

January 12, 2024

For Immediate Release
To Whom It May Concern

Mitsui & Co., Ltd.

Changes to Governance and Executive Structures and Directors and Executive Officers

Mitsui & Co., Ltd. (“Mitsui”, Head Office: Tokyo, President and CEO: Kenichi Hori) hereby announces that it has reevaluated and made the following changes to the positioning of its Board of Directors and Corporate Management Committee (in accordance with these changes written below, the English name of the Corporate Management Committee will be changed to “Executive Committee” as of April 1, 2024). The appointment of Directors and Executive Officers under the new governance and executive structures were approved at the Board of Directors’ meeting held on January 12, 2024.

I. Changes to the Board of Directors

Following the Ordinary General Meeting of Shareholders scheduled on June 19, 2024, the number of Directors will be reduced from 15 to 12 (*). The aim of this change is to establish a personnel composition that will enable the Board to engage in deeper and more effective deliberations, while the Board’s primary focus will remain on management oversight by the Directors. The number of External Directors will remain unchanged at six.

*This change is conditional on the approval of a motion to appoint Directors at the Ordinary General Meeting of Shareholders.

II. Changes to the Executive Structure

We have reviewed our executive structure with the purpose of allowing a more agile response to an increasingly complex business environment and surrounding risks, and to ensure the steady realization of our management strategies. By reaffirming the role of the Executive Committee as our management leadership team, we aim to achieve further increase in corporate value and growth of the Mitsui & Co. group. In addition, as of April 1, 2024, we will newly establish the position of General Counsel, who will serve as a member of the Executive Committee. Executive Committee members will take the lead in developing networks with greater depth and breadth across multiple regions and industries as delegates of the CEO, and execute management strategies through organic collaboration among our business units, regional units, and corporate units.

Please see the attached “List of Executive Committee Members” for the members as of April 1, 2024.

III. Changes of Directors and Executive Officers

Resolutions regarding the appointment of Executive Officers as of April 1, 2024, and candidates for Directors to be submitted for approval at the Ordinary General Meeting of Shareholders and the Board of Directors’ meeting scheduled on June 19, 2024, have been adopted as provided in the attached “Changes of Directors and Executive Officers”.

Attachment: Changes of Directors and Executive Officers

Attachment: List of Executive Committee Members

Changes of Directors and Executive Officers

The list of resolutions is as follows. For details, please refer to the following pages.

I. Executive Officers

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|---|----------------|
| 1) Promoted Executive Officers: | April 1, 2024 |
| 2) Newly Appointed Executive Officers: | April 1, 2024 |
| 3) Responsibility Changes for Executive Officers: | April 1, 2024 |
| 4) Retiring Executive Officers: | March 31, 2024 |

II. Directors

- | | |
|--|----------------|
| 1) Change of Representative Directors: | April 1, 2024 |
| 2) Retiring Directors: | June 19, 2024* |

* Effective on the close of the Ordinary General Meeting of Shareholders to be held on June 19, 2024.

III. Related Personnel Changes

IV. Executive Officers (as of April 1, 2024)

V. Structure of Board of Directors and Audit & Supervisory Board after the Ordinary General Meeting of Shareholders to be held on June 19, 2024

VI. Number of Directors and Audit & Supervisory Board Members after the Ordinary General Meeting of Shareholders to be held on June 19, 2024

VII. Composition of Advisory Committees to the Board of Directors

VIII. Reasons for Reappointment of Directors

I. Executive Officers

1) Promoted Executive Officers: 5 persons

April 1, 2024

Name	New	Present
Yuki Kodera	Senior Executive Managing Officer; President of Mitsui & Co.(Brasil) S.A.	Executive Managing Officer; President of Mitsui & Co.(Brasil) S.A.
Takashi Furutani	Senior 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 Asia Pacific Business Unit; Chief Operating Officer of Consumer-Centric Business Development Unit, Asia Pacific Business Unit; CEO of Mitsui & Co.(Asia Pacific) Pte. Ltd.; Chief Operating Officer of Consumer-Centric Business Development Unit, Mitsui & Co.(Asia Pacific) Pte. Ltd.
Atsushi Kawase	Executive Managing Officer; General Manager of Internal Auditing Division	Managing Officer; General Manager of Internal Auditing Division
Takeshi Akutsu	Executive Managing Officer; Chief Representative of Japan Bloc; General Manager of Osaka Office	Managing Officer; Chief Operating Officer of Wellness Business Unit
Kenichiro Yamaguchi	Executive Managing Officer; Chief Operating Officer of Energy Business Unit II	Managing Officer; General Manager of Investment Administrative Division

