# A Mitsubishi Corporation

# INVESTORS' NOTE NOV. 2016 No.43

First-and Second-Quarter Reports for Year Ending March 2017

SPECIAL FEATURE MC's Management Professionals

Security code 8058

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To Our Shareholders We will strive to improve MC Group's corporate value.

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### Full-year forecasts were revised upward for the year ending March 2017

#### Operating Results

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

I would like to report our consolidated net income for the first six months of the year ending March 2017 and our forecasts of fullyear consolidated net income for the year ending March 2017.

MC Group's consolidated net income for the first six months was ¥179.8 billion, an increase of ¥24.9 billion from the same period of the previous fiscal year, with an achievement rate of 72% to the full-year forecasts (¥250.0 billion consolidated net income) that we announced on May 10, 2016.

Although earnings in non-resource fields

decreased mainly due to the absence of oneoff gains in the corresponding period of previous fiscal year, earnings in resource fields increased due to cost improvements and higher market prices production in the Australian coal business. Based on the operational results in the first six months and higher resource market prices, we revised our forecasts of full-year consolidated net income for the year ending March 2017 upward to ¥330.0 billion (¥80.0 billion more than the forecasts we announced at the beginning of this fiscal year).

We will continue to steadily strive for "Rebalancing of Resources and Non-resources" as posted in the "Midterm Corporate Strategy 2018" without being left at the mercy of uncontrollable market prices as resource prices are expected to remain volatile.

#### Dividend

Under the "Midterm Corporate Strategy 2018". we focus on dividend as basic approach to returning value to shareholders and increase dividend flexibly with sustainable earning growth based on a progressive dividend scheme.

For the year ending March 2017, we will pay an interim dividend of ¥30 per common share, and plan to pay an annual dividend of "¥60 per common share" as we announced on May 10, 2016.



Shareholder Returns



#### Equity and Interest-bearing liability



#### Cash Flow



# Evolving our business model from "Investing" to "Managing" through the development of management professionals

Since its foundation, MC has evolved its business model to accommodate global changes and progress.

Under the "Midterm Corporate Strategy 2018" which sets forth MC's corporate vision and management approach over the next three years starting in fiscal year 2016, we will evolve our business model from "Investing" to "Managing" and leverage MC's strengths to become more deeply involved in management with the goal of creating new value through innovation in business operations; reforming business structures through alliances, partnerships, coalitions and other means; and raising corporate value through the revitalization of businesses. The key to evolving our business model from

#### Further Evolution from "Investing" to "Managing"

Promote further growth-driver evolution, from "investing" in businesses to "managing" them and generating continuous value.



"Investing" to "Managing" lies in fostering the development of more professionals with the highest level of management expertise who have the foresight to deal with changes in the business environment in a flexible manner, as well as the ability to proactively manage the business in which we have invested. There are currently more than 1,000 companies affiliated with the MC Group, so it is fair to say that there are a sufficient number of places to foster the development of these professionals.

The most important asset of MC is human resources. We will foster a virtuous cycle in which training more professionals with even greater management expertise and empowering them to create new businesses will lead to the further growth of the company. I am sure that this approach will increase the entire MC Group's corporate value.

As always, we would like to thank all our shareholders for understanding and continued support.

November 2016 Takehiko Kakiuchi President and CEO



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## Special Feature

# MC's Management Professionals

Getting involved in real businesses in Japan and overseas foster many future management professionals, which will improve MC's corporate value. The following are stories of two MC employees who are currently involved in overseas business management on the frontline.



Vision with well-balanced dream and reality matters

"My mission here is to develop and scale-up our electric power business, leading it to sustainable growth in the future as a company involved in the MC Group."

Says Mr. Hamada, who became CEO of DGC in May 2015. DGC, headquartered in Los Angeles, U.S., who is dedicated to development, construction, operation and maintenance of local power plants as the base of MC's North American

# Striving for sustainable growth by constantly changing business models

Diamond Generating Corporation (DGC) Chief Executive Officer (CEO) Satoshi Hamada Global Environmental & Infrastructure Business Group

electric power business. DGC is operating eight gas-fired power plants and two wind farms at present, with two more under construction. A total of 67 employees work at DGC today, and about 20 employees will be hired next year to expand business.

