



REVISED EDITION

**CORPORATE BROCHURE 2023**

ENGLISH

Thinking of one, of all.  **Mitsubishi Corporation**

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## Mitsubishi Corporation

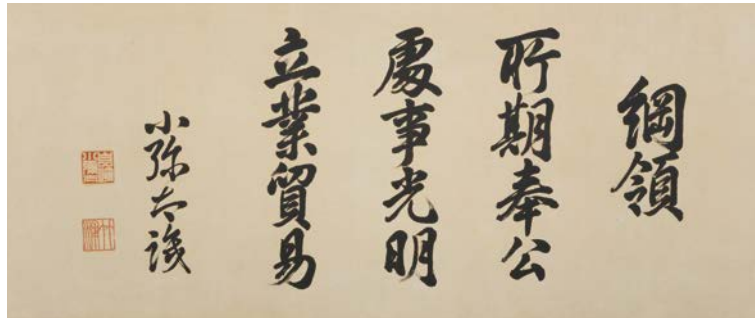
### Introduction

Mitsubishi Corporation (MC) is a global integrated business enterprise that develops and operates businesses together with its global network of around 1,700 group companies.

MC has 10 Business Groups that operate across virtually every industry: Natural Gas, Industrial Materials, Chemicals Solution, Mineral Resources, Industrial Infrastructure, Automotive & Mobility, Food Industry, Consumer Industry, Power Solution and Urban Development. Through these 10 Business Groups plus the addition of its Industry Digital Transformation Group and Next-Generation Energy Business Group, MC's current activities have expanded far beyond its traditional trading operations to include project development, production and manufacturing operations, working in collaboration with our trusted partners around the globe.

With an unwavering commitment to conducting business with integrity and fairness, MC remains fully dedicated to growing its businesses while contributing to a prosperous society.

## Corporate Philosophy – The 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** Mitsubishi Shoji was newly 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 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.

### 2020s

- 2021** Established "Roadmap to a Carbon Neutral Society."
- 2022** MC announced its new three-year management plan entitled, "Midterm Corporate Strategy 2024 - Creating MC Shared Value." This plan sets the goal of continuously creating significant shared value by enhancing the MC Group's collective capabilities to address societal challenges.

### The 1980s to 1990s

- 1986** Drew up a management plan and new policy that shifted the company's focus from operating transactions to profits.
- 1992** Announced a 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."

# Global Network (Countries and Regions) (As of April 1, 2023)

MC has developed a global network to drive its next phase of major growth by continuously improving its ability to respond to change while also encouraging collaboration through the efficient and effective allocation of roles between the Head Office, MC offices and subsidiaries, and group companies.

The MC Group operates in a rapidly evolving business environment, both in Japan and around the world, with heightening geopolitical risks and an increasingly borderless global society and market.

In response to these swift and complex changes, and in order to accelerate the implementation of its business management model, MC leverages its global network in around 90 countries and regions worldwide, to gather and communicate relevant, real-time business intelligence. This enhanced global network is used to identify potential sources of growth and new business opportunities, as well as to bolster risk management practices and ultimately support the expansion of the

MC Group.

MC has long contributed to the development of societies and economies by working with its customers and partners all over the world to develop a wide range of businesses that it could not have realized on its own. These positive relationships are built upon day by day as irreplaceable assets spanning the past, present and future.

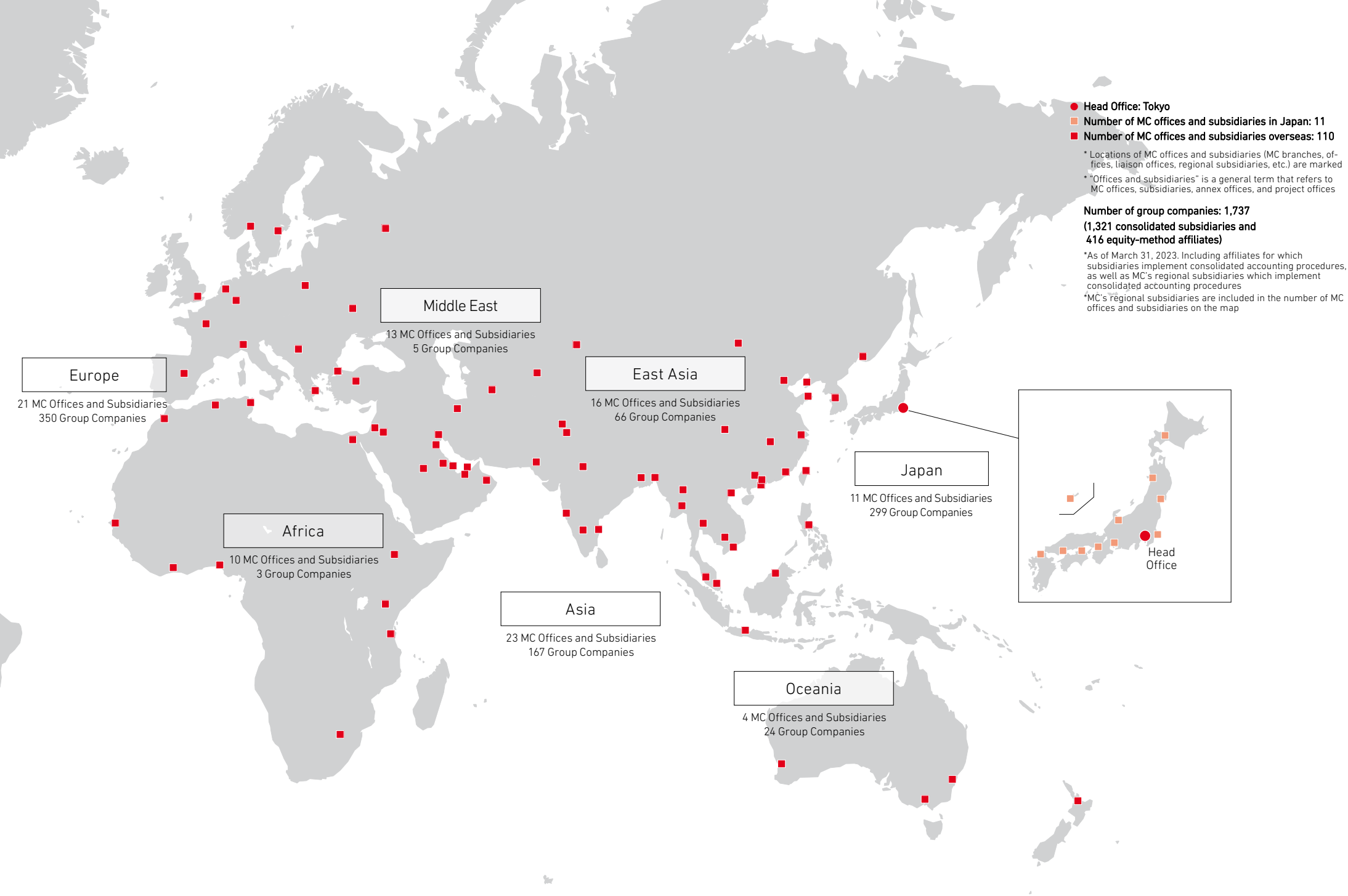
In this manner, the MC Group aims to maximize its corporate value by enhancing its global network and by fully leveraging its collective abilities, including its solid relationships with customers and partners around the world.



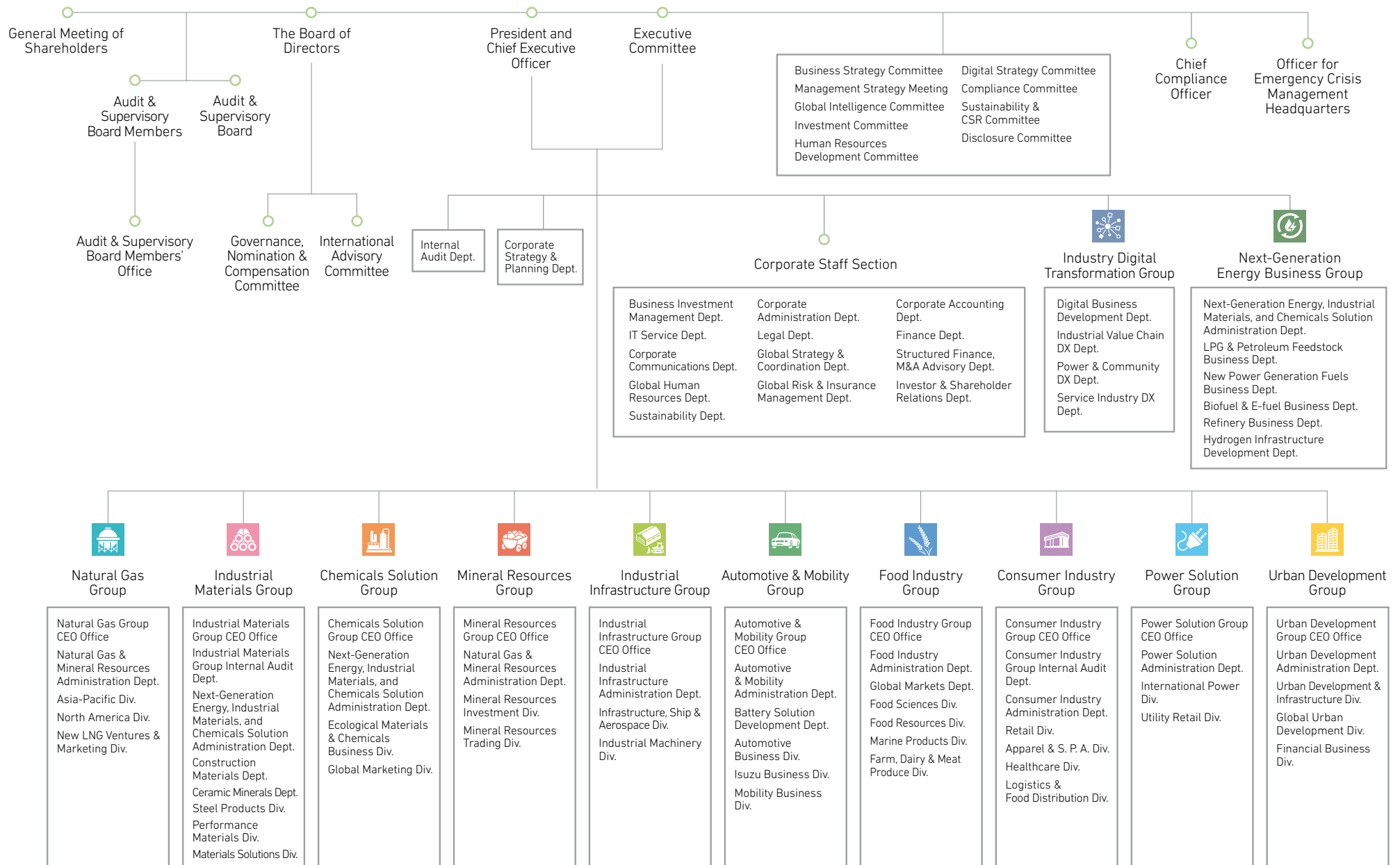
## Location of MC Operations

<b>Japan</b> Sapporo Akita Sendai Choshi Nagoya Toyama Osaka Takamatsu Hiroshima Fukuoka Naha	Toronto Mexico City  <b>Latin America &amp; the Caribbean</b> Panama City Quito Lima Bogotá Santiago Caracas Buenos Aires São Paulo Rio de Janeiro	Oslo Stockholm Warsaw Belgrade Athens Moscow Vladivostok Kyiv Almaty Istanbul Ankara Ashgabat Tashkent Tel Aviv	Tunis Nairobi Addis Ababa Dar es Salaam  <b>Middle East</b> Dubai Cairo Amman Riyadh Al Khobar Basra Doha Abu Dhabi Muscat Kuwait Tehran	Shenzhen Wuhan Xiamen Qingdao Shanghai Dalian Chengdu Hong Kong Taipei Seoul  <b>Asia</b> Karachi Islamabad Lahore New Delhi Mumbai Kolkata Chennai Bangalore Dhaka Yangon	Nay Pyi Taw Bangkok Kuala Lumpur Singapore Phnom Penh Hanoi Ho Chi Minh City Jakarta Bandar Seri Begawan Manila  <b>Oceania</b> Melbourne Sydney Perth Auckland
<b>North America</b> New York Seattle Silicon Valley Los Angeles Houston Washington, D.C. Boston Vancouver	<b>Europe</b> London Madrid Paris Amsterdam Düsseldorf Milan	<b>Africa</b> Johannesburg Dakar Casablanca Abidjan Algiers Lagos	<b>East Asia</b> Ulaanbaatar Beijing Guangzhou		





# Organizational Structure (As of July 1, 2023)



\*Organizational Structure of the head office

# Roadmap to a Carbon Neutral Society

(Established in October 2021)

There is an urgent need for decarbonization initiatives in response to global climate change. The MC Group will continue to fulfill its responsibility as an active player in industries including resources and energy by continuing to provide a stable supply of energy, such as natural gas, while working to achieve a carbon neutral society.

- POINT  
1

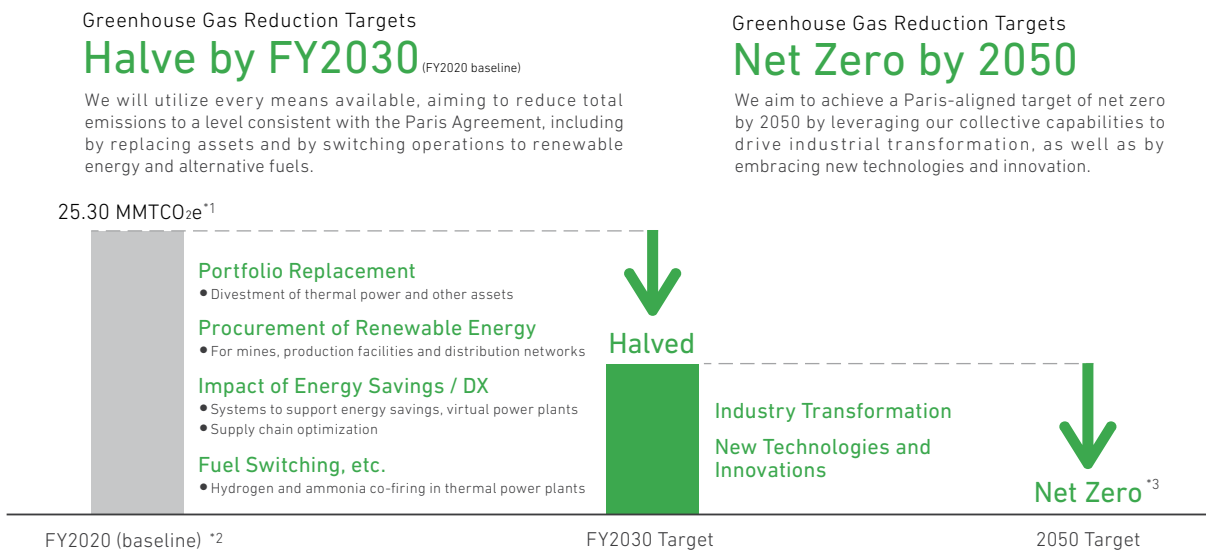
Greenhouse Gas Reduction Targets  
**Halve by FY2030, Net Zero by 2050**  
(FY2020 baseline)
- POINT  
2

By FY2030  
**Approx. 2 trillion yen of EX-related investment**  
(Energy Transformation)
- POINT  
3

**Integrated EX/DX initiatives to “Create a New Future”**

## Greenhouse Gas Reduction Targets

Net zero greenhouse gas (GHG) emissions by 2050, and a new FY2030 target with a detailed reduction plan. Emissions halved by FY2030 through portfolio replacement driven predominantly by divestment of thermal power assets.



<sup>\*1</sup> The above figures represent the Scope 1 and Scope 2 emissions of MC and its consolidated companies, including affiliates, based on the equity share approach (for details, refer to <https://mitsubishicorp.disclosure-site/en/themes/113#977>)  
<sup>\*2</sup> FY2020 is set as the new baseline, as it provides the most accurate affiliate data that was previously unavailable, e.g. Scope 2 market-based method emissions. The data are currently under detailed examination and may be subject to minor revisions.  
<sup>\*3</sup> Any residual emissions, after reduction efforts have been made, will be neutralized using internationally-accepted offsetting methods including carbon removal.  
● Management and disclosure of Scope 3 emissions of particularly large emission categories, including those of affiliated companies' emissions as described in <sup>\*1</sup> above, will be considered in tandem with future international debate and frameworks.  
● The specific reduction plan and measures for the GHG emissions reduction targets will be adjusted as required in line with progress of technological developments, economic viability and policy/institutional support.

