

Skills Matrix of Directors

Directors are appointed based on their experience, knowledge, and overall character. As members of the Board of Directors, these individuals deliberate on important management issues from various perspectives to ensure appropriate decision-making and robust management supervision. The areas of experience and knowledge that are important for Mitsubishi Corporation (MC)'s Board of Directors are established based on Corporate Strategy 2027 and dialogues with stakeholders. The matrix on the next page outlines the experience and knowledge of each Director.

	Skill Area	Reasons for Adoption
Basic Items	Business Management / 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	In order to grow MC, 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. This requires, a wide range of experience and knowledge covering all aspects of risk management. This includes the following specialties, which are indicated in parentheses for the appropriate person(s). <ul style="list-style-type: none"> • (Legal) Management of overall corporate legal affairs • (Financial and Accounting) Management of overall financial affairs and accounting
Management Strategy	Energy	MC is taking on the challenge of achieving both a stable supply of energy and resources and the decarbonization of social and economic activities. This requires the relevant experience and knowledge related to energy to monitor the progress of these efforts.
	Technology / Innovation	MC views AI-driven market disruption as both risk and an opportunity and aims to the efficiency of existing businesses and create new value. This requires the relevant experience and knowledge related to technology and innovation to monitor the progress of these efforts.
	Global Market Intelligence	MC operates globally and reflects intelligence on geopolitics, economic conditions, and policy trends into its management strategies in a timely manner to lead growth. This requires the relevant experience and knowledge related to global market issues.
	Talent Management Strategy	MC's most valuable asset is talent and, it is essential to continue developing a top-tier and diverse talent base. This requires the relevant experience and knowledge in talent management strategies. This includes strategies related to organizational structure and organization.
	Environment and Society	MC defines material issues as important social issues to be solved through business activities and aims to realize a carbon-neutral society and enhancing both material and spiritual well-being. This requires the relevant experience and knowledge in environmental and social matters.

Note: The matrix does not represent all the experience and knowledge of the Director.

The experience and knowledge that MC expects of each Director is based on (i) their past professional experience, (ii) their current position, and (iii) their qualifications, as shown below.

The matrix shows the Directors expected to be in office following approval at the 2026 Ordinary General Meeting of Shareholders to be held in June 2026.

The Chairman of the Board and Representative Directors will be appointed on the date of the 2026 Ordinary General Meeting of Shareholders to be held in June 2026.

Position	Name	Responsibilities/Main Career	Experience, Knowledge								
			Business Management/Organizational Management	Risk Management	Energy	Technology/Innovation	Global Market Intelligence	Talent Management Strategy	Environment and Society		
Directors (excluding Directors who are Audit & Supervisory Committee Members)	In-house	Takehiko Kakiuchi	Chairman of the Board	●	●	●	●	●	●	●	
		Katsuya Nakanishi	Representative Director, President & CEO	●	●	●	●	●	●	●	
		Yoshiyuki Nojima	Representative Director, Executive Vice President, General Counsel, Corporate Functional Officer, Corporate Administration, Legal, Chief Compliance Officer, Officer for Emergency Crisis Management Headquarters	●	● (Legal)						
		Kenjii Kobayashi	Executive Vice President, Corporate Functional Officer, CSEO, Capital Alliances	●	●					●	
		Juro Baba	Representative Director, Executive Vice President, Corporate Functional Officer, Human Resources, Global Planning & Coordination	●	●			●	●		
		Yoshihiro Shimazu	Representative Director, Executive Vice President, Corporate Functional Officer, CFO	●	● (Finance/Accounting)						
	Independent	Tsuneyoshi Tatsuoka	Former Vice Minister, Ministry of Economy, Trade and Industry	●	●	●	●			●	
		Shunichi Miyanaga	Former Chairman of the Board, Mitsubishi Heavy Industries, Ltd.	●	●	●	●	●			
		Mari Sagiya	Former Senior Vice President, IBM Japan Former Executive Vice President, Salesforce.com	●	●		●		●		
		Mana Nakazora	Executive Fellow, Japan Post Insurance Co., Ltd., Chief Researcher, JPI Research Institute of the Company	●	●					●	
	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)					
			Yuzo Nouchi	Former Representative Director, Former Executive Vice President, Corporate Functional Officer, CFO	●	● (Finance/Accounting)					
Independent		Sakie Akiyama	Founder, Saki Corporation	●	●		●		●		
		Tetsuya Mogi	Former Senior Executive Managing Partner, Ernst & Young ShinNihon LLC, Chairman and President, Former The Japanese Institute of Certified Public Account	●	● Certified public accountant (Finance/Accounting)						
		Keiko Kaneko	Partner, Management Committee Chair, Anderson Mori & Tomotsune	●	● Attorney (Legal)						