

# Skills Matrix of Directors

Reference 3

Directors are appointed in light of their experience, insight, expertise, and overall character. At the Board of Directors, these individuals deliberate based on a variety of viewpoints to realize transparent, fair, timely and decisive decision-making and highly effective oversight of the management. The areas of experience, insight, and expertise judged to be important for Mitsubishi Corporation (MC)'s Board of Directors and the reasons for their adoption are shown below. The matrix on the next page shows the areas in which each Director has experience, insight or expertise.

Note: The matrix does not represent all the experience, insight or expertise of the Director.  
 The applicability of each skill area in the matrix is judged based mainly on the individuals' experience in former positions, their current positions, and their formal qualifications.  
 The matrix shows the Directors expected to be in office following approval at the 2024 Ordinary General Meeting of Shareholders to be held in June 2024.

Skill Area		Reasons for adoption
Basic Items	Business Management and Organizational Management	MC's Board of Directors must deliberate and make comprehensive decisions from an organizational management perspective. As such, experience in business management or organizational management that is not skewed toward any individual specialty as well as knowledge of corporate governance based on such experience have been designated as necessary skill areas.
	Risk Management	<p>In order to make MC grow, it is important to establish and operate internal controls that comply with laws and regulations and the Articles of Incorporation and to increase corporate value through appropriate and efficient business execution, as well as to manage various risks related to MC's business. Therefore, items that require a wide range of experience, insight and expertise covering all aspects of risk management have been selected. In addition, these items encompass the following elements, which are indicated in parentheses for the appropriate person(s).</p> <ul style="list-style-type: none"> <li>• (Legal) Management of overall corporate legal affairs</li> <li>• (Financial and Accounting) Management of overall financial affairs and accounting</li> </ul>
Management Strategy	Innovation	In the Roadmap to a Carbon-Neutral Society, MC has declared the goal of net zero greenhouse gas (GHG) emissions by 2050, and has set forth "Creating the future through the integrated promotion of EX and DX" as a business promotion theme for the entire company. Accordingly, experience, insight, and expertise, related to innovation, necessary for monitoring the progress of such transformation, are selected as important items.
	Energy	MC is taking on the challenge of achieving both a stable supply of energy and resources and the lowering of carbon and decarbonization of social and economic activities, and this refers to experience, insight, and expertise in energy-related innovations that are necessary to monitor the progress of these efforts.
	Digital	MC aims to create a cross-industry digital ecosystem with optimized business models, and this refers to the experience, insight, and expertise in digital-related innovation necessary to monitor the progress of this initiative.
	Global Intelligence	Since MC operates globally and reflects intelligence on geopolitics, economic conditions, and policy trends, etc. in the management strategies in a timely manner, experience, insight and expertise in such matters have been selected as important items.
	Human Resource Strategy	MC's most valuable asset is human resources, and it is essential that MC continues to produce human resources with a management mindset and commitment to increasing the value of business. With a view toward creating MC Shared Value, which is one of the objectives of the Midterm Corporate Strategy 2024, experience, insight and expertise of "human resource strategy" strives to optimize the value of our human capital have been selected as important factors. This includes strategies related to organizational structure and organization.
	Environment and Society	Since MC defines material issues as important social issues to be solved through business activities and aims to realize a carbon-neutral society and lifestyles that are rich both materially and spiritually; experience, insight, and expertise in environmental and social matters have been selected as important items to be considered.

Position	Name	Responsibilities/Main Career	Experience, Insight, Expertise						
			Business Management/ Organizational Management	Risk Management	Innovation		Global Intelligence	Human Resource Strategy	Environment and Society
					Energy	Digital			
Directors (excluding Directors who are Audit & Supervisory Committee Members)	In-house	Takehiko Kakiuchi	Chairman of the Board	●	●	●	●	●	●
		Katsuya Nakanishi	Representative Director, President and CEO	●	●	●	●	●	●
		Kotaro Tsukamoto	Representative Director, Senior Executive Vice President, Senior Assistant to the President and CEO, (Concurrently) Chief Compliance Officer	●	●	●	●		
		Yutaka Kashiwagi	Representative Director, Executive Vice President, Corporate Functional Officer, Human Resources, Global Planning & Coordination, IT	●	●		●	●	●
		Yuzo Nouchi	Representative Director, Executive Vice President, Corporate Functional Officer, CFO	●	● (Finance/ Accounting)				
		Yoshiyuki Nojima	Representative Director, Executive Vice President, Corporate Functional Officer, Corporate Administration, Legal, (Concurrently) Officer for Emergency Crisis Management Headquarters	●	● (Legal)				
	Independent	Shunichi Miyanaga	Chairman of the Board, Mitsubishi Heavy Industries, Ltd.	●	●	●	●		
		Sakie Akiyama	Founder, Saki Corporation	●	●		●	●	
		Mari Sagiya	Former Senior Vice President, IBM Japan Former Executive Vice President, Salesforce.com	●	●		●	●	
		Mari Kogiso	CEO, SDG Impact Japan Inc.	●	●			●	●
Directors who are Audit & Supervisory Committee Members	In-house	Mitsumasa Icho	Former Full-time Audit & Supervisory Board Member, Former Executive Vice President, Group CEO, Urban Development Group	●	● (Finance/ Accounting)				
		Akira Murakoshi	Former Full-time Audit & Supervisory Board Member, Former Executive Vice President, Corporate Functional Officer, CDO, CAO, Corporate Communications, Corporate Sustainability & CSR	●	●			●	
	Independent	Tsuneyoshi Tatsuoka	Former Vice Minister, Ministry of Economy, Trade and Industry	●	●	●			●
		Rieko Sato	Partner, ISHII LAW OFFICE	●	Attorney ● (Legal)				
		Takeshi Nakao	CEO, PARTNERS HOLDINGS, Co. Ltd.	●	Certified public accountant ● (Finance/ Accounting)				