"The most important job of CEO is to motivate employees and get the best abilities out of our individual employees." says Mr. Hamada. In an American company where many employees have a strong sense of professionalism as well as diverse backgrounds and views, he usually presents a big vision to let the people focus on the goal, instead of trying to manage each of them differently.

"What's important is that we all can share visions for five to ten years ahead, which makes us so excited. However, if those visions are egocentric, no one will follow you. Not because I want to do it, but from the viewpoint of what should be done for the company to realize sustainable growth, I always try to create my visions with well-balanced dreams and reality."

Mr. Hamada says, "Looking back, all pieces of my past experience which have been connected to each other like a chain made what I am today." He talked about a natural gas-fired combinedcycle power plant construction project in Mexico, in which he participated in his eighth year at MC.

"In the project, for the first time in my career, I was entrusted with the manager's role in financing, which required me to coordinate many people with conflicting interests or in different positions. I fully realized that important things were firstly defining our goals clearly, presenting specific plans, and constantly checking the progress."

In the meantime, for two years from 2013, he belonged to the Corporate Strategy & Planning Department, where he had opportunities to get involved in a number of projects including those of other business groups. He says he had learned the importance of drawing a clear path toward growth in order to create positive feelings among employees.

Searching for opportunities for the future growth

DGC aims to double its net profit by 2020. When specific actions were internally studied, what Mr.



Sentinel Power Plant owned by DGC (California, U.S.)



President and CEO Kakiuchi visiting Sentinel Power Plant (the fourth person from the right at the front)

Hamada did first, just after having become CEO, was to re-look at where the company stood and had each employee clearly understand the roles that DGC should play."I explained the position of the electric power business in MC and the roles of and expectations for DGC. As a result, our employees all looked stimulated, and I felt confident that their consciousness as part of the MC Group had been enhanced." Mr. Hamada recalls.

On that basis, he discussed thoroughly with the employees as to new businesses they should develop with the existing gas-fired power generation business, taking into account possible changes in the future business environment.

Starting something new is not only the option for our growth. What businesses would lead to growth? After looking at every possible business model and repeating internal studies over and over, we reached the conclusion that we should engage in distributed solar power generating business, which produces and consumes energy locally.

Without being satisfied with the status quo, he wants to further grow the company by adapting itself to changes in the world, and constantly making adjustments to the business models ... Mr. Hamada's passion has permeated through the company, ensuring DGC's steady progress toward sustainable growth.

#### SPECIAL FEATURE MC's Management Professionals

# Managing the Company with Fairness and Passion

Managing an overseas group company after temporary assignment seconded by MC

"Managing an overseas group company was one of the goals I have envisioned since I joined MC," says Mr. Okabe, who has been operating DGMC since 2015 as EVP at its office in Calgary, Canada. DGMC is engaged in shale gas production in western Canada, and is also in the process of commercializing "LNG Canada," an LNG (liquefied natural gas) export project that MC is jointly involved in with Shell, Korea Gas Corporation and China National Petroleum Corporation.

Ever since joining MC in 1992, Mr. Okabe has been involved in LNG business. His temporary assignment at LNG Canada Development Inc. for one year starting in 2014 was particularly valuable to him. Out of about 200 employees, the personnel seconded by Japanese companies were only a few, and there were no predecessors to rely on. Diamond Gas Management Canada (DGMC) Executive Vice President (EVP) Michihiko Okabe Energy Business Group

The mission given to him was to conclude ten contracts associated with the main contract within one year, as a chief negotiator for pipelines, with approval by all the shareholders.

"I have no experience with pipelines. Can I really get this critical job done?"

