

Mitsubishi Corporation



Mineral Resources Group

<Copper business>

Contents

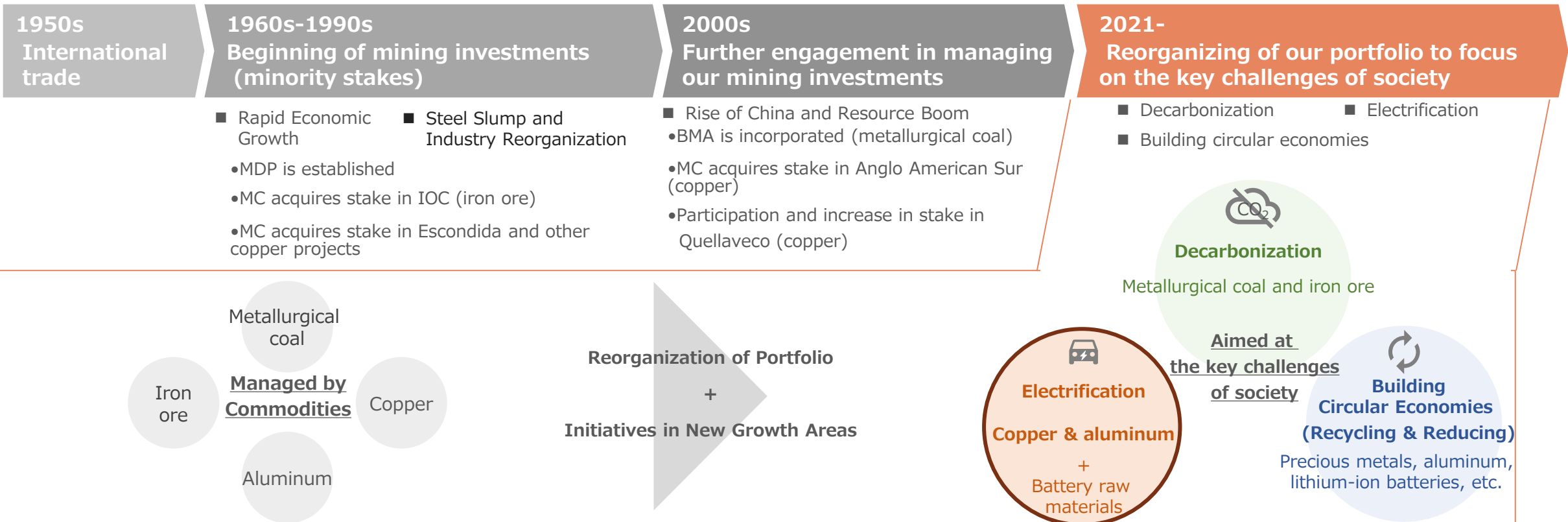
- 1 Company-wide EX Strategy and Positioning of the Copper Business**
- 2 Review of Quellaveco**
- 3 Mitsubishi Corporation's Copper Business and Its Future**

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Company-Wide EX Strategy and Positioning of the Copper Business

- ❑ Mitsubishi Corporation (MC) Mineral Resources Group has grown by addressing evolving demands from stakeholders and the broader society as well as changes in the business environment through resource investments, business development and trading in ferrous raw materials, such as coal and iron ore, and non-ferrous metals, such as copper and aluminum.
- ❑ Identifying decarbonization, electrification, and building circular economies as the key challenges in our world today, we have reorganized our portfolio focusing on these three issues. We will tackle these challenges by responsibly sourcing the materials crucial for this transition.
- ❑ Electrification of our world will be metals & minerals intensive, and copper is expected to be in especially short supply among those metals. Amid intensifying geopolitical risks and growing uncertainty in the global economy, we will contribute to energy transformation (EX) through the enhancement of our copper business.



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History of the Quellaveco Project (after MC's Participation)

	Events
February 2012	<ul style="list-style-type: none"> MC acquired an 18.1% equity stake in Anglo American Quellaveco S.A. (AAQ SA) from the International Finance Corporation (IFC)
August 2012	<ul style="list-style-type: none"> AAQ SA reached an agreement on 26 key commitments to the region, after 18 months of "Dialogue Table" with the local people
-2018	<ul style="list-style-type: none"> Feasibility studies continued
July 2018	<ul style="list-style-type: none"> MC increases stake in AAQ SA by 21.9% to 40% Final Investment Decisions were made to go forward with the development of the Quellaveco Project, and constructions commenced from August
Spring 2020–	<ul style="list-style-type: none"> COVID-19 pandemic hits Peru Prioritizing the health and safety of workers at Quellaveco, all constructions were temporarily suspended After laying out proper infection prevention systems in collaboration with relevant authorities, work on site was gradually restarted after July (effects of the pandemic continued into mid-2022)
July 2022	<ul style="list-style-type: none"> First production of copper concentrate from Quellaveco
September 2022	<ul style="list-style-type: none"> Quellaveco acquired sales licenses and began commercial production

Quellaveco : Competitive Advantages and Current Progress

- With its abundant resources and highly cost competitive operations, Quellaveco has the potential for both mid- and long-term expansions. Quellaveco plays an important role in MC's EX strategy.

