

SUSTAINABILITY REPORT 2023

360°
business
innovation.



MITSUI & CO.

Contents

Sustainability Report 2023 Highlights.....	2
Editorial Policy.....	3
Top Commitment	
Message From the President	4
Message From the Chairperson of the Sustainability Committee	5
Sustainability Management	
Our Approach to Sustainability and Management Framework	6
Mitsui & Co.'s Stakeholders	11
Participation in Initiatives	14
Mitsui & Co.'s Materiality	17
Identification and Review of Materiality	18
Secure sustainable supply of essential products	19
Enhance quality of life	24
Create an eco-friendly society	29
Develop talent leading to value creation	36
Build an organization with integrity	39

Environment

Environmental Management	44
Climate Change	49
Water Resources	83
Pollution Prevention	88
Circular Economy	94
Biodiversity	103
Environmental Performance Data	110

Social

Human Rights	115
Human Resources Development	123
Diversity	129
Workforce Management	136
Well-being, Occupational Health and Safety	147
Personnel Affairs Data	160
Responsibilities to Customers	166
Supply Chain Management	174
Local Communities	185

Governance

Corporate Governance	
Corporate Governance & Internal Controls	190
Status of Corporate Governance	193
Compliance and Integrity	205
Tax Transparency	211
Risk Management	213
ESG Risk Management	215
Information Risk Management	217
Business Continuity Management (BCM/BCP)	220
Evaluation by Society.....	223
Independent Practitioner's Assurance Report	227

Sustainability Report 2023 Highlights

Major Changes from Sustainability Report 2022

Sustainability Management

Revision of Sustainability Policy

- Revision of the Environmental Policy and Sustainable Supply Chain Policy (added reference to marine pollution prevention)

Mitsui & Co.'s Stakeholders

- Stakeholder dialogue on the theme of "Expectations for Business and Human Rights"

Environment

Environmental Management

- In addition to energy conservation targets for Mitsui's Head Office and branches and offices in Japan, etc., set a new fossil-free energy use target

Climate Change

- Added the impact on subject businesses in the transition risk analysis
- Added analysis of future effects in the physical risk analysis
- Disclosed breakdown of emissions reduction contribution and absorption
- Disclosed GHG emissions (Scope 3) results
- Disclosed initiatives to reduce GHG emissions in the value chain

Water Resources

- Added "Policies and Basic Approach" to the commitment to contribute to achievement of Nature Positive through business

Biodiversity

- Added "Policies and Basic Approach" to the commitment to contribute to achievement of Nature Positive through business

Social

Human Rights

- FY2023 Publication of Statement on the UK Modern Slavery Act
- Added detailed description of the human rights due diligence process and updated status of implementation

Human Resources Development

- Additional measures in the Medium-term Management Plan 2026

Diversity

- Development of internal systems to promote understanding of SOGI

Workforce Management

- Introduction of flextime system
- D&I Forum and Open Day to promote internal communication

Well-being, Occupational Health and Safety

- Formulated Health and Safety Policy
- Renewed the "Health Declaration" as the "Mitsui's Commitment to Employee Well-being" and established a framework to promote well-being and a strategy map
- Added global Group targets to occupational safety objectives
- Established occupational health and safety promotion framework

Personnel Affairs Data

- Additional occupational safety data for the global Group

Supply Chain Management

- Revised Sustainable Supply Chain Initiatives Policy (added reference to ocean pollution prevention)
- Disclosed seafood procurement policy
- Added human rights clause template to the general terms and conditions of our purchase agreement
- Disclosed breakdown of supplier survey result
- Disclosed specific examples of request for human rights-related corrective actions to supplier

Governance

Information Risk Management

- Added monitoring target compliance with the Mitsui & Co. Group Cyber Security Standards

Public Recognition

- Listed in the Health & Productivity Stock Selection 2023 and the DX Stocks 2023 for the first time

Editorial Policy

The Sustainability Report 2023 (PDF version) is a consolidated PDF version of the sustainability-related information on our website as of the end of November 2023. The website will be updated as needed after December 2023.

We provide detailed ESG information on our website with the aim of delivering an explicit message to our stakeholders that Mitsui & Co. commits to creating values through a wide range of business activities, and contributes to social and corporate sustainability.

Scope of Coverage	Mitsui and major consolidated subsidiaries and associated companies. The scope of coverage for numerical data is provided individually in appended notes.
Covered Period	The Sustainability Report 2023 mainly covers our initiatives carried out in the period from April 2022 to March 2023 (the fiscal year ended March 2023, "FY Mar/2023"), as well as part of our policy and initiatives carried out in the period up to November 2023 (the fiscal year ending March 2024, "FY Mar/2024").
Independent Practitioner's Assurance	The star ("★") indicates that the sustainability information concerned has been given limited assurance, for the purpose of increasing its reliability, by Deloitte Tohmatsu Sustainability Co., Ltd. in its independent practitioner's assurance report. Independent Practitioner's Assurance Report
Publication Date	December 2023 (Previous publication date: December 2022; next publication scheduled for December 2024)
Guidelines	<ul style="list-style-type: none"> GRI (Global Reporting Initiative) Sustainability Reporting Standards GRI Content Index ISO26000 (Guidance on Social Responsibility)
Corporate Profile	About Us
Contact	Corporate Sustainability Division, Mitsui & Co., Ltd. 2-1, Otemachi 1-chome, Chiyoda-ku, Tokyo 100-8631, Japan : +81 (3)3285-1111 : +81 (3)3285-9030 www.mitsui.com/jp/en

Sustainability Information Disclosure

Reports	Contents	Media		
		Booklet	PDF	HTML
Sustainability Report	Detailed, comprehensive sustainability information published by the Company.		●	●
Integrated Report	Mitsui issues the Integrated Report in order for every stakeholder to gain an understanding of Mitsui's management strategies, business overview, and initiatives for sustainable value creation.		●	●
Empowering People to Build Brighter Futures Human Capital Report	Explains our group's approach and initiatives to human resources and value creation through human resources management.		●	
Annual Securities Report	The Annual Securities Report is prepared pursuant to Article 24, Section 1 of the Financial Instruments and Exchange Act and is required to be filed to the Kanto Finance Bureau. Please refer to this report for more detailed financial information.	●	●	
Corporate Governance Report	In accordance with Japan's Corporate Governance Code, Mitsui publishes a Corporate Governance Report that provides details on Mitsui's basic corporate governance approach and structure. Mitsui is also required to submit this report to the Tokyo Stock Exchange. Please refer to the PDF link for more detailed information related to Mitsui's organizational design, operational status, and evaluation of Board of Director effectiveness.		●	

A Cautionary Note on Forward-Looking Statements:

This material contains statements (including figures) regarding Mitsui's corporate strategies, objectives, and views of future developments that are forward-looking in nature and are not simply reiterations of historical facts. You should be aware that a number of known or unknown risks, uncertainties and other factors could lead to outcomes that differ materially from those presented in such forward-looking statements. These risks, uncertainties and other factors referred to above include, but are not limited to, those contained in Mitsui's latest Annual Securities Report and Quarterly Securities Report, and Mitsui undertakes no obligation to publicly update or revise any forward-looking statements. These statements are presented to inform stakeholders of the views of Mitsui's management but should not be relied on solely in making investment and other decisions. Mitsui cannot be held liable for any damages arising as a result of use of this material.

Message From the President



Toward Creating Sustainable Futures, we will continue to contribute to solving social issues through business.

President and Chief Executive Officer

Kenichi Hori

Mitsui & Co. has traditionally pursued solutions to social issues through business, while flexibly adapting its business models in response to changing environments. Given today's stronger emphasis on sustainability as a requirement of corporate management, this is the perfect time to embody the full potential of Mitsui & Co.'s long-cherished management philosophy and commitment to value creation.

We uphold "Creating Sustainable Futures" as the theme for Medium-term Management Plan 2026, which we announced in May 2023. In line with this theme, we will fully incorporate sustainability perspectives and offer our cross-industrial solutions, what we call real solutions, to social issues faced by a wide range of industries that are intricately interlinked to one another, and thereby pursue the materialization of our aspiration as set forth in Mitsui's corporate mission – "Build brighter futures, everywhere".

August 2023

Message From the Chairperson of the Sustainability Committee

Mitsui will provide optimal solutions to social issues from the perspective of global sustainability.

Representative Director, Senior Executive Managing Officer,
Chief Strategy Officer (CSO),
Chairperson of the Sustainability Committee

Makoto Sato



Challenge and Innovation has been part of Mitsui's DNA since its founding. In this spirit, we strive to contribute to the sustainable development of society by working to address social issues through our business. Mitsui defines material issues for the sustainable growth of the company and society as its "Materiality," and we have connected this to the United Nations Sustainable Development Goals (SDGs) to pursue business activities that contribute to achieving the 17 SDGs. In addition, we have formulated Materiality Action Plans which connect each Materiality to specific policies and initiatives to be implemented by organizations within Mitsui, and constantly monitor our progress, thereby contributing to the development of a sustainable society.

This year we announced our new Medium-term Management Plan 2026, which defines "Creating Sustainable Futures" as our vision, and sets out climate change, natural capital, and business and human rights as the three key themes for our sustainability. Recognizing that business and sustainability are inseparable, Mitsui is working to address social issues from the perspective of global sustainability, seeking to contribute to the development of society at large and striving to achieve further transformation and growth.

Realizing a low-carbon or decarbonized society and ensuring a stable energy supply are important challenges in addressing climate change, and it is Mitsui's role to provide optimal solutions to both. While working to reinforce the energy supply chain, Mitsui is also engaged in the development and implementation of renewable energy, next-generation fuels, and new technologies, supporting the transition to a decarbonized society. In the area of natural capital, we are implementing specific initiatives to maintain and cultivate sustainable forest resources in Mitsui's company-owned forests in Japan, aiming to contribute to the achievement of Nature Positive through our business.

Finally, in business and human rights, we are working to strengthen efforts to support respect for human rights across all Mitsui & Co. group companies and to eradicate human rights violations. We are doing this by implementing enhanced human rights-related trainings, conducting supplier surveys and on-site inspections, and other initiatives.

To address these important issues, Mitsui will continue to communicate with its diverse stakeholders, work to foster trust, and contribute to the development of a sustainable society by maximizing the Group's management base, assets, and human resources.

Our Approach to Sustainability and Management Framework

Policies and Basic Approach

Sustainability Policy

Mitsui & Co.'s corporate mission as defined in its Mission, Vision, Values (MVV) is to realize a better tomorrow for earth and for people around the world and to "Build brighter futures, everywhere." Based on the MVV, we regard sustainability initiatives as important management issues, and, in accordance with the Mitsui & Co. Group Conduct Guidelines —With Integrity, this policy and sustainability-related policies, place a strong emphasis on sustainability in our corporate management. Our Group will take on the challenge of addressing global issues and contributing to the realization of a sustainable society and economic growth through our business activities.

Identification of Materiality and Promotion of Initiatives

For the sustainable growth of both society and the company, we identify important business issues that impact the company and its stakeholders as material issues ("Materiality"). We put this policy into practice by formulating our business policies and strategies, including medium-term management plans and business plans, based on our Materiality, given that each material issue may become a significant source of both risks and opportunities in the medium to long term.

Role of the Board of Directors

The Board of Directors appropriately supervises the Company's sustainability initiatives, striving to enhance the Company's corporate value in the medium to long term. Decisions on important issues related to sustainability are subject to final approval by or report to the Board of Directors, following a review by the Sustainability Committee and Corporate Management Committee.

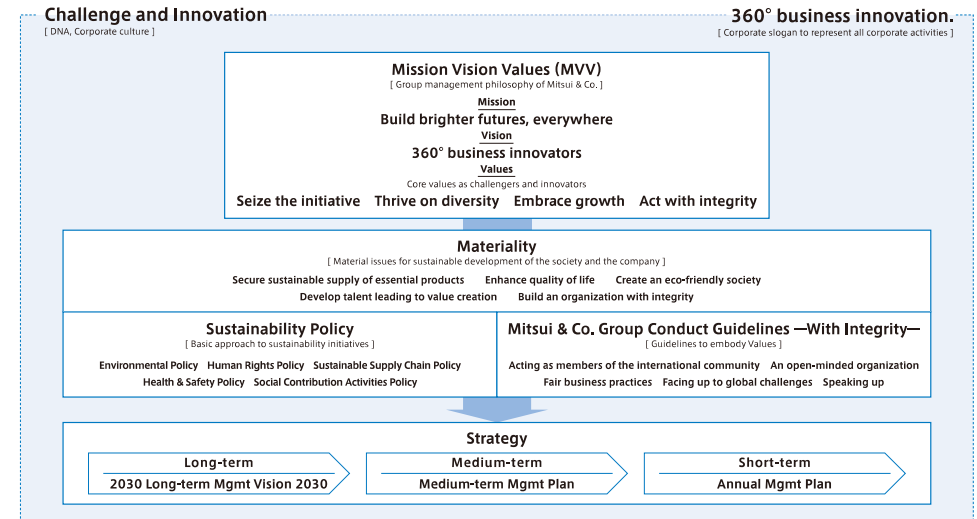
Stakeholder Engagement and Information Disclosure

We regard dialogue with stakeholders as highly important. We strive to implement appropriate disclosure of information and respond sincerely and faithfully to the trust and expectations of our stakeholders.

This policy was approved by the Board of Directors.

Formulated November 2021

Relationship of corporate policies



[Corporate Mission Vision Values](#)

[Mitsui & Co. Group Conduct Guidelines —With Integrity—](#)

[Mitsui & Co.'s Materiality](#)

[Medium-Term Management Plan](#)

[Sustainability Policy](#)

Sustainability-related policies

- [Environmental Policy](#)
- [Human Rights Policy](#)
- [Sustainable Supply Chain Policy](#)
- [Procurement Policies for Specific Commodities](#)
- [Health & Safety Policy](#)
- [Social Contribution Activities Policy](#)

Mitsui & Co.'s Core Values

The former Mitsui & Co.* which was established in 1876, was disbanded as part of the dissolution of Japan's zaibatsu (industrial conglomerates) shortly after the end of World War II. The current Mitsui was founded by employees of the former Mitsui that shared the values of the original company: "Challenge and Innovation," "Open-Mindedness," and "Focus on Human Resources." The Mitsui of today continues to contribute to the creation of new value for society. The way we work and the way we think are still very much based on the values espoused by Takashi Masuda, the first president of the former Mitsui, and are reflected in our stance toward our work. The principles of Mitsui's approach to sustainability as social responsibility have always reflected its founder's values, a way of thinking unchanged to this day.

* Legally speaking, there has been no continuation between the former Mitsui & Co. and the current Mitsui & Co.

"Let not short term gains tempt your mind, seek only enduring prosperity by embracing grand aspirations."

"I started Mitsui with the goal of realizing trade on a large scale, not in pursuit of money, but from the desire to work."

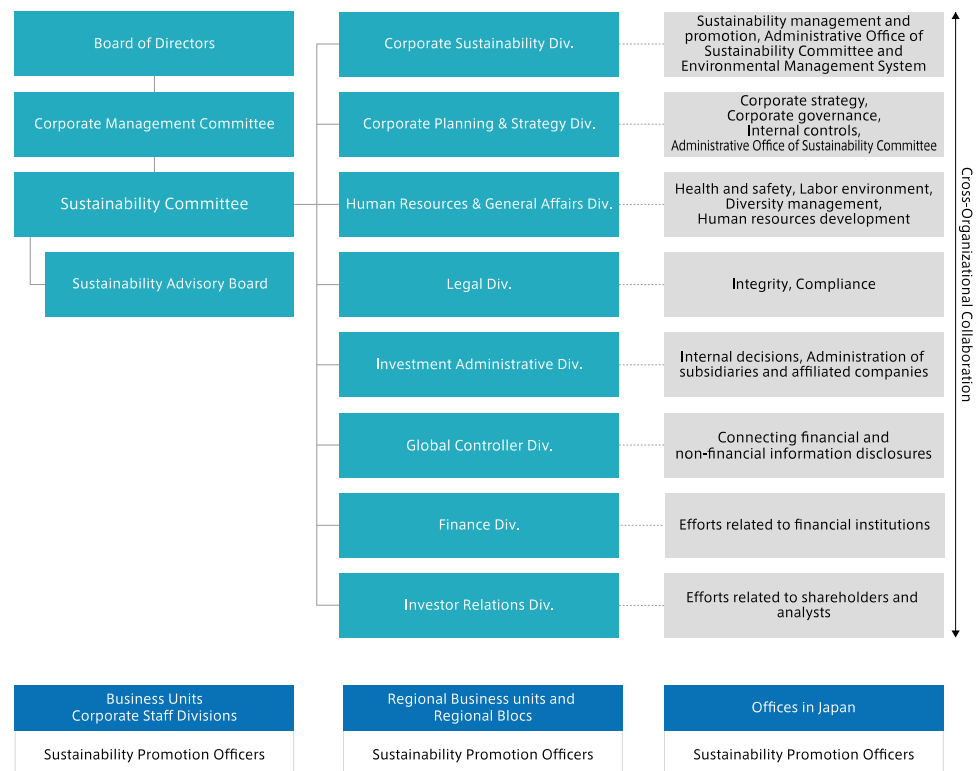
"Mitsui has a pool of very talented individuals. This is Mitsui's most important asset."

Takashi Masuda, the first president of the former Mitsui

Sustainability Governance and Oversight

In the fiscal year ended March 2005, Mitsui & Co. established the CSR Promotion Committee (currently the Sustainability Committee) under the Corporate Management Committee to develop Mitsui's internal framework with respect to sustainability, and to work to raise sustainability awareness among employees. We established the Sustainability Committee in May 2017, in order to further clarify our unchanging stance toward creating new value for society through business activities and to pursue further mutual sustainability between society and the company. As a subcommittee of the Corporate Management Committee, the Sustainability Committee plans, drafts and proposes basic management policies, business activities and corporate policies and strategies relating to sustainability and ESG. With the Sustainability Committee playing a central role, Mitsui promotes sustainability-related activities based on cross-organizational collaboration to meet the needs and expectations of society in relation to companies' social values and initiatives.

The Sustainability Committee is structured so that its activities are appropriately supervised by the Board of Directors, and matters discussed by the Sustainability Committee are regularly discussed and reported to the Corporate Management Committee and the Board of Directors. The number of cases related to management strategy, sustainability, and governance that were discussed by or presented to the Board of Directors in the fiscal year ended March 2023 was 26 out of a total of 79. In addition to conducting regular biannual reports on activities to promote sustainability at Board of Directors meetings, the directors and corporate auditors, including external directors, also held free discussions on the theme of "Climate Change Responses," and engaged in lively debate.



Sustainability Committee

Committee Chair	Makoto Sato (Representative Director, Senior Executive Managing Officer, Chief Strategy Officer (CSO))
Vice Chairs	Yoshiaki Takemasu (Representative Director, Executive Vice President, Chief Human Resources Officer, Chief Compliance Officer) Tetsuya Shigeta (Representative Director, Senior Executive Managing Officer, Chief Financial Officer)
Members	The GMs of Corporate Sustainability Division, Corporate Planning & Strategy Division, Human Resources & General Affairs Division, Legal Division, Investment Administrative Division, Global Controller Division, Finance Division, Investor Relations Division, and two Chief Operating Officers of Business Unit, each of whom shall be appointed.
Administrative Office	Corporate Sustainability Div., Corporate Planning & Strategy Div.

The committee has the following duties

1. Develop basic policies on the company's sustainability management and fundamental plans for activities to promote sustainability.
2. Review and make proposals on the company's management policies, business activities, as well as policies and strategies of corporate divisions from the perspective of sustainability.
3. Present proposals on company-wide policies and actions related to environmental (climate change, circular economy, environmental pollution, biodiversity, etc.), social (human rights, supply chain management, social contribution activities, etc.) or governance issue.
4. Make proposals on sustainability-focused business activities (understanding risks and opportunities involved in business).
5. Deliberate and establish the basic policy of the effective disclosure of information to stakeholders.
6. Consider and present proposals relating to progress reviews and monitoring required for management.
7. Configure and establish the internal structure for promoting sustainability management of the company.
8. Identify the material issues to focus on each year for promoting sustainability management of the company and ensure progress on these.
9. Respond to issues related to sustainability management, both internal and external to the company.
10. Approve important matters (basic policies, business plans, etc.) relating to the Mitsui & Co. Environment Fund stipulated in Basic Policy of the Mitsui & Co. Environment Fund.
11. Select proposals from applicants for the Environment Fund grants.
12. Decide and report whether to support an exceptional acquisition of forests or the disposal of company owned forests, which is out of the scope of the guidelines on the acquisition of a new forest and disposal of company owned forests, based on Rules on the Management of Company Owned Forests.

Main Discussions at Sustainability Committee Meetings in the fiscal year ended March 2023

1st Meeting (April 13, 2022)

- Report on Expanding Climate Change Disclosures under the TCFD
- Free Discussion on Consolidated Sustainability Management at Mitsui & Co. Group

2nd Meeting (June 14, 2022)

- Deliberations on SG-linked Officers' Remuneration/Climate Change Assessment Item
- Report on Sustainability Information Disclosure Update
- Deliberations on Mitsui & Co. Co-creation Fund: System Design Framework and Implementation of Trial Projects

3rd Meeting (August 10, 2022)

- Report on External Environment and the Challenges Facing Mitsui & Co. in Relation to Climate
- Report on Business and Human Rights: Action Plans for Next Medium-Term Management Plan
- Report on Sustainability Information Disclosure Update

4th Meeting (October 12, 2022)

- Report on Stakeholder Communications
- Report on Natural Capital (Biodiversity/Water Resources) Progress and Our Response Plan
- Report on Progress with Scope 3 and Scenario Analyses
- Report on Materials of the Investor Day "Path to Green Transformation" presentation

5th Meeting (December 14, 2022)

- Report on ISSB-related Trends and Mitsui & Co.'s Response Policy/System for Collecting Non-Financial Information
- Free Discussion and Deliberations on Update and Further Utilization of Internal Carbon Pricing
- Report and Deliberations on Mitsui & Co.'s Response Policy for the Revision of the Energy Conservation Act (2023 Revised Energy Conservation Act)

6th Meeting (February 14, 2023)

- Report on Our Policy for Natural Capital
- Report on Plan to encourage the management of Business and Human Rights by Business Units
- Free Discussion on Sustainability Committee's Operating Policy for the Next Term

7th Meeting (March 3, 2023)

- Report on Review and Future Response Policy for ESG Information Disclosure/ESG Evaluation
- Report on Sustainability Management Promotion Activity -Activity Report for FY March/2023 and Action Plan for FY March/2024

Sustainability Advisory Board

Members (FY Mar/2024) *Honorific titles omitted	<ul style="list-style-type: none"> • Toshihiko Goto, Chief Executive Officer from NPO Sustainability Forum Japan • Makoto Haraguchi, MS&AD InterRisk Research & Consulting, Inc. Research Dept. Research Sec. Fellow • Daisuke Takahashi, Attorney at Law, partner at Shinwa Sohgho Law Offices • Yasushi Hibi, partner at ERM Japan Ltd.
--	---

In order to address a broad range of sustainability-related issues, the Sustainability Committee decided to establish the Sustainability Advisory Board (the former Environmental & Societal Advisory Committee), made up of external experts on environmental and social themes. In the fiscal year ended March 31, 2023, 9 consultations and exchanges of opinions were conducted on important themes in sustainability management.

Main content of consultations and exchanges of opinions and the number of times in the fiscal year ended March 2023

Theme	Contents	Times conducted
Strengthening Internal Sustainability Management Structures and Platform	Implement company-wide e-learning program	1
Climate Change	Climate change initiatives	1
Business and Human Rights	Import/Export regulations and economic sanctions related on human rights Effective human rights due diligence system Remediation Guidance to suppliers with human rights issues European Regulations	4
Social Contribution Activities	Mitsui & Co. Co-creation Fund	3

Corporate Sustainability Div.

In April 2019, we established the Corporate Sustainability Division, whose role is to promote and drive company-wide sustainability management and to accelerate various initiatives on a global group basis. The Corporate Sustainability Division strives to raise sustainability awareness and share values at the Mitsui & Co. global group level, with the aim of contributing to the achievement of sustainable social and economic development in various countries and regions around the world, while also contributing to solving global environmental problems such as climate change.

Sustainability Promotion Officers

The Sustainability Promotion Officers have taken the initiative in organizing various sustainability awareness-raising programs, such as in-house sustainability seminars and lectures by speakers from partner companies and external experts, as well as workshops regarding sustainability within the actual business. In the fiscal year ended March 31, 2023, we held online Sustainability Promotion Officers meetings on a quarterly basis, where we shared the policies and important matters related to new sustainability initiatives discussed and formulated by the Sustainability Committee, as well as other sustainability related topics.

Initiatives

Materiality Action Plans

Each Business Unit has a Materiality Action Plan that outlines specific initiatives to address the Materiality identified by the company and manages the progress of these initiatives. The Materiality Action Plan defines the content of each Business Unit's response plans, targets, and status of initiatives based on the recognition of issues and major risks and opportunities for each Materiality. It also shows how our business activities contribute to the SDGs, and identifies the SDGs that are highly relevant to each Materiality.

By regularly managing the progress of this Materiality Action Plan, we will implement the PDCA cycle to promote our Materiality initiatives and our efforts to achieve the SDGs.

[Materiality Action Plans](#)

Raising Awareness on Sustainability Management

Sustainability Month

We have established Sustainability Month and implement a variety of programs designed to encourage all employees to learn and think about sustainability and then put it into practice. The focus for the fiscal year ended March 2023 was to consider sustainability management together with team members at each site. We released a message to all employees from the CSO (Chairperson of the Sustainability Committee), conducted an Experiential Sustainability Program that included employee participation, a



Experiential Sustainability Program held during Sustainability Month

roundtable discussion on the use of company-owned forests, "Mitsui's Forests" for business purposes, and a webinar on the newly-established Mitsui & Co. Co-creation Fund.

Approximately 4,000 people participated in the Experiential Sustainability Program, mainly at the Head Office and branches in Japan. During the program, participants watched interviews with local stakeholders such as producers and suppliers, deepened their understanding of social issues in the supply chain through simulated visual experiences, and gained insight into how to achieve sustainability in their respective operations through discussions with their colleagues.

Employee Training

At Mitsui & Co., we hold introductory training for new employees to explain our sustainability-related policies, including the Sustainability Policy, as well as our ESG initiatives and policy-specific targets. On an ongoing basis, we hold briefings for corporate divisions, business units, regional business units, and affiliates on the external environment related to their divisions and the sustainability management issues to be considered in the future. In addition to our own environmental and social challenges, we also provide training on the importance of environmental and social issues within our supply chain, including our Sustainable Supply Chain Policy and related initiatives. Please refer to the link for more information.

[Human Rights: Human Rights Training](#)

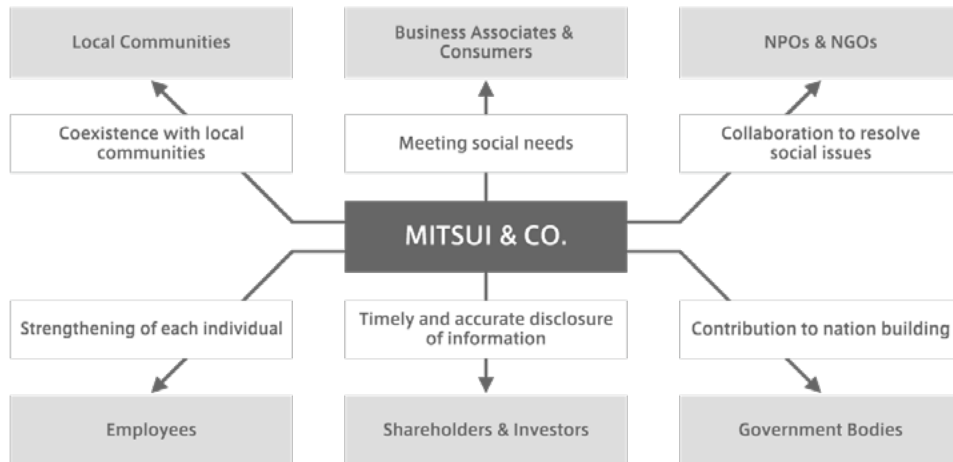
[Supply Chain Management: Initiatives for Employees](#)

Mitsui & Co.'s Stakeholders

Mitsui & Co. places emphasis on interacting with and having dialogue with society. For this reason, we closely assess the effects of our diverse and global business activities on society and identify and acknowledge stakeholders of particular interest.

In particular, we are committed to the development of relationships based on mutual trust with a diverse range of stakeholders, including local communities, business associates & consumers, NPOs & NGOs, employees, shareholders & investors, and government bodies, through proactive information disclosures and continual communication with our stakeholders.

Through interactive communication with stakeholders, each of Mitsui's employees and officers is endeavoring to acquire a firm understanding of what society expects from and requires of Mitsui. Based on this understanding, we strive to respond to changes in market environments, and constantly evolve to create new value through our business activities by exercising our unique capabilities, and thereby contribute to the realization of a sustainable society.



Stakeholders	Overview	Communication
Local Communities	We contribute to the sustainable growth and development of societies and economies through our wide-ranging business activities and society-centric contribution activities in countries and regions throughout the world. We also aim to achieve harmonious coexistence with local communities through contributions in such areas as local industry development, creation of employment opportunities, infrastructure development, enhancement of the quality of life of local residents, and the improvement of educational environments.	Initiatives as Part of Business Activities Social Contribution Activities: Community Contribution Contribution to development of local communities through overseas funds and the Mitsui & Co. Environment Fund Our relief efforts in disaster affected regions in which we conduct business
Business Associates & Consumers	We identify the needs and expectations of our business associates and consumers, supply safe and reliable products and services, disclose accurate corporate information, and take measures to address problems in supply chains.	Mitsui & Co. website Library (Corporate Brochure/Advertisements/Corporate Video) Integrated Report Sustainability Report Activities based on the Sustainable Supply Chain Policy, supplier engagement Initiatives that align with our policies and rules on the handling of consumer products: "Consumer Product Handling Policy," "Consumer Product Handling Regulations" Receipt of feedback and inquiries

Stakeholders	Overview	Communication
NPOs & NGOs	We pursue solutions for environmental and societal issues through networking and collaboration with various NPOs and NGOs. Through the Mitsui & Co. Environment Fund, we provide support for research and initiatives by NPOs and NGOs that are working to solve environmental problems.	<p>Discussions and local visits in cooperation with NPOs/NGOs</p> <ul style="list-style-type: none"> • Support for the Economic Independence and Greater Productivity of Small-scale Zambian Farms Through Cashew Tree Replanting and Productivity Improvement • Support through an NPO for the Development of a Rainwater Reuse System to Supply Safe Drinking Water <p>Participation in seminars hosted by NPOs and NGOs</p> <p>Stakeholder Dialogue with NPOs/NGOs</p> <p>Responses to surveys from NPOs and NGOs</p> <p>Exchange of opinions with an NGO on the formulation of procurement policies for specific commodities</p> <p>Collaboration with NPOs and NGOs through the Mitsui & Co. Environment Fund</p>
Employees	In order to support our diverse group of employees to work energetically and exert their capabilities, we strive to carry out diversity management by enhancing workplace environment, developing various internal rules, providing human resources development programs, and placing the right people in the right positions. We are committed to being an organization with integrity on a global group basis with each employee possessing a high level of awareness of compliance.	<p>Mitsui Management Review (MMR), Mitsui Engagement Survey</p> <p>Work-X initiatives</p> <p>Promoting internal communication</p> <p>Discussions with labor unions</p> <p>Training programs and seminars</p> <p>In-house and external whistleblowing channels</p> <p>With Integrity Month</p> <p>Sustainability Month</p> <p>Intranet/In-house newsletter of Mitsui & Co.</p>

Stakeholders	Overview	Communication
Shareholders & Investors	We strive for continuous improvement of our corporate value and appropriate market recognition by realizing transparency and accountability in management with timely and accurate disclosure of information, and by engaging in interactive communication with shareholders and investors.	<p>General meetings of shareholders</p> <p>IR meetings (presentations on financial results, Investor Day, briefings for individual investors)</p> <p>Separate engagement for IR and SR (departments in charge of exercising voting rights and responsible investment)</p> <p>Securities Report</p> <p>Integrated Report</p> <p>Newsletter to Shareholders</p> <p>Mitsui & Co. website</p> <p>Responses to surveys from ESG research organizations</p>
Government Bodies	We are committed to complying with related laws and regulations formulated by government agencies and local governments of Japan and the countries and regions where we engage in business activities. Furthermore, through cooperation with governmental agencies and local governments, we propose and promote business projects that align with their policies and make efforts to contribute to the development of nations and industries in a way unique to Mitsui.	<p>Participation in policy councils</p> <p>Participation in consultation and advisory meetings with government agencies and offices</p> <p>Support for human resource development through trainee-receiving programs for staff members of local governments</p> <p>Activities through business and industry groups</p>

Stakeholder Dialogue

To promote sustainability in our corporate management, we believe it is crucial to conduct dialogue with various stakeholders and respect their opinions regarding our business activities. To this end, we have continued to hold interactive stakeholder dialogue with external experts such as university professors and representatives of various NPOs and NGOs, as well as with the next generation of young leaders, including those representing Gen Z.

Stakeholder dialogue in the fiscal year ending March 2024 – Expectations for Business and Human Rights

In July 2023, we facilitated a stakeholder dialogue event on the theme of business and human rights, where members of our Sustainability Committee were joined by Akiko Sato, Liaison Officer – Business and Human Rights at the United Nations Development Programme and Attorney at Law at KOTONOHA Law Office, and Daisuke Takahashi, Attorney at Law at Shinwa Sohgho Law Offices and member of our Sustainability Advisory Board.



During the dialogue session, Ms. Sato talked about the expectations of external stakeholders regarding respect for human rights, and Mr. Takahashi discussed trends in the formation of rules regarding business and human rights in various other countries, their impact on Japanese companies, and expectations for Mitsui. This was then followed by a lively exchange of opinions.

The participants shared the importance of further spreading awareness of human rights as a basic right of every individual, and those efforts to resolve human rights issues are an integral and desired part of business. At the same time, given that human rights issues require efforts that take into account the varying structural and legal systems of each region, along with social and cultural context, they acknowledged that not all issues can be resolved in the short term, and discussed the need to set priorities and patiently continue initiatives to address each issue from the standpoint of the rights holders, while taking into account international standards such as the UN Guiding Principles and the national laws and regulations of each country.

Both guests also expressed their hopes for Mitsui to lead Japanese companies by promoting good practices in resolving human rights issues through its activities across a wide range of industries around the world, sharing such practices with stakeholders, and communicating its effort in a transparent manner.

* Titles were current at the time of the event

Stakeholder dialogue in the fiscal year ending March 2023 – Business and Natural Capital

In September 2022, Yasushi Hibi, Vice President, Conservation International (CI), an international environmental NGO, and Managing Director, CI Japan, Makoto Haraguchi, Fellow at the MS&AD InterRisk Research & Consulting, Inc., and members of our Sustainability Committee, held a stakeholder dialogue session regarding the relationship natural capital including biodiversity and business.



During the dialogue session, VP Hibi and Fellow Haraguchi explained what natural capital is, why it is attracting attention now, and what the Taskforce on Nature-related Financial Disclosures (TNFD) aims to achieve. They also explained initiatives of leading companies as well as their expectations of Mitsui, after which there was a lively exchange of opinions.

The participants discussed natural capital based on the differences from climate change, such as the existence of multiple indicators to measure natural capital, location-based characteristics including the general irreplaceability of nature that cannot be regained through protection or restoration in other places, and the difficulty of trading credits internationally for this reason, along with the importance of developing partnerships with local stakeholders on the ground. Although global targets and disclosure frameworks are still under discussion, we reaffirmed the need to keep a close eye on external trends, and for Mitsui to be prepared as well. As a global company with diverse businesses in all regions, we also reconfirmed the importance of identifying natural capital risks and impacts, including in the supply chain, as well as addressing new opportunities and businesses that will contribute positively.

* Titles were current at the time of the event

Participation in Initiatives

United Nations Global Compact

The United Nations Global Compact is a set of voluntary action principles for corporations proposed by former UN Secretary-General Kofi Annan at the World Economic Forum held in Davos, Switzerland in January 1999. He proposed a means to harness the creative powers of the private sector to fulfill the wishes of underprivileged people and meet the needs of future generations. It is neither a regulatory means nor a legally binding code of conduct, but rather a strategic policy initiative that encourages corporations to come together as global citizens to solve the various problems that could arise as a result of economic globalization. Participating corporations are asked to support and put into practice ten universally accepted principles in the areas of human rights, labor, environment, and anti-corruption. As of July 2023, over 23,000 corporations, labor unions, and civil society organizations from around the world are participating in the UN Global Compact.

Mitsui & Co. signed and pledged its support for the UN Global Compact in October 2004. As a signatory of UN Global Compact, Mitsui complies with the Global Compact as part of its own corporate guidelines, and pursues SDGs on a global group basis.

We participate in working groups of Global Compact Network Japan, such as the Human Rights Due Diligence (HRDD) Working Group.



Support for the UN Global Compact

In October 2004 Mitsui & Co. signed and pledged its support for the UN Global Compact. Mitsui has been participating in this initiative as a signatory of the UN Global Compact and is complying with the principles as part of its own corporate guidelines. Currently Mitsui conducts a companywide survey every other year in order to check compliance with the UN Global Compact principles and is working to comply with and practice the principles on a global group basis.

As well as engaging in activities geared toward observing "Ten Principles of the UN Global Compact", we will advance various initiatives that contribute to realizing the UN Sustainable Development Goals (SDGs) through our business activities.

Kenichi Hori
Representative Director
President and Chief Executive Officer

Ten Principles of the UN Global Compact

Human Rights

- Businesses should support and respect the protection of internationally proclaimed human rights; and
- make sure that they are not complicit in human rights abuses.

Labor

- Businesses should uphold the freedom of association and effective recognition of the right to collective bargaining;
- the elimination of all forms of forced and compulsory labor;
- the effective abolition of child labor; and
- the elimination of discrimination in respect of employment and occupation.

Environment

- Businesses should support a precautionary approach to environmental challenges;
- undertake initiatives to promote greater environmental responsibility; and
- encourage the development and diffusion of environmentally friendly technologies.

Anti-corruption

- Businesses should work against corruption in all its forms, including extortion and bribery.

Sustainable Development Goals (SDGs)

The United Nations Sustainable Development Goals (SDGs) define global sustainable development priorities and aspirations for 2030, with 17 goals and 169 targets. The SDGs call for action to end poverty and create a life of dignity and equality of opportunity for all, with consideration given to balancing sustainable growth and the limits of the Earth.



As a sogo-shosha (general trading company), Mitsui & Co. group conducts a diverse range of business across nations and regions. We believe that this allows us to make a wide-ranging contribution to the achievement of all the 17, goals set out under the SDGs. With the recognition that it is increasingly important to work together with our business partners, customers, local communities, NPOs and NGOs, and other stakeholders in order to find solutions to the various issues facing society and industry, we are promoting initiatives based on Goal 17, "Partnerships for the Goals".

To continue promoting our business with a focus on contribution to the achievement of the SDGs, we are working to further raise awareness of the SDGs and are aligning our business and initiatives with Mitsui's Materiality and the SDGs.

[Mitsui & Co.'s Materiality](#)

World Economic Forum

The World Economic Forum is an independent international organization that engages leaders from the worlds of business, politics, academia, and other sectors of society to shape global, regional, and industry agendas in the spirit of global citizenship, through cooperation between the public and private sectors, for the improvement of the world situation.

As a partner company, Mitsui attends the annual meeting of the World Economic Forum, as well as the regional meetings.

Environment

Climate Change

- TCFD (Task Force on Climate-related Financial Disclosures)
- TCFD Consortium
- CDP (Climate Change)
- Maersk Mc-Kinney Moller Center for Zero Carbon Shipping
- International Iron Metallics Association
- ASI (Aluminium Stewardship Initiative)
- The Copper Mark
- Battery Association for Supply Chain; BASC
- Japan Business Federation (Keidanren)
- Japan Foreign Trade Council
- GX League
- Japan Hydrogen Association
- Forest Stewardship Council® (FSC®)
- Carbon Recycling Fund Institute
- The Institute of Applied Energy, Society of Anthropogenic Carbon Cycle Technology
- Clean Fuel Ammonia Association

Water Resources

- CDP (Water Security)
- Japan Business Federation (Keidanren)

Pollution Prevention

- CLOMA (Japan Clean Ocean Material Alliance)
- CEFLEX (Circular economy for flexible packaging)
- Japan Partnership for Circular Economy

Circular Economy

- CLOMA (Japan Clean Ocean Material Alliance)
- CEFLEX (Circular economy for flexible packaging)
- Japan Partnership for Circular Economy

Biodiversity

- TNFD Forum (Taskforce on Nature-related Financial Disclosures)
- 30by30 Alliance
- RSPO (Roundtable on Sustainable Palm Oil)
- Forest Stewardship Council® (FSC®)
- Keidanren Committee on Nature Conservation
- CDP (Forests)

Social

Human Rights

- United Nations Global Compact
- Forest Stewardship Council® (FSC®)
- RSPO (Roundtable on Sustainable Palm Oil)
- Japan Business Federation (Keidanren)

Diversity

- Japan Business Federation (Keidanren)

Responsibilities to Customers

- Japan Processed Foods Wholesalers Association
- Japan Pharmaceutical Traders' Association

Supply Chain Management

- CEFLEX (Circular economy for flexible packaging)
- ASI (Aluminium Stewardship Initiative)
- Forest Stewardship Council® (FSC®)
- Together for Sustainability (TfS)
- RSPO (Roundtable on Sustainable Palm Oil)
- EcoVadis
- Sedex (Supplier Ethical Data Exchange)

Mitsui & Co.'s Materiality

Mitsui & Co. prioritizes and focuses on sustainability in its corporate management. We have identified Mitsui's material issues ("Materiality") for the sustainable growth of both society and the company, with the aim of meeting the expectations and trust of a variety of stakeholders and pursuing our corporate mission, "Build brighter futures, everywhere."

We link our Materiality with the United Nations Sustainable Development Goals (SDGs), in promoting our initiatives and activities, in order to work towards the SDGs' 17 goals.

We have established Materiality Action Plans which set out specific policies, targets, initiatives, and current status regarding each materiality for each organization and we manage and disclose progress based on these plans.



Secure sustainable supply of essential products

Ensure the sustainable and stable supply of resources, materials, food and manufactured products that are vital for the development of society.



Enhance quality of life

Contribute to the betterment of living standards and the development of local industries to realize sustainable societies globally.



Create an eco-friendly society

Accelerate initiatives towards environmental issues, such as responding to climate change and water resource problems, and contributing to a circular economy.



Develop talent leading to value creation

Respect diversity and develop human resources with the competence to create innovation and new value.



Build an organization with integrity

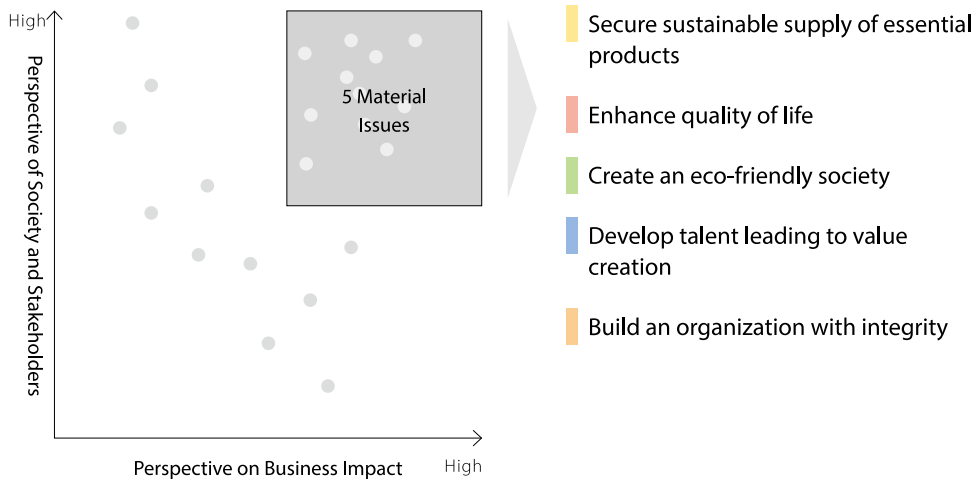
Strengthen our governance and compliance as a corporate group trusted by society.



Identification and Review of Materiality

In 2015, Mitsui & Co. identified its Materiality, which consists of five key material issues in areas that are important for our stakeholders and have significant implications for our business management. As the importance of sustainability has been growing globally as expressed in the environmental, social, and governance (ESG) aspects and the SDGs, and mega-trends with the potential to impact our business activities are changing rapidly, we have reviewed our Materiality and re-identified five new material issues in 2019. We recognize societal issues related to our business activities in each material issue category, verify significant risks and opportunities for Mitsui in terms of the impact of societal issues, and disclose our approach toward each Materiality.

In carrying out the revision, we took into account both the perspectives of various stakeholders in relation to the SDGs, the United Nations Global Compact, ISO26000, GRI Standards, other international frameworks, and ESG investment evaluations, as well as the impact on our business activities. In addition, we carried out questionnaire surveys of officers and employees on a global group basis, exchanged views with our external directors and outside experts, through meetings such as the Sustainability Committee, and interviews with the Sustainability Promotion Officers. After having such active discussions within and beyond Mitsui, we obtained approvals from the Corporate Management Committee and the Board of Directors, and finalized the new Materiality.

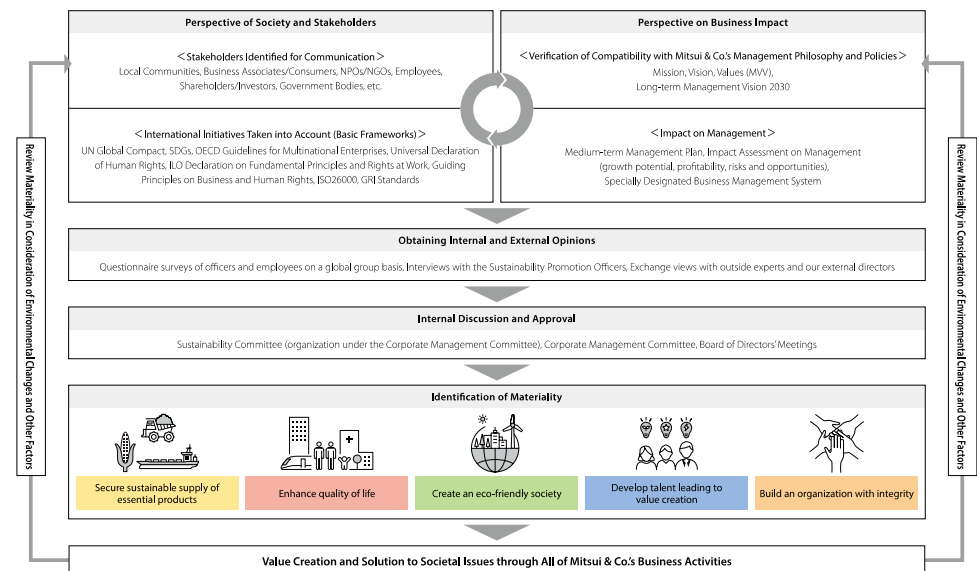


The Materiality encompasses material issues that could become risks or opportunities in the context of our medium- to long-term business strategies, and will serve as the ground on which we engage in our business activities. By positioning the Materiality as a medium- to long-term key management priority, all officers and employees of Mitsui will work together to ensure the Materiality is reflected in our business activities. Mitsui will commit itself to sustainability management and strive through its diverse global business activities and the solution of global issues including climate change, pursuing both in a well-balanced long-term perspective. We have established a Materiality Action Plan which sets out specific policies, targets, initiatives, and current status regarding each materiality for each organization and we manage and disclose progress based on this plan.

Toward 2030, with a greater focus on evolution from "connecting" to "creating," which is called for in our Long-term Management Vision 2030 that we have formulated as our future image, we will identify challenges, set targets, and find solutions to achieve the goals. Furthermore, we will create changes, trends, and new value.

In order to respond to social challenges, needs, and expectations in line with changes in the times, and also to incorporate the formulation of new medium-term management plans and the resulting changes in impact on the economy, environment, and society into our sustainability management, we will review our Materiality and specific themes to work on every 3-5 years in consideration of environmental changes and other factors.

Flowchart for Identification and Review of Materiality





Secure sustainable supply of essential products

Ensure the sustainable and stable supply of resources, materials, food and manufactured products that are vital for the development of society.

Recognition of Societal Issues

- Population growth and expanding demand for resources, energy, raw materials, food, manufactured products, etc.
- Improvement of production and supply capacity to respond to climate change
- Safety and security of food and manufactured products

Major Risks and Opportunities

Risks

- Supply failures of resources, energy, raw materials, food, manufactured products, etc. caused by climate change, COVID-19, etc.
- Reputational damage resulting from safety and health problems affecting the final consumers of food and manufactured products






Opportunities

- Improvement of production and supply capacity through responding to the effects of climate change, COVID-19, etc.
- Enhancement of competitiveness through the establishment of traceability, responsible marketing leading to demand expansion






Materiality Action Plans

SDGs targets(s)	Segment	Business unit	Business field	Response to issues	Target (assuming a date by 2030)	Actions and performance indices for achieving the target	Current status/progress
	Mineral & Metal Resources	Mineral & Metal Resources	Mineral and metal resources development and recycling	We will contribute to the stable supply of mineral and metal resources that support economic growth, society and industry.	Improve the stable supply system by expanding mineral and metal resources and promoting recycling businesses.	<ul style="list-style-type: none"> • Continue mining business development and improve cost competitiveness. • Improve the value chain of recycling businesses. 	<ul style="list-style-type: none"> • Operation of the South Flank iron ore mine in the Australian iron ore business that is jointly operated with BHP, started production in 2021 and is currently ramping up. (BHP 85%, ITOCHU 8%, Mitsui 7%). • Mitsui has contributed a portion of development funds to Florence Copper, which plans to produce low-carbon copper ingots in Arizona, U.S., and has signed an offtake contract with equity conversion rights.
 	Energy	Energy I, Energy II	Energy development	We will contribute to the stable supply of sustainable energy.	Build and enhance a stable energy production and supply portfolio that meets the expectations of customers and society.	Maintain, expand and diversify energy supply by developing new projects and enhancing existing projects.	<p>We are promoting new energy development projects to meet the needs of consumers around the world.</p> <ul style="list-style-type: none"> • In April 2023 we invested in shale gas/tight gas development and production project in Texas, U.S.A.







Secure sustainable supply of essential products

SDGs targets(s)	Segment	Business unit	Business field	Response to issues	Target (assuming a date by 2030)	Actions and performance indices for achieving the target	Current status/progress
	Machinery & Infrastructure	Infrastructure Projects	Centralized power generation/ centralized RE/ distributed power generation	We will carry out business operations in consideration to the stable operation and reduction of environmental burdens, and contribute to local communities through sustainable and stable power supply optimized for each country or region.	<ul style="list-style-type: none"> Complete construction projects and commence commercial operations. Improve operating rate and thermal efficiency. Implement environmental burden reduction measures. Expand our business base as a general energy company that meets diverse customer needs, including environmental and social aspects. 	<ul style="list-style-type: none"> Continue to implement PDCA for progress monitoring of projects under construction and improvement of project quality. Verification/demonstration/practice of environmental burden reduction measures. Develop businesses in new countries/ regions. Acquire new projects by improving sales structure, promoting digital marketing, and expanding solutions. 	Through 74 electric power projects (Net capacity 10.9GW) in 23 countries around the world, we are working on a stable power supply that supports people's lives (as of March 31, 2023). In FY Mar/2023, one of the two Thailand gas-fired power plant projects in which we have invested was completed and is now in operation.
	Machinery & Infrastructure	Infrastructure Projects	Resource infrastructure (onshore/ offshore) business	We will fulfill our social mission and social responsibility for the stable supply of resources while fully considering the impact of operations on the environment, and contribute to the sustainable growth of countries and regions.	<ul style="list-style-type: none"> Improve the supply capacity and efficiency of existing businesses. Complete construction projects and commence commercial operations. Steadily operate by utilizing DX. Reduce environmental burdens. 	<ul style="list-style-type: none"> Continue to implement PDCA to improve efficiency. Implement measures to improve utilization rates and efficiency. 	Off the coast of Brazil, about 20% of the total oil and gas production for the country is produced by FPSOs which are jointly owned by MODEC. Going forward, we will continue to contribute to the stable supply of oil and gas in the global deep-sea oil and gas field areas, mainly off the coast of Brazil.
	Machinery & Infrastructure	Infrastructure Projects	Social environment infrastructure business	We will contribute to the expansion of global logistics demand by developing, expanding and steadily operating our logistics bases.	Expand logistics infrastructure and improve efficiency in the world's growing logistics market.	<ul style="list-style-type: none"> Improve the operating rate and create new added value using DX. Continue to work on improving efficiency, including maintenance. 	In our container terminal business in Indonesia, we have maintained the industry's highest level of operational efficiency. We are promoting the expansion of DX functions to further improve efficiency, such as a paperless (online) fee payment process and optimization of truck transportation.
	Machinery & Infrastructure	Mobility I	Passenger vehicle sales and leasing	We will respond to growing demand for mobility, resource transportation, and passenger vehicles, where demand is expected to increase (especially in emerging countries).	<ul style="list-style-type: none"> Expand sales and leasing system through our global network partners. Supply vehicles that contribute to sales volume as well as sustainable growth and a reduction in environmental impact. 	<ul style="list-style-type: none"> Make more extensive efforts with global partners in each area. Sales volume (especially that of environmentally friendly vehicles), number of leases, sales area. 	In addition to sales in Chile, Peru, Brazil, The Philippines, etc., where demand for passenger and transportation vehicles is expanding with economic growth, we have begun working on a leasing business.
	Machinery & Infrastructure	Mobility I	Railway freight	We will respond to the increase in transportation demand for grains, steel products, industrial products, etc. in Brazil by developing multi-modal transportation with low environmental impact.	Create and enhance efficient multi-modal transportation in Brazil.	Work with our partner in Brazil to improve the quality and quantity of transportation, such as expanding the range of transportation option, expanding the target cargo, and achieve reliable transportation.	We are working on the utilization of trucks leveraging IT to achieve efficient multi-modal transportation with low environmental impact.





Secure sustainable supply of essential products

SDGs targets(s)	Segment	Business unit	Business field	Response to issues	Target (assuming a date by 2030)	Actions and performance indices for achieving the target	Current status/progress
 	Machinery & Infrastructure	Mobility II	Shipping	We will provide high-quality, environmentally friendly, competitive ships and services to meet the ever-expanding demand for marine transportation as the world economy grows.	Use DX to select the optimal shipping routes to save fuel and use new technologies such as new kinds of fuels to help reduce the environmental burden of shipping and enable sustainable growth of maritime industries.	Increase our efforts with global partners in each area of the world (shipyards, shipowners, shipowners). Showcase initiatives for utilizing the technological capabilities of Japanese manufacturers.	With emission reduction in the shipping industry becoming a global issue, in April 2021 we became a strategic partner of the Maersk Mc-Kinney Moller Center for Zero Carbon Shipping (MMMCZCS), a not-for-profit international research and development center dedicated to the decarbonization of the shipping industry. From May 2022, we dispatched a seconded to work with other partners to solve technical and commercial issues in the use of low-carbon fuels for marine vessels.
	Chemicals	Basic Materials	Covering all business areas of the Business Unit (Gas Chemicals Business/Basic Chemicals Business/ Performance monomer/ Tank Terminal Business)	We will achieve a sustainable society by supporting the steady supply of basic materials and industrial infrastructure.	Solidify the production supply system through capacity expansion in the salt and methanol production businesses and tank terminal business, and expansion of trading by expanding logistics.	Manage milestone of each project and expand trading based on trends in the oil-to-chemicals businesses.	While uncertainty in the global economy remains even beyond the COVID-19 pandemic, our trading function has made it possible for us to connect supply chains and give them some spare capacity. We will continue to strengthen the foundations for a stable supply and demonstrate our functions for doing so.
	Chemicals	Chemicals Segment	Compliance	We will build a sustainable supply system in our management of chemical products by maintaining a compliance system and improving quality.	Promote a legal compliance system for hazardous chemical substances, improve quality, give employee training for product safety, and participate in initiatives.	<ul style="list-style-type: none"> • Provide opportunities for employee training and improve product quality. • Update, thoroughly understand, notify, and label hazard information and legal information on chemical substances. • Expand specialized human resources for chemical substance management. 	We have updated legal information related to chemical substance management to protect the global environment through chemical substance management which is an important trade compliance along with security trade control. We regularly conduct training in the laws relating to chemical substance management to all Mitsui & Co. and group companies that handle chemical substances.
	Chemicals	Performance Materials	Detergent raw materials, oleochemical business	We will contribute to the stable supplies in the detergent raw materials and oleochemical business areas.	Establish stable supply systems.	Expand manufacturing and stabilize production.	<ul style="list-style-type: none"> • We are supporting detergent raw material production in Thailand and marketing it globally. • We are supporting oleochemical production in Malaysia and China, and marketing it globally.

Secure sustainable supply of essential products

SDGs targets(s)	Segment	Business unit	Business field	Response to issues	Target (assuming a date by 2030)	Actions and performance indices for achieving the target	Current status/progress
	Chemicals	Nutrition & Agriculture	Agri-science business/Agri-solution business	We will achieve sustainable agricultural production through science.	Achieve a reduction of environmental burden and agricultural productivity improvement by developing and disseminating agricultural technology.	<ul style="list-style-type: none"> • Achieve a reduction of environmental burden and agricultural productivity improvement by developing and disseminating agricultural technology. • Develop and disseminate bio-pesticides made from fungi and natural extracts, to reduce the environmental burden and help achieve agricultural production in harmony with the environment. • Use soil analysis to help optimize the amount of chemical fertilizer applied and promote the spread of bio-stimulants. • Improve the agricultural material supply base in Africa. • Establish Ag-tech businesses. 	<ul style="list-style-type: none"> • We are promoting "IPM" (Integrated Pest Management), which combines biological pesticides and chemical pesticides, to help establish highly productive and sustainable agricultural systems. • We are developing a comprehensive agricultural material distribution business, mainly in Latin America. • Through the ETG company we are supplying agricultural materials in Africa. • We have invested in a controlled environment agriculture (CEA) business and launched a pilot project in Saudi Arabia.
	Chemicals	Nutrition & Agriculture	Animal solutions business	We will achieve sustainable agricultural production through science.	Achieve a reduction of the environmental burden of livestock, and an improvement of productivity by developing and popularizing feed additives/veterinary drugs/vaccines.	<ul style="list-style-type: none"> • Achieve efficient growth of livestock and a reduction of environmental emissions through establishment of a Gut Health (improvement of intestinal flora of livestock) business. • Improve livestock productivity and achieve animal welfare through the spread of vaccines and veterinary drugs. 	<ul style="list-style-type: none"> • We are promoting business reform in Novus, a company in which we have invested, to establish a Gut Health business. • We have invested in an Animal Health product manufacturing and sales operations in Japan and Brazil. • We have entered into the animal genetics business. We are pursuing synergies with existing businesses such as animal nutrition and animal health.
 	Iron & Steel Products	Iron & Steel Products	GHG reduction promotion in product LCA (Life Cycle Assessment)	We will work to build supply chains from the perspective of LCA, for global decarbonization.	Together with partners in Japan and overseas, contribute to GHG reduction across the entire supply chain.	In product LCA develop projects to help in GHG reduction.	In collaboration with SuMPO (Sustainable Management Promotion Organization) which is Japan's only ISO-based carbon footprint certification body, we offer LCA Plus, a platform that enables the visualization of product LCA throughout the supply chain.
 	Lifestyle	Food	Trading	We will contribute to the safe and secure procurement of food, and a sustainable and stable food supply.	Thoroughly disseminate our sustainable supply chain policy and, if necessary, formulate individual procurement policies and goals based on this policy, and aim to achieve them.	Monitor the implementation status of each Procurement Policy for Specific Commodities.	<ul style="list-style-type: none"> • Our Sustainable Supply Chain Policy has been sent to all suppliers and made known. • We have created an individual procurement policy for palm oil, which is recognized as a product that has a significant environmental and social impact.

Secure sustainable supply of essential products

SDGs targets(s)	Segment	Business unit	Business field	Response to issues	Target (assuming a date by 2030)	Actions and performance indices for achieving the target	Current status/progress
 	Lifestyle	Retail	Food retail	We will contribute to the safe and secure procurement of food, also a sustainable and stable food supply.	Thoroughly disseminate our sustainable supply chain policy and, if necessary, formulate individual procurement policies and goals based on this policy, and aim to achieve them.	Monitor the implementation status of each Procurement Policy for Specific Commodities.	<ul style="list-style-type: none"> Our Sustainable Supply Chain Policy has been sent to all suppliers and been made known. We have created an individual procurement policy for palm oil, which is recognized as a product that has a significant environmental and social impact.
 	Lifestyle	Wellness	Contract food services	Based on the promotion of health management to curb domestic medical expenses and the growing awareness of people's health, we will help people to achieve a level of health in line with their life stage, by providing a stable supply of food that will support physical and mental wellbeing.	Achieve a stable supply of safe and secure food with consideration for reduction of food loss, sustainability and traceability.	<ul style="list-style-type: none"> Actively use foods that take sustainability into consideration (sustainable foods). Increase efforts to achieve local production for local consumption, to improve supply capacity. Reduce food waste by supplying cooking plans for high-quality, traceable food. 	<ul style="list-style-type: none"> We are implementing local production for local consumption in collaboration with Miyazaki, Miyagi, and Akita prefectures to utilize ingredients that will lead to regional economic development. In 2018, we have obtained MSC/ASC CoC certification*1, the first for a food supply business in Japan. We also provide sustainable fishery products (sustainable seafood) at some facilities. We have obtained Rainforest Alliance certification*2 for production, distribution, and processing processes at our own factory to improve traceability. We offer products using 100% coffee beans produced by certified farms. We are conducting food procurement and menu planning to control food loss using AIM Services' original menu planning system. <p>*1 MSC certification is a certification system for sustainable fisheries that is properly managed in consideration of fishery resources and the environment. ASC certification certifies aquaculture which is approved by the Aquaculture Stewardship Council and minimizes the environmental and social burden. MSC/ASC CoC certification ensures that these certified fish products are properly managed and traceable in all processes of manufacturing, processing and distribution.</p> <p>*2 Certification of the control standards for production, distribution, and processing at our own food preparation facilities.</p>



Enhance quality of life

Contribute to the betterment of living standards and the development of local industries to realize sustainable societies globally.

Recognition of Societal Issues

- Infrastructure development in developing and emerging countries
- Aging infrastructure in developed countries
- Health maintenance, provision of healthcare, nursing, and welfare services
- Consideration for indigenous peoples in relation to resource development and other activities
- Expanding responsibility and increasing importance of consideration for human rights in supply chains (e.g., labor practices and impact on local communities)
- Contribute to community revitalization

Major Risks and Opportunities


Risks

- Reputational damage resulting from safety and health problems affecting infrastructure users
- Decline in competitiveness due to the diversification of information dissemination methods and fund procurement means
- Decline in service standards and other issues due to a shortage of healthcare personnel
- Reputational damage resulting from human rights violations and environmental loads in supply chains










Opportunities

- Development of sustainable infrastructure for improvement of living standards in developing and emerging countries
- Changes in disease structure due to population growth/economic development and increase in healthcare needs due to aging
- Creation of markets by promoting ICT-based business to build urban social infrastructure in response to the move toward developing smart cities
- Market expansion by meeting diversifying consumer needs
- Improvement of value and reliability across entire value chains through consideration for the environment, human rights, labor, and local communities in the entire supply chain








Materiality Action Plans

SDGs targets(s)	Segment	Business unit	Business field	Response to issues	Target (assuming a date by 2030)	Actions and performance indices for achieving the target	Current status/progress
 	Mineral & Metal Resources	Mineral & Metal Resources	Mineral and metal resources business development	We will contribute to the stabilization and development of local economies through sustainable resource development that takes local communities into consideration.	Cooperate with our project partners and the local communities, contribute to the development of national and local economies.	Conduct sustainable development by monitoring legal systems and continuing dialogue with project partners and local communities.	We are continuing dialogue with local governments, project partners and local communities.








Enhance quality of life

SDGs targets(s)	Segment	Business unit	Business field	Response to issues	Target (assuming a date by 2030)	Actions and performance indices for achieving the target	Current status/progress
 	Energy	Energy I, Energy II	Energy development	We will contribute to regional economic development through the promotion of our development projects.	Through collaboration with local governments and communities, contribute to the development of national and regional economies associated with our development projects.	Develop new regional infrastructure, create communities, and create local employment.	We are working on infrastructure development based on the demands and potential needs of each country/region, and the creation of communities.
	Energy	Energy I, Energy II	Energy supply	Through the supply of relatively clean and competitive energy (gas, LNG), we will assist in the development of local economies and gradual energy transitions.	Supply energy that supports the sustainable economic development of each country.	Provide stable LNG supply, and supply and demand adjustment functions by strengthening portfolio and logistics functions.	<p>We are working to expand our portfolio to strengthen our supply of LNG, which has a relatively low environmental impact, to contribute to energy transitions around the world.</p> <ul style="list-style-type: none"> In December 2022 we agreed to an extension of the Production Sharing Contract (PSC) for Tangguh LNG Project in Indonesia to 2055.
 	Machinery & Infrastructure	Infrastructure Projects	Centralized renewable energy/ distributed power generation	We will contribute to improve living standards in developing and emerging countries through our efforts in the distributed power generation business.	Provide sustainable and clean power generation centered on solar power in India and sub-Saharan Africa's non-electrified areas. Particularly in India, aim to supply electricity to 1.2 million people through OMC Power, and to expand to Africa and other countries.	Build a sustainable mini-grid business model centered on India and OMC Power.	OMC Power is a leader in the distributed mini-grid business in India. In rural areas of India, where power supply is unstable, OMC Power combines solar power generation and storage batteries to provide stable, environmentally friendly, locally produced and consumed power to cell phone base stations, stores, and local communities.
  	Machinery & Infrastructure	Infrastructure Projects	General power/ new areas/ services	We will work on infrastructure to solve social problems such as food supply, financial services, health promotion, population growth, urbanization, and digitization.	<ul style="list-style-type: none"> Expand production of crops in Africa and improve the quality of life for small-scale African farmers. Establish a sustainable supply chain for agricultural products using DX. Develop high-capacity communication lines. 	<ul style="list-style-type: none"> Promote demonstration projects that aim to create SDG premiums by visualizing social and environmental impacts in the production process of African agricultural products, and ensuring traceability through supply chains. Commercialize the establishment of a sustainable supply chain for agricultural products using DX (after assessing their feasibility). Lay and operate international submarine communication cable systems. 	<ul style="list-style-type: none"> We are engaged in an initiative to collect data on African agricultural products, and use that data to deliver global customers final products that come with the stories behind them, with the aim of generating value in that data and returning it to the farmers, thereby promoting the expansion of sustainable agriculture production. We are currently working on a pilot project for cotton in Zambia. In the future, we aim to expand the project to other agricultural products such as coffee and cacao. We are currently working with NTT Group and JA Mitsui Leasing on the installation, operation and sale of a new submarine cable system between Japan and the U.S.
	Machinery & Infrastructure	Mobility I	Transportation infrastructure	We will contribute to the sustainable growth of emerging countries through the development and expansion of transportation and infrastructure for daily life.	Contribute to the sustainable growth of emerging countries through local employment and improvement of local living standards after completion of construction accompanying our transportation infrastructure operations.	<p>Promote projects through dialogue and harmony with local communities.</p> <p>Strengthen supply chain management when ordering project materials and equipment.</p>	We are working on a project to build a dedicated freight rail line to enhance freight transport capacity between Delhi and Mumbai, India's largest industrial zone.





Enhance quality of life

SDGs targets(s)	Segment	Business unit	Business field	Response to issues	Target (assuming a date by 2030)	Actions and performance indices for achieving the target	Current status/progress
 	Machinery & Infrastructure	Mobility II	Shipping	We will provide high-quality, environmentally friendly, competitive ships and services to meet the ever-expanding demand for marine transportation as the world economy grows.	Use DX to select the optimal shipping routes to save fuel and use new technologies such as new kinds of fuels to help reduce the environmental burden of shipping and enable sustainable growth of maritime industries.	Increase our efforts with global partners in each area of the world (shipyards, shipowners, shipowners). Showcase initiatives for utilizing the technological capabilities of Japanese manufacturers.	With emission reduction in the shipping industry becoming a global issue, in April 2021 we became a strategic partner of the Maersk Mc-Kinney Moller Center for Zero Carbon Shipping (MMMCZCS), a not-for-profit international research and development center dedicated to the decarbonization of the shipping industry. From May 2022, we dispatched a secondee to work with other partners to solve technical and commercial issues in the use of low-carbon fuels for marine vessels.
	Chemicals	Basic Materials	Performance monomer	We will contribute to improve the world's QOL by demonstrating our material design capabilities.	Establish new businesses and new business groups in the specialty chemical field, as one part of the growth driver of our Basic Materials Business Unit.	Promote business strategies and manage milestones for materials-related businesses such as high-performance resin raw materials and coatings, as well as cosmetics and pharmaceutical raw materials.	We are expanding our business development in each area by leveraging our deepening partnerships with Honshu Chemical Industry, Kansai Paint and others.
 	Chemicals	Performance Materials	Consumer products business	Through our consumer products business (personal care products, hygiene products, cosmetics, etc.) we will improve quality of life.	Procure products and raw materials based on consumer needs. Conduct development and marketing in this field.	Develop products utilizing unique Japanese technologies and execute overseas activities with deep market analysis and digital marketing approach.	<ul style="list-style-type: none"> • We are promoting new high-quality skincare products for U.S. consumers. • We are establishing a business base aimed to promote high-quality skincare products in Brazil.
	Chemicals	Nutrition & Agriculture	Wellness business	We will respond to the increasing added value of food and health needs as the middle class grows and the population ages through science.	Establish a business base that responds to wellness, mainly in Japan and Asia.	<ul style="list-style-type: none"> • Establish a food science business base in the Japanese and Asian markets. • Establish a business base to provide personalized pre-illness solutions to consumers in the Japanese and Asian markets through the provision of health checks/medical forecasts/and high value-added supplements. 	<ul style="list-style-type: none"> • We are enhancing and promoting the expansion of our subsidiary BFS (Bussan Food Science) and Soda Aromatic Co., Ltd., our investee, into Asia. • Through our investment in Thorne Research of the U.S., we are expanding into the wellness field. • We have invested in a business engaged in the manufacturing and sales of Traditional Chinese Medicine in Singapore, pursuing synergies with Thorne Asia. • We operate a business in Japan providing solutions for preventive health.
	Iron & Steel Products	Iron & Steel Products	General infrastructure maintenance	We will contribute to lengthen the service life of existing infrastructure.	In collaboration with partners who possess high technological abilities, contribute to spread the preventive maintenance business that uses Japan's excellent maintenance technology throughout the world, to build environmentally friendly infrastructure.	Expand services, products, and areas provided for in the general infrastructure maintenance business.	We are currently promoting our maintenance business in Thailand together with Sho-Bond Corporation, a general infrastructure maintenance company. We will extend the life of infrastructure through preventive maintenance such as repair and reinforcement.

Enhance quality of life

SDGs targets(s)	Segment	Business unit	Business field	Response to issues	Target (assuming a date by 2030)	Actions and performance indices for achieving the target	Current status/progress
	Iron & Steel Products	Iron & Steel Products	Structural steel production	We will contribute to the construction of environmentally friendly infrastructure in emerging markets.	Create a recycling network through the recycling and production of environmentally friendly materials.	Use new sources of energy, set up production and supply systems that have a low environmental burden, and expand the supply areas in Asia for products that are environmentally friendly.	As an initiative in the electric furnace business that can reuse iron scrap to produce steel, we have invested (20% ownership) in Thai electric arc furnace steel manufacturer/Siam Yamato Steel.
 	Lifestyle	Food	Trading	We will further strengthen our efforts to eradicate child labor and respect human rights in our supply chains.	<ul style="list-style-type: none"> • Make our Sustainable Supply Chain Policy gets through to our suppliers. • Hold regular dialogue through supplier questionnaires and on-site inspections. 	Report the completion of sending the policy to all suppliers of our business units and consolidated subsidiaries and disclose monitoring implementation status.	We have sent the policy to all suppliers of our business unit and consolidated subsidiaries. In addition, some suppliers have been sent supplier questionnaires, and we have conducted on-site inspections and other human rights due diligence.
 	Lifestyle	Retail	Fashion/textiles	We will carefully consider the environment and human rights throughout the business value chain in this area, and are improve the value and reliability of the entire value chain.	Disseminate our Sustainable Supply Chain Policy and raise awareness for the environment and human rights in our business supply chain.	<ul style="list-style-type: none"> • Send our Sustainable Supply Chain Policy to all suppliers and make them aware of it. • Work hard to improve the traceability of the products we handle. 	Our Sustainable Supply Chain Policy has been sent to all suppliers and been made known.
	Lifestyle	Wellness	Hospital/clinic business	To meet the rapidly increasing demand for medical care in countries centered on Asia, against a backdrop of population growth, expansion of middle-income group, aging population, changes in disease patterns, etc., we will strive to improve people's health through improved access to medical care. By achieving value-based healthcare*, we will contribute to the sustainable development of the medical system. * In value-based healthcare, each stakeholder aims to maximize outcomes and optimize costs to provide high-value medical care to patients.	Improve access to quality medical care in countries centered on Asia, and achieve Value-Based Healthcare.	<ul style="list-style-type: none"> • Introduce digital technology and AI to improve medical access and efficiently allocate medical resources. • Rationalize group-wide procurement to help control medical costs and improve operational efficiency. • Build a healthcare data platform with the aim of maximizing outcomes and optimizing costs by utilizing data. 	<ul style="list-style-type: none"> • In collaboration with the government, we are providing infrastructure for accepting new COVID-19, PCR tests, and vaccination. • We have introduced an online medical care service to quickly respond to the non-contact needs of patients. Partial cost reductions have begun to be realized by rationalizing procurement across the group.
	Innovation & Corporate Development	IT & Communication	IT Service and Cyber Security	We will contribute to the creation of prosperous and safe lifestyles through the utilization of ICT in fields such as DX and cybersecurity.	Expand existing businesses, including realizing DX for customer companies and providing cybersecurity services.	Expand the scale of business and create new businesses.	<ul style="list-style-type: none"> • Through Mitsui Knowledge Industry Co., Ltd. (MKI), a subsidiary, we are providing consulting, building, and operation services for IT systems, data center and cloud services, and the sale of IoT devices and manufacturing equipment. • Through Mitsui Bussan Secure Directions, Inc. (MBSD), a subsidiary, we are providing diagnostic, oversight, and consulting services related to cybersecurity.

Enhance quality of life

SDGs targets(s)	Segment	Business unit	Business field	Response to issues	Target (assuming a date by 2030)	Actions and performance indices for achieving the target	Current status/progress
 	Innovation & Corporate Development	IT & Communication	Healthcare utilizing DX	We will contribute to the creation of prosperous and safe lifestyles through healthcare IT business.	Provide advanced healthcare IT services by expanding current businesses.	Expand the scale of business and create new businesses.	<ul style="list-style-type: none"> • Through iMedical Inc., an affiliated company, we operate a remote diagnostic imaging business for attending physicians that uses remote medical imaging technology in which medical images are read and diagnosed remotely by specialists. • north star Co., Ltd., an affiliate company in which we invested in February 2021, operates "Kids Doctor", which offers pediatric health consultation services, and appointment services of online diagnosis and home visit. Leveraging the knowledge of this business, we released "Pet Doctor," an online pet consultation service, in November 2022. • Xeureka Inc., a subsidiary of the Company established in November 2021, provides AI drug discovery support services and conducts drug discovery R&D through joint research. In March 2023, the U.S. supercomputer giant NVIDIA and Xeureka announced the "TOKYO-1" project, which aims for full-scale transformation of the overall healthcare industry, centered on drug discovery. As a Mitsui subsidiary, Xeureka will be responsible for the actual operation of the project. • Innovia Inc., also a subsidiary of the Company, established in November 2021, is engaged in business providing various DX solutions to medical institutions, mainly hospitals.
 	Innovation & Corporate Development	Corporate Development	Real Estate asset management	We will provide solutions for longstanding social issues in the U.S., where the aging and nuclearization of society is reaching an advanced stage, through the ownership and operation of senior living properties.	Raise awareness of our senior living properties as an option for U.S. seniors to spend an enriching old age and contribute to build pleasant regional communities.	<ul style="list-style-type: none"> • Continue to raise the quality of the main business' services and properties. • Increase the scale of the business and work together with various partners to develop properties that offer high added value. 	<ul style="list-style-type: none"> • We have advanced a senior living properties business for over 30 years, particularly in the west of the U.S. We currently manage 38 properties offering around 4,200 rooms. • We are aiming to attract large amounts of pro-social investment from the capital markets through JV projects with Japanese investors, and the creation of private placement funds so that we can operate excellent assets and provide high-quality services.



Create an eco-friendly society

Accelerate initiatives towards environmental issues, such as responding to climate change and water resource problems, and contributing to a circular economy.

Recognition of Societal Issues

- Global warming, climate change
- Water resource shortages
- Circular economy
- Environmental pollution
- Loss of biodiversity

Major Risks and Opportunities



Risks

- Impact of tighter policies and regulations as part of the transition to a low-carbon society
- Impact of new technologies and the creation of new markets on supply and demand in existing business areas
- Disruption of business operations due to the impact of cyclones, hurricanes, and other physical impacts linked to climate change
- Impacts on the natural environment, such as the large-scale use of water in business operations
- Impact of leakage of hazardous chemicals
- Increase of environmental costs due to the destruction/deterioration of eco-systems






Opportunities

- Accelerating market changes in the mobility area resulting from rising environmental awareness and the tightening of regulations
- Expansion of markets for environment-related business areas, such as renewable energy
- Demand for high-efficiency power plants
- Creation of new business models based on the circular economy
- Handling of products and services that contribute to the creation of a lowcarbon society by conserving energy and reducing greenhouse gas emissions





Materiality Action Plans

SDGs targets(s)	Segment	Business unit	Business field	Response to issues	Target (assuming a date by 2030)	Actions and performance indices for achieving the target	Current status/progress
 	Mineral & Metal Resources	Mineral & Metal Resources	Mineral and metal resources business development	We will contribute to the achievement of a society that is in harmony with the environment by supplying mineral and metal resources that support a decarbonized society and by reducing environmental burdens in the resource industry.	Promote businesses to reduce environmental impact, including greenhouse gas reduction.	<ul style="list-style-type: none"> • Contribute (from the raw materials side) to the low carbonization of the steel industry, and build value chains. • Develop copper and battery raw materials that are required for EVs and electrification, and build value chains. • Take low-carbon-emitting initiatives in mining operations. 	<ul style="list-style-type: none"> • Together with Kobe Steel, we are promoting a full-scale study of low-carbon iron sources and low-carbon iron-making in the Duqm Special Economic Zone in the Sultanate of Oman. • We have invested in Binding Solutions Ltd. of the U.K., which has iron ore cold coking technology (that reduces emissions from the calcination process). • We are collaborating with partners to reduce Scope 1/2 GHG emissions (exhaust gas from mining equipment, accompanying methane gas, etc.) from metallurgical coal business. Also considering a possibility of collaborating with related infrastructure and technology owners. • All electricity procured for the Collahuasi copper mine in Chile has been switched to renewable energy.





