

Changes of Officers for FY2026

I . Executive Officers

1. Newly appointed: April 1, 2026

| Name | Present |
|-------------------|--|
| Hiroyuki Karasawa | General Manager, Smart-Life Creation Group CEO Office |
| Taro Abe | Division COO, Critical Minerals Div. |
| Yasuhiko Okabe | General Manager, Corporate Strategy & Planning Dept. |
| Kisho Tsuruta | Division COO, Retail Div. |
| Taro Yanagidate | Mitsubishi Corporation (Americas), Houston Branch (SVP, Environmental Energy Group) |
| Takashi Miyachi | Seconded to Tri Petch Isuzu Leasing Co., Ltd. (President, Director) |
| Takashi Imura | Division COO, Steel Products Div. |

2. Promoted : April 1, 2026

| New | Present | Name |
|--------------------------|-----------------------|-------------------|
| Executive Vice President | Senior Vice President | Tetsu Funayama |
| | | Juro Baba |
| | | Yoshihiro Shimazu |

3. Retiring : March 31, 2026

| Title | Name | Present |
|---------------------------------|--------------------|---|
| Senior Executive Vice President | Kotaro Tsukamoto | Senior Assistant to the President & CEO (Concurrently) Chief Compliance Officer |
| Executive Vice President | Yutaka Kashiwagi | Corporate Functional Officer, Human Resources, Global Planning & Coordination, IT |
| | Kiyotaka Kikuchi | CRO, Asia & Oceania (Concurrently) General Manager, Singapore Branch |
| | Yuzo Nouchi | Corporate Functional Officer, CFO |
| Senior Vice President | Kyoya Kondo | Division COO, Isuzu Business Div. (Concurrently) General Manager, Isuzu Oceania, Europe & Americas Dept. |
| | Sadahiko Haneji | President, Mitsubishi Corporation do Brasil, S.A. |
| | Akihiro Kurosawa | General Manager, Legal Dept. |
| | Kazuyoshi Kawakami | General Manager, Finance Dept. |

II. Related Personnel Changes

1. Special Appointment Officers (as of April 1, 2026) *1

| New | Present | Name |
|---|---|--|
| Domestic Power Business *2 | Group CEO, Power Solution Group | Executive Vice President, Yuji Okafuji |
| Group CEO, Mineral Resources Group (Concurrently) AI Strategy (Concurrently) Energy Transformation *3 | Group CEO, Mineral Resources Group (Concurrently) Energy Transformation & AI Solutions | Executive Vice President, Satoshi Koyama |

*1 For an overview of the reorganizations, please refer to Reference 2.

*2 The EVP, Domestic Power Business, oversees the domestic power business of the Energy & Power Solution Group.

*3 The EVP, Energy Transformation, serves as Chair of the Energy Transformation Committee and leads the coordination and implementation of companywide energy transformation strategy.

2. Company-Wide Organizations (as of April 1, 2026) *

| New | Present | Name |
|--|--------------------------------------|--|
| General Manager, AI & IT Strategy Dept. | General Manager, IT Service Dept. | Senior Vice President, Naotaka Honda |

* For an overview of the reorganizations, please refer to Reference 2.

