

MITSUBISHI

PROFILE

2022



MESSAGE

Taking on the Challenge of New Possibilities

Takehiko Kakiuchi

Chairman, Mitsubishi Public Affairs Committee
Chairman of the Board, Mitsubishi Corporation

Mitsubishi first appeared in history about 150 years ago. Our business started with shipping and has now expanded into many fields through Japan's modernization, postwar recovery, period of rapid economic growth, and globalization.

Today, the Group's independently managed companies have inherited these businesses and are working to realize a sustainable society in which people and nature are in harmony.

The purpose of the Mitsubishi Public Affairs Committee is to maintain and improve society's trust in the Mitsubishi Group and related companies and to promote interaction among Group companies through the Group's PR activities.

The world is now facing a once-in-a-century period of transformation. As the business environment surrounding the Group is also changing rapidly, PR activities are becoming increasingly important to share information within the Group and ensure that society understands the Group's activities correctly.

We at the Mitsubishi Group would like to show you how we approach the times and what we are doing to look toward the future.

所期奉公

"Shoki Hoko" = Corporate Responsibility to Society

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

處事光明

"Shoji Komei" = Integrity and Fairness

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

立業貿易

"Ritsugyo Boeki" = Global Understanding through Business

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

Mitsubishi's business management philosophy

The Three Principles that are still deeply ingrained in us today

The Mitsubishi Group's members, many affiliated and wholly owned subsidiary companies, strategically represent a diversified business matrix. Each member within the Group operates with autonomy, while displaying its own characteristics and sharing historical background and management philosophies.

The common philosophies are the Three Principles.

The Three Principles are the management philosophies created by the fourth president, Koyata Iwasaki, and are considered to be the "Mitsubishi Group's DNA," inherited like an unbroken string of traditions. Backed by these philosophies, the members of the Group continue to look to the future, while actively and openly pursuing their respective operations.

THREE PRINCIPLES

Founder of Mitsubishi



Yataro Iwasaki
 An entrepreneur who demonstrated strong leadership
 Establishing Mitsubishi with shipping as its core business in a time of turbulence

The Yataro years
 1870-1885

A visionary and formidable entrepreneur

When we look back on history, there have always been new businesses arising during times of political and social change.

The final days of the Tokugawa Shogunate and the Meiji Restoration that followed in 1868 was one such period, and it was Yataro Iwasaki who had the knowledge and the vision to see a new era coming, and with it the need for strong and organized international commerce.

Yataro Iwasaki was born in 1835 and as a young man worked for the Tosa Clan, one of the most powerful merchant clans of the time. Exporters of specialty goods such as camphor and

dried bonito and importers of warships and weapons, the clan initially conducted its business operations in Nagasaki, the only sea port authorized to conduct trade between Japan and the outside world. Due to Yataro's strong leadership and business savvy, the clan's business operations were eventually moved to Osaka. When the Meiji government set out a policy of banning the system of clan-led businesses, powerful members of the Tosa Clan, Shojiro Goto and Taisuke Itagaki, established Tsukumo Shokai, Mitsubishi's predecessor, in 1870 to take over the clan's shipping business. In 1873, the new government enforced the abolition and in the turbulent period of change that followed, Yataro took over the management and formed Mitsubishi Shokai, making him one of the most successful and powerful

businessmen in the new Japan.

The early years of Yataro Iwasaki

Very early in his life, Yataro understood the importance of a good education. Studying under a noted scholar of the time, Neiho Okamoto, the boy received an education only the very privileged of his day could have access to, all the more remarkable because of his roots in a small village in Tosa, Japan. Moving to Tokyo under the tutelage of Zosai Okunomiya, a prominent Confucian scholar of the time, Yataro was destined for greatness.



A steamship of the Tosa Clan (Library of Kochi City)



The Yoshioka Mine

<p>1830</p> <p>1835 Yataro Iwasaki, founder of Mitsubishi, was born in Inokuchi Village in Tosa.</p>	<p>1834</p> <p>Yataro had an opportunity to go to Edo as an assistant to Zosai Okunomiya, a Confucian scholar, who was on an assignment to Edo.</p>	<p>1867</p> <p>The Meiji Restoration (The Tokugawa Shogunate returns political power to the Emperor Meiji)</p>	<p>1870</p> <p>1870 Tsukumo Shokai is launched to take over the Tosa Clan's shipping business.</p>	<p>1872</p> <p>Tsukumo Shokai changed its name to Mitsukawa Shokai. The first steam train operated between Shimbashi and Yokohama.</p>	<p>1874</p> <p>The company changed its name to Mitsubishi Jokisen Kaisha and its headquarters were moved to Tokyo.</p>	<p>1879</p> <p>Tokio Marine Insurance Company was established as the first non-life insurance company in Japan.</p>
<p>1853</p> <p>Matthew C. Perry, the Commodore of the U.S. Navy, arrived at Uraga.</p>	<p>1859</p> <p>Thomas B. Glover came to Japan to manage newly established Nagasaki office of a British trading house.</p>	<p>1873</p> <p>Mitsukawa Shokai changed its name to Mitsubishi Shokai. Mitsubishi Shokai purchased the Yoshioka Mine in Okayama.</p>	<p>1875</p> <p>Mitsubishi Jokisen Kaisha became Yubin Kisen Mitsubishi Kaisha.</p>			

Mitsubishi's transformation into a shipping company

In 1867, Yataro was appointed manager of the trading operations of the Tosa Clan's business interests in Nagasaki. As Japan continued to open to Western trade, ports in Osaka, Kobe and Yokohama emerged as centers of commerce, replacing Nagasaki, which had long been Japan's only officially designated open port. In 1869, Yataro was assigned to Osaka and rose to become manager of the clan's Osaka operations. In 1870, Tsukumo Shokai was established with three steamships chartered from the Tosa Clan, and three years later changed its name to Mitsubishi Shokai. The following year its headquarters were moved to Tokyo and the company was renamed Mitsubishi Jokisen Kaisha. Under an exclusive contract from the

government, Mitsubishi provided the ships that carried Japanese troops to Taiwan in 1874, and later to Satsuma when the Southwestern Rebellion broke out in 1877. This business earned Mitsubishi the trust of Japan's government and the financial rewards of this business relationship solidified the financial base for the company for the future. During this period, Mitsubishi owned 61 ships, or 73% of the gross tonnage of Japan's steamship fleet.

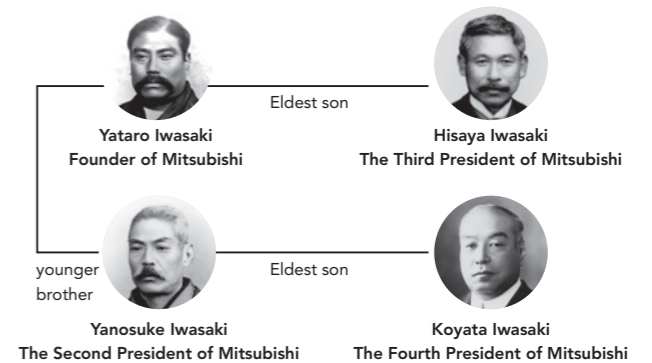
The remarkable contributions of Yataro Iwasaki

Established in 1873, Mitsubishi Shokai originally conducted business primarily as a shipping and trading company, but Yataro skillfully moved the company in the direction of diversification, and

into mining early in its history. With the purchase of the Yoshioka Mine, in Okayama, the company introduced modern technology that resulted in the discovery of previously hidden rich veins of copper, transforming the mine's dwindling production to one of Japan's highest producing copper mines.

This remarkably skillful business visionary further moved Mitsubishi into other businesses that included shipping documentation services, warehousing and financial services. In 1881, the company purchased an extremely unprofitable coal mine owned by Shojiro Goto, in Nagasaki, and with the introduction of new mining technology developed by Mitsubishi, the business became highly profitable. In 1884, Mitsubishi leased the Nagasaki Shipyard and later purchased the facility from the Japanese government, heralding an era of growth that made Mitsubishi one of the world's leading shipbuilding companies.

The Four Presidents of Mitsubishi



Origins of the Famous Emblem



The name "Mitsubishi" refers to the three-diamond emblem. "Mitsubishi" is a combination of the words "mitsu" and "bishi."

The Second President of Mitsubishi



Yanosuke Iwasaki
 Consistent dutifulness as seen in his honest behavior
 Paving the way for Mitsubishi while continuing his brother's legacy

The Yanosuke years

1885-1894

A transition of power and leadership

"I am here to announce that I will take over leadership of Mitsubishi and do my best to expand our shipping business. I will strive to fulfill the long-cherished desire of my deceased brother with his same indomitable spirit." With these words, Yanosuke Iwasaki, the younger brother of the founder Yataro Iwasaki, became Mitsubishi's second president in 1885. Sixteen years junior to his brother, Yanosuke previously spent a brief period in the U.S., where he studied and learned about American culture and customs, an experience that would influence his actions throughout his lifetime. His international education, however, was cut short by his father's

untimely death in 1873 and the young Iwasaki returned to Japan. Later he stepped into his brother's role as the administrative leader and became the driving force of a new and prosperous Japanese company.

A strategy for growth encompassing the concept of diversification

One of the achievements for which founder Yataro Iwasaki deserves credit is his efforts to diversify the company's holdings early in its history. Yanosuke played a major part in one of these expansions, namely the purchase of the Takashima Coal Mine, in 1881. The previous owner, Shojiro Goto, had acquired the mine from the Japanese govern-

ment, and owing to poor management and a lack of expertise in the mining business, ran the company into disarray. Yanosuke Iwasaki persuaded Yataro to purchase the mine through his comprehensive assessment of its estimated reserves and business potential. Under new management, the mine later emerged as a profitable enterprise, as new mining technology was introduced. Through his early experiences researching the mining business for his older brother, Yanosuke became Mitsubishi's expert in mining, later acquiring mines for the company in Chikuhō and Karatsu as well as in Nagasaki.



Mitsubishi Ichigokan

1880		1884		1886		1889		1890		1894		1896	
Yataro founded Mitsubishi Exchange House.		Mitsubishi leased the Nagasaki Shipbuilding Yard from the government.		The company changed its name to Mitsubishi Sha.		The Imperial Japanese Constitution was issued.		Mitsubishi bought about 363 thousand m ² of land in Marunouchi and Kanda districts at the request of the government.		Mitsubishi Ichigokan was completed in Marunouchi.		Yanosuke took office as the 4th Governor of The Bank of Japan.	
1880		1881		1885		1886		1890		1894			
Yataro founded Mitsubishi Exchange House.		Mitsubishi purchased the Takashima Coal Mine in Nagasaki. Meiji Life was established as the first modern life insurance company in Japan.		Yanosuke took office as the 2nd President on the death of Yataro.		Hisaya entered the University of Pennsylvania.		Mitsubishi bought about 363 thousand m ² of land in Marunouchi and Kanda districts at the request of the government.		Mitsubishi Goshi Kaisha was established, and Hisaya took office as the 3rd President.			