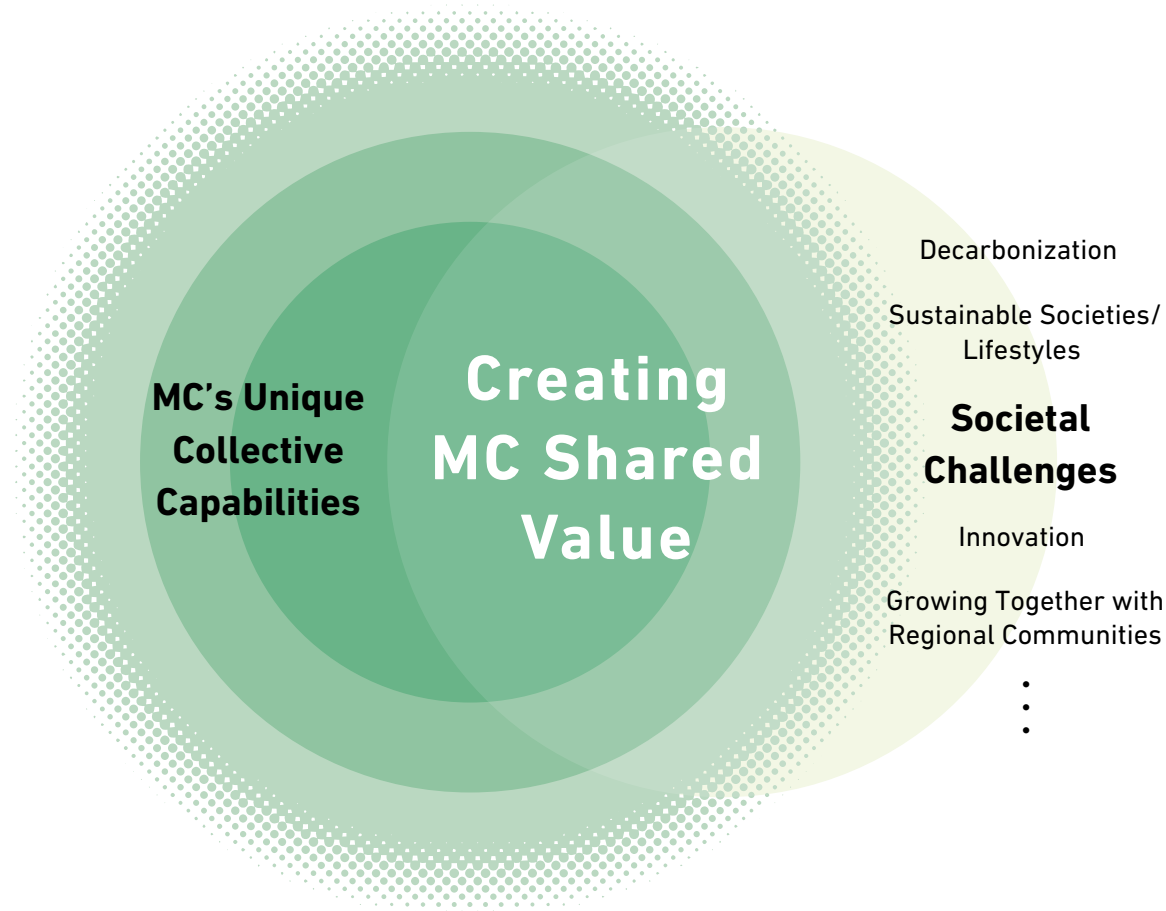
# Midterm Corporate Strategy 2024 – Creating MC Shared Value

(Announced in May 2022)

## Our Goals Under Midterm Corporate Strategy 2024

### What Is MCSV?

The continuous creation of significant shared value by elevating MC Group's collective capabilities in order to address societal challenges.



We will fulfill our mission of simultaneously generating **economic, societal, and environmental value** through our business activities as we respond to the needs of all our stakeholders, while continuously returning to **the Three Corporate Principles**, which have guided MC's corporate philosophy since its founding.



Click here for details

<https://www.mitsubishicorp.com/jp/en/about/plan/>



## Quantitative Targets / Shareholder Returns

We will achieve steady growth of earnings independent of market factors and continue to realize shareholder returns through progressive dividends and flexible company share buybacks. We will also strive to transform our business portfolio through investments into future growth, supported by cash flow management that is rooted in financial discipline.

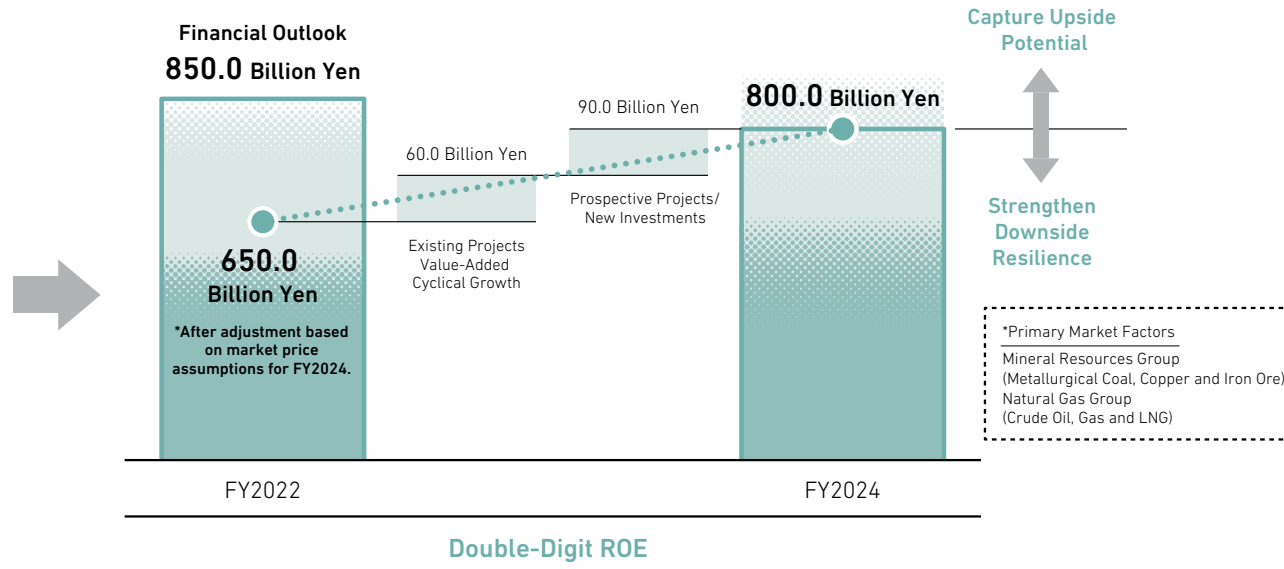
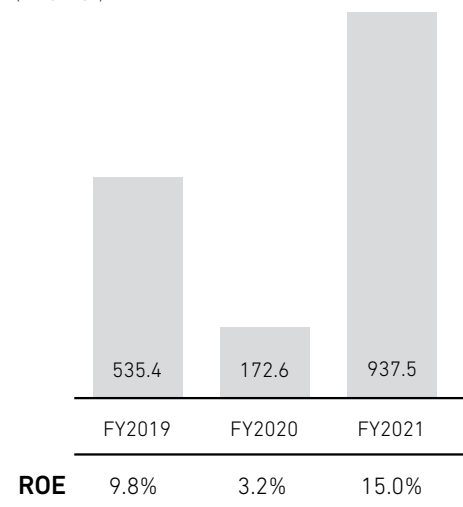
\*The listed information is current as of the announcement of MC's "Midterm Corporate Strategy 2024" (May 2022).

### Quantitative Targets

Steady Growth of Earnings Independent of Market Factors

#### Consolidated Net Income

(Billion Yen)

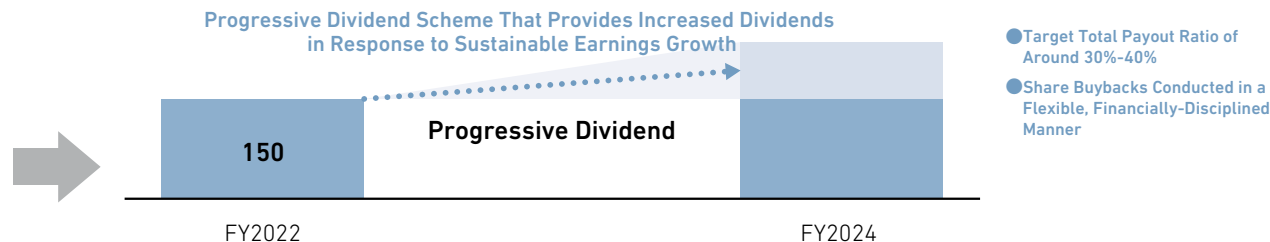
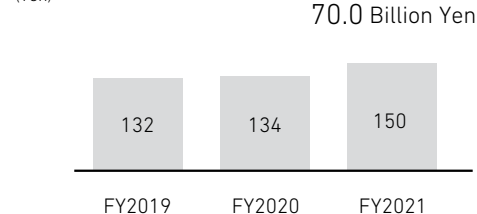


### Shareholder Returns

Balanced Policy of Financial Soundness, Stable Dividend Growth and Market Expectations on Shareholder Returns

#### Dividend per Share

(Yen)



## Investment Plan / Business Portfolio

We have planned investments of 3 trillion yen during this midterm strategy period; with accelerated EX-related investments. At the same time, we will steadily promote investments in maintaining and expanding our earnings base as well as in DX/growth-related investment areas.

\*The listed information is current as of the announcement of MC's "Midterm Corporate Strategy 2024" (May 2022).

### Investment Plan for FY2022 – FY2024

Area	Scale of Investment	Major Investment Targets of Midterm Corporate Strategy 2024		
Maintain/ Expand Earnings Base	Approx. 1 Trillion Yen	Metallurgical Coal	Food	Automobiles, etc.
		Copper		Natural Gas
EX-related	Approx. 1.2 Trillion Yen	Renewable Energy	Next-Generation Energy (Hydrogen/Ammonia/Biomass, etc.)	
		Battery Materials/Bauxite, etc.		
		Digital Infrastructure	Urban Management	
DX/Growth-related Investment	Approx. 0.8 Trillion Yen	Supply Chain Optimization	Urban Development, etc.	



FY2030

Cash Flow will be allocated to EX/DX and growth investments to support future growth.



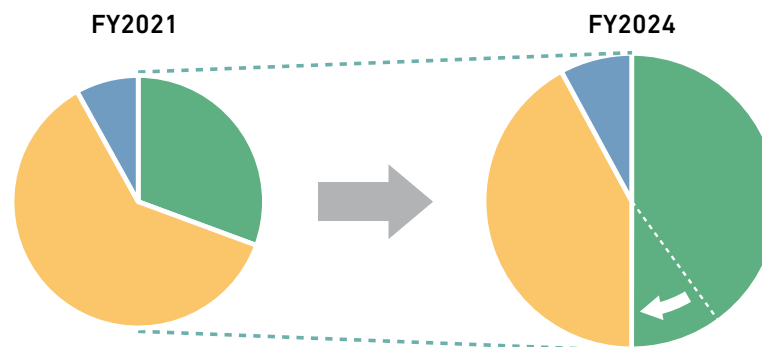
**Acceleration of  
EX Investment**

- MC's Roadmap to a Carbon Neutral Society includes plans for 2 trillion yen of investment in EX-related initiatives by FY2030.
- By accelerating EX-related investment, we will reinforce our business portfolio. We will also endeavor to simultaneously deliver decarbonization and a stable energy supply.

### Business Portfolio

Balance of Investment

- Maintain/Expand Earnings Base
- EX-related
- DX/Growth-related



- Expand ratio of EX-related business portfolio from 30% to around 40% (end of FY2021~2024).
- Increase ratio to around 50% in the future.

## EX Strategy

Aiming to Become a  
Decarbonization Solution Provider

We will continue the promotion of low/zero carbon initiatives across the energy sector by connecting seeds (solutions) with needs related to EX Resources, Materials and Products. Moreover, we will provide solutions as EX Services while working closely with industry, consumers and regions to address emission reduction needs. The company-wide development and implementation of strategies is being carried out by the EX Task Force.

# EX

Take on the challenge of **providing stable supplies of energy and resources** while **simultaneously supporting decarbonization efforts** of society and business.

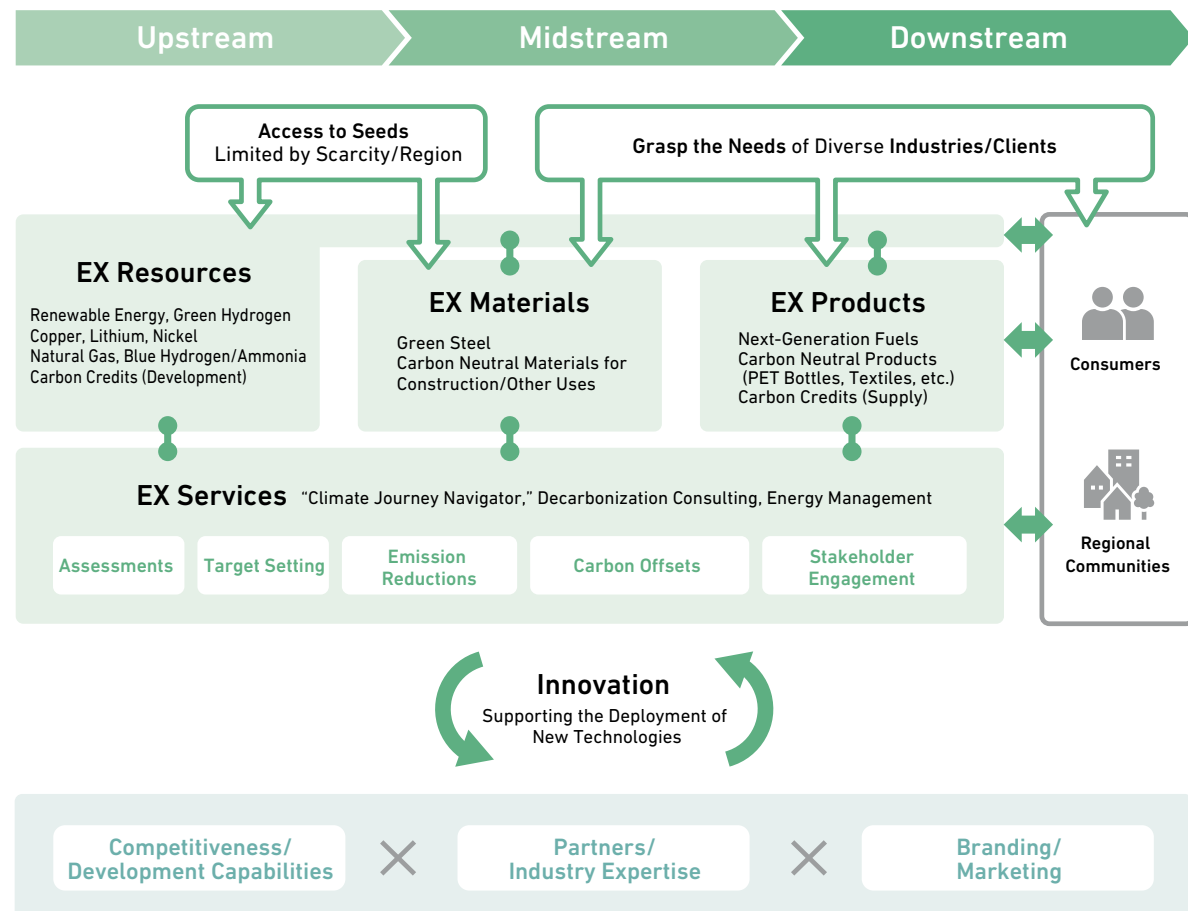
**Efforts to enhance renewable energy businesses, mineral resources that underpin Electrification, and low/zero carbon energy.**

**Expand service-providing businesses by offering EX solutions in response to customer needs.**

**Leverage MC's far-reaching operations to appeal to consumers/regional communities by connecting seeds and needs.**

Join with partners to support the transition to a carbon neutral society and improvements in industry competitiveness, while maintaining a holistic view of the EX value chain.

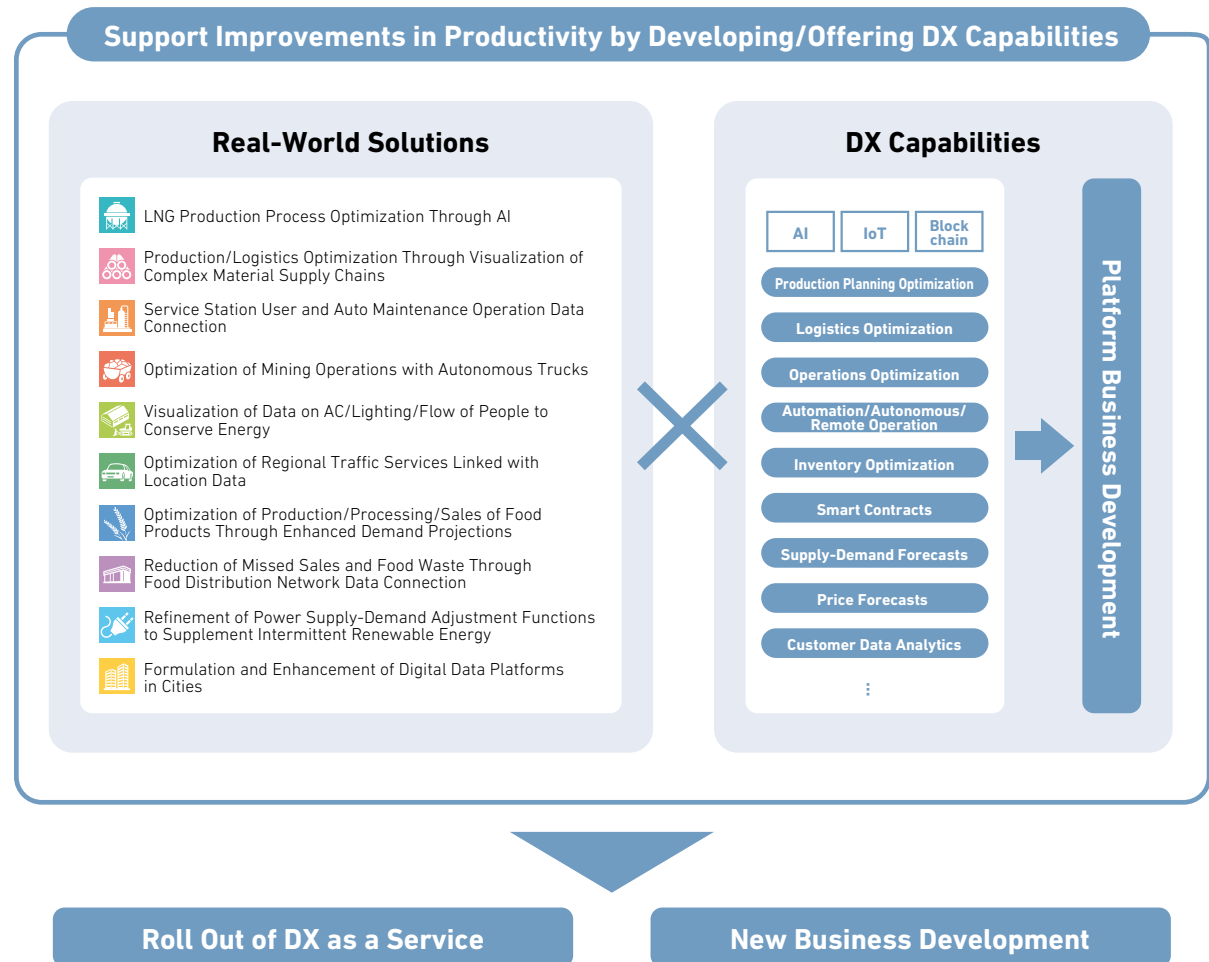
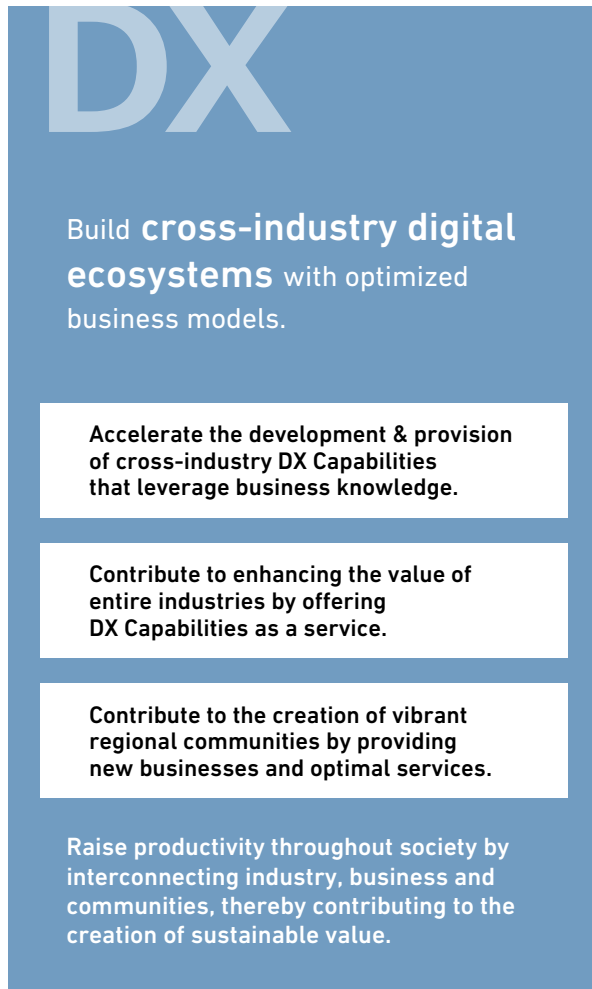
## Aim to Become a Decarbonization Solution Provider



## DX Strategy

### Linking Digital Technologies with the Real World

We will deploy MC's DX Capabilities across various business operations in order to promote value enhancement, targeting diverse, real-world businesses. Further, we will address societal challenges by linking digital technologies with real world needs, thereby contributing to the development of industry and a future society with vibrant communities.

