

Roundtable Discussion among Outside Directors



Yoshihiko Nakamura

Outside Director
Audit Committee chair

Tomofumi Hiraku

Outside Director
Nomination Committee chair

Sakie Akiyama

Outside Director
Compensation Committee member

Three independent outside directors held a roundtable discussion on the new medium- to long-term vision and future growth, as well as priority issues for the new management structure and the evolution of corporate governance.

How do you assess the characteristics of Mitsubishi Motors' governance and the progress made to date?

Hiraku The latest revision of the Corporate Governance Code places greater emphasis than ever on substantive governance that leads to sustainable growth and enhanced corporate value, rather than merely formal compliance. As companies are expected to identify their own management issues and work to resolve them, I believe the responsibilities of directors are becoming even greater.

Akiyama In recent years, I have served as an outside director at several leading Japanese companies, and, just as Mr. Hiraku said, this coincided with a period when the Corporate Governance Code was becoming firmly established and companies were strengthening their governance. What I came to realize is that even among companies facing the same period, business environment, and industry conditions, management issues and the measures needed to address them differ. Unless you understand a company's founding background, the course of its business activities, and the decisions it has accumulated over time, you cannot envision the form that is

right for that company or the future it should pursue. People have histories, and companies do too.

Nakamura I agree. Governance requires both an appropriate framework and effective operation, and the corporate culture a company has cultivated has a major influence on how that framework functions. Mitsubishi Motors has experienced changes in major alliance partners and major shareholders, misconduct, and business withdrawals, and its governance structure has changed each time. As a result, there have been aspects in which it was unable to fully establish a governance model unique to Mitsubishi Motors from a medium- to long-term perspective. In sales, on the other hand, I feel that an organizational culture emphasizing regional autonomy has emerged, including through the establishment of joint ventures with Mitsubishi Corporation.

A turning point in governance was probably the 2019 transition to a company with a Nomination Committee, etc., and the start of the management structure under Mr. Kato, then president and now CEO. The implementation of the 2020 mid-term business plan, "Small but Beautiful," and structural reforms, followed by the appointment of Mr. Hiraku, an outside director, as chairman of the Board in 2021, demonstrated its determination to establish management in its own right.

Hiraku Thank you. Throughout the five years I served as chairman of the Board, I consistently focused on strengthening corporate governance. Keeping firmly in mind that "the role of the Board of Directors is to enhance corporate value and achieve sustainable growth under the mandate entrusted to it by shareholders," we introduced timely information sharing from the executive side, regular exchanges of views with division heads, meetings of independent outside directors, and intensive free discussions on medium- to long-term management involving all directors and executive officers. As a result, I believe the Board has become a forum for candid and open exchanges of views. At the same time, we repeatedly asked the executive side to create a more open organizational culture, and I feel that steady progress has been made there as well. The business environment is expected to remain highly volatile, but the responsibilities the Board must fulfill will not change. Our Board has received strong assessments in the annual Board effectiveness evaluation survey, but we must continue reviewing it without pause in response to changes in the environment and turn the issues identified into further improvements.

Nakamura Another Audit Committee member has told me that I "speak candidly," and the Board has an atmosphere in which candid and vigorous discussion is possible. With regard to internal control, CEO Kato has also shown strong resolve in establishing structures such as the Internal Control Committee, and compliance awareness has been strengthened across the Company.

At the same time, information asymmetry is a challenge in a company with a Nomination Committee, etc., where execution and supervision are fully separated. Mitsubishi Motors also has a particular issue in that outside directors from major shareholders and independent outside directors can have different amounts of information about the business. To address this, we are strengthening initiatives that supplement the Board's supervisory function, including sharing information from the Audit Committee not only on audit results but also on the process leading to judgments and the issues identified.

Akiyama Information sharing is key. To be able to say with genuine conviction that "governance is highly effective," there must be a true relationship of trust between execution and supervision. Meaningful discussion is impossible unless both sides respect each other and exchange candid views. I believe the first priority in building that trust is timely and appropriate information sharing, including information that may be unfavorable to the company.

On the corporate culture Mr. Nakamura mentioned, I have only recently joined the board of Mitsubishi Motors as an outside director, but my first impression was one of "straightforwardness and integrity."

That also seems close to the image of the Company's technologies and products, and I would like to see the Mitsubishi Motors brand shaped by this kind of culture.

How do you view the achievements of the previous mid-term business plan, "Challenge 2025" and the issues that remain?

Hiraku When we were considering the previous mid-term business plan, it was common to say that the automotive industry was undergoing a once-in-a-century transformation and that electrification in particular was an urgent issue. Mitsubishi Motors was the first company in the world to mass-produce an electric vehicle, but precisely because of that experience, we also understood the challenges of EVs. Taking the conditions in our core markets into account, we therefore approached the shift to electrification cautiously and formulated investment plans suited to our scale together with strategies for each region.

I also argued that, to prepare for economic fluctuations, we needed second and third pillars rather than relying solely on our core ASEAN markets, particularly by strengthening the Japanese market. At the same time, I advocated structural reforms, including an early withdrawal from China, where competition was intense and profitability was unlikely to improve.

Although we did not achieve our fiscal 2025 performance plan, I give the executive team credit for being able to select and concentrate resources and execute flexible strategies amid dramatic changes in the business environment. We launched new models in the ASEAN region, gained market share in various regions, and established a finance subsidiary in the Philippines, among other initiatives, enabling product launches and business development that were distinctly Mitsubishi Motors.

Nakamura The shortfall against the performance plan was attributable to factors including the slowdown in the Thai economy, particularly weakness in the Thai market for pickups and other segments where the company has strengths, higher manufacturing costs due to the appreciation of the Thai baht, and the impact of U.S. tariffs. Even so, the challenge is how to generate profit amid changes in the environment. As Mr. Hiraku said, the ability to execute strategy flexibly deserves recognition. However, as a weakness of the "organizational culture emphasizing regional autonomy" I mentioned earlier, I believe some initiatives—including responses to the stronger Thai baht and our expansion in Oceania—were insufficient in terms of cross-functional control from headquarters and rapid action. In addition, our ASEAN-centered strategy continued to face challenges in the form of sharp country-by-country economic fluctuations and low profit margins.

Roundtable Discussion among Outside Directors

Akiyama The business environment has fluctuated significantly over the past several years, but every company faces these changes. As resilient and agile management becomes a capability every company must refine, the review of "Challenge 2025" stated that the company had "built a management foundation with strong resilience to environmental change." I see a certain degree of progress, but further consideration will be needed to strengthen it.

In an era like this, I also believe that we outside directors must monitor not only KPIs but also the assumptions, options, and priorities underlying strategy formulation, while evaluating strategic progress and capital allocation.

As we work to realize the new medium- to long-term vision, what will you emphasize and how will you exercise oversight?

