



Industry Digital Transformation Group

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

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

Digital Business Development Dept.

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

Industry Value Chain DX Dept.

Our aim is to develop solutions and services that help to solve business- and management-related challenges that industries and companies are facing, and to provide them as a platform. To achieve this, we will strive to promote collaboration with companies that have the necessary technologies through potential partnerships. As our primary targets, we will first focus on developing businesses in the fields of logistics, mobility, and data services.

Power & Community DX Dept.

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

Service Industry DX Dept.

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



DX Consulting & DX Platform/Solution Business (Japan)

Industry One

Spearheading the Social Implementation of DX

Industry One is the core company of MC's digital business. It was established in 2021 with the goal of spearheading the social implementation of industrial digital transformation (DX). Industry One leverages MC's global and industry knowledge and contacts across multiple sectors, as well as the advanced digital technologies of its partner companies, to provide comprehensive support that covers everything from laying the foundation for DX, such as digital strategy planning, to system development and digital business creation utilizing advanced technologies. Industry One will continue to promote DX to not only shore up MC Group companies, but to also help resolve industrial and societal issues.



Digital Transformation Strategy Planning, Application & Digital Platform Development Using Cutting-Edge Technology such as AI and Data Science (Japan)

MC Digital

Solving Problems with Cutting-Edge Technology

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



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

iVision Shanghai Co., Ltd.

Providing ICT Services to Japanese Companies in China

As the MC Group's only IT company in China, iVision Shanghai provides comprehensive IT services to over 200 Japanese enterprises in China. The scope of iVision Shanghai's business includes IT consulting, system construction and IT infrastructure, among others. At present, the company is particularly focusing efforts into DX application services that provide promotional support for the retail industry and improve efficiency for the manufacturing industry. iVision Shanghai will grow together with its customers based on the principle that "customer growth is our growth."



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

MC Data Plus

Providing Vertical SaaS Solutions to Resolve Social Issues

With the mission of "connecting companies and people with data and services," MC Data Plus promotes the creation of digital platforms by providing Vertical SaaS for solving social issues in various fields. The company produces new "real" and "digital" businesses by utilizing big data collected from these digital platforms. SaaS for the construction industry, which is the company's core business, is contributing to the sector as one of the largest digital platforms in the industry, and efforts are also being made to develop SaaS for the retail industry.



General Lifestyle Services Provider (Japan)

Chubu Electric Power Miraiz Connect

Providing Services that Cultivate Family Bonds & Connections

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



Home Repairs and Improvements Service (Japan)

HomeServe Japan

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

HomeServe Japan is a joint venture company established in 2019 and owned by MC and HomeServe International, whose head office is located in the UK. Its business provides Japanese residents with a subscription-based emergency and repair services in areas such as electrical equipment, plumbing, gas, heating, ventilation and air conditioning through its partnerships with utility companies and municipalities in Japan under the vision of "making a subscription-based home repairs and improvements service common throughout Japan while eliminating house-related anxiety and bringing a sense of well-being to residents."



Next-Generation Energy Business Group

LPG & Petroleum Feedstock Business Dept.

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

New Power Generation Fuels Business Dept.

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

Biofuels & E-fuel Business Dept.

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

Refinery Business Dept.

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

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

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

Hydrogen Infrastructure Development Dept.

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

Hydrogen Business Development Office

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

Carbon Management Office

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

New Technologies Office

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



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

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



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

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



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

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

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



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

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



Hydrogen Supply Chain Business

(Singapore, Europe, Japan)

Developing an International Hydrogen Supply Chain Using SPERA Hydrogen™ Technology

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



Fuel Ammonia Project

(USA, Canada, Indonesia, etc.)

