

ESG data

Governance

Profile of Directors and Corporate Auditors (As of June 2020)

President and Representative Director

NISHIDA Keiji

April 1980	Entered the Company
June 2010	Executive Officer, General Manager of Finance & Accounting Department
June 2011	Director, Senior Executive Officer, CFO, General Manager of Corporate Management Department and Finance & Accounting Department
February 2012	Director, Senior Executive Officer, CFO, General Manager of Corporate Management Department
April 2014	Representative Director, Senior Managing Director, Senior Managing Executive Officer, CFO, General Manager of Corporate Management Department, Senior General Manager of Copper Business Strategic Division, Metals Sector
January 2016	Representative Director, Senior Managing Director, Senior Managing Executive Officer, CFO
April 2016	President and Representative Director (current positions)

Vice President, Representative Director, Executive Vice President

NOU Takeshi

April 1986	Entered the Company
June 2010	President and Representative Director of Mitsui Copper Foil (Malaysia) Sdn. Bhd.
October 2013	General Manager of Recycling Business Promotion Group, Metals, Minerals & Engineering Sector
April 2014	Executive Officer, Senior General Manager of Technology Management Division, Metals & Recycling Division, Metals Sector
April 2015	Executive Officer, Deputy Senior General Manager of Engineered Materials Sector, General Manager of Business Planning Group, Engineered Materials Sector
June 2015	Director, Senior Executive Officer, Deputy Senior General Manager of Engineered Materials Sector, General Manager of Business Planning Group, Engineered Materials Sector
October 2015	Director, Senior Executive Officer, Senior General Manager of Engineered Materials Sector, General Manager of Business Planning Group, Engineered Materials Sector
April 2016	Representative Director, Managing Director, Senior Executive Officer, Senior General Manager of Engineered Materials Sector
April 2020	Vice President, Representative Director, Executive Vice President, Senior General Manager of Business Creation Sector (current positions)

Director and Senior Executive Officer

HISAOKA Isshi

April 1980	Entered the Company
January 2010	General Manager of Specialty Foil Division
June 2010	Executive Officer, Deputy Senior General Manager of Copper Foil Sector, General Manager of Specialty Foil Division
November 2010	Executive Officer, Senior General Manager of Copper Foil Sector, General Manager of Specialty Foil Division
June 2011	Senior Executive Officer, Senior General Manager of Electronic Materials Sector, General Manager of Specialty Foil Division
June 2013	Director, Senior Executive Officer, Senior General Manager of Electronic Materials Sector
April 2014	Director, Senior Executive Officer, Deputy Senior General Manager of Engineered Materials Sector
April 2015	Director, Senior Executive Officer, Senior General Manager of Engineered Materials Sector
October 2015	Director, Senior Executive Officer, Deputy Senior General Manager of Metals Sector
April 2016	Director, Senior Executive Officer, Senior General Manager of Metals Sector
April 2018	Director, Senior Executive Officer, Senior General Manager of Metals Sector, Chief Environmental Safety Officer
April 2019	Director, Senior Executive Officer, Chief Environmental Safety Officer (current positions)

Director and Senior Executive Officer

OSHIMA Takashi

April 1981	Entered the Company
October 2009	President and Representative Director of MCS, Inc.
April 2013	Deputy Senior General Manager of Materials & Applications Sector, General Manager of Affiliates Coordination Division
June 2013	Executive Officer, Deputy Senior General Manager of Materials & Applications Sector, General Manager of Affiliates Coordination Division
April 2014	Executive Officer, Senior General Manager of Affiliates Coordination Strategic Sector
June 2014	Director, Senior Executive Officer, Senior General Manager of Affiliates Coordination Strategic Sector
January 2016	Director, Senior Executive Officer, CRO, Senior General Manager of Corporate Planning & Control Sector, General Manager of Corporate Planning Department, Corporate Planning & Control Sector
April 2016	Director, Senior Executive Officer, Senior General Manager of Corporate Planning & Control Sector, General Manager of Corporate Planning Department, Corporate Planning & Control Sector (current positions)

