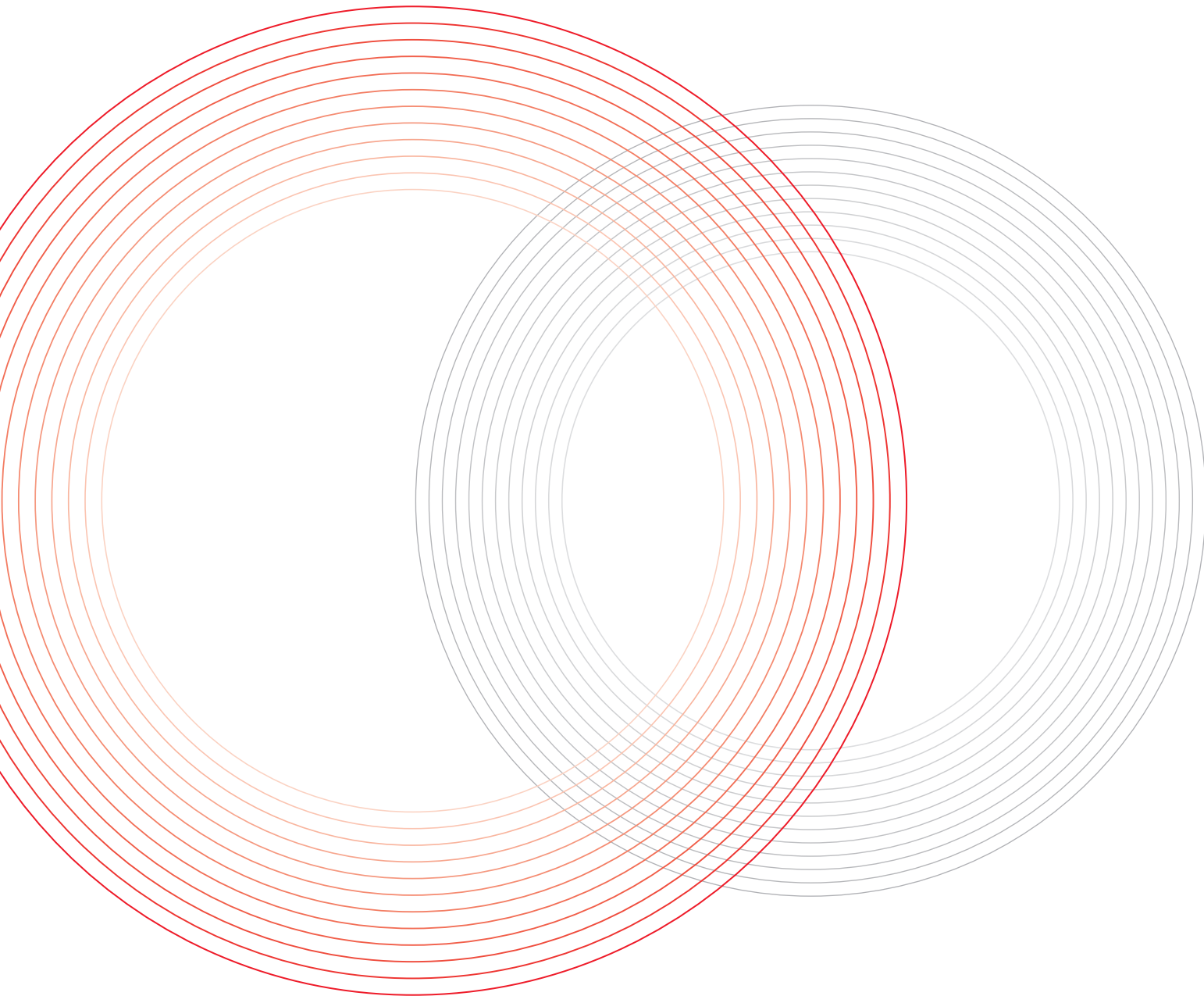


CORPORATE BROCHURE 2024

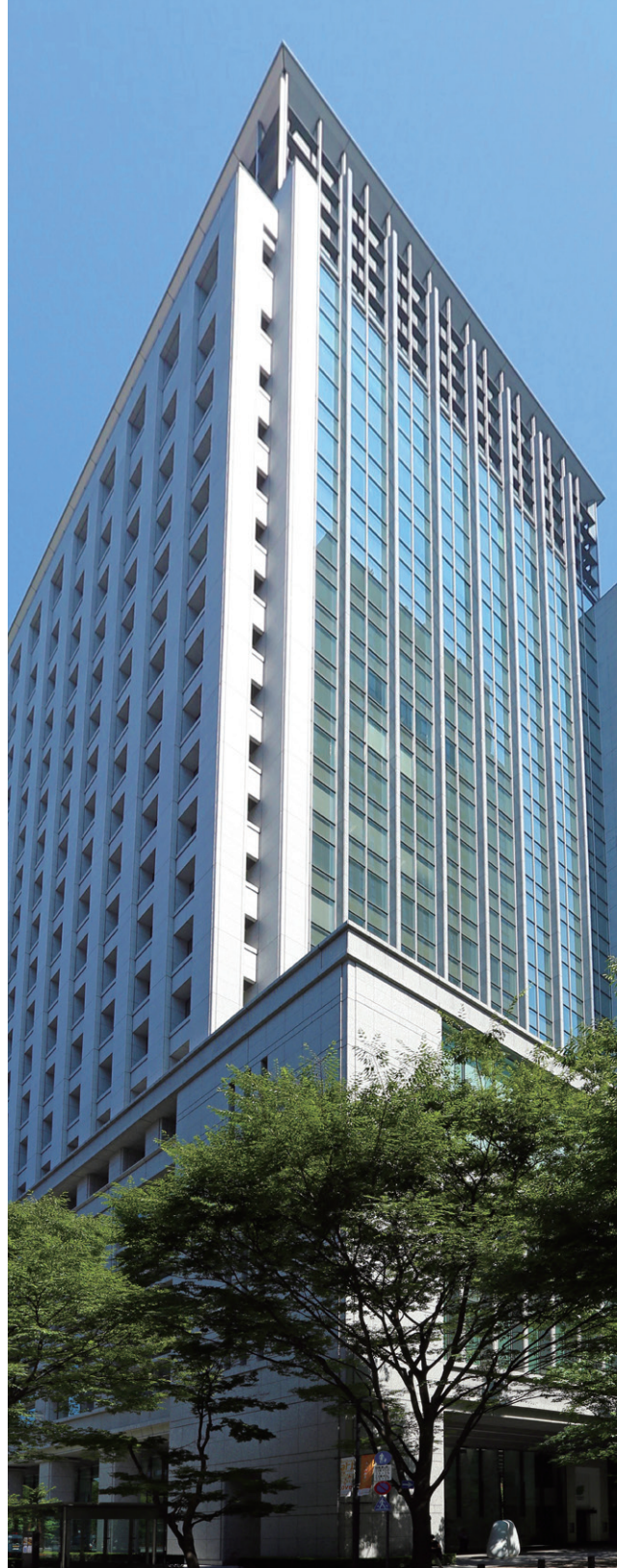
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Mitsubishi Corporation