3. Corporate Staff Section (as of April 1, 2026) *

| New | Present | Name |
|---|---|---|
| General Counsel, Corporate Functional Officer, Corporate Administration, Legal (Concurrently) Chief Compliance Officer (Concurrently) Officer for Emergency Crisis Management Headquarters | Corporate Functional Officer, Corporate Administration, Legal (Concurrently) Officer for Emergency Crisis Management Headquarters | Executive Vice President, Yoshiyuki Nojima |
| Corporate Functional Officer, Human Resources, Global Planning & Coordination (Concurrently) General Manager, Global Planning & Coordination Dept. | General Manager, Global Planning & Coordination Dept. | Executive Vice President, Juro Baba |
| Corporate Functional Officer, CFO | General Manager, Corporate Accounting Dept. | Executive Vice President, Yoshihiro Shimazu |
| General Manager, Audit & Supervisory Committee's Office | General Manager, Power Solution Administration Dept. | Haruki Umezawa |
| General Manager, Legal Dept. | Corporate Administration Dept. | Akiko Kawaguchi |
| General Manager, Investor & Shareholder Relations Dept. | Assistant to Div. COO, Marine Products Div. | Yoko Hamamoto |
| General Manager, Business Investment Management Dept. | Corporate Strategy & Planning Dept. | Makoto Kawakami |
| General Manager, Corporate Accounting Dept. | General Manager, Business Investment Management Dept. | Senior Vice President, Kazuaki Yamana |
| General Manager, Finance Dept. | Division COO, Financial Business Div. | Senior Vice President, Shinichiro Kitada |
| General Manager, Energy & Power Solution Administration Dept. | General Manager, Environmental Energy Administration Dept. | Takeyuki Sento |
| General Manager, Mineral Resources Administration Dept. | Seconded to Metal One Corporation | Go Obuchi |
| General Manager, Urban Development & Infrastructure Administration Dept. | Seconded to Mitsubishi Motors Corporation | Kentaro Kofuku |
| General Manager, Food Industry Administration Dept. | General Manager, Audit & Supervisory Committee's Office | Goro Seo |

| New | Present | Name |
|---|--|-------------------|
| General Manager, Smart-Life Creation Group Administration Dept. | Seconded to Mitsubishi Corporation RtM International Pte. Ltd. (CFO, Director) | Tomohiro Tatsuoka |

* For an overview of the reorganizations, please refer to Reference 2.

4. Business Divisions (as of April 1, 2026)

(1) Energy & Power Solution Group *1

| New | Present | Name |
|---|---|--|
| Group CEO, Energy & Power Solution Group | Group CEO, Environmental Energy Group | Executive Vice President, Masaru Saito |
| General Manager, Energy & Power Solution Group CEO Office | Seconded to Mitsubishi Corporation Energy Solutions Ltd. (Director, President and Chief Executive Officer) | Senior Vice President, Shinji Tsuchiya |
| Division COO, Europe & Next-Generation Energy Div. | General Manager, Environmental Energy Group CEO Office | Senior Vice President, Shinya Naka |
| Division COO, Asia-Pacific Div. | Seconded to Diamond Gas International Pte. Ltd. (CEO) | Senior Vice President, Takuji Konzo |
| Division COO, Energy Business Development & Marketing Div. | Division COO, LNG Americas & New Ventures Div. (Environmental Energy Group) | Toru Kawabata |
| Division COO, Petroleum Div. | Division COO, Petroleum Solutions Div. (Environmental Energy Group) | Mitsuhiro Yuasa |
| Seconded to MC Energies Corporation (provisional name) *2 (CEO) (Concurrently) Head of Energy Business Development, Mitsubishi Corporation (Americas) | 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 | Senior Vice President, Satoshi Hamada |
| Seconded to MC Energies Corporation (provisional name) *2 (COO) | Mitsubishi Corporation (Americas), Houston Branch (SVP, Environmental Energy Group) | Senior Vice President, Taro Yanagidate |

| New | Present | Name |
|---|--|--|
| Seconded to Diamond Gas International Pte. Ltd. (CEO) | Division COO, Next-Generation Energy Div. (Environmental Energy Group) | Senior Vice President, Tetsuro Wada |

*1 For an overview of the reorganizations, please refer to Reference 2.

*2 A US-based energy and power business management company (to be established) to oversee the integrated management of the Energy & Power Solution Group's US business investments.

