

## Changes of Directors and Officers for FY2020

### I. Executive Officers (“Shikko-Yakuin”)

#### 1. Newly appointed: April 1, 2020

Name	Present
OKAWARA, Makoto	General Manager, Finance Dept.
KIKUCHI, Kiyotaka	General Manager, Consumer Industry Group CEO Office
OGIKUBO, Naoshi	Division COO, Urban Development Div.
NOJIMA, Yoshiyuki	General Manager, Legal Dept.
TAKADA, Akihiko	Division COO, Natural Gas Div. (Americas, Europe and ME) (Concurrently) General Manager, LNG Global Marketing Dept.
KAWATE, Tetsuo	General Manager, Global Human Resources Dept.
KONDO, Kyoya	General Manager for Investment, Business Creation, Digital Strategy, Automotive & Mobility Group
ASAKURA, Yasuyuki	Division COO, New Energy & Power Generation Div.
IMAMURA, Ko	Division COO, Performance Materials Div.
HANEJI, Sadahiko	Seconded to Mitsubishi Development Pty Ltd (Managing Director & CEO)

#### 2. Promoted : April 1, 2020

New	Present	Name
Executive Vice President	Senior Vice President	HIRAI, Yasuteru

#### 3. Retiring : March 31, 2020

Title	Name	Present
Executive Vice President	NISHIURA, Kanji	Corporate Functional Officer, Global Strategy
	MIZUHARA, Hidemoto	President, Mitsubishi Corporation (Americas) (Concurrently) General Manager, Corporate Management Support Office (Americas)

## **II. Related Personnel Changes (as of April 1, 2020)**

### **1. Corporate Staff Section**

New	Present	Name
President, Mitsubishi Corporation (Americas) (Concurrently) General Manager, Corporate Management Support Office (Americas)	Corporate Functional Officer, Business Investment Management, CDO	Executive Vice President, TAKAOKA, Hidenori
Corporate Functional Officer, CDO, Human Resources, Global Strategy	Corporate Functional Officer, Corporate Communications, Human Resources	Executive Vice President, MURAKOSHI, Akira
Corporate Functional Officer, CFO *1	Corporate Functional Officer, CFO	Executive Vice President, MASU, Kazuyuki
Corporate Functional Officer, Corporate Communications, Corporate Sustainability & CSR, Corporate Administration, Legal (Concurrently) Chief Compliance Officer, Officer for Emergency Crisis Management Headquarters	Corporate Functional Officer, Corporate Sustainability & CSR, Corporate Administration, Legal (Concurrently) Chief Compliance Officer, Officer for Emergency Crisis Management Headquarters	Executive Vice President, SAKAKIDA, Masakazu
Corporate Functional Officer, Business Development for Japan *2 (Concurrently) General Manager, Kansai Branch	Corporate Functional Officer, Regional Strategy for Japan (Concurrently) General Manager, Kansai Branch	Executive Vice President, YOSHIDA, Shinya

\*1 Corporate Functional Officer, CFO shall directly oversee Corporate Accounting Dept., Finance Dept., Structured Finance, M&A Advisory Dept., Investor Relations Dept. and Business Investment Management Dept.

\*2 The central role of MC's offices in Japan shall be to leverage local networks to develop businesses domestically. To determine how those offices should be reshaped, the position of "Corporate Functional Officer, Business Development for Japan" shall also be established. The related authority shall be transferred to this new position from the "Corporate Functional Officer, Global Strategy."

New	Present	Name
Assistant to Corporate Functional Officer, Corporate Staff Section	General Manager, Audit & Supervisory Board Members' Office	YAMADA, Yozo
General Manager, Audit & Supervisory Board Members' Office	Seconded to Mitsubishi Corporation Finance PLC (Managing Director & CEO)	NIWA, Hiroko
Assistant to Corporate Functional Officer, Corporate Staff Section	General Manager, Corporate Communications Dept.	HANJI, Takayuki
General Manager, Corporate Communications Dept.	Europe/Russia Natural Gas Dept., Natural Gas Div. (Americas, Europe and ME)	YOSHIDA, Tatsuya
Managing Director, Mitsubishi Corporation International (Europe) Plc.	General Manager, Global Strategy and Regional Management Dept.	Senior Vice President, KATAYAMA, Yoshinori
General Manager, Global Strategy and Regional Management Dept.	Assistant to Corporate Functional Officer, Corporate Staff Section	SHINOHARA, Tetsuya
General Manager, Yangon Liaison Office	General Manager, Regional Market Development Dept.	WATANABE, Taimei
General Manager, Regional Market Development Dept.	Jakarta Representative Office	TAKEMOTO, Yoshihiro
Assistant to Corporate Functional Officer, Corporate Staff Section	General Manager, Global Risk & Insurance Management Dept.	HIYAMA, Mitsuru
General Manager, Global Risk & Insurance Management Dept.	Seconded to Mitsubishi Corporation Insurance Co.,Ltd. (President & CEO)	KAWAI, Fumihiko
Seconded to Bergé Automocion, S.L.U.	General Manager, Structured Finance, M&A Advisory Dept.	UCHIDA, Daisaburo
General Manager, Structured Finance, M&A Advisory Dept.	Seconded to Mitsubishi Development Pty Ltd (Director & CFO)	OKADA, Harunobu
Seconded to Mitsubishi Development Pty Ltd (Director & CFO)	General Manager, Investor Relations Dept.	TAKEHISA, Hiroshi
General Manager, Investor Relations Dept.	Seconded to MC Finance & Consulting Asia Pte. Ltd. (Managing Director)	TERADA, Tatsuhiko

