

MC Shared Value Creation Forum ~ ESG Briefing ~

March 1, 2023
Katsuya Nakanishi
Representative Director, President and CEO

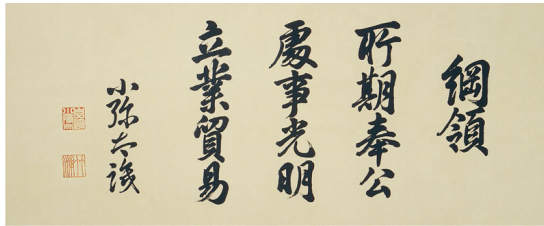
Good morning. I am Katsuya Nakanishi, President and CEO of Mitsubishi Corporation. I would like to thank you all for taking the time out of your busy schedules to join us early in the morning. I would also like to add my thanks to those of you watching online.

The name of today's meeting, "MC Shared Value Creation Forum," comes from an initiative contained in Midterm Corporate Strategy 2024. This name reflects my desire to fully explain to our stakeholders, through various means, about how we intend to create MC Shared Value (MCSV). Today, we would like to take this opportunity to explain, mainly by spotlighting ESG-related aspects, our efforts around this initiative.

We have scheduled approximately 2 hours for today's briefing, so I will now begin by speaking about our growth strategies and presenting an overview of our ESG initiatives. This will be followed by a more detailed explanation of the specific E, S and G components from the respective corporate functional officers in charge of these areas.

Finally, we will have Independent Directors Tsuneyoshi Tatsuoka and Sakie Akiyama join us on stage for a candid discussion about MC's management from the perspective of our independent board members.

Our Corporate Philosophy: “The Three Corporate Principles”



Corporate Responsibility to Society

“Shoki Hoko”

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

Integrity and Fairness

“Shoji Komei”

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

Global Understanding Through Business

“Ritsugyo Boeki”

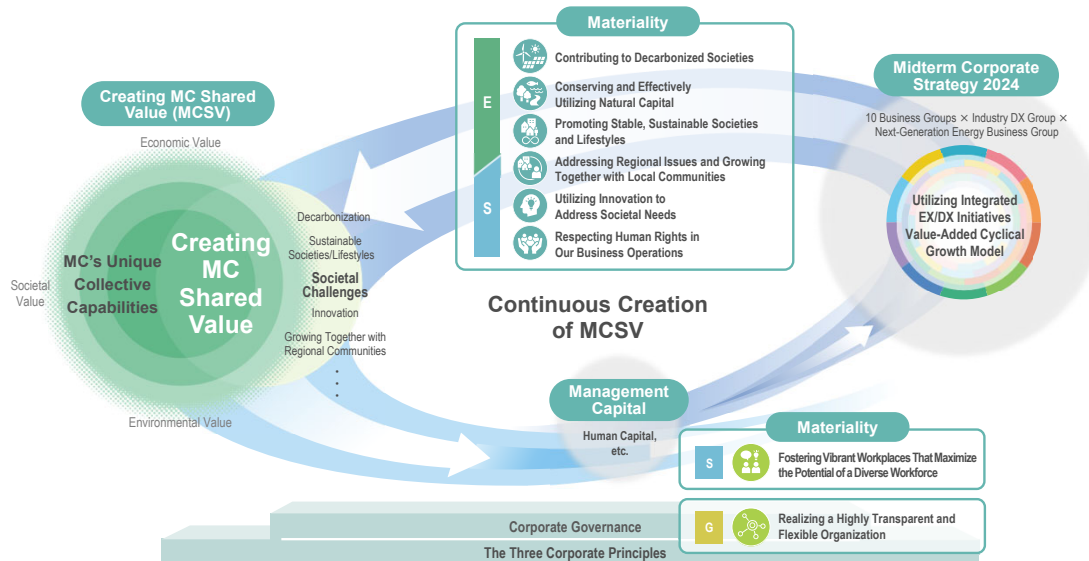
Expand business, based on an all-encompassing global perspective.

(The modern day interpretation of the Three Corporate Principles, as agreed on at the Mitsubishi Kinyokai meeting of the companies that constitute the so-called Mitsubishi group in January 2001.)

First, I would like to talk about our corporate philosophy, the Three Corporate Principles. These principles were formulated around 100 years ago as the standards of conduct of the former Mitsubishi Trading Company, based on directives articulated by Koyata Iwasaki, the fourth president of Mitsubishi, during a management meeting in 1920. Contributing to “society” and “country” is the first principle, “Shoki Hoko” or “Corporate Responsibility to Society”, which beckons us to make contributions to society through business. Next is “Shoji Komei” or “Integrity and Fairness”, which calls for us to be open and fair in our actions. You can see that elements of E, S and G are all displayed in the company’s purpose from the early days of its history.

Although the particular ways in which the Three Corporate Principles have materialized through our businesses continue to evolve in accordance with changes in the times and the business environment, MC has supported economic growth and enriched people’s lives through the supply of energy, resources, food, infrastructure and more.

Midterm Corporate Strategy 2024 Positioning of Materiality in Our Growth Strategies



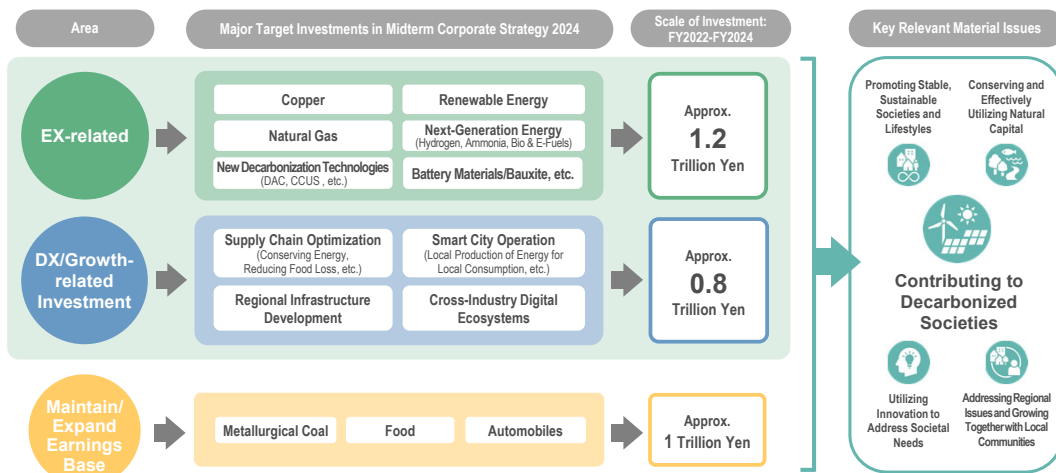
It was amid significant changes in the external environment, including societal shifts and the emergence of common industry challenges for industry, that we announced Midterm Corporate Strategy 2024 in May 2022, together with our goal of “Creating MC SV”. In line with this strategy, we are striving to continuously create significant shared value by leveraging our diversity, our collective capabilities and our connections with society and industry to address societal challenges such as decarbonization and regional revitalization.

Under Midterm Corporate Strategy 2024, we also redefined our material issues or “Materiality” as a set of crucial societal issues to be addressed through our business activities. We intend to continuously create MCSV by addressing the societal issues laid out in our Materiality, while pressing ahead with our growth strategies such as utilizing integrated EX/DX initiatives.

Today, I would like to use our Materiality to frame our explanations to our investors and other stakeholders about our growth strategies, ESG initiatives, while also including specific examples of how we are creating MCSV.

Addressing Materiality in Our Growth Strategies (Scale of Investment)

- We are striving to "Realize a Carbon Neutral Society and Enrich Society Both Materially and Spiritually", as laid out in our Materiality, by investing **3 trillion yen** (including **around 1.2 trillion yen** in EX-related and **around 0.8 trillion yen** in DX/Growth-related Investment areas) during Midterm Corporate Strategy 2024 and promoting initiatives in EX/DX-related fields, etc.



