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Sustainable Supply of Resources, Energy, Materials, Food and Products



Mitsui & Co. has built optimal supply chains, spanning all stages from upstream to downstream, including procurement, production and logistics etc., and contributes to the sustainable supply of metals, chemicals, energy, food and other resources, raw materials, and manufactured products.

As part of its efforts, Mitsui engages in investment and trading business in such areas as oil and natural gas/LNG, to secure and supply the energy resources essential for social development. In particular, we participate in natural gas/LNG development projects in various parts of the world to ensure stable supplies of gas-derived energy, which has a relatively low environmental load compared to other fossil fuels. Our extensive involvement covers the entire value chain, from production to marketing. In addition, looking ahead toward the realization of the low-carbon society, we are engaging in the field of next-generation energy, for example, the commercialization of renewable energy technologies such as bio-fuels, and the creation of business models for hydrogen transportation and storage.

Mitsui actively participates in the development of iron and steel raw materials and non-ferrous metals resources. We endeavor to ensure stable supplies of mineral and metal resources such as iron ore and copper, for Japan and for other markets around the world. We are also building a metal scrap supply network in preparation for the global recycling society of the future. With iron and steel products, we are building supply structures for infrastructure projects to meet buoyant demand in rapidly growing emerging economies. At the same time, we procure and supply iron steel products, including high-environmental-performance parts, for a wide range of industrial sectors such as the motor vehicle industry and the energy sector.

In the automotive sector, we not only export vehicles, but also conduct local logistics business in various regions, and have built a stable global chain extending from production to finance. As regards our rail transport business, in addition to the export of freight cars and related equipment, we also engage in leasing business and other services to meet a variety of needs across the railroad value chain.

In our chemical business, Mitsui is also deepening its engagement in the agricultural sector, including the manufacture of the nutritional element methionine, as well as the development of phosphate rock fertilizer resources, and global trading of fertilizer raw materials, such as sulfur and sulfates. We are also developing our chemicals business through wide-ranging transactions and investments that contribute to various industries, including new initiatives focused on carbon fiber and “green” chemicals.

In our food business, we pursue our goal of enhancing nutritional access through the stable supply of food. Against the backdrop of world population growth widening the gap between food supply and demand, and expanding regional imbalances in supply capacity, we strive to ensure the stable and efficient supply of safe, reliable food resources with our food-related business. In addition, we promote the establishment of an optimal supply chain, and engage in projects that contribute to enhancing adaptability to climate change, abnormal weather, and other disasters.

Supplying Diverse Food Ingredients in Southeast Asia

Activity

SDGs: 2.1

Southeast Asia has a large population and a high dependency on imported food ingredients, and Mitsui sees the region as an important market. In Indonesia, where economic growth is expanding the middle-income class bracket, growing demand is expected for high-value-added food. In order to meet these needs, Mitsui has strengthened its business in the field of food processing by investing and participating in FKS Food & Agri Pte Ltd. (“FKSFA”). FKSFA has developed a wide range of businesses, mostly in Indonesia, including grain imports and sales, food processing business, such as sugar refining, flour-milling and starch manufacturing, and port facility operations.

We aim to provide a stable supply of diverse food products with carefully-chosen raw materials and ingredients to Indonesia and other Southeast Asian market by linking the business developed by FKSFA with business in Mitsui’s grain producing areas and our wide network, and by building an optimal supply chain from producing areas through to consuming areas.



FKSFA's grain import facility

Initiatives to Improve Access to Nutrition through Our Sugar Business

Activity

SDGs: 2.1, 2.2, 2.4

The global sugar market is expected to maintain steady annual growth averaging 2%. Asia continues to grow economically, and it is the world’s largest sugar market accounting for 40% of global demand. Accordingly, there is growing demand for safe, reliable, and high-quality sugar. Responding to this demand, Mitsui made the decision to upgrade the facilities of Kaset Phol Sugar Limited, a sugar manufacturing company that we operate jointly with Mitsui Sugar Co., Ltd. in Thailand, which is a major sugar supply region, and is also in close proximity to a region with high demand. The aim is to increase the company’s production capacity and achieve quality improvements, and the full-scale work for the upgrade began in June 2018.

Sugar is particularly important for growing children as it is resolved into glucose in the body to become a source of energy for the body and brain. By supplying high quality sugar to markets such as Asia in particular, we will contribute to better access to nutrition among people living in the region.



A sugarcane field near the Kaset Phol Sugar Factory in Udon Thani Province (Thailand)

Realizing the Sustainable Supply of Pacific Bluefin Tuna through Wholly-Farmed Aquaculture

Activity

SDGs : 2.1, 12.2, 12.8, 14.7, 15.5

The consumption of tuna has increased in recent years, not just in Japan but also overseas. At the same time, fishing regulations are becoming stricter globally to protect this natural resource. In order to use marine resources sustainably and be able to continue supplying Pacific bluefin tuna in the future, it will be essential to avoid depending on wild young fish, and to realize spawning and the production of young fish from farmed brood stocks. Against this background, Mitsui's associated company Feed One Co., Ltd. succeeded in releasing fish that were farmed entirely from farmed brood stocks into ocean enclosures in 2014. After working in partnership with Kyokuyo Co., Ltd. to establish a value chain from the production of aquaculture stock through to farming and sales, in November 2017 Feed One began shipping wholly-farmed Pacific bluefin tuna under the "Hon Maguro no Kiwami TUNAGU" brand. Feed One has also succeeded in creating a raw mixed feed for use during the fry stage of development prior to releasing into the fish enclosure, which was previously considered to be a difficult challenge in the farming of Pacific bluefin tuna. In 2018, it launched general sales of its mixed feed. Looking to the future, we will continue working hard to reduce the environmental impact on fish farming environments by developing special fishery feeds and by making our business more efficient. We aim to provide steady supply of safe, reliable, and high-quality Pacific bluefin tuna.



Entirely aquacultured Pacific bluefin tuna

Policy on Mine Closure and Treatment of Tailings and Mine Closure Initiatives

Policy

Activity

SDGs : 15.1

Under our policy, we take proper procedures for mine closure and tailings treatment in line with operating and closure plans to minimize impacts on the environment and society, while promoting development for the surrounding local communities. Mine closure plans are formulated and implemented while assessing environmental impacts at the initial stages of feasibility studies and also during the operational period.

In our mining activities, we formulate business plans which include planning for future mine closures reviewed by the authorities and by relevant experts, to develop surrounding communities and to alleviate any burden on the environment.

For example, Robe River Iron Associates, in which Mitsui has invested, has developed closure plans for iron ore mine in Australia including rehabilitation initiatives, not only to comply with local regulations but also aiming to minimize societal and environmental impact on the surrounding communities.

Our Stories: Secure sustainable supply of essential products

P.19 Enhancing Agricultural Productivity in Africa through the Provision of Farming Guidance and Materials

SDGs: 1.1, 1.2, 2.1, 2.3, 2.4, 2.a



Supplying Food and Products with Ensured Safety and Security



Ensuring Safety and Consumer Confidence

Mitsui is well aware that consumer safety, confidence and security are of major importance in conducting its business.

With such concerns in mind, we have established the Consumer Product Handling Policy and Consumer Product Handling Regulations, and each relevant business unit has also established detailed rules to ensure the appropriate handling of consumer products.

Moreover, in the foods area, Mitsui works to secure food products for supply to Japan, which has the lowest food self-sufficiency rate among the industrialized countries. The Food Business Unit and the Food & Retail Management Business Unit place maximum priority on food safety and security, and, accordingly, have established internal rules and internal committees for food sanitation and developed a food-safety database, which includes overseas production processes.

To manage risks associated with food safety and security, we have been implementing food safety seminars about once a month since October 2002 for Mitsui employees, as well as for our affiliated companies, in order to reinforce compliance with relevant laws and regulations and ensure appropriate labeling. The number of such seminars adds up to 189 as of March 2019.

In the fiscal year ended March 2019, Hazard Analysis and Critical Control Points (HACCP)* became compulsory under the amended Food Sanitation Act. Accordingly, Mitsui has hosted seminars in which 345 employees, including employees from our affiliated companies, have participated. The seminars have covered a variety of themes including “Examining the causes of food product claims using examples of food product recalls,” which gave participants the chance to consider whether it would have been possible to predict in advance that a food product claim would arise, the approach and actions that should have been adopted when the claims did arise, and what the legal responsibilities were, as well as “Learning from real examples of increasingly strict food labeling inspections by the authorities,” which used actual examples of food labeling incidents as teaching materials, as a way of looking at labeling violations under the Food Labeling Act.

Furthermore, Mitsui is a member of the Japan Processed Foods Wholesalers Association (a general incorporated association), and in the field of distribution we contribute to the safe and secure supply of processed food products.

Mitsui puts consumer safety and security first for all items it handles, not just consumer products and food.

Mitsui also gives priority to marketing with the aim of supplying drugs that physicians and pharmacists can choose and supply to consumers with confidence.

* HACCP is a hygiene management method that seeks to control particularly important processes and ensure the safety of products. The goal is for the food product manufacturer itself to identify hazards, such as contamination with food poisoning bacteria or foreign bodies, and to eliminate or reduce these hazards in all processes, from receipt of raw materials to shipment of the product. This method was released by the Codex Alimentarius Commission, which is a joint body of the UN Food and Agriculture Organization (FAO) and the World Health Organization (WHO). HACCP's use has been recommended in numerous countries and regions, and it has come to be widely recognized internationally.

The Consumer Product Handling Policy

Placing More Emphasis on the Consumer and Ensuring Product Safety

Whether engaging in manufacturing, importing, or domestic marketing of consumer products, Mitsui reaches beyond its goal of providing products that offer cost savings or superior performance, and thereby additionally emphasizes a consumer-oriented approach by which the utmost priority is placed on handling safe products that consumers can use with total confidence. This policy is aligned with our management philosophy comprising our Mission, Vision and Values (MVV).

Developing and Operating a Risk Management System

To ensure that the Consumer Product Handling Policy functions in practice, we have developed a sound risk management system and are working to maintain and improve systems used in collecting, disseminating, and disclosing information on accidents involving products, and arranging for product recalls in the event of product-related accidents.

Initiatives in Promoting Responsible Marketing of Pharmaceutical Products

Activity

SDGs: 3.8

Mitsui has invested in TriNetX, Inc., which develops healthcare data services business with a focus on pharmaceutical companies. TriNetX has built a database of electronic records collected from hospitals across its network of 17 countries, particularly the United States. It provides pharmaceutical companies and other companies with services that support clinical trial efficiency and marketing. Mitsui uses TriNetX's platform to provide pharmaceutical companies and medical organizations with various types of data that contribute to better and more appropriate utilization of pharmaceutical products.



Enhancement of Quality of Life and Social Infrastructure



Mitsui & Co. continues to contribute to the enhancement of people's quality of life through its business activities in such areas as electric power, water treatment, water supply and sewerage systems, logistics, railroads, and communications, by developing infrastructure that is essential for the growth and advancement of countries around the world and of local communities.

In the area of electric power and renewable energy, while we engage in power generation and gas distribution, we recognize the importance of reducing of greenhouse gas emissions as a material issue and we are reinforcing our environmental business, such as solar photovoltaic and solar thermal power projects, wind power projects, and biomass related plant projects, with a focus on local production for local consumption.

There is a growing need for improvements in convenience and safety, against the backdrop of growing population, rising living standards, and changing lifestyles. Mitsui is responding to that need by developing and operating sewage and water supply systems and wastewater treatment facilities, and by engaging in urban development projects, such as the development of logistics and industrial facilities, especially seaport and airport projects, as well as smart city development projects, to respond to changing societal needs.

With regard to the shipping business in the mobility domain, Mitsui is focusing on vessel ownership and operation and the LNG carrier business, so as to adapt to tighter environmental regulations and the growth of and change in maritime cargo traffic. As regards railroads, which form a major artery for land transportation, we export freight cars and related facilities and undertake rail transportation infrastructure projects using Japanese institutional finance. Other business activities in this area include rail leasing, general freight business, and passenger transportation. In the area of infrastructure-building, our business includes digitalized engineering processes, which not only improve the accuracy, productivity, and safety of construction work, including operational assistance for general construction machinery, but also allow even relatively inexperienced construction machinery operators to carry out precise construction.

Mitsui also promotes the utilization of ICT in such areas as high-speed communications, electronic settlements and other communications and service platform businesses, especially in emerging countries, aiming for the enhancement of quality of life and social infrastructure. At the same time, in our effort to build new social systems, we strive to create new business, including medical and healthcare services, agriculture, and energy management.

Furthermore, in terms of both the application of our business strategy and our contribution to society, besides making efforts to contribute to local communities and revitalize regional economies, we also promote community investments with the aims of encouraging investment and regional development, and creating employment at the regional level.

Helping to Improve People's Lives by Supplying Electricity to Non-electrified Regions

Activity

SDGs : 7.1, 7.2, 9.1, 9.4

Mitsui works to improve the lives of people living in non-electrified areas through the construction of power grids and the development of home power generation environments.

In India, we are promoting the electrification of rural villages through our investment and participation in OMC Power Private Ltd. ("OMC Power"), which is a leading operator of mini-grids, supplying stable electricity using largely renewable energy. Traditionally, in India's non-electrified regions, fossil fuels such as diesel or kerosene have been consumed as the source of energy. By contrast, OMC Power supplies electricity that is more stable and has a lower environmental impact, at low prices, by combining solar power generation with batteries and other methods. This not only contributes to the development of local economies, but also helps to reduce CO₂ emissions. In the medium term, OMC Power plans to operate 1,000 small solar power generation plants (with total power generation capacity of around 50 MW), and supply electricity to more than one million people living in regions without electricity, thereby contributing to India's growth.

We also help to supply electricity to sub-Saharan Africa through our investment and participation in M-KOPA Holdings Ltd. ("M-KOPA"). M-KOPA runs a business called the Solar Home System ("SHS"), through which solar panels are installed on the roofs of houses or small stores, and solar power generation is used to provide power for lighting, mobile phone chargers, and home appliances (radios and televisions). Up until recently, more than 600 million people living in sub-Saharan Africa have been using kerosene, which is a fossil fuel, for lighting and cooking, because of the delayed development of the power transmission grid. However, thanks to the SHS, there has been a reduction in kerosene use, helping to reduce the environmental load. In Africa, a large increase in demand for electricity is expected as a result of the improved living standards and lifestyle changes that will result from future rapid economic growth. By accelerating efforts to strengthen and expand the services M-KOPA provides, we will support more convenient and comfortable lives for people living in Africa.



Small solar power generator installed in non-electrified areas in India



M-KOPA's SHS kit

Helping to Create Workplaces Where People Can Continue to Work over the Long Term

Activity

SDGs : 8.8, 17.16

ATOUN Inc. ("ATOUN") is a Mitsui associated company who is working to develop and popularize wearable robotic devices ("powered wear") under its corporate philosophy of realizing a society in which the "power barrier" of muscular strength and stamina (due to aging or gender) can be overcome, and making it possible for anyone to continue working without being constrained by physical capacity.

In February 2019, twenty units of powered wear ATOUN MODEL Y manufactured by ATOUN were introduced by JAL Ground Service Co., Ltd. ("JGS") in its airport ground handling tasks with the aim of promoting work reforms through collaboration between the two companies. The ATOUN MODEL Y is a lower back-supporting wearable robotic device. It is used mostly in the sorting areas that handle customers' luggage in tasks such as loading onto containers from belt conveyors, and handling luggage at freight warehouses known as "sheds." The devices have received highly positive feedback from the staff using them. By collaborating on the development of the next-generation model, which includes features such as the "arm support function," ATOUN and JGS aim to further reduce the workload and realize the creation of workplaces where every employee can be confident of being able to continue to work over the long term.



The "ATOUN MODEL Y" introduced for airport ground handling tasks

Improving Access to Water for Children in India, and Contributing to the Elimination of Open Defecation

Activity

SDGs : 6.1, 6.2

Mitsui has invested in and participated in TOTO India Industries Private Ltd. ("TOTO India"), which is a joint venture with TOTO Ltd.; TOTO India manufactures sanitary ware at its Gujarat factory. As part of its efforts to contribute to local communities, in which the Gujarat factory is playing a key role, TOTO India is involved in support work for a project entitled "Water Sustainability Project Supporting Indian NGO Deepak for Four Years from 2016." TOTO India has made use of the Water Environment Fund provided by the TOTO Headquarters. This project has helped to improve water usage, mainly through the new installation and refurbishment of irrigation reservoirs, and through planting. Also, under this project, drinking water tanks and children's toilets have been installed at healthcare facilities built in the Indian state of Gujarat to protect children from hunger and malnutrition. As a result, TOTO India has contributed to improving children's access to water and to eliminating open defecation.



Vice President Awashima (seconded from Mitsui & Co.) cutting the tape at the opening ceremony held at a healthcare facility. On the right is the children's toilet installed at the facility.

Responding to Health Needs and the Needs of an Aging Society



Mitsui & Co. has responded to the global trend towards the aging of the population by developing senior housing business and providing basic healthcare and other services geared toward a changing disease structure. The keys to solving today's healthcare problems are places, people, goods, services, and information. By organically combining these elements, Mitsui is working to improve healthcare access, quality and efficiency and create a "healthcare eco-system."

We also provide solutions encompassing the entire value chain from pharmaceutical development and manufacturing through to sales. We help the pharmaceutical industry, in emerging healthcare markets including developing countries, to develop and manufacture drugs needed by society, and we play an active role in licensing activities as well.

Moreover, in Asia, where healthcare demand is expected to expand rapidly due to population growth, economic expansion, and demographic aging, we are strengthening our business base centered on hospitals, which we see as core elements in the healthcare eco-system. Other priority areas include building up of hospital ancillary service business, an area with strong growth potential, and development of new business, such as prevention, disease management, remote healthcare and personalized medicine through digital transformation and introduction of innovative technologies. By contributing to the advancement of healthcare from the perspectives of accessibility, quality and efficiency, we will help to build a society in which people can enjoy healthy, fulfilling lives.

Providing Solutions to the Rise in Healthcare Costs Resulting from Population Growth and Demographic Aging

Activity

SDGs : 3.8, 3.d

In recent years, there has been increasing interest in new solutions to the global problem of soaring healthcare costs due to population growth and demographic aging. Those solutions focus on the promotion of health and the reduction in disease risks through preventive medicine. Through its investment and participation in GOQii Inc., Mitsui is introducing presymptomatic and preventive healthcare platforms based on the use of wearable devices and smartphone apps in India. GOQii's platform offers various solutions, including online health data management tools, real-time personal health coaching services, e-commerce stores, regular medical checkup management tools, and the unique "GOQii Cash" program, which provides cash discounts



through health management. Other features include health insurance premium discounts based on health management data. By working with our partners and accelerating the expansion of services, we aim to roll out global programs that will enable more people to enjoy better health and improved lifestyles.