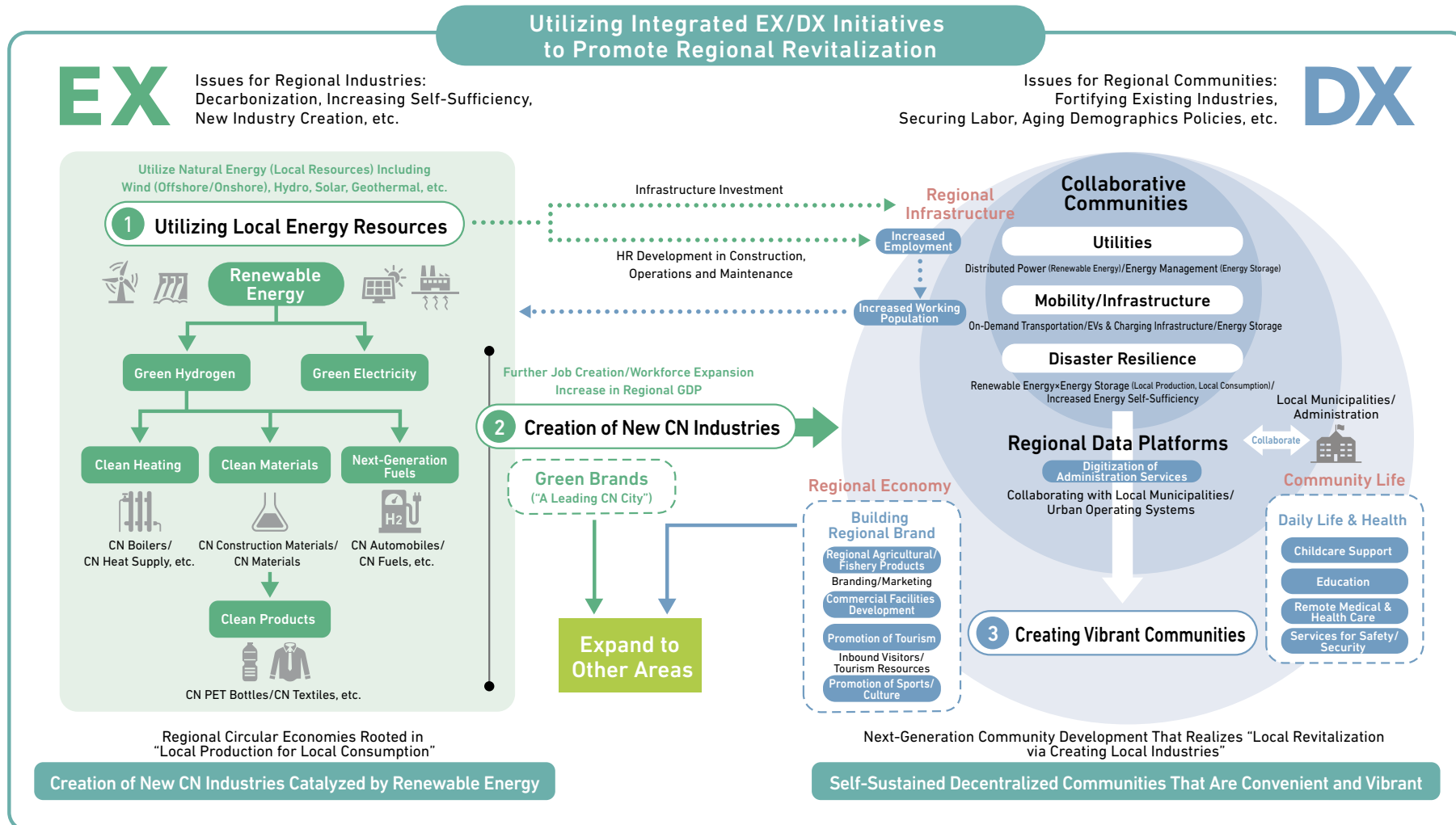




# Creating a New Future

## Fostering New Industries/Regional Revitalization

We will continue to work with partners and local municipalities to address challenges facing society and industry on the themes of utilizing renewables and other local energy resources, thereby creating new "Carbon Neutral (CN)" industries, and developing vibrant communities by helping to resolve regional issues.





# Industry Digital Transformation Group

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## Digital Business Development Dept.

Our aim is to expand business as a DX enabler while helping to promote the MC Group's DX initiatives and achieving results through the provision of DX functions. Based on these efforts, we will expand DX service businesses that lead to new business developments and investments, and enhance the value of entire industries. We will also contribute to solving social issues through the commercialization of next-generation technologies and cross-industry co-creation schemes.

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## Power & Community DX Dept.

Our department focuses on developing and offering retail services for consumers by generating synergy between the MC Group's products and networks. By combining real and digital solutions, we aim to add value by combining them with existing services such as electric power. We also strive to create self-sustained, decentralized communities that both solve regional issues and revitalize the local economy by providing community-based services.

The Industry Digital Transformation Group will take the lead in progressing MC's DX strategies, one of the main pillars of the growth strategies outlined in Midterm Corporate Strategy 2024. We aim to contribute to the development of industry and a future society with vibrant communities by leveraging the MC Group's broad industry expertise and DX capabilities, interconnecting industry/business/communities, and linking digital technologies with the real world to address societal challenges.

Our group will develop DX capabilities across a wide range of businesses and provide DX as a service together with the developed DX capabilities to contribute enhancing business value and productivity throughout society as a whole.

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## Industrial Value Chain DX Dept.

Our aim is to develop solutions and services that help to solve business- and management-related challenges that industries and companies are facing, and to provide them as a platform. To achieve this, we will strive to promote collaboration with companies that have the necessary technologies through potential partnerships. As our primary targets, we will first focus on developing businesses in the fields of logistics, mobility, and data services.

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## Service Industry DX Dept.

The Service Industry DX Dept. develops business models using financial technology, as well as digital services for areas such as finance, healthcare and real estate using touch points with local governments and residents. We collaborate extensively with partners both within and outside the MC Group as we aim to realize businesses that will become pillars for the future growth of the MC Group.



DX Consulting & DX Platform/Solution Business (Japan)

## Industry One

### Spearheading the Social Implementation of DX

Industry One is the core company of MC's digital business. It was established in 2021 with the goal of spearheading the social implementation of industrial digital transformation (DX). Industry One leverages MC's global and industry knowledge and contacts across multiple sectors, as well as the advanced digital technologies of its partner companies, to provide comprehensive support that covers everything from laying the foundation for DX, such as digital strategy planning, to system development and digital business creation utilizing advanced technologies. Industry One will continue to promote DX to not only shore up MC Group companies, but to also help resolve industrial and societal issues.



Digital Transformation Strategy Planning, Application & Digital Platform Development Using Cutting-Edge Technology such as AI and Data Science (Japan)

## MC Digital

### Solving Problems with Cutting-Edge Technology

MC Digital's mission is to update business models by leveraging technology, and the company will utilize AI and other cutting-edge technology to solve issues in the industries that MC conducts business in. MC Digital will also collaborate with overseas innovation ecosystems, as well as academic and administrative institutions, while striving to develop new businesses and provide solutions for various fields.



IT Consulting, Business Solution/System Development, Maintenance & Operation Business (China)

## iVision Shanghai Co., Ltd.

### Providing ICT Services to Japanese Companies in China

As the MC Group's only IT company in China, iVision Shanghai provides comprehensive IT services to over 200 Japanese enterprises in China. The scope of iVision Shanghai's business includes IT consulting, system construction and IT infrastructure, among others. At present, the company is particularly focusing efforts into DX application services that provide promotional support for the retail industry and improve efficiency for the manufacturing industry. iVision Shanghai will grow together with its customers based on the principle that "customer growth is our growth."



Cloud System Services for the Construction Industry, Businesses Utilizing Big Data, etc. (Japan)

## MC Data Plus

### Providing Vertical SaaS Solutions to Resolve Social Issues

With the mission of "connecting companies and people with data and services," MC Data Plus promotes the creation of digital platforms by providing Vertical SaaS for solving social issues in various fields. The company produces new "real" and "digital" businesses by utilizing big data collected from these digital platforms. SaaS for the construction industry, which is the company's core business, is contributing to the sector as one of the largest digital platforms in the industry, and efforts are also being made to develop SaaS for the retail industry.



General Lifestyle Services Provider (Japan)

## Chubu Electric Power Miraiz Connect

### Providing Services that Cultivate Family Bonds & Connections

Chubu Electric Power Miraiz Connect is a joint venture between Chubu Electric Power Miraiz and MC that carries out the development and sales of services pertaining to day-to-day life, with themes such as elderly monitoring, childcare support, food and health, etc. With the concept of "developing lifelong customer connections," Chubu Electric Power Miraiz Connect will provide services that meet the various needs of customers' daily lives and life events by utilizing the connections with customers cultivated through Chubu Electric Power Miraiz's energy supply services thus far, and the network and digital technologies held by MC in a wide range of industries and service fields.



Home Repairs and Improvements Service (Japan)

## HomeServe Japan

### Providing a Subscription-Based One Stop Service for Home Repairs and Improvements that Makes the Process Easy by Matching Customers with Trades

HomeServe Japan is a joint venture company established in 2019 and owned by MC and HomeServe International, whose head office is located in the UK. Its business provides Japanese residents with a subscription-based emergency and repair services in areas such as electrical equipment, plumbing, gas, heating, ventilation and air conditioning through its partnerships with utility companies and municipalities in Japan under the vision of "making a subscription-based home repairs and improvements service common throughout Japan while eliminating house-related anxiety and bringing a sense of well-being to residents."



# Next-Generation Energy Business Group

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## LPG & Petroleum Feedstock Business Dept.

Works to ensure a stable supply of energy and petrochemical feedstock while also promoting low/zero carbon initiatives through businesses and transactions related to LPG, naphtha and crude oil.

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## New Power Generation Fuels Business Dept.

Aims for social implementation of fuel ammonia by constructing large-scale and stable supply chains.

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## Biofuels & E-fuel Business Dept.

Works to decarbonize fuels through the development of next-generation fuels for transportation, including synthetic fuels derived from hydrogen and biofuels.

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## Refinery Business Dept.

Leverages petroleum products businesses to promote initiatives that improve convenience and solve industrial issues to help with the transition to a carbon-neutral society.

The Next-Generation Energy Business Group is responsible for discovering and developing low-carbon/carbon-free technologies and building supply chains for next-generation energy in order to promote Energy Transformation (EX) initiatives, which is one of the main pillars of MC's growth strategy in its Midterm Corporate Strategy 2024.

In order to provide stable supplies of energy and resources while simultaneously supporting decarbonization efforts of society and businesses, we will help realize a carbon-neutral society by promoting a broad range of initiatives in EX-related value chains while leveraging MC's broad industrial network as a *sogo shosha*.

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## Hydrogen Infrastructure Development Dept.

Aims to realize low-carbon and carbon-free societies through hydrogen supply chain related infrastructure investments that are essential to hydrogen society, as well as investments to hydrogen transportation technologies.

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## Hydrogen Business Development Office

This office not only works to develop businesses related to clean hydrogen, but can also utilize existing infrastructures to develop e-methane, which has the potential to curb social costs.

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## Carbon Management Office

Works on developing businesses related to carbon management and carbon credits, which are required to realize a carbon-neutral society.

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## New Technologies Office

Invests in startups with promising technologies, which will be necessary for realizing low-carbon and carbon-free societies, and leverages new technologies to create business opportunities.





Hydrogen-related Venture Investments (UK)

## AP Ventures

Investing in One of the World's Leading Venture Capital Firms

Through AP Ventures, a hydrogen-related UK venture capital firm, we are identifying direct investment opportunities in startups that have promising technologies necessary to develop the hydrogen society in the future. So far, we've invested in Hydrogenious, a German company with hydrogen storage and transportation technology, in hystar, a Norwegian company with water electrolysis technology, which is essential for green hydrogen production, and in Amogy, a US company with ammonia cracking technology. We will strive to utilize new technologies to further create business opportunities going forward.



## e-methane (Synthetic Methane) Development Project (USA)

e-methane Development Project Utilizing the Cameron LNG Terminal in the US

In order to decarbonize heat demand, which accounts for about 60% of the consumer and industrial sectors, it is expected that "e-methane" (synthetic methane), which can utilize existing gas infrastructure and curb additional social costs, will be introduced into the global energy mix. MC is conducting detailed joint studies with partners to establish a supply chain, and is aiming to produce e-methane from raw materials such as hydrogen, CO<sub>2</sub>, and water in order to realize export into Japan by 2030.



## Fuel Ammonia Project

(USA, Canada, Indonesia, etc.)

Social Implementation of Next-Generation Fuel

As one approach to achieving a carbon-neutral society, we are aiming for social implementation of using ammonia as a fuel. Ammonia is attracting attention as a next-generation fuel source that does not emit CO<sub>2</sub> when burned. Together with our partners, we are developing projects around the world to construct large-scale and stable fuel ammonia supply chains.



Petroleum Product Sales Business (Japan)

## Mitsubishi Corporation Energy Co., Ltd.

Providing a Stable Supply of Oil

Mitsubishi Corporation Energy (MCE) was established on October 1, 2015, with the objective of bringing together and augmenting the management resources for Japan-based petroleum product sales. While providing a stable supply of petroleum products such as gasoline, kerosene, gas oil, fuel oil and asphalt, MCE is also promoting new DX businesses utilizing its retail networks, including e-commerce businesses through its subsidiary, Car Frontier.



LPG Import & Sales Business (Japan)

## Astomos Energy Corporation

One of the World's Largest LPG Players

MC Group company Mitsubishi Liquefied Petroleum Gas Co. and Idemitsu Kosan Group company Idemitsu Gas and Life Co., Ltd. came together to form Astomos Energy Corporation in 2006. Astomos is among the world's largest enterprises specializing in LPG, and handles approximately 25% of Japan's demand for the fuel. The company is also engaged in electricity retailing and promoting greater proliferation of residential fuel cells and high-efficiency water boilers.



## Hydrogen Supply Chain Business

(Singapore, Europe, Japan)

Developing an International Hydrogen Supply Chain Using SPERA Hydrogen™ Technology

SPERA Hydrogen technology developed by Chiyoda Corporation is a key technology that enables the safe and efficient long-distance transportation and storage of hydrogen, a product that is attracting attention as a source of clean, next-generation energy. In order to provide a stable supply of hydrogen to Singapore, Europe, Japan and other countries where hydrogen demand is expected to grow in the near future, MC is accelerating technical and commercial development toward the realization of an international hydrogen supply chain.



Natural Gas Development and Production Project (Canada)

## Montney / Shale Gas Development

### Shale Gas Development and Production in Canada

MC, in partnership with Oviniv, is actively engaged in shale gas development at a premier unconventional resource play in Montney, an area well recognized for its massive remaining resources. MC will export the gas produced at Montney to markets in East Asia including Japan, through the LNG Canada project in which MC also participates, in addition to marketing the gas locally in North America.



Refining & Sale of Natural Gas (Iraq)

## Basrah Gas Company

### Iraq's First Project for Effectively Utilizing Associated Gas

Basrah Gas Company refines and sells natural gas in Iraq. Three enterprises have invested in the company, namely MC, South Gas Company and Shell. Since 2013, Basrah Gas Company has been collecting and refining associated gas, as well as selling gas for power generation, LPG and condensates. Basrah Gas Company is providing the country with a stable supply of energy, helping to protect the global environment by collecting associated gas, which was conventionally flared on-site, and supporting the local economy by creating jobs.

■ **LNG Canada**  
(Canada)

■ **CIMA ENERGY, LP.**  
Oil and Gas Marketing (USA)



LNG Liquefaction & Sales Business (USA)

## Cameron LNG

### US-Based Natural Gas Liquefaction and Export

Cameron LNG is a project where natural gas produced in the US is liquefied and exported. The project, which has a capacity to commercially produce 12 million tons of LNG per year, a third of which is handled by MC, started commercial operations in August 2019. Supply from Cameron LNG supplements LNG sources in Southeast Asia and the Middle East, contributing towards a stable supply of energy.