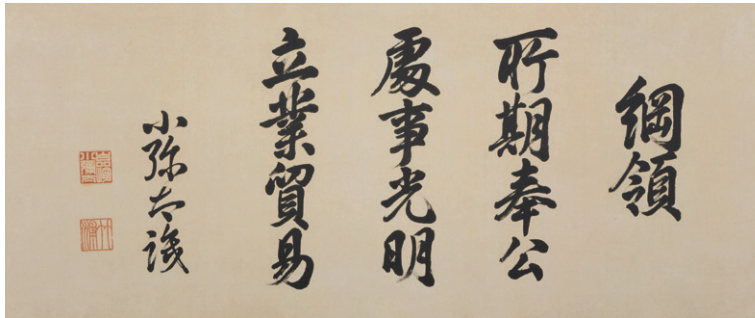
Introduction

Mitsubishi Corporation (MC) is a global integrated business enterprise that develops and operates businesses together with its global network of around 1,800 group companies.

MC has eight Business Groups that operate across virtually every industry: Environmental Energy, Materials Solution, Mineral Resources, Urban Development & Infrastructure, Mobility, Food Industry, Smart-Life Creation and Power Solution. Through these eight Business Groups, 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, 2024)

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 around 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, 2024)



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
Brussels
Amsterdam
Düsseldorf

Milan

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

Africa

Johannesburg
Dakar
Casablanca
Abidjan
Lagos

Nairobi
Addis Ababa

Middle East

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

East Asia

Ulaanbaatar
Beijing
Guangzhou
Shenzhen
Wuhan

Xiamen

Qingdao
Shanghai
Dalian
Chengdu
Hong Kong
Taipei
Seoul

Asia

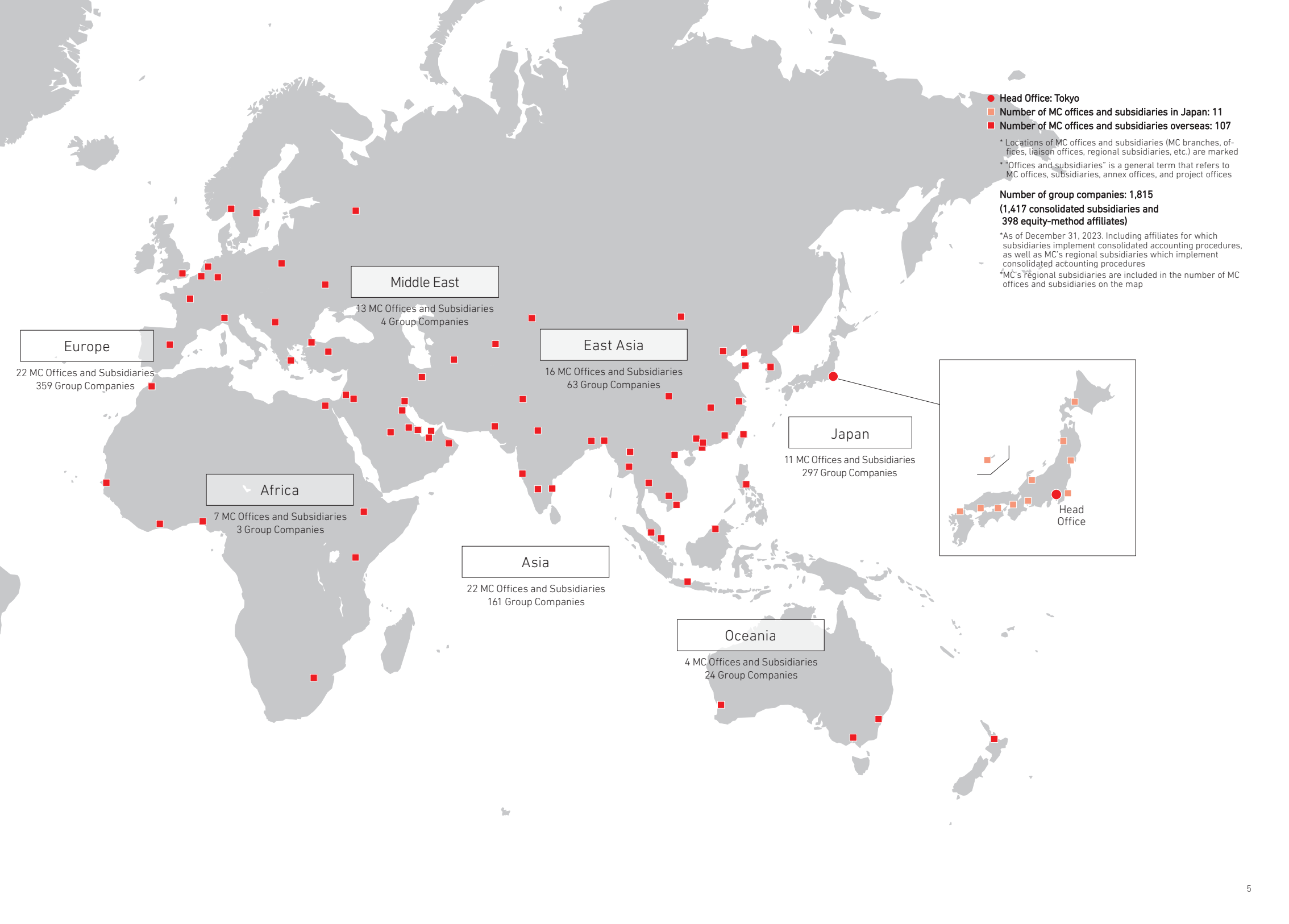
Karachi
Lahore
New Delhi
Mumbai
Kolkata
Chennai
Bangalore
Dhaka
Yangon
Nay Pyi Taw
Bangkok
Kuala Lumpur