Director and Senior Executive Officer

KIBE Hisakazu

April 1985	Entered the Company
April 2009	General Manager of Finance & Accounting Department, Automotive Parts & Components Division, Parts Production Sector
October 2013	Director, Senior Executive Officer, Senior General Manager of Planning & Administrative Sector, General Manager of Planning Department, Mitsui Kinzoku ACT Corporation
April 2014	Executive Officer, Assistant to Senior General Manager of Metals Sector
June 2014	Executive Officer of the Company, Director, Executive Officer of Pan Pacific Copper Co., Ltd.
October 2015	Senior Executive Officer, Deputy Senior General Manager of Affiliates Coordination Strategic Sector
January 2016	Senior Executive Officer, Senior General Manager of Affiliates Coordination Strategic Sector, General Manager of Copper Business Strategic Division, Metals Sector
April 2018	Senior Executive Officer, Senior General Manager of Affiliates Coordination Strategic Sector
June 2020	Director, Senior Executive Officer, Senior General Manager of Affiliates Coordination Strategic Sector (current positions)

Outside Director

MATSUNAGA Morio

August 1977	Postdoctoral fellow, The University of Tennessee
September 1996	Professor, Faculty of Engineering, Kyushu Institute of Technology
April 2003	Professor, Department of applied science for integrated system engineering, Kyushu Institute of Technology
April 2010	President, Kyushu Institute of Technology
June 2016	Chairperson of the Board of Director, Kitakyushu Foundation for the Advancement of Industry, Science and Technology (current position)
June 2016	Outside Director of the Company (current position)
June 2018	Outside Auditor of KROSAKI HARIMA CORPORATION (current position)

Outside Director

MIURA Masaharu

April 1975	Adopted as Prosecutor
August 2002	Chief Prosecutor of Naha District Public Prosecutors Office
September 2004	Director-General of the Immigration Bureau, the Ministry of Justice
June 2007	Chief Prosecutor of Osaka District Public Prosecutors Office
January 2010	Superintending Prosecutor of Fukuoka High Public Prosecutors Office
May 2011	Professional registration in Japan as lawyer
May 2011	With KAWAKAMI Law Office
June 2013	Outside Corporate Auditor of the Company
June 2014	Outside Director of OUG Holdings Inc. (current position)
May 2015	Launched GINZA-CHUO Law Office
June 2019	Outside Director of the Company (current position)

Outside Director

TOIDA Kazuhiko

April 1975	Entered Nissan Motor Co., Ltd.
July 1999	General Manager of Domestic Parts Department, Parts Division, Nissan Motor Co., Ltd.
April 2001	Senior Vice President, Global Aftersales Business, Nissan Motor Co., Ltd.
April 2005	Senior Vice President, Japan Marketing & Sales, Chairman of MC-Dealer, Nissan Motor Co., Ltd.
April 2009	Executive Vice President, FALTEC Co., Ltd.
April 2009	Chairman and Board Director, ALTIA Co., Ltd.
April 2010	Representative Director, President and CEO, FALTEC Co., Ltd.
April 2017	Chairman of the Board and Representative Director, FALTEC Co., Ltd.
June 2017	Senior Adviser, FALTEC Co., Ltd.
April 2018	Executive Board Member, Rikkyo Educational Corporation (current position)
June 2020	Outside Director of the Company (current position)

Corporate Auditor

MISAWA Masayuki

April 1982	Entered the Company
April 2014	General Manager of Copper Foil Division, Engineered Materials Sector, General Manager of Strategic Production Planning Department, Copper Foil Division, Engineered Materials Sector
April 2015	Executive Officer, General Manager of Copper Foil Division, Engineered Materials Sector
January 2020	Executive Officer, General Manager of Copper Foil Division, Engineered Materials Sector, General Manager of Business Planning Group, Copper Foil Division, Engineered Materials Sector
June 2020	Corporate Auditor of the Company (current position)

Corporate Auditor

KUTSUNAI Akira

April 1984	Entered the Company
February 2012	General Manager of Finance & Accounting Department
June 2014	General Manager of Administration Department, Metals Sector
April 2017	Executive Officer, General Manager of Investor Relations and Corporate Communications Department, Corporate Planning & Control Sector
June 2018	Executive Officer, General Manager of Investor Relations and Corporate Communications Department, Corporate Planning & Control Sector, Finance & Accounting Department, Corporate Planning & Control Sector
April 2020	Executive Officer, General Manager of Corporate Communications Department, Corporate Planning & Control Sector, General Manager of Finance & Accounting Department, Corporate Planning & Control Sector
June 2020	Corporate Auditor of the Company (current position)

