

January 13, 2023

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.

Content list

I . Executive Officers

- 1) Promoted Executive Officers: April 1, 2023
- 2) Newly appointed Executive Officers: April 1, 2023
- 3) Related Personnel Changes for Executive Officers: April 1, 2023
- 4) Retiring Executive Officers: March 31, 2023

II . Directors

- 1) Newly appointed Director: June 21, 2023*
- 2) Change of Representative Director: April 1, 2023
- 3) Retiring Director: June 21, 2023**

III . Audit & Supervisory Board Members

- 1) Newly appointed Audit & Supervisory Board Member: June 21, 2023*
- 2) Reappointed Audit & Supervisory Board Member: June 21, 2023*
- 3) Retiring Audit & Supervisory Board Member: June 21, 2023**

IV . Related Personnel Changes

* Subject to approval at the Ordinary General Meeting of Shareholders to be held on June 21, 2023.

** Effective on the close of the Ordinary General Meeting of Shareholders to be held on June 21, 2023.

[Attachment]

- (1) Executive Officers (as of April 1, 2023)
- (2) Reasons for Appointment/Biography of Candidate for Director (Newly appointed)
- (3) Reasons for Appointment/Biography of Candidate for Audit & Supervisory Board Member (Newly appointed)
- (4) Reasons for Reappointment of Directors and Audit & Supervisory Board Member

I. Executive Officers

1) Promoted Executive Officers: 15 persons

April 1, 2023

Name	New	Present
Motoaki Uno	Representative Director Executive Vice President	Representative Director Senior Executive Managing Officer
Yoshiaki Takemasu	Representative Director Executive Vice President; Chief Human Resources Officer; Chief Compliance Officer	Representative Director Senior Executive Managing Officer; Chief Human Resources Officer; Chief Compliance Officer
Kazumasa Nakai	Representative Director Senior Executive Managing Officer	Representative Director Executive Managing Officer
Tetsuya Shigeta	Representative Director Senior Executive Managing Officer; Chief Financial Officer	Representative Director Executive Managing Officer; Chief Financial Officer
Makoto Sato	Representative Director Senior Executive Managing Officer; Chief Strategy Officer	Representative Director Executive Managing Officer; Chief Strategy Officer
Toru Matsui	Representative Director Senior Executive Managing Officer; Chief Digital Information Officer	Representative Director Executive Managing Officer
Yoshiki Hirabayashi	Senior Executive Managing Officer; General Manager of Human Resources & General Affairs Division	Executive Managing Officer; General Manager of Human Resources & General Affairs Division
Motoyasu Nozaki	Senior Executive Managing Officer; Chief Operating Officer of Energy Business Unit II	Executive Managing Officer; Chief Operating Officer of Energy Business Unit II
Tetsuya Daikoku	Senior Executive Managing Officer	Executive Managing Officer; Chief Operating Officer of Mobility Business Unit I
Shinichi Hori	Executive Managing Officer; General Manager of Osaka Office	Managing Officer; General Manager of Osaka Office
Yuji Mano	Executive Managing Officer; General Manager of Integrated Digital Strategy Division	Managing Officer; General Manager of Integrated Digital Strategy Division
Yoichiro Endo	Executive Managing Officer; Chief Operating Officer of Food Business Unit	Managing Officer; Chief Operating Officer of Food Business Unit
Yuichi Takano	Executive Managing Officer; General Manager of Legal Division	Managing Officer; General Manager of Legal Division
Hiroshi Kakiuchi	Executive Managing Officer; Chief Operating Officer of Performance Materials Business Unit	Managing Officer; Chief Operating Officer of Performance Materials Business Unit
Tetsuya Fukuda	Executive Managing Officer; Chief Operating Officer of Mineral & Metal Resources Business Unit	Managing Officer; Chief Operating Officer of Mineral & Metal Resources Business Unit