First, let's take a look at our investment plans. During the three-year period of Midterm Corporate Strategy 2024, we plan to make investments of around three trillion yen. These plans are outlined on the slide you see here.

The transition to a carbon neutral society is a shared societal challenge that needs to be addressed by all industries. We believe that addressing this challenge head on by leveraging the strength of our collective capabilities presents significant opportunities for realizing MC's sustainable growth.

The challenge of providing a stable supply of energy and resources while simultaneously supporting the decarbonization of societal and economic activities is addressed by our EX Strategy, which we place as one of our growth strategies. We are implementing this strategy through business development in a number of areas, including 1) natural gas, which will support energy needs during the transition period, 2) copper resources, which are essential for electrification including the spread of electric vehicles, 3) renewable energy, and 4) the expansion of next-generation energy businesses, such as hydrogen and ammonia.

The decarbonization of society as whole will likely require further technical innovation. Technologies for directly capturing CO2 from the atmosphere and other solutions have already been established, but considerable time will be required to widely deploy these technologies in markets as commercially-viable solutions.

Last year, MC invested in Breakthrough Energy Catalyst (BEC), a fund established by Bill Gates to support decarbonization initiatives. We will aim to contribute to decarbonization today and in the future by playing an active role in the development of new technologies and efforts to incorporate established technologies into society.

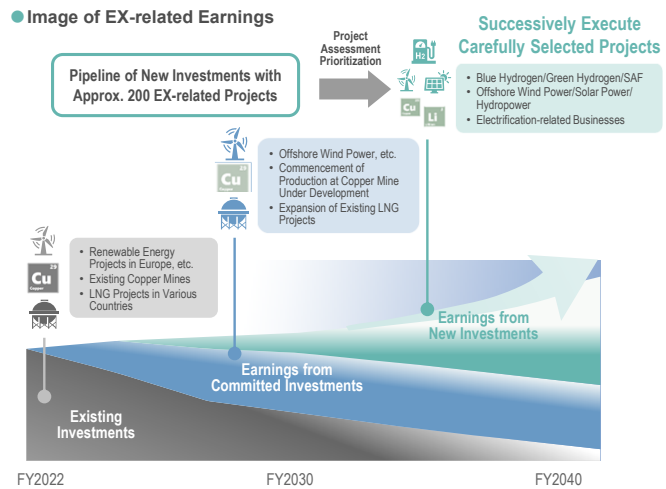
The utilization of DX is also a vital strategy for MC's sustainable growth. We intend to leverage innovation to address societal challenges in various ways, such as by 1) optimizing supply chains, 2) developing cross-industry digital ecosystems that generate added value by using digital capabilities to

organically connect industries, companies and regional communities, and 3) participating in the operation of smart cities and the development of regional infrastructure. In Japan, where energy resources are scarce, there is a history of developing industries that leverage the Japanese strengths such as energy conservation and recycling. We are committed to cultivating initiatives that support Japan's unique approach to industry creation.

By working to address various societal challenges, we will seek to "Realize a Carbon Neutral Society and Enrich Society Both Materially and Spiritually," as laid out in our Materiality.

Midterm Corporate Strategy 2024 Addressing Materiality in Our Growth Strategies (EX Strategy)

■ We are strengthening the framework for promoting our EX Strategy by establishing the Next-Generation Energy Business Group and will proceed to implement related initiatives.

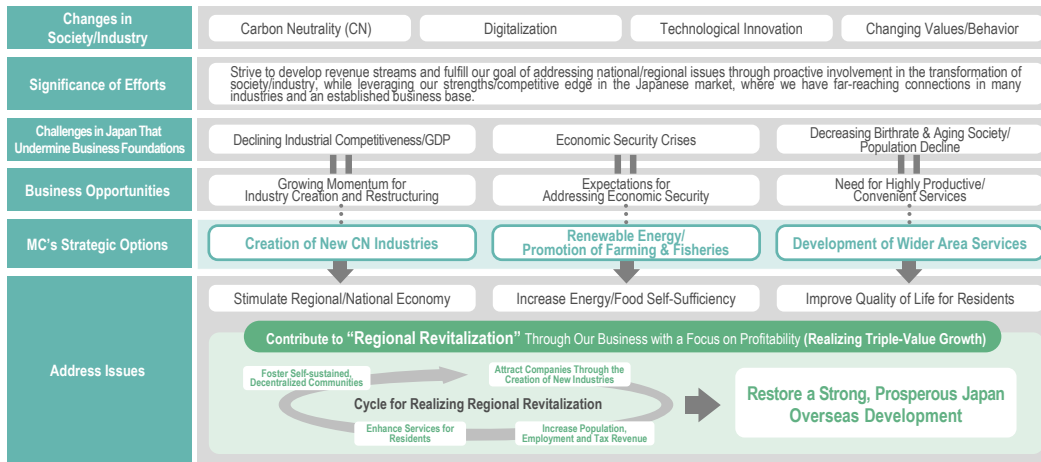


Next, regarding our EX Strategy, we ranked and narrowed down carefully selected projects to be successively implemented after repeated discussions begun in April 2022. By investing cash generated from our existing profit-making businesses into new EX projects, we will seek to secure earnings while simultaneously promoting the greening of our portfolio, thereby paving the way for long term, sustainable growth.

In order to further strengthen the promotion of our EX strategy, we have appointed an “SEVP for Energy Transformation,” who will assume the post on April 1, 2023 and assist me with efforts in this area. In addition, we will further accelerate the implementation of our EX Strategy through the establishment of the Next-Generation Energy Business Group, which will promote initiatives involving hydrogen, ammonia, carbon management, infrastructure management, and others.

Addressing Materiality in Our Growth Strategies (Regional Revitalization)

- We have reframed the various challenges faced by regional communities as business opportunities and will realize regional revitalization through integrated EX/DX initiatives that leverage our collective capabilities.
- A sample case, based on Japan, is shown below. We will seize business opportunities in the future by developing projects overseas, where regions are likely to face similar challenges.



Next is regional revitalization. As you are all aware, we are seeing a trend in Japan that is seeing a concentration of people in major cities and the depopulation of regional communities. In regional communities, efforts to revitalize local industries are not progressing as expected, and trends such as the outflow of workers and aging of residents are emerging as major societal issues.

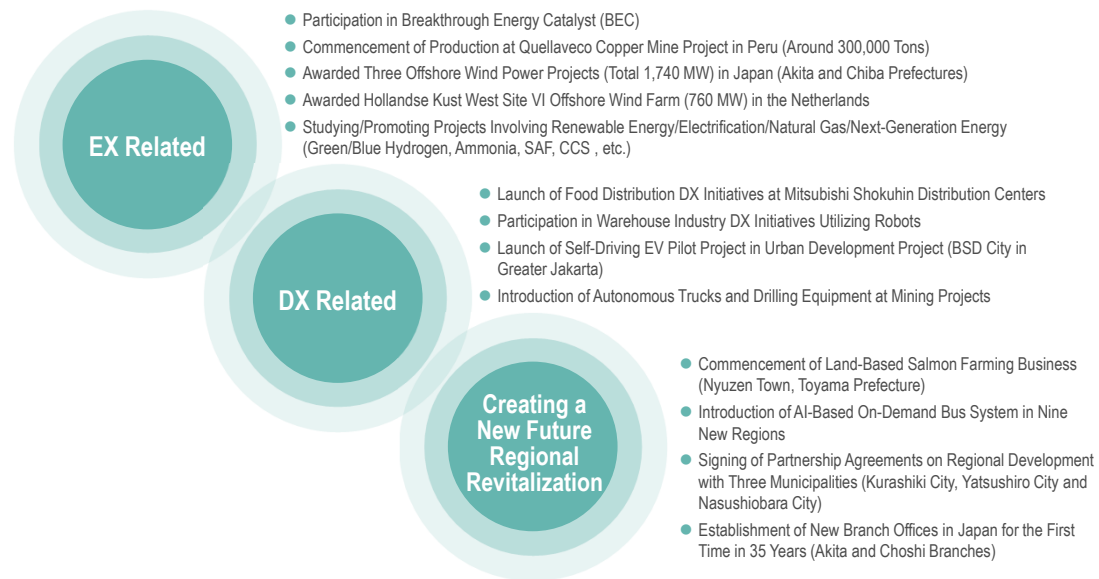
We will take the initiative to transform societal and industrial structures by executing a number of multifaceted strategic options including EX, such as the development of renewable energy as an energy resource for regions rich in natural resources and the creation of new industries that make effective use of such resources. While endeavoring to address societal issues in Japan, we will proceed to implement initiatives that contribute to regional revitalization, and by extension, help to restore a strong Japan.

