

January 15, 2026

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 of 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, 2026 |
| 2) Newly Appointed Executive Officers: | April 1, 2026 |
| 3) Responsibility Changes for Executive Officers: | April 1, 2026 |
| 4) Retiring Executive Officers: | March 31, 2026 |

II . Directors

- | | |
|--|------------------|
| 1) Newly Appointed Directors: | June 17, 2026 * |
| 2) Change of Representative Directors: | April 1, 2026 |
| 3) Retiring Directors: | June 17, 2026 ** |

III. Audit & Supervisory Board Members

- | | |
|--|------------------|
| 1) Newly Appointed Audit & Supervisory Board Member: | June 17, 2026 * |
| 2) Reappointed Audit & Supervisory Board Member: | June 17, 2026 * |
| 3) Retiring Audit & Supervisory Board Member: | June 17, 2026 ** |

IV. Related Personnel Changes

* Subject to approval at the Ordinary General Meeting of Shareholders to be held on June 17, 2026.

** Effective on the close of the Ordinary General Meeting of Shareholders to be held on June 17, 2026.

[Attachment]

- (1) Executive Officers (as of April 1, 2026)
- (2) Structure of Board of Directors and Audit & Supervisory Board after the Ordinary General Meeting of Shareholders to be held on June 17, 2026
- (3) Number of Directors and Audit & Supervisory Board Members after the Ordinary General Meeting of Shareholders to be held on June 17, 2026
- (4) Executive Committee Members (as of April 1, 2026)
- (5) Composition of Advisory Committees to the Board of Directors after the Ordinary General Meeting of Shareholders to be held on June 17, 2026
- (6) Candidate's Career / Reasons for Appointment as Representative Director (Newly Appointed)
- (7) Candidate's Career / Reasons for Appointment as Audit & Supervisory Board Member (Newly Appointed)
- (8) Reasons for Reappointment as Directors and Audit & Supervisory Board Member

CDIO	Chief Digital Information Officer
CFO	Chief Financial Officer
CHRO	Chief Human Resources Officer
CSO	Chief Strategy Officer
CCO	Chief Compliance Officer
SVP	Senior Vice President
COO	Chief Operating Officer
BU COO	Chief Operating Officer of Business Unit
BU Deputy COO	Deputy Chief Operating Officer of Business Unit
GM	General Manager
Div. GM	General Manager of Division
Office GM	General Manager of Office
DOO	Divisional Operating Officer
Dept. GM	Departmental General Manager
BU	Business Unit
Div.	Division

I. Executive Officers

1) Promoted Executive Officers: 9 persons

April 1, 2026

Name	Present	As of April 1, 2026
Kazumasa Nakai	Representative Director Senior Executive Managing Officer; CSO (Executive Committee Member)	Representative Director Executive Vice President; CSO (Executive Committee Member)
Tetsuya Daikoku	Senior Executive Managing Officer (Executive Committee Member)	Executive Vice President (Executive Committee Member)
Kenichiro Yamaguchi	Executive Managing Officer (Executive Committee Member)	Senior Executive Managing Officer (Executive Committee Member)
Yoichiro Endo	Executive Managing Officer; Wellness BU COO	Senior Executive Managing Officer; Wellness BU COO
Tetsu Watanabe	Managing Officer; Human Resources & General Affairs Div. I GM	Executive Managing Officer; Human Resources & General Affairs Div. I GM
Masao Kurihara	Managing Officer; Global Controller Div. GM	Executive Managing Officer; Global Controller Div. GM
Junji Fukuoka	Managing Officer; Basic Materials BU COO	Executive Managing Officer; President of MITSUI & CO. (THAILAND) LTD.; President of MITSIAM INTERNATIONAL, LIMITED (Bangkok)
Maroshi Tokoyoda	Managing Officer; Mobility BU I COO	Executive Managing Officer; Chief Representative of Europe Bloc; Managing Director of MITSUI & CO. EUROPE LTD (London)
Takuya Shirai	Managing Officer; Mobility BU II COO	Executive Managing Officer; Mobility BU II COO