Making a hard-landing on the new, non-Japanese working environment where counting on other's assistance was a no hope unless he explicitly shouted for it, he was very busy during the day time preparing for negotiations, and after returning home, he had to read 1,000-page agreements written in English until late at night, day after day. Mr. Okabe confesses, "Honestly, I sometimes wanted to run away," but what encouraged him was a strong sense of responsibility. "I am doing this on behalf of MC, so I must pull this off, whatever it takes." In the end, he could finalize those contracts, and earned trust from his superiors and colleagues. This experience also helped him gain self-confidence.

# Deal with each employee with high aspirations and passion

Working on DGMC operations every day, Mr. Okabe always keeps in mind "being fair" and "making decisions based on his common sense." "The moment you stop managing a company in a fair manner, you will lose not only trust from your business partners but also centripetal force, which will discourage your employees a lot," says Mr. Okabe. In the days of LNG Canada Development Inc., he learned the importance of making decisions based on common sense, a business practice that he developed through his past experience. He came to know this notion from his ex-supervisor, who was very active as a professional negotiator at that time, and who used to say,"A key to success in negotiations of all types is to follow



A production site at the "Montney" shale gas field that DGMC is working on



DGMC members from all over the world

what you believe to be right based on your own experience. Just be down to earth and use your own common sense." Even today, these words remain an important guideline for him in making daily management decisions.

At present, about 30 employees are working at DGMC. Mr. Okabe is dealing every day with each of the employees with diverse nationalities and sense of value, keeping in mind "setting a high goal" and "being passionate."

"Setting a high goal and talking about the future of the company are important elements required for leaders. What I believe more important than anything else is to deal with our employees with passion. I am trying to create a workplace environment in which no employee will be isolated."

When he was about to give up in the past, many superiors gave him words of encouragement. This experience remains deep in his mind, even today.

The presence of DGMC in MC's North American energy business has been growing each year. "The 'Montney' shale assets MC is currently working on in western Canada are very cost-competitive, and we expect to see new business opportunities there. With a sense of tension and preparedness, something like "We can't afford to fail," I want to develop businesses that will make MC successful in the future."

Mr. Okabe's challenges will never end.

# BUSINESS HIGHLIGHT

~In the first half of the year ending March 2017~









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GEØDESIC

CAPITAL





Industrial Finance, Logistics & Development Group Completion of fundraising for venture capital fund at Silicon Valley

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#### D May 17 / Australia

Global Environmental & Infrastructure Business Group Signing of concession for Canberra light rail project

#### E July 1 / Indonesia

Energy Business Group

Final investment decision to expand Tangguh LNG (Liquefied Natural Gas) facility →see page 15

#### F July 12 / Myanmar

Industrial Finance, Logistics & **Development Group** 

Agreement to commence the Landmark Project, a large mixed-use redevelopment project in downtown Yangon→see page 14

#### G July 27 / Vietnam

Industrial Finance, Logistics & Development Group Participation in residential development project in Hanoi →see page 14

#### A August 10 / USA

Global Environmental & Infrastructure Business Group Investment in solar energy firm Nexamp

#### September 6 / Belgium

**Energy Business Group** 

Launch of "Gas4Sea", a new brand for the global marketing of LNG as a marine fuel (Commencement of LNG sales and bunkering services by using a purpose-built LNG bunkering vessel, the first of its kind in the market)

#### J September 9 / USA

**Global Environmental & Infrastructure Business Group** Commercial production from FPSO project commenced in the gulf of Mexico

K September 13 / India

Machinery Group Start of operations at new elevator plant in India

#### 12

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A April 15 / Japan Living Essentials Group

Formation of new joint venture, MC Agri Alliance Ltd., to supply sustainable agricultural and food products to Japan

#### B April 20 / USA

May 17 / USA

Global Environmental & Infrastructure Business Group Participation in natural gas-fired power generation project in Pennsylvania→see page 15

MC Proactively Expands Real- Estate Development Business in Asia Industrial Finance, Logistics & Development Group

In Asia, where the real-estate market is growing backed by increasing economic growth, MC is leading mixed-use redevelopment projects and residential development projects in cooperation with local dominant partners. In July 2016, MC reached an

