

January 15, 2021

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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* Subject to approval at the Ordinary General Meeting of Shareholders to be held on June 18, 2021.

** Effective on the close of the Ordinary General Meeting of Shareholders to be held on June 18, 2021.

[Attachment]

① Executive Officers (as of April 1, 2021)

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

I. Executive Officers:

1) Promoted Executive Officers; 11 persons

April 1, 2021

Name	New	Present
Hirotatsu Fujiwara	Representative Director Executive Vice President	Representative Director Senior Executive Managing Officer; Chief Human Resources Officer; Chief Compliance Officer
Shinichiro Omachi	Representative Director Executive Vice President; Chief Strategy Officer	Representative Director Senior Executive Managing Officer; Chief Strategy Officer
Motoaki Uno	Senior Executive Managing Officer	Executive Managing Officer; Chief Operating Officer of Asia Pacific Business Unit; CEO of Mitsui & Co. (Asia Pacific) Pte. Ltd.
Koji Nagatomi	Senior Executive Managing Officer; Chief Operating Officer of Asia Pacific Business Unit; CEO of Mitsui & Co. (Asia Pacific) Pte. Ltd.	Executive Managing Officer; Country Chairperson in India; Chairperson & Director of MITSUI & CO. INDIA PVT. LTD.; Deputy Chief Operating Officer of Asia Pacific Business Unit
Sayu Ueno	Senior Executive Managing Officer; Chief Operating Officer of Americas Business Unit	Executive Managing Officer; Chief Operating Officer of Americas Business Unit
Takeo Kato	Executive Managing Officer; President of Mitsui & Co.(Thailand) Ltd.; President of Mitsiam International, Limited	Managing Officer; Chief Operating Officer of Performance Materials Business Unit
Yuki Kodera	Executive Managing Officer; President of Mitsui & Co.(Brasil)S.A.	Managing Officer; Chief Operating Officer of Mineral & Metal Resources Business Unit
Yoshiki Hirabayashi	Executive Managing Officer; General Manager of Human Resources & General Affairs Division	Managing Officer; Chief Operating Officer of Retail Business Unit
Yoshiaki Takemasu	Executive Managing Officer; Chief Human Resources Officer; Chief Compliance Officer	Managing Officer; General Manager of Human Resources & General Affairs Division
Motoyasu Nozaki	Executive Managing Officer; Chief Operating Officer of Energy Business Unit II	Managing Officer; Chief Operating Officer of Energy Business Unit II
Masahiro Moriyasu	Executive Managing Officer; Chief Representative of East Asia Bloc; Chairman of Mitsui & Co. (China) Ltd.	Managing Officer; Chief Operating Officer of IT & Communication Business Unit

2) Newly appointed Executive Officers; 7 persons

April 1, 2021

Name	New	Present
Makoto Takasugi	Managing Officer; General Manager of Financial Management & Advisory Division IV	General Manager of Financial Management & Advisory Division IV
Isao Kohiyama	Managing Officer; Chief Operating Officer of IT & Communication Business Unit	President & Chief Executive Officer of Mitsui Knowledge Industry Co., Ltd.
Tsutomu Osada	Managing Officer; Chief Operating Officer of Retail Business Unit	Operating Officer of Food Business Unit
Yuichi Takano	Managing Officer; General Manager of Legal Division	General Manager of Legal Division
Hiroshi Kakiuchi	Managing Officer; Chief Operating Officer of Performance Materials Business Unit	General Manager of Functional Materials Division, Performance Materials Business Unit
Kenichiro Yamaguchi	Managing Officer; General Manager of Financial Management & Advisory Division III	General Manager of E&P Division, Energy Business Unit I
Tetsuya Fukuda	Managing Officer; Chief Operating Officer of Mineral & Metal Resources Business Unit	General Manager of Coal Division, Mineral & Metal Resources Business Unit