## 2. Business Divisions

### (1) Natural Gas Group

New	Present	Name
General Manager, Headquarters for the Middle East (Concurrently) Managing Director, Mitsubishi International Corp. (Iran), Ltd.	General Manager, Natural Gas Group CEO Office	Senior Vice President, OTA, Kenji
General Manager, Natural Gas Group CEO Office	General Manager, Houston Branch, Mitsubishi Corporation (Americas) (Concurrently) General Manager, Houston Branch, Mitsubishi International Corporation	KONDO, Shota
Division COO, Asia-Pacific Div. *	Division COO, Natural Gas Div. (Americas, Europe and ME) (Concurrently) General Manager, LNG Global Marketing Dept.	Senior Vice President, TAKADA, Akihiko
Division COO, North America Div. *	Division COO, Natural Gas Div. (Asia Pacific)	Senior Vice President, SAITO, Masaru
Division COO, New LNG Ventures & Marketing Div. *	Seconded to Diamond Gas International Pte. Ltd. (Director, Chief Executive)	TSUGARU, Ryosuke

\* Oversight of businesses that currently form the Asia-Pacific region's profit base shall be consolidated within the "Asia-Pacific Division." Businesses in the US and Canada that are expected to evolve into future earnings drivers for the Natural Gas Group shall be independently managed by the "North America Division." To pursue equity LNG projects more efficiently, equity LNG sales and new LNG business development shall be integrated and overseen by the "New LNG Ventures & Marketing Division."

### (2) Petroleum & Chemicals Group

New	Present	Name
General Manager, Petroleum & Chemicals Group CEO Office	Division COO, Petrochemicals Div.	Senior Vice President, TAKEUCHI, Osamu
Division COO, Petrochemicals Div.	General Manager, Petroleum & Chemicals Group CEO Office	SUZUKI, Akifumi

### (3) Mineral Resources Group

New	Present	Name
Division COO, Mineral Resources Trading Div. *	Seconded to Mitsubishi Corporation RtM International Pte. Ltd. (Chairman & CEO) (Concurrently) Division COO, Mineral Resources Trading Div.	Senior Vice President, SHIOBARA, Keiichi

\* Until fiscal year 2019, the COO of the Mineral Resources Trading Division was based in Singapore and served concurrently as the Chairman & CEO of Mitsubishi Corporation RtM International Pte. Ltd. However, because that company now has a stable profit base, the Division COO position shall be a dedicated position based in Tokyo as of fiscal year 2020.

### (4) Automotive & Mobility Group

New	Present	Name
Division COO, Mobility Business Div. *	Automotive & Mobility Group CEO Office	Senior Vice President, KONDO, Kyoya

\* To consolidate related resources, expertise and know-how, the mobility businesses that are currently being managed separately by the Automotive Business Division, Isuzu Business Division and Group CEO Office shall be integrated and managed by the newly established "Mobility Business Division."

### (5) Food Industry Group

New	Present	Name
Assistant to Group CEO, Food Industry Group	General Manager, Food Industry Group CEO Office	NAKAYAMA, Hiroaki
General Manager, Food Industry Group CEO Office	Seconded to ITOHAM YONEKYU HOLDINGS INC. (Director Executive Officer) (Seconded to Itoham Foods Inc. (Executive Director))	YAMAGUCHI, Ken

## (6) Consumer Industry Group

New	Present	Name
Division COO, Healthcare Div. *	Division COO, Healthcare & Food Distribution Div.	Senior Vice President, YAMASAKI, Nodoka
Division COO, Logistics Business & Food Distribution Div. *	Division COO, Logistics Business Div.	TAMURA, Koji

\* A “Healthcare Division” shall be established to oversee all related businesses in that growth market, and a “Logistics Business & Food Distribution Division” shall be established to integrate food and other logistics operations, accelerate reforms and otherwise strengthen functions in that field.