Outside Corporate Auditor

ISHIDA Toru

April 1975	Entered Ministry of International Trade and Industry (Presently Ministry of Economy, Trade and Industry)
July 2003	Director General for Policy Planning and Coordination, Minister's Secretariat, METI
September 2005	Director-General, Trade and Economic Cooperation Bureau, METI
July 2007	Director-General, Industrial Science and Technology Policy and Environment Bureau, METI
July 2008	Commissioner, Agency for Natural Resources and Energy, METI
January 2011	Advisor, Tokyo Electric Power Company, Incorporated (TEPCO)
June 2013	Director, Japan Alcohol Trading Co., LTD
June 2014	Vice President, Japan Alcohol Trading CO., LTD
December 2015	President, The Japan Chamber of Commerce and Industry (current position)
June 2018	President, The Tokyo Chamber of Commerce and Industry (current position)
June 2018	Outside Corporate Auditor (current position)

Outside Corporate Auditor

TAKEGAWA Keiko

April 1981	Entered Prime Minister's Office (Presently Cabinet Office)
July 2008	Deputy Director General for Policies on Cohesive Society, Cabinet Office
July 2009	Deputy Director General for Gender Equality Bureau, Cabinet Office
December 2012	Director, Public Relations Office, Cabinet Office
July 2014	Director General, Gender Equality Bureau
July 2018	Counsellor for Scientific Research Organizations, Policy Planning Division, Secretariat of the Science Council of Japan
April 2019	Professor, Showa Women's University (current position)
June 2019	Outside Corporate Auditor of the Company (current position)
June 2019	Outside Director of Nippon Telegraph and Telephone Corporation (current position)
April 2020	Dean of Faculty of Global Business and Director of Institute of Women's Culture of Showa Women's University (current positions)

Employees

Breakdown of consolidated employees by employment status and employment contract type (as of the end of FY2019)

		Male		Female		Total
		Male	Female	Male	Female	
Open-ended workforce contract	Full-time	8,650	3,824			12,474
	Part-time	3	6			9
	Total	8,653	3,830			12,483
Fixed-term contract	Full-time	885	317			1,202
	Part-time	29	20			49
	Total	914	337			1,251
Total		9,567	4,167			13,734
Supervised workers		697	1,086			1,783
Total workforce		10,264	5,253			15,517

※ Since the calculation method is different from the one for temporary employees stated in the annual securities report, the total number of employees is not in accord.

Breakdown of consolidated employees by employment contract (as of the end of FY2019)

	Open-ended workforce contract		Fixed-term contract		Total
	Male	Female	Male	Female	
Japan	4,844	784	443	123	6,194
North America	354	255	0	0	609
South and Central America	603	386	2	2	993
Asia	2,810	2,360	469	212	5,851
Europe	42	45	0	0	87
Total	8,653	3,830	914	337	13,734

Breakdown of consolidated employees by position (as of the end of FY2019)

	Under 30 years of age		30-49 years old		50 years of age or over		Total
	Male	Female	Male	Female	Male	Female	
	Managerial	8	2	703	86	534	
Non-managerial	2,119	1,050	4,522	2,480	1,681	521	12,373
Total	2,127	1,052	5,225	2,566	2,215	549	13,734

Percentage of managers holding local nationality in overseas sites (as of the end of FY2019)

North America	79.2%
South and Central America	74.1%
Asia	82.4%
Europe	100.0%
Total	82.0%

New employee hires by region (as of the end of FY2019)

		Under 30 years of age		30-49 years old		50 years of age or over		Total
		Male	Female	Male	Female	Male	Female	
		Japan	New hires	190	57	162	46	
	Total employees	775	154	2,986	426	1,762	214	6,317
	Rate of hiring	24.5%	37.0%	5.4%	10.8%	4.3%	7.9%	8.7%
North America	New hires	18	2	11	2	7	1	41
	Total employees	43	12	166	110	136	132	599
	Rate of hiring	41.9%	16.7%	6.6%	1.8%	5.1%	0.8%	6.8%
South and Central America	New hires	160	165	49	79	0	4	457
	Total employees	199	193	289	172	101	22	976
	Rate of hiring	80.4%	85.5%	17.0%	45.9%	0.0%	18.2%	46.8%
Asia	New hires	534	455	163	113	4	6	1,275
	Total employees	1,161	691	1,866	1,783	180	97	5,778
	Rate of hiring	46.0%	65.8%	8.7%	6.3%	2.2%	6.2%	22.1%
Europe	New hires	9	1	6	3	1	0	20
	Total employees	11	4	21	13	9	28	86
	Rate of hiring	81.8%	25.0%	28.6%	23.1%	11.1%	0.0%	23.3%
Total	New hires	911	680	391	243	87	28	2,340
	Total employees	2,189	1,054	5,328	2,504	2,188	493	13,756
	Rate of hiring	41.6%	64.5%	7.3%	9.7%	4.0%	5.7%	17.0%