Reducing Fat While Optimizing Taste through Aromatics

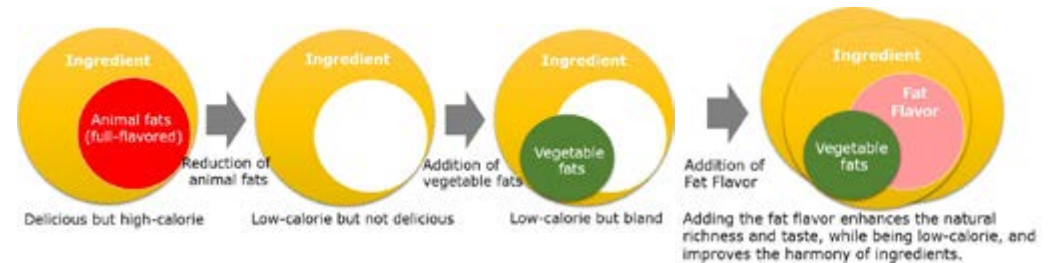
Activity

SDGs : 3.d

Awareness of the importance of healthy life expectancy is reflected in a growing emphasis on the role of diet as a starting point for disease prevention. A low-fat diet is seen as the most effective way to reduce calorie intake, while a shift from animal to vegetable fats is recommended for those wishing to reduce their bad cholesterol levels. However, a major drawback with these diets is their blandness. Consumers want delicious foods that will reduce their intake of animal fat. Soda Aromatic Co., Ltd. ("Soda Aromatic"), a Mitsui associated company, is working to meet this need by developing flavorings.

The "fat flavor" additive developed by Soda Aromatic, which is a flavor made of a kind of lactone, one of the aroma essences, as a principal ingredient, enhances the natural richness, depth, and oiliness of low-fat foods and beverages, such as foods containing reduced butter, and sauces. When foods are produced using vegetable rather than animal fats, the addition of this product allows the fat content to be reduced by about 30% without compromising the taste. From the "virtual water" perspective, this product also has high environmental value because of its contribution to reductions in the use of livestock-derived fat.

Soda Aromatic will continue to contribute to the development of a healthier and more sustainable society by providing flavorings that enhance the taste of food.



Responding to Health Needs and the Needs of an Aging Society

Improving Nutrition for the Elderly

Activity

SDGs : 2.2, 3.d

In the healthcare and elderly care industries, there is a growing interest in the potential of nutrition therapy to alleviate economic burdens, including the reduction of hospitalization times, and improve the quality of life (QOL) for inpatients and their families. Nutrition therapy is a method for enhancing natural healing powers through the consumption of appropriate amounts of dietary elements that are lacking, with the aim of preventing diseases or slowing their advance, and alleviating symptoms. However, while nutrition therapy is especially beneficial for the elderly, their ability to maintain an appropriate diet is compromised by other issues, such as the decline of swallowing functions, which can lead to aspiration pneumonia and other conditions. NUTRI Co., Ltd., a Mitsui associated company, has specialized in nutrition therapy since its establishment half-a-century ago. It has focused in particular on nutritional supplements and solutions for dysphagia sufferers. As a leading manufacturer of nutritional and swallowing support products for the elderly, NUTRI is helping to solve an important social issue through the development and supply of processed foods and beverages for use in nutrition therapy and elderly care.



Nutritional support and dysphagia support products developed by NUTRI

Improving Healthcare Access and Reducing Healthcare Supply-Demand Gaps

Activity

SDGs : 3.8, 3.b

We have developed manufacturing and sales business for high-quality pharmaceuticals needed by society, particularly in Russia via JSC R-Pharm, which is the country's largest pharmaceuticals company, and in China through Shenzhen Main Luck Pharmaceuticals Inc. We are seeking to improve access to medical treatment and fill in the gaps between supply and demand in the medical field in developing countries. In addition, we are working to improve access to medical treatment in developing countries by ensuring fair price-setting in accordance with each country's pharmaceuticals price-setting system.

Responding to Global Health Problems

— Fighting Infectious Diseases (Malaria, Measles, etc.)

Activity

SDGs : 3.3

The operation company for the Jirau hydropower generation in Brazil has entered into a public-private partnership agreement with the State of Rondônia and the City of Porto Velho. Under this agreement, the company has been implementing a social contribution and environmental action program since 2009, with the aim of improving the health and sanitary environment for local residents. Particular emphasis is being placed on measures to combat malaria. The company has been working on building hospitals and basic healthcare

facilities to provide residents with access to medical examinations and treatment. It has also been working on providing mobile floating hospitals (vessels) to offer services in isolated upstream communities along the Amazon River. Other initiatives include healthcare education and seminars for local residents, and enhancing anti-malaria measures, among others. As part of its contribution to vector control efforts, the company has donated eradication materials and research equipment and brought scientists, exterminators, and other experts to the region. It has also distributed 10,000 mosquito nets impregnated with long-lasting insecticide (MILDs) and conducted eradication campaigns, including vector propagation monitoring and mist spraying of insecticides. As a result of these comprehensive efforts, the number of malaria cases in the region was reduced by 90% between 2010 and 2017. This has earned considerable international recognition, and in 2015 the State of Rondônia received the "Malaria Champions of the Americas Award" from the World Health Organization (WHO).

In 2017, a nurses' accommodation built with a donation from Mitsui was opened in the Central Region of Ghana. This initiative has further strengthened efforts to respond to serious global health priorities, including measures to combat outbreaks of malaria and measles in the region, and the provision of emergency night-time maternity care.

Consideration for the Handicapped and Elderly through Building Designs and the Senior Housing Business

Activity

SDGs : 11.3, 11.7

Through the senior housing business of its U.S. subsidiary, MBK Senior Living LLC, Mitsui is helping to improve the lifestyle infrastructure for an aged society by creating facilities that can be used with confidence by elderly and handicapped people. Also, in Japan, another subsidiary, Mitsui & Co. Real Estate Ltd., is responding to the needs of aged and handicapped people in its development activities for the Shinbashi-Tamura-cho District Redevelopment project by adding special functions from the planning stage. And similarly, in its Ohtemachi OH-1 Project, Mitsui is taking various needs of variety of people into consideration in their planning and construction, including the provision of multi-purpose toilets and elevators with additional functions that meet the needs of aged and handicapped users.



MBK Senior Living's serviced apartments targeting seniors

Our Stories: Enhance quality of life

P.23 Contribution to Addressing a Variety of Different Medical Problems through the Building of a Healthcare Ecosystem

SDGs: 3.4, 3.8



Responding to Increasingly Diverse Consumer Demand



Mitsui & Co. believes that the continuing provision of value and functions that match consumer expectations will remain an important role for Mitsui as we work to respond to new consumer demand.

For example, world population growth and economic growth are likely to have a major impact on food demand patterns, resulting in increased demand for animal protein in emerging market economies. In response to this need, Mitsui has launched a business for stably supplying chicken meat to the West African market.

At the same time, we are also moving forward with initiatives targeting new needs and markets emerging from the diversification of consumer lifestyles in recent years. In the area of information services, there has been a global rise in the influence of individuals through social network services and other channels, and thought patterns are also becoming more individualized in various ways. Mitsui helps companies to detect needs quickly by providing solutions based on the latest data analysis tools.

By monitoring consumer needs and developing and supplying diverse services and products that embody those needs, we will continue to contribute to the creation of a society in which people can enjoy fulfilling lives.

Creating a Safe, Reliable Prepared Food Business that Matches the Food Needs of Consumers

SDGs : 2.1

In the United States, population growth is driving the expansion of food markets, while food needs are changing in step with the increasing diversification of lifestyles and other social trends, emphasizing the need for foods that are safe, reliable, and delicious, and can be enjoyed without troublesome preparation. This is reflected in the rapid expansion of the market for prepared foods that can be eaten at home. The market growth rate is currently around 8% per annum.

Mitsui has invested and participated in Hans Kissle Company, LLC ("Hans Kissle"), which since its establishment in 1984 has developed, manufactured, and sold a wide variety of delicatessen entrees, main dishes, desserts, and other items. These products are sold mainly in major food supermarkets along the Northeastern Seaboard of the United States. The company's long track record as a developer and manufacturer of safe, reliable, delicious foods is based on its high-quality control standards, and Hans Kissle is achieving steady business growth in the expanding U.S. market for prepared foods.

By further improving the safety, taste, and healthiness of Hans Kissle's prepared foods, as well as



Hans Kissle supplies safe, reliable, and delicious delicatessen entrees

related services and other aspects of its business, Mitsui is actively responding to changing consumer needs.

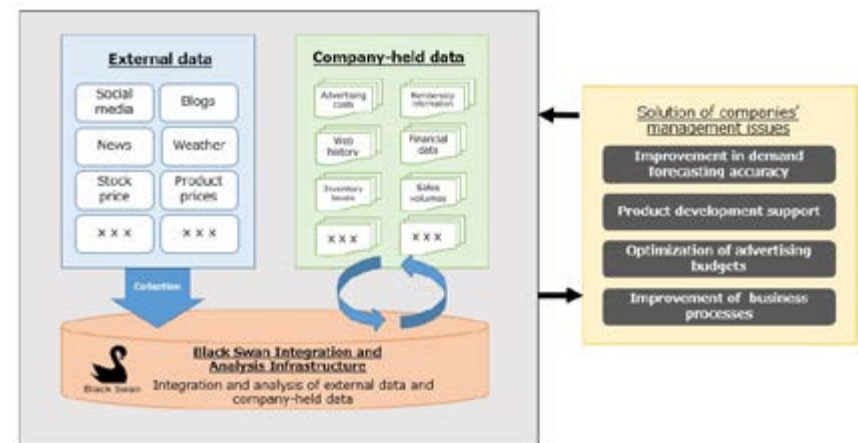
Service for Forecasting Future Market Trends through the Analysis of Vast Quantities of Consumer Input

SDGs : 12.3

Based on its perception that vast amounts of consumer input can be effectively utilized in marketing to monitor diversifying consumer needs, Mitsui's subsidiary, Mitsui Knowledge Industry Co., Ltd. ("MKI") has started to work with Black Swan Data Limited ("Black Swan"), a provider of big data analysis services.

Black Swan has developed its own infrastructure to enable flexible, integrated analyses of external data, such as SNS messages, weather information and news, as well as internal data held by companies, such as sales and inventory levels, and membership information. It uses this infrastructure to provide big data analysis services. Meanwhile, MKI has actively engaged in research and development activities since 2014, which includes the development and provision of its own analysis and forecasting tools for the distribution and retail industries. By combining Black Swan's solutions with MKI's accumulated analysis know-how, we will be able to roll out new data analysis services in the Japanese market.

Through the provision of highly accurate data analysis services, such as predictions as to which types of consumers will be attracted to which products, as well as the positioning and future growth of these trends, we will help our customers to anticipate future trends in their markets, leading to the effective provision of the services and products needed by society.



Outline of Big Data Analysis Services

Social Contribution Activities



Social Contribution Concepts

Policy

Today's increasing trend towards globalization, advances in IT, and other developments in society have brought considerable diversity and change to the world we live in. As we pursue greater convenience and enrichment in our lives, we also face a broad range of issues including environmental problems such as climate change, as well as poverty and educational inequality.

Mitsui & Co. works to contribute to the development of local communities and the finding of solutions to issues faced by local communities and international society, from the perspectives of both relevance to our business strategies and social contribution. Mitsui's Social Contributions Policy specifies three areas of focus: international exchange; education; and environment. Specifically, (1) in the field of international exchange, we promote social contribution activities in many countries and regions; (2) in the area of education, we place emphasis on the fostering of human resources who have an international outlook and who can contribute to finding solutions to societal issues, while providing support for education as part of measures to eliminate poverty, and (3) in the field of environment, we tackle global issues, such as climate change and nature conservation.



Through these initiatives, we are promoting our social contribution activities, with a particular focus on the SDGs 4, 8, and 15.

Specifically, we are promoting community investments that will lead to the improvement of people's quality of life, regional development, and job creation, fostering human resources who have multi-cultural and global perspectives so as to effectively utilize Mitsui's strengths and expertise, and carrying out initiatives related to global environment preservation. Furthermore, we are engaging in dialogue with various stakeholders, including local communities and NPOs/NGOs, and collaborating with them toward finding solutions to societal issues, hoping that our continuous initiatives will be shared with society, create follow-on effects, and lead to solutions to larger-scale societal issues.

In addition, we are planning and promoting volunteer programs in order to build interest in and sensitivity towards societal issues among our officers and employees.

Social Contributions Policy

Guiding Principles

We will build a congenial relationship with our stakeholders by striving to create harmony with the global community and local communities in accordance with the Mitsui & Co. Management Philosophy (Mission, Vision and Values), and we will actively contribute to the creation of a future where the dreams of the inhabitants of our irreplaceable Earth can be fulfilled.

Action Guidelines

1. In order to respond in an appropriate manner to the needs of the global environment, and of international and regional society, Mitsui actively promotes social contributions.
2. Mitsui will establish the three important areas of "International exchange," "Education" and "Environment" for its social contributions, and will implement social contribution activities befitting of Mitsui & Co.
3. In addition to the making of economic contributions, such as donations etc., Mitsui also aims to carry out proactive social contributions that involve the participation of its executives and employees.
4. Mitsui promotes social contributions with an emphasis on transparency and accountability in respect of its stakeholders. It also aims for the continued improvement of activities through communication and cooperation with its stakeholders.

Employee Participation

System Activity

SDGs: 2.1, 3.d, 4.2, 4.5, 4.6, 8.6, 10.2, 11.4, 11.a

Mitsui Global Volunteer Program (MGVP) and Volunteer Activity Leave

We began implementing the Mitsui Global Volunteer Program (MGVP) in October 2009. The aim of the program is to encourage all employees to participate with a sense of unity in various social contribution activities that lead to the solution of societal issues. Under the MGVP, we provide matching donations every year, based on the number of participants in voluntary activities, to NPOs and NGOs dedicated to the solution of a societal issue. In the fiscal year ended March 2019, the total number of participants came to 4,218.

In the fiscal year ended 2018, using the funds donated to Plan International Japan by Mitsui in the fiscal year ended March 2016, a nurses' accommodation was opened in Ghana's Central Region. The support provided by us has helped to enhance public health and medical services in Ghana. Moreover, in the fiscal year ended March 2019, based on the donation Mitsui made in the fiscal year ended March 2017, support activities for providing equipment and teaching materials to a preschool educational institution in Huila Department, Colombia, have been implemented.

Since the establishment of the matching donation program, Mitsui has donated approximately ¥33 million to nine organizations. We have also established a volunteer activity leave system to encourage employee participation in social contribution activities.



The nurses' accommodation in Ghana



Support for providing equipment and teaching materials to preschool educational institutions in Colombia
Photography by Plan International

Other Activities

Table For Two (TFT)/Creation of foreign-language picture books/Home stay program for Chinese students/Kanda Festival/Mitsui & Co. Environment Fund's *Yatsuda* Project



Creation of foreign-language picture books



Kanda Festival

Social Contributions (Fiscal Year Ended March 2019)

Activity

The total social contribution expenses for the fiscal year ended March 2019 were ¥1.55 billion. (Charitable Donations 4%, Community Investment 35%, Commercial Initiatives 61%)

* Figures include cash donations and monetary conversion equivalent to in-kind payments. However, activities such as personal donations by employees and volunteer activities have not been included.

Political Contributions (Fiscal Year Ended March 2018)

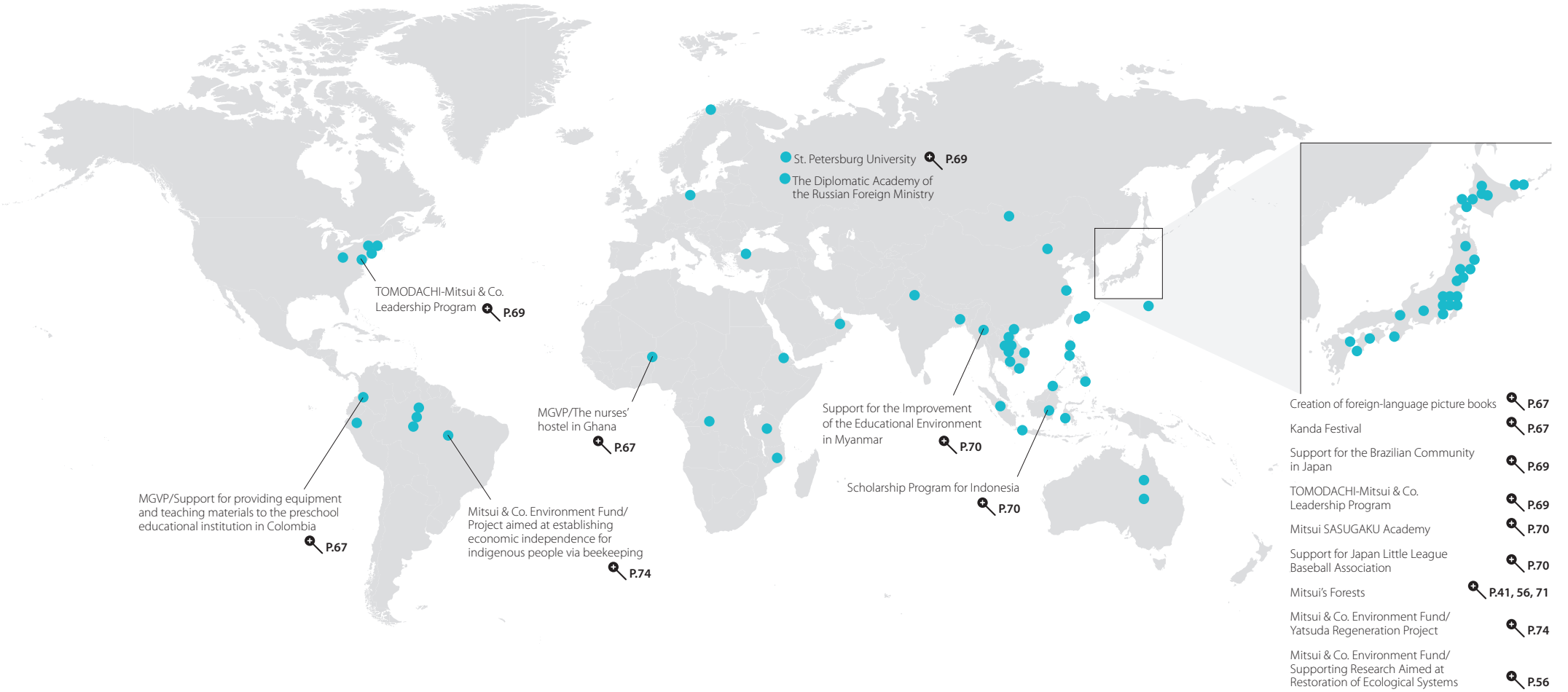
Activity

The total political contribution for the fiscal year ended March 2018 was ¥28 million.

* This figure was reported in the Japanese government gazette issued on November 30, 2018.

Global Social Contribution Activities (International Exchange, Education and Environment)

Activity



48 organizations

4,218 persons

6 countries/regions 48 universities

710 persons

Partnership with NPOs and NGOs

Employee Volunteers

Mitsui-Endowed Lecture Programs and Support for the University

Scholarship and Training in Japan

International Exchange

System Activity

SDGs: 4.2, 4.3, 4.4, 4.6, 4.7, 8.3, 8.5, 8.6, 8.8, 17.17

Support for the Brazilian Community in Japan

As a company with extensive business operations in Brazil, Mitsui provides various types of support to foster reciprocal understanding between Japan and Brazil and find solutions to issues affecting the Brazilian community in Japan.

