




Corporate Governance & Human Resources



Activities for FY 2017 to Contribute to SDGs

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


Theme: Corporate Governance & Internal Controls

Related SDGs (Target Numbers)	Initiatives by Mitsui & Co.	Activities for FY 2017
 <p>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels (16.6)</p>	<p>We are continually enhancing our corporate governance framework and developing and improving our internal controls on a global group basis, in order to make Mitsui a company that is trusted by society. In particular, we are striving to further increase transparency and promote an active dialogue with our stakeholders.</p>	<ul style="list-style-type: none"> ● Explanation of Initiatives relating to corporate governance and human resources, which are part of the key initiatives under Mitsui's medium-term management plan, as an integral part of communication with investors. (16.6) ● A panel discussion held on the Investors' Day amongst corporate officers with regard to the enhancement of corporate governance and human resources. (16.6) ● Implementation of highly transparent disclosure of information and disciplined employee conduct related to internal controls on a global basis. (16.6) ● Advancement in the further diversification of the Board of Directors and the greater effectiveness of the Board in response to the adoption of the Corporate Governance Code. (16.6)

Theme: Reinforcement of Sustainability Governance

Related SDGs (Target Numbers)	Initiatives by Mitsui & Co.	Activities for FY 2017
 <p>Ensure healthy lives and promote well-being for all at all ages (3.d)</p>	<p>We established the Sustainability Committee in order to pursue the possibility of mutual sustainable growth of society and the company by generating new value to society through business activities. At the same time, to manage risks in a comprehensive manner from both quantitative and qualitative perspectives, we have designated business domains that have qualitative risks relating to the natural environment, society, and corporate governance as Specially Designated Business, and we endeavor to develop such businesses with due caution under our Specially Designated Business Management System.</p>	<ul style="list-style-type: none"> ● Based on the Specially Designated Business Management System, investments opportunities were examined with potential-risk analysis relating to the environment, society, and governance, and several measures were implemented to extend the understanding of such System at each business field. (3.d, 13.3, 16.7) ● The Sustainability Committee submitted proposals to the Corporate Management Committee on sustainability-related management policies and business activities (understanding of business-related risks and opportunities). (13.3)
 <p>Take urgent action to combat climate change and its impacts (13.3)</p>		
 <p>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels (16.7)</p>		



Theme: Compliance & Risk Management

Related SDGs (Target Numbers)	Initiatives by Mitsui & Co.	Activities for FY 2017
 <p>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels (16.5)</p>	<p>Our sound reputation is the foundation of our business. 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 employees of the importance of upholding high ethical standards and are accordingly striving to build a global compliance framework.</p>	<ul style="list-style-type: none"> ● Implementation of compliance tests (e-learning) for persons who have not yet completed this process. (16.5) ● 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 applicable employees and officers. (16.5) ● Implementation of Compliance Review Week activities, including the dissemination of messages by the President and CCO, and others, as well as seminars and panel discussions. (16.5) ● Implementation of Compliance Awareness Survey (for domestic employees and officers). Formulation and implementation of compliance activities based on the results of the survey. (16.5) ● Distribution of the "Compliance Handbook" to domestic affiliated companies and the implementation of e-learning regarding said handbook. (16.5) ● Promotion of compliance-related activities at overseas trading subsidiaries and affiliated companies in line with initiatives by Mitsui's Tokyo Headquarters. (16.5) ● Convening of domestic affiliated company CCO meetings and visits made individually to key affiliated companies to provide advice on the establishment and operation of compliance systems. (16.5) ● Publication of internal alerts regarding compliance (via intranet, meetings, etc.), and sharing information through reporting lines on actual disciplinary cases. (16.5) ● Introduction of a global group hotline which handles reports on a global basis concerning possible violations of the anti-bribery law and antitrust law. (16.5)




Activities for FY 2017 to Contribute to SDGs

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

Theme: Human Resources to Translate into Assets

Related SDGs (Target Numbers)	Initiatives by Mitsui & Co.	Activities for FY 2017
 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all (4.4, 4.7)	Mitsui has long maintained its belief that "human resources are our greatest asset," and embraced values and philosophy such as "Focus on Human Resources," "Open-mindedness" and "Challenge and Innovation." We place importance on such values and philosophy, while striving to become a company where all employees are motivated to work with vitality.	<ul style="list-style-type: none"> ● MVV discussions held by MicroBiopharm Japan at its head office and all plants for the purpose of making its management philosophy take root internally (approx. 300 participants). (4.7) ● Strengthening of career education and training in order to increase employees' understanding of the nature of the business of a general trading company (approx. 130 sessions). (4.4, 4.7) ● Continued implementation of various programs designed to strengthen global human resources development (approx. 1,120 participants in total). (4.4, 4.7) ● Implementation of training programs to group companies, as well as regular human resources information sharing meetings for group companies, with the aim of strengthening global group management (2 meetings, 113 participants from 69 companies). (4.4, 4.7) ● Changes to existing performance assessment systems to ensure that the efforts made by those employees who took on new challenges or produced results by thinking outside of the box with a strong will and vitality are fairly reflected in their assessments. (8.5)
 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all (8.5)		





Theme: Appropriate Appointment and Allocation of Personnel

Related SDGs (Target Numbers)	Initiatives by Mitsui & Co.	Activities for FY 2017
 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all (4.4)	We are striving to create an environment in which our human resources, who are the most important asset of the Mitsui & Co. group, are able to grow through a variety of experiences, and deepen personal interactions between employees on many levels to gain even better experiences, and create a cycle of opportunity regeneration.	<ul style="list-style-type: none"> ● Establishment of a new In-house Entrepreneurship program wherein an individual employee provides a capital contribution to a company which is to be newly incorporated, and, as a shareholder, creates and develops new business (two employees). (4.4, 8.3, 8.5) ● Ongoing implementation of "Karugamo Works," a project which enables employees, either individually or as a team, to come up with new business ideas and then commercialize them. (5 projects). (4.4, 8.3, 8.5) ● Dispatch of young employees to programs where they are can grow through interactions with actual customers of domestic offices and branches (4 employees). (4.4, 8.5) ● Continued implementation of the "bulletin board system," which allows employees to be transferred to the divisions/departments of their choice so that they can make use of their own experiences and specialist skills (approx. 20 employees). (4.4, 8.5) ● Continued implementation of swift and flexible reallocation of Human Resources to target business sectors with a high growth potential. "Growth Drive Shift" initiatives were implemented during FY March 2018 aimed at the streamlining of the administrative units and the reinforcement of business frontlines, resulting in the transfer of administrative unit employees to frontline business units and affiliated companies (approx. 70 employees). (8.3) ● Continued implementation of the training program designed to send Non-Headquarter hired employees to Japan (21 employees) and a greater number of locally hired employees promoted to managerial positions (64 employees). (10.2)
 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all (8.3, 8.5)		
 Reduce inequality within and among countries (10.2)		


Activities for FY 2017 to Contribute to SDGs

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

Theme: Promoting Diversity Management

Related SDGs (Target Numbers)	Initiatives by Mitsui & Co.	Activities for FY 2017
 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all (4.5, 4.7)	<p>We carry out diversity management initiatives to enhance our corporate competitiveness by fully mobilizing our employees from a wide variety of backgrounds in terms of nationality, gender, values, and other attributes. In order to continue evolving our diversity management initiatives, we review our traditional work styles from the perspectives of productivity and efficiency, and promote "Work Style Innovation" by implementing new measures as necessary. In addition, we implement measures for human resources development, environment creation, and awareness raising in order to build a corporate climate and culture that can realize diversity and inclusion, which means accepting and respecting diversity.</p>	<ul style="list-style-type: none"> ● Implementation of measures for the realization of diversity and inclusion. (4.5, 4.7, 5.5, 5.c, 8.5, 10.2) <ul style="list-style-type: none"> ● Diversity training for managers held (at the Head Office and domestic branches and offices) (9 sessions; 216 participants). ● Support for female employees to take more active roles through training held for female Business Staff members (at the Head Office and domestic branches and offices) (3 sessions; 43 participants), and the sending of female management-level employees to external training sessions. ● Designation of a Nadeshiko Brand company in FY March 2018, as was the case in FY March 2015 and FY March 2016. ● Creation of an LGBT handbook and the holding of seminars (held at the Head Office and domestic branches and offices all at once; 137 participants) for the purpose of gaining a proper understanding of LGBT; sending out of a message from the chairperson of the Diversity Promotion Committee with the aim of realizing diversity and inclusion. ● Implementation of a "Career Design Seminar" aimed at revitalizing senior human resources (11 times, 247 participants). ● Seminar held concerning the employment of people with disabilities (held at the Head Office and domestic branches and offices; 1 time, 48 participants from 34 domestic affiliated companies) ● Implementation of initiatives for the promotion of Work Style Innovation. (5.b, 8.5) <ul style="list-style-type: none"> ● Introduction of an individual-based staggered work hour scheme. ● Implementation of an employee opinion survey on work styles (third time). ● Implementation of "Mitsui & Co. Teleworking (including working from home)" on a trial basis (approx. 600 employee participants). ● Implementation of a trial to study the employee dress code from an efficiency point of view (approx. 2,800 employee participants). ● Renewal of the dedicated work-style innovation site on the intranet (for the sharing of successful examples within the company). ● Implementation of measures to balance work and child care/family care in order to support employees' work life management. (8.5) <ul style="list-style-type: none"> ● Commencement of the concurrent use of the staggered working hours scheme and shortened working hours scheme, subsidize part of the costs of childcare and extended childcare costs for employees who return to work early from childcare leave, in order to support employees who wish to come back to work earlier from childcare leave, or to start working full time again earlier. ● Seminars held regularly (at the Head Office) on childbirth and childcare systems (two seminars; 9 male employees and 20 female participants); continued disbursement of a subsidy to partially cover the cost of babysitting, the disbursement of a subsidy to partially cover the cost of housekeeping services for the purpose of childcare, and other childcare support enhancing measures. ● Seminars held (at the Head Office and domestic branches and offices) on family care (two seminars; 70 participants); enhancement of family care support measures, including the disbursement of a subsidy to partially cover the cost of housekeeping services for the purpose of family care. ● Introduction of Special Support Leave to assist those employees who have family members with disabilities that require special care and assistance.
 Achieve gender equality and empower all women and girls (5.5, 5.b, 5.c)		
 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all (8.5)		
 Reduce inequality within and among countries (10.2)		

Theme: Occupational Health, Safety and Work Environment Initiatives

Related SDGs (Target Numbers)	Initiatives by Mitsui & Co.	Activities for FY 2017
 Ensure healthy lives and promote well-being for all at all ages (3.3, 3.5, 3.d)	<p>We implement measures to ensure a work environment wherein our employees can exercise their abilities to the utmost and can continue to work in safety and good health.</p>	<ul style="list-style-type: none"> ● Training held for the purpose of preventing contagious diseases, such as tuberculosis, malaria, AIDS, and Dengue fever (24 sessions; 314 participants). (3.3) ● Promotion of Health Management leading to employee productivity improvements through the maintenance and enhancement of employee health by implementing employee stress level checks, as well as various seminars and training activities (on overseas health management, mental health, and drinking) (a total of 28 sessions; 600 participants in total), and Health Promotion Committee meetings held on a regular basis (4 meetings in total). (3.5, 3.d)

Reinforcement of Sustainability Governance

Developing the Sustainability Framework

System Activity

In 2004, Mitsui & Co. established the CSR Promotion Committee (currently the Sustainability Committee) under the Corporate Management Committee to develop Mitsui's internal framework with respect to sustainability, and to work to raise sustainability awareness among employees.