(2) Materials Solution Group

| New | Present | Name |
|--------------------------------------|---|----------------|
| Division COO, Steel Products Div. | Seconded to Metal One Corporation (Executive Officer) | Akito Nakamura |

(3) Urban Development & Infrastructure Group

| New | Present | Name |
|--|--|--------------|
| General Manager, Urban Development & Infrastructure Group CEO Office | Seconded to Diamond Realty Investments, Inc. (Co-COO, Director) | Hirotake Abe |

(4) Mobility Group *

| New | Present | Name |
|---|--|---|
| General Manager, Mobility Group CEO Office | Seconded to Tri Petch Isuzu Leasing Co., Ltd. (President, Director) | Senior Vice President, Takashi Miyachi |
| Division COO, Isuzu Business Div. | General Manager, Isuzu ASEAN Dept., Isuzu Business Div. | Takeshi Kasahara |
| Division COO, Mobility Solution Div. | Mobility Group CEO Office | Hiroki Kato |

* For an overview of the reorganizations, please refer to Reference 2.

(5) Food Industry Group

| New | Present | Name |
|--|--------------------------------|------------------|
| General Manager, Food Industry Group CEO Office | Food Industry Group CEO Office | Yoshinori Nagata |

(6) Smart-Life Creation Group *

| New | Present | Name |
|--|-------------------------------------|---|
| General Manager, Smart-Life Creation Group CEO Office | Corporate Strategy & Planning Dept. | Joseph Ueda |
| Division COO, Retail & Food Distribution Div. | Division COO, Retail Div. | Senior Vice President, Kisho Tsuruta |

| New | Present | Name |
|---|---|--|
| Division COO, Healthcare Div. | General Manager, Smart-Life Creation Group CEO Office | Senior Vice President, Hiroyuki Karasawa |
| Division COO, Smart Service & S.P.A. Div. | Division COO, Apparel & S.P.A. Div. | Suguru Kawabata |
| Division COO, Financial Business & Logistics Div. | Seconded to Marunouchi Capital Inc. (President & CEO) | Masanobu Fujita |
| Seconded to Mitsubishi Shokuhin Co., Ltd. (Representative Director) | Division COO, Logistics & Food Distribution Div. | Senior Vice President, Kazuo Ito |

* For an overview of the reorganizations, please refer to Reference 2.

5. Domestic / Overseas Offices GMs (as of April 1, 2026)

(1) Domestic Offices

| New | Present | Name |
|--|--------------------------------------|--|
| CRO, Japan * (Concurrently) General Manager, Kansai Branch | Division COO, Steel Products Div. | Senior Vice President, Takashi Imura |
| General Manager, Hokuriku Branch | Power Solution Group CEO Office | Hiroataka Teruya |

* CRO, Japan, oversees regional management in Japan and domestic office operations, while coordinating Japan-related intelligence and providing support for the Business Groups.

(2) Overseas Offices

| New | Present | Name |
|--|--|--|
| CRO, Asia & Oceania (Concurrently) General Manager, Singapore Branch | SVP, Business Development for Japan (Concurrently) General Manager, Kansai Branch | Executive Vice President, Tetsu Funayama |
| President, Mitsubishi International Corporation (Concurrently) EVP, Business Development, Mitsubishi Corporation (Americas) (Concurrently) General Manager, Houston Branch, Mitsubishi Corporation (Americas) (Concurrently) General Manager, Houston Branch, Mitsubishi International Corporation | General Manager, Food Industry Group CEO Office | Senior Vice President, Shuji Kobayashi |
| EVP, AI & Digital, CVC, Mitsubishi Corporation (Americas) (Concurrently) General Manager, Silicon Valley Branch, Mitsubishi Corporation (Americas) | Division COO, Smart Service Div. | Senior Vice President, Takuya Hirakuri |
| General Manager, Los Angeles Branch, Mitsubishi Corporation (Americas) (Concurrently) General Manager, Los Angeles Branch, Mitsubishi International Corporation | Seconded to Mitsubishi Shokuhin Co., Ltd. | Tsunetoshi Tanaka |
| General Manager, Boston Branch, Mitsubishi Corporation (Americas) | Bio-Fine Chemicals Dept., Healthcare Div. | Keiichi Mochizuki |
| President, Mitsubishi Corporation do Brasil, S.A. | Assistant to Div. COO, Steel Products Div. | Hiroyuki Katsuki |
| General Manager, Madrid Branch | Seconded to Mitsubishi Corporation Offshore Wind Ltd. | Yotaro Iwaki |
| General Manager, Brussels Branch | Brussels Branch | Yosuke Kuroda |

