

Mitsui's organisation & Its Affiliated Companies,  
Past History and Present Enterprises

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Sept. 1945

MITSUMI'S ORGANISATION

and

ITS AFFILIATED COMPANIES

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CONTENTS

1. Characteristics of the House of Mitsui
2. History of Mitsui
3. Mitsui Honsha, Ltd.  
Its Subsidiary Companies  
Mitsui's Investment and its percentage as classified  
by Industries
4. Notes on Mitsui's Investments
5. Mitsui's Social & Cultural Service
6. Mitsui Hoonkai (Mitsui Foundation)
7. Percentage of the Authorized Capital of Mitsui's  
Subsidiary Companies in comparison with the total  
authorized capital of all the joint stock companies  
in the Japanese Empire
8. Ditto; Comparative Table of Paid-up Capital
9. Mitsui Bussan Kaisha, Ltd.
10. Mitsui Mining Co., Ltd.
11. Mitsui Chemical Industry Co., Ltd.
12. Mitsui Sempaku K.K. (Mitsui Line)
13. Mitsui Zosen K. K. (Mitsui Dock Yard Co., Ltd.)
14. Mitsui Seimei Hoken K. K. (Mitsui Life Insurance Co., Ltd.)
15. Mitsui Fudosan K. K. (Mitsui Real Estate Co., Ltd.)

16. Toyo Menka K. K. (Oriental Cotton<sup>Trading</sup> Co., Ltd.) ✓
17. Mitsui Noorin K. K.  
(Mitsui Agriculture & Forestry Co., Ltd.)
18. Mitsui Mokusen Kenzo K. K.  
(Mitsui Wooden Vessel Building Co.) ✓
19. Toyo Rayon Co., Ltd.
20. Mitsui Keikinzoku K. K. ✓  
(Mitsui Light Metal Co., Ltd.)
21. Nettai Sangyo K. K. (Tropical Produce Co., Ltd.)
22. Mitsui Soko K. K. (Mitsui Warehouse Co., Ltd.) ✓
23. Toyo Koatsu Kogyo K. K.  
(Oriental High Pressure Industry Co., Ltd.)
24. Mitsui Mokuzai Kogyo K. K.  
(Mitsui Lumber Industrial Co., Ltd.)
25. Mitsui Shintaku K. K. (Mitsui Trust Co., Ltd.)
26. Nippon Seifun K. K.  
(Japan Flour Manufacturing Co., Ltd.)
27. Mitsui Seiki Kogyo K. K.  
(Mitsui Precision Machine Co., Ltd.) ✓

## CHARACTERISTICS OF THE HOUSE OF MITSUI

Recent telegraphic dispatches from America and England show the unusual interest they manifest in the existence of "a concentration of financial and economic power" in Japan such as Mitsui, Mitsubishi and others. They seem to link these organizations with political parties as if they were pulling wires behind the curtain for the political destiny of Japan.

Nothing is wider of the mark than such accusation. When political parties were flourishing in Japan, during and soon<sup>n</sup> after the last War (of 1914-1918), even a certain section of the public in Japan was under the false impression that Mitsui was behind one of the political parties because of the fact that one or two political leaders were connected with Mitsui before they entered into political life. But the truth is that those gentlemen left the service of Mitsui long before they became politicians.

The recent history of the House of Mitsui and the career of leading managing directors of Mitsui can proclaim with a clear conscience before the world that their sole aim has been the development of their economic and industrial enterprises, absolutely devoid of any political interest. Upon closer studies of the inside working of various Mitsui concerns, one will be struck with surprise what meager influence Mitsui yields over the political life of Japan. One might almost be tempted to complain why great commercial and financial organizations such as Mitsui should have been left at all in the total ignorance of the diplomatic and military move Japan was pursuing since the establishment of the Manchukuo Government up to the opening of the War in 1941.

At the time when the plan of the exploitation of natural resources and industrial development was put into effect *in* the newly established Manchukuo in 1931, the House of Mitsui and other important concerns were deliberately shut out from that country by the Authorities who gave special preference and favour to the so-called new industrial plutocracy of Japan.

And when the War broke out in 1941, no special approach was made to the House of Mitsui and there was no room for Mitsui to collaborate with the Authorities of the time for the pursuit of the industrial activities on a large scale, until the late stages of the war.

Nor did Mitsui make any overture to the Government at the time, knowing full well the Government antipathy towards an old-established company like Mitsui. But the matter did not stop there, oppressive measures continued to be taken against the business and commercial activities of Mitsui branches in North China and Mongolia.

It is no intention of the House of Mitsui to criticise the Authorities' policy in China in the past, but for the sake of truth and in fairness to the great efforts made by Mitsui for the international trade, secret stories such as above have to be told for the reference of future historians.

It was only in the third year of the tragic War (which has just ended) that the approach in the true sense of the word was made to Mitsui to make special efforts for the production of various war materials, but it was then too late for Mitsui to patch up war industries of Japan, already short of essential materials and many of the factories destroyed by aerial bombardments. The House of Mitsui was, moreover, not engaged in what

is called the war industries on a large scale, as witness the table showing the percentage of Mitsui's investments in various spheres of economic life in Japan. And Mitsui was unable to convert rapidly its industrial enterprises to adapt them to the sudden change of circumstances. This was only natural for Mitsui in view of the structure of its enterprise being essentially based on the peacetime industries.

Indeed this has been the source of complaints in recent times on the part of the military authorities as well as a section of the public alleging Mitsui's lack of enthusiasm for the war efforts.

Thus, nothing is further from truth than the accusation that Mitsui "profited from this war with a bleeding army" as states one of the American commentators.

Again, comparison is often made in foreign countries between the organization of the House of Mitsui and financial and industrial plutocracy in America and elsewhere. It often mixes the similarity of the two systems, stressing upon the political manoeuvres plutocracy indulges in for the attainment of their industrial and financial aims. As far as the House of Mitsui is concerned, such assertion is very far from truth, as has already been explained and the management has faithfully maintained the unwritten law of the House of Mitsui not to engage in political movements at any time. As a proof, it may be mentioned that the House of Mitsui does not own any newspaper or periodical as its spokesman. No such public organ is necessary, because



its activities are confined to economic and industrial development.

Another point of difference is that Mitsui does not aim at monopolization in any business or industry. On the contrary, it has been the policy of Mitsui to be of help to numerous people engaged in small scale commerce and industry by providing them with all kinds of facilities in obtaining materials or disposing of their products profitably and in many other ways.

A confused mind is often apt to regard Mitsui's organizations as a Trust or Cartel, but any careful student of the enterprises undertaken by Mitsui will realise that such obsession has no particle of truth. The House of Mitsui is only the outcome of rational and efficient organizations from finance to industry, from commerce to marine transportation coupled with shipbuilding and insurance, warehousing and kindred business. It is certainly unique in its organizations, capable and far-reaching, but it has been the constant desire of the management to serve for the promotion of human happiness and the peaceful pursuit of the international trade. That is why, we venture to add, that the House of Mitsui has survived the vicissitude of three centuries. An egoistic enterprise disregarding this fundamental principle of live and let live could not have continued its existence for such a long period of time.

Another instance of the democratic form of Mitsui's various organizations is the choice of the members on their Board of Directors. Practically all presidents and directors of Mitsui's organizations have been elected from the members on the staff, who have worked up to these important positions from the lowest

paid clerk or engineer after twenty or thirty years painstaking and faithful service.

These are, in short, a few of the characteristics of the House of Mitsui.

#### HISTORY OF MITSUI

In 1673, seventy years after Japan had entered on the long and peaceful regime of the Tokugawa Shogunate, Mitsui Hachirobei, then aged 52, left the obscurity of a provincial shop and established in Kyoto a new business which was later extended to Yedo, the seat of the new government. He died twenty-two years later, the father of many children. In three centuries the interests of the family and firm have grown until today their organization is one of the largest of its kind in the world. It is built on the foundations which Hachirobei laid.

Until Hachirobei appeared on the scene, the Mitsuis had lived under the conditions then common to thousands of the middle class feudal gentry of Japan. Their pedigree is traced to Fujiwara-no-Kamatari, a statesman who flourished in the seventh century. One of his descendants, who had taken the surname of Mitsui, settled in Omi province near Kyoto, and the family became vassals of the Sasaki clan. They prospered, and about the middle of the fifteenth century Sasaki Takahisa, son of the Lord of Sasaki, their feudal chief, was adopted into the Mitsui family.

The matrimonial alliance and adoption turned out well. Takahisa was one of those younger sons who needed but opportunity to become founders of families themselves. By his military skill

he became one of the "Seven Chieftains" of the Sasaki clan, and on his hereditary fief at Namadzue near Lake Biwa he built a castle which his descendants occupied until the fall of the Ashikaga Shogunate in the sixteenth century.

In the strife which culminated in the downfall of the Ashikaga Shogunate, Sasaki castle fell before the assault of the renowned Oda Nobunaga, and, deprived of the stronghold and fief, the head of the family, Mitsui Takayasu, Lord of Echigo, migrated to Ise province, where for the rest of his life he refused to take part in the civil wars which finally ended with Tokugawa Iyeyasu's victory at Sekigahara in 1600. Mitsui Sokubei, who had succeeded his father, Takayasu, foresaw that a golden opportunity was to be taken advantage of when a new government by Iyeyasu was established. With remarkable moral fortitude Sokubei abandoned his rank and class and entered on a commercial career as a brewer and seller <sup>of</sup> Sake and Shoyu at Matsuzaka, a provincial town in Ise. His father's title was Lord of Echigo, so he <sup>c</sup>alled his shop "Echigoya" in memory of the past. The choice he had made was opportune. The Mitsuis had abandoned the profession of arms for that of trade, and the long era of peace was entirely favourable to their progress.

Sokubei died comparatively young in 1633, leaving four sons, one of whom Hachirobei, succeeded his father's business, laying down the foundations of the fortune of the family.

When Tokugawa Iyeyasu transferred the seat of government of Yedo, the city, which after three hundred years became modern Tokyo with its several million inhabitants, Saburozaemon, eldest son of Sokubei was one of the pioneers who came to Yedo in search

of fortune.

Later the youngest of the family, Hachirobei started for himself in his native town as a money-lender, or what would now be called a private banker.

Hachirobei remained in his country banker's office for twenty-three years, accumulating capital and gaining a grasp of business principles which he later applied with unerring skill in a wider sphere. In 1673 he moved to Kyoto with his six sons. He traded in dry-goods, chiefly Nishijin brocades, which he bought in Kyoto and sold in Yedo, where he established a branch. This branch shop in Yedo had a very brisk business thanks to many simple but safe concessions to their convenience, and the shop at Suruga-cho had to increase warehouse after warehouse until the Mitsui store became one of the sights of the city and a favourite theme of the colour-print artists as they depicted the life of "the passing world." Over a thousand men and women were employed in the chief store in Yedo, and branches were opened in Osaka, the commercial metropolis of Western Japan.

The dry-goods store was under the management of the House of Mitsui for more than two centuries until it was separated from it in 1904. The Mitsuis felt that they had outgrown the retail business and that it was not advisable to compete with small shopkeepers. They parted with their entire holdings and the business was taken over and incorporated as a separate company under the name of Mitsukoshi. It still occupies the original site and is known to thousands of tourists as the largest department store east of Suez.

Hachirobei opened a banking house in Yedo almost simultaneously with the dry-goods store. In 1686 he also established his business premises in Kyoto, and a branch of the banking house in Osaka in 1690 was opened. In those days the government used to send money from its Osaka treasury to Yedo by couriers, but this primitive method of transmission involved much time, expense, trouble, and even danger of loss by highway robbery. The Mitsuis and other Yedo merchants, on the other hand, had to pay for goods purchased in large quantities in Kyoto and Osaka. This suggested to the ingenious Hachirobei the idea of applying the practice of exchange to public money transmission. In 1690 he succeeded in persuading the Shogunate to adopt the exchange system and was appointed to undertake the task in cooperation with a few other private firms. Mitsuis continued this business until the fall of the Shogunate in 1867. The Mitsuis also acted as the issuers of paper money for the central government as well as for a local Daimyo. They issued silver notes in 1823 on behalf of the Lord of Kii; in 1867 they issued gold certificates for the Shogunate; and then 1868 and 1871 were authorized to issue currency notes for the Meiji government. No Japanese banking houses ever having been thus empowered, these privileges well testify to the great confidence placed in the House.

