



Contents	Corporate Information	Message from Our CEO	CSR at Mitsui & Co.	Five Material Issues in the CSR Field	Evaluation by Society	Independent Practitioner's Assurance Report
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Corporate Governance & Human Resource Development

Strategic Focus

Realizing diversity management by building an environment in which individual employees can fully display their abilities

Mitsui aims to boost the competitiveness of the company by realizing diversity management in which employees with diverse backgrounds, including such factors as nationality, gender, and sense of values, tolerate and stimulate one another, thereby generating new values in business and creating innovations.

In order to realize such diversity management, we are implementing "work style innovations" by reviewing conventional patterns of work from the perspectives of efficiency and productivity and introducing reforms as necessary.

In the fiscal year ended March 2016, we conducted an employee opinion survey on work styles targeting employees in Japan. The survey, which we plan to conduct on an annual basis, serves as the starting point for implementing the plan-do-check-act (PDCA) cycle aimed at improving work styles in each workplace.

As a new measure starting in the fiscal year ending March 2017, we introduced a "mobile work scheme" enabling employees to work at home outside working hours. We also introduced measures enabling employees to take annual paid leave, nursing care for child and family leave in units of one hour.

We plan to introduce various other measures in the future as well and build a workplace environment that, through the realization of varied work patterns with high levels of efficiency and productivity, enables employees to engage in their jobs with greater motivation and dedication and thus strengthens the competitiveness of the company as a whole.

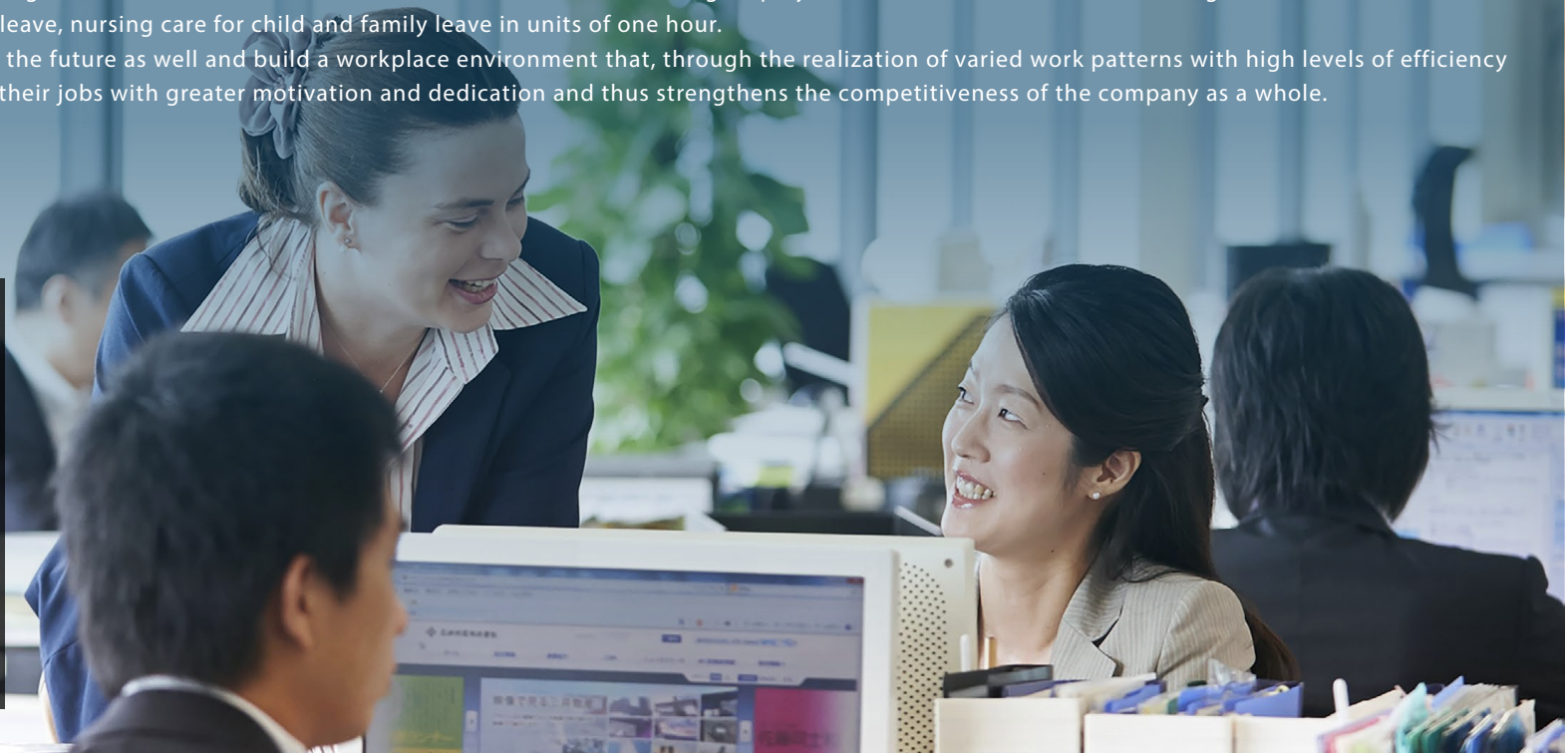
From Mitsui Employee Opinion Survey on Work Styles 2015

Ratio of employees feeling motivation in their work

70.6%

Ratio of employees feeling personal growth through work

75.2%





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Mitsui & Co.'s Approach

In order to maintain our status as a company trusted by society, we will work to maintain effective governance, ensure fair business practices, and prevent corruption. We will review working styles from the perspectives of productivity and efficiency, while creating an environment in which diverse human resources can exert their capabilities to the full. In this way, we will enhance our corporate competitiveness. Moreover, to further demonstrate our integrated strengths and our ability to connect at an even greater magnitude, we will develop people that will assume global-group managerial positions, equipped with the capacity to create useful and meaningful business for local communities, to strengthen the driving force of Mitsui & Co.

Activities for FY Ended March 2016

Business Area > ● Metal ● Machinery & Infrastructure ● Chemicals ● Energy ● Lifestyle ● Innovation & Corporate Development ● Corporate & Others

Theme	Business Activities
Corporate Governance & Internal Controls	<ul style="list-style-type: none"> ● Implementation of highly transparent disclosure of information and disciplined employee conduct related to internal controls ● Implementation of the assessment of effectiveness of the Board of Directors, in response to the adoption of the Corporate Governance Code ● In communicating with investors, extensive explanation of the issues such as progress on the Medium-term Management Plan announced in May 2014, changes in the business environment (mainly regarding prices of natural resources and their impact), and the managing strategy of the new president ● Grand prize runner-up in Nikkei Annual Report Awards 2015 (Annual Report 2015)
Reinforcement of Sustainability Governance	<ul style="list-style-type: none"> ● Improvement of traceability of food and food products, utilizing a food safety management database ● Execution of Food Sanitation Management Committee meetings and Food Safety seminars (committee meeting: 12 times; seminar: 11 times) ● Implementation of the e-learning course "CSR at Mitsui & Co." (for 8,806 officers and employees in Japan and overseas, taken by 92.8% of the targeted people) ● Implementation of CSR seminars for officers and employees in overseas offices (3 regional BUs, 4 offices directly overseen) ● Implementation of an internal survey on the penetration level of the UN Global Compact principles ● Based on the Specially Designated Business Management System, promoting the business with potential-risk analysis related to the environment, society, and governance, and implementation of measures to increase the internal penetration level of the Specially Designated Business Management System and the level of understanding at the business frontlines

Theme	Business Activities
Reinforcement of Sustainability Governance	<ul style="list-style-type: none"> ● Increase in the applicability of expert advice on environmental and social risk management issues through the work of the Environmental & Societal Advisory Committee ● Implementation of seminars on environment and social due diligence, relevant to business activities, for officers and employees (approx. 200 participants in 3 seminars for business units; approx. 300 participants in 15 seminars in overseas locations)
Compliance & Risk Management	<ul style="list-style-type: none"> ● Collection of commitment to comply with the Business Conduct Guidelines for Employees and Officers and the Standards for Discipline of the Employment Regulations from all the applicable employees and officers ● Provision of e-learning opportunities about compliance for those who have not taken the same before ● Implementation of the Compliance Review Week, in which we held seminars and opportunities to share information and exchange opinions ● Implementation of the Compliance Awareness Survey (for domestic employees and officers). Formulation and implementation of compliance activities based on the results of the Survey ● Formulation of the plans for compliance activities for FY 2017/03 ended based on the review of FY 2016/03 ended activities undertaken by the Compliance Committee (once a year) ● Promotion of compliance activities in affiliate companies in accordance with those of Mitsui & Co., Ltd. ● Visits to key affiliate companies to provide advice on development and operation of compliance activities (8 companies) ● Conveyance of alerting messages about compliance (via intranet, meetings, etc.). Sharing information about actual disciplinary cases through reporting lines



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Activities for FY Ended March 2016