Social Implementation of Next-Generation Fuel

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



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

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



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

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

■ **LNG Canada**
 (Canada)

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



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

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

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

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

■ **Brunei LNG**
 (Brunei)

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



■ **Malaysia LNG** (Malaysia)

■ **Browse LNG** (Australia)

■ **Wheatstone LNG**
 (Australia)



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



Natural Gas Group

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

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

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

Furthermore, in an aim to secure supplies of cleaner energy to meet the evolving needs of customers and as part of our efforts to achieve a carbon-neutral society, we are also focusing our attention on carbon capture and storage (CCS), development of carbon credits, and other solutions which are expected to be promising methods for reducing CO₂ emissions.



■ Sakhalin-2 (Russia)



LNG Liquefaction & Sales Business (Indonesia)

Donggi-Senoro LNG

First All-Asia LNG Project

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

■ Tangguh LNG (Indonesia)

Asia-Pacific Div.

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

North America Div.

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

New LNG Ventures & Marketing Div.

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



Plastics Additives and PVC Stabilizers Business (USA)

Amfine Chemical Corporation

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

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



Needle Coke Business (South Korea)

POSCO MC MATERIALS

Stable Supply of Essential Materials for Electric Arc Furnace

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

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



Cement & Ready-mix Concrete Business (USA)

Mitsubishi Cement Corporation / MCC Development Corporation

Stable Supply of Essential Materials for Construction and Infrastructure Development

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

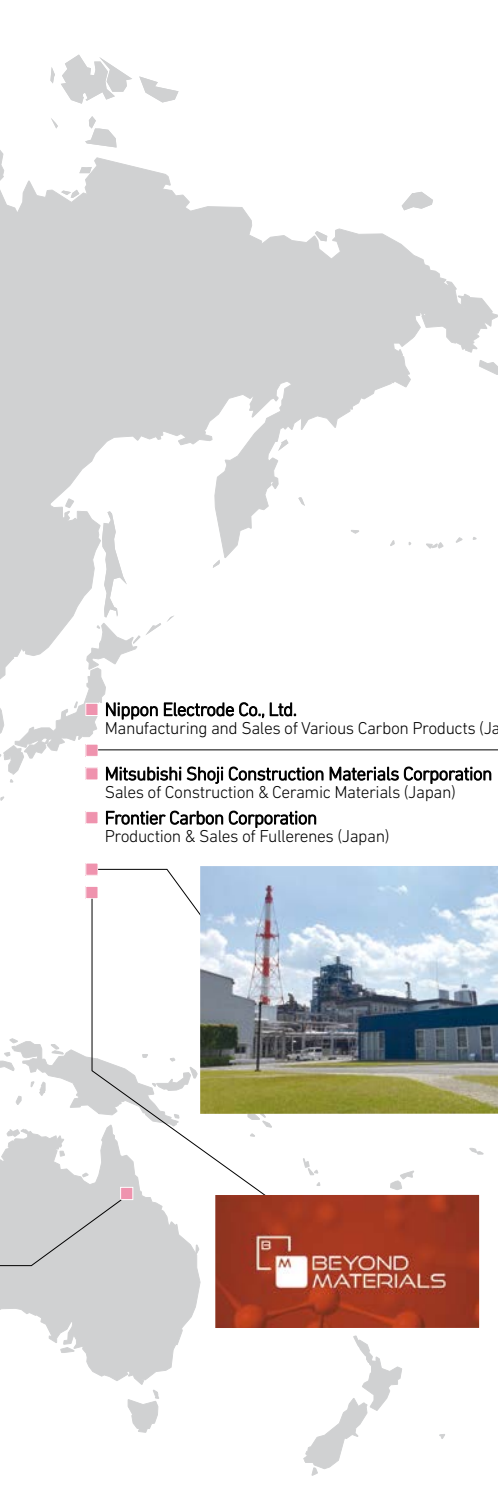


Silica Sand Business (Australia)

Cape Flattery Silica Mines Pty., Ltd.