Besides engaging in this work for the Treasury, the banking house built up a sound commercial business and was the means of supplying capital to many enterprises. The banking business was carried on up to 1876, when it was reorganized on a modern basis as the Mitsui Bank.

Mitsui Hachirobei died in 1694 at the age of 73. The last twenty-one years of his life were a period of bold enterprise, wisely conceived and rewarded by brilliant success. The business was given the dual character of a banking and trading house, which it still bears, though the domestic buying and selling of the feudal era has become importing and exporting on the largest scale, and mining and manufacturing have been added by a process of natural growth. Hachirobei foresaw the Yedo, the headquarters of the new regime, would increase in wealth and importance. He realized to the full the opportuneness of his father's decision to turn from arms to trade. Two centuries later, when the Imperial Restoration had opened still wider vistas of prosperity, the House of Mitsui, with its accumulated capital, its wide connections, its experience, and its strong organization, was able to use the great opportunities which then arose on every hand. It need hardly be added that those resources and that long experience were of great value to the nation during the important early years, when the foundations of modern Japan as an industrial and commercial state were being laid.

The power of the House to survive the vicissitudes of two centuries and emerge with the ability to take full advantage of the opportunities of the new age was due in a great measure to the wisdom with which Hachirobei had organized it. When Mitsui Bank, Mitsui Bussan and Mitsui Mining Company became independent and separate concerns, with their respective subsidiary companies, the Omotokata, the central administrative body, has become the incorporated Mitsui Gomei Kaisha, i.e. the Mitsui Partnership Company.

Mitsui Honsha, Ltd. (Mitsui General Headquarters) is in fact the successor of this Mitsui Gomei Kaisha. Its functions today may be described as those of a holding company in modern terminology. While the Board of Directors are elected from among its shareholders, it has been the practice until today <sup>to</sup> elect the head of the main Mitsui family as its president.

In 1932, Mitsui celebrated the 300th anniversary of the founding the firm and in the following year, Baron Hachiroyemon Mitsui relinquished his title and his active function in favour <sup>of</sup> his eldest son, Mr. Takakimi Mitsui, after forty years' strenuous work.

When the relatively bloodless struggle began in the middle of the nineteenth century, breaking down the obsolete feudal system and a new era was set in, the House of Mitsui had the financial strength and commercial resources needed to play its appropriate part in the transformation.

The era then opening was to be pre-eminently an industrial one, and, by their command of capital and organization, Mitsuis were well-equipped for the work of reconstruction. The innovating spirit of Hachirobei animated his descendants. Only three or four germinal undertakings need be mentioned. They were pioneer enterprises and each of them left enduring marks upon the economic structure of the modern Japan. They will show the range of the firm's activities and their importance to the industrialization of Japan.

For instance, Mitsuis played a principal role in the founding of the Kanegafuchi Cotton Mill and thereby helped to establish what has become one of the major industries of Japan; they also participated in the establishment of the Oji Paper Mills, and so introduced the modern paper-making industry; they operated for some years a "model" silk-reeling mill established by the government at Tomioka, which did much to promote the growth of this leading industry; they bought the Miike Colliery from the government and introduced the latest scientific knowledge and technical methods; they took over the Shibaura Engineering Works as an affiliated company, reorganized them as a joint American-Japanese enterprise, and thus gave an impetus to the belated development of engineering in Japan.

At the infant stages of these industries, Mitsui took immense pains in fostering them up, but when they became capable of managing their own affairs themselves, Mitsui allowed them to be independent, inviting the general investing public to participate in the enterprises.



MITSUI HONSHA, LTD.

(Mitsui Headquarters)

Address: 1 2-chome Muromachi, Nihonbashiku, Tokyo

Authorized Capital: ¥500,000,000 as in July 1945

Paid-up Capital: ¥400,224,750 as on the 25th July 1945

Board of Directors:

President: Baron Takakimi Mitsui  
Managing Directors: Tatsuo Sumii  
Kisashi Matsumoto  
Shuichi Sasaki  
Yugo Naruse

This is the successor of the former Mitsui Gomei Kaisha (Mitsui Partnership Company) and Mitsui Somotokata (General Headquarters), reorganized on the 1st March 1944 in order to meet the demand of the times and to cope with the everincreasing development of various enterprises under Mitsui's financial control.

Mitsui Honsha is the central holding company, in fact the general headquarters of all the Mitsui interests in Japan's industry, commerce and finance. Its capital is in July 1945 ¥500,000,000 of which Baron Takakimi Mitsui and other ten families of Mitsui hold approximately 63%, other shareholders being Shanghai Boshoku Kabushiki Kaisha, Mitsui Life Insurance Co., Ltd. and others.

The chief function of the company is the systematic supervision, leadership, and guidance of all the affiliated and semi-affiliated companies under its financial control. It must be noted here and now that the House of Mitsui and Mitsui Honsha, Ltd. although enormous influence they yield over the industrial and commercial fields of Japan, aspire to no political ambition and the political connection whatsoever of Mitsui families, directors and members

on the staff is strictly prohibited. Their sole concern has been and is the participation in and administrative control over the vast number of their industrial and financial enterprises.

Subsidiary Companies

At the end of September 1944, a decision was made to designate direct and semi-direct affiliates of Mitsui Honsha taking into consideration the historical connection, the importance of capital invested and industrial and business activities. Thus a more unified front was established in the various spheres of economic life of Japan. The following table gives<sup>s</sup> the names of those companies together with the capital invested and the percentage of Mitsui's financial participation in those undertaking:-

Percentage of Mitsui's Investment  
in Direct Affiliates  
as on the 1st May 1945

	Subscribed Capital	Paid-up Capital	%
Mitsui Bussan	100,000,000	100,000,000	53.40
Mitsui Mining	400,000,000	300,000,000	47.00
Mitsui Trust	30,000,000	750,000	49.34
Mitsui Life Insurance	2,000,000	500,000	75.00
Mitsui Chemical Industry	81,000,000	81,000,000	98.83
Mitsui Real Estate	5,000,000	5,000,000	100.00
Mitsui Steamship	70,000,000	70,000,000	71.42
Mitsui Agriculture & Forestry	10,450,000	9,450,000	99.91
Mitsui Dockyard	60,000,000	45,000,000	84.50
Mitsui Precision Machine	100,000,000	100,000,000	89.63

Percentage of Mitsui's Investment  
in Semi-Direct Affiliates  
as on the 1st May, 1945

	Authorized Capital	Paid-up Capital	%
Nippon Flour Manufacturing	20,000,000	16,000,000	53.12
Mitsui Warehouse	15,000,000	12,500,000	100.00
Taisho Marine & Fire Ins.	23,000,000	5,750,000	50.41
Tropical Produce	6,500,000	5,525,000	40.13
Sanki Industrial	17,000,000	17,000,000	96.17
Toyo Cotton	35,000,000	35,000,000	88.29
Toyo Rayon	35,375,000	29,031,250	42.97
Mitsui Light Metal	45,000,000	45,000,000	38.86
Mitsui Oil & Fat Industry	20,000,000	20,000,000	100.00
Mitsui Wooden Ship Building	10,000,000	10,000,000	100.00
Mitsui Lumber Industry	30,000,000	30,000,000	100.00
Toyo High Pressure Industrial	65,000,000	48,250,000	37.99

The industrial and commercial activities of most of the above companies will be treated separately in subsequent chapters, but even a casual reader will find out the important role Mitsui plays in the economic life of Japan.

Added to these direct and semi-direct affiliated companies are other industrial and commercial companies in which Mitsui's interest is limited in investment only. We give below a table showing the total amount of capital invested as on the 1st of May 1945 as well as the proportion of this capital in percentage allotted in various branches of finance, industry and commerce.

Mitsui's Investment and its Percentage  
as classified by Industries  
(May 1st 1945)

Unit: ¥1,000

	Number of Companies	Authorized Capital	Paid-up Capital	Mitsui's Investment	Percentage
Investment & Commerce	12	¥ 445,887	¥ 392,555	¥ 291,382	19.9
Banking, Trust Insurance	4	275,000	161,875	41,798	2.9
Marine Transportation	9	155,522	152,522	133,234	9.1
Transport, Warehouse	10	31,400	26,126	17,741	1.2
Mining	16	636,098	509,823	243,978	16.7
Machinery Industry	32	426,888	388,671	270,306	18.5
Metal Industry	4	49,900	48,350	24,582	1.7
Chemical Industry	22	519,500	476,600	251,592	17.2
Fibre & Textile Industry	25	195,887	173,423	87,503	6.0
Lumber & Paper-making	8	38,000	35,500	33,425	2.3
Foodstuff	14	53,340	44,340	27,842	1.8
Agriculture Forestry Exploitation	5	21,850	19,875	14,104	1.0
Miscellaneous	12	77,065	37,190	24,670	1.7
<b>Total</b>	<b>173</b>	<b>¥2,926,337</b>	<b>¥2,466,850</b>	<b>¥1,462,157</b>	<b>100.00</b>

NOTES ON MITSUI'S INVESTMENT  
IN DIRECT AND INDIRECT AFFILIATED COMPANIES

This table shows at a mere glance that the main economic activity of the House of Mitsui is concentrated upon what may be termed as peacetime industries. As regards Mitsui's share of the investments in these enterprises, it varies according to the nature of industries.

It has been, in general, Mitsui's policy to let the general public participate in the undertakings when such enterprises are in the stage of reasonable profit-making basis. When enterprises are <sup>e</sup>new or still at the infant stage, there is usually unknown risks and a large dividend of profit cannot be expected. In these cases, Mitsui bears these business risks upon its shoulder and does not venture to transfer the burden on general investing public. When these undertakings are well fostered and can carry out the business, independently of further Mitsui's financial aid, then only the shares are offered for public subscription.

There are also other companies whose shares were not offered for public subscription due to the stringency of the financial conditions in Japan at a given time when a large number of shares involving a considerable amount of value cannot be absorbed by the general public.

In any case, it may be proved beyond any shadow of doubt that Mitsui does not aim at the monopolization of any one industry or commerce.

Apart from this list of direct and indirect affiliated companies, there are, in addition, approximately one hundred fifty companies in which the House of Mitsui is financially interested

in a more or less degree. In most of these cases, Mitsui is merely an investor without participating in the undertaking itself, the actual management being left entirely to the discretion of promoters of these companies concerned. All in all, the ramifications of Mitsui's enterprises are immense and varied at the present time, as shown in the attached list, but none can deny, with the violent changes of the circumstances, natural readjustment in the nature of its enterprises will inevitably take place. Some will have to go completely, some to be amalgamated and others to be considerably curtailed. Thus, it is expected that the automatic reduction in the number of enterprises to a great extent is to be brought about at no distant date.

#### NOTES ON MITSUI'S INVESTMENT

As will be seen from the Table of "Mitsui's Investment and its Percentage as classified by Industries", Mitsui's principal business is Investment and Commerce (19.9%), among which Mitsui Bussan (Importation and Exportation) is most important. Next comes the Machinery Industry (18.5%) followed by Mining business (16.7%) which is represented by Mitsui Mining Co., Ltd.

The chief line of business of Mitsui Mining Co., Ltd. is the coal mining. The chemical industry (17.2%) is chiefly done by Mitsui Chemical Industrial Co., Ltd. which is engaged chiefly in the manufacture of dyestuff in peacetime.