2) Newly Appointed Executive Officers: 8 persons

April 1, 2024

Name	New	Present
Taichi Nagino	Managing Officer; General Manager of Financial Management & Advisory Division III	General Manager of Financial Management & Advisory Division III
Kazuki Shimizu	Managing Officer; General Manager of Investment Administrative Division	General Manager of Investment Administration Department, Investment Administrative Division
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.	SVP & Chief Strategy Officer of MITSUI & CO.(U.S.A.), INC.; Chief Strategy Officer of Americas Business Unit
Masahiko Kurahashi	Managing Officer; Director of PT. CT CORPORA	Operating Officer of Wellness Business Unit
Yutaka Sano	Managing Officer; Chief Operating Officer of Food Business Unit	General Manager of Grain & Feed Division, Food Business Unit
Teruya Mogi	Managing Officer; Chief Operating Officer of Performance Materials Business Unit	Director & President of MITSUI PLASTICS, INC.
Naoharu Asaumi	Managing Officer; Chief Operating Officer of Retail Business Unit	General Manager of Retail Infrastructure Business Division, Retail Business Unit
Yasuhiro Uchida	Managing Officer; Chief Operating Officer of Energy Solutions Business Unit	General Manager of LNG Business Development Division, Energy Business Unit II

3) Responsibility Changes for Executive Officers: 14 persons

April 1, 2024

Name	New	Present
Yoshiaki Takemasu	Representative Director Executive Vice President; Chief Human Resources Officer; Chief Compliance Officer (*)	Representative Director Executive Vice President; Chief Human Resources Officer; Chief Compliance Officer
Kazumasa Nakai	Director Senior Executive Managing Officer (*)	Representative Director Senior Executive Managing Officer
Toru Matsui	Representative Director Senior Executive Managing Officer; Chief Digital Information Officer (*)	Representative Director Senior Executive Managing Officer; Chief Digital Information Officer
Tetsuya Daikoku	Director Senior Executive Managing Officer (*)	Representative Director Senior Executive Managing Officer
Yuichi Takano	Executive Managing Officer; General Counsel (*)	Executive Managing Officer; General Manager of Legal Division
Tetsuya Fukuda	Executive Managing Officer (*)	Executive Managing Officer; Chief Operating Officer of Mineral & Metal Resources Business Unit
Yoichiro Endo	Executive Managing Officer; Chief Operating Officer of Wellness Business Unit	Executive Managing Officer; Chief Operating Officer of Food Business Unit
Hiroshi Kakiuchi	Executive Managing Officer; President of MITSUI & CO.,(THAILAND) LTD.; President of MITSIAM INTERNATIONAL, LIMITED	Executive Managing Officer; Chief Operating Officer of Performance Materials Business Unit
Takeshi Akutsu	Executive Managing Officer; Chief Representative of Japan Bloc; General Manager of Osaka Office	Managing Officer; Chief Operating Officer of Wellness Business Unit
Kenichiro Yamaguchi	Executive Managing Officer; Chief Operating Officer of Energy Business Unit II	Managing Officer; General Manager of Investment Administrative Division
Yoshiyuki Enomoto	Managing Officer; Country Chairperson in India; Chairperson & Director of MITSUI & CO. INDIA PVT. LTD.	Managing Officer; General Manager of Financial Management & Advisory Division II
Makoto Takasugi	Managing Officer; Chief Operating Officer of Iron & Steel Products Business Unit	Managing Officer; Director of PT. CT CORPORA
Toru Iijima	Managing Officer; Chief Operating Officer of Energy Business Unit I	Managing Officer; Chief Operating Officer of Energy Business Unit I; Chief Operating Officer of Energy Solutions Business Unit
Masaya Inamuro	Managing Officer; Chief Operating Officer of Mineral & Metal Resources Business Unit	Managing Officer; General Manager of Corporate Planning & Strategy Division; Director of Mitsui & Co. Korea Ltd.

