

Social —Executive Summary

Sustainable Supply of Resources, Energy, Materials, Food and Products P.55

Mitsui 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. In our food business, we pursue our goal of enhancing nutritional access through the stable supply of food. One of such initiatives is our shrimp farming and processing business in Vietnam.

Supplying Food and Products with Ensured Safety and Security P.56

Mitsui is well aware that consumer safety, confidence and security are of major importance in conducting its business. In the foods area, we developed a food-safety database which includes information related to overseas production processes, to ensure that maximum priority is placed on food safety and security. We also carry out regular food safety and security education for Mitsui & Co. group Employees.

Enhancement of Quality of Life and Social Infrastructure P.57



Artist's impression of One Bangkok after completion

Mitsui 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. For example, we are promoting a cooling and power distribution business in Thailand to contribute to the betterment of living standards.

Healthcare and Aging Society P.59

Mitsui will continue to work toward the creation of a society in which people can lead healthier and richer lives by contributing to the advancement of healthcare in terms of access, quality, and efficiency through our business activities. We are promoting various initiatives through establishment of a healthcare fund to close the supply-demand gap and to improve healthcare access through the drug manufacturing, sales and distribution etc.

Respect for Human Rights P.61

In August 2020, we formulated a Human Rights Policy to clarify our approach to human rights as the basis for initiatives in this area. In accordance with the Human Rights Policy, the Mitsui & Co. group will respect human rights in its activities as a group. We also aim to promote respect for human rights in collaboration with our business partners. Mitsui commenced due diligence with regard to human rights in the supply chains of products handled by Mitsui and its overseas trading affiliates, as well as the main business operations of its consolidated subsidiaries. We conducted human rights risk assessments on this basis, compiled an outline of human rights risks, and formulated measures to mitigate these risks. Mitsui will work with suppliers to ensure an understanding of respect for human rights and promote human rights practices throughout its supply chains.

Creating New Value P.69



Innovation lab – Moon (February 2020)

While our functions and roles as a general trading company have often centered on the creation of value through “connecting” companies, products, and other elements in the past, we have determined to evolve beyond that pattern into a company that proactively “creates” business. Mitsui will accelerate DX as both defensive and offensive strategy, and advance our business models for the digital economy.

Increasingly Diverse Consumer Demand P.60

Mitsui believes that one of our important roles is to quickly identify diversifying consumer needs and continue to provide value and functions. We will continue to contribute to the creation of a society in which people can enjoy fulfilling lives by providing new retail business that enables monitoring and analysis of vast resources of viewer data and provision of cutting-edge data marketing functions using consumer data.



Recording video content (February 2017)

Supply Chain Management P.65

We are working to ensure compliance with and implementation based on Sustainable Supply Chain Policy.

Supplier On-Site Surveys

Mitsui and a third-party expert jointly conducted on-site surveys at the suit factory of MAY10 Joint Stock Company and the sewing factory of Viet Think Garment Joint Stock Co. in Vietnam.



The inside view of the factory of MAY10 (August 2019)

Human Resources Management P.70

With the aim of training people who create and grow business that contributes to society and are capable of global group management, Mitsui has developed a variety of human resources development programs and established promotion and assignment systems that help employees to grow through opportunities for wide-ranging experiences. Also, we aim to strengthen the competitiveness of the entire company by promoting diversity management to create environments where individual employees with a diverse range of backgrounds can fully exert their potential and continue working in safety and good health.



CLP participants (February 2019)

Social Contribution Activities P.99

In our social contribution activities, we have set out the “community contribution”, “environmental conservation” and “human resources development” as our priority areas, in accordance with our MVV (Mission, Vision, and Values) and Materiality. Mitsui will continue to pursue sustainable growth striving to solve social challenges through both business and social contribution activities.



Children enhance their capacity to solve societal issues through group discussions (July 2019)

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 a low-carbon society, we are engaging in the field of next-generation energy, for example, the commercialization of renewable energy technologies such as biofuels, and the creation of business models for hydrogen transportation and storage.

Mitsui actively participates in the development of mineral and metal resources. We endeavor to ensure stable supplies of iron ore and copper, etc., 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.

Improving Access to Nutrition through a Shrimp Farming and Processing Business in Vietnam

Activity

Demand for sustainable, high-quality protein has been growing, not only in Western countries but also in Asia, especially China, which has seen population growth and the expansion of the middle class. Mitsui's affiliate Minh Phu Seafood Joint Stock Company (“Minh Phu”), which owns two processing plants and shrimp farming ponds covering an area of 900 hectares in southern Vietnam, is the world's biggest shrimp producer and processor. In a mangrove forest, it produces shrimp sustainably under conditions similar to the natural environment, while continually monitoring the mangrove ecosystem and managing water quality. A key advantage for Minh Phu is its vertically integrated business structure encompassing all stages from shrimp farming to processing and sales. It exports an extensive range of products, including highly processed, high added-value products, to around 50 countries and regions worldwide. Shrimp is a low-fat source of high-quality protein that is also rich in the antioxidant astaxanthin. Mitsui is contributing to an increase in Minh Phu's corporate value through the use of digital technology and AI in farming ponds and processing plants, and through supply chain restructuring and efficiency improvements at all stages from farming to marketing. At the same time, Mitsui is contributing to enable people's better access to nutrition by supplying shrimp to numerous countries and regions through Minh Phu.



Shrimp farm developed and operated by Minh Phu - Loc An Aquaculture Co., Ltd., wholly owned by Minh Phu

P.37 Acquisition of Environment-Related Certifications

Our Stories: Secure sustainable supply of essential products

P.19 Contributing towards the Development of High-Productivity, Sustainable Agriculture through Environmentally-Friendly Biopesticides



Supplying Food and Products with Ensured Safety and Security

Policy on Consumer Safety

Policy

Initiatives for Safety and Security

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.

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.

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.

Ensuring the Safety and Security of Foods and Products

Policy

Activity

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

In the foods area, Mitsui works to secure supply of food products to Japan, which has the lowest food self-sufficiency rate among the industrialized countries. The Food Business Unit and the Retail 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 information related to overseas production processes. Furthermore, Mitsui is a member of the Japan Processed Foods Wholesalers Association (a general incorporated association), and by complying with the guidelines and manuals issued by the association, we contribute to the safe and secure supply of processed food products in the distribution process.

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

Regular Food Safety and Security Education for Employees

Activity

Our efforts to manage risks relating to food safety and security include food safety seminars for employees of Mitsui and our affiliated companies. Designed to strengthen compliance with the relevant laws and regulations and ensure accurate labeling, these seminars have been held at the rate of about once per month since October 2002. A total of 198 seminars have been held as of March 2020. In the fiscal year ended March 2020, a total of 618 people, including employees of affiliated companies, attended seminars on a wide variety of themes. These included two sessions focusing on allergies through case studies of compliance failures, and another devoted to learning the basics of food labeling and the correct ways to label genetically modified foods and fresh foods by looking at actual products in retail outlets. These sessions were prompted by an upward trend in food labeling violations, resulting in harmful consequences for a large number of people, and by the full enforcement of the Food Labeling Act from April 1, 2020.

Initiatives by Ventura Foods for Food Safety and Security

Activity

Ventura Foods, LLC, in which Mitsui has invested, not only complies with all relevant laws and regulations, but is also continually enhancing its food safety and quality management systems, in order to ensure consumer safety and satisfaction. In the fiscal year ended March 2020, employees of Ventura Foods completed over 8,460 hours of food safety-related training as part of the company's efforts to prevent food fraud and improve traceability. Ventura Foods also responds to diverse consumer needs by adding new products to its Marie's® Market Reserve™ line of refrigerated dressings, which are sold in small 7.75-ounce bottles for ease of use by one- or two-person households. The new products include vegan, gluten-free, and dairy-free choices.



Marie's® Market Reserve™ refrigerated dressings

Supplying Food and Products with Ensured Safety and Security

Initiatives in Promoting Responsible Marketing of Pharmaceutical Products

Activity

Mitsui has invested in TriNetX, Inc., which develops healthcare data services business with a focus on life science companies. TriNetX has built a network of electronic medical records collected from healthcare organizations across 24 countries, particularly in the United States. It provides life science companies with services that support clinical trial efficiency and marketing. Mitsui uses TriNetX's platform to provide life science companies and healthcare 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****Business Initiatives Relating to Enhancement of Quality of Life and Social Infrastructure**

Activity

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, while we have business in gas-fired thermal power plants and gas distribution, we recognize the importance of reducing of GHG emissions as a material issue and we are reinforcing our renewable energy business, such as solar photovoltaic and solar thermal power projects, wind power projects, and biomass-related plant projects, and we are providing various solution services such as storage batteries and energy management services.

There is a growing need for improvements in convenience and safety, against the backdrop of population growth, rising living standards, and changing lifestyles. Mitsui is responding to such demand by developing and operating water supply and sewerage 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 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 work.

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.

Improving Living Standards and Social Infrastructure through Nation-Building Projects in Mozambique

Activity

Mozambique is expected to grow as one of Africa’s leading resource-producing countries, and Mitsui has identified Mozambique as an important country. Our policy is to pursue business operations that contribute to nation building, while capturing demand in connection with Mozambique’s economic growth. When a project requires the relocation of local residents, we formulate a relocation plan through dialogue with local residents, NGOs, and other relevant parties, and carry out relocation procedures according to international standards.

One of the initiatives in which Mitsui is investing and participating in Mozambique is the Moatize Coal Mine and Nacala Rail and Port Infrastructure Project, which includes the integrated operation of a coal mine, a passenger and freight railway system, and port infrastructure. Mitsui held regular public hearings for residents relocated as a result of this project and provided compensation and support for lifestyle improvement. We are also working to achieve harmony with local communities through initiatives that help to solve societal issues, including support for the construction of water pipes and other infrastructure, the construction of schools and medical facilities, the provision of teacher training, the supply of school lunches, support for basic education, the provision of farming advice and occupational training, and awareness-raising activities focusing on the prevention of infectious diseases.

Mitsui has taken a similar approach with gas field development off the northern coast of Mozambique under the Area 1 LNG project, an integrated upstream-midstream scheme encompassing all stages from natural gas production and liquefaction to LNG shipment. We have held over 800 consultation meetings with local communities and built not only housing for relocation, but also hospitals, schools, and other public facilities. These large-scale projects have also contributed to creating employment opportunities for local residents, and we will continue to make efforts to stabilize the livelihoods of the local community.



Assistance with agricultural technology helps local people to grow better crops (June 2019)

Mine Closure Policy, and Mine Closure-Related Initiatives

Policy Activity

Our policy on mine closure is to take proper procedures according to plan to minimize impacts on the environment and society in peripheral areas, while promoting development of local communities.

In our mining activities, we formulate business plans which incorporate future mine closures and rehabilitations. Environmental impact is thoroughly assessed during the project formation stage as well as during mine operation.

By seeking review from the authorities and relevant experts, we aim to not only comply with laws and regulations but also minimize societal and environmental impact to the communities.

Investment and Participation in District Cooling and Power Distribution Business in Thailand

Activity

Together with Twain real estate company One Bangkok Co., Ltd. (“OBC”), leading Thai energy producer Gulf Energy Development Public Company Limited (“Gulf”), and Japanese engineering firm Tokyo Gas Engineering Solutions Co., Ltd. (“TGES”), Mitsui is investing and participating in a district cooling and power distribution business for One Bangkok and will supply and sell chilled water and electric power in the One Bangkok facilities for a period of 30 years, starting from 2022.

One Bangkok is a new landmark development in central Bangkok that is set to open in 2023, being developed and implemented by the group companies of TCC Assets (Thailand) Co., Ltd. Built on around 17 hectare site, the 16-building fully-integrated district comprises five premium-grade office towers, three luxury residential towers, five luxury and lifestyle hotels, four differentiated retail precincts and art & culture and public spaces. In line with the smart city development concept, the centralized district cooling infrastructure will provide environmental benefits and efficiencies and a state-of-the-art, high-efficiency electric water chilling system will be used to provide air conditioning to the buildings. The system will run on recycled water and has the added benefit of being able to chill water overnight for use the next day, reducing demand for electricity at peak times and optimizing energy efficiency.

Mitsui has managed both large- and small-scale gas-fired power generation, as well as water treatment and gas distribution businesses in the country. Drawing upon its knowledge and know-how of the infrastructure business accumulated through these projects, Mitsui will contribute to the betterment of living standards and realize sustainable societies in Thailand by ensuring the successful development and operation of this project in partnership with TGES, as well as the leading Thai company Gulf, and OBC.



Artist’s impression of One Bangkok after completion

Our Stories: Enhance quality of life

P.22 Contributing towards Enhancement of People’s Lives and Economic Development through Mini-grid Projects in Non-electrified Regions



Healthcare and Aging Society

Business Initiatives

Activity

In emerging countries, especially in Asia, continuing population growth and demographic aging are causing a serious shortage of hospitals, and there has been diversification in healthcare needs due to a rapid increase in lifestyle diseases and other factors. The spread of COVID-19 will likely increase the use of remote medical consultations, while healthcare value chains are expected to expand into the wellness field, including presymptomatic treatment and disease prevention. We also anticipate an accelerating trend toward the use of digital technology to improve customer satisfaction and operational productivity. In view of these trends, we aim to be a pioneer in transforming the healthcare eco-system centering on the hospital business toward a people-centered world of wellness. In this role, we will actively utilize our capital and know-how as a private sector company, including our assets, our partnerships with key stakeholders, and our ability to utilize healthcare data effectively. We will continue to work toward the creation of a society in which people can lead healthier and richer lives by contributing to the advancement of healthcare in terms of access, quality, and efficiency through our business activities.

Establishment of a Healthcare Fund to Close the Supply–Demand Gap in China

Activity

Mitsui, China Resources Group, which is one of the largest companies in the Chinese healthcare market, and HOPU Investments, one of Asia's leading investment companies, have established a joint investment company for fund schemes, CMH Healthcare Fund L.P. ("CMH Healthcare Fund"). With a total scale of US\$1 billion (approximately ¥108 billion), CMH Healthcare Fund will invest in hospital business, such as the management or contract management of clinics and specialist hospitals, especially in China, as well as healthcare-related business in China and other countries.

Demographic aging and the improvement of public health insurance systems in China are driving a rapid rise in healthcare expenditures, resulting in qualitative and quantitative supply–demand gaps in the healthcare market. The establishment of this fund is an important regional strategy toward our goal of establishing a healthcare eco-system in Asia. We will continue leveraging synergies with our existing business activities to expand our business base in the Chinese market and contributing to the further development of healthcare.



The signing ceremony for the CMH Healthcare Fund (June 2019)

Initiative to Promote the Slow Calorie Projects to Slowly Digest Food

Activity

In Japan, lifestyle disease and unbalanced eating habits are becoming a problem, though the amount of calories and carbohydrates that people intake is decreasing. This could be due to an increase of processed foods that are soft and easy to chew with a higher degree of refinement, which speeds up digestion and absorption. At Mitsui Sugar Co., Ltd. (Mitsui Sugar), an associated company of Mitsui, a focus is placed on carbohydrates (sugars) which have a characteristic of fast absorption and are the highest intake of human among energy producing nutrients. Mitsui Sugar named the slowing down of digestion and absorption of food (especially carbohydrates) as "slow calorie", and are conducting awareness-raising activities for "slow calorie", as well as development, support, and promotion activities for products utilizing "slow calorie" in order to materialize its slogan, "create a healthy and robust body".

Improving Healthcare Access through the Drug Manufacturing, Sales and Distribution

Activity

We have been engaging in the manufacturing, sales, and distribution of high-quality pharmaceuticals needed by society, particularly in Russia, via JSC R-Pharm, which is the country's largest pharmaceuticals company, in China through Shenzhen Main Luck Pharmaceuticals Inc., and in India through Keimed Private Limited. Through such business, we are seeking to improve access to medical treatment and fill in the gaps between supply and demand in the medical field in countries/regions where medical systems are underdeveloped. In addition, we are working to improve access to medical treatment in those countries/regions by ensuring the each country/region's pharmaceuticals price-setting systems and regulations.

Responding to Global Health Problems

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

Activity

In the Jirau hydropower generation business in Brazil, under a public–private partnership, the project 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. While working on building hospitals and basic healthcare facilities and providing mobile floating hospitals (vessels) to secure access to medical examinations and treatment, the project company has implemented healthcare education and seminars for disease prevention. Its contribution to vector control efforts includes donation of extermination materials and research equipment, dispatch of researchers, exterminators, and other experts, distribution of mosquito nets, and implementation of vector propagation monitoring and mist spraying of insecticides. The number of malaria cases in the region was reduced by 90% between 2010 and 2019, which has earned considerable international recognition.

Increasingly Diverse Consumer Demand

Mitsui & Co. believes that one of our important roles is to quickly identify diversifying consumer needs and continue to provide value and functions.

Mitsui provides marketing functions based on the latest data analysis tools, as an initiative targeting new needs and markets emerging from the diversification of consumer lifestyles.

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.

Bringing New Excitement to Daily Life—Video-Based Marketing by Tastemade Activity

Mitsui’s decision to invest in Tastemade was prompted by our awareness that this is an era of diversified consumption in which trends begin with consumers. We have started to take up new retail business challenges based on both Tastemade’s systems that enable monitoring and analysis of vast resources of viewer data on its own, and Mitsui’s evolving capabilities in the logistics field, including our traditional expertise in efficiency improvement and labor-saving methods, supply and demand forecasting, and inventory optimization.

Tastemade is a lifestyle media company. It streams videos on themes that include food, travel, and homes to a global audience of over 250 million people per month. It has built support among younger people, who are seen as immune to advertising, by creating videos with entertainment value that make people want to try new things, while introducing sponsors’ products in ways that blend naturally into the content.

In addition to its core business initiatives, Tastemade has also begun to use results from analyses of viewer interests and reactions in development of non-media products and services. In the fall of 2019, our New York-based subsidiary Paul Stuart promoted its fashion brand through Tastemade. In addition to broadening the potential of its brand by targeting a new customer segment, we plan to utilize obtained data in sales spaces, sales methods, and product development.

By working with Tastemade to identify consumer needs quickly and create services that truly match those needs, we will realize enriched and more enjoyable lifestyles together with consumers.



Recording video content (February 2017)

Provision of Cutting-Edge Data Marketing Functions Using Consumer Data Activity

Our subsidiary Legoliss Inc. (“Legoliss”) helps companies to build and install Data Management Platforms (DMP) that can manage the large volume of data accumulated in day-to-day business operations and provides support for how to analyze and utilize this data. Legoliss has a brilliant track record as a leader in providing data marketing consulting and support services for many clients, including top B2C brands by planning and executing DMP strategy in online media buying and other execution channels.

Mitsui has been providing cutting-edge data marketing solutions with partners in the United States to Japanese companies. In recent years we are focusing on marketing services that contribute to the sophisticated data usage in the cloud environment. Through our investment in Legoliss, we aim to build a structure capable of providing the best of breed of solutions to meet the client demands. We continue to provide advanced data solutions through Legoliss. Currently we are providing data services with Tapad, Inc., (cross-device matching) and Foursquare Labs, Inc. (location data). We continue to enhance our value in consulting functions to provide support at all scenes from building DMP to data utilization.



Diagrammatic representation of marketing using a data management platform.

Respect for Human Rights

As Mitsui & Co. conducts business globally in many countries and regions around the world, we regard respect for human rights, in accordance with international standards, as the foundation of our sustainability management. We have emphasized respect for human rights in both the Mitsui & Co. Group Conduct Guidelines and the Business Conduct Guidelines for Employees and Officers of Mitsui & Co., Ltd., and we have implemented various initiatives.

Human rights initiatives in the corporate sector have become increasingly important in recent years. We recognize the need for human rights initiatives not only within Mitsui, but also across the entire supply chains. In August 2020, we formulated a Human Rights Policy to clarify our approach to human rights as the basis for initiatives in this area. This policy was approved by the Corporate Management Committee, and was reported to the Board of Directors meeting.