3) Related Personnel Changes for Executive Officers: 14 persons

April 1, 2021

Name	New	Present
Hirotatsu Fujiwara	Representative Director Executive Vice President	Representative Director Senior Executive Managing Officer; Chief Human Resources Officer; Chief Compliance Officer
Miki Yoshikawa	Representative Director Senior Executive Managing Officer(*)	Representative Director Senior Executive Managing Officer
Motoaki Uno	Senior Executive Managing Officer	Executive Managing Officer; Chief Operating Officer of Asia Pacific Business Unit; CEO of Mitsui & Co. (Asia Pacific) Pte. Ltd.
Koji Nagatomi	Senior Executive Managing Officer; Chief Operating Officer of Asia Pacific Business Unit; CEO of Mitsui & Co. (Asia Pacific) Pte. Ltd.	Executive Managing Officer; Country Chairperson in India; Chairperson & Director of MITSUI & CO. INDIA PVT. LTD.; Deputy Chief Operating Officer of Asia Pacific Business Unit
Hirohiko Miyata	Executive Managing Officer; Chief Representative of Europe Bloc	Executive Managing Officer; Chief Operating Officer of EMEA (Europe, the Middle East and Africa) Business Unit
Takeo Kato	Executive Managing Officer; President of Mitsui & Co.(Thailand) Ltd.; President of Mitsiam International, Limited	Managing Officer; Chief Operating Officer of Performance Materials Business Unit
Yuki Kodera	Executive Managing Officer; President of Mitsui & Co.(Brasil)S.A.	Managing Officer; Chief Operating Officer of Mineral & Metal Resources Business Unit
Yoshiki Hirabayashi	Executive Managing Officer; General Manager of Human Resources & General Affairs Division	Managing Officer; Chief Operating Officer of Retail Business Unit
Yoshiaki Takemasu	Executive Managing Officer; Chief Human Resources Officer; Chief Compliance Officer	Managing Officer; General Manager of Human Resources & General Affairs Division
Masahiro Moriyasu	Executive Managing Officer; Chief Representative of East Asia Bloc; Chairman of Mitsui & Co. (China) Ltd.	Managing Officer; Chief Operating Officer of IT & Communication Business Unit
Masaharu Okubo	Managing Officer; Country Chairperson in India.; Chairperson & Director of MITSUI & CO. INDIA PVT. LTD.	Managing Officer; Chief Operating Officer of Energy Business Unit I
Masato Sugahara	Managing Officer; Chief Operating Officer of Wellness Business Unit	Managing Officer; Chief Operating Officer of Healthcare & Service Business Unit
Atsushi Kawase	Managing Officer; General Manager of Internal Auditing Division	Managing Officer; General Manager of Financial Management & Advisory Division III
Toru Matsui	Managing Officer; Chief Operating Officer of Energy Business Unit I; Chief Operating Officer of Energy Solutions Business Unit	Managing Officer; Chief Operating Officer of Energy Solutions Business Unit

*Change of Areas Overseen

4) Retiring Executive Officers: 6 persons

March 31, 2021

Name	New	Present
Yukio Takebe	Director (As of April 1, 2021)	Representative Director Executive Vice President
Motoo Ono	Counselor (As of April 1, 2021)	Senior Executive Managing Officer; Chief Representative of East Asia Bloc; Chairman of Mitsui & Co. (China) Ltd.
Shingo Sato	Retiree	Executive Managing Officer; President of Mitsui & Co.(Brasil)S.A.
Osamu Toriumi	Retiree	Executive Managing Officer; General Manager of Internal Auditing Division
Reiji Fujita	Retiree	Managing Officer; President of Mitsui & Co.(Thailand)Ltd.; President of Mitsiam International, Limited
Yoshimitsu Gushiken	Retiree	Managing Officer; General Manager of Finance Division

II. Directors:

1) Newly appointed Directors: 2 persons

June 18, 2021

Name	New	Present
Motoaki Uno	Representative Director, Senior Executive Managing Officer	Senior Executive Managing Officer (As of April 1, 2021)
Yoshiaki Takemasu	Representative Director, Executive Managing Officer; Chief Human Resources Officer; Chief Compliance Officer	Executive Managing Officer; Chief Human Resources Officer; Chief Compliance Officer (As of April 1, 2021)

* Appointment of Directors is subject to approval at the Ordinary General Meeting of Shareholders to be held on June 18, 2021.

2) Change of Representative Directors: 2 persons

April 1, 2021

Name	New	Present
Masami Iijima	Director	Chairman and Representative Director
Yukio Takebe	Director	Representative Director Executive Vice President

3) Retiring Directors: 2 persons

June 18, 2021

Name	New	Present
Masami Iijima	Counselor	Director (As of April 1, 2021)
Yukio Takebe	Counselor	Director (As of April 1, 2021)

*Retirement of Directors will be effective on the close of the Ordinary General Meeting of Shareholders to be held on June 18, 2021.

III. Related Personnel Changes: April 1, 2021

Name	New	Present
Makoto Tanaka	General Manager of Finance Division	Chief Financial Officer of EMEA (Europe, the Middle East and Africa) Business Unit
Kengo Asano	President & Chief Executive Officer of Mitsui Knowledge Industry Co., Ltd.	Seconded to Mitsui Knowledge Industry Co., Ltd.

Executive Officers (as of April 1, 2021)	45 persons	
President and CEO	Kenichi Hori	
Executive Vice President (3 persons)	Takakazu Uchida Shinichiro Omachi	Hirotatsu Fujiwara
Senior Executive Managing Officer (6 persons)	Yoshio Kometani Shinsuke Kitagawa Koji Nagatomi	Miki Yoshikawa Motoaki Uno Sayu Ueno
Executive Managing Officer (9 persons)	Hiroyuki Tsurugi Hirohiko Miyata Yuki Kodera Yoshiaki Takemasu Masahiro Moriyasu	Hiroshi Meguro Takeo Kato Yoshiki Hirabayashi Motoyasu Nozaki
Managing Officer (26 persons)	Kohei Takata Shinichi Hori Masaharu Okubo Tatsuya Okamoto Masato Sugahara Tetsuya Shigeta Koichi Fujita Takashi Furutani Takeshi Akutsu Toru Matsui Isao Kohiyama Yuichi Takano Kenichiro Yamaguchi	Yumi Yamaguchi Shinichi Kikuchihara Tetsuya Daikoku Yuji Mano Kazumasa Nakai Atsushi Kawase Yoshiyuki Enomoto Yoichiro Endo Makoto Sato Makoto Takasugi Tsutomu Osada Hiroshi Kakiuchi Tetsuya Fukuda

