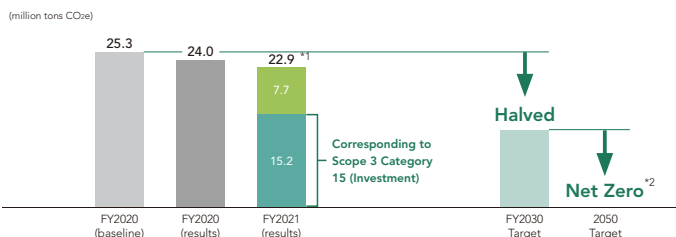


ESG Data

Environmental Data

MC announced a new greenhouse gas (GHG) reduction target for the fiscal year ended March 31, 2022, which includes emissions from affiliated companies, which are also highly important to the company's revenue base.

In accordance with this new target, major environmental data from the fiscal year ended March 31, 2022, are being calculated based on the equity share approach, which includes the GHG emissions of affiliated companies. (Figures up to the fiscal year ended March 31, 2021 are based on the previous control approach, which includes the MC and subsidiary companies. To compare with other companies that use the control approach, consolidated GHG emissions are also included based on Scope 1 and 2 (for MC and subsidiaries) and Scope 3 Category 15 (investment) (for affiliated companies).)*1, *2, *3



Environmental Performance (consolidated)

| | 3/2020 | 3/2021 | Ref. 3/2021 | 3/2022 | Ref. 3/2022 |
|--|--------------------|--------------------|-----------------|-----------------|------------------|
| Calculation approach (location/market-based for Scope 2) | Control (Location) | Control (Location) | Equity (Market) | Equity (Market) | Control (Market) |
| GHG emissions (unit: thousand t-CO ₂ e) | 9,437 | 9,185 | 24,016 | 22,852* | 8,319 |
| Scope 1 (including 6.5 gases) | 6,884 | 6,774 | 21,829 | 21,046* | 7,343 |
| Scope 2 | 2,553 | 2,411 | 2,187 | 1,806* | 975 |
| Ref. Scope 3 (Category 15) (Unit: thousand t-CO ₂ e) | — | — | — | — | 15,158 |
| Energy consumption (unit: GJ) | 106,075,971 | 103,990,961 | — | 310,173,320* | — |
| Electricity consumption (unit: MWh) | 4,399,057 | 4,165,874 | — | 5,309,580* | — |
| GHG emissions per total assets (Unit: million t-CO ₂ e/trillion yen) ⁴ | 0.68 | 0.64 | — | 1.03 | — |

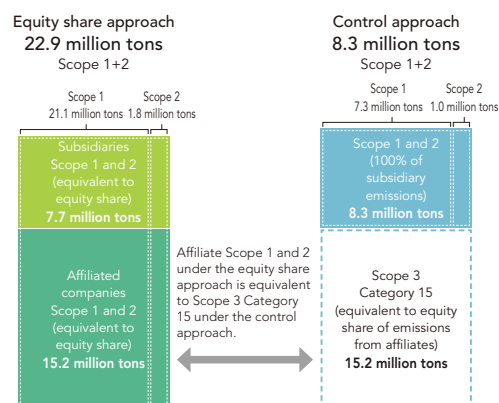
Period: Each fiscal year

Scope of aggregation:

Control approach: MC, consolidated subsidiaries, and joint ventures

Equity share approach: MC, consolidated subsidiaries, affiliates, joint ventures, and joint operations

*1 The 22.9 million tons are Scope 1 and 2 emissions based on the equity share approach, and include amounts equivalent to our equity share of Scope 1 and 2 emissions of affiliated companies. Of the total, 7.7 million tons are Scope 1 and 2 emissions of subsidiaries and 15.2 million tons are Scope 1 and 2 emissions of affiliates. The 15.2 million tons of emissions of affiliates correspond to Scope 3 Category 15 (emissions from the operation of investments) when disclosure is made based on the control approach.