Scholarship Program for Brazilian Schoolchildren in Japan

Since 2009, we have provided scholarships in order to (1) provide educational opportunities to children who have been facing difficulty in continuing their studies for economic reasons, and (2) support adaptation to Japanese society through enhancement of Japanese language education. In the fiscal year ended March 2019, a total of 447 students received scholarships to attend 26 schools. The number of scholarship recipients since the establishment of the program totaled 3,470.

Extracurricular Classes

Since 2014, we have supported extracurricular classes for children attending Brazilian schools in Japan, in cooperation with the Consulate-General of Brazil in Tokyo. The aim is to foster and support schoolchildren's understanding in terms of the significance of working in society. In the fiscal year ended March 2019, our employees gave six classes and welcomed approximately 180 children.

Other Support Activities

- We held social gatherings to discuss how to ensure a better future for Brazilian children (Kaeru Project), and nine individual meetings and workshops in five cities with Dr. Kyoko Nakagawa, who was invited from Brazil.
- We provided support for NPOs and other organizations working toward the realization of a multi-cultural society for Brazilian people living in Japan (14 organizations in the fiscal year ended March 2019).



Kaeru Project Workshop (Toyohashi)

Contributing to Global Human Resource Development through Mitsui-endowed Lecture Programs at Overseas Universities and Training in Japan

We are working to foster reciprocal understanding with young leaders of the future and to contribute to human resource development on a global scale in countries and regions where our company is engaged in business activities.

Mitsui has endowed lecture programs in the United States, China, Myanmar, Vietnam, and Poland. In Russia, since 2015, Mitsui has been conducting a Japan studies program for students of St. Petersburg University and the Diplomatic Academy of the Russian Ministry of Foreign Affairs. In the fiscal year ended March 2019, five students participated in the program, visiting Tohoku, Hiroshima and other locations, and attended a training course about

Japanese society, history, culture, industry, and technology, as well as recovery activities after the 2011 earthquake. Moreover, every year eight university students selected from Australia participate in a three-week study tour of Japan through the Mitsui Educational Foundation, which was established in Australia in 1971. We also provided study tours in Japan for 18 students from Yangon University of Foreign Language, Mandalay University of Foreign Language, and high schools in Myanmar.



Russian students experience a budo (martial arts) class at Tokai University

TOMODACHI-Mitsui & Co. Leadership Program

Mitsui has been participating in the TOMODACHI Initiative, a public-private partnership program led by the U.S. government and U.S.-Japan Council to foster the development of young people who will contribute to the strengthening of Japan-U.S. relations in the future, since the foundation of the initiative.

In 2013, we launched the TOMODACHI - Mitsui & Co. Leadership Program. In the fiscal year ended March 2019, 20 selected young leaders working in the industrial, financial, and government sectors in Japan and the United States were given the opportunity to visit each other's countries. With the program themes of leadership, innovation, and the entrepreneurial spirit, participants broadened their perspectives as next-generation global leaders through dialogue with top executives from the government sector and industry, and with young leaders, as well as site visits. The program also helps them to strengthen their activities and initiatives in the development field for supporting production activities, entrepreneurship, creativity, and innovations, and to build diverse human networks. Furthermore, with the aim of developing leaders who can drive the reconstruction process, we encouraged potential leaders in the three prefectures affected by the Great East Japan Earthquake of 2011 to participate in Japanese delegations, and also created opportunities for networking with American delegations visiting the earthquake-affected areas. Through these activities, we aim to foster exchange in relation to disaster reconstruction activities, promote local cultures, and tackle various issues, such as the promotion of inbound tourism and revitalization of industry, and supporting the recovery of earthquake-affected communities. A cumulative total of 119 young leaders have participated in the Japanese and American delegations in the past six years.



Members of the Japanese and American delegations and other representatives for the fiscal year ended March 2019
Photography by Kerry Rafitis—Keyshots.com K.K.

Other Activities

Solidarity of International Judo Education/Japan SAMBO Federation

Education

System Activity

SDGs: 4.3, 4.5, 4.7, 4.b, 11.c

Supporting Overseas Students through the Mitsui Bussan Trade Promotion Foundation

In 1989, as an international exchange support program, the Mitsui Bussan Trade Promotion Foundation started providing scholarships for overseas students, and providing lodging facilities for them free of charge, mainly to support international students from Asia. The total number of overseas students that we have supported since then is 373.

Mitsui Bussan Scholarship Program for Indonesia

Mitsui has built a close relationship with Indonesia through its business. In 1992, we established the Mitsui-Bussan Scholarship Program for Indonesia with the aim of providing talented Indonesian students with an opportunity to receive advanced education in Japan, so as to nurture human resources who can contribute to the development of Indonesia and to the further strengthening of relations between the two countries. In partnership with local organizations, we select two Indonesian high school students each year to receive scholarships for a period of six years until the completion of a four-year university program, which means that we support a total of 12 students continuously every year. A cumulative total of 44 students have been accepted under the program to date, and about half of them are working at Japanese companies, serving as an important bridge between Japan and Indonesia.



Graduation ceremony of the Mitsui Bussan Scholarship Program for Indonesia

Support for the Improvement of the Educational Environment in Myanmar

We provide seamless support for the improvement of the educational environment in Myanmar at all levels from elementary to higher education, in partnership with various organizations.

- Support for elementary education through participation in elementary school construction by the Myanmar Terakoya Support Team
- Support for the Japan-Myanmar Association's short-term training for high school students in Myanmar
- Agriculture seminar at Yezin Agricultural University
- Scholarship support for Myanmar students at the Tokyo University of Agriculture

We also run scholarship programs to assist university students in Mozambique, as well as scholarship programs through the Mitsui U.S.A. Foundation.



Terakoya school (traditional private school) established by the Myanmar Terakoya Support Team

Mitsui SASUGAKU Academy

Mitsui launched the "SASUGAKU" course (education for sustainable development), which helps children, who will play a very important role in creating a sustainable future, to develop their capabilities of learning, thinking, and communicating. We designed Mitsui SASUGAKU Academy in 2014, which is a 5-day capacity-building program for about 30 elementary school children in upper grades, and uses our global business activities as teaching materials.

The theme for 2018 was "What will a healthy life be in the future?" Participants thought about issues and solutions relating to health in imaginary future cities with various characteristics, such as a "desert city" and a "space city." During the learning time, experts from the Mitsui & Co. Global Strategic Studies Institute gave a lecture on future medical technologies and systems. In addition, Mitsui employees who are in charge of the respective projects gave presentations on the "NOBORI" medical data service project and the "Etak" antibacterial agent project. Through these activities, children learned the importance of meeting the challenge of addressing societal issues. We also conducted a fieldwork class for studying the relationship between forests and health in Mitsui's Forest in Chiba Prefecture. On the final day, each group presented the results of their activities during the five-day program.

As a result of presentations at academic conferences and other venues, these sustainability education initiatives by Mitsui have attracted considerable attention, and have been lauded as being progressive examples of education for sustainable development (ESD). In the fiscal year ended March 2019, a Mitsui program won the Judging Panel's Incentive Prize in the Corporate Youth Experience Promotion Awards of Japan's Ministry of Education, Culture, Sports, Science and Technology for the third consecutive year.



Children enhance their capacity to solve societal issues through group discussions

Support for the Japan Little League Baseball Association

Since 1970, we have been supporting the Japan Little League Baseball Association, which aims to instill good citizenship in boys and girls, contributing to their healthy physical and mental development as world citizens through team play in baseball. In a total of 862 teams in 231 under-12 regional leagues throughout Japan, boys and girls between the ages of 4 and 12 practice on weekdays and weekends. Every year, the National Little League Baseball Championship is held, and the winning team competes in the Little League World Series championship.



The All Japan Little League Baseball Championship Tournament (Hokkaido)

Environment

Mitsui's Forests' Manifold Initiatives

Policy	System	Activity
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SDGs: 7.2, 15.1, 15.2, 15.4

Mitsui & Co. owns forests in 74 locations in Japan, from Hokkaido in the north to Kyushu in the south. Mitsui's Forests cover a total area of approximately 44,000 hectares, which is equivalent to about 70% of the area of Tokyo's 23 wards, or 0.1% of land of Japan. We have worked under our Forest Management Policy to protect and nurture these forests and make productive use of the benefits that they provide.

Forest Management Policy

- Guiding Principle** In line with its Management Philosophy, Mitsui will actively contribute to protecting our irreplaceable Earth and fulfilling the dreams of its inhabitants, and we are committed to carefully nurturing our forests to pass them on to the next generation.
- Management Policy** Mitsui gives its forests the status of "assets with a high degree of public use that benefits the whole of society." As well as providing the reusable natural resource of lumber, forests can fulfill a range of socially beneficial functions if properly managed and enhanced on a consistent basis; for instance, they can purify the atmosphere by absorbing carbon dioxide to produce oxygen, and they can act as a reservoir that stores and purifies rainwater. On the other hand, if forests are neglected and not adequately maintained, they may increase the likelihood of natural disasters and develop into a source of other social problems. Aware of the social value that its forests possess, Mitsui regards their long-term ownership and maintenance as an important social responsibility. So as to maximize the socially beneficial functions of our forests, we work to enhance these functions based on the FSC's Forest Management Principles and Criteria, and also SGEN's Forest Management Certification Principles and Indicators.
- Activity Policy** In its concrete activities in the context of its forest holdings, Mitsui will act conscientiously on the basis of the management policy outlined above, giving full consideration to their social significance and maintaining a strong awareness of their environmental impact. Accordingly, we will redouble our efforts in the following areas:
 - Offering Forest Environmental Programs to stakeholders
 - Research work and concrete action to preserve biodiversity
 - Achieving sustainability in the production of wood materials as a reusable natural resource and promoting their utilization as wood biomass

Cultivating Different Types of Forests: Forest Management Zoning

Mitsui's Forests are divided into "Forests for Regeneration and Harvest" (approximately 40%) and "Natural Forests and Naturally Regenerated Forests" (approximately 60%). Forests for Regeneration and Harvest are forests that have been planted and cultivated by human hands, and follow a repeated cycle of planting, cultivating, harvesting, and utilization for the production and supply of lumber resources. Natural Forests are forests that have been cultivated through natural action, while Naturally Regenerated Forests are forests that have grown back mainly through natural action following deforestation due to a natural disaster or tree-harvesting for instance. Areas within these forests that are particularly important from the viewpoint of biodiversity are designated as "Biodiversity Conservation Forests" (approximately 10% of all Mitsui's Forests), in which more rigid management is conducted in order to conserve biodiversity.

Mitsui manages Mitsui's Forests in accordance with the forest management zoning categories as shown below. Appropriate management is applied to each forest category.



Tashiro forest whose value in biodiversity has been highly evaluated

Management Zoning Categories of Mitsui's Forests (As of December 31, 2018)

Category		Definition	Area (ha)	
Forests for Regeneration and Harvest	Harvest-oriented Sustainable Cycle Forests	Forests for the production and supply of lumber resources through the repeated cycle of harvesting, planting, and cultivating.	6,876	
	Natural Restoration Forests	Forests to be restored as Naturally Regenerated Forests consisting of coniferous and broad-leaved trees.	10,587	
Forests for Regeneration and Harvest, Natural Forests and Naturally Regenerated Forests	Biodiversity Conservation Forests	Special Conservation Forests	Forests judged to have irreplaceable biodiversity value at the regional and national level and requiring stringent protection.	324
		Environmental Conservation Forests	Forests confirmed to support a large number of rare creatures whose habitat requires protection.	875
		Water and Soil Conservation Forests	Forests with plentiful water stocks that form a water resource, reduce the risk of natural disasters, or have other major socially beneficial functions that contribute to the safeguarding of the water supply and the preservation of ecosystems.	3,147
		Cultural Conservation Forests	Forests requiring protection due to the particularly high value of their "cultural services"—functions that nurture traditions and culture and form part of the "ecosystem services" that are dependent on biodiversity.	117
Naturally Regenerated Forests	Productive Naturally Regenerated Forests	Forests to be cultivated for tree species useful as a source of lumber.	1,822	
	General Naturally Regenerated Forests	Forests not composed of productive species but to be cultivated for increased social value.	19,386	
	Other Naturally Regenerated Forests	Naturally Regenerated Forests other than in the above categories.	1,271	
Total			44,405	

Forest Certification (FSC® and SGEC)

Mitsui has acquired forest certification for all of Mitsui's Forests throughout Japan under two international standards: the FSC® (FSC®-C057355), and the SGEC (Certification No. SGEC/31-21-1101).

Forest certification is given based on assessments by an independent institution regarding whether fixed criteria are met concerning forest management methods. The spread of such certification prevents unregulated deforestation, preserves healthy forests, and helps protect the global environment.

Mitsui is currently the only private sector company with large-scale forest holdings in excess of 10,000 hectares in Japan that has obtained both of these certifications. This status allows us to respond to demand for a various type of certified timber. While FSC® certification is a type of certification established by the Forest Stewardship Council (FSC®), an international NGO with a membership system, the SGEC certification system is unique to Japan and was established by the general incorporated association Sustainable Green Ecosystem Council. However, in 2016 following approval of reciprocal certification with PEFC, which is another international certification system, SGEC became an international forest certification system. Both FSC® and SGEC certification provide basic principles, standards, and indicators for conducting appropriate forest management from environmental, social, and economic perspectives. The certifications require forest managers to not only conduct forest management on an economically sustainable basis, but also to give proper consideration to the environment and to develop good relationships with local communities near forests.

Social Value of Forests

Appropriate forest management is only a part of our commitment. We are also actively engaged in initiatives to utilize forest resources on various levels. As part of our contributions to society and to local communities, we use our forests for environmental education activities. Resources from our forests are also used to support cultural activities and traditional events in surrounding areas, as well as reconstruction in areas affected by the Great East Japan Earthquake of 2011. Mitsui supports the campaign to promote the use of Japanese-grown timber as a way of revitalizing the Japanese forestry industry and providing additional impetus for regional development. For example, we make use of timber from our Mitsui's Forests in our office space, and as a stable supply source of wood biomass fuels for local biomass power generation business. Timber from Mitsui's Forests is supplied to and utilized in various landmark objects and venues, such as FSC®-certified cypress used for a part of the materials in the main table at the summit meetings of the G7 Ise-Shima Summit in May 2016, and SGEC-certified cedar for use in some parts of the roof and eaves of the New National Stadium building to be completed in November 2019 (as of June 1, 2019). It is also planned for use in various parts of the Mitsui's new Head Office building to be completed in 2020.

In the area of environmental education, Mitsui's Forests are used for field studies that teach people about the role of forests, for forestry experience programs, and for various other activities within and beyond the Mitsui organization. In the area of helping to protect culture, we have entered into an agreement with the Biratori Ainu Association concerning the protection and fostering of Ainu culture. In

the fiscal year ended March 2019, we have conducted questionnaire surveys and interviews with six Ainu organizations in Hokkaido on the preservation of Ainu culture and other topics, and exchanged opinions and cooperated with an NPO that engaged in the investigation and preservation of the endangered freshwater fish, Japanese huchen, found in Hokkaido. Through such initiatives and activities, we continuously work toward building good communication with local communities.

In order to contribute to local communities, we have also started to promote the use of wood biomass as an alternative to fossil fuels. For example, we continue to steadily supply timber fuel to a biomass power generation plant in Tomakomai, Hokkaido, in which we have invested (commercial operations started in April 2017), and supply timber fuel reliably also to another biomass generation project, in which Mitsui made an equity participation, at Shimokawa-cho, Hokkaido (operation commenced in May 2019).



Forestry program (tree thinning experience) at company owned Kameyama forests

Mitsui & Co. Environment Fund

System Activity

In July 2005, Mitsui & Co. launched the Mitsui & Co. Environment Fund as a grant program that aims to contribute to the sustainable development of society and address global environmental problems by supporting various activities and research projects pursued by NPOs, universities, and other entities. Since the fiscal year ended March 2012, when the Great East Japan Earthquake of 2011 occurred, Mitsui has also been engaged in recovery efforts aimed at achieving the sustainable development of society through initiatives to mitigate and resolve environmental problems caused by the earthquake and the ensuing tsunami. In addition to its financial support for the activities and research conducted by NPOs, universities, etc., the fund is also encouraging Mitsui's officers, employees, and their families to participate in the activities conducted by the groups or organizations that received our grants, as volunteers. As of the fiscal year ended March 2019, we had awarded grants totaling ¥5.84 billion to 571 projects.

The ongoing projects that have been selected as our grant recipients are contributing to the realization of SDGs 1, 3, 4, 5, 6, 7, 8, 10, 11, 12, 13, 14, 15, and 17.

Launched	July 1, 2005
Grant program	Activity Grants are designed for practical activities that contribute to the sustainable development of society and address global environmental problems, and Research Grants are designed for research providing concrete proposals for the aforementioned targets.
Focus fields	A. Global Environment: Activities or research that provide warnings, and necessary actions derived from monitoring changes in nature and the environment. B. Resource Circulation: Activities or research that lead to effective management and utilization of resources. C. Ecosystems and the Symbiotic Society: Activities or research related to the conservation and utilization of ecosystems services, and adjustment of co-existence between ecosystems and humans. D. Relationship between People and Society: Activities or research related to the restructuring of relationships between people and society, based on environmental issues.
Eligible groups or organizations	NPOs, NGOs, general incorporated associations and foundations, public interest incorporated associations and foundations, special civil foundations, universities, and national institutes of technology
Grants schedule	Once a year for both the Activity Grants and Research Grants (In the fiscal year ended March 2019, the application period was from August to October, the 1st-3rd presentation screenings took place from November to April, and final selection of grants projects was carried out between March and April.)



Selection of Grant Recipients

The social and economic situation relating to the global environment is changing significantly, including the signing of the Paris Agreement as a response to climate change, the adoption of the SDGs by the United Nations, and the growing interest in ESG investment. In response to these changes in society, the Mitsui & Co. Environment Fund has adopted a stricter screening process than before to select activities and research that will lead to realization of solutions to long-term issues and the creation of a sustainable society, and aims to "create a society for the future."

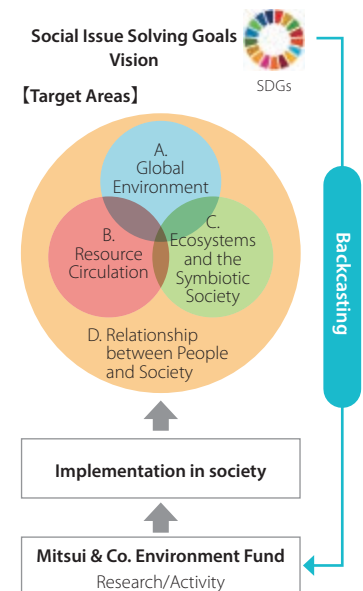
To achieve this goal, we revised the allocation process for the fiscal year ended March 2019, and published key points on which the Mitsui & Co. Environment Fund places particular focus such as relevance to SDGs and whether the project is formulated on a "backcasting" approach from the future vision. We held application briefings, individual consultation meetings and presentation screening sessions to deepen the understanding of the applicants regarding the revised allocation process.

As a result, in the grants selection for the fiscal year ended March 2019, we received a large number of applications from NPOs, universities, and other entities who agreed with our approach. Through our strict, multilevel screening process involving external experts, we selected 11 projects to receive activity grants and 6 projects to receive research grants.



Key Points

- The project should aim to find solutions to issues in the four target areas. The relevance to SDGs is particularly important.
- The project should be formulated on a "backcasting" approach, i.e., initiated by thinking about what needs to be done, based on the future vision.
- The project should have a clear roadmap toward implementation in society.
- The project should have a significant, positive impact, such as contribution to finding a solution to a societal issue or the realization of a sustainable society.