Business Area > ● Metal ● Machinery & Infrastructure ● Chemicals ● Energy ● Lifestyle ● Innovation & Corporate Development ● Corporate & Others

Theme	Business Activities
Compliance & Risk Management	<ul style="list-style-type: none"> ● Reinforcement and development of the risk management framework by carrying out drills arranged by the Emergency Response Headquarters pursuant to the Rules on Safety Measures
Human Resources to Translate into Assets	<ul style="list-style-type: none"> ● Continued strenuous efforts for hiring of global human resources of new graduates, mid-career hires, global staff, PhD-level personnel, etc., and rolling out advertisements for recruitment, with the aim of securing a diverse range of human resources
Human Resource Development	<ul style="list-style-type: none"> ● Review of the Overseas Dispatch Program for young employees, aiming for strengthening of global human resources development ● Streamlining and value enhancement of human resources development programs toward the creation of time for business offensives that realize new business ● Inculcation of the mindset for developing human resources based on understanding of individuality through interviews and dialogue with individuals, paying great respect to their diversity ● Optimization of our human resources portfolio toward full mobilization of all employees through implementation of fine-tuned human resources management ● Review of and improvements in the personnel system, which reflect the needs of the business frontlines ● Personnel deployment and resuming employment of administrative staff aimed at revitalization of the function of offices and branches in Japan ● Promotion of various revitalization measures such as training programs targeting senior human resources.
Promoting Diversity Management	<ul style="list-style-type: none"> ● Implementation of initiatives for enabling our diverse human resources to take more active roles <ul style="list-style-type: none"> • Implementation of "work style innovations" based on the results of an employee opinion survey on working styles (Tokyo Head Office and domestic offices and branches) • Implementation of Female Business Staff Training (at Tokyo Head Office) to support female employees to take more active roles (36 participants in 2 seminars)

Theme	Business Activities
Promoting Diversity Management	<ul style="list-style-type: none"> • Discussion meeting with non-Japanese employees at Head Office to support them to take more active roles (1 meeting with 10 participants) • Recognition as a Nadeshiko Brand company for two consecutive years, by the Japanese Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange ● Promotion of employment of disabled people <ul style="list-style-type: none"> • Continued employment of disabled people, including new hires, which resulted in keeping the employment rate of persons with disabilities (2.53%) above the statutory employment rate. • Development of the working environment for disabled employees by installing automatic doors at a special-purpose subsidiary established for the employment of people with disabilities • Seminar on employment of people with disabilities (Tokyo Head Office and domestic affiliates), (1 seminar with participation of 31 companies) • Mitsui & Co. group joint recruitment interview (Tokyo Head Office and domestic affiliates), (1 seminar with participation of 4 companies)
Occupational Safety and Health Initiatives	<ul style="list-style-type: none"> ● Unification of reporting routes concerning emergency response to the occurrence of safety-related incidents ● Promotion of measures to cope with the situation in which our Headquarters are temporarily located in two different offices <ul style="list-style-type: none"> • Operation of BCP (business continuity planning) by using the permanent BCP room and improvements to issues through drills arranged by the Emergency Response Headquarters • Implementation of security measures and workplace patrols, and provision of various office services aimed at realization of a safe, comfortable working environment ● Commencement of individual healthcare counseling toward the accomplishment of Health Management; promotion of employee medical checkups (achievement rate: 100%) with reinforced collaboration with Mitsui Health Insurance Society Health Management



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Corporate Governance & Internal Controls



Policy

Corporate Governance Approach

We are making efforts to enhance our corporate governance framework and develop and improve our internal controls on a global group basis, to make Mitsui & Co. a company that is trusted by society.

We recognize that ensuring thorough compliance with respect to internal controls is a particularly important issue.

System

Corporate Governance and Internal Control: Systems and Implementation

Corporate governance framework

Mitsui & Co. has chosen to base its corporate governance framework on a corporate auditor system, headed by the audit & supervisory board. To achieve effective corporate governance for shareholders and other stakeholders, the Company has established the following governing bodies:

1. The Board of Directors is Mitsui & Co.'s ultimate decision-making body for business execution and oversight. To ensure that those functions are fulfilled, Mitsui appoints no more than the number of directors necessary to enable effective deliberations, and conducts annual assessment of the Board in order to validate its effectiveness, whose summary of the result is disclosed. Mitsui has also established the Governance Committee, Nomination Committee, and Remuneration Committee as advisory bodies to the Board of Directors, with external directors and external audit & supervisory board members serving as members of these committees.
2. The audit & supervisory board members audits the execution of the duties of the Board of Directors as an independent body and reports to shareholders. In pursuit of this objective, the audit & supervisory board members carry out multifaceted, effective auditing activities, such as attending important internal meetings and auditing various types of reports, and develop necessary measures in a timely manner.

To ensure transparency and accountability, key requirements of corporate governance, Mitsui is endeavoring to strengthen management oversight and supervision, taking into account the perspectives of external directors and external audit & supervisory board members. At the same time, the Company is developing its internal control framework with respect to information disclosure, and, based on the general rules of fair disclosure, executives and employees are responsible for ensuring accountability. Furthermore, to separate the functions of business execution and oversight, Mitsui has broadly transferred the authority for business execution to the Company's executive officers, with the Board of Directors responsible for overseeing the execution of business by the executive officers. The chief operating officers of the Company's 15 Headquarters business units and 3 overseas regional business units also serve

concurrently as executive officers, supporting a dynamic approach to business execution across the consolidated group.

At the time of the General Meeting of Shareholders in June 2016, there were 14 directors, five of whom were external directors.

We have five audit & supervisory board members, two full-time and three external, and we have established an audit & supervisory board member Div. as a framework to provide added support to the audit & supervisory board members in the execution of their duties. Audit & supervisory board members attend the meetings of the Board of Directors and other important in-house meetings, overseeing procedures and resolutions, and visit offices in and outside Japan and important subsidiaries and associated companies.

Business execution and internal control system

In the fiscal year ended March 31, 2012, we adopted the so-called "J-SOX" standards defined in Japan's Financial Instruments and Exchange Act as the basis for the evaluation of our internal control systems. We are determined to maintain highly effective internal control systems that are compliant with the new global standards and in keeping with the values of Mitsui & Co., and to ensure that all employees, including those working for subsidiaries and affiliated companies, are fully aware of and comply consistently with the basic principle that without compliance there will be no work and no company.

At the core of our internal control system, the Internal Control Committee, chaired by the president, establishes basic internal control policy and carries out company-wide internal control evaluations and improvements. The Compliance Committee, Disclosure Committee, and J-SOX Committee all operate under the Internal Control Committee.

Furthermore, to respond to the increasingly diverse kinds of risks associated with our business, we have established the Portfolio Management Committee, which monitors the Company's entire portfolio, makes proposals on the Company's overall portfolio strategy, and conducts individual discussions on important projects. In addition, we have formed the Crisis Response Headquarters, an ad-hoc body reporting directly to the president, which exercises swift, precise decision making when there is a need for a swift response, and the CSR Promotion Committee, which met a total of two times during the fiscal year ended March 31, 2015, and promotes company-wide CSR management, builds our internal CSR-related systems, and works to heighten the awareness of CSR among employees, the Power and Energy Strategy Committee, which carries out medium- and long-term macro analysis of the environment, electricity, and energy segments and discusses strategic approach in those segments, and the Business Innovation Committee, which promotes initiatives for next-generation innovation business. Moreover, we have formed the Information Strategy Committee, which formulates policies related to company-wide information and IT strategies and prepares major policies related to promoting the enhancement of the management platform and information strategy and monitors the implementation of those policies, and the Diversity Promotion Committee, which analyzes and addresses current issues to realize a full mobilization of our diverse workforce.



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Current status of the internal auditing structure

The Internal Auditing Div., which reports directly to the president and has a staff of about 60, conducts regular audits, including audits of subsidiaries inside and outside Japan. Internal auditors make independent and objective evaluations of such areas as management and operational effectiveness, compliance, and the reliability of financial reporting. The audit results are reported to the president, and follow-up reports from the audited department are requested on items where improvement is deemed necessary.

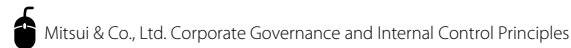
Furthermore, we have established an internal auditing section in each business unit. Each department and branch carries out self-auditing on their own initiative, and combined with Internal Auditing Div. audits, this contributes to further improving the effectiveness of our internal controls.

Initiatives to enhance corporate governance over the last fiscal year

As we have terminated our registration with the US Securities and Exchange Commission (SEC), the current fiscal year is the fifth year that we have adopted the J-SOX standards as the basis for the evaluation of our internal control systems. As with last year, we took great care to maintain the same high level of transparency, information disclosure and internal control discipline as under the US standards. According to our compliance to the Corporate Governance Code from June, 2015, we are continuing to provide direct briefings to shareholders and others concerning our corporate governance systems.