One of the World's Largest Silica Sand Suppliers

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



Steel Business (Japan)

Metal One Corporation

Leading Company in Steel Products Value Chain

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

- **Nippon Electrode Co., Ltd.**
Manufacturing and Sales of Various Carbon Products (Japan)
- **Mitsubishi Shoji Construction Materials Corporation**
Sales of Construction & Ceramic Materials (Japan)
- **Frontier Carbon Corporation**
Production & Sales of Fullerenes (Japan)



Manufacturing and Sales of Functional Materials (Japan)

Toyobo MC Corporation

Manufacturing and Sales of Functional Materials Contributing to a Sustainable Society

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



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

Beyond Materials Corporation

New Consulting Services Connecting Users' Needs with the Materials Industry

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



Industrial Materials Group

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

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

- Steel Products Div.** Steel plates and sheets, structural steel, line pipes, oil country tubular goods, wire rods, specialty steel, etc.
- Performance Materials Div.**
 - Carbon Materials Dept. ■ PVC & Functional Chemicals Dept.
 - Performance Materials Business Development Dept.
 Needle coke, artificial graphite electrodes, coal tar, petroleum coke for fuel, carbon blocks, PVC, plastic compounds, plastic additives, yellow phosphorus, etc.
- Materials Solutions Div.**
 - Materials Business Transformation Dept. ■ Industrial Materials DX Dept.
- Ceramic Minerals Dept.** Silica sand
- Construction Materials Dept.** Cement & ready-mix concrete



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

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



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

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

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



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

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



Petrochemical Products Sales & Production Business (Saudi Arabia)

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

IVICT Europe GmbH
 Chemicals Business (Germany)

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

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

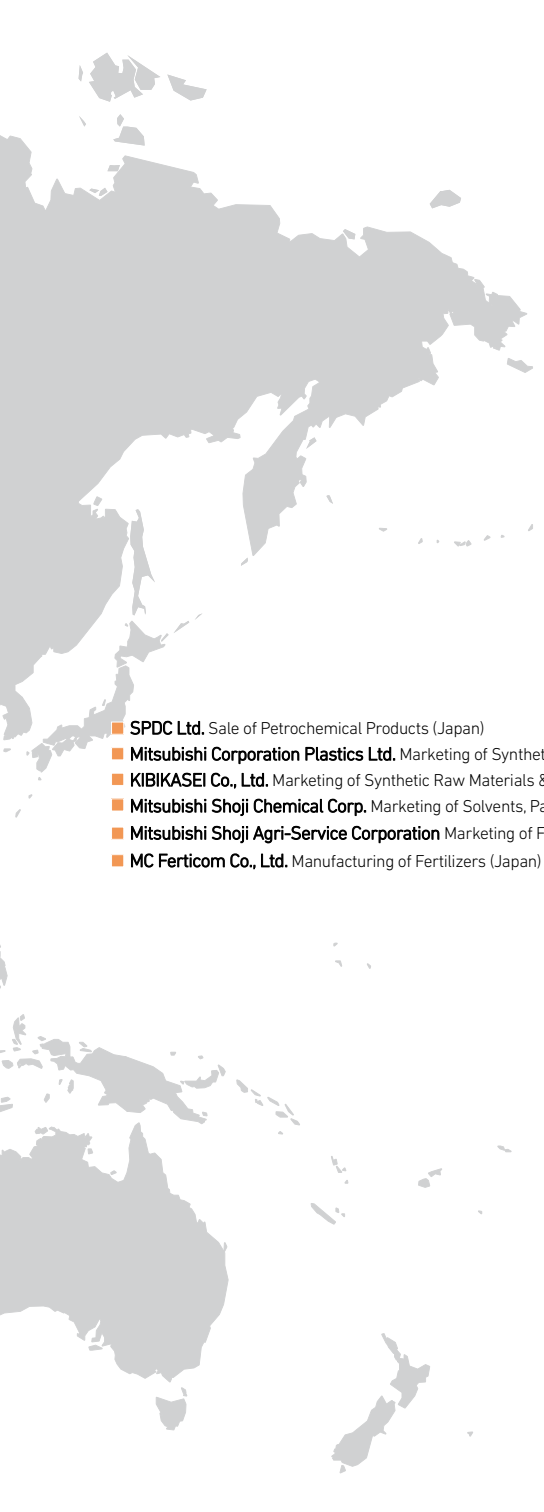
IVICT (Thailand) Company Limited
 Chemicals Business (Thailand)



Thai Shinkong Industry Corporation Ltd.
 Manufacturing of Recycled PET Resins (Thailand)

IVICT Singapore Pte. Ltd.
 Chemicals Business (Singapore)

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



Chemicals Solution Group

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

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

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

Ecological Materials & Chemicals Business Div.

