



CORPORATE BROCHURE 2023

ENGLISH

Thinking of one, of all.  **Mitsubishi Corporation**

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Mitsubishi Corporation 2023

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Mitsubishi Corporation

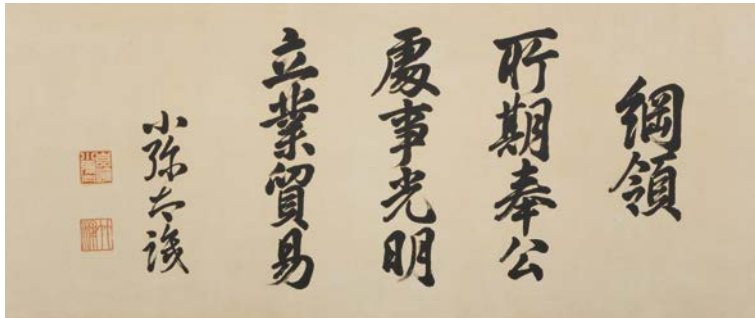
Introduction

Mitsubishi Corporation (MC) is a global integrated business enterprise that develops and operates businesses together with its offices and subsidiaries worldwide, as well as with its global network of around 1,700 group companies.

MC has 10 Business Groups that operate across virtually every industry: Natural Gas, Industrial Materials, Chemicals Solution, Mineral Resources, Industrial Infrastructure, Automotive & Mobility, Food Industry, Consumer Industry, Power Solution and Urban Development. Through these 10 Business Groups plus the addition of its Industry Digital Transformation Group and Next-Generation Energy Business Group, MC's current activities have expanded far beyond its traditional trading operations to include project development, production and manufacturing operations, working in collaboration with our trusted partners around the globe.

With an unwavering commitment to conducting business with integrity and fairness, MC remains fully dedicated to growing its businesses while contributing to a prosperous society.

Corporate Philosophy – The Three Corporate Principles



The Three Corporate Principles were formulated in 1934 as the action guidelines of Mitsubishi Trading Company (Mitsubishi Shoji Kaisha), based on the teachings of Koyata Iwasaki, the fourth president of Mitsubishi.

Although Mitsubishi Trading Company ceased to exist as of 1947, the principles were adopted as MC's corporate philosophy, and this spirit lives on in

the actions of today's management and employees. The Three Corporate Principles also serve as the cornerstone of the management ethos of the so-called Mitsubishi group of companies. Active in many business fields and united by a common history and philosophy, the Mitsubishi companies continue to grow through a strong spirit of friendly competition with one another.

Corporate Responsibility to Society

"Shoki Hoko"

Strive to enrich society, both materially and spiritually, while contributing towards the preservation of the global environment.

Integrity and Fairness

"Shoji Komei"

Maintain principles of transparency and openness, conducting business with integrity and fairness.

Global Understanding Through Business

"Ritsugyo Boeki"

Expand business, based on an all-encompassing global perspective.

(The modern day interpretation of the Three Corporate Principles, as agreed on at the Mitsubishi Kinyokai meeting of the companies that constitute the so-called Mitsubishi group in January 2001.)

Corporate History

Foundation to 1970s

- 1954** Mitsubishi Shoji was newly founded and listed on both the Tokyo and Osaka stock exchanges.
- 1967** Announced its first management plan.
- 1968** Made its first large-scale investment by committing to a large LNG (liquefied natural gas) development project in Brunei.
- 1971** Made "Mitsubishi Corporation" its official English name.

The 2000s

- 2001** Introduced an aggressive blueprint for growth titled "MC2003" which involved expanding the company's value chains, strengthening its profitability, and focusing strategies to create new businesses.
- 2004** Unveiled "INNOVATION 2007" which sought to establish MC as a "New Industry Innovator" by accelerating the company's research and development activities to respond to future strategic fields.

2020s

- 2021** Established "Roadmap to a Carbon Neutral Society."
- 2022** MC announced its new three-year management plan entitled, "Midterm Corporate Strategy 2024 - Creating MC Shared Value." This plan sets the goal of continuously creating significant shared value by enhancing the MC Group's collective capabilities to address societal challenges.

The 1980s to 1990s

- 1986** Drew up a management plan and new policy that shifted the company's focus from operating transactions to profits.
- 1992** Announced a management policy to reinvent the company as a "Sound, Global Enterprise." Began placing greater focus on its consolidated operations and increasing the value of its assets.
- 1998** Announced "MC2000" which introduced a "Select & Focus" approach to business, strengthened strategic fields, and emphasized customer-oriented policies. The new plan was instrumental in shoring up the company's foundations and paving the way to a prosperous future.

2010s

- 2010** Announced "Midterm Corporate Strategy 2012" which sought to strengthen the company's management platform based on the diversification of business models.
- 2016** Released "Midterm Corporate Strategy 2018" with a corporate vision to leverage MC's ingenuity to create new business models and generate value for societies, thereby developing the highest level of management expertise.
- 2018** Announced "Midterm Corporate Strategy 2021."

Global Network (Countries and Regions) (As of April 1, 2023)

MC has developed a global network to drive its next phase of major growth by continuously improving its ability to respond to change while also encouraging collaboration through the efficient and effective allocation of roles between the Head Office, MC offices and subsidiaries, and group companies.

The MC Group operates in a rapidly evolving business environment, both in Japan and around the world, with heightening geopolitical risks and an increasingly borderless global society and market.

In response to these swift and complex changes, and in order to accelerate the implementation of its business management model, MC leverages its global network in 90 countries and regions worldwide, to gather and communicate relevant, real-time business intelligence. This enhanced global network is used to identify potential sources of growth and new business opportunities, as well as to bolster risk management practices and ultimately support the expansion of the

MC Group.

MC has long contributed to the development of societies and economies by working with its customers and partners all over the world to develop a wide range of businesses that it could not have realized on its own. These positive relationships are built upon day by day as irreplaceable assets spanning the past, present and future.

In this manner, the MC Group aims to maximize its corporate value by enhancing its global network and by fully leveraging its collective abilities, including its solid relationships with customers and partners around the world.

(As of April 1, 2023)



Location of MC Operations

Japan

Sapporo
Akita
Sendai
Choshi
Nagoya
Toyama
Osaka
Takamatsu
Hiroshima
Fukuoka
Naha

North America

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

Toronto
Mexico City

Latin America & the Caribbean

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

Europe

London
Madrid
Paris
Amsterdam
Düsseldorf
Milan

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

Africa

Johannesburg
Dakar
Casablanca
Abidjan
Algiers
Lagos

Tunis
Nairobi
Addis Ababa
Dar es Salaam

Middle East

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

East Asia

Ulaanbaatar
Beijing
Guangzhou

Shenzhen
Wuhan
Xiamen
Qingdao
Shanghai
Dalian
Chengdu
Hong Kong
Taipei
Seoul

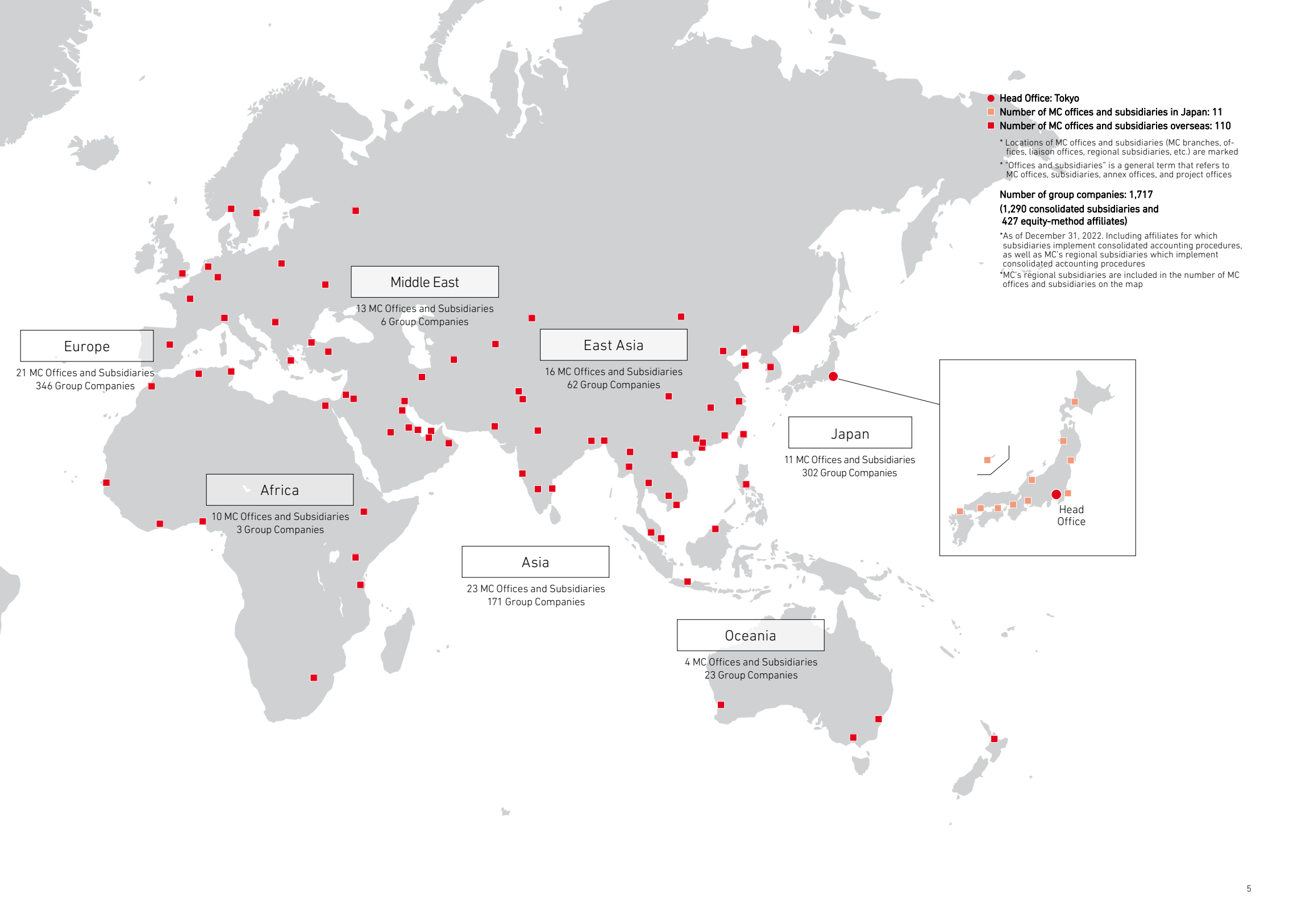
Asia

Karachi
Islamabad
Lahore
New Delhi
Mumbai
Kolkata
Chennai
Bangalore
Dhaka
Yangon

Nay Pyi Taw
Bangkok
Kuala Lumpur
Singapore
Phnom Penh
Hanoi
Ho Chi Minh City
Jakarta
Bandar Seri Begawan
Manila

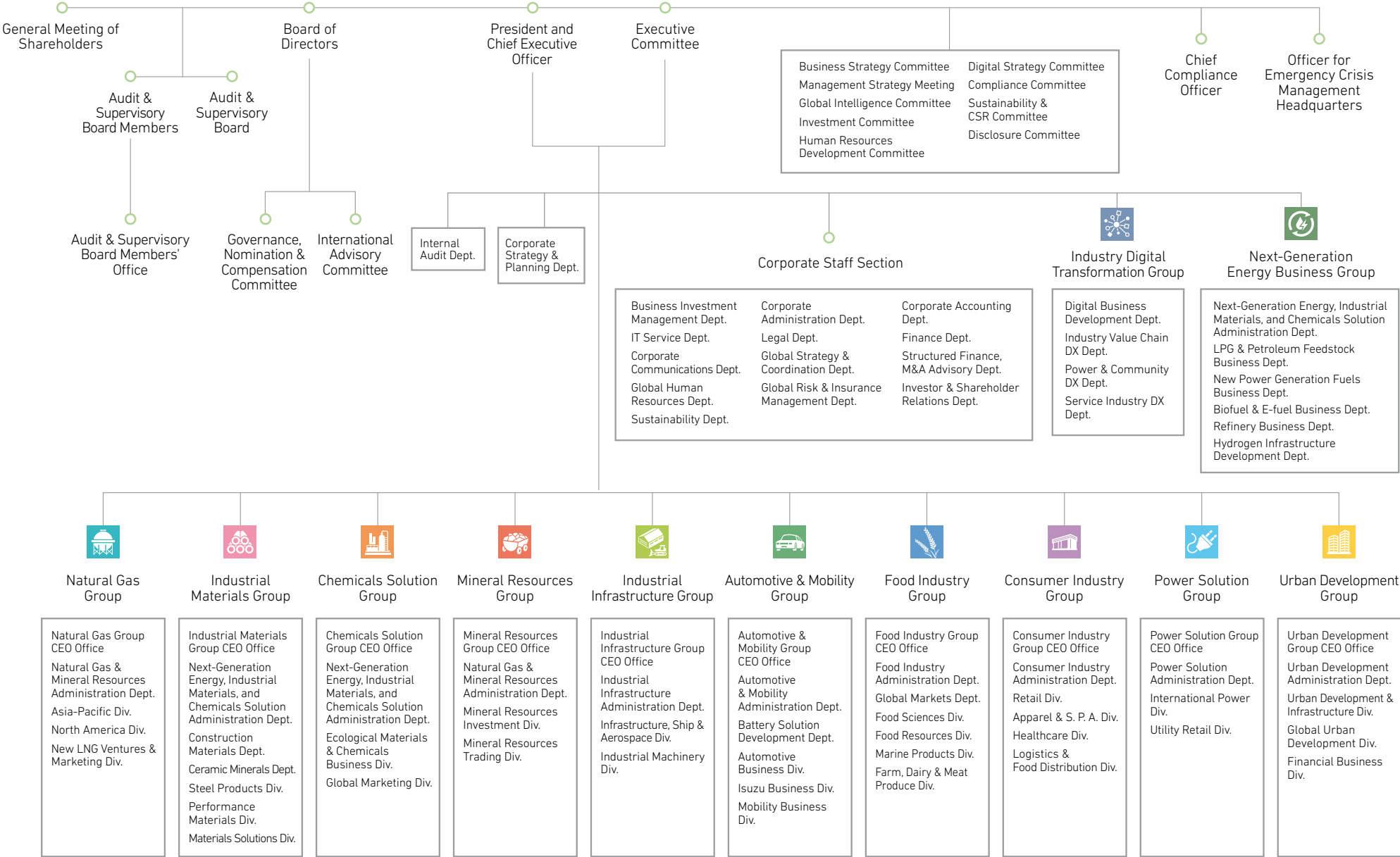
Oceania

Melbourne
Sydney
Perth
Auckland



Organizational Structure

(As of April 1, 2023)



*Organizational Structure of the head office

Roadmap to a Carbon Neutral Society (Established in October 2021)

There is an urgent need for decarbonization initiatives in response to global climate change. The MC Group will continue to fulfill its responsibility as an active player in industries including resources and energy by continuing to provide a stable supply of energy, such as natural gas, while working to achieve a carbon neutral society.



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



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



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

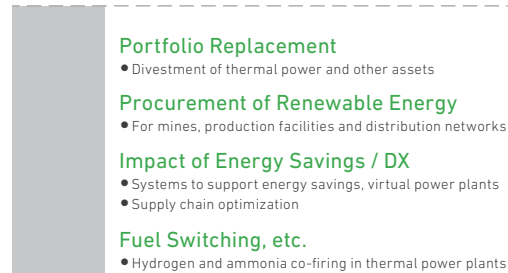
Greenhouse Gas Reduction Targets

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

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

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

25.30 MMTCO₂e^{*1}



FY2020 (baseline) ^{*2}

FY2030 Target

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

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

Industry Transformation
 New Technologies and Innovations

Net Zero ^{*3}

2050 Target

^{*1} The above figures represent the Scope 1 and Scope 2 emissions of MC and its consolidated companies, including affiliates, based on the equity share approach (for details, refer to <https://mitsubishicorp.disclosure-site/en/themes/113#977>)
^{*2} FY2020 is set as the new baseline, as it provides the most accurate affiliate data that was previously unavailable, e.g. Scope 2 market-based method emissions. The data are currently under detailed examination and may be subject to minor revisions.
^{*3} Any residual emissions, after reduction efforts have been made, will be neutralized using internationally-accepted offsetting methods including carbon removal.
 ● Management and disclosure of Scope 3 emissions of particularly large emission categories, including those of affiliated companies' emissions as described in ^{*1} above, will be considered in tandem with future international debate and frameworks.
 ● The specific reduction plan and measures for the GHG emissions reduction targets will be adjusted as required in line with progress of technological developments, economic viability and policy/institutional support.

