



**CORPORATE BROCHURE 2018**

ENGLISH

Think Big, Act Honestly

 **Mitsubishi Corporation**

# Mitsubishi Corporation

## Introduction

Mitsubishi Corporation (MC) develops and operates businesses across virtually every industry, including industrial finance, energy, metals, machinery, chemicals, and daily living essentials. MC's current activities have expanded far beyond its traditional trading operations to include investments and business management in diverse fields including natural resources development, manufacturing of industrial goods, retail, new energy, infrastructure, finance and new technology-related businesses. With over 200 offices and subsidiaries in some 90 countries and regions worldwide and a network of approximately 1,300 group companies, MC employs a multinational workforce of over 70,000 people.

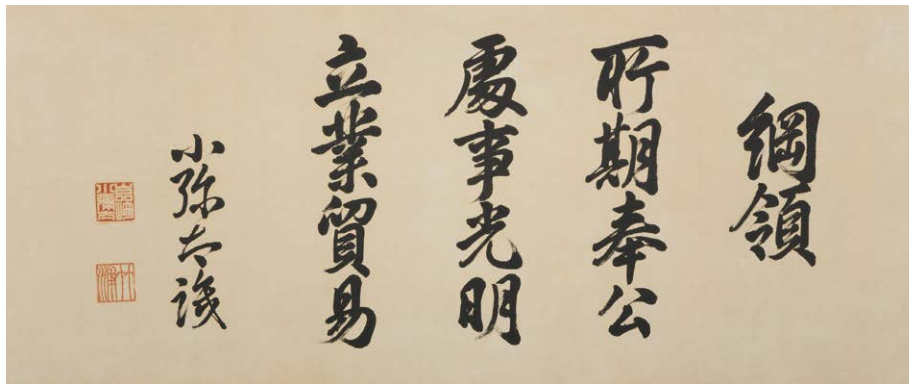


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## Corporate Philosophy – Three Corporate Principles



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.

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### Corporate Responsibility to Society

"Shoki Hoko"

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

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### Integrity and Fairness

"Shoji Komei"

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

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### 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

In 1954 the new Mitsubishi Shoji was founded, and that same year was listed on both the Tokyo and Osaka stock exchanges. In 1967, the company announced its first management plan. In 1968, the company committed to a large project in Brunei to develop LNG (liquefied natural gas). This was its first large-scale investment. Not content with mere trade-based activities, the company began expanding its development and investment-based businesses on a global scale, as evidenced by iron-ore and metallurgical coal projects in Australia and Canada, and salt field business in Mexico. In 1971, the company made "Mitsubishi Corporation" its official English name.



## The 1990s

In 1992, MC announced a new management policy, namely to reinvent the company as a "Sound, Global Enterprise." MC began placing greater focus on its consolidated operations and increasing the value of its assets. More efforts were made to globalize the company's operations and its people. In 1998, MC established "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

In April, 2010, MC reorganized and enhanced this section through the establishment of two new Groups, the Global Environment Business Development Group and Business Service Group. In July 2010, MC announced "Midterm Corporate Strategy 2012," which sought to strengthen our management platform based on the diversification of business models. "New Strategic Direction – Charting a new path toward sustainable growth" was released in May 2013, and outlined an image of the MC Group circa 2020 in which we reinforce our portfolio by increasing earnings from non-resource businesses. "Midterm Corporate Strategy 2018" was released in May 2016.



## The 1980s

MC needed to construct new systems to generate profits. The company began streamlining its established businesses and developing more efficient operations. In 1986 the company firmly entrenched a new policy, shifting its focus from operating transactions to profits. That same year a new management plan was drawn up.



## The 2000s

In 2001, MC introduced "MC2003", an aggressive new blueprint for growth, involving an expansion of the company's value chains, a strengthening of its profitability, and focused strategies to create new businesses. In 2004, "INNOVATION 2007" was unveiled which sought to establish MC as a "New Industry Innovator," with an aim to open up a new era and grow hand in hand with society. In 2007, MC newly established the Business Innovation Group and Industrial Finance, Logistics & Development Group. Then, in 2008, MC announced its management plan, "INNOVATION 2009." In 2009, MC systematically reorganized the Business Innovation Group and established its Corporate Development Section.

# Global Network (As of July 1, 2018)

Including offices in Japan, MC has more than 200 offices and subsidiaries, and develops business in collaboration with approximately 1,300 group companies in some 90 countries and regions around the world.

It is today much more difficult to forecast what the business of the future will look like given our increasingly complex global business environment. This is particularly true as it relates to technological advancements, which are all at once rapid and intermittent. MC is therefore seeking to bolster its corporate value by directing more management resources into its consolidated subsidiaries and shifting more towards managing businesses. As this shift progresses MC will need to respond swiftly to changes in the business environment in order to strengthen the all-round capacity of MC Group businesses and better capitalize on new business opportunities.

The bedrock of these initiatives is our global network, which consists of more than 200 offices and subsidiaries, and approximately 1,300 group companies in some 90

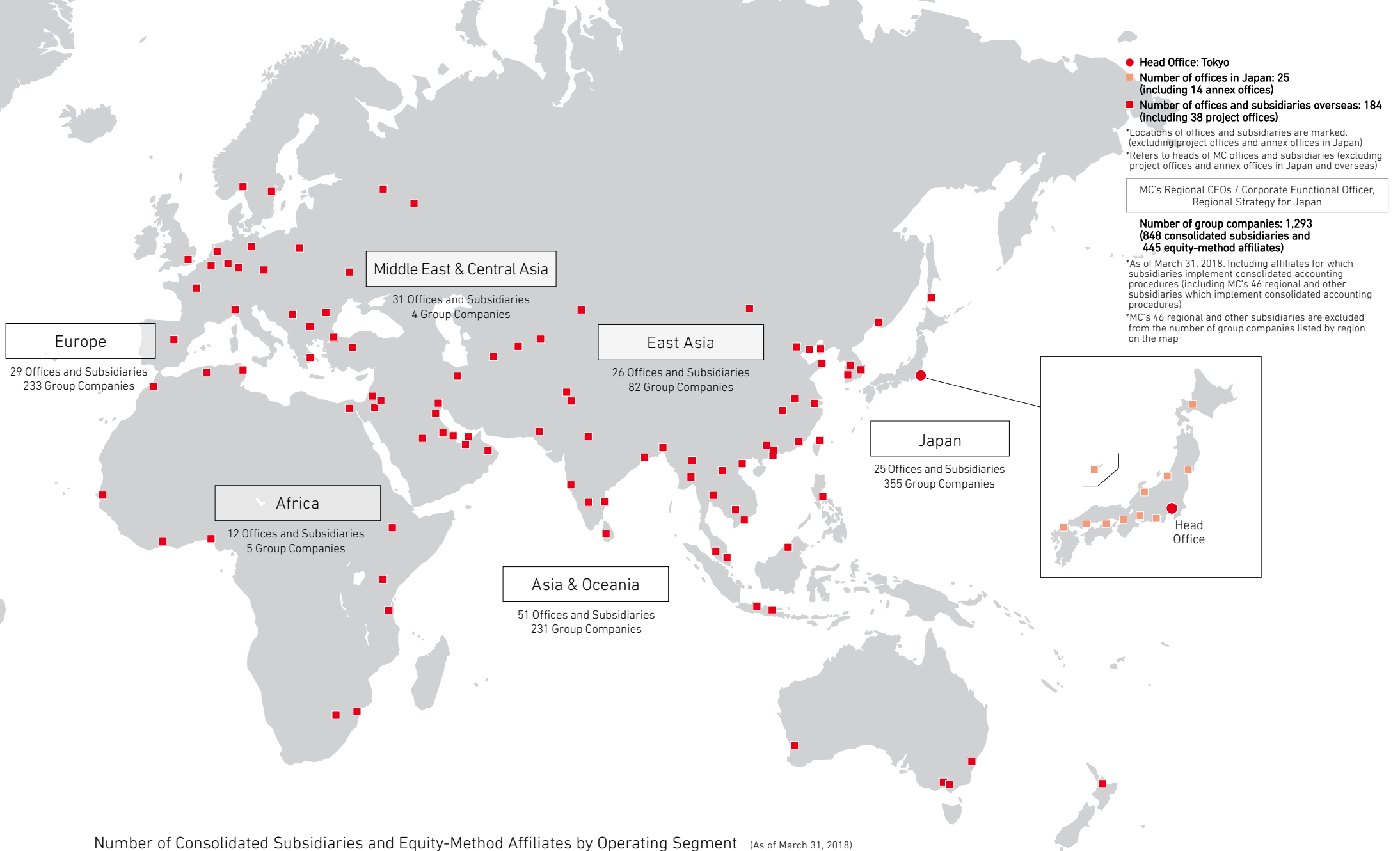
countries and regions around the world. Offices and subsidiaries in each region cooperate with business firms to promote collaboration with local influential companies, develop new business opportunities, and provide frontline intelligence to aid MC's management. Regional CEOs have been assigned to seven key regions: North America, Latin America & the Caribbean, Europe, Africa, Middle East & Central Asia, East Asia, and Asia & Oceania. These Regional CEOs devise solutions to problems commonly faced in each region, and spearhead the development of businesses in a way that transcends national or regional borders.

As MC shifts towards managing businesses, we will deepen our global network and work on improving our corporate value on a consolidated basis.



## Location of MC Operations

<b>Japan</b> Sapporo Sendai Nagoya Niigata Toyama Shizuoka Osaka Takamatsu Fukushima Fukuoka Naha	Querétaro  <b>Latin America &amp; the Caribbean</b> Guatemala City Panama City Quito Lima Santa Cruz Bogotá Santiago Caracas Asunción Buenos Aires São Paulo Rio de Janeiro Santos Paranagua Havana  <b>Europe</b> London Madrid Paris Brussels Amsterdam	Düsseldorf Frankfurt Berlin Milan Oslo Prague Stockholm Warsaw Bucharest Belgrade Athens Sofia Moscow Vyksa Vladivostok Yuzhno-Sakhalinsk Kiev Almaty  <b>Africa</b> Johannesburg Dakar Casablanca Abidjan Algiers Lagos	Tunis Maputo Nairobi Addis Ababa Dar es Salaam  <b>Middle East &amp; Central Asia</b> Istanbul Ankara Ashgabat Tashkent Navoiy Dubai Cairo Tel Aviv Ramallah Amman Riyadh Al Khobar Basra Doha Abu Dhabi Muscat Kuwait Tehran	<b>East Asia</b> Ulaanbaatar Beijing Guangzhou Shenzhen Wuhan Tianjin Xiamen Nanjing Qingdao Shanghai Dalian Hong Kong Taipei  <b>Asia &amp; Oceania</b> Karachi Islamabad Lahore New Delhi Mumbai Kolkata Chennai Bangalore Colombo Dhaka	Yangon Nay Pyi Taw Bangkok Kuala Lumpur Singapore Phnom Penh Vientiane Hanoi Ho Chi Minh City Jakarta Surabaya Bandar Seri Begawan Manila Melbourne Sydney Perth Mount Waverley Auckland Seoul Kwangyang Pohang
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Number of Consolidated Subsidiaries and Equity-Method Affiliates by Operating Segment (As of March 31, 2018)

