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.

Local Communities

We contribute to sustainable growth and development of societies and economies through our wide-ranging business activities and society-centric contribution activities in countries and regions throughout the world. We also aim to achieve harmonious coexistence with local communities through contributions in such areas as local industry development, creation of employment opportunities, infrastructure development, enhancement of quality of life of local residents, and the improvement of educational environments.

- Our relief efforts in the disaster affected regions in which we conduct business
- Contribution to development of local communities through oversea funds and the Mitsui & Co. Environment Fund
- Educational activities to enhance the ability to solve problems through the Mitsui SASUGAKU Academy (Education for Sustainability)
- Global educational activities through programs such as scholarships and Mitsui-endowed lectures, and support for the Brazilian community in Japan

Business Associates & Consumers

We identify the needs and expectations of our business associates and consumers, supply safe and reliable products and services, disclose accurate corporate information, and take measures to address problems in supply chains.

- · Mitsui & Co. websites
- Corporate Brochure/Advertisements/ Corporate Video
- Recruitment pamphlets
- Integrated ReportSustainability Report
- Activities based on the Supply Chain CSR Policy
- Supplier questionnaire and on-site surveys
- Initiatives that align with our policies and rules on the handling of consumer products: "Consumer Product Handling Policy,""Consumer Product Handling Regulations"
- Receipt of feedback and inquiries

NPOs & NGOs

We identify solutions for environmental and societal issues by networking and collaboration with various NPOs and NGOs. Through the Mitsui & Co. Environment Fund, we provide support for research and initiatives by NPOs and NGOs that are working to solve environmental problems.

- Discussions and local visits for cooperation with NPOs/NGOs
- Participation in seminars hosted by NPOs and NGOs
- Responses to questionnaires from NPOs and NGOs
- Collaboration with NPOs and NGOs through the Mitsui & Co. Environment
 Fund

Coexistence with local communities Strengthening of each individual

Employees

In order to let diverse range of employees work energetically and exert their capabilities, we strive to carry out diversity management by enhancing work-place environment, developing various internal rules, providing human resources development programs, and placing right people in the right positions. We are committed to being an organization with integrity on a global group basis with each employee possessing a high level of awareness of compliance.

- Discussions with labor unions
- · Diversity Cafe
- Training programs and seminars
- Mitsui Engagement Survey
- Compliance Review Month
 Poundtable Meetings New
- Roundtable Meetings, New Active Talk Wednesday (dialogue between the
- management and employees, as well as among employees)
- In-house and external whistle-blowing channels
- Intranet/In-house newsletter of Mitsui & Co.

Shareholders & Investors

Meeting social needs

Mitsui & Co.

Timely and accurate disclosure of information

We strive for continuous improvement of our corporate value and appropriate market recognition by fulfilling transparency and accountability in management with timely and accurate disclosure of information, and by engaging in interactive communication with shareholders and investors.

- General meetings of shareholders
- IR meetings (presentations on financial results, Investor Day, briefings for individual investors)
- Separate engagement for IR and SR (departments in charge of exercising voting rights and responsible

investment)

- Securities Report
- Integrated Report
 Newsletter to Shareholders
- Newsletter to Sharehole
 Mitsui & Co. websites
- Surveys from ESG research organizations

Government Bodies

Contribution to nation building

Collaboration to resolve social issues

We are committed to complying with related laws and regulations formulated by government agencies and local governments in the countries and regions where we engage in business activities. Furthermore, through cooperation with governmental agencies and local governments, we propose and promote business projects that align with their policies and contribute to the development of nations and industries in a way that only Mitsui can.

- Participation in policy councils
- Participation in consultation and advisory meetings with government agencies and offices
- Support for human resource development through trainee-receiving programs for staff members of local governments
- Secondment to the World Bank
- Activities through business and industry groups

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



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.



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.