

Changes of Directors and Officers for FY2023

I. Executive Officers(“Shikko-Yakuin”)

1. Newly appointed: April 1, 2023

Name	Present
Akihiro Kurosawa	General Manager, Legal Dept.
Kazuo Ito	Division COO, Global Fast Moving Consumer Goods Div.
Yoshihiro Shimazu	General Manager, Corporate Accounting Dept.
Shuji Kobayashi	Division COO, Food Resources Div.
Keisuke Kitamura	Seconded to Metal One Corporation (Executive Officer)
Takuji Konzo	General Manager, Jakarta Representative Office
Satoshi Hamada	Division COO, International Power Div.
Hiroshi Nishino	General Manager, Industrial Infrastructure Group CEO Office

2. Promoted : April 1, 2023

New	Present	Name
Senior Executive Vice President	Executive Vice President	Norikazu Tanaka
Executive Vice President	Senior Vice President	Masaru Saito
		Tetsuo Kawate
		Ko Imamura
		Satoshi Koyama

3. Retiring : March 31, 2023

Title	Name	Present
Executive Vice President	Hidenori Takaoka	President, Mitsubishi Corporation (Americas)
	Yasuteru Hirai	Corporate Functional Officer, Global Strategy (Concurrently) Chief Compliance Officer, Officer for Emergency Crisis Management Headquarters
	Osamu Takeuchi	Group CEO, Petroleum & Chemicals Solution Group
Senior Vice President	Hiroki Haba	Division COO, Next-Generation Fuels & Petroleum Business Div.
	Koichi Seri	Division COO, Mineral Resources Trading Div.
	Yasuhiro Kawakami	Seconded to Cermaq Group AS (Chair of the Board)
	Kenji Ota	General Manager, Headquarters for the Middle East
	Makoto Okawara	General Manager, Finance Dept.

II. Related Personnel Changes

1. Responsibilities of Senior Executive Vice President (as of April 1, 2023)

New	Present	Name
SEVP, Energy Transformation*	Group CEO, Mineral Resources Group, Leader, EX Task Force	Senior Executive Vice President, Norikazu Tanaka

* The SEVP, Energy Transformation shall assist the President & CEO with companywide EX strategies, including those related to next-generation energies. This officer shall also provide EX-strategy-related advice and support to the concerned officers and Group CEOs in the Next-Generation Energy Business Group, Natural Gas Group, Mineral Resources Group and Power Solution Group.

2. Corporate Staff Section (as of April 1, 2023)

New	Present	Name
Corporate Functional Officer, IT, CAO (Concurrently) Chief Compliance Officer, Officer for Emergency Crisis Management Headquarters*	Corporate Functional Officer, IT, CAO, Corporate Communications, Corporate Sustainability & CSR	Executive Vice President, Yutaka Kashiwagi
Corporate Functional Officer, CSEO (Concurrently) General Manager, Investor & Shareholder Relations Dept.*	Division COO, Asset Finance Div. (Concurrently) General Manager, Merchant Banking Dept.	Senior Vice President, Kenji Kobayashi
Corporate Functional Officer, CRO (Concurrently) General Manager, Global Strategy & Coordination Dept.*	General Manager, Global Strategy & Coordination Dept.	Senior Vice President, Tetsuya Shinohara

* Corporate Functional Officer, IT, CAO shall directly oversee IT Service Department, Global Human Resources Department, Corporate Administration Department and Legal Department.

Corporate Functional Officer, CSEO* shall directly oversee Corporate Communications Department, Sustainability Department and Investor & Shareholder Relations Department.

Corporate Functional Officer, CRO** shall directly oversee Global Strategy & Coordination Department and Global Risk & Insurance Management Department.

Corporate Functional Officer, CFO shall directly oversee Business Investment Management Department, Corporate Accounting Department, Finance Department, and Structured Finance, M&A Advisory Department.

Please refer to [Reference 2] for summary of reorganization of Corporate Staff Section.

* CSEO: Chief Stakeholder Engagement Officer

** CRO: Chief Regional Officer

New	Present	Name
Assistant to Corporate Functional Officer, Corporate Staff Section	General Manager, Audit & Supervisory Board Members' Office	Hiroko Niwa
General Manager, Audit & Supervisory Board Members' Office	Mitsubishi Corporation (Shanghai) Ltd.	Goro Seo
President, Mitsubishi Corporation (Americas)	General Manager, Global Human Resources Dept.	Executive Vice President, Tetsuo Kawate
General Manager, Global Human Resources Dept.	Mineral Resources Group CEO Office	Reiko Kashiwabara
General Manager, Sustainability Dept.*	General Manager, Corporate Sustainability & CSR Dept.	Koji Hora
President, Mitsubishi Corporation (Russia) LLC	General Manager, Global Intelligence & Research Dept.	Koichi Ninomiya
Corporate Strategy & Planning Dept.	General Manager, Global Risk & Insurance Management Dept.	Hajime Yamanaka
General Manager, Global Risk & Insurance Management Dept.	Seconded to Mitsubishi Corporation Insurance Co., Ltd. (President & CEO)	Hiroyuki Watanabe
General Manager, Finance Dept.	General Manager, Industrial Infrastructure Administration Dept.	Kazuyoshi Kawakami
Investor & Shareholder Relations Dept.*	General Manager, Investor Relations Dept.	Tatsuhiko Terada

* Please refer to [Reference 2] for summary of reorganization of Corporate Staff Section.