Create an eco-friendly society

SDGs targets(s)	Segment	Business unit	Business field	Response to issues	Target (assuming a date by 2030)	Actions and performance indices for achieving the target	Current status/progress
 	Mineral & Metal Resources	Mineral & Metal Resources	Environmental measures/ metal and battery recycling businesses	We will contribute to achieve a circular economy through our metal and battery recycling businesses.	Expand our metal and battery recycling businesses that contribute to the promotion of a circular economy.	Promote and expand metal and battery recycling business.	<ul style="list-style-type: none"> We are promoting scrap metal business at domestic and overseas bases and among investees (Mitsui Bussan Metals, MM&Kenzai, Kyohei Recycling, Sims, etc.). We are promoting reuse and recycling business for EV waste battery cells and packs. We are accelerating the promotion of the secondary aluminum alloy business.
 	Energy	Energy Segment	Energy solutions	We will contribute to the achievement of a decarbonized society by utilizing our accumulated knowledge inside and outside our Company in our business domains.	<ul style="list-style-type: none"> Support our Company and our partners for their effort on Net zero emissions by providing comprehensive energy solutions that combine technologies and businesses such as distributed renewable energy, storage batteries, next-generation fuels, and emissions trading. Thoroughly disseminate our sustainable supply chain policy and, if necessary, formulate individual procurement policies and goals based on this policy, and aim to achieve them. 	<ul style="list-style-type: none"> Work in various business fields with excellent partners who possess a high degree of technical ability and a wealth of knowledge. Provide innovative solutions that utilize our comprehensive strengths. Monitor the implementation status of individual procurement policies. 	<p>We participate in and promote distributed renewable energy, energy management business, carbon-free LNG/ biofuel/next-generation fuel supply, and CO2 Capture and Storage ("CCS") businesses. Our main projects are listed below.</p> <ul style="list-style-type: none"> In May 2022, we invested in Climate Friendly, an Australian company engaged in the creation and sale of carbon credits through the restoration of native forest vegetation. In June 2022, we participated in a low-carbon ammonia production project promoted by Abu Dhabi National Oil Company (ADNOC) in the United Arab Emirates. In July 2022, we signed an agreement with U.S. based CF Industries to jointly develop a clean ammonia production project. In September 2022, we invested in a green hydrogen production project in Western Australia. In September 2022, we invested in Xurya, a distributed solar power generation operator in Indonesia. <p>We have created an individual procurement policy for timber, which is recognized as a product that has a significant environmental and social impact.</p>
	Machinery & Infrastructure	Infrastructure Projects	Centralized RE/ distributed power generation	We will construct, develop, and operate an RE power supply that can help reduce GHG emissions through decarbonization.	Achieve an RE ratio of 30%.	<ul style="list-style-type: none"> Construct new domestic and overseas RE power sources (offshore wind power, centralized large-scale solar power, distributed solar power, DSO, etc.). Steadily operate RE power sources in Japan and overseas. Provide RE peripheral business provision. 	In April 2022, we invested in Mainstream Renewable Power Limited, a leading renewable energy operator engaged in onshore and offshore wind and solar power projects mainly in Latin America and Africa. The company is aiming to develop 25 GW over the next 10 years.







Create an eco-friendly society

SDGs targets(s)	Segment	Business unit	Business field	Response to issues	Target (assuming a date by 2030)	Actions and performance indices for achieving the target	Current status/progress
	Machinery & Infrastructure	Infrastructure Projects	Social environment infrastructure business	We will solve water problems and contribute to the sustainable growth of society through water production and water and sewage treatment.	<ul style="list-style-type: none"> Improve the efficiency of existing water and sewage treatment businesses. Stably operate water production business. Acquire new water-related businesses. 	<ul style="list-style-type: none"> Construct water production projects in the Middle East. Steadily operate water and sewage treatment business in the Americas and the acquisition of new projects. Completion of water production projects in the Americas, and the commencement of operations. 	Through MITinfra in Mexico, we are helping to improve the living environment of local residents, solve water resource shortages, and achieve sustainable corporate activities through the water and sewage treatment business and wastewater treatment business for industrial customers. We are also considering and promoting new initiatives.
 	Machinery & Infrastructure	Infrastructure Projects	General power/new areas/services	We will provide and utilize decarbonized and environment-related products in initiatives for decarbonization and carbon neutrality in new business areas, mobility, and other business areas such as steelmaking, chemicals, and food, thereby contributing to decarbonization and carbon neutrality in the world.	Promote and expand our decarbonization efforts utilizing our comprehensive strengths.	<ul style="list-style-type: none"> Promote the construction and operation of equipment that meets the LEED Platinum certification standard, and contribute to urban development in harmony with the environment. Correctly understand customer demand in next-generation domains. Discover new products and services, conduct verification tests, and subsequently roll out mass production. 	<ul style="list-style-type: none"> District cooling equipment and distributed facilities are under construction in the One Bangkok district cooling and distribution business. We are pursuing entry opportunities for infrastructure construction related to decarbonization. Focusing on areas surrounding our existing businesses, we will promote the development of new traders in overseas markets such as Europe, as we seek to discover new products.
	Machinery & Infrastructure	Mobility I	Manufacture and sale of EV/FCV buses	We will work to popularize transportation vehicles that have a low environmental impact and that can contribute to the realization of a decarbonized society.	Establish a service provision system for low environmental impact transportation vehicles such as EVs and FCVs.	<ul style="list-style-type: none"> Expand the lineup of low environmental impact products handled. Together with new and existing partners, promote efforts that can help to achieve decarbonized societies. 	Caetano Bus, S.A., a Portuguese bus manufacturing and sales company in which we have invested, manufactures and sells EV buses that have a low environmental impact. These have been used as route buses in London since 2020, and in 2023, it has received orders for FC buses for Deutsche Bahn, Bolzano, Italy, and Strasbourg, France, and is expanding sales. In addition, starting in 2022, it has been working with Portugal based Galp and France based VINCI to replace traditional combustion-engine buses and airport operation vehicles with ZEVs at Portugal airports.





Create an eco-friendly society

SDGs targets(s)	Segment	Business unit	Business field	Response to issues	Target (assuming a date by 2030)	Actions and performance indices for achieving the target	Current status/progress
 	Machinery & Infrastructure	Mobility II	Shipping	We will provide high-quality, environmentally friendly, competitive ships and services to meet the ever-expanding demand for marine transportation as the world economy grows.	<ul style="list-style-type: none"> Use DX to select the optimal shipping routes to save fuel and use new technologies such as new kinds of fuels to help reduce the environmental burden of shipping and enable sustainable growth of maritime industries. Promote the use of new kinds of next-generation fuels and contribute to society's overall efforts to achieve decarbonization. Reduce the impact on marine ecosystems by reducing the environmental burden of ship operations. 	<ul style="list-style-type: none"> Increase our efforts with global partners in each area of the world (shipyards, shipowners, shipowners). Showcase initiatives for utilizing the technological capabilities of Japanese manufacturers. Promote the use of new kinds of next-generation fuels in newly ordered vessels. Increase in the number of vessels that reduce environmental load. 	<ul style="list-style-type: none"> With emission reduction in the shipping industry becoming a global issue, in April 2021 we became a strategic partner of the Maersk Mc-Kinney Moller Center for Zero Carbon Shipping (MMMCZCS), a not-for-profit international research and development center dedicated to the decarbonization of the shipping industry. From May 2022, we dispatched a secondee to work with other partners to solve technical and commercial issues in the use of low-carbon fuels for marine vessels. We are promoting the development of ship types equipped with main engines fueled by methanol, which reduces CO2 emissions, or ammonia, which does not emit CO2 when burned. We are promoting the installation of ballast water treatment equipment on ships in response to the International Maritime Organization's (IMO) Ballast Water Management Convention to avoid adverse effects on marine ecosystems caused by the transboundary movement of marine organisms contained in ballast water, which is necessary when cargo is transported by ship. In the ship trading and ownership business, we are working to replace a generation of ships by increasing orders for ships that will lead to a significant reduction in SOx and NOx emissions.
	Chemicals	Basic Materials	Covering all business areas of the Business Unit (Gas Chemicals Business/Basic Chemicals Business/Performance monomer/Tank Terminal Business)	We will realize a decarbonized society and a circular economy.	Create business and strengthen initiatives in the areas of emission management and recycling.	Work on manufacture and sale of low-carbon products. Develop fuel ammonia and various recycling businesses.	We are currently developing a variety of low-carbon methanol and ammonia projects. We are also in the process of constructing a PET recycling plant.
	Chemicals	Performance Materials	Manufacturing and distribution	We will work to procure and provide safe and secure products to achieve a sustainable society through environmental protection.	Disseminate our sustainable supply chain policy throughout our supply chain.	Monitor the implementation status of each individual procurement policy.	We have formulated individual procurement policies for timber, paper products and natural rubber, which we recognize as products which are required to be in line with the protection of the natural environment when effectively utilizing forest resources.




Create an eco-friendly society

SDGs targets(s)	Segment	Business unit	Business field	Response to issues	Target (assuming a date by 2030)	Actions and performance indices for achieving the target	Current status/progress
	Chemicals	Performance Materials	Clean energy business	We will work to accelerate energy transformation and promote clean energy (such as hydrogen) to help achieve a carbon-free society.	Achieve the decarbonization of the mobility sector, particularly in commercial vehicles, by building a value chain for fuel cell electric vehicles (FCEVs) and hydrogen production and supply.	Enhance collaboration with partner companies and expand the hydrogen supply chain.	We are investing in compressed hydrogen gas tank systems, battery systems/vehicle integration business and hydrogen station developers and operators, green hydrogen business as well as providing business support.
 	Chemicals	Performance Materials	Forestry resources	We will contribute to the reduction of greenhouse gases and work to conserve biodiversity.	Contribute to greenhouse gas reduction by tree planting and comply with forest certification.	Establish greenhouse gas reduction projects through tree planting and maintain forest certification for our forestry assets.	<ul style="list-style-type: none"> • We have enhanced our efforts to reduce greenhouse gases with partner companies. • We have obtained forest certification for all our afforestation assets overseas.
 	Chemicals	Performance Materials	Materials and products business	Through our materials and products business, we will contribute to the achievement of a carbon-free and recycling-oriented society.	Develop and recycle environmentally friendly materials and products. Create and enhance other recycling-oriented businesses.	Develop and market low-environmental impact materials and products with partner companies, and develop and provide solutions including the construction of circular business models.	<ul style="list-style-type: none"> • We have participated in CLOMA (Japan Clean Ocean Material Alliance) to help solve problems of plastic waste in oceans. • We are promoting the development and commercialization of low-environmental impact materials and products with partner companies in the fields of plastics, biochemicals, and paper.
	Iron & Steel Products	Iron & Steel Products	Renewable energy	We will work on the manufacture, maintenance and repair of infrastructure for renewable energy.	Help spread the use of renewable energy through the manufacture of equipment used in onshore and offshore wind turbine towers, as well as the establishment of inspection and repair business for tower materials and equipment.	Expand the services that we handle and the areas that these cover.	<ul style="list-style-type: none"> • We are developing inspection and maintenance services for offshore wind power generation facilities in Japan through Horizon Ocean Management, responding to the need for preventive maintenance and life extension for wind power generation facilities. • Through Regency Steel Japan Ltd. we are engaged in the manufacture and supply of self-elevating platform vessels and components for bottom-fixed and floating foundation structures. • Through partnership with Global Energy Group we are promoting the fabrication and repair of offshore structures for renewable energy. • We are promoting the global expansion of wind power tower and flange manufacturing with GRI Renewable Industries.

Create an eco-friendly society

SDGs targets(s)	Segment	Business unit	Business field	Response to issues	Target (assuming a date by 2030)	Actions and performance indices for achieving the target	Current status/progress
	Lifestyle	Food	Trading/business investment initiatives	We will contribute a circular economy by creating existing business and new business models.	<ul style="list-style-type: none"> Add value to by-products generated in our food value chain. Promote the setting up of a sales channel expansion circulation system by cultivating demand. 	<ul style="list-style-type: none"> Find out how by-products can be effectively used. Make proposals positively to existing and new customers about how such by-products can be used. Achieve a reduction of waste generated in the value chain, reuse by-products, and utilize sales channels. 	<ul style="list-style-type: none"> We have effectively utilized by-products such as soybeans, rapeseed, wheat, sesame, and corn for livestock and fishery feed. We have reused sugar cane chaff as fuel for power generation. We have made sludge generated by wastewater treatment dried and used them as boiler fuel. Remnants of strawberry flesh on leaves removed from cut strawberries, are utilized to make juice. We have utilized tea leaf residue is used as a raw material for compost.
	Lifestyle	Retail	Food retail	We will reduce the environmental burden in the food distribution value chain.	<ul style="list-style-type: none"> Expand the procurement and handling of materials, packaging materials in our business value chain that have a low environmental impact. Promote the reduction of the environmental impact in our business. 	<ul style="list-style-type: none"> Enhance procurement and development capabilities for materials and packaging materials that have a low environmental impact. Cooperate with suppliers, manufacturers, and customers to procure materials and packaging materials that have a low environmental impact and increase the frequency of development. 	<ul style="list-style-type: none"> We are providing customers with thin-walled, lightweight, and simplified food containers and packaging materials (reduction of packaging usage). We are using biomass film, biomass ink, aluminum-free paper cartons, thinner wood, recycled film and forest-certified paper.
 	Innovation & Corporate Development	IT & Communication	IT Service	We will contribute to realize the decarbonized society utilizing IoT and Cloud technology.	Contribute to realize the decarbonized society by reducing energy consumption through the utilization of IoT and cloud technology, and to optimize the air conditioning of spaces.	Increase the number of companies that have introduced services and the scale of air conditioning assets owned.	<ul style="list-style-type: none"> Through Mitsui Knowledge Industry Co., Ltd. (MKI), a subsidiary, we are providing GeM2, a cloud-based energy management service that provides both energy-saving and comfort, as well as a cloud-based remote monitoring service for solar power generation facilities. Through Air as a Service., Ltd. (AaaS), an affiliated company, we are providing a service that optimizes air conditioning usage environments and maximizes energy savings through the remote monitoring and control of industry-use air conditioning and ventilation systems.

Create an eco-friendly society

SDGs targets(s)	Segment	Business unit	Business field	Response to issues	Target (assuming a date by 2030)	Actions and performance indices for achieving the target	Current status/progress
	Innovation & Corporate Development	Corporate Development	Commodity derivatives	We will contribute to realize the low-carbon society through transactions involving derivatives such as power certificates and emissions credits that contribute to the carbon management of customers in Japan and overseas, and by demonstrating optimization functions.	Realize concrete progress on customers' carbon management plans by demonstrating carbon management functions that meet customers' needs.	<ul style="list-style-type: none"> Strengthen our ability to trade in power certificate and emissions credit markets and grow our customer base. Cultivate knowledge and personnel connected to carbon management structures and systems. 	We are expanding trading functions and expand their customer base at Environment & Energy Sales Department of The Commodity Markets Division's and Mitsui Bussan Commodities Ltd.
 	Create an eco-friendly society	Corporate Development	Financial, Asset Management	Contribute to the creation of an eco-friendly society by funding sustainable infrastructure initiatives.	Build an asset management portfolio focused on renewable energy and peripheral business areas.	Identify and accumulate examples of funding in countries in which the Fund invests.	We are currently considering several sustainable infrastructure businesses for investment.



Develop talent leading to value creation

Respect diversity and develop human resources with the competence to create innovation and new value.

Recognition of Societal Issues

- Innovation platforms
- Diversity and inclusion
- Improvement of creativity through work-style innovation and career development for diverse human resources
- Nurture the next generation of talent

Major Risks and Opportunities


Risks

- Decline in the quality and competitiveness of human resources due to market and environmental changes
- Outflows of employees due to the loss of career development opportunities for diverse human resources



Opportunities

- New value creation initiatives
- Improvements in productivity, efficiency, and motivation along with accelerating work-style innovation
- Recruitment of competitive talent through selection processes centering on abilities and personal qualities, and fair and diverse recruitment activities
- Fine-tuned human resources development with an increased emphasis on diversity
- Appropriate appointment and deployment of personnel on a global consolidated basis
- Improvement of corporate competitiveness by creating innovations through diversity management promotion





Materiality Action Plans

SDGs targets(s)	Segment	Business unit	Business field	Response to issues	Target (assuming a date by 2030)	Actions and performance indices for achieving the target	Current status/progress
	Corporate Staff	Corporate Staff	Workforce management (managing workplace environments)	We will create frameworks for new value creation through the advancement of work style innovation.	Aim to raise the competitiveness of the entire group and provide new value to society by cultivating environments that enable each employee to become more productive, handle the uncertainty generated by constant environmental changes, and demonstrate their capabilities to the fullest.	<ul style="list-style-type: none"> • Correct long working hours. • Constant achievement of the percentage of annual leave taken to over 70%. 	<ul style="list-style-type: none"> • Average annual paid leave taken: 13.8 days. • Average annual paid leave usage ratio: 71.4%.

Develop talent leading to value creation

SDGs targets(s)	Segment	Business unit	Business field	Response to issues	Target (assuming a date by 2030)	Actions and performance indices for achieving the target	Current status/progress
 	Corporate Staff	Corporate Staff	Diversity management	Our aim is for each of our employees, regardless of employment location, gender, or any other individual characteristics, to recognize and fully leverage each other's diverse backgrounds and abilities to bring new value to our business.	Realize diversity and inclusion.	<ul style="list-style-type: none"> • Grow into an organization that thrives on diversity (implement the Mitsui Engagement Survey, monitor the results, and utilize them for organizational development) • Promote diverse human resources <ul style="list-style-type: none"> —Achieve a 10% ratio of female managers by the fiscal year ending March 31, 2025 (Japan) —Achieve internal KPIs for internally promoted line managers at overseas subsidiaries by 2025 (not disclosed) (Global) • Continue to Challenge and Innovate through our diverse workforce <ul style="list-style-type: none"> – Leverage our Values in competency evaluations (global) • Promote independent career support by reviewing human resource systems (Japan) 	<ul style="list-style-type: none"> • We have measured the level of employee engagement and employee enablement, and used the results to make organizational improvements. • We reported the results to the Corporate Management Committee and the Board of Directors and used them to formulate human resource strategies. • Results of the Mitsui Engagement Survey 2022: Employee Engagement was 72% (+1% vs previous year), and Employee Enablement was 69% (unchanged from previous year). • Women Leadership Initiative: We strengthened the development of female leaders, including support activities by female outside directors (with 48 employees taking part in total). • Sponsorship Program: Corporate Management Committee members provided advice and guidance on careers for female senior leadership candidates (with 16 employees taking part in total). • Change Leader Program: We implemented a program for prospective leaders that were hired overseas (with a total of 55 employees taking part in total). • Mitsui Leadership in Action: We introduced standards of conduct based on Mitsui's Values at the Head Office and overseas subsidiaries. The program is being utilized as part of hiring, training, evaluation, and appointment decisions. • We introduced the following new systems: (1) Business Manager Incentive Plan, and enhanced Succession Management, (2) Career Challenge System, (3) Share-Based Compensation Plan for Employees, and (4) Expert Band. • We conducted HR Strategy Meetings where the President, the Chief Human Resources Officer (CHRO), the General Manager of the Human Resources & General Affairs Department, and the COOs of each Business Unit and General Managers of each Corporate Division discuss succession plans for key positions.

Develop talent leading to value creation

SDGs targets(s)	Segment	Business unit	Business field	Response to issues	Target (assuming a date by 2030)	Actions and performance indices for achieving the target	Current status/progress
  	Corporate Staff	Corporate Staff	Human resources development	We will place the Mitsui & Co. global group's diverse pool of competent individuals into the right positions at the right time and cultivate and utilize business management talent.	Cultivate personnel who can take on global group management and facilitate change and growth.	<ul style="list-style-type: none"> Implement human resource development programs. Realize 100% fulfillment of internal English-speaking requirements. 	<ul style="list-style-type: none"> We have implemented the Global Training Program (dispatching 159 employees to 30 countries in FY Mar/2023). We have carried out training to cultivate personnel who can take on global group management.
	Corporate Staff	Corporate Staff	Health management, Occupational Health and Safety	We will develop workplace environments in which employees can continue to work healthily and safely, without falling into patterns of chronic overwork, so that they can fully demonstrate their capabilities and continue to strengthen the competitiveness of the Mitsui & Co. group.	Steadily promote occupational health and safety and health management throughout the global group.	<ul style="list-style-type: none"> Percentage of employees undergoing health checks in FY Mar/2022: 100%. Medical questionnaire response rate in FY Mar/2022: 100%. Percentage of employees undergoing stress checks in FY Mar/2022: 90% or higher. Smoking rate: Reduction of 0.5% compared to the previous FY. Work place accidents and fatal accidents: Zero. 	<ul style="list-style-type: none"> Promotion of Mitsui Health Report:(100% of the employees underwent health checks, 83.0% underwent stress checks, and 91.6% responded to a medical questionnaire in FY Mar/2023). We have held anti-smoking seminar programs. Smoking rate: Reduced 0.5% compared to FY Mar/2023. Zero Workplace Accidents and Fatal Accidents



Build an organization with integrity

Strengthen our governance and compliance as a corporate group trusted by society.

Recognition of Societal Issues

- Raising integrity awareness, including ensuring compliance among all officers and employees
- Reinforcement of corporate governance and internal control

Major Risks and Opportunities



Risks

- Compliance violations, including anti-competitive actions, corruption, and bribery, resulting from a lack of integrity awareness on the part of officers and employees
- Business stagnation, scandals, and other situations resulting from dysfunctional corporate governance and internal control, leading to a failure to take appropriate management decisions, and the loss of stakeholder confidence as a consequence of such situations
- Information security problems
- Loss of customers and damage to our corporate reputation resulting from the suspension of important business processes in the event of natural disasters, terrorist attacks, epidemics, or other contingencies




Opportunities

- Organizational revitalization and improvement in reputation through initiatives to raise the integrity awareness of officers and employees, including measures to ensure compliance
- Sustainable improvement of corporate value through achievement of highly effective corporate governance and continuous review


Materiality Action Plans

SDGs targets(s)	Segment	Business unit	Business field	Response to issues	Target (assuming a date by 2030)	Actions and performance indices for achieving the target	Current status/progress
 	Corporate Staff	Corporate Staff	Integrity and compliance	We will raise integrity awareness, including ensuring compliance among all officers and employees.	Revitalize the organization and improve reputation through policies that address issues.	<ul style="list-style-type: none"> • Create organizations that act with integrity on a global group basis so that the Mitsui & Co. global group can continue to be a truly trustworthy corporate group for society. • Ensure early detection and response to compliance issues, and strengthen prevention measures. • Establish and strengthen compliance structures and carry out compliance education and training to ensure that employees are more thoroughly aware of compliance. • Facilitate communication and foster a "speak up" culture. 	<ul style="list-style-type: none"> • We have put together the Mitsui & Co. Group Conduct Guidelines—With Integrity to share our approach toward integrity and compliance on a global group basis, and are working to raise awareness through seminars and workshops. • By having Human Resource Managers at each business unit work directly with the CCO as Compliance Administrators, we are able to advance integrity and compliance measures in each organization based on company-wide policies. In addition to raising awareness of compliance and integrity at workplaces, we are accelerating the establishment and improvement of effective structures at the practical level in line with actual circumstances at affiliated companies. • We utilize Guidelines on the Establishment of Compliance Systems at Affiliated Companies, to strengthen compliance systems at affiliated companies on a global basis, and we carry out regular monitoring. • To improve the credibility of the systems and promote their use, the CEO sent out a message encouraging employees to "Speak Up" when we have doubts or feel that something is wrong, and in the fiscal year ended March 2023, we strengthened the whistleblower response based on the amendment of the Whistleblower Protection Act of Japan. • The main initiatives carried out in FY Mar/2023 in order to raise awareness of compliance and integrity are as follows. <ul style="list-style-type: none"> —We provided training for employees at all levels, from new entrants to managers, as well as for employees about to be transferred overseas or to group companies, or assigned outside the company. —We held "With Integrity Month" under the theme of "Build an organization with integrity" which is one element of Mitsui's Materiality. Activities included an integrity discussion between the CEO and Mitsui employees, a discussion between the CCO and business unit COOs, and an interview and roundtable discussion with executives titled "Past Corporate Scandals and Integrity" for the entire company. In addition, each business unit and overseas office voluntarily conducted integrity-related projects in their respective organizations. —We continued providing a learning course based on a Compliance Handbook explaining the "Business Conduct Guidelines for Employees and Officers of Mitsui & Co." in order to promote the assimilation of basic compliance knowledge that officers and employees of Mitsui should acquire in the course of their daily business activities. We also provide a "Mitsui & Co. Group Compliance Handbook" and e-learning to the group companies that requested them. — In our annual compliance awareness survey, we added questions aimed at understanding the status of compliance and identifying indications of potential compliance issues, and while measuring organizational openness and psychological safety, etc., we strengthened efforts to prevent the occurrence of compliance problems in cooperation with each business unit. We are carrying out compliance awareness surveys and utilize them to improve compliance structures in each organization. The compliance awareness surveys are being used on a global group basis, customized according to the size and region of the organization.

Build an organization with integrity

SDGs targets(s)	Segment	Business unit	Business field	Response to issues	Target (assuming a date by 2030)	Actions and performance indices for achieving the target	Current status/progress
  	Corporate Staff	Corporate Staff	Corporate governance and internal controls	<p>We will raise the transparency and fairness of management, enhance corporate governance, and establish and improve internal controls.</p>	<ul style="list-style-type: none"> • Make sustainable improvements of corporate value through achievement of highly effective corporate governance and continuous review. • Establish and ensure the appropriate operation of internal controls systems in order to achieve management targets based on our Corporate Mission Vision Values. 	<ul style="list-style-type: none"> • Conduct continuous review and further strengthen internal controls systems for optimization of our corporate governance in accordance with the Mitsui & Co., Ltd. Corporate Governance and Internal Control Principles through annual evaluation of the effectiveness of the Board of Directors in order to optimize our corporate governance. • Maintain the diversity of the Board of Directors and its advisory committees, which includes external members. • Respond to the findings of evaluations of the effectiveness of the Board of Directors. • Maintain the structure of remuneration for directors that strongly encourage medium- to long-term improvement in corporate value and sustainable growth. • Carry out highly transparent disclosure. • Check internal controls systems through annual internal controls reviews. 	<ul style="list-style-type: none"> • We are making the Board of Directors more diverse. As of June 21, 2023, the Board contained six external directors (over a third of the Board) and four women (26.7%). More than half of the members of advisory committees are external members and these committees carry out dynamic discussions on topics such as enhancement of the transparency and effectiveness of the procedures for the appointment of executives including the CEO as well as the external directors (Nomination Committee), revisions to the remuneration of directors and monitoring of the operation of remuneration systems (Remuneration Committee), institutional design based on our business execution framework, and evaluation of the effectiveness of the Board of Directors (Governance Committee). • We enhanced disclosure of the director and Audit & Supervisory Board member skill matrix in notices of general meetings of shareholders and integrated reports and disclosure regarding director's remuneration in securities reports. • In FY Mar/2023, free discussions among all members of Board of Directors and Audit & Supervisory Board were held twice (themes: "(1) Response to Climate Change, (2) Opinion Exchange on Improving Value in the Next Medium-term Management Plan" and "Economic security"). • Our response to each issue identified in the FY Mar/2022 evaluation of the effectiveness of the Board of Directors is as follows. <ul style="list-style-type: none"> (1) Continuing consideration of high-level analysis of substantive effectiveness relating to the number of directors and the role and ratio of internal directors, based on the existing business executive structure and governance systems: The governance Committee discussed Mitsui & Co.'s business executive structure and the institutional design at meetings in May and October 2022, conducting hearing sessions regarding the external members' experience. (2) Continue with initiatives to improve the operation of the Board of Directors: We took actions such as appropriate implementation and monitoring of the standards on matters to be resolved/reported at the Board of Directors, further use of written resolutions/reports and careful consideration of the necessity of submitting proposals and reporting that may have a material impact on the Company's management even if they do not meet the monetary criteria, with a view to improving the operation of the Board of Directors. • In FY Mar/2023, it was concluded that the effectiveness of the Board of Directors, including its response to the issues outlined above, was appropriate. • In FY March/2022, we introduced a performance-linked stock remuneration plan, linked to the achievement of management indicators that the Company should place emphasis on, such as ESG elements including response to climate change, and ROE. The Remuneration Committee, which is chaired by an independent external director, deliberated on the remuneration system from the perspective of improving corporate value over the medium to long term, with the aim of disclosing the management indicators that the Company places emphasis on in its management strategy in an easy-to-understand manner. • In FY Mar/2023, in order to operate the necessary systems to ensure appropriate operations, the Company established and maintained each internal control system by holding physical meetings and carrying out visiting audits in combination with online meetings and/or video messages, etc.

Build an organization with integrity

SDGs targets(s)	Segment	Business unit	Business field	Response to issues	Target (assuming a date by 2030)	Actions and performance indices for achieving the target	Current status/progress
 	Corporate Staff	Corporate Staff	Risk management	We will contribute to the advancement of sustainable business activities by identifying and managing the various risks surrounding the group's business.	Establish and maintain a comprehensive risk management structure to integrate groupwide risk management.	<ul style="list-style-type: none"> Control of the impact on shareholders' equity, and the maintenance and periodic review of internal rules by each corporate staff division. Control of risk at each workplace at business units and overseas regional business units; strategy planning, policy formulation and regulatory compliance. 	We identify company-wide material risks across our organizations and implement measures to control risks. The Chief Operating Officers of each business unit and regional business unit are responsible for managing risks in their business domain within the authorization delegated to them as part of the performance of their duties. Meanwhile, the corporate staff divisions provide support to business units and regional business units regarding the aspects of risk management that they are in charge of while also monitoring the company-wide position and reporting to management. In addition, advisory bodies to the Corporate Management Committee and the major committees under them, develop and maintain risk management structures on a company-wide basis and handle material risks. We have also established an integrated risk management system, centered on the Corporate Management Committee and its advisory body, the Portfolio Management Committee, that centrally manages company-wide risks. The Corporate staff divisions, which serve as the secretariat, manage risks from a company-wide perspective, and coordinate with related divisions to identify material risks in light of their frequency of occurrence, expected damage scale and company-wide risk tolerance, while taking appropriate measures. In the fiscal year ended March 2023, these efforts were reported to the Corporate Management Committee and the Board of Directors after discussions by the Portfolio Management Committee.



Environment



Environmental Management	44
Climate Change	49
Water Resources	83
Pollution Prevention	88

Circular Economy	94
Biodiversity	103
Environmental Performance Data	110

Environmental Management

Policies and Basic Approach

Mitsui & Co. has established, maintains, and operates an Environmental Management System based on our Environmental Policy, ISO14001 and various international guidelines, as the basis for our work to resolve environmental issues in the course of conducting our group business activities in countries and regions around the world.

In order to promote initiatives to conserve the global environment in our business activities, we will provide training and development opportunities for our employees and officers to enhance their ability to understand and act in accordance with our Environmental Policy. In addition, we will fulfill our accountability to society by proactively reporting our efforts and progress on addressing environmental issues.

Environmental Policy

We will work to resolve environmental issues through our group business activities in countries and regions around the world, in accordance with our Sustainability Policy and this Policy.

We also expect various stakeholders, including our business partners, to understand and address environmental issues in accordance with this Policy, and aim to collaboratively achieve harmony with the environment..

Compliance with Relevant Environmental Laws and Regulations

In pursuing our business activities, we will comply with relevant environmental laws and regulations, international standards and other such agreements made by our company.

Environmental Issues Related to Business Activities

- **Climate Change**

We will act to reduce greenhouse gas emissions, and also work to mitigate and adapt to climate change by pursuing businesses that contribute to the transition to a decarbonized society and to reducing the negative impacts of climate change.

- **Water Resources**

We will work to conserve water resources by reducing water consumption and improving the efficiency of water resource use.

- **Biodiversity**

We will assess the environmental impact of our business activities and work to conserve biodiversity.

- **Pollution Prevention**

We will act to reduce hazardous waste and pollutants and ensure the proper handling of any such materials, and strive to prevent air, water, ocean and soil pollution.

- **Sustainable Resource Use**

We will improve efficiency in the use of resources and energy and reduce waste. By pursuing business in the circular economy, we will work to achieve economic growth while reducing our burden on the environment.

- **Technology Development and Business Creation to Reduce Environmental Impact**

We will develop and promote technologies and new businesses that reduce environmental impact.

Construction of Environmental Management System

We will set environmental targets, build a robust environmental management system to achieve them, and pursue continuous improvement and appropriate governance through periodic review.

Stakeholder Engagement

We will place importance on stakeholder dialogue, and appropriately address environmental issues relevant to our business activities.

Remedy

We will use appropriate processes to remedy environmental impacts found to have arisen from our business activities or relevant supply chains.

Education and Training

We will provide training and development opportunities for our employees and officers to enhance their ability to understand and act in accordance with this Policy.

Reporting

We will continuously report our efforts and progress on addressing environmental issues through our reports, websites, and other communication channels.

Formulated in 1998
Revised in August 2023

Makoto Sato
Representative Director, Senior Executive Managing Officer,
Chief Strategy Officer (CSO),
Chairperson of the Sustainability Committee

Goals and Targets

Targets and Progress

Period	Targets	Results
FY Mar/2024	<ol style="list-style-type: none"> Reduce energy consumption intensity, and achieve 100% fossil-free energy use at the Head Office and branches and offices in Japan, etc., of Mitsui & Co. (non-consolidated) by FY Mar/2030. Increase the waste recycling rate at the Head Office and Osaka Office of Mitsui & Co. (non-consolidated) to over 90% by FY Mar/2030. Reduce paper consumption at the Head Office and branches and offices in Japan, of Mitsui & Co. (non-consolidated) by 50% or more compared to FY Mar/2020 by FY Mar/2030. Enhance the monitoring of hazardous waste at the Head Office and Osaka Office of Mitsui & Co. (non-consolidated) 	—
FY Mar/2023	<ol style="list-style-type: none"> Reduce energy consumption intensity by 1% or higher on average per year at the Head Office and branches and offices in Japan, etc., of Mitsui & Co. (non-consolidated). Increase the waste recycling rate at the Head Office and Osaka Office of Mitsui & Co. (non-consolidated) to over 90% by FY Mar/2030. Reduce paper consumption at the Head Office and branches and offices in Japan, of Mitsui & Co. (non-consolidated) by 50% or more compared to FY Mar/2020 by FY Mar/2030. Enhance the monitoring of hazardous waste at the Head Office and Osaka Office of Mitsui & Co. (non-consolidated) 	<ol style="list-style-type: none"> Energy consumption intensity was 1.24GJ/m², a 8.8% improvement from the 1.36GJ/m² recorded in FY Mar/2022. Waste recycling rate was 91.6%, maintaining our target rate of over 90%. Paper consumption (per employee) of FY Mar/2023 was 3.00 thousand sheets per person, 41% of the FY Mar/2020 level, maintaining our target of less than 50%. Monitored and disclosed nitrogen oxides (NOx) sulfur oxides (SOx) and volatile organic compounds (VOC) at our Osaka Office in addition to the Head Office.

Period	Targets	Results
FY Mar/2022	<ol style="list-style-type: none"> Reduce energy consumption intensity by 1% or higher on average per year at the Head Office and branches and offices in Japan, etc., of Mitsui & Co. (non-consolidated). Increase the waste recycling rate at the Head Office and Osaka Office of Mitsui & Co. (non-consolidated) to over 90% by FY Mar/2030. Reduce paper consumption at the Head Office and branches and offices in Japan, of Mitsui & Co. (non-consolidated) by 50% or more compared to FY Mar/2020 by FY Mar/2030. Enhance the monitoring of hazardous waste at the Head Office of Mitsui & Co. (non-consolidated) 	<ol style="list-style-type: none"> Energy consumption intensity was 1.36GJ/m², an increase of 14.4% from 1.19GJ/m² in FY Mar/2021, reflecting an increase in the rate of attendance resulting from the lifting of the state of Covid-19 emergency declaration and other factors. Increased the waste recycling rate by 8.2 points, from 85.6% in FY Mar/2021 to 93.8%. Reduced paper consumption (per employee) by 0.3%, from 2.97 thousand sheets per person in FY Mar/2021 to 2.96 thousand sheets per person. Began monitoring and disclosing the emission of nitrogen oxides (NOx) sulfur oxides (SOX) and volatile organic compounds (VOC) at our building (Osaka) in addition to the Head Office.

Sustainability Governance and Oversight

Sustainability Committee

The Sustainability Committee works under the Corporate Management Committee to plan, formulate and provide proposals on basic management policies, business activities, and corporate policies and strategies related to environmental management.

The Sustainability Committee is structured so that its activities are appropriately supervised by the Board of Directors, and matters discussed by the Sustainability Committee are regularly discussed and reported to the Corporate Management Committee and the Board of Directors.

Officer in Charge	Makoto Sato (Representative Director, Senior Executive Managing Officer, Chief Strategy Officer (CSO), Chairperson of the Sustainability Committee)
Administrative Office	Corporate Sustainability Div., Corporate Planning & Strategy Div.

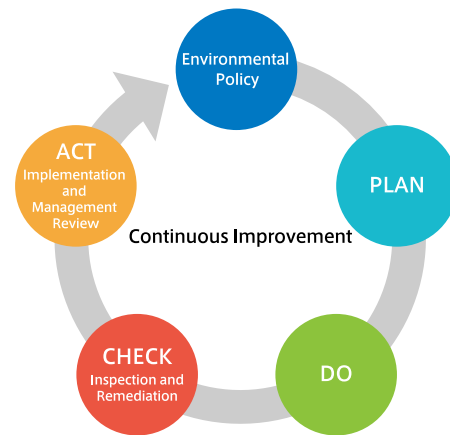
Please refer to the links below for more information on Mitsui's Sustainability Management Framework and the activities of the Sustainability Committee.

[Our Approach to Sustainability: Sustainability Governance and Oversight](#)

[Our Approach to Sustainability: Sustainability Committee](#)

Environmental Management System

We set environmental targets under our Environmental Policy and conduct periodic reviews of the progress and processes. In conducting these reviews, we have introduced an Environmental Management System (EMS) based on ISO14001, and are striving for continual improvement. Through this system, we aim to comply with environmental laws and regulations, prevent environmental risks including those related to climate change, and promote environmental conservation-oriented business. Specifically, in order to recognize the impact that our business activities may have on the global environment and to prevent environmental risks, we have established a system to assess the impact of both existing businesses and new business investments, and consider countermeasures. In addition, the system is operated and managed by implementing the PDCA cycle, which involves evaluating and analyzing the progress toward the set goals and reviewing the plan.



Plan-Do-Check Act of Environmental Management System

Global Group's Status of Acquisition of ISO 14001 Certifications

Mitsui maintains an environmental management system based on ISO14001 and various international guidelines as the basis for an active response to environmental and societal problems through the business activities of its global group. We acquired ISO14001 certification in 1999. We undertook a Maintenance audit in November 2022 and the latest certification is valid through February 22, 2026.



External Audit

Every year, ISO14001 certification audit is carried out by Japan Quality Assurance Organization (JQA). Since acquiring certification, we have undertaken annual audit in a three-year cycle: Maintenance audits in the first and second years, and a renewal audit in the third year. We undertook a renewal audit in the fiscal year ended March 2023, for which we successfully renewed certification.

Internal Environmental Audit

Every year, we hold an internal environmental audit based on ISO14001. As part of this audit, we have designated 19 departments as high priority and 10 departments for low priority. The designations were decided based on the prioritized management criteria in consideration of environment-related laws and regulations and in accordance with the amount of environmental/social risk and the business content. In the fiscal year ended March 2023, we carried out internal environmental audits at 21 departments - all 19 high priority departments and 2 departments selected from the low priority departments. No non-conforming matters or matters requiring improvement were identified, and we confirmed that the environmental management system is being properly operated. As part of internal environmental audits, the Corporate Sustainability Division works alongside the Sustainability Promotion Officers at each department to verify and appraise each department's legal compliance, progress with targets, level of contribution, and processes, and to link this to ongoing improvements and further improvements to the environmental management system.

Management of Global Group Subsidiaries

Based on comprehensive assessments that take into account such factors as the type of industry and impacts on the environment and ecosystem, we have selected 20 key subsidiaries from among our consolidated subsidiaries that need environmental priority management, from a total of 297 consolidated subsidiaries. We encourage these companies to acquire international standard ISO 14001 or introduce environmental management systems in accordance with international guidelines, and promote the establishment of reliable management systems. As of the end of March 2023, out of the 20 priority subsidiaries, 7 have acquired ISO14001 certification.

Response to Environmental Accidents

During the fiscal year ended March 2023, there were no environment-related incidents at Mitsui (non-consolidated) and its consolidated subsidiaries in Japan and overseas.

Any accident is promptly reported to the relevant units, and comprehensive steps are taken to prevent recurrence, beginning with the identification of the actual cause of the accident and an assessment to determine appropriate corrective and preventive measures.

ESG Risk Management

In conducting business, we have put in place a system to ensure that utmost consideration is given to the environment and society in projects at all stages, including at the launch of a new business, during operations, and even during the exit stage. In regard to environmental and social risks, including climate-related risks, the Sustainability Committee discusses policies and measures to deal with such risks and implements them after reporting to and receiving approval from the Management Committee and the Board of Directors.

[ESG Risk Management: Process of Managing Environmental and Societal Risks](#)

Initiatives

Compliance with Environment-Related Laws and Regulations

Our efforts to meet our corporate social responsibilities and keep pace with the expansion of those responsibilities include the creation of compliance assurance mechanisms based on our environmental management system. We also use training programs and other methods to ensure that our employees understand and comply with various environmental laws and regulations in Japan and overseas.

At the start of each fiscal year, officers at each department identify environment-related laws and regulations that are relevant to the operations of their units, and conduct a compliance assessment every half year. In addition, an internal environmental audit or environmental self-check process is carried out every year to confirm that environmental management systems are being applied effectively. Mitsui and its subsidiaries whose activities could have significant environmental impacts, have acquired certification under ISO14001 or equivalent standards, establishing secure and effective environmental law compliance mechanisms.

During the fiscal year ended March 2023, there was one report of a violation of environmental laws and regulations. However, there were no major penalties or non-monetary sanctions imposed on our organization for violations of environmental laws and regulations.

Energy Conservation Law

From the viewpoint of compliance and environmental conservation, we abide by the Energy Conservation Law (Act on Rationalizing Energy Use, Act on the Promotion of Use of Non-Fossil Energy Sources), and conduct environment-minded business activities through the promotion of energy conservation and transition to non-fossil energy sources in offices and energy usage improvement related to transportation.

Waste Disposal Law

Mitsui operates in compliance with the Waste Management and Public Cleansing Law (also referred to as the "Waste Disposal Law" or "Waste Law"). In order to properly manage the disposal of industrial waste generated through logistics operations and general waste from business activities, we have formulated a workflow in connection with the handling of industrial waste and general waste from business activities and prepared FAQ documents. Such tools and documents are utilized by relevant divisions and departments. We also hold periodic internal seminars to increase awareness and understanding of proper waste disposal practices, covering such matters as the selection of waste management subcontractors and manifest compilation and management.

Other Major Environmental Laws and Regulations

In promoting business activities, we comply with various environmental laws and regulations which includes, but not limited to, the following:

Act on Special Measures Concerning Promotion of Proper Treatment of PCB Wastes/Act on Rational Use and Proper Management of Fluorocarbons/Water Pollution Prevention Act/Soil Contamination Countermeasures Act/Act on the Promotion of Sorted Collection and Recycling of Containers and Packaging/Act on Promotion of Recycling and Related Activities for Treatment of Cyclical Food Resources/Air Pollution Control Act/Offensive Odor Control Law/Poisonous and Deleterious Substances Control Act/Fire Service Act/Industrial Safety and Health Act/REACH (Registration, Evaluation, Authorization and Restriction of Chemicals) regulations

Environment-Related Training

As we work to accelerate environmental initiatives across the global group, it is vital that we raise the environmental awareness of each of our officers and employees at all levels. Through initiatives such as holding regular seminars and environment law training sessions, we work to raise awareness of environmental issues among officers and employees of Mitsui, its subsidiaries, and its affiliated companies. Furthermore, we also work on initiatives to gain specialized knowledge through ISO14001 Provisional Auditor Training and other programs.

Lectures and Training Seminars Held in FY Mar/2023

Title	Number of Attendees	Target Audience
Seminars on Environmental Laws and Regulations	Approx. 100	Officers and employees of Mitsui
Training on business laws and specific environmental issues: Chemicals Business Laws/Waste Management and Public Cleansing Act (12 times)	Approx. 1,370	Officers and employees of Mitsui and affiliated companies

Green Procurement

With regard to our office activities, we have been carrying out initiatives on a non-consolidated basis to promote carbon neutral energy consumption and reduction of paper consumption and waste emissions through the use of containers with a low environmental impact, and will continue to promote green procurement.

Making Energy Use Carbon Neutral across All Business Locations in Japan (Using J-Credits)

As one of the concrete measures aimed at realizing our 2050 vision, we offset the CO2 emitted from the use of electricity, fuel and heat at our Head Office and all offices, branches and training centers in Japan, by applying carbon credits (J-Credits) generated by affiliate company Konan Utility Co., Ltd. and our company-owned forests, "Mitsui's Forests".

Use of Containers, Packaging Materials and Office Products with Low Environmental Impact Based on Life Cycle Assessment

Since the relocation to the new Head Office in May 2020, we have been using the life cycle assessment to ensure that containers and packaging used at the employee cafeteria and cafe have a low environmental impact. Paper cups with an original, environmentally conscious design are used for all takeaway drink containers. They have been designed so that even cold beverages can be enjoyed without using a straw. For utensils, we use biodegradable plastic developed in collaboration with an affiliated company. Products such as disposable chopsticks and chopstick stands are made using wood materials from the thinned sections of FSC® -certified wood (FSC®-C057355) from our company-owned forests "Mitsui's Forests", which had previously gone unused. For example, at the cafe corners located within work areas, we supply grab-and-go style green tea in cartons with an original design (cylindrical paper containers) made from Japanese wood and thinned wood materials. In addition, we refrain from using disposable containers for the drink delivery service used to supply meeting rooms, etc. Through these kinds of initiatives, we have made efforts to reduce our impact on the environment regarding both use and disposal.



Containers and utensils with environmentally conscious design

We also have been promoting the reduction of paper usage in our office products. We have used recycled paper in order to reduce the burden on the supply of raw materials. In addition, we have made double-sided printing as the default setting for all copiers and been promoting paperless office, which has resulted in a downward trend in the amount of paper consumption intensity per employee at Headquarters and all offices in Japan.

[Environmental Performance Data: Waste and Paper Consumption](#)

Policies and Basic Approach

How we respond to climate change and increasingly frequent and severe natural disasters – whether through initiatives such as the Sustainable Development Goals (SDGs), the ratification of the Paris Agreement at the United Nations, or other initiatives – is one of the most pressing issues of our time. Businesses must also play their part, and it is becoming increasingly important for companies to act responsibly in supporting the creation of a sustainable society.

The material issues ("Materiality") identified by Mitsui include "secure sustainable supply of essential products", "enhance quality of life", and "create an eco-friendly society", and our Environmental Policy stipulates that we will pursue the kinds of business that will help us act to reduce greenhouse gas (GHG) emissions, as well as mitigate and adapt to climate change. We have positioned climate change as one of the key themes of our sustainability management in our Medium-term Management Plan 2026, and in continuation from our previous Medium-term Management Plan, we will work to transform our business portfolio with the aim of achieving a decarbonized society. Moreover, we position technological innovation in environment and clean tech as one of the core strategic fields, and are working to pursue and expand investment opportunities in these areas.

We have set targets that aim to contribute to the goals of the Paris Agreement and Japan's own medium-term GHG emission reduction targets. Through our global and wide-ranging business activities, we will contribute to the development of economies and societies in many countries across the world and to solutions to the global challenges we face, such as mitigating and adapting to climate change.

Mitsui presented its climate change and Progress on Activities Toward a Decarbonized Society at the Mitsui & Co. Investor Day held on November 30, 2023. Please refer to the link below for more information.

[Mitsui & Co. Investor Day 2023: Progress on Activities Toward a Decarbonized Society](#)

Disclosure Based on TCFD Recommendations

Disclosure Policy

In December 2018, Mitsui declared its support for the Task Force on Climate-related Financial Disclosures (TCFD). In accordance with the recommendations of the TCFD and as a responsible company operating globally, we actively promote information disclosure with an awareness of stakeholder demands.

[Disclosure Based on TCFD Recommendations \(September 2023\) \(PDF 511 KB\)](#)

Governance

Governance System for Climate Change Response

We have positioned addressing climate change as a key management issue. Basic management policy, business activities, and corporate policies and strategies that concern climate change are planned developed, and advised on by the Sustainability Committee, an organization under the Corporate Management Committee.

The Sustainability Committee is structured so that its activities are appropriately supervised by the Board of Directors, and matters discussed by the Sustainability Committee are regularly discussed and reported to the Corporate Management Committee and the Board of Directors. During the fiscal year ended March 31, 2023, agenda items related to the Company's response to climate change were discussed and reported on at Board of Directors meetings, including sustainability promotion results and plans, the evaluation method for executive compensation, and the medium-term management plan. In addition, board members, including directors, auditors, and external directors, held free discussions on the theme of climate change response, creating a forum for active discussion on the topic.

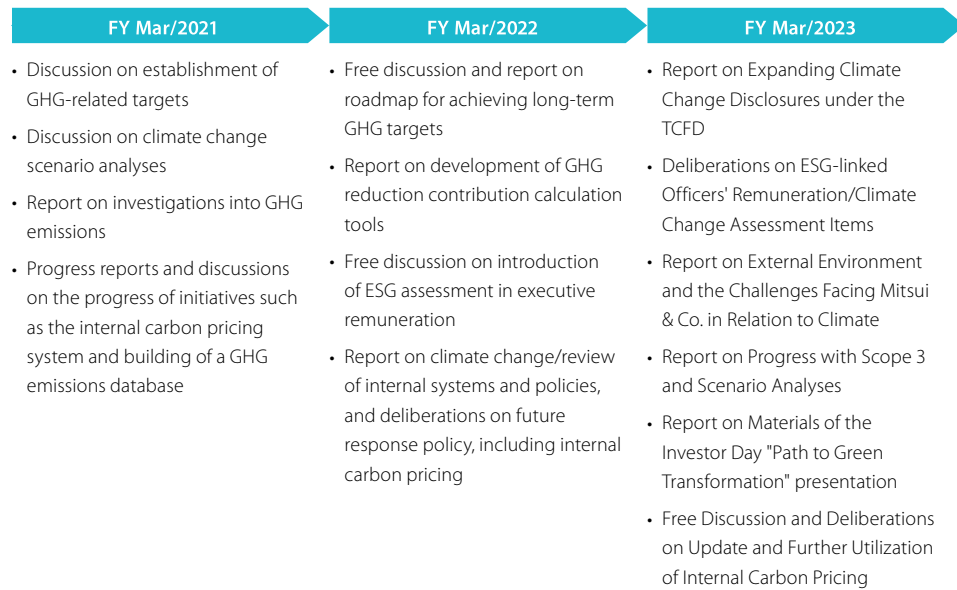


Sustainability Committee

Officer in Charge	Makoto Sato (Representative Director, Senior Executive Managing Officer, Chief Strategy Officer (CSO), Chairperson of the Sustainability Committee)
Administrative Office	Corporate Sustainability Div., Corporate Planning & Strategy Div.

Climate Change-Related Discussions

There were 14 major climate change-related discussions by the Sustainability Committee over the past three years.



Sustainability Advisory Board

We have established the Sustainability Advisory Board (formerly the Environmental and Societal Advisory Committee), a group comprising external experts in societal and environmental topics such as climate change. The Sustainability Committee uses information and advice from Sustainability Advisory Board members in their deliberations. In fiscal year ended March 2023, the Committee held a meeting to discuss climate change initiatives.

Please refer to the links below for more information on Mitsui's Sustainability Management Framework and the activities of the Sustainability Committee.

[Our Approach to Sustainability: Sustainability Governance and Oversight](#)

[Our Approach to Sustainability: Sustainability Committee](#)

[Our Approach to Sustainability: Sustainability Advisory Board](#)

Reflecting Climate Change Responses in the Executive Remuneration Plan

The company decided to introduce a new performance-linked restricted stock remuneration plan from the fiscal year ended March 2023, which was approved at the Ordinary General Meeting of Shareholders on June 22, 2022. The remuneration plan has been introduced to incentivize the company to fulfill our social responsibilities and to continuously improve our medium-to long-term performance and corporate value. As one of the management evaluation indicators, ESG elements, including our response to climate change are included. For more information, please see "4. Corporate Information, 4. Corporate Governance, (4) Remuneration of Directors and Audit & Supervisory Board Members" in the Annual Securities Report for the fiscal year ended March 31, 2022.

[Annual Securities Report for the fiscal year ended March 31, 2023 \(9.48 MB\)](#)

Strategy

Scenario Analysis Policy and Process

Since declaring our support for the TCFD recommendations in December 2018, we have been engaged in a step-by-step scenario analysis process to enhance the resilience of our strategy by responding flexibly to changes in the global business environment. Traditionally, business units have analyzed risks, countermeasures, quantitative impact, etc. for their selected businesses and discussed them at the Sustainability Committee; however, in response to its growing importance, we have integrated scenario analysis into the formulation process for the business plan starting the fiscal year ending March 31, 2023. By incorporating scenario analysis into the business planning process, which is approved by the Board of Directors after reporting and deliberation by the Corporate Management Committee, the results of scenario analysis are confirmed and deliberated by management and reflected in the business plan and business portfolio strategy.

Selected Scenarios

We are conducting scenario analysis in short- (0-1 year), medium- (1-10 years), and long-term (10-30 years) timeframes up to the year 2050. We conduct scenario analysis of transition risks*1 and opportunities with reference to the scenarios set out in the World Energy Outlook (WEO) published by the (International Energy Agency) IEA. In addition, with reference to the RCP (Representative Concentration Pathway) used by the IPCC (Intergovernmental Panel on Climate Change), Mitsui has conducted analysis of investment assets above a certain value by surveying the impact of physical risks*2 based on natural disasters that have occurred over the last five years.

*1. "Transition risks" refer to risks caused by changes in policy/legal regulations, technology development, market trends, market evaluation, etc.

*2. "Physical risks" refer to the risk of physical damage caused by increases in natural disasters and abnormal weather arising from climate change.

- IEA Stated Policies Scenario (STEPS): Scenario that reflects the current policy targets of each country
- IEA Announced Pledges Scenario (APS): Scenario that assumes all of the government's announced pledges are implemented
- IEA Net Zero Emissions by 2050 Scenario (NZE): Scenario for achieving the goal of limiting global warming to less than 1.5°C compared to pre-Industrial Revolution level
- IPCC RCP 8.5 scenario: Scenario in which the world's average temperature rises by around 4.0°C by 2100

Major Risks and Opportunities Associated with Climate Change

Mitsui is engaged in a wide range of business in countries and regions around the world, and we view the diverse risks and opportunities presented by climate change as important factors that we must consider when formulating our business strategies. We are identifying the short-, mid-, and long-term risks and opportunities that accompany climate change, and we review them periodically. We also review each segment in response to changes in the macroenvironment and trends, and adjustments in our business portfolio, along with other changes in the internal and external environment, and reflect them in our business strategy in a timely manner.

Transition Risks	Policy and Legal Risks	<ul style="list-style-type: none"> • Shift to the use of decarbonized energy due to various national and regional policies (changes in energy and power mix) • Government-imposed restrictions on greenhouse gas emissions, with carbon taxes and cap-and-trade emissions-credit schemes
	Technology Risks	<ul style="list-style-type: none"> • Changes in supply and demand in markets for existing commodities and services or the obsolescence of existing production equipment and facilities accompanying the introduction of new technologies geared toward climate change or the development and dissemination of alternative products
	Market Risks	<ul style="list-style-type: none"> • Changes in demand for fossil fuel-related products and services and deterioration in value of Mitsui's ownership interests • Fund procurement risks due to the adoption of decarbonization policies by financial institutions and insurance companies
Physical Risks	Acute Risks	<ul style="list-style-type: none"> • Interruption of the operations of project companies in Australia and the United States, etc., due to cyclones and hurricanes
	Chronic Risks	<ul style="list-style-type: none"> • Impact of global warming on agricultural and marine products or impediments to operations accompanying rising sea levels

Further, for each of our segments we have analyzed the internal and external environment and identified risks and opportunities.

Segment	Risks	Opportunities
Mineral & Metal Resources	<ul style="list-style-type: none"> Decrease in demand for raw materials (iron ore, metallurgical coal) due to increase in Electrical Arc Furnace usage in anticipation of efforts to reduce GHG Increase in the cost of environmental measures and carbon taxes Increase in the difficulty for obtaining environmental permits 	<ul style="list-style-type: none"> Expansion of recycling businesses in response to circular economy Increase in demand for raw materials for secondary batteries, copper, and aluminum accompanying the spread of vehicle electrification
Energy	<ul style="list-style-type: none"> Decrease in demand for fossil fuel Increase in the cost of environmental measures 	<ul style="list-style-type: none"> Expansion of market for LNG and gas businesses that have a relatively low environmental impact Expansion of CCS/CCUS* business Expansion of market for biofuel, hydrogen/ ammonia fuel, and other next-generation energy Expansion of business for Energy Solutions Business, including emissions credits and energy management businesses
Machinery & Infrastructure	<ul style="list-style-type: none"> Change in the social conditions surrounding coal-fired thermal power businesses Change in the supply and demand of existing businesses accompanying the creation of new technologies and new markets Impact of geopolitical risks and extreme weather on cargo transportation volumes 	<ul style="list-style-type: none"> Development of renewable energy generation businesses Increase in demand for power trading and grid stabilization services that help address rising power system volatility Circular economy and Expansion of ZEV (Zero Emission Vehicle) business Expansion of business related to the shipping business using next-generation fuels
Chemicals	<ul style="list-style-type: none"> Change in demand for fossil fuel-derived chemicals Change in industrial structures due to strengthening of environmental restrictions 	<ul style="list-style-type: none"> Expansion of recycling business in anticipation of a recycling-based society Increase in demand for biochemicals and energy-saving materials Increase in demand for forests as a source of absorption and emission credit businesses

Segment	Risks	Opportunities
Iron & Steel Products	<ul style="list-style-type: none"> Decrease in demand for materials and drilling equipment for the energy sector 	<ul style="list-style-type: none"> Reform of steel production, processing and supply chains responding to decarbonized society Increase in demand for maintenance businesses to contribute to extending life of infrastructure Increase in demand for lighter vehicles and highly efficient motors accompanying spread of electric vehicles
Lifestyle	<ul style="list-style-type: none"> Change in food-producing regions accompanying global warming, etc. Impact on supply chains of extreme weather 	<ul style="list-style-type: none"> Rising need for securing food resources and securing stable food supplies
Innovation & Corporate Development	<ul style="list-style-type: none"> Reduction hedging demand for fossil fuel-related commodities 	<ul style="list-style-type: none"> Increase in demand for asset management business targeting natural capital and energy transition assets Increase in hedging demand for commodity trading contributing to a sustainable society

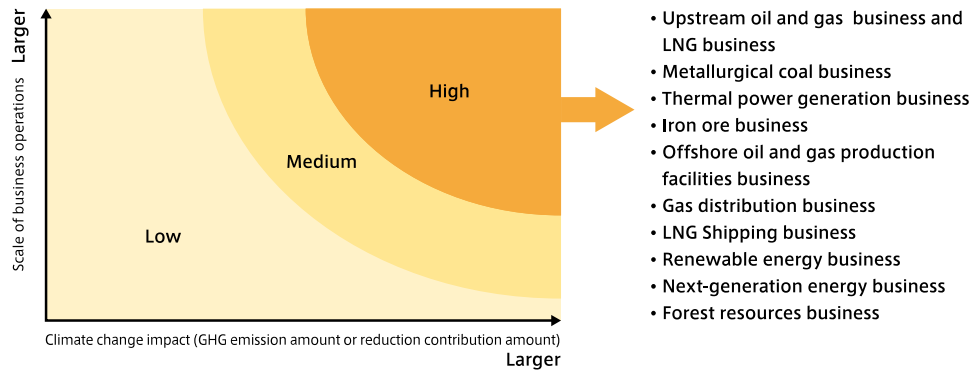
* CCS = Carbon Capture and Storage; CCUS = Carbon Capture, Utilization and Storage

Transition Risk Assessments

We use multiple climate change scenarios for the selected business to assess the impact of transition risks on financial planning and business strategies, and use the results to investigate necessary countermeasures.

Selection of Business for Scenario Analyses

In consideration of scale of business operations and climate change impact, upon categorizing business as "high", "medium" or "low" priority, we have selected "high" priority business as targets for scenario analyses.



Results of Scenario Analysis

The results of scenario analysis for the ten businesses selected for this study are shown below. The scenarios referred to in the scenario analysis are organized into Current and Transition Scenarios as follows..

- Current Scenario: A scenario in which current climate related initiatives of each country are maintained, demand (mainly in emerging countries) for fossil fuels and other resources that emit GHGs remains to a certain extent, and business practices which could impact climate change continue (STEPS, etc.).
- Transition Scenario: A scenario in which there is a slowdown in demand for fossil fuels and other resources that emit GHGs, and a rapid increase in demand for renewable energy and other resources, as a result of the international development of advanced initiatives and systems to address climate change as well as a shift towards energy conservation and electrification driven by widespread decarbonization and technological innovation (APS, NZE, etc.).

The impact of the Current Scenario and the Transition Scenarios on the selected businesses from the present day to 2050 is shown in the following three levels. In addition, for the Upstream Oil and Gas Business and LNG Business, Metallurgical Coal Business, and Thermal Power Generation Business, which we have judged to be particularly important in terms of scale of business operations and climate change impact, we have analyzed

the impact on net income for the fiscal years ending March 2030, 2040, and 2050 and presented them in three levels based on our assumed base case, taking into account our understanding of the business environment and various scenarios. The analysis is based on internal carbon pricing, and pricing is set with reference to definitions and prices published by external organizations such as the IEA, taking into account factors such as the country/region of the subject assets, and time frame. The 2°C scenario is equivalent to approximately \$1-\$200/ton for developed countries and approximately \$0-\$200/ton for other regions over the period to 2050. For the 1.5°C scenario, prices are generally \$1-\$250/ton for developed countries and \$0-\$200/ton for other regions.

Impacts on the Selected Businesses

- ↗ : Positive impact on business
- : No change or slight impact on business
- ↘ : Negative impact on business

Quantitative Impact on the Selected Businesses

- Large: -USD300 million or more
- Medium: -USD100 million or more but less than -USD300 million
- Small: - less than USD100 million

Upstream Oil and Gas Business and LNG Business

Awareness of Business Environment Under Each Scenario	Impact on Businesses Based on Awareness of Business Environment			Countermeasures
<p>Current Scenario (STEPS, etc.) Growth in oil demand is expected to gradually slow, with demand peaking in the mid-2030s and then leveling off toward 2050. Demand for natural gas is expected to grow steadily for the power and industrial sectors in emerging Asian countries, centered on China and India.</p> <p>Transition Scenario (2°C equivalent/APS, etc.) Oil demand is expected to decline by half through to 2050 amid progress towards decarbonization, mainly through electrification of the transportation sector in developed countries. Natural gas demand is expected to remain firm for the next 5 to 10 years as a substitute for coal-fired power generation. By 2050, however, demand is expected to decline to about two-thirds, centered on the power generation sector, due to the spread of renewable energies. Meanwhile, new demand for hydrogen feedstock and other applications is expected to grow over the long term.</p> <p>Transition Scenario (1.5°C/NZE, etc.) Although global demand for natural gas is expected to gradually decline after 2025 and halve between 2030 and 2050, its importance as a raw material for hydrogen is expected to rise together with the global trend toward decarbonization. Meanwhile, oil demand is expected to decline sharply after 2030, falling to about a quarter of current demand by 2050.</p>	<p>Current Scenario (STEPS, etc.)</p> 	<p>Transition Scenario (2°C equivalent/APS, etc.)</p> 	<p>Transition Scenario (1.5°C/NZE, etc.)</p> 	<p>In our Energy segment, we are promoting continued efforts in the energy supply business, focusing on gas and LNG businesses with relatively low GHG emissions for the purpose of providing a stable supply base for sustainable growth around the world.</p> <p>Accordingly, in order to enhance our risk tolerance to sudden changes in supply and demand trends, we will continue to work on improving asset value, including strengthening the competitiveness of existing business assets, reducing GHG emissions, and decarbonization initiatives, while considering the global energy and geopolitical situation.</p> <p>Particularly for new projects, we will carefully select highly competitive projects, taking into account potential future carbon costs including policy changes and the introduction of carbon taxes in each country, and build a well-balanced portfolio of business assets, including implementing timely asset recycling. While contributing to the low-carbon and decarbonization of the entire value chain, we will continue to work on upstream development of natural gas, which is a transition energy and can be used as a feedstock for next-generation fuels, and to increase our liquefaction capacity. Utilizing our upstream business knowhow, and while paying attention to technological development trends and regulatory reforms in each country, we aim to realize the early commercialization of our CCS/CCUS business and geothermal business, along with our hydrogen and ammonia business, leveraging our gas upstream assets and our existing customer network.</p>
<p>While faced with the dual challenge of needing to expand quantity and improve quality, renewable energy will steadily expand, and fossil fuels will remain indispensable as a primary energy source for the time being. Although oil demand is expected to peak and then remain flat or decline in all scenarios, the impact is limited due to the expected increase in the ratio of gas production in our overall crude oil and gas equity production in the future. Natural gas is an important transition energy source with relatively low environmental impact and a realistic solution to meet growing demand while addressing climate change challenges.</p> <p>Although we expect strong demand for LNG/natural gas particularly in Asia in the medium term under both Transition Scenarios, there is a risk that the value of upstream assets will be impacted if demand declines under the Transition Scenario (1.5°C). Therefore, ongoing verification and monitoring of demand trends and their impact on our business is necessary.</p>				

Impact on net income and assumptions in Transition Scenarios					
2°C equivalent/APS, etc.			1.5°C/NZE, etc.		
FY Mar/2030 Small	FY Mar/2040 Small	FY Mar/2050 Small	FY Mar/2030 Large	FY Mar/2040 Large	FY Mar/2050 Medium
<p>In our analysis of the Transition Scenarios in the Upstream Oil and Gas Business and LNG Business, we assume that the supply-demand balance will be reflected in commodity prices over the medium to long term due to the highly marketable nature of the commodities, and we analyze our assets with reference to the IEA World Energy Outlook (APS scenario/NZE scenario) and other market outlooks, with a focus on the downward resilience of our assets to commodity prices.</p> <p>In this analysis, we assume that we will continue to hold our assets until the end of production, since the main purpose of this analysis is to assess the impact on our existing business.</p>					

Metallurgical Coal Business

Awareness of Business Environment Under Each Scenario	Impact on Businesses Based on Awareness of Business Environment			Countermeasures
<p>Current Scenario (STEPS, etc.) In developed countries, demand is expected to gradually decline from the 2030s against a backdrop of declining crude steel production and lower blast furnace ratios due to utilization of ferrous scrap, while demand in India and Southeast Asia is expected to grow from the late 2020s onward due to addition of blast furnaces in the region. Global demand for metallurgical coal is expected to increase moderately from current levels through to 2050. The supply of metallurgical coal is expected to remain flat over the medium to long term as increases in new projects and other factors will be offset by the termination of existing mines, resulting in a tightening of the supply-demand balance.</p> <p>Transition Scenario (2°C equivalent/APS, etc.) Demand for metallurgical coal is expected to remain flat over the medium to long term and remain at current levels in 2050, due to further acceleration in the use of ferrous scrap and alternative raw materials in developed countries, as also expected in the Current Scenario. On the supply side, countries are stepping up their efforts to address climate change, making it more difficult to obtain development permits and financing for new projects or expansion plans. As a result, supply is expected to decrease, and the supply-demand balance may become even tighter.</p> <p>Transition Scenario (1.5°C/NZE, etc.) Greater demand for decarbonization is expected to drive a shift towards more efficient steel use, and both crude steel production and metallurgical coal demand are expected to decline further compared to the other scenarios. New projects or expansion plans may be more difficult to implement under the Transition Scenario (1.5°C), resulting in a decline in supply and a further tightening of the supply-demand balance.</p>	<p>Current Scenario (STEPS, etc.)</p> 	<p>Transition Scenario (2°C equivalent /APS, etc.)</p> 	<p>Transition Scenario (1.5°C/NZE, etc.)</p> 	<p>As demand for metallurgical coal is expected to remain strong over the medium to long term, we will strive to improve the quality of our assets while maintaining stable supplies to customers. We will closely monitor changes in the external environment, and strengthen our efforts such as utilizing the methane gas produced and shifting to alternative fuels and raw materials, with a view to realize a decarbonized society together with our business partners.</p> <p>Under the Current Scenario, demand for metallurgical coal is expected to remain flat or increase slightly, and the competitiveness of our assets will be maintained, and therefore business profitability is expected to remain strong. Under the Transition Scenarios (2°C equivalent/APS, etc., 1.5°C/NZE, etc.), new projects and expansion plans are expected to slow down on the supply side in response to declining demand, resulting in a decline in the volume of supplied. Although our assets will remain competitive, there is expected to be an increase in costs relating to the introduction of emission reduction technology, environmental compliance, and financing. Continuous close attention must be paid to the business impact that these costs have on metallurgical coal prices, along with the business impact of policies and policy trends in each country. Additionally, we are no longer adding to our assets that only produce thermal coal.</p>




Impact on net income and assumptions in Transition Scenarios					
2°C equivalent/APS, etc.			1.5°C/NZE, etc.		
FY Mar/2030 Large	FY Mar/2040 Small	FY Mar/2050 Small	FY Mar/2030 Large	FY Mar/2040 Small	FY Mar/2050 Small
<p>In our analysis of the Transition Scenarios in the Metallurgical Coal Business, supply, demand, and commodity prices of steelmaking raw materials are analyzed with reference to the IEA World Energy Outlook (APS scenario/NZE scenario) and other outlooks, as well as trends toward carbon neutrality by consumers. The carbon cost of GHG emissions from the business is also taken into account. Since the main purpose of this analysis is to determine the impact on the existing business, it is assumed that the existing business will continue to be held until the end of mining operations.</p>					

Thermal Power Generation Business




Awareness of Business Environment Under Each Scenario	Impact on Businesses Based on Awareness of Business Environment			Countermeasures
<p>Current Scenario (STEPS, etc.) Fossil fuel-based power generation will gradually decline over the long term, particularly in developed countries. Meanwhile, demand for new power plants is expected to continue in the medium term in some emerging countries where electricity demand will continue to grow and where renewable energy alone is not sufficient to meet supply needs.</p> <p>Transition Scenario (2°C equivalent/APS, etc.) Fossil fuel-based power generation is expected to decline at a faster rate in the medium to long term than under the Current Scenario, particularly in developed countries. Although developed countries are shifting to renewable energy sources, a certain amount of coal-fired power generation demand is expected in emerging countries even as late as 2050. In addition, demand for gas-fired power generation as a transition energy source is expected to continue over the medium to long term in both developed and emerging countries.</p> <p>Transition Scenario (1.5°C/NZE, etc.) Electricity demand is expected to increase significantly in the medium to long term against the backdrop of rapid progress in decarbonization trends, with demand increasing by 50% in 2050 compared to the Current Scenario. Compared to the 2°C equivalent/APS, etc. scenario, fossil fuel-based electricity generation is expected to decline at a faster rate, and by 2050, power plants with decarbonization facilities such as CCUS will become mainstream. The share of renewable energy is expected to further increase, with renewable energy, mainly wind and solar, supplying the majority of electricity demand.</p>	<p>Current Scenario (STEPS, etc.)</p> 	<p>Transition Scenario (2°C equivalent /APS, etc.)</p> 	<p>Transition Scenario (1.5°C/NZE, etc.)</p> 	<p>Amid the global trend towards low carbon and decarbonization, we will work to transform our power generation portfolio and improve quality in accordance with changes in the environment. Specifically, we intend to reduce our coal-fired thermal power footprint from our power generation capacity over the medium to long term, while increasing the ratio of renewable energy in our power generation portfolio, including hydroelectric power, to over 30% by 2030, and continue with the transformation of our power generation portfolio as necessary to achieve net zero by 2050.</p> <p>In addition, as a responsible power producer, we will continue to examine ways to improve the efficiency of our existing thermal power assets, including utilizing CCUS, ammonia co-firing, and other technologies.</p> <p>We will consider new gas-fired power projects, taking into account the need for gas-fired power as a transition energy source in accordance with each scenario, as well as potential future carbon costs the power supply mix, and electricity demand outlook for each region.</p>
<p>The impact of changes in the external environment on our existing business is limited, as most of our power asset portfolio is based on long-term power purchase agreements—in which consideration is paid for the generation capacity rather than for generated volume. However, under the Transition Scenarios, the global trend towards decarbonization will rapidly accelerate, which may affect the business viability of some assets after power purchase agreements expire, and therefore ongoing verification and monitoring of stranded asset risks is required.</p>				

Impact on net income and assumptions in Transition Scenarios					
2°C equivalent/APS, etc.			1.5°C/NZE, etc.		
FY Mar/2030 Small	FY Mar/2040 Small	FY Mar/2050 Small	FY Mar/2030 Small	FY Mar/2040 Small	FY Mar/2050 Small
<p>In analyzing the Transition Risk Scenarios, we calculate the impact by assuming that carbon costs will be passed on to off-takers in accordance with the PPA provisions during the terms of long-term power purchase agreements (PPA), and that we will review our holding policy for assets that remain in the red after the PPA ends and carbon costs are reflected. In addition, the sale of some assets based on the recycling strategy for thermal power generation assets is also factored into the analysis.</p>					




Iron Ore Business

Awareness of Business Environment Under Each Scenario	Impact on Businesses Based on Awareness of Business Environment			Countermeasures
<p>Current Scenario (STEPS, etc.) Although crude steel production in China, the world's largest producer, is expected to decline in the future, this is expected to be offset by increased production in India and Southeast Asia. We predict that global crude steel production will remain steady over the medium to long term.</p> <p>Transition Scenario (2°C equivalent/APS, etc.) With higher rates of use of electric furnaces, and an increase in production of direct-reduced iron, which mainly uses high-grade ore, we expect an increase in demand for high-grade ore, and a corresponding increase in premiums and discounts for high-grade iron ore/low-grade iron ore.</p> <p>Transition Scenario (1.5°C/NZE, etc.) In response to the growing demand for a shift to low carbon, the use of scrap iron and direct-reduced iron is expected to further expand, and crude steel production itself is expected to decrease due to more efficient steel use. Iron ore demand is expected to decrease compared to the Transition Scenario (2°C equivalent/APS, etc.).</p>	<p>Current Scenario (STEPS, etc.)</p> 	<p>Transition Scenario (2°C equivalent/APS, etc.)</p> 	<p>Transition Scenario (1.5°C/NZE, etc.)</p> 	<p>For the foreseeable future, we will work to strengthen the competitiveness of our assets while providing stable iron ore supplies to customers, and continue to closely monitor the rate at which electric furnace production methods spread as a means of low-carbon and decarbonization in the steel industry, and the speed of change regarding new steelmaking technologies. In addition, we will strengthen efforts towards realizing a decarbonized society together with our business partners, while closely monitoring changes in the external environment.</p>




Offshore Oil and Gas Production Facilities Business

Awareness of Business Environment Under Each Scenario	Impact on Businesses Based on Awareness of Business Environment			Countermeasures
<p>Current Scenario (STEPS, etc.) Demand for new production facilities will decline over the medium to long term in line with a slowdown in oil demand growth; however, the timeline of this will differ by region.</p> <p>Transition Scenario (2°C equivalent/APS, etc.) Oil demand will decline earlier than under the Current Scenario due to the promotion of electrification in developed countries, dropping by half through to 2050. As a result, demand for new production facilities is expected to decline faster than under the Current Scenario.</p> <p>Transition Scenario (1.5°C/NZE, etc.) Oil demand is expected to decline sharply after 2030, and fall to about a quarter of the current level by 2050. With the rapid decline in demand, crude oil prices are expected to fall to about half by 2030 and one-quarter by 2050, compared to the Current Scenario. As a result, demand for new production facilities is expected to decline more than under the Transition Scenario (2°C equivalent/APS, etc.).</p>	<p>Current Scenario (STEPS, etc.)</p> 	<p>Transition Scenario (2°C equivalent/APS, etc.)</p> 	<p>Transition Scenario (1.5°C/NZE, etc.)</p> 	<p>Considering the scenario of declining demand in the medium to long term, we will work to transform our businesses into a field where we can utilize the expertise we have accumulated from our existing business (e.g., floating offshore wind power).</p>

Gas Distribution Business

Awareness of Business Environment Under Each Scenario	Impact on Businesses Based on Awareness of Business Environment			Countermeasures
<p>Current Scenario (STEPS, etc.) Natural gas demand is expected to increase steadily in line with rising gas demand in emerging countries.</p> <p>Transition Scenario (2°C equivalent/APS, etc.) Natural gas demand is expected to remain firm for the next 5-10 years due to its use as a substitute for coal-fired power generation, however through to 2050, demand is expected to fall to about two-thirds, with the majority of this reduction in the power generation sector, due to the spread of renewable energy. In emerging countries, gas demand is expected to increase, but grow at a slower pace than under the Current Scenario.</p> <p>Transition Scenario (1.5°C/NZE, etc.) Global natural gas demand is expected to gradually decline after 2025 and halve from 2030 to 2050. Oil demand is also expected to decline sharply after 2030, falling to about a quarter of current demand by 2050.</p>	<p>Current Scenario (STEPS, etc.)</p> 	<p>Transition Scenario (2°C equivalent/APS, etc.)</p> 	<p>Transition Scenario (1.5°C/NZE, etc.)</p> 	<p>We will continue to work on improving asset value, including decarbonization initiatives such as biogas utilization and GHG emissions reduction. For new projects, we are working in consideration of potential future carbon costs.</p>

LNG Shipping Business

Awareness of Business Environment Under Each Scenario	Impact on Businesses Based on Awareness of Business Environment			Countermeasures
<p>Current Scenario (STEPS, etc.) Demand for natural gas is expected to grow steadily over the long term for use in the power and industrial sectors in emerging Asian countries, and therefore, demand for operation of ships for natural gas is expected to increase.</p> <p>Transition Scenario (2°C equivalent/APS, etc.) Demand for natural gas is expected to continue in the medium to long term as a substitute for coal-fired thermal power generation, and demand for operation of ships is expected to increase through to 2050.</p> <p>Transition Scenario (1.5°C/NZE, etc.) Natural gas demand is expected to decline after the mid-2020s due to global decarbonization, and demand for ship operations is expected to decline through to 2050.</p>	<p>Current Scenario (STEPS, etc.)</p> 	<p>Transition Scenario (2°C equivalent/APS, etc.)</p> 	<p>Transition Scenario (1.5°C/NZE, etc.)</p> 	<p>With consideration for medium- and long-term supply and demand and price trends, we will strive to maintain and improve the profitability of individual businesses, as well as working to ensure stable and streamlined operations, and at the same time identify and capture growth opportunities in new businesses including next-generation fuel tankers and new fuel carriers.</p>

Renewable Energy Business

Awareness of Business Environment Under Each Scenario	Impact on Businesses Based on Awareness of Business Environment			Countermeasures
<p>Current Scenario (STEPS, etc.) Demand is expected to increase substantially over the medium to long term in response to low carbon and decarbonization trends and energy security.</p> <p>Transition Scenario (2°C equivalent/APS, etc.) Demand is expected to increase substantially at a faster rate than in the Current Scenario. Electrification and other factors, especially in developed countries such as the U.S. and Australia, will drive demand growth, and by 2050 the majority of electricity demand is expected to be met by renewable energy sources.</p> <p>Transition Scenario (1.5°C/NZE, etc.) Rapid progress in the global low carbon and decarbonization trend is expected to drive the spread of electrification, and electricity demand will rise significantly in the medium to long term, increasing by 50% in 2050 compared to the Current Scenario. The share of renewable energy is expected to further increase compared to the Transition Scenario (2°C equivalent/APS, etc.), with the majority of electricity demand expected to come from renewable energy sources, mainly wind and solar, by 2050. Continued large-scale investments will be required for the promotion of renewable energy, and demand is also expected to increase for power grid reinforcement, storage batteries, demand response, etc., to ensure the stability of power networks in each region.</p>	<p>Current Scenario (STEPS, etc.)</p> 	<p>Transition Scenario (2°C equivalent/APS, etc.)</p> 	<p>Transition Scenario (1.5°C/NZE, etc.)</p> 	<p>In line with the global trend towards decarbonization, we will work to transform and improve the quality of our power generation asset portfolio in response to the changing environment. Specifically, in order to raise the ratio of renewable energy in our power generation portfolio to over 30% by 2030, we will engage in large-scale renewable energy projects including solar power, onshore wind power, and offshore wind power, as well as local production for local consumption type distributed renewable energy projects, to meet local demand. In addition, in view of the potential for intensified competition among operators, we will aim to capture added value by establishing a renewable energy business cluster, leveraging our comprehensive strengths to engage in peripheral fields including the production and sale of green hydrogen, ammonia, and methanol using renewable energy, clean energy sales, EV infrastructure, and offshore wind power infrastructure.</p>

Next-Generation Energy Business

Awareness of Business Environment Under Each Scenario	Impact on Businesses Based on Awareness of Business Environment			Countermeasures
<p>Current Scenario (STEPS, etc.) Demand for biofuels and other next-generation energy is expected to continue to grow strongly over the medium to long term, mainly as a replacement for liquid fossil fuels.</p> <p>Transition Scenario (2°C equivalent/APS, etc.) Demand for biofuels is expected to grow rapidly in the medium term, and while the growth rate will slow over the long term, demand for biofuels for aviation and marine transportation is expected to continue to expand. Hydrogen and fuel ammonia are expected to grow, replacing natural gas in the medium to long term.</p> <p>Transition Scenario (1.5°C/NZE, etc.) Demand for biofuels will grow more than the Transition Scenario (2°C) in the medium term, but will then plateau. However, demand for aviation and shipping applications is expected to grow steadily over the medium to long term. Under the Transition Scenario (1.5°C/NZE, etc.), hydrogen and fuel ammonia demand is expected to grow much faster than under the Transition Scenario (2°C equivalent/APS, etc.) through to 2050.</p>	<p>Current Scenario (STEPS, etc.)</p> 	<p>Transition Scenario (2°C equivalent/APS, etc.)</p> 	<p>Transition Scenario (1.5°C/NZE, etc.)</p> 	<p>In the biofuel business, which is expected to be the center of demand in the medium term, we are working to expand our business leveraging the technology and expertise of our existing investees, after assessing the potential environmental impact. In addition, we are moving forward with initiatives in hydrogen and fuel ammonia, geothermal power generation projects, and other areas, which we view as realistic solutions for realizing a decarbonized society, and we expect to be in great demand in the long term. While these areas are expected to become next-generation alternative energy sources, further technological innovation is necessary for full-scale expansion. Accordingly, we have formed a specialized in-house team and are accelerating these efforts.</p>

Forest Resources Business

Awareness of Business Environment Under Each Scenario	Impact on Businesses Based on Awareness of Business Environment			Countermeasures
<p>Current Scenario (STEPS, etc.) Demand for forest resources (timber, woodchips, etc.) is expected to grow steadily in line with global population growth, and expansion in housing and paper markets in emerging countries, especially in Asia. Additionally, the value of forest resources, mainly plantation timber, is expected to increase due to the tightening of natural forest protection policies and logging regulations in each country.</p> <p>Transition Scenario (2°C equivalent/ APS, etc.) As in the Current Scenario, demand for forest resources such as woodchips, which are used as a raw material for housing materials and paper, is expected to increase steadily. In addition, heightened interest in the CO2 absorption capabilities of forest resources and their characteristics as renewable natural materials is expected to result in growth in the market for forest-based emission credits, an increase in the price of emission credits, and an expansion of the market for high value-added wood-derived products such as bio-chemicals.</p> <p>Transition Scenario (1.5°C/NZE, etc.) Carbon prices in developed countries are expected to increase by a factor of 1.5 compared to the Transition Scenario (2°C equivalent/APS, etc.), as CO2 emission reduction initiatives are strengthened, and the market for forest-based emission credits is expected to expand, emission credit prices are expected to rise, and the market for wood-based high-value-added products such as bio-chemicals is expected to expand.</p>	<p>Current Scenario (STEPS, etc.)</p> 	<p>Transition Scenario (2°C equivalent /APS, etc.)</p> 	<p>Transition Scenario (1.5°C/NZE, etc.)</p> 	<p>We will expand our forest resources business by accumulating assets based on profitability and risk to serve as a foundation for the creation of environmental value and industrial solutions to social issues. We will aim to maximize the value of forest resources not only by expanding paper and housing applications and emission credit creation, but also by developing new needs for timber materials.</p>
<p>Under the Current Scenario, an increase in demand is expected for forest resources, especially timber, as renewable and natural materials that contribute to climate change response. Under the Transition Scenario, demand for emissions trading is expected to increase and the price of emission credits is expected to rise, and biochemicals derived from forest resources are expected to be effectively utilized, which we expect will boost profitability.</p>				

Physical Risk Assessments

We operate a wide range of businesses in various countries and regions, which may be affected by the manifestation of physical risks if climate change causes an increase in extreme weather events.