In the strict and narrow sense of the word, metal and chemical industries can be called the "War industry", in which Mitsui was occupied during the War, but the Mitsui's investment in this direction was 18.9% of the whole investment.

Percentage of the Authorized Capital of Affiliated, direct & indirect, Subsidiary  
and other Companies under Mitsui's control in comparison with the total authorized  
capital of the total number of Limited Companies incorporated in the Japanese Empire & etc.  
(As on the 30th Sept. 1944)

Unit: ¥1,000

Industry	: Limited Cos. incorporated in Japan & etc. (A)		: Mitsui's Companies : Direct & Indirect (B)		: Percentage : B vis-a-vis A
	: Number of : Companies	: Authorized : Capital	: Number of : Companies	: Authorized : Capital	
Finance	1,544	3,246,441	4	275,000	8.4
Mining	2,217	4,069,623	13	605,078	14.8
Fibre & Textile	3,367	2,681,766	21	166,887	6.2
Metal	2,721	5,142,616	6	65,900	1.2
Machinery & Tool	7,986	7,791,468	29	361,519	4.6
Ceramics	897	589,950	1	43,339	7.3
Chemical	3,424	3,948,476	21	503,300	12.7
Pulp, Paper Making	438	789,750	7	33,000	4.1
Foodstuff	3,741	1,326,667	7	30,740	2.3
Agriculture Forestry Fishing	1,577	1,554,040	4	20,850	1.3
Transport Communication Warehousing	4,715	5,774,791	20	200,094	3.4
Electricity & Gas	242	5,960,939	1	60,000	1.0
Commerce	15,354	5,959,893	8	138,938	2.3
Miscellaneous	6,147	3,124,089	9	309,524	9.8
Total	54,370	51,960,509	151	2,814,169	5.4

- Notes: (1) In the above table, the capital of Mitsui Honsha is included.  
(2) In this list are included not only Direct and Indirect Affiliated Companies of Mitsui Honsha, but also the subsidiary companies of those Affiliated Companies.  
(3) By the authorized capital of Mitsui's Companies, is meant that of all companies under the substantial control of Mitsui. It is not intended to mean the invested amount of Mitsui.  
(4) By "Miscellaneous" is meant the enterprises such as Exploitation, Land Development, Investment, Land, Buildings.  
(5) The above Returns of Limited Companies under (A) are those published by the Bank of Japan.  
(6) All limited companies whose Head Offices are situated in Japan proper, Formosa, Chosen and Kwantung Province are included in this table.

Percentage of Mitsui's Actual paid-up Capital in Affiliated, Direct & Indirect,  
Subsidiary and other companies in comparison with the total paid-up capital of  
Limited Companies incorporated in the Japanese Empire & etc. (As on the 30th Sept. 1944)

Unit: ¥1,000

Industry	: Limited Cos. incorporated in Japan & etc. (A)		: Mitsui's Companies (B)		: Percentage B vis-a-vis A
	: Number of Companies	: Paid-up Capital	: Number of Companies	: Paid-up Capital	
Finance	1,544	1,903,647	4	161,875	8.5
Mining	2,217	3,330,358	13	436,828	13.1
Fibre & Textile	3,367	1,936,524	21	145,173	7.4
Metal	2,721	3,905,561	6	62,850	1.6
Machinery & Tool	7,986	5,818,940	29	322,052	5.5
Ceramics	897	434,036	1	43,339	9.9
Chemical	3,424	3,015,632	21	449,180	14.8
Pulp, Paper Making	438	659,882	7	33,000	5.0
Foodstuff	3,741	992,253	7	24,740	2.4
Agriculture Forestry Fishery	1,577	1,167,828	4	18,875	1.6
Transport Communication Warehousing	4,715	4,758,496	20	191,810	4.0
Electricity & Gas	242	5,270,799	1	22,500	0.4
Commerce	15,354	4,459,574	8	138,938	3.1
Miscellaneous	6,247	2,570,305	9	255,317	9.9
Total	54,370	40,223,835	151	2,306,477	5.7

- Notes:
- (1) In the above table, the capital of Mitsui Honsha is included.
  - (2) In this list are included not only Direct and Indirect Affiliates Companies of Mitsui Honsha, but also the subsidiary companies of those Affiliated Companies.
  - (3) By the authorized capital of Mitsui's Companies, is meant that of all companies under the substantial control of Mitsui. It is not intended to mean the invested amount of Mitsui.
  - (4) By "Miscellaneous" is meant the enterprises such as Exploitation, Land Development, Investment, Land, Buildings.
  - (5) The above Returns of Limited Companies under (A) are those published by the Bank of Japan.
  - (6) All limited companies whose Head Offices are situated in Japan proper, Formosa, Chosen and Kwantung Province are included in this table.



#### MITSUMI'S SOCIAL AND CULTURAL SERVICE

Besides engaging in the industrial, commercial and financial activities, the House of Mitsui has not neglected its efforts for the social welfare and cultural service in Japan.

To mention only one instance of its concern for the welfare of the Japanese people, Mitsui Honsha, Ltd. representing all the affiliated companies, made a donation of ¥5,000,000 for the relief of the distressed by the aerial bombardments upon the cities and towns of Japan during 1944. Furthermore, in June 1945, the House of Mitsui forfeited the total dividend of profit for its shares of Mitsui Honsha for the period of the latter half of 1944. This amounted to ¥5,500,000 the total sum of which was contributed to the Relief Fund of the Distressed by the Aerial Bombardment. Donations the House of Mitsui has made in the past to charitable and educational institutions in Japan are too numerous to mention. At the time of the great earthquake and fire in 1923 in Tokyo and Yokohama, the Mitsui Relief Committee, organized by Mitsui Gomei Kaisha (~~for~~ former organization replaced and reorganized by the present Mitsui Honsha) rendered invaluable service by utilizing the vast transport facilities of the firm when the shipping and railway service ~~were~~<sup>was</sup> disorganized. The Mitsui Committee collected large quantities of food and clothing in all the large cities and town unaffected by the earthquake, transported them to Tokyo within a very short period and distributed them among the sufferers from the calamity.

Again, in 1932, Mitsui Gomei Kaisha gave ¥3,000,000 for the relief of the poor in commemoration of the tercentenary of the founding of the firm. In 1934, the same company made a further

contribution of ¥3,000,000 to the relief of famine stricken people of North-Eastern Japan.

Mitsui Hoonkai  
(Mitsui Foundation)

The House of Mitsui established an institution called Mitsui Hoonkai (Mitsui Foundation) in 1934 with a gift of ¥30,000,000 for the promotion of social and cultural services in Japan.

The actual head of the Board of Directors of Mitsui Foundation is Mr. Takasumi Mitsui, the younger brother of Baron Takakimi Mitsui, who is sparing no effort for the advancement of the social welfare and educational work for the needed.

Its chief activities are as follows:-

(1) Social works and undertakings by independent management or through appropriations towards charitable institutions and endowments.

(2) Financial support for useful economic, scientific research as well as application of the results of such researches to agriculture, industry and the health of the nation.

(3) Financial aid for the advancement of the world's culture.

(4) Inquiries and researches necessary for the above purposes.

Since the establishment of this Foundation till March 1945, its total appropriations for various social and cultural services amounted to ¥18,779,656. Among the donations of some importance, special mention may be made of the following:-

¥1,000,000 for the purchase of radium and other equipment for a Cancer Research Laboratory.

¥250,000 for the establishment of a Tuberculosis Sanatorium with a capacity of 500 patients.

¥400,000 for the establishment of a Pediatric and Maternity Research.

¥500,000 for the encouragement of sheep-raising by the importation of live stock from Australia and New Zealand, freely distributed to farmers.

With regard to the financing of the Foundation, the income is derived from interest on capital investment, but in case of need, the capital itself is being utilized.

The Foundation looks forward to further active participation for the advancement of culture in Japan with generous donations.

Mitsui Kosei Hospital  
(Mitsui Social Welfare Hospital)

Established in 1906 under the name of Izumibashi Hospital, and changed to its present name in recent years, this is one of the largest private charity institutions of the kind in Japan. It is managed solely by donations from Mitsui Honsha and the poor people of Tokyo, who cannot afford expensive medical treatment, are treated here free of charge.

For the period of nine months from January to September 1944, 65,868 out-patients (290 patients per day on the average) and 1,636 in-patients (89 patients per day on the average) were treated. The hospital is polyclinic with a staff of more than one hundred physicians, surgeons and pharmacists assisted by many nurses.

Since the founding of the hospital, Mitsui has spent already several million Yen for the maintenance and equipment of the hospital in addition to initial gifts of five million Yen.

Unfortunately, the whole premises of the hospital were burnt to ashes in March 1945 by an aerial bombardment. However, in

view of the increasing demand for this kind of charity hospital and also in view of the long history it is connected with the family of Mitsui, every effort is now being made to have a new hospital built on a large and better scale than before.

mitsui BUSSAN KAISHA, LTD.  
(Mitsui & Co., Ltd.)

Address: No.1 Nichome Muromachi Nihombashi, Tokyo.  
Authorized Capital: ¥100,000,000 (fully paid up)  
Board of Directors: President: Kiyoshi Miyazaki  
Managing Directors: Takeo Komuro  
Shohso Yamashita  
Manasao Doki  
Yutaka Kikuchi

History

With the Restoration of the Imperial Regime in 1868 the Japanese people obtained the freedom of international trade, which was forbidden during the previous three hundred years of the Tokugawa Shogunate. Mitsui Bussan Kaisha was thus born in July 1876 with the object of promoting foreign trade.

Opening of various branch offices

Immediately after its inauguration, the Company sent its representatives to London and negotiated to export some Japanese rice to England which paved the way for the Anglo-Japanese trade relations of later years.

This initial business also encouraged the opening of branch offices in London, Shanghai, Hongkong, and New York, in 1880. Special importance was attached to the London branch through which the transaction in rice, coal and machinery with the Continental countries was conducted.

Mitsui Bussan and Cotton Spinning Industry in Japan

Mitsui Bussan has played an important role in the growth of the Japanese cotton spinning industry since the early years of the Meiji Era by importing cotton and cotton spinning machinery. As

this line of the business developed, Mitsui became the sole agent in Japan for Platt Brothers Spinning Machinery of Lancashire, England. To further the import business of Indian Cotton, a branch was opened in Bombay in 1893, followed by the opening of branches in Calcutta, Karachi, ~~Madras~~ Madras in subsequent years.

#### Trade with China

Trade with China dates back as early as 1880 when a branch was opened in Shanghai, while ten years later, the company's activities extended to Manchuria, where beans and beanoil were produced on a large scale. However, the export of these products was then unknown and it was only through tireless efforts of Mitsui Bussan that a sample shipment of 20 tons of Beans was made for the first time destined to Liverpool in 1907. This initial business was crowned by a great success, because within the short space of the following three months, the export figure reached 85,000 tons. Five years later, the annual export by Mitsui alone reached one million tons. Constant and regular transactions were concluded amounting to several million tons every year until the outbreak of the War of 1914.

The export of beanoil was no less important, especially to America.

#### The Company's Share in the Sugar industry in Japan

The sugar industry in Japan rapidly developed just after the Sino-Japanese War and the increasing demand for raw sugar prompted the Company's activity in this line. In 1901, a representative was sent to Sourabaya who successfully undertook the importation of Java sugar. About this time, branch offices in Sydney and Manila were opened which covered the territories of the Southern Pacific and Australia.

Later Activities

Hand in hand with Japan's political rise as a World's Power in consequence of the Sino-Japanese War and the Russo-Japanese War, Mitsui's activities in the international trade have increased with integrity and steadiness, gaining the confidence of American and European customers.

The Great War of 1914-1918 was a further incentive to a greater expansion of Mitsui's trade influence in China, India, and the Southern Pacific countries. Moreover, the company supplied the Allied Powers with not only Japanese commodities but also all kinds of war materials which were produced in foreign countries.

