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Environment

Mitsui's Environment-related Businesses


Mitsui engages in a wide range of businesses in the world around us, and, under the Environmental Policy Action Guidelines, it positions active participation in finding industrial solutions for environmental issues as one of its highest management priorities.


Accordingly, we carry out a broad spectrum of environment-related business activities on a global Group basis.

Renewable Energy

Mitsui's total power generating capacity (As of March 31, 2017)

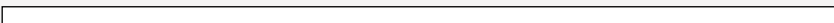
5.6GW (gross)

Solar  330MW

Solar thermal  50MW

Wind  1,307MW

Biomass  56MW

Run-of-river hydroelectric  3,834MW



Bii Stinu Wind Project (Mexico)

Modal Shift



Siemens electric locomotive in Europe

CO₂ emissions compared to truck transportation

92.3% reduction

(Trinet Logistics Co., Ltd.
(currently Mitsui & Co. Global Logistics, Ltd.)
Tokyo Bay barge transportation (Ichihara to Yokohama))

Company owned locomotives

approx. 300

(Mitsui Rail Capital Europe (Europe))

Company owned freight wagons

approx. 16,000

(Mitsui Rail Capital (U.S.A.), Mitsui Rail Capital Participações (Brazil), MRC1520 (Russia))

Recycling

Metal scrap

In Japan **7** million tons / year
(MM & KENZAI Corporation) (Japan)

Overseas **12** million tons / year
(Sims Metal Management Ltd.) (North America, Europe, Australia, New Zealand, and elsewhere)

Non-ferrous metal scrap

100,000 tons / year
(Mitsui Bussan Metals Co., Ltd.) (Japan)

Remanufactured automotive parts

360,000 units / year
(Wuhan GHM Auto Parts Remanufacturing Co., Ltd.) (China)

Recycling capacity

27,000 mt / year
(Kyoei Recycling Co., Ltd.) (Japan)

Paper Manufacturing Resource

Afforestation

27,500 ha
(BTP, GTP, PTP, BFP) (Australia)

Initiatives to Prevent Global Warming

1 Forestry Asset Management Business

Mitsui has invested in New Forests Pty Limited (Australia), which manages forestry assets in Oceania, Asia, and North America. Through this investment, Mitsui aims to contribute to sustainable social development through the stable supply of forestry resources. New Forests' investment and management policies adhere to the United Nations Principles for Responsible Investment, and as a general rule, all of the company's investment and business activities receive verification from third-party organizations.



A forest plantation managed by New Forests in Australia



Tomakomai Biomass Power

2 Wood Biomass Power Generation Business

Through a joint investment with Iwakura Corporation, Sumitomo Forestry Co., Ltd., and Hokkaido Gas Co., Ltd., Mitsui established Tomakomai Biomass Power Generation Co., Ltd. in Tomakomai, Hokkaido, and commenced operations of a wood biomass power generation business.

This wood biomass power generation business is carbon neutral, which makes it an energy supply business that can help contribute to global warming mitigation. The power generation facilities constructed through this new business will be fueled by wood chips produced entirely from unused timber from forests in Hokkaido, starting with forests owned by the Company. In doing so, this business will promote the maintenance of forests in Hokkaido and contribute to forestry in the region. In addition, the business carries a major social significance in that it will help revitalize the region through the creation of jobs.

Social

Mitsui is People

For a company that does business on a global scale, diversity in human resources is an important issue. To respond to the broad range of needs around the world and continue to innovate our business, our professionals—who have different sets of beliefs and come from a variety of backgrounds—repeatedly pursue challenge and innovation while mutually understanding and accepting each other's differences and pushing themselves to become better.

Professionals Active in Each Region



Bernt A. Netland

President & Chief Executive Officer
Intercontinental Terminals Company LLC

Over the 28 years in the terminal industry, Mr. Netland acquired the management skills to run a tank terminal business safely. Drawing on his past experience, Mr. Netland has been able to transform Intercontinental Terminals Company LLC into a company that generates steady profit. Guided by Mr. Netland's excellent foresight, Intercontinental Terminals Company was able to acquire quality land in a favorable location, under excellent terms, thereby making it possible to expand its tank facility operations in the Houston-Pasadena metropolitan area of the U.S. state of Texas.



Wendy Holdenson

Chief Operating Officer & Director
Mitsui & Co. (Australia) Ltd.

In 2014, Ms. Holdenson joined Mitsui & Co. (Australia) Ltd. as executive vice president and director, and is now chief operating officer. Ms. Holdenson engages passionately in her work with the heads of each division to diversify the company's investment portfolio in such areas as renewable energy, mobility and agribusiness. A keen awareness of today's dynamic business environment, an appetite for challenge, and a results-driven orientation make Ms. Holdenson an excellent example for employees at Mitsui & Co. (Australia). She actively leverages her extensive networks in the public and private sectors of Australia and Japan from her previous career as Australian Trade and Investment Commissioner and Consul-General in Japan.

Rogério Soares Leite

Chief Participations Officer
Mitsui Gás e Energia do Brasil Ltda.

In 2006, Mr. Leite transferred to Mitsui Gás e Energia do Brasil Ltda (Mitsui Gás) from Mitsui & Co. (Brasil) S.A. when the company was established following the acquisition of Gas Participações Ltda (Gaspert). At a company made up of solely Brazilians, Mr. Leite effectively instilled Mitsui's culture and value creation know-how in the company's employees. When Mitsui invested in Petrobras Gás S.A. (Gaspetro) and integrated its management to Mitsui Gás in 2015, Mr. Leite leveraged his long-cultivated expertise and capabilities to ensure the smooth progression of the integration process after investment.



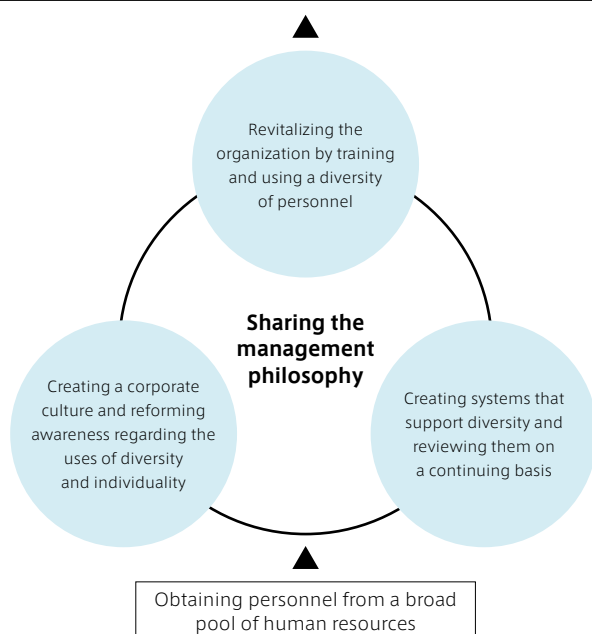
Leveraging Diversity as a Global Management Strength

We strive to build a foundation on which we can realize this vision, primarily through the sharing of our management philosophy. To this end, we are fostering a corporate culture within which diverse individuals can reach their full potential reforming employee mind-set, and creating and continually reviewing work-related systems to support diversity. At the same time, we are training and deploying diverse human resources and working to enhance our corporate competitiveness by realizing the full strategic mobilization of our diverse workforce.

The Diversity Management that Mitsui Is Aiming for

Increasing Competitiveness by Combining the Capabilities of Diverse Human Resources

- Development of personnel who promotes innovation with strong capabilities for flexibly adapting to and coping with change in an environment characterized by the globalization of business activities and expansion of business domains.
- To be a company that can attract human resources, draw out the individuality, and maximize potential of each and every staff member.



Work Style Innovation

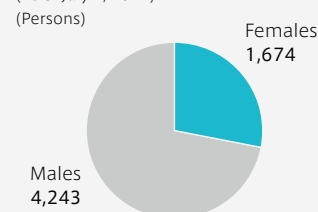
We review our traditional work styles to improve productivity and efficiency, and implement new policies across our entire organization.