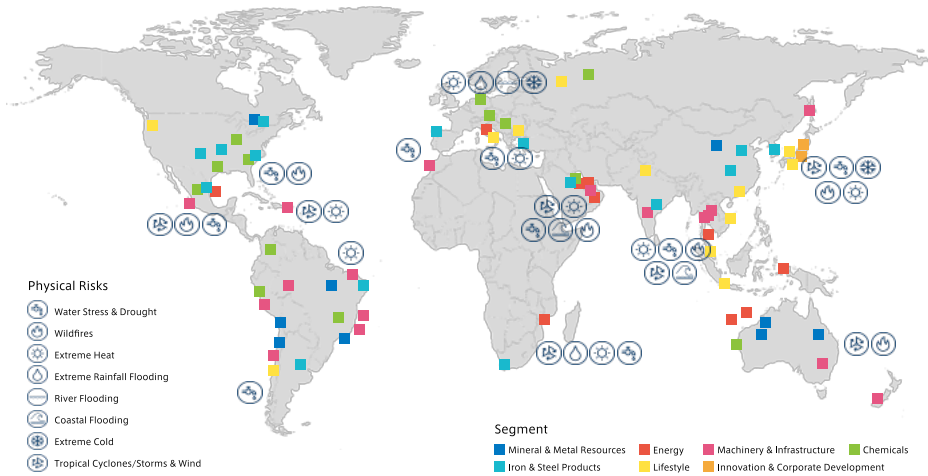
Accordingly, when we invest in new businesses, in order to ensure appropriate risk management, we conduct physical risk analysis while taking advice from outside experts as necessary. We also review the effectiveness of countermeasures onsite at each business after making an investment.

In the event that physical risks materialize, while placing the highest priority on protecting human lives, we have established crisis management policies for business continuity that take into consideration coexistence with local communities. We have also taken measures to mitigate and adapt to risks, such as obtaining insurance coverage, securing multiple suppliers, enhancing our facilities. We will continue to assess the adequacy of our risk management measures on a regular basis. To review the appropriateness of our current risk response, we utilized an analysis tool developed by ERM, an environmental consulting firm, to analyze the impact of physical risks on our portfolio companies in the future, as follows..



Analysis Results

The location of the main assets of the selected investments and the physical risks of the 4°C scenario in 2030 are as follows.



Summary of Major Physical Risks Affecting the Company under the 4°C Scenario, and Measures to Address Them

The results of our analysis indicate that the four physical risk hazards that will have a particularly significant impact on the Company in 2030 and 2050 under the 4°C scenario are extreme heat, wildfires, water stress & drought, and tropical cyclones. The number of companies at high risk of extreme heat will be approximately 80% of the 65 companies analyzed in 2050. With regard to risk of wildfire and water stress/drought, nearly half of the companies analyzed will be at high risk in 2050, and the number of companies at high risk of wildfires will approximately double. Many companies are currently at high risk of tropical cyclones, and although there will only be a small increase in the number of companies at high risk, there is concern that the frequency and magnitude of their occurrence will make damage more severe. A summary of each physical risk hazard and the measures to address them are shown below, with the risk level determined by the number of companies at high physical risk.

■ 4 companies or less ■ 5-14 companies ■ 15-24 companies ■ 25-34 companies ■ 35 companies or more

	Risk level			Risk overview	Countermeasures
	Current	2030	2050		
Extreme heat	■	■	■	<ul style="list-style-type: none"> Increased risk of prolonged periods of extreme heat over any given year. Increased risk of adverse effects of heat on employee health and safety, reduced labor productivity, and increased operating costs due to damage to equipment. 	<ul style="list-style-type: none"> Implementation of revisions to working methods during periods of extreme heat, such as working earlier in the morning. Installation of more efficient cooling systems. Regular equipment inspections.
Wildfires	■	■	■	<ul style="list-style-type: none"> Increased risk of contract default due to disruption of logistics network, damage to facilities, or reputational risks as a result of wildfires. 	<ul style="list-style-type: none"> Formulation of emergency response plans. Consideration and securing of alternative transportation routes. Implementation of facility protection measures, such as burying treated water pipes and using flame retardant paint.
Water stress & drought	■	■	■	<ul style="list-style-type: none"> Risk of increased water stress and water use restrictions in some areas. Risk of higher water procurement costs from reduced productivity and alternative water sourcing if water use is restricted. 	<ul style="list-style-type: none"> Formulation of water management strategies. Establishment of water collection and storage facilities. Consideration and securing of alternative transportation routes for water procurement.
Tropical cyclones	■	■	■	<ul style="list-style-type: none"> In areas where tropical cyclones are currently frequent, there is a risk that they will become larger and occur even more frequently. Risk of damage to infrastructure facilities caused by wind storms, and reduced revenues due to production stoppages caused by hazardous working conditions. 	<ul style="list-style-type: none"> Surveying of facility systems for durability against high winds. Ensuring backup power supplies. Securing a location to evacuate equipment prone to coming loose in high winds. Fixing of plywood over windows to protect them from damage caused by high winds.
Flooding	■	■	■	<ul style="list-style-type: none"> Increased risk of damage from flooding along coastal and river areas from heavy rains and rising sea levels due to greater depth of inundation. Specifically, revenue damage due to damage to facilities, contract default risk due to production delays and supply delays caused by the severance of supply and raw material procurement routes, and associated reputational risks. 	<ul style="list-style-type: none"> Installation of flood diversion barriers and other measures to protect manufacturing sites from flooding. Ensuring alternative modes of transportation. Training for on-site personnel and development of flood-specific evacuation plans. Establishment of weather forecast monitoring systems and early warning systems for flooding.

Risk Management

We identify company-wide material risks across organizational boundaries and implement a wide range of initiatives to hedge and control risks. For this purpose, Mitsui has established an integrated risk management system that centrally manages company-wide risks, through the Portfolio Management Committee under the Corporate Management Committee. Under the integrated risk management system, the Corporate Staff Divisions, which act as the secretariat, manage risks from a company-wide perspective. Material risks we assume include those related to the environment, society and governance, such as risks from climate change, compliance, and infectious disease, disasters, terrorism, etc. We position risks regarding climate change (physical and transition) in particular as second in importance only to business investment, geopolitical, and country risks and are taking corresponding measures. For details of our risk management structure, please refer to the following page.

[Risk Management](#)

For Mitsui & Co., which operates in countries and regions around the world, the policies of each country and region related to climate change have a significant impact on the profitability and sustainability of each of our businesses. We use the climate-change scenarios published by the IEA and other organizations when we analyze scenarios involving businesses that have significant impacts, to gain an understanding of business impacts both in terms of risk and opportunity, and when considering investment projects, M&A, and other business decisions, we determine business priorities and take these scenarios into account.

In conducting business, we have put in place a system to ensure that utmost consideration is given to the environment and society in projects at all stages, including at the launch of a new business, during operations, and even at the time of withdrawal from the business. Our Sustainability Committee discusses response policies and measures regarding environmental and social risks (including climate-change risk), then reports to the Corporate Management Committee and the Board of Directors, which then applies them following approval.

Metrics & Targets

GHG Reduction Targets

- Scope 1 and 2, and Scope 3 Category 15 (Investments) of the Company and its consolidated subsidiaries (including un-incorporated joint ventures):
Formulating Mitsui's goal to achieve net-zero emissions as our Vision for 2050, and aiming to halve GHG impact by 2030 compared to the fiscal year ended March 2020, as the pathway to achieve the above goal.
- Scope 1 and 2 of the Company and its consolidated subsidiaries:
Halving GHG emissions by 2030 compared to the fiscal year ended March 2020.
- The ratio of renewable energy in our power generation portfolio:
Raising the ratio of renewable energy to over 30% by 2030.

Results

(Unit: Million t-CO₂e)

Targets (Metrics)	Scope	FY Mar/2020 (Baseline year)	FY Mar/2021	FY Mar/2022	FY Mar/2023	
1. Halve GHG (GHG impact)	Scope1/Scope2/Scope3 Category 15 (Investment)	34	37	38	34	
	Breakdown	GHG Emissions:	36	39	40	37
		Reduction contribution and absorption amount:	2	2	2	3
2. Halve GHG (GHG emissions)	Scope1/Scope2 of the Company and its consolidated subsidiaries (excluding un-incorporated JVs*)	0.8	0.6	0.6	0.6	
3. Increase ratio of renewable energy	Renewable energy as a percentage of total power generation capacity in our portfolio	14%	15%	15%	23%	

* un-incorporated Joint Ventures

Breakdown of GHG emissions by target/forecast boundary

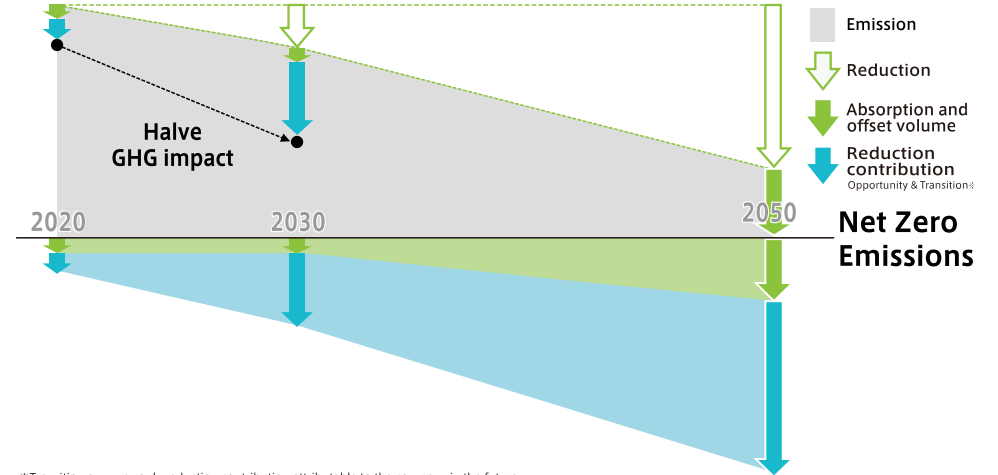
(Unit: Million t-CO2e)

Targets	Boundary	FY Mar/2020 (Baseline year)	FY Mar/2021	FY Mar/2022	FY Mar/2023	FY Mar/2026	FY Mar/2030	2050 vision
		Actual				Forecast *1 (Underlined figures are Med.-term targets)		
Halving GHG emissions by 2030	(1) Mitsui/consolidated Scope 1+2	0.8	0.6	0.6	0.6	0.6	<u>0.4</u>	Net zero
	Vs baseline year	100%	75%	78%	76%	81%	50%	0%
Halve GHG impact by 2030	(2) Un-inco. JV Scope 1+2 and Scope 3 category 15	35	39	40	36	33	31	
	Baseline year emissions *2	43						Net zero
	Vs baseline year *3	-	92%	95%	86%	78%	72%	0%
	(1)+(2)	36	39	41	37	33	31	Net zero
	(3) Reduction contribution, absorption/offset amount	-2	-2	-2	-3	-6	-14	
	(1)+(2)+(3)	34	37	39	34	27	<u>17</u>	
Vs baseline year	100%	109%	113%	100%	79%	50%		

*1 Forecasts based on investment plan in the 2026 Medium-term Management Plan and the Oct 2023 financial results announcement (other than targets for halving GHG impact by 2030 and halving Mitsui/consolidated Scope 1+2)

*2 Baseline year emissions include projected increase in emissions from thermal power plants upon becoming fully operational for which investment decisions had already made as of the fiscal year ended March 2020

*3 Vs the 43 million t-CO2e of the baseline year

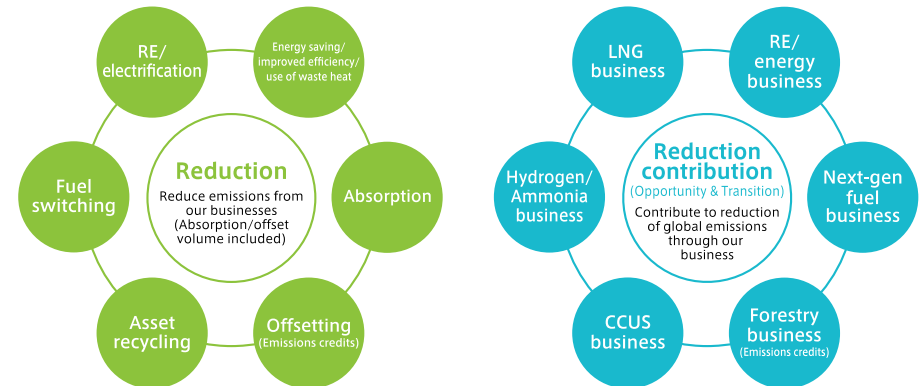


*Transition assumes only reduction contribution attributable to the company in the future

GHG impact refers to the amount of our emissions minus the amount of absorption and offset and the GHG emission reduction contribution amount we achieved through our business activities. We not only focus on reducing our own emissions, but also on contributing to the transition to a decarbonized society through our business activities. Going forward, we will accelerate our company-wide initiatives by setting specific goals, including our reduction contribution amount.

Net zero emissions in 2050 means to reduce our emissions to effectively zero by subtracting only the amount of absorption and offset from our emissions. The reduction contribution amount is not included in the 2050 target figures, though we will continue to actively contribute to GHG emissions reductions for society as a whole through our business.

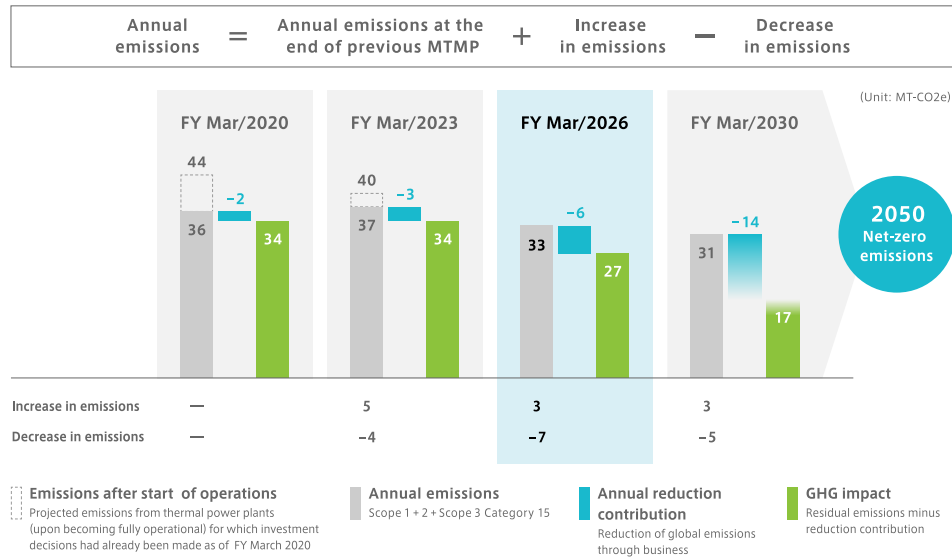
We promote emission reduction (Reduction) and reduction contribution (Opportunity & Transition) in a variety of ways, taking advantage of the cross-industrial business structure that only a sogo shosha can offer.



Path to Halving GHG Impact

We aim to halve our GHG impact from 34 million tons in the fiscal year ended March 2020 to 17 million tons in the fiscal year ending March 2030. In the fiscal year ending March 2026, the final year of the current Medium-term Management Plan, the GHG impact is expected to be approximately 27 million tons. For the period from the fiscal year ending March 2024 to the fiscal year ending March 2026, we expect the increase in emissions of approximately 3 million tons due to the projected emissions from thermal power plants upon becoming fully operational for which investment decisions had already been made as of the fiscal year ended March 2020 and other factors as well as the decrease in emissions of approximately 7 million tons due to the asset divestment of thermal power plants and other factors.

We will aim to achieve our goal of “halving GHG impact by 2030” through a robust combination of emission reduction and reduction contribution projects.



* These figures are based on assumptions as of the end of November 2023 and are subject to change.
 * The amount of reduction contribution in this graph includes the figures corresponding to the amount of absorption and offset volume.
 * Reduction contribution is not included in “Net-zero emissions”.
 * MTMP means Medium-term Management Plan.

Reduction Contribution/Absorption Amount

The Reduction contribution amount is a quantification from a life cycle assessment perspective of the amount of GHG emissions (Scope 1 and Scope 2) by third parties that were reduced and avoided by providing products and services that contribute to the reduction of GHG emissions in society through our business, compared to the amount that would have been emitted if existing products and services had been provided (baseline). The GHG emissions reduction contribution amount is calculated with reference to the guidelines of the WBCSD (World Business Council for Sustainable Development) and the Japan LCA Society, etc. However, since there are no unified calculation rules at this time, we will continue to review the calculation method and disclosure as appropriate, based on international discussions and industry trends. The actual result for FY Mar/2023 is 2,702 thousand tons in total (including Absorption Amount). The breakdown and calculation formula are as follows. In calculating the reduction contribution amount, we use actual results and publicly available information to the extent possible, but in cases where it is difficult to obtain such information, we make our own assumptions and establish scenarios to the extent reasonable for our calculations.

Reduction Contribution Amount

Evaluation Target	FY Mar/2023	Baseline	Formula
Renewable Energy	2,163 thousand tons	Average energy mix of each country	<ul style="list-style-type: none"> Annual power generation (MWh) x emission factor (tCO₂e/MWh) x our investment ratio (%) Only the reduction contribution from the operation phase, which accounts for the majority of emissions, is calculated. Emission factors are based on GHG Protocol and International Energy Agency (IEA) Emissions Factors, etc. Assets in operation that have been sold to third parties after we invested in and developed them are also included in the actual results, as we consider them to be our contribution to the reduction. This accounts for 116 thousand tons of the actual results for FY Mar/2023
Emission Credits	284 thousand tons	Before project implementation	<ul style="list-style-type: none"> Annual emission credits generated * (tCO₂e) x our investment ratio (%) * Annual emission credits include emission credits sold to third parties. Emission credits used to offset our own GHG emissions are not included. * Includes the amount of emission credits generated through forestry projects (including those expected to be certified).
Next Generation Fuels	10 thousand tons	Before project implementation	<ul style="list-style-type: none"> {(GHG emissions over the life cycle of fossil fuels, etc., of which consumption is reduced by our next-generation fuel supply (tCO₂e)) - (GHG emissions over the life cycle of our next-generation fuel business (tCO₂e))} x our investment ratio (%) In cases where there is no significant difference from the life-cycle comparison or it is difficult to obtain a reasonable basis for calculation, the reduction contribution is calculated only for the fuel consumption stage for simplicity.

Absorption Amount

Evaluation Target	FY Mar/2023	Baseline	Formula
Forests	245 thousand tons	Before project implementation	<ul style="list-style-type: none"> Annual amount of CO2 absorbed (tCO2) x our investment ratio (%) We calculate the CO2 absorbed by our forestry projects. Emission credits created through forestry projects are calculated as emission credits for the amount of reduction contribution.

GHG emissions (Scope 3) results

(Unit: Million t-CO2e)

Category	FY Mar/2023	
1 Purchased goods and services	35.3	
Breakdown by segment	Mineral & Metal Resources	0.2
	Energy	3.1
	Machinery & Infrastructure	2.5
	Chemicals	12.5
	Iron & Steel Products	7.8
	Lifestyle	9.2
2 Capital goods	0.8	
3 Fuel-and-energy-related activities not included in Scope 1 or 2	1.5	
4 Upstream transportation and distribution	3.2	
5 Waste generated in operations	0	
6 Business travel	0.1	
7 Employee commuting	0	
8 Upstream leased assets	Not applicable	
9 Downstream transportation and distribution	Included in Category 4	

Category	FY Mar/2023	
10 Processing of sold products	32.2	
Breakdown by segment	Mineral & Metal Resources	32.2
11 Use of sold products	83.5	
Breakdown by segment	Mineral & Metal Resources	20.1
	Energy	37.0
	Machinery & Infrastructure	26.0
	Chemicals	0.4
12 End-of-life treatment of sold products	0.2	
13 Downstream leased assets	1.2	
14 Franchises	Not applicable	
15 Investments	33.6	
Total	191.5	

- Mitsui and consolidated subsidiaries (including un-incorporated JVs) are calculated according to the control standards (as with Scope 1 and Scope 2)
- Where the same emission source is clearly double-counted among the companies included in the scope of the data, only one is included in the calculation
- In cases where the final product into which an intermediary product is processed cannot be determined, it is excluded from the calculation
- Approx. 60% of total Scope 3 emissions (excluding Category 15) are derived from the trading of third-party products and approx. 40% from the production/manufacturing/processing of products at Mitsui
- Trading of third-party products is where Mitsui buys products produced/manufactured/processed by third parties to sell to processors, end user, etc. It does not include transactions with "traders" where the processor or end user cannot be determined
- Category 1 and 11 energy-related emissions are calculated in line with the International Petroleum Industry Environmental Conservation Association (IPIECA) guidelines
- For ferrous raw materials (iron ore and metallurgical coal), Category 10 emissions from production of crude steel are calculated proportionally by weight
- Category 1, 10, and 11 segment breakdowns only include the relevant segments

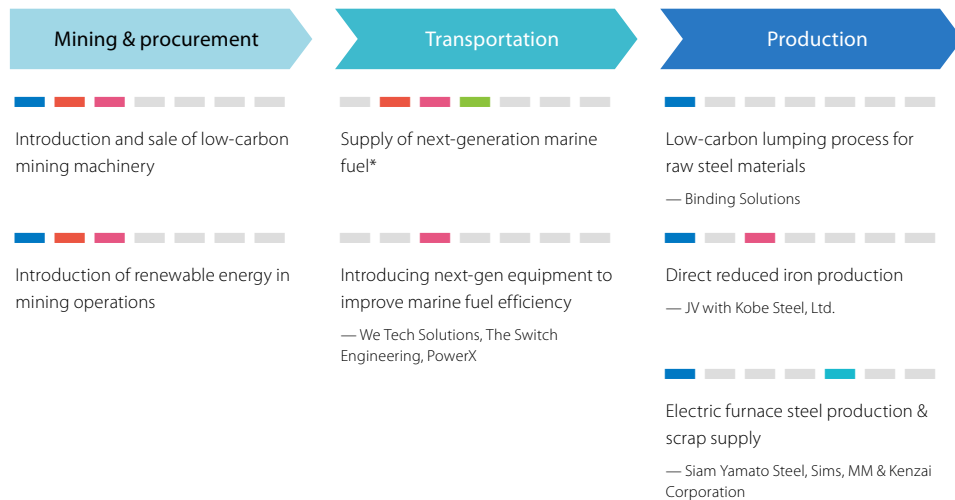
Initiatives to reduce GHG emissions in the value chain

Scope 3 represents other companies' emissions and requires initiatives throughout the entire value chain. Together with our partners and customers, Mitsui is advancing initiatives in every industry in our broad range of businesses, from upstream to downstream, to cut emissions throughout society.

Examples of initiatives to reduce GHG emissions

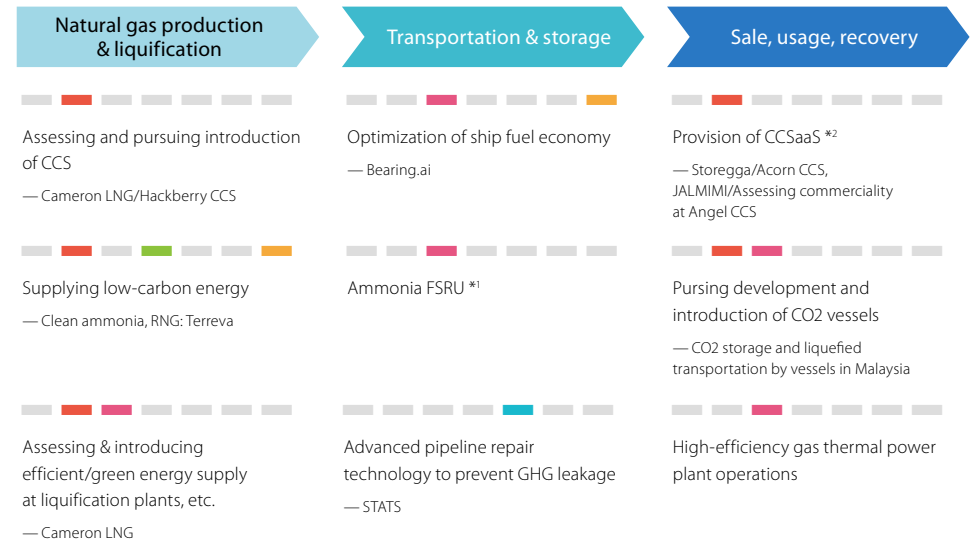


Steel production value chain



* Methanol, ammonia, etc.

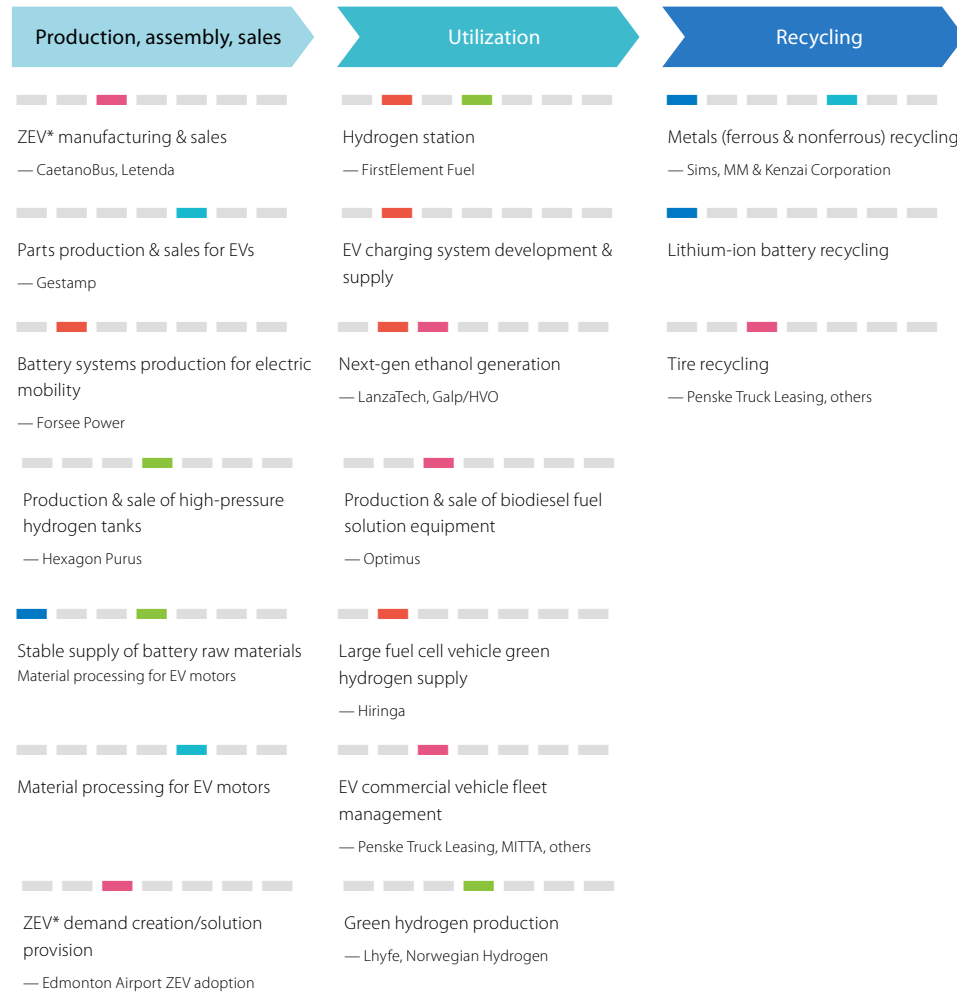
Gas value chain



*1 Floating storage and regasification unit

*2 A business providing customers with Carbon Capture and Storage as a Service

Automotive value chain



* Zero Emission Vehicles such as EVs and FCVs that emit no CO2 or other GHG when running

Internal Carbon Pricing System

At Mitsui, we introduced the internal carbon pricing system in April 2020 for the purpose of improving the medium to long-term resilience of businesses emitting large volumes of GHG, and to encourage the development of projects that are effective at reducing our, and society's, GHG emissions. Regarding new

business projects, in projects with potential risks or opportunities from GHG regulations, etc., we have added analysis of the potential impact of a 2°C and 1.5°C scenario to the project screening factors, as well as the adequacy of countermeasures in the event these risks are realized. We are also using the internal carbon pricing system to assess risks in existing projects. The pricing is based on definitions and prices published by the IEA and other external organizations, taking into account the location and time horizon of the assets, and over the period through 2050 we have applied prices generally in the \$1 to \$200/ton range for developed countries and \$0 to \$160/t for the rest of the world under the equivalent of the 2°C scenario, and the \$1 to \$250/ton range for developed countries and \$0 to \$200/ton for the rest of the world under the 1.5°C scenario.

Environmental ("Green") Business Assessment Working Group

As the transition towards a low-carbon or decarbonized society accelerates, we are working to reduce the GHG emissions from our operations while simultaneously engaging in business that contributes to reducing GHG for society. We aim to realize sustainable growth while helping to solve the challenges faced by society. For these reasons, we decided to establish the Environmental ("Green") Business Assessment Working Group, which launched on April 1, 2021. Its role is to carry out comprehensive evaluations as part of the screening process for new projects with the potential to turn climate change responses, such as the development of renewable energy, into opportunities. The evaluations include qualitative factors, such as the strategic significance of initiatives from ESG perspectives.

Other Environmental Indicators/Targets

Aside from our GHG reduction targets, the following environmental indicators and targets have been established and are being monitored on an ongoing basis.

Energy consumption:

- Reduce energy consumption intensity, and achieve 100% fossil-free energy use at the Head Office and ranches and offices in Japan, etc., of Mitsui & Co. (non-consolidated) by FY Mar/2030.

Water Resources:

- Reduce water consumption at the Head Office and branches and offices in Japan, etc., of Mitsui & Co. (non-consolidated) to less than the amount used in the previous fiscal year, and improve the efficiency of water use.

Pollution Prevention:

- Increase the waste recycling rate at buildings owned by Mitsui & Co. as a non-consolidated entity (Head Office, Osaka Office) to over 90% by FY Mar/2030.
- Reduce paper consumption at the Head Office and branches and offices in Japan, of Mitsui & Co. (non-consolidated) by 50% or more compared to FY Mar/2020 by FY Mar/2030.

For specific performance data, please refer to the following.

[Environmental Performance Data](#)

Collaborating with Stakeholders

Participation in Initiatives

As a responsible global company, we are advancing and expanding our response to climate change by participating in initiatives that encourage appropriate information disclosure to stakeholders and that make contributions which correspond with the Paris Agreement and the achievement of Japan's medium- to long-term targets for reducing greenhouse gas emissions through initiatives based on international frameworks and wide-ranging partnerships with industry organization in Japan. Our decision to participate in each initiative is made once we have confirmed that it is compatible with our basic policy and initiatives concerning climate change.

TCFD (Task Force on Climate-related Financial Disclosures)

In December 2018, Mitsui declared its support for the TCFD (Task Force on Climate-related Financial Disclosures) recommendations, which aim to facilitate companies to recognize financial impacts arising from the risks and opportunities associated with climate change and to disclose such climate-related information.

TCFD Consortium

The TCFD Consortium was established in 2019 to promote unified action between companies, financial institutions, and other organizations that have declared support for the TCFD and as a forum to further discussion on effective and efficient corporate disclosure of information, as well as the use of disclosed information by financial institutions in making appropriate investment decisions. The Ministry of Economy, Trade and Industry, Financial Services Agency, and Ministry of the Environment participate in the consortium as observers. As a member of the consortium, Mitsui will continue to practice appropriate disclosure in line with TCFD recommendations.

CDP (Climate Change)

Since 2011, we have responded to the questionnaire from the CDP Climate Change, a global disclosure program for corporate information on climate change risks. Based on our response to the questionnaire carried out in 2022, we received the score "B" in relation to Climate Change.

Maersk Mc-Kinney Moller Center for Zero Carbon Shipping

Reducing emissions is a global issue for the shipping industry. In April 2021, Mitsui became a Strategic Partner of the Maersk Mc-Kinney Moller Center for Zero Carbon Shipping (MMMCZCS), a not-for-profit international research and development center dedicated to the decarbonization of the shipping industry. From May 2022, we have dispatched a secondee to work with other partners to solve technical and commercial issues in the use of low-carbon fuels for marine use.

International Iron Metallics Association

The International Iron Metallics Association is a worldwide organization with a focus on ore-based metallics (pig iron, hot briquetted iron, direct reduced iron, granulated pig iron). Its members, including Mitsui, account for more than 80% of production and international trade in ore-based metallics. We have been distributing and investing in ferrous raw materials, including ore-based metallics, for a long time and amid a growing focus on these materials in relation to the low-carbonization of the iron and steel industry, we will continue contributing to industry low-carbonization through our business development in this area.

ASI (Aluminium Stewardship Initiative)

ASI was established in 2012 with a vision of maximizing the contribution of aluminum to a sustainable society. As of August 2023, approximately 300 companies and groups have joined ASI, including a variety of stakeholders such as aluminum producers and users and the International Aluminium Institute. Its purpose is to increase sustainability in the aluminum supply chain and contribute to ESG engagement by formulating international standards and establishing certification systems. Mitsui joined in January 2020 and supports these initiatives as a member.

The Copper Mark

The Copper Mark is an assurance framework initially developed by the International Copper Association in 2019 to promote the responsible production of copper and the use of responsibly produced copper products. It certifies responsible copper production at production sites, especially mines and smelters, on the basis of standards consisting of 32 issue areas, including environmental and social factors and governance. 39 copper production sites have been certified under this system out of 51 sites that have committed to participate in The Copper Mark. Certified mines account for over 25% of globally mined copper production. Mitsui is one of 28 companies that support this framework and have joined The Copper Mark as partners (as of March 31, 2023). As a partner, Mitsui will promote the responsible production of copper and the increased use of responsibly produced copper products, while contributing to the sustainable development of the copper business.

Battery Association for Supply Chain

The Battery Association for Supply Chain (BASC) is an organization that promotes the enhancement of the international competitiveness of supply chains related to battery raw materials and components, with the aim of realizing a decarbonized society. BASC was established in April 2021, and Mitsui has been a member since its establishment. Together with other member companies, we are addressing issues such as the international standardization of lithium, and rule-making for the establishment of a battery ecosystem.

Japan Business Federation (Keidanren)

Mitsui is a member of various Keidanren committees, including the following:

- Committee on Responsible Business Conduct & SDGs Promotion, which works to make the Charter of Corporate Behavior well known, disseminate and promote "Society 5.0 for SDGs", and promote corporate social contribution activities
- Committee on Energy and Resources, which promotes energy policies that provide a balance of S+3E (Safety + Energy Security, Economic Efficiency, and Environment)
- Committee on Overseas Development Cooperation, which aims to coordinate with national governments and international institutions for the purpose of developing infrastructure overseas, in particular, in emerging countries
- Committee on Environment, which works to respond to climate change, promote circular economy and mainstreaming of biodiversity, and improve environmental regulations and systems

Japan Foreign Trade Council

As a member of the Global Environment Committee of the Japan Foreign Trade Council Inc., Mitsui is actively involved in activities in the field of climate change. In particular, we monitor energy use for all trading companies and promote reduce/reuse/recycle (3Rs) activities. We also gather information about new energy technology through our business activities, and contribute to the formulation of the Long-term Vision for Climate Change Measures. Mitsui also engages in activities as a member of the Japan Foreign Trade Council's Sustainability Promotion Committee, which studies Sustainability/CSR-related issues and conducts surveys and research about trends in Japan and overseas.

GX League

Mitsui participates in the GX (Green Transformation) League, which launched full-scale operations in the fiscal year ending March 2024 under the leadership of the Ministry of Economy, Trade and Industry. The GX League calls for companies to actively work on GX and acts as a forum for discussing the transformation of the overall economic and social system and creating new markets accordingly for achieving carbon neutrality in Japan and the world. Together with other participating companies, we will continue to actively engage in various initiatives in the GX League.

Japan Hydrogen Association

The Japan Hydrogen Association was established in December 2020 with the aim of building and expanding the hydrogen economy by fostering global alliances and developing a hydrogen supply chain. The organization became a general incorporated association in April 2022, and Mitsui, which has participated in this initiative since the establishment of the preparatory committee and as a Board member, will continue working with other member companies toward the realization of a hydrogen society.

Forest Stewardship Council® (FSC®)

The Forest Stewardship Council® (FSC®) is an international non-profit organization that promotes management of the world's forests in a way that is environmentally appropriate, economically viable, and socially beneficial, including with regard to respect for human rights. Mitsui has obtained FSC® forest management (FM) certification (FSC®-C057355) at 74 of its forests, which in total approximately 44,000 hectares, while Mitsui Bussan Forest Co., Ltd., a Mitsui subsidiary, has obtained Chain of Custody (CoC) certification for the processing and distribution of cut lumber (FSC®-C031328). As one of the top private-sector suppliers in terms of volume of FSC®-certified Japanese-grown lumber, Mitsui is helping to promote FSC® in Japan and to discuss and draft the Japanese version of principles, standards, and risk assessments. Mitsui has obtained FSC® certification for its forest resources business as well, and promotes responsible management of forest resources.

Carbon Recycling Fund Institute

Carbon recycling policies that see CO₂ as a resource to be used and promote innovation in this field are coming to play an important role in Japan's energy policies. The Carbon Recycling Fund Institute was established in August 2019 to promote the creation of carbon recycling innovation with the aim of both addressing the global warming issue and improving energy access throughout the world. Mitsui has been a member since January 2020. We aim to pursue business opportunities and contribute to solving climate change issues by providing access to the latest information regarding CCUS (CO₂ Capture, Utilization and Storage), which is important for decarbonization, and by strengthening relationships with other member companies.

The Institute of Applied Energy, Society of Anthropogenic Carbon Cycle Technology

Carbon capture and storage technology can process huge volumes of CO₂ and is considered to be an effective way to reduce CO₂ emissions. However, in recent years, there has been growing demand for the building of carbon capture and utilization technologies and systems that can also process large volumes of CO₂. The Society of Anthropogenic Carbon Cycle Technology was established by the Institute of Applied Energy in October 2018 with the goal of investigating and researching viable technologies for utilizing CO₂ and sharing relevant information in order to contribute to the earlier realization of these technologies and their social application. Mitsui has been a member since July 2020.

Clean Fuel Ammonia Association

The Clean Fuel Ammonia Association is an industrial-academic-governmental platform for the development and evaluation of technology, economic evaluation, policy proposal, and international collaboration. It aims to find social applications for energy technologies that use ammonia and to build value chains spanning from the supply to usage of CO₂-free ammonia. Mitsui has participated as a member of the Board of Directors since April 2019.

Initiatives

Our Medium-Term Management Plan and Environmental Policy both call for action on climate change, and we are promoting initiatives to reduce our environmental impact through dialogue with suppliers and other business partners along the value chains in which we are involved, with the aim of achieving both economic development and a response to climate change. In addition to renewable energy and modal shift businesses, we are also working to expand and promote various businesses and technologies that contribute to the reduction of CO₂ emissions and improvement in energy consumption efficiency.

Making Energy Use Carbon Neutral across All Business Locations in Japan (Using J-Credits)

As one of the concrete measures aimed at realizing our 2050 vision, we offset the CO₂ emitted from the use of electricity, fuel and heat at our Head Office and all domestic offices, branches and training centers, by applying carbon credits (J-Credits) generated by affiliate company Konan Utility Co., Ltd. and Mitsui's Forests.

Initiatives in Adaptation to Climate Change — Controlled Environment Agriculture Business in the Middle East

In March 2022 we became involved in a controlled environment agriculture (CEA) business in the Middle East. Together with retailer Tamimi Markets of Saudi Arabia, and Zero SRL, an Italian CEA business operator, we established a joint venture and will launch a pilot project to verify the production and sales capabilities of facilities for growing crops in a controlled environment, in anticipation of future large-scale production. Although the consumption of fresh produce is on the rise in the Middle East, the harsh local environment is an issue in raising levels of food self-sufficiency.

In March 2023, we invested in ZERO. We will promote the development of our CEA business not only in the Middle East but also throughout the world.

CEA facilities use less water to grow plants by controlling the volume of water needed (resulting in about a 90% reduction in water use compared to open-field cultivation). They generate 45% less CO₂ emissions, and offer stable supplies of produce without being affected by the weather. Due to the close proximity from farm to shelf, food loss during transportation, and CO₂ emissions (food mileage) from food transportation can both be reduced.

Due to growth in the world population, it is said that the area of cultivated land per person will decline by around 25%* by the year 2050, compared with 2005. Given this background, the need for low-environmental-impact agricultural production is expanding, and with the growing awareness of environmental and social issues in agricultural production, such as the visualization of food chains, more sustainable agricultural productivity is needed. By enabling the local production and consumption of fresh vegetables and fruit through the CEA business, we will contribute to improving the local levels of food self-sufficiency, quality, and safety and security.

* United Nations "World Population Prospects 2019 Edition"; Ministry of Agriculture, Forestry and Industry "World Food Supply and Demand Projections for 2050 (2019)"

Nutrition & Agriculture Business Unit



A controlled environment agriculture facility operated by Zero of Italy

Renewable Energy

Infrastructure Projects Business Unit | Energy Solutions Business Unit

In our power generation business we intend to lower the share of coal-fired thermal power in our equity share of power generation capacity and increase the percentage of renewable energy (including hydropower) to 30% by 2030. As of June 30, 2023, renewable energy, including hydroelectric power, accounted for approximately 23% of Mitsui's total power generating capacity of 11.1 GW.

Power Generation Businesses

(As of September 30, 2023)

Energy resources		Net generation capacity (Mitsui's share) (MW) *	Ratio	Target
Natural gas		5,673	51%	Less than 70%
Coal		2,070	18%	
Oil		300	3%	
Renewable Energy		3,118	28%	More than 30%
breakdown	Solar	931		
	Hydropower	816		
	Wind	1,349		
	Solar thermal	15		
	Biomass	5		
	Geothermal	2		
Total		11,161	100%	100%

* Including assets under construction

Please refer to the link below for more information.

[Power Generation Businesses \(Renewable Energy Business, Gas-Fired Power Generation Business, Coal-Fired Power Generation Business, Oil-Fired Power Generation Business\) as of September 30, 2023 \(PDF 118KB\)](#)

Investment in Mainstream Renewable Power, which Develops Renewable Energy Businesses Globally

Infrastructure Projects Business Unit

We are an investor in renewable energy company Mainstream Renewable Power Limited ("Mainstream") through its holding company Aker Horizons ASA ("Aker Horizons"), a Norwegian clean energy investor. Mainstream is, as a developer of wind and solar generation assets, one of the leading companies in the renewable energy sector, in particular in Latin America and Africa. It has a successful track record of having developed 6.5 GW of generation capacity to financial close-ready stage, including offshore wind farms in UK. Currently, Mainstream has a portfolio of approximately 20.6 GW of high-quality energy assets in Latin America, Africa, and Asia-Pacific, which are currently operating, under-construction or in development phases. Mainstream recognizes energy transition as an opportunity to expand its global portfolio and aims to develop 25 GW of energy assets over the next 10 years.

Aker ASA, the owner of Aker Horizons, was founded in 1841 and is an industrial investment company, the second-largest oil & gas major in Norway. Aker ASA established Aker Horizons as its platform dedicated to investing in, incubating, and developing companies within renewable energy and decarbonization technologies. In addition to Mainstream, Aker Horizons owns Aker Carbon Capture (a CO2 capture and storage development company), Aker Clean Hydrogen (a clean hydrogen and ammonia development company), and Aker Offshore Wind (an offshore wind power development company).

We will contribute to the growth of Mainstream and the enhancement of its corporate value by utilizing our know-how in the construction and operation of large-scale power plants around the world and our global customer network. Through this investment, we will promote the development of renewable energy power sources with a sense of scale, further improve the quality of our power generation portfolio, and accelerate the reduction of GHG emissions in society through our operations.

Investment in India's Large-Scale Renewable Energy Business

Infrastructure Projects Business Unit

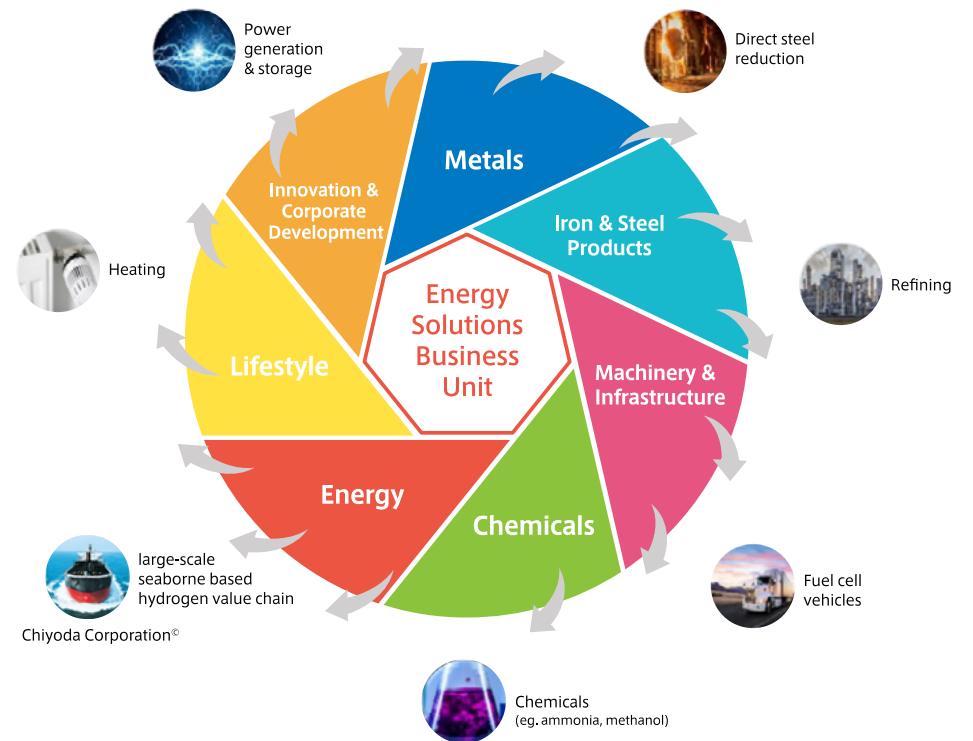
Through our wholly-owned subsidiary MIT Power India, we are an investor in the development of a large-scale renewable energy project promoted by ReNew Power Private Limited, the largest renewable energy company in India. The project will consist of three newly built wind farms in India (900 MW in total) and one solar power plant (400 MW plus a battery storage farm with a capacity of up to 100 MW). The project will provide 400 MW of electricity to Solar Energy Corporation of India Limited ("SECI"), an entity owned by the Indian Ministry of New & Renewable Energy, based on a 25-year power purchase agreement. While it is difficult for conventional renewable energy projects to commit stable electricity supply due to the intermittent nature of winds and solar irradiation, this Project commits electricity supply of 400 MW with high capacity factor on a round-the-clock basis from a portfolio consisting of multiple wind and solar plus battery storage farms. This is the first of its kind in India ("round-the-clock scheme"). The total cost of the project will be around US\$1.35 billion. The commercial operations are scheduled to start in phases as soon as each site is ready to generate electricity. Mitsui will contribute to the project by using its accumulated knowledge of the electric power business in Japan and other countries to ensure steady progress toward completion and the smooth start-up of commercial operations. India, the third-largest emitter of GHG, declared its commitment to cut its emissions to net-zero by 2070 at the 26th Conference of Parties ("COP26") held in November 2021 and announced that it will raise its non-fossil energy capacity to 500 GW by 2030. This round-the-clock scheme Project, enabling electricity supply with 100% renewables, is in line with the Indian Government's policy and is expected to play an important role in the future to replace coal-fired generation currently dominant in India. Renewable energy is a business field that is likely to continue to expand in India, where continuous growth in population and GDP is expected. Through this project, we will contribute to solving the power shortage in India and encourage decarbonization.

Alternative Fuels

Hydrogen Related

Energy Solutions Business Unit

When hydrogen is consumed, it generates no greenhouse gases or environmentally harmful substances. Hydrogen is a focus of attention around the world as a clean fuel that does not generate an environmental burden. With our Energy Solutions Business Unit at the core, we are engaged in a cross-company collaboration utilizing the networks and knowledge of each business segment, working on our hydrogen business in a way that demonstrates our comprehensive strength. We regard the hydrogen business as an effective approach to achieve our net-zero emissions goal. We will work together with our stakeholders to build needed social infrastructure and create profitable businesses.



Green Hydrogen Production Project in Western Australia

Energy Solutions Business Unit

Renewable hydrogen, which is produced from renewable energy, will play a pivotal role in industrial decarbonization and has significant potential as a clean energy source, as renewable hydrogen emits no CO2 in the production and burning process and can be used in various industries. We are participating in a green hydrogen production project in the Pilbara region of Western Australia. In this project, a joint venture between French energy major Engie S.A. and Mitsui will deploy a 10 MW electrolyzer powered by 18 MW of solar PV to generate and supply renewable hydrogen for an existing ammonia production facility owned by Yara Pilbara Fertiliser Pty Ltd ("YPF"), a wholly owned subsidiary of Yara International ASA, one of the largest producers of nitrogen-based mineral fertilizers on the globe. YPF will use the renewable hydrogen as a zero-carbon feedstock for ammonia production. The project aims to complete its construction and start its production in 2024.

Green Hydrogen Production Business in Europe

Performance Materials Business Unit

On April 2022, we invested in French green hydrogen producer Lhyfe SA, established in 2017. Its first plant with wind farm started to operate commercially in 2021. The company's commercial pipeline is 9.8GW of total green hydrogen production capacity for both mobility and industry usage.

Under its "Green Deal" policy, the European Union has set a target of achieving net zero emissions by 2050, as well as installation of 40 GW of renewable hydrogen electrolyzers by 2030. Systems are being designed and introduced to encourage the use of hydrogen. Through our equity participation in Lhyfe, which produces green hydrogen locally for local consumption, we will contribute to the enhancement of Lhyfe's corporate value by developing customers and leveraging synergies with its existing hydrogen-related business. Furthermore, we will establish a hydrogen earnings base in Europe and contribute to the accelerated reduction of GHG emissions via the development of the green hydrogen industry there.



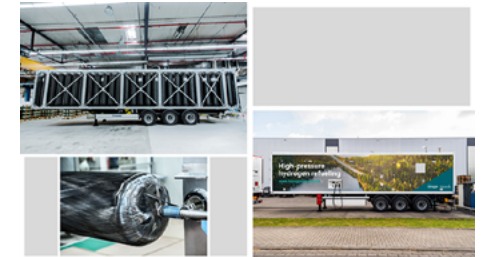
Delivering green hydrogen

Decarbonization Solutions for the Mobility Sector

Performance Materials Business Unit

We have agreed to subscribe for convertible loan issued by Hexagon Purus ASA ("Purus"), a Norwegian company which engages in the manufacture of compressed type 4 hydrogen gas cylinders and systems used in fuel cell electric vehicles (FCEVs) and in the on-road distribution of hydrogen, and which is also involved in the vehicle integration business, and the manufacturing of battery systems for heavy-duty vehicles.

Since 2016, we have been investing in and collaborating with Hexagon Composites ASA, the world's leading manufacturer of carbon fiber reinforced plastic high-pressure gas cylinders. As a subsidiary of Hexagon Composites ASA, Purus has expertise in the manufacture of compressed hydrogen gas cylinders, the design of hydrogen supply systems using these cylinders, and commercial vehicle integration. It has continually enhanced its technology development capabilities, while building a customer base as a business company engaged in the provision of decarbonization solutions for the mobility sector, especially hydrogen-based solutions. Governments in Europe, the United States, and other parts of the world are currently taking concrete steps in response to climate change, including the establishment of subsidy programs, the introduction of restrictions on vehicles with internal combustion engines, and the provision of incentives for purchases of zero emission vehicles (ZEVs). One of these solutions is the use of FCEVs, especially for trucks, buses, and other commercial vehicles. There is also likely to be increased demand for on-road distribution of hydrogen from the production site to the point of distribution. Mitsui will also leverage its strategic alliance with Purus to create new business opportunities relating to decarbonization in the mobility sector in collaboration with Mitsui's business and customer bases. In addition to raising the enterprise value of Purus, Mitsui will contribute to the shift to zero-emission mobility, including not only commercial vehicles, but also in the maritime, rail, and aviation sectors.



Hydrogen Cylinders, Distribution Module, and Mobile Hydrogen Refueler

Biofuels

Agricultural Biomass Supply Chain Management Business in India

We are an investor in Punjab Renewable Energy Systems Pvt. Ltd. ("PRESPL"), a biomass supply-chain management company in India.

India is one of the world's leading agricultural powers. One of the major causes of air pollution in India today is the practice of burning straw stubble and other agricultural residues left after crops have been harvested. To help address this problem, the Indian government has introduced policies to promote the effective utilization of non-edible resources such as biomass residue that does not compete with food. The biomass energy market in India is expected to further expand. Since its start in 2011, PRESPL has utilized the strong network that it has built up with local farmers. The company is expanding its operations in a range of businesses, from the collection and supply of agricultural biomass to the manufacture of briquettes from agricultural biomass and the supply of biomass fuels.

We will use the synergies with our wide range of business assets to support the growth of PRESPL's business and engage in the biofuel business based on agricultural residues in India, and at the same time expand our biofuel business on a global scale. This will help solve air pollution and other societal issues in India, and will also contribute to solving global issues such as global warming.

Energy Solutions Business Unit



Rice straw processing at Kulbucharan Briquettes plant (Punjab state)

Fuel Ammonia

We will work to build value chains that leverage our strengths as a general trading company active across many industries. Examples of these strengths include our partnerships with host countries, our customer base that we have built up over many years, our marketing know-how, and our involvement in the Clean Fuel Ammonia Association.

Low-carbon Ammonia Production Project (UAE)

Energy Solutions Business Unit

Basic Materials Business Unit

Together with Abu Dhabi National Oil Company ("ADNOC"), we participate in a low-carbon ammonia production project. The project is being developed at the TA'ZIZ Industrial Chemicals Zone in the Ruwais Industrial Complex, Abu Dhabi, UAE with ADNOC, Fertigllobe, a urea and ammonia producer and exporter, and GS Energy, a Korean energy-related business company, as project partners. ADNOC started the feasibility study for this project in 2021, and the facility is expected to commence production in 2025, with a production capacity of approximately 1 million tons per annum. Ammonia has been attracting attention as a zero-emission fuel that does not generate CO₂ during burning, and also as a carrier for hydrogen. We are examining the potential to import low-carbon ammonia produced in this project to Japan and contribute to the realization of low-carbon power generation in Japan.

In the energy sector, we have been developing and managing liquified natural gas projects with ADNOC in Abu Dhabi since the 1970s. In addition, we have an approximately 50-year track record in handling products in our ammonia business and are the largest Japanese importer of ammonia. We will contribute to this project by utilizing the advantages and know-how obtained through such business.

Clean ammonia production project (U.S.)

Basic Materials Business Unit

Energy Solutions Business Unit

We have formed an agreement with U.S. company CF Industries ("CF") to jointly develop a clean ammonia production project in the United States. The project will produce around 1 million tons of clean ammonia per year in the U.S. Gulf of Mexico, with CF as the operational partner, and will leverage CCUS*¹ processes to reduce CO₂ emissions by more than 60% compared to conventional ammonia production methods. The two companies plan to jointly conduct a FEED*² study with the aim of making a final investment decision (FID) in 2023 and starting production in 2027. Traditionally used for fertilizer and industrial purposes, ammonia is attracting new attention as a zero-emission fuel that does not emit CO₂ when burned, and as a means of transporting hydrogen. Mitsui will lead the sales of clean ammonia produced in this project to Japan and other Asian markets, thereby contributing to low-carbon electricity generation in those countries. Mitsui has about 50 years of experience in the ammonia business and holds the largest share of imports into Japan, and CF is the world's largest ammonia producer with extensive operational experience. The two companies will mutually leverage each other's strengths to advance this project.

*1 CCUS: Carbon dioxide Capture, Utilization and Storage

*2 FEED: Front End Engineering and Design

Electricity Resource Development and Power Management

Distributed solar power generation

Energy Solutions Business Unit

We have invested in Xurya Pte Ltd. ("Xurya"), the parent company of the Indonesian distributed solar developer for commercial and industrial (C&I) customers, PT Xurya Daya Indonesia. Indonesia has set a national goal of achieving carbon neutrality by 2060, and was also the chair country of the G20 in 2022. The country is promoting further decarbonization and the introduction of renewable energy. Indonesia has one of the largest electricity demand for C&I customers among the ASEAN countries. As the demand for electricity will continue to increase along with economic growth, distributed solar projects as a decarbonization solution are attracting a great deal of attention.

Since its founding in 2018, Xurya has engaged in the development of distributed solar assets for C&I customers, as a leading company in the distributed solar power domain in Indonesia. The company also provides operation and maintenance services for such assets. Xurya has a track record of installing distributed solar assets for more than 160 SMEs and large companies, such as textile and food manufacturers, including Japanese companies.

We aim to contribute to Xurya's growth and Indonesia's decarbonization and renewable energy development policies by leveraging its expertise in the distributed solar business cultivated in countries all over the world and its extensive networks in Indonesia. Through these efforts, Mitsui will contribute to the realization of a decarbonized society.

An Energy Management Business that uses Battery-powered ICT Systems

Energy Solutions Business Unit

While the amount of new renewable energy is increasing globally, issues such as growing loads on transmission and distribution systems, an imbalance in the burden of electricity charges, and complicated supply and demand coordination are becoming prominent. In response to these issues, we have invested in Stem, Inc. and Sunverge Energy, Inc., two companies that offer energy management services that employ energy storage ICT systems. We are also working on the development of new business models to meet diversifying needs -- for example, providing solutions that package Stem's energy storage system and Forefront Power's distributed solar power. Forefront Power is a wholly-owned subsidiary engaged in the distributed solar business for industrial and commercial consumers and public institutions in North America. Another issue is the increasing volatility in the electricity market due to the rapid spread of renewable energy. We are responding to new needs due to structural changes by providing solutions such as price hedging and supply and demand adjustment functions. In Europe, through such initiatives as our investment in Erova Energy Limited of Ireland, we are doing our part to help business expansion and functional improvement in the electric power logistics sector.

Natural Gas Electricity Generation

Energy Business Unit II

Infrastructure Projects Business Unit

Fukushima Gas Power Co., Ltd., our affiliate company, has two natural gas-fired power generation facilities at its Fukushima Natural Gas Power Plant at Soma, Fukushima Prefecture. These have a total power output of 1.18 million kW. The power generation facilities use a gas turbine combined-cycle system with high power generation efficiency. This combination of a gas turbine and a steam turbine generates a lower level of CO₂ than coal-fired or gas turbine-only power generation methods.

This project is in line with Fukushima Prefecture's goals of the "introduction of energy with a low environmental impact" and "new urban development". Through the promotion of this project, Mitsui & Co. will contribute to the economic revitalization in the Hama-dori region of Fukushima prefecture to help in its ongoing recovery from the 2011 earthquake. We will continue to work on the sustainable and stable supply of resources that are essential for social development and the creation of a society that is in harmony with the environment.

EV (Electric Vehicles)

Mobility Business Unit I

Energy Solutions Business Unit

Among the mobility (transportation) fields that we have defined as our new growth fields, we expect electrification (the shift to electric vehicles) to be particularly promising. In Europe, where the introduction of EVs is gathering momentum, we are building a comprehensive business model that supports the changeover to EVs, including infrastructure, and are expanding it in other regions as well.

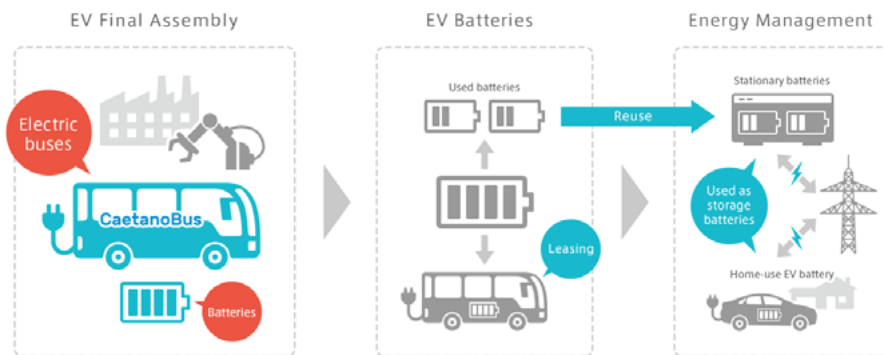
We are organically linking several companies in which we have an interest in order to build a new business model that can provide comprehensive solutions. These include EV makers (CaetanoBus-Fabricação De Carroçarias S.A, Letenda Inc.), battery pack manufacturers (Forsee Power SA), and an energy management company that uses EV batteries (The Mobility House AG). For example, if a city considers switching its fixed-route buses to EV, we would like to help the city speed up its changeover to electric vehicles. In concrete terms, we can offer a comprehensive range of services including EV bus supply, battery leasing, and energy management. Furthermore, in future we are also considering businesses involved in the reuse and re-leasing of used batteries. We will begin these initiatives in Europe and the United States, and then expand them to Asia.

ZEV (Zero Emission Vehicle) Bus Operations in Europe

Mobility Business Unit I

We are an investor in Caetano Bus, S.A. of Portugal. This company has been involved in the development of electric buses since 2010. In 2016 they began the sale of ramp buses used to transport passengers within airports, and in 2017 the company started commercial production and sales of electric transit buses in Europe. We are using our global network to help in the expansion of sales of the company's buses. As an example of Caetano's global expansion, a total of 34 single-deck electric buses were delivered to two London routes in the spring of 2020. The company also completed the development of an FC (fuel cell-powered) transit bus at the end of 2020. Beginning with Germany and Spain, we have started selling FC buses that use Toyota fuel cell systems. In our partnership with Caetano Bus, we will continue looking to provide the optimal solutions suitable for operations seeking to achieve a carbon-free society.

Mitsui & Co. EV-related Businesses



360° business innovation: FULL CHARGE AHEAD: Assembling an EV value chain for the smart-city era

Industrial Operations & Automation

Corporate Development Business Unit

+Automation Inc. ("A"), our subsidiary, is a logistics robotics services company that addresses issues warehouse operators face, such as the growing complexity of operations due to diversified consumer needs and labor shortages, by leveraging Mitsui's global network-based robot procurement capabilities and the knowledge of its logistics subsidiaries, GLP Japan Inc.'s customer network as



a leading logistics real estate company, and Toyota Industries Corporation's engineering expertise as a global logistics solutions provider. With the number of robots installed having exceeded 3,000 as of June 2023, +A is accelerating its service deployment. It is working to further add value through providing "+Hub", a proprietary warehouse execution system that enables the linkage of a variety of robots, material handling equipment and logistics systems. Nowadays, since it is normal for consumers to have anything they could ever want delivered directly to them, it is essential to build sustainable logistics services. Through "Robotics as a Service (RaaS)," a subscription-type service that provides operational design, system development, and utilization support that is tailored to customer's needs, +A is engaged in bringing satisfaction and joy to people working on the front lines of logistics, while enhancing the logistics industry.

Circular Economy/Reuse, Recycle

[Circular Economy: Initiatives](#)

Air Quality

Participation in the CCS Business

Energy Business Unit I Energy Business Unit II Energy Solutions Business Unit

Leveraging our expertise gained through energy resource development and CCS (Carbon Capture and Storage) project development in Europe and other regions as well as our extensive business network, we have been proceeding with business development to expedite CCS commercialization globally.

In the Asia Pacific region, including Japan, we have signed a memorandum of understanding (MOU) with Kansai Electric Power Company to conduct a feasibility study on carbon capture and storage (CCS) value chain development. Based on the MOU, Kansai Electric will lead the study of CO₂ capture from its thermal power plants, and Mitsui will lead CO₂ transport and storage studies, in order to conduct a full CCS value chain feasibility study.

We are also conducting a joint study with Shell (UK) on CCS value chain business development in the Asia Pacific region, as well as a joint feasibility study on CCS commercialization with Petronas Malaysia, a feasibility study with PTTEP (Thailand) for a CCS project and Joint Crediting Mechanism (JCM) for Arthit Gas Field, and a study with Pertamina (Indonesia) on CCUS.

In addition, we are working with our Cameron LNG project partners, Sempra Infrastructure (U.S.), TotalEnergies (France), and Mitsubishi Corporation, on a joint study to commercialize CCS in the state of Louisiana in the U.S., led by Hackberry Carbon Sequestration, LLC (a wholly owned subsidiary of Sempra Infrastructure). The main objective is to sequester CO₂ emission from the Cameron LNG Project into underground storage facilities near the project site, thereby contributing to the reduction of greenhouse gas emissions during LNG production. This study will also examine the possibility of receiving and storing CO₂ emitted from local industries in the surrounding areas. Prior to the start of the study, in August 2021 we applied for a permit from the U.S. Environmental Protection Agency for the drilling of an injection well at the proposed CCS project site for annual CO₂ storage of 2 million tons.

We position the CCS/CCUS business as one of the energy solutions where we can utilize our strengths, including our expertise in the upstream oil and gas business and our extensive business network, and we will continue to contribute to providing CO₂ reduction solutions and supplying low-carbon LNG across the world.

[\[Topics\] Mitsui and Kansai Electric Power Sign Memorandum of Understanding on CCS Feasibility Study \(January 18, 2023\)](#)

[\[Topics\] Mitsui and Shell to explore feasibility of carbon capture and storage in Asia Pacific \(September 8, 2022\)](#)

[\[Topics\] Feasibility Study for CCS Project and Realization of JCM for Arthit Gas Field in Thailand \(June 17, 2022\)](#)

[\[Topics\] Mitsui Launches Joint Feasibility Study with Pertamina on CCUS Commercialization in Indonesia \(April 7, 2022\)](#)

[\[Topics\] Mitsui Enters into Participation Agreement for Carbon Sequestration Project in the U.S. with Sempra Infrastructure, TotalEnergies, and Mitsubishi Corporation \(May 24, 2022\)](#)

CCU — Producing Methanol in the U.S. that Effectively Uses CO₂

Basic Materials Business Unit

Our affiliate, Fairway Methanol LLC, decided in March 2021 to expand its facilities to increase methanol production (approximately 130,000 tons per year) by purchasing and effectively utilizing by-product carbon dioxide (CO₂) from surrounding plants (up to approximately 180,000 tons per year) as the source. The decision to expand its facilities was made to maximize the effective capacity of the existing plant, and carbon dioxide sourced from neighboring plants will be used as the raw material for the plant's newly added capacity. This is a CCU (Carbon Capture and Utilization) initiative, which involves separating and effectively utilizing carbon dioxide. Under this concept, CO₂ is considered a resource that can be reused as a material or fuel, thus realizing carbon recycling to reduce emissions into the atmosphere.

Demand for methanol is expected to grow steadily in the future as a basic raw material for a variety of industries, including housing and construction materials, high-performance resins for automobiles and electronics, and pharmaceuticals. Recently, methanol has also been attracting attention as a key chemical substance that can be sourced from carbon dioxide. Mitsui has been engaged in the methanol trading business for many years. In addition to the business in North America where this expansion will take place, Mitsui is also involved in a methanol production business in Saudi Arabia.

Through the stable supply of methanol, Mitsui is supporting the development of a wide range of industries and contributing to the realization of a sustainable society. Furthermore, to achieve Net-Zero Emissions by 2050, which is the target set in our Medium-term Management Plan, we will make use of our existing businesses and the know-how we have accumulated through them to promote initiatives to realize a decarbonized society.

Materials

Development of a Recycled Polypropylene Manufacturing Business

Performance Materials Business Unit

We are working with U.S. company PureCycle Technologies, Inc. ("PCT") on the joint development of a recycled polypropylene resin production project in Japan.

Further recycling and utilization of plastics are required in Japan to deal with ocean plastic pollution and climate change. Polypropylene ("PP") resin is widely used to produce packaging materials and automobile parts, but the recycled PP has limited application due to the residue of additives, such as colorants which is difficult to remove from the resin.

PCT holds IPs to produce a recycled PP resin called Ultra-Pure Recycled Polypropylene (UPRP) from waste plastic, which has similar qualities to virgin resin. In April 2023, PCT completed the construction of its first plant in Ohio, in the U.S., with an annual production capacity of 50,000 tons UPRP. PCT has already sold more than 20 years' worth of recycled PP resin output from its upcoming plant, and is also planning to build large-scale recycling plants in Augusta, Georgia, in the U.S. and in Antwerp, Belgium.

By promoting this joint project, we aim to expand the use of UPRP for consumer goods, food containers, automobile interiors, and other applications. By establishing a supply chain that spans from the securing of supplies of waste plastic, to the manufacture of UPRP, and the supply to customers, we will help to reduce waste plastic and establish a circular economy.



Recycled polypropylene resin
Existing technology (The past), PureCycle technology (The future)

Certifications

Performance Materials Business Unit

Energy Business Unit I

[Responsibilities to Customers: Acquisition of Environment-Related Certification in Company-Owned Forests "Mitsui's Forests", Forest Resources Business, etc.](#)

Green Buildings

We aim to invest in environmentally friendly buildings and make energy use in our existing buildings more efficient through environmental and energy-saving measures, in order to build a portfolio of properties that has a low environmental impact.

Otemachi One (Mitsui & CO. Building and Otemachi One Tower)

The DBJ Green Building Certification is a certification system that evaluates environmentally and socially conscious real estate. Otemachi One (Mitsui & CO. Building and Otemachi One Tower), an office building owned by our company and others, has been certified as "one of Japan's top-class, superior buildings exhibiting excellent environmental and social awareness" under the DBJ Green Building Certification.

Japan Logistics Fund, Inc.

Corporate Development Business Unit

Japan Logistics Fund, Inc. ("JLF"), a listed REIT which is operated by our subsidiary Mitsui & Co., Logistics Partners Ltd., owns and manages 52 logistics facilities (as of May 2023).

With regard to JLF, we actively promote ESG initiatives in the management of logistics facilities. We believe that obtaining objective evaluations and certifications will enable us to understand the positioning and the challenges of JLF's ESG initiatives and allow us to further enhance our efforts, and we are working to obtain green building certification and improve the results of third-party evaluations.

Acquiring External Certification

GRESB Real Estate Assessment

The GRESB* is an annual benchmarking assessment, which measures the ESG integration of real estate companies and funds. In the 2022 assessment, Japan Logistics Fund, Inc. received the highest rating of "Five Stars". In addition, the company received a "Green Star" for the fifth consecutive year in both the "Management Component" which evaluates the company's policies and organizational structure for ESG promotion, and the "Performance component" which evaluates the company's environmental performance and tenant engagement at owned properties. Furthermore, in the GRESB disclosure evaluation, which measures the level of ESG information disclosure, the company was highly evaluated for its ESG information disclosure efforts and received the highest "A Level" rating.

MSCI ESG Ratings Evaluation

MSCI ESG Ratings researches, analyzes, and rates the extent to which companies adequately manage ESG-related risks and opportunities, and provides an overall corporate ESG rating on a seven-point scale from "AAA" to "CCC".

JLF received an "AA" rating in May 2022.

MSCI Japan ESG Select Leaders Index

MSCI Japan ESG Select Leaders Index is composed of companies elected by MSCI from among the constituents of the MSCI Japan IMI Index for excellence in ESG initiatives and has been selected by the Government Pension Investment Fund (GPIF) for its passive management index.

JLF is a constituent of the MSCI Japan ESG Select Leaders Index created and published by MSCI.

SBT for SME certification

JLF has established SCOPE 1.2 greenhouse gas emission reduction targets of 42% below the FY 2021 level by FY 2030 and net zero by FY 2050. Of these, the greenhouse gas emission reduction targets by FY 2030 were recognized by the SBT Initiative, an international organization, as following the goals of the Paris Agreement that "aims to keep the global average temperature well below 2°C above pre-industrial levels and pursue efforts to limit global warming to 1.5°C." JLF has received the SBT (Science Based Targets) for SME certification from the international SBT initiative in 2022.

Green Finance Framework Assessment

We have established the Green Finance Framework with the aim of further promoting sustainability-related initiatives through green finance and strengthening our fund-raising base by expanding the investor base interested in ESG investment. JLF has obtained a Green 1 (F) (highest for JCR Green Finance Evaluation (*5)) rating for the competence of its Green Finance Framework from Japan Credit Rating Agency, Ltd. (JCR)

Acquisition of Green Building Certifications

JLF aims to build a low environmental impact portfolio by investing in properties with low environmental impact, and improving energy efficiency through environmental and energy conservation measures in the management of its properties. In addition, when redeveloping owned properties (OBR), the company intends to obtain green building certification after the redevelopment. The company aims to achieve the following targets regarding the percentage of properties owned that have acquired Green Certifications (based on leasable floor area).

- Acquire green certifications in 75% of portfolio in FY 2025.
- Acquire green certifications in 90% of portfolio in FY 2030.

