



As Chairman of the Board of Directors, I will serve as a bridge between Independent Members of the Board and the executive side of management to achieve sustained enhancement of MC's corporate value through effective corporate governance, functioning as the foundation of the company.

Takehiko Kakiuchi
Chairman of the Board

Board of Directors and Board of Directors' Advisory Bodies

Board of Directors

The Board of Directors is responsible for making decisions concerning important management issues and overseeing business execution. In-house Directors utilize their rich experience of working within MC and Independent Directors utilize their practical, objective, and professional perspectives to ensure appropriate decision-making and management oversight.

Record of Meetings Held in the Fiscal Year Ended March 31, 2022

● Meetings of the Board of Directors
◆ Meetings of the Governance, Nomination & Compensation Committee
■ Meetings of Independent Directors and Independent Audit & Supervisory Board Members



Governance, Nomination & Compensation Committee

Advisory body of the Board of Directors with a majority of Independent Directors. P.106

President's Performance Evaluation Committee

A subcommittee of the Governance, Nomination & Compensation Committee. P.106

July Oct. Dec. Jan. Mar.



Note: The members removed their face masks only when this picture was taken, and ensured proper distance between their seats during the meeting.

International Advisory Committee

An advisory body to the Board of Directors made up of overseas experts. P.107



Support for Independent Members of the Board*

* Directors and Audit & Supervisory Board Members

Briefing Sessions Before Board of Directors' Meetings

Prior to each Board of Directors' meeting, opportunities are created for the management executives of the Corporate Staff Section and Business Groups to provide explanatory summaries of the agenda items for which they are responsible to Independent Directors and Independent Audit & Supervisory Board Members in order to facilitate substantive deliberations at the meetings. The sessions are also utilized to appropriately share timely information that helps enhance deliberations.



■ Overview of sessions (Track records in the fiscal year ended March 31, 2022)

Frequency Whenever the Regular Board of Director's Meetings are held (Total: 11 times)

Length of Meeting 2 to 3 hours for a meeting (total: 28 hours)

Meetings of Independent Directors and Independent Audit & Supervisory Board Members

May Sep. Nov. Feb.

Meetings are held at least once per quarter to provide a forum for free discussion among Independent Directors and Independent Audit & Supervisory Board Members on a wide range of topics. P.111

Discussion between Independent Members of the Board and Officers and Employees

MC has set up dialogues with the Business Group CEOs and Business Division COOs, small-group opinion-exchange meetings with Executive Vice Presidents, and opportunities for dialogues with mid-level and young employees to strengthen contacts between Independent Members of the Board and officers and employees.

Dialogues with and Site Visits to Business Subsidiaries and Affiliates

Every year Independent Directors and Independent Audit & Supervisory Board Members participate in site visits to business subsidiaries and affiliates in Japan and overseas, and hold dialogues with their management.

Visits	Details
March 2022	Visits to Mitsubishi Shoji & Sun Co., Ltd. and Fukuoka International Airport Co., Ltd.
March 2021	Dialogue with management executives at Mitsubishi Shokuhin Co., Ltd.
August 2019	Visits to Montney shale gas production and development site and LNG Canada project development site (Canada)
August 2018	Visit to Cermaq Group AS (Norway)/Offshore wind farm facility (North Sea)

Orientation upon Assumption of Office

To deepen understanding of MC, the entire Corporate Staff Section and Business Groups conduct orientation sessions for newly appointed Independent Directors and Independent Audit & Supervisory Board Members.