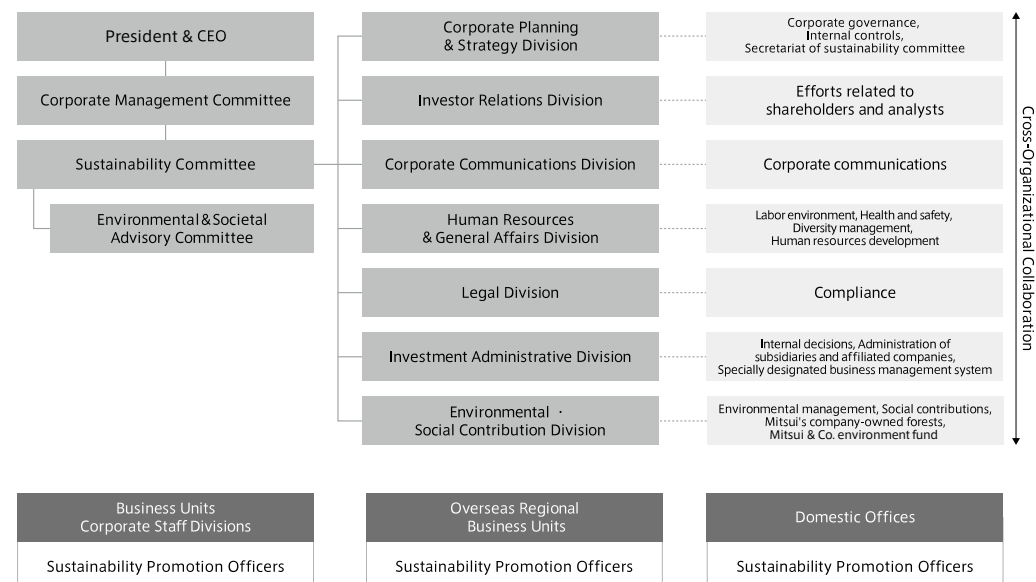
Reflecting the growing interest in the UN Sustainable Development Goals (SDGs) and ESG investments in recent years, we established the Sustainability Committee on May 1, 2017 in order to further clarify our unchanging stance toward creating new value for society through business activities and to pursue further mutual sustainability between society and the company.

With the Sustainable Committee playing a central role, Mitsui 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 Sustainability Promotion Officers in each of the corporate staff divisions, Headquarters business units, overseas regional business units, and domestic offices, and we are continuing to build our internal network.

In the fiscal year ended March 2018, Sustainability Promotion Officers meetings continued to be held quarterly, at which we shared new policies relating to our sustainability initiatives and other important information discussed and formulated by the Sustainability Committee, and gave reports on surveys and measures related to supply chain management. In addition, working group meetings 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. We held seminars on ESGs, as well as workshops on materiality and SDGs in order for employees to personalize societal issues as their own individual challenges.

Moreover, Mitsui Sustainability 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 based on employees' day-to-day work. In this way, we are urging employees to consider sustainability issues in their everyday business.



For further information on our corporate governance & internal controls, please refer to the link below.

Reinforcement of Sustainability Governance

Sustainability Committee

System	Activity
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The Sustainability Committee, which was launched in May 2017, assumes a stronger and broader role than its predecessor, the CSR Promotion Committee. It submits proposals to the Corporate Management Committee regarding sustainability-related management policies and business activities (identifying risks and opportunities in business) and company-wide policies relating to the environment, conducts deliberations on effective information disclosures to stakeholders, inculcates the importance of sustainability management throughout the Company, makes proposals in relation to Specially Designated Businesses, and engages in other sustainability related matters.

The committee's chairperson is the executive officer in charge of corporate staff divisions (overseeing the Corporate Planning & Strategy Division), and its deputy chairperson 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 and energy, etc., technology trends, human rights, and other matters—as well as attorneys and other knowledgeable individuals.

Sustainability Committee Meetings in FY 2017

Meeting 1 (May 26, 2017)

Deliberations on the sustainability initiatives in our business activities, the role and discussion themes of the Sustainability Committee, and a report on information disclosures in the Sustainability Report 2017 utilizing SDGs

Meeting 2 (September 26, 2017)

Discussions on the information disclosure policy based on the external environment, trends in environmental and climate change issues, and a report on the evaluation results for DJSI 2017 selection

Meeting 3 (December 14, 2017)

Deliberations on the expansion of disclosure of non-financial information, and a report on participation in COP23

Meeting 4 (March 28, 2018)

Report on our response to climate change issues, sustainability promotion activities, the results of our environmental and social contribution activities for the fiscal year ended March 2018 and plans for the fiscal year ending March 2019

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 2018, 12 projects were individually assessed under the Specially Designated Business Management System. By business domain, 6 of these projects were the environment-related business, and 6 were the projects receiving subsidies.

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
		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 business that have large impact on environments 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) Safety assurance and work environment 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 and bioethics related business 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.	<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	Projects receiving subsidies All projects that directly or indirectly receive subsidies from governmental and administrative agencies within and outside of Japan.	<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	Business harboring other unusual reputation risks 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.	<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

Compliance & Risk Management

Compliance Approach

Policy

Mitsui & Co. considers a sound reputation to be the foundation of business, and recognizes that compliance is the prerequisite for maintaining our reputation and trust from society.

In order for the Mitsui & Co. global group to become a truly trustworthy corporate group for society, we make serious efforts to heighten awareness among all officers and employees of the importance of upholding “Integrity” and to build a global-group compliance framework. “Integrity” here means more than compliance with laws, regulations and rules, and it refers to an employee’s ability to act honestly and ethically with a high degree of dignity and respectability, to use good judgment in connection with his/her business activities, and to behave with common courtesy and in accordance with business ethics and social norms.

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 and officer should act in his/her daily activities, from the perspective of compliance with laws and regulations, internal rules, and corporate ethics. The Business Conduct Guidelines help us fulfill our corporate social responsibility (CSR) and gain the trust of our stakeholders. They have been revised from time to time since their establishment in February 2001, to reflect the changes of the times.

To ensure that all our employees develop a proper understanding of the Business Conduct Guidelines, we implement training and e-learning courses, and at the same time, we require all employees to pledge to comply with the Business Conduct Guidelines. Likewise, each our global group company has formulated and implemented its own individual business conduct guidelines, based on the “Business Conduct Guidelines for Employees and Officers of Mitsui & Co., Ltd.”, that suits its specific business activities. In addition, we have put in place business conduct guidelines in our overseas business locations, reflecting the local laws and regulations, and customary practices of the countries in each region.

Business Conduct Guidelines for Employees and Officers of Mitsui & Co., Ltd.

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

Compliance Framework

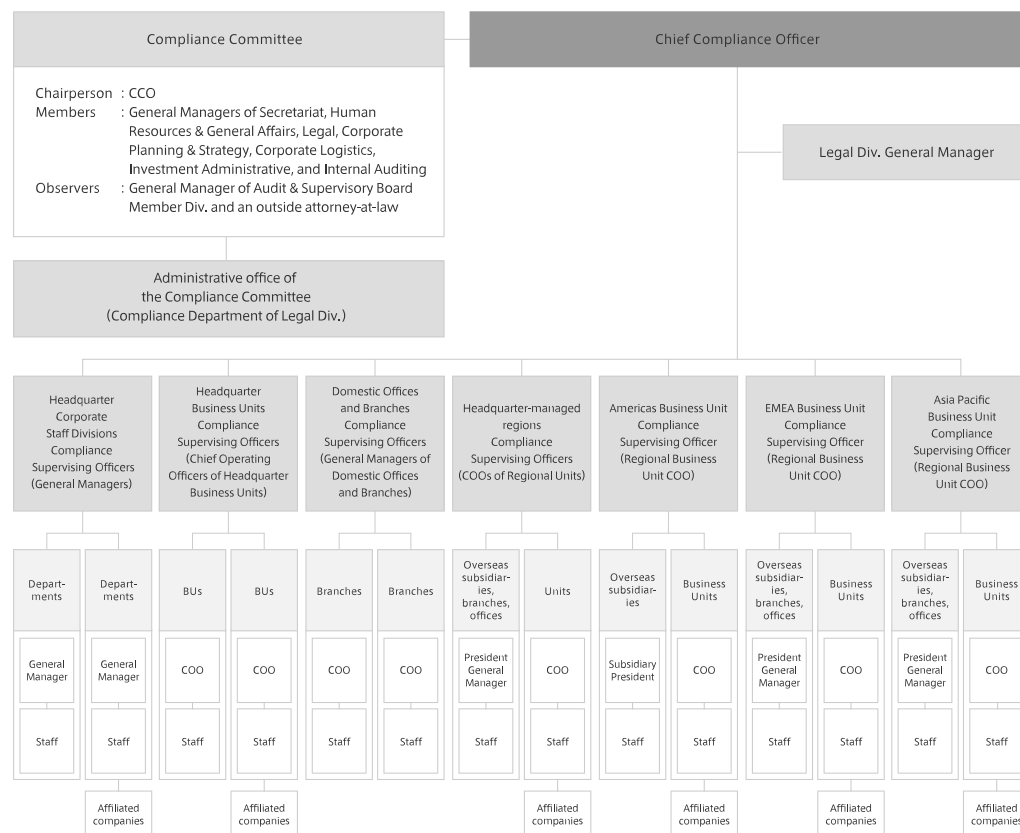
The Compliance Department of the Legal Division leads compliance-related initiatives on a global group basis under the direction and supervision of the Chief Compliance Officer (CCO) and in collaboration with the Compliance Supervising Officers appointed in each of Mitsui’s domestic and overseas business units, and branches and offices. The objectives of these efforts implemented on the Mitsui & Co. global group basis are to: (i) heighten compliance awareness, (ii) improve and strengthen compliance programs, and (iii) respond to specific compliance issues as they arise.

In addition, the Compliance Committee has been established as a forum for discussions relating to the promotion of compliance with laws and regulations, and ethical standards across our global group as a whole. With the participation of external attorneys, the Compliance Committee discusses various issues that have arisen in the group, and discussion outcomes are made available on the company intranet.

Specific measures carried out include conducting thoroughgoing supervision at workplaces, implementing preventive anticorruption measures through the management of business entertainment for public officials and appointment of sales 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 in order to prevent misconduct. With respect to anti-corruption, we have published.

Status of Compliance Incidents

In the fiscal year ended March 2018, there were no cases where Mitsui received any legal sanctions or paid any fines or financial penalties due to violations of anti-bribery laws or anti-competition laws. The total number of compliance-related incidents (except for harassment and minor work-related accidents and labor-related issues) at its Head Office, domestic and overseas offices and affiliated companies that were reported in the fiscal year ended March 2018 was 604. However, none of them had a material effect on the management of Mitsui and its affiliated companies.



Facilitating Communication and Improving the Internal Whistleblowing System

We believe that the essence of compliance lies in the continual efforts to develop an open working environment which embodies our management philosophy and values and facilitates transparent and smooth communication within the Mitsui & Co. global group.

In case some problem arises, a report must be immediately made to one's superior or relevant persons, so that the problem can be properly addressed in a timely manner. Mitsui has established eight channels for raising compliance concerns, including internal reporting lines to external attorneys or third

parties that promise anonymity. We have established the rules on a whistleblowing system which clearly stipulate that no employee will suffer any form of disadvantage for raising any compliance concern. Furthermore, we have made available to our group companies in Japan the use of Mitsui's designated external attorneys and third parties as their external reporting channels to ensure a system in which issues emerged in our group companies can be reported with a sense of security, through the appropriate establishment and operations of the whistleblowing system. Furthermore, at our overseas offices and affiliated companies, our regional Compliance Supervising Officers are taking the lead in developing reporting and consultation channels, also taking into consideration local laws and regulations, as well as specific local customary practices at each country.

Furthermore, Mitsui began the introduction of the Global Group Hotline, a special whistleblowing hotline for reporting and seeking advice regarding cases that breach the laws of Japan or another country regarding anti-trust (monopoly) laws or anti-corruption laws, or cases that give rise to suspicion of such breaches. Under the system that is being put in place, the Compliance Department belonging to Mitsui's head office Legal Division becomes a unified channel by which to receive whistleblowing reports from officers and employees of overseas trading affiliates, and other subsidiaries in Japan and overseas.

Effective Education and Training

Mitsui provides employees with a wide range of compliance training programs to promote a high degree of awareness of business ethics throughout the company 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 2018, we provided such training for employees at all levels, including new employees and line managers, as well as for our employees being transferred overseas or being seconded to group companies. We also provides an extensive program of compliance training for officers and employees of group companies. In November 2017, we conducted "Compliance Review Week", in which we held a seminar about compliance issues that everyone might encounter, in addition to sharing information and exchanging opinions. In addition, during the fiscal year ended March 2018, we provided lessons involving the Compliance Handbook for our 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 test last year understand the Handbook's content. Through such activities, we are working to ensure that all management and employees have the compliance-related knowledge they need to conduct day-to-day business activities. Moreover, we distributed "Compliance Handbook for Mitsui & Co. Group Companies", which was newly prepared last year to domestic group companies upon request. We also provide overseas offices 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 the level of compliance awareness among officers and employees, we have conducted Compliance Awareness Surveys not only at Mitsui (non-consolidated), but on a global group basis, as needed. We utilize the survey results to address issues and implement a variety of measures to further promote compliance awareness.