■ **Garraf** Crude Oil Production (Iraq)

■ **Qalhat LNG** (Oman)

■ **Oman LNG**  
(Oman)

■ **Diamond Gas International** LNG Sales (Singapore)

■ **Brunei LNG**  
(Brunei)



■ **Malaysia LNG** (Malaysia)

■ **Browse LNG** (Australia)

■ **Wheatstone LNG**  
(Australia)



■ **North West Shelf (NWS)** (Australia)



## Natural Gas Group

The Natural Gas Group develops its energy business towards achieving a carbon-neutral society while fulfilling its responsibility as a stable energy supplier.

With its comparatively lower environmental impact, natural gas/LNG is a key energy source in the transition period to a carbon-neutral society; as a balancing source for renewable intermittency, as a replacement for coal and oil, as an energy source for the hard-to-abate sectors, and as a feedstock for next-generation energy.

Through our LNG facilities in North America, Southeast Asia, Australia and other regions around the globe, as well as the marketing activities, etc., of our subsidiary in Singapore, MC provides a stable supply of energy while helping to address environmental challenges such as climate change and air pollution.

Furthermore, in an aim to secure supplies of cleaner energy to meet the evolving needs of customers and as part of our efforts to achieve a carbon-neutral society, we are also focusing our attention on carbon capture, utilization and storage (CCUS), development of carbon credits, and other solutions which are expected to be promising methods for reducing CO<sub>2</sub> emissions.

### Asia-Pacific Div.

■ Brunei Natural Gas Dept. ■ Malaysia Natural Gas Dept. ■ Indonesia Natural Gas Dept.  
■ Australia Natural Gas Dept. ■ Russia Natural Gas Dept.  
Natural gas, liquefied natural gas (LNG)

### North America Div.

● Strategy Planning and Investment Management Office  
Natural gas, liquefied natural gas (LNG)

### New LNG Ventures & Marketing Div.

■ Business Development Dept. ■ Delivery Operations Management Dept.  
● Global Marketing Office  
Natural gas, liquefied natural gas (LNG)

■ Sakhalin-2 (Russia)



LNG Liquefaction & Sales Business (Indonesia)

### Donggi-Senoro LNG

#### First All-Asia LNG Project

The Donggi-Senoro (DSLNG) Project is the world's first LNG project to be undertaken exclusively by Asian companies, and without the involvement of major oil and gas companies. Companies from Japan, Indonesia and South Korea are taking part in the project. As the largest shareholder, MC assumes the leading role in this project, from which production and sales of LNG and associated condensate have been underway since 2015.

■ Tangguh LNG (Indonesia)



Plastics Additives and PVC Stabilizers Business (USA)

### **Amfine Chemical Corporation**

**Manufacturing and Sales of Essential Materials for Automotive Lightening and Material Circulation**

Manufactures and sells functional materials (plastics additives) to add various properties such as durability and flame resistance to plastics. Amfine Chemical Corporation is a joint venture between MC and ADEKA, a leading company in this field.



Needle Coke Business (South Korea)

### **POSCO MC MATERIALS**

**Stable Supply of Essential Materials for Electric Arc Furnace**

Manufactures and sells needle coke, the raw material used for graphite electrodes, which are indispensable for the operation of electric furnaces (steel product recycling), a market that is expected to grow in the future. The company is a joint venture between Mitsubishi Chemical, MC and POSCO FUTURE M, a subsidiary of South Korea's largest steel company, POSCO.

### **Riken Americas Corporation**

Manufacturing and Sales of PVC and Thermoplastic Elastomer Compounds (USA)



Cement & Ready-mix Concrete Business (USA)

### **Mitsubishi Cement Corporation / MCC Development Corporation**

**Stable Supply of Essential Materials for Construction and Infrastructure Development**

A joint venture between Mitsubishi UBE Cement Corporation and MC that develops the integrated manufacturing and sales of cement and ready-mix concrete in California, US, as well as other regions. With the aim of reducing CO<sub>2</sub> emissions, the company is also working to introduce CCU technology that utilizes ready-mix concrete and other materials.



Silica Sand Business (Australia)

### **Cape Flattery Silica Mines Pty., Ltd.**

**One of the World's Largest Silica Sand Suppliers**

A wholly owned subsidiary of MC that owns one of the world's largest silica sand mines located in Australia. For over 50 years the company has supplied silica sand, which is the raw material used for various products such as flat glass and display glass, to Japan and other Asian countries where demand has grown remarkably.





Steel Business (Japan)

## Metal One Corporation

### Leading Company in Steel Products Value Chain

Metal One Corporation (Metal One), established in 2003, is a company jointly owned by MC and Nissho Iwai Corporation (now Sojitz Corporation). With over 140 subsidiaries and affiliated companies around the world, Metal One has forged a value chain connecting steel manufacturers and customers by providing integrated services including distribution, inventory, processing and manufacturing, as well as sales of steel products.

■ **Nippon Electrode Co., Ltd.**  
Manufacturing and Sales of Various Carbon Products (Japan)

■ **Mitsubishi Shoji Construction Materials Corporation**  
Sales of Construction & Ceramic Materials (Japan)

■ **Frontier Carbon Corporation**  
Production & Sales of Fullerenes (Japan)



Manufacturing and Sales of Functional Materials (Japan)

## Toyobo MC Corporation

### Manufacturing and Sales of Functional Materials Contributing to a Sustainable Society

Toyobo MC develops, manufactures, and sells functional materials (engineering plastics, coating and adhesive raw materials, etc.) that help to not only promote weight reduction and electrification in the mobility sector, but also respond to environmental issues. The company is a joint venture between MC and Toyobo, a high-performance materials manufacturer with advanced technology.



Consulting and Engineering Services Provider for the Materials Industry (Japan)

## Beyond Materials Corporation

### New Consulting Services Connecting Users' Needs with the Materials Industry

A joint venture between MC and a group company of the FEV Group, a major German engineering service provider with user knowledge in the automotive industry and other sectors. The company provides market research, strategy planning and execution support, product development and demonstration testing support, as well as digital solution services for the materials industry.



# Industrial Materials Group

The Industrial Materials Group conducts various activities to help realize a carbon-neutral society. These include efforts such as strengthening our functional materials business, which underpins the digitization and electrification of society, and the proliferation of more lightweight solutions and electric vehicles (EVs) in the automotive and mobility sectors, enhancing our silica sand business which provides the raw materials used for solar power generation panels, and engaging in carbon capture and utilization (CCU) initiatives in the fields of construction and infrastructure.

In addition, by combining digital technology with real businesses essential to material distribution, we will strive to address the issue of labor shortages and surplus costs caused by complex distribution structures and work processes. At the same time, we will also utilize our existing businesses, industrial knowledge, and global network to reconfigure the materials industry from a conventional one-way economic model of mass production and consumption to a circular economy model as we take on the challenge of transforming the materials industry, which plays an important role in realizing a sustainable society.

### Steel Products Div.

Steel plates and sheets, structural steel, line pipes, oil country tubular goods, wire rods, specialty steel, etc.

### Performance Materials Div.

■ Carbon Materials Dept. ■ PVC & Functional Chemicals Dept.  
■ Performance Materials Business Development Dept.  
Needle coke, artificial graphite electrodes, coal tar, petroleum coke for fuel, carbon blocks, PVC, plastic compounds, plastic additives, yellow phosphorus, etc.

### Materials Solutions Div.

■ Materials Business Transformation Dept. ■ Industrial Materials DX Dept.

### Ceramic Minerals Dept.

Silica sand

### Construction Materials Dept.

Cement & ready-mix concrete



Salt Business (Mexico)  
**Exportadora de Sal, S.A. de C.V. (ESSA)**  
**World's Largest Solar Salt Operation**

A joint venture with the Mexican government, ESSA is the world's largest solar salt operation, supplying high-quality salt to Japan, the US and other nations. Each year, ESSA's eco-friendly evaporation of seawater yields 8 million-tons of salt (including half of Japan's imports).



**Diamond Petrochemicals Canada Corporation (DPCC)**  
 Manufacturing of Butadiene (Canada)

**MC Plastic Trading de Mexico**  
 Sales of Industrial Resins and PVC (Mexico)

**Caribbean Gas Chemical Limited (CGCL)**  
 Manufacturing of Methanol (Trinidad and Tobago)



Methanol Manufacturing & Sales Business (Venezuela)  
**Metanol de Oriente, METOR, S.A. (METOR)**  
**A Business Linking Japan and Venezuela**

METOR is a methanol production and sales joint venture with Venezuela's state-owned petrochemicals firm Pequiven, Mitsubishi Gas Chemical and others. Its second plant began operating in 2010, increasing annual production capacity to 1.6 million tons. METOR is widely symbolic of Japan-Venezuela relations.



Petrochemical Products Sales & Production Business (Saudi Arabia)  
**SHARQ**

**One of the World's Largest Petrochemicals Projects**

SHARQ was established in 1981 by SPDC Ltd. (in which MC is an investor) and Saudi Basic Industries Corporation. Three expansions later, it is now one of the industry's leading manufacturers, selling polyethylene and ethylene glycol to customers all over the world.

**IVICT Europe GmbH**  
 Chemicals Business (Germany)

**IVICT (Shanghai) Co., Ltd.**  
 Chemicals Business (China)

**IVICT (Guangzhou) Co., Ltd.**  
 Chemicals Business (China)

**IVICT (Thailand) Company Limited**  
 Chemicals Business (Thailand)

**IVICT Singapore Pte. Ltd.**  
 Chemicals Business (Singapore)



**Thai Shinkong Industry Corporation Ltd.**  
 Manufacturing of Recycled PET Resins (Thailand)

**PT Panca Amara Utama (PAU)**  
 Manufacturing of Ammonia (Indonesia)



# Chemicals Solution Group

Chemicals Solution Group's mission is to secure stable supplies of chemical materials, which are essential in supporting industries, societies and everyone's quality of life. Our operations include both the manufacturing and trade of a wide variety of materials, such as petrochemicals, salt and methanol.

We are dedicated to strengthening our core businesses as well as developing new and highly adaptive business models. Furthermore, through initiatives such as the promotion of the recycled PET/eco-friendly materials manufacturing business, we aim to realize a sustainable society.

- **SPDC Ltd.** Sale of Petrochemical Products (Japan)
- **Mitsubishi Corporation Plastics Ltd.** Marketing of Synthetic Raw Materials & Plastics (Japan)
- **KIBIKASEI Co., Ltd.** Marketing of Synthetic Raw Materials & Plastics (Japan)
- **Mitsubishi Shoji Chemical Corp.** Marketing of Solvents, Paints, Coating Resins, Silicones (Japan)
- **Mitsubishi Shoji Agri-Service Corporation** Marketing of Fertilizer (Japan)
- **MC Ferticom Co., Ltd.** Manufacturing of Fertilizers (Japan)

## Ecological Materials & Chemicals Business Div.

- **Agriculture Solution Office** ■ **Petrochemicals Business Dept.**
  - **Semiconductor & Ecological Materials Business Dept.** ■ **Basic Chemicals Business Dept.**
- Raw materials for fertilizers, fertilizer products, olefins, polyolefins, polyester raw materials, plastics, paint/coating materials, industrial salt, chlorine products, methanol, ethanol

## Global Marketing Div.

- **Basic Petrochemicals Marketing Dept.** ■ **Refinery Chemicals Marketing Dept.**
  - **Chlor-Alkali Marketing Dept.** ■ **Alcohol & C1 Chemicals Marketing Dept.**
- Olefins, polyolefins, aromatics, polyester raw materials, plastics, urethane raw materials, paint/coating materials, industrial salt, caustic soda, raw materials for PVC (polyvinyl chloride), chlorine products, methanol, ethanol, ammonia



Iron Ore Business (Canada)  
**IOC (Iron Ore Company of Canada)**  
 One of North America's Leading Producers of High-Grade Iron Ore

Iron Ore Company (IOC) is one of the North America's leading producers of iron ore. IOC has owned and operated its mine, processing plant, pellet plant, railway and port in its current location since 1962. It has large reserves of high-grade ore and produces approximately 20 million tonnes of pellets and concentrates per year.

■ Turnagain  
 Nickel Business (Canada)



Copper Business (Peru)  
**Anglo American Quellaveco**  
 A World-class New Copper Project

Quellaveco is a large-scale, highly cost-competitive copper mine located in the southern part of the Republic of Peru. Construction of the project was completed in July 2022, and production has started. It is expected to produce approx. 300 kilotonnes per annum (average of the first 10 years of production, CuEq).



Copper Business (Chile)  
**Escondida**  
 World's Largest Copper Mine

Escondida is the largest copper mine in the world by production. The first shipment of copper concentrate from Escondida took place in 1990. Following subsequent expansion phases, the nominal production capacity of Escondida is 1.2 million tonnes per annum (CuEq). The size of Escondida's copper reserve and its cost competitiveness make it one of the world's prime mines.



■ Antamina  
 Copper Business (Peru)

Copper Business (Chile)  
**Anglo American Sur (Los Bronces, etc.)**  
 A Large-scale Copper Mine with One of the Largest Resources

Anglo American Sur holds a significant portfolio of copper assets in the central part of Chile, including Los Bronces mine, El Soldado mine, Chagres smelter and large-scale prospective exploration properties. They produce approx. 300 kilotonnes per annum (CuEq).

- CMP (Compañía Minera del Pacífico) Iron Ore Business (Chile)
- Los Pelambres Copper Business (Chile)
- CAP S. A. Iron Ore Business (Chile)



Metals Futures Trading Business (UK)  
**Triland Metals Ltd.**  
 Long-standing Dealing Member of the LME (London Metal Exchange)

Established in 1971, Triland Metals offers digital hedging solutions for industrial metals users across the globe, seeking to manage price risk volatility. The company offers its customers a proprietary online trading platform alongside a wide range of related services. Its function and customer base are complementing and adding value to MC's mineral resources trading business.



Mineral Resources Trading Business (Singapore)  
**Mitsubishi Corporation RtM International Pte. Ltd. (RtMI)**  
 Global Mineral Resources Trading

In April 2013, MC established its global mineral resources trading hub, Mitsubishi Corporation RtM International Pte. Ltd. (RtMI) in Singapore—a center of market information and human resources. Together with our trading offices in London, New York, Shanghai, and Tokyo, RtMI develops our trading business on a global scale.

- Mineral-Resources-Investment-Division-related
- ▲ Mineral-Resources-Trading-Division-related



# Mineral Resources Group

The Mineral Resources Group has grown its business model by addressing evolving demands from stakeholders and the broader society, as well as changes in the business environment. Today, we have a portfolio of prime assets with world-class cost competitiveness and quality, such as metallurgical coal and copper.

Metals and minerals, including steel and copper, are crucial in our world today even as we are faced with key challenges such as identifying opportunities for decarbonization, electrification, and building circular economies. We will continue to fulfill our mission by sourcing these resources to the market through trading, resource investments and business development.

## Mineral Resources Investment Div.

- Strategic Planning Office
  - MDP Dept.
  - Iron Ore Dept.
  - Base Metals Dept.
  - Aluminium Dept.
  - Battery Minerals Office
- Metallurgical coal, copper, iron ore, aluminum, nickel, etc.

## Mineral Resources Trading Div.

- RtM Office
- Coal, iron ore, nickel, chrome, molybdenum, copper/lead/zinc concentrates and metals, tinmetal, primary aluminum and secondary aluminum alloy, aluminum products, bauxite, precious metals, rare earths, etc.



Metallurgical Coal Business (Australia)

### BMA

**One of the Largest Suppliers of Metallurgical Coal (Coal for Steelmaking) in the World**

Mitsubishi Development Pty Ltd (MDP) jointly operates its metallurgical coal business through BMA with its partner, BHP. BMA produces about 60 million tonnes per year and has a market share of approximately 30% in the global seaborne market. BMA produces high-quality and cost-competitive metallurgical coal (coal for steel-making) at its seven operating mines, together with a rail network and port terminal.

**Aurukun**  
Bauxite Business  
(Australia)

**Boyne**  
Aluminum Business  
(Australia)





### MC Machinery Systems, Inc. (USA)

**Development of Machine Tools Distribution Business in the Americas**

MC Machinery Systems responds to manufacturing industry needs by concentrating its efforts in the distribution business of electric discharge machines, laser processing machines and other machine tools. Within the Americas, MC Machinery Systems mainly operates the US, Canada and Mexico.



©SBM Offshore

### FPSO Chartering Business (Brazil)

**FPSO Charter, Operation, and Maintenance for Ultra-Deepwater Oil Fields**

MC has joint ventures with SBM Offshore, a global leader in the FPSO sector, for the charter, operation and maintenance of FPSO units for ultra-deep water oil and gas developments, which are chartered by Petrobras, the national oil company of Brazil. Three FPSOs are each in service on a 20-year term with a production capacity of around 150,000 bbl/day.



### Mitsubishi Elevator India Pvt. Ltd. (India)

**Company that Produces, Sells & Maintains Mitsubishi Electric Corporation's Elevators in India**

Since its establishment in 2012, Mitsubishi Elevator India has developed its business of selling and maintaining elevators in collaboration with Mitsubishi Electric Corporation. Mitsubishi Elevator India rolled out a new factory in 2016 and started local production with the aim of further expanding its business in India's elevator market.

### Calik Enerji

**Infrastructure Business (Turkey)**



### Hot Strip Mill

**Construction (India)**



### LNG Receiving Terminal Business

**(Bangladesh)**



### North-South Commuter Railway Extension Project

**(Philippines)**



### Ship Owning & Chartering Business

**Owning & Operating a Variety of Vessels such as Bulk Carriers & LNG Carriers**

MC continues to support the maritime industry by leveraging its ship owning & chartering business to further develop global transportation logistics.

★ Base of Operations for Ships



### Chiyoda Corporation (Japan) Integrated Engineering Enterprise

After Chiyoda Corporation allocated new shares to a third party in 2008 and 2019, MC has been helping Chiyoda Corporation with its management and business operations. Chiyoda Corporation is contributing to the development of society by providing optimal infrastructure and responding to prevailing regional expectations through plant engineering and construction for liquefied natural gas (LNG) and other gas processing, petroleum, chemicals and many other types of industrial facilities, as well as pharmaceutical and renewable energy facilities both in Japan and overseas.