*Change of Areas Overseen

4) Retiring Executive Officers: 7 persons

March 31, 2024

Name	New	Present
Motoaki Uno	Director (As of April 1, 2024)	Representative Director Executive Vice President
Motoyasu Nozaki	Counselor (As of April 1, 2024)	Senior Executive Managing Officer; Chief Operating Officer of Energy Business Unit II
Takeo Kato	Retiree	Executive Managing Officer; President of MITSUI & CO.,(THAILAND) LTD.;; President of MITSIAM INTERNATIONAL, LIMITED
Shinichi Hori	Retiree	Executive Managing Officer; General Manager of Osaka Office
Masaharu Okubo	Retiree	Managing Officer; Country Chairperson in India; Chairperson & Director of MITSUI & CO. INDIA PVT. LTD.
Koichi Fujita	Retiree	Managing Officer; Chief Operating Officer of Iron & Steel Products Business Unit
Tsutomu Osada	Retiree	Managing Officer; Chief Operating Officer of Retail Business Unit

II. Directors

1) Change of Representative Directors: 3 persons

April 1, 2024

Name	New	Present
Motoaki Uno	Director	Representative Director Executive Vice President
Kazumasa Nakai	Director Senior Executive Managing Officer	Representative Director Senior Executive Managing Officer
Tetsuya Daikoku	Director Senior Executive Managing Officer	Representative Director Senior Executive Managing Officer

2) Retiring Directors: 3 persons

June 19, 2024

Name	New	Present
Motoaki Uno	Counselor	Director (As of April 1, 2024)
Kazumasa Nakai	Senior Executive Managing Officer	Director Senior Executive Managing Officer (As of April 1, 2024)
Tetsuya Daikoku	Senior Executive Managing Officer	Director Senior Executive Managing Officer (As of April 1, 2024)

* Retirement of Directors will be effective on the close of the Ordinary General Meeting of Shareholders to be held on June 19, 2024.

III. Related Personnel Changes

April 1, 2024

Name	New	Present
Eiji Yanagawa	General Manager of Corporate Planning & Strategy Division; Director of Mitsui & Co. Korea Ltd.	Director, President & CEO of Mitsui & Co. Energy Marketing and Services(USA), Inc.
Hiroaki Taira	General Manager of Strategic & Administrative Legal Division	General Manager of Planning Department, Legal Division
Shuichi Shimoyama	General Manager of Business Legal Division	Deputy General Manager of Legal Division
Naoki Ito	Deputy General Manager of Business Legal Division	SVP & Chief Legal Officer of MITSUI & CO. (U.S.A.), INC.; Chief Legal Officer of Mitsui Americas
Yasunari Kume	General Manager of Financial Management & Advisory Division II	General Manager of Japan Projects Development Division, Infrastructure Projects Business Unit
Kazuhide Nakajo	Associate Officer; Chief Operating Officer of Consumer-Centric Business Development Unit, Asia Pacific Business Unit; Chief Operating Officer of Consumer-Centric Business Development Unit, Mitsui & Co.(Asia Pacific) Pte. Ltd.	Associate Officer; Chief Strategy Officer of Asia Pacific Business Unit; Director & Chief Strategy Officer of Mitsui & Co.(Asia Pacific) Pte. Ltd.
Takanobu Murayama	Chief Strategy Officer of Asia Pacific Business Unit; Director & Chief Strategy Officer of Mitsui & Co.(Asia Pacific) Pte. Ltd.	Operating Officer of Mobility Business Unit I

IV. Executive Officers (as of April 1, 2024)

47 persons

President and Chief Executive Officer	Kenichi Hori	
Executive Vice President (2 persons)	Yoshiaki Takemasu	Sayu Ueno
Senior Executive Managing Officer (8 persons)	Kazumasa Nakai	Tetsuya Shigeta
	Makoto Sato	Toru Matsui
	Tetsuya Daikoku	Yoshiki Hirabayashi
	Yuki Kodera	Takashi Furutani
Executive Managing Officer (10 persons)	Yuichi Takano	Tetsuya Fukuda
	Shinichi Kikuchihara	Yuji Mano
	Yoichiro Endo	Hiroshi Kakiuchi
	Kiyoshi Mori	Atsushi Kawase
	Takeshi Akutsu	Kenichiro Yamaguchi
Managing Officer (26 persons)	Masato Sugahara	Yoshiyuki Enomoto
	Makoto Takasugi	Isao Kohiyama
	Tetsu Watanabe	Toru Iijima
	Koichi Wakana	Makoto Tanaka
	Masaya Inamuro	Daisuke Ishida
	Hidemi Takani	Masao Kurihara
	Junji Fukuoka	Masaya Tokutani
	Yukinobu Nakano	Maroshi Tokoyoda
	Takuya Shirai	Chisato Onda(Eiki)
	Taichi Nagino	Kazuki Shimizu
	Tetsuya Koide	Masahiko Kurahashi
	Yutaka Sano	Teruya Mogi
	Naoharu Asaumi	Yasuhiro Uchida