Other Initiatives

In addition to the previously mentioned initiatives, we also visit individual key affiliated companies in order to ensure adherence to compliance at the global group level. By gaining a better understanding of compliance issues facing each company, we provide advice geared toward helping those companies autonomously design and implement compliance programs.

Throughout the fiscal year ending March 2019, we will strive to make compliance an integral part of daily work in our global group operations, by continuing to support group companies to help them develop and implement compliance programs more effectively, in order to instill the importance of compliance among their employees. For this, we will further deepen communication and information exchanges.

Global Tax Management Policy

We are committed to complying with our tax obligations and simultaneously managing our global tax costs. Our Global Tax Management Policy is available below.

Protecting Personal Information and Information Risk Management

Protecting Personal Information

We have 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 the Personal Information Protection Guidelines and Rules 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 pay particular care to ensure that all data is protected. From the perspective of accident prevention, in addition to our education and training systems, we appoint a Personal Information Management Officer in each division. The officers regularly review the status of personal information management in the daily course of business and enhance it as needed.

Regarding compliance with GDPR (General Data Protection Regulation), Mitsui established internal rules regarding GDPR before it went into force in May 2018, and informed all officers and employees via an internal notice clarifying the management system and operational rules when handling EU personal data. Furthermore, we have established an internal operation structure to deal with EU personal data pursuant to GDPR (such as complying with the duty of keeping records of processing activities, etc.) required by GDPR.

We consider our timely response to laws and regulations performed according to global standards differentiates us from other companies, which also enhances our corporate value.

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 is chaired by the Chief Information Officer (CIO). In accordance with our Information Security Policy, we have developed the Rules on Information System Management and the Rules on IT Security, in order to maintain and keep enhancing our information risk management systems.

Cyber Security

In line with the advancement of information and communications technology (ICT) in business at Mitsui & Co., as well as at our affiliated companies, Mitsui & Co. group companies continue enhancing the cyber security framework, including the establishment of a dedicated unit to tackle cyber security, which examines and implements cyberattack countermeasures.

Human Resources to Translate into Assets

Human Resources Approach

Policy

Throughout its long history, Mitsui & Co. has placed great importance on certain values and philosophies, such as a “Focus on Human Resources”, “Challenge and Innovation,” and “Open-Mindedness.” In line with these values, we have always valued people and worked to train and develop diverse human resources who can contribute to society.

Our corporate mission is to: Strive to contribute to the creation of a future where the aspirations of people can be fulfilled. To achieve this mission, we will increase our efforts to instill these values and our organizational culture, which have led people to say that “Mitsui is people”, through human resource development activities for the approximately 42,000 people who work for the Mitsui & Co. global group.

The business environment is changing rapidly, and the future is difficult to predict. We are sharpening the abilities of individual personnel and exerting the high-level capabilities and expertise of Mitsui and its group companies, in order to increase the comprehensive strengths of the Mitsui & Co. group, and creating environments in which the diverse people who work for the group can work energetically. We believe these are the most important things to ensure that the Mitsui & Co. group can continue to create new value in this environment.

Key Elements of Human Resources System

Policy

Mitsui regards human resource management systems as tools that help every individual employee to work energetically and lead to the realization of the corporate mission and values. The basic philosophy stated above is reflected in the following priorities.

- | | |
|--|--|
| 1. Recruitment of Diverse Human Resources | We will recruit well-balanced and highly creative people from diverse backgrounds. |
| 2. Human Resource Development | We will develop people who share the values of Mitsui & Co. and have leadership skills that enable them to take the initiative in realizing our management philosophy. |
| 3. Appropriate Appointment and Deployment of Personnel | We will appoint and promote optimal people from the Mitsui & Co. group's global human resource pool. |
| 4. Diversity Management | We will implement measures and develop an environment in which diverse individuals can perform their tasks energetically at their full potential. |
| 5. Consideration for Working Environments and Health and Safety | We will create healthy and safe working environments in which employees can continue to work with confidence. |

Mitsui & Co. group companies will share the above approaches through the Mitsui & Co. Global Business Management Guidelines and by other means. We will formulate human resource systems, and recruit, train and appoint personnel on the basis of said guidelines, according to the particular circumstances of individual companies.

Human Resources Development

View on Human Resources Development

Policy

From their initial stages, employee training programs at the Mitsui & Co. global group were designed to foster human resources that are capable of global group management.

Throughout its long tradition, Mitsui & Co. 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 programs in various forms to support and supplement human resources development through OJT.

Also, we have career counseling educational programs for universities and graduate students, including internship programs, "Challenge & Innovation" seminars, and round-table discussion meetings with our employees to learn and develop their career views and deepen their understanding of Mitsui's business.

Human Resources Development Programs

System

Grade-based Training and Business Skills Training

To achieve the goal of fostering human resources capable of global group management, we have built a wide variety of human resources development programs for every grade of employees, from new employees to management-level employees. While we have set grade-based training programs, mainly to enable employees to learn Mitsui's business mindset and leadership, we have also provided business skills training programs as well as professional training programs with the aim of enhancing our employees' knowledge and capabilities 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 policies, and we encourage our self-motivated employees to participate in these programs.

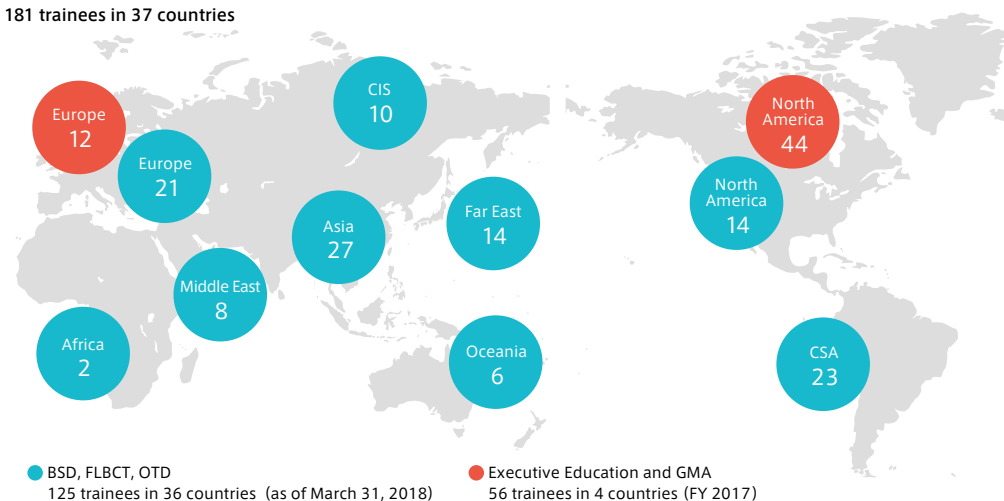
Global Training Programs

The Mitsui & Co. global group have numerous global training programs that are designed to enable employees to manage business on a global basis. Programs include Business School Dispatch (BSD), Foreign Language & Business Culture Trainee course (FLBCT), and Overseas Trainee Dispatch (OTD). We also dispatch middle management-level employees to MIT Sloan Fellows Program and Harvard Business School Global Management Academy (GMA).

GMA is the program aimed at training next generation of leaders with the capacity for global management and has been held in partnership with Harvard Business School. The scope of the participants in this program are headquarter hired staff (HS) members, non-headquarter hired staff (NS) members, and employees of Mitsui's overseas group companies and business partners. For management-level employees, we send them to Executive Education (EE), which is a short-term MBA programs conducted at first-class business schools in Europe and the US.

Number of employees dispatched in Global Training Program (FY 2017)

181 trainees in 37 countries



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

(Unit: persons)			
Category	Training Programs	Outline	Number of participants FY 2017
Grade-based training programs	Management Training Program, New Line Manager Program, Leadership Program, Administrative Staff Training, Female Business Staff Program, New Hire Induction Training, Mid-career Hire Induction Training	The aim of the programs are to foster human resources capable of global group management. Participants acquire the knowledge including our management philosophy, business skills, and business mindset.	2,691
Bussan Academy Program	Marketing, Management Strategy, Finance, Logical Thinking, Mindset, Communication, Philosophy, History	Professional training programs with the aim of increasing participants' specialist knowledge in various fields.	2,520
Objective-based Programs for senior employees	Career Design Program, Retirement Life Plan Program	Training programs for senior employees, which are designed to support them in autonomously devising the direction of their career and to adapt to the change of environment and their roles.	400
Grade or Objective-based Training Programs	Project Manager Development Program, Inter-industry Exchange Training Programs, MOC (Mitsui Open College)	A variety of training programs, including Inter-industry exchange Training (which aims to promote understanding of different corporate cultures and build human networks).	1,584
Global Training Programs	Foreign Language & Business Culture Trainee course, Business School Dispatch, Overseas Trainee Dispatch, GMA, EE	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.	181

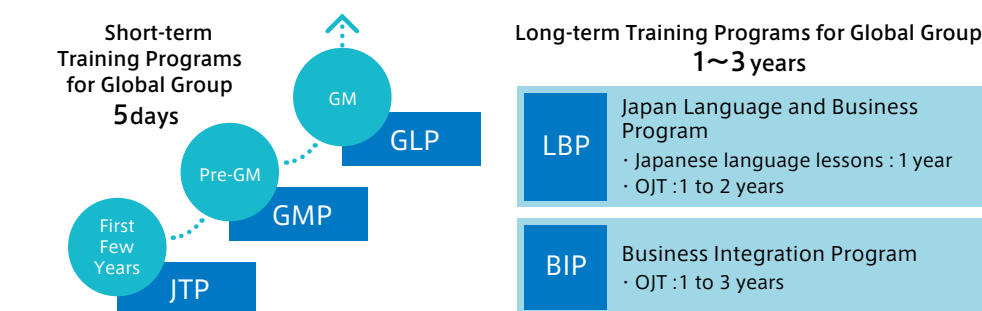
P.88 Hours of Training and Expenditure on Training (Non-consolidated)

Development of Human Resources Capable of 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's consolidated management.

In order to support human resources development at each group company, and the building of human networks, group employees in Japan are given grade-based training, through such courses as our General Manager Training Program, Department Manager Training Program, and New Hire Induction Training Program, in addition to the optional training programs including the "Bussan Academy" program.

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 general manager; and after appointment as a general 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 practical business training.



P.74 Training and Promotion of Non-Headquarter Hired Staff (NS)

Appraisal

Mitsui and its group companies encourage employees to take on new challenges and to work hard with high motivation and enthusiasm, by supporting them also from the perspective of personnel appraisals. The objectives of conducting the appraisal process are not limited to enhancing employee understanding of Mitsui's management philosophy and motivating employees to meet management objectives, or to provide input for fixing compensation or assigning new positions, but also to promote talent development through the appraisal process. Appraisal meetings are held periodically between employees and their managers, and employees receive comprehensive feedback on their performance and specific contributions. These meetings create an effective framework for human resources/ personal ability development.

The appraisal system for headquarter-hired employees consists of 3 types of appraisal criteria: "Individual Competency Appraisal", "Contribution Appraisal", and "Organization Performance Evaluation". For the "Individual Competency Appraisal", an appraiser makes comparative assessment on the competency of an employee with regard to other employees in the same appraisal group, and it is used for and reflected in decisions regarding employee promotion, job assignments, salary, and so on, in accordance with the cumulative points in the employee's individual competency appraisals over the most recent 3 years. Having cumulative points from appraisals for 3 years, rather than a single-year appraisal result, avoids a one-time effect and allows appropriate appraisals as to how an employee has been developing during the 3-year period, and for considering promotions. For the "Contribution Appraisal", setting out appropriate targets is the premise for a fair appraisal. Superiors and subordinates must engage in in-depth discussions in order to share a common understanding of the established targets so that the targets will be challenging and acceptable to both parties. For the "Contribution Appraisal", an appraiser assesses the value added to, and the degree of contribution made to, the company by an employee, as well as the degree to which the employee has taken on challenges to achieve a target. The purpose of the "Organizational Performance Evaluation" is to examine the degree of attainment and the progress made by individual business units on their respective business plans. The results of the Contribution Appraisal and the Organizational Performance Evaluation are reflected in the bonus.

