

# 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.

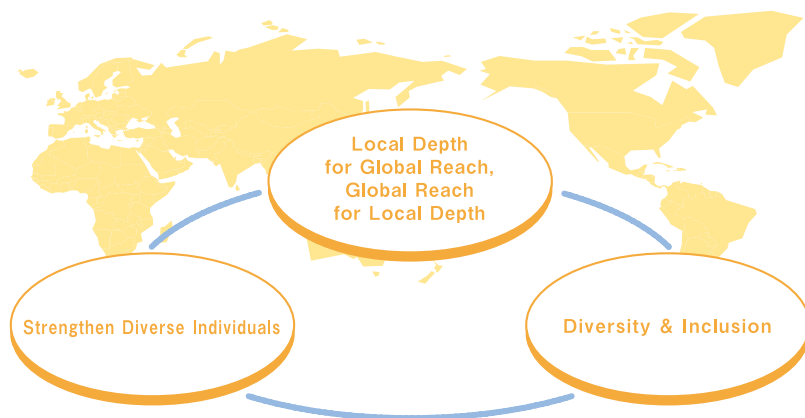
With the aim of training people who create and grow business that contributes to society and are capable of global group management, Mitsui & Co. has developed a variety of human resources development programs and established promotion and assignment systems that help employees to grow through opportunities 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"> <li>Promote and appoint personnel regardless of where they were recruited</li> <li>Develop next-generation leaders on a global basis</li> <li>Strengthen Global Talent Management</li> </ul>
Further Deepening of Diversity & Inclusion	<ul style="list-style-type: none"> <li>Create frameworks and organizations where diverse personnel can thrive</li> <li>Strengthen employee engagement on a global group basis</li> <li>Provide an innovative working environment where employees can deliver their best</li> </ul>
Strengthen Diverse Individuals	<ul style="list-style-type: none"> <li>Inspire and develop personnel who can take on business management</li> <li>Implement personnel systems and operations that empower the individual to succeed</li> </ul>

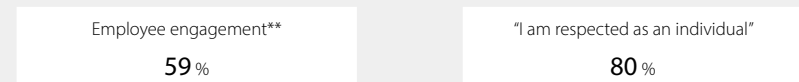
### Strengthening Employee Engagement on a Global Group Basis

