



December 13, 2024

To Whom It May Concern,

Listed company name: MUGEN ESTATE Co., Ltd.
Representative: Shinichi Fujita, President
(Code: 3299 Standard Market)
Contact: Akira Okubo, Managing Executive Officer,
Executive General Manager of Administrative Division
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Notice of Organizational Reform, Changes in Directors and Personnel Changes

MUGEN ESTATE (hereinafter, the “Company”) hereby announces the following Notice of Organizational Reform, Changes in Directors and Personnel Changes

1. Organizational Changes (effective as of January 1, 2025)

In line with future business expansion, we will be implementing organizational reforms to strengthen the functionality of the following divisions and improve operational efficiency.

- (i) Sales Administration Department established in East Japan Sales Division I, Sales Division; Sales Support & Planning Department abolished
- (ii) Sales Strategy Department established in East Japan Sales Division I, Sales Division; Sales Development Department abolished
- (iii) Sales Development Section, East Japan Sales Division I, Sales Division promoted to Overseas Sales Department
- (iv) Asset Strategy Department established in East Japan Sales Division II, Sales Division
- (v) Business Development Office established in Development Business Division
- (vi) Construction Department V and Construction Department VI established in Construction Division
- (vii) Legal & Compliance Section, Administrative Division promoted to Legal & Compliance Department

2. Changes in Directors (effective as of January 1, 2025)

Name	New Position	Former Position
Shinichi Fujita	Representative Director, President and Chief Executive Officer	Representative Director, President and Chief Executive Officer, and General Manager of Development Business Division

3. Changes in Executive Officers (effective as of January 1, 2025)

Name	New Position	Former Position
Akira Okubo	Managing Executive Officer, President of Fuji Home Co., Ltd.	Managing Executive Officer, General Manager of Administration Division President of Fuji Home Co., Ltd.
Hideo Tokuhara	Managing Executive Officer, Division Manager of East Japan Sales Division II and General Manager of Development Business Division	Managing Executive Officer, Division Manager of East Japan Sales Division II
Hiroaki Sato	Senior Executive Officer, General Manager of Administration Division (In charge of Finance and Accounting) and Department Manager of Finance Department	Senior Executive Officer, Group Manager of Administration Division (In charge of Finance and Accounting) and Department Manager of Finance Department

Masataka Tada	Executive Officer, General Manager of Construction Division and Department Manager of Construction Department VI	Executive Officer, General Manager of Construction Division and Department Manager of Construction Department IV
Daizou Ozaki	Executive Officer, Group Manager of East Japan Sales Division I, Sales Division (In charge of Overseas Sales, Sales Strategy, Sales Administration)	Executive Officer, Group Manager of East Japan Sales Division I and Department Manager of Sales Support & Planning Department

4. Personnel Changes (effective as of January 1, 2025)

Name	New Position	Former Position
Takatoshi Yashiro	Group Manager of East Japan Sales Division I, Sales Division Branch Manager, Yokohama Branch	Department Manager of Kamata Sales Office East Japan Sales Division I, Sales Division
Satoshi Ueno	Department Manager of Ikebukuro Sales Office East Japan Sales Division I, Sales Division	Department Manager of Sales Office I in Headquarters, East Japan Sales Division II, Sales Division
Masashi Horiguchi	Department Manager of Shibuya Sales Office East Japan Sales Division I, Sales Division	Department Manager of Kita-Senju Sales Office East Japan Sales Division I, Sales Division
Jun Matsuura	Department Manager of Sapporo Sales Office East Japan Sales Division I, Sales Division	Office Manager of Sapporo Sales Office East Japan Sales Division I, Sales Division
Kou Iwamasa	Department Manager of Sales Strategy Department, East Japan Sales Division I, Sales Division	Department Manager of Sales Development Department
Takashi Hiratsuka	Department Manager of Sales Administration Department, East Japan Sales Division I, Sales Division	Section Manager of Sales Clinical Affairs Section Sales Support & Planning Department, East Japan Sales Division I, Sales Division
Kosei Kanemori	Department Manager of Overseas Sales Department East Japan Sales Division I, Sales Division	Section Manager of Shibuya Sales Office East Japan Sales Division I, Sales Division
Hiroyuki Saito	Department Manager of Sales Office I in Headquarters East Japan Sales Division II, Sales Division	Department Manager of Yokohama Branch East Japan Sales Division I, Sales Division
Ryu Toyoda	Department Manager of Asset Strategy Department East Japan Sales Division II, Sales Division	Department Manager of Sales Division
Osami Higashiyama	Department Manager of Nagoya Sales Office West Japan Sales Division, Sales Division	Office Manager of Nagoya Sales Office West Japan Sales Division, Sales Division
Shogo Osada	Office Manager of Business Development Office Development Business Division	Office Manager of Ogikubo Sales Office East Japan Sales Division I, Sales Division
Manabu Bessyo	Department Manager of Construction Department I and Department Manager of Construction Department V	Department Manager of Construction Department I
Toshiya Koike	Department Manager of Construction Department IV	Section Manager of Construction Department IV
Susumu Konishi	Group Manager of Administrative Division (In charge of Human Resources, General Affairs, Legal & Compliance)	Group Manager of Administrative Division (In charge of Human Resources and General Affairs) and Department Manager, Human Resources Department
Shinji Mori	Department Manager of Human Resources Department, Administrative Division	Department Manager of Administration Department, Fuji Home Co., Ltd.
Eikichi Oguma	Department Manager of Legal & Compliance Department, Administrative Division	Section Manager of Legal & Compliance Section General Affairs Department, Administrative Division