Measures	Time of introduction	Effect and aim
Annual paid leave on an hourly basis	From April 2016	80% of employees used this hourly leave system in the fiscal year ended March 2017.
Mobile working environment	From June 2016	70% of users of this scheme appreciated the improvement in efficiency and productivity in their work.
Individual-based staggered working hours	From June 2017	Being able to choose the working hours that maximize the performances of individual employees and organizations

Data on Diversity

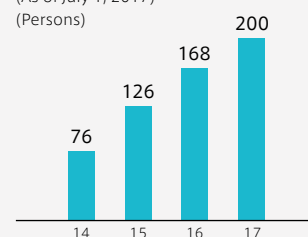
Proportion of Female Permanent Staff (Non-consolidated)

(As of July 1, 2017)



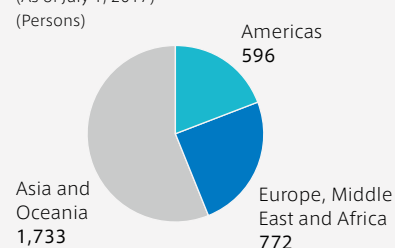
Number of Female Permanent Staff in Managerial Positions (Non-consolidated)

(As of July 1, 2017)



Number of Local Employees by Region (Head Offices)

(As of July 1, 2017)





Governance

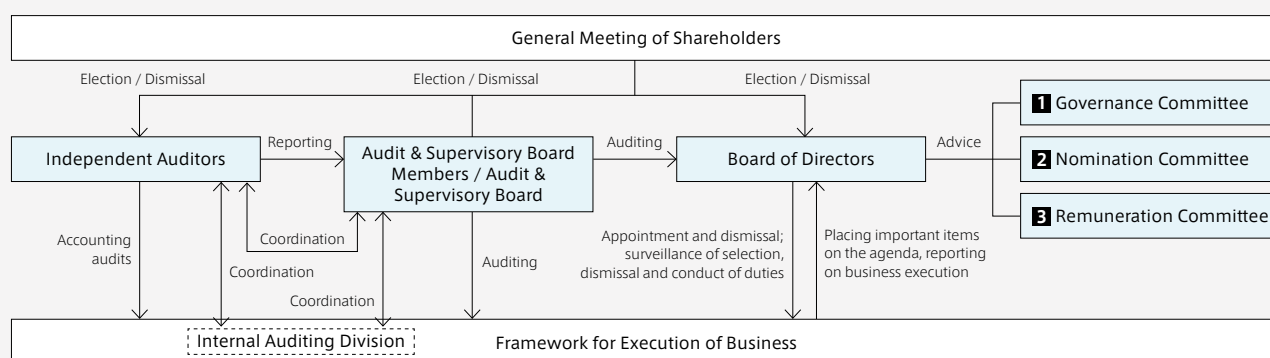
Mitsui's Corporate Governance

Mitsui will increase its level of board diversity and work to effectively leverage that diversity to strengthen the Company.

In doing so, Mitsui will advance a proactive approach to corporate governance that will support the strengthening of Mitsui's earning power.

Corporate Governance Framework

Organizational Format	Number of Directors	Number of Audit & Supervisory Board Members	Ratio of Female Directors / Audit & Supervisory Board Members
Company with Audit & Supervisory Board	14	5	15.8%
	 Number of Internal Directors 9 Number of Outside Directors 5	 Number of Internal Audit & Supervisory Board Members 2 Number of Outside Audit & Supervisory Board Members 3	Ratio of Foreign Directors / Audit & Supervisory Board Members
			10.5%



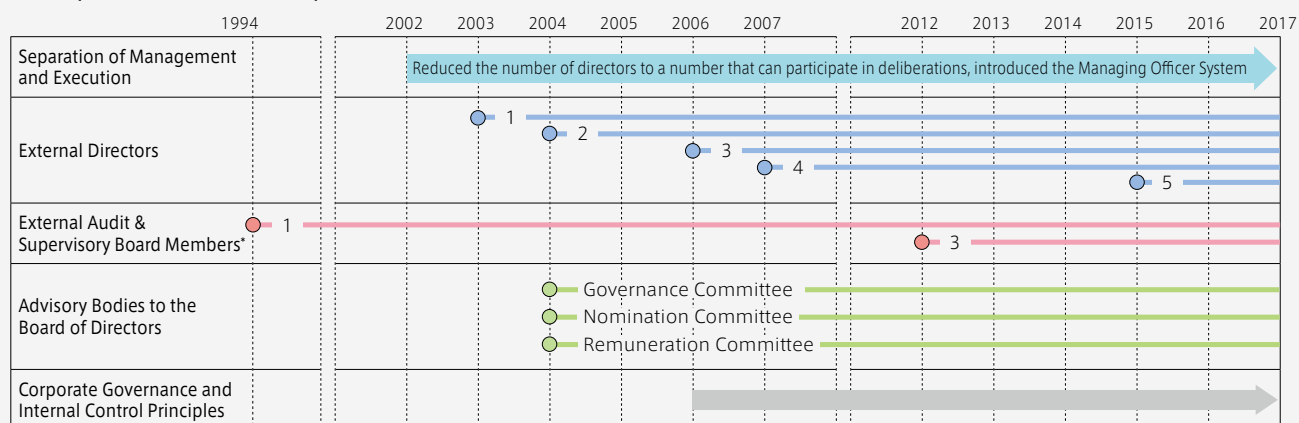
Advisory bodies	1 Governance Committee	2 Nomination Committee	3 Remuneration Committee
Committee chair	Chairman of the Board of Directors	External Director	External Director
Composition (including committee chair)	Chairman of the Board of Directors President and Chief Executive Officer 3 External Directors 1 Internal Director 1 External Audit & Supervisory Board Member	President and Chief Executive Officer 2 External Directors 2 Internal Directors 1 External Audit & Supervisory Board Member	President and Chief Executive Officer 2 External Directors 2 Internal Directors 1 External Audit & Supervisory Board Member
Role	This committee is tasked with studying the state and future vision of Mitsui's corporate governance while taking into consideration the viewpoint of External Directors and External Audit & Supervisory Board Members.	This committee is tasked with establishing the selection standards and processes to be applied in nominating Directors and Managing Officers and evaluating proposal of Director nomination.	This committee is tasked with studying the system and decisionmaking process related to remuneration and bonuses for Directors and Managing Officers as well as evaluating the remuneration proposals for Directors.
Results in the fiscal year ended March 31, 2017	The Governance Committee met two times in the year ended March 31, 2017, and held discussions on such matters as the ideal structure of the Company's corporate governance and the effectiveness of the Board of Directors.	The Nomination Committee met two times in the year ended March 31, 2017, and carried out a review of the standards and the process for nominating directors and managing officers. The Committee confirmed that the candidates met the selection criteria for these positions.	The Remuneration Committee met three times in the year ended March 31, 2017, and carried out a review of the remuneration structure for directors and managing officers. Based on the review, the Committee examined revisions to the limit for fixed remuneration as well as revisions to the limit and calculation formula for performance-related bonuses.

Appointment of Directors and Audit & Supervisory Board Members

	Name	Position at the Company	Term of Office Stipulated	Governance Committee*	Nomination Committee*	Remuneration Committee*	Diversity	
							Female	Foreigner
Directors	Masami Iijima	Representative Director, Chairman of the Board of Directors	1 year	◎				
	Tatsuo Yasunaga	Representative Director, President and Chief Executive Officer		○	○	○		
	Hiroyuki Kato	Representative Director, Executive Vice President						
	Yoshihiro Hombo	Representative Director, Executive Vice President						
	Makoto Suzuki	Representative Director, Executive Vice President			○	○		
	Satoshi Tanaka	Representative Director, Executive Vice President		○	○			
	Keigo Matsubara	Representative Director, Senior Executive Managing Officer				○		
	Shinsuke Fujii	Representative Director, Senior Executive Managing Officer						
	Nobuaki Kitamori	Representative Director, Executive Managing Officer						
	Toshiro Muto	Director (External)		○		◎		
	Izumi Kobayashi	Director (External)			◎	○	○	
	Jenifer Rogers	Director (External)		○			○	○
	Hiroataka Takeuchi	Director (External)			○			
	Samuel Walsh	Director (External)		○				○
Audit & Supervisory Board Members	Joji Okada	Full-time Audit & Supervisory Board Member	4 years					
	Takashi Yamauchi	Full-time Audit & Supervisory Board Member						
	Haruka Matsuyama	Audit & Supervisory Board Member (External)		○			○	
	Hiroshi Ozu	Audit & Supervisory Board Member (External)			○			
	Kitataka Mori	Audit & Supervisory Board Member (External)				○		

* ◎: Committee chair for the respective advisory committees

History of the Governance System



* The number of External Audit & Supervisory Board Members (number appointed / upper limit according to the Articles of Incorporation), was temporarily 4/7 and is currently 3/5.

Initiatives to further improve the effectiveness of the Board of Directors:

- 1 Discussion themes:** Create more opportunities for discussion on the Company's direction, including its corporate strategies and management plans
- 2 Composition:** Constantly examine the most appropriate structure for the Board of Directors, including director numbers, the ratio of external directors, and the balance between skills and expertise
- 3 Management revisions:** Further clarify debate agendas and ensure more time for debate

Status of Corporate Governance

Basic View on Corporate Governance

In structuring the corporate governance framework, Mitsui places emphasis on "improved transparency and accountability" and "the clarification of the division of roles between the oversight activities and executive activities of the management." For the "improved transparency and accountability," Mitsui ensures sound supervision and monitoring of management with the view point of External Directors and External Audit & Supervisory Board Members. Mitsui has also established an internal control system for disclosure so that all executives and employees fulfill their accountability to stakeholders under the principle of fair disclosure. For "the clarification of the division of roles between the oversight activities and executive activities of the management," Mitsui delegates execution of business to Managing Officers substantially while the Board of Directors retains a supervisory role over Managing Officers' business activities. Chief Operating Officers of 16 business units within headquarters and 3 regional business units serve concurrently as Managing Officers and engage in business operation for the consolidated Group in a responsive and flexible manner.

While increasing the effectiveness of supervisory functions by having Audit & Supervisory Board Members, Mitsui implements corporate governance by maintaining an Audit & Supervisory Board system because it believes that having internal Directors who are familiar with our business practices and operations is essential to the business of a general trading company. By adopting a Committee System in which External Directors and External Audit & Supervisory Board Members participate, Mitsui achieves highly effective corporate governance to secure "improved transparency and accountability" and "the clarification of the division of roles between the oversight activities and executive activities of the management."

