

Notice of Organization changes and Changes of Executive Officer

MITSUI E&S Co., Ltd., (Headquarters: Chuo-ku, Tokyo, President and CEO: Takeyuki Takahashi) today announced that it has decided on the following organizational changes and the Changes of Executive Officer.

1. Organization changes (April 1st 2026)

As the Company transitions from a business reorganization phase to a stage of sustainable growth, we will implement the following organizational changes effective April 1, 2026, with the aim of strengthening our management foundation, enhancing our ability to execute growth strategies, and promoting sustainable corporate value creation.

The main points of this organization changes are as follows:

(1) Integration of General Affairs and Asset Management Functions into the Corporate Planning Dept.

The general affairs and asset management functions of each business site, previously overseen by the Human Resources & General Affairs Dept, will be integrated into the Corporate Planning Dept. Under the Corporate Planning Dept, new units will be established: the General Affairs & Asset Management Sect, the Tamano General Administration Sect, and the Oita General Administration Sect.

This integration will strengthen our ability to manage assets and facilities in alignment with corporate strategy, enabling unified and efficient promotion of these functions amid the growing importance of capital investment and asset management.

(2) Establishment and Enhancement of the Human Resources Dept.

The Human Resources & General Affairs Dept will be dissolved, and its HR functions will be reorganized into a newly established Human Resources Dept.

This will create a specialized structure dedicated to talent development, training, and labor management, thereby promoting employee growth, enhancing human capital value, and strengthening the execution of HR strategies aligned with our growth stage.

(3) Establishment of the Legal Dept. and Enhancement of Legal Governance

The functions of the Legal Sect. and the Internal Control Sect. within the Corporate Planning Dept. will be integrated to form a new Legal Dept.

This will enable comprehensive management of contract risks, compliance risks, internal controls, and other related areas, establishing a framework that provides an overarching view of company-wide risks and reinforces legal governance to support sound and timely management decision-making.

(4) Establishment of a Port Digital Transformation Promotion Structure within the Logistics Systems Div.

A new Port Digital Transformation Dept will be established within the Logistics Systems Div.

This will create a structure to promote the digitalization and advancement of port operations, leveraging digital technologies to enhance competitiveness and generate new value in the port and logistics sectors.

2. Changes of Executive Officer

(1) Retiring Executive Officers (Jun 30 2026)

| Name | Present |
|--------------------|-------------------------------------------------------------------------|
| Masaharu Kawasaki | Executive Officer, General Manager of HR & General Affairs Dept. |
| Yusuke Sakimoto | Executive Officer, General Manager of Marine Propulsion Systems Div. |
| Akihiro Akaeda | Executive Officer, General Manager of Logistics Systems Div. |
| Teruyuki Yamashita | Executive Officer, General Manager of Procurement Dept. |

(2) Newly Appointed Executive Officers (July 1st 2026)

| Name | New | Present |
|--------------------|----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|
| Yumi Omura | Executive Officer, General Manager of Finance Dept. | General Manager of Finance Management Sect. Finance Dept. |
| Hiroyuki Takumi | Executive Officer, General Manager of Tamano Factory Marine Propulsion Systems Div., Tamano General office. | President, Representative Director Mitsui E & S DU Co., Ltd. |
| Atsufumi Takahashi | Executive Officer, General Manager of Logistics Systems Div. | General Manager of Sales Dept. Logistics Systems Div. |
| Ikuro Shiraishi | Executive Officer, General Manager of Procurement Dept. | General Manager of Headquarters Procurement Sect. Procurement Dept. |

3. Position and area of responsibility of Director and Executive Officer

Please refer to:

- Appendix 1: “Position and area of responsibility of Director and Executive Officer (April 1st 2026)”
- Appendix 2: “Position and area of responsibility of Director and Executive Officer (After Annual Shareholders’ Meeting on June, 2026 and July 1st 2026)”

Appendix 1

 Position and area of responsibility of Director and Executive Officer (April 1st 2026)

Position and area of responsibility of Director

| | | |
|--------------------------------------------|---------------------|-----------------------------------------------------------------------------------------------------------------------|
| President, Representative Director | Takeyuki Takahashi | CEO (*1), CCO (*2) and in charge of General Control, Audit Sect., Procurement Dept. and New Business Development Div. |
| Vice President, Representative Director | Taketsune Matsumura | CFO (*3), CIO (*4), Assistant to President and in charge of Corporate Services Div. (*5) |
| Director | Ichiro Tanaka | Assistant to President, in charge of Marine Propulsion Systems Div. and Logistics Systems Div. |
| Director | Yuichi Shiomi | Full-time Audit and Supervisory Committee Member |
| Director | Koichi Kawasaki | Audit and Supervisory Committee Member (*6) |
| Director | Mie Miwa | Audit and Supervisory Committee Member (*6) |
| Director | Wong Lai Yong | Audit and Supervisory Committee Member (*6) |