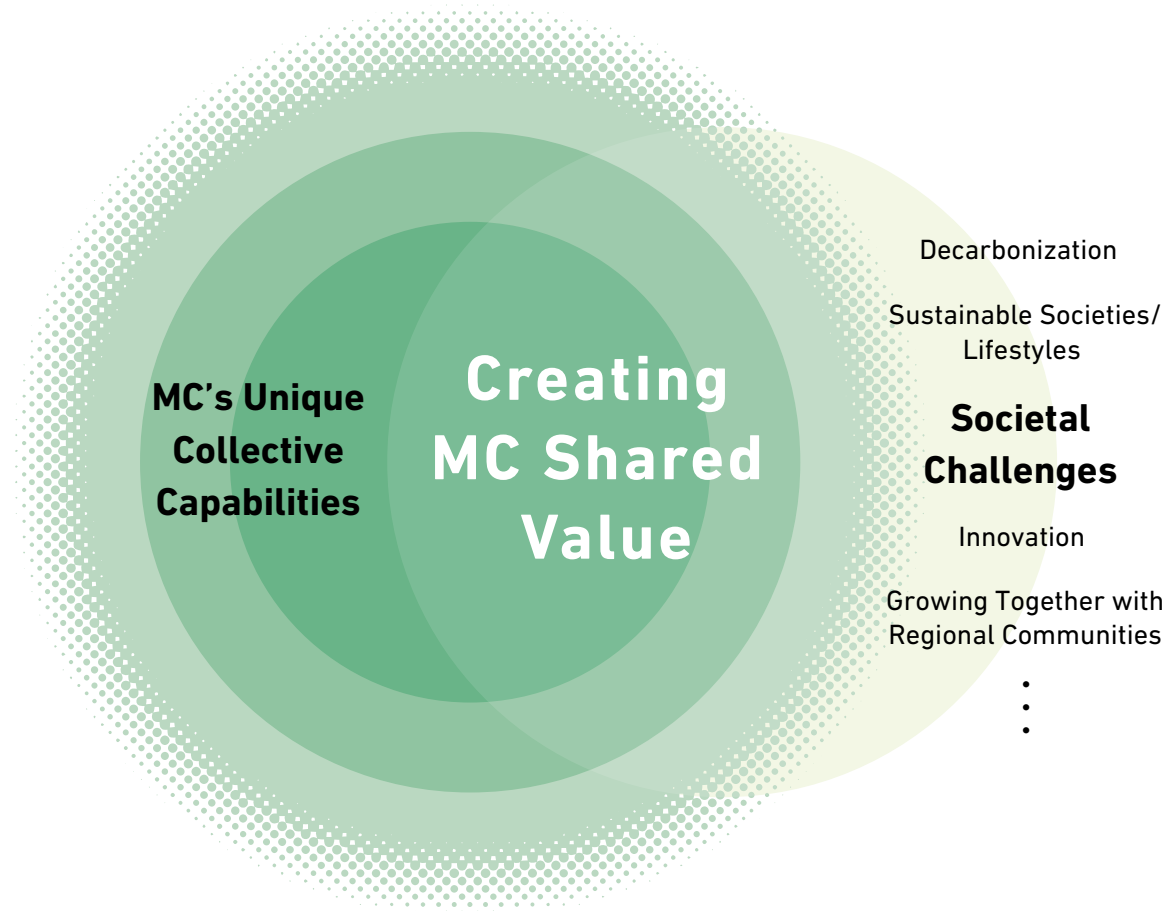
Midterm Corporate Strategy 2024 – Creating MC Shared Value

(Announced in May 2022)

Our Goals Under Midterm Corporate Strategy 2024

What Is MCSV?

The continuous creation of significant shared value by elevating MC Group's collective capabilities in order to address societal challenges.



We will fulfill our mission of simultaneously generating **economic, societal, and environmental value** through our business activities as we respond to the needs of all our stakeholders, while continuously returning to **the Three Corporate Principles**, which have guided MC's corporate philosophy since its founding.



Click here for details

<https://www.mitsubishicorp.com/jp/en/about/plan/>

Quantitative Targets / Shareholder Returns

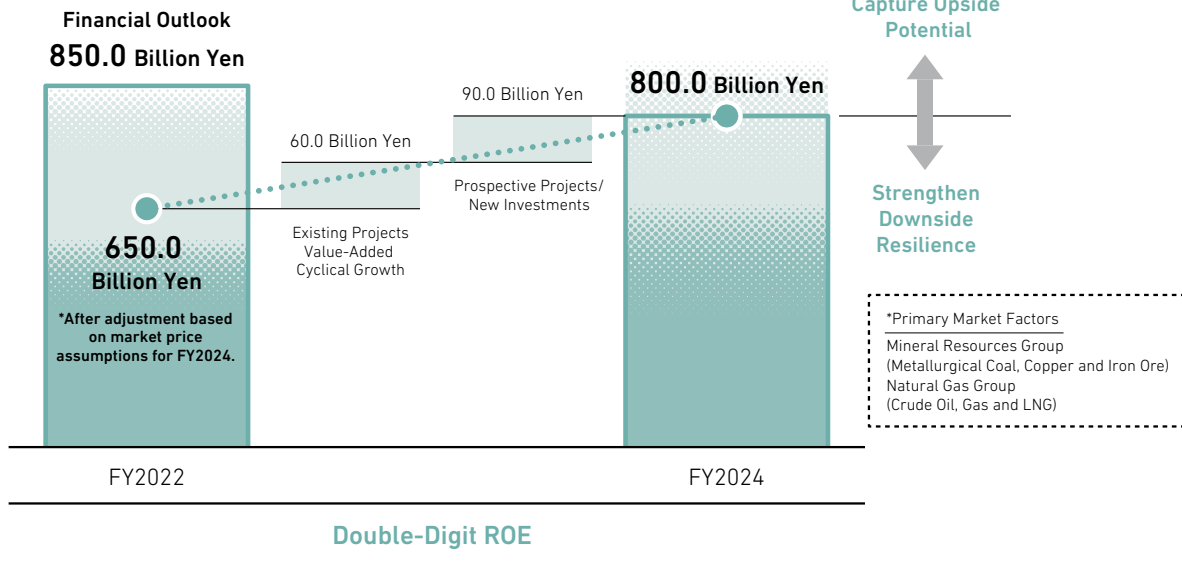
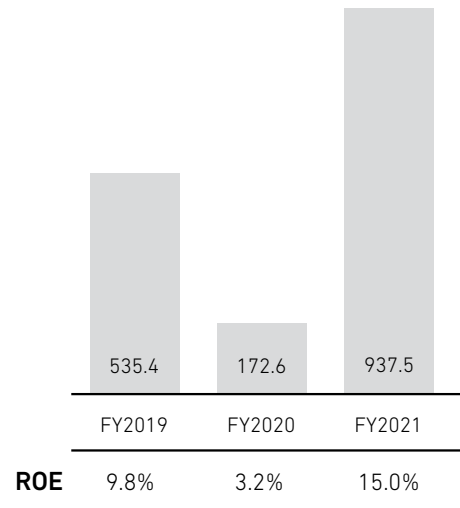
We will achieve steady growth of earnings independent of market factors and continue to realize shareholder returns through progressive dividends and flexible company share buybacks. We will also strive to transform our business portfolio through investments into future growth, supported by cash flow management that is rooted in financial discipline.

Quantitative Targets

Steady Growth of Earnings Independent of Market Factors

Consolidated Net Income

(Billion Yen)

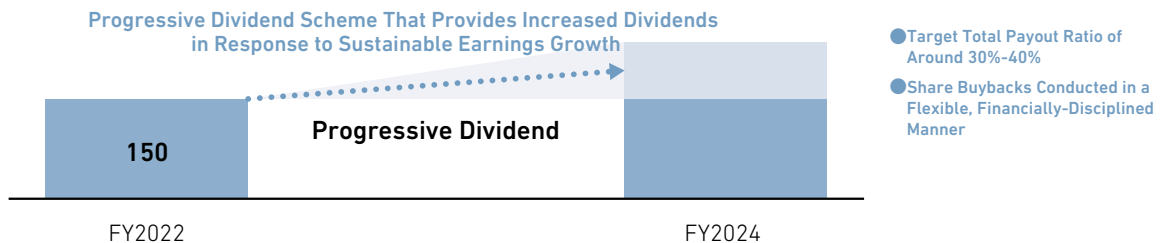
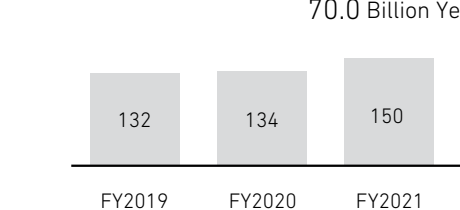


Shareholder Returns

Balanced Policy of Financial Soundness, Stable Dividend Growth and Market Expectations on Shareholder Returns

Dividend per Share

(Yen)



Investment Plan / Business Portfolio

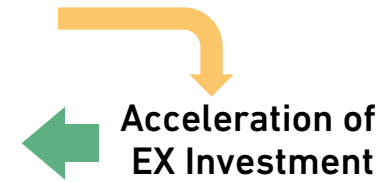
We have planned investments of 3 trillion yen during this midterm strategy period; with accelerated EX-related investments. At the same time, we will steadily promote investments in maintaining and expanding our earnings base as well as in DX/growth-related investment areas.

Investment Plan for FY2022 – FY2024

Area	Scale of Investment	Major Investment Targets of Midterm Corporate Strategy 2024
Maintain/Expand Earnings Base	Approx. 1 Trillion Yen	Metallurgical Coal, Food, Automobiles, etc.
EX-related	Approx. 1.2 Trillion Yen	Copper, Natural Gas, Renewable Energy, Battery Materials/Bauxite, etc., Next-Generation Energy (Hydrogen/Ammonia/Biomass, etc.)
DX/Growth-related Investment	Approx. 0.8 Trillion Yen	Digital Infrastructure, Urban Management, Supply Chain Optimization, Urban Development, etc.



Cash Flow will be allocated to EX/DX and growth investments to support future growth.

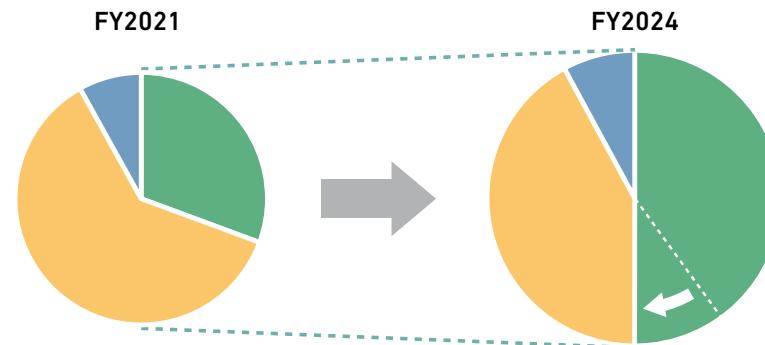


- MC's Roadmap to a Carbon Neutral Society includes plans for 2 trillion yen of investment in EX-related initiatives by FY2030.
- By accelerating EX-related investment, we will reinforce our business portfolio. We will also endeavor to simultaneously deliver decarbonization and a stable energy supply.

Business Portfolio

Balance of Investment

- Maintain/Expand Earnings Base
- EX-related
- DX/Growth-related



- Expand ratio of EX-related business portfolio from 30% to around 40% (end of FY2021~2024).
- Increase ratio to around 50% in the future.

EX Strategy

Aiming to Become a Decarbonization Solution Provider

We will continue the promotion of low/zero carbon initiatives across the energy sector by connecting seeds (solutions) with needs related to EX Resources, Materials and Products. Moreover, we will provide solutions as EX Services while working closely with industry, consumers and regions to address emission reduction needs. The company-wide development and implementation of strategies is being carried out by the EX Task Force.

EX

Take on the challenge of **providing stable supplies of energy and resources** while **simultaneously supporting decarbonization efforts** of society and business.

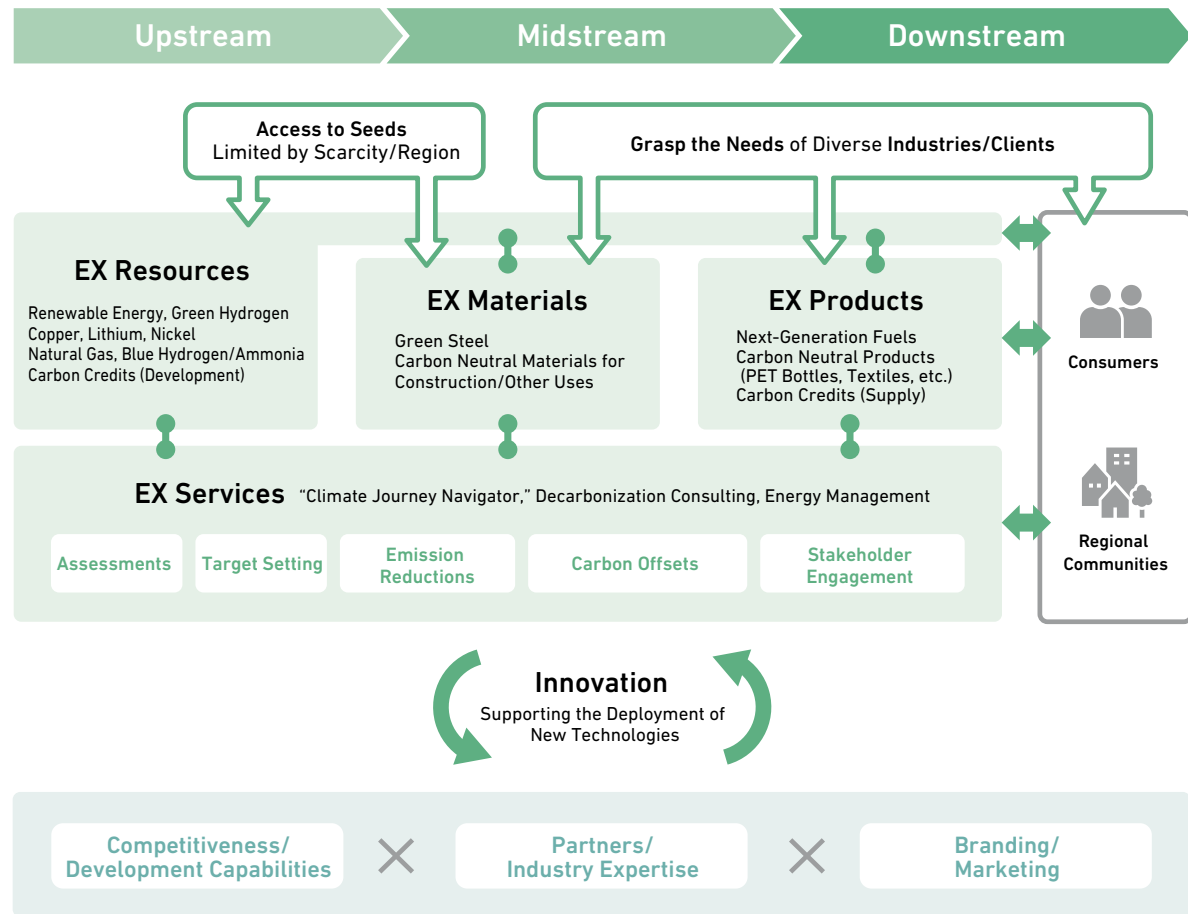
Efforts to enhance renewable energy businesses, mineral resources that underpin Electrification, and low/zero carbon energy.

Expand service-providing businesses by offering EX solutions in response to customer needs.

Leverage MC's far-reaching operations to appeal to consumers/regional communities by connecting seeds and needs.

Join with partners to support the transition to a carbon neutral society and improvements in industry competitiveness, while maintaining a holistic view of the EX value chain.

Aim to Become a Decarbonization Solution Provider



DX Strategy

Linking Digital Technologies with the Real World

We will deploy MC's DX Capabilities across various business operations in order to promote value enhancement, targeting diverse, real-world businesses. Further, we will address societal challenges by linking digital technologies with real world needs, thereby contributing to the development of industry and a future society with vibrant communities.

DX

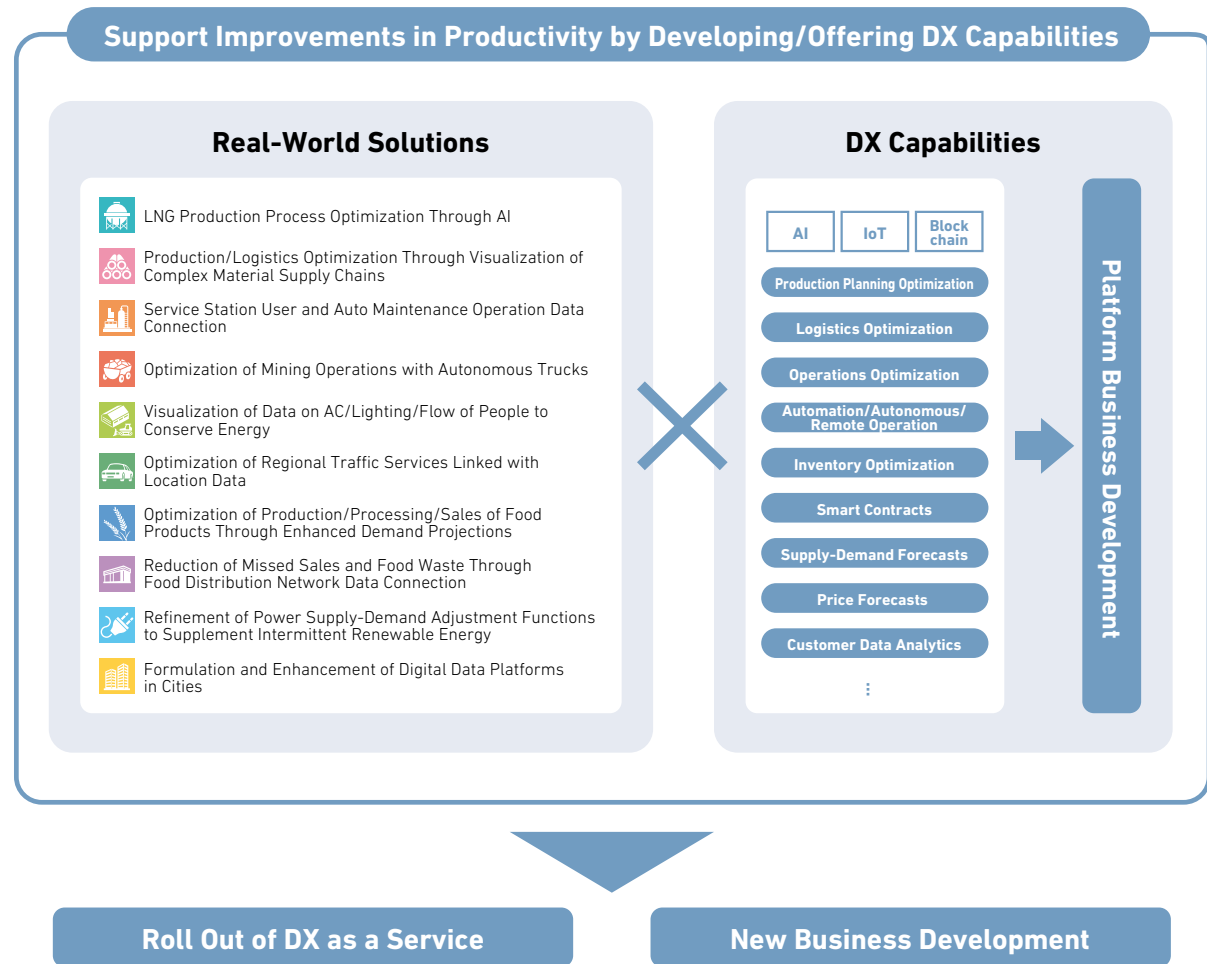
Build **cross-industry digital ecosystems** with optimized business models.