Board of Directors

The Board of Directors is the highest authority for execution of business and supervision, and in order to secure this function, Mitsui has set the number of Directors to the maximum number that permits substantial discussions and gives priority to the appointment of new External Directors in the case of increasing the number of board members in order to enhance the division of roles between management oversight and execution. In addition, the Company has established the Governance Committee, the Nomination Committee, and the Remuneration Committee to serve as advisory bodies to the Board of Directors. These committees comprise mainly external members.

At Board of Directors' meetings, matters that are deliberated or reported on abide by the Company's internal regulations. In addition to matters concerning fundamental policies related to management, important business execution and matters authorized by resolutions of the General Meeting of Shareholders, Mitsui passes resolutions on matters determined by law and company statute. We also receive reports regarding matters determined by law and the status of important business operations.

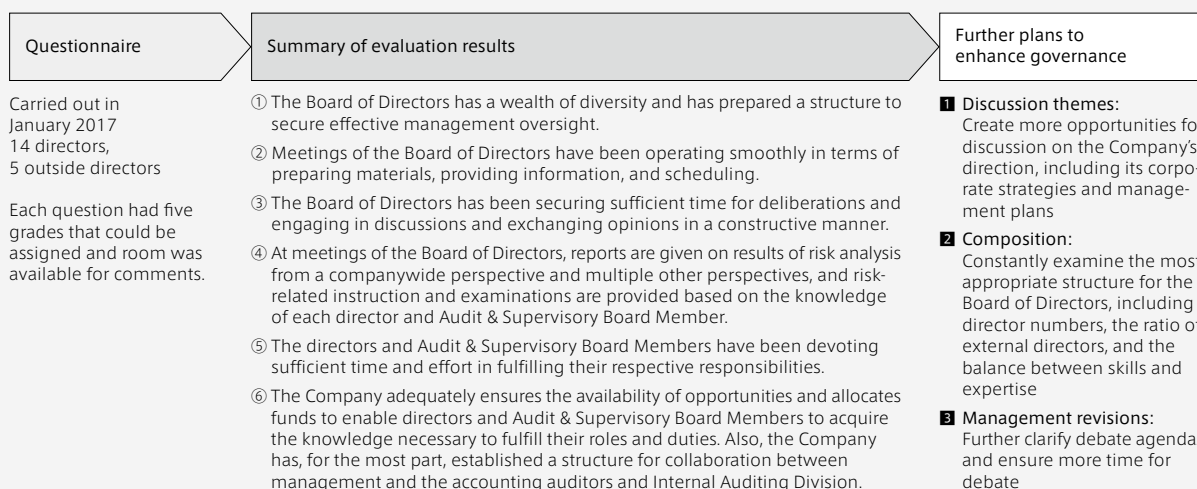
Regular meetings of the Board of Directors are held once every month in principle and extraordinary meetings are held from time to time at any time if deemed necessary.

Evaluation of the Effectiveness of the Board of Directors

During the fiscal year ended March 31, 2016, the Company carried out questionnaires regarding the effectiveness of the Board of Directors. Based on the results of these questionnaires, the Board of Directors and its secretariat implemented the following initiatives in the fiscal year ended March 31, 2017, to further improve Board effectiveness.

Recognition of issues based on questionnaire carried out on March 31, 2016	Initiatives	Evaluations of questionnaire carried out on March 31, 2017
Ensuring time to review agenda items	Provided specialized personal computers to the external directors and external Audit & Supervisory Board Members (hereinafter, "external members") and distributed materials for Board of Directors' meetings in a timely manner via e-mail	More than half of the directors and external members responding to the questionnaire indicated improvement.
Improving the quality of materials provided to external directors to assist in decision making	Set up a Board of Directors' database to store information, such as meeting minutes and other materials from past Board meetings, and enabled access to this database via specialized personal computers. Provided materials related to internal decision-making processes, such as requests for managerial decisions	A significant majority of the external members responding to the questionnaire provided favorable assessments, and more than half indicated improvement.
Enhancing coordination between the external members as well as between the accounting auditors and the Internal Auditing Division	Exchanged opinions at the External Members Meeting in which all external directors and external Audit & Supervisory Board Members participated	Multiple external members responding to the questionnaire provided favorable assessments and indicated improvement.
Enhancing discussions regarding the direction of management	Revamped briefing materials on individual projects to include details on how the projects are positioned in terms of strategy and asset portfolio	Multiple external members responding to the questionnaire provided favorable assessments and indicated improvement.
	Held open discussions at the External Members Meeting between management and the external members regarding business plans and the medium-term management plan	Multiple external members responding to the questionnaire provided favorable assessments and indicated improvement.

► Further Plans to Enhance Governance



Audit & Supervisory Board

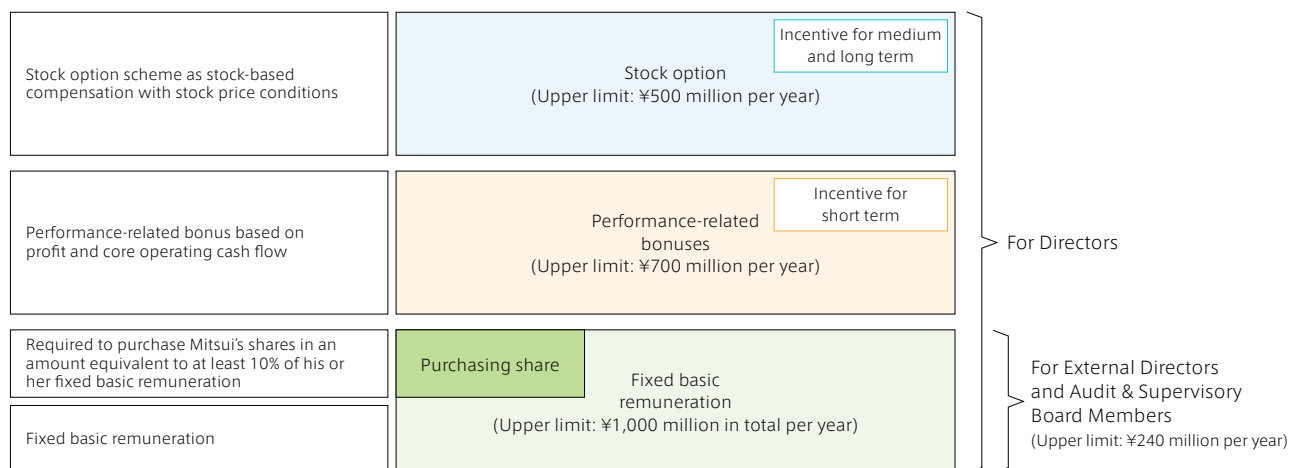
As a company with an Audit & Supervisory Board, Mitsui's Audit & Supervisory Board Members have a mandate from the shareholders to monitor the execution of duties by the Directors. The Audit & Supervisory Board Members attend important internal meetings, verify various reports, and investigate the Company's overall operations. In these ways, the Audit & Supervisory Board Members carry out multifaceted and effective auditing activities and implement the necessary measures to address issues when appropriate.

Audit & Supervisory Board meetings are held periodically and precede meetings of the Board of Directors. Moreover, additional meetings are held on an as-needed basis. The Audit & Supervisory Board Members attend meetings of the Board of Directors to monitor how the proceedings of the meetings are managed and the content of the decisions made. These members also actively express their opinions.

Auditing by the Audit & Supervisory Board Members covers a variety of areas, among which are execution of duties by Directors, decision-making processes at the meetings of the Board of Directors and others, status of construction and operation of the internal control system, independence of the Independent Auditors, effectiveness of the internal control systems, system of financial reporting, accounting policies and processing of financial information, audit of financial statements, reports from the Independent Auditors, and the system of disclosure.

Remuneration of Directors and Audit & Supervisory Board Members

Structure of Remuneration



► Remuneration of Directors

Taking into consideration the result of the deliberation at the Remuneration Committee, which is chaired by an External Director, the remuneration of Directors (excluding External Directors) is determined as the sum of fixed basic remuneration, performance-related bonuses based on important KPI set by management and stock-based compensation stock options with stock price conditions as medium and long-term incentive compensation and limited to within the amounts resolved at the General Meetings of Shareholders. Retirement compensation is not paid to Directors.

- The performance-related bonuses paid to directors are calculated based on the following formula, which has been deemed appropriate by the Remuneration Committee and subsequently approved by the Board of Directors.
Total payment amount = (consolidated profit for the year [attributable to owners of the parent] × 50% × 0.1%) + (core operating cash flow × 50% × 0.1%)

The upper limit for the total amount is set at ¥700 million and individual payment amounts are proportionally distributed based on a point system determined by director position. In the event that consolidated profit for the year (attributable to owners of the parent) is negative, i.e., a loss, or if the core operating cash flow is negative, i.e., a net cash outflow, the items are calculated as zero.

