

January 17, 2020

For Immediate Release  
To Whom It May Concern

Mitsui & Co., Ltd.

## **Changes of Directors and Executive Officers**

We hereby inform the following changes for Directors and Executive Officers, which were approved at our Board of Directors' meeting today.

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#### II . Directors;

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\* Subject to approval at the Ordinary General Meeting of Shareholders to be held on June 19, 2020.

\*\* Effective on the close of the Ordinary General Meeting of Shareholders to be held on June 19, 2020.

[Attachment]

- ① Board of Directors and Audit & Supervisory Board Members after the upcoming Ordinary General Meeting of Shareholders to be held on June 19, 2020.
- ② Candidates for Directors (newly appointed)
- ③ Reasons for Appointment / Candidates for Directors (Reelected)

**I. Executive Officers:**

1) Promoted Executive Officers; 7 persons

April 1, 2020

Name	New	Present
Takakazu Uchida	Representative Director Executive Vice President; Chief Financial Officer; General Manager of Financial Management & Advisory Division IV	Representative Director Senior Executive Managing Officer; Chief Financial Officer
Yoshio Kometani	Representative Director Senior Executive Managing Officer; Chief Digital Information Officer	Representative Director Executive Managing Officer
Miki Yoshikawa	Senior Executive Managing Officer	Executive Managing Officer; Chief Operating Officer of Food Business Unit
Hiroshi Meguro	Executive Managing Officer; Chief Regional Representative in CIS; General Director of Mitsui & Co. Moscow LLC	Managing Officer; Chief Representative of Mitsui & Co., Ltd. in CIS; General Director of Mitsui & Co. Moscow LLC
Koji Nagatomi	Executive Managing Officer; Deputy Chief Operating Officer of Asia Pacific Business Unit	Managing Officer; Chief Operating Officer of Healthcare & Service Business Unit
Sayu Ueno	Executive Managing Officer; Chief Operating Officer of Americas Business Unit	Managing Officer; Chief Operating Officer of Basic Materials Business Unit
Hirohiko Miyata	Executive Managing Officer; Chief Operating Officer of EMEA (Europe, the Middle East and Africa) Business Unit	Managing Officer; General Manager of Investment Administrative Division

2) Newly appointed Executive Officers: 8 persons

April 1, 2020

Name	New	Present
Atsushi Kawase	Managing Officer; General Manager of Financial Management & Advisory Division III	Associate Officer; General Manager of Financial Management & Advisory Division IV
Koichi Fujita	Managing Officer; Chief Operating Officer of Iron & Steel Products Business Unit	Deputy General Director of Mitsui & Co. Moscow LLC
Yoshiyuki Enomoto	Managing Officer; General Manager of Financial Management & Advisory Division II	Deputy General Manager of Business Solutions Division (Mobility & Infrastructure)
Takashi Furutani	Managing Officer; Chief Operating Officer of Basic Materials Business Unit	General Manager of Planning & Administrative Division (Chemicals)
Yoichiro Endo	Managing Officer; Chief Operating Officer of Food Business Unit	Operating Officer of Food Business Unit
Takeshi Akutsu	Managing Officer; General Manager of Corporate Planning & Strategy Division	General Manager of Planning & Administrative Division (Innovation & Corporate Development)
Makoto Sato	Managing Officer; General Manager of Investment Administrative Division	General Manager of Planning & Administrative Division (Metals)
Toru Matsui	Managing Officer; Chief Operating Officer of Energy Solutions Business Unit	General Manager of Corporate Planning & Strategy Division