Accelerate the development & provision of cross-industry DX Capabilities that leverage business knowledge.

Contribute to enhancing the value of entire industries by offering DX Capabilities as a service.

Contribute to the creation of vibrant regional communities by providing new businesses and optimal services.

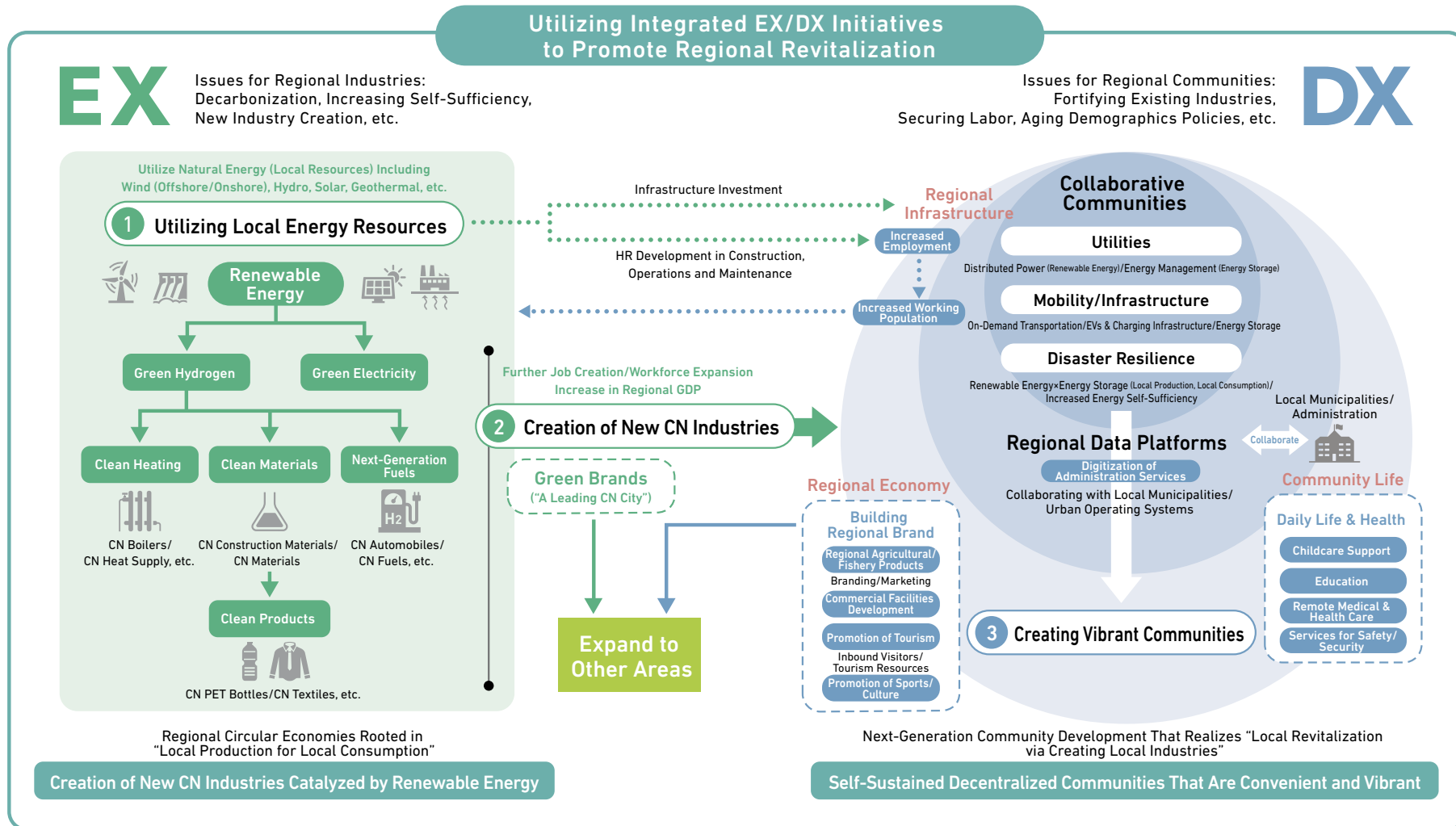
Raise productivity throughout society by interconnecting industry, business and communities, thereby contributing to the creation of sustainable value.



Creating a New Future

Fostering New Industries/Regional Revitalization

We will continue to work with partners and local municipalities to address challenges facing society and industry on the themes of utilizing renewables and other local energy resources, thereby creating new "Carbon Neutral (CN)" industries, and developing vibrant communities by helping to resolve regional issues.





Industry Digital Transformation Group

The Industry Digital Transformation Group will take the lead in progressing MC's DX strategies, one of the main pillars of the growth strategies outlined in Midterm Corporate Strategy 2024. We aim to contribute to the development of industry and a future society with vibrant communities by leveraging the MC Group's broad industry expertise and DX capabilities, interconnecting industry/business/communities, and linking digital technologies with the real world to address societal challenges.

Our group will develop DX capabilities across a wide range of businesses and provide DX as a service together with the developed DX capabilities to contribute enhancing business value and productivity throughout society as a whole.

Didital Business Development Dept.

Our aim is to expand business as a DX enabler while helping to promote the MC Group's DX initiatives and achieving results through the provision of DX functions. Based on these efforts, we will expand DX service businesses that lead to new business developments and investments, and enhance the value of entire industries. We will also contribute to solving social issues through the commercialization of next-generation technologies and cross-industry co-creation schemes.

Industry Value Chain DX Dept.

Our aim is to develop solutions that help solve operational challenges that industries and companies face, and to provide those solutions as a platform moving forward. We will also promote collaborations with companies that have the necessary technologies for achieving that aim through potential partnership. As a major target, we will first focus our efforts on developing businesses in the field of logistics and mobility.

Power & Community DX Dept.

Our department focuses on developing and offering retail services for consumers by generating synergy between the MC Group's products and networks. By combining real and digital solutions, we aim to add value by combining them with existing services such as electric power. We also strive to create self-sustained, decentralized communities that both solve regional issues and revitalize the local economy by providing community-based services.

Service Industry DX Dept.

The Service Industry DX Dept. develops business models using financial technology, as well as digital services for areas such as finance, healthcare and real estate using touch points with local governments and residents. We collaborate extensively with partners both within and outside the MC Group as we aim to realize businesses that will become pillars for the future growth of the MC Group.



DX Consulting & DX Platform/Solution Business (Japan)

Industry One

Spearheading the Social Implementation of DX

Established in 2021 through a business partnership between MC and NTT, Industry One is a new DX company that combines the industrial expertise and ICT prowess of both companies. In cooperation with a wide range of partner companies, Industry One aims to realize DX not only at MC Group companies, but also throughout entire Japanese industries by providing end-to-end support from building a foundation for DX, such as digital strategy planning, to system development and digital business creation by utilizing advanced technologies.



Application Development & New Business Development Support Using Cutting-Edge Mathematical & Information Knowledge (Japan)

MC Digital

Solving Problems with Cutting-Edge Technology

MC Digital's mission is to update business models by leveraging technology, and the company will utilize AI and other cutting-edge technology to solve issues in the industries that MC conducts business in. MC Digital will also collaborate with overseas innovation ecosystems, as well as academic and administrative institutions, while striving to develop new businesses and provide solutions for various fields.



IT Consulting, Business Solution/System Development, Maintenance & Operation Business (China)

iVision Shanghai

Providing ICT Services to Japanese Companies in China

iVision Shanghai is a comprehensive IT service company that provides IT support to Japanese companies doing business in China. As a joint venture between MC, which has extensive business contacts throughout the globe, and Nomura Research Institute, which boasts a wealth of IT knowledge, iVision Shanghai covers everything from networks and core systems that form the foundation of corporate activities, to cutting-edge IT and DX domains. The company also boasts a team of experienced technicians fluent in both Japanese and Chinese who meet the IT needs of each customer.



Cloud System Services for the Construction Industry, Businesses Utilizing Big Data, etc. (Japan)

MC Data Plus

Providing Vertical SaaS Solutions to Resolve Social Issues

With the mission of "connecting companies and people with data and services," MC Data Plus promotes the creation of digital platforms by providing Vertical SaaS for solving social issues in various fields. The company produces new "real" and "digital" businesses by utilizing big data collected from these digital platforms. The Cloud for Construction business, which is the company's core business, has grown to be the largest digital platform in the construction industry.



General Lifestyle Services Provider (Japan)

Chubu Electric Power Miraiz Connect

Providing Services that Cultivate Family Bonds & Connections

Chubu Electric Power Miraiz Connect is a joint venture between Chubu Electric Power Miraiz and MC that carries out the development and sales of services pertaining to day-to-day life, with themes such as elderly monitoring, childcare support, food and health, etc. With the concept of "developing lifelong customer connections," Chubu Electric Power Miraiz Connect will provide services that meet the various needs of customers' daily lives and life events by utilizing the connections with customers cultivated through Chubu Electric Power Miraiz's energy supply services thus far, and the network and digital technologies held by MC in a wide range of industries and service fields.



Home Repairs and Improvements Service (Japan)

HomeServe Japan

Providing a Subscription-Based One Stop Service for Home Repairs and Improvements that Makes the Process Easy by Matching Customers with Trades

HomeServe Japan is 50:50 joint venture company owned by MC and HomeServe, a British multinational home emergency repairs and improvements provider. Its business is to provide Japanese residents with a subscription-based emergency and repair services in electrics, plumbing, gas, heating, ventilation and air conditioning through its partnerships with utility companies in Japan under the vision of "making a subscription-based home repairs and improvements service common throughout Japan while eliminating house-related anxiety and bringing a sense of well-being to residents."



Next-Generation Energy Business Group

LPG & Petroleum Feedstock Business Dept.

Works to ensure a stable supply of energy and petrochemical feedstock while also promoting low/zero carbon initiatives through businesses and transactions related to LPG, naphtha and crude oil.

New Power Generation Fuels Business Dept.

Aims for social implementation of fuel ammonia by constructing large-scale and stable supply chains.

Biofuels & E-fuel Business Dept.

Works to decarbonize fuels through the development of next-generation fuels for transportation, including synthetic fuels derived from hydrogen and biofuels.

Refinery Business Dept.

Leverages petroleum products businesses to promote initiatives that improve convenience and solve industrial issues to help with the transition to a carbon-neutral society.

The Next-Generation Energy Business Group is responsible for discovering and developing low-carbon/carbon-free technologies and building supply chains for next-generation energy in order to promote Energy Transformation (EX) initiatives, which is one of the main pillars of MC's growth strategy in its Midterm Corporate Strategy 2024.

In order to provide stable supplies of energy and resources while simultaneously supporting decarbonization efforts of society and businesses, we will help realize a carbon-neutral society by promoting a broad range of initiatives in EX-related value chains while leveraging MC's broad industrial network as a *sogo shosha*.

Hydrogen Infrastructure Development Dept.

Aims to realize low-carbon and carbon-free societies through hydrogen supply chain related infrastructure investments that are essential to hydrogen society, as well as investments to hydrogen transportation technologies.

Hydrogen Business Development Office

This office not only works to develop businesses related to clean hydrogen, but can also utilize existing infrastructures to develop e-methane, which has the potential to curb social costs.

Carbon Management Office

Works on developing businesses related to carbon management and carbon credits, which are required to realize a carbon-neutral society.

New Technologies Office

Invests in startups with promising technologies, which will be necessary for realizing low-carbon and carbon-free societies, and leverages new technologies to create business opportunities.



Hydrogen-related Venture Investments (UK)
AP Ventures
 Investing in One of the World's Leading Venture Capital Firms

Through AP Ventures, a hydrogen-related UK venture capital firm, we are identifying direct investment opportunities in startups that have promising technologies necessary to develop the hydrogen society in the future. So far, we've invested in Hydrogenious, a German company with hydrogen storage and transportation technology, and in hystar, a Norwegian company with water electrolysis technology, which is essential for green hydrogen production. We will strive to utilize new technologies to further create business opportunities going forward.



Petroleum Product Sales Business (Japan)
Mitsubishi Corporation Energy Co., Ltd.
 Providing a Stable Supply of Oil

Mitsubishi Corporation Energy (MCE) was established on October 1, 2015, with the objective of bringing together and augmenting the management resources for Japan-based petroleum product sales. While providing a stable supply of petroleum products such as gasoline, kerosene, gas oil, fuel oil and asphalt, MCE is also promoting new DX businesses utilizing its retail networks, including e-commerce businesses through its subsidiary, Car Frontier.



e-methane (Synthetic Methane) Development Project (USA)

e-methane Development Project Utilizing the Cameron LNG Terminal in the US

In order to decarbonize heat demand, which accounts for about 60% of the consumer and industrial sectors, it is expected that "e-methane" (synthetic methane), which can utilize existing gas infrastructure and curb additional social costs, will be introduced into the global energy mix. MC is conducting detailed joint studies with partners to establish a supply chain, and is aiming to produce e-methane from raw materials such as hydrogen, CO₂, and water in order to realize export into Japan by 2030.



LPG Import & Sales Business (Japan)
Astomos Energy Corporation
 One of the World's Largest LPG Players

MC Group company Mitsubishi Liquefied Petroleum Gas Co. and Idemitsu Kosan Group company Idemitsu Gas and Life Co., Ltd. came together to form Astomos Energy Corporation in 2006. Astomos is among the world's largest enterprises specializing in LPG, and handles approximately 25% of Japan's demand for the fuel. The company is also engaged in electricity retailing and promoting greater proliferation of residential fuel cells and high-efficiency water boilers.



Hydrogen Supply Chain Business

(Singapore, Europe, Japan)

Developing an International Hydrogen Supply Chain Using SPERA Hydrogen™ Technology

SPERA Hydrogen technology developed by Chiyoda Corporation is a key technology that enables the safe and efficient long-distance transportation and storage of hydrogen, a product that is attracting attention as a source of clean, next-generation energy. In order to provide a stable supply of hydrogen to Singapore, Europe, Japan and other countries where hydrogen demand is expected to grow in the near future, MC is accelerating technical and commercial development toward the realization of an international hydrogen supply chain.



Fuel Ammonia Project

(USA, Canada, Indonesia, etc.)

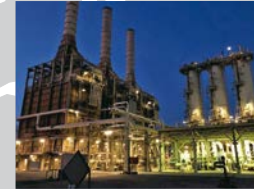
Social Implementation of Next-Generation Fuel

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



Natural Gas Development and Production Project (Canada)
Montney / Shale Gas Development
Shale Gas Development and Production in Canada

MC, in partnership with Ovintiv, is actively engaged in shale gas development at a premier unconventional resource play in Montney, an area well recognized for its massive remaining resources. MC will export the gas produced at Montney to markets in East Asia including Japan, through the LNG Canada project in which MC also participates, in addition to marketing the gas locally in North America.



Refining & Sale of Natural Gas (Iraq)
Basrah Gas Company
Iraq's First Project for Effectively Utilizing Associated Gas

Basrah Gas Company refines and sells natural gas in Iraq. Three enterprises have invested in the company, namely MC, South Gas Company and Shell. Since 2013, Basrah Gas Company has been collecting and refining associated gas, as well as selling gas for power generation, LPG and condensates. Basrah Gas Company is providing the country with a stable supply of energy, helping to protect the global environment by collecting associated gas, which was conventionally flared on-site, and supporting the local economy by creating jobs.

■ **LNG Canada**
 (Canada)

■ **CIMA ENERGY, LP.**
 Oil and Gas Marketing (USA)



LNG Liquefaction & Sales Business (USA)
Cameron LNG
US-Based Natural Gas Liquefaction and Export

Cameron LNG is a project where natural gas produced in the US is liquefied and exported. The project, which has a capacity to commercially produce 12 million tons of LNG per year, a third of which is handled by MC, started commercial operations in August 2019. Supply from Cameron LNG supplements LNG sources in Southeast Asia and the Middle East, contributing towards a stable supply of energy.

■ **Garraf Crude Oil Production** (Iraq)

■ **Qalhat LNG** (Oman)
 ■ **Oman LNG** (Oman)

■ **Brunei LNG**
 (Brunei)

■ **Diamond Gas International LNG Sales** (Singapore)



■ **Malaysia LNG** (Malaysia)

■ **Browse LNG** (Australia)

■ **Wheatstone LNG**
 (Australia)



■ **North West Shelf (NWS)** (Australia)



Natural Gas Group

The Natural Gas Group develops its energy business towards achieving a carbon-neutral society while fulfilling its responsibility as a stable energy supplier.

