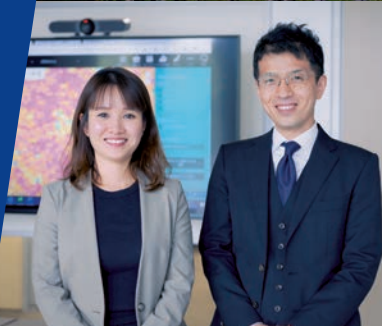


 Mitsubishi Research Institute

Company Profile



*Envisioning the future,
leading change*

A Leading Japanese Think Tank: From Policy Recommendations to Real-World Solutions

We, the Mitsubishi Research Institute, have helped clients and society at large overcome pressing issues through our research and consulting services over a wide range of fields such as energy, environment, health care, and ICT. Since our founding in 1970 as a venture commemorating the centenary of the Mitsubishi Group, the past 50 years have presented society with unprecedented change, and many issues have taken on a complex, tangled relationship. The world has been left with the challenge of ensuring a prosperous and sustainable future for subsequent generations.

As a company that resolves societal issues, we take an active role in tackling this challenge. We will fulfill this role and help create a desirable future world by both utilizing our research strengths as a think tank and undertaking the real-world implementation of solutions ourselves. This is how we will lead change, co-creating new value with our clients and partners spanning a broad network across Japan's leading fields.

Through our work, we aim to achieve both societal value of greater impact as well as sustainable growth of our people and businesses.

Guiding Principles

Our Mission

What we strive to accomplish

To resolve societal issues and co-create a sustainable, abundant future

Our Vision

How we intend to do it

Envisioning the future, leading change

Our Commitments

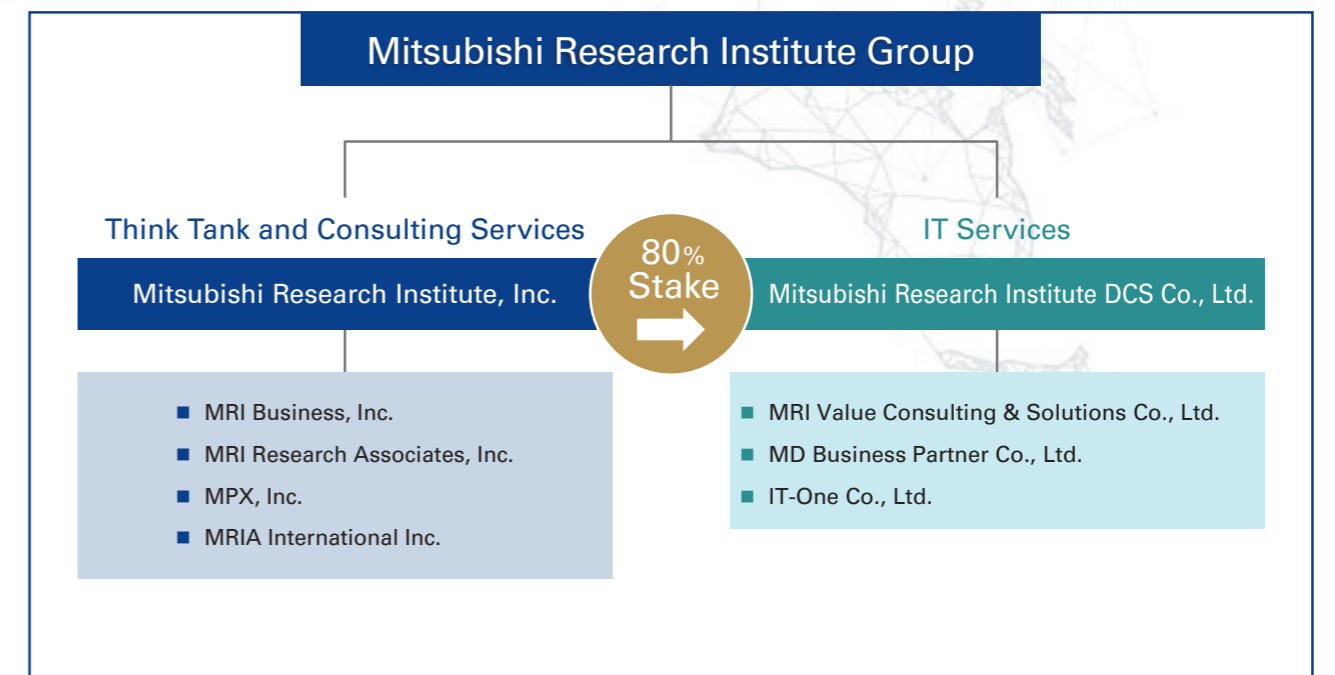
What our professionals are dedicated to



1. Devotion to Growth : Continually honing our value to society and our customers
2. Collective Knowledge : Acting as a hub between diverse branches of knowledge
3. A Clear Stance : Using scientific insights to discern the proper path toward the ideal future
4. Taking on Challenges : Transforming the world in new ways
5. Reality : Devotion to feasible recommendations and their implementation

