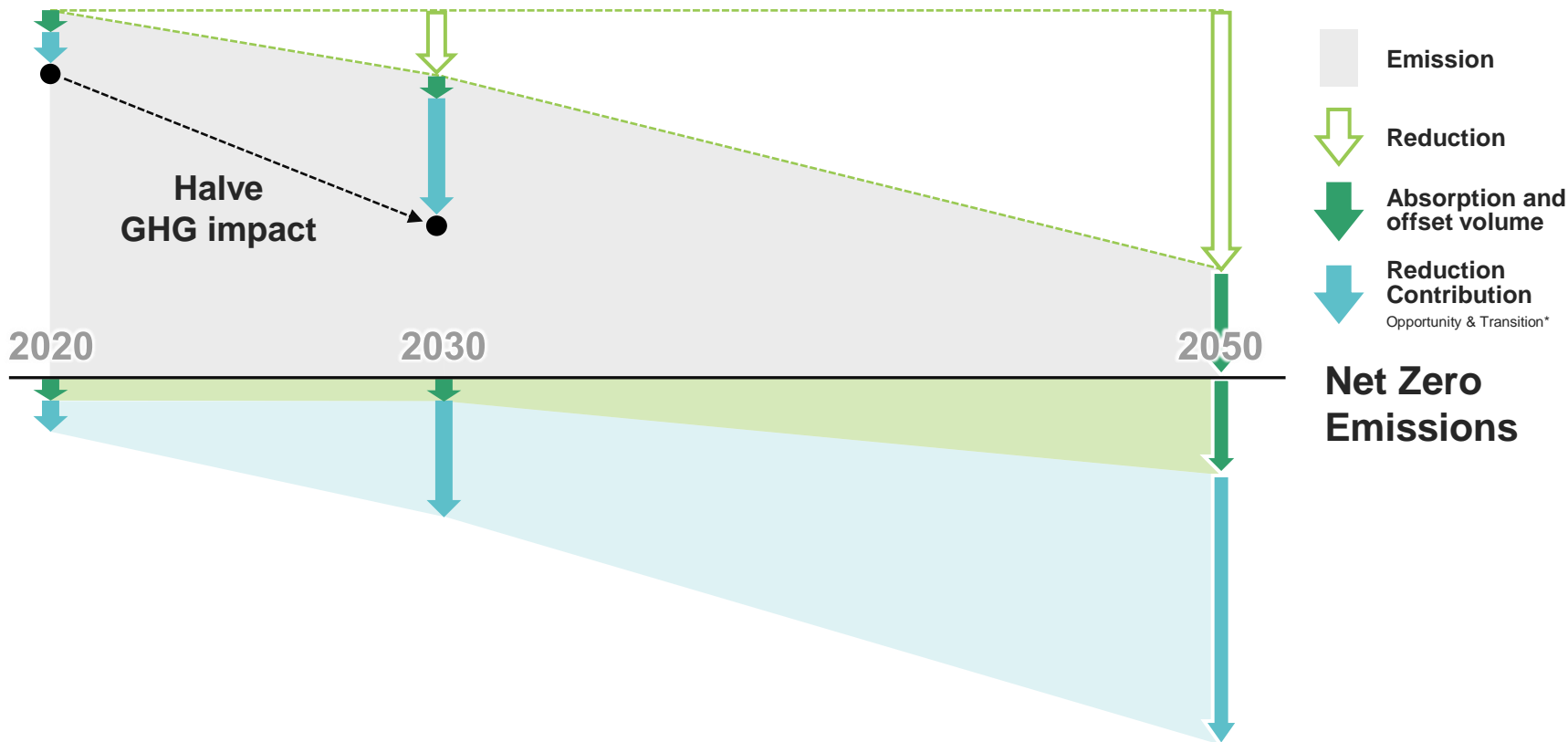


Path to Green Transformation

Representative Director, Executive Managing Officer
Chief Strategy Officer

Makoto Sato

Targets for GHG Reduction

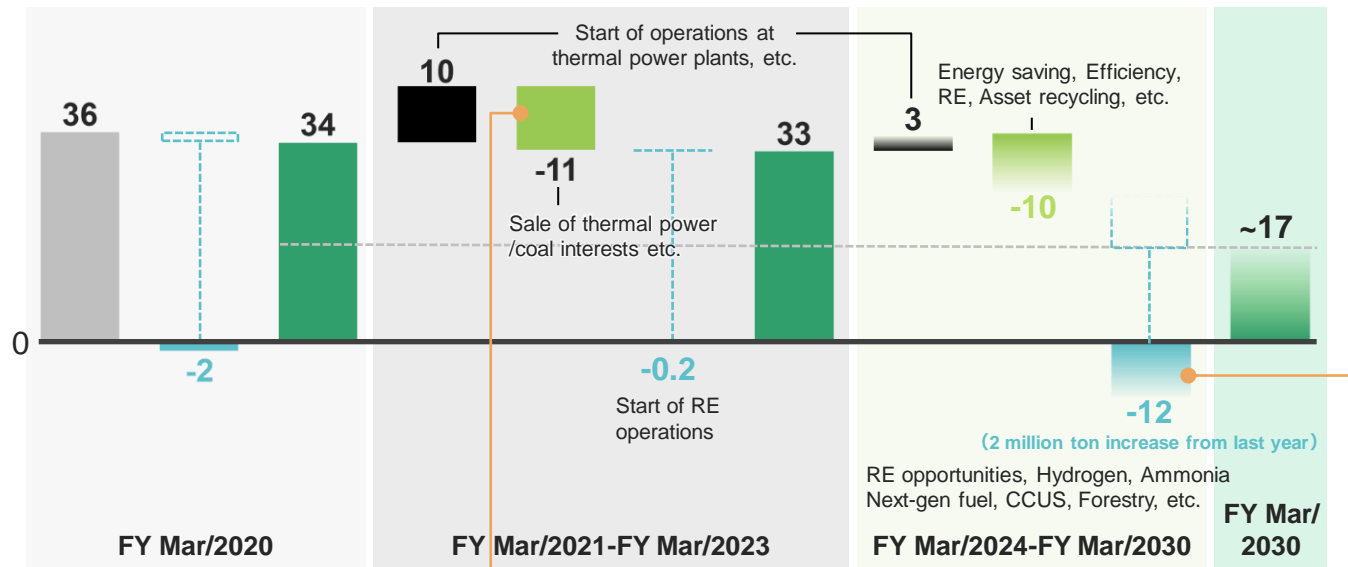


*Transition assumes only reduction contribution attributable to the company in the future

Path to Halving GHG Impact

Scope 1 + 2 + Scope 3 Category 15 (investments)

(Unit: million MT-CO₂e)



Base annual emissions
Scope 1 + 2 + Scope 3 Category 15

Increased reduction contribution
Reduction of global emissions through business