- The stock option scheme is granted to directors in order to have them share the benefits and risks of stock price fluctuations with the Company's shareholders and to give them greater incentive to make contributions to improvements in medium- and long-term business performance and corporate value. Under the stock option scheme, subscription rights to shares, up to annual amounts of ¥500 million and 500,000 shares, are assigned to all Directors. The period for the right to exercise subscription rights to shares is 27 years from the day following the passage of three years from the allotment date. The exercise price is set at ¥1. In the case eligible recipients lose their Director and/or Managing Officer, and/or Audit & Supervisory Board Member status, and 10 years pass from the

following day of such forfeiture, they are no longer able to exercise their subscription rights to shares.

- Each Director (excluding External Directors) is required to purchase Mitsui's shares in an amount equivalent to at least 10% of his or her monthly remuneration but less than ¥1 million through the Mitsui Executives' Shareholding Association.

The remuneration for External Directors is limited to a fixed remuneration that does not include a performance-related portion, and there is no obligation of share purchasing for the External Directors.

► Remuneration of Audit & Supervisory Board Members

Remuneration of the Audit & Supervisory Board Members is determined through deliberation among the Audit & Supervisory Board Members, the total of which should not exceed the amount determined at the General Meeting of Shareholders. Audit & Supervisory Board Members receive only monthly fixed remuneration, which is not related to the performance of Mitsui. Retirement compensation is not paid to the Audit & Supervisory Board Members.

Remuneration of directors and Audit & Supervisory Board Members in the fiscal year ended March 31, 2017

Category of Position	Number of Recipients ¹⁾	¥ million			
		Basic Remuneration	Bonus	Stock Option	Total Remuneration ²⁾
Directors (Excluding External Directors)	11	714	306	82	1,103
Audit & Supervisory Board Members (Excluding External Audit & Supervisory Board Members)	2	132	—	—	132
External Directors and External Audit & Supervisory Board Members	9	110	—	—	110
Total	22	957	306	82	1,345

¹⁾ The above includes Directors and Audit & Supervisory Board Members who retired from office in the fiscal year to March 2017.

²⁾ In addition to the above amounts, a total of ¥556 million was paid to 122 retired Directors, and ¥61 million to 18 retired Audit & Supervisory Board Members, as pensions (representing payments determined prior to the abolition of those systems).

External Directors / External Audit & Supervisory Board Members

► Selection Criteria

External Directors

- The prospective person's extensive business experience and knowledge are required to deliberate and knowledge of his or her particular area of business should be used.
- Mitsui puts great value on ensuring independence of External Directors from Mitsui in the pursuit of their management oversight functions.
- With a view to overseeing business operations in a way that reflects the perspectives of our diverse stakeholders, Mitsui shall take into consideration the fields from which candidates originate, along with their gender.

There is a possibility of problems arising in individual transactions, such as conflicts of interest between the External Director and Mitsui, but it will be decided to make appropriate efforts by the Board of Directors.

Reasons for Appointing Each External Director / Major Activities in the Fiscal Year Ended March 31, 2017

Name	Independent Director*	Reasons for Appointment	Attendance at Meetings in FY2017 (Number of Meetings Attended / Total Number of Meetings)	Significant Concurrent Positions
Toshiro Muto	○	Mr. Muto is appointed as an External Director so that the management may benefit from his deep insight into fiscal and monetary affairs, also in economics in general, gained over the years at the Ministry of Finance and the Bank of Japan, as well as for his independent oversight (since his appointment in June 2010). He does not fall under any of the five circumstances listed in Article III. 5. (3)-2 of the Guidelines Concerning Listed Company Compliance, etc. and meets the standards set by Mitsui for appointment as External Director, he has accordingly been appointed as an Independent Director.	(14/16)	Chairman, Daiwa Institute of Research Ltd. CEO (Chief Executive Officer) and Director General, the Tokyo Organising Committee of the Olympic and Paralympic Games
Izumi Kobayashi	○	Ms. Kobayashi is appointed as an External Director so that the management may benefit from her wide-ranging knowledge and experience gained over the years both in Japan and overseas as a representative of private sector financial institutions and a multilateral development bank, as well as for her independent oversight (since her appointment in June 2014). She does not fall under any of the five circumstances listed in Article III. 5. (3)-2 of the Guidelines Concerning Listed Company Compliance, etc. and meets the standards set by Mitsui for appointment as External Director, she has accordingly been appointed as an Independent Director.	(15/16)	External Director, ANA HOLDINGS INC. Japan Broadcasting Corporation Governor
Jenifer Rogers	○	Ms. Rogers is appointed as an External Director so that management may benefit from her global perspective gained over the years at international financial institutions and her knowledge and experience gained over the years through her work experiences, etc., in Japanese companies, as well as for her independent oversight (since her appointment in June 2015). She does not fall under any of the five circumstances listed in Article III. 5. (3)-2 of the Guidelines Concerning Listed Company Compliance, etc. and meets the standards set by Mitsui for appointment as External Director, she has accordingly been appointed as an Independent Director.	(16/16)	General Counsel, NEW Asurion Asia Pacific Japan LLC
Hirota Takeuchi	○	Mr. Takeuchi is appointed as an External Director so that management may benefit from his deep insight and supervisory capabilities related to management gained over the years as an expert in international corporate strategy, as well as for his independent oversight (since his appointment in June 2016). He does not fall under any of the five circumstances listed in Article III. 5. (3)-2 of the Guidelines Concerning Listed Company Compliance, etc. and meets the standards set by Mitsui for appointment as External Director, he has accordingly been appointed as an Independent Director.	(13/13) (Since his appointment in June 2016)	Professor Emeritus, Hitotsubashi University Professor, Harvard Business School External Director, Daiwa Securities Group Inc. External Director, GreenPeptide Co., Ltd.
Samuel Walsh	○	Mr. Walsh is appointed as an External Director in anticipation that he will advise and monitor the Company's management from a diverse range of perspectives by drawing on the global expertise and excellent management skills he has cultivated through his many years working in upper management within the automobile industry and as chief executive officer of an international mining and resources company, in addition to his abundant experience in not only corporate management but also in regional community activities, arts and cultural activities, charity projects, and the activities of international economic discussion groups.	(Appointed in June 2017)	—

* An External Director who is unlikely to have conflicts of interest with general shareholders, as stipulated by the stock exchange

External Audit & Supervisory Board Members

The External Audit & Supervisory Board Members shall be selected with the objective of further heightening the neutrality and independence of the auditing system, and, in particular, it is expected that the External Audit & Supervisory Board Members will give an objective voice to their auditing opinions from the standpoint of neutrality, building on such factors as independence. When selecting candidates for External Audit & Supervisory Board Members, the Audit & Supervisory Board shall confirm that no issues with independence arise by taking into consideration such factors as relations with the Company, management and important staff members.

Reasons for Appointing Each External Audit & Supervisory Board Member / Major Activities in the Fiscal Year Ended March 31, 2017

Name	Independent Audit & Supervisory Board Member*	Reasons for Appointment	Attendance at Meetings in FY2017 (Number of Meetings Attended / Total Number of Meetings)	Significant Concurrent Positions
Haruka Matsuyama	○	Ms. Matsuyama is appointed in expectation of the expression of her objective audit opinions from an independent and neutral standpoint from the many years of experience and perspective she has gained, mainly as an attorney at law.	Meetings of Board of Directors (16/16) Meetings of Audit & Supervisory Board (22/22)	An attorney at law External Director, T&D Holdings, Inc. External Director, Mitsubishi UFJ Financial Group, Inc. External Director, VITEC HOLDINGS CO., LTD.
Hiroshi Ozu	○	Mr. Ozu is appointed in expectation of the expression of his objective audit opinions from an independent and neutral standpoint, from the many years of experience and perspective he has gained, mainly as a prosecutor.	Meetings of Board of Directors (16/16) Meetings of Audit & Supervisory Board (22/22)	An attorney at law External Audit & Supervisory Board Member, TOYOTA MOTOR CORPORATION External Audit & Supervisory Board Member, Shiseido Company, Limited
Kitataka Mori	○	Mr. Mori is appointed in expectation of his objective audit opinion from an independent and neutral standpoint, from his advanced expertise in corporate accounting cultivated through his many years of experience as a certified public accountant.	(Appointed in June 2017)	A chartered accountant External Director, Japan Exchange Group, Inc.

* An External Audit & Supervisory Board Member who is unlikely to have conflicts of interest with general shareholders, as stipulated by the stock exchange

► Criteria for Independence of External Officers (Directors/Audit & Supervisory Board Members)

External Directors or External Audit & Supervisory Board Members of Mitsui who do not fall under any of the following items are to be judged to have independence.