Mitsubishi's acquisition of property in Tokyo's Marunouchi district

During Japan's Edo period, some clans had mansions in the Marunouchi district adjacent to Edo Castle. Following the Meiji Restoration, the area became government property and was transformed into military barracks, drill fields and other military facilities for the Imperial Palace Guards.

Later, the government attempted to raise money for the army's planned construction of a brick barracks at Azabu by selling the land lots at Marunouchi— an area of about 413,000 m². When calling for bids among the predominant *zaibatsu* of the time, tender prices were found to be far smaller than anticipated by the government.

Therefore, in order for the govern-

ment to rebuild its military installations, then Finance Minister Masayoshi Matsukata, facing insufficient government funding for the effort, asked Yanosuke to purchase the property. The young Iwasaki was inspired by his youthful memory of Manhattan, and considered that Japan would need an office district like that of London to support its modernization. With Mitsubishi's purchase of Marunouchi, yet another era for the growing company had begun.



The Takashima Coal Mine

Honoring duty and integrity for the future of Mitsubishi

With the enactment of Japan's commercial code in 1893, Mitsubishi was restructured and renamed Mitsubishi Goshi Kaisha. Fulfilling a promise to his older brother, Mitsubishi's founder, Yanosuke then stepped down as president in favor of his nephew, Hisaya, turning over the reins of power and leadership to the next generation. He continued to be involved in the activities of the growing company in a supervisory role and continued to maintain an instrumental role in the management of the company. At this time in Mitsubishi's history, Yanosuke was 42 years old, and Hisaya only 28.

Yanosuke went on to become Governor of The Bank of Japan three years after retiring from Mitsubishi, an appointment he received from then Prime Minister Masayoshi Matsukata.

In 1896, as the Governor, he established the gold standard system and a collaborative framework with Yokohama Shokin Bank, Ltd., one of the predecessors of today's MUFG Bank, Ltd.

Yanosuke established the Seikado Bunko Library with books that he had received from his former teacher, scholar Yasutsugu Shigeno. Yanosuke was an avid collector of Oriental art and cultural artifacts during the Meiji Restoration, a time when things Oriental were being cast aside for anything Western. A true visionary, Yanosuke understood the value in preserving the heritage of his culture and country. During his lifetime, Koyata Iwasaki also continued to collect items for the library, continuing his father's legacy.



"Mitsubishigahara" Marunouchi circa 1890

The Third President of Mitsubishi



Hisaya Iwasaki
 Modern business sense and
 management skills
 Establishing an organizational structure based on a U.S. style management

The Hisaya years
1894-1916

Transforming Mitsubishi into a modern enterprise

In his early days, in 1886, Hisaya Iwasaki studied at the Wharton School of the University of Pennsylvania in the U.S. This was the period when great capitalists such as Rockefeller and Carnegie began to emerge in America to build businesses in oil, coal and steel. Hisaya experienced this big wave of American business firsthand.

His exposure to American education had a profound impact on the young Iwasaki's life and upon his return to Japan, he built himself a Western-style house designed by a British architect, Josiah Conder, and surrounded it with gardens reminiscent of the American countryside. Today, the Tokyo Metropol-

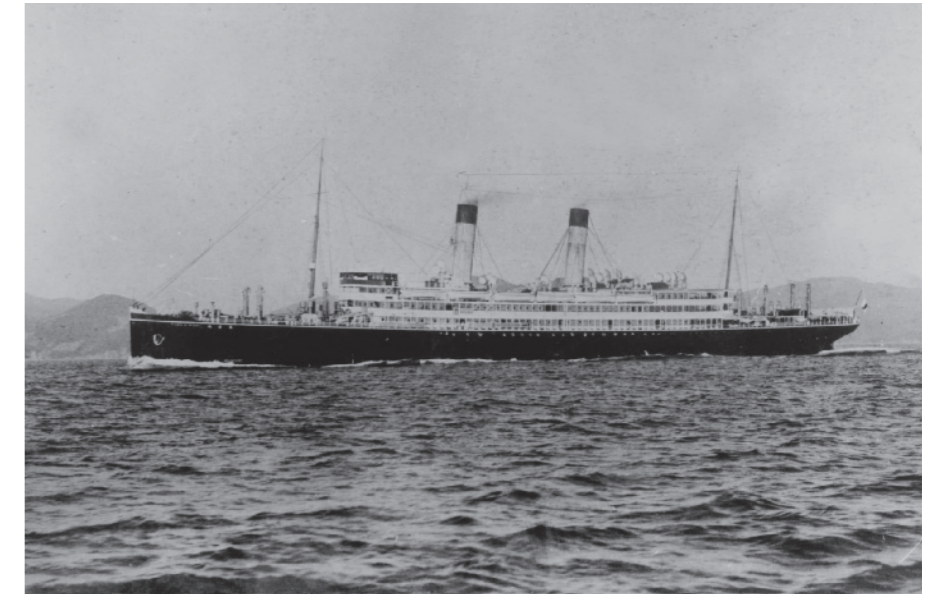
itan Government owns the house and gardens, so the public may now enjoy this splendid representation of Western-style living.



Hisaya's former residence (currently Kyu-Iwasaki-tei Teien)

Transforming Mitsubishi into a leading shipbuilder

In 1895, Nippon Yusen built one of six passenger-cargo vessels (6,000-ton class) for a European line at the Nagasaki Shipyard. Until this time, only British companies had the shipbuilding capabilities to construct this size of commercial ship. The ship, Hitachi Maru, was the first of its size for the Nagasaki Shipyard, and the experience gained from the construction of this vessel set the stage for a growing number of orders for larger vessels, including an order for the 13,000-ton class luxury liner, TENYO MARU, and many subsequent orders for large-scale battleships.



TENYO MARU, a 13,402-ton liner, completed in 1908.

1890	1894 Mitsubishi Goshi Kaisha was established, and Hisaya took office as the 3rd President.	1899 The Iwasaki family acquired Koiwai Farm.	1900	1904 The Russo-Japanese War broke out.	1914 WWI broke out.
	1894 Mitsubishi Ichigokan was completed in Marunouchi.	1895 The Nagasaki Shipyard received an order to build a passenger-cargo vessel of the 6,000-ton class for the first time. Banking Division was established in Mitsubishi Goshi Kaisha.	1902 The Anglo-Japanese Alliance was concluded.	1905 Kobe Shipyard was founded.	1916 Hisaya resigned, and Koyata took office as the 4th President.

Creating a modern corporate management system

In 1908, Hisaya introduced into Mitsubishi a management system very much like today's system of operational divisions. The aim of this change was to give each division responsibilities and cost consciousness in order to further expand the company's businesses. Mitsubishi Goshi Kaisha consisted of the divisions of banking, shipbuilding, administration, mining, sales, and real estate, to which direct management authority was then transferred. This move was a decisive and strategic gain for the growing Mitsubishi, increasing both efficiency and profitability as a corporate enterprise. The introduction of

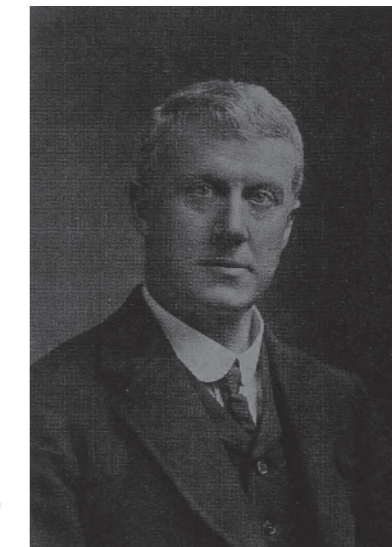
the division system was the first step in Mitsubishi's transformation from a one-man rule company to a truly modern corporate structure, equipped to meet the challenges of a rapidly changing and increasingly international business environment.

Major contributions even in retirement

In 1916, while Japan prospered during the war boom of WWI, Hisaya stepped down as president and entrusted the reigns of leadership to his cousin Koyata Iwasaki. At the time Hisaya was 50 years old, and he felt he could confidently entrust the business to his successor at such a time of robust economic growth. It was a truly selfless decision, and having passed over the reins of power,

Hisaya refrained from interfering in the business of Mitsubishi Goshi Kaisha.

Following his retirement, Hisaya Iwasaki worked to contribute to society, while also being involved in agriculture and cattle raising at Koiwai Farm. In 1924, he established The Toyo Bunko Foundation, which has become one of the world's leading centers for Asian studies. Currently, the facility houses about 950 thousand documents and many artifacts for public viewing.



George Ernest Morrison and the ex libris of his collection. After being purchased by Hisaya Iwasaki, the Morrison Collection provided the foundation for the Toyo Bunko.

The Fourth President of Mitsubishi



Koyata Iwasaki
Sophisticated foresight and highly globalized sensibilities
Protecting Mitsubishi from wartime turmoil with his vision for the future

The Koyata years
1916-1945

A voice of reason during a time of despair

On October 20, 1945, only two months following Japan's surrender to the Allied Forces, Japan was dealt a further economic hardship when the Allied Command ordered the disbanding of all *zaibatsu*, the nation's industrial and financial business conglomerates. The order was given because Allied Command considered the military and the *zaibatsu* to have been ultimately responsible for driving Japan into the war, and sought to break up economic forces that exercised totalitarian monopolistic power. The hard work of many went unrecognized at the time of the dissolution of these *zaibatsu* corporations, and among them, the work of Yataro Iwasaki and the Mitsubishi Group.

Koyata Iwasaki, the founder's nephew and fourth president of Mitsubishi, was an outspoken advocate, asserting publicly that Mitsubishi was a friend to many business partners around the world and that it had never engaged in dishonorable business practices.



Studying abroad at the University of Cambridge

A champion of internationalism and goodwill in a time of discord

Koyata Iwasaki was the most international spirited Japanese businessperson of his era, having completed his formal education at the famed University of Cambridge in England. Despite the spirit of internationalism and social justice he engendered, at the outbreak of hostilities following Japan's attack on Pearl Harbor, Koyata Iwasaki stated at a speech given to the assembled top executives of each Mitsubishi Group company: "Now our nation has come to a decision. And although my personal ideas regarding diplomacy depart from those of the nation, we are all now called upon to follow the order of our Emperor, to be united and to endeavor with all our strength for the nation." A small voice of reason in a time of turmoil and growing call to arms, Koyata urged the nation to look beyond the current state of affairs, and envision a time when internationalism and peace would prevail. A forward thinker, Koyata Iwasaki spoke of the day when people everywhere could work towards the global good. He was a man dedicated to the ideas of international understanding and the globalization of markets, long before the concepts and phrases had entered our modern lexicon. His idea of "corporate responsibility to society" guiding individual and corporate actions, known in Japanese as *shoki hoko*, would define one of Mitsubishi's guiding principles for decades to come. It is important to remember, that during the turbulent years of WWII and in its aftermath, the Mitsubishi Group continued its responsible stewardship of its associated British and American business interests in Japan and the region, in this spirit of Koyata's dedication to internationalism.