GHG impact
Residual emissions minus reduction contribution

Increase in emissions
Increase in emissions from start of new operations

Decrease in emissions
Reduction in emissions from our businesses

Portfolio reconfiguration

- Sale of Australian SMC metallurgical coal business
- Sale of equity share in thermal power plants (Falcon)

Promotion of reduction contribution projects

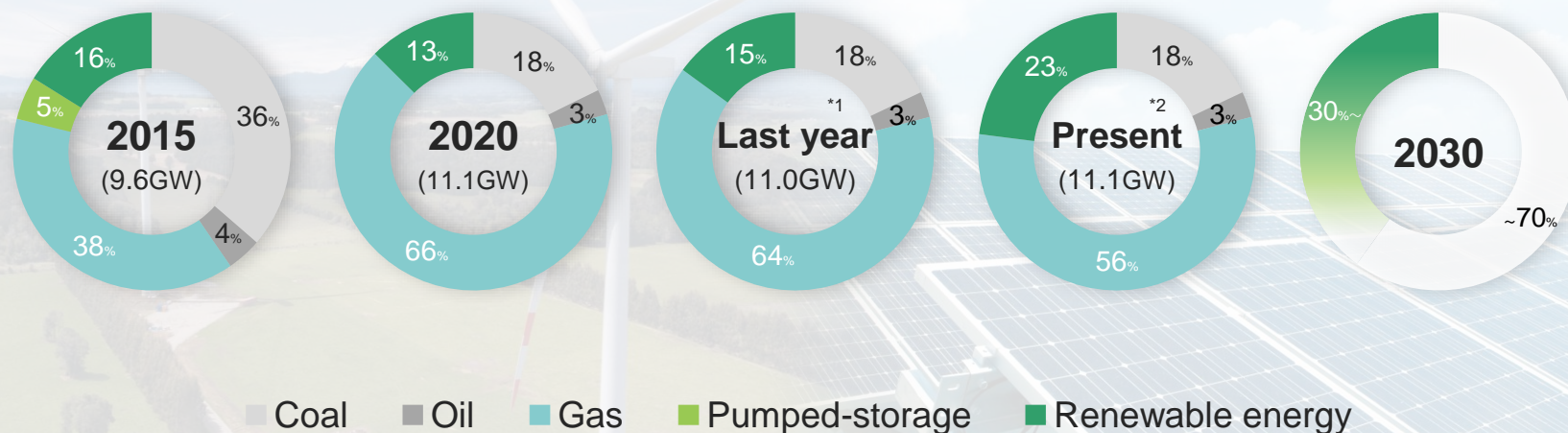
- Participation in Mainstream Renewable Power
- Participation in large-scale renewable energy project in India

