Work Style Reform Action Plan

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<tr>
<th>Name of company</th>
<th>Mitsui &amp; Co., Ltd.</th>
<th>Number of employees</th>
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<td>(1) More than 5,000</td>
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(1) Addressing the problem of long working hours (KPI)

- As the result of every employee pursuing higher productivity and efficiency through heightened concentration on their work, by the fiscal year ending March 2020 reduce to zero the number of employees working more than 620 hours of overtime per year (in terms of labor law).

(1) Correcting the problem of long working hours (Action Plan)

<Ongoing improvement activities aimed at realizing to the achievement of heightened concentration on their work (PDCA cycle)>

- Achieve both of the following goals based on the Employee Opinion Survey on Work Styles (hereinafter “Employee Opinion Survey”), which is held every year: (1) Development of company-wide policies (examples: annual paid leave on an hourly basis, mobile work, and the individual-based staggered working hour scheme), and (2) Improvement activities at each business units and divisions (workplace) (see diagram below).

Through the steady execution of two PDCA cycles, work as a united company on pursuing the realization of efficient and productive work styles that allow to the achievement of heightened concentration on their work.

In this way, aim to achieve a state in which no employee, irrespective of organizations or positions, works chronically long hours, and increase corporate competitiveness as a result.

<Sharing best practice to contribute to improved productivity and efficiency>

- In relation to (2) Improvement activities at each business units and divisions (business
frontlines), which are described above, aim to achieve synergistic effects beyond organizations by posting detailed examples of best practice (example: business streamlining achieved through utilization of digital transformation (“DT”)) on the intranet or in internal newsletters, etc.

<Broadening employees’ mindsets>
- With a thorough understanding of the true purpose of Mitsui & Co.’s Work Style Innovation as a “way to strengthen competitiveness”, implement measures for broadening employees’ mindsets and for urging employees to adopt a robust professional attitude in one’s own work so that they are able to work autonomously through heightened concentration on their work

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(2) Encouraging employees to take paid annual leave (KPI)
- As the result of every employee pursuing higher productivity and efficiency through heightened concentration on their work, by the fiscal year ending March 2020 increase to 70% the average paid leave usage ratio for annual leave (including taking leave in half-day and hourly units).

(2) Encouraging employees to take paid annual leave (Action Plan)
Work Style Reform Action Plan

<Ongoing improvement activities aimed at realizing to the achievement of heightened concentration on their work (PDCA cycle)>

- Similar to the previous item, implement kaizen activities based on the Employee Opinion Survey. Through the steady execution of two PDCA cycles, work as a united company on pursuing the realization of efficient and productive work styles that allow to the achievement of heightened concentration on their work. In this way, encourage employees to take paid annual leave and improve corporate competitiveness as a result.

Encouraging use of the planned leave system>

- Actively promote use of the planned leave system for annual paid leave through internal letters, etc. to provide employees with the opportunity to enhance their physical and mental health, spend time on self-realization, or enjoy free time.

Regularly disclosing leave usage rates (including taking hourly-leave)>

- Regularly calculate the annual paid leave usage rate, not just on a company-wide basis, but also for (1) Organizations (business units and divisions) and (2) Job roles, grades and qualifications, and disclose this data internally. In this way, aim to reduce the gap in usage rates between different organizations, job roles, grades and qualifications.

- The average annual leave acquisition rates for the past few years are as follows.

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<th>FY2014</th>
<th>FY2015</th>
<th>FY2016</th>
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<tr>
<td>2014</td>
<td>58.3%</td>
<td>61.5%</td>
<td>66.5%</td>
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Broadening employees’ mindsets>

With a thorough understanding of the true purpose of Mitsui’s Work Style Innovation as a “way to strengthen competitiveness”, implement measures for broadening employees’ mindsets and for urging employees to adopt a robust professional attitude in one’s own work so that they are able to work autonomously through heightened concentration on their work.
(3) Promoting flexible ways of working (KPI)

- By the fiscal year ending March 2020, increase the percentage of employees replying positively to questions in internal surveys asking if they have realized to the achievement of heightened concentration on their work in their work to at least 80% of all employees.
- By the fiscal year ending March 2020, increase the percentage of employees replying positively to questions in internal surveys asking if they feel “motivated in their work”, “personal growth”, and “satisfaction with their choice of company” to at least 75% of all employees.
(3) Promoting flexible ways of working (Action Plan)

<Ongoing kaizen activities aimed at realizing to the achievement of heightened concentration on their work (PDCA cycle)>

- Similar to the previous items, implement kaizen activities based on the Employee Opinion Survey. Through the steady execution of two PDCA cycles, work as a united company on pursuing the realization of highly efficient and productive work styles that allow to the achievement of heightened concentration on their work. Specifically, achieve the above goals by encouraging the use of measures that allow flexible working hours, such as annual paid leave on an hourly basis, mobile work, and individual-based staggered working hours ("the Introduced Measures"), and increase corporate competitiveness as a result.

<Internal sharing of best practice>

- Make good use of the Introduced Measures, and communicate and share widely, both at the company and elsewhere, examples from departments/employees who have realized efficient and productive work styles that allow to the achievement of heightened concentration on their work. In this way, encourage further effective use by departments and employees.

<Further improving the IT literacy of all employees>

- Carry out ongoing training on use of the company’s IT tools, so that employees can select and use the most appropriate tools for their work, depending on the place, time and details of the work. Aim to increase the overall level of IT literacy, which is essential for using the Introduced Measures.

<Building an office environment that allows new ways of working>

- Develop an office environment based on a philosophy of Activity Based Working, and build an environment that allows new ways of working without being constrained by stereotypes, but rather in ways that utilize DT and other innovative means. Realize this environment at the new Head Office building.

Broadening employees’ mindsets>

- With a thorough understanding of the true purpose of Mitsui’s Work Style Innovation as a "way
to strengthen competitiveness”, implement measures for broadening employees’ mindsets and for urging employees to adopt a robust professional attitude in one’s own work so that they are able to autonomously work through heightened concentration on their work