efforts to prevent corruption, and launched the New Global Whistleblowing System (“LUKS”), which makes it easier for employees of MC and its subsidiaries to report compliance issues related to antitrust law and anti-bribery law.

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.
# Financial Highlights

**Mitsubishi Corporation and Subsidiaries**

## Revenues And Income [IFRS]

<table>
<thead>
<tr>
<th></th>
<th>2016.3</th>
<th>2017.3</th>
<th>2018.3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>¥6,925.6</td>
<td>¥6,425.8</td>
<td>¥7,567.4</td>
</tr>
<tr>
<td>Gross profit</td>
<td>1,098.9</td>
<td>1,328.6</td>
<td>1,886.6</td>
</tr>
<tr>
<td>Net income (Net loss) attributable to owners of the Parent</td>
<td>▲ 149.4</td>
<td>440.3</td>
<td>560.2</td>
</tr>
<tr>
<td>Net income (Net loss) attributable to owners of the Parent per share (diluted) (yen)</td>
<td>▲ 93.68</td>
<td>277.16</td>
<td>352.44</td>
</tr>
<tr>
<td>ROE (%)</td>
<td>▲ 2.9</td>
<td>9.3</td>
<td>10.9</td>
</tr>
<tr>
<td>ROA (%)</td>
<td>▲ 0.9</td>
<td>2.9</td>
<td>3.5</td>
</tr>
</tbody>
</table>

## Financial Position [IFRS]

<table>
<thead>
<tr>
<th></th>
<th>2016.3</th>
<th>2017.3</th>
<th>2018.3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets</td>
<td>14,916.3</td>
<td>15,753.6</td>
<td>16,037.0</td>
</tr>
<tr>
<td>Equity attributable to owners of the Parent</td>
<td>4,592.5</td>
<td>4,917.2</td>
<td>5,332.4</td>
</tr>
<tr>
<td>Equity per share attributable to owners of the Parent (yen)</td>
<td>2,898.23</td>
<td>3,101.43</td>
<td>3,362.34</td>
</tr>
</tbody>
</table>

## Cash Flows

<table>
<thead>
<tr>
<th></th>
<th>2016.3</th>
<th>2017.3</th>
<th>2018.3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating cash flows</td>
<td>700.1</td>
<td>583.0</td>
<td>742.5</td>
</tr>
<tr>
<td>Investing cash flows</td>
<td>▲ 503.9</td>
<td>▲ 179.6</td>
<td>▲ 317.6</td>
</tr>
<tr>
<td>Free cash flows</td>
<td>196.2</td>
<td>403.4</td>
<td>424.9</td>
</tr>
</tbody>
</table>

## Dividends

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Dividend per share (for the year, yen)</td>
<td>50</td>
<td>80</td>
</tr>
<tr>
<td>Payout ratio (%)</td>
<td>–</td>
<td>29</td>
</tr>
</tbody>
</table>

## Summary Of Segment Information

(Year Ended March 31, 2018) [IFRS]

<table>
<thead>
<tr>
<th></th>
<th>Global Environmental &amp; Infrastructure Business Group</th>
<th>Industrial Finance, Logistics &amp; Development Group</th>
<th>Energy Business Group</th>
<th>Metals Group</th>
<th>Machinery Group</th>
<th>Chemicals Group</th>
<th>Living Essentials Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>85.7 billion</td>
<td>101.4 billion</td>
<td>1,239.4 billion</td>
<td>1,021.7 billion</td>
<td>876.5 billion</td>
<td>1,359.6 billion</td>
<td>2,876.4 billion</td>
</tr>
<tr>
<td>Gross profit</td>
<td>38.1 billion</td>
<td>49.9 billion</td>
<td>55.7 billion</td>
<td>452.8 billion</td>
<td>195.6 billion</td>
<td>116.2 billion</td>
<td>971.8 billion</td>
</tr>
<tr>
<td>Income from equity method investment</td>
<td>37.3 billion</td>
<td>28.3 billion</td>
<td>44.1 billion</td>
<td>33.5 billion</td>
<td>28.8 billion</td>
<td>16.2 billion</td>
<td>23.6 billion</td>
</tr>
<tr>
<td>Net income</td>
<td>44.6 billion</td>
<td>44.2 billion</td>
<td>20.3 billion</td>
<td>261.0 billion</td>
<td>85.2 billion</td>
<td>30.6 billion</td>
<td>74.7 billion</td>
</tr>
<tr>
<td>Total assets</td>
<td>1,045.6 billion</td>
<td>814.8 billion</td>
<td>2,074.1 billion</td>
<td>3,777.3 billion</td>
<td>1,921.1 billion</td>
<td>993.7 billion</td>
<td>4,599.8 billion</td>
</tr>
<tr>
<td>No. of employees</td>
<td>1,716</td>
<td>1,482</td>
<td>1,774</td>
<td>11,474</td>
<td>10,180</td>
<td>6,869</td>
<td>40,512</td>
</tr>
</tbody>
</table>

*Income from equity method investment denotes Income from investments accounted for using the equity method.