Project Aimed at Establishing Economic Independence for Indigenous People via Beekeeping (Activity Grant)

SDGs: 10.2, 12.a, 13.b, 15.2

Logging and other factors have caused serious depletion of the Amazon rainforest, in which there is a region where approximately 20,000 indigenous Xingu people live in a self-sufficient manner. Their first encounter with outsiders occurred only about 70 years ago; however, under the impact of development, a money-based system is expected to take root among them within a few years. There have been cases where other ethnic groups in the Amazon rainforest tolerated illegal logging in exchange for money, and an urgent need exists to find ways for people to be able to earn an income without indirectly damaging the forest. Rainforest Foundation Japan, a non-profit organization, recognized the potential of apiculture for this purpose and is working to improve the beekeeping skills of local people and establish a distribution system.

The Mitsui & Co. Environment Fund is supporting this initiative by providing grants to Rainforest Foundation Japan.



Harvesting honey under the guidance of apiculture expert Wemerson Ballester (Brazil)

Yatsuda Regeneration Project (Employee Participation Program)

SDGs: 11.a, 15.4

In Japan, *yatsuda* are rice paddies developed in valley wetlands surrounded by *satoyama*, which are natural woodlands tended by village communities. Together with neighboring forests, streams, and other features, these areas form rich ecosystems that provide ideal habitats for diverse flora and fauna. These global treasures need to be restored and conserved.

Mitsui, in cooperation with the Asaza Fund, a Mitsui & Co. Environment Fund grant recipient, has continually grown pesticide-free rice using only organic fertilizers on *yatsuda* paddies that had gradually become abandoned due to the increase in the average age of farmers, among other factors. Mitsui and the Asaza Fund have taken a hands-on approach to the restoration and management of the fields, including clearance, planting, weeding, and harvesting. Over 1,600 employees have been working as volunteers on the *yatsuda* regeneration project since its inception in 2007.

The project produces *Koshihikari* rice and *Gohyakumangoku* sake-brewing rice. After harvesting, the sake-brewing rice is used to produce sake in Ibaraki Prefecture. Mitsui distributes the sake to its customers under the *Yatsuda* label.

Turning uncultivated wasteland into productive paddy fields



Before (2007)



After (2018)

Disaster Relief Assistance

System Activity

SDGs: 1.5, 4.3, 4.4, 4.5, 8.9, 11.5, 11.a, 11.b, 13.1, 17.16, 17.17

Disaster Relief Activities

When disasters occur in Japan and overseas, Mitsui provides various forms of support to minimize the damage and contribute to the earliest possible recovery in the affected areas. Our support includes donations from Mitsui and voluntary donations from our employees, as well as volunteering activities by our employees.

Mitsui's Disaster Recovery Support Activities in the Fiscal Year Ended March 2019

Northern Osaka earthquake/2018 Western Japan heavy rain disaster/Hokkaido Eastern Iburi Earthquake/Sulawesi Indonesia earthquake/Cyclone Idai in Mozambique

Fostering Future Leaders to Drive Reconstruction in the Tohoku Region

In coordination with the Reconstruction and Revitalization Period designated by the government in its reconstruction plan for areas affected by the Great East Japan Earthquake of 2011, Mitsui is promoting measures to foster the next generation of people who will drive the reconstruction process, in collaboration with government agencies and NPOs. In 2014, we launched the "Textbook for Our Future for Our Children" Visiting Lecture Project, which features a program about disaster reconstruction produced by Mitsui's World Hi-Vision Channel. Cast members visit schools in disaster areas as teachers for a day, and hold classes that encourage children to think about regional revitalization and community contribution through their choice of future careers and occupations. The classes have been held at a total of 28 schools, mostly in Iwate, Miyagi, and Fukushima Prefectures. Approximately 3,800 children have participated.

We have also been supporting a conversational English teaching project for junior and senior high school students at a "Collaborative School," an extracurricular school run by the certified non-profit organization Katariba since 2014 in the town of Onagawa, in Miyagi Prefecture. In order to expand students' interest in and knowledge of the world's different cultures and value systems through English, we support online video lessons in spoken English, short-term study travel within Japan, and the Career Study Program supported by our employees acting as voluntary instructors. To date, 104 junior and senior high school students have participated.



The "Textbook for Our Future for Our Children" Visiting Lecture Project

Respect for Human Rights



Human Rights Initiatives

Policy

Conducting business globally in many countries and regions of the world, Mitsui & Co. considers the protection of human rights in accordance with international standards constitute the foundation of its sustainability management. Mitsui's Basic CSR Policy states: "make prudent efforts to understand the culture, traditions, and customs of countries and regions around the world" and "recognize the significance and importance of the human rights contained in international standards."

The "Business Conduct Guidelines for Employees and Officers of Mitsui & Co., Ltd." prescribe and require Mitsui employees and officers to observe: full consciousness of their role as members of international society; understanding of and respect for the cultures, customs, and history of individual nations; protection of human rights; and eschewing any form of discrimination based on race, creed, gender, social status, religion, nationality, age, or physical or mental ability. Moreover, Mitsui employees and officers are required to pledge to comply with the aforementioned Guidelines every year. Regarding measures to prevent any kind of discrimination and sexual harassment, we are raising employee and officer awareness by providing various compliance programs.

We also support international standards such as the Universal Declaration of Human Rights, the ILO (International Labour Organization) Declaration on Fundamental Principles and Rights at Work, and the Guiding Principles on Business and Human Rights.

P.105 Integrity and Compliance

Promotion of Management for Human Rights

System

Activity

Management System for Human Rights and Labor Conditions

Mitsui conducts an internal survey in alternate years concerning compliance with the UN Global Compact, to raise the awareness of management and employees regarding human rights and labor issues at its business units, corporate staff divisions, and domestic and overseas organizations (branch offices and consolidated subsidiaries).

Queries in internal survey

1. Do you fully understand the UN Global Compact?
2. Have there been any violations of the 10 principles of the UN Global Compact? If so, report the details of the violation and the measures taken to handle the situation.

In the event a unit, a division, or an organization that materially lacks an understanding of the UN Global

Compact was found through the survey, we will take necessary measures such as providing additional training seminars.

In addition, we continue to hold e-learning courses and other training activities to remind employees of the importance of addressing and managing risks related to human rights and labor problems in the supply chain.

With regard to our main suppliers, we conduct supplier surveys and on-site visits based on prepared checklist to understand the situation and to work on improvements if needed. In the year ending March 2019, we conducted supplier surveys to 74 suppliers, and were able to confirm all the suppliers who responded to the surveys complied with Supply Chain CSR Policy which covers human rights and labor practices. As for the on-site survey, we visited Salmex in Chile, a salmon farming, processing and sales facility operated by one of our seafood suppliers, and in which Mitsui is also an investee, and a feed company. The survey focused mainly on environmental management, human rights and labor practices, legal compliance, and quality control and traceability. No violations to our Supply Chain CSR Policy were found.

P.117 Supplier On-Site surveys

Moreover, through our participation in working groups of Global Compact Network Japan, such as the Human Rights Due Diligence (HRDD) Working Group, we are able to keep up with international trends related to human rights, and can make use of the information we obtain from other companies to enhance our sustainability promotion activities.

We continue to deepen our awareness of human rights and labor issues by measures such as inviting outside experts to hold seminars.

Respecting Indigenous Peoples

System

Activity

When conducting operations, Mitsui strives to comply with all laws of the applicable country or region, and to respect the human rights and cultures of each country or region's indigenous peoples in accordance with international standards such as the United Nations Declaration on the Rights of Indigenous Peoples and the Convention concerning Indigenous and Tribal Peoples in Independent Countries (ILO Convention: C169).

For example, the operations of our forest resource business in Australia are guided by respect for the traditional rights of the Aboriginal peoples. We have ensured accountability by obtaining FSC® certification (FSC®-C104107), which requires regular audits by third-party certification bodies. This certification is based on 10 major principles, including respect for the traditional rights of indigenous peoples. There are

Respect for Human Rights

stringent audits covering such aspects as whether or not Mitsui's management of business operations gives consideration to traditional Aboriginal rights, and whether or not measures are taken to prevent damage to significant cultural sites, etc. In our iron ore mining operation in Brazil, we maintain close communication with the indigenous people living in the Amazon to foster mutual respect.

In Japan, Mitsui has entered into agreements with the Biratori Ainu Association and with the town of Biratori in Hokkaido, where a part of Mitsui's Forests is located, to cooperate in activities to protect, and pass on, Ainu traditional culture through the conservation of forests.

Guidelines for Appointing a Security Firm

System

The UN Code of Conduct for Law Enforcement Officials was adopted in December 1979 so that the UN can promote and ensure that law enforcement authorities such as the police and the military in member countries take on appropriate roles as well as respecting and protecting human dignity. The Principles on the Use of Force and Firearms by Law Enforcement Officials was also adopted in August/September 1990 as the standard for the use of force and firearms by law enforcement officials.

In advancing business activities around the world, Mitsui hires security companies to ensure the safety of its employees. Aware of the potential risk of human rights violations, Mitsui complies with local laws and regulations in the countries and regions where it engages in business activities and selects security companies based on the aforementioned international guidelines.

The UK Modern Slavery Act 2015

Activity

SDGs: 8.7, 8.8, 16.1, 16.2

In 2015, the United Kingdom enacted the Modern Slavery Act, which is designed to eliminate slave labor. The act requires profit-making enterprises that conduct business within the U.K., and which have an annual turnover above a certain threshold, to publish an annual statement confirming that measures are taken to eradicate slavery or human trafficking in their business activities and their supply chains.

In compliance with requirements under Section 54 of the Modern Slavery Act, Mitsui and its affiliated companies issue annual statements affirming that they will prevent forced labor and other forms of modern slavery and human trafficking.



The UK Modern Slavery Act

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," "Open-mindedness," and "Challenge and Innovation." In line with these values, we have always placed importance on 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 our values and organizational culture, which have led people to say that "Mitsui is people," through human resource development activities for the approximately 44,000 employees who work for the Mitsui & Co. global group.

The business environment is changing rapidly, and the future is difficult to predict. In order for the Mitsui & Co. global group to continue to create new value in this environment, we are sharpening the abilities of individual personnel and exerting the high-level capabilities and expertise of Mitsui and its group companies, thereby increasing the comprehensive strengths of the Mitsui & Co. global group. We believe that creating environments in which the diverse people who work for the group can work energetically is key to realizing that goal.

Key Elements of Human Resources Management System

Policy

Mitsui regards human resources management system as a tool that helps every individual employee to work energetically and leads to the realization of our corporate mission and vision. The basic philosophy stated above is reflected in the following priorities.

- 1. Recruitment of Human Resources**
We will recruit people highly motivated to take on new challenges as well-balanced individuals.
- 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. global group's global human resource pool.
- 4. Promotion of Diversity and Inclusion**
We will foster a corporate culture in which employees with diverse backgrounds accept differences and respect one another.
- 5. Developing an Environment that Realizes Employee Potential**
We will implement measures to develop an environment in which individuals can perform their tasks energetically at their full potential through diverse work styles.
- 6. Consideration for Employee Wellness, 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. global group companies will share the above approaches through the Mitsui Global Business Management Guidelines and by other means. We will formulate human resources management system, and recruit, train and appoint personnel on the basis of said guidelines, according to the particular circumstances of individual companies.



Recruitment of Human Resources

Our Approach

Policy

Mitsui & Co. is committed to fair recruitment practices. We select individuals on the basis of their abilities and personal qualities. For example, we offer people to apply for positions without regard to nationality, gender, age, or other attributes, such as the universities from which they graduated. Our selection processes, including entry sheets and interviews, include no questions that are irrelevant to applicants' abilities or suitability, such as religion or registered place of domicile. Furthermore, staff who conduct interviews receive training to ensure fair employment screening processes for applicants. We accept applications both from new graduates and mid-career applicants, regardless of their previous work experience.

Specific Policies on Employment Screening and Job Advertisements

Activity

SDGs: 8.5, 8.6, 8.b

Since the fiscal year ended March 2018, Mitsui has run a two-day recruitment camp to ensure that selections are based on a proper understanding of the company and its business operations. Seven people were selected under this system in the fiscal year ended March 2018, and in the fiscal year ended March 2019 the number was increased to 17. The system gives applicants opportunities to gain an in-depth understanding of the nature of Mitsui's business, and enables them to gain a clear understanding of the company through communication with employees. It also allows us to make decisions based on a better recognition of each individual's abilities and personal qualities, so that we can assign them to appropriate positions after they join the company.

In addition, we have been providing a wide range of application opportunities as part of our efforts to recruit diverse individuals capable of working successfully in a global arena. We hold corporate information sessions and selection screening programs in the United Kingdom, the United States and France, as well as web seminars so that people throughout the world can learn about our business and company system.

We also actively recruit mid-career workers and recruit 30-40 people in this category each year, which is equivalent to about 20% of total appointments. Various methods, such as round-table meetings with employees, are used to give applicants opportunities to learn more about our business operations.

Moreover, we actively disseminate group recruitment information with the aim of attracting talented people to work for the Mitsui & Co. group by holding joint corporate information sessions with group companies, and through other means.

P.100 Number of Hires by Gender (Non-consolidated) ★

Career Education Programs

Activity

SDGs: 8.5, 8.6, 8.b

Mitsui offers various career education programs designed to foster career awareness in students and provide work experience opportunities. A particular priority in this category is internship. We accepted 110 interns in the fiscal year ended March 2017, 311 in 2018, and 190 in 2019. In the fiscal year ended March 2019, we launched a three-day residential program and a one-day session, through which participants were able to engage in various activities with employees, including collaboratively creating proposals on new projects.

Throughout the year, we hold "Challenge and Innovation Experience" seminars, in which participants can get a taste of Mitsui's actual business operations through case studies. There are several versions of these seminars covering different aspects of our work, including business investment, trading, and overseas infrastructure projects. We held 27 seminars in various parts of Japan in the fiscal year ended March 2018, and 49 in the fiscal year ended March 2019.

Human Resources Development



Our Approach to Human Resources Development

Policy

The main source of competitiveness for the Mitsui & Co. global group is its human resources. The Mitsui & Co. global group respects diverse individuality and aims to foster human resources that will create new value and take on a central role in 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 "strong individuals" who can create new value through business activities based on their expertise and broad knowledge. 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.

Human Resources Development Programs

System

Grade-Based Training and Business Skills Training

To achieve the goal of fostering human resources capable of creating new value and taking on a central role in global group management, we have designated necessary qualifications and roles by job grade, from new employees to management-level employees, and have been implementing a wide variety of human resources development programs, including Grade-based training programs, optional programs, and programs for selected individuals. While strengthening these grade-based training programs, 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.



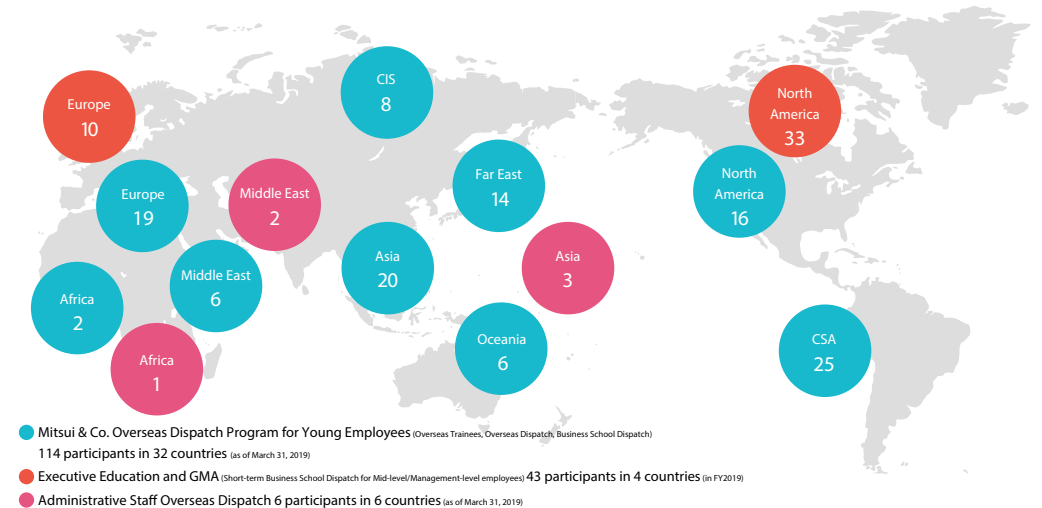
Human Resources Development Program (abridged edition)

Global Training Programs

The Mitsui & Co. global group has numerous global training programs that are designed to enable employees to manage business on a global basis. These programs include the Mitsui & Co. Overseas Developmental Dispatch Program for Young Employees, which includes the Foreign Language & Business Culture Trainee course (FLBCT) for developing language/regional specialists and Business School Dispatch, as well as Overseas Trainee Dispatch (OTD) designed for enhancing expertise. We also provide the MIT Sloan Fellows Program for mid-level employees, and the Administrative Staff Developmental Dispatch Program for administrative staff.

In addition, with the aim of fostering leaders who will take on a central role in next-generation global business management, we have developed the Harvard Business School Global Management Academy (GMA) in partnership with Harvard Business School. GMA is held with a focus on diversity, and the scope of the participants in this program includes not only Mitsui & Co. global group employees but also employees of our overseas business partners. For management-level employees, we have been implementing Executive Education (EE), which is a short-term MBA program conducted at first-class business schools in Europe and the U.S.

Number of Participants in the Global Training Programs (in the Fiscal Year Ended March 2019) 163 Trainees in 35 Countries



One Trainee's Story

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

		System	Activity
SDGs: 4.3, 4.4			
(Unit: persons)			
Category	Training Programs	Outline	Number of participants FY2019
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 these programs is to foster human resources capable of global group management. Participants acquire knowledge that includes our management philosophy, business skills, and business mindset.	1,152
Bussan Academy Program	Marketing, Management Strategy, Finance, Logical Thinking, Mindset, Communication, Philosophy, History, Liberal Arts	Professional training programs with the aim of increasing participants' specialist knowledge in various fields.	3,773
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.	373
Grade or Objective-based Training Programs	Project Manager Development Program, Inter-industry Exchange Training Programs, MOC (Mitsui Open College), Head Office GM 1-on-1 Training	Programs aimed at acquiring specific skills and mindsets, expanding horizons through interactions with other industries, and building personal connections	840
Global Training Programs	Foreign Language & Business Culture Trainee Course, Business School Dispatch, Overseas Trainee Dispatch, GMA, EE, Administrative Staff Overseas Dispatch	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.	163

P.100 Hours/Days of Training for Competency Development and Expenditure on Training (Non-consolidated)

Development of Human Resources Capable of Global Group Management

System	Activity
SDGs: 4.3, 4.4	

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.

