

## Reorganizations for FY2024

### 1. Business Groups and Divisions (Attachment 1)

The current structure of 10 Business Groups plus the Industry Digital Transformation Group and Next-Generation Energy Business Group, with a total of 28 divisions, will be reorganized, resulting in a new structure of 8 Business Groups and 32 divisions.

Business Group Names After Reorganization	Division Names After Reorganization	Reorganization Overview	Businesses Transferred from Other Business Groups
Environmental Energy Group	Next-Generation Energy Div. Petroleum Solutions Div. LNG Asia-Pacific Div. LNG Americas & New Ventures Div.	The Next-Generation Energy Business Group and the Natural Gas Group will be combined.	The emission reduction business of the Power Solution Group, and the energy infrastructure and gas carriers business of Industrial Infrastructure Group will also be transferred.
Materials Solution Group	Carbon & Ceramics Div. Steel Products Div. Performance Materials Div. Business Development Div. Global Marketing Div.	The Industrial Materials Group and Chemicals Solution Group will be combined.	—
Mineral Resources Group	Ferrous Raw Materials Div. Critical Minerals Div. Mineral Resources Trading Div.	The Mineral Resources Investment Div. will be divided to create two new divisions, resulting in a three-division structure.	—
Urban Development & Infrastructure Group	Infrastructure, Ship & Aerospace Div. Industrial Machinery Div. Domestic Urban Development & Digital Infrastructure Div. Global Urban Development Div.	The Industrial Infrastructure Group and the Urban Development Group's businesses for developing/managing real estate and urban development projects will be combined.	The water business of the Power Solution Group will also be transferred.

Business Group Names After Reorganization	Division Names After Reorganization	Reorganization Overview	Business Transferred from Other Business Groups
Mobility Group	Automotive Business Div. Isuzu Business Div. Mobility Service Div. e-Mobility Solution Div.	A four-division structure will be created after the establishment of a new business division combining battery solution and EV-related businesses.	—
Food Industry Group	Food Resources Div. Marine Products Div. Farm, Dairy & Meat Produce Div.	A three division structure will be established, with the food ingredients business being positioned directly under the control of the Group CEO.	—
Smart Life Creation Group	Digital Solutions Div. Retail Div. Apparel & S.P.A. Div. Healthcare Div. Logistics & Food Distribution Div. Financial Business Div.	The Industry Digital Transformation Group and the Consumer Industry Group will be combined and the Financial Business Div. of the Urban Development Group also be transferred.	The bio-fine chemicals business of the Food Industry Group will also be transferred.
Power Solution Group	International Power Div. Utility Retail Div. Power Business Development Div.	A three division structure will be created with the establishment of the Power Business Development Div.	—

## 2. Corporate Staff Section (Attachment 2)

The Corporate Staff Section will be reorganized as shown below.

Current Departments Involved in Reorganization	Explanation of Reorganization
Global Strategy & Coordination Dept. Global Risk & Insurance Management Dept. Finance Dept.	<ul style="list-style-type: none"> <li>The Global Strategy &amp; Coordination Dept. will be renamed the “Global Planning &amp; Coordination Dept.”, and its overseas market development and business creation functions will be transferred to the Corporate Strategy &amp; Planning Dept.</li> <li>The Global Risk &amp; Insurance Management Dept. will be eliminated, with its global risk management functions being transferred to the Finance Dept. and its Insurance functions transferred to the Global Planning and Coordination Dept.</li> </ul>

## 3. Reorganization of the Regional Framework (Attachment 3)

“CROs” will be established to handle regional management in three regions: the Americas; Europe, Middle East & Africa; and Asia & Oceania. The framework for conducting regional operations will be revised so that CROs and Regional CEOs/Representatives in each country share the mission of handling office/subsidiary operations, intelligence, representative functions and operating company support within their respective regions.

Regional CEOs and Designated Representatives\* play vital roles in driving market development and business creation in each region. In order to facilitate agile coordination between company-wide management and the Business Groups, direct reporting lines to MC’s President & CEO

(via the Business Creation Office, Corporate Strategy & Planning Dept.) will be established for Regional CEOs and Designated Representatives.

In addition, the position of "Corporate Functional Officer, Business Development for Japan" will be renamed to "SVP, Business Development for Japan."

