

ESG data

Governance

Profile of Directors and Corporate Auditors (As of June 2021)

President and Representative Director

NOU Takeshi

April 1986	Entered the Company
June 2010	Mitsui Copper Foil (Malaysia) Sdn.Bhd. Managing Director
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
April 2021	President and Representative Director (current positions)

Representative Director Senior Managing Director, Senior Managing 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
April 2021	Representative Director, Senior Managing Director, Senior Managing Executive Officer, Senior General Manager of Affiliates Coordination Strategic Sector
June 2021	Representative Director, Senior Managing Director, Senior Managing Executive Officer, Senior General Manager of Corporate Planning & Control Sector (current positions)

Senior Managing Director

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
April 2021	Director, Senior Managing Executive Officer, Senior General Manager of Corporate Planning & Control Sector
June 2021	Senior Managing Director (current positions)

Director, Senior Executive Officer

TSUNODA Satoshi

April 1987	Entered the Company
April 2013	General Manager of Zinc Division, Metals, Minerals & Environmental Engineering Sector, Manager of Sales Department, Zinc Division, Metals, Minerals & Environmental Engineering Sector
June 2013	Executive Officer of the Company, General Manager of Zinc Division, Metals, Minerals & Environmental Engineering Sector
April 2014	Executive Officer of the Company, Deputy General Manager of Metals & Recycling Division, Metals Sector, Manager of Marketing Department, Metals & Recycling Division, Metals Sector
April 2015	Executive Officer of the Company, General Manager of Metals & Recycling Division, Metals Sector, Manager of Marketing department, Metals & Recycling Division, Metals Sector
October 2015	Executive Officer of the Company, Director, Executive Officer of Pan Pacific Copper Co., Ltd.
April 2018	Executive Officer of the Company, Deputy Senior General Manager of Metals Sector, General Manager of Copper Business Strategic Division, Metals Sector
April 2019	Senior Executive Officer, Senior General Manager of Metals Sector
April 2021	Senior Executive Officer, Senior General Manager of Metals Sector, General Manager of Business Planning Group, Metals Sector
June 2021	Director, Senior Executive Officer, Senior General Manager of Metals Sector (current positions)

Director, Executive Officer

MIYAJI Makoto

April 1986	Entered the Company
April 2010	General Manager of Technical Department, Battery Materials Division, Engineered Materials Sector
June 2011	General Manager of Battery Materials Strategic Division, Engineered Materials Sector, General Manager of Quality Assurance Department, Battery Materials Strategic Division, Engineered Materials Sector
April 2014	Executive Officer, General Manager of Battery Materials Division, Engineered Materials Sector, General Manager of Manufacture Department, Battery Materials Division, Engineered Materials Sector
April 2015	Executive Officer, General Manager of Catalysts Division, Engineered Materials Sector, General Manager of Manufacture Department, Catalysts Division, Engineered Materials Sector
October 2015	Executive Officer, Deputy Senior General Manager of Engineered Materials Sector, General Manager of Catalysts Division, Engineered Materials Sector, General Manager of Manufacture Department, Catalysts Division, Engineered Materials Sector
April 2016	Executive Officer, Deputy Senior General Manager of Engineered Materials Sector, General Manager of Engineered Powders Division, Engineered Materials Sector
April 2018	Executive Officer, General Manager of Human Resource Department, Corporate Planning & Control Sector, General Manager of Office of Secretariat, Corporate Planning Department, Corporate Planning & Control Sector
April 2021	Executive Officer, General Manager of Office of Secretariat, Corporate Planning Department, Corporate Planning & Control Sector
June 2021	Director, Executive Officer, Chief Environmental Safety Officer (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

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
June 2020	Outside Director of the Company (current position)
September 2020	Chairperson of the Board, Rikkyo Educational Corporation (current position)

Outside Director

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
April 2019	Professor, Showa Women's University
June 2019	Outside Corporate Auditor of the Company
June 2019	Outside Member of the Board 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)
April 2021	Specially Appointed Professor, Showa Women's University (current position)
June 2021	Outside Director, Sekisui House, Ltd. (current position)
June 2021	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
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

