



# INVESTORS' NOTE

**JUN. 2019 No. 48**

Reports for the Year Ended March 2019  
APR. 2018 – MAR. 2019

**Special Feature**  
Aiming for New Value Creation

## Consolidated Net Income over the Previous Year, Achieving All-time Record-high Full -year Earnings for Two Consecutive Years



June 2019  
Takehiko Kakiuchi  
President and CEO

### Operating Results

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

I would like to report our operating results for the year ended March 2019, forecasts for the year ending March 2020, dividends, and share repurchase.

MC Group's consolidated net income for the year ended March 2019 was 590.7 billion yen, an increase of 30.5 billion yen from the previous year.

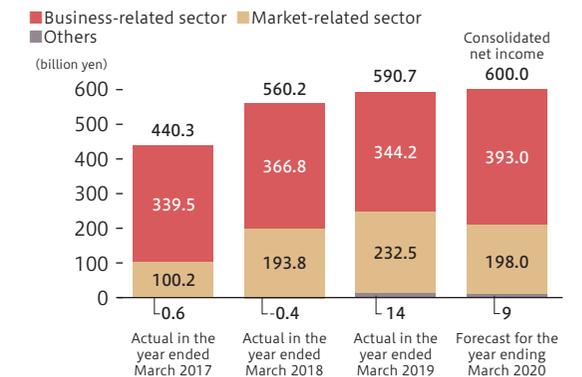
In the business-related sector, despite increased operating income (i.e. income excluding one-off gains/losses) in the LNG-related and automotive businesses, etc., net income decreased by 22.6 billion yen

year-over-year due to losses related to infrastructure business and the overseas food materials business. In the market-related sector, net income increased by 38.7 billion yen due to higher operating income in the Australian coal business, etc.

Although consolidated net income for the year ended March 2019 fell short of the forecasts we announced in November 2018 (640 billion yen), the increased operating income in the business-related sector and the continuing momentum in the market-related sector resulted in an all-time record-high full-year earnings for two consecutive years.

### Forecasts for the full year ending March 2020

Earnings are expected to be 600 billion yen, a slight increase from the previous year, despite the rebound of one-off losses in the year ended March 2019, on the assumption that metallurgical coal and crude oil prices will hover at levels lower than today due to the uncertainty of the external business environment. Under the new group framework, we will steadily perform our business plans to grow MC Group businesses further.



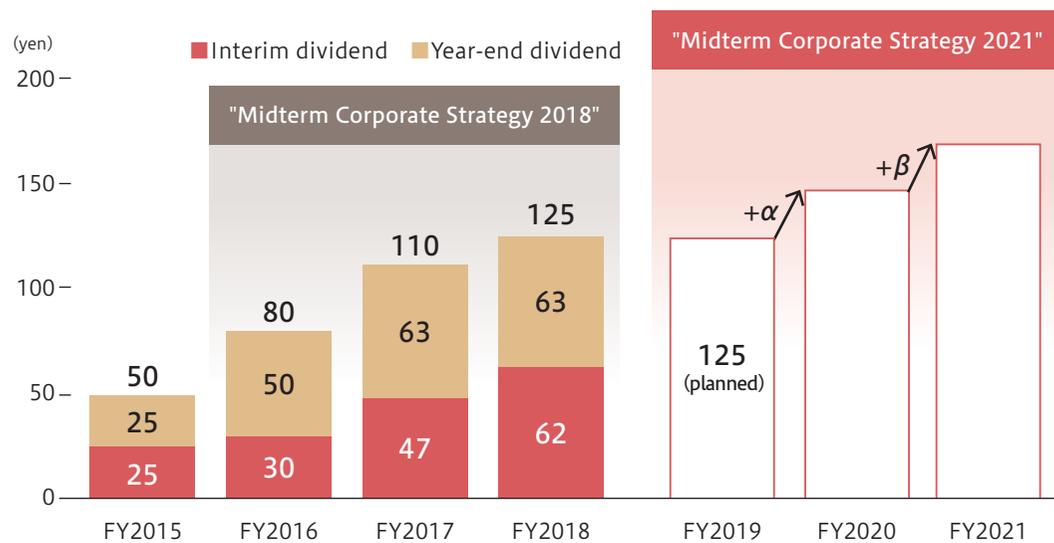
# Share Repurchase Resolved in Addition to Progressive Dividend

## Shareholder Returns Policy

### Dividend

The annual dividend per share for the year ended March 2019 is 125 yen (year-end dividend of 63 yen), an increase of 15 yen over the previous year in accordance with the progressive dividend policy. The annual dividend per share for the year ending March 2020 is expected to be the same as the previous year (125 yen).

#### Transition of dividend per common share



### Share Repurchase

As a result of the strong cash flows generated during the period of "Midterm Corporate Strategy 2018," a share repurchase was resolved with an aim to enhance capital efficiency considering the level of the investment leverage ratio.

The amounts of both the dividend and the share repurchase are a historical high. In "Midterm Corporate Strategy 2021," we continue the progressive dividend policy, in which the amount of dividends increases along with sustainable growth in earnings. We will continuously make our best effort to meet the expectations of our shareholders.

