

January 14, 2022

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;

- 1) Newly appointed Directors; June 22, 2022\*
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#### III . Related Personnel Changes

\* Subject to approval at the Ordinary General Meeting of Shareholders to be held on June 22, 2022.

\*\* Effective on the close of the Ordinary General Meeting of Shareholders to be held on June 22, 2022.

[Attachment]

① Executive Officers (as of April 1, 2022)

② Reasons for Appointment/Biography of Candidates for Directors (Newly appointed)

## I. Executive Officers:

1) Promoted Executive Officers: 13 persons

April 1, 2022

| Name                 | New   | Present  |
|----------------------|---|--|
| Yoshio Kometani      | Representative Director<br>Executive Vice President;<br>Chief Digital Information Officer   | Representative Director<br>Senior Executive Managing Officer;<br>Chief Digital Information Officer                                       |
| Yoshiaki Takemasu    | Representative Director<br>Senior Executive Managing Officer;<br>Chief Human Resources Officer;<br>Chief Compliance Officer                   | Representative Director<br>Executive Managing Officer;<br>Chief Human Resources Officer;<br>Chief Compliance Officer                     |
| Sayu Ueno            | Executive Vice President;<br>Chief Operating Officer of Americas Business Unit;<br>Mitsui & Co.(U.S.A.),Inc.<br>President & CEO               | Senior Executive Managing Officer;<br>Chief Operating Officer of Americas Business Unit;<br>Mitsui & Co.(U.S.A.),Inc.<br>President & CEO |
| Hiroshi Meguro       | Senior Executive Managing Officer;<br>Chief Regional Representative in CIS;<br>Mitsui & Co. Moscow LLC General Director                       | Executive Managing Officer;<br>Chief Regional Representative in CIS;<br>Mitsui & Co. Moscow LLC General Director                         |
| Hirohiko Miyata      | Senior Executive Managing Officer;<br>Chief Representative of Europe Bloc;<br>MITSUI & CO. EUROPE PLC Managing Director                       | Executive Managing Officer;<br>Chief Representative of Europe Bloc;<br>MITSUI & CO. EUROPE PLC Managing Director                         |
| Kohei Takata         | Executive Managing Officer;<br>Deputy Chief Operating Officer of Asia Pacific Business Unit;<br>Mitsui & Co.(Asia Pacific) Pte. Ltd. Director | Managing Officer;<br>Chief Operating Officer of Nutrition & Agriculture Business Unit  |
| Shinichi Kikuchihara | Executive Managing Officer;<br>P.T.MITSUI INDONESIA President & CEO   | Managing Officer;<br>Chief Operating Officer of Corporate Development Business Unit  |
| Tetsuya Daikoku      | Executive Managing Officer;<br>Chief Operating Officer of Mobility Business Unit I  | Managing Officer;<br>Chief Operating Officer of Mobility Business Unit I   |
| Kazumasa Nakai       | Executive Managing Officer  | Managing Officer;<br>Chief Operating Officer of Infrastructure Projects Business Unit  |
| Tetsuya Shigeta      | Executive Managing Officer;<br>Chief Financial Officer  | Managing Officer;<br>General Manager of Global Controller Division   |
| Takashi Furutani     | Executive Managing Officer;<br>Chief Operating Officer of Basic Materials Business Unit   | Managing Officer;<br>Chief Operating Officer of Basic Materials Business Unit  |
| Makoto Sato          | Executive Managing Officer;<br>Chief Strategy Officer   | Managing Officer;<br>General Manager of Investment Administrative Division   |
| Toru Matsui          | Executive Managing Officer  | Managing Officer;<br>Chief Operating Officer of Energy Business Unit I;<br>Chief Operating Officer of Energy Solutions Business Unit     |