Singapore

Phnom Penh
Hanoi
Ho Chi Minh City
Jakarta
Bandar Seri Begawan
Manila

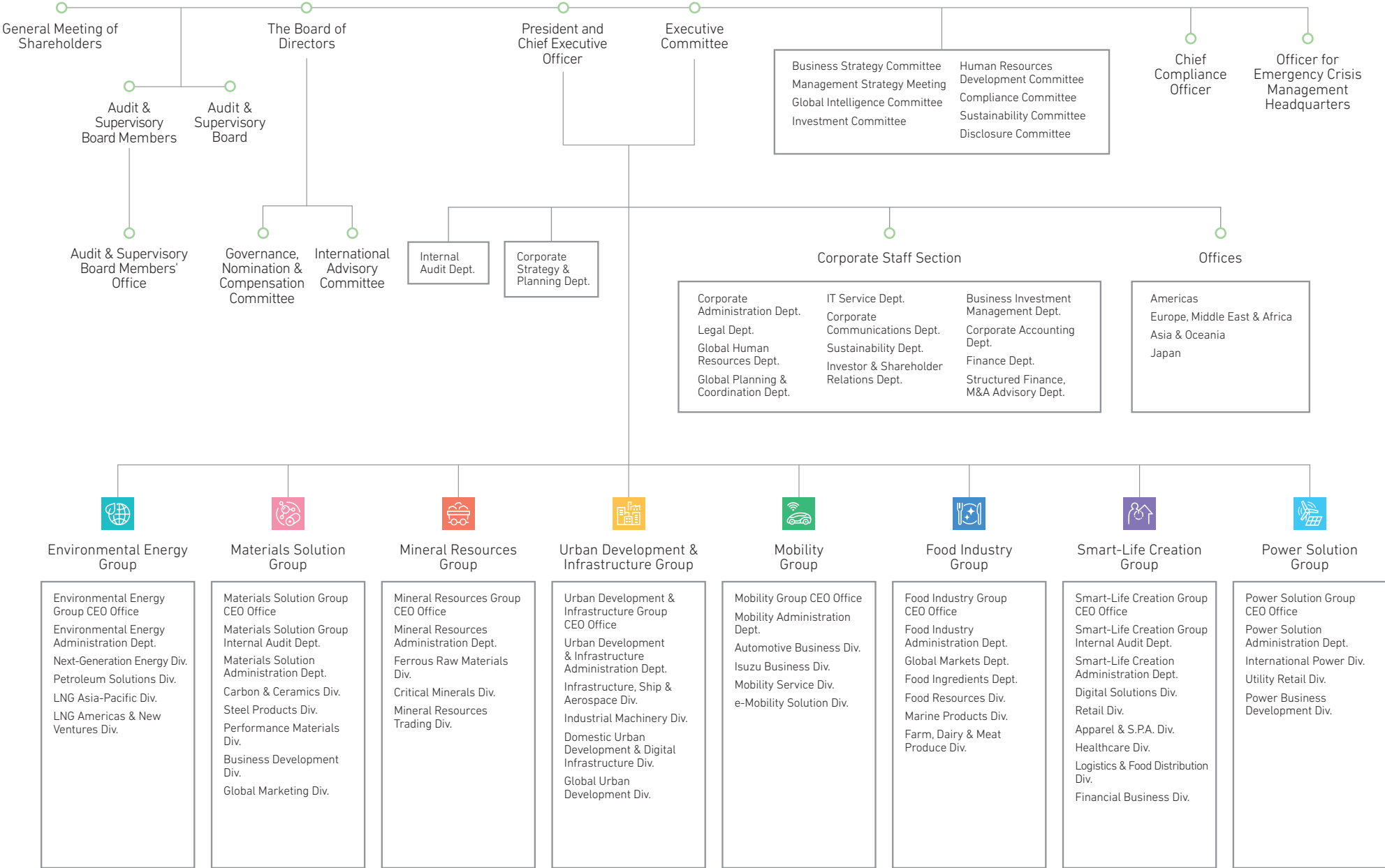
Oceania

Melbourne
Sydney
Perth
Auckland



Organizational Structure

(As of April 1, 2024)



*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”

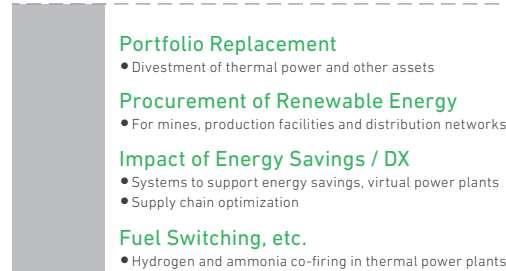
Greenhouse Gas Reduction Targets

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.