- (1) Person who is currently or was in the past 10 years an executive director, executive officer, managing officer, manager, employee, administrative officer, etc. (hereinafter referred to as "executing person") of Mitsui or Mitsui's consolidated subsidiaries
- (2) Person or the executing person of a corporation holding either directly or indirectly 10% or more of the total number of the voting rights of Mitsui
- (3) Person whose major business partner is Mitsui or Mitsui's consolidated subsidiaries*¹ or the executing person of the same
- (4) Major business partner of Mitsui or Mitsui's consolidated subsidiary*² or the executing person of the same
- (5) Independent auditor of Mitsui or Mitsui's consolidated subsidiary or employee, etc. of the same
- (6) Person providing professional services such as consultant, lawyer and certified public accountant who received from Mitsui monetary payment or other property benefits exceeding ¥10 million in total other than officer remuneration in the most recent fiscal year (referring to the person belonging to the organization if the one who received the relevant property is an organization such as corporation and association)
- (7) Person or the executing person of a corporation who received the annual total of ¥10 million or more of donations or aid funds from Mitsui or Mitsui's consolidated subsidiary in the most recent fiscal year
- (8) Person who has fallen under any of (2) to (7) above in the past three years
- (9) Spouse or relative within the second degree of kinship (hereinafter referred to as "close relatives") of the person who is currently or has been recently the important executing person of Mitsui or Mitsui's consolidated subsidiary (including director who is not the executing person in the case of External Audit & Supervisory Board Member)
- (10) Close relatives of the person who currently falls or has fallen recently under any of (2) to (7) above (excluding the one who is not important)

*1. If the relevant business partner received from Mitsui or Mitsui's consolidated subsidiary the payment equivalent to 5% or more of its annual transaction volume (non-consolidated) in the most recent fiscal year or the relevant business partner obtained from Mitsui or Mitsui's consolidated subsidiary the money loans equivalent to 5% or more of its consolidated total assets in the most recent fiscal year, the relevant business partner is deemed to be the person whose major business partner is Mitsui or Mitsui's consolidated subsidiary.

*2. If Mitsui or Mitsui's consolidated subsidiary received from the relevant business partner the payment equivalent to 2% or more of Mitsui's annual consolidated transaction volume in the most recent fiscal year or the relevant business partner provided Mitsui or Mitsui's consolidated subsidiary with the money loans equivalent to 2% or more of Mitsui's consolidated total assets, the relevant business partner is deemed to be the major business partner of Mitsui or Mitsui's consolidated subsidiary.

► Support Systems

Mitsui believes that adequate support systems are necessary to enable External Directors to participate in discussions of the Board of Directors and realize supervisory roles. In preparation for both regular and extraordinary meetings of the Board of Directors, materials on the proposals are provided and advance explanations are given. In addition to the timely provision of corporate information by the Full-time Audit & Supervisory Board Members at the Audit & Supervisory Board Member Division, the essence of the meetings between Full-time Audit & Supervisory Board Members and the Audit & Supervisory Board Member Division is provided to External Audit & Supervisory Board Members periodically. When necessary, advance distribution of materials and advance explanations are conducted regarding regular and extraordinary meetings of the Audit & Supervisory Board and of the Board of Directors. The Company provides its external directors and external Audit & Supervisory Board Members with specialized personal computers and distributes materials for meetings of the Board of Directors in a timely manner via e-mail. In doing so, the Company ensures that the external members have sufficient time to review agenda items. At the same time, the Company has set up a database for storing information, such as meeting minutes and other materials from past meetings of the Board of Directors, and the external members can access this database using their specialized personal computers.

► External Members Meetings

The meeting composed of all External Directors and External Audit & Supervisory Board Members is held periodically, for the purpose of exchanging information and opinions regarding important matters in management among External Directors, or among External Directors and/or Internal Directors, Audit & Supervisory Board Members and Managing Officers. In the fiscal year ended March 31, 2017, External Members Meetings were held nine times. At these meetings, opinions were exchanged regarding such topics as management policy, audits, and initiatives of the Company's business units.

► Cooperation among External Directors and External Audit & Supervisory Board Members in Audits, Internal Audits, Corporate Audits, and Independent Audits, as well as Their Relationship with Internal Control Departments

External Directors and External Audit & Supervisory Board Members, through the Board of Directors and the Audit & Supervisory Board, mutually coordinate with internal audits, auditing by Audit & Supervisory Board Members and accounting audits as well as supervise and audit the internal control system. Specifically, they periodically receive reports on the following at the meeting of the Board of Directors and the Audit & Supervisory Board, respectively: results of the internal audits and internal audit plans, results of auditing by the Audit & Supervisory Board and audit implementation plans, summary of management letters by Independent Auditors, assessment results with regard to the internal control system in accordance with the Financial Instruments and Exchange Act of Japan, the operational status of compliance programs, and other matters regarding the structure and management of internal controls. Furthermore, at External Members Meetings, External Directors, Corporate Auditors, and Independent Auditors exchange opinions and information on auditing policy.

Policy Related to Acquisition and Holding of Listed Shares

When holding listed shares for any purposes other than purely for investment returns, the Company holds such listed shares only in the case where it is judged to be reasonable after strict and comprehensive examination of several factors, including the necessity for maintaining or strengthening relationships with the investee, medium- to long-term economic rationale, and future outlook. With respect to our asset portfolio that includes listed shares, the Company reviews the significance

of holding such assets every year in light of medium- to long-term economic rationale and future outlook, and reports said significance to the Board of Directors. With respect to exercising voting rights for listed shares held by the Company, deliberation is conducted on a case-by-case basis as to whether or not a proposal should be approved by comprehensively taking into consideration any impact that the relevant proposal may have on corporate value of the investee.

Independent Auditors

Mitsui appoints certified public accountants belonging to Deloitte Touche Tohmatsu LLC as Independent Auditors to carry out auditing under the Companies Act of Japan and the Financial Instruments and Exchange Act of Japan as well as auditing of consolidated financial statements in English. To secure prompt

financial closing and reliability, the auditing work of Mitsui and its consolidated subsidiaries is in principle entrusted solely to Deloitte Touche Tohmatsu, which belongs to the same network as Deloitte Touche Tohmatsu LLC.

Message from an External Director



Holding a firm position to oppose the Company if it tries to stop initiatives that will struggle to generate profits in the short term, but would contribute to the future of the Company over the long term.

Hirotaka Takeuchi

External Director

My relationship with Mitsui started in 2002 when I became involved in the startup of Mitsui Management Academy, an internal university that was established in collaboration with the Graduate School of Hitotsubashi University. Until I was appointed as an external director for Mitsui in June 2016, my interactions with the Company were limited to its training programs. However, after being appointed to my current position, my view of the Company broadened immensely.

In my year of serving as an external director, I am aware that I have sometimes voiced opinions that may have sounded unpleasant to the ears of the internal directors. For example, I have bluntly told the Chairman and also the CEO that too much time and effort is being taken to provide briefings on agenda items prior to Board of Directors' meetings. I have also suggested that the Company should start asking its younger staff how their perception of the Company is changing. The fact that I am able to voice my opinions in such a manner reflects the high level of respect and trust that the Company has for its external directors.

Meanwhile, the Companies Act of Japan places the responsibility of business execution on the Board of Directors. As such, emphasis is placed on decision making, or in other words, having agenda items be approved. Therefore I feel that opportunities for the Board to thoroughly discuss matters such as a

company's long-term vision are limited. While I am not sure which approach is better, I am of the impression that companies in Europe and the Americas, which adopt committee systems, often hold discussions on matters related to management vision and corporate strategy, and these discussions rarely finish at the scheduled times. According to an acquaintance of mine who works as a director for a U.S. company, there are often occasions when a company's board meetings last over two days at which radical reforms are made to corporate strategy.

The aim of appointing external directors and external Audit & Supervisory Board members should be to welcome opinions and experience that come from a completely different perspective. And while the frequency of these opportunities is not critical, it is essential nevertheless for directors to have lively exchanges of differing beliefs and convictions, as the ideas and strategies that are born from such exchanges are extremely valuable. No matter how much information and data a company acquires, it cannot predict the future. I therefore believe that Mitsui should not limit itself to the conventional Japanese approach and, on occasion, create chances for more dynamic discussions.

Mitsui is a company with an Audit & Supervisory Board, and the number of internal directors is greater than that of external directors. I feel that it is only natural for the percentage of internal directors to be higher given that external directors do not necessarily have the same level of knowledge on each individual project of the Company. Also, while internal directors and officers present the outline and the essence of the agenda item for approval at Board of Directors' meetings, I would like to see more passion and hear more about their beliefs.

Thinking in Wall Street terms, improving corporate value means producing short-term results. However, if a company is truly thinking about being successful, it is necessary to continuously create value over the long term while keeping a constant focus on both "what is good for society" and "what is good for the company." Making contributions to society and realizing profit growth are not necessarily mutually exclusive. I understand that shareholders value short-term results. However, I feel that the ideal role of an external director is to voice opposition when a company decides to stop initiatives that would create a better future for itself over the long term but may not produce profits in the short term. This is precisely why I would like to hear the personal beliefs and opinions of the internal directors and officers when they are explaining the agenda items for approval.

Japan is a country that has a large number of companies with extraordinarily long lifespans. It is said that out of all companies in the world that have been in operation for 300 years or more, 40% are Japanese companies. What makes a company with a long lifespan different from others is the long-term nature of its management vision. I will therefore continue to offer my advice and support to Mitsui with a vision for the future while maintaining a focus on what the Company needs to do to be successful over the next 300 years.