2) Newly Appointed Executive Officers: 8 persons

April 1, 2026

Name	Present	As of April 1, 2026
Yukihiro Enomoto	Chemicals Business Div. DOO, Asia Pacific BU; Chemicals Business Div. DOO of Mitsui & Co.(Asia Pacific) Pte. Ltd. (Singapore)	Managing Officer; Basic Materials BU COO
Shigeyuki Toya	Associate Officer; Corporate Development Div. GM, Corporate Development BU	Managing Officer; Corporate Development BU COO
Shinsuke Arai	Risk Management Div. GM	Managing Officer; Internal Auditing Div. GM
Takeshi Mitsui	President of MITSUI & CO.(CANADA) LTD. (Toronto)	Managing Officer; Mobility BU I COO
Koichi Wakabayashi	General Director of MITSUI & CO. VIETNAM LTD. (Hanoi)	Managing Officer; Country Chairperson in India; Chairperson & Director of MITSUI & CO. INDIA PVT. LTD. (New Delhi)
Hideaki Konishi	Investor Relations Div. GM	Managing Officer; Mineral & Metal Resources BU COO
Yosuke Matsumoto	Infrastructure Projects Div. DOO, Americas BU; SVP of MITSUI & CO. (U.S.A.), INC. (Houston)	Managing Officer; Corporate Planning & Strategy Div. GM; Director of Mitsui & Co. Korea Ltd. (Tokyo)
Kengo Asano	Integrated Digital Strategy Div. GM	Managing Officer; Integrated Digital Strategy Div. GM

3) Responsibility Changes for Executive Officers

April 1, 2026: 12 persons

Name	Present	As of April 1, 2026
Tetsuya Daikoku	Senior Executive Managing Officer (Executive Committee Member, Energy Solutions BU, Infrastructure Projects BU, Mobility BU I/II, Asia Pacific BU)	Executive Vice President (Executive Committee Member, Digital & Infrastructure Solutions BU, Mobility BU I/II, Asia Pacific BU)
Kenichiro Yamaguchi	Executive Managing Officer (Executive Committee Member, Energy BU I/II, Wellness BU, Americas BU)	Senior Executive Managing Officer (Executive Committee Member, Global LNG BU, Integrated Energy Solutions BU, Wellness BU, Americas BU)
Makoto Tanaka	Executive Managing Officer; Finance Div. GM	Executive Managing Officer; CFO (Executive Committee Member, Corporate Staff Units (CFO Planning & Administrative Div., Global Controller Div., Finance Div., Risk Management Div., Investor Relations Div., Financial Management & Advisory Div. I/II/III/IV))
Masaya Inamuro	Executive Managing Officer; Mineral & Metal Resources BU COO	Executive Managing Officer; CHRO & CCO (Executive Committee Member, Corporate Staff Units (Human Resources & General Affairs Div. I/II, Logistics Strategy Div.), Business Continuity Plan Management; Japan Bloc, Europe Bloc, Middle East and Africa Bloc, CIS Bloc)
Kiyoshi Mori	Executive Managing Officer; Deputy CSO (Executive Advisor: Energy BU I/II)	Executive Managing Officer; Deputy CSO (Executive Advisor: Global LNG BU, Integrated Energy Solutions BU)
Daisuke Ishida	Executive Managing Officer; Corporate Development BU COO	Executive Managing Officer; Chief Representative of Japan Bloc; Osaka Office GM
Junji Fukuoka	Managing Officer; Basic Materials BU COO	Executive Managing Officer; President of MITSUI & CO. (THAILAND) LTD.; President of MITSIAM INTERNATIONAL, LIMITED (Bangkok)
Maroshi Tokoyoda	Managing Officer; Mobility BU I COO	Executive Managing Officer; Chief Representative of Europe Bloc; Managing Director of MITSUI & CO. EUROPE LTD (London)
Kazuki Shimizu	Managing Officer; Infrastructure Projects BU COO	Managing Officer; Digital & Infrastructure Solutions BU COO
Yasuhiro Uchida	Managing Officer; Energy Solutions BU COO	Managing Officer; Digital & Infrastructure Solutions BU Deputy COO
Kyoji Hara	Managing Officer; Energy BU II COO	Managing Officer; Global LNG BU COO
Eiji Yanagawa	Managing Officer; Corporate Planning & Strategy Div. GM; Director of Mitsui & Co. Korea Ltd. (Tokyo)	Managing Officer; Integrated Energy Solutions BU COO

