

Changes of Officers for FY2025

I . Executive Officers

1. Newly appointed: April 1, 2025

Name	Present
Masahito Tamura	Division COO, Domestic Urban Development & Digital Infrastructure Div.
Shinji Tsuchiya	Seconded to Mitsubishi Corporation Energy Solutions Ltd. (Director, President and Chief Executive Officer)
Shinichiro Kitada	Division COO, Financial Business Div.
Hiroyuki Egami	General Manager, Automotive Business Management Office
Toshihiko Satomi	General Manager, Materials Solution Group CEO Office (Concurrently) Division COO, Business Development Div.
Yasushi Okayama	General Manager, Mineral Resources Group CEO Office
Tetsuro Wada	Division COO, Next-Generation Energy Div.

2. Promoted : April 1, 2025

New	Present	Name
Executive Vice President	Senior Vice President	Tetsuya Shinohara
		Kenji Kobayashi
		Satoshi Sato

3. Retiring : March 31, 2025

Title	Name	Present
Executive Vice President	Takuya Kuga	Group CEO, Urban Development & Infrastructure Group
Senior Vice President	Akihiko Takada	CRO, Europe, Middle East & Africa (Concurrently) Managing Director, Mitsubishi Corporation International (Europe) Plc. (Concurrently) General Manager, London Branch
	Toshiaki Maekawa	Division COO, Automotive Business Div.

II. Related Personnel Changes

1. Company-Wide Organizations *1

(as of February 1, 2025)

New	Present	Name
General Manager, Corporate Venture Capital Office	Corporate Strategy & Planning Dept.	Masayuki Nishimura

(as of April 1, 2025)

New	Present	Name
Corporate Functional Officer, CSEO (Concurrently) Capital Alliances *2	Corporate Functional Officer, CSEO	Executive Vice President, Kenji Kobayashi
Group CEO, Mineral Resources Group (Concurrently) Energy Transformation & AI Solutions *3	Group CEO, Mineral Resources Group (Concurrently) Division COO, Ferrous Raw Materials Div.	Executive Vice President, Satoshi Koyama
General Manager, Capital Alliance Office	Merchant Banking Dept., Financial Business Div.	Kenji Mori
Division COO, Power Business Development Div. (Concurrently) AI Solution Task Force Leader	Division COO, Power Business Development Div.	Senior Vice President, Tomonori Hirata

*1 See [Reference 2] for an overview of reorganizations.

*2 An EVP, Capital Alliances, will be appointed to oversee the Corporate Venture Capital Office and the Capital Alliance Office.

*3 An EVP, Energy Transformation & AI Solutions, will be appointed to oversee the Energy Transformation Committee and the AI Solution Task Force.

2. Organizations Reporting to Executive Committee (as of April 1, 2025)

New	Present	Name
General Manager, Internal Audit Dept.	Assistant to Corporate Functional Officer, Corporate Staff Section	Shoko Shimoda

3. Corporate Staff Section (as of April 1, 2025) *

New	Present	Name
General Manager, Corporate Administration Dept.	General Manager, Internal Audit Dept.	Senior Vice President, Takehiro Fujimura
General Manager, Global Planning & Coordination Dept.	Seconded to TOYOBO MC Corporation (Executive Vice- president & Representative Director, COO)	Senior Vice President, Juro Baba
General Manager, Materials Solution Administration Dept.	Seconded to Mitsubishi Corporation Financial & Management Services (Japan)Ltd. (President)	Shunji Aritake
General Manager, Urban Development & Infrastructure Administration Dept.	Assistant to Corporate Functional Officer, Corporate Staff Section	Akira Nishizawa

* See [Reference 2] for an overview of reorganizations.