Appropriate Appointment and Allocation of Personnel

Policy on Appropriate Appointment and Allocation of Personnel

Policy

People are the most important assets for the Mitsui & Co. global group. We aim to create a cycle in which our human resources can grow through opportunities for diverse experiences, while deepening their human networks, thereby creating opportunities for even better experiences.

Placing the Right People in the Right Positions

System

Every year, employees are given the opportunity to have dialogue with their superiors on the basis of the prescribed career development survey sheet. Based on the individual employee's characteristics, expertise and experience, we determine a policy for the development and utilization of our human resources and implement appropriate personnel assignments, in order to maximize the potential of our diverse, talented professionals and organizational strengths.

Swift and Flexible Reallocation of Human Resources

System

Re-allocation of Human Resources

Human resources are vital but finite management resources. Taking into account the external environment and the balance between our portfolios and profits, we agilely transfer and position our human resources to growth areas that we have defined as targets under our management policies. We are continually implementing human resource re-allocation measures to accelerate our business offensives.

In the fiscal year ended March 2017, we re-allocated approximately 30 people from resource areas into non-resource growth areas, such as "healthcare" and "nutrition & agriculture", in order to build a structure capable of generating stable profits without being impacted by resource prices.

In the fiscal year ended March 2018, we transferred approximately 70 people from administrative units to business units and affiliated companies, with the aim of streamlining administrative units and strengthening business frontline units.

Personnel Exchanges

At intervals of approximately two years, we exchange personnel among different units. Approximately 300 people have taken part in exchanges since the program was introduced in the fiscal year ended March 2010. The aim is to share and disseminate knowledge and specialist skills held by organizations and employees beyond organizational boundaries, and in so doing enable employees to fully employ the comprehensive strengths and the networks of the Mitsui & Co. global group, and to develop human resources with broad perspectives.

Young employees up to four or five years experiences are transferred to domestic branches and offices under our Career Development Program designed to accelerate growth through contacts with customers at the business frontlines.

Systems to Help Employees Take up Challenges

System

Activity

Human Resources Bulletin Board System

This system allows employees to move from their presently assigned business sector to different business areas which they can choose. If an employee wants to use his or her capabilities, skills and specialist knowledge in a business area other than the one to which he or she is currently assigned, and if it is judged that the transfer would be beneficial for both the employee concerned and the company and would enhance the competitiveness of our human resources and organization, a transfer will be implemented.

Approximately 380 employees have been transferred under this system since its commencement in the fiscal year ended March 2000.

In-house Entrepreneurship Program

The in-house entrepreneurship program was introduced in April 2017 to support a culture in which employees take up the challenge of creating new business in line with the Mitsui's spirit of Challenge and Innovation. The solicitations are made two rounds a year. In the fiscal year ended March 2018, there were approximately 20 applications (including requests for advice) in each round. The employees concerned provide part of the investment and become shareholders and representative directors when new companies are established. As shareholders, Mitsui and the employees work together to drive the growth of the newly established businesses. As of March 2018, two employees had completed the selection process and are making preparations for the launch of new businesses.

Karugamo Works

The purpose of this project is to explore and commercialize new business ideas that are being studied independently by individual employees or teams of employees. Each year a solicitation is made for submission of new business proposals, and after being selected, employees work with related business divisions to commercialize the new business ideas. Through this project, work has started on the commercialization of a total of 5 ideas.

Appropriate Appointment and Allocation of Personnel

Training and Promotion of Non-Headquarter Hired Staff (NS)

System Activity

Training and Transfer to Japan

NS personnel selected for training as next-generation leaders are sent to Japan in various ways. They are given opportunities to study the Japanese language and Japanese business practices and experience Japanese work styles, while learning other aspects of Japan, such as its culture and history. Their training is targeted toward their development as management personnel who will one day play key roles in Mitsui & Co. global group management. In addition to opportunities to network with people within and beyond Mitsui, the program is also designed to enable participants to build lifelong relationships by inspiring and being inspired by other talented people who are gathered in Japan for the same purpose. Total of 159 people have participated in various training programs in Japan since the fiscal year ended March 2014. Mitsui will continue to implement these programs going forward.

Personnel Sent to Japan (As of March 31 each year)

(Unit: persons)

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Japan Language and Business Program (LBP)	11	13	13	7	1
Business integration program (BIP)	9	13	9	13	10
NS transfers	18	14	8	10	10*
Total	38	40	30	30	21

*Including one NS transferee accepted by an affiliated company

Promotions to Executive Positions

An increasing number of talented locally hired employees (NS) are being promoted to managerial positions, in line with our commitment to training NS personnel in each region and strengthening our pool of human resources and locally-originated business. In the past, most people appointed to managerial positions as general managers (GMs) in overseas offices were sent from Japan. As result of coaching and training NS personnel, as well as providing opportunities for assignment to Japan and for global training, and other initiatives, the percentage of GM positions held by NS personnel has reached 31% in the Americas, 24% in EMEA (Europe, the Middle East and Africa), and 8% in the Asia Pacific region (as of March 2018). We will strengthen our efforts to achieve optimal personnel allocation, including Headquarter-hired staff (HS), as part of the continuing globalization of human resources in the Mitsui & Co. global group. The number of NS general managers is expected to exceed 100 by the fiscal year ending March 2020.

Number of NS GMs (As of March 31 each year)

(Unit: persons)

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Americas	14	18	18	20	25
EMEA	20	20	18	20	22
Asia Pacific	2	4	4	4	6
Other	2	4	6	8	11
Total	38	46	46	52	64

Transfers between Overseas Countries

Appointing personnel with a thorough knowledge of each country and region is essential to developing business with deep local roots, in order to capture every business opportunity while adapting flexibly to business environments in which change is the norm. We are driving further diversification forward to ensure that the right people can work in the right places on a global basis, regardless of nationality or location of recruitment. We are increasingly providing employees with opportunities not only for training in Japan, but also transfer to other overseas offices, including offices in other countries in the same region. Recent examples include the transfer of staff from India and South Korea to Dubai in the Middle East. We will continue to support the globalization of human resources in the Mitsui & Co. global group, while verifying the effectiveness and merits of this policy.

Number of NS Employees Transferred between Overseas Countries (As of March 31 each year)

(Unit: persons)

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Americas	2	2	5	5	4
EMEA	3	2	2	1	1
Asia Pacific	8	14	13	10	6
Other	1	4	4	3	3
Total	14	22	24	19	14



NS participating a group discussion in GMP

Promoting Diversity Management

Mitsui & Co.'s Diversity Management Vision

Policy System

Building an environment that allows every member of our diverse human resources to display his or her potential to the full. In order to deal with a variety of changes in an increasingly volatile global business environment, it is important that we secure a wide range of human resources with diverse values so that we can respond to various changes and regard risks as business opportunities. This is why the people who work for the Mitsui & Co. global group come from a wide variety of backgrounds in terms of nationality, gender, values and other attributes.

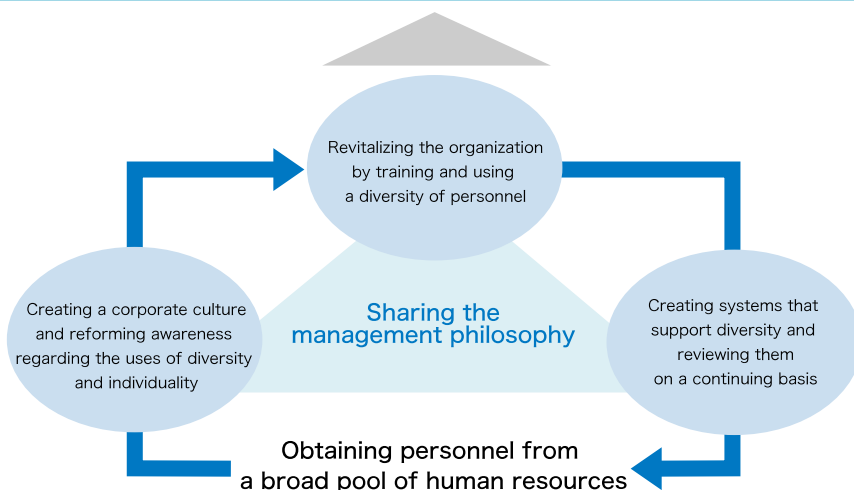
We implement diversity management initiatives to enhance the competitiveness of the Mitsui & Co. global group. This is achieved when each and every member of our diverse human resources recognize and respect each other, stimulate each other to come up with ideas, bring new value to our business, and create innovation. This will allow us to evolve as a company within which people can generate new value in business.

Specifically, 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 that seeks to fully utilize diverse individual characteristics, by broadening employees' mindsets, and by creating and continually reviewing work-related systems to support diversity. At the same time, we train and deploy diverse human resources on a global group basis, and work to enhance our corporate competitiveness by realizing the full strategic mobilization of our diverse workforce.

The Diversity Management that Mitsui Is Aiming For

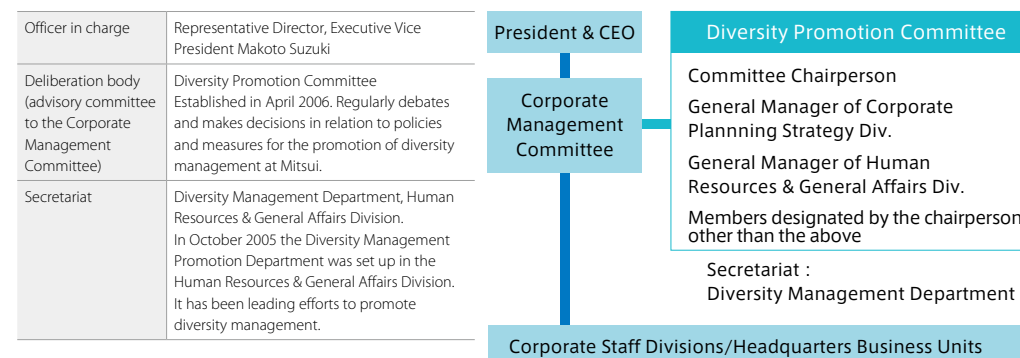
Increasing Competitiveness by Combining the Capabilities of Diverse Human Resources

- 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.



Diversity Management Promotion Framework

System



Work Style Innovation

Policy

To further deepen our diversity management initiatives, since 2015 Mitsui has been reviewing its traditional work styles from the perspectives of efficiency and productivity, and sought to realize varied, optimal work patterns. Where necessary, we have introduced "Work Style Innovation" initiatives. By implementing Work Style Innovation, we aim to develop workplace environments in which diverse individuals can reach their full potential and work with a strong sense of job satisfaction and motivation. The ultimate goal is to strengthen our overall competitiveness as a company.

Percentage of employees feeling motivated in their work 72.6 % (up 1.9% YoY)	Percentage of employees feeling personal growth through work 75.1 % (up 1.6% YoY)	Percentage of employees feeling proud to be working for the company 85.1 % (up 1.0% YoY)
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Employee Opinion Survey on Work Styles

Activity

We conducted an employee opinion survey on work styles in October 2015. 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 opinion surveys that have aimed to enhance our management and organizational strengths. We surveyed and analyzed a variety of topics, including individual employees' views on work styles in general, work style trends in workplaces, and factors that could hinder highly productive and efficient ways of working.

Promoting Diversity Management

Since we held the first employee opinion survey in October 2015, we have held the survey regularly in the autumn every year. Checking year-on-year changes has been useful for proposing and reviewing various initiatives and policies.