3. Next-Generation Energy Business Group (as of April 1, 2023)

To advance MC's EX growth strategies outlined in Midterm Corporate Strategy 2024, a new organization called the Next-Generation Energy Business Group shall be established on April 1.

New	Present	Name
EVP, Next-Generation Energy Business (Concurrently) Head of Next-Generation Energy Business Group*1,2	General Manager, Natural Gas Group CEO Office (Concurrently) Division COO, North America Div.	Executive Vice President, Masaru Saito
Deputy Head of Next-Generation Energy Business Group*2	Natural Gas Group CEO Office	Yuji Toshima

*1 The EVP, Next-Generation Energy Business dedicated to the development of next-generation energy strategies shall be appointed and hold a concurrent post of the Head of Next-Generation Energy Business Group.

*2 Please refer to [Reference 2] for summary of reorganizations.

4. Business Divisions (as of April 1, 2023)

(1) Natural Gas Group

New	Present	Name
EVP, Next-Generation Energy Business (Concurrently) Head of Next-Generation Energy Business Group*	General Manager, Natural Gas Group CEO Office (Concurrently) Division COO, North America Div.	Executive Vice President, Masaru Saito
General Manager, Natural Gas Group CEO Office	Seconded to Diamond Gas North America Corporation (President, Director)	Shinya Naka
Division COO, North America Div.	Division COO, New LNG Ventures & Marketing Div.	Toru Kawabata
Division COO, New LNG Ventures & Marketing Div.	Seconded to Diamond Gas International Pte. Ltd. (Chairman & CEO)	Gen Kunihiro

* Please refer to [Reference 2] for summary of reorganizations.

(2) Industrial Materials Group

New	Present	Name
Group CEO, Chemicals Solution Group*	Seconded to Metal One Corporation (President & CEO, Director)	Executive Vice President, Ko Imamura
Division COO, Materials Solutions Div.*	Industrial Materials Group CEO Office	Yoshiyuki Watanabe

* Please refer to [Reference 2] for summary of reorganizations.

(3) Chemicals Solution Group

The Next-Generation Fuels & Petroleum Business Division shall be transferred to the Next-Generation Energy Business Group, and the Petroleum & Chemicals Solution Group shall be renamed the Chemicals Solution Group.

New	Present	Name
Group CEO, Chemicals Solution Group*	Seconded to Metal One Corporation (President & CEO, Director)	Executive Vice President, Ko Imamura
General Manager, Headquarters for the Middle East	General Manager, Petroleum & Chemicals Solution Group CEO Office	Yukihiko Kaburaki
General Manager, Chemicals Solution Group CEO Office*	General Manager, Basic Chemicals Business Dept., Ecological Materials & Chemicals Business Div.	Hideki Adachi

* Please refer to [Reference 2] for summary of reorganizations.

(4) Mineral Resources Group

New	Present	Name
SEVP, Energy Transformation	Group CEO, Mineral Resources Group, Leader, EX Task Force	Senior Executive Vice President, Norikazu Tanaka
Group CEO, Mineral Resources Group (Concurrently) Division COO, Mineral Resources Investment Div.	Division COO, Mineral Resources Investment Div. (Concurrently) General Manager, MDP Dept.	Executive Vice President, Satoshi Koyama
Division COO, Mineral Resources Trading Div.	General Manager, Mineral Resources Group CEO Office	Koichiro Takagi
General Manager, Mineral Resources Group CEO Office	Assistant to Div. COO, Mineral Resources Investment Div.	Yasushi Okayama
President, Mitsubishi International Corporation (Concurrently) EVP, Mitsubishi Corporation (Americas)	Seconded to Mitsubishi Development Pty Ltd (Managing Director & CEO)	Senior Vice President, Sadahiko Haneji

(5) Industrial Infrastructure Group

New	Present	Name
Group CEO, Industrial Infrastructure Group	Group CEO, Industrial Infrastructure Group (Concurrently) Division COO, Plant Engineering Div.	Executive Vice President, Koji Ota
President, Mitsubishi Corporation China Co., Ltd. (Concurrently) General Manager, Beijing Branch, Mitsubishi Corporation China Co., Ltd. [Work location: Beijing]	General Manager, Industrial Infrastructure Group CEO Office	Senior Vice President, Hiroshi Nishino
General Manager, Industrial Infrastructure Group CEO Office	General Manager, Ship Dept., Ship & Aerospace Div.	Takafumi Oka
General Manager, Finance Dept.	General Manager, Industrial Infrastructure Administration Dept.	Kazuyoshi Kawakami
General Manager, Industrial Infrastructure Administration Dept.	Seconded to Tri Petch Isuzu Sales Co., Ltd. (Director, Vice President, CFO)	Fuyuhiko Nakamura
Division COO, Infrastructure, Ship & Aerospace Div.*	General Manager, Construction Solution Dept., Industrial Machinery Div.	Tomonori Hirata
Assistant to Group CEO, Industrial Infrastructure Group	Division COO, Ship & Aerospace Div.	Motoki Ishii

* Please refer to [Reference 2] for summary of reorganizations.