- **Agriculture Solution Office** ■ **Petrochemicals Business Dept.**
 - **Semiconductor & Ecological Materials Business Dept.** ■ **Basic Chemicals Business Dept.**
- Raw materials for fertilizers, fertilizer products, olefins, polyolefins, polyester raw materials, plastics, paint/coating materials, industrial salt, chlorine products, methanol, ethanol

Global Marketing Div.

- **Basic Petrochemicals Marketing Dept.** ■ **Refinery Chemicals Marketing Dept.**
 - **Chlor-Alkali Marketing Dept.** ■ **Alcohol & C1 Chemicals Marketing Dept.**
- Olefins, polyolefins, aromatics, polyester raw materials, plastics, urethane raw materials, paint/coating materials, industrial salt, caustic soda, raw materials for PVC (polyvinyl chloride), chlorine products, methanol, ethanol, ammonia



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

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

■ Turnagain
 Nickel Business (Canada)



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

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



Copper Business (Peru)
Anglo American Quellaveco
 A World-class New Copper Project

Quellaveco is a large-scale, highly cost-competitive copper mine located in the southern part of the Republic of Peru. Construction of the project was completed in July 2022, and production has started. It is expected to produce approx. 300 kilotonnes per annum (average of the first 10 years of production, CuEq).



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

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



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

In April 2013, MC established its global mineral resources trading hub, Mitsubishi Corporation RtM International Pte. Ltd. (RtMI) in Singapore—a center of market information and human resources. Together with our trading offices in London, New York, Shanghai, and Tokyo, RtMI develops our trading business on a global scale.



Copper Business (Chile)
Anglo American Sur
 (Los Bronces, etc.)

A Large-scale Copper Mine with One of the Largest Resources

Anglo American Sur holds a significant portfolio of copper assets in the central part of Chile, including Los Bronces mine, El Soldado mine, Chagres smelter and large-scale prospective exploration properties. They produce approx. 300 kilotonnes per annum (CuEq).

■ Antamina
 Copper Business (Peru)

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

■ Los Pelambres Copper Business (Chile)

■ CAP S. A. Iron Ore Business (Chile)

- Mineral-Resources-Investment-Division-related
- ▲ Mineral-Resources-Trading-Division-related



Mineral Resources Group

The Mineral Resources Group has grown its business model by addressing evolving demands from stakeholders and the broader society, as well as changes in the business environment. Today, we have a portfolio of prime assets with world-class cost competitiveness and quality, such as metallurgical coal and copper.

Metals and minerals, including steel and copper, are crucial in our world today even as we are faced with key challenges such as identifying opportunities for decarbonization, electrification, and building circular economies. We will continue to fulfill our mission by sourcing these resources to the market through trading, resource investments and business development.

Mineral Resources Investment Div.

- Strategic Planning Office
 - MDP Dept.
 - Iron Ore Dept.
 - Base Metals Dept.
 - Aluminium Dept.
 - Battery Minerals Office
- Metallurgical coal, copper, iron ore, aluminum, nickel, etc.

Mineral Resources Trading Div.

- RtM Office
- Coal, iron ore, nickel, chrome, molybdenum, copper/lead/zinc concentrates and metals, tinmetal, primary aluminum and secondary aluminum alloy, aluminum products, bauxite, precious metals, rare earths, etc.