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

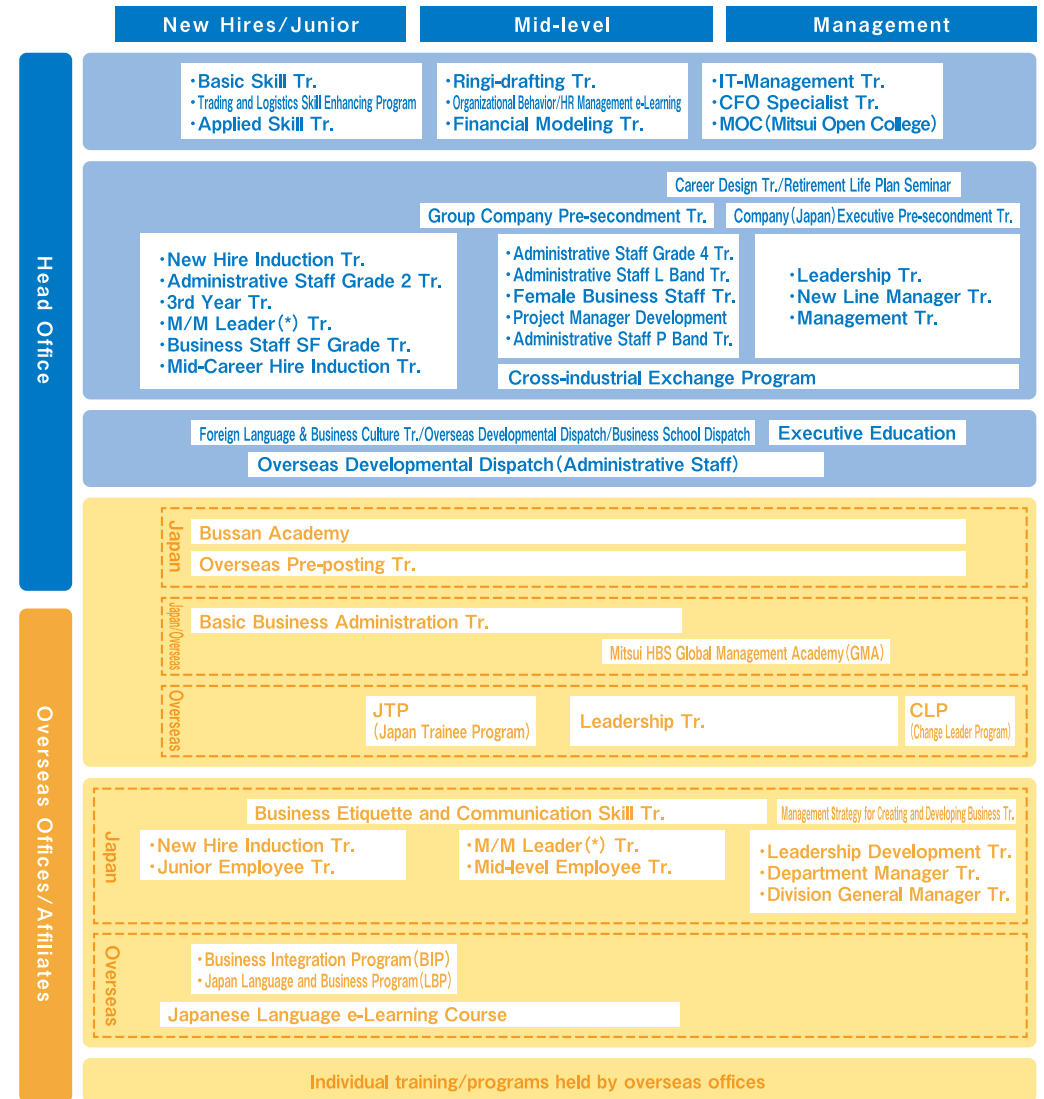
System

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

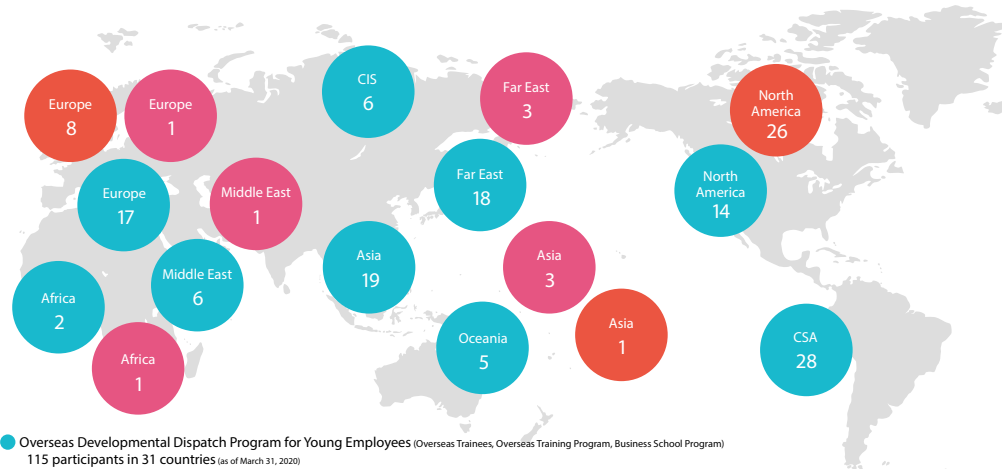
The Mitsui & Co. global group has numerous global training programs that are designed to enable employees to manage business on a global basis.

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

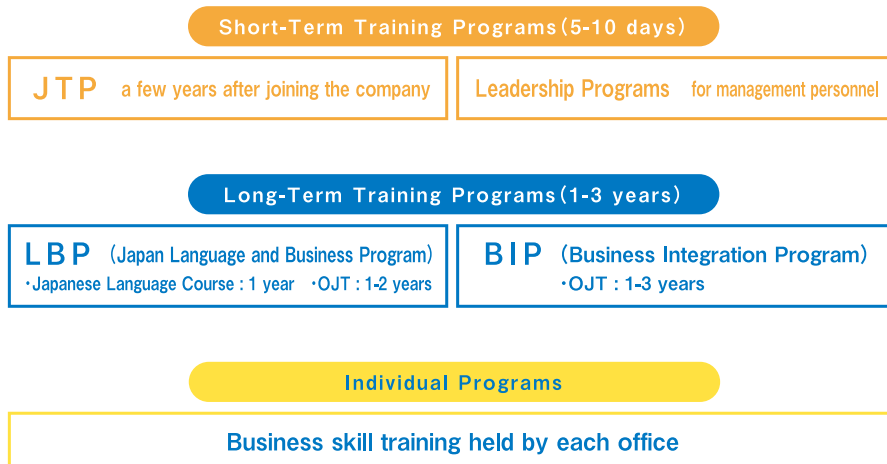


Regionally hired staff engaged in active discussion during GMP training (November 2019)

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.