As you know, Japan has a low rate of self-sufficiency for energy and food, and the country depends on large amounts of imports. With polarization and divisions increasing in the international community, geopolitical risk is growing even further, energy supply and demand is tightening, prices are soaring and Japan is facing an economic security crisis, including the effects of a weak yen.

We are now developing offshore wind power in Akita and Choshi. Here, we are seeking to increase this self-sufficiency rate by utilizing the region's natural energy resources, and in Nyuzen Town, Toyama Prefecture, we are developing a land-based salmon farming business. Through projects such as these, we have begun to promote initiatives that contribute to new local business development in these regions.

By developing regional revitalization projects such as these in various locations, we aim to help restore a strong Japan. In the future, after establishing growth models in Japan, we will look to connect such efforts to furthering the growth of the MC Group by developing operations in other countries around the world that are likely to face similar issues.

Addressing Materiality in Our Growth Strategies (Progress Report)

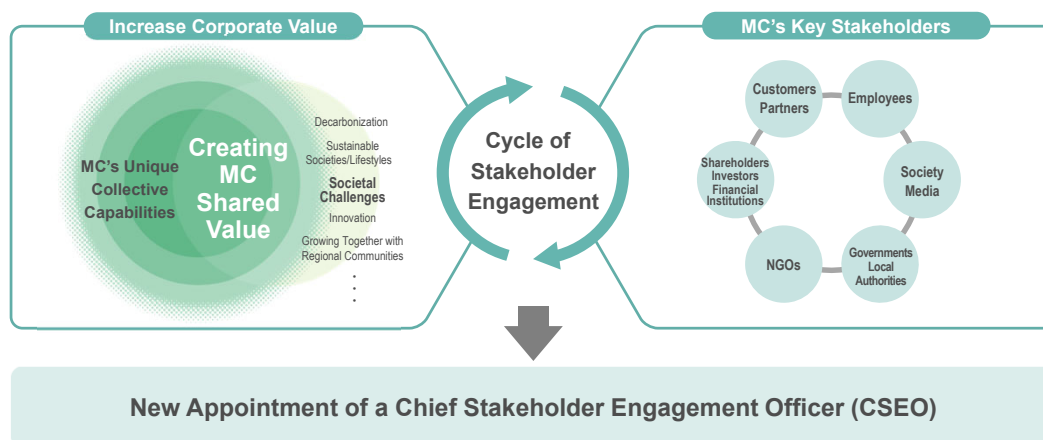


This slide shows the progress we are making on various projects with regard to the growth strategies discussed so far. In addition to EX-related activities, we are also working on DX-related initiatives, where we are making steady progress on using AI and robots to promote distribution streamlining and optimization. We have also begun to introduce self-driving electric vehicles and autonomous equipment at smart city developments and mining projects.

With respect to “Creating a New Future” and regional development, in addition to the land-based salmon farming business, we are steadily implementing a number of concrete projects, including the introduction of AI-based on-demand bus services and the conclusion of partnership agreements with local governments.

Further Strengthening Stakeholder Engagement

- In order to increase corporate value, it is essential to grow together and collaborate with diverse stakeholders as a company with connections to a wide-range of countries and industries.
- We will strive to increase corporate value through the creation of MCSV and achieve sustainable growth together with society by incorporating third-party perspectives into our business strategies through stakeholder engagement.



Finally, I will speak on the topic of stakeholder engagement. As a company that has continued to grow in step with society by developing business in response to the needs of the changing times, it is vital for MC to collaborate and grow together with its diverse stakeholders. We will target sustainable growth through the creation of MCSV by engaging in active stakeholder dialogues and incorporating third-party perspectives into our growth strategies.

With this in mind, we have established the position of Chief Stakeholder Engagement Officer (CSEO). We will repeatedly engage in interactive exchanges with our increasingly diverse stakeholders, while seeking to present clear explanations of financial and non-financial information in a unified and comprehensible manner. Ultimately, we will connect these efforts with the realization of MC's sustainable growth.

Since becoming President, I have engaged in dialogues with our various stakeholders, and based on the input received, we have decided to disclose two important indicators for the company regarding our efforts towards a carbon neutral society.


I will have Kenji Kobayashi, who has been appointed CSEO, explain the details later, but the first indicator is related to MC's GHG emissions. In October 2021, we established GHG reduction targets for Scope 1/2 and Scope 3 Category 15, specifically "Halve by FY2030 (FY2020 baseline) and Net Zero by 2050". We are steadily pressing ahead with portfolio replacement, renewable energy procurement and other initiatives as we work toward our interim target in 2030. In addition, we have decided to be highly transparent with our disclosure of Scope 3 Category 11 emissions, which account for the majority of MC's Scope 3 emissions.

The second indicator is avoided emissions, which will serve as a metric for quantitatively measuring the degree of our progress towards "utilizing EX/DX initiatives to create MC Shared Value". We will utilize avoided emissions as a quantitative indicator that shows the extent to which we are capturing business opportunities in the transition to a decarbonized society. While fostering connections with our

various stakeholders, we will promote integrated EX/DX initiatives to contribute to the decarbonization of societal and economic activities.

I would like to conclude my remarks here. Next, the corporate functional officers in charge of particular ESG matters will report on progress towards implementing our policies, including explanations of specific initiatives.

Environment Social Governance

 Mitsubishi Corporation

Initiatives Focused on “Realizing a Carbon Neutral Society”

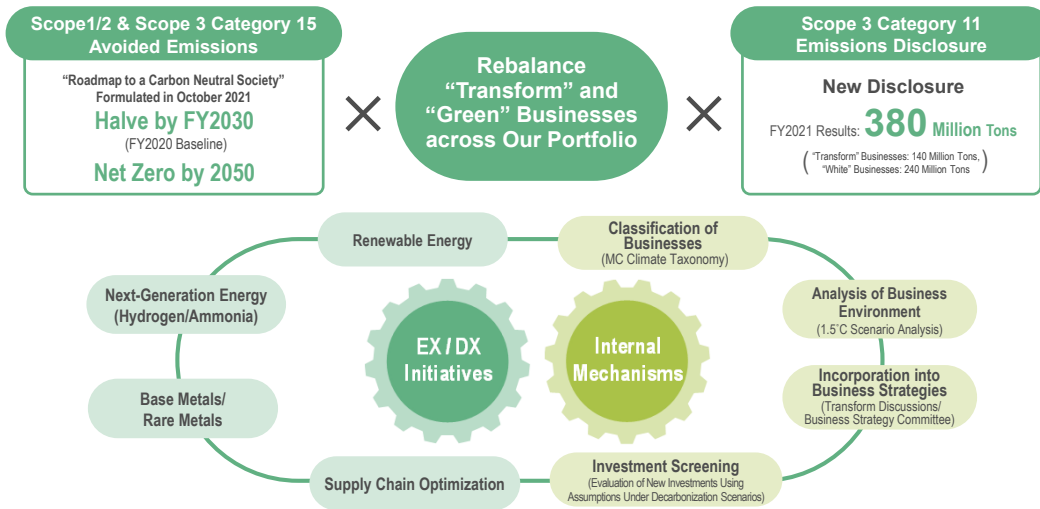
Senior Vice President
Kenji Kobayashi
Chief Stakeholder Engagement Officer (CSEO)

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Good morning. My name is Kenji Kobayashi and I am Mitsubishi Corporation’s newly appointed Chief Stakeholder Engagement Officer, or “CSEO”. I will be following President Nakanishi’s presentation now with an explanation of our company’s initiatives towards a carbon neutral society, starting on page 9 of the materials.