The Equity Share Approach and the Control Approach

The GHG Protocol is the international standard for calculating GHG emissions. There are two approaches: the control approach, which covers subsidiaries and calculates 100% of their emissions as the scope of financial or operational control, and the equity share approach, which covers all affiliated companies and calculates the equivalent of equity share in their emissions.

*2 For more information on GHG reduction targets, see p. 48.

Scope 1 Emissions (6.5 gases only)⁵

| | 3/2020 | 3/2021 | 3/2022 |
|---|--------|--------|--------|
| Total amount (Unit: thousand t-CO ₂ e) | 878 | 848 | 2,096* |
| Carbon dioxide (CO ₂) | 8 | 8 | 333* |
| Methane (CH ₄) | 870 | 840 | 1,722* |
| Dinitrogen monoxide (N ₂ O) | 0.3 | 0.4 | 40* |
| Hydrofluorocarbons (HFCs) | 0 | 0 | 0* |
| Perfluorocarbons (PFCs) | 0 | 0 | 0* |
| Sulphur hexafluoride (SF ₆) | 0 | 0 | 0* |
| Nitrogen trifluoride (NF ₃) | N/A | N/A | N/A |

Environmental Performance (non-consolidated)

| | 3/2020 | 3/2021 | 3/2022 |
|---|---------|---------|----------|
| GHG emissions (unit: thousand t-CO ₂ e) | 11.1 | 9.3 | 3.4* |
| Energy consumption (unit: GJ) | 207,159 | 177,178 | 175,679* |
| Electricity consumption (unit: MWh) | 15,566 | 13,067 | 12,767* |
| CO ₂ emissions from logistics ⁶ (unit: thousand t-CO ₂) | 40 | 26 | 24* |
| Paper consumption (unit: thousand sheets) | 38,265 | 16,900 | 13,562* |
| Waste | | | |
| Emissions (unit: t) | 506 | 411 | 431* |
| Recycling rate (unit: %) | 98.5 | 98.9 | 98.6* |
| Water withdrawal (unit: thousand m ³) | 38 | 25 | 27* |

Period: Fiscal year (April 1 to March 31)

Scope of aggregation:

- GHG emissions, energy consumption, electricity consumption and CO₂ emissions from logistics: Head Office, domestic branches and offices, training centers, and other facilities
- Paper consumption: Head Office, Japan-based branches, offices, etc.
- Waste emissions and recycling rate, water withdrawal amount: Head Office and certain other offices in Tokyo

Emissions by Segment (Unit: thousand t-CO₂e)

| | 3/2020 | 3/2021 | 3/2022 |
|--------------------------------------|--------|--------|--------|
| Natural Gas Group | 245 | 350 | 3,172 |
| Industrial Materials Group | 149 | 125 | 407 |
| Petroleum & Chemicals Solution Group | 165 | 123 | 1,222 |
| Mineral Resources Group | 2,872 | 2,782 | 3,201 |
| Industrial Infrastructure Group | 83 | 86 | 126 |
| Automotive & Mobility Group | 20 | 15 | 140 |
| Food Industry Group | 1,195 | 1,135 | 1,430 |
| Consumer Industry Group | 1,523 | 1,442 | 241 |
| Power Solution Group | 3,168 | 3,111 | 12,889 |
| Urban Development Group | 6 | 5 | 20 |
| Corporate Staff Section | 11 | 9 | 4 |

ESG data marked with an asterisk (★) for the fiscal year ended March 31, 2022 has received independent practitioner's assurance from Deloitte Tohmatsu Sustainability Co., Ltd. For details, please see MC's website.

https://www.mitsubishicorp.com/ar2022/en/pdf/a_report2022_23.pdf



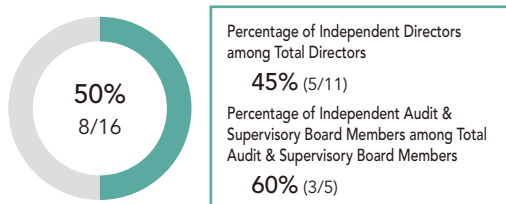
For more information on MC's ESG Data, please see our Sustainability Website.