(6) Food Industry Group

New	Present	Name
Division COO, Food Resources Div.*	Division COO, Food Resources Div.	Senior Vice President, Shuji Kobayashi
Division COO, Marine Products Div.*	Division COO, Produce & Marine Products Div.	Akihiko Soga
General Manager, Consumer Industry Group CEO Office	Division COO, Global Fast Moving Consumer Goods Div.	Senior Vice President, Kazuo Ito
Division COO, Farm, Dairy & Meat Produce Div.*	General Manager, Livestock, Meat & Dairy Products Dept.	Hiroyuki Urata

* Please refer to [Reference 2] for summary of reorganizations.

(7) Consumer Industry Group

New	Present	Name
Group CEO, Consumer Industry Group	Group CEO, Consumer Industry Group (Concurrently) Division COO, Retail Div.	Executive Vice President, Kiyotaka Kikuchi
Assistant to Group CEO, Consumer Industry Group	General Manager, Consumer Industry Group CEO Office	Shigeo Matsunaga
General Manager, Consumer Industry Group CEO Office	Division COO, Global Fast Moving Consumer Goods Div.	Senior Vice President, Kazuo Ito
Assistant to Corporate Functional Officer, Corporate Staff Section	General Manager, Consumer Industry Administration Dept.	Yoshio Takahashi
General Manager, Consumer Industry Administration Dept.	Seconded to Mitsubishi Corporation RtM International Pte. Ltd. (CFO)	Eiji Yoshikawa
Division COO, Retail Div.	Seconded to PT.MC Living Essentials Indonesia (President Director)	Tomoyuki Nishida
Assistant to Group CEO, Consumer Industry Group	Division COO, Logistics & Food Distribution Div.	Wataru Kato
Division COO, Logistics & Food Distribution Div.	General Manager, Consumer Marketing Dept., Retail Div.	Hiroya Nishimura

(8) Power Solution Group

New	Present	Name
Seconded to Mitsubishi Corporation Energy Solutions Ltd. (Director, President and Chief Executive Officer) *	Division COO, Energy Service Solution Div. (Concurrently) Seconded to Mitsubishi Corporation Energy Solutions Ltd. (Director, President and Chief Executive Officer)	Senior Vice President, Yuji Okafuji

* Please refer to [Reference 2] for summary of reorganizations.

(9) **Urban Development Group**

New	Present	Name
Assistant to Group CEO, Urban Development Group	Division COO, Urban Infrastructure Div.	Takuji Naruse
Division COO, Urban Development & Infrastructure Div.*	Division COO, Urban Development Div.	Hiroki Itokawa
Division COO, Global Urban Development Div.*	Urban Development Group CEO Office	Takahiro Zaizen
Corporate Functional Officer, CSEO (Concurrently) General Manager, Investor & Shareholder Relations Dept.*	Division COO, Asset Finance Div. (Concurrently) General Manager, Merchant Banking Dept.	Senior Vice President, Kenji Kobayashi
Division COO, Financial Business Div.*	Corporate Strategy & Planning Dept.	Shinichiro Kitada

* Please refer to [Reference 2] for summary of reorganizations.

5. Domestic / Overseas Offices GMs

(as of February 1, 2023)

New	Present	Name
Relieved of position	General Manager, Bangalore Branch, Mitsubishi Corporation India Private Ltd.	Cherian Dominic
General Manager, Bangalore Branch, Mitsubishi Corporation India Private Ltd.	Mitsubishi Corporation India Private Ltd.	Shankar Ajay Vargu

(as of April 1, 2023)

(1) Domestic Offices

New	Present	Name
Assistant to Corporate Functional Officer, Corporate Staff Section	General Manager, Nagoya Branch	Kenji Kobayashi
General Manager, Nagoya Branch	General Manager, Iron Ore Dept., Mineral Resources Investment Div.	Koji Uchino
Assistant to Group CEO, Mineral Resources Group	General Manager, Hokuriku Branch	Takao Ojiro
General Manager, Hokuriku Branch	General Manager, Power, Infrastructure & Urban Development Business Dept., Nagoya Branch	Katsuhisa Mihara
Assistant to Corporate Functional Officer, Corporate Staff Section	General Manager, Kyushu Branch	Hisashi Ikeda
General Manager, Kyushu Branch	Petroleum & Chemicals Solution Group CEO Office	Hitoshi Yamasaki

(2) Overseas Offices

New	Present	Name
President, Mitsubishi Corporation (Americas)	General Manager, Global Human Resources Dept.	Executive Vice President, Tetsuo Kawate
EVP, Mitsubishi Corporation (Americas)	President, Mitsubishi International Corporation (Concurrently) EVP, Mitsubishi Corporation (Americas)	Jason Stevens
President, Mitsubishi International Corporation (Concurrently) EVP, Mitsubishi Corporation (Americas)	Seconded to Mitsubishi Development Pty Ltd (Managing Director & CEO)	Senior Vice President, Sadahiko Haneji
Assistant to Corporate Functional Officer, Corporate Staff Section	General Manager, Washington Office, Mitsubishi Corporation (Americas)	Saburo Takeuchi
General Manager, Washington Office, Mitsubishi Corporation (Americas)	Corporate Strategy & Planning Dept.	Baden Firth
Assistant to Corporate Functional Officer, Corporate Staff Section	General Manager, Boston Branch, Mitsubishi Corporation (Americas)	Eita Kitani
General Manager, Boston Branch, Mitsubishi Corporation (Americas)	Seconded to MC Healthcare Holdings	Hidehito Tonegawa
Assistant to Corporate Functional Officer, Corporate Staff Section	President, Mitsubishi de Mexico S.A. de C.V.	Masahiko Kono
President, Mitsubishi de Mexico S.A. de C.V.	Automotive & Mobility Group CEO Office	Satoshi Takehara
Assistant to Group CEO, Power Solution Group	President, Mitsubishi International, S.A.	Junichiro Yamasaki
President, Mitsubishi International, S.A.	Seconded to Mitsubishi Corporation Machinery, Inc.	Kentaro Ichino

