

Mitsubishi Corporation

Midterm Corporate Strategy 2018

Evolving Our Business Model from Investing to Managing

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President & CEO

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(1) Financial Targets

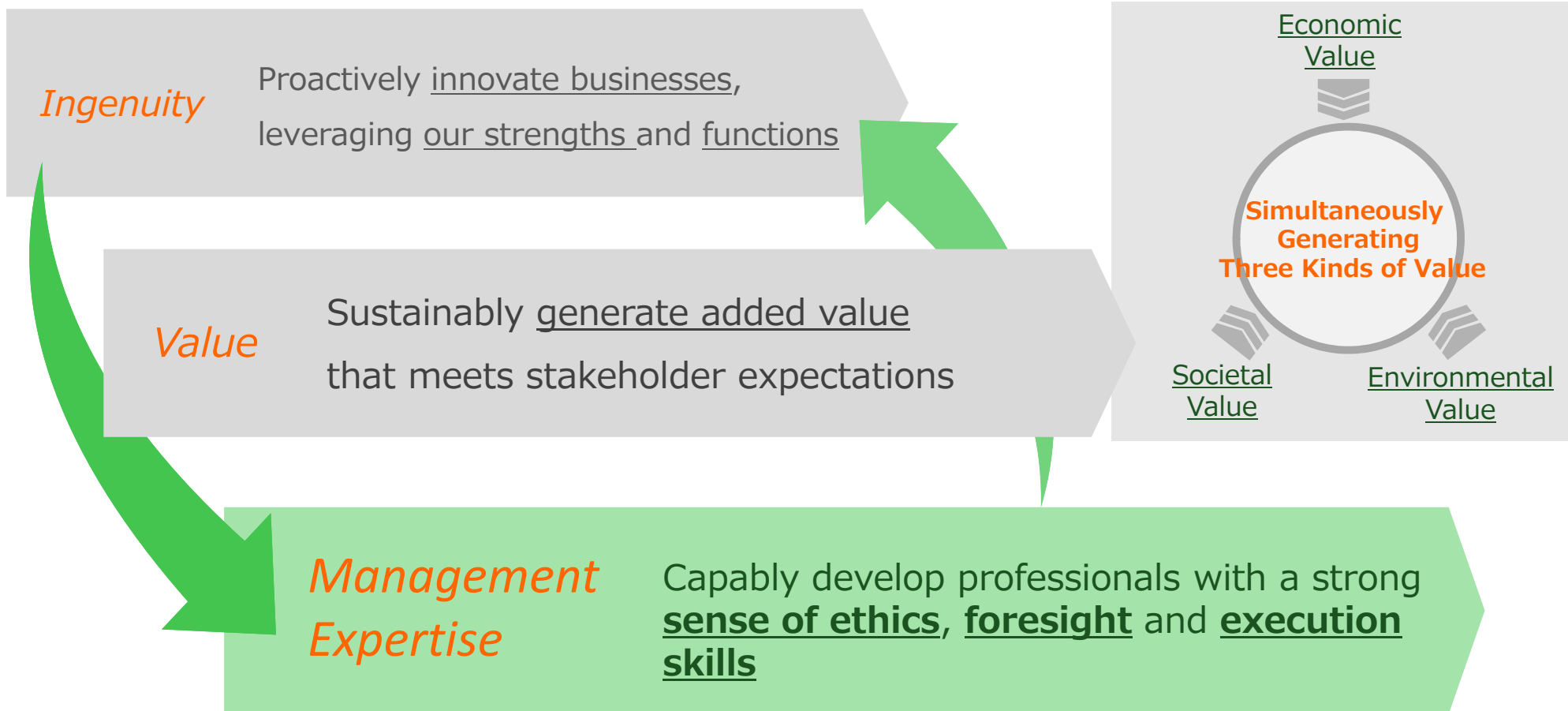
(2) Shareholder Returns

(Forward-Looking Statements)