Notes: These figures are based on current assumptions and are subject to change.

The amount of increase in reduction contribution in this graph includes the figures corresponding to the amount of absorption and offset volume shown in the graph on page 2.

Progress of Renewable Energy Business

Transition of Mitsui's power generation portfolio



*1 As of December 3, 2021

*2 As of December 2, 2022

Note: Figures in parentheses show Mitsui's net capacity

Progress of Renewable Energy Business

Mainstream Renewable Power progress

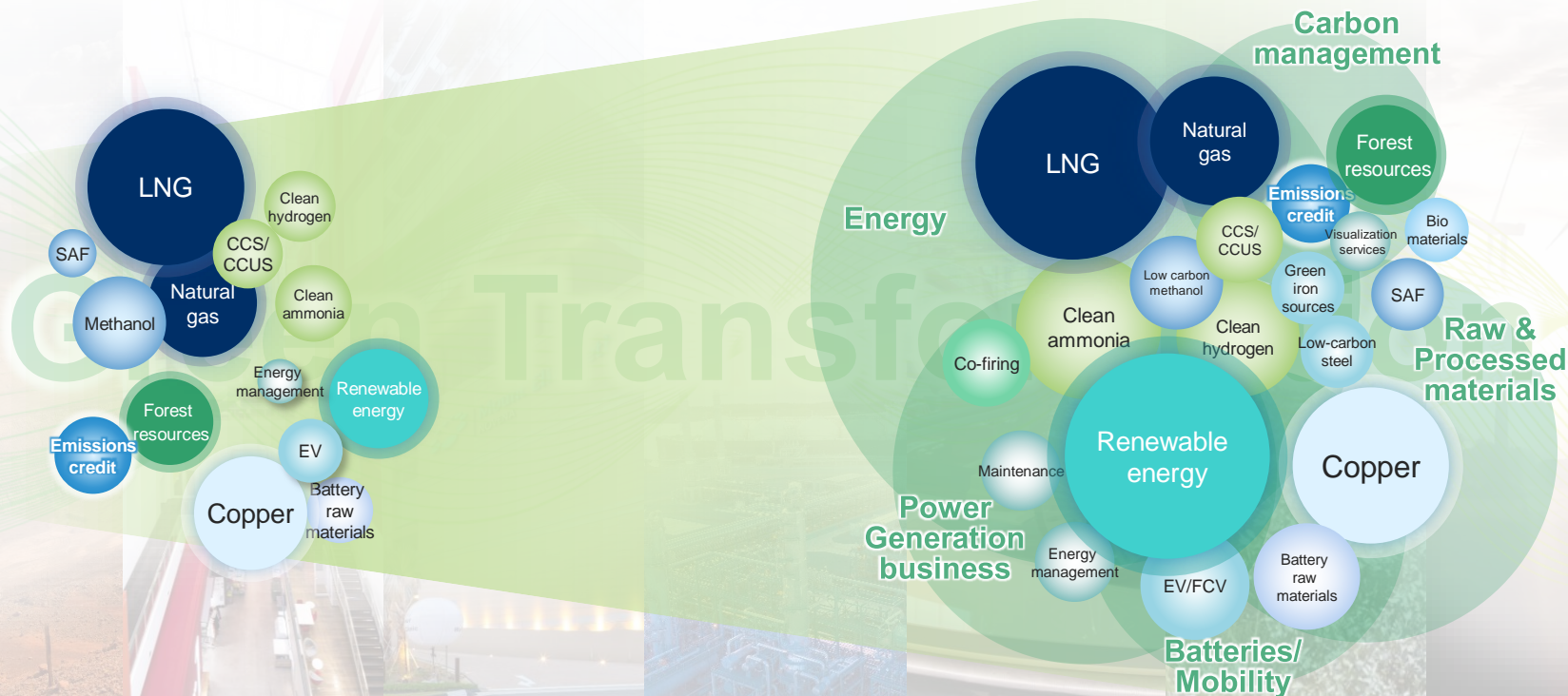


*Mainstream Renewable Power's net capacity
(Source) Aker Horizons

Mitsui's Green Transformation

Present

2030



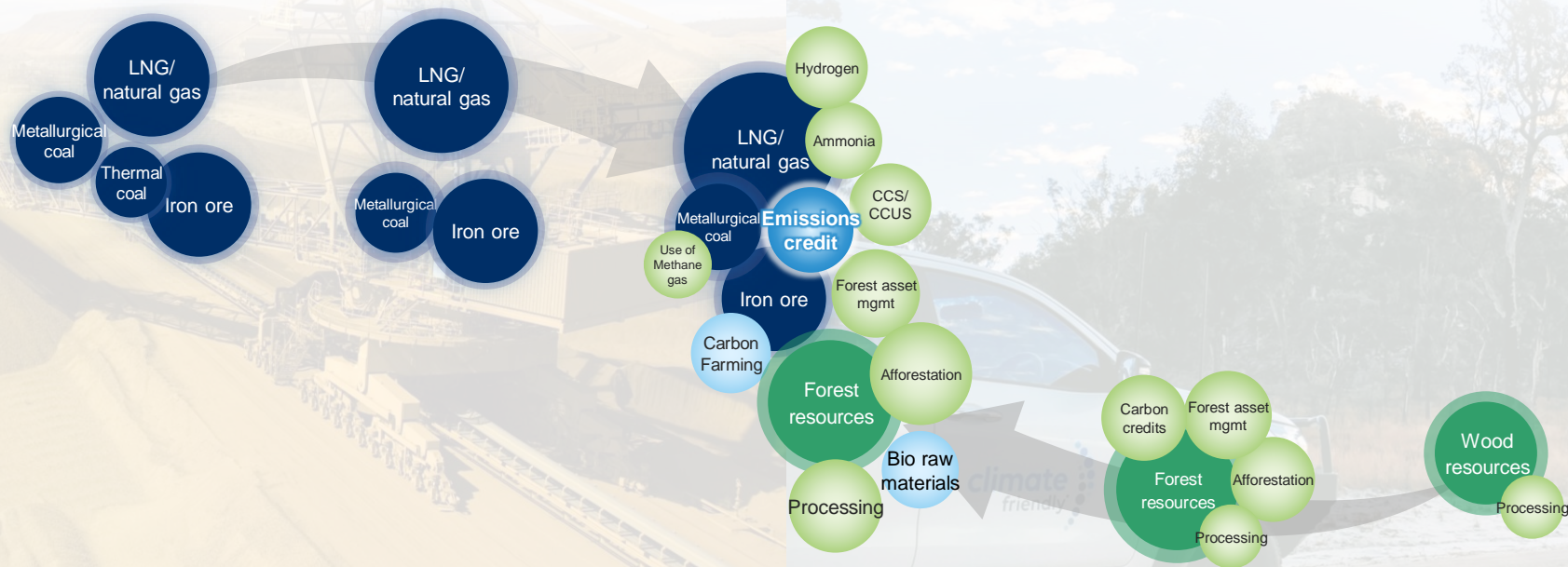
*The size of each circle indicates the invested capital and enterprise value