	Global Environmental & Infrastructure Business Group	Industrial Finance, Logistics & Development Group	Energy Business Group	Metals Group	Machinery Group	Chemicals Group	Living Essentials Group	Corporate Staff Section	Regional Subsidiaries	Total
No. of Consolidated Subsidiaries and Equity-Method Affiliates	253	210	94	177	161	75	261	16	46	1,293

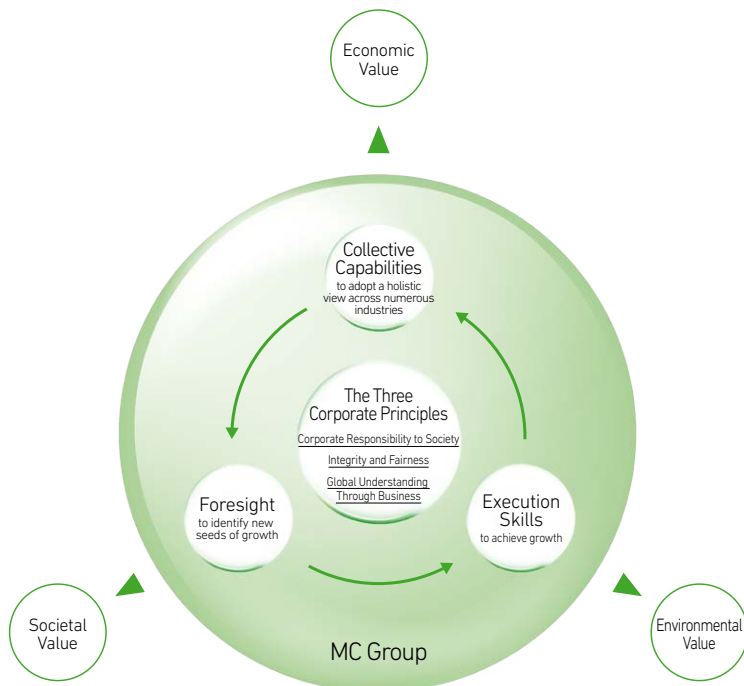
· Number of employees at parent company and all of its consolidated subsidiaries: 77,476 · Number of employees at parent company alone: 6,129 · Companies affiliated with subsidiaries are included in the number of consolidated subsidiaries and equity-method affiliates.

# MC Group Corporate Vision

## The MC Group Will Deliver Sustainable Growth by Fulfilling Societal Needs

The MC Group aims to deliver sustainable growth by adapting to changes in the business environment and fulfilling societal needs in due consideration of the United Nations' Sustainable Development Goals (SDGs). To achieve this aim, the MC Group shall rely on three core strengths, namely its collective capabilities to adopt a holistic view of industry, its foresight to identify new seeds of growth, and its execution skills to germinate them.

## Simultaneously generating economic value, environmental value and societal value through our businesses



## Mission & Corporate Philosophy

- The "Three Corporate Principles" serve as the MC Group's core philosophy and underpin its commitment to fair, responsible, and global business practices.
- By pooling its collective capabilities, the MC Group strives to fulfill societal needs and meet stakeholder expectations by simultaneously generating economic, societal, and environmental value.

## Adaptability

- The MC Group prides itself in adapting to our ever-evolving world, anticipating and responding to changes in geopolitical, economic and industrial landscapes, the last two of which are being increasingly driven by innovations in technology.

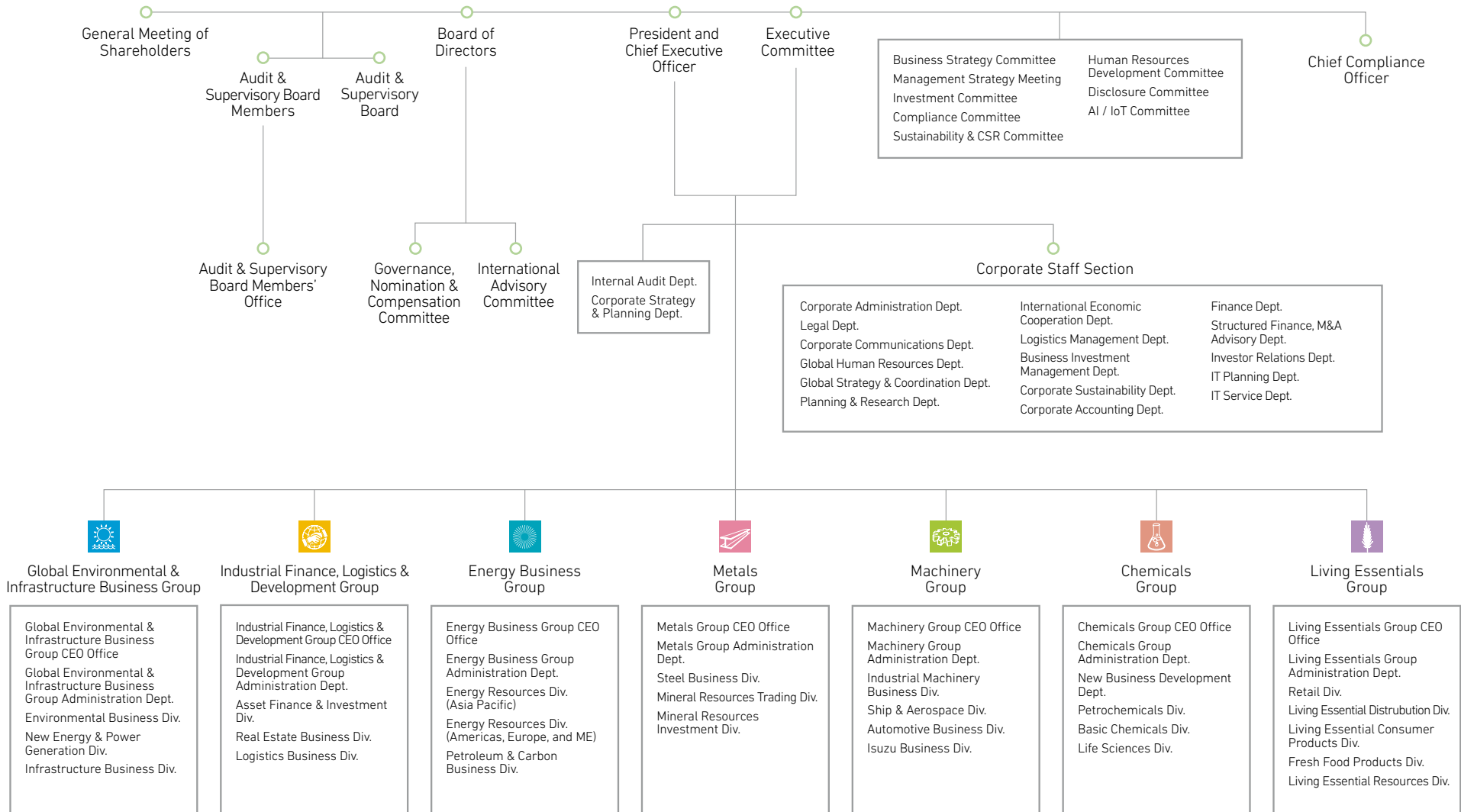
## Consolidated Growth Strategy

- The MC Group includes approximately 1,300 enterprises, and as the MC Group works to raise their consolidated earnings, it remains equally committed to growing their individual corporate value, while simultaneously generating three values.
- By leveraging the diverse expertise found throughout its network of group companies and more than 150 Business Units, MC shall continue to innovate and inspire global industries.
- MC shall optimize its portfolio by dynamically allocating management resources based on its level of engagement in each business. Sizeable growth investments are companywide commitments to develop next-generation earnings drivers.
- The MC Group is dedicated to rearing the highest quality of management professionals, ethically grounded leaders with the foresight to identify new seeds of growth and the execution skills to germinate them.
- Regardless of how our world evolves, there will always be opportunities to deliver goods and services that meet societal needs and improve our quality of life. This recognition is the very foundation of MC's consolidated growth strategy.



# Organizational Structure

(As of July 1, 2018)



\*Organizational Structure of the head office



**Nexamp (USA)**  
**Distributed Solar Power Business**

In 2016, MC invested in Nexamp, a US-based distributed solar power generation company. The distributed solar power business has been gathering great attention due to stricter environment regulations and its impact on reducing energy costs for end-users.

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



**Diamond Generating Europe (DGE) (UK)**

**Developing Power Businesses in Europe and the Middle East**

In 2013, MC established DGE to oversee IPP operations in Europe and the Middle East. DGE has since been working closely with leading local partners to acquire a range of assets in the renewable energies sector, including offshore wind. DGE currently holds approximately 900MW of power generation assets on an equity basis.

**ElectroRoute**  
 Energy Trading Business  
 (Ireland)



**South Staffordshire (SS) (UK)**

**Water Supply Services Including O&M and Capital Investment of its Holding Assets as well as Customer Management and Billing Services**

SS provides integrated water services to some 1.6 million customers in the South Staffordshire and Cambridge regions. The company's water business extends from ownership, maintenance and operation of water works to capital investment and customer management. In addition, SS provides water related engineering and customer service on a nation-wide basis through more than 30 service hubs in the UK.

**Pipe Manufacturing Plant /Construction**  
 (Russia)

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

**New Ulaanbaatar International Airport /Construction**  
 (Mongolia)

**Calik Enerji**  
 Infrastructure Business  
 (Turkey)

**Thermal Power Plant /Construction (Uzbekistan)**  
**Fertilizer Plant /Construction (Uzbekistan)**

**TCV Stevedoring Company S.A.**  
 Ports Business  
 (Spain)

**Fertilizer Plant /Construction**  
 (Turkmenistan)

**Umm Al Houf Power**  
 Power Generation/  
 Water Business  
 (Qatar)

**Hot Strip Mill /Construction**  
 (India)

**Thermal Power Plant**  
 Construction  
 (Taiwan)

**Metito /Water Business**  
 (United Arab Emirates)

**Dubai Metro /Construction**  
 (United Arab Emirates)

**Mandalay International Airport**  
 Operation Business  
 (Myanmar)



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

DGC was set up in 1999 as MC's regional power generation business. The plants it develops, constructs, operates, and maintains include eight gas-fired, two wind plants. DGC has also invested in the company running distributed power supply business. DGC currently holds approximately 2,400MW of power generation assets on equity basis.

**Aguas/ CAP**  
 Water Business  
 (Chile)



**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-deepwater 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 production capacity of around 150,000 bbl/day.

**Geothermal Power Plant**  
 Construction  
 (Kenya)



**Doha Metro (Qatar)**  
**First Fully Automated Metro System in the State of Qatar – Under Construction**

The Doha Metro will run through the city of Doha. Construction is underway for 3 lines in Red, Green, and Gold - covering a total distance of 86 kilometers with 37 stations.

**Thermal Power Plant**  
 Construction  
 (Indonesia)

- Environmental Business
- New Energy & Power Generation Business
- Water Business
- Transportation Infrastructure Business
- Plant Engineering Business



**Lithium Energy Japan (Japan)**  
**Mass Production of Large-Capacity Lithium-Ion Batteries**

The world's first mass producer, Lithium Energy Japan develops, manufactures, and sells large-capacity, high-performance lithium-ion batteries. In addition to being used in MMC's plug-in hybrid "Outlander," the batteries are being delivered to a number of European automakers.