3) Related Personnel Changes for Executive Officers: 13 persons

April 1, 2020

Name	New	Present
Kenichi Hori	Representative Director Senior Executive Managing Officer(*)	Representative Director Senior Executive Managing Officer
Hirotatsu Fujiwara	Representative Director Senior Executive Managing Officer; Chief Human Resources Officer; Chief Compliance Officer	Representative Director Senior Executive Managing Officer; Chief Compliance Officer
Yoshio Kometani	Representative Director Senior Executive Managing Officer; Chief Digital Information Officer	Representative Director Executive Managing Officer
Shinsuke Kitagawa	Senior Executive Managing Officer; Country Chairperson in India; Chairperson & Director of Mitsui & Co. India Pvt.Ltd.	Senior Executive Managing Officer; General Manager of Osaka Office
Shinichiro Omachi	Senior Executive Managing Officer; Chief Strategy Officer	Senior Executive Managing Officer; Country Chairperson in India; Managing Director of Mitsui & Co. India Pvt.Ltd.
Miki Yoshikawa	Senior Executive Managing Officer	Executive Managing Officer; Chief Operating Officer of Food Business Unit
Hiroyuki Tsurugi	Executive Managing Officer; Chair & CEO of Mitsui & Co.(Australia) Ltd.	Executive Managing Officer; President & Chief Executive Officer of Mitsui Oil Exploration Co., Ltd.
Motoaki Uno	Executive Managing Officer; Chief Operating Officer of Asia Pacific Business Unit	Executive Managing Officer; President & Chief Executive Officer of P.T.Mitsui Indonesia
Koji Nagatomi	Executive Managing Officer; Deputy Chief Operating Officer of Asia Pacific Business Unit	Managing Officer; Chief Operating Officer of Healthcare & Service Business Unit
Sayu Ueno	Executive Managing Officer; Chief Operating Officer of Americas Business Unit	Managing Officer; Chief Operating Officer of Basic Materials Business Unit
Hirohiko Miyata	Executive Managing Officer; Chief Operating Officer of EMEA (Europe, the Middle East and Africa) Business Unit	Managing Officer; General Manager of Investment Administrative Division
Shinichi Hori	Managing Officer; General Manager of Osaka Office	Managing Officer; Chief Operating Officer of Iron & Steel Products Business Unit
Masato Sugahara	Managing Officer; Chief Operating Officer of Healthcare & Service Business Unit	Managing Officer; Deputy Chief Operating Officer & Chief Administrative Officer of Asia Pacific Business Unit

\*Change of Areas Overseen

4) Retiring Executive Officers: 7 persons

March 31, 2020

Name	New	Present
Shinsuke Fujii	Director (As of April 1, 2020)	Representative Director Executive Vice President; Chief Administrative Officer; Chief Information Officer; Chief Privacy Officer
Nobuaki Kitamori	Director (As of April 1, 2020)	Representative Director Executive Vice President; Chief Digital Officer
Taku Morimoto	Counselor (As of April 1, 2020)	Executive Vice President; Chief Operating Officer of Asia Pacific Business Unit
Yasuyuki Fujitani	Counselor (As of April 1, 2020)	Senior Executive Managing Officer; Chief Operating Officer of EMEA (Europe, the Middle East and Africa) Business Unit
Katsurao Yoshimori	Counselor (As of April 1, 2020)	Senior Executive Managing Officer; Chief Operating Officer of Americas Business Unit
Noboru Katsu	Retiree	Executive Managing Officer; Chair & CEO of Mitsui & Co.(Australia) Ltd.
Takeshi Setozaki	Retiree	Managing Officer; General Manager of Chubu Office

## **II. Directors; June 19, 2020**

### 1) Newly appointed Directors: 3 persons

Name	New	Present
Shinichiro Omachi	Representative Director Senior Executive Managing Officer; Chief Strategy Officer	Senior Executive Managing Officer; Chief Strategy Officer (As of April 1, 2020)
Miki Yoshikawa	Representative Director Senior Executive Managing Officer	Senior Executive Managing Officer (As of April 1, 2020)
Masako Egawa	Director(*)	

(\*)External Director

\* Appointment of Directors is subject to approval at the Ordinary General Meeting of Shareholders to be held on June 19, 2020.

### 2) Retiring Directors: 3 persons

Name	New	Present
Shinsuke Fujii	Counselor	Director (As of April 1, 2020)
Nobuaki Kitamori	Counselor	Director (As of April 1, 2020)
Toshiro Muto	Retiree	Director(*)

(\*)External Director

\*Retirement of Directors will be effective on the close of the Ordinary General Meeting of Shareholders to be held on June 19, 2020.