Hiraku When formulating the new medium- to long-term vision beginning in fiscal 2026, we also discussed the appropriate time horizon. Events such as a closure of the Strait of Hormuz, U.S. tariffs, and EV-related regulations can have a major impact on corporate performance yet are difficult to forecast. A three-year horizon alone would therefore not allow us to build a substantive picture of enhanced corporate value. To describe the management direction Mitsubishi Motors should and wants to pursue regardless of changes in the environment, we divided the period into two phases and formulated a medium- to long-term vision extending through the early 2030s.

Anticipating continued dramatic changes in the business environment, we designed our regional strategies so they can be executed flexibly country by country rather than uniformly across entire regions. In addition to the Philippines and Vietnam, where performance is strong, we designated Japan as a priority country. Although substantial overall market growth is unlikely, Japan has no geopolitical or foreign-exchange risk and offers room for further market-share gains and earnings. We will of course also respond carefully and flexibly in other regions.



Nakamura That is right. While maintaining an ASEAN-centered strategy, operations in Japan, North America, and Oceania, where the company can generate profit, are also important, so I intend to closely monitor progress in these markets.

In addition, to manage the risk of earnings pressure from foreign exchange, I believe the company should consider enhancing its global production footprint and establish an optimal balance between exports and supply. The affiliated companies in particular have complex ownership relationships. The Audit Committee has focused on correcting governance and internal-control issues at each local entity, but I do not believe the situation is yet sufficient. We will also strengthen the management of affiliated companies through the restructuring of our global supply chain.

Akiyama I have seen firsthand how Japanese companies have lost competitiveness in global electronics markets since the 2000s, and I see similarities with today's automotive industry. At a time when even the value offered and business models are being called on to change, there are limits to thinking about "resilience to change" merely as an extension of the past or within the conventional framework of an automaker. Through collaboration with companies and talent from other industries and fields, I hope it can learn business processes and decision-making models different from its own and establish a management foundation rich in diversity and flexibility.

As a manufacturer centered on technology, another point I want to watch particularly closely is whether the company is allocating its available engineering resources in a way that maximizes value. At a time when companies are increasingly required to transform themselves, I want to monitor whether this is being advanced together with the necessary change in mindset.

Hiraku Another important theme of this Vision is "enhancing brand value" with "Mitsubishi Motors-ness" as the starting point. The company needs to concentrate on launching distinctive products and

technologies that embody the brand while strengthening our efforts to communicate their advantages and characteristics. At the same time, to improve international competitiveness, I believe it is essential to "strengthen cost competitiveness" by shortening new-vehicle development lead times, sharing platforms, optimizing and improving the efficiency of production capacity, and making greater use of AI.

I believe these initiatives will help build an earnings base that is resilient to changes in the environment and increase the likelihood of achieving our profit plan. The pursuit of "Mitsubishi Motors-ness" is gradually beginning to bear fruit, and successive launches of attractive new models are generating a sense of momentum. The atmosphere within the Company is bright and positive, and I have high expectations for what comes next.

Nakamura Yes. Achieving the performance plan is one factor in earning the trust of capital markets, so it is essential to monitor progress in securing profit. At the same time, launching new models is fundamental to the survival of an automaker, so I will also closely monitor development investment. While the electrification and vehicle intelligence of products and technologies will rely on alliances, in-house R&D remains essential both to keep pace with advances and to accumulate expertise, so I also intend to monitor the allocation of resources there.

Akiyama As a newly appointed director, my view is naturally based on first gaining a correct understanding of the background to the Vision and the decision-making process. With that in mind, I understand that, under this Vision pursuing "Mitsubishi Motors-ness," it is important to establish brand value that meets society's expectations. Having declared a commitment to "distinctive products and technologies," half-hearted efforts will not build brand value. It needs a clear commitment to thoroughly pursuing "Mitsubishi Motors-ness." Establishing the earnings base and shortening development lead times are priority issues for achieving the performance plan, but the objective is to refine brand value. I will remain



attentive to ensuring that the means do not become the ends.

What do you expect from the new CEO/COO structure, and how will you support it as an outside director?

Hiraku A new management structure led by CEO Kato and COO Kishiura began in April 2026. It is the result of approximately five years of thorough discussion and implementation of the succession plan by the Nomination Committee, and I am confident that the appointments were appropriate. That said, their success will depend on how Mr. Kato and Mr. Kishiura steer the Company from here, so I will continue to monitor them closely.

Nakamura I have high expectations for the two-leader structure, which at present provides an appropriate division of roles. From a governance perspective, we will continue working to ensure compliance and strengthen internal control, seek earlier and broader information sharing than before, and use this to enhance the supervisory function. As Audit Committee chair, I will also work to enhance and improve the efficiency of the Audit Committee's audit function and provide useful information to the Board so that directors can engage in constructive discussion with confidence.

Akiyama Dramatic changes in the environment will continue, and management conducted in the same way as before will not be enough to compete. I therefore want CEO Kato, COO Kishiura, and the executive team to continue taking on challenges without fearing change, and we will support and encourage those efforts.

If today's management is ultimately to be evaluated positively in the future, we will undoubtedly have many vigorous debates along the way. There will likely be many sensitive issues, including alliances, responses to geopolitical risks, and structural reforms. But with the common objective of enhancing corporate value, we will devote ourselves to making decisions for which we can fulfill our accountability to society.

Hiraku I agree. The Nomination Committee held extensive discussions on the succession plan before selecting the new management structure. Succession, however, does not end with a single appointment. We need to systematically develop talent who can lead the next generation of management and continue producing leaders to whom we can entrust the future of Mitsubishi Motors. We intend to follow this with great interest. Thank you very much for today's discussion.

Nakamura **Akiyama** Thank you, as well.

Corporate Governance

Basic Approach and Policies

Based on its corporate principles (Vision and Mission), the Company considers compliance to be its highest priority and has been working on strengthening and enhancement of corporate governance on an ongoing basis as a priority for management, in order to meet the expectations of all of its stakeholders, including its shareholders and customers, with the aim of materializing the Company's sustainable growth and improving its medium- and long-term corporate value.

In addition, we have put together our basic framework for and views on corporate governance in the form of the "Corporate Governance Guidelines."

► Corporate Governance Guidelines

System of Corporate Governance

Mitsubishi Motors takes the form of a company with three committees in order to: (i) make explicit the separation of supervisory and executive functions, (ii) work to further enhance supervisory functions and ensure thorough risk management to safeguard the soundness and transparency of management, and (iii) realize the agile execution of business to rapidly respond to changes in the business environment.

Board of Directors and Members of the Board Policy for Nominating Director Candidates and Composition of the Board

The Board of Directors makes decisions on important management matters and supervises the execution of duties by Executive Officers.

We have set out a policy for nominating candidates for Directors and for the composition and size of the overall Board.

In order for the Board to objectively and multi-dimensionally deliberate on management policies and execution of specific matters, and to appropriately supervise the execution status of operation by Executive Officers, it shall be important that the appropriate number of Directors, internal or outside, with diversity in terms of knowledge, experience, expertise and background, engage in vigorous discussions from a variety of perspectives. To this end, candidates for Directors shall be nominated.