## (7) Power Solution Group

New	Present	Name
General Manager, Johannesburg Branch	Division COO, Environmental Business Div.	MAKABE, Tsunehiro
Division COO, International Power Div. *	Division COO, New Energy & Power Generation Div.	Senior Vice President, ASAKURA, Yasuyuki
Division COO, Energy Service Solution Div. *	Power Solution Group CEO Office	OKAFUJI, Yuji

\* This division shall be reorganized into two new divisions to facilitate more efficient and flexible demand-side services in power generation. The “Energy Service Solution Division” shall handle those operations, while the “International Power Division” shall focus on supply-side operations, which shall continue to generate the majority of MC’s earnings in this field.

## (8) Urban Development Group

New	Present	Name
Group CEO, Urban Development Group	Group CEO, Urban Development Group (Concurrently) Division COO, Urban Infrastructure Div.	Executive Vice President, ICHO, Mitsumasa
Division COO, Urban Infrastructure Div.	Assistant to Div. COO, Urban Infrastructure Div.	NARUSE, Takuji
General Manager, Singapore Branch	Division COO, Asset Finance Div.	NAKANISHI, Hiroshi
Division COO, Asset Finance Div.	Urban Development Group CEO Office	KOBAYASHI, Kenji

### 3. Domestic / Overseas Offices GMs

#### (1) Domestic Offices

New	Present	Name
Assistant to Div. COO, Steel Business Div.	General Manager, Hokkaido Branch	FUJIWARA, Yoshihisa
General Manager, Hokkaido Branch	Mitsubishi Corporation (Shanghai) Ltd.	UCHIMURA, Yusuke
Assistant to Group CEO, Power Solution Group	General Manager, Kyushu Branch	NAKAJIMA, Taku
Assistant to Group CEO, Consumer Industry Group	General Manager, Naha Branch	HIBI, Yasuhiro
General Manager, Kyushu Branch (Concurrently) General Manager, Naha Branch	President & CEO, Mitsubishi Canada Limited (Concurrently) General Manager, Toronto Office, Mitsubishi Canada Limited	IKEDA, Hisashi

#### (2) Overseas Offices

New	Present	Name
President, Mitsubishi Corporation (Americas) (Concurrently) General Manager, Corporate Management Support Office (Americas)	Corporate Functional Officer, Business Investment Management, CDO	Executive Vice President, TAKAOKA, Hidenori
General Manager, Natural Gas Group CEO Office	General Manager, Houston Branch, Mitsubishi Corporation (Americas) (Concurrently) General Manager, Houston Branch, Mitsubishi International Corporation	KONDO, Shota
General Manager, Houston Branch, Mitsubishi Corporation (Americas) (Concurrently) General Manager, Houston Branch, Mitsubishi International Corporation	Natural Gas Group CEO Office	AIZAWA, Minoru

New	Present	Name
General Manager, Kyushu Branch (Concurrently) General Manager, Naha Branch	President & CEO, Mitsubishi Canada Limited (Concurrently) General Manager, Toronto Office, Mitsubishi Canada Limited	IKEDA, Hisashi
President & CEO, Mitsubishi Canada Limited (Concurrently) General Manager, Toronto Office, Mitsubishi Canada Limited	PT. Mitsubishi Corporation Indonesia	NAMIKI, Kaori
Seconded to Mitsubishi Corporation Power Systems, Inc.	President, Mitsubishi International, S.A.	NAGAME, Tetsu
President, Mitsubishi International, S.A.	Seconded to Mitsubishi Corporation Power Systems, Inc.	YAMASAKI, Junichiro
Assistant to Div. COO, Basic Chemicals Div.	President, Mitsubishi Venezolana C.A.	SASAGAWA, Yohei
President, Mitsubishi Venezolana C.A.	Mitsubishi Venezolana C.A.	UEMURA, Yoshimitsu
Assistant to Div. COO, Plant Engineering Div.	General Manager, Filial do Rio de Janeiro, Mitsubishi Corporation do Brasil, S.A.	HAMANO, Koji
General Manager, Filial do Rio de Janeiro, Mitsubishi Corporation do Brasil, S.A.	Seconded to Chiyoda Corporation	KAWAI, Yoshiteru
Assistant to Group CEO, Automotive & Mobility Group	General Manager, Kiev Office	TAGAWA, Kohei
General Manager, Kiev Office	Assistant to Div. COO, Automotive Business Div.	YAMADA, Katsuya
Assistant to Corporate Functional Officer, Corporate Staff Section	Managing Director, Mitsubishi Corporation International (Europe) Plc.	KANO, Isao
Managing Director, Mitsubishi Corporation International (Europe) Plc.	General Manager, Global Strategy and Regional Management Dept.	Senior Vice President, KATAYAMA, Yoshinori
Assistant to Group CEO, Food Industry Group	President, Mitsubishi Italia S.p.A.	HOSODA, Maki
President, Mitsubishi Italia S.p.A.	Seconded to Mitsubishi Corporation Fashion Co., Ltd. (Senior Vice President)	KOGA, Eiko