**III. Related Personnel Changes: April 1, 2020**

Name	New	Present
Jun Notoya	Associate Officer; General Manager of Chubu Office	Associate Officer; General Manager of Hokkaido Office
Kazuhide Nakajo	Chief Strategy Officer of Asia Pacific Business Unit	General Manager of Internet Communications Business Division, IT & Communication Business Unit
Faisal Ashraf	Managing Director of Mitsui & Co. India Pvt.Ltd.	Deputy Managing Director of Mitsui & Co., Middle East Ltd.
Yasunori Jinno	Associate Officer; President & Chief Executive Officer of P.T.Mitsui Indonesia	Associate Officer; Operating Officer of Mineral & Metal Resources Business Unit
Kazumasa Miyazawa	Deputy General Director of Mitsui & Co. Moscow LLC	General Manager of Planning & Administrative Division (Energy)
Seiro Yano	Internal Auditor of First Internal Auditing Department, Internal Auditing Division	General Manager of Business Solutions Division (Mobility & Infrastructure)
Toru Iijima	Deputy General Manager of Financial Management & Advisory Division I	General Manager of LNG Business Development Division, Energy Business Unit II
Ryuichiro Seki	Deputy General Manager of Financial Management & Advisory Division II	General Manager of Financial Management & Advisory Division III
Hidetomo Araki	Deputy General Manager of Financial Management & Advisory Division III	General Manager of Strategic Planning Department, Performance Materials Business Unit
Tetsuji Miyamori	Deputy General Manager of Financial Management & Advisory Division IV	Financial Management & Advisory Division IV
Hiroataka Hamamoto	President & Chief Executive Officer of Mitsui Oil Exploration Co., Ltd.	Mitsui Oil Exploration Co., Ltd.

Board of Directors and Audit & Supervisory Board Members after the upcoming Ordinary General Meeting of Shareholders to be held on June 19, 2020;

Representative Director, Chairman of the Board of Directors	Masami Iijima
Representative Director, President and CEO	Tatsuo Yasunaga
Representative Director	Yukio Takebe
Representative Director	Takakazu Uchida
Representative Director	Kenichi Hori
Representative Director	Hirotsu Fujiwara
Representative Director	Yoshio Kometani
Representative Director	Shinichiro Omachi
Representative Director	Miki Yoshikawa
* Director	Izumi Kobayashi
* Director	Jenifer Rogers
* Director	Samuel Walsh
* Director	Takeshi Uchiyamada
* Director	Masako Egawa
Audit & Supervisory Board Member	Makoto Suzuki
Audit & Supervisory Board Member	Kimiro Shiotani
* Audit & Supervisory Board Member	Haruka Matsuyama
* Audit & Supervisory Board Member	Hiroshi Ozu
* Audit & Supervisory Board Member	Kimitaka Mori

\* External Directors/Audit & Supervisory Board Members



**Candidates for Directors (newly appointed)****Shinichiro Omachi****Date of birth:** July 18, 1960**Education:** Graduated from Keio University (Majored in Economics)  
in March 1984**Joined Mitsui:** April, 1984**Career at the company:**

April 1984	Iron Ore Division
February 1989	Iron Ore & BHP Trainee in Australia
February 1990	Iron Ore Division
June 1997	Trainee at Sloan School of Management, Massachusetts Institutes of Technology
June 1998	Mitsui & Co. (U.S.A), Inc., New York Head Office
February 2001	Dept.GM, Mitsui & Co. (U.S.A.) Inc., New York Head Office
December 2003	Dept.GM, Coal Division
May 2008	Co-DOO, Energy & Mineral Resources Div., Mitsui & Co. Europe Plc., London Head Office
April 2011	GM, Iron Ore Div.
April 2012	Deputy COO, Mineral & Metal Resources Business Unit
March 2014	Investment Administrative Division
April 2014	Managing Officer, Investment Administrative Division
April 2015	Managing Officer, COO, Mineral & Metal Resources Business Unit
April 2017	Executive Managing Officer, COO, Mineral & Metal Resources Business Unit
April 2019	Senior Executive Managing Officer, Country Chairperson in India; Managing Director of Mitsui & Co. INDIA PVT. LTD.

**Reason for appointment:** Mr. Shinichiro Omachi has been selected as a candidate for the Board of Directors, to capitalize on (i) his outstanding knowledge and a solid track record in the area of Mineral & Metal Resources, (ii) personal characteristics that make him suitable to play a role in the management of this company, (iii) the management skills that he has accumulated through his experience as the president of Mitsui & Co., India Pvt. Ltd and the GM of the Investment Administrative Div., etc. Going forward, Mr. Omachi is expected to supervise the Corporate Planning & Strategy Div., the Investment Administrative Div., and other corporate staff units as CSO, and to contribute to the enhancement of management capabilities and the continual growth of this company by utilizing his experience and insights for decision making in Board of Directors meetings and business execution supervision.

