

Appointment of Directors for FY2026

1. Directors (excluding Directors who are Audit & Supervisory Committee members) to be appointed: 10 members (as of June 19, 2026)

	Name
Directors	Takehiko Kakiuchi *
	Katsuya Nakanishi *
	Yoshiyuki Nojima *
	Kenji Kobayashi **
	Juro Baba **
	Yoshihiro Shimazu **
Independent Directors	Tsuneyoshi Tatsuoka ***
	Shunichi Miyanaga *
	Mari Sagiya *
	Mana Nakazora **

* indicates a current Director of the Company.

** indicates a newly appointed Director of the Company.

*** indicates a current Independent Audit & Supervisory Committee member of the Company. The Director appointment policy, based on MC's standards for independent directors (including tenure), is described in Appendix 3.

2. Directors who are Audit & Supervisory Committee members, to be appointed: 5 members (as of June 19, 2026)

	Name
Full-time Audit & Supervisory Committee members	Mitsumasa Icho *
	Yuzo Nouchi ***
Independent Audit & Supervisory Committee members	Sakie Akiyama ****
	Tetsuya Mogi **
	Keiko Kaneko **

* indicates a current Audit & Supervisory Committee member of the Company.

** indicates a newly appointed Audit & Supervisory Committee member of the Company.

*** indicates a current Director of the Company.

**** indicates a current Independent Director of the Company.

3. Substitute Director who is an Audit & Supervisory Committee member, to be appointed: 1 member (as of June 19, 2026)

	Name
Independent Audit & Supervisory Committee member (substitute)	Mari Sagiya *

* indicates a current Independent Director of the Company and a candidate for Director (excluding Directors who are Audit & Supervisory Committee members) of the Company to be proposed at the 2026 Ordinary General Meeting of Shareholders (to be held June 19, 2026).

4. Directors to Retire as of June 19, 2026:

Present	Name
Directors	Kotaro Tsukamoto
	Yutaka Kashiwagi
Independent Director	Mari Kogiso
Full-time Audit & Supervisory Committee member	Akira Murakoshi
Independent Audit & Supervisory Committee members	Rieko Sato
	Takeshi Nakao

5. Composition of the Board of Directors:

The composition of the Board of Directors following the 2026 Ordinary General Meeting of Shareholders, to be held June 19, 2026, as well as the members of the Corporate Governance & Nomination Committee and the Compensation Committee, is 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		○	
		Yoshiyuki Nojima			
		Juro Baba			
		Yoshihiro Shimazu			
	Director	Kenji Kobayashi			
	Independent Directors	Tsuneyoshi Tatsuoka	○	○	○
		Shunichi Miyanaga	○	○	
		Mari Sagiya	○	○	
		Mana Nakazora	○	○	○
Directors who are Audit & Supervisory Committee members	Directors who are full-time Audit & Supervisory Committee members	Mitsumasa Icho		○	
		Yuzo Nouchi			
	Independent Directors who are Audit & Supervisory Committee members	Sakie Akiyama	○	○	◎
		Tetsuya Mogi	○	○	
		Keiko Kaneko	○	○	

◎ indicates a committee chair.*

* will be selected at the 2026 Ordinary General Meeting of Shareholders to be held on June 19, 2026.

Appendix 1

Executive Officers: 49 members (as of June 19, 2026)

* indicates Executive Officers who serve concurrently as Directors.

Title	Name	Position
President & CEO	Katsuya Nakanishi*	
Executive Vice Presidents	Shigeru Wakabayashi	Group CEO, Mobility Group
	Masaru Saito	Group CEO, Energy & Power Solution 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) AI Strategy (Concurrently) Energy Transformation
	Yoshiyuki Nojima*	General Counsel, Corporate Functional Officer, Corporate Administration, Legal (Concurrently) Chief Compliance Officer (Concurrently) Officer for Emergency Crisis Management Headquarters
	Shota Kondo	Group CEO, Smart-Life Creation Group
	Hideyuki Hori	Group CEO, Food Industry Group
	Yuji Okafuji	Domestic Power Business
	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
	Tetsu Funayama	CRO, Asia & Oceania (Concurrently) General Manager, Singapore Branch
	Juro Baba*	Corporate Functional Officer, Human Resources, Global Planning & Coordination (Concurrently) General Manager, Global Planning & Coordination Dept.
Yoshihiro Shimazu*	Corporate Functional Officer, CFO	
Senior Vice Presidents	Koji Ohno	General Manager, Nagoya Branch
	Akifumi Suzuki	Division COO, Essential Materials Div.
	Kazuaki Yamana	General Manager, Corporate Accounting Dept.