4) Retiring Executive Officers: 8 persons

March 31, 2026

Name	Present	As of March 31, 2026
Yoshiaki Takemasu	Representative Director Executive Vice President; CHRO & CCO	Retiree <April 1, 2026: Director>
Tetsuya Shigeta	Representative Director Executive Vice President; CFO	Retiree <April 1, 2026: Director>
Hiroshi Kakiuchi	Executive Managing Officer; President of MITSUI & CO. (THAILAND) LTD.; President of MITSIAM INTERNATIONAL, LIMITED (Bangkok)	Retiree
Atsushi Kawase	Executive Managing Officer; Internal Auditing Div. GM	Retiree
Takeshi Akutsu	Executive Managing Officer; Chief Representative of Japan Bloc Osaka Office GM	Retiree
Yoshiyuki Enomoto	Managing Officer; Country Chairperson in India; Chairperson & Director of MITSUI & CO. INDIA PVT. LTD. (New Delhi)	Retiree
Toru Iijima	Managing Officer; Energy BU I COO	Retiree
Yukinobu Nakano	Managing Officer; Chief Representative of Europe Bloc; Managing Director of MITSUI & CO. EUROPE LTD (London)	Retiree

II. Directors

1) Newly Appointed Directors: 2 persons

June 17, 2026 *

Name	As of April 1, 2026	As of June 17, 2026
Makoto Tanaka	Executive Managing Officer; CFO	Representative Director Executive Managing Officer; CFO
Masaya Inamuro	Executive Managing Officer; CHRO & CCO	Representative Director Executive Managing Officer; CHRO & CCO

2) Change of Representative Directors: 2 persons

April 1, 2026

Name	Present	As of April 1, 2026
Yoshiaki Takemasu	Representative Director Executive Vice President; CHRO & CCO	Director
Tetsuya Shigeta	Representative Director Executive Vice President; CFO	Director

3) Retiring Directors: 2 persons

June 17, 2026 **

Name	As of April 1, 2026	As of June 17, 2026
Yoshiaki Takemasu	Director	Executive Advisor
Tetsuya Shigeta	Director	Audit & Supervisory Board Member *

* Subject to approval at the Ordinary General Meeting of Shareholders to be held on June 17, 2026.

** Effective on the close of the Ordinary General Meeting of Shareholders to be held on June 17, 2026.

III. Audit & Supervisory Board Members

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

June 17, 2026 *

Name	As of April 1, 2026	As of June 17, 2026
Tetsuya Shigeta	Director	Audit & Supervisory Board Member

2) Reappointed Audit & Supervisory Board Member: 1 person

June 17, 2026 *

Name	Present	As of June 17, 2026
Yuko Tamai	Audit & Supervisory Board Member ***	Audit & Supervisory Board Member ***

3) Retiring Audit & Supervisory Board Member: 1 person

June 17, 2026 **

Name	Present	As of June 17, 2026
Kimiro Shiotani	Audit & Supervisory Board Member	Retiree

* Subject to approval at the Ordinary General Meeting of Shareholders to be held on June 17, 2026.

** Effective on the close of the Ordinary General Meeting of Shareholders to be held on June 17, 2026.

*** External Audit & Supervisory Board Member

IV. Related Personnel Changes

April 1, 2026

Name	Present	As of April 1, 2026
Takashi Manabe	CFO, Asia Pacific BU; Director & CFO of Mitsui & Co.(Asia Pacific) Pte. Ltd. (Singapore)	Finance Div. GM
Akinobu Hashimoto	New Metals & Aluminium Div. GM, Mineral & Metal Resources BU	Investor Relations Div. GM
Naoki Nakata	Strategic Business Development Div. GM, Nutrition & Agriculture BU	Corporate Development Div. GM, Corporate Development BU

