

MC Shared Value Creation Forum ~ ESG Briefing ~

| | Agenda | Speaker |
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| 9:30 ~ 9:45 | Creating MC Shared Value Through Our Growth Strategies | Katsuya Nakanishi Representative Director, President and CEO |
| 9:45 ~ 10:10 | Initiatives Focused on “Realizing a Carbon Neutral Society” | Senior Vice President Kenji Kobayashi Chief Stakeholder Engagement Officer (CSEO) |
| | Human Rights and Supply Chain Management | |
| | Maximizing the Value of Our Human Capital | Executive Vice President Yutaka Kashiwagi Corporate Functional Officer (CAO) |
| | Initiatives to Enhance the Effectiveness of Corporate Governance | |
| 10:10 ~ 10:40 | Q&A Session | |
| 10:40 ~ 10:50 | Break time | |
| 10:50 ~ 11:15 | Dialogue with Independent Board Members | Katsuya Nakanishi Representative Director, President and CEO Tsuneyoshi Tatsuoka Independent Directors |
| 11:15 ~ 11:35 | Q&A Session | Sakie Akiyama Independent Directors Yutaka Kashiwagi Executive Vice President |
| 11:35 | Closing of Forum | |