

February 10, 2026

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”), with a view to achieving its management plan, hereby announces that today 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 2026, 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, 2026)

1. Innovation and Business Transformation Group

(1) Reorganization of the DX Promotion Department into DX Promotion Department 1 and DX Promotion Department 2

To strengthen execution capabilities across the DX Promotion Department established in 2019, the department will be reorganized into two departments. DX Promotion Department 1 will handle the formulation of strategies, governance, cybersecurity and the development, operation and maintenance of infrastructure platforms. DX Promotion Department 2 will focus on providing the business support for the Mitsubishi Estate Group and handle the development, operation and maintenance of applications and products.

(2) Establishment of the Data Center Business Office

To strengthen the sourcing, development and asset management functions related to the data center business, the Data Center Business Office will be newly established within the Business Creation Department.

2. Commercial Property Business Group

(1) Establishment of Urban Project Development Department 1

To integrate the sourcing, development and other functions for offices, retail facilities, etc. and

develop a more agile and effective business execution structure, the Urban Project Development Department 1 will be newly established. It will handle all the functions of the Project Planning Department and some of the functions of the Urban Project Development Department.

(2) Establishment of Urban Project Development Department 2

To integrate the sourcing and development functions regarding large-scale mixed-use projects and to effectively accumulate expertise within the organization and human resources, the Urban Project Development Department 2 will be newly established. It will handle some of the functions of the Urban Redevelopment Department and the Urban Project Development Department.

(3) Elimination of the Project Planning Department, the Urban Project Development Department and the Urban Redevelopment Department

In connection with the newly established organizations detailed in (1) and (2) above, the Project Planning Department, the Urban Project Development Department and the Urban Redevelopment Department will be eliminated.

(4) Transfer of the Toyosu Development Office, the Akasaka Development Office, the Ikebukuro Development Office, the Nihonbashi and Yaesu Development Office, the Shibuya Development Office and the Shinjuku Development Office to Urban Project Development Department 2

In connection with the newly established organizations detailed in (1) and (2) above, the Toyosu Development Office and the Akasaka Development Office in the Urban Project Development Department, and the Ikebukuro Development Office, the Nihonbashi and Yaesu Development Office, the Shibuya Development Office and the Shinjuku Development Office in the Urban Redevelopment Department will be transferred to Urban Project Development Department 2.

3. Marunouchi Property Business Group

(1) Renaming of the Flexible Workspace Planning and Operation Department and the Innovative Communities Department to the Flexible Workplace Planning and Operation Department and the Innovation Workplace Planning and Operation Department

To standardise the use of the term “Workplace” in department names in line with the concept of “Marunouchi as a Single Integrated Workplace” advanced by the Marunouchi Property Business Group from FY2025, the Flexible Workspace Planning and Operation Department and the Innovative Communities Department will be renamed the Flexible Workplace Planning and Operation Department and the Innovation Workplace Planning and Operation Department, respectively.

(2) Renaming of the Museum Management Office to the Museum Management Department

To enhance the strategic execution of the Museum’s operations, the Museum Management Office will be renamed the Museum Management Department. This change reflects the positioning of The Mitsubishi Ichigokan Museum as a core facility providing high-quality and inspiring experiences for workers and visitors in the Marunouchi area, in line with the concept of “Marunouchi as a Single Integrated Workplace”.

4. Residential Business Group

(1) Renaming of the CLT Business, Residential Land & Recreational Facilities Management Department to the Residential Customer Relations Promotion Department

To consolidate the Group-wide planning and execution functions for customer service strategies in

the residential business within the CLT Business, Residential Land & Recreational Facilities Management Department following the transfer of functions with the Residential Business Planning Department, the CLT Business, Residential Land & Recreational Facilities Management Department will be renamed the Residential Customer Relations Promotion Department.

(2) Transfer of the Wood Design Business Promotion Office to the Residential Business Planning Department

Following the transfer of functions between the Residential Business Planning Department and the CLT Business, Residential Land & Recreational Facilities Management Department, the Wood Design Business Promotion Office will be transferred to the Residential Business Planning Department, which will take responsibility for the functions related to the wood construction and conversion projects.