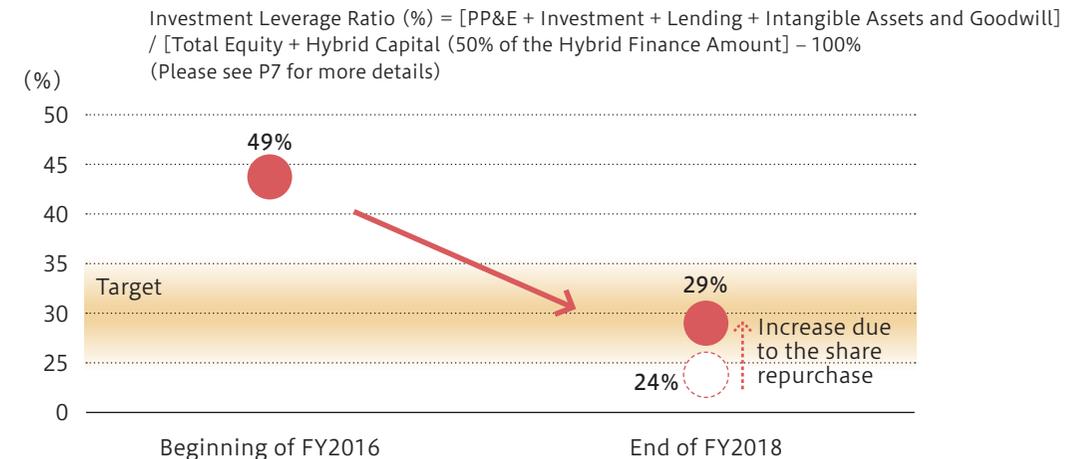
#### Details of share repurchase

Total repurchase price: **300.0 billion yen**

- 100 million shares when the purchase price per share is 3,000 yen, representing 6.3% of the total number of outstanding share.
- All repurchased shares will be canceled, excluding 5 million shares to be delivered upon exercise of stock options.

Period of share repurchase: **1 year**

#### Reference: Investment leverage ratio



# Operating Results Highlights (IFRS)

Operating Results for the Year Ended March 2019

Consolidated net income\*1

**590.7** billion yen

Dividend per share

**125** yen

Annual dividend

Forecast for the Year Ending March 2020

Consolidated net income

**600.0** billion yen

Dividend per share

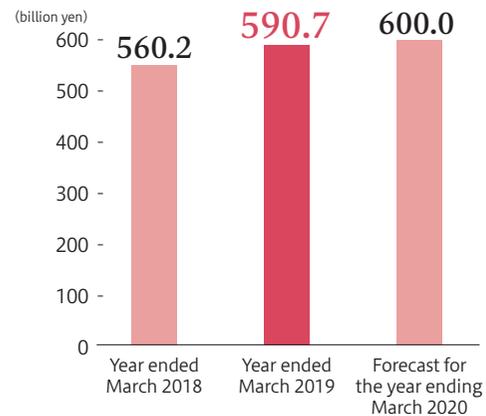
**125** yen

Annual dividend

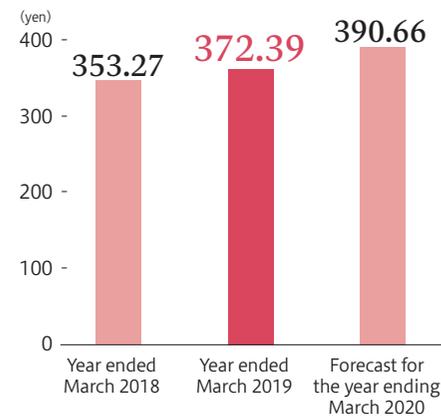
## Other indexes and figures

	Revenues*2	Total assets	Equity*3	ROE*4
Year ended March 2018	7,567.4 billion yen	16,037.0 billion yen	5,332.4 billion yen	10.9%
Year ended March 2019	16,103.8 billion yen	16,532.8 billion yen	5,696.2 billion yen	10.7%

## Consolidated net income



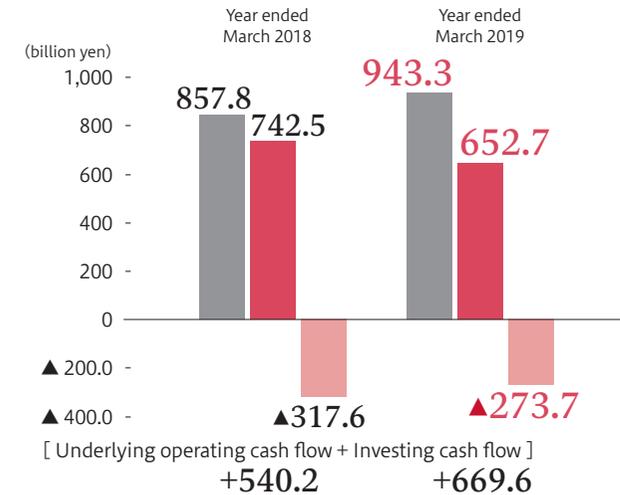
## Consolidated net income per share\*5



## Cash Flow

The cumulative underlying operating cash flow for the three years starting from the year ended March 2017 increased to approximately 2,500 billion yen