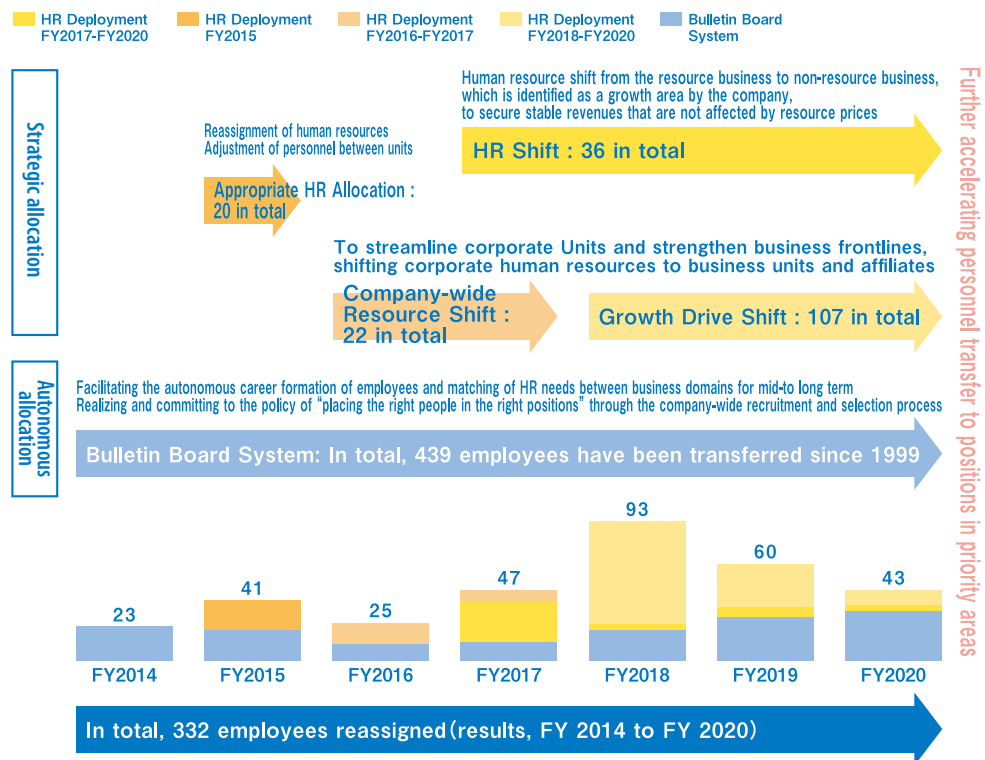
From the fiscal year ending March 2021 and onward, we plan to further accelerate personnel transfers to priority areas with our policy of "placing the right people in the right positions" in mind.