With its comparatively lower environmental impact, natural gas/LNG is a key energy source in the transition period to a carbon-neutral society; as a balancing source for renewable intermittency, as a replacement for coal and oil, as an energy source for the hard-to-abate sectors, and as a feedstock for next-generation energy.

Through our LNG facilities in North America, Southeast Asia, Australia and other regions around the globe, as well as the marketing activities, etc., of our subsidiary in Singapore, MC provides a stable supply of energy while helping to address environmental challenges such as climate change and air pollution.

Furthermore, in an aim to secure supplies of cleaner energy to meet the evolving needs of customers and as part of our efforts to achieve a carbon-neutral society, we are also focusing our attention on developing next-generation energy, such as hydrogen from natural gas/LNG, as well as carbon capture, utilization and storage (CCUS) technologies and carbon credits, all of which are expected to be promising methods for reducing CO₂ emissions.



■ Sakhalin-2 (Russia)



LNG Liquefaction & Sales Business (Indonesia)

Donggi-Senoro LNG

First All-Asia LNG Project

The Donggi-Senoro (DSLNG) Project is the world's first LNG project to be undertaken exclusively by Asian companies, and without the involvement of major oil and gas companies. Companies from Japan, Indonesia and South Korea are taking part in the project. As the largest shareholder, MC assumes the leading role in this project, from which production and sales of LNG and associated condensate have been underway since 2015.



■ Tangguh LNG (Indonesia)

Asia-Pacific Div.

- Brunei Natural Gas Dept. ■ Malaysia Natural Gas Dept. ■ Indonesia Natural Gas Dept.
 - Australia Natural Gas Dept. ■ Russia Natural Gas Dept.
- Natural gas, liquefied natural gas (LNG)

North America Div.

- Strategy Planning and Investment Management Office
- Natural gas, liquefied natural gas (LNG)

New LNG Ventures & Marketing Div.

- Business Development Dept. ■ Delivery Operations Management Dept.
 - Global Marketing Office
- Natural gas, liquefied natural gas (LNG)



Plastics Additives and PVC Stabilizers Business (US)

Amfine Chemical Corporation

Manufacturing and Sales of Essential Materials for Automotive Lightening and Material Circulation

Manufactures and sells functional materials (plastics additives) to add various properties such as durability and flame resistance to plastics. Amfine Chemical Corporation is a joint venture between MC and ADEKA, a leading company in this field.



Needle Coke Business (South Korea)

POSCO MC MATERIALS

Stable Supply of Essential Materials for Electric Arc Furnace

Manufactures and sells needle coke, the raw material used for graphite electrodes, which are indispensable for the operation of electric furnaces (steel product recycling), a market that is expected to grow in the future. The company is a joint venture between Mitsubishi Chemical, MC and POSCO Chemical, a subsidiary of South Korea's largest steel company, POSCO.

Riken Americas Corporation
 Manufacturing and Sales of PVC and Thermoplastic Elastomer Compounds (USA)



Cement & Ready-mix Concrete Business (US)

Mitsubishi Cement Corporation / MCC Development Corporation

Stable Supply of Essential Materials for Construction and Infrastructure Development

A joint venture between Mitsubishi UBE Cement Corporation and MC that develops the integrated manufacturing and sales of cement and ready-mix concrete in California, US, as well as other regions. With the aim of reducing CO₂ emissions, the company is also working to introduce CCU technology that utilizes ready-mix concrete and other materials.



Silica Sand Business (Australia)

Cape Flattery Silica Mines Pty., Ltd.

One of the World's Largest Silica Sand Suppliers

A wholly owned subsidiary of MC that owns one of the world's largest silica sand mines located in Australia. For over 50 years the company has supplied silica sand, which is the raw material used for various products such as flat glass and display glass, to Japan and other Asian countries where demand has grown remarkably.



Steel Business (Japan)

Metal One Corporation

Leading Company in Steel Products Value Chain

Metal One Corporation (Metal One), established in 2003, is a company jointly owned by MC and Nissho Iwai Corporation (now Sojitz Corporation). With over 140 subsidiaries and affiliated companies around the world, Metal One has forged a value chain connecting steel manufacturers and customers by providing integrated services including distribution, inventory, processing and manufacturing, as well as sales of steel products.

■ **Nippon Electrode Co., Ltd.**
Manufacturing and Sales of Various Carbon Products (Japan)

■ **Mitsubishi Shoji Construction Materials Corporation**
Sales of Construction & Ceramic Materials (Japan)

■ **Frontier Carbon Corporation**
Production & Sales of Fullerenes (Japan)



Manufacturing and Sales of Functional Materials (Japan)

Toyobo MC Corporation

Manufacturing and Sales of Functional Materials Contributing to a Sustainable Society

Toyobo MC develops, manufactures, and sells functional materials (engineering plastics, coating and adhesive raw materials, etc.) that help to not only promote weight reduction and electrification in the mobility sector, but also respond to environmental issues. The company is a joint venture between MC and Toyobo, a high-performance materials manufacturer with advanced technology.

Consulting and Engineering Services Provider for the Materials Industry (Japan)

Beyond Materials Corporation

New Consulting Services Connecting Users' Needs with the Materials Industry

A joint venture between MC and a group company of the FEV Group, a major German engineering service provider with user knowledge in the automotive industry and other sectors. The company provides market research, strategy planning and execution support, product development and demonstration testing support, as well as digital solution services for the materials industry.



Industrial Materials Group

The Industrial Materials Group conducts various activities to help realize a carbon-neutral society. These include efforts such as strengthening our functional materials business, which underpins the digitization and electrification of society, and the proliferation of more lightweight solutions and electric vehicles (EVs) in the automotive and mobility sectors, enhancing our silica sand business which provides the raw materials used for solar power generation panels, and engaging in carbon capture and utilization (CCU) initiatives in the fields of construction and infrastructure.

In addition, by combining digital technology with real businesses essential to material distribution, we will strive to address the issue of labor shortages and surplus costs caused by complex distribution structures, as well as analog and inefficient processes. At the same time, we will also utilize our existing businesses, industrial knowledge, and global network to reconfigure the materials industry from a conventional one-way economic model of mass production and consumption to a circular economy model as we take on the challenge of transforming the materials industry, which plays an important role in realizing a sustainable society.

Steel Products Div.	Steel plates and sheets, structural steel, line pipes, oil country tubular goods, wire rods, specialty steel, etc.
Performance Materials Div.	<ul style="list-style-type: none"> ■ Carbon Materials Dept. ■ PVC & Functional Chemicals Dept. ■ Performance Materials Business Development Dept. Needle coke, artificial graphite electrodes, coal tar, petroleum coke for fuel, carbon blocks, PVC, plastic compounds, plastic additives, yellow phosphorus, etc.
Materials Solutions Div.	<ul style="list-style-type: none"> ■ Materials Business Transformation Dept. ■ Industrial Materials DX Dept.
Ceramic Minerals Dept.	Silica sand
Construction Materials Dept.	Cement & ready-mix concrete



Salt Business (Mexico)
Exportadora de Sal, S.A. de C.V. (ESSA)
World's Largest Solar Salt Operation

A joint venture with the Mexican government, ESSA is the world's largest solar salt operation, supplying high-quality salt to Japan, the US and other nations. Each year, ESSA's eco-friendly evaporation of seawater yields 8 million-tons of salt (including half of Japan's imports).



Petrochemical Products Sales & Production Business (Saudi Arabia)
SHARQ

One of the World's Largest Petrochemicals Projects

SHARQ was established in 1981 by SPDC Ltd. (in which MC is an investor) and Saudi Basic Industries Corporation. Three expansions later, it is now one of the industry's leading manufacturers, selling polyethylene and ethylene glycol to customers all over the world.

■ **IVICT Europe GmbH**
 Chemicals Business (Germany)

■ **Diamond Petrochemicals Canada Corporation (DPCC)**
 Manufacturing of Butadiene (Canada)

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

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

■ **IVICT (Shanghai) Co., Ltd.**
 Chemicals Business (China)

■ **IVICT (Guangzhou) Co., Ltd.**
 Chemicals Business (China)

■ **IVICT (Thailand) Company Limited**
 Chemicals Business (Thailand) ■
Thai Shinkong Industry Corporation Ltd.
 Manufacturing of Recycled PET Resins (Thailand) ■

■ **IVICT Singapore Pte. Ltd.**
 Chemicals Business (Singapore)

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



Methanol Manufacturing & Sales Business (Venezuela)
Metanol de Oriente, METOR, S.A. (METOR)
A Business Linking Japan and Venezuela

METOR is a methanol production and sales joint venture with Venezuela's state-owned petrochemicals firm Pequiven, Mitsubishi Gas Chemical and others. Its second plant began operating in 2010, increasing annual production capacity to 1.6 million tons. METOR is widely symbolic of Japan-Venezuela relations.



Chemicals Solution Group

Chemicals Solution Group's mission is to secure stable supplies of chemical materials, which are essential in supporting industries, societies and everyone's quality of life. Our operations include both the manufacturing and trade of a wide variety of materials, such as petrochemicals, salt and methanol.

We are dedicated to strengthening our core businesses as well as developing new and highly adaptive business models. Furthermore, through initiatives such as the promotion of the recycled PET/eco-friendly materials manufacturing business, we aim to realize a sustainable society.

- **SPDC Ltd.** Sale of Petrochemical Products (Japan)
- **Mitsubishi Corporation Plastics Ltd.** Marketing of Synthetic Raw Materials & Plastics (Japan)
- **KIBIKASEI Co., Ltd.** Marketing of Synthetic Raw Materials & Plastics (Japan)
- **Mitsubishi Shoji Chemical Corp.** Marketing of Solvents, Paints, Coating Resins, Silicones (Japan)
- **Mitsubishi Shoji Agri-Service Corporation** Marketing of Fertilizer (Japan)
- **MC Ferticom Co., Ltd.** Manufacturing of Fertilizers (Japan)

Ecological Materials & Chemicals Business Div.

● Agriculture Solution Office ■ Petrochemicals Business Dept.

■ Ecological Materials Business Dept. ■ Basic Chemicals Business Dept.

Raw materials for fertilizers, fertilizer products, olefins, polyolefins, polyester raw materials, plastics, paint/coating materials, industrial salt, chlorine products, methanol, ethanol

Global Marketing Div.

■ Basic Petrochemicals Marketing Dept. ■ Refinery Chemicals Marketing Dept.

■ Chlor-Alkali Marketing Dept. ■ Alcohol & C1 Chemicals Marketing Dept.

Olefins, polyolefins, aromatics, polyester raw materials, plastics, urethane raw materials, paint/coating materials, industrial salt, caustic soda, raw materials for PVC (polyvinyl chloride), chlorine products, methanol, ethanol, ammonia



Iron Ore (Canada)
IOC (Iron Ore Company of Canada)
One of North America's Leading Producers of High-Grade Iron Ore

Iron Ore Company of Canada (IOC) is one of the North America's leading producers of iron ore. IOC has owned and operated its mine, processing plant, pellet plant, railway and port in its current location since 1962. It has large reserves of high-grade ore and produces approximately 20 million tons of pellets and concentrates per year.



Metals Futures Trading (UK)
Triland Metals Ltd.
Long-standing Dealing Member of the LME (London Metal Exchange)

Established in 1971, Triland Metals offers digital hedging solutions for industrial metals users across the globe, seeking to manage price risk volatility. The company offers its customers a proprietary online trading platform alongside a wide range of related services. Its function and customer base are complementing and adding value to MC's mineral resources trading business.



Copper Business (Peru)
Anglo American Quellaveco
A World Class Copper Project

Quellaveco is a large-scale copper mine located in the southern part of the Republic of Peru. It is highly cost competitive, contains approximately 8.9 million tonnes of copper in reserves and is expected to last about 36 years. Development of the project commenced in 2018 and production began in 2022.



Copper Business (Chile)
Escondida
World's Largest Copper Mine

Escondida is the largest copper mine in the world by production. The first shipment of copper concentrate from Escondida took place in 1990. Following subsequent expansion phases, the nominal production capacity of Escondida is 1.2 million tons per annum of copper concentrate and copper cathode. The size of Escondida's copper reserve and its cost competitiveness make it one of the world's prime mines.



Mitsubishi Corporation RtM China Ltd.
 Mineral Resources Trading (China)

Mineral Resources Trading (Singapore)
Mitsubishi Corporation RtM International Pte. Ltd. (RtMI)
Global Mineral Resources Trading

MC established Mitsubishi Corporation RtM International Pte. Ltd. (RtMI) in April 2013 as a global mineral resources trading hub. Based in Singapore, which is renowned for its extensive network of commodity players and access to international trading talent and market intelligence, RtMI strives to meet diversifying customer needs and capture demand in growing markets, particularly in Asia. In April 2020, RtMI established a wholly-owned subsidiary, Mitsubishi Corporation RtM China Ltd., in Shanghai to strengthen its trading activities in China.



Copper Business (Chile)
Anglo American Sur
(Los Bronces, etc.)
A World-Class Copper Asset

Anglo American Sur holds a significant portfolio of copper assets in Chile, including the Los Bronces mine, the El Soldado mine, the Chagres smelter and large-scale prospective exploration properties. They currently produce approximately 370 kilotonnes of copper per annum.

Antamina
 Copper (Peru)

CMP (Compañía Minera del Pacífico) Iron Ore (Chile)

Los Pelambres Copper (Chile)

CAP S. A. Iron Ore (Chile)

Mozal S. A.
 Aluminum Smelting (Mozambique)



Mineral Resources Group

The Mineral Resources Group is engaged in trading, business development and investment for a variety of mineral resources and metals. These include ferrous raw materials such as metallurgical coal and iron ore, as well as non-ferrous metals such as copper and aluminum.

We aim to maximize our business value by accurately assessing customer needs in each segment and operating businesses that adapt to the growing global market, while also looking ahead to societal trends such as decarbonization, electrification and the shift to a circular economy.

Metallurgical coal and copper as its main pillars, the Mineral Resources Group's 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 chain.

Mineral Resources Investment Div.

■ Iron Ore Dept. ■ MDP Dept. ■ Base Metals Dept. ■ Aluminium Dept.
Metallurgical coal, copper, iron ore, aluminum, etc.

Mineral Resources Trading Div.

● RtM Office
Metallurgical coal, thermal coal, iron ore, copper, lead, zinc, tin, aluminum, bauxite, precious metals, nickel, chrome, rare earths, etc.



■ Mitsubishi Corporation RtM Japan Ltd. Mineral Resources Trading (Japan)



Metallurgical Coal Business (Australia)

BMA

One of The World's Largest Suppliers of Metallurgical Coal (Coke for Ironmaking)

Mitsubishi Development Pty Ltd (MDP) jointly operates its metallurgical coal business through BMA, together with its partner. BMA produces about 60 million tons per year and has a market share of approximately 30% in the global seaborne market. BMA produces high-quality and cost competitive metallurgical coal (coke for ironmaking) at its seven operating mines, together with a rail network and port terminal.



■ Aurukun
Bauxite
(Australia)

■ Boyne
Aluminum Smelting
(Australia)



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

MC Machinery Systems responds to manufacturing industry needs by concentrating its efforts in the distribution business of electric discharge machines, laser processing machines and other machine tools. Within the Americas, MC Machinery Systems mainly operates the US, Canada and Mexico.



©SBM Offshore

FPSO Chartering Business (Brazil)

FPSO Charter, Operation, and Maintenance for Ultra-Deepwater Oil Fields

MC has joint ventures with SBM Offshore, a global leader in the FPSO sector, for the charter, operation and maintenance of FPSO units for ultra-deep water oil and gas developments, which are chartered by Petrobras, the national oil company of Brazil. Three FPSOs are each in service on a 20-year term with a production capacity of around 150,000 bbl/day.



Mitsubishi Elevator India Pvt. Ltd. (India)
Company that Produces, Sells & Maintains Mitsubishi Electric Corporation's Elevators in India

Since its establishment in 2012, Mitsubishi Elevator India has developed its business of selling and maintaining elevators in collaboration with Mitsubishi Electric Corporation. Mitsubishi Elevator India rolled out a new factory in 2016 and started local production with the aim of further expanding its business in India's elevator market.

Calik Enerji
 Infrastructure Business (Turkey)

LNG Receiving Terminal Business
 (Bangladesh)

Hot Strip Mill
 Construction (India)



Ship Owning & Chartering Business
Owning & Operating a Variety of Vessels such as Bulk Carriers & LNG Carriers

MC continues to support the maritime industry by leveraging its ship owning & chartering business to further develop global transportation logistics.



Chiyoda Corporation (Japan)
Integrated Engineering Enterprise

After Chiyoda Corporation allocated new shares to a third party in 2008 and 2019, MC has been helping Chiyoda Corporation with its management and business operations. Chiyoda Corporation is contributing to the development of society by providing optimal infrastructure and responding to prevailing regional expectations through plant engineering and construction for liquefied natural gas (LNG) and other gas processing, petroleum, chemicals and many other types of industrial facilities, as well as pharmaceutical and renewable energy facilities both in Japan and overseas.

- **Mitsubishi Corporation Machinery** EPC and Trading Business (Japan)
- **Mitsubishi Corporation Technos** Sales of Machine Tools & Industrial Machinery (Japan)
- **MSK Farm Machinery Corporation** Distribution of Agricultural Machinery (Japan)
- **ALSOK Souei** Facility Management & Security Services (Japan)
- ★ **Japan Space Imaging Corporation** Sales of Satellite Imagery Data & Services (Japan)



Nikken Corporation (Japan)
Comprehensive Service Provider in the Rental Business

With a lineup of approximately one million products consisting of around 4,800 different types of construction equipment and other goods, Nikken Corporation is fulfilling its role as a comprehensive service provider in the rental business to meet the needs of a wide variety of customers. We promote our business by effectively leveraging maintenance systems and our network of over 240 nationwide centers.