Introduction to Business Groups



Environmental Energy Group

- **Next-Generation Energy Div.**
 - New Power Generation Fuels Business Dept.
 - Hydrogen Infrastructure Development Dept.
 - Hydrogen Business Development Dept.
 - Biofuel & E-fuel Business Dept.
 - Carbon Management Dept.
- **Petroleum Solutions Div.**
 - Refinery Business Dept.
 - LPG & Petroleum Feedstock Business Dept.
- **LNG Asia-Pacific Div.**
 - Brunei Business Dept.
 - Malaysia Business Dept.
 - Indonesia Business Dept.
 - Australia Business Dept.
 - Russia Business Dept.
 - Delivery Operations Management Dept.
- **LNG Americas & New Ventures Div.**
 - Business Development Dept.
 - Global Marketing Dept.



Materials Solution Group

- **Carbon & Ceramics Div.**
 - Carbon Materials Dept.
 - Carbon Materials Business Development Dept.
 - Construction Materials Dept.
 - Ceramic Materials Dept.
- **Steel Products Div.**
- **Performance Materials Div.**
 - Agriculture Solution Office
 - Semiconductor Business Dept.
 - Petrochemicals Business Dept.
 - Basic Chemicals Business Dept.
 - Functional Materials Business Dept.
- **Business Development Div.**
 - Industrials Materials Business Incubation Office
 - Materials Business Transformation Dept.
 - Industrial Materials DX Dept.
 - Ecological Materials Business Dept.
- **Global Marketing Div.**
 - Basic Petrochemicals Marketing Dept.
 - Refinery Chemicals Marketing Dept.
 - Alcohol & C1 Chemicals Marketing Dept.
 - Chlor-Alkali Marketing Dept.
 - PVC & Functional Chemicals Dept.



Mineral Resources Group

- **Ferrous Raw Materials Div.**
 - Iron Ore Dept.
 - MDP Dept.
- **Critical Minerals Div.**
 - Base Metals Dept.
 - Aluminium Dept.
 - Battery Minerals Office
- **Mineral Resources Trading Div.**
 - RtM Office



Urban Development & Infrastructure Group

- **Infrastructure, Ship & Aerospace Div.**
 - Chiyoda Turnaround & Growth Management Office
 - Ship & Infrastructure Business Dept.
 - Defense and Aerospace Dept.
- **Industrial Machinery Div.**
 - Industrial Solution Development Office
 - Infrastructure Projects Dept.
 - Building Solutions Dept.
 - Construction Solutions Dept.
- **Domestic Urban Development & Digital Infrastructure Div.**
 - Domestic Urban Development Dept.
 - Transportation & Water Infrastructure Dept.
 - Digital Infrastructure Dept.
- **Global Urban Development Div.**
 - Global Business Development Office
 - Global Urban Development Dept.
 - Asia Urban Development Dept.



Mobility Group

- **Automotive Business Div.**
 - Indonesia Automotive Dept. • ASEAN & South West Asia Automotive Dept.
 - Eurasia & America Automotive Dept.
- **Isuzu Business Div.**
 - Isuzu ASEAN Dept. • Isuzu Oceania, Europe & Americas Dept.
 - Isuzu India, Middle East & Africa Dept.
- **Mobility Service Div.**
 - Next Generation Mobility Business Development Dept.
 - Mobility Retail Business Dept. • Tire Dept.
- **e-Mobility Solution Div.**
 - EV Supply Chain Business Dept. • Energy Storage & Management Dept.
 - Solutions Development Dept.



Food Industry Group

- Global Markets Dept.
- Food Ingredients Dept.
- **Food Resources Div.**
 - Grain, Oilseeds and Feed Materials Dept. • Sugar & Wheat Flour Dept.
 - Global Consumer Products Dept.
- **Marine Products Div.**
 - Marine Products Dept.
- **Farm, Dairy & Meat Produce Div.**
 - Livestock & Meat Products Dept.
 - Agricultural Produce & Dairy Products Dept.



Smart-Life Creation Group

- **Digital Solutions Div.**
 - Digital Business Development Dept. • Digital Solutions Dept.
 - Community Service Development Dept.
- **Retail Div.**
 - Retail Network Dept. • Alliance Development Dept.
- **Apparel & S.P.A. Div.**
 - Lifestyle Business Dept. • Apparel Business Dept.
- **Healthcare Div.**
 - Healthcare Dept. • Bio-Fine Chemicals Dept.
- **Logistics & Food Distribution Div.**
 - Logistics Business Development Dept. • Food Distribution Dept.
- **Financial Business Div.**
 - Merchant Banking Dept. • Leasing Business Dept. • Digital Finance Dept.



Power Solution Group

- **International Power Div.**
 - Americas Power Business Dept. • Europe Power Business Dept.
- **Utility Retail Div.**
 - Power Service Dept. • Power Trading Dept.
- **Power Business Development Div.**
 - Asia & Oceania Power Business Dept.
 - Power Transmission Business Dept.
- Domestic Power Business Office

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.

