



Corporate Governance  
& Human Resources

## Strategic Focus

From Mitsui Employee Opinion Survey on Work Styles 2016

Ratio of employees feeling motivation  
in their work **70.7** %

Ratio of employees feeling personal growth  
through work **73.4** %

Ratio of employees feeling proud  
to be working for this company **84.1** %



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

In a business environment where global competition is further escalating, a wide palette of human resources with diverse values is required in order to respond to various changes as a general trading company and seize risks as business opportunities.

From this perspective, Mitsui & Co. has been actively attracting human resources from diverse backgrounds, including nationality, gender, and sense of values. Our diversity management aims at improving corporate competitiveness by bringing new value to the business and creating innovation through the dedicated efforts of our employees.

In order to realize these goals, we designated 2016 as “year zero for work-style innovations”. We are reviewing conventional work styles from the points of view of efficiency and productivity and are actively introducing new patterns and initiatives where appropriate. While referring to the data reported in the “Employee Opinion Survey on Work Styles 2015”, we made workplaces and time allocation more efficient in the fiscal year ended March 2017 by introducing such initiatives as annual paid leaves on an hourly basis and mobile work, and we also implemented on a trial basis an individual-based staggered working hour scheme.

We will continue to conduct periodical surveys and use the results to implement improvements and enhance productivity according to the plan-do-check-act (PDCA) cycle. We also plan to introduce various other measures so as to 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, thus strengthening the competitiveness of the company as a whole.



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Corporate Governance & Human Resources

Activities for FY Ended March 2017 **Business Area >** ● Metal ● Machinery & Infrastructure ● Chemicals ● Energy ● Lifestyle ● Innovation & Corporate Development ● Corporate & Others

Theme	Business Activities
<b>Corporate Governance &amp; Internal Controls</b>	<ul style="list-style-type: none"> <li>● Implementation of highly transparent disclosure of information and disciplined employee conduct related to internal controls</li> <li>● Implementation of assessment of the effectiveness of the Board of Directors in response to the adoption of the Corporate Governance Code</li> <li>● Full explanation of business plans, results, management strategies, etc. for FY2016 as an integral part of communication with investors</li> </ul>
<b>Reinforcement of Sustainability Governance</b>	<ul style="list-style-type: none"> <li>● Utilization of a food safety management database to strengthen the traceability of food and food products, and to ensure strict safety controls</li> <li>● Improvement of food hygiene knowledge, and continual implementation of food safety awareness-raising activities through the holding of committee meetings and seminars for employees (11 of each type of event)</li> <li>● 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 System and the level of understanding at the business frontline</li> <li>● Increase in the applicability of expert advice on environmental and social risk management issues through the work of the Environmental &amp; Societal Advisory Committee</li> </ul>
<b>Compliance &amp; Risk Management</b>	<ul style="list-style-type: none"> <li>● Reinforcement of compliance through the implementation of e-learning programs, questionnaire surveys, and other initiatives in collaboration with affiliated companies</li> <li>● 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</li> <li>● Collection of a 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</li> <li>● Implementation of Compliance Review Week activities, including the dissemination of messages by the President and COOs, etc., as well as seminars, information-sharing, and discussions</li> <li>● Implementation of Compliance Awareness Survey (for domestic employees and officers). Formulation and implementation of compliance activities based on the results of the survey</li> </ul>

Theme	Business Activities
<b>Compliance &amp; Risk Management</b>	<ul style="list-style-type: none"> <li>● Formulation of the plans for compliance activities for FY2017 based on the review of FY2016 activities undertaken by the Compliance Committee (twice annually)</li> <li>● Promotion of compliance-related activities at overseas subsidiaries and affiliated companies, in line with initiatives by the parent company</li> <li>● Visits to key affiliated companies to provide advice on the development and operation of compliance activities</li> <li>● Formulation and publishing of the MITSUI &amp; CO., LTD. Anti-Corruption Policy</li> </ul>
<b>Human Resources to Translate into Assets Human Resources Development</b>	<ul style="list-style-type: none"> <li>● Changes to existing assessment systems to ensure that such aspects as achievements and new business challenges are fairly reflected in assessments</li> <li>● Cross-organizational reallocation of human resources to drive initiatives of high strategic significance (approx. 40 people)</li> <li>● Reinforcement of recruitment advertising with the aim of securing diverse human resources, and implementation of employee-led recruiting events (over 200 times, more than 400 employees involved); continued strenuous efforts aimed at recruiting global human resources including new graduates, mid-career hires, global staff, Ph.D.-level personnel, etc.</li> <li>● Continuing implementation of various programs designed to strengthen global human resources development (approx. 1,300 participants in total)</li> <li>● Streamlining and value enhancement of human resources development programs aimed at creating new business.</li> <li>● Provision of training programs to group companies, and regular implementation of human resources information sharing meetings for group companies, with the aim of strengthening global group management (2 meetings, 103 participants from 62 companies)</li> <li>● Implementation of summer and winter internship programs to offer interns working experience (3 programs, approx. 150 participants)</li> </ul>



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## Activities for FY Ended March 2017

Business Area &gt;

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

Theme	Business Activities
Promoting Diversity Management	<ul style="list-style-type: none"> <li>● Implementation of initiatives to enable our diverse human resources to take on more active roles</li> <li>• Continued implementation of the employee opinion survey on work styles, and promotion of Work Style Innovation initiatives, such as the introduction of the annual paid leave on an hourly basis and a mobile work system, a trial of individual-based staggered working hours (Head Office and domestic branches and offices, 1,400 participants) (the decision was made to introduce this system formally at the beginning of FY2017), and establishment of a dedicated work-style innovation intranet page</li> <li>• Diversity management training for managerial staff (Head Office and domestic branches and offices) (6 programs, 160 participants)</li> <li>• Enhancement of family care measures through various initiatives, including distribution of a family care handbook based on the results of a questionnaire on the balancing of work and family care, seminars on the company's family care system (Head Office) (2 times, 57 participants) and holding of family care seminars (Head Office and domestic branches and offices) (2 times, 77 participants)</li> <li>• Enhancement of childcare support measures through various initiatives, including regular seminars on the company's childbirth and childcare systems (2 times, attended by 12 male employees and 36 female employees) and partial subsidization of babysitting costs</li> <li>• Implementation of Female Business Staff Training (Head Office, domestic branches and offices) (2 programs, 39 participants) and a Diversity Cafe (Head Office) (2 times, 22 participants) to help female employees to on take more active roles</li> <li>• Selection as a Nadeshiko Brand company by METI and the Tokyo Stock Exchange for two consecutive years, followed by selection as a Semi-Nadeshiko Brand company in FY2016</li> <li>● Promotion of various revitalization measures such as training programs targeting senior human resources (11 programs, 235 participants)</li> <li>● Promotion of employment of people with disabilities</li> <li>• Continued employment of people with disabilities, including new hires, which resulted in keeping the employment rate of people with disabilities exceeds the statutory employment rate (2.48% as of March 2017)</li> </ul>

