

1 . Appointment of Directors and Audit & Supervisory Board Members

The information herein outlines Mitsubishi Corporation's approach to appointing its Directors and Audit & Supervisory Board Members.

Each appointment is discussed separately by the Governance, Nomination & Compensation Committee, whose members consist mainly of Independent Directors and Independent Audit & Supervisory Board Members. The final decisions are made by Mitsubishi Corporation's Board of Directors.

(1) Directors

Mitsubishi Corporation's Directors are experienced and knowledgeable specialists who are appointed from both within and outside the company. Their combined expertise is needed to ensure that the company's decision making and management oversight are appropriate for a *sogo shosha* involved in diverse businesses and industries.

In addition to the Chairman of the Board and the President & CEO, Mitsubishi Corporation's In-house Directors are elected from Executive Officers (Senior Executive Vice Presidents & Executive Vice Presidents) responsible for companywide management. Outside Directors are elected from among those individuals who have an eye for practicality founded on a wealth of experience as corporate executive officers, as well as an objective and specialist viewpoint based on extensive insight regarding global conditions and social and economic trends.

(2) Audit & Supervisory Board Members

Mitsubishi Corporation's Audit & Supervisory Board Members are highly experienced specialists who are also appointed from both within and outside the company. Their combined expertise is needed to ensure thorough audits that promote healthy development of the company's management practices, enhance its reputation, and grow the trust that society places in it.

In-house full-time Audit & Supervisory Board Members possess knowledge and experience in companywide management, finance, accounting, risk management, and other areas. Outside Audit & Supervisory Board Members possess extensive expertise and experience in a wide variety of business fields.

2. Nominations of Directors and Audit & Supervisory Board Members

(1) Director Nominations

	Name	Reason for Nomination
In-house	Takehiko Kakiuchi (Re-nominated)	<p>Mr. Kakiuchi served as MC's President & CEO from 2016 to 2022. Prior to that, he spent his career primarily in the company's agriculture, fishery, and living essentials businesses. He has also served as CEO of the Living Essentials Group. As president, he made notable contributions to MC's corporate value, guiding the company in its aim to realize triple-value growth (simultaneously generating economic value, societal value, and environmental value), and promoting asset replacement under the Value-Added Cyclical Growth Model. Since 2022, Mr. Kakiuchi has served as Chairman of the Board in order to oversee MC's management in a non-executive capacity and helped to strengthen governance, which is considered the foundation of MC's sustainable growth.</p> <p>MC has re-nominated Mr. Kakiuchi as a Director. He possesses a wealth of experience at MC covering its business and general management, as well as global business experience and expertise in management and administrative operations.</p>
	Katsuya Nakanishi (Re-nominated)	<p>Having spent his career in new energy and power-generation operations, Mr. Nakanishi was appointed CEO of the Power Solution Group in April 2019. His previous positions include Regional CEO for the Middle East and Central Asia. He has helped to enhance MC's corporate value by promoting both energy (EX) and digital (DX) transformations. Mr. Nakanishi was appointed as MC's President and CEO in April 2022, and he has promoted "Midterm Corporate Strategy 2024" in order to create "MC Shared Value" with a large scale continuously through addressing societal challenges by strengthening the company's collective capabilities.</p> <p>MC has re-nominated Mr. Nakanishi as a Director. He possesses a wealth of experience at MC covering its business and general management, as well as global business experience and expertise in management and administrative operations.</p>
	Norikazu Tanaka (Re-nominated)	<p>Having spent his career in steel raw materials and other mineral resource operations, Mr. Tanaka was appointed CEO of the Mineral Resources Group in April 2018. In 2022, he was assigned concurrent duties as MC's EX Task Force Leader, in which capacity he helped to enhance MC's corporate value by leveraging the company's supply of resources to promote EX strategies aimed at decarbonization. In 2023, he was appointed as Senior Executive Vice President, Energy Transformation, the duties of which are to assist the company's president and materialize companywide EX strategies including the next-generation-energy strategy.</p> <p>MC has re-nominated Mr. Tanaka as a Director. He possesses a wealth of experience at MC covering its business and general management, as well as global business experience and expertise in management and administrative operations.</p>