In accordance with the above nomination policy, the independence and diversity of the Board shall be ensured as follows.

In order to strengthen the oversight capability of the Board, the majority of Board members shall be Outside Directors. Furthermore, in order to fulfill their duties from an independent and objective standpoint, at least one-third of the Directors shall be Independent Directors, and consideration shall be given to their total term of office. In addition, the majority of the Nomination, Compensation, and Audit Committees, respectively, shall be Outside Directors, and in principle, the chairperson of each committee shall be an Outside Director.

For the nomination of Outside Directors, importance shall be placed on ensuring that nominees are persons who are motivated and able to devote sufficient time and effort to understanding MMC group's business and discussing the directions the company pursues. They should be able to state their opinions to the senior executive team without hesitation, based on various

knowledge, experience, and expertise that cannot be drawn solely from internal directors, such as legal or accounting experts, those who have experienced senior executive positions in sizable companies with global business operations, and individuals with insights into world situations or social and economic trends. In addition, based on the understanding that multi-dimensional viewpoints contribute to business development and appropriate supervision and audit, diversity in the background of Board members shall be taken into account, such as gender, age, and internationality.

As for Internal Directors, appropriate individuals including the top of the executive team, and a person who can appropriately serve as a member of the Audit Committee based on his or her execution experience of operation at the Company shall be nominated.

It shall be ensured that the Board is composed of the number of people which facilitates open and constructive discussions and dialogues.

As of June 18, 2026, the Board comprised 13 Directors, including 2 female Directors. Ten of the 13 Directors are Outside Directors with extensive experience and deep insight, five of whom are Independent Directors.

Committees

The Board of Directors has the following three statutory committees, which supervise Directors and Executive Officers together with the Board of Directors. Each committee is composed of a majority of Outside Directors, and the Chairpersons of each committee are Outside Directors. Through this, a system is in place in which fairness and transparency are ensured and corporate governance functions effectively.

The Nomination Committee makes decisions on proposals for the appointment and dismissal of Members of the Board to be proposed to the General Meeting of Shareholders, approves proposals for the appointment and dismissal of Executive Officers proposed by the Executive Officer, CEO or Executive

Officer, President to the Board of Directors, and deliberates and decides on succession planning for MMC's Executive Officer, CEO and Executive Officer, President.

The Compensation Committee deliberates and makes decisions regarding policy with respect to determining compensation, etc. of Members of the Board and Executive Officers, and regarding details of compensation, etc. per individual.

Among other activities, the Audit Committee audits the execution of duties by Directors and Executive Officers, supervises the status of the formulation and operation of the internal control system and prepares audit reports. Additionally, the Audit Committee conducts internal investigations on matters that the Board or the Audit Committee deems inappropriate for the executive side to conduct.

Executive Officers

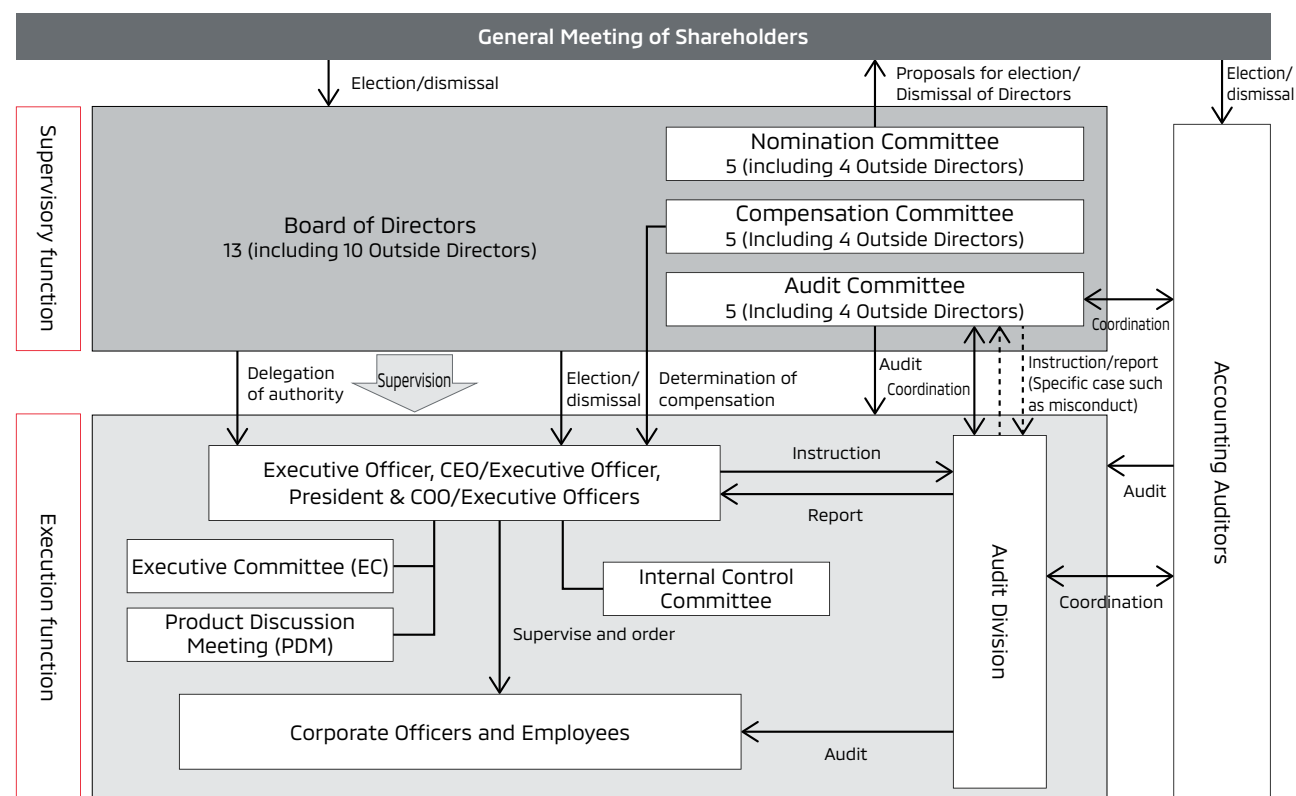
Executive Officers make decisions on business execution delegated by the Board of Directors and are responsible for executing those decisions. The Board of Directors appoints the CEO, who has ultimate responsibility for management, and the President, who has overall responsibility for business execution, by resolution. As of June 18, 2026, there are 11 Executive Officers.

Outline of decision-making process for business execution and various decision-making bodies

Important matters on management are decided after deliberation at the Executive Committee (EC), which is composed of all Executive Officers and chaired by the CEO. Important matters relating to product development projects are decided after deliberation at the Product Decision Meeting (PDM). Additionally, matters related to internal control are decided after deliberation at the Internal Control Committee. Each of these committees are chaired by the CEO and the relevant Executive Officers serve as members.

