

MC Shared Value

05

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Management (As of July 1, 2023)

Directors

Takehiko Kakiuchi
Chairman of the Board

Katsuya Nakanishi
Representative Director,
President and CEO

Norikazu Tanaka
Representative Director,
Senior Executive Vice President

Yutaka Kashiwagi
Representative Director,
Executive Vice President

Yuzo Nouchi
Representative Director,
Executive Vice President

Tsuneyoshi Tatsuoaka
Independent Director*1

Shunichi Miyanaga
Independent Director*1

Sakie Akiyama
Independent Director*1

Mari Sagiya
Independent Director*1

Audit & Supervisory Board Members

Mitsumasa Ichō
Full-time Audit &
Supervisory Board Member

Akira Murakoshi
Full-time Audit &
Supervisory Board Member

Rieko Sato
Independent Audit &
Supervisory Board Member*2

Takeshi Nakao
Independent Audit &
Supervisory Board Member*2

Mari Kogiso
Independent Audit &
Supervisory Board Member*2

President and Chief Executive Officer

Katsuya Nakanishi*3

Senior Executive Vice President

Norikazu Tanaka*3
SEVP, Energy Transformation

Executive Vice Presidents

Kotaro Tsukamoto
Group CEO, Industrial Materials Group

Jun Nishizawa
Group CEO, Natural Gas Group

Norio Saigusa
Group CEO, Food Industry Group

Aiichiro Matsunaga
Group CEO, Power Solution Group

Yutaka Kashiwagi*3
Corporate Functional Officer, IT, CAO
(Concurrently) Chief Compliance Officer,
Officer for Emergency Crisis Management
Headquarters

Kiyotaka Kikuchi
Group CEO, Consumer Industry Group

Takuya Kuga
Group CEO,
Urban Development Group

Shigeru Wakabayashi
Group CEO,
Automotive & Mobility Group

Yuzo Nouchi*3
Corporate Functional Officer, CFO

Koji Ota
Group CEO,
Industrial Infrastructure Group

Masaru Saito
EVP, Next-Generation Energy Business
(Concurrently)
Head of Next-Generation Energy
Business Group

Tetsuo Kawate
President, Mitsubishi Corporation (Americas)

Ko Imamura
Group CEO, Chemicals Solution Group

Satoshi Koyama
Group CEO, Mineral Resources Group
(Concurrently)
Division COO,
Mineral Resources Investment Div.

Senior Vice Presidents

Naoshi Ogikubo
General Manager,
Urban Development Group CEO Office

Yoshiyuki Nojima
General Manager,
Corporate Administration Dept.

Akihiko Takada
Managing Director,
Mitsubishi Corporation International (Europe) Plc.
(Concurrently) General Manager,
London Branch

Kyoya Kondo
Division COO, Isuzu Business Div.

Yasuyuki Asakura
General Manager,
Power Solution Group CEO Office

Sadahiko Haneji
President,
Mitsubishi International Corporation
(Concurrently) EVP,
Mitsubishi Corporation (Americas)

Tetsuya Shinohara
Corporate Functional Officer, CRO
(Concurrently) General Manager,
Global Strategy & Coordination Dept.

Shota Kondo
General Manager,
Corporate Strategy & Planning Dept.

Toshiaki Maekawa
Division COO,
Automotive Business Div.

Hideyuki Hori
General Manager,
Food Industry Group CEO Office

Koji Ohno
Division COO, Steel Products Div.

Akifumi Suzuki
Division COO, Global Marketing Div.

Tetsu Funayama
Corporate Functional Officer,
Business Development for Japan
(Concurrently) General Manager,
Kansai Branch

Kazuaki Yamana
General Manager,
Business Investment Management Dept.

Kenji Kobayashi
Corporate Functional Officer, CSEO

Juro Baba
Seconded to Toyobo MC Corporation
(Executive Vice-president &
Representative Director, COO)

Ryosuke Tsugaru
Division COO, Asia-Pacific Div.

Ken Yamaguchi
Division COO, Food Sciences Div.

Satoshi Sato
Division COO, Industrial Machinery Div.

Takehiro Fujimura
General Manager, Internal Audit Dept.

Yuji Okafuji
Seconded to Mitsubishi Corporation Energy
Solutions Ltd.
(Director, President and
Chief Executive Officer)

Takuya Hirakuri
COO
(Concurrently) Head of Industry
Digital Transformation Group

Akihiro Kurosawa
General Manager, Legal Dept.

Kazuo Ito
General Manager,
Consumer Industry Group CEO Office

Yoshihiro Shimazu
General Manager,
Corporate Accounting Dept.

Shuji Kobayashi
Division COO, Food Resources Div.

Keisuke Kitamura
Seconded to Metal One Corporation (President &
CEO, Director)

Takuji Konzo
General Manager,
Jakarta Representative Office

Satoshi Hamada
Division COO, International Power Div.

Hiroshi Nishino
President, Mitsubishi Corporation
China Co., Ltd.
(Concurrently) General Manager,
Beijing Branch, Mitsubishi Corporation China Co.,
Ltd. [Work location: Beijing]

Shareholder Information (As of March 31, 2023)

Share Data

(1) Authorized share capital: 2,500,000,000 shares of common stock
(2) Number of shares issued and number of shareholders as of March 31, 2023

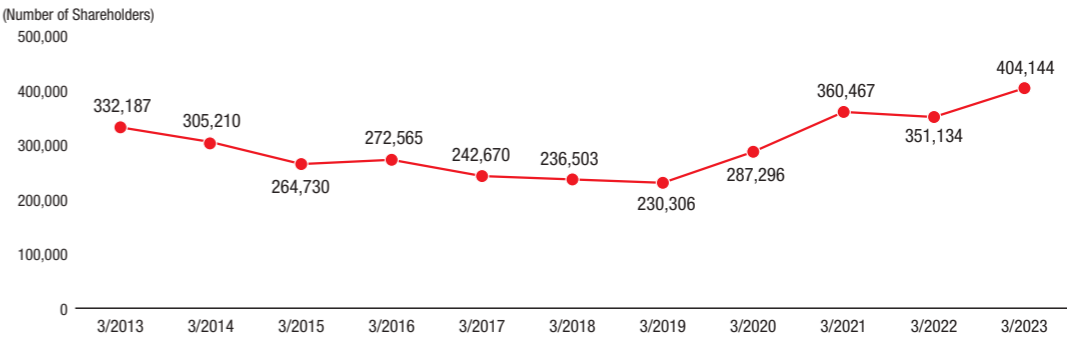
| | Number of shares issued | Number of shareholders |
|----------------------|-------------------------|------------------------|
| As of March 31, 2022 | 1,485,723,351 | 351,134 |
| Change | (27,421,000) | 53,010 |
| As of March 31, 2023 | 1,458,302,351 | 404,144 |

Principal Shareholders

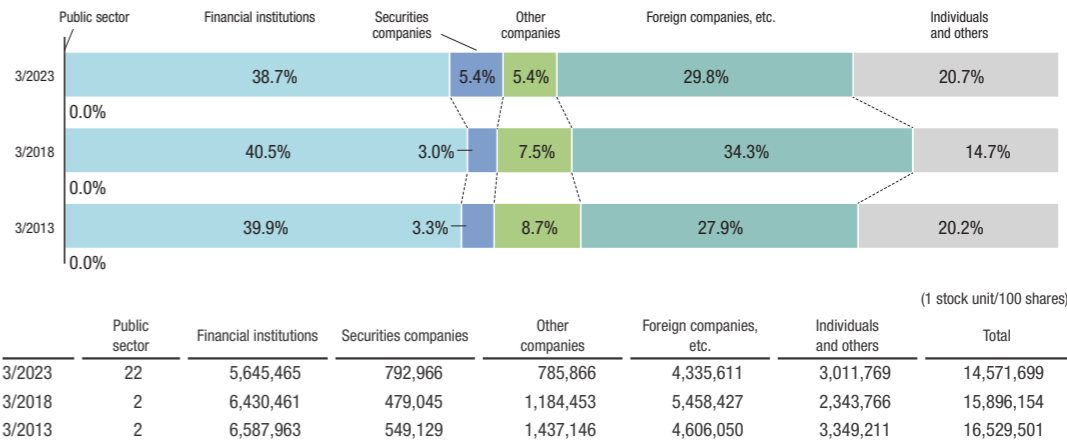
| Name of Shareholders | Shareholding (Rounded down to the nearest thousand shares) | |
|--|---|-------------------------|
| | Number of shares (Thousands) | Investment ratio (%) |
| The Master Trust Bank of Japan, Ltd. (Trust Account) | 215,945 | 15.03 |
| EUROCLEAR BANK S.A./N.V. | 107,908 | 7.51 |
| Custody Bank of Japan, Ltd. (Trust Account) | 84,145 | 5.86 |
| Meiji Yasuda Life Insurance Company | 58,361 | 4.06 |
| Tokio Marine & Nichido Fire Insurance Co., Ltd. | 43,258 | 3.01 |
| The Master Trust Bank of Japan, Ltd. (Retirement Benefit Trust Account, Voting Trust) | 32,276 | 2.24 |
| STATE STREET BANK WEST CLIENT – TREATY 505234 | 23,024 | 1.60 |
| The Master Trust Bank of Japan, Ltd. (Retirement Benefit Trust Account, Mitsubishi Electric Corporation, Limited Account) | 17,768 | 1.23 |
| The Master Trust Bank of Japan, Ltd. (Retirement Benefit Trust Account, Nippon Yusen Kabushiki Kaisha, Limited Account) | 15,000 | 1.04 |
| JP MORGAN CHASE BANK 385781 | 14,865 | 1.03 |

Note: The investment ratio is computed by excluding 22,467,428 shares of treasury stock held by Mitsubishi Corporation and rounded to two decimal points.