Percentage of Portfolio with Green Building Certification (as of March 31, 2023)

Type of certification	Number of properties	Leasable area (m2)	Percentage of portfolio (by area)
Certification for CASBEE for Real Estate *1	36	974,924.07	70.8%
BELS Certification *2	16	469,020.67	34.0%
CASBEE Certification for Buildings (New Construction) *3	1	37,378.68	2.7%
Percentage of portfolio with green building certification	41	1,081,645.17	78.6%

As some properties have multiple certifications, the total of the figures for each certification type does not equal the figure for the "Percentage of Green Building Certification".

*1 CASBEE is a method designed to comprehensively assess the environmental efficiency of buildings and promoted throughout Japan under the guidance of the Ministry of Land, Infrastructure Transport and Tourism. Certification for CASBEE for Real Estate is a system where third-party institutions examine and certify assessment results prepared in accordance with CASBEE for Real Estate. The certification rating is represented by the number of stars on a four-tier scale from five stars "★★★★★" ("S") to two stars "★★" ("B").

*2 BELS is a third-party certification system in Japan that indicates the energy efficiency of buildings. Specific indication method is stipulated in the guidelines for energy efficiency labels of buildings, BELS is evaluated based on the same guideline, and the assessment result is represented by a number of stars (one star "★" to five stars "★★★★★"). A Net Zero Energy Building ("ZEB") is a building that aims at zero energy balance with considerably reduced annual energy consumption by saving as much energy as possible with better heat insulation, solar shading, natural energy and high-efficiency equipment, coupled with creating energy by photovoltaic power generation (or other energy generating methods), while maintaining a comfortable environment. In addition, in the BELS certification system, it is possible to obtain certification under 4 levels (ZEB, Nearly ZEB, ZEB Ready, and ZEB Oriented).

*3 CASBEE Certification for Buildings (New Construction) is a system for evaluating the overall environmental performance of a building. It evaluates and rates the environmental performance of buildings based on energy and resource conservation, recycling and other environmental burden reductions as well as interior comfort and landscaping.

Climate Change

CASBEE

Yachiyo Logistics Center and Ichikawa Logistics Center II (following their redevelopment), and Yokohama Machida Logistics Center, each received an A rating under CASBEE.

Properties with Certification for CASBEE for Real Estate

Certification	Property
S	M-11 Yachiyo Logistics Center M-37 Fujisawa Logistics Center
A	M-4 ShinKiba Logistics Center M-5 Urayasu Chidori Logistics Center M-6 Funabashi Nishiura Logistics Center M-9 Narashino Logistics Center M-12 Yokohama Fukuura Logistics Center M-13 Yachiyo Logistics Center II M-17 Narashino Logistics Center II M-18 Ichikawa Logistics Center II M-19 Souka Logistics Center M-21 Kashiwa Logistics Center M-22 Musashimurayama Logistics Center M-24 Shin-Koyasu Logistics Center M-25 Misato Logistics Center M-26 Sagamihara Logistics Center M-27 Chiba Kita Logistics Center M-28 Chiba Kita Logistics Center II M-29 Urayasu Chidori Logistics Center III M-31 Shinkiba Logistics Center II M-32 Yokohama Machida Logistics Center M-34 Shiroy Logistics Center M-35 Toda Logistics Center M-38 Hanyu Logistics Center M-39 Saitama Kisai Logistics Center M-40 Kazo Logistics Center M-42 Itabashi Logistics Center T-3 Kiyosu Logistics Center T-7 Fukuoka Hakozaki Futo Logistics Center T-9 Fukuoka Kashihama Logistics Center T-10 Kasugai Logistics Center

Certification	Property
B+	M-14 Urayasu Chidori Logistics Center II M-20 Tatsumi Logistics Center M-36 Ichikawa Logistics Center III T-5 Komaki Logistics Center T-6 Komaki Logistics Center II

Properties with BELS Certification

Certification	Property
Five Star "ZEB"	M-41 Kuki Logistics Center
Five Star ZEB Ready	M-2 Urayasu Logistics Center M-6 Funabashi Nishiura Logistics Center M-11 Yachiyo Logistics Center M-13 Yachiyo Logistics Center II M-17 Narashino Logistics Center II M-19 Souka Logistics Center M-21 Kashiwa Logistics Center M-22 Musashimurayama Logistics Center M-27 Chiba-kita Logistics Center M-30 Zama Logistics Center M-34 Shiroy Logistics Center T-6 Komaki Logistics Center II T-12 Aisai Logistics Center
Five Star	M-15 Ichikawa Logistics Center T-7 Fukuoka Hakozaki Futo Logistics Center

Properties with CASBEE Certification for Buildings (New Construction)

Certification	Property
A	M-2 Urayasu Logistics Center

[Japan Logistics Fund, Inc.: Certification](#)

Mirai Corporation

Corporate Development Business Unit

Mitsui Bussan & Idera Partners Co., Ltd., our affiliate which manages the assets of listed Real Estate Investment Trust MIRAI Corporation, is promoting sustainability-related measures that include ongoing participation in real estate assessments, and green financing, in accordance with our Sustainability Policy.

Acquiring External Certification

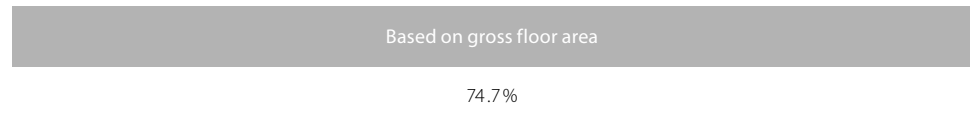
GRESB Real Estate Assessment

Listed Real Estate Investment Trust MIRAI Corporation earned "3 Stars" in the GRESB Real Estate Assessment, based on the relative evaluation of its overall score. MIRAI also earned a "Green Star" in both the "Management Component" which evaluates the company's policies and organizational structure for ESG promotion, and the "Performance component" which evaluates the company's environmental performance and tenant engagement at owned properties.

Percentage of environmental certifications acquired

The percentage of environmental certifications in the portfolio is as follows.

(As of April 24, 2023)



Properties with DBJ Green Building Certification

Mirai Corporation has acquired DJB Green Building Certification for eight properties.

List of properties that have acquired DJB Green Building Certification

Certification	Year	Property
4 Stars Properties with exceptionally high environmental and social awareness	2022	Shinjuku Eastside Square
	2021	Shinagawa Seaside Parktower
3 Stars Properties with excellent environmental and social awareness	2022	Rokko Island DC
	2020	Tokyo Front Terrace
	2021	Mi-Nara
	2022	BizMiiX Yodoyabashi
1 Star Properties with satisfactory environmental and social awareness	2020	MI Terrace Nagoya-Fushimi
		Kawasaki Tech Center

List of Properties with CASBEE Real Estate Assessment Certification

Certification	Property
S	MI Terrace Sendai Hirose-dori

[MIRAI Corporation: Third-party Accreditation](#)

Forest Sinks and Emission Credits Business

Energy Solutions Business Unit

Generation and sale of carbon credits through regeneration of native vegetation

We are an investor in Climate Friendly Pty Ltd ("Climate Friendly"), a company that generates and sells carbon credits through the regeneration of native vegetation on farms in Australia. Climate Friendly is involved in GHG reduction projects through native forest restoration (land use) in Australia.



Climate Friendly carbon farming project site

Climate Friendly is one of the largest carbon farming project services-providers in Australia. It had already achieved 20 million tons of GHG reduction by 2020, and

is aiming to achieve a 100 million ton cumulative GHG reduction by 2025. The projects supported by Climate Friendly to restore and regenerate native forests are expected to play an important role in achieving the Australian government's GHG reduction target, by absorbing and sequestering CO2 from the atmosphere, and also improving soil quality and preserving ecosystems and biodiversity.

Demand for emission reduction credits from the private sector has been growing, and is expected to continue to grow steadily. Australia is one of the most important countries for Mitsui's business, and we will proactively work to reduce the GHG footprint of our group companies.

Our Company-Owned Forests, "Mitsui's Forests," Absorb and Fixate 160,000 Tons of Carbon Dioxide Annually

It is estimated that Mitsui's Forests absorb and fixate approximately 160,000 tons (including emission credits expected to be certified) of CO2 per year, and that they have accumulated approximately 10 million tons*1. We contribute to the mitigation of climate change risk through sustainable forest management. The public value of Mitsui's Forests is estimated to be approximately 200 billion yen*2.



*1 Calculation based on the Tier 2 approach in Chapter 4, "Forest Land," in Volume 4 of the "2019 Refinement to the 2006 IPCC Guidelines on National Greenhouse Gas Inventories." In the past, the calculation was based on the Tier 1 approach in the 2006 IPCC Guidelines, but we changed the calculation method in the fiscal year ended March 31, 2021, to improve accuracy.

*2 Calculation based on the "Comprehensive Assessment of Biodiversity and Ecosystem Services" published by the Ministry of Environment

Performance

GHG Emissions

Mitsui has carried out GHG emissions surveys in Japan since the fiscal year ended March 2006, and overseas since the fiscal year ended March 2009. Previously, we disclosed Scope 1 and Scope 2 GHG emissions under the GHG Protocol*1 control standards*2. Since the fiscal year ended March 2020, we have additionally disclosed Scope 3, Category 15 (indirect emissions associated with investments), which is emissions from investments in energy, mineral and metal resources and thermal power generation projects not included in Scope 1 and 2, and other affiliated company business areas that fall under Scope 1 and 2. Furthermore, since the fiscal year ending March 2024, we have expanded disclosure to include all applicable Scope 3 categories. We have enhanced the scope of disclosures to promote continuous reviews of our portfolio in response to stakeholders' wishes and in consideration of our risk tolerance to climate change, which also takes into account Mitsui's strategy of using our wide range of business activities to take on the challenge of new opportunities in an agile way.

*1 GHG Protocol is a GHG emissions calculation and reporting standard formulated through an initiative led by the WRI (World Resources Institute) and the WBCSD (World Business Council for Sustainable Development).

*2 Coverage: Head Office and all offices in Japan, all consolidated subsidiaries (100%) and Un-incorporated Joint Ventures.

Policies and Basic Approach

Water is the source of all life on earth, as well as being an invaluable resource that is the survival foundation of socio-economics systems. As a consequence of global population growth and development, water resource problems are arising on a global scale.

We recognize that access to safe and sanitary water is an important human right for all people. Also, water resources are essential for business continuity as well as for the residents in the communities where we operate. We have stipulated in our Environmental Policy that we will work to conserve water resources by reducing water consumption and improving the efficiency of water resource use.

We are engaged in operations around the world, including in areas subject to high water stress. We recognize that large-scale development and the vast consumption of water resources have caused problems with water resources. Accordingly, we will carry out water risk assessments to respond appropriately to these problems, and work to promote the conservation and sustainable use of water resources. In addition, in our Medium-Term Management Plan 2026, we have committed to contributing to the achievement of Nature Positive through business, and have positioned our water-related businesses as priority areas. We will continue to develop them globally, including in the fields of water desalination, water pumping and water production, and will contribute to solving water-related issues through our business.

Approximately 13,000 hectares of Mitsui's Forests, equivalent to around 30% of our company-owned forests, have been officially designated as Water Conservation and Water Safety Forests, helping to secure water resources and mitigate flood damage. We will continue to promote the appropriate development and management of our forests with the aim of providing a strong public benefit.

In addition, we will work to reduce our water use at our offices, for example by treating and reducing effluents.

[Environmental Policy](#)

Goals and Targets

Conservation of Water Resources and Identification of Water Risks

- Conserve water resources related to our businesses, identify water risks in our businesses, and consider countermeasures.
- Utilize ESG due diligence checklists and implement a risk assessment in advance using the water-related checklist items when planning new business or when expanding or withdrawing from operations. Make efforts in advance to understand the risks related to water resources for businesses and investment projects where water resources are particularly important such as beverages, agriculture, and mining in water-stressed regions.

Reduction of Water Usage and Improvement of Utilization Efficiency

- Reduce water consumption at the Head Office and branches and offices in Japan, etc., of Mitsui & Co. (non-consolidated) to less than the amount used in the previous fiscal year, and improve the efficiency of water use.

For progress against targets, please refer to: Efforts to Reduce Water Use and Recycle Effluents - Improving Water Efficiency in Offices

[Efforts to Reduce Water Use and Recycle Effluents - Improving Water Efficiency in Offices](#)

[Environmental Performance Data: Water Consumption \(Water Withdrawal, Intensity, Water Recycling\)](#)

Sustainability Governance and Oversight

Sustainability Committee

The Sustainability Committee works under the Corporate Management Committee to plan, formulate and provide proposals on basic management policies, business activities, and corporate policies and strategies related to water resources.

The Sustainability Committee is structured so that its activities are appropriately supervised by the Board of Directors, and matters discussed by the Sustainability Committee are regularly discussed and reported to the Corporate Management Committee and the Board of Directors.

Officer in Charge	Makoto Sato (Representative Director, Senior Executive Managing Officer, Chief Strategy Officer (CSO), Chairperson of the Sustainability Committee)
Administrative Office	Corporate Sustainability Div., Corporate Planning & Strategy Div.

Please refer to the links below for more information on Mitsui's Sustainability Management Framework and the activities of the Sustainability Committee.

[Our Approach to Sustainability: Sustainability Governance and Oversight](#)

[Our Approach to Sustainability: Sustainability Committee](#)

ESG Risk Management

We have put in place a system to ensure that we give maximum consideration to the environment and society not only when we start a new business, but also during already under operations and when we withdraw from it.

In addition, we conduct investigations with experts for new business investment projects that are likely to have a significant impact on the environment. For risk assessments in water-stressed areas, in particular, we use the portal site Aqueduct from the World Resource Institute (WRI) to monitor and analyze water risks and water effluent, not only for new business but also for our existing business, with the aim of reducing water-related risks. We also utilize ESG due diligence checklists and conduct risk assessments in advance using the water-related item checklist.

[ESG Risk Management: Process of Managing Environmental and Societal Risks](#)

Collaborating with Stakeholders

Participation in Initiatives

We are promoting and expanding our efforts to address water resources through participation in initiatives. Participation in each initiative is decided after confirming that it is consistent with our basic policy and initiatives for water resources.

CDP (Water Security)

Since 2015, we have responded to the questionnaire from CDP Water Security, a global disclosure program for corporate information on water risks. Based on our response to the questionnaire carried out in 2022, we received the score "B" in relation to Water Security.

Japan Business Federation (Keidanren)

Mitsui is a member of various Keidanren committees, including the following:

- Committee on Responsible Business Conduct & SDGs Promotion, which works to make the Charter of Corporate Behavior well known, disseminate and promote "Society 5.0 for SDGs", and promote corporate social contribution activities
- Committee on Energy and Resources, which promotes energy policies that provide a balance of S+3E (Safety + Energy Security, Economic Efficiency, and Environment)
- Committee on Environment, which works to respond to climate change, promote circular economy and mainstreaming of biodiversity, and improve environmental regulations and systems

Collaborating with NGOs/NPOs

Support through an NPO for the Development of a Rainwater Reuse System to Supply Safe Drinking Water

In mountainous areas and on remote islands in Bohol Province in the Philippines, it is difficult to access safe drinking water and water stress is high. Water from wells in coastal areas and on remote islands is unsuitable for drinking because of seawater contamination. Boat trips to buy water are a part of everyday life for island residents, imposing a heavy burden in terms of both costs and time. The Mitsui & Co. Environment Fund has provided a grant to Ikaw Ako, an NPO to fund an initiative to provide rainwater storage and treatment facilities so that residents in this region can have easier access to safe drinking water. To create sustainable water supply systems, tanks with the optimal size for each community will be designed and built by the residents, allowing the facilities to be maintained and managed locally. Through this project, we are helping to solve the challenges of water-stressed regions.



A rainwater storage tank (November 2019)

Initiatives

Water Withdrawal in Water-Stressed Regions

Of the 189 nations included in the ranking of countries identified as having high risk levels related to water-stressed regions (as identified via Aqueduct, a global water risk map developed by the World Resources Institute (WRI)), we have identified 44 countries with water stress levels classified as either high-risk (27 countries) or very high-risk (17 countries). The following table shows the results of water withdrawal surveys conducted at our business sites in Mexico, Chile, Spain, Portugal, Italy, Belgium, Oman, and India for the fiscal year ended March 31, 2023.

*1: In some cases, data was obtained directly from project sites, while in other cases, data was only attainable via the head office (parent company/SPC) of the company or companies involved in the project.

*2: Scope of data collection: consolidated subsidiaries and unincorporated JVs.

		FY Mar/2021	FY Mar/2022	FY Mar/2023
High risk (40-80%)	Locations	8	9	8
	Volume of water withdrawn (thousand m3)	14	99	132
Very high risk (>80%)	Locations	5	4	4
	Volume of water withdrawn (thousand m3)	813	1,099	1,016

Initiatives in Water-Stressed Regions (1) Long-term Supply of Water through Power Generation and Desalination Independent Water and Power Producer (IWPP) Project in Qatar

Mitsui is participating in the Ras Laffan C power and water desalination (IWPP) project in Ras Laffan Industrial City, located 80 km north of Qatar's capital of Doha. The project was initiated in response to an increase in demand for electric power and water as a result of Qatar's rapid economic growth. Qatar uses seawater desalination to produce 99.9% of its water supplies. In this project, energy efficiency will be optimized through the use of a power generation and desalination process designed to utilize waste heat from power generation. With a power generation capacity of 2,730 MW and desalination capacity of 290,000 tons per day, this project will operate seawater desalination facilities for a period of 25 years starting in 2011. It will supply water and electric power to the Qatar General Electricity and Water Corporation (Kahramaa), accounting for around 24% of Qatar's electricity supply and approximately 14% of its water supply.

Initiatives in Water-Stressed Regions (2) Water Desalination and Pumping Business for Copper Mines in Chile

Chile accounts for approximately 30% of the world's copper production and is a thriving copper mining region. The country's copper mining operations use large amounts of water, especially in the north of Chile where there is a high concentration of mines. Water stress is high in this region as a whole, with growing concerns about resource shortages. Mitsui has invested in a seawater desalination and pumping service operation for the Spence Mine, a 100% subsidiary of BHP, a major mineral resources company, through Caitan S.p.A., held as a 50-50 joint venture with Dragados S.A. under the ACS Group of Spain. Caitan S.p.A. will construct, own and operate a water desalination plant and a 150 km water pumping facility in the province of Antofagasta in the north of Chile to supply fresh water to copper mine operator Minera Spence S.A. over a 20-year period, starting in 2023.

Water Resources

In the north of Chile, demand for seawater desalination is expected to grow at an annual rate of more than 5% as the region becomes increasingly concerned about water shortages. We will contribute to Chile's development by tapping into the country's rapidly growing demand for water infrastructure and further developing related infrastructure, while addressing the issue of water shortages through our business.

Water Supply and Sewage Infrastructure Business

(As of March 2023)

Business	Country	Processing Capacity (Total Capacity) Unit: thousand m3/day
Tap Water Supply	Thailand	1,028
Tap Water Supply	Mexico	130
Sewage Treatment Plant	Mexico (4 sites)	4,620
Power and Water Desalination	Qatar	290
Desalination and Conveyance	Chile	90

Efforts to Reduce Water Consumption and Improve the Efficiency of Use

Efforts to Care for Water Resources During Shale Gas and Shale Oil Extraction

Through consolidated subsidiaries, Mitsui is engaged in the development and production of shale gas and shale oil. The oil and gas are extracted using hydraulic fracturing (fracking), and Mitsui E&P USA gives due care to water resources by ensuring that water for hydraulic fracturing (fracking water) is properly used (including the recycling of wastewater where applicable), managed, and discharged.

Efforts to Improve Water Usage Rates in the Copper Business

We are engaged in the copper mining business in Chile. Chile is a high-risk region in terms of water stress levels, but because the operations require a large amount of water, we are promoting the introduction of technologies to maximize the efficiency of water use in the operating processes of each mine and are working to reduce the amount of new water withdrawal.

At the Los Bronces copper mine (located in the Capital Province of Chile), in which we are engaged together with Anglo American Plc, we reached a water reuse rate of 89% in 2021, mainly due to efforts to extract and reuse water from tailings. Also, at the Collahuasi copper mine (located in the Tarapaca province), the second largest copper mine in the world by production volume, with Anglo American and Glencore as partners, the water reuse rate reached level of 79% in FY Mar/2021. In addition, we are planning to build a seawater desalination plant in the future. We will continue to contribute to the development of the country through our business while making efforts to conserve water resources.

		2019	2020	2021
Los Bronces Copper Mine *	Water reuse rate (%)	78%	85%	89%
Collahuasi Copper Mine	Water reuse rate (%)	84%	76%	79%

* For Los Bronces Copper Mine, the figures include tailings water procured from third parties, and treated sewage, etc. (Recycle + Reuse).

Water Withdrawals in Projects

Water withdrawal intensity for copper concentrate production at Collahuasi mine

	Scope	Unit (annual average)	2020	2021	2022
Water withdrawal intensity (annual average)	Water withdrawal per ton of ore processed at the copper concentrate processing plant	m3/t	0.53	0.50	0.43

Water withdrawal intensity in sugar manufacturing

KASET PHOL SUGAR LIMITED

	Unit (annual average)	FY Mar/2021	FY Mar/2022	FY Mar/2023
Per ton of sugar produced (annual average)	m3/t	3.9	3.7	1.1

Water withdrawal intensity in livestock production and processing

Prifoods Co., LTD.

	Unit (annual average)	FY Mar/2021	FY Mar/2022	FY Mar/2023
Per ton of chicken meat processed (annual average)	m3/t	13.0	12.8	13.7

Costs Associated with Water-Related Risks:

Water recycling cost at buildings owned by Mitsui & Co. as a non-consolidated entity (Head Office, Osaka Office):
5 million Japanese Yen (FY Mar/2023)

Efforts to Reduce Water Use and Recycle Effluents - Improving Water Efficiency in Offices

At the Head Office, we use 100% recycled drainage water for toilet flushing in order to promote reduction in water consumption. In addition, we have set the goal of improving water use efficiency by reducing the amount of water used at the Head Office and at our own buildings (Osaka) to less than the amount used in the previous fiscal year.

Progress against targets	Scope	Unit	FY Mar/2021	FY Mar/2022	FY Mar/2023	Achievement Status
Water Withdrawal	Mitsui & Co. as a non-consolidated entity	thousand m3	25	57	70	A year-on-year increase due to increased office attendance.
Intensity	The office buildings owned by Mitsui & Co. as a non-consolidated entity (Head Office, Osaka Office, Chubu Office)* (per employee)	m3/employee	6.47	12.76	15.14	A year-on-year increase due to increased office attendance.

* For FY Mar/2021, company-owned buildings include the Chubu Office (Nagoya); from FY Mar/2022, the Chubu Office building is excluded due to relocation to a leased building.

Performance

[Environmental Performance Data: Water Consumption \(Water Withdrawal, Intensity, Water Recycling\)](#)

Pollution Prevention

Policies and Basic Approach

Under our Environmental Policy, we have stipulated that we will act to reduce hazardous waste and pollutants and ensure the proper handling of any such materials, and strive to prevent air, water, ocean and soil pollution. We recognize that it is a vital issue for us to strive to improve the environmental value by reducing their environmental burden. This includes pollution control and protecting the environment. We will comply with laws, regulations and ordinances related to air pollution, water pollution, soil pollution, and rules covering other hazardous substances. We will also work to reduce the emission of pollutants and contaminated substances that are not subject to current laws, regulations and ordinances. We promote initiatives that lead to the reduction of water, ocean and soil pollution and a reduced quantity of chemical substances released into the atmosphere.

[Environmental Policy](#)

Goals and Targets

Preventing Environmental Pollution

1. New business projects:
 - Utilize ESG due diligence checklists and environmental-social risk maps for each business to assess the ESG impact of each new project.
2. Existing business projects:
 - Mitsui & Co. (non-consolidated): Manage environmental and social risks based on the international environmental management standard ISO14001.
 - Consolidated subsidiaries: Recommend that our consolidated subsidiaries (that we have identified from the perspective of their industry and their impact on the environment and ecosystems) establish their own environmental management systems based on ISO14001 or other international guidelines.
3. Environmental accidents:
 - Aim to achieve 0 (zero) environmental accidents each year.

Compliance with Environment-Related Laws and Regulations

- Implement measures to deepen understanding of compliance with environment-related laws and regulations and ensure thorough compliance.

Saving Resources and Promoting Resource Circulation

1. Increase the waste recycling rate at the Head Office and Osaka Office of Mitsui & Co. (non-consolidated) to over 90% by FY Mar/2030.
2. Reduce paper consumption at the Head Office and branches and offices in Japan, of Mitsui & Co. (non-consolidated) by 50% or more compared to FY Mar/2020 by FY Mar/2030.

Progress against target	Scope of coverage	Unit	FY Mar/2021	FY Mar/2022	FY Mar/2023	Level of target achievement
Waste recycling rate	The Head Office, Osaka Office and Chubu Office* of Mitsui & Co. (non-consolidated)	%	85.6	93.8	91.6	FY Mar/2023: Target achieved Continue to maintain over 90% in FY Mar/2024
Paper consumption intensity	Paper consumption at the Head Office and branches and offices in Japan, of Mitsui & Co. (non-consolidated) per employee	thousand sheets (A4 size equivalent)/employee	2.97	2.96	3.00	FY Mar/2023: Target achieved Continue to maintain target at 50% or less compared to FY Mar/2020 level (7.18) in FY Mar/2024

* For FY Mar/2021, company-owned buildings include the Chubu Office (Nagoya); from FY Mar/2022, the Chubu Office building is excluded due to relocation to a leased building.

[Environmental Performance Data: Waste and Paper Consumption \(Waste amount, Recycling rate\)](#)

Promoting Awareness-Raising Activities

1. Aim to raise awareness among our officers and employees by holding regular seminars and training sessions on environmental laws and regulations.
2. Promote initiatives for obtaining specialized knowledge through ISO14001 Provisional Auditor Training and other programs among our employees.

Sustainability Governance and Oversight

Sustainability Committee

The Sustainability Committee works under the Corporate Management Committee to plan, formulate and provide proposals on basic management policies, business activities, and corporate policies and strategies related to pollution prevention.

The Sustainability Committee is structured so that its activities are appropriately supervised by the Board of Directors, and matters discussed by the Sustainability Committee are regularly discussed and reported to the Corporate Management Committee and the Board of Directors.

Officer in Charge	Makoto Sato (Representative Director, Senior Executive Managing Officer, Chief Strategy Officer (CSO), Chairperson of the Sustainability Committee)
Administrative Office	Corporate Sustainability Div., Corporate Planning & Strategy Div.

Please refer to the links below for more information on Mitsui's Sustainability Management Framework and the activities of the Sustainability Committee.

[Our Approach to Sustainability: Sustainability Governance and Oversight](#)

[Our Approach to Sustainability: Sustainability Committee](#)

ESG Risk Management

In conducting business, we have put in place a system to ensure that utmost consideration is given to the environment and society in projects at all stages, including at the launch of a new business, during operations, and even during the exit stage.

[ESG Risk Management](#)

Chemical Safety Management in our Chemicals Business

In our Chemicals Segment, we position chemical substance management as an important trade compliance along with security trade control, to protect human health and safety, and to protect the global environment (specifically water, soil, air and the ecosystems of animals and plants). While taking into consideration the laws and regulations of peripheral business sectors such as pharmaceuticals and food products, we will update the information we have about chemical substance management laws and regulations so that we can keep abreast of increasingly tightening Japanese and international regulatory trends. In individual projects of each Business Unit, we consider their impact on the environment in advance and take sufficient measures before going ahead with new business.

Voluntary Efforts to Comply with Regulations Related to Chemical Substance Management and Safety Management of Chemical Substances

Chemicals can be dangerous or hazardous to the human body and the environment. In our Chemicals Segment, we comply with the following specific laws and regulations: the Act on the Evaluation of Chemical Substances and Regulations of Their Manufacture, etc (CSCL); the Industrial Safety and Health Act; the Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof (Raw concerning Pollutant Release and Transfer Register/PRTR); the Poisonous and Deleterious Substances Control Act; and the Fire Service Act. We also comply with a wide range of environmental management systems.

We comprehensively identify of all chemicals used by using the Globally Harmonized System (GHS) of Classification and Labelling of Chemicals.

We evaluate all raw materials from suppliers to understand if they need to be registered with government bodies, such as the Environmental Protection Agency (EPA) in the United States and Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) program in the European Union. Additionally, we disclose all regulatory registrations and use on the website.

We have prepared management and operational procedure manuals as part of our in-house regulations. Based on the provisions of each law and regulation, we inform our supply chain of chemical hazard information by providing safety data sheets (SDS) for all our distribution of chemical products and displaying this information on labels to ensure that people are properly notified.

In addition, in our Chemicals Segment, we have obtained certifications related to quality and safety management (e.g. ISO9001) at almost all of our production sites.

Range of Chemicals that We Plan to Gradually Phase Out

In our chemicals business, we have phased out all chemicals of concern prior to regulations and no longer handle any "substances that need to be phased out". We are contributing in the creation of codes of conduct for the chemical industry regarding the handling of chemical substances that need to be phased out. One specific example of this was our participation in prior consultations on the revision of the 2018 amended Ozone Layer Protection Law (amendment to the quantity allocation aimed at the reduction of manufacturing and amount of import of HFC substitutes) with the Fluoride Gases Management Office, Chemical Management Policy Division, Manufacturing Industries Bureau of the Ministry of Economy, Trade and Industry (which has jurisdiction over this Law) on the Trade Control Committee (for companies importing or exporting chemicals involving a lot of money) of the Japan Chemical Exporters and Importers Association.

Substitutes for Substances of Concern

There are no specific records of the introduction of substitutes for substances of concern in our chemicals business.

Compliance and Training for Chemicals Business Laws and Regulations

Evaluation of the hazards and toxicity of chemical substances is a social responsibility of all businesses that handle chemical substances, including Mitsui & Co. All products and raw materials that we handle are subject to such evaluations. While we are not a manufacturer, we maintain the recognition that the responsibility of an importer of chemicals distributed in the Japanese market is exactly the same as that of a Japanese manufacturer of chemicals.

All employees handling chemicals at Mitsui & Co. and its group companies are provided with regular training on laws and regulations related to the management of chemical substances, and on the Waste Management and Public Cleaning Law to ensure appropriate waste management practices. As a trader of chemicals, during the bimonthly training sessions we explain the need to communicate hazard and toxicity information correctly throughout the supply chain, and we set additional training themes based on frontline needs. Nearly 300 people voluntarily participate in each session in our endeavor to communicate the importance of proper chemical substances management. By holding frequent in-house training sessions on the Chemicals Business Laws and on other topics, we continue to promote awareness of the evaluation of the hazards and toxicity of chemical substances as well as the appropriate labeling and display of information of such substances.

Management System for Responding to Emergencies and Accidents

Any accident is promptly reported to the relevant units in accordance with our internal rules, and comprehensive steps are taken to prevent recurrence, beginning with the identification of the root cause of the accident and an assessment to determine appropriate corrective and preventive measures. In the fiscal year March 31, 2023, there were 0 (zero) environmental accidents at Mitsui & Co. or any of its subsidiaries in Japan or overseas.

Training Seminars on Environmental Laws and Regulations

We continually hold seminars regarding environmental laws and regulations for officers and employees of Mitsui and its subsidiaries and affiliated companies. In the fiscal year ended March 2023, we conducted e-learning training seminars on environmental laws and regulations, an online seminar on the Waste Disposal Law, and online training on business laws and specific environmental issues, with around 1,470 people participating in total.

Lectures and Training Seminars Held in FY Mar/2023

Title	Participants	Target Audience
Training Seminars on Environmental Laws and Regulations	Approx. 100	Mainly officers and employees of Mitsui
Training on business laws and specific environmental issues: Chemicals Business Laws/Waste Management and Public Cleaning Act (12 times)	Approx. 1,370	Officers and employees of Mitsui and affiliated companies

Waste Disposal Law

Mitsui operates in compliance with the Waste Management and Public Cleaning Law (also referred to as the "Waste Disposal Law" or "Waste Law"). In order to properly manage the disposal of industrial waste generated through logistics operations and general waste from business activities, we have formulated a workflow in connection with the handling of industrial waste and general waste from business activities and prepared FAQ documents. Such tools and documents are utilized by relevant divisions and departments. We also hold periodic internal seminars to increase awareness and understanding of proper waste disposal practices, covering such matters as the selection of waste management subcontractors and manifest compilation and management.

Compliance with Other Environmental Laws and Regulations

In promoting business activities, we comply with environmental laws and regulations, including but not limited to the following. During the fiscal year ended March 2023, there were no reports of violations of environmental laws and regulations.

Act on Special Measures Concerning Promotion of Proper Treatment of PCB Wastes/Act on Rational Use and Proper Management of Fluorocarbons/Water Pollution Prevention Act/Soil Contamination Countermeasures Act/Act on the Promotion of Sorted Collection and Recycling of Containers and Packaging/Act on Promotion of Recycling and Related Activities for Treatment of Cyclical Food Resources/Air Pollution Control Act/Offensive Odor Control Law/Poisonous and Deleterious Substances Control Act/Fire Service Act/Industrial Safety and Health Act/REACH (Registration, Evaluation, Authorization and Restriction of Chemicals) regulations.

[Environmental Management: Compliance with Environment-Related Laws and Regulations](#)

Collaborating with Stakeholders

Participation in Initiatives

We are promoting and expanding our efforts for pollution prevention through participation in initiatives. Our participation in each initiative is decided after confirming that it is consistent with our basic policy and initiatives for pollution prevention.

CLOMA (Japan Clean Ocean Material Alliance)

CLOMA was established in January 2019 to find solutions to the global challenge of marine plastic debris through the sustainable use of plastic products, the development and introduction of alternative materials, and the acceleration of innovation. Mitsui is one of the 31 secretary companies. As of July 2023, 498 companies and organizations have joined CLOMA, including a few of Mitsui's subsidiaries namely, Mitsui & Co. Plastics Ltd., Mitsui Bussan Packaging Co., Ltd., and Vendor Service Co., Ltd.

Mitsui participates in the Dissemination & Promotion Working Group, which shares technological information to make it easier to select the best alternative materials for each application, the Technology Working Group, which holds technological exchanges and technological seminars on the latest development results, and the International Working Group, which collects information through collaboration with international organizations

and research institutions and provides information and technological consulting services in developing countries. Mitsui will continue to take the actions needed to help resolve the problem of marine plastic waste, including working as chair of the Indonesia Cooperation Working Group, which was formed under the supervision of the International Working Group, towards the realization of a sustainable solution model. We are also participating as a member of the Future Design Task Force Team established in 2022 to formulate CLOMA's ideal vision for the future of Japan.

CEFLEX (Circular economy for flexible packaging)

CEFLEX is a European collaborative consortium of companies and associations representing the entire value chain of flexible packaging. CEFLEX is exploring the development of infrastructure systems to collect, sort, and recycle plastic flexible packaging. Mitsui has participated in the consortium since 2018 as one of more than 200 companies that are involved in the plastic packaging materials value chain. Mitsui has been playing active roles in various work groups and will continue to contribute to the realization of a circular economy through its participation in CEFLEX.

Japan Partnership for Circular Economy

As the trends towards a circular economy are accelerating globally, the Japan Partnership for Circular Economy has been established by the Ministry of the Environment, the Ministry of Economy, Trade and Industry, and the Nippon Keidanren Federation, to enhance public-private collaboration and further foster the understanding and support of a wide range of stakeholders, including companies in Japan, for the circular economy. Through this partnership, we will help improve the competitiveness of Japanese companies in the field of the circular economy.

Initiatives

Prevention and Reduction of Air Pollution

- Mitsui & Co. Plastics, one of our subsidiaries, is a distributor for AdBlue®, which breaks down the nitrogen oxides (NOx) contained in exhaust gases from trucks and buses, then converts them into harmless water and nitrogen. The company is building and expanding its nationwide network of logistics locations and infrastructure, to contribute to the detoxification of exhaust gas.
- In the ship trading and ownership business, we are working to reduce atmospheric pollution by promoting the replacement of ships, including increasing orders for vessels with substantially lower sulfur oxides (SOx) and NOx emissions.

Prevention and reduction of Water pollution

At iron ore, copper, metallurgical coal and nickel mines in which we have invested, we ensure proper treatment of water used in mining, monitor and manage water quality in mining and surrounding areas, and minimize wastewater through maximization of recycling.

Prevention and Reduction of Ocean Pollution

Initiatives in Sustainable, Land-based Salmonid Aquaculture Minimizing Ocean Pollution and not Depending on Natural Seawater

The amount of salmonids being consumed globally is growing year on year and it has become one of the three biggest markets for sea surface farmed fish. However, there has been less room for the expansion of sea surface farming. In light of this situation, our subsidiary FRD Japan Co., Ltd., which possesses advanced biofiltration technologies, has developed a proprietary land-based aquaculture system that does not draw sea water from outside, and cultivates trout in a closed water cycle, minimizing impact on ocean environments and realizing the sustainable production of marine products.



FRD Japan commercial plant (in Kisarazu City)

We began operating a pilot plant in Kisarazu City, Chiba Prefecture in 2018, selling farmed trout under the brand name "Okasodachi". Going forward, we started to construct a commercial plant that will produce approximately 3,500 tons per year. Through this project, we will work to minimize ocean pollution and contribute to the production and supply of sustainable marine products.

Joint Project with JICA/Researchers on an HAB (Harmful Algal Bloom) Early Warning System

HABs (Harmful Algal Blooms), including red tides, are caused by abnormal concentrations of phytoplankton in seawater. In recent years, the phenomenon has been attributed to environmental pollution and global warming. A record HAB outbreak occurred in Chile in 2016, causing major damage to salmon farming and fisheries, which are among the country's main industries. Universities and research institutes in Japan and Chile have established a research project in collaboration with government agencies and other organizations in Chile with the aim of developing and operating an HAB early warning system.



A sampling operation near the city of Puerto Montt in southern Chile

Mitsui & Co., which has invested in the salmon farming business in Chile, was also asked to cooperate in this initiative through the Japan International Cooperation Agency (JICA) following a request for assistance from the Chilean government. Our role is to consolidate and extend the results of the project in society. In April 2018, we began to collaborate in the project after concluding an agreement with JICA, which was participating on a technical assistance basis. Since then, we have supported industry-academia collaboration in Japan and Chile toward the development of an HAB monitoring system.

We believe that this project can contribute to the reduction of damage caused by HABs by issuing warnings based on forecasts from this system, and by sharing information about preventive measures with people working in the fisheries industry. We also believe that it can contribute to the reduction of environmental pollution in local environments, and further regional economic development.

Handling of Radioactive Substances - Initiatives to Reduce and Prevent Pollution

As of the end of July 2023, we do not handle nuclear fuel or radioactive waste. If we are to handle these substances in the future, we will ensure that they are entirely for peaceful purposes such as for civilian power generation. We will comply with all relevant laws and regulations in the country concerned. In addition, we will strictly comply with the management standards in the relevant laws and regulations regarding the handling of radioactive substances and the management of exposure risks.

Pollution Prevention

Performance

[Environmental Performance Data: Waste and Paper Consumption](#)

Costs Associated with Related to Waste Recycling

Waste cost at buildings owned by Mitsui & Co. as a non-consolidated entity (Head Office, a part of costs as an emitter): 9 million Japanese Yen (FY Mar/2023)

Policies and Basic Approach

The transition towards a circular economy is accelerating, particularly in Europe, with the viewpoint of efficient use of limited resources, the mitigation of environmental impact, and the reduction of GHG emissions. Mitsui & Co. promotes the recycling of above-ground resources in addition to the development, processing, and sale of raw materials and subterranean resources for various products. We recognize that in the transition to a circular economy both risks and opportunities will influence our businesses. Risks include stricter waste regulations and reduced demand for raw materials. Opportunities include new business chances as we seize upon the needs of our business partners who are conscious of and responding to the circular economy.

Based on "Create an eco-friendly society" which is one aspect of our Materiality, our Environmental Policy stipulates that we will work to improve efficiency in the use of resources and energy and reduce waste, and by pursuing business in the circular economy, we will work to achieve economic growth while reducing our burden on the environment.

We will encourage initiatives in circular economy businesses to achieve firstly, economic growth by creating added value in resource circulation while reducing resource and energy inputs and the amount of waste generated; and secondly, a reduction in the environmental burden.

We are involved in a wide range of goods and services across all value chains, from upstream to downstream. We have been working to resolve issues for each stakeholder in our value chains. We are using the knowledge and global networks that we have developed through our businesses. In all steps of the value chain, we are creating value through material design, and are suggesting alternative products and methods that have low environmental impact and that allow for the effective utilization of by-products and residues produced by the goods that we deliver. We will take up new business opportunities created by the transition to the circular economy and will promote the expansion of existing businesses, which will lead to the strengthening of our earnings base and the enhancement of our corporate value.

[Environmental Policy](#)

Business Models in the Circular Economy

We are engaged in business centered on the growth of both "trading" and "business investments." We use the networks with our customers and partners that we have developed in a wide range of businesses, from upstream to downstream. We suggest resources and raw materials suitable for manufacturers' new designs. We recover used resources and reuse them in other business fields. In this way, we show our unique comprehensive strengths, collect and analyze information, and seize opportunities to create new business models and new businesses in the transition to the circular economy.

Major Risks and Opportunities, and Our Response Strategies

We are expanding a wide range of businesses into many countries and regions, from upstream to downstream. We have analyzed and identified the following risks to our businesses in the transition to a circular economy.

Policy and legal risks	<ul style="list-style-type: none"> • Changes in regulations and taxes related to manufacturing, sales, usage, consumption, and disposal • Increases in waste management costs • GHG emission regulations governing product manufacturing/incineration
Technology risks	<ul style="list-style-type: none"> • Stranded assets such as production equipment in linear business models *
Market and sales risks	<ul style="list-style-type: none"> • Soaring resource prices and volatility due to resource depletion • Supply chain disruption due to resource constraints • Loss of customers due to increased demand for environmentally friendly materials and products • Loss of customers due to a lack of supply capacity to meet the demand for recycled materials • Obsolescence of existing products and weak relationships with customers
Reputational risks	<ul style="list-style-type: none"> • Deterioration of our brand image due to delays in transitioning to a circular economy • Deterioration in ESG investor relations

* Business model based on a linear economy ('take-make-consume-throw away' pattern) in which procurement, production, consumption, and disposal flow in one direction, with mass production, mass consumption, and mass disposal based on disposable products.

In each segment, we assess the internal and external business environment, identify the surrounding risks and opportunities, and formulate strategies for that business.

Segment	Risks	Opportunities	Strategies
Mineral & Metal Resources	<ul style="list-style-type: none"> Change in demand for underground resources 	<ul style="list-style-type: none"> Expansion of metal recycling business Increased demand for battery raw materials due to electrification and the widespread use of EVs 	<ul style="list-style-type: none"> Strengthen the competitiveness of our existing assets Expand our metal recycling business Build a value chain for battery raw materials
Energy	<ul style="list-style-type: none"> Decline in demand for hydrocarbons as raw materials for chemicals, fall in prices 	<ul style="list-style-type: none"> Expanding market for biofuels, hydrogen, ammonia, and other next-generation energy 	<ul style="list-style-type: none"> Promote next-generation fuel businesses (biofuels, hydrogen, ammonia, etc.)
Machinery & Infrastructure	<ul style="list-style-type: none"> Changes in the social environment regarding coal-fired thermal power business Changes in the supply and demand of existing businesses due to the creation of new technologies and new markets Declines in sales of automobiles, railway equipment, aircraft, and industrial machinery, which place a high burden on the environment 	<ul style="list-style-type: none"> Renewable energy power generation business Popularization and normalization of sharing businesses Increased demand for next-generation mobility infrastructure and energy management 	<ul style="list-style-type: none"> Steadily establish and grow businesses, expand existing businesses including continuing initiatives in working vehicles and next-generation mobility, and develop adjacent solution businesses Increase share held in renewable energy to over 30% of Mitsui's total power generating capacity by 2030

Segment	Risks	Opportunities	Strategies
Chemicals	<ul style="list-style-type: none"> Decrease in demand for chemicals derived from hydrocarbons and accompanying changes in industrial structure Constrained supply and demand with raw recycled materials due to increased demand 	<ul style="list-style-type: none"> Expanding demand for carbon management and climate change responses Further development in Oil-to-Chemicals Expanding business opportunities for plastic recycling (recycled PET items, recycled PP, etc.) and biomass materials Growing opportunities to create businesses for environment-friendly materials 	<ul style="list-style-type: none"> Contribute to plastic recycling ,biomass materials and other aspects of the circular economy Step up efforts toward the realization of a decarbonized society
Iron & Steel Products	<ul style="list-style-type: none"> Industry restructuring and changes in distribution structure against the backdrop of a decrease in production in Japan Impact of high geopolitical risk on product trade flow 	<ul style="list-style-type: none"> Structural changes in the supply chain due to decarbonization, acceleration of the circular economy, and high demand for longer-term infrastructure Expanding needs in the mobility field for lighter and stronger materials Needs for steel product distribution reform through DX 	<ul style="list-style-type: none"> Work for life prolongation of electric furnace business and infrastructure under the theme of a decarbonizing and recycling-oriented society Expand business bases internationally, including Japan, in the electric furnace business, promotion of greening Promote overseas infrastructure maintenance business through SHO-BOND & MIT Infrastructure Maintenance Corp., a joint venture between our Company and SHO-BOND Holdings Co., Ltd. Promote inspection and maintenance business for offshore wind power generation facilities in Japan through our subsidiary Horizon Ocean Management, Ltd. a joint venture with Hokutaku Co., LTD.

Segment	Risks	Opportunities	Strategies
Lifestyle	<ul style="list-style-type: none"> Response to a rapid increase in demand for environmentally friendly materials and recycled materials Rising waste costs Increased consumer awareness of product disposal 	<ul style="list-style-type: none"> Growing needs for products having a low environmental impact Expanding demand for recycled materials for containers and packaging/products Expanding opportunities to provide customers with high precision demand prediction functions that lead to production and distribution volumes optimized by region and store, and waste-loss reduction Expanding business opportunities following the shift in consumer thinking from volume-oriented to outcome-oriented 	<ul style="list-style-type: none"> Use digital functions such as AI and robotics to enhance and sharpen demand forecasting and logistics functions, and strengthen distribution infrastructure Collaborate with suppliers, manufacturers, and customers, to procure materials that have a small environmental impact, procure packaging materials, and increase the number of developments Verify the effective use of by-products, and build business through proposals for the use of by-products to existing and new customers. Enhance our ability to develop and procure materials and packaging materials that have a low environmental impact. Reduce waste generated in the value chain, reuse by-products, and develop sales channels for by-products
Innovation & Corporate Development	<ul style="list-style-type: none"> No particular risks 	<ul style="list-style-type: none"> Expanding business opportunities for sharing/service-providing businesses ICT solution businesses that contribute to greater energy efficiency 	<ul style="list-style-type: none"> Create new businesses utilizing new technologies and business models

Goals and Targets

Segment Goals

We aim to create new businesses, while analyzing the risks and opportunities associated with the transition to a circular economy in each segment.

Segments	Goals	Progress
Mineral & Metal Resources	<ul style="list-style-type: none"> In addition to enhancing our underground resource business, combine the surface resources (recycling) business with a view to sustainability and a recycling-oriented society, to achieve both economic efficiency and business sustainability 	<ul style="list-style-type: none"> Progress in recycling, setting up value chains for battery raw materials, and supplying low-carbon materials, etc.
Energy	<ul style="list-style-type: none"> Expand and accelerate our efforts in the energy solution field. To serve as the driving force for the creation of next-generation businesses in this field, formulate and implement strategies and demonstrate our comprehensive strength by integrating business operations 	<ul style="list-style-type: none"> Our Energy Solutions Business Unit is up and running and is speeding up next-generation energy business initiatives such as distributed RE power sources, biofuels, hydrogen/fuel ammonia, and mobility electrification
Machinery & Infrastructure	<ul style="list-style-type: none"> Group management practice, enhance EV/FCV, incorporate growth in the MaaS field, expand the platform to capture the growth in Asia Expand sales and leasing system through global network partners Reuse used machines to extend the service life of plant and equipment 	<ul style="list-style-type: none"> We have made progress in new initiatives such as the platform-type infrastructure business, next-generation mobility, space, environment/DX business, etc. We are engaged in the sales and leasing business in Chile, Peru, Brazil, The Philippines, etc. (where demand for passenger and transportation vehicles has increased with economic growth) We have been promoting conversion of passenger aircraft to air freighters and their reuse

Circular Economy

Segments	Goals	Progress
Chemicals	<ul style="list-style-type: none"> Develop and recycle environmentally friendly materials and products, and create and enhance recycling and other resource cycle-oriented businesses 	<ul style="list-style-type: none"> We are promoting various businesses to help achieve a circular economy We are participating in CLOMA (Japan Clean Ocean Material Alliance) to help solve problems of plastic waste in oceans We are promoting the development and business of low environmental impact materials and products with partner companies in the fields of plastics, biochemicals, and paper
Iron & Steel Products	<ul style="list-style-type: none"> Build a value chain that contributes to a decarbonized society and circular economy With a view towards electrification, promote supply, processing and parts production, business related to next-generation energy transition, and distribution DX 	<ul style="list-style-type: none"> We are enhancing our IMR (Inspection, Maintenance, and Repair) businesses as we head towards the realization of a circular economy. Through a joint venture (SHO-BOND & MIT Infrastructure Maintenance (SB&M)) between our Company and SHO-BOND Holdings, we are engaged in a maintenance business via CPAC SB&M Lifetime Solution Co., Ltd. (CPAC SB&M), a joint venture established with Thailand's leading materials conglomerate Siam Cement Group (SCG) Through our subsidiary Horizon Ocean Management, Ltd., we operate an inspection and maintenance business for offshore wind power generation facilities in Japan

Segments	Goals	Progress
Lifestyle	<ul style="list-style-type: none"> Utilize information obtained through our digital functions from each consumer contact point and from across the value chain, to create products and services that consumers want, deliver them through the optimal distribution network, and create affluent and healthy lives through our businesses Promote the development of a circular system for adding value to the by-products of our food value chain and expanding sales channels by cultivating demand Increase the development, procurement, and handling of materials and packaging materials in our business that have a low environmental impact, and promote the reduction of the environmental impact in our business 	<ul style="list-style-type: none"> In our distribution business, we are grasping consumer needs using digital functions, enhancing manufacturing functions and are capturing growth in the EC market Applications for the utilization of multiple by-products are in development at our Food Business Unit's development center (Space T), which has product development capabilities We are improving functionality and efficiency by consolidating our domestic intermediary distribution subsidiaries of foods and daily necessities, and are also strengthening and streamlining our manufacturing and sales functions by integrating the core operating companies in our fashion and textile businesses, to strengthen planning, manufacturing, and sales functions and increase efficiency, leading to the realization of a circular economy We set up a circulating system that effectively uses by-products generated during the production of agricultural and livestock products Initiatives: Lifestyle segment We are providing customers with thin-walled, lightweight, and simplified (top-sealing, etc.) food containers and packaging materials (reducing packaging usage) We are using biomass film, biomass ink, aluminum-free paper cartons, thinner wood, recycled film, and forest-certified paper

Segments	Goals	Progress
Innovation & Corporate Development	<ul style="list-style-type: none"> Further strengthen the earnings base of our core affiliated companies in Japan. Create circular economy businesses using new technologies and business models, and co-create with other Business Units and external partners 	<ul style="list-style-type: none"> Our subsidiary MKI (Mitsui Knowledge Industry) has a cloud-based energy-saving management service "GeM2" that supports both energy-saving measures and comfort maintenance. MKI also provides a cloud-based remote monitoring service that supports the stable operation of solar power generation facilities Our affiliate Air as a Service, Ltd. (Aaas) provides services that optimize the air-conditioning environment and maximize energy-saving effects by remotely monitoring and controlling commercial air-conditioning and ventilation systems

Sustainability Governance and Oversight

Sustainability Committee

The Sustainability Committee works under the Corporate Management Committee to plan, formulate and provide recommendations on basic management policies, business activities, and corporate policies and strategies related to the circular economy.

The Sustainability Committee is structured so that its activities are appropriately supervised by the Board of Directors, and matters discussed by the Sustainability Committee are regularly discussed and reported to the Corporate Management Committee and the Board of Directors.

Officer in Charge	Makoto Sato (Representative Director, Senior Executive Managing Officer, Chief Strategy Officer (CSO), Chairperson of the Sustainability Committee)
Administrative Office	Corporate Sustainability Div., Corporate Planning & Strategy Div.

Please refer to the links below for more information on Mitsui's Sustainability Management Framework and the activities of the Sustainability Committee.

[Our Approach to Sustainability: Sustainability Governance and Oversight](#)

[Our Approach to Sustainability: Sustainability Committee](#)

Business Unit Structure

Organizations and task forces related to the circular economy have been set up in several Business Units. The organizations, task forces, etc., analyze the external environment and examine business opportunities at each Business Unit and report the results of their analyses and the details of their considerations to the head of each Business Unit and the management members.

Basic Materials Business Unit	Launched a Circular Economy (CE) task force in October 2018 and formed the Circular Economy Promotion Team (CET) in April 2020 under the direct control of the Business Unit's COO and began providing CE hub functions within the Business Unit and working on specific CE projects. Together with specific progress in initiatives, a separate, independent plastic resources recycling team was launched in April 2023 with 1 full-time and 1 part-time member, and the organizational structure of the CET is being reconfigured with a total of 1 full-time and 4 part-time members. The CET is involved in the creation and promotion of new circular economy-related business within the Business Unit, promoting and supporting cross-Unit initiatives, the dissemination of related information, etc.
Performance Materials Business Unit	In June 2021 the Circular Economy Promotion Team (CET) was set up under the direct control of the Unit's general manager (with 4 full-time and 6 part-time members). The CET is involved in the creation and promotion of new circular economy-related business within the Business Unit, promoting and supporting cross-Unit and cross-division initiatives, the dissemination of related information, etc.
Iron & Steel Products Business Unit	In August 2022 the Green Steel Initiative Dept. (formerly the Green Steel Initiative Team) was set up under the Innovative business Development Div. Together with the coordinators in each division and at the Unit's overseas offices, the Dept. will formulate the Business Unit's strategy and actions for addressing climate change and decarbonization and create new business involving the circular economy, as well as green procurement, hydrogen and CCUS, electrification.

Collaborating with Stakeholders

Participation in Initiatives

We are promoting and expanding our efforts for the circular economy through participation in initiatives. Our participation in each initiative is decided after confirming that it is consistent with our basic policy on the circular economy.

CLOMA (Japan Clean Ocean Material Alliance)

CLOMA was established in January 2019 to find solutions to the global challenge of marine plastic debris through the sustainable use of plastic products, the development and introduction of alternative materials, and the acceleration of innovation. Mitsui is one of the 31 secretary companies. As of July 2023, 498 companies and organizations have joined CLOMA, including a few of Mitsui's subsidiaries namely, Mitsui & Co. Plastics Ltd., Mitsui Bussan Packaging Co., Ltd., and Vendor Service Co., Ltd.

Mitsui participates in the Dissemination & Promotion Working Group, which shares technological information to make it easier to select the best alternative materials for each application, the Technology Working Group, which holds technological exchanges and technological seminars on the latest development results, and the International Working Group, which collects information through collaboration with international organizations and research institutions and provides information and technological consulting services in developing countries. Mitsui will continue to take the actions needed to help resolve the problem of marine plastic waste, including working as chair of the Indonesia Cooperation Working Group, which was formed under the supervision of the International Working Group, towards the realization of a sustainable solution model. We are also participating as a member of the Future Design Task Force Team established in 2022 to formulate CLOMA's ideal vision for the future of Japan.

CEFLEX (Circular economy for flexible packaging)

CEFLEX is a European collaborative consortium of companies and associations representing the entire value chain of flexible packaging. CEFLEX is exploring the development of infrastructure systems to collect, sort, and recycle plastic flexible packaging. Mitsui has participated in the consortium since 2018 as one of more than 200 companies that are involved in the plastic packaging materials value chain. Mitsui has been playing active roles in various work groups and will continue to contribute to the realization of a circular economy through its participation in CEFLEX.

Japan Partnership for Circular Economy

As the trends towards a circular economy are accelerating globally, the Japan Partnership for Circular Economy has been established by the Ministry of the Environment, the Ministry of Economy, Trade and Industry, and the Nippon Keidanren Federation, to enhance public-private collaboration and further foster the understanding and support of a wide range of stakeholders, including companies in Japan, for the circular economy. Through this partnership, we will help improve the competitiveness of Japanese companies in the field of the circular economy.

Collaborating with NGOs/NPOs through Environmental Funds

A Project to Reduce Levels of Marine Waste by Studying the Urban Arakawa River

At the annual general meeting of the World Economic Forum (WEF) held in January 2016 (Davos 2016) it was announced that by 2050, the amount of plastic waste floating in the ocean will exceed the amount of fish unless each country introduces a strict recycling policy. At present, some 12 million tons of plastic waste are dumped into the oceans each year. That amount is calculated to be equivalent to one garbage truck dumping its contents into the ocean every 10 to 30 seconds. Furthermore, this amount of plastic debris is forecast to double by 2030 and to double again by the 2050s.

Researchers say that more than 60% of marine debris is derived from municipal waste that flows to the sea via rivers. Marine debris generated by Japan is estimated to be 20 to 60 thousand tons annually, based on data sources from overseas. Hardly any studies have been made in Japan on how much municipal (river) waste is created per person.

We are involved in activities to reduce the sources of marine debris. Through our support for the NPO Arakawa River Clean-aid Forum, a survey of the garbage flowing from riverside towns into the river at one of the Arakawa River tributaries (enclosed) is being conducted. The aim is to gain an understanding of the per-capita amount of garbage generated, and also investigate the amount of river waste generated by riverside inhabitants, which has hardly been studied at all to date.

Creation of a Sharing Society Based on the Circulation of Used Soap

Happy Steps is an NPO organization set up after its founder, Reiko Arai, realized the value of soap from her experiences with people in emerging countries suffering from skin diseases due to a lack of access to soap to wash themselves. All the core members of Happy Steps are women and they shine the spotlight on the value of second-hand things like used bicycles, vinyl umbrellas, and other items that are "such a waste to throw away." The NPO strives to reuse these items and create jobs in the process. In support of this philosophy, we are involved with reducing the amount of soap waste that was previously dumped as industrial waste, by providing subsidies to Happy Steps. As a specific example, every year 280 tons of used soap from hotel rooms plus waste soap generated in soap manufacturing is re-processed at welfare workshops and then reused by donating it to child welfare facilities and the poor in developing countries. To this end, we aim to contribute to environmental conservation and raise awareness in society as a whole by building recycling systems in collaboration with hotels and manufacturers.

Collaborating with Local Organizations through Environmental Funds

A Community Waste Management Improvement Project for Waste Pickers (Waste Collectors) in Khulna, Bangladesh

The Japan Environmental Education Forum (JEEF) is an NGO that helps to develop and train people who will be responsible for the creation of a sustainable society, through environmental education that emphasizes practical experience and dialogue. We are aiming to build a model case to improve waste management in the community through the collaboration of local government, waste pickers, and the residents of Khulna. Through our support for JEEF, consideration is being given to the role that waste pickers (waste collectors) play in waste management in Khulna city in Bangladesh. This is achieved by raising social awareness of waste pickers, actively involving residents (including the pickers) in waste management, promoting environmental education about waste management within the local region, and through projects to demonstrate the value of the waste that the waste pickers collect.

Initiatives

Initiatives by Segment

Mineral & Metal Resources

We are actively promoting recycling to meet the needs of a recycling-oriented society. Our subsidiary Mitsui Bussan Metals Co. will expand its recycling business by promoting the recycling of various non-ferrous scrap such as aluminum, copper, titanium, and waste printed circuit boards contained in electrical appliances, as well as enhancing its secondary aluminum alloy business.

Sims Limited, our investee and a recycler, recycles metals and processes municipal waste from New York City. Sims is working on a power generation business utilizing methane gas generated from landfills. Our affiliated company Kyoei Recycling Co. uses automobile crusher dust as feedstock for a gasification melting furnace, to produce gas for use as fuel at the nearby Kyoei Steel Yamaguchi Division works. It sells the co-generated hot slag to smelters.

Energy

Tomakomai Biomass Power Generation Co., Ltd., which was established jointly by Mitsui & Co., Iwakura Corporation, Sumitomo Forestry Co., Ltd., and Hokkaido Gas Co., Ltd., mainly uses unused wood thinned from forests in Hokkaido to create woodchips to be used as fuel for power generation. The company transmits electricity in Hokkaido 24 hours a day. The source of the wood is the material that is periodically thinned from forests, to enable the remaining trees to grow healthily. Until now, the forestry industry has had little use for this thinned material and it has simply been dumped in the forest. By operating a circular power generation business that makes effective use of this waste material, not only is the CO₂-absorbing capacity of the forests enhanced, but we are also contributing to local communities by revitalizing forestry in Hokkaido and helping to improve the conservation function of the living environment.



Tomakomai Biomass Power Plant



Machinery & Infrastructure

As in developed countries, we expect the transition from "ownership" to "use" will accelerate in Central and South America. We are an investor in Inversiones Mitta SpA, which owns Autorentas del Pacifico SpA, Chile's largest fleet management operating and car rental company. Leveraging Mitta's vehicle operating lease (BtoB), which has a large market share in the Chilean mining and energy industries, and its long-running local car rental business (BtoC), we are striving to promote the leasing, rental, and sharing service businesses and are working to expand the value chain on the consumer side.

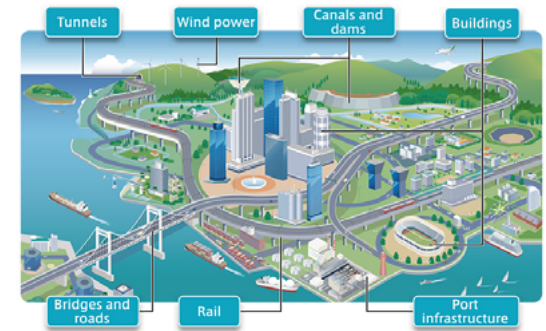
Chemicals

Circular Pet, Co. Ltd. ("CPET"), a joint venture established by our Basic Materials Business Unit, together with Veolia Japan K.K. and Seven & i Holdings Co., Ltd., is building a new PET bottle recycling plant (recycled PET resin production capacity: approx. 25,000 tons per year) in Tsuyama City, Okayama Prefecture, that is scheduled to begin operation in spring 2024. CPET produces and sells 100% recycled PET from used PET bottles in Japan. Thanks to Veolia's technology and operational know-how, even relatively low-grade used PET bottles with caps and labels can be processed 100% without mixing with clean used PET bottles without caps and labels, making CPET the only company capable of producing recycled PET that can be used for beverage applications, which is a key feature of CPET. Starting with this project and initiative, we will contribute to the establishment of a circular economy by investigating and promoting similar projects to help solve waste plastic problems in Japan and overseas.

Furthermore, the Performance Materials Business Unit has established a recycling value chain at its subsidiary Mitsui Bussan Packaging Co., Ltd., from the collection of recovered paper to the sale of recycled paper and the sale of packaging materials made from recycled paper, such as corrugated cardboard. The reuse of recovered paper reduces the use of new wood resources. Recovered paper has long been recycled, but as the volume of recovered paper is decreasing, attention has shifted to the recycling of difficult-to-process recovered paper, such as waterproof paper and thermal paper, which is currently disposed of by incineration. Due to the great need for collecting difficult-to-process recovered paper, Mitsui Bussan Packaging is working to verify the recycling of such paper back into raw materials.

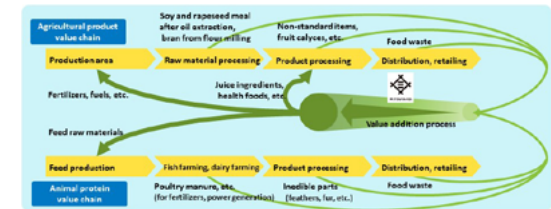
Iron & Steel Products

SHO-BOND & MIT Infrastructure Maintenance Corp. ("SB&M") which was established through a joint investment between Mitsui and SHO-BOND Holdings ("SHO-BOND") has established CPAC SB&M Lifetime Solution Co., Ltd. joint-venture company with partner The Concrete Products and Aggregate Co., Ltd ("CPAC") (a core company of the building materials business of Siam Cement Group ("SCG")). The objective is to develop a maintenance business for infrastructure structures in Southeast Asia. (Investment ratio: CPAC 51%, SB&M 49%) SB&M will utilize Thailand's leading conglomerate SCG's business base, Mitsui's global network, and SHO-BOND's knowledge and technical skills for preventive maintenance to preserve and lengthen the service life of infrastructure, with the goal of responding to infrastructure maintenance needs in Southeast Asia, with Thailand as a hub.



Lifestyle

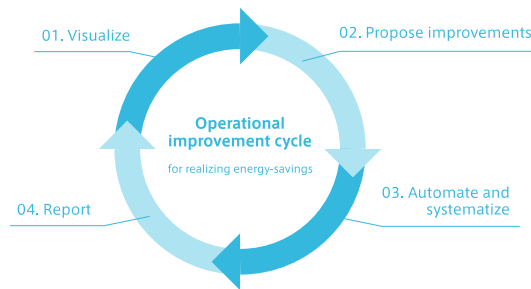
Our Food Business Unit is setting up a circulating system through the establishment of an agricultural product value chain and animal protein value chain that effectively use by-products generated during the production of agricultural and livestock products. To give some specific examples, the circulating system use by-products from soybeans, rapeseed, wheat, sesame, and corn, along with livestock by-products and fisheries residue, as livestock and fisheries feed. Cut strawberries with their leafy calyxes are squeezed to make juice. Tea leaf residue is used as a raw material for compost. Sugar cane fiber is used as fuel for power generation, and waste cooking oil are reused as livestock and fisheries feed and aviation fuel. Excess sludge generated by wastewater treatment will be dried and used as boiler fuel. Activities such as these are promoting the expansion of sales channels for by-products.



Cyclical Systems for the Effective Utilization of By-products

Innovation & Corporate Development

Our subsidiary MKI (Mitsui Knowledge Industry) has a cloud-based energy-saving management service "GeM2" that supports both energy-saving measures and comfort maintenance, for clients that own multiple facilities such as movie theaters, supermarkets, and fitness gyms. Temperature and humidity data from each facility are gathered and sent to a data center to optimally manage the air conditioning (gas or electric) and fans.



In addition to the start/stop management of conventional demand controllers, the system's precise control of temperature and operating mode achieved a significant energy saving while maintaining comfort. MKI also offers a solar panel generation monitoring service that remotely monitors from the cloud. Even though solar power facilities are described as being "maintenance-free," there are many maintenance issues that include panel damage, dirt and other surface fouling, equipment failure, and aging deterioration. Systems that can quickly become aware of such issues need to be considered, and we are taking initiatives to respond to these needs. We are developing a subscription-based service that provides users with comfortable air-conditioned spaces for a fixed monthly fee through Air As A Service Co., Ltd. ("AaaS"), a company that we established with Daikin Airtechnology and Engineering Co., Ltd. AaaS installs and owns air conditioning equipment on behalf of the facility owner and provides optimal operation management for each facility by utilizing an IoT system which remotely monitors the operating status of each air conditioner 24 hours a day, 365 days a year and by analyzing the operational data of the air conditioning equipment. By visualizing the operating status of equipment and eliminating waste, energy consumption and related costs can be reduced by approximately 20% compared with before the service was introduced. Moreover, by understanding the operating duration and load, and performing appropriate preventive maintenance, the service life of the equipment can be extended. We will continue to support the improvement of energy efficiency in buildings, factories, and other facilities through AaaS. AaaS received an Energy Conservation Center Chairman's Prize in the Products and Business Model category at the Energy Conservation Awards 2020 sponsored by the Energy Conservation Center, Japan.

Policies and Basic Approach

Under our Environmental Policy, we have stipulated that we will assess the environmental impact of our business activities and work to conserve biodiversity. In our Medium-Term Management Plan 2026, we have committed to contributing to the achievement of Nature Positive through business.

Our business activities are dependent on ecosystem services, which are generated through connections between a diverse range of living beings. Accordingly, we aim to minimize our impact on the environment by conserving biodiversity both through our business activities and through our efforts in other areas, such as social contribution activities. Specifically, in our business activities, we will work to ensure the sustainable use of natural resources, such as forest and ocean (fisheries) resources, and prevent any environmental impact on areas adjacent to our operational sites. We will also identify business areas with relatively high impact on biodiversity and will promote actions to conserve biodiversity. In addition, we are working to conserve biodiversity through initiatives such as Mitsui's Forests and the Mitsui & Co. Environment Fund.

[Environmental Policy](#)

[Mitsui's Forests: Forest Management Approach](#)

Goals and Targets

Sustainable Use of Commodities that are Crucial to Biodiversity

- Aim to procure natural rubber, palm oil, timber and paper products that have zero connection to deforestation.
- Increase the ratio of sustainable certified palm oil procurement, including RSPO-certified, to 100% by 2030.

Conserving Biodiversity

- Maintain and manage Mitsui's Forests that have been designated as Biodiversity Conservation Forests (approximately 10% of our company-owned forests), and other specified areas, by carrying out regular ecosystem monitoring with an awareness of the need to conserve biodiversity.
- Contribute to reforestation and the protection of endangered species by providing support through the Mitsui & Co. Environment Fund for activities and research linked to the conservation and use of ecoservices and procurement that enables ecosystems and humans to coexist.
- Contribute to the creation of national and international frameworks for biodiversity conservation through our proactive participation in social initiatives to conserve biodiversity, such as the TNFD Forum and the 30by30 Alliance.

Sustainability Governance and Oversight

Sustainability Committee

The Sustainability Committee works under the Corporate Management Committee to plan, formulate and provide proposals on basic management policies, business activities, and corporate policies and strategies related to biodiversity.

The Sustainability Committee is structured so that its activities are appropriately supervised by the Board of Directors, and matters discussed by the Sustainability Committee are regularly discussed and reported to the Corporate Management Committee and the Board of Directors.

Officer in Charge	Makoto Sato (Representative Director, Senior Executive Managing Officer, Chief Strategy Officer (CSO), Chairperson of the Sustainability Committee)
Administrative Office	Corporate Sustainability Div., Corporate Planning & Strategy Div.

Please refer to the links below for more information on Mitsui's Sustainability Management Framework and the activities of the Sustainability Committee.

[Our Approach to Sustainability: Sustainability Governance and Oversight](#)

[Our Approach to Sustainability: Sustainability Committee](#)

Structure for Conserving and Monitoring Biodiversity in Mitsui's Forests

Areas of Mitsui's Forests that have a high significance from a biodiversity perspective (about 10% of the total area) have been designated as Biodiversity Conservation Forests and these have been classified into various categories to facilitate management that conserves biodiversity. Each forestry office monitors local ecosystems by setting up core surveying plots in three different locations in accordance with the size of the forest and its situation in regard to habitats of rare species. Surveys are carried out once per year (or once every five years for accumulation surveys) and include land surface surveys (vegetation, rare species), surveys of forest conditions (plant species, number of trees, animal damage, etc.), and accumulation surveys (diameters at chest height, tree height, amount of growth). If a rare species is discovered, particularly rare vegetation, we take steps such as marking the relevant area and ensuring it is excluded from forestry operations. Also, we recognize the possibility that forestry operations can have an environmental impact on a broad area around the forest so when carrying out forestry operations at Mitsui's Forests, such as regeneration felling, thinning, and establishing roads, we always carry out a site survey beforehand based on a checklist of over 20 items, including soil conditions, surface vegetation, forest conditions, and the situation regarding the surrounding area. We then revise the forestry operation plan based on the results of this survey and if necessary, change or cancel the plan. Within three months of carrying out work, we make sure to carry out a follow-up survey to confirm that the forestry operations were carried out properly with the aim of minimizing environmental impact and conserving biodiversity. In June 2023 at Tashiro Forest, we carried out a patrol during a festival wishing for a safe mountaineering season. We will continue to monitor the area closely, as large-scale slips that have been occurring in an area managed by the Ministry of the Environment, adjacent to our holding area, have now spread closer to important alpine wetland.

ESG Risk Management

In conducting business, we have put in place a group-wide system for ensuring that utmost consideration is given to the environment and society in projects at all stages, including at the launch of a new business, during operations, and even during the exit stage. For investment projects considered to be high risk in regard to biodiversity (such as food, underground resource development, and infrastructure development projects), we carry out ESG risk assessments that put a particular focus on biodiversity and then implement improvement plans if necessary.

Environmental Management: [Environmental Management System](#)
[ESG Risk Management](#)

Mitsui & Co. Environment Fund Initiatives

We support various activities and research initiatives that contribute to solving global environmental issues with the aim of realizing a sustainable society in which the economy and environment are in harmony. Since 2005, we have supported a wide range of projects that contribute to solutions to worldwide environmental issues and the building of a sustainable society through the Mitsui & Co. Environment Fund. For more details about the fund, please use the following link.

[Mitsui & Co. Environment Fund: About the Mitsui & Co. Environment Fund](#)

Collaborating with Stakeholders

Participation in Initiatives

We are promoting and expanding our efforts to address biodiversity through participation in initiatives. Participation in each initiative is decided after confirming that it is consistent with our basic policy and initiatives for biodiversity.

TNFD Forum (Taskforce on Nature-related Financial Disclosures)

The Taskforce on Nature-related Financial Disclosures (TNFD) was launched in June 2021 by the United Nations (UNEPFI/ UNDP) and other international NGOs. It calls for companies to disclose both their impact and dependence on nature in accordance with a framework similar to that of the TCFD. Many companies, public institutions, and financial institutions, mainly in Europe and the U.S., have expressed their support for the TNFD and are working to establish international standards for the disclosure of information on natural capital.

The TNFD Forum is positioned as a group of stakeholders who support the TNFD discussions. As a member company of the TNFD Forum, we contribute to the conservation of biodiversity through participation in discussions on the establishment of the TNFD framework.

30by30 Alliance

30by30 is an international target related to natural capital that aims to conserve or protect 30% of the world's land and sea areas by 2030, and is positioned as one of the key measures in the Kunming-Montreal Global Biodiversity Framework adopted in December 2022.

The 30by30 Alliance is an initiative by private companies, local governments, and organizations, with the Ministry of the Environment serving as the secretariat and the Keidanren Committee on Nature Conservation and other organizations as the proposers (organizers). Mitsui joined the 30by30 Alliance in March 2022, and will continue to contribute to biodiversity conservation through participation in discussions on system design and other matters. We participated in the Ministry of the Environment's 2022 trial process for the certification of Natural Symbiosis Sites (areas where biodiversity is being preserved), submitting Kiyotaki Forest in Kyoto, one of our company-owned forests, for certification. The forest was recognized for its consideration of biodiversity conservation from the perspective of preserving Kyoto's culture and directing operations towards natural forests, and was awarded the equivalent of a "Natural Symbiosis Site" certification. Through such tangible initiatives, we will continue to contribute to the 30by30 initiative.

RSPO (Roundtable on Sustainable Palm Oil)

The Roundtable on Sustainable Palm Oil (RSPO) is a non-profit organization established to promote the sustainable production and utilization of palm oil through the conservation of tropical rain forests and biodiversity. Palm oil production has been linked to the destruction of tropical forests through the development of oil palm plantations, as well as human rights issues. As a business that handles palm oil, Mitsui agrees with the RSPO's philosophy of contributing to sustainability through industry. Since joining the organization as an ordinary member in 2008, we have been collaborating on business-based sustainable procurement initiatives that take into account the conservation of tropical forests and biodiversity, respect for the rights of indigenous and local peoples, and other considerations. A sustainability-focused procurement code, including specific standards for palm oil, has been formulated for the 2021 Olympic and Paralympic Games in Tokyo. In connection with this, Mitsui representatives as members of an oil and fat industry association verified progress on and promoted initiatives related to the RSPO and activities under the Malaysia Sustainable Palm Oil (MSPO) and Indonesia Sustainable Palm Oil (ISPO) systems.

Forest Stewardship Council® (FSC®)

The Forest Stewardship Council® (FSC®) is an international non-profit organization that promotes management of the world's forests in a way that is environmentally appropriate, economically viable, and socially beneficial, including with regard to respect for human rights. Mitsui has obtained FSC® forest management (FM) certification (FSC®-C057355) at 74 of its forests, which in total approximately 44,000 hectares, while Mitsui Bussan Forest Co., Ltd., a Mitsui subsidiary, has obtained Chain of Custody (CoC) certification for the processing and distribution of cut lumber (FSC®-C031328). As one of the top private-sector suppliers in terms of volume of FSC®-certified Japanese-grown lumber, Mitsui is helping to promote FSC® in Japan and to discuss and draft the Japanese version of principles, standards, and risk assessments. Mitsui has obtained FSC® certification for its forest resources business as well, and promotes responsible management of forest resources.

Keidanren Committee on Nature Conservation

The Keidanren Committee on Nature Conservation was established in 1992, under the Keidanren Global Environment Charter, which promotes exchanges between corporations and NGOs, and raises awareness among corporations of nature conservation and biodiversity.

Mitsui has been a member since its establishment, and we support the Keidanren's Declaration of Biodiversity and its accompanying Action Policy. We have participated in the Keidanren Initiative for Biodiversity Conservation and the Business for GBF Project in collaboration with the Ministry of the Environment, and will further promote initiatives for biodiversity and nature conservation under the Kunming-Montreal Global Biodiversity Framework adopted at the 15th meeting of the Conference of the Parties to the Convention on Biological Diversity (CBD COP 15).

[Keidanren Initiative for Biodiversity Conservation](#)
[Business for GBF Project](#)

CDP (Forests)

Since 2016, we have responded to the questionnaire on timber from CDP Forests, a global disclosure program for corporate information related to forest risks. Based on our response to the questionnaire carried out in 2022, we received the score "B" in relation to Forests (timber).

Collaborating with NGOs

Conserving the Prey Lang Forest in Cambodia (REDD+*)

Prey Lang, located in the northeast of Cambodia along the west bank of the Mekong River, is the largest tropical lowland evergreen forest in Indochina. It is inhabited by many wild animals, including endangered species, and is also an important source of water for Cambodia. However, illegal logging, along with reclamation of land for farming by local communities, has resulted in progressive deforestation, loss of wildlife habitats, and an increase in GHG emissions that would normally be accumulated in the forests. In partnership with Conservation International, an international NGO, Mitsui has been using the REDD+ mechanism established



Tropical lowland evergreen forest in Prey Lang
©JEREMY HOLDEN

under the Paris Agreement in cooperation with the Cambodian Ministry of Environment to reinforce forest patrols to prevent illegal logging in the Prey Lang Forest. Moreover, Mitsui has been engaging in dialogue with local communities to provide support for activities, such as instruction for and promotion of organic farming and rice farming as alternative sources of livelihood that do not rely on logging, with the aim of contributing to forest and biodiversity conservation.

* REDD+ (Reducing Emissions from Deforestation and forest Degradation, and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries): A scheme which provides economic incentives such as carbon credits through the mitigation of deforestation and degradation of forests in developing countries.