Theme	Business Activities
	<ul style="list-style-type: none"> <li>• Development of the working environment for disabled employees by installing automatic doors at a special-purpose subsidiary for the employment of people with disabilities</li> <li>• Held a Seminar regarding the employees with disabilities (for Head Office and domestic affiliated companies), (Held once, there were 56 participants from 34 domestic affiliated companies)</li> </ul>
Occupational Health, Safety and Work Environment Initiatives	<ul style="list-style-type: none"> <li>● Promotion of Health Management leading to productivity improvements through maintenance and enhancement of employee health</li> <li>• Stress checks, seminars, and training (health management when working overseas, mental health, low-carb diets, safe alcohol consumption) (total of 30 events, 873 participants)</li> <li>• Recognition as a 2017 Certified Health and Productivity Management Organization by METI</li> <li>• Establishment of the Health Promotion Committee</li> <li>● Deepening of internal communication</li> <li>• Continued holding of meetings with unions, attended by the CFO, branch and office managers, and business unit COOs, about management policies, the administration of human resources management systems, human resources development, and other topics (12 meetings)</li> <li>• Launch of new "Active Talk Wednesday" to facilitate dialogue between management and employees (Head Office) (7 sessions, approx. 1,700 participants)</li> <li>• Dialogue between the President and employees through the Kurumaza (roundtable meetings) program (30 sessions in Head Office, 6 in branches and offices; also held at overseas branches and offices in a total of 26 countries)</li> <li>● Formed of the interior design and the concept behind the floor layout for increasing productivity in the new Head Office building</li> <li>● Creation of safe, comfortable working environments</li> <li>• Implementation of security measures in Head Office and domestic branches and offices, provision of in-house services, and implementation of workplace patrols</li> <li>• In accordance with business continuity planning (BCP), continued implementation of emergency drills arranged by the Emergency Response Headquarters</li> <li>● Integration of the chain of command for safety and security measures</li> </ul>



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## Corporate Governance & Internal Controls

### Corporate Governance Approach

Policy

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

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

### Corporate governance and internal control: Systems and implementation

System

#### 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 an annual assessment of the Board in order to validate its effectiveness and discloses a summary of the results. The company 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 audit the execution of the duties of the Board of Directors as an independent body and report 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, which are key requirements of corporate governance, we are 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, and the Board of Directors is responsible for overseeing the execution of business by the executive officers. The chief operating officers of the Company's 16 Headquarters business units and 3 overseas regional business units also serve concurrently as executive officers, supporting a dynamic approach to business execution across Mitsui & Co. global group.

At the time of the General Meeting of Shareholders in June 2017, 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 the Audit & Supervisory Board Member Division 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 affiliate companies.

#### Business execution and internal control system

In the fiscal year ended March 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 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 Sustainability Committee, which promotes management with greater emphasis on the sustainability of both society and Mitsui & Co., 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 the full mobilization of our diverse workforce.



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Current status of the internal auditing structure

The Internal Auditing Division, 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.

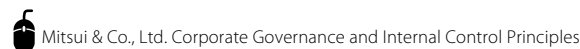
Furthermore, we have established an internal auditing section in each business unit. Such internal auditing sections carry out self-auditing of their business units on their own initiative, and combined with the Internal Auditing Division's audits, this contributes to further improving the effectiveness 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 sixth 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. In line with the Corporate Governance Code put into force in 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. enacted the following "Corporate Governance and Internal Control Principles" in April 2006 (Revised: November 2015)

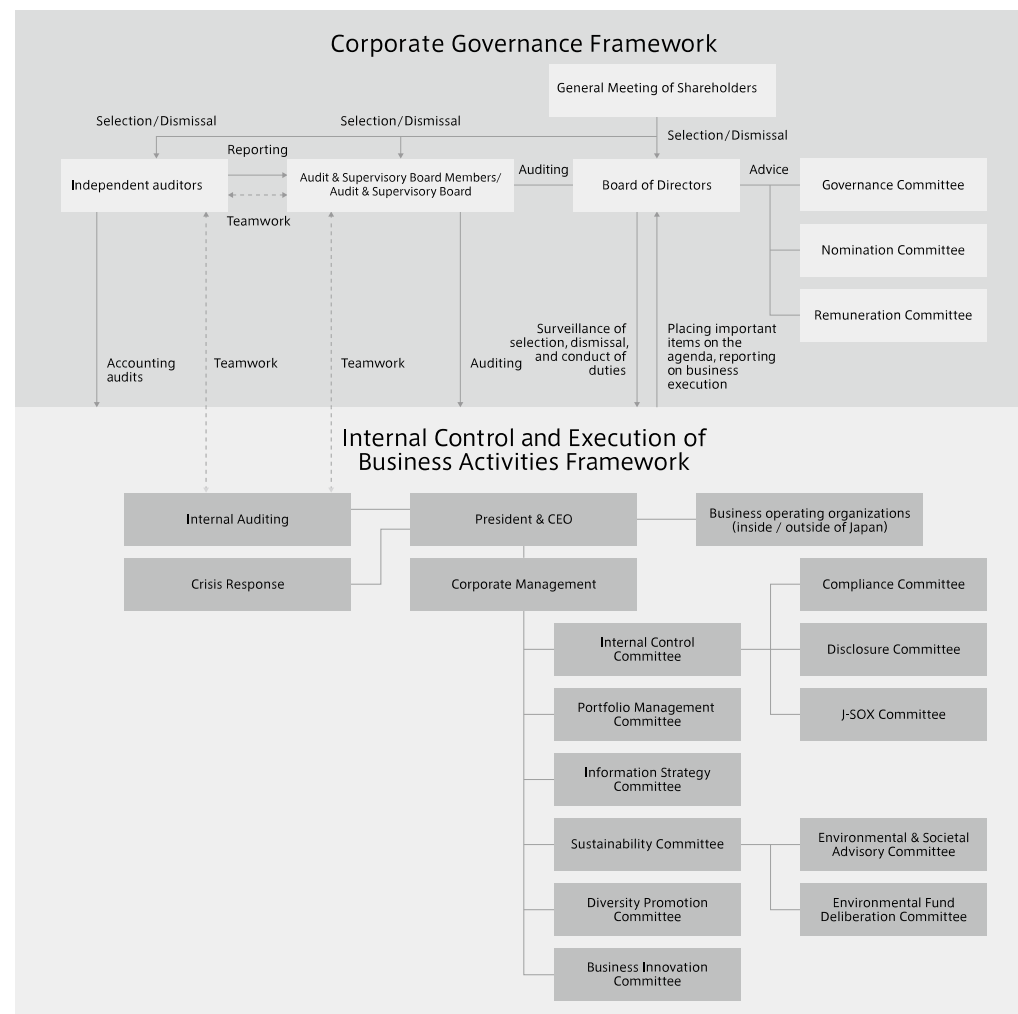


Risk Management

The Chief Operating Officers of business units and regional business units manage risks arising from Mitsui's business operations within the authority delegated to them by the management. When a business unit or a regional business unit takes risks greater than the scope of authority delegated 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 managing 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 Sustainability 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