Metallurgical Coal Business (Australia)

BMA

One of the Largest Suppliers of Metallurgical Coal (Coal for Steelmaking) in the World

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

Aurukun
Bauxite Business
(Australia)

Boyne
Aluminum Business
(Australia)



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

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



©SBM Offshore

FPSO Chartering Business (Brazil)

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

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



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

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

Calik Enerji
 Infrastructure Business (Turkey)

LNG Receiving Terminal Business (Bangladesh)

Hot Strip Mill Construction (India)

North-South Commuter Railway Extension Project (Philippines)



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

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



Chiyoda Corporation (Japan)
Integrated Engineering Enterprise

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

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



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

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

Industrial Infrastructure Group

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

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

Infrastructure, Ship & Aerospace Div.*1

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

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

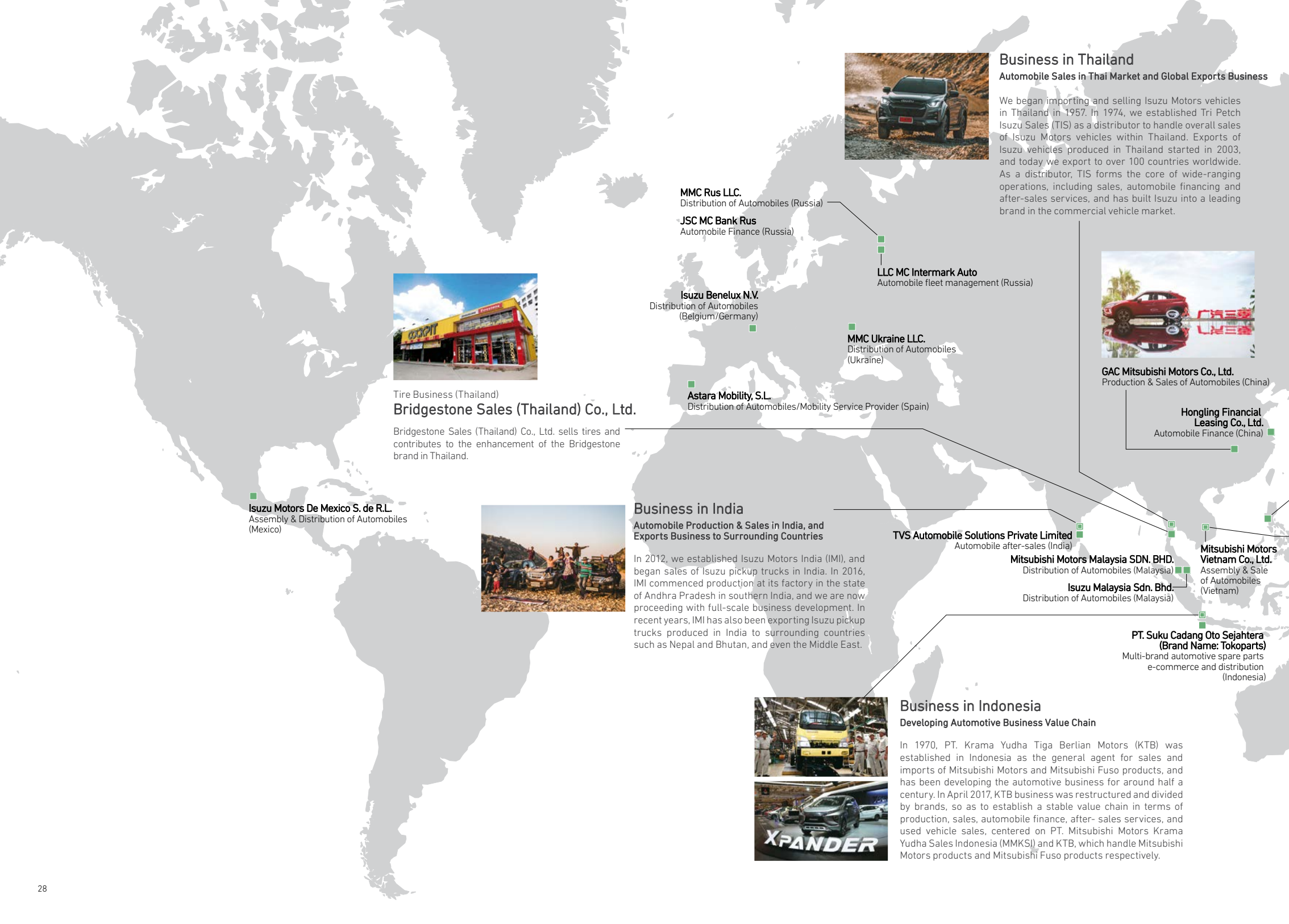
Industrial Machinery Div.