Corporate Governance and Internal Control Principles

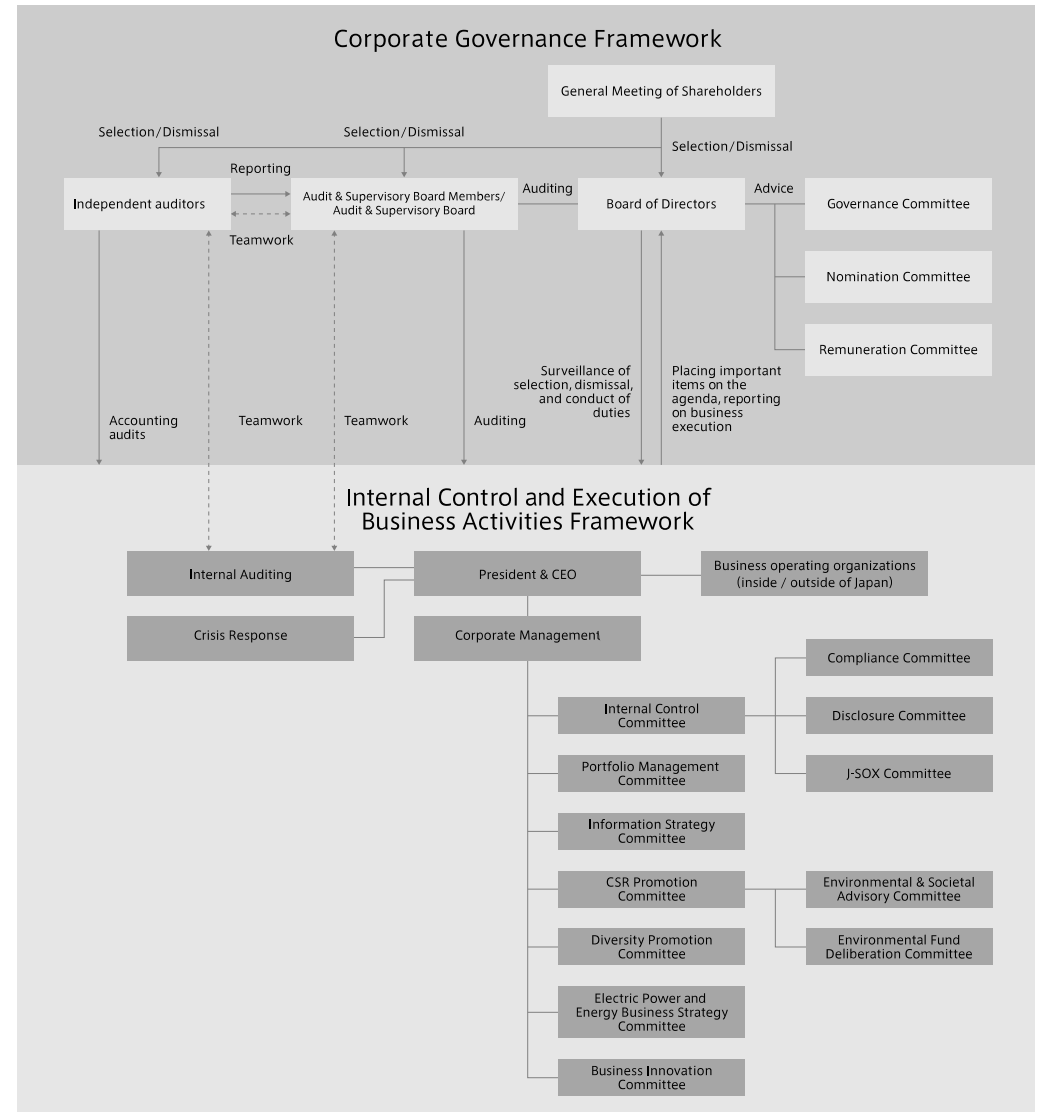
Mitsui & Co., Ltd. has enacted the following "Corporate Governance and Internal Control Principles" in April 2006 (Revised: November 2015)



Risk Management

The Chief Operating Officers of business units and regional business units manage risks arising from the operation of Mitsui's businesses within their authorization delegated from the management. When a business unit or a regional business unit takes risks greater than the scope of authority granted to the Chief Operating Officers, it is necessary to obtain approval of the Corporate Management Committee or a Representative Director in charge, or a Senior Management Officer in charge in accordance with the standards of the internal approval system. In business fields considered typically to have higher levels of risks, including environment-related business and business with a high public profile, a particularly careful investigation is carried out through the Specially Designated Business Management System.

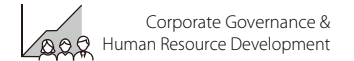
Construction and maintenance of the risk management systems and response to significant risks on a companywide level are handled by such organizations as the Portfolio Management Committee, the Internal Control Committee, the CSR Promotion Committee and the Crisis Management Headquarters. The corporate staff divisions are responsible in their respective fields for surveillance of the risk position of the Company as a whole, risk control within the prescribed range of their authority, and assistance of the relevant Representative Directors and Managing Officers.





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Reinforcement of Sustainability Governance



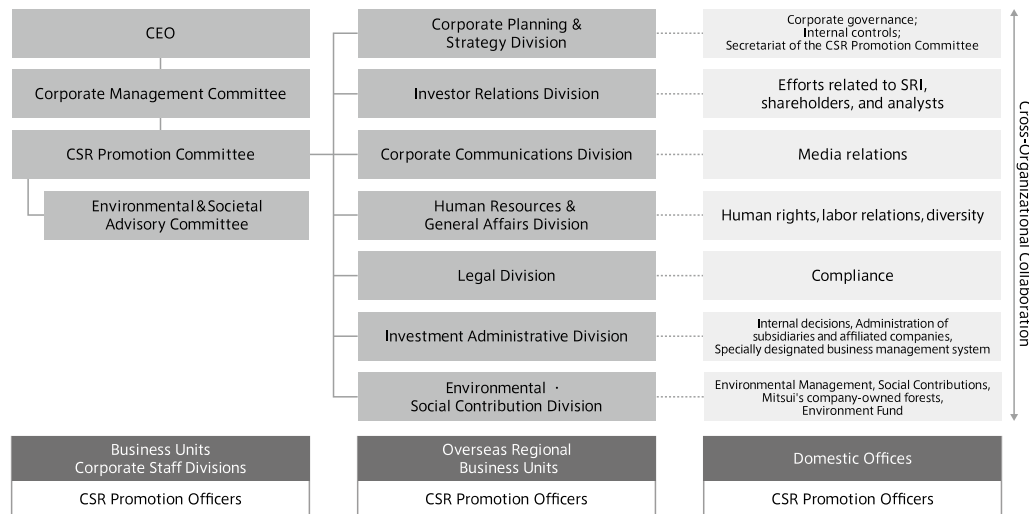
System: Developing the CSR Promotion Framework

In 2004, Mitsui formed the CSR Promotion Committee as an organization under the Corporate Management Committee to develop Mitsui's internal framework with respect to CSR, and to work to raise CSR awareness among employees. Mitsui also promotes CSR-related activities based on cross-organizational collaboration to meet the needs and expectations of society in relation to companies' social values and initiatives.

As a measure to facilitate planning and promotion of CSR activities, such as practicing CSR management and raising CSR awareness in the organization, together with the staff in the workplaces of each unit, we appoint CSR Promotion Officers in each of the corporate staff divisions, business units, overseas regional business units, and domestic offices, and are building our internal CSR network.

In the fiscal year ended March 31, 2016, CSR Promotion Officers meetings continued to be held quarterly, where we shared various information on CSR issues such as policies relating to CSR initiatives formulated by the CSR Promotion Committee, supplier survey results, and initiatives relating to supply chain management, and also deliberated on issues such as our CSR Material Issues, conducting case studies based on our actual business operations. In addition, external instructors were invited to lead a workshop on business and human rights under the theme of "human rights due diligence" at a meeting of CSR Promotion Officers.

Moreover, Mitsui CSR Promotion Officers in business units and corporate divisions took the initiative in organizing various CSR awareness-raising programs, such as in-house CSR seminars and lectures by people from partner companies and external experts, to inspire employees to consider CSR issues in their day-to-day business.



System: CSR Promotion Committee

The CSR Promotion Committee submits proposals to the Corporate Management Committee regarding CSR-related management policies and business activities, inculcates the importance of CSR management throughout the Company, makes recommendations with respect to "Specially Designated Businesses", and conducts other related activities.