In accordance with its Human Rights Policy, the Mitsui & Co. group will respect human rights in its activities as a group. We also aim to promote respect for human rights in collaboration with our business partners.



P.5 Corporate Mission, Vision, Values



Mitsui & Co. Group Conduct Guidelines—With Integrity

Human Rights Policy

Policy

Mitsui & Co.'s mission is to “build brighter futures, everywhere” through realizing a better tomorrow for earth and for people around the world. As challengers and innovators, we create and grow business while addressing material issues for sustainable development. To realize this mission and vision, Mitsui & Co. Group views respect for human rights as a foundational value, as stated in our Group Conduct Guidelines.

This Human Rights Policy (“Policy”) sets out our group-wide approach to human rights throughout our business activities in countries and regions around the world, and Mitsui & Co. Group commits to operate with respect for human rights following this Policy. In addition, we expect various stakeholders including our business partners, to understand and respect human rights in line with this Policy, and aim to collaboratively promote respect for human rights.

Respecting Human Rights in our Business Activities

We strive not to infringe on human rights in our business activities, nor to contribute to human rights infringements by others through our business relationships, including supply chains.

Respecting Internationally Recognized Human Rights Standards

We are committed to respecting human rights understood as, at minimum, those set out in the International Bill of Human Rights and the ILO (International Labour Organization) Declaration on Fundamental Principles and Rights at Work. We also support the United Nations Guiding Principles on Business and Human Rights and the Ten Principles of the United Nations Global Compact and conduct our business activities in line with these

Principles. We comply with laws and regulations of the countries and regions in which we conduct our business activities. Where internationally recognized human rights standards and national/regional laws and regulations are in conflict, we seek ways to honor the principles of internationally recognized human rights while complying with the laws and regulations.

Governance/management structure

The Board of Directors of Mitsui & Co., Ltd. is responsible for overseeing the adherence to this Policy and the Policy implementation.

Human rights Due Diligence

We commit to implement human rights due diligence to identify, assess, prevent and mitigate adverse human rights impacts associated with our business activities.

Human Rights Issues related to Business Activities

• Forced Labor

We do not tolerate forced labor. In addition, we do not tolerate any forms of modern slavery, including bonded labor or human trafficking.

• Child Labor

We do not tolerate child labor, and we comply with the minimum working age stipulated by the law. We do not hire individuals that are under the age of 18 for roles requiring hazardous work.

• Discrimination

We prohibit any form of discrimination based on race, creed, sex, social status, religion, nationality, age, sexual orientation, gender identity, physical and mental disability or any other grounds. We respect each employees’ individuality and diversity and seek to cultivate an environment in which they can perform to the best of their abilities.

• Harassment and Inhumane Treatment

We do not tolerate any form of harassment, whether physical or mental, including sexual harassment or power harassment. Furthermore, we prohibit any language or behavior that could be harmful to the working environment of others including discriminatory language or behavior as well as harassment.

• Freedom of Association and Right to Collective Bargaining

We respect the rights of employees to associate freely and bargain collectively in our labor-management relations.

• Working Hours and Wages

We monitor employees’ working hours, holidays, leaves of absence and wages to ensure we are operating in accordance with applicable laws and regulations.

• Occupational Health and Safety

In line with applicable laws and regulations, we aim to develop safe, healthy working environments in which every individual employee can work with peace of mind.

• Community Impact

To prevent adverse impacts on the safety and health of local communities, we conduct human rights impact assessments, covering issues such as prevention of pollution and water stress, and implement necessary measures in line with international standards to avoid risks and mitigate negative impacts.

Stakeholder Engagement

We believe it is critical to understand human rights issues from the perspectives of affected stakeholders. We further recognize that certain groups of stakeholders are more vulnerable to adverse human rights impacts and thus require heightened attention. We therefore value the importance of dialogues with relevant parties and strive to properly respond to human rights issues associated with our business activities.

Remedy

Where we identify that our business activities have caused adverse human rights impact or contributed to it through our business transactions including our supply chains, we will work to remediate such impacts through appropriate processes.

Grievance Mechanisms

We continue to build upon our whistleblowing procedures and grievance mechanisms to promptly identify and respond to human rights issues related to our employees or wider business activities.

Education and Training

We will provide necessary training and capacity building to our executives and employees to ensure that they understand this Policy and act in line with the commitments in this Policy.

Reporting

We will continuously report our efforts and progress on respecting human rights through our reports, websites, and other communication channels.

Initiative for Specific Issues

Policy

Children's rights

We support the Children's Rights and Business Principles and strive to conduct business activities with respect to children's rights.

Rights of indigenous peoples

We strive to respect the human rights and cultures of indigenous peoples by complying with all applicable laws and regulations of the countries and regions in which we conduct our business activities as well as by respecting relevant international standards such as the United Nations Declaration on the Rights of Indigenous Peoples, the Convention concerning Indigenous and Tribal Peoples in Independent Countries (ILO Convention: C169), and the principle of "free, prior and informed consent (FPIC).

Activities of security personnel

In advancing business activities around the world, Mitsui hires security companies to ensure the safety of its business activities.

In appointing a security firm, we comply with relevant local laws and regulations in the countries and regions in which we conduct our business activities, and select security companies based on relevant international standards such as the Voluntary Principles on Security and Human Rights, UN Code of Conduct for Law Enforcement Officials, and the Principles on the Use of Force and Firearms by Law Enforcement Officials.

Human Rights Management

System


The Board of Directors of Mitsui & Co., Ltd. is responsible for overseeing the adherence to this Policy, and the Corporate Management Committee makes material decisions regarding the Policy execution. The Sustainability Committee, a subordinate body of the Corporate Management Committee, is in charge of deciding detailed plans and measures for the Policy implementation.

Employees' Human Rights

System

Activity

As a company engaged in business on a global scale, Mitsui is not only working to promote diversity and inclusion, but is also taking various steps to prevent harassment and discrimination. These measures include the establishment of whistleblowing systems that allow employees to report compliance issues, including cases relating to human rights and discrimination, and obtain advice through channels within or outside the employee's direct reporting line. Another example of our efforts in this area is fostering a "speak up" culture in which employees are encouraged to report situations that concern them. We will continue to implement initiatives to ensure respect for the human rights of our employees, including training programs and the dissemination of related policies.

 **P.76** Career Development Initiatives for Our Diverse Human Resources

 **P.106** Integrity and Compliance

Business Risk Management

System

Activity

Mitsui classifies any new business project that involves significant qualitative risks related to the environment, society, and corporate governance as "Specially Designated Business." Such projects are implemented in accordance with the Specially Designated Business Management System. Projects

covered by this system are subject to internal screening in relation to occupational health and safety. In the case of development projects, the screening also encompasses the human rights of local residents and other stakeholders. The Environmental & Societal Advisory Committee meets as required, not only when projects are initiated, but also during operation and the termination stage, to deliberate on potential human rights violations and ESG risks, such as changing environmental risks and occupational health and safety issues.

P.113 Specially Designated Business Management System and Environmental & Societal Advisory Committee

Human Rights Due Diligence

Activity

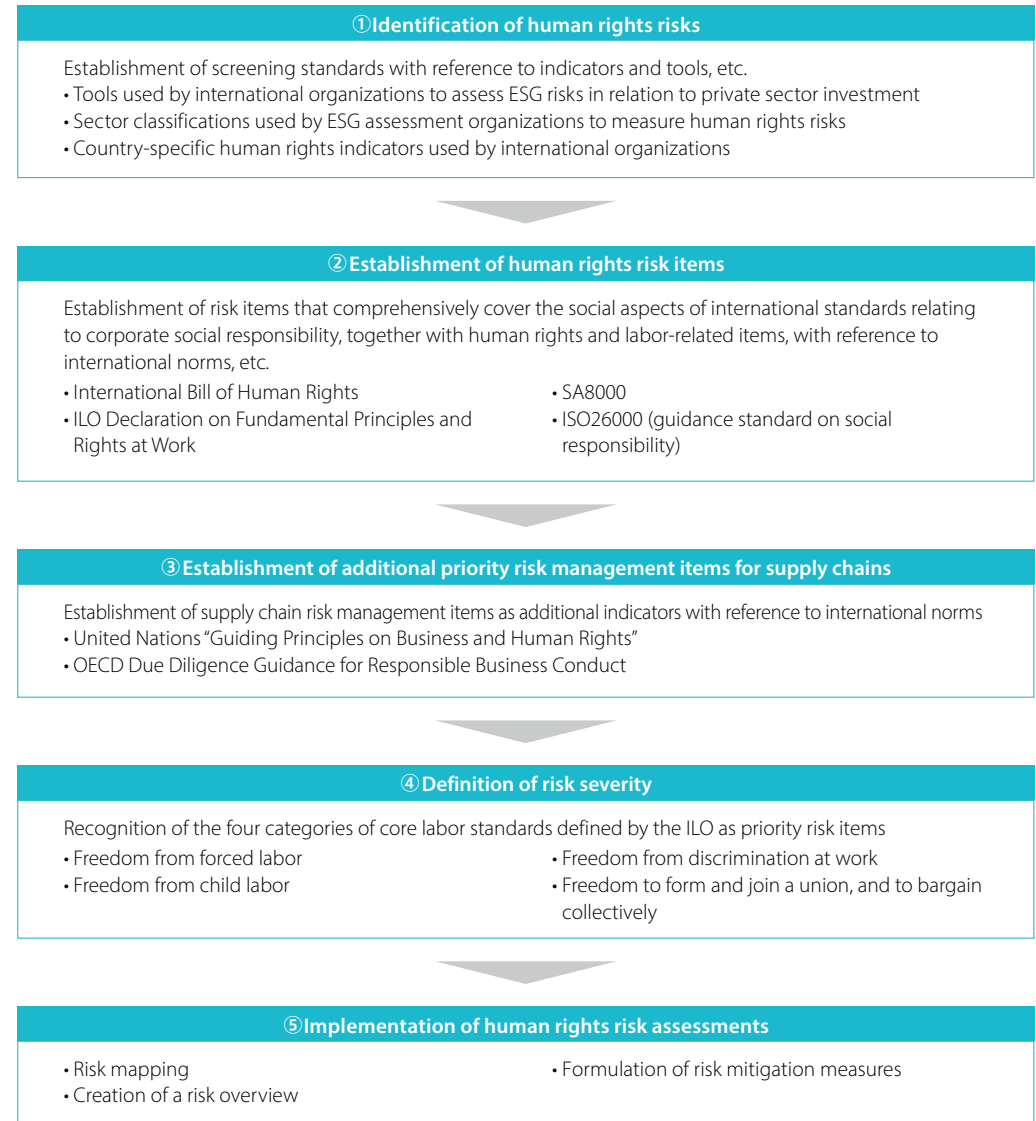
In accordance with the United Nations Guiding Principles on Business and Human Rights, in the fiscal year ended March 2020, Mitsui appointed external experts and began conducting due diligence with regard to human rights in the supply chains of products handled by Mitsui and its overseas trading affiliates, as well as the main business operations of its consolidated subsidiaries.

The first step was to identify business areas with significant human rights risks. We established human rights identification and screening criteria based on international indicators and other tools, and carried out screening processes. The next step was to identify human rights risk items in preparation for the implementation of human rights assessments. These human rights risk items comprehensively encompass the social aspects of international norms and standards relating to corporate social responsibility, as well as items relating to human rights and labor. We also added priority risk management items in supply chains. In particular, items in the four areas identified by the International Labour Organization (ILO) as core labor standards were assessed as priority high-risk items.

As a result of risk assessment, our business operations and supply chains mainly related to food, textiles, building materials and mining industry were identified as presenting high risk business areas with significant human rights risks. We compiled an outline of human rights risks and formulated measures to mitigate these risks. The items of main risk mitigation measures were added to the supply chain survey for the fiscal year ended March 31, 2020, and will be checked through on-site inspections starting in the fiscal year ending March 2021. By the end of the fiscal year ending March 31, 2023, we plan to conduct a survey of all major suppliers of materials and products identified as having high risk based on human rights risk assessments. Mitsui will work with suppliers to ensure an understanding of respect for human rights and promote human rights practices throughout its supply chains.

P.66 Initiatives with Suppliers

Human Rights Risk Assessment Process



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®-C107463), 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 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.

The UK Modern Slavery Act 2015

Activity

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 and 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 we prevent forced labor and other forms of modern slavery and human trafficking.



The UK Modern Slavery Act

Human Rights Training

Activity

As part of our initiatives in relation to human rights in supply chains, we invited Ms. Asako Nagai of Business for Social Responsibility (BSR) to a meeting of Sustainability Promotion Officers in September 2019. Ms. Nagai gave a presentation on "Trends in Business and Human Rights" at the meeting, which was attended by 49 people. Her lecture on related trends provided a valuable opportunity to consider human rights issues in various frontline business situations at a time when companies are required to take action and disclose information about human rights violations, not only in their own operations, but also throughout the value chains that are linked to their activities.

In relation to employees' human rights, we are working to reduce harassment cases by providing mandatory harassment prevention training for all line managers and employees in a managerial position equivalent to the line manager level.

In November 2019, Mitsui & Co. (Australia) Ltd. invited an external attorney to present a compliance seminar on the topics of discrimination and harassment prevention and unconscious bias. The presentation also covered responses to Australia's Modern Slavery Act (2018).



Human rights training (September 2019)

Supply Chain Management

Promotion of Supply Chain Management

Policy

Mitsui & Co. has built diverse value chains throughout the world and provides a wide range of functions and services. We are active at every stage of the supply chains, from upstream to downstream, and have as many as 20,000 suppliers. In conducting business globally, we are fully aware of our responsibilities, such as complying with laws, respecting human rights, and maintaining occupational health and safety, giving comprehensive consideration to reduction of the environmental load, and ensuring safety for products and services and consumer confidence. Together with our suppliers, we endeavor to correctly assess and solve ethical and social issues in the supply chains in order to meet society's demands.

To correctly assess and solve issues in the supply chains, Mitsui formulated its Supply Chain CSR Policy in December 2007, and has since made efforts to ensure that all of Mitsui's suppliers fully understand our standards and cooperate in the implementation of the policy. We reviewed the policy based on society's changing expectations and demands, and upgraded it to the Sustainable Supply Chain Policy in August 2020, and are working to ensure compliance with and implementation of this policy. We make every effort to enhance our supply chain management by identifying potential problems in our supply chains and identify key issues based on the characteristics of each business model, country/region, and industry.

Sustainable Supply Chain Policy

1. Mitsui & Co.'s mission is to "build brighter futures, everywhere" through realizing a better tomorrow for earth and for people around the world. Toward the realization of this goal, Mitsui & Co. will strive to gain, through business activities of the Mitsui & Co. group, an understanding of issues associated with the supply chains in which Mitsui & Co. group is involved. Furthermore, based on various perspectives of stakeholders who may be affected by these issues, Mitsui & Co. will value dialogue with relevant parties, while working to find solutions to these issues on a global group basis. In this way, Mitsui & Co. will do its utmost to achieve sustainable development.
2. Mitsui & Co. will require its business associates, including suppliers, to understand and implement the following principles, and will strive to create sustainable supply chains in cooperation with them:

Respect for International Standards

To ensure compliance with applicable laws and regulations of relevant countries, fair transactions in accordance with international rules and practice, and corruption prevention.

Respect for Human Rights

To strive not to infringe on human rights in our business activities, nor to contribute to human rights infringements by others through our business relationships, including supply chains.

• Forced Labor

Not to tolerate forced labor or any forms of modern slavery, including bonded labor or human trafficking.

• Child Labor

Not to tolerate child labor and to comply with the minimum working age stipulated by the law. Not to hire individuals that are under the age of 18 for roles requiring hazardous work.

• Discrimination

To prohibit any form of discrimination in employment.

• Harassment and Inhumane Treatment

Not to tolerate any form of harassment, irrespective of whether it is physical or mental harassment.

• Freedom of Association and Right to Collective Bargaining

To respect the rights of employees to associate freely and bargain collectively in our labor-management relations.

• Working Hours and Wages

To properly manage employees' working hours, holidays, leaves of absence, and wages in accordance with applicable laws and regulations.

• Occupational Health and Safety

To secure the health and safety of employees in the work environment.

• Community impact

To conduct human rights impact assessments, covering issues such as prevention of pollution and water stress, for prevention of adverse impacts on the safety and health of local communities. To implement necessary measures in line with international standards to avoid risks and mitigate negative impacts.

Reduction of Environmental Burden

To reduce the burden on the environment through the efficient utilization of resources, energy, and water, as well as the thorough reduction, reuse, and recycling of waste, including harmful substances, and its proper disposal. To give the utmost consideration to the environment to the extent technologically and economically feasible by exercising an appropriate degree of influence and evaluating the impact on the environment, not only in the prevention of pollution, but also on such issues as climate change and the conservation of biological diversity.

Safety and Security of Products and Services

To ensure safety and security of products and services.

Information Disclosure

To properly disclose information related to the above principles in a timely manner.

3. Where it is identified that in violation of this policy, Mitsui & Co. group's business activities have caused adverse human rights impact or contributed to it through its business transactions including its supply chains, Mitsui & Co. will work to remediate such impacts through appropriate processes.

Heightening Employee Awareness and Providing Training Seminars

System

Activity

To increase the awareness and sensitivity of all employees with respect to human rights, labor rights and other issues in our supply chains, and to prevent problems, we will continue to heighten employee awareness and provide training seminars.

| | Number of Participants for the Training Seminars |
|--------|--|
| FY2018 | 35 |
| FY2019 | 120 |
| FY2020 | 266 |

Initiatives with Suppliers

System

Activity

When engaging in business with new suppliers, we conduct a survey based on our Supply Chain CSR Policy (currently Sustainable Supply Chain Policy) to assess various risks of social issues beforehand, and to ensure that all suppliers of Mitsui understand the said policy. As for the existing business and relevant suppliers, we also conduct regular supplier surveys and supplier on-site surveys, in order to confirm the actual situation of business operations and identify suppliers with high risks in relation to social issues such as climate change, biodiversity, environment management, human rights, and working environment.

Company-Wide Uniform Supplier Communication Forms

Beginning in the fiscal year ended March 2009, we started sending letters (in Japanese, English, Chinese, French, Spanish, and Portuguese) to all new suppliers of Mitsui's business units, overseas offices, and subsidiaries (about 50,000 suppliers in total) requesting their understanding and cooperation in regard to our policy, in a move to ensure that all Mitsui suppliers are aware of this policy. In addition, we conduct internal examinations in alternate years, to verify that the letters were dispatched to the suppliers.

| Target period | Number of Letters Sent to New Suppliers |
|---------------|---|
| FY2014–FY2015 | 6,130 |
| FY2016–FY2017 | 7,130 |
| FY2018–FY2019 | 4,752 |

Supplier Surveys

In promoting compliance with this policy, we consider interactive communication with our suppliers to be very important. We work to build relationships of trust, and strengthen our supply chain management by working jointly on ideas for improvements with our partners, wherever needed. For this reason, we regularly conduct surveys targeting the suppliers of Mitsui and its subsidiaries to confirm the status of their adherence to our policy, and whether they have their own policies related to such areas as human rights and labor practices, health and safety, business ethics, and environmental management. Mitsui started to conduct supplier surveys from the fiscal year ended March 2012, and specified the targets in the fiscal year ended March 2020 to suppliers that handle products in high-risk business domains in accordance with the human rights due diligence.

| | Number of companies surveyed |
|--------|------------------------------|
| FY2016 | 39 |
| FY2017 | 50 |
| FY2018 | 68 |
| FY2019 | 74 |
| FY2020 | 11 |

*Updated in March 2021

Supplier On-Site Surveys

In addition to the abovementioned surveys of suppliers, we also conduct interviews with persons in charge and on-site inspections of suppliers' manufacturing facilities using a checklist based on the compliance items in our policy. Furthermore, we provide advice and guidance after the on-site surveys when required.

| | Survey Target |
|--------|---|
| FY2016 | Supplier of paper raw materials (wood chips) |
| FY2017 | Supplier of food raw materials (apple juice) |
| FY2018 | Supplier of oleochemical products (oleochemicals) |
| FY2019 | Supplier of seafood (salmon), feed manufacturer |
| FY2020 | Suppliers of apparel products |

On-site Surveys of Suppliers (Apparel Business)

System

Activity

In the fiscal year ended March 2020, Mitsui and a third-party expert jointly conducted on-site surveys at the suit factory of MAY10 Joint Stock Company ("MAY10"), and the sewing factory of Viet Think Garment Joint Stock Co. ("Viet Think") in Vietnam. Both are suppliers of Mitsui Bussan I-Fashion Ltd. ("MIF"), Mitsui's consolidated subsidiary, which trades in textile raw materials, industrial raw materials, and woven and knitted fabrics, and also produces and procures apparel and fashion goods, as well as accessories. The two-day surveys consisted of site inspections, interviews with managers and workers, and checks of related documents. The main focal points of the surveys were human rights, occupational safety and health, compliance with laws and regulations, environmental management, and relationships with local communities.