	Name	Reasons for Nomination
In-house	Yutaka Kashiwagi (Re-nominated)	<p>Mr. Kashiwagi has spent his career mainly in the fields of power generation and energy, and his previous posts include the General Manager of the Power Solution Group's CEO Office. After serving as Corporate Functional Officer for business development in Japan, he was appointed as Corporate Functional Officer, CDO, CAO, Corporate Communications, Corporate Sustainability & CSR in 2022, in which capacity he helped to enhance MC's corporate value by promoting sustainability and other measures. In his current role as Corporate Functional Officer in charge of IT and CAO, Mr. Kashiwagi remains responsible for IT risk management, optimizing the value of human capital, and strengthening the company's governance and legal functions. Furthermore, as Chief Compliance Officer and head of the Emergency Crisis Management Headquarters, Mr. Kashiwagi is in charge of fortifying MC's compliance framework and BCM (business continuity management).</p> <p>MC has re-nominated Mr. Kashiwagi as a Director. He possesses a wealth of management experience, covering both MC's diverse operations and business/administrative operations in general.</p>
	Yuzo Nouchi (Re-nominated)	<p>Mr. Nouchi has spent his career in finance and accounting, his previous posts including GM of a business group administration department and GM of the Accounting Department. Through those and other key assignments, Mr. Nouchi has leveraged his expertise in finance and accounting to help strengthen the company's corporate value. In April 2022, he was appointed Corporate Functional Officer (CFO), in which capacity he is responsible for shoring up the company's finances for future growth investments, monitoring its investments in general, and overseeing its risk management (covering, market, credit and other risks). He is also in charge of ensuring stability and long-term growth of its share price.</p> <p>MC has re-nominated Mr. Nouchi as a Director. He possesses a wealth of management experience, covering both MC's diverse operations and business/administrative operations in general.</p>

	Name	Reasons for Nomination
Independent	Tsuneyoshi Tatsuoka (Re-nominated)	MC has re-nominated Mr. Tatsuoka as an Independent Director. Having worked at Japan's Ministry of Economy, Trade and Industry, Mr. Tatsuoka brings to MC's board extensive know-how with respect to strategies in resources, energy, manufacturing and other industries, as well as sustainability insight through his knowledge on environmental and energy policies.
	Shunichi Miyanaga (Re-nominated)	MC has re-nominated Mr. Miyanaga as an Independent Director. Mr. Miyanaga has spent many years at the helm of a listed manufacturing conglomerate that is engaged in businesses all over the world. In addition to his global management experience and practical insight, he brings to MC's board extensive know-how in the tech sector, including a keen understanding of the latest trends in net-zero, clean technologies.
	Sakie Akiyama (Re-nominated)	MC has re-nominated Ms. Akiyama as an Independent Director. Backed by her far-reaching expertise in the digital and tech spaces, Ms. Akiyama has worked as an international business consultant and is the founder of Saki Corporation, a firm that specializes in robotic inspection systems for the electronics assembly markets. She brings to MC's board a wealth of know-how in digital technologies and IT, as well as innovation and its role in growing global enterprises.
	Mari Sagiya (Re-nominated)	MC has re-nominated Ms. Sagiya as an Independent Director. Ms. Sagiya has served on the boards of several globally active tech companies and is highly experienced in corporate reforms. Her vast knowledge of DX, as well as HR strategies including diversity, promises to be of great benefit to MC's board.

(2) Audit & Supervisory Board Member Nominations

	Name	Reasons for Nomination
In-house	Akira Murakoshi (Nominated)	MC has nominated Mr. Murakoshi as an Audit & Supervisory Board Member. After holding several important posts, including General Merchandise Division COO and president of Mitsubishi Company (Thailand) Ltd., he served as a Corporate Functional Officer from 2017 until 2022, helping to enhance MC’s corporate value through diverse operational oversight (covering IT, HR, Corporate Administration, Legal, Global Strategies, Corporate Communications, Corporate Sustainability & CSR, etc.). He possesses a wealth of management experience, covering both MC’s diverse operations and business/administrative operations in general.