### Developing the Sustainability Framework

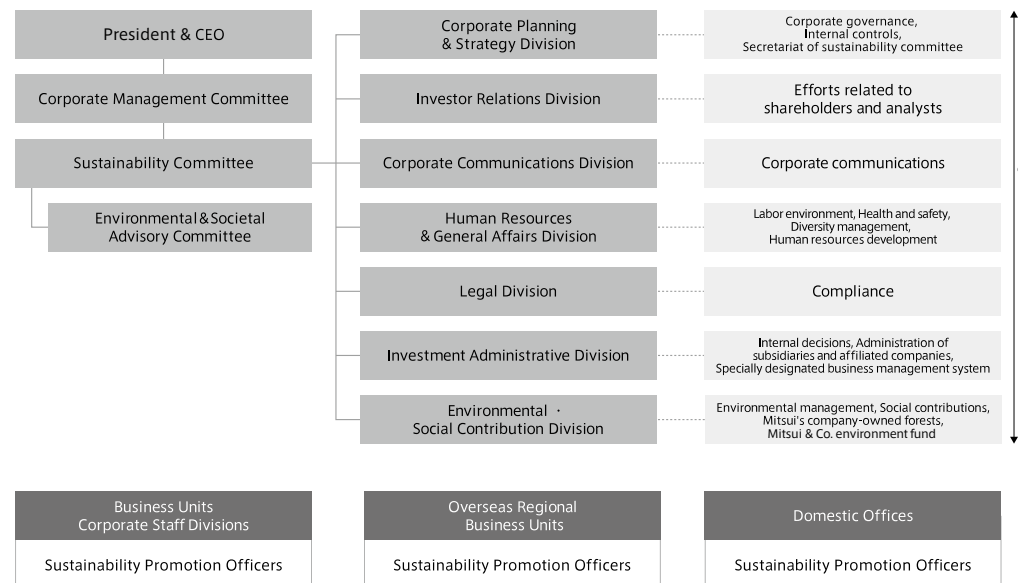
System Activity

In 2004, Mitsui & Co. formed the CSR Promotion Committee (current the Sustainability Committee) as an organization under the Corporate Management Committee to develop Mitsui's internal framework with respect to sustainability, and to work to raise sustainability awareness among employees. Mitsui also promotes sustainability-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 sustainability activities, such as supporting the practice of sustainability management and raising sustainability awareness at each organization, together with the staff in the workplaces of each unit, we continue to appoint CSR Promotion Officers (current Sustainability Promotion Officers) in each of the corporate staff divisions, Headquarters business units, overseas regional business units, and domestic offices, and we are building our internal network.

In the fiscal year ended March 2017, CSR Promotion Officers meetings (current Sustainability Promotion Officers meetings) continued to be held quarterly, where we shared new policies relating to our sustainability-initiatives and other important information discussed and formulated by the CSR Promotion Committee (current the Sustainability Committee), and gave reports on surveys and measures related to supply chain management. In addition, working groups were held to consider society's needs and expectations, and our responsibilities to society, using case studies of Mitsui's business from the perspective of Mitsui's identified materiality.

Moreover, Mitsui CSR Promotion Officers in business units and corporate divisions have taken the initiative in organizing various sustainability awareness-raising programs, such as in-house sustainability seminars and lectures by people from partner companies and external experts, and sustainability-themed workshops through employees' day-to-day work. In this way, we are urging employees to consider sustainability issues in their everyday business.





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## Reinforcement of Sustainability Governance

## Sustainability Committee

System

Activity

In recent years, there has been growing interest in the United Nations' "Sustainable Development Goals" (SDGs) and in "Environmental, Social, and Governance" (ESG) investing. In order to send a clearer message about Mitsui & Co.'s unchanging commitment to the creation of new value for society through our business activities and our continual pursuit of the mutual sustainability of society and our company, we launched the Sustainability Committee on May 1, 2017.

The Sustainability Committee will assume a stronger and broader role than its predecessor, the CSR Promotion Committee. It will submit proposals to the Corporate Management Committee regarding sustainability-related management policies and business activities (identifying risks and opportunities in business), company-wide policies relating to the environment, conduct deliberations on effective information disclosures to stakeholders, inculcates the importance of sustainability management throughout the Company, make proposals in relation to Specially Designated Businesses, and engage in other sustainability related matters.

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 basic policies on the company's sustainability management and fundamental plans for activities to promote sustainability and CSR.
2. Review and make proposals on the company's management policies, as well as policies and strategies of the business units and corporate divisions from the viewpoint of sustainability.
3. Present proposals on company-wide environmental policies.
4. Make proposals on sustainability-focused business activities (understanding risks and opportunities involved in business)
5. Deliberate on the effective disclosure of information to stakeholders, and the content, methods, and means of transmission thereof.
6. Consider and present proposals relating to progress reviews and monitoring required for management.
7. Configure and establish the internal structure for promoting sustainability management of the company.
8. Identify the material issues to focus on each year for promoting sustainability and CSR activities of the company and ensure progress on these.
9. Respond to issues related to sustainability and CSR, both internal and external to the company.
10. Decide and report whether to support individual proposals which qualify under the matters of Specially Designated Business, and indicate the necessary cautions for projects that will be supported.

11. Approve important matters (basic policies, business plans, etc.) relating to the Mitsui & Co. Environment Fund.
12. Select the proposals from internal applicants for the Environment Fund grants.
13. Select the proposals from external applicants for the Environment Fund grants.
14. 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 the Guidelines on the acquisition of a new forest and disposal of company owned forests, based on Rules on the Management of Company Owned Forests.