The Company's position in the international trade now became ever so well-established and its activities far and wide until December 1941, when the unfortunate war broke out against America and England. In consequence, Japan's foreign trade was curtailed to a great extent with the exception of China, Manchuria, and a part of the South Sea countries. It was Mitsui Bussan Kaisha which was hit hardest by the outbreak of the war, losing its world-wide trade connection in a single night.

A. Change in Organization

Since its inauguration, the Company has made many changes in its organization in order to adapt itself to ever increasing activities of the Company as well as to the varying conditions of the world. Following companies were established as separate units, as the importance of their trade activities outgrew simple departmental business:-

Oriental Cotton Company, Ltd.	in 1920
Mitsui Dock Yard Ltd.	" 1937
Mitsui Steamship Company, Ltd.	" 1942
Mitsui Wooden Vessel Building Co., Ltd.	" 1943
Mitsui Lumber Industry Co., Ltd.	" 1944

B. Change in Capital and Organization

- In 1876 The Original Mitsui Bussan Kaisha was formed without any fixed amount of capital, the necessary funds being advanced by Mitsui Bank and The Daiichi Bank as it required.
- In 1878 The capital was fixed at ¥200,000.
- " 1893 The name was changed to Mitsui Bussan Gomei Kaisha with a capital of ¥1,000,000.
- " 1909 The name of the company was again changed to Mitsui Bussan Kaisha, Ltd. with a capital of ¥2,000,000.
- " 1918 The capital was increased to ¥100,000,000.
- " 1937 The capital was increased to ¥150,000,000.
- " 1940 Amalgamated with Mitsui Gomei Kaisha which was the holding Company of the entire Mitsui interests. A part of the capital amounting to ¥149,550,500 out of the combined capital of ¥450,000,000 was reduced and the company's capital was now fixed at ¥300,449,500.
- " 1944 As a result of their reorganization which took place this year, the new company under the name of Mitsui Bussan Kaisha, Ltd. took over the entire business of Mitsui Bussan Kaisha, Ltd. and at the same time, the new Mitsui Bussan Kaisha, Ltd. with the paid up capital of ¥100,000,000 was formed to take charge of the commercial section only of the defunct company.

C. Reorganization

Up to 1939, the business of the entire Mitsui interests had been functioning under the supervision of Mitsui Gomei Kaisha but the changed economic conditions of Japan consequent



upon the prolonged war with China made it necessary for the Company to raise an immense amount of the authorized capital. Serious consideration was, therefore given for placing the Company's shares in the open market. However, a technical difficulty arose, because of the fact that Mitsui Gomei Kaisha was a partnership company which could not dispose of its shares. In fact, the capital of "Gomei Kaisha" (Partnership Company) was divided into "Mochibun" (a quota or a share of proprietary right) which would denote merely a share of co-ownership of the capital and was not marketable for the lack of negotiability nor could it be recognised as the share certificates of a stock corporation. Thereupon, in August, 1940, Mitsui Bussan (a joint stock company) amalgamated Mitsui Gomei, thus enabling it to raise the required amount of capital by public subscription in the open market.

Thus, in August, 1940, Mitsui Bussan became the holding company of the entire Mitsui's enterprises, while at the same time it retained the same character, as before, of a business concern engaged in the international commerce.

Three years' experience, however, demonstrated that it was not proper for Mitsui Bussan to engage in trade and commerce on one hand and to be a holding company vis-a-vis all the Mitsui interests on the other. Thereupon in March, 1944, a thorough reorganization of Mitsui Bussan Kaisha, Ltd., was again effected whereby a separate and independent company, exclusively pursuing the original mission of Mitsui Bussan, in the line of foreign trade and commerce, was newly established. The new company is the present Mitsui Bussan Kaisha, Limited .

In consequence the company which was known as Mitsui Bussan Kaisha, Ltd., heretofore, changed its name to Mitsui Honsha, Ltd., whose function is now to assume the leadership and supervision of all the companies under Mitsui's control.

Business Activities

To explain the business activities of the Company, it can be conveniently divided into three periods, each of which has its own characteristic, namely,

1. Before the War of 1941-1945
  2. During the War
  3. Latter part of the War and after.
1. Before the War of 1941.

The activity of the Company was chiefly confined to the foreign trade. The total annual trade amounted to 2,000/2,500 Million Yen, out of which the export from Japan amounted to 400/600 Million Yen representing 10/15% of the total export from Japan and the import to Japan amounted to 500/600 Million Yen representing 13/18% of the total import of Japan.

The chief commodities handled by the Company are as follows:- (taken from the list for 1939)

Export:

Silk, Marine products, Tinned food, Machinery, Metal and Flour, Sugar, Lumber, Paper, Cotton piece goods, Coal, Dyestuffs, Chemicals.

Import:

Rice, Wheat, Oil seeds, Raw rubber, Medicine, Wool, Gunny and Gunny Bags, Steel and other Metals, Machinery, Rail Road Materials, Bean and Cake, Petroleum, Phosphate, Salt.

Particulars of Exports 1939

Unit: ¥1,000

<u>Articles</u>	<u>Amount</u>	<u>% for Total Exports of respective commodity</u>
Flour	21,443	36%
Tea	5,783	12
Sugar	14,952	26
Marine Products	12,839	12
Tinned Food	30,755	22
Vegetable Oils	5,076	24
Medicine	7,811	7
Dyestuff	6,676	31
Silk	139,126	27
Cotton Fabrics	13,144	3
Rayon Fabrics	5,706	4
Rayon Yarn	7,250	18
Paper	12,763	15
Coal	10,019	79
Metal	22,731	8
Machinery	36,778	9
Lumber	16,365	10

Particulars of Imports 1939

Unit: ¥1,000

<u>Articles</u>	<u>Amount</u>	<u>% for Total Import</u>
Rice	24,833	64%
Wheat	4,945	61
Beans	19,980	16

Particulars of Imports 1939

Unit: ¥1,000

<u>Articles</u>	<u>Amount</u>	<u>% for Total Import</u>
Oil Seeds	9,654	24%
Salt	7,376	15
Rubber	27,496	35
Medicine	15,220	17
Gunny & Hemp	7,570	18
Wool	12,176	18
Pulp	5,438	11
Phosphate Rock	12,646	41
Metals	262,896	29
Machinery Rail Road Materials	60,890	22
Lumber	4,835	39
Bean Cake	19,524	16

The Company's share of the trade between foreign countries also amounted to ¥600/1,400 Million annually.

The chief commodities are:†

Coal, Rice, Flour, Beans, Cereals, Vegetable Oil	(China and Manchuria)
Flour	(Australia and China)
Sugar	(Philippine and Java)
Gunny	(British India)
Hemp	(Philippine)
Rubber	(Southsea Countries)
Chinese Silk	(China)
Lumber	(Manchuria & Southsea Countries)

## 2. During the War

The activities during this period were twofold, namely, the activities for trade and the activities as the holding company of all Mitsui interests.

### Trade activities:

As the result of the War, the Company's foreign trade activities were naturally limited to those countries as Manchuria, China, Siam, French Indo-China and the occupied territories in the South Seas. Besides, the strict government control over the trade was enforced leaving no room for the free trade not only at home but also abroad.

Under the circumstances, the Company joined in various Government Control Organizations.

The Company's foreign trade during this period naturally dwindled a great deal amounting to only 300 million Yen in export and 400 million Yen in import per annum. But the trade between foreign countries made a sudden increase amounting to 1,500/2,000 Million Yen per annum. This rapid increase was chiefly due to the handling of agricultural products in Manchuria.

The chief industrial activities of the Company at home and abroad during the War period were represented by the following companies:-

- Home: Mitsui Mining Co., Ltd.
- Mitsui Chemical Industry Co., Ltd.
- Mitsui Dock Yard, Ltd.
- Mitsui Precision Machine Co., Ltd.

Mitsui Light Metal Co., Ltd.  
Toyo High Pressure Industrial Co., Ltd.  
Nippon Synthetic Oil Co., Ltd.  
Mitsui Wooden Vessel Building Co., Ltd.  
Mitsui Lumber Industry Co., Ltd.  
Sanki Industrial Co., Ltd.

Abroad:

Apatite Mining (French Indo-China)  
Dock Managing (Hongkong)  
Copper Mining (Philippine Island)  
Tin Mining (Malay)  
Coal Mining (Sumatra)  
Lead Mining (Burma)  
Cotton Plantation (P.I., Burma, Java, Borneo)  
Jute Plantation (P.I.)  
Castor Oil Plantation (P.I.)  
Sulphuric Acid Industry (Java)

3. Latter part of the War and after

The outstanding feature of this period was that the entire business of the Company was transferred to the newly formed company under the name of Mitsui Honsha, Ltd., and the present Mitsui Bussan Kaisha, Ltd. was newly formed in March 1944 with a capital of ¥100,000,000.

The new Mitsui Bussan Kaisha, was in existence only one year and half when the unfortunate War ended, leaving behind it tremendous postwar problems. In particular, the question of shortage

of foodstuff, housing and general welfare of the people await the urgent solution. Mitsui Bussan Kaisha is, therefore, concentrating its activities upon these matters.

### Organization

Under the Board of Directors in Tokyo are various departments, namely.

Personnel, Legal Affairs Dept., General Planning Dept., Accounting Dept., General Affairs Dept., Traffic Dept., Fuel Dept., Business Dept., Foodstuffs & Provisions Dept., Machinery Dept., Metal Dept.

The Traffic Department is in charge of transporting, delivery-ing, storing and insuring merchandises as well as custom clearing business.

Fuel Department handles coal, oil and all kinds of their substitutes.

Business Department handles Silk, Cotton manufacture, Rayon manufactures, other fibres and their manufactures, Cement, all building materials, Dyestuffs, Industrial Chemicals, Chemical fertilizers, Paper, Pulp, Tobacco, Rubber and its products, and other general merchandise.

Food, Machinery and Metal Departments deal in those merchandises as expressed in their titles.

Branch offices and representatives have been set up in the

following places at home and abroad:-

Where there are no branch offices, or representatives, Mitsui Bussan has many correspondents in the leading cities of the world, notably as under:-

Home:

Sapporo, Otaru, Hakodate, Yokohama, Yokosuka, Nagoya, Toyama, Osaka, Maizuru, Kobe, Hirohata, Okayama, Hiroshima, Kure, Hikari, Moji, Yawata, Fukuoka, Omuta, Nagasaki, Saseho, Omura.

Formosa:

Taihoku, Takao.

Korea:

Keijo, Fusan, Chinkai, Seishin.

Manchuria:

Dairen, Hsinking, Antung, Yingkow, Chinchow, Mukden, Harbin.

China:

Peiping, Tientsin, Changchiakou, Kueisui-hsien, Paoing, Shihmen, Tsingtao, Chefoo, Tsinan, Hsuehchow, Kaifeng, Chengchow, Nanking, Shanghai, Soochow, Hangchow, Wusih, Chinkiang, Wuhu, Hankow, Canton, Amoy, Swatow, Yulin, Hongkong.

Southseas Territory:

Manila, Hanoi, Haiphong, Saigon, Bangkok, Rangoon, Moulmein, Singapore, Penang, Ipo, Kuala-Lumpur, Padang, Medan, Palembang, Kuching, Balik-Papan, Banjermassin, Batavia, Semarang, Sourabaya, Singaradja, Macassar.

India:

Calcutta, Bombay.

Iraq:

Bagdad.

Egypt:

Alexandria.

England:

London.

U.S.A.:

New York, San Francisco, Seattle.

Australia:

Sydney, Melbourne.

Correspondents

Where there are no branch offices, or representatives, Mitsui Bussan has many correspondents in the leading cities of the world, notably as under:-



Paris & Lyon (Societe Anonyme Francaise Bussan)

Berlin & Hamburg (Deutsche Mitsui Bussan  
Aktiengesellschaft)

Cape Town & Johannesburg (Mitsui Bussan South  
Africa (Proprietary) Ltd.)

