

1. Policy for Appointment of Directors

Mitsubishi Corporation (MC) has established the Roles and Responsibilities of Directors, and Appointment Policy/Appointment Process of Directors as shown in Reference 2.

Each appointment is discussed separately by the Governance, Nomination & Compensation Committee, which is composed with Independent Directors in majority. The final decisions are made by MC's Board of Directors.

2. Nominations of Directors

(1) Directors (excluding Directors who are Audit & Supervisory Committee Members) Nominations

| | Name | Reason for Nomination |
|----------|-------------------------------------|--|
| In-house | Takehiko Kakiuchi (Re-nominated) | <p>Mr. Kakiuchi served as MC's President & CEO from 2016 to 2022. Prior to that, he spent his career primarily in MC's agriculture, fishery, and living essentials businesses. He has also served as CEO of the Living Essentials Group. As President & CEO, he made notable contributions to MC's corporate value, guiding the company in its aim to realize triple-value growth (simultaneously generating economic value, societal value, and environmental value), and promoting asset replacement under the Value-Added Cyclical Growth Model. Since 2022, Mr. Kakiuchi has served as Chairman of the Board in order to oversee MC's management in a non-executive capacity and helped to strengthen corporate governance, which is considered the foundation of MC's sustainable growth.</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> |
| | Katsuya Nakanishi (Re-nominated) | <p>Having spent his career in new energy and power-generation operations, Mr. Nakanishi was appointed as CEO of the Power Solution Group in April 2019. His previous positions include Regional CEO for the Middle East and Central Asia. He has helped to enhance MC's corporate value by promoting both energy (EX) and digital (DX) transformations. Mr. Nakanishi was appointed as MC's President & CEO in April 2022, and he has promoted "Midterm Corporate Strategy 2024" in order to create "MC Shared Value" on a large scale through addressing societal challenges by strengthening the company's collective capabilities.</p> <p>MC has re-nominated Mr. Nakanishi 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 | Kotaro Tsukamoto (Nominated) | <p>Mr. Tsukamoto has spent his career in metals businesses and his previous posts include Steel Business Division COO and Mineral Resources Investment Division COO. He has served as CEO of the Industrial Materials Group since April 2019, and through his engagement with the functional materials business, which underpins the digitization and electrification of society, as well as the streamlining and strengthening of materials supply chain, Mr. Tsukamoto has taken on the challenge of transforming the materials industry in response to diversifications of needs and changes in industrial structure, thereby contributing to the enhancement of MC's corporate value. From April 2024, he has served as Senior Executive Vice President, Senior Assistant to the President & CEO, and Chief Compliance Officer. In these roles, he will assist the President & CEO and promote the strengthening of MC's compliance framework on a consolidated basis.</p> <p>MC has nominated Mr. Tsukamoto 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> |
| | Yutaka Kashiwagi (Re-nominated) | <p>Mr. Kashiwagi has spent his career mainly in the fields of power generation and energy, and his previous posts include General Manager of the Power Solution Group CEO Office. In April 2021, through his appointment as Corporate Functional Officer, he promoted business development in Japan, sustainability measures, and other initiatives. In addition, he has made contributions toward the enhancement of our corporate value through his work on public relations strategies, corporate governance and legal functions, strengthening of the compliance framework, and business continuity management. Currently, he serves as Corporate Functional Officer in charge of Human Resources, Global Planning & Coordination, and IT, as he continues to promote maximizing the value of human capital and enhancing IT risk management, all while working to further strengthen the global management system.</p> <p>MC has re-nominated Mr. Kashiwagi 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 | Yuzo Nouchi (Re-nominated) | <p>Mr. Nouchi has spent his career in finance and accounting, and his previous posts include General Manager of a business group administration department and General Manager of the Accounting Department. Through those and other key assignments, Mr. Nouchi has leveraged his expertise in finance and accounting to help strengthen the company's corporate value. In April 2022, he was appointed as Corporate Functional Officer in charge of CFO, in which capacity he is responsible for shoring up the company's finances for future growth investments, monitoring its investments in general, and overseeing its risk management (covering, market, credit and other risks). He is also in charge of ensuring stability and long-term growth of its share price.</p> <p>MC has re-nominated Mr. Nouchi as a Director. He possesses a wealth of management experience, covering both MC's diverse operations and business/administrative operations in general.</p> |
| | Yoshiyuki Nojima (Nominated) | <p>Mr. Nojima has spent his career in corporate administration and legal affairs, and his previous posts include General Manager of the CSR & Environmental Affairs Department, General Manager of the Legal Department, and General Manager of the Corporate Administration Department. He has helped to enhance MC's corporate value mainly from the aspects of corporate governance, legal affairs, and sustainability. From April 2024, Mr. Nojima has served as Corporate Functional Officer in charge of Corporate Administration and Legal to promote effective corporate governance and enhance legal functions, and as Officer for Emergency Crisis Management Headquarters, tasked with responding to major emergencies and working toward business continuity management on a consolidated basis.</p> <p>MC has nominated Mr. Nojima 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 |
|-------------|-------------------------------------|---|
| Independent | Shunichi Miyanaga (Re-nominated) | Mr. Miyanaga has spent many years at the helm of a listed manufacturing conglomerate that is engaged in businesses all over the world. In addition to his global management experience, he possesses extensive know-how in the tech sector, including a keen understanding of the latest trends in net-zero, clean technologies. In view of these points, MC has re-nominated Mr. Miyanaga as an Independent Director expecting that he will advise management from a practical perspective and appropriately oversee business execution. |
| | Sakie Akiyama (Re-nominated) | Having spent her career as an international business consultant, Ms. Akiyama has founded Saki Corporation, a firm that specializes in robotic inspection systems for the electronics assembly markets. She possesses a wealth of know-how in digital technologies and IT, as well as deep insight in innovation cultivated through her experience of leading the growth of global enterprises. In view of these points, MC has re-nominated Ms. Akiyama as an Independent Director expecting that she will advise management from a practical perspective and appropriately oversee business execution. |
| | Mari Sagiya (Re-nominated) | Ms. Sagiya has served on the boards of several globally active tech companies and is highly experienced in corporate reforms. She possesses deep insight of DX, as well as HR strategies including diversity. In view of these points, MC has re-nominated Ms. Sagiya as an Independent Director expecting that she will advise management from a practical perspective and appropriately oversee business execution. |
| | Mari Kogiso (Nominated) | Ms. Kogiso has many years of practical experience in international finance, work that has included promotion of diversity and sustainability initiatives at both global enterprises and Japan's non-profit incorporated foundations. Through her work in both founding and managing an ESG impact fund, Ms. Kogiso has also accumulated valuable expertise in environmental, social and governance factors and their related financial implications. In view of these points, MC has nominated Ms. Kogiso as an Independent Director expecting that she will advise management from an objective and professional perspective and appropriately oversee business execution. |