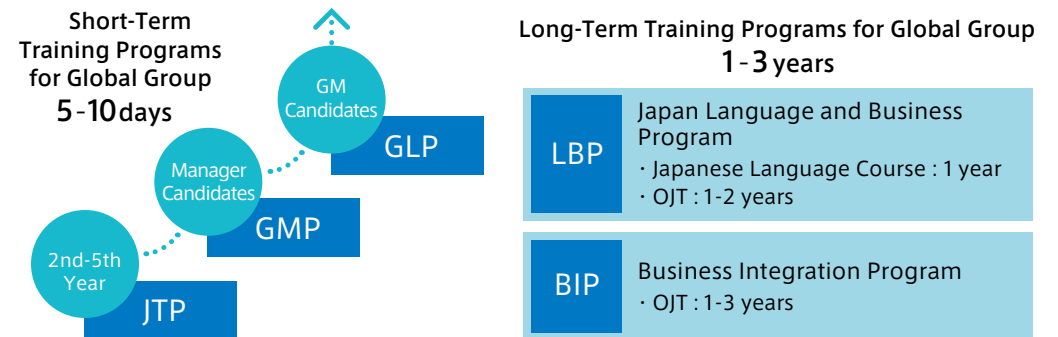
In order to provide support for human resources development at each group company in Japan, and to build human networks, we provide grade-based training through such courses as our General Manager Training Program, Department Manager Training Program, and New Hire



Regionally hired staff engaged in active discussion during GMP training

Induction Training Program, as well as optional training programs, such as the Bussan Academy programs.

In 2002, we started offering employees of our overseas subsidiaries well-developed programs of both short-term and medium- to long-term training at Mitsui Head Office. 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. Furthermore, we launched the Change Leader Program (CLP) to identify talented staff on a global basis and develop them into leaders who will actively take on challenges and lead the realization of innovations. 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.81 Training and Promotion of Regionally Hired Staff

Appraisal

System

Mitsui and its group companies encourage employees to take on new challenges, help them enhance their individual capabilities, and inspire them to work with a high level of motivation and enthusiasm, through personnel appraisals. The objectives of conducting the appraisal process are not limited to enhancing employee understanding of Mitsui's management philosophy, or to providing input for setting compensation or assigning new positions, but also include promoting 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 staff hired in Japan consists of three types of appraisal criteria: "Individual

Competency Appraisal," "Contribution Appraisal," and "Organization Performance Evaluation." For the "Individual Competency Appraisal," an appraiser performs comparative assessment of the competency of an employee in relation to other employees in the same appraisal group; this appraisal 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 three years. Having cumulative points from appraisals for three years, rather than a single-year appraisal result, avoids a one-time effect and enables appropriate appraisals as to how an employee has been developing during the three-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. In the fiscal year ended March 2019, we revised our benefits and promotion/demotion system to better reflect results and appraisals, with the aim of achieving the further strengthening of individuals. We have changed the system to allow both promotion and demotion in order to facilitate the early promotion of employees who produce outstanding results and demonstrate strong capabilities, and to give them roles with greater responsibility, while also carrying out finely-tuned assessments with the aim of fostering a healthy sense of urgency. Furthermore, we have introduced the President's bonus to reward employees who make a noteworthy contribution to or who produce outstanding results toward strengthening Mitsui's earnings base, or who take on difficult challenges aspiring to new heights.

Interactive Communications between Supervisors and Subordinates

System

Activity

1-on-1

In order to realize more highly motivated workplaces through support for cultivating a strong relationship of trust among employees and for improving their performance, we have launched the 1-on-1 Program for departmental GMs in the Head Office. Through this program, a supervisor and his or her subordinate take time to communicate, aiming to increase communication time and enhance the quality of communication. As a measure for supporting staff to grow into strong individuals, about 90% of the participants gave positive feedback (the number of participants was 250 in the fiscal year ended March 2019).

Mitsui Management Review (MMR)

In the fiscal year ended March 2006, we introduced the Mitsui Management Review (MMR) for line managers responsible for handling global consolidated management in Japan and overseas, as well as at affiliated companies, as an opportunity for them to gain insights by reflecting on their own management and leadership capabilities. Currently, the MMR is carried out once every two years. In the fiscal year ended March 2019, the program was held for 1,176 managers. Members of the organization working under each manager rate him or her based on a scoring sheet composed of evaluations of the behavior elements required of Mitsui management staff. This provides an opportunity for the manager to reflect on his or her own performance based on the results, and to implement management style improvements. In addition, workplace meetings are held to give direct feedback to members of the organizations about the insights gained through the MMR. Sharing their understanding with the manager and his or her subordinates allows them to clarify the new challenges they need to tackle in the workplace. Having managers demonstrate an attitude of facing up to reality has stimulated other members of the organization into action and encouraged an attitude of cooperation among others. These efforts have also helped to foster commitment towards the company's corporate vision, and a sense of ownership. As such, the MMR is leading toward the creation of more open and communicative workplaces where discussions contributing to the improvement of management are actively carried out.

Employee Dormitories

System

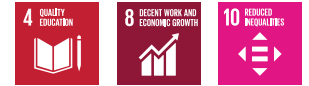
Activity

Mitsui provides employee dormitories, primarily for new graduates hired by the company who wish to live in this type of accommodation. The dormitories offer an environment for the basic education useful to new employees of Mitsui and for building wide-ranging personal networks with people who joined the company in different years and work in different units.

At present almost 400 employees, mostly young employees who have been with Mitsui for up to three years, reside in six dormitories located in the suburbs of Tokyo. Inter-dormitory sports competitions and other events help to deepen communication among employees along vertical, horizontal, and diagonal axes.

Because dormitory residents include regionally hired staff who stay in Japan for long periods to participate in training programs at the Tokyo Head Office, the dormitories are also widely used for global networking among employees.

Appropriate Appointment and Allocation of Personnel



Policy on Placing the Right People in the Right Positions

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.

Deployment of Employees

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 formulate a plan for the development and utilization of our human resources and implement appropriate and optimized 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 such as the ones listed below to accelerate our business offensives, which has resulted in the promotion of business by diverse, talented professionals.

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.

Since the fiscal year ended March 2018, we have transferred approximately 100 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 with up to four or five years of experience 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

SDGs: 4.3, 4.4, 8.3

Human Resources Bulletin Board System

This system allows employees to move from their presently assigned business sector to different business areas of their choice. 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, then a transfer will be implemented. In the fiscal year ended March 2019, 18 employees were transferred under this system, which gave a cumulative total of approximately 400 employees transferred since the commencement of this system in the fiscal year ended March 2000.

Development and Promotion of Regionally Hired Staff

System

Activity

SDGs: 10.2, 10.7

Change Leader Program

The Change Leader Program (CLP) was implemented as an initiative to identify, nurture and develop diverse talent on a global basis and to train them to become leaders who can actively and boldly push forward reforms necessary to create business. A total of 30 participants from around the world joined this program in the fiscal year ended March 2019. Participants received direct advice from top management in the Head Office, and underwent intensive business discussions with their sponsor divisions. Mentors were assigned for each participant to further facilitate their growth, while they set up their own stretch assignments to accomplish. As a measure to foster and retain talented human resources, and to strengthen innovation and initiatives for business creation, we plan to continue this program going forward.

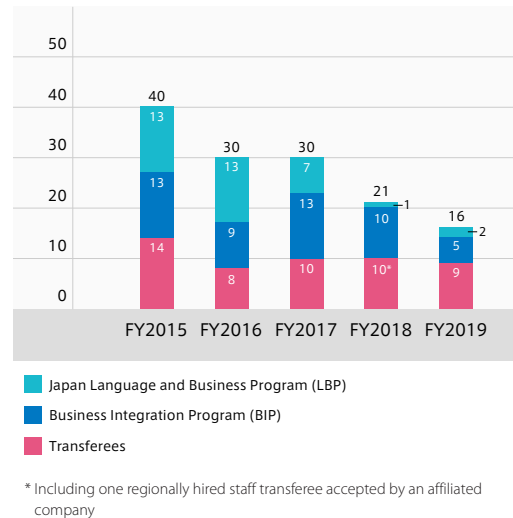


CLP participants

Training and Transfer to Japan

Regionally hired staff 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 about 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 & Co. global group, 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. The Program to dispatch regionally hired staff to Japan started in early 2000. Since then, a total of 159 people had participated in various training programs in Japan as of March 2014. The Mitsui & Co. global group will continue to implement these programs going forward.

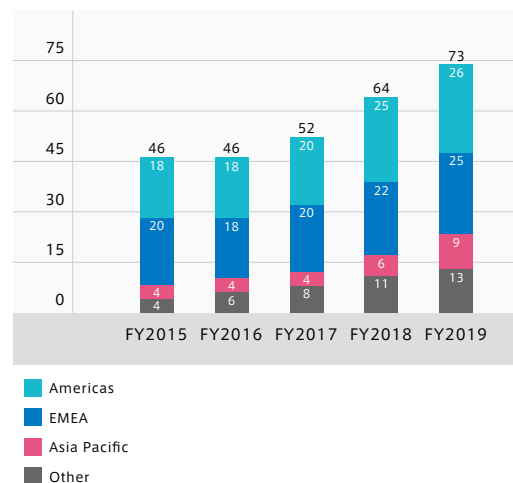
Personnel Sent to Japan (As of March 31 each year)



Promotions to Executive Positions

An increasing number of talented regionally hired staff are being promoted to managerial positions, in line with our commitment to training regionally hired staff 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 out from Japan. As a result of coaching and training regionally hired staff, as well as providing opportunities for assignment to Japan and for global training and other initiatives, the percentage of GM positions held by regionally hired staff has reached 31% in the Americas, 24% in EMEA (Europe, the Middle East and Africa), and 8% in the Asia Pacific region (as of

Number of GM Positions Held by Regionally Hired Staff (As of March 31 each year)

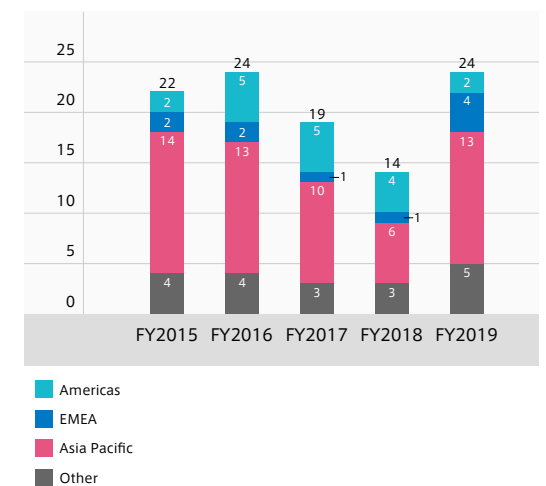


March 2018). We will continue to strengthen our efforts to achieve optimal personnel allocation, including Headquarters-hired staff, as part of the continuing globalization of human resources in the Mitsui & Co. global group. The number of general manager positions held by regionally hired staff is expected to exceed 100 by the fiscal year ending March 2020.

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 ever-changing business environments. We are driving further diversification forward to ensure that the right people can work in the right place 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 for transferring to other overseas offices, in addition to 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 advantages of this policy.

Number of Regionally Hired Staff Transferred between Overseas Countries (As of March 31 each year)



Promoting Diversity & Inclusion



Diversity & Inclusion Concept

Policy

Faced with the many changes taking place in today's 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 the various changes and transform risks into business opportunities. Based on this concept, the Mitsui & Co. group is promoting the career development of human resources who come from a wide variety of backgrounds in terms of nationality, gender, values, and other attributes.

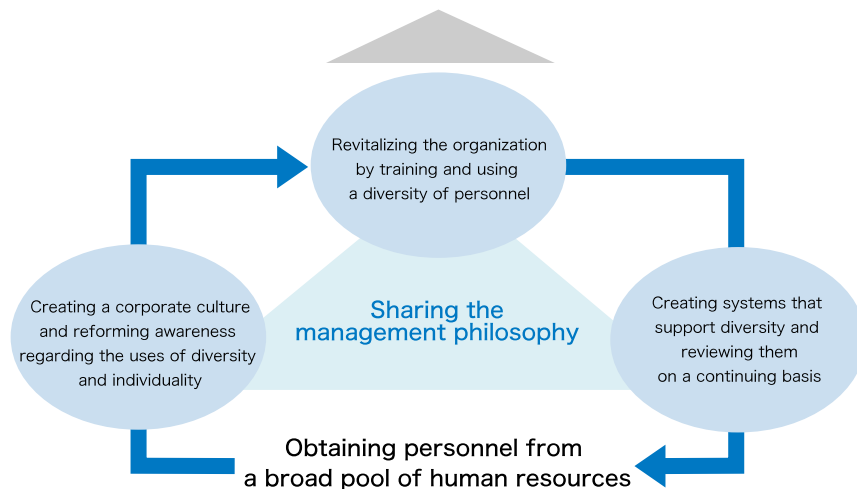
We implement "diversity management," under which each and every member of our diverse human resources recognizes and respects each other, stimulates each other to exert their capabilities to the fullest, brings new value to our business, and creates innovation. This allows us to enhance the competitiveness of the Mitsui & Co. global group.

While developing systems and measures for supporting the growth of diverse human resources, we have also been focusing on cultivating a corporate climate and culture that fosters "diversity & inclusion," in which where diversity is accepted and respected.

The Diversity Management that Mitsui Is Aiming For

Increasing Competitiveness by Combining the Capabilities of Diverse Human Resources

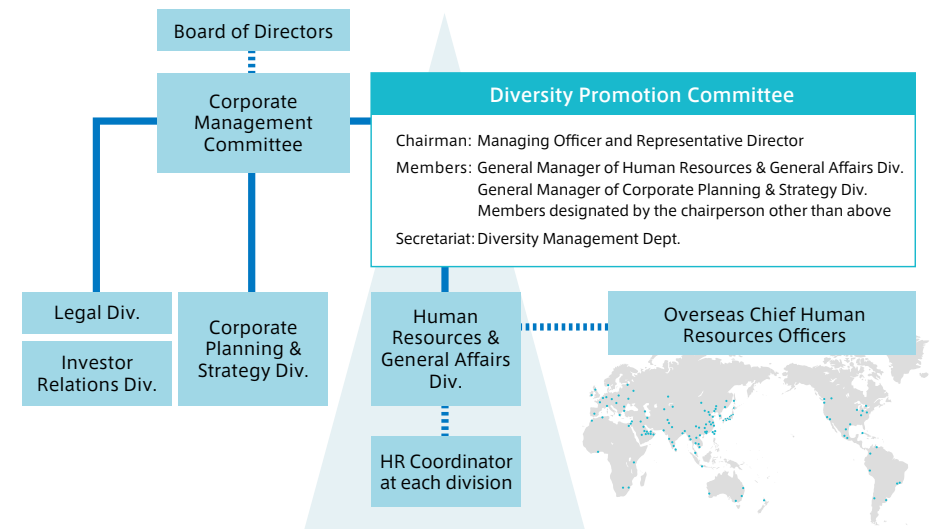
- Development of personnel who promotes innovation with strong capabilities for flexibly adapting to and coping with change in an environment characterized by the globalization of business activities and expansion of business domains.
- To be a company that can attract human resources, draw out the individuality, and maximize potential of each and every staff member.



Diversity Management Promotion Framework

System

Officer in charge	Hirotsu Fujiwara, Representative Director, Senior Executive Managing Officer
Deliberation body (advisory committee to the Corporate Management Committee)	Diversity Promotion Committee Established in April 2006. Regularly carries out deliberations and makes decisions in relation to policies and measures for the promotion of diversity management at Mitsui.
Secretariat	Diversity Management Department, Human Resources & General Affairs Division. In October 2005 the Diversity Management Promotion Department (since renamed the Diversity Management Department) was set up in the Human Resources & General Affairs Division. It has been leading efforts to promote diversity management.



Cultivation of a Corporate Climate and Culture of "Diversity & Inclusion": Seminar on Innovation Driven by Diversity & Inclusion

In order to further facilitate understanding of and raising awareness of diversity & inclusion," we hold a diversity and inclusion promotion seminar annually. For the event held in the fiscal year ended March 2019, we invited as a speaker Ms. Vicky Binns, Vice President Marketing Minerals of BHP Group Limited, which is the world largest integrated resource company and an important partner for us. The theme was "How we can connect diversity and inclusion to business creation," and lively panel discussions took place after the lecture.

Career Development Initiatives for Women

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 (both business staff and administrative staff) in building and continuing their careers.

Action Plans Related to Career Development Initiatives for Women

Policy

Mitsui has formulated "Voluntary Action Plan on Promotion of Women to Managerial and Board Positions" and "Action Plan Related to the Promotion of Women's Empowerment" to promote women's empowerment, and is implementing related initiatives.

Our goal of "more than tripling the number of female staffs at managerial positions as of June 2014 (which was 67) by around 2020," which was noted in both of the aforementioned plans, was achieved in July 2018 two years ahead of the original plan.

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

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

As of July 1, 2019, Mitsui has 3 female officers (2 Directors and 1 Audit & Supervisory Board Member) and the ratio of female officers to the total number of officers is 15.8%.



Keidanren (Japanese only)

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

The plan describes our targets for the period up to the end of the fiscal year ending March 2020 under the Act on Promotion of Women's Participation and Advancement in the Workplace.



Action Plan Related to the Promotion of Women's Empowerment (from April 1, 2016 to March 31, 2021) (PDF 516KB)



P.101 Performance Data Related to Diversity



P.122 Evaluation by Society

Initiatives to Support Continuous Career Development

System

Activity

SDGs: 5.4, 5.5, 5.c

Training for Female Business Staff (Career-Vision Training)

This training is provided for young female business staff. 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 range of choices that they will face, along with life events and other factors, through dialogue with senior colleagues and discussions with staff members 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 development 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 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 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. Last year, we organized the first Diversity Cafe for male employees since we started this initiative in 2009. In an amicable atmosphere, the participants had discussions on such themes as "advice for male employees who consider taking child care leave of male employees" and "work-life management for dual income households."



The 24th session of the Diversity Cafe in progress

Support for Employees Who Are Citizens of Countries Other Than Japan

System

Mitsui & Co. group has excellent human resources belonging to a variety of nationalities and resident in different countries and regions around the world, and encourages them to play an active role in developing business that is closely connected with individual region. In order to boost global group management, Mitsui brings employees from its group companies to Japan 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 non-Japanese employees who are hired by the Tokyo Head Office, such as a mentor system aiming to provide comprehensive support for the career development and independence, and provision of support for administrative procedures, such as updating or changing visa status.

Promoting Understanding of LGBT^(*)

System

While views about LGBT issues vary from country to country, Mitsui believes that gaining a proper understanding of LGBT and issues surrounding 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 providing an internal consultation service, holding internal seminars in Japan, and posting the LGBT Guidebook on the company 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 Office.

* 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, addition to LGBT.

Hiring of People with Disabilities

System

In order to fulfill its corporate social responsibilities, and as part of its efforts to promote diversity and inclusion, Mitsui is working to expand the quantity and quality of employment opportunities for people with various types of disabilities. In this area, we work closely with Mitsui & Co. Business Partners Ltd., which was established in 1981 as a trailblazing special-purpose subsidiary.

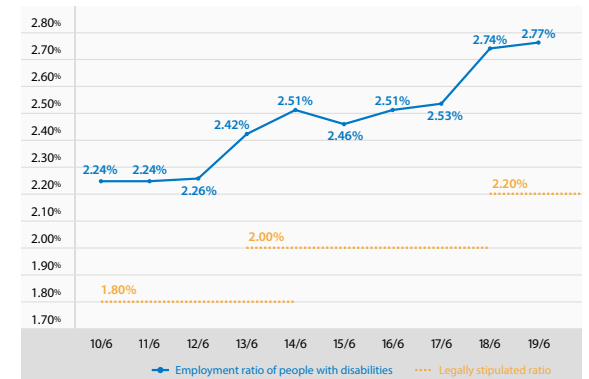
For over 20 years, Mitsui has exceeded the statutory rate for the employment of people with disabilities, and as of June 2019 our rate stood at 2.77%. We remain committed to the sustainable expansion of employment opportunities. We have set a target of 3.0% for 2023, when the statutory rate is expected to be revised, and we will continue to implement various initiatives with the aim of achieving this target.