In the execution of business, executive Vice Presi-

Corporate Governance and Business Execution Structures (June 18, 2026)



Board of Directors Composition (as of June 18, 2026)

Name	Attributes	Persons with management experience in a listed company	Persons with expertise in the automotive field	Persons with expertise in law, accounting, or finance	Experts in global affairs and social and economic trends
Takao Kato			●		
Keisuke Kishiura			●		
Hitoshi Inada				●	
Kenichiro Sasae	Outside/ Indep.				●
Hideyuki Sakamoto	Outside		●		
Yoshihiko Nakamura	Outside/ Indep.			●	
Joji Tagawa	Outside		●		
Tomofumi Hiraku	Outside/ Indep.				●
Takehiko Kakiuchi	Outside	●			
Kanetsugu Mike	Outside	●			
Junko Ogushi	Outside/ Indep.			●	
Seiji Izumisawa	Outside	●			
Sakie Akiyama	Outside/ Indep.				●

Note: The knowledge, experience, and expertise indicated here do not represent the full range of knowledge, experience, and expertise possessed by each Director.

dents are appointed as persons with authority and responsibility for business execution within the scope of their respective duties, besides the CEO, who bears ultimate responsibility for management, and the President, who bears overall responsibility for business execution. Moreover, the Company has systematized decision making authority based on the Delegation of Authority Rules and defined the matters delegated and their scope. The Company also established decision making procedures for major matters and is working to speed up business execution and improve the transparency of the decision making process.

Conflicts of Interest

Transactions between Mitsubishi Motors and Directors or Executive Officers that particularly compete with our business operations or conflict with our interests require prior resolution from, and after-the-fact reporting to, the Board in accordance with the rules of the Board (hereinafter referred to as the "Rules of the Board"). In addition, the Rules of the Board stipulate that Directors with a special interest in a resolution of the Board shall not participate in such resolution.

Furthermore, as with the case with other non-related parties, we conduct transactions with related parties, such as its Executive Officers, Directors or major shareholders, in accordance with the Delegation of Authority Rules and after review and approval by multiple responsible personnel, fully taking into account the economic rationality to confirm there is no harm to our interests.

Evaluation of Effectiveness of the Board of Directors

To improve the effectiveness of corporate governance, MMC annually evaluates the effectiveness of the Board of Directors by a questionnaire survey to all Members of the Board. The results are reported to the Board of Directors.

In FY2025, besides a questionnaire survey of the aspects listed below, MMC conducted interviews with all Members of the Board. The questionnaire survey and interviews were conducted by an independent third-party to enable in-depth analysis reflecting the latest governance trend and to ensure objectivity and transparency of the evaluation process.

<Aspects evaluated>

- 1. Structure and operations of the Board
- 2. Management and business strategy
- 3. Corporate ethics and risk management
- 4. Monitoring of management team
- 5. Dialogue with shareholders
- 6. Committees

Below is a summary of the effectiveness of the Board of Directors for FY2025, based on opinions and feedback received from each Member of the Board:

- The Board of Directors of MMC is generally judged to be effective.
- Amid an increasingly uncertain environment in the automotive industry, the importance of continuing to deepen discussions over the medium- to long-term, and big-picture management strategy was re-confirmed. For further improvement, it is important

- to advance the following initiatives:
- Need to update high-quality management-related information by maintaining appropriate relationship between the Members of the Board and the Executive Officers.
 - Need further improvement in quality of discussion and decision-making by discussing the business environment and medium- to long-term business strategies in order to make decisions on important management issues,

Based on the above summary, the Board is considering the following actions:

- Expand reporting and discussion on management-related information.
 - Further enhance the contents and opportunities of key divisions business status updates.
- Expand strategic discussions.
 - Enhance discussions on important themes in medium- to long-term management strategy.
 - Continuously conduct formal and informal discussion sessions.

Through these initiatives, MMC will continuously improve the effectiveness of the Board and enhance corporate governance.

Executive Remuneration

Our Compensation Committee, which is chaired by an Outside Director, has established the following policy regarding remuneration for Directors and Executive Officers. <Basic approach>

1. The compensation system shall contribute to our group's sustainable growth and medium- to long term improvement of corporate value.
2. The compensation system shall be linked with corporate results in order to motivate Executive Officers to accomplish management strategies and management plans as well as to achieve targeted corporate results in an appropriate manner.
3. The compensation levels shall contribute to securing professionals who measure up to ideal standards for management personnel that Mitsubishi Motors expects for those responsible for corporate operation to have.
4. The compensation system shall increase a shared awareness of profits with shareholders and awareness of shareholder-focused management.
5. The decision-making process relating to compensation shall be highly transparent and objective.

Based on these policies, the Compensation Committee determines the method calculating remuneration and individual remuneration amounts of the Directors and Executive Officers. Remuneration for FY2025 is contained in the FY2025 Annual Securities Report (P74-79).

From FY2022, based on the recognition that the response to sustainability is one of the crucial issues of our group, we added ESG-related items as the index to determine the Medium-and Long-term Performance-linked Compensation for Executive Officers.

- **Environmental indicator:**
We have introduced "CO₂ emissions from business activities" as an indicator for measuring progress in

Total compensation paid to directors and officers, compensation total by type, and number of payees

Classification	Total compensation (Millions of yen)	Total compensation by type (Millions of yen)					Number of payees (persons)
		Monetary compensation			Share-based compensation		
		Base Compensation	Short-Term Performance Linked Compensation	Additional Individual Compensation	Long-Term Performance Linked Compensation	Deferred Retirement Compensation	
Members of the Board (Excluding Outside Directors)	34	34	—	—	—	—	1
Executive Officers	586	415	52	30	53	36	10
Outside Directors and Outside Audit & Supervisory Board Members	204	204	—	—	—	—	11

Notes 1. The number shown in the above table for Outside Directors and Outside Audit & Supervisory Board Members indicates the number of persons who received compensation as Members of the Board among the 11 Outside Officers who served during the fiscal year under review.
2. For Members of the Board who serve concurrently as Executive Officers, MMC pays compensation for their service as Executive Officers and does not pay compensation for their service as Members of the Board.

addressing climate change and other increasingly environmental issues.

- **Social indicator:**
We have introduced "employee engagement" as an indicator of advancement of employee job satisfaction and increased initiative through securing diversity and work-life balance, and promoting human resources development.

► FY2025 Annual Securities Report

and J-SOX. These activities are also reported regularly to the Board of Directors to check their effectiveness.

To address new risks that have emerged in recent years, such as geopolitical risks, economic security risks, and business and human rights risks, in which multiple risk factors (strategic, financial, and operational hazard risks) are intricately intertwined in relation to a single event, the Internal Control Promotion Division, under the Executive Officer in charge of Internal Control, takes the lead in identifying and preventing potential risks, responding promptly when risks materialize, and enhancing the visibility of significant risks.

We will continue the "Internal Control KAIZEN Activities" launched in FY2024, through which each division identifies issues in its business processes and implements improvements, while working to firmly establish these activities.

