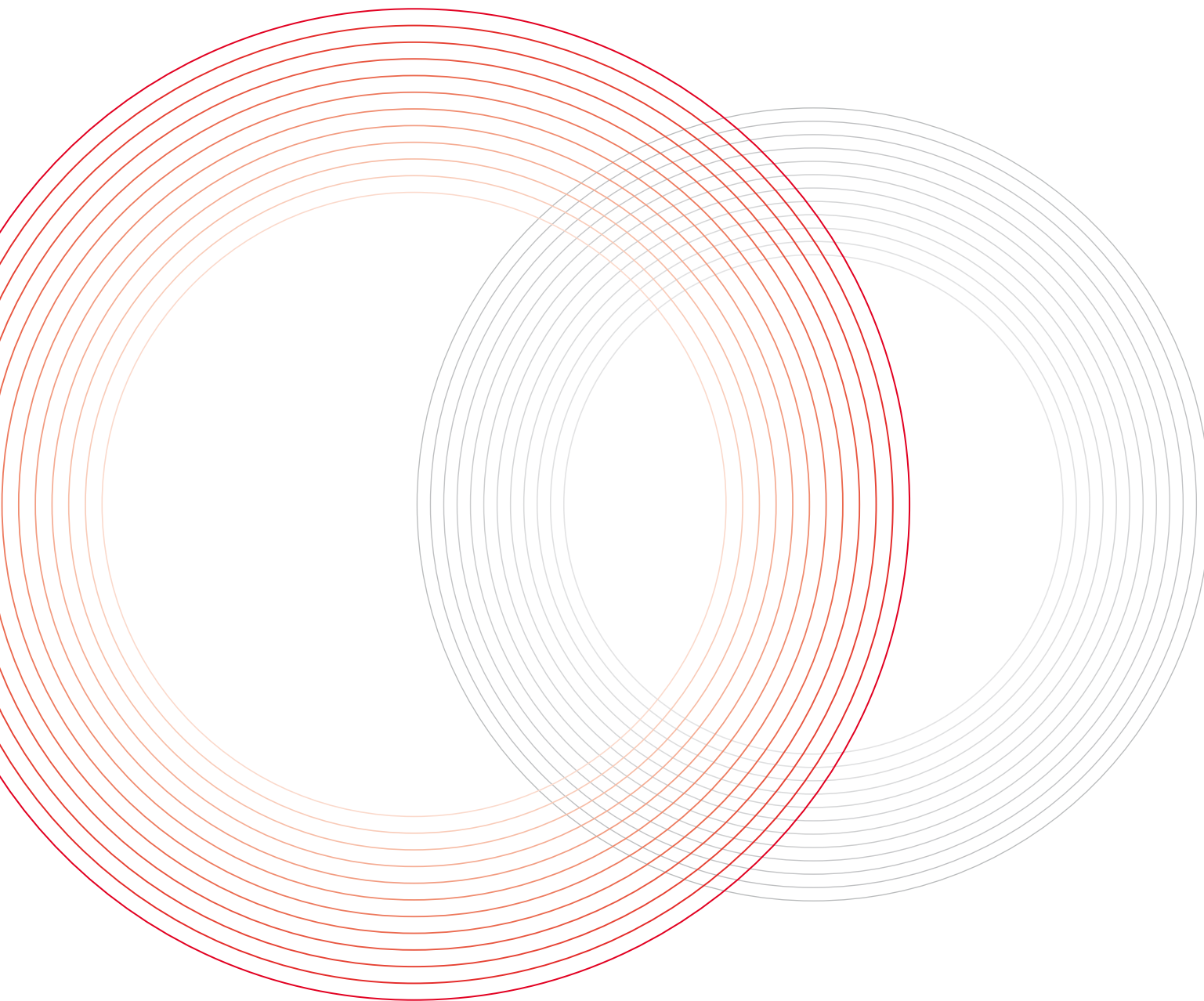


REVISED EDITION



CORPORATE BROCHURE 2024

ENGLISH

Mitsubishi Corporation

Introduction

Mitsubishi Corporation (MC) is a global integrated business enterprise that develops and operates businesses together with its global network of around 1,300 group companies.

MC has eight Business Groups that operate across virtually every industry: Environmental Energy, Materials Solution, Mineral Resources, Urban Development & Infrastructure, Mobility, Food Industry, Smart-Life Creation and Power Solution. Through these eight Business Groups, 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.



Contents

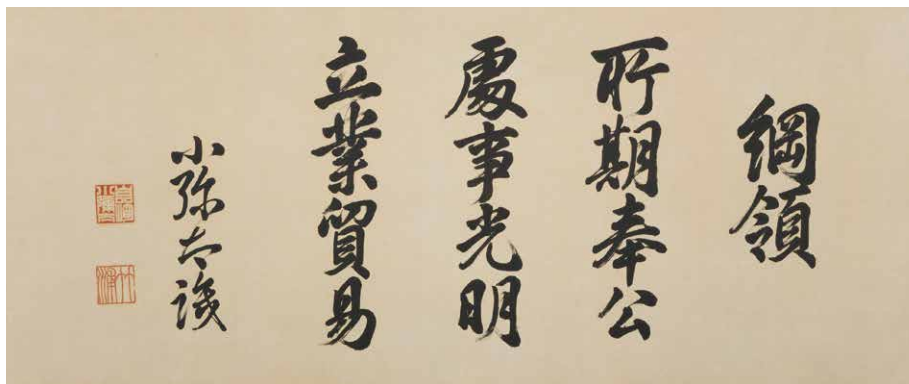
Mitsubishi Corporation 2024

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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 June 1, 2024)

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

Japan

Sapporo
Akita
Sendai
Choshi
Nagoya
Toyama
Osaka
Takamatsu
Hiroshima
Fukuoka
Naha

North America

New York
Seattle
Silicon Valley
Los Angeles
Houston
Washington, D.C.
Boston
Vancouver

Toronto
Mexico City

Latin America & the Caribbean

Panama City
Quito
Lima
Bogotá
Santiago
Caracas
Buenos Aires
São Paulo
Rio de Janeiro

Europe

London
Madrid
Paris
Brussels
Amsterdam
Düsseldorf

Milan

Oslo
Stockholm
Warsaw
Belgrade
Athens
Moscow
Vladivostok
Kyiv
Almaty
Istanbul
Ankara
Ashgabat
Tashkent
Tel Aviv