- **MC Retail Energy Co., Ltd. (Machi-Ene)** /Electricity Retailing Business (Japan)
- **Mitsubishi Corporation Power Ltd.** /Power Generation Business (Japan)
- **Swing Corporation** /Water Business (Japan)
- **Mitsubishi Corporation Machinery** /EPC and Trading Business (Japan)
- **Chiyoda Corporation** /Engineering Business (Japan)



**Diamond Generating Asia (DGA) (Hong Kong)**  
**Developing Power Businesses in Asia and Oceania**

In 2009, MC established DGA to oversee IPP operations in the "Asia and Oceania" region. The company has been working closely with local partners to develop IPP businesses in light of the increasing demand for new sources of energy across the region while at the same time contributing to the society and economic development of the countries in which these projects are operated. DGA currently holds approximately 1,150MW of power generation assets on an equity basis.

**Canberra Light Rail Transit** /Construction and Operation Business (Australia)



# Global Environmental & Infrastructure Business Group

Ours is a long-term approach aimed at raising our corporate value through the growth of stable, long-term earnings drivers while contributing towards the realization of a sustainable society, with full consideration for the environment. We remain committed to developing mechanisms, technologies and systems in business domains that have high levels of public interest and growth potential and that will enable more people to live on fewer resources.

Composed of three divisions (Environmental Business Division, New Energy & Power Generation Division, and Infrastructure Business Division), the Global Environmental & Infrastructure Business Group mainly handles trade and related business operations in power generation, water, transportation, and other necessary infrastructure. We are active in areas that help to combat global warming and secure sustainable supplies of energy, such as renewable sources or hydrogen and next-generation energy businesses. We are also involved in the manufacture of lithium-ion batteries, an essential component for today's environmentally friendly electric vehicles.

<b>Environmental Business Division</b>	Batteries/ Power Generation Demand-Side Business, as well as Environmental and New Energy-Related Business Development
<b>New Energy &amp; Power Generation Division</b>	Power Generation in Japan and Overseas/ Electricity Retailing in Japan/ Onsite (Inside-the-Fence) Power Generation/ Overseas Power Transmission/ Export and Import of Power Generation and Transmission Equipment
<b>Infrastructure Business Division</b>	Export of Equipment Pertaining to Water, Transportation, and Energy Industry Infrastructure, and Related Businesses



Real Estate Investment Trust (REIT) (Japan)  
**Mitsubishi Corp. - UBS Realty Group (MCUBS)**  
 One of Japan's Leading Real Estate Asset Management Companies with Three Listed REITs

In 2002, MCUBS entered into an asset management agreement with Japan Retail Fund Investment Corporation forming Japan's first retail property REIT. In addition to managing one of Japan's largest asset portfolios, MCUBS concluded the asset management agreement with Industrial & Infrastructure Fund Investment Corporation in 2007, establishing Japan's first industrial property REIT. In 2015, MCUBS became the majority shareholder of MCUBS MidCity Inc., which conducts the asset management agreement for the office REIT, MCUBS MidCity Investment Corporation.

Private Equity Business (USA)  
**One Rock Capital Partners**  
 Buyout Fund Mainly Targeting Medium and Large Enterprises in North America

One Rock Capital manages a series of funds totaling 1.396 billion USD in value which primarily targets medium and large enterprises in North America. The fund aims to add value to its investments by leveraging its fund management professionals as well as MC's industrial expertise and global business network.

**MC Logistics CIS LLC**  
 General Logistics (Russia)

**MCAP EUROPE Inc.**  
 Aircraft Leasing (Ireland)

**Mitsubishi Corporation LT Europe GmbH**  
 General Logistics (Germany)

**MC Aviation Partners Americas Inc.**  
 Aircraft Leasing (USA)

**Diamond Realty Investments (Dallas)**  
 Real Estate Investment (USA)

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

**Condominium Development in Shenyang**  
**Condominium Development in Xuzhou**  
 Real Estate Development (China)

**Mitsubishi Corporation LT (Shanghai) Co., Ltd.** General Logistics (China)

**Condominium Development in Ortigas Center, Metro Manila**

**Industrial Park Development in Cavite Technopark**

**Office Building for BPO Services Development in Makati**

**Terraced House Development in Tanzania**

Real Estate Development (Philippines)

**Industrial Park Development in Thilawa SEZ**

Real Estate Development (Myanmar)

**Cube Highways and Infrastructure Pte. Ltd.**

Toll-Road and Highway Operation (India)

**MC Logistics India Pvt. Ltd.**

General Logistics (India)

**Mitsubishi Corporation LT (Thailand) Co., Ltd.**

General Logistics (Thailand)

**Condominium Development in Ho Chi Minh** Real Estate Development (Vietnam)

**ASEAN Industrial Growth Fund (AIGF)** Private Equity (Singapore)

**Diamond Bulk Carriers Pte. Ltd.** Dry Bulk Cargo Logistics (Singapore)

**Condominium Development in VSIP I**

**Binh Duong**

**Condominium Development in The Manor Central Park Hanoi**

Real Estate Development (Vietnam)

**Orange Country (OC) Condominium Project in Jakarta**

**Condominium Development in BSD**

**Mixed-Use Development Project in BSD City**

Real Estate Development (Indonesia)

**PT. MCLOGI ARK INDONESIA**

General Logistics (Indonesia)



Real Estate Investment (USA)  
**DIAMOND REALTY INVESTMENTS, INC. (DRI)**  
 Real Estate Investment Company with Proven Track Records

DIAMOND REALTY INVESTMENTS (DRI) is a proactive investment company which specializes in the development of multifamily, student housing and Industrial real estate properties throughout the US, the largest real estate market in the world. Since the early 1990s, DRI has invested in more than around 120 projects with a total development cost surpassing 4 billion USD.



Large-Scale Urban Developments (Myanmar)  
**Yoma Central in Yangon**  
 Landmark Project in Myanmar

This project will be Myanmar's first large-scale modern mixed-use urban development project with a total floor area of over 200,000m<sup>2</sup>, involving the construction of offices, housing, commercial facilities, hotels, and others. MC will provide high value-added urban infrastructure in an aim to further contribute to rapid development in Myanmar.



Private Equity Business (Japan)  
**Marunouchi Capital**  
 Buyout Fund Targeting Medium and Large Companies in Japan

Since its inception in 2008, Marunouchi Capital has managed buyout funds which primarily target Japanese companies. In 2016, Marunouchi Capital launched its second fund and continues its quest to add value to its investments by leveraging MC's industrial expertise and global network.

- GCEO Office
- Asset Finance & Investment Division
- Real Estate Business Division
- Logistics Business Division



Aircraft Leasing Business (Japan)  
**MC Aviation Partners Inc.**  
 Leading Company in Japan's Aircraft Leasing Business

By calling on the expertise at MC Aviation Partners Inc. (MCAP), MC is working to provide a flexible, efficient, and global lineup of services in the aircraft leasing business. With support from MC's more than 200 offices around the world, MCAP has established operations in Tokyo, Los Angeles, and Dublin.

- **Mitsubishi Corporation Asset Management Ltd.** Asset Management (Japan)
- **Mitsubishi Auto Leasing Corporation** Auto Leasing (Japan)
- **Mitsubishi UFJ Lease & Finance Company Ltd.** Leasing, Installment Sales, Other Financing (Japan)
- **Diamond Realty Management Inc.** Private Real Estate Investment Fund (Japan)
- **Mitsubishi Corporation Urban Development, Inc.** Development & Operation of Commercial Properties (Japan)
- **MC Digital Realty, Inc.** Data Center Operation and Development (Japan)
- **Marunouchi Infrastructure Inc.** Private Infrastructure Fund (Japan)
- **Mitsubishi Ore Transport Co., Ltd.** Ship Owning and Management (Japan)



General Logistics Business (Japan)  
**Mitsubishi Corporation LT Inc. (MCLOGI)**  
 A Comprehensive & Global Logistics Enterprise

Established in 1954, MCLOGI is a global logistics company servicing in Japan, China, other parts of Asia as well as Europe and the Americas. MCLOGI leverages MC's unique functions and expertise cultivated through noted customers in apparel, automobile, and other sectors, to provide customers with solutions that go beyond the conventional logistics framework.



# Industrial Finance, Logistics & Development Group

The Industrial Finance, Logistics & Development Group conducts business in four sectors: Merchant Banking, Leasing, Real Estate & Urban Development and Logistics.

In addition to the wealth of knowledge and managerial competence gained through experience and the networks of a global integrated business enterprise, the Industrial Finance, Logistics & Development Group leverages its financing capabilities, including MC's asset management expertise, to build the optimal portfolio for maximizing corporate value.

<b>Asset Finance &amp; Investment Division</b>	Private equity investment and management business/ General, auto, aircraft, and other leasing businesses
<b>Real Estate Business Division</b>	Mixed-use urban development projects/ Commercial properties development/ Real estate-related business including the management of real estate funds/ Infrastructure investment and operation
<b>Logistics Business Division</b>	General logistics business/ Bulk carrier operations/ Reinsurance business/ New business development



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

MC, in partnership with EnCana, is actively engaged in shale gas development at a premier unconventional resource play in Montney, an area well recognized for its massive remaining resources and cost competitiveness. MC is planning to export the gas produced at Montney to markets in East Asia, including Japan, in the form of LNG, in addition to marketing locally in North America.



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.

■ **LNG Canada Project**  
 (Canada)

■ **Petro-Diamond Inc.**  
 Petroleum Products Sales  
 (USA)

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



LNG Liquefaction & Sales Business (USA)

**Cameron LNG Project**

US-Based Natural Gas Liquefaction and Export

Cameron LNG is a project to liquefy and export natural gas produced in the US, where gas supply has grown as a result of shale gas production. The project, which has a capacity to commercially produce 12 million tons of LNG per year, a third of which will be handled by MC, plans to begin export in 2019. Supply from Cameron LNG will supplement LNG sources in the Middle East and Southeast Asia and contribute towards stable energy supplies.

■ **Venezuela**  
 Orinoco Heavy Oil Development  
 (Venezuela)

■ **Angola**  
 Crude Oil Development & Production  
 (Angola)

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

■ **SGU Project**  
 (Iraq)

■ **Qalhat LNG** (Oman)

■ **Oman LNG**  
 (Oman)

■ **Myanmar**  
 Crude Oil / Natural Gas Production  
 (Myanmar)

■ **Petro-Diamond Singapore (Pte) Ltd**  
 Crude Oil and Petroleum Products Sales (Singapore)

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

■ **Brunei LNG**  
 (Brunei)

■ **Malaysia LNG**  
 (Malaysia)

■ **Kangean**  
 Crude Oil / Natural Gas Exploration, Development & Production (Indonesia)

■ **Kimberley** Crude Oil / Natural Gas Exploration (Australia)

■ **Browse LNG** (Australia)

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

■ **Wheatstone LNG**  
 (Australia)

■ **PMC Tech Co., Ltd.**  
 Production and Sale of Needle Coke (South Korea)

■ **MC Zhenjiang Anode Solutions Co., Ltd.**  
 Production and Sale of Anodes for Aluminum Smelting  
 (China)

- Energy Resources Business
- Petroleum, Carbon and LPG Business



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

Mitsubishi Corporation Energy was established on October 1, 2015 with the objective bringing together the business resources for domestic petroleum products sales previously dispersed between Mitsubishi Corporation, MITSUBISHI SHOJI SEKIYU CO., LTD. and MC Energy, Inc. into one integrated company. The new company's wide range of petroleum products – gasoline, kerosene, gas oil, fuel oil, asphalt and lubricants – covers the better part of the petroleum industry's downstream sector.