New	Present	Name
Assistant to Group CEO, Chemicals Solution Group	President, Mitsubishi Venezolana C.A.	Yoshimitsu Uemura
President, Mitsubishi Venezolana C.A.	Assistant to Group CEO, Petroleum & Chemicals Solution Group	Zen Shigemitsu
Assistant to Corporate Functional Officer, Corporate Staff Section	President, Mitsubishi Corporation (Russia) LLC	Michihiko Okabe
President, Mitsubishi Corporation (Russia) LLC	General Manager, Global Intelligence & Research Dept.	Koichi Ninomiya
London Branch	General Manager, Stockholm Liaison Representative	Akinori Nagano
General Manager, Stockholm Liaison Representative	Seconded to MCE Bank GmbH (Chief Strategy Officer)	Shoichiro Takahashi
Assistant to Group CEO, Power Solution Group	General Manager, Almaty Liaison Office	Tatsuya Kazama
General Manager, Almaty Liaison Office	Global Strategy & Coordination Dept.	Tetsuya Sugita
Assistant to Group CEO, Natural Gas Group	General Manager, Basra Liaison Office	Koji Maeda
General Manager, Basra Liaison Office	Assistant to Div. COO, Asia-Pacific Div.	Masahiro Morimoto
General Manager, Headquarters for the Middle East	General Manager, Petroleum & Chemicals Solution Group CEO Office	Yukihiko Kaburaki
Assistant to Corporate Functional Officer, Corporate Staff Section	President, Mitsubishi Company (Thailand), Ltd. (Concurrently) President, Thai-MC Company, Ltd.	Shoichi Ogiwara
President, Mitsubishi Company (Thailand), Ltd. (Concurrently) President, Thai-MC Company, Ltd.	Seconded to Isuzu UTE Australia Pty Ltd (Managing Director)	Hiroyasu Sato
Assistant to Group CEO, Industrial Infrastructure Group	General Manager, Phnom Penh Liaison Office	Yogo Kanda
General Manager, Phnom Penh Liaison Office	Global Strategy & Coordination Dept.	Hideaki Tabei

New	Present	Name
Assistant to Corporate Functional Officer, Corporate Staff Section	General Manager, Manila Branch	Keiichi Matsunaga
General Manager, Manila Branch	General Manager, Global Infrastructure Dept., Urban Infrastructure Div.	Harutaka Ishikawa
Assistant to Group CEO, Natural Gas Group	General Manager, Perth Branch, Mitsubishi Australia Limited	Masayuki Moroi
General Manager, Perth Branch, Mitsubishi Australia Limited	Australia Natural Gas Dept., Asia-Pacific Div.	Sawako Nakanishi
Relieved of position	General Manager, Auckland Branch	Vinod Hira
General Manager, Auckland Branch	Auckland Branch	Mark Booth
Assistant to Corporate Functional Officer, Corporate Staff Section	President, Mitsubishi Corporation China Co., Ltd. (Concurrently) General Manager, Beijing Branch, Mitsubishi Corporation China Co., Ltd. (Concurrently) President, Mitsubishi Corporation (Shanghai) Ltd. (Concurrently) General Manager, Shanghai Office	Junichiro Nakatsuka
President, Mitsubishi Corporation China Co., Ltd. (Concurrently) General Manager, Beijing Branch, Mitsubishi Corporation China Co., Ltd. [Work location: Beijing]	General Manager, Industrial Infrastructure Group CEO Office	Senior Vice President, Hiroshi Nishino
President, Mitsubishi Corporation (Shanghai) Ltd. (Concurrently) General Manager, Shanghai Office	Seconded to Itoham Yonekyu Holdings Inc. (Director Managing Executive Officer)	Takamasa Wakaki

* Directors and Audit & Supervisory Board Members decided at the General Meeting of Shareholders held on June 23, 2023 will be announced later.