Africa

Johannesburg
Dakar
Casablanca
Abidjan
Lagos

Nairobi
Addis Ababa

Middle East

Dubai
Cairo
Amman
Riyadh
Al Khobar
Basra
Istanbul
Abu Dhabi
Muscat
Kuwait
Tehran

East Asia

Ulaanbaatar
Beijing
Guangzhou
Shenzhen
Wuhan

Xiamen
Qingdao
Shanghai
Dalian
Chengdu
Hong Kong
Taipei
Seoul

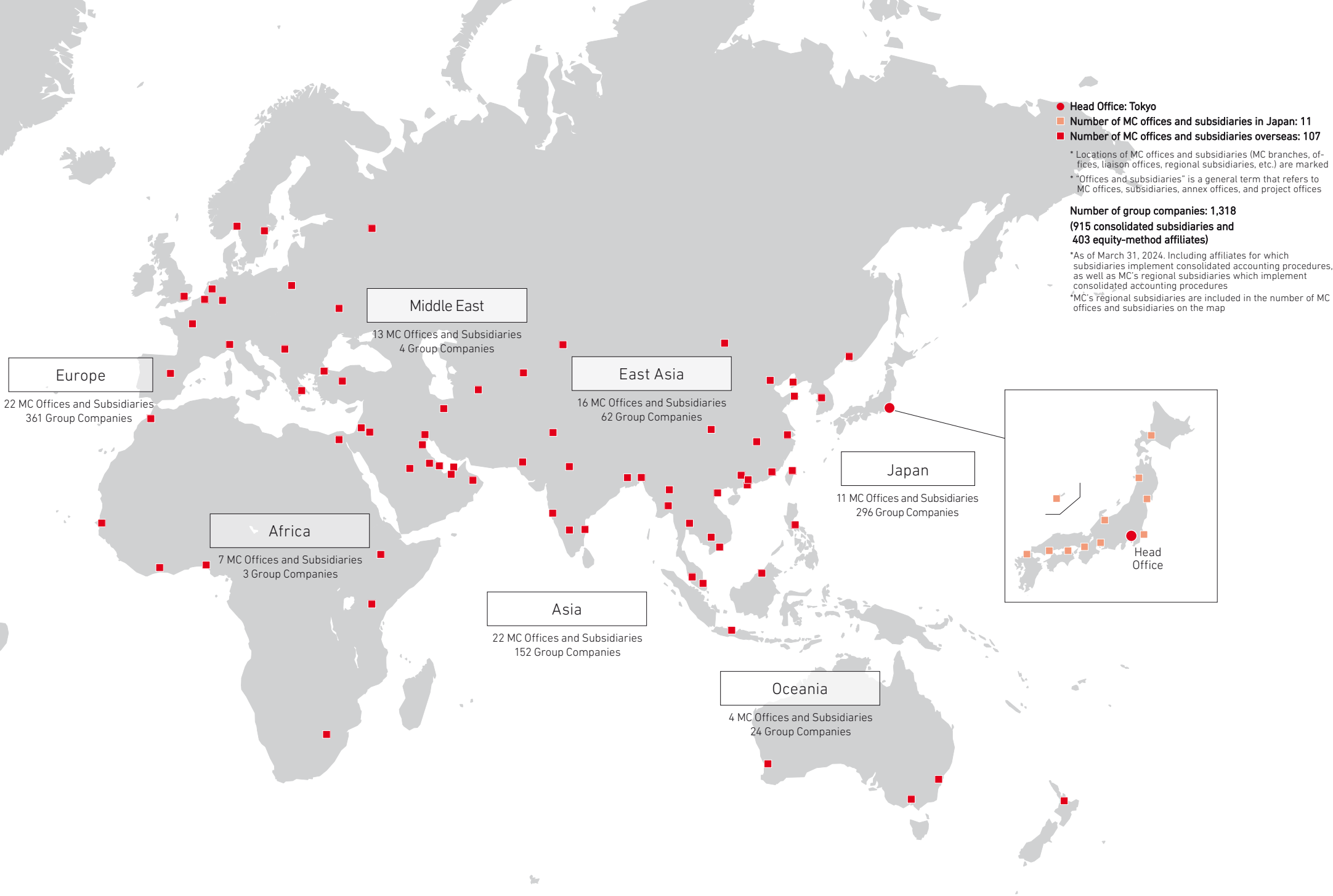
Asia

Karachi
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

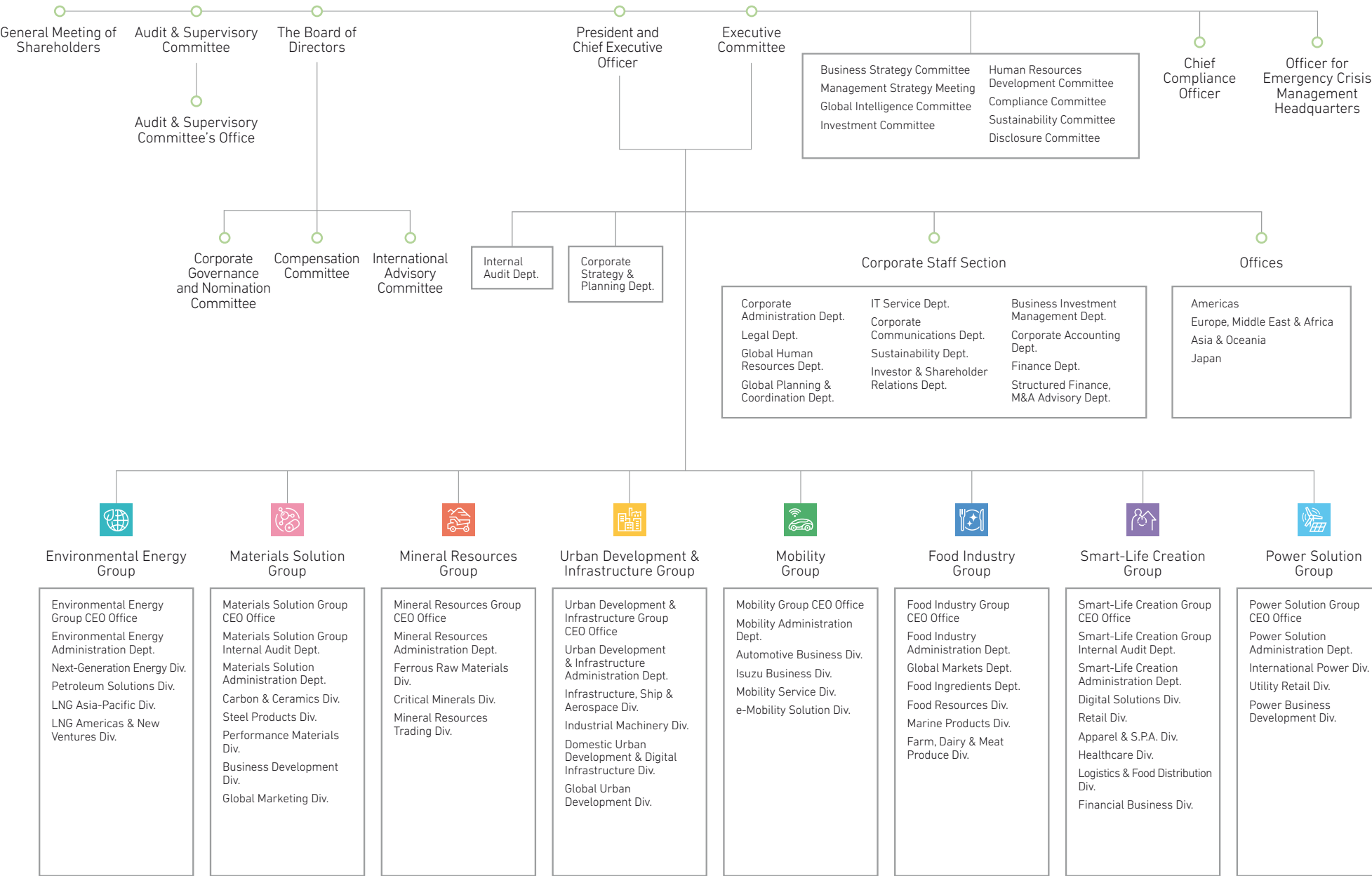
Oceania

Melbourne
Sydney
Perth
Auckland



Organizational Structure

(As of July 1, 2024)



*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.



Greenhouse Gas Reduction Targets
Halve by FY2030, Net Zero by 2050
(FY2020 baseline)



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



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

Greenhouse Gas Reduction Targets

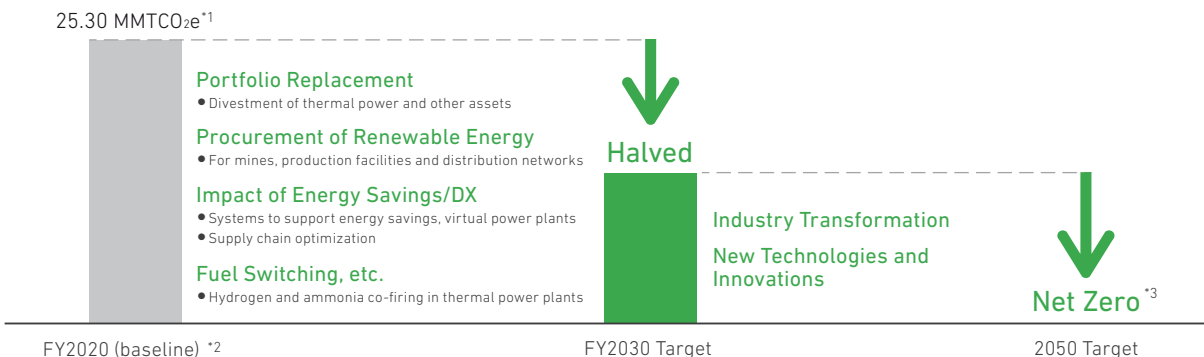
Net zero greenhouse gas (GHG) emissions by 2050, and a new FY2030 target with a detailed reduction plan. Emissions halved by FY2030 through portfolio replacement driven predominantly by divestment of thermal power assets.

Greenhouse Gas Reduction Targets **Halve by FY2030** (FY2020 baseline)

We will utilize every means available, aiming to reduce total emissions to a level consistent with the Paris Agreement, including by replacing assets and by switching operations to renewable energy and alternative fuels.

Greenhouse Gas Reduction Targets **Net Zero by 2050**

We aim to achieve a Paris-aligned target of net zero by 2050 by leveraging our collective capabilities to drive industrial transformation, as well as by embracing new technologies and innovation.



^{*1} 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>).

^{*2} 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.

^{*3} 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 ^{*1} 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.



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 reserves. 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.



AP Ventures
ADVANCE & PIONEER



Breakthrough Energy

Decarbonization-related Venture Investments (UK, USA)

AP Ventures/ Breakthrough Energy Catalyst

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

Through AP Ventures, a UK-based venture capital firm focusing on hydrogen, we are identifying direct investment opportunities in startups that have promising technologies for realizing a decarbonized society. So far, we've invested in Hydrogenious (a German company with hydrogen storage and transportation technology), hystar (a Norwegian company with water electrolysis technology), and Amogy (a US company with ammonia cracking technology). We are also working on projects through Breakthrough Energy Catalyst, a US company founded by Bill Gates that is dedicated to accelerating social adaptations of net-zero technologies, and have committed to investing in projects such as Infinium's Roadrunner project in the US (an e-SAF production project). Such investments will play a pivotal role as we strive to utilize new technologies to further create business opportunities going forward.