Executive Officers (as of April 1, 2026)**49 persons**

President and Chief Executive Officer	Kenichi Hori	
Executive Vice President	Kazumasa Nakai	Makoto Sato
(4 persons)	Toru Matsui	Tetsuya Daikoku
Senior Executive Managing Officer	Tetsuya Fukuda	Takashi Furutani
(4 persons)	Kenichiro Yamaguchi	Yoichiro Endo
Executive Managing Officer	Yuichi Takano	Makoto Tanaka
(12 persons)	Masaya Inamuro	Kiyoshi Mori
	Isao Kohiyama	Koichi Wakana
	Daisuke Ishida	Tetsu Watanabe
	Masao Kurihara	Junji Fukuoka
	Maroshi Tokoyoda	Takuya Shirai
Managing Officer	Makoto Takasugi	Hidemi Takani
(28 persons)	Masaya Tokutani	Chisato Onda(Eiki)
	Taichi Nagino	Kazuki Shimizu
	Tetsuya Koide	Masahiko Kurahashi
	Yutaka Sano	Teruya Mogi
	Naoharu Asaumi	Yasuhiro Uchida
	Takashi Yamamura	Kyoji Hara
	Makoto Kodani	Toshitaka Inuzuka
	Eiji Yanagawa	Hayato Yanagisawa
	Tetsuro Akashi	Atsuko Chitose
	Yukihiro Enomoto	Shigeyuki Toya
	Shinsuke Arai	Takeshi Mitsui
	Koichi Wakabayashi	Hideaki Konishi
	Yosuke Matsumoto	Kengo Asano

Structure of Board of Directors and Audit & Supervisory Board
after the Ordinary General Meeting of Shareholders to be held on June 17, 2026

Representative Director, Chair of the Board of Directors	Tatsuo Yasunaga
Representative Director, President and Chief Executive Officer	Kenichi Hori
Representative Director	Kazumasa Nakai
Representative Director	Tetsuya Fukuda
Representative Director	Makoto Tanaka
Representative Director	Masaya Inamuro
* 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	Hirotsu Fujiwara
Audit & Supervisory Board Member	Tetsuya Shigeta
* Audit & Supervisory Board Member	Yuko Tamai
* Audit & Supervisory Board Member	Makoto Hayashi
* Audit & Supervisory Board Member	Hiroyuki Takanami

*External Directors / Audit & Supervisory Board Members

Number of Directors and Audit & Supervisory Board Members**after the Ordinary General Meeting of Shareholders to be held on June 17, 2026****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)
---	--

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%

Executive Committee Members (as of April 1, 2026)**10 persons**

President and Chief Executive Officer	Kenichi Hori
Chair of the Board of Directors	Tatsuo Yasunaga
Executive Vice President	Kazumasa Nakai
Executive Vice President	Tetsuya Daikoku
Senior Executive Managing Officer	Tetsuya Fukuda
Senior Executive Managing Officer	Takashi Furutani
Senior Executive Managing Officer	Kenichiro Yamaguchi
Executive Managing Officer	Yuichi Takano
Executive Managing Officer	Makoto Tanaka
Executive Managing Officer	Masaya Inamuro

Composition of Advisory Committees to the Board of Directors**after the Ordinary General Meeting of Shareholders to be held on June 17, 2026**

Governance Committee	
Chair of the Board of Directors (Committee chair)	Tatsuo Yasunaga
President and Chief Executive Officer	Kenichi Hori
Chief Strategy Officer	Kazumasa Nakai
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
President and Chief Executive Officer	Kenichi Hori
External Director	Fujiyo Ishiguro
External Audit & Supervisory Board Member	Makoto Hayashi

Remuneration Committee	
External Director (Committee chair)	Masako Egawa
Chief Financial Officer	Makoto Tanaka
External Director	Jessica Tan Soon Neo
External Audit & Supervisory Board Member	Hiroyuki Takanami

**Candidate's Career / Reasons for Appointment as Representative Director
(Newly Appointed)**

Makoto Tanaka

Date of birth: October 12, 1967

Education: Graduated from Waseda University
(Faculty of Commerce) in March, 1991

Joined Mitsui: April, 1991

Career at the Company:

April, 1991	Accounting Div., Chubu Office
December, 1995	Mitsui & Co. UK Plc (London)
May, 2000	Treasury Div.
October, 2003	Finance Div.
March, 2008	Investor Relations Div.
February, 2013	Finance Div.
April, 2013	Dept. GM, Finance Div.
April, 2018	CFO, Europe, Middle East and Africa Business Unit; Mitsui & Co Europe Plc (London)
April, 2021	GM, Finance Div.
April, 2022	Managing Officer; GM, Finance Div.
April, 2025	Executive Managing Officer; GM, Finance Div.
	Present

**Reasons for
appointment:**

Mr. Tanaka has extensive professional knowledge and a proven track record in finance and accounting areas, as well as a personality suitable for being a part of the Company's management. He has built excellent management skills through his experience in the finance sector and Investor Relations Division, and in roles including the CFO of the EMEA (Europe, the Middle East and Africa) Business Unit. As the General Manager of the Finance Division, he is currently playing a highly critical role in overseeing the Company's financial strategy and ensuring its effective execution. In recognition of these accomplishments and capabilities, he has been newly nominated as a candidate for membership of the Board of Directors. Going forward, as CFO, we believe that he will be able to contribute to the improvement of the quality of the Company's business portfolio and achievement of sustainable corporate growth by overseeing the Corporate Staff Units in relation to finance and accounting, by leading the Company's management based on his deep insights into the Company's business, and by applying his accumulated experience and expertise to decision-making by the Board of Directors.