4. Business Divisions (as of April 1, 2025)

(1) Environmental Energy Group

New	Present	Name
Division COO, Petroleum Solutions Div.	Environmental Energy Group CEO Office	Mitsuhiro Yuasa

(2) Materials Solution Group

New	Present	Name
General Manager, Materials Solution Group CEO Office	General Manager, Mineral Resources Group CEO Office	Senior Vice President, Yasushi Okayama
Division COO, Essential Materials Div. *	Division COO, Carbon & Ceramics Div.	Senior Vice President, Akifumi Suzuki
Division COO, Steel Products Div.	Materials Solution Group CEO Office	Takashi Imura
Division COO, Basic Materials Div. *	General Manager, Basic Chemicals Business Dept., Performance Materials Div.	Nakaba Aoyagi

* See [Reference 2] for an overview of reorganizations.

(3) Mineral Resources Group

New	Present	Name
General Manager, Mineral Resources Group CEO Office	General Manager, Materials Solution Group CEO Office (Concurrently) Division COO, Business Development Div.	Senior Vice President, Toshihiko Satomi
Division COO, Ferrous Raw Materials Div.	Seconded to Mitsubishi Development Pty Ltd (Managing Director & CEO)	Senior Vice President, Kenichiro Tauchi
Division COO, Mineral Resources Trading Div.	Seconded to Mitsubishi Corporation RtM International Pte. Ltd. (Director)	Hideaki Yamazaki

(4) Urban Development & Infrastructure Group

New	Present	Name
Group CEO, Urban Development & Infrastructure Group	Division COO, Industrial Machinery Div.	Executive Vice President, Satoshi Sato
Division COO, Industrial Machinery Div.	(Power Solution Group) Division COO, Utility Retail Div.	Masanori Kohama
Division COO, Urban Development Div. *	Division COO, Domestic Urban Development & Digital Infrastructure Div.	Senior Vice President, Masahito Tamura

* See [Reference 2] for an overview of reorganizations.

(5) Mobility Group

New	Present	Name
Division COO, Automotive Business Div.	Assistant to Div. COO, Automotive Business Div.	Senior Vice President, Hiroyuki Egami

(6) Food Industry Group

New	Present	Name
Division COO, Food & Wellness Div. *	Seconded to Mitsubishi International Food Ingredients, Inc. (Chief Executive Officer)	Yasuaki Matsuo
Division COO, Marine Products Div.	Assistant to Div. COO, Marine Products Div.	Kenichi Ito
Division COO, Farm, Dairy & Meat Produce Div.	Food Industry Group CEO Office	Hideto Okuda

* See [Reference 2] for an overview of reorganizations.

(7) **Smart-Life Creation Group**

New	Present	Name
Division COO, Smart Service Div. *	Division COO, Digital Solutions Div.	Senior Vice President, Takuya Hirakuri

* Digital Solutions Division shall be renamed Smart Service Division.

(8) **Power Solution Group**

New	Present	Name
General Manager, Power Solution Group CEO Office (Concurrently) Division COO, Utility Retail Div.	General Manager, Power Solution Group CEO Office	Satoru Tamiya

5. Domestic / Overseas Offices GMs (as of April 1, 2025)

(1) Domestic Offices

New	Present	Name
General Manager, Choshi Branch	Community Service Development Dept., Digital Solutions Div.	Wataru Ono
General Manager, Nagoya Branch	Division COO, Steel Products Div.	Senior Vice President, Koji Ohno
General Manager, Chugoku Branch	Seconded to Diamond Gas International Pte. Ltd.	Shunsuke Kobayashi
General Manager, Kyushu Branch	General Manager, Refinery Business Dept., Petroleum Solutions Div.	Tatsuya Yoshida