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Seizure of zaibatsu families' assets ("Showa History Vol. 13: Ruin and Lack" published by Mainichi Newspaper Company)

1910	1920	1924	1937	1940	1941	1945
	Japan joined the League of Nations.	Hisaya established The Toyo Bunko Foundation.	Mitsubishi Goshi Kaisha was reorganized into a joint-stock company under the new name Kabushiki Kaisha Mitsubishi Sha.		The outbreak of the Pacific War.	The end of WWII.
1916	1923	1933	1940	1943	1946	
Hisaya resigned, and Koyata took office as the 4th President.	Original Marunouchi Building was completed.	Japan walked out of the League of Nations.	Koyata established Seikado.	Mitsubishi Sha was renamed Kabushiki Kaisha Mitsubishi Honsha.	Mitsubishi Honsha disbanded.	

A proponent of cooperation and accountability in a time of transition

Koyata's strong conviction that integrity and fairness were the foundation of all business remains a cornerstone of Mitsubishi's management philosophy today. Amidst the economic depression of the early 20th century, Mitsubishi's operations were guided by a set of core principles. With the nation hard hit by the difficult economic times, Koyata advocated responsible action and assistance to manufacturers, producers and the public Mitsubishi served. Placing an unwavering commitment to quality and fair business practices, Mitsubishi survived and prospered and in many instances took a leadership role in moving the industries in which it conducted business to profitability and sustainable prosperity.

In 1934, his ideas became officially accepted as Mitsubishi's guiding principles, and these principles would lead the company to greatness in the 20th century and beyond.

Development of the Marunouchi district

Tokyo's Marunouchi district, which had developed as a focal area for the army of the new government following the Meiji Restoration, gradually transformed itself into the nation's nerve center for business activities. In 1894, the first modern office building was constructed in the British red-brick architectural style and in 1914, the country's landmark Tokyo Station was opened as the transportation hub of the nation.

portation hub of the nation.

The early 1920s, saw construction of American-style office buildings for Japan's growing business center. These were large and could be built relatively quickly. It was at this time that Koyata made the decision to build Mitsubishi's new building. The former Marunouchi Building was a landmark structure, which opened on February 20, 1923, after being built in record time using new construction technology by a leading New York construction firm. Less than a year after its completion, the Marunouchi Building survived the Great Kanto Earthquake of 1923, which devastated most of the Tokyo skyline. The famous icon facing Tokyo Station was demolished in 1999 as part of a massive redevelopment project for the district. In 2002, a new Marunouchi Building was completed. It has become a familiar landmark in the Marunouchi area.



The original Marunouchi Building

KOYATA IWASAKI

76 Years After the Postwar Reconstruction The Mitsubishi Group Takes a New Step Forward

From the postwar reconstruction to an era of growth

1946-1969



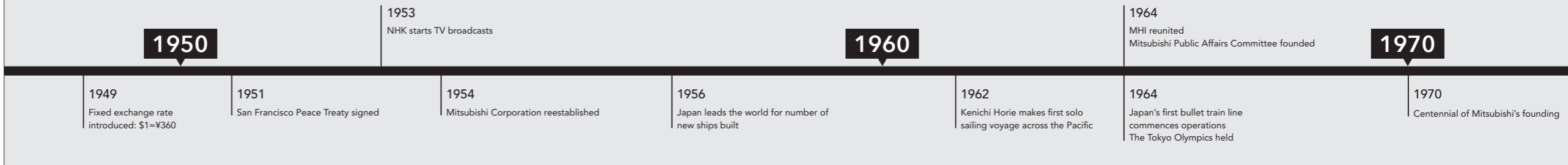
The Tokyo Building of the past, now housing Mitsubishi Electric Corporation



The YS-11, an airliner built by a consortium that included MHI



Radar facilities constructed on Mt. Fuji in 1964



Reestablishing our corporate identity following the dissolution of the Group

Following the end of WWII, the Allied Forces in Japan demanded the dissolution of the *zaibatsu* that had held so much power in the prewar period, ending Mitsubishi's leadership by four generations of the Iwasaki family. In September 1946 the company disbanded its headquarters, and its network of affiliates and subsidiaries were all relaunched as independent companies.

Moreover, GHQ orders strictly prohibited the use of the Mitsubishi trade name or logo, as well as interlocking directorships with affiliated companies. Despite the harsh business environment, the companies shared a common vision and sometimes cooperated with each other to develop their businesses. As part of this, they began holding regular get-together luncheons for the group presidents in 1952, which were named "Mitsubishi Kinyokai" in 1954.

The San Francisco Peace Treaty came

into effect in 1952 and brought about a repeal of the ban on using *zaibatsu* trade names and logos. With this change, former Mitsubishi Group companies reclaimed the Mitsubishi name.

In 1954, the once-divided Mitsubishi Corporation conducted a series of mergers leading to an overall merger into a single entity.

Radar facilities atop Mt. Fuji that revolutionized Japan's weather forecasting

The 1959 Isewan typhoon caused untold damage and more than 5,000 deaths and missing persons. To quickly detect the location of typhoons approaching mainland Japan, the Japan Meteorological Agency decided to install weather radar to the Mt. Fuji weather station, and Mitsubishi Electric Corporation won the contract for this radar base of the radar equipment. It was extremely a tough task to work at the top

of Mt. Fuji and transport materials to the working site, but in August 1964, a radar capable of making observations up to 800 kilometers away was finally completed and its operation started in 1965. The radar continued to play a key role in Japan's meteorological observations up until 1999. Its results and contributions have been widely recognized, and in March 2000, the Mt. Fuji radar system was recorded on the list of IEEE Milestones in electrical engineering.

The Tokyo Olympics and the reunification of the Mitsubishi Group

In 1964, Mitsubishi Heavy Industries, Ltd. (MHI) completed the reunification of its former companies. In September of the same year, the Mitsubishi Public Affairs Committee was established with the mission of increasing the Mitsubishi Group's involvement in community activities and its contribution to society overall.

The move was also designed to increase public recognition for the Mitsubishi brand and to enhance communication among the growing numbers of companies comprising the Mitsubishi Group.

In October of the same year, the opening of the Tokyo Olympics realized Japan's long-held desire and allowed the country to demonstrate to the whole world that it had truly recovered.

A new era in corporate responsibility and leadership

During the 1960s, enterprises closely aligned with Mitsubishi began to strengthen their mutual links.

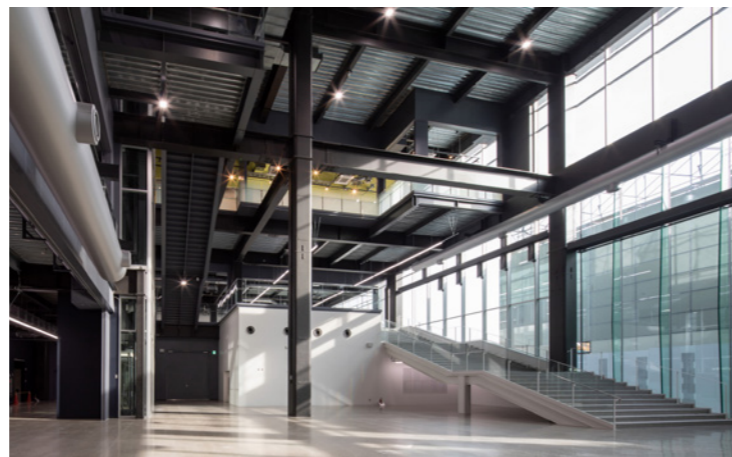
At the same time, Mitsubishi took a positive approach to foreign capital. For example, Mitsubishi Petrochemical Co., Ltd. (currently Mitsubishi Chemical Corporation) was established in 1956 as a joint venture with Shell Group; Mitsubishi Reynolds Alu-

minum Co., Ltd. (currently Mitsubishi Aluminum Co., Ltd.) was established in 1962 as a joint venture with Reynolds International, Inc.; and Mitsubishi Precision Co., Ltd. was founded in 1962 as a joint venture with Mitsubishi Electric Corporation, Mitsubishi Heavy Industries, Ltd., Mitsubishi Corporation, the Mitsubishi Bank, Ltd., and General Precision Inc.

The rapid growth of the Japanese economy during the 1950s and 60s was due in no small part to the astounding growth in the manufacture of consumer products and the expansion of consumer markets. Following close behind was growth in credit card businesses, of which Mitsubishi was a key player, organizing Diamond Credit Co., Ltd. (currently Mitsubishi UFJ NICOS Co., Ltd.) in 1967.



Exterior view of the AGC Yokohama Technical Center



New AGC research building entrance

AGC

Opened a New AGC R&D Center in Yokohama

On June 24, 2021, the AGC Yokohama Technical Center was opened. It is a new R&D hub built around the concept of creating seamless internal and external collaboration. AGC OPEN SQUARE was established to relocate and

integrate previously dispersed R&D organizations and create a space which stimulates internal and external collaboration. This facility will serve to further accelerate the development speed of materials.



"iMUSE" products

Kirin Holdings

Released a New Lineup of Products with *Lactococcus Lactis* Strain Plasma

In 2020, the notification for "iMUSE" products containing Kirin Group's proprietary "*Lactococcus lactis* strain Plasma" was accepted by the Japanese Consumer Affairs Agency for the "Supports the maintenance of immune functions in healthy people" label under the Foods with Functional Claims system. From September 2021, a collaboration with partner companies was organized, and the product lineup was expanded.

Astomos Energy

Purchased the World's First Carbon-Neutral LPG

In June 2021, Astomos Energy concluded a contract with Shell International Eastern Trading Company for the purchase of a carbon-neutral LPG. This is the world's first example of the purchase of a VLGC-scale carbon-neutral LPG.

*Carbon-neutral is defined as offsetting the greenhouse gases emitted throughout the product's life cycle with approved carbon credits.



The Astomos Earth, importing CNLPG to Japan

Mitsubishi HC Capital

Mitsubishi HC Capital Established

On April 1, 2021, Mitsubishi UFJ Lease & Finance Company Limited and Hitachi Capital Corp were merged to establish Mitsubishi HC Capital. To address the ever-changing needs of society and customer, it is operating a variety of unique and progressive businesses. Additionally, it will contribute to realizing a sustainable and prosperous future society in consideration of the global environment.



