

# 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

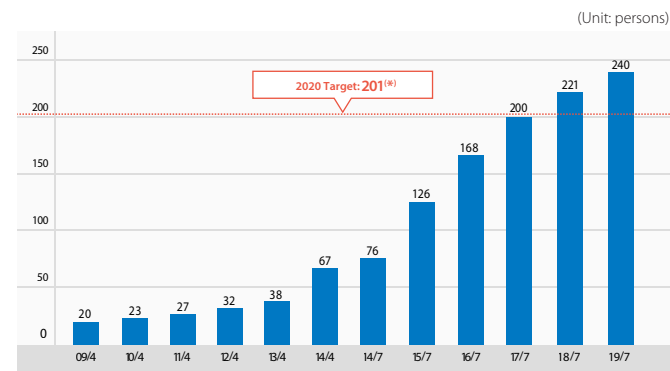
\* Includes 3 female General Managers (M1).

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%

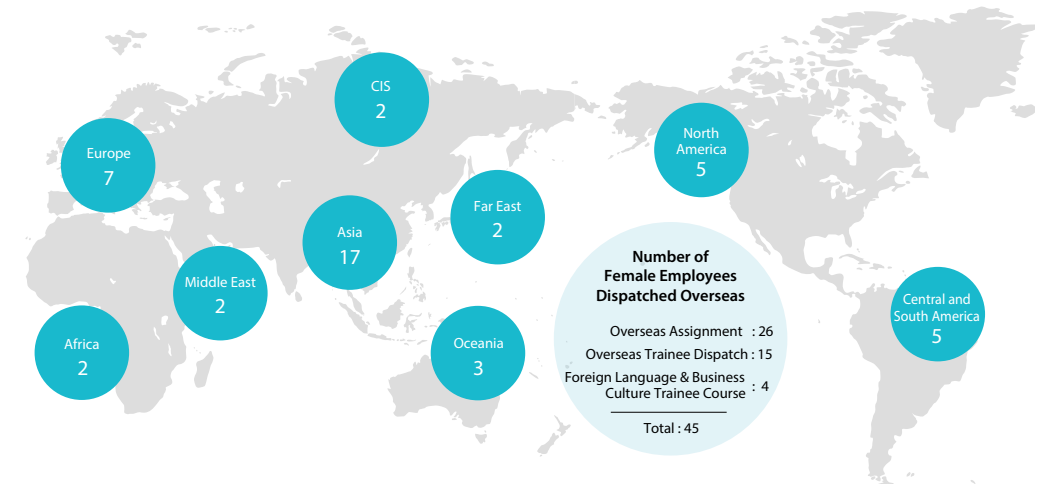
Actual Status of Promoting Career Advancement for Female Employees (Non-consolidated)

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](#)