

January 16, 2025

For Immediate Release
To Whom It May Concern

Mitsui & Co., Ltd.

**Changes of Directors, Audit & Supervisory Board Members
and Executive Officers**

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

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IV. Related Personnel Changes

* Subject to approval at the Ordinary General Meeting of Shareholders to be held on June 18, 2025.

** Effective on the close of the Ordinary General Meeting of Shareholders to be held on June 18, 2025.

[Attachment]

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I. Executive Officers

1) Promoted Executive Officers: 9 persons

April 1, 2025

Name	Present	As of April 1, 2025
Tetsuya Shigeta	Representative Director Senior Executive Managing Officer; Chief Financial Officer (Executive Committee Member)	Representative Director Executive Vice President; Chief Financial Officer (Executive Committee Member)
Makoto Sato	Representative Director Senior Executive Managing Officer; Chief Strategy Officer (Executive Committee Member)	Director Executive Vice President <July 1, 2025: Executive Vice President; Chief Operating Officer of Asia Pacific Business Unit; CEO of Mitsui & Co.(Asia Pacific) Pte. Ltd. (Singapore)>
Toru Matsui	Representative Director Senior Executive Managing Officer; Chief Digital Information Officer (Executive Committee Member)	Director Executive Vice President <July 1, 2025: Executive Vice President; Chief Operating Officer of Americas Business Unit; President & CEO of MITSUI & CO. (U.S.A.), INC. (New York)>
Tetsuya Fukuda	Executive Managing Officer; (Executive Committee Member)	Senior Executive Managing Officer; Chief Digital Information Officer (Executive Committee Member)
Isao Kohiyama	Managing Officer; Chief Operating Officer of IT & Communication Business Unit	Executive Managing Officer; President & CEO of P.T.MITSUI INDONESIA (Jakarta)
Koichi Wakana	Managing Officer; Chief Operating Officer of Infrastructure Projects Business Unit	Executive Managing Officer; General Manager of Chubu Office
Makoto Tanaka	Managing Officer; General Manager of Finance Division	Executive Managing Officer; General Manager of Finance Division
Masaya Inamuro	Managing Officer; Chief Operating Officer of Mineral & Metal Resources Business Unit	Executive Managing Officer; Chief Operating Officer of Mineral & Metal Resources Business Unit
Daisuke Ishida	Managing Officer; Chief Operating Officer of Corporate Development Business Unit	Executive Managing Officer; Chief Operating Officer of Corporate Development Business Unit

2) Newly Appointed Executive Officers: 8 persons

April 1, 2025

Name	Present	As of April 1, 2025
Takashi Yamamura	Associate Officer; General Manager of Chubu Office	Managing Officer; Chair & CEO of MITSUI & CO. (AUSTRALIA) LTD.; Chair of MITSUI & CO. NZ Limited (Melbourne)
Kyoji Hara	Associate Officer; General Manager of Global Gas Trading Division, Energy Business Unit II	Managing Officer; Chief Operating Officer of Energy Business Unit II
Makoto Kodani	President & CEO of AIM SERVICES CO., LTD. (Tokyo)	Managing Officer; President & CEO of AIM SERVICES CO., LTD. (Tokyo)
Toshitaka Inuzuka	Operating Officer of Nutrition & Agriculture Business Unit	Managing Officer; Chief Operating Officer of Nutrition & Agriculture Business Unit
Eiji Yanagawa	General Manager of Corporate Planning & Strategy Division; Director of Mitsui & Co. Korea Ltd.	Managing Officer; General Manager of Corporate Planning & Strategy Division; Director of Mitsui & Co. Korea Ltd.
Hayato Yanagisawa	General Manager of Aerospace Business Division, Mobility Business Unit II	Managing Officer; President of Mitsui & Co. (Brasil) S.A. (Sao Paulo)
Tetsuro Akashi	General Manager of Digital Marketing Division, IT & Communication Business Unit	Managing Officer; Chief Operating Officer of IT & Communication Business Unit
Atsuko Chitose	General Manager of Private Equity Division, Corporate Development Business Unit	Managing Officer; Deputy Chief Operating Officer & Chief Strategy Officer of Americas Business Unit; SVP & Chief Strategy Officer of MITSUI & CO.(U.S.A.), INC. (New York)