(2) Overseas Offices

New	Present	Name
General Manager, Seattle Branch, Mitsubishi Corporation (Americas) (Concurrently) General Manager, Seattle Branch, Mitsubishi International Corporation	Carbon Management Dept., Next-Generation Energy Div.	Masao Koyama
President & CEO, Mitsubishi Canada Limited	General Manager, Kyushu Branch	Hitoshi Yamasaki
General Manager, Toronto Office, Mitsubishi Canada Limited	Hydrogen Infrastructure Development Dept., Next-Generation Energy Div.	Yuji Masuki
CRO, Europe, Middle East & Africa (Concurrently) Managing Director, Mitsubishi Corporation International (Europe) Plc. (Concurrently) General Manager, London Branch	General Manager, Global Planning & Coordination Dept.	Executive Vice President, Tetsuya Shinohara
President, Mitsubishi France S.A.S.	Global Human Resources Dept.	Hiroto Shimamura
Managing Director, Mitsubishi Nederland B.V.	Seconded to ITOHAM YONEKYU HOLDINGS INC.	Ryusuke Haga
President, Mitsubishi International GmbH (Concurrently) President, Mitsubishi Italia S.p.A.	President, Mitsubishi International GmbH	Takao Hariya
President, Mitsubishi Corporation (Russia) LLC	Assistant to Div. COO, LNG Asia-Pacific Div.	Shinya Shiotsuki
Managing Director, Mitsubishi Corporation (Nigeria) Ltd.	Mobility Group CEO Office	Shinichi Kanki
General Manager, Belgrade Liaison Office	Seconded to Toyo Tire Corporation	Hiroshi Tani

New	Present	Name
General Manager, Mitsubishi Corporation Athens	Seconded to MC Shipping Ltd.	Keisuke Mitsuhiro
General Manager, Almaty Liaison Office	General Manager, Belgrade Liaison Office	Takamasa Yano
General Manager, Johannesburg Branch	Seconded to Mitsubishi Corporation RtM International Pte. Ltd. (Director)	Takashi Hirose
General Manager, Nairobi Liaison Office	Assistant to Div. COO, Steel Products Div.	Takumi Ikebe
General Manager, Cairo Liaison Office	Power Service Dept., Utility Retail Div.	Kota Nakano
General Manager, Amman Liaison Office (Concurrently) General Manager, Tel Aviv Liaison Office	Corporate Strategy & Planning Dept.	Shigeru Iwase
General Manager, Riyadh Branch (Concurrently) General Manager, Services Office, Riyadh	General Manager, Chlor-Alkali Marketing Dept., Global Marketing Div.	Takanori Wada
General Manager, Mumbai Branch, Mitsubishi Corporation India Private Ltd. (Concurrently) General Manager, Bangalore Branch, Mitsubishi Corporation India Private Ltd.	General Manager, Mumbai Branch, Mitsubishi Corporation India Private Ltd.	Hajime Kito
General Manager, Chennai Branch, Mitsubishi Corporation India Private Ltd.	General Manager, Isuzu Oceania, Europe & Americas Dept., Isuzu Business Div.	Kunihiko Suhara
President, Mitsubishi Corporation (Hong Kong) Ltd. (Concurrently) General Manager, Shenzhen Office, Mitsubishi Corporation (Hong Kong) Ltd.	General Manager, Urban Development & Infrastructure Administration Dept.	Fuyuhiko Nakamura
General Manager, Karachi Branch (Concurrently) General Manager, Lahore Liaison Office	General Manager, Functional Materials Business Dept., Performance Materials Div.	Kazuhiro Tsutsui
General Manager, Brunei Liaison Office	General Manager, Environmental Energy Dept., Kansai Branch	Kota Yamada

Note: Directors decided at the General Meeting of Shareholders to be held on June 2025 will be announced later.

【Reference 1】

Executive Officers : 50 Persons (as of April 1, 2025)