II. Change in Representative Corporate Executive Officers

1. Candidate for Newly Appointed Representative Corporate Executive Officer

(Effective as of April 1, 2026)

Name	Title and Duties	
	New	Former
Masaharu Miyajima	Representative Corporate Executive Officer, Executive Vice President, Supervising Commercial Property Business Group, In charge of Commercial Property Business Planning Department, Commercial Property Management Department	Group Executive Officer, Representative Director, President & Chief Executive Officer of Mitsubishi Estate Residence Co., Ltd.

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

(Effective as of April 1, 2026)

Name	Title and Duties	
	New	Former
Yutaro Yotsuzuka	Representative Corporate Executive Officer, Deputy President, Assistant to President, In charge of Corporate Planning Department, Planning and Research Department, Sustainability Management and Promotion Department	Representative Corporate Executive Officer, Executive Vice President, In charge of Corporate Planning Department, Planning and Research Department, Sustainability Management and Promotion Department

3. Resigning Representative Corporate Executive Officer

(Effective as of April 1, 2026)

Name	Title and Duties	
	New	Former
Yuji Fujioka	Deputy President, President mission	Representative Corporate Executive Officer, Deputy President, Assistant to President, Supervising Commercial Property Business Group, In charge of Commercial Property Business Planning Department, Commercial Property Management Department

III. Change in Corporate Executive Officers

(Effective as of April 1, 2026)

Name	Title and Duties	
	New	Former
Masato Aikawa	Senior Executive Officer, Supervising Residential Business Group, In charge of Residential Business Planning Department, Residential Customer Relations Promotion Department	Senior Executive Officer, Supervising Residential Business Group, In charge of Residential Business Planning Department, CLT Business, Residential Land & Recreational Facilities Management Department
Satoshi Iwata	Senior Executive Officer, In charge of Logistics Facilities Development Department Urban Project Development Department 1, Urban Project Development Department 2, Hotel Business Department	Senior Executive Officer, In charge of Project Planning Department, Logistics Facilities Development Department Urban Project Development Department, Urban Redevelopment Department, Hotel Business Department

IV. Change in Executive Officers

(Effective as of April 1, 2026)

Name	Title and Duties	
	New	Former
Koji Kurebayashi	Executive Officer, In charge of Area Management Business Department, Flexible Workplace Planning and Operation Department, Innovation Workplace Planning and Operation Department, Museum Management Department	Executive Officer, In charge of Area Management Business Department, Flexible Workspace Planning and Operation Department, Innovative Communities Department, Museum Management Office
Takayuki Ito	Executive Officer, In charge of Business Creation Department, DX Promotion Department 1, DX Promotion Department 2, Information System, Information System Security	Executive Officer, In charge of Business Creation Department, DX Promotion Department, Information System, Information System Security
Yuko Koibuchi	Executive Officer, General Manager of TOKYO TORCH Department	Executive Officer, General Manager of Urban Project Development Department
Hiroshi Shioiri	Executive Officer, General Manager of Marunouchi Property Business Planning Department	General Manager of Marunouchi Property Business Planning Department
Kentaro Suganuma	Executive Officer, General Manager of Corporate Planning Department	General Manager of Kansai Branch
Nozomu Kunihiisa	Executive Officer, General Manager of DX Promotion Department 1	General Manager of DX Promotion Department

V. Change in Group Executive Officers

(Effective as of April 1, 2026)

Name	Title and Duties	
	New	Former
Jiro Mearashi	Group Executive Officer, Representative Director, President & Chief Executive Officer of Mitsubishi Estate Residence Co., Ltd.	Group Executive Officer, Director, Senior Managing Executive Officer of Mitsubishi Estate Residence Co., Ltd.
Kiyoshi Ota	Group Executive Officer, President & Chief Executive Officer of Mitsubishi Estate • Simon Co., Ltd.	Executive Officer, General Manager of Corporate Planning Department