Competitive Advantages

1 Basic figures

Resources	<ul style="list-style-type: none"> Resources of approx. 1.7 billion tons Average production of 300ktpa of Cu equivalent (CuEq) in the first 10 years of operation with projected mine life of 36 years
Production capacity	
Cost competitiveness	<ul style="list-style-type: none"> Highly competitive 1st quartile cost position Topographical advantages* <ul style="list-style-type: none"> *1 Low stripping costs *2 Close proximity of the mining area to the waste dump area allows for highly efficient transportation and low costs Revenue from byproducts, such as molybdenum Its low level of impurities makes Quellaveco's copper concentrate highly preferred among smelters

2 Various Initiatives

- Utilizing autonomous trucks and IOC's DX measures to improve operational efficiency and safety while promoting the hiring of women
- Electricity supply for operations drawn entirely from renewables
- Maintaining positive relationships through close cooperation with local communities and government authorities

Milestones Achieved

Operations	<ul style="list-style-type: none"> Jul. 2022: First production of copper concentrate Sept. 2022: Commenced commercial operations after final regulatory clearance Production of over 100kt Cu achieved in 2022
Environment	<ul style="list-style-type: none"> Electricity supply for operations drawn entirely from renewables
Technology	<ul style="list-style-type: none"> First mine to incorporate autonomous drilling and haulage fleets Implementing IOC* to use AI and big data in operational management <p>*Integrated Operation Center</p>

Ongoing tasks/deliverables

Stable operations	<ul style="list-style-type: none"> Ramp-up to nameplate capacity Achieving expected returns through steady operations
Expansion	<ul style="list-style-type: none"> Potential for medium- to long-term expansion
Community	<ul style="list-style-type: none"> Maintaining/strengthening engagement with local communities and authorities Fulfilling commitments within the expected timeline

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Overview of MC's Copper Business

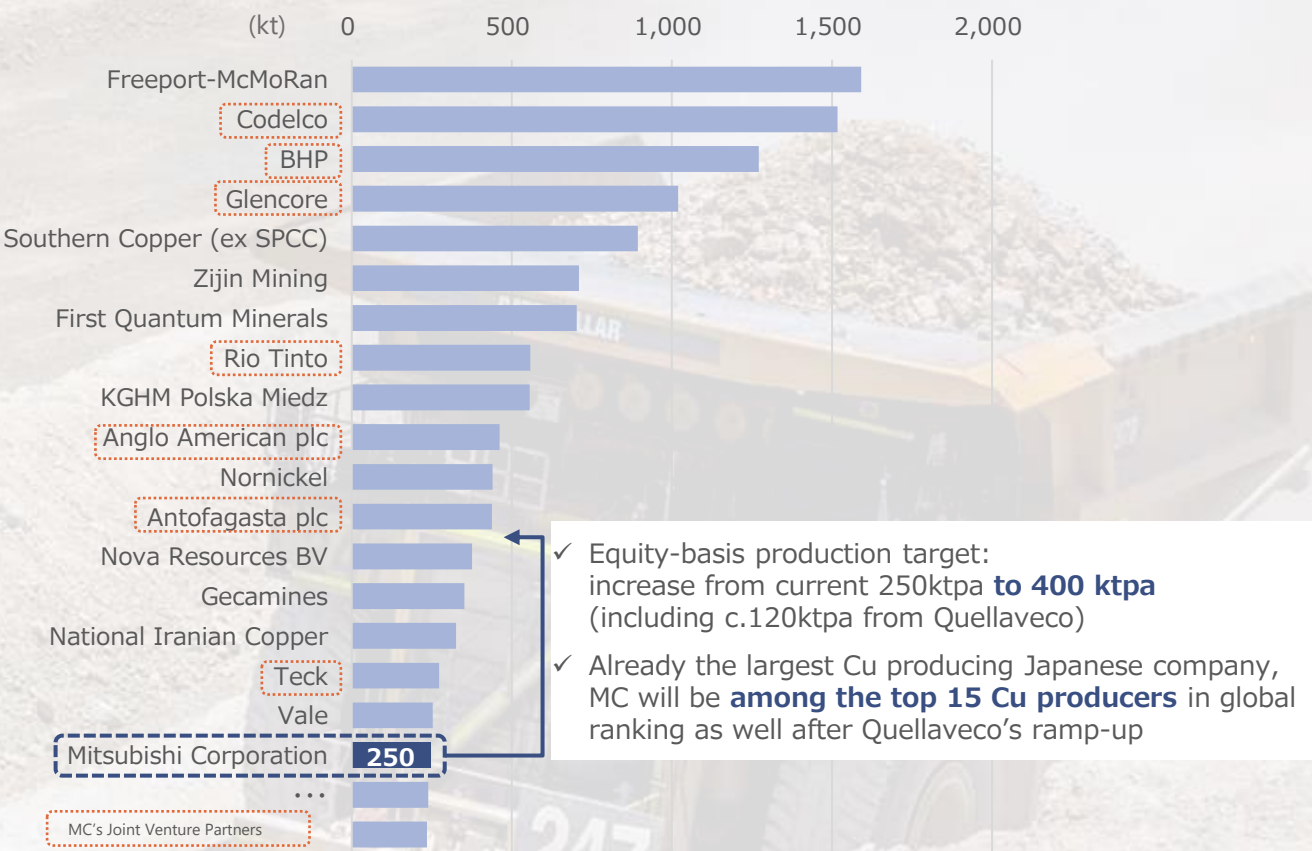
- Steady growth since the 1980s, reaching an equity-basis production of 250 ktpa in 2022
- Accelerated growth in equity-basis production with Quellaveco ramping up to nameplate capacity, rising from the current level of c.250ktpa to c.400ktpa in the near term