The committee's chairman is the executive officer in charge of corporate staff divisions (overseeing the Corporate Planning & Strategy Division), and its deputy chairman is the executive officer in charge of corporate staff divisions (overseeing the Human Resources & General Affairs Division and the Legal Division). The general managers of each corporate staff division - the Corporate Planning & Strategy Division (secretariat), the Investor Relations Division, the Corporate Communications Division, the Human Resources & General Affairs Division, the Legal Division, the Investment Administrative Division, and the Environmental - Social Contribution Division - serve as committee members. The committee has the following duties:

1. Develop fundamental policies on the management of the Company's CSR and fundamental plans for activities promoting CSR
2. Configure and establish an internal corporate structure for the management of the Company's CSR
3. Determine the key issues to focus on each year for activities to promote the CSR measures of the Company and ensure progress on these
4. Respond to issues related to CSR, both within and outside the Company
5. Decide whether to support individual proposals qualified as Specially Designated Businesses, and determine necessary precautions for projects that will be supported
6. Approve important matters pertaining to the Mitsui & Co. Environment Fund
7. Decide and report whether to support an exceptional acquisition of forests or the disposal of company-owned forests, which is out of the scope of "Rules on the Management of company owned forests"

Furthermore, the Environmental & Societal Advisory Committee has been established under the CSR Promotion Committee. Committee members are selected from among outside individuals who are familiar with technology and social trends in a broad range of fields — including environmental policy, human rights and other matters — attorneys, and other knowledgeable individuals.

CSR Promotion Committee Meetings in the Fiscal Year Ended March 2016

Meeting 1 (May 29, 2015)

Reports were made on ESG investment surveys, Mitsui & Co. Environment Fund programs regarding officers and employees participation programs, and other points.

Meeting 2 (December 4, 2015)

Reports were made on the progress made in CSR promotion activities in the fiscal year ended March 2016, preparations for the ISO revision for the next fiscal year, continuous *kaizen* initiatives on environmental and social risk management, and other matters.

Meeting 3 (March 3, 2016)

Report were made on the results of CSR promotion activities in the fiscal year ended March 2016 and the action policy for the fiscal year ending March 2017. There were also deliberations on the results of The Mitsui & Co. Environment Fund programs for the fiscal year ended March 2016, and policies for the fiscal year ending March 2017.



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System

CSR-Related Risk Management

Business opportunities and the risks associated with doing business have increased and are becoming more diverse due to economic globalization, progress in information technology, and the increasing awareness of CSR. Based on this understanding, Mitsui recognizes the necessity of comprehensively managing risk from both quantitative and qualitative perspectives, by responding appropriately to changes in social conditions and business models. With this awareness, we have designated the business domains listed in the table below, which have high qualitative risks, including risks related to the natural environment, society, and governance, as specially designated business, and we have been endeavoring to develop such businesses with due caution under our Specially Designated Business Management System. Specifically, when beginning new projects, we conduct internal assessments and, wherever necessary, approach the CSR Promotion Committee as well as the Environmental & Societal Advisory Committee for advice as to whether or not to proceed with the proposed projects and for recommendation on how improvements can be made. Ultimately, the final decisions on whether or not to proceed with any given project are made by representative directors after respective proposal documents have been circulated to the relevant departments. The members of the Environmental & Societal Advisory Committee are selected from among outside individuals who are familiar with technology and social trends in a broad range of fields — including global warming, environmental restoration, and environmental policy related to water, energy, human rights and other matters — attorneys, and other knowledgeable individuals.

In the fiscal year ended March 31, 2016, 15 projects were individually assessed under the Specially Designated Business Management System. By business domain, 1 of these projects was environment-related business, 2 were the medical/healthcare/bioethics-related business, 11 were the businesses receiving subsidies, and 1 was the businesses with a high public profile and/or a potentiality of extraordinary reputation risk.

In this fiscal year, we continue to conduct a more comprehensive and well balanced management of risks on specially designated business at the earlier stage of business development process with support from those units.

Furthermore, we have established the Rules on ODA Business Management for promoting ODA business, which has a high public profile and, therefore, requires operation processes that are highly transparent.

Under this system, as necessary, Mitsui's ODA Projects Evaluation Committee considers these projects and engages in appropriate risk management practices.

Business Domains Subject to Specially Designated Business Management System

Business Domain		Key Points for Screening
		Applicable to All Four Business Domains <ul style="list-style-type: none"> Significance and social value of the business itself Significance of Mitsui engaging in respective business
1	Environment-related business All businesses that have serious influences on the environment Examples: coal fired power plant business, offshore oil field business, etc.	<ul style="list-style-type: none"> Contribution of such business to the environment and society Measures to mitigate environmental impact (incl. Climate change, Biodiversity loss, Water risk), and safety assurance For development business, appropriate consideration and understanding of human rights belonged to local residents and other related parties Compliance with environmental laws, regulations and guidelines, etc.
2	Medical/healthcare/bioethics-related business Businesses related to the medical and healthcare fields, businesses related to the development of technologies involved in genetic analysis, genetic recombination, and related areas, and businesses related to products that use such technologies. Examples: Business with a high public profile in the medical and healthcare fields (a dialysis, pharmaceutical drug manufacturing business), development of new drugs using genetic analysis technology, etc.	<ul style="list-style-type: none"> Ethical screening based on guidelines of three Japanese ministries (Ethical Guidelines for Human Genome and Genetic Sequencing Research: MEXT, MHLW, METI) Approval by the ethics committee of the research institute, acquisition of informed consent, checking of processes, etc.
3	Businesses receiving subsidies Example: Businesses that are eligible for direct or indirect subsidies from the Japanese government or other governments	<ul style="list-style-type: none"> Evaluation in light of Mitsui's management philosophy (MVV) Social impact and ensuring accountability and process transparency Determination of interests of stakeholders, and resultant considerations and responses Responsibility and capability over the medium-to-long term acting as the operator of a business with a high public profile
4	Businesses with a high public profile and/or a potentiality of extraordinary reputation risk Businesses which have high-risk cases that may be in conflict with public order and morality, Mitsui's management philosophy, or other CSR-related matters. Examples: business with sensitive personal information, social infrastructure businesses, etc.	<ul style="list-style-type: none"> Evaluation in light of Mitsui's management philosophy (MVV) Social impact and ensuring accountability and process transparency Determination of interests of stakeholders, and resultant considerations and responses Responsibility and capability over the medium-to-long term acting as the operator of a business with a high public profile



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Compliance & Risk Management



Policy Compliance Approach

Our sound reputation is the foundation of our business. As such, we recognize that it is only through compliance that we can maintain that reputation and gain even more trust from our customers.

To that end, we are working to heighten awareness among all management and staff of the importance of upholding high ethical standards and are accordingly striving to build a global compliance framework that advances best business practices.

Policy System Building a Better Compliance Framework

Business Conduct Guidelines for Employees and Officers

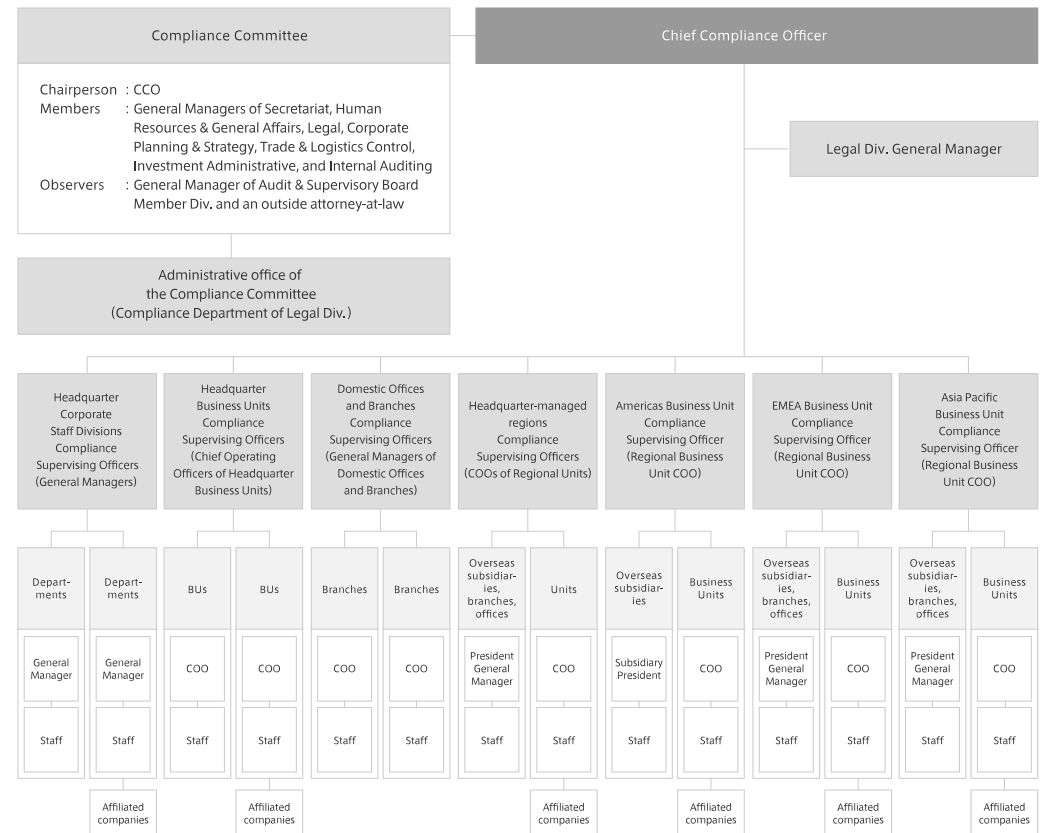
The "Business Conduct Guidelines for Employees and Officers of Mitsui & Co., Ltd." specify how every Mitsui employee should act in his or her daily activities, from the perspective of compliance with laws, internal regulations, and corporate ethics. The Business Conduct Guidelines help us fulfill our corporate social responsibility (CSR) and win the trust of our stakeholders. They have been revised from time to time since their enactment in February 2001, to reflect changes in the law and best practices.