【Reference 1】

Executive Officers (“Shikko-Yakuin”) : 46 Persons (as of April 1, 2023)

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

Title	Name	Position
President & CEO	Katsuya Nakanishi	
Senior Executive Vice President	Norikazu Tanaka	SEVP, Energy Transformation
Executive Vice Presidents	Kotaro Tsukamoto	Group CEO, Industrial Materials Group
	Jun Nishizawa	Group CEO, Natural Gas Group
	Norio Saigusa	Group CEO, Food Industry Group
	Aiichiro Matsunaga	Group CEO, Power Solution Group
	Yutaka Kashiwagi	Corporate Functional Officer, IT, CAO (Concurrently) Chief Compliance Officer, Officer for Emergency Crisis Management Headquarters
	Kiyotaka Kikuchi	Group CEO, Consumer Industry Group
	Takuya Kuga	Group CEO, Urban Development Group
	Shigeru Wakabayashi	Group CEO, Automotive & Mobility Group
	Yuzo Nouchi	Corporate Functional Officer, CFO
	Koji Ota	Group CEO, Industrial Infrastructure Group
	Masaru Saito	EVP, Next-Generation Energy Business (Concurrently) Head of Next-Generation Energy Business Group
	Tetsuo Kawate	President, Mitsubishi Corporation (Americas)
	Ko Imamura	Group CEO, Chemicals Solution Group
Senior Vice Presidents	Satoshi Koyama	Group CEO, Mineral Resources Group (Concurrently) Division COO, Mineral Resources Investment Div.
	Naoshi Ogikubo	General Manager, Urban Development Group CEO Office
	Yoshiyuki Nojima	General Manager, Corporate Administration Dept.
	Akihiko Takada	Managing Director, Mitsubishi Corporation International (Europe) Plc. (Concurrently) General Manager, London Branch
	Kyoya Kondo	Division COO, Isuzu Business Div.

Title	Name	Position
Senior Vice Presidents	Yasuyuki Asakura	General Manager, Power Solution Group CEO Office
	Sadahiko Haneji	President, Mitsubishi International Corporation (Concurrently) EVP, Mitsubishi Corporation (Americas)
	Tetsuya Shinohara	Corporate Functional Officer, CRO (Concurrently) General Manager, Global Strategy & Coordination Dept.
	Shota Kondo	General Manager, Corporate Strategy & Planning Dept.
	Toshiaki Maekawa	Division COO, Automotive Business Div.
	Hideyuki Hori	General Manager, Food Industry Group CEO Office
	Koji Ohno	Division COO, Steel Products Div.
	Akifumi Suzuki	Division COO, Global Marketing Div.
	Tetsu Funayama	Corporate Functional Officer, Business Development for Japan (Concurrently) General Manager, Kansai Branch
	Kazuaki Yamana	General Manager, Business Investment Management Dept.
	Kenji Kobayashi	Corporate Functional Officer, CSEO (Concurrently) General Manager, Investor & Shareholder Relations Dept.
	Juro Baba	Special Appointments General Manager to Industrial Materials Group CEO
	Ryosuke Tsugaru	Division COO, Asia-Pacific Div.
	Ken Yamaguchi	Division COO, Food Sciences Div.
	Satoshi Sato	Division COO, Industrial Machinery Div.
	Takehiro Fujimura	General Manager, Internal Audit Dept.
	Yuji Okafuji	Seconded to Mitsubishi Corporation Energy Solutions Ltd. (Director, President and Chief Executive Officer)
	Takuya Hirakuri	CDO (Concurrently) Head of Industry DX Group
	Akihiro Kurosawa	General Manager, Legal Dept.
	Kazuo Ito	General Manager, Consumer Industry Group CEO Office
Yoshihiro Shimazu	General Manager, Corporate Accounting Dept.	
Shuji Kobayashi	Division COO, Food Resources Div.	

Title	Name	Position
Senior Vice Presidents	Keisuke Kitamura	Seconded to Metal One Corporation (Executive Officer)
	Takuji Konzo	General Manager, Jakarta Representative Office
	Satoshi Hamada	Division COO, International Power Div.
	Hiroshi Nishino	President, Mitsubishi Corporation China Co., Ltd. (Concurrently) General Manager, Beijing Branch, Mitsubishi Corporation China Co., Ltd. [Work location: Beijing]

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

【The number of Executive Officers (as of April 1, 2023)】

President & CEO	: 1 Person
Senior Executive Vice President	: 1 Person
Executive Vice Presidents	: 14 Persons
<u>Senior Vice Presidents</u>	<u>: 30 Persons</u>
TOTAL	: 46 Persons

【Reference 2】 Summary of Reorganizations (as of April 1, 2023)

1. Corporate Staff Section (Attachment)

Please note the following organizational changes.

Concerned Organizations	Changes
Global Intelligence & Research Dept.	<ul style="list-style-type: none"> • The “Intelligence Office” shall be established in the Corporate Strategy & Planning Department and inherit the Global Intelligence & Research Department’s economic- and industry-related investigatory work. • Other work currently performed by the Global Intelligence & Research Department shall be transferred to the Global Strategy & Coordination Department.
Investor Relations Department Corporate Administration Department Corporate Sustainability & CSR Department	<ul style="list-style-type: none"> • Non-financial disclosures and external relations currently performed by the Investor Relations Department and other Corporate Staff departments shall be consolidated and handled by the Investor & Shareholder Relations Department. • The investor relations-and-disclosure work currently performed by the Corporate Administration Department and Corporate Sustainability & CSR Department shall be transferred to the Investor & Shareholder Relations Department. • The CSR work currently performed by the Corporate Sustainability & CSR Department shall be transferred to the Corporate Administration Department and the former renamed the “Sustainability Department.”

2. Next-Generation Energy Business Group

To advance MC's EX growth strategies outlined in Midterm Corporate Strategy 2024, a new organization called the Next-Generation Energy Business Group shall be established on April 1.