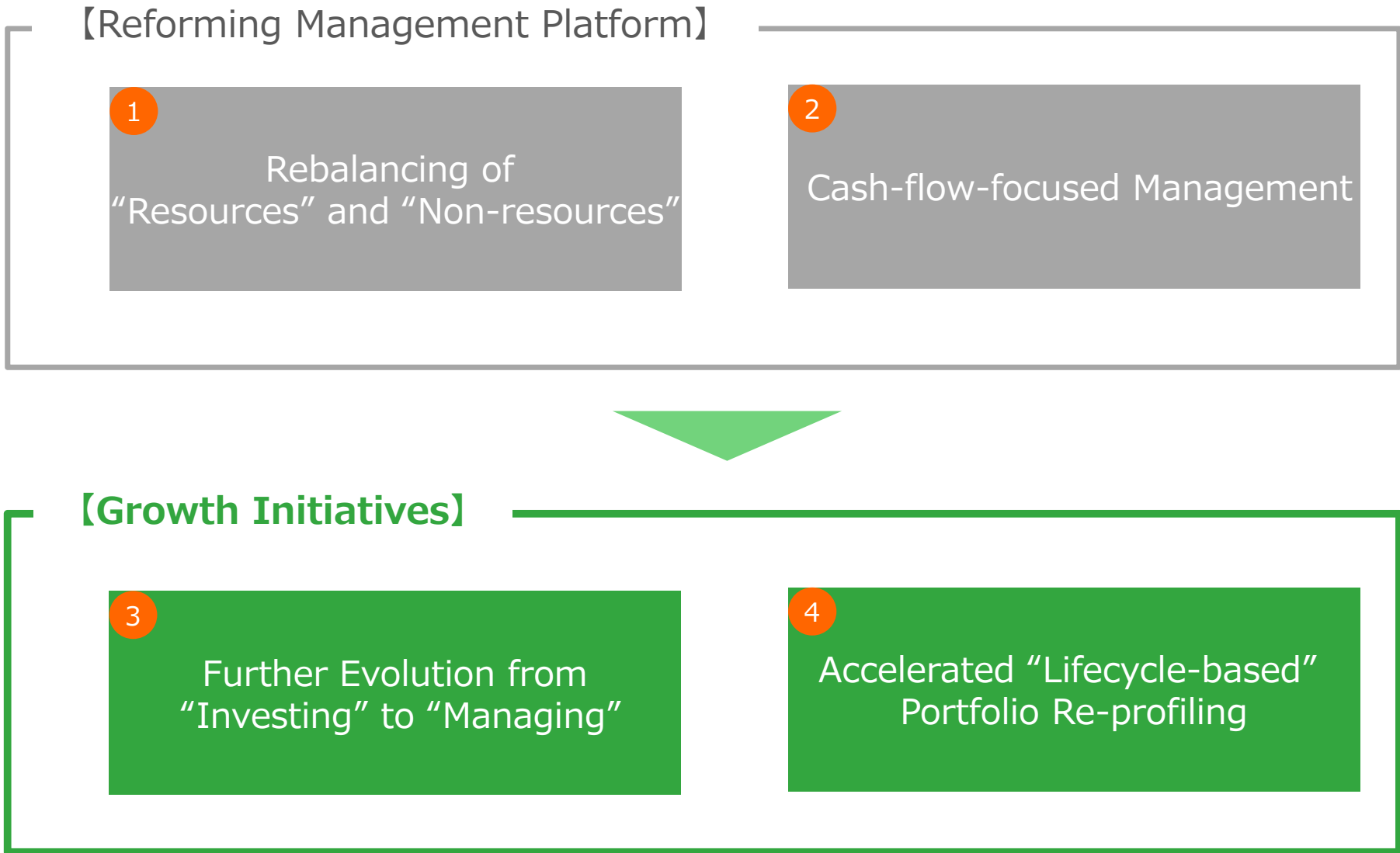
- This release contains forward-looking statements about Mitsubishi Corporation’s future plans, strategies, beliefs and performance that are not historical facts. Such statements are based on the company’s assumptions and beliefs in light of competitive, financial and economic data currently available and are subject to a number of risks, uncertainties and assumptions that, without limitation, relate to world economic conditions, exchange rates and commodity prices.
- Accordingly, Mitsubishi Corporation wishes to caution readers that actual results may differ materially from those projected in this release and that Mitsubishi Corporation bears no responsibility for any negative impact caused by the use of this release.

