### A Mitsubishi Corporation

# INVESTORS' NOTE

JUN.2015 No.40 Reports for Year Ended March 2015

Security code 8058



A Mitsubishi Corporation GAP INSAAT

KARBAMID ÖNDÜRÝÄN ZAWODY

Côte d'Ivoire Business



Mitsubishi Corporation (MC) Group is engaged in a wide variety of activities on a global scale through our domestic and overseas network.

Malaysia

Large-scale Fertilizer Plant Project P16

> Starting Operation of Mandalay

Strengthening Food Related Businesses P12 Myanmar

#### Tree-planting News

In the year ended March 2012, MC launched a global environmental preservation and improvement program designed to create abundant and rich forests together with shareholders.

Under this program, for every shareholder who consents to receive materials such as convocation notices for shareholder meetings and investors' notes via e-mail, rather than by post, MC will plant 1 tree per person every 6 months in Malaysia. In the second half of the year ended March 2015, 23,135 shareholders participated in this program. We have planted a total of 197,380 trees to date.

\*For details, please visit the following URL.(Japanese only) http://www.mitsubishicorp.com/jp/ja/ir/adr/edelivery/ Style St

"Sixth-Industry" Project Launched ! P22-

Reconstruction of Vehicle Production P10



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Indiana Packers Corporation Pork Processing Business United States of America

GLOBAL ACTIVITY

Here, we introduce our projects focused in this *INVESTORS' NOTE*.



About the Photo on the Cover Aircraft Leasing

We expect to see global growth in demand for aircraft leasing in line with economic development in emerging countries. Industrial Finance, Logistics & Development Group has been involved in aircraft leasing and aims to further expand the business going forward.

STATE AND ADD IN

### Top Message

# For T he Future

#### **To Our Shareholders**

sustainable corporate

value.

Ô the the will steadily alize final creation MC yea ä under ut the New vision Strategic circa strategies 2020 Direction The non-resource field delivered record-high earnings and we achieved ¥400.6 billion of consolidated net income, exceeding our full-year forecast

First of all, I would like to express our sincere appreciation for your continued support.

I am pleased to report to shareholders our consolidated operating results for the year ended March 2015 and forecasts for the year ending March 2016.

MC Group's consolidated net income attributable to owners of MC for the year ended March 2015 increased ¥39.2 billion, or 10.9%, year over year to ¥400.6 billion, exceeding our full-year forecast of ¥400 billion. While net income from the resource fields dropped year over year mainly due to the recording of impairment losses, net income from the nonresource fields hit an all-time record-high as most of their businesses performed well, particularly fund-related and livestock farming businesses.

In the year ending March 2016, the business environment is expected to remain challenging in the resource field mainly due to the impacts of stagnant resource prices. However, taking advantage of the strengths of MC Group, which has a stable revenue base built around the nonresource fields, we aim to achieve a full-year consolidated net income of ¥360 billion.

For the three years starting in the year ended March 2014, we introduced a 2 staged dividend policy to ensure a certain amount of return to shareholders regardless of changes in the business environment. Under this policy, we will pay a base dividend of ¥50, plus a performance based variable dividend at a consolidated dividend payout ratio of at least 30% of the consolidated net income above ¥350 billion a year per common share. In accordance with this policy, we will pay a regular dividend of ¥60 and the 60th anniversary commemorative dividend of ¥10, which makes a total of ¥70 per common share for the year ended March 2015. Furthermore, we plan to pay a total dividend of ¥56 per common share for the year ending March 2016. This is based on our dividend policy to pay shareholders all of the ¥10 billion above ¥350 billion, if we successfully achieve the forecasted full-year consolidated net income of ¥360 billion.

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#### **Top Message** For The Future

June 2015

president and CEO

### In addition to new investments for realizing our growth vision, we will optimize our portfolio and improve capital efficiency

MC is steadily carrying out the strategies to realize the long-term growth vision circa 2020 (namely "doubling the size of business", "growing winning businesses", and "increasing ROE while maintaining financial discipline"), which were set up in the New Strategic Direction we formulated in May 2013.