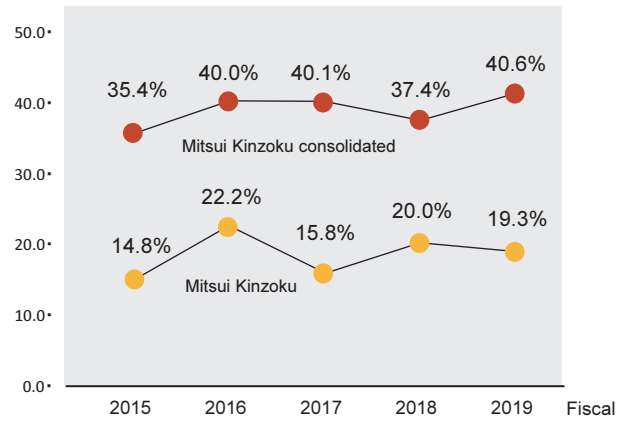
※ Since the calculation method is different from the one for consolidated employees, the total number of employees is not in accord.

Employee turnover by region (as of the end of FY2019)

		Under 30 years of age		30-49 years old		50 years of age or over		Total
		Male	Female	Male	Female	Male	Female	
		Japan	Departures	39	15	69	29	
	Total employees	775	154	2,986	426	1,762	214	6,317
	Turnover rate	5.0%	9.7%	2.3%	6.8%	10.3%	11.2%	5.7%
North America	Departures	20	5	23	14	39	35	136
	Total employees	43	12	166	110	136	132	599
	Turnover rate	46.5%	41.7%	13.9%	12.7%	28.7%	26.5%	22.7%
South and Central America	Departures	175	183	68	107	8	7	548
	Total employees	199	193	289	172	101	22	976
	Turnover rate	87.9%	94.8%	23.5%	62.2%	7.9%	31.8%	56.1%
Asia	Departures	275	288	238	157	18	13	989
	Total employees	1,161	691	1,866	1,783	180	97	5,778
	Turnover rate	23.7%	41.7%	12.8%	8.8%	10.0%	13.4%	17.1%
Europe	Departures	8	1	9	2	3	0	23
	Total employees	11	4	21	13	9	28	86
	Turnover rate	72.7%	25.0%	42.9%	15.4%	33.3%	0.0%	26.7%
Total	Departures	517	492	407	309	250	79	2,054
	Total employees	2,189	1,054	5,328	2,504	2,188	493	13,756
	Turnover rate	23.6%	46.7%	7.6%	12.3%	11.4%	16.0%	14.9%

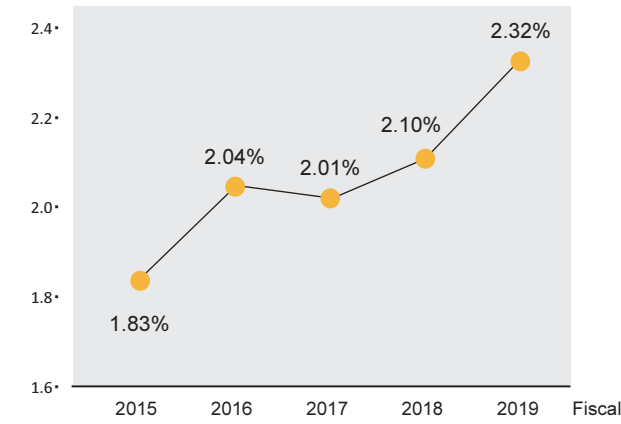
※ Since the calculation method is different from the one for consolidated employees, the total number of employees is not in accord. Departures include "retirement at the age limit" and "expiration of contract period".

Proportion of women as a percentage of new hires



Percentage of employees with disabilities

(Mitsui Kinzoku, Non-consolidated)