■ **Mitsubishi Corporation Machinery** EPC and Trading Business (Japan)

■ **Mitsubishi Corporation Technos** Sales of Machine Tools & Industrial Machinery (Japan)

■ **MSK Farm Machinery Corporation** Distribution of Agricultural Machinery (Japan)

■ **ALSOK Souei** Facility Management & Security Services (Japan)

★ **Japan Space Imaging Corporation** Sales of Satellite Imagery Data & Services (Japan)



### Nikken Corporation (Japan) Comprehensive Service Provider in the Rental Business

With a lineup of approximately one million products consisting of around 4,800 different types of construction equipment and other goods, Nikken Corporation is fulfilling its role as a comprehensive service provider in the rental business to meet the needs of a wide variety of customers. We promote our business by effectively leveraging maintenance systems and our network of over 240 nationwide centers.



## Industrial Infrastructure Group

In the Industrial Infrastructure Group, our diverse scope of operations connects us with a broad range of industries and partners, and we are leveraging those connections to develop a variety of business models in the fields of infrastructure, marine vessels, as well as aerospace and industrial machinery.

We provide tailored services and solutions that meet customer needs across various industries, such as technological innovation, digitization, transformation of industrial structures and reduction of environmental impacts. Our mission is to work together with our customers to realize sustainable growth by actively promoting the development of new businesses with adjacent industries while accelerating the growth of our existing businesses.

### Infrastructure, Ship & Aerospace Div.\*<sup>1</sup>

■ Infrastructure Projects Dept. ■ Engineering Business Dept. ■ Ship Dept.  
■ Defense and Aerospace Dept.

FPSO\*<sup>2</sup>, LNG liquefaction plants, industrial plants involved in international power, chemicals, ironmaking, nonferrous and other businesses, industry-related infrastructure such as airports, ports and transportation systems, marine vessels (bulk carriers, tankers, LNG/LPG carriers, etc.), marine machinery, satellite imagery, defense-related equipment, etc.

### Industrial Machinery Div.

■ Building Solutions Dept. ■ Construction Solution Dept.  
● Industrial Solution Development Office

Distribution business for industrial machinery such as machine tools, agricultural machinery, and elevators, facility management business, and construction solutions business including construction machinery rentals

\*1 Chiyoda Corporation business has been transferred to Group CEO Office

\*2 Floating Production, Storage & Offloading System



## Business in Thailand

### Automobile Sales in Thai Market and Global Exports Business



We began importing and selling Isuzu Motors vehicles in Thailand in 1957. In 1974, we established Tri Petch Isuzu Sales (TIS) as a distributor to handle overall sales of Isuzu Motors vehicles within Thailand. Exports of Isuzu vehicles produced in Thailand started in 2003, and today we export to over 100 countries worldwide. As a distributor, TIS forms the core of wide-ranging operations, including sales, automobile financing and after-sales services, and has built Isuzu into a leading brand in the commercial vehicle market.



**GAC Mitsubishi Motors Co., Ltd.**  
Production & Sales of Automobiles (China)

**Hongling Financial Leasing Co., Ltd.**  
Automobile Finance (China)

**MMC Rus LLC.**  
Distribution of Automobiles (Russia)

**JSC MC Bank Rus**  
Automobile Finance (Russia)

**LLC MC Intermark Auto**  
Automobile fleet management (Russia)

**Isuzu Benelux N.V.**  
Distribution of Automobiles (Belgium/Germany)

**MMC Ukraine LLC.**  
Distribution of Automobiles (Ukraine)

**Astara Mobility, S.L.**  
Distribution of Automobiles/Mobility Service Provider (Spain)



Tire Business (Thailand)

**Bridgestone Sales (Thailand) Co., Ltd.**

Bridgestone Sales (Thailand) Co., Ltd. sells tires and contributes to the enhancement of the Bridgestone brand in Thailand.

**Isuzu Motors De Mexico S. de R.L.**  
Assembly & Distribution of Automobiles (Mexico)



## Business in India

### Automobile Production & Sales in India, and Exports Business to Surrounding Countries

In 2012, we established Isuzu Motors India (IMI), and began sales of Isuzu pickup trucks in India. In 2016, IMI commenced production at its factory in the state of Andhra Pradesh in southern India, and we are now proceeding with full-scale business development. In recent years, IMI has also been exporting Isuzu pickup trucks produced in India to surrounding countries such as Nepal and Bhutan, and even the Middle East.

**TVS Automobile Solutions Private Limited**  
Automobile after-sales (India)

**Mitsubishi Motors Malaysia SDN. BHD.**  
Distribution of Automobiles (Malaysia)

**Isuzu Malaysia Sdn. Bhd.**  
Distribution of Automobiles (Malaysia)

**Mitsubishi Motors Vietnam Co., Ltd.**  
Assembly & Sale of Automobiles (Vietnam)

**PT. Suku Cadang Oto Sejahtera (Brand Name: Tokoparts)**  
Multi-brand automotive spare parts e-commerce and distribution (Indonesia)

## Business in Indonesia

### Developing Automotive Business Value Chain



In 1970, PT. Krama Yudha Tiga Berlian Motors (KTB) was established in Indonesia as the general agent for sales and imports of Mitsubishi Motors and Mitsubishi Fuso products, and has been developing the automotive business for around half a century. In April 2017, KTB business was restructured and divided by brands, so as to establish a stable value chain in terms of production, sales, automobile finance, after-sales services, and used vehicle sales, centered on PT. Mitsubishi Motors Krama Yudha Sales Indonesia (MMKSI) and KTB, which handle Mitsubishi Motors products and Mitsubishi Fuso products respectively.



# Automotive & Mobility Group

The Automotive & Mobility Group has developed a global value chain spanning the production, sales, distribution, financing and after-sales services of passenger and commercial vehicles, with a focus on the ASEAN region.

To date, we have developed our business in tandem with the expansion of Japanese car manufacturers into overseas markets, and one of our missions, particularly in the field of sales, has been to grasp highly-localized customer needs and reflect them in product specifications, quality improvements and after-sales services to enhance product appeal and brand loyalty.

We are also seizing opportunities around the shifts towards digitization and CASE (Connected, Autonomous, Shared/Service and Electric), strengthening our businesses anchored on long-developed functions and extensive local networks, as well as addressing societal needs by spearheading new mobility service solutions to support the efficient movement of passengers and cargo.

In addition, we aim to contribute to the realization of a decarbonized, sustainable, and energy-efficient society through the proliferation of electric vehicles and storage batteries.

## Automotive Business Div.

- Indonesia Automotive Dept.
- ASEAN & South West Asia Automotive Dept.
- North Asia Automotive Dept.
- Eurasia & America Automotive Dept.

Overseas local production and sales business/ Overseas automobile finance, after-sales service and other related businesses/ Automobile exports (finished vehicles, assembly and spare parts)

## Isuzu Business Div.

- Isuzu ASEAN Dept.
- Isuzu Oceania, Europe & Americas Dept.
- Isuzu India & Middle East Dept.

Overseas local production and sales business/ Overseas automobile finance, after-sales service and other related businesses/ Automobile exports (finished vehicles, assembly and spare parts)

## Mobility Business Div.

- Mobility Service Dept.
- Automotive Retail Service Dept.
- Mobility Energy Transformation Business Dept.
- Tire Dept.

Regional transportation DX Business ("On-demand bus" operation, providing system for mobility operation, etc.)/ Multibrand downstream business (Aftersales, Used cars, etc.)/ EV fleet management services & leasing business/ Manufacturing and sales of tire (wholesales and retail), intermediary and domestic trade of tires

## Battery Solution Development Dept.

Development and provision of total solution related to the Battery (Battery/Energy management, Battery Energy Storage System etc)

## Lithium Energy Japan (Japan)

### Develops Manufacturing Business for Large-Capacity Lithium-Ion Batteries

Lithium Energy Japan develops, manufactures and sells large-capacity, high-performance lithium-ion batteries. In addition to being used in Mitsubishi Motors Corporation's plug-in hybrids Eclipse Cross, the batteries are also being utilized in power storage applications.

## On-demand Bus Business (Japan)

### On-demand Bus Operation & Solution Service for On-demand Bus

Next Mobility Co., Ltd. was established in 2019 as a joint venture with Nishi-Nippon Railroad Co., Ltd. The company operates its AI-controlled on-demand bus service "Knowroute" while providing local public transportation solutions for transportation operators and municipalities throughout Japan. In 2019, Spare Technology Solutions Inc. was established as a joint venture with Spare Labs Inc. in Canada. The company helps implement on-demand bus systems in a wide range of fields including public transportation. Through these two companies, we strive to resolve mobility-related issues for transportation operators and local communities.

## Mitsubishi Motors Corporation

- Sales & Manufacturing of Automobiles & Components (Japan)
- A-Drive Inc. Providing One-stop Autonomous Driving Related Services (Japan)
- Toyo Tire Corporation Tire & Automotive Components Business (Japan)

## Isuzu Philippines Corporation

Assembly & Distribution of Automobiles (Philippines)

## Business in Vietnam

### Developing Automobile Production & Sales

In 1994, Mitsubishi Motors Vietnam (MMV), initially founded by Mitsubishi Corporation, Mitsubishi Motors Corporation, and other local partners, was established as one of the first four authorized automotive manufacturers in the country. For more than a quarter of a century, MMV has developed its automobile production and sales business, and in the past the company used to handle Mitsubishi Fuso Truck & Bus Corporation products. MMV centralized its resources to Mitsubishi Motors business in 2014 and has welcomed additional capital from both Mitsubishi Motors Corporation and Mitsubishi Corporation in 2016. Now, Vietnam stands as one of the core markets for the Mitsubishi brand. In recent years, supported by economic and motorization growth, MMV is seeking to expand its sales and profits with its newly introduced locally assembled models.

## Business in Australia

### Distribution of Automobiles

Isuzu UTE Australia (IUA) was established in 2008, selling Isuzu pickup trucks (D-MAX) and SUVs (MU-X) in Australia. Since its establishment, IUA has steadily expanded sales and secured a strong market presence in the Australian automotive market. IUA will strive to further enhance the Isuzu brand while working to accelerate the business by implementing customer-oriented marketing activities tailored to local markets.



Pork & Processed Pork Products (USA)  
**Indiana Packers**  
 A Leading US Pork & Processed Products Manufacturer

Located in the Midwest, in the state of Indiana, Indiana Packers Corporation is a company that slaughters hogs and processes pork. The company produces pork and bacon using the latest equipment under strict sanitary control and sells the products mainly to the US and Japanese markets.



Food & Drink Supplier (UK)  
**Princes Limited**  
 Leading UK-based Food and Beverage Supplier

Princes holds a large share of the UK grocery market through the manufacture and sales of branded and private label products in a wide variety of categories, including foods, beverage and edible oils products. As a leading food and beverage supplier in the UK, Princes is fully committed to ethical sourcing and sustainability, including carbon-neutral operation. Princes is focused on brand and product innovation and launched a new plant-based brand in 2021.



Salmon Farming Business (Norway)  
**Cermaq Group AS**  
 Supplies Safe & Secure Farmed Salmon Worldwide

Cermaq is a leading salmon farming, processing and sales company, which produces salmon in Norway, Chile and Canada for a total production quantity of around 200 thousand metric tons per year. Cermaq became a subsidiary of MC in 2014 and supplies sustainable safe and secure farmed salmon to consumers around the world.

- TH Foods Inc. Rice Crackers (USA)
- Agrex Inc. Grains & Oilseeds (USA)
- Mitsubishi International Food Ingredients, Inc. Food Science (USA)
- Sesaco Corporation Sesame (USA)



Agricultural Materials, Grains & Oilseeds (Brazil)  
**Agrex do Brasil**  
 A Brazilian Office that Procures Grains

Based in Brazil, one of the world's leading producers of foodstuffs, Agrex do Brasil is involved in the procurement and sales of grains such as soybeans and corn, as well as sales of agricultural inputs (including fertilizer, chemicals, and seeds) and grain production. After taking part in management in 2012, MC wholly subsidized this company in 2019. Agrex do Brasil contributes to the stable procurement and supply of grains in the northern and central-western parts of Brazil, a country whose importance as a supplier of foodstuffs is further expected to rise.



Food Materials Business (Singapore)  
**Olam Group Limited**  
 A Global Leader in the Food and Agri-business

Olam Group operates in over 60 countries around the world and holds a world-class market share in various categories such as coffee, cocoa, grains and edible nuts. It has built an integrated supply chain that includes farming, trading, raw material processing, product manufacturing and a global sourcing network of an estimated five million farmers. Olam sells raw materials and products to more than 20,000 client companies and has established a business model that puts sustainability at the heart of its operations as it strives to resolve environmental and societal challenges by working together with farmers around the world. MC concluded a business alliance agreement with Olam in 2015 and established MC Agri Alliance as a joint venture company for selling food ingredients in Japan.

- IFFCO-MC Crop Science Private Limited Agrochemicals (India)
- Deccan Fine Chemicals (India) Ltd. Agrochemicals (India)
- Indo Nissin Foods Instant Noodles (India)
- Asia Modified Starch Co., Ltd. Tapioca Starch (Thailand)
- Nissin Foods Thailand Instant Noodles (Thailand)
- Dia Merchandise Co., Ltd. Wholesale of Food Products (Thailand)
- Asian Best Chicken Co., Ltd. Chicken (Thailand)
- Kewpie Malaysia Sdn. Bhd. Condiments (Malaysia)
- Dan Kaffe Malaysia Sdn. Bhd. Coffee (Malaysia)
- Yamazaki Indonesia Baked Products (Indonesia)
- Ichi Tan Indonesia Beverages (Indonesia)
- Kewpie Indonesia Condiments (Indonesia)
- Nissin Foods Indonesia Instant Noodles (Indonesia)
- Emina Cheese Indonesia Cheese (Indonesia)
- Shenyang Huamei Food Co., Ltd. Chicken (China)
- Agrex (Beijing) Co., Ltd. Grains & Oilseeds (China)
- Zhejiang Daling Seafood Co., Ltd. Marine Products (China)
- Oriental Coffee Alliance Sdn. Bhd. Coffee (Philippines)
- Kewpie Vietnam Co., Ltd. Condiments (Vietnam)
- Agrex Asia Pte Ltd. Grains & Oilseeds (Singapore)



Food Science (Japan)

## Mitsubishi Corporation Life Sciences Limited

**Healthy, Safe, Secure & Delicious**

Mitsubishi Corporation Life Sciences is a food ingredients manufacturer that promotes food and health. The company helps develop an assortment of foods and meals by leveraging the strengths of life science technologies, and is constantly working towards making a positive contribution to the creation of a healthy and fun food culture, one that's puts a smile on the faces of consumers around the world.

- **PeptiGrowth Inc.** Growth Factor Alternative Peptide for Regenerative Medicine and Cell Therapy (Japan)
- **ZM Crop Protection Corporation** Agrochemicals (Japan)
- **Mitsui DM sugar Holdings Co., LTD.** Sugar Manufacturing (Japan)
- **Nitto Fuji Flour Milling Co., Ltd.** Flour Milling (Japan)
- **Nihon Shokuhin Kako Co., Ltd.** Starches & Sweeteners (Japan)
- **The Mitsuhashi Inc.** Rice (Japan)
- **Toyo Reizo Co., Ltd.** Marine Products (Japan)
- **Foodlink Corporation** Meat & Processed Meat Products (Japan)
- **Itoham Yonekyu Holdings Inc.** Meat & Processed Meat Products (Japan)
- **Japan Farm Holdings Inc.** Meat & Processed Meat Products (Japan)
- **Salad Club, Inc.** Packaged Salad (Japan)
- **MC Produce Co., Ltd.** Fruits & Vegetables (Japan)
- **KFC Holdings Japan Ltd.** Food Service (Japan)
- **WaterCell Inc.** Agricultural Support Information Service (Japan)
- **Nosan Corporation** Livestock Feed (Japan)
- **MC Agri Alliance Ltd.** Coffee, Cocoa, Sesame, Spices, Edible Nuts, Edible Oils (Japan)
- **MRS Corporation** Ultra Low Temperature Carrier Vessels Operator (Japan)
- **Maruichi Co., Ltd.** Wholesale of Food Products (Japan)
- **Dairy Products Solutions Co., Ltd.** Cheese (Japan)
- **ATLAND Corporation** Land-based Salmon Farming (Japan)
- **imperfect** Food Brands (Japan)
- **Sunny Maize Co., Ltd.** Corn Grits (Japan)
- **Seto Futo Co., Ltd.** Grain Silos (Japan)

■ **Riverina (Australia) Pty, Ltd.**  
Livestock Feed, Grains & Oilseeds (Australia)



# Food Industry Group

The Food Industry Group is engaged in businesses that deliver food-related products to consumers all over the world. Our operations cover food resources, fresh foods, consumer products, food ingredients and other products. We are active in every link of the supply chain, from the production and sourcing of raw materials to the manufacturing of finished products.

Our mission is to deliver a stable supply of goods and services that meet the needs of consumers and provide them with a quality of life that is both rich and full of variety. We are also actively working to provide solutions to an array of social and environmental issues across our supply chains. In addition, by undertaking businesses that prioritize consumer safety and security, we provide the kind of value that is sought by society.

We are firmly committed to realizing a stable and sustainable supply model by laterally developing quality products and services in markets across the globe, creating new growth opportunities, flexibly responding to economic and industrial changes, and becoming an increasingly competitive player in the foods sector.

## Farm, Dairy & Meat Produce Div.

■ **Livestock & Meat Products Dept.** ■ **Agricultural Produce & Dairy Products Dept.**  
Chicken, pork, beef, processed foods, cheese, dairy products, rice, fresh produce, seasonings, etc.

## Food Sciences Div.

■ **Bio- Fine Chemicals Dept.** ■ **Food Ingredients Dept.**  
Pharmaceutical raw materials and intermediates; agrochemical raw materials, intermediates and products; cosmetic raw materials; food ingredients and formulas (food science products); health ingredients and products (health science products), etc.

## Food Resources Div.

■ **Grain, Oilseeds, and Feed Materials Dept.** ■ **Sugar & Wheat Flour Dept.**  
■ **Global Consumer Products Dept.**  
Corn, wheat, soybeans, rapeseeds, feed materials, flour, sugar, starches, sweeteners, instant noodles, coffee, cocoa, sesame seeds, edible nuts, oils and fats, etc.