**Number of Company's shares held:** 23,642

<b>Miki Yoshikawa</b>
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**Date of birth:** December 26, 1961

**Education:** Graduated from Otaru University of Commerce (Majored in Commerce) in March 1984

**Joined Mitsui:** April, 1984

**Career at the company:**

April 1984	Processed Food Division
May 1987	Tohoku Branch
September 1991	Processed Food Business Trainee in Europe
September 1992	Processed Food Division
July 1995	Seconded to Information resources JAPAN LIMITED
December 1997	Food Business Unit
August 1999	Food Administrative Division
March 2000	Seconded to Information resources JAPAN LIMITED as President
December 2003	Dept. GM, Food & Retail Division, concurrently seconded to Bussan Food Service Co. Ltd.
October 2007	GM, Logistics Business Promotion Division
April 2008	GM, Retail Logistics Division
October 2010	GM, Retail Business Division
February 2012	DOO, Foodstuff Division, Asia Pacific Business Unit, & SVP, Mitsui & Co. (Asia Pacific) Pte. Ltd. (in Singapore)
April 2015	Managing Officer, COO, Food Resources Business Unit
April 2016	Managing Officer, COO, Food Business Unit
April 2019	Executive Managing Officer, COO, Food Business Unit

**Reason for appointment:** Mr. Miki Yoshikawa has been selected as a candidate for the Board of Directors, to capitalize on (i) his excellent knowledge and a solid track record in the area of Food & Retail business, (ii) personal characteristics that qualify him to assume a role in the management of this company, (iii) the management capabilities that he has acquired through a wide range of management roles as the president of an affiliated company in Japan, the COO of the Food Business Unit, as well as in the development of retail systems, and exiting from unsuccessful businesses. From now on, supervising the food, retail, and healthcare business areas, in which the company identifies its growth potential, Mr. Yoshikawa is expected to contribute to raising the company's value through focused business development and steady monetization, leveraging his breadth of experience and insights related to decision making and business execution of the Board of Directors.

**Number of Company's shares held** 17,495

<b>Masako Egawa</b>
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**Date of birth:** September 7, 1956

**Education:** Graduated from The University of Tokyo  
(College of Arts and Science) in March 1980

**Professional career:**

April 1980	Planning Division, Corporate Banking Division, Tokyo Branch, Citibank
June 1986	Graduated from Harvard Business School
September 1986	Investment Banking Division, New York Headquarters, Salomon Brothers Inc.
June 1988	Investment Banking Division, Tokyo Branch, Salomon Brothers Asia Securities (Now, Citigroup Global Markets Japan Inc.)
December 1993	Corporate Finance Division, Tokyo Branch, S.G. Warburg (Now, UBS Securities Japan Co. Ltd.)
November 2001	Executive Director, Japan Research Center, Harvard Business School
March 2006	Doctor of Commerce, Hitotsubashi University
April 2009	Executive Vice President, The University of Tokyo
September 2015	Professor, Graduate School of Commerce, Hitotsubashi University
April 2018	Professor, Hitotsubashi University Business School (renamed as written)

**Current positions:**

March 2014	External Director, Asahi Glass Co., Ltd. (renamed as AGC Inc. in July 2018)
June 2015	External Director, Tokio Marine Holdings
June 2015	External Director, Mitsui Fudosan Co., Ltd.
July 2019	Vice Chairperson, Japan Securities Dealers Association Chairperson, Self-regulation Board

**Reason for appointment:** Ms. Masako Egawa has been selected as a candidate for the Board of Directors to capitalize on her excellent judgment encompassing financing and corporate management acquired through experience at international financial organizations and by her research in corporate governance. She demonstrated her organizational management capabilities as the Executive Vice President of The University of Tokyo and a member of the Japan Advisory Board of Harvard Business School. Her broad range of public contributions includes the activities at the Japan-United States Conference on Cultural and Educational Interchange and councils of the Ministry of Finance. Although Ms. Egawa has not been directly involved in corporate management, the company holds high expectations with respect to her providing advice and supervision over the company's activities.

