

Appointment of Directors for FY2025

1. Directors (excluding Directors who are Audit & Supervisory Committee Members) to be Appointed: 10 Members (as of June 20, 2025)

Takehiko Kakiuchi, Katsuya Nakanishi, Kotaro Tsukamoto, Yutaka Kashiwagi,
Yuzo Nouchi, Yoshiyuki Nojima, Shunichi Miyanaga, Sakie Akiyama, Mari Sagiya,
Mari Kogiso

2. Composition of the Board of Directors:

The composition of the Board of Directors after the 2025 Ordinary General Meeting of Shareholders (to be held June 20, 2025), and the members of Corporate Governance & Nomination Committee and Compensation Committee are as follows.

		Name	Independent Director	Corporate Governance & Nomination Committee *	Compensation Committee *
Directors (excluding Directors who are Audit & Supervisory Committee Members)	Chairman of the Board	Takehiko Kakiuchi		◎	○
	Representative Directors *	Katsuya Nakanishi		○	
		Kotaro Tsukamoto			
		Yutaka Kashiwagi			
		Yuzo Nouchi			
		Yoshiyuki Nojima			
	Independent Directors	Shunichi Miyanaga	○	○	
		Sakie Akiyama	○	○	◎
		Mari Sagiya	○	○	
		Mari Kogiso	○	○	○
Directors who are Audit & Supervisory Committee Members	Directors who are Full-time Audit & Supervisory Committee Members	Mitsumasa Icho		○	
		Akira Murakoshi			
	Independent Directors who are Audit & Supervisory Committee Members	Tsuneyoshi Tatsuoka	○	○	○
		Rieko Sato	○	○	
		Takeshi Nakao	○	○	

◎ indicates a committee chair.*

* will be selected at the 2025 Ordinary General Meeting of Shareholders to be held on June 20, 2025.

Appendix 1

Executive Officers : 50 Members (as of June 20, 2025)

* indicates Executive Officers who serve concurrently as Directors.

Title	Name	Position
President & CEO	Katsuya Nakanishi*	
Senior Executive Vice President	Kotaro Tsukamoto*	Senior Assistant to the President & CEO (Concurrently) Chief Compliance Officer
Executive Vice Presidents	Yutaka Kashiwagi*	Corporate Functional Officer, Human Resources, Global Planning & Coordination, IT
	Kiyotaka Kikuchi	CRO, Asia & Oceania (Concurrently) General Manager, Singapore Branch
	Shigeru Wakabayashi	Group CEO, Mobility Group
	Yuzo Nouchi*	Corporate Functional Officer, CFO
	Masaru Saito	Group CEO, Environmental Energy Group
	Tetsuo Kawate	CRO, Americas (Concurrently) President, Mitsubishi Corporation (Americas)
	Ko Imamura	Group CEO, Materials Solution Group
	Satoshi Koyama	Group CEO, Mineral Resources Group (Concurrently) Energy Transformation & AI Solutions
	Yoshiyuki Nojima*	Corporate Functional Officer, Corporate Administration, Legal (Concurrently) Officer for Emergency Crisis Management Headquarters
	Shota Kondo	Group CEO, Smart-Life Creation Group
	Hideyuki Hori	Group CEO, Food Industry Group
	Yuji Okafuji	Group CEO, Power Solution Group
	Tetsuya Shinohara	CRO, Europe, Middle East & Africa (Concurrently) Managing Director, Mitsubishi Corporation International (Europe) Plc. (Concurrently) General Manager, London Branch
	Kenji Kobayashi	Corporate Functional Officer, CSEO (Concurrently) Capital Alliances
	Satoshi Sato	Group CEO, Urban Development & Infrastructure Group
Senior Vice Presidents	Kyoya Kondo	Division COO, Isuzu Business Div.
	Sadahiko Haneji	President, Mitsubishi Corporation do Brasil, S.A.
	Koji Ohno	General Manager, Nagoya Branch
	Akifumi Suzuki	Division COO, Essential Materials Div.
	Tetsu Funayama	Business Development for Japan (Concurrently) General Manager, Kansai Branch