New	Present	Name
Assistant to Div. COO, Ship & Aerospace Div.	Chairman, Mitsubishi Hellas A.E.E.	NISHIDA, Kotaro
Chairman, Mitsubishi Hellas A.E.E.	Seconded to MC Shipping Ltd.	OGAWA, Shingo
Assistant to Corporate Functional Officer, Corporate Staff Section	President, Mitsubishi Corporation (Russia) LLC	SUZUKI, Kenji
President, Mitsubishi Corporation (Russia) LLC	General Manager, Australia Natural Gas Dept., Natural Gas Div. (Asia Pacific)	OKABE, Michihiko
Assistant to Corporate Functional Officer, Corporate Staff Section	General Manager, Algiers Liaison Office	SAITO, Keita
General Manager, Algiers Liaison Office	Regional Market Development Dept.	FUKUSHIMA, Takahiko
Seconded to Mitsubishi Corporation RtM Japan Ltd. (Executive Vice President)	General Manager, Johannesburg Branch	DOIDA, Yasuhiro
General Manager, Johannesburg Branch	Division COO, Environmental Business Div.	MAKABE, Tsunehiro
Assistant to Group CEO, Natural Gas Group	General Manager, Dar es Salaam Liaison Office	HOSODA, Yusuke
General Manager, Dar es Salaam Liaison Office	Assistant to Div. COO, Isuzu Business Div.	NISHIZAKI, Kenji
Global Infrastructure Dept., Urban Infrastructure Div.	Managing Director, Mitsubishi Shoji Kaisha (Nigeria) Ltd.	MASUNAGA, Hirofumi
Managing Director, Mitsubishi Shoji Kaisha (Nigeria) Ltd.	Power Service Business Dept., New Energy & Power Generation Div.	SAITO, Makoto
Assistant to Group CEO, Natural Gas Group	General Manager, Basra Liaison Office	SHINKAI, Masakazu
General Manager, Basra Liaison Office	Seconded to Diamond Gas Holdings Sendirian Berhad (Managing Director)	MAEDA, Koji
Assistant to Group CEO, Natural Gas Group	General Manager, Doha Office	TOSHIMA, Yuji
General Manager, Doha Office	General Manager, Malaysia Natural Gas Dept., Natural Gas Div. (Asia Pacific)	SHIOTSUKI, Shinya
Assistant to Group CEO, Industrial Infrastructure Group	General Manager, Headquarters for the Middle East	SUZUKI, Hidehiko

New	Present	Name
Assistant to Div. COO, Urban Infrastructure Div.	Managing Director, Mitsubishi International Corp. (Iran), Ltd.	AIZAWA, Hiroki
General Manager, Headquarters for the Middle East (Concurrently) Managing Director, Mitsubishi International Corp. (Iran), Ltd.	General Manager, Natural Gas Group CEO Office	Senior Vice President, OTA, Kenji
Petroleum Products Dept., Petroleum Div.	General Manager, Muscat Liaison Office	KOYAMA, Keiichi
General Manager, Muscat Liaison Office	Natural Gas Group CEO Office	ITO, Takeshi
Seconded to Mitsubishi Corporation Power Systems, Inc.	General Manager, Colombo Office	SUGA, Eiji
General Manager, Colombo Office	Seconded to Mitsubishi Corporation Machinery, Inc.	UMEHARA, Kenichi
Assistant to Group CEO, Consumer Industry Group	General Manager, Dhaka Office	NISHIKAWA, Yoshikazu
General Manager, Dhaka Office	Johannesburg Branch	LEE, Myungho
Assistant to Div. COO, Urban Development Div.	General Manager, Yangon Liaison Office	MANO, Hidetoshi
General Manager, Yangon Liaison Office	General Manager, Regional Market Development Dept.	WATANABE, Taimei
President, Mitsubishi Company (Thailand), Ltd. (Concurrently) President, Thai-MC Company, Limited *	President, Mitsubishi Company (Thailand), Ltd. (Concurrently) President, Thai-MC Company, Limited (Concurrently) General Manager, Vientiane Liaison Office	OGIWARA, Shoichi
Assistant to Corporate Functional Officer, Corporate Staff Section	General Manager, Singapore Branch	YAMANO, Masaki
General Manager, Singapore Branch	Division COO, Asset Finance Div.	NAKANISHI, Hiroshi

\* The Mitsubishi Corporation Vientiane Liaison Office will be abolished as of March 31, 2020.

