

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.

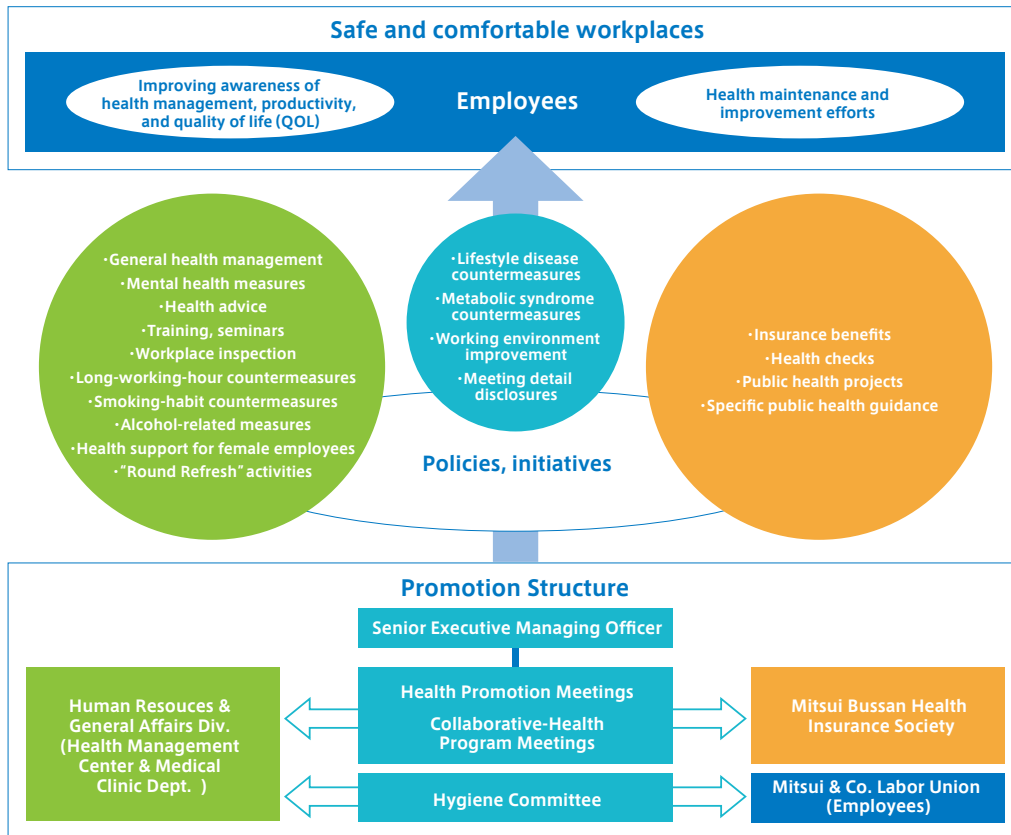
1. We will create safe and comfortable workplaces in which employees can work energetically and in good health.
2. We will help our employees to work in the spirit of "challenge and innovation" by supporting their health management and sustainably enhance our corporate value.
3. We will help employees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

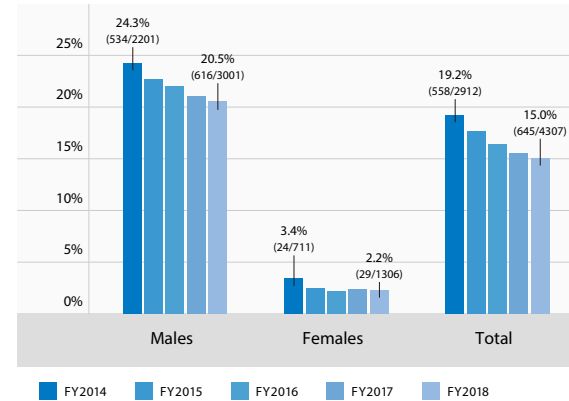
Smoking Reduction Measures

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.