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

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

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

*2 Floating Production, Storage & Offloading System



Business in Thailand

Automobile Sales in Thai Market and Global Exports Business



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



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

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

MMC Rus LLC.
Distribution of Automobiles (Russia)

JSC MC Bank Rus
Automobile Finance (Russia)

LLC MC Intermark Auto
Automobile fleet management (Russia)

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

MMC Ukraine LLC.
Distribution of Automobiles (Ukraine)

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



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

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

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



Business in India

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

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

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

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

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

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

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

Business in Indonesia

Developing Automotive Business Value Chain



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



Automotive & Mobility Group

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

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

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

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

Automotive Business Div.

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

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

Isuzu Business Div.

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

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

Mobility Business Div.

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

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

Battery Solution Development Dept.

Development and provision of total solution related to the Battery (Battery/Energy management, Battery Energy Storage System etc)

Lithium Energy Japan (Japan)

Develops Manufacturing Business for Large-Capacity Lithium-Ion Batteries



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

On-demand Bus Business (Japan)

On-demand Bus Operation & Solution Service for On-demand Bus



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

Mitsubishi Motors Corporation

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

Isuzu Philippines Corporation

Assembly & Distribution of Automobiles (Philippines)

Business in Vietnam

Developing Automobile Production & Sales



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

Business in Australia

Distribution of Automobiles



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



Pork & Processed Pork Products (USA)

Indiana Packers

A Leading US Pork & Processed Products Manufacturer

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



Food & Drink Supplier (UK)

Princes Limited

Leading UK-based Food and Beverage Supplier

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



Salmon Farming Business (Norway)

Cermaq Group AS

Supplies Safe & Secure Farmed Salmon Worldwide

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

- **TH Foods Inc.**
Rice Crackers (USA)
- **Agrex Inc.**
Grains & Oilseeds (USA)
- **Mitsubishi International Food Ingredients, Inc.**
Food Science (USA)
- **Sesaco Corporation**
Sesame (USA)

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

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

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

- **IFFCO-MC Crop Science Private Limited**
Agrochemicals (India)
- **Deccan Fine Chemicals (India) Ltd.**
Agrochemicals (India)
- **Indo Nissin Foods**
Instant Noodles (India)

- **Oriental Coffee Alliance Sdn. Bhd.** Coffee (Philippines)

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

- **Nissin Foods Thailand** Instant Noodles (Thailand)

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

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

- **Kewpie Vietnam Co., Ltd.**
Condiments (Vietnam)

- **Kewpie Malaysia Sdn. Bhd.** Condiments (Malaysia)

- **Agrex Asia Pte Ltd.**
Grains & Oilseeds (Singapore)

- **Dan Kaffe Malaysia Sdn. Bhd.** Coffee (Malaysia)

- **Yamazaki Indonesia** Baked Products (Indonesia)

- **Ichi Tan Indonesia** Beverages (Indonesia)

- **Kewpie Indonesia** Condiments (Indonesia)

- **Nissin Foods Indonesia** Instant Noodles (Indonesia)

- **Emina Cheese Indonesia** Cheese (Indonesia)



Agricultural Materials, Grains & Oilseeds (Brazil)

Agrex do Brasil

A Brazilian Office that Procures Grains

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

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



Food Materials Business (Singapore)

Olam Group Limited

A Global Leader in the Food and Agri-business

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



Food Science (Japan)

Mitsubishi Corporation Life Sciences Limited

Healthy, Safe, Secure & Delicious

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

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

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



Food Industry Group

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

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

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

Farm, Dairy & Meat Produce Div.

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

Food Sciences Div.