## Marine Products Div.

■ **Marine Products Dept.**  
Marine products (tuna, salmon, trout, shrimp, etc.), processed seafood products (canned tuna, pet food, etc.), etc.

## Global Markets Dept.

Food manufacturing and sales in foreign countries





Convenience Store Business (Japan)

### Lawson, Inc.

**Convenience Store Evolution Driven by Community and Customer Needs**

By promising to deliver outstanding good taste and kindness to everyone and their local communities, Lawson aspires to become a convenience store that puts a smile on its customers' faces and allows everyone to feel at ease. Lawson strives to quickly grasp the challenges faced by society and the increasingly diversifying needs of consumers to swiftly drive innovation and enhance its products and services.

**Muji Europe Holdings Ltd.**  
Retailer of Apparel and Household Goods (UK)

**New Century Insurance Co., Ltd.**  
Reinsurance  
(Bermuda)

**Sinopharm Group Beijing Huahong Co., Ltd.** Pharmaceuticals & Medical Supplies (China)   
**Beijing Tianxingpuxin Bio-Med Sinopharm Holdings Co., Ltd.** Pharmaceuticals & Medical Supplies (China) 

**TREDIA CHINA CO., LTD.** Manufacturer of Apparel (China)   
**Sinopharm MC Hospital Service Co., Ltd.** Medical Materials & Equipment (China)   
**Mitsubishi Corporation LT (Shanghai) Co., Ltd.** Contract Logistics (China) 

**UNIQLO (Thailand) Company Co., Ltd.** Retailer of Apparel (Thailand)   
**MCW LOGISTICS SOLUTIONS (THAILAND) CO., LTD.** Inland Transportation for Automobiles (Thailand)   
**Mitsubishi Corporation LT (Thailand) Co., Ltd.** Contract Logistics (Thailand)   
**MC Logistics India Pvt. Ltd.** Contract Logistics (India) 

**TREDIA VIETNAM**  
Manufacturer of Apparel  
(Vietnam) 

**TREDIA FASHION CAMBODIA** Manufacturer of Apparel (Cambodia) 

**CONG TY TNHH UNIQLO VIET NAM** Retailer of Apparel (Vietnam) 

**Mitsubishi Corporation LT Singapore Pte., Ltd.** Contract Logistics (Singapore) 

**PT. Fast Retailing Indonesia** Retailer of Apparel (Indonesia) 

**PT. MCLOGI ARK INDONESIA** Contract Logistics (Indonesia) 



Contract Logistics Business (Japan)

### Mitsubishi Corporation LT Inc. (MCLOGI)

**A Global Contract Logistics Enterprise**

Established in 1954, MCLOGI is a global logistics company operated in Japan, China, other parts of Asia, Europe and the Americas. MCLOGI provides solutions that go beyond conventional logistics frameworks by combining MC's unique functions and expertise gained through business with customers who are leaders in sectors including apparel and automobiles.



Manufacturer of Apparel, & Lifestyle/Fashion Accessories (Japan)

### Mitsubishi Corporation Fashion Co., Ltd.

Fabless Manufacturer in the Field of Lifestyle

Mitsubishi Corporation Fashion strives to create a natural and sustainable society that is not only conscious about issues such as overproduction and mass disposal, but also delivers high-quality clothing and daily necessities to consumers around the globe by providing services that utilize sophisticated supply chains and digital technologies for all aspects of our lifestyles, ranging from clothing to fashion accessories, household goods, furniture and footwear.

- **Life Corporation** Supermarkets (Japan)
- **Loyalty Marketing, Inc.** Coalition Loyalty Program (Japan)
- **Transaction Media Networks Inc.** Electronic Payment Services (Japan)
- **Gourmet Delica Co., Ltd.**  
Production & Sale of Rice Balls, Bento & Prepared Food (Japan)

- **LIFE GEAR CORPORATION** Manufacturer of Footwear (Japan)
- **Mitsubishi Corporation Packaging Ltd.**  
Various Packaging and Container Products (Japan)

- **Nippon Care Supply Co., Ltd.**  
Rental and Wholesale of Long-Term Care Equipment (Japan)
- **Whitehealthcare Inc.**  
Health Insurance Association Management Support Services (Japan)
- **Kanro Inc.**  
Manufacture and Sale of Confections and Food (Japan)

- **Gaussy, Inc.**  
Warehouse Robots, Warehouse Sharing Services (Japan)



Food Products Distribution Business (Japan)

### Mitsubishi Shokuhin Co., Ltd.

#### Top Share of Japan's Food Products Distribution Business

Mitsubishi Shokuhin's core business is the global wholesale of processed, frozen and chilled foods, alcoholic beverages and confectionaries. This one-stop-shop for Japan's retailers and restaurateurs is revolutionizing foods distribution, enriching food culture and supporting diverse lifestyles.



Hospital Management Solutions, Medication & Medical Equipment (Japan)

### MC Healthcare Holdings Ltd.

#### Serving as a Partner in Hospital Management to Support the Frontlines of Healthcare

Japan's aging society and the consequent surge in medical costs are just a few of the many challenges that ought to be resolved in the country's healthcare sector. MC Healthcare's main business activities include goods management/procurement aid for items such as medical supplies, joint purchasing and comprehensive procurement/maintenance services for medical equipment. Through its activities, MC Healthcare helps to streamline healthcare facility operations on a daily basis so that frontline healthcare workers can spend more time caring for their patients. The company also imports and sells advanced medical equipment through MC Medical and Japan Medicalnext.



# Consumer Industry Group

The Consumer Industry Group strives to optimize supply chains and promote the creation of new demand by connecting producers and consumers while utilizing digital technology in sectors such as retail, apparel, SPA (Specialty store retailer of Private label Apparel), healthcare, food distribution and logistics. Moving forward, the Consumer Industry Group will make efforts towards the sustainable development of local communities and improve customer convenience.

#### Retail Div.

##### ■ Consumer Marketing Dept.

Retail business, point-based loyalty programs, payment-related services, data-driven marketing, etc.

#### Apparel & S.P.A. Div.

##### ■ Lifestyle Business Dept. ■ Apparel Business Dept.

Clothing, fashion accessories and household goods, footwear, marketing services, retail business, etc

#### Healthcare Div.

##### ■ Healthcare Dept.

Medical equipment, medical supplies, pharmaceuticals, solutions for medical institutions, long-term care equipment, apps for nursing care operators, food services for hospitals

#### Logistics & Food Distribution Div.

##### ■ Logistics Business Development Dept. ■ Food Distribution Dept.

Global contract logistics services, reinsurance business, food distribution (processed foods, chilled foods, confectionary, liquor), various packaging and container products, digital advertising sales promotion, and new business development



### Diamond Generating Corporation (DGC) (USA)

#### Developing Power Businesses in the Americas

DGC was founded in 1999 to oversee MC's electric power businesses in the Americas, such as power generation, distributed power generation and energy trading. DGC focuses on developing and promoting renewable energy to help realize a decarbonized society, and as of late March 2023, DGC holds approximately 2,900MW of power generation assets on an equity basis.

**Boston Energy Trading and Marketing LLC**  
Energy Trading & Marketing Business (USA)

**Nexamp, Inc.**  
Distributed Solar Power Business (USA)



### N.V. Eneco (Netherlands)

#### Developing Integrated Energy Businesses in Europe

With a focus on the Netherlands, Belgium and Germany, Eneco is developing its power generation business, with renewable energy at its core, as well as its electricity / gas trading, electricity / gas retail and district heating supply businesses.



### Diamond Generating Asia, Limited (DGA)

(Hong Kong)

#### Developing Power Businesses in Asia, Oceania and the Middle East

Established in 2009, DGA serves as a base for MC's electric power businesses in Southeast Asia, Oceania and the Middle East. The company aims to expand its power generation business in the region, which is showing steady signs of growth in demand for electricity. As of late March 2023, DGA holds approximately 1,480 MW of power generation assets on an equity basis.

**Diamond Transmission Corporation Limited (DTC)**  
Power Transmission Business (UK)

**Bboxx Limited** Distributed Power Supply Business (UK)

**OVO Group Limited** Electricity and Gas Retail Business (UK)



### ElectroRoute Holdings Limited (Ireland)

#### Energy trading and service business in Europe and Japan

ElectroRoute engages in spot, futures, international and other forms of trade in the liberalized European energy market. The company functions as a comprehensive service provider, offering energy-trade support to power producers, consumers and retailers. ElectroRoute is also expanding its operations in Japan, where deregulation of the power market is progressing.

**Aguas CAP**  
Water Business (Chile)

**Metito Holdings Limited**  
Water Business (UAE)



### Umm Al Houl Power Company (Qatar)

#### Commencement of Gas-Fired Power Generation & Desalination Project in Qatar

The gas-fired power generation and desalination project in Qatar began commercial operation in 2018, and is scheduled to provide the country with electricity and water for 25 years. This project will help MC provide Qatar with a stable supply of electricity and water, and shore up MC's efforts in its global power generation and fresh water businesses in response to growing demand around the globe.





## Mitsubishi Corporation Energy Solutions Ltd. (Japan)

Developing power generation business in Japan

Mitsubishi Corporation Energy Solutions mainly strives to develop and manage its power generation business in Japan, which as of late March 2023, holds approximately 1,090 MW of power generation assets on an equity basis.

The company will continue to develop its power generation business, centering around renewable energy with the aim of realizing a decarbonized society, while also providing solutions for energy cost reductions and decarbonization to customers, with a focus on industrial consumers.

**Mitsubishi Corporation Clean Energy Ltd.**  
Renewable Energy Business, etc. (Japan)

**Mitsubishi Corporation Offshore Wind Ltd.**  
Offshore Wind Power Generation Business (Japan)

■ MC Retail Energy Co., Ltd. (Machi-Ene) Power Retail Business (Japan)



## Swing Corporation (Japan)

General Water Business Company

Swing has long-standing experience developing technologies and products, as well as providing services as a pioneer of water infrastructure in Japan. It is broadly developing businesses to meet a wide range of water needs, covering everything from research and development, design and construction through to maintenance management and business operations.



# Power Solution Group

The Power Solution Group consists of two divisions and two offices, namely the International Power Division, the Utility Retail Division, the Eneco\* Office and the Domestic Power Business Office. We conduct a variety of initiatives including water businesses to meet diversifying utility needs, with a focus on our power solution value chain business which functions to “generate” renewable energy, “integrate” weather-dependent electricity (through a sophisticated balance of supply and demand), as well as “deliver” electricity and high added-value services to our customers.

Some of our main initiatives include our renewable energy business that contributes significantly to the decarbonization of society, the construction of distributed power generation infrastructure based on the concept of local production for local consumption, as well as power trading businesses such as spot transactions and futures trading in the power market.

By combining low-emission power sources, such as renewable energy, with digital technologies, we not only contribute to the stable supply of electricity, but also provide new added value to customers, such as supply and demand adjustment. We are also conducting initiatives in the field of hydrogen, which is expected to play a role as next-generation fuel. Through these efforts, we aim to contribute to the realization of a sustainable low-carbon/ decarbonized society while raising our corporate value.

\* Eneco is an integrated energy company based in the Netherlands

### International Power Div.

● Strategy & Planning Office ■ International Utility Dept.

Overseas power generation & transmission business, power trading business, overseas distributed power supply business, overseas water business, hydrogen business

### Utility Retail Div.

● Strategy & Planning Office ■ Utility Service Dept.

Power trading business, power retail business, domestic water business

### Eneco Office

Power & gas trading and retail business, power generation business, and district heating business by Eneco in the Netherlands

### Domestic Power Business Office

Domestic power generation business

Private Equity Business (USA)

### One Rock Capital Partners

**US-Based Buyout Fund Targeting Mid-Cap Companies Mainly in North America**

One Rock Capital Partners is a buyout fund management firm that targets medium-sized companies mainly in North America. Our strategic alliance aims to combine the MC Group's cross-industry network and the expertise of former Ripplewood fund managers to create long-term corporate value for its portfolio companies.

**Diamond Realty Management America Inc.**  
Real Estate Investment Fund Management (USA)



Real Estate Investment (USA)

### DIAMOND REALTY INVESTMENTS, INC. (DRI)

**Real Estate Investment Company with Proven Track Records**

DIAMOND REALTY INVESTMENTS (DRI) is an investment company which specializes in the development of multifamily, student housing, industrial, and healthcare real estate throughout the US, the largest real estate market in the world. Since the early 1990s, DRI has invested in over 200 projects with a total development cost surpassing US\$ 13 billion.

Private Equity Business (Singapore)

### AIGF Advisors Pte. Ltd.

**Singapore-Based Growth Capital Fund Targeting Small/ Mid-Cap Companies in ASEAN Region**

AIGF Advisors Pte. Ltd. is a private equity investment management firm wholly owned by MC. The firm's principal focus is to provide growth capital and to support value creation for small/mid-cap companies in the ASEAN region. AIGF Advisors supports long-term growth by leveraging the MC Group's extensive business expertise and global business network.

Urban Development Business (Singapore)

### MITBANA Pte. Ltd.

**Promoting Urban Development in Indonesia**

Mitbana is a joint venture promoting urban development projects between MC and Surbana Jurong, a design and engineering company in Singapore (a 100% subsidiary of the Singaporean state-owned investment company, Temasek Holdings). By participating as early as the master planning phase, Mitbana engages in urban development projects such as residential and retail properties in an aim to build highly functional and appealing cities with thriving communities and businesses.



### New Ulaanbaatar International Airport LLC

Airport Operation (Mongolia)

### Cube Highways and Infrastructure Pte. Ltd.

Toll-Road and Highway Operation (India)



Urban Development / Urban Management (Indonesia)

### Urban Development Business in BSD City, Indonesia

**Indonesia's First Smart City Development Project Based on the Concept of Transit-oriented Development (TOD)**

Mitbana is collaborating with a leading Indonesian real estate developer, Sinar Mas Land, to develop a large-scale urban development project in BSD City spanning over 100 hectares of land. Under the concept of becoming Indonesia's first transit-oriented development city, this project plans to promote development that combines urban functions such as housing, commercial facilities, schools, hospitals, parks, and transportation hubs.

Photo by JAPC



Airport Operation (Japan)

### Fukuoka International Airport Co., Ltd.

**Operator of Fukuoka Airport**

Fukuoka International Airport Co., Ltd. is an airport management company funded by Fukuoka Airport Holdings, Nishi-Nippon Railroad, MC, Kyushu Electric Power Company and Fukuoka Prefecture. The company operates Fukuoka Airport (except certain activities such as air traffic control), including the expansion, maintenance and management of airport-related facilities such as the airport terminal building and runway.

Real Estate Development (Indonesia/Vietnam)

### MC Urban Development Indonesia/ MC Urban Development Vietnam

**Operating Companies that Handle Real Estate Development in Indonesia & Vietnam**

Wholly-owned subsidiaries of MC that handle real estate development in both Indonesia and Vietnam. In the future, each company intends to expand the scope of its business along with the growth of the two countries.



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 in Japan. Established on a 50/50 basis between MC and Digital Realty Trust, a leading global provider of data centers, the company not only operates existing data centers but also develops and manages new data centers that meet global standards.



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 (MCUD) develops, operates and creates value for exceptional commercial properties such as retail facilities and logistics centers by leveraging its potential in each plot of land. MCUD is also engaged in mixed use urban development.

- **Hokkaido Airports Co., Ltd.** Airport Operation (Japan)
- **Yokohama Akarenga, Inc.** Retail Facility Operation (Japan)
- **Diamond Realty Management Inc.** Private Real Estate Investment Fund Management (Japan)
- **Marunouchi Infrastructure Inc.** Private Infrastructure Fund (Japan)
- **Double Bridge Infrastructure Inc.** Private Infrastructure Fund (Japan)
- **Mitsubishi HC Capital Inc.** Leasing, Installment Sales, Other Financing (Japan)
- **Mitsubishi Auto Leasing Corporation** Auto Leasing (Japan)

Private Equity Business (Japan)  
**Marunouchi Innovation Partners Co., Ltd.**  
 A Private Equity Fund Management Firm Targeting Climate-Tech Companies that Contribute to Decarbonization

Marunouchi Innovation Partners is a private equity fund management firm that MC has invested in as a major shareholder. By leveraging MC's collective business/financial expertise and network, the firm manages "Marunouchi Climate Tech Growth Fund L.P.," a fund which conducts growth investments worldwide mainly targeting climate-tech-related companies that contribute to decarbonization.

Private Equity Business (Japan)  
**Marunouchi Capital**  
 A Private Equity Fund Management Firm Targeting Mid- to Large-cap Companies in Japan

Marunouchi Capital is a Japanese private equity fund management firm wholly owned by MC. Targeting mid- to large-cap companies in Japan, Marunouchi Capital leverages the MC Group's extensive business expertise, industrial networks, and other resources to help improve long-term corporate value.



Portfolio Company: Food and Miscellaneous Goods Company



# Urban Development Group

The Urban Development Group promotes highly functional and attractive urban development projects which demonstrate the comprehensive capabilities of the MC Group. Under its vision of creating cities, societies and the future, the Urban Development Group promotes businesses through three divisions: Urban Development & Infrastructure, Global Urban Development and Financial Business.

The Urban Development & Infrastructure Division engages in the development and management of urban development projects and real estate development projects such as logistics facilities, commercial facilities and residential properties in Japan, as well as infrastructure projects including data centers and airports, key facilities that form the foundation of urban infrastructure.

The Global Urban Development Division is engaged in urban development and urban management projects that offer convenience and environmental friendliness, with a focus on the ASEAN region. The division also promotes the development and management of real estate development projects located mainly in North America and Asia.

The Financial Business Division engages in managing private equity and infrastructure funds, and also offers a wide variety of financial services such as asset financing through Mitsubishi HC Capital Inc. and Mitsubishi Auto Leasing Corporation.

Our Group's mission is to create value through urban development projects that meet the societal needs of cities and the people who live there by leveraging the expertise we have accumulated in real estate, infrastructure, and financial business.