**Number of Company's
shares held:**

22,038

**Candidate's Career / Reasons for Appointment as Representative Director
(Newly Appointed)**

Masaya Inamuro

Date of birth:	February 14, 1969
Education:	Graduated from Kwansei Gakuin University (Faculty of Commerce) in March, 1991
Joined Mitsui:	April, 1991
Career at the Company:	
April, 1991	Coal Div.
July, 1999	Mitsui & Co. (U.S.A.), Inc. (New York)
April, 2003	Seconded to The International Bank for Reconstruction and Development (Washington D.C.)
August, 2005	Business Development Div.
December, 2007	Dept. GM, Environmental Business Div.
June, 2011	Dept. GM, Coal Div.
December, 2013	Corporate Planning & Strategy Div.
June, 2016	DOO, Mineral & Metal Resources Div., Americas Business Unit; SVP & GM, Mitsui & Co. (U.S.A.), Inc. (New York)
June, 2019	GM, Investor Relations Div.
April, 2022	Managing Officer; GM, Corporate Planning & Strategy Div.; Director, Mitsui & Co. Korea (Tokyo)
April, 2024	Managing Officer; COO, Mineral & Metal Resources Business Unit
April, 2025	Executive Managing Officer; COO, Mineral & Metal Resources Business Unit Present
Reasons for appointment:	Mr. Inamuro has specialized expertise and a proven track record in the Mineral & Metal Resources area, as well as a personality suitable for being a part of the Company's management. He has built excellent management skills through his experience on secondment to the World Bank, and in roles including the DOO of the Mineral & Metal Resources Division of the Americas Business Unit, the GM of the Investor Relations Division, and the GM of the Corporate Planning & Strategy Division. As the COO of the Mineral & Metal Resources Business Unit, he is currently guiding and implementing global business strategies and demonstrating his deep insight and strong execution capabilities. In recognition of these achievements, he has been newly nominated as a candidate for membership of the Board of Directors. Going forward, as CHRO and CCO, we believe that he will be able to contribute to strengthening of the Company's overall management capabilities and achievement of sustainable corporate growth by overseeing Corporate Staff Units such as Human Resources & General Affairs Division I/Division II and Logistics Strategy Division as well as the Japan Bloc and Regional Blocs (Europe Bloc, Middle East and Africa Bloc, and CIS Bloc), by leading the Company's management based on his deep understanding of the Company's business, and by applying his accumulated experience and expertise to decision-making by the Board of Directors.
Number of Company's shares held:	87,689

Candidate's Career /**Reasons for Appointment as Audit & Supervisory Board Member (Newly Appointed)**

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 Div.
July, 1990	Trainee in Brazil
July, 1992	Mitsui Brasileira Imp.e Exp.Ltda. (Rio de Janeiro)
October, 1993	General Administrative Div., Nagoya Office
August, 1996	Seconded to Mitsui Alimentos Ltda., as CFO (Sao Paulo)
August, 2001	Foodstuff Accounting Div.
November, 2002	General Accounting Div.
April, 2009	GM, Mitsui & Co. (U.S.A.), Inc. (New York)
April, 2012	Dept. GM, Global Controller Div.
August, 2014	Seconded to Multigrain S.A. as CFO (Sao Paulo)
May, 2018	GM, Financial Management & Advisory Div. I
April, 2019	Managing Officer; GM, Global Controller Div.
April, 2022	Executive Managing Officer; CFO
June, 2022	Representative Director, Executive Managing Officer; CFO
April, 2023	Representative Director, Senior Executive Managing Officer; CFO
April, 2025	Representative Director, Executive Vice President; CFO
	Present

Reasons for appointment: Mr. Shigeta has deep expertise and a significant track record across the areas of finance and accounting, as well as a personality suitable for being a part of the Company's management. Since he was appointed as a Director in June 2022, he has been supervising the Corporate Staff Units in relation to finance and accounting as CFO and exerting his outstanding managerial skills based on his advanced expertise in the Company's business. In recognition of these achievements, he has been selected as a candidate for Audit & Supervisory Board Member. We believe that he will be able to appropriately execute his duties as Audit & Supervisory Board Member.