Corporate Vision

Leverage our ingenuity to create new business models and generate value for societies, thereby developing the highest level of management expertise

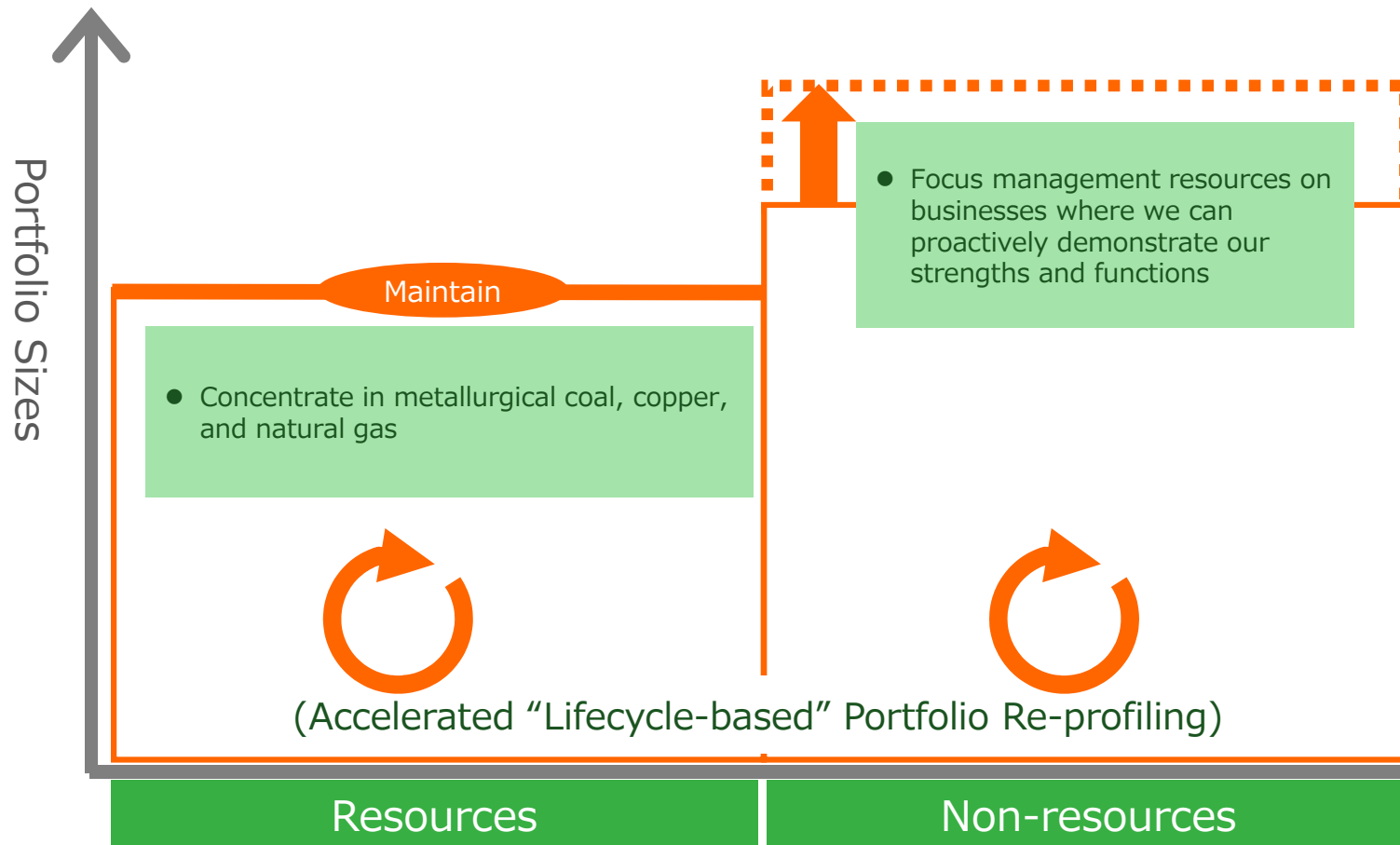


Management Approach Over Next Three Years



(1) Rebalancing of "Resources" and "Non-resources"

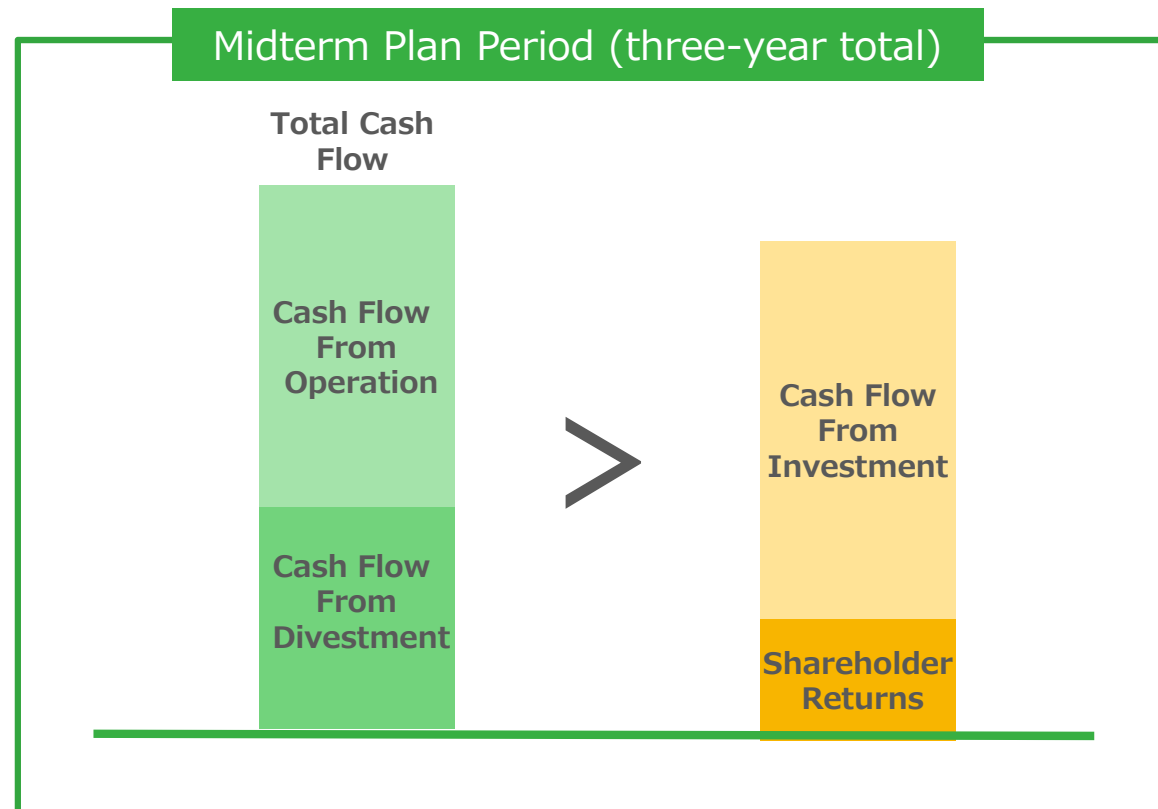
- Rebalance portfolios
 - In Resources : Continue to invest in prime assets while maintaining portfolio sizes, thereby optimizing portfolio quality
 - In Non-resources : Re-profile portfolios but increase their sizes by investing in growing businesses where we can proactively demonstrate our strengths and functions