Furthermore, the Environmental & Societal Advisory Committee has been established under the Sustainability Committee. Committee members are selected mainly from among external experts who are familiar with a broad range of fields—including climate change, environmental restoration, environmental policy with respect to water, energy, etc., technology trends, human rights, and other matters—as well as attorneys and other knowledgeable individuals.

#### CSR Promotion Committee (now the Sustainability Committee) Meetings in the Fiscal Year Ended March 2017

##### Meeting 1 (May 13, 2016)

A report was given of the response to GRI G4 in the CSR Report 2016, and deliberations were held.

##### Meeting 2 (August 26, 2016)

Deliberations were held on the response to Article 54 of the UK Modern Slavery Act (MSA) in the following fiscal year and onwards, and a report was given on our response to the ESG questionnaire surveys.

##### Meeting 3 (December 22, 2016)

Reports were given on the review of our CSR promotion framework and our response to the ESG questionnaire surveys.

##### Meeting 4 (March 3, 2017)

Deliberations were held on proposed revisions to the CSR Promotion Committee and the proposed new committee, and on the results in the fiscal year ended March 2017 and action plan for the fiscal year ending March 2018 in respect to our sustainability promotion activities and the Mitsui & Co. Environment Fund. Reports were given on the results in the fiscal year ended March 2017 and action plan for the fiscal year ending March 2018 in respect to environmental and social contribution activities.



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Reinforcement of Sustainability Governance

ESG-Related Risk Management

System Activity

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 the corporate social responsibility. Based on this understanding, Mitsui & Co. 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 Sustainability 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 mainly from among external experts who are familiar with a broad range of fields—including climate change, environmental restoration, environmental policy with respect to water, energy, etc., technology trends, human rights, and other matters—as well as attorneys and other knowledgeable individuals.

In the fiscal year ended March 2017, 26 projects were individually assessed under the Specially Designated Business Management System. By business domain, 7 of these projects were the environment-related business, 3 were the medical, healthcare and bioethics related business, 14 were the projects receiving subsidies, and 2 were the businesses harboring other unusual reputation risks.

In this fiscal year, we conduct a comprehensive and well balanced management of risks on specially designated business at the earlier stage of business development process and up to the follow-up stage in view of the ESG investment 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
		<p><b>Applicable to All Four Business Domains</b></p> <ul style="list-style-type: none"> <li>Significance and social value of the business itself</li> <li>Significance of Mitsui engaging in respective business</li> </ul>
1	<p><b>Environment-related business</b></p> <p>All business that have large impact on environments Examples: coal fired power plant business, offshore oil field business, etc.</p>	<ul style="list-style-type: none"> <li>Contribution of such business to the environment and society</li> <li>Measures to mitigate environmental impact (incl. Climate change, Biodiversity loss, Water risk), and safety assurance</li> <li>For development business, appropriate consideration and understanding of human rights belonged to local residents and other related parties</li> <li>Compliance with environmental laws, regulations and guidelines, etc.</li> </ul>
2	<p><b>Medical, healthcare and bioethics related business</b></p> <p>Businesses related to the fields of medical and healthcare, and that engage in the development of technologies relating to the human genome, genetic analysis, genetic recombination, and other relevant matters, or businesses that handle products to which these technologies are applied. 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.</p>	<ul style="list-style-type: none"> <li>Ethical screening based on guidelines of three Japanese ministries (Ethical Guidelines for Human Genome and Genetic Sequencing Research: MEXT, MHLW, METI)</li> <li>Approval by the ethics committee of the research institute, acquisition of informed consent, checking of processes, etc.</li> </ul>
3	<p><b>Projects receiving subsidies</b></p> <p>All projects that directly or indirectly receive subsidies from governmental and administrative agencies within and outside of Japan.</p>	<ul style="list-style-type: none"> <li>Evaluation in light of Mitsui's management philosophy (MVV)</li> <li>Social impact and ensuring accountability and process transparency</li> <li>Determination of interests of stakeholders, and resultant considerations and responses</li> <li>Responsibility and capability over the medium-to-long term acting as the operator of a business with a high public profile</li> </ul>
4	<p><b>Business harboring other unusual reputation risks</b></p> <p>Businesses that may be in conflict with public order and morality, Mitsui's management philosophy, etc. and businesses with a high public profile. Examples: business with sensitive personal information, social infrastructure businesses, etc.</p>	<ul style="list-style-type: none"> <li>Evaluation in light of Mitsui's management philosophy (MVV)</li> <li>Social impact and ensuring accountability and process transparency</li> <li>Determination of interests of stakeholders, and resultant considerations and responses</li> <li>Responsibility and capability over the medium-to-long term acting as the operator of a business with a high public profile</li> </ul>





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## Compliance & Risk Management

### Compliance Approach

Policy

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.

### Building a Better Compliance Framework

Policy

System

Activity

#### 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 Mitsui & Co. 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 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 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. With respect to anti-corruption, we have published MITSUI & CO., LTD. Anti-Corruption Policy.



MITSUI &amp; CO., LTD. Anti-Corruption Policy





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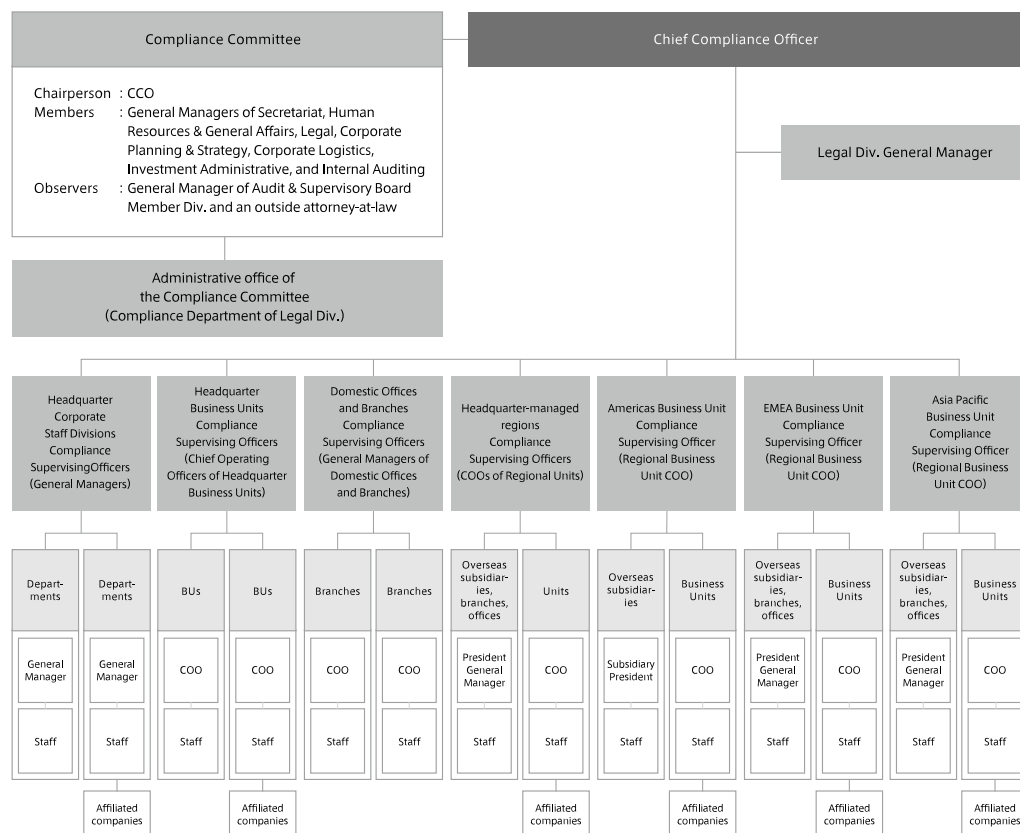
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Compliance & Risk Management