In July 2016, MC reached an agreement to commence the Landmark Project, a large-scale mixed-use redevelopment project in Downtown Yangon, the largest city in Myanmar, with Serge Pun & Associates (SPA), a major Myanmar-based conglomerate, Mitsubishi Estate, Japan Overseas Infrastructure Investment Corporation for Transport & Urban Development, the Asian

Development Bank and International Finance Corporation. This project entails redeveloping a site of around 4 hectares, where the SPA Group operated offices and related facilities. It will involve developing two office buildings, one condominium, one building combining a hotel and serviced apartment, and retail properties, across a total floor area of approximately 220,000m<sup>2</sup>. This project is anticipated to sustain economic growth over the years to come in Myanmar, where developing public infrastructures are considered one of critical challenges.



Image of completed "TMCP Project" (Hanoi)



Image of completed "Landmark Project" (Yangon)

Also in July 2016, MC became a partner in a residential development project underway in Hanoi, the capital of Vietnam. The project is being developed by Bitexco Group of Companies (BITEXCO), one of the leading real-estate developers in the country. MC participates in part of The Manor Central Park (TMCP) Project, a large-scale mixed-use development project being undertaken by BITEXCO in the Hoang Mai District, southwest Hanoi, which consists of residential, retail, office, school and sporting facilities (with a total land area of nearly 90 hectares). During the first phase of cooperation. MC and BITEXCO will develop 240 low-rise housing units called shop house and two high-rise condominiums which comprise1.036 apartment units. The total investment cost is estimated to be 30 billion JPY for the first phase. With steady economic growth, the Vietnamese market is expected to continue seeing an increase in the demand for housing. MC is offering high valueadded real-estate development and other related services to Vietnamese market.

Taking advantage of the knowledge and know-how it has cultivated through its real-estate development business all over the world, and leveraging the broad network it has developed among its global partner enterprises, MC will continue to offer highvalue-added urban infrastructure development and services.

The power plant in Westmoreland County Pennsylvania

MC Participated in Natural Gas-Fired Power

Generation Project in the United States

**Global Environmental &** 

Infrastructure Business Group

# Final Investment Decision to Expand Indonesia's Tangguh LNG Facility

In July 2016, the final investment decision (FID) was made to advance the development of the Tangguh Expansion Project as a part of Tangguh LNG Project MC participates, which is led by BP as operator in the Papua Barat Province of Indonesia. The Tangguh Expansion Project will add a third LNG process train with 3.8 million tons per annum (mtpa) of production capacity to the existing facilities which consist of two trains with 7.6 mtpa of production capacity. The commencement of additional production is expected in 2020. Through this Tangguh Expansion Project, MC will contribute to not only supporting Indonesia's growing energy demand but also ensuring a stable energy supply to Japan.



In April 2016, MC participated in a natural gas-

fired power generation project in Pennsylvania.

USA./Through its 100% subsidiary, Diamond

Generating Corporation (DGC), MC will construct

and operate, jointly with USA-based independent

energy developer Tenaska, a natural gas-fired

combined cycle power plant with a capacity

of 920.000kW in Westmoreland County,

Pennsylvania. The new power plant is scheduled

to commence commercial operations in 2019 to

supply generated power to the largest electricity

market in the U.S., which covers 13 northeastern

This is the second power generating project

that DGC has undertaken in the northeastern

U.S. MC will contribute to the stable supply of

electricity in the U.S. through this project. MC

will proactively continue to further develop its

states and the Washington, DC area.

electricity business.

Existing LNG process trains, tanks, and jetty (The expansion work is scheduled to start in the third quarter of 2016)

ower plant in Westmoreland

#### Visiting places associated with Mitsubishi

# SEIKADO

SEIKADO Bunko and SEIKADO Bunko Art Museum stand on a hill in a quiet residential area in Setagaya-ku, Tokyo. SEIKADO holds approximately 200,000 historical books and 6,500 Oriental antiques, including 7 national treasures and 84 important cultural properties, all of which were collected over two generations of the Iwasakis: Yanosuke Iwasaki, the second president of Mitsubishi, and Koyata Iwasaki, the fourth president of Mitsubishi.