Company Outline

Head Office	10-3, Nagatacho 2-Chome, Chiyoda-ku, Tokyo 100-8141 Japan Contact: www.mri.co.jp/en-info/
Other Offices in Japan	Kansai Office (Osaka) Chubu Office (Nagoya)
Offices Overseas	Hanoi Representative Office (Hanoi, Viet Nam) Contact: vietnam-office@ml.mri.co.jp Middle East Regional Office (Dubai, United Arab Emirates) Contact: middleeast-office@ml.mri.co.jp
Representative Directors	Kenji Yabuta, President Yasuteru Hirai, Executive Vice-President
Capital Stock	6,336 million yen
Stock Exchange Listing	Tokyo Stock Exchange (Prime Market), Code: 3636
Number of Employees	4,428 (consolidated), 1,150 (non-consolidated) As of September 30, 2023
Major Shareholders	Mitsubishi Corporation Mitsubishi Heavy Industries, Ltd. Mitsubishi Electric Corporation Mitsubishi Chemical Corporation

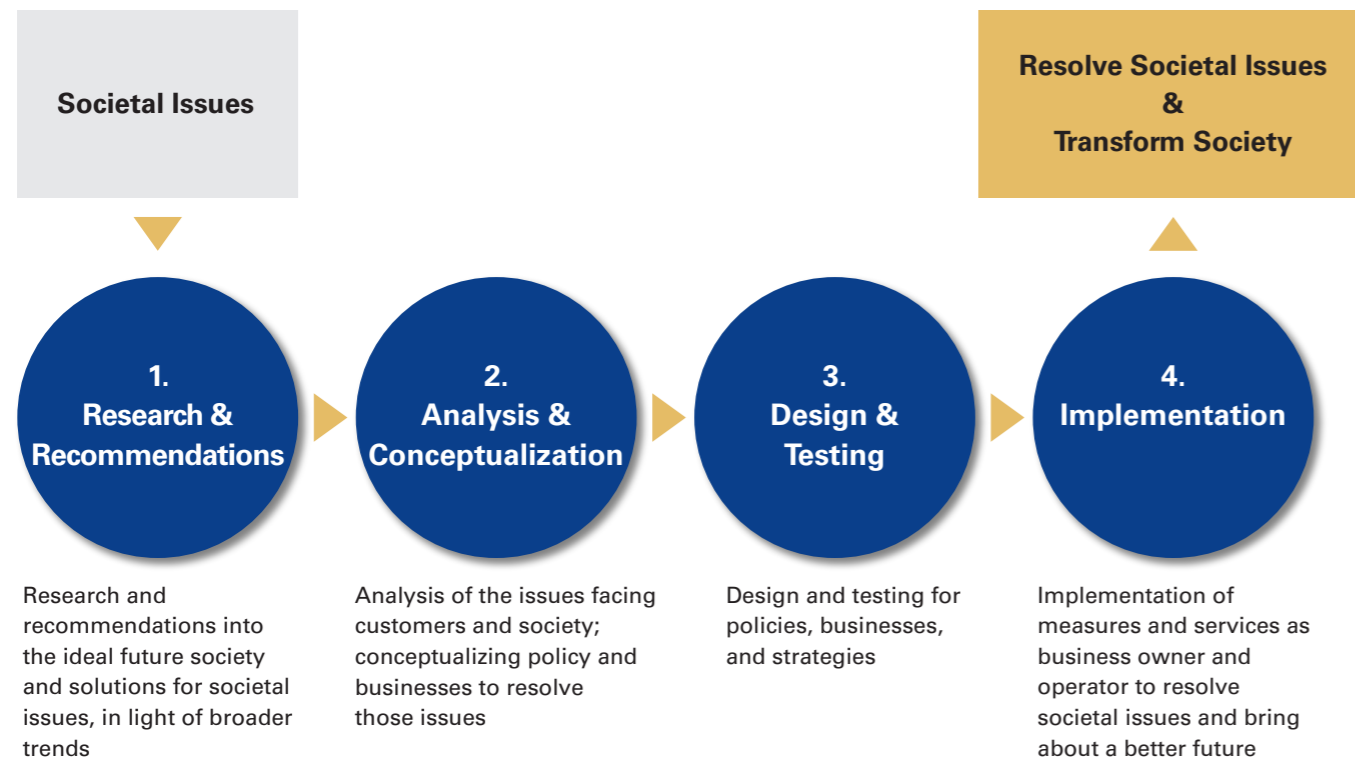


Our Value Creation Process

We operate under a unique value chain for resolving societal issues, our *Value Creation Process (VCP)*, offering services along all four of its stages. We develop policy recommendations based on independent research as well as offer analysis to support programs and businesses that better society. We go beyond the typical think tank realm by

undertaking the actual design of policy and solutions, as well as the real-world implementation of these proven measures.