Industrial Infrastructure Group

In the Industrial Infrastructure Group, our diverse scope of operations connects us with a broad range of industries and partners, and we are leveraging those connections to develop a variety of business models in the fields of infrastructure, marine vessels, as well as aerospace and industrial machinery.

We provide tailored services and solutions that meet customer needs across various industries, such as technological innovation, digitization, transformation of industrial structures and reduction of environmental impacts. Our mission is to work together with our customers to realize sustainable growth by actively promoting the development of new businesses with adjacent industries while accelerating the growth of our existing businesses.

Infrastructure, Ship & Aerospace Div.*1

- Infrastructure Projects Dept.
- Engineering Business Dept.
- Ship Dept.
- Defense and Aerospace Dept.

FPSO*2, LNG liquefaction plants, industrial plants involved in international power, chemicals, ironmaking, nonferrous and other businesses, industry-related infrastructure such as airports, ports and transportation systems, marine vessels (bulk carriers, tankers, LNG/LPG carriers, etc.), marine machinery, satellite imagery, defense-related equipment, etc.

Industrial Machinery Div.

- Building Solutions Dept.
- Construction Solution Dept.
- Industrial Solution Development Office

Distribution business for industrial machinery such as machine tools, agricultural machinery, and elevators, facility management business, and construction solutions business including construction machinery rentals

*1 Chiyoda Corporation business has been transferred to Group CEO Office

*2 Floating Production, Storage & Offloading System

Business in Thailand

Automobile Sales in Thai Market and Global Exports Business



We began importing and selling Isuzu Motors vehicles in Thailand in 1957. In 1974, we established Tri Petch Isuzu Sales (TIS) as a distributor to handle overall sales of Isuzu Motors vehicles within Thailand. Exports of Isuzu vehicles produced in Thailand started in 2003, and today we export to over 100 countries worldwide. As a distributor, TIS forms the core of wide-ranging operations, including sales, automobile financing and after-sales services, and has built Isuzu into a leading brand in the commercial vehicle market.



GAC Mitsubishi Motors Co., Ltd.
Production & Sales of Automobiles (China)

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

MMC Rus LLC.
Distribution of Automobiles (Russia)

JSC MC Bank Rus
Automobile Finance (Russia)

LLC MC Intermark Auto
Automobile fleet management (Russia)

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

MMC Ukraine LLC.
Distribution of Automobiles (Ukraine)

Astara Mobility, S.L.
Distribution of Automobiles/Mobility Service Provider (Spain)



Tire Business (Thailand)
Bridgestone Sales (Thailand) Co., Ltd.

Bridgestone Sales (Thailand) Co., Ltd. sells tires and contributes to the enhancement of the Bridgestone brand in Thailand.

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



Business in India

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

In 2012, we established Isuzu Motors India (IMI), and began sales of Isuzu pickup trucks in India. In 2016, IMI commenced production at its factory in the state of Andhra Pradesh in southern India, and we are now proceeding with full-scale business development. In recent years, IMI has also been exporting Isuzu pickup trucks produced in India to surrounding countries such as Nepal and Bhutan, and even the Middle East.

TVS Automobile Solutions Private Limited
Automobile after-sales (India)

Mitsubishi Motors Malaysia SDN. BHD.
Distribution of Automobiles (Malaysia)

Isuzu Malaysia Sdn. Bhd.
Distribution of Automobiles (Malaysia)

Mitsubishi Motors Vietnam Co., Ltd.
Assembly & Sale of Automobiles (Vietnam)

PT. Suku Cadang Oto Sejahtera (Brand Name: Tokoparts)
Multi-brand automotive spare parts e-commerce and distribution (Indonesia)

Business in Indonesia

Developing Automotive Business Value Chain



In 1970, PT. Krama Yudha Tiga Berlian Motors (KTB) was established in Indonesia as the general agent for sales and imports of Mitsubishi Motors and Mitsubishi Fuso products, and has been developing the automotive business for around half a century. In April 2017, KTB business was restructured and divided by brands, so as to establish a stable value chain in terms of production, sales, automobile finance, after-sales services, and used vehicle sales, centered on PT. Mitsubishi Motors Krama Yudha Sales Indonesia (MMKSI) and KTB, which handle Mitsubishi Motors products and Mitsubishi Fuso products respectively.



Automotive & Mobility Group

The Automotive & Mobility Group has developed a global value chain spanning the production, sales, distribution, financing and after-sales services of passenger and commercial vehicles, with a focus on the ASEAN region.

To date, we have developed our business in tandem with the expansion of Japanese car manufacturers into overseas markets, and one of our missions, particularly in the field of sales, has been to grasp highly-localized customer needs and reflect them in product specifications, quality improvements and after-sales services to enhance product appeal and brand loyalty.

We are also seizing opportunities around the shifts towards digitization and CASE (Connected, Autonomous, Shared/Service and Electric), strengthening our businesses anchored on long-developed functions and extensive local networks, as well as addressing societal needs by spearheading new mobility service solutions to support the efficient movement of passengers and cargo.

In addition, we aim to contribute to the realization of a decarbonized, sustainable, and energy-efficient society through the proliferation of electric vehicles and storage batteries.

Automotive Business Div.

- Indonesia Automotive Dept.
- ASEAN & South West Asia Automotive Dept.
- North Asia Automotive Dept.
- Eurasia & America Automotive Dept.

Overseas local production and sales business/ Overseas automobile finance, after-sales service and other related businesses/ Automobile exports (finished vehicles, assembly and spare parts)

Isuzu Business Div.

- Isuzu ASEAN Dept.
- Isuzu Oceania, Europe & Americas Dept.
- Isuzu India & Middle East Dept.

Overseas local production and sales business/ Overseas automobile finance, after-sales service and other related businesses/ Automobile exports (finished vehicles, assembly and spare parts)

Mobility Business Div.

- Mobility Service Dept.
- Automotive Retail Service Dept.
- Mobility Energy Transformation Business Dept.
- Tire Dept.

On-demand bus operation and providing mobility operation system/ Multibrand downstream business (Aftersales, Used cars, etc.)/ EV fleet management services & leasing business/ Manufacturing and sales of tire (wholesales and retail), intermediary and domestic trade of tires

Battery Solution Development Dept.

Development and provision of total solution for battery users and owners

Lithium Energy Japan

Develops Manufacturing Business for Large-Capacity Lithium-Ion Batteries



Lithium Energy Japan develops, manufactures and sells large-capacity, high-performance lithium-ion batteries. In addition to being used in Mitsubishi Motors Corporation's plug-in hybrids Eclipse Cross, the batteries are also being utilized in power storage applications.

On-demand Bus Operation

Supporting the Introduction and Operation of On-demand Bus Services



Next Mobility Co., Ltd. was established in 2019 as a joint venture with Nishi-Nippon Railroad Co., Ltd. The company operates its AI-controlled on-demand bus service "Knowroute" while providing local public transportation solutions for transportation operators and municipalities throughout Japan. In 2019, Spare Technology Solutions Inc. was established as a joint venture with Spare Labs Inc. in Canada. The company helps implement on-demand bus systems in a wide range of fields including public transportation. Through these two companies, we strive to resolve mobility-related issues for transportation operators and local communities.

Mitsubishi Motors Corporation

- Sales & Manufacturing of Automobiles & Components (Japan)
- A-Drive Inc. Providing One-stop Autonomous Driving Related Services (Japan)
- Toyo Tire Corporation Tire & Automotive Components Business (Japan)

Isuzu Philippines Corporation

Assembly & Distribution of Automobiles (Philippines)

Business in Vietnam

Developing Automobile Production & Sales



In 1994, Mitsubishi Motors Vietnam (MMV), initially founded by Mitsubishi Corporation, Mitsubishi Motors Corporation, and other local partners, was established as one of the first four authorized automotive manufacturers in the country. For more than a quarter of a century, MMV has developed its automobile production and sales business, and in the past the company used to handle Mitsubishi Fuso Truck & Bus Corporation products. MMV centralized its resources to Mitsubishi Motors business in 2014 and has welcomed additional capital from both Mitsubishi Motors Corporation and Mitsubishi Corporation in 2016. Now, Vietnam stands as one of the core markets for the Mitsubishi brand. In recent years, supported by economic and motorization growth, MMV is seeking to expand its sales and profits with its newly introduced locally assembled models.

Business in Australia

Distribution of Automobiles



Isuzu UTE Australia (IUA) was established in 2008, selling Isuzu pickup trucks (D-MAX) and SUVs (MU-X) in Australia. Since its establishment, IUA has steadily expanded sales and secured a strong market presence in the Australian automotive market. IUA will strive to further enhance the Isuzu brand while working to accelerate the business by implementing customer-oriented marketing activities tailored to local markets.



Meat (USA)

Indiana Packers

A Leading US Pork & Processed Products Manufacturer

Located in the Midwest, in the state of Indiana, Indiana Packers Corporation is a company that slaughters hogs and processes pork. The company produces pork and bacon using the latest equipment under strict sanitary control and sells the products mainly to the US and Japanese markets.



Food & Drink Supplier (UK)

Princes Limited

Leading UK-based Food and Beverage Supplier

Princes holds a large share of the UK grocery market through the manufacture and sales of branded and private label products in a wide variety of categories, including foods, beverage and edible oils products. As a leading food and beverage supplier in the UK, Princes is fully committed to ethical sourcing and sustainability, including carbon-neutral operation. Princes is focused on brand and product innovation and launched a new plant-based brand in 2021.



Salmon Farming Business (Norway)

Cermaq Group AS

Supplies Safe & Secure Farmed Salmon Worldwide

Cermaq is a leading salmon farming, processing and sales company, which produces salmon in Norway, Chile and Canada for a total production quantity of around 200 thousand metric tons per year. Cermaq became a subsidiary of MC in 2014 and supplies sustainable safe and secure farmed salmon to consumers around the world.

TH Foods Inc.
Rice Crackers (USA)

Agrex Inc.
Grains & Oilseeds (USA)

Mitsubishi International Food Ingredients, Inc.
Food Science (USA)

Sesaco Corporation
Sesame (USA)

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

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

Zhejiang Daling Seafood Co., Ltd.
Marine Products (China)

IFFCO-MC Crop Science Private Limited
Agrochemicals (India)

Deccan Fine Chemicals (India) Ltd.
Agrochemicals (India)

Indo Nissin Foods
Instant Noodles (India)

Asia Modified Starch Co., Ltd. Tapioca Starch (Thailand)

Nissin Foods Thailand Instant Noodles (Thailand)

Dia Merchandise Co., Ltd. Wholesale of Food Products (Thailand)

Asian Best Chicken Co., Ltd. Chicken (Thailand)

Oriental Coffee Alliance Sdn. Bhd. Coffee (Philippines)

Kewpie Vietnam Co., Ltd.
Condiments (Vietnam)

Kewpie Malaysia Sdn. Bhd. Condiments (Malaysia)

Agrex Asia Pte Ltd.
Grains & Oilseeds (Singapore)

Dan Kaffe Malaysia Sdn. Bhd. Coffee (Malaysia)

Yamazaki Indonesia Baked Products (Indonesia)

Ichi Tan Indonesia Beverages (Indonesia)

Kewpie Indonesia Condiments (Indonesia)

Nissin Foods Indonesia Instant Noodles (Indonesia)

Emina Cheese Indonesia Cheese (Indonesia)



Agricultural Materials, Grains & Oilseeds (Brazil)

Agrex do Brasil

A Brazilian Office that Procures Grains

Based in Brazil, one of the world's leading producers of foodstuffs, Agrex do Brasil is involved in the procurement and sales of grains such as soybeans and corn, as well as sales of agricultural inputs (including fertilizer, chemicals, and seeds) and grain production. After taking part in management in 2012, MC wholly subsidized this company in 2019.

Agrex do Brasil contributes to the stable procurement and supply of grains in the northern and central-western parts of Brazil, a country whose importance as a supplier of foodstuffs is further expected to rise.



Food Materials Business (Singapore)

Olam Group Limited

A Global Leader in the Food and Agri-business

Olam Group operates in over 60 countries around the world and holds a world-class market share in various categories such as coffee, cocoa, grains and edible nuts. It has built an integrated supply chain that includes farming, trading, raw material processing, product manufacturing and a global sourcing network of an estimated five million farmers. Olam sells raw materials and products to more than 20,000 client companies and has established a business model that puts sustainability at the heart of its operations as it strives to resolve environmental and societal challenges by working together with farmers around the world. MC concluded a business alliance agreement with Olam in 2015 and established MC Agri Alliance as a joint venture company for selling food ingredients in Japan.



Food Industry Group



Food Science (Japan)

Mitsubishi Corporation Life Sciences Limited Healthy, Safe, Secure & Delicious

Mitsubishi Corporation Life Sciences is a food ingredients manufacturer that promotes food and health. The company helps develop an assortment of foods and meals by leveraging the strengths of life science technologies, and is constantly working towards making a positive contribution to the creation of a healthy and fun food culture, one that's puts a smile on the faces of consumers around the world.

- **PeptiGrowth Inc.** Growth Factor Alternative Peptide for Regenerative Medicine and Cell Therapy (Japan)
- **ZM Crop Protection Corporation** Agrochemicals (Japan)
- **Mitsui DM sugar Holdings Co., LTD.** Sugar Manufacturing (Japan)
- **Nitto Fuji Flour Milling Co., Ltd.** Flour Milling (Japan)
- **Nihon Shokuhin Kako Co., Ltd.** Starches & Sweeteners (Japan)
- **The Mitsuhashi Inc.** Rice (Japan)
- **Toyo Reizo Co., Ltd.** Marine Products (Japan)
- **Foodlink Corporation** Meat & Processed Meat Products (Japan)
- **Itoham Yonekyu Holdings Inc.** Meat & Processed Meat Products (Japan)
- **Japan Farm Holdings Inc.** Meat & Processed Meat Products (Japan)
- **Salad Club, Inc.** Packaged Salad (Japan)
- **MC Produce Co., Ltd.** Fruits & Vegetables (Japan)
- **KFC Holdings Japan Ltd.** Food Service (Japan)
- **WaterCell Inc.** Agricultural Support Information Service (Japan)
- **Nosan Corporation** Livestock Feed (Japan)
- **MC Agri Alliance Ltd.** Coffee, Cocoa, Sesame, Spices, Edible Nuts, Edible Oils (Japan)
- **MRS Corporation** Ultra Low Temperature Carrier Vessels Operator (Japan)
- **Maruichi Co., Ltd.** Wholesale of Food Products (Japan)
- **Dairy Products Solutions Co., Ltd.** Cheese (Japan)
- **ATLAND Corporation** Marine Products (Japan)
- **imperfect** Food Brands (Japan)

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

The Food Industry Group is engaged in businesses that deliver food-related products to consumers all over the world. Our operations cover food resources, fresh foods, consumer products, food ingredients and other products. We are active in every link of the supply chain, from the production and sourcing of raw materials to the manufacturing of finished products.

Our mission is to deliver a stable supply of goods and services that meet the needs of consumers and provide them with a quality of life that is both rich and full of variety. We are also actively working to provide solutions to an array of social issues across our supply chains. Recognizing our responsibility to meet and exceed health and environmental standards, we undertake businesses that prioritize consumer safety and security, and by doing so, we provide the kind of value that is sought by society.

We are firmly committed to realizing a stable and sustainable supply model by laterally developing quality products and services in markets across the globe, creating new growth opportunities, flexibly responding to economic and industrial changes, and becoming an increasingly competitive player in the foods sector.

Farm, Dairy & Meat Produce Div.

■ **Livestock & Meat Products Dept.** ■ **Agricultural Produce & Dairy Products Dept.**
Chicken, pork, beef, processed foods, cheese, dairy products, rice, fresh produce, seasonings, etc.

Food Sciences Div.

■ **Bio- Fine Chemicals Dept.** ■ **Food Ingredients Dept.**
Pharmaceutical raw materials and intermediates; agrochemical raw materials, intermediates and products; cosmetic raw materials; food ingredients and formulas (food science products); health ingredients and products (health science products), etc.

Food Resources Div.

■ **Grain, Oilseeds, and Feed Materials Dept.** ■ **Sugar & Wheat Flour Dept.**
■ **Global Consumer Products Dept.**
Corn, wheat, soybeans, rapeseeds, feed materials, flour, sugar, starches, sweeteners, instant noodles, coffee, cocoa, sesame seeds, edible nuts, oils and fats, etc.

Marine Products Div.

■ **Marine Products Dept.**
Marine products (tuna, salmon, trout, shrimp, etc.), processed seafood products, etc.

Global Markets Dept.

Food manufacturing and sales in foreign countries



Convenience Store Business (Japan)

Lawson, Inc.

Convenience Store Evolution Driven by Community and Customer Needs

By promising to deliver outstanding good taste and kindness to everyone and their local communities, Lawson aspires to become a convenience store that puts a smile on its customers' faces and allows everyone to feel at ease. Lawson strives to quickly grasp the challenges faced by society and the increasingly diversifying needs of consumers to swiftly drive innovation and enhance its products and services.