New	Present	Name
Mitsubishi Corporation India Private Ltd.	General Manager, Kolkata Branch, Mitsubishi Corporation India Private Ltd.	CHOPRA, Rohit
General Manager, Kolkata Branch, Mitsubishi Corporation India Private Ltd.	Mumbai Branch, Mitsubishi Corporation India Private Ltd.	NAIK, Girish
Assistant to Group CEO, Food Industry Group	President, Mitsubishi Corporation (Qingdao) Ltd.	FUJII, Nobuaki
President, Mitsubishi Corporation (Qingdao) Ltd.	Seconded to Kewpie Vietnam Co., Ltd. (Deputy General Director)	HONDA, Ryo

(NOTE): Directors and Audit & Supervisory Board Members decided at the General Meeting of Shareholders held on June 19, 2020 will be announced later.

## 【Reference 1】

### Executive Officers (“Shikko-Yakuin”) : 50 Persons (as of April 1, 2020)

\* Positions are subject to change due to Personnel Changes in the future.

Title	Name	Position
President & CEO	KAKIUCHI, Takehiko	
Executive Vice Presidents	MASU, Kazuyuki	Corporate Functional Officer, CFO
	HAGIWARA, Takeshi	Group CEO, Petroleum & Chemicals Group
	YOSHIDA, Shinya	Corporate Functional Officer, Business Development for Japan (Concurrently) General Manager, Kansai Branch
	KYOYA, Yutaka	Group CEO, Consumer Industry Group
	TOIDE, Iwao	Group CEO, Automotive & Mobility Group
	MURAKOSHI, Akira	Corporate Functional Officer, CDO, Human Resources, Global Strategy
	SAKAKIDA, Masakazu	Corporate Functional Officer, Corporate Communications, Corporate Sustainability & CSR, Corporate Administration, Legal (Concurrently) Chief Compliance Officer, Officer for Emergency Crisis Management Headquarters
	ICHO, Mitsumasa	Group CEO, Urban Development Group
	TANAKA, Norikazu	Group CEO, Mineral Resources Group
	TAKAOKA, Hidenori	President, Mitsubishi Corporation (Americas) (Concurrently) General Manager, Corporate Management Support Office (Americas)
	TSUKAMOTO, Kotaro	Group CEO, Industrial Materials Group
	NAKANISHI, Katsuya	Group CEO, Power Solution Group
	NISHIZAWA, Jun	Group CEO, Natural Gas Group
	SAIGUSA, Norio	Group CEO, Food Industry Group
	MATSUNAGA, Aiichiro	Group CEO, Industrial Infrastructure Group
	HIRAI, Yasuteru	President, Mitsubishi Corporation China Co., Ltd. (Concurrently) General Manager, Beijing Branch, Mitsubishi Corporation China Co., Ltd.

Title	Name	Position
Senior Vice Presidents	YANAGIHARA, Tsunehiko	EVP, Mitsubishi Corporation (Americas) [Work location: Silicon Valley]
	YAMASAKI, Nodoka	Division COO, Healthcare Div.
	NAKAMURA, Tatsuo	Division COO, Automotive Business Div.
	TAKEUCHI, Osamu	General Manager, Petroleum & Chemicals Group CEO Office
	NISHIO, Kazunori	Division COO, Retail Div.
	KISHIMOTO, Koji	Division COO, Food Sciences Div.
	SHIOZAKI, Eisuke	Division COO, Carbon Div.
	KATAYAMA, Yoshinori	Managing Director, Mitsubishi Corporation International (Europe) Plc.
	HACHIYA, Yoshifumi	General Manager, Business Investment Management Dept.
	ISHIMAKI, Hisashi	General Manager, Automotive & Mobility Group CEO Office
	KUGA, Takuya	General Manager, Urban Development Group CEO Office
	KASHIWAGI, Yasumasa	Division COO, Fresh Food Products Div.
	HABA, Hiroki	Division COO, Petroleum Div.
	KASHIWAGI, Yutaka	General Manager, Power Solution Group CEO Office
	SHIOBARA, Keiichi	Division COO, Mineral Resources Trading Div.
	ARAKAWA, Takeshi	Division COO, Consumer Products Div.
	WAKABAYASHI, Shigeru	Division COO, Isuzu Business Div.
	SERI, Koichi	Division COO, Mineral Resources Investment Div. (Concurrently) General Manager, MDP Dept.
	KAWAKAMI, Yasuhiro	Seconded to Cermaq Group AS (Chair of the Board)
	OTA, Kenji	General Manager, Headquarters for the Middle East (Concurrently) Managing Director, Mitsubishi International Corp. (Iran), Ltd.
	NOUCHI, Yuzo	General Manager, Corporate Accounting Dept.
	SAITO, Masaru	Division COO, North America Div.
	OTA, Koji	Division COO, Plant Engineering Div.
	OKAWARA, Makoto	General Manager, Finance Dept.