MC's Copper Assets (MC's year of investment; equity ratio; location)



Project	Investment Partners
Antamina	BHP (33.75%), Glencore (33.75%), Teck (22.50%)
Quellaveco	Anglo American (60.00%)
Escondida	BHP (57.50%), Rio Tinto (30.00%), JX Nippon Mining & Metals (3.00%), Mitsubishi Materials (1.25%)
Los Pelambres	Antofagasta (60.00%), JX Nippon Mining & Metals (15.80%), Mitsubishi Materials (10.00%), Marubeni (9.20%)
Anglo American Sur	Anglo American (50.06%), Codelco (19.99%), Mitsui & Co.

Global Copper Producer Ranking

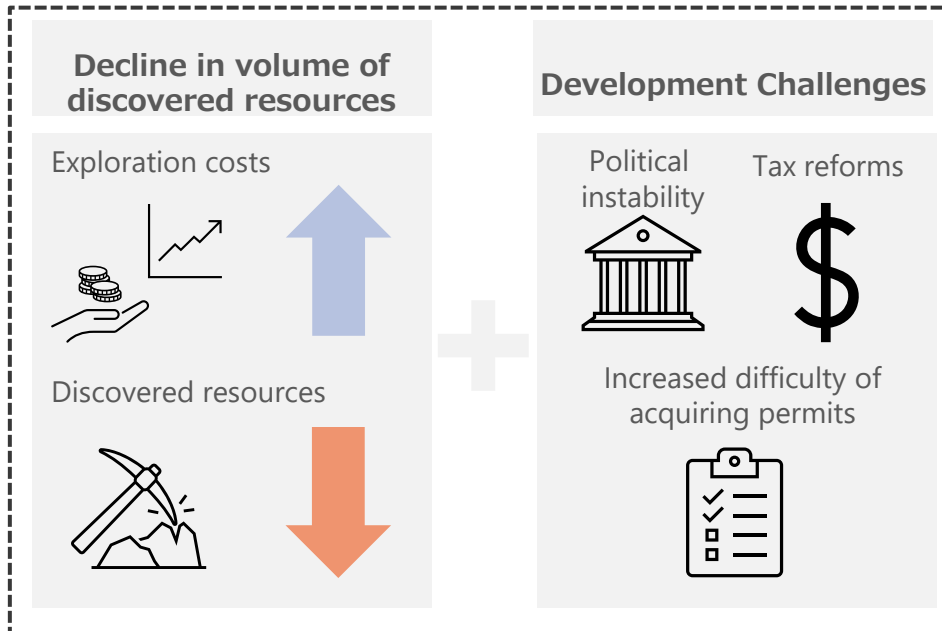


(Source: Global copper investment horizon outlook – Q4 2022, Copper Producer Rankings December 2022/Wood Mackenzie)