From the perspective of qualitative improvement, we do not limit the types of work that people do according to whether or not they have disabilities. Instead, we strive to create working environments in which people can work with passion and motivation and learn to recognize each other's contributions by handling tasks that match their individual abilities, and in which they can take up new challenges and achieve continuous growth while creating wide-ranging value. In fact, people with disabilities are employed in an extremely broad range of work, especially in the areas of human resource management and general administration, such as operations relating to HR matters, wages, welfare, business travel arrangements, printing, mail processing, expense reimbursement, data processing, and office layout management. We will continue to develop and expand the fields of work, in order to provide opportunities for people with various disabilities to contribute and grow.

We also help to facilitate employment for people with disabilities in our affiliated companies by holding an annual seminar and information-sharing meeting each year. The 2018 meeting took the form of a panel discussion, which was attended by 29 people from 20 companies.

We will continue to promote employment for people with disabilities from both the qualitative and quantitative perspectives across the entire Mitsui & Co. group, as part of our commitment to removing barriers to social participation.

Trends in the percentage of people with disabilities in Mitsui's work force (as of June 1)



Promoting Diversity & Inclusion

Supporting the Active Participation of Senior Personnel

System

We have established a unit within the Human Resources and General Affairs Division that is fully dedicated to supporting our senior (older) 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 help them 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 with the opportunity to continue working up to the maximum age of 65. We strive to build an environment that enables active participation by senior personnel by continuing to make use of their work experience, knowledge, and skills even after they reach 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"> Interviews for senior personnel Individual interviews for employees aged 50 and above who wish 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 seminars The seminars are held to explain the system to employees seven months before mandatory retirement age. (Held four times per year for a total of approximately 140 employees.) Interview to confirm intentions regarding re-employment Interviews are given to employees who did not attend the re-employment system seminars or any other employees who wish to have an interview.
Training	<ul style="list-style-type: none"> Career design training Two-day training held twice in total for business staff aged 48 to 51 and 54 to 58. It provides an opportunity for participants to understand public systems and internal systems, review their values, strengths and weaknesses, and think about choices of working styles. (Held 11 times in FY March 2019, with 273 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 3 times in FY March 2019, with 65 participants.) Life plan training One-day training program for administrative staff aged 50 and above. (Held 2 times in FY March 2019, for 38 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 is 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, 2019, there were 129 re-employment contract employees (including 8 employees working overseas). In the fiscal year ended March 2019, 46% of employees aged 60 accepted a re-employment offer.
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 for job-seeking employees through companies specialized in that area, and we post re-employment information via the intranet. In the fiscal year ended March 2019, 41 employees aged 50 or above found their next career outside the company utilizing the support directly or indirectly provided by the company.

Creating an Environment in Which Every Individual Can Achieve Their Full Potential



Mitsui & Co. aims to strengthen its overall competitiveness as a company by creating environments in which individual employees can enhance their efficiency and productivity and use their abilities to the full. We are implementing a variety of initiatives to create environments that allow every employee to work energetically and enthusiastically and achieve personal growth in step with the company's growth.

Work Style Innovation

Policy

Since 2015, Mitsui has been promoting “work style innovation” to review existing ways of working and realize flexible and priority-focused work styles that are unconstrained by spatial or temporal restrictions.

Work Style Innovation Action Plans

Specific KPIs and action plans for work style innovation have been formulated from three perspectives: (1) the elimination of excessive working hours, (2) encouraging employees to take annual leave, and (3) promotion of flexible work styles. These have also been posted on the Japan Business Federation (Keidanren) website.

(1) Elimination of excessive working hours (KPI)

We will reduce the number of employees working more than 620 hours of overtime per year (statutory calculation) to zero by the fiscal year ending March 2021 by improving productivity and efficiency through individual employees' work style innovation in a priority-focused manner. This KPI was achieved three years earlier than planned in the fiscal year ending March 2018 (72.3%)

(2) Encouraging employees to take annual leave

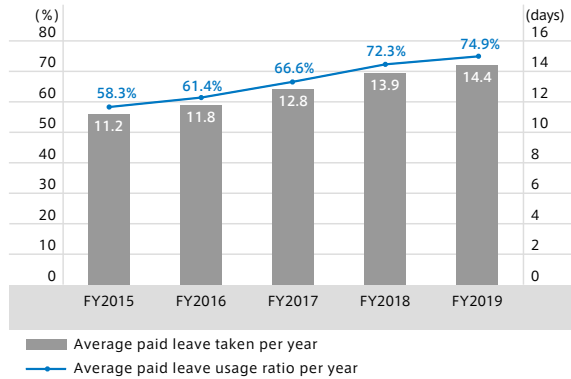
We will increase the percentage of annual leave taken (including leave taken in half-day and hourly units) to 70% by the fiscal year ending March 2021 by improving productivity and efficiency through individual employees' work style innovation in a priority-focused manner. The percentage of annual leave taken had increased to 72.3% as of the fiscal year ending March 2018, achieving the KPI ahead of the original plan.

(3) Promotion of flexible work styles (KPI)

We will increase the percentage of employees giving positive answers to questions on work styles in in-houses surveys, such as whether the workplace environment is suitable for the maximization of productivity, and whether there are no obstacles to work in the workplace, to 60-70% of all employees by the fiscal year ending March 2024. Note: This KPI was revised to the current figure in the fiscal year ended March 2019 and will be followed up in future Mitsui Engagement Surveys.

Creating an Environment in Which Every Individual Can Achieve Their Full Potential

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



Employees at Tokyo Head Office and branches in Japan (excluding contract employees)

Reference: Results from Mitsui & Co.'s "Employee Opinion Survey on Work Styles," and "Mitsui Engagement Survey"
(Coverage: Mitsui & Co. employees working in Japan)

	1 st (FY2016)	2 nd (FY2017)	3 rd (FY2018)	Engagement Survey (FY2019)
Realization of priority-based work styles	54.5%	39.7%	47.8%	52%
Employee satisfaction *1	72.6%	76.0%	77.6%	77%*2

*1 Averages for "work motivation," "sense of growth," and "satisfaction with having chosen to work at the company"

*2 Based on the calculation method used up to FY2018.



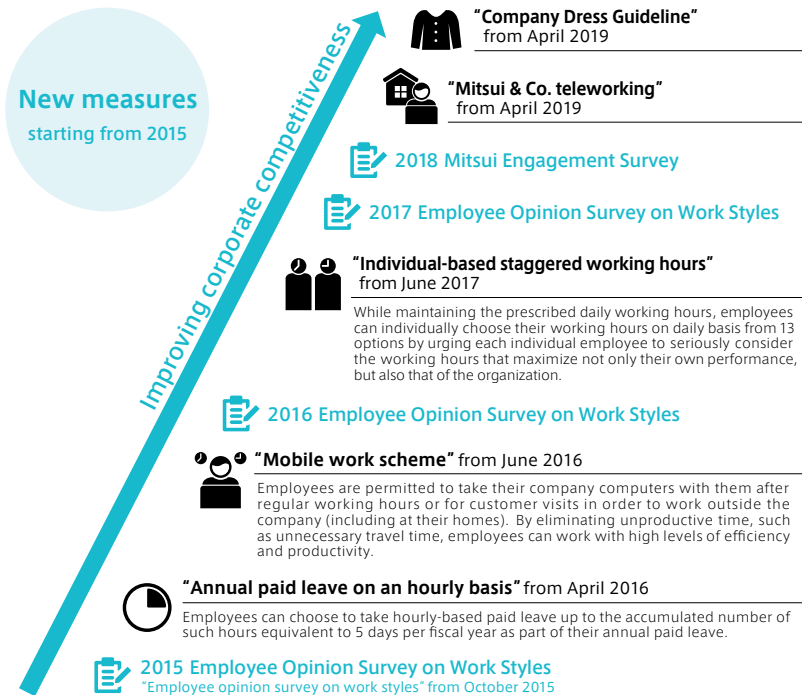
Work style reform action plan (Keidanren)

Work Style Innovation Measures

As measures for realizing work style innovation, we introduced systems for enabling the taking of annual paid leave in hourly units (since April 2016), mobile work (since June 2016), and selecting staggered working hours for individuals (since June 2017). In April 2019, we launched Mitsui & Co. teleworking (working from home) on a company-wide basis and implemented major changes to the dress guidelines, in expectation of further improvements in productivity and output quality, as well as stimulation of free flow of ideas.

Measures	Date introduced	Description	Benefits, aims, etc.
Being able to take paid annual leave in hourly units	April 2016	Employees can take up to the equivalent of five days (which is a regulatory cap) of their annual paid leave in hourly units. (The same applies to full annual leave for nursing care and family care [10 days each per year]).	This measure supports a more prioritized approach to work style innovation by giving employees reliable access to the leave when they need it, so that they can concentrate on their work at other times. Since the introduction of this measure in 2016, it has been utilized by almost 80% of employees.
Mobile work scheme	June 2016	This system allows employees to work outside of the office (including at home), using computers borrowed from the company, outside of regular working hours or in free time before and after customer visits.	By eliminating unproductive time, such as travel time, this scheme allows employees to work more efficiently and productively. Almost 70% of those using the scheme experienced improvements in their efficiency and productivity (based on the results obtained in the 3 rd "Employee Survey on Work Styles" conducted in October 2017).
Staggered working hours for individuals	June 2017	This system allows individual workers to stagger the start of their working day within 90 minutes before or after the normal start time, provided that the required number of working hours is maintained.	The aim of this system is to maximize organizational performance and maintain a healthy sense of focus, by encouraging individual employees to think seriously about the allocation of working hours within each day to maximize benefits for the individual and the organization. Results from a survey conducted after its introduction showed that 95% of respondents thought that the system would contribute to the company's competitiveness (based on the result of a survey on staggered working hours conducted in February 2018).
Mitsui & Co. teleworking (trial)	July-September 2017 (trial involving 600 employees), June-September 2018 (trial involving 1,900 employees)	This measure expanded the scope of the mobile work system described above (by adding the option of working at home or at a satellite office during working hours).	The purpose of the trial was to verify that this system would help to enhance the company's competitiveness, which is the aim of work style innovation, by improving the work efficiency and productivity of individuals and organizations through increased flexibility concerning the location of work.
Mitsui & Co. teleworking	April 2019 (for all employees)	This measure expanded the scope of the trial carried out in FY2018 and FY2019 to include all employees (in addition to working at home during normal working hours, the system also provides for working at home in the event of disasters).	While maintaining the basic emphasis on face-to-face communication in the office, this system is designed to improve productivity and efficiency through a focus on results achieved in task-oriented times and spaces.
Modification of dress guidelines	April 2019	This measure allows individual business units to establish their own dress guidelines to reflect industry-related needs and business practices, which vary according to the organization.	When the system was introduced on a trial basis in March 2018, 65% of organizations experienced improvements in productivity. The system respects the self-discipline of employees as professionals, improves work productivity and efficiency, and encourages the free flows of ideas.

Creating an Environment in Which Every Individual Can Achieve Their Full Potential



Mitsui Engagement Survey

Activity

SDGs: 5.4, 8.8

Mitsui began to gather accurate data about the attitudes of employees in the Tokyo Head Office and branches and offices in Japan with the implementation of a survey on work styles in October 2015. In November 2018, Mitsui launched the Mitsui Engagement Survey as a new mechanism for gathering comprehensive data about individual employees' awareness of work styles and the types of workplace environments that motivate employees. In order to formulate and implement policies that reflect actual conditions on a global basis, we have expanded the scope of the survey to include employees working or recruited overseas and have provided results from the survey as feedback to each region. We plan to conduct the Mitsui Engagement Survey around every two years.

Overall results from the Mitsui Engagement Survey 2018 on a global basis*

Global response rate: 89%

"I am respected as an individual" was selected by 80 % of employees	"I am motivated toward my work" was selected by 74 % of employees	"I can learn and grow" was selected by 76 % of employees
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* Mitsui & Co. employees in Japan and overseas branches and offices (including regionally hired staff)

Work-Life Management

Policy

Mitsui supports "work-life management" so that every employee is able to fully meet life responsibilities, while pursuing career development by displaying their 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.

Initiatives to Support Childcare and Family Care

System Activity

SDGs: 5.4

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

For the employees planning to take childcare, pre-leave consultations have been offered for those who desire, and to all employees planning to take childcare, and pre-return consultations have been held for all employees planning to return to work after a period of leave. In order to provide further support for the planning for the leave period and preparation for realizing an optimum work-life management balance at an earlier stage, we have introduced a pre-leave orientation program from the fiscal year ending March 2020. The employee who will be taking childcare leave, their supervisor, and a staff member in charge of human resources in the unit to which the employee belongs, participate in the orientation. The employee receives advice to gain deep understanding of the various work-life support systems, as well as advice on self-motivated career-building in the future, while the supervisor and human resources manager learn the importance of continuing to carry out thorough communication, having high expectations of the employee, giving them opportunities, and supporting their growth. Through the introduction of this system and other activities, we are working to create an environment that provides support for future career-building and work-life management.

For employees who will be taking family care leave, we continue to provide pre-leave and pre-return consultations, if the employee wishes, and for employees who have concerns regarding work-life balance, in particular, we provide opportunities for individual meetings at an earlier stage, in cooperation with the human resources manager in the corresponding unit.

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 the fiscal year ended March 2018, as part of our Work Style Innovation initiatives, we included this system in the individual-based staggered working hours scheme, which is applicable to all employees (although limited to 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 obtain nursing care leave and family care leave in hourly units. By introducing these various systems, we are developing an environment in which even employees with time restrictions can display maximum performance in a more efficient way.

Measures Supporting Work alongside Childcare


We have been offering support to help employees return to work smoothly, including contracting 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. Additionally, in the fiscal year ended March 2018, we have started to subsidize part of the costs of childcare, and extended childcare and a housekeeping service costs for employees who return to work early from childcare leave, and part of the costs of a housekeeping service. 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 prepare for a sudden need to give family care, we have published the “Handbook for Assisting Work alongside Family Care” on the intranet, and are also holding explanatory sessions on family care systems and family care seminars during lunch breaks, providing relevant information to support employees.

Furthermore, to develop the working environment for supporting work alongside family care, we hold seminars for managers in charge of human resources. In addition, we have concluded a contract with an external NPO and provide our employees with opportunities to have individual consultations with external family care experts once a month at a conference room, providing a venue for alleviating employees’ concerns and uneasiness on an individual basis. We also provide opportunities to have consultations with external experts via email or telephone.

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.

 **P.102** Employees Taking Childcare or Family Care Support (Non-consolidated) ★

Work-Life Management Support Systems

System

As of April 2019

	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) 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.

Creating an Environment in Which Every Individual Can Achieve Their Full Potential

Recognition from Society for Our Work-Life Management

Activity

SDGs: 5.4

As a result of implementing a series of measures to promote work-life management, Mitsui has been recognized three times (in 2008, 2011, and 2015) 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 (6th period – from April 2019 to March 2021) 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 a business that has 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.



 Mitsui & Co. Action Plans under the Act on Advancement of Measures to Support Raising Next-Generation Children (Japanese only)

Contracted Childcare Facilities

System



Poppins Nursery School Marunouchi



Kids Square, Marunouchi Eiraku Building

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 their resignation, so that the employee may consider relevant matters such as how they might spend their time after their resignation.

 **P.102** Re-employment System for Employees Who Had to Resign Due to the Transfer of Their Spouse (Non-consolidated)

Joint Efforts with Labor Unions

Policy

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, 2019, the number of union members stood at 4,553 (representing an 85.0% participation ratio).

Discussions with the Labor Union

We share various issues with the Labor Union and actively engage in discussions, with the aim of creating an environment in which every employee can continue working with energy and motivation, and in which both employees and the company achieve continual growth. In the fiscal year ended March 2019, 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, training, and occupational health and safety. We introduce those systems and measures on the basis of labor-management agreement. In determining salaries and bonuses, we comply with the laws and regulations of each country/region where we engage in business, secure a living wage that exceeds the minimum wage, and promote creation of a good working environment for every employee. In the fiscal year ended March 2019, in particular, in response to a proposal by the Labor Union, expanded working team-level negotiations were conducted, and human resource management systems were partially revised to allow capable young employees to be promoted earlier or appointed to managerial positions. In addition, collective bargaining sessions were held regarding the agreement on overtime and holiday work (the so-called "36 Agreement") that needs to be addressed in relation to the revisions to be made to the Labor Standards Act from April 2019, and the targeted overtime hour limit that is compliant with the revised act and maximum overtime hour limit based on the special clause for extension were revised. We have also stepped up our efforts towards thorough working hour management to ensure consistent implementation of target limits on overtime hours, as set by labor and management, by sharing data about employee working hours with union officials.

FY2017	September: Collective bargaining (introduction of the Union's newly appointed executives) January: Collective bargaining (revisions to human resource management systems) February: Expanded working team-level negotiations (revisions to compensation systems)
FY2018	June: Expanded working team-level negotiations (union proposals for training systems) September: Collective bargaining (introduction of the Union's newly appointed executives) April/November: Working team-level negotiations (discussions about the working environment in the new Head Office building)
FY2019	April: Collective bargaining (salary negotiation for the fiscal year ended March 2019) June: Expanded working team-level negotiations (revisions to human resource management systems) December: Collective bargaining (revision on the agreement on overtime and holiday work) February: Expanded working team-level negotiations (the bonus formula for the fiscal year ending March 2020, and partial revisions to human resource management systems)

Creating an Environment in Which Every Individual Can Achieve Their Full Potential

Dialogue between Management Executives 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 COO and General Manager of each unit regarding business overviews and policies, the administration of human resource management systems, and human resource development (in total 16 such meetings were held in the fiscal year ended March 2019).

May 2018	COOs of Energy Business Unit I and Unit II
June 2018	COO of Food & Retail Management Business Unit, COO of Iron & Steel Products Business Unit, COOs of Mobility Business Unit I and Unit II, COO of IT & Communication Business Unit, COO of Mineral & Metal Resources Business Unit, COO of Food Business Unit, COO of Infrastructure Projects Business Unit, GM of CFO Planning & Administrative Division, COO of Consumer Business Unit, COO of Corporate Development Business Unit
July 2018	President, COO of Nutrition & Agriculture Business Unit, COO of Healthcare & Service Business Unit

Promoting Internal Communication

Activity

With the aim of making Mitsui an even more vibrant, dynamic, and vigorous company, we actively create opportunities for dialogue among employees and between the management and employees. For some time, we have been holding so-called Active Talk Wednesday (ATW) sessions as employee gatherings on a regular basis, with the aim of stimulating internal communication. In the fiscal year ended March 2019, three seated-style ATW sessions were held for small groups with a focus on stimulating communication between management and employees. Four buffet-style ATW sessions were also held with the aim of strengthening networking among employees. At the offices in Japan, a total of 13 ATW dialogue sessions were held, involving employees from affiliated companies as well. Furthermore, in the fiscal year ended March 2019, "The Kurumaza" (roundtable meetings), where the president meets with employees for open discussions, was held on 26 occasions at the Tokyo Head Office, 4 times at branches and offices in Japan, and 64 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. As we continue to promote work style innovation, and prepare for the planned move to the new Head Office building in 2020, in the fiscal year ending March 2020 we will advance various new initiatives aimed at further promoting communication within the company.