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 a Western oil and gas major. Companies from Japan, Indonesia and South Korea are taking part. As the largest shareholder, MC has taken on a leading role in this project, from which production and sales of LNG and associated condensate have been underway since 2015.



# Energy Business Group

The Energy Business Group is engaged with a variety of businesses and products that seek to meet the needs of society, in keeping with the times. Our main business fields include natural gas, liquefied natural gas (LNG), crude oil, petroleum products, carbon materials and products, and liquefied petroleum gas (LPG). Our goal is to help provide a stable supply of the energy resources that are essential in our daily lives.

While maintaining the relationship of trust developed with clients and partners in oil- and gas-producing countries over many years, we hope to continue contributing to the stable and sustainable supply of energy by expanding our natural gas business value chain in North America, Southeast Asia and Australia, where we have a track record, and strengthening our global sales capabilities with a focus on Singapore.

**Energy Resources Division Asia Pacific / Americas, Europe and ME**

Exploration, development & production of crude oil and natural gas; production, transportation and trading of LNG; import agent for customers in Japan

**Petroleum & Carbon Business Division**

Procurement and sale of crude oil, petroleum products, biomass fuel products, carbon materials and carbon products. Management support for business investments (Mitsubishi Corporation Energy, Astomos Energy, etc.) and expansion of distribution business



**JCU (Japan Canada Uranium)**  
Uranium: Exploration & Development  
(Canada)

**IOC (Iron Ore Company of Canada)**  
Iron Ore  
(Canada)

**Cantak Corporation**  
Sales & Distribution of Tubular Products  
for the Energy Industry  
(Canada)

**Coilplus, Inc.**  
Processing & Sales of Steel Sheets (USA)

**Nifast Corporation**  
Distributor of Fastener Products  
(bolts, screws, nuts, etc.)  
(Canada)

**Nifast Corporation**  
Distributor of Fastener Products (bolts, screws, nuts, etc.) (USA)

**Metal One America, Inc.**  
Sales, Imports, and Exports of Steel Products in the U.S. (USA)

**Plateplus, Inc.**  
Distribution, Processing & Sales of Steel Sheets and Plates  
(USA)

**Nicometal Mexicana, S.A. de C.V.**  
Processing & Sales of Steel Sheets (Mexico)



Metals Futures Trading (UK)  
**Triland Metals Ltd.**  
Member of LME

Established in 1971, Triland Metals Ltd. is one of the longest serving members of the LME (London Metal Exchange). With offices in London, New York, Singapore and Tokyo, Triland Metals specializes in offering a range of bespoke products to the global metals commodity market. These specialist hedging products help protect their customers against the risk of metal price fluctuations. Today, Triland's market making, brokerage services and bespoke financing along with its strong global customer base are complementing and adding value to MC's mineral resources trading business.

**AREVA Mongol**  
Uranium: Exploration & Development  
(Mongolia)

**Shanghai Jiari Precise Steel Sheet Products Co., Ltd.**  
Processing & Sales of Steel Sheets (China)

**Suzhou Metal One Steel Plates Processing Co., Ltd.**  
Processing & Sales of Steel Plates and Related Products (China)

**Metal One Service Asia Co., Ltd.**  
Processing and Sales of Steel Sheets (China)

**MC Metal Service Asia (Thailand) Co., Ltd.**  
Processing & Sales of Steel Sheets  
(Thailand)

**Nifast Corporation**  
Distributor of Fastener Products  
(bolts, screws, nuts, etc.)  
(India)

**India Metal One Steel Plate Processing Private Ltd**  
Processing & Sales of Steel Plates and Related Products (India)

**DIA Modern Engineering (Thailand) Co., Ltd.**  
Automotive Components Manufacturing  
(Thailand)

**PT. Iron Wire Works Indonesia**  
Processing & Sales of Wire Rods  
(Indonesia)

**PT. Indonesia Steel Tube Works**  
Welded Steel Pipe Manufacturing  
(Indonesia)

**Gresik**  
Copper: Smelting  
(Indonesia)



Mineral Resources Trading (Singapore)

**Mitsubishi Corporation RtM International Pte. Ltd. (RtMI)**

Trading of Mineral Resources  
(Ferrous Raw Materials and Non-Ferrous Metals)  
on a Global Basis

MC established Mitsubishi Corporation RtM International Pte. Ltd. (RtMI) in April 2013 as a global mineral resources trading hub. Based in Singapore, where there is a high concentration of market information and human resources, RtMI strives to enhance responsiveness to diversifying customer needs and capture demand in growing markets, particularly in Asia.

**Crosslands Resources Pty. Ltd.**  
Iron Ore: Exploration & Development  
(Australia)

**Oakajee Port & Rail**  
Iron Ore: Development of Port & Rail  
(Australia)



Copper Business (Chile)  
**Escondida Mine / AAS**  
World's Leading Copper Business

Beginning with participation in Escondida mine, the world's largest copper mine, in 1988, MC has steadily expanded its copper assets in Chile and Peru. In 2011, MC also participated in Anglo American Sur S.A. (AAS), which owns the Los Bronces mine and a large undeveloped mining area. All of our operating assets are world-class in terms of resources and production volumes.

**Antamina**  
Copper (Peru)

**Quellaveco**  
Copper: Under development  
(Peru)

**Escondida**  
Copper (Chile)

**CMP** Iron Ore (Chile)

**Los Pelambres** Copper (Chile)

**Anglo American Sur S.A.** Copper (Chile)

**CAP S. A.** Iron Ore (Chile)

**Metal One Shibaura Brasil Ltda.**  
Processing & Sales of Steel Plates and Related Products  
(Brazil)

**Nifast Corporation**  
Distributor of Fastener Products (bolts, screws, nuts, etc.)  
(Brazil)

**Mozal S. A.**  
Aluminium: Smelting  
(Mozambique)



- Steel Business
- Mineral Resources Trading
- Mineral Resources Investment



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 creates a value chain connecting steel manufacturers and customers by providing integrated services including distribution, inventory, processing, and manufacturing in addition to sales of steel products.

- **MM & KENZAI Corporation** Sales, Processing & Distribution of Steel Products for Construction & Steel Scrap (Japan)
- **Metal One Service Center Holdings Corporation** Processing & Sales of Steel Sheets (Japan)
- **Mitsubishi Corporation RtM Japan Ltd.** Mineral Resources Trading (Japan)
- **Furuya Metal Co., Ltd.** PGM (Platinum Group Metals): Processing (Japan)
- **Pacific Metals Co., Ltd.** Nickel Smelting (Japan)
- **Sus-Tech Corporation** Processing & Sales of Stainless Steel (Japan)
- **Tamatsukuri Corporation** Processing & Sales of Steel Plates and Related products (Japan)

**Hangzhou Metal One Steel Plates Processing Co., Ltd.**  
Processing & Sales of Steel Plates and Related Products (China)

**Metal One Service Asia Co., Ltd.**  
Processing and Sales of Steel Sheets (China)



Metallurgical Coal Business (Australia)

## BMA

One of The World's Largest Suppliers of Metallurgical Coal

BMA produces about 60 million tons per year and is one of the world's largest suppliers of hard coking coal. Mitsubishi Development Pty Ltd (MDP) jointly operates its metallurgical coal business through BMA, together with BHP.

**Clermont**  
Thermal Coal (Australia)

**Boyne**  
Aluminium: Smelting (Australia)

**Ulan** Thermal Coal (Australia)



# Metals Group

The Metals Group is engaged in the trading, business development and investment of mineral resources and steel products. These include steel products such as sheets and plates, ferrous raw materials such as metallurgical coal and iron ore, and non-ferrous metals such as copper and aluminium. By accurately assessing customer needs in each segment and operating businesses that adapt to the global market, we aim to maximize our profits and business value. In so doing, we are able to provide global markets with stable, sustainable supplies of high-quality mineral resources and metal products, while at the same time helping to develop more affluent societies around the world.

### Steel Business Division

Sales, distribution and processing of steel products/  
Development of steel-related projects

### Mineral Resources Trading Division

Trading businesses in coal, iron ore, copper, aluminium, nickel and ferroalloy, and precious metals/Futures trading on the London Metal Exchange (LME)

### Mineral Resources Investment Division

Investments in mineral resources such as metallurgical coal, copper, iron ore, thermal coal, aluminium, and uranium



## Isuzu Automotive Business in Thailand

### Motor Vehicle Sales in Thai Market and Global Export Business

MC has been selling Isuzu vehicles in Thailand and exporting them from Thailand to more than 100 countries. With a focus on Tri Petch Isuzu Sales Co., Ltd. in Thailand, MC has broadened its operations to cover sales, financing, and after-sales services, helping Isuzu to become the top-rated brand in Thailand's commercial vehicle market.

**Hongling Financial Leasing Co., Ltd.**  
Automobile / Construction Equipment Finance (China)

**GAC Mitsubishi Motors Co., Ltd.**  
Automobile Assembly & Distribution (China)

**MM Cars Myanmar Ltd.**  
Distribution of Automobiles (Myanmar)

**MC Lift & Solutions Co., Ltd.**  
Export & Sale of Elevators (Thailand)

**IST Farm Machinery Co., Ltd.**  
Sales & Service of Agricultural Machinery (Thailand)

**Mitsubishi Motors Vietnam Co., Ltd.**  
Automobile Assembly & Distribution (Vietnam)

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

**MC Machinery Systems, Inc.**  
Sales & Service of Machine Tools & Industrial Machinery (USA)

**MC Autos del Peru S.A.**  
Distribution of Automobiles (Peru)

**MMC Chile S.A.**  
Distribution of Automobiles (Chile)



## Ship Owning & Chartering Business

### Full-Scale Development of Ship Owning & Chartering Business

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



## MMC/MFTBC Business in Indonesia

### Developing an Automotive Business Value Chain

MC established KTB in 1970 as an Indonesia-based MMC and MFTBC import and sales agent. The company has helped to forge MC's robust automotive value chain for nearly half a century, covering production, sales, automobile financing and used car sales businesses. Following restructuring in April 2017, MMC brands are now handled by MMKSI, a newly formed entity, while Mitsubishi Fuso Truck and Bus brands are handled by KTB.

- Industrial Machinery Business
- ★ Base of Operations for Ships
- Defense & Aerospace
- Automotive Business (Mitsubishi Motors Corporation (MMC) / Mitsubishi Fuso Truck & Bus Corporation (MFTBC))
- Motor Vehicle Business (Isuzu)



Construction Equipment & Rental Business (Japan)

### Nikken Corporation

**Comprehensive Service Provider in the Rental Business**

Japan's pioneer in construction equipment rentals, Nikken Corporation is one of the industry's largest firms with 241 nationwide centers. Leveraging MC's network, Nikken is meeting demand in a wide range of industries, not only through rentals, but by developing its own products as well.

- **Mitsubishi Corporation Technos** Sales of Machine Tools & Industrial Machinery (Japan)
- **MSK Farm Machinery Corporation** Sales & Service of Agricultural Machinery (Japan)
- ★
- **Japan Space Imaging Corporation** Sales of Satellite Imagery Data & Services (Japan)
- **Skymatix, Inc.** Sales of Comprehensive Remote Sensing Services (Japan)
- **Mitsubishi Motors Corporation** Sales & Manufacturing of Automobiles & Components (Japan)



# Machinery Group

The Machinery Group handles a wide range of machinery in four key domains: industrial machinery, shipping, defense and aerospace, and motor vehicles. We handle machine tools, agricultural machinery, construction and mining equipment, elevators and escalators, ships, aerospace-related equipment, automobiles, and other businesses.