Initiatives Focused on “Realizing a Carbon Neutral Society”

■ We are proceeding with decarbonizing and reinforcing our portfolio in line with efforts to create MC Shared Value (MCSV).

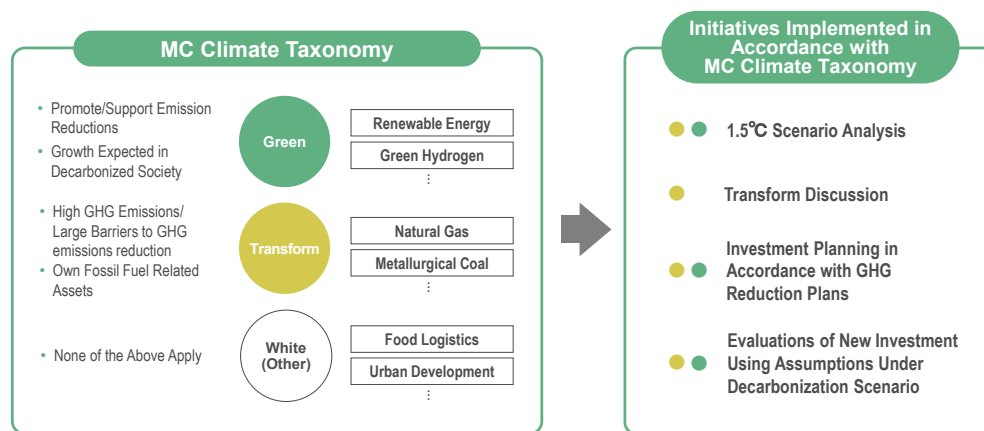


In one sense, climate change poses grave risks to MC’s businesses, but it also offers fresh opportunities through innovation and the development of new businesses. Accordingly, MC has set “Contributing to Decarbonized Societies” as one of its material issues as we strive to achieve sustainable growth.

As President Nakanishi explained, MC is investing in both energy and digital transformation (EX and DX) as growth strategies under Midterm Corporate Strategy 2024, but the Midterm Corporate Strategy 2024 also focuses on promoting our own internal mechanisms in order to simultaneously decarbonize and reinforce our portfolio toward the creation of MC Shared Value.

Starting Point for Our Internal Mechanisms: MC Climate Taxonomy

- We have classified each of our approximately 130 business units as "Green", "Transform" or "White" businesses, based on factors such as GHG emissions volumes and barriers to GHG emissions reduction, in accordance with the MC Climate Taxonomy.
- All climate initiatives are applied in accordance with the MC Climate Taxonomy.



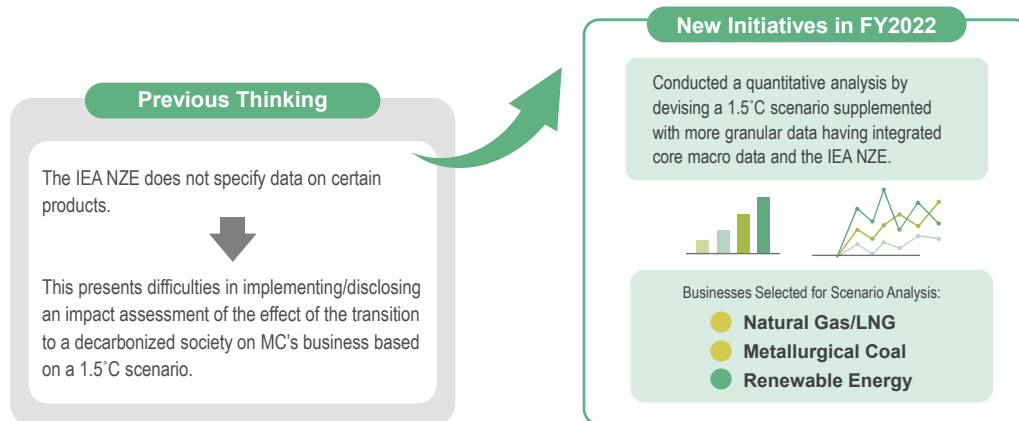
First I will begin by explaining our internal mechanisms for simultaneously decarbonizing and reinforcing our portfolio.

The basis for this mechanism is our new business classification system called "MC Climate Taxonomy". As explained on page 10 of the materials, we have classified each of our businesses into three categories: "Green", "Transform", or "White".

According to this MC Climate Taxonomy, we develop and implement climate change initiatives such as 1.5° C scenario analysis, Transform Discussions, and evaluation of new investments using key assumptions under decarbonization scenarios.

Analysis of Business Environment (1.5°C Scenario Analysis)

- In FY2018, MC began to conduct business resilience assessments in line with the TCFD recommendations. In FY2021, we conducted a 1.5°C scenario analysis using the International Energy Agency's Net Zero Emissions by 2050 scenario (IEA NZE).
- In FY2022, we sought to enhance our 1.5°C scenario analysis, adding a quantitative perspective by supplementing data not included within the IEA NZE.



▶ For details on analysis results, refer to the attached "1.5°C Scenario Analysis - Details" as well as MC's Sustainability Website.

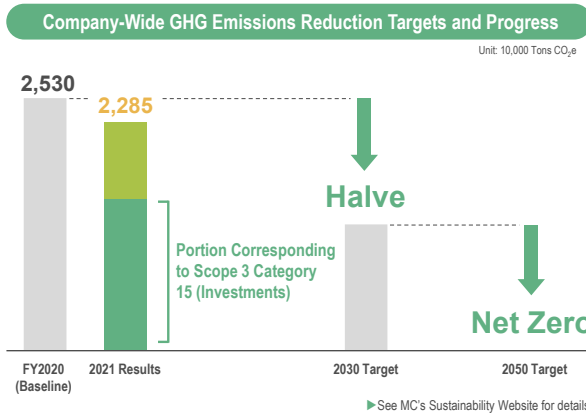
Next, I will explain about our 1.5° C scenario analysis. We refined our 1.5° C scenario analysis for FY2022 even further by supplementing it with quantitative data that was lacking in the International Energy Agency's Net Zero Emissions by 2050, or "IEA NZE" scenario, which we used as a basis for our previous 1.5° C scenario analysis in FY2021.

Based on this, we have targeted three specific areas of business for analysis in FY2022, namely "Natural Gas/LNG", "Metallurgical Coal", and "Renewable Energy".

You can find more information on our 1.5° C scenario analysis, including details of the results, in the Appendix on page 28 of today's materials, as well as on our Sustainability Website which we updated yesterday (Feb 28, 2023).

Progress on Reducing Emissions for Scope 1/2 and Scope 3 Category 15

- We established GHG reduction targets for Scope 1/2 and Scope 3 Category 15, specifically "Halve by FY2030 (FY2020 baseline) and Net Zero by 2050", in MC's "Roadmap to a Carbon Neutral Society", formulated in October 2021.
- We confirm short and mid-term GHG reduction plans when formulating investment plans through "Investment Planning in Accordance with GHG Reduction Plans", an internal mechanism announced in Midterm Corporate Strategy 2024.