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 2017, we provided such training for employees at all levels, including new employees and line managers, 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 2016, 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 2017, 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. Moreover, we newly prepared "Compliance Handbook for Mitsui Group companies" and distributed it to domestic Group companies upon request.

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.



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**Compliance & Risk Management**

**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 2018, 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.

**Global Tax Management Policy**

We are committed to meeting our tax compliance and simultaneously managing our global tax expenses. Our Global Tax Management Policy is available below.



Global Tax Management Policy

**Protecting Personal Information and Information Risk Management**

System

**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 streamlined our Rules on Information System Management and the same on IT Security, so that we could maintain and keep enhancing Information Risk Management Systems.

**Cyber Security**

With the advancement of ICT in business, both of our own and our affiliates, we established a dedicated department for cyber security dealing with cyber risks. It implements countermeasures and reviews consolidation of emergency systems.



Information Security Policy



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## Human Resources to Translate into Assets

### Human Resources Approach

Policy

We regard our employees as one of our most important stakeholders. Our human resources are Mitsui & Co.'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.

### Basic Policy

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 where the phrase "Mitsui is people" came from. 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 resources training and development activities.

### Key Elements of Mitsui & Co.'s Human Resources System

Policy

Mitsui & Co. has long maintained its belief that "human resources are our greatest asset" (focusing on human resources) and embraced the values of "Focus on Human Resources", "Open-mindedness", and "Challenge and Innovation". Mitsui's human resources 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 resources 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 resources system

- 1. Dissemination of Mitsui'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 Resources**

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.



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## Human Resources Development

### Mitsui & Co.'s View on Human Resources Development

Policy

From its initial stages, employee training at Mitsui & Co. is designed to foster human resources that are capable of global group management.

Throughout its long tradition, Mitsui has always focused on human resources. Our approach to human resources development is represented in the company's 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, we regard on-the-job training (OJT) as the cornerstone of human resources development. We also implement comprehensive off-the-job-training by various forms of training to support and supplement human resources development through OJT.

### Human Resources Development Programs

System

To achieve the goal of fostering human resources capable of global group management, we have built a wide variety of human resources development program for every job grade and band, from new employees through to leadership level employees, including milestone training, optional training, and training by invitation. While deepening these grade-rank based training programs, we are also working to expand and enhance business skills training and professional training programs with the aim of increasing our employees' specialist knowledge in various fields. An introduction to each training program can be found on the company's intranet, along with an explanation and overview of our human resources training philosophy, and we encourage our employees' self-motivated participation.

We have numerous overseas dispatch programs that are designed to enable employees to conduct business on a global basis. Programs include Foreign Language & Business Culture Training and Business School Dispatch. We also dispatch young employees under the Overseas Developmental Dispatch system, enroll promising employees in the Harvard Business School Global Management Academy (GMA), which is designed to foster next-generation leaders with the capacity for global management, and Executive Education (EE), which is a short-term program for dispatching managerial-level employees to business schools in Europe and the US.

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

System

Activity

Category	Training Programs	Outline	Number of participants FY2016
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.	2,129
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.	2,507
Subject to selection criteria	Career Design Tr	Training programs for senior employees, which are designed to support them in devising the direction of their career autonomously and to adapt to the change of environment and their roles.	368
Optional/ by invitation training	Project Manager Development Academy, Cross-industrial Exchange Program, MOC (Mitsui Open College)	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).	4,875
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.	173

P.82 Hours of Training and Expenditure on Training (Non-consolidated)



Human Resources Development Program (FY17/3)



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## Human Resources Development

## Development of Human Resources Capable of Global Group Management

System

Activity

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 employees of our overseas trading subsidiaries a well-developed program of both short-term and medium to long-term training at the Mitsui Headquarters. 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 Harvard Business School 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.

## Appraisal

System

We have given a boost from a personnel affairs aspect, in order to rouse our employees' tenacity and willingness to take on challenges, so that each of them can work with vitality and high motivation. 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 resources 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 resources development.



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## Promoting Diversity Management

### Mitsui & Co.'s Diversity Management Vision

Policy System

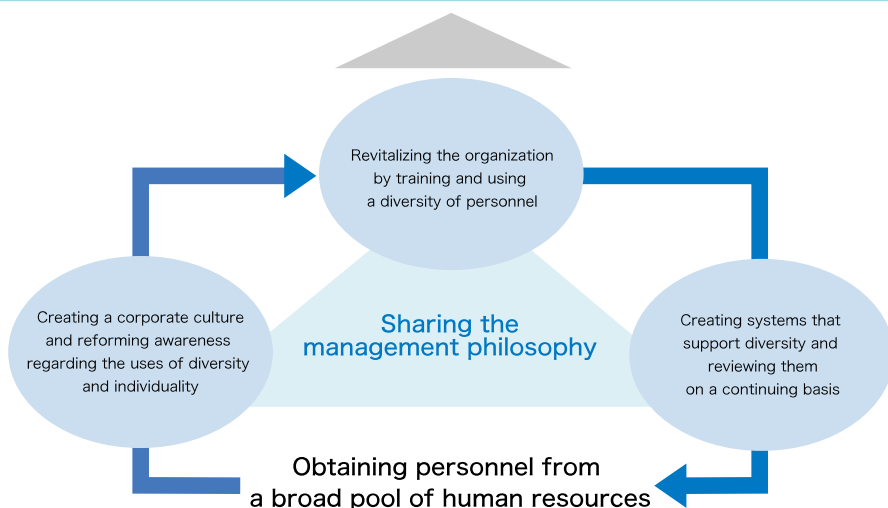
People who work for Mitsui & Co. come from a wide variety of backgrounds in terms of gender, nationality, values and other attributes. We carry out diversity management initiatives to enhance Mitsui's competitiveness through its continued evolution as a company within which people can generate new value in business and create innovations by stimulating one another, 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.