Since the Key Sustainability Issues were identified, 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

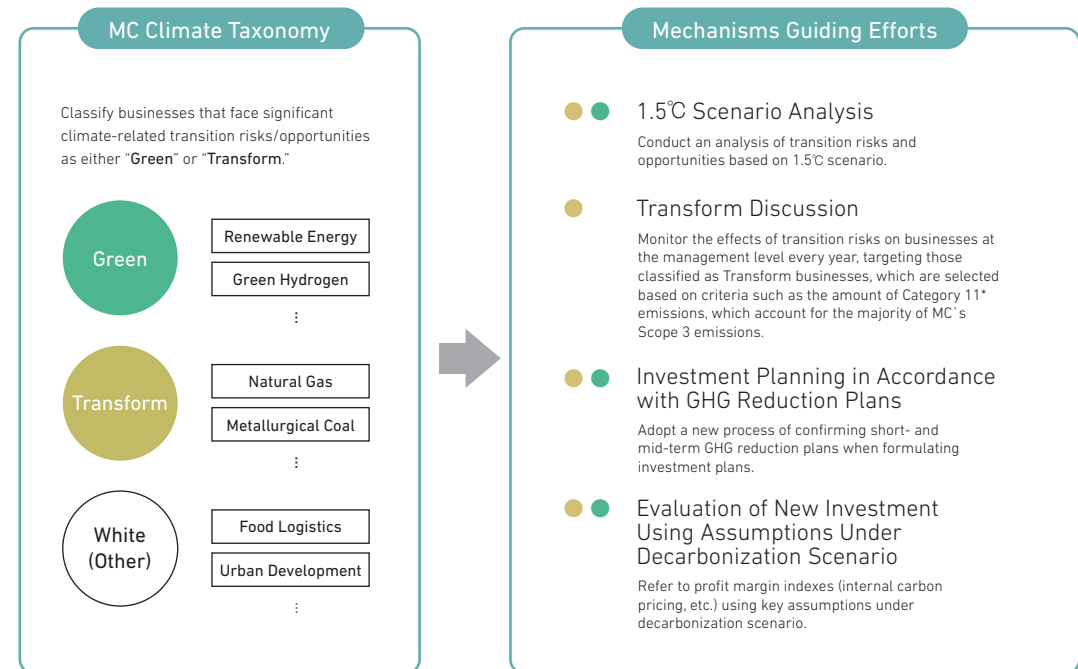
Initiatives for Realizing a Carbon Neutral Society

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, 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

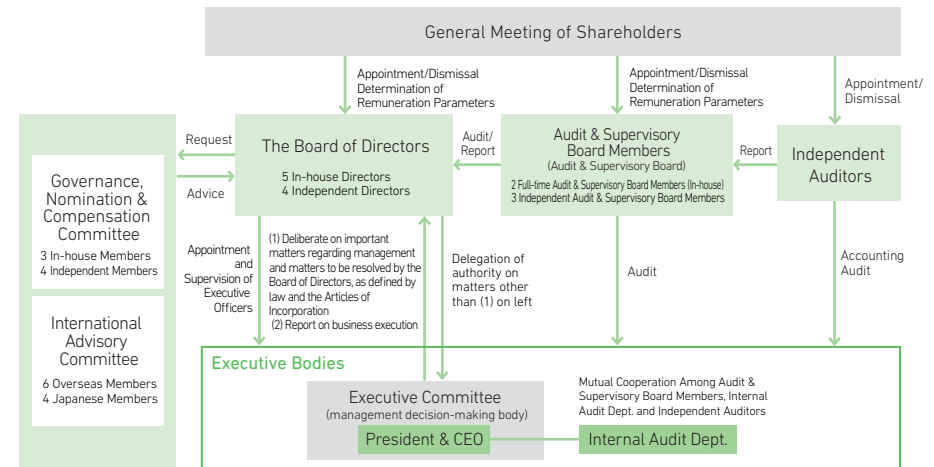


Corporate Governance and Internal Control System

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

In order to achieve these goals, MC recognizes 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 Outside Directors and Outside 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, this also includes implementation of MC's prompt and efficient decision-making and business execution through enhancing the monitoring function of the Board of Directors.

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

Member Composition (as of April 1, 2024)

■ Independent members (4):

- 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 & CEO)
 - Mitsumasa Icho (Full-time Audit & Supervisory Board Member)
- *Committee Chairperson

International Advisory Committee

Member Composition (as of April 1, 2024)

■ Overseas members (6):

- Mr. Jaime Augusto Zobel de Ayala (Chairman, Ayala Corporation (The Philippines))
- Professor Joseph S. Nye (Harvard University Distinguished Service Professor (U.S.A.))
- Mr. Niall FitzGerald, KBE (Former CEO & Chairman, Unilever (Ireland))
- Mr. Natarajan Chandrasekaran (Chairman, Tata Sons (India))
- Sir Rod Eddington (Former CEO, British Airways (Australia))
- Ambassador Bilahari Kausikan (Former Permanent Secretary, Ministry of Foreign Affairs (Singapore))

■ Japanese members (4):

- Takehiko Kakiuchi* (Chairman of the Board)
 - Katsuya Nakanishi (Director, President and CEO)
 - Norikazu Tanaka (Director)
 - Tsuneyoshi Tatsuoka (Independent Director)
- *Committee Chairperson