(2) Directors who are Audit & Supervisory Committee Members Nominations

| | Name | Reasons for Nomination |
|-------------|---------------------------------------|---|
| In-house | Mitsumasa Icho (Nominated) | Mr. Icho spent his career at the company in finance and accounting and has held several key posts in the past, including General Manager of the Business Investment Management Department and Corporate Functional Officer in charge of Regional Strategy for Japan. In April 2019, he was appointed as CEO of the Urban Development Group, in which capacity he made important contributions to MC's corporate value. As a full-time Audit & Supervisory Board Member since June 2022, he has been striving to ensure MC's sound business development and enhance its social credibility through his auditing duties. MC has nominated Mr. Icho as a Director who is an Audit & Supervisory Committee Member. He possesses a wealth of management experience, covering both MC's diverse operations and business/administrative operations in general and knowledge in finance and accounting. |
| | Akira Murakoshi (Nominated) | After holding several important posts, including General Merchandise Division COO and President of Mitsubishi Corporation (Thailand) Ltd., he served as Corporate Functional Officer from April 2017 to March 2022, helping to enhance MC's corporate value through diverse operational oversight (covering IT, HR, Corporate Administration, Legal, Global Strategies, Corporate Communications, Corporate Sustainability & CSR, etc.) As a full-time Audit & Supervisory Board Member since June 2023, he has been striving to ensure sound business development and enhance its social credibility through his auditing duties. MC has nominated Mr. Murakoshi as a Director who is an Audit & Supervisory Committee Member. He possesses a wealth of management experience, covering both MC's diverse operations and business/administrative operations in general. |
| Independent | Tsuneyoshi Tatsuoka (Nominated) | Mr. Tatsuoka possesses the deep knowledge of the industry as a whole, which he has cultivated through his long involvement in economic and industrial policies at Japan's Ministry of Economy, Trade and Industry, as well as the deep insight into sustainability, including environmental and energy policies. In view of these points, MC has nominated Mr. Tatsuoka as an Independent Director who is an Audit & Supervisory Committee Member expecting that he will advise management from an objective and professional perspective, appropriately oversee business execution and audit MC from a neutral and objective standpoint. |

| | Name | Reasons for Nomination |
|-------------|------------------------------|---|
| Independent | Rieko Sato (Nominated) | Ms. Sato possesses deep knowledge of corporate law (Japan's Companies Act, Financial Instruments and Exchange Act, compliance regulations, etc.) cultivated through her many years of experience as an attorney, and the management perspective cultivated through her extensive experience as an outside director and audit & supervisory board member on numerous other corporate boards. In view of these points, MC has nominated Ms. Sato as an Independent Director who is an Audit & Supervisory Committee Member expecting that she will advise management from an objective and professional perspective, appropriately oversee business execution and audit MC from a neutral and objective standpoint. |
| | Takeshi Nakao (Nominated) | Mr. Nakao is a certified public accountant with extensive experience in finance and accounting, as well as a high level of insight developed through his many years serving as an advisory on M&A activity, corporate revitalizations, and internal control. In view of these points, MC has nominated Mr. Nakao as an Independent Director who is an Audit & Supervisory Committee Member expecting that he will advise management from an objective and professional perspective, appropriately oversee business execution and audit MC from a neutral and objective standpoint. |

(3) Substitute Director who is Audit & Supervisory Committee Member Nomination

| | Name | Reasons for Nomination |
|-------------|---------------|---|
| Independent | Sakie Akiyama | Having spent her career as an international business consultant, Ms. Akiyama has founded Saki Corporation, a firm that specializes in robotic inspection systems for the electronics assembly markets. She possesses a wealth of know-how in digital technologies and IT, as well as deep insight in innovation cultivated through her experience of leading the growth of global enterprises. In view of these points, MC has nominated Ms. Akiyama as a substitute Independent Director who is an Audit & Supervisory Committee Member expecting that she will advise management from an objective and professional perspective, appropriately oversee business execution and audit MC from a neutral and objective standpoint. |