INOUE Hiroshi

April 1985	Appointed as Public Prosecutor
January 2012	Assistant Vice-Minister of Justice
November 2012	Chief Prosecutor of Nara District Public Prosecutors Office
July 2014	Director-General of the Immigration Bureau, the Ministry of Justice
March 2017	Director-General, Inspection and Guidance Department, Supreme Public Prosecutors Office
June 2017	Chief Prosecutor of Nagoya District Public Prosecutors Office
February 2018	Superintending Prosecutor of Sapporo High Public Prosecutors Office
January 2020	Superintending Prosecutor of Fukuoka High Public Prosecutors Office
October 2020	Professional registration in Japan as lawyer With Momo-o, Matsuo & Namba (current position)
June 2021	Outside Corporate Auditor (current position)

Employees

Breakdown of consolidated employees by employment status and employment contract type (as of the end of FY2020)

		Male		Female		Total
		Male	Female	Male	Female	
Open-ended workforce contract	Full-time	8,833	3,525			12,358
	Part-time	7	9			16
	Total	8,840	3,534			12,374
Fixed-term contract	Full-time	488	197			685
	Part-time	56	28			84
	Total	544	225			769
Total		9,384	3,759			13,143
Supervised workers		475	376			851
Total workforce		9,859	4,135			13,994

※ 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 FY2020)

	Open-ended workforce contract		Fixed-term contract		Total
	Male	Female	Male	Female	
Japan	5,086	788	472	110	6,456
North America	301	214	0	0	515
South and Central America	567	421	0	1	989
Asia	2,845	2,073	72	114	5,104
Europe	41	38	0	0	79
Total	8,840	3,534	544	225	13,143

Breakdown of consolidated employees by position (as of the end of FY2020)

	Under 30 years of age		30-49 years old		50 years of age or over		Total
	Male	Female	Male	Female	Male	Female	
Managerial	5	0	709	90	510	28	1,342
Non-managerial	1,892	841	4,506	2,280	1,762	520	11,801
Total	1,897	841	5,215	2,370	2,272	548	13,143

Percentage of managers holding local nationality in overseas sites (as of the end of FY2020)

North America	48.1%
South and Central America	80.0%
Asia	83.4%
Europe	87.5%
Total	81.2%

New employee hires by region (as of the end of FY2020)

		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	171	28	70	21	23	11	324
	Total employees	799	148	2,919	442	1,846	248	6,402
	Rate of hiring	21.4%	18.9%	2.4%	4.8%	1.2%	4.4%	5.1%
North America	New hires	3	1	13	4	1	2	24
	Total employees	26	8	142	85	120	120	501
	Rate of hiring	11.5%	12.5%	9.2%	4.7%	0.8%	1.7%	4.8%
South and Central America	New hires	89	123	33	61	1	9	316
	Total employees	169	197	278	194	108	31	977
	Rate of hiring	52.7%	62.4%	11.9%	31.4%	0.9%	29.0%	32.3%
Asia	New hires	278	365	144	94	3	8	892
	Total employees	898	487	1,786	1,606	160	94	5,031
	Rate of hiring	31.0%	74.9%	8.1%	5.9%	1.9%	8.5%	17.7%
Europe	New hires	4	1	2	0	0	1	8
	Total employees	10	3	18	8	12	27	78
	Rate of hiring	40.0%	33.3%	11.1%	0.0%	0.0%	3.7%	10.3%
Total	New hires	545	518	262	180	28	31	1,564
	Total employees	1,902	843	5,143	2,335	2,246	520	12,989
	Rate of hiring	28.7%	61.4%	5.1%	7.7%	1.2%	6.0%	12.0%

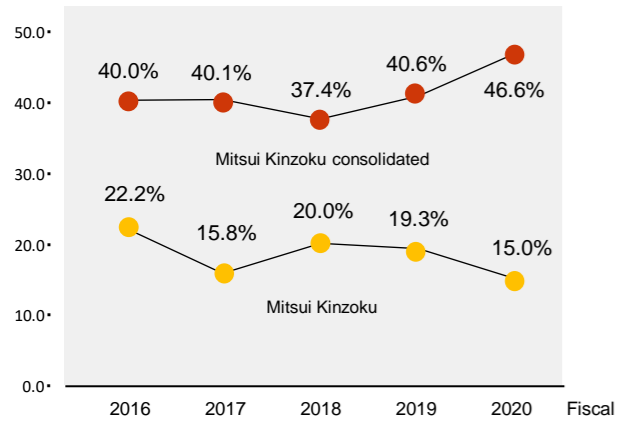
※ Since the calculation method is different from the one for consolidated employees, the total number of employees is not in accord.