| New | Present | Name |
|---|---|--|
| General Manager, Stockholm Liaison Representative | Assistant to Div. COO, Performance Materials Div. (Concurrently) Seconded to Beyond Materials Corporation (Executive President) | Tetsushi Abe |
| General Manager, Dakar Liaison Office | Assistant to Div. COO, Mineral Resources Trading Div. | Shiro Fukuda |
| General Manager, Abidjan Liaison Office | Johannesburg Branch | Haru Okawa |
| General Manager, Headquarters for the Middle East | Division COO, LNG Asia-Pacific Div. | Gen Kunihiro |
| CEO, Al-Masat Al-Thalath Trading Company (Mitsubishi) K.S.C. | General Manager, Business Development Dept. LNG Americas & New Ventures Div. | Kunihiko Sakaki |
| Chairman & Managing Director, Mitsubishi Corporation India Private Ltd. | Division COO, Healthcare Div. | Takahiro Tokuda |
| General Manager, Bangalore Branch, Mitsubishi Corporation India Private Ltd. | International e-Mobility Business Dept., e-Mobility Solution Div. | Shimpei Ogawa |
| President Director, PT. Mitsubishi Corporation Indonesia *1 | General Manager, Jakarta Representative Office *2 | Senior Vice President, Takahiro Zaizen |
| President, Mitsubishi Company (Thailand), Ltd. (Concurrently) President, Thai-MC Company, Ltd. | General Manager, Urban Development & Infrastructure Administration Dept. | Akira Nishizawa |
| Managing Director & CEO, Mitsubishi Australia Limited | Mitsubishi Australia Limited | Dan Cronin |
| General Manager, Sydney Branch, Mitsubishi Australia Limited | Assistant to Div. COO, Ferrous Raw Materials Div. | Yoshio Mori |
| President, Mitsubishi Corporation (Shanghai) Ltd. (Concurrently) General Manager, Shanghai Office | General Manager, Mobility Group CEO Office | Senior Vice President, Nobukazu Tanaka |

*1 PT. MC Trading Indonesia will be renamed PT. Mitsubishi Corporation Indonesia.

*2 Jakarta Representative Office will be abolished.

Note: Directors decided at the General Meeting of Shareholders to be held on June 2026 will be announced later.

【Reference 1】

Executive Officers : 49 Persons (as of April 1, 2026)

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

| Title | Name | Position |
|---------------------------|---------------------|---|
| President & CEO | Katsuya Nakanishi | |
| Executive Vice Presidents | Shigeru Wakabayashi | Group CEO, Mobility Group |
| | Masaru Saito | Group CEO, Energy & Power Solution 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) AI Strategy (Concurrently) Energy Transformation |
| | Yoshiyuki Nojima | General Counsel, Corporate Functional Officer, Corporate Administration, Legal (Concurrently) Chief Compliance Officer (Concurrently) Officer for Emergency Crisis Management Headquarters |
| | Shota Kondo | Group CEO, Smart-Life Creation Group |
| | Hideyuki Hori | Group CEO, Food Industry Group |
| | Yuji Okafuji | Domestic Power Business |
| | 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 |
| | Tetsu Funayama | CRO, Asia & Oceania (Concurrently) General Manager, Singapore Branch |
| | Juro Baba | Corporate Functional Officer, Human Resources, Global Planning & Coordination (Concurrently) General Manager, Global Planning & Coordination Dept. |
| | Yoshihiro Shimazu | Corporate Functional Officer, CFO |
| Senior Vice Presidents | Koji Ohno | General Manager, Nagoya Branch |
| | Akifumi Suzuki | Division COO, Essential Materials Div. |
| | Kazuaki Yamana | General Manager, Corporate Accounting Dept. |