Leveraging our expertise and extensive global networks in these fields, connecting us with customers, manufacturers, and partners, we are responding to changes in the business environment and developing our operations all over the world.

We continue to strengthen our existing operations as we forge longer value chains spanning sales, finance and distribution, and our extensive business investments; but at the same time, we are looking to create the kinds of new businesses that will develop into future earnings pillars for MC.

#### Industrial Machinery Business Division

Sales and maintenance business for elevators and escalators, machine tools, agricultural machinery, construction equipment and mining equipment/ Rental of machinery

#### Ship & Aerospace Division

Transactions in ships, LNG/LPG carriers, special purpose ships for offshore energy exploration, marine equipment, etc.; finance; ship owning and management business/ Sales of defense-related equipment/ Data processing and sales of satellite imagery

#### Automotive Business Division

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

#### Isuzu Business Division

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

Isuzu UTE Australia Pty Ltd.  
Distribution of Automobiles  
(Australia)



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 came on line in 2010, increasing annual production capacity to 1.6 million tons. METOR is widely symbolic of Japan-Venezuela relations.



Maltitol Manufacturing Business (Thailand)

**MC Towa International Sweeteners Co., Ltd.**

**Focusing on the World's Major Confectionary Makers**

In Thailand, MC-Towa International Sweeteners (MTIS) produces maltitol which is low in calories and effective in preventing tooth decay. The maltitol is made from competitive, locally sourced raw materials, tapioca starch, and is supplied mainly to leading global confectionary makers.

- Mitsubishi International PolymerTrade Corporation**  
Sales of Specialty Chemicals and Commodity Resins (USA)
- Mitsubishi International Food Ingredients, Inc.**  
Sales of Food Chemicals (Sweeteners, Functional Ingredients, etc.) (USA)
- FUJIFILM Diosynth Biotechnologies U.S.A., Inc.**  
Contracted Manufacturing of Biopharmaceuticals (USA)
- Amfine Chemical Corporation**  
Manufacturing of Stabilizers and Additives for Plastics (USA)
- Rimtec Corporation**  
Sales & Manufacturing of PVC Compounds (USA)
- Riken Elastomers Corporation**  
Sales & Manufacturing of Thermo Plastic Elastomer Compounds and PVC Compounds (USA)
- DM Color Mexicana S.A. de C.V.**  
Manufacturing of Plastic Compounds & Coloring Agents (Mexico)
- CGCL**  
Manufacturing of Methanol (Trinidad and Tobago)



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 8.5 million tons of salt (including half of Japan's imports).

**FUJIFILM Diosynth Biotechnologies UK Limited**  
Contracted Manufacturing of Biopharmaceuticals (UK)

**MCLS Europe B.V.**  
Food Science Products Marketing (Netherlands)

**TOSOH-HELLAS A.I.C.**  
Manufacturing of Battery Raw Materials (Greece)

**Tartaros Gonzalo Castello SL**  
Production of Tartrates (Spain)

**IFFCO-MC CROP SCIENCE PRIVATE**  
Marketing of Agrochemicals (India)

**Deccan Fine Chemicals (India) Ltd.**  
Contracted Manufacturing of Agrochemical Intermediates & Active Ingredients (India)

**Mitsubishi Corporation Life Sciences Limited, Regional Headquarters, Asia & Oceania**  
Food Science Products Marketing & Development (Singapore)

**PT. Fermentech**  
Nucleotides & Polysaccharides Manufacturing (Indonesia)

**Sorini-Towa Bertian Corporindo**  
Sorbitol Manufacturing (Indonesia)

**PT. Centram**  
Polysaccharide Thickeners Manufacturing (Indonesia)



Petrochemical Products Sales & Production Business (Saudi Arabia)

**SHARQ**

**One of the World's Largest Petrochemicals Projects**

SHARQ was established in 1981 by Saudi Petrochemical Development (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.

- Petrochemicals
- Basic Chemicals
- Life Science



Plastic Food Containers (Japan)  
**Chuo Kagaku Co., Ltd.**  
**Food Packaging Containers**

Many Chuo Kagaku products are used in everyday life, including the trays carrying meat or fish at the local supermarket or the containers carrying prepared lunches or dinners purchased at the convenience store. Chuo Kagaku currently operates mainly in Japan, but has a manufacturing base in China and is seeking to expand further overseas.

- **KOHJIN Film & Chemicals Co., Ltd.**  
Manufacturing of Films & Chemicals (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)

- **UBE-MC Hydrogen Peroxide Ltd.**  
Manufacturing of Hydrogen Peroxide (Japan)
- **Mitsubishi Corporation Life Sciences Limited**  
Holding Company with Assets in the Food Chemicals Industry (Japan)
- **Mitsubishi Shoji Foodtech Co., Ltd.**  
Production of Sweeteners, Medical Foods, Seasonings, & Functional Ingredients (Japan)
- **Kohjin Life Science Co., Ltd.**  
Production of Yeast Extract & Functional Ingredients (Japan)



Food Science (Japan)  
**MC Food Specialties Inc.**  
**Healthy, Safe, Secure & Delicious**

MC Food Specialties is a food manufacturer that supplies high-quality seasonings and food ingredients to the market. Drawing on its scientific and technical expertise in the manufacture and sale of food products, the company is constantly working towards making a positive contribution to the development of a healthy but fun food culture, one that's puts a smile on the faces of consumers around the world.



# Chemicals Group

The Chemicals Group is active in three business segments: Petrochemicals, such as plastics, urethane and synthetic rubber; Basic Chemicals including industrial salts, PVC raw materials and resin, methanol, ammonia, ethanol, fertilizers and functional products; and Life Sciences, including food science, pharmaceuticals, agrochemicals and coating raw materials. Many daily living essentials such as clothing, food and housing are strongly associated with the chemicals industry. Leveraging the unique attributes of this industry to add new links to our global value chain, we are able to offer a wide array of products that help people to enjoy a better quality of life.

- Petrochemicals Division** Competitive raw materials for petrochemical products, such as olefins and their derivatives, aromatic chemicals, plastics, urethane, synthetic rubber, etc.
- Basic Chemicals Division** Industrial salts, PVC raw materials and resin, methanol, ammonia, ethanol, fertilizers, functional products, etc.
- Life Sciences Division** Food science, pharmaceuticals, agrochemicals, coating raw materials, etc.



Food & Drink Supplier (UK)

### Princes Limited

Leading UK-Based Food and Drink Supplier

Princes has grown sales in the UK grocery market, through the manufacture, import and distribution of branded and private brand products, including canned foods, edible oils, pasta, soft drinks, amongst others. With popular brands in the UK such as Princes and Napolina, the company is expanding its business operations into the wider European market.



Salmon Farming Business (Norway)

### Cermaq Group AS

Aiming for a Sustainable Aquaculture Model

The second largest salmon (including trout and coho) farming, processing and sales company in the world, Cermaq produces salmon in Norway, Chile and Canada for a total production quantity of 190 thousand metric tons per year. Cermaq processes salmon into smoked salmon, fillets, and other delicacies, supplying good quality salmon products to consumers worldwide.

Limited Liability Company UNIQLO (RUS)

Clothing (Russia)

Muji Europe Holdings Ltd.  
Clothing, Household Goods (UK)

- Grains & Oilseeds Procurement & Distribution (USA)
- MCC Development Corporation Ready-Mixed Concrete (USA)
- Mitsubishi Cement Corporation Cement (USA)
- TH Foods Inc. Manufacturing of Rice Crackers (USA)
- Agrex Inc. (USA)
- India Packers Corporation Meat (USA)
- Sesaco Corporation Sesame (USA)
- Muji U.S.A. Ltd. Clothing, Household Goods (USA)
- Mitsubishi Imaging (MPM), Inc. Commercial & In-Plant Printers, Inkjet Media & Photographic Materials (USA)



Coffee Plantation (Brazil)

### Ipanema Coffees

One of the World's Largest Coffee Plantations

Ipanema Plantation produces about 9,200 tons (1 billion cups) of coffee per year. The plantation produces high-quality specialty coffee which has been certified by organizations in the U.S. and Europe for sound social and environmental practices. MC acquired a stake in 2012 and has been focused on further mechanizing and streamlining cultivation and harvesting practices in order to secure the continued supply of high-quality coffee.

Astillas Exportaciones Limitada  
Manufacturing & Sales of Woodchips (Chile)

Forestal Tierra Chilena Limitada  
Afforestation (Chile)



Food Materials Business (Singapore)

### Olam International Limited

Major Global Agribusiness Company

Olam International is a leading agri-business operating across the value chain in 70 countries, supplying various products across 18 platforms to over 16,200 customers worldwide.

From a direct sourcing and processing presence in most major producing countries, Olam has built a global leadership position in many of its businesses.

Olam's purpose is to 'Grow Responsibly' and create long-term sustainable value for its stakeholders. In 2016 Fortune recognised Olam at #23 in its 'Change the World' list.

MC acquired a 20% stake in Olam in 2015.

Freewheel Trade and Invest 7 (Pty) Ltd.  
Afforestation (South Africa)

- Shenyang Huamei Food Co., Ltd. Chicken (China)
- Acasia Foods Co., Ltd. Food Court (China)
- Zhejiang Daling Seafood Co., Ltd. Marine Products (China)
- Sinopharm Group Beijing Huahong Co., Ltd. Pharmaceuticals & Medical Supplies (China)
- Beijing Tianxingpuxin Bio-Med Sinopharm Holdings Co., Ltd. Pharmaceuticals & Medical Supplies (China)
- Agrex (Beijing) Co., Ltd. Grains & Oilseeds Marketing (China)
- Sinopharm MC Hospital Service Co., Ltd. Medical Materials & Equipment (China)
- Retail Support International Corporation Logistics Business for CVS & Other Retail Stores (Taiwan)
- MC Marketing & Sales (HK) Ltd. Food & Beverages (Hong Kong)
- Lluvia Limited Flour Milling & Coffee Products (Myanmar)
- Indo Nissin Foods Instant Noodles (India)
- UNIQLO (Thailand) Company Co., Ltd. Clothing (Thailand)
- Thai Kurabo Co., Ltd. Cotton Yarn, Cotton Synthetic Blended Yarn & Woven Fabrics (Thailand)
- Asia Modified Starch Co., Ltd. Tapioca Starch (Thailand)
- Nissin Foods Thailand Instant Noodle (Thailand)
- TMAC Shrimp (Thailand)
- Asian Best Chicken Co., Ltd. Chicken (Thailand)
- Dia Merchandise Co., Ltd. Wholesale of Food Products (Thailand)
- Kewpie Malaysia Sdn. Bhd. Condiments (Malaysia)
- Oriental Coffee Alliance Sdn. Bhd. Coffee (Malaysia)
- Dan Kaffe Malaysia Sdn. Bhd. Coffee (Malaysia)
- PT. Fast Retailing Indonesia Clothing (Indonesia)
- PT. Yamazaki Indonesia Baked Products (Indonesia)
- PT. Munchy Indonesia Confectionery (Indonesia)
- PT. Ichi Tan Indonesia Beverages (Indonesia)
- PT. Kewpie Indonesia Condiments (Indonesia)
- Nissin Foods Indonesia Instant Noodles (Indonesia)
- PT. Kaneka Foods Indonesia Processed Oils & Fats (Indonesia)
- PT Emina Cheese Indonesia Cheese (Indonesia)
- Nitto Fuji International Vietnam Mix Flour (Vietnam)
- Kewpie Vietnam Co., Ltd. Condiments (Vietnam)
- Nissin Foods Singapore Instant Noodles (Singapore)
- Agrex Asia Pte Ltd. Grains & Oilseeds Marketing (Singapore)



Disposable Diaper Manufacturing Business (Indonesia)

### PT. Elleair International Manufacturing Indonesia

PT. Elleair International Trading Indonesia  
Supplying High-Quality Japanese Diapers

Joint ventures with Daio Paper in manufacture, import and sales of disposable diapers. Demand for baby diapers grow rapidly in Indonesia, where more than 4.5 million new born babies are born and experiencing strong economic growth. The joint ventures supply top Japanese quality products to consumers utilizing sales networks of Alfa group, with which MC has a capital and business alliance.



