

February 15, 2024

To whom it may concern:

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Notice Concerning Changes in Organization, Changes in Representative Corporate Executive Officers and Other Personnel

Mitsubishi Estate Co., Ltd. (hereafter “Mitsubishi Estate” or “the Company”) hereby announces that it has decided to make the following organizational changes: changes in Representative Corporate Executive Officers and other personnel as well as candidates for Directors to be submitted at the Ordinary General Meeting of Shareholders scheduled to be held in the latter half of June 2024, and candidates for committee members of the Nominating Committee, Audit Committee and Remuneration Committee to be submitted at the Board of Directors’ Meeting to be held after the Ordinary General Meeting of Shareholders.

I. Organizational Changes

[Effective as of April 1, 2024]

To accelerate initiatives aimed at achieving Long-Term Management Plan 2030, the Company will make the following organizational changes in light of changes to the business environment and results over the four years since the plan was formulated.

1. Reorganization of Business Groups

(1) Launch of Marunouchi Property Business Group

To achieve Long-Term Management Plan 2030, which was formulated in January 2020, the Company intended to demonstrate collective strength beyond asset-type boundaries, strengthen the acquisition of high value-added business opportunities combined with the non-asset business and make efficient and high-level business decisions. To that end, the Company established the Commercial Property Business Group in April 2020 as the organization responsible for the development and operation of real estate (excluding residential) in Japan and general related business activities. However, due to changes to the business environment and other factors that developed since that time, the Company will review and make changes to its current business groups, reflecting the need to plan and execute dynamic strategies based on business models, and the growing need for organizational design catering to proactive initiatives targeting new asset types and operational assets.

Specifically, once the Marunouchi Property Business Group has been newly established, the organizations handling functions related to the Otemachi-Marunouchi-Yurakucho area will be transferred to it, and the current Commercial Property Business Group will be split into a new iteration

of the Commercial Property Business Group, and the Marunouchi Property Business Group.

2. Organizational Changes Within Function-Based Groups and Business Groups

(1) Business Development, Client Relations & Solutions Group

① Launch of Office Leasing and Tenant Relations Department 2

With the aim of enhancing sales functions, once Office Leasing and Tenant Relations Department 2 will be established, the functions and other aspects of the Office Leasing and Tenant Relations Department will be transferred to it.

② Renaming the Office Leasing and Tenant Relations Department to Office Leasing and Tenant Relations Department 1

The Office Leasing and Tenant Relations Department will be renamed to Office Leasing and Tenant Relations Department 1 in line with the new establishment of Office Leasing and Tenant Relations Department 2.

③ Reallocation of Relocation Management Office

The Relocation Management Office of the Office Leasing and Tenant Relations Department will be transferred to Office Leasing and Tenant Relations Department 2 in line with the new establishment of Office Leasing and Tenant Relations Department 2.

(2) Commercial Property Business Group

① Japanese name of Commercial Property Management Department has renamed.※

※The English name remains unchanged. Therefore, to differentiate, the department name up to this fiscal year will be referred to as "post-Commercial Property Management Department" from now on.

Once asset management functions and other aspects during the asset holding period related to the Otemachi-Marunouchi-Yurakucho area handled by the post-Commercial Property Management Department have been transferred to the Marunouchi Property Management Department, Japanese name of the post-Commercial Property Management Department will be renamed to the Commercial Property Management Department.

② Renaming the Commercial Property Business Strategy Department to Business Development Planning Department

With the aim of strengthening functions to create business opportunities for new asset types in the Commercial Property Business Group and develop business opportunities related to strategic real estate, the strategy planning functions of the Commercial Property Business Strategy Department will be transferred to the Marunouchi Property Business Planning Department and Commercial Property Business Planning Department, which will then be renamed to the Business Development Planning Department.

③ Integration of the Mixed Use Development Department into the Urban Project Development Department

With the aim of consolidating large mixed-use development projects outside the Otemachi-Marunouchi-Yurakucho area as well as development functions for real estate such as buildings and commercial facilities, the Mixed Use Development Department will be integrated into the Urban Project Development Department.