This process is at the core of our business allowing us to work alongside clients and society at large to achieve the common goal of resolving societal issues and thus transforming society.



Our Main Business Fields

- Think Tank Function:

Independent research pioneering major societal trends

- Societal and Public Innovation:

Services for the public and private sectors based on our knowledge of policy

- Digital Innovation:

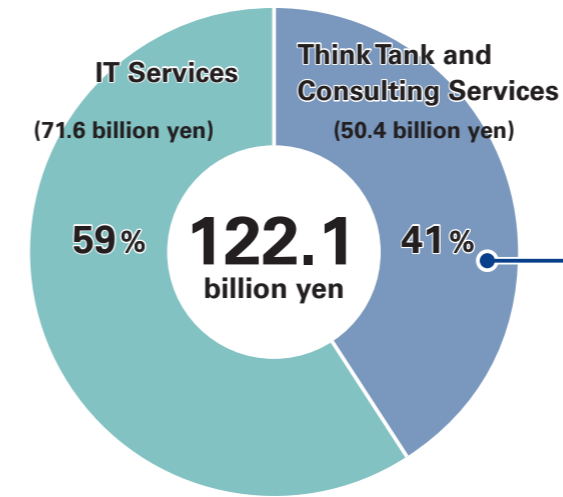
Digital transformation services for the private sector based on management perspectives

- Financial System Innovation:

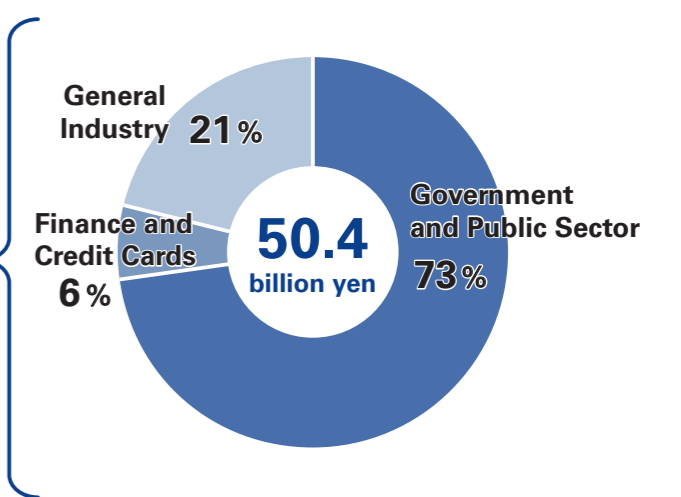
Services for the financial sector based on our experience with financial systems

At a Glance

Net Sales by Business Segment
(Mitsubishi Research Institute Group)



Net Sales by Type of Client
(Think Tank and Consulting Services Segment)



As of September 2023

916 Researchers with Expertise Across Wide Range of Fields*

(Think Tank & Consulting Services Segment)

Natural Sciences

685 (69%)

Social Sciences

305 (31%)

Architecture, Civil Engineering, Urban Engineering	96
Energy, Nuclear Power, Physics	92
Chemistry, Biology, Agriculture, Forestry, Geology	98
Environmental Engineering, Environmental Studies	74
Information, Systems Science	71
Mechanical Engineering, Aerospace	62
Electricity, Electronics, Telecommunications	49
Administration Engineering, Management Engineering	37
Mathematical Engineering, Mathematics	28
Resources, Materials, Metals	27
Others	51