The results of the surveys confirmed that both companies are taking appropriate action on all items, and that both factories meet the requirements stipulated in the Supply Chain Policy.



The outside view of MAY10 (Vietnam)

Results of Supplier On-site Surveys

Acquisition of Certification

- Both factories have been certified under the SA8000, ISO14001, and ISO9001 international standards. They comply with local laws and regulations concerning working hours and employment, etc.

Human Rights, Labor

- Child labor: No workers aged under 18 are present in either factory.
- Forced labor: No foreign workers are employed, and no forced labor is occurring.
- Freedom of association: Labor unions have been formed at both factories, and the collective bargaining right of workers is guaranteed. At the MAY10 factory, 100% of workers belong to the union.
- Wages: Both factories are located in Minimum Wage Region I, which has the highest minimum wage. They meet this standard.
- Working hours: Hours worked are within the regulatory limits (maximum of 48 hours per week + 30 hours of overtime per month).
- Occupational safety and health
 - Occupational safety officers are appointed in accordance with laws and regulations.
 - Working environments and conditions are satisfactory in terms of lighting and ventilation, etc. Steps have been taken to control the temperature inside sewing areas, including the installation of numerous wall-mounted fans. Adequate working space is also provided.

- No work accidents have been reported to the authorities over the past three years. Through the on-site surveys, it was confirmed that appropriate actions are being taken on minor cases, such as follow-up actions by in-house health, safety, and environment (HSE) departments.
- Emergency preparedness: Evacuation routes, safety equipment, first aid kits, fire extinguishers, and other items are equipped. A fire alarm system has been installed at the Viet Think factory, which is a large-scale facility.
- Provision of good working conditions: Both factories have female factory managers, and a high percentage of workers are female. For this reason, the factories have excellent welfare systems for female workers, including menstrual and maternity leave, subsidies for workers with children aged up to six, and healthcare programs for female workers aged 40 and older.



The inside view of the factory of MAY10 (August 2019)

Environmental Management

- The companies have formulated environmental management policies in accordance with laws and regulations, and are implementing those policies.
- The companies have obtained discharge permits for industrial wastewater and hazardous waste, etc.
- From an operational viewpoint, the risk of environmental contamination resulting in air or water pollution, etc., is low.
- The usage amounts of energy (electric power) and water (mainly water supplies and sewage) are relatively low for both companies.

Local Communities

- The companies view relationships with local communities as an important part of their environmental management systems and have established contact points for consultation with local residents.

Summary of Supplier On-site Surveys

The suppliers have established effective PDCA systems covering human rights, labor, environmental management, regulatory compliance, and relationships with local communities, in part because of the requirements of their customers in Europe and North America. There was no evidence of the human rights violations that typically affect female workers in Southeast Asia, especially in the fashion and sewing industries, such as sexual harassment and wage discrimination. Nor was there any evidence of forced labor, child labor, or any problems related to the employment of foreign workers.





The third-party expert raised one minor issue, suggesting that it would be better from an ergonomic viewpoint to attach backrests to the workers' chairs. Viet Think began to provide chairs with backrests on a prioritized basis, starting with approximately 100 pregnant workers.

Identifying and Providing Solutions for Issues in the Supply Chain

Activity

MIF continuously promotes supply chain CSR activities, encourages business that seeks to create environmental value, and pursues initiatives in human rights management, with the aim of becoming a company that is trusted by stakeholders, including customers, suppliers, employees, consumers, and local communities. Through global partnerships, the company makes earnest efforts to find solutions to problems and issues in the supply chain and realize sustainable growth while coexisting harmoniously with society.

In accordance with the SDG Compass process, in the fiscal year ended March 2019, MIF identified material issues as important management priorities out of the 17 SDGs.

| MIF's Materiality | Theme of Initiatives | Corresponding SDG |
|---|--|---|
| Respecting human rights in the value chain | <ul style="list-style-type: none"> Ensure that human rights are respected at all companies in the value chain Work to strengthen checking functions at supplying factories and undertake the elimination of human rights violations, such as forced labor and child labor Work to respect the human rights of foreign workers |  |
| Function to "connect" as a trading company | <ul style="list-style-type: none"> Support initiatives to contribute to the Sustainable Development Goals (SDGs) at all companies across countries and regions in the value chain Lead the development, manufacture, and sales of eco-friendly materials and products |  |
| Water safety and environmental conservation | <ul style="list-style-type: none"> Eliminate the use of harmful dyes, and work to purify factory wastewater Adopt dyeing methods that reduce water use by 99% |  |
| Promoting recycling and reuse | <ul style="list-style-type: none"> Work to reduce the use of fluorine water repellents Reduce harmful waste disposal Develop recycled and sustainable materials |  |

Environmental Value Creation

MIF engages in the development and sale of environmentally-friendly, textile-related products with advanced functionality that are eco-friendly. MIF has also obtained certification and registration under bluesign®*1 and the Global Recycle Standard (GRS)*2 and maintains compliance with these standards, which are regarded as among the most stringent in the world.

To obtain bluesign® certification and registration, MIF is required to ensure that its collaborating supply chain manufacturing facilities in Japan and overseas are taking comprehensive steps to care for not only the environment but also their workers. An applicant company and its supply chain facilities must meet the standards set out for bluesign® certification, such as the prohibition of child labor, the elimination of forced labor and discrimination, the upholding of freedom of association, and occupational safety and health.

*1 bluesign® is a holistic system that provides solutions in sustainable processing and manufacturing to industries and brands.

*2 GRS is an international, voluntary, full product standard that sets out requirements for third-party certification of recycled content, chain of custody, social and environmental practices and chemical restrictions.

Occupational Health and Safety/Labor Management and Human Rights Management

To meet the demands of customers both in Japan and overseas, MIF carries out centralized management of its supplying factories and offers them technical guidance and other support. With the aim of building the MIF quality control system, it has been strengthening its sustainability measures, including the establishment of a dedicated organization, the quantification of quality control levels, and the addition of the check point "labor management in consideration of human rights" to the check-sheet items for MIF factories. "Occupational health and safety" and "labor management" are important points in audits. For this reason, before customers carry out their CSR audits (regular audits or new audits) MIF carries out preliminary reviews at domestic clothing factories to see if any major issues exist from the customers' standards, and deals with them accordingly, thereby supporting the factories' acquiring certification (passing audits), when necessary.

In regard to occupational health and safety, MIF provides support for the introduction of related measures, such as ensuring the appropriate configuration of aisles and emergency exits, providing evacuation routes and evacuation drills, installing firefighting equipment (fire extinguishers and fire hydrants) and safety equipment, managing chemicals, and collecting employees' opinions and providing hotlines. Regarding labor management, MIF provides domestic clothing factories with checks in respect to issues such as child or forced labor, harassment, human rights violations, discrimination, and punishments (fines). It also reviews and offers support for improvements when required regarding other related aspects such as guaranteeing a minimum wage, appropriate working hours (prohibiting working on holidays and long working hours), and the right to organize and carry out collective bargaining. Furthermore, it examines the actual management of foreign trainees at its domestic clothing factories, and provide support for improvements as needed.

Results in the fiscal year ended March 2020

- MIF has sent its Supply Chain CSR Policy to 161 companies (80 domestic suppliers and 81 overseas suppliers) in total (cumulative total of 5,715 companies [domestic suppliers: 4,306, overseas suppliers: 1,409] since the establishment of the policy in 2008).
 - MIF's partner brands accepted CSR audits that MIF carries out at supplier factories.
 - Survey based on a check sheet: 24 domestic factories and 8 overseas factories
 - Audit by partner brands: two domestic factories and 30 overseas factories
- Prior to these audits, MIF dispatched personnel dedicated to audit matters to supplier factories as necessary, in order to carry out preliminary reviews and make necessary improvements.

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. 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.

Mitsui will accelerate DX as both defensive and offensive strategy, and advance our business models for the digital economy, including the creation of value through the utilization of Mitsui’s data resources, and use of AI and IoT.

Innovation Hub—Moon Creative Lab

System Activity

In August 2018, we established Moon Creative Lab Inc. (“Moon”) to develop and incubate new business for the Mitsui & Co. global group. Moon is headquartered in Palo Alto, the U.S., the world epicenter of innovation, and also has a base in Tokyo.

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

Moon seeks business ideas from Mitsui & Co. global group organizations, business units, departments, subsidiaries, teams, task forces, or anyone from our 46,000 employees around the world. Ideas contributed from the frontlines 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 employees who submit the ideas. For example, “Will your idea create new value for Mitsui? Will it create new value for society?” “Will your idea alleviate problems affecting large numbers of people and contribute to well-being?” “How will your idea help solve a social issue?” “Does your idea have a vision for the future and a scenario for the achievement of that vision?” “Does the project leader have the ability, commitment, and passion to thoroughly carry out his/her 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.

A wide array of projects are currently underway,



Innovation lab—Moon (February 2020)

such as cancer detection with AI and 100% recyclable apparel business using 3D printers. Amid the drastic changes in the world, we will move ahead of the times and accelerate our value creation toward driving society forward.

Digital Transformation (DX)

System Activity

The evolution of digital technology has brought about the emergence of new business models, making companies’ relative competitiveness increasingly apparent. In the current era, a company’s productivity greatly depends on its ability to process data to facilitate rapid and accurate decision-making at all stages of business, from sales activities through to complicated management decisions. The global spread of COVID-19 has further accelerated this trend, for example, by encouraging changes to working styles through the widespread shift to working from home. An irreversible “new normal” is now becoming established in many fields. In view of these changes in the external environment, Mitsui has set about implementing a “DX Comprehensive Strategy” project. Amid a dramatically changing social and economic environment, Mitsui aims to use this project to create new value by taking the lead in promoting business, while at the same time achieving fundamental improvements in productivity. These activities are a pivotal part of the “Transform & Grow” theme of the Medium-Term Management Plan.

At Mitsui, the Information Strategy Committee is chaired by the CDIO (Chief Digital Information Officer) and participated by the CFO, the CSO, and a number of representative directors, executive officers, and the general managers of the relevant corporate staff divisions appointed by the President & CEO. The Committee proposes important policies in relation to information and DX strategies, and the Integrated Digital Strategy Division, in collaboration with the business units, drives DX initiatives.

Through such DX initiatives, 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, and ticket price adjustment. In the fiscal year ended March 2020, a project promoted together with our business partner, Mitsui Ocean Development & Engineering Company (MODEC), using IoT and AI to reduce downtime at one of its FPSOs (offshore oil production facilities), gained recognition from the World Economic Forum as a “Manufacturing Lighthouse”; a world-leading production site successfully adopting the cutting-edge technologies of the Fourth Industrial Revolution.

We are also implementing DX 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 fully paperless operation of meetings and the introduction of digital signatures using IT tools has helped us to seamlessly continue with our tasks even under the teleworking environment.

Human Resources Management

Throughout Mitsui & Co. group's long history, the source of its competitiveness and growth has always been diverse people who share the values of "Challenge and Innovation" and "Open-mindedness." We regard our employees as one of the most important stakeholders, and the most important asset.

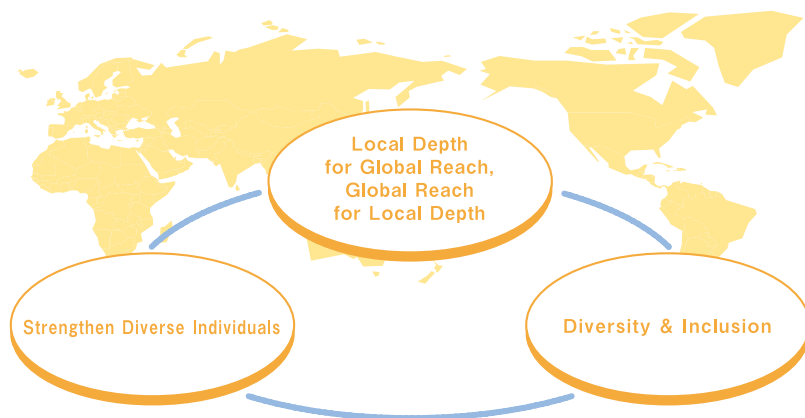
With the aim of training people who create and grow business that contributes to society and are capable of global group management, Mitsui & Co. has developed a variety of human resources development programs and established promotion and assignment systems that help employees to grow through opportunities for wide-ranging experiences. Also, we aim to strengthen the competitiveness of the entire company by promoting diversity management to create environments where individual employees with a diverse range of backgrounds can fully exert their potential and continue working in safety and good health.

Personnel Management in the Medium-term Management Plan 2023

Our approach towards the Medium-term Management Plan 2023 and Personnel Management

Policy

The business environment is changing rapidly on a global scale. Mitsui & Co. has launched its Medium-term Management Plan with the aim of achieving "Transform and Grow" at a time when business is becoming increasingly diverse, sophisticated, and complex. One of the six corporate strategies formulated to drive transformation and growth is the personnel strategy, the aim of which is to deploy diverse professional talent to the right positions, and develop business management talent on a global group basis.



Measures in the Medium-term Management Plan 2023

Activity

| | |
|--|--|
| Local Depth for Global Reach, Global Reach for Local Depth | <ul style="list-style-type: none"> Promote and appoint personnel regardless of where they were recruited Develop next-generation leaders on a global basis Strengthen Global Talent Management |
| Further Deepening of Diversity & Inclusion | <ul style="list-style-type: none"> Create frameworks and organizations where diverse personnel can thrive Strengthen employee engagement on a global group basis Provide an innovative working environment where employees can deliver their best |
| Strengthen Diverse Individuals | <ul style="list-style-type: none"> Inspire and develop personnel who can take on business management Implement personnel systems and operations that empower the individual to succeed |

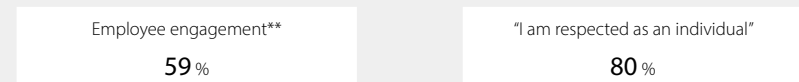
Strengthening Employee Engagement on a Global Group Basis

We conduct the Mitsui Engagement Survey as a way of building our organizational strength through the enhancement of employee motivation. The 2018 survey covered employees working in the Head Office and offices in Japan, as well as employees in overseas branches and offices. Going forward, we plan to extend the survey to include group companies. We plan to conduct the next Survey in 2020 and every other year thereafter.

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

Global response rate: 89%

Percentage of employees who gave positive responses to related questions.



* Mitsui & Co. employees in Japan and overseas branches and offices (including regionally hired staff)

** Employees' enthusiasm toward their work, including self-motivation to work hard, and a sense of loyalty toward the company.

Human Resources Development and Allocation

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 globally 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

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, and to 22 in 2020. 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, Canada, 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 about 50 people in this category each year, which is equivalent to about 25% 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.95 Number of Hires by Gender (Non-consolidated)★

Career Education Programs

Activity

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. (The internship program was postponed due to COVID-19 in 2020.) 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. There are several versions of these seminars covering different aspects of our work, such as business investment, trading, and overseas infrastructure projects. We held 27 seminars in various parts of Japan in the fiscal year ended March 2018, 49 in the fiscal year ended March 2019, and 64 in the fiscal year ended March 2020.



Career education programs (December 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. Furthermore, by offering the combination of on-site training, online training, and e-learning, we pursue an optimal training system that is less restricted by time and location.

Human Resources Development Programs

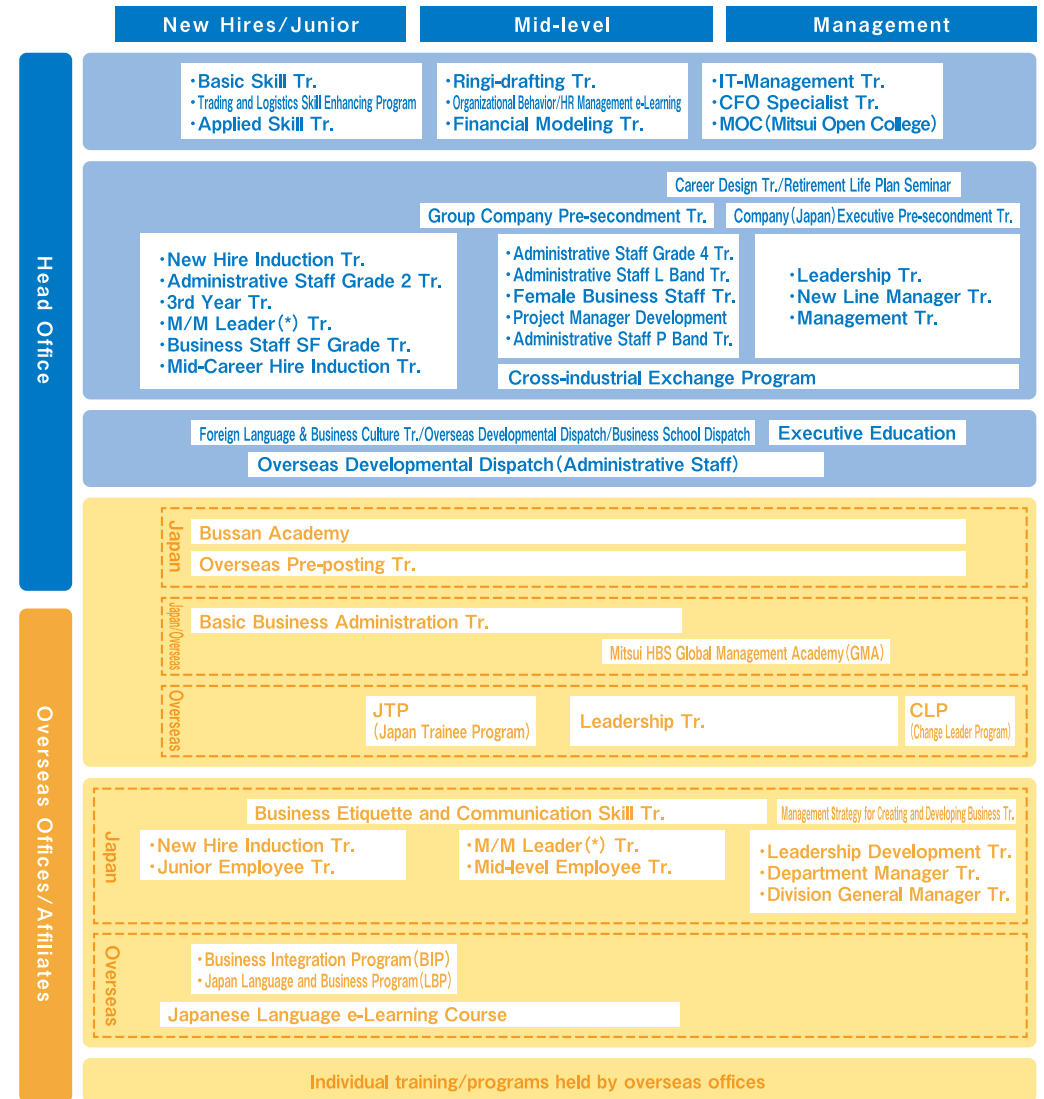
System

Activity

Grade-Based Training and Business Skills Training

To achieve the goal of fostering growth in human resources capable of driving "Transform & Grow" 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.