2) Newly appointed Executive Officers: 9 persons

April 1, 2023

Name	New	Present
Kiyoshi Mori	Executive Managing Officer; Deputy Chief Strategy Officer	Counselor
Hidemi Takani	Managing Officer; President & CEO of Mitsui Global Strategic Studies Institute	Associate Officer; Regional Operating Officer of Metals Division, Europe Bloc; Assistant Chief Representative of Europe Bloc; Regional Operating Officer of Metals Division, Middle East and Africa Bloc; Director of MITSUI & CO. EUROPE PLC
Masao Kurihara	Managing Officer; General Manager of Global Controller Division	General Manager of Global Controller Division
Junji Fukuoka	Managing Officer; Chief Operating Officer of Basic Materials Business Unit	Regional Operating Officer of Chemicals Division, Europe Bloc; Regional Operating Officer of Chemicals Division, Middle East and Africa Bloc; Senior Vice President of MITSUI & CO. EUROPE PLC
Masaya Tokutani	Managing Officer; Chief Representative of East Asia Bloc; Chair of MITSUI & CO. (CHINA) LTD.	Director & President of MITSUI & CO. (SHANGHAI) LTD.
Yukinobu Nakano	Managing Officer; Chief Representative of Europe Bloc; Managing Director of MITSUI & CO. EUROPE PLC	Operating Officer of Infrastructure Projects Business Unit
Maroshi Tokoyoda	Managing Officer; Chief Operating Officer of Mobility Business Unit I	General Manager of Investor Relations Division
Takuya Shirai	Managing Officer; Chief Operating Officer of Mobility Business Unit II	Operating Officer of Mobility Business Unit II
Chisato Onda (Eiki)	Managing Officer; General Manager of Corporate Sustainability Division	General Manager of Corporate Sustainability Division

3) Related Personnel Changes for Executive Officers: 3 persons

April 1, 2023

Name	New	Present
Toru Matsui	Representative Director Senior Executive Managing Officer; Chief Digital Information Officer (*)	Representative Director Executive Managing Officer
Tetsuya Daikoku	Senior Executive Managing Officer (*)	Executive Managing Officer; Chief Operating Officer of Mobility Business Unit I
Takashi Furutani	Executive Managing Officer; Chief Operating Officer of Asia Pacific Business Unit; CEO of Mitsui & Co.(Asia Pacific) Pte. Ltd.	Executive Managing Officer; Chief Operating Officer of Basic Materials Business Unit

*Change of Areas Overseen

4) Retiring Executive Officers: 9 persons

March 31, 2023

Name	New	Present
Yoshio Kometani	Director (As of April 1, 2023)	Representative Director Executive Vice President; Chief Digital Information Officer
Shinsuke Kitagawa	Counselor (As of April 1, 2023)	Senior Executive Managing Officer; President & CEO of Mitsui Global Strategic Studies Institute
Koji Nagatomi	Counselor (As of April 1, 2023)	Senior Executive Managing Officer; Chief Operating Officer of Asia Pacific Business Unit; CEO of Mitsui & Co.(Asia Pacific) Pte. Ltd.
Hiroshi Meguro	Counselor (As of April 1, 2023)	Senior Executive Managing Officer; Chief Regional Representative in CIS; General Director of Mitsui & Co. Moscow LLC
Hirohiko Miyata	Counselor (As of April 1, 2023)	Senior Executive Managing Officer; Chief Representative of Europe Bloc; Managing Director of MITSUI & CO. EUROPE PLC
Masahiro Moriyasu	Retiree	Executive Managing Officer; Chief Representative of East Asia Bloc; Chair of MITSUI & CO. (CHINA) LTD.
Kohei Takata	Retiree	Executive Managing Officer; Deputy Chief Operating Officer of Asia Pacific Business Unit; Director of Mitsui & Co.(Asia Pacific) Pte. Ltd.
Yumi Yamaguchi	Retiree	Managing Officer; Deputy Chief Strategy Officer; Deputy Chief Digital Information Officer
Tatsuya Okamoto	Retiree	Managing Officer; Chief Operating Officer of Mobility Business Unit II

II. Directors

1) Newly appointed Director: 1 person

June 21, 2023

Name	New	Present
Tetsuya Daikoku	Representative Director Senior Executive Managing Officer	Senior Executive Managing Officer (As of April 1, 2023)

* Appointment of Director is subject to approval at the Ordinary General Meeting of Shareholders to be held on June 21, 2023.