Breakdown by Business Group
Unit: 10,000 Tons CO₂e

Business Groups	FY2021 Results
Natural Gas	317
Industrial Materials	41
Petroleum & Chemicals Solution	122
Mineral Resources	320
Industrial Infrastructure	13
Automotive & Mobility	14
Food Industry	143
Consumer Industry	24
Power Solution	1,289
Urban Development	2
Total	2,285

Now I would like to explain the progress that we are making toward our emissions reduction targets, and our newly disclosed Scope 3 Category 11 emissions.

In October 2021, MC formulated its Roadmap to a Carbon Neutral Society, under which we are aiming to halve our Scope 1, 2 and Scope 3 Category-15 GHG emissions by FY2030, compared to FY2020 levels. The Roadmap also expresses our goal to reach net zero by 2050. This slide shows the progress that MC made in reducing emissions in FY2021 and breakdown by Business Group of FY2021 emissions.

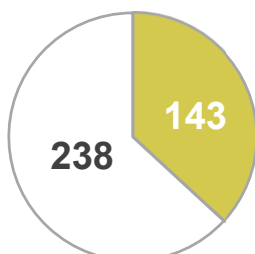
One climate change initiative that is based on the MC Climate Taxonomy I mentioned, is "Investment Planning in Accordance with GHG Reduction Plans". In other words, when formulating investment plans, we confirm the extent to which we can reduce our short to medium-term emissions through the businesses in question and take the steps necessary to keep in line with our targets.

Scope 3 Category 11 Emissions

- MC has newly disclosed Scope 3 Category 11 emissions, which account for the majority of MC's Scope 3 emissions.
- Because Scope 3 emissions, including Category 11, are generated by other companies, MC will need to work with a wide range of partners throughout its supply chains to tackle the societal challenge of reducing Scope 3 emissions.
- We will tackle this through integrated EX/DX initiatives (e.g. supply of renewable energy, next-generation energy, climate technology investments through Breakthrough Energy Catalyst, etc.), and will collaborate with various stakeholders to achieve decarbonization of social and economic activities.

Breakdown According to MC Climate Taxonomy

Unit: Million Tons CO₂e



- Transform (Metallurgical Coal Production, Natural Gas Production and Liquefaction, etc.)
- White (Fossil-fuel Trading, EPC (Engineering, Procurement and Construction), Automobile Sales, etc.)

Breakdown by Business Group

Unit: 10,000 Tons CO₂e

Business Group	FY2021 Results	Main Businesses Responsible for Scope 3 Category 11 Emissions
Natural Gas	11,141	Natural Gas Production and Liquefaction Natural Gas and LNG Trading
Industrial Materials	90	
Petroleum & Chemicals Solution	4,130	Petrochemical Products Trading
Mineral Resources	9,407	Metallurgical Coal Production Mineral Resources Trading
Industrial Infrastructure	8,847	EPC (Engineering, Procurement, and Construction)
Automotive & Mobility	3,009	Automobile Sales
Food Industry	143	
Consumer Industry	436	
Power Solution	898	
Urban Development	24	
Total	38,125	

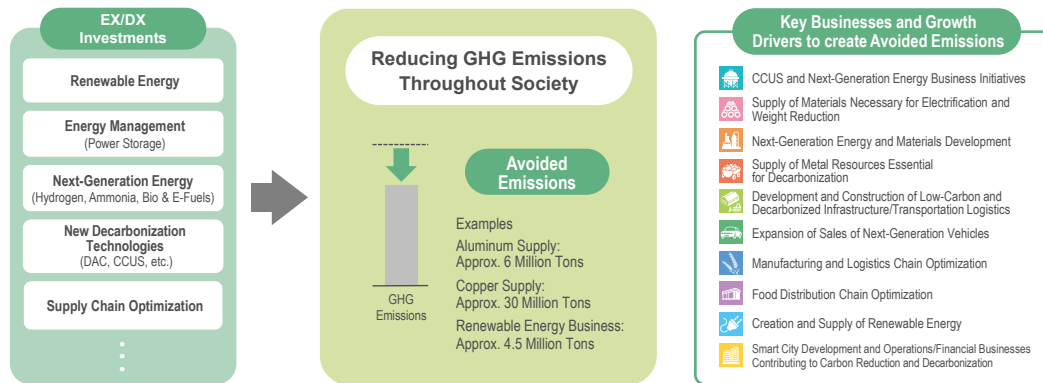
We have also calculated and newly disclosed Scope 3 Category 11 emissions, which account for the majority of MC's Scope 3 emissions. In FY2021, our Category 11 emissions totaled approximately 380 million tons. Of those, roughly 140 million tons came from businesses we classified as "Transform" businesses, such as metallurgical coal production and natural gas production and liquefaction. The remaining approximately 240 million tons came from "White" businesses, such as fossil-fuel trading, EPC (Engineering, Procurement, and Construction), and automobile sales. To ensure transparency, we disclosed emissions from both our investment and our trading operations. Since detailed, international standards on Scope 3 Category 11 emissions have yet to be established, and given wide variations in the interpretation of the proper scope of coverage, the decision to disclose these emissions was the subject of much discussion and deliberation within the company. Ultimately, we decided to make this disclosure in light of the expectations of our stakeholders with regard to addressing climate change.

Having said that, reducing Scope 3 emissions is not something MC will be able to do on its own, and we will need to form even closer "connections" for co-creation and collaboration with a wide variety of our stakeholders and business partners.

Contributing to a Decarbonized Societies through “Integrated EX/DX Initiatives”

Avoided Emissions

- We have decided to newly disclose “avoided emissions” as one expression of MC Shared Value. This will be utilized as a quantitative indicator to measure the degree of contribution we are making to GHG emissions reductions as well as the extent to which we are capturing business opportunities in the transition to a decarbonized society.
- We will contribute to global decarbonization by promoting integrated EX/DX initiatives such as renewable energy and supply chain optimization.



In the final part of this session, I will explain about MC’s avoided emissions which we also newly disclosed on our Sustainability Website yesterday (Feb 28, 2023).

Avoided emissions represent the quantified contribution to the reduction of GHG emissions achieved by providing zero- or low-emission products or services compared to how much would be emitted if those products and services were not provided. We consider avoided emissions to be one form of MC Shared Value, and so we will utilize this as a quantitative indicator to measure the degree of contributions we are making to GHG emission reductions as well as the extent to which we are capturing business opportunities in the transition to a decarbonized society.

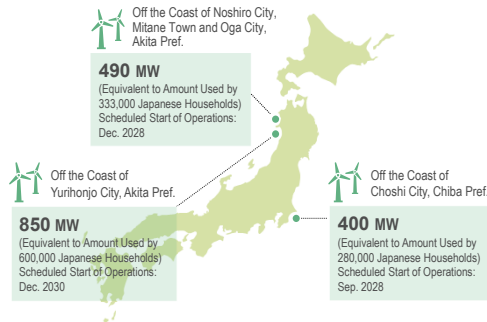
You can find the evaluation periods, calculation formulae and other details in the Appendix on page 29, but just to give you an idea, our approximate estimates in the fields of aluminum, copper and renewable power generation are 6, 31, and 4.5 million tons respectively. These numbers are not fully precise given that we still lack (and therefore have not factored into the calculation) data covering the full life cycles of these businesses from the procurement of raw materials to the disposal of waste materials, so we are still grappling with such challenges. However, we have done our best to calculate these figures by identifying specific products whose calculation formulae we are able to use in a transparent manner. In addition to further improving our calculation methods, we will continue to expand and quantify businesses that can contribute to reductions, such as investments in products not covered in this calculation and in decarbonization technologies such as through Breakthrough Energy Catalyst and CCUS, as well as DX initiatives aimed at optimizing supply chains.