Message from an External Audit & Supervisory Board Member

Three years have passed since I was appointed as an external Audit & Supervisory Board Member. While, under the Companies Act of Japan, Audit & Supervisory Board Members do not have voting rights at Board meetings, part of our duties is to provide advice and recommendations through such means as audits, including evaluating the logical nature of decision making by the Board of Directors, which is tasked with business execution, and whether such decisions violate laws, regulations, or the Company's Articles of Incorporation. As such, I believe that the Audit & Supervisory Board is an extremely important institution when it comes to governance. Maintaining an awareness of the importance of my position, I listen to detailed explanations on the various businesses of the Company at meetings of the Board of Directors and the Audit & Supervisory Board, and I am learning new things on a daily basis. The more that I learn, the more I gain an understanding on how difficult the task of governance is for the Company, as its unique nature differs from that of other companies. Particularly difficult aspects include the expansive scope of the Company's business, the fact that the Company develops businesses all over the world, and the long period of time it takes from the stages of planning to the creation of value.

If we consider risk management as one of the purposes of governance, then it is imperative for companies to establish risk management methods and structures that are appropriate for their businesses. With a company that engages in a wide range of businesses, as in Mitsui's case, it must also employ a wide range of risk management mechanisms. With an ordinary company, no matter how globalized or how massive it is, its core can be narrowed down to only several types of businesses. In the case of the Company, however, implementing appropriate risk management is no ordinary task as its range of business is massive and the possible risks in each business differ greatly. Furthermore, these businesses span across countries and regions around the world. Under uncertain and highly volatile global conditions, the Company must take preemptive measures by anticipating future changes while considering how those changes will impact its business. In addition, there are many instances in which the period it takes from investing in a project to realizing a return is extremely long, and the Company must therefore manage its business portfolio while thinking carefully about the future in 10 to 20 years.

In light of these circumstances, the Company must manage risk in a three-dimensional fashion that takes into account type, regions and timeframes of business. To me, this represents the major difficulty for the Company's governance. The emphasis the Company places on preemptive monitoring functions reflects the fact that it must make business decisions while managing such complex, wide-ranging risks in an appropriate manner. As both an external Audit & Supervisory Board Member and an attorney at law, I am making concerted efforts to leverage my experience in corporate legal affairs so that I can contribute to the Company's risk management through discussions at the Board of Directors' meetings.

Meanwhile, it is important not to discourage positivity at the frontline operations by focusing too much on risk minimization.



Leveraging my experience in corporate legal affairs as an attorney at law, I will contribute to risk management through discussions at the Board of Directors' meetings.

Haruka Matsuyama

External Audit & Supervisory Board Member

It is therefore essential to adopt both an offensive and defensive approach, similar to the gas pedal and brake of an automobile. If the Company understands that its brake function is working properly, then it should be able to freely step on the gas pedal when it comes time to pursue business opportunities. I believe the role of the Audit & Supervisory Board is to provide the Company with that brake function. In order for the Company to operate at full throttle, I am working to enhance my sensitivity to risk as an Audit & Supervisory Board Member. Drawing on the tradition of the Company, summarized by the words "Mitsui is People," I hope that Mitsui continues to be a vibrant company in which the employees on the frontlines can work in an energetic and positive manner.

Fortunately, the Company is taking proactive measures to reform its governance. This is reflected by the fact that the Company puts great efforts in helping external directors and external Audit & Supervisory Board Members gain a precise understanding about potential risks. With that being said, even if we understand the risks of individual projects, it is no easy task to gain full comprehension of the Company's overall business portfolio and the potential risks within that portfolio. While continuing to actively communicate with internal directors, staff in the business divisions, and external directors, I will sharpen my ability to provide my candid opinion as an external Audit & Supervisory Board Member at times when it is most required.

Execution of Business Activities and Internal Controls

Ultimate responsibility for execution of business operations lies with the President and Chief Executive Officer. The President and Chief Executive Officer delegates authority to the Chief Operating Officers of the business units and regional business units, who, in turn, report to the President and Chief Executive Officer. The Corporate Management Committee is organized for deliberating the basic policies and important matters for execution of groupwide business operations. The Committee consists of the Chairman of the Board of Directors, President and Chief Executive Officer (the committee chair), the Directors in charge of Corporate Staff Units, and Representative Directors or Managing Officers nominated by the President and Chief Executive Officer. The Corporate Management Committee is held weekly in principle.

The Company aims to achieve the four objectives listed below in terms of internal controls. In addition, the Company views internal controls as a “framework for management to control and supervise its business execution organization” that comprises the six elements of control environment, risk assessment, control activities, information and communication, monitoring, and response to IT.

- 1** Improvement of effectiveness and efficiency of operations;
- 2** Ensuring compliance with generally accepted accounting principles and the reliability of financial reporting;
- 3** Compliance with applicable laws and regulations, along with management principles and in-house rules including various codes of conduct reflecting management principles (hereafter referred to as “laws, regulations and in-house rules”); and
- 4** Safeguarding of Company assets.

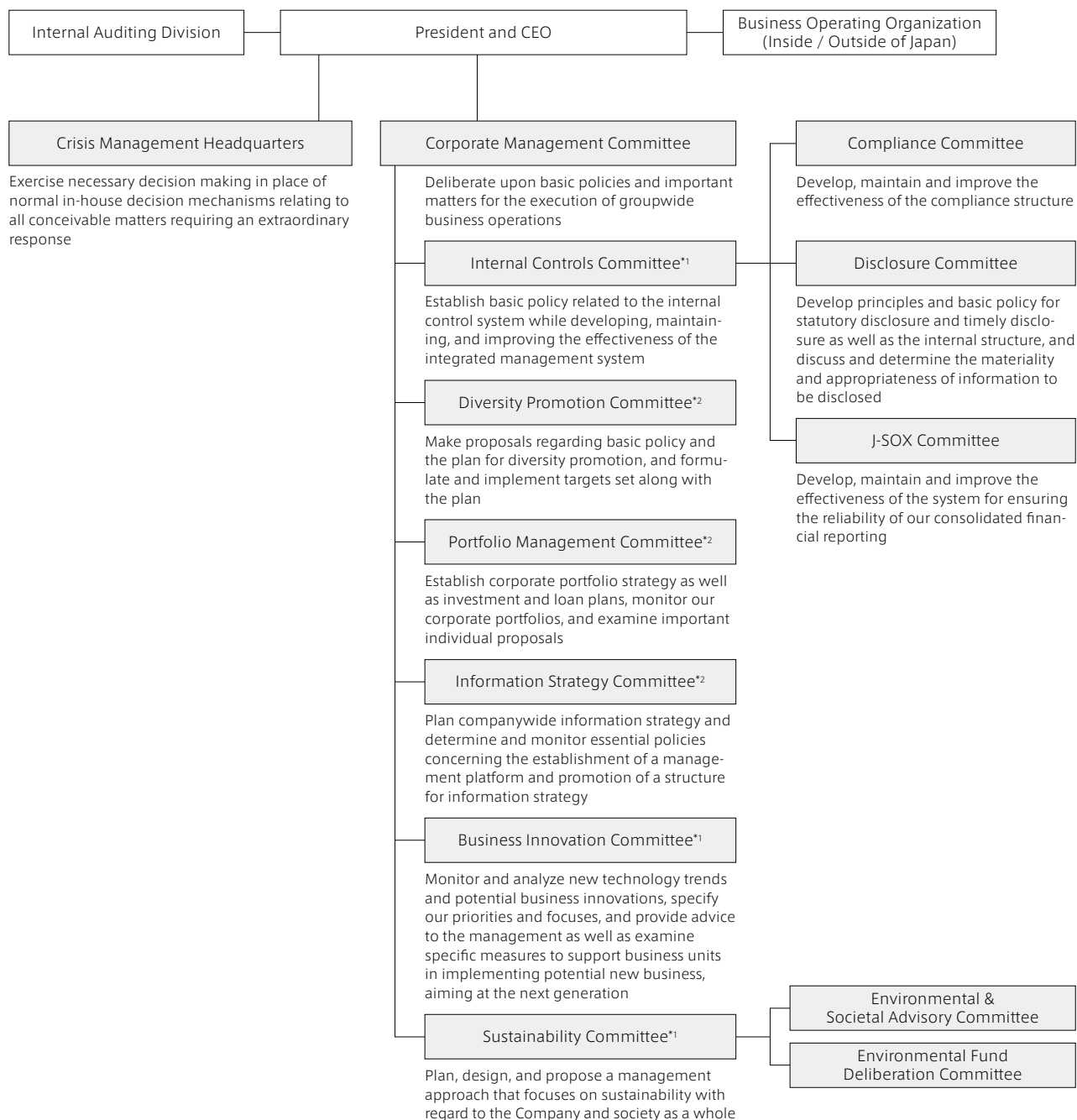
The Board of Directors oversees the design of the Company's internal controls and assumes the role and responsibility of monitoring internal control establishment, operation, and assessment. Based on the basic design of internal controls provided for by the Board of Directors, the Company's management assumes the role and responsibility of maintaining, operating, and assessing internal controls. In addition, the Internal Auditing Division, which is under the direct control of the president, verifies the suitability and status of internal control design based on plans approved by the Company's management and from an independent standpoint.

Mitsui has established the following major committees pertaining to the execution of business and implementation of internal controls, and is taking measures to respond to a wide range of risks and forms of businesses, which continue to increase and diversify.