2) Change of Representative Director: 1 person

April 1, 2023

Name	New	Present
Yoshio Kometani	Director	Representative Director Executive Vice President; Chief Digital Information Officer

3) Retiring Director: 1 person

June 21, 2023

Name	New	Present
Yoshio Kometani	Counselor	Director (As of April 1, 2023)

* Retirement of Director will be effective on the close of the Ordinary General Meeting of Shareholders to be held on June 21, 2023.

III. Audit & Supervisory Board Members

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

June 21, 2023

Name	New	Present
Hirotsu Fujiwara	Audit & Supervisory Board Member	Counselor

* Appointment of Audit & Supervisory Board Member is subject to approval at the Ordinary General Meeting of Shareholders to be held on June 21, 2023.

2) Reappointed Audit & Supervisory Board Member: 1 person

June 21, 2023

Name	New	Present
Kimiro Shiotani	Audit & Supervisory Board Member	Audit & Supervisory Board Member

* Reappointment of Audit & Supervisory Board Member is subject to approval at the Ordinary General Meeting of Shareholders to be held on June 21, 2023.

3) Retiring Audit & Supervisory Board Member: 1 person

June 21, 2023

Name	New	Present
Makoto Suzuki	Retiree	Audit & Supervisory Board Member

* Retiring of Audit & Supervisory Board Member will be effective on the close of the Ordinary General Meeting of Shareholders to be held on June 21, 2023.

IV. Related Personnel Changes

April 1, 2023

Name	New	Present
Hideaki Konishi	General Manager of Investor Relations Division	General Manager of Iron Ore Division, Mineral & Metal Resources Business Unit
Naomi Yamashita	Director & President of MITSUI & CO. (SHANGHAI) LTD.	General Manager of LNG Business Development Division, Energy Business Unit II
Kazumasa Miyazawa	Chief Regional Representative in CIS Bloc; General Director of Mitsui & Co. Moscow LLC	Deputy General Director of Mitsui & Co. Moscow LLC
Hidetomo Araki	Regional Operating Officer of Chemicals Division, Europe Bloc; Regional Operating Officer of Chemicals Division, Middle East and Africa Bloc; Senior Vice President of MITSUI & CO. EUROPE PLC	Deputy General Manager of Financial Management & Advisory Division III

Executive Officers (as of April 1, 2023)	46 persons	
President and CEO	Kenichi Hori	
Executive Vice President (3 persons)	Motoaki Uno Sayu Ueno	Yoshiaki Takemasu
Senior Executive Managing Officer (7 persons)	Kazumasa Nakai Makoto Sato Yoshiki Hirabayashi Tetsuya Daikoku	Tetsuya Shigeta Toru Matsui Motoyasu Nozaki
Executive Managing Officer (11 persons)	Takeo Kato Shinichi Kikuchihara Shinichi Hori Yoichiro Endo Hiroshi Kakiuchi Kiyoshi Mori	Yuki Kodera Takashi Furutani Yuji Mano Yuichi Takano Tetsuya Fukuda
Managing Officer (24 persons)	Masaharu Okubo Atsushi Kawase Yoshiyuki Enomoto Makoto Takasugi Tsutomu Osada Tetsu Watanabe Koichi Wakana Masaya Inamuro Hidemi Takani Junji Fukuoka Yukinobu Nakano Takuya Shirai	Masato Sugahara Koichi Fujita Takeshi Akutsu Isao Kohiyama Kenichiro Yamaguchi Toru Iijima Makoto Tanaka Daisuke Ishida Masao Kurihara Masaya Tokutani Maroshi Tokoyoda Chisato Onda (Eiki)

Reasons for Appointment/Biography of Candidate for Director (Newly appointed)

Tetsuya Daikoku

Date of birth: June 18, 1962

Education: Graduated from Hitotsubashi University
(Faculty of Commerce and Management) in March, 1986

Joined Mitsui: April, 1986

Career at the Company:

April, 1986	Motor Vehicles Europe, Africa and Middle East Division
September, 1990	Mitsui People Union
October, 1992	Second Motor Vehicles Division
August, 1997	Seconded to PT Danamon MITS Otomotif Finance as Director (Jakarta)
February, 1999	Seconded to MITSIAM INTERNATIONAL, LIMITED
March, 2002	Second Motor Vehicles Division
December, 2002	Departmental General Manager, Second Motor Vehicles Division
October, 2003	Seconded to Yamaha Motor Co., Ltd. (Shizuoka)
June, 2005	Departmental General Manager, Third Motor Vehicles Division
June, 2007	Corporate Planning & Strategy Division; Human Resources & General Affairs Division
October, 2009	Departmental General Manager, Motor Vehicles Business Unit
March, 2012	Seconded to PT Bussan Auto Finance as President Director (Jakarta)
July, 2014	General Manager, Third Motor Vehicles Division
August, 2017	Operating Officer, Integrated Transportation Systems Business Unit I
April, 2018	General Manager, Planning & Administrative Division (Machinery & Infrastructure)
April, 2019	Managing Officer; COO, Mobility Business Unit I
April, 2022	Executive Managing Officer; COO, Mobility Business Unit I Present

Reasons for appointment: Mr. Daikoku has outstanding expertise and an excellent track record in the Machinery and Mobility area as well as a personality suitable for being a part of the Company's management. He has developed excellent management skills through his experience as COO of Mobility Business Unit I, President Director of PT Bussan Auto Finance (Indonesia) and General Manager of Planning & Administrative Division (Machinery & Infrastructure). Accordingly, he has been chosen as a candidate for Director. Looking ahead, we believe he will be able to supervise the execution of business of Energy Solution Business Unit, Infrastructure Projects Business Unit and Mobility Business Unit I & II, and apply his experience and knowledge to decision-making by the Board of Directors. We also expect that he will contribute to sustainable improvement of corporate value by promoting the creation of mobility systems and infrastructure that support industries.

Number of Company's shares held: 35,840

**Reasons for Appointment/Biography of Candidate
for Audit & Supervisory Board Member (Newly appointed)**

Hirotsu Fujiwara

Date of birth: January 10, 1961

Education: Graduated from Tohoku University
(Majored in Economics) in March, 1984

Joined Mitsui: April, 1984

Career at the Company:

April, 1984	1st Petroleum Division
August, 1988	Energy and Chemical Division, Nagoya Office
May, 1992	Energy Business Trainee in Singapore, U.K. and Middle East
May, 1993	Petroleum Products Trading Division, Energy Business Unit
December, 2001	Departmental General Manager, Petroleum Trading Division
August, 2004	General Manager, Doha Office, Mitsui & Co., Middle East Ltd.
June, 2007	Petroleum Refining & Marketing Division, Energy Business Unit I
October, 2007	Utility Feedstock Division, Energy Business Unit I
April, 2008	Secretariat
June, 2010	General Manager, LNG Project Division II, Energy Business Unit II
October, 2012	General Manager, Natural Gas Division I, Energy Business Unit II
April, 2014	Managing Officer, General Manager, Energy Planning & Administrative Division
April, 2015	Managing Officer, COO, Energy Business Unit II
April, 2017	Executive Managing Officer, COO, Energy Business Unit II
April, 2019	Senior Executive Managing Officer; CCO
June, 2019	Representative Director, Senior Executive Managing Officer; CCO
April, 2020	Representative Director, Senior Executive Managing Officer; CHRO & CCO
April, 2021	Representative Director, Executive Vice President
April, 2022	Director
June, 2022	Counselor
	Present

Reasons for appointment: Mr. Fujiwara has outstanding expertise and an excellent track record in the Energy area as well as a personality suitable for being a part of the Company's management. After his appointment as a Director in June 2019, he supervised Human Resources & General Affairs Division, Legal Division, Logistics Strategy Division and other related Corporate Staff Units and advanced the effective instillation of integrity and compliance awareness within the group and implementation of diversity driven measures, including work style innovation as CHRO and CCO. We expect him to perform his duties as an Audit & Supervisory Board Member appropriately with these accumulated experience and expertise, and deep insight into the Company's affairs.