Number of Shareholders

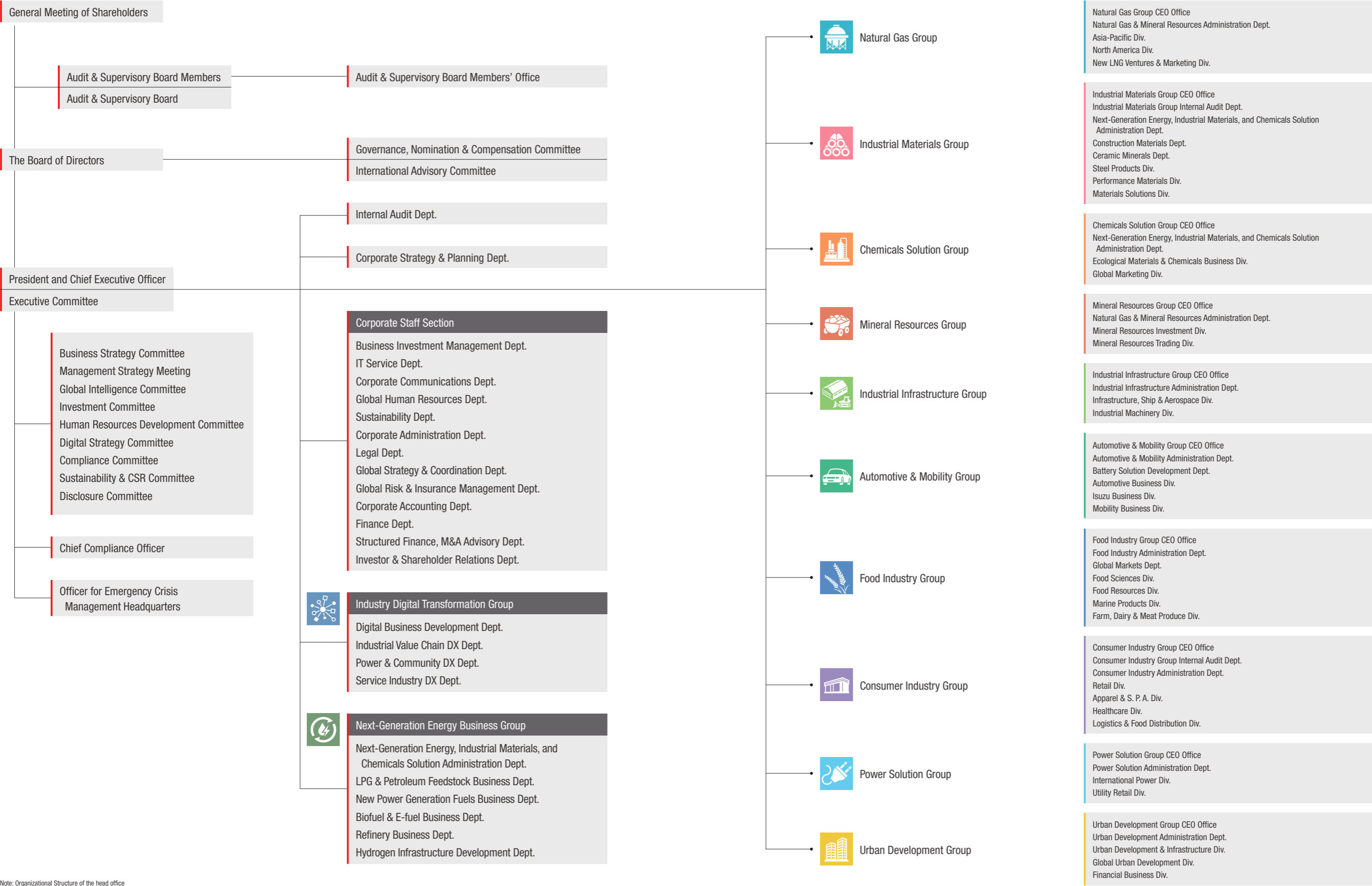


Shareholder Composition (Shareholding Ratio)



*1 Indicates the fulfillment of the conditions for Outside Directors as provided for in Article 2, Item 15 of the Companies Act. Also indicates the fulfillment of the conditions for Independent Directors/Auditors as specified by Tokyo Stock Exchange, Inc. as well as selection criteria for Independent Directors specified by Mitsubishi Corporation.
*2 Indicates the fulfillment of the conditions for Outside Audit & Supervisory Board Member as provided for in Article 2, Item 16 of the Companies Act. Also indicates the fulfillment of the conditions for Independent Directors/Auditors as specified by Tokyo Stock Exchange, Inc. as well as selection criteria for Independent Audit & Supervisory Board Members specified by Mitsubishi Corporation.
*3 Indicates a Director.

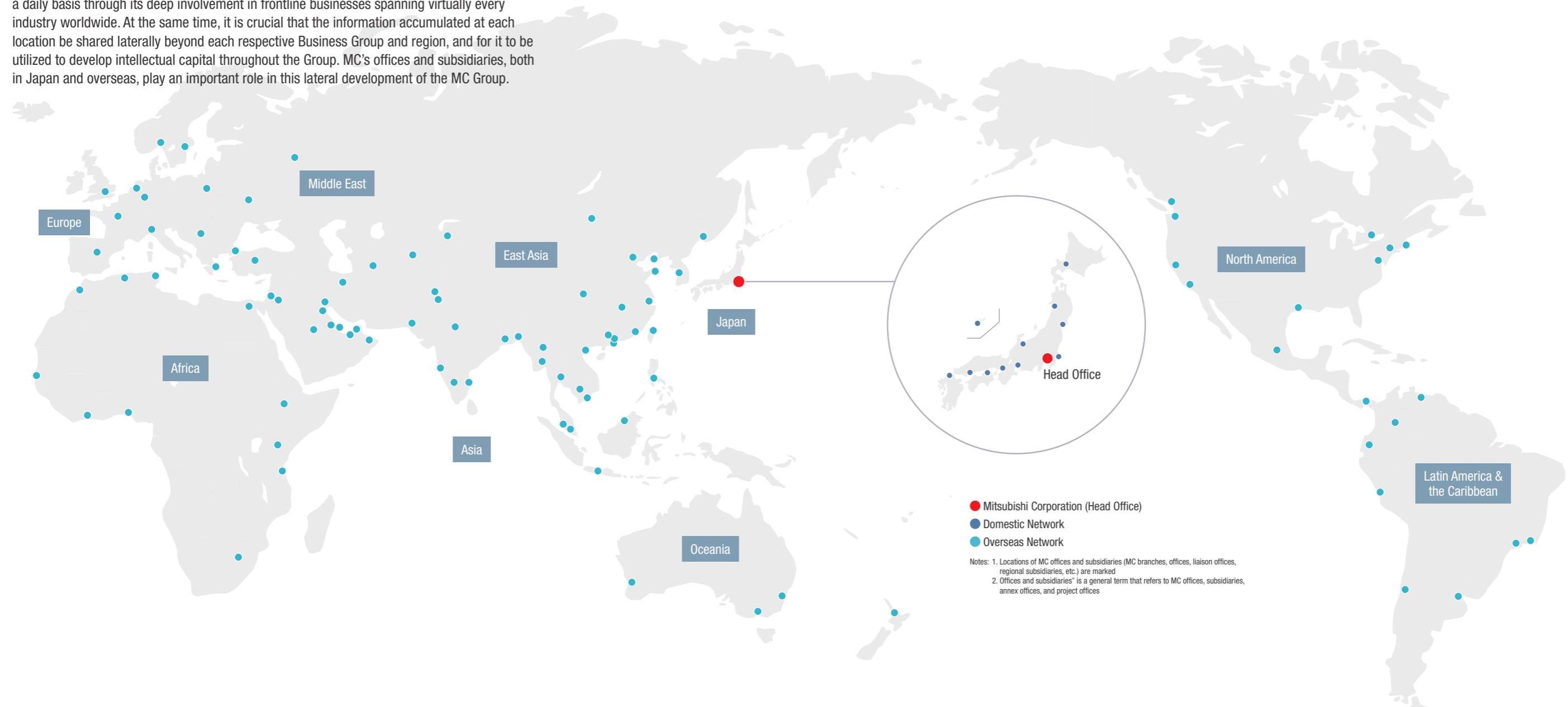
Organizational Structure (As of July 1, 2023)