④ Launch of Kamiseya Business Planning Office

The Kamiseya Business Planning Office will be established in the Commercial Property Business Group in line with the expanding business of the Kamiseya Planning Office of the Yokohama Branch.

- ⑤ Renaming the Retail Property Strategy & Marketing Planning Office to Retail Property Business Office

With the aim of enhancing facility planning support related to commercial facilities and other properties, and strengthening planning, research and other functions, the Retail Property Strategy & Marketing Planning Office under the post-Commercial Property Management Department will be renamed to the Retail Property Business Office.

- ⑥ Launch of Nihonbashi and Yaesu Development Office

The Nihonbashi and Yaesu Development Office will be established within the Urban Redevelopment Department, as an organization handling planning, drafting, implementation and consulting services for urban redevelopment project and other projects in the Nihonbashi, Yaesu and surrounding areas, as well as asset management over the term of development projects.

- ⑦ Launch of Shibuya Development Office

The Shibuya Development Office will be newly established within the Urban Redevelopment Department, as an organization handling planning, drafting, implementation and consulting services for urban redevelopment project and other projects in the Shibuya and surrounding area, as well as asset management over the term of development projects.

- ⑧ Launch of Shinjuku Development Office

The Shinjuku Development Office will be established within the Urban Redevelopment Department, as an organization handling planning, drafting, implementation and consulting services for urban redevelopment project and other projects in the Shinjuku and surrounding area, as well as asset management over the term of development project.

(3) Marunouchi Property Business Group

- ① Launch of Marunouchi Property Business Planning Department

The Marunouchi Property Business Planning Department will be established as an organization with responsibility for line staff business functions related to the Otemachi-Marunouchi Yurakucho area handled by the Commercial Property Business Planning Department and the strategy planning functions related to the Otemachi-Marunouchi-Yurakucho area handled by the Commercial Property Business Strategy Department.

- ② Launch of Marunouchi Property Management Department

The Marunouchi Property Management Department will be newly established as an organizational that will be responsible for asset management functions during the asset holding period related to the Otemachi-Marunouchi-Yurakucho area handled by the post-Commercial Property Management Department.

- ③ Reallocation of Area Management Planning Department, Content Business Planning and Operation Department, Flexible Workspace Planning and Operation Department, Museum Management Office, Urban Planning Department, Urban Energy Strategy Planning Department and TOKYO TORCH Department

The following organizations handling functions related to the Otemachi-Marunouchi-Yurakucho area will be transferred from the Commercial Property Business Group to the Marunouchi Property Business Group.

- Area Management Planning Department
- Content Business Planning and Operation Department
- Flexible Workspace Planning and Operation Department
- Museum Management Office

- Urban Planning Department
- Urban Energy Strategy Planning Department
- TOKYO TORCH Department

④ Renaming and relocating xTECH Leasing and Promotion Department to Innovative Communities Department

With the aim of clustering growing companies in the Otemachi-Marunouchi-Yurakucho area through support and other activities aimed at startups and other growing companies, while strengthening operating functions for facilities that promote innovation on the part of Mitsubishi Estate and tenants, xTECH Leasing and Promotion Department will be renamed to Innovative Communities Department, and then transferred from the Commercial Property Business Group to the Marunouchi Property Business Group.

⑤ Launch of Marunouchi Development Department

As an organization responsible for development functions related to the Otemachi-Marunouchi-Yurakucho area handled by the Mixed Use Development Department, the Marunouchi Development Department will be newly established.

⑥ Reallocation of OCA TOKYO Business Promotion Office

With the aim of improving earnings in the Otemachi-Marunouchi-Yurakucho area by spreading information about the appeals of the area through activities at OCA TOKYO, clustering startups and other growing companies and creating new added value and other advancements based on membership (B-to-C) businesses, the OCA TOKYO Business Promotion Office will be transferred to the Innovative Communities Department.

(4) International Business Group

① Launch of Investment Screening Office

With the aim of enhancing governance functions when considering investments by the International Business Group, the Investment Screening Office will be newly established within the International Business Planning Department as an organizational responsible for investment screening functions and other activities.

