

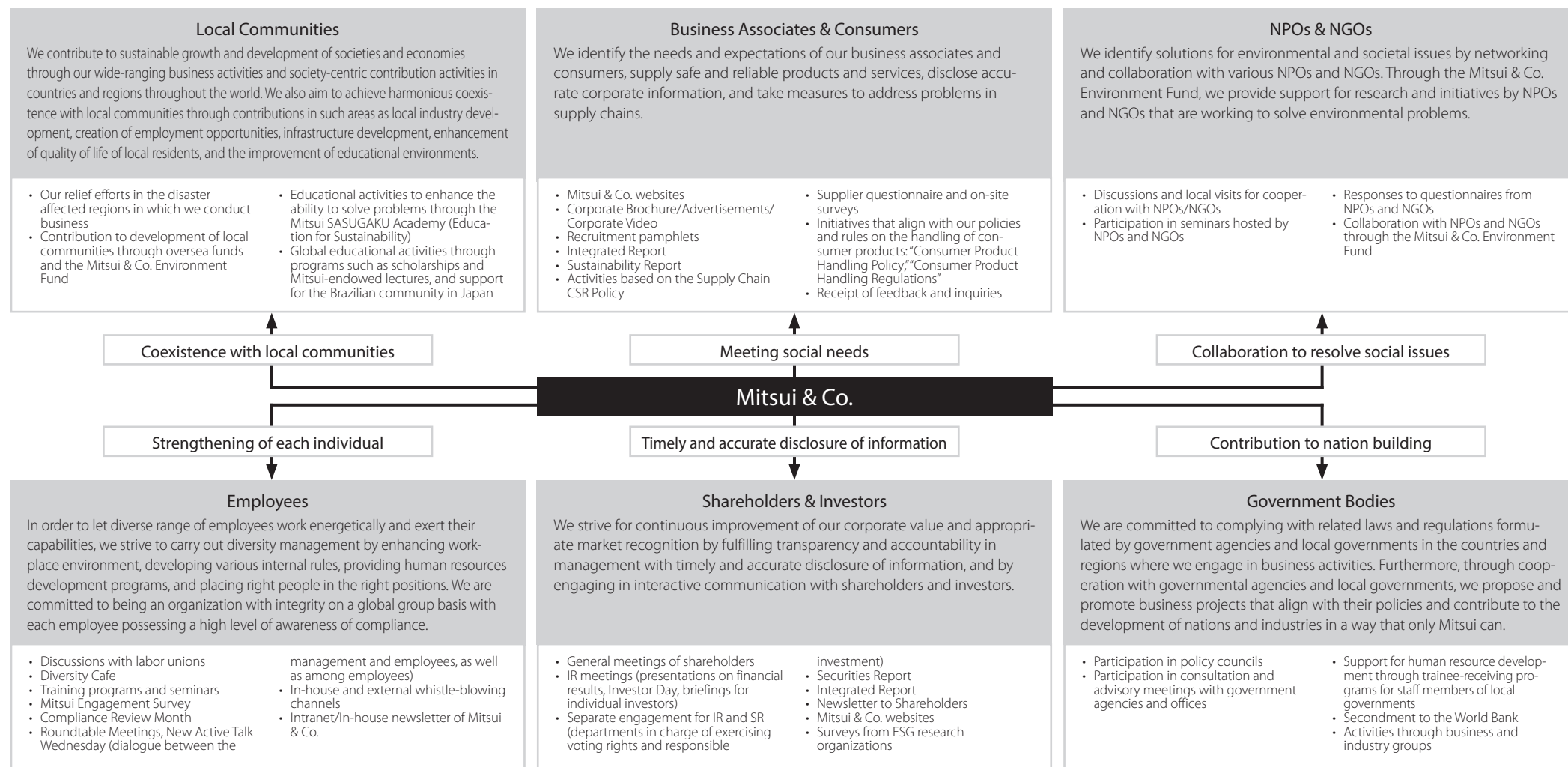
Interactive Communication with Mitsui & Co.'s Stakeholders

Mitsui & Co. places emphasis on interacting with and having dialogue with society. For this reason, we closely assess the effects of its diverse and global business activities on society, identify and acknowledge stakeholders of particular interest.

In particular, we are committed to the development of relationships based on mutual trust with a diverse range of stakeholders, including local communities, business associates & consumers, NPOs & NGOs, employees, shareholders & investors, and government bodies, through proactive information

disclosures and continual communication with our stakeholders.

Through interactive communication with its stakeholders, each of Mitsui's employees and officers is endeavoring to acquire a firm understanding of what society expects from and requires of Mitsui. Based on this understanding, we strive to respond to changes in market environments, and constantly evolve to create new value through our business activities by exercising our unique capabilities, and thereby contribute to the realization of a sustainable society.



Initiatives in the Fiscal Year Ended March 2019

Local Communities

Mitsui aims to contribute to local communities, and to the solution of local and global societal issues, from the perspectives of both business strategy and social contribution. We have participated in the TOMODACHI Initiative, which is a public-private partnership led by the United States government and the U.S.-Japan Council, and the TOMODACHI-Mitsui & Co. Leadership Program was launched in 2013. In the fiscal year ended March 2019, ten young professionals were selected from Japan and ten from the United States to visit each other's countries; the American delegation visited prefectures in the Tohoku region that had been affected by the Great East Japan Earthquake. Through activities such as these, we have been supporting recovery efforts in the Tohoku region by creating new human networks and tackling various issues such as post-earthquake reconstruction and regional revitalization. Mitsui has also been providing various forms of support to deepen mutual understanding between the peoples of Japan and Brazil, and to find solutions to problems facing the Brazilian community in Japan. In the fiscal year ended March 2019, we provided scholarships to Brazilian children living in Japan (447 children at 26 schools), as well as activity grants to NPOs and other organizations (14 organizations in total) that are working to foster the development of a multicultural society for Brazilians in Japan. Furthermore, in July 2018, we ran the Mitsui SASUGAKU Academy course, as a program of education for sustainable development, for 29 elementary school children, with the aim of helping participants to develop the ability to build a sustainable future. Under the theme "What will a healthy life be in the future?", participants discussed health-related issues and approaches to the solution of those issues.

