

Translation

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September 29, 2026

For Immediate Release

Company name:	Mitsubishi Research Institute, Inc.
Representative	Kenji Yabuta, Representative Director President and Executive Officer (Securities code: 3636; Prime Market of the Tokyo Stock Exchange)
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Notice Regarding Changes in Representative Directors

Mitsubishi Research Institute, Inc. hereby announces that it has resolved, at a meeting of the Board of Directors held today, to change its Representative Directors as described below.

The change is subject to approval at the 57th Annual General Meeting of Shareholders and the subsequent Board of Directors Meeting to be held on December 18, 2026.

1. Changes in Representative Directors (effective as of December 18, 2026)

(1) Reason for the Change

Change in representative authority following executive appointments.

(2) Details

Name	New Position	Former Position
Seiichiro Akita	Chairman of the Board and Representative Director	Executive Vice President and Executive Officer Officer in Charge of Global Strategy and Corporate Communications
Jun Nobe	Representative Director President and Executive Officer	Managing Executive Officer Officer in Charge of Corporate Planning
Kenji Yabuta	Senior Counselor	Representative Director President and Executive Officer

2. Career Summaries of Newly Appointed Representative Directors

Name	Career Summary			Shares Owned
Seiichiro Akita Date of Birth: November 11, 1966 (Age 59)	April 1989	June 2015	Joined The Mitsubishi Bank, Ltd. Executive Officer and General Manager, Corporate Banking Division No.3 and Corporate Banking Group No.1 of The Bank of Tokyo-Mitsubishi UFJ, Ltd.	0
	May 2017		Executive Officer and Managing Director, Head of Americas Holdings Division of The Bank of Tokyo-Mitsubishi UFJ, Ltd. Head of Asian Corporate Banking of MUFG Americas Holdings Corporation	
	April 2019		Managing Executive Officer and Managing Director, Head of Japanese Corporate Banking Division for the Americas of MUFG Bank, Ltd.	
	May 2019		Managing Executive Officer and Regional Executive for Krungsri of MUFG Bank, Ltd. President and Chief Executive Officer of Bank of Ayudhya Public Company Ltd.	
	May 2023		Deputy President of MUFG Bank, Ltd. Senior Managing Corporate Executive (Representative Corporate Executive) of Mitsubishi UFJ Financial Group, Inc.	
	June 2023		Member of the Board of Directors, Deputy President (Representative of the Board of Directors) of MUFG Bank, Ltd.	
	April 2025		Member of the Board of Directors, Deputy President	
	June 2025		Advisor	
	September 2025		Counselor of Mitsubishi Research Institute, Inc.	
	October 2025		Executive Vice President and Executive Officer Officer in Charge of External Relations (current position)	

Jun Nobe Date of Birth: July 31, 1966 (Age 60)	April 1991	Joined Mitsubishi Research Institute, Inc.	5,200
	October 2007	General Manager, Advanced Business Center	
	October 2010	General Manager, Science and Safety Policy Research Division	
	October 2014	General Manager, Planning and Administration Office, Enterprise Management Business Unit	
	October 2017	General Manager, Planning and Administration Office, Consulting Unit	
	October 2018	General Manager, Planning and Administration Office, Consulting Unit General Manager, Planning and Administration Office, Think Tank Unit	
	October 2019	Deputy General Manager, Corporate Administration Unit	
	December 2019	Executive Officer, Deputy General Manager, Corporate Administration Unit	
	October 2021	Executive Officer, General Manager, Corporate Administration Unit	
	December 2021	Director and Executive Officer, General Manager, Corporate Administration Unit	
	October 2023	Director and Managing Executive Officer Senior Managing Director, Mitsubishi Research Institute DCS Co., Ltd	
	December 2023	Managing Executive Officer, Mitsubishi Research Institute, Inc. Senior Managing Director, Mitsubishi Research Institute DCS Co., Ltd	
	July 2025	Managing Executive Officer, Corporate Administration Unit (Officer in Charge of Management Strategy), Mitsubishi Research Institute, Inc.	
	October 2025	Managing Executive Officer Officer in Charge of Corporate Planning, General Affairs and Human Resources Officer in Charge of Corporate Planning (current position)	