**Number of Company's shares held:** 0

### Reasons for Appointment / Candidates for Directors (Reelected)

#### Candidates for Directors (Reelected)

Candidates	Reasons for Appointment
Masami Iijima	Mr. Iijima served as COO of Mineral & Metal Resources Business Unit, etc. and then spent six (6) years from April 2009 to March 2015 as President of the Company. During this time, he showed outstanding managerial skills and made a significant contribution to the Company's growth. Since his appointment as Chairman of the Board of Directors in April 2015, he has focused his efforts on external activities and on supervision of management, and has contributed to the operation of a highly effective Board of Directors. We have selected Mr. Iijima as a candidate for another term as Director so that he may utilize his wide-ranging management experience and deep knowledge of corporate governance to strengthen the Company's governance. Mr. Iijima's role as Chairman of the Board of Directors of the Company chiefly involves carrying out supervision of management. He does not concurrently serve as an executive officer and he is not involved in the execution of day-to-day business operations.
Tatsuo Yasunaga	Mr. Yasunaga has superior expertise and an excellent track record in the Machinery & Infrastructure area and also possesses a character suitable for a management executive of the Company. Mr. Yasunaga was appointed CEO in April 2015 to exercise his excellent managerial skills accumulated through his experience in roles including secondment to the World Bank, etc., General Manager of Corporate Planning & Strategy Division, and COO of Integrated Transportation Systems Business Unit. In June of the same year, he was appointed Director of the Company, and since then he has adequately fulfilled his roles in both decision-making and supervision of business execution as CEO and Director. We consider it optimal for Mr. Yasunaga to continue to demonstrate solid leadership for the implementation of Medium-term Management Plan 2023 as the Representative Director and CEO. We have therefore selected him as a candidate for another term as Director.
Yukio Takebe	Mr. Takebe has superior expertise and an excellent track record in the Mineral & Metal Resources area and Energy area and also possesses a character suitable for being a part of the Company's management. Mr. Takebe was appointed Director in June 2018 to exercise his accumulated excellent managerial skills through his experience in roles including COO of Mineral & Metal Resources Business Unit, President & Chief Executive Officer of P.T. Mitsui Indonesia, and Chairman & CEO of Mitsui & Co. (Australia) Ltd. Currently, Mr. Takebe is supervising Iron & Steel Products Business Unit, Mineral & Metal Resources Business Unit, Energy Business Unit I and Energy Business Unit II, and showing outstanding managerial skills based on his advanced expertise in the Company's businesses. We have selected Mr. Takebe as a candidate for another term as Director so that he may utilize this experience and expertise in decision-making and supervision of business execution by the Board of Directors.
Takakazu Uchida	Mr. Uchida has superior specialist knowledge and an excellent track record in accounting and finance-related operations and also possesses a character suitable for being a part of the Company's management. Mr. Uchida was appointed Director in June 2018 to exercise his accumulated excellent managerial skills through his experience in roles including General Manager of Market Risk Management Division, General Manager of Finance Division. Currently, Mr. Uchida is supervising finance related Corporate Staff Unit as CFO, and showing outstanding managerial skills based on his advanced expertise in the Company's businesses. We have selected Mr. Uchida as a candidate for another term as Director so that he may utilize this experience and expertise in decision-making and supervision of business execution by the Board of Directors.
Kenichi Hori	Mr. Hori has superior expertise and an excellent track record in the Chemicals and Innovation & Corporate Development areas and also possesses a character suitable for being a part of the Company's management. Mr. Hori was appointed Director in June 2018 to exercise his accumulated excellent managerial skills through his experience in roles including General Manager of Investor Relations Division, General Manager of Corporate Planning & Strategy Division, and COO of Nutrition & Agriculture Business Unit. Currently, Mr. Hori is supervising Basic Materials Business Unit, Performance Materials Business Unit, Nutrition & Agriculture Business Unit, Food Business Unit and Retail Business Unit, and showing outstanding managerial skills based on his advanced expertise in the Company's businesses. We have selected Mr. Hori as a candidate for another term as Director so that he may utilize this experience and expertise in decision-making and supervision of business execution by the Board of Directors.