VI. Change in Directors

1. Candidates for Newly Appointed Director

(Effective as of the end of June 2026)

Name	Title and Duties	
	New	Former
Yuji Fujioka	Director	Deputy President (as of April 1, 2026)
Hajime Watanabe	Outside Director	(Chairman of Japan Economic Research Institute Inc.)
Yuri Okina	Outside Director	(Specially Appointed Professor, Hitotsubashi University Graduate School of Social Data Science)

2. Resigning Director

(Effective as of the end of June 2026)

Name	Title and Duties	
	New	Former
Hiroshi Katayama	Resign	Director
Masaaki Shirakawa	Resign	Outside Director
Tetsuo Narukawa	Resign	Outside Director

VII. Candidates for Directors

(Effective as of the end of June 2026)

Junichi Yoshida	Chairman of the Board (reappointed)
Atsushi Nakajima	Director (reappointed)
Yutaro Yotsuzuka	Director (reappointed)
Naoki Umeda	Director (reappointed)
Mikihito Hirai	Director (reappointed)
Yuji Fujioka	Director (newly appointed)
Toru Kimura	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 (reappointed)
Hajime Watanabe	Outside Director (newly appointed)
Yuri Okina	Outside Director (newly appointed)
Yutaro Yotsuzuka	Director (reappointed)

VIII. Members of Committees

(Effective as of the end of June 2026, 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 2026	Former
Nominating Committee	Tsuyoshi Okamoto, Outside Director (committee chairman) Melanie Brock, Outside Director <u>Hajime Watanabe</u> , Outside Director <u>Yuri Okina</u> , Outside Director	Tsuyoshi Okamoto, Outside Director (committee chairman) Masaaki Shirakawa, Outside Director Melanie Brock, Outside Director Ayako Sonoda, Outside Director
Audit Committee	<u>Naosuke Oda</u> , Outside Director (committee chairman) <u>Yuji Fujioka</u> , Director Toru Kimura, Director Wataru Sueyoshi, Outside Director	Tetsuo Narukawa, Outside Director (committee chairman) Hiroshi Katayama, Director Toru Kimura, Director Wataru Sueyoshi, Outside Director

	<u>Ayako Sonoda</u> , Outside Director	Naosuke Oda, Outside Director
Remuneration Committee	<u>Yuri Okina</u> , Outside Director (committee chairman) Tsuyoshi Okamoto, Outside Director Melanie Brock, Outside Director <u>Hajime Watanabe</u> , Outside Director	Masaaki Shirakawa, Outside Director (committee chairman) Tsuyoshi Okamoto, Outside Director Melanie Brock, Outside Director Ayako Sonoda, Outside Director

IX. Change in General Managers

(Effective as of April 1, 2026)