Title	Name	Position
Senior Vice Presidents	KIKUCHI, Kiyotaka	General Manager, Consumer Industry Group CEO Office
	OGIKUBO, Naoshi	Division COO, Urban Development Div.
	NOJIMA, Yoshiyuki	General Manager, Legal Dept.
	TAKADA, Akihiko	Division COO, Asia-Pacific Div.
	KAWATE, Tetsuo	General Manager, Global Human Resources Dept.
	KONDO, Kyoya	Division COO, Mobility Business Div.
	ASAKURA, Yasuyuki	Division COO, International Power Div.
	IMAMURA, Ko	Division COO, Performance Materials Div.
	HANEJI, Sadahiko	Seconded to Mitsubishi Development Pty Ltd (Managing Director & CEO)

\* President has direct jurisdiction over internal audit and corporate strategy & planning.

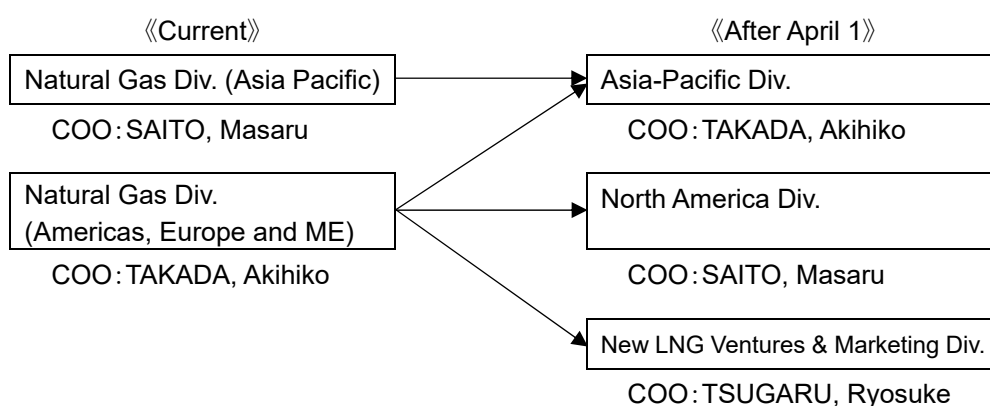
【The number of Executive Officers (as of April 1, 2020)】

President & CEO	:	1	Person
Executive Vice Presidents	:	16	Persons
<u>Senior Vice Presidents</u>	:	<u>33</u>	<u>Persons</u>
TOTAL	:	50	Persons

## 【Reference 2】 Summary of Reorganizations (as of April 1, 2020)

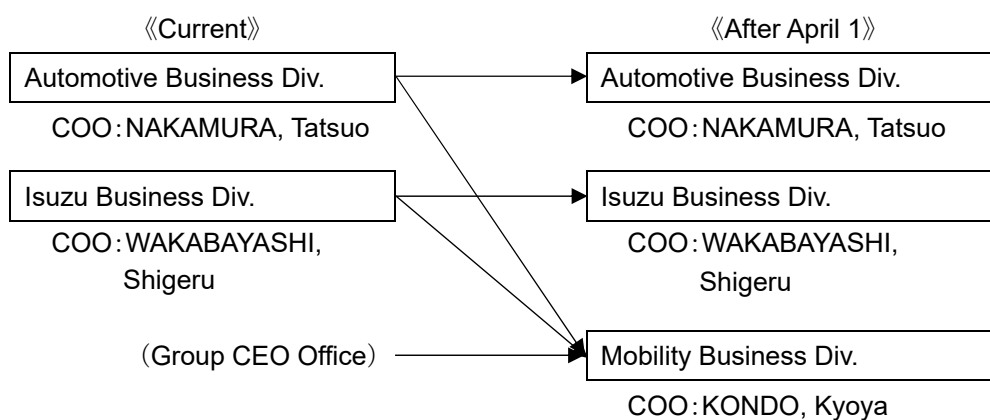
### 1. Natural Gas Group

- Oversight of businesses that currently form the Asia-Pacific region's profit base shall be consolidated within the "Asia Pacific Division."
- Businesses in the US and Canada that are expected to evolve into future earnings drivers for the Natural Gas Group shall be independently managed by the "North America Division."
- To pursue equity LNG projects more efficiently, equity LNG sales and new LNG business development shall be integrated and overseen by the "New LNG Ventures & Marketing Division."