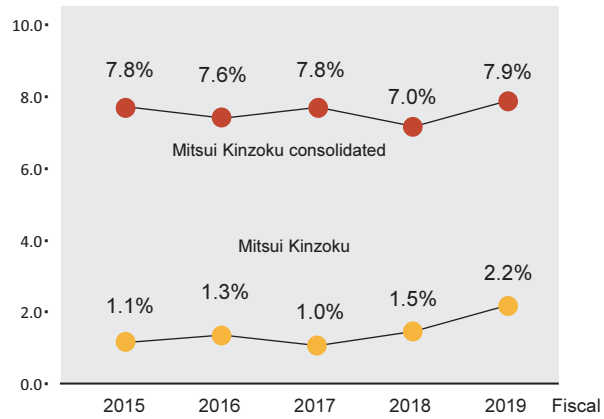


Parental leave

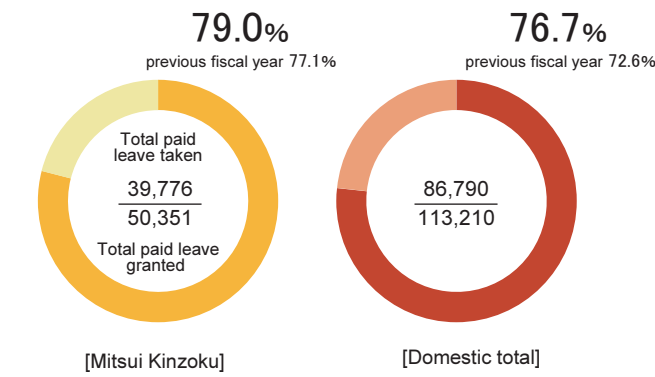
		FY2017		FY2018		FY2019	
		Employees that entitled to leave	Employees that took advantage	Employees that entitled to leave	Employees that took advantage	Employees that entitled to leave	Employees that took advantage
Mitsui Kinzoku	Male	87	1	69	2	67	4
	Female	10	10	7	7	8	8
	Total	97	11	76	9	75	12
Domestic total	Male	127	1	130	3	143	13
	Female	20	20	17	17	17	16
	Total	147	21	147	20	160	29

※ Employees that took advantage: Employees that took parental leave in the relevant fiscal year of those entitled.

Proportion of women in management positions



Rate of taking paid leave

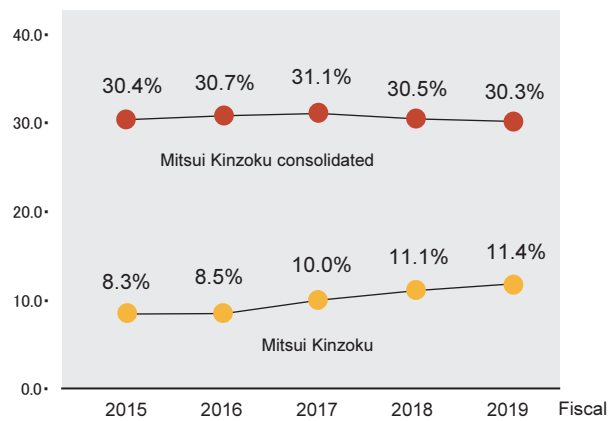


Return to work and retention rates after parental leave

		FY2017			FY2018			FY2019		
		Ended	Returned	Retired	Ended	Returned	Retired	Ended	Returned	Retired
Mitsui Kinzoku	Male	2	2	0	2	2	0	5	5	0
	Female	0	0	0	7	7	0	10	10	0
	Total	2	2	0	9	9	0	15	15	0
Domestic total	Male	2	2	0	4	4	0	13	13	0
	Female	6	6	0	15	15	0	15	15	0
	Total	8	8	0	19	19	0	28	28	0

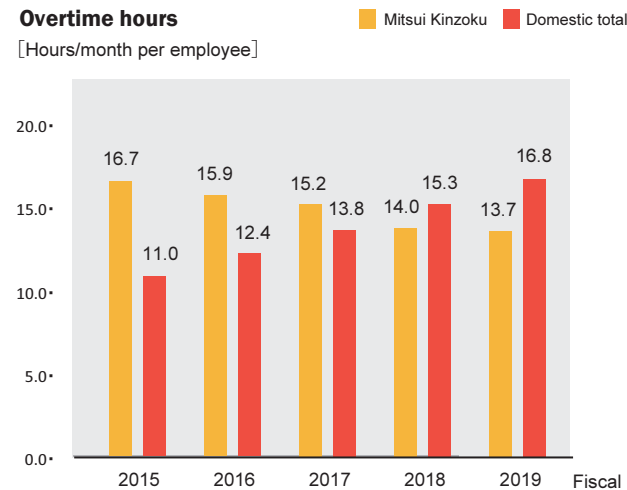
※ Ended: Employees whose parental leave ended.
Returned: Employees that returned to work after ended.
Retired: Employees that separated from employment in twelve months after returning.