Representative Director, Chairman Seiji Kawabe (left)
Representative Director, President & CEO Takahiro Yanai (right)



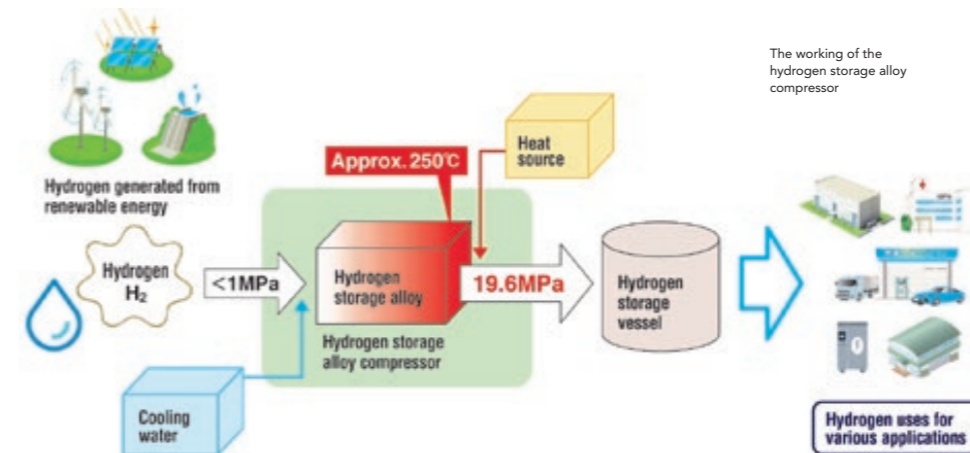
An advertisement posted on the day of the merger

Mitsubishi UFJ Securities Holdings Co.

Merger of MUMSS and PB Securities

On August 1, 2020, Mitsubishi UFJ Morgan Stanley Securities merged with Mitsubishi UFJ Morgan Stanley PB Securities. With general brokerage firm know-how of MUMSS combined with asset management service expertise of PB Securities, we continue our effort to enhance our ability providing a wide range of reliable solutions to customers as MUFG Group.

*MUMSS: Mitsubishi UFJ Morgan Stanley Securities
PB Securities: Mitsubishi UFJ Morgan Stanley PB Securities Co.



The working of the hydrogen storage alloy compressor



The compressor used in the demonstration testing

Mitsubishi Kakoki Kaisha

Demonstration Success in Compressing Hydrogen Using Hydrogen Storage Alloys Without Motor Drive

Mitsubishi Kakoki Kaisha (MKK), working with the Kobe Material Testing Laboratory, Nasu Denki-Tekko, Daitech, Hiroshima University, the Shikoku Industry & Technology Promotion Center, and Tani Green Energy Research has developed and successfully demonstrated a hydrogen storage alloy compressor that can fill gas cylinders with hydrogen to a pressure of 19.6 MpaG, the pressure at which the hydrogen is normally transported in Japan, without motor drive. Toward the realization of a hydrogen society, MKK is engaged in the development of decarbonized hydrogen delivery systems.

Mitsubishi Fuso Truck and Bus Corporation

New Heavy-Duty "Super Great" Truck Launched Domestically with Market-Leading Features

In October 2019, the heavy-duty truck "Super Great," which is the first in Japan to offer Level 2 Automated Driving Support as defined by the American Society of Automotive Engineers (SEA), was released to the market. Additionally, the new model released in June 2021 offers updated safety features, greatly alleviating the burdens placed on drivers.

"Super Great" 2021 model

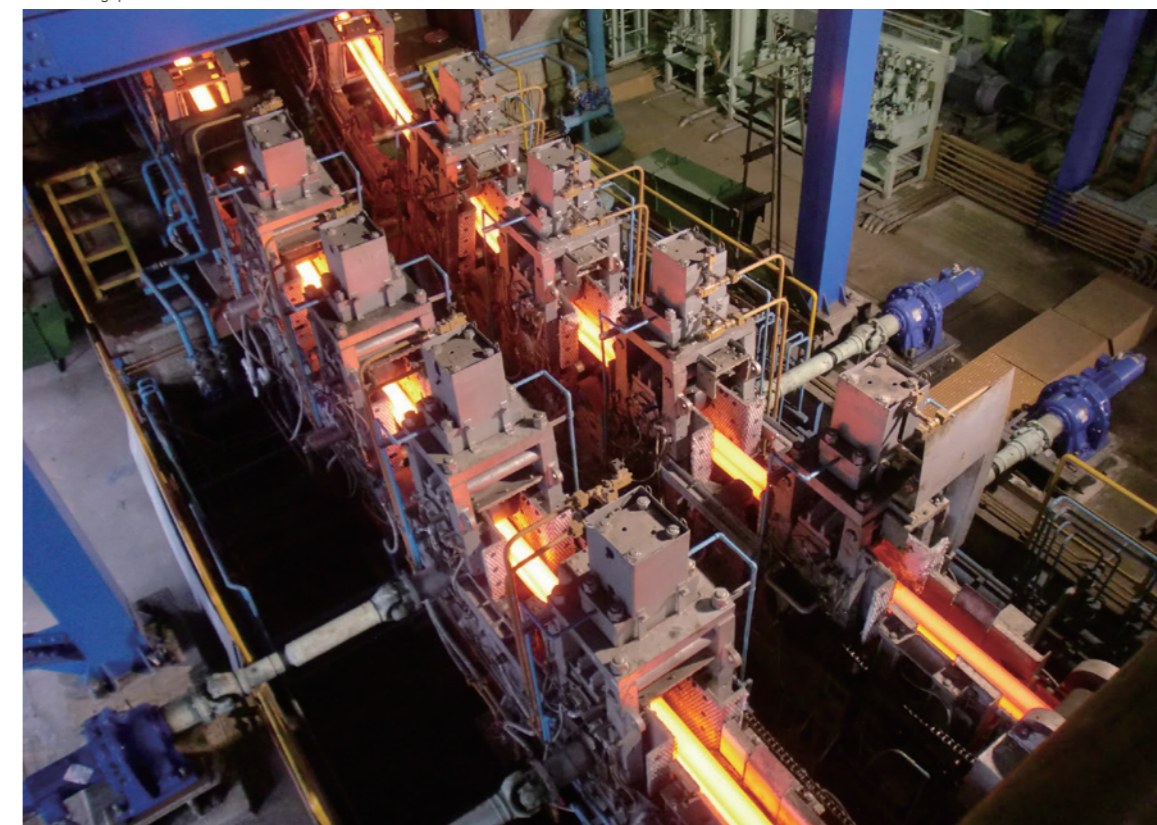


Mitsubishi Steel

Expanded Production of Special Steel in Indonesia

PT. JATIM TAMAN STEEL MFG. is the only Japanese special steel manufacturer in Indonesia. We took a stake in the company in 2014 and turned it into a consolidated subsidiary in 2018. Since then, it has obtained a JIS Mark and ISO14001 certification. It manufactures high-quality products that are also environmentally friendly. Recently, it has been receiving many orders from Japanese vehicle and construction machinery manufacturers expanding into Indonesia, addressing local procurement needs while expanding production.

Manufacturing special steel





Protective Coatings Technology Center exterior



Coating Technology Center exterior

DAI NIPPON TORYO Co.

Opened Technology Centers in Tochigi and Aichi

In 2020, the Protective Coatings Technology Center and the Coating Technology Center were opened at the Nasu Factory, Tochigi prefecture, and Komaki Factory, Aichi prefecture, respectively. They are capable of recreating various

coating methods and conditions in addition to hosting coating demonstrations and facilitating collaboration with customers, so they will be widely utilized going forward.



"PRISM Tokyo," established in 2021

Tata Consultancy Services Japan

Shifting Customers' Focus from Managing IT Operations to Running Their Core Business

TCS' managed IT operations service "PRISM™" helps users achieve operational efficiencies through integration and standardization of their IT. It enables the comprehensive management of IT infrastructure, applications, security, and business processes. In 2021, the operational hub PRISM Tokyo was established within the Tokyo Head Office to promote the utilization of TCS' global expertise and resources.



(left) Two-camera integrated drive recorder "Drive Agent Personal" (right) The "accident scene recreation system" which utilizes AI to automatically analyze and recreate the scene of the accident using footage and data from the drive recorder, acceleration sensor, and GPS.

Tokio Marine & Nichido Fire Insurance Co.

Developed the Industry's First Two-Camera Integrated Drive Recorder for Personal Automobile Insurance

In April 2021, an integrated two-camera device capable of recording both forwards and backwards was integrated into the "Drive Agent Personal" product which utilizes a communication type drive recorder. In addition to

existing vehicle accident contact and video transmission functionality, features such as an SOS function that can be used in case of road rage were added, providing an even better service. The monthly insurance fee is 850 JPY.

東京海上日動 事故内容のご案内																					
基本情報																					
事故発生日時	2020年1月1日 20時00分																				
自動車登録番号	品川 5 8 9 5 2 0 4 6																				
事故場所	東京都千代田区丸の内3丁目																				
事故状況に関する情報																					
事故発生時のドライブレコーダー画像と事故状況図																					
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自車から見た相手の位置	右方	自車速度	35 km/h																		
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基本責任割合 (A) 0 : (B) 100	修正要素																				
<担当者コメント>																					

NYK Line

Adding 12 LNG-Powered Automobile Carriers to the NYK Fleet

NYK has concluded a memorandum for the consecutive construction of 12 LNG-powered automobile carriers that will emit fewer GHGs compared to traditional oil-powered ships. The company released its "NYK Group ESG Story" in February 2021, and efforts to realize the SDGs are currently underway. Looking to achieve a net-zero emissions target by 2050, NYK will continue to replace existing vessels with next-generation environment-friendly ships to become a sustainable solution provider.

Sakura Leader, an NYK LNG-powered automobile carrier



Mitsubishi's Pride

No.1 Rankings

Latest version

The Mitsubishi Group has established itself as No.1 in a variety of industries. Here, we will introduce the latest areas in which we are ranked No.1.

Kirin Holdings Co., Ltd.

First to release zero-sugar beer in Japan

As of October 2020

After spending over five years reviewing malt selections and developing brewing and fermentation techniques and conducting over 350 test brews, Kirin Brewery has developed the first zero-sugar beer in Japan. This new beer, which allows you to enjoy the taste without worrying about sugar, was created using Kirin's proprietary brewing process, which only uses the first press of the wort.

Reference: Kirin Holdings website
<https://www.kirin.co.jp/alcohol/beer/ichiban/toshitsuzero/>



ENEOS Holdings, Inc.