EX Businesses Contributing to Avoided Emissions (1)

- We continue to develop a base of high-quality projects through the expansion of our renewable energy business and initiatives focused on base metals that underpin electrification.

Offshore Wind Power Projects in Japan and Overseas

- Aiming to double our renewable power capacity by FY2030.
- Having been awarded three offshore wind power projects in Japan in 2021 (contributing future CO₂ reductions of 2.4 million tons), and the Hollandse Kust West Site VI project in the Netherlands in 2022 (contributing future CO₂ reductions of around 1.2 million tons), MC will continue to make progress toward building a portfolio to meet this target.
- We plan to develop future projects that use offshore wind power to produce green hydrogen.



Next, I will introduce our offshore wind power generation business as a concrete example of how we are contributing to emissions reductions.

In 2021, we acquired the rights to three offshore wind projects in Japan with a combined capacity of over approximately 1.74 million kilowatts, which is enough to meet the electricity needs of approximately 1.21 million Japanese households and contribute to the reduction of approximately 2.4 million tons of GHG emissions.

Outside of Japan, we were part of a successful bid for the Hollandse Kust West Site VI offshore wind farm in the Netherlands in 2022. The project is scheduled to commence operations in 2026 and will contribute to the reduction of approximately 1.2 million tons of GHG emissions.

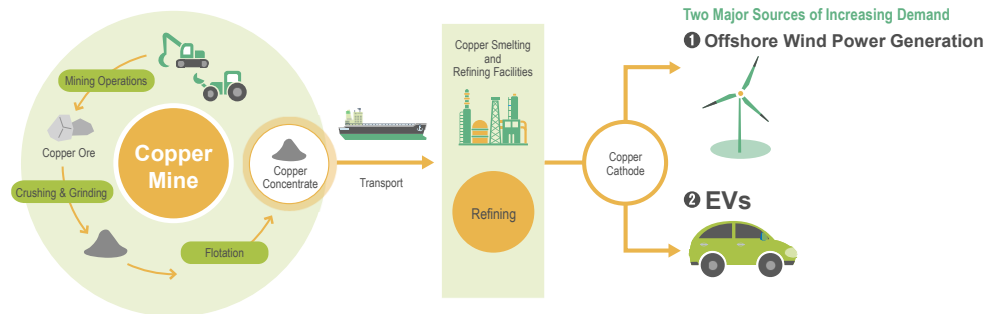
We also plan to develop future projects that utilize offshore wind power to produce green hydrogen.

EX Businesses Contributing to Avoided Emissions (2)

- We continue to develop a base of high-quality projects through the expansion of our renewable energy business and initiatives focused on base metals that underpin electrification.

Commencement of Production at Quellaveco Copper Mine Project in Peru

- Production commenced in 2022. Total development cost for MC was approx. US\$2.2 billion.
- Our copper equity production volume, including that from Quellaveco, exceeds 250,000 tons per year. After the full-scale launch of Quellaveco, this figure is expected to increase to approx. 320,000-370,000 tons (equivalent to the amount of copper used to produce approx. 8-10 million electric vehicles).
- We will continue to secure and provide a stable supply of copper, an essential resource for supporting the progress of electrification and the spread of electric vehicles.



Another business area through which we have been contributing to avoided emissions is our copper business.

In order to meet the demand for copper, an essential raw material in for manufacturing EVs and offshore wind power technologies in a decarbonized society, we intend to further expand our copper business as one of the pillars of our EX Strategy.

Our annual equity production of copper is projected to reach up to 370,000 tons once our Quellaveco mine project in Peru is operating at full capacity, which is enough to produce about 10 million electric vehicles.

We remain committed to contributing to global decarbonization by creating businesses that generate avoided emissions through our integrated EX/DX initiatives.

Environment Social Governance

 Mitsubishi Corporation

Human Rights and Supply Chain Management

Senior Vice President
Kenji Kobayashi
Chief Stakeholder Engagement Officer (CSEO)

Maximizing the Value of Our Human Capital

Executive Vice President
Yutaka Kashiwagi
Corporate Functional Officer (CAO)

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This concludes the “E” (or “environmental”) part of our ESG Briefing. We will now shift to the “S” (or “social) part, which I will begin by explaining MC’s initiatives in human rights and supply chain management. I will then hand it over to our CAO, Mr. Yutaka Kashiwagi, who will explain what we are doing to maximize the value of our human capital.

Initiatives Regarding Human Rights and Supply Chain Management

1. Policy Regarding Respect for Human Rights and Supply Chain Management

We believe respect for human rights is fundamental to doing business globally. We will strive to ensure respect for human rights and a sustainable supply chain through the MC Group's business activities, including within our supply chains.

-
- Training for employees.
 - **Addition of human rights/environmental scope to audits of group companies by MC's Internal Audit Department (starting in FY2023).**
 - **Establishment of due diligence guidelines for environmental and societal matters when executing new investments and acquisition of fixed assets.**
 - Monitoring of activities through audits of environmental and societal matters on a consolidated basis.
- *Items in bold indicate key updates.
- **Conducting Sustainable Supply Chain Surveys (in FY2022, 894 responses received from supplier companies in approximately 50 countries and regions).**
 - **Expansion of tiers/products of Sustainable Supply Chain Survey (in FY2023, we will include paper and soybeans, and expand shrimp, cacao and coffee to Tier 2).**
 - **Establishment of separate procurement guidelines.**

3. Remediation

We have established grievance mechanism in February 2023 to handle consultations from external stakeholders regarding cases of adverse human rights and environmental impacts of the MC Group's business activities, including within its supply chains.

MC believes that respect for human rights is fundamental to doing business globally. Based on this belief, we have selected “Respecting Human Rights in our Business Operations” and “Promoting Stable, Sustainable Societies and Lifestyles” as crucial societal issues included in our Materiality which we are working to address through the MC Group’s business activities, including within our supply chains.

Our FY2022 initiatives related to human rights due diligence are highlighted in bold on page 18 of today’s materials. We will enhance corporate audits on our group companies and will continue to expand the scope and range of products covered in our supplier surveys.

This February, we began operation of a “grievance mechanism”, through which external stakeholders can contact us regarding concerns they may have about adverse human rights or environmental impacts caused by the MC Group’s business activities. Since this mechanism will allow us to more broadly understand and find problems that we may not otherwise be able to through our supplier surveys and other due-diligence work, we will take full advantage of it for the purpose of remediation and remedy throughout our operations.

Midterm Corporate Strategy 2024: HR Policies

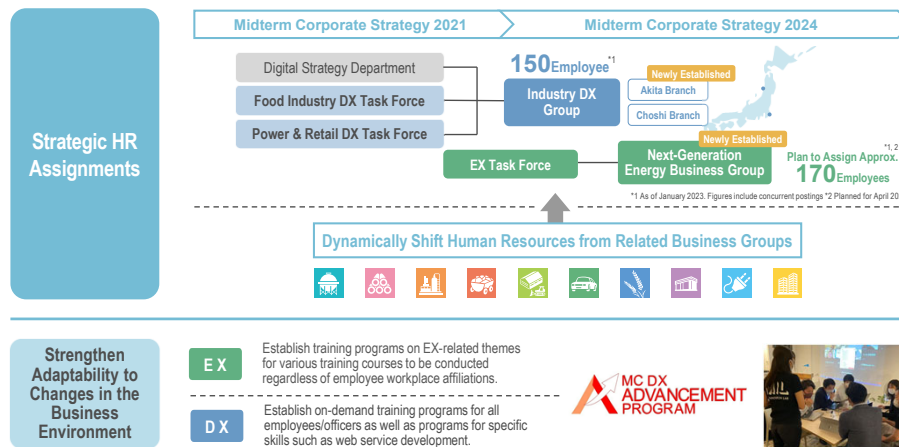
■ We are enabling motivated professionals who take pride in actively fulfilling their responsibilities with a view toward creating MC Shared Value, while interconnecting with members of our diverse and versatile talent pool. We strive to maximize the value of our human capital by creating a dynamic, spirited and vibrant organization.