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

Food Resources Div.

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

Marine Products Div.

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

Global Markets Dept.

Food manufacturing and sales in foreign countries



Convenience Store Business (Japan)

Lawson, Inc.

Convenience Store Evolution Driven by Community and Customer Needs

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

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

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

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

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

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

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

TREDIA VIETNAM
Manufacturer of Apparel (Vietnam)

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

TREDIA FASHION CAMBODIA Manufacturer of Apparel (Cambodia)

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

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

PT. Fast Retailing Indonesia Retailer of Apparel (Indonesia)

PT. MLOGI ARK INDONESIA Contract Logistics (Indonesia)



Contract Logistics Business (Japan)

Mitsubishi Corporation LT Inc. (MLOGI)

A Global Contract Logistics Enterprise

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



Consumer Industry Group

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

Retail Div.

■ Consumer Marketing Dept.

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

Apparel & S.P.A. Div.

■ Lifestyle Business Dept. ■ Apparel Business Dept.

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

Healthcare Div.

■ Healthcare Dept.

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

Logistics & Food Distribution Div.

■ Logistics Business Development Dept. ■ Food Distribution Dept.

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



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

Mitsubishi Corporation Fashion Co., Ltd.

Fabless Manufacturer in the Field of Lifestyle

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

- Life Corporation Supermarkets (Japan)
- Loyalty Marketing, Inc. Coalition Loyalty Program (Japan)
- Transaction Media Networks Inc. Electronic Payment Services (Japan)
- Gourmet Delica Co., Ltd. Production & Sale of Rice Balls, Bento & Prepared Food (Japan)

- LIFE GEAR CORPORATION Manufacturer of Footwear (Japan)
- Mitsubishi Corporation Packaging Ltd. Various Packaging and Container Products (Japan)

- Nippon Care Supply Co., Ltd. Rental and Wholesale of Long-Term Care Equipment (Japan)
- Whitehealthcare Inc. Health Insurance Association Management Support Services (Japan)
- Kanro Inc. Manufacture and Sale of Confections and Food (Japan)

- Gaussey, Inc. Warehouse Robots, Warehouse Sharing Services (Japan)



Hospital Management Solutions, Medication & Medical Equipment (Japan)

MC Healthcare Holdings Ltd.

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

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



Food Products Distribution Business (Japan)

Mitsubishi Shokuhin Co., Ltd.

Top Share of Japan's Food Products Distribution Business

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



Diamond Generating Corporation (DGC) (USA)

Developing Power Businesses in the Americas

DGC was founded in 1999 to oversee MC's electric power businesses in the Americas, such as power generation, distributed power generation and energy trading. DGC focuses on developing and promoting renewable energy to help realize a decarbonized society, and as of late March 2023, DGC holds approximately 2,900MW of power generation assets on an equity basis.

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

Nexamp, Inc.
Distributed Solar Power Business (USA)



N.V. Eneco (Netherlands)

Developing Integrated Energy Businesses in Europe

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



Diamond Generating Asia, Limited (DGA)

(Hong Kong)

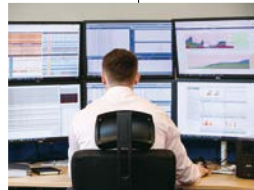
Developing Power Businesses in Asia, Oceania and the Middle East

Established in 2009, DGA serves as a base for MC's electric power businesses in Southeast Asia, Oceania and the Middle East. The company aims to expand its power generation business in the region, which is showing steady signs of growth in demand for electricity. As of late March 2023, DGA holds approximately 1,480 MW of power generation assets on an equity basis.