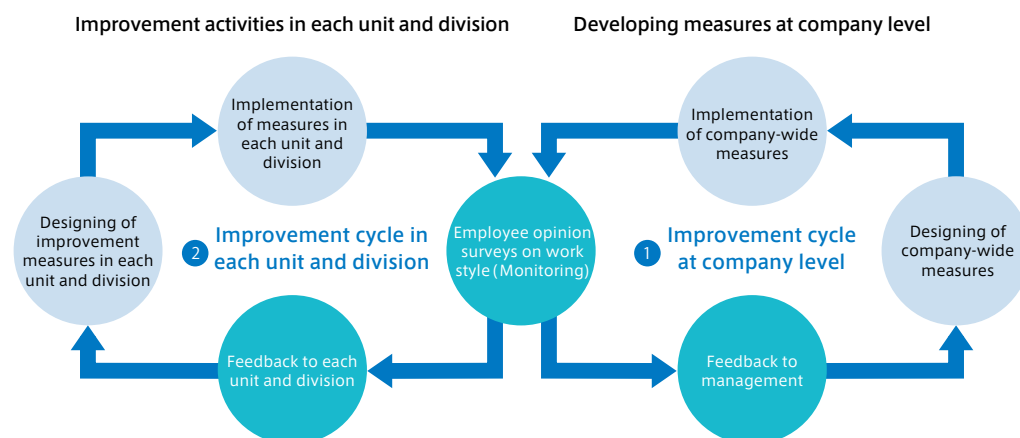
Main year-to-year changes in the Employee Opinion Survey on Work Styles (approximately 80 questions)

	First Survey (FY 2015)	Second Survey (FY 2016)	Third Survey (FY 2017)
I am strongly motivated to achieve better efficiency and productivity in the workplace	53.3%	61.6%	64.8%
I now have less idle time caused by congestion and waiting around due to large numbers of employees arriving at work or taking breaks at the same time	44.6%	55.2%	73.4%
I have taken enough paid leave	47.6%	52.6%	61.0%
I do not work chronically long working hours	—	69.3%	72.1%

PDCA Cycle Based on Employee Opinion Survey on Work Styles

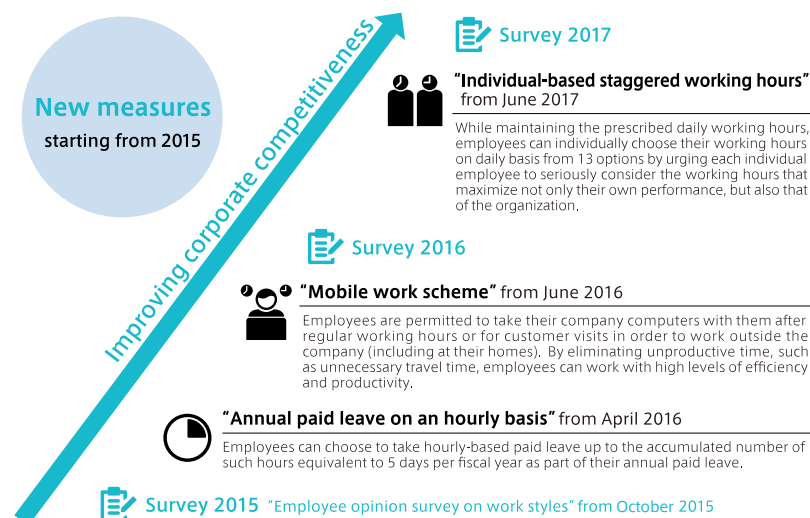
System Activity

After holding the first survey in October 2015, it became clear that we faced two issues on a company-wide basis: improving efficiency in terms of working places and working hours; and increasing business process efficiency. To tackle the first of these issues, we implemented the following company-wide systems: annual paid leave on an hourly basis (April 2016); mobile work (June 2016); and individual-based staggered working hours (June 2017). For the second of these issues, we have carried out specific measures to realize improvements, including the promotion of active debate in the workplace, and work reviews. Through the steady implementation of two PDCA cycles - company-wide, and in the workplace - we have worked across the company to try to realize work that is both efficient and productive and provides to better concentrate on their work.



Development of company-wide policies (right circle in cycle diagram 1)

Measures	Time of introduction	Description of measures	Effect and aims
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 children and family leave, employees can take leave in units of one hour for 10 days of leave per fiscal year.)	Being able to take leave for just the hours needed allows employees to better concentrate on their work. Just under 80% of employees used this system in fiscal year ended March 2017.
Mobile work	From June 2016	Employees are permitted to work outside the company (including at home) by taking their company computers with them after regular working hours, or to use during free time when making customer visits.	By eliminating unproductive time, such as unnecessary travel time, employees can work with high levels of efficiency and productivity. Just under 70% of users of this scheme felt there was an improvement in efficiency and productivity in their work.
Individual-based staggered working hours	From June 2017	While maintaining the prescribed daily working hours, employees can individually choose on a daily basis to start working any time 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, while working with a healthy sense of intensity. In a survey carried out after introduction, 95% of respondents reported that the measures have contributed to the competitiveness of the company (based on the results of a survey into staggered working hours carried out in February 2018).
Mitsui & Co. teleworking (includes working from home, etc.)	From July to September 2017 (trial for around 600 employees)	This system has expanded the scope of employees eligible for the mobile work described above (by adding the option of working from home or at a satellite office during regular working hours).	It has been proved that, by creating greater flexibility in what we consider to be a "place of work", we are able to improve the work efficiency and productivity of individuals and organizations. Accordingly, this contributes to improving our corporate competitiveness, which is one of the goals of Mitsui & Co.'s Work Style Innovation.



Improvement activities (left circle in cycle diagram ②) at the business units and divisions (business frontlines)

As part of the employee opinion survey on work styles that we implement every year, we carry out a detailed analysis of the survey results on an organizational basis. Specifically, we provide feedback in the form of tailored analyses given to 118 divisions. This allows them to identify characteristics at each organization by comparing against the company average or division average, etc. Furthermore, each organization formulates a unique improvements plan every year in consideration of the characteristics of its business, based on the results of the feedback.

Since October 2016, which was during the second year of the work style innovation initiatives, we have made concerted efforts to link measures across the company. This has led to even greater urgency in the implementation of measures in the workplace. Particularly successful measures have been posted on the "Work Style Innovation" the intranet page as examples of best practice, and we have encouraged knowledge of these examples to be shared across the company (see below for some examples).

Introduction of standing conference desks (Infrastructure Projects Business Unit)

The aim of introducing standing conference desks is to create a place where employees can carry out face-to-face communication and hold relaxed, highly efficient and productive meetings. The measure has received good feedback from the employees overall, with some expressing the opinion that it increases awareness among employees who tend to talk too long of the need to hold meetings efficiently, and that this has made meetings easier.



Nomad* desks (Legal Division)

"Nomad desks" have been installed at the Legal Div. separately from the employees' own desks. The Nomad desks have law books, displays, telephone headsets, and partitions. This gives the employees a space to concentrate fully on examining contracts or talking on Skype, etc. when they need to.



*The Nomad system is a new way of working that uses IT tools, etc. to allow employees to work in a variety of places, and not just their own office desk.

We have also promoted measures to improve the efficiency and productivity at each business unit by working together as a company in close collaboration between the business units, corporate staff divisions, and the business supporting unit to improve business processes in the workplace, and in doing so create time to go on the business offensives. One example of this is the business units making a business process improvements request to the corporate staff divisions when they formulate their own unique improvements plans. The division in question then considers solutions in response to each request.

The impact of these activities (1. Developing measure at company level, and 2. Improvement activities in each business units and divisions (business frontlines)) is gradually becoming apparent. In the third survey, which was held in October of 2017, improvements were seen for many of the question items. In particular, there were major year-on-year improvements in the results for questions that asked about progress in improvement activities at the business units and divisions (business frontlines).

We will continue to promote PDCA on kaizen activities for improving productivity, based on the results of the surveys. In addition to accelerating Work Style Innovation, including the examination of further detailed measures that will contribute to Mitsui's corporate competitiveness, we will tackle Work Style Innovation across the entire Mitsui & Co. global group by actively exchanging information on best practice between group companies.

Work Style Innovation Action Plans (KPI and action plan formulation for Work Style Innovation at Mitsui)

Policy

We have set out KPI and formulated action plans for "Work Style Innovation" from the following three perspectives: 1. Correcting the problem of long working hours; 2. Encouraging employees to take annual paid leave; and 3. Promoting flexible ways of working. We have posted these on the Keidanren website as "Work Style Reform Action Plan"

1. Correcting the problem of long working hours (KPI)

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

2. Encouraging employees to take annual paid leave (KPI)

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

3. Promoting flexible ways of working (KPI)

By the fiscal year ending March 2020, increase the percentage of employees replying positively to questions in internal surveys regarding the achievement of heightened concentration on their work to at least 70% of all employees.

By the fiscal year ending March 2020, increase the percentage of employees replying positively to questions in internal surveys asking if they feel "motivated in their work", "personal growth", and "satisfaction with their choice of company" to at least 80% of all employees.

Reference:Results from Mitsui & Co.'s "Employee Opinion Survey on Work Styles"

	First Survey (FY 2015)	Second Survey (FY 2016)	Third Survey (FY 2017)
I have realized to better concentrate on their work	54.5 %	39.7 %	47.8 %
Employee satisfaction level*	72.6 %	76.0 %	77.6 %

*Average of "motivation in their work", "feeling personal growth" and "satisfaction with their choice of company"

🔍 P.90 Related Data: Paid Leave Taken Days and Usage Ratio (Non-consolidated) ★

Promoting Diversity Management

Career Development for Diverse Human Resources

Policy

A diverse range of human resources are working at Mitsui & Co., with different genders and nationalities, as well as different values, ways of thinking, and lifestyles. Mitsui is aiming to create workplaces where employees with a diverse range of backgrounds are able to recognize each other's unique value, stimulate each other to display their potential to the full, and move on to the next level. To this end, we are developing systems and support measures that will allow them to exert their capabilities to the full, while fostering an atmosphere and culture that realize diversity and inclusion in a way that accepts and respects our diverse characteristics.

Career Development Initiatives for Female

Policy

As one of our key initiatives to promote the careers of diverse human resources at Mitsui, we have been promoting human resources development, environment improvements, and mindset changes to support female staff members (business staff and administrative staff) in building and continuing their careers.

Action Plans Related to Career Development Initiative for Female

Policy

Mitsui & Co. has formulated the following action plans to promote women's empowerment and is implementing related initiatives.

Our goal of "more than tripling the number of female staff at managerial positions as of June 2014 (67) by around 2020", which was described in both the following plans, was achieved two years earlier than planned in July 2018 (221 female managerial staff).

Voluntary Action Plan on Promotion of Women to Managerial and Board Position

Our voluntary action plan was posted on the Keidanren website in December 2014.

As of July 1, 2018, Mitsui & Co. has 3 female officers (2 Directors and 1 Audit & Supervisory Board Members) and the ratio of female staff to the total number of officers is 15.7%.

Action Plan Related to the Promotion of Women's Empowerment (April 1, 2016 to March 31, 2021)

The plan describes our targets up to the end of FY 2020 under the Act on Promotion of Women's Participation and Advancement in the Workplace.

Initiatives to Support Continuous Career Development

System

Activity

Training for Female Business Staff (Career-vision Training)

This training is provided for female business staff during their 5th through 7th years after joining Mitsui. The most important aim of the training is to help participants prepare for their future long-term career paths. The training helps employees to develop concrete ideas about the growing choices they will face, along with life events and other factors, through dialogue with senior executives and discussions with colleagues working in the same environment.

Female Mentor System

The female mentor system has been introduced to provide opportunities for female employees to 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 in day-to-day activities through to career planning. A wide range of female employees are selected as mentors from among those who have worked overseas, experienced various life events, or are active in the frontline at the business divisions or as secondees. Employees can choose their mentor depending on the type of advice they need (Mitsui has also established mentor systems for non-Japanese employees and young employees).

Diversity Cafe

Along with changes in the social milieu, such as a greater diversity in people's sense of values, the rising 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 private lives. We host the Diversity Cafe to allow employees of all ages and roles 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. Since 2009, panel discussions and talks have been held on a variety of themes, such as "How to Manage a Career, and Married Life, Childbirth, and/or Childcare", "Get-together with Female Directors for Female Managerial Staff", and "Administrative Staff's Experiences as Overseas Trainees".





The 21st session of the Diversity Cafe in progress

Work-life Management

Policy

Mitsui supports "work-life management" so that every employee is able to fully meet life responsibilities, while pursuing their career development by displaying his or her potential in the workplace to the full. As part of these efforts, we have introduced various systems above the required statutory standards to support our employees in both work and childcare/family care. These systems are made available not just for female employees but also for male employees, encouraging male employees to take part in childcare and family care.