Business Environment for Copper Producers

- As one of the key metals in renewable energy generation and EVs, demand for copper is expected to increase in the transition to a carbon neutral society
- However, limitations exist in both resources and production volume, making stable supply a crucial issue

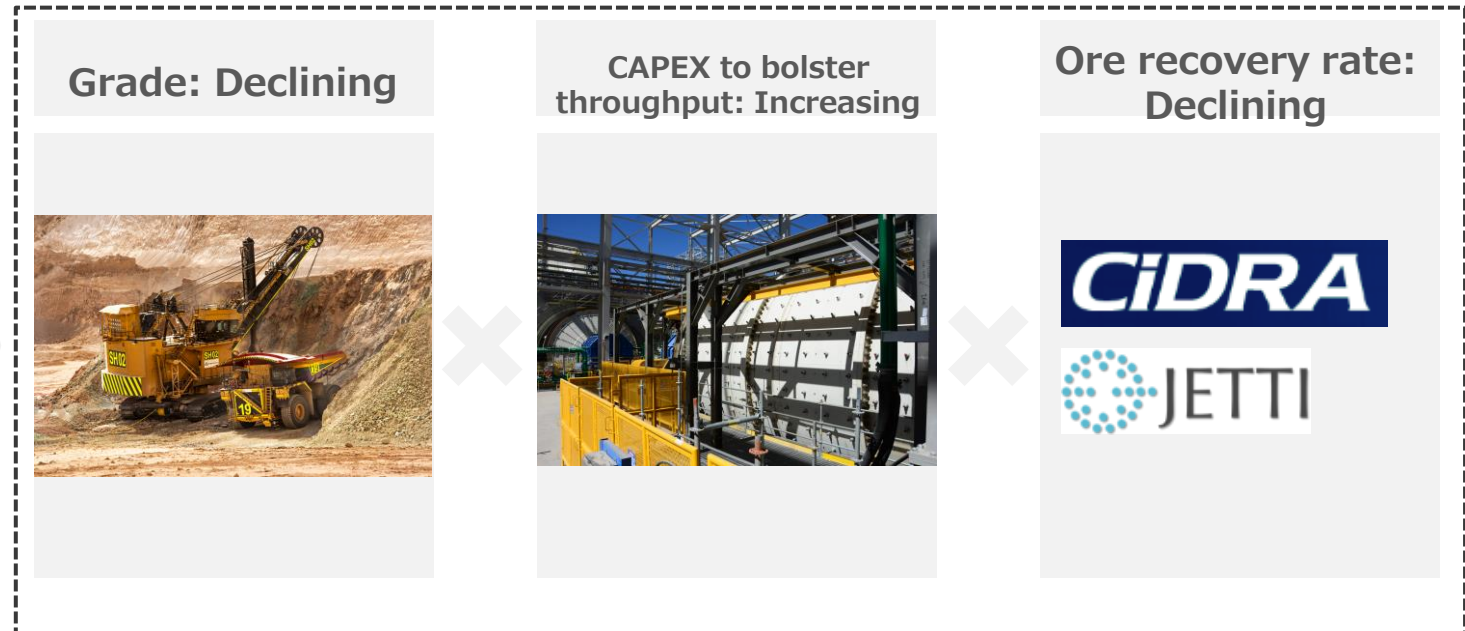
Resources



Exploration costs have been rising, but these rising costs are not leading to increased copper deposit discovery

Political instability in resource-bearing countries, tax reform risks, growing difficulty securing permits, etc., all lead to increasing time and cost for the development of discovered resources

Production Volume



In general, areas of higher grade (ore with more copper content) are the first to be mined, which means the grade of ore mined tends to decline over time

As grade declines, throughput must be increased to maintain production volume, so the capital investment required tends to increase

New technological development is a promising approach to maintaining and increasing production volume by raising ore recovery rate, and some new technologies are already being applied

- We aim to grow our copper business, prioritizing the maintenance and expansion of our current assets, while also considering increasing our interest in current assets, acquiring stakes in new assets, and utilizing new technologies

- Maximizing the potential of the abundant resources and reserves of our assets, including various development options
- Exploring the possibility of not just extending mine life, but also further increase in production capacity as well

- Increasing the value of current assets
- Exploring new growth opportunities

- Increasing our interest in current assets
- Acquiring stakes in new projects

*MC's interests, on an ore volume basis. years divided by CY 2022 production



Opportunities for acquiring and/or increasing our stake in high-quality assets will be widely assessed, taking into consideration factors like country risks, investment partner, and production scale.