Proportion of women as a percentage of total employees



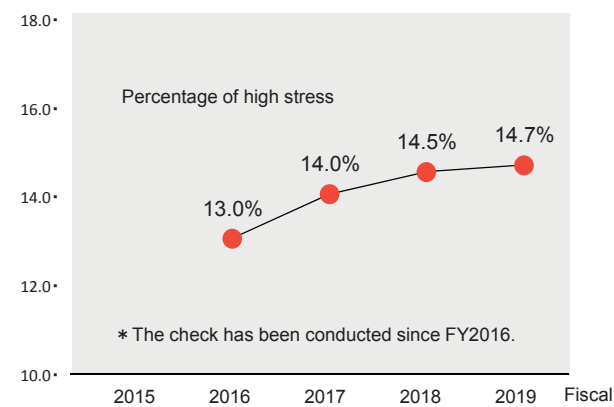
Overtime hours

[Hours/month per employee]



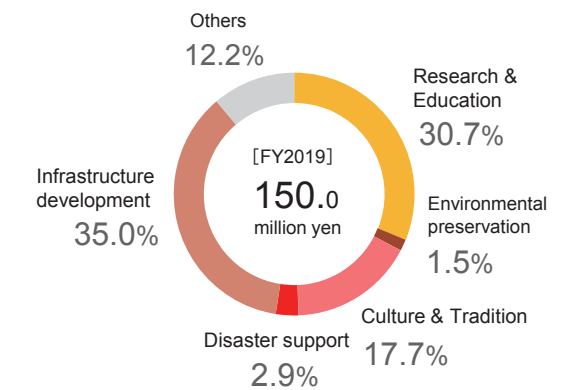
Results of stress check (Percentage of high stress)

(Target: Directly hired employees of Mitsui Kinzoku and the domestic consolidated affiliates, including expatriate workers)



Contributing to communities

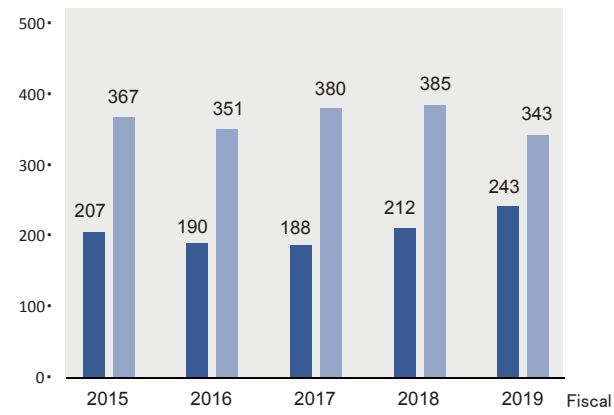
Mitsui Kinzoku Group breakdown of the amount



Intellectual property

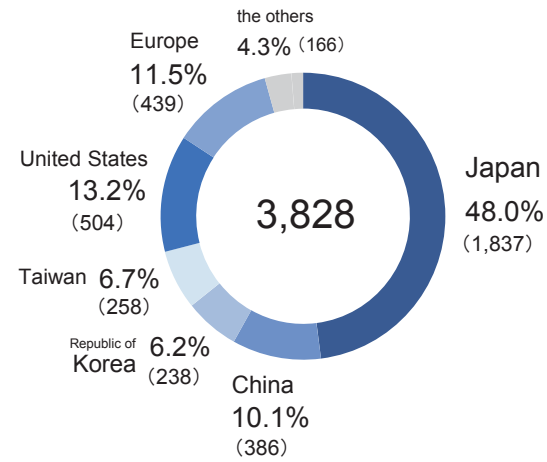
Number of patent applications

■ Japan ■ Overseas

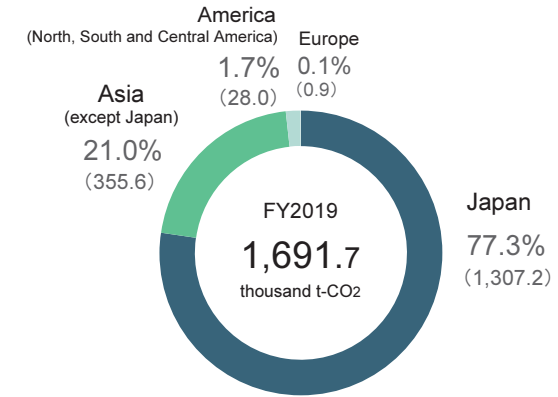


* Changed the calculation method and revised the values for previous years.