- Internal Controls Committee
- Diversity Promotion Committee
- Portfolio Management Committee
- Information Strategy Committee
- Business Innovation Committee
- Sustainability Committee

In addition, as an extraordinary and non-permanent organization under the direct rule of the president and CEO, the Company has established the Crisis Management Headquarters, which carries out prompt and appropriate decision making during times of crisis.

Framework for Internal Controls and Execution of Business Activities



*1. Sub-committees to the Corporate Management Committee

*2. Advisory bodies to the Corporate Management Committee

Risk Management

Risks arising from the Company's business activities are monitored and managed by chief operating officers of business units and regional business units within the authorization delegated to them from the Company's management. Measures taken by each business unit to manage quantitative risks include setting position limits and loss-cut limits and conducting monitoring through divisions with relevant expertise. For the management of qualitative risks, the business units are obligated to observe relevant internal regulations. When a business unit or regional business unit takes on risks that are greater than the scope of authority granted to them, it is necessary to obtain approval of the Corporate Management Committee or a relevant representative director or senior managing officer, depending on the importance of the situation, in accordance with the standards of the internal approval system.

Furthermore, organizations such as the Portfolio Management Committee, the Internal Controls Committee, the Sustainability Committee, and the Crisis Management Headquarters establish and develop risk management structures on a companywide basis and handle significant risks. Members of the corporate staff of each committee are responsible for surveillance of the whole Company's position regarding the risks they are in charge of overseeing, as well as the control of risks within the prescribed range of their authority and the provision of support to relevant directors and managing officers.

Internal Controls over Financial Reporting

Mitsui implements the internal controls framework as stipulated in the Financial Instruments and Exchange Act of Japan. In addition to companywide discipline, Mitsui has been conducting self-assessment by units subject to evaluation and testing

by an independent division concerning the effectiveness of accounting and financial closing controls, IT controls and business process level controls.

Global Tax Management Policy

We, Mitsui & Co., Ltd., are committed to complying with all applicable laws, rules and regulations in meeting our tax compliance and reporting responsibilities, whilst simultaneously

managing our global tax expenses. We do not adopt artificial arrangements or structures for the purpose of tax avoidance.

Internal Controls Related to Information Systems and Information Security

The Information Strategy Committee establishes important policies related to global Group information strategy. Further, the committee leads Mitsui's efforts to build and operate information systems, develop internal rules required for information security, and strengthen the management of risks related to information, including the risk of information leakage. The committee ensures the establishment of systems to control risk associated with information assets appropriately. Specifically, it

establishes rules for process of procurement, introduction and operation of information assets; code of conduct for the system supervisory divisions regarding IT security; requirements for information risk management systems and the basics of information management; and internal rules relating to the handling of personal information required in the course of business operations as well as Cyber Security Countermeasures.

Compliance

Mitsui has a strong belief that a sound reputation is the foundation of the Company's business. At Mitsui, we define compliance as complying with corporate ethics and social norms in addition to laws, regulations, and internal rules of the Company. By word "compliance". Mitsui requires its employees and officers to act in accordance with its corporate ethics, based on its management philosophy and social norms in addition to laws and regulations as well as internal rules of the Company. To those ends, we carry out corporate management with emphasis on compliance. With the Chief Compliance Officer as a chairperson and including an external lawyer as an observer, the Compliance Committee develops Mitsui's compliance system and maintains and enhances its effectiveness.

Mitsui has established the "Business Conduct Guidelines for Employees and Officers of Mitsui & Co., Ltd." and has equivalent

business guidelines in place for its subsidiaries. Mitsui is striving to improve observance of these guidelines through continuous monitoring and review. In addition, the Company has multiple whistle-blowing avenues in place, including external attorneys and third-party institutions. The Company also ensures that a whistle-blower would not be subject to any detrimental treatment by the Company as a result of his or her whistle-blowing activities.

To maintain and improve its compliance structure, the Company consistently conducts activities to raise employee awareness toward compliance and provides as many opportunities as possible for employees to better themselves through training and other means. In doing so, the Company shares knowledge and important points of concern related to compliance.

Ensuring the Appropriateness of Operations within the Corporate Group

The Company has set forth the "Mitsui & Co., Ltd. Corporate Governance and Internal Control Principles." In light of other laws and regulations, Mitsui requires its subsidiaries to develop and operate internal controls based on these principles and to the extent reasonable. For its equity-accounted investees, Mitsui coordinates with other equity participants and

encourages the equity-accounted investees to develop and operate similar internal controls. In addition, from its officers and employees, Mitsui appoints supervising officers to each affiliated company and has them conduct management based on the "Rules on Delegation of Authority for Supervising Officers of Affiliated Companies."

Internal Audits

The Internal Auditing Division verifies the status of development and management of internal controls, evaluates the suitability and effectiveness of risk management, and gives advice and suggestions for improvements.

During the regular audits that cover Mitsui, overseas offices, overseas trading subsidiaries, and Japanese and overseas affiliated companies, particularly subsidiaries, Internal Auditors carry out independent and objective evaluations, pursuant to the rules on internal audits, etc., with an emphasis on risk

management, effectiveness of management and operations, compliance and appropriate financial reporting. In addition, the following audits are implemented as internal audits: cross-organizational and cross-functional audits by target and item and extraordinary examinations to get the whole picture of such events that caused or could cause irregular economic losses or that jeopardized or could jeopardize the corporate trust, in order to identify the responsibility and recommend measures to clarify causes and methods to prevent recurrence.

Board of Directors and Independent Directors

As of June 21, 2017

Directors

Years as a Director / Number of Mitsui shares held

Masami Iijima

9 years / 89,388 shares

Representative Director,
Chairman of the Board
of Directors



1974 Joined Mitsui & Co., Ltd.
2015 Representative Director, Chairman of the Board of Directors
(current position)

Tatsuo Yasunaga

2 years / 29,657 shares

Representative Director,
President and
Chief Executive Officer



1983 Joined Mitsui & Co., Ltd.
2015 Representative Director, President and Chief Executive Officer
(current position)

Hiroyuki Kato

3 years / 39,664 shares

Representative Director,
Executive Vice President



1979 Joined Mitsui & Co., Ltd.
2016 Representative Director, Executive Vice President (current position)

Yoshihiro Hombo

3 years / 30,092 shares

Representative Director,
Executive Vice President



1979 Joined Mitsui & Co., Ltd.
2017 Representative Director, Executive Vice President (current position)

Makoto Suzuki

2 years / 52,073 shares

Representative Director,
Executive Vice President
Chief Compliance Officer (CCO)



1981 Joined Mitsui & Co., Ltd.
2017 Representative Director, Executive Vice President,
CCO (current position)

Satoshi Tanaka

New / 38,994 shares

Representative Director,
Executive Vice President
Chief Administrative Officer (CAO)
Chief Information Officer (CIO)
Chief Privacy Officer (CPO)



1981 Joined Mitsui & Co., Ltd.
2017 Representative Director, Executive Vice President,
CAO, CIO, CPO (current position)

Keigo Matsubara

2 years / 15,681 shares

Representative Director,
Senior Executive Managing Officer
Chief Financial Officer (CFO)



1979 Joined Mitsui & Co., Ltd.
2017 Representative Director, Senior Executive Managing Officer,
CFO (current position)

Shinsuke Fujii

1 year / 16,010 shares

Representative Director,
Senior Executive Managing Officer



1981 Joined Mitsui & Co., Ltd.
2017 Representative Director, Senior Executive Managing Officer
(current position)

Nobuaki Kitamori

New / 20,887 shares

Representative Director,
Executive Managing Officer
Chief Digital Officer (CDO)



1983 Joined Mitsui & Co., Ltd.
2017 Representative Director, Executive Managing Officer,
CDO (current position)

Independent Directors

Years as a Director / Number of Mitsui shares held

Toshiro Muto

7 years / 11,625 shares

External Director



- 1966 Entered the Ministry of Finance
- 1999 Director-General of the Budget Bureau, Ministry of Finance
- 2000 Administrative Vice Minister, Ministry of Finance
- 2003 Special Advisor, Ministry of Finance Deputy Governor, Bank of Japan
- 2008 Chairman, Daiwa Institute of Research Ltd. (current position)
- 2009 Director, Principal, The Kaisei Academy
- 2010 External Director, Mitsui & Co., Ltd. (current position)

Izumi Kobayashi

3 years / 2,168 shares

External Director



- 1981 Joined Mitsubishi Chemical Industries, Ltd. (currently Mitsubishi Chemical Corporation)
- 1985 Joined Merrill Lynch Futures Japan Inc.
- 2001 President, Merrill Lynch Japan Securities Co., Ltd.
- 2002 External Director, Osaka Securities Exchange Co., Ltd.
- 2008 Executive Vice President, Multilateral Investment Guarantee Agency, World Bank Group
- 2014 External Director, Mitsui & Co., Ltd. (current position)
- 2015 Vice Chairperson, Japan Association of Corporate Executives (current position)