LNG Canada
(Canada)

CIMA ENERGY, LP.
Gas Marketing (USA)



LNG Liquefaction and Marketing Business (USA)

Cameron LNG/ e-methane (Synthetic Methane) Development Project

US-based Natural Gas Liquefaction and Export/e-methane Development Project Utilizing the Cameron LNG Terminal

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 annum, a third of which is handled by MC, started commercial operations in August 2019. In addition, in order to decarbonize heat demand, MC aims to introduce "e-methane (synthetic methane)" into the global energy mix by utilizing Cameron LNG's existing infrastructure and is striving to realize export into Japan by 2030.

*Synthetic methane produced from raw materials such as hydrogen and CO₂.



Ammonia Manufacturing and Marketing Business
(USA, Japan, Indonesia, etc.)

Clean Ammonia Project

Clean Ammonia Social Implementation Project

As one approach to achieving a carbon-neutral society, we are aiming for the social implementation of using ammonia as fuel. Ammonia is attracting attention as a next-generation fuel source that does not emit CO₂ when burned. Together with our partners, we are developing projects around the world to construct large-scale and stable clean ammonia supply chains.

Garraf Crude Oil Production (Iraq)
Basrah Gas Company
Refining & Sale of Natural Gas (Iraq)

Qalhat LNG (Oman)
Oman LNG
(Oman)

Diamond Gas International
LNG Marketing (Singapore)

Malaysia LNG
(Malaysia)

Brunei LNG
(Brunei)

Browse Development (Australia)
North West Shelf (NWS) (Australia)
Wheatstone LNG (Australia)

- ▲ Projects under development
- Projects under operation



Marketing of Petroleum Products (Japan)

Mitsubishi Corporation Energy Co., Ltd.

Providing a Stable Supply of Petroleum Products

Mitsubishi Corporation Energy (MCE) was established on October 1, 2015, with the objective of merging 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.

■ Sakhalin-2 (Russia)



LPG Import and Marketing 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 LPG demand. The company is also engaged in power retail and the promotion of residential fuel cells and high-efficiency water boilers.



Hydrogen Transportation and Marketing Business (Singapore, Europe, Japan)

Hydrogen Supply Chain Business

Developing an International Hydrogen Supply Chain Using Methylcyclohexane (MCH)

Produced from toluene and hydrogen, MCH is one of the key technologies that makes the safe and efficient long-distance transport and storage of hydrogen possible. MC is accelerating technical and commercial studies to secure a stable supply of hydrogen to Singapore, Europe, Japan and other countries where demand for the resource is expected to increase in the near future.

LNG Liquefaction and Marketing 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.



Environmental Energy Group

The Environmental Energy Group's mission is to contribute to the realization of a carbon-neutral society by promoting the energy transition while simultaneously ensuring stable supplies of energy.

For more than half a century, MC has been contributing to the stable supply of energy through our natural-gas-, LNG-, petroleum-, and LPG-related businesses, together with numerous customers and partners.

Utilizing our business development and marketing capabilities, in addition to the robust networks and relationships we have developed in the course of our business operations, we will deliver energy solutions optimized to meet the requirements of each customer through the timely development and supply of energy products.

Next-Generation Energy Div.

- New Power Generation Fuels Business Dept.
- Biofuel & E-fuel Business Dept.
- Hydrogen Infrastructure Development Dept.
- Hydrogen Business Development Dept.
- Carbon Management Dept.

Clean ammonia, SAF, hydrogen, low carbon methanol, low carbon ethanol, next generation-energy related infrastructure, carbon credits, CCUS, other decarbonization products and technologies

Petroleum Solutions Div.

- Refinery Business Dept.
- LPG & Petroleum Feedstock Business Dept.

Crude oil, gasoline, kerosene, diesel, LPG, naphtha, other petroleum products, wood pellets

LNG Asia-Pacific Div.

- Brunei Business Dept.
- Malaysia Business Dept.
- Indonesia Business Dept.
- Australia Business Dept.
- Russia Business Dept.
- Delivery Operations Management Dept.

Natural gas, liquefied natural gas (LNG)

LNG Americas & New Ventures Div.

- Business Development Dept.
- Global Marketing Dept.

Natural gas, liquefied natural gas (LNG)



Manufacturing and Sales of Needle Coke (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.



Diamond Petrochemicals Canada Corporation (DPCC)
Manufacturing and Sales of Butadiene (Canada)



Manufacturing and Sales of Plastics Additives and PVC Stabilizers (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.

■ **IVICT Europe GmbH**
Chemical Trading (Germany)

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

Riken Americas Corporation

Supplying Composite Materials that are Indispensable in the Fields of Mobility, Infrastructure, etc.

A joint venture between Riken Technos Corporation and MC. Riken Technos Corporation manufactures and sells vinyl chloride and elastomer resin compounds in the United States for various applications in automobiles, construction, infrastructure, etc.



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

■ **IVICT (Shanghai) Co., Ltd.**
Chemical Trading (China)

■ **SHARQ**
Manufacturing of Ethylene Glycol and Polyethylene (Saudi Arabia)

■ **IVICT (Thailand) Company Limited**
Chemical Trading (Thailand)

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

■ **IVICT Singapore Pte. Ltd.**
Chemical Trading (Singapore)

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



Manufacturing and Sales of Cement and Ready-mix Concrete (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 CO₂ emissions, the company is also working to introduce CCU technology that utilizes ready-mix concrete and other materials.

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



Manufacturing of Methanol (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.



Manufacturing and Sales of Silica Sand (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.



Processing, Sales and Marketing of Steel (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)

■ **MUCC Construction Materials Corporation**
Sales and Marketing of Construction Materials (Japan)

■ **Frontier Carbon Corporation**
Manufacturing and Sales of Fullerenes (Japan)

■ **Beyond Materials Corporation**
Consulting and Engineering Services Provider for the Materials Industry (Japan)

■ **SPDC Ltd.** Sales and Marketing of Ethylene Glycol and Polyethylene (Japan)

■ **Mitsubishi Corporation Plastics Ltd.**
Sales and Marketing of Synthetic Raw Materials & Plastics (Japan)

■ **Mitsubishi Shoji Chemical Corp.**
Sales and Marketing of Solvents, Paints, Coating Resins, Silicones (Japan)

■ **Mitsubishi Shoji Agri-Service Corporation** Sales and Marketing of Fertilizer (Japan)

■ **MC Ferticom Co., Ltd.** Manufacturing and Sales of Fertilizers (Japan)



Development, 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.



Materials Solution Group

With the materials industry being one of Japan's core industries, the Materials Solution Group takes a comprehensive view of its supply chain and promotes the strengthening of competitiveness and reduction/decarbonization of the industry.

Utilizing knowledge and experience in the broad materials industry gained through trading and our existing businesses, we will define focus areas, develop and strengthen our business, build a large-scale business foundation in each area, and aim to create a business portfolio that will provide stable profits.

Carbon & Ceramics Div.

■ Carbon Materials Dept. ■ Carbon Materials Business Development Dept.
■ Construction Materials Dept. ■ Ceramic Materials Dept.
Cement and ready-mix concrete manufacturing and sales business, silica sand manufacturing and sales business, carbon materials manufacturing and sales business

Steel Products Div.

Distribution, inventory, processing, and manufacturing business for steel products through Metal One Corporation

Performance Materials Div.

● Agriculture Solution Office ■ Semiconductor Business Dept.
■ Petrochemicals Business Dept. ■ Basic Chemicals Business Dept.
■ Functional Materials Business Dept.
Manufacturing and sales business based on raw materials in the fields of petrochemicals and basic chemicals

Business Development Div.

● Industrials Materials Business Incubation Office
■ Materials Business Transformation Dept. ■ Industrial Materials DX Dept.
■ Ecological Materials Business Dept.
Development and provision of business transformation solutions (DX, EX, MX, recycling, etc.) in the materials industry

Global Marketing Div.

■ Basic Petrochemicals Marketing Dept. ■ Refinery Chemicals Marketing Dept.
■ Alcohol & C1 Chemicals Marketing Dept. ■ Chlor-Alkali Marketing Dept.
■ PVC & Functional Chemicals Dept.
Trading in the fields of petrochemicals and basic chemicals



Iron Ore Business (Canada)

Iron Ore Company of Canada (IOC)

One of North America's Leading Producers of High-Grade Iron Ore

Iron Ore Company of Canada (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 mining 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)

■ **PAK Lithium**
Lithium 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 already started. It produces approx. 300 kilotonnes per annum (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, Escondida produces over 1.0 million tons per annum of copper concentrate and copper cathode. The size of Escondida's copper reserve and its cost competitiveness make it one of the world's prime mines.