In the years ended March 2014 and March 2015, we actively reshaped our asset base to try to optimize the business portfolio, as well as new investments totaling ¥1,560 billion. At the same time, we restructured our business sub-segments to reduce its number down to 39 from the original 47.

With the aim to improve its capital efficiency, the Board of Directors resolved that MC would repurchase shares of its common stock up to 45 million shares or ¥100 billion in May 2015.

The year ending March 2016 is the final year under the New Strategic Direction. MC Group companies will work together to steadily carry out the strategies to realize the long-term growth vision circa 2020 for the creation of "sustainable corporate value."

As always, thank you for your understanding and support.



### **Operating Results Highlights**



\*Figures for the Global Environmental & Infrastructure Business represent those of the Global Environmental & Infrastructure Business Group's infrastructure-related businesses.

Figures for this Group's environment-related businesses are included in Others, Adjustments and Eliminations.

#### New Investments and Portfolio Reshaping

Fiscal Years ended March 2014 and 2015 (Cumulative Total)								
New Investments			Portfolio Reshaping				Net	
Resource	Non-resource	Total	Asset sale*	Deprecia	ation	Total	investment	
550.0	1,010.0	1,560.0	1,030.0	370.0		1,400.0	160.0	
Main Investment and Divestment Areas	<ul> <li>Shale gas and LNG businesses</li> <li>Coal business in Australia</li> </ul>	•Aircraft leasing business •Fund investment business •Real estate business •Brazilian grain business •Shipping business •Salmon farming business •Offshore power transmission business			•Autor finan	ce business .	Fund investment Real estate business LNG businesses Shipping business	

\*Profit and loss on sales is not included in the amount of "Asset sale".

(¥ billion)

Operating Results Highlights (IFRS)						
Operating Results for Year Ended March 2015						
Consolidated het income ¥400.6 bil	lion	Dividend per share	¥	Regular dividend60th anniversary commemorative dividend600¥10		
Other indexes and figures						
	Year	r ended March 2014		Year ended March 2015		
Net debt-equity ratio		<b>0.9</b> times	>>	<b>0.8</b> times		
Net interest-bearing liabilities	¥ <b>4,6</b>	<b>01.1</b> billion	>>	¥ <b>4,467.7</b> billion		
Equity	¥ <b>5,0</b>	67.7 billion	»	¥ <b>5,570.5</b> billion		
ROE		<b>7.5</b> %	»	<b>7.5</b> %		
Operating Cash Flows	¥ <b>3</b>	<b>81.6</b> billion	<b>»</b>	¥ <b>798.3</b> billion		
Investing Cash Flows	<b>▲</b> ¥ <b>3</b>	<b>00.5</b> billion	»	<b>▲</b> ¥ <b>154.9</b> billion		
Free Cash Flows	¥	<b>81.1</b> billion	»	¥ <b>643.4</b> billion		

Note 1. Consolidated net income, as used in this *INVESTORS' NOTE*, refers to the amount of net income attributable to owners of MC, excluding non-controlling interests. Also, equity refers to the amount of total equity attributable to owners of MC, excluding non-controlling interests.
 Note 2. Net interest-bearing liabilities are gross interest-bearing liabilities (bank borrowings, corporate bonds, commercial papers, etc.) that must be repaid with interest, minus cash and cash equivalents. The ratio is in comparison to equity and is a measure of financial soundness.
 Note 3. ROE (Return on Equity) is the ratio of consolidated net income to equity.

#### Year Ending March 2016 Forecasts





OBAL

# BUSINESS H | G H L | G H T

**Groundbreaking Ceremony** PT Mitsubishi Motors Krama Yudha Indonesia **New Vehicle Manufacturing Plant** GIIC, 24 March 2015

**Reconstruction of Vehicle Production** in Indonesia **Machinery Group** 

In February 2015, MC and Mitsubishi Motors Corporation announced the establishment of a new vehicle manufacturing joint venture company, PT Mitsubishi Motors Krama Yudha Indonesia. with their local partner PT Krama Yudha. The announcement also included the construction of a new vehicle manufactruing plant in an industrial area near Jakarta. The new plant will start operation in April 2017 with a production capacity of 160,000 units per year. In addition to light commercial vehicles currently in production, the new plant will produce passenger vehicles such as a brand-new small MPV (multi-purpose vehicle) and an all-new SUV (sport-utility vehicle) "Pajero Sport". Groundbreaking ceremony of the new plant

Some of these vehicles will be exported to other ASEAN countries, and the new plant is expected to play an important role as the second largest MMC production site in the region behind Thailand.