| Title | Name | Position |
|------------------------|--------------------|--|
| Senior Vice Presidents | Ken Yamaguchi | Seconded to Mitsubishi Shokuhin Co., Ltd. (Managing Executive Officer) |
| | Takehiro Fujimura | General Manager, Corporate Administration Dept. |
| | Takuya Hirakuri | EVP, AI & Digital, CVC, Mitsubishi Corporation (Americas) (Concurrently) General Manager, Silicon Valley Branch, Mitsubishi Corporation (Americas) |
| | Kazuo Ito | Seconded to Mitsubishi Shokuhin Co., Ltd. (Representative Director) |
| | Shuji Kobayashi | President, Mitsubishi International Corporation (Concurrently) EVP, Business Development, Mitsubishi Corporation (Americas) (Concurrently) General Manager, Houston Branch, Mitsubishi Corporation (Americas) (Concurrently) General Manager, Houston Branch, Mitsubishi International Corporation |
| | Takuji Konzo | Division COO, Asia-Pacific Div. |
| | Satoshi Hamada | Seconded to MC Energies Corporation (provisional name) (CEO) (Concurrently) Head of Energy Business Development, Mitsubishi Corporation (Americas) |
| | Hiroshi Nishino | President, Mitsubishi Corporation China Co., Ltd. (Concurrently) General Manager, Beijing Branch, Mitsubishi Corporation China Co., Ltd. |
| | Takahiro Zaizen | President Director, PT. Mitsubishi Corporation Indonesia |
| | Naotaka Honda | General Manager, AI & IT Strategy Dept. |
| | Yoshiyuki Watanabe | Seconded to Metal One Corporation (President & CEO, Director) |
| | Shinya Naka | Division COO, Europe & Next-Generation Energy Div. |
| | Kenichiro Tauchi | Division COO, Ferrous Raw Materials Div. |
| | Nobukazu Tanaka | President, Mitsubishi Corporation (Shanghai) Ltd. (Concurrently) General Manager, Shanghai Office |
| | Tomonori Hirata | AI Solution Task Force Leader |
| | Reiko Kashiwabara | General Manager, Global Human Resources Dept. |
| | Masahito Tamura | Division COO, Urban Development Div. |
| | Shinji Tsuchiya | General Manager, Energy & Power Solution Group CEO Office |
| | Shinichiro Kitada | General Manager, Finance Dept. |

| Title | Name | Position |
|------------------------|-------------------|--|
| Senior Vice Presidents | 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 | Seconded to Diamond Gas International Pte. Ltd. (CEO) |
| | Hiroyuki Karasawa | Division COO, Healthcare Div. |
| | Taro Abe | Division COO, Critical Minerals Div. |
| | Yasuhiko Okabe | General Manager, Corporate Strategy & Planning Dept. |
| | Kisho Tsuruta | Division COO, Retail & Food Distribution Div. |
| | Taro Yanagidate | Seconded to MC Energies Corporation (provisional name) (COO) |
| | Takashi Miyachi | General Manager, Mobility Group CEO Office |
| | Takashi Imura | CRO, Japan (Concurrently) General Manager, Kansai Branch |

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

【The number of Executive Officers (as of April 1, 2026)】

President & CEO : 1 Person
Executive Vice Presidents : 15 Persons
Senior Vice Presidents : 33 Persons
TOTAL : 49 Persons