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

Title	Name	Position
President & CEO	Katsuya Nakanishi	
Senior Executive Vice President	Kotaro Tsukamoto	Senior Assistant to the President & CEO (Concurrently) Chief Compliance Officer
Executive Vice Presidents	Yutaka Kashiwagi	Corporate Functional Officer, Human Resources, Global Planning & Coordination, IT
	Kiyotaka Kikuchi	CRO, Asia & Oceania (Concurrently) General Manager, Singapore Branch
	Shigeru Wakabayashi	Group CEO, Mobility Group
	Yuzo Nouchi	Corporate Functional Officer, CFO
	Masaru Saito	Group CEO, Environmental Energy Group
	Tetsuo Kawate	CRO, Americas (Concurrently) President, Mitsubishi Corporation (Americas)
	Ko Imamura	Group CEO, Materials Solution Group
	Satoshi Koyama	Group CEO, Mineral Resources Group (Concurrently) Energy Transformation & AI Solutions
	Yoshiyuki Nojima	Corporate Functional Officer, Corporate Administration, Legal (Concurrently) Officer for Emergency Crisis Management Headquarters
	Shota Kondo	Group CEO, Smart-Life Creation Group
	Hideyuki Hori	Group CEO, Food Industry Group
	Yuji Okafuji	Group CEO, Power Solution Group
	Tetsuya Shinohara	CRO, Europe, Middle East & Africa (Concurrently) Managing Director, Mitsubishi Corporation International (Europe) Plc. (Concurrently) General Manager, London Branch
	Kenji Kobayashi	Corporate Functional Officer, CSEO (Concurrently) Capital Alliances
	Satoshi Sato	Group CEO, Urban Development & Infrastructure Group
Senior Vice Presidents	Kyoya Kondo	Division COO, Isuzu Business Div.
	Sadahiko Haneji	President, Mitsubishi Corporation do Brasil, S.A.
	Koji Ohno	General Manager, Nagoya Branch
	Akifumi Suzuki	Division COO, Essential Materials Div.
	Tetsu Funayama	Business Development for Japan (Concurrently) General Manager, Kansai Branch

Title	Name	Position
Senior Vice Presidents	Kazuaki Yamana	General Manager, Business Investment Management Dept.
	Juro Baba	General Manager, Global Planning & Coordination Dept.
	Ken Yamaguchi	Seconded to Mitsubishi Shokuhin Co., Ltd. (Managing Executive Officer)
	Takehiro Fujimura	General Manager, Corporate Administration Dept.
	Takuya Hirakuri	Division COO, Smart Service Div.
	Akihiro Kurosawa	General Manager, Legal Dept.
	Kazuo Ito	Division COO, Logistics & Food Distribution Div.
	Yoshihiro Shimazu	General Manager, Corporate Accounting Dept.
	Shuji Kobayashi	General Manager, Food Industry Group CEO Office
	Takuji Konzo	Seconded to Diamond Gas International Pte. Ltd. (CEO)
	Satoshi Hamada	President, Mitsubishi International Corporation (Concurrently) EVP, Mitsubishi Corporation (Americas) (Concurrently) General Manager, Houston Branch, Mitsubishi Corporation (Americas) (Concurrently) General Manager, Houston Branch, Mitsubishi International Corporation [Work Location: Houston]
	Hiroshi Nishino	President, Mitsubishi Corporation China Co., Ltd. (Concurrently) General Manager, Beijing Branch, Mitsubishi Corporation China Co., Ltd. [Work Location: Beijing]
	Kazuyoshi Kawakami	General Manager, Finance Dept.
	Takahiro Zaizen	General Manager, Jakarta Representative Office
	Naotaka Honda	General Manager, IT Service Dept.
	Yoshiyuki Watanabe	Seconded to Metal One Corporation (President & CEO, Director)
	Shinya Naka	General Manager, Environmental Energy Group CEO Office
	Kenichiro Tauchi	Division COO, Ferrous Raw Materials Div.

Title	Name	Position
Senior Vice Presidents	Nobukazu Tanaka	General Manager, Mobility Group CEO Office
	Tomonori Hirata	Division COO, Power Business Development Div. (Concurrently) AI Solution Task Force Leader
	Reiko Kashiwabara	General Manager, Global Human Resources Dept.
	Masahito Tamura	Division COO, Urban Development Div.
	Shinji Tsuchiya	Seconded to Mitsubishi Corporation Energy Solutions Ltd. (Director, President and Chief Executive Officer)
	Shinichiro Kitada	Division COO, Financial Business Div.
	Hiroyuki Egami	Division COO, Automotive Business Div.
	Toshihiko Satomi	General Manager, Mineral Resources Group CEO Office
	Yasushi Okayama	General Manager, Materials Solution Group CEO Office
	Tetsuro Wada	Division COO, Next-Generation Energy Div.