Indonesia, which has the fourth largest population in the world, is a promising market where the demand for automobiles is expected to rise as the economy continues to grow. In Indonesia, MC has been involved over the past 45 years in the motor vehicle businesses such as production, distribution, and automobile finance. Taking advantage of its long experience, MC will further strengthen its business foundation in the country.

### **Starting Operation of Mandalay International Airport**

**Global Environmental & Infrastructure Business Group** 

In November 2014, in partnership with JALUX Inc. and Yoma Development Group Limited, a local company in Myanmar, MC signed a concession agreement with the Department of Civil Aviation, Myanmar, for the concession to operate Mandalay International Airport for 30 years. From April 2015, MC-Jalux Airport Services Co., Ltd., the airport operator the three companies had jointly established, undertook the operation, such as repair and maintenance of the airport facilities including the terminal buildings and runway. This project marked the first full-scale privatization airport operation that Japanese companies undertook abroad.

Mandalay International Airport is a hub airport in Myanmar, connecting 14 domestic and 4 international cities. Since 2010, the number of incoming and outgoing passengers at the airport has increased at an annual average rate of 20% on domestic





and the same of the latter which the



### Mandalav

A hub airport in Myanmar and also an important point for traffic to local cities. The airport is located about 40km south of the Mandalay city center.

### Strengthening Food Related Businesses in Myanmar

#### **Living Essentials Group**

In March 2015, MC agreed to acquire up to a 30% equity stake of Lluvia Limited (Lluvia), the current operating company for Capital Diamond Star Group (CDSG) food sector businesses in Myanmar. The Group is involved in a wide range of businesses such as food, agriculture, retail, and real-estate development in the country.

Lluvia is engaged in food manufacturing and distribution businesses, including the flour milling business that has the largest market share in the country and the coffee business that is widely known for its Premier<sup>™</sup> brand. By offering the knowhow it has established in Japan on ▶ "vertically integrated model for food supply chain" from raw



Premier<sup>™</sup> brand coffee products

material procurement to retail sales, MC will strive to strengthen the businesses CDSG has built in the past, and create new businesses.

With the democratization policy taken in recent years, deregulation is progressing in various sectors in Myanmar. For this reason, MC will also look for opportunities to participate in CDSG's existing businesses such as agribusiness (exporting agricultural products, fertilizer business) and food retail business.

As its economy grows, Myanmar is expected to see an increase in demand for food as well as diet diversification and westernization. In collaboration with CDSG, MC will contribute to the development of food related businesses and the resulting job creation and improvement in people's dietary life in the country.

#### What is a vertically integrated model for food supply chain?

This is a business model with which a single company or group integrally handles all supply chain processes from raw material procurement to retail sales.



Lluvia's flour milling plant

### Participating in Oil and Gas Exploration Business in *Côte d'Ivoire*

#### **Energy Business Group**

In September 2014, MC agreed to acquire a 20% ownership interest in an oil and gas exploration block off the coast of *Côte d'Ivoire* from US-based Anadarko Petroleum Corporation. MC is the first Japanese company to participate in the oil and gas exploration business in *Côte d'Ivoire*. The block is located in the deep water at the depth of 2,000m about 50km off the country's southern coast, and the possible existence of oil and gas deposits was already confirmed by exploratory well drilling in 2012.

In partnership with Anadarko, which has advanced technological capabilities in deep-water exploration and development, MC will move ahead with this project by taking advantage of expertise it has

accumulated over years through many projects on the western coast of Africa. In addition to its existing exploration and development businesses, MC will pursue this project to contribute to the stable supply of energy such as oil and natural gas.



