Outline of Reorganization

Outline of Regional Organizations			(Dutline of Business U
Current Organization	-	New Organization (From 2021/4/1)	Current Organization	_
Americas BU]	Americas BU	Iron & Steel Products BU]
Asia Pacific BU]	Asia Pacific BU	Mineral & Metal Resouces BU]
Europe, the Middle East and Africa BU		Europe Bloc	Energy BU I]
		Middle East and Africa Bloc	Energy BU II]
East Asia Bloc]	East Asia Bloc	Energy Solutions BU]
CIS Bloc]	CIS Bloc	Infrastructure Projects BU]
Mitsui Korea]	Mitsui Korea	Mobility BU I]
			Mobility BU II]
			Basic Materials BU]
Regional Business Unit]		Performance Materials BU]
Regional Bloc]		Nutrition & Agriculture BU]
			Food BU]
			Retail BU]
			Healthcare & Service BU]
			IT & Communication BU]
			Corporate Development BU]

s Units

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New Organization (From 2021/4/1)				
Iron & Steel Products BU				
Mineral & Metal Resouces BU				
Energy BU I				
Energy BU II				
Energy Solutions BU				
Infrastructure Projects BU				
Mobility BU I				
Mobility BU II				
Basic Materials BU				
Performance Materials BU				
Nutrition & Agriculture BU				
Food BU				
Retail BU				
Wellness BU				
IT & Communication BU				
Corporate Development BU				