3) Responsibility Changes for Executive Officers

April 1, 2025: 14 persons

Name	Present	As of April 1, 2025
Yoshiaki Takemasu	Representative Director Executive Vice President; Chief Human Resources Officer; Chief Compliance Officer (Executive Committee Member, Corporate Staff Units (Secretariat, Human Resources & General Affairs Division, Logistics Strategy Division), Business Continuity Plan Management, Japan Bloc, Europe Bloc, Middle East and Africa Bloc, CIS Bloc)	Representative Director Executive Vice President; Chief Human Resources Officer; Chief Compliance Officer (Executive Committee Member, Corporate Staff Units (Human Resources & General Affairs Division I, Human Resources & General Affairs Division II, Logistics Strategy Division), Business Continuity Plan Management, Japan Bloc, Europe Bloc, Middle East and Africa Bloc, CIS Bloc)
Makoto Sato	Representative Director Senior Executive Managing Officer; Chief Strategy Officer (Executive Committee Member, Corporate Staff Units (Corporate Planning & Strategy Division, Investment Administrative Division, Corporate Communications Division, Corporate Sustainability Division))	Director Executive Vice President (Asia Pacific Business Unit) <July 1, 2025: Executive Vice President; Chief Operating Officer of Asia Pacific Business Unit; CEO of Mitsui & Co.(Asia Pacific) Pte. Ltd. (Singapore)>
Toru Matsui	Representative Director Senior Executive Managing Officer; Chief Digital Information Officer (Executive Committee Member, Integrated Digital Strategy Division, Energy Business Unit I, Energy Business Unit II, Basic Materials Business Unit, Performance Materials Business Unit, IT & Communication Business Unit)	Director Executive Vice President (Americas Business Unit) <July 1, 2025: Executive Vice President; Chief Operating Officer of Americas Business Unit; President & CEO of MITSUI & CO. (U.S.A.), INC. (New York)>
Kazumasa Nakai	Senior Executive Managing Officer (Executive Committee Member, Nutrition & Agriculture Business Unit, Food Business Unit, Retail Business Unit, Wellness Business Unit, Americas Business Unit)	Senior Executive Managing Officer; Chief Strategy Officer (Executive Committee Member, Corporate Staff Units (Corporate Planning & Strategy Division, Investment Administrative Division, Corporate Communications Division, Corporate Sustainability Division))
Tetsuya Daikoku	Senior Executive Managing Officer (Executive Committee Member, Energy Solutions Business Unit, Infrastructure Projects Business Unit, Mobility Business Unit I, Mobility Business Unit II, Asia Pacific Business Unit)	Senior Executive Managing Officer (Executive Committee Member, Energy Solutions Business Unit, Infrastructure Projects Business Unit, Mobility Business Unit I, Mobility Business Unit II)
Takashi Furutani	Senior Executive Managing Officer; Chief Operating Officer of Asia Pacific Business Unit; CEO of Mitsui & Co.(Asia Pacific) Pte. Ltd. (Singapore)	Senior Executive Managing Officer (Executive Committee Member, Basic Materials Business Unit, Performance Materials Business Unit, Nutrition & Agriculture Business Unit, Food Business Unit, Retail Business Unit, East Asia Bloc, Mitsui Korea)
Tetsuya Fukuda	Executive Managing Officer (Executive Committee Member, Iron & Steel Products Business Unit, Mineral & Metal Resources Business Unit, Corporate Development Business Unit, East Asia Bloc, Mitsui Korea)	Senior Executive Managing Officer; Chief Digital Information Officer (Executive Committee Member, Integrated Digital Strategy Division, Iron & Steel Products Business Unit, Mineral & Metal Resources Business Unit, IT & Communication Business Unit, Corporate Development Business Unit)
Kenichiro Yamaguchi	Executive Managing Officer; Chief Operating Officer of Energy Business Unit II	Executive Managing Officer (Executive Committee Member, Energy Business Unit I, Energy Business Unit II, Wellness Business Unit)