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

【The number of Executive Officers (as of April 1, 2025)】

President & CEO : 1 Person
 Senior Executive Vice President : 1 Person
 Executive Vice Presidents : 15 Persons
Senior Vice Presidents : 33 Persons
 TOTAL : 50 Persons

【Reference 2】 Overview of Reorganizations

1. Company-Wide Organizations

(1) Capital Alliance Office

With the growing presence of private equity firms, sovereign wealth funds and other major financial investors in the market, and increasing opportunities for these investors to engage in our business domains on a significant scale, the Capital Alliance Office will be established as of April 1st, 2025 to foster collaboration and alliances with financial investors from a company-wide perspective. The office will seek to accelerate corporate growth and drive portfolio transformation by promoting initiatives with the potential to transform our businesses and reshape industries, pursuing opportunities such as large-scale M&A that support our corporate strategy and the business strategies of our Business Groups, and exploring other related initiatives.

(2) Corporate Venture Capital Office

In light of the significant impact that new technologies and new business models originating from startups are having across various industries and fields, the Corporate Venture Capital Office will be established as of February 1st, 2025 to promote collaboration and alliances with startups and other entities from a company-wide perspective, organically connecting new technologies and business models with the expertise and networks of our offices and Business Groups.

(3) AI Solution Task Force

Positioning the AI value chain as a key intersection between Energy Transformation (EX) and Digital Transformation (DX), the AI Solution Task Force will be established as of April 1st, 2025 to foster a medium- to long-term revenue base by driving integrated initiatives in the AI solutions business domain, and aligning them with our EX strategy.

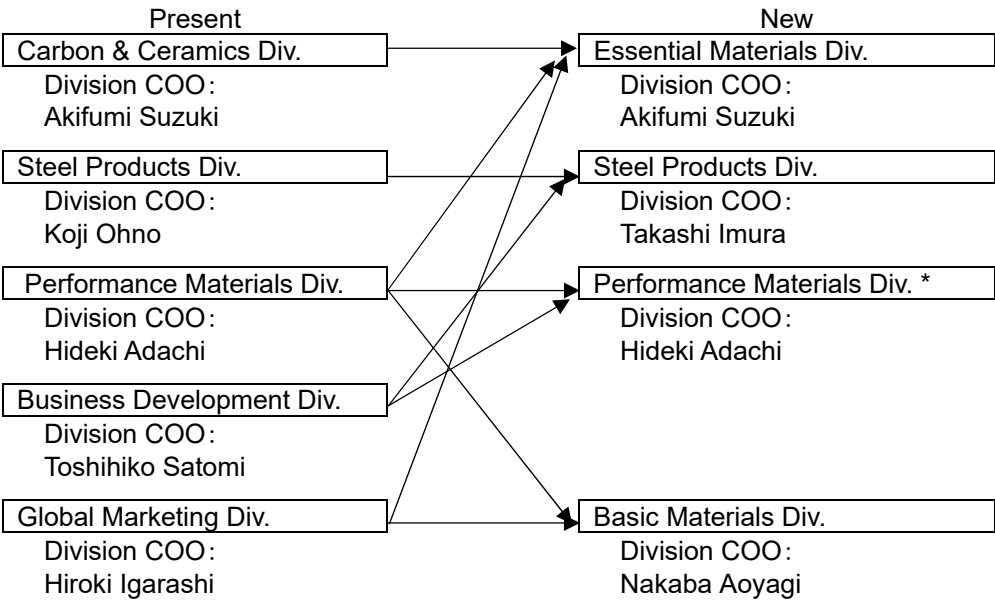
2. Corporate Staff Section (as of April 1, 2025)

The Corporate Staff Section will be reorganized as shown below.