 **P.88** Performance data related to diversity

 **P.91** Evaluation by Society

Promoting Diversity Management

Initiatives to Support Childcare and Family Care

System Activity

Pre-leave and Pre-return Consultations (Childcare/Family Care)

Pre-leave consultations are offered to all employees planning to take childcare or family care leave, and pre-return consultations are held for all employees planning to return to work after a period of leave. At the pre-return consultation, a three-party meeting is held between the employee, his or her supervisor, and a staff member from the Human Resources & General Affairs Div., supporting the employee to build his or her career in the medium to long term while ensuring work-life management even after returning to work. At pre-return consultations for employees on childcare leave, we have begun inviting both the employee's spouse and supervisor to the meeting. There is a growing trend where both partners pursue their careers, and we provide advice to the employee and spouse to improve understanding of the various work-life support systems and to assist in career-building, while raising the supervisor's awareness of the importance of continuing to carry out thorough communication, have high expectations of the employee, give him/her opportunities, and support their growth. Through those initiatives, we are working to create an environment that provides support for future career-building and work-life management.

Utilization of Work Style Innovations Systems (Childcare/Family Care)

The staggered working hours system for childcare and family care was previously only available to employees involved directly in childcare or family care. In 2017, as part of our Work Style Innovations, we included this system in the individual-based staggered working hours scheme, which is applicable to all employees (only staff working in Japan, and excluding secondees). At the same time, we made it possible to use this scheme and the childcare and family care working hours system (shortened working hours system) in a combined manner. Furthermore, we also started to offer a variety of choices for flexible work styles, including annual paid leave on an hourly basis, and the opportunity to acquire nursing care leave and family care leave in hourly units. By introducing such various systems, we are developing an environment in which even employees with time restrictions can display their maximum performance in a more efficient way.

Measures Supporting Work Alongside Childcare

In addition to our previous measures to support employees to smoothly return to work, including conclusion of contracts with external childcare facilities near to our offices in order to secure places for our employees and provision of subsidies to cover part of the costs for babysitters, since fiscal 2017 we have begun to subsidize part of the costs of childcare and extended childcare costs for employees who return to work early from childcare leave. While respecting the best work-life management for each individual employee, we are developing various support measures.

Measures Supporting Work Alongside Family Care

To help employees to prepare for a sudden need to give family care, we have published a Handbook for Assisting Work Alongside Family Care, and also are holding explanatory sessions on family care systems and family care seminars, providing relevant information to support employees.

Furthermore, we have concluded a contract with an external NPO to allow our employees to consult family care experts at an early stage. In addition, for employees who do not meet the criteria for obtaining family care leave despite having a family member who has a disability and needs a certain level of assistance, we have established a special support leave system.

Work-life Management Support Systems

System

As of April, 2018

	Name of System
Pregnancy	Pregnancy Leave Late arrival at work or early departure from work Exemption from overtime work Re-assignment to 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) Nursing care for disabled family member leave Mobile work Individual-based staggered working hours (From June 2017)

*After taking the family care leave, employees shall be able to apply for the use of his/her long-term medical leave.

Promoting Diversity Management

Recognition from Society for Our Work-life Management

System Activity

As a result of implementing a series of measures to promote work-life management, Mitsui has been recognized three times (in fiscal years ended March 2009, 2012, and 2016) by Japan's Ministry of Health, Labour and Welfare as a company that is actively providing childcare support to help our employees care for children, and has acquired the next generation certification logo (Kurumin). We will continue to formulate and promote action plans (5th period - April 2017 to March 2019) under the Act on Advancement of Measures to Support Raising Next-Generation Children.

**Kurumin logo**

The "Kurumin" logo may be placed on the products of businesses that have been officially recognized by Japan's Ministry 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.

Contracted childcare facilities

System



Poppins Nursery School Marunouchi



Kids Square, Marunouchi Eiraku Building

P.89 Employees Taking Childcare or Family Care Support(Non-consolidated)★

Re-employment System for 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 due to the transfer of their spouse to become re-employed. In order for such an employee to work for Mitsui in the future, the Human Resources & General Affairs Div. provides consultation for the employee before his or her resignation, so that the employee may consider relevant matters such as how they might spend their time after their resignation.

P.90 Re-employment system for ex-employees who had to resign due to the transfer of their spouse

Promoting Understanding of LGBT*

System

While views about LGBT vary from country to country, Mitsui believes that gaining a proper understanding of LGBT is an important part of building relationships of trust with the people we meet in our work. Accordingly, we have implemented measures such as holding internal seminars in Japan and posting the LGBT Guidebook on the intranet. In addition, we cover the topic of LGBT as part of Overseas Pre-posting Training for employees being posted overseas, supporting employees' understanding before their posting. In terms of facilities, multi-purpose restrooms have been installed in the Tokyo Head Offices.

*LGBT is an abbreviation of L = Lesbian, G = Gay, B = Bisexual, T = Transsexual. In this report, "LGBT" is also used to refer to all sexual minorities, including LGBT.

Support for Employees Who Are Citizens of Countries Other Than Japan

System

The Mitsui & Co. global group has excellent human resources of a variety of nationalities and in different countries around the world, and promotes their active role in developing business closely connected with local regions. In order to boost global group management, Mitsui receives employees from its group companies on job transfers and training, and supports human resources development and the establishment of human networks within the group. Moreover, Mitsui has built a support framework for employees who are citizens of countries other than Japan to work in Japan smoothly, including establishment of a mentor system that aims to provide comprehensive support for the career development and independence of such employees hired by the Tokyo Headquarters, and provision of support for administrative procedures, such as updating or changing visa status.

Promoting Diversity Management

Supporting the Active Participation of Senior Personnel

System

We have established a unit within the Human Resources and General Affairs Division fully dedicated to supporting our senior personnel. We provide various training opportunities, such as Career Design Training, as well as holding individual interviews to support senior personnel aged over 50 to actively engage in business, etc. and to independently design their own career development path.

Mitsui 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 the maximum age of 65. We strive 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 provide support to employees for their new careers outside the company, in line with their choice of career paths.

Initiatives to support the careers of senior employees so as to play active roles within and outside the company

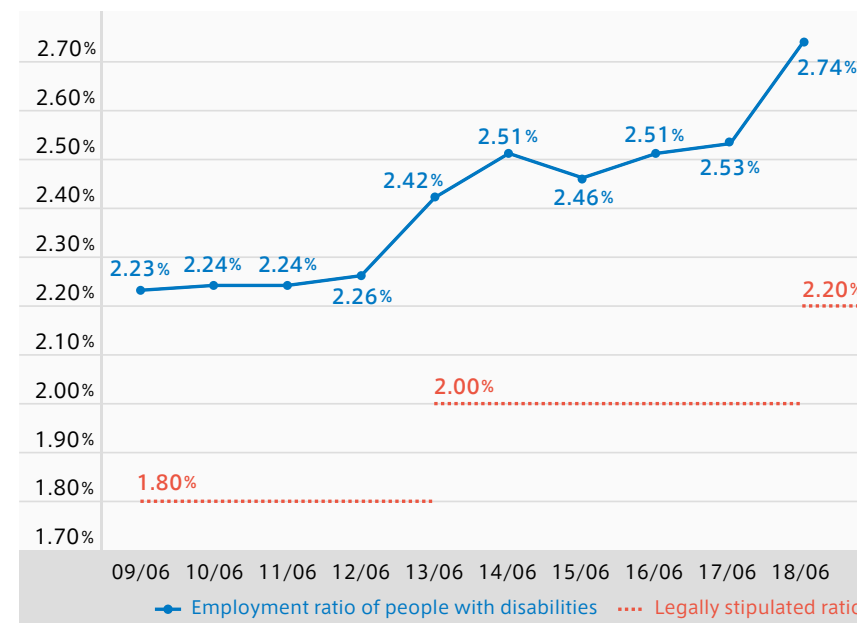
Provision of information	<ul style="list-style-type: none"> Senior interviews Individual interviews for employees aged 50 and above who want to have an interview. Information and advice are provided on various individual themes, such as the employee's future career, the company's retirement benefits and pension system, the retiree support system, the re-employment system, current conditions in the rehiring market for senior employees, and planning and preparation for life after retirement. (Approximately 200 interviews are held per year). Re-employment system explanation meeting The meeting is held to explain the system to employees seven months before mandatory retirement age. (Held four times per year for a total of approximately 120 employees.) Interview to confirm intentions regarding re-employment Interviews are given to employees who did not attend the re-employment system explanation meeting or any other employees who wish to attend.
Training	<ul style="list-style-type: none"> Career design training Two-day overnight training held twice in total for business staff aged 48 to 51 and 54 to 58. Participants think about both public systems and internal systems, carry out a stock-taking of their values, strengths and weaknesses, and think about choices of working styles. (Held 11 times in FY 2017, with 244 participants.) Career Design Follow-up Training An evening course for employees who have already received career design training and would like follow-up training. (Held 4 times in FY 2017, with 90 participants.) Life plan training One-day training program for administrative staff aged 50 and above. (Held 2 times in FY 2017, for 62 participants.)
Support for active participation within the company	<ul style="list-style-type: none"> Discussions are held by the Re-employment Committee, which is composed of executive officers and division GMs, about the specific activities of each senior employee. Support will be given for a diverse range of opportunities both in Japan, and at overseas offices and affiliated companies. We have developed the Overseas Fringe Benefits System to support overseas activities. As of March 31, 2018, there were 113 re-employment contract employees (including 12 employees working overseas)
Support for activities outside the company	<ul style="list-style-type: none"> The retiree support system is for employees aged 50 or above who wish to look for re-employment outside the company. We provide support to job-seeking employees through companies specialized in that area, and we are posting re-employment information via the intranet.

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 2.74% of our workforce as of June 2018. 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.



Occupational Health, Safety and Work Environment Initiatives

Occupational Health, Safety and Work Environment Initiatives

Policy

The Mitsui & Co. global group aims to develop safe, healthy working environments in which every individual employee can work with peace of mind. We see this as essential to enabling each employee to work at his or her full potential, and to continuing strengthening the competitiveness of the entire Mitsui & Co. global group. In addition to statutory measures required by laws and regulations, we have established structures to ensure that we properly respond to emergency situations, such as accidents and disasters. We also implement various health management and promotion measures to energize our working environments.

Health Declaration

Policy

Recognizing that good health of employees is Mitsui & Co.'s great asset, we formulated the Health Declaration below.

Health Declaration

September, 2017

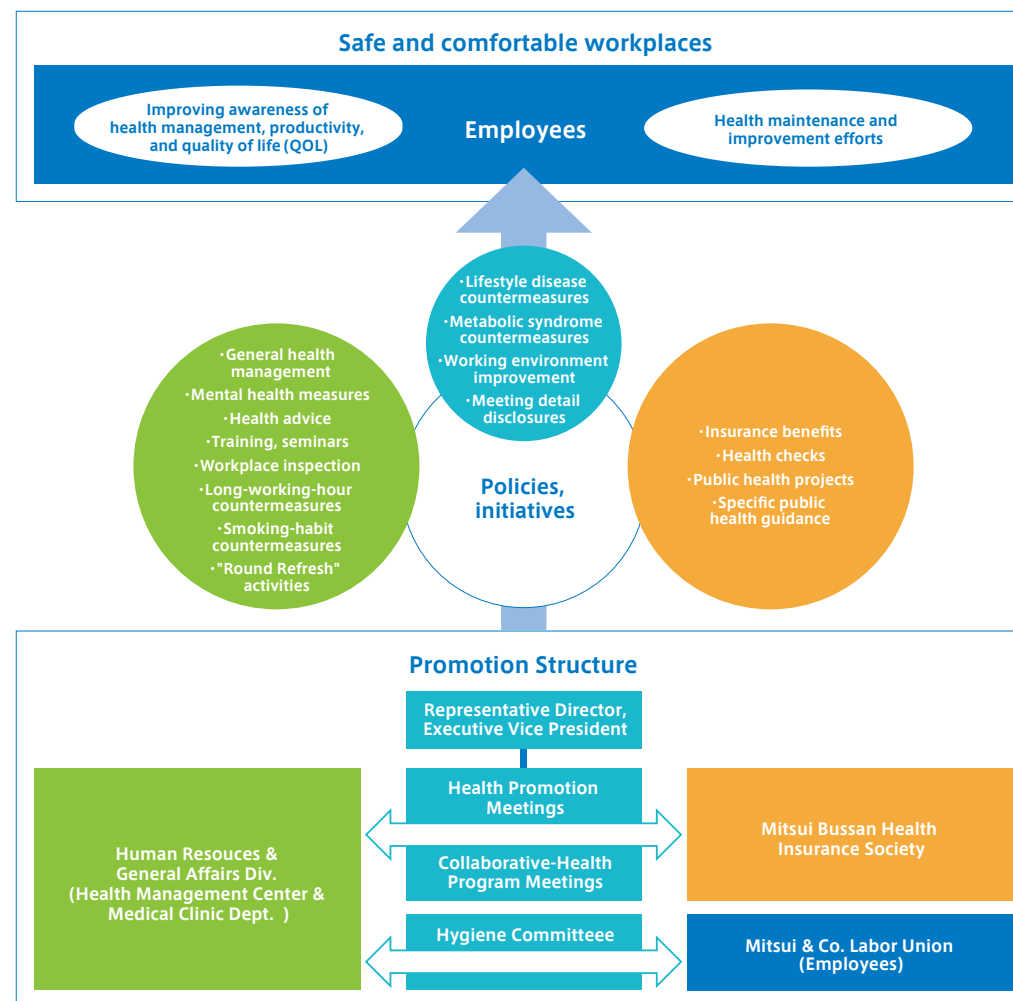
Employees are irreplaceable assets for Mitsui & Co. We regard health management for our valued employees as a vital management priority, and we will implement the following initiatives with the aim of helping our employees to maintain and improve their health.