V. Structure of Board of Directors and Audit & Supervisory Board
after the Ordinary General Meeting of Shareholders to be held on June 19, 2024

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	Makoto Sato
Representative Director	Toru Matsui
* Director	Samuel Walsh
* Director	Takeshi Uchiyamada
* 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	Kimitaka Mori
* Audit & Supervisory Board Member	Yuko Tamai
* Audit & Supervisory Board Member	Makoto Hayashi

*External Directors / Audit & Supervisory Board Members

VI. Number of Directors and Audit & Supervisory Board Members

after the Ordinary General Meeting of Shareholders to be held on June 19, 2024

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%

VII. Composition of Advisory Committees to the Board of Directors

Members as of January 12, 2024

Governance Committee	
Chair of the Board of Directors (Committee chair)	Tatsuo Yasunaga
President and Chief Executive Officer	Kenichi Hori
Chief Strategy Officer	Makoto Sato
External Director	Samuel Walsh
External Director	Masako Egawa
External Director	Sarah L. Casanova
External Audit & Supervisory Board Member	Yuko Tamai
Nomination Committee	
External Director (Committee chair)	Takeshi Uchiyamada
Chair of the Board of Directors	Tatsuo Yasunaga
President and Chief Executive Officer	Kenichi Hori
External Director	Fujiyo Ishiguro
External Audit & Supervisory Board Member	Makoto Hayashi
Remuneration Committee	
External Audit & Supervisory Board Member (Committee chair)	Kimitaka Mori
Chief Financial Officer	Tetsuya Shigeta
External Director	Masako Egawa
External Director	Jessica Tan Soon Neo

*Mr. Yoshiaki Takemasu(CHRO) is no longer a member of Remuneration Committee.

Members after the Ordinary General Meeting of Shareholders to be held on June 19, 2024(Scheduled)

Governance Committee	
No changes from the above	
Nomination Committee	
External Director (Committee chair)	Takeshi Uchiyamada
President and Chief Executive Officer	Kenichi Hori
External Director	Fujiyo Ishiguro
External Audit & Supervisory Board Member	Makoto Hayashi
Remuneration Committee	
External Director (Committee chair)	<u>Masako Egawa</u>
Chief Financial Officer	Tetsuya Shigeta
External Director	Jessica Tan Soon Neo
External Audit & Supervisory Board Member	<u>Kimitaka Mori</u>

*Changes are underlined.

VIII. Reasons for Reappointment of Directors

Name	Reasons for Selection as Director Candidate
Tatsuo Yasunaga	<p>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.</p> <p>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.</p>
Kenichi Hori	<p>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 Medium-term Management Plan 2026 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.</p>
Yoshiaki Takemasu	<p>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, and 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.</p>
Tetsuya Shigeta	<p>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 Dept, 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.</p>
Makoto Sato	<p>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), and 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.</p>
Toru Matsui	<p>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 Corporate Planning & Strategy Division, and COO of Energy Solutions Business Unit and Energy Business Unit I. Currently, he is demonstrating strong leadership for implementation of digital transformation as CDIO, and supervising Integrated Digital Strategy Division and ICT Business Unit, as well as 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.</p>

