

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

2) Newly appointed Executive Officers; 6 persons

April 1, 2022

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

3) Related Personnel Changes for Executive Officers: 11 persons

April 1, 2022

Name	New	Present
Motoaki Uno	Representative Director Senior Executive Managing Officer(*)	Representative Director Senior Executive Managing Officer
Yoshiaki Takemasu	Representative Director Senior Executive Managing Officer; Chief Human Resources Officer; Chief Compliance Officer(*)	Representative Director Executive Managing Officer; Chief Human Resources Officer; Chief Compliance Officer
Kohei Takata	Executive Managing Officer; Deputy Chief Operating Officer of Asia Pacific Business Unit; Mitsui & Co.(Asia Pacific) Pte. Ltd. Director	Managing Officer; Chief Operating Officer of Nutrition & Agriculture Business Unit
Shinichi Kikuchihara	Executive Managing Officer; P.T.MITSUI INDONESIA President & CEO	Managing Officer; Chief Operating Officer of Corporate Development Business Unit
Kazumasa Nakai	Executive Managing Officer	Managing Officer; Chief Operating Officer of Infrastructure Projects Business Unit
Tetsuya Shigeta	Executive Managing Officer; Chief Financial Officer	Managing Officer; General Manager of Global Controller Division
Makoto Sato	Executive Managing Officer; Chief Strategy Officer	Managing Officer; General Manager of Investment Administrative Division
Toru Matsui	Executive Managing Officer	Managing Officer; Chief Operating Officer of Energy Business Unit I; Chief Operating Officer of Energy Solutions Business Unit
Masato Sugahara	Managing Officer; Chair & CEO of MITSUI & CO. (AUSTRALIA) LTD. ; Chair of MITSUI & CO. (N.Z.) LTD.	Managing Officer; Chief Operating Officer of Wellness Business Unit
Takeshi Akutsu	Managing Officer; Chief Operating Officer of Wellness Business Unit	Managing Officer; General Manager of Corporate Planning & Strategy Division; Mitsui & Co. Korea Ltd. Director
Kenichiro Yamaguchi	Managing Officer; General Manager of Investment Administrative Division	Managing Officer; 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 Uchida	Director (As of April 1, 2022)	Representative Director Executive Vice President; Chief Financial Officer
Hirotatsu Fujiwara	Director (As of April 1, 2022)	Representative Director Executive Vice President
Shinichiro Omachi	Director (As of April 1, 2022)	Representative Director Executive Vice President; Chief Strategy Officer
Miki Yoshikawa	Director (As of April 1, 2022)	Representative Director Senior Executive Managing Officer
Hiroyuki Tsurugi	Retiree	Executive Managing Officer; Chair & CEO of MITSUI & CO. (AUSTRALIA) LTD. ; 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 Executive Managing Officer	Executive Managing Officer (As of April 1, 2022)
Tetsuya Shigeta	Representative Director Executive Managing Officer; Chief Financial Officer	Executive Managing Officer; Chief Financial Officer (As of April 1, 2022)
Makoto Sato	Representative Director Executive Managing Officer; Chief Strategy Officer	Executive Managing Officer; Chief Strategy Officer (As of April 1, 2022)
Toru Matsui	Representative Director Executive Managing Officer	Executive Managing Officer (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 Executive Vice President; Chief Financial Officer
Hirotsu Fujiwara	Director	Representative Director Executive Vice President
Shinichiro Omachi	Director	Representative Director Executive Vice President; Chief Strategy Officer
Miki Yoshikawa	Director	Representative Director Senior Executive Managing Officer

3) Retiring Directors: 4 persons

June 22, 2022

Name	New	Present
Takakazu Uchida	Counselor	Director (As of April 1, 2022)
Hirotsu Fujiwara	Counselor	Director (As of April 1, 2022)
Shinichiro Omachi	Counselor	Director (As of April 1, 2022)
Miki Yoshikawa	Counselor	Director (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; Deputy General Manager of Osaka Office	Associate Officer; Chief Strategy Officer of Europe Bloc; Chief Strategy Officer of Middle East and Africa Bloc; 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; Mitsui & Co.(Asia Pacific) Pte. Ltd. Divisional Operating Officer of Chemicals Business Division
Makoto Nakamura	Associate Officer; Operating Officer of Mobility Business Unit I	Associate Officer; 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; 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; 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 (2 persons)	Yoshio Kometani	Sayu Ueno
Senior Executive Managing Officer (6 persons)	Motoaki Uno Shinsuke Kitagawa Hiroshi Meguro	Yoshiaki Takemasu Koji Nagatomi Hirohiko Miyata
Executive Managing Officer (13 persons)	Takeo Kato Yoshiki Hirabayashi Masahiro Moriyasu Shinichi Kikuchihara Kazumasa Nakai Takashi Furutani Toru Matsui	Yuki Kodera Motoyasu Nozaki Kohei Takata Tetsuya Daikoku Tetsuya Shigeta Makoto Sato
Managing Officer (24 persons)	Yumi Yamaguchi Masaharu Okubo Yuji Mano Atsushi Kawase Yoshiyuki Enomoto Takeshi Akutsu Isao Kohiyama Yuichi Takano Kenichiro Yamaguchi Tetsu Watanabe Koichi Wakana Masaya Inamuro	Shinichi Hori Tatsuya Okamoto Masato Sugahara Koichi Fujita Yoichiro Endo Makoto Takasugi Tsutomu Osada Hiroshi Kakiuchi Tetsuya Fukuda Toru Iijima Makoto Tanaka 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 (Metal Resources & Steel Products)
April, 2013	DOO, Mineral & Metal Resources Division, Asia Pacific Business Unit; 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 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