

Investor Day 2021 Q&A

【Date】 June 8, 2021

【Speaker】 Koji Nagatomi, Senior Executive Managing Officer, Chief Operating Officer of Asia Pacific Business Unit

【Moderator】 Masaya Inamuro, General Manager of IR Division

<Q1>

I want you to explain why young people in Indonesia are attracted by CT Corp and their consumer touchpoints.

<Nagatomi>

Top managements of CT Corp are very conscious to capture young generations and Detik (No.1 portal site in Indonesia) is something that they have been working on. A lot of initiatives such as Beautynesia (cosmetic related service) are ongoing. We intend to support CT Corp in sourcing goods and services going forward.

<Q2>

Please explain the reason of subscribing to 100 billion convertible bonds and how you can capture benefit from the subscription.

<Nagatomi>

In order to capture the consumer market with rapid growth, we have set a target on Indonesia where it constitutes almost 40% of the total ASEAN 700million population.

For consumer touchpoints, as it is difficult to build them from scratch, we had to find partners with certain level of touchpoints already in place. Also, we have found that visions of CT Corp are much in line with our visions, and we have decided to subscribe their convertible bonds. In the mean time, we will focus on establishing our consumer ecosystem in Indonesia with CT Corp. In the future, we are also looking to expand new businesses in other countries as well.

<Q3>

How do you intend to get profits by having strategic alliances with CT Corp. Are you looking for profits derived from investment in CT Corp or from potential joint ventures with them? Also please explain why CT Corp chose Mitsui.

<Nagatomi>

If strategic alliance progresses as we envision, we would like to convert convertible bonds into shares and capture profits. First of all, we focus on elevating corporate value of CT Corp, and also try to create peripheral businesses with CT Corp as well. For peripheral businesses, we are flexible and intend to decide whether business should be taken by CT Corp, JV with us, or inviting third party to our alliance on a case-by-cases basis.

As a result of working together with CT Corp for 4-5 yeas, we have agreed that we (Mitsui) will procure a variety of products through our global network, and at the same time expand the services provided by CT Corp. In addition, we (Mitsui) will offer and introduce business management methods and global development ability so that CT Corp continues to achieve sustainable growth.

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