Name	Reasons for Selection as Director Candidate
Samuel Walsh	Mr. Walsh has developed global insights and excellent management skills through his long career in senior management in the automobile industry, and as the chief executive officer of an international resource company. At meetings of the Board of Directors, he offers many proposals and suggestions from wide-ranging perspectives based on his extensive business management experience. He has also contributed significantly to the energy and effectiveness of Board discussions. In the financial year ending March 31, 2024, he is serving as a member of the Governance Committee and has actively shared his ideas concerning the development of a more effective governance structure. We have selected him as a candidate for another term as External Director so that Mitsui & Co. can continue to benefit from his management advice and oversight from diverse perspectives based on his experience of managing global companies, and his knowledge of capital policies and business investment.
Takeshi Uchiyamada	Mr. Uchiyamada has demonstrated outstanding management skills as an executive officer at Toyota Motor Corporation. For many years, he has been involved in research and development related to environmental and safety technologies with the potential to realize society's future mobility needs, as well as the development of products that match consumer preferences. He has contributed to the energy and effectiveness of discussions in meetings of the Board of Directors by frequently providing recommendations and suggestions from wide-ranging perspectives based on his management experience at a global company, as well as his profound knowledge about Japanese society in general. As chairperson of the Nomination Committee in the year ending March 31, 2024, he contributes to discussions about measures to enhance the transparency and effectiveness of the appointment processes for executives, including the CEO. For these reasons, we have selected him as a candidate for another term as External Director so that he can continue to provide management advice and oversight.
Masako Egawa	Ms. Egawa has gained deep insights into finance and corporate management through her management experience as an officer of the University of Tokyo and Seikei Gakuen, her many years of experience working for global financial institutions, and her research about management and corporate governance in Japanese companies. Her extensive contributions to the public good include her work for the Japan-United States Educational Commission, and councils of the Ministry of Finance. In the financial year ending March 31, 2024, she actively expresses her views about the development of a more effective governance structure as a member of the Governance Committee. She also contributed to discussions about executive remuneration as a member of the Remuneration Committee. For these reasons, we have selected her as a candidate for another term as External Director so that she can continue to provide management advice and oversight.
Fujiyo Ishiguro	Ms. Ishiguro has amassed advanced knowledge of business management and the IT/DX sector through her many years of experience as an IT entrepreneur. In addition, her experience as an external director of listed companies has given her profound insights about business management. She has also made extensive contributions to the public good, including her service as a member of the Industrial Structure Council of the Ministry of Economy, Trade and Industry. As a director at Mitsui & Co. since the financial year ending March 2024, she has served on the Nomination Committee and used her profound knowledge of business management and the IT/DX sector to provide input from various perspectives during discussions about measures to enhance the transparency and effectiveness of the appointment processes for executives, including the CEO. For these reasons, we have selected her as a candidate for another term as External Director so that she can continue to provide management advice and oversight.
Sarah L. Casanova	Ms. Casanova has accumulated extensive knowledge of the international consumer business through her experience working for McDonald's in North America, the CIS, and Southeast Asia. As Chief Executive Officer of McDonald's Company (Japan) from 2013 to 2019, she demonstrated her excellent management skills by dramatically improving the company's performance and pursuing growth strategies. Since becoming a director at Mitsui & Co. in the financial year ending March 31, 2024, she has served on the Governance Committee and actively expressed views concerning the development of a more effective governance structure. We have selected her as a candidate for another term as External Director so that she can continue to provide management advice and oversight from various perspectives, based on her profound knowledge of consumer businesses and her management experience in a global business corporation.
Jessica Tan Soon Neo	Ms. Tan has amassed knowledge of the IT/DX sector through her experience working for IBM and Microsoft. She has also gained profound business management insights through her work as an external director of listed companies in Singapore. In addition to her business career, she was elected as a Member of the Parliament of Singapore in 2006 and is currently serving as its Deputy Speaker. Through this role, she has made wide-ranging contributions to the public good. As a director of Mitsui & Co. since the year ending March 31, 2024, she has served on the Remuneration Committee and contributed to discussions about the remuneration system for executives. For these reasons, we have selected her as a candidate for another term as External Director so that she can continue to provide management advice and oversight.

Attachment

【List of Executive Committee Members】

10 persons

The members of the Executive Committee as of April 1, 2024 will be as follows.

President and Chief Executive Officer	Kenichi Hori
Chair of the Board of Directors	Tatsuo Yasunaga
Executive Vice President	Yoshiaki Takemasu
Senior Executive Managing Officer	Kazumasa Nakai
Senior Executive Managing Officer	Tetsuya Shigeta
Senior Executive Managing Officer	Makoto Sato
Senior Executive Managing Officer	Toru Matsui
Senior Executive Managing Officer	Tetsuya Daikoku
Executive Managing Officer	Yuichi Takano
Executive Managing Officer	Tetsuya Fukuda