Title	Name	Position
Senior Vice Presidents	Kazuaki Yamana	General Manager, Business Investment Management Dept.
	Juro Baba	General Manager, Global Planning & Coordination Dept.
	Ken Yamaguchi	Seconded to Mitsubishi Shokuhin Co., Ltd. (Managing Executive Officer)
	Takehiro Fujimura	General Manager, Corporate Administration Dept.
	Takuya Hirakuri	Division COO, Smart Service Div.
	Akihiro Kurosawa	General Manager, Legal Dept.
	Kazuo Ito	Division COO, Logistics & Food Distribution Div.
	Yoshihiro Shimazu	General Manager, Corporate Accounting Dept.
	Shuji Kobayashi	General Manager, Food Industry Group CEO Office
	Takuji Konzo	Seconded to Diamond Gas International Pte. Ltd. (CEO)
	Satoshi Hamada	President, Mitsubishi International Corporation (Concurrently) EVP, Mitsubishi Corporation (Americas) (Concurrently) General Manager, Houston Branch, Mitsubishi Corporation (Americas) (Concurrently) General Manager, Houston Branch, Mitsubishi International Corporation [Work Location: Houston]
	Hiroshi Nishino	President, Mitsubishi Corporation China Co., Ltd. (Concurrently) General Manager, Beijing Branch, Mitsubishi Corporation China Co., Ltd. [Work Location: Beijing]
	Kazuyoshi Kawakami	General Manager, Finance Dept.
	Takahiro Zaizen	General Manager, Jakarta Representative Office
	Naotaka Honda	General Manager, IT Service Dept.
	Yoshiyuki Watanabe	Seconded to Metal One Corporation (President & CEO, Director)
	Shinya Naka	General Manager, Environmental Energy Group CEO Office
	Kenichiro Tauchi	Division COO, Ferrous Raw Materials Div.
	Nobukazu Tanaka	General Manager, Mobility Group CEO Office
	Tomonori Hirata	Division COO, Power Business Development Div. (Concurrently) AI Solution Task Force Leader
	Reiko Kashiwabara	General Manager, Global Human Resources Dept.

Title	Name	Position
Senior Vice Presidents	Masahito Tamura	Division COO, Urban Development Div.
	Shinji Tsuchiya	Seconded to Mitsubishi Corporation Energy Solutions Ltd. (Director, President and Chief Executive Officer)
	Shinichiro Kitada	Division COO, Financial Business Div.
	Hiroyuki Egami	Division COO, Automotive Business Div.
	Toshihiko Satomi	General Manager, Mineral Resources Group CEO Office
	Yasushi Okayama	General Manager, Materials Solution Group CEO Office
	Tetsuro Wada	Division COO, Next-Generation Energy Div.

Note: President & CEO has direct jurisdiction over internal audit and corporate strategy & planning.

Number of Executive Officers (as of June 20, 2025)

President & CEO	: 1
Senior Executive Vice President	: 1
Executive Vice Presidents	: 15
<u>Senior Vice Presidents</u>	<u>: 33</u>
TOTAL	: 50

Appendix 2

Number of Directors and Officers

(as of June 20, 2025)

Directors

Chairman of the Board	1
Directors (excluding Directors who are Audit & Supervisory Committee Members)	5
Independent Directors (excluding Directors who are Audit & Supervisory Committee Members)	4
Directors who are Full-time Audit & Supervisory Committee Members	2
Independent Directors who are Audit & Supervisory Committee Members	3
TOTAL	15

* includes 7 independent Directors.

Executive Officers

President & CEO	1
Senior Executive Vice President	1
Executive Vice Presidents	15 (12)
Senior Vice Presidents	33 (33)
TOTAL	50 (45)

* () indicates the number of Executive Officers who do not serve concurrently as Directors.

Directors and Full-time Executive Officers

TOTAL	60
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* includes 7 independent Directors.