Collaborating with Local Governments

Project to Restore Endangered Sumatran Tiger Populations in Indonesia

Bukit Barisan Selatan National Park (BBS National Park) is a UNESCO Natural World Heritage site on the island of Sumatra, Indonesia and it is an important natural habitat for several endangered large mammals, including Sumatran rhinoceroses, Sumatran elephants, and Sumatran tigers. However, many encounters and collisions between residents and Sumatran tigers have been reported and this threat to the livelihoods and safety of residents has led to the killing of tigers, which has become a factor in declining tiger populations. Through a Mitsui & Co. Environment Fund project, we subsidized activities by the World Wide Fund for Nature Japan (WWF Japan) to carry out habitat surveys and camera trap investigations in collaboration with the local government, the national park authorities, and residents of five local villages in order to decrease damage from encounters (all damage, including damage to tigers, damage to people, and damage to agriculture and livestock). The results

of these surveys provided information about Sumatran tiger habitats, and has been used as the basis for land usage planning that supports the formation of a community in which local residents and tigers can coexist, while also contributing to a recovery in the tiger population. Currently we are working with the provincial and local governments on activities for monitoring the implementation of land usage plans.

Initiatives

Land (Forests and Soil)

Initiatives in the Forest Resource Business

Along with business partners, Mitsui is engaged in the plantation business in Australia and Chile (approximately 9,000 hectares in total as of March 31, 2023), with the aim of ensuring the stable supply of wood chips, the raw material for paper. The business manages forest resources responsibly, including carrying out measures in consideration of biodiversity protection, and has acquired international forest certification from organizations such as FSC®. In addition, in our plantation business, we are promoting the generation of emission credits through conversion to tree species that are expected to increase the GHG (greenhouse gas) reduction effect.

New Forests Pty Ltd. is one of the largest forest asset management companies in the world, with over AU\$10 billion in forest assets under management. New Forests' vision is to provide long-term and stable investment returns to investors and realize a sustainable future by investing and managing forest resources in harmony with the circular economy and local communities. We will work with New Forests to expand our efforts towards the sustainable development of society.

[Mitsui & Co. \(Australia\) Ltd. : Group Companies \(Mitsui Bussan Woodchip Oceania\)](#)

Initiatives to Generate and Sell Carbon Credits Through Regeneration of Vegetation in Native Forests

We are an investor in Climate Friendly Pty Ltd ("Climate Friendly"), a company that generates and sells carbon credits through the regeneration of native vegetation on farms in Australia. Climate Friendly is involved in GHG reduction projects through native forest restoration (land use) in Australia.

Climate Friendly is one of the largest carbon farming project services-providers in Australia. It had already achieved 20 million tons of GHG reduction by 2020, and is aiming to achieve a 100 million ton cumulative GHG reduction by 2025. The projects supported by Climate Friendly to restore and regenerate native forests are expected to play an important role in achieving the Australian government's GHG reduction target, by absorbing and sequestering CO₂ from the atmosphere, and also improving soil quality and preserving ecosystems and biodiversity.

Demand for emission reduction credits from the private sector has been growing, and is expected to continue to grow steadily. Australia is one of the most important countries for Mitsui's business, and we will proactively work to reduce the GHG footprint of our group companies.



Climate Friendly carbon farming project site

Mitsui's Forests Operational and Management Initiatives

We have acquired international forest certification for Mitsui's forests and the company that manages them. Forest certification comprises forest management certification, which is third-party certification awarded to forests that are being managed appropriately, and chain of custody (CoC) certification, which certifies that timber from certified forests is being handled appropriately all the way through to finished products. Mitsui Bussan Forest Co., Ltd., which manages Mitsui's Forests, engages in sustainable forest management through the formulation and implementation of management plans based on international standards. Logs and other products from these forests are also handled by Mitsui Bussan Forest, which has acquired CoC certification, creating a chain of forest certification. Mitsui Bussan Forest uses a unique "zoning" management method in which areas are divided into categories based on various characteristics, such as topography and tree species, and then managed according to these categories. Categories include "Harvest-oriented Sustainable Forests," "Naturally Regenerated Forests," and "Biodiversity Conservation Forests" and each type of forest is managed appropriately based on a management policy for each category. "Biodiversity Conservation Forests" in particular have been identified as forests with high biodiversity value, so they are divided into the four categories of "Special Conservation Forests," "Water and Soil Conservation Forests," "Environmental Conservation Forests," and "Cultural Conservation Forests" and management and forestry operations are carried out in a manner that fully takes into account their biodiversity.

Mitsui's Forests: Initiatives for Biodiversity

Contributing to the Development of High-Productivity, Sustainable Agriculture through Environmentally-Friendly Biopesticides

In an age where environmental pollution, food safety and social acceptance have become such major societal issues, regulations on agrochemicals and genetic modification technologies have been tightened, mainly in Europe, because of their potential impact on the human body and on ecosystems, and this has spawned significant demand for safer agricultural methods. At our subsidiary Certis USA (now Certis Biologicals, hereafter "Certis Bio") we are engaged in the manufacture and sales of biopesticides. Biopesticides utilize the abilities of microorganisms, natural enemies, parasites, etc., to combat insect pests and weeds, transforming them into agents that can be applied easily and effectively. They can be used to create an environment in which it is difficult for insect pests and weeds to thrive, and restrict their growth so that they do not cause economically significant damage.

Although Certis Bio produces biopesticides, we do not believe that agrochemicals should be reduced to zero. As biological pesticides have little impact on organisms other than those they are targeted to protect against, they make it possible to realize pest prevention while also reducing the harm caused to humans and domestic animals, the environment, and biodiversity. However, they do have disadvantages; they are relatively slow-acting, and it can be difficult to decide the best time to apply. Agrochemicals can compensate for these deficiencies because they are often quick-acting and easier to use. On the other hand, excessive use of agrochemicals can reduce the biodiversity of the microorganisms in the soil, creating an environment which is more conducive to the growth of pathogenic bacteria and insect pests. Biopesticides can play an important role in improving the soil environment, protecting plants' roots and enhancing the productivity of the soil. Therefore, it is important to recognize Integrated Pest Management (IPM), which is the skillful use of both biological and chemical pesticides, and Certis Bio and its consultants and product distributors are encouraged to explain how to combine biological and chemical pesticides and how to use biopesticide products effectively. We also provide training to help farmers learn how to adopt IPM smoothly. By promoting IPM, we contribute to the development of a highly productive and sustainable agricultural system.

Oceans and Rivers

Initiatives in the Hydroelectric Power Plant Business

The Madeira River is a tributary of the Amazon River and forms part of the Amazon Basin, a region that is known for its rich biodiversity. Located on the Madeira River in northern Brazil, the Jirau Hydroelectric Power Plant has been closely watched by many parties, including local communities and NGOs, because of its location, and every possible step is being taken to ensure that the plant is operated in an environmentally responsible way. As part of an environmental program, we conducted preliminary surveys to identify every possible impact that could affect the local environment and local communities. We then built hospitals, schools, and new housing to improve the local living environment. Other initiatives include measures to protect flora and fauna, such as fish and mammals.

Initiatives in Land-based Aquaculture

The amount of salmonids being consumed globally is growing year on year and it has become one of the three biggest markets for sea surface farmed fish. However, there has been less room for the expansion of sea surface farming. In light of this situation, our subsidiary FRD Japan Co., Ltd., which possesses advanced biofiltration technologies, has developed a proprietary land-based aquaculture system that does not draw sea water from outside, and cultivates trout in a closed water cycle, minimizing impact on ocean environments and realizing the sustainable production of marine products.

We began operating a pilot plant in Kisarazu City, Chiba Prefecture in 2018, selling farmed trout under the brand name "Okasodachi". Going forward, we started to construct a commercial plant that will produce approximately 3,500 tons per year. Through this project, we will work to minimize ocean pollution and contribute to the production and supply of sustainable marine products.



FRD Japan commercial plant (in Kisarazu City)

Initiatives in our Chilean Salmon Business

At Multi X S. A., a Chilean salmon farming, processing and sales company in which we have invested, we are showing consideration to biodiversity by periodically checking cage conditions to prevent damage to local marine ecosystems caused by fish escaping through damaged marine aquaculture nets. As a result, there has not been a single escape in the last few years. We have also installed predator nets in order to protect the fishes and the facility from potential sea lion attacks. Furthermore, we are carrying out feeding activities that fully take into account local ecosystems by introducing a remote-controlled automatic feeding system. This system monitors feeding from below the sea surface using cameras to ensure optimum feeding amounts. We also make efforts to minimize feed waste that is lost or accumulated in the seabed.

Joint Project with JICA/Researchers—Development and Operation of an HAB (Harmful Algal Bloom) Early Warning System

HABs (Harmful Algal Blooms), including red tides, are caused by abnormal concentrations of phytoplankton in seawater. In recent years, the phenomenon has been attributed to environmental pollution and global warming. A record HAB outbreak occurred in Chile in 2016, causing major damage to salmon farming and fisheries, which are among the country's main industries. Universities and research institutes in Japan and Chile have established a research project in collaboration with government agencies and other organizations in Chile with the aim of developing and operating an HAB early warning system.

Mitsui & Co., which has invested in the salmon farming business in Chile, was also asked to cooperate in this initiative through the Japan International Cooperation Agency (JICA) following a request for assistance from the Chilean government. Our role is to consolidate and extend the results of the project in society. In April 2018, we began to collaborate in the project after concluding an agreement with JICA, which was participating on a technical assistance basis. Since then, we have supported industry-academia collaboration in Japan and Chile toward the development of an HAB monitoring system.

We believe that this project can contribute to the reduction of damage caused by HABs by issuing warnings based on forecasts from this system, and by sharing information about preventive measures with people working in the fisheries industry. We also believe that it can contribute to the reduction of environmental pollution in local environments, and further regional economic development.



A sampling operation near the city of Puerto Montt in southern Chile

Initiatives in our Shipping Business

To prevent negative effects on the ecosystem caused by transboundary movement of marine creatures in ballast water, which is necessary for cargo transport by ships, we actively promote the adoption of ballast water treatment equipment on vessels in response to the International Maritime Organization's (IMO) Ballast Water Management Convention.

Initiatives in our Solar Marine Salt Production and Sales Business

Shark Bay Salt Pty, a Mitsui subsidiary, owns a solar marine salt field in Shark Bay, Western Australia. It produces and sells some of the world's purest salt while actively working to improve the local ecosystems of Shark Bay, an internationally renowned World Heritage site. With a dedication to maintaining harmony with nature, the company continuously monitors the terrestrial environment and mangrove ecosystem of both the salt field and the surrounding maritime environment, ensuring its operations have no impact on the local ecosystem of the dugong – a species considered highly vulnerable to extinction – and other marine fauna unique to the area. As a result of these efforts, the stability of local wildlife populations has improved. Shark Bay Salt Pty also supports ongoing research activities of dolphins and their ecosystem in the Shark Bay area.

Environmental Performance Data

The data marked with "★" (FY Mar/2023) are assured by Deloitte Tohmatsu Sustainability Co., Ltd., an external assurance provider based on International Standard on Assurance Engagements (ISAE) 3000 and ISAE3410.

[Independent Practitioner's Assurance Report](#)

Energy Consumption

Category		Scope of coverage	Unit	FY Mar/2021	FY Mar/2022	FY Mar/2023	External Assurance	Remarks
Energy Consumption								
	Mitsui & Co., Ltd	Head office and all offices in Japan	GJ	166,307	138,668	133,026	★	
	Consolidated	Subsidiaries		17,148,012	15,883,365	17,077,300	★	
		Un-incorporated JVs		24,763,476	22,705,638	17,119,511	★	
	Total			42,077,795	38,727,671	34,329,837	★	
(Breakdown)	Fuels			32,358,474	29,384,281	25,186,671		
	Electricity			9,644,958	9,257,125	8,983,625		
	Steam, Heat			74,363	86,265	159,541		
	Power Consumption	Head office, all offices in Japan, and Subsidiaries	MWh	685,216	648,113	655,011		
	Renewable electricity (RE) Consumption			2,199	25,641	48,639		
	RE Consumption rate			%	0.3	4.0	7.4	
	Intensity	Mitsui & Co., Ltd	Head office and domestic branches (per square meter)	GJ/m2	1.19	1.36	1.24	★

Greenhouse Gas (GHG)

Category		Scope of coverage	Unit	FY Mar/2021	FY Mar/2022	FY Mar/2023	External Assurance	Remarks
Greenhouse Gas (GHG) Emissions								
Scope1	Mitsui & Co., Ltd	Head office and all offices in Japan	thousand t-CO2e	1	0	0	★	
	Consolidated	Subsidiaries		315	366	349	★	
		Un-incorporated JVs		3,552	3,405	2,657	★	
	Total			3,868	3,771	3,006	★	
Scope2	Mitsui & Co., Ltd	Head office and all offices in Japan	thousand t-CO2e	0	0	0	★	
	Consolidated	Subsidiaries		244	227	225	★	
		Un-incorporated JVs		224	185	175	★	
	Total			468	412	400	★	
Scope1 +2	Total		thousand t-CO2e	4,336	4,183	3,406	★	
Scope1 & 2 Emissions (before off-set credit adjustment)	Mitsui & Co., Ltd	Head office and all offices in Japan	thousand t-CO2e	7	7	6	★	
Scope1 +2 (before off-set credit adjustment)	Total		thousand t-CO2e	4,343	4,190	3,412	★	
Scope1 (Break Down) (before credit off-set adjustment)	CO2	Carbon dioxide	thousand t-CO2e	2,487	2,434	1,975		
	CH4	Methane		1,378	1,336	1,029		
	N2O	Carbon monoxide		3	2	2		
	HFCs	Hydrofluorocarbon		0	0	0		
	PFCs	Perfluorocarbon		0	0	0		
	SF6	Sulfur hexafluoride		0	0	0		
	NF3	Nitrogen trifluoride		0	0	0		
	Scope1 by Area (before credit off-set adjustment)	Asia Pacific				-	3,056	2,315
	Americas			-	407	345		
	Europe, Middle East, and Africa			-	308	347		

Environmental Performance Data

Category		Scope of coverage	Unit	FY Mar/2021	FY Mar/2022	FY Mar/2023	External Assurance	Remarks
Scope2 by Area (before credit offset adjustment)	Asia Pacific		thousand t-CO2e	-	331	329		
	Americas			-	73	65		
	Europe, Middle East, and Africa			-	14	11		
GHG Intensity	Mitsui & Co., Ltd	Head office and all offices in Japan (per square meter)	t-CO2e/m2	0.003	0.001	0	★	*2
Credit Details	Mitsui & Co., Ltd	J-Credit	t-CO2e	3,956	3,419	2,707		
		J-VER		3,000	3,000	3,000		
Greenhouse Gas (GHG) Emissions (scope3)								
Category1	Purchased goods and services		thousand t-CO2e	-	-	35,330		*3
Category2	Capital goods			-	-	761		*3
Category3	Fuels not included in Scope 1 and 2 and energy-related activities			-	-	1,470		*3
Category4	Upstream transportation and distribution	Consigned logistics in Japan with Mitsui as the shipper		21	19	19	★	
		Major international transportation arranged by Mitsui		-	-	3,188		
Category5	Waste generated in operations			-	-	0		*3
Category6	Business travel	Employees at Mitsui & Co., Ltd.		13	19	67		*4
Category7	Employee commuting	Employees at Mitsui & Co., Ltd.		1	1	1		*4
Category8	Upstream leased assets			-	-	Not applicable		
Category9	Downstream transportation and distribution			-	-	Included in cat.4		
Category10	Processing of sold products		-	-	32,185		*3	

Category		Scope of coverage	Unit	FY Mar/2021	FY Mar/2022	FY Mar/2023	External Assurance	Remarks
Category11	Use of sold products		thousand t-CO2e	-	-	83,490		*3
Category12	End-of-life treatment of sold products			-	-	221		*3
Category13	Downstream leased assets			-	-	1,216		*3
Category14	Franchise			-	-	Not applicable		
Category15	Investment			35,000	36,000	33,576		*5
Scope3	Total		thousand t-CO2e			191,522		

*1 [Standards/Guidelines for Scope1 +2 calculation]

Consolidation : GHG Protocol Control Approach

Measurement : with reference to GHG Protocol "Emission-Factors-from-Cross-Sector-Tools (March2017)," International Energy Agency (IEA) Emissions Factors 2022, IPCC 2006 Guidelines for National Greenhouse Gas Inventories, Act on Rationalizing Energy Use and others

*2 Figures for previous years were revised

*3 Mitsui and consolidated subsidiaries (including Un-incorporated JVs) are calculated according to the control standards (as with Scope 1 and Scope 2)

- Where the same emission source is clearly double-counted among the companies included in the scope of the data, only one is included in the calculation
- In cases where the final product into which an intermediary product is processed cannot be determined, it is excluded from the calculation
- Approx. 60% of total Scope 3 emissions (excluding Category 15) are derived from the trading of third-party products and approx. 40% from the production/manufacturing/processing of products at Mitsui
- Trading of third-party products is where Mitsui buys products produced/manufactured/processed by third parties to sell to processors, end users, etc. It does not include transactions with "traders" where the processor or end users cannot be determined
- Category 1 and 11 energy-related emissions are calculated in line with the International Petroleum Industry Environmental Conservation Association (IPIECA) guidelines
- For ferrous raw materials (iron ore and metallurgical coal), Category 10 emissions from production of crude steel are calculated proportionally by weight

*4 Referring to the supply chain emissions calculation database of the Ministry of the Environment

*5 [Scope3 Investment] Estimated values of emissions from mineral & metal resources, energy and thermal power generation businesses not included in Scope 1 +2 and other affiliated company businesses using LCA databases (IDEA, Ecoinvent), input-output models, etc.

Water Consumption

Category		Scope of coverage	Unit	FY Mar/2021	FY Mar/2022	FY Mar/2023	External Assurance	Remarks
Water Withdrawal								
	Mitsui & Co., Ltd	Head office and all offices in Japan	thousand m3	25	57	70	★	
	Consolidated	Subsidiaries and Un-incorporated JVs		358,877	300,696	287,727	★	*6
	Total			358,902	300,753	287,798	★	
(Breakdown)	Industrial water, water utility		4,779	5,428	18,446			
	Pumped groundwater		17,560	12,396	13,432			
	Rivers, lakes		15,405	20,035	2,458			
	Sea		316,075	257,024	244,361			
	Rainwater		3,518	3,697	6,958			
	Others		1,565	2,172	2,143			
	Intensity	Mitsui & Co., Ltd	Head office and Osaka Office (per employee)	m3/employee	6.47	12.76	15.14	★
Water Discharge								
	Mitsui & Co., Ltd	Head office and all offices in Japan	thousand m3	25	54	64	★	
	Consolidated	Subsidiaries and Un-incorporated JVs		19,281	71,204	16,749	★	*6
	Total			19,306	71,258	16,814	★	*8
(Breakdown)	External disposal facilities (sewers)		2,096	1,912	1,454			
	Groundwater		400	415	431			
	Rivers, lakes		6,082	2,616	3,007			
	Sea		9,893	64,250	9,473			
	Others		835	2,065	2,448			
Water recycling								
Recycled Volume	Mitsui & Co., Ltd	Head office and all offices in Japan	thousand m3	-	13	19		
	Consolidated	Subsidiaries and Un-incorporated JVs		4,706	5,844	6,302		*6
Recycled Rate	Mitsui & Co., Ltd	Head office and all offices in Japan	%	-	23	27		

*6 Consolidated subsidiaries and major Un-incorporated JV

*7 [Boundary]FY 21/Mar : Headquarter, Osaka Office and Nagoya Office FY 22/Mar and FY23/Mar : Headquarter and Osaka Office

*8 Water discharge volume is assumed to be equal to water withdrawal in case of no discharge data

Waste and Paper Consumption

Category		Scope of coverage	Unit	FY Mar/2021	FY Mar/2022	FY Mar/2023	External Assurance	Remarks
Waste								
Waste amount		Head office, Osaka Office	t	956	314	280	★	*7
Recycling rate			%	85.6	93.8	91.6	★	
Intensity		(per employee)	t/employee	0.251	0.086	0.077	★	
Hazardous waste		Specially-controlled industrial waste	t	0.4	0.5	0.4		*9
Pollution Prevention								
NOx Emissions		Head office, Osaka Offices	t	0	3	2		*10
SOx Emissions		Head office, Osaka Offices		0	0	0		
VOC Emissions		Head office, Osaka Offices		0	0	0		
Paper Consumption								
Paper consumption		Head office and domestic branches	thousand sheets (A4 size equivalent)	11,632	11,304	11,339	★	
Intensity		(thousand sheets per employee)	thousand sheets /employee	2.97	2.96	3.00	★	

*7 [Boundary]FY 21/Mar : Headquarter, Osaka Office and Nagoya Office FY 22/Mar and FY23/Mar : Headquarter and Osaka Office

*9 Infectious waste discharged from in-house clinic

*10 [Boundary]FY 21/Mar : Headquarter FY 22/Mar and FY23/Mar : Headquarter and Osaka Office

Environmentally-friendly Logistics

In collaboration with our logistics partners, we implement energy-saving measures including promotion of economical driving practices and other fuel-saving techniques, improvement in transportation efficiency by using larger transport vehicles, introducing cargo consolidation arrangements, reviewing transport routes, and modal shift using rail and ship transport.

Category		Scope of coverage	Unit	FY Mar/2021	FY Mar/2022	FY Mar/2023	External Assurance	Remarks
Environmentally-friendly Logistics								
	Freight volumes handled by Mitsui	Domestic logistics handled by Mitsui	Million ton-kilo-meters	506	453	412	★	
(Breakdown)	Ship			433	390	355	★	
	Truck			73	64	57	★	
	Air/Rail			0	0	1	★	
	Intensity	(fuels per thousand ton-kilo-meters)	kl/thousand ton-kilo-meters	0.015	0.016	0.017	★	

Initiatives toward Environmentally-friendly Logistics

Improvement of Land Transport Efficiency	<p>We will use more energy efficient transportation methods.</p> <ul style="list-style-type: none"> • Using consolidated cargo • Using larger transport vehicles to increase loading rates • Reviewing transport routes and methods
Improvement of Sea Transport Efficiency	<p>We will continue to provide the following guidance for vessels chartered and/or operated by our affiliated companies.</p> <ul style="list-style-type: none"> • Increasing ship loading rates • Economic cruise speed operation



Social



Human Rights	115
Human Resources Development	123
Diversity	129
Workforce Management	136
Well-being, Occupational Health and Safety	147

Personnel Affairs Data	160
Responsibilities to Customers	166
Supply Chain Management	174
Local Communities	185

Policies and Basic Approach

As Mitsui & Co. conducts business globally in many countries and regions around the world, we recognize that we must make efforts to respect human rights not only within our own company but also across our supply chain. Therefore, we regard respect for human rights that follows international standards as the foundation of our sustainability management. To date, we have continued to emphasize respect for human rights in both the Mitsui & Co. Group Conduct Guidelines and our Business Conduct Guidelines for Employees and Officers of Mitsui & Co., Ltd., and we have implemented various initiatives.

Human rights initiatives in the corporate sector are becoming increasingly important as every year passes, and in August 2020, we formulated a Human Rights Policy to clarify our approach to human rights and promote our initiatives. This policy was approved by the Corporate Management Committee, and was reported to the Board of Directors meeting.

The Mitsui & Co. group will promote respect for human rights in accordance with this Policy and in line with international standards.

Human Rights Policy

We will strive to respect human rights through our group business activities in countries and regions around the world, in accordance with our Sustainability Policy and this Policy.

In addition, we expect various stakeholders including our business partners, to understand and respect human rights in line with this Policy, and aim to collaboratively promote respect for human rights.

Respecting Human Rights in our Business Activities

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

Respecting Internationally Recognized Human Rights Standards

We are committed to respecting human rights, which we understand as, at minimum, those set out in the International Bill of Human Rights, including the UN Declaration of Human Rights, and the ILO (International Labour Organization) Declaration on Fundamental Principles and Rights at Work. We also support the United Nations Guiding Principles on Business and Human Rights and the Ten Principles of the United Nations Global Compact and conduct our business activities in line with these Principles. We comply with laws and regulations of the countries and regions in which we conduct our business activities. Where internationally recognized human rights standards and national/regional laws and regulations are in conflict, we seek ways to honor the principles of internationally recognized human rights while complying with the laws and regulations.

Governance / Management Structure

Our Board of Directors is responsible for overseeing the adherence to this Policy and the Policy implementation.

Human Rights Due Diligence

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

Human Rights Issues related to Business Activities

• Forced Labor

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

• Child Labor

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

• Discrimination

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

• Harassment and Inhumane Treatment

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

• Freedom of Association and Right to Collective Bargaining

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

• Working Hours and Wages

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

• Occupational Health and Safety

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

- **Community Impact**

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

Stakeholder Engagement

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

Remedy

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

Grievance Mechanisms

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

Education and Training

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

Reporting

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

Formulated in August 2020

Revised in February 2022

Makoto Sato

Representative Director, Senior Executive Managing Officer,

Chief Strategy Officer (CSO),

Chairperson of the Sustainability Committee

Initiatives for Specific Issues

Children's Rights

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

Rights of Indigenous Peoples

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

Activities of Security Personnel

When advancing business activities around the world, we hire security companies to ensure the safety of these business activities. We recognize that security operations pose a risk of potential human rights violations through the use of force, so when appointing a security company, we comply with relevant local laws and regulations in the countries and regions in which we conduct our business activities, and select security companies based on relevant international standards such as the Voluntary Principles on Security and Human Rights, UN Code of Conduct for Law Enforcement Officials, and the Principles on the Use of Force and Firearms by Law Enforcement Officials.

Response to the Modern Slavery Act

We work to ensure that our operation and supply chains have absolutely no links to modern day slavery, such as compulsory labor, or human trafficking.

—————
[The UK Modern Slavery Act](#)

[The Australian Modern Slavery Bill](#)

Goals and Targets

Progress toward Targets

Period	Targets	Results
FY Mar/2024	<ol style="list-style-type: none"> 1. Carry out due diligence regarding human rights in our business operations and working to identify, assess, and correct any negative human rights impacts. 2. Ensure that Mitsui & Co. group employees are fully aware of our Human Rights Policy and collaborate with business partners to encourage respect for human rights. 3. Further strengthen initiatives promoting respect for human rights in our business activities through collaboration with suppliers and integration of human rights risk management into internal processes. 	—
FY Mar/2023	<ol style="list-style-type: none"> 1. Carry out due diligence regarding human rights in our business operations and working to identify, assess, and correct any negative human rights impacts. 2. Ensure that Mitsui & Co. group employees are fully aware of our Human Rights Policy and collaborate with business partners to encourage respect for human rights. 3. Work to carry out surveys of all major suppliers of Head Office, overseas trading affiliates, and consolidated subsidiaries that are engaged in high-risk areas by the end of FY Mar/2023, in order to understand the human rights situations within our supply chains. 	<ol style="list-style-type: none"> 1. Sent Sustainable Supply Chain Policy and Procurement Policies for Specific Commodities to new suppliers. Made improvement proposals to suppliers with human rights risk concerns based on the results of the supplier survey that was conducted in FY Mar/2023. 2. Carried out human rights training for a total of approximately 450 suppliers and domestic and overseas employees. 3. Carried out surveys of 2,497 (sugarcane, coffee, and palm oil, etc.) suppliers of overseas branches and consolidated subsidiaries. Completed surveys of major suppliers of the Head Office, overseas trading affiliates and subsidiaries in all high-risk areas. In addition, conducted on-site surveys at some suppliers.

Period	Targets	Results
FY Mar/2022	<ol style="list-style-type: none"> 1. Carry out due diligence regarding human rights in our business operations and working to identify, assess, and correct any negative human rights impacts. 2. Ensure that Mitsui & Co. group employees are fully aware of our Human Rights Policy and collaborate with business partners to encourage respect for human rights. 3. Work to carry out surveys of all major suppliers of Head Office, overseas trading affiliates, and consolidated subsidiaries that are engaged in high-risk areas by the end of FY Mar/2023, in order to understand the human rights situations within our supply chains. 	<ol style="list-style-type: none"> 1. Sent Sustainable Supply Chain Policy and Procurement Policies for Specific Commodities to new suppliers. Made improvement proposals to suppliers with human rights risk concerns based on the results collected from 290 ongoing suppliers who responded to the supplier survey conducted in FY/Mar 2021 and 2022. 2. Carried out human rights training for approximately 6,000 employees in Japan and overseas. 3. Carried out surveys of 44 suppliers in high-risk areas at overseas subsidiaries and consolidated subsidiaries. In addition, conducted online site visits at 6 suppliers, confirming there were no human rights issues.

Sustainability Governance and Oversight

Compliance Framework

The Compliance Department of the Legal Division leads compliance-related initiatives under the direction and supervision of the Chief Compliance Officer (CCO) and in collaboration with the Compliance Supervising Officers (including Business Unit COOs and general managers of branch offices) appointed in each of Mitsui's units and offices in Japan and overseas. The objectives of these efforts implemented on a Mitsui & Co. global group basis are to prevent human rights problems by thoroughly raising compliance awareness, including awareness of issues such as harassment and discrimination, improving and strengthening compliance programs, and responding to specific compliance-related matters as they arise.

[Compliance and Integrity: Compliance Framework](#)

Sustainability Committee

The Sustainability Committee works under the Corporate Management Committee to plan, formulate and provide proposals on basic management policies, business activities, and corporate policies and strategies related to human rights.

The Sustainability Committee is structured so that its activities are appropriately supervised by the Board of Directors, and matters discussed by the Sustainability Committee are regularly discussed and reported to the Corporate Management Committee and the Board of Directors.

Officer in Charge	Makoto Sato (Representative Director, Senior Executive Managing Officer, Chief Strategy Officer (CSO), Chairperson of the Sustainability Committee)
Administrative Office	Corporate Sustainability Div., Corporate Planning & Strategy Div.

Please refer to the links below for more information on Mitsui's Sustainability Management Framework and the activities of the Sustainability Committee.

[Our Approach to Sustainability: Sustainability Governance and Oversight](#)
[Our Approach to Sustainability: Sustainability Committee](#)

Human Rights Management

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

Business Risk Management

When participating in a new business, expanding a business, or withdrawing from a business, we use ESG due diligence checklists to assess the ESG-related impact of each business division, including human rights and environmental impact such as climate change, pollution prevention, ecosystems, and water stress. For human rights, we carry out internal screening based on these checklists, covering aspects such as occupational health and safety, and the impact of business development on the human rights of local residents and other stakeholders. For projects that pose significant risks related to the environment, society, and corporate governance, when launching a project, during operations, or when withdrawing from a project, we consult

with the Sustainability Advisory Board comprising external experts in matters such as human rights and the environment as necessary to receive advice on reducing risk. Ultimately, the final decision on whether or not to proceed with any given project and how matters should be handled going forward is made through the ringi (circular executive approval) process by the Corporate Management Committee, the Board of Directors, and representative directors, all of whom supervise ESG risks, in accordance with the predetermined qualitative and quantitative standards. We have also created business-specific environmental and social risk heat maps that summarize key environmental and social risks for each representative business field based on past examples, etc., for use when considering investment and participation in new business.

No reports concerning human rights violations were received in the fiscal year ended March 2023.

[ESG Risk Management](#)

Consultation Channels

In-house consultation channels

In addition to personnel and workplace-related consultation services, we have established various consultation services addressing employees' physical and mental health.

Grievance Mechanism for the General Public and Other Stakeholders

On the Mitsui & Co. website, we have established the following framework for receiving complaints and inquiries regarding sustainability from all stakeholders, including those across our supply chain. When inquiries are received, we protect the privacy of the inquirers and ensure appropriate confidentiality.

When receiving complaints or inquiries regarding sustainability, the Corporate Sustainability Division will serve as the contact point, and depending on the nature of the complaint or inquiry, will take responsibility for the response in cooperation with the appropriate Business Units, Corporate Staff Divisions or other related divisions. After receiving a complaint or inquiry, in principle we will respond to or engage with the complainant/inquirer within one week.



[Contact Us](#)

Collaborating with Stakeholders

Participation in Initiatives

We are promoting and expanding our efforts to address human rights through participation in initiatives. Participation in each initiative is decided after confirming that it is consistent with our basic policy and initiatives for human rights.

United Nations Global Compact

Mitsui & Co. signed and pledged its support for the UN Global Compact in October 2004, and has been participating as a corporate director of the Global Compact Network Japan (GCNJ), complying with the Global Compact as part of its own corporate guidelines. At present, as a member company of the GCNJ, Mitsui complies with and practices the Global Compact, and pursues SDGs on a global group basis. We participate in working groups of Global Compact Network Japan, such as the Human Rights Due Diligence (HRDD) Working Group.

[Participation in Initiatives: United Nations Global Compact](#)

Forest Stewardship Council® (FSC®)

The Forest Stewardship Council® (FSC®) is an international non-profit organization that promotes management of the world's forests in a way that is environmentally appropriate, economically viable, and socially beneficial, including with regard to respect for human rights. Mitsui has obtained FSC® forest management (FM) certification (FSC®-C057355) at 74 of its forests, which in total approximately 44,000 hectares, while Mitsui Bussan Forest Co., Ltd., a Mitsui subsidiary, has obtained Chain of Custody (CoC) certification for the processing and distribution of cut lumber (FSC®-C031328). As one of the top private-sector suppliers in terms of volume of FSC®-certified Japanese-grown lumber, Mitsui is helping to promote FSC® in Japan and to discuss and draft the Japanese version of principles, standards, and risk assessments. Mitsui has obtained FSC® certification for its forest resources business as well, and promotes responsible management of forest resources.

RSPO (Roundtable on Sustainable Palm Oil)

The Roundtable on Sustainable Palm Oil (RSPO) is a non-profit organization established to promote the sustainable production and utilization of palm oil through the conservation of tropical rain forests and biodiversity. Palm oil production has been linked to the destruction of tropical forests through the development of oil palm plantations, as well as human rights issues. As a business that handles palm oil, Mitsui agrees with the RSPO's philosophy of contributing to sustainability through industry. Since joining the organization as an ordinary member in 2008, we have been collaborating on business-based sustainable procurement initiatives that take into account the conservation of tropical forests and biodiversity, respect for the rights of indigenous and local peoples, and other considerations. A sustainability-focused procurement code, including specific standards for palm oil, has been formulated for the 2021 Olympic and Paralympic Games in Tokyo. In connection with this, Mitsui representatives as members of an oil and fat industry association verified progress on and promoted initiatives related to the RSPO and activities under the Malaysia Sustainable Palm Oil (MSPO) and Indonesia Sustainable Palm Oil (ISPO) systems.

Japan Business Federation (Keidanren)

As a member of the Task Force on Business and Human Rights, we participate in efforts to gauge the extent to which the management of companies in Japan are engaged in respect for human rights as well as efforts to promote human rights-focused management. We participate in the Task Force on Business and Human Rights, which strives to monitor movement related to the promotion of management that respects human rights and advances initiatives aimed at realizing this kind of management.

Initiatives

Human Rights Due Diligence

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

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

Human rights risk items are specified in the Human Rights Policy and the Sustainable Supply Chain Policy as human rights issues related to business activities.

The results of risk assessments by external experts identified a significant risk of the occurrence of human rights issues such as forced labor and child labor in our supply chains mainly related to food, textiles, building materials, and mining, primarily in emerging countries in production regions including Southeast Asia, Africa, and South America (high-risk areas). Subsequently, as part of our human rights due diligence efforts, we conduct supplier surveys that ask questions in line with our Sustainable Supply Chain Policy, including whether any human rights issues have occurred in the supply chain in these high-risk areas, and assessing situations regarding forced labor and child labor, and we carry out onsite visits to suppliers if necessary.

We carried out supplier surveys covering all major suppliers identified in the fiscal year ended March 2020 as high-risk areas by the fiscal year ended March 2023. Of the surveys and on-site visits carried out, no serious human rights issues were confirmed, however the results showed that we need to reiterate explanations of our initiatives to suppliers who have yet to formulate human rights policies or who have insufficient understanding of the relevant laws and regulations. We will continue to work with our suppliers to encourage an understanding of human rights and to ensure these rights are respected throughout supply chains in order to reduce the risk of human rights violations.

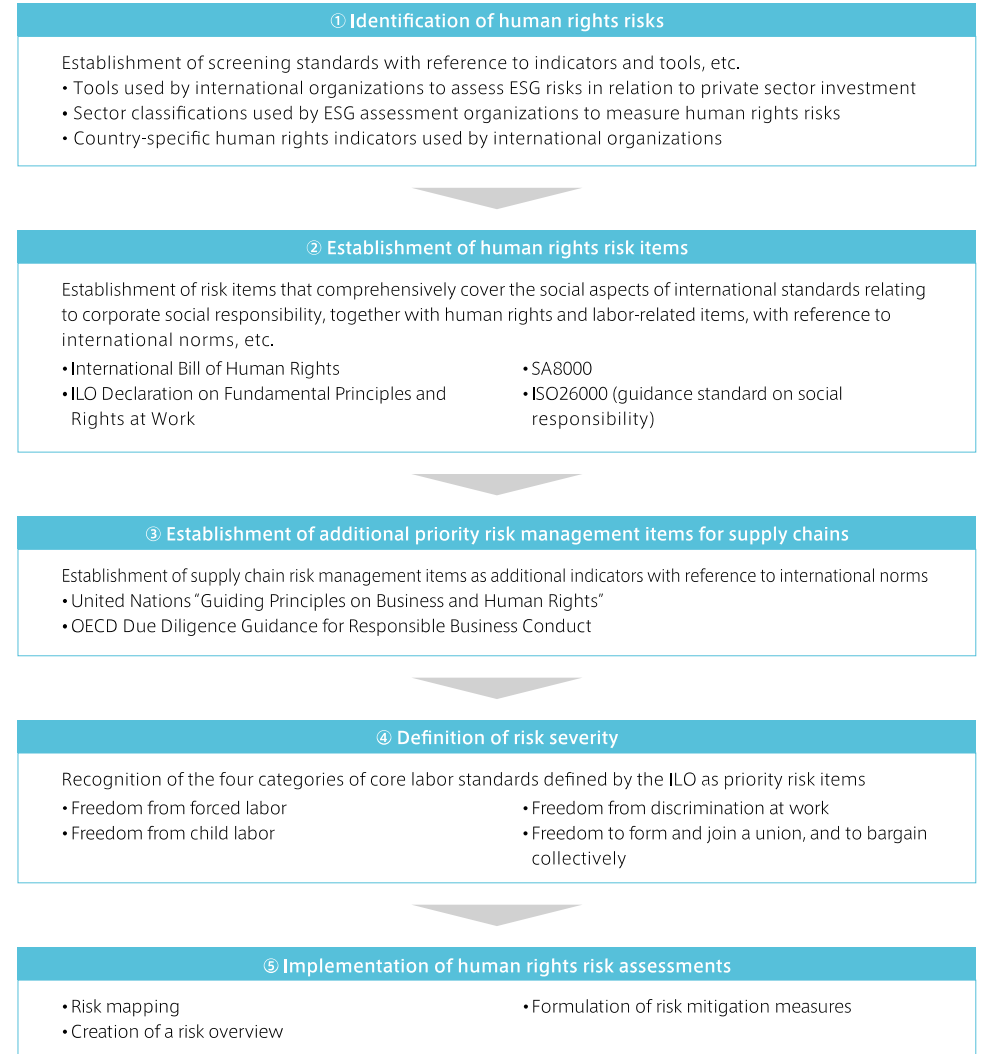
In our Medium-Term Management Plan 2026, we have committed to further strengthening our initiatives to respect human rights in our business activities by improving the effectiveness of our human rights due diligence, collaborating with suppliers, and expanding internal processes.

Please refer to the link below for details of our initiatives and achievements.

[Supply Chain Management: Targets and Progress](#)

[Supply Chain Management: Engagement with Suppliers](#)

Human Rights Risk Assessment Process



Respecting Indigenous Peoples

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

For example, the operations of our forest resource business in Australia are guided by respect for the traditional rights of the indigenous peoples. We have and we ensured accountability by obtaining through certification (FSC® -C107463), which requires regular audits by third-party certification bodies. This certification is based on 10 major principles, including respect for the traditional rights of indigenous peoples. There are stringent audits covering such aspects as whether or not Mitsui's management of business operations gives consideration to traditional indigenous rights, and whether or not measures are taken to prevent damage to significant cultural sites, etc. In our iron ore mining operation in Brazil, we maintain close communication with the indigenous people living in the Amazon Rainforest to foster mutual respect.

In Japan, 74 of Mitsui's Forests have obtained FSC® certification (FSC® -C057355) and we conduct forest management respecting the traditions and culture of indigenous people. In Hokkaido, where a part of Mitsui's Forests is located, Mitsui has entered into agreements with the Biratori Ainu Association and with the town of Biratori to cooperate in activities to protect, and pass on, traditional indigenous culture through the conservation of forests.

Mitsui Australia, in cooperation with its consolidated subsidiaries in Australia, is engaged in a range of initiatives to ensure respect for the rights of the indigenous people in Australia. These include training for employees, Acknowledgement of Country (a statement of respect for indigenous peoples) at major events and meetings, and the planning of new initiatives through regular information exchanges among staff from each branch and subsidiary.

Employees' Human Rights

As a company engaged in business on a global scale, we not only work to promote diversity and inclusion, but also take various steps to prevent harassment and discrimination. These measures include establishing whistleblowing systems that allow an employee to report compliance issues, including cases relating to human rights and discrimination, and obtain advice through channels within or outside the employee's direct reporting line. Another example of our efforts in this area is our fostering of a "speak up" culture in which employees are encouraged to report situations that concern them. We have also established the Compliance Committee as a forum for discussing all matters relating to compliance. With an Audit & Supervisory Board Member and an external attorney as an observer, the Compliance Committee discusses action plans for improving our compliance framework based on various compliance-related matters that have been reported. Minutes of committee meetings are released on the company intranet. We will continue to implement initiatives to ensure respect for the human rights of our employees, including implementing training programs and raising awareness of relevant policies.

Diversity

Compliance and Integrity: Whistleblowing System

Human Rights Training

We carry out various training programs to ensure thorough awareness of our Human Rights Policy at workplaces and that respect for human rights is incorporated into operations. In addition to compliance training, which includes prevention of harassment and other human rights and character violations, we also carry out online training for domestic and overseas employees of Mitsui and consolidated subsidiaries on human rights initiatives in the supply chain.

	Training program details	Participants/ Number of Times
FY Mar/2023	We invited Daisuke Takahashi, an attorney at Shinwa Sogo Law Office, who supervised the development of the "Sustainable Supply Chain Management Handbook," to conduct online training for suppliers of Mitsui and consolidated subsidiaries, along with employees of Mitsui and consolidated subsidiaries in Japan and overseas. The training focused on our human rights policy and initiatives, and on how to conduct human rights due diligence in supply chain management.	Approx. 450 persons
FY Mar/2022	In order to raise awareness regarding our Sustainable Supply Chain Policy and supply chain management initiatives among suppliers to Mitsui and consolidated subsidiaries and employees of Mitsui and consolidated subsidiaries engaged in procurement, we invited external speakers from the international conservation NGO WWF (World Wide Fund for Nature) to hold online training sessions on environmental and human rights issues concerning the natural rubber, palm oil, timber and paper products businesses.	130 persons
	We carried out online human rights training for employees to raise awareness of human rights and labor issues in the global supply chain.	Approx. 6,000 persons
	Mitsui & Co. Australia invited an external lecturer to conduct an online compliance seminar for employees of Mitsui & Co. Australia and Mitsui & Co NZ, as well as employees of consolidated subsidiaries in Australia, on the prevention of discrimination and harassment, including actual cases.	165 persons
	We carried out compliance training, including prevention of harassment and other human rights and character violations, as well as seminars and workshops on important domestic and foreign laws and regulations, for new employees (including general contract employees and temporary employees) and managers by job classification, and for employees heading to overseas assignments and transfers to group companies.	40 times

Human Rights

	Training program details	Participants/ Number of Times
FY Mar/2021	An external expert was invited to hold an online training session on developments concerning responses to and disclosure of human rights violations involving not only Mitsui's business operations, but also entire connected value chains.	392 persons
	Mitsui & Co. (Australia) Ltd. invited an external lecturer to conduct online workshops on the theme of "unconscious bias in the workplace", with the aim of deepening employees' understanding of diversity, learning about unconscious bias, and evaluating the impact of their own words and actions.	230 persons
	We carried out compliance training, including prevention of harassment and other human rights and character violations, as well as seminars and workshops on important domestic and foreign laws and regulations, for new employees (including general contract employees and temporary employees) and managers by job classification, and for employees about to embark on overseas assignments and transfers to group companies.	50 times

[Compliance and Integrity: Compliance Education and Training](#)

[Supply Chain Management: Employee Initiatives](#)

Human Resources Development

Policies and Basic Approach

At Mitsui & Co., our focus on human resources is in our DNA. One of our greatest missions is to develop our human resources through our business activities. We have identified human resource development as an aspect of our Materiality. It is no exaggeration to say that this is one of the key reasons for our existence.

The growth of each employee takes place on-the-job. Our human resource development is based on their commitment to self-realize our MVV (Mission, Vision, and Values), plus the guidance (on-the-job training) they receive from their supervisors and senior colleagues who are striving to support the growth of their irreplaceable team members.

To support and complement this development based on-the-job, our Human Resources and General Affairs Division offers off-the-job training (Off-JT). Most of this training is conducted by Mitsui & Co. HRD Institute, a wholly owned subsidiary of the Human Resources and General Affairs Division, that supports human resource development for Mitsui and its group companies. Off-JT for employees at our overseas subsidiaries and overseas affiliates is organized in concert with our overseas regional business units. Together we strive to reinforce both our policies and training for human resource development at a global group level.

Goals and Targets

1. Measures in the Medium-term Management Plan 2026

We will support autonomous career development (challenge, experience and learning) and promote further investment for establishing measures and an environment for supporting the activities of each employee.

Development of capable individuals	<ul style="list-style-type: none"> • Sustained development of human resources leading increasingly large and complex businesses • Support for unwavering growth and reskilling of employees • Skill management and global career development
Inclusion	<ul style="list-style-type: none"> • Establishment of an environment enabling diverse personnel to work globally • Improvement of engagement

Strategic assignment of personnel	<ul style="list-style-type: none"> • Position matching based on skills and intent • Position management and succession plans for line managers
Pursuit of added-value work	<ul style="list-style-type: none"> • Efficiency improvements in routine tasks through DX • Shift to higher value-added work • Increase of business asset size per person

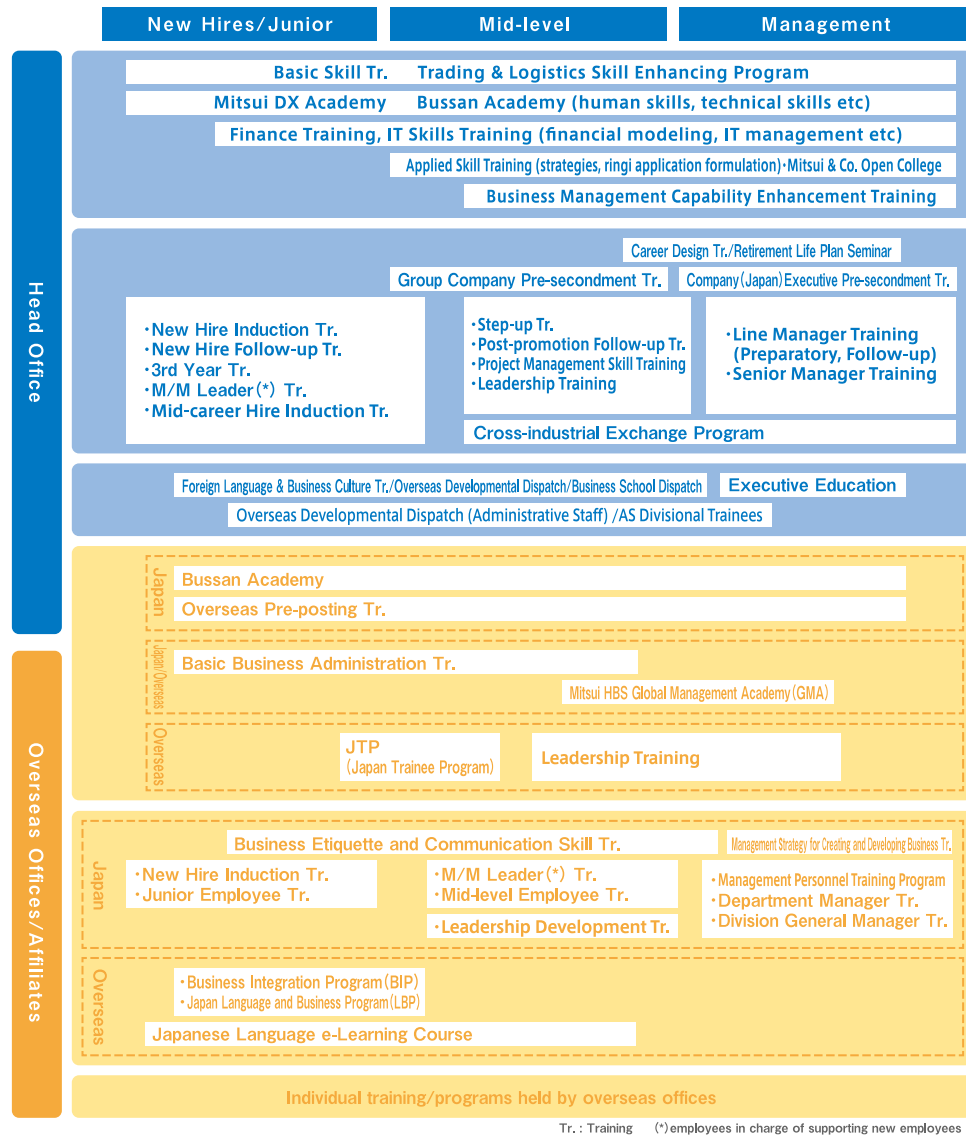
2. At Mitsui & Co. (non-consolidated), our in-house required English proficiency rate is 100% (TOEIC score of 800 points or higher for overseas business trips, overseas work, overseas trainees, administrative staff dispatch and divisional trainees)

Sustainability Governance and Oversight

Officer in Charge	Yoshiaki Takemasu (Representative Director, Executive Vice President, Chief Human Resources Officer (CHRO))
Department in Charge	Human Resources & General Affairs Div.

Human Resources Development Programs

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 been implementing a wide variety of human resources development programs that focus on themes such as business skills and leadership. These programs are available to all employees (including contract employees) from new hires to management. Depending on each employee's career stage and job needs, we offer job position-oriented training, optional programs, and training for selected employees. Additionally, we cover the costs of certain language exams, IT skill certifications, and other training expenses, providing employees with opportunities to enhance their business skills through certification acquisition.



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

Introduction of the Global Group Talent Management System

To encourage the promotion, appointment and success of human resources in the Mitsui global group, we are developing a database of the employees at Mitsui & Co. (non-consolidated) or at our overseas subsidiaries, as well as the talents responsible for business management of our affiliated companies in Japan and overseas.

We are promoting the introduction of a global talent management system to integrate and platform human resources databases and help to ensure the right people to the right positions, and to support employees in taking the initiative in autonomously devising their own careers. We utilize visualized data such as position data, including requirements for these positions, individual skills and experience, and career aspirations, to ensure the placement and promotion the right people to the right positions and accelerate the development of strong individuals globally. Operations launched in October 2022 at the Asia Pacific Business Unit, the East Asia Block, and Mitsui Korea, and are scheduled to expand to other regions, including Japan, in 2024.

Deployment of Talent and Human Resource Mobilization

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. Taking into account the external environment, 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 policies and measures of human resource allocation to accelerate our business, which has resulted in the promotion of business by diverse, talented professionals.

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.

Human Resources Bulletin Board System

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. The system includes an internal recruiting system and an internal job seeking system, a job posting system that recruits personnel according to company-wide management strategies and the needs of individual projects, and a dual assignment challenge system that allows employees to participate in projects outside the scope of their own organization on a dual assignment basis without being transferred to a different division. 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.

From the fiscal year ended March 2023, we made these individual systems available year-round, and disclosed the annual recruitment schedule internally, allowing us to systematically match the needs of organizations and individuals, and continued to use them as platforms to achieve responsive and strategic human resource allocation. In the fiscal year ended March 2023, a total of 56 people were transferred via this system.

Appraisal

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

Appraisal meetings are held periodically between employees and their managers, and employees receive comprehensive feedback on their performance and specific contributions. These meetings create an effective framework for human resources/personal ability development.

The appraisal system for all employees hired in Japan consists of: "Individual Competency Appraisal," and "Contribution Appraisal."

Individual Competency Appraisal assesses a person's demonstrated abilities from the perspective of the values that support our management philosophy. The total appraisal point score over three years is reflected in the individual's promotion and salary. Having cumulative points from appraisals for three years, rather than a single-year appraisal, avoids a one-time effect, and enables appropriate appraisals as to how an employee has been developing over multiple years, which is reflected in promotions. Contribution Appraisal is a system that assesses the value added to, and the degree of contribution made to the organization by the employee, as well as the degree to which the employee has taken on challenges to achieve a target, and reflects these assessments in cash-bonuses. To ensure appropriate contribution appraisal, employees and their managers must engage in in-depth discussions to reach a common understanding of the established targets, so that the targets will be challenging and meet organizational strategies. These systems are revised on a regular basis, ensuring that employees are rewarded appropriately for their contributions, and employees who demonstrate a high degree of competency and achieve results are soon promoted and have the opportunity to reach more responsible positions. The systems may also be used in demotions, fostering a healthy level of alertness in the workplace.

Share-Based Compensation Plan for Employees

In August 2020 we introduced a share-based compensation plan for employees. The goals were to unite our diverse employees with management, and strengthen our commitment to increasing corporate value in the medium and long term. This compensation system covers some 5,000 employees who have been with us for longer than four years. The system grants point to each employee each fiscal year. Employees who meet certain requirements are given Company shares according to their cumulative number of points at the time of their retirement. We aim to create new value that will contribute to the development of a sustainable society and further improve employee engagement by appropriately rewarding each employee's efforts and encouraging the changing of employee awareness and behavior toward improving corporate value over the medium to long term.

Initiatives

Human Resources Development Programs

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

(Unit: persons)

Category	Details of training	Outline	Number of participants FY Mar/2023*
Job position-oriented training, training at time of appointment	Line manager training, assessor training, training prior to overseas assignment	Participants acquire knowledge that includes our management philosophy, business skills according to job position, and business mindset.	3,044
Strengthening leadership and business management	Business management enhancement program, GMA training for seconded staff, leadership training for operational staff, etc.	With the aim of fostering human resources capable of global group management, participants acquire mindsets and skills required to lead an organization.	3,382

Category	Details of training	Outline	Number of participants FY Mar/2023 *
Deepening of skills and expertise	Bussan Academy, financial modelling training, cross-industry training, etc.	Selectable training for self-development and professional development, in which participants can select the program they need from a menu of various fields.	2,956
Development of DX human resources	Mitsui DX Academy	Aimed at developing human resources necessary to promote a comprehensive DX strategy. Provides a wide-ranging training menu at varying levels, from basic knowledge to practical skills.	2,334
Employee career development	Career design training, etc.	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.	385
Training for new graduates (initial educational training)	New hire induction training, third-year training, training for trainers, etc. (MM leader training)	To onboard and prepare new hires for active participation in the company, we train them in management principles, different business skills and mindsets, etc., as well as training them to become trainers.	3,837
Training for employees of group companies	Leadership training for group companies, training for mid-level employees, training for young employees, etc.	Providing various programs to foster business skills at different levels, as well as developing a Mitsui Group mindset	5,643
D&I promotion and organizational culture	Onboarding for mid-career hires, programs for employees hired overseas, organizational development-related training, etc.	Training to promote employees from diverse backgrounds	693

* Cumulative number of participants

Global Training Programs

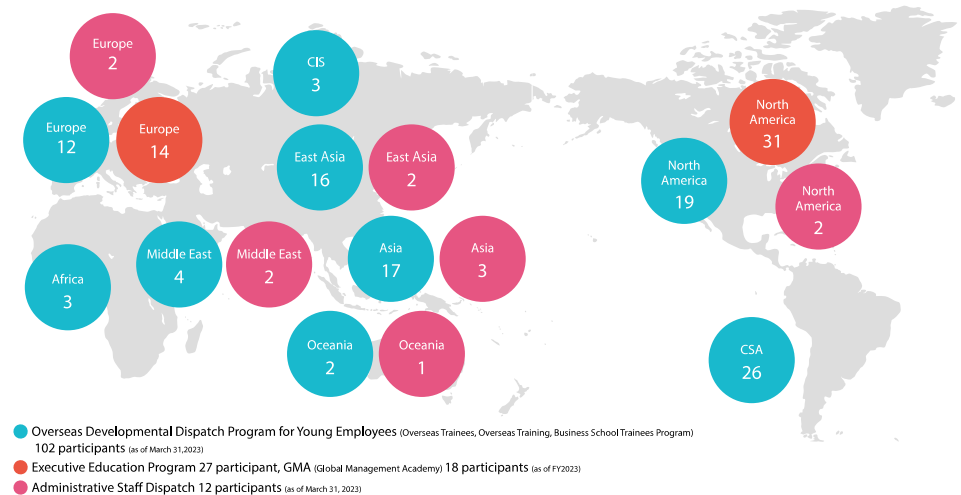
The Mitsui & Co. global group has numerous global training programs that are designed to enable employees to manage business on a global basis.

At the Mitsui Head Office, we offer an overseas dispatch program for young employees, which includes the Foreign Language & Business Culture Trainee program (FLBCT) for developing regional experts 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 2023) 159 Trainees in 30 Countries



Development of Human Resources Capable of Global Group Management

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 job position oriented 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 and other locations, 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 years after joining the company, and an optional training focused on leadership for employees in management positions. Medium- to long-term programs are held for a period of one to two 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.



Regionally hired staff engaged in active discussion during GMP training

Diversity: Development and Promotion of Regionally Hired Staff

Short-Term Training Programs (5-10 days)

JTP a few years after joining the company

Leadership Programs for management personnel

Long-Term Training Programs (1-3 years)

LBP (Japan Language and Business Program)
 • Japanese Language Course : 1 year • OJT : 1-2 years

BIP (Business Integration Program)
 • OJT : 1-3 years

Individual Programs

Business skill training held by each office

Mitsui Management Review (MMR)

Mitsui Management Review (MMR), is conducted annually for employees responsible for global group management to help them gain a 360° multi-faceted perspective on their management. The program is used as an opportunity to receive feedback from subordinates and co-workers, to gain insights by reflecting on their own management skills, to strengthen their leadership capabilities and create an organization that leverages the strengths of diverse individuals in the organization, leading to the development of leaders that are attuned to the times. The results of the MMR are also provided to supervisors and used as a reference for human resource development and for the appointment of line managers.

Initiatives at Company Dormitories

Mitsui has been maintaining employee dormitories for many years. Not just to offer secure, comfortable living environments to young employees, we also hope to help them build networks with other employees in the company.

When dormitory residents learn from their seniors/juniors and colleagues in the dormitory, and share in friendly rivalries, it encourages their self-sustaining growth. We believe that personal networks crossing organizational boundaries built at dormitories, as well as everyday life itself and the sense of community from living there, 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, approximately 340 employees, mostly young employees who have been with Mitsui less than three years, reside in four dormitories located in the suburbs of Tokyo. Welcome parties for newcomers, social dinners 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.

Strengthening Employee Engagement on a Global Group Basis

We have been conducting the Mitsui Engagement Survey since 2018 as a way of building our organizational strength through the enhancement of employee motivation.

In 2022, in addition to Mitsui & Co. (non-consolidated) and our overseas subsidiaries, 20 affiliated companies in Japan and overseas also participated in the event which was for approximately 12,000 global group employees.

Overall results from the Mitsui Engagement Survey 2022 on a global basis Global response rate: 92 %

Percentage of employees who gave positive responses to related questions.



* Willingness to contribute or loyalty to the company, and desire to make voluntary efforts
(Results are only for Mitsui & Co. Head Office, domestic branch offices, and overseas subsidiaries)

Performance Data

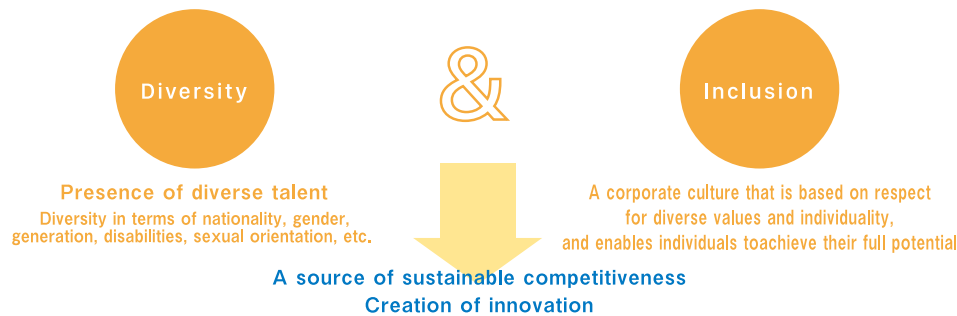
[Personnel Affairs Data](#)

Policies and Basic Approach

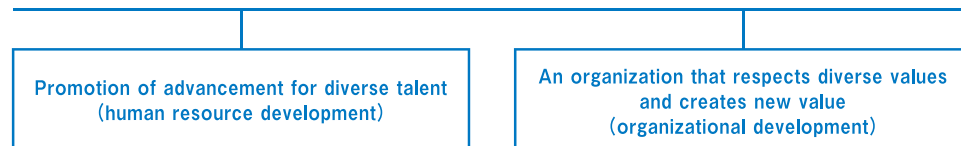
In the Mitsui & Co. group, employees who come from a wide variety of backgrounds play active roles globally. Our aim is for every member of our diverse workforce, regardless of their place of employment or gender, to recognize and respect each other and inspire each other to exert their capabilities to the fullest, bringing new value and innovation to our business. We also respect human rights and prohibit discrimination.

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



Goals and Targets

- Our policies are designed to support the success of our diverse human resources, regardless of gender, nationality, age, and disabilities. We are fostering a culture of diversity and inclusion that accepts and respects diversity.

Specific Approaches

- Human resources development for the success and deployment of diverse talent (human resource development approach)
Specific measures: Promotion of senior success, career support for female employees, support for employees based in overseas branches and offices, support for people with disabilities
- Encourage an organizational culture that makes the most of diverse backgrounds and points of view (approach to the organization)
Specific measures: Organizational development through the Mitsui Engagement Survey, holding D&I Week, and conducting activities within each organization through D&I ambassadors.
- Demonstrate results and achievements through work-life management
Specific measures: [Workforce Management: Labor Standards/Working Environment: Initiatives](#)

[Action plan related to the promotion of women's empowerment \(from April 1, 2020 to March 31, 2025\) \(in Japanese only\) \(PDF 516 KB\)](#)

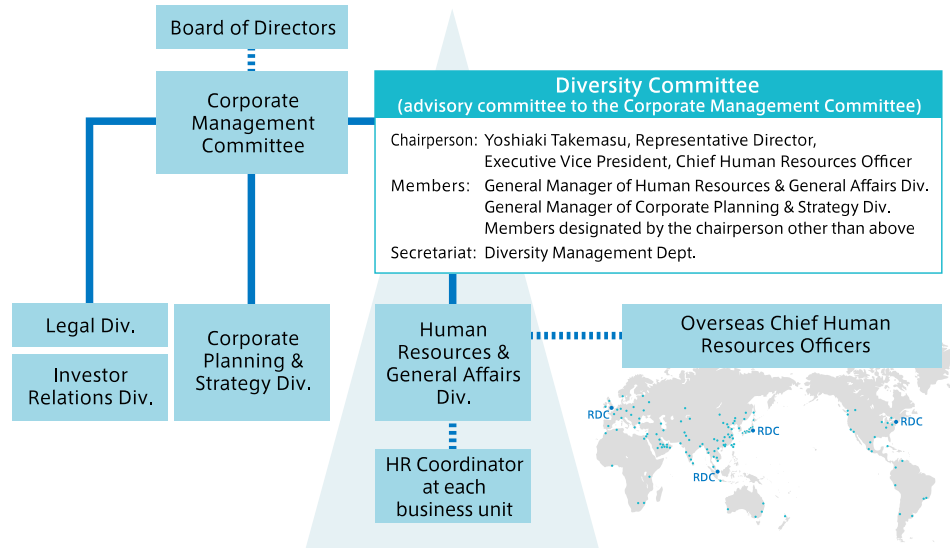
[Voluntary action plan on promotion of women to managerial and executive positions \(in Japanese only\)](#)

Performance Index and Progress

Performance Index	Progress
10% female managers by 2025	Ratio of female managers: 8.5% (non-consolidated; as of March 2023)
Achieve 3% ratio of employees with disabilities	Ratio of employees with disabilities: 3.16% (as of June 2023)

Sustainability Governance and Oversight

Diversity Management Promotion Framework



Collaborating with Stakeholders

Participation in Initiatives

We are promoting and expanding our efforts for diversity through participation in initiatives. Our participation in each initiative is decided after confirming that it is consistent with our basic policy on diversity.

Japan Business Federation (Keidanren)

Mitsui is a member of various Keidanren committees, including the following:

- Committee on Population Issues, which works to take measures to tackle the issue of Japan's declining birthrate
- Committee on Diversity & Inclusion, which works to realize further diversity and a society in which a diverse workforce, including women, can actively participate

Keidanren's "Challenge to 30% by 2030"

Keidanren's "Challenge to 30% by 2030" appears in its New Growth Strategy that it announced in November 2020. The challenge set an aspirational target for 30% or more of executives to be women by 2030, and seeks to create a movement to achieve this specific target. Our Company declared its support for this challenge in March 2021.

[Keidanren's "Challenge to 30% by 2030" \(in Japanese only\) \(PDF 1.59MB\)](#)

Initiatives

Career Opportunities for Women

Training Diverse Female Leaders

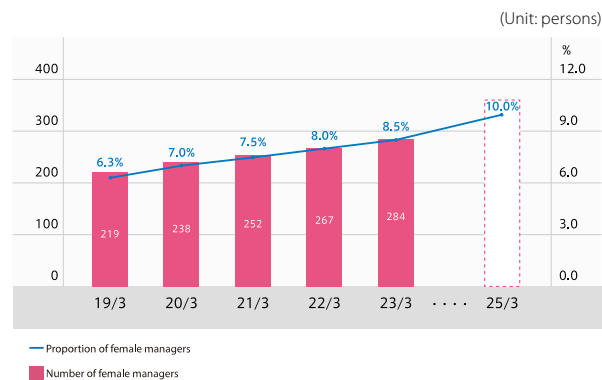
Since the fiscal year ended March 2020, we have held the Women Leadership Initiative to develop diverse role models as a sustained effort to provide a tailwind to the next-generation of female line manager candidates. The program included lectures about the organizational development, leadership and an assessment system designed to encourage participants to explore their inner-potential. We also introduced a mentoring scheme and created opportunities for dialogue with senior management. To date, a total of 48 female employees have attended the programs, which have been held a total of four times. In addition, starting in the fiscal year ended March 2022, members of the Corporate Management Committee are conducting one-year sponsorship programs for female employees who are candidates for senior leadership positions, offering career advice and guidance, and connecting participants to stretch assignments (work opportunities with links to next-level challenges). Through these efforts, we are promoting the steady advancement of female leaders across a wide range of activities.



WLI 2022 final presentation

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

Proportion and Representation of Female Managers



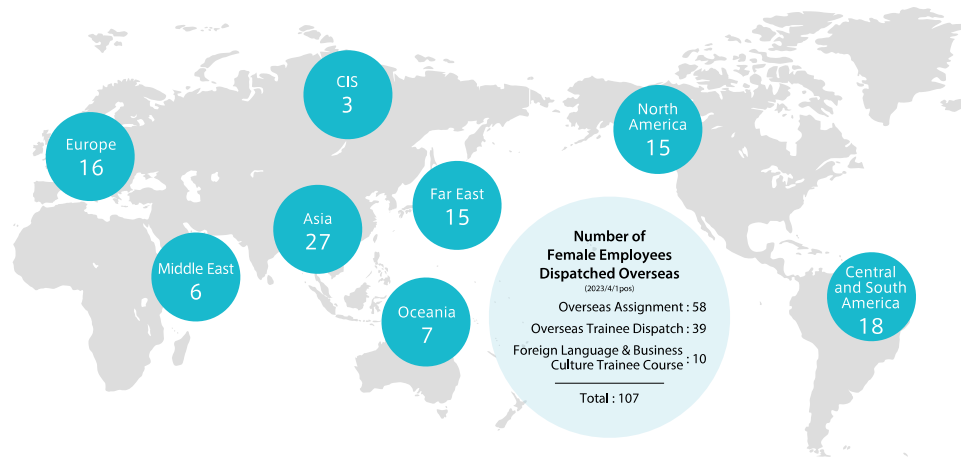
Mentorship Program

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 Initiative. 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 that can bring new business values to the organization.

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.

Number of Female Employees Dispatched Overseas (As of April 1, 2023)



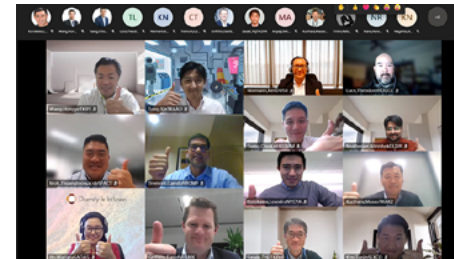
Region name	Number of people	Cities/area
North America	15	New York, Houston, Chicago, Irving, Vancouver, Colombia, Berkeley, Los Angeles
Central and South America	18	Monterrey, Mexico City, Bogotá, Lima, Santiago, Sao Paulo, Rio de Janeiro, Curitiba, Buenos Aires
Europe	16	London, Oslo, Dublin, Paris, Dusseldorf, Vlissingen, Brussels, Londerzeel, Milan, Tel Aviv
Middle East	6	Dubai
Asia	27	Singapore, Jakarta, Bangkok, Hanoi, New Delhi
Oceania	7	Perth, Melbourne, Brisbane
Far East	15	Seoul, Beijing, Shanghai, Guangdong, Taipei
CIS	3	Moscow, Tashkent

Promotion of Career Development for Global Talent

Development and Promotion of Regionally Hired Staff

Change Leader Program

We have held our Change Leader Program (CLP) since 2018. CLP is an initiative to identify, diverse talent on a global basis, and develop them into leaders who can actively and boldly promote necessary changes. In this program, regionally hired staff selected from around the world engage in dialogue with top management at the Head Office, intensive discussions on various topics such as leadership and Long-Term Management Vision, as well as setting their own "stretch assignments" or challenging tasks, in consultation with the sponsor business units. In November 2022, 12 participants took part in a combination of advance online sessions and face-to-face sessions in Japan. A total of 55 participants have joined the past four sessions, leading to various work assignments and appointment opportunities. Going forward, we will continue our efforts to support leadership training, creating value, demonstrating our comprehensive strength, forming on-site commitments, and networking for change.



CLP



CLP

Mentorship Program

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. 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.

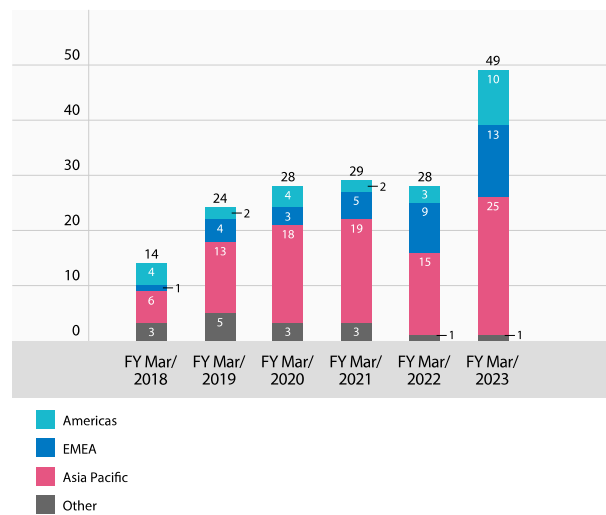
Promotions to Executive Positions

An increasing number of 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. Starting with the appointment of a locally-hired employee to managing director for the first time at Mitsui India in April 2020, progress is being made in appointing local employees to line managers and other key positions. We provide training for all employees and opportunities for internal transfers between overseas business sites, including affiliated companies. Through these initiatives, diverse human resources are contributing to the enhancement of our organizational potential and the achievement of business results. Diverse talent is also placed in management positions in affiliated companies and they play critical roles in our consolidated management. We will continue to train and promote foreign nationals through a variety of initiatives on a global basis.

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.

Number of Regionally Hired Staff Transferred between Overseas Countries

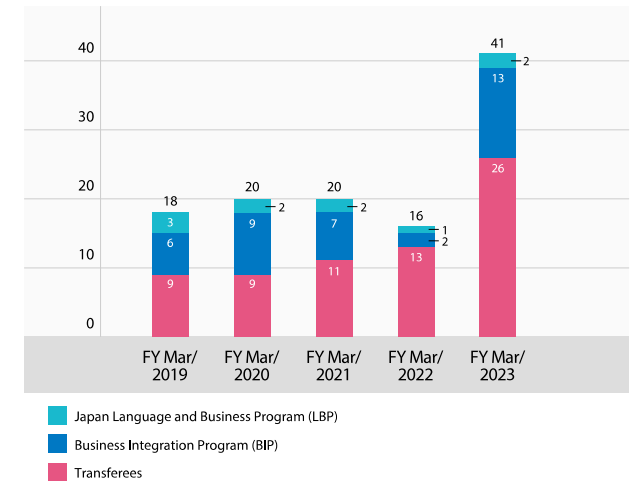


In October 2022, we established the Global Mobility Program (a transfer process for employees hired overseas) to standardize the conditions and processes for overseas transfers throughout the world, including those to Japan, and implemented it for transferees from April 2023. We will continue to support the globalization of human resources in the Mitsui & Co. global group, while verifying the effectiveness and advantages of this policy.

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 217 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 (Trends in program enrollments as of the end of each fiscal year)



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 to Japan on job transfers and training, and supports human resources development and the establishment of human networks within the group.

Supporting the Active Participation of Senior Personnel

While Mitsui supports for its employees to design their own career development path, in the context of senior personnel, we provide various training opportunities as well as individual interviews customized for those seniors. Also, Mitsui has the "re-employment system" which enables employees to work up to the age of 65, even after the mandatory retirement age of 60. As such, we strive to build a better workplace where they can actively utilize their work experiences, knowledge, and skills even after the mandatory retirement age. We also provide supports to those who wish to work outside the company according to their individual career choice.

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

<p>Provision of information</p>	<ul style="list-style-type: none"> Interviews for senior personnel If they so wish, employees aged 50 or over can have interviews to discuss their career development going forward, preparations for retirement, and Mitsui's systems (e.g., retirement payments, pensions, support for retirees, reemployment contract) in accordance with the information they are seeking. Through these interviews, employees also receive advice and information on specific topics, such as surveys of the post-retirement re-employment market. (Approximately 200 interviews are held per year.) Re-employment system seminars Seven months before reaching retirement age, employees attend seminars about systems and procedures. (Held four times per year for a total of approximately 130 employees.) If they wish, employees can also attend individual follow-up meetings.
<p>Training</p>	<ul style="list-style-type: none"> Career design training Senior employee training for Business staff members when they are between the ages of 48 and 52, and again when they are between the ages of 54 and 58, and for Administrative staff members when they are between the ages of 52 and 56. These sessions provide employees with opportunities to learn about public and corporate systems, to take stock of their own values and strengths, and to gain information and engage in group discussions about work-style options. Training is also offered to employees in their 30s, where they have the opportunity to take stock of their careers (Held 16 times in the fiscal year ended March 2024 with a total of 356 participants.)

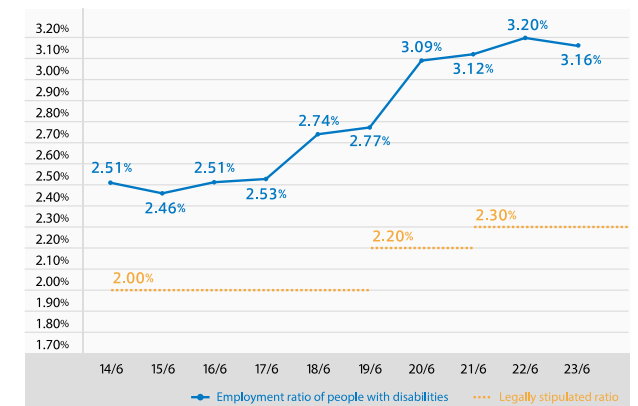
<p>Support for active participation within the company</p>	<ul style="list-style-type: none"> Discussions are held by the Re-employment Committee, which is composed of executive officers, division GMs and division human resources managers, about the specific activities of each senior employee. Support is given for a diverse range of opportunities both in Japan and at overseas offices and affiliated companies. As of March 31, 2023, there were 187 re-employment contract employees (including 16 employees working overseas). In the fiscal year ended March 2023, 40.4% of employees aged 60 accepted a re-employment offer.
<p>Support for activities outside the company</p>	<ul style="list-style-type: none"> The retiree support system is for employees aged 50 or above who wish to look for re-employment outside the company. We provide support for job-seeking employees through companies specialized in re-employment and we post re-employment information via the intranet. In the fiscal year ended March 2023, 15 employees aged 50 or above found their next career outside the company utilizing the support directly or indirectly provided by the company.

Supporting People with Special Needs

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 2023 our rate stood at 3.16%. We have set a target of 3.0% for 2023, when the statutory rate was expected to be revised, and we were aiming for further expansion of employment opportunities but achieved it in 2020.

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



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 31, 2023, 71 people from 41 companies attended the seminar, with Mitsui & Co. Business Partners, Ltd. as the guest lecturer. Through lectures on inclusion from the perspective of people with disabilities together with specific examples of how to achieve inclusion post-employment, participants learned about shifting individual mindsets and ways of thinking, and deepened their understanding of creating an inclusive environment and a society where everyone can live with peace of mind, 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.

Promoting Understanding of Sexual Orientation and Gender Identity

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 LGBTQ* is important. As a part of our efforts, we are focusing on raising awareness among employees and improving the office environment.

* LGBTQ is an abbreviation of L = Lesbian, G = Gay, B = Bisexual, T = Transgender, Q = Questioning/Queer

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. A handbook (Japanese only), which was compiled using expert advice, has been posted on the company intranet to foster understanding among employees of the Guidelines, and D&I ambassadors hold sessions to discuss LGBTQ issues as part of activities to raise employee awareness. LGBTQ 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 Internal Systems

The same-sex partnership system was formulated in February 2023 and implemented in April 2023. By treating same-sex partners as spouses, we promote the encouragement of career choices desired by the partners themselves in terms of internal systems, such as moving into company housing with a same-sex partner or accompanying the partner on domestic transfers.

Enhancement of Working Environments

We have established a contact point for consultation about LGBTQ-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. Since the fiscal year ended March 2020, we have in place an external contact point in addition to the in-house one in order to create an advice system that is more considerate of people's privacy. We are also improving our facilities, including the provision of multi-purpose restrooms in the Head Office building and other branches.

Evaluation by Society for Efforts to Promote Female Participation

[Evaluation by Society: Nadeshiko Brand, Fruboshi \(L Star\)](#)

Employment

Policies and Basic Approach

Policies and Basic Approach to Recruitment of Human Resources

Mitsui & Co. is committed to fair and impartial recruitment initiatives, selecting individuals based on their abilities and personal qualities. We provide global employment opportunities and disregard all aspects irrelevant to an applicant's abilities or suitability for a role; for example, an individual's race, nationality, gender, age, alma mater, or religion. 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.