(5) Other

① Internal Audit Office renamed to Internal Audit Department

In light of the growing importance of internal audits in corporate governance due to changes to the business environment and other factors, the Internal Audit Office will be renamed to the Internal Audit Department.

II. Change in Representative Corporate Executive Officers

1. Candidate for Newly Appointed Representative Corporate Executive Officer

(Effective as of April 1, 2024)

Name	Title and Duties	
	New	Former
Ryozo Kawabata	Representative Corporate Executive Officer, Executive Vice President, Supervising Business Development, Client Relations & Solutions Group, In charge of Client Strategy Planning Department, Office Leasing and Tenant Relations Department 1, Office Leasing and Tenant Relations Department 2	Senior Executive Officer, In charge of Office Leasing and Tenant Relations Department

2. Representative Corporate Executive Officers, whose Duties will be Changed

(Effective as of April 1, 2024)

Name	Title and Duties	
	New	Former
Atsushi Nakajima	Director, Representative Corporate Executive Officer, President & Chief Executive Officer, General, In charge of Internal Audit Department	Director, Representative Corporate Executive Officer, President & Chief Executive Officer, General, In charge of Internal Audit Office
Kenji Hosokane	Representative Corporate Executive Officer, Deputy President, Assistant to President, Supervising Marunouchi Property Business Group, In charge of Marunouchi Property Business Planning Department, Marunouchi Property Management Department	Representative Corporate Executive Officer, Deputy President, Assistant to President, Supervising Commercial Property Business Group, In charge of Commercial Property Business Planning Department, Commercial Property Business Strategy Department, Content Business Planning and Operation Department
Yuji Fujioka	Representative Corporate Executive Officer, Executive Vice President, Supervising Commercial Property Business Group, In charge of Commercial Property Business Planning Department, Commercial Property Management Department	Representative Corporate Executive Officer, Executive Vice President, In charge of Airport Business Department, Hotel Business Department
Yutaro Yotsuzuka	Representative Corporate Executive Officer, Executive Vice President, In charge of Urban Project Development Department, Urban Redevelopment Department, Hotel Business Department	Representative Corporate Executive Officer, Executive Vice President, In charge of Mixed Use Development Department, TOKYO TORCH Department, Urban Redevelopment Department

3. Resigning Representative Corporate Executive Officer

(Effective as of April 1, 2024)

Name	Title and Duties	
	New	Former
Futoshi Chiba	Senior Adviser	Representative Corporate Executive Officer, Deputy President, Assistant to President, Supervising Business Development, Client Relations & Solutions Group, In charge of Client Strategy Planning Department

III. Change in Corporate Executive Officers

1. Newly Appointed Corporate Executive Officer

(Effective as of April 1, 2024)

Name	Title and Duties	
	New	Former
Toru Takeda	Senior Executive Officer, In charge of Airport Business Department, Kamiseya Business Planning Office, Yokohama Branch	Executive Officer, General Manager of Yokohama Branch

2. Corporate Executive Officer, whose Duties will be Changed

(Effective as of April 1, 2024)

Name	Title and Duties	
	New	Former
Haruhiko Araki	Senior Executive Officer, In charge of Area Management Planning Department, Content Business Planning and Operation Department, Flexible Workspace Planning and Operation Department, Innovative Communities Department, Museum Management Office	Senior Executive Officer, In charge of post-Commercial Property Management Department, xTECH Leasing and Promotion Department, Flexible Workspace Planning and Operation Department, Museum Management Office

IV. Change in Executive Officer

(Effective as of April 1, 2024)

Name	Title and Duties	
	New	Former
Takashi Kobari	Executive Officer, In charge of Project Planning Department, Business Development Planning Department, Logistics Facilities Development Department	Executive Officer, In charge of Project Planning Department, Urban Project Development Department, Logistics Facilities Development Department
Toshiyuki Inoue	Executive Officer, In charge of Urban Planning Department, Urban Energy Strategy Planning Department, Marunouchi Development Department, TOKYO TORCH Department	Executive Officer, In charge of Urban Planning Department, Area Management Planning Department, Urban Energy Strategy Planning Department, General Manager of Commercial Property Business Strategy Department
Masahiro Murai	Executive Officer, General Manager of Office Leasing and Tenant Relations Department 1	Executive Officer, General Manager of Office Leasing and Tenant Relations Department