### Developing Japan Logistics-related Real Estate Investment Program on Behalf of Employees Provident Fund Malaysia

Industrial Finance, Logistics & Development Group

In February 2015, Diamond Realty Management Inc. (DREAM, wholly owned by MC), which offers development and management services of real estate private funds for institutional investors inside and outside Japan, developed a Japanese logisticsrelated real estate investment program on behalf of Employees Provident Fund Malaysia. For this program, DREAM is acting as an asset manager to advise the acquisition and disposition of properties as well as to actively manage the portfolios. Taking advantage of knowledge in income-generating real estate it has cultivated in the past as a *sogo shosha*,

MC will continue to offer financing for industry and investment opportunities to investors in the future.



Acquired logistics facility

### **Special Feature**

## Challenge toward the Future The Frontline of Business

MC continues to take on challenges to tap into the potential for new businesses as we strive to realize our growth vision circa 2020 under New Strategic Direction. In this Special Feature, we introduce initiatives at the frontline together with the members' voices: a large-scale fertilizer plant project that will play an important role in Turkmenistan in the future, and a pork processing business that is producing reliable, safe, and high-quality products in the increasingly competitive U.S. meat industry.

### Turkmenistan P16 Large-scale Fertilizer Plant Project

### Indiana Packers Corporation **P18** Pork Processing Business

#### Special Feature Large-scale Fertilizer Plant Project

### National Pride at Stake in the Project — A Great Deal of Responsibility and Challenge

Yasunori Sakamoto General Manager, Steel, Energy & Chemical Plant Department 2, Plant Project Division, Mitsubishi Corporation Machinery, Inc. (MCM)

#### Participating in Large-scale Fertilizer Plant Project

In August 2014, MC, in collaboration with GAP Insaat Yatirim ve Dis Ticaret A.S. (GAP), a construction and real-estate development company in Turkey, and Mitsubishi Heavy Industries, Ltd. (MHI), won a contract from Turkmenhimiya, a stateowned chemical company in Turkmenistan, to construct the country's largest natural gas-based ammonia/urea fertilizer plant worth approximately 1,300 million US dollars.

As part of the country's economic policy, the government of Turkmenistan, which boasts the world's fourth largest natural gas reserves, is currently working hard to add more value to its natural gas-based export commodities and diversify the existing export and distribution routes. This project is expected to play a critical role toward the realization of that policy.

"It is a landmark event for MC to get involved in this large-scale chemical plant project as a contracting party. I feel a great deal of responsibility and challenge", says Sakamoto, who has been involved in this project as the chief negotiator. He was seconded from MC to MCM, a wholly-owned subsidiary of MC, when MCM was assigned to handle the development, contracting, and execution of EPC (engineering, procurement, and construction) projects in 2012. Even today, he is frequently traveling between Tokyo and Turkmenistan.

The start of this project dates back to 2009. At that time, Sakamoto was working at MC Istanbul Main Branch as the local representative responsible for MHI Compressor's equipment-related businesses, and Turkmenhimiya was one of his customers.

Looking back on that time, Sakamoto says, "One day, a government official of Turkmenistan said to me, 'We are now planning a new plant project and need your ideas on that.' The size of the project and also the high expectation the government had for the project surprised me a lot immediately after hearing it. But that approach was evidence that the government evaluated our capability highly, and I was convinced that we should live up to its expectations by all means. I felt myself very much





inspired by such request."

"At the stage of negotiations, not only the chief negotiator of Turkmenhimiya but also the government's high-ranking officers raised their requests and questions at us zealously, concerning the future of Turkmenistan. All our members are striving toward the completion of the plant with a feeling of pride and responsibility in our heart for being part of a very important project that will shape the future of the country."

### We will try to leverage the knowledge and experience to capture the next business

It took us almost five years to reach a basic agreement since the first discussion on the project, with over 2,000 pages of agreement documents prepared in the process. When the negotiations started, all texts in the documents were highlighted with a yellow marker, which meant nothing had been agreed yet. However, as consensus was made on each point during the course of negotiation process, the yellow portion diminished gradually.

"When we reached a basic agreement, the chief negotiator on the other side said to me jokingly and smiling, 'The yellow highlights are all gone. It's so sad that we have nothing more to negotiate, isn't it?' After going through many difficulties, both sides had cultivated a relationship of mutual trust. The moment the agreement was reached, my sense of accomplishment was so high that I still vividly remember the scene."