2) Newly appointed Executive Officers; 6 persons

April 1, 2022

| Name              | New  | Present  |
|-------------------|--|--|
| Tetsu<br>Watanabe | Managing Officer;<br>Chief Operating Officer of Nutrition &<br>Agriculture Business Unit   | Americas Business Unit;<br>MITSUI & CO.(U.S.A.),INC. Senior Vice<br>President                |
| Toru<br>Iijima    | Managing Officer;<br>Chief Operating Officer of Energy Business<br>Unit I;<br>Chief Operating Officer of Energy Solutions<br>Business Unit | Deputy General Manager of Financial<br>Management & Advisory Division I                      |
| Koichi<br>Wakana  | Managing Officer;<br>Chief Operating Officer of Infrastructure<br>Projects Business Unit   | Operating Officer of Infrastructure Projects<br>Business Unit                                |
| Makoto<br>Tanaka  | Managing Officer;<br>General Manager of Finance Division   | General Manager of Finance Division  |
| Masaya<br>Inamuro | Managing Officer;<br>General Manager of Corporate Planning &<br>Strategy Division;<br>Mitsui & Co. Korea Ltd. Director                     | General Manager of Investor Relations<br>Division  |
| Daisuke<br>Ishida | Managing Officer;<br>Chief Operating Officer of Corporate<br>Development Business Unit   | General Manager of Corporate Development<br>Division, Corporate Development Business<br>Unit |

## 3) Related Personnel Changes for Executive Officers: 11 persons

April 1, 2022

| Name                 | New   | Present  |
|----------------------|---|--|
| Motoaki Uno          | Representative Director<br>Senior Executive Managing Officer(*)   | Representative Director<br>Senior Executive Managing Officer   |
| Yoshiaki Takemasu    | Representative Director<br>Senior Executive Managing Officer;<br>Chief Human Resources Officer;<br>Chief Compliance Officer(*)                | Representative Director<br>Executive Managing Officer;<br>Chief Human Resources Officer;<br>Chief Compliance Officer                 |
| Kohei Takata         | Executive Managing Officer;<br>Deputy Chief Operating Officer of Asia Pacific Business Unit;<br>Mitsui & Co.(Asia Pacific) Pte. Ltd. Director | Managing Officer;<br>Chief Operating Officer of Nutrition & Agriculture Business Unit  |
| Shinichi Kikuchihara | Executive Managing Officer;<br>P.T.MITSUI INDONESIA President & CEO   | Managing Officer;<br>Chief Operating Officer of Corporate Development Business Unit  |
| Kazumasa Nakai       | Executive Managing Officer  | Managing Officer;<br>Chief Operating Officer of Infrastructure Projects Business Unit  |
| Tetsuya Shigeta      | Executive Managing Officer;<br>Chief Financial Officer  | Managing Officer;<br>General Manager of Global Controller Division   |
| Makoto Sato          | Executive Managing Officer;<br>Chief Strategy Officer   | Managing Officer;<br>General Manager of Investment Administrative Division   |
| Toru Matsui          | Executive Managing Officer  | Managing Officer;<br>Chief Operating Officer of Energy Business Unit I;<br>Chief Operating Officer of Energy Solutions Business Unit |
| Masato Sugahara      | Managing Officer;<br>Chair & CEO of MITSUI & CO. (AUSTRALIA) LTD. ;<br>Chair of MITSUI & CO. (N.Z.) LTD.                                      | Managing Officer;<br>Chief Operating Officer of Wellness Business Unit   |
| Takeshi Akutsu       | Managing Officer;<br>Chief Operating Officer of Wellness Business Unit  | Managing Officer;<br>General Manager of Corporate Planning & Strategy Division;<br>Mitsui & Co. Korea Ltd. Director                  |
| Kenichiro Yamaguchi  | Managing Officer;<br>General Manager of Investment Administrative Division  | Managing Officer;<br>General Manager of Financial Management & Advisory Division III   |

\*Change of Areas Overseen

4) Retiring Executive Officers: 5 persons

March 31, 2022

| Name                  | New                               | Present   |
|-----------------------|-----------------------------------|---|
| Takakazu<br>Uchida    | Director<br>(As of April 1, 2022) | Representative Director<br>Executive Vice President;<br>Chief Financial Officer                                       |
| Hirotatsu<br>Fujiwara | Director<br>(As of April 1, 2022) | Representative Director<br>Executive Vice President   |
| Shinichiro<br>Omachi  | Director<br>(As of April 1, 2022) | Representative Director<br>Executive Vice President;<br>Chief Strategy Officer  |
| Miki<br>Yoshikawa     | Director<br>(As of April 1, 2022) | Representative Director<br>Senior Executive Managing Officer  |
| Hiroyuki<br>Tsurugi   | Retiree                           | Executive Managing Officer;<br>Chair & CEO of MITSUI & CO.<br>(AUSTRALIA) LTD. ;<br>Chair of MITSUI & CO. (N.Z.) LTD. |