(2) Cash-flow-focused Management

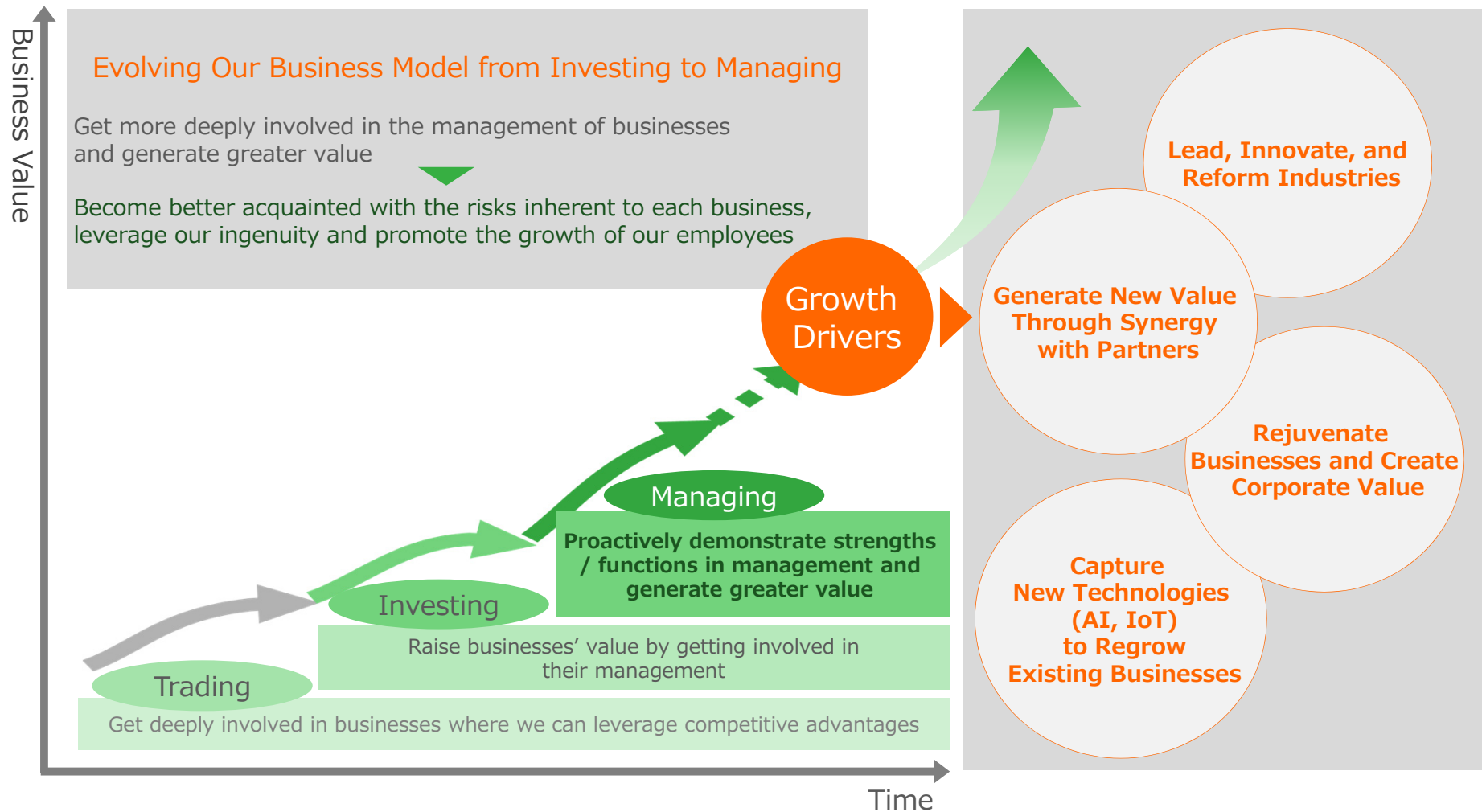
- Have Corporate and the Business Groups **focus on managing cash flow** and controlling interest-bearing debt to maintain business stability and remain flexible amidst economic uncertainty