■ Underlying operating cash flow\*6 ■ Operating cash flow ■ Investing cash flow

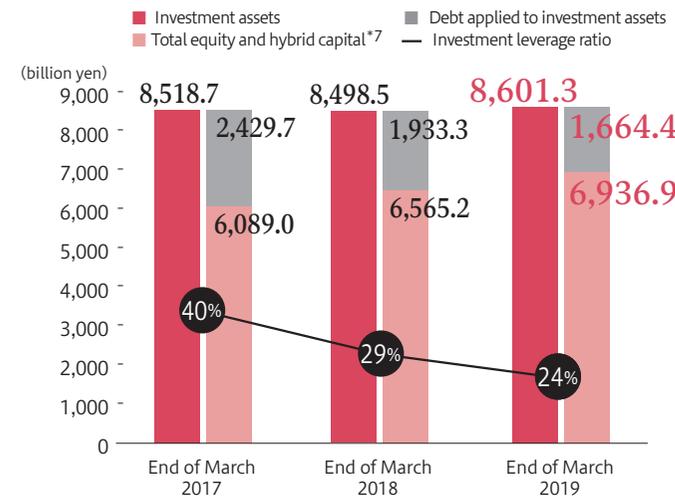


### Breakdown of investing cash flow in the year ended March 2019

- New/sustaining investments**
- Copper business (Metals)
  - Convenience store business (Living Essentials)
  - Shale gas-related business (Energy Business)
  - Automobile tire business (Living Essentials)
  - Australian coal business (Metals)
  - Overseas power business (Global Environmental & Infrastructure Business)
  - Real estate-related business (Industrial Finance, Logistics & Development)
- Sales and collection**
- Listed stocks (Living Essentials/Other)
  - Australian coal business (Metals)
  - Aircraft leasing business (Industrial Finance, Logistics & Development)
  - Shale gas-related business (Energy Business)
  - Ship business (Machinery)
  - Real estate-related business (Industrial Finance, Logistics & Development)
  - Time deposits (other)

## Investment Leverage Ratio

The investment leverage ratio improved by 5 percentage points to 24% from the end of March 2018 to the end of March 2019



### Investment Leverage Ratio

"Invest Leverage Ratio" is set as the basic indicator for financial strength and capital allocation, with the target level controlled within the range of 25 to 35%. Investment Leverage Ratio represents the relationship between capital and interest-bearing liabilities relating to the balance of MC's investment and financing. As shown in the left figure, the index is calculated from "interest-bearing liabilities worth investment and financing" / "total equity and hybrid capital" (%).

\*1 Consolidated net income refers to the amount of net income attributable to the owners of MC, excluding non-controlling interests.  
 \*2 With the application of IFRS 15, both amounts of "Revenues" and "Cost of revenues" on the consolidated statement of income for the year ended March 31, 2019 increased by ¥8,200 billion as compared to those under the previous standards since revenue for transactions in which the Company has control of goods or services before transfer to the customer, even though the risks related to providing those goods or services are limited, are now recognized at the gross amount of consideration. There was no significant impact on other items of the consolidated financial statements including "Profit for the year."  
 \*3 Equity refers to the amount of total equity attributable to the owners of MC, excluding non-controlling interests.  
 \*4 ROE (Return on Equity) is the ratio of consolidated net income to equity.  
 \*5 Net income per share is obtained by dividing net income by the number of outstanding shares (treasury stock and potential shares are not included).

\*6 Underlying operating cash flow is defined as operating cash flow excluding changes in assets and liabilities. (= Net income (including non-controlling interests) - DD&A - profits and losses related to investing activities - equity in earnings of affiliated companies not recovered through dividends - allowance for bad debt etc. - deferred tax)  
 \*7 Total equity and hybrid capital is the sum of equity including non-controlling interests and 50% of the hybrid finance amount.



# Business Highlights

The following are MC's business highlights in the second half of the year ended March 2019.  
\* Based on the new business group structure that started in April 2019



**A** **Natural Gas Group** February 19, 2019 / Belgium  
Gas4Sea partners and Equinor signed an LNG bunkering agreement

**B** **Industrial Materials Group** December 14, 2018 / U.K.  
MC participated in a carbon fiber reprocessing business in the U.K.

**C** **Mineral Resources Group** December 18, 2018, and March 27, 2019 / Australia  
MC reached an agreement to sell its interests in the Clermont and Ulan Thermal Coal Mines in Australia / MC completed sale of interest in BMA's Gregory Crinum Coking Coal Mine in Australia

**F** **Food Industry Group** January 8, 2019 / Indonesia  
MC decided to set up new processed oil products factory in Indonesia

**G** **Consumer Industry Group** November 1, 2018 / Japan  
MC and Toyo Tire Form Capital and Business Alliance [P10 for more information](#)

**D** **Industrial Infrastructure Group** September 17, 2018 / Turkmenistan  
Opening ceremony of a large-scale fertilizer plant supplied by MC was held

**E** **Automotive & Mobility Group** Japan  
MC commenced commercial on-demand-bus transit pilot services utilizing artificial intelligence in the Island City area located in Higashi-ku, Fukuoka

**H** **Power Solution Group** Belgium  
Construction of Belgium's largest offshore wind farm project is underway

**I** **Urban Development Group** September 14, 2018 / Singapore  
MC moved up a gear about urban development projects in Asia [P11 for more information](#)



## MC and Toyo Tire Form Capital and Business Alliance

### Consumer Industry Group

In November 2018, MC decided to purchase an additional stake in Toyo Tire Corporation (former Toyo Tire & Rubber) via subscription to a private placement of shares, and entered into a capital and business alliance agreement with Toyo Tire. Based on this agreement, MC raised its stake in Toyo Tire from 3.05% to 20% in February 2019.

The field of mobility is headed toward a once-in-a-century transformation as the focus on connected, autonomous, shared and electric (CASE) vehicles continues to grow. The roles and services expected for the tire business are also changing as the industry is called upon to upgrade capabilities across its operations, from manufacturing to sales and distribution, such as by harnessing AI/IoT to improve production efficiency and by developing fuel efficient, environmentally-friendly products to support the

shift to electric vehicles. Toyo Tire has utilized its own technologies to develop a unique portfolio of products, including large-diameter tires for SUVs and light trucks. Meanwhile, MC has built up a global network and amassed business expertise through activities spanning diverse industries.

Over the past half century, MC has cultivated business ties with Toyo Tire, including the operation of overseas joint ventures. Through this alliance, MC has expanded these cooperative ties to a companywide partnership and will now seek to leverage MC's far-reaching strengths to spur the creation of new business models at both companies. MC will also aim to raise Toyo Tire's corporate value by proposing initiatives for products and services that capitalize on advances in digitalization and mobility.