(*1) CEO : Chief Executive Officer

(*2) CCO : Chief Compliance Officer

(*3) CFO : Chief Financial Officer

(*4) CIO : Chief Information Officer

(*5) Corporate Services Div. : Corporate Planning Dept., Accounting Dept., Finance Dept., HR Dept., Legal Dept. and Secretariat

(*6) Outside Director

Position and area of responsibility of Executive Officer

| | | |
|-------------------|--------------------|------------------------------------------------------------------------------------------|
| Executive Officer | Noriyuki Murata | CISO (*7) General Manager of Corporate Planning Dept. |
| Executive Officer | Koichi Watanabe | General Manager of Finance Dept. |
| Executive Officer | Kazuo Hayashi | General Manager of Accounting Dept. |
| Executive Officer | Masaharu Kawasaki | General Manager of HR Dept. |
| Executive Officer | Ritsuko Senbon | General Manager of Legal Dept. |
| Executive Officer | Masaki Fujihara | General Manager of New Business Development Div. |
| Executive Officer | Yusuke Sakimoto | General Manager of Marine Propulsion Systems Div. |
| Executive Officer | Takeshi Iizuka | General Manager of Tamano Factory Marine Propulsion Systems Div., Tamano General office. |
| Executive Officer | Akihiro Akaeda | General Manager of Logistics Systems Div. |
| Executive Officer | Keiji Otsuka | General Manager of Oita Factory Logistics Systems Div., Oita General office. |
| Executive Officer | Teruyuki Yamashita | General Manager of Procurement Dept. |

(*7) CISO : Chief Information Security Officer

Appendix 2

Position and area of responsibility of Director and Executive Officer

 (After Annual Shareholders' Meeting on June, 2026 and July 1st 2026)

Position and area of responsibility of Director(After Annual Shareholders' Meeting on June, 2026)

| | | |
|--------------------------------------------|---------------------|-----------------------------------------------------------------------------------------------------------------------|
| President, Representative Director | Takeyuki Takahashi | CEO (*1), CCO (*2) and in charge of General Control, Audit Sect., Procurement Dept. and New Business Development Div. |
| Vice President, Representative Director | Taketsune Matsumura | CFO (*3), CIO (*4), Assistant to President and in charge of Corporate Services Div. (*5) |
| Director | Ichiro Tanaka | Assistant to President, in charge of Marine Propulsion Systems Div. and Logistics Systems Div. |
| Director | Yuichi Shiomi | Full-time Audit and Supervisory Committee Member |
| Director | Koichi Kawasaki | Audit and Supervisory Committee Member (*6) |
| Director | Mie Miwa | Audit and Supervisory Committee Member (*6) |
| Director | Wong Lai Yong | Audit and Supervisory Committee Member (*6) |

(*1) CEO : Chief Executive Officer

(*2) CCO : Chief Compliance Officer

(*3) CFO : Chief Financial Officer

(*4) CIO : Chief Information Officer

(*5) Corporate Services Div. : Corporate Planning Dept., Accounting Dept., Finance Dept., HR Dept., Legal Dept. and Secretariat

(*6) Outside Director

 Position and area of responsibility of Executive Officer(July 1st 2026)

| | | |
|-------------------|--------------------|------------------------------------------------------------------------------------------|
| Executive Officer | Noriyuki Murata | CISO (*7) General Manager of Corporate Planning Dept. |
| Executive Officer | Yumi Omura | General Manager of Finance Dept. |
| Executive Officer | Kazuo Hayashi | General Manager of Accounting Dept. |
| Executive Officer | Koichi Watanabe | General Manager of HR Dept. |
| Executive Officer | Ritsuko Senbon | General Manager of Legal Dept. |
| Executive Officer | Masaki Fujihara | General Manager of New Business Development Div. |
| Executive Officer | Takeshi Iizuka | General Manager of Marine Propulsion Systems Div. |
| Executive Officer | Hiroyuki Takumi | General Manager of Tamano Factory Marine Propulsion Systems Div., Tamano General office. |
| Executive Officer | Atsufumi Takahashi | General Manager of Logistics Systems Div. |
| Executive Officer | Keiji Otsuka | General Manager of Oita Factory Logistics Systems Div., Oita General office. |
| Executive Officer | Ikuo Shiraishi | General Manager of Procurement Dept. |

(*7) CISO : Chief Information Security Officer