Buenos Aires (Nambu Company de Importacion  
y Exportacion Sociedad Anonima)

Rio de Janeiro, Los Angeles, Mexico City,  
Santiago Chile, Wellington, New Zealand.

### Employees

The total number of employees of the Company in September 1945 amounts to 19,000 out of whom 4607 are registered as the regular staff distributed as follows:

Home	2,907
(Out of which 2,046 are stationed at Tokyo)	
Formosa	112
Korea	146
Manchuria	248
China	524
Southsea territories	662
Others	8
	<hr/>
	4,607
	<hr/>

### Affiliated Companies

When the present Mitsui Bussan Kaisha, Ltd. was formed in March 1944, separated from Mitsui Honsha, Ltd., the majority of affiliated Companies of the old Mitsui Bussan Kaisha, Ltd. was taken over by Mitsui Honsha, Ltd. But those concerns engaged in trade and also some of the industrial companies abroad have con-

veniently been placed under the supervision of the present Mitsui Bussan Kaisha, Ltd.

The following are the nature of business of and amount of investments in the affiliated concerns of the present Mitsui Bussan Kaisha, Ltd.

<u>Business</u>	<u>Number of Companies</u>	<u>Amount invested ¥1,000</u>
Trade	103	¥24,692
Chemical	15	22,095
Food	12	9,214
Traffic, Warehouse	28	8,587
Agricultural	2	5,550
Machinery	4	3,796
Nitrogen	2	2,416
Textile	6	1,890
Others	13	1,655
	<u>185</u>	<u>¥79,895</u>

MITSUI KOZAN KABUSHIKI KAISHA  
(Mitsui Mining Co., Ltd.)

Address:- No.1 - Nichome, Muromachi, Nihombashi, Tokyo.

Authorized Capital:- ¥400,000,000.

Paid-up Capital:- ¥300,000,000.

Board of Directors:-

President:

Managing Directors:

Saburo Kawashima

Shinsaku Hayashi

Gen Nakane

Toshio Tashiro

Inesuke Inarida

The birth of this company dates as far back as 1874 when the House of Mitsui purchased Kamioka Metal Mine in the province of Hida, followed by the acquisition of Miike Coal-field in Kyushu from the Japanese Government in 1888. Dr. Takuma Dan, then, a young civil engineer of great promise fresh from an American college, who thirty years later became the senior Managing Director of Mitsui Gomei Kaisha, joined Mitsui as the chief Engineer to exploit the coal-fields in the region of Miike. The coal mining industry was almost unknown in Japan in those days in the modern sense of the word. New machinery was installed in the colliery, and scientific methods of working were adapted with the result that in the course of a few years, it became a model mine of great value, creating as it did new wealth and fortune for the later development of the House of Mitsui.

Miike coal mine is today the largest single coal mine in Japan with an annual output of more than 2,500,000 tons. Encouraged by the success of its first venture, Mitsui gradually extended its mining activities in the course of the next three decades. Colliery companies in Northern Kyushu, Hokkaido and Saghalien were amalgamated, while many affiliated concerns en-

gaged in the same industry were established in many parts of Japan and Formosa.

The output of coal from collieries under the direct management of the company amounted to 10,600,000 metric tons in 1944 in spite of the scarcity of labour and difficulty of obtaining necessary equipment.

With the gradual development of the various branches of the mining industry, the firm became definitely an independent company under the name of Mitsui Mining Co., Ltd. with a capital of ¥20,000,000 in 1911 which was increased from time to time in order to meet the new situation to reach today ¥400,000,000. Beginning with the coal industry, the history of Mitsui Mining Company is in a sense the history of the chemical industry in Japan. To cite only one or two instances on this subject, the application of the valuable by-products of coal-tar to the dye-stuff industry, the production of picric acid and synthetic oil & etc. may be mentioned.

On the other hand, the soda ash and caustic soda manufacture was also commenced, while gold and silver, lead and zinc, copper and bismuth deposits are being worked though on a relatively small scale.

Among many places of enterprises under the management of the Company, the following are the more important mines and works:-

Miike, Tagawa, Yamano Collieries all in Kyushu,  
Sunakawa, Bibai, Shinbibai, Ashibetsu Collieries  
all in Hokkaido.

Kamioka Zinc, Lead & Silver mines in Japan proper,  
Kushikino Gold & Silver Mine in Kyushu,  
Miike Machinery Works, Miike Zinc Refinery,  
Miike Harbour all in Kyushu,  
Kawakami, Naikawa Collieries in Saghalien.

The Company's Output in 1944

Coal	10,600,000	metric	tons
Zinc	47,284	"	"
Lead	14,092	"	"
Copper	8,018	"	"
Zinc Plate	4,304	"	"
Sulphate of Zinc	4,104	"	"
Sulphuric Acid	15,194	"	"
Cokes	16,000	"	"
Sulphate of Ammonia	806	"	"
Tar	3,537	"	"
Pitch	2,263	"	"
Creosote Oil	287	"	"
Bricket	20,000	"	"
Gold		400	Kilogrammes

Miike Coal-field

The story of Mitsui Mining Co., Ltd. is incomplete without a description of Miike coal-field, hence a few lines regarding the colliery are given herewith.

Situated on Shimabara Bay, approximately 90 miles south of Moji, this well-known mine produces over 2,500,000 tons annually. The field covers nearly 102,000 acres with nine seams of coal of which the most important varies from 10 to 25 feet in thickness. This coal is known as Miike Coal, free from any admixture of shale or stone, and thanks to its uniform quality and high heating value, it commands a wide market at home and abroad.

#### Miike Harbour

Considering the great importance of the question of rapid and efficient transportation from pitheads at Miike Mine to various centres of distribution in Japan and Far Eastern ports, Mitsui Mining Co. operates its own railway from pitheads to loaders on the quay-wall in Miike Harbour. And to give facilities for loading the coal in steamers and for coaling vessels, Mitsui has constructed what is today known as Miike Harbour, which has an outer and an inner harbour with a wet dock. The water area of the inner port is about 125 acres with <sup>a</sup>n average depth of 35 feet at low water. Three 10,000 ton steamers can moor alongside the quay and a moorage has been provided outside the dock for steamers unable to pass the dock gates, thus enabling vessels of any size to be bunkered.

Subsidiary Companies of Mitsui Mining Co., Ltd.

<u>Name</u>	<u>Authorized Capital</u>	<u>Paid-up Capital</u>	<u>Mitsui Mining's Investment in %</u>	<u>Place of Enterprises</u>
Kamaishi Metal Mining Co., Ltd.	¥20,000,000	¥20,000,000	100	(Hokkaido
Taiheiyō Colliery Co., Ltd.	11,000,000	11,000,000	41	(Fukushima Hokkaido
Kushiro Harbour Railways Ltd.	2,500,000	1,800,000	99½	"
Keelung Colliery Col., Ltd.	7,000,000	7,000,000	61.02	Formosa
Matsushima Colliery Co., Ltd.	2,800,000	2,800,000	85.22	Nagasaki
<b>Yamato</b> Colliery Co., Ltd.	7,500,000	7,500,000	86.67	Fukuoka
Sansei Mining Industrial Co., Ltd.	5,098,000	5,098,000	100	Korea
Hokkaido Sulphur Co., Ltd.	3,000,000	2,250,000	100	Gunma
Nippon Zinc Mining Co., Ltd.	3,000,000	3,000,000	100	Fukui
Toa Mining Industrial Co., Ltd.	5,000,000	3,000,000	88	Manchukuo
Sampo Colliery Co., Ltd.	1,000,000	825,000	94	"
Tempozan Mining Industrial Co., Ltd.	3,500,000	3,500,000	28	"
Southseas Aluminum Industrial Co., Ltd.	10,000,000	10,000,000	40.87	Southseas
Kyushu Coal Electric Power Co., Ltd.	60,000,000	22,500,000	50	Kyushū
Sanko Wooden Pile Co., Ltd.	300,000	300,000	100	Hokkaido etc.

MITSUI KAGAKU KOGYO KABUSHIKI KAISHA  
(Mitsui Chemical Industry Co., Ltd.)

Head Office:- No.1 - Nichome Muromachi, Nihombashi, Tokyo

Authorized Capital:- ¥81,000,000 fully paid up.

Board of Directors:-

President;

Managing Directors:

Wasaku Shobara

T. Hayashi

K. Hashimoto

T. Imai

Factories are situated at following towns:-

Miike Dyestuff Factory:- Omuta, Fukuoka Prefecture

Torite Factory:- Torite, Ibaraki Prefecture

Nishinari Factory:- Tsumorimachi, Nishinariku,  
Osaka.

Anagasaki Factory:- Anagasaki, Hyogo Prefecture

Merugo Research Laboratory:- Nakameguro, Tokyo

Department of Production and Supplies:- c/o Mitsui  
Bussan Kaisha, Osaka.

Principal Items of Production:-

Coke and by-products of coal-tar, Explosives, Sulphate  
of Ammonia, Dyestuffs and their Intermediate, In-  
dustrial Chemicals, Medical Materials, Synthetic  
Rubber, Synthetic Rosin and other chemicals.

Established as a separate and independent company from  
Mitsui Mining Col, Ltd., on the 30th April, 1941, the history  
of the company dates back to 1902 when the initial production  
of coke by the utilization of by-products of coal-tar was  
begun at Omuta. The Great War in Europe in 1914 with the conse-  
quent total stoppage of import of German and other foreign dye-  
stuffs to Japan was an incentive to the further development on  
a large scale of the manufacture of various dyestuffs at Omuta  
Factories.

In fact, the Chemical and Dyestuff Works there are known  
today as the largest industrial plants of the kind in Japan.

The characteristic of these works is the unique geographic  
position they occupy, namely, their easy access to the vast



coal field of Miike and other chemical factories, all situated in the same region of rich industrial district of Kyushu. This enables them to manufacture various chemical products by the application of basic materials such as coal, coke, coal-tar and other by-products with necessary basic heavy chemicals on the very spot where they are produced at the minimum of cost.

Among the products thus manufactured are the whole range of alizarin colours, direct colours, sulphide colours, acid colours, indigo, indanthrene colours in addition to sulphate of ammonia, all kinds of heavy chemicals and medical materials reaching nearly 450 items.

Up to the beginning of the war with China in 1937, Mitsu's production of dyestuffs covered not only the whole requirement of the Japanese market, but also a large quantity was exported to the Far Eastern markets.

**Torite Factory:-** Is solely making synthetic tannin by a special process invented by Meguro Scientific Laboratory of the Company.

**Nishinari Factory:-** Is chiefly manufacturing Naphtol colours.

**Amagasaki Factory:-** Concentrates upon the making of sulphide colours.

**Meguro Laboratory:-** Situated in Tokyo, this is the centre of the basic research work in science and chemistry, the results of which have been applied to the great benefit of the nation and to various factories of Mitsui Chemical Industrial Company.

Subsidiary Companies of

Mitsui Chemical Industry Co., Ltd.

Following is a list of subsidiary companies of Mitsui Chemical Industry Co., Ltd., all of whom are producers of various chemicals.

	<u>Authorized Capital</u>	<u>Paid-up Capital</u>	<u>Percentage of Mitsui's share</u>
Toa Gosei Kagaku Kogyo	¥40,880,000	¥40,880,000	24½%
Toyo Soda Kogyo	30,000,000	30,000,000	51.70
Shimane Kagaku Kogyo	30,000,000	15,000,000	16.67
Tairiku Kagaku Kogyo	10,000,000	10,000,000	50.00
Toa Tekushu Kinzoku Kogyo	5,000,000	1,250,000	30.00

MITSUI SENPAKU KAISHA, LTD.

(Mitsui Line)

Address:- No.1 - Nichome Muromachi, Nihombashi, Tokyo.