Goals and Targets

- New graduates and mid-career employees: Have a diverse range of entry candidates through selection based on personal qualities without setting numerical goals for specific attributes
- New graduates: Recruit people from diverse backgrounds who have the potential to embody "Challenge and Innovation"
- Mid-career employees: Recruit people who have diverse backgrounds and professionalism, and can drive "Challenge and Innovation"

Sustainability Governance and Oversight

Officer in Charge	Yoshiaki Takemasu (Representative Director, Executive Vice President, Chief Human Resources Officer (CHRO))
Department in Charge	Human Resources & General Affairs Div.

Initiatives

Offering Fair Recruitment Activities and Providing Job Opportunities

Our new-graduate recruitment is characterized by several factors. Firstly, we hold a wide range of internships at various times of the year. Secondly, we have introduced the field "Personal history" to our entry sheet. Thirdly, many of our staff actively assist when students from their former universities want to visit to learn more about us.

In addition to our conventional internships, we also have internships for master's and doctoral students who tend to find employment in a different time of the year to undergraduate graduates. We also have internships for students intending to pursue a career in the digital realm. We are striving to help many kinds of people to deepen their understanding of Mitsui and our operations.

The reason why we added "Personal history" to our entry sheet was to enable applicants to highlight the challenges they have taken on in their lives, to shine a spotlight on their life. The creation of a "Personal history" gives us a glimpse back into the life of the applicant, and we believe that this gives us a deeper understanding of them compared with other approaches taken in interviews that only focus on episodes from their university days.

Each year our employees receive over 5,000 workplace visits from students of their former universities. This is more than for any other company that supports this platform. A major feature of our recruitment practices is that our staff generously help students to develop their career outlooks.

We also actively recruit mid-career workers. In the fiscal year ended March 2023 we recruited 92 people in this category, equivalent to about 45% of total appointments. Around 20% of mid-career recruits are female employees. To provide opportunities to learn about the wide range of operations and career paths available, we hold roundtable discussions and webinars with employees and create online articles that highlight mid-career hires.

To recruit people who can work on the global stage we have set up a wide range of application opportunities. In addition to holding company information sessions and recruitment selections for those who are studying abroad, we also hold webinars to provide opportunities for people all over the world to know our jobs.

Performance Data

[Personnel Affairs Data: Number of Hires by Gender \(Non-consolidated\)](#)

Labor Standards/Working Environment

Policies and Basic Approach

Policies and Basic Approach to Labor Standards/Working Environment

Mitsui constantly challenges the uncertainty of environmental changes while increasing the productivity of each employee and creating an environment where they can maximize their abilities. Our goals are to enhance the competitiveness of our entire company and provide new value to society. Based on our "Mitsui & Co. Business Conduct Guidelines for Employees and Officers," our rules stipulate that we must respect human rights and not engage in any forms of discrimination and harassment. In addition, we are working on various measures to create an environment where employees and the company can continue to grow together by making full use of the platform known as "Mitsui & Co.," where individual employees can work hard, and diverse individuals can gather to collaborate in teams.

[Human Rights Policy](#)

[Business Conduct Guidelines for Employees and Officers](#)

Working Hours Basic Policy

While expanding the range of workstyle options, we avoid overwork by properly managing working hours in compliance with the Labor Standards Act and the Industrial Safety and Health Act. We will continue to ensure that the safety and health of employees is maintained, and further promote the creation of a work environment where employees can continue working with peace of mind.

A Sustainable Supply Chain

When dealing with new suppliers, we conduct a preliminary risk assessment covering various social issues based on our Sustainable Supply Chain Policy and Procurement Policies for Specific Commodities, and request all suppliers understand and implement these policies. We also conduct periodic supplier surveys of existing businesses and their suppliers to gain an understanding of how their businesses are run regarding societal issues such as the prohibition of forced labor, child labor, discrimination and harassment, and payment of appropriate wages. In addition to our initiatives to identify high-risk suppliers, we carry out on-site inspections.

[Supply Chain Management](#)

Goals and Targets

- Achieve an average annual paid leave utilization rate of 70 % on an ongoing basis.
- Pursue more balanced workstyles through a range of measures such as the rectification of long working hours.

[Personnel Affairs Data: Paid Leave Days Taken and Usage Ratio \(Non-consolidated\)](#)
[Personnel Affairs Data: Annual Average Actual Working Hours \(Non-consolidated\)](#)
[Personnel Affairs Data: Monthly Average Overtime Working Hours \(Non-consolidated\)](#)

Sustainability Governance and Oversight

Officer in Charge	Yoshiaki Takemasu (Representative Director, Executive Vice President, Chief Human Resources Officer (CHRO))
Department in Charge	Human Resources & General Affairs Div.

Occupational Health and Safety Assessment of Business Investment Projects

In our businesses, we have systems in place that give maximum consideration to the environment and society, not only at the starting stage but also during operation and at the end. Regarding environmental and social risks (including occupational safety and health related to the working environment) the Sustainability Committee discusses response policies and measures, reports them to the Corporate Management Committee and the Board of Directors, and then implements them following approval.

Please refer to ESG Due Diligence Checklists and the Sustainability Advisory Board for details.

[ESG Risk Management: ESG Due Diligence Checklists and the Sustainability Advisory Board](#)

Collaborating with Stakeholders

Participation in Initiatives

United Nations Global Compact

In October 2004 Mitsui & Co. signed and pledged its support for the UN Global Compact. Mitsui is complying with the principles as part of its own corporate guidelines. As well as engaging in activities geared toward observing "Ten Principles of the UN Global Compact", we will advance various initiatives that contribute to realizing the UN Sustainable Development Goals (SDGs) through our business activities.

[Participation in Initiatives: United Nations Global Compact](#)

Initiatives

Encouragement of Workstyle Innovation

In our workstyle innovation, we introduced systems for enabling the taking of annual paid leave in hourly units, mobile work, and selecting staggered working hours for individuals. Later, 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 May 2020 we introduced activity-based working to coincide with our relocation to the new Head Office building. In the remote-working environment brought on by COVID-19 since March 2020, we have succeeded in achieving business continuity. This has been a result of not only our business infrastructure such as our IT response but also our workstyle innovation to help employees learn how to work autonomously. In addition, as a company that is expanding its business globally, the restriction of overseas business trips has had an impact not only on the way we do business but also on the way we work. First, we introduced an interval staggered working hours system in January 2021 for employees who have no choice but to work during midnight hours due to web conferencing with areas in time differences, so that these workers can take intervals during work. Also, in January 2022, we introduced a remote work system that allows employees to choose the work location best suited to their business needs, leveraging their experience gained from working in remote environments during the COVID-19 pandemic. Furthermore, in April 2023, based on the results of a trial conducted from the previous year, we introduced a company-wide "flextime system" to further

promote employees' autonomous working styles as professionals. We are making good use of our experience with changes in the environment brought about by COVID-19. While giving proper consideration to employee health and safety, we are striving to create a working environment in which each staff member can work with peace of mind, to improve the competitiveness of our Company by adapting quickly and flexibly to changes in the world's business.



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 workstyle by enabling employees to take a necessary leave more conveniently when they need it.
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 prioritized workstyles with increased efficiency and productivity. Discontinued due to the introduction of the flextime system in April 2023.
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).	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. Utilized from March 2020 as an emergency teleworking system during the COVID-19 pandemic, and terminated in December 2021 (shifted to a remote work system as described below).
Interval staggered working hours	We are increasing options for shifting working hours so that employees who have no choice but to work during midnight hours -- such as participating in web conferences with areas in different time zones -- can insert sufficient intervals in their working schedule to recover.	Employees who are required to work during midnight hours have the option of shifting their work start time before and after work, so that they can have a period between work hours for rest necessary to reduce mental and physical fatigue. Discontinued due to the introduction of the flextime system in April 2023.

Measures	Description	Benefits, Aims, etc.
Remote work system	Created as a permanent systemized version of the Mitsui & Co., teleworking system. Employees can choose the work location best suited to their business needs. The existing mobile work system is also incorporated into this new system.	This system aims to strengthen the company's competitiveness by demonstrating performance through the expansion of workstyle options, and to achieve work-life management and improve performance with individual appeal and vitality through physical and mental enrichment. There is no limit to the number of times employees can use the system. With the approval of the department and in accordance with business needs, employees can use the system as long as they are located within commuting distance of their workplace.
Flextime system	A flextime system has been introduced across the entire company, with core hours from 10:00 to 15:00 and flexible hours from 5:00 to 10:00 and from 15:00 to 22:00, during which employees can decide when to start and finish work.	By allowing employees to choose their own working hours autonomously, work-life management can be improved for our diverse workforce. This system will encourage employees to demonstrate their professional performance in a way that is not dependent on the length of working hours, and will also contribute to increased employee engagement.

Initiatives in Working Hours Management

We are maintaining a proper understanding of employees' working hours in accordance with our Working Hours Basic Policy* and are implementing the following measures.

* Working Hours Basic Policy: While expanding the range of workstyle options, we avoid overwork by properly managing working hours in compliance with the Labor Standards Act and the Industrial Safety and Health Act, maintaining the safety and health of employees, and creating a work environment where employees can continue working with peace of mind

- 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 in Encouragement of Workstyle Innovation.

Work-Life Management

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 remote work system and flextime system which were introduced between January 2022 and April 2023, 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.

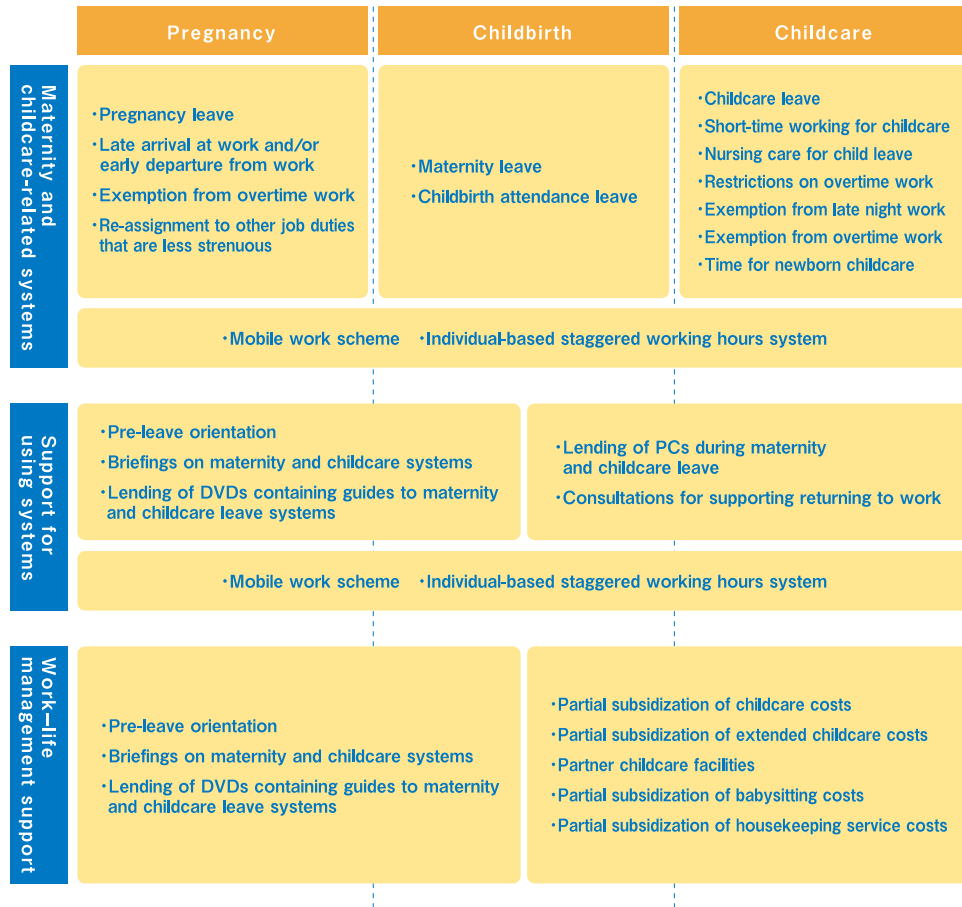
Policy for Re-employment Due to Spouse's Job Relocation

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.

Activities 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. In addition, from March 2023, we introduced the "Childcare Concierge Service" offering consultations on how to use internal systems and support measures and how to best create a system for managing work and childcare, as well as to assist in relieving concerns and worries during pregnancy and childcare.

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



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

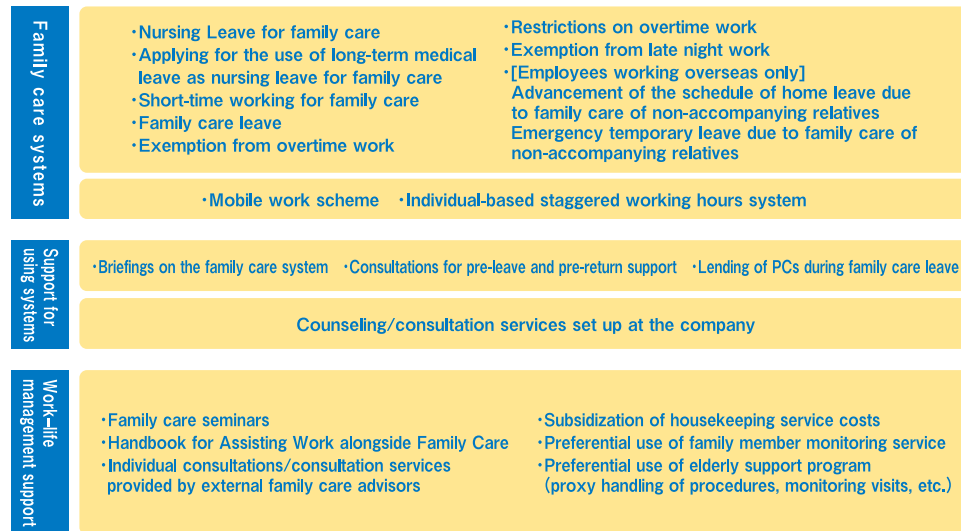
In addition to partially subsidizing babysitting and extended childcare costs, Mitsui partially covers housekeeping service costs in order to support a flexible childcare system that suits each employee's situation. As part of our efforts to develop support measures that respect each employee's work-life 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.



Activities to Support Family Care

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)



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 choosing family care facilities, which is important for balancing work and nursing care. Systems are in place to enable employees to participate in a variety of ways depending on their work style, including recordings of the seminars being made available for viewing. 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.

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

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 create new value through intellectual chemistry with numerous professionals, both at and outside the company, and 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.

Work-X continues to evolve. While taking into account measures to respond to COVID-19 and other changes in the internal and external environment, the two main themes set out in Work-X: "Agile & Evolving" and "Human Centric," remain unchanged, and we will continue to consider and implement ways to change employee awareness and behavior.

In August 2021, our Head Office received the Creative Office Award at the 34th Nikkei New Office Awards (co-sponsored by the New Office Promotion Association and Nikkei Inc., and supported by the Ministry of Economy, Trade and Industry and the Japan Chamber of Commerce and Industry), which recognizes creativity and ingenuity in office design.

Initiative measures in the Head Office

1. Group address system:

We have introduced a free address system for each organization. By designating general areas for each division/department, we have been able to introduce a free address system within each organization to allow employees 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 organization, facilitating activity-based working.

2. Stacking to promote business synergy:

Organizations that would be expected to mutually create synergy are located near to one another. The floor layout of each organization allows flexible responses and changes in accordance with the management strategy.

3. Shared communication space ("Camp"):

On every office floor, we have created a shared space ("Camp") where employees come together spontaneously and hold conversations and come up with ideas. We have 4 kinds of shared space that employees can select according to their objective: Social, Co-Work, Focus, and d.space.

The Camp spaces include interior staircases to link floors vertically, as well as cafe 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.



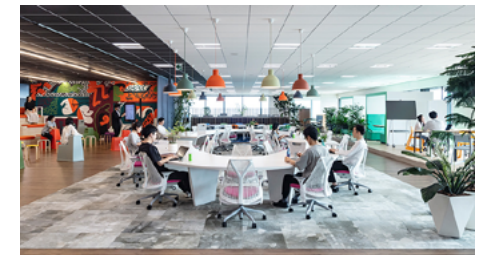
[Social] Space where knowledge, ideas, and information can be shared to jointly create new business. In this open and casual space, diverse individuals can exchange their opinions freely and openly, transcending organizational barriers.



[Co-Work] Space for holding discussions to accelerate the progress of projects. Teams of individuals that include our clients and partners gather to hold free discussions. This helps to speed up the flow of projects.



[Focus] Space designed for pondering and concentration where employees can draw from various sources of information to create new value. A space where each employee concentrate, deepen the thoughts, and develop strategy.



[d.space] Space where employees can engage in digital transformation (DX) for new business. The latest digital information and equipment are available. Here, the knowledge and experience can be gained to accelerate DX and create next-generation businesses.

4. Digital data use:

To achieve activity-based working, we are introducing cutting-edge digital devices, abolishing fixed-line phones, and distributing smartphones so that employees can carry out their work regardless of location. In addition, we have introduced a system that allows employees to share their location information in the Head Office. This information is used to promote communication and evaluate office space use data. By combining these initiatives, we aim to further accelerate our growth by maintaining the productivity of our organization and strengthening collaboration beyond its boundaries.

Promoting Internal Communication

D&I Forum

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. The "D&I Forum" is held mainly by D&I ambassadors, who are employee volunteers, as a place to consider D&I from a variety of perspectives beyond organizational barriers. The forum is used as a venue for exchanging opinions on topics of interest, to think together, and to develop new awareness.

Creating Opportunities for Communication

Toward the realization of our goal of "Creating Sustainable Futures" set out in the Medium-term Management Plan 2026, 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.

In response to environmental changes such as workstyle innovation including remote working, and our responses to COVID-19, since 2021, events are held in a hybrid format combining online and real-time, for discussions between management and employees on topics such as MVV (management philosophy) and diversity. In addition, as remote working continued for an extended period of time, we leveraged the limited opportunities to come to the office to hold a project called "Active Talk Hour," in which food and beverages were served at the MEETS/EATS cafeteria in the Head Office building for a short time before going home, with the aim of stimulating communication among employees beyond their department, age, and gender. In the fiscal year ended March 31, 2023, the program was held 79 times with a total of 10,309 participants, and will continue to be held regularly in the fiscal year ending March 31, 2024 with all possible measures in place to prevent COVID-19 infection.



Open Day Event

In February 2023, we held an Open Day Event at the Head Office under the concept of "Expanding the 'Co (Company)' of MITSUI & CO." Cross-organizational project team has prepared a variety of contents with the aim of understanding of our business and our people among our dearest families/others as an opportunity to expand personal networks and foster a sense of togetherness among employees. Open Day Event is scheduled to be held again in the fiscal year ending March 31, 2024.



Open Day Event in February 2023

Evaluation by Society

Recognition from Society for Our Support for Work-Life Management

Kurumin certification is given to "child-raising supporting companies" on an application basis. The certification requires that the company (1) has formulated a general employers action plan under the Act on Advancement of Measures to Support Raising Next-Generation Children and (2) has achieved targets set in the plan while satisfying certain requirements. Through a series of measures to support work-life balance, we obtained Platinum Kurumin certification in 2021.

[Evaluation by Society: Kurumin Certification](#)

Performance Data

[Personnel Affairs Data: Employees Taking Childcare or Family Care support \(Non-consolidated\)](#)

Labor-management Relations

Policies and Basic Approach

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, 2023, the number of union members stood at 3,881 (representing an 77.2% participation ratio).

Initiatives

Communication 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 2023, Mitsui engaged in multi-layered discussions with the union on a wide range of topics, including human resource management systems, salaries and bonuses, workstyle innovation, training, and occupational health and safety. We introduce those systems and measures on the basis of the labor-management agreement. In the fiscal year ended March 2024, we will continue to have dialogue with the labor union through collective bargaining negotiations. 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 the fiscal year ended March 2023, following a trial that was implemented from April 2022, we conducted a joint labor-management survey with the union, and successfully introduced a flextime system.

FY Mar/2023	November: Conducted a joint labor-management survey for the introduction of a flextime system March: Expanded working team-level negotiations (wage negotiations)
FY Mar/2022	April: Joint Labor-Management Preparatory Committee for Flextime System Trial September: Collective bargaining (introduction) and expanded working team-level negotiations (introduction of Expert Band)
FY Mar/2021	July: Labor-management meetings concerning the Medium-term Management Plan, new MVV (Mission, Vision, Values) July, September, November, February: Collective bargaining (partial revision of the personnel system)

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 (a total of 20 meetings were held in the fiscal year ended March 31, 2022).

FY Mar/2023	April: COO of Retail Business Unit May: COO of IT & Communication Business Unit, COO of Iron & Steel Products Business Unit, COO of Mineral & Metal Resources Business Unit June: COO of Energy Solutions Business Unit, COO of Food Business Unit, COO of Infrastructure Projects Business Unit July: COO of Corporate Development Business Unit, COO of Mobility Business Unit II, COO of Energy Business Unit I August: COO of Energy Business Unit II November: COO of Performance Materials Business Unit December: CEO, COO of Corporate Development Business Unit, COO of IT & Communication Business Unit, COO of Infrastructure Projects Business Unit, COO of Iron & Steel Products Business Unit, COO of Retail Business Unit, COO of Wellness Business Unit, COO of Nutrition & Agriculture Business Unit, COO of Mobility Business Unit I, COO of Energy Business Unit I, COO of Energy Business Unit II, COO of Energy Solutions Business Unit, CFO, COO of Basic Materials Business Unit March: General Manager of Osaka Office, General Manager of Logistics Strategy Division
--------------------	---

Workforce Management

Human Rights of Employees

[Human Rights Policy](#)

[Compliance and Integrity](#)

Performance Data

[Personnel Affairs Data: Participation Rate in Labor Unions \(Non-consolidated\)](#)

Policies and Basic Approach

Since formulating the Mitsui Health Declaration in 2017, we have been engaged in health management to maintain and improve the physical and mental health of our employees. In response to subsequent changes in people's health perspectives and working styles, in 2023 the Declaration was reformulated into the Mitsui's commitment to employee well-being. We aim to enhance the well-being of every individual employee so they can grow together with the organization. We will also continue to take measures to comply with the health and safety laws and regulations of the countries and regions in which we operate.

Mitsui's Commitment to Employee Well-being

To fulfill Mitsui & Co.'s mission to "Build brighter futures, everywhere", we strive to be a company that enables diverse talent to come together, learn from one another, and achieve individual growth while contributing to the organization.

We consider "well-being" to be a state where each individual can embody our company's long-standing ethos of "Challenge & Innovation" with vigor and vitality.

Mitsui & Co. will enhance employee well-being by fostering a working environment where our people can be themselves, respect each other's values, and work energetically with a sense of purpose.

In doing so, we will put the utmost importance on the health and safety of all employees and everyone we work with around the world, as one Mitsui & Co. family.

Formulated in July 2023

Kenichi Hori
President & CEO

Health and Safety Policy

In conducting the business activities of the Mitsui & Co. group in countries and regions around the world, we will promote the development of workplace environments in which employees and officers can work to their full potential, and where each individual can work energetically, in good health, safely, in line with the Sustainability Policy and this Policy. To promote health and safety in our business activities, we will foster a culture in which each and every one of us can take responsibility for the health and safety of ourselves and those around us.

Prioritizing Occupational Health and Safety

We will always place our highest priority toward the health and safety of our group employees and officers and all those involved with our businesses.

We will certainly promote measures based on the respective laws and regulations, as well as various initiatives to maintain and improve health, in order to enable creation of value at a higher level together with every employee and all our friends involved with our businesses.

We are dedicated to promoting the creation of workplaces and work environments where all employees and friends working together with them can work safely, free from occupational accidents, throughout the communities and regions where we conduct our operations. In pursuit of this goal, we will not only adhere to local laws and regulations but also strive for continuous improvement by incorporating best practices particular to each industry and providing necessary resources and training.

Formulated in August 2023

Yoshiaki Takemasu
Representative Director, Executive Vice President,
Chief Human Resources Officer (CHRO)

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 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.

[Business Continuity Management \(BCM/BCP\): Response to the Novel Coronavirus \(COVID-19\)](#)

Occupational Health and Safety in the Supply Chain

When dealing with new suppliers, we conduct a preliminary risk assessment covering various social issues such as occupational health and safety based on our Sustainable Supply Chain Policy and Procurement Policies for Specific Commodities and request that they understand these policies and implement them. For existing businesses and relevant suppliers, we conduct regular questionnaire surveys to gain an understanding of how their businesses are run with regard to occupational health and safety and other social issues such as safety in the event of a fire, use of personal protective equipment, and handling dangerous substances including chemical substances and pesticides. In addition to our initiatives to identify suppliers with occupational health and safety concerns, we carry out on-site inspections.

[Supply Chain Management](#)

Health

Goals and Targets

Health Performance Index and Progress toward Targets

Health Performance Index	FY Mar/2021	FY Mar/2022	FY Mar/2023
Percentage of employees undergoing health checks: 100 %	99.8%	100.0%	100.0%
Reexamination rate: 100 %	66.4%	65.9%	72.2%
Percentage of employees undergoing stress checks: 90 % (Number of employees undergoing stress checks)	89.1% (4,203)	86.8% (4,024)	83.0% (3,790)
Smoking rate: Reduction by 0.5% compared to the previous fiscal year (Year-on-year change)	10.8% (-2.1)	10.5% (-0.3)	10.0% (-0.5)

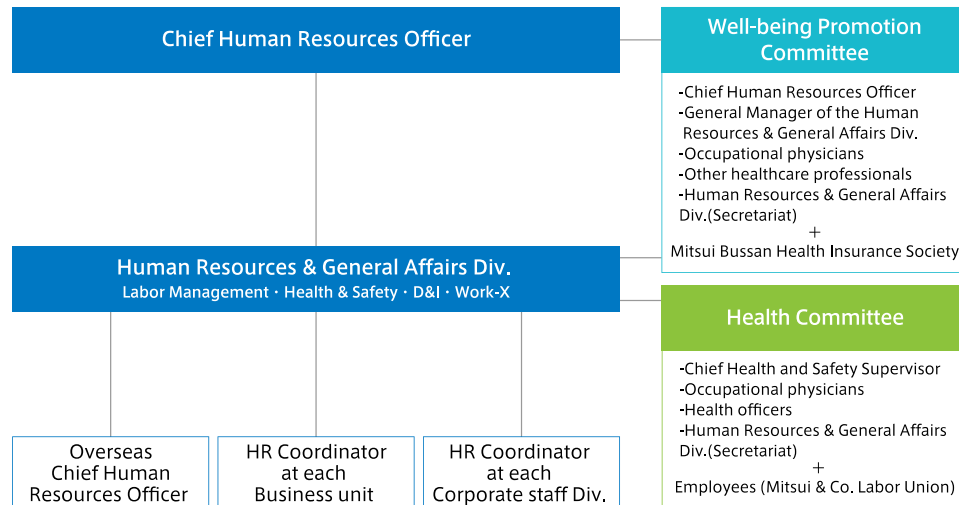
[Personnel Affairs Data](#)

Sustainability Governance and Oversight

Well-being Framework

Under the leadership of the Representative Director, the Executive Vice President, CHRO, serving as the Chief Health and Safety Supervisor, we have created the following framework for promoting the enhancement of every individual employee's well-being, including the establishment of the Well-being Promotion Committee, and have been promoting health management throughout the company. The Committee reports to the Corporate Management Committee and the Board of Directors.

Director in Charge of Promoting Well-being Management	Yoshiaki Takemasu (Representative Director, Executive Vice President, Chief Human Resources Officer (CHRO)), Chief Health and Safety Supervisor
Deliberative body	Well-being Promotion Committee, Health Committee
Department in Charge	Human Resources & General Affairs Div.



Well-being 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. In line with subsequent changes in general perceptions on health, the "Health Declaration" was reformulated into the "Mitsui's Commitment to Employee Well-Being" in 2023, and the "Health Promotion Committee" was renamed the "Well-Being Promotion Committee." 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 Representative Director, the Executive Vice President 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 continue to work together to plan and decide on policies aimed at maintaining and enhancing employees' health, and to execute these policies. Positioned as the foundation of our human resources strategy, the promotion of well-being will be led by the Human Resources & General Affairs Division under the supervision of the Representative Director, Executive Vice President, CHRO, in collaboration with the Health Committee, in which employee representatives participate, alongside the heads of divisional HR and overseas HR management.

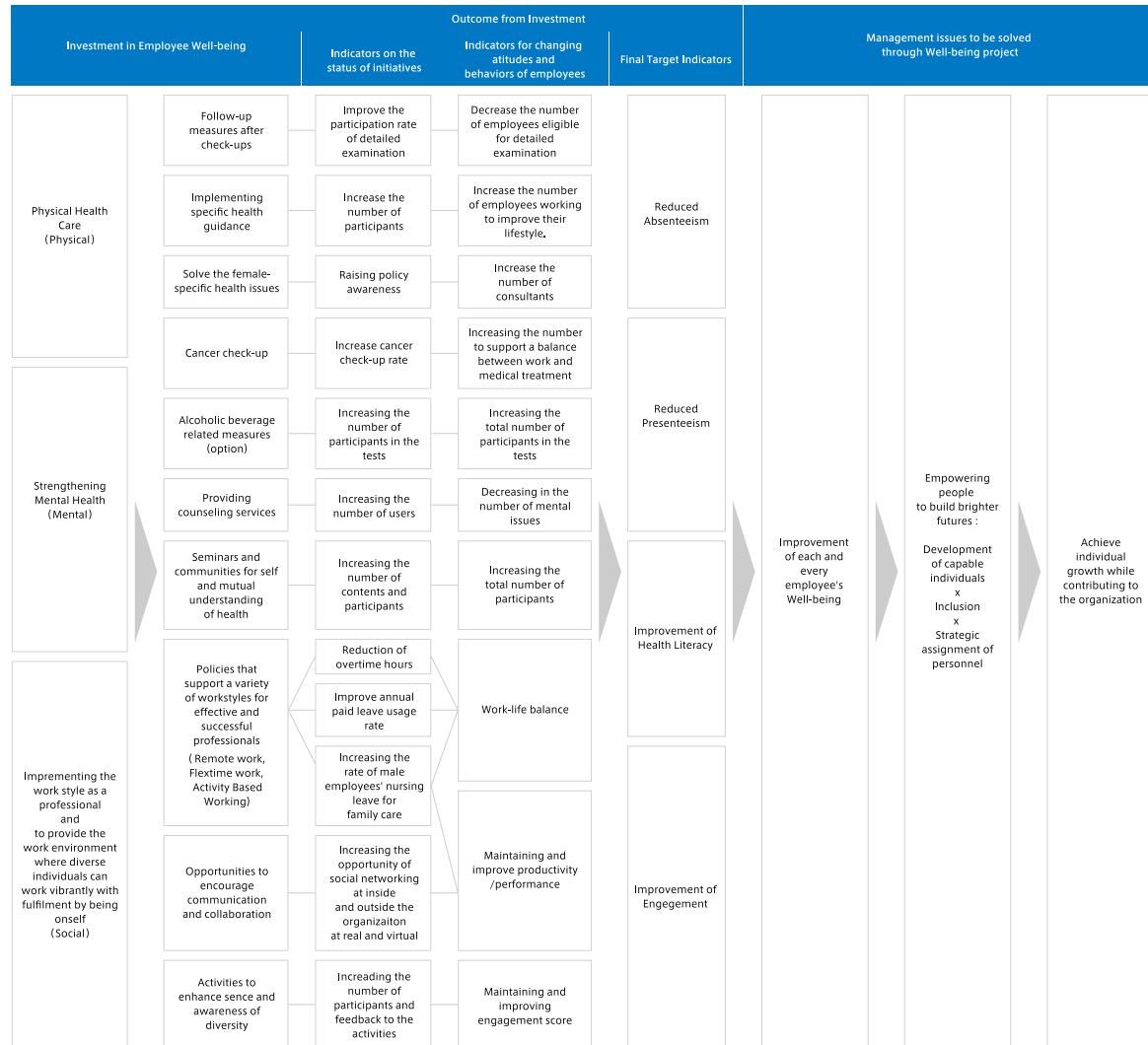
Health Committee

The Hygiene Committee headed by the Chief Health and Safety Supervisor (a position held concurrently by the Representative Director, the Executive Vice President 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.

Initiatives

Strategy Map

We promote employee well-being with the aim of enhancing the well-being of every individual employee so they can grow together with the organization.



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, E.N.T., psychosomatic medicine, and gynecology, 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.

The Head Office Medical Clinic also started sublingual immunotherapy to improve productivity of employees with allergies to cedar pollen and dust mites.

Examinations at the Head Office Medical Clinic

(Unit: persons)

	FY Mar/2019	FY Mar/2020	FY Mar/2021	FY Mar/2022	FY Mar/2023
Examinations (total number of people examined) at the Head Office Medical Clinic	14,541	12,567	4,895	4,024	5,462

* Due to the effects of COVID-19, restricted clinic visits in FY Mar/2021 to prevent the spread of infection resulted in a significant decrease in the number of examinees

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 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, colorectal cancer screenings, and H. pylori tests.
- Provision of subsidies for employees aged 50 and over who undergo pancreatic cancer screenings.
- Provision of specific health advisory services for employees aged 40 and over.
- Provision of subsidies for uterine 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.
- Provision of all payment of the expenses of dental checkup.

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	People aged over 34 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

Supporting the balance between medical treatment and work

Due to medical advances and changes in work styles, an increasing number of employees are able to work while undergoing medical treatment. At the request of the employee, medical and workplace personnel work together to provide support to enable employees to balance medical treatment with their work in a way that best suits the status of the treatment they are receiving.

Mental Health

At Mitsui, we have established multiple consultation counters focused on ensuring that employees can easily seek advice when they need to. Our mental health consultation service uses occupational physicians and health nurses to provide employees with support relating to mental health issues. A psychosomatic medicine department has been established at our Head Office Medical Clinic.

In May 2023, we began offering counselling by a licensed psychologist and have established a system for employees to feel free to receive counseling at any time. Other services include an external consultation service on mental and physical health provided by the Health Insurance Society, which enables employees, including those working overseas and family members of employees, to receive consultations without notifying the company or the Health Insurance Society.

When an employee takes a temporary absence from work, occupational physicians and health nurses continue to provide care to ensure that employees can feel confident about returning to work. After their return to work, occupational physicians, health nurses, company doctors, and other personnel work together to ensure recurrence and help to manage the employee's health condition through follow-ups and support from managers and supervisors, alongside various other employment measures as necessary.

We are also working to deepen understanding of mental health through training for managers and other initiatives. Since the fiscal year ended March 2017, we have been implementing stress checks with employees in Japan, including those who have been seconded, and from the fiscal year ended March 2023, employees working overseas will also be able to take these checks. We provide those suffering from high stress with opportunities to have interviews with occupational physicians at the request of the employee, and give feedback pertaining to the group analysis results to the workplace, for the purpose of improving the working environment.

Health Management for Employees Working Overseas

Approximately 1,200 of our staff are stationed overseas, accompanied by around 1,400 family members. 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 local personnel, 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.

In the fiscal year ended March 2023, we introduced stress checks for overseas employees, and provided a web interview with an occupational physician if requested.

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.

MITSUI HEALTH REPORT

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. We aim 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.

Provision of Healthy Menus in the Employee Cafeteria

At the Head Office staff cafeteria MEETS/EATS we have set up six main-dish corners, including the "SPECIAL" which offers servings in small quantities but with many items. Our concept behind this is the promotion of employee communications and support for their health.

In cooperation with our subsidiary, AIM SERVICES CO., LTD., we held online seminars to promote vegetable intake for the purpose of preventing lifestyle-related diseases, introducing seasonal vegetables and recipes. Tie-up menu items were also offered at the company cafeteria. In addition, we held an event at the company cafeteria that enabled employees to measure their estimated vegetable intake, to encourage employees to reflect on their daily vegetable intake and make changes to their eating habits.



MEETS/EATS



Example of SPECIAL

Use of Outside Fitness Gyms, Exercise at Work

Employees can use outside fitness gyms at corporate rates.



Furthermore, we have also introduced the "Round Refresh" program, under which trainers 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.

In a follow-up survey, 85% of participants indicated that physical exercise during the Round Refresh program helped them feel refreshed and increased their productivity.

Videos on how to limber up and stretch are shown via digital signage installed on each floor, and videos are distributed via our intranet and apps for teleworkers, to promote employee physical refreshment.

Smoking Reduction Measures

All spaces at our companies and branch office are smoke-free. 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 (Interview articles with those who have successfully quit smoking, recognition of successful quitters)
- 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 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

	FY Mar/2019	FY Mar/2020	FY Mar/2021	FY Mar/2022	FY Mar/2023
Males	18.4	17.3	15.1	14.6	14.1
Females	2.0	2.7	1.5	1.5	0.6
Total	13.4	12.9	10.8	10.5	10.0

Alcohol-Related Measures

We hold training for newly hired employees which includes genetic susceptibility testing for alcoholism, to prevent health risks and accidents by raising awareness of alcohol issues. 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, the director and health nurses of Mitsui's Head Office medical clinic have given seminars to all employees and at the same time provided an opportunity for employees to receive optional genetic susceptibility testing for alcoholism. We have set up an "Alcohol and Health" site on our intranet to spread information to all employees about the importance of responsible drinking.



Health Support for Female Employees

To provide support for female employees, we established a gynecology department at the Head Office Medical Clinic, as well as a consultation desk to offer advice on women's health and maternal health through individual consultations with health nurses. Useful health-related information is provided via the intranet, together with notices on the availability of various types of health advice.

Since the average BMI of our female employees is lower than the national average and is on a differing trend from that of male employees, we conducted a survey of our Japan-based female employees with the aim of understanding their specific health issues. Of the 1,397 eligible employees, 765 responded. In response to many requests, we established a gynecology department at the Head Office Medical Clinic, and are working to address other issues.

We also hold online seminars to disseminate correct information about women's physical and mental health issues, as well as ways to address them.

We also provide uterine cancer screening for female employees under the age of 34. For female employees aged 35 or over, we offer breast cancer screening (mammography + ultrasound) and financial assistance for uterine cancer screening.

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 Mar/2023

(Unit: persons)

Training Program	Number of sessions per year	Participants
Training before overseas assignments: Overseas risk management (overseas health and safety management) for general employees	12	318
Training before overseas assignments: Overseas risk management (overseas health and safety management) for overseas trainees	1	16
Training for new line managers: Mental health, labor management	Year round	106
Introductory training for new employees: Health management as a working professional	2	111
M/M Leader (employees in charge of supporting new employees) Training (Online training/prior viewing; "Alcohol-Related Risk Training")	1	54
Alcohol risk training for all employees: Alcohol Seminar		Approx. 1,400
Mental health, line care enhancement program	1	74
Health seminars / "Vege online seminar (presented by a Nutritionist, Vegetable Sommelier)"	3	Approx. 450
Health seminars / "An abnormal posture can cause back pain and stiff shoulders"	1	Approx. 90
Health seminars / "Health examination measures" and "Early detection of cancer"	1	Approx. 90
Mental health seminars / "How to communicate effectively when working remotely"	1	Approx. 40
AED training - Chest compressions and AED operation training	1	Approx. 100

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

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 Initiative
Ergonomic workplace	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. Once a month, occupational physicians, health nurses, and other medical personnel visit each workplace to examine whether a safe working environment for employees is being maintained, and to identify and respond to safety and health problems in order to ensure a healthy work environment.
Illumination	We have introduced luminance sensors and motion detectors to control illumination levels and lighting equipment in an appropriate and efficient way. In addition, by using circadian lighting, which takes biological rhythms into account, we have improved both energy savings and comfort.
Noise	By using double structure airflow windows for the building, we have reduced noise and improved the effectiveness of insulation. Walls in meeting rooms have been fitted with soundproof structures that prevent sound from being audible outside the rooms. On the office floors, we have introduced sound masking equipment to reduce discomfort caused by surrounding noise.
Indoor air quality	Effective air conditioning is provided by a system with outside air intakes. This lowers the CO2 level while reducing the air-conditioning load. The environment within the building is monitored every other month. Moreover, the air in the air conditioning system in the conference rooms around the studio / camp / core areas on the office floor is completely ventilated twice an hour. The ventilation rate for the air conditioning system serving the conference rooms on the east side of the office floor is four changes an hour. The ventilation rate for the air conditioning system serving the conference rooms on floors 8 and 9 is four changes an hour.

Safe Working Environment Initiatives	Description of Initiative
Humidity/ Temperature	We maintain internal humidity at an appropriate and comfortable level above 40%, even during winter when the air tends to be drier, by introducing water vapor through the use of variable air volume (VAV) control/a district cooling and heating system. We have introduced a radiant air-conditioning system at the company medical clinic in order to increase comfort and sound control, while preventing airborne infections by suppressing the occurrence of viruses and dust in the air. On the office floors, we have introduced a user-input-based air-conditioning system linked to the building's internal location positioning system, enabling fine-tuned temperature control. We maintain a comfortable working environment by setting the air conditioning at 26°C in summer and 24-25°C in other seasons. A relaxed dress code has allowed a comfortable workplace environment to be maintained throughout the year, while also reducing the air-conditioning load.
Free drinks and food	As part of measures aimed at promoting communication, in shared spaces (camp areas), there is a cafe counter that serves coffee, soft drinks, tea, water, tea drinks, nuts, and other snacks. Employees can use these freely at any time.
Shower booths	We have a corporate contract for a shower booth with the Raffine Running Style Otemachi One store on the B1 floor of the Head Office, which employees can use when returning to Japan from a business trip.
Relaxation Room	Employees can receive massage and massage with acupressure once a month (for 40 minutes).
Prayer rooms	We have separate prayer rooms for men and women that can be used regardless of religion.
Aroma for relaxation	We have developed an original aroma from hinoki cypress scraps produced from our company-owned forests. We release this aroma at our reception room on the 8th floor and in the lounge on the 9th floor, to create a relaxing space. In addition, from 2022, we have begun introducing aromas on a trial basis in the common spaces (camps) on the office floors to promote communication and concentration.

Evaluation by Society

Health & Productivity Stock Selection

The Health & Productivity Stock Selection recognizes TSE-listed companies that strategically make efforts with respect to their employee health from a management perspective. We promote health management so that every individual employee can work healthily and safely, harnessing their full talent and potential. We have also implemented measures to spread diverse working styles, enhance engagement, and improve the office environment, among other purposes. Mitsui was listed in the Health & Productivity* Stock Selection for the first time in 2023.



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 six consecutive years.



Performance Data

	FY Mar/2021	FY Mar/2022	FY Mar/2023
Employees maintaining an appropriate weight (BMI 18.5 to 25)	66.4%	67.2%	67.1%
Employees suffering from high stress	4.4%	5.0%	5.1%
Employees absent from work due to mental health problems (%) *1	0.84%	1.06%	0.98%
Employees absent from work due to illness (%) *1	0.38%	0.39%	0.46%
Absenteeism (days) *2	-	2.83 days	2.58 days
Presenteeism (%) *3	-	12.5%	12.6%

*1 Measurement method: Number of employees absent from work due to personal injury or illness for at least one consecutive month ÷ the number of employees working in Japan

*2 Measurement method: Total number of days of personal sick leave of at least 7 consecutive days due to personal illness or injury ÷ the number of employees working in Japan

*3 Measurement method: Single-Item Presenteeism Question, 100% - Results of responses to the question: "Rate your own work performance for the past 4 weeks on a scale of 0 to 100% (excluding times of illness or injury)"

Occupational Safety

Goals and Targets

Occupational Safety

Mitsui respects the health and safety of all employees in the global group and those with whom they collaborate. We aim to improve health and safety in all our business activities and to prevent occupational accidents*1.

Mitsui & Co. as a non-consolidated entity (Targets for FY Mar/2024)

- Zero Workplace Accidents
- Zero Fatal Accidents

[Personnel Affairs Data: Occupational Health and Safety Data \(Non-consolidated\)](#)

Global Group*2 (Targets for FY Mar/2024)

- Fatal accidents: Zero
- Serious injuries: Reduction from the previous year

*1 Excluding commuting accidents and personal injuries and illnesses

*2 Un-incorporated JVs with main subsidiaries and operatorships with production sites

*3 Non-fatal accidents involving serious injuries not recoverable within 6 months

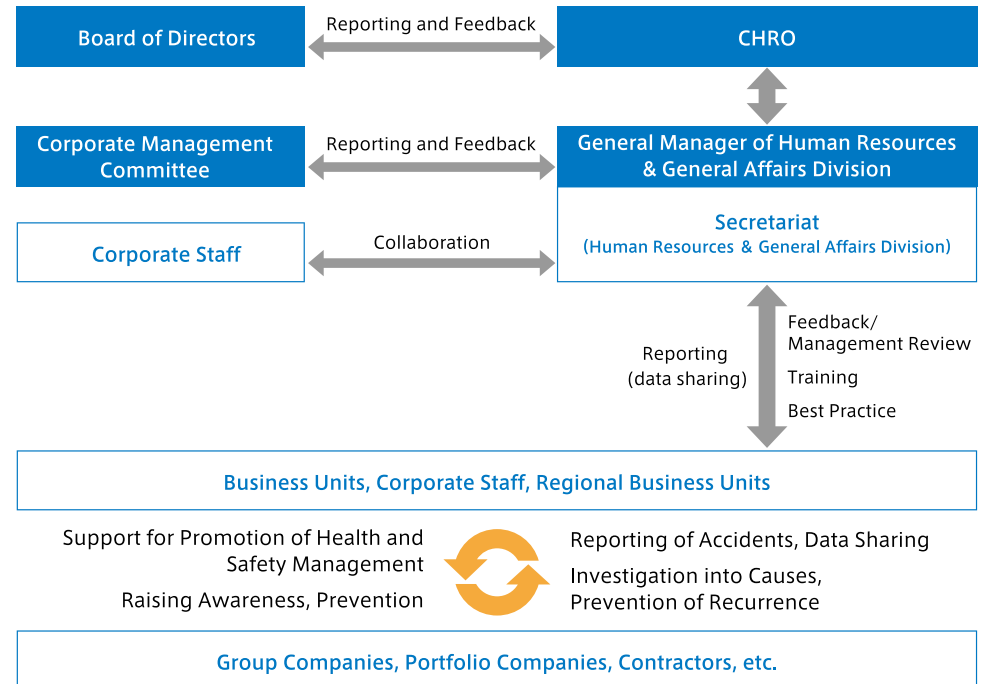
[Personnel Affairs Data: Occupational Health and Safety Data \(Mitsui as global group\)](#)

Sustainability Governance and Oversight

Occupational Health and Safety Promotion Framework

Under the guidance of the Representative Director, Executive Vice President, CHRO, who is also serving as the Chief Health and Safety Supervisor, the Human Resources & General Affairs Division leads the company's overall efforts, while each individual unit promotes specific measures tailored to the unique characteristics of their respective businesses, with a focus on the business frontline.

Chief Health and Safety Supervisor	Yoshiaki Takemasu (Representative Director, Executive Vice President, Chief Human Resources Officer (CHRO)), Director in Charge of Promoting Well-being Management
Department in Charge of Promotion	Human Resources & General Affairs Div.



ISO45001 Occupational Health and Safety Management System Certification Status

ISO 45001 is an international standard for managing occupational health and safety risks. As of March 31, 2023, two of our environmental priority management subsidiaries in Japan or overseas (accounting for 3% of our consolidated subsidiaries that need environmental priority management) had acquired ISO45001 certification.

Occupational Health and Safety Assessment of Business Investment Projects

In our businesses, we have systems in place that give maximum consideration to the environment and society, not only at the starting new business but also during operation and at withdrawing from the operation. Regarding environmental and social risks (including labor issues and occupational health and safety related to existing projects and business operations) the Sustainability Committee regularly revises risk assessments, discusses response policies and measures, reports them to the Corporate Management Committee and the Board of Directors, and then implements them following approval.

[ESG Risk Management: ESG Due Diligence Checklists and the Sustainability Advisory Board](#)

Initiatives

Working Hours Management

Based on the Industrial Safety and Health Act, we urge employees who have worked overtime in excess of the specified standards for working hours and intervals between work 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 workstyle innovations, and give updates on the details of any legal amendments.
- We have created a checklist of 56 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.

[Personnel Affairs Data: Paid Leave Days Taken and Usage Ratio \(Non-consolidated\)](#)

[Workforce Management: Encouragement of Workstyle Innovation](#)

[Personnel Affairs Data: Annual Average Actual Working Hours \(Non-consolidated\)](#)

[Personnel Affairs Data: Monthly Average Overtime Working Hours \(Non-consolidated\)](#)

Occupational Safety

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.

[Business Continuity Management \(BCM/BCP\)](#)

Security Management

Mitsui promotes various kinds of business through its 128 points of global operations (as of April 1, 2023).

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.

When employees are to be assigned overseas, we provide training on expatriate safety to them and their spouses.

Personnel Affairs Data

Concerning the data marked with ★ (FY Mar/2023), 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.

[Independent Practitioner's Assurance Report](#)

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

	Consolidated			Non-consolidated								
	Total employees (persons)			Total employees (persons)			Average age of employees (years old)			Average number of years of service (years)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
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
2021	29,764	14,745	44,509	3,995	1,592	5,587	42.8	40.3	42.1	18.8	16.8	18.2
2022	29,257	15,079	44,336	3,894	1,600	5,494	42.9	40.2	42.1	18.8	16.5	18.1
2023	3,884	15,927	46,811*	3,842	1,607	5,449	43.1	40.4	42.3	18.8	16.3	18.1

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

* Percentage of female employees in the global workforce: 34.0% (as of March 31, 2023)

Number of Employees by Operating Segments (As of March 31, 2023)

(Unit: persons)

	Consolidated	Non-consolidated	
	Number of Employees	Number of Employees	Temporary employees*
Mineral & Metal Resources	284	619	58
Energy	459	1,093	147
Machinery & Infrastructure	809	17,174	1,206
Chemicals	766	7,286	546
Iron & Steel Products	256	1,262	177
Lifestyle	841	8,772	5,594
Innovation & Corporate Development	492	7,425	969
Others	1,542	3,180	366
Total	5,449	46,818	9,063

* The figures in the temporary employees of Non-consolidated column indicate the annual average number

Number of Employees by Region (As of March 31, 2023)

(Unit: persons)

	Staff hired in Japan	Regionally hired staff
Japan	4,290	-
Americas	321	539
Europe, the Middle East and Africa	210	521
Asia Pacific	489	1,452
Others (Trainees, interns, etc.)	139	-
Total	5,449	2,512

Number of Hires by Gender (Non-consolidated)

(Unit: persons)

	New graduates			Mid-career*3			Total	Ratio of regular employees hired mid-career
	Male	Female	Total	Male	Female	Total		
FY Mar/2019	104	56	160	22	4	26	186	14%
FY Mar/2020	96	80	176	38	4	42	218	19%
FY Mar/2021	89	46	135	34	8	42	177	24%
FY Mar/2022	71	57	128	43	20	63	191	33%
FY Mar/2023	67	44	111	61	31	92	203	45%
FY Mar/2024 *1	71	55	126 *2	-	-	-	-	-

*1 Figures as of April 1, 2023

*2 Includes two male and three female employees scheduled to join

*3 From FY Mar/2022, includes re-employees based on the re-employment system for employees who had to resign due to the transfer of their spouse

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
FY Mar/2023	88,000 hours	16 hours	2.2 days	JPY 430,000

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
FY Mar/2023	Business staff	17 hours	17 hours
	Administrative staff	10 hours	10 hours

[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
FY Mar/2021	4.29%	4.61%	4.38%	1.10%	1.56%	1.23%
FY Mar/2022	5.76%	3.50%	5.11%	1.79%	1.45%	1.69%
FY Mar/2023	4.00%	4.06%	4.02%	1.25%	1.79%	1.41%

Performance Data Related to Diversity

Proportion of Female Managers (Non-consolidated) (As of March 31, 2022, but as of July 1 of each year until 2021)

(Unit: persons)

	Full time employees*1			Business staff*1			Managers			Administrative staff
	Total	Female	Ratio of female employees	Total	Female	Ratio of female business staff	Total	Female	Ratio of female managers*3	Total
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	7.4%	1,090
2021	5,594	1,627	29.1%	4,546	580	12.8%	3,405	275	8.1%	1,048
2022	5,494	1,600	29.1%	4,461	568	12.7%	3,333	267	8.0%	1,033
2023	5,449	1,607	29.5%	4,450	609	13.7%	3,334	284*2	8.5%	999

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

*2 Includes 9 female general managers

*3 From 2022, the record date was changed to Mar 31. Until 2021, July 1 was the record date

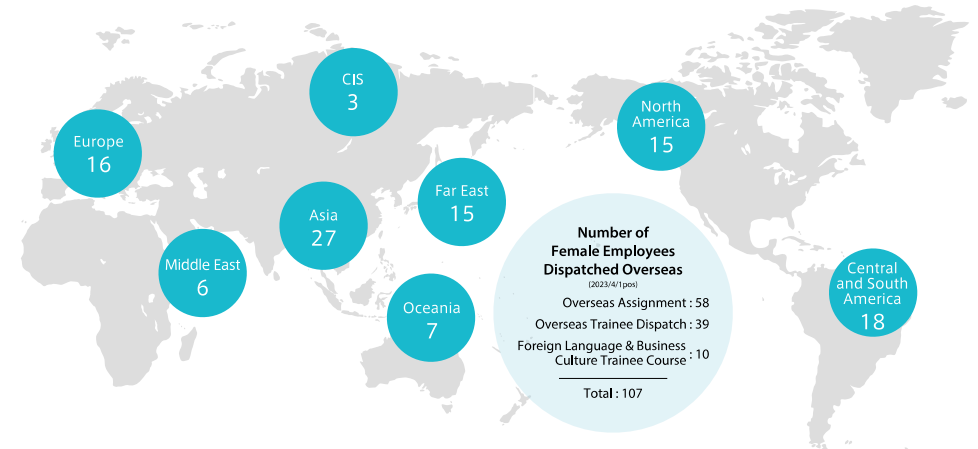
Proportion of Female and Foreign Corporate Officers (Non-consolidated) (As of July 1 of each year)

(Unit: persons)

	Directors					Corporate Auditors		
	Total	Female	Ratio of female directors	Foreign	Ratio of foreign directors	Total	Female	Female ratio
2019	14	2	14.3%	2	14.3%	5	1	20.0%
2020	14	3	21.4%	2	14.3%	5	1	20.0%
2021	14	3	21.4%	2	14.3%	5	1	20.0%
2022	14	3	21.4%	2	14.3%	5	1	20.0%
2023	15	4	26.7%	3	20.0%	5	1	20.0%

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

Number of Female Employees Dispatched Overseas (As of April 1, 2022)



Region name	Number of people	Cities/area
North America	15	New York, Houston, Chicago, Irving, Vancouver, Colombia, Berkeley, Los Angeles
Central and South America	18	Monterrey, Mexico City, Bogotá, Lima, Santiago, Sao Paulo, Rio de Janeiro, Curitiba, Buenos Aires
Europe	16	London, Oslo, Dublin, Paris, Dusseldorf, Vlissingen, Brussels, Londerzeel, Milan, Tel Aviv
Middle East	6	Dubai
Asia	27	Singapore, Jakarta, Bangkok, Hanoi, New Delhi
Oceania	7	Perth, Melbourne, Brisbane
Far East	15	Seoul, Beijing, Shanghai, Guangdong, Taipei
CIS	3	Moscow, Tashkent

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

Child Care

(Unit: persons)

		Childcare leave	Nursing leave for childcare	Short-time working for childcare	Childbirth attendance leave	Percentage of male taking childcare leave*
FY Mar/2019	Male	29	120	0	85	-
	Female	45	186	127	-	-
	Total	74	306	127	85	-
FY Mar/2020	Male	28	113	0	79	-
	Female	56	197	127	-	-
	Total	84	310	127	79	-
FY Mar/2021	Male	37	81	0	59	-
	Female	63	161	109	-	-
	Total	100	242	109	59	-
FY Mar/2022	Male	71	80	0	59	-
	Female	75	164	93	-	-
	Total	146	244	93	59	-
FY Mar/2023	Male	85	90	0	63	65%
	Female	66	174	101	-	-
	Total	151	264	101	63	-

* Percentage of employees taking childcare leave and leave for childcare purposes (leave to attend to childbirth). If childcare leave and leave to attend to childbirth are taken for the same child, duplications are removed, and they are counted as one person

Return Rate and Retention Rate After Childcare Leave

		Male	Female
FY Mar/2023	Return rate after childcare leave *1	100%	93.4%
	Retention rate after childcare leave *2	93.8%	100%

*1 Percentage of employees who returned to work as compared to the number of employees who reached the end of childcare leave in FY Mar/2023

*2 Percentage of employees who are enrolled as of April 1, 2022, out of those returned to work during FY Mar/2022

Family Care

(Unit: persons)

		Family care leave	Nursing leave for family care	Short-time working for family care
FY Mar/2019	Male	2	44	0
	Female	2	66	2
	Total	4	110	2
FY Mar/2020	Male	1	47	0
	Female	1	85	2
	Total	2	132	2
FY Mar/2021	Male	0	39	0
	Female	0	65	2
	Total	0	104	2
FY Mar/2022	Male	0	33	0
	Female	1	64	2
	Total	1	97	2
FY Mar/2023	Male	0	34	0
	Female	0	61	1
	Total	0	95	1

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

(Unit: persons)

Year of resignation/registration		FY Mar/2019	FY Mar/2020	FY Mar/2021	FY Mar/2022	FY Mar/2023
Number of registered ex-employees	Business staff	4	3	1	2	2
	Administrative staff	11	10	10	1	7
	Total	15	13	11	3	9

Results of the Mitsui Engagement Survey (FY Mar/2019-FY Mar/2023)

	Mitsui Engagement Survey *2		
	FY Mar/2021 *3	FY Mar/2022 *3	FY Mar/2023
Employee engagement *1	70 %	71 %	72 %

*1 Ratio of positive responses to multiple questions regarding employees' loyalty and desire to contribute to the company and self-motivation to work hard

*2 Covered Mitsui employees in Japan and overseas offices (including regionally hired staff)

*3 In addition to Mitsui & Co. and overseas offices, global group employees in domestic and overseas affiliates who wish to participate in the Company's surveys also took part (The Above results only for Mitsui & Co. and overseas offices are consolidated)

Annual Average Actual Working Hours (Non-consolidated)

(Unit: hours / year)

	FY Mar/2019	FY Mar/2020	FY Mar/2021	FY Mar/2022	FY Mar/2023
Annual average actual working hours	1,957.72	1,939.84	2,110.01	2,066.86	2,003.04

Employees at the Tokyo Head Office and branches in Japan (including non-managerial contract employees)

Monthly Average Overtime Working Hours (Non-consolidated)

(Unit: hours / month)

	FY Mar/2019	FY Mar/2020	FY Mar/2021	FY Mar/2022	FY Mar/2023
Monthly average overtime working hours	19.0	19.1	25.0	26.7	26.1

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

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

	FY Mar/2019	FY Mar/2020	FY Mar/2021	FY Mar/2022	FY Mar/2023
Average annual paid leave taken (days)	14.4	14.0	11.5	12.5	13.8
Average annual paid leave usage ratio (%)	74.9	73.1	60.0	64.9	71.4

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

Occupational Health and Safety Data (Non-consolidated) ★

	Target	FY Mar/2020		FY Mar/2021		FY Mar/2022		FY Mar/2023	
		Employees	Contractors	Employees	Contractors	Employees	Contractors	Employees	Contractors
Number of lost time injuries	0	0	0	0	0	0	0	0	0
Number of fatalities	0	0	0	0	0	0	0	0	0
Lost time injury frequency rate	0	0	0	0	0	0	0	0	0
Lost time injury severity rate	0	0	0	0	0	0	0	0	0
Occupational illness frequency rate	0	0	0	0	0	0	0	0	0

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

Industry Averages for Wholesalers and Retailers with 100 Employees or More (for Comparison)

	FY Mar/2020	FY Mar/2021	FY Mar/2022	FY Mar/2023
Lost time injury frequency rate	2.09	2.27	2.31	1.98
Lost time injury severity rate	0.04	0.11	0.05	0.05

(Reference) Japanese Ministry of Health, Labour and Welfare's Survey on Industrial Accidents in 2022

Occupational Health and Safety Data (Global Group*1)

	Target	FY Mar/2023
Number of fatalities*2	0	Employees : 1
		Contractor employees : 6
Number of serious injuries*3	Reduction from the previous year	Employees : 6
		Contractor employees : 7

Excluding commuting accidents and personal injuries and illnesses

*1: Un-incorporated JVs with main subsidiaries and operatorships with production sites

*2: 3 traffic accidents (including one involving an in-house employee) and 4 accidents on the company's premises

*3: Non-fatal accidents involving serious injuries not recoverable within 6 months

Average Annual Salary of Employees (Non-consolidated)

(Unit: yen)

	Average annual salary
FY Mar/2023	17,835,641

Covers full time employees

Participation Rate in Labor Unions (Non-consolidated) (As of March 31)

	Participation rate
2023	77.2%

FY Mar/2023 refers to the fiscal year ended March 31, 2023 (April 1, 2022 - March 31, 2023). Other fiscal years are represented in the same manner.

Responsibilities to Customers

Policies and Basic Approach

Mitsui & Co. has identified "Secure sustainable supply of essential products" as one aspect of our materialities. We handle a wide range of products such as resources, materials, foods, pharmaceuticals, and products that are vital for the development of society. We have established our Consumer Product Handling Policy and Consumer Product Handling Regulations. Not only do we seek the manufacture, importation and sale of high-performance and/or low-cost products; we also carefully consider the consumer's position, prioritizing the handling of safe products that consumers can use with peace of mind.

We recognize that some of the foods, pharmaceuticals, and other products that we handle carry the risk of harming our customers' lives. For this reason, we have established our own management standards. We make sure that the safety standards set by each country for foods, pharmaceuticals, and other products we handle are maintained, as ensuring customer safety is essential.

[The Consumer Product Handling Policy \(PDF 87KB\)](#)

Policy on Responsible Advertising and Marketing

We are committed to carry out fair and responsible marketing and advertising, in full awareness of our social responsibilities, and in accordance with our Mission, Vision, Values, the Mitsui & Co. Group Conduct Guidelines – With Integrity, and the Business Conduct Guidelines for Employees and Officers. In addition, we always strive to listen to our stakeholders, to accept their views with humility, and to reflect them in an appropriate way in our business activities.

Advertising

As for advertising and promotions, in consideration of the views of our various stakeholders, we make our best efforts to ensure accuracy and modesty without causing misunderstanding or discomfort, not to mention observing laws and regulations on relevant matters such as the Copyright Act and Trademark Act. When carrying out advertising and promotions, we implement proper risk management under our ringi (circular executive approval) deliberation system on advertising and marketing, which covers compliance risks, internal control risks, and reputation risks.

Marketing

In marketing, we comply with the relevant laws and in-house regulations and in-house training, and we carry out responsible marketing activities using content and expressions that do not infringe on the trust or sense of honor of others and do not cause misunderstandings or discomfort.

In utilizing social media as a marketing tool, we have established Rules on Corporate Use of Social Media. These rules prohibit the posting of content that violates copyrights, portrait rights, and other laws and regulations such as those regarding the disclosure of financial information, slanderous comments based on race, religion, gender, social status, religion, nationality, age, or physical or mental disability, and content that is deemed misleading to consumers under the Act against Unjustifiable Premiums or Misleading Representations. We have also established an account operation manual that recommends multiple mutual employee checks on accounts, and regular checks by a third party to ensure that the content of our communications does not lack consideration for the fact that many people are viewing it, and that it does not constitute inappropriate behavior. We also work to ensure employee awareness of how to handle issues such as account hijacking or identity theft.

Food and Food Product Business Issues, Response Measures and Basic Approach

By securing and supplying food and food products, we contribute to the realization of livelihoods that guarantee diversity, convenience, nutritional support, economy, and affluence. In our distribution business, we are expanding not only in the supply and distribution of raw materials for processed foods but also in the retail and merchandising sectors in Japan and overseas. We are working to make our quality assurance system more visible and set up a quality assurance governance system on a group that will include our consolidated subsidiaries, to serve as a basis for various initiatives.

Key issues	Initiatives
Ensuring food safety	Ensuring the safety of processed and imported foods
Ensuring consumer confidence	Providing accurate information about food safety, nutritional components, and food allergies, to protect consumer health Providing information on preventing underage and pregnant women from drinking alcohol

Access to Highly Nutritious Foods

By 2050, the global population is projected to reach 10 billion. Ensuring that people get the nutrition needed to live a healthy life and ensuring the quality of their food are major challenges facing the world. At Mitsui & Co. we are contributing to the sustainable supply of food by building an optimal supply chain from upstream to downstream, involving procurement, production, and logistics. We are promoting the creation of societies in which people can live affluently by improving nutrition through the reliable supply of food and providing products and services with high added nutritional value.

Aiming to Provide Higher Value Healthcare Services

We recognize that it is important to create a better tomorrow where people smile and live healthy, enriched lives. Medical expenditure is growing globally, alongside population growth in emerging countries, population aging in developed countries, and changes in disease patterns such as an increase in chronic disease patients accompanying economic development. With the increase in the number of people in middle-income-level groups and the COVID-19, health consciousness is increasing. There are growing calls for burgeoning medical expenditure to be brought under control and for digital technology to be used to a greater extent. We recognize trends toward achieving improvement of access to healthcare and the quality and efficiency of healthcare in each country and region, introducing more telemedicine services, changing healthcare through the use of digital technology such as healthcare data and AI, and further accelerating the shift to a focus on outcomes for optimizing medical expenditure and the expansion of services in the wellness field including non-illness and prevention. In accordance with such global trends, we will lead and accelerate the paradigm shift in healthcare from a treatment-based and hospital-centered to a prevention-based and individual-centered approach, and expand high-quality and efficient "Value Based Healthcare".

* In value-based healthcare, each stakeholder aims to achieve the best outcomes and optimize costs to provide high-value medical care to patients

Goals and Targets

- Improve access to nutrition through the stable supply of food.
- Increase the ratio of certified materials we acquire and carrying out employee training programs to ensure the sustainable supply of safe and secure products.

Sustainability Governance and Oversight

Sustainability Committee

The Sustainability Committee works under the Corporate Management Committee to plan, formulate and provide recommendations on basic management policies, business activities, and corporate policies and strategies related to our responsibilities to customers.

The Sustainability Committee is structured so that its activities are appropriately supervised by the Board of Directors, and matters discussed by the Sustainability Committee are regularly discussed and reported to the Corporate Management Committee and the Board of Directors.

Officer in Charge	Makoto Sato (Representative Director, Senior Executive Managing Officer, Chief Strategy Officer (CSO), Chairperson of the Sustainability Committee)
Administrative Office	Corporate Sustainability Div., Corporate Planning & Strategy Div.

Please refer to the links below for more information on Mitsui's Sustainability Management Framework and the activities of the Sustainability Committee.

[Our Approach to Sustainability: Sustainability Governance and Oversight](#)

[Our Approach to Sustainability: Sustainability Committee](#)

ESG Risk Management

For projects in which we invest that are considered to be highly relevant to our responsibility to our customers (food, pharmaceuticals, etc.), we carry out ESG risk assessments, formulate improvement plans when necessary, and conduct risk management.

[ESG Risk Management](#)

Quality Control Management Systems to Ensure Food Safety and Security

Our modern eating habits include cooking at home and the use of processed and prepared foods from around the world. Moreover, the routes and circumstances by which food reaches us have become more international and diverse. This requires us to ensure the safety and security of food both in Japan and overseas. In our Retail Business Unit, to further enhance our system to ensure food safety and security by preserving the quality of goods and services sold or provided on a group basis, we have each business unit and division appoint a quality assurance manager and set up a quality assurance governance system on a consolidated basis, seeking to strengthen cooperation within the Mitsui Group.

In our Food Business Unit and Retail Business Unit, we have set up a centralized contact point for information sharing and crisis management in the event of an emergency. In 2002 the Units set up the Food Safety Management Committee in 2002 with the objective of firstly, studying food safety-related laws and regulations and how related industries have responded; and secondly, formulating codes of conduct. The Committee is chaired by the General Manager of our Food Business Unit's MONOZUKURI Dept. and has one Food Safety Management Committee member from the Food Business Unit. In principle, Committee meetings are held monthly. The members share information about amendments to laws and any violations that have occurred. The Committee analyses the causes of violations and considers measures to prevent them from recurring. External experts are invited to attend Committee meetings and give advice relating to food safety. The Units has also set up a food safety database to enhance the level of self-management, and all imported foods are managed. The database is reviewed annually.

In the fiscal year ended March 31, 2022, there were two violations related to pesticide residues, but no serious violations of the Food Sanitation Act.

Group Companies that Have Gained Product Safety Management Standards

HACCP	Feed One, Super Discover Investment, The Kumphawapi Sugar, Kaset Phol Sugar, MITSUI FOODS
ISO22000	Feed One, Super Discover Investment, The Kumphawapi Sugar, Kaset Phol Sugar, GOYO Foods Industry Co., Ltd.
FSSC22000	Mitsui Norin, GOYO Foods Industry Co., Ltd., PRI Foods, Feed One, KADOYA SESAME MILLS, ADEKA FOODS, The Kumphawapi Sugar, Kaset Phol Sugar, TOKYO DAIRY

Education and Training Programs to Ensure Food Safety and Security

Mitsui conducts risk management for food safety and security, promoting compliance with laws and regulations and encouraging proper labeling through its monthly Food Safety Seminar for employees of Mitsui and our affiliated companies. The seminar was launched in October 2002 and has been held a total of 231 times as of March 2023. The table below summarizes the content of the seminars that were held during the financial period ended March 2022, and the number of attendees to each. A cumulative total of 707 employees from our company and our affiliated companies attended the seminars over this period.

Food Safety Seminar (FY Mar/2023)

	Month held	Theme	Number of Attendees
2022	April	"Domestic and international trends in food safety — 1 & Considering the causes of mysterious food hazards from case studies + Q&A session"	78
	May	"Food habits and hazardous substances — 8 & Examples of seasonal food hazards and Q&A session"	79
	June	"Food habits and hazardous substances — 9 & Food hazard case studies and Q&A session"	76
	July	"Considering examples of Whistleblower Protection Act cases involving food sanitation law violations and food labeling violations"	71
	September	"Considering the future of QC/QA — Case studies from government, consumers and business partners when complaints occur"	41
	October	"Considering the future of QC/QA —What are effective countermeasures when a complaint occurs? Considerations based on case studies"	54
2023	November	"A new look at rodent-proofing based on a Q&A session at a study meeting on rat claims"	45
	December	"Food claims and legal liability considerations — 2"	30
	January	"The Correlation between allergy labeling and food allergies, and considering allergens — 1"	85
	February	"The Correlation between allergy labeling and food allergies, and considering allergens — 2"	79
	March	"The Correlation between allergy labeling and food allergies, and considering allergens — 3"	69

Quality Control Systems to Ensure the Safety and Security of Pharmaceutical Products

We export pharmaceutical products. We are also an importing agency and a domestic distributor. As such, we have prepared procedure manuals for pharmaceutical product handling — from order receipt to delivery to the customer — safely, reliably, and promptly. In addition, we have established business guidelines and business procedure manuals, to ensure the proper management of pharmaceutical products. We carry out regular self-inspections once a year to ensure that our business is carried out according to the procedure manuals, and we thoroughly comply with a range of commercial laws at our company-owned facilities and elsewhere.

Education and Training Programs to Ensure the Safety and Security of Pharmaceutical Products

Mitsui, we have appointed a person to be in charge of education and training. We regularly give in-house training on important topics to staff involved in work relating to pharmaceutical products. These include the Pharmaceuticals and Medical Devices Law (Act on Securing Quality, Efficacy and Safety of Products Including Pharmaceuticals and Medical Devices) and related laws, the operation of Good Supplying Practice (GSP), information about the pharmaceutical products handled, business guidelines and business procedures established by the Company, and emergency situations that can arise in accidents and other necessary matters.

Collaborating with Stakeholders

Participation in Initiatives

We are promoting and expanding our efforts to address our responsibilities to customers through participation in initiatives. Participation in each initiative is decided after confirming that it is consistent with our basic policy and initiatives for our responsibilities to customers.

Japan Processed Foods Wholesalers Association

In the area of distribution, we are working on supplying safe and secure processed food products in accordance with the guidelines and manuals set out by them. Japan Processed Foods Wholesalers Association.

Japan Pharmaceutical Traders' Association

The Japan Pharmaceutical Traders' Association Co., Ltd. is an incorporated association whose objective is to support its pharmaceutical-importing member businesses. The Association works to promote pharmaceutical trade and ensure the safety and quality of imported medicines and their stable supply, to contribute to the improvement of public health. To ensure the safety and quality of imported pharmaceuticals, the Association operates laboratories that are officially registered with the Ministry of Health, Labor and Welfare as inspection facilities. The Association also holds workshops, seminars, and briefings on laws and regulations concerned with ensuring the quality, effectiveness, and safety of pharmaceuticals and medical devices. We have been a member of the Association since its founding in 1963, and play our part to ensure the steady import of outstanding pharmaceutical products, etc.

Initiatives

Certifications

Acquisition of Environment-Related Certification in Company-Owned Forests "Mitsui's Forests", Forest Resources Business, etc.

Handling Certified Materials (FSC®, PEFC, SGEF Certification, etc.)






Acquired Certifications	Coverage (Country/Region)	Certificate Holder/ Outline & Scale (Handling Volume)
FSC® FSC® certification is based on international standards established by the Forest Stewardship Council®, a non-profit committee-type organization that administers an international forest certification system.	Forest Management (FM) certification, and Chain of Custody (CoC) certification	Mitsui & Co. (License Code FSC®-C057355)/74 locations of Mitsui's Forests (approximately 44,000 hectares) throughout Japan
	CoC certification	Mitsui Bussan Forest (Subsidiary, License Code FSC®-C031328)/approximately 40,000 m3/year (sells timber and other products produced mostly from Mitsui's Forests)
	Forest Resources Business (Australia, etc.)	Forest Resources Marketing Dept., Living & Environmental Business Div., Performance Materials Business Unit, Mitsui & Co. (License Code FSC®-C104107)/ acquired for woodchips
		Mitsui Bussan Woodchip Oceania Pty. (Mitsui subsidiary, License Code FSC®-C107463)/ acquired for woodchips
	Procurement and sales of pulp, paper, paperboard, and paper products (globally)	Mitsui Bussan Packaging Co. (Subsidiary, License Code FSC®-C009939)/certification obtained for pulp, paper, paperboard, paper packaging materials such as corrugated carton box, household paper, and paper stationery.
	Biomass Fuel Trading	Biomass Fuel Dept., Fuels Div., Energy Business Unit I, Mitsui & Co. (License Code FSC®-C140620)/ acquired for wood pellets trading (accredited materials).
PEFC/CoC Programme for the Endorsement of Forest Certification Schemes	Forest Resources Business (Australia)	Forest Resources Marketing Dept., Living & Environmental Business Div., Performance Materials Business Unit/ acquired for woodchips
	Biomass Fuel Trading	Biomass Fuel Dept., Fuels Div., Energy Business Unit I, Mitsui & Co. (Certificate no. SGSJP-PCOC-2026)/ acquired for wood pellets trading (accredited materials)






Acquired Certifications	Coverage (Country/Region)	Certificate Holder/ Outline & Scale (Handling Volume)
SGEC SGEC certification system was developed by the Sustainable Green Ecosystem Council, a general incorporated foundation, by adapting the global sustainable forest management philosophy (known as the "Montreal Process") to the situation in Japan. SGEC and PEFC have agreed to the mutual recognition of respective forest accreditation systems since 2016.	Forest Management (FM) certification	Mitsui & Co. (License Code SGSJP-031)/74 locations of Mitsui's Forests (approximately 44,000 hectares) throughout Japan
	CoC certification	Mitsui Bussan Forest (Mitsui subsidiary, License Code SGSJP-W088)/approximately 40,000 m3/year (sells timber and other products produce from mostly Mitsui's Forests)



Acquisition of Environment-Related Certification in Food Business

Acquired Certifications	Coverage (Country)	Certificate Holder/ Outline & Scale (Handling Volume)
Organic Japanese Agricultural Standard (Organic JAS)  有機飼料  エコデザイン  N006325J07	Japan	Feed One Co. (affiliated company)/ manufactures and sells organic JAS-certified feed materials
	Japan	Mitsui Norin Co. (subsidiary)/sells organic JAS-certified products
ASC 	Japan	Mitsui & Co. Seafoods Ltd. (subsidiary)/ imports and sells products in accordance with buyers' requests
	Chile	Chilean salmon farming, processing and sales company, Multi X S. A. (Mitsui investee company)/ has acquired certification at three aquaculture sites. Preparations are underway to acquire additional accreditations (as of the end of Dec. 2021)
MSC	Japan	Mitsui & Co. Seafoods Ltd./imports and sells products in accordance with buyers' requests
	USA	Mitsui Foods, Inc. (subsidiary, MFI)/ Imports and sells canned tuna. MFI has also obtained MSC Chain of Custody certification for its thorough management at the distribution stage
BAP 	Japan	Mitsui & Co. Seafoods Ltd. (as an Endorser)/ imports and sells products in accordance with buyers' requests
	Chile	Chilean salmon farming, processing and sales company, Multi X S. A. (Mitsui investee company)

Acquired Certifications	Coverage (Country)	Certificate Holder/ Outline & Scale (Handling Volume)
RSPO  Please check the status of our progress at: https://rspo.org/members/2-0082-08-000-00/	Malaysia	Mitsui and Wangsa Mujur Sdn. Bhd. (Mitsui investee company)/Both Mitsui and Wangsa Mujur operate in accordance with its policy, and we aim to increase the ratio of sustainable certified palm oil (including RSPO-certified) that we procure to 100% by 2030. Specifically, we will promote procurement based on the NDPE (No Deforestation, No Peat, No Exploitation) principle. In FY Mar/2023, RSPO-certified palm oil accounted for 12.2% of palm oil handled.
Rainforest Alliance Certified  Find out more at ra.org	Brazil	Mitsui & Co. Coffee Trading(Brazil) Ltda (subsidiary in Brazil)/supplies coffee beans to customers
SQF-TSA 	Japan	Prifoods Co., LTD. (subsidiary)/(supplies major supermarkets with products made at 20 plantations and the Hosoya plant and Hosoda package plant)

Initiatives as Part of Business Activities

Striving for Better Nutrition — Initiative to Promote the Slow Calorie Projects to Slowly Digest Food

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

Initiative for Better Access to Healthcare — IHH Healthcare Improves Access to Healthcare through a newly launched patient-centric app in Singapore, MyHealth360

IHH Healthcare Berhad ("IHH"), of which Mitsui is the largest shareholder, launched the MyHealth360 app for patients in Singapore in September 2022. From making appointments and estimating bill size to accessing laboratory test results and tele-consultations, the features of the apps bridges online and offline care on a single platform, offering high-quality care to patients. In March 2020, IHH invested in Doctor Anywhere Pte Ltd., a Singapore-based telehealth platform, and made additional investments into the company in August 2021 and December 2022. We will continue to contribute to improving access to healthcare and patient satisfaction through digitalization.



MyHealth360 app

Striving for Better Access to Healthcare—Filling in the Supply-Demand Gaps through Drug Manufacturing, Sales and Distribution

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

Our Approach for Effective New Drug Development—Efforts to Reduce Drug Development Costs

Mitsui has invested in TriNetX, LLC., which owns one of the world's largest collaborative research platforms that uses anonymized data from electronic medical records. TriNetX provides healthcare organizations and life science companies with services that help streamline clinical trial operations, analyze data, generate evidence, and optimize postmarketing surveillance of side effects. Mitsui continues to contribute to reducing total medical expenses by shortening the duration of new drug development via TriNetX's platform.