Name	Present	As of April 1, 2025
Isao Kohiyama	Managing Officer; Chief Operating Officer of IT & Communication Business Unit	Executive Managing Officer; President & Chief Executive Officer of P.T.MITSUI INDONESIA (Jakarta)
Koichi Wakana	Managing Officer; Chief Operating Officer of Infrastructure Projects Business Unit	Executive Managing Officer; General Manager of Chubu Office
Tetsu Watanabe	Managing Officer; Chief Operating Officer of Nutrition & Agriculture Business Unit	Managing Officer; General Manager of Human Resources & General Affairs Division I
Taichi Nagino	Managing Officer; General Manager of Financial Management & Advisory Division III	Managing Officer; General Manager of Investment Administrative Division
Kazuki Shimizu	Managing Officer; General Manager of Investment Administrative Division	Managing Officer; Chief Operating Officer of Infrastructure Projects Business Unit
Tetsuya Koide	Managing Officer; Deputy Chief Operating Officer & Chief Strategy Officer of Americas Business Unit; SVP & Chief Strategy Officer of MITSUI & CO.(U.S.A.), INC. (New York)	Managing Officer; Deputy Chief Operating Officer of Americas Business Unit; Western States Regional Officer of MITSUI & CO.(U.S.A.), INC.; Regional Officer of Silicon Valley Office (Silicon Valley)

July 1, 2025: 4 persons

Name	As of April 1, 2025	As of July 1, 2025
Tetsuya Daikoku	Senior Executive Managing Officer; (Executive Committee Member, Energy Solutions Business Unit, Infrastructure Projects Business Unit, Mobility Business Unit I, Mobility Business Unit II)	Senior Executive Managing Officer; (Executive Committee Member, Energy Solutions Business Unit, Infrastructure Projects Business Unit, Mobility Business Unit I, Mobility Business Unit II, Asia Pacific Business Unit)
Kenichiro Yamaguchi	Executive Managing Officer (Executive Committee Member, Energy Business Unit I, Energy Business Unit II, Wellness Business Unit)	Executive Managing Officer (Executive Committee Member, Energy Business Unit I, Energy Business Unit II, Wellness Business Unit, Americas Business Unit)

Name	As of June 18, 2025	As of July 1, 2025
Makoto Sato	Executive Vice President (Asia Pacific Business Unit)	Executive Vice President; Chief Operating Officer of Asia Pacific Business Unit; CEO of Mitsui & Co.(Asia Pacific) Pte. Ltd. (Singapore)
Toru Matsui	Executive Vice President (Americas Business Unit)	Executive Vice President; Chief Operating Officer of Americas Business Unit; President & CEO of MITSUI & CO. (U.S.A.), INC. (New York)

4) Retiring Executive Officers: 6 persons

March 31, 2025

Name	Present	As of March 31, 2025
Sayu Ueno	Executive Vice President; Chief Operating Officer of Americas Business Unit; President & CEO of MITSUI & CO. (U.S.A.), INC.; Western States Regional Officer of MITSUI & CO.(U.S.A.),INC.; Regional Officer of Silicon Valley Office (New York)	Retiree <April 1, 2025: Counselor>
Yoshiki Hirabayashi	Senior Executive Managing Officer; General Manager of Human Resources & General Affairs Division	Retiree <April 1, 2025: Counselor>
Yuki Kodera	Senior Executive Managing Officer; President of Mitsui & Co. (Brasil) S.A. (Sao Paulo)	Retiree <April 1, 2025: Counselor>
Shinichi Kikuchihara	Executive Managing Officer; President & CEO of P.T.MITSUI INDONESIA (Jakarta)	Retiree
Yuji Mano	Executive Managing Officer; General Manager of Integrated Digital Strategy Division	Retiree
Masato Sugahara	Managing Officer; Chair & CEO of MITSUI & CO. (AUSTRALIA) LTD.; Chair of MITSUI & CO. NZ Limited (Melbourne)	Retiree

II. Directors

1) Newly appointed Director: 1 person

June 18, 2025 *

Name	As of April 1, 2025	As of June 18, 2025
Tetsuya Fukuda	Senior Executive Managing Officer; Chief Digital Information Officer	Representative Director Senior Executive Managing Officer; Chief Digital Information Officer

2) Reappointed Director: 1 person

June 18, 2025 *

Name	As of April 1, 2025	As of June 18, 2025
Kazumasa Nakai	Senior Executive Managing Officer; Chief Strategy Officer	Representative Director Senior Executive Managing Officer; Chief Strategy Officer

3) Change of Representative Directors: 2 persons

April 1, 2025

Name	Present	As of April 1, 2025
Makoto Sato	Representative Director Senior Executive Managing Officer; Chief Strategy Officer	Director Executive Vice President
Toru Matsui	Representative Director Senior Executive Managing Officer; Chief Digital Information Officer	Director Executive Vice President

4) Change of Directors: 2 persons

June 18, 2025 **

Name	As of April 1, 2025	As of June 18, 2025
Makoto Sato	Director Executive Vice President	Executive Vice President
Toru Matsui	Director Executive Vice President	Executive Vice President

* Subject to approval at the Ordinary General Meeting of Shareholders to be held on June 18, 2025.