Our aim is to ensure that all Mitsui employees develop a broad awareness of the Business Conduct Guidelines through training and e-learning opportunities, and to see that all employees have pledged to comply with them. We have also introduced bespoke business conduct guidelines for each of our Group companies, which are based on the Business Conduct Guidelines but tailored to the specific business structures of those companies. In addition, we have put in place the Business Conduct Guidelines in each of our overseas offices, reflecting the local laws, regulations, and customs of the countries in each region.

Business Conduct Guidelines for Employees and Officers

1. Compliance with the Law and Respect for Human Rights
2. Office Environment and Sexual Harassment
3. Compliance with Antitrust Law
4. Conflicts of Interest between Employees and the Company
5. Gifts and Favors
6. Treatment of Company Information
7. Compliance with Procedures for Export and Import and Other Applicable Laws
8. Company Fund and Financial Reporting
9. Political Donations and Other Contributions
10. Social Contributions
11. Protection of the Environment
12. Action against Corporate Racketeering and Industrial Espionage
13. Reporting and Sanctions

The Business Conduct Guidelines booklet also covers management philosophy, report submission and consultation with others, the compliance program, the UN Global Compact, basic CSR policy, environmental policy, and social contribution policy.





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The Compliance Program

The Compliance Department of the Mitsui Legal Division leads compliance efforts on a global and Group-wide basis under the direction and supervision of the Chief Compliance Officer (CCO) and with the support of the Compliance Supervising Officers appointed in each of Mitsui's domestic and overseas business units, in Mitsui branches and offices, and in other such entities. The objectives of these efforts are to: (i) heighten awareness of compliance issues, (ii) strengthen and improve compliance programs and systems within Mitsui, and (iii) respond to specific compliance issues that arise. In addition, a Compliance Committee has been established as a forum for discussions relating to the promotion of compliance with laws and ethical standards across the Group as a whole. With the participation of external attorneys, the Compliance Committee discusses various issues that have arisen in the wider Group, and discussion outcomes are made available on the company intranet.

Specific measures carried out with compliance in mind include conducting thoroughgoing supervision at the working level, preventing corruption through management of business entertainment for public officials and appointment of agents, strengthening systems to comply with applicable competition laws, strengthening business process controls, and promoting the rotation and movement of personnel. Such initiatives are implemented on an ongoing basis, and with the aim of preventing misconduct.

Facilitating Communication and Improving the Internal Whistleblowing System

We believe that the compliance function essentially calls for us to prevent compliance-related incidents from arising by maintaining an open working environment that is facilitated by transparent and open communication within the Mitsui community, and which reflects our management philosophy and values. Accordingly, we require that employees who have concerns about possible misconduct promptly raise those concerns with their supervisors or other managers, and duly seek their guidance, in an appropriate and timely manner.

Mitsui offers eight channels for raising compliance concerns, including internal reporting lines and reporting routes involving external attorneys or third-party hotline service providers that promise anonymity. Mitsui has published Whistleblowing System Regulations clearly stipulating that no employee will suffer any form of retaliation or prejudice for raising any compliance concern. Furthermore, we have made it possible for Group companies in Japan to refer compliance reporting to Mitsui's designated external attorneys and third-party hotline service providers as their own external reporting channels, and we are enhancing our system to allow employees of Group companies to raise concerns without fear of retaliation through providing guidance to Group companies on how to set up and manage internal whistleblowing channels.

Overseas, our regional Compliance Supervising Officers are chiefly responsible for overseeing the implementation of reporting channels that make it possible for employees in overseas offices and affiliated Group companies in each region to report and seek guidance on compliance concerns in line with local laws and customs.

Effective Education and Training

Mitsui & Co. provides employees with a wide range of compliance training programs to promote a high degree of awareness of business ethics throughout Mitsui and to ensure that all employees have the necessary skills and information available to them to ensure that work practices remain in compliance.

In the fiscal year ended March 31, 2016, we provided such training for employees at all levels, including new employees, line managers, operations staff, and administrative staff, as well as for Mitsui employees moving overseas or being seconded to Group companies. Mitsui also provides an extensive program of compliance training for executives and employees of Group companies. In November 2015, we conducted the "Compliance Review Week", in which we held a seminar about compliance issues that everyone may come across, in addition to sharing information and exchanging opinions.

In addition, during the fiscal year ended March 31, 2016, we provided lessons involving the Compliance Handbook for Mitsui employees which explains the contents of the "Business Conduct Guidelines for Employees and Officers of Mitsui & Co., Ltd.", and also conducted online testing to ensure that employees in Japan who had not taken the testing last year understood the Handbook content. Through such activities, we are working to ensure that all management and employees have adequate knowledge related to compliance that they need to conduct of day-to-day business activities.

We also provide overseas operations and Group companies specifically-tailored compliance training that takes into account particularities of the regions in which they are located.

Compliance Awareness Survey

In order to understand and monitor the level of compliance awareness among executives and employees, we have conducted Compliance Awareness Surveys as appropriate not only in Mitsui & Co., Ltd., but also in our overseas offices and major subsidiaries. We use the survey results to address issues and implement a variety of measures to promote further compliance awareness and to reduce compliance problems.

Other Initiatives

In addition to the previously mentioned initiatives, we also visit individual key subsidiaries and associated companies to ensure adherence to best compliance practices at the Group level. In so doing, we gain a better understanding of compliance issues facing each company, thereby enabling us to offer advice geared toward helping those companies design and implement compliance programs that can be run autonomously and independently.

Throughout the fiscal year ending March 31, 2017, we will continue initiatives that call for even better communication needed to support more effective and more fully-instilled compliance program design and implementation in order to further make compliance an integral part of daily Group-wide operations.



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System Protecting Personal Information and Information Risk Management

Protecting Personal Information

We appointed a Chief Privacy Officer (CPO) and established a CPO office to work for heightening awareness among all management and staff of the importance of personal information protection in accordance with our Personal Information Protection Guideline and Regulations on the Protection of Personal Information.

As we have a broad spectrum of involvement in diverse commodities and services, we handle a large amount of personal information, particularly in B-to-C (business to consumer) business fields. Accordingly, we take extreme care to ensure that all data is protected. From the perspective of accident prevention, in addition to our education and training system, we appoint Personal Information Management Officers in each division. The Officers regularly review the status of personal information management in the daily course of business and enhance it as needed.

Information Risk Management

Based on the understanding that the proper management of information, which is an important business resource, is indispensable to us, we established the Information Risk Management Subcommittee under the Information Strategy Committee, which the Chief Information Officer (CIO) chairs. In accordance with our Information Security Policy, we have strengthened our Rules on Information Management and our Rules on IT Security, and we maintain and enhance our Information Risk Management System.

Cyber Security

With the advancement of role of ICT in business, both our own and that of our affiliates, we established the Cybersecurity Department for dealing with cyber risks. It implements countermeasures and reviews preparedness in anticipation of possible cyber-attacks.





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Human Resources to Translate into Assets



Policy

Human Resources Approach

We regard our employees as one of our most important stakeholders. Our human resources are Mitsui's most important asset. We have developed a variety of human resources development programs with the aim of training highly creative people not only with business skills and know-how but also with essential qualities such as integrity, ambition, humility, gratitude, and diligence to contribute to a better society. We are also promoting diversity further, including expanding opportunities for female employees.

Our goal is to create an environment in which all employees are motivated to work with vitality and achieve growth as the company grows.

Policy

Basic Policy

Mitsui & Co., with its long history and traditions, has held the belief that human resources are its greatest asset and has always maintained its objective of training and developing human resources who can contribute to society. This is why it is often said that "Mitsui is people". To implement its management philosophy and to realize one of its mission statements, "We're building a better future for people and planet", Mitsui considers it most important to continue to raise the quality of individual personnel through human resource training and development activities.

Policy

Key Elements of Mitsui & Co's Human Resource System

Mitsui & Co. has long maintained its belief that "human resources are our greatest asset" (focusing on human resources) and embraced the values of "Human Resources", "Open-mindedness", and "Challenge and Innovation." Mitsui & Co.'s human resource system emphasizes such philosophy and values as it strives to be a company where employees are motivated to work with vitality. Mitsui positions its human resource system as a "means for fulfilling its corporate mission and realizing its management philosophy" and focuses on the following three key policies.