Our Approach to Responsible Marketing

Responding to Consumer Needs with Video-Based Marketing by Tastemade

Customer preferences and consumption patterns are diversifying. Responding to these changing times, Mitsui uses U.S. company Tastemade, Inc. and its Japanese arm Tastemade Japan, which is our affiliate company, to disseminate information via new means desired by its customers rather than simply distributing the same information to the masses in a uniform manner.



Tastemade shares inspiration with people, and sparks joy in the everyday

Tastemade is a lifestyle media company. It streams video content about topics including food, travel, and homes to a monthly global audience of over 300 million people. It has built support among younger people, who are seen as less affected by advertising, by producing entertaining videos that make people want to try new things, while including sponsors' products naturally in the content.

By leveraging the strengths of Tastemade's system that enables the collection and analysis of its huge volume of viewership data, we are able to identify potential consumer needs that have not been apparent until now, based on viewers' interests and reactions. By working with Tastemade, we hope to make consumers' lifestyles richer and more enjoyable, creating products and services that truly match their needs.

Provision of Cutting-Edge Data Marketing Functions For Better Product Selection

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

Mitsui has been providing cutting-edge data marketing solutions with partners in the United States to Japanese companies. In recent years we have been focusing on marketing services that contribute to the sophisticated data usage in the cloud environment. Through our investment in Legoliss, we aim to build a structure capable of providing the best solutions to meet the client demands and deliver more advanced and comprehensive marketing support services.

Amidst the growing global trend of stricter regulation of the use of consumer data, Legoliss is currently working on advanced solutions in the United States (Zefr, Inc., which improves performance of video advertising without the use of personal data; cross-device business Tapad, Inc.; and location data-related business Foursquare Labs, Inc.). In addition, Legoliss also handles services for Socialdatabase, a Dutch social media (Twitter) data-related company. We have also started to offer a Consent Management Platform in response to the strengthening of personal information protection laws. We will continue to strive for sophistication in our data marketing support capabilities and answer diversifying consumer needs while considering global trends.



Diagrammatic representation of marketing using a data management platform

Policies and Basic Approach

Mitsui & Co. conducts business across the world providing every kind of function and service from upstream to downstream areas. As a result, we have built a wide variety of supply chains. As a responsible member of global supply chains, we recognize that we need to engage in solving human rights and environmental issues not only within our group, but also throughout our supply chains. We have formulated a Sustainable Supply Chain Policy and Procurement Policies for Specific Commodities for certain raw materials and commodities in fields that pose a high risk of deforestation, environmental impact, or human rights violations. Both of these, which cover our approach to human rights and environmental issues, are shared with our suppliers. We also added a human rights clause template (in Japanese and English) to the general terms and conditions of our purchase agreements, and recommend that such purchase agreements require suppliers to comply with our Sustainable Supply Chain Policy, respect internationally recognized human rights, conduct and report on human rights due diligence, cooperate with questionnaires and site visits, and notify us and take corrective action when human rights issues are discovered. We recognize the supply chain-based environmental and social risks associated with the procurement of raw materials and commodities and we will strive to gain an understanding of issues associated with the supply chains through our business activities. In this way, we will realize stable supplies of sustainable raw materials and commodities.

Sustainable Supply Chain Policy

We will strive to understand the issues associated with the supply chains of our group's business activities in countries and regions around the world, in accordance with our Sustainability Policy and this Policy, and work with suppliers and other business partners to achieve a sustainable supply chain.

Expectations for Business Partners

We will require our suppliers and other business partners to understand and implement the following principles, and will work collaboratively with them to promote the objectives of this Policy across the entire supply chain:

Respect for International Standards

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

Respect for Human Rights

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

- **Forced Labor**

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

- **Child Labor**

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

- **Discrimination**

To prohibit any form of discrimination in employment.

- **Harassment and Inhumane Treatment**

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

- **Freedom of Association and Right to Collective Bargaining**

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

- **Working Hours and Wages**

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

- **Occupational Health and Safety**

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

- **Community Impact**

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

Initiatives to Address Environmental Issues

To work with our suppliers and other business partners with the aim of achieving harmony with the environment in our business activities.

- **Climate Change**

To act to reduce greenhouse gas emissions.

- **Water Resources**

To work to conserve water resources by reducing water consumption and improving the efficiency of water resource use.

- **Biodiversity**

To assess the environmental impact of our business activities and work to conserve biodiversity.

- **Pollution Prevention**

To act to reduce hazardous waste and pollutants and ensure the proper handling of any such materials, and strive to prevent air, water, ocean and soil pollution.

- **Sustainable Resource Use**

To improve efficiency in the use of resources and energy and reduce waste.

Safety and Security of Products and Services

To ensure safety and security of products and services.

Remediation Guidance

If a business partner acts in violation of this Policy and causes an adverse impact on the environment or on human rights, we will provide remediation guidance to the business partner. If it is determined that the situation has not improved despite ongoing guidance, we will take measures including a potential reconsideration of the business relationship.

Information Disclosure

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

Formulated in December 2007

Revised in August 2023

Makoto Sato
Representative Director, Senior Executive Managing Officer,
Chief Strategy Officer (CSO),
Chairperson of the Sustainability Committee

[Sustainable Supply Chain Policy](#)

Procurement Policies for Specific Commodities

The procurement of all raw materials and commodities is carried out under the Mitsui & Co. Group Conduct Guidelines, Environmental Policy, and Sustainable Supply Chain Policy. We aim to fulfill our social responsibilities as a company and contribute to the sustainable development of society through production and procurement based on a procurement policy for each commodity. For certain raw materials and commodities in fields that pose a high risk of deforestation, environmental impact, or human rights violations, we strive to realize sustainable procurement by working with NGOs and other stakeholders to formulate a procurement policy for each specific commodity as an addition to our other policies. These policies are regularly reviewed and revised as necessary.

[Natural Rubber Procurement Policy \(PDF 117 KB\)](#)

[Palm Oil Procurement Policy \(PDF 117 KB\)](#)

[Timber Procurement Policy \(PDF 116 KB\)](#)

[Paper Products Procurement Policy \(PDF 117 KB\)](#)

The Marine Products Procurement Policy was formulated by Mitsui & Co. Seafoods Ltd., which handles marine products. Please refer to the links below for more information.

[Fisheries Initiatives](#)

Goals and Targets

We regularly review each goal and target and revise it when necessary.

Targets and Progress

Supply Chain Management

Goals and Targets	Progress	FY Mar/2021	FY Mar/2022	FY Mar/2023
1. Achieve 100% awareness of our Sustainable Supply Chain Policy among new suppliers.*	Ratio of new suppliers that have been sent the policy (Number sent)	100%	97%	100% (4,430)

* Applicable to non-consolidated subsidiaries and consolidated subsidiaries as of the end of the fiscal year (subsidiaries newly consolidated from January to March are included in the following fiscal year)

Natural Rubber

Goals and Targets	Progress	FY Mar/2021	FY Mar/2022	FY Mar/2023
1. Ensure that all suppliers are aware of our Natural Rubber Procurement Policy.	Ratio of new suppliers that have been sent the policy	100%	100%	– (n/a)
2. Aim to secure 100% traceability of the natural rubber we handle by 2030.	Ratio of traceable natural rubber	100%	100%	100%

Palm Oil

Goals and Targets	Progress	FY Mar/2021	FY Mar/2022	FY Mar/2023
1. Ensure that all suppliers are aware of our Palm Oil Procurement Policy.	Ratio of new suppliers that have been sent the policy	100%	100%	100%
2. Aim to ensure that 100% of palm oil is traceable to mill level* by 2022.	Ratio traceable to mill level	99.1%	100%	100%

Goals and Targets	Progress	FY Mar/2021	FY Mar/2022	FY Mar/2023
3. Aim to ensure that 100% of palm oil handled has received sustainability certification from organizations such as the RSPO by 2030.	Ratio of the above that is Sustainability certified	6.9%	11.2%	12.2%

* Mitsui's mill list

[Mill list \(PDF 98 KB\)](#)

[Check our progress at rspo.org](#)

Timber

Goals and Targets	Progress	FY Mar/2021	FY Mar/2022	FY Mar/2023
1. Ensure that all suppliers are aware of our Timber Procurement Policy.	Ratio of new suppliers that have been sent the policy	–	100%	100%
2. Aim for 100% of lumber and woodchip for paper products handled to be certified by internationally recognized forest certification bodies, or of an equivalent standard, by 2030.	Ratio of certified timber (Lumber*)	100%	100%	77%
	Ratio of certified timber (Woodchips for paper products*)	100%	100%	100%

* Lumber and woodchips for paper products that are handled by suppliers who are certified by internationally recognized forest certification bodies including FSC, PEFC, etc., or that are recognized by certification bodies as controlled materials

Paper Products

Goals and Targets	Progress	FY Mar/2021	FY Mar/2022	FY Mar/2023
1. Ensure that all suppliers are aware of our Paper Products Procurement Policy.	Ratio of new suppliers that have been sent the policy	100%	100%	100%
2. Aim for 100% traceability of pulp, paper and paperboard to legal raw materials, by 2030.	Pulp that is derived from certified wood or from wood verified as legal*	91%	93%	100%

* Pulp derived from wood that has been certified by FSC or other internationally recognized forest certification bodies, or that has been managed in accordance with the guidelines of our procurement policy for paper products

Sustainability Governance and Oversight

Sustainability Committee

The Sustainability Committee works under the Corporate Management Committee to plan, formulate and provide proposals on basic management policies, business activities, and corporate policies and strategies related to supply chain management.

The Sustainability Committee is structured so that its activities are appropriately supervised by the Board of Directors, and matters discussed by the Sustainability Committee are regularly discussed and reported to the Corporate Management Committee and the Board of Directors.

Officer in Charge	Makoto Sato (Representative Director, Senior Executive Managing Officer, Chief Strategy Officer (CSO), Chairperson of the Sustainability Committee)
Administrative Office	Corporate Sustainability Div., Corporate Planning & Strategy Div.

Please refer to the links below for more information on Mitsui's Sustainability Management Framework and the activities of the Sustainability Committee.

- [Our Approach to Sustainability: Sustainability Governance and Oversight](#)
- [Our Approach to Sustainability: Sustainability Committee](#)

Supply Chain Risk Management System

By formulating the Sustainable Supply Chain Policy and taking the following stages of the Awareness-Identification-Surveys-Disclosures/Improvements cycle, Mitsui & Co. aims to prevent problems from arising and, furthermore, identify and resolve issues in the supply chain.

Details regarding the progress made, results achieved, and administrative conditions of our supply chain management are reported to the Sustainability Committee every year, and to the Executive Committee and the Board of Directors on a regular basis. We also share the comments from stakeholders and review each of the relevant policies if any issues are found.

Implementation of Supply Chain Due Diligence



Identifying High-Risk Business Areas

In the fiscal year ended March 2020, we employed external experts to conduct assessments of human rights risks of products handled by Mitsui and overseas trading affiliates, as well as the main business operations of consolidated subsidiaries, and identified general high-risk areas where human rights issues such as forced labor and child labor are likely to arise. These assessments were carried out for the supply chains of each product and country using international indicators and other tools. Next, we narrowed down the fields that are high risk by identifying a comprehensive list of social, human rights, and labor practice risks that comply with international norms and standards concerning corporate social responsibility, and confirmed whether or not our business and the businesses of our subsidiaries correspond to these areas. The results of these risk assessments identified areas in which there is generally a high risk in our supply chains, mainly related to food, textiles, building materials, and mining, primarily in production regions in emerging countries in regions such as Southeast Asia, Africa, and South America. By the fiscal year ended March, 2023 we had conducted surveys on all major suppliers in the high risk business areas. We will continue to conduct human rights due diligence in the supply chain in the fiscal year ending March 31, 2024 and beyond.

New Suppliers

When engaging in business with new suppliers, we send all suppliers our Sustainable Supply Chain Policy and Procurement Policies for Specific Commodities, and request that all suppliers understand and implement our policies. We also conduct an advance risk assessment covering social issues (including environmental issues such as climate change) based on our own ESG due diligence checklists.

Existing Suppliers

For existing businesses and relevant suppliers, we have identified high risk areas within our business and we carry out regular surveys of suppliers in these areas. Through these surveys, we work to monitor the actual situation within our supply chains regarding environmental and social issues such as climate change, biodiversity, environment management, human rights, and occupational health and safety. Depending on the results of the surveys, we decide where to conduct on-site surveys. For on-site surveys, outside experts accompany the survey team as necessary, visiting not only primary suppliers but also end-suppliers such as farmers, to conduct investigations and engage in dialogue.

Corrective Action and Remediation Concerning Suppliers

Our suppliers are required to understand and implement our Sustainable Supply Chain Policy. If through supplier surveys or on-site visits, it is found that a supplier's efforts to implement our Sustainable Supply Chain Policy are insufficient, or if a supplier is suspected of having environmental issues or conducting human rights violations, we take corrective or remedying action through appropriate processes, regardless of whether we have direct dealings with them or not.

Provisions in Agreements

In May 2023, we added a human rights clause template (in Japanese and English) to the general terms and conditions of our purchase agreements. The clause requires suppliers to comply with our Sustainable Supply Chain Policy, respect internationally recognized human rights, conduct and report on human rights due diligence, cooperate with questionnaires and site visits, and notify us and take corrective action when human rights issues are discovered. We are working to encourage the use of this clause internally.

Management of Hazardous Chemical Substances

In the chemicals segment, we review the all handling of hazardous chemical substances. In Japan, these reviews are based on relevant laws and regulations such as the Chemical Substances Control Law, the Industrial Safety and Health Act, and the Fire Services Act. Overseas, these reviews are based on relevant local laws and regulations. In order to ensure that the results of these reviews are communicated appropriately throughout supply chains, we provide safety data sheets and ensure that products are properly labelled with hazard information. We also conduct regular on-site visits to some of raw material suppliers to carry out audits regarding compliance with regulations and quality management. Additionally, we also frequently hold various types of training to ensure that employees consider our responsibilities as an importer to disclose hazard information regarding imported chemical substances is exactly the same as our responsibility to disclose hazard information regarding our products manufactured in Japan. In addition, we have established an emergency response manual as a Business Continuity Plan (BCP) to ensure the safety of hazardous substances and create a framework for prompt recovery in the event of accidents or disasters. Through measures such as securing alternative procurement sources, we strive to maintain a stable supply.

Food Safety Initiatives

The Food Business Unit is building a food safety management database containing information such as movement by suppliers before import agreements are concluded, situations regarding the introduction of HACCP, handling under the positive list system for food container and packaging materials, residual agricultural chemicals, and labelling. We are using this database to check compliance with food-related laws and regulations, ensure proper import procedures, and disseminate information in order to facilitate the distribution of safe and reliable foods. We are also working to ensure employees are more informed. Internal committees for food sanitation management meet once a month to share information on revisions to various laws and other topics and we carry out various training on a monthly basis, such as food safety seminars. We strive to improve employees' knowledge of legal compliance and safety by sharing relevant materials accessible to all employees.

Grievance Mechanism for the General Public and Other Stakeholders

On the Mitsui & Co, website, we have established the following framework for receiving complaints and inquiries regarding sustainability from all stakeholders, including those across our supply chain. When inquiries are received, we protect the privacy of the inquirers and ensure appropriate confidentiality. When receiving complaints or inquiries regarding sustainability, the Corporate Sustainability Division will serve as the contact point, and depending on the nature of the complaint or inquiry, will take responsibility for the response in cooperation with the appropriate Business Units, Corporate Staff Divisions or other related divisions. After receiving a complaint or inquiry, in principle we will respond to or engage with the complainant/inquirer within one week.



[Contact Us](#)

Collaborating with Stakeholders

Participation in Initiatives

We are promoting and expanding our efforts to address our supply chain management through participation in initiatives. Participation in each initiative is decided after confirming that it is consistent with our basic policy and initiatives for supply chain management.

CEFLEX (Circular economy for flexible packaging)

CEFLEX is a European collaborative consortium of companies and associations representing the entire value chain of flexible packaging. CEFLEX is exploring the development of infrastructure systems to collect, sort, and recycle plastic flexible packaging. Mitsui has participated in the consortium since 2018 as one of more than 200 companies that are involved in the plastic packaging materials value chain. Mitsui has been playing active roles in various work groups and will continue to contribute to the realization of a circular economy through its participation in CEFLEX.

ASI (Aluminium Stewardship Initiative)

ASI was established in 2012 with a vision of maximizing the contribution of aluminum to a sustainable society. As of August 2023, approximately 300 companies and groups have joined ASI, including a variety of stakeholders such as aluminum producers and users and the International Aluminium Institute. Its purpose is to increase sustainability in the aluminum supply chain and contribute to ESG engagement by formulating international standards and establishing certification systems. Mitsui joined in January 2020 and supports these initiatives as a member.

Forest Stewardship Council® (FSC®)

The Forest Stewardship Council® (FSC®) is an international non-profit organization that promotes management of the world's forests in a way that is environmentally appropriate, economically viable, and socially beneficial, including with regard to respect for human rights. Mitsui has obtained FSC® forest management (FM) certification (FSC®-C057355) at 74 of its forests, which in total approximately 44,000 hectares, while Mitsui Bussan Forest Co., Ltd., a Mitsui subsidiary, has obtained Chain of Custody (CoC) certification for the processing and distribution of cut lumber (FSC®-C031328). As one of the top private-sector suppliers in terms of volume of FSC®-certified Japanese-grown lumber, Mitsui is helping to promote FSC® in Japan and to discuss and draft the Japanese version of principles, standards, and risk assessments. Mitsui has obtained FSC® certification for its forest resources business as well, and promotes responsible management of forest resources.

Together for Sustainability (TfS)

Together for Sustainability (TfS) is a non-profit organization established mainly by major European chemical companies and engaged in sustainability-related activities. Since its establishment in 2011, TfS has carried out sustainability assessments and audits across entire chemical supply chains, from raw materials procurement to logistics. Mitsui & Co., Ltd. joined Together for Sustainability as the first Japanese company to join TfS. Mitsui will accelerate its sustainability-related initiatives in European markets, which are leading the world in this area. Mitsui will also use knowledge gained in said markets to improve sustainability across entire supply chains in global markets, especially in Asia and Japan.

RSPO (Roundtable on Sustainable Palm Oil)

The Roundtable on Sustainable Palm Oil (RSPO) is a non-profit organization established to promote the sustainable production and utilization of palm oil through the conservation of tropical rain forests and biodiversity. Palm oil production has been linked to the destruction of tropical forests through the development of oil palm plantations, as well as human rights issues. As a business that handles palm oil, Mitsui agrees with the RSPO's philosophy of contributing to sustainability through industry. Since joining the organization as an ordinary member in 2008, we have been collaborating on business-based sustainable procurement initiatives that take into account the conservation of tropical forests and biodiversity, respect for the rights of indigenous and local peoples, and other considerations. A sustainability-focused procurement code, including specific standards for palm oil, has been formulated for the 2021 Olympic and Paralympic Games in Tokyo. In connection with this, Mitsui representatives as members of an oil and fat industry association verified progress on and promoted initiatives related to the RSPO and activities under the Malaysia Sustainable Palm Oil (MSPO) and Indonesia Sustainable Palm Oil (ISPO) systems.

EcoVadis

EcoVadis is a ratings provider that has developed its own platform for evaluating the performance of companies in terms of environmental and social sustainability. Certain Mitsui group companies are registered on the EcoVadis platform and are evaluated on their performance regarding sustainability.

Sedex (Supplier Ethical Data Exchange)

Sedex is an NPO established in 2001 primarily by British retailers and auditing companies and it has become the top global ethical services provider. It provides registered companies with the world's largest information platform for managing and sharing data concerning ethical supply chains and it also offers globally recognized evaluations of responsible supply chain activities, known as SMETA audits, which audit aspects such as labor rights, occupational health and safety, environmental performance, and business ethics. Certain Mitsui group companies use the services provided by Sedex.

Initiatives

Animal Welfare Initiatives

We believe that raising domestic animals in a comfortable environment reduces stress on the animals and diseases, leading to greater productivity and safe animal products. Therefore, we strive to operate our businesses with consideration for animal welfare by respecting the recommendations of the World Organisation for Animal Health and complying with local laws.

Prifoods Co., Ltd., a consolidated subsidiary of Mitsui, raises broiler chickens in accordance with the Ministry of Agriculture, Forestry and Fisheries' Management Guidelines for Raising Broiler Chickens According to the Basic Approach to Animal Welfare, based on its belief that broiler chickens raised in a comfortable environment will be less affected by stress and disease, resulting in the production of safe and reliable chicken. Specifically, it creates comfortable environments that put the lowest amount of stress possible on the chickens while they are in the growth stage and pays detailed attention to nutritional management, rearing environments, and health management.

Prifoods' production and manufacturing management structure, which includes its handling of animal welfare, has been evaluated by third party organizations. In its main production area, 14 farms have received domestic certification in the form of the JGAP group certification*¹, and its processing plant and 20 farms have received international certification in the form of the world's first SQF-TSA multisite certification*².

*1 JGAP (Japan Good Agricultural Practice) is a Japanese certification recognizing appropriate farm management in terms of farm management, food safety, animal hygiene, environmental conservation, worker safety, human rights and welfare, and animal welfare in accordance with the Ministry of Agriculture, Forestry and Fisheries' standards. In March 2020, Prifoods received this certification for 14 farms in Aomori Prefecture.

*2 SQF-TSA (Safe Quality Food-Tokyo Sustainability Addendum) is an addendum to the international SQF certification. It recognizes that in addition to ensuring food safety and quality under the SQF certification, the recipient also meets the food safety and hygiene standards, which include animal welfare, stipulated by the Tokyo Organising Committee of the Olympic and Paralympic Games. A processing plant and 20 farms operated by Prifoods in Aomori Prefecture acquired SQF certification in October 2010 and in November 2019, they received the world's first SQF-TSA certification.

Fisheries Initiatives

We recognize the risk that overfishing, illegal fishery operations and destructive fishing practices can lead to a loss of biodiversity and have a severe impact on local communities in marine areas, as well as the risk to the environment if aquaculture businesses insufficiently manage water intake, feed supply, and excrement.

Therefore, we have made it a priority that our aquaculture businesses incorporate a sustainability perspective in order to protect marine resources and realize stable and sustainable supplies of marine products. As a group that handles marine products, we work to raise and procure these products in a responsible manner, giving consideration to the conservation of marine resources and ocean environments and to coexistence with local communities.

Mitsui & Co. Seafoods Initiatives

Trading of marine products is primarily carried out by our subsidiary Mitsui & Co. Seafoods Ltd. (formerly Toho Bussan Kaisha Ltd). In November 2023, Mitsui & Co. Seafoods formulated the Marine Products Procurement Policy.

[Marine Products Procurement Policy \(Mitsui & Co. Seafoods\)](#)

Marine products in its commercial transactions are required have CoC certification to ensure traceability. CoC certification assures that certified products have been managed appropriately at every stage of production, from manufacturing to processing and distribution, and it also guarantees that there is no contamination by uncertified products and that labeling is authentic. Mitsui & Co. Seafoods strives to procure sustainable products and it has acquired both MSC and ASC CoC certification. It has also concluded an endorser agreement with the Global Seafood Alliance (renamed from the Global Aquaculture Alliance in April 2021), a U.S.-based NGO that operates BAP, a certification system that is widely recognized in the U.S., and it is working to promote the spread of BAP certified products.

Quantity of Certified Products Handled by Mitsui & Co. Seafoods

	FY Mar/2021 *	FY Mar/2022 *	FY Mar/2023
Quantity of marine product transactions (MT)	14,418	14,559	16,742
Ratio of MSC certified products	0%	0.3%	0.3%
Ratio of ASC certified products	2.6%	11.5%	10.5%
Ratio of BAP certified products	3.9%	4.9%	4.2%

* Data from when Mitsui & Co. Seafoods operated under its former name of Toho Bussan

Multi X Initiatives

We invested in Multi X S.A., a Chilean company that farms, processes, and sells Atlantic salmon. Multi X applies a vertically integrated business model to the farming and sale of salmon, including its mainstay product of Atlantic salmon, and it exports to Brazil, Japan, China, and other Asian countries, and particularly to the United States, amid growing demand for healthy protein sources. It has also acquired various certifications relating to environmental performance, quality, occupational safety, and traceability, including OHSAS18001*, ISO14001*, ISO9001*, BAP, and Global GAP. Since the early 1990's, Chilean salmon aquaculture has provided the largest amount of salmon exports in the world after Norway. During this time, in addition to establishing a fish-disease and quarantine control system, government and industry have worked together to reduce the use of chemicals. As a result, significant reductions have been achieved, and Multi X is continuing with its own efforts to reduce chemical consumption. Also, the use of fishmeal and fish oil in feed has been greatly reduced by substituting it with raw materials such as soybean meal and vegetable oils. In recent years, fish meal has accounted for less than 10% of feed. As demand for high-quality, safe and secure protein sources continues to increase worldwide, we will work with our suppliers to develop a sustainable aquaculture industry that can coexist harmoniously with local communities, local residents, and ecosystems.

* Certification covers the management and operation of fish farms and plants

Quantity of Certified Products Handled by Multi X

	FY Dec/2020	FY Dec/2022	FY Dec/2023
Quantity of marine product transactions (MT)	99,240	97,815	87,378
Ratio of ASC certified products	11.1%	13.0%	34.0%
Ratio of BAP certified products	100%	100%	100%

Engagement with Suppliers

Policy Promotion and Awareness Raising

When engaging in sales transactions, we work to ensure that all Mitsui suppliers are aware of our policies by sending our Sustainable Supply Chain Policy (in Japanese, English, Chinese, French, Spanish, Portuguese, and Thai) to all suppliers of our business units, overseas offices, and subsidiaries (excluding indirectly owned subsidiaries), and requiring their understanding and cooperation in regard to the policy. We manage the supplier awareness situation through an annual inhouse survey that confirms the status regarding the sending of these policies.

In addition to policy promotion, to further raise awareness among suppliers and other business partners, we have prepared a "Sustainable Supply Chain Management Handbook" that explains our policies and initiatives, the background and issues related to sustainability in the supply chain (e.g. workers' rights), and specific methods that suppliers and other business partners can use to carry out initiatives.



[Sustainable Supply Chain Management Handbook \(PDF 1.0MB\)](#)

Supplier Training

In order to raise awareness regarding our Sustainable Supply Chain Policy and supply chain management initiatives among suppliers and other business partners of the Mitsui & Co. group, as well as employees, we provide annual training to explain our Human Rights Policy, Sustainable Supply Chain Policy, and Procurement Policies for Specific Commodities, as well as to share best practices and methods of conducting human rights due diligence in supply chain management.

In the fiscal year ended March 2023, we invited Daisuke Takahashi, an attorney at Shinwa Sohgo Law Offices who supervised the "Sustainable Supply Chain Management Handbook," to give an online training. The training explained Mitsui's human rights policy and initiatives and how to conduct due diligence related to human rights in supply chain management. Approximately 450 people participated in the training, including those from suppliers and other business partners, and employees from Mitsui and our consolidated subsidiaries, helping them to gain a deeper understanding of how to conduct human rights due diligence in supply chain management, including the external environment. We plan to continue providing regular training to suppliers and other business partners, as well as employees involved in procurement.

Auditing (Supplier Surveys and On-Site Inspections)

We consider interactive communication with our suppliers to be very important, so we work to build relationships of trust and strengthen our supply chain management by working jointly on ideas for improvements with our partners, wherever needed. For this reason, since the fiscal year ended March 2012, we have been conducting surveys targeting the suppliers of Mitsui and our subsidiaries to confirm the status of their business in regard to social issues such as climate change, biodiversity, environmental management, human rights, labor practices, and occupational health and safety, and to provide correction if necessary. Between the fiscal year ended March 2020 and the fiscal year ended March 2023, we surveyed suppliers that handle products in high-risk business domains as part of human rights due diligence.

In addition to the surveys, since the fiscal year ended March 2015, we have been regularly carrying out on-site audits of suppliers by external experts. Additionally inspecting compliance with our Sustainable Supply Chain Policy using a checklist, we also employ independent experts to participate in conducting interviews with persons in charge and carrying out observations of manufacturing plants and related facilities. In addition, we visit not only our primary suppliers but also our end-suppliers such as farmers, and provide advice and guidance as needed.

Number of Suppliers Surveyed

	FY Mar/2021	FY Mar/2022	FY Mar/2023
Natural rubber	2	–	–
Palm oil	–	11	2
Timber	3	–	–
Textiles	233	4	–
Electronics	15	–	–
Coffee	11	1	24
Tea	10	1	–
Sugarcane	8	–	2,471
Cacao	3	4	–
Corn	6	–	–
Soybeans	2	–	–
Shrimp	–	8	–
Chicken	–	8	–
Cassava	–	5	–
Coconuts	–	2	–
Total	293	44	2,497

Main Questions in Supplier Surveys

Human Rights, Labor	<ul style="list-style-type: none"> • Has the company performed a risk assessment to determine if there are areas of their business at risk for forced, bonded, or involuntary prison labor? • Do you comply with the minimum working age of the local country, and do you have internal regulations to not employ those that have not completed their compulsory education, and those that are under the age of 15? • Do you have the required protective restrictions on hazardous operations for young workers under the age of 18 according to the national law or ILO standard? • Do you have company policies to prevent discrimination (e.g., on the basis of race, skin color, age, gender, sexual orientation, ethnicity, disability, religion, political affiliation, labor union membership, marital status etc.) that you aim to disclose to suppliers or ask for suppliers' cooperation in implementing? • Do you have procedures in place to ensure all workers are provided the holidays and leave to which they are legally entitled? • Do you have procedures, mechanisms, or company policies for a minimum wage or living wage?
Occupational Health and Safety	<ul style="list-style-type: none"> • Do your policies for occupational health and safety include those relating to fire safety, the use of personal protective equipment, and the handling of hazardous substances including chemical substances and pesticides etc.?
Business Ethics	<ul style="list-style-type: none"> • Do your policies for business ethics include those relating to compliance, free and fair competition, intellectual property, privacy and data protection, and anti-corruption etc.?
Environmental Management	<ul style="list-style-type: none"> • Do your policies for environmental management include those relating to pollution, greenhouse gas emissions, and biodiversity etc.?
Conflict Minerals	<ul style="list-style-type: none"> • Do you handle conflict minerals and/or products for which conflict minerals are used? If yes, do you have a written policy on conflict minerals?
Supply Chain CSR	<ul style="list-style-type: none"> • Do you have a written policy in relation to supply chain CSR and CSR procurement which covers human rights and labor, health and safety, business ethics, environmental management, etc., related to your suppliers?

On-Site Inspections of Suppliers (Auditing)

	Suppliers surveyed
FY Mar/2023	<p>Suppliers of food raw materials</p> <p>In the fiscal year ended March 2023, we conducted a survey of Kaset Phol Sugar LIMITED, our subsidiary and supplier in the sugar refining business in Thailand. We also surveyed more than 2,000 sugarcane farmers who are 2nd or more tier upstream suppliers, and conducted interviews and engaged in dialogue with several of them through visits in the field alongside external experts. The interviews focused on forced labor, child labor, occupational health and safety, and other issues, and we found no significant issues. Similarly, we visited coffee bean suppliers in Colombia alongside external experts and found no significant issues.</p> <p>In addition, we visited a major palm oil supplier, which is one of our important suppliers, and with whom we have requested human rights-related corrective actions in the past. We confirmed that they are making progress in resolving the issues in response to our past requests, and engaged in dialogue with them on sustainable procurement.</p>
FY Mar/2022	<p>Suppliers of food raw materials</p> <p>In the fiscal year ended March 2022, Mitsui conducted an online survey of the six main suppliers (two based in India, one in Indonesia, one in Kenya, one in Malawi, and one in Sri Lanka) of Mitsui Norin Co., Ltd., a consolidated subsidiary which manufactures and sells black tea, green tea, beverages for vending machines, and other products. Based on answers to questions sent to the suppliers in advance, we conducted interviews to confirm the policies, initiatives, and labor and supply chain management practices at each company. While certain suppliers did not have policies in place or manuals prepared relating to occupational health and safety, we were able to confirm that these companies are implementing initiatives for the respect of human rights.</p>
FY Mar/2021	<p>Suppliers of wooden fuel</p> <p>In the fiscal year ended March 2021, Mitsui and an external expert jointly conducted on-site surveys of Mitsui Bussan Forest Co., Ltd. and Butsurin Co., Ltd., which are the main suppliers of wooden fuel to Tomakomai Biomass Power Co., Ltd. ("TBP") and Hokkaido Biomass Energy Co., Ltd. ("HBE"), companies in which Mitsui has an equity interest. The surveys lasted three days and consisted of site inspections of their suppliers' plants, forests, and other facilities, interviews with managers and workers, and checks of related documents. The main focal points of the surveys were raw material procurement, occupational health and safety, and environmental management. The results of the surveys confirmed that both companies are taking appropriate action on all items, and that both factories meet the requirements stipulated in our Sustainable Supply Chain Policy.</p>

Remediation Guidance

In the fiscal year ended March 2023, a major palm oil supplier, which is one of our important business partners, was identified by overseas authorities as having human rights issues, and we requested that the supplier take corrective action. We visited the supplier's plantation and met with staff in charge of sustainability to learn about the human rights issues and the company's efforts to resolve them. We also confirmed that the citations from authorities have since been withdrawn. We will continue to engage in dialogue on human rights initiatives going forward.

Initiatives Concerning Subsidiaries and Affiliates

Starting from the fiscal year ended March 2021, we are carrying out internal supply chain management surveys of our subsidiaries in order to ensure they properly understand our Sustainable Supply Chain Policy and that it is implemented by their suppliers. The surveys investigate matters such as how well the group's policies are understood and what criteria are being used to check suppliers. Feedback is provided to subsidiaries together with explanations of policy details aimed at improving understanding.

For the fiscal year ended March 2022 survey, we selected Mitsui Norin Co., Ltd. ("Mitsui Norin") and Mitsui Kaset Phol Sugar Limited ("KPS"), a Thailand-based sugar manufacturing company, and conducted online surveys. Through interviews with managers and employees, we explained our approach to supply chain management and reiterated our requirement that our policies be accepted and implemented, while at the same time checking aspects such as to what degree our Sustainable Supply Chain Policy is understood, the status of sending the policy to suppliers, standards for selecting new suppliers and accompanying management frameworks, and whether companies have internal regulations and policies.

Through our survey of Mitsui Norin, we confirmed various ESG-related initiatives, including the formulation of an environmental policy, supply chain management through the use of a dedicated tea plantation system, employee training, and initiatives to set and achieve targets at factories. Through our survey of KPS, we confirmed various ESG-related initiatives, including the formulation of a code of conduct and sustainable supply chain policy, supply chain management through contracted sugarcane farmers, CSR activities including communication with neighboring residents, and employee training. We recommended that Mitsui Norin and KPS from here on address supply chain management in relation to human rights in addition to quality control, which is their primary objective.

Employee Initiatives

Raising Awareness and Training

We continuously carry out awareness raising activities and training for employees regarding the importance of human rights and labor issues and the details of our policies in order to raise sensitivity to issues, including human rights and labor issues, and to prevent problems before they can happen.

Please refer to the links below for more information.

[Human Rights: Human Rights Training](#)

[Our Approach to Sustainability and Management Framework: Raising Awareness on Sustainability Management](#)

Policies and Basic Approach

We have identified "Enhance quality of life" as one of our material issues for our business management (Materiality). We also aim to establish sustainability for both society and our company by contributing to the betterment of living standards and the development of local industries through our business activities and social contribution activities, and by doing so, fostering trust in local communities.

Basic Approach to Local Communities

In the sense of relevance to our business activities as well as our contribution to society, we make efforts to contribute to local communities and revitalize regional economies, while also promoting community investments. Our aims are to encourage investment and regional development, and create employment at the regional level.

Approaches to Local Employment and Procurement

We are building good relationships with the countries and local communities in which we do business and are helping in the sustainable development in local regions. We strive to contribute to the sustainable regional development by revitalizing human resource development, and the local community and economy through local employment and the procurement of local goods and services. In conducting our business in countries and regions around the world, we aim for coexistence and mutual prosperity with local communities through economic contributions such as local employment and local procurement, based on this approach.

Mine Closure Policy

Upon closing a mine after mining life, our policy is to comply with laws and regulations and to follow proper procedures according to a plan to minimize impact on the environment and society in adjacent areas.

In our mining activities, we formulate business plans which incorporate future mine closures including sufficient funding and rehabilitation plans. Environmental impact is thoroughly assessed during the project formation stage as well as during mine operation. We also seek reviews from the authorities and relevant experts in order to not only comply with laws and regulations but also to minimize impact on communities and the local environment.

Goals and Targets

- Promote sustainable development that considers local communities through our business in various countries and regions.
- Contribute to the development of national and regional economies in collaboration with project partners, local governments, and local communities.

Sustainability Governance and Oversight

Sustainability Committee

The Sustainability Committee works under the Corporate Management Committee to plan, formulate and provide proposals on basic management policies, business activities, and corporate policies and strategies related to local communities.

The Sustainability Committee is structured so that its activities are appropriately supervised by the Board of Directors, and matters discussed by the Sustainability Committee are regularly discussed and reported to the Corporate Management Committee and the Board of Directors.

Officer in Charge	Makoto Sato (Representative Director, Senior Executive Managing Officer, Chief Strategy Officer (CSO), Chairperson of the Sustainability Committee)
Administrative Office	Corporate Sustainability Div., Corporate Planning & Strategy Div.

Please refer to the links below for more information on Mitsui's Sustainability Management Framework and the activities of the Sustainability Committee.

[Our Approach to Sustainability: Sustainability Governance and Oversight](#)

[Our Approach to Sustainability: Sustainability Committee](#)

Risk Management and Impact Assessment Using an ESG Due Diligence Checklist for Local Communities

When investigating new projects, we place importance not only on the economic side but also on ESG (Environmental, Social, and Governance) aspects. We take into consideration the vitalization of the local communities and economies, the indigenous people, cultural heritages, and other peripheral circumstances and how to respond to these. We use an ESG due diligence checklist that is based on the World Bank Group's IFC Performance Standards that is an international standard for taking environmental and social factors into account. We then thoroughly evaluate the impact and discuss and consider the project. In addition to reviewing new projects and ones we have already withdrawn, we also monitor the business management of investees and strive to contribute to their improvement.

[ESG Risk Management: ESG Due Diligence Checklists and the Sustainability Advisory Board](#)

Collaborating with Stakeholders

Collaborating with NGOs/NPOs

Support for the Economic Independence and Greater Productivity of Small-scale Zambian Farms Through Cashew Tree Replanting and Productivity Improvement

We support the Cashew Revitalization Project being conducted by ETG Farmers Foundation (EFF) in Zambia. EFF is a non-profit organization established in 2013 aiming to improve the productivity and economic independence of small-scale farmers in Africa, and is especially engaged in agricultural technical guidance and other activities in Eastern Africa. In Zambia, one of the EFF activity areas, we made a donation to reforestation and production efficiency improvement activities in cashews in the western region, where the poverty level is high. EFF dispatches experts to 10 project sites to provide guidance on producing cashews for smallholder farmers and also promotes these activities in cooperation with Barotseland University, which is training local agricultural leaders. In this project, comprehensive support will be provided for farming expansion, including the development of next-generation farmers, the dissemination of agricultural knowledge such as disease and pest prevention, the management of agricultural data to improve productivity, and the support for women's farming through the establishment of nursery centers, with the aim of ensuring that cashew production will get on track in the future and that the agricultural management of the entire region will be sustainable.



Explanation by local agricultural leaders

[Social Contribution Activities: MGVP2018 Matching Gift Donations ETG Farmers Foundation Cashew Revitalization Project in Zambia](#)

Initiatives

Initiatives as Part of Business Activities

Efforts to Improve Health and Sanitation for Local Residents in Brazil (Combating Infectious Diseases such as Malaria)

In the Jirau hydropower generation business in Brazil, under a public-private partnership, the project company has been implementing a social contribution and environmental action program since 2009 with the aim of improving the health and sanitary environment for local residents. With a particular focus on measures to combat malaria, the project company has been working to build hospitals and basic healthcare facilities and provide mobile floating hospitals (vessels) to secure access to medical examinations and treatment. It has also implemented healthcare education and seminars for disease prevention. Its contribution to vector control efforts includes donation of extermination materials and research equipment, dispatch of researchers, exterminators, and other experts and implementation of vector control works, thereby contributing to a reduction in the number of malaria cases in the region, which has earned considerable international recognition. In recent years, to meet the health and hygiene demand from neighboring residents, the project company constructed a social health care facility and donated medical equipment and facilities. The facility provides medical, dental, and other services to six neighboring municipalities in partnership with social assistance office.

Contributing to the Enhancement of Local Living Standards and Economic Development Through Mini-grid Projects in Non-electrified Regions of India and Africa

Demand for energy has been growing throughout the world, especially in Asia and Africa, along with the steady economic growth of these regions. The power sector has seen a pronounced trend towards Decarbonization, Decentralization, and Digitalization (the "3 D's"), and a rapid shift is underway towards renewable energy, which is more environment-friendly. Mitsui & Co. is responding to the "3 D's" trend not only through the development of utility scale solar power and wind power projects, but also through the global roll-out of distributed power generation projects that provide service closer to the end-user. Globally, approximately one billion people—mostly in Asia and Africa—have limited access to electricity*, and for India also, this is a major problem. At the same time, mobile phone penetration rates tend to be very high even in the inadequately-electrified regions of

India and Africa, making electricity necessary for communication purposes. In 2017, we invested in OMC Power Private Limited (OMC), which is specialized in a business model with a combination of solar power and batteries to implement a distributed electricity generation business in which electricity is produced and consumed locally. With mobile carriers' telecom towers being the anchor customers, OMC supplies reliable electricity to local businesses and communities as well. OMC provides stable and affordable electricity mainly through environment-friendly solar power, as well as enhancing the lives and economic prosperity of rural communities. Currently, OMC operates 280 power generation plants, which supply power to 238 telecom towers, 11,000 local businesses, and approximately 100,000 residents in 15,000 households. We will be working with OMC to deliver electricity to other inadequately-electrified regions.

* Source: "Our World in Data "Access to Energy"

Rehabilitation Project Following the Closure of a Coal-fired Power Station and its Adjacent Coal Mine in Australia

With the shutting down of the Hazelwood Power Station and mine in Latrobe Valley near Morwell, Victoria, Australia, we have been working since 2017 with our partner ENGIE S.A. on the demolition of the office buildings and plant, and the subsequent closure (rehabilitation). In accordance with our mine closure policy, we began preparations prior to implementing the demolition work, evaluating the impact on the environment and local community through expert reviews, and then carrying out the work in accordance with laws, regulations, and permits, and holding regular discussions with stakeholders such as government officials and residents. Moreover, we have created and published a concept master plan for the effective utilization of the site, which will contribute to the development of the region following the closure.



A store able to do business at night

Social Contribution Activities

Beekeeping for the Economic Self-reliance of Indigenous People of the Amazon in Brazil

Through our Mitsui & Co. Environment Fund, we support the development of sustainable beekeeping projects that take into consideration the conservation of tropical rainforest in the Amazon River basin where monetized economies are not completely established. By establishing a system for indigenous people to produce, manage and distribute honey, we aim to both ensure their economic independence and protect the environment by protecting tropical rainforests. Through our work to date, a framework for the operation of a beekeeping business has been established, and they will begin sending honey to the market from the fall of 2022. We will continue to support and contribute to the local communities.



A Carapalo beekeeper with honey that will be shipped to the outside world

[The Mitsui & Co. Environment Fund: Establishing economic independence for indigenous people of the Amazon through beekeeping projects](#)

Restoring the Cardamon Watershed in Cambodia and Building Sustainable Communities

Tonle Sap Lake in Cambodia is fed from runoff from the extensive surrounding flooded forests. It is an important fishing ground for local communities that depend on fishing and agriculture. However, in recent years the amount of fish has declined due to logging and water pollution from the use of insecticides. Through our Mitsui & Co. Environment Fund, we have set up a system to build up fishery profits on a community basis. We support the international NGO Conservation International that is attempting to ensure both financial stability and environmental conservation of the region's flooded forests.

[The Mitsui & Co. Environment Fund: Building resilience and sustainability in the Cardamom Mountains watershed, Cambodia](#)

Social Development Supported by Coffee Production in Villages in West Java, Indonesia

Villages in the mountainous regions of Tangsi Jaya in West Java, Indonesia are located in a coffee-growing region. However, since the suspension of the micro hydropower generation facilities due to a natural disaster, the villages have been unable to process the beans, forcing them to sell them at a low price, resulting in economic hardship. Through our Mitsui & Co. Environment Fund, we are restoring the power generating plant, rebuilding processing facilities that will use the electricity, building new coffee bean drying and storage buildings, creating employment and income for local villages, and helping to reduce CO2 emissions by using renewable energy. At the same time, we are carrying out a regional economic survey and suggesting directions for future development.

[The Mitsui & Co. Environment Fund: Social development of Tangsi Jaya hamlet using renewable energy](#)



Governance



Corporate Governance & Internal Controls	190
Status of Corporate Governance	193
Compliance and Integrity	205
Tax Transparency	211

Risk Management	213
ESG Risk Management	215
Information Risk Management	217
Business Continuity Management (BCM/BCP)	220

Corporate Governance & Internal Controls

We are making efforts to enhance our corporate governance framework and develop and improve our internal controls on a global group basis, to make sure that Mitsui & Co. is a company that is trusted by society.

We recognize that ensuring thorough compliance with respect to internal controls is a particularly important issue.

Corporate governance and internal control: Systems and implementation

Corporate governance framework

Mitsui & Co. has chosen to base its corporate governance framework on a corporate auditor system, headed by the audit & supervisory board. To achieve effective corporate governance for shareholders and other stakeholders, the Company has established the following governing bodies:

1. The Board of Directors is Mitsui & Co.'s ultimate decision-making body for business execution and oversight. To ensure that those functions are fulfilled, Mitsui appoints no more than the number of directors necessary to enable effective deliberations, and conducts an annual assessment of the Board in order to validate its effectiveness and discloses a summary of the results. The company has also established the Governance Committee, Nomination Committee, and Remuneration Committee as advisory bodies to the Board of Directors, with external directors and external audit & supervisory board members serving as members of these committees.
2. The audit & supervisory board members audit the execution of the duties of the Board of Directors as an independent body and report to shareholders. In pursuit of this objective, the audit & supervisory board members carry out multifaceted, effective auditing activities, such as attending important internal meetings and auditing various types of reports, and develop necessary measures in a timely manner.

To ensure transparency and accountability, which are key requirements of corporate governance, we are endeavoring to strengthen management oversight and supervision, taking into account the perspectives of external directors and external audit & supervisory board members. At the same time, the Company is developing its internal control framework with respect to information disclosure, and, based on the general rules of fair disclosure, executives and employees are responsible for ensuring accountability. Furthermore, to separate the functions of business execution and oversight, Mitsui has broadly transferred the authority for business execution to the Company's executive officers, and the Board of Directors is responsible for overseeing the execution of business by the executive officers. The chief operating officers of the Company's 16 Headquarters business units and 2 overseas regional business units also serve concurrently as executive officers, supporting a dynamic approach to business execution across Mitsui & Co. global group.

At the time of the General Meeting of Shareholders in June 2023, there were 15 directors, six of whom were external directors (including four female directors, three foreign directors).

We have five audit & supervisory board members, two full-time and three external (including 1 female audit & supervisory board members), and we have established the Audit & Supervisory Board Member Division as a framework to provide added support to the audit & supervisory board members in the execution of their duties. Audit & supervisory board members attend the meetings of the Board of Directors and other important in-house meetings, overseeing procedures and resolutions, and visit offices in and outside Japan and important affiliate companies.

Business execution and internal control system

In the fiscal year ended March, 2012, we adopted the so-called "J-SOX" standards defined in Japan's Financial Instruments and Exchange Act as the basis for the evaluation of our internal control systems. We are determined to maintain highly effective internal control systems that are compliant with the new global standards and in keeping with the values of Mitsui & Co., and to ensure that all employees, including those working for affiliated companies, are fully aware of and comply consistently with the basic principle that "without compliance there will be no work and no company".

At the core of our internal control system, the Corporate Management Committee establishes basic internal control policy and carries out company-wide internal control evaluations and improvements.

Furthermore, to respond to the increasingly diverse kinds of risks associated with our business, we have established the Compliance Committee, which formulates the compliance structure of Mitsui & Co. and maintains and strengthens its effectiveness; the Disclosure Committee, which establishes principles and basic policy for disclosures of the company and conducts individual discussions on important disclosures; J-SOX Committee, which formulates the structure to secure trustworthiness of the company's financial reporting and maintains and strengthens its effectiveness; the Portfolio Management Committee, which establishes the corporate portfolio strategy as well as investment and finance policies, monitors the company's entire portfolio, and examine important individual proposals; the Crisis Response Headquarters, an ad-hoc body reporting directly to the president, which exercises swift, precise decision-making when there is a need for a swift response; the Sustainability Committee, which promotes the sustainability management at the company related to company's sustainability and environmental, social and governance (ESG) issues; the Information Strategy Committee, which plans company-wide information and DX strategy and determines and monitors essential policies concerning establishment of a management platform and promotion of the structure of the information strategy; and, the Diversity Committee, which makes proposal regarding basic policy and the plan for diversity promotion, and formulates and implements targets set along with the plan.

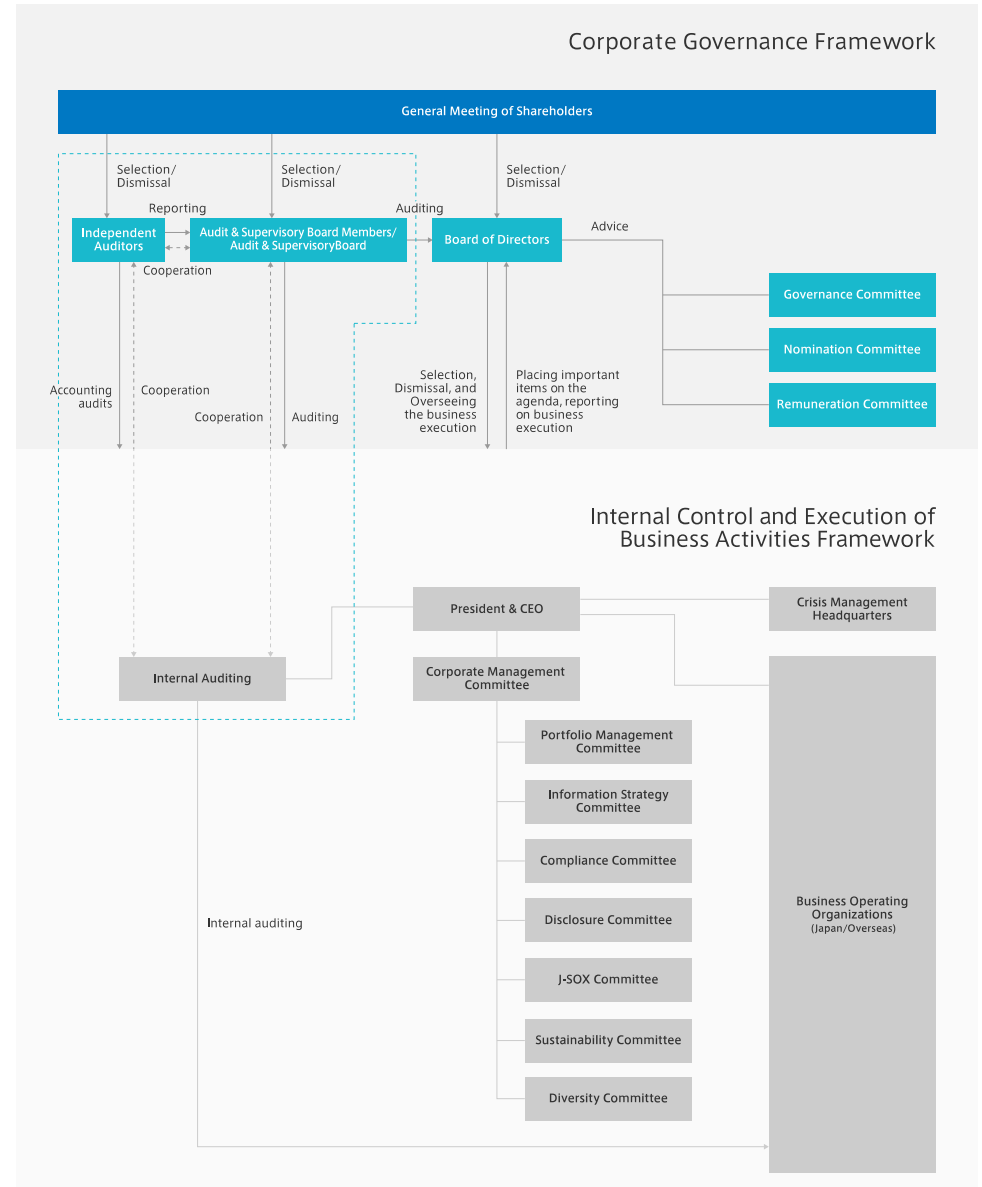
Current status of the internal auditing structure

Based on the order or approval of the President and Chief Executive Officer, for the purpose of contributing to the effective achievement of management goals, the Internal Auditing Division, evaluates how internal control is present and functioning with an emphasis on the effectiveness and efficiency of operation, the reliability of financial reporting, compliance with laws and regulations as well as safeguarding of Company assets. The adequacy and effectiveness of each process in risk management, control and governance with each organizational unit shall also be evaluated, and suggestions and proposals shall be made for their improvement.

In the regular audits which covers the company, its overseas offices, overseas trading subsidiaries and other subsidiaries, internal auditors carry out independent and objective evaluations, pursuant to the rules on internal audits, etc., with an emphasis on risk management, effectiveness of management and operations, compliance, and appropriate financial reporting.

Overview of corporate governance and internal control

Overview of our corporate governance and internal control framework is as follows:



Corporate Governance and Internal Control Principles

Mitsui & Co. enacted the following "Corporate Governance and Internal Control Principles" in April 2006 (Revised on 16th December, 2021)

[Mitsui & Co., Ltd. Corporate Governance and Internal Control Principles \(PDF 382KB\)](#)

Status of Corporate Governance

In terms of strengthening corporate governance, Mitsui & Co. worked to improve diversity among members of the Board of Directors. At the same time, an even greater number of discussions were held at Board of Directors' meetings regarding Mitsui & Co.'s future direction and business strategies. In these ways, Mitsui & Co. has been moving forward with efforts to enhance the effectiveness of the Board of Directors.

Basic View on Corporate Governance

In structuring the corporate governance framework, the Company places emphasis on "improved transparency and accountability" and "the clarification of the division of roles between the oversight activities and the executive activities of management." For "improved transparency and accountability," the Company ensures sound supervision and monitoring of management with the viewpoints of External Directors and External Audit & Supervisory Board Members. The Company has also established an internal control system for disclosure so that all executives and employees fulfill their accountability to stakeholders under the principle of fair disclosure. For "the clarification of the division of roles between the oversight activities and the executive activities of management," the Company delegates execution of business to Managing Officers substantially while the Board of Directors retains a supervisory role over Managing Officers' business activities. Chief Operating Officers of the 16 Headquarter Business Units and the 2 Overseas Regional Business Units serve concurrently as Managing Officers and engage in business operations for the consolidated Group in a responsive and flexible manner.

While increasing the effectiveness of supervisory functions by having Audit & Supervisory Board Members, the Company implements corporate governance by maintaining an Audit & Supervisory Board system because it believes that having internal Directors who are familiar with its business practices and operations is essential to the business of a general trading company. By adopting a Committee System in which External Directors and External Audit & Supervisory Board Members participate, the Company achieves highly effective corporate governance to secure "improved transparency and accountability" and "the clarification of the division of roles between the oversight activities and the executive activities of management."

Mitsui & Co. has presented to the Tokyo Stock Exchange and other stock exchanges a corporate governance report that describes the status of Mitsui & Co.'s corporate governance.

Filed on November 9, 2023

[Corporate Governance Report \(PDF 1.06 MB\)](#)

Board of Directors

The Board of Directors is the highest authority for execution of business and supervision, and in order to secure this function, the Company has limited the number of Directors to the maximum to enable substantial discussions and gives priority to the appointment of new External Directors in the case of increasing the number of board members in order to enhance the division of roles between management oversight and execution. In addition, the Company has established the Governance Committee, the Nomination Committee, and the Remuneration Committee to serve as advisory bodies to the Board of Directors. These committees comprise mainly external members.

At Board of Directors' meetings, matters that are deliberated or reported on abide by the Company's internal regulations. In addition to matters concerning fundamental policies related to management, important business execution and matters authorized by resolutions of the General Meeting of Shareholders, the Company passes resolutions on matters determined by law and company statute. We also receive reports regarding matters determined by law and the status of important business operations.

Regular meetings of the Board of Directors are held once every month in principle and extraordinary meetings are held from time to time at any time if deemed necessary.

Audit & Supervisory Board

The Audit & Supervisory Board Members supervise the Directors' execution of duties as an independent institution with the mandate of the shareholders. For this purpose, Audit & Supervisory Board Members carry out multifaceted, effective audit activities such as attending important internal meetings, verifying reports and investigating our business, and take necessary measures in a timely manner.

Audit & Supervisory Board meetings are held periodically and precede meetings of the Board of Directors. Moreover, additional meetings are held on an as-needed basis. The Audit & Supervisory Board Members attend meetings of the Board of Directors to monitor how the proceedings of the meetings are managed and the content of the decisions made. These members also actively express their opinions.

Auditing by the Audit & Supervisory Board Members covers a variety of areas, among which are execution of duties by Directors, decision-making processes at the meetings of the Board of Directors and others, status of construction and operation of the internal control system, independence of the Independent Auditors, system of financial reporting, accounting policies and processing of financial information, tax policies and tax processing.

Evaluation Results of the Effectiveness of the Board of Directors

Each year, the Board of Directors analyzes and evaluates its effectiveness, taking into consideration relevant matters, including self-evaluations of each Director, and discloses a summary of the results.

At the Board of Directors meeting held on April 6, 2023, we analyzed and evaluated the effectiveness of the Board of Directors meeting for the year ended March 31, 2023. We would like to inform you of the results.

- [Summary: Summary of Effectiveness Assessment for FYE 3/2023 \(PDF 88 KB\)](#)
- [Details: FYE 3/2023 Effectiveness Assessment \(PDF 528 KB\)](#)

The Board of Directors continues to work to maintain and improve the effectiveness of the Board of Directors, and aims to ensure thorough supervision of management by the Board of Directors and to achieve sustainable increases in corporate value.

The methods and results of the evaluation of effectiveness of the Board of Directors for the year ended March 31, 2023, and prior years, are summarized as follows:

Please note that the summary of the methods and results of the evaluation of effectiveness of the Board of Directors is also described in the Corporate Governance Report.

Evaluation of effectiveness (Excerpt from the Corporate Governance Report)

- [Evaluation of effectiveness for FYE 3/2023 \(PDF 528 KB\)](#)
- [Evaluation of effectiveness for FYE 3/2022 \(PDF 510 KB\)](#)
- [Evaluation of effectiveness for FYE 3/2021 \(PDF 148 KB\)](#)
- [Evaluation of effectiveness for FYE 3/2020 \(PDF 959 KB\)](#)
- [Evaluation of effectiveness for FYE 3/2019 \(PDF 237 KB\)](#)
- [Evaluation of effectiveness for FYE 3/2018 \(PDF 219 KB\)](#)
- [Evaluation of effectiveness for FYE 3/2017 \(PDF 161 KB\)](#)
- [Evaluation of effectiveness for FYE 3/2016 \(PDF 119 KB\)](#)

Summary of Effectiveness Evaluation of the Board of Directors

The effectiveness of the Board of Directors is evaluated every year in order to check actions on issues identified in the previous fiscal year and identify issues to be tackled in the next fiscal year. The process emphasizes the maintenance of a PDCA cycle for the improvement of effectiveness of the Board of Directors.

Based on the results of the effectiveness survey for the fiscal year ended March 2022, the Board of Directors and its Secretariat took action on the following matters in the fiscal year ended March 2023.

Issues identified from the effectiveness evaluation results for FYE 3/2022	Actions	Evaluations in the FYE 3/2023 survey
<p>(1) Continuing consideration of high-level analysis of substantive effectiveness relating to the number of directors and the role and ratio of internal directors, based on the existing business executive structure and governance systems.</p>	<ul style="list-style-type: none"> • The Governance Committee discussed Mitsui & Co.'s business executive structure and the institutional design at meetings in May and October 2022, conducting the hearing sessions regarding the external members' experiences. 	<p>The majority of board members (and the majority of external members) gave positive evaluations. There were comments that we are not only affirming the current state of our governance, but also discussing future reform options from a multifaceted perspective and that the effectiveness of the Board of Directors has been ensured.</p>
<p>(2) Continue with initiatives to improve the operation of the Board of Directors.</p>	<ul style="list-style-type: none"> • We took actions such as appropriate implementation and monitoring of the standards on matters to be resolved/reported at the Board of Directors, further use of written resolutions/ reports and careful consideration of the necessity of submitting proposals and reporting that may have a material impact on the Company's management even if they do not meet the monetary criteria with a view to improving the operation of the Board of Directors. 	<p>There were comments that the revised standards on matters to be resolved/reported at the Board of Directors has freed up time at Board meetings for discussion, the quality and quantity of information provided in advance to the external members is increasing, briefing sessions are also provided with sufficient time and discussions at meetings of the Board of Directors are improved and the distribution of materials, briefing sessions, and the Board of Directors have improved efficiency and effectiveness.</p>

Effectiveness evaluation for FYE 3/2023

After discussion of the results from the survey at External Members Meeting and Governance Committee meeting in February 2023 and Corporate Management Committee meeting in March 2023, the effectiveness evaluation was resolved by the Board of Directors in April.

Self-evaluation

- Implemented in January 2023 by 14 directors and 5 Audit & Supervisory Board members
- 5-level evaluations, comparisons with the previous fiscal year, and comments for each question

The evaluation of the effectiveness of the Board of Directors in FYE 3/2023 was carried out through self-evaluation.

Evaluation results

- The management of the Board of Directors is conducted in a manner that respects the monitoring function, and I believe that management's awareness of sound governance is evident. The current operation is conducted appropriately based on the external directors' and the Audit & Supervisory Board members' opinions.
- In addition to individual projects, appropriate items were selected for discussion at the Board of Directors, such as topics on company-wide initiatives and management issues.
- I think that we are one of the top companies in Japan in terms of the diversity of the knowledge of directors, the openness of expressions of opinions, and the response of executions to proposals. Since becoming a director, the quality of governance has steadily improved.
- The Board of Directors is functioning in a healthy manner and being run efficiently.
- The effectiveness of Mitsui & Co.'s Board of Directors has been ensured, and has been highly evaluated, even when compared with other companies, not just in terms of the content of discussions but also from the preparation perspective. The Board of Directors has been functioning extremely well within the current framework.
- The overall conclusion based on the above results is that the Board of Directors achieved an appropriate level of effectiveness in FYE 3/2023.

Steps toward further improvement of effectiveness

- 1. Continuous review on the number and diversity of directors, the ratio of internal and external directors, and institutional design**
 - With the aim of further enhancing the deliberation at the Board of Directors, to discuss the number and diversity of directors and the ratio of internal and external directors.
 - The Governance Committee to conduct continuous discussion on institutional design.
- 2. Consideration of efforts to improve both effectiveness and efficiency of deliberation at the Board of Directors**
 - Consideration of efforts to improve both effectiveness and efficiency of deliberations for important matters.
 - Continuous improvement of Board of Directors meeting scheduling and operations, including briefing sessions, to enhance effectiveness and efficiency of deliberation at the Board of Directors.

Remuneration of Executives

Structure of Remuneration

Remuneration of Directors and Audit & Supervisory Board Members

The Company has established a policy for determining the remuneration of individual Directors by resolution of the Board of Directors, following deliberation by and reporting from the Remuneration Committee. In each fiscal year, the Remuneration Committee discusses the remuneration structure for Directors and Audit & Supervisory Board Members, and examines the appropriateness of the proportions of fixed remuneration, result-linked bonuses, and stock-based remuneration based on trends at other companies and then reports this as well as the appropriateness of clawback provisions to the Board of Directors, among other measures, in order to emphasize transparency in the determination of Directors' and Audit & Supervisory Board Members' remuneration.

Remuneration for Directors of the Company is comprised of fixed remuneration (basic remuneration), result-linked bonuses (short-term incentive) and restricted stock-based remuneration as stock-based remuneration (long-term incentive). From the perspective of respecting the independence of External Directors and Audit & Supervisory Board Members, who are independent from business execution, they are not eligible for result-linked bonuses or stock-based remuneration. In addition, the Company will not pay retirement compensation to Directors and Audit & Supervisory Board Members.

With the approval of the 103rd Ordinary General Meeting of Shareholders on June 22, 2022, the Company revised the remuneration for Directors for the fiscal year ending March 2023 and thereafter. An overview of the revised structure is shown below. The Company also established the Share Ownership Guidelines in FY March 2023.

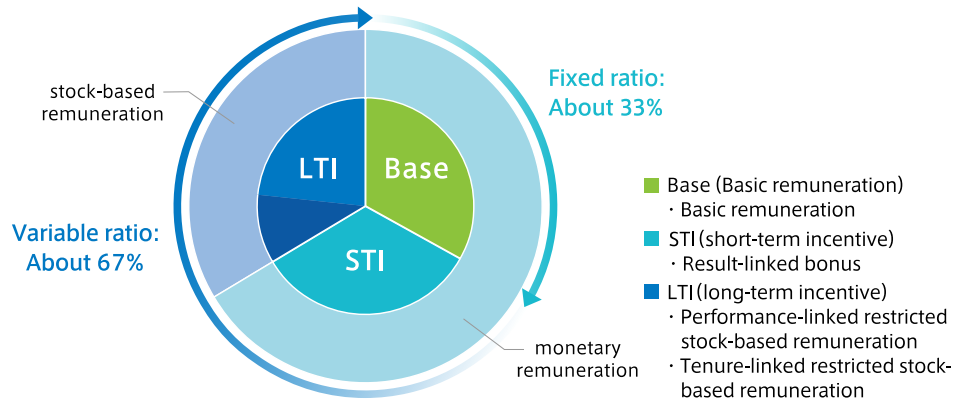
The composition of remuneration for Directors (excluding External Directors) from FY March 2023 is 2:1 for monetary remuneration:stock-based remuneration and 1:1:1 for basic remuneration:short-term incentive:long-term incentive.

Overview of Remuneration of Directors and Audit & Supervisory Board Members

FY March 2022		FY March 2023 and thereafter		
		Performance-linked restricted stock-based remuneration	<div style="border: 1px solid black; padding: 2px;">Long-term incentive</div> Variable stock-based remuneration (Capped at a total amount of ¥300 million/year)	Directors
Share performance-linked restricted stock-based remuneration	<div style="border: 1px solid black; padding: 2px;">Medium-to long-term incentive</div> Variable stock-based remuneration (Capped at a total amount of ¥500 million/year)	Tenure-linked restricted stock-based remuneration	<div style="border: 1px solid black; padding: 2px;">Long-term incentive</div> Fixed stock-based remuneration (Capped at a total amount of ¥500 million/year)	
Result-linked bonus based on consolidated profit for the year and Core Operating Cash Flow	<div style="border: 1px solid black; padding: 2px;">Short-term incentive</div> Variable monetary remuneration (Capped at a total amount of ¥700 million/year)	Result-linked bonus based on consolidated profit for the year and Core Operating Cash Flow	<div style="border: 1px solid black; padding: 2px;">Short-term incentive</div> Variable monetary remuneration (Capped at a total amount of ¥1.5 billion/year)	
Purchase of Mitsui shares from his/her fixed basic remuneration through Mitsui Executives' Shareholding Association (also applicable to external members)	<div style="border: 1px solid black; padding: 2px;">Purchase of Mitsui's shares</div> Fixed monetary remuneration (Capped at a total amount of ¥1 billion/year)	Purchase of Mitsui shares from his/her fixed basic remuneration through Mitsui Executives' Shareholding Association (also applicable to external members)	<div style="border: 1px solid black; padding: 2px;">Purchase of Mitsui's shares</div> Fixed monetary remuneration (Capped at a total amount of ¥1 billion/year)	External Directors Audit & Supervisory Board Members
Fixed basic remuneration		Fixed basic remuneration		

* Capped a total amount of ¥240 million / year

Composition of remuneration for Directors (excluding External Directors)



Overview of Policy for Determining Remuneration of Individual Directors

Position	Type	Compensation	Cap	Overview
Directors (excluding External Directors)	Performance-linked restricted stock-based remuneration	Stock-based	¥300 million	<ul style="list-style-type: none"> • Performance linkage conditions: The initial evaluation period is to consist of the three fiscal years extending to the fiscal year ending March 2025, from the fiscal year ending March 2023. During the initial evaluation period, we will focus on management indicators that include ESG elements, including response to climate change, ROE, etc. Amounts shall be within the variation range of 80% to 120% for each management indicator. • Restriction on disposal: 30 years • Lifting of restriction on disposal: End of the restriction on disposal period or retirement of Director • Clawback clause: Applies • Total number of shares to be issued or disposed of: No more than 300,000 per year • Paid-in amount per share: Average closing price of Company stock during the immediate prior three months
	Tenure-linked restricted stock	Stock-based	¥500 million	<ul style="list-style-type: none"> • Number of shares of the Company's common stock determined according to position shall be paid individually. • Restriction on disposal: 30 years • Lifting of restriction on disposal: End of the restriction on disposal period or retirement of Director • Clawback clause: Applies • Total number of shares to be issued or disposed of: No more than 500,000 per year • Paid-in amount per share: Average closing price of Company stock during the immediate prior three months

Position	Type	Compensation	Cap	Overview
Directors (excluding External Directors)	Result-linked bonus	Monetary	¥1.5 billion	<ul style="list-style-type: none"> Total amount of bonuses = (Consolidated profit for the year x 50% x 0.1%) + (Core Operation Cash Flow x 50% x 0.1%) Amount individually paid = Total amount of bonuses x Position points / Sum of position points <p>Position: Chair/President Points: 10 Position: Executive Vice President Points: 7 Position: Senior Executive Managing Officer Points: 6 Position: Executive Managing Officer Points: 5</p>
Directors	Basic remuneration	Monetary	¥1 billion	• Amount determined according to position shall be paid individually
Audit & Supervisory Board Members	Basic remuneration	Monetary	¥240 million	• Amount determined by discussion among the Audit & Supervisory Board Members shall be paid individually

* For details, please refer to 4. Corporate Governance (4) Remuneration of Directors and Audit & Supervisory Board Members under 4. Corporate Information in our Annual Securities Report for the fiscal year ended March 2023.

Share Ownership Guidelines

Position	Type	Goal regarding ownership of the Company's shares
Internal Directors	President and Chief Executive Officer	Ownership of the Company's stock equivalent to three times basic remuneration (annual amount)
	Other Directors	Ownership of the Company's stock equivalent to basic remuneration (annual amount)

Remuneration of directors and Audit & Supervisory Board Members in the fiscal year ended March 31, 2023

Category of Position	Number of Recipients*1	¥ million					Total Remuneration
		Basic Remuneration	Results-linked Bonuses	Stock-based Remuneration (variable)	Stock-based Remuneration (fixed)		
Directors (Excluding External Directors)	13	685	1,402	256	353	2,696	
Audit & Supervisory Board Members (Excluding External Audit & Supervisory Board Members)	2	150	—	—	—	150	
External Directors	5	109	—	—	—	109	
External Audit & Supervisory Board Members	4	62	—	—	—	62	
Total	24	1,007	1,402	256	353	3,017	

*1 The above includes Directors and Audit & Supervisory Board Members who retired from office in the fiscal year to March 2023

*2 In addition to the above amounts, a total of ¥399 million was paid to 89 retired Directors, and ¥37 million to 11 retired Audit & Supervisory Board Members, as pensions (representing payments determined prior to the abolition of those systems).

*3 Amounts are rounded to the nearest ¥1.0 million.

External Directors / External Audit & Supervisory Board Members

Selection Criteria

External Directors

- The prospective person's extensive business experience and knowledge are required to deliberate and knowledge of his or her particular area of business should be used.
- The Company puts great value on ensuring independence of External Directors from Mitsui in the pursuit of their management oversight functions.
- With a view to overseeing business operations in a way that reflects the perspectives of our diverse stakeholders, Mitsui shall take into consideration the fields from which candidates originate, along with their gender.

Reasons for Appointing Each External Director / Major Activities in the Fiscal Year Ended March 31, 2023

Name	Samuel Walsh
Independent Director *1	○
Reasons for Appointment	Mr. Walsh has global expertise and excellent management skills cultivated through his long years working in upper management within the automobile industry and as chief executive officer of an international natural resources company. At the Board of Directors' meetings, he makes many proposals and suggestions from a broad-minded standpoint based on his abundant business management experience, and makes significant contributions to active discussions at the meetings of the Board of Directors, and to improving the effectiveness of said meetings. In the year ended March 31, 2023, Mr. Walsh served as a member of the Governance Committee and actively provided his opinions with the aim of creating a highly transparent governance system. He has diverse perspectives based on global corporate management experience and expertise and knowledge related to capital policy and business investment. The Company appointed him as an External Director so that he may continue to advise and supervise its management.
Attendance at Meetings in FY2023 (Number of Meetings Attended / Total Number of Meetings)	<ul style="list-style-type: none"> • Board of Directors 15/15 • Governance Committee 3/3 • External Members Meeting 12/12
Significant Concurrent Positions *2	<ul style="list-style-type: none"> • Chairman of the Board, Gold Corporation (Australia) the Perth Mint

Name	Takeshi Uchiyamada
Independent Director *1	○
Reasons for Appointment	Mr. Uchiyamada has long been involved in research and development on environmental and safety technologies at Toyota Motor Corporation that could realize a mobility society responding to the needs of the times, as well as in the development of products demanded by consumers, and has been exercising his excellent managerial skills as an executive officer of Toyota Motor Corporation. At the Board of Directors' meetings, he makes many proposals and suggestions from a broad-minded standpoint based on his management experience at a global company and his in-depth knowledge of society in general, and makes significant contributions to active discussions as the meetings of the Board of Directors, and to improving the effectiveness of said meetings. In the year ended March 31, 2023, he served as a member of the Nomination Committee, and contributed to the discussions with the aim of enhancing the transparency and effectiveness of the procedures for the appointment of executives, including the CEO, and External Director. In view of these points the Company appointed him as an External Director so that he may continue to advise and supervise its management.
Attendance at Meetings in FY2023 (Number of Meetings Attended / Total Number of Meetings)	<ul style="list-style-type: none"> • Board of Directors 15/15 • Nomination Committee 6/6 • External Members Meeting 12/12
Significant Concurrent Positions *2	<ul style="list-style-type: none"> • Executive Fellow, Toyota Motor Corporation • External Director, JTEKT CORPORATION (schedule to retire in June 2023) <p>JTEKT CORPORATION is an equity accounted associated companies of Toyota Motor Corporation.</p>

Name	Masako Egawa
Independent Director *1	○
Reasons for Appointment	Ms. Egawa has deep insight in finance and corporate management gained through her experience of management as a director of the University of Tokyo and chancellor of School Juridical Person Seikei Gakuen, her many years of experience working at global financial institutions, and her research on management and corporate governance at Japanese companies. Her broad range of public contributions includes the activities at the Japan-United States Educational Commission and councils of the Ministry of Finance. In the year ended March 31, 2023, she served as a member of the Governance Committee, actively provided her opinions with the aim of creating a highly transparent governance system. In addition, as a member of the Remuneration Committee, she contributed to the discussions related to executive remuneration the Company appointed her as an External Director so that she may advise and supervise its management.
Attendance at Meetings in FY2023 (Number of Meetings Attended / Total Number of Meetings)	<ul style="list-style-type: none"> • Board of Directors 15/15 • Governance Committee 3/3 • Remuneration Committee 7/7 • External Members Meeting 12/12
Significant Concurrent Positions *2	<ul style="list-style-type: none"> • External Director, Tokio Marine Holdings, Inc. (scheduled to retire in June 2023) • Chancellor, School Juridical Person Seikei Gakuen

Name	Fujiyo Ishiguro
Independent Director *1	○
Reasons for Appointment	In addition to advanced knowledge of business management and the IT/DX sector gained through her many years of experience as an IT entrepreneur, Ms. Ishiguro has also developed profound insights about business management through her experience as an external director of listed companies. She has also made extensive contributions to the public interest, including serving as a committee member of Industrial Structure Council of Ministry of Economy, Trade and Industry. The Company appointed her as an External Director with the expectation that she will apply her extensive knowledge of business management and IT/DX to advise and supervise the Company's management from diverse perspectives.
Attendance at Meetings in FY2023 (Number of Meetings Attended / Total Number of Meetings)	— *3
Significant Concurrent Positions *2	<ul style="list-style-type: none"> • External Director, Monex Group, Inc. • Director, Chief Evangelist, Netyear Group Corporation • Director of the Board (External), SEGA SAMMY HOLDINGS INC.

Name	Sarah L. Casanova
Independent Director *1	○
Reasons for Appointment	Ms. Casanova amassed extensive knowledge of the international consumer business through her experience working for McDonald's in North America, the CIS, and Southeast Asia. She served as Chief Executive Officer of McDonald's Company (Japan) from 2013 to 2019 and demonstrated her management acumen by pursuing growth strategies that have yielded a dramatic improvement in the company's performance. The Company appointed Ms. Casanova as an External Director with the expectation that she will use her profound knowledge of the international consumer business and her management experience in a global business corporation to advise and supervise the Company's management from diverse perspectives.
Attendance at Meetings in FY2023 (Number of Meetings Attended / Total Number of Meetings)	— *3
Significant Concurrent Positions *2	<ul style="list-style-type: none"> • Representative Director, Chairperson, McDonald's Company (Japan), Ltd. • Representative Director, Chairperson, McDonald's Holdings Company (Japan), Ltd.

Name	Jessica Tan Soon Neo
Independent Director *1	○
Reasons for Appointment	In addition to knowledge of the IT/DX sector gained through her experience working for IBM and Microsoft, Ms. Tan has also developed profound knowledge of business management through her role as an external director of listed companies in Singapore. In parallel with her business career, she was elected as a Member of Parliament of Singapore in 2006 and is currently serving as the Deputy Speaker of the Parliament of Singapore, making a wide range of contributions to the public interest. The Company has appointed Ms. Tan as an External Director with the expectation that she will use her knowledge of managing global corporations and her profound insights about society in general to advise and supervise the Company's management from diverse perspective.
Attendance at Meetings in FY2023 (Number of Meetings Attended / Total Number of Meetings)	— *3
Significant Concurrent Positions *2	<ul style="list-style-type: none"> • Non-Executive Independent Board Director, SATS Ltd. • Non-Executive Independent Board Director, CapitalLand India Trust Management Pte. Ltd. • Member and Deputy Speaker of the Parliament of Singapore.