## Urban Development & Infrastructure Div.

- Transportation Infrastructure Dept. ■ Digital Infrastructure Dept.
  - Real Estate Business Management Office ● Domestic Business Development Office
- Development and management of data centers, development and management of transportation infrastructure, development and management of domestic urban development projects and real estate development projects

## Global Urban Development Div.

- Asia Business Development Dept. ● North America Business Management Office
  - Global Business Development Office
- Development and management of overseas urban development projects, mainly in the ASEAN region, development and management of real estate development projects, mainly in North America and Asia

## Financial Business Div.

- Merchant Banking Dept. ■ Leasing Business Dept.
- Private equity business, infrastructure fund management and leasing business

# Sustainability

Based on the Three Corporate Principles, which have served as MC's core philosophy since its inception, MC has pursued the simultaneous generation of economic, societal and environmental value. While responding to the requests of all stakeholders, MC has worked to address various societal issues through its business activities and has contributed towards the sustainable development of society as well as value creation.

Midterm Corporate Strategy 2024 further introduces the concept of "Creating MC Shared Value", which builds upon the vision of continuing to grow as a company by addressing the challenges facing society and industry.









By continuously creating MC Shared Value, MC seeks to achieve sustainable growth together with society.

## Materiality

MC identified a set of Key Sustainability Issues in 2016 as mileposts for proactively realizing "triple-value growth" through the simultaneous generation of economic, societal and environmental value. While responding to the requests of all stakeholders, MC has worked to address various societal issues through its business activities and has contributed towards the sustainable development of society as well as value creation.

Six years have passed since the Key Sustainability Issues were identified, and the societal issues that should be solved have changed along with the external environment. In light

of those changes, we reviewed the Key Sustainability Issues when we formulated Midterm Corporate Strategy 2024 in order to further raise our corporate value over the medium-to long-term. In order to continuously create MC Shared Value, which is the goal of Midterm Corporate Strategy 2024, we have redefined "Materiality" as a set of crucial societal issues that we will solve through our business activities, and have established "Action Plans," which serve as medium-term plans related to the relevant material issues for each business and initiative of each Division and Business Group.

Issues		Overview
Realizing a Carbon Neutral Society and Striving to Enrich Society Both Materially and Spiritually	 <b>Contributing to Decarbonized Societies</b>	Contribute to the realization of decarbonized societies by striving to reduce greenhouse gas (GHG) emissions, while providing products and services that support decarbonization during the transition period.
	 <b>Conserving and Effectively Utilizing Natural Capital</b>	Recognizing the Earth itself to be our most important stakeholder, strive to maintain biodiversity and conserve natural capital, and work to create circular economies while reducing our environmental footprint.
	 <b>Promoting Stable, Sustainable Societies and Lifestyles</b>	Promote sustainable societies and lifestyles of the future through businesses in a diverse range of countries and industries, while fulfilling our responsibility to provide a stable supply of resources, raw materials, products, services, etc., in line with the needs of countries and customers.
	 <b>Utilizing Innovation to Address Societal Needs</b>	Create businesses that help to address societal needs while working to spur major industry reforms that are supported by business innovation.
	 <b>Addressing Regional Issues and Growing Together with Local Communities</b>	Strive to contribute to the development of economies and societies by addressing issues facing countries and regions, while seeking to grow together and collaborate with diverse stakeholders, regions and communities.
	 <b>Respecting Human Rights in Our Business Operations</b>	Respect the human rights of all stakeholders involved in promoting our diverse operations worldwide, and pursue solutions for value chain-related issues, while considering the local conditions in each country.
Striving to Serve as a Platform for Generating Triple-value Growth*	 <b>Fostering Vibrant Workplaces That Maximize the Potential of a Diverse Workforce</b>	Recognizing that our human resources are the great assets of our businesses, foster a diverse and versatile talent pool that drives efforts to generate triple-value growth throughout our organization, and also seek to develop an organization where diverse human resources share common values and grow together while furthering their connections and inspiring one another to excel.
	 <b>Realizing a Highly Transparent and Flexible Organization</b>	While swiftly responding to changes in the business environment, strive to realize effective governance on a global, consolidated basis and maintain/strengthen a sound organization that is transparent and flexible.

\*Triple-value growth: the simultaneous generation of economic value, societal value, and environmental value

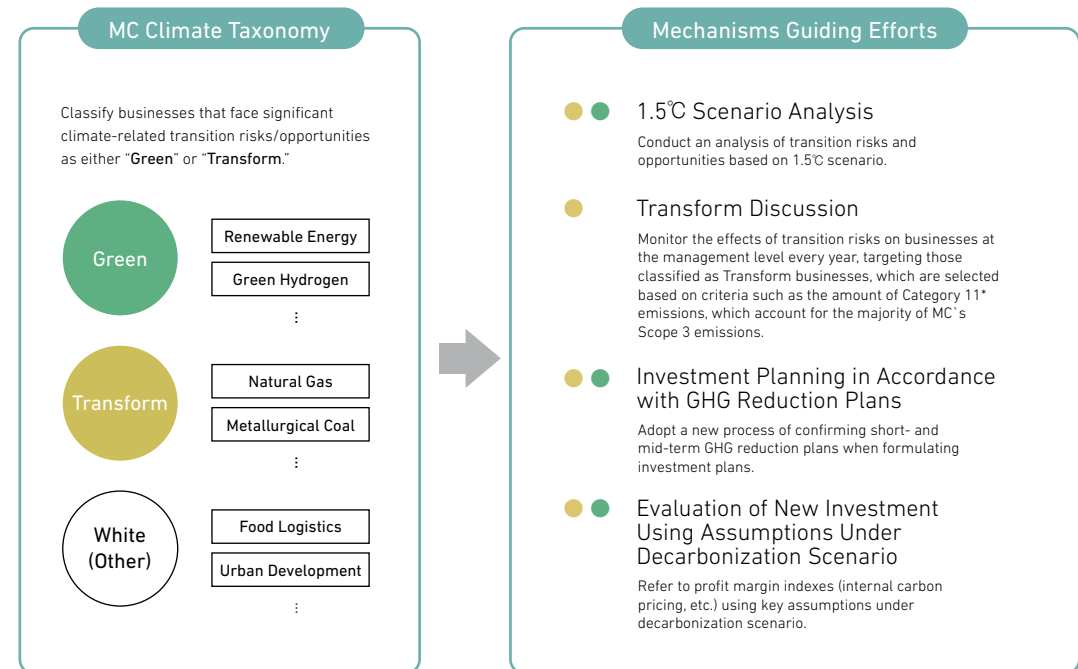
## Initiatives for Realizing a Carbon Neutral Society

At MC, we believe that while climate change poses significant business risks, it also presents us with new business opportunities for innovation, disruption and growth. Accordingly, MC has set "Contributing to Decarbonized Societies" as one of its material issues as we strive to achieve sustainable growth.

In shifting to a decarbonized society, it is necessary to formulate specific policies that take into account the actual conditions (energy and power mix, geographical conditions and constraints, stage of economic development, population, etc.) that differ from country to country and region to region, and to steadily implement them one by one. Through our global network of offices and MC Group companies in approx. 90 countries around the world, we work with a wide range of stakeholders around the world each day in developing our business. We utilize this network to accurately grasp individual issues and needs as we aim to realize a decarbonized society through the process of realizing solutions through businesses that connect internal and external know-how.

In October 2021, MC formulated its Roadmap to a Carbon Neutral Society in which we declared our goal of achieving net zero GHG emissions by 2050. As an active player in a variety of industries, including resources and energy, we have formulated a number of goals and action plans in order to fulfill our responsibility to provide a stable supply of energy while striving to achieve a carbon neutral society. In order to achieve the GHG reduction targets (halve by FY2030 (FY2020 baseline), net zero by 2050) outlined in our "Roadmap to a Carbon Neutral Society," as sustainability policies to address climate change, we have introduced mechanisms for simultaneously decarbonizing and reinforcing our portfolio while also classifying each of our businesses according to climate change-related transition risks/opportunities. In addition to the "Scenario Analysis," which MC has been conducting for several years, MC has newly introduced the mechanisms of "Transform Discussions," "Investment Planning in Accordance with GHG Reduction Plans" and "Evaluation of New Investments Using Assumptions Under a Decarbonization Scenario," and has established an appropriate governance and risk management system to ensure that MC's businesses are aligned with a 2050 net zero scenario in terms of both individual projects and company-wide business strategy.

### Mechanisms for Simultaneously Decarbonizing and Reinforcing our Portfolio



\* Scope 3 Category 11: GHG emissions from the use of sold products

Roadmap to a Carbon Neutral Society  
Click here for details



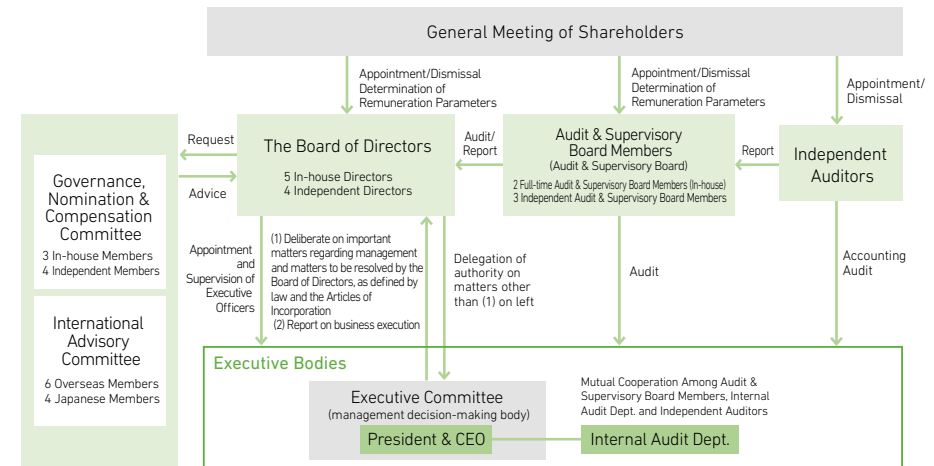


# Corporate Governance and Internal Control System

With the Three Corporate Principles for a corporate philosophy MC strives to continuously raise corporate value through corporate activities rooted in the principles of fairness and integrity. MC believes that by helping to enrich society, both materially and spiritually, it will also meet the expectations of shareholders, customers and all other stakeholders.

In order to achieve these goals, MC sees strengthening corporate governance on an ongoing basis as an important subject concerning management since it is the foundation for ensuring sound, transparent, and efficient management. Therefore, MC is working to put in place a corporate governance system that is even more effective based on the Audit & Supervisory Board System. This includes strengthening management supervision through such measures as (i) appointing Independent Members of the Board who satisfy MC's Selection Criteria for Outside Directors and Outside Audit & Supervisory Board Members, and (ii) establishing advisory bodies to the Board of Directors where the majority are Independent Members of the Board and other experts from outside MC. At the same time, this also includes implementation of MC's prompt and efficient decision-making and business execution through enhancing the monitoring function of the Board of Directors.

Our 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 the Audit & Supervisory Board Members.



## Governance, Nomination and Compensation Committee

Member Composition (as of June 23, 2023)

### ■Independent members (4):

Tsuneoyoshi Tatsuoka (Independent Director)  
Shunichi Miyanaga (Independent Director)  
Sakie Akiyama (Independent Director)  
Mari Sagiya (Independent Director)

### ■In-house members (3):

Takehiko Kakiuchi\* (Chairman of the Board)  
Katsuya Nakanishi (Director, President & CEO)  
Mitsumasa Icho (Full-time Audit & Supervisory Board Member)

\*Committee Chairperson

## International Advisory Committee

Member Composition (as of July 1, 2023)

### ■Overseas members (6):

Mr. Jaime Augusto Zobel de Ayala II  
(Chairman, Ayala Corporation (The Philippines))  
Professor Joseph S. Nye  
(Harvard University Distinguished Service Professor (U.S.A.))  
Mr. Niall FitzGerald, KBE  
(Former CEO & Chairman, Unilever (Ireland))  
Mr. Natarajan Chandrasekaran  
(Chairman, Tata Sons (India))  
Sir Rod Eddington  
(Former CEO, British Airways (Australia))  
Ambassador Bilahari Kausikan  
(Former Permanent Secretary, Ministry of Foreign Affairs (Singapore))

### ■Japanese members (4):

Takehiko Kakiuchi\* (Chairman of the Board)  
Katsuya Nakanishi (Director, President and CEO)  
Norikazu Tanaka (Director, Senior Executive Vice President)  
Tsuneoyoshi Tatsuoka (Independent Director)

\*Committee Chairperson

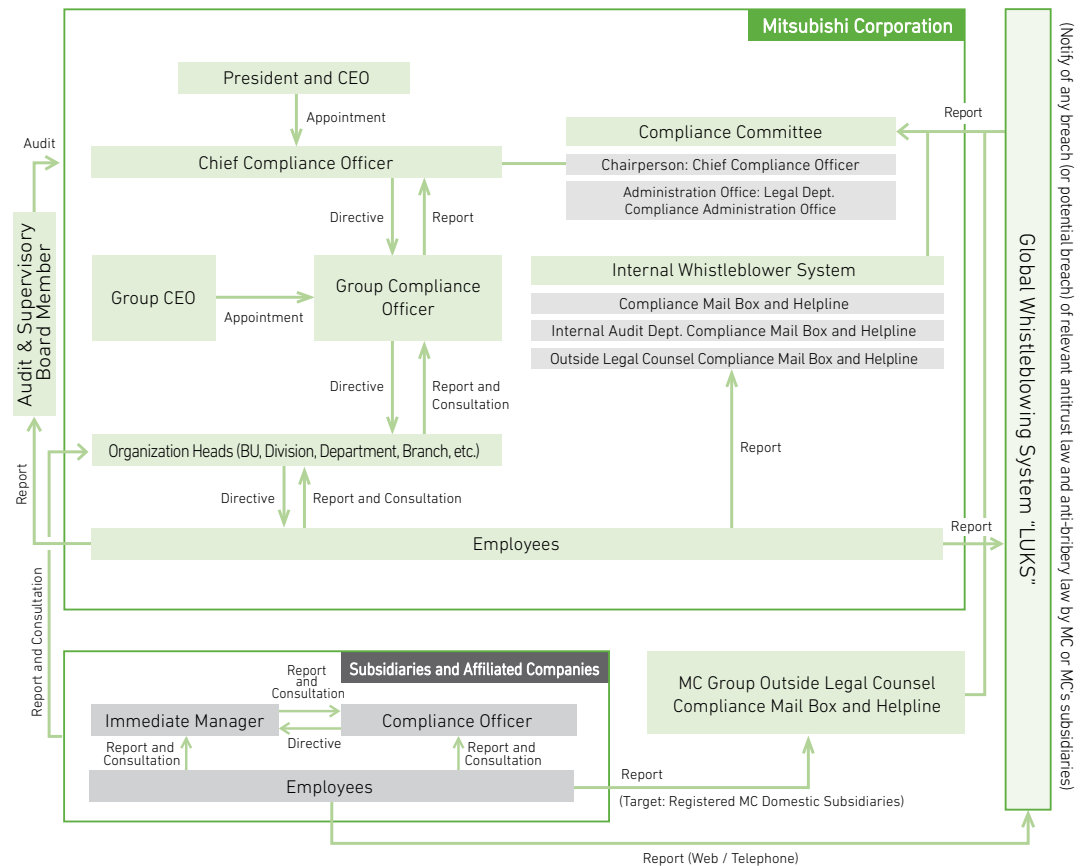


# Compliance

MC has established various internal regulations based on the Three Corporate Principles, MC's guiding philosophy. These include the Corporate Standards of Conduct and the 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.

All company officers and employees are required to take e-learning courses, which include case studies on the Code of Conduct. They must also sign an agreement stating that they understand and will adhere to the rules at all times. These protocols are now being implemented at MC's subsidiaries and affiliates on a global basis, as well. 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, as well as 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. As of fiscal year 2019, MC's Chief Compliance Officer shall now not only serve as the chairperson of the Compliance Committee, but also as the chairperson of the Security Trade Control Committee and the Trade Procedures Control Committee.

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.





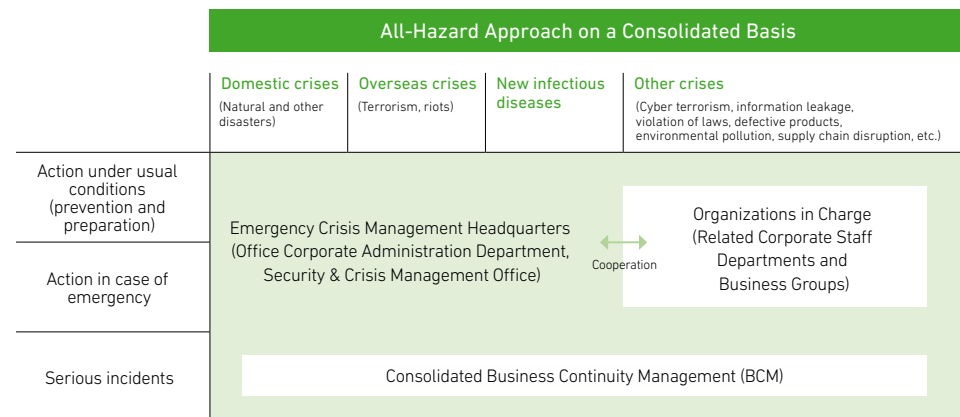
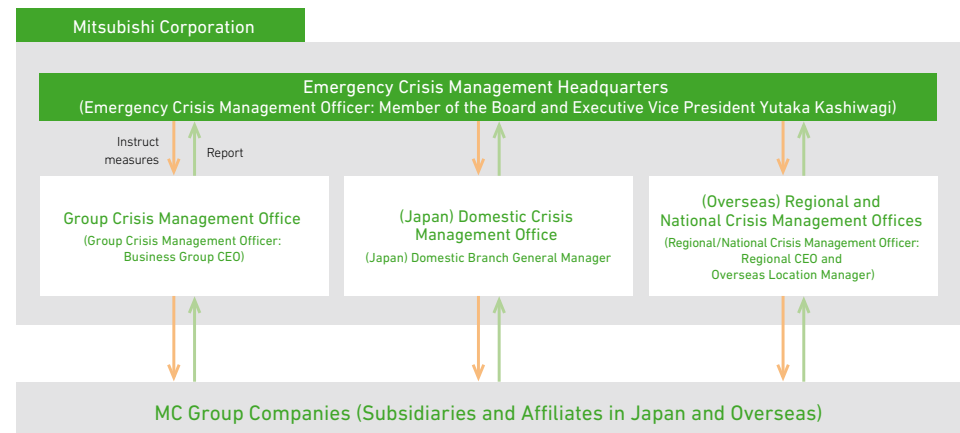
# Crisis Management and Business Continuity Management on a Consolidated Basis

MC has built up a structure for securing the lives and safety of employees and their families as we respond on a consolidated basis to all crises that impact our profit and business continuity by linking together each Business Group and Regional National Crisis Management Office under the management and supervision of the Emergency Crisis Management Officer.