## MC Moved up a Gear about Projects in Asia

### Urban Development Group

In November 2018, MC, jointly with Surbana Jurong (SJ), a wholly owned subsidiary of Temasek Holdings, a Singapore government affiliated investment company, established a new joint venture to promote urban development projects. The new company was built to move up a gear about urban development projects in Asia.

The new company will be involved in the development of transportation infrastructures as well as urban development projects in the neighboring areas in Asian countries such as Vietnam, Indonesia, the Philippines, Myanmar, and India, where MC and SJ already have substantial experience. In the next five years, the new company plans to invest USD 500 million in projects with a total investment cost of USD 2.5 billion. In the future, the company aims to take on larger-scale urban development projects by inviting third-party investors and with its additional funds.

SJ started operations with the development of public housing and industrial estates in Singapore. For



over 70 years since then, the company has expanded its business to as many as 40 countries, including Vietnam, Myanmar, and India.

On the other hand, MC Group has developed real-estate development businesses not only in Japan but also in Southeast Asia, the US, China, and other countries around the world, building up a wealth of expertise in the real estate business ranging from industrial estates, residential buildings, commercial facilities, to distribution centers. In the future, MC Group will strive for urban development projects across different industries and business fields by making use of its comprehensive strengths, allowing for a holistic view of entire global industries.

MC will contribute to further growth of emerging economies by combining know-how and track records of both companies, and through the supply of high-quality, region-oriented urban functions.



Yoma Central Project in Myanmar



Manor Central Park Project in Vietnam

# Aiming for New Value Creation



## Ten-Group Structure Underpinning the Business Portfolio Strategy

In April 2019, MC reorganized all of MC's Business Groups to promote companywide unity and respond to changes currently taking place, by lowering the height of the walls between these groups that have been around for many years. To build MC's envisioned portfolio and boost its growth potential, operations that are capable of

standing on their own as Core Businesses formed new independent Business Groups. Furthermore, some operations were integrated in the industries where MC's redefined position could leverage new business opportunities. As a result, the seven-group structure existed until the end of the previous fiscal year was reorganized into

a ten-group structure. MC's corporate structure was also rearranged to focus on the main themes of its new "Midterm Corporate Strategy 2021," namely its business portfolio, HR development and digital strategies.

MC's unflinching stance is to create new value ahead of trends and changes of the times. Under

the new group framework, MC will strive to create more value than markets and customers expect to see with its bold ideas and ability to get things done. In this special feature, a couple of MC's efforts to create such value will be introduced.

### ■ Missions of the New Business Groups

	<b>Natural Gas</b>	Our mission is to increase and add value to our liquefied natural gas (LNG) assets by capturing our customer needs. The demand for LNG is growing as a source of energy for the power and industry sector. At the same time, the market dynamics in Japan is changing due to electricity and gas deregulation, and sources of energy have never been as diverse as today. In this context, we see a growing need for LNG supply and demand balancing function in the market.
	<b>Industrial Materials</b>	Against a backdrop of an increasingly competitive environment, diversifying material needs are likely to present new business opportunities. Our mission is to redefine the role MC can play in providing solutions to industries in which it operates and focus resources in areas where the Company can leverage its strengths and capabilities.
	<b>Petroleum &amp; Chemicals</b>	The transition to a low-carbon society and increasing importance of environmental action continue to have an impact on the petroleum and chemical industries. Our mission is to find solutions to global issues by concentrating on Core Businesses in these industries where MC can demonstrate its strengths and functions.
	<b>Mineral Resources</b>	Metallurgical coal and copper as its main pillars, the mission is to further enhance the competitive advantage as well as the quality of its world-class quality assets, while delivering long-term sustainability in ways which are good for the environment and for supply stability.
	<b>Industrial Infrastructure</b>	More and more market players are looking to go digital and reduce their environmental footprints. Our mission is to redefine MC's position in each industry by leveraging its existing machinery, ship and plant and engineering sales businesses and transitioning to high-value-added business models providing solutions for those industries.

	<b>Automotive &amp; Mobility</b>	Our mission is to capture demand and leverage MC's formidable business foundations in the evolving the automotive and mobility industries, which are embracing digital technologies and services encapsulated by CASE (Connected, Autonomous, Sharing and Electric). The Group will endeavor to build business models aimed at solving people- and goods-related mobility issues.
	<b>Food Industry</b>	Our mission is to help solve the societal challenges surrounding supply chains and build a stable and sustainable business model. The Group also contributes to Japanese companies by expanding their high-quality products and services into overseas markets, thereby creating new growth opportunities.
	<b>Consumer Industry</b>	Our mission is to spearhead solutions to societal challenges in the retail and distribution industries and maximize the value of MC's physical assets as social infrastructure, including its network of retail stores. The Group will also effectively combine its physical assets with digital technologies to build consumer-oriented retail and distribution platform businesses.
	<b>Power Solution</b>	The mission is not only to contribute to stable power supplies, but also to create new added-values for power consumers/users by combining renewables and other environmentally-friendly energy sources and digital technologies.
	<b>Urban Development</b>	Our mission is to establish high-value-added and large-scale businesses, through combining MC's expertise in areas including urban development, infrastructure development and asset finance to meet societal and environmental needs such as urbanization and reduced carbon footprints.

# Cleaner Energy for a Low-Carbon Society

MC is focused on being a cleaner-energy provider. Our portfolio ranges from natural gas business, which MC has history of being involved for more than 50 years, to Distributed Power Generation business and power storage business. We have a presence across the energy value chain, and in a position to meet customer needs from all angles.