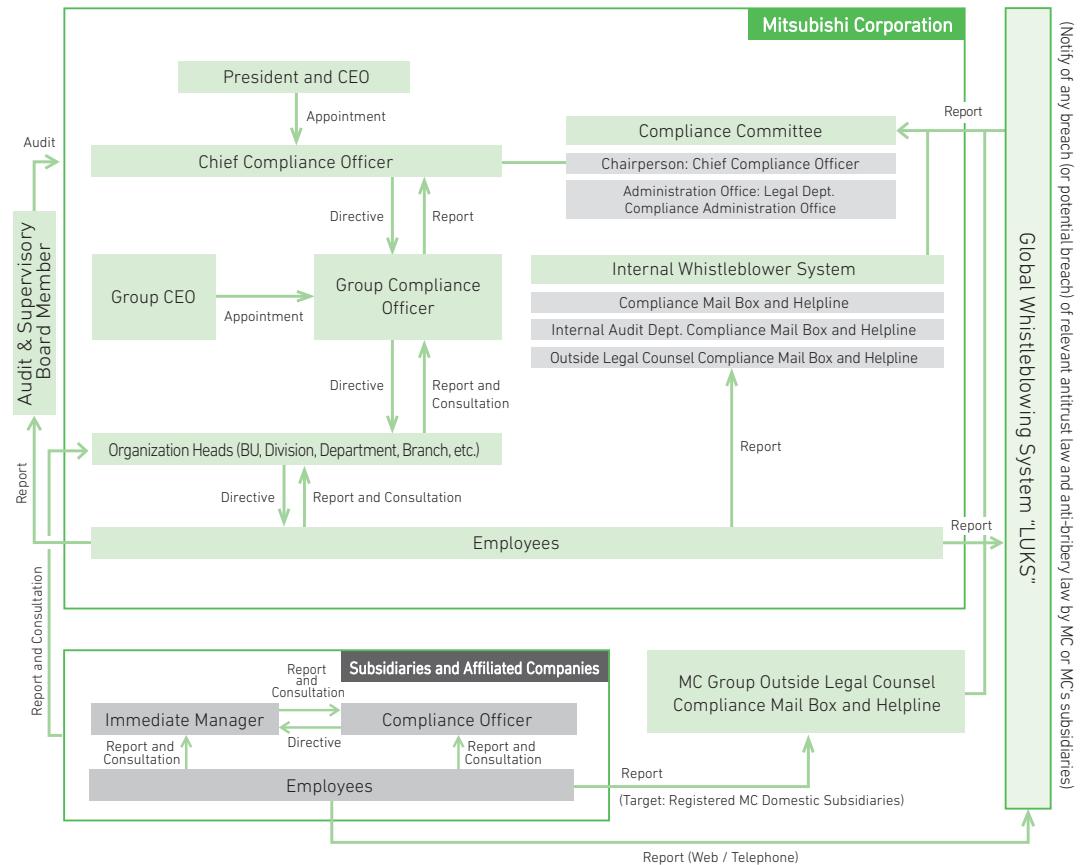


Compliance

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.



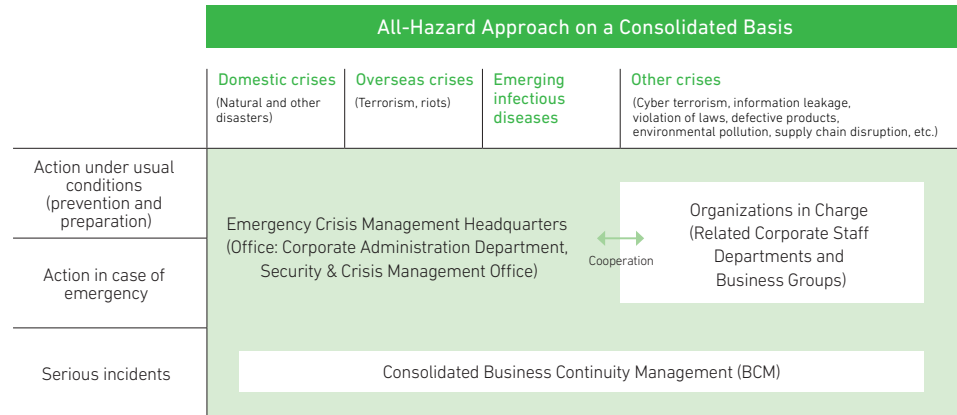
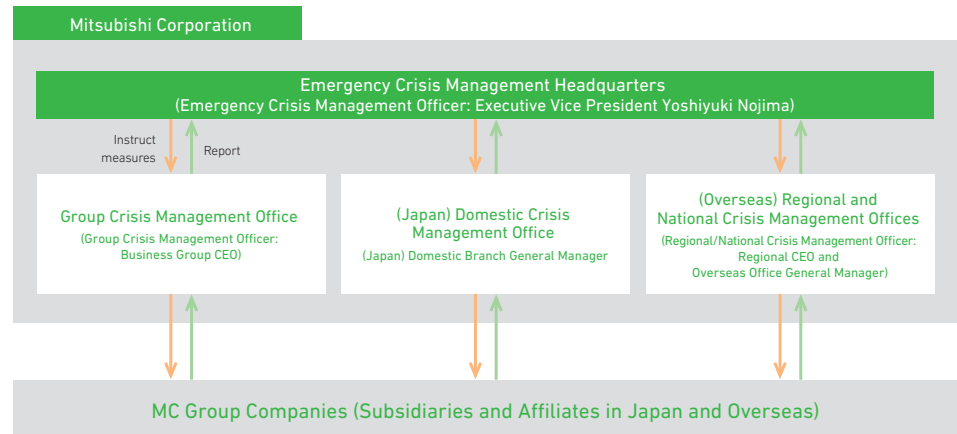
Crisis Management and Business Continuity Management on a Consolidated Basis

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, emerging 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.

In FY2018, 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-)
- Support for Economically Disadvantaged Children (2020-), etc.



Friendship Camp for Mothers and Children



DREAM AS ONE. (support for parasports)

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

- 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



Global Coral Reef Conservation Project

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 Overseas Study Scholarship for High School Students (2019-)
- JEES-Mitsubishi Corporation Science Technology Student Scholarship (2021-), etc.