Name	New	Former
Takashi Kubota	General Manager of Collaborative Creation Sales Department	Director, Managing Executive Officer of Mitsubishi Jisho Property Management Co., Ltd.
Hiroaki Taki	General Manager of DX Promotion Department 1	Director, Senior Managing Executive Officer of Mitsubishi Jisho IT Solutions Co., Ltd. *
Yasutaka Goto	General Manager of Business Development Planning Department	General Manager of Urban Development Promotion Department
Hiroki Yoshitake	General Manager of Logistics Facilities Development Department	Director, Managing Executive Officer of Tokyo Ryutsu Center Inc.
Norifumi Watanabe	General Manager of Urban Project Development Department 1	General Manager of Project Planning Department
Homare Yoshida	General Manager of Urban Project Development Department 2	General Manager of Urban Redevelopment Department
Aki Kono	General Manager of Flexible Workplace Planning and Operation Department	General Manager of Flexible Workspace Planning and Operation Department
Eiko Shimada	General Manager of Innovation Workplace Planning and Operation Department	General Manager of Innovative Communities Department
Miwako Chiba	General Manager of Museum Management Department	General Manager of Museum Management Office
Tomohiro Yoshimura	General Manager of Urban Development Promotion Department	General Manager of Marunouchi Development Department
Naoki Tanizawa	General Manager of Marunouchi Development Department	Unit Leader of Marunouchi Property Business Planning Department
Satoko Tokuhashi	General Manager of Residential Customer Relations Promotion Department	Unit Leader of Residential Business Planning Department
Hirohisa Tanaka	General Manager of Legal & Compliance Department	Unit Leader of Legal & Compliance Department
Takeo Ishida	General Manager of Audit Committee Office	Unit Leader of Commercial Property Business Planning Department
Eita Matsuzaki	General Manager of Hokkaido Branch	General Manager of Business Development Planning Department
Hiroshi Ueda	General Manager of Tohoku Branch	General Manager of TOKYO TORCH Department
Koya Ushiba	General Manager of Kansai Branch	Unit Leader of Kansai Branch
Masaru Nakai	General Manager of Chushikoku Branch	Managing Executive Officer of Mitsubishi Jisho Property Management Co., Ltd.
Kazutoshi Masubuchi	Sunshine City Corporation*	General Manager of Tohoku Branch
Yasushi Araki	Tokyo Ryutsu Center Inc.	General Manager of Logistics Facilities Development Department
Naoki Takahashi	Minato Mirai 21 District Heating and Cooling Co., Ltd.*	General Manager of Chushikoku Branch
Takehiro Hirase	Takamatsu Airport Co. Ltd.*	General Manager of Collaborative Creation Sales Department
Katsuhiko Kasai	Hokkaido Airports Co., Ltd.*	General Manager of Hokkaido Branch
Tomohiro Ishizuka	Statutory Auditor of Mitsubishi Jisho House Net Co., Ltd.	General Manager of Audit Committee Office
Akira Matsumoto	President and Representative Director of	General Manager of CLT Business, Residential

	Ryoei Life Service Co., Ltd.	Land & Recreational Facilities Management Department
Tatsuya Tsuyusaki	Mitsubishi Jisho Design Inc.*	General Manager of Legal & Compliance Department

*The official decision on duties will be made after each company's procedures.

(Reference) Officials as of April 1, 2026

Directors

Title	Name
Chairman of the Board	Junichi Yoshida
Director	Atsushi Nakajima
Director	Yutaro Yotsuzuka
Director	Naoki Umeda
Director	Mikihito Hirai
Director	Hiroshi Katayama
Director	Toru Kimura
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

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
Deputy President	Yuji Fujioka	President mission
Representative Corporate Executive Officer, Deputy President	Yutaro Yotsuzuka	Assistant to President, In charge of Corporate Planning Department, Planning and Research Department, Sustainability Management and Promotion Department
Representative Corporate Executive Officer, Executive Vice President	Bunroku Naganuma	Supervising Investment Management Group, In charge of Investment Management Business Department
Representative Corporate Executive Officer, Executive Vice President	Masaharu Miyajima	Supervising Commercial Property Business Group, In charge of Commercial Property Business Planning Department, Commercial Property Management Department
Representative Corporate Executive Officer, Executive Vice President	Ryozo Kawabata	Supervising Business Development, Client Relations & Solutions Group, In charge of Client Strategy Planning Department, Business Development, Consulting & Solutions Department, Collaborative Creation Sales Department
Representative Corporate Executive Officer, Executive Vice President	Haruhiko Araki	Supervising Marunouchi Property Business Group, In charge of Marunouchi Property Business Planning Department, Marunouchi Property Management Department, Retail Property Business Department
Senior Executive Officer	Naoki Umeda	In charge of Finance & Accounting Department, Corporate Communications Department
Senior Executive Officer	Masato Aikawa	Supervising Residential Business Group, In charge of Residential Business Planning Department, Residential Customer Relations Promotion Department
Senior Executive Officer	Hirofumi Kato	In charge of Kansai Branch
Senior Executive Officer	Toru Takeda	In charge of Business Development Planning Department, Airport Business Department, Kamiseya Business Planning Office, Yokohama Branch
Senior Executive Officer	Toshiyuki Inoue	In charge of Urban Development Promotion Department,