Note: Organizational Structure of the head office

Global Network (Countries and Regions) (As of April 1, 2023)

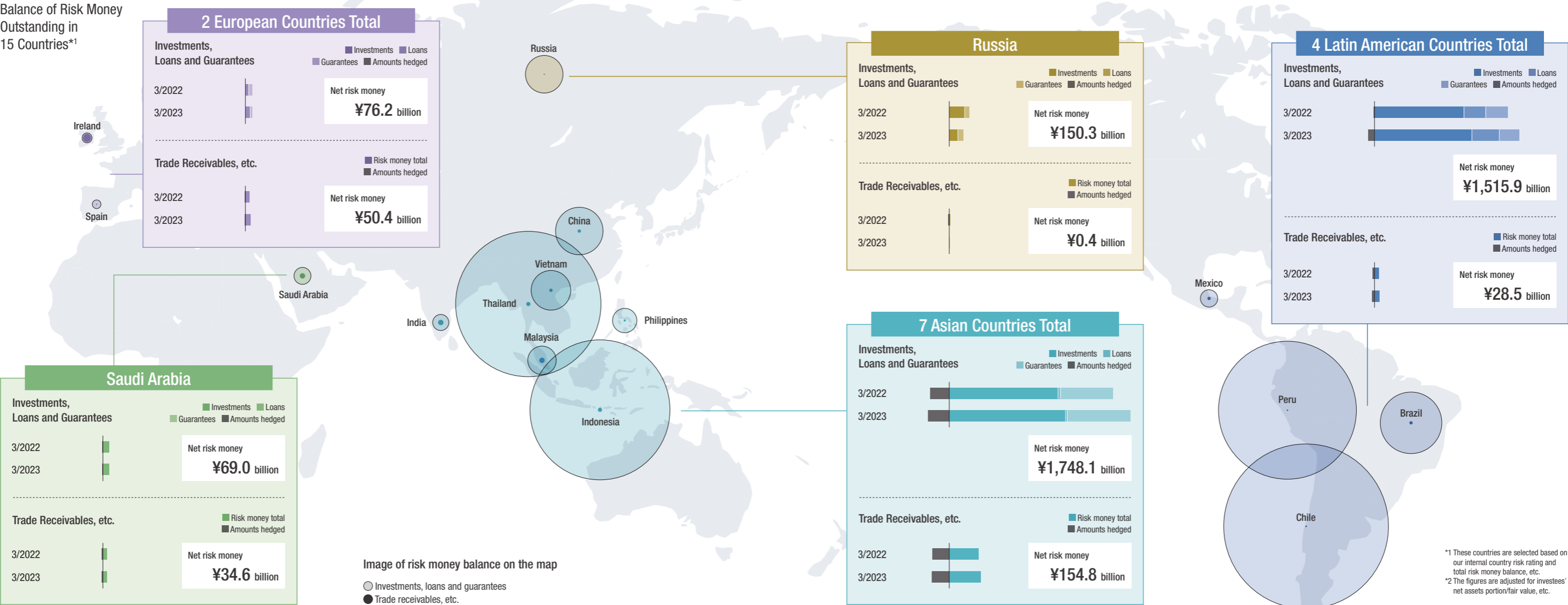
MC leverages its global network, which it has developed over many years, to obtain an in-depth knowledge on a multifaceted range of macroeconomic, industrial, and geopolitical trends not limited to generally available information. MC also builds upon this intelligence and expertise on a daily basis through its deep involvement in frontline businesses spanning virtually every industry worldwide. At the same time, it is crucial that the information accumulated at each location be shared laterally beyond each respective Business Group and region, and for it to be utilized to develop intellectual capital throughout the Group. MC's offices and subsidiaries, both in Japan and overseas, play an important role in this lateral development of the MC Group.



| Head Office | | Network (Location of MC Operations) | | | | | | | | | | | | | | | |
|-------------|-----------|-------------------------------------|--|--|--|------------|--|---------------|--|-------------|--|-------------|--|-------------|--|---------------------|--|
| Tokyo | | Japan (Number of offices: 11) | | Overseas (Number of offices and subsidiaries: 110) | | | | | | | | | | | | | |
| Sapporo | Osaka | North America | | Latin America & the Caribbean | | Europe | | Africa | | Middle East | | East Asia | | Asia | | Oceania | |
| Akita | Takamatsu | New York | | Panama City | | London | | Johannesburg | | Dubai | | Ulaanbaatar | | Karachi | | Bangkok | |
| Sendai | Hiroshima | Seattle | | Quito | | Madrid | | Dakar | | Cairo | | Beijing | | Islamabad | | Kuala Lumpur | |
| Choshi | Fukuoka | Silicon Valley | | Lima | | Paris | | Casablanca | | Amman | | Guangzhou | | Lahore | | Singapore | |
| Nagoya | Naha | Los Angeles | | Bogotá | | Amsterdam | | Abidjan | | Riyadh | | Shenzhen | | New Delhi | | Phnom Penh | |
| Toyama | | Houston | | Santiago | | Düsseldorf | | Algiers | | Al Khobar | | Wuhan | | Mumbai | | Hanoi | |
| | | Washington, D.C. | | Caracas | | Milan | | Lagos | | Basra | | Xiamen | | Kolkata | | Ho Chi Minh City | |
| | | Boston | | Buenos Aires | | Oslo | | Tunis | | Doha | | Qingdao | | Chennai | | Jakarta | |
| | | Vancouver | | São Paulo | | Stockholm | | Nairobi | | Abu Dhabi | | Shanghai | | Bangalore | | Bandar Seri Begawan | |
| | | Toronto | | Rio de Janeiro | | Warsaw | | Addis Ababa | | Muscat | | Dalian | | Dhaka | | Manila | |
| | | Mexico City | | | | Belgrade | | Dar es Salaam | | Kuwait | | Chengdu | | Yangon | | | |
| | | | | | | | | | | Tehran | | Hong Kong | | Nay Pyi Taw | | | |
| | | | | | | | | | | | | Taipei | | | | | |
| | | | | | | | | | | | | Seoul | | | | | |