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#### National Treasure Tawaraya Sotatsu ("Scenes from Sekiya and Miotsukushi Chapters of the Tale of Genji")

#### Edo Period 17th Century

These large screen paintings of the "Tale of Genji" are the works of Edo-period artist Tawaraya Sotatsu, who is known as the father of the Rinpa school of painting. This particular masterpiece highlights Sotatsu's delightful use of color and imagery. Following three years of restoration, the screens were again unveiled to the public at the Seikado's re-opening exhibition.



#### National Treasure Tea bowl, Yohen Tenmoku

Southern Sung Dynasty 12th to 13th Century This vividly colored tea bowl was made in China during the Southern Sung Dynasty.

There are only three such bowls remaining in the world today, and this one is widely considered to be the most beautiful.

#### Important Cultural Property Ogata Korin ("Writing box with design from the poem, 'Suminoe no ....' in maki-e")

Edo Period 18th Century This writing box was made by Ogata Korin, a painter of the Rinpa school. Ogata's bold, grandiose style influenced many artists. It is considered to be one of the finest examples of Korin's unique lacquer work.



Treasures



#### 12 Heavenly Generals (Hare general one of 7 preserved at the Seikado)

Kamakura Period 13th Century These statues are characteristic of those carved during Japan's Kamakura Period. They are presumed to be the work of Unkei, a sculptor of Buddhist statues from Nara, Five of the 12 are preserved at the Tokyo National Museum, and the other seven are part of the Seikado's collection. The fact that all 12 of the original statues have been preserved enhances their value and significance.

# DREAM AS ONE.

## Wheelchair Rugby

was launched in October 2014 as a project to support parasports. As part of

DREAM AS ONE.

this project. MC serves as an official partner of the Japan Wheelchair Rugby Federation. Here is an interview with Mr. Ikezaki and Mr. Imai, employees at MC who won bronze medals in the Rio 2016 Paralympics, as well as a look into the attractiveness of the sport of wheelchair rugby.

#### Goal line

Goalpost

A foul is called for

touching a goalpost.

When a player with possession of the ball is on or crosses the goal line, one point will be given to that team.

# Basic rules of wheelchair rugby

✓ Wheelchair rugby is played on a court with the same measurements as a basketball court. The

- team with the highest score wins the game. A game lasts for 32 minutes in total, consisting of
- four 8 minute periods. ✓ The number of players on the court for one team
- is four. Each player's degree of disability is set to a point scale, and the total points of the players on the court must not exceed 8 points.
- $\checkmark$  The ball may be handled in many ways: thrown,
- rolled on the court, and passed forward. A player with possession of the ball must bounce
- or pass the ball within 10 seconds.

#### Kev area

A defending team is not allowed to have more than three players in its own key area at the same time. Offensive players are not permitted to remain in the opposing team's key area for more than ten seconds or a foul will be called.

#### Center line

After obtaining possession of the ball, the offense must cross the center line within 12 seconds and get a point within 40 seconds. Once across the center line, the team is not allowed to return the ball back into its court.



A snapshot of the award ceremony held at the beginning of the victory celebration party

Congratulations! Bronze Medals Won at the Rio 2016 Paralympics!

### Interview with Mr. Daisuke Ikezaki and Mr. Tomoaki Imai

Here is an interview with Mr. Daisuke Ikezaki and Mr. Tomoaki Imai, MC employees who played a key role in winning the bronze medal as regular players on the Japan national team.