- Retail Division
- Living Essential Distribution Division
- Living Essential Consumer Products Division
- Fresh Food Products Division
- Living Essential Resources Division



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, alcohols, and confectionary. This one-stop-shop for Japan's retailers and restaurateurs is revolutionizing foods distribution, enriching food culture and supporting diverse lifestyles.

Convenience Store Business (Japan)

**Lawson**

**Convenience Store Evolution Driven by Community and Customer Needs**

Lawson has evolved from a "convenient store" for quick shopping into "an essential part of people's daily lives." As the company expands its product and service offerings - financial services, store pickups for online shoppers, catering to the health-conscious, etc. - its main aim is to satisfy the everyday needs of customers in local neighborhoods while responding to societal change.



# Living Essentials Group

The Living Essentials Group operates businesses that provide consumers with foods, clothing, medical goods and other daily consumer necessities on a global scale. Our operations cover a range of industries from the upstream sourcing of resources to the downstream retail market. We contribute to the enrichment of society by providing competitive products and services that match the diverse needs of consumers, with a strong emphasis on the reliability and safety of the products and services we provide.

- Japan
- **Life Corporation** Supermarket
  - **Mitsubishi Corporation Fashion Co., Ltd.** Apparel & Lifestyle/Fashion Accessories
  - **MC Data Plus, Inc.** Cloud Service, Big Data Analytics Service, etc.
  - **Loyalty Marketing, Inc.** Customer Points Service
  - **Transaction Media Networks Inc.** Electronic Payment Services
  - **d-rights Inc.** Contents Produce & Rights Management
  - **Mitsubishi Shoji Packaging Corporation** Packaging Materials & Machinery, Paper Products
  - **MC Healthcare, Inc.** Hospital Management Solutions, Medication & Medical Equipment
  - **Nippon Care Supply Co., Ltd.** Nursing Care Equipment Rental
  - **Kanro Co., Ltd.** Confectionery
  - **Dai-Nippon Meiji Sugar Co., Ltd.** Sugar Manufacturing
  - **Nitto Fuji Flour Milling Co., Ltd.** Flour Milling
  - **Nihon Shokuhin Kako Co., Ltd.** Starch & Sweetener Manufacturing
  - **The Mitsuhashi Inc.** Rice
  - **Toyo Reizo Co., Ltd.** Marine Products Processing & Marketing
  - **Foodlink Corporation** Meat & Processed Meat Products
  - **Itoham Yonekyu Holdings Inc.** Meat & Processed Meat Products
  - **Japan Farm Holdings Inc.** Meat & Processed Meat Products
  - **Salad Club, Inc.** Packaged Salad
  - **MC Produce Co., Ltd.** Fruits & Vegetables
  - **JCC Co., Ltd.** Cheese
  - **KFC Holdings Japan Ltd.** Food Service
  - **Art Coffee Co., Ltd.** Coffee
  - **Mitsubishi Shoji Construction Materials Corporation** Construction Materials, Ceramic Minerals
  - **Nosan Corporation** Livestock Feed
  - **MC Agri Alliance Ltd.** Coffee, Cocoa, Sesame
  - **Kokusai Bulk Terminal Co., Ltd.** Harbor Transportation & Warehousing
  - **Seto Futo Co., Ltd.** Harbor Transportation & Warehousing

■ **Cape Flattery Silica Mines Pty, Ltd.** Silica Sand (Australia)

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

**Retail Division**

Retail and restaurant business  
 Sales and marketing of food, apparel & lifestyle/fashion accessories household goods  
 Customer loyalty programs, payment settlement and other finance-related businesses

**Living Essential Distribution Division**

Supply and distribution of foods, paper and packaging products  
 Hospital management solutions, sales of medical equipment and medical supplies, nursing care equipment rental business, and so forth

**Living Essential Consumer Products Division**

Manufacturing and sales of processed foods, confectionery, beverages, canned goods, instant noodles, seasonings, milled flour, sugar, starches, starched products, tires, and other daily necessities

**Fresh Food Products Division**

Production, procurement, manufacturing, processing and sales of marine products, processed seafood, chicken, pork, beef, other meat products, rice, fresh produce, cheese, dairy products, etc.

**Living Essential Resources Division**

Production, procurement, manufacturing, processing and sales of grain, oilseeds, oils & fats, feed materials, coffee, cocoa, sesame, cement, lumber & housing materials, and silica sand

# Sustainability

Mitsubishi Corporation (MC) regards its corporate philosophy, the Three Corporate Principles, as the cornerstone of all of its activities. With this in mind, MC has laid out the purpose and ideals of its activities in the Corporate Standards of Conduct, along with upholding the importance of consideration for the global environment and respect for human rights in the Environmental Charter and Social Charter. These concepts are guiding MC forward as it pushes ahead with its business activities.

In “Midterm Corporate Strategy 2018,” MC reiterates its belief that the creation of added value through simultaneously generating economic, societal and environmental value is essential for the company to achieve sustainable growth.

Specifically, MC will strive to create businesses that generate value for societies by addressing key sustainability issues through its business activities and contributions to society, thereby ensuring sustainable growth for the company.

## Key Sustainability Issues (Materiality)

MC recognizes that its response to global sustainability issues will have a significant impact on its prospects for long-term growth. Therefore, the company has identified “Themes of Key Importance for MC’s Sustainable Growth” as a management priority and is committed to pursuing sustainable growth in line with these themes. As part of this, MC is also endeavoring to contribute towards the achievement of the SDGs\*.

\*The SDGs are a collection of 17 international goals that form the basis of the 2030 Agenda for Sustainable Development which was adopted as a global priority at a UN summit held in September 2015.



## Promotion Framework

### Sustainability & CSR Committee and Investment Committee

The Sustainability & CSR Committee, which is chaired by the Corporate Functional Officer (in charge of corporate sustainability) and mainly attended by the Executive Vice Presidents, discusses MC’s basic policies regarding sustainability and CSR in general, among other matters. Moreover, the Investment Committee reviews and makes decisions on individual loan and investment proposals from a comprehensive perspective, considering not only economic aspects but also environmental and social aspects.

### The Sustainability Advisory Committee

MC established the Sustainability Advisory Committee, which is comprised of external experts from international organizations, non-governmental organizations and other relevant bodies, and reflects the proposals and advice from the committee members in the company’s sustainability initiatives and its communication with stakeholders.



## Philanthropic Activities

In 1973, MC established a department to coordinate the company's philanthropic activities for the first time. Since then, our employees worldwide have participated actively in long-running programs that contribute to the communities in which we operate. MC's corporate philanthropy is comprised of six priority areas: the global environment, public welfare, education, culture and the arts, international exchange & contributions, and recovery efforts for the Great East Japan Earthquake.



### Friendship Camp for Mothers and Children

This camp for single mothers and their children provides the opportunity for participants to experience the great outdoors. Held since 1974, the camp is run by MC Group staff members who volunteer as camp counselors.



### Regeneration of Tropical Forests

MC began the first experimental project in Malaysia in 1990 with the aim of regenerating tropical forest ecosystems at an accelerated rate. Since then, the project has expanded to locations in Brazil and Kenya.



### Mitsubishi Corporation Art Gate Program

The MC Art Gate Program was launched in 2008 to help aspiring young individuals pursue their dreams of becoming professional artists. MC purchases and then sells young artists' artwork through charity auctions, which are open to the public, and then uses the revenue from these auctions to fund scholarships for future artists.

## DREAM AS ONE.

### Project in Support of Para-Sports

MC established our "DREAM AS ONE." project in 2014 in order to expand upon our existing efforts in supporting para-sports. Through sponsoring sports lessons, hosting sporting events, and conducting educational programs, the project aims to widen the field of para-sports while also raising awareness and promoting greater understanding of these activities. MC provides regular courses aimed at training para-sports volunteers and actively encourages employees to take part in volunteer activities which support para-sports.



Blind marathon runner and MC staff member Yuichi Takahashi (left)



Mitsubishi Corporation is an official partner of the Japanese Para-Sports Association.

## Great East Japan Earthquake Restoration Efforts

Over the four-year period since the Great East Japan Earthquake and Tsunami struck in 2011, MC provided a total of 10 billion yen in recovery support for the affected areas. In 2015, we committed to an additional 3.5 billion yen in support over the next five years. Through the Mitsubishi Corporation Disaster Relief Foundation, MC will continue to provide scholarships for affected university students, extend recovery support grants to NPOs and other organizations taking part in restoration efforts, and take steps to revitalize local industry and create jobs. In addition, we will continue to dispatch MC Group employee volunteers to the region (as of March 2018, approximately 4,700 employees have participated in such activities). MC has also started a number of new projects, including the Sixth Industry Fruit Farming Project in Fukushima Prefecture, along with establishing the Fukushima Ouse Winery which specializes in producing wines and liqueurs. These initiatives allow MC to apply its expertise in promoting the further development of the Tohoku Region.



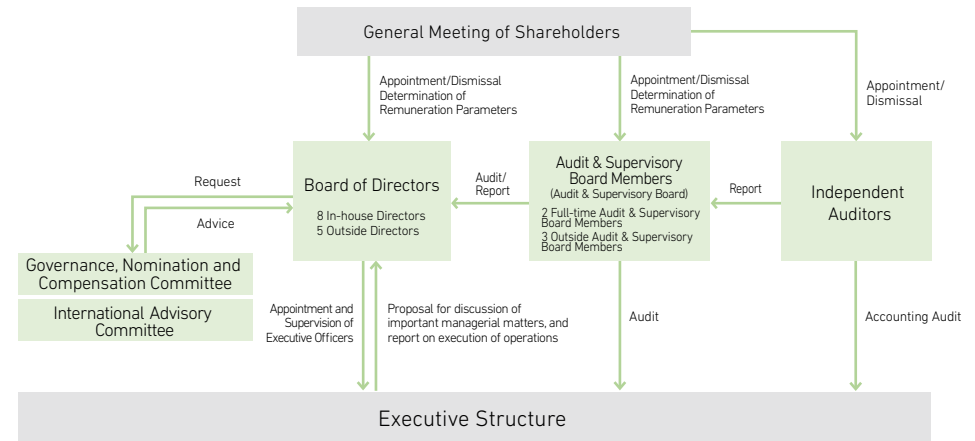
Cider, sparkling wine and liqueur produced by Fukushima Ouse Winery

Mitsubishi Corporation Disaster Relief Foundation Website: <http://mitsubishicorp-foundation.org/en>

# Corporate Governance and Internal Control System

MC has made strengthening corporate governance on an ongoing basis an important management concern as the foundation for ensuring sound, transparent and efficient management. MC, based on the Audit & Supervisory Board Member System, is thus working to put in place a corporate governance system that is even more effective. This includes strengthening management supervision through such measures as appointing Outside Directors and Outside Audit & Supervisory Board Members (five Outside Directors and three Outside Audit & Supervisory Board Members) who satisfy the conditions for Independent Directors or Independent Audit & Supervisory Board Members, and establishing advisory bodies to the Board of Directors where the majority of members are Outside Directors and Outside Audit & Supervisory Board Members as well as other experts from outside the company (Governance, Nomination and Compensation Committee and International Advisory Committee). At the same time, MC uses the executive officer system for prompt and efficient decision-making and business execution.