Law, Political Science, Public Policy	83
Economics	68
Management, Commerce	62
Sociology, Education	52
Others	40

* As of September 2023

International Services

For Businesses

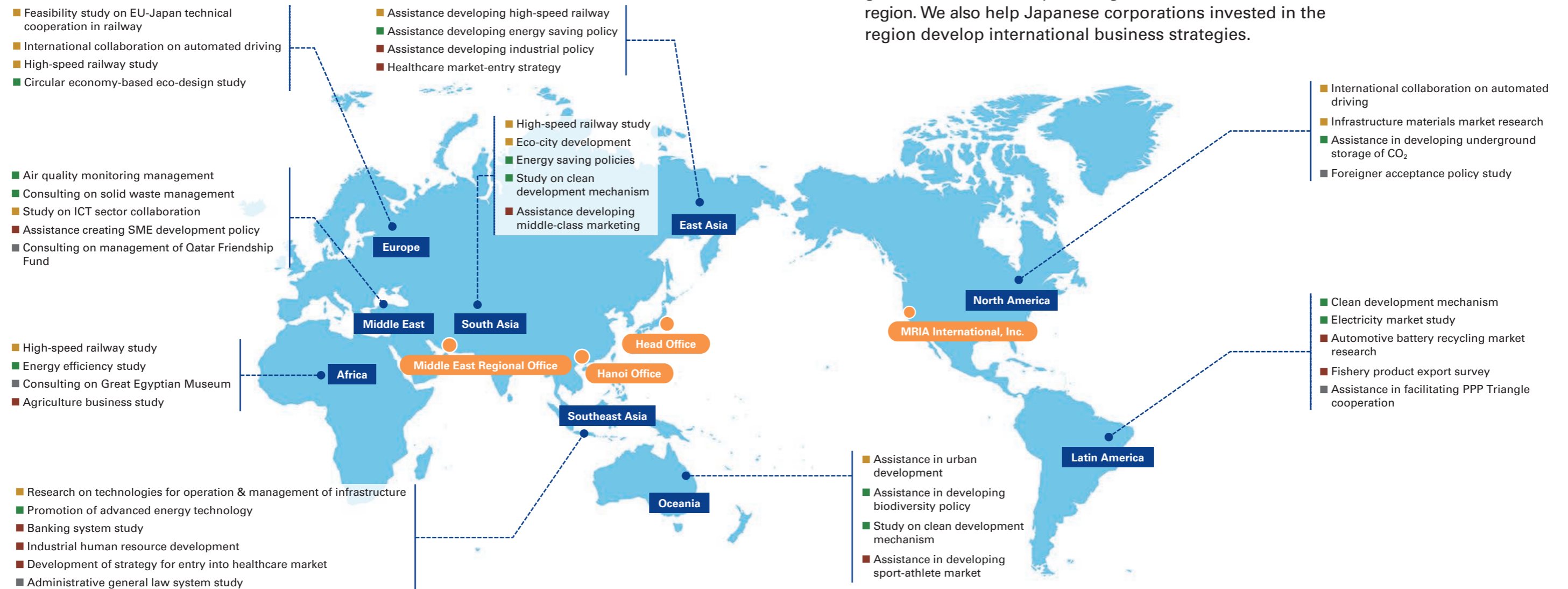
- Introduction of Japanese technologies, services, and methodologies abroad
- Mapping out of international business strategies through analysis, forecast, and feasibility studies of international markets

For Governments

- Assistance in designing the measures that will meet societal needs
- Assistance in attracting Japanese corporations and investment

Project Sectors

- Infrastructure and Transport
- Energy and Environment
- Industry
- Others



In Asia, each country is at a different stage of growth and features unique societal issues. We tackle each issue by carefully crafting the ideal team among experts from a variety of backgrounds and in collaboration with both the Hanoi Office and international partners. We strive to help countries to resolve their societal issues, as well as bolster competitiveness of Japanese corporations in the region.



In the Middle East, reforms are under way to shift from an industrial structure dependent on the export of oil resources to a sustainable economy and society. In particular, with growing concerns over energy security and global momentum for decarbonization, speed is picking up in the development of environmental infrastructure and the introduction of decarbonization-related technologies. We offer support in policy planning and bilateral cooperation to the governments of the oil-producing countries in the Gulf region. We also help Japanese corporations invested in the region develop international business strategies.





Mitsubishi Research Institute



www.mri.co.jp/en/

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