Human Resources Development Program (Abridged Edition)



Tr. : Training (*)employees in charge of supporting new employees

Global Training Programs

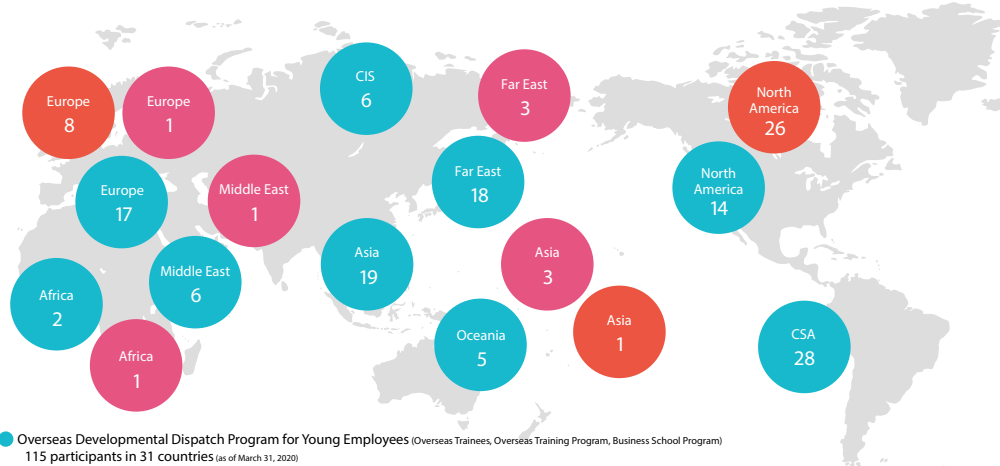
The Mitsui & Co. global group has numerous global training programs that are designed to enable employees to manage business on a global basis.

At the Mitsui Head Office, we offer the Overseas Developmental Dispatch Program for Young Employees, which includes the Foreign Language & Business Culture Trainee program (FLBCT) for developing regional specialists by learning about local societies, cultures, and languages completely away from work for a year, and the Overseas Trainee Program (OTP) designed to enhance expertise. We also provide the Business School Program for mid-level employees, and the Administrative Staff Overseas Training Program.

In addition, with the aim of fostering leaders who will take on a central role in next-generation global business management, we launched a unique program called the Harvard Business School Global Management Academy Program (GMA) in 2011, in partnership with Harvard Business School. Through its hands-on, case study-oriented lectures, diverse participants, which include not only Mitsui & Co. global group employees but also employees of our overseas business partners, learn about leadership and innovation by competing with and helping each other to improve.

For management-level employees, we also offer Executive Education, which is a short-term business school 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 2020) 159 Trainees in 32 Countries



- Overseas Developmental Dispatch Program for Young Employees (Overseas Trainees, Overseas Training Program, Business School Program) 115 participants in 31 countries (as of March 31, 2020)
- Executive Education (short-term business school program for management level employees) and GMA (Harvard Business School) 35 participants in 5 countries (in FY2020)
- Administrative Staff Overseas Training Program 9 participants in 9 countries (as of March 31, 2020)

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

(Unit: persons)

| Category | Training Programs | Outline | Number of participants FY2020 |
|---|--|--|-------------------------------|
| 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 | 1,349 |
| Bussan Academy Program | Marketing, Management Strategy, Finance, Logical Thinking, Mindset, Communication, Organizational Behaviors and Leadership | Professional training programs with the aim of increasing participants' specialist knowledge in various fields | 1,480 |
| 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 | 457 |
| Grade or Objective-based Training Programs | Project Manager Development Program, Inter-industry Exchange Training Programs, MOC (Mitsui Open College), GM One-on-One Training at Head Office and offices in Japan | Programs aimed at acquiring specific skills and mindsets, expanding horizons through interactions with other industries, and building personal connections | 2,616 |

P.95 Hours/Days of Training for Competency Development and Expenditure on Training (Non-consolidated)

Development of Human Resources Capable of Global Group Management

System Activity

We 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 the General Manager Training Program, Department Manager Training Program, and New Hire Induction Training Program, as well as optional training programs, such as the Bussan Academy programs.

In addition to the various training programs held at overseas offices, we offer employees of our overseas subsidiaries well-developed programs of both short-term and medium- to long-term training at the Mitsui Head Office. Short-term programs include the JTP (Japan Trainee Program), which is offered in the first few



Regionally hired staff engaged in active discussion during GMP training (November 2019)

years after joining the company, and GMP (Global Managers Program), which is an optional training focused on leadership for employees in management positions. Medium- to long-term programs are held for a period of one to three years, and include the LBP (Japan Language and Business Program), which provides Japanese language lessons and practical business training, and the BIP (Business Integration Program), which provides practical business training.

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.

P.77 Development 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, such as one-on-one 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 two types of appraisal criteria: "Individual

Competency Appraisal," and "Contribution Appraisal." For the "Individual Competency Appraisal," an appraiser performs a 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 an appropriate appraisal. As such, employees and their managers 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. 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. We also have a mechanism whereby the results of these appraisals are linked to the performance of the company, and reflected in the bonus. In the fiscal year ended March 2019, we revised these appraisal systems. We have incorporated a mechanism 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 Line Managers and Team Staff

System

Activity

One-on-One Program

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 encourage one-on-one meetings between line managers and their team staff at least once a month. We have launched the One-on-One Program for departmental GMs in the Head Office and offices in Japan to help them with these one-on-one meetings. Through this program, GMs can secure time to regularly communicate with their team staffs, which increases communication time and enhances the quality of communication. As a result, GMs participating in this program gain a deeper understanding of their team staffs. As a measure for supporting staff to grow into strong individuals, about 90% of the departmental GM participants gave positive feedback.

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. Members of the organization working under each manager rate him or her, providing an opportunity for the manager to reflect on his or her own performance based on the results, and to implement management style improvements. In recent years, the MMR is carried out once every two years, and in the fiscal year ended March 2019, the program was held for 1,176 managers. In addition, workplace meetings are held to give direct feedback to members of the organizations about the insights. By sharing the views of both managers and their team staffs, it helps to clarify the challenges they need to tackle in the workplace. 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, and the enhancement of bidirectional communication between line managers and team staffs.

On the other hand, in the past 15 years since the launch of this program, required conduct, capabilities, and qualifications for managers and leaders have changed. For example, they now need to manage more diverse and competent human resources, and cope with changing work environments. Organizational management capabilities required of line managers are also becoming more and more sophisticated. As such, proper evaluation of leader adequacy and stepped-up efforts to foster talented leaders are becoming important challenges more than ever. In order to be adaptive to various challenges, we are considering revising the MMR. The plan is to include line manager candidates to its participants, and use the results of the new MMR program as a reference when promoting them to line managers. Also, by including line managers and colleagues to those who provide objective perspectives in evaluations, the MMR can have multi-layered, 360° viewpoints, which result in upgrading the evaluation approach to be more transparent, objective, and convincing. Through such operational improvements among others, we will enhance our human resource development.

Employee Dormitories

System

Activity

Mitsui has been maintaining employee dormitories for many years. Not just to offer secure, comfortable living environments to young employees, we also hope to achieve various synergies through having employees live together.

When dormitory residents learn from their seniors/juniors and colleagues, and compete with each other, autonomous growth is encouraged. We believe that personal networks beyond organizational boundaries built at dormitories and a sense of community, as well as everyday life itself at dormitories, will become invaluable assets for their future, and we encourage new graduates hired by the company, in particular, to make use of our dormitories.

At present, almost 360 employees, mostly young employees who have been with Mitsui for up to three years, reside in four dormitories located in the suburbs of Tokyo. Inter-dormitory sports competitions and other events as well as everyday life at each dormitory 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 of 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 to have diverse experiences, while deepening their human networks, thereby creating opportunities for even better experiences.

Deployment of Talent and Human Resource Mobilization

System

In order to maximize the potential of our diverse, talented professionals and organizational competitiveness, we focus on placing the right people in the right positions.

Every year, employees are given the opportunity to have dialogue with their line managers on the basis of the prescribed career development survey. Based on the individual employee's characteristics, expertise, operational capabilities, areas of specialty, and experience, we formulate a plan for the development and utilization of our human resources and implement appropriate and optimized personnel assignments. Also, in order for our valuable human resources to fully exert their individual capabilities, we have introduced the following human resource mobilization measures, which facilitate assignments beyond organizational boundaries.

Strategic Allocation of Human Resources

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

Through the fiscal years ended March 2016 and 2020, we allocated 36 people from resource business into non-resource growth business, such as healthcare and nutrition & agriculture. During the fiscal years ended March 2018 and 2020, we have embodied our policy of growth-driven shift by transferring 107 people from corporate units to the frontlines of business, with the aim of streamlining corporate units and strengthening business frontline units.

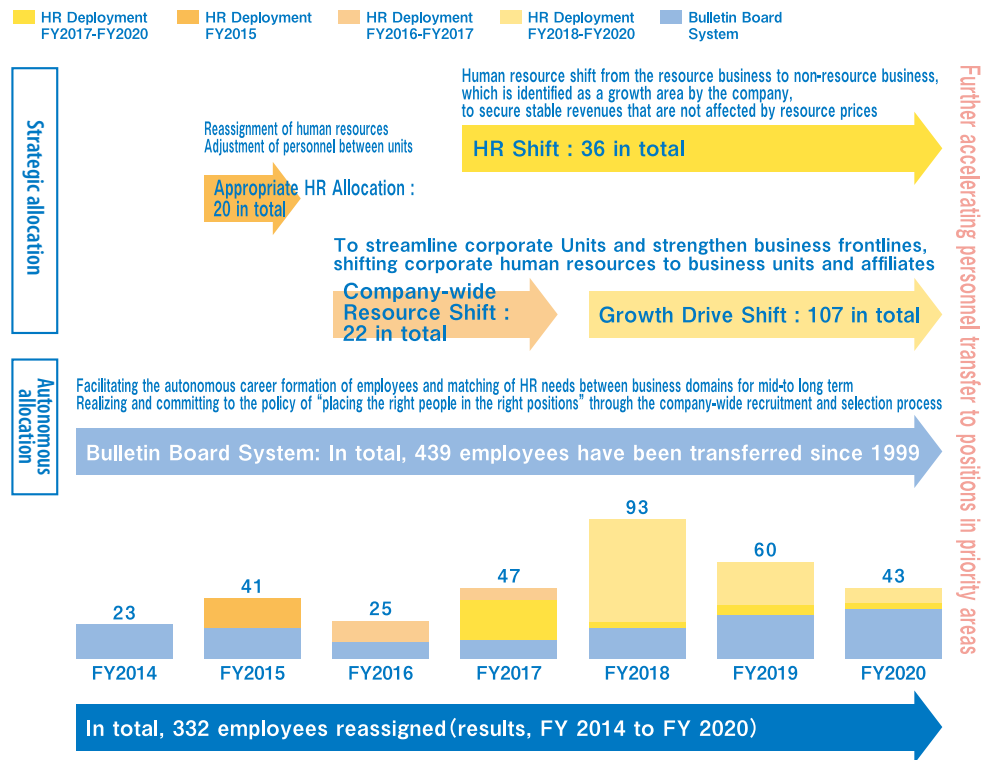
From the fiscal year ending March 2021 and onward, we plan to further accelerate personnel transfers to priority areas with our policy of "placing the right people in the right positions" in mind.

Human Resources Bulletin Board System

System Activity

This system encourages employees to take up the challenge of assignments of their choice that are beyond interorganizational boundaries. We have introduced this system to facilitate the autonomous career formation of employees and realize our policy of “placing the right people in the right positions” by matching human resource needs across business domains. 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 2020, 31 employees were transferred under this system, which gave a cumulative total of 439 employees transferred since the commencement of this system in the fiscal year ended March 2000.

Human Resource Mobilization Measures in Recent Years



Career Development Initiatives for Our Diverse Human Resources

The Diversity Management that Mitsui Is Aiming For

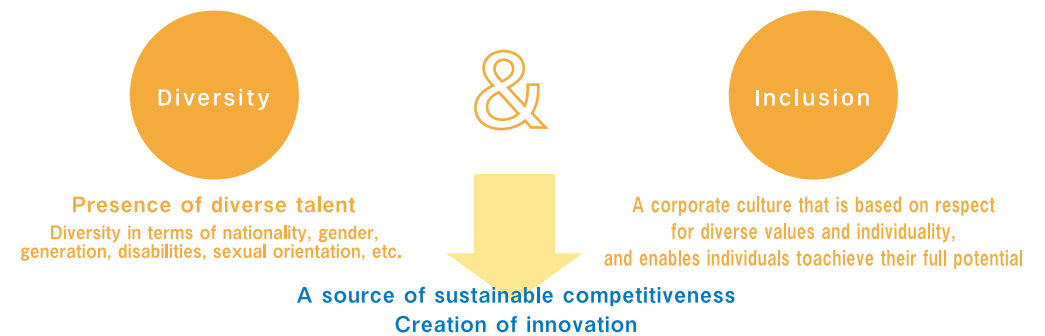
Policy System

In the Mitsui & Co. group, employees who come from a wide variety of backgrounds in terms of nationality, gender, values, and other attributes play active roles globally.

We implement “diversity management,” under which each and every member of our diverse human resources recognizes and respects each other, inspires 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.

Diversity Management Goals and Action Policies

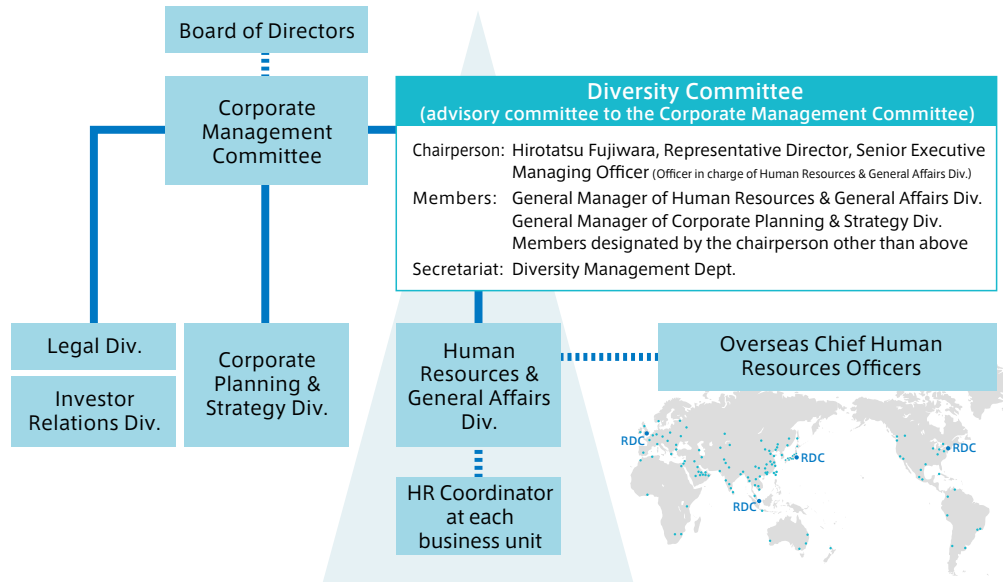
We stay competitive as our people bring value to the business with local depth and global reach. We make it happen with a culture of inclusion and open competition. With diversity as our core-self, the right opportunities and roles to deliver meaningful results is key to our sustainability.



Challenge and innovation by individuals



Diversity Management Promotion Framework



Career Development Initiatives for Global Talent

Development and Promotion of Regionally Hired Staff

System Activity

Change Leader Program

The Change Leader Program (CLP) is 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 43 participants selected from around the world have joined this program in the past two years. Participants held direct dialogue with top management in the Head Office, and took part in intensive business discussions on leadership and the Long-term Management Vision, among other topics. 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 “change leaders” who will drive local business origination, we plan to continue this program going forward.



CLP participants (February 2019)

Career Development Initiatives for Diverse Global Talent

Since joining Mitsui & Co. India as a regionally hired staff member, Mr. Ashraf has developed his career while accumulating experience in Tokyo, Kuala Lumpur, Dubai, and other locations, where he has worked mainly in the area of mineral & metal resources. In April 2020, he became Mitsui & Co. India’s first regionally hired managing director, a role in which he has maintained his unwavering commitment to challenge and innovation. By supporting the development of environments in which people from various backgrounds can succeed, Mitsui & Co. is maximizing the potential of regional, business, and human diversity, and accelerating business creation.



Faisal Ashraf
Managing Director, Mitsui & Co. India

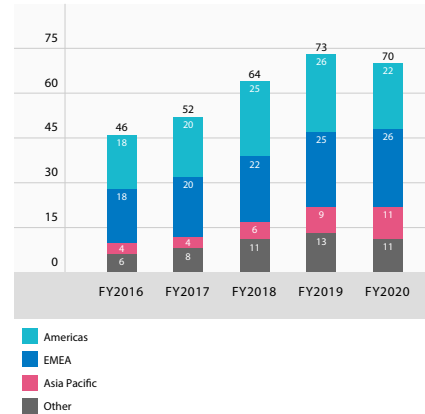
Promotions to Executive Positions

An increasing number of talented regionally hired staff members are being promoted to managerial positions, in line with our commitment to training regionally hired staff members 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 members, as well as providing opportunities for assignment to Japan and global training and other initiatives, the percentage of GM positions held by regionally hired staff members has reached 25% in the Americas, 25% in EMEA (Europe, the Middle East, and Africa), 10% in the Asia Pacific region, and 13% in East Asia (as of March 2020). One of them is the managing director of Mitsui & Co. India. We will continue to strengthen our efforts to achieve optimal personnel allocation, including staff hired in Japan, as part of the continuing globalization of human resources in the Mitsui & Co. global group.

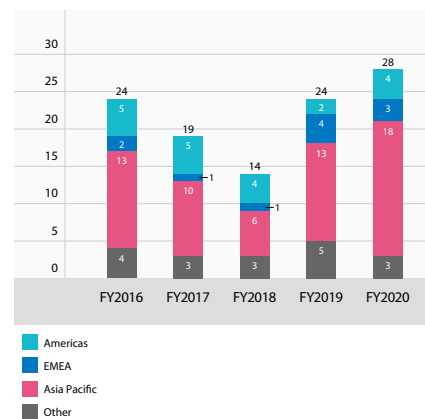
Transfers between Overseas Countries

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, including affiliated companies, in addition to offices in other countries in the same region. Recent examples include the transfer of staff members from London to Dubai and from Hong Kong to a consolidated subsidiary in Silicon Valley. 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 GM Positions Held by Regionally Hired Staff (As of March 31 Each Year)



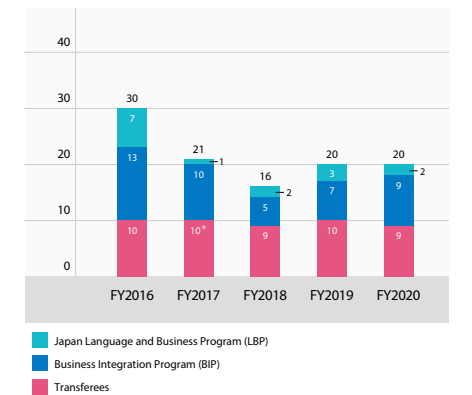
Number of Regionally Hired Staff Transferred between Overseas Countries (As of March 31 Each Year)



Training and Transfer to Japan

Regionally hired staff selected for training as next-generation leaders are sent to Japan on various programs. 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 the early 2000s. Since then, a total of 168 people have participated in various programs in Japan (Japan Language and Business Program (LBP), Business Integration Program (BIP), transfers, etc.). The Mitsui & Co. global group will continue to implement these programs going forward.