Number of Company's shares held: 163,420

Reasons for Reappointment as Directors and Audit & Supervisory Board Member**Directors**

Name	Reasons for Selection as Director Candidate
Tatsuo Yasunaga	Mr. Yasunaga served as General Manager of the Corporate Planning & Strategy Division and COO of the Integrated Transportation Systems Business Unit, as well as other key positions, and then spent six (6) years from April 2015 to March 2021 as President of the Company. During this time, he showed excellent 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 on supervision of senior management, and has 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 chiefly involves carrying out supervision of management. He will not concurrently serve as a managing officer and will not be involved in the execution of day-to-day business operations.
Kenichi Hori	Mr. Hori has expertise and a considerable 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 as Director in June 2018 and as CEO in April 2021 to exercise his excellent managerial skills accumulated through his experience in roles including secondment to Novus International Inc., General Manager of the Investor Relations Division, General Manager of the Corporate Planning & Strategy Division, and COO of the Nutrition & Agriculture Business Unit. Since then, he has demonstrated dynamic leadership in both decision-making and supervision of business execution as CEO and Director. We consider it optimal for him to continue to promote increasing corporate value amid the drastically changing business environment with a clear vision and strategy for the implementation of Medium-term Management Plan, which is to be announced this year, and therefore have selected him as a candidate for another term as Director.
Kazumasa Nakai	Mr. Nakai has expertise and a considerable track record in the Plants and Infrastructure Projects area, as well as a personality suitable for being a part of the Company's senior management. He was reappointed as Director in June 2025 to exert his excellent management skills accumulated through his experience in roles including General Manager of the First Projects Development Division, Operating Officer of the Nutrition & Agriculture Business Unit, and COO of the Infrastructure Projects Business Unit. As CSO, he is currently supervising Corporate Staff Units, including the Corporate Planning & Strategy Division, Investment Administrative Division, Corporate Communications Division, and Corporate Sustainability Division, and is demonstrating his outstanding management skills based on his deep insight into the Company's business. We have selected him as a candidate for another term as Director so that he may apply his experience and expertise to decision-making and supervision of business execution by the Board of Directors.
Tetsuya Fukuda	Mr. Fukuda has expertise and a considerable track record in the Mineral & Metal Resources area as well as a personality suitable for being a part of the Company's senior management. He was appointed as Director in June 2025 to exert his excellent management skills accumulated through his experience in several roles, including as General Manager of the Coal Division and COO of the Mineral & Metal Resources Business Unit. He is currently leading digital transformation at the Company as CDIO, supervising the Integrated Digital Strategy Division, Iron & Steel Products Business Unit, Mineral & Metal Resources Business Unit, IT & Communication Business Unit, and Corporate Development Business Unit, and is demonstrating his outstanding management skills based on his deep insight into the Company's business. We have selected him as a candidate for another term as Director so that he may apply his experience and expertise to decision-making and supervision of business execution by the Board of Directors.