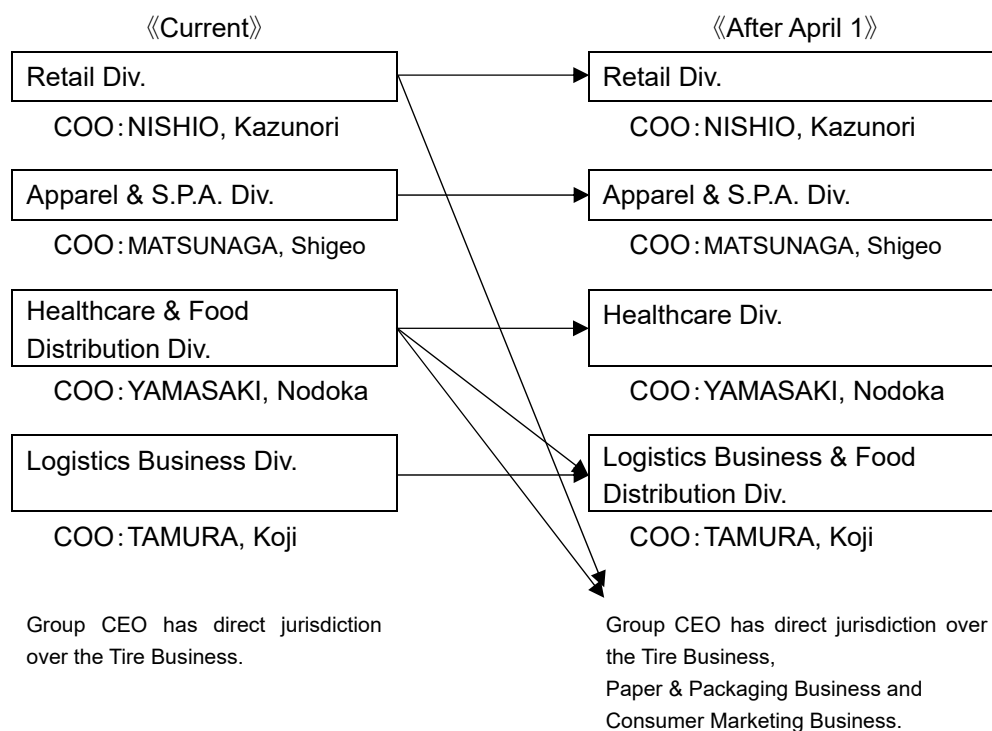
### 2. Automotive & Mobility Group

- To consolidate related resources, expertise and know-how, the mobility businesses that are currently being managed separately by the Automotive Business Division, Isuzu Business Division and Group CEO Office shall be integrated and managed by the newly established "Mobility Business Division."



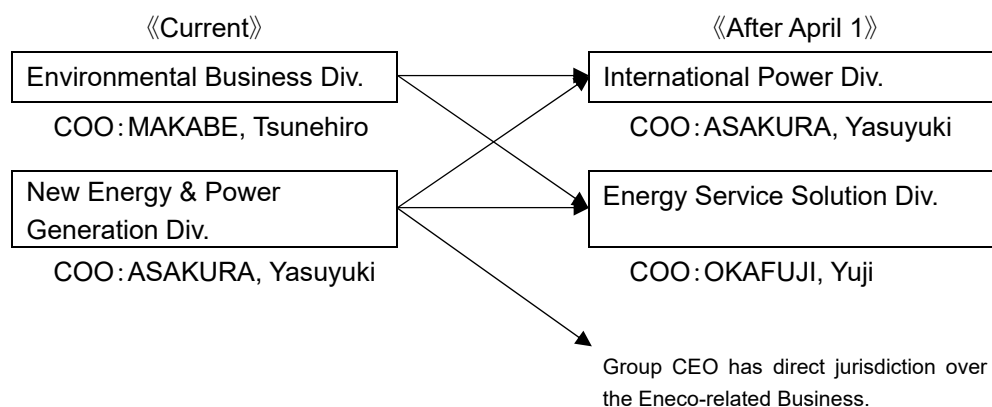
### 3. Consumer Industry Group

- A “Healthcare Division” shall be established to oversee all related businesses in that growth market.
- A “Logistics Business & Food Distribution Division” shall be established to integrate food and other logistics operations, accelerate reforms and otherwise strengthen functions in that field.