MC's HR policies aim to create a dynamic, spirited and vibrant organization that enables professionals who take pride in actively fulfilling their responsibilities while interconnecting with members of our diverse and versatile talent pool. Our efforts to achieve these objectives fall under the three categories of, HR Strategy, Strengthening Engagement, and Data Utilization. Today I would like to explain a few noteworthy initiatives that MC is carrying out to maximize the value of its human capital.

HR Strategy

- We are proceeding to dynamically shift and appoint human resources across organizations into priority areas/fields in response to advancements in the Value-Added Cyclical Growth Model and management strategies such as Utilizing Integrated EX/DX Initiatives. We are working to develop and re-skill our human resources so that all employees understand how EX/DX trends relate to their own activities and promote business accordingly.



I will start with our HR strategy. In order to create value in a volatile business environment in line with management strategies, each of our business groups must exhibit the full breadth of its unique know-how and expertise, which we use the Japanese word *tate* (vertical) to refer to internally. However, this *tate* must be complemented by the connection of diverse professional expertise across industries and fields, which we refer to as *yoko* (horizontal), in order to mobilize foresight skills. We have dynamically shifted human resources by forming of agile task forces and establishing new internal organizations and regional offices.

For example, we shifted approximately 150 employees from ten of our Business Groups to staff the Industry DX Group when it was established last July. Some of those employees even hold concurrent positions in their home business groups in addition to their roles in the Industry DX Group. We also plan to shift about 170 employees to our Next-Generation Energy Business Group, which will commence operations in April 2023. Those employees will also be reassigned from our other business groups, with most coming from the former EX Task Force, the Petroleum & Chemicals Solution Group, and the Industrial Infrastructure Group.

Additionally, in order to strengthen our ability to respond to change, we believe it is necessary to reskill our employees in EX/DX knowledge and skills in order to complement our traditional strengths. DX has been a particular focus, and this fiscal year we provided a DX training program for all employees and officers, including the President and CEO and the Chairman.

Engagement

- We foster a corporate culture that capitalizes on diversity by encouraging connections that transcend organizations, age groups and job titles.
- At the same time, we continue to develop initiatives that empower members of our diverse and versatile talent pool to fully demonstrate their talents and autonomously develop their careers in ways that enable them to flourish.

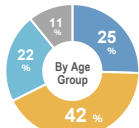
Fostering a Corporate Culture That Capitalizes on Diversity

- MC's President personally responds to a wide-range of questions and opinions, not limited to specific themes.
- Diverse participation across organizations/age groups.



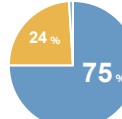
Town hall-style meeting with MC's President

Overview of Participants



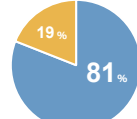
■ 20s ■ 30s ■ 40s ■ 50s

Percentage whose engagement increased with their work and the company



■ Increased ■ Somewhat increased ■ Didn't noticeably increase

Percentage whose comprehension of Midterm Corporate Strategy/ management policies increased



■ Increased ■ Somewhat increased ■ Didn't noticeably increase

Talent Management That Leverages Individuality

Create/expand initiatives to encourage career autonomy that reflects the career and skill development aspirations of individual employees.

Career Choice System (Open Recruitment for Transfer Assignments)

Review System



Dual Career System (Multiple Internal Assignments)

Newly Established



Sabbatical Leave System (Educational Leave)

Newly Established



Next is engagement, which along with employee health forms the basis of our HR Strategy. We have been working hard to create highly engaging workplaces that encourage communication that transcends organizations, age groups and job titles. We have also been proactively creating more opportunities for direct discussion between the company President and CEO and our employees via town hall-style meetings and multi-level dialogues.

In addition to already having reviewed our Career Choice system, we have set up a new system that enables employees to work concurrently in different departments, as well as a sabbatical leave system that employees can utilize to earn degrees either in Japan or abroad. About 100 open calls for applications have already been advertised for transfers or concurrent departmental duties during FY2023, and applications are currently being accepted.

In this way, MC encourages employees to express themselves and open up pathways for their career development, which in turn leads to greater workforce engagement and sustainable growth for MC.

Diversity, Equity, and Inclusion (DE&I)

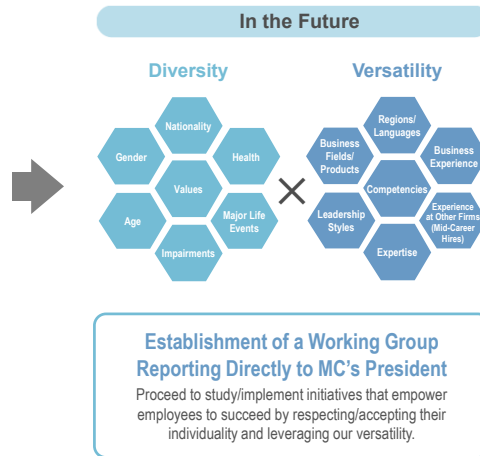
- Our “diversity and versatility” is the foundation for DE&I at MC.
- We have established a company-wide working group directly under MC’s President and are promoting the development of an environment and organizations where all employees can flourish by fully demonstrating their individual strengths.

Developing systems and enhancing initiatives to support employees with child care, family care and other responsibilities associated with major life events.

- Enhancing the Child Care Support System for Employees (Supporting Women’s Careers Package)
- Training for Management-Level Staff (Supervisors)
- Culture Cultivation for Child Care Gender Gap
- Career Development Program for Female Employees (Mentor System, etc.)
- Diversity Training (Corporate Culture Development)

Percentage of Women in Management-Level Positions		Percentage of Male Employees Using Childcare-related Systems	
2016	9.4%	2017	60%
2022	11.6% ^{*1}	2022	84% ^{*1,2}

*1 As of March 2022
*2 Percentage of men working at the Head Office or MC domestic offices and subsidiaries as of the end of the fiscal year whose spouse gave birth in the relevant fiscal year and who used childcare-related systems including childcare leave and spousal childbirth leave.



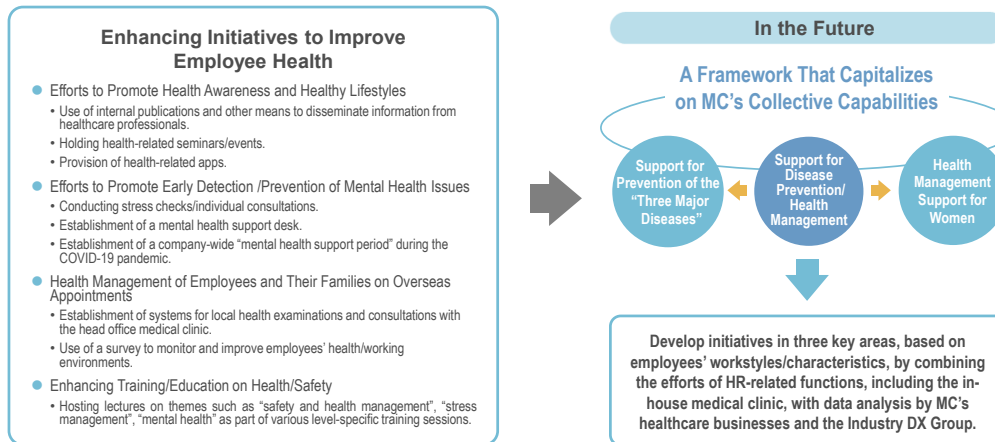
Diversity is the source of MC’s collective capabilities. We have always worked at refining policies to best balance our employees’ careers and individual life events. Going forward, we will use the terms “Diversity” and “Versatility” to explain our company’s diversity and inclusion and further expand our measures in this regard.