** Effective on the close of the Ordinary General Meeting of Shareholders to be held on June 18, 2025.

III. Audit & Supervisory Board Members

1) Newly appointed Audit & Supervisory Board Member: 1 person

June 18, 2025 *

Name	Present	As of June 18, 2025
Hiroyuki Takanami		Audit & Supervisory Board Member

2) Retiring Audit & Supervisory Board Member: 1 person

June 18, 2025 **

Name	Present	As of June 18, 2025
Kimitaka Mori	Audit & Supervisory Board Member	Retiree

* Subject to approval at the Ordinary General Meeting of Shareholders to be held on June 18, 2025.

** Effective on the close of the Ordinary General Meeting of Shareholders to be held on June 18, 2025.

IV. Related Personnel Changes

April 1, 2025

Name	Present	As of April 1, 2025
Shinichi Imanishi	Associate Officer; Deputy General Manager of Human Resources & General Affairs Division	Associate Officer; General Manager of Human Resources & General Affairs Division II
Kengo Asano	President & CEO of Mitsui Knowledge Industry Co., Ltd. (Tokyo)	General Manager of Integrated Digital Strategy Division

Executive Officers (as of April 1, 2025)**49 persons**

President and Chief Executive Officer	Kenichi Hori	
Executive Vice President (4 persons)	Yoshiaki Takemasu Makoto Sato	Tetsuya Shigeta Toru Matsui
Senior Executive Managing Officer (4 persons)	Kazumasa Nakai Takashi Furutani	Tetsuya Daikoku Tetsuya Fukuda
Executive Managing Officer (12 persons)	Yuichi Takano Yoichiro Endo Kiyoshi Mori Takeshi Akutsu Koichi Wakana Masaya Inamuro	Kenichiro Yamaguchi Hiroshi Kakiuchi Atsushi Kawase Isao Kohiyama Makoto Tanaka Daisuke Ishida
Managing Officer (28 persons)	Yoshiyuki Enomoto Tetsu Watanabe Hidemi Takani Junji Fukuoka Yukinobu Nakano Takuya Shirai Taichi Nagino Tetsuya Koide Yutaka Sano Naoharu Asaumi Takashi Yamamura Makoto Kodani Eiji Yanagawa Tetsuro Akashi	Makoto Takasugi Toru Iijima Masao Kurihara Masaya Tokutani Maroshi Tokoyoda Chisato Onda(Eiki) Kazuki Shimizu Masahiko Kurahashi Teruya Mogi Yasuhiro Uchida Kyoji Hara Toshitaka Inuzuka Hayato Yanagisawa Atsuko Chitose

**Structure of Board of Directors and Audit & Supervisory Board
after the Ordinary General Meeting of Shareholders to be held on June 18, 2025**

Representative Director, Chair of the Board of Directors	Tatsuo Yasunaga
Representative Director, President and Chief Executive Officer	Kenichi Hori
Representative Director	Yoshiaki Takemasu
Representative Director	Tetsuya Shigeta
Representative Director	Kazumasa Nakai
Representative Director	Tetsuya Fukuda
* Director	Samuel Walsh
* Director	Takeshi Uchiyama
* Director	Masako Egawa
* Director	Fujiyo Ishiguro
* Director	Sarah L. Casanova
* Director	Jessica Tan Soon Neo
Audit & Supervisory Board Member	Kimiro Shiotani
Audit & Supervisory Board Member	Hirotsu Fujiwara
* Audit & Supervisory Board Member	Yuko Tamai
* Audit & Supervisory Board Member	Makoto Hayashi
* Audit & Supervisory Board Member	Hiroyuki Takanami

*External Directors / Audit & Supervisory Board Members

Number of Directors and Audit & Supervisory Board Members
after the Ordinary General Meeting of Shareholders to be held on June 18, 2025

1. Directors

Representative Director, Chair of the Board of Directors	1 person
Representative Director, President and Chief Executive Officer	1 person
Representative Directors	4 persons
External Directors	6 persons
Total number of Directors	12 persons