Personnel Sent to Japan (As of March 31 Each Year)



* Including one regionally hired staff transferee accepted by an affiliated company in FY 2017, two in FY 2018, and one in FY 2019

Support for Employees Who Are Citizens of Countries Other Than Japan

Mitsui & Co. group has excellent human resources with a variety of nationalities in many countries and regions around the world, and encourages them to play active roles in developing business that is closely connected with individual regions. 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 career development and independence, and provision of support for administrative procedures, such as updating or changing visa status.

Career Development Initiatives for Women

Commitment to the Promotion of Women's Empowerment


Policy

Mitsui has made continuing efforts to promote career advancement for women, and today, female Mitsui employees are actively engaged in various roles in our global group. We aim to achieve a female manager ratio of 10% by 2025 (7.4% as of July 2020) as part of our efforts to turn diversity into a force for business creation.

We are working toward this target under the two action plans detailed below. We will continue to focus on initiatives to promote career advancement for women, leading to the promotion of women to positions as corporate officers and managers.


Action Plan Related to the Promotion of Women's Empowerment (from April 1, 2020 to March 31, 2025)


The plan describes our targets for the period up to the end of the fiscal year ending March 2025 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, 2020 to March 31, 2025) (in Japanese only)

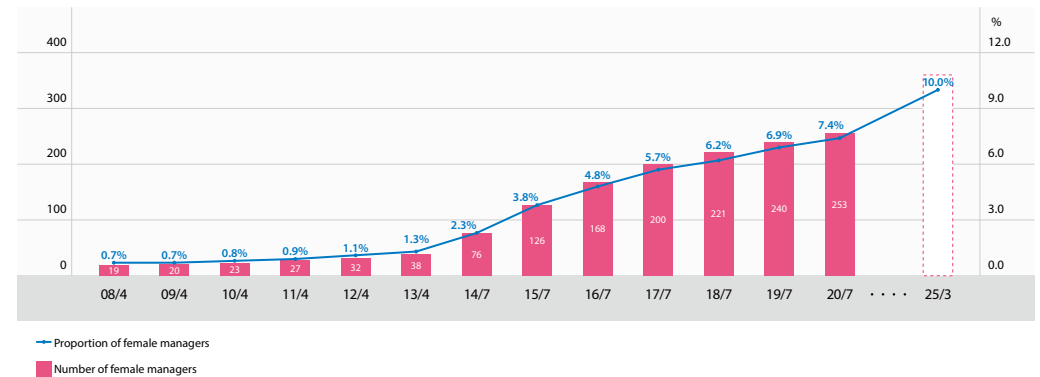
Voluntary Action Plan on Promotion of Women to Managerial and Executive Positions

Our voluntary action plan was posted on the Keidanren website in March 2020.

 Voluntary Action Plan on Promotion of Women to Managerial and Executive Positions (in Japanese only)

 P.96 Performance Data Related to Diversity

Proportion of Female Managers



Training Diverse Female Leaders

System Activity

In FY 2020, we established the Women Leadership Initiatives to develop diverse role models for female leadership through sustained efforts to train next-generation female leadership candidates. The program included lectures about the organizational development philosophy needed by leaders, and an assessment system designed to encourage participants to see themselves as leaders. We also introduced a mentoring scheme, and created opportunities for dialogue with senior management. Twelve female employees are working steadily to build their future careers through participation in the first program.

We are also increasing our recruitment of female career staff, including both mid-career and new graduates. These people will form an expanded pool of talent to become the next generation of female executives.

 P.96 Performance Data Related to Diversity

 P.81 Mentor System



(December 2019)

Initiatives to Support Career Development

Activity

Career Vision Workshops


These workshops are held for junior female staff members, in which participants develop and verbalize concrete images of their medium- to long-term career paths through discussions and a preliminary assessment designed to raise self-awareness. After the workshop, they are encouraged to engage in dialogue with their line managers and express their diverse career paths and turn this into action.

Support for Female Employees Transferred Overseas

As areas of activity for Mitsui employees expand, an increasing number of female business staff members are taking up overseas postings accompanied by children. Employees in this situation have individual meetings with other employees who have experience with overseas work in tandem with childcare. Mitsui also provides a full range of support for staff members with preschool children who take up overseas assignments unaccompanied by their spouses, including subsidies for daycare and babysitting.

Evaluation by Society for Efforts to Promote Female Participation

In the fiscal year ended March 2020, Mitsui was selected as a “Nadeshiko Brand” in recognition of its initiatives to promote active roles for women in the workforce. This was the sixth straight year since the fiscal year ended March 2015 in which Mitsui was selected as a Nadeshiko or Semi-Nadeshiko Brand company.

 **P.118** Evaluation by Society (Nadeshiko Brand, Eruboshi (L Star))

Other Initiatives to Support Employees

Supporting the Active Participation of Senior Personnel

System

We have established a unit within the Human Resources & General Affairs Division that is fully dedicated to supporting our senior personnel. We provide various training opportunities, such as Career Design Training, as well as holding individual interviews to support personnel aged 50 or over to help them work actively 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, and also provide support for those who wish to work outside of the company depending on individuals’ career choices.

Initiatives to Support the Careers of Senior Employees to Enable Them to Play Active Roles Within and Outside the Company

| | |
|---|--|
| Provision of information | <ul style="list-style-type: none"> • Interviews for senior personnel If they so wish, employees aged 50 or over can have interviews to discuss their career development going forward, preparations for retirement, and Mitsui’s systems (e.g., retirement payments, pensions, support for retirees, reemployment contract). Through these interviews, employees also receive advice and information on specific topics, such as surveys of the post-retirement re-employment market. (Approximately 200 interviews are held per year) • Re-employment system seminars Seven months before reaching retirement age, employees attend seminars about systems and procedures. (Held four times per year for a total of approximately 140 employees.) If they wish, employees can also attend individual follow-up meetings. • Interview to confirm intentions regarding re-employment Interviews are conducted with employees who do not attend the re-employment system seminars, or any other employee who wishes to have an interview. |
| Training | <ul style="list-style-type: none"> • Career design training Business staff members participate in two-day off-site training programs when they are between the ages of 48 and 51, and again when they are between the ages of 54 and 58. These sessions provide employees with opportunities to learn about public and corporate systems, to take stock of their own values and strengths, and to engage in group discussions about work-style options. (Held nine times in FY 2020 with a total of 217 participants.) • Life plan training One-day training program for administrative staff members aged 50 and above. Participants use these events to consider optimal career choices through information sharing and discussions. (Held one time in FY 2020 for 24 participants.) • Senior career seminars These seminars provide employees aged 50 or over with opportunities to learn how to create an independent second career. The program includes a keynote address by Jitsuro Terashima, a former officer of Mitsui, as well as panel discussions with invited participants from among retirees and post-retirement contract employees, and lectures on financial planning. (Held six times in FY 2020 for a total of 216 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, 2020, there were 143 re-employment contract employees (including 17 employees working overseas). In the fiscal year ended March 2020, 36.2% 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 re-employment and we post re-employment information via the intranet. In the fiscal year ended March 2020, 45 employees aged 50 or above found their next career outside the company utilizing the support directly or indirectly provided by the company. |

Hiring 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. (MBP), which was established in 1981 as a trailblazing special-purpose subsidiary.

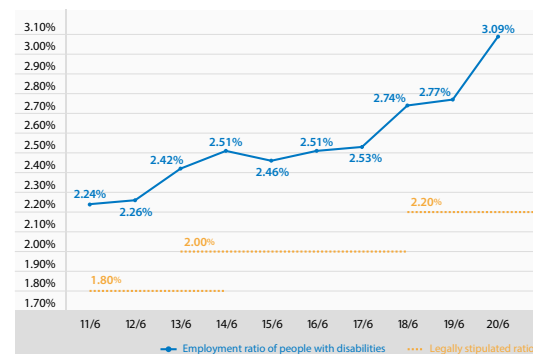
For over 20 years, Mitsui has exceeded the statutory rate for the employment of people with disabilities, and as of June 2020 our rate stood at 3.09%. We have set a target of 3.0% for 2023, when the statutory rate is expected to be revised, and we are aiming for further expansion of employment opportunities.

Mitsui has made various qualitative improvements to provide people with opportunities to contribute according to their ability levels, without limiting areas of activity based on whether or not people have disabilities. In addition to general administrative duties, such as printing, mail, and office layout management, people with disabilities are employed in an extremely wide range of areas, such as operations relating to personnel management, payroll, and benefit programs, and the arrangement of business travel. We will continue our efforts to create working environments in which people with various disabilities can achieve success and growth in the same workspace with other employees of MBP and Mitsui, and to develop and expand areas of work.

Initiatives by the entire Mitsui & Co. group include an annual seminar and information sharing event for affiliated companies on the promotion of employment for people with disabilities. In the fiscal year ended March 2020, 38 people from 30 companies participated in this event. Through lectures by MBP recruitment staff and related stories from employees, participants learned about our approach to the creation of environments in which people can work with a sense of motivation and energy regardless of whether or not they have a disability.

We will continue our efforts to eliminate barriers to engagement in society for people with disabilities by qualitatively and quantitatively promoting employment for people with disabilities across the entire Mitsui & Co. group, and by developing environments in which diverse people can work together in the spirit of mutual respect to create value in various ways.

Trends in the Percentage of People with Disabilities in Mitsui's Workforce (as of June 1)



Promoting Understanding of SOGI

System

We have implemented measures that enable all employees to fully exhibit their capabilities in playing active roles regardless of SOGI (sexual orientation/gender identity) out of our belief that gaining a proper understanding of LGBT* is important. As a part of our efforts, we are focusing on raising awareness among employees and improving the office environment.

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

Fostering Employee Awareness

Mitsui is working to ensure full compliance with its Business Conduct Guidelines for Employees and Officers, which specifically prohibit discriminatory and insulting behavior based on sexual orientation or sexual identity. The Mitsui & Co. LGBT Guidebook (Japanese only), which was compiled using expert advice, has been posted on the company intranet to foster understanding among employees. Other initiatives to raise employee awareness include in-house seminars presented by LGBT activists. LGBT issues are also covered in other educational activities, such as training prior to overseas transfers. These activities give employees opportunities to think about mutual consideration when working with people who have different value systems.

Enhancement of Working Environments

We have established a contact point for consultation about LGBT-related issues as part of our initiatives to create working environments in which people can overcome problems and work well in an atmosphere of respect for personal identity, including sexual identity. During the fiscal year ended March 2020, we established an external contact point in addition to the in-house one in order to create an advice system that would be more considering of privacy for persons. We are also improving our facilities, including the provision of multi-purpose restrooms in the Head Office building and other branches.

Initiatives to Promote Career Advancement

System

Mentor System

Our initiatives to encourage career advancement for diverse talent include the introduction of a long-term mentoring program for participants in the Change Leader Program and Women Leadership Initiatives. Employees who combine leadership with a strong awareness of the need to accept diversity are selected as mentors. Through regular dialogue with these mentors, participants are encouraged to perceive themselves as leaders and form new values. We have also introduced the mentor system in overseas offices, such as the Americas Business Unit. Through these initiatives, we are fostering a corporate culture in which talent is developed through communication with diverse mentors.

Creating an Environment for Taking on Challenges and Driving Creation

Mitsui & Co. aims to heighten its overall competitiveness as a company and provide new value to society by creating environments in which individual employees can enhance their productivity and exert their capabilities to the fullest. 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.

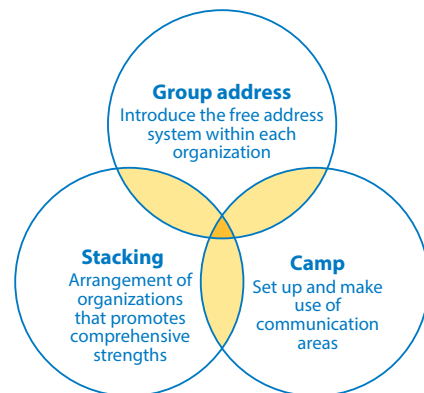
Embodying New Ways of Working at Mitsui & Co. Presented in the Long-term Management Vision—Work-X

Activity

In May 2020, Mitsui completed its relocation to the new Head Office building. Under the “Long-term Management Vision 2030” formulated in 2017, we defined our new Head Office building as a place where diverse individuals will create new value through intellectual chemistry with numerous professionals, both at and outside the company, and will create the Mitsui & Co. of the future. We have positioned the relocation to the new Head Office building as not just a simple change of address but as an opportunity to accelerate innovation that will contribute toward the realization of our vision for 2030.

In the summer of 2019, we established Workplace Experience 1.0 (“Work-X”) to present a vision for our workplace and measures for realizing it, and have promoted the Work-X initiative as a company-wide project based on the theme of changing the awareness and behavior of employees. The two main themes set out in Work-X are “Agile & Evolving” and “Human Centric”.

Since we moved to the new office building, we have continued engaging in initiatives to further enhance our office environment by repeatedly verifying the effects based on various data to further improve productivity.



Measures Implemented on the Office Floors of the New Head Office Building

(1) Group address system:

By designating general areas for each division/department, we have been able to introduce a free address system for each organization to allow people to choose where to work, in line with their objectives. This enables employees to secure the fluidity needed to collaborate with other departments while ensuring the productivity of their own organization, facilitating activity-based working.

(2) Stacking to promote business synergy:

The floor layout of each division/department allows flexible responses and changes in accordance with the management strategy. Organizations that would be expected to mutually create synergy are located immediately above, below, or next to one another.

(3) Communication space (Camp):

On every office floor, we have created shared space (Camp) where people come together in a natural way and hold conversations and come up with ideas. The Camp spaces include interior staircases to link floors vertically, as well as café counters. With such a design we aim to provide opportunities for diverse professionals from within and outside the company to come together, generate opportunities for collaboration, and create new value.

By combining these measures, we aim to increase the productivity of our organizations, while further accelerating our growth by strengthening cross-organizational coordination and collaboration with external partners.

Our Stories: Develop talent leading to value creation

P.28 Work-X—Driving a transformation of employees’ mindsets and behavior



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 Plan

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 supporting individual employees' efforts to improve productivity and efficiency through a priority-focused work style.

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

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 supporting individual employees' efforts to improve productivity and efficiency through a priority-focused work style. We have already achieved this KPI, and aim to continuously maintain the current level (the percentage of annual leave taken was 73.1% for the fiscal year ended March 2020).

(3) Promotion of flexible work styles (KPI)

We will increase the percentage of employees giving positive answers to questions on work styles in in-house 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.

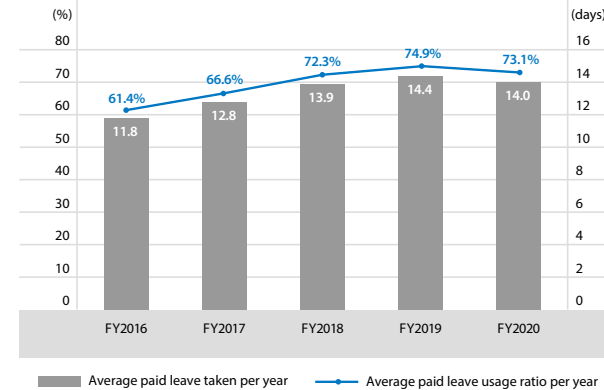


Work-Style Innovation Action Plan (in Japanese only)



P.97 Human resources data (Mitsui Engagement Survey)

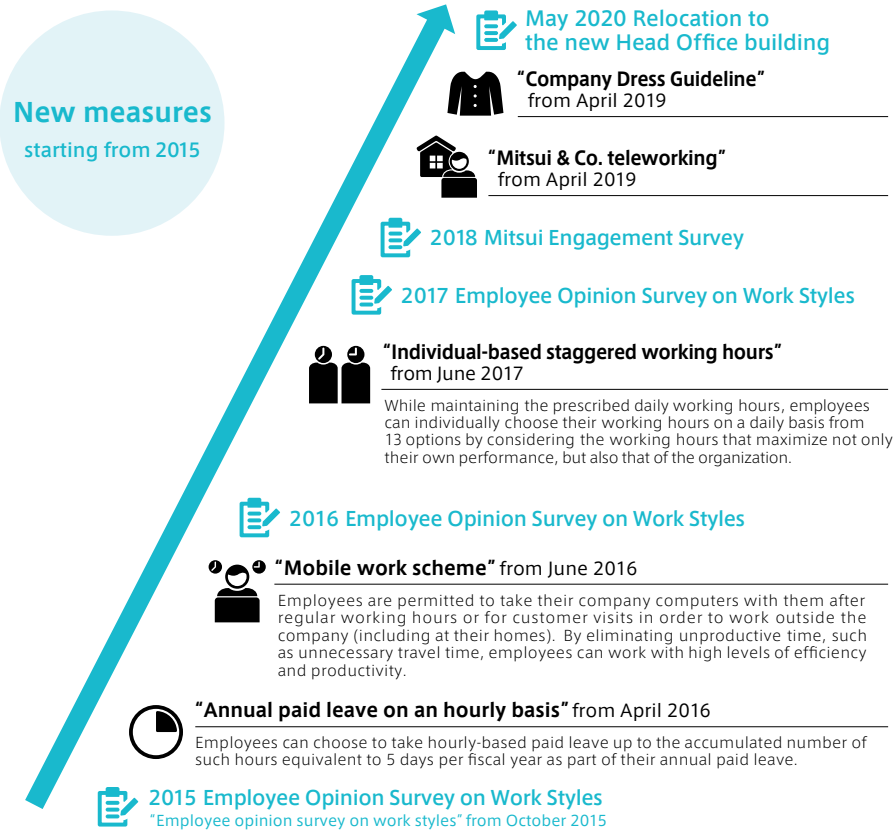
Average Paid Leave Days Taken and Usage Ratio (Non-consolidated)★



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

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, mobile work, and selecting staggered working hours for individuals. In April 2019, we launched Mitsui & Co. teleworking (working from home) on a company-wide basis and implemented major changes to the company dress guidelines. In light of major changes in the environment, especially the relocation to the new Head Office building in May 2020, we will accelerate the work-style innovation including the teleworking system.



| Measures | Description | Benefits, Aims, Etc. |
|--|---|---|
| Being able to take paid annual leave in hourly units | Employees can take up to the equivalent of five days 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 realization of a more prioritized work style by enabling employees to take a necessary leave more conveniently when they need it. |
| Mobile work scheme | Employees can work outside of the office (including working at home outside regular working hours), during hours outside of regular working hours or unscheduled time before and after customer visits. | By eliminating unproductive time, such as travel time, this scheme allows employees to work more efficiently and productively. |
| Staggered working hours for individuals | 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. | This system allows individual employees to proactively select their optimum working hours at their own discretion, depending on their job duties and work schedules, realizing a prioritized work style with increased efficiency and productivity. |
| Company dress guidelines | This measure allows individual units to establish their own dress guidelines to reflect industry-related needs and business practices, which vary from organization to organization. | The system respects the self-discipline of employees as professionals, improves work productivity and efficiency, and encourages the free flows of ideas. |
| Mitsui & Co. teleworking | This measure makes it possible to work from home during working hours. After carrying out trials over the past two fiscal years, teleworking has been made available to all employees (we have also added the emergency teleworking system). Partial revision is planned in light of major changes in the environment, especially the relocation to the new Head Office building in May 2020. | This system aims for greater productivity and efficiency of both individuals and organizations by allowing employees to select both "time" and "place" in line with their objectives and to work in a task-oriented way, while retaining the basic approach of face-to-face communication in the office. Given the fact that we relocated to the new Head Office building in May 2020, we are planning to revise this system by keeping our basic approach of carrying out our work at the new Head Office building, which offers various spaces for diverse ways of working, but offering the option of teleworking more flexibly when permitted by the company. |

Work-Life Management

Policy System Activity

Mitsui supports work-life management so that every employee is able to fully meet their life responsibilities while pursuing career development by displaying their potential in the workplace to the fullest. As part of such support, we have introduced various systems that goes beyond statutory requirements to assist our employees in both work and childcare/family care, and other various measures for providing options for realizing better work-life management. These systems and measures are available regardless of gender. Combined with the measures for realizing work-style innovation which apply to all employees, such as the mobile work scheme and the individual-based staggered working hours scheme, these systems and measures have encouraged not only female employees but also male employees to take part in childcare and family care. By introducing these various systems, we are developing an environment in which employees are able to efficiently produce maximum performance, even within a restricted time frame.