Breakdown of Major Country Risks

Balance of Risk Money
Outstanding in
15 Countries*1



| Investments, Loans and Guarantees | | | | | | | | | | | | | Trade Receivables, etc. | | | | | | | | | | | | | | |
|-----------------------------------|---------------|---------|--------|--------|--------|--------|------------|--------|--------|------------------|---------|--------|-------------------------|--------|--------|----------------|---------|--------|------------------|--------|--------|----------------|--------|--------|----------------|--------|--------|
| (Billions of yen) | Investments*2 | | | Loans | | | Guarantees | | | Risk money total | | | Amounts hedged | | | Net risk money | | | Risk money total | | | Amounts hedged | | | Net risk money | | |
| | 3/2023 | 3/2022 | change | 3/2023 | 3/2022 | change | 3/2023 | 3/2022 | change | 3/2023 | 3/2022 | change | 3/2023 | 3/2022 | change | 3/2023 | 3/2022 | change | 3/2023 | 3/2022 | change | 3/2023 | 3/2022 | change | 3/2023 | 3/2022 | change |
| Chile | 562.6 | 571.3 | -8.7 | — | — | +0.0 | 88.3 | 92.4 | -4.1 | 650.9 | 663.7 | -12.8 | — | — | +0.0 | 650.9 | 663.7 | -12.8 | 1.9 | 2.0 | -0.1 | — | 0.6 | -0.6 | 1.9 | 1.4 | +0.5 |
| Brazil | 174.1 | 118.7 | +55.4 | 23.6 | 21.9 | +1.7 | 114.8 | 116.4 | -1.6 | 312.5 | 257.0 | +55.5 | 65.6 | 2.1 | +63.5 | 246.9 | 254.9 | -8.0 | 13.8 | 15.4 | -1.6 | 0.1 | 3.3 | -3.2 | 13.7 | 12.1 | +1.6 |
| Peru | 262.3 | 246.6 | +15.7 | 275.9 | 215.8 | +60.1 | 10.4 | 8.2 | +2.2 | 548.6 | 470.6 | +78.0 | — | — | +0.0 | 548.6 | 470.6 | +78.0 | 2.1 | 1.3 | +0.8 | 2.0 | 1.1 | +0.9 | 0.1 | 0.2 | -0.1 |
| Mexico | 64.8 | 40.7 | +24.1 | — | 0.1 | -0.1 | 4.8 | 25.0 | -20.2 | 69.6 | 65.8 | +3.8 | 0.1 | — | +0.1 | 69.5 | 65.8 | +3.7 | 35.5 | 27.7 | +7.8 | 22.7 | 18.5 | +4.2 | 12.8 | 9.2 | +3.6 |
| 4 countries total | 1,063.8 | 977.3 | +86.5 | 299.5 | 237.8 | +61.7 | 218.3 | 242.0 | -23.7 | 1,581.6 | 1,457.1 | +124.5 | 65.7 | 2.1 | +63.6 | 1,515.9 | 1,455.0 | +60.9 | 53.3 | 46.4 | +6.9 | 24.8 | 23.5 | +1.3 | 28.5 | 22.9 | +5.6 |
| Russia | 94.3 | 167.8 | -73.5 | — | — | +0.0 | 56.0 | 49.5 | +6.5 | 150.3 | 217.3 | -67.0 | — | — | +0.0 | 150.3 | 217.3 | -67.0 | 0.4 | 6.4 | -6.0 | — | 5.2 | -5.2 | 0.4 | 1.2 | -0.8 |
| 1 country total | 94.3 | 167.8 | -73.5 | — | — | +0.0 | 56.0 | 49.5 | +6.5 | 150.3 | 217.3 | -67.0 | — | — | +0.0 | 150.3 | 217.3 | -67.0 | 0.4 | 6.4 | -6.0 | — | 5.2 | -5.2 | 0.4 | 1.2 | -0.8 |
| Saudi Arabia | 69.6 | 67.0 | +2.6 | — | — | +0.0 | — | — | +0.0 | 69.6 | 67.0 | +2.6 | 0.6 | 0.7 | -0.1 | 69.0 | 66.3 | +2.7 | 45.7 | 43.9 | +1.8 | 11.1 | 12.8 | -1.7 | 34.6 | 31.1 | +3.5 |
| 1 country total | 69.6 | 67.0 | +2.6 | — | — | +0.0 | — | — | +0.0 | 69.6 | 67.0 | +2.6 | 0.6 | 0.7 | -0.1 | 69.0 | 66.3 | +2.7 | 45.7 | 43.9 | +1.8 | 11.1 | 12.8 | -1.7 | 34.6 | 31.1 | +3.5 |
| India | 56.2 | 48.8 | +7.4 | 3.0 | 3.0 | +0.0 | 4.6 | 5.5 | -0.9 | 63.8 | 57.3 | +6.5 | — | — | +0.0 | 63.8 | 57.3 | +6.5 | 94.0 | 74.4 | +19.6 | 58.6 | 58.5 | +0.1 | 35.4 | 15.9 | +19.5 |
| Indonesia | 474.7 | 417.8 | +56.9 | 13.2 | 14.1 | -0.9 | 273.1 | 235.2 | +37.9 | 761.0 | 667.1 | +93.9 | 207.2 | 197.1 | +10.1 | 553.8 | 470.0 | +83.8 | 53.2 | 64.5 | -11.3 | 38.9 | 49.1 | -10.2 | 14.3 | 15.4 | -1.1 |
| Thailand | 282.2 | 205.6 | +76.6 | 1.3 | 1.2 | +0.1 | 290.9 | 239.4 | +51.5 | 574.4 | 446.2 | +128.2 | — | — | +0.0 | 574.4 | 446.2 | +128.2 | 40.9 | 41.9 | -1.0 | 12.2 | 12.1 | +0.1 | 28.7 | 29.8 | -1.1 |
| China | 99.1 | 110.8 | -11.7 | 2.0 | 8.2 | -6.2 | 87.5 | 83.5 | +4.0 | 188.6 | 202.5 | -13.9 | — | 0.1 | -0.1 | 188.6 | 202.4 | -13.8 | 71.3 | 75.2 | -3.9 | 47.0 | 49.0 | -2.0 | 24.3 | 26.2 | -1.9 |
| Philippines | 97.4 | 109.7 | -12.3 | — | — | +0.0 | — | — | +0.0 | 97.4 | 109.7 | -12.3 | 2.6 | 2.3 | +0.3 | 94.8 | 107.4 | -12.6 | 22.3 | 7.9 | +14.4 | 10.1 | 2.9 | +7.2 | 12.2 | 5.0 | +7.2 |
| Vietnam | 148.0 | 126.1 | +21.9 | — | — | +0.0 | 30.0 | 7.8 | +22.2 | 178.0 | 133.9 | +44.1 | 21.0 | 5.0 | +16.0 | 157.0 | 128.9 | +28.1 | 19.5 | 14.4 | +5.1 | 11.9 | 4.2 | +7.7 | 7.6 | 10.2 | -2.6 |
| Malaysia | 113.2 | 168.8 | -55.6 | — | — | +0.0 | 2.5 | 4.2 | -1.7 | 115.7 | 173.0 | -57.3 | — | — | +0.0 | 115.7 | 173.0 | -57.3 | 41.2 | 42.0 | -0.8 | 8.9 | 8.9 | +0.0 | 32.3 | 33.1 | -0.8 |
| 7 countries total | 1,270.8 | 1,187.6 | +83.2 | 19.5 | 26.5 | -7.0 | 688.6 | 575.6 | +113.0 | 1,978.9 | 1,789.7 | +189.2 | 230.8 | 204.5 | +26.3 | 1,748.1 | 1,585.2 | +162.9 | 342.4 | 320.3 | +22.1 | 187.6 | 184.7 | +2.9 | 154.8 | 135.6 | +19.2 |
| Ireland | 17.4 | 3.7 | +13.7 | — | — | +0.0 | 22.8 | 36.5 | -13.7 | 40.2 | 40.2 | +0.0 | — | — | +0.0 | 40.2 | 40.2 | +0.0 | 0.4 | — | +0.4 | — | — | +0.0 | 0.4 | — | +0.4 |
| Spain | 36.0 | 33.2 | +2.8 | — | — | +0.0 | — | — | +0.0 | 36.0 | 33.2 | +2.8 | — | — | +0.0 | 36.0 | 33.2 | +2.8 | 53.7 | 44.6 | +9.1 | 3.7 | 1.6 | +2.1 | 50.0 | 43.0 | +7.0 |
| 2 countries total | 53.4 | 36.9 | +16.5 | — | — | +0.0 | 22.8 | 36.5 | -13.7 | 76.2 | 73.4 | +2.8 | — | — | +0.0 | 76.2 | 73.4 | +2.8 | 54.1 | 44.6 | +9.5 | 3.7 | 1.6 | +2.1 | 50.4 | 43.0 | +7.4 |
| Total | 2,551.9 | 2,436.6 | +115.3 | 319.0 | 264.3 | +54.7 | 985.7 | 903.6 | +82.1 | 3,856.6 | 3,604.5 | +252.1 | 297.1 | 207.3 | +89.8 | 3,559.5 | 3,397.2 | +162.3 | 495.9 | 461.6 | +34.3 | 227.2 | 227.8 | -0.6 | 268.7 | 233.8 | +34.9 |

Financial Highlights

Mitsubishi Corporation and Subsidiaries
Fiscal Years ended March 31
The consolidated financial information is prepared in accordance with International Financial Reporting Standards ("IFRS").