Jenifer Rogers

2 years / 2,457 shares

External Director



- 1989 Joined Haight Gardner Poor & Havens (currently Holland & Knight LLP)
- 1990 Registered as Attorney at Law, admitted in New York
- 1991 Joined Industrial Bank of Japan Limited, New York Branch (currently Mizuho Bank)
- 1994 Joined Merrill Lynch Japan Securities Co., Ltd.
- 2000 Merrill Lynch Europe Plc
- 2006 Bank of America Merrill Lynch (Hong Kong)
- 2012 General Counsel Asia, NEW Asurion Asia Pacific Japan LLC (current position)
- 2015 External Director, Mitsui & Co., Ltd. (current position)

Hiroataka Takeuchi

1 year / 0 shares

External Director



- 1969 Joined McCann-Erickson Hakuhodo Co., Ltd.
- 1976 Lecturer, Harvard Business School
- 1977 Associate Professor, Harvard Business School
- 1983 Associate Professor, Hitotsubashi University-Faculty of Commerce and Management
- 1987 Professor, Hitotsubashi University-Faculty of Commerce and Management
- 1998 Dean of The Graduate School of International Corporate Strategy, Hitotsubashi University
- 2010 Professor Emeritus, Hitotsubashi University (current position)
Professor, Harvard Business School (current position)
- 2016 External Director, Mitsui & Co., Ltd. (current position)

Samuel Walsh

New / 0 shares

External Director



- 1972 Joined General Motors Holden's Limited
- 1987 Joined Nissan Motor Australia
- 1991 Joined Rio Tinto Limited
- 2013 Chief Executive Officer, Rio Tinto Limited
- 2016 Global President, The Chartered Institute of Procurement and Supply (current position)
- 2017 Chairman, The Accenture Global Mining Executive Council (current position)
Chairman Elect, Royal Flying Doctor Service (WA) (current position)
External Director, Mitsui & Co., Ltd. (current position)

Full-time and Independent Audit & Supervisory Board Members

As of June 21, 2017

Audit & Supervisory Board Members

Years as an Audit & Supervisory Board Member / Number of Mitsui shares held

Joji Okada

2 years / 43,720 shares

Full-time Audit & Supervisory Board Member



1974 Joined Mitsui & Co., Ltd.

2015 Full-time Audit & Supervisory Board Member (current position)

Independent Audit & Supervisory Board Members

Years as an Audit & Supervisory Board Member / Number of Mitsui shares held

Haruka Matsuyama

3 years / 85 shares

External Audit & Supervisory Board Member



1995 Appointed Assistant Judge at Tokyo District Court

2000 Registered as Attorney at Law. Joined Hibiya Park Law Offices

2002 Partner at Hibiya Park Law Offices (current position)

2014 External Audit & Supervisory Board Member, Mitsui & Co., Ltd. (current position)

Takashi Yamauchi

2 years / 54,653 shares

Full-time Audit & Supervisory Board Member



1976 Joined Mitsui & Co., Ltd.

2015 Full-time Audit & Supervisory Board Member (current position)

Hiroshi Ozu

2 years / 724 shares

External Audit & Supervisory Board Member



1974 Appointed Public Prosecutor

2007 Vice Minister of Justice

2012 Attorney General

2014 Registered as Attorney at Law

2015 External Audit & Supervisory Board Member, Mitsui & Co., Ltd. (current position)

Kimitaka Mori

New / 900 shares

External Audit & Supervisory Board Member



1980 Joined Shinwa Accountants (currently KPMG AZSA LLC)

2000 Representative Partner

2004 Director of Financial Services

2006 Board Member

2011 Chairman, KPMG FS Japan

2013 Established Mori Certified Public Accountant Office
Chairman and President, The Japanese Institute of
Certified Public Accountants

2016 Senior Advisor, The Japanese Institute of Certified Public
Accountants (current position)

2017 External Audit & Supervisory Board Member, Mitsui & Co., Ltd. (current position)

Executive Officers

As of June 21, 2017

Executive Officers

* Corporate officer also serving as a director.

President

Tatsuo Yasunaga*

President and Chief Executive Officer; Chairman, Internal Controls Committee; Head of Crisis Management Headquarters

Executive Vice Presidents

Hiroyuki Kato*

Iron & Steel Products Business Unit; Mineral & Metal Resources Business Unit; Energy Business Unit I; Energy Business Unit II

Yoshihiro Hombo*

Basic Materials Business Unit; Performance Materials Business Unit; Nutrition & Agriculture Business Unit; Food Business Unit; Food & Retail Management Business Unit

Makoto Suzuki*

Chief Compliance Officer; Corporate Staff Unit (Secretariat, Audit & Supervisory Board Member Division, Human Resources & General Affairs Division, Legal Division, Corporate Logistics Division, New Head Office Building Development Department); Business Continuity Management; New Headquarter Project; Chairman, Compliance Committee; Chairman, Diversity Promotion Committee; Head of Emergency Management Headquarter

Satoshi Tanaka*

Chief Administrative Officer; Chief Information Officer; Chief Privacy Officer; Corporate Staff Unit (Corporate Planning & Strategy Division, Investment Administrative Division, Information Technology Promotion Division, Regional Business Promotion Division, Corporate Communications Division, Environmental-Social Contribution Division, Business Supporting Unit (Each Planning & Administrative Division)), Domestic Offices and Branches; HQ Overseen Region; Business Innovation & Incubation; Environmental Matters; Chairman, Information Strategy Committee; Chairman, Sustainability Committee; Chairman, Business Innovation Committee

Senior Executive Managing Officers

Keigo Matsubara*

Chief Financial Officer; Corporate Staff Unit (CFO Planning & Administrative Division, Global Controller Division, Finance Division, Risk Management Division, Investor Relations Division, Business Supporting Unit (Financial Management & Advisory Division I, II, III, IV)); Chairman, Disclosure Committee; Chairman, J-SOX Committee

Shinsuke Fujii*

Healthcare & Service Business Unit; Consumer Business Unit; Corporate Development Business Unit; Chairman, Portfolio Management Committee

Atsushi Kume

Chief Operating Officer of EMEA (Europe, the Middle East and Africa) Business Unit

Takeshi Kanamori

Chief Representative of Mitsui & Co., Ltd. in China; Chairman & Managing Director of Mitsui & Co., Ltd. In China

Yasushi Takahashi

Chief Operating Officer, Americas Business Unit

Taku Morimoto

Chief Operating Officer of Asia Pacific Business Unit

Executive Managing Officers

Nobuaki Kitamori*

Chief Digital Officer, Infrastructure Projects Business Unit; Integrated Transportation Systems Business Unit I; Integrated Transportation Systems Business Unit II; IT & Communication Business Unit; Digital Transformation

Yasuyuki Fujitani

Chief Operating Officer of Corporate Development Business Unit

Motoo Ono

General Manager of Human Resources & General Affairs Division

Yukio Takebe

Chairman & Managing Director of Mitsui & Co. (Australia) Ltd.

Shinsuke Kitagawa

General Manager of Osaka Office

Noboru Katsu

Chief Operating Officer of Iron & Steel Products Business Unit

Takakazu Uchida

General Manager of Finance Division

Hiromichi Yagi

Chief Representative of Mitsui & Co., Ltd. in South West Asia; Managing Director of Mitsui & Co. India Pvt. Ltd.

Shinichiro Omachi

Chief Operating Officer of Mineral & Metal Resources Business Unit

Hiroyuki Tsurugi

Chief Operating Officer of Energy Business Unit I

Hirotsatsu Fujiwara

Chief Operating Officer of Energy Business Unit II

Kenichi Hori

Chief Operating Officer of Nutrition & Agriculture Business Unit

Managing Officers

Shingo Sato

Chief Operating Officer of Integrated Transportation Systems Business Unit I

Katsurao Yoshimori

Chief Operating Officer of Basic Materials Business Unit

Osamu Toriumi

General Manager of Internal Auditing Division

Shin Hatori

General Manager of Nagoya Office

Shinji Tsuchiya

President of Mitsui & Co. (Brasil) S.A.

Hiroshi Meguro

Deputy Chief Administrative Officer

Kimiro Shiotani

Global Controller

Miki Yoshikawa

Chief Operating Officer of Food Business Unit

Yoshio Kometani

Chief Operating Officer of Infrastructure Projects Business Unit

Toshiaki Maruoka

Chief Representative of Mitsui & Co., Ltd. in CIS; General Director of Mitsui & Co. Moscow LLC

Motoaki Uno

President & Chief Executive Officer of P.T.Mitsui Indonesia

Koji Nagatomi

Chief Operating Officer of Healthcare & Service Business Unit

Kohei Takata

General Manager of Planning & Administrative Division (Food & Services)

Sayu Ueno

General Manager of Corporate Planning & Strategy Division

Yumi Yamaguchi

President & CEO, Mitsui Global Strategic Studies Institute

Masaki Saito

Chief Operating Officer of IT & Communication Business Unit

Takeshi Setozaki

Chief Operating Officer of Integrated Transportation Systems Business Unit II

Reiji Fujita

Chief Operating Officer of Consumer Business Unit; General Manager of New Head Office Building Development Department

Takeo Kato

Chief Operating Officer of Performance Materials Business Unit

Yuki Kodera

General Manager of Planning & Administrative Division (Metals)

Hirohiko Miyata

General Manager of Investment Administrative Division

Yoshiki Hirabayashi

Chief Operating Officer of Food & Retail Management Business Unit