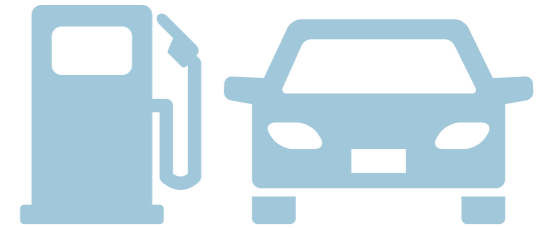
Share of gasoline sales

No.1 in Japan

Reference: ENEOS Holdings website
<https://www.eneos.co.jp/company/glance/>

ENEOS Holdings has 11 production sites for petroleum and petrochemical products in Japan. With a market share of about 50%, ENEOS holds the top spot for domestic gasoline sales. It also ranks No.1 in the number of affiliated gas stations and oil processing capacity in Japan and has the largest external sales volume for paraxylene and propylene in Asia, giving it a strong position both domestically and abroad.

As of 2021



AGC Inc.

Glass industry

No.1 share worldwide

AGC Inc. holds the No.1 share of the global market in a wide variety of glass fields, including float glass, automobile glass, automotive display cover glass, ETFE resin (fluoropolymer), ultra-thin soda-lime glass for electronic equipment, and fluoroethylene resin for on-site painting.

Reference: AGC website
<https://www.agc.com/company/>

As of 2021



MUFG Bank, Ltd.

Megabank

No.1 in total assets and net sales

As of 2020

MUFG Bank is one of the largest megabanks in Japan. In addition to its robust domestic base, MUFG has established a strong foothold in the international markets. In the ASEAN region, through strategic collaborations with four partner banks, it boasts a vast service network that outstrips its competitors. MUFG will continue leveraging its core competencies to deliver innovative products and solutions, in line with its purpose, "Committed to empowering a brighter future."

Reference: Strainer "Banking Industry Total Assets Ranking in 2020" and "Banking Sales Ranking in 2020"
https://strainer.jp/categories/28?column=total_assets
<https://strainer.jp/categories/28>



Mitsubishi Heavy Industries, Ltd.

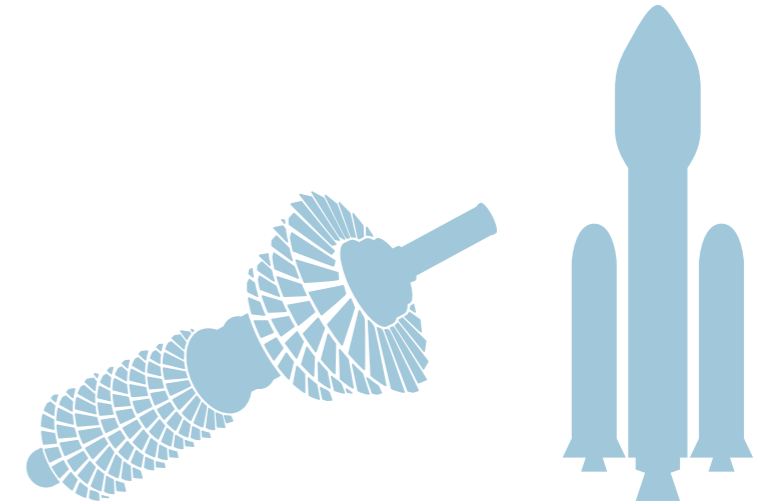
Comprehensive heavy machinery industry

No.1 in sales

The social infrastructure business is said to be the driving force of the global economy. Mitsubishi Heavy Industries (MHI) has built a strong position as the largest company in the industry by engaging in a broad range of businesses both in domestic and foreign markets. Their next goal is to reach net zero value chain emissions by 2040. In collaboration with customers, business partners, national and local governments, research institutes, and other organizations, each and every MHI Group member is taking action to realize a Net Zero society with MISSION NET ZERO in mind.

Reference: Suik's "Overview and Rankings of the Heavy Machinery Industry"
<https://suik.jp/greport?code=SM000385>
Mitsubishi Heavy Industries "IR information"
<https://www.mhi.com/jp>

As of March 2021



- 1 The Seikado Bunko Library and the Seikado Bunko Art Museum
- 2 Toyo Bunko
- 3 The Mitsubishi Archives (annex to the Mitsubishi Economic Research Institute)
- 4 Mitsubishi Ichigokan Museum, Tokyo
- 5 The birthplace of Yataro Iwasaki
- 6 Kyu-Iwasaki-tei Gardens
- 7 Tosa Inari Shrine
- 8 Koiwai Farm
- 9 Kiyosumi Gardens
- 10 Rikugien Gardens
- 11 Sanyo-so
- 12 Hakone Yumoto Yoshiike Ryokan
- 13 Hotel de YAMA
- 14 Tonogayato Gardens
- 15 Mitsubishi Heavy Industries Nagasaki Shipyard & Machinery Works Historical Museum
- 16 Meijiseimeikan
- 17 Former Takeshiro Nagayama Residence and Former Mitsubishi Mining Company Dormitory in Sapporo City
- 18 NYK Maritime Museum
- 19 NYK Hikawamaru
- 20 Sado Gold Mine
- 21 Ikuno Silver Mine
- 22 Osarizawa Mine

A Tour of Sites Related to Mitsubishi's History



17

Here we present a selection of architecture, treasures, and landscaping that have deep connections with Mitsubishi. These cultural treasures have been carefully maintained and are open to the public.



Please see mitsubishi.com for more details.



- 1 The Seikado Bunko Library and the Seikado Bunko Art Museum

A treasure house of Far Eastern antiques and old classic books



2

This collection of important cultural materials was started around 1887 by Yanosuke Iwasaki, the second president of Mitsubishi. He wished to preserve these artifacts and prevent them from becoming scattered and lost during the Meiji period (1868–1912), a time when Japan was embracing westernization and neglecting far eastern culture. The collection was enlarged and strengthened by the founder's son Koyata Iwasaki, Mitsubishi's fourth president. The Seikado Bunko Library and Art Museum currently holds about 200,000 valuable old Chinese and Japanese books and

documents, and as many as 6,500 antique works of art, including 7 works designated as national treasures and 84 works designated as important cultural properties. Since 1977, the Library has opened the works of art to the public in its exhibition center. In April 1992, in commemoration of the 100th anniversary of the founding of the Seikado collection, a new art museum was opened. In October 2022, the 30th anniversary of the museum, the exhibition galleries will be relocated to the first floor of the Meijiseimeikan in Marunouchi (See page 22).

DATA

2-23-1 Okamoto, Setagaya-ku, Tokyo
 TEL. (Library) 81-3-3700-2250 (Art Museum) +81-3-3700-0007
 ("Hello Dial" information service) +81-50-5541-8600
 New location: Meijiseimeikan 1F, 2-1-1 Marunouchi, Chiyoda-ku, Tokyo (from October 2022)
 The library is available for use by prior arrangement only.
 Please use the Hello Dial service to inquire for details.

1. Front view of Seikado Bunko Library. The building was selected as an important historical building by the Tokyo Metropolitan government.
2. Yohen Tenmoku tea bowl (the Inaba Tenmoku), a national treasure: Jian ware, China. 12-13th century
3. Exterior view of Meijiseimeikan, an important cultural property (See page 22)

- 2 Toyo Bunko

A million books saved through Hisaya's contribution to cultural development

Toyo Bunko is located along Shinobazu-dori in Bunkyo-ku, Tokyo. In 1917, Hisaya Iwasaki purchased the private library of George Ernest Morrison, an advisor to the Office of the Chinese Government. He built on this collection by adding classical Chinese and Japanese books collected from all over Asia. In 1924, he established the center as Japan's first library devoted exclusively to Asian Studies. Toyo Bunko currently houses around one million books and materials in Japanese, Chinese, and various other Asian languages, including five works designated as national treasures and seven works design-

ated as important cultural properties. Toyo Bunko is an important center for Asian studies in Japan and globally. A museum has been established to house these valuable books and promote Asian studies. Using the latest digital technologies and architecturally-designed spaces, it displays a long-hidden collection of rare books and pictures, with an emphasis on works designated as national treasures or important cultural properties. Visitors can also refresh themselves at the on-site restaurant Orient Café, which is operated and directly supplied by Koiwai Farm.



1



2



3

1. "Morrison's Stacks" on the second floor of the museum
2. Exterior view of Toyo Bunko
3. Restaurant "Orient Café"

DATA

2-28-21 Honkomagome, Bunkyo-ku, Tokyo
 TEL. (Reading room) +81-3-3942-0122 (Museum) +81-3-3942-0280 (Orient Café) +81-3-3942-0400
 Reading Room: 10:00–16:00 *This room is available for use by prior arrangement only
 Closed: Tuesdays, Sundays, national holidays, and New Year's holidays/No admission fee
 Museum: 10:00–17:00
 Closed: Tuesdays (except when the Tuesday is a national holiday, in which case it closes on the following weekday)
 Admission fee is ¥900 (discounts apply; free for club members)
 Orient Café: 11:30–21:00
 Same holidays as the museum

3 The Mitsubishi Archives
(annex to the Mitsubishi Economic Research Institute)

Learning about Mitsubishi's history near Kyu-Iwasaki-tei Gardens

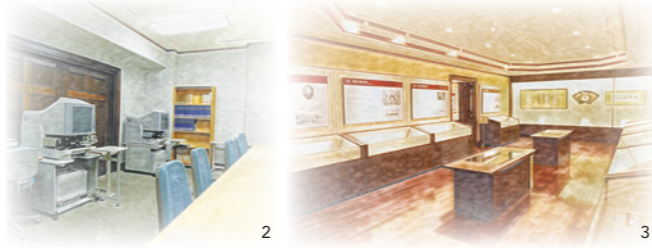
The Mitsubishi Archives were established in 1995 with funding provided by the Mitsubishi Kinyokai as an annex to the Mitsubishi Economic Research Institute (MERI) to commemorate the 125th anniversary of the founding of Mitsubishi. The Archives are located on the site of the former residence of Hikoyata Iwasaki (Yataro's grandson), next to the former main residence of the Iwasaki Family (Kyu-Iwasaki-tei Gardens), an area long associated with Mitsubishi. The main missions of the Mitsubishi Archives are to safe keep Mitsubishi's historical business documents and materials, to give the public access to these materials, and to conduct research

on the history of Mitsubishi's diverse business development since its establishment at the dawn of the Meiji era, along with that of Japanese industry.

There is an exhibition hall where visitors can view a panel display of Mitsubishi's history and its historical context from the company's foundation to the present day, as well as a selection of Mitsubishi's historical artifacts.