Current Departments Involved in Reorganization	Reorganization Overview
Finance Dept. Structured Finance, M&A Advisory Dept.	<ul style="list-style-type: none">The Structured Finance, M&A Advisory Dept. will be dissolved, with its M&A-related operations being transferred to the new Capital Alliance Office, and its structured finance and other finance-related support operations being transferred to the Finance Dept.
Global Planning & Coordination Dept.	<ul style="list-style-type: none">The geopolitical, economic and industrial intelligence functions of the Corporate Strategy & Planning Dept. will be transferred to the Global Planning & Coordination Dept.

3. Materials Solution Group (as of April 1, 2025)

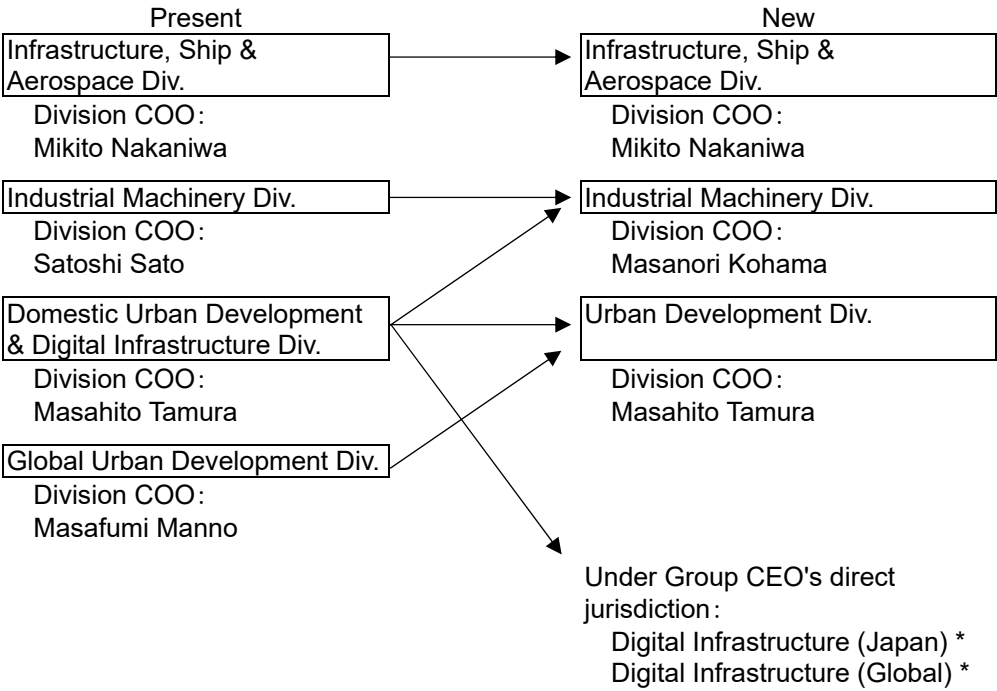
- To accelerate the execution of strategies for creating new businesses and transforming existing ones, the separate organizational structures for business development and trading are being reassessed. The Business Development Division will be consolidated into the Steel Products Division and the Performance Materials Division, reorganizing the current five divisions into four.



*The semiconductor business of the Performance Materials Division will be promoted in collaboration with the AI Solution Task Force.

4. Urban Development & Infrastructure Group (as of April 1, 2025)

- Domestic and global urban development businesses will be consolidated into the Urban Development Division to drive portfolio optimization. The transportation and water infrastructure business will be transferred to the Industrial Machinery Division.



*The digital infrastructure business directly overseen by the Group CEO will be promoted in collaboration with the AI Solution Task Force.

5. Food Industry Group (as of April 1, 2025)

- To address consumers' growing focus on well-being and their increasingly diverse preferences, the food & beverage materials, Olam and the food ingredients businesses will be consolidated into the newly established Food & Wellness Division. Going beyond the sale of ingredients, the new division will broaden its activities to include the development of finished products utilizing these materials, aiming to strengthen high-value-added business models that meet consumer demands for a better quality of life.
- The Food Resources Division's Americas consumer products manufacturing business will be transferred to the Global Markets Department.