(1) Background Information

- In October 2021, MC launched the EX Task Force (EXTF), which is responsible for working closely with all concerned business groups to manage the company's next-generation energy and carbon operations. The EXTF monitors related trends and developments across all applicable industries and devises companywide EX strategies.
- MC has now decided to launch a new organization that will be dedicated to substantiating its EX strategies and turning applicable projects into future earnings drivers. The "Next-Generation Energy Business Group" shall inherit all operations* related to next-generation energies that are currently divided between the EXTF and several business groups (Natural Gas, Petroleum & Chemicals Solution, Mineral Resources, Industrial Infrastructure, and Power Solution). This shall also involve consolidating the Petroleum & Chemicals Solution Group's Next-Generation Fuels & Petroleum Business Division within the new group.

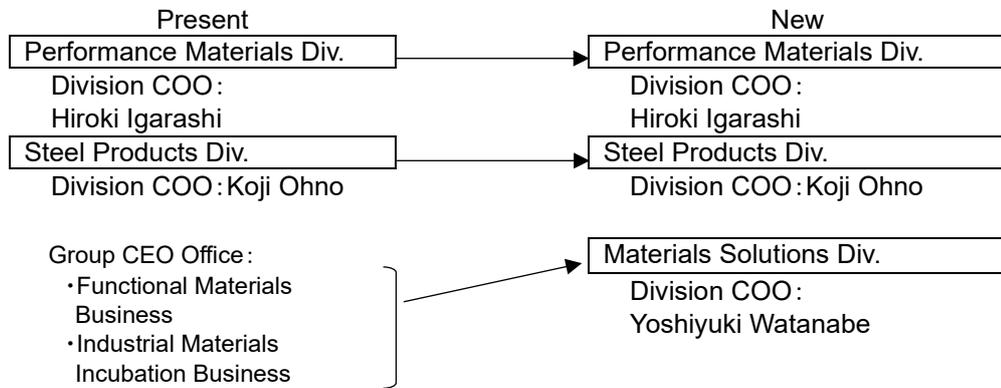
*These operations include the green and blue hydrogen, bio businesses, ammonia, infrastructure development, and carbon management operations, as well as work to identify new technologies that are currently handled by the EXTF, along with the next-generation fuels, naphtha and petroleum operations currently handled by the Petroleum & Chemicals Solution Group.

(2) Appointment of EVP, Next-Generation Energy Business

- An officer shall be appointed to oversee all operations pertaining to MC's next-generation energy strategies.
- The officer shall hold a concurrent position of the Head of Next-Generation Energy Business Group in the Next-Generation Energy Group.

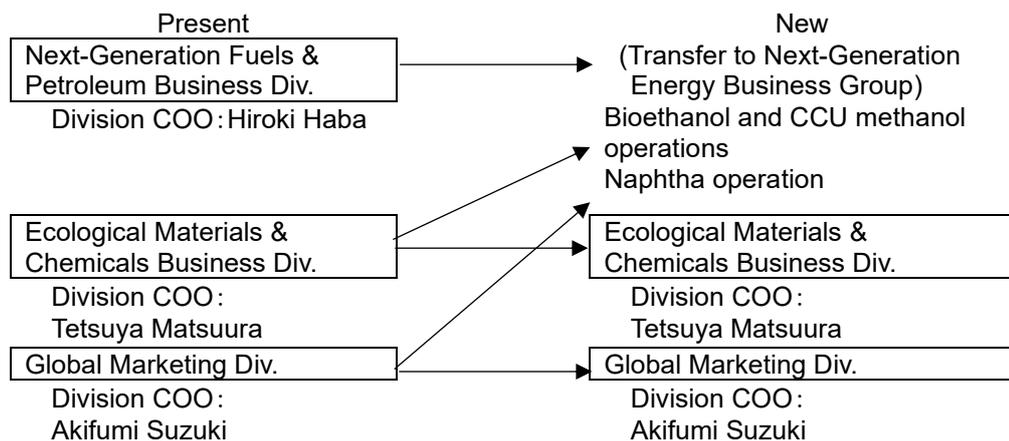
3. Industrial Materials Group

- A new division called the “Materials Solutions Division” shall be established in the Industrial Materials Group in order to consolidate operations invested in its mission to address challenges in the materials industries. This shall include business-incubation and transformation related work.