2. Audit & Supervisory Board Members

Full-time Audit & Supervisory Board Members	2 persons
External Audit & Supervisory Board Members	3 persons
Total number of Audit & Supervisory Board Members	5 persons

3. Directors and Audit & Supervisory Board Members

Total number of Directors and Audit & Supervisory Board Members	17 persons (including 9 External Members)
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4. Ratio of External, Female and Non-Japanese Directors

External Directors	6 persons	50.0%
Female Directors	4 persons	33.3%
Non-Japanese Directors	3 persons	25.0%

5. Ratio of External and Female Audit & Supervisory Board Members

External Audit & Supervisory Board Members	3 persons	60.0%
Female Audit & Supervisory Board Member	1 person	20.0%

Executive Committee Members (as of April 1, 2025)

10 persons

President and Chief Executive Officer	Kenichi Hori
Chair of the Board of Directors	Tatsuo Yasunaga
Executive Vice President	Yoshiaki Takemasu
Executive Vice President	Tetsuya Shigeta
Senior Executive Managing Officer	Kazumasa Nakai
Senior Executive Managing Officer	Tetsuya Daikoku
Senior Executive Managing Officer	Takashi Furutani
Senior Executive Managing Officer	Tetsuya Fukuda
Executive Managing Officer	Yuichi Takano
Executive Managing Officer	Kenichiro Yamaguchi

Candidate's Career / Reasons for Appointment as Director (Newly appointed)

Tetsuya Fukuda

Date of birth: June 29, 1968

Education: Graduated from Keio University
(Faculty of Science and Technology) in March, 1991

Joined Mitsui: April, 1991

Career at the Company:

April, 1991	Ferrous Raw Material Division
September, 1997	Overseas trainee (Metals) (Johannesburg)
September, 1998	Ferrous Raw Material Division
April, 2002	Coal Division; Metals Administrative Division
April, 2003	MITSUI & CO. (U.S.A.), INC. (New York)
April, 2007	Departmental General Manager, Non Ferrous Metals Division
April, 2011	Corporate Planning & Strategy Division; Motor Vehicles Business Unit
April, 2012	Corporate Planning & Strategy Division
January, 2014	Departmental General Manager, Coal Division
April, 2017	General Manager, Coal Division
April, 2021	Managing Officer; Chief Operating Officer, Mineral & Metal Resources Business Unit
April, 2023	Executive Managing Officer; Chief Operating Officer, Mineral & Metal Resources Business Unit
April, 2024	Executive Managing Officer Present

Reasons for appointment:

Mr. Fukuda has expertise and track record in the Mineral & Metal Resources area as well as personality suitable for being a part of the Company's management. He has built excellent management skills through his experience in roles including General Manager of Coal Division and Chief Operating Officer of Mineral & Metal Resources Business Unit. As a member of the Executive Committee, he is currently supervising Iron & Steel Products Business Unit, Mineral & Metal Resources Business Unit, Corporate Development Business Unit, East Asia Bloc, and Mitsui & Co. (Korea) Ltd. He was selected as a candidate for membership of the Board of Directors because of his extensive knowledge of the Company's business operations. Going forward, we believe that he will be able to contribute to sustainable improvement in corporate value, including the steady generation of earnings, by leading the Company's digital transformation as Chief Digital Information Officer, by supervising Integrated Digital Strategy Division, Iron & Steel Products Business Unit, Mineral & Metal Resources Business Unit, IT & Communication Business Unit, and Corporate Development Business Unit, and by applying his accumulated experience and knowledge to decision-making by the Board of Directors.

Number of Company's shares held:

48,387

Candidate's Career / Reasons for Appointment as Director (Reappointed)

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)
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: Chief Operating Officer, Infrastructure Projects Business Unit
April, 2022	Executive Managing Officer
June, 2022	Representative Director, Executive Managing Officer
April, 2023	Representative Director, Senior Executive Managing Officer
April, 2024	Director, Senior Executive Managing Officer
June, 2024	Senior Executive Managing Officer
	Present

Reasons for appointment:

Mr. Nakai has expertise and track record in the Plants and Infrastructure Projects area as well as personality suitable for being a part of the Company's management. He has built excellent management skills through his experience in roles including General Manager of First Projects Development Division, Operating Officer of Nutrition & Agriculture Business Unit, and Chief Operating Officer of Infrastructure Projects Business Unit. As a member of the Executive Committee, he is currently supervising Nutrition & Agriculture Business Unit, Food Business Unit, Retail Business Unit, and Wellness Business Unit, as well as Americas Business Unit. He was re-selected as a candidate for membership of the Board of Directors because of his extensive knowledge of the Company's business operations. Going forward, as Chief Strategy Officer, we believe that he will be able to contribute to the enhancement of management capabilities and the achievement of sustainable corporate growth by supervising Corporate Staff Units, specifically Corporate Planning & Strategy Division, Investment Administrative Division, Corporate Communications Division, and Corporate Sustainability Division, and by applying his accumulated experience and management skills to decision-making by the Board of Directors.

Number of Company's shares held:

100,447

Candidate's Career /**Reasons for Appointment as Audit & Supervisory Board Member (Newly appointed)**

Hiroyuki Takanami

Date of birth: June 27, 1959

Education: Graduated from Chuo University
(Faculty of Commerce) in March, 1983

Career:

October, 1984	Joined Arther & Young Tokyo Office (currently KPMG AZSA LLC)
March, 1992	Ernst & Young New York Office (on secondment)
July, 2002	Executive Board Member of Asahi & Co. (currently KPMG AZSA LLC)
September, 2012	Senior Executive Board Member of KPMG AZSA LLC
April, 2014	Concurrently serves as President of KPMG Consulting Co., Ltd.
July, 2015	Senior Executive Board Member and Tokyo Office Managing Partner of KPMG AZSA LLC
July, 2019	Chief Executive Officer of KPMG AZSA LLC
July, 2021	Chairman of KPMG AZSA LLC
July, 2023	External Director of Paloma Co., Ltd. (current position)

Reasons for appointment: Mr. Takanami has advanced expertise in corporate accounting cultivated through his many years of experience as a certified public accountant. We deem him capable of performing his duties as an External Audit & Supervisory Board Member appropriately by giving valuable opinion and advice regarding the Company's management.

Number of Company's shares held: 0

Reasons for Reappointment as Directors

Name	Reasons for Selection as Director Candidate
Tatsuo Yasunaga	Mr. Yasunaga served as General Manager of Corporate Planning & Strategy Division and COO of Integrated Transportation Systems Business Unit, etc. and then spent six (6) years from April 2015 to March 2021 as President of the Company. During this time, he showed managerial skills and made a significant contribution to the Company's growth. Since his appointment as Chair of the Board of Directors in April 2021, he has focused his efforts on external activities and on supervision of management and contributed to the operation of a highly effective Board of Directors. We have selected him 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. His role as Chair of the Board of Directors of the Company chiefly involves carrying out supervision of management. He will not concurrently serve as a managing officer and will not be involved in the execution of day-to-day business operations.
Kenichi Hori	Mr. Hori has expertise and a track record in the Chemicals area and Innovation & Corporate Development area as well as a personality suitable for the executive management of the Company. He was appointed Director in June 2018 and CEO as from April 2021 to exercise his excellent managerial skills accumulated through his experience in roles including secondment to Novus International Inc., General Manager of Investor Relations Division, General Manager of Corporate Planning & Strategy Division, and COO of Nutrition & Agriculture Business Unit. Since then, he has demonstrated outstanding leadership in both decision-making and supervision of business execution as CEO and Director. We consider it optimal for him to continue to promote increasing corporate value amid the drastically changing business environment with a clear vision and strategy for the implementation of Medium-term Management Plan 2026, and therefore have selected him as a candidate for another term as Director.
Yoshiaki Takemasu	Mr. Takemasu has expertise and a track record in the Chemicals area as well as a personality suitable for being a part of the Company's management. He was appointed Director in June 2021 to exercise his accumulated excellent managerial skills through his experience in roles including General Manager of the AgriScience Division, CSO of the Asia Pacific Business Unit and General Manager of the Human Resources & General Affairs Division. Currently, he is supervising Corporate Staff Units such as Human Resources & General Affairs Division and Logistics Strategy Division as well as Japan Bloc and Regional Blocs (Europe Bloc, Middle East and Africa Bloc, CIS Bloc) as CHRO and CCO, showing outstanding managerial skills based on his advanced expertise in the Company's businesses. We have selected him as a candidate for another term as Director so that he may apply this experience and expertise to decision-making and supervision of business execution by the Board of Directors.
Tetsuya Shigeta	Mr. Shigeta has expertise and a track record across the areas of finance and accounting as well as a personality suitable for being a part of the Company's management. He was appointed Director in June 2022 to exercise his accumulated excellent managerial skills through his experience in roles including General Manager of Global Controller Division's Corporate Accounting Department, CFO of Brazilian company Multigrain, General Manager of Financial Management & Advisory Division I and General Manager of Global Controller Division. Currently, he is supervising finance-related Corporate Staff Units as CFO and showing outstanding managerial skills based on his advanced expertise in the Company's businesses. We have selected him as a candidate for another term as Director so that he may apply this experience and expertise to decision-making and supervision of business execution by the Board of Directors.

