

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.

### **Content list**

#### I . Executive Officers;

- 1) Promoted Executive Officers; April 1, 2021
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#### II . Directors;

- 1) Newly appointed Directors; June 18, 2021\*
- 2) Change of Representative Directors; April 1, 2021
- 3) Retiring Directors; June 18, 2021\*\*

#### III . Related Personnel Changes; April 1, 2021

\* 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<br>Executive Vice President  | Representative Director<br>Senior Executive Managing Officer;<br>Chief Human Resources Officer;<br>Chief Compliance Officer  |
| Shinichiro Omachi   | Representative Director<br>Executive Vice President;<br>Chief Strategy Officer   | Representative Director<br>Senior Executive Managing Officer;<br>Chief Strategy Officer  |
| Motoaki Uno         | Senior Executive Managing Officer  | Executive Managing Officer; Chief Operating Officer of Asia Pacific Business Unit;<br>CEO of Mitsui & Co. (Asia Pacific) Pte. Ltd.   |
| Koji Nagatomi       | Senior Executive Managing Officer;<br>Chief Operating Officer of Asia Pacific Business Unit;<br>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;<br>Chief Operating Officer of Americas Business Unit  | Executive Managing Officer;<br>Chief Operating Officer of Americas Business Unit   |
| Takeo Kato          | Executive Managing Officer;<br>President of Mitsui & Co.(Thailand) Ltd.;<br>President of Mitsiam International, Limited                      | Managing Officer;<br>Chief Operating Officer of Performance Materials Business Unit  |
| Yuki Kodera         | Executive Managing Officer;<br>President of Mitsui & Co.(Brasil)S.A.   | Managing Officer;<br>Chief Operating Officer of Mineral & Metal Resources Business Unit  |
| Yoshiki Hirabayashi | Executive Managing Officer;<br>General Manager of Human Resources & General Affairs Division   | Managing Officer;<br>Chief Operating Officer of Retail Business Unit   |
| Yoshiaki Takemasu   | Executive Managing Officer;<br>Chief Human Resources Officer;<br>Chief Compliance Officer  | Managing Officer;<br>General Manager of Human Resources & General Affairs Division   |
| Motoyasu Nozaki     | Executive Managing Officer;<br>Chief Operating Officer of Energy Business Unit II  | Managing Officer;<br>Chief Operating Officer of Energy Business Unit II  |
| Masahiro Moriyasu   | Executive Managing Officer;<br>Chief Representative of East Asia Bloc;<br>Chairman of Mitsui & Co. (China) Ltd.                              | Managing Officer;<br>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,<br>Performance Materials Business Unit |
| Kenichiro Yamaguchi | Managing Officer; General Manager of Financial Management & Advisory Division III    | General Manager of E&P Division,<br>Energy Business Unit I                               |
| Tetsuya Fukuda      | Managing Officer; Chief Operating Officer of Mineral & Metal Resources Business Unit | General Manager of Coal Division,<br>Mineral & Metal Resources Business Unit             |

## 3) Related Personnel Changes for Executive Officers: 14 persons

April 1, 2021

| Name                | New   | Present  |
|---------------------|---|--|
| Hirotatsu Fujiwara  | Representative Director<br>Executive Vice President   | Representative Director<br>Senior Executive Managing Officer;<br>Chief Human Resources Officer;<br>Chief Compliance Officer  |
| Miki Yoshikawa      | Representative Director<br>Senior Executive Managing Officer(*)   | Representative Director<br>Senior Executive Managing Officer   |
| Motoaki Uno         | Senior Executive Managing Officer   | Executive Managing Officer; Chief Operating Officer of Asia Pacific Business Unit;<br>CEO of Mitsui & Co. (Asia Pacific) Pte. Ltd.   |
| Koji Nagatomi       | Senior Executive Managing Officer; Chief Operating Officer of Asia Pacific Business Unit;<br>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;<br>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;<br>President of Mitsui & Co.(Thailand) Ltd.;<br>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;<br>Chief Representative of East Asia Bloc;<br>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<br>Takebe        | Director (As of April 1, 2021)  | Representative Director<br>Executive Vice President  |
| Motoo<br>Ono           | Counselor (As of April 1, 2021) | Senior Executive Managing Officer;<br>Chief Representative of East Asia Bloc;<br>Chairman of Mitsui & Co. (China) Ltd. |
| Shingo<br>Sato         | Retiree                         | Executive Managing Officer; President of<br>Mitsui & Co.(Brasil)S.A.   |
| Osamu<br>Toriumi       | Retiree                         | Executive Managing Officer; General<br>Manager of Internal Auditing Division   |
| Reiji<br>Fujita        | Retiree                         | Managing Officer; President of Mitsui &<br>Co.(Thailand)Ltd.; President of Mitsiam<br>International, Limited           |
| Yoshimitsu<br>Gushiken | Retiree                         | Managing Officer; General Manager of<br>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<br>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<br>(3 persons)          | Takakazu Uchida<br>Shinichiro Omachi  | Hirotatsu Fujiwara  |
| Senior Executive Managing Officer<br>(6 persons) | Yoshio Kometani<br>Shinsuke Kitagawa<br>Koji Nagatomi   | Miki Yoshikawa<br>Motoaki Uno<br>Sayu Ueno  |
| Executive Managing Officer<br>(9 persons)        | Hiroyuki Tsurugi<br>Hirohiko Miyata<br>Yuki Kodera<br>Yoshiaki Takemasu<br>Masahiro Moriyasu  | Hiroshi Meguro<br>Takeo Kato<br>Yoshiki Hirabayashi<br>Motoyasu Nozaki  |
| Managing Officer<br>(26 persons)                 | Kohei Takata<br>Shinichi Hori<br>Masaharu Okubo<br>Tatsuya Okamoto<br>Masato Sugahara<br>Tetsuya Shigeta<br>Koichi Fujita<br>Takashi Furutani<br>Takeshi Akutsu<br>Toru Matsui<br>Isao Kohiyama<br>Yuichi Takano<br>Kenichiro Yamaguchi | Yumi Yamaguchi<br>Shinichi Kikuchihara<br>Tetsuya Daikoku<br>Yuji Mano<br>Kazumasa Nakai<br>Atsushi Kawase<br>Yoshiyuki Enomoto<br>Yoichiro Endo<br>Makoto Sato<br>Makoto Takasugi<br>Tsutomu Osada<br>Hiroshi Kakiuchi<br>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;<br>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<br>(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,<br>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;<br>Human Resources & General Affairs Division  |
| October 2010   | Corporate Planning & Strategy Division; Strategic Business Development Division,<br>Foods & Retail Business Unit; Human Resources & General Affairs Division;<br>Corporate Communications Division |
| April 2011     | General Manager, AgriScience Division  |
| April 2015     | CAO, Asia Pacific Business Unit;<br>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