1. We will create safe and comfortable workplaces in which employees can work energetically and in good health.
2. We will help our employees to work in the spirit of "challenge and innovation" by supporting their health management and sustainably enhance our corporate value.
3. We will help employees to raise their awareness of the need to maintain their own health and to take the initiative in maintaining and improving their mental and physical health.

Tatsuo Yasunaga
Representative Director
President and Chief Executive Officer
Mitsui & Co., Ltd.

Health Declaration

System



Occupational Health, Safety and Work Environment Initiatives

Health Promotion Committee

In February 2017, Mitsui established 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 improving the company's productivity. The committee meeting is held on a quarterly basis.

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 (members composed of Representative Director & Executive Vice President, the General Manager of Human Resources & General Affairs Division, Health Management Center & Medical Clinic Dept. of Human Resources & General Affairs Division, Industrial physicians and other healthcare professionals) 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.

Hygiene Committee

The Hygiene Committee consists of people recommended by employees and management, and holds a monthly meeting. The committee discusses ways to improve working environments, ways to develop an appropriate framework, and other related matters based on the advice provided by qualified industrial physicians and hygiene experts.

Topics discussed by the committee include the result of workplace inspections, countermeasures based on those results, regular reports on prolonged overtime hours, as well as regular health and stress checks, and influenza vaccination programs. The committee gathers opinions and works to ensure that they are reflected in employee safety and health measures. It communicates with employees by posting the minutes of its monthly meetings on the intranet.

Employee Health Management

System	Activity
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In-house Medical Clinic

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. Consultant physicians are assigned to each domestic office in Japan to provide health management for employees working in those locations.

Examinations at the Tokyo Head Office Medical Clinic

(Unit: persons)

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Examinations (total number of people examined)	26,058	24,380	24,173	21,421	18,200

Medical Examinations

We provide multiple in-house medical examination opportunities at regular intervals, and employees are able to view the results of their own examinations on the intranet. Mitsui and the Mitsui Bussan Health Insurance Society are also working collaboratively toward the prevention and early detection of lifestyle diseases and other conditions, and the provision of enhanced health advisory services, through the formulation and implementation of the following measures.

- Provision of opportunities for employees aged 35 and older to undergo comprehensive health examinations at external medical institutions
- Provision of subsidies for employees aged 35 and older who undergo brain checkups, lung cancer screening, gastroscopic examinations, and colorectal cancer screening
- Provision of specific health advisory services for employees aged 40 and older
- Provision of subsidies for cervical cancer screening for female employees aged 34 and younger
- Provision of subsidies for breast cancer and uterine cancer screening for female employees aged 35 and older

Percentage of Employees Undergoing Health Checks

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Percentage undergoing health checks	86.0%	87.5%	87.7%	90.0%	97.3%

Health Advice/Health Maintenance and Promotion Measures

Measures to help employees avoid lifestyle diseases and metabolic syndrome include dietary advice from registered dietitians, and weight loss support through health advice for employees aged 39 and younger. Welfare system options also include a service that allows employees to use external fitness gyms at corporate rates. In addition, trainers visit workplaces during working hours to run weekly eight-minute stretching and exercise sessions under the "Round Refresh" system. Employees engage in light exercise routines while standing by their desks. The benefits include not only full-body relaxation, and the relief of shoulder stiffness and lower back pain, but also the restoration of concentration and creativity, and mood improvement through communication with colleagues. The exercises provide both mental and physical relaxation and contribute to stress management.

As part of enhanced support for female employees, we have established advisory services relating to female and maternal health, offering private consultations with female doctors. Useful health-related information and guidance on various health advisory services are also provided via the intranet.

Occupational Health, Safety and Work Environment Initiatives

Health Management for Employees Working Overseas

We regard health management for employees working overseas and their families as an important priority and has established systems to ensure that advice is available at any time if employees or family members suffer physical or mental illness.

Vaccinations and health checks are provided for employees assigned overseas and their families. They also receive overseas health management training covering physical and mental health and other aspects, as well as information about how to obtain medical information and access support systems while overseas. We also provide health management support for employees working overseas and their families in partnership with emergency medical service contractors.

Countermeasures Against Infectious Diseases

Every year, we provide influenza vaccinations for the approximately 2,000 employees who request this service. Measures to prevent or contain infections include the provision of mouthwash and hand sanitizers in every work place. In addition, we thoroughly send employees educational information about the prevention of tuberculosis, malaria, AIDS, and dengue fever. Information about infectious diseases is obtained through independent overseas medical assistance companies, and supporting systems are in place to ensure a rapid response in cooperation with public health centers, Security Management Department, in-house clinics, industrial health staff, and workplace units.

Subsidy Schemes

Medical Support System (Mutual Aid Association)

This system supports association members and their families with the medical expenses that are not covered by insurance in the event of illness or injury.

Smoking Cessation Treatment Subsidy Program

Provided in collaboration with the Mitsui Bussan Health Insurance Society, this program is designed to prevent cancer and lifestyle diseases through the provision of subsidies to employees who have successfully quit smoking through smoking cessation treatments that are eligible for health insurance cover.

Influenza Vaccination Subsidies

In collaboration with the Mitsui Bussan Health Insurance Society, we subsidize the cost of vaccinating children aged 13 and younger against influenza, which is regarded as having a high infection rate and the potential to have serious effects.

Mental Health

Policy

System

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.

Under Mitsui'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 external advice lines through which not only employees, but also their families can seek advice anonymously via telephone and email, or arrange consultations.

Even when an employee takes temporary absence from work, industrial physicians and health nurses continue to provide fine-tuned care. To ensure that employees can feel confident about returning to work, they go through a preparatory process that includes multiple interviews. After their return to work, they receive follow-up care, including health monitoring and measures to prevent recurrences, based on collaboration among industrial physicians, health nurses, company doctors, and other personnel.

Mitsui also implements stress checks. 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).

Percentage and Number of Employees Undergoing Stress Checks

Stress checks	FY 2016	FY 2017
Percentage of employees	79.1%	77.2%
Number of employees	3,861	3,721

Occupational Health, Safety and Work Environment Initiatives

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 of Training Activities in FY 2017

(Unit: persons)

Training Program	Number of participants
Training before overseas assignments: Overseas risk management (overseas health management)	314
Training for new M2/line managers: Mental health for line managers	75
Introductory training for new employees: Health management for workers	180
Seminar: Enjoying alcohol sensibly	30

Healthy Working Environment

System Activity

We implement the following measures to develop a safe working environment for employees.

Initiatives for safe working environment	Description of Initiatives
Ergonomic workplace	<ul style="list-style-type: none"> We aim to improve operating productivity in the HQ office by applying universal design principles and a back-to-back desk layout system, in order to stimulate communication within the organization, while also allowing seating positions to be changed flexibly. Twice a month, industrial physicians, health nurses, and other medical personnel visit each workplace to examine whether a safe working environment for employees is maintained, and to identify and respond to safety and health problems in order to ensure a healthy work environment.
Illumination	We have installed illuminance sensors, which automatically detect motion and provide constant brightness control at the target illuminance level (750 lux). To reduce power consumption, window blinds are automatically controlled according to the intensity and angle of sunlight.
Noise	External noise has been reduced significantly through the use of multiple-glazing in the building's windows. Walls in visitor meeting rooms have soundproof structures that prevent sound from being audible outside of the rooms.
Indoor air quality	Effective air-conditioning is provided by a system with outside air intakes. These lower the CO ₂ level while reducing the air-conditioning load. The environment within the building is monitored regularly.

Initiatives for safe working environment	Description of Initiatives
Humidity/Temperature	<ul style="list-style-type: none"> We have maintained internal humidity at an appropriate and comfortable level above 40%, even during winter when the air tends to be drier, by introducing water vapor to the air through use of heat pump desiccant air conditioners and a community cooling and heating system. We have maintained a comfortable working environment by setting the air conditioning system at 26°C in summer and 24-25°C in other seasons. Introducing the "Cool Biz" system has allowed a comfortable workplace environment in the summer months, while also reducing the air-conditioning load. In the offices, we have installed clocks capable of measuring temperature and humidity, allowing temperature and humidity to be maintained or monitored for a comfortable workplace environment.

The Ministry of Economy, Trade and Industry has introduced a program to recognize corporations that achieve outstanding "health and productivity management" (including large companies and small to medium enterprises). In 2018, Mitsui was recognized under this program as a 2018 Certified Health & Productivity Management Organization

Working Hours Management

System Activity

We implement the following measures to ensure appropriate management of working hours.

- Company-wide efforts to raise employees' awareness of appropriate management of working hours through regular messages from management
- Education activities for employees, including the formulation of the Working Hours Handbook and a manual about attendance management systems, and the compilation of FAQs, to provide clear information about laws, regulations, and corporate systems relating to working hours; the posting of this information on the intranet
- Regular monitoring by the Human Resources & General Affairs Div., using working hours data from attendance management systems, building entry/exit times, and PC usage histories
- Continual compilation and distribution of information about overtime hours worked and annual paid leave taken in each unit
- Training and other occasions to help managers to maintain comprehensive knowledge about proper labor management
- Creation and monitoring of KPIs under the Work Style Innovation Action Plan

In addition, based on the Industrial Safety and Health Law, we urge employees who have worked overtime beyond certain standards to consult with our industrial physicians, and suggest to them measures for preventing health problems and reducing total working hours.

 **P.90** Related Data: Paid Leave Taken Days and Usage Ratio (Non-consolidated)


 **P.77** Promoting Diversity Management-Work Style Innovation Action Plan

Occupational Health, Safety and Work Environment Initiatives

Occupational Safety

System Activity

Mitsui takes various steps to protect its employees from workplace accidents, including periodical inspections by industrial physicians. We have established mechanisms to ensure that any accidents are reported to the Human Resources & General Affairs Div. When accidents occur at Mitsui or its affiliated companies, we take appropriate action, submit any reports required in accordance with our compliance-related procedures, and strive to prevent recurrences.

 **P.90** Occupational health and safety data

Security Management

System Activity

Mitsui promotes various kinds of businesses through its 137 points of global operations (as of April 1, 2018), 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.

Joint Efforts with Labor Unions

Policy System

Basic Policy

We respect the right to collective bargaining and freedom of association. Mitsui & Co. and the Mitsui Labor Union, which was established in 1962, hold a shared understanding of the societal mission of Mitsui. Both parties respect each other's positions, and work toward the sound development of the company and society and toward the improvement of the social, economic, and cultural status of union members. Accordingly in May 2015, a union shop agreement was concluded. As of March 31, 2018, the number of union membership stood at 4,709 (86.7% participation ratio).