*1 An External Director who is unlikely to have conflicts of interest with general shareholders, as stipulated by the stock exchange

*2 As of June 21, 2023

External Audit & Supervisory Board Members

The External Audit & Supervisory Board Members shall be selected with the objective of further heightening the neutrality and independence of the auditing system, and, in particular, it is expected that the External Audit & Supervisory Board Members will give an objective voice to their auditing opinions from the standpoint of neutrality, building on such factors as independence. When selecting candidates for External Audit & Supervisory Board Members, the Audit & Supervisory Board shall confirm that no issues with independence arise by taking into consideration such factors as relations with the Company, management and important staff members.

Reasons for Appointing Each External Audit & Supervisory Board Member / Major Activities in the Fiscal Year Ended March 31, 2023

Name	Kimitaka Mori
Independent Audit & Supervisory Board Member *1	<input type="radio"/>
Reasons for Appointment	Mr. Mori has deep insight in corporate accounting, accounting audit activities and risk management gained through his many years of experience as a certified public accountant. Since he took his office as an External Audit & Supervisory Board Member, at the Board of Directors meetings and Audit & Supervisory Board Members meetings, he has made his valuable remarks based on his expertise and from his objective and neutral standpoint and made significant contributions to improve of the supervising functions of the Board of Directors meetings and Audit & Supervisory Board meetings. Although he has no direct experience in corporate management, considering the above, the Company appoint Mr. Mori as an External Audit & Supervisory Board Member.
Attendance at Meetings in FY2023 (Number of Meetings Attended / Total Number of Meetings)	<ul style="list-style-type: none"> • Board of Directors 15/15 • Audit & Supervisory Board 21/21 • Remuneration Committee 7/7 • External Members Meeting 11/12
Significant Concurrent Positions *2	<ul style="list-style-type: none"> • Certified Public Accountant • External Director, Japan Exchange Group, Inc. • External Audit & Supervisory Board Member, East Japan Railway Company • External Director, Sumitomo Life Insurance Company

Name	Yuko Tamai
Independent Audit & Supervisory Board Member *1	<input type="radio"/>
Reasons for Appointment	Ms. Tamai is appointed as an External Audit & Supervisory Board Member in expectations of the expression of her objective audit opinions from an independent and neutral standpoint, with advanced insight into various types of corporate transactions, corporate governance and risk management cultivated through her many years of experience in legal affairs as a lawyer as well as extensive experiences as an external board member of other companies and a Commissioner (part-time) of Certified Public Accountants and Auditing Oversight Board. The Company deem her capable of performing her duties as an External Audit & Supervisory Board Member appropriately by giving valuable opinions, advice, and so forth regarding the Company's management utilizing her experience and knowledge.
Attendance at Meetings in FY2023 (Number of Meetings Attended / Total Number of Meetings)	<ul style="list-style-type: none"> • Board of Directors 11/11 • Audit & Supervisory Board 12/13 • Governance Committee 2/2 • External Members Meeting 7/10
Significant Concurrent Positions *2	<ul style="list-style-type: none"> • Attorney at law • Partner, Nagashima Ohno & Tsunematsu

Name	Makoto Hayashi
Independent Audit & Supervisory Board Member *1	○
Reasons for Appointment	Mr. Hayashi is appointed as an External Audit & Supervisory Board Member in expectations of the possession of his advanced insight into governance and risk management cultivated through his many years of experience as a public prosecutor. The Company deem his capable of performing his duties as an External Audit & Supervisory Board Member appropriately by giving valuable opinions, advice, and so forth regarding the Company's management utilizing his experience and knowledge.
Attendance at Meetings in FY2023 (Number of Meetings Attended / Total Number of Meetings)	• — (Joined from June 2023)
Significant Concurrent Positions *2	<ul style="list-style-type: none"> • Attorney at law • Special Counsel, Mori Hamada & Matsumoto • Outside Director, AEON CO., LTD.

*1 An External Audit & Supervisory Board Member who is unlikely to have conflicts of interest with general shareholders, as stipulated by the stock exchange

*2 As of June 21, 2023

Criteria of Independence for External Officers (Directors/Audit & Supervisory Board Members)

External Directors or External Audit & Supervisory Board Members of the Company who do not fall under any of the following items are to be judged to have independence.

1. Person who is currently or was in the past 10 years an executive director, executive officer, managing officer, manager, employee, administrative officer, etc. (hereinafter referred to as "executing person") of the Company or its consolidated subsidiaries
2. Person or the executing person of a corporation holding either directly or indirectly 10% or more of the total number of the voting rights of the Company
3. Person whose major business partner is the Company or its consolidated subsidiaries*1 or the executing person of the same
4. Major business partner of the Company or its consolidated subsidiary*2 or the executing person of the same

5. Person who is in charge of auditing operations of the Company or the Company's consolidated subsidiary, as partners etc. of the auditing firm of the Independent Auditor of the Company or the Company's consolidated subsidiary
6. Person providing professional services such as consultant, lawyer and certified public accountant who received from the Company monetary payment or other property benefits ¥10 million or more in total other than officer remuneration in the most recent business year (if the one who received the relevant property is an organization such as corporation and association, it shall be referred to the person who belongs to an organization which received from Mitsui property benefits more than higher of either ¥10 million or 2% of the consolidated gross sales of such organization)
7. Person or the executing person of a corporation who received the annual total of ¥10 million or more of donations or aid funds from the Company or its consolidated subsidiary in the most recent fiscal year
8. Person who has fallen under any of 2. to 7. above in the past three years
9. Spouse or relative within the second degree of kinship (hereinafter referred to as "close relatives") of the person who is currently or has been recently the important executing person of the Company or its consolidated subsidiary (including director who is not the executing person in the case of External Audit & Supervisory Board Member)
10. Close relatives of the person who currently falls or has fallen recently under any of 2. to 7. above (excluding the one who is not important)

*1 If the relevant business partner received from the Company or the Company's consolidated subsidiary the payment equivalent to 2% or more of its annual consolidated transaction volume in the most recent business year or the relevant business partner obtained from the Company or the Company's consolidated subsidiary the money loans equivalent to 2% or more of its consolidated total assets in the most recent business year, the relevant business partner is deemed to be the person whose major business partner is the Company or the Company's consolidated subsidiary.

*2 If the Company or its consolidated subsidiary received from the relevant business partner the payment equivalent to 2% or more of Mitsui's annual consolidated transaction volume in the most recent fiscal year or the relevant business partner provided the Company or its consolidated subsidiary with the money loans equivalent to 2% or more of Mitsui's consolidated total assets, the relevant business partner is deemed to be the major business partner of the Company or its consolidated subsidiary.

Support Systems

For External Directors, before regular and extraordinary meetings of the Board of Directors, materials on the proposals are provided and advance explanations are given. For External Audit & Supervisory Board Members, company information which contributes their auditing, including summaries of regular meetings between Full-time Audit & Supervisory Board Members and staff in the Audit & Supervisory Board Member Division, are timely provided by the Full-time Audit & Supervisory Board Members and the staff. Advance distribution of materials and advance explanations are conducted regarding regular and extraordinary meetings of the Audit & Supervisory Board and the Board of Directors.

For External Members, the Company provides personal computers and tablets ("Officer PCs") and distributes materials for meetings of the Board of Directors in a timely manner, thereby ensuring the time to review agendas. In the FYE 22/3, since it has been difficult and inappropriate that all Directors and Audit & Supervisory Board Members gather physically due to the spread of COVID-19, the Company holds the meetings of the Board of Directors and the meetings of the Audit & Supervisory Board Members as fully or partially remote meetings using web conference system, depending on the situation around COVID-19. The Company has set up the usage environment of such web conference system on the Officer PCs and provides supports to use them in order to ensure the environment that allows the External Directors and External Audit & Supervisory Board Members to discuss effectively in remote meetings. The Company has set up Board of Director's database for use in storing information such as minutes and other materials from past meetings of the Board of Directors, and maintain a platform that enables access to such database from the Officer PCs.

External Members Meetings

External Members Meetings are periodically held for the purpose of exchanging information and opinions regarding important matters in management among External Members, or among External Members, Internal Directors, Full-time Audit & Supervisory Board Members, and/or Managing Officers. The External Members Meetings were held 12 times in the FYE 23/3, where External Directors, External Audit & Supervisory Board Members, Internal Directors, Full-time Audit & Supervisory Board Members, Independent Auditors, and Managing Officers exchanged information and opinions regarding matters such as Market Reaction of the Financial Results for the FYE 22/3, Business Overviews of the several Business Units, and Mitsui Engagement Survey in FYE 22/3 (the results of the engagement survey targeted the employees of the Company and Mitsui & Co. group), etc.

Coordination between supervision by the External Directors or auditing by External Audit & Supervisory Board Members, the auditing by the Internal Auditing Division, Audit & Supervisory Board Members and the Independent Auditors, and relationship with divisions involved in internal control

External Members, through the Board of Directors, the Audit & Supervisory Board and the External Members Meetings respectively, mutually coordinate with internal audits, auditing by Audit & Supervisory Board Members and accounting audits, as well as supervise and audit the internal control system. Specifically, they periodically receive reports on the following at meetings of the Board of Directors and the Audit & Supervisory Board, respectively: results of the internal audits and internal audit plans, results of auditing by the Audit & Supervisory Board and audit implementation plans, summary of management letters by Independent Auditors, assessment results with regard to the internal control system in accordance with the Financial Instruments and Exchange Act of Japan, the operational status of compliance programs, and other matters regarding the structure and management of internal controls. At the External Members Meetings, External Directors, Audit & Supervisory Board Members and Independent Auditors mutually exchange information and opinions and regarding the policy of audits, and Audit & Supervisory Board Members hosted the free discussion meeting with External Directors.

Full-time Audit & Supervisory Board Members, at their discretion, hold a meeting to exchange opinions beforehand among the External Directors and Audit & Supervisory Board Members on certain important matters to be discussed at meetings of the Board of Directors, in order to provide External Board Members with sufficient information for effective discussion at meetings of the Board of Directors.

Policy on Training for Directors and Audit & Supervisory Board Members

Upon assumption, opportunities are given to Directors and Audit & Supervisory Board Members for gaining full understanding of the business, financial affairs, organization, etc., of Mitsui, the Companies Act of Japan and related laws and regulations, corporate governance and internal control to ensure that they may fulfill their duties including the respective roles expected of Directors or Audit & Supervisory Board Members, which are mandated by the shareholders (fiduciary responsibility) and each legal responsibility. Furthermore, opportunities are given for keeping them up to date as necessary.

Policy Related to Acquisition and Holding of Listed Shares

The Company defines the criteria of classification of stocks for investment held for pure investment purposes and stocks for investment held for purposes other than pure investment purposes as follows.

(Stocks for investment held for pure investment purposes)

Investment held for the purposes of realizing gains solely arising from changes in the value of shares or dividends thereon

(Stocks for investment held for purposes other than pure investment purposes)

Stocks for investment held for purposes other than for pure investment purpose

With respect to the exercise of voting rights of stocks for investment, the content of each proposal shall be considered based on the management policies and business plans etc., of the investee, and deliberation shall be conducted on a case-by-case basis.

At the Company, the Portfolio Management Committee, which is an advisory body to the Corporate Management Committee, establishes company-wide portfolio strategy as well as investment and loan policies, periodically monitors the company-wide portfolio, and verifies the rationale for holding of all assets including stocks for investment through asset portfolio review that is conducted each year. When acquiring stocks for investment, the Company shall conduct a prior stringent assessment of creating business opportunities, or building, maintaining, or strengthening business and collaborative relationships, in addition to profitability and capital efficiency. At the same time, for listed stocks, the Company shall verify the economic rationale based on the status of dividends, business-related profits, and other related profits, in comparison to total cost such as acquisition cost, fair value and its cost of capital, and conduct verification of qualitative aspects based on the status of and outlook for the creation of business opportunities, as well as business and collaborative relationship with each investee. If, as a result of these verifications, the rationale of holding these assets has significantly declined, our policy is to sell and reduce such assets. Further the Board of Directors confirms that the qualitative rationale is verified for holding all individual stocks, and identifies stocks that will be considered for sell in the future due to dilution of the rationale, considering both qualitative and quantitative aspects.

Independent Auditors

The Company appoints certified public accountants belonging to Deloitte Touche Tohmatsu LLC as Independent Auditors to carry out auditing under the Companies Act of Japan and the Financial Instruments and Exchange Act of Japan as well as auditing of consolidated financial statements in English. To secure prompt financial closing and reliability, the auditing work of the Company and its consolidated subsidiaries is in principle entrusted solely to Deloitte Touche Tohmatsu, which belongs to the same network as Deloitte Touche Tohmatsu LLC.

Policies and Basic Approach

Mitsui & Co. considers a sound reputation to be the foundation of business, and recognizes that compliance is the prerequisite for maintaining our reputation and trust from society. In our pursuit of compliance, we recognize that it is essential not only to comply with laws and regulations but also to behave and act with integrity.

In order for the Mitsui & Co. global group to continue to be a truly trustworthy corporate group for society, we make serious efforts to ensure that all officers and employees are aware of the importance of compliance and that they act with integrity, while preventing compliance violations by maintaining our status as an organization with integrity on a global group basis.

Mitsui & Co. Group Conduct Guidelines—With Integrity—

While each Mitsui & Co. group company has individually established its own business conduct guidelines based on its specific business activities, we drew up the Mitsui & Co. Group Conduct Guidelines—With Integrity— in November 2018 to further clarify the basic approach toward integrity and compliance that had been shared on a global group basis. Going forward, the Guidelines are to be reflected in the management philosophy and business conduct guidelines of each group company. We will continue to respond to the trust placed in us by society with good faith and sincerity, with each group employee putting the Guidelines into practice in their day-to-day work.

Mitsui & Co. Group Conduct Guidelines—With Integrity—

Five Key Principles

1. We will comply with laws and regulations, and act to the highest ethical standards. We will respect human rights and never engage in discrimination of any kind.
2. We will respect the individuality and diversity of every employee, and foster a culture of open-mindedness.
3. We will engage in fair business practices, and respond to the trust placed in us by society with good faith and sincerity.
4. We will place value on the global environment, and contribute to the realization of prosperity and a high quality of life for society.
5. We will speak up with courage when we have doubts or feel that something is wrong, for the good of the company.

[Mitsui & Co. Group Conduct Guidelines—With Integrity— \(PDF 3 MB\)](#)



Mitsui & Co. Group Conduct Guidelines—With Integrity—

Business Conduct Guidelines for Employees and Officers

The "Business Conduct Guidelines for Employees and Officers of Mitsui & Co., Ltd. ("Business Conduct Guidelines")" specify how every Mitsui employee and officer should act in their daily activities from the perspective of compliance with laws and regulations, internal rules, and corporate ethics. The Business Conduct Guidelines help us fulfill our corporate social responsibility and gain the trust of our stakeholders. They have been revised multiple times since their establishment in February 2001 to reflect the changing environment. To ensure that all our employees develop a proper understanding of the Business Conduct Guidelines, check their level of understanding, and to review the effectiveness of these guidelines, we implement training and e-learning courses on a regular basis. The Business Conduct Guidelines are created and used in both English and Japanese and we require that all employees (including seconded employees, contract employees, contract employees seconded from other companies, and dispatched employees) of Mitsui & Co. (including Head Office, offices and branches in Japan, and overseas trading subsidiaries) pledge to comply with the guidelines every year. Likewise, each of our group companies has formulated and implemented its own individual business conduct guidelines, based on the Business Conduct Guidelines, in a way that is best suited to its specific business activities. We have also established business conduct guidelines in our overseas business locations in a way that reflects the local laws, regulations and customary practices of each country and region.

Business Conduct Guidelines for Employees and Officers

- | | |
|--|---|
| 1. Compliance with the Law and Integrity | 8. Compliance with Procedures for Export and Import and Other Applicable Laws |
| 2. Respect for Human Rights and Diverse Cultures | 9. Company Funds, Financial Reporting, and Meeting Tax Payment Obligations |
| 3. Office Environment and Harassment | 10. Political Donations and Other Contributions |
| 4. Compliance with Antitrust Laws, etc. | 11. Social Contribution |
| 5. Conflicts of Interest between Employees and the Company | 12. Protection of the Environment |
| 6. Gifts and Favors | 13. Action against Antisocial Groups |
| 7. Treatment of the Company's Information | 14. Reports and Sanctions |

Formulated in January 2001

Revised in November 2019

Kenichi Hori
President and Chief Executive Officer

[Business Conduct Guidelines for Employees and Officers](#)

Goals and Targets

- Raise integrity awareness among all officers and employees, including ensuring compliance.
- Organizational revitalization and reputational improvement through initiatives to raise integrity awareness.

Sustainability Governance and Oversight

Compliance Framework

The Compliance Department of the Legal Division leads compliance-related initiatives on a global group basis under the direction and supervision of Chief Compliance Officer (CCO) and in collaboration with Compliance Supervising Officers appointed in each of Mitsui's units and offices in Japan and overseas. At Mitsui, Compliance Administrators are appointed at each business unit to aid in the fulfillment of duties by Compliance Supervising Officers. At a working level, Compliance Administrators also accelerate activities to raise awareness of integrity and compliance within a business unit, as well as activities to develop and reinforce compliance frameworks at each affiliated company supervised by said business unit.

The Compliance Committee was established as a forum for discussing topics relating to compliance. With two business unit COOs as committee members, the committee has been actively engaged in discussions, reflecting the situation on business frontlines. With an Audit & Supervisory Board Member and an external attorney as an observer, the Compliance Committee discusses action plans for improving our compliance framework based on various compliance-related matters that have been reported. Minutes of committee meetings are released on the company intranet.

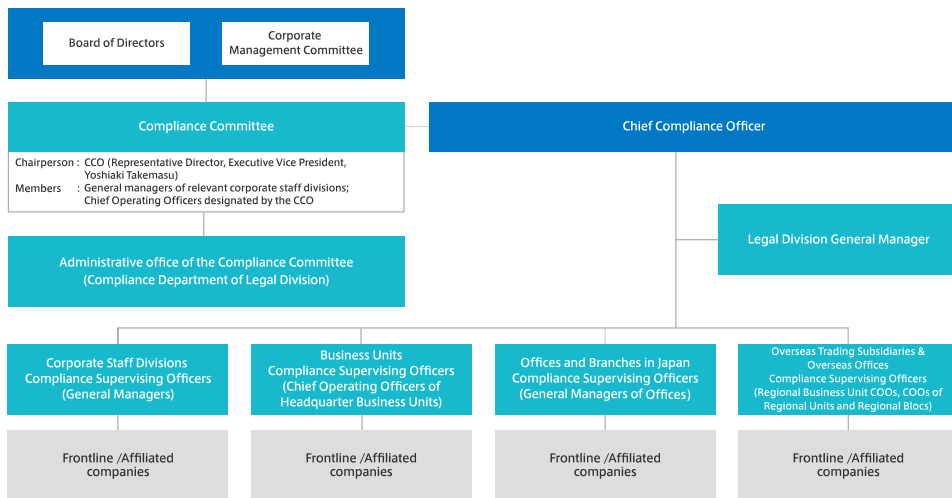
The Board of Directors provides an oversight function, supervising the operation of the compliance framework and other related matters on a global group basis, and, in principle, CCO reports to the Board of Directors twice a year regarding the framework's operational status, as well as the results of discussions at Compliance Committee meetings. The Board of Directors actively discusses key measures to be taken going forward. When formulating the Mitsui & Co. Group Conduct Guidelines—With Integrity—, external directors and Audit & Supervisory Board members made specific suggestions and comments in relation to the content of the guidelines and awareness-raising activities, and those suggestions and comments have been reflected in the guidelines.

Compliance and Integrity

Mitsui & Co. group CCO meetings, in which CCOs of Mitsui and affiliated companies in Japan participate, and overseas office CCO meetings are held regularly in order to realize the active exchange of information and opinions about best practice and other related matters, thereby strengthening the compliance framework on a global group basis.

In the event of a compliance violation or a risk thereof, the corresponding Compliance Supervising Officer (such as the business unit COO) and Compliance Administrators will take the lead in responding to the situation, identifying the causes, formulating recurrence prevention measures, and then reporting to CCO. In some cases, the Compliance Department of the Legal Division will take action under the leadership and supervision of CCO. Procedures have been stipulated in advance for the establishment of Crisis Response Headquarters under the direct supervision of the CEO to ensure timely and appropriate decision-making on crisis response measures.

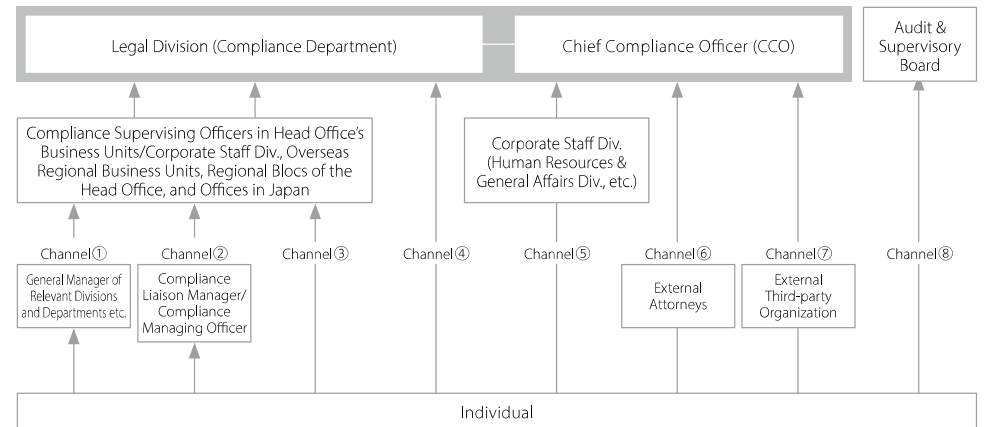
Compliance Organization Chart



Whistleblowing System

We have established eight channels for reporting or consulting about compliance-related matters within or outside an employees' direct reporting line, including external attorneys and independent organizations (contact can be made anonymously). These channels are available for all officers and employees of Mitsui, as well as contract employees, and officers and employees at companies to which we entrust work who have engaged in or are engaging in such work. Contact can be made via telephone, email, web form, fax, letter, or other means (channels are open 24 hours a day, except for telephone channels).

Channels for Reporting/Consulting about Compliance-Related Matters



Initiatives

Compliance Program

Our CEO, CCO, and other executives proactively engage in awareness-raising activities and send messages to employees continuously and repeatedly on the importance of integrity and compliance. Specific measures include the promotion of integrity awareness through various internal disclosures, and the fostering of a "speak up" culture in which people do not hesitate to speak up when they feel that something is going wrong. We also steadily implement compliance awareness surveys, share information about compliance violations, and take steps to prevent recurrences. Other initiatives focus on thorough management on the business frontline, the reinforcement of control over operational processes, and the promotion of human resource mobility. We also provide various types of training and e-learning programs. In particular, we carry out With Integrity Month activities every November in order to continue raising awareness of the importance of integrity, and each of our business units, overseas offices, and other frontline business sites voluntarily take the initiative to implement plans for their respective organizations. In this way, we are working to raise awareness of integrity and compliance both through continuous communication from management, and through independent and proactive efforts by those working on the front line of business.

Mitsui aims to achieve continual improvement by remaining focused on society's expectations. We also recognize the importance of continually assessing risks relating to our business activities and reviewing our compliance-related measures based on the results of those assessments. Each year, we use the results of compliance awareness surveys, the content of discussions by the Compliance Committee and the Board of Directors, exchanges of views with Compliance Administrators in each organization to verify the effectiveness of measures implemented in the previous fiscal year and identify issues. Findings from this process are used in the formulation of activity plans for the following fiscal year.

Compliance Education and Training

Mitsui implements a variety of compliance education and training programs to deepen employees' compliance awareness and disseminate essential knowledge and information about compliance.

In the fiscal year ended March 2023, we provided a total of more than 40 educational sessions for employees at all levels, from new entrants (including contract employees and dispatched employees) to managers, as well as for employees about to be transferred overseas or to group companies, or assigned outside the company. These sessions included compliance training, such as lectures on preventing violations of human rights, and seminars and workshops (including for those at Group companies) on important laws and regulations. Training programs also include guidance on the procedures that staff members should follow when they receive reports or requests for advice about compliance violations, with the aim of creating an organization in which employees feel safe to speak up about such issues. In addition, in November 2022, we held "With Integrity Month" under the theme of "Build an organization with integrity" which is one element of our Materiality. Activities included an integrity discussion between the CEO and Mitsui employees, a discussion between the CCO and business unit COOs, and an interview and roundtable discussion with executives titled "Past Corporate Scandals and Integrity" for the entire company. In addition, each business unit and overseas office voluntarily conducted integrity-related projects in their respective organizations, including holding seminars and workshops by internal and external lecturers.

Moreover, we continued to provide an educational course based on a compliance handbook explaining the Business Conduct Guidelines for Employees and Officers of Mitsui & Co. The purpose of these activities was to promote the assimilation of basic compliance knowledge that officers and employees of Mitsui should possess in order to perform their day-to-day tasks.

Mitsui also maintains an active compliance training program for officers and employees of group companies. We distributed the Mitsui & Co. Group Compliance Handbook in response to requests from subsidiaries and group companies in Japan and also provided an e-learning platform to allow the distribution of our own



Discussion between the CEO and Mitsui employees during With Integrity Month

teaching materials and the implementation of an online test similar to the one used for Mitsui employees. Overseas offices and group companies also implement compliance education and training programs that reflect local regional characteristics.

Efforts to Ensure Compliance with Applicable Competition Laws

We regard compliance with competition laws in applicable jurisdictions as an important issue for our corporate management, and we provide various manuals and hold regular seminars to ensure that all officers and employees are informed of, and comply with, applicable competition laws. In particular, with respect to the prevention of cartels, we established and enacted our Code of Conduct in Relation to the Prevention of Cartels as a sub-standard of the Business Conduct Guidelines for Employees and Officers of Mitsui & Co. in November 2018. By presenting a specific code of conduct in relation to the prevention of cartels, we have clarified our stance on ensuring compliance with applicable competition laws and raised awareness among all of our officers and employees of compliance requirements. In addition, in Japan we use checklists to alert our employees regarding compliance with the Subcontract Act, and we also work to ensure that compliance with applicable competition laws is achieved on a global group basis by each Mitsui & Co. group company by carrying out education and training on applicable competition laws while taking into account the characteristics of each respective region.

Initiatives to Prevent Corruption

We also regard compliance with anti-corruption laws in their applicable jurisdictions as an important issue for our corporate management. The Mitsui & Co., Ltd. Anti-Corruption Policy, which was published in December 2016, defines Mitsui's comprehensive framework and initiatives for preventing all forms of bribery and corruption (including facilitation payments*). When examining new business projects, due diligence is carried out based on this policy, particularly for projects that are deemed to have a high risk of corruption. In addition, in order to ensure that all officers and employees comply with anti-corruption laws, we have established rules for managing business entertainment for public officials, as well as rules on the appointment of third parties, such as sales agents, and have also been conducting various kinds of education and training. Furthermore, we have been implementing education and training related to anticorruption laws at Mitsui's consolidated subsidiaries in Japan and overseas as well, promoting the development and operation of an anti-corruption framework that conforms to Mitsui's own framework.

The Board of Directors oversees the administration of the compliance framework on a global group basis, including compliance with the Mitsui & Co., Ltd. Anti-Corruption Policy.

* Small payments merely intended to smooth administrative service procedures such as customs and immigration procedures

[Mitsui & Co., Ltd. Anti-Corruption Policy \(PDF 63KB\)](#)

Rules on the Appointment of Agents

If necessary, we appoint third parties, including agents, advisors, or consultants (hereinafter "Agents"), to assist us in advancing business, such as domestic and overseas bids or projects. To prevent these Agents from bribing public officials or persons in a similar position, we have established rules on the appointment of Agents as set forth below.

- To ensure appropriate management of the appointment of Agents, members of the top management of each of our business units, such as the chief operating officer, are obligated to appoint trustworthy Agents based on an accurate understanding of the actual circumstances surrounding such Agents. This understanding can be gained through checklists (including items such as whether the Agent is an individual or corporation, whether the amount of remuneration to be paid to the Agent is reasonable and consistent with market value, and an assessment of the Agent's reputation), materials such as credit investigation reports, and other means.
- We have established and use guidelines regarding the appointment of Agents which stipulate that contracts with Agents should include appropriate content, such as anti-corruption clauses.

Tax Transparency

The Mitsui group considers the payment of taxes to be one of its basic and important social responsibilities as a corporate entity. We are committed to complying with all applicable laws, rules and regulations and to following the spirit of the law in meeting our tax obligations appropriately in our operational countries. To enhance tax transparency, the group discloses its global tax management policy and tax governance structure.

[Tax Transparency](#)

Compliance Awareness Survey

Each year we conduct a Compliance Awareness Survey to ascertain the level of compliance awareness of officers and employees at our Head Office and offices in Japan. Based on the results report, which includes descriptive responses, each organization is asked to identify issues and to improve the environment to build an organization with integrity and to maintain and strengthen the compliance system. In the fiscal year ended March 31, 2023, we added questions aimed at understanding the status of compliance and identifying indications of potential compliance issues, and while measuring organizational openness and psychological safety, etc., we strengthened efforts to prevent the occurrence of compliance issues in cooperation with each business unit. Surveys are also conducted at overseas offices and group companies as required, and use the results to formulate and implement various policies.

Other Initiatives

We identify lessons from compliance-related matters that occur within the Mitsui & Co. group and develop recurrence prevention measures. Information about such matters that could be useful as reference for the development of compliance systems is shared across our entire group.

As in the previous fiscal year, we held the Mitsui & Co. group CCO meeting, attended by CCOs of Mitsui and its affiliated companies in Japan, which included seminars and group discussions about the whistleblowing system. We also work to ensure consistent compliance at a group level through visits to key affiliated companies to identify issues affecting each company, and to provide advice about the development and administration of autonomous, self-sufficient compliance programs.

To further accelerate these initiatives, we formulated our Guidelines on the Establishment of a Compliance System at Affiliated Companies, which comprises a foundation of compulsory rules and principles that are required for the development of a compliance framework at an affiliated company. We first began implementing the guidelines for Japan subsidiaries in the fiscal year ended March 2020, and expanded it to overseas subsidiaries in the fiscal year ended March 2022. These guidelines are used to deepen discussions at Board of Directors meetings and other such occasions at respective affiliated companies in Japan so that each company can continue to strengthen its compliance framework based on its own issues and tasks.

Facilitating Communication and Fostering a "Speak Up" Culture

We believe that the essence of compliance lies in the development of an open working environment that reflects our management philosophy and values, so that problems can be prevented through smooth communication. Should problems occur, a report must be made to line managers or those in charge immediately so that appropriate action can be taken in a timely manner. In addition to management executives continually disseminating the message that discovering problems at an early stage is important and speaking up about issues will lead to improvement in the company, we further enhanced the transparency of whistleblowing processes and confidence in the system by posting a video entitled "Speak up when you think something is wrong!" on the intranet for officers and employees. The video explains Mitsui's whistleblowing system, including the various channels for reporting and consulting about issues, as well as the investigation process after an issue is reported. In this way, Mitsui is actively fostering a culture in which people speak up when they become aware of issues.

Preventing the Disadvantageous Treatment of Whistleblowers

The most important way to ensure that the whistleblowing system is used effectively is to prevent any form of retaliation against or disadvantageous treatment of whistleblowers. With regard to this point, and in light of the amendment of the Whistleblower Protection Act (Japan) in our rules for the whistleblowing system, we thoroughly ensure that information which could be used to identify a whistleblower is kept confidential, whether it be through anonymization or nondisclosure, and prohibit such actions against whistleblowers. Additionally, we specifically stipulate that any person searching for the whistleblower, or engaging in retaliation against or disadvantageous treatment of a whistleblower or those involved in the investigation, could become subject to disciplinary action.

Response after Whistleblowing

Reports are submitted to CCO via the Compliance Department of the Legal Division, and any investigations required are carried out under the supervision of CCO. We analyze whether or not a compliance violation actually occurred based on these investigations, and then formulate measures to prevent reoccurrence and take remedial action in accordance with directions and approvals given by CCO. Whistleblowers can request feedback on the investigation results. Once a certain period of time has passed since the relevant actions were taken, we check whether there were any acts of retaliation against the whistleblower.



For our group companies in Japan, we have created a process for ensuring that employees feel that it is safe to report and consult about issues, by (1) enabling them to put in place external law firms and third-party organizations designated by Mitsui available as external reporting and consulting channels, and (2) monitoring the actions of group companies and providing guidance to ensure that whistleblowing systems are properly established and administered. For overseas offices and group companies, regional Compliance Supervising Officers lead the development of whistleblowing channels, while also ensuring that these systems reflect local laws and regulations, as well as specific local customs in each country.

Furthermore, Mitsui has introduced the Global Group Hotline, a special whistleblowing hotline for reporting and seeking advice regarding cases that breach the anti-trust (monopoly) laws or anti-corruption laws of Japan or other countries, or cases that give rise to suspicion of such breaches. Under the system, which is accessible in six languages including Japanese and English, the Compliance Department of the Legal Division at Head Office acts as a unified channel through which to receive whistleblowing reports from overseas trading affiliates, and other subsidiaries in Japan and overseas. Officers and employees of group companies are also able to make reports or seek advice directly through Mitsui's whistleblowing system when the issues are related to officers and employees of Mitsui or when the issues could have a serious impact on the Mitsui & Co. group.

Enquiries from other external stakeholders and members of the public can be made through the Contact Us page of the Company's website.

[Contact Us](#)

Status of Compliance Reports

We believe that if employees report or consult about compliance-related matters at an early stage, we can take action to mitigate problems, ultimately leading to the prevention of compliance violations. We therefore encourage officers and employees to report potential issues early, even if they are not certain that compliance violations have occurred.

In the fiscal year ended March 2023, 1,087 reports were made in relation to compliance at the Head Office, offices in Japan and overseas, and affiliated companies. None of these matters had a material effect on the business of Mitsui or its affiliated companies. Furthermore, there were no cases where Mitsui received any legal sanctions or paid any fines or financial penalties due to violations of anti-bribery laws or anti-competition laws.

In the fiscal year ended March 2023, the total number of (1) reports other than through job reporting routes and (2) other reports and consultations, including whistleblowing as defined by the Whistleblower Protection Act (Act No. 122 of 2004) of Japan, received by the Compliance Department of the Legal Division, was 74.

Policies and Basic Approach

Basic Approach to Tax

One of the guiding principles of the Mitsui & Co. group is to comply with all applicable laws and regulations in operating countries and to act with integrity and the highest ethical standards. In the same way, we will strive to maintain and improve tax compliance in accordance with national and regional tax laws and regulations as well as standards published by international organizations, and will fulfill our corporate social responsibility by paying appropriate taxes.

We are committed to complying with our tax obligations and simultaneously managing our global tax costs in all operating countries. We publish the "Global Tax Management Basic Policy" as a basic policy for taxation of the entire group after reporting it to the Corporate Management Committee and the Board of Directors.

Global Tax Management Policy

Tax compliance

Tax management strategy

Global Tax Management Policy

We shall manage our taxes with high integrity and ethical values based on the following principles.

1. Tax compliance

We are committed to complying with all applicable laws, rules and regulations, and to following the spirit of the law in meeting our tax obligations in an appropriate and fair manner, including the engagement in open and constructive relationships with tax authorities, in our operational countries.

2. Tax management strategy

We are committed to continuously striving for effective tax cost management on a global group basis, such as the elimination of double taxation. However, we do not engage in artificial tax arrangements or structures as stated below:

1. Arrangements or structures without reasonable business purpose or commercial rationale other than the intention of tax avoidance.
2. Arrangements or structures which inappropriately erode the tax basis, or shift the attribution of profits from a state based on economic activities and value creation to a state in which to achieve tax avoidance.

Published February 2017

Mitsui & Co., Ltd.

Sustainability Governance and Oversight

Tax Governance Structure

The Chief Financial Officer (CFO) promulgates and instructs the corporate policies for the appropriate tax compliance and the tax management strategy, and oversees execution of them.

The Global Controller and the Global Controller Division, under the general direction of the CFO, collaborate with the relevant accounting departments and conduct taxation duties under the following structure.

Officer in Charge	Tetsuya Shigeta (Representative Director, Senior Executive Managing Officer, Chief Financial Officer (CFO))
Promoting Division	Global Controller Div.

We have introduced a process whereby the Headquarter Business Units, overseas trading subsidiaries, and subsidiaries, submit or report tax-related matters or risks to the Global Controller. We also have a process in place to check tax risks during the internal approval process for individual projects. The Global Controller and the Global Controller Division are responsible for tax management on the global group basis. Where significant tax matters or risks are identified through global tax management, the Global Controller notifies the CFO, Corporate Management Committee and Board of Directors in a timely and appropriate manner.

At Board of Directors' meetings, matters that are deliberated or reported on abide by the Company's internal regulations. In addition to matters concerning fundamental policies related to management, important business execution and matters authorized by resolutions of the General Meeting of Shareholders, the Board passes resolutions on matters determined by law and company statute, and also receives reports regarding matters determined by law and the status of important business operations. In doing so, it oversees the execution of duties, including tax related duties, by the management headed by the President, who serves as Chief Executive Officer.

The Audit & Supervisory Board Members audit the execution of duties, including tax related duties, of the Directors as an independent body with a mandate from the shareholders.

Risk Management

We identify Company-wide material risks across organization and implement measures to control risks. The Chief Operating Officer of each business unit and regional business unit is responsible for managing risks in their business domain within the authorization delegated to them as part of the performance of their duties. Meanwhile, the Corporate Staff Divisions provide support to Business Units and Regional Business Units regarding the aspects of risk management that they are in charge of while also monitoring the Company-wide position and reporting to management. In addition, the major committees develop and maintain risk management structures on a Company-wide basis and handle material risks as advisory bodies and subordinate organizations to the Corporate Management Committee. Mitsui has established an integrated risk management system that centrally manages Company-wide risks, through the Portfolio Management Committee under the Corporate Management Committee. The Corporate Staff Divisions, which act as the secretariat, manage risks from a Company-wide perspective. They coordinate with related divisions, identify material risks in light of the frequency of occurrence, expected damage scale and Company-wide risk tolerance, and take appropriate measures. In the fiscal year ended March 2023, these efforts were reported to the Corporate Management Committee and the Board of Directors after discussions by the Portfolio Management Committee.

Our Approach to Integrated Risk Management

In the fiscal year ended March 2023, there were risk events including the complex manifestation of credit, market, and geopolitical risks associated with the situation in Russia and Ukraine, the aftereffects of the prolonged COVID-19 pandemic, and the impact of supply chain fragmentation, as well as the strengthening of regulations in various countries and the rise of cyber risks. The various sections of the relevant Corporate Staff Divisions worked in concert to monitor the diversification of Mitsui's business portfolio, and thoroughly manage risks in the trading business, working in conjunction with each business unit to minimize losses.

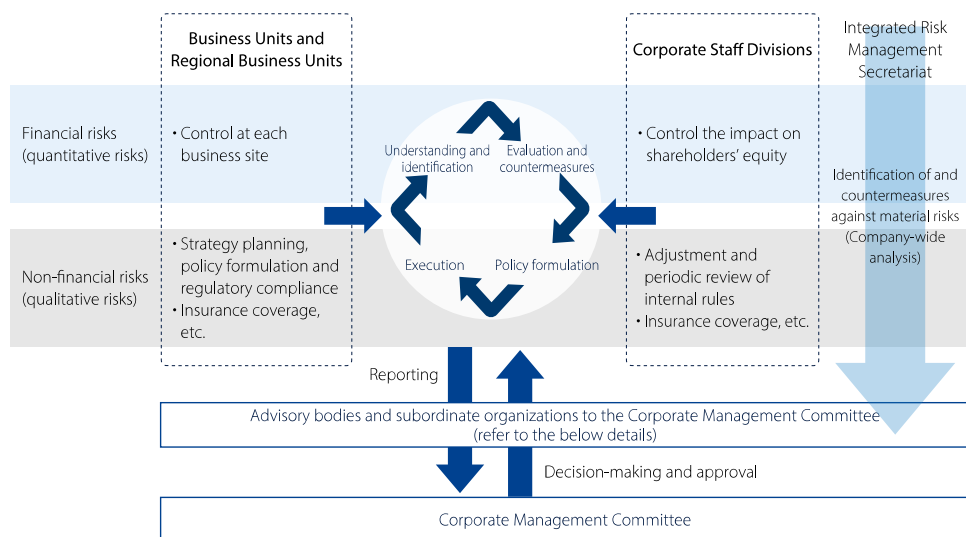
In addition, we introduced the Control Self-Assessment (CSA) for 522 of our affiliated companies.* Each company autonomously operates a PDCA cycle consisting of identifying management risks, formulating and implementing response policies, checking progress, and implementing new countermeasures, while continuously evaluating and improving the effectiveness of risks and controls, thereby promoting efforts to achieve organizational strategies based on an appropriate risk appetite. Going forward, we will continue to deepen our integrated risk management by pairing top-down risk management, which gives a bird's eye view of the entire Mitsui group, with CSA, which is carried out from a bottom-up perspective.

In the fiscal year ended March 2023, the growing importance of economic security and cybersecurity, as well as the need to increase sensitivity in risk perception relating to human rights were discussed in the Board of Directors, the Corporate Management Committee, and the Portfolio Management Committee. As a result of these discussions, we separated geopolitical risks from country risks and added them to our list of material risks, taking into consideration the impact of economic security on our supply chain and regulatory trends in various countries on our business operations, including our investments.


Since the outlook for the global economy is expected to remain highly uncertain during the period of the new Medium-term Management Plan, integrated risk management, which covers both financial (quantitative) and non-financial (qualitative) risks, will continue to play an important role. We will strengthen our crisis management response and preparedness for multiple scenarios, and flexibly review our timeframes and priorities to steadily fulfill our supply and delivery responsibilities and capture any upside in response to changing market conditions.

* These include companies which are sub-consolidated or accounted for under the equity method by subsidiaries and affiliated companies which are excluded from consolidate financial statement due to lower materiality.

Mitsui Risk Management Structure (Illustration)



Material Risks as of the End of March 2023

Importance	Material Risks	Risk Countermeasures	Advisory Bodies and Subordinate Organizations to the Corporate Management Committee
	Business investment risks	Portfolio management, risk asset monitoring	Portfolio Management Committee
	Geopolitical risks	Regular monitoring of specific national and regional trends, accumulation of contingency response expertise, etc.	
	Country risks	Financing from export credit agencies globally, insurance, monitoring, etc.	
	Physical risks related to climate change	Insurance coverage, formulation of crisis management policies, reinforcement of facilities, etc.	Sustainability Committee
	Transition risks related to climate change	Implementation of initiatives to achieve 2050 and 2030 targets	
	Commodity market risks	Position management, hedging, etc.	Portfolio Management Committee
	Foreign currency risks	Position management, hedging, etc.	
	Listed stock risks	Periodic review of stock portfolio	
	Credit risks	Credit line management, monitoring, requiring provision of collateral	Report to Corporate Management Committee ¹
	Financing risks	Financial strategy	
	Operational risks	Examine risk mitigation measures, damage prevention measures, insurance coverage, etc.	Portfolio Management Committee
	Compliance risks	Compliance framework on a global group basis	Compliance Committee
	Information systems and security risks	Internal controls on information systems and information security	Information Strategy Committee
Risks related to infectious disease, natural disasters, terrorism, etc.	Formulation of business continuity plans for crises, disaster contingency manuals, etc.	Emergency Management Headquarters ²	

1. Reported to the Corporate Management Committee as deemed necessary
2. Organization headed by CHRO, established based on the Rules on Business Continuity Management

Geopolitical Risks

We have newly added "geopolitical risks" to our list of material by separating them from country risks from the beginning in the fiscal year ended March 2023, as we anticipate that heightened political and social tensions between countries and regions could have a wide range of effects on the business environment of Mitsui and its subsidiaries. We regularly monitor political and economic situations in countries and regions that are considered to have high geopolitical risks and we make prudent business decisions based on the risks that exist in each country and region and on changes in the business environment.

The international community is cooperating to impose sanctions in light of the situation in Russia and Ukraine. We are complying with these sanctions through a multifaceted and flexible system in which business units, regional business units, and the Corporate Staff Divisions are effectively coordinating their efforts. As of March 31, 2023, the balance of investments, loans and guarantees in Russia amounts to 362.5 billion yen, which is approximately 4% of the total balance of investments, loans and guarantees of Mitsui and its subsidiaries.

ESG Risk Management

Policies and Basic Approach

Our business activities spreading widely across the globe face a range of risks. Both our business opportunities and business risks are growing and becoming more diverse with the globalization of economies, the development of networked societies, and the high level of awareness of corporate social responsibility. In addition, the speed of change in the environment surrounding management and business is increasing. As uncertainty rises, we regularly review our risk management policies to increase our sensitivity to risk and our ability to respond quickly.

Sustainability Governance and Oversight

Process of Managing Environmental and Societal Risks

For responding appropriately to changes in social conditions and business models, and managing risks comprehensively from both quantitative and qualitative perspectives, we have an effective risk management system in which risks related to the environment, society, and governance are important factors that are examined in decisions to promote any business.

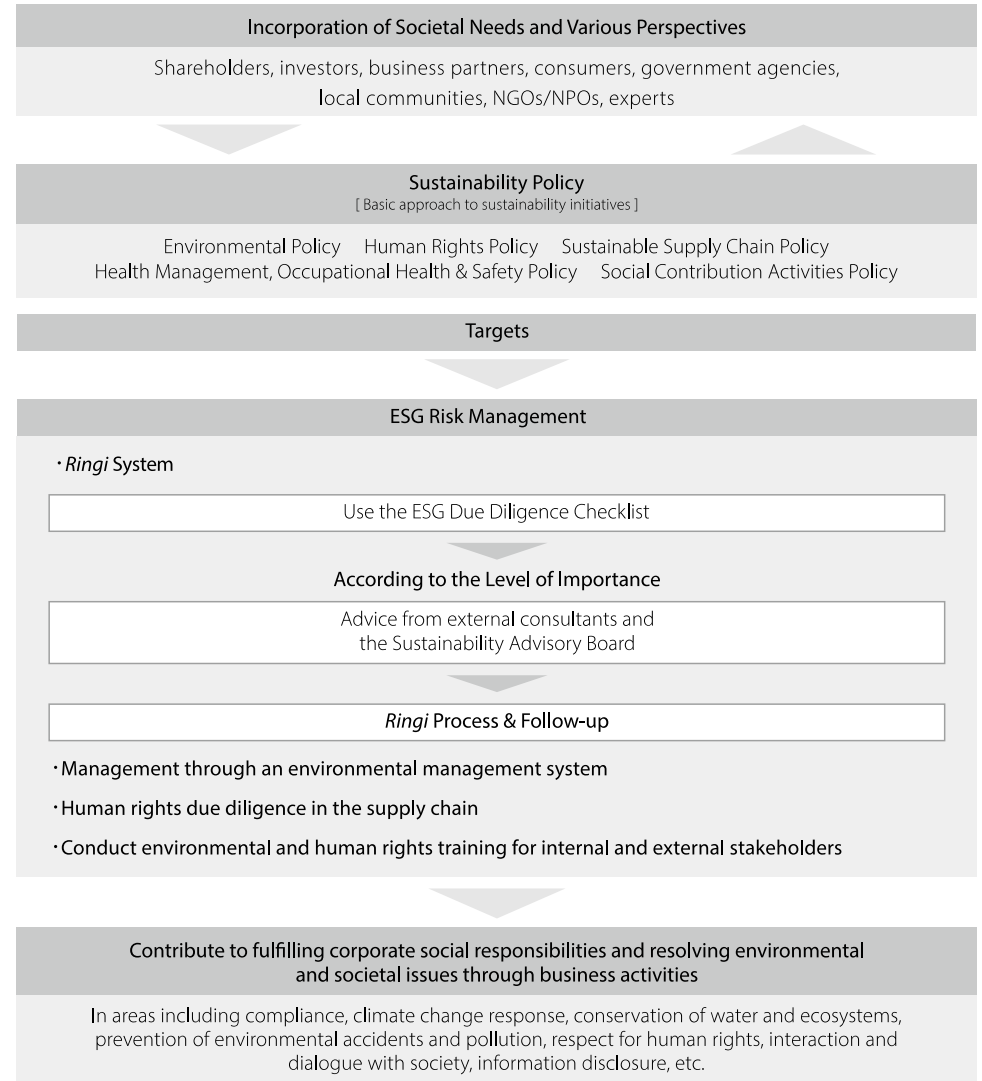
For Mitsui & Co., which operates in countries and regions around the world, the policies of each country and region related to climate change have a significant impact on the profitability and sustainability of each of our businesses. We use the climate-change scenarios published by the International Energy Agency (IEA) and other organizations when we analyze scenarios involving businesses that have significant impacts. We also incorporate these climate-change scenarios into our in-house carbon-pricing system. In this way, we are gaining an understanding of business impacts both in terms of risk and opportunity. When considering investment projects, M&A, and other business decisions, we take these scenarios into account.

In conducting business, we have put in place a system to ensure that utmost consideration is given to the environment and society in projects at all stages, including at the launch of a new business, during operations, and even at the withdrawal from the business. Our Sustainability Committee discusses response policies and measures regarding environmental and social risks (including climate-change risk), then reports to the Corporate Management Committee and the Board of Directors, which then applies them following approval.

[Environmental Management](#)

[Supply Chain Management](#)

Responding to Environmental and Societal Risks (as of April 2023)



ESG Due Diligence Checklists and the Sustainability Advisory Board

When planning new business or when expanding or withdrawing from operations, each Business Unit uses an ESG due diligence checklist to assess the ESG impact of environmental and social aspects. Environmental aspects include climate change, pollution prevention, ecosystems, and water stress. Social aspects include human rights, working environments, and occupational health and safety. Our ESG due diligence checklist is based on the World Bank Group's IFC Performance Standards that is an international standard for taking environmental and social factors into account. The checklists include more than 140 items and are created to thoroughly screen environmental and social risks in business. We manage our existing non-consolidated businesses based on international ISO14001 standards so that we can properly identify and manage environmental and social risks. We are encouraging our subsidiaries that have a large impact on the environment to establish their own environmental management systems based on ISO14001 or other international guidelines that cover environmental and social factors, to enhance their environmental management. We have a system in place for the rapid reporting of any environmental accidents or violations of environmental laws, regulations, and ordinances. In addition, as part of our response to our stakeholders, we hold dialogue with NPOs, NGOs, interdisciplinary organizations, and government agencies to better understand business risks and opportunities and to consider necessary measures to take.

We receive advice on how to reduce risk in high-ESG risk businesses from external consultants and our Sustainability Advisory Board, which is made up of external experts in fields including the environment and human rights. These parties provide advice during business start-up, operations, or withdrawal from a business. Depending on whether certain quantitative and qualitative standards are met or not, the Board of Directors, the Corporate Management Committee, and the Representative Director, who supervise ESG risks, decide whether or not to proceed with the business, and what future action to take.

Furthermore, we have established the rules on ODA (Official Development Assistance) Business Management for promoting ODA business, which has a high public profile and, therefore, requires highly transparent operational processes. Under this system, Mitsui's ODA Projects Evaluation Committee reviews these projects as necessary and ensures appropriate risk management. In particular, we make a comprehensive assessment of risks related to bribery and corruption considering the significance of those issues.

[Compliance and Integrity: Initiatives to Prevent Corruption](#)

Target Domains Subject to ESG-Related Risk Management under the Ringi System

Target Domains	Key Points for Deliberation
<p>All new investment and financing projects</p>	<ul style="list-style-type: none"> • Significance and social value of the business itself • Significance of Mitsui engaging in this business
<p>Environmental and social related business Businesses considered to have significant environmental and social risk</p> <p>Examples: Environmental risk: businesses accompanying GHG emissions, businesses with other concerns about environmental impact, etc.</p> <p>Social risk: Labor-intensive projects, projects involving resettlement of residents, etc.</p>	<ul style="list-style-type: none"> • Contributions of such business to the environment and society • Measures to mitigate environmental load (incl. climate change, biodiversity loss, water risk) • Safety assurance and work environment • For development business, appropriate consideration for and understanding of the human rights of local residents and other related parties, and other related matters • Compliance with environmental laws, regulations and guidelines, etc.
<p>Projects receiving subsidies All projects that directly or indirectly receive subsidies from governmental and administrative agencies, or other such entities, both within and outside of Japan</p>	<ul style="list-style-type: none"> • Evaluation in light of Mitsui's management philosophy (MVV) • Social impact and ensuring accountability and process transparency • Determination of the interests of stakeholders, and resultant considerations and responses • Responsibility and capability over the medium-to-long term as the operator of a business with a high public profile
<p>Business harboring other unusual reputation risks Business that may be in conflict with public order and morality, Mitsui's management philosophy, etc. and business with a high public profile</p> <p>Examples: Business involving utilization of sensitive personal information, social infrastructure business, Medical, healthcare and bioethics related business, etc.</p>	<ul style="list-style-type: none"> • Evaluation in light of Mitsui's management philosophy (MVV) • Social impact and ensuring accountability and process transparency • Determination of the interests of stakeholders, and resultant considerations and responses • Responsibility and capability over the medium-to-long term as the operator of a business with a high public profile • Ethical screening based on the guidelines of three Japanese government ministries (Ethical Guidelines for Human Genome and Genetic Sequencing Research: MEXT, MHLW, METI) • Approval by the ethics committee of the research institute in question, acquisition of informed consent, checking of processes, etc.

Policies and Basic Approach

Mitsui & Co. declared "Information Technology (IT) policy" as a basic policy for IT utilization to promote further awareness raising of employees and enhancement of IT governance.

Information Security Policy

1. Approach toward Information Security

Mitsui recognizes the importance of information security, and shall implement appropriate management of information assets, including information and ICT assets, for the purpose of timely and effective use of information in compliance with "Mitsui & Co., Ltd. Corporate Governance and Internal Control Principles", while striving to continuously improve such management on a global and group-wide basis.

2. Compliance with Regulations (Establishing Compliance)

Mitsui shall comply with regulations, established standards, and other codes related to information security, and shall work towards the establishment and maintenance of compliant and suitable information security.

3. Protection of Information Assets

Mitsui shall implement appropriate management for ensuring the confidentiality, integrity and availability of information assets, and work to protect its information assets from all possible threats.

4. Response to Accidents

While working to prevent the occurrence of any accidents related to information security, in the unlikely event of an accident, Mitsui shall promptly take appropriate response measures including preventative steps against the reoccurrence of such an accident.

Effective from September, 2005

Amended on October, 2013

Kenichi Hori
President and Chief Executive Officer
Mitsui & Co., Ltd.

Goals and Targets

- Designate significant affiliates for cyber security every year and monitor the state of compliance with the Mitsui & Co. Group Cybersecurity Standards.

Sustainability Governance and Oversight

The important principles for our global group information strategy are formulated in line with the corporate management policy through the discussions at the Information Strategy Committee which was established pursuant to the "Rules of Information Strategy Committee," and is chaired by the Chief Digital Information Officer (CDIO). The Information Strategy Committee met nine times in the fiscal year ended March 2023. The Committee monitored the progress of the "DX Comprehensive Strategy" formulated in the year ended March 31, 2021, which consists of DX Business Strategy, Data Driven (DD) Management Strategy, and DX HR Strategy, and discussed various initiatives such as structure expansion/inspection/training to respond to cyber-attacks, policies on next-generation human resources systems and trade operating systems, the vision of group companies data that should be utilized and the vision for the data management system, and the IT tools and knowledge Mitsui employees should acquire and educational measures.

Under the system centered around the Information Strategy Committee, we are enhancing the system of internal control including management of various possible risks such as information leakage and cyber-attacks through maintenance of the following rules, necessary in light of development and operation of information systems and information security.

- "Rules on Information System Management": rules on the process of procurement, introduction and operation of Information assets
- "Rules on IT Security": code of conduct for the system supervisory divisions regarding IT security
- "Rules on Information Management": basic policies in terms of information risk management system and information management
- "Rules on Protection of Personal Information": rules for the handling of personal information required for business execution (Applied only in Japan)
- "Rules on Cyber Security Countermeasures": rules for preventive measures against cyber-attacks and emergency countermeasures in the event of incident
- "Mitsui & Co. Group Cybersecurity Standards": basic cyber security measures aimed at being implemented in common across Mitsui Group companies

Furthermore, the importance of cyber security measures in Mitsui's global group is increasing as cyber-attacks occurring day to day become more sophisticated, advanced and severe, such as targeted attacks targeting specific companies and organizations, ransomware (encrypting files and demanding ransom in exchange for their decryption), BEC (Business Email Compromise), and indiscriminate email attacks that aimed at unspecified targets, and once a year, a report is made to the Board of Directors after deliberation in the Information Strategy Committee and the Corporate Management Committee.

Officer in Charge	Toru Matsui (Representative Director, Senior Executive Managing Officer, Chief Digital Information Officer (CDIO), Chairperson of Information Strategy Committee)
Deliberative body	Information Strategy Committee
Department in Charge	Integrated Digital Strategy Div.

Risk Management

Mitsui has established an integrated risk management system that has centralized control over Company-wide risks, which is centered around the Corporate Management Committee and the Portfolio Management Committee as an organization under the Corporate Management Committee. The Corporate Staff Divisions, which act as the secretariat, manage risks from a Company-wide perspective.

Risk related to information systems and information security is positioned as an important risk, and the following steps are taken.

- We establish relevant rules for safety of information systems and strengthening information security, appropriately ensure the confidentiality, integrity and availability of information and information systems owned by Mitsui and its subsidiaries, and manage risks such as information leaks by continuously indicating guidelines for improving the level of risk management.
- We have established the "Mitsui & Co. Group Cybersecurity Standards" to be followed by Group companies to strengthen cyber security measures in the Mitsui global group. Furthermore, a "Cybersecurity Baseline Survey" is conducted once per year in each affiliate to self-assess the state of compliance with the standards and third-party evaluation is also performed through a "Cybersecurity Assessment".
- Mitsui has formulated response policies to security incidents in advance according to the scale and severity of damage as a cyber BCP (business continuity plan).

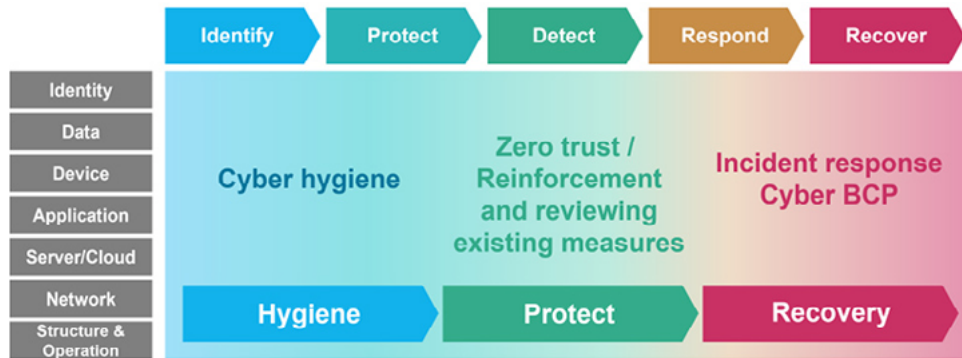
Protecting Personal Information

We have appointed a Chief Managing Officer of the Personal Information Protection Management System (PMS) and established a PMS office to work at heightening awareness among all management and staff of the importance of personal information protection, in accordance with the Personal Information Protection Guidelines and Rules on the Protection of Personal Information. As we have a broad spectrum of involvement in diverse commodities and services, we handle a large amount of personal information, particularly in B2C (business-to-consumer) business fields. Accordingly, we take particular care to ensure that all data is protected. From the perspective of accident prevention, in addition to our education and training systems, we appoint a Personal Information Management Officer in each division. These officers regularly review the status of personal information management in the daily course of business and enhance it as needed. Regarding compliance with the EU GDPR (General Data Protection Regulation) that came into effect in May 2018, Mitsui has established internal rules to ensure proper management systems and operational rules for the handling of personal data that falls within the scope of application of the GDPR at each Business Unit. Furthermore, we have provided all officers and employees with information on the GDPR via the intranet, and have been engaging in operational management required by the GDPR such as compliance with the duty of keeping records of information processing activities. We recognize that a timely response according to global standards towards other overseas laws and regulations related to personal information, in addition to the GDPR, leads to the enhancement of our corporate value.

[Personal Information Protection Guidelines](#)

Initiatives

Mitsui drafts and executes measures in accordance with the cyber security framework of the National Institute of Standards and Technology of U.S., and takes measures separated into the three steps of "Hygiene", "Protect", and "Recovery" while utilizing the knowledge of Mitsui Bussan Secure Directions, which is a dedicated cyber security subsidiary.



(1) Hygiene

Mitsui believes in the importance of cyber hygiene, and aims to maintain a healthy ICT environment, and also aims to raise the security awareness of officers and employees. From a system perspective, we engage in appropriate management of inventory for ascertaining the status of IT assets, and vulnerability management to determine and fix the cause of attacks. Furthermore, in educational activities with focus on people, we have launched a "Cybersecurity Portal" for officers and employees including those of affiliates for the purpose of raising cyber security awareness and preventing the spread of damage from cyber-attacks, and provide them with a variety of information such as the latest trends, case studies and appropriate actions and measures against cyber-attacks to be taken by officers and employees. In addition, we prepare and utilize "Cybersecurity e-Learning" for end-users and security personnel respectively.

(2) Protect

Mitsui is shifting from "perimeter security" (security measures centered on the perimeter between the internal network and the external network based on the idea that "within the company is secure, but outside is dangerous") to "zero trust" (security measures that perform verification without trusting any access to information and systems to be protected regardless of whether inside or outside the network), and is strengthening security measures in various IT areas such as devices, data, network and the cloud etc. Furthermore, we are building, maintaining and expanding a system for around-the-clock global security monitoring and responding in the event of an incident.

(3) Recovery

Mitsui has established the MBK-CSIRT (Computer Security Incident Response Team) as the center of security measures, working with cyber-security leaders in each division to establish reporting and supporting systems, perform organized and continuous incident responses, and prevent recurrences. Furthermore, we have formulated response policies in the event of a security incident occurring according to the scale and severity of damage, and periodically conduct training to confirm effectiveness as needed.

Business Continuity Management (BCM/BCP)

Policies and Basic Approach

Mitsui & Co. regards business continuity in times of disaster as a vital management priority. We have formulated a Business Continuity Management (BCM) framework to minimize business risks, such as the loss of customers and damage to our corporate reputation, resulting from the suspension of important business processes in the event that our ability to maintain our business operations is seriously impeded by earthquakes, floods, terrorism, epidemics, power shortages, or other contingencies, or when such a situation is expected to continue for a significant period of time.

Following the compilation of business continuity guidelines for business corporations by the Japanese government (specifically, by the Central Disaster Management Council of the Cabinet Office), we formulated a BCM Policy in 2006. Under the BCM framework, we formulated the Business Continuity Plan (BCP) which defines policies, procedures, organizational structures, and other related matters to ensure business continuity or the early resumption of business activities in the event of disaster, respectively for the Tokyo Head Office, other offices in Japan, overseas regional business units and regional blocs, and we regularly review it to ensure that we can maintain an appropriate management structure.

Business Continuity Management Policy

- **Safety of Human Life:**

Mitsui & Co. regards the safeguarding of human life as its first priority in relation to business continuity management in the event of disasters.

- **Implementation of Business Continuity Management:**

Mitsui & Co. recognizes the importance of business continuity management in times of disaster and will maintain a business continuity plan and structures to ensure the appropriate implementation and administration of that plan. We will work to enhance the effectiveness of the business continuity plan by improving the business continuity awareness and capabilities of individual employees, and by engaging in interactive dialogue with stakeholders.

- **Continuous Improvement:**

Mitsui & Co. will formulate, implement, and administer a business continuity plan for business continuity management and will regularly review and continuously improve this plan.

- **Coexistence with and Contribution to Society:**

When formulating and reviewing its business continuity plan, Mitsui & Co. will consider not only its economic role, but also its coexistence with society and community reconstruction. We will be aware of and respond appropriately to the roles that we may be called upon to perform from time to time, such as the prevention of secondary disasters, community contribution, and coexistence with communities.

Formulated April 2006

Revised October 2020

President and Representative Director

Kenichi Hori

Sustainability Governance and Oversight

In non-emergency situations, the BCM general representative (the General Manager of the Human Resources & General Affairs Division) is responsible for supervision of the overall BCM. The BCM general representative manages the BCP, which includes the provision of education for all employees and training for staff members in charge of emergency response with support from the secretariat of the Emergency Response Headquarters, the establishment and revisions of related rules and documents, and preparation for and response to emergency situations. In case of an emergency, such as a disaster, the Emergency Response Headquarters will be set up, with the BCM officer (the Managing Director who supervises the Human Resources & General Affairs Div.) serving as its head, who will be responsible for the approval of the BCP and implementation of tasks stipulated in the Rules on Emergency Business Continuity Management.

Emergency Response Headquarters

BCM officer	Yoshiaki Takemasu (Representative Director, Senior Executive Managing Officer (Taking charge of Business Continuity Plan Management, Human Resources & General Affairs Division)
BCM general representative	Yoshiki Hirabayashi (Executive Managing Officer, General Manager of Human Resources & General Affairs Division)
Department in Charge	Security Management Dept. of Human Resources & General Affairs Div.

Initiatives

BCP Revision, and BCP-Related Training

The BCM general representative is responsible for supervision of the planning, management and administration of the BCP, the formulation, promotion and implementation of the BCP, the approval of education and training for employees in relation to business continuity, and the compilation of disaster response manuals. These manuals have been created based on the company-wide BCP and set forth actions to be taken by the Emergency Response Headquarters for performing important corporate processes in the event of a disaster, as well as manuals stipulating actions to be taken by individual offices after the occurrence of a disaster. In addition, we regularly conduct business continuity drills involving the immediate start up and operation of the Emergency Response Headquarters based on scenarios in which a major disaster occurs, such as an earthquake directly beneath the Tokyo area.

Mitsui will continually improve our organizational response capabilities by revising the manuals to reflect any issues identified through these drills. We have also introduced a system to confirm the whereabouts and safety of business and administrative staff, contract employees, and temporary staff in Japan. In September 2022, we conducted a general drill, and provided feedback on the results of responses in this drill to all employees, facilitating the use of this system.

In addition, each office maintains stocks of emergency food and equipment. Under the provisions of the Tokyo Metropolitan Ordinance on Measures for Stranded Persons, we maintain a three-day supply of emergency food and equipment for Tokyo Head Office employees and employees of affiliated companies based in the Head Office. Emergency kits containing food and other supplies are also available for all the employees at the Tokyo Head Office and can be taken by employees who have an urgent need to return to their homes.

Response to the Novel Coronavirus (COVID-19)

In response to the global spread of the novel coronavirus (COVID-19), Mitsui established the Emergency Management Headquarters in January 2020 to ensure the safety of Mitsui employees working around the world and their family members, and to maintain business continuity. Mitsui has taken timely and appropriate actions in accordance with directives from national and local governments. We have also implemented measures based on our business continuity plan (BCP) from the perspective of responding to the needs of our business partners and customers, and from the viewpoint of global management. At our operations located in areas where infection was spreading, we have implemented teleworking to prevent infection among our employees. However, as wide-spread infection has now been contained in Japan and around the world, the Emergency Management Headquarters for the response to COVID-19 was disbanded at the end of September 2022. Since May 2023, in light of the reclassification of COVID-19 under the Infectious Disease Control Law, our response to the disease has shifted to align with the guidelines of the local and national governments.

As of August 2022, we are continuing to promote the utilization of our remote working system, which we introduced in January 2022, and also encourage employees to use the staggered work hours system to avoid commuting during congested times. In order to ensure safety and reassurance for our employees, each office has taken respective countermeasures such as installing hand sanitizer dispensers and thermography systems at building entrances, regular sanitization of the offices, and avoid the "3Cs" (Closed spaces, Crowded places, Close-contact settings).

COVID-19 Workplace Vaccination Program

Mitsui conducted its own workplace vaccination program from June to August 2021 and February to March 2022. Vaccination priority was given to employees with underlying medical conditions and those scheduled for overseas assignments or business trips, followed by general employees. In addition to employees working at the Head Office, including temporary staff, temporary workers on secondment, employees of companies located within the Head Office, affiliate companies, and subcontractors, resulting in approximately 7,100 people vaccinated through this program.

Evaluation by Society

ESG Index

Our selection for inclusion in major ESG investment indices in and outside Japan indicates that we are highly evaluated by society.

FTSE4 Good Index Series / FTSE Blossom Japan Index / FTSE Blossom Japan Sector Relative Index

We have been selected as a constituent stock of the FTSE4 Good Index, the FTSE Blossom Japan Index, and the FTSE Blossom Japan Sector Relative Index.

The FTSE4 Good Index Series is a series of stock indexes developed by FTSE Russell, which is a wholly owned subsidiary of the London Stock Exchange. FTSE Russell evaluates major corporations around the world from the perspective of environmental, social, and governance criteria, including the labor standards applied throughout their supply chains, as well as on the basis of corporate sustainability. It selects companies that satisfy its standards as constituents of the index.

The FTSE Blossom Japan Index and Blossom Japan Sector Relative Index are designed to measure the performance of Japanese companies that demonstrate strong environmental, social, and governance (ESG) practices. The index is adopted by the Government Pension Investment Fund (GPIF) of Japan as a core ESG benchmark for its passive investments, and Mitsui has been selected in the index having fulfilled the index criteria.

FTSE Russell (a registered trademark of FTSE International Limited and Frank Russell Company) certifies that Mitsui & Co. has met the requirements for inclusion in the FTSE 4 Good Index, the FTSE Blossom Japan Index, and the FTSE Blossom Japan Sector Relative Index as a result of independent research, and has become a constituent of these indices. The FTSE Blossom Japan Index is compiled by FTSE Russell, a global index provider, and is designed to measure the performance of Japanese companies that demonstrate strong environmental, social and governance (ESG) practices. Blossom Japan Index and the FTSE Blossom Japan Sector Relative Index are widely used to create and evaluate sustainable investment funds and other financial products.

[FTSE4 Good](#)

[FTSE Blossom Japan Index / FTSE Blossom Japan Sector Relative Index](#)



FTSE4 Good



FTSE Blossom Japan



FTSE Blossom Japan Sector Relative Index

Dow Jones Sustainability Indices

We have been selected as a constituent stock of the World Index and Asia Pacific Index in the Dow Jones Sustainability Index (DJSI).

The Dow Jones Sustainability Indices (DJSI) are global stock indexes developed jointly by S&P Group member Dow Jones & Company, in the U.S. and RobecoSAM AG in Switzerland.

Major corporations around the world are evaluated in terms of their economic, environmental, and social performance.

Based on our response to the questionnaire carried out in 2021, we were selected for the World Index and the Asia Pacific Index.

[Dow Jones Sustainability Indices](#)

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA

Evaluations and Awards

We have been recognized by ESG ratings agencies, media, and government agencies in Japan and abroad.

S&P Global ESG Score

Each year, S&P Global evaluates the sustainability of the world's leading companies from the three dimensions of economy, environment and society, and rates companies with excellent evaluation results in each industry as "Top 1%", "Top 5%", or "Top 10%" depending on their score. Mitsui was selected as one of the "Top 5% (Top 5% S&P Global ESG Score 2022)" in the "Trading Companies and Distributors Industry".

[The Sustainability Yearbook | S&P Global \(spglobal.com\)](#)



CDP

CDP is an ESG evaluation program that urges leading companies (in terms of market capitalization) in major countries to disclose their climate change strategies and greenhouse gas emissions. Replies from such companies, together with their scores, are provided to institutional investors. Mitsui has been responding to the questionnaire since 2011. Based on our response to the questionnaire carried out in 2022, we received the following scores: Climate Change: B, Water Security: B, Forests (timber): B, Forests (Palm): B.



Sustainalytics ESG Risk Ratings

Sustainalytics ESG Risk Ratings is an ESG (Environment, Social, Governance) Risk Rating provided by Sustainalytics to world's leading corporations, lenders, and banks to measure their exposure to industry-specific material ESG risks and how well a company is managing those risks.

In March 2022, Mitsui was assessed to be at Low Risk of experiencing material financial impacts from ESG factors.

Copyright ©2023 Sustainalytics. All rights reserved. This article contains information developed by Sustainalytics ([www.sustainalytics.com](#)). Such information and data are proprietary of Sustainalytics and/or its third party suppliers (Third Party Data) and are provided for informational purposes only. They do not constitute an endorsement of any product or project, nor an investment advice and are not warranted to be complete, timely, accurate or suitable for a particular purpose. Their use is subject to conditions available at [https://www.sustainalytics.com/legal-disclaimers](#)



Nadeshiko Brand

Since the fiscal year ended March 2013, METI and the TSE have been jointly selecting TSE-listed outstanding enterprises that encourage women's success in the workplace as "Nadeshiko Brands." Since the fiscal year ended March 2015, Mitsui has been selected as a Nadeshiko or Semi-Nadeshiko Brand company for 8 consecutive years.

Nadeshiko Brand selection: Fiscal years ended March 2015, 2016, 2018, 2020 and 2021

Semi-Nadeshiko Brand selection: Fiscal years ended March 2017, 2019 and 2022



Eruboshi (L Star)

The Eruboshi system certifies companies that have submitted notifications under the Act on Promotion of Women's Participation and Advancement in the Workplace (Promotion of Women's Career Activities Act) promulgated on April 1, 2016, and that meet the specific standards and are regarded as implementing outstanding initiatives to promote the advancement of women in the workplace. Mitsui was certified as having achieved the second of three levels under the Eruboshi system.



Kurumin Certification

Kurumin certification is awarded to companies that support child raising. The certification requires that the company (1) has formulated a general employers action plan under The Act on Advancement of Measures to Support Raising Next-Generation Children and (2) has achieved targets set in the plan while satisfying certain requirements, and is available on an application basis. In recognition of our efforts to promote the use of support systems for balancing work and home life, along with other initiatives, in 2022 Mitsui received Platinum Kurumin certification, as an excellent company that supports child-raising.



Health & Productivity Stock Selection

The Health & Productivity Stock Selection recognizes TSE-listed companies that strategically make efforts with respect to their employee health from a management perspective. We promote health management so that every individual employee can work healthily and safely, harnessing their full talent and potential. We have also implemented measures to spread diverse working styles, enhance engagement, and improve the office environment, among other purposes. Mitsui was listed in the Health & Productivity* Stock Selection for the first time in 2023.



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 six consecutive years.



Japan Investor Relations Association (JIRA) IR Grand Prix

Mitsui was awarded its first IR Grand Prix Award at the 26th IR Awards 2021, hosted by JIRA. We were previously a recipient of the Best IR Award in 2008, 2018 and 2019, and the IR Special Award in 2014.



Securities Analysts Association Award for Excellence in Corporate Disclosure

Mitsui was selected as the best company for '2023 Awards for Excellence in Corporate Disclosure' by The Securities Analysts Association of Japan in the category of general trading companies. This is the 8th time in total and the 7th consecutive year that Mitsui has received this award.



2023 Award for Excellence in Corporate Disclosure
— Industries —
SAAJ The Securities Analysts Association of Japan

Daiwa Investor Relations "Internet IR Award" Excellence Award, and Sustainability Category Grand Prize

Mitsui was awarded the Excellence Award for the "2021 Internet IR Award" and "2022 Internet IR Award" hosted by Daiwa Investor Relations Co., Ltd. We also received the Grand Prize in the Sustainability Category, for 2021 and 2022.



DX Stocks

Mitsui has been selected by the Ministry of Economy, Trade and Industry of Japan ("METI") as a "DX Stocks 2023" under the Digital Transformation (DX) Stock selection program administered jointly by the Tokyo Stock Exchange ("TSE") and the Information-technology Promotion Agency, Japan ("IPA").



For the purpose of penetrating the target company model widely, promoting a change in management's awareness, and also further promoting DX by earning recognition from a wide range of stakeholders, METI, TSE and IPA jointly selected the companies, that have established internal systems for promoting DX that contribute to improving corporate value and have achieved outstanding digital utilization, as "DX Stocks" from among TSE-listed companies that responded to a survey titled "2023 Survey on Digital Transformation." This year, 32 companies including Mitsui have been selected for "DX Stocks 2023" and 19 companies have been selected as "Noteworthy DX Companies 2023".

FY Mar/2022	Ranked fourth overall in the 16th corporate CSR rankings for 2021 by Toyo Keizai Inc.
	Selected as one of "Noteworthy DX Companies 2021" in the "DX Stocks" by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange.
FY Mar/2020	Received the Award for Excellence at the 22nd Nikkei Annual Report Awards (2019) by Nikkei, Inc.
	Received Education Culture, Sports, Science and Technology Minister's Prize in the Corporate Youth Experience Promotion Awards of the Ministry of Education, Culture, Sports, Science and Technology (Mitsui SASUGAKU Academy)
FY Mar/2019	Received the Award for Excellence at the 21st Nikkei Annual Report Awards (2018) by Nikkei, Inc.
	Received Award of Merit in the Environmental Report section of the Environmental Communication Awards 2018 by the Japanese Ministry of the Environment
	Received the Judging Panel's Incentive Prize in the Corporate Youth Experience Promotion Awards of the Ministry of Education, Culture, Sports, Science and Technology (Mitsui SASUGAKU Academy)
FY Mar/2018	Received the Award for Excellence at the 20th Nikkei Annual Report Awards (2017) by Nikkei, Inc.
	Received the Judging Panel's Special Prize in the Corporate Youth Experience Promotion Awards of the Ministry of Education, Culture, Sports, Science and Technology (Mitsui SASUGAKU Academy)

Deloitte.

デロイト トーマツ

(TRANSLATION)

Independent Practitioner's Assurance Report

December 6, 2023

Mr. Kenichi Hori,
Representative Director, President and Chief Executive Officer,
Mitsui & Co., Ltd.

Tomoharu Hase
Representative Director
Deloitte Tohmatsu Sustainability Co., Ltd.
3-2-3, Marunouchi, Chiyoda-ku, Tokyo

We have undertaken a limited assurance engagement of the environmental performance data and personnel affairs data indicated with ★ for FY Mar/2023 (the "Sustainability Information") included in the "Sustainability Report 2023 (PDF)" (the "Report") of Mitsui & Co., Ltd. (the "Company").

The Company's Responsibility

The Company is responsible for the preparation of the Sustainability Information in accordance with the calculation and reporting standard adopted by the Company (indicated with the Sustainability Information). Greenhouse gas quantification is subject to inherent uncertainty for reasons such as incomplete scientific knowledge used to determine emissions factors and numerical data needed to combine emissions of different gases.

Our Independence and Quality Control

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. We apply International Standard on Quality Control 1, *Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements*, and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Sustainability Information based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with the International Standard on Assurance Engagements ("ISAE") 3000, *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*, issued by the International Auditing and Assurance Standards Board ("IAASB"), ISAE 3410, *Assurance Engagements on Greenhouse Gas Statements*, issued by the IAASB and the *Practical Guideline for the Assurance of Sustainability Information*, issued by the Japanese Association of Assurance Organizations for Sustainability Information.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records. These procedures also included the following:

- Evaluating whether the Company's methods for estimates are appropriate and had been consistently applied. However, our procedures did not include testing the data on which the estimates are based or reperforming the estimates.
- Performing interviews of responsible persons and inspecting documentary evidence to assess the completeness of the data, data collection methods, source data and relevant assumptions applicable to the sites.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Sustainability Information is not prepared, in all material respects, in accordance with the calculation and reporting standard adopted by the Company.

The above represents a translation, for convenience only, of the original Independent Practitioner's Assurance report issued in the Japanese language.

Member of
Deloitte Touche Tohmatsu Limited