## **II. Directors:**

1) Newly appointed Directors: 4 persons

June 22, 2022

| Name            | New   | Present   |
|-----------------|---|---|
| Kazumasa Nakai  | Representative Director<br>Executive Managing Officer                             | Executive Managing Officer<br>(As of April 1, 2022)                             |
| Tetsuya Shigeta | Representative Director<br>Executive Managing Officer;<br>Chief Financial Officer | Executive Managing Officer;<br>Chief Financial Officer<br>(As of April 1, 2022) |
| Makoto Sato     | Representative Director<br>Executive Managing Officer;<br>Chief Strategy Officer  | Executive Managing Officer;<br>Chief Strategy Officer<br>(As of April 1, 2022)  |
| Toru Matsui     | Representative Director<br>Executive Managing Officer                             | Executive Managing Officer<br>(As of April 1, 2022)                             |

\* Appointment of Directors is subject to approval at the Ordinary General Meeting of Shareholders to be held on June 22, 2022.

2) Change of Representative Directors: 4 persons

April 1, 2022

| Name              | New      | Present   |
|-------------------|----------|---|
| Takakazu Uchida   | Director | Representative Director<br>Executive Vice President;<br>Chief Financial Officer |
| Hirotsu Fujiwara  | Director | Representative Director<br>Executive Vice President                             |
| Shinichiro Omachi | Director | Representative Director<br>Executive Vice President;<br>Chief Strategy Officer  |
| Miki Yoshikawa    | Director | Representative Director<br>Senior Executive Managing Officer                    |

3) Retiring Directors: 4 persons

June 22, 2022

| Name              | New       | Present                           |
|-------------------|-----------|-----------------------------------|
| Takakazu Uchida   | Counselor | Director<br>(As of April 1, 2022) |
| Hirotsu Fujiwara  | Counselor | Director<br>(As of April 1, 2022) |
| Shinichiro Omachi | Counselor | Director<br>(As of April 1, 2022) |
| Miki Yoshikawa    | Counselor | Director<br>(As of April 1, 2022) |

\*Retirement of Directors will be effective on the close of the Ordinary General Meeting of Shareholders to be held on June 22, 2022.

### III. Related Personnel Changes

February 1, 2022

| Name            | New  | Present  |
|-----------------|--|--|
| Naotaka Hayashi | Associate Officer;<br>Deputy General Manager of Osaka Office                     | Associate Officer;<br>Chief Strategy Officer of Europe Bloc;<br>Chief Strategy Officer of Middle East and Africa Bloc;<br>MITSUI & CO. EUROPE PLC Director & Chief Strategy Officer          |
| Ryosei Jinbo    | Assistant to General Manager of Planning & Coordination Division of Osaka Office | East Asia Bloc Chief Human Resources Officer & Chief Compliance Officer  |
| Jiro Yamada     | MITSUI & CO. (PERU) S.A. President   | General Manager of Automotive Solution Business Division, Mobility Business Unit I   |
| Tatsumichi Sato | East Asia Bloc Chief Human Resources Officer & Chief Compliance Officer          | Divisional Operating Officer of Chemicals Business Division, Asia Pacific Business Unit;<br>Mitsui & Co.(Asia Pacific) Pte. Ltd. Divisional Operating Officer of Chemicals Business Division |
| Makoto Nakamura | Associate Officer;<br>Operating Officer of Mobility Business Unit I              | Associate Officer;<br>MITSUI & CO. (PERU) S.A. President   |

March 1, 2022

| Name            | New  | Present  |
|-----------------|--|--|
| Ryosei Jinbo    | General Manager of Planning & Coordination Division of Osaka Office  | Assistant to General Manager of Planning & Coordination Division of Osaka Office   |
| Masaya Watanabe | Chief Human Resources Officer & Chief Compliance Officer of Asia Pacific Business Unit;<br>Mitsui & Co.(Asia Pacific) Pte. Ltd. Director & Chief Human Resources Officer | General Manager of Planning & Coordination Division of Osaka Office  |
| Kazuhiro Iguchi | Mitsui & Co. Korea Ltd. Vice President   | Chief Human Resources Officer & Chief Compliance Officer of Asia Pacific Business Unit;<br>Mitsui & Co.(Asia Pacific) Pte. Ltd. Director & Chief Human Resources Officer |