<https://mitsubishicorp.disclosure.site/en>

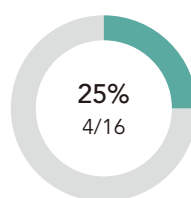


Governance Data

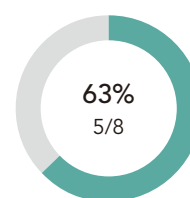
Percentage of Independent Members among Total Directors and Audit & Supervisory Board Members ^{*7} (Unit: %)



Percentage of Women among Total Directors and Audit & Supervisory Board Members ^{*7} (Unit: %)

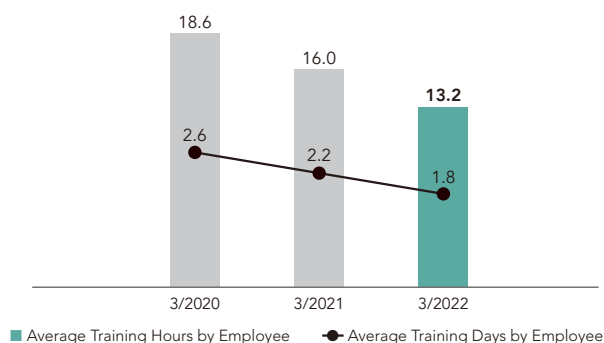


Percentage of Independent Directors among Governance, Nomination & Compensation Committee Members ^{*7} (Unit: %)



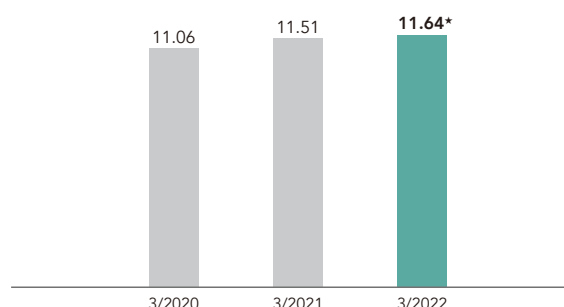
Social Data

Average Training Hours/Days by Employee ^{*8}



| | 3/2020 | 3/2021 | 3/2022 |
|------------------------------------|---------|--------|--------|
| Total training hours (unit: hours) | 110,000 | 92,000 | 74,000 |

Percentage of Women in Management Positions (non-consolidated) (Unit: %) ^{*9}



Employee Data (non-consolidated)

| | | 3/2020 | 3/2021 | 3/2022 |
|--|------------------|--------|--------|--------|
| Number of employees (non-consolidated) | Male | 4,356 | 4,241 | 4,141 |
| | Female | 1,526 | 1,484 | 1,430 |
| | Total | 5,882 | 5,725 | 5,571 |
| Gender ratio in management positions (unit: %) ^{*10} | Male | 88.94 | 88.49 | 88.36* |
| | Female | 11.06 | 11.51 | 11.64* |
| Average years of service | | 18.4 | 18.4 | 18.5 |
| Number of employees on overseas assignments (including global trainees) ^{*11} | | 1,174 | 1,074 | 1,045 |
| Employment rate of persons with disabilities (unit: %) ^{*12} | | 2.90 | 2.53 | 2.45* |
| Number of employees who took maternity/paternity leave ^{*13} | Male | 20 | 36 | 49 |
| | Female | 52 | 48 | 67 |
| | Total | 72 | 84 | 116 |
| Number of employees who took family care leave ^{*13} | Male | 0 | 1 | 0 |
| | Female | 1 | 0 | 0 |
| | Total | 1 | 1 | 0 |
| Monthly average overtime hours (unit: hours/month) ^{*14} | | 25.1 | 27.2 | 30.4 |
| Percentage of annual paid leave days taken (unit: %) ^{*15} | | 67 | 55 | 60 |
| Level of employee satisfaction (unit: %) ^{*16} | | 76 | — | — |
| Lost time injuries frequency rate ^{*17} | consolidated | 5.61 | 4.16 | 3.26* |
| | non-consolidated | 0.49 | 0.16 | 0.17* |

^{*1} Effective from the fiscal year ended March 31, 2022, emissions from consolidated affiliates and joint operations were included in the calculations. Scope 1 and 2 include a portion of emissions of consolidated subsidiaries, affiliates, joint ventures, and joint operations on an equity share basis (the GHG Protocol's equity share approach).