Muji Europe Holdings Ltd.
Retailer of Apparel and Household Goods (UK)

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

Acasia Foods Co., Ltd.
Food Courts (China)

Sinopharm Group Beijing Huahong Co., Ltd. Pharmaceuticals & Medical Supplies (China)
Beijing Tianxingpuxin Bio-Med Sinopharm Holdings Co., Ltd. Pharmaceuticals & Medical Supplies (China)

TREDIA CHINA CO., LTD. Manufacturer of Apparel (China)
Sinopharm MC Hospital Service Co., Ltd. Medical Materials & Equipment (China)
Mitsubishi Corporation LT (Shanghai) Co., Ltd. Contract Logistics (China)

UNIQLO (Thailand) Company Co., Ltd. Retailer of Apparel (Thailand)
MCW LOGISTICS SOLUTIONS (THAILAND) CO., LTD. Inland Transportation for Automobiles (Thailand)
Mitsubishi Corporation LT (Thailand) Co., Ltd. Contract Logistics (Thailand)

TREDIA VIETNAM
Manufacturer of Apparel (Vietnam)

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

TREDIA FASHION CAMBODIA Manufacturer of Apparel (Cambodia)

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

Mitsubishi Corporation LT Singapore Pte., Ltd. Contract Logistics (Singapore)

PT. MCDELICA FOOD INDONESIA Production of Ready to Eat Products (Indonesia)

PT. Fast Retailing Indonesia Retailer of Apparel (Indonesia)

PT. MCLOGI ARK INDONESIA Contract Logistics (Indonesia)



Contract Logistics Business (Japan)

Mitsubishi Corporation LT Inc. (MCLOGI)

A Global Contract Logistics Enterprise

Established in 1954, MCLOGI is a global logistics company operated in Japan, China, other parts of Asia, Europe and the Americas. MCLOGI provides solutions that go beyond conventional logistics frameworks by combining MC's unique functions and expertise gained through business with customers who are leaders in sectors including apparel and automobiles.



Consumer Industry Group

The Consumer Industry Group strives to optimize supply chains and promote the creation of new demand by connecting producers and consumers while utilizing digital technology in sectors such as retail, apparel, SPA (Specialty store retailer of Private label Apparel), healthcare, food distribution and logistics. Moving forward, the Consumer Industry Group will make efforts towards the sustainable development of local communities and improve customer convenience.

Retail Div.

■ Consumer Marketing Dept.

Retail business, point-based loyalty programs, payment-related services, data-driven marketing, etc.

Apparel & S.P.A. Div.

■ Lifestyle Business Dept. ■ Apparel Business Dept.

Clothing, fashion accessories and household goods, footwear, marketing services, retail business, etc

Healthcare Div.

■ Healthcare Dept.

Medical equipment, medical supplies, pharmaceuticals, solutions for medical institutions, long-term care equipment, apps for nursing care operators, food services for hospitals

Logistics & Food Distribution Div.

■ Logistics Business Development Dept. ■ Food Distribution Dept.

Global contract logistics services, reinsurance business, food distribution (processed foods, chilled foods, confectionary, liquor), various packaging and container products, digital advertising sales promotion, and new business development



Manufacturer of Apparel, & Lifestyle/Fashion Accessories (Japan)

Mitsubishi Corporation Fashion Co., Ltd. Fabless Manufacturer in the Field of Lifestyle

Mitsubishi Corporation Fashion strives to create a natural and sustainable society that is not only conscious about issues such as overproduction and mass disposal, but also delivers high-quality clothing and daily necessities to consumers around the globe by providing services that utilize sophisticated supply chains and digital technologies for all aspects of our lifestyles, ranging from clothing to fashion accessories, household goods, furniture and footwear.

■ **Toyo Tire Corporation** Tire & Automotive Components Business (Japan)

■ **Life Corporation** Supermarkets (Japan)

■ **Loyalty Marketing, Inc.** Coalition Loyalty Program (Japan)

■ **Transaction Media Networks Inc.** Electronic Payment Services (Japan)

■ **Gourmet Delica Co., Ltd.**

Production & Sale of Rice Balls, Bento & Prepared Food (Japan)

■ **LIFE GEAR CORPORATION** Manufacturer of Footwear (Japan)

■ **Mitsubishi Corporation Packaging Ltd.**

Various Packaging and Container Products (Japan)

■ **Nippon Care Supply Co., Ltd.**

Rental and Wholesale of Long-Term Care Equipment (Japan)

■ **Kanro Inc.**

Manufacture and Sale of Confections and Food (Japan)

■ **Mitsubishi Ore Transport Co., Ltd.**

Ship Owning and Management (Japan)



Hospital Management Solutions, Medication & Medical Equipment (Japan)

MC Healthcare Holdings Ltd.

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

Japan's aging society and the consequent surge in medical costs are just a few of the many challenges that ought to be resolved in the country's healthcare sector. MC Healthcare's main business activities include goods management/procurement aid for items such as medical supplies, joint purchasing and comprehensive procurement/maintenance services for medical equipment. Through its activities, MC Healthcare helps to streamline healthcare facility operations on a daily basis so that frontline healthcare workers can spend more time caring for their patients. The company also imports and sells advanced medical equipment through MC Medical and Japan Medicalnext.



Food Products Distribution Business (Japan)

Mitsubishi Shokuhin Co., Ltd.

Top Share of Japan's Food Products Distribution Business

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



Diamond Generating Corporation (DGC) (USA)
Developing Power Businesses in the Americas

DGC was founded in 1999 to oversee MC's electric power businesses in the Americas, such as power generation, distributed power generation and energy trading. DGC focuses on developing and promoting renewable energy to help realize a decarbonized society, and as of late December 2022, DGC holds approximately 2,850MW of power generation assets on an equity basis.

Boston Energy Trading and Marketing LLC
 Energy Trading & Marketing Business (USA)

Nexamp, Inc.
 Distributed Solar Power Business (USA)



N.V. Eneco (Netherlands)
Developing Integrated Energy Businesses in Europe

With a focus on the Netherlands, Belgium and Germany, Eneco is developing its power generation business, with renewable energy at its core, as well as its electricity / gas trading, electricity / gas retail and district heating supply businesses.



Diamond Generating Asia, Limited (DGA)
 (Hong Kong)

Developing Power Businesses in Asia, Oceania and the Middle East

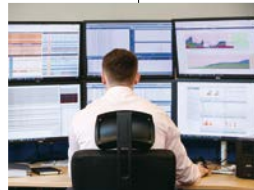
Established in 2009, DGA serves as a base for MC's electric power businesses in Southeast Asia, Oceania and the Middle East. The company aims to expand its power generation business in the region, which is showing steady signs of growth in demand for electricity. As of late December 2022, DGA holds approximately 1,470 MW of power generation assets on an equity basis.

Diamond Generating Europe Limited (DGE)
 Power Generation Business (UK)

Diamond Transmission Corporation Limited (DTC)
 Power Transmission Business (UK)

Bbox Limited Distributed Power Supply Business (UK)

OVO Group Limited Electricity and Gas Retail Business (UK)



ElectroRoute Holdings Limited (Ireland)

Energy trading and service business in Europe and Japan

ElectroRoute engages in spot, futures, international and other forms of trade in the liberalized European energy market. The company functions as a comprehensive service provider, offering energy-trade support to power producers, consumers and retailers. ElectroRoute is also expanding its operations in Japan, where deregulation of the power market is progressing.

Metito Holdings Limited
 Water Business (UAE)



Umm Al Houl Power Company (Qatar)

Commencement of Gas-Fired Power Generation & Desalination Project in Qatar

The gas-fired power generation and desalination project in Qatar began commercial operation in 2018, and is scheduled to provide the country with electricity and water for 25 years. This project will help MC provide Qatar with a stable supply of electricity and water, and shore up MC's efforts in its global power generation and fresh water businesses in response to growing demand around the globe.

Aguas CAP
 Water Business (Chile)

● Affiliated company



Mitsubishi Corporation Energy Solutions Ltd. (Japan)

Developing power generation business in Japan

Mitsubishi Corporation Energy Solutions mainly strives to develop and manage its power generation business in Japan, which as of late December 2022, holds approximately 980 MW of power generation assets on an equity basis. The company will continue to develop its power generation business, centering around renewable energy with the aim of realizing a decarbonized society, while also providing solutions for energy cost reductions and decarbonization to customers, with a focus on industrial consumers.

Mitsubishi Corporation Clean Energy Ltd.
Renewable Energy Business, etc. (Japan)

Mitsubishi Corporation Offshore Wind Ltd.
Offshore Wind Power Generation Business (Japan)

■ MC Retail Energy Co., Ltd. (Machi-Ene) Power Retail Business (Japan)



Swing Corporation (Japan)

General Water Business Company

Swing has long-standing experience developing technologies and products, as well as providing services as a pioneer of water infrastructure in Japan. It is broadly developing businesses to meet a wide range of water needs, covering everything from research and development, design and construction through to maintenance management and business operations.



Power Solution Group

The Power Solution Group consists of two divisions and two offices, namely the International Power Division, the Utility Retail Division, the Eneco* Office and the Domestic Power Business Office. We conduct a variety of initiatives including water businesses to meet diversifying utility needs, with a focus on our power solution value chain business which functions to “generate” renewable energy, “integrate” weather-dependent electricity (through a sophisticated balance of supply and demand), as well as “deliver” electricity and high added-value services to our customers.

Some of our main initiatives include our renewable energy business that contributes significantly to the decarbonization of society, the construction of distributed power generation infrastructure based on the concept of local production for local consumption, as well as power trading businesses such as spot transactions and futures trading in the power market.

By combining low-emission power sources, such as renewable energy, with digital technologies, we not only contribute to the stable supply of electricity, but also provide new added value to customers, such as supply and demand adjustment. We are also conducting initiatives in the field of hydrogen, which is expected to play a role as next-generation fuel. Through these efforts, we aim to contribute to the realization of a sustainable low-carbon/ decarbonized society while raising our corporate value.

* Eneco is an integrated energy company based in the Netherlands

International Power Div.	● Strategy & Planning Office ■ International Utility Dept. Overseas power generation & transmission business, power trading business, overseas distributed power supply business, overseas water business, hydrogen business
Utility Retail Div.	● Strategy & Planning Office ■ Utility Service Dept. Power trading business, power retail business, domestic water business
Eneco Office	Power & gas trading and retail business, power generation business, and district heating business by Eneco in the Netherlands
Domestic Power Business Office	Domestic power generation business

Private Equity Business (USA)

One Rock Capital Partners

US-Based Buyout Fund Targeting Mid-Cap Companies Mainly in North America

One Rock Capital Partners is a buyout fund management firm that targets medium-sized companies in North America. By leveraging the cross-industry network and expertise of former Ripplewood fund managers and the MC Group, One Rock Capital Partners helps add long-term corporate value to its portfolio companies.

Diamond Realty Management America Inc.
Real Estate Investment Fund Management (USA)



Real Estate Investment (USA)

DIAMOND REALTY INVESTMENTS, INC. (DRI)

Real Estate Investment Company with Proven Track Records

DIAMOND REALTY INVESTMENTS (DRI) is an investment company which specializes in the development of multifamily, student housing, industrial, and healthcare real estate throughout the US, the largest real estate market in the world. Since the early 1990s, DRI has invested in more than around 180 projects with a total development cost surpassing US\$ 10 billion.

Private Equity Business (Singapore)

AIGF Advisors Pte. Ltd.

Singapore-Based Growth Capital Fund Targeting Small/ Mid-Cap Companies in ASEAN Region

AIGF Advisors Pte. Ltd. is a private equity investment management firm wholly owned by MC. The firm's principal focus is to provide growth capital and to support value creation for small/mid-cap companies in the ASEAN region. AIGF Advisors supports long-term growth by leveraging the MC Group's extensive business expertise and global business network.

Urban Development Business (Singapore)

MITBANA Pte. Ltd.

Promoting Urban Development in ASEAN Countries

A joint venture between MC and Surbana Jurong, a Singapore-based urban and infrastructure consulting firm. This company promotes urban development projects in Asia and strives to create highly functional and appealing communities by developing multipurpose real estate facilities, and utility infrastructures.



New Ulaanbaatar International Airport LLC
Airport Operation (Mongolia)

Condominium Development in Changzhou
Real Estate Development (China)

PHirst Park Homes Inc.
Residential Development for Middle Income Class Consumers (Philippines)
Office Building Development in Alabang, Muntinlupa
Real Estate Development (Philippines)

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



Urban Development / City Management (Indonesia)

Urban Development Business in BSD City, Indonesia

Indonesia's First Smart City Development Project Based on the Concept of Transit-oriented Development (TOD)

Through Mitbana, we are working on a large-scale urban development project of over 100 hectares located in the outskirts of BSD City, Jakarta, in partnership with Sinar Mas Land, one of the largest real estate developers in Indonesia.

Real Estate Development (Indonesia/Vietnam)

MC Urban Development Indonesia/ MC Urban Development Vietnam

Operating Companies that Handle Real Estate Development in Indonesia & Vietnam

Wholly-owned subsidiaries of MC that handle real estate development in both Indonesia and Vietnam. In the future, each company intends to expand the scope of its business along with the growth of the two countries.



Photo by JAPC

Airport Operation (Japan)
Fukuoka International Airport Co., Ltd.
 Operator of Fukuoka Airport

Fukuoka International Airport Co., Ltd. is an airport management company funded by Fukuoka Airport Holdings, Nishi-Nippon Railroad, MC, Kyushu Electric Power Company and Fukuoka Prefecture. The company operates Fukuoka Airport (except certain activities such as air traffic control), including the expansion, maintenance and management of airport-related facilities such as the airport terminal building and runway.



Data Center Operation (Japan)
MC Digital Realty, Inc.

A Data Center Operation Joint Venture with Digital Realty Trust

MC Digital Realty plans, develops and operates data centers in Japan. Established on a 50/50 basis between MC and Digital Realty Trust, a leading global provider of data centers, the company not only operates existing data centers but also develops and manages new data centers that meet global standards.

- **Hokkaido Airports Co., Ltd.** Airport Operation (Japan)
- **Marunouchi Infrastructure Inc.** Private Infrastructure Fund (Japan)
- **Double Bridge Infrastructure Inc.** Private Infrastructure Fund (Japan)
- **Yokohama Akarenga, Inc.** Retail Facility Operation (Japan)
- **Diamond Realty Management Inc.** Private Real Estate Investment Fund Management (Japan)
- **Mitsubishi Auto Leasing Corporation** Auto Leasing (Japan)
- **Mitsubishi HC Capital Inc.** Leasing, Installment Sales, Other Financing (Japan)



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

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

Mitsubishi Corporation Urban Development (MCUD) develops, operates and creates value for exceptional commercial properties such as retail facilities and logistics centers by leveraging its potential in each plot of land. MCUD is also engaged in mixed use urban development.

Merchant Banking Business (Japan)

Marunouchi Capital

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

Marunouchi Capital is a Japanese private equity fund management firm wholly owned by MC. Targeting mid- to large-cap companies in Japan, Marunouchi Capital leverages the MC Group's extensive business expertise, industrial networks, and other resources to help improve long-term corporate value.



Portfolio Company:
 Food and Miscellaneous Goods Company



Urban Development Group

The Urban Development Group promotes highly functional and attractive urban development projects which demonstrate the comprehensive capabilities of the MC Group. Under its vision of creating cities, societies and the future, the Urban Development Group promotes businesses through three divisions: Urban Development & Infrastructure, Global Urban Development and Financial Business.

The Urban Development & Infrastructure Division engages in the development and management of urban development projects and real estate development projects such as logistics facilities, commercial facilities and residential properties in Japan, as well as infrastructure projects including data centers and airports, key facilities that form the foundation of urban infrastructure.

The Global Urban Development Division is engaged in the development and management of high value-added urban development projects that offer convenience and environmental friendliness, with a focus on the ASEAN region. The division also promotes the development and management of real estate development projects located mainly in North America and Asia.

The Financial Business Division offers a wide variety of financial services such as asset financing through Mitsubishi HC Capital Inc. and Mitsubishi Auto Leasing Corporation. The division also engages in private equity businesses and infrastructure fund management.

Our Group's mission is to address social and environmental needs, such as responding to increased urbanization and reducing our environmental footprint, while comprehensively fusing the expertise we have accumulated in these sectors to promote large-scale and high value-added urban development projects both in Japan and worldwide.

Urban Development & Infrastructure Div.

- Transportation Infrastructure Dept. ■ Digital Infrastructure Dept.
 - Real Estate Business Management Office ● Domestic Business Development Office
- Development and management of data centers, development and management of transportation infrastructure, development and management of domestic urban development projects and real estate development projects

Global Urban Development Div.

- Asia Business Development Dept. ● North America Business Management Office
 - Global Business Development Office
- Development and management of overseas urban development projects, mainly in the ASEAN region, development and management of real estate development projects, mainly in North America and Asia

Financial Business Div.

- Merchant Banking Dept. ■ Leasing Business Dept.
- Private equity business, infrastructure fund management and leasing business

Sustainability

Based on the Three Corporate Principles, which have served as MC's core philosophy since its inception, MC has pursued the simultaneous generation of economic, societal and environmental value. While responding to the requests of all stakeholders, MC has worked to address various societal issues through its business activities and has contributed towards the sustainable development of society as well as value creation.

Midterm Corporate Strategy 2024 further introduces the concept of "Creating MC Shared Value", which builds upon the vision of continuing to grow as a company by addressing the challenges facing society and industry.









By continuously creating MC Shared Value, MC seeks to achieve sustainable growth together with society.

Materiality

MC identified a set of Key Sustainability Issues in 2016 as mileposts for proactively realizing "triple-value growth" through the simultaneous generation of economic, societal and environmental value. While responding to the requests of all stakeholders, MC has worked to address various societal issues through its business activities and has contributed towards the sustainable development of society as well as value creation.

Six years have passed since the Key Sustainability Issues were identified, and the societal issues that should be solved have changed along with the external environment. In light

of those changes, we reviewed the Key Sustainability Issues when we formulated Midterm Corporate Strategy 2024 in order to further raise our corporate value over the medium- to long-term. In order to continuously create MC Shared Value, which is the goal of Midterm Corporate Strategy 2024, we have redefined "Materiality" as a set of crucial societal issues that we will solve through our business activities, and have established "Action Plans," which serve as medium-term plans related to the relevant material issues for each business and initiative of each Division and Business Group.