Discussions with the Labor Union

We share various issues with the labor union and actively engages in discussions, with the aim of creating an environment in which every employee can continue working with energy and motivation and both the employees and company achieve continual growth. In the fiscal year ended March 2018, Mitsui engaged in multi-layered discussions with the union on various levels and on a wide range of topics, including human resource management systems, salaries and bonuses, work style innovation, pension systems, and training. We introduce those systems and measures on the basis of labor-management agreement.

FY 2016	January: Collective bargaining (revisions to human resource management systems) February: Expanded working team-level negotiations (revisions to compensation systems) September: Collective bargaining (introduction of the Union's newly appointed executives)
FY 2017	June: Expanded working team-level negotiations (union proposals for training systems) September: Collective bargaining (introduction of the Union's newly appointed executives)

Dialogue between Management Executives/Organization Heads and the Labor Union

We are working to maintain healthy relationships and to deal with various issues through labor-management cooperation. For example, we actively create opportunities within each unit for dialogue with management executives and discussions with organization heads about business overviews and policies, the administration of human resource management systems, and human resource development (16 such meetings in the fiscal year ended March 2018).

June 2017	COO of Iron & Steel Products Business Unit, COO of IT & Communication Business Unit, COO of Corporate Development Business Unit, COO of Food Business Unit, GM of CFO Planning & Administrative Div., GM of Information Technology Promotion Div.
July 2017	President, COO of Healthcare & Service Business Unit, COO of Food & Retail Management Business Unit, COO of Mineral & Metal Resources Business Unit, COO of Integrated Transportation Systems Business Unit I and COO of Integrated Transportation Systems Business Unit II
August 2017	COO of Energy Business Unit I, COO of Energy Business Unit II, COO of Consumer Business Unit, COO of Infrastructure Projects Business Unit, COO of Performance Materials Business Unit

Occupational Health, Safety and Work Environment Initiatives

Promoting Internal Communication

Activity

With the aim of making Mitsui 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. In the fiscal year ended March 2018, four seated-style ATW sessions were held for small groups with a focus on stimulating communication between management and employees. Three “buffet-style” ATW sessions were held with the aim of strengthening networking among employees. At the domestic branches and offices, a total of 17 dialogue ATW sessions were held, involving employees from affiliated companies. Furthermore, in the fiscal year ended March 2018, “The Kurumaza” (roundtable meetings), where the president meets with employees for open discussions, was held on 31 occasions at the Tokyo Head Office, 7 times at domestic offices and branches, and 48 times at overseas offices. 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.



Seated-style ATW sessions at the Head Office

Data of Personnel Affairs

Figures concerning Employees (As of March 31) ★

	Consolidated*	Non-consolidated				
	Total employees (persons)	Total employees (persons)	Male (persons)	Female (persons)	Average age of employees (years old)	Average number of years of service (years)
2014	48,090	6,097	4,446	1,651	42.2	18.9
2015	47,118	6,006	4,385	1,621	42.2	18.8
2016	43,611	5,905	4,292	1,613	42.1	18.6
2017	42,316	5,853	4,238	1,615	42.0	18.5
2018	42,304	5,859	4,217	1,642	42.1	18.5

*Employees hired directly by Mitsui & Co. and consolidated companies, respectively, without a fixed contract period.

Number of Employees by Operating Segments (As of March 31, 2018)

(Unit: persons)

	Non-consolidated	Consolidated
Iron & Steel Products	349	1,873
Mineral & Metal Resources	291	599
Machinery & Infrastructure	851	15,613
Chemicals	676	5,107
Energy	403	803
Lifestyle	936	11,195
Innovation & Corporate Development	439	3,575
Others	1,914	3,539
Total	5,859	42,304

Number of Employees by Region (As of March 31, 2018) ★

(Unit: persons)

	Headquarter-hired staff (HS)	Non-Headquarter-hired staff (NS)
Japan	4,650	—
Americas	328	572
Europe, the Middle East and Africa	232	659
Asia Pacific	495	1,445
Others	154	—
Total	5,859	2,676

Number of Hires by Gender (Non-consolidated) ★

(Unit: persons)

	New-graduates			Mid-career			Total
	Male	Female	Total	Male	Female	Total	
FY 2014	103	55	158	24	5	29	187
FY 2015	94	57	151	35	6	41	192
FY 2016	113	78	191	29	1	30	221
FY 2017	103	80	183	38	4	42	225
FY 2018 * ¹	104	56	160 * ²	—	—	—	160

*1 Figures as of April 1, 2018

*2 Includes employees who will join us on October 1, 2018 (Male: 1, Female: 1)

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

	Total hours of training	Average hours / days of training per employee	Average training expenditure per employee
FY 2017	121,070 hours	20.66hours / days	JPY 331,234

Training programs organized by the Human Resources & General Affairs Division

Average Personnel Turnover & Voluntary Turnover Rate (Non-consolidated)

	Average personnel turnover	Voluntary turnover rate
FY 2017	3.40%	1.50%

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
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
2017	5,917	1,674	28.3%	3,514	200	5.7%	4,748	505	10.6%	1,169
2018	5,880	1,662	28.3%	3,551	221*	6.2%	4,727	509	10.8%	1,153

*Includes 2 female General Managers (M1).

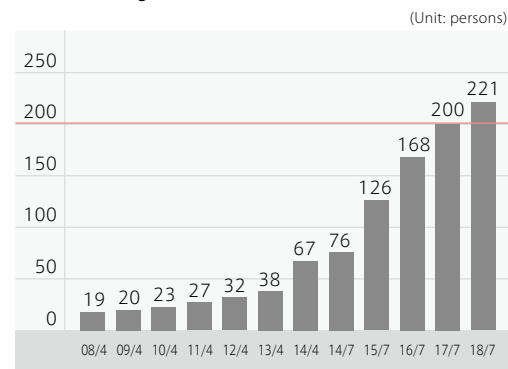
Proportion of Female and Non-resident Executive Officers (Non-consolidated) (As of July 1) ★

(Unit: persons)

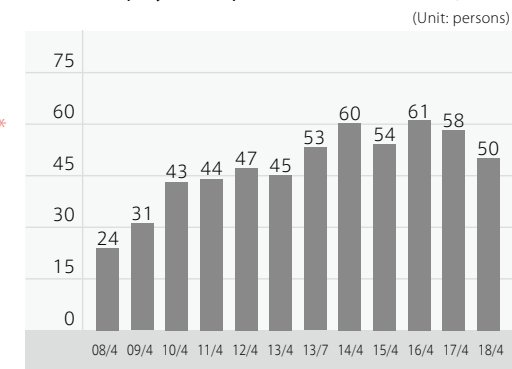
	Director					Corporate Auditor		
	Total	Female	Percentage of Female	Non-resident	Percentage of Non-resident	Total	Female	Percentage of Female
2014	13	1	7.7%	0	0%	5	1	20.0%
2015	14	2	14.3%	1	7.1%	5	1	20.0%
2016	14	2	14.3%	1	7.1%	5	1	20.0%
2017	14	2	14.3%	2	14.3%	5	1	20.0%
2018	14	2	14.3%	2	14.3%	5	1	20.0%

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

Female Managerial Staff

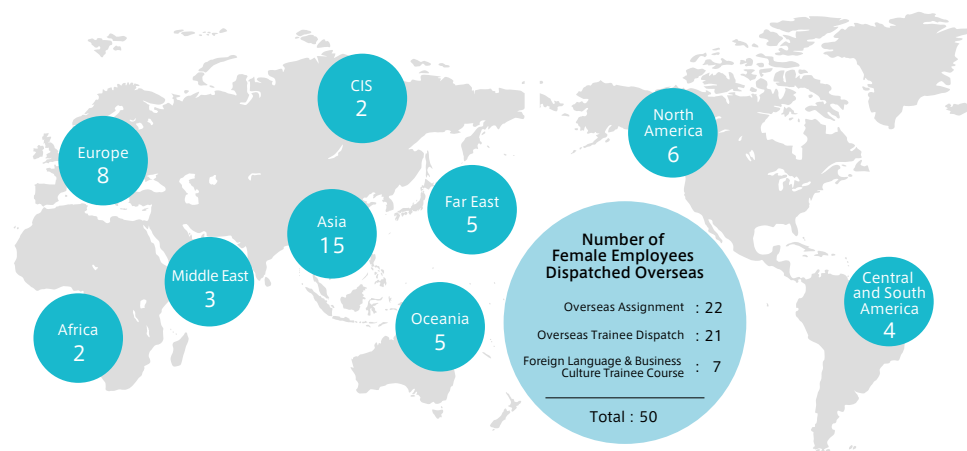


Female Employees Dispatched Overseas (As of April 1)



*Targeted number of female staff at managerial positions by 2020 (more than tripling the number of female staff 67 as of June 2014).

Number of Female Employees Dispatched Overseas (As of April 1, 2018)



Region name	Number of people	Capital name
North America	6	New York, Houston, Los Angeles
Central and South America	4	Sao Paulo, Rio de Janeiro, Buenos Aires
Europe	8	London, Maarsen, Hamburg, Milan, Istanbul
Middle East	3	Dubai, Tehran
Africa	2	Johannesburg, Maputo
Asia	15	Singapore, Manila, Bangkok, Jakarta, Bekasi, Yangon, Ho Chi Minh, New Delhi
Oceania	5	Sydney, Perth, Noumea
Far East	5	Beijing, Shanghai, Seoul
CIS	2	Moscow, St. Petersburg

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
2017	42.5	40.5	41.9	18-10	17-7	18-6
2018	42.6	40.5	42.0	18-11	17-6	18-6

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

Child care

(Unit: persons)

		Childcare Leave	Nursing Care for Child Leave	Short-time Working for Childcare	Staggered Working hours for Childcare	Childbirth Attendance Leave
FY 2013	Male	3	35	9	4	74
	Female	46	106	117	0	—
	Total	49	141	126	4	74
FY 2014	Male	12	47	13	4	91
	Female	40	111	135	1	—
	Total	52	158	148	5	91
FY 2015	Male	13	42	11	7	93
	Female	49	107	137	1	—
	Total	62	149	148	8	93
FY 2016	Male	13	64	7	5	102
	Female	50	138	162	0	—
	Total	63	202	169	5	102
FY 2017	Male	23	97	0	0	90
	Female	64	182	150	0	—
	Total	87	279	150	0*	90

*We included the staggered working hours system for childcare and family care in the individual-based staggered working hours scheme from June 2017.

Family Care

(Unit: persons)

		Family Care Leave	Nursing Care for Family Leave	Short-time working for family care	Staggered working hours for family care
FY 2013	Male	0	36	1	0
	Female	1	59	2	0
	Total	1	95	3	0
FY 2014	Male	0	31	0	0
	Female	1	52	0	0
	Total	1	83	0	0
FY 2015	Male	1	42	0	0
	Female	0	59	0	0
	Total	1	101	0	0
FY 2016	Male	1	50	0	0
	Female	0	74	0	0
	Total	1	124	0	0
FY 2017	Male	0	36	0	0
	Female	0	60	0	0
	Total	0	96	0	0*

*We included the staggered working hours system for childcare and family care in the individual-based staggered working hours scheme from June 2017.

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

(Unit: persons)

Year of Retirement/Registration		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Registered Ex-employees	Business staff	3	3	7	5	8
	Administrative staff	7	16	11	11	6
	Total	10	19	18	16	14

Annual Average Actual Working Hours (Non-consolidated) ★

(Unit: hours / year)

	FY 2015	FY 2016	FY 2017
Average actual working hours (hours)	1,911.24	1,941.03	1,920.72

Employees at Tokyo Headquarters and domestic branches (including contract employees).

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

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Average paid leaves taken (day)	11.0	11.2	11.8	12.8	13.9
Average paid leave usage ratio (%)	57.3	58.3	61.4	66.6	72.3

Employees at Tokyo Headquarters and domestic branches (including contract employees).

Occupational Health and Safety Data (Non-consolidated) ★

	FY 2015	FY 2016	FY 2017
Lost time injuries frequency rate	0.12	0.12	0.49
Lost time injuries severity rate	0.00	0	0.00
Occupational illness frequency rate	0	0	0.12

Employees at Tokyo Headquarters and domestic branches (including contract employees).

- Calculated based on the standards of the Japanese Ministry of Health, Labour and Welfare.
- There have been no fatal accidents at Mitsui during the three-year period stated above.

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 the independent practitioner's assurance report at the link below for details.

 **P.93** Independent Practitioner's Assurance Report