| | (Millions of yen) | | | | | (Millions of US dollars) | | | | | |
|--|-------------------|-------------|-------------|-------------|-------------|--------------------------|-------------|-------------|-------------|-------------|-----------|
| | 2014.3 | 2015.3 | 2016.3 | 2017.3 | 2018.3 | 2019.3 | 2020.3 | 2021.3 | 2022.3 | 2023.3 | 2023.3 |
| Results of Operations: | | | | | | | | | | | |
| Revenues* ¹ | ¥ 7,635,168 | ¥ 7,669,489 | ¥ 6,925,582 | ¥ 6,425,761 | ¥ 7,567,394 | ¥16,103,763 | ¥14,779,734 | ¥12,884,521 | ¥17,264,828 | ¥21,571,973 | \$159,203 |
| Gross profit | 1,186,005 | 1,209,894 | 1,098,877 | 1,328,638 | 1,886,640 | 1,987,811 | 1,789,131 | 1,605,106 | 2,150,764 | 2,559,962 | 18,893 |
| Income from investments accounted for using the equity method | 168,356 | 203,818 | (175,389) | 117,450 | 211,432 | 137,269 | 179,325 | 97,086 | 393,803 | 500,180 | 3,691 |
| Net income (loss) attributable to owners of the parent | 361,359 | 400,574 | (149,395) | 440,293 | 560,173 | 590,737 | 535,353 | 172,550 | 937,529 | 1,180,694 | 8,714 |
| Financial Position at Year-End: | | | | | | | | | | | |
| Total assets | 15,901,125 | 16,774,366 | 14,916,256 | 15,753,557 | 16,036,989 | 16,532,800 | 18,033,424 | 18,634,971 | 21,912,012 | 22,152,882 | 163,490 |
| Working capital* ² | 2,417,452 | 2,629,705 | 2,123,954 | 1,789,423 | 1,861,823 | 1,885,242 | 1,591,119 | 1,732,708 | 2,213,212 | 2,414,624 | 17,820 |
| Borrowings (less current maturities) | 4,693,855 | 4,835,117 | 4,560,258 | 4,135,680 | 3,684,860 | 3,569,221 | 4,287,354 | 4,381,793 | 4,039,749 | 3,493,991 | 25,786 |
| Equity attributable to owners of the parent | 5,067,666 | 5,570,477 | 4,592,516 | 4,917,247 | 5,332,427 | 5,696,246 | 5,227,359 | 5,613,647 | 6,880,232 | 8,071,021 | 59,565 |
| Interest-Bearing Liabilities: | | | | | | | | | | | |
| Gross interest-bearing liabilities* ³ | 6,075,835 | 6,348,993 | 6,042,606 | 5,383,911 | 4,954,395 | 5,092,099 | 5,760,123 | 5,644,315 | 5,643,169 | 4,889,881 | 36,088 |
| Net interest-bearing liabilities* ⁴ | 4,601,094 | 4,467,714 | 4,315,460 | 3,991,475 | 3,714,176 | 3,723,568 | 4,336,295 | 4,178,410 | 3,939,721 | 3,237,591 | 23,894 |
| Cash Flows: | | | | | | | | | | | |
| Net cash provided by operating activities | 381,576 | 798,264 | 700,105 | 583,004 | 742,482 | 652,681 | 849,728 | 1,017,550 | 1,055,844 | 1,930,138 | 14,245 |
| Net cash used in investing activities | (300,502) | (154,852) | (503,854) | (179,585) | (317,583) | (273,687) | (500,727) | (357,297) | (167,550) | (177,466) | (1,310) |
| Free cash flow | 81,074 | 643,412 | 196,251 | 403,419 | 424,899 | 378,994 | 349,001 | 660,253 | 888,294 | 1,752,672 | 12,935 |
| Net cash provided by (used in) financing activities | (118,845) | (305,334) | (364,528) | (752,162) | (554,328) | (227,480) | (156,629) | (691,184) | (693,396) | (1,766,638) | (13,038) |
| Net cash flows | (37,771) | 338,078 | (168,277) | (348,743) | (129,429) | 151,514 | 192,372 | (30,931) | 194,898 | (13,966) | (103) |
| Per Share Information: | | | | | | | | | | | |
| Net income (loss) attributable to owners of the parent per share: | | | | | | | | | | | |
| Basic (yen, US dollars) | 219.30 | 246.39 | (93.68) | 277.79 | 353.27 | 372.39 | 348.50 | 116.86 | 635.06 | 809.29 | 5.97 |
| Diluted (yen, US dollars) | 218.80 | 245.83 | (93.68) | 277.16 | 352.44 | 371.55 | 347.71 | 116.57 | 625.73 | 805.69 | 5.95 |
| Cash dividends per share (yen, US dollars) | 68.00 | 70.00 | 50.00 | 80.00 | 110.00 | 125.00 | 132.00 | 134.00 | 150.00 | 180.00 | 1.33 |
| Equity per share attributable to owners of the parent (yen, US dollars) | 3,074.03 | 3,437.75 | 2,898.23 | 3,101.43 | 3,362.34 | 3,589.37 | 3,521.30 | 3,803.01 | 4,659.68 | 5,648.84 | 41.69 |
| Payout ratio* ⁵ (%) | 25 | 28 | — | 29 | 31 | 34 | 38 | 115 | 24 | 22 | — |
| Common Stock: | | | | | | | | | | | |
| Number of shares outstanding at year-end* ⁶ (thousands of shares) | 1,648,541 | 1,620,384 | 1,584,595 | 1,585,480 | 1,585,929 | 1,586,977 | 1,484,497 | 1,476,105 | 1,476,545 | 1,428,793 | — |
| Financial Measures: | | | | | | | | | | | |
| ROE* ⁷ (%) | 7.5 | 7.5 | (2.9) | 9.3 | 11.3 | 10.7 | 9.8 | 3.2 | 15.0 | 15.8 | — |
| ROA* ⁸ (%) | 2.3 | 2.5 | (0.9) | 2.9 | 3.6 | 3.6 | 3.0 | 0.9 | 4.6 | 5.4 | — |
| Net DER* ⁹ (times) | 0.9 | 0.8 | 0.9 | 0.8 | 0.7 | 0.7 | 0.8 | 0.7 | 0.6 | 0.4 | — |
| DOE* ¹⁰ (%) | 2.3 | 2.1 | 1.6 | 2.7 | 3.5 | 3.6 | 3.7 | 3.7 | 3.5 | 3.5 | — |
| Stock Price Information: | | | | | | | | | | | |
| Stock price (annual average) (yen, US dollars) | 1,897 | 2,143 | 2,262 | 2,215 | 2,656 | 3,143 | 2,807 | 2,526 | 3,472 | 4,357 | 32.15 |
| Price earnings ratio (PER)* ¹¹ (times) | 8.68 | 8.69 | (24.08) | 8.00 | 7.54 | 8.46 | 8.34 | 21.75 | 5.50 | 5.38 | — |
| Price book-value ratio (PBR)* ¹² (times) | 0.6 | 0.6 | 0.8 | 0.7 | 0.8 | 0.9 | 0.9 | 0.7 | 0.7 | 0.8 | — |

Note: The application of IFRS 16 “Leases” from the start of the fiscal year ended March 31, 2020, increased total assets due to an increase in right-of-use assets included in calculations. In addition, lease payments have been reclassified from net cash provided by operating activities to net cash provided by financing activities. US dollar amounts are converted at the rate of U.S.\$1 = ¥135.5.

*1 In the fiscal year ended March 31, 2019, revenues exceeded the results of the previous fiscal year. This was mainly due to the application of IFRS 15 “Revenue from Contract with Customers,” which led to an increase of transactions wherein the identified performance obligation of the Company is the transfer of goods as principal and therefore revenue is recognized in the gross amount of consideration.

*2 Working capital consists of all current assets and liabilities, including cash and short-term debt.

*3 “Gross interest-bearing liabilities” (excluding lease liabilities) is defined as the total of debt and borrowings of current and fixed liabilities.

*4 Net interest-bearing liabilities is defined as gross interest-bearing liabilities minus cash and cash equivalents and time deposits.

*5 The payout ratio was calculated based on net income attributable to owners of the parent for the fiscal year before reclassification (this includes the restatement of results for the fiscal year ended March 31, 2014 due to the change from US GAAP to IFRS).

*6 Excluding treasury stock held by the Company.

*7 ROE is calculated by dividing net income (loss) attributable to owners of the parent by the average of equity attributable to owners of the parent at the beginning and end of the fiscal year.

*8 ROA is calculated by dividing net income (loss) attributable to owners of the parent by the average of total assets at the beginning and end of the fiscal year.

*9 Net DER is calculated by dividing net interest-bearing liabilities by equity attributable to owners of the parent at the end of the fiscal year.

*10 DOE is calculated by dividing cash dividends per share by equity per share attributable to owners of the parent at the beginning and end of the fiscal year.

*11 PER is calculated by dividing market capitalization, as determined by multiplying the average share price during the fiscal year by the number of shares issued at the fiscal year-end (including treasury stock held by the Company), by net income (loss) attributable to owners of the parent.

*12 PBR is calculated by dividing market capitalization, as determined by multiplying the average share price during the fiscal year by the number of shares issued at the fiscal year-end (including treasury stock held by the Company), by equity attributable to owners of the parent.

Equity in Earnings of Subsidiaries and Affiliates

| NATURAL GAS GROUP | | | | (Billions of yen) |
|--|---------------|--------|--------|-------------------|
| | Ownership (%) | 2021/3 | 2022/3 | 2023/3 |
| LNG Business | | | | |
| Equity in earnings of subsidiaries and affiliates* | — | 25.7 | 53.5 | 140.4 |
| Dividend income (after tax) | — | 18.2 | 39.2 | 43.0 |
| Shale Gas Business | | | | |
| Equity in earnings of the shale gas business | — | (13.3) | 1.7 | 25.8 |

* The figures exclude interest allocated to the Industrial Infrastructure Group (fiscal year ended March 31, 2021: 2.5 billion yen; fiscal year ended March 31, 2022: 3.9 billion yen; and fiscal year ended March 31, 2023: 6.1 billion yen).

| INDUSTRIAL MATERIALS GROUP | | | | (Billions of yen) |
|--|---------------|--------|--------|-------------------|
| | Ownership (%) | 2021/3 | 2022/3 | 2023/3 |
| Cape Flattery Silica Mines Pty., Ltd. (Australia) | 100.00 | 0.5 | 0.7 | 0.9 |
| Mitsubishi International PolymerTrade Corporation (U.S.A.) | 100.00 | 0.4 | 0.5 | (0.1) |
| Metal One Corporation (Japan) | 60.00 | 3.9 | 16.9 | 24.9 |

| CHEMICALS SOLUTION GROUP | | | | (Billions of yen) |
|---|---------------|--------|--------|-------------------|
| | Ownership (%) | 2021/3 | 2022/3 | 2023/3 |
| Astomos Energy Corporation (Japan) | 49.00 | 1.6 | 9.3 | 8.0 |
| SPDC Ltd. (Japan) | 33.34 | 1.1 | 3.4 | (1.2) |
| Mitsubishi Corporation Energy Co., Ltd. (Japan) | 100.00 | 6.9 | 6.8 | 8.9 |
| Mitsubishi Shoji Chemical Corporation (Japan) | 100.00 | 1.3 | 2.8 | 3.1 |
| Mitsubishi Corporation Plastics Ltd. (Japan) | 100.00 | 2.6 | 3.1 | 3.0 |
| Meiwa Corporation (Japan) | 33.05 | 0.5 | 0.8 | 0.6 |
| Overseas chemical trading business | — | 2.5 | 4.3 | 3.6 |
| Basic chemicals-related business companies* | — | 0.1 | (0.4) | 10.3 |