The collection includes original writings of Yataro Iwasaki, contracts from Mitsubishi's earliest days, public records, old photographs, and other items that tell the fascinating history of industrial development in Japan, and at Mitsubishi.

DATA
4-10-14 Yushima, Bunkyo-ku, Tokyo/TEL. +81-3-5802-8673
Exhibition hall: No admission fee
10:00-16:30 (Admission until 16:00)
Closed: Weekends, national holidays, and New Year's holidays.
Please contact us in advance if you would like to visit with a large group.



1. The elegant brick exterior of the Mitsubishi Archives
2. The reading room
3. The display makes it easy to understand Mitsubishi's history and historical background

4 Art Museum in Marunouchi
Mitsubishi Ichigokan Museum, Tokyo

Recreation of Mitsubishi Ichigokan in the center of Tokyo

The Mitsubishi Ichigokan Museum opened in Marunouchi, Tokyo, in 2010 as an art museum. It holds three special exhibitions a year featuring mainly modern art from the latter half of the 19th century to the first half of the 20th century. The original red brick building was designed by Josiah Conder using the Queen Anne style of architecture from the Victorian era in England. It was erected in 1894 by Mitsubishi as the first Western-style office building in Tokyo's Marunouchi district. The original structure was torn down in 1968, but it was reconstructed as faithfully as possible with reference to the original building plans and photographs.

Collections center on Western art from the late 19th century, the same era as the original building. These include works by Henri de Toulouse-Lautrec, Odilon Redon, and Félix Vallotton, among others. Inside the museum, there is the Café 1894; Store 1894, the museum store; the Mitsubishi Ichigokan Archive Room, where visitors can feel the history of Marunouchi; and the Mitsubishi Center Digital Gallery, where they can view the Mitsubishi Group's archived cultural assets. The museum is truly a space in which visitors can imagine the era when Marunouchi was once a red brick city affectionately known as the "London Block."

DATA
6-2 Marunouchi 2-chome, Chiyoda-ku, Tokyo/TEL. +81-47-316-2772 ("Hello Dial" information service) 10:00-18:00
*Entry is possible up to 30 minutes before closing time
*Times are subject to change
The museum is only open during exhibitions. It may also close on an ad hoc basis. Please inquire for details.



1. The reconstructed Mitsubishi Ichigokan. On the first floor is a café, the museum shop, the Mitsubishi Ichigokan Archive Room and the Mitsubishi Center Digital Gallery.
2. The café space was formerly a bank office in the Meiji era



5 The birthplace of Yataro Iwasaki

The beginning of Mitsubishi, the birthplace of Yataro Iwasaki

In 1835, Yataro Iwasaki was born here as the eldest son of Yajiro and Miwa Iwasaki. His brother Yanosuke and eldest son Hisaya were also born here.

The site is enclosed by a hedge and contains the thatched cottage that was relocated here around 1795 by Yataro's great grandfather and an earthen-walled storehouse built in the Meiji period. The ornamental tiles

of the storehouse roof display the Iwasaki family crest, a three-tiered water chestnut design that is the origin of the three-diamond Mitsubishi symbol. The stones in the inner garden were arranged by Yataro himself during his youth to represent the Japanese archipelago. They are thought to represent the ambitious global dreams of the young man.

DATA
Inokuchi-ko 1696, Aki-city, Kochi/TEL. +81-887-35-1011 (Department of Commerce, Tourism and Marine Products of Aki City)



6 Kyu-Iwasaki-tei Gardens

Picturing Hisaya's life in the stately home of the Iwasaki Family

In 1896, Kyu-Iwasaki-tei Gardens was built by Hisaya Iwasaki, the eldest son of Yataro Iwasaki, as the main residence of the Iwasaki family. British architect Josiah Conder, whose work includes Rokumeikan, designed this mansion for Hisaya Iwasaki. Although there used to be more than 50 buildings on the site of about 50,000 m², only three of them remain today: the

Western-style house, the billiard hall, and the Japanese-style house. This style is Jacobian, in the manner of the British Renaissance, and the interior is highly ornamental. The delicate design, which was rare in the western architecture of the time, will transport you back to the early days of modern Japan.

DATA
1-3-45 Ikenohata, Taito-ku, Tokyo/TEL. +81-3-3823-8340
9:00-17:00 (Admission ends at 16:30) Closed: December 29 to January 1

7 Tosa Inari Shrine

The shrine housing Mitsubishi's guardian spirit

The Tosa Inari Shrine was established in the middle of the Edo period when Toyotaka Yamauchi, the leader of the Tosa Domain, built the western storehouse of the Tosa Domain's Osaka headquarters as an Inari shrine. It became the property of Yataro

Iwasaki in the Meiji period, and the family was so devoted to the shrine that it was said to house the guardian spirit of Mitsubishi. This is also the location where Tsukumo Shokai, the original Mitsubishi company, was established.

DATA
4-9-7 Kita-Horie, Nishi-ku, Osaka/TEL. +81-6-6531-2826





8 Koiwai Farm

Learn about dairy farming and forestry alongside history

Koiwai Farm was named using the first kanji syllable in each of the family names of its co-founders: Gishin Ono (then vice president of Japan Railway—with “O” read as “Ko”), Yanosuke Iwasaki (then president of Mitsubishi), and Masaru Inoue (then Director General of the Railway Agency). Many decades were spent on the foundation as the ground was acidic and extremely sterile as of its opening in 1891. Today, the site is extremely fertile. The farm also runs participative programs to help promote interest and understanding of dairy farming and forestry through tours of its production sites and historic buildings designated as important cultural properties.

DATA
36-1 Maruyachi, Shizukuishi-cho, Iwate-gun, Iwate/TEL. +81-19-692-4321

9 Kiyosumi Gardens

A sublime garden of the Meiji era visited by many people

In 1878, Yataro Iwasaki purchased the estate grounds of a daimyo of the Edo era to provide his workers and noble guests with a place for recreation. The landscaping work continued after his death, and it was completed as a sublime garden with a central pond surrounded by well-maintained paths and trees where people

could enjoy a stroll. Although it suffered great damage in the Great Kanto Earthquake, the garden helped save a number of lives as it was used as an evacuation point. Yataro’s heirs donated it to the City of Tokyo in the following year of 1924. It reopened as Kiyosumi Gardens in 1932.



DATA
3-3-9 Kiyosumi, Koto-ku, Tokyo/TEL. +81-3-3641-5892
Hours: 9:00–17:00 (Entry permitted until 16:30)
Closed: December 29 until January 1

10 Rikugien Gardens

Enjoy a stroll at an Edo-era garden that retains the spirit of waka poetry

A confidant of one of the early Tokugawa shoguns built this exquisite Japanese garden in what is now Tokyo. It was counted as one of the two greatest gardens of the Edo period. (The other is Koishikawa Korakuen.) The name “Rikugien” comes from the six themes for waka poetry described by Kino Tsurayuki, a famous Japanese poet in the Heian period. This delicate garden contains a man-made pond and hills raised at the corner of Musashino plain, which gives it a feeling of warmth. It took seven years for the garden to be completed. Yataro Iwasaki obtained the garden at the beginning of the Meiji era. His descendants donated it to the City of Tokyo in 1938. Currently, the garden is nationally designated as a Special Place of Scenic Beauty.

DATA
6-16-3 Hon-Komagome, Bunkyo-ku, Tokyo/TEL. +81-3-3941-2222
Hours: 9:00–17:00 (Entry permitted until 16:30)
Closed: December 29 until January 1



11 Sanyo-so

A restful stay at the former villa of our ex-president Hisaya

Sanyo-so is an elegant Japanese-style villa constructed for Hisaya Iwasaki in the middle of an expansive garden designed by Kyoto-based gardener Jihei Ogawa. The estate was converted to a hotel in 1947, and it still offers a great view of the 10,000 m² garden. Registered as a national tangible cultural property in June 2017.

DATA
270 Mamanoue, Izunokuni-city, Shizuoka/TEL. +81-55-947-1111



12 Hakone Yumoto Yoshiike Ryokan

Relax and enjoy the fabulous view of the changing seasons in a 33,000 m² garden

Situated in one corner of an impressive 33,000 m² garden, this nationally registered cultural property is a former villa of the Iwasaki family estate and is surrounded by spectacular scenery. Now run as a Yoshiike Ryokan Hotel (established in 1941), it offers visitors a chance to ramble along the paths of the landscaped garden, which was completed in 1908, enjoy the cherry blossoms, azalea, and calla lilies in spring, hydrangeas in summer, and colored leaves in autumn.

DATA
597 Yumoto, Hakone-machi, Ashigarashimo-gun, Kanagawa/TEL. +81-460-85-5711



13 Hotel de YAMA

Gazing out at Lake Ashi alongside azaleas planted over 100 years ago

A resort hotel is situated by Lake Ashi on the former site of Koyata Iwasaki’s villa. The hotel’s vast garden contains 100-year-old azaleas said to have been planted by Koyata Iwasaki himself. In addition to the flowers, you can also enjoy the changing of the seasons by Lake Ashi, with Mt. Fuji standing majestically in the background.

DATA
80 Moto-Hakone, Hakone-machi, Ashigarashimo-gun, Kanagawa/TEL. +81-460-83-6321



14 Tonogayato Gardens

A historic garden that takes advantage of the natural topography of Musashino

This garden was originally founded as a villa for Sadae Eguchi, who later became president of South Manchuria Railways Co. The Iwasaki family purchased the villa from him in 1929 and commissioned Saku Tsuda to redesign an existing main building and to design an additional tea-ceremony house (Koyotei). This is how Tonogayato Gardens was completed. The garden also features a pond and roaming paths, taking advantage of the natural topography of Musashino. It is now owned by the Tokyo Metropolitan Government and open to the general public.

DATA
2-16 Minami-machi, Kokubunji-city, Tokyo/TEL. +81-42-324-7991
Hours: 9:00–17:00 (Entry permitted until 16:30)
Closed: December 29 until January 1



15 Mitsubishi Heavy Industries Nagasaki Shipyard & Machinery Works
Historical Museum

120 years of Nagasaki Shipyard & Machinery Works history housed in a red brick building

The Historical Museum was opened in 1985 in a refurbished building on the premises of Nagasaki Shipyard & Machinery Works. The building was originally built in 1898, during the formative years of the shipbuilding industry, as a wood pattern shop for producing the molds for metal castings in response to the increasing demand for cast-metal products. It was also the first workshop in Nagasa-

ki Shipyard & Machinery Works to run on electricity. Over 900 items are displayed in the museum, including a collection of the oldest machine tools in Japan and the first domestically-developed land steam turbine. In July 2015, the building was registered as a UNESCO World Heritage Site due to its significance during Japan's Meiji Industrial Revolution.