【Reference 2】 Overview of Reorganizations

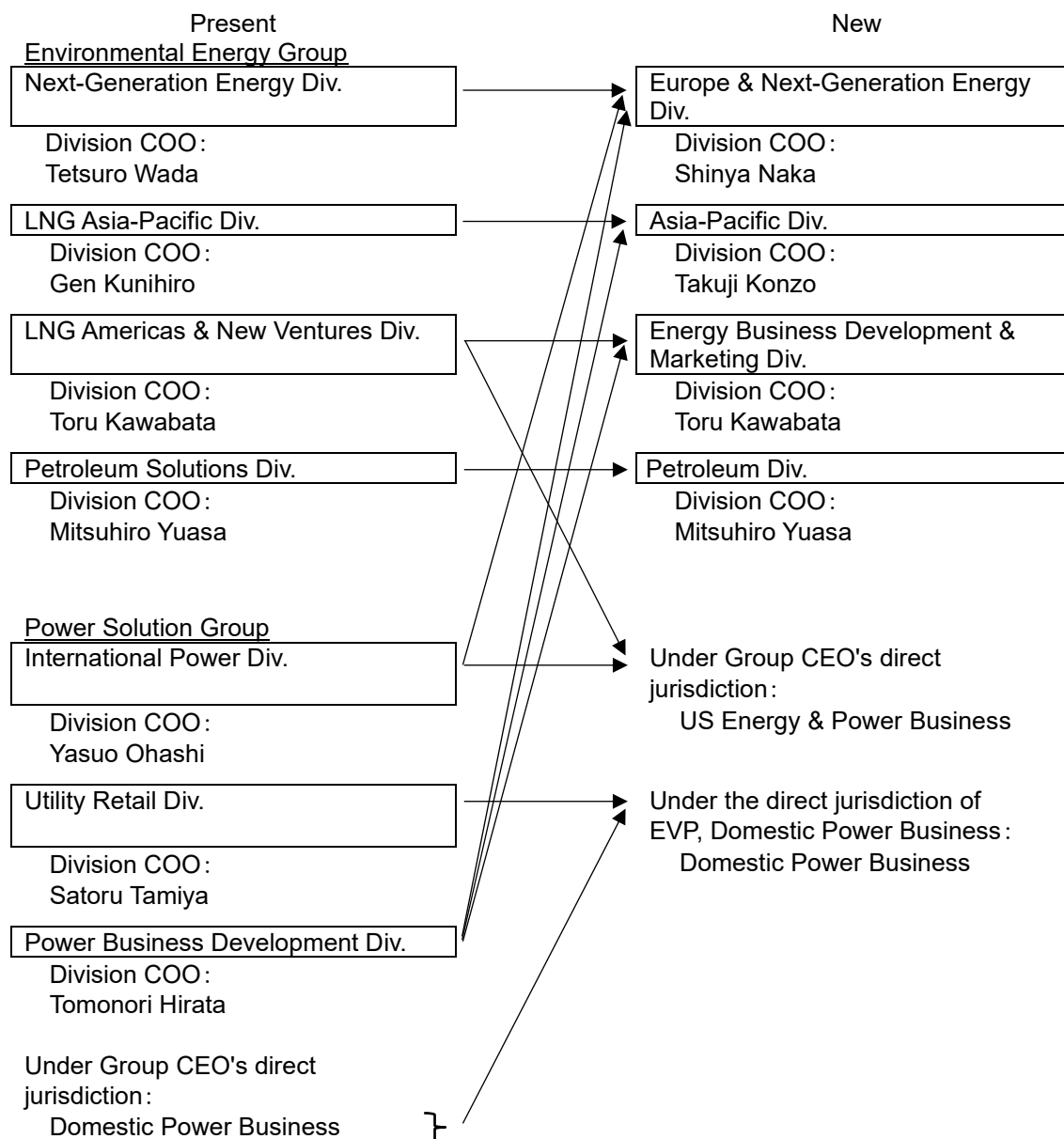
1. Company-Wide Organization/Corporate Staff Section (as of April 1, 2026)