### Work Style Innovation

Policy

In order to continue evolving our diversity management initiatives, 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 diverse individuals 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.

### Employee Opinion Surveys on Work Style

Activity

We conducted an employee opinion survey on work styles in October 2016. The objective was to first gain an accurate understanding of the actual practices implemented in workplaces and individual employees' views on work styles. In this survey, we placed a greater focus on work styles, while referring to the contents of previous regular employee surveys aimed at enhancing our management and organizational strengths. The questions and responses in the employee opinion survey cover a variety of topics, including 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. The responses were then analyzed.



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Promoting Diversity Management

Initiatives Based on Employee Opinion Survey Results on Work Style

System Activity

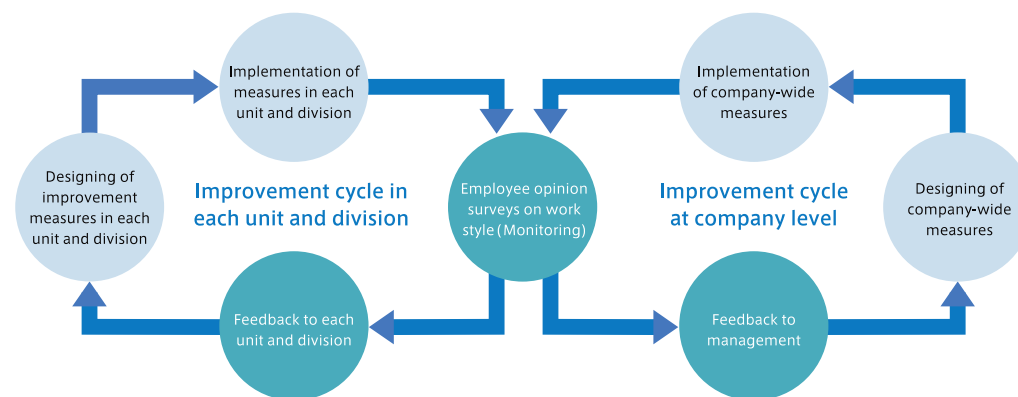
As a result of the first employee opinion survey conducted in October 2015, we identified two company issues. One is the need to improve efficiency in terms of working place and working hours, and the other is the need to increase business process efficiency. In response to the former issue, we introduced new company-wide systems of "annual paid leaves on an hourly basis" and "mobile work", and also implemented on a trial basis an individual-based staggered working hour scheme in the fiscal year ended March 2017. For the latter issue, practical improvement measures were implemented as required in each workplace, after discussions and reviews on business process among employees at respective units.

New company-wide measures that were introduced

Measures	Time of introduction	Description of measures	Effect and Aim
Annual paid leave on an hourly basis	From April 2016	Employees can choose to take hourly-based paid leave up to the accumulated number of such hours equivalent to 5 days per fiscal year as part of their annual paid leave. (For nursing care for a child and family leave, employees can take them in units of one hour for 10 days per fiscal year.)	Being able to take leave for just the hours needed allows employees to better concentrate on their work. 80% of employees used this hourly leave system in the fiscal year ended March 2017.
Mobile work	From June 2016	Employees are permitted to take their company computers with them after regular working hours or for customer visits, in order to work outside the company (including at their homes).	By eliminating unproductive time, such as unnecessary travel time, employees can work with high levels of efficiency and productivity. 70% of users of this scheme appreciated the improvement in efficiency and productivity in their work.
Individual-based staggered working hours	<ul style="list-style-type: none"> <li>From June 2016: Trial done with 1,400 employees</li> <li>From June 2017: Officially implemented</li> </ul>	While maintaining the prescribed daily working hours, employees can individually choose on a daily basis to start working anytime between 90 minutes before and 90 minutes after the normal work starting time.	By urging each individual employee to seriously consider the working hours that maximize not only their own performance, but also that of the organization, we aim to develop organizational units that achieve the best performance.

These initiatives are gradually showing some targeted results. In the second employee opinion survey on work styles conducted in 2016, there was an increased individual consciousness toward business process efficiency and productivity as well as an improvement in excessive internal reporting, which in the previous survey was considered to be one of the main factors reducing productivity. As shows in the diagram below, with continual focus on the results of employee opinion surveys, we will implement a plan-do-check-act (PDCA) cycle aimed at improving productivity and accelerating our pursuit of measures and implementation of work style innovations that contribute to enhancing the competitiveness of the company as a whole.

Improvement activities in each unit and division      Developing measures at company level



Career Development Initiatives for Female

Policy System

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. Under "Voluntary Action Plan on promotion of women to managerial and board position", we set a target to increase the number of female managerial staff from 67 as of July, 2014 to 201 (more than three times) by the fiscal year ending March 2021. These activities have won Mitsui recognition as a company that has achieved outstanding performance in promoting the career development of female employees; Mitsui has been selected as a "Nadeshiko Brand" and "Semi-Nadeshiko Brand" company by the Japanese Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE), and has also been awarded "Eruboshi" status by the Ministry of Health, Labor and Welfare.

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Promoting Diversity Management

Initiatives

Activity

Training for female business staff (career-vision training)

This training is provided for female business staff during their 5th through 7th years after entering Mitsui & Co. 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 2016, mainly for our female employees, was "The experience of Administrative Overseas Trainees".



The 21st session of Diversity Cafe in progress

Childcare and Family Care Support

System

Activity

We support the concept of "Work-Life Management" in which individual employees fulfill their responsibilities in their personal lives and maximize their potential and play a greater role in their work. As part of our support system, in addition to the existing leave system, we have introduced systems of shortened and staggered working hours to help employees balance their work life with childcare and family care needs. From 2007, we started to provide partial pay for childcare leave, 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 employees. Before returning to work, a three-party meeting is 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 work and caring for children. From fiscal year ended March 2017, in addition to existing measures, in the area of childcare we started providing partial support for the expense of a baby-sitter. In the area of family care, we conducted a questionnaire on the balancing of work and family care. Based on strong request from employees, we also distributed a handbook aimed at assisting employees in balancing work and family care and held explanatory sessions on the company's family care system, as well as seminars on family care to provide information to help employees establish the balance between work and family care. As a result of this series of policies and initiatives, we have been recognized three times (for fiscal years 2008, 2011, and 2015) 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.