Authorized Capital:- ¥70,000,000 fully paid up.

Board of Directors:-

President: Takaharu Mitsui  
Managing Directors: Shuichi Sasaki  
Sen Ichino

This company owes its origin to the Freight Department of Mitsui Bussan Kaisha, Ltd., from which it was separated in December 1942 as an independent company with a capital of ¥50,000,000 fully paid up. At the beginning it was a modest freight department of Mitsui Bussan with only a few small steamers carrying principally Miike coal to Chinese ports. In 1897, for the first time in the maritime history of Japan, Mitsui put s/s Hikosan-Maru on the Australia/Newcastle-on-Tyne route and in 1915 s/s Tempaisan-Maru made a world round voyage via Panama Canal, which was in fact the first Japanese steamer to pass through Panama Canal. Mitsui was also the pioneer in Japan to have a Diesel motor vessel named Akagisan Maru constructed in 1924.

During the Great War of 1914/1918, the Freight Department of Mitsui Bussan took full advantage of the trend of the times and steamer after steamer were added to its fleet. In order to fill up the function of common carrier, both on regular lines and tramp routes cargo and passenger services have been established one after the other over the seven seas of the world since the end of the war in 1918. Prior to the War of 1941, Mitsui ran following nine regular services:-

- (1) New York - Japan - Philippines - Straits
- (2) Japan - Calcutta
- (3) Japan - Bombay
- (4) Japan - Rangoon - Madras
- (5) Japan - Iranian Gulf
- (6) Japan - Philippines
- (7) Japan - Bangkok
- (8) Yokohama - Dairen
- (9) Moji- Yokohama - Tokyo

Mitsui Steamship Co., Ltd. was established as a separate company in 1942, to complete organization of common carriers free from Mitsui's own cargoes and, enlarged again in 1943 by the amalgamation of the Shipping Department of Hokkaido Colliery & Steamship Co., Ltd., increasing its capital to the present figure of ¥70,000,000. It was the culminating point for the company as far as its tonnage and transport activities were concerned, because the war with the Anglo-Americans dealt the company a very heavy blow. Let the following table speak for the tragic story of the war.

Tonnage under Mitsui's Control

Before the war in 1941

Name of Company	Number of Vessels B/W tons	
Mitsui Steamship Co., Ltd.	32	219,096
Taiyo Kogyo K.K.	5	31,027
Toyo Kaiun K.K.	19	96,953
Total	56	347,076

After the war in September 1945

Mitsui Steamship Co., Ltd.			
Steamers	20		59,624
Sailing motor boats	1		135 G/T
Toyo Kaiun K.K.	-Steamers-	8	52,200
Taiyo Kogyo K.K.	-Steamers-	3	5,732
Horai Tanker K.K.	-Steamers-	19	29,035
Mitsui Kinkai Kisen K.K.			
Sailing motor boats	96		17,585 G/T
Hokkai Sempaku K.K.	-Steamers-	2	4,399
Saikai Kisen K.K.	-Steamers-	26	16,537
Seto Naikai Unso K.K.			
-Motor boats-	11		2,043 G/T
-Two boats-	11		3,315
<hr/>			
Total	Steamers	78	167,527 G/T
	Motor boats	108	19,763 G/T
	Tow boats	11	3,315 G/T
=====			

During the war of 1941/1944, the whole fleet of Mitsui Steamship Co. and others under its control were requisitioned by the Japanese Government and a very large tonnage was lost by war-operation.

In addition to the subsidiary companies above mentioned, the Company runs a separate small ship-building undertaking, Mitsui Woodenship Building Co., Ltd. with a capital of ¥10,000,000.

mitsui zosen kabushiki kaisha

(Mitsui Shipbuilding Co., Ltd.)

Address:- 1-2 Chome Muromachi, Nihombashi, Tokyo.

Authorized Capital:- ¥60,000,000

Paid-up Capital:- ¥45,000,000

Principal Shareholders:- Mitsui Honsha 49.4%  
Eleven Mitsui Families 33.3%

Board of Directors:-

President: Yutaro Hanawa

Managing Directors: Kihachi Kitamura  
Takebumi Hojo  
Shozo Niwata

The predecessor of this company was the Shipbuilding Department of Mitsui Bussan, established in 1917 when Japan felt the keen shortage of steamers and the scarcity of ship-repairing works. A modest dockyard was constructed at Unomachi Okayama Prefecture with a view of building steamers of moderate tonnage. In the meantime, the construction of a large dockyard on the modern basis was commenced at Tama and when completed in May 1919, the whole enterprise was transferred there.

With the progress and development of the ship-building industry during the years immediately following the last war, the above dockyard became to rank as one of the biggest ship-building yards in Japan and in 1937, with the result that was registered an independent company under the name of Tama Dockyard, Ltd., with a capital of ¥10,000,000.

As a further extension of its business became necessary consequent upon the outbreak of the war in 1941, the capital was increased to ¥30,000,000 in January 1942, changing on

the same occasion the name of the Company to Mitsui Shipbuilding Co., Ltd. Later in March 1944, another increase of capital to ¥60,000,000 was effected.

The Company is the owner of following foreign licenses, purchased from time to time as the occasion demanded, for the manufacture of various kinds of machinery:-

1. Diesel engines of Mitsui-Burmeister & Wein Type for mercantile marine, land and locomotive use.
2. Marine Scotch boiler of Mitsui-Howden-Johnson type.
3. Exhaust Turbo compressor of Mitsui-Gotaverken type.
4. Design and manufacture of Oertz rudder.
5. Steam-engines of Salze type.

The Company's shipbuilding yard at Tama, near Okayama, on the Inland Sea, occupies more than 300 acres having six keels and four docks and is equipped with modern plants for the construction of vessels of any kind up to 20,000 tons. The first Ocean-going cargo motor-ship constructed in Japan was built at Tama Dockyard. In addition to shipbuilding, the Company is engaged in shiprepairing and manufacture of various kinds of machinery as patentee of the above mentioned processes. It is also a maker of machinery for synthetic oil and other chemical industries. At the later stage of the War of 1941-1945, some damage was done to the dockyard but fortunately it was not of serious nature.

There exists another dockyard at Akitsu built in 1944, possessing two keels, and if necessary it can be made into one of the largest shipbuilding yards in Japan.

The dockyard at Sone is specially equipped for the construction of concrete ships. The business and plant were taken over <sup>by</sup> ~~the~~ Mitsui from Takechi Shipbuilding Company in February 1945.

The Company owns also another machine factory at Okayama.



MITSUI SEIMEI HOKEN KABUSHIKI KAISHA

(Mitsui Life Insurance Co., Ltd.)

Address:- No.1 - Nichome, Muromachi, Nihombashi, Tokyo.

Authorized Capital:- ¥2,000,000.

Paid-up Capital:- ¥500,000.

Board of Directors:-

President:

Shozo Watanabe

Managing Director:

Keijiro Sunouchi

The House of Mitsui began to participate in the life insurance business in 1926 by acquiring a controlling interest in Takasago Life Insurance Co., Ltd. a company already in existence since 1914 but without much influence in the same field of business.

In March 1927, it was renamed Mitsui Life Insurance Co., Ltd. The paid-up capital remains always the same as it was at the time of reorganization in 1927 when some change in the business department was effected. Since then, the business turnover has undergone a great change for the better, which is an example of continuous and healthy development. While the amount of policies in force at the end of 1926 represented only ¥20,000,000 and the income from premium stood at ¥1,000,000, the eighteen years' hard and strenuous work by the new management raised in 1944 the sum total of insurance policies in force to the tune of ¥3,275,000,000 realizing the premium income of ¥148,000,000. The assets have also correspondingly increased from ¥7,000,000 in 1926 to ¥420,000,000 at the end of 1944.

The Company's progress since it has come under Mitsui's management is shown by the following table:-

Year	New Business	Insurance Policies in force at the end of year	Premium Income	Total Asset at the end of the year
1926	¥ 91,500	¥ 19,206,121	¥ 955,348	¥ 6,761,404
1930	43,977,800	147,901,190	6,835,420	16,181,662
1935	108,350,400	416,960,057	17,047,633	52,927,200
1940	349,226,000	1,338,666,284	51,611,705	149,952,452
1941	388,327,600	1,637,931,811	63,686,911	191,557,156
1942	421,919,700	1,951,869,239	78,606,908	241,662,977
1943	524,038,000	2,383,009,505	95,634,278	301,147,413
1944	999,575,120	3,275,334,085	174,590,219	422,403,752

The kind of policy now underwritten by the Company is principally the Ordinary Endowment with Participation. The mortality table for the said endowment policy, furnishing the basis on which reserves are computed in the Japanese "Experience Life Table (J.M.M.(3))" issued by the Department of Commerce and Industry of the Japanese Government. The estimated rate is fixed, for the present,  $3\frac{1}{2}\%$  per annum.

In addition to the Main Offices in Tokyo, the Company owns branch offices in almost all the leading cities in Japan, Chosen, Formosa and Shanghai numbering seventysix in all while 5,036 agencies are established all over Japan.

The management of real estates as well as construction and repairing of business buildings. The construction of the Mitsui Main Office Building in Tokyo after the devastating damage done to the old Mitsui Building by the great earthquake in 1923 was an epoch-making event in the annals of the architecture in Japan. It stands even today as one of the most important and dignified edifices in Tokyo, and it was the Department of Mitsui Goshi which collaborated for the construction work with an American architect.

When new business buildings for Mitsui organizations were being built in Osaka and elsewhere in later years, the Company had under its control the construction work etc. In July 1941, in order to place these numerous buildings under a unified management, a separate company under the name of Mitsui Real Estate Co., Ltd. was established with a capital of 3,000,000 Yen.

MITSUI FUDOSAN KABUSHIKI KAISHA  
(Mitsui Real Estate Co., Ltd.)

Address:- No.1 - Nichome, Muromachi, Nihombashi, Tokyo

Authorized Capital:- ¥5,000,000 (fully paid up)

Board of Directors:-

President: Shiro Sasaki  
Managing Director: Shinobu Fukuda

The Company is the successor of the Real Estate Department of Mitsui Gomei which was renamed as the Real Estate Superintendence Department when Mitsui Gomei was incorporated with Mitsui Bussan in 1940.

The object of the Company is the acquisition, disposal and management of real estates as well as construction and repairing of business buildings. The construction of the Mitsui Main Office Building in Tokyo after the devastating damage done to the old Mitsui Building by the great earthquake in 1923 was an epoch-making event in the annals of the architecture in Japan. It stands even today as one of the most imposing and dignified edifices in Tokyo, and it was the Real Estate Department of Mitsui Gomei which collaborated for the construction work with an American architect.

When new business buildings for Mitsui organizations were being built in Osaka and elsewhere in later years, the Company had under its control the construction work & etc. In July 1941, in order to place these numerous buildings under a unified management, a separate company under the name of Mitsui Real Estate Co., Ltd. was established with a capital of 3,000,000 Yen.

In October of the same year, Togoshi Farms and Takaido Ranches were added to its management, while Sanshin Building was acquired in the following year, necessitating the increase of capital to ¥5,000,000.

The book value of the real estates under the Company's management as in September 1945 stands at ¥28,000,000 including more than 5,700 acres of land in Tokyo, Osaka, Kobe and Hokkaido and three large office buildings in Nihombashi Tokyo and others in Kyoto and Sapporo.

In April 1945, prompted by the destruction of many houses and buildings in Japan, a subsidiary company named Mitsui Construction Industry Co., Ltd. (Mitsui Kensetsu Kogyo Kabushiki Kaisha) was established with a view of engaging in the planning and construction of buildings.

The Company has before it the enormous task of rebuilding, and town-planning of many cities and towns destroyed by the aerial bombardment during the War and hopes to render some service to the country by its participation in the work of reconstruction of the new Japan. Furthermore, a scheme is under consideration to commence the management of pastures and exploitation and cultivation of land for various foodstuffs in order to meet the present acute shortage of food in Japan.