### 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

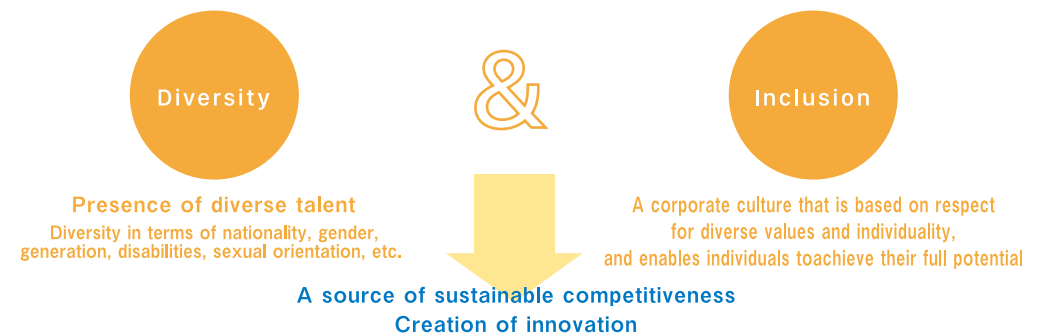
Policy    System

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

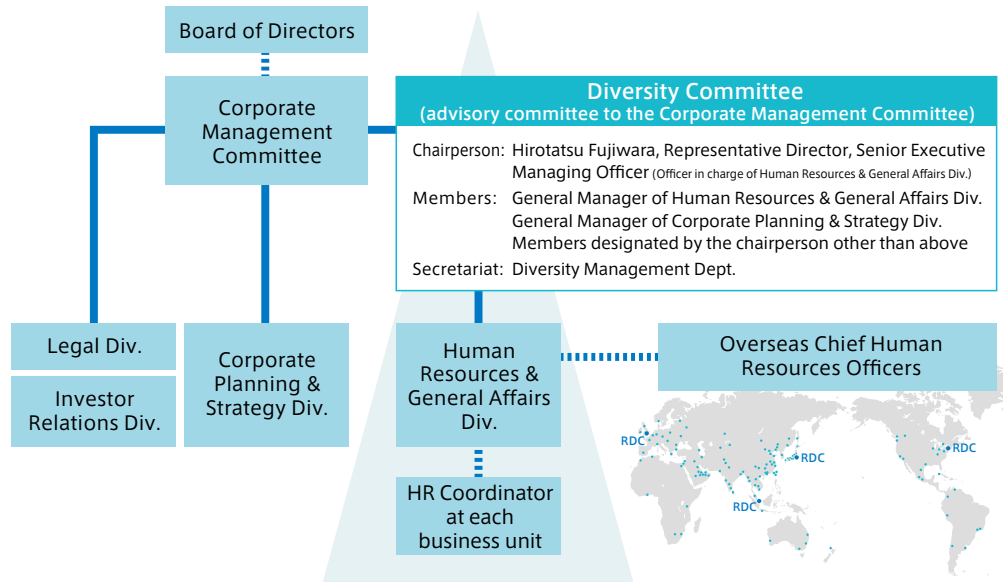
We stay competitive as our people bring value to the business with local depth and global reach. We make it happen with a culture of inclusion and open competition. With diversity as our core-self, the right opportunities and roles to deliver meaningful results is key to our sustainability.



### 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.



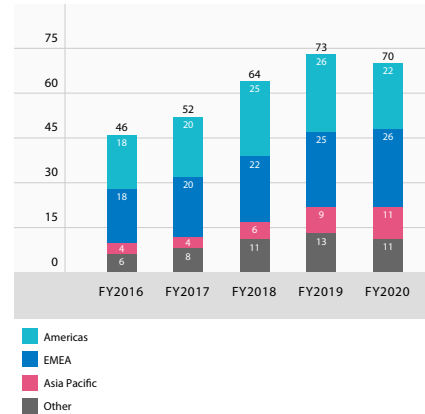
Faisal Ashraf  
Managing Director, Mitsui & Co. India



**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.

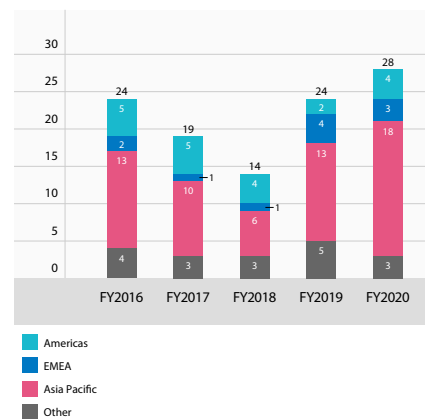
**Number of GM Positions Held by Regionally Hired Staff (As of March 31 Each Year)**



**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.

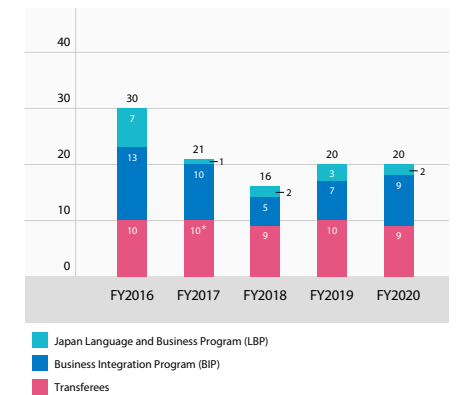
**Number of Regionally Hired Staff Transferred between Overseas Countries (As of March 31 Each Year)**