■ **Antamina**
Copper Business (Peru)

■ **Marimaca**
Copper Business (Chile)

■ **Los Pelambres** Copper Business (Chile)

■ **CAP S. A.** Iron Ore/Steel Conglomerate (Chile)

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. It produces approx. 300 kilotonnes per annum (CuEq).



Iron Ore Business (Chile)

Compania Minera del Pacifico (CMP)

Largest High-grade Iron Ore Producer in Chile

Compania Minera del Pacifico (CMP) is the largest iron ore producer in Chile. CMP has integrated operating sites consisting of 3 mines, 4 beneficiation plant, 1 pellet plant and 3 ports in three districts within two of Chile's regions (III and IV), produces approximately 17 million tonnes of high-grade pellet feed and pellets per annum, and sells them both domestically and internationally.



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

MC established Mitsubishi Corporation RtM International Pte. Ltd. (RtMI) in April 2013 as a global mineral resources trading hub. Based in Singapore, which is renowned for its extensive network of commodity players and access to international trading talent and market intelligence, RtMI strives to meet diversifying customer needs and capture demand in growing markets, particularly in Asia.

- Ferrous-Raw-Materials-Division-related/
Critical-Minerals-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.

Ferrous Raw Materials Div. ● Strategic Planning Office ■ MDP Dept. ■ Iron Ore Dept.
Metallurgical coal, iron ore

Critical Minerals Div. ● Strategic Planning Office ■ Base Metals Dept. ■ Aluminium Dept.
● Battery Minerals Office
Copper, aluminum, lithium, nickel, etc.

Mineral Resources Trading Div. ● RtM Office
Coal, iron ore, nickel, chrome, molybdenum, lithium, copper concentrate and metal, lead concentrate and metal, zinc concentrate and metal, tin metal, primary aluminum, secondary aluminum, aluminum products, bauxite, precious metals, rare earths, etc.



Aurukun
Bauxite Business
(Australia)

Metallurgical Coal Business (Australia)

BMA

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

Mitsubishi Development Pty Ltd (MDP), which develops, produces, and sells various resources in Australia as a platform for MC's metal resources business, engages in the world's largest BMA coking coal business with its partner, BHP. BMA manages five operating mines that produce high-quality, cost-competitive coking coal for steelmaking, and also handles the integrated management of a rail network and port terminal.



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

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



©SBM Offshore

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

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



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

Real Estate Investment Company with Proven Track Records

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

Cleanairtech Sudamérica S.A.
 Water Business (Chile)



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

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

MC Shipping Ltd. London Branch
 Ship Trading (UK)

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

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

New Ulaanbaatar International Airport LLC
 Airport Operation (Mongolia)

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

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

PT. Bertian Amal Perkasa
 Construction Solutions Business (Indonesia)

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

PT. Coates Hire Indonesia
 Construction Solutions Business (Indonesia)



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

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



Urban Development & Infrastructure Group

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

Infrastructure, Ship & Aerospace Div.

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

Industrial Machinery Div.

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

Domestic Urban Development & Digital Infrastructure Div.

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

Global Urban Development Div.

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



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

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

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



Data Center Operation (Japan)

MC Digital Realty, Inc.

A Data Center Operation Joint Venture with Digital Realty Trust

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



Construction Solutions Business (Japan)

Nikken Corporation

Comprehensive Service Provider in the Rental Business

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

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



Astara Mobility, S.A. (Spain)

Distribution of Automobiles/Mobility Service Provider

Astara Mobility, S.A. is a tech-enabled mobility company (headquartered in Spain) that delivers flexible and sustainable mobility solutions, including automobile distribution, subscription and car-sharing services, through integrated, innovative technologies and long-standing relationships with 39 vehicle brands in 19 countries*. The company was established in 1979 and MC has invested in it since 2020.

*Figures as of March 31, 2024

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



MMC Rus LLC.
Distribution of Automobiles (Russia)

JSC MC Bank Rus
Automobile Finance (Russia)

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

MMC Ukraine LLC.
Distribution of Automobiles (Ukraine)



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 the 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.



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.

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

Business in India

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

In 2012, we established Isuzu Motors India (IMI), and began sales of Isuzu pickup trucks and SUVs 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 Middle Eastern countries.

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.





Mobility Group

The 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.

In addition, by combining Mobility, Energy and Data (DX), we are also promoting mobility service businesses to meet diverse customer needs and solve social challenges.

We will contribute to the realization of an affluent and comfortable society by providing mobility services to support the optimal movement of passengers and cargo, seizing opportunities around the shifts towards digitization and CASE (Connected, Autonomous, Shared/Service and Electric), and by strengthening our businesses anchored on long-developed functions and extensive local networks.

Furthermore, we aim to assist in the creation 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.
- 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 & Africa 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 Service Div.

- Next Generation Mobility Business Development Dept.
- Mobility Retail Business Dept.
- Tire Dept.

Regional transportation DX Business (on-demand bus, self-driving vehicles, etc.)/Brand-free downstream business (aftersales, used cars, etc.)/Manufacturing and sales of tires (wholesale and retail), intermediary and domestic trade of tires

e-Mobility Solution Div.

- EV Supply Chain Business Dept.
- Energy Storage & Management Dept.
- Solutions Development Dept.

EV fleet management and auto leasing business/Battery value chain business/Battery energy storage and energy management business

ALTNA Co., Ltd. (Japan)

Battery Value Chain Business

ALTNA Co., Ltd. was established in July 2024 as a joint venture with Honda Motor Co., Ltd., and is striving to create new businesses, such as battery leasing, battery repurposing, and smart charging, in light of anticipated growth in the electric vehicle (EV) market with the move towards a decarbonized future society.



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)

EVNION, Inc. One-Stop EV Services Platform Business (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 Corporation and Mitsubishi Motors 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 expands its sales and profits while increasing 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

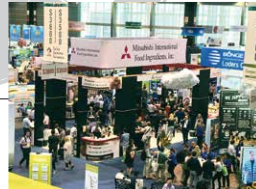
A Leading US Pork & Processed Products Manufacturer

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.

TH Foods Inc.
Rice Crackers (USA)

Agrex Inc.
Grains & Oilseeds (USA)

Sesaco Corporation
Sesame (USA)



Food Science (USA)

Mitsubishi International Food Ingredients, Inc.

Leading Distributor of Various Ingredients for Food, Nutrition, Pharmaceutical and Cosmetic Applications in North America

Servicing more than 10,000 companies in the USA and Canada, Mitsubishi International Food Ingredients (MIFI) contributes to the stable supply of food from activities such as the procurement, manufacturing, and distribution of ingredients. Our mission is to work with each customer and provide more value in their product formulation, and help our customers deliver more flavorful and healthy options. Through our subsidiary Carolina Ingredients, we manufacture custom-formulated seasoning blends to match our customers' specific needs. In addition, the rebranded division of our Fine Chemicals Department, provides next-generation innovative ingredients to the fast-growing biotech industry, including pharmaceutical and cosmetic companies.



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.

Shenyang Huamei Food Co., Ltd.
Chicken (China)

Agrex (Beijing) Co., Ltd.
Grains & Oilseeds (China)

Oriental Coffee Alliance Sdn. Bhd. Coffee (Philippines)

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 Vietnam Co., Ltd.
Condiments (Vietnam)

Kewpie Malaysia Sdn. Bhd. Condiments (Malaysia)

Agrex Asia Pte Ltd.
Grains & Oilseeds (Singapore)

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 Processed Cheese (Indonesia)



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 its 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 expected to grow even further.



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.



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 puts a smile on the faces of consumers around the world.

- **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.** Livestock, Meat & Processed Meat Products (Japan)
- **Salad Club, Inc.** Packaged Salad (Japan)
- **MC Produce Co., Ltd.** Fruits & Vegetables (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)
- **Sunny Maize Co., Ltd.** Corn Grits (Japan)
- **Seto Futo Co., Ltd.** Grain Silos (Japan)
- **Kadoya Sesame Mills Inc.** Sesame Oil & Edible Sesame Seeds (Japan)

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



Food Industry Group

The Food Industry Group is engaged in businesses related to food, including food resources, fresh foods, consumer products, and food ingredients.

Our mission is to produce sustainable food resources, establish stable supply systems, and provide food that contributes to good taste and well-being, on global scale. Moreover we solve various social issues throughout the food supply chain in order to enrich people's lives and maximize our business value at the same time.

Along with sustainability management, with a view to effectively utilize cutting-edge technology and innovation, we will respond to both quantitative expansion and qualitative improvement of food worldwide and continually take on the challenge of creating the future of food.

Global Markets Dept.

Food manufacturing and sales in foreign countries

Food Ingredients Dept.

Food ingredients and formulas (food science products), health ingredients and products (health science products), cosmetic raw materials, 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.