Based on MC's "all-hazard approach," this structure anticipates all kinds of risks, such as major natural disasters, acts of terrorism, riots, new infectious diseases, supply chain disruptions, legal transgressions, and cyber incidents, and carries out on a consolidated basis response measures under usual conditions and in the event that a crisis does occur. In particular, in the event of a serious incident impacting the lives and safety of our employees, as well as the continuity of critical business operations, we will respond under the company-wide direction of the Emergency Crisis Management Officer.

Since 2018, MC adopted "business continuity management (BCM)" for its core business companies (selected from among MC Group companies) to establish and strengthen our consolidated framework designed to equip us with the business continuity capabilities needed to respond appropriately to major crisis situations.

BCM refers to comprehensive management activities based on an all-hazard risk and impact analysis that takes into account the business characteristics (business type and location) of the operating company, which include the formulation of initial response and BCP, establishment of a structure, and implementation of an ongoing PDCA cycle through education and training.



Note: While companywide action to deal with serious incidents shall be taken under the direction of the Emergency Crisis Management Officers, compliance-related incidents shall be dealt with under the direction of the Chief Compliance Officers.

# CSR

(Corporate Social Responsibility)

MC conducts CSR initiatives in line with three overarching themes: "Realizing an Inclusive Society," "Empowering the Next Generation" and "Conserving the Environment." In addition, MC provides support for regions affected by natural disasters, including recovery efforts for the Great East Japan Earthquake. Our employees continue to actively participate in long-running programs that focus on contributing to the communities in which we operate on a global basis.

MC's commitment to contributing to building prosperous, sustainable societies in the places where we operate worldwide is deeply embedded in our corporate culture based on our corporate philosophy, the Three Corporate Principles. MC established an office to oversee social and environmental affairs in 1973 in recognition that, as good corporate citizens, companies should actively pursue initiatives to contribute to society, and that the expense of those activities should be borne as part of the social cost of doing business before reaping any profits. Since then, MC has created and promoted numerous self-driven CSR initiatives with the aim of bettering our global society.

For more information on MC's CSR initiatives, please visit our website.



## 1. Realizing an Inclusive Society

MC aims to help realize a society where everyone can play an active role. We are continuing our activities to contribute toward a world where everyone can respect each other and coexist regardless of background, physical condition or way of life.

### Main Activities

- Friendship Camp for Mothers and Children (1974-)
- Museum and Art Gallery Program for People with Impairments (2005-)
- DREAM AS ONE. (2014-)
- Para-Sports Promotion Project in China (2015-)
- Support for Economically Disadvantaged Children (2020-), etc.



Friendship Camp for Mothers and Children



DREAM AS ONE.  
(support for parasports)

## 2. Empowering the Next Generation

MC will actively support education, research and capacity development in order to contribute to the growth and self-reliance of the next generation who will be responsible for tomorrow's society.

### Main Activities

- MC's International Scholarship for Studies in Japan (1991-)
- MC International Scholarship (2000-)
- Mitsubishi Corporation Art Gate Program (2008-)
- MC Overseas Study Scholarship for High School Students (2019-)
- JEES-Mitsubishi Corporation Science Technology Student Scholarship (2021-), etc.



MC International Scholarship



Mitsubishi Corporation Art Gate Program

## 3. Conserving the Environment

MC is committed to environmental conservation efforts in order to pass on our irreplaceable Earth to future generations and to realize a prosperous society where people live in harmony with nature.

### Main Activities

- Tropical Forest Regeneration Project (1990-)
- Global Coral Reef Conservation Project (2005-)
- Forest Conservation Project "Mitsubishi Corporation Thousand Year Forest" (2009-)
- Natural Climate Solutions (2022-), etc.



Natural Climate Solutions  
Rangeland Restoration Project  
(Tessa Mildenhall)  
©Conservation International



Global Coral Reef Conservation Project

## Support for Natural Disasters

As a member of the communities in which we live and work, MC provides emergency support in the event of natural disasters and contributes to the recovery of the affected areas according to their specific needs.

### Main Activities

- Great East Japan Earthquake Relief and Recovery Support Activities (2011-)
- Donations for Emergency Disaster Relief
- Employee Volunteer Activities in Disaster-Stricken Areas



Volunteer Activities



Fukushima Winery Project  
(Great East Japan Earthquake relief and recovery support)

# Financial Highlights

Mitsubishi Corporation and Subsidiaries

(Billions of Yen)

	2021.3	2022.3	2023.3
<b>Revenues And Income [IFRS]</b>			
Revenues	12,884.5	17,264.8	<b>21,572.0</b>
Gross profit	1,605.1	2,150.8	<b>2,560.0</b>
Net income attributable to owners of the Parent	172.6	937.5	<b>1,180.7</b>
Net income attributable to owners of the Parent per share (diluted) (yen)	116.57	625.73	<b>805.69</b>
ROE (%)	3.2	15.0	<b>15.8</b>
ROA (%)	0.9	4.6	<b>5.4</b>

## Dividends

Dividend per share (for the year, yen)	134	150	<b>180</b>
Total Payout Ratio (%)	115	31	<b>53</b>

(Billions of Yen)

	2021.3	2022.3	2023.3
<b>Financial Position [IFRS]</b>			
Total assets	18,635.0	21,912.0	<b>22,152.9</b>
Equity attributable to owners of the Parent	5,613.6	6,880.2	<b>8,071.0</b>
Equity per share attributable to owners of the Parent (yen)	3,803.01	4,659.68	<b>5,648.84</b>

## Cash Flows

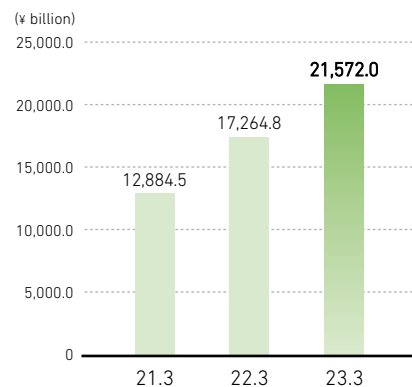
Operating cash flows	1,017.6	1,055.8	<b>1,930.1</b>
Investing cash flows	(357.3)	(167.6)	<b>(177.5)</b>
Free cash flows	660.3	888.2	<b>1,752.6</b>

## Segment Information (Year Ended March 31, 2023) [IFRS]

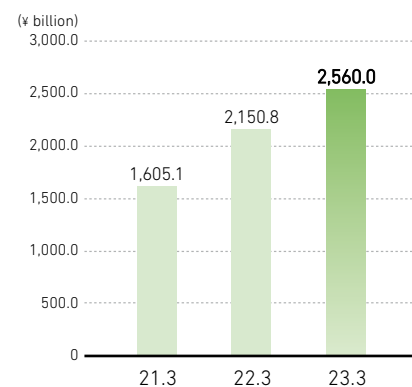
	Natural Gas Group	Industrial Materials Group	Petroleum & Chemicals Solution Group	Mineral Resources Group	Industrial Infrastructure Group
Net income	170.6 billion	62.0 billion	45.0 billion	439.3 billion	31.9 billion
Total assets	2,043.0 billion	1,461.7 billion	1,160.7 billion	4,098.1 billion	1,329.2 billion
No. of employees	656	9,765	2,287	871	9,280
	Automotive & Mobility Group	Food Industry Group	Consumer Industry Group	Power Solution Group	Urban Development Group
Net income	127.5 billion	63.4 billion	23.0 billion	61.9 billion	123.3 billion
Total assets	1,915.4 billion	2,103.0 billion	3,988.6 billion	2,716.2 billion	1,164.6 billion
No. of employees	6,428	23,407	18,794	4,764	463

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

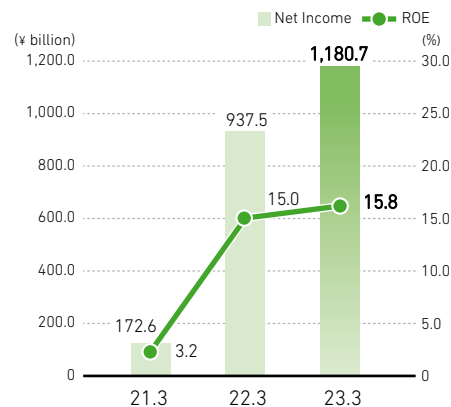
## Revenues



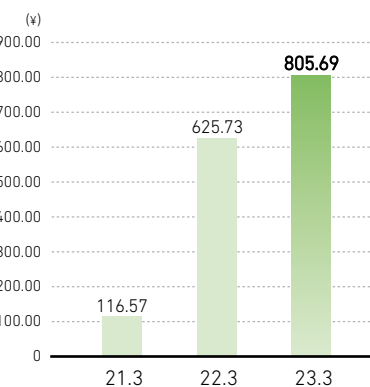
## Gross Profit



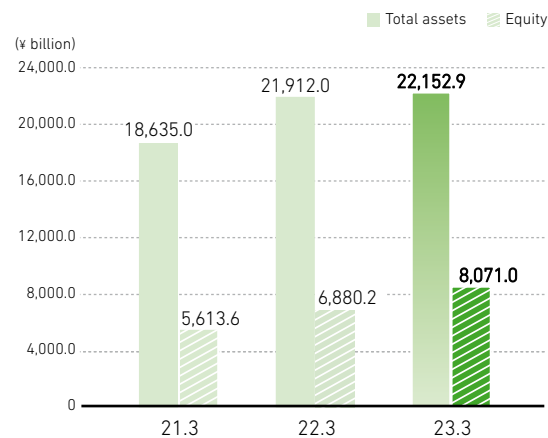
## Net Income and ROE



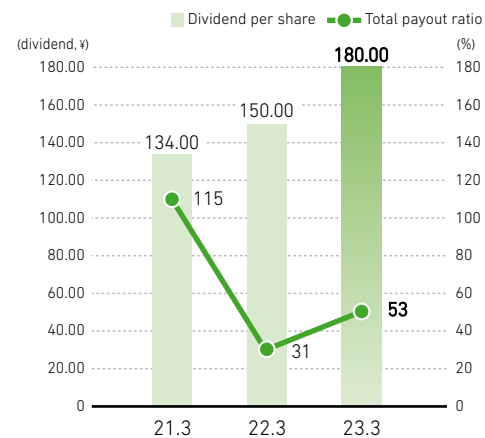
## Net Income Per Share (Diluted)



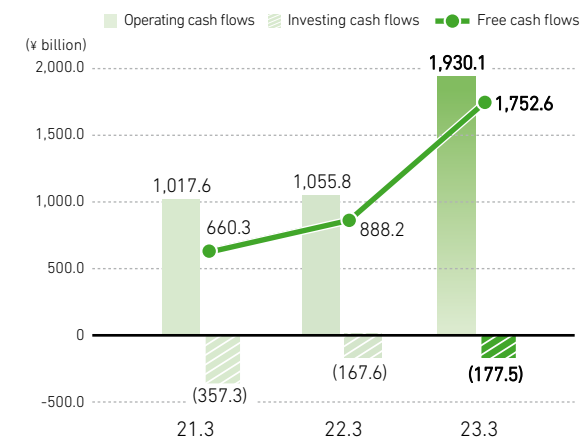
## Total Assets and Equity



## Dividend Per Share and Total Payout Ratio



## Cash Flows



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

\*Equity denotes equity attributable to owners of the Parent.

# Management

(As of June 23, 2023)

## Directors



Takehiko Kakiuchi  
Chairman of the Board



Katsuya Nakanishi  
Representative Director,  
President and CEO



Norikazu Tanaka  
Representative Director,  
Senior Executive Vice President



Yutaka Kashiwagi  
Representative Director,  
Executive Vice President



Yuzo Nouchi  
Representative Director,  
Executive Vice President



Tsuneyoshi Tatsuoaka\*  
Independent Director



Shunichi Miyanaga\*  
Independent Director



Sakie Akiyama\*  
Independent Director



Mari Sagiya\*  
Independent Director

\* Indicates an Outside Director as provided for in Article 2-15 of the Companies Act. Designated for Independent Directors and Independent Audit & Supervisory Board Members as specified by the Tokyo Stock Exchange.

## Audit & Supervisory Board Members



Mitsumasa Icho  
Full-time Audit &  
Supervisory Board Member



Akira Murakoshi  
Full-time Audit &  
Supervisory Board Member



Rieko Sato\*\*  
Independent Audit &  
Supervisory Board Member



Takeshi Nakao\*\*  
Independent Audit &  
Supervisory Board Member



Mari Kogiso\*\*  
Independent Audit &  
Supervisory Board Member

\*\* Indicates an Outside Audit & Supervisory Board Member as provided for in Article 2-16 of the Companies Act. Designated for Independent Directors and Independent Audit & Supervisory Board Members as specified by the Tokyo Stock Exchange.

## Executive Officers

President and  
Chief Executive Officer

Katsuya Nakanishi\*

Senior Executive Vice  
President

Norikazu Tanaka\*  
SEVP, Energy Transformation

Executive Vice Presidents

Kotaro Tsukamoto  
Group CEO,  
Industrial Materials Group

Jun Nishizawa  
Group CEO, Natural Gas Group

Norio Saigusa  
Group CEO, Food Industry Group

Aiichiro Matsunaga  
Group CEO,  
Power Solution Group

Yutaka Kashiwagi\*  
Corporate Functional Officer, IT,  
CAO  
(Concurrently) Chief Compliance  
Officer, Officer for Emergency  
Crisis Management Headquarters

Kiyotaka Kikuchi  
Group CEO,  
Consumer Industry Group

Takuya Kuga  
Group CEO,  
Urban Development Group

Shigeru Wakabayashi  
Group CEO,  
Automotive & Mobility Group

Yuzo Nouchi\*  
Corporate Functional Officer, CFO

Koji Ota  
Group CEO,  
Industrial Infrastructure Group

Masaru Saito  
EVP, Next-Generation Energy  
Business  
(Concurrently) Head of Next-  
Generation Energy Business Group

Tetsuo Kawate  
President,  
Mitsubishi Corporation (Americas)

Ko Imamura  
Group CEO,  
Chemicals Solution Group

Satoshi Koyama  
Group CEO, Mineral Resources  
Group  
(Concurrently) Division COO,  
Mineral Resources Investment Div.

Senior Vice Presidents

Naoshi Ogikubo  
General Manager,  
Urban Development Group CEO  
Office

Yoshiyuki Nojima  
General Manager,  
Corporate Administration Dept.

Akihiko Takada  
Managing Director, Mitsubishi  
Corporation International  
(Europe) Plc. (Concurrently)  
General Manager, London Branch

Kyoya Kondo  
Division COO, Isuzu Business Div.

Yasuyuki Asakura  
General Manager,  
Power Solution Group CEO Office

Sadahiko Haneji  
President, Mitsubishi International  
Corporation  
(Concurrently) EVP,  
Mitsubishi Corporation (Americas)

Tetsuya Shinohara  
Corporate Functional Officer, CRO  
(Concurrently) General Manager,  
Global Strategy & Coordination  
Dept.

Shota Kondo  
General Manager, Corporate  
Strategy & Planning Dept.

Toshiaki Maekawa  
Division COO,  
Automotive Business Div.

Hideyuki Hori  
General Manager,  
Food Industry Group CEO Office

Koji Ohno  
Division COO, Steel Products Div.

Akifumi Suzuki  
Division COO, Global Marketing Div.

Tetsu Funayama  
Corporate Functional Officer,  
Business Development for Japan  
(Concurrently) General Manager,  
Kansai Branch

Kazuaki Yamana  
General Manager,  
Business Investment Management  
Dept.

Kenji Kobayashi  
Corporate Functional Officer, CSEO

Juro Baba  
Seconded to Toyobo MC  
Corporation  
(Executive Vice-president &  
Representative Director, COO)

Ryosuke Tsugaru  
Division COO, Asia-Pacific Div.

Ken Yamaguchi  
Division COO, Food Sciences Div.

Satoshi Sato  
Division COO,  
Industrial Machinery Div.

Takehiro Fujimura  
General Manager,  
Internal Audit Dept.

Yuji Okafuji  
Seconded to Mitsubishi  
Corporation Energy Solutions  
Ltd. (Director, President and Chief  
Executive Officer)

Takuya Hirakuri  
CDO (Concurrently)  
Head of Industry Digital  
Transformation Group

Akihiro Kurosawa  
General Manager, Legal Dept.

Kazuo Ito  
General Manager,  
Consumer Industry Group CEO  
Office

Yoshihiro Shimazu  
General Manager,  
Corporate Accounting Dept.

Shuji Kobayashi  
Division COO, Food Resources Div.

Keisuke Kitamura  
Seconded to Metal One Corporation  
(President & CEO, Director)

Takuji Konzo  
General Manager,  
Jakarta Representative Office

Satoshi Hamada  
Division COO,  
International Power Div.

Hiroshi Nishino  
President, Mitsubishi Corporation  
China Co., Ltd.  
(Concurrently) General Manager,  
Beijing Branch, Mitsubishi  
Corporation China Co., Ltd.  
[Work location: Beijing]

\* Represents Members of the Board

## Corporate Data (As of March 31, 2023)

### Company Name

Mitsubishi Corporation

### Date Established

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

### Capital

¥204,446,667,326

### Shares Of Common Stock Issued

1,458,302,351

### Listed On The Following Stock Exchanges

Tokyo

### 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: 5,448

Parent company and all of its consolidated subsidiaries: 79,706

\* The number of employees does not include individuals seconded to other companies and includes individuals seconded from other companies.

### Mitsubishi Corporation Website

For more details about Mitsubishi Corporation's business, sustainability and CSR activities, investor relations and career information, please visit our website.

<https://www.mitsubishicorp.com/jp/en/>



### 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.

<https://www.mitsubishicorp.com/jp/en/mclibrary>