V. Change in Group Executive Officers

(Effective as of April 1, 2024)

Name	Title and Duties	
	New	Former
Masaya Oshima	Group Executive Officer, President & Chief Executive Officer of Mitsubishi Estate Hotels & Resorts Co., Ltd	President & Chief Executive Officer of Marunouchi Hotel Co., Ltd.
Jiro Mearashi	Group Executive Officer, Mitsubishi Estate Residence Co., Ltd.	General Manager of General Affairs Department

VI. Change in Directors

1. Candidates for Newly Appointed Director

(Effective as of the end of June 2024)

Name	Title and Duties	
	New	Former as of April 1, 2024
Naosuke Oda	Outside Director	(Advisor of JFE Shoji Corporation)

2. Resigning Director

(Effective as of the end of June 2024)

Name	Title and Duties	
	New	Former as of April 1, 2024
Shin Nagase	Resign	Outside Director

VII. Candidates for Directors

(Effective as of the end of June 2024)

Junichi Yoshida, Chairman of the Board (reappointed)

Atsushi Nakajima, Director (reappointed)

Bunroku Naganuma, Director (reappointed)

Naoki Umeda, Director (reappointed)

Mikihito Hirai, Director (reappointed)

Noboru Nishigai, Director (reappointed)

Hiroshi Katayama, Director (reappointed)

Masaaki Shirakawa, Outside Director (reappointed)

Tetsuo Narukawa, Outside Director (reappointed)

Tsuyoshi Okamoto, Outside Director (reappointed)

Melanie Brock, Outside Director (reappointed)

Wataru Sueyoshi, Outside Director (reappointed)

Ayako Sonoda, Outside Director (reappointed)

Naosuke Oda, Outside Director (newly appointed)

VIII. Members of Committees

(Effective as of the end of June 2024, To be decided at the Board of Directors' Meeting which will be held after the Ordinary Meeting of Shareholders.)

	Effective as of the end of June 2024	Former
Nominating Committee	Tsuyoshi Okamoto, Outside Director (committee chairman) Masaaki Shirakawa, Outside Director Melanie Brock, Outside Director Ayako Sonoda, Outside Director	Tsuyoshi Okamoto, Outside Director (committee chairman) Masaaki Shirakawa, Outside Director Ayako Sonoda, Outside Director Melanie Brock, Outside Director
Audit Committee	Tetsuo Narukawa, Outside Director (committee chairman) Noboru Nishigai, Director Hiroshi Katayama, Director Wataru Sueyoshi, Outside Director Naosuke Oda, Outside Director	Tetsuo Narukawa, Outside Director (committee chairman) Noboru Nishigai, Director Hiroshi Katayama, Director Shin Nagase, Outside Director Wataru Sueyoshi, Outside Director
Remuneration Committee	Masaaki Shirakawa, Outside Director (committee chairman) Tsuyoshi Okamoto, Outside Director Melanie Brock, Outside Director Ayako Sonoda, Outside Director	Masaaki Shirakawa, Outside Director (committee chairman) Tsuyoshi Okamoto, Outside Director Ayako Sonoda, Outside Director Melanie Brock, Outside Director

IX. Change in General Managers

(Effective as of April 1, 2024)