In other words, "Diversity" represents the circumstances and characteristics of each individual, and we aim to be an organization with the capacity to welcome all individuals with fairness and inclusiveness. In addition, “Versatility” refers to our aim to place each individual in positions where they can make the most of their individual strengths.

To accelerate this, we have set up a working group which will be overseen directly by the President and CEO that will commence operations this March.

Health Management (Well-being)


- The health of our employees is a vital management issue for us as we seek to realize a “dynamic, spirited and vibrant organization”.
- We are implementing various initiatives in line with our Management Message on Safety and Health. In the future, we will leverage MC’s collective capabilities to strengthen initiatives tailored to our employees in three areas.



In order to achieve our aim of creating a dynamic, spirited and vibrant organization, it is crucial to ensure a healthy workforce. Last August, MC issued its “Message on Safety and Health”, and has since been stepping up efforts to monitor both the mental and physical well-being of its employees. We have strengthened connectivity between all concerned internal organizations, including our medical clinic at the Tokyo Head Office, our Global HR Department and its mental-health support desk, those engaged in our healthcare businesses, and our Industry DX Group. Our intent is to take a step beyond simply providing our employees with health checks, referrals and medications, to offering them a more sophisticated array of preventative support options that are in keeping with MC’s collective capabilities.

A number of internal trials have already been launched, and we will be providing details on specific measures and other information in future internal and external communications as progress is made.

Environment Social Governance

 Mitsubishi Corporation

Initiatives to Enhance the Effectiveness of Corporate Governance

Executive Vice President
Yutaka Kashiwagi
Corporate Functional Officer (CAO)

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Now I would like to explain MC's approach to corporate governance.

Corporate Governance Framework

- The strengthening of corporate governance on an ongoing basis is an important subject for management.
- We have established an effective corporate governance framework by (1) appointing directors with a wealth of experience and high levels of expertise; and (2) establishing advisory bodies with a majority composition of independent directors.

Governance



I will start with our governance framework. All of our Independent Directors and Board of Directors' advisory bodies play key roles at MC. As we have constantly evolved our business and grown amidst significant changes in the external environment, so Independent Directors are indispensable to us because they oversee our company from a variety of perspectives without preconceptions that may differ from internal perspectives. Our Independent Directors and Independent Audit & Supervisory Board Members, a quarter of whom are women, as you can see in the middle of the slide, represent diversely skilled professionals from a variety of backgrounds. They continually provide us with valuable feedback, which we incorporate into our day-to-day management.

At the bottom left of the slide, you can see that Independent Directors comprise more than half the members of one of our board's advisory bodies, namely the Governance, Nomination & Compensation Committee, which actively engages and deliberates on matters related to governance, nomination and compensation.

At the bottom right of the slide, you can see that we have established an International Advisory Committee comprised of a majority of overseas members. We utilize the diverse and international perspectives and opinions of this committee in our management of geopolitical risks and global trends.

We have been able to establish an effective governance structure through the establishment of these advisory bodies.

Experience, Knowledge and Expertise Expected of Members of the Board of Directors

- We have established “Basic Items” as skill areas to be shared by all members.
- We also established “Management Strategy” items as areas of expertise needed to monitor progress on aspects of Midterm Corporate Strategy 2024, such as “Utilizing Integrated EX/DX Initiatives” and “Creating a New Future”.

Position	Name	Responsibilities/ Main Career Experience	Basic Items		Management Strategy				
			Business Management/ Organizational Management	Risk Management	Innovation		Global Intelligence	Human Resource Strategy	Environment and Society
					Energy	Digital			
Independent Director	Akitaka Saiki	Former Vice Minister, Ministry of Foreign Affairs of Japan	●	●			●		
	Tsuneyoshi Tatsuoka	Former Vice Minister, Ministry of Economy, Trade and Industry	●	●	●				●
	Shunichi Miyanaga	Chairman of the Board, Mitsubishi Heavy Industries, Ltd.	●	●	●		●		
	Sakie Akiyama	Former CEO, Saki Corporation	●	●		●			
	Mari Sagiya	Former Senior Vice President, IBM Japan	●	●		●		●	
Independent Audit & Supervisory Board Member	Rieko Sato	Partner, ISHII LAW OFFICE	●	● (Legal/Attorney)					
	Takeshi Nakao	CEO, PARTNERS HOLDINGS, Co. Ltd.	●	● (Finance/Accounting) Certified public accountant					
	Mari Kogiso	CEO, SDG Impact Japan Inc.	●	●				●	●

Now I would like to move on to our “Skills Matrix”.

I mentioned the diversity of our Independent Directors previously, and as you can see here, we developed this matrix to help visualize this diversity.

Devised in accordance with MC’s management strategies and the characteristics of MC’s businesses, the matrix maps the “Basic Items” as skill areas to be possessed by all members and “Management Strategy” items as areas of expertise needed to monitor the progress of those company strategies. These skilled directors deliberate from diverse perspectives, creating a system for appropriate decision-making and robust management supervision.

MC Governance Initiatives in Recent Years

Reevaluation of the Rules and Operating Processes of the Board of Directors

FY2017 Evaluated the effectiveness of the Board of Directors and began investigation by the Governance, Nomination & Compensation Committee.

- FY2018**
1. Doubled the monetary threshold for the submission and reporting of investment and loan proposals.
 2. Enhanced monitoring of business investees.
 3. Enhanced briefing sessions before Board of Directors' meetings.

Further Enhancement of the Content of Deliberations Conducted by the Board of Directors

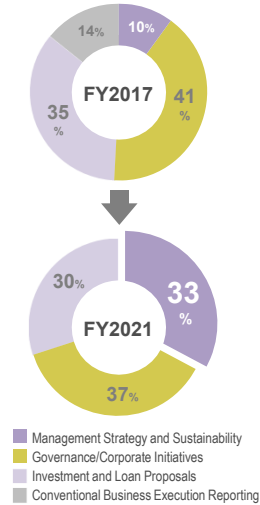
FY2019 Enhanced time spent deliberating the overall direction of management strategies and other key topics by the Board of Directors (conventional, detailed business execution reporting conducted outside of meetings).

FY2021 Review of "Midterm Corporate Strategy 2021" by the Board of Directors and other bodies.

Established "Midterm Corporate Strategy 2024" after several exchanges of opinions with MC's Independent Directors and Independent Audit & Supervisory Board Members.

FY2022 Monitoring of progress on key aspects of "Midterm Corporate Strategy 2024" by the Board of Directors and other bodies.

Breakdown of Time Spent on Deliberations at Meetings of the Board of Directors



The last page highlights some of MC's latest governance initiatives.

Under the governance framework that I explained previously, in order to further enhance the transparency and the effectiveness of the Board of Directors, MC is working on constant reforms to the management of the Board of Directors based on a PDCA cycle evaluation of the board's effectiveness.

Recent initiatives include expanding the time for deliberations on important company-wide matters such as the establishment and monitoring of Midterm Corporate Strategy 2024.

Furthermore, we are making efforts to enhance and improve the effectiveness of deliberations at the Board of Directors meetings by carefully providing information to Independent Directors and Audit & Supervisory Board Members through pre-board meeting briefing sessions and other means, as well as to enhance opportunities for dialogues between management and our Independent Directors.

We will discuss these initiatives in a dialogue session scheduled later in the agenda today with our Independent Directors.

That is all from me.