In accordance with revisions to ministerial ordinances, including the Vehicle Type Designation Regulations, which took effect in April 2026, we have begun initiatives to strengthen and ensure the thorough implementation of internal controls related to certification operations. These include explicitly stating compliance with laws and regulations in our management policy, clarifying responsibility for certification operations, and evaluating and reporting on the implementation status of internal controls. We have designated personnel responsible for implementing these measures within the Company and established a framework for evaluating their implementation.

We have been working to establish a global internal control structure by gradually establishing and operating internal control committees from FY2018 at main affiliates in Japan and overseas. In addition, we have established a system in which a designated department is responsible for the overall management of each affiliated company, and related internal departments support such responsible department according to their roles, providing various support, checks and balances, and supervision to strengthen and further develop the management of affiliated companies. Additionally, internal rules have been established to ensure that important information at subsidiaries is reported to Mitsubishi Motors in a timely and appropriate manner, and subsidiaries operate in accordance with these rules. To ensure the reliability of financial reporting, a specialized organization has been set up and is operated under

Internal Control

Basic Approach and Policies / Structure

Based on the "Basic Policy on the Establishment of Internal Control Systems" approved by the Board of Directors, Mitsubishi Motors monitors its operational status and strives to improve and reinforce internal control systems.

We recognize the gravity of our improper conduct in fuel consumption testing, on top of past quality problems. As one of our priority measures aimed at regaining trust, in FY2017 we appointed a Global Risk Control Officer to manage compliance and operational hazard risks and report regularly to the Board of Directors on governance improvement measures (now the Executive Officer in charge of Internal Control). Furthermore, in order to reinforce, and improve the efficiency of, our handling of internal controls based on laws and regulations, we revised the internal control system. In the revised system, the J-SOX Promotion Committee, under the direct control of the Executive Officer, Executive Vice President (CFO), handles internal control related to financial reporting in accordance with the Financial Instruments and Exchange Act and the Internal Control Committee, chaired by Executive Officer, CEO and vice-chaired by Executive Officer in charge of Internal Control, will promote internal control in accordance with the Companies Act. The Internal Control Committee meets regularly twice a year with the participation of all Executive Officers. In accordance with the "Basic Policy on the Establishment of Internal Control Systems," the Committee reviews and evaluates the status of company-wide risk management and matters reported and resolved by subcommittees responsible for individual areas of internal control, including compliance, information security, business continuity management (BCM),

the J-SOX Promotion Committee described above. This organization follows up on and compiles information related to the development of systems at Mitsubishi Motors and its affiliates, the determination of evaluation scope, and the evaluation and improvement status of companies subject to assessment.

We have also positioned the Internal Audit Division as an organization independent of other business execution departments. The Internal Audit Division coordinates with other committees, including the Internal Control Committee, with the aim of achieving effective and efficient internal control system operation.

Going forward, we will continue with initiatives to further reinforce governance by ensuring compliance with laws and regulations and promoting proper and efficient business execution in line with changes in the internal and external environments.

► Corporate Governance Report “Basic Policy on the Establishment of Internal Control Systems”

Compliance Initiatives

- **Establishment of Internal and External Consultation Offices**
To prevent and promptly detect improper conduct, Mitsubishi Motors has established several consultation offices allowing our employees or its affiliates in Japan and overseas to report or consult about such conduct. Of the 121 reports and consultations received in FY2025, the results of the investigation revealed 10 cases of compliance issues, including violations of laws and regulations and harassment. We instructed the relevant departments to promptly take corrective actions and confirmed that the corrective actions had been implemented and were effective.
- **Education and Training (Japan)**
Every fiscal year we formulate compliance-related education and training programs and provide them by employee level. Each division also draws up and conducts its own measures under the direction of the compliance officer.
- **Anti-Corruption**
The “Global Code of Conduct” clearly stipulates that Mitsubishi Motors executives and employees shall comply with laws and regulations and shall maintain fair and equitable relationships with public officials and business partners. Additionally, we have formulated the “MITSUBISHI MOTORS GLOBAL ANTI-BRIBERY POLICY” as a global guideline for the prevention of bribery and corrupt practices. This policy clearly states that we tolerate absolutely no bribery or corrupt practices. Furthermore, this policy is also enforced at both domestic and overseas affiliates.
- **Political Involvement (Political Contributions)**
Recognizing that reasonable expenditures are required to appropriately maintain a democratic government, we consider making political contributions to be one aspect of our social responsibility. When making such contributions, we do so in accordance with the Public Offices Election Act, the Political Funds Control Act, and other laws and regulations related to politics. We also ensure compliance with our internal approval rules.

Compliance

Basic Approach and Policies

Corporate activities are closely interlinked with various laws and public systems such as those related to the environment, labor, and consumer protection. Corporate activities must be carried out in compliance with these laws and systems.

Mitsubishi Motors Group recognizes that the failure to appropriately comply with these laws, regulations, and systems would not only impede its business continuity, but would also place significant burdens on society and the environment.

In order to fulfill its social responsibilities as a company by not only complying with laws, international rules, and internal regulations but also by respecting changing social norms to the greatest degree possible, we have issued a “Global Code of Conduct” to serve as a standard of conduct for all executives and employees. We are also redoubling our efforts to enhance our

- **Information Security**
Mitsubishi Motors recognizes its social responsibility to adequately protect its important information assets (information and the IT systems, equipment, media, facilities, and products that handle this information) in the course of its business activities in order to gain the trust of all its stakeholders. In addition, with the recent advancement of digital technologies, we recognize that the use of new technologies, including generative AI, not only brings the benefits of improved productivity but also requires appropriate measures to address risks such as information leakage and improper use. We have established an information security policy and disclosed it on the following page. Based on this policy, we are working to protect information assets and strengthen cybersecurity measures, while promoting continuous improvement. While promoting the use of new technologies, we are also taking measures to address improper use and other related issues, including the establishment of internal guidelines for the use of tools such as generative AI.
- **Protection of Personal Information**
Based on our Privacy Policy, we have established an organizational response framework, compliance requirements for handling personal information, and a reporting line for information leakage incidents. The Chief Information Security Officer (CISO) oversees all activities related to personal information protection. As the laws and regulations governing the protection of personal information continue to strengthen globally, we have established a framework to ensure compliance with applicable personal data protection requirements in each jurisdiction in collaboration with our local affiliates and offices.
- **Security Export Control**
We fully recognize the importance of strict security export controls to prevent the proliferation of weapons of mass destruction and the excessive accumulation of conventional weapons in order to maintain international peace and security. To conduct strict export controls, we have established “Security Export Control Regulations.” We ensure the legality of our export transactions by having the Executive Officer, CEO, hold ultimate responsibility for export control management and appointing an export control management supervisor under the CEO.

compliance framework and employee training, including those at our major affiliates in Japan and overseas. We review the Global Code of Conduct as necessary. Most recently, following the revision of the Road Transport Vehicle Act (effective April 2026), we revised the Code on April 1, 2026. Specifically, we added a statement, “We shall prioritize compliance with laws and regulations over Company convenience (such as cost or schedule) to ensure we provide our customers with safe and reliable products and services.”