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

Bbox Limited Distributed Power Supply Business (UK)

OVO Group Limited Electricity and Gas Retail Business (UK)



ElectroRoute Holdings Limited (Ireland)

Energy trading and service business in Europe and Japan

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

Metito Holdings Limited
Water Business (UAE)



Umm Al Houl Power Company (Qatar)

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

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

Aguas CAP
Water Business (Chile)

● Affiliated company



Mitsubishi Corporation Energy Solutions Ltd. (Japan)

Developing power generation business in Japan

Mitsubishi Corporation Energy Solutions mainly strives to develop and manage its power generation business in Japan, which as of late March 2023, holds approximately 1,090 MW of power generation assets on an equity basis. The company will continue to develop its power generation business, centering around renewable energy with the aim of realizing a decarbonized society, while also providing solutions for energy cost reductions and decarbonization to customers, with a focus on industrial consumers.

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

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

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



Swing Corporation (Japan)

General Water Business Company

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



Power Solution Group

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

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

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

* Eneco is an integrated energy company based in the Netherlands

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

Private Equity Business (USA)

One Rock Capital Partners

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

One Rock Capital Partners is a buyout fund management firm that targets medium-sized companies mainly in North America. Our strategic alliance aims to combine the MC Group's cross-industry network and the expertise of former Ripplewood fund managers to create long-term corporate value for its portfolio companies.

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



Real Estate Investment (USA)

DIAMOND REALTY INVESTMENTS, INC. (DRI)

Real Estate Investment Company with Proven Track Records

DIAMOND REALTY INVESTMENTS (DRI) is an investment company which specializes in the development of multifamily, student housing, industrial, and healthcare real estate throughout the US, the largest real estate market in the world. Since the early 1990s, DRI has invested in over 200 projects with a total development cost surpassing US\$ 13 billion.

Private Equity Business (Singapore)

AIGF Advisors Pte. Ltd.

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

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

Urban Development Business (Singapore)

MITBANA Pte. Ltd.

Promoting Urban Development in Indonesia

Mitbana is a joint venture promoting urban development projects between MC and Surbana Jurong, a design and engineering company in Singapore (a 100% subsidiary of the Singaporean state-owned investment company, Temasek Holdings). By participating as early as the master planning phase, Mitbana engages in urban development projects such as residential and retail properties in an aim to build highly functional and appealing cities with thriving communities and businesses.



Urban Development / Urban Management (Indonesia)

Urban Development Business in BSD City, Indonesia

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

Mitbana is collaborating with a leading Indonesian real estate developer, Sinar Mas Land, to develop a large-scale urban development project in BSD City spanning over 100 hectares of land. Under the concept of becoming Indonesia's first transit-oriented development city, this project plans to promote development that combines urban functions such as housing, commercial facilities, schools, hospitals, parks, and transportation hubs.

Photo by JAPC



Airport Operation (Japan)

Fukuoka International Airport Co., Ltd.

Operator of Fukuoka Airport

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



New Ulaanbaatar International Airport LLC

Airport Operation (Mongolia)

Cube Highways and Infrastructure Pte. Ltd.

Toll-Road and Highway Operation (India)

Real Estate Development (Indonesia/Vietnam)

MC Urban Development Indonesia/ MC Urban Development Vietnam

Operating Companies that Handle Real Estate Development in Indonesia & Vietnam

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



Data Center Operation (Japan)
MC Digital Realty, Inc.
 A Data Center Operation Joint Venture with Digital Realty Trust

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



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

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

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

Private Equity Business (Japan)

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

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



Portfolio Company: Food and Miscellaneous Goods Company

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

Private Equity Business (Japan)
Marunouchi Innovation Partners Co., Ltd.
 A Private Equity Fund Management Firm Targeting Climate-Tech Companies that Contribute to Decarbonization

Marunouchi Innovation Partners is a private equity fund management firm that MC has invested in as a major shareholder. By leveraging MC's collective business/financial expertise and network, the firm manages "Marunouchi Climate Tech Growth Fund L.P.," a fund which conducts growth investments worldwide mainly targeting climate-tech-related companies that contribute to decarbonization.



Urban Development Group

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

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

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

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

Our Group's mission is to create value through urban development projects that meet the societal needs of cities and the people who live there by leveraging the expertise we have accumulated in real estate, infrastructure, and financial business.

Urban Development & Infrastructure Div.

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

Global Urban Development Div.

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

Financial Business Div.

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