**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)

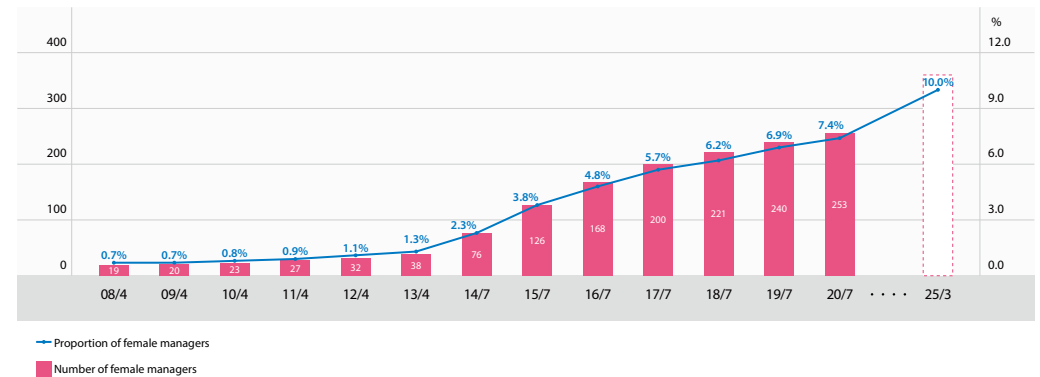
#### Voluntary Action Plan on Promotion of Women to Managerial and Executive Positions

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"> <li>• 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)</li> <li>• 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.</li> <li>• 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.</li> </ul>
Training	<ul style="list-style-type: none"> <li>• 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.)</li> <li>• 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.)</li> <li>• 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.)</li> </ul>
Support for active participation within the company	<ul style="list-style-type: none"> <li>• 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.</li> <li>• We have developed the Overseas Fringe Benefits System to support overseas activities.</li> <li>• 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.</li> </ul>
Support for activities outside the company	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

## 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.

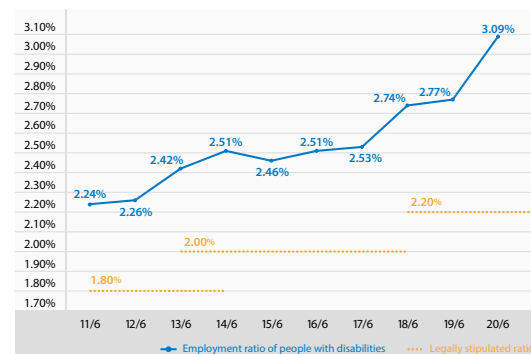
For over 20 years, Mitsui has exceeded the statutory rate for the employment of people with disabilities, and as of June 2020 our rate stood at 3.09%. We have set a target of 3.0% for 2023, when the statutory rate is expected to be revised, and we are aiming for further expansion of employment opportunities.

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.

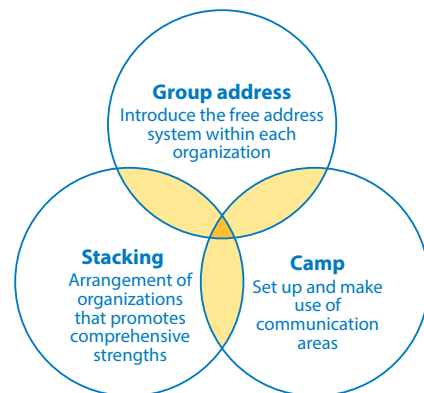
### Embodying New Ways of Working at Mitsui & Co. Presented in the Long-term Management Vision—Work-X

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.