Name	Reasons for Selection as Director Candidate
Samuel Walsh	Mr. Walsh has a global perspective 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 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 fiscal year ending March 31, 2025, he served as a member of the Governance Committee, actively provided his constructive opinions with the aim of creating a more highly effective 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 him 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 and development on environmental and safety technologies at Toyota Motor Corporation that could realize a mobility society responding to the needs of the times, as well as in the development of products demanded by consumers, and exercised his excellent managerial skills as an executive officer of Toyota Motor Corporation. At the Board of Directors meetings, he makes 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 fiscal year ending March 31, 2025, as the chair of the Nomination Committee, he exercised his strong leadership in enhancing the transparency and effectiveness of the procedures for the appointment of executives. In view of these points, we have selected him as a candidate for another term as External Director so that he may continue to advise and supervise the Company's management.
Masako Egawa	Ms. Egawa has deep insight in finance and corporate management gained through her experience of management as a director of The University of Tokyo and the chancellor of School Juridical Person Seikei Gakuen, her many years of experience working at global financial institutions, and her research on management of Japanese companies and corporate governance. Her broad range of public contributions includes the activities at the Japan-United States Educational Commission and councils of the Ministry of Finance. In the fiscal year ending March 31, 2025, she served as a member of the Governance Committee, actively expresses her constructive views with the aim of creating a more highly effective governance system. In addition, as the chair of the Remuneration Committee after the Ordinary General Meeting of Shareholders in 2024, she deepened the discussions related to executive remuneration. In view of these points, we have selected her as a candidate for another term as External Director so that she may continue to advise and supervise the Company's management.
Fujiyo Ishiguro	In addition to advanced knowledge of business management and the IT/DX sector gained through her many years of experience as an IT entrepreneur, Ms. Ishiguro has also developed profound insights about business management through her experience as an external director of listed companies. She has also made extensive contributions to the public interest, including serving as a committee member of Industrial Structure Council of Ministry of Economy, Trade and Industry. In the fiscal year ending March 31, 2025, she served as a member of the Nomination Committee, and by applying her extensive knowledge of business management, she contributed to the discussions from diverse perspectives with the aim of enhancing the transparency and effectiveness of the procedures for the appointment of executives. In view of these points, we have selected her as a candidate for another term as External Director so that she may continue to advise and supervise the Company's management.
Sarah L. Casanova	Ms. Casanova amassed extensive knowledge of the international consumer business through her experience working for McDonald's in North America, the CIS, and Southeast Asia. She served as Chief Executive Officer of McDonald's Company (Japan) from 2013 to 2019 and demonstrated her excellent management acumen by pursuing growth strategies that have yielded a dramatic improvement in the company's performance. In the fiscal year ending March 31, 2025, she served as a member of the Governance Committee, actively provided her constructive opinions with the aim of creating a more highly effective governance system. We have selected her as a candidate for External Director in the expectation that she will continue to advise and supervise the Company's management from diverse perspectives, based on her profound knowledge of the international consumer business and her management experience in a global business corporation.
Jessica Tan Soon Neo	In addition to knowledge of the IT/DX sector gained through her experience working for IBM and Microsoft, Ms. Tan has also developed profound knowledge of business management through her role as an external director of listed companies in Singapore. In parallel with her business career, she was elected as a Member of Parliament of Singapore in 2006 and is currently serving as the Deputy Speaker of the Parliament of Singapore, making a wide range of contributions to the public interest. In the fiscal year ending March 31, 2025, she served as a member of the Remuneration Committee, and contributed to deepen the discussions related to executive remuneration. In view of these points, we have selected her as a candidate for another term as External Director so that she may continue to advise and supervise the Company's management.