► Global Code of Conduct

Management Structure

At Mitsubishi Motors Group, we have established a compliance framework with the Executive Officer for Internal Control as the person responsible, overseeing, directing, and supervising all compliance activities. This officer also reports regularly to the Board of Directors on the status of compliance activities. In addition, each division appoints a compliance officer, and department heads serving as code leaders, to ensure a structured compliance system across the Company.

Compliance officers work closely with the code leaders to prevent compliance violations and information security incidents, including those involving personal data. When a compliance violation occurs, compliance officers take corrective actions, establish measures to prevent recurrence and verify their effectiveness, and roll out the measures across relevant divisions, then report to the Executive Officer in charge of Internal Control.

Major affiliates in Japan and overseas also appoint compliance officers. To help prevent compliance violations, we have established and operated the Mitsubishi Motors Global Hotline since FY2018.

In the event of a serious incident, an emergency response organization is set up in accordance with the emergency response manual, and a system is in place to ensure that appropriate measures are taken.

As for internal controls related to financial reporting, we verify compliance structures and financial closing procedures. If inadequate controls are found at those companies under evaluation, we request reporting on the nature of the problem and improvements being made. In FY2025, we checked the status of 17 Group companies (Mitsubishi Motors, 5 domestic affiliates, and 11 overseas affiliates).

In FY2025, we experienced no serious compliance violations that might damage our credibility with customers, investors, or other parties.

Risk Management

Basic Approach and Policies

Mitsubishi Motors has established a policy for business risk management in its “Basic Policy on the Establishment of Internal Control Systems” and promotes risk management activities throughout the entire Mitsubishi Motors Group. We consider it one of our most critical management issues to appropriately assess risks to the Mitsubishi Motors Group’s business, prevent risks from occurring, and engage in appropriate management to minimize the impact of risks if they do occur.

Development of Risk Management Framework

We have put in place and work to improve our risk management system for the entire Group through three types of risk management activities: “priority risk management,” “divisional risk management” and “affiliated company risk management.”

For priority risk management, we select risks faced by the entire Mitsubishi Motors Group that have a potentially significant impact and a high degree of urgency. For each risk, we assign “risk owners,” and work as quickly as possible to mitigate these risks. In departmental risk management, we have appointed risk management officers in each division or plant. These officers work to reduce risks through repeated application of the PDCA cycle, which involves identifying and evaluating each risk, devising and implementing countermeasures, and monitoring. Risk management at subsidiaries and affiliates includes initiatives for addressing various types of risks encountered by Mitsubishi Motors’ subsidiaries and affiliates. We periodically confirms the status of activities such as improvement of business continuity plans (BCPs*), and proposes and directs improvements, as necessary.

These risk management initiatives are reported regularly to the Board of Directors as major internal control activities and their effectiveness is checked.

* Business continuity plan

BCM*

We are implementing disaster preparedness measures and Business Continuity Management (BCM) to prepare for large-scale natural disasters such as earthquakes and typhoons, as well as outbreaks of infectious diseases, based on our basic policy of ensuring the safety of customers, employees, and their families and promoting mutual support with local communities.

Since FY2020, the BCM Committee chaired by the officer in charge of internal control has met twice a year, and centrally administrated relevant internal initiatives to strengthen BCM activities during normal times and implement cross-functional measures across the Company.

Furthermore, we have formulated an emergency response manual and company-wide BCP operating procedures that include the establishment of an emergency response organization and the chain of command and has established a framework to enable an appropriate response in the event of a major incident. Assuming an emergency even during normal times, we are conducting emergency drills on a regional basis and company-wide BCP drills to confirm the collaborative framework between the company-wide task force and individual regions conducts these drills continuously in accordance with established plans. In preparation for unforeseen contingencies, we operate an emergency contact system to enable the rapid communication of information to senior management and ensure a swift and accurate response. We also secure multiple communication methods, including the distribution of IP radios at each site.

* BCM is an abbreviation for “Business Continuity Management”

Members of the Board and Executive Officers

(As of June 18, 2026)

Members of the Board and Executive Officers

Takao Kato
Chairman of the Board
Nomination Committee member



Apr. 1984 Joined MMC
Apr. 2010 Senior Expert of the Russian Assembly Business Promotion Office, MMC
May 2010 PCMA RUS Deputy Manufacturing Director
Apr. 2014 Vice Plant General Manager of Nagoya Plant, MMC
Apr. 2015 President, PT Mitsubishi Motors Krama Yudha Indonesia
Jun. 2019 Member of the Board, Representative Executive Officer, CEO, MMC
Apr. 2021 Member of the Board, Representative Executive Officer, President & CEO, MMC
Apr. 2026 Member of the Board, Representative Executive Officer, CEO, MMC
Jun. 2026 Chairman of the Board, Representative Executive Officer, CEO, MMC (to the present)

Keisuke Kishiura
Director
Compensation Committee member



Apr. 1993 Joined MMC
Apr. 2014 General Manager, Overseas After Sales C Dept., Global After Sales Division, MMC
Mar. 2016 President, Mitsubishi Motors Europe B.V.
Sep. 2018 General Manager, Corporate Planning Office, Corporate Strategy Division, MMC
Aug. 2020 Chairman, Mitsubishi Motors Europe B.V.
Mar. 2023 Division General Manager, America Division, MMC
Apr. 2025 Corporate Officer, Division General Manager, Corporate Planning Division, MMC
Apr. 2026 Representative Executive Officer, President & COO, MMC
Jun. 2026 Member of the Board, Representative Executive Officer, President & COO, MMC (to the present)

Hitoshi Inada
Director
Audit Committee member



Apr. 1980 Joined Mitsubishi Corporation
Apr. 2009 General Manager of Legal Department, Mitsubishi Corporation
Jul. 2010 Senior Vice President (Compliance), Mitsubishi International Corporation
Oct. 2011 Vice Corporate General Manager of Corporate Planning Office, MMC
Apr. 2013 Corporate Vice President, Vice Corporate General Manager of Corporate Planning Office, MMC
Apr. 2015 Corporate Vice President, Corporate General Manager of CSR Promotion Office, MMC
Jul. 2016 Senior Executive Officer, Corporate General Manager of CSR Promotion Office, MMC
Jan. 2017 Senior Executive Officer (Legal), Corporate General Manager of CEO/COO Office, MMC
Oct. 2017 Senior Executive Officer (Corporate Governance), MMC
Apr. 2019 Senior Vice President (Corporate Governance), MMC
Jun. 2019 Executive Officer, Senior Vice President (Corporate Governance), MMC
Apr. 2020 Senior Executive Officer (Corporate Governance), MMC
Jun. 2022 Member of the Board, MMC (to the present)

Kenichiro Sasae
Outside Director
Compensation Committee chair
Nomination Committee member