Activities to Support Childcare

| | |
|--------|----------|
| System | Activity |
|--------|----------|

Measures to Support Childcare

Mitsui has implemented various support systems and measures to enable our employees to achieve the best work-life management between work and childcare at different life stages, such as childbirth and child-rearing, based on their individual approaches and choices.

Systems and Support Measures That Can Be Utilized from Pregnancy through Children's Developmental Stages (Full-time Employees)

| | Pregnancy | Childbirth | Childcare |
|---|---|---|---|
| Maternity and childcare-related systems | <ul style="list-style-type: none"> •Pregnancy leave •Late arrival at work and/or early departure from work •Exemption from overtime work •Re-assignment to other job duties that are less strenuous | <ul style="list-style-type: none"> •Maternity leave •Childbirth attendance leave | <ul style="list-style-type: none"> •Childcare leave •Short-time working for childcare •Nursing care for child leave •Restrictions on overtime work •Exemption from late night work •Exemption from overtime work •Time for newborn childcare |
| | <ul style="list-style-type: none"> •Mobile work scheme •Individual-based staggered working hours system | | |
| Support for using systems | <ul style="list-style-type: none"> •Pre-leave orientation •Briefings on maternity and childcare systems •Lending of DVDs containing guides to maternity and childcare leave systems | <ul style="list-style-type: none"> •Lending of PCs during maternity and childcare leave •Consultations for supporting returning to work | |
| | <ul style="list-style-type: none"> •Mobile work scheme •Individual-based staggered working hours system | | |
| Work-life management support | <ul style="list-style-type: none"> •Pre-leave orientation •Briefings on maternity and childcare systems •Lending of DVDs containing guides to maternity and childcare leave systems | <ul style="list-style-type: none"> •Partial subsidization of childcare costs •Partial subsidization of extended childcare costs •Partner childcare facilities •Partial subsidization of babysitting costs •Partial subsidization of housekeeping service costs | |

Pre-Leave Orientation

As part of our efforts to remove concerns about taking maternity leave or childcare leave and support employees taking childcare leave to make a smooth return to the workplace, we launched pre-leave orientations in the fiscal year ended March 2020. The orientation requires the employees take part alongside their line manager, and provides the employee with the opportunity to consider at an earlier stage how to spend their time during the leave, and also how to manage working and childcare after returning to work. Furthermore, it provides the line manager with the opportunity to gain a fuller understanding of the employee and to think about how to build an environment that will support the employee's future career-building and work-life management. This initiative enhances awareness of the individual and deepens understanding in the workplace, and also encourages male employees to take a childcare leave.

Contracted Childcare Facilities

In addition to partially subsidizing babysitting and extended childcare costs, Mitsui partially covers housekeeping service costs in order to support a flexible childcare system that suits each employee's situation. As part of our efforts to develop support measures that respect each employee's work-life management approach, we have concluded a contract with an external childcare facility located inside the new Head Office building, which opened in May 2020, allowing our employees to use the service on a monthly or temporary basis.



Work-life Management—Childcare Leave for Male Managerial Staff

I took two weeks of childcare leave to support my wife after she gave birth. As well as general housework such as cooking, doing the laundry and cleaning, I took care of changing, feeding, and bathing our newborn. Even before taking the childcare leave, I have been trying to create an environment that would allow the entire organization's performance to be maintained and improved through the use of ICT and other means, to share information and know-how with my team staffs. Taking the childcare leave made me further realize the importance of the need to pay close attention to how individuals work in situations that require diverse and autonomous ways of working.



Nobutaka Mochizuki
 Department GM
 Machinery and Infrastructure Legal Dept.,
 Legal Div.

Activities to Support Family Care

System

Activity

In addition to developing the family care system, Mitsui has developed various support measures with a focus on providing information about family care and strengthening our consultation systems. We aim to establish the best system for balancing work and family care in accordance with each individual employee's approach to family care and their choices. In addition, we have established "special support leave" as a measure to support balancing work and family care for employees who do not meet the criteria for obtaining family care leave but who have family members with disabilities requiring a certain amount of support.

Systems and Support Measures to Support Work and Family Care (Full-time Employees)

| | | |
|------------------------------|---|--|
| Family care systems | <ul style="list-style-type: none"> •Nursing Leave for family care •Applying for the use of long-term medical leave as nursing leave for family care •Short-time working for family care •Family care leave •Exemption from overtime work | <ul style="list-style-type: none"> •Restrictions on overtime work •Exemption from late night work •[Employees working overseas only] Advancement of the schedule of home leave due to family care of non-accompanying relatives Emergency temporary leave due to family care of non-accompanying relatives |
| | <ul style="list-style-type: none"> •Mobile work scheme •Individual-based staggered working hours system | |
| Support for using systems | <ul style="list-style-type: none"> •Briefings on the family care system •Consultations for pre-leave and pre-return support •Lending of PCs during family care leave | |
| | Counseling/consultation services set up at the company | |
| Work-life management support | <ul style="list-style-type: none"> •Family care seminars •Handbook for Assisting Work alongside Family Care •Individual consultations/consultation services provided by external family care advisors | <ul style="list-style-type: none"> •Subsidization of housekeeping service costs •Preferential use of family member monitoring service •Preferential use of elderly support program (proxy handling of procedures, monitoring visits, etc.) |

Seminars to Support Family Care

We regularly hold family care seminars during lunch breaks for employees to gain information that is necessary for the preparation of or during family care. At the seminars, in addition to cultivating awareness of working alongside family care, we deal with specific topics, including family care insurance systems, family care facilities, and explanations of company systems. In the fiscal year ended March 2020, a total of around 200 employees took part in the seminars. Furthermore, we have established an environment for providing necessary information in a variety of forms, such as posting the "Handbook for Assisting Work alongside Family Care" on the company intranet.


Family Care Consultation Service

As a way of alleviating the concerns and anxiety employees might have in their individual circumstances, we have concluded a contract with an external NPO to provide opportunities for face-to-face individual consultations on family care with family care experts every month, in a meeting room of the Head Office. We have been facilitating teleconferences as well so that employees working at the offices in Japan other than the Head Office and employees overseas can make use of the consultations, and also have set up a system to allow consultations via email or telephone for urgent inquiries. We have also developed an internal consultation system that allows employees to consult directly with the Human Resources & General Affairs Division on such matters as how to use internal systems and support measures and how to realize optimum work-life management.


Recognition from Society for Our Support for Work-Life Management

Activity

Kurumin Certification

 P.118 Evaluation by Society (Kurumin)

 Mitsui & Co. Action Plans under the Act on Advancement of Measures to Support Raising Next-Generation Children (in Japanese only) Sixth Period – April 2019 to March 2021

 P.97 Employees Taking Childcare or Family Care Support (Non-consolidated) ★

Policy for Re-employment Due to Spouse's Job Relocation

System

Out of respect for employees' work-life management approach and their family situations, in 2007 we introduced the re-employment system for employees who had to resign due to the transfer of their spouse in order to help them to respond to the life change. The system offers re-employment opportunities for employees who were forced to resign due to their spouses' job relocation, and many employees have been re-employed using this system. As part of efforts to promote active careers by these employees at Mitsui in the future, the Human Resources & General Affairs Div. provides consultations for the employees before they resign so that they can consider such matters as how to spend their time during their period away from Mitsui and their careers after re-employment.

 P.97 Re-employment System for Employees Who Had to Resign Due to the Transfer of Their Spouse

Promoting Internal Communication

Activity

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 who seek new kinds of career paths and ways to manage their work and private lives. We started hosting the Diversity Cafe in 2009 as a venue for exchanging information and promoting dialogue beyond barriers of ages and job grades. At the event, participants have the opportunity to share their experiences with one another on topics that interest them, to think together, and to develop new awareness. In the fiscal year ended March 2020, we held the Diversity Cafe a total of four times, including a session for male employees entitled "Food Education for Children and Cooking Lessons" and a session for employees providing family care entitled "How to Successfully Manage Work and Family Care".



The 26th session of the Diversity Cafe (June 2019)

Creating Opportunities for Communication

Toward the realization of our goal to "Transform & Grow" set out in the Medium-term Management Plan 2023, we actively provide opportunities for dialogue among employees, and also between management and employees, in order to establish an environment that enables strong individuals to engage in co-creation. 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 2020, at the Head Office, three seated-style ATW dinner sessions were hosted with a focus on stimulating communication between the management and employees, and four ATW lunch sessions were held to strengthen networking among employees. In addition, in October 2019, an internal event



Active Talk Lunch (May 2019)



Getting to Know Mitsui & Co. - Food (October 2019)

entitled "Getting to Know Mitsui & Co.—Food", was held, where employees enjoyed casually talking to each other through the introduction of food and drink products handled by Mitsui, and related business schemes. At other offices in Japan, a total of ten ATW dialogue sessions took place, in which employees of affiliated companies also participated.

Furthermore, in the fiscal year ended March 2020, Kurumaza (roundtable meeting), where the President & CEO meets with employees for open discussions, was held on 29 occasions at the Head Office, 5 times at other offices in Japan, and 58 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 endeavor to create an organization with an atmosphere of openness.

As the revitalization of communication is expected more than ever through a variety of new facilities and systems, as well as through our Work-X initiative in the new Head Office building, we will advance various new initiatives aimed at further promoting both internal and external communication in the fiscal year ending March 2021.

Joint Efforts with Labor Unions

Policy

Basic Policy

We respect the rights to collective bargaining and freedom of association of employees. 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, 2020, the number of union members stood at 4,378 (representing an 83.1% 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 2020, Mitsui engaged in multi-layered discussions with the union 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 the labor-management agreement. In determining salaries and bonuses, we comply with the laws and regulations of each country/region where we engage in business, ensure a living wage that exceeds the minimum wage, and promote creation of a good working environment for every employee.

Regarding occupational health and safety, we have revised our targeted overtime hour limit and maximum overtime limit based on special extensions under the Labor Standards Act. In addition, in order to manage overtime work within the targeted overtime limits set by the union and management, we have

been working to implement thorough working hours management by sharing data about employees' working hours with union officials. In response to a proposal received from the labor union, during the fiscal year ended March 2020, we held labor-management discussions in relation to the Medium-term Management Plan 2023. We have also held briefings to promote the correct understanding of personnel appraisal systems by those giving and receiving the appraisals, held labor-management discussions to increase the sense of satisfaction with appraisals, and enhanced and reviewed training for newly appointed line managers.

Regarding remuneration, in order to increase the motivation of every employee, enhance a focus on results, and foster a healthy sense of tension, we have revised our remuneration system that ensures appropriate assessments of individuals' displays of skills and levels of contribution to their organization and reflects such assessments in their bonuses.

| | |
|--------|--|
| 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 of the agreement on overtime and holiday work) February: Expanded working team-level negotiations (the bonus formula for the fiscal year ended March 2020, and partial revisions to human resource management systems) |
| FY2020 | May: Collective bargaining (human resource-related matters) September: Collective bargaining (introduction of the union's newly appointed executives), Labor-Management Discussions (appraisals) January: Labor-Management Discussions (new Medium-term Management Plan) |

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 the 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 19 such meetings were held in the fiscal year ended March 2020).

| | |
|-----------|---|
| June 2019 | COO of Performance Materials Business Unit, COO of Iron & Steel Products Business Unit, COO of Mobility Business Unit I, COO of Retail Business Unit, COO of IT & Communication Business Unit, COO of Nutrition & Agriculture Business Unit, COO of Corporate Development Business Unit, COO of Food Business Unit, GM of Legal Division, COO of Energy Business Unit I |
| July 2019 | COO of Mobility Business Unit II, GM of CFO Planning & Administrative Division, COO of Healthcare & Service Business Unit, COO of Infrastructure Projects Business Unit, COO of Mineral & Metal Resources Business Unit, COO of Energy Business Unit II, COO of Basic Materials Business Unit, President & CEO |

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 for enabling each employee to work at his or her full potential, and to continue strengthening 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 in September 2017.

— 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.

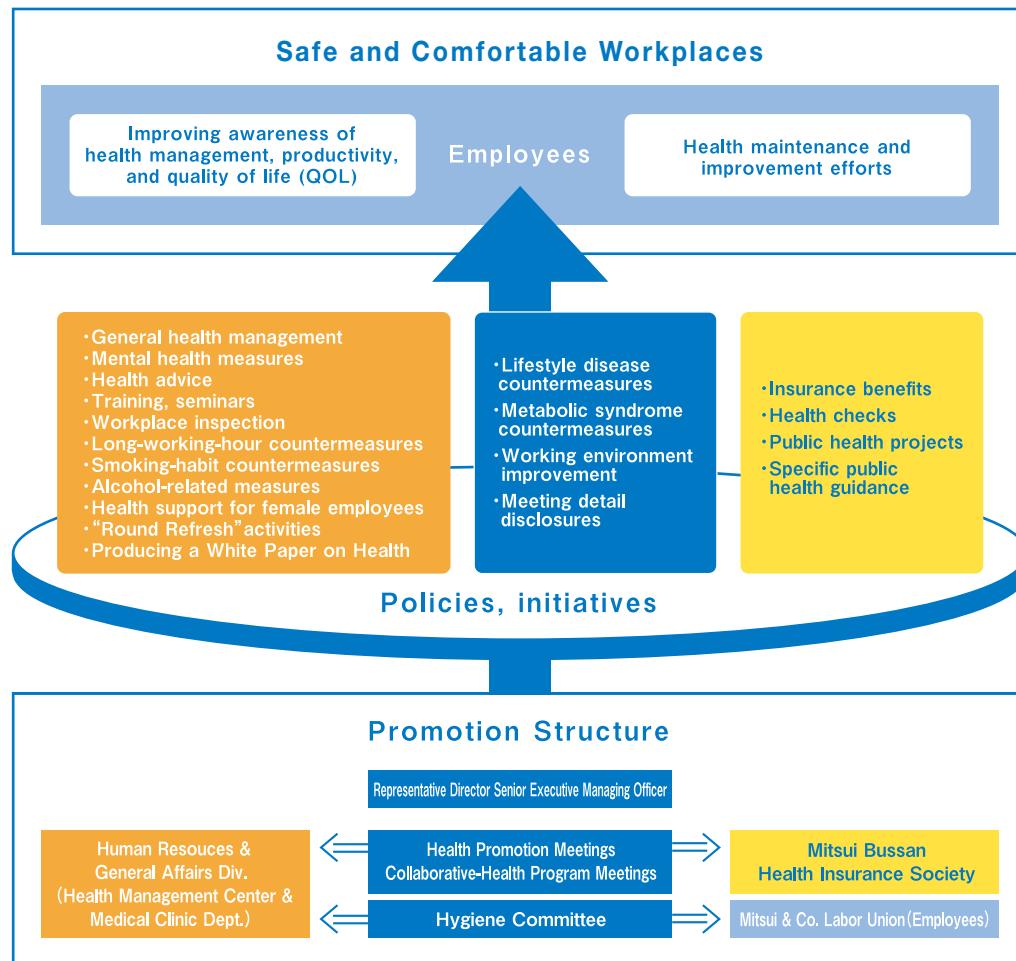
Tatsuo Yasunaga
Representative Director
President and Chief Executive Officer
Mitsui & Co., Ltd.

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.

Producing a White Paper on Health



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 the 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 Chief Health and Safety Supervisor (a position held concurrently by the Representative Director, Senior Executive Managing Officer 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 reflects members' opinions in safety and health measures to ensure employees' health and workplace safety. The committee also communicates 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 the health and productivity management organization program "White 500". Mitsui has been recognized as one of the Health & Productivity Management Outstanding Organizations under the White 500 initiative for four consecutive years.

P.118 Evaluation by Society

White Paper on Health

Since the fiscal year ended March 2020, we have visualized the results of a variety of initiatives carried out to promote employee health, such as the ratio of employees receiving health examinations, the prevalence of lifestyle-related diseases, and data on smoking and alcohol consumption-related measures and stress checks. Our aims are to raise individual awareness of health and improve behavior. We have posted data in comparison with countrywide data, data by department, and chronological changes on the company intranet to communicate such information to Mitsui employees.

Employee Health Management

Policy System Activity

In-house Medical Clinic

We have established a clinic in our Head Office building and a medical treatment room in the Osaka Office. The clinic in the Head Office building covers a diverse range of specialist areas, including internal medicine, orthopedic surgery, ophthalmology, dermatology, and E.N.T., and is equipped to provide medical consultations for employees. It also provides medical checkups 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 Head Office Medical Clinic

(Unit: persons)

| | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 |
|--|--------|--------|--------|--------|--------|
| Examinations (total number of people examined) | 24,173 | 21,421 | 18,200 | 13,979 | 12,033 |

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 implementation of the following measures:

- Provision of opportunities for employees aged 35 and over to undergo comprehensive health examinations at external medical institutions, and all payment of the expenses of such examinations.
- Provision of subsidies for employees aged 35 and over who undergo brain checkups, lung cancer screenings, gastroscopic examinations, and colorectal cancer screenings.
- Provision of specific health advisory services for employees aged 40 and over.
- Provision of subsidies for cervical cancer screenings for female employees aged 34 and under.
- Provision of subsidies for breast cancer (mammography and ultrasonography) and uterine cancer screenings for female employees aged 35 and over.
- Provision of opportunities for new hires to undergo a pylori infection test and medical interview at the medical checkup before employment.

Percentage of Employees Undergoing Health Checkups

| | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 |
|----------------------------|--------|--------|--------|--------|--------|
| Undergoing health checkups | 87.7% | 90.0% | 97.3% | 99.8% | 99.3% |

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

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. |

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

Menus in the employee cafeteria provide information about the calories, protein, carbohydrate, fat, and salt equivalents of each meal. The cafeteria also provides healthy meals with an emphasis on dietary balance for employees' health, and vegan lunchboxes. Furthermore, we trialed the Healthy Cafeteria app, a smartphone health management support app, at the employee cafeteria (the first demonstration trial was held in 2018, and the second demonstration trial was held with the improved app in 2019). 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 develops healthcare technology business. The app 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 adversely affecting their health. We have also provided the Healthy Diet Coaching Program, through which

employees can individually seek advice from dietitians, etc., in order to review their lifestyles and improve their health, such as by losing weight. The second demonstration trial showed that all of the participants had become more health-conscious, while 86.5% had changed their lifestyles. Moreover, participants in the Healthy Diet Coaching Program achieved significant improvements in weight loss, with an average weight loss of 4.8 kg per person, and in other indicators, including waist measurement and HbA1c.



The Healthy Cafeteria app

Use of Outside Fitness Gyms, Exercise at Work

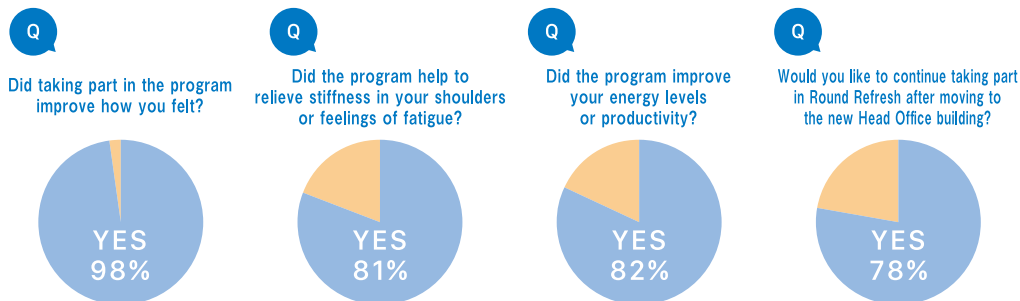
Mitsui's lineup of optional welfare services includes attendance services for employees to use outside fitness gyms at corporate rates. Furthermore, we have also introduced the "Round Refresh" program, under which trainers visit workplaces once a week during working hours to lead employees in stretching 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. (March 2018)

Results of "Round Refresh" Survey

The following responses were received in a questionnaire survey of the departments taking part in "Round Refresh".