* Total profits from basic chemicals business (salt business and methanol business).

| MINERAL RESOURCES GROUP | | | | (Billions of yen) |
|---|---------------|--------|--------|-------------------|
| | Ownership (%) | 2021/3 | 2022/3 | 2023/3 |
| IRON ORE COMPANY OF CANADA (Canada) | 26.18 | 17.6 | 31.1 | 25.9 |
| M.C. INVERSIONES LIMITADA (Chile) [Iron Ore Business] | 100.00 | 11.1 | 27.1 | 19.7 |
| Mitsubishi Corporation Rtm Japan Ltd. (Japan) | 100.00 | 5.2 | 7.6 | 10.8 |
| MITSUBISHI DEVELOPMENT PTY LTD (Australia) | 100.00 | 10.9 | 270.6 | 373.2 |
| Copper Business | | | | |
| JECO CORPORATION (Japan)* | 70.00 | 11.9 | 23.6 | 12.9 |
| JECO 2 LTD (U.K.)* | 50.00 | 2.8 | 5.6 | 3.1 |
| MC COPPER HOLDINGS B.V. (Netherlands) | 100.00 | 3.2 | 5.0 | 1.1 |
| M.C. INVERSIONES LIMITADA (Chile) [Copper Business] | 100.00 | 2.9 | 20.4 | (35.6) |
| MCQ COPPER LTD. (Peru) [Copper Business] | 100.00 | — | (5.1) | 9.6 |

In addition to the figures above, the Mineral Resources Group also recognizes dividend income from Compania Minera Antamina (fiscal year ended March 31, 2021: 12.6 billion yen; fiscal year ended March 31, 2022: 17.8 billion yen; and fiscal year ended March 31, 2023: 10.8 billion yen).
* MC's net interest in the Escondida copper mine is 8.25%, through both JECO CORPORATION and JECO 2 LTD.

| INDUSTRIAL INFRASTRUCTURE GROUP | | | | (Billions of yen) |
|--|---------------|--------|--------|-------------------|
| | Ownership (%) | 2021/3 | 2022/3 | 2023/3 |
| MSK FARM MACHINERY CORPORATION (Japan) | 100.00 | 1.3 | 1.2 | 1.0 |
| Nikken Corporation (Japan) | 100.00 | 4.0 | 3.6 | 4.4 |
| Chiyoda Corporation (Japan)*1 | 33.45 | 2.7 | (4.2) | 5.1 |
| Mitsubishi Corporation Technos (Japan) | 100.00 | 0.6 | 1.2 | 0.5 |
| Mitsubishi Corporation Machinery, Inc. (Japan) | 100.00 | 3.0 | 2.4 | 3.2 |
| Other energy infrastructure-related business companies | — | 4.0 | 1.4 | 8.3 |
| Commercial vessels-related business companies*2 | — | 1.3 | 6.5 | 5.8 |
| Gas carriers-related business companies | — | 3.2 | 3.0 | 3.3 |

*1 In addition to the figures above, there is a consolidated adjustment of -0.4 billion yen in fiscal year ended March 31, 2021; -2.5 billion yen in fiscal year ended March 31, 2022; and -1.2 billion yen in fiscal year ended March 31, 2023 to our equity in earnings due to adjustments of accounting differences, etc.
*2 Tax costs of the parent company are included.

| AUTOMOTIVE & MOBILITY GROUP | | | | (Billions of yen) |
|---|---------------|--------|--------|-------------------|
| | Ownership (%) | 2021/3 | 2022/3 | 2023/3 |
| Automobile-related business companies in Thailand & Indonesia | — | 57.7 | 91.3 | 106.9 |
| MITSUBISHI MOTORS CORPORATION (Japan)* | 20.00 | (62.5) | 14.8 | 33.7 |

* In addition to the figures above, there is a consolidated adjustment of 9.2 billion yen in fiscal year ended March 31, 2021; -0.6 billion yen in fiscal year ended March 31, 2022; and -2.1 billion yen in fiscal year ended March 31, 2023 to our equity in earnings due to amortization of assets evaluated at fair value at the time of acquisition, etc.

| | | | | |
|--|-------|------|------|------|
| Partial breakdown of Automobile-related business in Thailand & Indonesia | | | | |
| PT MITSUBISHI MOTORS KRAMA YUDHA SALES INDONESIA (Indonesia) | 40.00 | 1.1 | 7.7 | 6.2 |
| PT. KRAMA YUDHA TIGA BERLIAN MOTORS (Indonesia) | 30.00 | 0.1 | 1.7 | 2.3 |
| TRI PETCH ISUZU SALES CO., LTD. (Thailand) | 88.73 | 36.1 | 47.7 | 59.2 |

| FOOD INDUSTRY GROUP | | | | (Billions of yen) |
|--|---------------|--------|--------|-------------------|
| | Ownership (%) | 2021/3 | 2022/3 | 2023/3 |
| Agrex, Inc. (U.S.A.) | 100.00 | 0.8 | 0.6 | 1.2 |
| Cermaq Group AS (Norway) | 100.00 | 0.4 | 30.8 | 30.8 |
| Indiana Packers Corporation (U.S.A.) | 80.00 | 5.1 | 5.9 | 2.2 |
| Olam Group Limited (Singapore)* | 14.64 | 3.3 | 9.2 | 8.8 |
| Princes Limited (U.K.) | 100.00 | 4.8 | 2.6 | (7.0) |
| TH Foods, Inc. (U.S.A.) | 50.00 | 0.5 | 0.4 | 0.7 |
| Mitsui DM Sugar Holdings Co., Ltd. (Japan) | 20.00 | — | 0.2 | 2.5 |
| Itoham Yonekyu Holdings Inc. (Japan) | 40.66 | 7.9 | 7.6 | 6.8 |
| Kadoya Sesame Mills, Inc. (Japan) | 26.35 | 0.6 | 0.7 | 0.6 |
| Japan Farm Holdings, Ltd. (Japan) | 92.66 | 4.2 | 2.9 | 2.3 |
| Toyo Reizo Co., Ltd. (Japan) | 95.08 | 2.1 | 5.0 | 5.1 |
| Nitto Fuji Flour Milling Co., Ltd. (Japan) | 64.85 | 2.3 | 2.4 | 2.6 |
| KFC Holdings Japan, Ltd. (Japan) | 35.21 | 1.2 | 1.6 | 0.9 |
| Nihon Shokuhin Kako Co., Ltd. (Japan) | 59.83 | 0.8 | 0.8 | 1.5 |
| Nosan Corporation (Japan) | 100.00 | 3.0 | 1.3 | 0.4 |
| Foodlink Corporation (Japan) | 99.42 | 2.0 | 2.1 | 1.6 |
| Mitsubishi Corporation Life Sciences Limited (Japan) | 100.00 | 5.1 | 5.4 | 6.2 |

* The company's name as shown above has been changed from Olam International Limited to Olam Group Limited, a parent company of Olam International Limited, following the share exchange. Also, in addition to the figures above, there is a consolidated adjustment of -5.3 billion yen in fiscal year ended March 31, 2021; -1.1 billion yen in fiscal year ended March 31, 2022; and -1.1 billion yen in fiscal year ended March 31, 2023 to our equity in earnings due to adjustment of accounting differences, etc.

| CONSUMER INDUSTRY GROUP | | | | (Billions of yen) |
|--|---------------|--------|--------|-------------------|
| | Ownership (%) | 2021/3 | 2022/3 | 2023/3 |
| Toyo Tire Corporation (Japan)*1 | 20.02 | 2.3 | 8.3 | 9.6 |
| MC Healthcare Holdings, Inc. (Japan) | 80.00 | 2.4 | 2.6 | 2.1 |
| Nippon Care Supply Co., Ltd. (Japan) | 40.26 | 1.0 | 0.7 | 0.6 |
| Life Corporation (Japan) | 23.05 | 4.1 | 3.5 | 3.1 |
| Lawson, Inc. (Japan)*2 | 50.12 | 4.4 | 9.0 | 12.4 |
| Mitsubishi Corporation Packaging Ltd. (Japan) | 100.00 | 1.4 | 2.5 | 3.2 |
| Mitsubishi Corporation Fashion Co., Ltd. (Japan) | 100.00 | 2.1 | 1.7 | 2.4 |
| Mitsubishi Corporation LT, Inc. (Japan) | 100.00 | 0.7 | 1.9 | 2.0 |
| Mitsubishi Shokuhin Co., Ltd (Japan) | 50.11 | 6.9 | 7.4 | 8.6 |