		Urban Energy Strategy Planning Department, Marunouchi Development Department, TOKYO TORCH Department
Senior Executive Officer	Masanori Iwase	Supervising International Business Group, In charge of International Business Planning Department, Director, Deputy President of Mitsubishi Estate Residence Co., Ltd.
Senior Executive Officer	Masahiro Murai	In charge of Office Leasing and Tenant Relations Department 1, Office Leasing and Tenant Relations Department 2
Senior Executive Officer	Mikihito Hirai	In charge of Human Resources Department, General Affairs Department, Legal & Compliance Department, Compliance, Risk Management and Disaster Prevention
Senior Executive Officer	Satoshi Iwata	In charge of Logistics Facilities Development Department, Urban Project Development Department 1, Urban Project Development Department 2, Hotel Business Department

Executive Officers

Title	Name	Duties
Executive Officer	Seijin Chino	General Manager of Chubu Branch
Executive Officer	Junji Inagawa	General Manager of Investment Management Business Department
Executive Officer	Koji Kurebayashi	In charge of Area Management Business Department, Flexible Workplace Planning and Operation Department, Innovation Workplace Planning and Operation Department, Museum Management Department
Executive Officer	Takayuki Ito	In charge of Business Creation Department, DX Promotion Department 1, DX Promotion Department 2, Information System, Information System Security
Executive Officer	Takehiro Anzai	General Manager of Office Leasing and Tenant Relations Department 1
Executive Officer	Toru Hayamizu	General Manager of International Business Planning Department
Executive Officer	Yuko Koibuchi	General Manager of TOKYO TORCH Department
Executive Officer	Chika Kanamori	General Manager of Hotel Business Department
Executive Officer	Hiroshi Shioiri	General Manager of Marunouchi Property Business Planning Department
Executive Officer	Kentaro Suganuma	General Manager of Corporate Planning Department
Executive Officer	Nozomu Kuniyama	General Manager of DX Promotion Department 1

Group Executive Officers

Title	Name	Duties
Group Executive Officer	Hitoshi Kubo	Representative Director, President & Chief Executive Officer of Mitsubishi Jisho Property Management Co., Ltd.
Group Executive Officer	Shuichi Shimizu	President & Chief Executive Officer of Mitsubishi Real Estate Services Co., Ltd.
Group Executive Officer	Atsuhiko Oida	President & Chief Executive Officer of Mitsubishi Jisho Community Co., Ltd.
Group Executive Officer	Jiro Mearashi	Representative Director, President & Chief Executive Officer of Mitsubishi Estate Residence Co., Ltd.
Group Executive Officer	Tomohiro Okada	Representative Director, Senior Managing Executive Officer of Mitsubishi Estate Residence Co.,Ltd. *
Group Executive Officer	Ota Kiyoshi	Representative Director, President & Chief Executive Officer of Mitsubishi Estate • Simon Co., Ltd.
Group Executive Officer	Masaya Oshima	President & Chief Executive Officer of Mitsubishi Estate Hotels & Resorts Co., Ltd
Group Executive Officer	Tetsuya Masuda	President & Chief Executive Officer of Mitsubishi Jisho Investment Advisors, Inc.
Group Executive Officer	Muneaki Maruoka	Managing Executive Officer of Mitsubishi Jisho Property Management Co., Ltd.*

* The official decision on duties will be made after each company's procedures.

(Reference) Officials as of the end of June 2026

Directors

Title	Name
Chairman of the Board	Junichi Yoshida
Director	Atsushi Nakajima
Director	Yutaro Yotsuzuka
Director	Naoki Umeda
Director	Mikihito Hirai
Director	Yuji Fujioka
Director	Toru Kimura
Outside Director	Tsuyoshi Okamoto
Outside Director	Melanie Brock
Outside Director	Wataru Sueyoshi
Outside Director	Ayako Sonoda
Outside Director	Naosuke Oda
Outside Director	Hajime Watanabe
Outside Director	Yuri Okina

