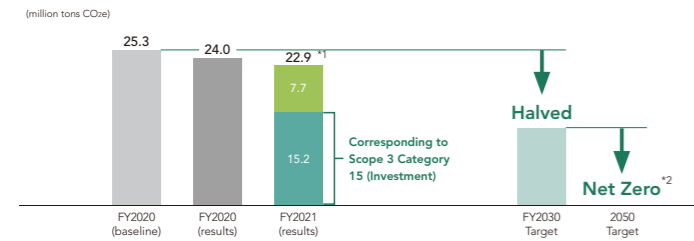


ESG Data

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	
Components	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

Scope 1 Emissions (6.5 gases only)*5

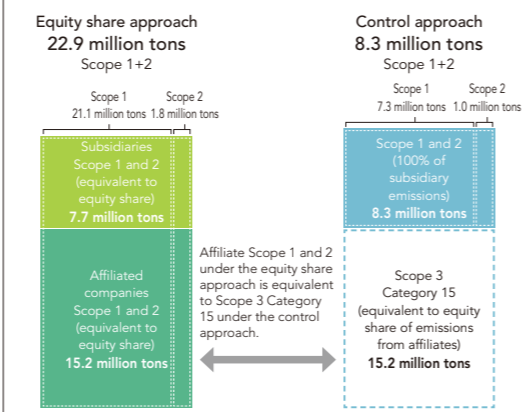
	3/2020	3/2021	3/2022	
Total amount (Unit: thousand t-CO ₂ e)	878	848	2,096*	
Components	Carbon dioxide (CO ₂)	8	8	333*
	Methane (CH ₄)	870	840	1,722*
	Dinitrogen monoxide (N ₂ O)	0.3	0.4	40*
	Hydrofluorocarbons (HFCs)	0	0	0*
	Perfluorocarbons (PFCs)	0	0	0*
	Sulphur hexafluoride (SF ₆)	0	0	0*
	Nitrogen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

*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.

Emissions by Segment (Unit: thousand t-CO₂e)

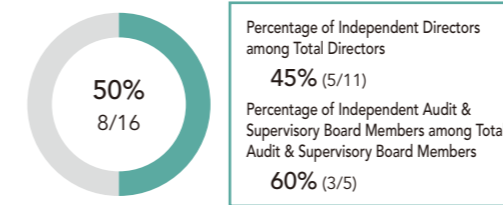
	3/2020	3/2021	3/2022
Natural Gas Group	245	350	3,172
Industrial Materials Group	149	125	407
Petroleum & Chemicals Solution Group	165	123	1,222
Mineral Resources Group	2,872	2,782	3,201
Industrial Infrastructure Group	83	86	126
Automotive & Mobility Group	20	15	140
Food Industry Group	1,195	1,135	1,430
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

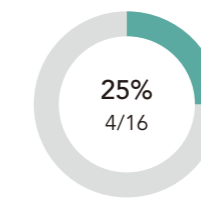
For more information on MC's ESG Data, please see our Sustainability Website.
<https://mitsubishicorp.disclosure.site/en>

Governance Data

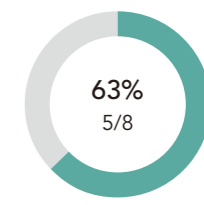
Percentage of Independent Members among Total Directors and Audit & Supervisory Board Members*7 (Unit: %)



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

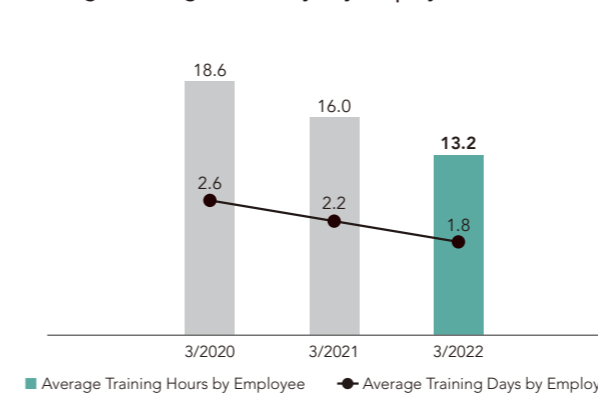


Percentage of Independent Directors among Governance, Nomination & Compensation Committee Members*7 (Unit: %)



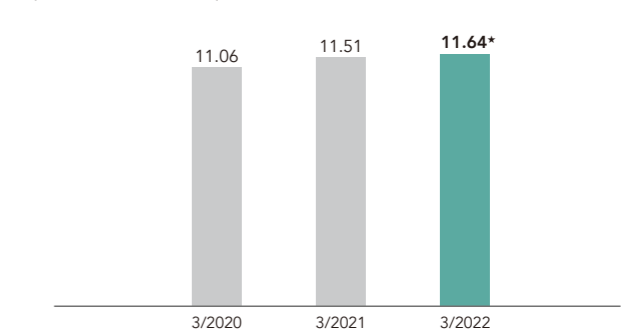
Social Data

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	consolidated	76	—	—
	non-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 by country for 2019 from IEA CO₂ Emissions from Fuel Combustion (2021 edition)) (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)