TOYO MENKA KABUSHIKI KAISHA  
(Oriental Cotton Co., Ltd.)

Address:- 1-3 Chome Koraihashi, Higashiku, Osaka.

Capital:- ¥35,000,000 (fully paid up)

Board of Directors:-

Chairman:	Kohta Tsukada
Managing Director:	Isaburo Asayama

This company was organised as an independent concern in 1921 taking over the whole business of the Cotton Department of Mitsui Bussan. In the pre-war period, it was the largest firm of its kind in Japan, handling from 20 to 25% of the total imports of raw cotton and from 15 to 20% of the total exports of cotton piece goods. Its commercial activities extended almost all over the world from North America to Latin America, from India to Egypt, and from the European Continent to North, and West Africa, not to speak of China.

The War in 1941 paralysed the greater part of its business and was forced to limit its activities in North China, Philippines, Siam and Burma, where the Company operates cotton and hemp plantations of approximately 12,600 acres. The end of the War in August 1945 necessitates the Company to face a new situation, but it is the wish of the management to resume the import of American, Indian and Egyptian Cotton in the near future when the economic chaos in Japan are overcome.

The Oriental Cotton Co., Ltd., controls also seventeen affiliated and subsidiary companies mostly engaged in the

manufacture of cotton piece goods and rayon goods, situated in China, Korea, and Manchukou. One of the most important of these subsidiary companies is Shanghai Spinning and Weaving Co., Ltd. with a capital of ¥25,000,000.

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MITSUI NOORIN KABUSHIKI KAISHA

(Mitsui Agriculture & Forestry Co., Ltd.)

Address:- No.1 - Nichome Muremachi, Nohombashi, Tokyo.

Capital:- ¥10,450,000 (fully paid up)

Board of Directors:-

Chairman: Masatora Koike  
Managing Directors: Takuji Oshima  
Keikitsu Ohno  
Toranosuke Kobayashi

Since 1892, Mitsui Gomei Kaisha has been carrying on the exploitation of land and forestry and cultivation of tea, cattle breeding in Japan, Formosa, Chosen and Hokkaido. These enterprises were taken over by a new company established in July 1936 under the name of Mitsui Agriculture & Forestry Co., Ltd. The new company was also engaged, in addition to the above mentioned enterprises, the plantation and manufacture of caffeine in the former Japanese colonies. It also attends to the sales of the products thus cultivated.

Location of the Company's Estates and Areas in given hereunder:

(a) Japan proper Forestry	7,230 Chobu
(b) Taiwan Tea-Plantation, Paddy Field and Farms	37,200 "
(c) Chosen Forestry, Paddy Field and Farms	79,730 "
(d) Hokkaido Cattle breeding, Forestry Paddy Field and Farms	4,730 "
Total	128,890 Chobu
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MITSUI MOKUSEN KENZO KABUSHIKI KAISHA  
(Mitsui Wooden Vessel Ship Building Co., Ltd.)

Address:- No.1 - Nichome, Muromachi, Nihombashi, Tokyo

Capital:- ¥10,000,000 (fully paid up)

Board of Directors:-

President:

Hidekichi Koizumi

Managing Directors:

Kikuhei Kawai

Ichiro Nakamura

This company was established in March 1943 in ~~order~~ order to meet the increasing demand for wooden vessels, in addition to repairing such ships and also manufacturing turbins and ship engines.

The company owns eight dockyards for the above purposes viz at Hachinoe, Miyako, Ofunado, Gokasho, Hikimoto, Sakade, Sakai and Matsuye. Furthe more, two new yards at Shimizu and Komorie near Moji are now under construction to build Magnesia cement vessels.

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TOYO RAYON CO., LTD.

Address:- Main Office: No.1 - Nichome, Horidomecho,  
Nihombashi, Tokyo

Branch Office: Mitsui Building, Nakanoshima,  
Kitaku, Osaka.

Authorized Capital:- ¥35,375,000

Paid-up Capital:- ¥29,031,250

Board of Directors:-

President:

Yosaburo Ito

Managing Directors:

Shigeki Tashiro

Masaji Yamada

Established in January 1926 by Mitsui Bussan with a capital of ¥10,000,000 this Company is engaged in the production of artificial silk yarn by the Viscosa process at Shiga Factory which remains to this day the principal works. To cope with the expansion of the industry, the capital was raised to ¥30,000,000 in July 1933 while three large plants were built at Shiga, and at the same time, the manufacture of basic chemicals necessary for the production of rayon was begun. Other factories for spinning and weaving and dyeing, were added in the neighbouring provinces of the main factories at Shiga.

In June 1942, the Company amalgamated two small rayon factories - Toyo Kenshoku Kabushiki Kaisha and Shonai Rayon Co., Ltd. - and a dyeing factory, increasing its capital to the present figure of ¥35,575,000. Of this capital, Mitsui Bussan hold 35.6%, while 7.1% is owned by the Oriental Cotton Co., Ltd. followed by 3,910 shareholders.

The War in 1941 compelled the Company to make severe adjustment of the producing capacity due to the shortage of

raw materials. One or two small factories were sold, while at Shiga Works, synthetic resin was manufactured in addition to rayon and fibre production. By the aerial bombardment, factories at Shiga and Hiroshima were seriously damaged, while some damage was done to a part of factories situated in Shima and Aichi.

Under these circumstances, the balance sheet of the Company is anything but bright. However it was able to pay a dividend of 6% per annum for the fiscal term of half year ending March 1945. With the conclusion of the War, the management hopes to start the work of reconstruction of damaged factories in the near future, and supported by the improved equipment of machinery and etc., the production of rayon and staple fibre will be recommenced in real earnest.

MITSUI KEIKINZOKU KABUSHIKI KAISHA

(Mitsui Light Metal Co., Ltd.)

Address:-

Head Office: 91 - Nichome Shoro, Shoroku Keijo, Chosen  
Branch Office: / 2 - Nichome Shimbashi, Shibaku, Tokyo.

Capital:- ¥45,000,000 fully paid up.

Board of Directors:-

Chairman:	S. Hayashi
President of the Company:	C. Tannawa
Managing Directors:	N. Oda
	Y. Koda
	G. Endo
	S. Goto

The predecessor of this company under the name of Toyo Aluminium Co., Ltd. was established in December 1938 and in order to enlarge its enterprise, it amalgamated Seisen Chemical Co., Ltd. in December 1941, changing the name of the company to Toyo Keikinzoku Kabushiki Kaisha at the same time.

In April 1944, the company changed its name for the third time to Mitsui Keikinzoku Kabushiki Kaisha, taking over all the business undertaken by the former company possessing two factories, one at Miike manufacturing Alumina and the other at Yoshi, Chosen manufacturing Aluminium.

Consequent upon the shortage of Japanese tonnage and also due to the impossibility of importing a large quantity of bauxite from the Southern Pacific Islands to Japan, the company faces to-day a very serious situation. Furthermore, as the Aluminium factory is situated in Chosen, the further continuation of the enterprise depends to a large extent upon the political con-

itions in that country in consequence of the proposed establishment of a republican government there. The company awaits, therefore,

for the present, the political outcome and industrial calm which may follow the end of the war.

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NETTAI SANGYO KABUSHIKI KAISHA

(The Tropical Produce Co., Ltd.)

Address:- No.1 - Nichome Muromachi, Nihombashi, Tokyo.

Authorized Capital:- ¥6,500,000.

Paid-up Capital:- ¥5,525,000.

Board of Directors:-

President: Shosei Ikegami  
Managing Director: Seiichiro Tsukui

Established in May 1919, the company has as its object the plantation and production of rubber, manufacture and sale of rubber goods. It owns a rubber estate of 6,300 acres at Sinai in the Malay Peninsular and 1,500 acres in Sumatra. However, the War had a very adverse effect upon the Company's activities. In Sumatra for instance, the plantation of rubber was given up in favour of the cultivation of rice, cereals and castor oil plants, cotton and other vegetables in order to meet the acute situation caused by the War.

On the conclusion of the War, the future outlook of the company is somewhat obscure and the management awaits for the present the development of political and industrial conditions in those regions in the South.

MITSUMI SOKO KABUSHIKI KAISHA

(Mitsui Warehouse Co., Ltd.)

Address:- Head Office: 12 - Sancho-me, Hako-zaki-cho,  
Nihombashi, Tokyo.

Authorized Capital:- ¥15,000,000.

Paid-up Capital:- ¥12,500,000.

Board of Directors:-

Chairman: Kisashi Matsumoto

Managing Director: T. Motegi

The business of warehousing was conducted under the management of Mitsui Bank for many years until 1909 when it was re-organized as a separate company under the name of Toshin Warehouse Co., Ltd., subsequently renamed as at present. The business developed under favourable conditions year after year and the original capital of ¥2,000,000 was increased to ¥5,000,000 in 1918 which was again increased to ¥15,000,000 in 1923.

The company owns numerous solid warehouses of reinforced concrete and brick, fitted with all the modern appliances and equipments in the eight principal ports of Japan namely Tokyo, Yokohama, Nagoya, Yokkaichi, Osaka, Kobe, Moji and Shimonoseki, covering a storage area of about 30 acres.

The merchandise stored in the Company's premises for one year in the pre-war period represents on the average the approximate value of ¥150,000,000, equal nearly to one-fifth of the total value of merchandise stored in well-established warehouses in Japan. In May 1944, by virtue of a law enforcing the unified control of all the warehousing business and of the founding of Japan Warehouse Control Company, Ltd., Mitsui

Warehouse Company had to let the whole of its warehouses in the eight leading cities above mentioned and transferred to the new company the whole business together with the majority of the staff. The Air Raid upon the Japanese ports and cities, however, destroyed most of these warehouses and the end of the war necessitates Mitsui Warehouse Co. to reconstruct these warehouses thus destroyed in the near future.

Subsidiary Companies:

Kyoshin Gumi, Ltd., in Osaka (Capital ¥250,000) which undertakes the packing, loading, and carrying of goods in Osaka, Kobe, and Nagoya.

San-Ei Gumi, Ltd. (Capital ¥100,000) engages in the similar business in Yokkaichi.

Ajikawa Shipbuilding Co. (Capital ¥190,000) is the builder and repairer of small crafts in Osaka.



TOYO KOATSU KOGYO KABUSHIKI KAISHA

(Oriental High Pressure Industry Ltd.)

Address:- No.1 - Nichome Muromachi, Nihombashi, Tokyo.

Authorized Capital:- ¥85,000,000.

Paid-up Capital:- ¥48,250,000.

President:- Taneki Hisamura

This company was established in 1933 with an initial capital of ¥20,000,000 its object of business being the manufacture and sale of sulphate of ammonia, other chemical fertilizer and various chemical products. In 1937, it amalgamated the Miike Nitrogen Industry Co., Ltd., raising its capital to ¥30,000,000. A further increase of capital by ¥30,000,000 was effected in the following year, while Gosei Kogyo Kaisha, Ltd. (Synthetic Chemical Industry Co., Ltd.) was also amalgamated in the same year when the capital was again increased by 5,000,000 making the total authorized capital ¥65,000,000 at which it stands today.

The company's four works are situated at the following towns:-

Omuta Factory:- at Omuta, Fukuoka Prefecture

Hikoshima Factory:- at Hikoshima, Shimonoseki

Hokkaido Factory:- at Hokkaido

(This factory is still under construction and a partial operation of the works is expected in September 1945.)