Name	New	Former
Takehiro Anzai	General Manager of Client Strategy Planning Department	Managing Executive Officer of Mitsubishi Jisho Property Management Co., Ltd.
Hironobu Kagino	General Manager of Business Development, Consulting & Solutions Department	Senior Executive Officer of Mitsubishi Real Estate Services Co., Ltd.
Taro Shimao	General Manager of Office Leasing and Tenant Relations Department 2	Unit Leader of Office Leasing and Tenant Relations Department
Hiroki Ito	General Manager of Commercial Property Management Department	General Manager of Client Strategy Planning Department
Eita Matsuzaki	General Manager of Business Development Planning Department	Unit Leader of Client Strategy Planning Department
Yasushi Araki	General Manager of Logistics Facilities Development Department	General Manager of Urban Project Development Department
Yuko Koibuchi	General Manager of Urban Project Development Department	General Manager of Urban Energy Strategy Planning Department
Koji Uomi	General Manager of Kamiseya Business Planning Office	Unit Leader of Yokohama Branch
Hiroshi Shioiri	General Manager of Marunouchi Property Business Planning Department	Director & Senior Executive Officer of Mitsubishi Jisho Investment Advisors, Inc.
Susumu Adachi	General Manager of Marunouchi Property Management Department	General Manager of post-Commercial Property Management Department
Eiko Shimada	General Manager of Innovative Communities Department	Unit Leader of Human Resources Department
Masayuki Watanabe	General Manager of Urban Energy Strategy Planning Department	General Manager of Kyushu Branch
Tomohiro Yoshimura	General Manager of Marunouchi Development Department	General Manager of Mixed Use Development Department
Masao Okayasu	General Manager of Human Resources Department	Unit Leader of Corporate Planning Department
Kentaro Suzuki	General Manager of General Affairs Department	Unit Leader of Office Leasing and Tenant Relations Department
Akira Matsumoto	General Manager of Internal Audit Department	General Manager of Internal Audit Office
Tokushige Hosono	General Manager of Yokohama Branch	Unit Leader of Yokohama Branch
Shigenori Kusano	General Manager of Kyushu Branch	Unit Leader of Kyushu Branch
Katsunori Tanaka	General Manager of Business Development, Consulting & Solutions Department (理事)	General Manager of Business Development, Consulting & Solutions Department (部長)
Muneaki Maruoka	Mitsubishi Jisho Property Management Co., Ltd.	General Manager of Human Resources Department
Hiroshi Yamamoto	Chief Executive Officer of FINOLAB Inc.	General Manager of xTECH Leasing and Promotion Department
Shingo Maeno	Mitsubishi Jisho Investment Advisors, Inc.	General Manager of Logistics Facilities Development Department

(Reference) Officials as of April 1, 2024**Directors**

Title	Name
Chairman of the Board	Junichi Yoshida
Director	Atsushi Nakajima
Director	Bunroku Naganuma
Director	Naoki Umeda
Director	Mikihito Hirai
Director	Noboru Nishigai
Director	Hiroshi Katayama
Outside Director	Tsuyoshi Okamoto
Outside Director	Tetsuo Narukawa
Outside Director	Masaaki Shirakawa
Outside Director	Shin Nagase
Outside Director	Wataru Sueyoshi
Outside Director	Ayako Sonoda
Outside Director	Melanie Brock

Representative Corporate Executive Officers and Corporate Executive Officers

Title	Name	Duties
Representative Corporate Executive Officer, President & Chief Executive Officer	Atsushi Nakajima	General, In charge of Internal Audit Department
Representative Corporate Executive Officer, Deputy President	Kenji Hosokane	Assistant to President, Supervising Marunouchi Property Business Group, In charge of Marunouchi Property Business Planning Department, Marunouchi Property Management Department
Representative Corporate Executive Officer, Executive Vice President	Yuji Fujioka	Supervising Commercial Property Business Group, In charge of Commercial Property Business Planning Department, Commercial Property Management Department
Representative Corporate Executive Officer, Executive Vice President	Bunroku Naganuma	In charge of Corporate Planning Department, Sustainability Management and Promotion Department
Representative Corporate Executive Officer, Executive Vice President	Yutaro Yotsuzuka	In charge of Urban Project Development Department, Urban Redevelopment Department, Hotel Business Department
Representative Corporate Executive Officer, Executive Vice President	Ryozo Kawabata	Supervising Business Development, Client Relations & Solutions Group, In charge of Client Strategy Planning Department, Office Leasing and Tenant Relations Department 1, Office Leasing and Tenant Relations Department 2
Senior Executive Officer	Keiji Takano	In charge of Business Creation Department, DX Promotion Department, Information System, Information System Security
Senior Executive Officer	Toru Kimura	Supervising Investment Management Group, In charge of Investment Management Business Department
Senior Executive Officer	Ikuo Ono	In charge of Kansai Branch
Senior Executive Officer	Naoki Umeda	In charge of Finance & Accounting Department, Corporate Communications Department