Seafood (tuna, salmon, trout, shrimp, etc.), processed seafood products (canned tuna, pet food, etc.), and other marine products

Farm, Dairy & Meat Produce Div.

■ Livestock & Meat Products Dept. ■ Agricultural Produce & Dairy Products Dept.

Chicken, pork, beef, processed meat products, cheese, dairy products, rice, fresh produce, etc.

One Rock Capital Partners
Private Equity Business (USA)

Geodesic Capital
Private Equity Business
(USA)

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



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.



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

IT Consulting, Business Solution/System Development, Maintenance & Operation Business (China) ■ **iVision Shanghai Co., Ltd.**

■ **Tredia China Co., Ltd.** Manufacturer of Apparel (China)

■ **Mitsubishi Corporation LT (Shanghai) Co., Ltd.** Contract Logistics (China)

■ **Life Gear Dongguan Co., Ltd.** Manufacturer of Footwear (China)

■ **Mitsubishi Corporation LT Taiwan Co., Ltd.** Contract Logistics (Taiwan)

■ **Deccan Fine Chemicals (India) Pvt. Ltd.** Agrochemicals (India)

■ **UNIQLO (Thailand) Company Co., Ltd.** Retailer of Apparel (Thailand)

■ **MCW Logistics Solutions (Thailand) Co., Ltd.** Inland Transportation for Automobiles (Thailand)

■ **MC Logistics India Pvt. Ltd.** Contract Logistics (India)

■ **Mitsubishi Corporation LT (Thailand) Co., Ltd.** Contract Logistics (Thailand)

■ **AIGF Advisors Pte. Ltd.** Private Equity Business (Singapore)

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

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

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



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

MC Digital, Inc.

Solving Problems with Cutting-Edge Technology

MC Digital, a 100% MC-owned subsidiary, is an AI/data-science company and its mission is to "update business models by leveraging technology." Utilizing cutting-edge technologies such as generative AI, we aim to make a substantial impact on global industrial transformation across the wide range of industries that MC operates in. MC Digital is actively engaged in developing new business and deepening collaboration with global innovation ecosystems, as well as academic and government institutions. Through these activities, we will continue to provide an extensive range of solutions to the world and make our contribution to society.



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.

- **Life Corporation** Supermarkets (Japan)
- **Loyalty Marketing, Inc.** Coalition Loyalty Program (Japan)
- **Transaction Media Networks Inc.** Electronic Payment Services (Japan)
- **Nippon Delica Service 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)
- **Mitsubishi Corporation LT Inc. (MCLOGI)** Contract Logistics Business (Japan)

- **Gaussy, Inc.** Warehouse Robots, Warehouse Sharing Services (Japan)
- **PeptiGrowth Inc.**
Growth Factor Alternative Peptide for Regenerative Medicine and Cell Therapy (Japan)

- **Marunouchi Innovation Partners Co., Ltd.**
Private Equity Business (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)

- **Industry One, Inc.**
DX Consulting & DX Platform/Solution Business (Japan)
- **Chubu Electric Power Miraiz Connect, Inc.**
General Lifestyle Services Provider (Japan)
- **MC Data Plus, Inc.**
Cloud System Services for the Construction Industry, Businesses Utilizing Big Data, etc. (Japan)
- **HomeServe Japan Corporation**
Home Repair Services (Japan)



Hospital Management Solutions,
Medication & Medical Equipment (Japan)

MC Healthcare Holdings Ltd.

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

There are many challenges faced by the Japanese healthcare sector, such as the country's aging society and the associated increase in medical spending. MC Healthcare's main business activities include solutions for the management/procurement of medical supplies and medication, group purchasing services and medical equipment bulk procurement/maintenance services. Through its activities, MC Healthcare helps to streamline daily hospital operations so that frontline healthcare workers can spend more time providing care for their patients. The company also imports and sells advanced medical devices through MC Medical.



Private Equity Business (Japan)

Marunouchi Capital Inc.

A Private Equity Fund Management Firm Targeting Mid- to Large-cap Companies in Japan

Marunouchi Capital is a private equity investment management firm funded 100% by Mitsubishi Corporation (MC), pursuing buy-out investments targeting mid-/large-cap companies mainly in Japan. Marunouchi Capital supports growth by leveraging MC Group's extensive industrial expertise and network.



Smart-Life Creation Group

The Smart-Life Creation (S.L.C.) Group is committed to creating a prosperous society and a "smart-life" in the form of improved lifestyles for consumers by launching a variety of B2C businesses that address social issues and consumer needs in each region and country, and organically linking them with B2B businesses such as finance, digital, and logistics.

Retail Div.

- **Retail Network Dept.** ■ **Alliance Development 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.** ■ **Bio-Fine Chemicals Dept.**

Medical equipment/materials, nursing care business, pharmaceutical/agrochemical raw materials & intermediates, solutions for medical institutions, etc.

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

Financial Business Div.

- **Merchant Banking Dept.** ■ **Leasing Business Dept.** ■ **Digital Finance Dept.**

Private equity business, leasing business and digital financial business

Digital Solutions Div.

- **Digital Business Development Dept.** ■ **Digital Solutions Dept.**

- **Community Service Development Dept.**

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



Diamond Generating Corporation (DGC) (USA)

Developing Power Businesses in the Americas

DGC manages MC's power businesses in the Americas. Its operations include power generation, distributed power generation (Nexamp Inc.) and energy trading (Boston Energy Trading and Marketing LLC).

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

Eneco - mainly focusing on markets in the Netherlands, Belgium and Germany - is developing its renewable power generation business 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

DGA functions as MC's power generation platform in Southeast Asia, Oceania and the Middle East—regions where energy demand continues to grow. The company is working to expand its operations throughout the region to meet such demand. Furthermore, DGA Energy Solutions Australia was established in Melbourne, Australia in 2023 and is engaged in development of next-generation energy projects.

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 is engaged in spot, futures, international, and other forms of energy trading in the matured European energy market. The company is a comprehensive service provider offering energy-trade support to power producers, end consumers, and retailers. It has also expanded its business activities to Japan, a region where energy market deregulation progresses, through the establishment of ElectroRoute Japan K.K.



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 providing electricity and water for 25 years. This project will help MC provide Qatar with a stable supply of electricity and water.



Mitsubishi Corporation Energy Solutions Ltd. (Japan)

Developing Power Generation Business in Japan

Mitsubishi Corporation Energy Solutions Ltd. is responsible for formulating business strategies, providing corporate functions, and centrally managing human resources and funds for its group companies, including subsidiaries such as Mitsubishi Corporation Offshore Wind Ltd. and Mitsubishi Corporation Clean Energy Ltd., ensuring the optimal operation of domestic power generation businesses.

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)



Power Solution Group

Power Solution Group consists - International Power Div., Utility Retail Div., Power Business Development Div., and Domestic Power Business Office. Our group is responsible for producing (generating) renewable energy, adjusting electricity that fluctuates by the weather (supply-demand adjustment), and delivering adjusted electricity along with high value-added services. We are engaged in a variety of initiatives to meet customer demands through these businesses in the value chain.

Our aim is to contribute to the society's sustainability and realization of decarbonization through renewable energy business that significantly contributes to decarbonization, power trading business in particular spot and futures trading in the power market for supply-demand management to compensate for the intermittency of renewable energy, and the development of green hydrogen business which is expected to be the next-generation energy resource enabling decarbonization of the non-electrified areas, our counterparties who benefits from our value added services.

International Power Div.

● Strategy & Planning Office ■ Americas Power Business Dept.
■ Europe Power Business Dept.

Overseas power generation business, power & gas trading business, distributed power supply business, retail business, district heating supply business, hydrogen business

Utility Retail Div.

● Strategy & Planning Office ■ Power Service Dept. ■ Power Trading Dept.

Power trading business, power retail business

Power Business Development Div.

● Strategy & Planning Office ■ Asia & Oceania Power Business Dept.
■ Power Transmission Business Dept.

International power generation business, international and domestic power transmission business, next-generation energy business

Domestic Power Business Office Domestic power generation 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.