Based on the mutual trust that has been established through this project, business opportunities are now growing between us. MC started a joint study with the Turkmen government on another new plant project. "We will try to leverage the knowledge and experience developed through this project to capture the next business."

Our challenge will continue in the future without pause.



#### Special Feature



#### **Pork Processing Business**



and COO Russ Yearwood

PRODUCT OF USA

ECEPCIO es bana

#### The role of management is the same in whatever country we do business

Located in the Midwestern U.S., Delphi, Indiana, is surrounded by corn and soy fields spreading endlessly. In 1994, when the entry of foreign-owned companies into the traditional U.S. pork industry was said to be difficult, an only Japaneseowned, specialized pork processor, Indiana Packers Corporation (IPC: MC and Itoham Foods, Inc. own 80% and 20% equity interests, respectively) was established in this location.

In the U.S. pork industry, which boasts top-class global competitiveness in both production cost and quality thanks to low grain cost, IPC dedicates itself to the supply of reliable, safe, and high-quality pork and processed pork products under strict sanitary control in the state-of-theart facilities. In the year ended March 2015, IPC marked record high profits, building a firm position in the industry. IPC ships 85% of its pork to the U.S. domestic market, with 4.4% (about 20,000 tons per year) exported to Japan.

"I always wanted to devote myself to the business in the U.S., a huge food producing and consuming country. The pork industry is anticipated to grow further in the future, and IPC has more growth potential. That is why this job is really challenging", says Hanji, who was seconded to IPC from MC in 2012, IPC is striving for further business expansion utilizing M&A opportunities where



#### necessarv.

"99% of IPC employees are Americans, but the role of management is the same in whatever country we do business. My most important mission in growing this company is to present "distinct management directions" and "clear strategies," and to make sure the entire organization fully understands what should be done, and then get the employees to develop and implement their specific action plans."

#### Striving to expand our business further toward upstream and downstream areas

Due to the growth in global population and the rising demand for food in developing countries driven by economic growth, the U.S. meat industry is facing increasingly fierce competition.

In such environment, IPC acquired ham & sausage processing company Quincy Street, Inc. in 2014, adding more product lines to its major bacon products. While strengthening the existing core downstream meat and meat processing businesses, IPC will continue to actively expand upstream compound feed manufacturing and pig farming businesses.

"In our future business expansion, it is important to build a stable profit structure by always reviewing the balance of the entire business portfolio from upstream to downstream", says Hanji. While striving for IPC's further growth, he sees human resource development as an important theme from the viewpoint of the whole MC Group.

"As business opportunities are increasing overseas, our major challenge is how the whole MC Group will be able to develop globally active players. I want to develop candidates for management among American employees at IPC. I expect them not only to run this company in the future but also play an active role in other MC Group companies as shared human assets."



the needs of those areas.

to ¥13.5 billion.

(From the year ended March 2012

Recovery

Support Grants ¥1.0 billion

to the year ended March 2015)

NEWS

MC's Relief and Recovery Support

MC has conducted relief and recovery support activities since immediately after the Great East Japan Earthquake

in 2011. Since establishing the Mitsubishi Corporation Disaster Relief Foundation (MCDRF, a public interest

incorporated foundation) in 2012. MC has been involved in a number of activities tailored to the conditions of the

disaster-hit areas. MC will continue its relief and recovery support activities together with MCDRF responding to

MC Decided to Make Additional

Contribution of ¥3.5 billion

Mitsubishi Corporation East Japan Earthquake Recovery Fund Internation Land Concerned Concerned

Scholarship

**Funds** 

¥10.0 ¥4.5 billion

2012, which took over student support scholarships and

recovery support grants from the Recovery Fund, MC

has been involved in many activities to support industry

While continuing its existing support activities. MC will

start to promote a new initiative called the "Sixth-Industry

Fruit Farming Project" in Koriyama, Fukushima, starting

from the year ending March 2016 (please refer to P22 and

billion

¥2.5 billion

Sixth-Industry

Fruit Farming

Project +

Scholarship

Funds

recovery and job creation in the disaster-hit areas.

(From the year ending March 2016)

¥1.0 billion ¥3.5

Support for industry

recovery and job

creation

23 for more information).