MC Overseas Study Scholarship for High School Students



JEES-Mitsubishi Corporation Science Technology Student Scholarship

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)

	2021.3	2022.3	2023.3
Revenues And Income [IFRS]			
Revenues	12,884.5	17,264.8	21,572.0
Gross profit	1,605.1	2,150.8	2,560.0
Net income attributable to owners of the Parent	172.6	937.5	1,180.7
Net income attributable to owners of the Parent per share (diluted) (yen)	116.57	625.73	805.69
ROE (%)	3.2	15.0	15.8
ROA (%)	0.9	4.6	5.4

Dividends

Dividend per share (for the year, yen)	134	150	180
Total Payout Ratio (%)	115	31	53

(Billions of Yen)

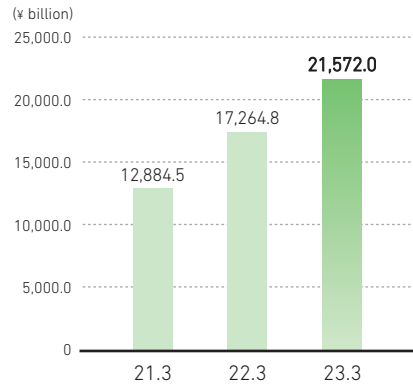
	2021.3	2022.3	2023.3
Financial Position [IFRS]			
Total assets	18,635.0	21,912.0	22,152.9
Equity attributable to owners of the Parent	5,613.6	6,880.2	8,071.0
Equity per share attributable to owners of the Parent (yen)	3,803.01	4,659.68	5,648.84
Cash Flows			
Operating cash flows	1,017.6	1,055.8	1,930.1
Investing cash flows	(357.3)	(167.6)	(177.5)
Free cash flows	660.3	888.2	1,752.6

Segment Information (Year Ended March 31, 2023) [IFRS]

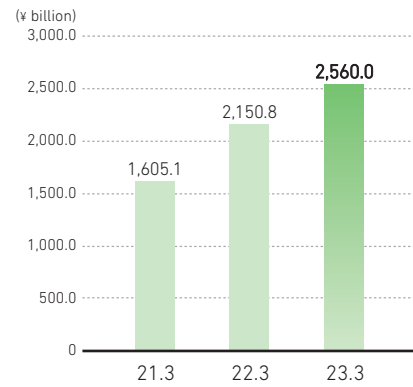
	Natural Gas Group	Industrial Materials Group	Petroleum & Chemicals Solution Group	Mineral Resources Group	Industrial Infrastructure Group
Net income	170.6 billion	62.0 billion	45.0 billion	439.3 billion	31.9 billion
Total assets	2,043.0 billion	1,461.7 billion	1,160.7 billion	4,098.1 billion	1,329.2 billion
No. of employees	656	9,765	2,287	871	9,280
	Automotive & Mobility Group	Food Industry Group	Consumer Industry Group	Power Solution Group	Urban Development Group
Net income	127.5 billion	63.4 billion	23.0 billion	61.9 billion	123.3 billion
Total assets	1,915.4 billion	2,103.0 billion	3,988.6 billion	2,716.2 billion	1,164.6 billion
No. of employees	6,428	23,407	18,794	4,764	463

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

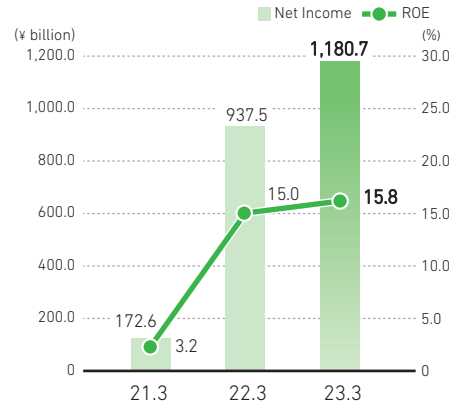
Revenues



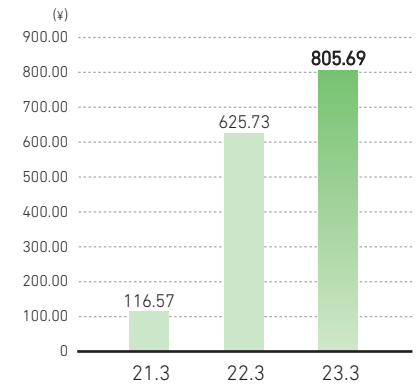
Gross Profit



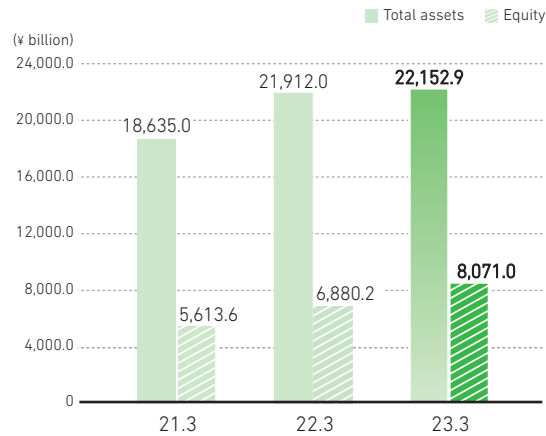
Net Income and ROE



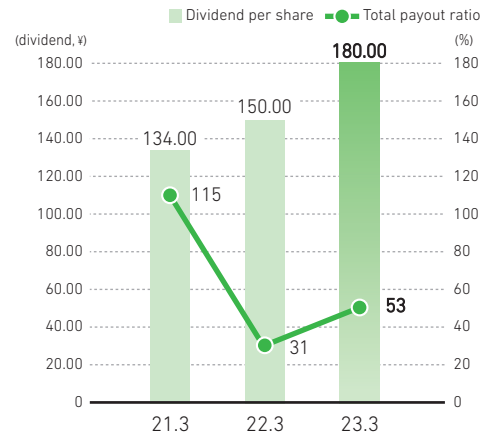
Net Income Per Share (Diluted)