The Mitsui & Co. Environment Fund has supported 56 projects including a social development project based on the use of renewable energy in a community in West Java, Indonesia, and a sustainable development project focused on youth capacity building activities at the Ifugao rice terraces in the Philippines.


Mitsui also has been providing support to disaster-affected communities in Japan and overseas. In the fiscal year ended March 2019, we provided donations in relation to an earthquake in northern Osaka, a torrential rain disaster in Western Japan, an earthquake in eastern Iburi, Hokkaido, and an earthquake on Sulawesi Island, Indonesia.

 **P.66** Social Contribution Activities

Business Associates & Consumers

Mitsui conducts supplier on-site surveys each year under our Supply Chain CSR Policy. Any issues identified through site visits or exchanges of views are used to improve our business operations.

In the fiscal year ended March 2019, an on-site survey was carried out on a Chilean salmon farming, processing, and sales company, Salmones Multiexport S.A., and on a feed company.

 **P.117** Supplier On-Site surveys

A sustainability-focused procurement code, including specific standards for palm oil, has been formulated for the Olympic and Paralympic Games to be held in Tokyo in 2020. In connection with this, Mitsui representatives participated in a mission to Malaysia and Indonesia, organized by an oil and fat industry association, to verify progress on initiatives related to the Roundtable on Sustainable Palm Oil, of which Mitsui is a member, and activities under the Malaysia Sustainable Palm Oil (MSPO) and Indonesia Sustainable Palm Oil (ISPO) systems.

NPOs & NGOs

In order to contribute to finding solutions for intricately interrelated environmental and societal problems, we place great importance on dialogue and collaboration with NPOs and NGOs, which possess highly specialized knowledge and experience. Similarly, in our business activities, we also draw on dialogue with local NPOs and NGOs to identify various environmental and societal issues and take on the challenge of creating solutions to these issues. By doing so, we are contributing to the realization of a sustainable society based on harmony between the economy and the environment. An example of this process is our integrated approach to forest conservation in Cambodia. In cooperation with local NPOs and NGOs, we are working to prevent illegal logging of tropical rainforests, and also helping local communities to build sustainable livelihoods that do not rely on logging.

 **P.56** Biodiversity Conservation Activities in Cooperation with NGOs

Employees

We create various opportunities for dialogue with employees with the aim of creating an environment in which individual employees can enjoy motivating work and continue to achieve growth together with the company. In the fiscal year ended March 2019, after consultation with the union, we partially amended our human resource management system to allow talented young employees to achieve early promotion and to be appointed to higher positions. We also amended the labor-management agreement pursuant to Article 36 of the Labor Standards Act to reflect changes to the Labor Standards Act effective from April 2019. Mitsui actively provides forums for exchange of views between employees and senior management and organization heads concerning management strategies, human resource development, and other matters. In the fiscal year ended March 2019, there were a total of 16 such dialogues.

In addition to face-to-face dialogues, we also implemented the Mitsui Engagement Survey in November 2018. The aim of this comprehensive survey, which covered employees in the Head Office and branches and offices in Japan, employees working overseas, and regionally hired employees, was to gather data about the attitudes of individual employees and motivational working environments. The feedback from the survey has been shared with the relevant organizations and regions for use in measures and improvement activities that reflect actual workplace conditions.

 **P.90** Joint Efforts with Labor Unions

 **P.88** Mitsui Engagement Survey

In November 2018, Mitsui formulated and published the “Mitsui & Co. Group Conduct Guidelines—With Integrity” as part of our efforts to build an integrity-based organization at the global group level. We also conducted various training activities and programs throughout the year, including Compliance Review Month, and a compliance awareness survey to assess the compliance awareness among officers and employees.

 **P.107** Compliance Program

Shareholders & Investors

Recently, there has been growing interest in the United Nations Sustainable Development Goals (SDGs) and ESG investment. In this environment, we have believed it was important to clearly convey the sustainable nature of Mitsui's businesses and the potential for corporate value growth over the medium to long term through explanations of the business risks and opportunities we identified as well as the strategies and initiatives we were pursuing to address them. To this end, we have decided to turn our conventional annual report into an integrated report in the fiscal year ended March 2019. Moreover, as we did in the fiscal year ended March 2018, we held an Investor Day, and explained our company-wide medium- to long-term strategies. Our external directors attended a panel discussion, and explained strengthening corporate governance (such as enhancing the effectiveness of the Board of Directors), and exchanged opinions about what measures or information are required to implement or disclose, through more fine-tuned communication with the market and from ESG perspectives. Mitsui will continue to enhance its communications with investors through high-quality information disclosure that is both accurate and timely.

 Mitsui & Co. Investor Day

Government Agencies

Local governments transfer their employees temporarily to private sector companies as a way of training highly skilled people capable of adapting to economic and social changes and globalization. Mitsui has received a total of 157 trainees since its first participation in this program in April 1987. In the fiscal year ended March 2019, we received 11 trainees in the areas of machinery and infrastructure, chemicals, energy, and lifestyle industries.