

## Appointment of Directors

### 1. Approach to Appointing Directors

The information herein outlines Mitsubishi Corporation's approach to appointing its Directors.

Each appointment is discussed separately by the Governance, Nomination and 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.

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 responsible for companywide management, Corporate Staff operations, and other areas. Outside Directors are elected from highly experienced corporate managers. They possess specialized expertise and objectivity on global developments and socio-economic trends.

2. Reasons for Individual Nominations

	Name	Reasons for Nomination
In-House	<p>KOBAYASHI, Ken (Re-nominated)</p>	<p>Mr. Kobayashi served as MC’s President &amp; CEO from 2010 to 2016. Prior to that, he spent his career primarily in the company’s machinery businesses (including plant, ship, transportation, and aerospace operations) and its industrial finance, logistics and development businesses. His posts included General Manager of the Singapore Branch and Group CEO of the Industrial Finance, Logistics &amp; Development Group. He has served as MC Chairman of the Board since 2016, overseeing the company’s management in a non-executive capacity.</p> <p>MC has re-nominated Mr. Kobayashi 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>
	<p>KAKIUCHI, Takehiko (Re-Nominated)</p>	<p>Mr. Kakiuchi has served as MC’s President &amp; CEO since 2016. Prior to that, he spent his career primarily in the company’s agriculture, fishery, and living essentials businesses. He was posted in Australia, during which he contributed to raising the corporate value of the company’s subsidiaries and affiliates there. His posts included Group CEO of Living Essentials Group. As president, he is currently guiding the company in its aim to realize economic, societal and environmental value under “Midterm Corporate Strategy 2018.”</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>
	<p>NISHIURA, Kanji (Nominated)</p>	<p>Mr. Nishiura has spent his career primarily in MC’s steel and mineral resources businesses. From 2016, he served as CEO of MC’s Metals Group, and in that capacity he has played an important role in delivering a stable supply of competitive, high-quality steel products and raw materials to global markets. He currently serves as Corporate Functional Officer (Global Strategy &amp; Coordination, Global Research, International Economic Cooperation, Logistics Management) and concurrently serves as Regional CEO for Asia &amp; Oceania, positions in which he is actively engaged in the company’s global business development.</p> <p>MC has nominated Mr. Nishiura 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	MASU, Kazuyuki (Re-Nominated)	<p>Mr. Masu has spent his career primarily in MC's finance and accounting businesses, his previous posts including General Manager of the Corporate Accounting Department. He has served as CFO since 2016, and has overseen the company's IT operations since 2017. He currently serves as Corporate Functional Officer (CFO, IT), in which capacity he has contributed to building a stable financial foundation to invest in growth and to raising MC's corporate value in finance, accounting and IT.</p> <p>MC has re-nominated Mr. Masu as a Director. He possesses a wealth of management experience, covering both MC's diverse operations and business/administrative operations in general.</p>
	TOIDE, Iwao (Re-Nominated)	<p>Mr. Toide has spent his career primarily in MC's metals businesses (including metallurgical coal and other steel raw materials operations) and Corporate operations related to corporate planning and business investments. From 2014, he served as president of MC's steel products distribution and processing subsidiary, playing a central role in raising its corporate value. He currently serves as Corporate Functional Officer (Business Investment Management, Corporate Sustainability, AI/IoT), in which capacity he has contributed to advancing both MC's investing-to-managing evolution and its initiatives in key-investment areas, sustainability, and AI/IoT.</p> <p>MC has re-nominated Mr. Toide as a Director. He possesses a wealth of management experience, covering both MC's diverse operations and business/administrative operations in general.</p>
	MURAKOSHI, Akira (Re-Nominated)	<p>Mr. Murakoshi has spent his career primarily in MC's materials and other living essentials businesses. From 2014, he served as President of Mitsubishi Company (Thailand) Ltd., contributing to maximizing the MC Group's competitive strengths in that country. He currently serves as Corporate Functional Officer (Corporate Communications, Human Resources), in which capacity he has helped to enhance MC's corporate branding and develop its management professionals.</p> <p>MC has re-nominated Mr. Murakoshi 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
In-House	SAKAKIDA, Masakazu (Re-nominated)	<p>Mr. Sakakida has spent his career primarily in MC's machinery businesses. From 2013, he served as Chairman &amp; Managing Director of Mitsubishi Corporation India Private Ltd., contributing to capturing that country's growing demand and enhancing MC's investments there. He currently serves as Corporate Functional Officer (Corporate Administration, Legal), in which capacity he is responsible for strengthening MC's governance. Concurrently, he serves as Chief Compliance Officer, in which capacity he is responsible for strengthening compliance systems throughout the MC Group and ensuring that they are governed autonomously, and Officer for Emergency Crisis Management Headquarters (Japan &amp; Overseas / New Infectious Diseases, Compliance), in which capacity he is responsible for strengthening the MC Group's crisis management systems.</p> <p>MC has re-nominated Mr. Sakakida as a Director. He possesses a wealth of management experience, covering both MC's diverse operations and business/administrative operations in general.</p>
	ICHO, Mitsumasa (Nominated)	<p>Mr. Icho has spent his career primarily in MC's finance and accounting businesses. He has been seconded to MC subsidiaries and affiliates in Japan and around the world, and has contributed raising MC's corporate value. His previous posts include General Manager of the Business Investment Management Department. He currently serves as Corporate Functional Officer (Regional Strategy for Japan) and concurrently as General Manager of the Kansai Branch.</p> <p>MC has nominated Mr. Icho 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
External	NISHIYAMA, Akihiko (Re-nominated)	MC has re-nominated Mr. Nishiyama as an External Director. With a background in university research on corporate management, HRD, and other matters of economic interest, Mr. Nishiyama has many years of experience working with the business community. MC is confident that his experience can continue to be leveraged to provide its Board with objective, specialized advice and careful oversight of its business operations.
	OMIYA, Hideaki (Re-nominated)	MC has re-nominated Mr. Omiya as an External Director. He provides practical advice and global insight to MC's Board based on his experience as President and Chairman of Mitsubishi Heavy Industries, Ltd., a Japanese manufacturer with a strong global presence
	OKA, Toshiko (Re-nominated)	MC has re-nominated Ms. Oka as an External Director. Her extensive experience in consulting and as an outside board member for a number of companies provides MC's Board with broad, practical insight.
	SAIKI, Akitaka (Re-nominated)	MC has re-nominated Mr. Saiki as an External Director. He advises MC's Board and objectively oversees the company's business execution. Mr. Saiki possesses keen insight into global circumstances, and having held key positions at the Ministry of Foreign Affairs of Japan, he brings extensive experience in foreign diplomacy to MC's Board.
	TATSUOKA, Tsuneyoshi (Nominated)	MC has nominated Mr. Tatsuoka as an External Director. MC is confident that he can offer objective and insightful advice to MC's Board, based on his experience in both domestic and international economic affairs, having held a number of key positions at the Ministry of Economy, Trade and Industry, and other organizations.