MC's 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: management and storage of information, risk management, efficient business execution, compliance, financial reporting, internal auditing and monitoring, ensuring proper business in group management, and Audit & Supervisory Board Members.



## Governance, Nomination and Compensation Committee



Member Composition (as of June 22, 2018)

- Outside members (5):
  - Akihiko Nishiyama (Outside Director)
  - Toshiko Oka (Outside Director)
  - Akitaka Saiki (Outside Director)
  - Tsuneyoshi Tatsuoka (Outside Director)
  - Tadashi Kunihiro (Outside Audit & Supervisory Board Member)
- In-house members (3):
  - Ken Kobayashi\* (Chairman of the Board)
  - Takehiko Kakiuchi (Member of the Board, President & CEO)
  - Shuma Uchino (Senior Audit & Supervisory Board Member)

\*Committee Chairperson

## International Advisory Committee

Member Composition (as of June 22, 2018)

- Outside members (8):
  - Professor Joseph S Nye (Harvard University Distinguished Service Professor and Sultan of Oman Professor (U.S.A.))
  - Ratan N Tata (Chairman, Tata Trusts (India))
  - George Yeo (Chairman of Kerry Logistics Network (Singapore))
  - Jaime Augusto Zobel de Ayala II (Chairman and CEO, Ayala Corporation (the Philippines))
  - Niall FitzGerald KBE (Former CEO & Chairman, Unilever (Ireland))
  - Ambassador Richard Armitage (Former Deputy Secretary of State (U.S.A.))
  - Akitaka Saiki (Outside Director)
  - Tsuneyoshi Tatsuoka (Outside Director)

- In-house members (3):
  - Ken Kobayashi\* (Chairman of the Board)
  - Takehiko Kakiuchi (Member of the Board, President & CEO)
  - Kanji Nishiura (Member of the Board, Executive Vice President)

\*Committee Chairperson

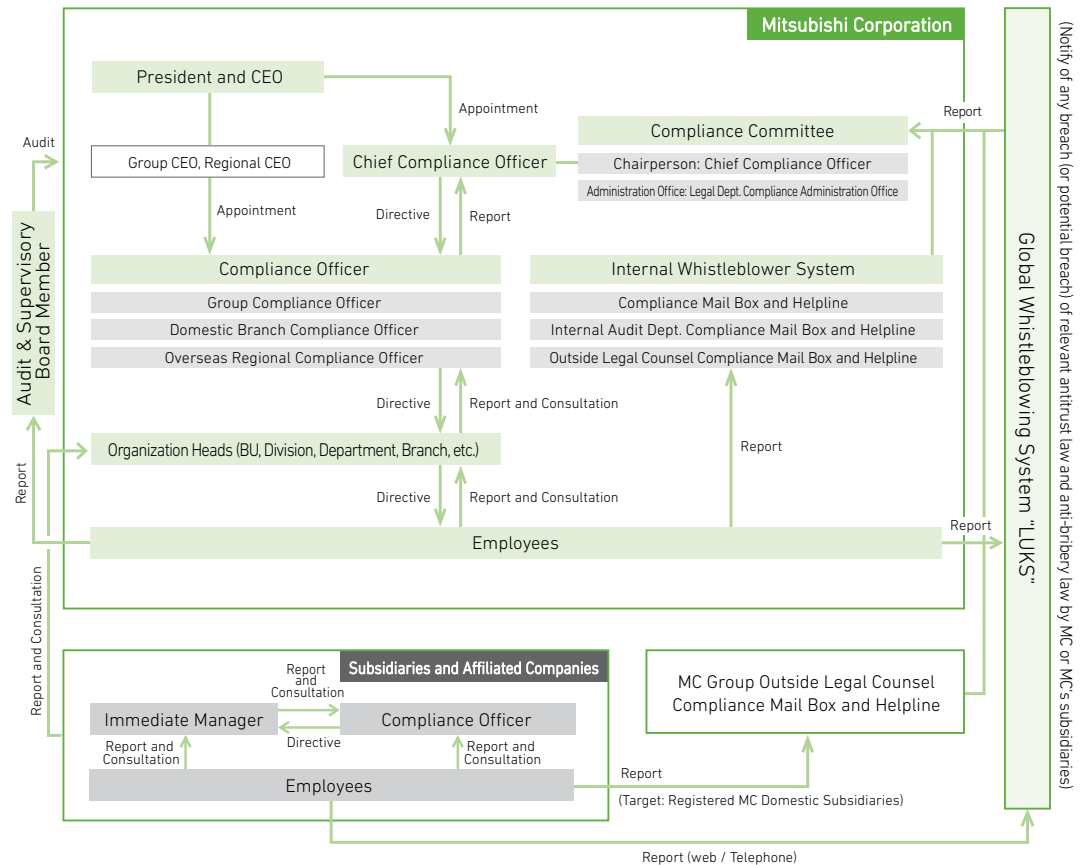


# Compliance

MC has established various internal regulations based on the Three Corporate Principles, MC's guiding philosophy. These include the Corporate Standards of Conduct and 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 and geographical region (Japan and overseas). These officers are responsible for ensuring compliance in daily business operations.

As of the fiscal year ended March 2010, all company officers and employees have been required to take e-learning courses, which include case studies on the Code of Conduct. Following these courses, they must sign an agreement stating that they understand and will adhere to the rules at all times. These protocols have since been introduced at MC's subsidiaries and affiliates. Additional steps that have been taken throughout the MC Group include holding Compliance Discussions to encourage personnel to discuss compliance issues in each work place by using case studies (i.e. possible violations in view of the office's operations) and seminars, and 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. More recently, MC released the "Mitsubishi Corporation Anti-Corruption Guideline" with the aim of further improving our efforts to prevent corruption, and launched the New Global Whistleblowing System ("LUKS"), which makes it easier for employees of MC and its subsidiaries to report compliance issues related to antitrust law and anti-bribery law.

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.



# Financial Highlights

Billions of Yen

Mitsubishi Corporation and Subsidiaries

	2016.3	2017.3	2018.3
<b>Revenues And Income [IFRS]</b>			
Revenues	¥6,925.6	¥6,425.8	<b>¥7,567.4</b>
Gross profit	1,098.9	1,328.6	<b>1,886.6</b>
Net income (Net loss) attributable to owners of the Parent	▲ 149.4	440.3	<b>560.2</b>
Net income (Net loss) attributable to owners of the Parent per share (diluted) (yen)	▲ 93.68	277.16	<b>352.44</b>
ROE (%)	▲ 2.9	9.3	<b>10.9</b>
ROA (%)	▲ 0.9	2.9	<b>3.5</b>

## Dividends

Dividend per share (for the year, yen)	50	80	<b>110</b>
Payout ratio (%)	–	29	<b>31</b>

	2016.3	2017.3	2018.3
<b>Financial Position [IFRS]</b>			
Total assets	14,916.3	15,753.6	<b>16,037.0</b>
Equity attributable to owners of the Parent	4,592.5	4,917.2	<b>5,332.4</b>
Equity per share attributable to owners of the Parent (yen)	2,898.23	3,101.43	<b>3,362.34</b>

## Cash Flows

Operating cash flows	700.1	583.0	<b>742.5</b>
Investing cash flows	▲ 503.9	▲ 179.6	<b>▲ 317.6</b>
Free cash flows	196.2	403.4	<b>424.9</b>

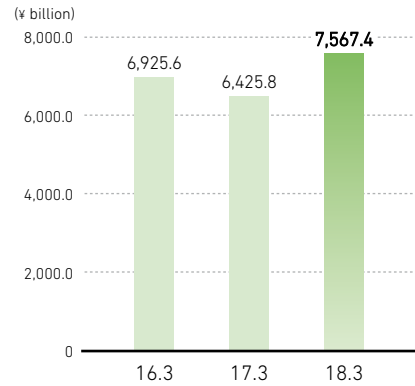
## Summary Of Segment Information (Year Ended March 31, 2018) [IFRS]

	Global Environmental & Infrastructure Business Group	Industrial Finance, Logistics & Development Group	Energy Business Group	Metals Group	Machinery Group	Chemicals Group	Living Essentials Group
Revenues	85.7 billion	101.4 billion	1,239.4 billion	1,021.7 billion	876.5 billion	1,359.6 billion	2,876.4 billion
Gross profit	38.1 billion	49.9 billion	55.7 billion	452.8 billion	195.6 billion	116.2 billion	971.8 billion
Income from equity method investment	37.3 billion	28.3 billion	44.1 billion	33.5 billion	28.8 billion	16.2 billion	23.6 billion
Net income	44.6 billion	44.2 billion	20.3 billion	261.0 billion	85.2 billion	30.6 billion	74.7 billion
Total assets	1,045.6 billion	814.8 billion	2,074.1 billion	3,777.3 billion	1,921.1 billion	993.7 billion	4,599.8 billion
No. of employees	1,716	1,482	1,774	11,474	10,180	6,869	40,512

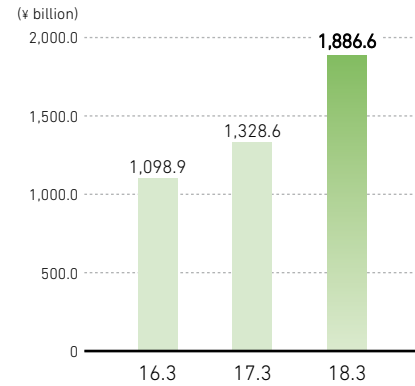
\*Income from equity method investment denotes Income from investments accounted for using the equity method.