Ofuna Factory:- at Totsuka, City of Yokohama

The capacity of production and the actual output of these works for one year ending March 1945 are given hereunder in metric tons:-

	Omuta		Hikoshima		Ofuna		Hokkaido	
	Capacity	Output	Capacity	Output	Capacity	Output	Capacity	Output
Liquid Ammonia	61,060	25,588	4,500	3,607	-	-	6,600	-
Sulphate of Ammonia	247,500	58,522	10,500	6,705	-	-	250,000	-
Sulphuric Acid	118,800	77,563	-	-	-	-	192,500	-
98% Nitric Acid	23,100	13,263	-	-	-	-	2,000	-
Methanol	9,240	4,377	5,940	4,892	-	-	-	-
Formalin	-	-	8,100	4,714	1,000	135	-	-
Uric Acid	1,080	865	1,080	743	-	-	-	-
Synthetic Resin	-	-	-	-	720	563	-	-

Under construction.

The production started in January this year.

MITSUI MOKUZAI KOGYO KAISHA, LTD.  
(Mitsui Lumber Industrial Co., Ltd.)

Address:- Head Office: No.1 - Nichome, Muromachi,  
Nihombashi, Tokyo

Authorized Capital:- ¥30,000,000 fully paid up.

Board of Directors:-  
President: Seizaburo Yamanaka  
Managing Directors: Genzo Yoshida  
Sahei Suzuki

This company was registered on the 1st March 1944 as an independent concern taking over all the enterprise and business formerly conducted by the Lumber Department of Mitsui Bussan. Naturally for the history of the company, one must seek for the origin of the said Lumber Department, which dates as far back as 1881 when Mitsui Bussan began to handle lumber produced in Izu Islands. Since 1886, some export of railway sleepers for China has been made on a modest scale, gradually developing into a regular and large business as years rolled by.

It was the late Baron Masuda who stressed the importance of exploiting forestry in Hokkaido, a fact almost unknown until the latter part of the nineteenth century, for the attainment of opening up natural resources of the island, and in accordance with a systematic planning, a very large tract of forest was purchased. Then in 1902, large saw-mills were constructed one after the other in Hokkaido. This pioneer work has contributed in a large measure to the development of timber and paper-making industries in Hokkaido.

~~Soon~~<sup>Soon</sup> after Japan's acquisition of a part of Karafuto Island as the result of Russo-Japanese War, the exploitation work of forests in that island was also begun by Mitsui in 1909, the forerunner of paper and pulp industry in that part of Japan, developed on a vast scale in later years by Oji Paper Manufacturing Co., Ltd.

Hand in hand with the extention of Japan's influence in Formosa, Korea and Manchuria, Mitsui Bussan has extended its pioneer work of exploiting forests in those territories. Special mention must also be made of the great efforts the company has made in the export of nara timber to Europe and America.

Through a subsidiary company at Davao in Philippine Islands, it has also been engaged in sawing and exporting Philippine timber to Japan since 1937.

The object of the company is not only sawing and making timber, but also fostering forests for future generations. Furthermore, all kinds of lumber industry, such as making timber suitable for ship-building, aircrafts and veneer lumber are being made in cooperation with more than twenty subsidiary factories.

As the war came to an end in August 1945, the company looks forward to a very important task before it, namely, supplying necessary timber for the reconstruction of nearly all the cities and towns of Japan. It is well equipped with enormous timber resources at its disposal and the experienced men on the staff for the reconstruction scheme of new Japan.

mitsui shintaku kabushiki kaisha

(MITSUI TRUST COMPANY, LTD.)

Address: No.1 - Nichome, Muromachi, Nihombashi, Tokyo.

Authorized Capital: ¥30,000,000

Paid up capital: ¥7,500,000

Board of Directors:

Chairman:

Shigeo Shimada

Managing Directors:

Fukuzo Takeuchi

Tetsusaburo Watanabe

Mitsui Trust Company, Ltd. is the first Japanese trust company established in accordance with the 1922 law with an authorized capital of ¥30,000,000, of which ¥7,500,000 is paid up.

Since its inauguration in April, 1924, the Company has made remarkable progress, playing an important role in the financial world. During the war of 1941, it was designated by the Government to control the Anglo-American properties.

The Company hold the premier place in its field in Japan and the properties entrusted to it increased from ¥46,035,000 at the end of 1924 to ¥1,138,043,000 at the end of 1944 which represents 18.1% of the aggregate value of the properties in the hands of all trust and insurance companies in Japan. The surplus and undivided profits totalled ¥33,204,000 in April, 1945.

The progress of the Company in the items of trust properties since its formation is given hereunder:-

End of 1924	¥ 46,035,000
" " 1929	388,266,000
" " 1934	455,515,000
" " 1939	695,622,000
" " 1944	1,138,034,000

The chief business of the Company is to act:-

- (1) As trustee under personal trusts.
- (2) As trustee under corporate bond issue,
- (3) a. As safe-keeping agent.  
b. As guarantor of obligations,  
c. As intermediary in transactions of monetary credit,  
or of sale and lease of immovable property,  
d. As depositary of subscriptions to bonds, debentures,  
or shares,  
e. As fiscal agent for payment of dividends, coupons,  
or principal in case of redemption,  
f. As registrar of bonds,  
g. As executor of wills,  
h. As auditor of accounts,  
i. As agent for  
Acquisition, Management, and disposition of  
property, including lease and hire, Adjustment  
and liquidation of assets, Performance of and  
discharging obligations.

Branch offices: Hibiya (Tokyo), Yokohama, Nagoya,  
Kyoto, Osaka, Fukuoka.

NIPPON SEIFUN KABUSHIKI KAISHA  
(Japan Flour Manufacturing Co., Ltd.)

Address: No.2 - Sanchome, Kyobashi, Tokyo.

Authorized Capital: ¥20,000,000.

Paid-up Capital: ¥16,000,000.

Board of Directors:

President: Shunjiro Kambe  
Managing Directors: Yoshiji Nakajima  
Toyotaka Tsukada

Line of Business: Manufacture of foodstuff from wheat and other cereals. Purchases and sales thereof, as well as other business attaching to the same.

Branch Office: Itchome, Koganemachi, Nakaku, Keijo, (Seoul)

Factories:

	<u>Capacity (Barrels)</u>	<u>Location</u>
Tokyo	3,500	Jotoku, Tokyo
Yokohama	4,600	Kanagawaku, Yokohama
Takasaki	1,000	Takasaki
Nagoya	3,200	Nagoya
Moji	3,150	Osato, Moji
Otaru	1,000	Otaru
Jinsen	1,650	Jinsen, Korea
Chinnampo	850	Chinnampo, Korea
Sariin	750	Sariin, Koksaido, Chosen
Manila	200	Manila, Philippine Is.
Total	19,900	
	=====	

N.B. One barrel means the capacity of producing 4 bags of wheat flour in 24 hours.

Subsidiary Companies:

<u>Name</u>	<u>Capital</u>	<u>Head Office</u>
Toyoko <del>Seifun</del> Seifun Kabushiki Kaisha	¥2,000,000	Hoten (Mukden)
Mukden factory	1,000 barrels	
Sauping factory	1,000 "	
2 factories	2,000	
	=====	



Toa Seifun Kabushiki Kaisha	¥7,000,000.	Tsingtao
Tsingtao 2 factories	2,296	barrels
Tzinan 4 "	5,219	"
Tientsin factory	1,893	"
Tsi-Ning "	794	"
Suchow "	1,111	"
Chefoo "	400	"
Total 10 factories	11,713	barrels
=====		

Sanko Seifun Kabushiki Kaisha	¥10,000,000.	Shanghai
Shanghai 5 factories	6,492	barrels
Hankow Seifun Kabushiki Kaisha	¥600,000.	Hankow, China
Hanyang factory	650	barrels

Nichimo Seifun Kabushiki Kaisha, (The Japan Mongolia Flour Mill Co., Ltd.)	¥1,000,000.	Tsiningsieu Mongolia
Tsiningsieu factory	524	barrels
Grand Total 19 factories	21,379	barrels
=====		

Nippon Flour Manufacturing Co., Ltd. was established in September of 1896 and has since been extending its sphere of activities as above noted.

In China, Korea, and Philippine Islands, it is engaged in the manufacture of foodstuff as well as the distribution of the same.

Toa Seifun Kabushiki Kaisha	¥7,000,000.	Tsingtao
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In China, Korea, and Philippine Islands, it is engaged in the manufacture of foodstuff as well as the distribution of the same.

MITSUI SEIKI KOGYO KABUSHIKI KAISHA

(Mitsui Precision Machine Co., Ltd.)

Address:- No.1 - Nichome, Muromachi, Nihombashi-ku, Tokyo.

Capital:- ¥100,000,000 (fully paid up)

Board of Directors:-

President:

Takenosuke Tateno

Managing Directors:

Fukio Tone

Kanzaburo Watanabe

The Mitsui Precision Machine Co., Ltd. was founded in May 1942 with a capital of ¥30,000,000, fully paid up.

Previously, however, Mitsui's interest in the precision machine industry was represented by the organization of Toyo Precision Machine Co., Ltd. established in February, 1937 with the capital of ¥5,000,000 (¥1,500,000 paid up), taking over the business of Tsugami Manufacturing Co., Ltd., which was in turn founded in December, 1928, with the capital of ¥150,000.

This Toyo Precision Machine Co., Ltd. merged with another Mitsui Concern under the title of Mitsui Machine Tool Co., Ltd. which was formed in September, 1940 and in 1942, a new company was established to take over the business of the latter company which is the present Mitsui Precision Machine Co., Ltd.

The Company succeeded in making of Gauge Blocks which had been considered to be difficult to produce in Japan and also Micrometer Indicators Universal Measuring Instruments and Microscopes for Tool Makers, and attained <sup>an</sup> indisputable position in the country as the maker of Measuring Instruments and Measuring Tools of superior quality.

Availing itself of the technical skill the Company acquired, it extended its activities to the manufacture of precision arms, machine tools and aircraft parts.

The object of the Company is now as follows:-

Manufactures and sales of Precision Machine, Tools, Instruments and Arms.

Investments in the enterprises in connection with the preceding paragraph.

The total amount of sales during the past one year is as follows:-

Machine Tools	(Unit ¥1,000)
Jig Boring Machine	¥11,613
Grinding Machine	3,174
Lathes	103
Tables	1,382
Others	304
	<hr/>
	¥16,576
Precision Measuring Instruments,	
Tool Measuring Instrument	¥ 1,391
Measuring Instruments	925
	<hr/>
	¥ 2,316
Arms,	
Pumps	¥ 5,302
Torpedo Heads	1,749
Mine Parts	4,687
	<hr/>
	¥11,738

Aircraft Machinery,

Oil injection Pumps	¥120
Propeller Bosses	151
Cooling Water Pumps	161
Cocks	86
Misc.	26
	<hr/>
	¥544

Total . . . . . ¥31,174  
=====

The Company operates the following plants:-

1. Tokyo Plant,  
303 Shimomarukocho,  
Kabata-ku, Tokyo.      Manufacture of  
Air Pressure Pumps,  
Portable Air Compression  
mounted on Motor Car,  
Mine Parts.
2. Okegawa Plant,  
Okegawa-cho,  
Kita-Adachi-gun,  
Saitama-ken.      Manufacture of  
Jig Boring Machine,  
Grinding Machine,  
Thread cutting Lathes.
3. Seta Plant,  
1234 Oye Seta-cho,  
Kurita-gun, Shiga-ken.      Manufacture of  
Aircraft Parts such as  
Cooling Water Pumps,  
Propeller Bosses,  
Oil Pressure Pumps.
4. Numazu Plant,  
200 Hon-aza, Higashi Takazawa,  
Numazu, Shizuoka-ken.      Manufacture of  
Tools, Measuring  
Instruments, Aircraft  
Parts (Controlling  
equipments).

While the expansion work of each plant has satisfactorily been progressing, it has become an urgent necessity to remove the Plants due to the severe damages caused by the frequent air raids of late and the plan of the removal was being effected when all activities of the company were compelled to suspend

at the sudden termination of the War in August 1945.

The Company intends, as its future plan, to readjust its business activities to those machines essential for peacetime industries, after making a quick adjustment of the employees and also of the equipments.