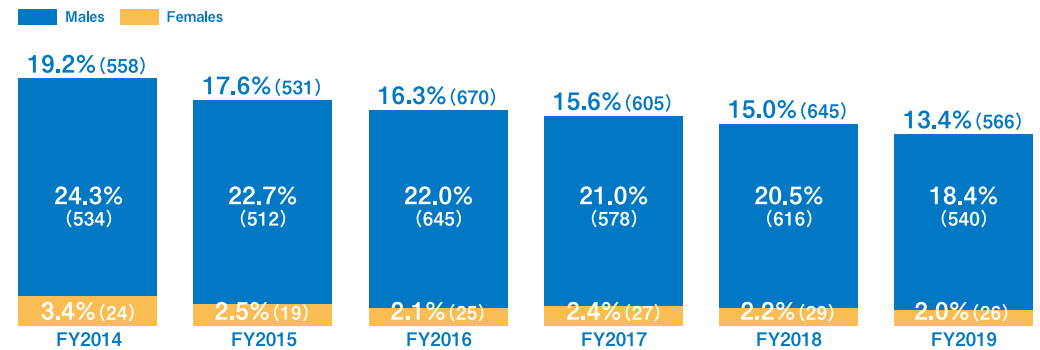
Smoking Reduction Measures

In the new Head Office building, all spaces used exclusively by Mitsui are smoke-free, and there are no smoking rooms. We are implementing the following measures to help employees to quit smoking, with a goal of a year-on-year reduction of 0.5% in the percentage of smokers:

- Provision of a counseling room for those wishing to quit smoking
- Creation of a smoking cessation support page on the intranet
- Provision of seminars on passive smoking and smoking cessation
- Implementation of a smoking cessation program using a quit-smoking app

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



Alcohol-Related Measures

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

Furthermore, during the fiscal year ended March 2020, we held seminars for newly hired employees and M/M Leaders (employees in charge of supporting new employees), which include genetic susceptibility testing for alcoholism, with the aim of preventing health risks and accidents by raising awareness of alcohol issues when joining the company. Learning about one's own physical traits has led to a decrease in the volume and frequency of drinking, helping to improve the physical condition and performance of employees.

Moreover, in respect to managerial staff members working at the Head Office, the head of Mitsui's medical clinic has given seminars to line managers, or equivalent and higher positions, and provided an

opportunity to receive genetic susceptibility testing for alcoholism to those who wish to receive testing. The goal is to deepen understanding of how to handle alcohol in an appropriate way. At certain overseas offices, the head of the medical clinic has also given such seminars, and we have distributed videos of these seminars on the intranet as part of our efforts to communicate useful information to all employees.

Health Support for Female Employees

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 ended March 2020, we started providing 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 for breast cancer (mammography and ultrasonography) and uterine cancer screening for those aged 35 and over.

Health Management for Employees Working Overseas

For employees who underwent medical checkups before overseas assignment or during temporary return to Japan and are deemed as requiring another checkup, we communicate with such employees directly to ensure they receive such a checkup and assist to promptly make a reservation for the checkup and/or medical consultation. Moreover, we regard health management for not only employees working overseas but also their families as an important priority, and we 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 Head Office provide support for employees assigned overseas via email, telephone, and interviews using a videophone system.


Vaccinations and health checkups 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

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

 **P.116** Response to the Novel Coronavirus (COVID-19)

Mental Health

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 occupational physicians and health nurses, employees can receive the 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 or email, or arrange consultations.

Even when an employee takes a 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 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 | FY2020 |
|-------------------------|--------|--------|--------|--------|
| Percentage of employees | 79.1% | 77.2% | 85.4% | 83.1% |
| Number of employees | 3,861 | 3,721 | 4,090 | 3,956 |

Training and Seminars on Health and Safety

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 2020

(Unit: persons)

| Training Program | Participants |
|---|--------------|
| Training before overseas assignments: Overseas risk management (overseas health and safety management) | 379 |
| Training for new Business Staff M2 Band/line managers: Mental health for line managers, labor management for line managers | 96 |
| Introductory training for new employees: Health management as a working professional | 176 |
| M/M Leader (employees in charge of supporting new employees) Training "Alcohol-Related Risks" | 136 |
| Training for managers at the Head Office (departmental GM, or equivalent and higher positions), "Alcohol-Related Risks" (including seminars at offices in Japan and certain overseas offices) | 1,104 |
| "Enjoying Alcohol Sensibly" seminar for M/M Leaders Genetic susceptibility testing for alcoholism | 130 |
| "Quit Smoking" seminar | 7 |
| Total | 2,028 |

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

Healthy Working Environment

System Activity

We have implemented the measures detailed below at the new Head Office building to develop a safe working environment for employees.

| Safe Working Environment Initiatives | Description of Initiatives |
|--------------------------------------|---|
| Ergonomic workplace | <ul style="list-style-type: none"> We have introduced a group address system and free address system, in order to improve productivity through agile teaming in line with work and project needs, and to realize a pleasant office environment. 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 introduced luminance sensors and motion detectors to control illumination levels and lighting equipment in an appropriate and efficient way. In addition, by using circadian lighting, which takes biological rhythms into account, we have improved both energy savings and comfort. |
| Noise | By using double structure airflow windows for the building, we have reduced noise and improved the effectiveness of insulation. Walls in meeting rooms have been fitted with soundproof structures that prevent sound from being audible outside the rooms. On the office floors, we have introduced sound masking equipment to reduce discomfort caused by surrounding noise. |
| Indoor air quality | Effective air conditioning is provided by a system with outside air intakes. This lowers the CO ₂ level while reducing the air-conditioning load. The environment within the building is monitored every other month. |
| 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 the use of variable air volume (VAV) control/a district cooling and heating system. We have introduced a radiant air-conditioning system at the company medical clinic in order to increase comfort and sound control, while preventing airborne infections by suppressing the occurrence of viruses and dust in the air. On the office floors, we have introduced a user-input-based air-conditioning system linked to the building's internal location positioning system, enabling fine-tuned temperature control. 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. |

Working Hours Management Policy

Policy System Activity

We appropriately monitor our employees' working hours, and implement the following measures in order to develop a workplace environment in which they can continue to work healthily and safely, and with peace of mind, without falling into chronic overwork:

- Raising employees' awareness of appropriate working hours in order to maintain their health, improve productivity, and comply with laws and regulations by such means as sending regular messages from the management.
- Education activities for employees, including the formulation of the Working Hours Handbook and a manual about attendance management systems, and a compilation of FAQs to provide clear

information about laws, regulations, and corporate systems relating to working hours, as well as the posting of this information on the intranet.


- Regular monitoring by the Human Resources & General Affairs Division, using data of working hours 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 activities for managers to appropriately manage and oversee their team members' working hours.
- Creation and monitoring of KPIs under the Work-Style Innovation Action Plan.


In addition, based on the Industrial Safety and Health Act, we urge employees who have worked overtime in excess of certain standards to consult with our occupational physicians, and suggest to them measures for reducing excessive working hours and preventing health problems.

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 meetings, 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 the management of working hours. We make use of the checklist when developing labor management systems at affiliated companies as part of governance by the supervisory divisions, as necessary.

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

 **P.98** Paid Leave Days Taken and Usage Ratio (Non-consolidated) ★

 **P.83** Work-Style Innovation Action Plan

 **P.98** Annual Average Actual Working Hours (Non-consolidated) ★

 **P.98** Monthly Average Overtime Working Hours (Non-consolidated) ★

Occupational Safety

System

Activity

Mitsui takes various measures to protect its employees (including contract employees) from workplace accidents, including periodic inspections by occupational physicians, in order to ensure their safety and security. We have established mechanisms to make sure accidents are promptly reported to the Human Resources & General Affairs Division. When accidents occur at Mitsui or its affiliated companies, reports are immediately submitted in accordance with our compliance-related procedures and a structure is set up to take the appropriate actions, and, at the same time, we strive to prevent recurrences.

Targets for FY 2021

Zero Workplace Accidents

Zero Fatal Accidents

 **P.98** Occupational Health and Safety Data (Non-consolidated) ★

Security Management

System

Activity

Mitsui promotes various kinds of business through its 132 points of global operations (as of April 1, 2020), 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 our most important tasks for the company. In cooperation with relevant divisions, offices, and security companies in Japan and overseas, Mitsui obtains and analyzes the latest information on the political situation, security situation, and so on, and shares such information with related staff in order for the employees to be able to raise their safety awareness. Mitsui has also prepared systems to handle situations such as accidents, injuries, and diseases, in cooperation with emergency health care service companies.

For employees who are being dispatched overseas and their accompanying family members, the company provides seminars on security measures.

Data of Personnel Affairs

Data Concerning Employees (As of March 31 of each year) ★

| | Consolidated Total employees (persons) | Non-consolidated | | | | | | | | |
|------|--|------------------------------|--------|-------|---|--------|-------|---|--------|-------|
| | | 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 |
| 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 |
| 2020 | 45,624* | 4,050 | 1,626 | 5,676 | 42.7 | 40.5 | 42.1 | 18.8 | 17.2 | 18.3 |

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

* Percentage of female employees in the global workforce: 33.8% (as of March 31, 2020)

Number of Employees by Operating Segments (As of March 31, 2020)

| | (Unit: persons) | |
|------------------------------------|------------------|--------------|
| | Non-consolidated | Consolidated |
| Iron & Steel Products | 305 | 1,505 |
| Mineral & Metal Resources | 278 | 634 |
| Machinery & Infrastructure | 853 | 17,017 |
| Chemicals | 738 | 5,238 |
| Energy | 401 | 888 |
| Lifestyle | 834 | 10,642 |
| Innovation & Corporate Development | 476 | 6,301 |
| Others | 1,791 | 3,399 |
| Total | 5,676 | 45,624 |

Number of Employees by Region (As of March 31, 2020) ★

| | (Unit: persons) | |
|------------------------------------|----------------------|------------------------|
| | Staff hired in Japan | Regionally hired staff |
| Japan | 4,464 | - |
| Americas | 324 | 558 |
| Europe, the Middle East and Africa | 249 | 594 |
| Asia Pacific | 514 | 1,520 |
| Others | 125 | - |
| Total | 5,676 | 2,672 |

Number of Hires by Gender (Non-consolidated) ★

| | New graduates | | | Mid-career | | | Total |
|----------|---------------|--------|-------|------------|--------|-------|-------|
| | Male | Female | Total | Male | Female | Total | |
| 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 | 96 | 80 | 176 | 38 | 4 | 42 | 218 |
| FY2021*1 | 89 | 46 | 135*2 | - | - | - | 135 |

*1 Figures as of April 1, 2020

*2 Includes employees who is scheduled to join (Male: 6, 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 |
|--------|-------------------------------------|--|---|---|
| FY2020 | 79,101 hours | 13.94 hours | 2.80 days | JPY 347,459 |

Training programs organized by the Human Resources & General Affairs Division, excluding Global Training Programs

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

| | | Male | Female |
|--------|----------------------|-------------|-------------|
| FY2020 | Business staff | 14.98 hours | 14.98 hours |
| | Administrative staff | 10.26 hours | 10.26 hours |

 P.72 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 |
| 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% |
| FY2020 | 4.86% | 6.12% | 5.23% | 1.48% | 2.31% | 1.72% |

Performance Data Related to Diversity

Proportion of Female Managers (Non-consolidated) (As of July 1 of each year) ★

(Unit: persons)

| | Full time employees*1 | | | Business staff*1 | | | Managers | | | Administrative staff |
|------|-----------------------|--------|--------------|------------------|--------|--------------|----------|--------|--------------|----------------------|
| | Total | Female | Female ratio | Total | Female | Female ratio | Total | Female | Female ratio | Total |
| 2016 | 5,952 | 1,653 | 27.8% | 4,791 | 492 | 10.3% | 3,472 | 168 | 4.8% | 1,161 |
| 2017 | 5,917 | 1,674 | 28.3% | 4,748 | 505 | 10.6% | 3,514 | 200 | 5.7% | 1,169 |
| 2018 | 5,880 | 1,662 | 28.3% | 4,727 | 509 | 10.8% | 3,551 | 221 | 6.2% | 1,153 |
| 2019 | 5,793 | 1,667 | 28.8% | 4,648 | 523 | 11.3% | 3,483 | 240 | 6.9% | 1,145 |
| 2020 | 5,676 | 1,629 | 28.7% | 4,586 | 540 | 11.8% | 3,431 | 253*2 | 7.4% | 1,090 |

*1 Full time employees include business staff and administrative staff. Business staff includes managers.

*2 Includes 3 female general managers.

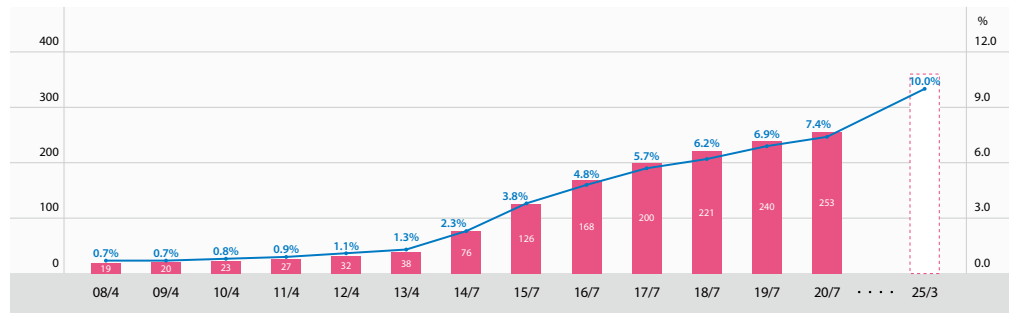
Proportion of Female and Foreign Corporate Officers (Non-consolidated) (As of July 1 of each year) ★

(Unit: persons)

| | Directors | | | | | Corporate Auditors | | |
|------|-----------|--------|--------------|--------------|---------------------------------|--------------------|--------|--------------|
| | Total | Female | Female ratio | Non-resident | Ratio of non-resident directors | Total | Female | Female ratio |
| 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% |
| 2020 | 14 | 3 | 21.4% | 2 | 14.3% | 5 | 1 | 20.0% |

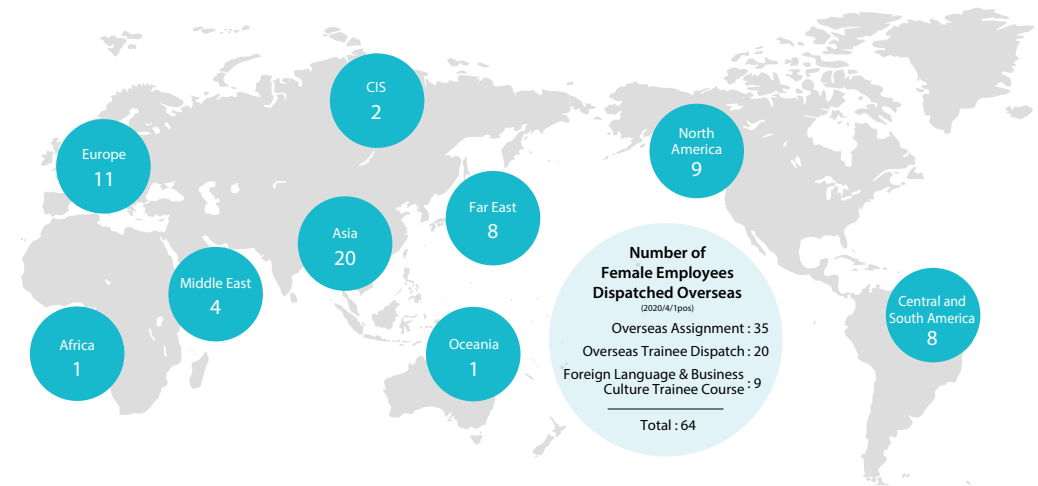
Actual Status of Promoting Career Advancement for Female Employees (Non-consolidated)

Proportion of Female Managers



— Proportion of female managers
■ Number of female managers

Number of Female Employees Dispatched Overseas (As of April 1, 2020)



| Region name | Number of people | Cities/area |
|---------------------------|------------------|--|
| North America | 9 | New York, Houston, Silicon Valley, Vancouver |
| Central and South America | 8 | Mexico City, Monterrey, Sao Paulo, Belo Horizonte, Florianopolis, Lima |
| Europe | 11 | London, Paris, Amsterdam, Hamburg, Milan, Lisbon, Istanbul |
| Middle East | 4 | Dubai, Doha |
| Africa | 1 | Johannesburg |
| Asia | 20 | Singapore, Bangkok, Jakarta, New Delhi, Kuala Lumpur |
| Oceania | 1 | Perth |
| Far East | 8 | Seoul, Shanghai, Dalian, Hong Kong, Taipei |
| CIS | 2 | Moscow |

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

Child Care

(Unit: persons)

| | | Childcare leave | Nursing leave for childcare | Short-time working for childcare | Staggered working hours for childcare* | Childbirth attendance leave |
|--------|--------|-----------------|-----------------------------|----------------------------------|--|-----------------------------|
| 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 |
| FY2020 | Male | 28 | 113 | 0 | NA | 79 |
| | Female | 56 | 197 | 127 | NA | – |
| | Total | 84 | 310 | 127 | NA | 79 |

* 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 |
|--------|--|-------|---------------------|
| FY2020 | Return rate after childcare leave* ¹ | 100% | 100%* ² |
| | Retention rate after childcare leave* ³ | 96.3% | 98.1%* ² |

*¹ Percentage of employees who returned to work as compared to the number of employees who reached the end of childcare leave in FY2020

*² Number of retirees does not include registrants of the re-employment system associated with the transfer of their spouse

*³ Percentage of employees who are enrolled as of April 1, 2019, out of those returned to work during FY2019

Family Care

(Unit: persons)

| | | Family care leave | Nursing leave for family care | Short-time working for family care | Staggered working hours for family care* |
|--------|--------|-------------------|-------------------------------|------------------------------------|--|
| 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 |
| FY2020 | Male | 1 | 47 | 0 | NA |
| | Female | 1 | 85 | 2 | NA |
| | Total | 2 | 132 | 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 | | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 |
|-----------------------------------|----------------------|--------|--------|--------|--------|--------|
| Number of registered ex-employees | Business staff | 7 | 5 | 8 | 4 | 3 |
| | Administrative staff | 11 | 11 | 6 | 11 | 10 |
| | Total | 18 | 16 | 14 | 15 | 13 |

“Mitsui Engagement Survey” (introduced from FY2019) and Results of the “Employee Opinion Survey on Work Styles” (FY2016–FY2018)

(We completed Employee Opinion Survey on Work Styles in FY2018 and launched the Mitsui Engagement Survey as a new mechanism on global basis from FY2019.)

| | Employee Opinion Survey on Work Styles | | | Mitsui Engagement Survey (FY2019) |
|---|--|--------------|--------------|-----------------------------------|
| | 1st (FY2016) | 2nd (FY2017) | 3rd (FY2018) | |
| Employee engagement* ^{1, *2} | – | – | – | 59%* ³ |
| Employee satisfaction* ^{4, *5} | 72.6% | 76.0% | 77.6% | – |

*¹ Coverage: Mitsui employees in Japan and overseas branches and offices (including regionally hired staff)

*² Employees' enthusiasm toward their work, including self-motivation to work hard, and a sense of loyalty toward the company

*³ Percentage of employees who gave positive responses to related questions about employee engagement

*⁴ Coverage: Mitsui employees in Japan

*⁵ Average percentage of responses regarding “work motivation,” “sense of growth,” and “satisfaction with having chosen to work at the company”

Annual Average Actual Working Hours (Non-consolidated) ★

(Unit: hours/year)

| | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 |
|---|----------|----------|----------|----------|----------|
| Annual average actual working hours (hours) | 1,911.24 | 1,941.03 | 1,920.72 | 1,957.72 | 1,939.84 |

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

Monthly Average Overtime Working Hours (Non-consolidated) ★

(Unit: hours/year)

| | FY2017 | FY2018 | FY2019 | FY2020 |
|--|--------|--------|--------|--------|
| Monthly average overtime working hours (hours) | 19.1 | 18.9 | 19.0 | 19.1 |

- Employees at the 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) ★

| | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 |
|---|--------|--------|--------|--------|--------|
| Average paid leave taken per year (days) | 11.8 | 12.8 | 13.9 | 14.4 | 14.0 |
| Average paid leave usage ratio per year (%) | 61.4 | 66.6 | 72.3 | 74.9 | 73.1 |

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

Occupational Health and Safety Data (Non-consolidated) ★

| | Target | FY2018 | | FY2019 | | FY2020 | |
|-------------------------------------|--------|-----------|-------------|-----------|-------------|-----------|-------------|
| | | Employees | Contractors | Employees | Contractors | Employees | Contractors |
| Number of lost time injuries | 0 | 4 | 0 | 1 | 0 | 0 | 0 |
| Number of fatalities | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lost time injury frequency rate | 0 | 0.53 | 0 | 0.14 | 0 | 0 | 0 |
| Lost time injury severity rate | 0 | 0 | 0 | 0.03 | 0 | 0 | 0 |
| Occupational illness frequency rate | 0 | 0.13 | 0 | 0 | 0 | 0 | 0 |

- Employees: Employees at the 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)

| | FY2018 | FY2019 | FY2020 |
|---------------------------------|--------|--------|--------|
| Lost time injury frequency rate | 1.94 | 2.08 | 2.09 |
| Lost time injury severity rate | 0.10 | 0.10 | 0.04 |

(Reference) Japanese Ministry of Health, Labour and Welfare's "Survey on Industrial Accidents in 2019"

Average Annual Salary of Employees (Non-consolidated)

(Unit: yen)

| | Average annual salary |
|--------|-----------------------|
| FY2020 | 13,934,117 |


* Employees at the Tokyo Head Office and branches in Japan.