Since the Key Sustainability Issues were identified, 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	 Contributing to Decarbonized Societies	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.
	 Conserving and Effectively Utilizing Natural Capital	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.
	 Promoting Stable, Sustainable Societies and Lifestyles	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.
	 Utilizing Innovation to Address Societal Needs	Create businesses that help to address societal needs while working to spur major industry reforms that are supported by business innovation.
	 Addressing Regional Issues and Growing Together with Local Communities	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.
	 Respecting Human Rights in Our Business Operations	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*	 Fostering Vibrant Workplaces That Maximize the Potential of a Diverse Workforce	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.
	 Realizing a Highly Transparent and Flexible Organization	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

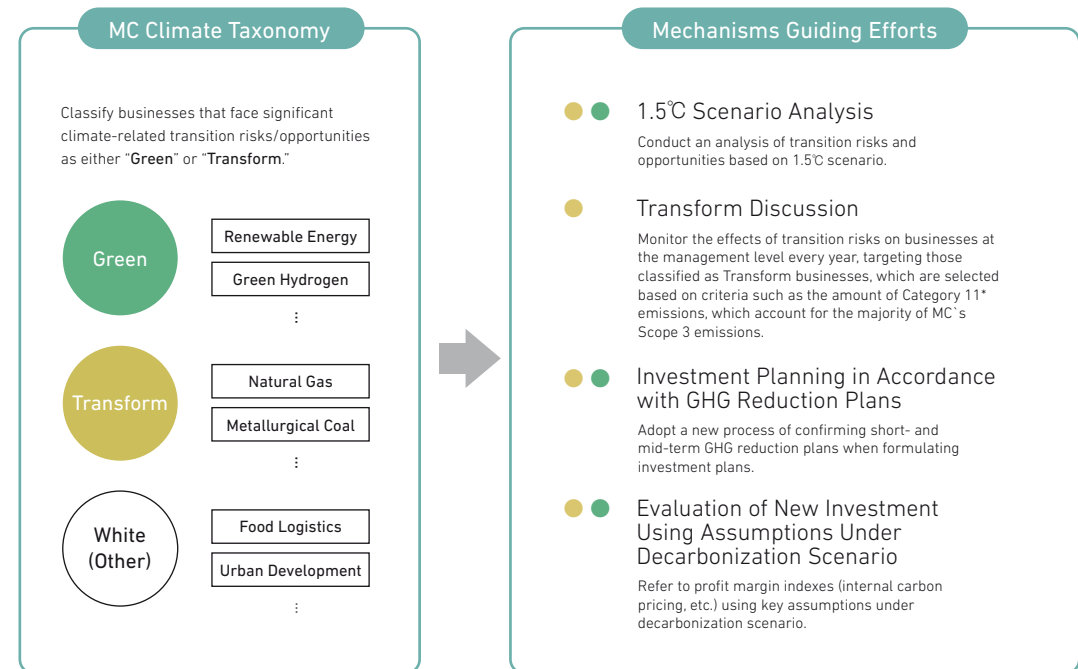
Initiatives for Realizing a Carbon Neutral Society

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, 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 increase 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 all its stakeholders. In order to achieve these goals, MC recognizes the continuous strengthening of corporate governance as a fundamental management policy since it is the foundation for ensuring sound, transparent, and efficient management.

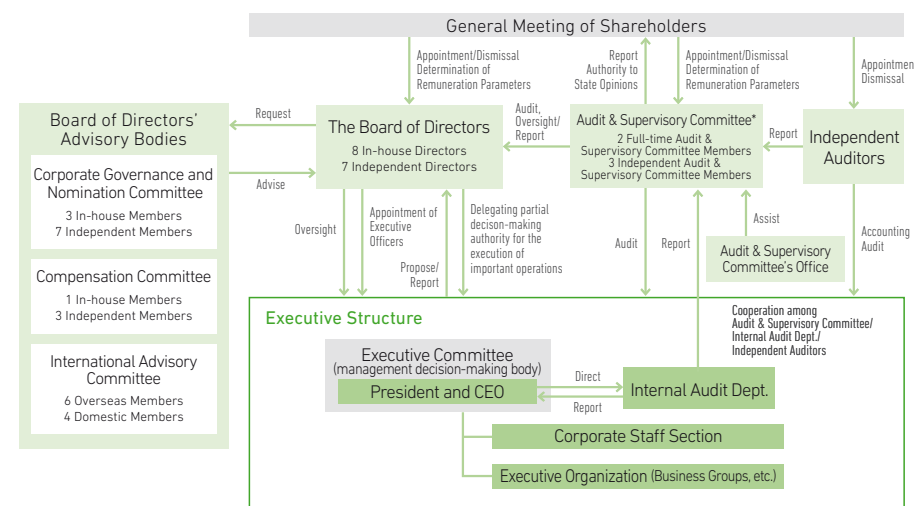
Under MC's basic policy on corporate governance, MC has adopted a Company with an Audit & Supervisory Committee to achieve a) separation of oversight and execution in management, b) oversight of management based on sufficient deliberation by the Board of Directors, and c) timely and decisive decision-making which has ability to respond to changes by delegating partial decision-making authority for the execution of important operations to the President and CEO and other Executive Directors (collectively the "Executive Directors").

Under this corporate governance system, the Executive Directors, who have been designated by the Board of Directors, formulate management strategies and business plans, etc., and subsequently the Board of Directors deliberates and determines them. The Executive Directors periodically reports on the progresses of these strategies and plans to the Board of Directors, and the Board of Directors monitors that progresses to continuously increase corporate value.

MC established internal rules and regulations for such matters as codes of conduct for officers and employees; company-wide lateral management systems; and measures for prevention, correction, and improvement; and internal whistleblower systems. After informing all parties, MC rigorously reflects the rules and regulations in operations and realizes its compliance system. MC also established appropriate internal control systems, checks the operating status of these systems on an annual basis, and endeavors to continuously improve and strengthen them.

MC has formulated the Mitsubishi Corporation Principles of Corporate Governance to define the basic views and policies of corporate governance, as well as concrete policies and initiatives based on them.

Scan the QR code to view the Mitsubishi Corporation Principles of Corporate Governance



* It is composed of Directors who are Audit & Supervisory Committee Members.

— Corporate Governance and Nomination Committee —

Member Composition (As of June 21, 2024)

- Independent Members (7):
Shunichi Miyanaga (Independent Director)
Sakie Akiyama (Independent Director)
Mari Sagiya (Independent Director)
Mari Kogiso (Independent Director)
Tsuneyoshi Tatsuoka (Independent Director, Audit & Supervisory Committee Member)
Rieko Sato (Independent Director, Audit & Supervisory Committee Member)
Takeshi Nakao (Independent Director, Audit & Supervisory Committee Member)
- In-house Members (3):
Takehiko Kakiuchi* (Chairman of the Board)
Katsuya Nakanishi (Director, President and CEO)
Mitsumasa Icho (Director, Full-time Audit & Supervisory Committee Member)
*Committee Chair

— Compensation Committee —

Member Composition (As of June 21, 2024)

- Independent Members (3):
Sakie Akiyama* (Independent Director)
Mari Kogiso (Independent Director)
Tsuneyoshi Tatsuoka (Independent Director, Audit & Supervisory Committee Member)
- In-house Members (1):
Takehiko Kakiuchi (Chairman of the Board)
*Committee Chair

International Advisory Committee

Member Composition (As of June 21, 2024)

- Overseas Members (6) (Nationality):
Mr. Jaime Augusto Zobel de Ayala (Chairman, Ayala Corporation (The Philippines))
Professor Joseph S. Nye (Harvard University Distinguished Service Professor (United States of America))
Mr. Niall FitzGerald, KBE (Former 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 (Singapore))

- Domestic Members (4):
Takehiko Kakiuchi* (Chairman of the Board)
Katsuya Nakanishi (Director, President and CEO)
Kotaro Tsukamoto (Director, Senior Executive Vice President)
Tsuneyoshi Tatsuoka (Independent Director, Audit & Supervisory Committee Member)
*Committee Chair