^{*2} Effective from the fiscal year ended March 31, 2022, Scope 2 emissions were calculated on the GHG Protocol's market-based method. In addition, as a result of reviewing the range of each Scope in line with the GHG protocol, the emissions from franchises, previously included in Scope 1 and 2 emissions, are excluded.

^{*3} The following is used as the basis for calculation:

- Direct CO₂ emissions from fuel consumption: The Greenhouse Gas Protocol (GHG Protocol) "Emission Factors from Cross Sector Tools (Mar 2017)" (WRI/WBCSD)
- Greenhouse gas (6.5 gases) emissions other than energy-derived CO₂ associated with business activities: Greenhouse Gas Emissions Calculation and Reporting Manual (Ver 4.2) (July 2016, Ministry of the Environment and Ministry of Economy, Trade and Industry)
- Indirect CO₂ emissions from electricity consumption, etc.: Adjusted emission factor for each electric power company in Japan (revised in February 2022, Ministry of the Environment and Ministry of Economy, Trade and Industry) (Emission factors for electric power companies outside Japan are individually confirmed, if unavailable, emission factors by country for 2019 from IEA CO₂ Emissions from Fuel Combustion (2021 edition))

^{*4} Until the fiscal year ended March 31, 2021, MC had set a target to reduce GHG emissions per unit of total assets, and in the fiscal year ended March 31, 2022, this was replaced with a new target to reduce total emissions. The total assets used to calculate the basic unit differ from the total assets reported in MC's financial reports.

^{*5} 6.5 gas emissions are calculated targeting business activities that correspond to the main emission activities listed in the Greenhouse Gas Emission Calculation and Reporting Manual (Version 4.2) (July 2016, Ministry of the Environment and Ministry of Economy, Trade and Industry).

^{*6} In accordance with the Law Concerning the Rational Use of Energy (Energy Conservation Law), this covers items related to domestic transportation for which we are the shipper.

^{*7} Based on status as of July 1, 2022

^{*8} Average hours and days of training per employee are for training sponsored by the Head Office Global Human Resources Department only (excluding training for employees dispatched overseas).

One day is calculated as 7.25 hours of working time.

^{*9} As of April 1 of each calendar year

^{*10} As of April 1 of each calendar year

^{*11} The Global Trainee System is an overseas assignment system aimed at young employees in order to respond to the global development of MC's business portfolio and strengthen the global competitiveness of MC's human resources.

^{*12} As of June 1 of each calendar year

^{*13} The number of employees who began taking this type of leave during each fiscal year

^{*14} Employees working at the Head Office and domestic branches (excluding managers, corporate advisers and contract employees)

^{*15} Employees working at the Head Office and domestic branches (excluding secondees from other companies)

^{*16} Employee awareness surveys are taken every three years. The last survey was taken in the fiscal year ended March 31, 2020 to obtain a snapshot of employee motivation and organizational vitality. The findings are used to improve management and other aspects of operations. Employee satisfaction figures represent the ratio of staff members responding positively to questions about employee engagement (Do you work with enthusiasm and take pride in/admire your company?) in the survey.

^{*17} Calculated based on standards set by the Ministry of Health, Labour and Welfare of Japan. Employees at the Head Office and domestic branches (excluding corporate advisers and contract employees) (Reference) Lost time injuries frequency rate / Nationwide average at places of business: 2.09 (From 2021 survey on workplace accidents, Ministry of Health, Labour and Welfare of Japan)