Participation Rate of Labor Union Membership (Non-consolidated)

(As of March 31)

| | Participation rate |
|------|--------------------|
| 2020 | 83.1% |

Concerning the data marked with ★ (FY2020 and 2020), 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.120** Independent Practitioner's Assurance Report

Social Contribution Activities

Our Approach towards Social Contribution Activities

Policy

Our corporate mission is to “build brighter futures, everywhere”. Based on this corporate mission, Mitsui & Co. has pursued sustainable growth not only for our company but also for society. We strive to solve social challenges through both business and social contribution activities, realizing a better tomorrow for the earth and for people around the world. Furthermore, we value employees’ awareness on social issues and encourage their volunteer work contributing to community and society.

Priority Areas for Social Contribution Activities

In striving to realize our corporate mission to “build brighter futures, everywhere”, we have identified five material issues that have a large impact on our business operations as well as that are important for our stakeholders. In our social contribution activities, we have set out the priority areas of “community contribution”, “environmental conservation” and “human resources”, in accordance with our MVV (Mission, Vision, Values) and Materiality.

- Community contribution:
We contribute to the sound development of communities, aiming to build a globally sustainable society.
- Environmental conservation:
We work to create an eco-friendly society, as a company that operates various business globally.
- Human resources development:
We provide a variety of learning opportunities to develop talent leading to new value creation.

Through these initiatives, we particularly aim to achieve the following SDGs’ 17-Goals: No.4 (Quality Education), No.8 (Decent Work and Economic Growth), and No.15 (Life on Land).

Social Contributions (Fiscal Year Ended March 2020)

Activity

The total social contribution expenses for the fiscal year ended March 2020 were 1.51* billion yen. (Charitable donations 5%, Community investments 36%, Commercial initiatives 59%)

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

Political Contributions (Fiscal Year Ended March 2019)

Activity

Total political contributions for the fiscal year ended March 2019 were 28 million yen.

*This figure was reported in the Japanese government’s Official Gazette issued on November 29, 2019.

Employee Participation

System

Activity

Mitsui Global Volunteer Program (MGVP), Volunteer Activity Leave

Through the Mitsui Global Volunteer Program, Mitsui encourage employees to participate in various social contribution activities that lead to solving societal issues. The MGVP is a matching gift scheme, under which Mitsui donates ¥1,000 for every employee who participates in voluntary activities each year to NPOs, NGOs, and other organizations. Since the launch of the program in 2009, Mitsui has donated approximately ¥37 million to 10 organizations.

Donations

- FY2016: Support for a project to improve living environments in impoverished regions in Myanmar, through the Mae Fah Luang Foundation
- FY2017: Support for a project to build an accommodation facility for nurses in Ghana through Plan International Japan
- FY2018: Support for a project to provide scholarships in India through Plan International Japan
- FY2019: Support for a project to develop preschool educational facilities in Colombia through Plan International Japan
- FY2020: Support for a cashew farm revitalization project in Zambia through the ETG Farmers Foundation

To harness employees’ participation in social contribution activities, Mitsui provides five additional days of annual paid leave to promote employees’ volunteer activities.

Employee Volunteer Activities Programs in Collaboration with NPOs/NGOs

In collaboration with the Asaza Fund, an NPO that was a grantee of the Mitsui & Co. Ltd., Environment Fund, Mitsui’s employees and their families have been helping to grow pesticide-free rice using only organic fertilizers in traditional paddies in valleys. They are a part of many paddies, known as *yatsuda*, that are being increasingly abandoned in Japan. Yet, as they provide rich habitats suitable for a wide variety of flora and fauna by using valley wetlands, restoration and preservation of these areas is needed, together with nearby forests, streams, and other natural areas.

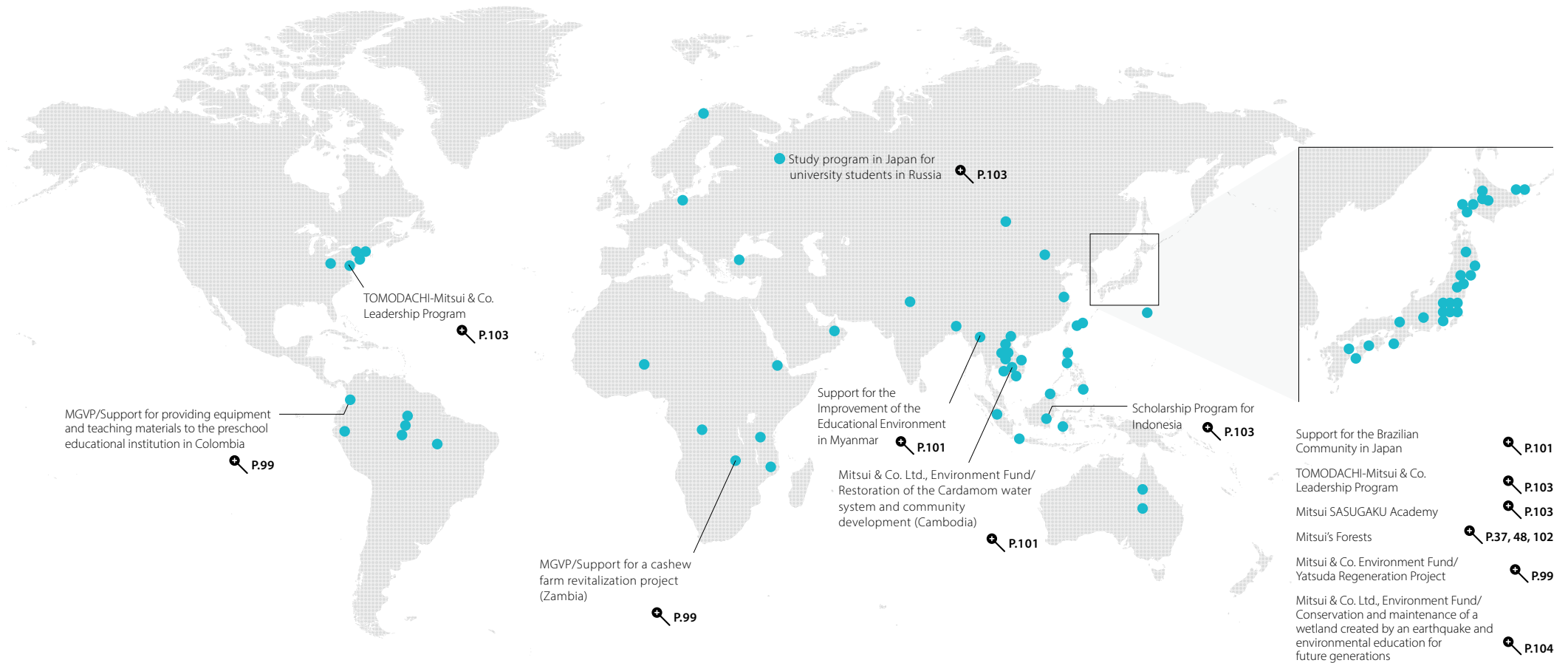
A total of over 2,200 employees and their families have participated as volunteers in the Yatsuda Regeneration Project since its launch in 2007.



Employees and their families transplant rice (April 2019)

Global Social Contribution Activities (Community Contribution, Environmental Conservation, Human Resources Development)

Activity



57 organizations

3,916 persons

6 countries/regions 33 universities

792 persons

Partnership with NPOs and NGOs

Employee Volunteers
(January - December 2019)

Mitsui-Endowed Lecture Programs and Support for the University

Scholarships and Training in Japan

Community Contribution

System

Activity

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

Mitsui has been providing scholarships since 2009. The purpose of this program is to provide educational opportunities to children who would otherwise be unable to continue their studies due to economic reasons, and to help Brazilian children to participate more actively in Japanese society by enhancing their Japanese language education. In the fiscal year ended March 2020, 398 children attending 26 schools received scholarships. A total of 290 of these children, who are in elementary school grades five and above, took the Japanese-Language Proficiency Test (JLPT), and 101 passed.

Extracurricular Classes at Brazilian Schools in Japan

Since 2014, Mitsui has supported extracurricular classes at Brazilian schools in Japan in cooperation with the Consulate-General of Brazil in Tokyo. The purpose of these classes is to help children prepare for their future careers by learning about the importance of work. In the fiscal year ended March 2020, Mitsui's employees gave a total of six classes attended by 221 children.

Other Support Activities

- Seminar on the future of Brazilian children in Japan (Kaeru Project)
A psychologist was invited from Brazil to present advisor training seminars in cooperation with local governments and NPOs in three cities with Brazilian communities.
- Support for initiatives by NPOs, to foster multicultural coexistence among Brazilians in Japan
(10 organizations supported in the fiscal year ended March 2020)



The 3rd extracurricular class for FY 2020 at a Brazilian school in Japan (August 2019) NPOs conference at Brazilian embassy (November 2019)

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 (since 2014, Mitsui has supported the construction of six schools for approximately 1,900 children)
- Agriculture seminar at Yezin Agricultural University
- Scholarship support for Myanmar students at the Tokyo University of Agriculture

Restoration of the Cardamom Water System and Development of Sustainable Communities in Cambodia

Surrounded by inundated forests, Lake Tonle Sap in Cambodia is an important fishing ground for local communities, which rely on a combination of farming and fishing for their livelihoods. In recent years, logging operations and use of insecticides in the forests have caused water pollution and other problems, leading to a decline in fish populations. Through the Mitsui & Co., Ltd. Environment Fund, Mitsui has been contributing to the development of sustainable communities by supporting the activities of Conservation International, an international NGO. It has worked to introduce systems to stabilize livelihoods through a village-level savings scheme for fishing income, while also conserving the inundated forest environment.

Environmental Conservation

Mitsui's Forests' Manifold Initiatives

Policy

System

Activity

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 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.

In addition to contributing to the accumulation and absorption of carbon dioxide by exerting their various functions that are beneficial to the public, 30% of Mitsui's Forests have been officially designated as Water Conservation and Water Safety Forests, helping to secure water resources and mitigate flood damage.

Mitsui has been properly managing Mitsui's Forests, and is the only private company that owns large-scale forests of more than 10,000 hectares in Japan with forest certification under two international standards: FSC® (FSC®-C057355), and SGEC (Certification No. SGEC/31-21-1101).

Meanwhile, with the aim of realizing both forest conservation and forest business, we have been working to create a mechanism for using profits from the forest business to maintain natural forests and naturally regenerated forests. Mitsui stably provides timber that accounts for about 0.1% (approximately 50,000 m²) of the annual demand for timber in Japan, while supplying timber fuel to biomass power generation projects in Tomakomai and Shimokawa-cho, Hokkaido, in which we have invested.



Tashiro Forest, Hokkaido



Forest Management Policy



P.37 Environmental Management (Acquisition of Environment-Related Certifications)

Proper Forest Management

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.



P.48 Biodiversity

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 stably provide timber as a supply source of wood biomass fuels for local biomass power generation business. We also provided SGEC-certified cedar for use in some parts of the roof and eaves of the New National Stadium building that was completed in November 2019. Timber from Mitsui's Forests was also used in various parts of the Mitsui's new Head Office building 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 company. In the area of helping to protect culture, we have entered into an agreement with the Biratori Ainu Association and Biratori Town in Hokkaido concerning the protection and fostering of Ainu culture. We also have continued dialogues with Ainu organizations in other places 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 that is native to Hokkaido. Through such initiatives and activities, we continuously work toward building good communication with local communities.



Timber from Mitsui's Forests used in the new Head Office building (the reception desk on the first floor)

Human Resource Development

System

Activity

Mitsui SASUGAKU Academy

Mitsui launched the SASUGAKU Academy (education for sustainable development) in 2014, which helps children to develop their ability to create a sustainable future. The course consists of a five-day program for children in the upper grades of elementary school in Japan, and is implemented every year using our global business activities as teaching materials.

This sustainability education initiative has attracted considerable attention from academia through various conference presentations, and has been lauded as a progressive example of Education for Sustainable Development (ESD). Mitsui received the Corporate Youth Experience Promotion Award of Japan's Ministry of Education, Culture, Sports, Science and Technology for the fourth consecutive year, and in the fiscal year ended March 2020, we received the highest award, the Minister of Education, Culture, Sports, Science and Technology Award.



Children enhance their capacity to solve societal issues through group discussions (July 2019)

Supporting Human Resource Development for Future Generations through Scholarship Schemes

As part of its educational support for future generations, Mitsui has been providing scholarships through the Mitsui Bussan Trade Promotion Foundation since 1989, mainly for students from Asian countries. The cumulative total of scholarship recipients has reached 383. Since 1992, through the Mitsui-Bussan Scholarship Program for Indonesia, Mitsui has worked in partnership with local organizations to provide scholarships to selected high school students in Indonesia. The students receive support for five-and-half years, enabling them to start from a Japanese language program and to graduate university in Japan. Of the 46 students who have received scholarships, around half have been recruited by Japanese companies and serve as bridges between Japan and Indonesia.

Mitsui also provides scholarships to university students in Mozambique. Further, Mitsui operates a scholarship program through the Mitsui USA Foundation.

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

We have worked to foster reciprocal understanding with young people in the next generation and to engage ourselves in activities for promoting international exchange. We aim to contribute to the creation of brighter futures in countries and regions, where Mitsui has business activities.

Mitsui has endowed lecture programs in the United States, China, Myanmar, and Poland. Furthermore, since the establishment of the Mitsui Educational Foundation in Australia in 1971, Mitsui has provided

opportunities for university students selected in Australia to participate in a three-week study tour of Japan every year. In Russia, since 2015, Mitsui has conducted a Japan studies program for students of several universities, including St. Petersburg University. We have made arrangements for them to visit our bases in Japan, such as the Chubu Office, as well as our business partners' sites.

TOMODACHI-Mitsui & Co. Leadership Program

Mitsui has participated 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 leaders for the next generation, since the foundation of the initiative.

In 2013, we have launched the TOMODACHI-Mitsui & Co. Leadership Program, through which 20 selected young leaders working in Japan and the United States are given the opportunity to visit each other's countries. With the program themes of leadership, innovation, and the entrepreneurial spirit, participants broaden their perspectives and knowledge as next-generation global leaders through site visits and dialogues with top executives from the government and industrial sectors and with young leaders. Furthermore, we encourage potential leaders in the three prefectures affected by the Great East Japan Earthquake of 2011 to participate in the Japanese delegations with the aim of developing leaders who can drive the reconstruction process. We also create 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, supporting the recovery of earthquake-affected communities. A cumulative total of 139 young leaders have participated in the Japanese and American delegations in the past seven years.



Members of the Japanese and American delegations and other representatives for the fiscal year ended March 2020 (July 2019)

Photography by Kerry Raftis—Keyshots.com K.K

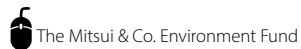
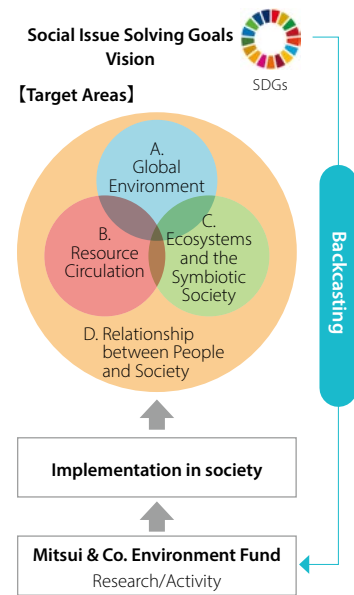
Mitsui & Co. Environment Fund

System Activity

Mitsui established the Mitsui & Co. Environment Fund in 2005. With the aim to create a sustainable society, the Fund supports various activities and research by NPOs, universities, and other organizations that are working to find solutions to global environmental problems. The creation of a future-oriented society is a vital mission for this fund. When soliciting and selecting projects, we give particular priority to projects with the potential to yield results that will have a wide impact on society. To decide which projects make significant contributions to the solution of global environmental problems and the creation of a sustainable society, we use a “backcasting” approach.

In addition to providing grants for activities and research by NPOs, universities, and other organizations, Mitsui also encourages its employees and their families to participate in these activities as volunteers.

In the fiscal year ended March 2020, there were 153 applications, of which 86 were for activity grants and 67 for research grants. After a stringent selection process by a panel that included experts in various fields, 12 activity grants and five research grants were selected. The total amount provided for these 17 projects was approximately ¥103 million. Since 2005, grants totaling approximately ¥5,907 million have been provided for a cumulative total of 588 projects.



Disaster Relief Activities

System Activity

Disaster Relief Activities

When disasters occur in Japan or 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 the company 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 2020

Cyclone Idai in Mozambique/Typhoon Hagibis in Japan/Bushfires in southeastern Australia/Response to the spread of COVID-19

Conservation/Restoration Activities Spanning Forests, Villages, and the Sea in Earthquake-affected Wetlands, Environmental Education for Future Generations

Subsidence caused by the Great East Japan Earthquake created a wetland area in the Mouno district of Kesenuma City in Miyagi Prefecture, which has since been designated by the Ministry of the Environment as an important area in terms of biodiversity for its unique ecosystems. Through the Mitsui & Co. Environment Fund, Mitsui has provided support to the NPO Mori wa Umi no Koibito. It has carried out research, aiming to create a good environment which can maintain a healthy ecosystem through biological surveys, appropriate environmental management, and improvement activities. Mitsui has also helped its efforts to pass on a rich natural environment to future generations, together with the know-how needed to protect that environment, through environmental education for children and young people. The education was based on fieldwork carried out in the wetlands.