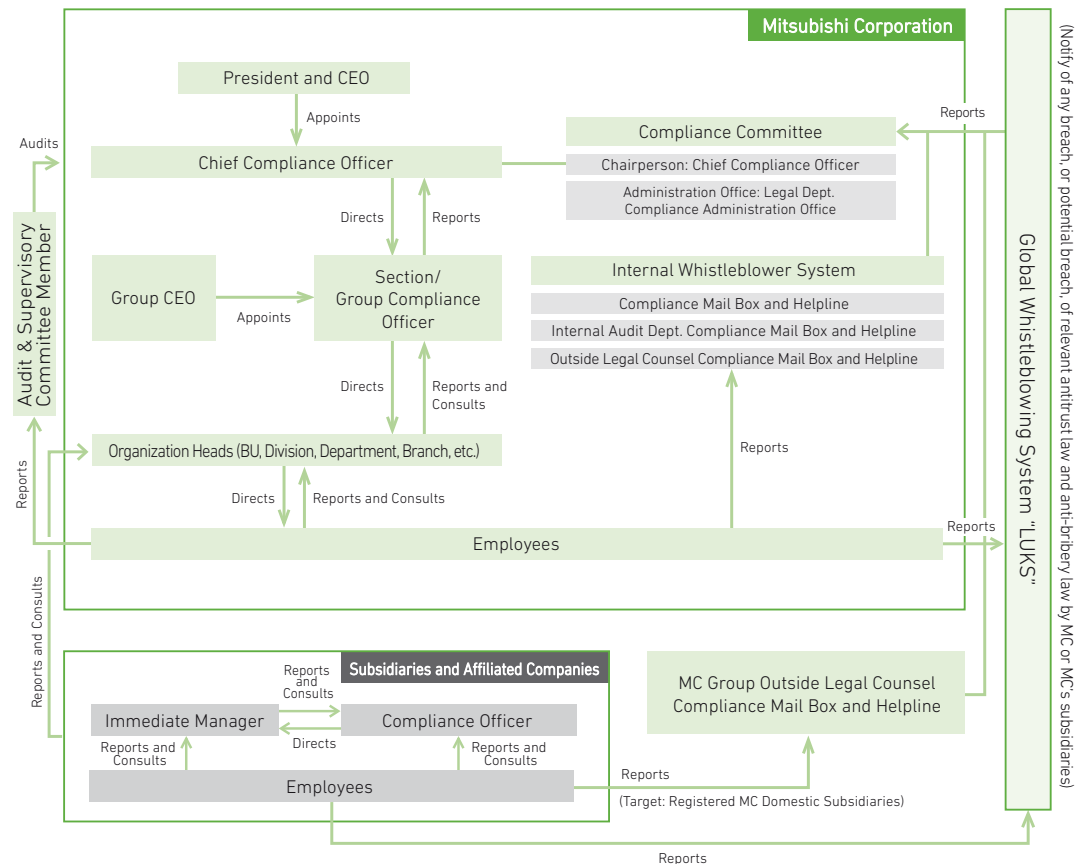


Compliance

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. 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.



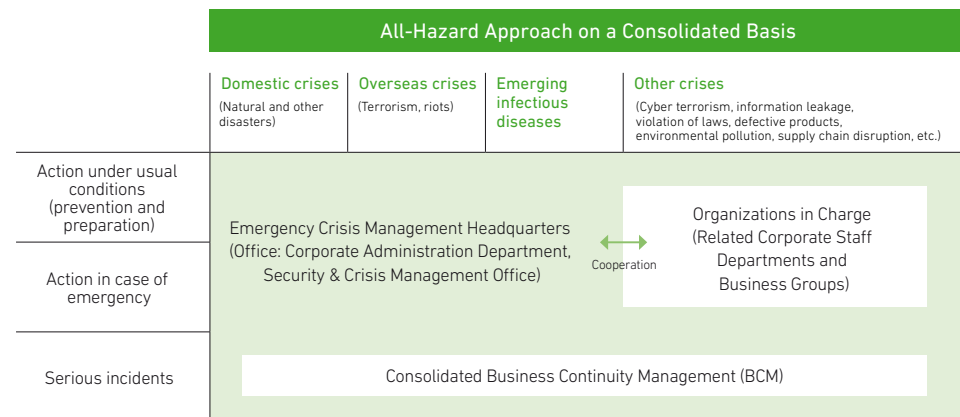
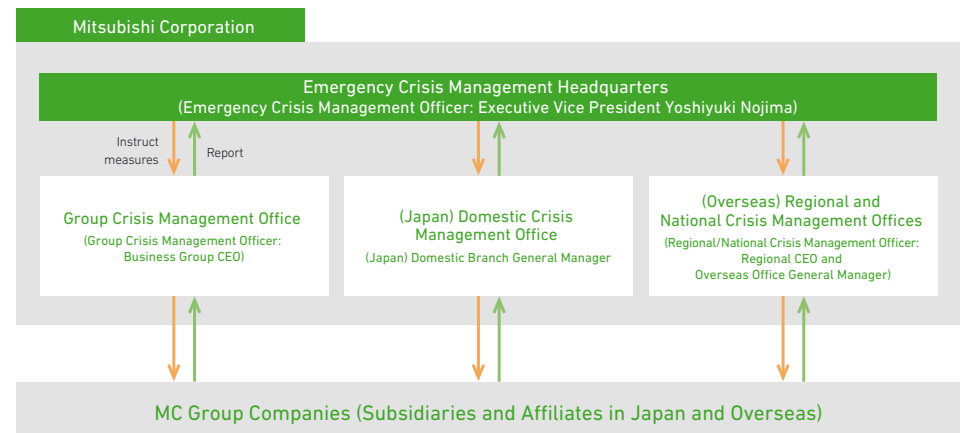
Crisis Management and Business Continuity Management on a Consolidated Basis

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, emerging 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.

In FY2018, 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 Parents and Children (1974-)
- Museum and Art Gallery Program for People with Impairments (2005-)
- DREAM AS ONE. (2014-)
- Support for Economically Disadvantaged Children (2020-), etc.



Friendship Camp for Parents and Children



DREAM AS ONE.
(support for parasports)

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

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



Natural Climate Solutions
Rangeland Restoration Project



Forest Conservation Project "Mitsubishi
Corporation Thousand Year Forest"

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 Overseas Study Scholarship for High School Students (2019-)
- JEES-Mitsubishi Corporation Science Technology Student Scholarship (2021-), etc.



MC Overseas Study Scholarship for
High School Students



JEES-Mitsubishi Corporation Science
Technology Student Scholarship

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)

	2022.3	2023.3	2024.3
Revenues And Income [IFRS]			
Revenues	17,264.8	21,572.0	19,567.6
Gross profit	2,150.8	2,560.0	2,359.7
Net income attributable to owners of the Parent	937.5	1,180.7	964.0
Net income attributable to owners of the Parent per share (diluted) (yen)	208.58	268.56	222.37
ROE (%)	15.0	15.8	11.3
ROA (%)	4.6	5.4	4.2

Dividends

Dividend per share (for the year, yen)	50	60	70
Total Payout Ratio (excl. additional returns) (%)	31	36	40

(Billions of Yen)

	2022.3	2023.3	2024.3
Financial Position [IFRS]			
Total assets	21,912.0	22,147.5	23,459.6
Equity attributable to owners of the Parent	6,880.2	8,065.6	9,043.9
Equity per share attributable to owners of the Parent (yen)	1,553.23	1,881.69	2,206.97

Cash Flows

Operating cash flows	1,055.8	1,930.1	1,347.4
Investing cash flows	(167.6)	(177.5)	(205.8)
Free cash flows	888.2	1,752.6	1,141.6

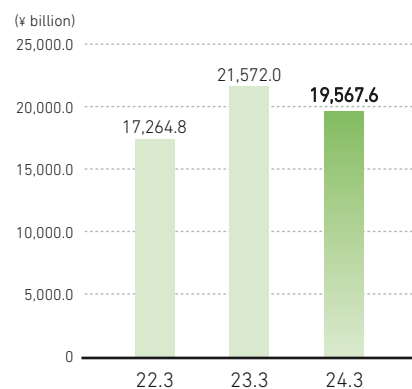
Segment Information (Year Ended March 31, 2024) [IFRS]

	Natural Gas Group	Industrial Materials Group	Chemicals Solution Group	Mineral Resources Group	Industrial Infrastructure Group
Net income	219.5 billion	64.4 billion	9.5 billion	295.5 billion	42.7 billion
Total assets	2,256.0 billion	1,428.0 billion	675.6 billion	4,379.2 billion	1,455.1 billion
No. of employees	606	9,645	1,623	882	8,860
	Automotive & Mobility Group	Food Industry Group	Consumer Industry Group	Power Solution Group	Urban Development Group
Net income	141.4 billion	14.9 billion	49.3 billion	92.0 billion	41.5 billion
Total assets	1,976.0 billion	2,206.1 billion	4,036.2 billion	2,754.5 billion	1,222.0 billion
No. of employees	6,380	23,226	19,261	5,357	438

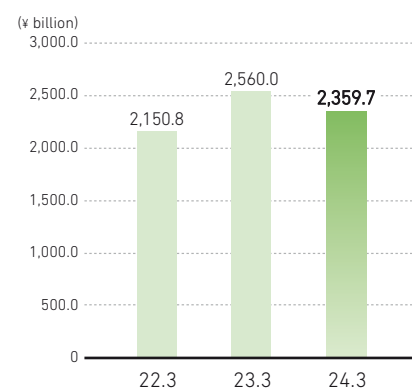
*Net income denotes net income attributable to owners of the Parent.

*On January 1, 2024, the Company conducted a three-for-one stock split of its common shares, so the related indicators have been corrected and restated in the post-split figures.