EVP, AI Strategy, and AI & IT Strategy Department

- Since FY2025, AI has been elevated to a core pillar of our strategy with the establishment of the AI Solution Task Force. In doing so, we unified initiatives across the AI value chain on a companywide basis and laid the foundation for a truly cross-organizational AI strategy. As AI reshapes the competitive landscape at unprecedented speed, Business Group strategies must advance in parallel with AI and IT. Building on this foundation, the IT Service Dept, previously overseen by the Corporate Functional Officer, Human Resources, Global Planning & Coordination, IT, has been transferred under the oversight of the EVP, AI Strategy, and renamed the AI & IT Strategy Dept., thereby strengthening a companywide collaborative framework that integrates AI-related organizations, resources, and expertise across business and functional boundaries.
- The AI Solution Task Force partners closely with Business Groups to drive AI-led transformation and new business creation, advance AI solution development, shape AI infrastructure strategies informed by the AI value chain, and act as the central hub for AI intelligence.
Beyond IT infrastructure and system operations, the AI & IT Strategy Dept. will accelerate AI adoption across the MC Group, including AI platform development and deployment.

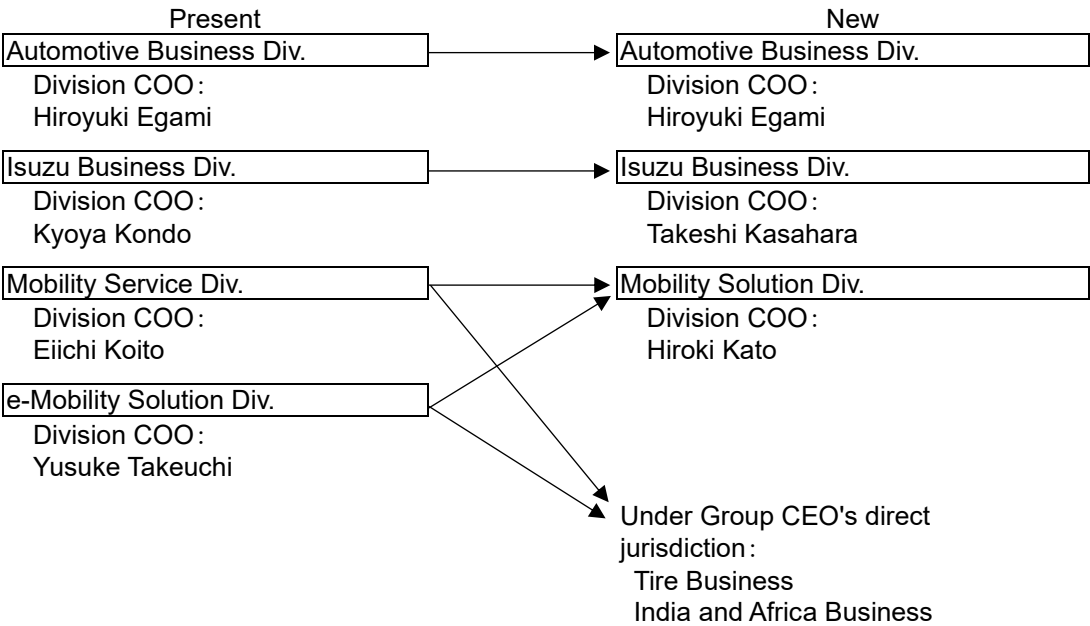
2. Energy & Power Solution Group (as of April 1, 2026)

- The Environmental Energy Group and the Power Solution Group will be integrated to form the Energy & Power Solution Group to respond to diverse needs during the energy transition and deliver optimal solutions by consolidating products and capabilities across energy and power segments and building flexible, region-based value chains.



3. Mobility Group (as of April 1, 2026)

- To advance mobility service initiatives and drive the integrated promotion of new business development with a view to autonomous driving and electrification, the Mobility Service Division and the e-Mobility Solution Division will be reorganized and integrated into the Mobility Solution Division. In addition, the tire business and India and Africa business will report directly to the Group CEO.



4. Smart-Life Creation Group (as of April 1, 2026)

- In line with the evolution of the Group’s strategy, the current six divisions will be reorganized into four divisions. In addition, the Mitsubishi Shokuhin business, which is operated under an integrated management framework, as well as the digital business, which aims to strengthen companywide and cross-group collaboration and utilization, will report directly to the Group CEO.