*1 In addition to the figures above, there is a consolidated adjustment of -1.5 billion yen in fiscal year ended March 31, 2021; -1.4 billion yen in fiscal year ended March 31, 2022; and -3.9 billion yen in fiscal year ended March 31, 2023 to our equity in earnings due to adjustments of accounting differences, etc.
*2 In addition to the figures above, there is a consolidated adjustment of -6.2 billion yen in fiscal year ended March 31, 2021; -3.3 billion yen in fiscal year ended March 31, 2022; and -5.6 billion yen in fiscal year ended March 31, 2023 to our equity in earnings due to adjustments of accounting differences, etc. Furthermore, a consolidated adjustment due to -83.6 billion yen of impairment losses on goodwill to Lawson, Inc. and its intangible assets in fiscal year ended March 31, 2021 are not included.

| POWER SOLUTION GROUP | | | | (Billions of yen) |
|--|---------------|--------|--------|-------------------|
| | Ownership (%) | 2021/3 | 2022/3 | 2023/3 |
| N.V. Eneco (Netherlands)*1 | 80.00 | 13.2 | 20.0 | 32.1 |
| Diamond Generating Asia, Limited (Hong Kong)*2, *3 | 100.00 | 7.3 | 1.7 | 5.5 |
| DIAMOND GENERATING CORPORATION (U.S.A.) | 100.00 | 3.1 | 6.9 | 9.4 |
| DIAMOND GENERATING EUROPE LIMITED (U.K.) | 100.00 | 6.2 | 28.8 | 29.2 |
| DIAMOND TRANSMISSION CORPORATION (U.K.)*4 | 100.00 | 7.8 | (1.4) | 2.1 |
| Mitsubishi Corporation Energy Solutions Ltd. (Japan) | 100.00 | 13.8 | 15.6 | (15.4) |

*1 On June 29, 2021, N.V. Eneco Beheer merged with Eneco Groep N.V. and changed its company name to N.V. Eneco. As a result of the DD&A on the assets measured at the fair value when acquiring Eneco Group and other adjustments, -7.0, -2.0, and -5.3 billion yen of losses were recognized in fiscal year ended March 31, 2021; fiscal year ended March 31, 2022; and fiscal year ended March 31, 2023 respectively, through the consolidation process besides the numbers above. Our net earnings in equity after the consolidation adjustment includes Dutch/UK tax reform (fiscal year ended March 31, 2021: Dutch -4.9 billion yen/fiscal year ended March 31, 2022: UK -0.7/Dutch -1.2 billion yen)
*2 The corresponding figure is the total of 12 companies, including companies which are administrated by Diamond Generating Asia, Limited.
*3 Tax costs of the parent company are included.
*4 The number for fiscal year ended March 31, 2022 includes -0.8 billion yen due to the UK tax reform.

| URBAN DEVELOPMENT GROUP | | | | (Billions of yen) |
|---|---------------|--------|--------|-------------------|
| | Ownership (%) | 2021/3 | 2022/3 | 2023/3 |
| Diamond Realty Investments, Inc. (U.S.A.) | 100.00 | 4.5 | 20.8 | 12.5 |
| Diamond Realty Management Inc. (Japan) | 100.00 | 1.7 | 1.4 | 2.5 |
| MC Aviation Partners Inc. (Japan) | 100.00 | (2.5) | (13.4) | 1.8 |
| Mitsubishi HC Capital Inc. (Japan)*1 | 18.00 | 10.8 | 16.6 | 19.7 |
| Mitsubishi Auto Leasing Corporation (Japan) | 50.00 | 1.8 | 2.3 | 2.9 |
| Mitsubishi Corporation Urban Development, Inc. (Japan) | 100.00 | 9.7 | 5.2 | 13.3 |
| ASEAN urban development-related business companies in total | — | — | 1.0 | 4.1 |
| Fund related business companies in total*2 | — | 9.0 | 17.3 | 2.9 |

*1 Equity in earnings are based on the results of Mitsubishi UFJ Lease & Finance Company Ltd. in fiscal year ended March 31, 2021 4Q, and are based on the results of Mitsubishi UFJ Lease & Finance Company Ltd. (January to March) plus the results of Mitsubishi HC Capital Inc. (April to December) in fiscal year ended March 31, 2022 4Q.
*2 Tax costs of the parent company are included.

ESG Data

Environmental Data

Following its new GHG emissions reduction targets announced in the fiscal year ended March 31, 2022, MC calculates GHG emissions based on the GHG Protocol's equity share approach from the fiscal year ended March 31, 2022, including the GHG emissions of its affiliates.*1,*2,*3

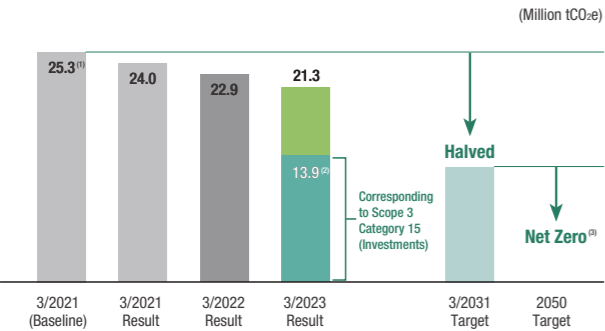
MC has considered the management and disclosure of Scope 3 emissions of particularly large emissions categories. For MC, that is Scope 3 Category 11 emissions (Use of Sold Products), and we have started to disclose this figure from the fiscal year ended March 31, 2022.

Scope 1 & 2 (Thousand tCO2e)

| | | 3/2021 | 3/2022 | 3/2023 | Scope of Reduction Target |
|------------------|-------------------------------|--------|--------|---------|---------------------------|
| Non-Consolidated | Scope 1 & 2 Total | 9.3 | 3.4 | 3.5* | |
| Consolidated | Scope 1 (including 6.5 gases) | 21,829 | 21,046 | 19,518* | ○ |
| | Scope 2 | 2,187 | 1,806 | 1,746* | |
| | Scope 1 & 2 Total | 24,016 | 22,852 | 21,264* | |

Scope 1 & 2 Emissions by Segment (Thousand tCO2e)

| | | 3/2021 | 3/2022 | 3/2023 |
|--------------|---------------------------------|--------|--------|--------|
| Consolidated | Natural Gas Group | 3,354 | 3,172 | 3,228 |
| | Industrial Materials Group | 512 | 407 | 395 |
| | Chemicals Solution Group | 1,011 | 1,222 | 1,119 |
| | Mineral Resources Group | 4,132 | 3,201 | 3,216 |
| | Industrial Infrastructure Group | 102 | 126 | 115 |
| | Automotive & Mobility Group | 117 | 140 | 131 |
| | Food Industry Group | 1,380 | 1,430 | 1,390 |
| | Consumer Industry Group | 384 | 241 | 206 |
| | Power Solution Group | 13,003 | 12,889 | 11,442 |
| | Urban Development Group | 14 | 20 | 20 |
| | Corporate Staff Section | 8 | 4 | 4 |
| | Total | 24,016 | 22,852 | 21,264 |



(1) The above figures represent the Scope 1 and Scope 2 emissions of MC and its consolidated companies, including affiliates, based on the GHG Protocol's equity share approach. Furthermore, base year figures include emissions from thermal power generation and natural gas projects, which comprises (i) assumed peak emissions from pre-operational committed projects and (ii) projected full-capacity emissions for partially-operational projects.

(2) 13.9 million tons would be equivalent to Scope 3 Category 15 (Investments) under the GHG Protocol's financial control approach.

(3) Any residual emissions, after reduction efforts have been made, will be neutralized using internationally accepted offsetting methods including carbon removal. The specific reduction plan and measures for the GHG emissions reduction targets will be adjusted as required in line with progress of technological developments, economic viability, and policy/institutional support.

ESG data marked with an asterisk (★) for the fiscal year ended March 31, 2023 has received independent practitioner's assurance from Deloitte Tohmatsu Sustainability Co., Ltd. For details, please see MC's website.

https://www.mitsubishicorp.com/ar2023/en/pdf/a_report2023_24.pdf

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

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

Scope 3 (Thousand tCO2e)

| | | 3/2021 | 3/2022 | 3/2023 | Scope of Reduction Target |
|------------------|---|--------|---------|---------|---------------------------|
| Non-Consolidated | Category 4 (Upstream Transportation and Distribution) | 26 | 24 | 24* | |
| Consolidated | Category 11 (Use of Sold Products) | — | 381,254 | 306,939 | |
| | Ref. Category 15 (Investments) | — | 15,158 | 13,881 | ○ |

Category 4 (Upstream Transportation and Distribution): Data collected in compliance with the Act on the Rational Use of Energy in Japan. Logistics figures cover domestic (Japan) transport where MC is the cargo owner (includes waste transportations).

Ref. Category 15 (Investments): Of the Scope 1 & 2, emissions from affiliates and joint ventures (equivalent to Category 15 if the financial control approach of the GHG Protocol is adopted).