April 1, 2022

| Name              | New   | Present  |
|-------------------|---|--|
| Maroshi Tokoyoda  | General Manager of Investor Relations Division                  | Operating Officer of Wellness Business Unit  |
| Kazuhiro Iguchi   | Mitsui & Co. Korea Ltd. President                               | Mitsui & Co. Korea Ltd. Vice President   |
| Masao Kurihara    | General Manager of Global Controller Division                   | MITSUI & CO.(U.S.A.),INC. Senior Vice President & Chief Financial Officer; Chief Financial Officer of Americas Business Unit |
| Taichi Nagino     | General Manager of Financial Management & Advisory Division III | General Manager of Russia Gas Business Division, Energy Business Unit II   |
| Tomoyuki Moriyama | Associate Officer; East Japan Railway Company                   | Associate Officer; Mitsui & Co. Korea Ltd. President   |



|  |  |   |
|--|--|---|
| Executive Officers (as of April 1, 2022)         | 46 persons   |   |
| President and CEO                                | Kenichi Hori   |   |
| Executive Vice President<br>(2 persons)          | Yoshio Kometani  | Sayu Ueno   |
| Senior Executive Managing Officer<br>(6 persons) | Motoaki Uno<br>Shinsuke Kitagawa<br>Hiroshi Meguro   | Yoshiaki Takemasu<br>Koji Nagatomi<br>Hirohiko Miyata   |
| Executive Managing Officer<br>(13 persons)       | Takeo Kato<br>Yoshiki Hirabayashi<br>Masahiro Moriyasu<br>Shinichi Kikuchihara<br>Kazumasa Nakai<br>Takashi Furutani<br>Toru Matsui  | Yuki Kodera<br>Motoyasu Nozaki<br>Kohei Takata<br>Tetsuya Daikoku<br>Tetsuya Shigeta<br>Makoto Sato   |
| Managing Officer<br>(24 persons)                 | Yumi Yamaguchi<br>Masaharu Okubo<br>Yuji Mano<br>Atsushi Kawase<br>Yoshiyuki Enomoto<br>Takeshi Akutsu<br>Isao Kohiyama<br>Yuichi Takano<br>Kenichiro Yamaguchi<br>Tetsu Watanabe<br>Koichi Wakana<br>Masaya Inamuro | Shinichi Hori<br>Tatsuya Okamoto<br>Masato Sugahara<br>Koichi Fujita<br>Yoichiro Endo<br>Makoto Takasugi<br>Tsutomu Osada<br>Hiroshi Kakiuchi<br>Tetsuya Fukuda<br>Toru Iijima<br>Makoto Tanaka<br>Daisuke Ishida |

**Kazumasa Nakai****Date of birth:** August 29, 1963**Education:** Graduated from Waseda University  
(Faculty of Political Science and Economics) in March, 1987**Joined Mitsui:** April, 1987**Career at the company:**

|                 |   |
|-----------------|---|
| April, 1987     | Chemical Plants Division  |
| June, 1989      | Trainee in Mexico   |
| June, 1991      | Chemical Plants Division  |
| October, 1999   | Heavy Machinery Division  |
| March, 2001     | Departmental General Manager, Infrastructure Projects Division III          |
| October, 2001   | Departmental General Manager, Overseas Infrastructure Projects Division III |
| September, 2003 | Business School Trainee (Wharton/ Advanced Management Program)              |
| October, 2003   | Departmental General Manager, Overseas Infrastructure Projects Division III |
| December, 2005  | General Manager, Mitsui & Co. (U.S.A.), Inc., New York Office               |
| July, 2009      | Third Projects Development Division   |
| April, 2012     | General Manager, Third Projects Development Division                        |
| April, 2015     | General Manager, First Projects Development Division                        |
| October, 2017   | Operating Officer, Nutrition & Agriculture Business Unit                    |
| April, 2019     | Managing Officer; COO, Infrastructure Projects Business Unit                |
|                 | Present   |