### 4. Power Solution Group

- This division shall be reorganized into two new divisions to facilitate more efficient and flexible demand-side services in power generation. The “Energy Service Solution Division” shall handle those operations, while the “International Power Division” shall focus on supply-side operations, which shall continue to generate the majority of MC’s earnings in this field.





### **【Reference 3】**

#### **About the Company's Digital Transformation (DX) Strategy**

- In fiscal year 2019, MC appointed a “Corporate Functional Officer, CDO (Chief Digital Officer)” to head its newly established Digital Strategy Department and industrial DX strategy. That same December, MC formed a business partnership with NTT to promote digitization and structural transformation across industries. Having already invested in HERE Technologies, a global service provider in location information services, the partnership shall be moving from the conception stage to the execution stage in fiscal year 2020.
- Looking forward, the partnership shall leverage MC's broad scope of business know-how with NTT's digital expertise and technologies to promote DX across multiple industries.
- To that end, companywide task forces in the food industry and other fields shall be established on April 1, 2020. As their work is expected to involve multiple Business Groups, these task forces shall be headed by one of the concerned Group CEOs. Their other members shall also be appointed from the concerned groups and other applicable MC organizations.

(END)

Name: Yasuteru Hirai

Occupation: Senior Vice President, Mitsubishi Corporation

Date of Birth: September 28, 1961

Education: Faculty of Economics, Keio University, Tokyo, Japan, 1984

Business Career:

April 2019 Senior Vice President, Mitsubishi Corporation  
President, Mitsubishi Corporation China Co., Ltd., Shanghai  
(Concurrently) General Manager, Beijing Branch, Mitsubishi Corporation China Co., Ltd.

October 2018 Senior Vice President, Mitsubishi Corporation  
Regional CEO, East Asia, Shanghai, China  
(Concurrently) President, Mitsubishi Corporation China Co., Ltd.  
(Concurrently) General Manager, Beijing Branch, Mitsubishi Corporation China Co., Ltd.  
(Concurrently) President, Mitsubishi Corporation (Guangzhou) Ltd.

April 2017 Senior Vice President, Mitsubishi Corporation  
Regional CEO, East Asia, Shanghai, China  
(Concurrently) President, Mitsubishi Corporation China Co., Ltd.  
(Concurrently) General Manager, Beijing Branch, Mitsubishi Corporation China Co., Ltd.

April 2015 Senior Vice President, Mitsubishi Corporation  
Deputy Regional CEO, East Asia, Shanghai, China  
(Concurrently) President, Mitsubishi Corporation (Shanghai) Ltd.  
(Concurrently) General Manager, Shanghai Office  
(Concurrently) General Manager, Wuhan Branch, Mitsubishi Corporation (Shanghai) Ltd.

(March-May 2015 Harvard Business School Advanced Management Program)

April 2014 Senior Vice President, Mitsubishi Corporation  
Deputy Regional CEO, East Asia, Shanghai, China  
(Concurrently) President, Mitsubishi Corporation (Shanghai) Ltd.  
(Concurrently) General Manager, Shanghai Office

April 2012	Deputy Regional CEO, East Asia, Shanghai, China (Concurrently) President, Mitsubishi Corporation (Shanghai) Ltd. (Concurrently) General Manager, Shanghai Office
April 2010	General Manager, Global Environment Business Development Group CEO Office, Mitsubishi Corporation, Tokyo, Japan
August 2009	Corporate Administration Dept., Mitsubishi Corporation, Tokyo, Japan
March 2004	Executive Assistant to Chairman of the Board, Corporate Planning Dept., Mitsubishi Corporation, Tokyo, Japan
October 2002	Regional Strategy & Coordination Dept., Mitsubishi Corporation, Tokyo, Japan
April 2000	Assistant to Division COO, Fuels Group, Mitsubishi Corporation, Tokyo, Japan
June 1997	Development & Coordination Dept., Mitsubishi Corporation, Tokyo, Japan
July 1995	Assistant to Resident Managing Director for China (Concurrently) Beijing Office, Mitsubishi Corporation, China
June 1992	Beijing Office, Mitsubishi Corporation, China
December 1990	Tianjin Office, Mitsubishi Corporation, China
June 1988	Marketing & Coordination Dept., Mitsubishi Corporation, Tokyo, Japan
September 1987	Chinese Trainee, Beijing, China
May 1986	Chinese Trainee, Taipei, China
April 1984	Joined Mitsubishi Corporation (Steel Plates Dept.), Tokyo, Japan