Title	Name	Duties
Senior Executive Officer	Haruhiko Araki	In charge of Area Management Planning Department, Content Business Planning and Operation Department, Flexible Workspace Planning and Operation Department, Innovative Communities Department, Museum Management Office
Senior Executive Officer	Masato Aikawa	Supervising International Business Group, In charge of International Business Planning Department, Director, Deputy President of Mitsubishi Estate Residence Co., Ltd.
Senior Executive Officer	Hirofumi Kato	Supervising Residential Business Group, In charge of Residential Business Planning Department, CLT Business, Residential Land & Recreational Facilities Management Department
Senior Executive Officer	Toru Takeda	In charge of Airport Business Department, Kamiseya Business Planning Office, Yokohama Branch
Corporate Executive Officer	Mikihito Hirai	In charge of Human Resources Department, General Affairs Department, Legal & Compliance Department, Compliance, Risk Management and Disaster Prevention

Executive Officers

Title	Name	Duties
Executive Officer	Takashi Kobari	In charge of Project Planning Department, Business Development Planning Department, Logistics Facilities Development Department
Executive Officer	Toshiyuki Inoue	In charge of Urban Planning Department, Urban Energy Strategy Planning Department, Marunouchi Development Department, TOKYO TORCH Department
Executive Officer	Seijin Chino	General Manager of Chubu Branch
Executive Officer	Shuichi Shimizu	In charge of Business Development, Consulting & Solutions Department, Collaborative Creation Sales Department
Executive Officer	Masanori Iwase	General Manager of International Business Planning Department
Executive Officer	Masahiro Murai	General Manager of Office Leasing and Tenant Relations Department 1
Executive Officer	Satoshi Iwata	General Manager of Project Planning Department
Executive Officer	Junji Inagawa	General Manager of Investment Management Business Department
Executive Officer	Kiyoshi Ota	General Manager of Corporate Planning Department

Group Executive Officers

Title	Name	Duties
Group Executive Officer	Masaharu Miyajima	Representative Director, President & Chief Executive Officer of Mitsubishi Estate Residence Co., Ltd.
Group Executive Officer	Masaki Yamagishi	President & Chief Executive Officer of Mitsubishi Estate • Simon Co., Ltd.
Group Executive Officer	Hitoshi Kubo	Representative Director, President & Chief Executive Officer of Mitsubishi Jisho Property Management Co., Ltd.
Group Executive Officer	Tetsuya Okusa	Director & Executive Vice President of Mitsubishi Jisho Design Inc.
Group Executive Officer	Atsuhiko Oida	President & Chief Executive Officer of Mitsubishi Jisho Community Holdings Co., Ltd., President & Chief Executive Officer of Mitsubishi Jisho Community Co., Ltd.
Group Executive Officer	Tomohiro Okada	Representative Director, Senior Managing Executive Officer of Mitsubishi Estate Residence Co., Ltd.
Group Executive Officer	Koji Kurebayashi	Mitsubishi Estate Asia Pte. Ltd. Managing Director
Group Executive Officer	Masaya Oshima	President & Chief Executive Officer of Mitsubishi Estate Hotels & Resorts Co., Ltd.
Group Executive Officer	Jiro Mearashi	Mitsubishi Estate Residence Co., Ltd.

(Reference) Officials as of the end of June, 2024**Directors**

Title	Name
Chairman of the Board	Junichi Yoshida
Director	Atsushi Nakajima
Director	Bunroku Naganuma
Director	Naoki Umeda
Director	Mikihito Hirai
Director	Noboru Nishigai
Director	Hiroshi Katayama
Outside Director	Masaaki Shirakawa
Outside Director	Tetsuo Narukawa
Outside Director	Tsuyoshi Okamoto
Outside Director	Melanie Brock
Outside Director	Wataru Sueyoshi
Outside Director	Ayako Sonoda
Outside Director	Naosuke Oda