Over the next three years, **manage investments and shareholder returns within our total cash flow**



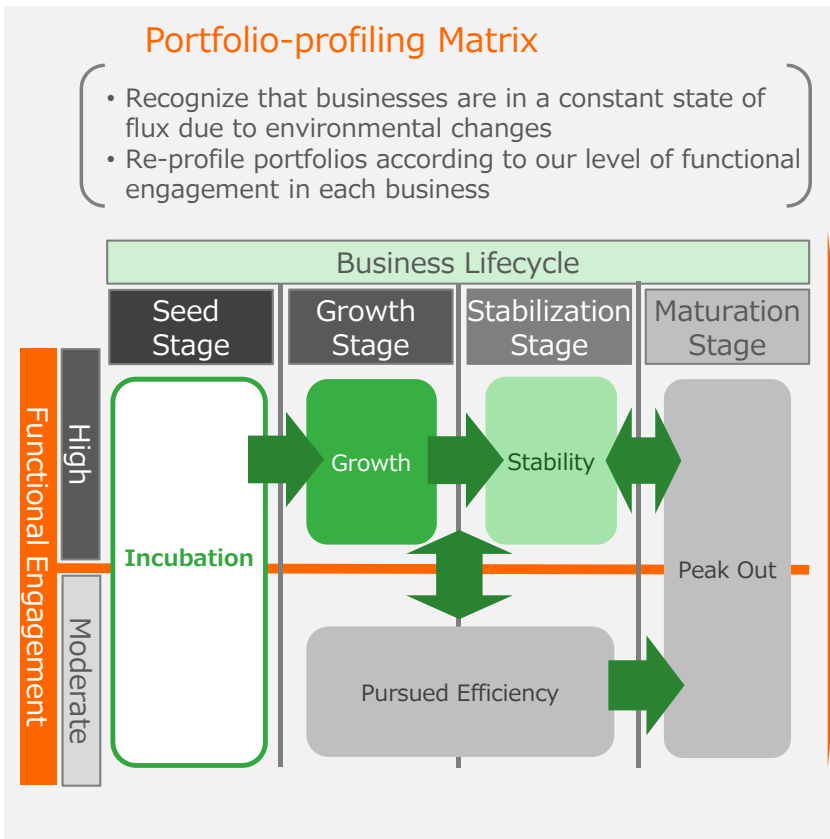
(3) Further Evolution from "Investing" to "Managing"