*Net income denotes net income attributable to owners of the Parent.

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The organizational structure of MC's Business Groups was renewed from FY2019. For details, please see page 6 and pages 10-11.
**Revenues**

- 2016: ¥6,925.6 billion
- 2017: ¥6,425.8 billion
- 2018: ¥7,567.4 billion

**Gross Profit**

- 2016: ¥1,098.9 billion
- 2017: ¥1,328.6 billion
- 2018: ¥1,886.4 billion

**Net Income (Net loss) and ROE**

- 2016: ¥50.00 billion, ROE: 110.00%
- 2017: ¥80.00 billion, ROE: 34.00%
- 2018: ¥110.00 billion, ROE: 38.00%

**Net Income (Net loss) Per Share (Diluted)**

- 2016: ¥149.4 billion
- 2017: ¥149.4 billion
- 2018: ¥149.4 billion

**Cash Flows**

- 2016: ¥503.9 billion
- 2017: ¥179.6 billion
- 2018: ¥317.6 billion

**Total Assets and Equity**

- 2016: ¥16,037.0 billion
- 2017: ¥16,037.0 billion
- 2018: ¥16,037.0 billion

**Dividend Per Share and Payout Ratio**

- 2016: ¥50.00 billion, Payout ratio: 31
- 2017: ¥80.00 billion, Payout ratio: 31
- 2018: ¥110.00 billion, Payout ratio: 31

**Net income (Net loss) denotes net income (net loss) attributable to owners of the Parent.**

**Equity denotes equity attributable to owners of the Parent.**
Executive Officers

President and Chief Executive Officer
Takehiko Kakiuchi *

Executive Vice Presidents
Kanji Nishihara* Corporate Functional Officer, Global Strategy
Hidemoto Mizuhara President, Mitsubishi Corporation (Americas) (Concurrently) General Manager, Corporate Management Support Office (Americas)
Kazuyuki Masu* Corporate Functional Officer, CFO
Takeshi Hagiwara Group CEO, Petroleum & Chemicals Group
Shinya Yoshida Corporate Functional Officer, Regional Strategy for Japan (Concurrently) General Manager, Kansai Branch
Yutaka Kyoya Group CEO, Consumer Industry Group
Iwao Toide* Group CEO, Automotive & Mobility Group
Akira Murakoshi* Corporate Functional Officer, Corporate Communications, Human Resources
Masakazu Sakakida* Corporate Functional Officer, Corporate Sustainability & CSR, Corporate Administration, Legal (Concurrently) Chief Compliance Officer, Officer for Emergency Crisis Management Headquarters (Japan & Overseas / New Infectious Diseases, Compliance), Person Responsible for Security Trade Control, Person Responsible for Trade Procedures Control

Senior Vice Presidents
Takajiro Ishikawa Seconded to Mitsubishi Heavy Industries, Ltd. (Concurrently) General Manager, Beijing Branch, Mitsubishi Corporation China Co., Ltd.
Yasuteru Hirai President, Mitsubishi Corporation China Co., Ltd. (Concurrently) General Manager, Beijing Branch, Mitsubishi Corporation China Co., Ltd.
Tsunehiko Yanagihara EVP Mitsubishi Corporation (Americas) (Monk location: Silicon Valley)
Nodoka Yamasaki Division CEO, Healthcare & Food Distribution Div.

Tatsuo Nakamura Division CEO, Automotive Business Div.
Osamu Takeuchi Division CEO, Petrochemicals Div.
Kazunori Nishio Division CEO, Retail Div.
Koji Kishimoto Division CEO, Food Sciences Div.
Eisuke Shiozaki Division CEO, Carbon Div.
Yoshinori Katayama General Manager, Global Strategy and Regional Management Dept.
Yoshifumi Hachiya General Manager, Business Investment Management Dept.
Hisashi Ishimaki General Manager, Automotive & Mobility Group CEO Office

Takuya Kuga Division CEO, Urban Infrastructure Div.
Yasumasa Kashiwagi Division CEO, Fresh Food Products Div.
Hiroki Haba Division CEO, Petroleum Div.

Shigeru Wakabayashi Division CEO, Isuzu Business Div.
Koichi Seri Division CEO, Mineral Resources Investment Div. (Concurrently) General Manager, MDP Dept.
Yasuhiro Kawakami Seconded to Cermaq Group AS (Chair of the Board)
Kenji Ota General Manager, Natural Gas Group CEO Office
Yuzo Nouchi General Manager, Corporate Accounting Dept.
Masaru Saito Division CEO, Natural Gas Div. (Asia Pacific)
Koji Ota Division CEO, Marine Resources Div.

Corporate Data (As of March 31, 2018)

Company Name
Mitsubishi Corporation

Date Established
July 1, 1954 (Date Registered: April 1, 1950)

Capital
¥204,446,667,326

Shares Of Common Stock Issued
1,590,076,851

Listed On The Following Stock Exchanges
Tokyo, Nagoya

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: 6,129 Parent company and all of its consolidated subsidiaries: 77,476

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

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