Three key policies of human resource system

1. Dissemination of Mitsui & Co's Management Philosophy Comprising Its Mission, Vision and Values (MVV)

Through introducing an appraisal standard that does not focus simply on short-term quantifiable performance, but places importance on how an employee's work contributes to achieving our management philosophy over the medium-to-long term in the personnel system, we will ensure thorough dissemination and sharing of our MVV broadly among employees.

2. Development of Human Resource

We will develop human resources who can take the leadership in implementing our management philosophy.

3. Appropriate Appointment and Allocation of Personnel

We appoint and allocate human resources effectively from a company-wide perspective, based on appropriate human resources management.

Policy

Diverse Range of Human Resources

To expand our activity domains to global growth markets and develop deep-rooted businesses around the world, it is essential to appoint the personnel who are thoroughly familiar with each country and region.

In addition, to respond quickly and appropriately to the continuously changing business environment and to keep generating Yoi-Shigoto, we must draw on the combined capabilities of a diverse range of human resources, regardless of place of hire, gender or nationality.

We are also working on creating a corporate culture and relevant systems where highly qualified personnel throughout the world can be active on a various fields.



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Human Resource Development



Policy

Mitsui & Co.'s View on Human Resource Development

At Mitsui & Co. there is a saying, "The individual builds the business, and the business cultivates the individual". As the words signify, the company's priority mission is to develop talented human resources by encouraging each individual to create business. Indeed, it would be no exaggeration to say that this is the company's ultimate raison d'être. For this reason, the cornerstone of our human resource development is on-the-job training (OJT). We also implement comprehensive off-the-job-training by various forms of training to support and supplement human resource development through OJT.

System

Human Resource Development Programs

We have built a human resources development program for every job grade and band, from fundamental training for new employees through to leadership level employees. The aim is to foster human resources capable of global group management. Training includes milestone training, optional training, and training by invitation. We also provide training programs for senior employees (over 48 years old), which are designed to support them devise the direction of their career autonomously and to adapt to the change of environment and their roles. In addition to enhancing these training programs, we have also developed our professional training programs with the goal of raising the level of specialist skills in each field. An introduction for each training program can be found on the company's intranet, along with an explanation and overview of our human resources training philosophy. We also encourage our employees' self-motivated participation.

We have introduced the Mitsui Global Leadership Program (MGLP), which is designed to enable employees to conduct business on a global basis. Programs include overseas dispatch programs such as the Foreign Language & Business Culture Training, Business School Dispatch, and Overseas Developmental Dispatch, through one of which all business staff shall be dispatched overseas within seven years of joining the company. We also offer programs that foster next-generation leaders with the capacity for global management, such as the Mitsui-Harvard Business School Global Management Academy (GMA), and Executive Education (EE), which is a short-term program for dispatching mid-level employees to business schools in Europe and the U.S.

Activity

Main Human Resources Training Programs and the Number of Participants/Dispatched Employees

Category	Training Programs	Outline	Number of participants FY16/3
Compulsory training	Management Tr, Line Manager Tr, Leadership Tr, Managerial Staff Preparation Tr, Administrative Staff Tr, Female Business Staff Tr, New Hire Induction Tr, Mid-career Hire Tr	The aim is to foster global group management resources. Participants acquire the management approach, business skills, and mindset required for each milestone, such as new grades and bands.	921
Bussan Academy	Marketing, Management Strategy, Finance, Logical Thinking, Mindset, Communication, Philosophy, History	Professional training with the aim of improving self-development and specialist knowledge. This is optional training that can be taken as needed from options in a broad range of fields.	1,157
Subject to selection criteria	Career Design Tr	Training programs for senior employees, which are designed to support them devise the direction of their career autonomously and to adapt to the change of environment and their roles.	261
Optional/by invitation training	Project Manager Development Academy, Cross-industrial Exchange Program, MOC (Mitsui Open College), etc. Approximately 60 training programs	A variety of training programs, including a cross-industrial exchange program (which aims to promote understanding of different corporate cultures, expand horizons, and build human networks).	4,693
Mitsui Global Leadership Program	Foreign Language & Business Culture Tr, Business School Dispatch, Overseas Developmental Dispatch, GMA, EE	This is a practical program operated on an invitation/optional basis. Program participants are sent overseas and are surrounded by talented people from around the world, with the aim of developing the mindset and skills needed to become next-generation leaders in global group management.	188



Human resource development program (FY17/3)



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System Development of Human Resources Capable of Taking Responsibility for Global Group Management

We also focus on the development of human resources capable of taking responsibility for global group management, which is a key pillar of Mitsui & Co.'s consolidated management.

Since 2002, we have offered a well-developed program of both short-term and medium to long-term training at the Mitsui & Co. Headquarters for the employees of our overseas trading subsidiaries. Short-term programs include JTP (Japan Trainee Program), GMP (Global Managers Program), and GLP (Global Leaders Program), which are offered as milestone training in three stages: the first few years after joining the company; prior to appointment as a manager; and after appointment as a manager. Medium to long-term programs are held for a period of one to three years, and include LBP (Japan Language and Business Program), which provides Japanese language lessons and practical business training, and BIP (Business Integration Program), which provides strictly practical business training.

In order to support human resources development at each group company, and the building of human networks, Japanese group employees are given milestone training, such as Division General Manager Training, Department Manager Training, and New Hire Induction Training, in addition to the optional training offered through the Bussan Academy as described above.

Since 2011, in partnership with the Harvard Business School, we have held the Mitsui-HBS Global Management Academy (GMA) described above, with the goal of integrating employees of the Headquarters, overseas offices, and group companies, and a diverse program has been implemented. Participants have included global group employees, as well as the employees of overseas partner companies.

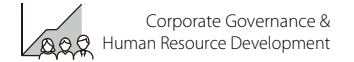
System Appraisal

Mitsui & Co. positions its appraisal process as a means of encouraging employees to understand its corporate Mission, Vision, and Values (MVV), and for developing more employees who embody these values and can create Yoi-Shigoto. The objectives of conducting the appraisal process are not only to enhance employee understanding of Mitsui's management philosophy and motivate employees to meet management objectives, or to provide input for fixing compensation or assigning new positions, but also to promote human resource development through the appraisal process. Employees meet periodically with their managers for appraisal meetings and receive comprehensive feedback on their performance and specific contributions. These meetings create an effective framework for human resource development.



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Promoting Diversity Management



Policy Mitsui & Co.'s Diversity Management Vision

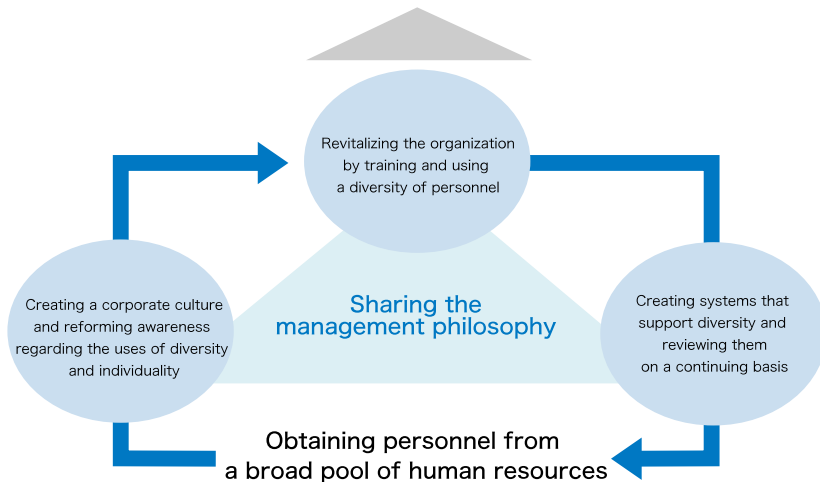
People who work for Mitsui & Co. come from a wide variety of backgrounds in terms of gender, nationality, values and other attributes. We carry out diversity management initiatives to enhance Mitsui's competitiveness through its continued evolution as a company within which people can create new value by learning from each other and working hard together, with mutual understanding and respect for diversity.

We strive to build a foundation on which we can realize this vision, primarily through the sharing of our management philosophy, by fostering a corporate culture within which diverse individuals can reach their full potential, by reforming employee mind-set, and by creating and continually reviewing work-related systems to support diversity, while 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.



These diversity management initiatives are coordinated by the Diversity Management Department, which was established in October 2005. The Diversity Promotion Committee, which was formed in April 2006 to advise the Corporate Management Committee, regularly deliberates and makes decisions on diversity management policies and measures.

Activity Work Style Innovation

We see diversity management as a way to enhance corporate competitiveness through the full strategic mobilization of our diverse workforce. As part of the continuing evolution of this concept, we review our traditional work styles from the perspectives of productivity and efficiency, and where necessary we introduce innovations based on new policies implemented across our entire corporate organization.