DATA
1-1 Akunoura-machi, Nagasaki (Within Mitsubishi Heavy Industries Nagasaki Shipyard & Machinery Works)/TEL. +81-95-828-4134
*The museum is currently closed for repair work.



16 Meijiseimeikan

The first piece of Showa-era architecture to be registered as a nationally important cultural property

Meijiseimeikan is a reinforced concrete building with a steel framework featuring eight floors above ground and an additional two floors underground. Designed by Prof. Shinichiro Okada of Tokyo Fine Arts School (Tokyo University of the Arts), an influential figure in architecture at the time, it was completed in 1934 after three years and seven months of construction and boasted many advanced facilities

for its time. Meijiseimeikan is considered a masterpiece of classicism and one of the greatest modern Western-style buildings. Since the end of World War II, the building had been requisitioned by the GHQ and used as a venue for the Allied Council for Japan. It has a history of surviving the tumultuous Showa era. The Seikado Bunko Art Museum gallery is scheduled to move into the first floor.

DATA
2-1-1 Marunouchi, Chiyoda-ku, Tokyo/TEL. +81-3-3283-9252
Currently, the building is not open to the public. It will be reopened after the Seikado Bunko Art Museum gallery moves in.



17 Former Takeshiro Nagayama Residence and Former Mitsubishi Mining Company Dormitory in Sapporo City

A space where you can experience both the Meiji and Showa eras

The former Takeshiro Nagayama Residence was built by Takeshiro Nagayama as a private residence around 1880 during his tenure as director of the Tonden Army Headquarters. In 1911, the Mitsubishi Joint Stock Company acquired the site and built the Mitsubishi Mining Company

Dormitory on it in 1937. The former Takeshiro Nagayama Residence and former Mitsubishi Mining Company Dormitory showcase the styles of the early Meiji and Showa periods, giving this fusion a high architectural value.

DATA
Kita 2-jo Higashi 6-chome, Chuo-ku, Sapporo, Hokkaido
Hours: 9:00-22:00
Closed: Second Wednesday of every month (except when the Wednesday is a national holiday, in which case it closes on the following day) and New Year's holidays



18 NYK Maritime Museum

Contributing to the modernization of Japan's maritime transport

The NYK Maritime Museum introduces more than 130 years of Nippon Yusen Kaisha's history, from the company's secret origin to its activities in the modern era. Museum exhibits feature extensive resources such as ship models, important documents, and beautifully

printed pamphlets from passenger ships. The historic museum building was originally built as the Yokohama branch of NYK in 1936 and has distinctive Corinthian columns reaching up to the top of the second floor.

DATA
3-9, Kaigan-Dori, Naka-ku, Yokohama/TEL. +81-45-211-1923
Hours: 10:00-17:00
Closed: Mondays, New Year holidays, and may be closed as necessary on an ad hoc basis.



20 Sado Gold Mine

A major gold mine that is a candidate World Heritage Site

The Sado Gold Mine is a major gold and silver mine that was developed following the discovery of gold in 1601. After supporting the treasuries of the Edo and Meiji governments, it became a royal property in 1889 along with the Ikuno Silver Mine until it was sold to Mitsubishi Joint Stock Company in 1896. The Sado Gold Mine remained under the management

of Mitsubishi Mining Co., Ltd. (now Mitsubishi Materials Corporation) until its closure in 1989. Total gold production was 78 tons and silver production was 2,330 tons respectively over 388 years. The mine is now open to the public for sightseeing, and Mitsubishi is working alongside the local government to have it appointed as a World Heritage Site.

DATA
1305 Shimo-Aikawa, Sado-city, Niigata/TEL. +81-259-74-2389

21 Ikuno Silver Mine

A mine that supported the modernization of Japan revived as a sightseeing attraction

Said to have been discovered in 807, the great Ikuno Silver Mine was active through the Oda, Toyotomi, and Tokugawa periods, and along with the Sado Gold Mine supported the modernization of Japan. By the time of its closure in 1973, it had yielded 1,723 tons of silver. Today the

mine tunnel has been opened to the public as a sightseeing attraction by a subsidiary of Mitsubishi Materials Corporation. In 2017, the remains were recognized as a cultural asset comprising the Japan heritage "Gin-no-Bashamichi" (Old Silver Mine Carriage Road).

DATA
33-5 Kono, Ikuno-cho, Asago-city Hyogo/TEL. +81-79-679-2010

19 NYK Hikawamaru

Back to the golden days of cargo-passenger ships

Hikawa Maru is a cargo-passenger ship that was built in 1930 to service the shipping route to Seattle. It was a state-of-the-art ship at that time, and is a reminder of the age of luxury passenger liners prior to World War II. During the war, Hikawa Maru served as a hospital ship, and was moored at a special pier in Yamashita Park in

Yokohama in 1961. Open to the public, in 2016 it was designated as a nationally important cultural property. The ship is a beloved symbol of Yokohama, and is highly regarded as a precious part of Japan's industrial heritage.

DATA
Yamashita Park, Yamashita-cho, Naka-ku, Yokohama/TEL. +81-45-641-4362
Hours: 10:00-17:00
Closed: Mondays. May be closed as necessary on an ad hoc basis.



22 Osarizawa Mine

A Tohoku mine that yielded gold, silver, and copper for 1,270 years

The Osarizawa Mine is said to have been discovered in 708. Mitsubishi obtained the mine in 1889. The mine produced 4.4 tons of gold, 155 tons of silver

and 300,000 tons of copper until its closure in 1978. Today the mine is open to the public for sightseeing as a subsidiary of Mitsubishi Materials Corporation.

DATA
13-5 Shishizawa Osarizawa, Kazuno-city, Akita /TEL. +81-186-22-0123



Sharing the joy of painting and writing with the world



Mitsubishi Asian Children's Enikki Festa

Using Enikki as an effective means to promote cross-cultural understanding of each other's lives and cultures

The Mitsubishi Asian Children's *Enikki* Festa invites children in Asia to create *Enikki*, illustrated diaries that portray daily events and thoughts in the form of a picture and a short essay. The goal of the Festa is to use *Enikki* as a very effective means to promote cross-cultural understanding of each other's lives and cultures and, eventually, to work for promotion of cultural exchange among the children of Asia.

The Mitsubishi Public Affairs Committee ("the Committee") launched the first *Enikki* event in 1990 together with the Asian Pacific Federation of UNESCO Clubs and

Associations and the National Federation of UNESCO Associations in Japan. The event was designed to support the "Year of International Literacy" proclaimed by the United Nations in 1990 for the purpose of "creating a world in which all people are able to read and write." The Committee started the Festa as the "Mitsubishi Impression-Gallery-Festival of Asian Children's Art" in the hope that creating and reading *Enikki* would promote literacy education for the children of Asia. While retaining its original aim, the event was subsequently renamed the "Mitsubishi Asian Children's *Enikki* Festa" to

highlight a greater emphasis on international exchange in the hope that through *Enikki* Asian children would understand and respect each other's cultures and work together towards building a better future. Grand Prix Award winners for the 14th *Enikki* Festa were selected in June 2020.

While we have been accepting entries for the 15th *Enikki* Festa since 2021, the International Screening Committee will only be selecting the Grand Prix Award-winning works in 2022.

The spread of *Enikki* to the countries and regions of Asia, and contribution to deeper cultural exchange

Starting in 1990 with eight Asian countries, the Festa has grown each time. With the addition of the Republic of Kazakhstan for the first time, the 9th Festa received entries from 24 countries and regions—virtually the whole of Asia. The total number of entries since the event began has amounted to more than 810,000.

The *Enikki*'s theme is "Here Is My Life." Children are invited to paint and write anything in their daily lives that they have "done, seen or felt," such as festivals, favorite pastimes, family and friends or something that happened at school, in order to introduce their daily lives and cultures to other children throughout Asia.

All the entries first go to the national screening process in each country or region, and eight selected entries from each country and region proceed to the international screening in Tokyo to determine the recipients of the Grand Prix Awards, the Organizer's Awards and the Excellence Awards. All the award winners chosen by the International Screening Committee receive certificates and supplementary prizes. Exhibitions of award-

winning artworks are held in Japan and overseas. These artworks are also displayed at the head office or branch offices of member companies of the Mitsubishi Public Affairs Committee and lent out to the events planned by schools, libraries, public organizations and others to give as many people as possible the opportunity to see the children's work.

In addition, collections of award-winning artworks with essays translated into both Japanese and English are published and distributed to all those connected with the Festa in Japan and overseas and are also donated to elementary schools and libraries throughout Japan. Moreover, in participating countries, the Mitsubishi Public Affairs Committee also subsidizes the cost of holding exhibitions that display prize-winning artworks.

As the organizer of this Festa, the Mitsubishi Public Affairs Committee is very happy to see cultural exchanges between budding artists in different countries from the practice of *Enikki*, a distinctive Japanese cultural activity, spreading to the countries and regions of Asia.



Members of the International Screening Committee



Juror
Machiko Satonaka
(Manga artist; Professor, Osaka University of Arts)



Juror
Akira Ikegami
(Journalist; Professor, Meijo University)



Juror
Yoshino Oishi
(Photojournalist)



Juror
C.W. Nicol
(Author)



Assistant Head of the Jury
Meo Saito
(Oil Painter; Associate Professor, Tokyo University of the Arts)



Head of the Jury
Ichiro Sato
(Oil Painter; Professor emeritus, Tokyo University of the Arts; President, Tohoku Seikatsu Bunka University and Junior College)

C. W. Nicol, whose service as a juror for the Mitsubishi Asian Children's Enikki Festa dates from 1990, passed away on April 3, 2020. We are eternally grateful for Nicol-san's immense contributions to the Festa over three decades.

Comments of the International Screening Committee Members of the 14th Festa

The world has long since become a global society where people interact through economic, political, lifestyle, and cultural dynamics that transcend national borders. People around the world are increasingly dependent on one another as citizens of that global community.

Delivering an acute reminder of our global interaction has been the Covid-19 pandemic. The disease, spreading from Asia to Europe and to the Americas, has become a bane of the entire world. It is a challenge that obliges us to join hands in fighting it together.

The pandemic disrupted even our judging for this edition of the Mitsubishi Asian Children's *Enikki* Festa. It obliged us to dispense with the traditional gathering of jurors for making the penultimate selections. We needed to resort to judging the works through online connections. Fortunately, Meo Saito, the assistant head of the jury, and I were able to view works in person in early June and make the final selections.

I continue to be amazed at the vital force that the young artists

unleash through color and form. Equally stunning is the forthright stance exhibited by some of the artists in the face of threats to life. "The number of people infected with Covid-19," wrote an artist from the Republic of Korea, "has reached 1,261." Accompanying the text is an illustration rendered on a background of black tones. The effect is gripping.