## Stable Supply of LNG —an energy source of low carbon footprint—

Natural gas has lower greenhouse gas emissions than other fossil fuels. MC has been involved in the LNG industry ever since Japan first imported LNG from Alaska in 1969. As the world see the needs to transform to a lower-carbon society, MC expect further growth in natural gas demand across the globe. We will increase and strengthen our natural gas value chain in order to provide the energy for our customers around the world.



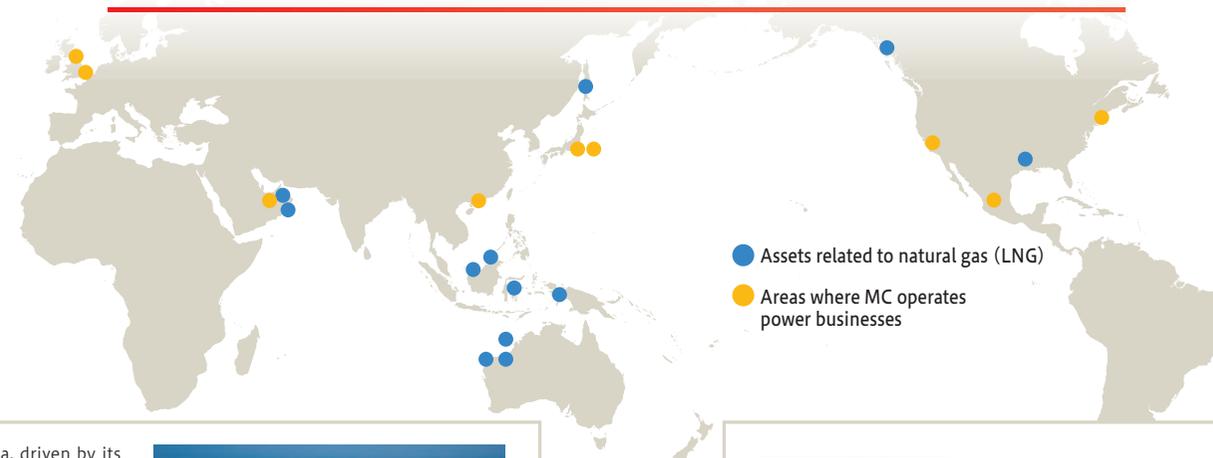
## Renewable Power Generation Business

Our power business is helping to realize a low-carbon society by making use of all kinds of renewable energy sources, including solar, wind, and biomass, to meet the needs of each region. MC was one of the first companies to participate in offshore wind power generation projects, and the offshore power transmission business to deliver power to consumers in Europe, where progress in use of offshore wind energy is well advanced. By accumulating knowledge and know-how in this field, MC aims to expand these businesses to other regions. Also, distributed power generation is expanding as it gains competitiveness with traditional large-scale power generation. This trend is partly because of falling costs for solar power generation and technological innovations in energy storage.



Natural gas demand is expected to grow at a steady pace especially in Asia. MC will secure stable supply of cleaner energy by acquiring and strengthening LNG assets in the Pacific area, an area that has a logistical advantage for the consuming countries.

## Portfolio of Effective Assets



With operation sites in the US, Asia, Europe, and Japan, MC has been expanding its power generation business, which promotes local production for local consumption. We will continue to build a robust portfolio centered on clean, gas-fired power generation and renewable energy. In tandem, we aim to have at least 20% of our power generation come from renewables by 2030 (based on generation amount).

### New Business Anticipating Market Changes

Primary energy demand is growing in emerging markets, particularly in Asia, driven by its economic growth. We also face requirements to use energy that has lower environmental impact. Natural gas, having lower greenhouse gas emissions than other fossil fuels, is an energy source that meets both requirements. MC will capture this surging demand for natural gas while responding to changes in market demands.

For instance, in August 2018, MC acquired a 25% stake in Summit LNG Terminal Co. (Pvt.) Ltd., a company that operates a LNG receiving terminal in Bangladesh, utilizing a floating storage and regasification unit (FSRU). The FSRU started operation in April 2019, and has been operating stably ever since.



### New Business Anticipating Market Changes

In the electricity markets of nine European countries, MC's subsidiary ElectroRoute trades power and transmission rights, provides power-trading services related to renewable energy to support power utilities in achieving optimal sales, and provides power trade support services to meet the needs of power consumers (left). MC is also working to establish technology to support transportation and supply of large volumes of hydrogen, which are required for the full introduction of large-scale hydrogen power generation, which does not emit CO2 during combustion (right).



# Putting Consumers First in the Food Business

MC aims to provide a secure, safe supply of food products through sustainable procurement of ingredients. We are also making a unique contribution to consumers and their communities by reflecting direct feedback from consumers through our retail businesses into our corporate functions.

## A Retail Business for Enriching Consumer Lifestyles

### Product Development Based on Consumer Needs

Gourmet Delica Co., Ltd., a subsidiary of MC since October 2018, is a manufacturer and seller of pre-cooked food such as lunch boxes and steamed rice products. It has excellent production technology and product development capacity, and has supplied Lawson, Inc. for nearly 30 years. MC Group will leverage its combined capabilities to further strengthen Gourmet Delica's manufacturing and development functions with a view to assisting further product enhancement at Lawson.



### Data-Based Consumer Value Creation

Loyalty Marketing, Inc., which operates coalition loyalty program Ponta, has an expansive marketing base. The Ponta service enables consumers to accumulate points at multiple affiliated stores using a single card. By combining this with various data such as member data and usage information, Loyalty Marketing provides marketing services that accurately reflect consumer needs. Loyalty Marketing is also developing services in Indonesia, Malaysia, and South Korea, streamlining overall distribution and maximizing consumer value.