P.83 Employees Taking Childcare or Family Care Support (Non-consolidated) ★



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## Promoting Diversity Management

## Work-life Management Support Systems

System

	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 (a full-day basis, a half-day basis, an hourly basis) Short-time working for childcare Exemption from overtime work Restrictions on overtime work Exemption from late night work
Family Care	Family Care Leave Nursing Care for Family Leave (a full-day basis, a half-day basis, an hourly basis) Short-time working for family care Exemption from overtime work Restrictions on overtime work Exemption from late night 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 Special Support Leave (a full-day basis, a half-day basis, an hourly basis) (From April 2017) Mobile work Individual-based staggered working hours (From June 2017)

## Re-employment system for ex-employees who had to resign due to the transfer of their spouse

System

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

Year of Retirement/Registration		FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Number of registered ex-employees	Business staff	1	3	2	3	2	4	3	3	7	5
	Administrative staff	6	3	4	1	1	5	7	16	11	11
	Total	7	6	6	4	3	9	10	19	18	16

## Supporting the Active Participation of Senior Personnel

System

Mitsui & Co. has introduced a "re-employment system" that provides employees who wish to continue working after reaching the mandatory retirement age of 60 the opportunity to continue working up to a maximum age of 65. We are working to build an environment that enables active participation of senior personnel by continuing to make use of their work experience, knowledge, and skills even after reaching the mandatory retirement age.

Furthermore, we offer training, including career design training, and one-to-one interviews, etc., to our senior personnel aged over 50 in order to support their more active participation and promote self-directed career-building.

## Hiring of disabled persons

System

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. Employees with disabilities represented 2.48% of our workforce as of March 2017. For over 20 years we have exceeded the statutory employment rate for people with disabilities.

We will continue to promote hiring disabled persons with the objective to exceed the legally mandated level.



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## Occupational Health, Safety and Work Environment Initiatives

### Core Principles

Policy

Employee is the most important asset for Mitsui & Co. We implement measures to ensure a work environment where our employees can exercise their abilities to the full and work in safety and good health, unaffected by changes in the social and business environment. We will implement initiatives to firmly establish a structure to promote health management of our employees and respond to emergencies, such as accidents and disasters, as well as to energize the work environment.

### Basic Policy on Health Management

Policy

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.

### Health Promotion Committee

System

In February 2017, Mitsui & Co. launched the Health Promotion Committee under the basic policy of (1) promoting "Health and Productivity Management", which regards health management as a management priority and (2) maintaining and enhancing the employees' health through implementation of "Health and Productivity Management"; and (3) improving the company's productivity. As part of our "collaborative health" program, through which we aim to implement effective measures in enhancing employees' health under a partnership between the health insurance union and the company, Mitsui & Co. and Mitsui Bussan Health Insurance Society will work together to plan and decide policies aimed at maintaining and enhancing employees' health, and execute these policies.

### Employee Health Management

System

Activity

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 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.

### Mental Health

Policy

System

Under Mitsui & Co.'s Mental Health Promotion Plan, 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.

In addition, we carry out stress checks with the following aims: (1) measuring the level of employees' stress in order to raise employees' awareness of their own stress levels, (2) linking this to improvements in the workplace environment, and (3) preventing mental health problems (primary prevention).



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**Occupational Health, Safety and Work Environment Initiatives**

**Mental Health Promotion Plan (formulated on May 1, 2016)**

Mitsui recognizes that the mental health of its employees is an important priority issue in order to promote happy lives for its employees and their family members, to increase productivity at the company, and to develop lively workplaces.

Accordingly, we will promote mental health initiatives, not only in terms of dealing with mental health problems, but also in a broader sense, including measures to revitalize workplace communication, etc.

We have set the following targets to be achieved in the five-year period to FY March 2020.

1. All employees, including managers, shall understand mental health issues, and become able to fill his or her own role in promoting mental health.
2. Fully establish and permeate the stress check system.
3. Achieve a ratio of 100% of employees undergoing regular health consultations.

**Health-related Training and Seminars**

System Activity

In addition to mental health training for line managers, as well as training for health management overseas, and health management training for new-graduate employees as they become independent business persons for the first time, we also hold other health-related seminars as part of our efforts to build an organization with a high level of health literacy.

Results in the fiscal year ended March 2017 (number of attendees in parentheses): Mental Health Training for Line Managers (159); Managing Health Overseas (369); Health Management as Business Persons (187); A Paradigm Shift in Nutritional Science – The Truth Behind Sugar Restriction (100); Having a Good Relationship with Alcohol (58)

**Medical Examinations**

System Activity

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 comprehensive medical exam 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.

Certified Health and Productivity Management Organization 2017  
The Ministry of Economy, Trade and Industry has established a system to recognize large enterprises and SMEs that carry out particularly outstanding health and productivity management. Under the system, Mitsui & Co. received accreditation in 2017 as a Certified Health and Productivity Management Organization.

**Working Hours Management**

System Activity

To reduce total working hours, we have periodically created and distributed status reports of each division on overtime working hours and remaining annual paid leave so as to reduce overtime hours and encourage taking annual paid leaves, including use of the planned leave system. We set a target of achieving the acquisition rate of annual paid leave as 70% or higher by the fiscal year ending March 2021. Further, we provide guidance about proper labor management and raise awareness, especially to managers through training session. We also provide access to on-site medical advisors for employees whose overtime working hours exceeds a specific limit and develop proposals for improving the situation, based on the Occupational Health and Safety Law of Japan, which leads to reduce total working hours and prevent health problems.

🔍 P.83 Paid Leave Taken Days and Usage Ratio (Non-consolidated) ★

**Security Management**

System Activity

Mitsui & Co. promotes various kinds of businesses through its 137 points of global operations (as of April 1, 2017), 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.



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## Occupational Health, Safety and Work Environment Initiatives

## Joint Efforts with Labor Unions

System

Activity

To create an environment in which each and every employee is able to work energetically 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 & Co. also holds labor-management dialogue 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 Branch and each Business Unit (in total 12 times in 2016), with the aim of maintaining a healthy and cooperative relationship between management and labor.

## Promoting Internal Communication

Activity

With the aim of making Mitsui & Co. an even more vibrant, dynamic, and vigorous company, we actively create opportunities for dialogue between the management and employees. For some time, we were regularly holding so-called Active Talk Wednesday (ATW) sessions as employee gatherings, with the aim of stimulating internal communication. The way in which ATW is conducted was partially changed in 2016, and "New ATW" dialogue sessions, with a greater focus on stimulating communication between management and employees, were held at the Head Office 7 times in the fiscal year ended March 2017. In addition, Kurumaza (roundtable meetings), where the president meets with employees for open discussions, was held on 30 occasions at the Head Office and also took place at 6 domestic offices and branches and at overseas offices in a total of 26 countries and regions. By sharing management's thoughts and ideas from a variety of perspectives and bringing together the opinions and thoughts of employees through face-to-face meetings, we will endeavor to create an organization with an atmosphere of openness.