Seated-style ATW sessions at the Head Office

Health Management, Occupational Health and Safety Initiatives



Our Approach towards Health Management/Occupational Health and Safety

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 to strengthen the competitiveness of the entire Mitsui & Co. global group. In addition to measures in accordance with the laws and regulations in each country where we engage in business, we have established structures to ensure that we properly respond to emergencies, such as accidents and disasters. We also implement various health management and promotion measures.

Health Declaration

Policy

Recognizing that the good health of employees is one of Mitsui & Co.'s greatest assets, we formulated the Health Declaration on September 2017 as below.

Health Declaration

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.

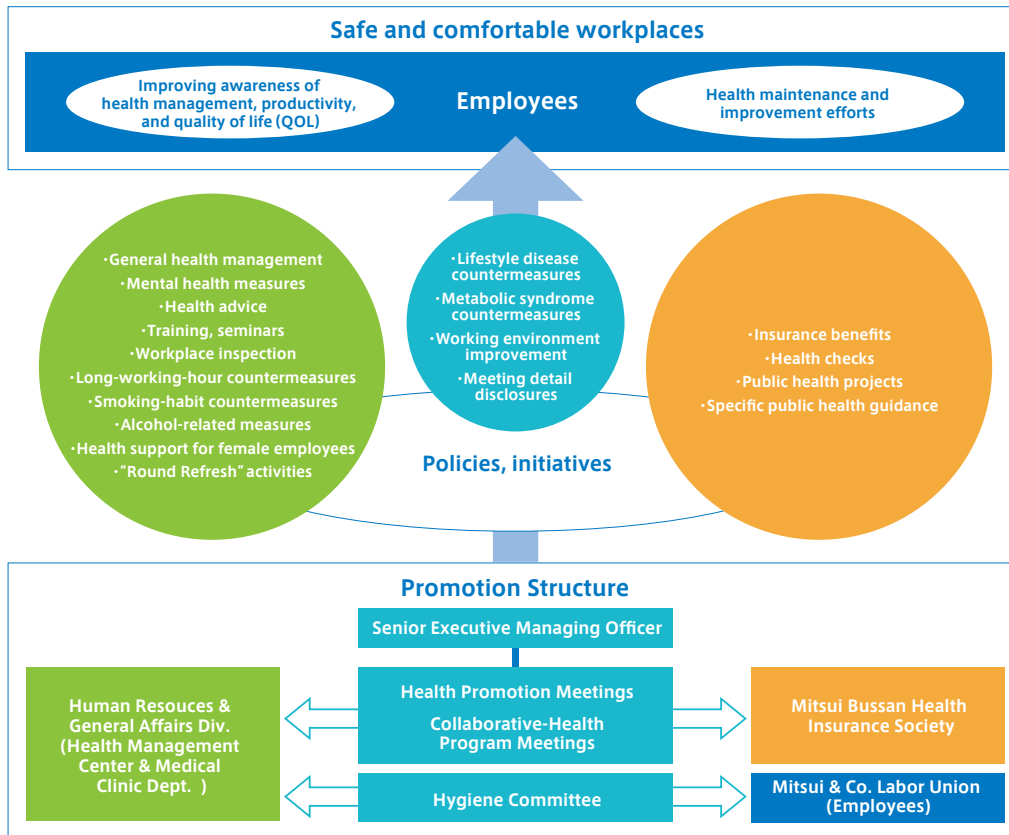
1. We will create safe and comfortable workplaces in which employees can work energetically and in good health.
2. We will help our employees to work in the spirit of "challenge and innovation" by supporting their health management and sustainably enhance our corporate value.
3. We will help employees 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 Management Promotion Framework

System

Under the leadership of the Senior Executive Managing Officer serving as the Chief Health and Safety Supervisor, we have created the following framework for promoting employees' health maintenance, including the establishment of the Health Promotion Committee, and have been promoting health management throughout the company.



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 employees' health through implementation of "Health and Productivity Management" and improving the company's productivity. Committee meetings are held on a quarterly basis, and the minutes of each meeting are uploaded on the company's intranet for the purpose of sharing the information among all employees.

As part of our "collaborative health" program, through which we aim to implement effective measures for enhancing employees' health under a partnership between the health insurance union and the company (with company representatives including the Senior Executive Managing Officer in charge, the General Manager of the Human Resources & General Affairs Division, the head of the Health Management Center & Medical Clinic Dept. of Human Resources & General Affairs Division, occupational physicians and other healthcare professionals), Mitsui and Mitsui Bussan Health Insurance Society will work together to plan and decide on policies aimed at maintaining and enhancing employees' health, and to execute these policies.

Hygiene Committee

The Hygiene Committee headed by the Company's Chief Health and Safety Supervisor (a position held concurrently by the Senior Executive Managing Director in charge), consists of occupational physicians, health officers, employees recommended by management, and employees recommended by the Labor union. The committee holds monthly meetings and discusses ways to improve working environments, ways to develop an appropriate framework, and other related matters based on the advice provided by qualified occupational physicians and health officers.

Topics discussed by the committee include the results of workplace inspections, countermeasures based on those results, regular reports on long overtime hours, as well as implementation of regular health checks and stress checks, and influenza vaccination programs. The committee has members' opinions reflected in safety and health measures to ensure employees' health and workplace safety. They also communicate with employees by posting the minutes of the committee's monthly meetings on the intranet.

Health Performance Index

- Percentage of employees undergoing health checks: 100% by the fiscal year ending March 2021
- Medical questionnaire response rate: 100% by the fiscal year ending March 2021
- Percentage of employees undergoing stress checks: 90% or higher by the fiscal year ending March 2021
- Smoking rate: Reduction by 0.5% compared to the previous fiscal year

Certified Health & Productivity Management Organization Recognition Program "White 500"

The Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi jointly implement excellent health management. Mitsui has been recognized as one of the Health & Productivity Management Outstanding Organizations under the initiative "White 500" for three consecutive years.

P.122 Evaluation by Society

Employee Health Management

System Activity

SDGs: 3.4, 3.d

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 examinations 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 office in Japan to provide health management for employees working in those locations.

Examinations at the Tokyo Head Office Medical Clinic

(Unit: persons)

	FY2015	FY2016	FY2017	FY2018	FY2019
Examinations (total number of people examined)	24,380	24,173	21,421	18,200	13,979

Medical Examinations

We provide multiple regular in-house medical examination opportunities per year, 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 over to undergo comprehensive health examinations at external medical institutions, and subsidies for the cost of the examinations
- Provision of subsidies for employees aged 35 and over who undergo brain checkups, lung cancer screening, gastroscopic examinations, and colorectal cancer screening
- Provision of specific health advisory services for employees aged 40 and over
- Provision of subsidies for cervical cancer screening for female employees aged 34 and under
- Provision of subsidies for breast cancer (mammography and ultrasonography) and uterine cancer screening for female employees aged 35 and over
- Provision of opportunities for new hires to undergo a pylori infection test at the medical check before employment

Percentage of Employees Undergoing Health Checks

	FY2015	FY2016	FY2017	FY2018	FY2019
Undergoing health checks	87.5%	87.7%	90.0%	97.3%	99.8%

Medical Support System (Mutual Aid Association)

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

Health Advice/Health Maintenance Promotion Measures

System Activity

SDGs: 3.4, 3.5, 3.a, 3.d

Health Guidance

We implement the following health promotion measures to help employees avoid lifestyle diseases and metabolic syndrome.

Measures	Target Group	Guidance Provider
Designated health guidance (active support, motivational support)	People aged over 40 Current or potential metabolic syndrome sufferers	Mitsui Bussan Health Insurance Society
Individual health guidance (weight loss support), recommendations to undergo medical examinations	People aged 39 or under* Potential metabolic syndrome sufferers	Public health nurses from the Health Management Center & Medical Clinic Dept.
Dietary advice	People affected by obesity, lifestyle diseases, or metabolic syndrome	Registered dietitians
Individual health guidance	Underweight female aged 39 or under	Public health nurses from the Health Management Center & Medical Clinic Dept.

* Results of and benefits from individual health guidance (weight loss support) for potential metabolic syndrome sufferers aged 39 or younger in the fiscal year ended March 2019
 Health advice recipients: 48
 Final number of interviewees: 10 (implementation rate: 20.8%)
 Average weight loss: 1.01 kg, maximum weight loss: 7.8 kg Percentage of participants achieving weight loss: 50%
 Average BMI reduction: 0.4, maximum BMI reduction: 2.6 Percentage of participants achieving BMI reduction: 50%

Provision of Healthy Menus in the Employee Cafeteria, Trial Introduction of Healthy Cafeteria App

Menus in the employee cafeteria provide information about calories and the protein, carbohydrate, fat, and salt content of each meal. Other options include healthy meals with the emphasis on dietary balance, and vegan lunch boxes.

In 2018, we trialed the Healthy Cafeteria app, a smartphone dietary management app, at the company cafeteria. The Healthy Cafeteria app has been jointly developed by our associated company AIM Services Co., Ltd., and the healthcare technology company Oishi Kenko Inc., which is developing healthcare technology business. It suggests optimal meal choices based on health data stored by the user, and uses meal records to analyze dietary excesses and deficits and provide advice. It also records other health-related information, such as step counts and alcohol consumption. The aim is to enhance employees' awareness of health from the perspective of lifestyle habits, and help them to change aspects of their lifestyle that are



The Healthy Cafeteria app

affecting their health. We also have provided the Healthy Diet Coaching Program, through which employees can seek advice from registered dietitians etc. for losing weight or changing their dietary lifestyles. A survey conducted after the trial showed that 89% of participants had become more health-conscious, while 79% had changed their lifestyles. Moreover, participants in the Healthy Diet Coaching Program achieved significant improvements in weight loss, BMI, waist measurements, triglyceride levels, and other areas.

Use of Outside Fitness Gyms, Exercise at Work

Mitsui's lineup of optional welfare services includes attendance services for employees to use outside fitness gyms at corporate rates. Furthermore, we have also introduced the "Round Refresh" program, under which trainers visit workplaces once a week during working hours to lead employees in stretching exercises. By standing up at their desks and performing light exercises, employees can relax their muscles, and alleviate shoulder stiffness and back pain. This not only helps to restore their concentration and creativity, but also improves the workplace atmosphere by providing a chance for communication. Employees feel mentally and physically refreshed and are able to reduce stress.



Employees participating in a "Round Refresh" session.

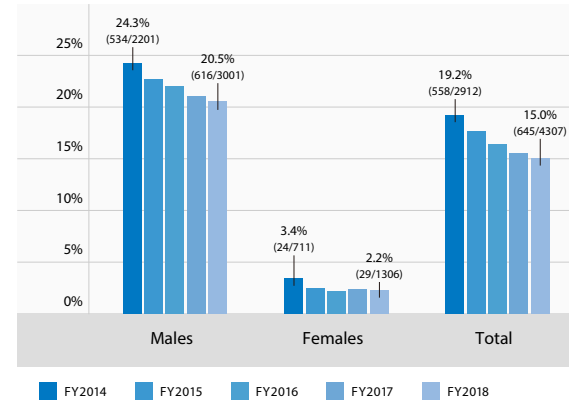
Smoking Reduction Measures

In 2020, we will relocate to a new Head Office building. All spaces used exclusively by Mitsui will be smoke-free, and there will be no smoking rooms. We are implementing the following measures to help employees to quit smoking ahead of the move to the new building in 2020. The target is a year-on-year reduction of 0.5% in the percentage of smokers.

- Provision of a counseling room for those wishing to quit smoking
- Establishment of a smoking cessation support page on the intranet
- Provision of seminars on passive smoking and smoking cessation
- Supply of smoking cessation aids, such as apps and patches
- Phased limitation of access to smoking rooms in the temporary Head Office buildings

As part of measures to reduce cancer, lifestyle diseases, and other health problems, Mitsui, in cooperation with the Mitsui Bussan Health Insurance Society, pays subsidies to employees who successfully quit smoking through smoking cessation therapies provided under the health insurance scheme.

Smoking Rates at Mitsui



(Unit: persons)

	Males	Females	Total
FY2014	534 (24.3%)	24 (3.4%)	558 (19.2%)
FY2015	512 (22.7%)	19 (2.5%)	531 (17.6%)
FY2016	645 (20.0%)	25 (2.1%)	670 (16.3%)
FY2017	578 (21.0%)	27 (2.4%)	605 (15.6%)
FY2018	616 (20.5%)	29 (2.2%)	645 (15.0%)

Alcohol-Related Measures

Since the fiscal year ended March 2017, we have been running health seminars that include testing for alcoholism susceptibility genes.

The results of a survey conducted in the fiscal year ended March 2019 following genetic testing for current employees indicated that people gained a new awareness of appropriate drinking behavior and were motivated to make improvements after they learned about their genetic susceptibility for alcoholism.

Results of FY 2019 Questionnaire after Genetic Testing for Alcoholism Susceptibility

Reduction in frequency of drinking	44%
Reduction of amount consumed each time	52%
Change to beverages with lower alcohol content	26%

Health Support for Female Employees

System

To provide support for female employees, we established a consultation desk to offer advice on women's health and maternal health through individual consultations with female physicians. Useful health-related information is provided via the intranet, together with notices on the availability of various types of health advice.

During Women's Health Week, we hold seminars for female employees on topics relating to female health, including gynecological diseases and their prevention, and the achievement of hormonal balance. In the fiscal year ending March 2020, we will also introduce health guidance for underweight women aged 39 and under.

We also provide subsidies for cervical cancer screening for female employees aged 34 and under, and breast cancer (mammography and ultrasonography) and uterine cancer screening for those aged 35 and over.

Health Management for Employees Working Overseas

System

We regard health management for employees working overseas and their families as an important priority and have established systems to ensure that advice is available at any time if employees or family members suffer physical or mental illness. Specifically, in cooperation with each business unit, occupational physicians at the Tokyo Head Office provide support for employees assigned overseas via email, telephone, interviews using a videophone system, and direct interviews with the physicians.

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

System

Activity


SDGs: 3.3

As a company with numerous overseas offices and branches, Mitsui recognizes the importance of responding to global health issues, such as tuberculosis, malaria, and HIV/AIDS. In addition to taking steps to protect employees working in locations where there is a high risk of infection, Mitsui also works actively to contribute to local communities, and provide periodic programs for them.

Specifically, we run an in-house program that provides influenza vaccinations, for which approximately 2,000 employees apply every year. We also provide mouthwash and antiseptic solutions in every workplace as part of our efforts to prevent the occurrence and spreading of infections. In addition, we promote awareness-raising activities to make sure that employees can obtain in-depth knowledge of preventive methods for tuberculosis, malaria, HIV/AIDS, and dengue fever through providing related training and seminar programs.

We also maintain a framework at the company level to ensure timely action through cooperation between workplaces and public health clinics, the Security Management Department, clinics, and industrial health staff, based on risk assessments and monitoring of the occurrence of infectious diseases while obtaining information about infectious diseases from overseas medical assistance firms and public health clinics.

In collaboration with the Mitsui Bussan Health Insurance Society, we subsidize the cost of vaccinating children aged 13 and under against influenza, as children in this age group are regarded as having a high infection rate and the potential to develop serious diseases.

 **P.64** Responding to Global Health Problems—Fighting Infectious Diseases (Malaria, Measles, etc.)

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 up to the fiscal year ending March 2021.

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 100% response rate in the regular medical questionnaire.

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 occupational 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 family members can seek advice anonymously via telephone and email, or arrange consultations.

Even when an employee takes temporary absence from work, occupational physicians and health nurses continue to provide highly attentive 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 occupational 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). We provide employees suffering from high stress with opportunities to have interviews with occupational physicians, and give feedback pertaining to the group analysis results to the workplace, for the purpose of improving the working environment.

Percentage and Number of Employees Undergoing Stress Checks

Stress checks	FY2017	FY2018	FY2019
Percentage of employees	79.1%	77.2%	85.4%
Number of employees	3,861	3,721	4,090

Training and Seminars on Health and Safety

System

Activity

SDGs: 3.3, 3.4, 3.5, 3.d

In addition to mental health training and labor management training for line managers, training for health and safety management overseas and health management training for new-graduate employees, we also hold other health and safety seminars as part of our efforts to build an organization with a high level of health literacy.

Results of Training Activities in FY 2019

(Unit: persons)

Training Program	Participants
Training before overseas assignments: Overseas risk management (overseas health and safety management)	388
Training for new M2/line managers: Mental health for line managers, Labor Management for line managers	88
Introductory training for new employees: Health management for workers	160
"Enjoying Alcohol Sensibly" seminar for current employees Genetic testing for alcoholism susceptibility	198
"Enjoying Alcohol Sensibly" seminar for employees in charge of supporting new employees Genetic testing for alcoholism susceptibility	174
"Passive Smoking" seminar	69
Health Management Program for working women: "Protect your health yourself"	78
Total	1,155

In addition to the above seminars and programs, we aim to raise awareness of health among employees by regularly uploading on the intranet lectures by occupational physicians and health nurses at the Hygiene Committee and the "Messages from Occupational Physicians" and "Health Nurse Column," enabling all employees to obtain health information.

Health Management, Occupational Health and Safety Initiatives

Healthy Working Environment

System Activity

SDGs: 8.8

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

Safe working environment initiatives	Description of Initiatives
Ergonomic workplace	<ul style="list-style-type: none"> We aim to improve operating productivity in the Head 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, occupational physicians, health nurses, and other medical personnel visit each workplace to examine whether a safe working environment for employees is being 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.
Humidity/ Temperature	<ul style="list-style-type: none"> We maintain internal humidity at an appropriate and comfortable level above 40%, even during winter when the air tends to be drier, by introducing water vapor through use of heat pump desiccant humidity controllers and a community cooling and heating system. We maintain a comfortable working environment by setting the air-conditioning at 26°C in summer and 24-25°C in other seasons. Introducing the "Cool Biz" system has allowed a comfortable workplace environment to be maintained 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.

Working Hours Management Policy

Policy System Activity

SDGs: 8.8

We are committed to the appropriate management of working hours, and implement the following measures in order to develop a workplace environment in which our employees can continue to work healthily and safely, and with peace of mind, without falling into chronic overwork.

- 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 Division, 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 and the Industrial Safety and Health Law, we urge employees who have worked overtime in excess of certain standards to consult with our occupational physicians, and suggest to them measures for preventing health problems and reducing total working hours, as well as reducing excessive working hours.

From the perspective of consolidated management, we have been preparing standards for labor management at our affiliated companies to suit the business models of the respective companies. Under these circumstances, we have implemented the following measures at our affiliated companies in Japan with the aims of promoting the understanding of laws applicable across all Japanese companies, and ways of responding accordingly, as well as developing appropriate labor management systems by sharing approaches and know-how in relation to working hours.

- We hold regular meetings with the aim of exchanging information and strengthening relationships between the personnel staff at our affiliated companies. At these occasions, we share Mitsui's policies in relation to work style innovations, and give updates on the details of any legal amendments.
- We have created a checklist of 53 items related to labor management in general, including working hours management. We make use of the checklist when developing labor management systems at affiliated companies as part of governance by the supervisory divisions.