## A Sustainable, Traceable Food Business

### Food Material Business

MC and Olam International Limited, a major Singapore-based agricultural company with strong capabilities in production and procurement of sustainable food material, jointly established a food material sales company. This company sells products certified by third parties such as the Rain-forest Alliance (RA) and Fair Trade, as well as food materials under Olam's proprietary sustainability program. This company will continue to work with Olam to promote the spread of sustainable materials and products as part of a solution to societal issues.



Chocolate made from RA-certified cacao beans, developed jointly with the Japanese Consumer's Co-operative Union



Lawson's MACHI café coffee is made from RA-certified coffee beans

### US Food Business

Sesaco Corporation, which has been a subsidiary of MC since 2011, is currently engaged in building a traceable supply chain for sesame seeds in the US. Sesaco has developed new types of sesame that can be harvested using large machines, realizing productivity enhancement and traceability at the same time. In 2017, Sesaco acquired a tahini processing plant and is working on adding value through the concept of local production for local consumption in the US, a major consumer of sesame products.



## New Business Anticipating Market Changes



### Business Development in Emerging Consumer Markets

MC will develop food business based on local production for local consumption in emerging markets that have high growth potential, combining local needs with expertise cultivated in Japan. In the process, we will contribute to societal development and improved quality of life for local communities. In Indonesia, MC formed a business alliance with leading Indonesian retailer Alfa Group to conduct business related to living essential goods, such as bread, snacks, beverages, and disposable diapers (left). Also, MC, jointly with a Japanese company, is operating the manufacture and sales of cheese products in Indonesia. In Myanmar, MC invested in local food company Lluvia Limited, which operates food-related businesses including wheat flour and coffee businesses. The company is also involved in new business development, including food terminal business and instant noodle business, contributing to the development of a secure and safe food supply in Myanmar (right).



Unprocessed extracts



Seasonings (sauces, dressings, etc.)

### Aiming for an Even More Sustainable Supply of Food

Mitsubishi Corporation Life Sciences Limited, a seasonings and food materials maker, is manufacturing and selling sauces, dressings and other seasonings by processing and adding unprocessed extracts that are produced by this company and MC's subsidiary Japan Farm Holdings Inc. Going forward, we will make full use of limited resources generated by the meat and marine product businesses, such as bones, meat cuts and shells delivered from MC Group and its partners, to manufacture seasonings and food ingredients. In the process, we aim to maximize added value throughout the supply chain.



# First Individual Shareholder Gathering

In December 2018, a gathering of MC's Management Executives including President and CEO Takehiko Kakiuchi and our individual shareholders was held for the first time at a venue associated with Mitsubishi – Kaitokaku.

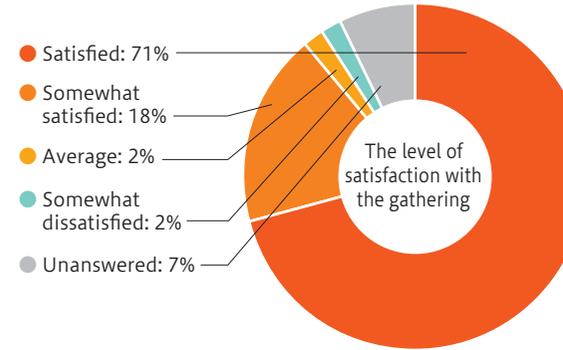
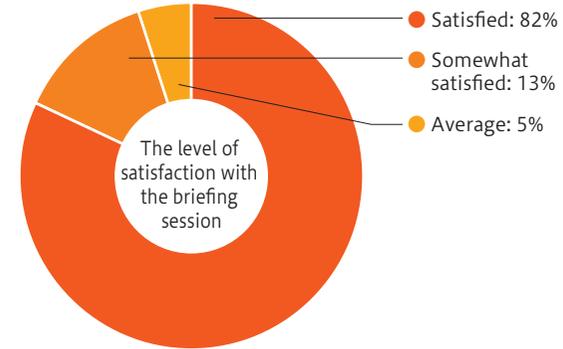
This gathering was held last year for the first time to offer a place where our individual shareholders can gain a better understanding of MC business and management executives. The individual shareholders chosen out of a large number of applicants by fair lottery were invited to this gathering held at Kaitokaku, a venue associated with Mitsubishi, so that they could feel the history of Mitsubishi firsthand.

At the gathering, President and CEO Takehiko Kakiuchi provided an overview of MC businesses with the focus on "Midterm Corporate Strategy 2021," which we announced on November 2, 2018. During a question and answer session, we received many questions and comments from these individual shareholders. Our management executives also joined the gathering to listen to valuable comments from the shareholders.

The next Individual Shareholder Gathering will be held in September, and we are looking forward to your applications.

## Questionnaire replies from the shareholders who participated in the gathering

The following is part of the questionnaire replies from these shareholders after the gathering.



### Comments and requests received (excerpts)

-  The gathering was good because I could see the personality of the president and other executives and the company's operations.

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-  I understood the company's policies well. If such gathering is held more frequently, I believe the number of long-term stockholders will increase.