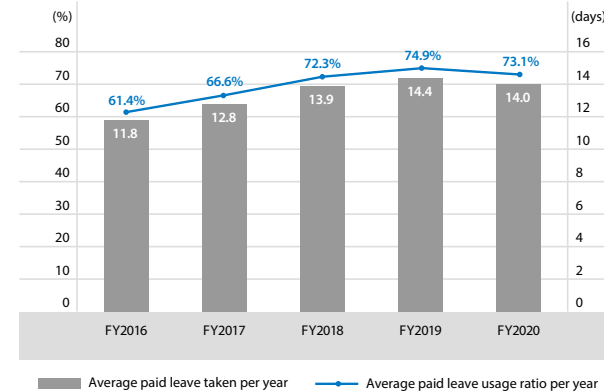


Work-Style Innovation Action Plan (in Japanese only)



P.97 Human resources data (Mitsui Engagement Survey)

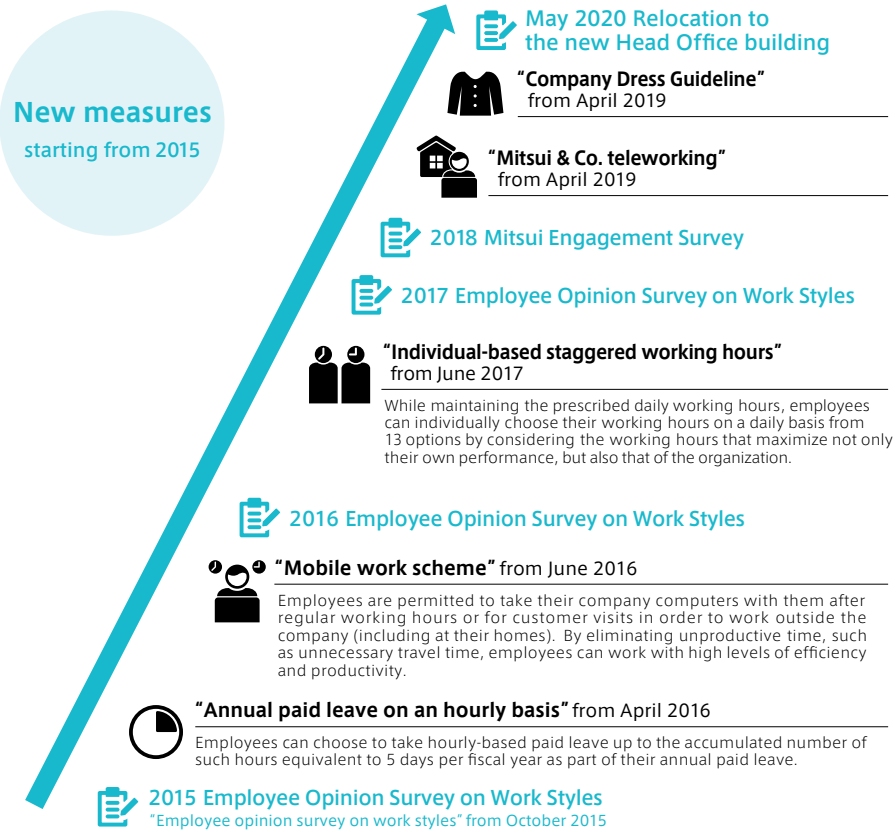
### Average Paid Leave Days Taken and Usage Ratio (Non-consolidated)★



