

May 1, 2026

erex Co., Ltd.

**Mr. Kusakabe, Former Director-General of the Agency for Natural Resources and Energy and Immediate Past CRO of Mitsubishi Electric, Appointed as Executive Advisor to erex - Strengthening Management Structure to Respond More Swiftly to the Rapidly Changing Energy Industry -**

erex Co., Ltd. (Headquarters: Chuo-Ward, Tokyo; Representative Director and President: Hitoshi Honna; hereinafter referred to as "the Company") announces that, effective May 1, 2026, Mr. Satoshi Kusakabe, former Director-General of the Agency for Natural Resources and Energy and immediate past CRO (Chief Risk Officer) of Mitsubishi Electric Corporation (hereinafter referred to as "Mitsubishi Electric"), has been appointed as an Executive Advisor to the Company.

### **1. Background of the Appointment**

The landscape surrounding the energy and power sectors is undergoing significant changes, driven by factors such as rising geopolitical risks, the demand for decarbonization, and accelerating technological innovation. Against this backdrop, the Company is advancing the establishment of a decarbonization energy supply chain in Japan and Asia, encompassing everything from biomass resource development to renewable energy source development and the creation of decarbonization demand.

To achieve this, the Company believes that strengthening its intelligence functions to interpret increasingly complex shifts in the landscape and its ability to respond to risks based on them is more critical than ever to creating corporate value.

Mr. Kusakabe, after holding key positions in energy policy, including Director-General of the Agency for Natural Resources and Energy, has led crisis management strategies amid rapidly changing global conditions as CRO of Mitsubishi Electric. By leveraging his expertise and network cultivated in both the public and private sectors, the Company intends to enhance its strategic intelligence functions and risk management framework, aiming to simultaneously capture business opportunities and strengthen its risk response capabilities, thereby driving mid/long-term growth and enhancing corporate value.

### **2. Comment from Mr. Kusakabe**

In the energy and power sectors, rising geopolitical tensions are severely restricting the free



procurement of resources and technology, while electric power demand is expected to increase further due to decarbonization demands and digitalization. As a result, three new constraints - resources, electric power, and decarbonization technology - are becoming apparent, making an integrated management strategy essential for Japanese industry to overcome them.

I believe the strength of erex lies in its clear intention, strategy, and execution capabilities to address these challenges by comprehensively advancing everything from resource development and power source development to the creation of decarbonization demand in Japan and Asia.

I intend to leverage my experience cultivated in both the public and private sectors to contribute to strengthening the Company's strategic intelligence functions and risk management system, thereby maximizing its strengths and maximizing its mid/long-term corporate value.



### **3. Profile of Mr. Kusakabe**

Since joining the then Ministry of International Trade and Industry (MITI) in 1982, Mr. Kusakabe held key positions at the heart of Japan's energy and industrial policy for many years, including serving as Deputy Director-General, Minister's Secretariat, and Director-General, Minister's Secretariat, Ministry of Economy, Trade and Industry (METI), and as Director-General of the Agency for Natural Resources and Energy in 2015.

Following his retirement from government service in 2018, he joined Mitsubishi Electric and served as Chief Risk Officer (CRO), overseeing economic security, export controls, legal and compliance, and risk



management, and has extensive practical experience in both the public and private sectors.

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