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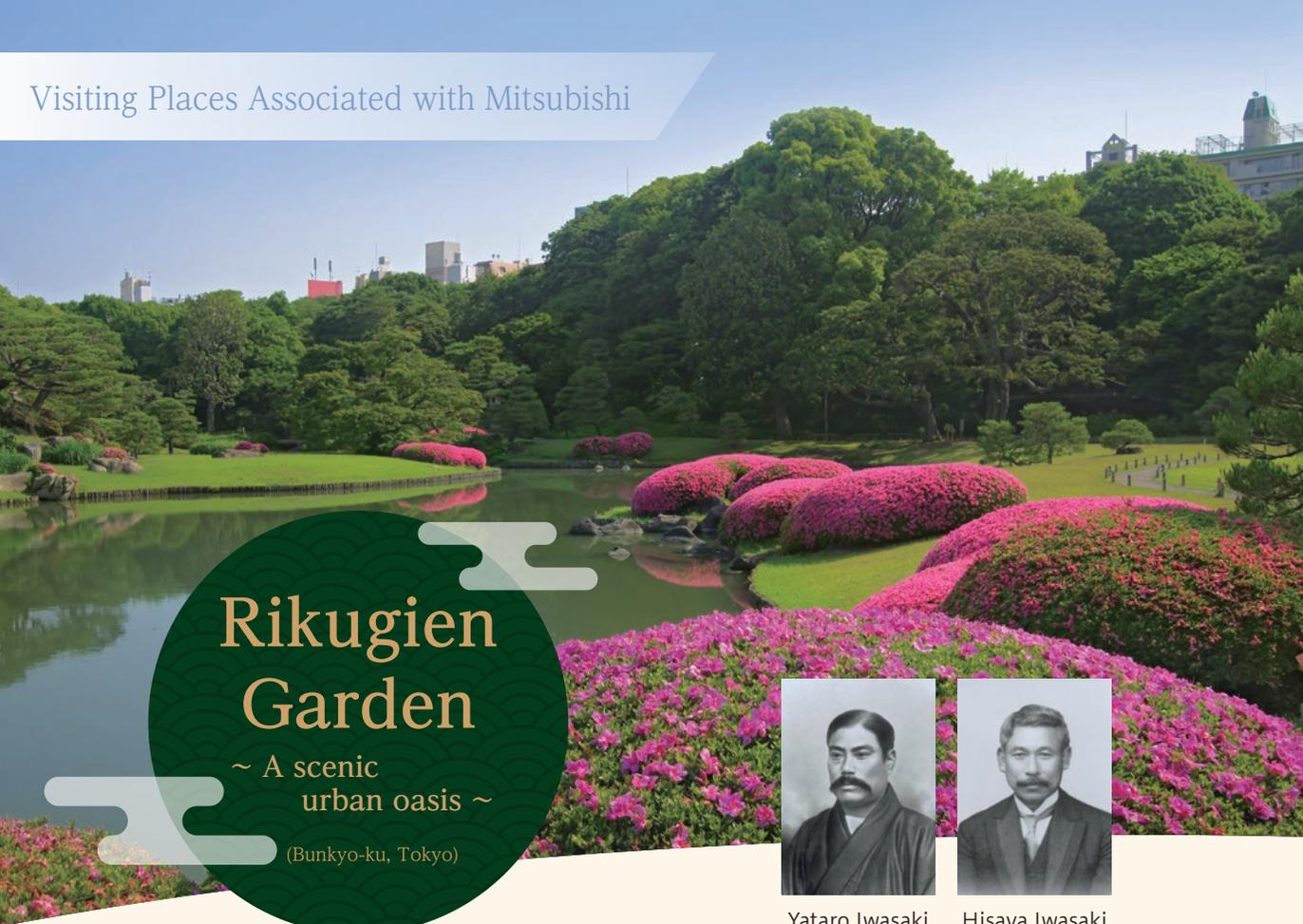
-  I was impressed with your company's "excellence" and "corporate culture" in every detail, including fantastic event planning and the ability to get things done.



Kaitokaku is the Takanawa villa of the Iwasaki Family completed in 1908. Yanosuke Iwasaki (the second President of Mitsubishi) relocated his primary residence in Surugadai to a place where there was a residence inhabited by Hirobumi Ito, the first Prime Minister of Japan, and built this Western-style mansion designed by Josiah Conder. Later, Koyata Iwasaki (the fourth President of Mitsubishi) donated this residence to Mitsubishi as a venue for receiving guests of honor and gatherings of business persons associated with Mitsubishi. Most of the residence was burned down in air raids during the Pacific War, but the Western-style mansion was restored later. The interior of the mansion has gone through a series of renovations, with the original exterior appearance remaining unchanged. Please note that Kaitokaku is not open to the public.

### Invitation to the next MC Individual Shareholder Gathering

- 1. Date**  
 Friday, September 13, 2019  
 14:30-16:30 (planned)
- 2. Venue**  
 Kaitokaku  
 (4-25-33, Takanawa, Minato-ku,  
 Tokyo 108-0074 Japan)  
 15-minute walk from the Shinagawa  
 Station on the JR or the Keihin Kyuko Line
- 3. Purpose**  
 A gathering with MC's management  
 executives including President and CEO  
 Please read the invitation card enclosed  
 herewith for details such as the application  
 procedure.  
 We are looking forward to your applications.



# Rikugien Garden

~ A scenic urban oasis ~  
(Bunkyo-ku, Tokyo)



Yataro Iwasaki Hisaya Iwasaki  
Photos courtesy of Mitsubishi Archives

Rikugien Garden, located in a leading educational district of Bunkyo-ku, Tokyo, is a famous Daimyo (feudal lord) garden from the Edo era, which was created in 1702 by Yoshiyasu Yanagisawa, a sobayonin (personal chamberlain) of the fifth Shogun, Tsunayoshi Tokugawa. Rikugien Garden is a circuit-style, hill-and-pond garden that replicated views of the Sea of Wakanoura and its vicinities in Kishu (now Wakayama), which are mentioned in the Manyoshu (the Anthology of Myriad Leaves) and the Kokin Wakashu (A Collection of Ancient and Modern Japanese Poetry).