Relief and Recovery Support

In April 2015. MC decided to make an additional

contribution of ¥3.5 billion in total to MCDRF as funding for

relief and recovery activities in the five years starting from

the year ending March 2016. This additional contribution

brings MC's total financial commitment to recovery efforts

In April 2011, MC set up the Mitsubishi Corporation

Donations.

Volunteer

Activities etc

¥2.5 billion

Support for

industry recovery

and job creation

¥2.0 billion

East Japan Earthquake Recovery Fund amounting to ¥10 billion for the 4 years. Since establishing MCDRF in March

Leveraging Aizu's Appeal to Spur Recovery



ACN produces 2.000 cartons of

Monaka Ice-cream available only at ACN's head office Plant



milk daily

Visit the following website for Internet

mainly of Aizu cotton.

#### Linking the Desire to Work with Tradition



Flip "IIE" over and you get "3.11" (March 11, the day the disaster struck). The company's name reflects a desire to create happiness by overturning the impact of 3.11.

Purable Aizu cotton

for your daily life

President Takuro Yazu (right)

006606600000000 In addition to scarfs, IIE sells a variety of daily-use fashionable items including gift envelopes and book covers, taking advantage of the unique texture of Aizu cotton. These products are available online!

Visit the following website for Internet shopping - iie-aizu.)p (Japanese)



Near the entrance of ACN's head office plant, there is a shop called "Ice Pasture", where visitors can buy its products and enjoy soft-serve ice cream that is made from fresh Aizu milk.

Introduction of Recovery Support and Job creation Locations

shopping -> aizumilk.com (Japanese)

Aizu cotton is a fabric that has been used in the daily lives by people in Aizu for four centuries. IIE was established to link that traditional fabric with disaster victims who desired to work. The company is a manufacturer of products made

Inspired by some evacuees who lived in temporary housing saying, "It's tough having nothing to do", or "Fashionable items are unavailable locally", President Takuro Yazu established the company in March 2013. Today, scarfs made of durable, uniquely textured Aizu cotton are attracting consumer interest on Internet shopping sites and mail order catalogs. Our company becoming robust will eventually revitalize the region-leveraging support from MCDRF. IIE is striving to lead businesses that

would shape the future of Fukushima.

2015



Aizu Chuou Nyugyou A New Brand Driven by Aizu's Indomitable Spirit

It was difficult to revitalize our business with the milk alone. Then, the company came up with the breakthrough idea of developing natural cheese products using that milk. The company started to study how to make cheese from scratch through repeated trial and error, encouraged by business partners and customers who are fans of the company's products. Through repeated trial and error, ACN became confident in commercializing natural cheese products. The support from MCDRF allowed the company to install cheese production equipment. The company will strive to revitalize the local industry by cultivating the Aizu brand in cooperation with dairy farmers and customers.

The leading product of Aizu Chuou Nyugyou (ACN) is "Beko-no-Chichi", which boasts the rich flavor of fresh milk produced in Aizu. The milk had been distributed not only

to the local market but also to the Tokyo metropolitan area.







In February 2015, MCDRF signed a partnership agreement with Koriyama City to launch the Sixth-Industry Project that utilizes fruits produced in Fukushima.

Through the Project, MCDRF funded construction of a distillery in Koriyama with a maximum annual production capacity of 25,000 liters. The distillery will procure 30 to 50 tons a year of fruits that local farmers produce, such as peaches, pears, apples, and grapes, to produce and sell liqueurs and wine. The project aims to pioneer a new business model that integrally manages the supply chain from fruit production to processing and distribution (right figure) to help enhance the added value of agricultural products and local brands in the region.

The distillery will start operation this fall, and initially target production of 6,000 liters each of liqueurs and wine initially. The project targets ¥100-million sales in the long term. The products made in Koriyama will be distributed within Fukushima initially, and will be expanded to other regions later, taking advantage of the MC Group business network.

Business Model for Sixth-Industry Development

While utilizing freshly consumed fruits, cultivate new farmers that produce wine grapes

X

### Secondary Industry (Processing) Manufacture processed products (such as wine and liqueurs) using locally produced fruits

✓ Tertiary Industry (Distribution) Develop new distribution channels for distilled products

Х

✓ Sixth-Industry Integrate production, processing, and distribution, enhance the added value of agricultural products and local brands, and then help create employment and revitalize the local economy





Mr. Seiichiro Nakagawa, Representative Director, Nakagawa Wine Co., Ltd.