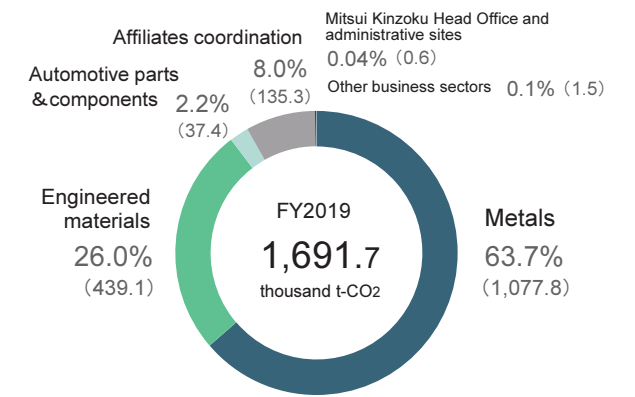
Number of patents registered globally



Breakdown of CO2 emissions by region

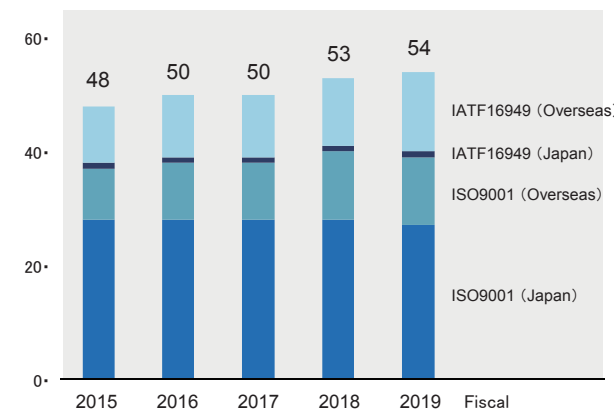


Breakdown of CO2 emissions by business unit

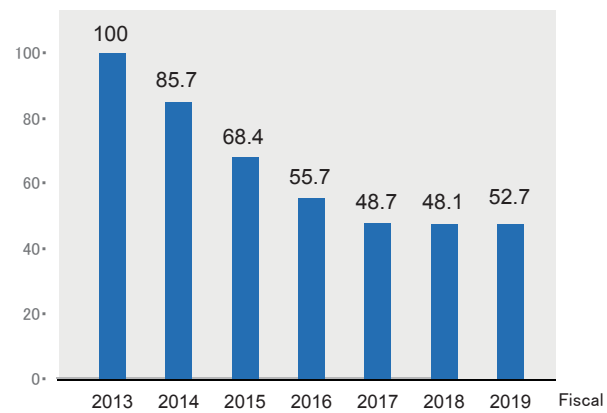


Quality assurance

Number of operating sites with certifications

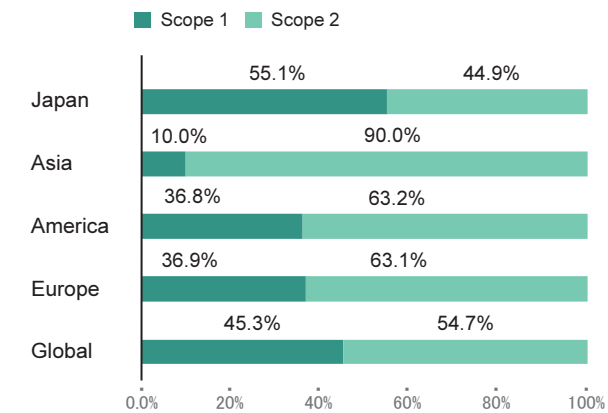


Number of claims at sites that hold QA meetings

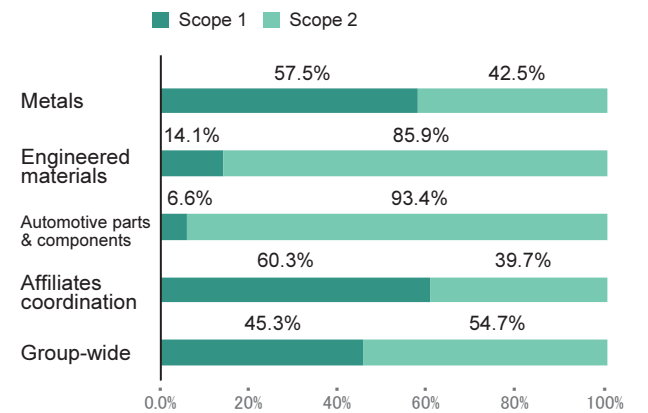


* The values are expressed as relative values, with the data of FY2013 being 100.