By implementing Work Style Innovations, we aim to create workplace environments in which individual employees can reach their full potential and are strongly motivated about their own work. The ultimate goal is to strengthen our overall competitiveness as a company.

Activity Employee Opinion Surveys

We regularly conduct employee opinion surveys as a source of information that can be used to improve our management and organizational strengths. In addition to the usual questions, a survey carried out in October 2015 also focused on work styles. Questions and responses covered a variety of topics, including the individual employees' view on work styles in general, work styles trends in workplaces, as well as factors that could hinder highly efficient and productive ways of working (All responses were submitted anonymously, and the response rate was 78.3%).

Results from these surveys are fed back to each workplace. After discussions among employees, optimal improvement measures are implemented as required in each workplace. We will conduct this survey annually going forward as part of a continuing PDCA cycle leading to improvement initiatives.



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Policy

Career Development Initiatives for Female

We regard career advancement for female as a particularly urgent priority under our diversity management policy, the aim of which is to enhance corporate competitiveness by realizing the full strategic mobilization of its diverse workforce. We strive to develop an environment in which female employees can reach their full potential, implementing initiatives for human resources development and their career advancement.

P.78 Performance data related to diversity

Activity

Initiatives

Training for female business staff (career vision training)

This training is provided for female business staff during the Career Development Program (CDP) and immediately after its completion. The most important aim of the training is to help participants to prepare for the diversification of options in anticipation of life events and other factors by developing specific ideas about their future career paths through dialogue with senior executives and discussions with colleagues working in the same environment, so that they can build long-term careers with Mitsui.

Female mentor system

The female mentor system has been introduced to provide a venue for helping female employees learn about the significance of working for Mitsui, and discover new ideas about career formation, through communication with more experienced female coworkers. The system provides a way to seek advice about matters ranging from minor problems relating to day-to-day activities to career planning. A wide range of female employees are selected as mentors from those who have worked overseas, have experienced various life events, and are active in frontlines in the sales divisions or as secondees. Employees can choose their mentor depending on the type of advice that they need (Mitsui has also established mentor systems for non-Japanese employees and young employees).

Diversity Cafe

Accompanying changes in the social milieu, such as a greater diversity in people's sense of values, the number of dual income households where husbands and wives both hold jobs, and the demographic aging of the population, there has been an increase in the number of employees seeking new kinds of career paths and wanting to maintain a balance between their work and their private lives. We provide venues such as the Diversity Cafe for employees to come together and have the opportunity to learn from each other's experiences and to discuss and share information on matters of common interest. The theme for discussion in 2015, mainly for our female employees, was "The experience of Administrative Overseas Trainees".

Activity

Childcare and Family Care Support

To help employees balance their working life with childcare and family care needs, Mitsui has introduced systems of short-time and staggered working hours in addition to its leave system. From 2007, we started to provide partial pay for childcare leave and moderate the eligibility requirements to allow employees to take childcare leave even if their spouse is a full-time housewife, thereby creating an environment that has encouraged male employees to take childcare leave. Furthermore, to support a smooth return to work, we have contracted with an outside nursery school located near the office and offer childcare services to the employees. Before returning to work, a three-party meeting will be arranged between the employee, his or her supervisor, and staff from the Human Resources & General Affairs Div. This way, the employee receives advice about career planning and learns about the support systems available to facilitate the balancing of working and taking care of children. As a result of this series of policies and initiatives, we have been recognized by Japan's Minister of Health, Labour and Welfare as a company that is actively providing childcare support with respect to caring for children.



Kurumin logo

The "Kurumin" logo may be placed on the products of businesses that have been officially recognized by Japan's Minister of Health, Labour and Welfare as actively providing childcare support. The logo shows an infant safe and sound, wrapped in a protective blanket, which represents the concern and care of the workplace and society.



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System Work-life Balance Support Systems

	Name of System
Pregnancy	Pregnancy Leave Late arrival at work or early departure from work Exemption from overtime work Re-assignment other job duties that are less strenuous
Childbirth	Maternity Leave Childbirth Attendance Leave
Childcare	Childcare Leave Nursing Care for Child Leave Staggered working hours for childcare Short-time working for childcare Exemption from overtime work Restrictions on overtime work Exemption from late night overtime work
Family Care	Family Care Leave Nursing Care for Family Leave Staggered working hours for family care Short-time working for family care Exemption from overtime work Restrictions on overtime work Exemption from late night overtime work
Career Support	Re-employment system for ex-employees who had to resign due to the transfer of their spouse
Others	Long-term leave for self-development Volunteer Activity Leave Jury Duty Leave

System Employees Taking Childcare or Family Care Support

P.79 Performance data related to childcare or family care

System Re-employment System for Ex-employees Who Had to Resign Due to the Transfer of Their Spouse

A re-employment system was introduced in 2007 that enables employees who had to resign from Mitsui due to the transfer of their spouse to become re-employed.

Year of Retirement/Registration		2007 (FY08/3)	2008 (FY09/3)	2009 (FY10/3)	2010 (FY11/3)	2011 (FY12/3)	2012 (FY13/3)	2013 (FY14/3)	2014 (FY15/3)	2015 (FY16/3)	Total
Number of registered ex-employees	Business staff	1	3	2	3	2	4	3	3	7	28
	Administrative staff	6	3	4	1	1	5	7	16	11	54
	Total	7	6	6	4	3	9	10	19	18	82

System Hiring of Disabled Persons

In 1981, in accordance with the then Law for the Employment Promotion of the Disabled, we established Mitsui Bussan Business Partners Co., Ltd. (formerly Bussan Service Co., Ltd.), a trailblazing special-purpose subsidiary for the employment of people with disabilities. A large number of disabled persons are currently employed and posted in accordance with the "normalization" policy, co-working with non-handicapped persons in a variety of personnel and administrative capacities including printing, mailing, various kinds of data processing, business travel arrangement and settlement, personnel, payroll and benefits administration and office layout management. For over 20 years we have exceeded the statutory employment rate for people with disabilities. As of March 2016, 2.53% of Mitsui's employees were disabled.

P.79 Performance data related to hiring of disabled persons



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Occupational Safety and Health Initiatives



Policy

Core Principles

Employee health is the most important asset for Mitsui & Co. We implement the following activities in accordance with our basic policies to ensure that our employees can continue to work with confidence in any social and business environment.

Basic Policy on Health Management

1. We promote health and productivity management. We place great importance on the maintenance and enhancement of employee health, and position health management as a management priority. By putting this commitment into practice, we aim to maintain and enhance employee health and improve corporate productivity.
2. We create workplace environments in which employees can work safely, healthily, and energetically.
3. We build an organization with high health literacy, in which individual employees are aware of the need to protect their own health themselves, and take the initiative to maintain and enhance their own mental and physical health.
4. We ensure that personal health information is handled in compliance with the laws and regulations and appropriately used and managed.

System

Employee Health Management

We have established a clinic in our Tokyo Head Office and a medical treatment room in the Osaka Office. The clinic in the Tokyo Head Office covers a diverse range of specialist areas, including internal medicine, surgery, ophthalmology, E.N.T. and radiology, and is equipped to provide medical consultations for employees. It also provides Ningen Dock (a comprehensive medical examination), and medical check-ups for employees who are about to travel overseas or have returned from overseas assignments, as well as inoculations. In addition, managerial dietitians help employees to avoid lifestyle diseases and metabolic syndrome by providing nutritional guidance. We have also enhanced support for female employees through the establishment of women's and motherhood health advisory service allowing access to individual consultation with female doctors.

We provide useful health-related information as well as guidance on access to various types of health advice via the intranet. Employees can also view their own health check histories.

Also, for the sake of the health preservation of employees, we hold a monthly Hygiene Committee composed of members recommended by management and labor, and discuss ways to improve working environment, ways to develop an appropriate framework, and other related matters based on the advice provided by qualified industrial physicians and hygiene experts.

We also place great importance on health management for both employees stationed overseas and their families. Consultation services are available at any time if employees on overseas assignment or members of their family experience physical or mental health issues.

Inoculations and medical check-ups are provided for employees and their families before they leave for overseas assignments. They also participate in training programs about health management while overseas, including the prevention of infectious diseases and the maintenance of physical and mental health. These programs are designed to raise each individual's awareness of health management, and to provide information about access to medical services and support systems while overseas.

We also support health management for employees working overseas, and their families, in partnership with emergency health care service companies.

System

Mental Health

Employees are able to obtain advice easily and at any time via a dedicated consultation service. Through consultations with health nurses and industrial physicians, employees can receive support that meets their individual needs. Employees also have access to counseling by specialists at the company clinic. In addition, we have established outside advice lines through which not only employees, but also their families can seek advice anonymously via telephone and email, or arrange consultations.

We also provide mental health training for managerial staff and other training programs for employees, including managerial staff, in order to prevent either the supervisors or their subordinates from suffering mental health problems.

* Since 2012, we have held mental health seminars for managerial staff in each unit. As of March 2016, a total of 37 seminars had been held.