Green Transformation in Australia

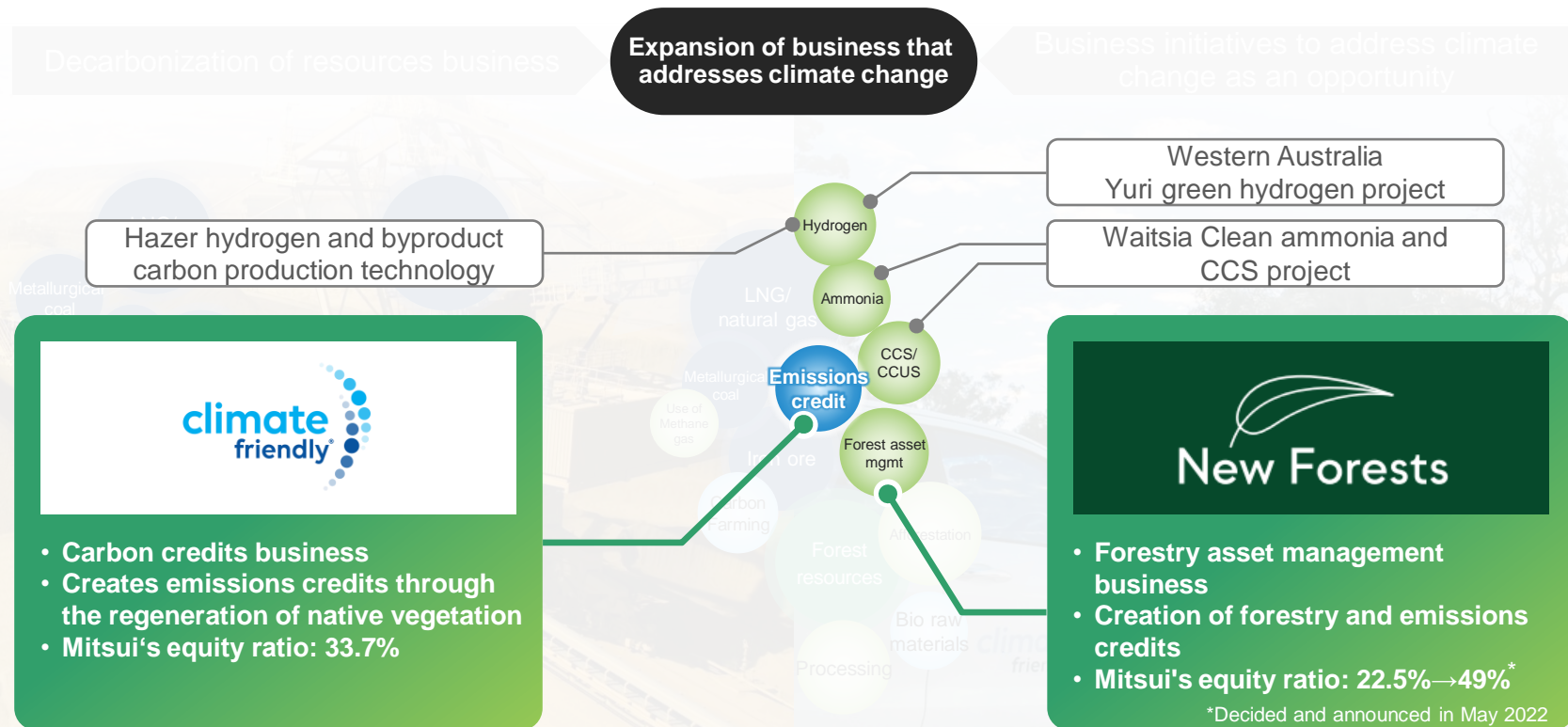
Decarbonization of resources business

Expansion of business that addresses climate change

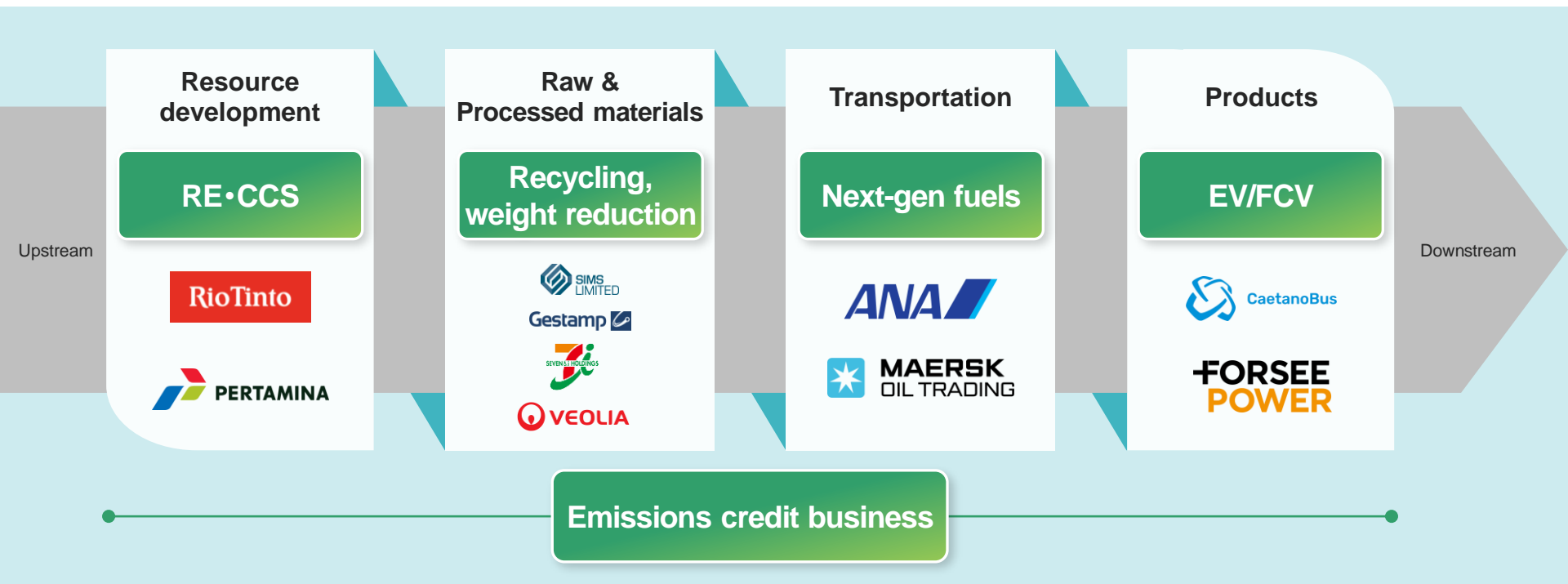
Business initiatives to address climate change as an opportunity



Green Transformation in Australia



Reducing Supply Chain Emissions through Our Business



Strengthening of oversight by Board of Directors, etc.

Status of discussions at Board of Directors meetings

- Content of key proposals and reports

FY Mar/2022

- **Clarifying role of Board of Directors in Sustainability Policy ***
- Climate change activity reporting
- Free discussion of climate change response