Breakdown by scope of CO2 emissions by region

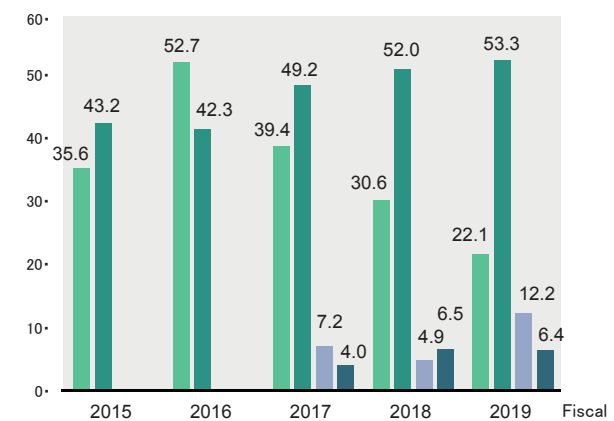


Breakdown by scope of CO2 emissions by business unit



Environment

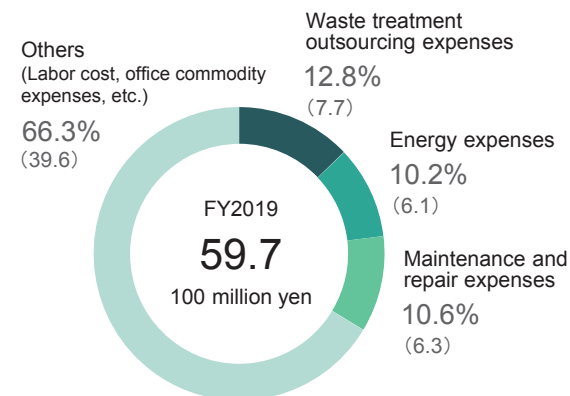
Environment-related capital expenditures and environmental management expenses (Hundred million yen)



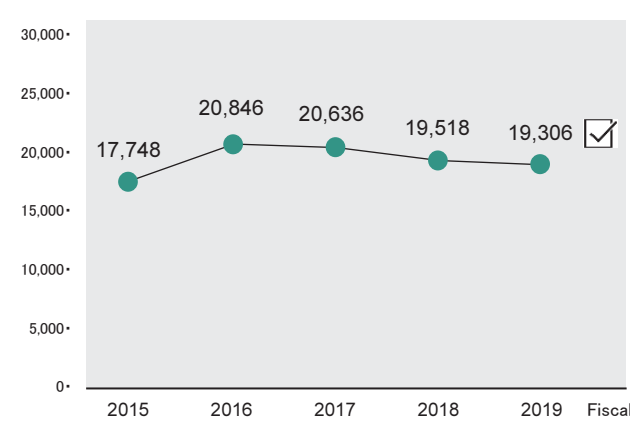
■ Environment-related capital expenditures (Japan)
 ■ Environmental management expenses (Japan)
 ■ Environment-related capital expenditures (overseas)
 ■ Environmental management expenses (overseas)

* Added the data of overseas sites from FY2017.
 * Revised the values for FY2018 disclosed last year.

Break down of environmental management expenses



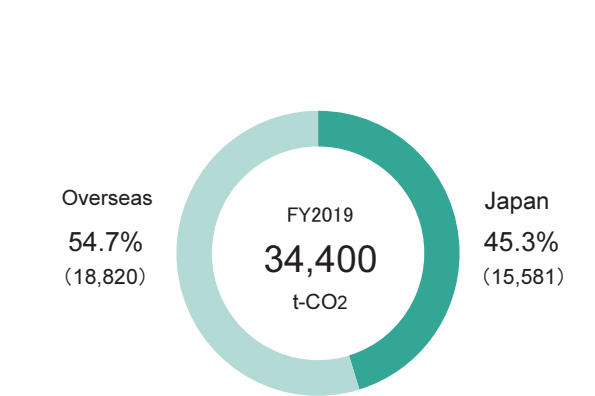
CO2 emissions in logistics (Non-consolidated, t-CO2/year)



* The scope of data calculation covers only the transportations which are designated as Specified Consigner by the Act on the Rational Use of Energy.

* We have received an independent practitioner's assurance for the figures for FY2019 in this information to which is attached.

CO2 emissions by waste treatment (t-CO2/year)



* For the emission factors, the emission intensity database for calculating GHG emissions of organizations throughout the supply chain, Japan's Ministry of the Environment and Ministry of Economy, Trade and Industry (Ver. 2.6 and Ver. 3.0) was referenced.