Regarding overseas branches, working hours are properly managed so as to comply with related laws and regulations in each country.

-  **P.103** Paid Leave Days Taken and Usage Ratio (Non-consolidated) ★
-  **P.86** Work Style Innovation Action Plans
-  **P.103** Annual Average Actual Working Hours (Non-consolidated) ★
-  **P.103** Monthly Average Overtime Working Hours (Non-consolidated) ★

Health Management, Occupational Health and Safety Initiatives

Occupational Safety

System Activity


SDGs: 8.8

Mitsui takes various steps to protect its employees from workplace accidents, including periodic inspections by occupational physicians. We have established mechanisms to ensure that any accidents are promptly reported to the Human Resources & General Affairs Division. When accidents occur at Mitsui or its affiliated companies, the immediate submission of reports in accordance with our compliance-related procedures and appropriate actions are ensured by these mechanisms, and at the same time we strive to prevent recurrences.

Targets for FY 2020

Zero Workplace Accidents

Zero Fatal Accidents

 P.103 Occupational Health and Safety Data (Non-consolidated)★

Security Management

System Activity

SDGs: 8.8

Mitsui promotes various kinds of businesses through its 139 points of global operations (as of April 1, 2019), and a large number of employees go on business trips to many parts of the world almost every day. Ensuring the security of employees and their families is one of the most important tasks for the company.

In cooperation with relevant domestic and foreign offices and security companies, Mitsui obtains and analyzes the latest information on the political situation, security situation and so on, and shares such information with the related staff in order for the employees to be able to raise their safety awareness.

Mitsui has also prepared systems for situations such as accidents, injuries, and diseases, in cooperation with emergency health care service companies.

For employees who will be dispatched overseas and for their accompanying family members, the company has programs for security measures.

Creating New Value



Mitsui & Co. has created the Long-term Management Vision ("LTMV") to define a clear picture of its future. In the LTMV, the evolution of Mitsui's role from "connecting" to "creating" is positioned at the core of the company's pursuits. Essentially, Mitsui has its roots in the work of creating new business and business models. That said, in the past, our functions and roles as a general trading company have often centered on the creation of value through "connecting" companies, products, and other elements. The LTMV sets out our determination to evolve beyond that pattern into a company that proactively "creates" business.

We see our relocation to our new Head Office building not simply as a change in our working environment, but as an important opportunity to accelerate the changes that will allow us to realize our envisioned goals as set forth in the LTMV.

Moon

System Activity

SDGs: 4.4, 8.2, 8.3

In August 2018, we established Moon Creative Lab Inc. ("Moon") to develop and incubate new business for the Mitsui & Co. global group. Moon's Palo Alto headquarters is located at the world epicenter of innovation, in America's Silicon Valley. Its base in Japan is the WeWork shared office space in Meiji Jingumae, where it offers next-generation work styles and office environments.

Moon's mission is to create a future vision for Mitsui by building new business from the ground up. Moon provides an environment and functional capabilities for this "0→1" process, i.e. the process of forming totally new business that provides solutions to specific social issues, thereby accelerating our evolution.

Moon seeks business ideas from the 44,000 Mitsui & Co. global group employees. Ideas contributed from the frontline of business around the world are enhanced through dialogue with Moon's operating teams. The criteria for the selection of ideas take the form of questions posed to the employees who submit the ideas. For example, "Will your idea result in business that creates new value for society?" "Will your idea alleviate problems affecting large numbers of people and contribute to well-being?" "How will your idea solve a social issue?" "Does the business that you have presented have a vision for the future and a scenario for the achievement of that vision?" "Is there a project leader with the ability, commitment, and passion to thoroughly carry out your project?" Questions such as these clearly reflect the values of Mitsui. The final selection of projects for which commercial implementation will be initiated is made by the Moon Committee, which also includes external partners who are professional business designers.

Our Stories: Develop talent leading to value creation

P.31 The Moon Platform—Realizing the Shift from “Connecting” to “Creating”

SDGs: 4.4, 8.3



Digital Transformation

System

Activity

SDGs: 4.4, 8.2, 8.3

Mitsui has identified the reinforcement of innovation capabilities as one of the functions that drives the realization of its Medium-term Management Plan. We aim to achieve full digital transformation, whereby we digitize various information and data that exist in the business frontline and in society, and use digital power, including artificial intelligence, to classify, analyze, and control this information so that it can be utilized for the benefit of business and society. One of the steps taken to realize our digital transformation was the establishment of the DT Team within the Corporate Planning & Strategy Division in 2016 to accelerate the commercial development of new value by making full use of digital technology. In 2017, Mitsui, ahead of any other general trading company, appointed a Chief Digital Officer (CDO). The DT Team was formed by transferring around 15 people from the Information Technology Promotion Division, the IT & Communication Business Unit, and other business units into the Corporate Planning & Strategy Division. The DT Team’s task is to work with business units to drive business innovation through digital technology.

Through the DT Team, Mitsui is working to reduce costs and increase sales via efficiency improvements and optimization, to enhance the quality of existing business, and at the same time to create new business models. Examples include the use of AI for such purposes as medical diagnosis, logistics route optimization, ticket price adjustment, and food demand forecasting.

We are also implementing DT initiatives within the company with the aim of achieving major improvements in the efficiency of day-to-day operations, energizing communication, and facilitating knowledge sharing and utilization. The first organizational structures to make the transition to fully paperless meetings using IT tools were the Board of Directors and the Corporate Management Committee. Various units have since enhanced the utilization of IT tools and shifted toward paperless operations. By January 2019, these efforts had resulted in a 26% year-on-year reduction in the amount of paper used to produce documents on copiers.

Work-X

Activity

SDGs: 4.4, 8.2, 8.3

Mitsui is planning to move into its new Head Office building, which is scheduled to be completed in February 2020. Under a project called “Workplace Experience” (“Work-X”), we are considering a vision for workplace experiences in the new building, and the mechanisms needed to turn that vision into reality.

For example, one concept under consideration for the new building is the introduction of the group address system to support the flexible and mobile formation of teams according to operational and project requirements. Under the group address system, while specific areas are allocated to each organizational unit, employees can choose any desk or spot within those areas. This will allow employees to follow a task-oriented approach to work by selecting the locations in which they work according to their individual objectives. To encourage face-to-face communication, we are also considering the creation of inner stairwells connecting all office floors, and the establishment of communication zones where people naturally gather and ideas are actively generated. These measures and ideas will result in chance encounters within each floor and activate casual communication, thereby fostering a sense of unity among employees and triggering “intellectual chemical reactions.”

Mitsui has defined the new Head Office building as an environment where Mitsui’s diverse individuals produce a stir of “intellectual chemical reactions” with colleagues and partners inside and outside the company, generate a wave of changes, and create the future of Mitsui. We see the relocation to the new building not simply as a change of address, but as an opportunity to accelerate innovation that contributes toward the realization of our LTMV.

Group Address Trial

We are currently conducting a trial of the group address system in order to verify the effects, including both benefits and issues, of introducing the system in the new Head Office building. Part of the existing furniture and equipment used in the office spaces of a number of units have been replaced with items suitable for the group address system. The results of this verification process are being shared within the company as information for use in the formulation of policies by organizations within the company.



Data of Personnel Affairs

Data Concerning Employees (As of March 31, 2019) ★

	Consolidated	Non-consolidated								
	Total employees (persons)	Total employees (persons)			Average age of employees (years old)			Average number of years of service (years)		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
2015	47,118	4,385	1,621	6,006	42.7	40.7	42.2	19.1	17.8	18.8
2016	43,611	4,292	1,613	5,905	42.6	40.7	42.1	18.9	17.8	18.6
2017	42,316	4,238	1,615	5,853	42.5	40.6	42.0	18.8	17.6	18.5
2018	42,304	4,217	1,642	5,859	42.7	40.6	42.1	18.9	17.5	18.5
2019	43,993*	4,141	1,631	5,772	42.7	40.7	42.2	18.9	17.6	18.5

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

* Percentage of female employees in the global workforce: 33.7% (as of March 31, 2019)

Number of Employees by Operating Segments (As of March 31, 2019)

	(Unit: persons)	
	Non-consolidated	Consolidated
Iron & Steel Products	328	1,518
Mineral & Metal Resources	291	619
Machinery & Infrastructure	844	15,264
Chemicals	676	5,276
Energy	392	843
Lifestyle	971	13,298
Innovation & Corporate Development	419	3,694
Others	1,851	3,481
Total	5,772	43,993

Number of Employees by Region (As of March 31, 2019) ★

	(Unit: persons)	
	Staff Hired in Japan	Regionally Hired Staff
Japan	4,561	-
Americas	330	560
Europe, the Middle East and Africa	241	615
Asia Pacific	498	1,482
Others	142	-
Total	5,772	2,657

Number of Hires by Gender (Non-consolidated) ★

	New graduates			Mid-career			Total
	Male	Female	Total	Male	Female	Total	
	FY2015	103	55	158	24	5	29
FY2016	94	57	151	35	6	41	192
FY2017	113	78	191	29	1	30	221
FY2018	103	80	183	38	4	42	225
FY2019	104	56	160	22	4	26	186
FY2020*1	96	80	176*2	-	-	-	176

*1 Figures as of April 1, 2019

*2 Includes employees who will join us on October 1, 2019 (Male: 1, Female: 1)

Hours/Days of Training for Competency Development and Expenditure on Training (Non-consolidated)

	Total hours of training per year	Average hours of training per employee per year	Average days of training per employee per year	Average training expenditure per employee per year
FY2019	91,871 hours	15.92 hours	3.47 days	JPY 349,544

Training programs organized by the Human Resources & General Affairs Division

Average Hours of Training by Gender Per Year (Non-consolidated)

		Male	Female
		FY2019	Business staff
	Administrative staff	-	10.37 hours

 P.78 Human Resources Development Programs

Average Personnel Turnover & Voluntary Turnover Rate of Full Time Employees (Non-consolidated)

	Average personnel turnover rate			Voluntary turnover rate		
	Male	Female	All	Male	Female	All
FY2017	4.20%	4.21%	4.21%	1.08%	2.31%	1.42%
FY2018	3.17%	3.98%	3.40%	1.22%	2.22%	1.50%
FY2019	5.04%	4.62%	4.93%	1.31%	2.57%	1.66%

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	Female staff as % of all staff	Total	Female	Female staff as % of all staff	Total	Female	Female staff as % of all staff	Total
2015	6,021	1,648	27.4%	3,353	126	3.8%	4,841	468	9.7%	1,180
2016	5,952	1,653	27.8%	3,472	168	4.8%	4,791	492	10.3%	1,161
2017	5,917	1,674	28.3%	3,514	200	5.7%	4,748	505	10.6%	1,169
2018	5,880	1,662	28.3%	3,551	221	6.2%	4,727	509	10.8%	1,153
2019	5,793	1,667	28.8%	3,483	240*	6.9%	4,648	523	11.3%	1,145

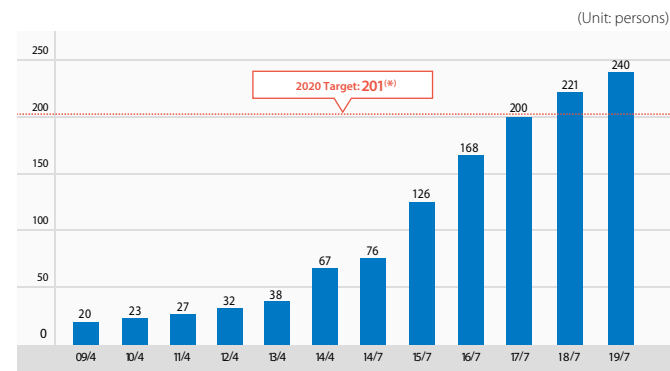
* Includes 3 female General Managers (M1).

Proportion of Female and Foreign Corporate Officers (Non-consolidated) (As of July 1)★ (Unit: persons)

	Directors					Corporate Auditors		
	Total	Female	Female directors as % of all directors	Non-resident	Non-resident directors as % of all directors	Total	Female	Female directors as % of all directors
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%
2019	14	2	14.3%	2	14.3%	5	1	20.0%

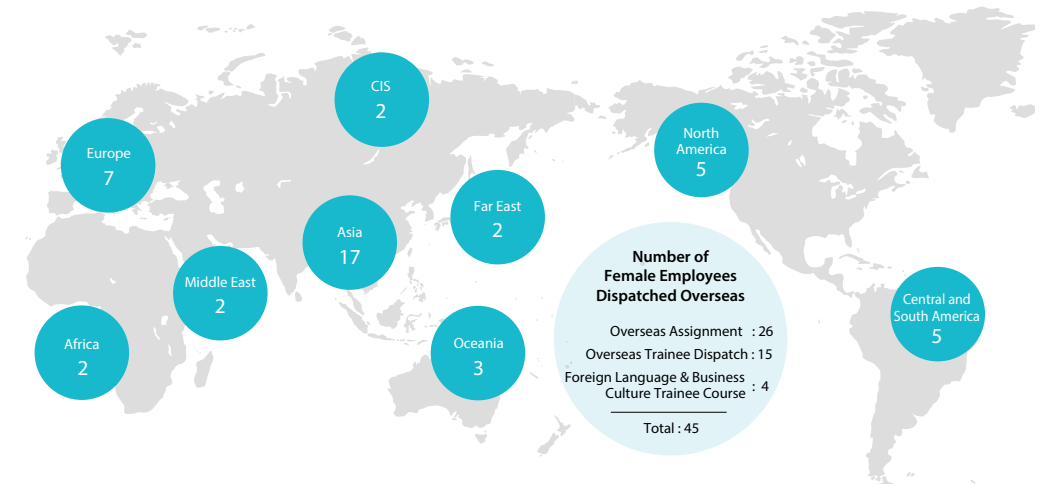
Actual Status of Promoting Career Advancement for Female Employees (Non-consolidated)

Female managerial staff



* Targeted number of female staff in managerial positions by 2020 (more than triple the number of female staff as of June 2014, which was 67).

Number of Female Employees Dispatched Overseas (As of April 1, 2019)



Region name	Number of people	Cities
North America	5	New York
Central and South America	5	Sao Paulo, Florianópolis, Lima
Europe	7	London, Maarsen, Hamburg, Milan
Middle East	2	Dubai, Tehran
Africa	2	Johannesburg, Maputo
Asia	17	Singapore, Bangkok, Yogyakarta, Yangon, Ho Chi Minh City, New Delhi, Kuala Lumpur, Santa Rosa
Oceania	3	Sydney, Perth
Far East	2	Seoul, Taipei
CIS	2	Moscow, Vladivostok

Data of Personnel Affairs

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
FY2015	Male	12	47	13	4	91
	Female	40	111	135	1	–
	Total	52	158	148	5	91
FY2016	Male	13	42	11	7	93
	Female	49	107	137	1	–
	Total	62	149	148	8	93
FY2017	Male	13	64	7	5	102
	Female	50	138	162	0	–
	Total	63	202	169	5	102
FY2018	Male	23	97	0	0	90
	Female	64	182	150	0	–
	Total	87	279	150	0*	90
FY2019	Male	29	120	0	NA	85
	Female	45	186	127	NA	–
	Total	74	306	127	NA	85

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

Return Rate and Retention Rate after Childcare Leave

		Male	Female
FY2019	Return rate after childcare leave*1	100%	96.4 %*3
	Retention rate after childcare leave*2	100%	97.8 %*3

*1 Percentage of employees who returned to work as compared to the number of employees who reached the end of childcare leave in FY2019

*2 Percentage of employees who are enrolled as of April 1, 2018, out of those returned to work during FY2018

*3 Number of retirees does not include registrants of the re-employment system associated with the transfer of their spouse

Family Care

(Unit: persons)

		Family Care Leave	Nursing Care for Family Leave	Short-time working for family care	Staggered working hours for family care
FY2015	Male	0	31	0	0
	Female	1	52	0	0
	Total	1	83	0	0
FY2016	Male	1	42	0	0
	Female	0	59	0	0
	Total	1	101	0	0
FY2017	Male	1	50	0	0
	Female	0	74	0	0
	Total	1	124	0	0
FY2018	Male	0	36	0	0
	Female	0	60	0	0
	Total	0	96	0	0*
FY2019	Male	2	44	0	NA
	Female	2	66	2	NA
	Total	4	110	2	NA

* 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 (Non-consolidated)

(Unit: persons)

	Year of Retirement/Registration	FY2015	FY2016	FY2017	FY2018	FY2019
Number of Registered Ex-employees	Business staff	3	7	5	8	4
	Administrative staff	16	11	11	6	11
	Total	19	18	16	14	15

Data of Personnel Affairs

Annual Average Actual Working Hours (Non-consolidated)★

(Unit: hours/year)

	FY2016	FY2017	FY2018	FY2019
Annual average actual working hours (hours)	1,911.24	1,941.03	1,920.72	1,957.72

Employees at Tokyo Head Office and branches in Japan (including contract employees).

Monthly Average Overtime Working Hours (Non-consolidated)★

(Unit: hours/year)

	FY2017	FY2018	FY2019
Monthly average overtime working hours (hours)	19.1	18.9	19.0

- Employees at Tokyo Head Office and branches in Japan (non-managerial staff) (excluding contract employees)
- Calculated on the basis of prescribed working hours

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

	FY2015	FY2016	FY2017	FY2018	FY2019
Average paid leave taken per year (days)	11.2	11.8	12.8	13.9	14.4
Average paid leave usage ratio per year (%)	58.3	61.4	66.6	72.3	74.9

Employees at Tokyo Head Office and branches in Japan (excluding contract employees)

Occupational Health and Safety Data (Non-consolidated)★

	Target	FY2017		FY2018		FY2019	
		Employees	Contractors	Employees	Contractors	Employees	Contractors
Number of lost time injuries	0	1	0	4	0	1	0
Number of fatalities	0	0	0	0	0	0	0
Lost time injuries frequency rate	0	0.13	0	0.53	0	0.14	0
Lost time injuries severity rate	0	0	0	0	0	0.03	0
Occupational illness frequency rate	0	0	0	0.13	0	0	0

- Employees: Employees at Tokyo Head Office and branches in Japan, Contractors: Contract employees
- Calculated based on the standards of the Japanese Ministry of Health, Labour and Welfare.

Comparison with Industry Average (for Wholesalers and Retailers with a Business Scale of 100 Employees or More)

	FY2017	FY2018	FY2019
Lost time injuries frequency rate	1.74	1.94	2.08
Lost time injuries severity rate	0.03	0.10	0.10

(Reference) Japanese Ministry of Health, Labour and Welfare's "Survey on Industrial Accidents in 2018"

Average Annual Salary of Employees (Non-consolidated)

(Unit: yen)

	Average annual salary
FY2019	14,299,878

* Employees at Tokyo Head Office and branches in Japan.

Participation Rate of Labor Union Membership (Non-consolidated) (As of March 31)

	Participation Rate
2019	85.0%

Concerning the data marked with ★(FY2019 and 2019), an independent practitioner's assurance report prepared in accordance with the ISAE 3000 international standard was given by Deloitte Tohmatsu Sustainability Co., Ltd. Please refer to the independent practitioner's assurance report at the link below for details.

 [P.124 Independent Practitioner's Assurance Report](#)