*Formulated in November 2021

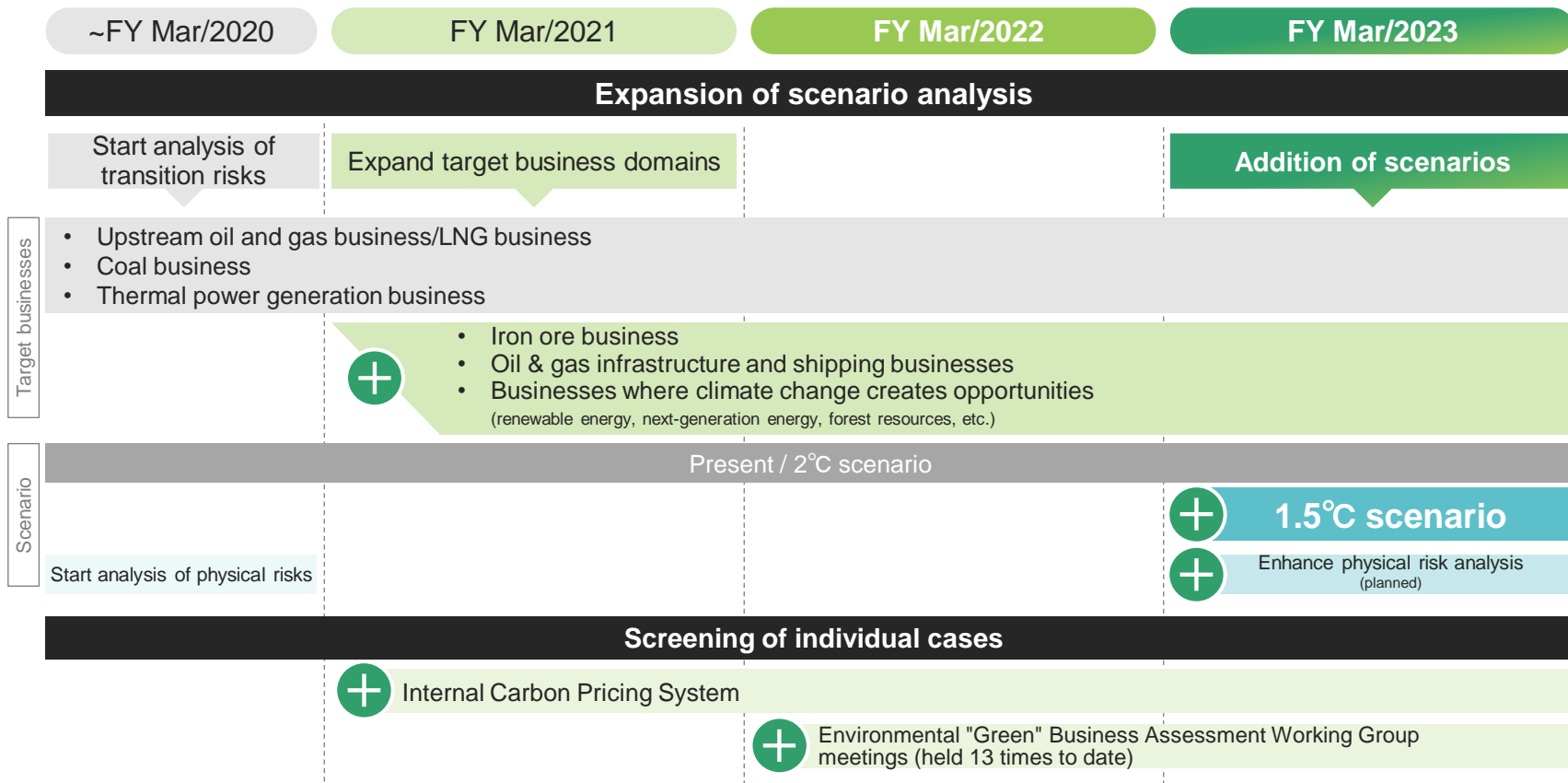
FY Mar/2023

- **Director remuneration linked to ESG**
- Climate change activity reporting
- Free discussion of climate change response
- Connectivity between financial and non-financial information

From FY Mar/2023
Incorporating ESG elements, including climate change response, as evaluation factors in calculating director remuneration

With respect to climate change, main evaluation criteria are “progress in business activities towards achieving Mitsui’s GHG emissions reduction targets”

Portfolio Transformation and Policies for Driving It



Appendix



MITSUI & CO.

Appendix 1: GHG Emissions Breakdown

| FY March 2020 (base year) | | | (Unit: million MT-CO ₂ e) | | FY March 2022 | 2030 target |
|--|----|--|--------------------------------------|----|---------------|--------------------|
| Scope1+2 | 4 | Mitsui & Co. and Consolidated Subsidiaries | 0.8 | | 0.6 | Half (0.4 or less) |
| | | Un-inco JV | 3 | | 4 | |
| Scope3 Category 15 (investments) | 32 | Power Generation Business | 19 | | 22 | |
| | | Mineral & Metal Resources | 8 | | 8 | |
| | | Energy | 3 | 36 | 3 | |
| | | Others | 2 | | 3 | |
| Total | 36 | | | | 40 | |
| | | Reduction contribution and absorption volume | ▲2 | | ▲2 | |
| | | GHG Impact | 34 | | 38 | Half (17 or less) |

Appendix 2: Evaluation by Society

| Trend in scores from ESG evaluation institutions | 2020 | 2021 | 2022 (as of December 2, 2022) |
|---|------|------|----------------------------------|
| FTSE | 3.4 | 4.1 | 4.3 |
| MSCI  | BB | A | Not evaluated |
| Member of Dow Jones Sustainability Indices Powered by the S&P Global CSA (Percentile Score) | 94 | 99 | 98 |
|  RATED ^{*2} (lower score is better) | 20.2 | 19.3 | 17.0 |

| Domestic ESG equity indices adopted by the GPIF | 2020 | 2021 | 2022 |
|---|--------------------|------|------|
| 2022 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX ^{*1} | — | — | ✓ |
| 2022 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN) ^{*1} | ✓ | ✓ | ✓ |
|  FTSE Blossom Japan | ✓ | ✓ | ✓ |
|  FTSE Blossom Japan Sector Relative Index | Selected from 2022 | | ✓ |
|  S&P/JPX Carbon Efficient Index | ✓ | ✓ | ✓ |

^{*1} "THE INCLUSION OF MITSUI & CO., LTD. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF MITSUI & CO., LTD. BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES."

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