**Reasons for appointment:** Kazumasa Nakai has superior expertise and an excellent track record in the fields of plants and infrastructure projects and possesses a character suitable for being a part of the Company's management. He has developed excellent management skills through his experience as GM of the First Projects Development Div. and as Operating Officer of the Nutrition & Agriculture Business Unit. In his tenure as Operating Officer, he has also provided business support to the Food Business Unit and Retail Business Unit, etc., in addition to the Nutrition & Agriculture Business Unit. He has made full use of his accumulated knowledge and led the Infrastructure Projects Business Unit as COO, contributing to the increased corporate value of Mitsui & Co. through the expansion of our machinery and infrastructure projects. Accordingly, he has been chosen as a candidate for new director.

We believe he will be able to supervise the execution of business in the fields of Nutrition & Agriculture, Food, Retail, and Wellness, and could use his experience and knowledge in decision-making by the Board of Directors. We also expect that he will contribute to sustainable improvements to corporate value through the implementation of measures to innovate Healthcare and Nutrition business, etc. and through steady efforts to increase profitability.

**Number of Company's shares held:** 30,319

**Tetsuya Shigeta****Date of birth:** October 31, 1963**Education:** Graduated from Hitotsubashi University  
(Faculty of Commerce and Management) in March, 1987**Joined Mitsui:** April, 1987**Career at the company:**

|                |   |
|----------------|---|
| April, 1987    | General Accounting Division                                   |
| July, 1990     | Trainee in Brazil   |
| July, 1992     | Mitsui Brasileira Imp.e Exp.Ltda. (Rio de Janeiro)            |
| October, 1993  | General Administrative Division, Nagoya Office                |
| August, 1996   | Seconded to Mitsui Alimentos Ltda., as CFO (Sao Paulo)        |
| August, 2001   | Foodstuff Accounting Division                                 |
| November, 2002 | General Accounting Division                                   |
| April, 2009    | General Manager, Mitsui & Co. (U.S.A.), Inc., New York Office |
| April, 2012    | Departmental General Manager, Global Controller Division      |
| August, 2014   | Seconded to Multigrain S.A. as CFO (Sao Paulo)                |
| May, 2018      | General Manager, Financial Management & Advisory Division I   |
| April, 2019    | Managing Officer; General Manager, Global Controller Division |
|                | Present   |

**Reasons for appointment:** Tetsuya Shigeta has superior expertise and an excellent track record across the fields of finance and economics and possesses a character suitable for being a part of the Company's management. He has displayed excellent management skills through his experience as GM of the Financial Management & Advisory Div. I, GM of the Global Controller Division's Corporate Accounting Dept., and the CFO of Brazilian company Multigrain. Moreover, he has made full use of this wide-ranging knowledge and skill as GM of the Global Controller Div., contributing to decision-making and business execution at a company-wide level. Accordingly, he has been chosen as a candidate for new director. We believe he would be able to supervise the financial-related corporate divisions as CFO, use his strong knowledge of Mitsui & Co. business in decision-making at the Board of Directors, and monitor executive operations.

**Number of Company's shares held:** 34,940

**Makoto Sato****Date of birth:** May 19, 1966**Education:** Graduated from Waseda University  
(Faculty of Science and Technology) in March, 1990**Joined Mitsui:** April, 1990**Career at the company:**