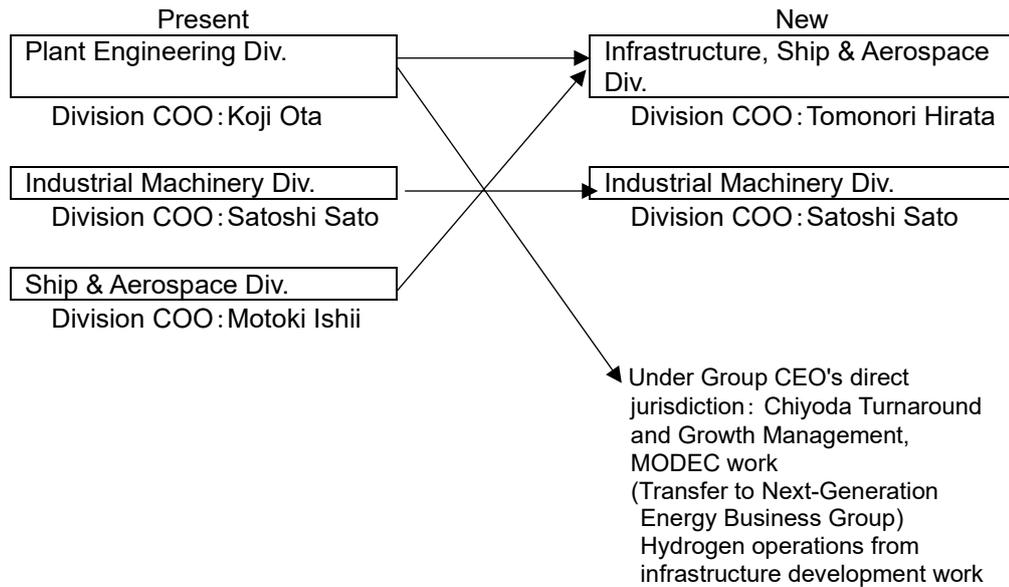
4. Chemicals Solution Group

- The Next-Generation Fuels & Petroleum Business Division, naphtha operations, and some bio-ethanol and CCU-methanol operations shall be transferred to the Next-Generation Energy Business Group.
- The Petroleum & Chemicals Solution Group shall be renamed the “Chemicals Solution Group.”



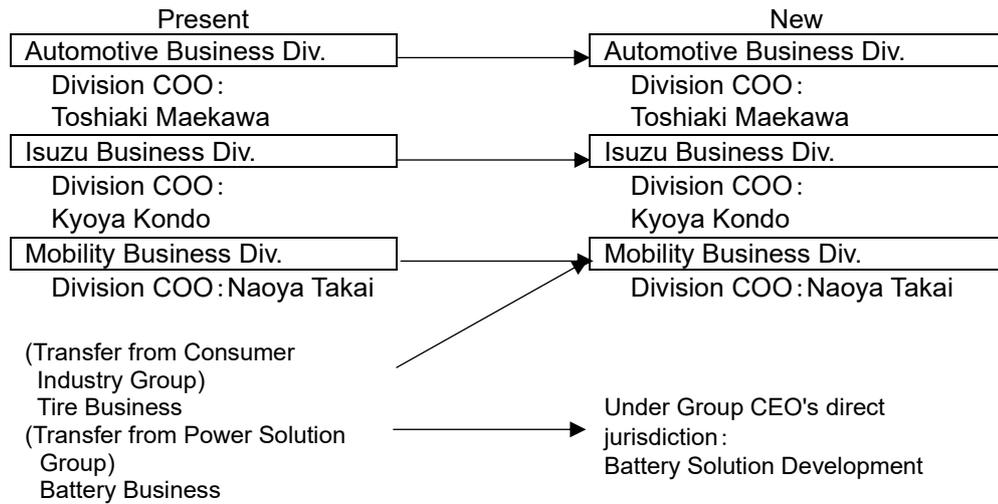
5. Industrial Infrastructure Group

- The Plant Engineering Division shall be consolidated with its Ship & Aerospace Division to form the “Infrastructure, Ship & Aerospace Division.”
- The Plant Engineering Division's Chiyoda Turnaround and Growth Management Office and all MODEC work, which is part of the same division's FPSO operations, shall be overseen directly by the Group CEO.
- The Plant Engineering Division's hydrogen operations shall be transferred to the Next-Generation Energy Business Group.



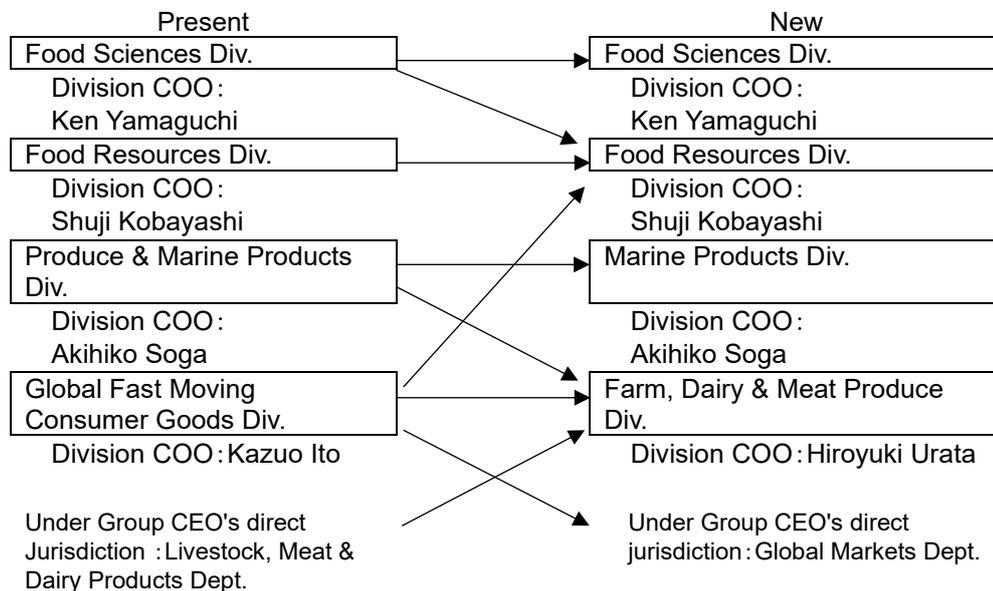
6. Automotive & Mobility Group

- The Consumer Industry Group's Tire Department shall be transferred to the Mobility Business Division. The objectives of combining this division's multi-brand downstream operations with the Tire Department are to synergize networks and know-how and grow the associated businesses.
- The Power Solution Group's Battery Business Department shall be transferred and overseen directly by the Group CEO. Battery strategies invested in the development of supply chains, services and other battery related operations shall be collaborated on by various business groups and departments.