Name	Reasons for Selection as Director Candidate
Samuel Walsh	Mr. Walsh has a global perspective and excellent management skills cultivated through his long years working in upper management within the automobile industry and as chief executive officer of an international natural resources company. At the Board of Directors meetings, he makes proposals and suggestions from a broad-minded standpoint based on his abundant business management experience, and makes significant contributions to active discussions at the meetings of the Board of Directors, and to improving the effectiveness of said meetings. In the fiscal year ending March 31, 2026, he served as a member of the Governance Committee, actively providing his constructive opinions with the aim of creating a more highly effective governance system. He has diverse perspectives based on global corporate management experience and expertise and knowledge related to capital policy and business investment. We have selected him as a candidate for another term as External Director so that he may continue to advise and supervise the Company's management.
Takeshi Uchiyamada	Mr. Uchiyamada has long been involved in research and development on environmental and safety technologies at Toyota Motor Corporation that could realize a mobility society responding to the needs of the times, as well as in the development of products demanded by consumers, and exercised his excellent managerial skills as an executive officer of Toyota Motor Corporation. At the Board of Directors meetings, he makes proposals and suggestions from a broad-minded standpoint based on his management experience at a global company and his in-depth knowledge of society in general and makes significant contributions to active discussions at the meetings of the Board of Directors, and to improving the effectiveness of said meetings. In the fiscal year ending March 31, 2026, as the chair of the Nomination Committee, he exercised his strong leadership in enhancing the transparency and effectiveness of the procedures for the appointment of executives, including CEO. In view of these points, we have selected him as a candidate for another term as External Director so that he may continue to advise and supervise the Company's management.
Masako Egawa	Ms. Egawa has deep insight in finance and corporate management gained through her experience of management as a director of The University of Tokyo and the chancellor of School Juridical Person Seikei Gakuen, her many years of experience working at global financial institutions, and her research on management of Japanese companies and corporate governance. Her broad range of public contributions includes the activities at the Japan-United States Educational Commission and councils of the Ministry of Finance. In the fiscal year ending March 31, 2026, she served as a member of the Governance Committee, actively expressing her constructive views with the aim of creating a more highly effective governance system and as the chair of the Remuneration Committee, she deepened the discussions related to executive remuneration. In view of these points, we have selected her as a candidate for another term as External Director so that she may continue to advise and supervise the Company's management.
Fujiyo Ishiguro	In addition to advanced knowledge of business management and the IT/DX sector gained through her many years of experience as an IT entrepreneur, Ms. Ishiguro has also developed profound insights into business management through her experience as an external director of listed companies. She has also made extensive contributions to the public interest, including serving as a committee member of Industrial Structure Council of Ministry of Economy, Trade and Industry. In the fiscal year ending March 31, 2026, she served as a member of the Nomination Committee, and by applying her extensive knowledge of business management, she contributed to the discussions from diverse perspectives with the aim of enhancing the transparency and effectiveness of the procedures for the appointment of executives, including CEO. In view of these points, we have selected her as a candidate for another term as External Director so that she may continue to advise and supervise the Company's management.
Sarah L. Casanova	Ms. Casanova amassed extensive knowledge of the international consumer business through her experience working for McDonald's in North America, the CIS, and Southeast Asia. She served as Chief Executive Officer of McDonald's Company (Japan) from 2013 to 2019 and demonstrated her excellent management acumen by pursuing growth strategies that have yielded a dramatic improvement in the company's performance. In the fiscal year ending March 31, 2026, she served as a member of the Governance Committee, actively provided her constructive opinions with the aim of creating a more highly effective governance system. We have selected her as a candidate for External Director in the expectation that she will continue to advise and supervise the Company's management from diverse perspectives, based on her profound knowledge of the international consumer business and her management experience in a global business corporation.
Jessica Tan Soon Neo	In addition to knowledge of the IT/DX sector gained through her experience working for IBM and Microsoft, Ms. Tan has also developed profound knowledge of business management through her role as an external director of listed companies in Singapore. In parallel with her business career, she was elected as a Member of Parliament of Singapore in 2006 and served as the Deputy Speaker of the Parliament of Singapore, making a wide range of contributions to the public interest. In the fiscal year ending March 31, 2026, she served as a member of the Remuneration Committee, and contributed to deepening the discussions related to executive remuneration. In view of these points, we have selected her as a candidate for another term as External Director so that she may continue to advise and supervise the Company's management.

Audit & Supervisory Board Member

Name	Reasons for Selection as Audit & Supervisory Board Member Candidate
Yuko Tamai	Ms. Tamai has advanced insight into various types of corporate transactions, corporate governance, and risk management, cultivated through her many years of experience in legal affairs as a lawyer. Since she was first appointed as Audit & Supervisory Board Member in June 2022, she has significantly contributed to enhancement of the supervisory function of the Audit & Supervisory Board and the Board of Directors by providing valuable advice and opinions from a neutral and objective perspective based on her advanced expertise. In addition, she has been serving as a member of the Governance Committee since her appointment as Audit & Supervisory Board Member, actively providing constructive opinions with the aim of creating a more effective governance system. In recognition of these achievements, she has been selected as a candidate for another term as External Audit & Supervisory Board Member. We believe that she will be able to continue to appropriately audit and supervise the Company's management.