|                 |  |
|-----------------|--|
| April, 1990     | Metals Administrative Division   |
| April, 1993     | Iron Ore Division  |
| December, 1995  | Overseas trainee (metals) (Perth)  |
| December, 1996  | Iron Ore Division  |
| November, 2000  | Ferrous Raw Materials Division   |
| February, 2001  | Mitsui & Co. (U.S.A.), Inc., New York Office   |
| March, 2002     | Kuala Lumpur Branch  |
| April, 2002     | President's Award received   |
| October, 2004   | General Manager, Kuala Lumpur Branch   |
| March, 2005     | Ferrous Raw Materials Division   |
| March, 2006     | Departmental General Manager, Ferrous Raw Materials Division   |
| September, 2007 | Seconded to Pacific Coast Recycling, LLC (California)  |
| May, 2008       | Mineral & Metal Resources Business Unit  |
| April, 2009     | Departmental General Manager, Iron Ore Division  |
| May, 2010       | Human Resources & General Affairs Division   |
| July, 2010      | Human Resources & General Affairs Division; Corporate Planning & Strategy Division                                 |
| July, 2012      | Departmental General Manager, Planning & Administrative Division<br>(Metal Resources & Steel Products)             |
| April, 2013     | DOO, Mineral & Metal Resources Division, Asia Pacific Business Unit;<br>SVP, Mitsui & Co. (Asia Pacific) Pte. Ltd. |
| August, 2014    | Planning & Administrative Division (Metals)  |
| October, 2015   | Departmental General Manager, Planning & Administrative Division (Metals)  |
| April, 2017     | General Manager, Iron Ore Division   |
| April, 2019     | General Manager, Planning & Administrative Division (Metals)   |
| April, 2020     | Managing Officer; General Manager, Investment Administrative Division  |
|                 | Present  |

**Reasons for appointment:** Makoto Sato has superior expertise and an excellent track record in the metal resources area and possesses a character suitable for being a part of the Company's management. He has developed excellent management skills through his experience as GM of the Iron Ore Div. and Planning & Administrative Div. (Metals). As GM of the Investment Administrative Div. as well, he has displayed his knowledge and skills on numerous occasions and contributed to decision-making and the execution of duties at a company-wide level. Accordingly, he has been chosen as a candidate for director. We believe he would be able to supervise corporate divisions, including Corporate Planning & Strategy, Investment Administrative, Corporate Communications, and Corporate Sustainability Divisions as CSO. We expect that he could use his experience and knowledge to decision-making at the Board of Directors and oversee the execution of the company's business, thereby strengthening our business management capabilities, and contributing to sustainable corporate growth.

**Number of Company's shares held:** 20,160

**Toru Matsui****Date of birth:** February 24, 1967**Education:** Graduated from Keio University,  
(Faculty of Law) in March, 1990**Joined Mitsui:** April, 1990**Career at the company:**

|                |   |
|----------------|---|
| April, 1990    | Natural Gas Division  |
| December, 1995 | Dispatched to Japan-Australia LNG Liaison Office (Tokyo)  |
| June, 1997     | Dispatched to North West Shelf Liaison Co., Pty. Ltd. (Tokyo)   |
| December, 1997 | President's Award received  |
| July, 1999     | Energy Business Division  |
| February, 2002 | Seconded to Novus Petroleum Limited (Sydney)  |
| July, 2003     | Seconded to Wandoo Petroleum Pty. Ltd. (Perth)  |
| July, 2004     | Seconded to Mitsui E&P Australia Pty Limited as Director<br>Concurrently seconded to Wandoo Petroleum Pty. Ltd. (Perth) |
| May, 2006      | Departmental General Manager, Sakhalin Development Division   |
| June, 2010     | Seconded to Mitsui E&P USA LLC (Houston)  |
| December, 2012 | Seconded to Mitsui E&P USA LLC as Manager (Houston)   |
| March, 2014    | Secretariat   |
| April, 2015    | General Manager, E&P Division   |
| April, 2018    | General Manager, Corporate Planning & Strategy Division; Director, Mitsui & Co. Korea (Tokyo)                           |
| April, 2020    | Managing Officer; COO, Energy Solutions Business Unit   |
| April, 2021    | Managing Officer; COO, Energy Business Unit I and Energy Solutions Business Unit  |
| Present        | Present   |

**Reasons for appointment:** Toru Matsui has superior expertise and an excellent track record in the energy area and possesses a character suitable for being a part of the Company's management. He has displayed excellent management skills through his experience as COO of the Energy Business Unit I, COO of the Energy Solutions Business Unit and GM of the Corporate Planning & Strategy Division, as well as his secondment experiences at overseas operating companies. On the basis of these skills, he has been chosen as a candidate for new director. We believe that he would be able to supervise the energy and chemicals domains and the execution of business at the Americas Business Unit, and could use his experience and knowledge in decision-making by the Board of Directors. We expect that he would contribute to sustainable improvements to corporate value through the implementation of further measures to innovate Energy Solution business, etc. and through steady efforts to increase profitability.

**Number of Company's shares held:** 26,288