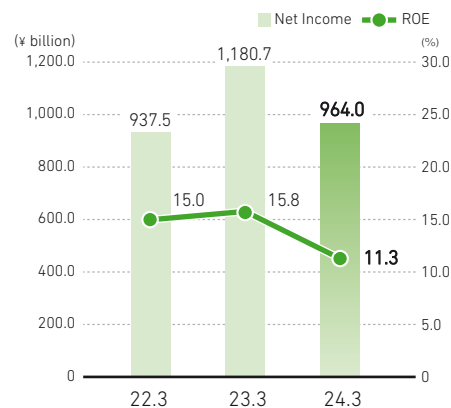
Revenues



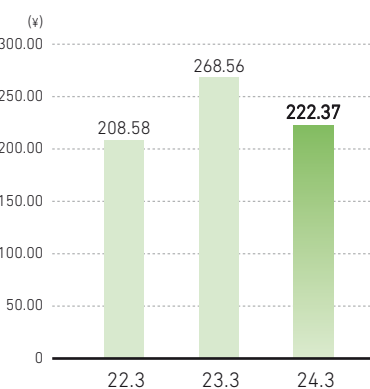
Gross Profit



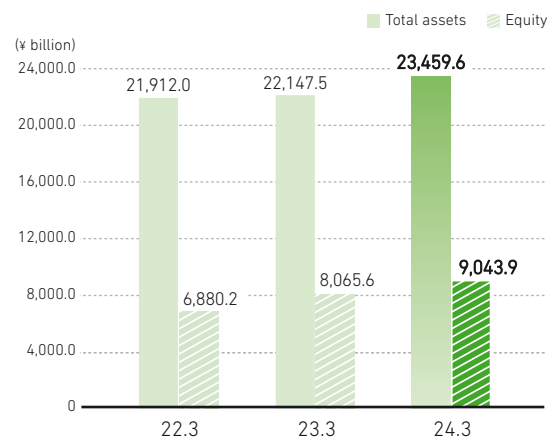
Net Income and ROE



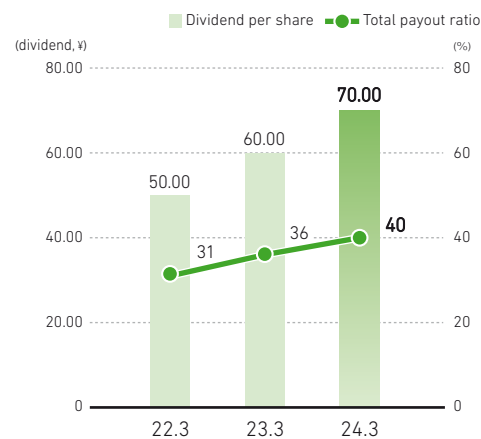
Net Income Per Share (Diluted)



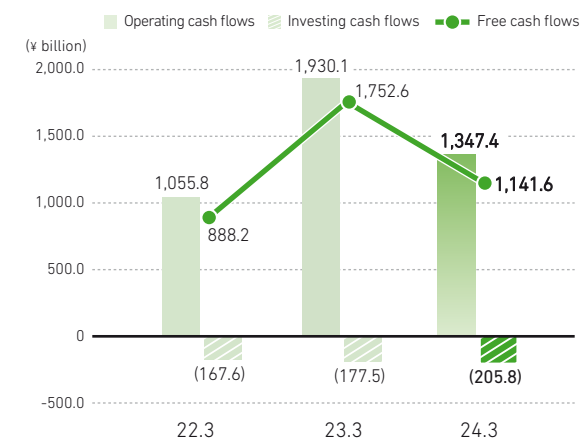
Total Assets and Equity



Dividend Per Share and Total Payout Ratio (excl. additional returns)



Cash Flows



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

*On January 1, 2024, the Company conducted a three-for-one stock split of its common shares, so the related indicators have been corrected and restated in the post-split figures.

Management

(As of June 21, 2024)

Directors (excluding Directors who are Audit & Supervisory Committee Members)



Takehiko Kakiuchi
Chairman of the Board



Katsuya Nakanishi
Representative Director,
President and CEO



Kotaro Tsukamoto
Representative Director,
Senior Executive Vice President



Yutaka Kashiwagi
Representative Director,
Executive Vice President



Yuzo Nouchi
Representative Director,
Executive Vice President



Yoshiyuki Nojima
Representative Director,
Executive Vice President



Shunichi Miyanaga*
Independent Director



Sakie Akiyama*
Independent Director



Mari Sagiya*
Independent Director



Mari Kogiso*
Independent Director

Directors who are Audit & Supervisory Committee Members



Mitsumasa Icho
Director, Full-time Audit &
Supervisory Committee Member



Akira Murakoshi
Director, Full-time Audit &
Supervisory Committee Member



Tsuneyoshi Tatsuoka*
Independent Director, Audit &
Supervisory Committee Member



Rieko Sato*
Independent Director, Audit &
Supervisory Committee Member



Takeshi Nakao*
Independent Director, Audit &
Supervisory Committee Member

* Independent Director represents "outside director" as provided for in Article 2-15 of the Companies Act.
Independent Directors have been registered as "Independent Directors" with the Tokyo Stock Exchange, Inc.

Executive Officers

President and
Chief Executive Officer

Katsuya Nakanishi*

Senior Executive Vice
President

Kotaro Tsukamoto*

Senior Assistant to the President &
CEO
(Concurrently) Chief Compliance
Officer

Executive Vice Presidents

Yutaka Kashiwagi*

Corporate Functional Officer,
Human Resources, Global Planning
& Coordination, IT

Kiyotaka Kikuchi

CRO, Asia & Oceania
(Concurrently) General Manager,
Singapore Branch

Takuya Kuga

Group CEO, Urban Development &
Infrastructure Group

Shigeru Wakabayashi

Group CEO, Mobility Group

Yuzo Nouchi*

Corporate Functional Officer, CFO

Masaru Saito

Group CEO, Environmental Energy
Group

Tetsuo Kawate

CRO, Americas
(Concurrently) President,
Mitsubishi Corporation (Americas)

Ko Imamura

Group CEO, Materials Solution
Group

Satoshi Koyama

Group CEO, Mineral Resources
Group
(Concurrently) Division COO,
Ferrous Raw Materials Div.

Yoshiyuki Nojima*

Corporate Functional Officer,
Corporate Administration, Legal
(Concurrently) General Manager,
Corporate Administration Dept.
(Concurrently) Officer for
Emergency Crisis Management
Headquarters

Shota Kondo

Group CEO, Smart-Life Creation
Group

Hideyuki Hori

Group CEO, Food Industry Group

Yuji Okafuji

Group CEO, Power Solution Group

Senior Vice Presidents

Akihiko Takada

CRO, Europe, Middle East & Africa
(Concurrently) Managing
Director, Mitsubishi Corporation
International (Europe) Plc.
(Concurrently) General Manager,
London Branch

Kyoya Kondo

Division COO, Isuzu Business Div.

Sadahiko Haneji

President, Mitsubishi Corporation
do Brasil, S.A.

Tetsuya Shinohara

General Manager, Global Planning
& Coordination Dept.

Toshiaki Maekawa

Division COO, Automotive Business
Div.

Koji Ohno

Division COO, Steel Products Div.

Akifumi Suzuki

Division COO, Carbon & Ceramics
Div.

Tetsu Funayama

SVP, 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)

Ken Yamaguchi

Seconded to Mitsubishi Shokuhin
Co., Ltd. (Managing Executive
Officer)

Satoshi Sato

Division COO, Industrial Machinery
Div.

Takehiro Fujimura

General Manager, Internal Audit
Dept.

Takuya Hirakuri

Division COO, Digital Solutions Div.

Akihiro Kurosawa

General Manager, Legal Dept.

Kazuo Ito

Division COO, Logistics &
Food Distribution Div.

Yoshihiro Shimazu

General Manager, Corporate
Accounting Dept.

Shuji Kobayashi

General Manager, Food Industry
Group CEO Office

Keisuke Kitamura

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

Takuji Konzo

Seconded to Diamond Gas
International Pte. Ltd. (CEO)

Satoshi Hamada

President, Mitsubishi International
Corporation
(Concurrently) EVP, Mitsubishi
Corporation (Americas)
(Concurrently) General Manager,
Houston Branch, Mitsubishi
Corporation (Americas)
(Concurrently) General Manager,
Houston Branch, Mitsubishi
International Corporation [Work
Location: Houston]

Hiroshi Nishino

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

Kazuyoshi Kawakami

General Manager, Finance Dept.

Takahiro Zaizen

General Manager, Jakarta
Representative Office

Naotaka Honda

General Manager, IT Service Dept.

Yoshiyuki Watanabe

Division COO, Business
Development Div.

Shinya Naka

General Manager, Environmental
Energy Group CEO Office

Kenichiro Tauchi

Seconded to Mitsubishi
Development Pty Ltd (Managing
Director & CEO)

Nobukazu Tanaka

General Manager, Mobility Group
CEO Office

Tomonori Hirata

Division COO, Power Business
Development Div.

Reiko Kashiwabara

General Manager, Global Human
Resources Dept.

* Represents Directors

Corporate Data (As of March 31, 2024)

Company Name

Mitsubishi Corporation

Date Established

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

Capital

¥204,446,667,326

Shares Of Common Stock Issued

4,179,018,153

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: 5,421

Parent company and all of its consolidated subsidiaries: 80,037

* 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/about/ad_library/