Something painfully clear in the illustrated diaries by Asian children is that global digitization has penetrated every corner of the region. Also clear, however, is that each nation has retained traditional heritage in customs and culture. We see reassuring instances of children demonstrating a sound commitment to nurturing their communities.

Thus do the children reside simultaneously in global society and in local communities. They express that dichotomy through the illustrated diaries. And through their expressive output, they grasp their aspirations and potential. They offer hope for a bright future in the global society of their adulthood.

Ichiro Sato, Head of the Jury

Promoting International Exchange through Enikki

The Mitsubishi Asian Children's *Enikki* Festa supports international exchange among children in Asia beyond national borders and ethnic groups.

The 14th Mitsubishi Asian Children's *Enikki* Festa

Entries/Screening

The 14th Mitsubishi Asian Children's *Enikki* Festa saw 66,473 entries from children aged between 6 and 12 living in 24 countries and regions throughout Asia. The International Screening Committee took place in June 2020. Committee members selected winners from 192 pieces submitted from various countries and areas for the Grand Prix Awards, the Mitsubishi Public Affairs Committee Awards, the Asian Pacific Federation of UNESCO Clubs and Associations Award, and the National Federation of UNESCO Associations in Japan Award.

Theme "Here Is My Life"

Selection criteria

- Portrayal of features unique to the country or region (culture, ethnicity, customs, lifestyles, natural environment, etc.)
- Evocation of a child's sensitivity and perspective
- Demonstration of a strong composition, concept and careful execution
- Richness in variety of topics covered



Award-Winning Works

After a rigorous process, the winners of the Grand Prix Awards (24), Organizer's Awards (72) and Excellence Awards (96) were selected. Some of the Grand Prix Award winners' works are introduced below (ages are at the time of receiving the award). You can also see the Grand Prix Award-winning works on our website. <https://enikki.mitsubishi.or.jp/e/gallery/index.php>



Republic of India
**Nimesh
Ramdhan Pal**
12 years old

■ **My daily routine**
Our mother bathes all of us children in the family in the morning. She brings the water from the well. We work in the fields and play with our friends. We take our cattle to the forest to graze.



Republic of Indonesia
**Putu Lingga Adi
Wahyu**
11 years old

■ **Kite flying**
The children in my village take their kites out into the rice fields on holidays to fly. They bring *bebean* fish-shaped kites, *pecukan* leaf-shaped kites, and lots of other kinds of kites. All the kids are happy. Kite flying is still a pastime for the people of Bali.



Socialist Republic of Vietnam
Phan Bao Lam
6 years old

My village is beautiful. The forest is golden and the sea silver. The local people are diligent. The fishermen start working every morning before the sun comes up. Besides the people who go fishing, some go to clam shacks, and some go into the parrot forest.

International Awards Ceremony

Mitsubishi Asian Children's *Enikki* Festa invites children from various Asian countries and regions who received the Grand Prix Award to allow them to attend its award ceremony in Japan. Following the award ceremony, the attendees mixed with Japanese elementary school children and made a joint work of art (the 14th Ceremony was canceled).



The Festa award ceremony

Enikki function as a bridge to connect Asian countries and regions

Compilation of Works

Award-winning works are compiled into a collection written in both Japanese and English and donated to elementary schools and libraries throughout Japan.



Exhibitions and Promotional Activities

Exhibitions have been held in Japan and other countries in an effort to share *Enikki* created by Asian children with many people.



A scene from an exhibition

Website

A special website has been created to showcase the Mitsubishi Asian Children's *Enikki* Festa. Here, you can see award-winning *Enikki* from the 1st Festa up until now and related activities.



<https://enikki.mitsubishi.or.jp>

Joint Creations

The children assembled from the various Asian countries and regions at the Mitsubishi Asian Children's *Enikki* Festa created a joint work of art based on the theme of "Our Future."



The work of art was created jointly by the Grand Prix Award winners

Elementary School Visit

The Mitsubishi Asian Children's *Enikki* Festa aims to deepen understanding of Asia through the illustrated diaries of Asian children and to create an opportunity for greater international exchange. Children from the various Asian countries and regions that received the Grand Prix Award at the Festa visited Japanese elementary schools and took part in calligraphy, origami, and other traditional Japanese cultural activities.



The children experienced Japanese culture at the elementary school.

"MITSUBISHI worldwide for every need"

The Mitsubishi Public Affairs Committee was founded in September 1964 by 37 member companies of the Mitsubishi Group, which have become known far and wide both domestically and abroad. The committee's key concept is to provide better products and services with accuracy at lower prices to customers and to contribute to expanding overseas trading. Moreover, our aim is to establish trust and approval from our customers.

Sports

Inviting children from social welfare facilities to Urawa Red Diamonds soccer matches



The Mitsubishi Public Affairs Committee has been inviting children from social welfare facilities to soccer matches that take place at the Urawa Red Diamonds home ground since 1994.

Photo: Urawa Red Diamonds

Soon after we set up our committee, we accepted applications for the "catch phrase of the Mitsubishi Group," and finally the catch phrase "MITSUBISHI worldwide for every need" was chosen.

The Mitsubishi Public Affairs Committee currently consists of 36 companies of the Mitsubishi Group and conducts a wide variety of activities.

International Contributions

Mitsubishi Asian Children's Enikki Festa



Having agreed with the purpose of the "International Literacy Year" of the United Nations, we started the Mitsubishi Asian Children's Enikki Festa in 1990. This social contribution program aims to stimulate cultural exchange between children by allowing them to learn about each other through

illustrated diaries. We will be accepting entries and selecting winners for the 15th Mitsubishi Asian Children's Enikki Festa from 2021 to 2022.

Publication

Mitsubishi Monitor

The *Mitsubishi Monitor* is an English newsletter for employees and local hires who work at the overseas offices of Mitsubishi Group companies. It features a digest version of important news and topics at each company, and introduces the natural environment and customs of Japan. The first edition of the bimonthly was published in 1987. It has been distributed online since 2021.

Publication

Monthly Mitsubishi



The first edition of the Mitsubishi Group's monthly newsletter was published in November 1965 to further mutual understanding and the learning of employees at Group companies. The newsletter interviews top management at Group companies and introduces topics and various business sites and sales offices. The newsletter is distributed to employees at Group companies and affiliates as a Group communications tool.

Topical Forums

Preparation for topical forums



Here we select a timely theme from a broad range of categories, such as society, art, science, and sports and organize a forum by inviting a panel of experts.

2021 Speaker: Yuji Ikegaya

Website

Website Management



The website of the Mitsubishi Public Affairs Committee has been set up within the portal site of the Mitsubishi Group (mitsubishi.com) to communicate the activities of the committee and its member companies to people all around the world. Available in Japanese and English.

Publication

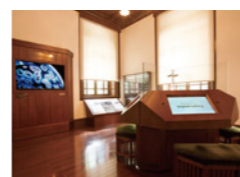
A brochure introducing the Group



To facilitate recognition of Mitsubishi Group companies domestically and abroad, we publish *Mitsubishi Profile* (written both in Japanese and English) regularly to widely publicize the diversity of the Group's businesses, contribution to society and support of cultural activities. Since FY2022, we have changed it from a paper brochure to a PDF.

Information Center

Mitsubishi Center Digital Gallery



In 2009, the Mitsubishi Center Digital Gallery opened inside the newly reconstructed Mitsubishi Ichigokan in Marunouchi, Tokyo. The Mitsubishi Center Digital Gallery is a facility in which visitors can view high-resolution digital images of the collections of the Seikado Bunko Art Museum and the Toyo Bunko,

among others. At four booths inside the gallery, visitors can view some 120 images and videos of paintings, tea ceremony utensils, china and porcelain, classic books and other items, including national and important cultural treasures.

*Each work has an explanation in English

The Mitsubishi Public Affairs Committee — here to help everybody

We provide information and act as a point of contact for inquiries from domestic and foreign press companies and journalists regarding our group and affiliated companies. Of course, we are happy to respond to inquiries from any source regarding our own activities.

Grant Activities for the Future Generation

The Mitsubishi Foundation

Since its establishment in 1969, the Mitsubishi Foundation has been supporting researchers engaged in academic research and surveys in the fields of the natural sciences and the humanities. At the same time, the Foundation has awarded grants to individuals and groups dedicated to solving various types of welfare issues in the social welfare field. Additionally, in FY2021, the Foundation launched a new independent program to provide grants for projects for the preservation and restoration of cultural property.

The Foundation offers assistance to promising human resources that are supporting Japan in fields ranging from cutting-edge science to grassroots field activities.



At the Meeting to Report on Mitsubishi Group Company CSR Activities to commemorate the 150th anniversary of the founding of the Mitsubishi Group Chairman Ken Kobayashi (center) with representatives of recipients of the COVID-19 Special Subsidy

The Mitsubishi Foundation (MF) was established in 1969, on the 100th anniversary of the Mitsubishi Group's founding. MF started grant making activities in 1970 and since then it has provided 20 billion yen to around 4,500 recipients. MF's main grant programs are supporting scientific research across a broad array of fields and contributing to the enhancement of Japanese culture, arts, education, and social welfare. In 2020, MF, as part of a commemorative project to mark the 150th founding anniversary of Mitsubishi, used an aggregate donation of 500 million yen provided by Mitsubishi Kinyokai's 26 member companies to implement the COVID-19 Special Subsidy program. The program is made up of the Subsidy for Interdisciplinary Study and Research concerning COVID-19 (subsidy amount: 400 million yen) and the Subsidy for Activities to Support People with Ties to Foreign Countries (subsidy amount: 100 million yen) to provide assistance to people experiencing hardship due to the coronavirus outbreak.

Although there are over 9,000 public service organizations currently operating in Japan, MF has received high praise for its achievements from various stakeholders, including those outside of the Mitsubishi Group. MF undertakes grant making programs in the fields of research in the natural sciences, research in the humanities, social welfare activities, and projects for the preservation and restoration of cultural property with the five features as shown on the right. →

Previous beneficiaries of MF's program include five Nobel Prize winners, recipients of Japan's Order of Culture, Persons of Cultural Merit, and other award winners.

- 1 MF uses a completely open entry system. No recommendation letter from an academic society or other institution is required, and individual researchers can also apply for the program.
- 2 The selection committees are composed of top people in each field. The members are required to have excellent performance records in their fields, as well as insight and good character to ensure a fair and impartial selection process.
- 3 There is an emphasis on consistent fundamental research and empirical study. MF also recognizes longer two to three year periods of funding use.
- 4 MF is flexible in accepting original concepts and pioneer research that does not fit the criteria of existing fields.
- 5 The MF program offers not only grants, but also honors similar to awards.

URL <https://www.mitsubishi-zaidan.jp/>