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

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

### 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.

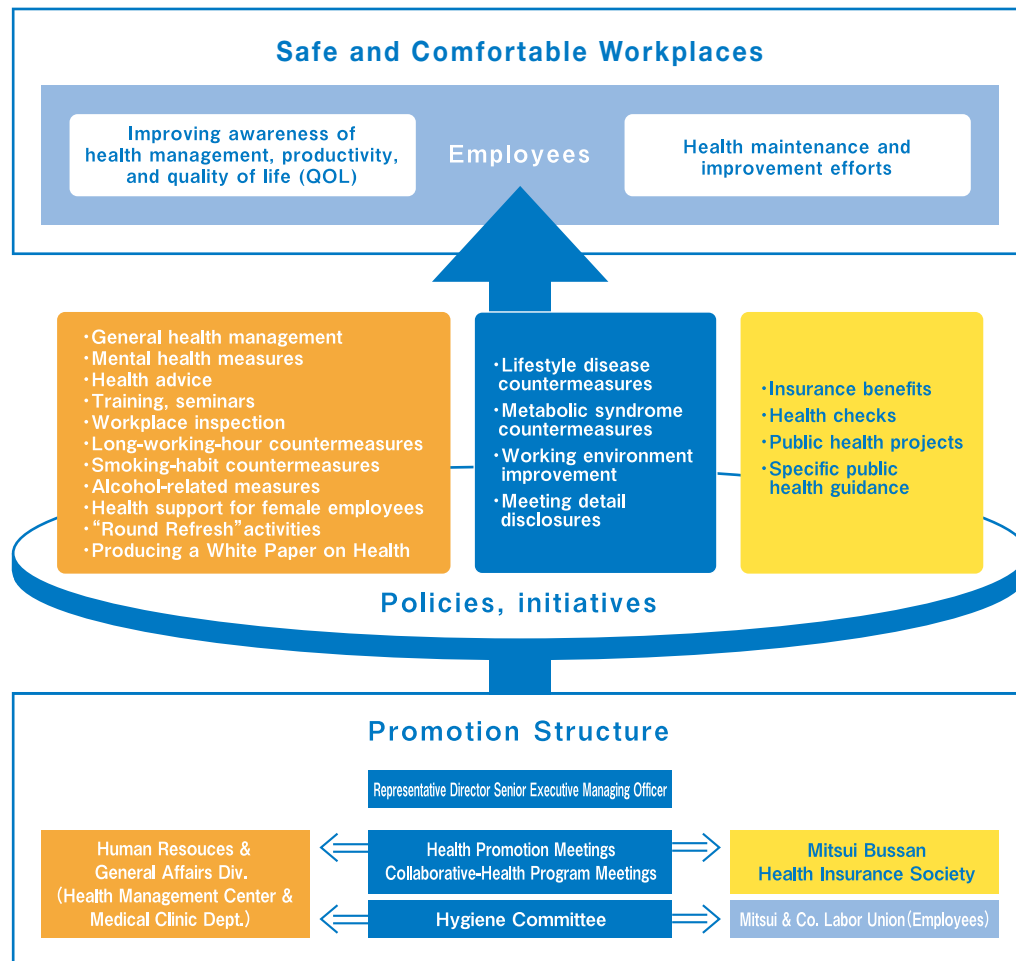
Tatsuo Yasunaga  
Representative Director  
President and Chief Executive Officer  
Mitsui & Co., Ltd.

## 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**

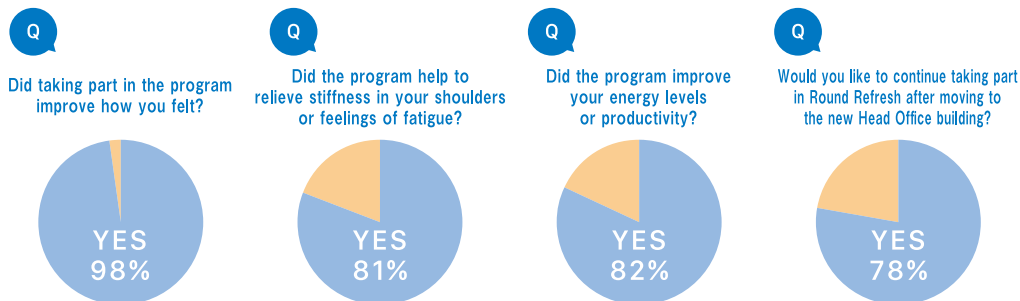
Mitsui's lineup of optional welfare services includes attendance services for employees to use outside fitness gyms at corporate rates. Furthermore, we have also introduced the "Round Refresh" program, under which trainers visit workplaces once a week during working hours to lead employees in stretching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



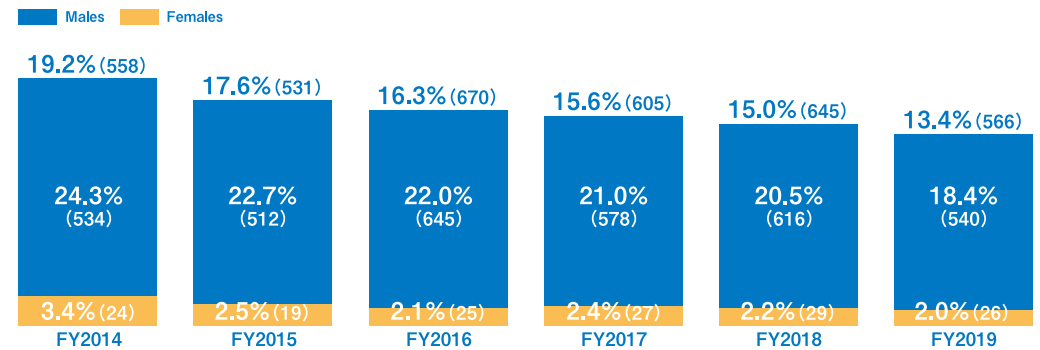
**Smoking Reduction Measures**

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"> <li>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.</li> <li>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.</li> </ul>
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 <sub>2</sub> 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"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ul>

**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

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Zero Workplace Accidents

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Zero Fatal Accidents

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 **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	
	(Unit: persons)						
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
	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.