#### ----Congratulations on winning the long-cherished medal!

Imai: Thank you very much. This medal is full of the passion of all the people who have been supporting us. When I got on to the winners' podium, I could truly feel the significance of what we had accomplished. The Japanese national flag filled with

celebration party and that many employees

gathered to celebrate with us. Although we

unfortunately fell short of the targeted gold medal, Japan's wheelchair rugby team was able to come

away from the games with its first medal ever. I

want to share this sense of happiness with all of

----Please tell us about the attractiveness of

Imai: It is the "intensity" which is unique to contact

handwritten messages that the company gave us, provided us with the strong support and power needed to reach our goal. Ikezaki: | felt the same thing. Whenever | got discouraged, I would remember the many people who were cheering for us and used that to get me mentally prepared for the games. I was really impressed that the company held a victory

vou.

wheelchair rugby.

sports. The impulsive sounds that the wheelchairs make when they collide into each other are really compelling. Even if you do not know much about the rules, you can fully enjoy the excitement of the game while watching and I would invite you to experience the intensity first hand.

Ikezaki: I want you to also look at the "fineness"

DREAM DREAM AS AS ONE. ONE Mr. Ikezaki Mr. Imai of our movement as we weave through the opposing team's defense by accurately passing the ball in cooperation with our teammates. Another attraction of this sport is that anyone can become a hero, because both mildly and severely disabled players are given opportunities to participate. hopes and plans for the future?

Imai: Keeping in

mind what I have experienced this time, both joy and frustration. I will continue to train over the next four years to win the gold medal in the next Paralympics in Tokyo.

**Ikezaki:** If more people become interested in playing wheelchair rugby, it will help raise the overall level of Japanese wheelchair rugby. If it really happens, winning the silver or even gold medal becomes a reality. In order to enhance the awareness of this sport. I plan to work even harder with emphasis on "results" more than ever.



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### Relief and Recovery Support Launching liqueurs made from Fukushima-produced fruits

JSF

V/INFRY

Fukushima DUSE

> Doire Japonaise

OUSE

Pêche

"Fukushima Ouse Winery." which started operation in October last year in Koriyama. Fukushima, is now set to start selling peach and Japanese pear liqueurs this winter.

Fukushima Ouse Winery is a brewing facility that was constructed as a part of the "Fukushima Winery Project" that supports the sixth industrialization of fruit farming in Fukushima. In February 2015, the Mitsubishi Corporation Disaster Relief Foundation (MCDRF) signed a partnership agreement with Koriyama City with the aim of building a new business model that would integrate local fruit production, processing, sales, and distribution. The products Fukushima Ouse Winery will



This liqueur uses the peaches grown by Mr. Daiki Ono, Date Farm

#### **OUSE** Pêche

To produce this fruit brandy-based liqueur, a Fukushima-made peach named "Akatsuki" is fermented at a low temperature and then processed in a copper still. A rich peach flavor extracted by distillation, the sweet and thick touch of fruit, and a mild herb taste will help customers enjoy the increased gorgeousness of the peaches.

be selling this winter includes approximately 2.500 bottles of liqueur made from Fukushimaproduced peaches, and approximately 2,200 bottles of liqueur made from Japanese pears produced in the same region. Fruit brandybased liqueur is traditional and beloved widely by people in Europe. It is recommended to drink them straight after direct cooling, on the rock, with soda water, or as cocktails. These fruit liqueurs will be sold at many places in Fukushima Prefecture for the most part, including Fukushima Ouse Winery, hotels. Japanese inns, restaurants, sightseeing facilities, and souvenir shops.



This liqueur uses the Japanese pears grown by Mr. Masakatsu Ito, Ito Japanese Pear Farm

#### **OUSE** Poire Japonaise

To produce this fruit brandy-based liqueur, Fukushima-made Japanese pears named "Kousui" and "Housui" are fermented at a low temperature and then processed in a copper still. A refreshing pear flavor extracted by distillation, juicy sweetness, moderate sourness and mild herb taste will help customers enjoy the rich pear flavor.

#### ∖ I am now a fan of Fukushima! ∕

### $\sim$ MC Group employees worked hard thinning apple leaves on a volunteer basisbasis $\sim$





At Yamato Orchard in Fukushima City, which is involved in the "Fukushima Winery Project" together with MCDRF, 1,000 apple trees were about to bear fruit in October this year. An apple tree typically produces as many as 500 apples. To make apples uniform and beautiful in color, the leaves that would block the apples from the sunlight had to be thinned, and MC Group employees helped to thin apple leaves.