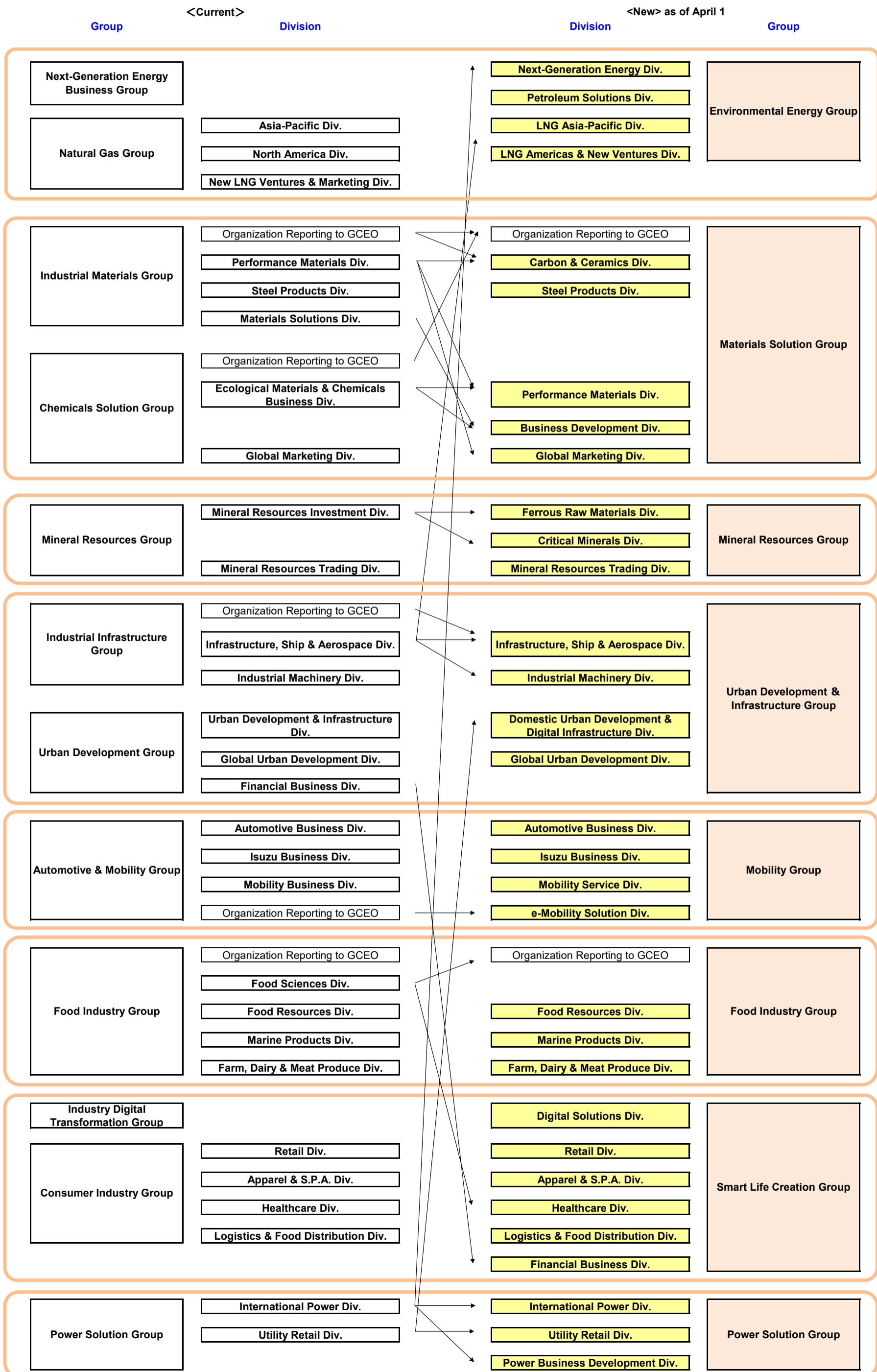
\*Note

Regional CEOs: North America, Latin America & the Caribbean, Europe,  
Africa, Middle East, China