Title	Name	Position
Senior Vice Presidents	Ken Yamaguchi	Seconded to Mitsubishi Shokuhin Co., Ltd. (Director)
	Takehiro Fujimura	General Manager, Corporate Administration Dept.
	Takuya Hirakuri	EVP, AI & Digital, CVC, Mitsubishi Corporation (Americas) (Concurrently) General Manager, Silicon Valley Branch, Mitsubishi Corporation (Americas)
	Kazuo Ito	Seconded to Mitsubishi Shokuhin Co., Ltd. (Representative Director)
	Shuji Kobayashi	President, Mitsubishi International Corporation (Concurrently) EVP, Business Development, Mitsubishi Corporation (Americas) (Concurrently) General Manager, Houston Branch, Mitsubishi Corporation (Americas) (Concurrently) General Manager, Houston Branch, Mitsubishi International Corporation
	Takuji Konzo	Division COO, Asia-Pacific Div.
	Satoshi Hamada	Seconded to MC Energies Corporation (CEO) (Concurrently) Head of Energy Business Development, Mitsubishi Corporation (Americas)
	Hiroshi Nishino	President, Mitsubishi Corporation China Co., Ltd. (Concurrently) General Manager, Beijing Branch, Mitsubishi Corporation China Co., Ltd.
	Takahiro Zaizen	President Director, PT Mitsubishi Corporation Indonesia (provisional name)
	Naotaka Honda	General Manager, AI & IT Strategy Dept.
	Yoshiyuki Watanabe	Seconded to Metal One Corporation (President & CEO, Director)
	Shinya Naka	Division COO, Europe & Next-Generation Energy Div.
	Kenichiro Tauchi	Division COO, Ferrous Raw Materials Div.
	Nobukazu Tanaka	President, Mitsubishi Corporation (Shanghai) Ltd. (Concurrently) General Manager, Shanghai Office
	Tomonori Hirata	AI Solution Task Force Leader
	Reiko Kashiwabara	General Manager, Global Human Resources Dept.
Masahito Tamura	Division COO, Urban Development Div.	
Shinji Tsuchiya	General Manager, Energy & Power Solution Group CEO Office	
Shinichiro Kitada	General Manager, Finance Dept.	

Title	Name	Position
Senior Vice Presidents	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	Seconded to Diamond Global Energy Pte. Ltd. (CEO)
	Hiroyuki Karasawa	Division COO, Healthcare Div.
	Taro Abe	Division COO, Critical Minerals Div.
	Yasuhiko Okabe	General Manager, Corporate Strategy & Planning Dept.
	Kisho Tsuruta	Division COO, Retail & Food Distribution Div.
	Taro Yanagidate	Seconded to MC Energies Corporation (COO)
	Takashi Miyachi	General Manager, Mobility Group CEO Office
	Takashi Imura	CRO, Japan (Concurrently) General Manager, Kansai Branch

Note: The President & CEO has direct oversight of internal audit and corporate strategy & planning.

Number of Executive Officers (as of June 19, 2026)

President & CEO	:	1
Executive Vice Presidents	:	15
<u>Senior Vice Presidents</u>	:	<u>33</u>
TOTAL	:	49

Appendix 2

Number of Directors and Officers

(as of June 19, 2026)

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
Executive Vice Presidents	15 (11)
Senior Vice Presidents	33 (33)
TOTAL	49 (44)

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

Directors and Full-time Executive Officers

TOTAL	59
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* includes 7 Independent Directors.

Appendix 3

Appointment Policy Based on MC's "Standards for Independent Directors" (Tenure)

In determining a candidate's independence, Mitsubishi Corporation (MC) verifies whether the individual satisfies the Independence Criteria prescribed by Tokyo Stock Exchange, Inc., and whether the individual currently falls under any of the criteria (1) through (7) below, or has done so at any time during the past 3 fiscal years. If MC determines that a person remains effectively independent despite the applicability of one or more of criteria (1) through (7), MC may appoint that person as an Independent Director after providing an explanation and disclosing the reason for the appointment.

Mr. Tatsuoka will have served for eight years upon the conclusion of the 2026 Ordinary General Meeting of Shareholders in June 2026. However, based on the considerations set out below, MC has determined that he remains effectively independent. In addition, in deliberations on MC's management policy and corporate strategy amid an uncertain business environment, Mr. Tatsuoka's extensive knowledge of the industry as a whole, deep insight into sustainability, including environmental and energy policies, and thorough understanding of MC are indispensable. Accordingly, as an exception, he will be reappointed beyond the eight-year tenure threshold.

- Reasons for Determining that a Person Remains Effectively Independent
 - Other than item (7), he does not fall under any of MC's "Standards for Independent Directors."
 - He is not involved in the execution of MC's business.
 - The remuneration he receives from MC consists solely of fixed compensation and is not linked to MC's performance.
 - There are no other circumstances that could give rise to concerns regarding conflicts of interest with general shareholders.

(※) MC's Standards for Independent Directors

To determine a candidate's independence, Mitsubishi Corporation (MC) verifies whether the individual meets the Independence Criteria prescribed by the Tokyo Stock Exchange, Inc., and whether they currently fall under any of the following items (1) to (7), or whether they have done so at any time during the past 3 fiscal years.

If MC determines that a person remains effectively independent despite one or more of the below items (1) to (7) applying, MC will provide an explanation and disclose the reason for their appointment as an Independent Director.

(1) A major shareholder of MC (an individual or entity directly or indirectly holding 10% or more of voting rights), or a Member of Business Personnel*1 of such shareholder.

(2) A Member of Business Personnel of a creditor of MC exceeding the threshold set by Mitsubishi Corporation².

(3) A Member of Business Personnel of a supplier or a customer of MC exceeding the threshold set by MC³.

(4) A provider of professional services (e.g., consultant, lawyer, certified public accountant) receiving cash or other financial benefits from MC, other than Directors' remuneration, where the amount exceeds ¥10 million per fiscal year.

(5) A representative or partner of MC's Independent Auditor.

(6) A person belonging to an organization that has received donations from MC exceeding a certain amount⁴.

(7) A person who has served as an Outside Director and/or Outside Audit & Supervisory Board Member of MC for more than 8 years.

*1 "Member of Business Personnel," for the purpose of MC's Standards for Independent Directors, refers to a managing director, corporate officer, Executive Officer, or other employee of a company.

*2 "Creditors exceeding the threshold set by MC" refer to creditors to whom MC owes an amount exceeding 2% of MC's consolidated total assets.

*3 "Suppliers or customers exceeding the threshold" refers to suppliers or customers whose transaction amount with MC exceeds 2% of MC's consolidated revenues.

*4 "Donations exceeding a certain amount" refer to donations of more than ¥20 million per fiscal year.