Number of Company's shares held: 77,887

Reasons for Reappointment of Directors and Audit & Supervisory Board Member

Candidates for Directors (Reappointment)

Name	Reasons for Reappointment
Tatsuo Yasunaga	Mr. Yasunaga served as General Manager of Corporate Planning & Strategy Division, 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 his tenure as President, he showed outstanding 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 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 primarily involves carrying out supervision of management. He will not concurrently serve as an executive officer and will not be involved in the execution of day-to-day business operations.
Kenichi Hori	Mr. Hori has outstanding expertise and an excellent 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 which included 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 adequately fulfilled his roles in both decision-making and supervision of business execution as CEO and Director. We consider it optimal for him to continue to demonstrate solid leadership for the implementation of the next Medium-term Management Plan and to promote increasing corporate value amid the drastically changing business environment, and therefore have selected him as a candidate for another term as Director.
Motoaki Uno	Mr. Uno has outstanding expertise and an excellent track record in the Steel Products 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 which included General Manager of Planning and Administrative Division (Metals), President of P.T. Mitsui Indonesia, and COO of Asia Pacific Business Unit. Currently, he is supervising Iron & Steel Products Business Unit, Mineral & Metal Resources Business Unit, Innovation & Corporate Development Business Unit, Asia Pacific Business Unit and Regional Blocs (East Asia Bloc, CIS Bloc, Mitsui & Co. Korea Ltd.) 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.
Yoshiaki Takemasu	Mr. Takemasu has outstanding expertise and an excellent 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 which included General Manager of Agriscience Division, CSO of Asia Pacific Business Unit, General Manager of Human Resources & General Affairs Division. Currently, he is supervising Human Resources & General Affairs Division, Legal Division, Logistics Strategy Division and other related Corporate Staff Units as well as Japan Bloc, Regional Blocs (Europe Bloc, Middle East and Africa Bloc) as CHRO and CCO, 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.
Kazumasa Nakai	Mr. Nakai has outstanding expertise and an excellent track record in the Plants and Infrastructure Projects area 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 which included General Manager of First Projects Development Division, Operating Officer of the Nutrition & Agriculture Business Unit and COO of Infrastructure Projects Business Unit. Currently, he is supervising Nutrition & Agriculture Business Unit, Food Business Unit, Retail Business Unit and Wellness Business Unit 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.
Tetsuya Shigeta	Mr. Shigeta has outstanding expertise and an excellent 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 which included 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.
Makoto Sato	Mr. Sato has outstanding expertise and an excellent track record in the Mineral & Metal Resources area 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 which included General Manager of Iron Ore Division and Planning & Administrative Division (Metals), General Manager of Investment Administrative Division. Currently, he is supervising Corporate Staff Units such as Corporate Planning & Strategy Division, Investment Administrative Division, Corporate Communications Division and Corporate Sustainability Division as CSO 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.
Toru Matsui	Mr. Matsui has outstanding expertise and an excellent track record in the Energy area 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 which included General Manager of the E&P Division, Energy Business Unit I and General Manager of Corporate Planning & Strategy Division. Currently, he is supervising Energy Business Unit I and II, Basic Materials Business Unit, Performance Materials Business Unit and Americas Business Unit 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.

Candidate for Audit and Supervisory Board Member (Reappointment)

Name	Reasons for Reappointment
Kimiro Shiotani	Mr. Shiotani has outstanding expertise and an excellent track record in accounting and finance-related operations. Since his appointment as an Audit & Supervisory Board Member in June 2019, he has contributed significantly to improve the supervisory function of the Audit & Supervisory Board and the Board of Directors through providing useful statements from a financial and accounting standpoint at meetings of the Board of Directors and the Audit & Supervisory Board. We have selected him as a candidate for another term as Audit & Supervisory Board Member so that he may perform his duties appropriately with these accumulated experience and expertise, and deep insight into the Company's affairs.