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

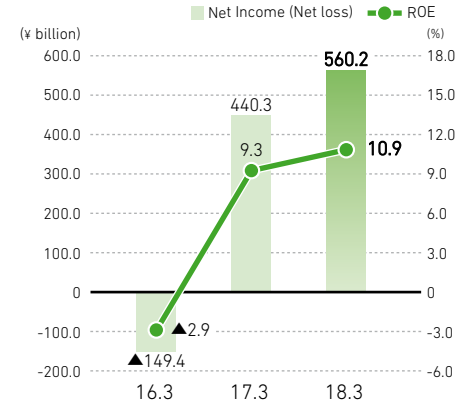
### Revenues



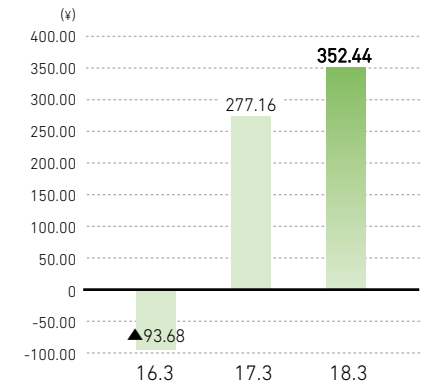
### Gross Profit



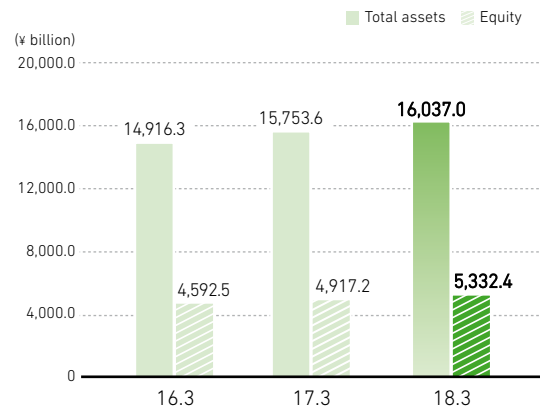
### Net Income (Net loss) and ROE



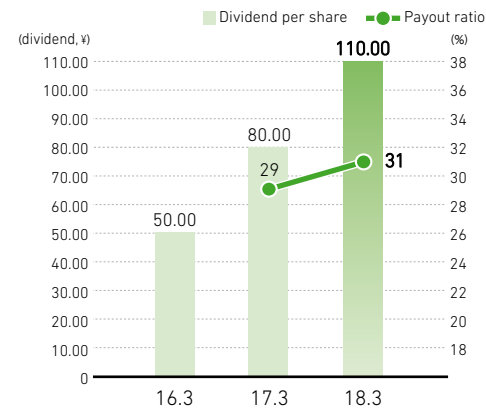
### Net Income (Net loss) Per Share (Diluted)



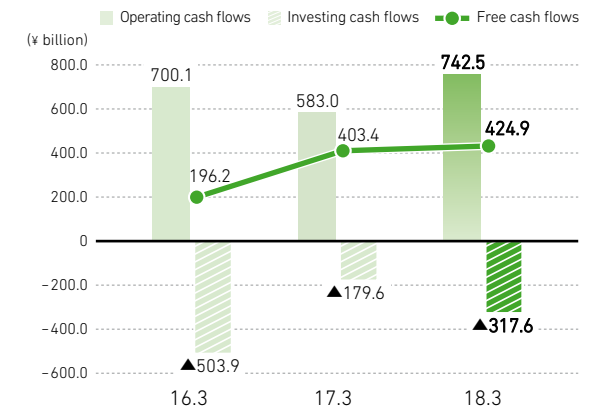
### Total Assets and Equity



### Dividend Per Share and Payout Ratio



### Cash Flows



\*Net income (Net loss) denotes net income (net loss) attributable to owners of the Parent.  
 \*Equity denotes equity attributable to owners of the Parent.

# Management

(As of July 1, 2018)

## Members of the Board



Ken Kobayashi  
Chairman of the Board



Takehiko Kakiuchi\*



Kanji Nishiura\*



Kazuyuki Masu\*



Iwao Toide



Akira Murakoshi



Masakazu Sakakida\*



Mitsumasa Icho\*



Akihiko Nishiyama\*\*  
Professor,  
Ritsumeikan University



Hideaki Omiya\*\*  
Chairman of the Board,  
Mitsubishi Heavy Industries, Ltd.



Toshiko Oka\*\*  
CEO,  
Oka & Company Ltd.



Akitaka Saiki\*\*



Tsuneyoshi Tatsuoka\*\*

\* Indicates a Representative Director.  
\*\* Indicates an Outside Director as provided  
for in Article 2-15 of the Companies Act.

## Audit & Supervisory Board Members



Shuma Uchino  
Senior Audit &  
Supervisory Board Member



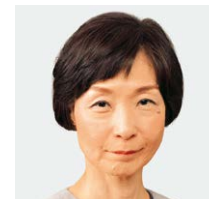
Hiroshi Kizaki



Tadashi Kunihiro\*  
Attorney at T. Kunihiro & Co.,  
Attorney-at-Law



Ikuo Nishikawa\*



Yasuko Takayama\*

\* Indicates an Outside Audit & Supervisory  
Board Member as provided for in Article  
2-16 of the Companies Act.

## Executive Officers

**President and  
Chief Executive Officer**

**Takehiko Kakiuchi \***

**Executive Vice Presidents**

**Kazushi Okawa**  
Group CEO, Machinery Group

**Hiroshi Sakuma**  
Group CEO,  
Global Environmental &  
Infrastructure Business Group

**Kanji Nishiura\***  
Corporate Functional Officer,  
Global Strategy & Coordination,  
Global Research,  
International Economic Cooperation,  
Logistics Management  
(Concurrently) Regional CEO,  
Asia & Oceania  
Person Responsible for Security  
Trade Control,  
Person Responsible for Trade  
Procedures Control

**Hidemoto Mizuhara**  
Regional CEO,  
North America (Concurrently)  
President,  
Mitsubishi Corporation (Americas)

**Kazuyuki Masu\***  
Corporate Functional Officer, CFO, IT

**Takeshi Hagiwara**  
Group CEO, Chemicals Group

**Shinya Yoshida**  
Group CEO, Industrial Finance,  
Logistics & Development Group

**Yutaka Kyoya**  
Group CEO,  
Living Essentials Group

**Iwao Toide\***  
Corporate Functional Officer,  
Business Investment Management,  
Corporate Sustainability, AI/IoT

**Akira Murakoshi\***  
Corporate Functional Officer,  
Corporate Communications,  
Human Resources

**Masakazu Sakakida\***  
Corporate Functional Officer,  
Corporate Administration, Legal  
(Concurrently) Chief Compliance  
Officer, Officer, Emergency Crisis  
Management Headquarters  
(Japan & Overseas / New  
Infectious Diseases, Compliance)

**Mitsumasa Icho\***  
Corporate Functional Officer,  
Regional Strategy for Japan  
(Concurrently) General Manager,  
Kansai Branch

**Norikazu Tanaka**  
Group CEO, Metals Group

**Hidegori Takaoka**  
Group CEO, Energy Business Group

**Senior Vice Presidents**

**Koichi Wada**  
General Manager, Nagoya Branch

**Katsuhiro Ito**  
President, Mitsubishi Corporation  
(Hong Kong) Ltd.  
(Concurrently) General Manager,  
Shenzhen Office, Mitsubishi  
Corporation (Hong Kong) Ltd.

**Takajiro Ishikawa**  
Seconded to Mitsubishi Heavy  
Industries, Ltd.  
(Seconded to Mitsubishi Heavy  
Industries America, Inc. (Senior  
Executive Vice President))

**Yasuteru Hirai**  
Regional CEO,  
East Asia  
(Concurrently)  
President,  
Mitsubishi Corporation China Co., Ltd.  
(Concurrently)  
General Manager, Beijing Branch

**Fuminori Hasegawa**  
Division COO,  
Energy Resources Div.  
(Asia Pacific)

**Tetsuji Nakagawa**  
Division COO,  
Infrastructure Business Div.

**Noriyuki Tsubonuma**  
Managing Director & CEO,  
Mitsubishi Australia Limited  
(Concurrently)  
Deputy Regional CEO,  
Asia & Oceania (Oceania)

**Yasushi Okahisa**  
Special Appointments General  
Manager to Corporate Functional  
Officer

**Tsunehiko Yanagihara**  
EVP,  
Mitsubishi Corporation (Americas)  
[Work location: Silicon Valley]

**Masatsugu Kurahashi**  
Chief Regional Officer, Indonesia  
(Concurrently)  
President,  
PT. Mitsubishi Corporation Indonesia  
(Concurrently)  
General Manager, Surabaya Branch,  
PT. Mitsubishi Corporation Indonesia

**Nodoka Yamasaki**  
Division COO,  
Living Essential Distribution Div.

**Kotaro Tsukamoto**  
Division COO, Mineral Resources  
Investment Div.  
(Concurrently) General Manager,  
MDP Dept.

**Katsuya Nakanishi**  
Division COO, New Energy & Power  
Generation Div.  
(Concurrently) General Manager,  
International IPP Dept., New  
Energy & Power Generation Div.

**Jun Nishizawa**  
Division COO,  
Energy Resources Div.  
(Americas, Europe and ME)

**Tatsuo Nakamura**  
Division COO,  
Automotive Business Div.

**Osamu Takeuchi**  
Division COO, Petrochemicals Div.  
(Concurrently) General Manager,  
Petrochemicals Project Dept.,  
Petrochemicals Div.

**Kazunori Nishio**  
Division COO, Retail Div.

**Koji Kishimoto**  
Division COO, Life Sciences Div.

**Eisuke Shiozaki**  
Chairman & Managing Director,  
Mitsubishi Corporation India  
Private Ltd. (Concurrently)  
Deputy Regional CEO,  
Asia & Oceania (South Asia)

**Yoshinori Katayama**  
General Manager,  
Global Strategy & Coordination  
Dept.

**Yoshifumi Hachiya**  
General Manager,  
Business Investment Management  
Dept.

**Hisashi Ishimaki**  
Division COO,  
Ship & Aerospace Div.

**Takuya Kuga**  
Division COO,  
Real Estate Business Div.

**Yasumasa Kashiwagi**  
Division COO,  
Fresh Food Products Div.

**Hiroki Haba**  
General Manager, Houston Branch,  
Mitsubishi Corporation (Americas)  
(Concurrently) General Manager,  
Houston Branch,  
Mitsubishi International Corporation

**Norio Saigusa**  
President,  
Mitsubishi Company (Thailand), Ltd.  
(Concurrently)  
President,  
Thai-MC Company, Limited  
(Concurrently)  
General Manager,  
Vientiane Liaison Office

**Yutaka Kashiwagi**  
Division COO,  
Environmental Business Div.

**Keiichi Shiobara**  
Seconded to Mitsubishi Corporation  
RtM International Pte. Ltd.  
(Chairman & CEO)  
(Concurrently) Division COO,  
Mineral Resources Trading Div.

**Takeshi Arakawa**  
Division COO, Living Essential  
Consumer Products Div.

**Shigeru Wakabayashi**  
Division COO, Isuzu Business Div.

**Koichi Seri**  
Seconded to Mitsubishi  
Development Pty Ltd  
(Managing Director & CEO)

**Yasuhiro Kawakami**  
Seconded to Cermaq Group AS  
(Chair of the Board)

**Kenji Ota**  
General Manager,  
Energy Business Group CEO Office

**Aiichiro Matsunaga**  
Regional CEO,  
Latin America and the Caribbean  
(Concurrently) President,  
Mitsubishi Corporation do Brasil,  
S.A.  
(Concurrently) General Manager,  
Asuncion Liaison Office

\* Represents Members of the Board

## Corporate Data (As of March 31, 2018)

### Company Name

Mitsubishi Corporation

### Date Established

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

### Capital

¥204,446,667,326

### Shares Of Common Stock Issued

1,590,076,851

### Listed On The Following Stock Exchanges

Tokyo, Nagoya

### 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: 6,129  
Parent company and all of its consolidated subsidiaries: 77,476

### Number Of Consolidated Subsidiaries And Equity-Method Affiliates

1,293  
(Companies affiliated with subsidiaries are included in the number of consolidated subsidiaries and equity-method affiliates.)

### Mitsubishi Corporation Website

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

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



### 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>