This garden, which had been used frequently till the end of the Edo period, was left devastated after the Meiji Restoration. Later, Yataro Iwasaki, the founder of Mitsubishi, acquired the garden and restored it to its original condition. After the death of Yataro, the

management of the garden was taken over by Yanosuke, the second President of Mitsubishi (Yataro's younger brother) and Hisaya, the third President (Yataro's eldest son). While working hard to maintain and improve the sophisticated garden, Hisaya thought he should make it a citizen's oasis. As a result, he donated the garden to Tokyo city in 1938. Opened to the public, Rikugien Garden was designated as a national special place of scenic beauty in 1953. Rikugien Garden is one of the few remaining Daimyo gardens. When strolling around the garden, with trees growing thick around a large pond, visitors can feel that their eyes and heart are soothed by fantastic views of the scenic beauty and flowers blooming in each of four seasons. Located near Rikugien Garden is the Toyo Bunko, another place associated with Mitsubishi. You are recommended to visit these two places at the same time.

## Recommended Viewing Points in Rikugien Garden



### Beautiful flowers blooming in each of four seasons

After passing through Naitei-Daimon (the entrance to the garden), you will be welcomed by the famous weeping cherry trees and other beautiful flowers blooming in each of the four seasons. Also, you can enjoy attractive events such as night viewing of illuminated weeping cherry trees and maple trees. You are also recommended to stroll the garden with the help of a volunteer guide.

~ Flowers you can see in Rikugien Garden ~

<b>Spring</b> Cherry trees (weeping cherry trees, Someiyoshino), azaleas, Satsuki azaleas, etc.	<b>Summer</b> Evergreen magnolias, golden rain trees, bush clovers, hydrangeas, etc.
<b>Fall</b> Colored leaves (Japanese wax trees, maple trees), etc.	<b>Winter</b> Japanese allspices, camellias, plum trees, etc.

### Landscape of the garden seen from tea houses

There are several tea houses in the garden, and the views seen from the tea houses are so beautiful you will forget being in downtown Tokyo. From Takimi Chaya, you can see a mountain stream spouting a spray of water in a forest darkness, even in the daytime. In November, Tsutsuji Chaya will be surrounded by colored leaves. At Fukiage Chaya, you can enjoy shopping for tea and other souvenirs while viewing the pond located at the center of the garden and Nakanoshima in the pond.



Takimi Chaya



Tsutsuji Chaya

#### Access

Location: 6-16-3, Honkomagome, Bunkyo-ku, Tokyo  
 Phone: 03-3941-2222 (Rikugien Garden Service Center)  
 Transportation: Seven-minute walk from Komagome Station (South Exit of the JR Yamanote Line or Exit 2 of the Tokyo Metro Namboku Line) to the front gate of Rikugien Garden. Ten-minute walk from Sengoku Station (Exit A3 of the Toei Mita Line).

\* Parking space not available

Please visit the website for the admission, opening hours, and other details.

## About Us

### Corporate Data (As of March 31, 2019)

Company Name	Mitsubishi Corporation
Date Established	July 1, 1954 (Date Registered April 1, 1950)
Capital	¥204,446,667,326
Registered Head Office	Mitsubishi Shoji Building 3-1, Marunouchi 2-chome, Chiyoda-ku, Tokyo, 100-8086, Japan
Number of Employees	Parent company: 4,826 Parent company and all of its consolidated subsidiaries: 79,994 *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, 2019.
Number of Consolidated Subsidiaries and Equity-Method Affiliates	1,425

### Directors and Audit & Supervisory Board Members (As of June 21, 2019)

Chairman of the Board	Ken Kobayashi	Director (Outside)	Akihiko Nishiyama (Professor, Ritsumeikan University)
* Director President & CEO	Takehiko Kakiuchi	Director (Outside)	Toshiko Oka (CEO, Oka & Company Ltd.)
* Director Executive Vice President	Kanji Nishiura	Director (Outside)	Akitaka Saiki
* Director Executive Vice President	Kazuyuki Masu	Director (Outside)	Tsuneyoshi Tatsuoka
* Director Executive Vice President	Shinya Yoshida	Director (Outside)	Shunichi Miyanaga (Chairman of the Board, Mitsubishi Heavy Industries, Ltd.)
Director Executive Vice President	Akira Murakoshi	Audit & Supervisory Board Member (full-time)	Shuma Uchino
* Director Executive Vice President	Masakazu Sakakida	Audit & Supervisory Board Member (full-time)	Hajime Hirano
Director Executive Vice President	Hidenori Takaoka	Audit & Supervisory Board Member	Tadashi Kunihiro (T.Kunihiro & Co., Attorneys-at-Law)
		Audit & Supervisory Board Member	Ikuo Nishikawa
		Audit & Supervisory Board Member	Yasuko Takayama

Note 1: \* Indicates a representative director.

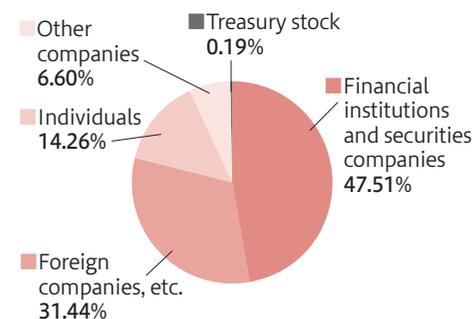
Note 2: All Directors (Outside) and Audit & Supervisory Board Members (Outside) are designated as independent Directors or independent Audit & Supervisory Board Members, specified by the Tokyo Stock Exchange and other stock exchange in Japan.

### Share Data (As of March 31, 2019)

#### 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	230,306

#### Shareholder Composition



Mitsubishi Corporation's businesses, sustainability initiatives, investors relations, and latest integrated reports etc. are available on the homepage in detail.

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



## 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>

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

Transfer Agent for Shares and Special

Accounts Management Institution :

Mitsubishi UFJ Trust and Banking Corporation

## Treeplanting 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 second half of the year ended March 2019, 17,901 shareholders participated in this program. We have planted a total of 351,984 trees to date.

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