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



(4) "Lifecycle-based" Portfolio Re-profiling

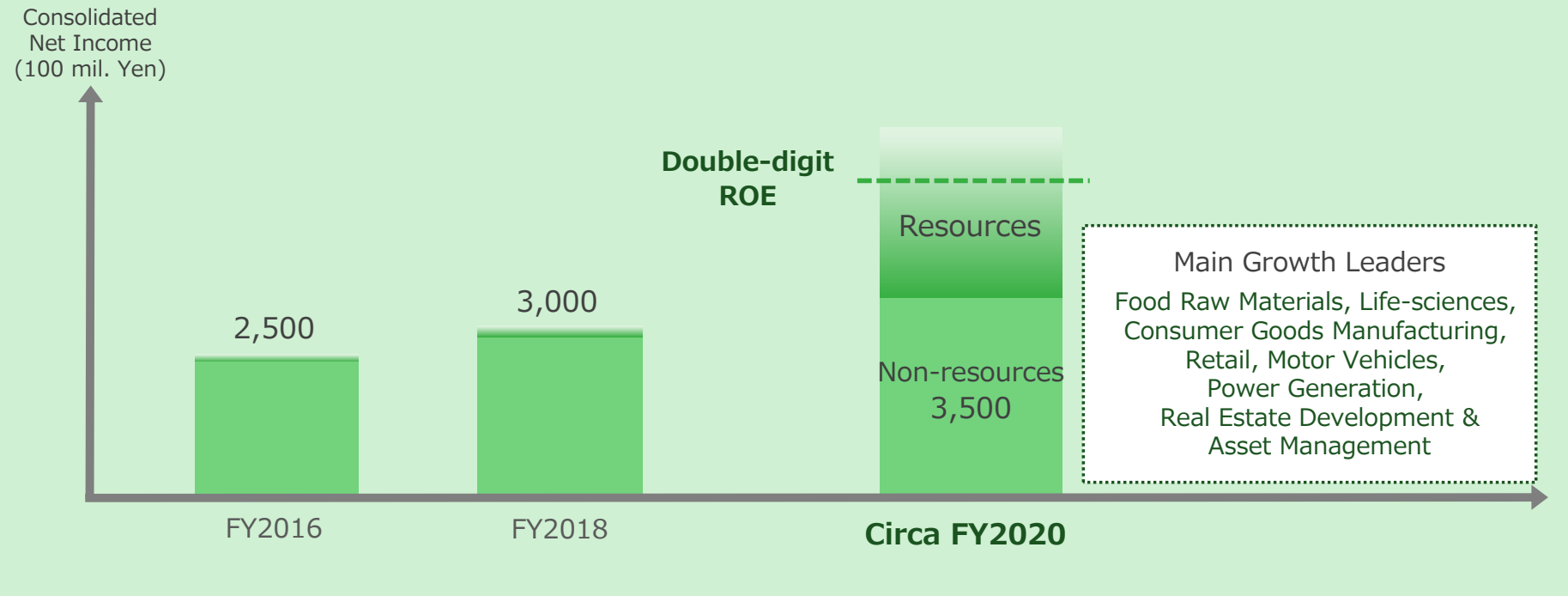
- Cognizant of business lifecycles and influencing factors, promote portfolio re-profiling according to our level of functional engagement in each business



		Management resources allocation
Growth	<ul style="list-style-type: none"> Businesses in which we generate growth by playing a leading role in their management 	<div style="border: 1px dashed black; padding: 5px;"> Aim for at least 10 billion yen in consolidated net income per business segment </div>
Stability	<ul style="list-style-type: none"> Businesses that already have solid foundations, and from which we can generate a certain level of stable earnings by proactively demonstrating our strengths 	
Pursued Efficiency	<div style="border: 1px dashed orange; padding: 5px;"> Assess whether or not a business should be continued based on our functional engagement in the business and its lifecycle </div>	<ul style="list-style-type: none"> Continue as long as business is growing more efficient
Peak Out		<ul style="list-style-type: none"> Aim at building a fundamental/growth business <ul style="list-style-type: none"> - Leveraging our function by management engagement - Proactively leading business reform - Changing the business model by combining the business foundation with new technologies Assign equal priority to missions whose objectives are to exit from peaked out businesses
Incubation	<ul style="list-style-type: none"> New businesses in the startup or incubation stages where we can apply our existing strengths 	<div style="border: 1px dashed black; padding: 5px;"> Assign equal priority to missions whose objectives are to develop wholly new businesses </div>

(1) Financial Targets

Aim for double-digit ROE through an effective combination of further growth in Non-resources and portfolio re-profiling in Resources



Basic Approach / Objective

- **High-value Earnings**
 - Build on our unique strengths and show initiative in the pursuit of high-value earnings
- **Efficiency / Financial Discipline**
 - In allocating management resources, prioritize efficiency ahead of scale
 - Target solid A Rating

(2) Shareholder Returns

- Focus on **dividend as basic approach** to returning value to shareholders
- **Increase dividend flexibly** in line with sustainable earnings growth **based on a progressive dividend scheme**
- Flexibly buy back our stock, only when necessary