	Issues	Overview
Realizing a Carbon Neutral Society and Striving to Enrich Society Both Materially and Spiritually	 Contributing to Decarbonized Societies	Contribute to the realization of decarbonized societies by striving to reduce greenhouse gas (GHG) emissions, while providing products and services that support decarbonization during the transition period.
	 Conserving and Effectively Utilizing Natural Capital	Recognizing the Earth itself to be our most important stakeholder, strive to maintain biodiversity and conserve natural capital, and work to create circular economies while reducing our environmental footprint.
	 Promoting Stable, Sustainable Societies and Lifestyles	Promote sustainable societies and lifestyles of the future through businesses in a diverse range of countries and industries, while fulfilling our responsibility to provide a stable supply of resources, raw materials, products, services, etc., in line with the needs of countries and customers.
	 Utilizing Innovation to Address Societal Needs	Create businesses that help to address societal needs while working to spur major industry reforms that are supported by business innovation.
	 Addressing Regional Issues and Growing Together with Local Communities	Strive to contribute to the development of economies and societies by addressing issues facing countries and regions, while seeking to grow together and collaborate with diverse stakeholders, regions and communities.
	 Respecting Human Rights in Our Business Operations	Respect the human rights of all stakeholders involved in promoting our diverse operations worldwide, and pursue solutions for value chain-related issues, while considering the local conditions in each country.
Striving to Serve as a Platform for Generating Triple-value Growth*	 Fostering Vibrant Workplaces That Maximize the Potential of a Diverse Workforce	Recognizing that our human resources are the great assets of our businesses, foster a diverse and versatile talent pool that drives efforts to generate triple-value growth throughout our organization, and also seek to develop an organization where diverse human resources share common values and grow together while furthering their connections and inspiring one another to excel.
	 Realizing a Highly Transparent and Flexible Organization	While swiftly responding to changes in the business environment, strive to realize effective governance on a global, consolidated basis and maintain/strengthen a sound organization that is transparent and flexible.

*Triple-value growth: the simultaneous generation of economic value, societal value, and environmental value

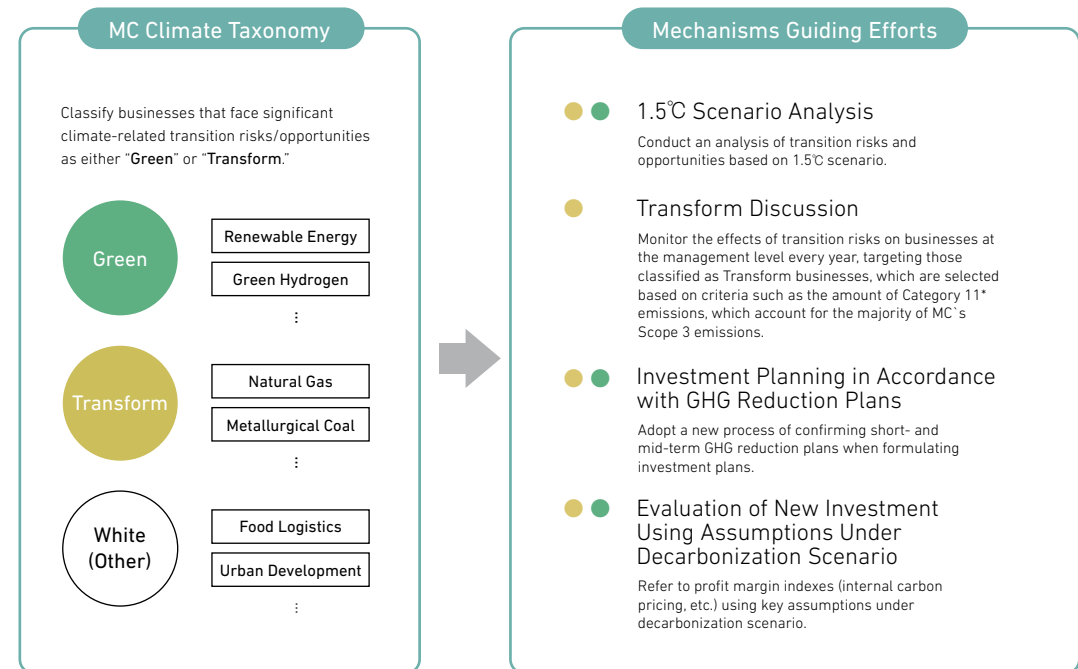
Initiatives for Realizing a Carbon Neutral Society

At MC, we believe that while climate change poses significant business risks, it also presents us with new business opportunities for innovation, disruption and growth. Accordingly, MC has set "Contributing to Decarbonized Societies" as one of its material issues as we strive to achieve sustainable growth.

In shifting to a decarbonized society, it is necessary to formulate specific policies that take into account the actual conditions (energy and power mix, geographical conditions and constraints, stage of economic development, population, etc.) that differ from country to country and region to region, and to steadily implement them one by one. Through our global network of offices and MC Group companies in approx. 90 countries around the world, we work with a wide range of stakeholders around the world each day in developing our business. We utilize this network to accurately grasp individual issues and needs as we aim to realize a decarbonized society through the process of realizing solutions through businesses that connect internal and external know-how.

In October 2021, MC formulated its Roadmap to a Carbon Neutral Society in which we declared our goal of achieving net zero GHG emissions by 2050. As an active player in a variety of industries, including resources and energy, we have formulated a number of goals and action plans in order to fulfill our responsibility to provide a stable supply of energy while striving to achieve a carbon neutral society. In order to achieve the GHG reduction targets (halve by FY2030 (FY2020 baseline), net zero by 2050) outlined in our "Roadmap to a Carbon Neutral Society," as sustainability policies to address climate change, we have introduced mechanisms for simultaneously decarbonizing and reinforcing our portfolio while also classifying each of our businesses according to climate change-related transition risks/opportunities. In addition to the "Scenario Analysis," which MC has been conducting for several years, MC has newly introduced the mechanisms of "Transform Discussions," "Investment Planning in Accordance with GHG Reduction Plans" and "Evaluation of New Investments Using Assumptions Under a Decarbonization Scenario," and has established an appropriate governance and risk management system to ensure that MC's businesses are aligned with a 2050 net zero scenario in terms of both individual projects and company-wide business strategy.

Mechanisms for Simultaneously Decarbonizing and Reinforcing our Portfolio



* Scope 3 Category 11: GHG emissions from the use of sold products

Roadmap to a Carbon Neutral Society
Click here for details

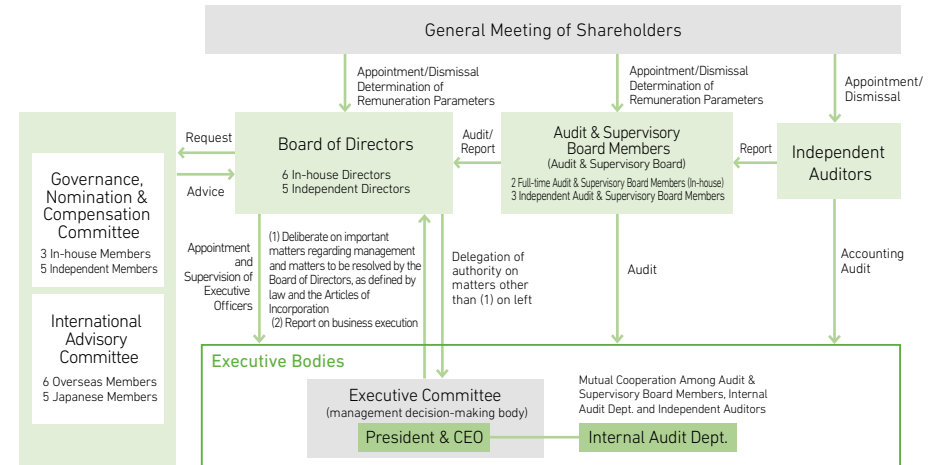


Corporate Governance and Internal Control System

With the Three Corporate Principles for a corporate philosophy MC strives to continuously raise corporate value through corporate activities rooted in the principles of fairness and integrity. MC believes that by helping to enrich society, both materially and spiritually, it will also meet the expectations of shareholders, customers and all other stakeholders.

In order to achieve these goals, MC sees strengthening corporate governance on an ongoing basis as an important subject concerning management since it is the foundation for ensuring sound, transparent, and efficient management. Therefore, MC is working to put in place a corporate governance system that is even more effective based on the Audit & Supervisory Board System. This includes strengthening management supervision through such measures as (i) appointing Independent Members of the Board who satisfy MC's Selection Criteria for Independent Directors and Independent Audit & Supervisory Board Members, and (ii) establishing advisory bodies to the Board of Directors where the majority are Independent Members of the Board and other experts from outside MC. At the same time, MC uses the executive officer system, etc., for prompt and efficient decision-making and business execution.

Our efforts to improve and strengthen our internal control system are ongoing in order to increase corporate value through proper and efficient business operations in conformity with the law and our Articles of Incorporation. The internal control system covers compliance, financial reporting, internal auditing and monitoring, management and storage of information, risk management, efficient business execution, ensuring proper business in group management, and the Audit & Supervisory Board Members.



Governance, Nomination and Compensation Committee



Note: The members removed their face masks only when this picture was taken, and ensured proper distance between their seats during the meeting.

Member Composition (as of April 1, 2023)

- Independent members (5):
 - Akitaka Saiki (Independent Director)
 - Tsuneyoshi Tatsuoka (Independent Director)
 - Shunichi Miyanaga (Independent Director)
 - Sakie Akiyama (Independent Director)
 - Mari Sagiya (Independent Director)
 - In-house members (3):
 - Takehiko Kakiuchi* (Chairman of the Board)
 - Katsuya Nakanishi (Director, President and CEO)
 - Hajime Hirano (Full-time Audit & Supervisory Board Member)
- *Committee Chairperson

International Advisory Committee

Member Composition (as of April 1, 2023)

- Overseas members (6):
 - Joseph S Nye (Harvard University Distinguished Service Professor (U.S.A.))
 - Niall FitzGerald KBE (Former CEO & Chairman, Unilever (Ireland))
 - Jaime Augusto Zobel de Ayala II (Chairman, Ayala Corporation (the Philippines))
 - Sir Rod Eddington (Former CEO, British Airways (Australia))
 - Natarajan Chandrasekaran (Chairman, Tata Sons (India))
 - Ambassador Bilahari Kausikan (Former Permanent Secretary, Ministry of Foreign Affairs (Singapore))
 - Japanese members (5):
 - Takehiko Kakiuchi* (Chairman of the Board)
 - Katsuya Nakanishi (Director, President and CEO)
 - Yasuteru Hirai (Director)
 - Akitaka Saiki (Independent Director)
 - Tsuneyoshi Tatsuoka (Independent Director)
- *Committee Chairperson

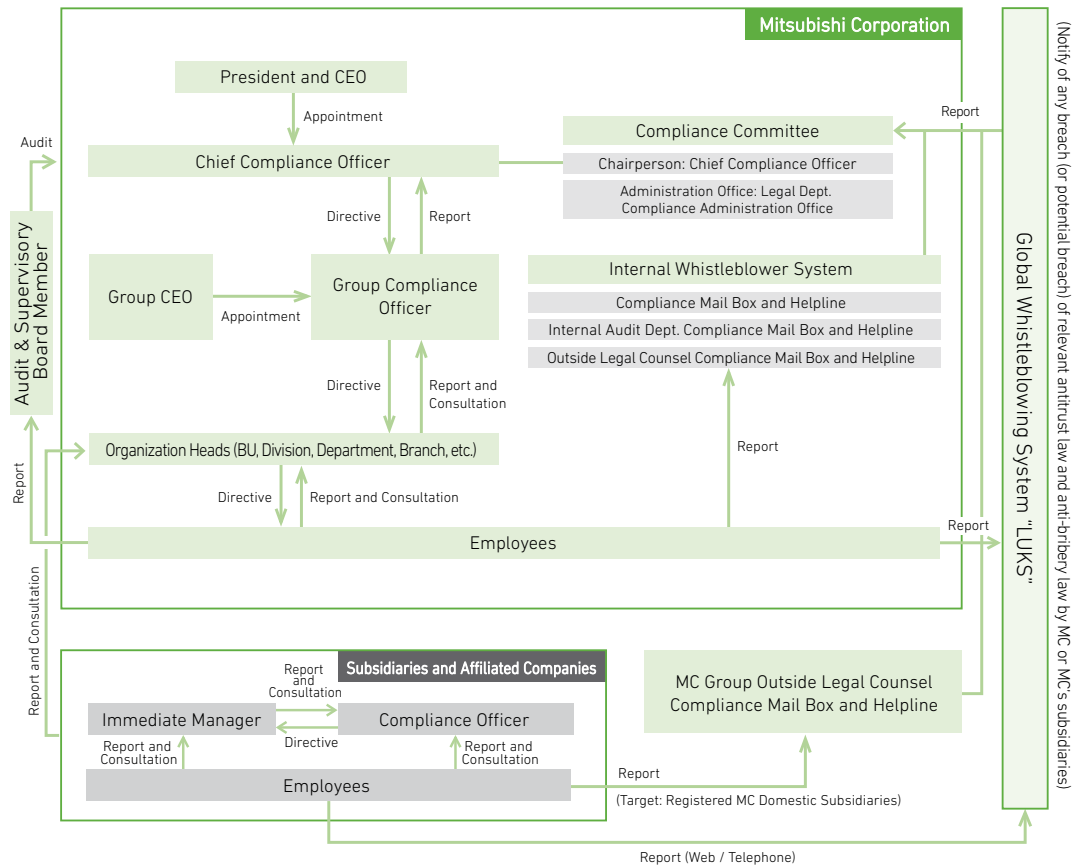


Compliance

MC has established various internal regulations based on the Three Corporate Principles, MC's guiding philosophy. These include the Corporate Standards of Conduct and the Code of Conduct. When engaging in business, officers and employees are obligated to make compliance their top priority. MC also introduced the post of Compliance Officer and appointed one to each Business Group. These officers are responsible for ensuring compliance in daily business operations.

All company officers and employees are required to take e-learning courses, which include case studies on the Code of Conduct. They must also sign an agreement stating that they understand and will adhere to the rules at all times. These protocols are now being implemented at MC's subsidiaries and affiliates on a global basis, as well. Additional steps that have been taken throughout the MC Group include holding Compliance Discussions to encourage personnel to discuss compliance issues in each workplace by using case studies (i.e. possible violations in view of the office's operations) and seminars, as well as distributing Compliance Case Study Booklets to employees. These measures will ensure ongoing learning and development, not only by employees and officers at MC, but by those at MC's subsidiaries and affiliates as well. As of fiscal year 2019, MC's Chief Compliance Officer shall now not only serve as the chairperson of the Compliance Committee, but also as the chairperson of the Security Trade Control Committee and the Trade Procedures Control Committee.

MC's actions are all based on this spirit of compliance; it remains an essential factor in raising consolidated corporate value and we remain committed to continuously upgrading and reinforcing our compliance initiatives.



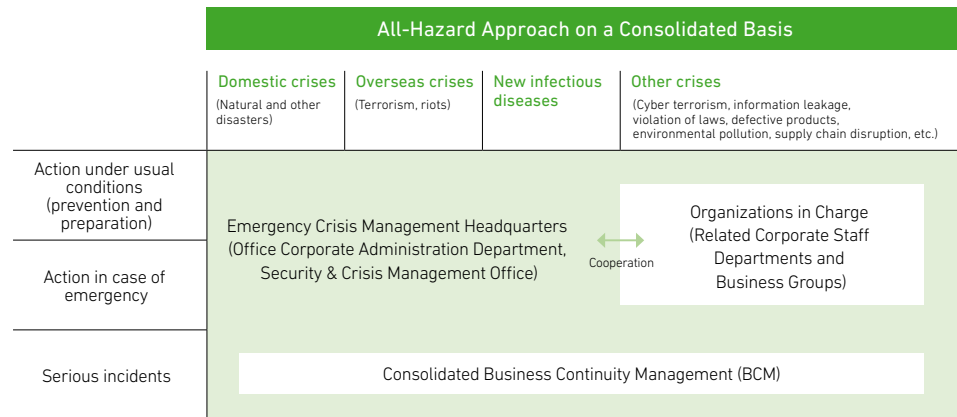
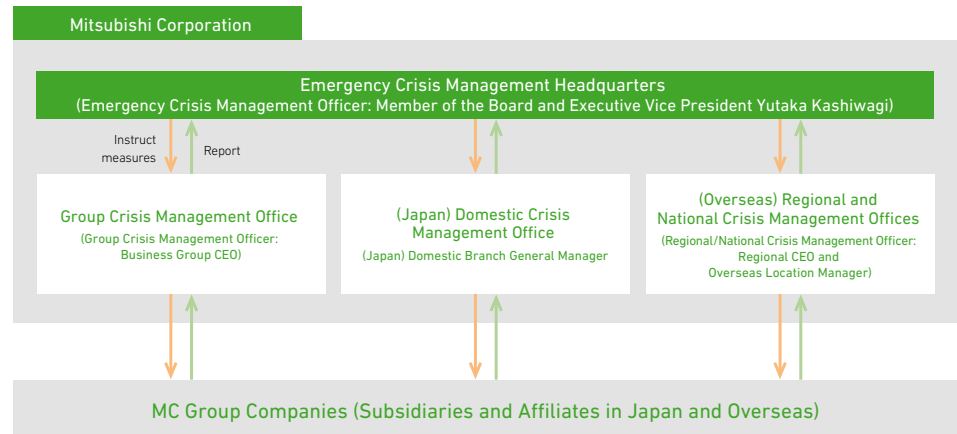
Crisis Management and Business Continuity Management on a Consolidated Basis

MC has built up a structure for securing the lives and safety of employees and their families as we respond on a consolidated basis to all crises that impact our profit and business continuity by linking together each Business Group and Regional National Crisis Management Office under the management and supervision of the Emergency Crisis Management Officer.