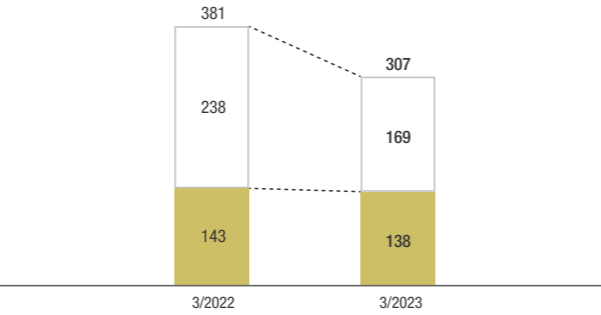
Scope 3 Category 11 Emissions by Segment (Thousand tCO2e)

| | | 3/2021 | 3/2022 | 3/2023 |
|--------------|---------------------------------|--------|---------|---------|
| Consolidated | Natural Gas Group | — | 111,410 | 116,006 |
| | Industrial Materials Group | — | 896 | 993 |
| | Chemicals Solution Group | — | 41,299 | 46,403 |
| | Mineral Resources Group | — | 94,072 | 96,593 |
| | Industrial Infrastructure Group | — | 88,470 | 2,436 |
| | Automotive & Mobility Group | — | 30,093 | 32,747 |
| | Food Industry Group | — | 1,431 | 1,617 |
| | Consumer Industry Group | — | 4,360 | 4,065 |
| | Power Solution Group | — | 8,982 | 5,729 |
| | Urban Development Group | — | 241 | 350 |
| | Total | — | 381,254 | 306,939 |

Scope 3 Category 11 Emissions by MC Climate Taxonomy

(Million tCO2e)

MC Climate Taxonomy, which covers all of our approximately 130 business units, classifies each into 3 categories: Green (businesses with significant climate-related transition opportunities), Transform (businesses with significant climate-related transition risks), and White (Other).

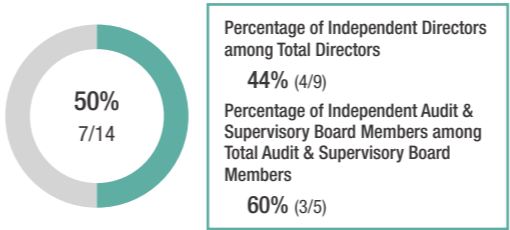


■ Transform (Metallurgical coal production, natural gas production and liquefaction)

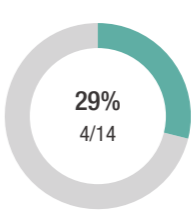
□ White (Fossil fuel trading, EPC [engineering, procurement, and construction], and automobile sales)

Governance Data

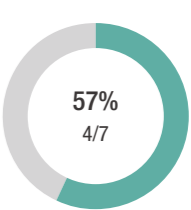
Percentage of Independent Members among Total Directors and Audit & Supervisory Board Members*4 (%)



Percentage of Women among Total Directors and Audit & Supervisory Board Members*4 (%)

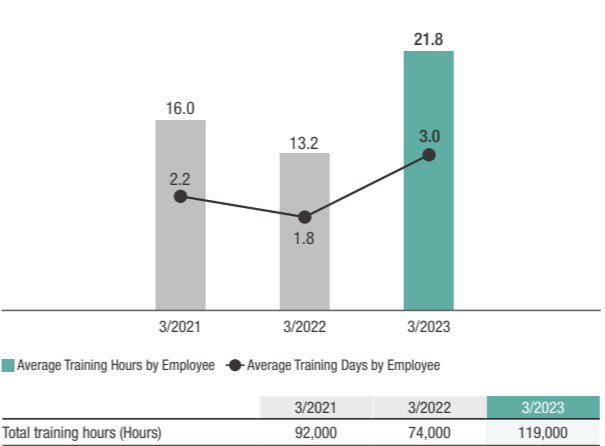


Percentage of Independent Directors among Governance, Nomination and Compensation Committee Members*4 (%)

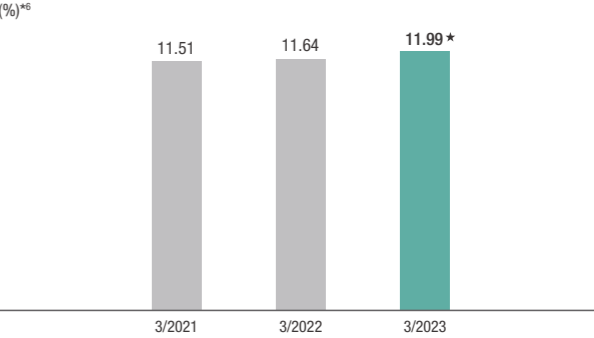


Social Data

Average Training Hours/Days by Employee*5



Percentage of Women in Management Positions (Non-Consolidated)



Employee Data (Non-Consolidated)

| | | 3/2021 | 3/2022 | 3/2023 |
|---|------------------|--------|--------|--------|
| Number of employees (non-consolidated) | Male | 4,241 | 4,141 | 4,051 |
| | Female | 1,484 | 1,430 | 1,397 |
| | Total | 5,725 | 5,571 | 5,448 |
| Gender ratio in management positions (unit: %)*7 | Male | 88.49 | 88.36 | 88.01 |
| | Female | 11.51 | 11.64 | 11.99* |
| Average years of service | | 18.4 | 18.5 | 18.5 |
| Number of employees on overseas assignments (including global trainees)*8 | | 1,074 | 1,045 | 1,054 |
| Employment rate of persons with disabilities (unit: %)*9 | | 2.53 | 2.45 | 2.41* |
| Number of employees who took maternity/paternity leave*10 | Male | 36 | 49 | 78 |
| | Female | 48 | 67 | 68 |
| | Total | 84 | 116 | 146 |
| Number of employees who took family care leave*10 | Male | 1 | 0 | 1 |
| | Female | 0 | 0 | 0 |
| | Total | 1 | 0 | 1 |
| Monthly average overtime hours (unit: hours/month)*11 | | 27.2 | 30.4 | 29.9 |
| Percentage of annual paid leave days taken (unit: %)*12 | | 55 | 60 | 67 |
| Level of employee satisfaction (unit: %)*13 | | — | 76 | 74 |
| Lost time injuries frequency rate*14 | Consolidated | 2.74 | 2.03 | 1.98 |
| | Non-Consolidated | 0.16 | 0.15 | 0 |

*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 figures for the year ended March 2021 in the table are for reference).

*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 metrics were adopted as the basis for calculating GHG emissions.

- Direct CO2 emissions from fuel consumption: GHG Protocol, "Emission Factors from Cross Sector Tools (March 2017)" (WRI/ WBCSD)
- Emissions of GHGs from business activities other than CO2 from energy sources (6.5 gases): Greenhouse Gas Emission Calculation and Reporting Manual (Version 4.8) (January 2023, 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 January 2023, 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 2020 from IEA CO2 Emissions from Fuel Combustion (2022 edition))

*4 Based on status as of July 1, 2023.

*5 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.

*6 As of April 1 of each calendar year.

*7 As of April 1 of each calendar year.

*8 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.

*9 As of June 1 of each calendar year.

*10 The number of employees who began taking this type of leave during each fiscal year.

*11 Employees working at the Head Office and domestic branches (excluding managers, corporate advisors, and contract employees).

*12 Employees working at the Head Office and domestic branches (excluding secondees from other companies).

*13 Employee awareness surveys were taken every three years, but since the fiscal year ending March 31, 2024, they are taken annually (the last survey was taken in November 2022). This is 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.

*14 On a consolidated basis, Employees and Contractors. On a non-consolidated basis, Employees and Contractors at the Head Office and domestic branches (excluding corporate advisors and contract employees). The scope of disclosure has been changed from the fiscal year ended March 31, 2023 and has been revised retroactively to previous fiscal periods. (Reference) Lost time injuries frequency rate/Nationwide average at places of business: 2.06 (From 2022 survey on workplace accidents, Ministry of Health, Labour and Welfare of Japan).

Corporate Information (As of March 31, 2023)

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| Company Name | Mitsubishi Corporation (Securities code: 8058) |
| Date Established (Date Registered) | July 1, 1954 (April 1, 1950) |
| Capital | ¥204,446,667,326 |
| Shares of Common Stock Issued | 1,458,302,351 |
| Head Office | Mitsubishi Shoji Building 3-1, Marunouchi 2-chome, Chiyoda-ku, Tokyo, 100-8086, Japan (Registered address of the Company) Telephone: +81-3-3210-2121 Marunouchi Park Building 6-1, Marunouchi 2-chome, Chiyoda-ku, Tokyo, 100-8086, Japan |
| Number of Employees | Parent company: 5,448 Consolidated: 79,706 |
| Independent Auditors | Deloitte Touche Tohmatsu LLC |
| Number of Shareholders | 404,144 |
| Stock Listing | Tokyo |
| Transfer Agent for Shares and Special Accounts, Account Management Institution | Mitsubishi UFJ Trust and Banking Corporation |
| Contact Address | Corporate Agency Division, Mitsubishi UFJ Trust and Banking Corporation 1-1, Nikkocho, Fuchu, Tokyo, 183-0044, Japan Telephone: 0120-232-711 (within Japan) |
| Postal Contact Address | PO BOX 29 Shin Tokyo Post Office, Tokyo, 137-8081, Japan |
| Contact | Investor & Shareholder Relations Department, Mitsubishi Corporation 3-1, Marunouchi 2-chome, Chiyoda-ku, Tokyo, 100-8086, Japan Telephone: +81-3-3210-2121 |

Internet

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