Apr. 1974 Joined Ministry of Foreign Affairs
Apr. 2000 Executive Assistant to the Prime Minister for Foreign Affairs
Apr. 2001 Deputy Director-General, Foreign Policy Bureau
Mar. 2002 Director-General, Economic Affairs Bureau, Ministry of Foreign Affairs
Jan. 2005 Director-General, Asian and Oceania Affairs Bureau, Ministry of Foreign Affairs
Jan. 2008 Senior Deputy Minister for Foreign Affairs
Aug. 2010 Vice-Minister for Foreign Affairs
Sep. 2012 Ambassador Extraordinary and Plenipotentiary of Japan to the United States of America
Jun. 2018 President and Director General, The Japan Institute of International Affairs
Jun. 2019 Outside Director, SEIREN CO., LTD. (to the present)
Jun. 2019 Member of the Board, MMC (to the present)
Dec. 2020 President, The Japan Institute of International Affairs (to the present)
Jun. 2021 Outside Director, Fujitsu Limited (to the present)
Mar. 2022 Outside Director, Asahi Group Holdings, Ltd. (to the present)

Hideyuki Sakamoto
Outside Director
Nomination Committee member



Apr. 1980 Joined Nissan Motor Co., Ltd.
Apr. 2008 Corporate Officer, Nissan PV Product Development Div., No. 1, Nissan Motor Co., Ltd.
May 2009 Corporate Officer, Alliance Common Platform and Components, Nissan Motor Co., Ltd.
Apr. 2012 Corporate Vice President, Production Engineering Div., Nissan Motor Co., Ltd.
Apr. 2014 Executive Vice President, Product Engineering, Nissan Motor Co., Ltd.
Jun. 2014 Director, Executive Vice President, Product Engineering, Nissan Motor Co., Ltd.
Jan. 2018 Director, Executive Vice President, MFG & SCM Operations, Nissan Motor Co., Ltd.
Jun. 2018 Chairman of the Board, Nissan Motor Kyushu Co., Ltd. (to the present)
Aug. 2018 Board Member, Chairman, AICHI MACHINE INDUSTRY CO., LTD.
Sep. 2018 Chairman, JATCO Ltd.
Jun. 2019 Member of the Board, MMC (to the present)
Jun. 2019 Executive Officer, Executive Vice President, Manufacturing & SCM Operations, Nissan Motor Co., Ltd.
Feb. 2020 Director, Executive Officer, Executive Vice President, Manufacturing & SCM Operations, Nissan Motor Co., Ltd.
Jul. 2023 Director, Executive Officer, Executive Vice President, Manufacturing & SCM, Nissan Purchasing, Nissan Motor Co., Ltd.
Nov. 2023 Director, Executive Officer, Executive Vice President, Manufacturing & SCM, Purchasing, Nissan Motor Co., Ltd.
Apr. 2024 Director, Executive Officer, Executive Vice President, Chief Monozukuri Officer, Manufacturing & SCM, Purchasing, AFL, Nissan Motor Co., Ltd.
Apr. 2025 Director, Nissan Motor Co., Ltd.
Jun. 2025 Honorary Advisor, Nissan Motor Co., Ltd. (to the present)

Yoshihiko Nakamura
Outside Director
Audit Committee chair



Nov. 1979 Joined Peat Marwick Mitchell & Company (present: KPMG AZSA LLC)
Mar. 1983 Registered as certified public accountant
Oct. 1994 Partner (Representative), Minato Audit Corp. (present: KPMG AZSA LLC)
Oct. 2003 Partner, KPMG AZSA LLC
Jun. 2019 Substitute Auditor, Seika Corporation
Jul. 2019 Started CPA Yoshihiko Nakamura Accounting Office (to the present)
Jun. 2020 Member of the Board, MMC (to the present)
Jun. 2020 Outside Auditor, Seika Corporation
Jun. 2022 Outside Director (Audit & Supervisory Committee member), Seika Corporation (to the present)

Joji Tagawa
Outside Director
Compensation Committee member
Audit Committee member



Apr. 1983 Joined Nissan Motor Co., Ltd.
Apr. 2006 Corporate Officer, Treasury Department and Investor Relations Department, Nissan Motor Co., Ltd.
Apr. 2010 Corporate Officer, Investor Relations Department and M&A Support Department, Nissan Motor Co., Ltd.
Apr. 2014 Corporate Vice President, Investor Relations and M&A Support Department, Nissan Motor Co., Ltd.
Apr. 2019 Corporate Vice President, Investor Relations, Nissan Motor Co., Ltd.
Dec. 2019 Senior Vice President, Chief Sustainability Officer, Board of Directors Office, Corporate Management Office, Corporate Service, Environment/CSR, External & Government Affairs, IP Promotion and Investor Relations Department, Nissan Motor Co., Ltd.
Apr. 2020 Senior Vice President, Chief Sustainability Officer, Corporate Service, Environment/CSR, External & Government Affairs, IP Promotion and Investor Relations Department, Nissan Motor Co., Ltd.
Apr. 2020 Outside Director, Renault SA
Jun. 2020 Member of the Board, MMC (to the present)
Jun. 2021 Senior Vice President, Chief Sustainability Officer, Compliance, Corporate Service, Crisis Management and Security, Environment/Sustainability, External & Government Affairs, IP Customer Business Development, Nissan Motor Co., Ltd.
Apr. 2024 Senior Vice President, Chief Sustainability Officer, Corporate Service, Crisis Management and Security, Environment/Sustainability, External & Government Affairs, IP Customer Business Development, Nissan Motor Co., Ltd.
Apr. 2025 Advisor, Nissan Motor Co., Ltd.
Apr. 2026 Honorary Advisor, Nissan Motor Co., Ltd. (to the present)

Tomofumi Hiraku
Outside Director
Nomination Committee chair



Apr. 1978 Joined the MITI
Apr. 1993 Director, Industrial Labor Policy Office, Industrial Policy Bureau, MITI
May 1994 Consul, Consulate-General of Japan at Vancouver, Canada, Ministry of Foreign Affairs
Jun. 1997 Director, Tariff Division, International Economic Affairs Department, International Trade Policy Bureau, MITI
Jul. 1998 Director-General, General Coordination and Policy Planning Department, Kansai Bureau, MITI
Jun. 2000 Director, Planning Division, Coal and New Energy Department, Agency for Natural Resources and Energy, MITI
Jan. 2001 Director, Policy Planning Division, Energy Conservation and Renewable Energy Department, Agency for Natural Resources and Energy, METI
Jul. 2002 Director, Economic and Fiscal Management Bureau, Cabinet Office, Government of Japan
Sep. 2005 Director-General for Manufacturing Industries Policy, Manufacturing Industries Bureau, METI
Jul. 2006 Director-General for Natural Resources and Energy Policy, Agency for Natural Resources and Energy, METI
Jul. 2008 Director-General, Kansai Bureau, METI
Jul. 2009 Director-General, Manufacturing Industries Bureau, Ministry of Economy, Trade and Industry (METI)
Oct. 2010 Joined IBM Japan, Ltd. as an Executive Advisor
Jun. 2021 Chairman of the Board, MMC
Jun. 2026 Member of the Board, MMC (to the present)