This project in Koriyama represents a bold attempt to advance the recovery and realize a new dream. Nakagawa Wine fully and wholeheartedly supports this project in cooperation with overseas wineries.

#### Mr. Kunio Tokuoka, Executive Chef, Arashiyama



There is nothing better than Japanmade alcohol for Japanese cuisine that has been developed in the country's long history and environment. I support this project in Koriyama, and am looking forward to seeing the best wine that perfectly complements Japanese dishes.



**Mr. Shinya Tasaki,** President, Association de la Sommellerie Internationale

I understand this project aims to support the recovery by producing beverages from fruit grown in Fukushima and I look forward to the day when I can serve this wonderful wine to many people in the near future.

In October 2014, MC launched a para-sports project, DREAM AS ONE. "We want to increase opportunities for people with disabilities to enjoy sports." "We want to spread support for para-sports by sharing its sense of courage and hope and its capacity to inspire." — We are involved in various activities to assist both athletes and supporters. This report introduces some of our latest activities.

Seminars (Volunteer Training Courses)

We will hold seminars for learning the basics of para-sports through classroom lectures and field training. We encourage volunteers to participate in various para-sports competitions.

#### December 13–14, 2014 and February 8, 2015 Para-sports Volunteer Training Seminars (Beginners' Course/Field Training)

The 2014 Tokyo Cup Table Tennis Championships were held for physically handicapped persons at Tokyo Metropolitan Sports Center for the Disabled, in which 11 members participated from MC as operation support volunteers. They supported the operation as ball persons. At Tama Boccia Championships held on February 8, the volunteers also supported the operation as scorers.



We provide opportunities to raise awareness and promote understanding Sporting Events of para-sports by holding sporting events in which anyone can participate regardless of their physical ability level.

#### March 18, 2015 Volunteer Escort Runner Seminar & Trial Running

We held a seminar and trial running for escorting runners with impaired vision. There was a talk event between Mr. Yuichi Takahashi (Tata Consultancy Services Japan Limited), the gold medalist in the men's marathon (grade 1 visually impaired) in the Athens Paralympics, and Ms. Naoko Takahashi, the gold medalist in the women's marathon in the Sydney Olympic Games. Following that event, more than 100 participants experienced an escort runner and a runner with an eye-mask on. The event successfully enhanced understanding about para-sports.



#### We will offer various sporting opportunities Sports Classes for Children with Impairments such as monthly sports classes and footba 7-a-side schools for children with impairmen

From December 2014 DREAM Class

We hold once-a-month sports classes for grade school children with disabilities, called DREAM Class, at Tokyo YMCA (Koto-ku, Tokyo).

#### April 12, 2015 CP Soccer vs. FC Imabari Soccer Clinic & Exhibition Match

In Imabari-shi, Ehime, we held Soccer Clinic & Exhibition Match inviting U-19 certified players from CP Soccer (Japan Cerebral Palsy Football 7-a-side) and U-13 players from FC Imabari for which MC serves as an official partner.



#### We support developing athletes by sponsoring the Oita International Wheelchair Marathon and holding Competitions various other para-sports competitions

#### April 19, 2015 The 25th Kasumigaura Marathon/International **Blind Marathon in Kasumigaura**

The 25th Kasumigaura Marathon/International Blind Marathon in Kasumigaura was held on April 19. MC served as an official partner in the event from this year. 25 MC Group members assisted the marathon operation as volunteer escort runners who guided visually impaired runners, volunteer first-aid runners who helped when a runner became sick, and water supply volunteers who passed drinks and bananas to the runners at water points.