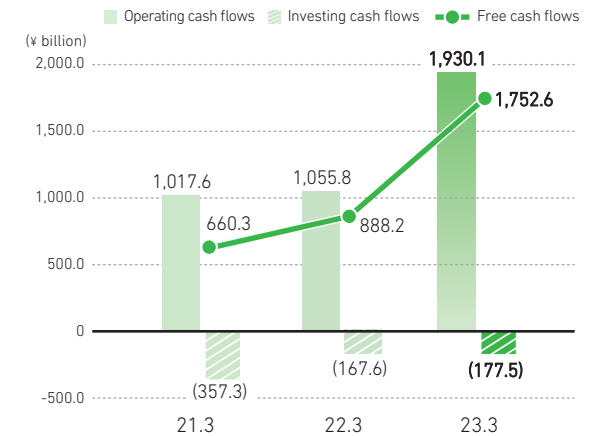
Total Assets and Equity



Dividend Per Share and Total Payout Ratio



Cash Flows



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

Management

(As of April 1, 2024)

Directors



Takehiko Kakiuchi
Chairman of the Board



Katsuya Nakanishi
Representative Director,
President and CEO



Norikazu Tanaka
Director



Yutaka Kashiwagi
Representative Director,
Executive Vice President



Yuzo Nouchi
Representative Director,
Executive Vice President



Tsuneyoshi Tatsuoaka*
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



Mitsumasa Icho
Full-time Audit &
Supervisory Board Member



Akira Murakoshi
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*

Senior Executive Vice
President

Kotaro Tsukamoto

Senior Assistant to the President &
CEO
(Concurrently) Chief Compliance
Officer

Executive Vice Presidents

Yutaka Kashiwagi*

Corporate Functional Officer,
Human Resources, Global Planning
& Coordination, IT

Kiyotaka Kikuchi

CRO, Asia & Oceania
(Concurrently) General Manager,
Singapore Branch

Takuya Kuga

Group CEO, Urban Development &
Infrastructure Group

Shigeru Wakabayashi

Group CEO, Mobility Group

Yuzo Nouchi*

Corporate Functional Officer, CFO

Masaru Saito

Group CEO, Environmental Energy
Group

Tetsuo Kawate

CRO, Americas
(Concurrently) President,
Mitsubishi Corporation (Americas)

Ko Imamura

Group CEO, Materials Solution
Group

Satoshi Koyama

Group CEO, Mineral Resources
Group
(Concurrently) Division COO,
Ferrous Raw Materials Div.

Yoshiyuki Nojima

Corporate Functional Officer,
Corporate Administration, Legal
(Concurrently) General Manager,
Corporate Administration Dept.
(Concurrently) Officer for
Emergency Crisis Management
Headquarters

Shota Kondo

Group CEO, Smart-Life Creation
Group

Hideyuki Hori

Group CEO, Food Industry Group

Yuji Okafuji

Group CEO, Power Solution Group

Senior Vice Presidents

Akihiko Takada

CRO, Europe, Middle East & Africa
(Concurrently) Managing
Director, Mitsubishi Corporation
International (Europe) Plc.
(Concurrently) General Manager,
London Branch

Kyoya Kondo

Division COO, Isuzu Business Div.

Sadahiko Haneji

President, Mitsubishi Corporation
do Brasil, S.A.

Tetsuya Shinohara

General Manager, Global Planning
& Coordination Dept.

Toshiaki Maekawa

Division COO, Automotive Business
Div.

Koji Ohno

Division COO, Steel Products Div.

Akifumi Suzuki

Division COO, Carbon & Ceramics
Div.

Tetsu Funayama

SVP, Business Development for
Japan
(Concurrently) General Manager,
Kansai Branch

Kazuaki Yamana

General Manager, Business
Investment Management Dept.

Kenji Kobayashi

Corporate Functional Officer, CSEO

Juro Baba

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

Ken Yamaguchi

Seconded to Mitsubishi Shokuhin
Co., Ltd. (Managing Executive
Officer)

Satoshi Sato

Division COO, Industrial Machinery
Div.

Takehiro Fujimura

General Manager, Internal Audit
Dept.

Takuya Hirakuri

Division COO, Digital Solutions Div.

Akihiro Kurosawa

General Manager, Legal Dept.

Kazuo Ito

Division COO, Logistics &
Food Distribution Div.

Yoshihiro Shimazu

General Manager, Corporate
Accounting Dept.

Shuji Kobayashi

General Manager, Food Industry
Group CEO Office

Keisuke Kitamura

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

Takuji Konzo

Seconded to Diamond Gas
International Pte. Ltd. (CEO)

Satoshi Hamada

President, Mitsubishi International
Corporation
(Concurrently) EVP, Mitsubishi
Corporation (Americas)
(Concurrently) General Manager,
Houston Branch, Mitsubishi
Corporation (Americas)
(Concurrently) General Manager,
Houston Branch, Mitsubishi
International Corporation [Work
Location: Houston]

Hiroshi Nishino

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

Kazuyoshi Kawakami

General Manager, Finance Dept.

Takahiro Zaizen

General Manager, Jakarta
Representative Office

Naotaka Honda

General Manager, IT Service Dept.

Yoshiyuki Watanabe

Division COO, Business
Development Div.

Shinya Naka

General Manager, Environmental
Energy Group CEO Office

Kenichiro Tauchi

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

Nobukazu Tanaka

General Manager, Mobility Group
CEO Office

Tomonori Hirata

Division COO, Power Business
Development Div.

Reiko Kashiwabara

General Manager, Global Human
Resources Dept.

* 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: 5,448

Parent company and all of its consolidated subsidiaries: 79,706

* 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>