## Data of Personnel Affairs

## Figures Concerning Employees (As of March 31) ★

	Non-consolidated				
	Total employees (persons)	Male (persons)	Female (persons)	Average age of employees (years old)	Average number of years of service (years)
2015	6,085	4,447	1,638	42.4	19.0
2016	6,006	4,377	1,629	42.4	18.9
2017	5,971	4,337	1,634	42.4	18.9

## Number of Employees by Operating Segments (As of March 31, 2017)

(Unit: persons)

	Non-consolidated	Consolidated
Iron & Steel Products	321	1,374
Mineral & Metal Resources	245	440
Machinery & Infrastructure	791	15,497
Chemicals	598	2,658
Energy	378	724
Lifestyle	824	10,466
Innovation & Corporate Development	398	3,398
Americas	217	2,457
Europe, the Middle East and Africa	164	964
Asia Pacific	226	1,271
Others	1,809	3,067
Total	5,971	42,316



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### Number of Employees by Region (As of March 31, 2017)

(Unit: persons)

	Headquarter-hired staff (HS) ★	Non-Headquarter-hired staff (NS)
Japan	4,766	—
Americas	322	596
Europe, the Middle East and Africa	230	772
Asia Pacific	488	1,733
Others	165	—
Total	5,971	3,101

### NS Dispatched to the Head Office (As of March 31, 2017)

(Unit: persons)

Japan Business Integration Program trainees (BIP)	10
Japan Language & Business Program trainees (LBP)	1
Intra-company transferees	9
Total	20

### Number of Hires by Gender (Non-consolidated) ★

(Unit: persons)

	New-graduates			Mid-career			Total
	Male	Female	Total	Male	Female	Total	
FY2015	94	57	151	35	6	41	192
FY2016	113	78	191	29	1	30	221
FY2017 *1	103	80	183*2				—

\*1 Figures as of April 1, 2017

\*2 Includes employees who will join us on October 1, 2017 (Male: 2, Female: 1)

### Hours of Training and Expenditure on Training (Non-consolidated)

	Average hours of training per employee	Average training expenditure per employee
FY2016	15.7 hours	JPY 339,915

### Average Personnel Turnover (Non-consolidated) (Over the last three years)

Average personnel turnover	4.72%
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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	Percentage of Female	Total	Female	Percentage of Female	Total
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
2017	5,917	1,674	28.3%	3,514	200	5.7%	4,748	505	10.6%	1,169

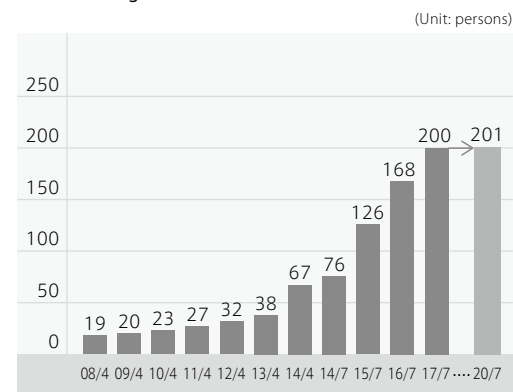
\* Includes 1 female General Manager (M1).

#### Proportion of Female and Non-resident Executive Officers (Non-consolidated) (As of July 1) ★ (Unit: persons)

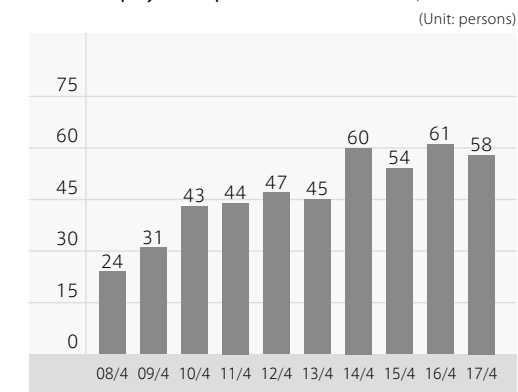
	Director					Corporate Auditor		
	Total	Female	Percentage of Female	Non-resident	Percentage of Non-resident	Total	Female	Percentage of Female
2015	14	2	14.3%	1	7.1%	5	1	20.0%
2016	14	2	14.3%	1	7.1%	5	1	20.0%
2017	14	2	14.3%	2	14.3%	5	1	20.0%

### Actual Status of Promoting Career Advancement for Female (Non-consolidated)

#### Female Managerial Staff



#### Female Employees Dispatched Overseas (As of April 1)





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## Average Age and Average Length of Service of Full Time Employees (Non-consolidated) (As of March 31)

	Average age (years old)			Average length of service (yy-mm)		
	Male	Female	Total	Male	Female	Total
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
2017	42.5	40.5	41.9	18-10	17-7	18-6

## Employment Ratio of People with Disabilities (As of June 1)

	Employment ratio of people with disabilities	Legally stipulated ratio
2015	2.45%	2.00%
2016	2.51%	2.00%
2017	2.53%	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 Sustainability Co., Ltd. Please refer to independent practitioner's assurance report at the link below for details.

## Employees Taking Childcare or Family Care Support (Non-consolidated) ★

(Unit: persons)

		FY2014			FY2015			FY2016		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Child care	Childcare Leave	12	40	52	13	49	62	13	50	63
	Nursing Care for Child Leave	47	111	158	42	107	149	64	138	202
	Short-time Working for Childcare	13	135	148	11	137	148	7	162	169
	Staggered Working Hours for Childcare	4	1	5	7	1	8	5	0	5
	Childbirth Attendance Leave	91	—	91	93	—	93	102	—	102
Family Care	Family Care Leave	0	1	1	1	0	1	1	0	1
	Nursing Care for Family Leave	31	52	83	42	59	101	50	74	124
	Short-time Working for Family Care	0	0	0	0	0	0	0	0	0
	Staggered Working Hours for Family Care	0	0	0	0	0	0	0	0	0

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## Paid Leave Taken Days and Usage Ratio (Non-consolidated) ★

	FY2012	FY2013	FY2014	FY2015	FY2016
Average paid leaves taken (day)	11.2	11.0	11.2	11.8	12.8
Average paid leave usage ratio (%)	58.2	57.3	58.3	61.4	66.6