Hirotatsu Fujiwara	Mr. Fujiwara has superior expertise and an excellent track record in the Energy area and also possesses a character suitable for being a part of the Company's management. Mr. Fujiwara was appointed Director in June 2019 to exercise his accumulated excellent managerial skills through his experience in roles including General Manager of Planning and Administrative Division (Energy) and Energy Business Unit II. Currently, Mr. Fujiwara is supervising human resources & general affairs, legal, and logistics, etc. related Corporate Staff Unit, and showing outstanding managerial skills based on his advanced expertise in the Company's businesses. We have selected Mr. Fujiwara as a candidate for another term as Director so that he may utilize this experience and expertise in decision-making and supervision of business execution by the Board of Directors.
Yoshio Kometani	Mr. Kometani has superior expertise and an excellent track record in the Machinery & Infrastructure area and also possesses a character suitable for being a part of the Company's management. Mr. Kometani was appointed Director in June 2019 to exercise his accumulated excellent managerial skills through his experience in roles including General Manager of Planning & Administrative Division (Infrastructure Projects Business Unit), Deputy COO of Asia Pacific Business Unit and COO of Infrastructure Projects Business Unit. Currently, Mr. Kometani is supervising Infrastructure Projects Business Unit, Mobility Business Unit I and Mobility Business Unit II, etc., and showing outstanding managerial skills based on his advanced expertise in the Company's businesses. We have selected Mr. Kometani as a candidate for another term as Director so that he may utilize this experience and expertise in decision-making and supervision of business execution by the Board of Directors.
Izumi Kobayashi	Ms. Kobayashi has deep insight in organizational management and risk management for generating innovation, which she has accumulated through her experience working as the representative of private sector financial institutions and a multilateral development bank. She speaks out actively from diverse perspectives at the Board of Directors meetings, making a significant contribution to deepening the discussion. In the year ended March 31, 2020, she served as a member of the Remuneration Committee, and contributed to the discussions related to the design of a remuneration system for Officers and evaluation of Officers. In addition, as chair of the Nomination Committee, she exercised strong leadership in enhancing the transparency of the procedures for the appointment of executives, including the CEO. In view of these points we have selected Ms. Kobayashi as a candidate for another term as External Director so that she may continue to advise and supervise the Company's management.
Jenifer Rogers	Ms. Rogers has a global perspective and deep insight in risk management cultivated through her experience working for international financial institutions and her experience in legal work as an in-house counsel. She makes many useful comments concerning risk control at the Board of Directors meetings, making a significant contribution to enhancing the supervision function of the Board of Directors. In the year ended March 31, 2020, she served as a member of the Governance Committee, actively provided her opinions with the aim of creating a highly transparent governance system. In view of these points we have selected Ms. Rogers as a candidate for another term as External Director so that she may continue to advise and supervise the Company's management.
Samuel Walsh	Mr. Walsh has global expertise and excellent management skills cultivated through his long years working in upper management within the automobile industry and as chief executive officer of an international natural resources company. At the Board of Directors meetings, he makes many proposals and suggestions from a broad-minded standpoint based on his abundant business management experience, and makes significant contributions to active discussions at the meetings of the Board of Directors, and to improving the effectiveness of said meetings. In the year ended March 31, 2020, he served as a member of the Governance Committee, actively provided his opinions with the aim of creating a highly transparent governance system. He has diverse perspectives based on global corporate management experience and expertise and knowledge related to capital policy and business investment. We have selected Mr. Walsh as a candidate for another term as External Director so that he may continue to advise and supervise the Company's management.
Takeshi Uchiyamada	Mr. Uchiyamada has long been involved in research on environmental and safety technologies at Toyota Motor Corporation that could realize a smart mobility society called for by today's society, as well as in the development of products demanded by consumers, and has been exercising his excellent managerial skills as an executive officer of Toyota Motor Corporation. At the Board of Directors meetings, he makes many proposals and suggestions from a broad-minded standpoint based on his management experience at a global company and his in-depth knowledge of society in general, and makes significant contributions to active discussions at the meetings of the Board of Directors, and to improving the effectiveness of said meetings. In the year ended March 31, 2020, he served as a member of the Nomination Committee, and contributed to the discussions with the aim of enhancing the transparency of the procedures for the appointment of executives, including the CEO. In view of these points we have selected Mr. Uchiyamada as a candidate for another term as External Director so that he may continue to advise and supervise the Company's management.