

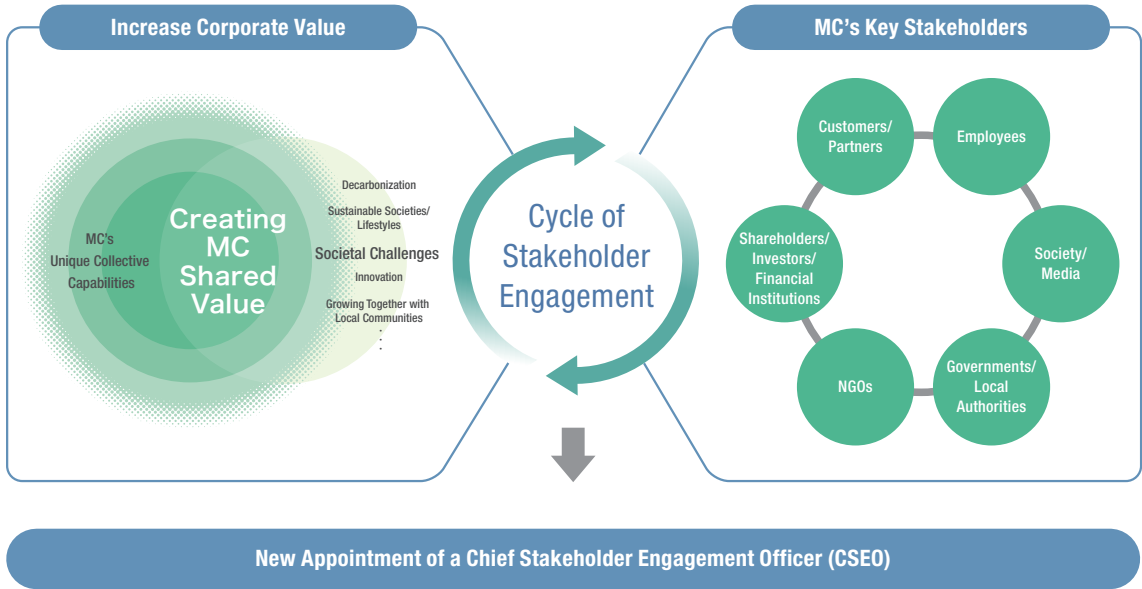
Expanding our dialogues and disclosures in various fields based on input from our stakeholders.



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Stakeholder Engagement



Contributing to the Continuous Creation of MCSV by Strengthening 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. MC will target sustainable growth through the creation of MC Shared Value (MCSV) by engaging in active stakeholder dialogues and incorporating third-party perspectives into our growth strategies.

With this in mind, MC newly established the position of Chief Stakeholder Engagement Officer (CSEO) in 2023, a post that I currently hold. My main role is to minimize conflicts among stakeholders with different levels of interest and requirements, such as shareholders, investors, NGOs, and the media. To take on this challenge, I 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 comprehensive and easy-to-understand manner.

Expanding Dialogues with Stakeholders

As mentioned above, the CSEO function will actively engage in dialogues with various stakeholders on a regular basis.

In addition to quarterly investor meetings following the announcements of financial results, we hold dialogues with various stakeholders, including shareholders and investors, and take these

opportunities to talk about MC's medium- to long-term growth story. We engage in dialogues not just in Japan, but also globally in North America, Europe, and Asia. Moreover, we held our Company's first MCSV Creation Forum ~ESG Briefing~ in 2023. We will continue to hold future forums from various perspectives and actively expand opportunities for dialogues with stakeholders.

Expanding Disclosures Based on Stakeholder Demands

In response to disclosure requests from stakeholders, from this year, we have expanded our disclosures in the area of climate change.

Specifically, we have decided to be highly transparent with our disclosure of Scope 3 Category 11 emissions. Although standards and rules for disclosure of Scope 3 Category 11 emissions have yet to be established, I expect that by taking the initiative in disclosing this information, it will promote dialogues with our business partners, stimulate discussions in industry, and advance rule creation and the development of a "common language."

Furthermore, we have decided to newly disclose "avoided emissions" 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. Specific projects that show how we are contributing to emissions reductions include those in the offshore wind power generation business and copper projects that support

electrification. We have disclosed details on "avoided emissions" on our sustainability website along with specific calculation formulae, and we are gradually expanding its scope.

Based on the valuable feedback received from stakeholders from

recent dialogues, I recognize the need to expand disclosure of MC's more specific medium- to long-term growth prospects, including EX investment. Going forward, I intend to expand dialogues and disclosures in various fields.

Message



Since joining MC, I have been involved in finance-related businesses, and, in the midst of constant change, I feel as though I have been required to focus my time on being selective and focused.

Most recently, as Division COO of the Asset Finance Division, I focused on the global asset finance business and the private equity business, which supports the enhancement of corporate value, while at the same time exiting from the aircraft leasing, brokerage, fund of funds, and LP investment businesses, thereby practicing cyclical management in line with the external environment.

I once shared with the Asset Finance Division employees at the time Peter Drucker's words, "An organization is not, like an animal, an end in itself, and successful by the mere act of perpetuating the species. An organization is an organ of society and fulfills itself by the contribution it makes to the outside environment." I feel that the newly established CSEO, to which I have been appointed, is the very position that will embody these words throughout MC.

As the CSEO, I intend to incorporate the voices of society's stakeholders into management, and contribute to society through the continuous creation of MCSV as a company.