MC member volunteers who participated in the competition

#### About Us

#### Corporate Data (As of March 31, 2015)

Company NameMitsubishi CorporationDate EstablishedJuly 1, 1954 (Date Registered April 1, 1950)Capital¥204,446,667,326Registered Head OfficeMitsubishi Shoji Building 3-1, Marunouchi 2-chome, Chiyoda-ku, Tokyo, 100-8086, JapanNumber of EmployeesParent company: 5,637Parent company and all of its consolidated subsidiaries: 71,994\*Number of ConsolidatedSubsidiaries and Equity-Method Affiliates614

Network (As of March 31, 2015)

Head Office ODomestic Network 29

Overseas Network (191 bases of operations, including 108 offices, 42 subsidiary headquarters, and 41 branches)



#### Directors & Corporate Auditors (As of June 19, 2015)

Chairman of the Board	Yorihiko Kojima	Director (Outside)	Kazuo Tsukuda (Senior Advisor, Mitsubishi Heavy Industries, Ltd.)			
*Director President & CEO	Ken Kobayashi	Director (Outside)	Ryozo Kato			
*Director Senior Executive Vice President	Hideto Nakahara	Director (Outside)	Hidehiro Konno			
*Director Senior Executive Vice President	Jun Yanai	Director (Outside)	Sakie T. Fukushima (President & Representative Director, G&S Global Advisors Inc.)			
*Director Senior Executive Vice President		Director (Outside)	Akihiko Nishiyama (Adjunct Professor, Hitotsubashi University)			
		Senior Corporate Auditor (Full-time)	Hideyuki Nabeshima			
*Director Senior Executive Vice President	Takanisa iviiyauchi	Corporate Auditor (Full-time)	Hiroshi Kizaki			
*Director Executive Vice President	Shuma Uchino	Corporate Auditor (Outside)	Eiko Tsujiyama (Professor, Graduate School of Commerce, Waseda University)			
*Director Executive Vice President	Kazuyuki Mori	Corporate Auditor (Outside)	Hideyo Ishino			
*Director Executive Vice President	Yasuhito Hirota	Corporate Auditor (Outside)	Tadashi Kunihiro (Attorney-at-Law)			

#### Share Data (As of March 31, 2015)

Number of shares and shareholders

 Number of shares authorized for issuance

 2,500,000,000

 Number of shares issued
 1,624,036,751

 Number of shareholders
 264,730

#### Shareholder Composition



#### Principal Shareholders

Name of shareholder	Number of shares (thousands)	Investment Ratio (%)
Japan Trustee Services Bank, Ltd. (Trust Account)	94,850	5.85
Tokio Marine & Nichido Fire Insurance Co., Ltd.	74,534	4.59
The Master Trust Bank of Japan, Ltd. (Trust Account)	67,273	4.15
Meiji Yasuda Life Insurance Company	64,846	4.00
The Master Trust Bank of Japan, Ltd. (Mitsubishi Heavy Industries, Limited Account, Retirement Benefit Trust Account)	32,276	1.99
The Bank of Tokyo-Mitsubishi UFJ, Ltd.	25,620	1.58
STATE STREET BANK AND TRUST COMPANY 505223	25,374	1.56
The Nomura Trust and Banking Co., Ltd. (Pension Benefit Trust Account, Mitsubishi UFJ Trust and Banking Corporation)	22,088	1.36
THE BANK OF NEW YORK MELLON SA/NV 10	21,463	1.32
Japan Trustee Services Bank, Ltd. (Trust Account 9)	19,810	1.22
/Figure -	less them 1 000 shows	

(Figures less than 1,000 shares are rounded down)

Note: The investment ratio is computed excluding 3,591,047 shares of treasury stock held by MC and rounded off to two decimal points.

Securities Identification Code: 8058 Stock Listings: Tokyo, Nagoya, London Unit Share: 100 shares Fiscal Year: from April 1 to March 31 Ordinary General Meeting of Shareholders: June Vesting Date to Receive an Interim Dividend: March 31 Vesting Date to Receive a Year-End Dividend: September 30

Public Notices: electronic notification If electronic notification cannot be implemented due to accidents or other unavoidable causes, public notices shall be placed in the gazette. <Public Notice Address> http://www.mitsubishicorp.com/ Transfer Agent for Shares and Special Accounts Management Institution: Mitsubishi UFJ Trust and Banking Corporation

\* Indicates a representative director.

All Directors (Outside) and Corporate Auditors (Outside) are designated as independent Directors or independent Corporate Auditors, specified by the Tokyo Stock Exchange and other stock exchange in Japan.