Motoaki Uno**Date of birth:** August 18, 1960**Education:** Graduated from Hitotsubashi University
(Faculty of Economics) in March 1984**Joined Mitsui:** April 1984**Career at the company:**

April 1984	Flat Rolled Steel Products Division
June 1987	Trainee in the UK (Class I)
July 1989	Hot Rolled Steel Products and Steel Plate Overseas Division
April 1991	Steel Overseas First Division
December 1993	Seconded to Mitsui & Co. Steel Construction Material Ltd., (Tokyo)
November 1994	Mitsui & Co., Ltd., Singapore Branch
June 2003	Steel Pipe & Plate Overseas Division
October 2004	Departmental General Manager, Steel Pipe & Plate Overseas Division
November 2007	Seconded to Mitsui Tubular Products, LLC as CEO (Houston, Texas)
April 2008	Seconded to Champions Pipe & Supply, Inc. as Chairman & CEO (Houston, Texas)
April 2011	General Manager, Steel Overseas Second Division
April 2013	General Manager, Steel Pipe & Plate Overseas Division
April 2015	General Manager, Planning & Administrative Division (Metals)
April 2016	Managing Officer; President & CEO, P.T. Mitsui Indonesia
April 2019	Executive Managing Officer; President & CEO, P.T. Mitsui Indonesia (Jakarta)
April 2020	Executive Managing Officer; COO of Asia Pacific Business Unit; CEO, Mitsui & Co. (Asia Pacific) Pte. Ltd.

Reason for appointment: Mr. Motoaki Uno has been selected as a candidate for the Board of Directors for his outstanding insights, strong performance record in the field of steel products, and personal characteristics that make him suitable as one of the management executives of this company, as well as his excellent managerial skills acquired through his experience in various positions, including GM of the Planning and Administrative Division (Metals), President of P.T. Mitsui Indonesia, and COO of the Asia Pacific Business Unit. Going forward, in addition to supervising business execution in the areas of iron & steel products, mineral & metal resources, and innovation & corporate development, he is expected to apply his accumulated experience and insights to the BOD decision-making process and contribute to the sustainable improvement of corporate value through efforts to realize innovation in the company's business and steadfastly make returns.

Number of Company's shares held: 42,542

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

②-2

Yoshiaki Takemasu

Date of birth: August 30, 1962

Education: Graduated from Keio University
(Faculty of Law) in March 1985

Joined Mitsui: April 1985

Career at the company:

April 1985 1st Fine Chemicals Division
June 1989 Trainee in France (Class II)
June 1992 Fine Chemical Division
December 1998 Mitsui & Co. Deutschland GmbH (Dusseldorf)
September 2002 Seconded to Mitsui AgriScience International S.A./N.V. as President & CEO
(Brussels)
April 2005 Departmental General Manager, AgriScience Division; DPF Division
April 2006 Planning & Administrative Division (Chemicals); DPF Division
June 2007 Business School Trainee (Attended the Advanced Management Program,
Wharton School, University of Pennsylvania)
October 2007 Human Resources & General Affairs Division; Planning & Administrative Division (Chemicals)
January 2009 Corporate Planning & Strategy Division; Transportation Logistics Business Unit;
Human Resources & General Affairs Division
October 2010 Corporate Planning & Strategy Division; Strategic Business Development Division,
Foods & Retail Business Unit; Human Resources & General Affairs Division;
Corporate Communications Division
April 2011 General Manager, AgriScience Division
April 2015 CAO, Asia Pacific Business Unit;
SVP, Mitsui & Co. (Asia Pacific) Pte. Ltd.; General Manager, Planning Division
April 2018 Managing Officer; General Manager, Human Resources & General Affairs Division

Reason for appointment: Mr. Yoshiaki Takemasu has been selected as a candidate for the Board of Directors for his outstanding expertise, strong track record of achievements in the chemicals field, and personal characteristics that make him suitable to play a role in the management of the company, as well as his excellent managerial skills developed through his experience as GM of the AgriScience Div., CAO of the Asia Pacific Business Unit, GM of the Human Resources & General Affairs Div., and other positions held. Going forward, through his supervision of the Human Resources & General Affairs Div., Legal Div., Logistics Strategy Div., and other related corporate staff units as CHRO/CCO, Mr. Takemasu is expected to support and promote the thorough inculcation of integrity and compliance, along with diversity, including work style innovation, throughout the Mitsui & Co. group.

Number of Company's shares held: 17,217