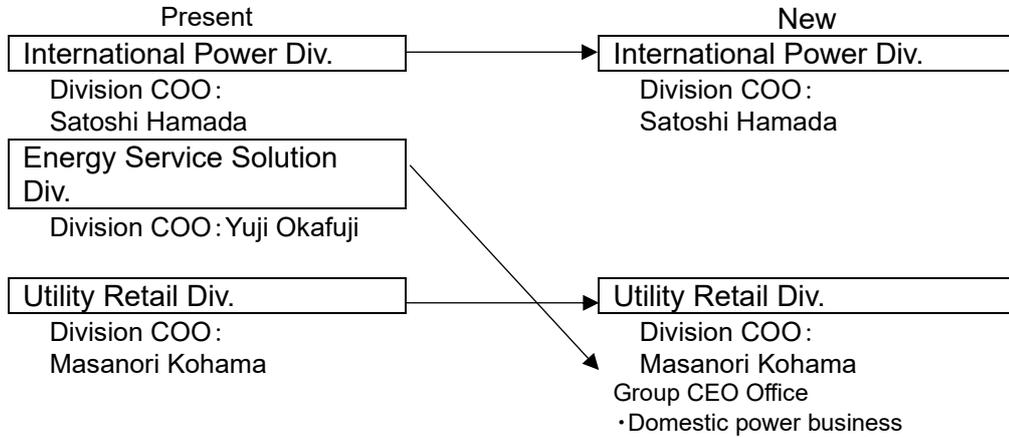
7. Food Industry Group

- To help strengthen MC's profit base in livestock and dairy farming, the Livestock, Meat & Dairy Products Department, which is currently overseen directly by the Group CEO, shall be reorganized to form the "Farm, Dairy & Meat Produce Division."
- To help develop livestock, dairy, and other businesses invested in achieving Japan's regional revitalization and domestic agricultural production aims, the Produce & Marine Products Division's rice and produce operations shall be transferred to the "Farm, Dairy & Meat Produce Division." Accordingly, the Produce & Marine Products Division shall be reorganized to form the "Marine Products Division."
- The Global Fast Moving Consumer Goods Division shall be dissolved. Its operations serving Europe, Indonesia and Myanmar shall be transferred to the Global Markets Department overseen directly by the Group CEO, while its Olam, food materials, and US consumer-products manufacturing operations shall be transferred to the "Food Resources Division." Furthermore, consumer-products manufacturing operations serving China and Southeast Asia shall be split into two categories, namely "Rice & Fresh Produce" and "Sugar & Wheat Flour," the former of which shall be transferred to the "Farm, Dairy & Meat Produce Division" and the latter of which shall be transferred to the "Food Resources Division."
- The Food Sciences Division's starch and sweetener products operations shall be transferred to the "Food Resources Division" in order to strengthen unity with MC's grain, oilseeds, and feed materials operations.



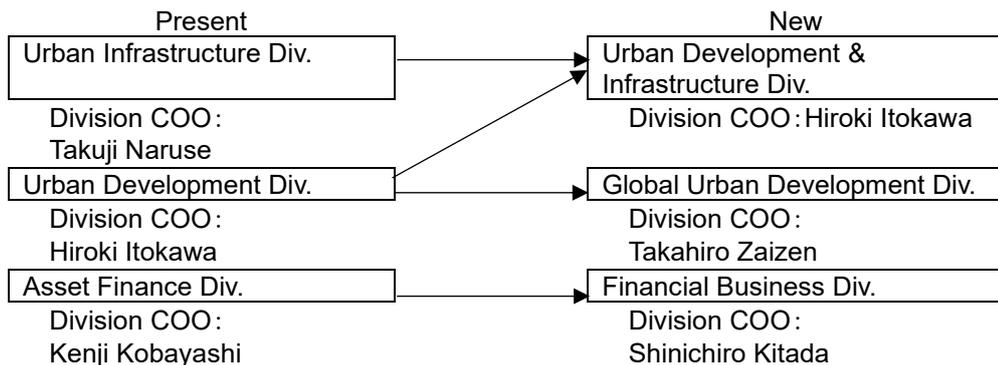
8. Power Solution Group

- In conjunction with the transfer of the Battery Business Department to the Automotive & Mobility Group, all power related operations serving Japan shall be transferred to the Group CEO Office and the Energy Service Solution Division shall be dissolved.



9. Urban Development Group

- To better divide operations serving Japan and international markets, the Urban Infrastructure and Urban Development divisions shall be reorganized to form the “Urban Development & Infrastructure Division” and “Global Urban Development Division.” The objectives of rescaling these divisions and more clearly organizing their geographical coverage are to create regional synergies, enable greater flexibility in the planning of strategies, and identify new businesses.
- In conjunction with the growth of MC’s merchant banking operations, the Asset Finance Division shall be renamed the “Financial Business Division.”



FY2023 Corporate Staff Section Reorganizations