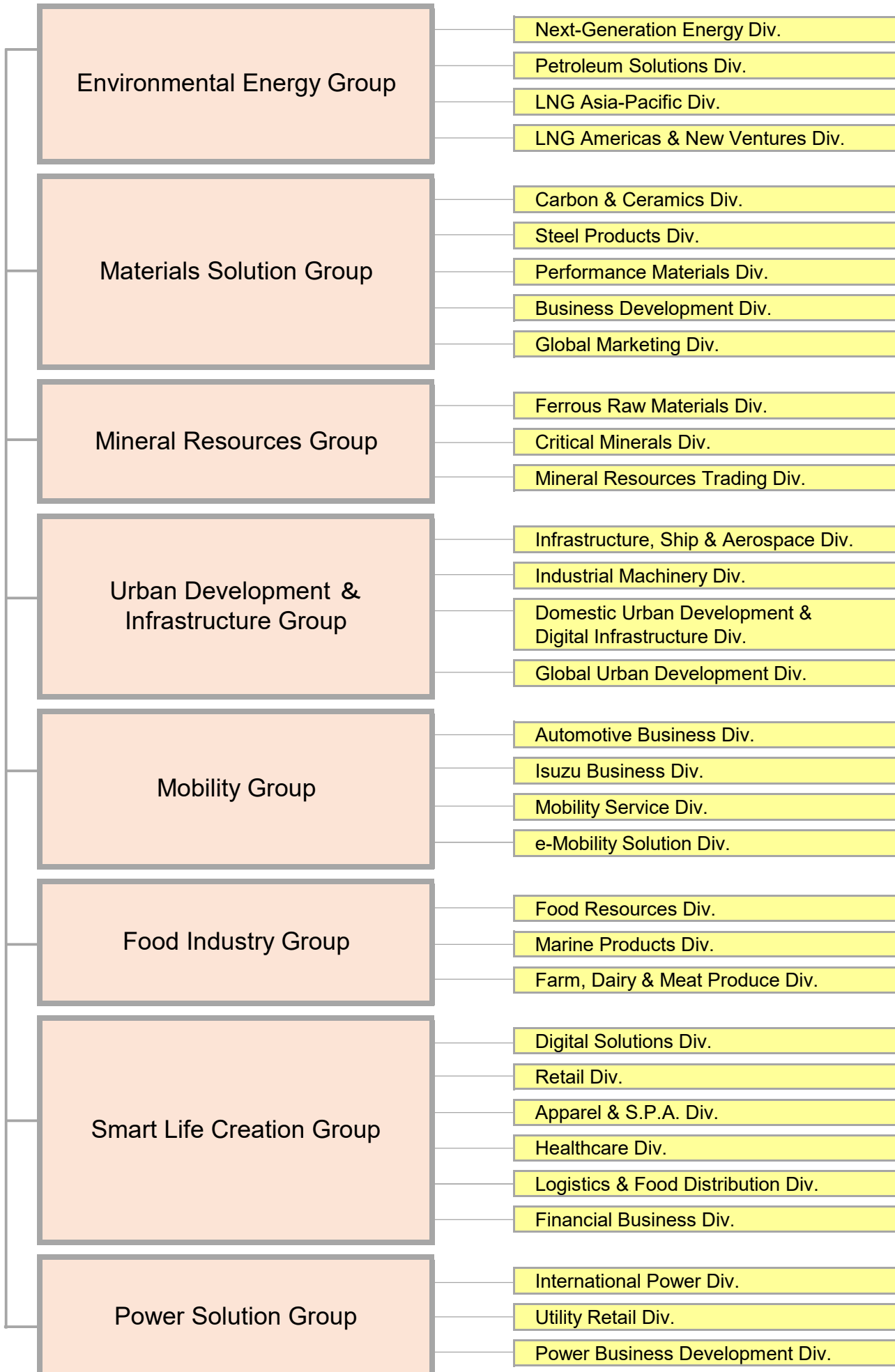
Designated Representatives: General Manager, Jakarta Representative Office;  
Chairman, MC India; President, MC Thailand;  
General Manager, Singapore Branch

(END)

(Reference) FY 2024 Reorganization of Business Groups & Divisions (Organization Chart)



Reorganizations at the departmental level as of April 1, 2024 to be determined in due course.

(Reference) FY 2024 Business Groups & Divisions (8-Group/32-Division)

(Reference) FY 2024 Reorganization of Corporate Staff Section (Organization Chart)