System

Medical Examinations

Regular medical examinations are implemented in-house at multiple times to make it easier for employees to take such medical examinations. We are working to ensure the prevention or early discovery of lifestyle diseases and other conditions, and to provide enhanced advisory services through a fine-tuned approach that includes Ningen Dock at outside medical institutions for employees aged 35 and older under a program operated collaboratively with Mitsui Bussan Health Insurance Society. Also in collaboration with Mitsui Bussan Health Insurance Society, we provide special health maintenance advice to employees aged 40 and older. In the fiscal year ended March 2016, almost 100% of employees underwent medical examinations.



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System

Security Management

Mitsui & Co. promotes various kinds of businesses through its 139 points of global operations (as of April 1, 2016), and a large number of employees go on a business trip to many parts of the world almost every day. It is one of the most important tasks for the company to ensure the security of employees and families home and abroad.

In cooperation with domestic and foreign offices, and security companies concerned, Mitsui obtains and analyzes the latest situation about politics, the peace and order of each place changing every day, and shares such information with the related staff, in order for the employees to raise awareness of the security.

Mitsui has also prepared the system corresponding to the situations such as accidents, injuries, and diseases, in cooperation with emergency health care service companies.

For the employees, as well as families, who will be dispatched to the overseas, the company has the programs for security measures.

Assuming a large-scale disaster, Mitsui regularly performs trainings for Business Continue Plan placing human life as a first priority, and the company makes efforts to raise the crisis response capabilities by solving problems extracted through the training.

System

Joint Efforts with Labor Unions

To create an environment in which each and every employee is able to work energetically in pursuit of "Yoi-Shigoto" and in which the employees and company can continue to grow together, we actively discuss a variety of common issues with the Mitsui & Co. Labor Union. Mitsui also holds labor-management discussion meetings to confer on, business activities and plan, various personnel-related systems and human resources development, and provides a venue for exchanging views on a variety of matters with managements in each Branches and each Business Unit (in total twelve times in 2015), with the aim of maintaining a healthy and cooperative relationship between management and labor.

Data of Personnel Affairs



Figures concerning employees (As of March 31)

	Non-consolidated				
	Total employees	Male	Female	Average age of employees	Average number of years of service
2014	6,160	4,503	1,657	42.4	19.0
2015☆	6,085	4,447	1,638	42.4	19.0
2016★	6,006	4,377	1,629	42.4	18.9

Number of employees by operating segments (As of March 31, 2016)

	(Unit: persons)	
	Non-consolidated	Consolidated
Iron & Steel Products	327	1,519
Mineral & Metal Resources	245	429
Machinery & Infrastructure	788	16,172
Chemicals	569	2,274
Energy	420	764
Lifestyle	808	9,778
Innovation & Corporate Development	406	3,571
Americas	230	3,829
Europe, the Middle East and Africa	158	874
Asia Pacific	236	1,280
Others	1,819	3,121
Total	6,006	43,611



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Number of Employees by Region (As of March 31, 2016)

(Unit: persons)

	Headquarter-hired staff (HS)★	Non-Headquarter-hired staff (NS)
Japan	4,791	—
Americas	334	622
Europe, the Middle East and Africa	223	777
Asia Pacific	507	1,757
Others	151	—
Total	6,006	3,156

NS dispatched to the Head Office (As of March 31, 2016)

(Unit: persons)

Japan Business Integration Program trainees (BIP)	13
Japan Language & Business Program trainees (LBP)	7
Intra-company transferees	9
Total	29

Number of hires by gender (Non-consolidated)

(Unit: persons)

	New-graduates			Mid-career			Total
	Male	Female	Total	Male	Female	Total	
2014 (FY15/3)☆	103	55	158	24	5	29	187
2015 (FY16/3)★	94	57	151	35	6	41	192
2016 (FY17/3)*1	113	78	191*2				191

*1 Figures as of April 1, 2016

*2 Includes employees who will join us on October 1, 2016 (Male: 3, Female: 1)

Average personnel turnover (Non-consolidated) (Over the last three years)

Average personnel turnover	4.79%
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Performance data related to diversity

Proportion of female permanent staff and managers (Non-consolidated) (As of July 1)

(Unit: persons)

	Permanent staff			Managerial staff			Business staff			Administrative staff
	Total	Female	Percentage of Female	Total	Female*3	Percentage of Female	Total	Female	Percentage of Female	Total
2014☆	6,122	1,661	27.1%	3,299	76	2.3%	4,921	460	9.3%	1,201
2015★	6,021	1,648	27.4%	3,353	126	3.8%	4,841	468	9.7%	1,180
2016★	5,952	1,653	27.8%	3,472	168	4.8%	4,791	492	10.3%	1,161

*3 Includes 1 female General Manager (M1).

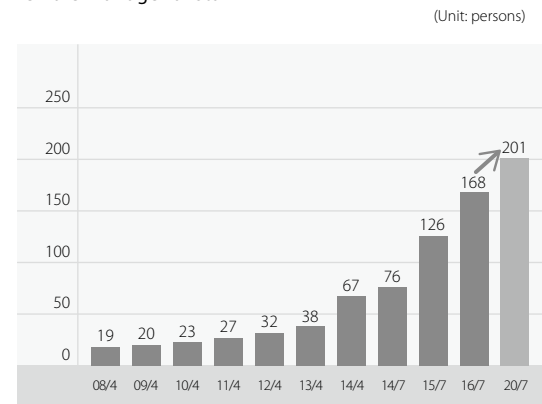
Proportion of female and non-resident executive officers (Non-consolidated) (As of July 1)

(Unit: persons)

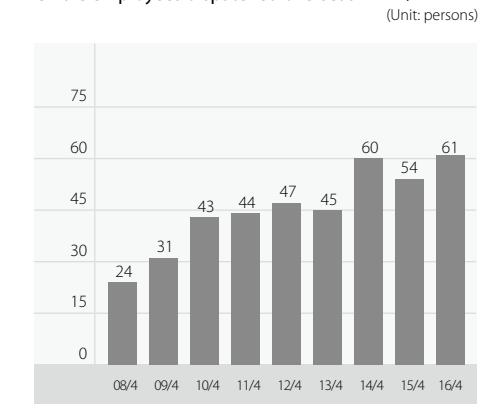
	Director					Corporate Auditor		
	Total	Female	Percentage of Female	Non-resident	Percentage of Non-resident	Total	Female	Percentage of Female
2014☆	13	1	7.7%	0	0%	5	1	20.0%
2015★	14	2	14.3%	1	7.1%	5	1	20.0%
2016★	14	2	14.3%	1	7.1%	5	1	20.0%

Actual status of promoting career advancement for female (Non-consolidated)

Female managerial staff



Female employees dispatched overseas (As of April 1)





Contents	Corporate Information	Message from Our CEO	CSR at Mitsui & Co.	Five Material Issues in the CSR Field	Evaluation by Society	Independent Practitioner's Assurance Report
	Activity Reports by Material Issue	Protection of the Global Environment	Respect for Human Rights	Enhancement of Local Industrial Bases & Quality of Life	Stable Supply of Resources & Materials	Corporate Governance & Human Resource Development



Average age and average length of service of full time employees (Non-consolidated) (As of March 31)

	Average age			Average length of service (yy-mm)		
	Male	Female	Total	Male	Female	Total
2014	42.7	40.5	42.2	19-4	17-11	18-11
2015	42.6	40.6	42.1	19-2	17-10	18-9
2016	42.5	40.6	42.0	18-11	17-10	18-7

Employees taking childcare or family care support (Non-consolidated)

(Unit: persons)

		2013 (FY14/3)			2014 (FY15/3)★			2015 (FY16/3)★		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Child care	Childcare Leave	3	46	49	12	40	52	13	49	62
	Nursing Care for Child Leave	35	106	141	47	111	158	42	107	149
	Short-time working for childcare	9	117	126	13	135	148	11	137	148
	Staggered working hours for childcare	4	0	4	4	1	5	7	1	8
	Childbirth Attendance Leave	74	—	74	91	—	91	93	—	93
Family Care	Family Care Leave	0	1	1	0	1	1	1	0	1
	Nursing Care for Family Leave	36	59	95	31	52	83	42	59	101
	Short-time working for family care	1	2	3	0	0	0	0	0	0
	Staggered working hours for family care	0	0	0	0	0	0	0	0	0

Employment ratio of people with disabilities (As of June 1)

	Employment ratio of people with disabilities	Legally stipulated ratio
2014	2.54%	2.00%
2015	2.45%	2.00%
2016	2.51%	2.00%

Concerning the data marked with ★, an independent practitioner's assurance report prepared in accordance with the international standard ISAE 3000 was given by Deloitte Tohmatsu Evaluation and Certification Organization Co., Ltd. Please refer to independent practitioner's assurance report at the link below for details.

The independent practitioner's assurance report on the data marked with ☆ shall be referred to P.131 of our Sustainability Report 2015.