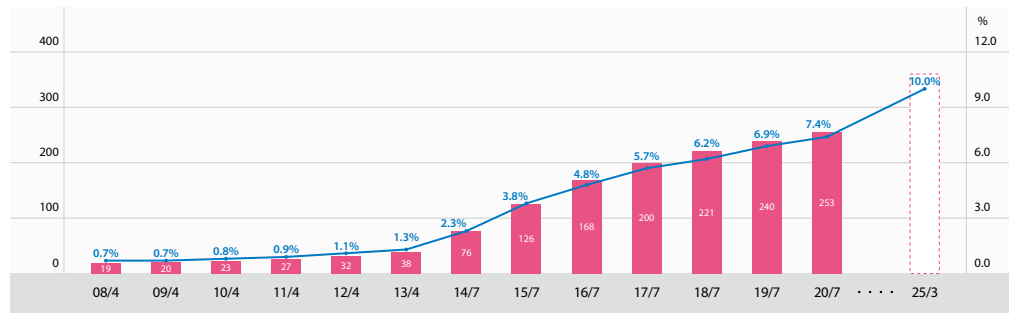
**Proportion of Female and Foreign Corporate Officers (Non-consolidated)** (As of July 1 of each year) ★

(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%

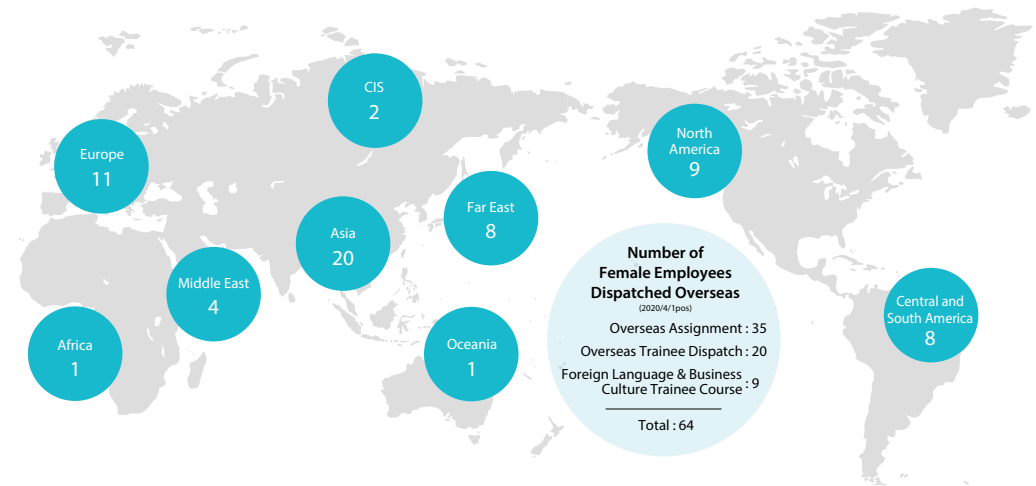
**Actual Status of Promoting Career Advancement for Female Employees (Non-consolidated)**

**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* <sup>1</sup>	100%	100%* <sup>2</sup>
	Retention rate after childcare leave* <sup>3</sup>	96.3%	98.1%* <sup>2</sup>

\*<sup>1</sup> Percentage of employees who returned to work as compared to the number of employees who reached the end of childcare leave in FY2020

\*<sup>2</sup> Number of retirees does not include registrants of the re-employment system associated with the transfer of their spouse

\*<sup>3</sup> 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* <sup>1, *2</sup>	–	–	–	59%* <sup>3</sup>
Employee satisfaction* <sup>4, *5</sup>	72.6%	76.0%	77.6%	–

\*<sup>1</sup> Coverage: Mitsui employees in Japan and overseas branches and offices (including regionally hired staff)

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

\*<sup>3</sup> Percentage of employees who gave positive responses to related questions about employee engagement

\*<sup>4</sup> Coverage: Mitsui employees in Japan

\*<sup>5</sup> 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