Based on MC's "all-hazard approach," this structure anticipates all kinds of risks, such as major natural disasters, acts of terrorism, riots, new infectious diseases, supply chain disruptions, legal transgressions, and cyber incidents, and carries out on a consolidated basis response measures under usual conditions and in the event that a crisis does occur. In particular, in the event of a serious incident impacting the lives and safety of our employees, as well as the continuity of critical business operations, we will respond under the company-wide direction of the Emergency Crisis Management Officer.

Since 2018, MC adopted "business continuity management (BCM)" for its core business companies (selected from among MC Group companies) to establish and strengthen our consolidated framework designed to equip us with the business continuity capabilities needed to respond appropriately to major crisis situations.

BCM refers to comprehensive management activities based on an all-hazard risk and impact analysis that takes into account the business characteristics (business type and location) of the operating company, which include the formulation of initial response and BCP, establishment of a structure, and implementation of an ongoing PDCA cycle through education and training.



Note: While companywide action to deal with serious incidents shall be taken under the direction of the Emergency Crisis Management Officers, compliance-related incidents shall be dealt with under the direction of the Chief Compliance Officers.

CSR

(Corporate Social Responsibility)

MC conducts CSR initiatives in line with three overarching themes: "Realizing an Inclusive Society," "Empowering the Next Generation" and "Conserving the Environment." In addition, MC provides support for regions affected by natural disasters, including recovery efforts for the Great East Japan Earthquake. Our employees continue to actively participate in long-running programs that focus on contributing to the communities in which we operate on a global basis.

MC's commitment to contributing to building prosperous, sustainable societies in the places where we operate worldwide is deeply embedded in our corporate culture based on our corporate philosophy, the Three Corporate Principles. MC established an office to oversee social and environmental affairs in 1973 in recognition that, as good corporate citizens, companies should actively pursue initiatives to contribute to society, and that the expense of those activities should be borne as part of the social cost of doing business before reaping any profits. Since then, MC has created and promoted numerous self-driven CSR initiatives with the aim of bettering our global society.

For more information on MC's CSR initiatives, please visit our website.



1. Realizing an Inclusive Society

MC aims to help realize a society where everyone can play an active role. We are continuing our activities to contribute toward a world where everyone can respect each other and coexist regardless of background, physical condition or way of life.

Main Activities

- Friendship Camp for Mothers and Children (1974-)
- Museum and Art Gallery Program for People with Impairments (2005-)
- DREAM AS ONE. (2014-)
- Para-Sports Promotion Project in China (2015-)
- Support for Economically Disadvantaged Children (2020-), etc.



Friendship Camp for Mothers and Children



DREAM AS ONE. (support for parasports)

2. Empowering the Next Generation

MC will actively support education, research and capacity development in order to contribute to the growth and self-reliance of the next generation who will be responsible for tomorrow's society.

Main Activities

- MC's International Scholarship for Studies in Japan (1991-)
- MC International Scholarship (2000-)
- Mitsubishi Corporation Art Gate Program (2008-)
- MC Overseas Study Scholarship for High School Students (2019-)
- JEES-Mitsubishi Corporation Science Technology Student Scholarship (2021-), etc.



MC International Scholarship



Mitsubishi Corporation Art Gate Program

3. Conserving the Environment

MC is committed to environmental conservation efforts in order to pass on our irreplaceable Earth to future generations and to realize a prosperous society where people live in harmony with nature.

Main Activities

- Tropical Forest Regeneration Project (1990-)
- Global Coral Reef Conservation Project (2005-)
- Forest Conservation Project "Mitsubishi Corporation Thousand Year Forest" (2009-)
- Natural Climate Solutions (2022-), etc.



Natural Climate Solutions Rangeland Restoration Project (Tessa Mildenhall)
©Conservation International



Global Coral Reef Conservation Project

Support for Natural Disasters

As a member of the communities in which we live and work, MC provides emergency support in the event of natural disasters and contributes to the recovery of the affected areas according to their specific needs.

Main Activities

- Great East Japan Earthquake Relief and Recovery Support Activities (2011-)
- Donations for Emergency Disaster Relief
- Employee Volunteer Activities in Disaster-Stricken Areas



Volunteer Activities



Fukushima Winery Project (Great East Japan Earthquake relief and recovery support)

Financial Highlights

Mitsubishi Corporation and Subsidiaries

(Billions of Yen)

	2020.3	2021.3	2022.3
Revenues And Income [IFRS]			
Revenues	14,779.7	12,884.5	17,264.8
Gross profit	1,789.1	1,605.1	2,150.8
Net income attributable to owners of the Parent	535.4	172.6	937.5
Net income attributable to owners of the Parent per share (diluted) (yen)	347.71	116.57	625.73
ROE (%)	9.8	3.2	15.0
ROA (%)	3.0	0.9	4.6

Dividends

Dividend per share (for the year, yen)	132	134	150
Payout ratio (%)	38	115	24

(Billions of Yen)

	2020.3	2021.3	2022.3
Financial Position [IFRS]			
Total assets	18,033.4	18,635.0	21,912.0
Equity attributable to owners of the Parent	5,227.4	5,613.6	6,880.2
Equity per share attributable to owners of the Parent (yen)	3,521.30	3,803.01	4,659.68
Cash Flows			
Operating cash flows	849.7	1,017.6	1,055.8
Investing cash flows	(500.7)	(357.3)	(167.6)
Free cash flows	349.0	660.3	888.2

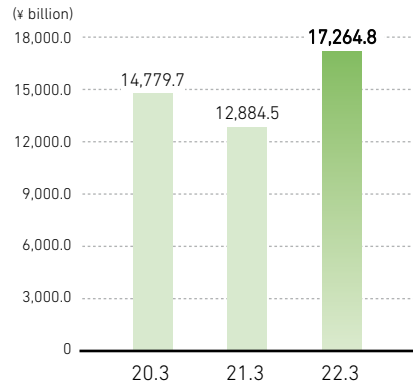
Segment Information (Year Ended March 31, 2022) [IFRS]

	Natural Gas Group	Industrial Materials Group	Petroleum & Chemicals Solution Group	Mineral Resources Group	Industrial Infrastructure Group
Net income	105.1 billion	36.8 billion	40.3 billion	420.7 billion	17.3 billion
Total assets	2,016.0 billion	1,355.0 billion	1,243.0 billion	4,554.7 billion	1,129.9 billion
No. of employees	693	10,043	3,955	819	9,086
	Automotive & Mobility Group	Food Industry Group	Consumer Industry Group	Power Solution Group	Urban Development Group
Net income	106.8 billion	79.3 billion	21.0 billion	50.5 billion	40.0 billion
Total assets	1,699.3 billion	1,968.6 billion	3,930.3 billion	2,650.1 billion	1,136.2 billion
No. of employees	6,511	23,056	18,659	4,419	622

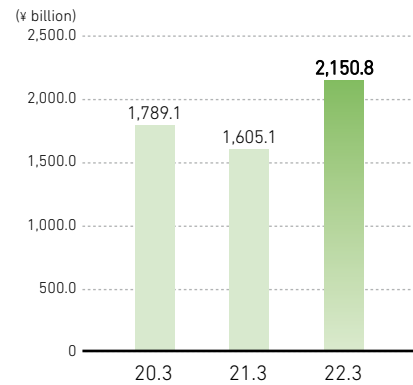
*Net income denotes net income attributable to owners of the Parent.

*The provisional amounts as of March 31, 2020 have been retrospectively adjusted due to the completion of the initial accounting for business combination.

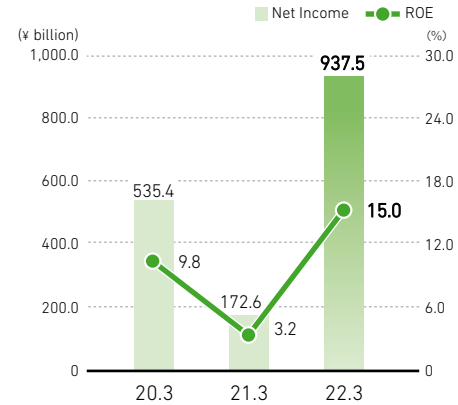
Revenues



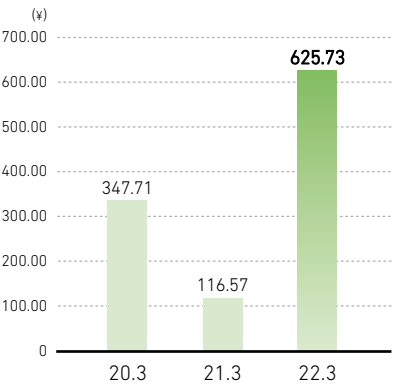
Gross Profit



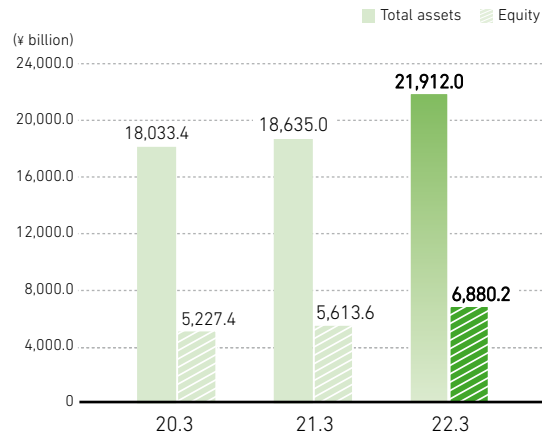
Net Income and ROE



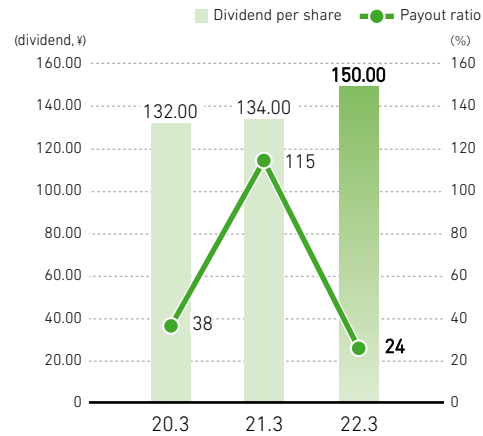
Net Income Per Share (Diluted)



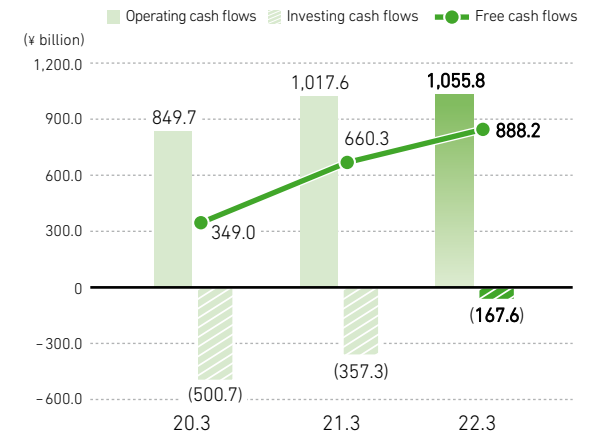
Total Assets and Equity



Dividend Per Share and Payout Ratio



Cash Flows



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

*Equity denotes equity attributable to owners of the Parent.

*The provisional amounts as of March 31, 2020 have been retrospectively adjusted due to the completion of the initial accounting for business combination.

Management

(As of April 1, 2023)

Directors



Takehiko Kakiuchi
Chairman of the Board



Katsuya Nakanishi
Representative Director,
President and CEO



Norikazu Tanaka
Director,
Senior Executive Vice President



Yasuteru Hirai
Director



Yutaka Kashiwagi
Representative Director,
Executive Vice President



Yuzo Nouchi
Representative Director,
Executive Vice President



Akitaka Saiki*
Independent Director



Tsuneyoshi Tatsuoka*
Independent Director



Shunichi Miyanaga*
Independent Director



Sakie Akiyama*
Independent Director



Mari Sagiya*
Independent Director

* Indicates an Outside Director as provided for in Article 2-15 of the Companies Act. Designated for Independent Directors and Independent Audit & Supervisory Board Members as specified by the Tokyo Stock Exchange.

Audit & Supervisory Board Members



Hajime Hirano
Full-time Audit &
Supervisory Board Member



Mitsumasa Icho
Full-time Audit &
Supervisory Board Member



Rieko Sato**
Independent Audit &
Supervisory Board Member



Takeshi Nakao**
Independent Audit &
Supervisory Board Member



Mari Kogiso**
Independent Audit &
Supervisory Board Member

** Indicates an Outside Audit & Supervisory Board Member as provided for in Article 2-16 of the Companies Act. Designated for Independent Directors and Independent Audit & Supervisory Board Members as specified by the Tokyo Stock Exchange.

Executive Officers

President and
Chief Executive Officer

Katsuya Nakanishi*

Koji Ota
Group CEO,
Industrial Infrastructure Group

Masaru Saito
EVP, Next-Generation Energy
Business
(Concurrently) Head of Next-
Generation Energy Business Group

Senior Executive Vice
President

Norikazu Tanaka*
SEVP, Energy Transformation

Tetsuo Kawate
President,
Mitsubishi Corporation (Americas)

Executive Vice Presidents

Ko Imamura
Group CEO,
Chemicals Solution Group

Kotaro Tsukamoto
Group CEO,
Industrial Materials Group

Satoshi Koyama
Group CEO, Mineral Resources
Group
(Concurrently) Division COO,
Mineral Resources Investment Div.

Jun Nishizawa
Group CEO, Natural Gas Group

Norio Saigusa
Group CEO, Food Industry Group

Senior Vice Presidents

Aiichiro Matsunaga
Group CEO,
Power Solution Group

Naoshi Ogikubo
General Manager,
Urban Development Group CEO
Office

Yutaka Kashiwagi*
Corporate Functional Officer, IT,
CAO
(Concurrently) Chief Compliance
Officer, Officer for Emergency
Crisis Management Headquarters

Yoshiyuki Nojima
General Manager,
Corporate Administration Dept.

Kiyotaka Kikuchi
Group CEO,
Consumer Industry Group

Akihiko Takada
Managing Director, Mitsubishi
Corporation International
(Europe) Plc. (Concurrently)
General Manager, London Branch

Takuya Kuga
Group CEO,
Urban Development Group

Kyoya Kondo
Division COO, Isuzu Business Div.

Shigeru Wakabayashi
Group CEO,
Automotive & Mobility Group

Yasuyuki Asakura
General Manager,
Power Solution Group CEO Office

Yuzo Nouchi*
Corporate Functional Officer, CFO

Sadahiko Haneji
President, Mitsubishi International
Corporation
(Concurrently) EVP,
Mitsubishi Corporation (Americas)

Tetsuya Shinohara
Corporate Functional Officer, CRO
(Concurrently) General Manager,
Global Strategy & Coordination
Dept.

Shota Kondo
General Manager, Corporate
Strategy & Planning Dept.

Toshiaki Maekawa
Division COO,
Automotive Business Div.

Hideyuki Hori
General Manager,
Food Industry Group CEO Office

Koji Ohno
Division COO, Steel Products Div.

Akifumi Suzuki
Division COO, Global Marketing Div.

Tetsu Funayama
Corporate Functional Officer,
Business Development for Japan
(Concurrently) General Manager,
Kansai Branch

Kazuaki Yamana
General Manager,
Business Investment Management
Dept.

Kenji Kobayashi
Corporate Functional Officer, CSEO
(Concurrently) General Manager,
Investor & Shareholder Relations
Dept.

Juro Baba
Seconded to Toyobo MC
Corporation
(Executive Vice-president &
Representative Director, COO)

Ryosuke Tsugaru
Division COO, Asia-Pacific Div.

Ken Yamaguchi
Division COO, Food Sciences Div.

Satoshi Sato
Division COO,
Industrial Machinery Div.

Takehiro Fujimura
General Manager,
Internal Audit Dept.

Yuji Okafuji
Seconded to Mitsubishi
Corporation Energy Solutions
Ltd. (Director, President and Chief
Executive Officer)

Takuya Hirakuri
CDO (Concurrently)
Head of Industry Digital
Transformation Group

Akihiro Kurosawa
General Manager, Legal Dept.

Kazuo Ito
General Manager,
Consumer Industry Group CEO
Office

Yoshihiro Shimazu
General Manager,
Corporate Accounting Dept.

Shuji Kobayashi
Division COO, Food Resources Div.

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

Takuji Konzo
General Manager,
Jakarta Representative Office

Satoshi Hamada
Division COO,
International Power Div.

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

* Represents Members of the Board

Corporate Data (As of March 31, 2023)

Company Name

Mitsubishi Corporation

Date Established

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

Capital

¥204,446,667,326

Shares Of Common Stock Issued

1,458,302,351

Listed On The Following Stock Exchanges

Tokyo

Head Office

Mitsubishi Shoji Building

3-1, Marunouchi 2-chome, Chiyoda-ku, Tokyo, 100-8086, Japan*

*Registered Office of our company

Marunouchi Park Building

6-1, Marunouchi 2-chome, Chiyoda-ku, Tokyo, 100-8086, Japan

Number Of Employees

Parent company: 5,571

Parent company and all of its consolidated subsidiaries: 80,728

* The number of employees does not include individuals seconded to other companies and includes individuals seconded from other companies.

Mitsubishi Corporation Website

For more details about Mitsubishi Corporation's business, sustainability and CSR activities, investor relations and career information, please visit our website.

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



MC Library

This page contains additional resources, including our corporate profile video, an outline of our history, an overview of our social contribution activities and examples of company ads.

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