Members of the Board and Executive Officers

Members of the Board and Executive Officers

Takehiko Kakiuchi

Outside Director

Nomination Committee member



Apr. 1979 Joined Mitsubishi Corporation
Apr. 2010 Senior Vice President, Division COO, Foods (Commodity) Div., Mitsubishi Corporation
Apr. 2011 Senior Vice President, General Manager, Living Essential Group CEO Office (Concurrently) Division COO, Foods (Commodity) Div., Mitsubishi Corporation
Apr. 2013 Executive Vice President, Group CEO, Living Essentials Group, Mitsubishi Corporation
Apr. 2016 President and CEO, Mitsubishi Corporation
Jun. 2016 Member of the Board, President and CEO, Mitsubishi Corporation
Apr. 2022 Chairman of the Board, Mitsubishi Corporation (to the present)
Jun. 2022 Member of the Board, MMC (to the present)

Kanetsugu Mike

Outside Director

Audit Committee member



(As of June 29, 2026)

Apr. 1979 Joined The Mitsubishi Bank, Ltd.
Jun. 2005 Executive Officer, The Bank of Tokyo-Mitsubishi, Ltd. Executive Officer, Mitsubishi Tokyo Financial Group, Inc.
May 2009 Managing Executive Officer, BTMU
May 2011 Managing Officer, MUFG
Jun. 2011 Member of the Board of Directors, Managing Executive Officer, BTMU
May 2013 Senior Managing Executive Officer, BTMU
Oct. 2015 Executive Chairman of MUFG Americas Holdings Corporation Executive Chairman of MUFG Union Bank, N.A.
May 2016 Deputy President, BTMU
May 2016 Senior Managing Corporate Executive, MUFG
Jun. 2016 Member of the Board of Directors, Deputy President, BTMU
Jun. 2017 President & CEO, The Bank of Tokyo-Mitsubishi UFJ, Ltd. ("BTMU")
Member of the Board of Directors, Deputy Chairman, MUFG
Apr. 2019 Member of the Board of Directors, President & Group CEO, MUFG
Apr. 2020 Member of the Board of Directors, Deputy Chairman, MUFG
Apr. 2021 Member of the Board of Directors, Chairman, Mitsubishi UFJ Financial Group, Inc. ("MUFG")
Jun. 2022 Member of the Board, MMC (to the present)
Jun. 2022 Outside Director, Tokio Marine & Nichido Fire Insurance Co., Ltd.
Apr. 2023 Vice Chairperson, KEIZAI DOYUKAI (Japan Association of Corporate Executives) (to the present)
Jun. 2023 Outside Statutory Auditor, Tokyo Kaikan Co., Ltd. (to the present)
Apr. 2026 Member of the Board of Directors, MUFG Senior Advisor of MUFG Bank, Ltd. (to the present)

Junko Ogushi

Outside Director

Audit Committee member



(As of June 22, 2026)

Apr. 1984 Corporate work experience (banks, trading companies)
Apr. 1998 Registered as an attorney at law (Member of Tokyo Bar Association)
Apr. 1998 Joined Hibiya Joint Law Office
Jan. 2000 Joined Atsumi & Usui (present: Atsumi & Sakai)
Jan. 2006 Senior Partner, Atsumi & Usui
Oct. 2006 Executive Secretary, Legislative Council of the Ministry of Justice (Insurance Law Subcommittee)
Dec. 2017 Registered as an attorney at law in the State of California
Oct. 2020 Auditor, Tokyo Metropolitan Industrial Technology Research Institute (to the present)
Jun. 2021 Outside Director, Hibiya Engineering, Ltd. (to the present)
Jun. 2023 Member of the Board, MMC (to the present)
Apr. 2026 Partner, Kaname Partners (to the present)
Jun. 2026 Outside Director, Daiichi Life Group, Inc. (to the present)

Seiji Izumisawa

Outside Director

Compensation Committee member



Apr. 1981 Joined Mitsubishi Heavy Industries, Ltd.
Apr. 2008 Senior General Manager, Technology Management Department of Technical Headquarters, Mitsubishi Heavy Industries, Ltd.
Apr. 2011 Senior General Manager, Technology Management Department of Technology & Innovation Headquarters, Mitsubishi Heavy Industries, Ltd.
Apr. 2013 Senior Executive Officer, MMC
Jun. 2013 Director, MMC
Apr. 2016 Senior Vice President, Senior General Manager, Technology Strategy Office, Mitsubishi Heavy Industries, Ltd.
Jun. 2017 Director (Member of the Board), Full-time Audit and Supervisory Committee Member, Mitsubishi Heavy Industries, Ltd.
Jun. 2018 Director (Member of the Board), Executive Vice President, CSO, Mitsubishi Heavy Industries, Ltd.
Apr. 2019 President and CEO, Member of the Board, CSO, Mitsubishi Heavy Industries, Ltd.
Apr. 2020 President and CEO, Member of the Board, Mitsubishi Heavy Industries, Ltd.
Dec. 2022 Outside Director, Mitsubishi Research Institute, Inc. (to the present)
Apr. 2025 Chairman of the Board, Mitsubishi Heavy Industries, Ltd. (to the present)
Jun. 2026 Member of the Board, MMC (to the present)

Sakie Akiyama

Outside Director

Compensation Committee member



Apr. 1987 Joined Arthur Andersen & Co. (currently Accenture Japan Ltd)
Apr. 1994 Founder and CEO, Saki Corporation
Oct. 2018 Founder, Saki Corporation (advisor) (to the present)
Jun. 2019 Outside Director, ORIX Corporation
Jun. 2019 Outside Director, Sony Corporation (currently Sony Group Corporation)
Jun. 2020 Outside Director, JAPAN POST HOLDINGS Co., Ltd.
Jun. 2020 Outside Director, Mitsubishi Corporation (to the present)
Jun. 2026 Member of the Board, MMC (to the present)

Representative Executive Officers and Executive Officers

Takao Kato Representative Executive Officer, CEO	Keisuke Kishiura Representative Executive Officer, President & COO	Kentaro Matsuoka Representative Executive Officer, Executive Vice President, CFO	Takeshi Yamaguchi Representative Executive Officer, Executive Vice President (Engineering/Design/TCS) Certification Operation Officer
Kyoya Igarashi Representative Executive Officer, Executive Vice President (Sales)	Yasuhisa Yamamoto Senior Executive Officer, (Production)	Kyoya Kondo Senior Executive Officer, Assistant Executive Vice President (Global Marketing & Sales)	Yoichi Yokozawa Executive Officer, (Corporate Strategy Management) And Division General Manager, Corporate Strategy Management Division
Yasuko Takazawa Executive Officer, CLO (Legal, Corporate Governance and Corporate Affairs)	Masaki Tsugeno Executive Officer (Procurement)	Susumu Noguchi Executive Officer, (Corporate Planning) And Division General Manager, Corporate Planning Division	