### Voices of the volunteers

was impressed by the farmer's strong will to protect a place where his children and grandchildren will be able to live safely, by vely taking on new businesses on top of his core business. The hands-on experience with laborious apple cultivat Fukushima was a good opportunity for me to think about how to help the disaster-hit areas recover. As a result of this experience, I am now a fan of Fukushima. I would continue to support them in the future.

### The art piece selected in MC Art Gate Program used on product labels

The sparkling wines and ciders, which Fukushima Ouse Winery first put on sale in the spring of 2016, adopted on their labels are the art pieces selected in "MC Art Gate Program."

MC Art Gate Program is a career support program for future professional artists. in which MC is involved as part of its CSR activities. In the program, MC publicly offers art pieces and then purchases the selected ones for ¥100,000 per piece. After displaying them internally and externally, MC sells those items through auctions, and the proceeds will be returned to the applicants as a scholarship.

Through exhibitions and auctions this program holds, many young painters are given

#### MITSUBISHI CORPORATION ART GATE PROGRAM

opportunities to meet potential customers. hold their own exhibitions, and receive orders for new art products. This program offers them opportunities to step up their career, and is steadily producing tangible results.

Fukushima Ouse Winery will continue to adopt art labels using various types of art pieces including ones selected in the "Art Gate Program."

The labels that use the art pieces selected in this program



#### About Us

#### Corporate Data (As of September 30, 2016)

Mitsubishi Corporation
July 1, 1954 (Date Registered April 1, 1950)
¥204,446,667,326
Mitsubishi Shoji Building 3-1, Marunouchi 2-chome, Chiyoda-ku, Tokyo, 100-8086, Japan
Parent company: 5,379 Parent company and all of its consolidated subsidiaries: 68,247
*The number of employees does not include individuals seconded to other companies and includes individuals seconded from other companies.
*The number of employees is as of March 31, 2016.

Number of Consolidated Subsidiaries and Equity-Method Affiliates 1,253

#### Directors and Audit & Supervisory Board Members (As of September 30, 2016)

Chairman of the Board	Ken Kobayashi	Director (Outside)	Ryozo Kato
* Director President & CEO	Takehiko Kakiuchi	Director (Outside)	Hidehiro Konno
* Director Senior Executive Vice President	Eiichi Tanabe	Director (Outside)	Akihiko Nishiyama (Adjunct Professor, Hitotsubashi University)
* Director Executive Vice President	Kazuyuki Mori	Director (Outside)	Hideaki Omiya (Chairman of the Board, Mitsubishi Heavy Industries, Ltd.)
* Director Executive Vice President	Yasuhito Hirota	Director (Outside)	Toshiko Oka (CEO, Oka & Company Ltd.)
* Director Executive Vice President	Kazuyuki Masu	Senior Audit & Supervisory Board Member (full-time)	Hideyuki Nabeshima
		Audit & Supervisory Board Member (full-time)	Hiroshi Kizaki
Note 1: * Indicates a representative director. Note 2: 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.		Audit & Supervisory Board Member	Tadashi Kunihiro (Attorney-at-Law)
		Audit & Supervisory Board Member	Ikuo Nishikawa (Professor, Faculty of Business & Commerce of Keio University)
		Audit & Supervisory Board Member	Yasuko Takayama

#### Share Data (As of September 30, 2016)

#### Number of Shares and Shareholders

Number of Shares Authorized for Issuance	2,500,000,000
Number of Shares issued	1,590,076,851
Number of Shareholders	259,004

Mitsubishi Corporation's businesses, sustainability initiatives, investors relations, and latest integrated reports etc. are available on the homepage in detail. http://www.mitsubishicorp.com/en/

#### Shareholder Composition



#### **Basic Information**

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

#### 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 Notice of Ordinary General Meeting of Shareholders and investors' notes via e-mail, rather than by post, MC will plant 1 tree per person every 6 months in Malaysia. In the first half of the year ending March 2017, 20,633 shareholders participated in this program. We have planted a total of 259,353 trees to date.



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