Employee turnover by region (as of the end of FY2020)

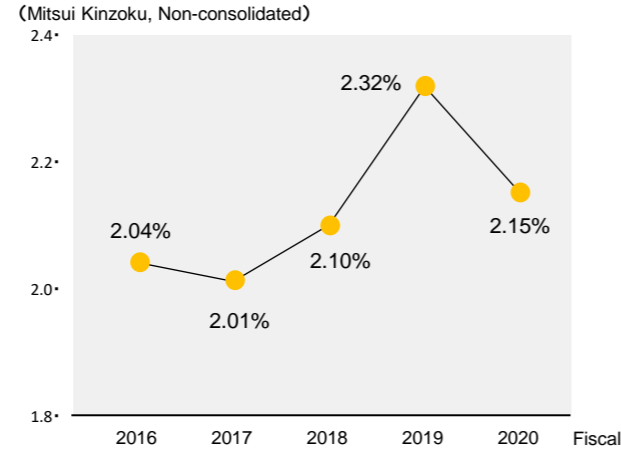
		Under 30 years of age		30-49 years old		50 years of age or over		Total
		Male	Female	Male	Female	Male	Female	
Japan	Departures	53	18	53	18	179	26	347
	Total employees	799	148	2,919	442	1,846	248	6,402
	Turnover rate	6.6%	12.2%	1.8%	4.1%	9.7%	10.5%	5.4%
North America	Departures	10	3	27	21	33	20	114
	Total employees	26	8	142	85	120	120	501
	Turnover rate	38.5%	37.5%	19.0%	24.7%	27.5%	16.7%	22.8%
South and Central America	Departures	100	101	40	45	10	5	301
	Total employees	169	197	278	194	108	31	977
	Turnover rate	59.2%	51.3%	14.4%	23.2%	9.3%	16.1%	30.8%
Asia	Departures	250	319	264	260	29	33	1,155
	Total employees	898	487	1,786	1,606	160	94	5,031
	Turnover rate	27.8%	65.5%	14.8%	16.2%	18.1%	35.1%	23.0%
Europe	Departures	4	0	6	2	1	2	15
	Total employees	10	3	18	8	12	27	78
	Turnover rate	40.0%	0.0%	33.3%	25.0%	8.3%	7.4%	19.2%
Total	Departures	417	441	390	346	252	86	1,932
	Total employees	1,902	843	5,143	2,335	2,246	520	12,989
	Turnover rate	21.9%	52.3%	7.6%	14.8%	11.2%	16.5%	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

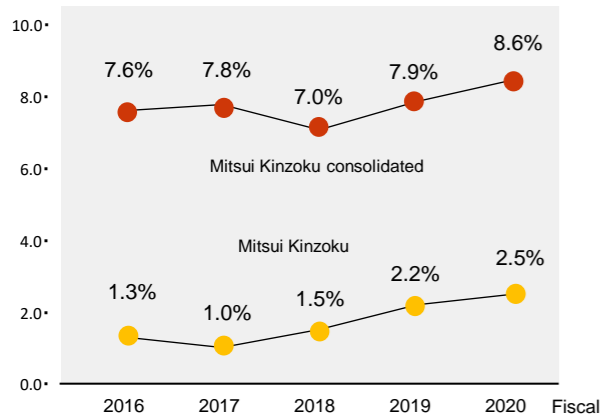


Parental leave

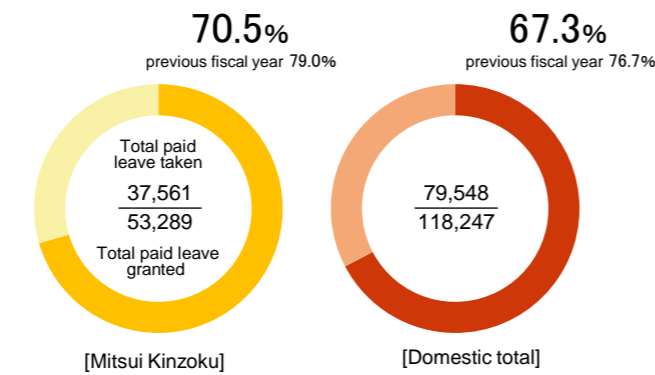
		FY2018		FY2019		FY2020	
		Employees that entitled to leave	Employees that took advantage	Employees that entitled to leave	Employees that took advantage	Employees that entitled to leave	Employees that took advantage
Mitsui Kinzoku	Male	69	2	67	4	57	3
	Female	7	7	8	8	8	8
	Total	76	9	75	12	65	11
Domestic total	Male	130	3	143	13	145	9
	Female	17	17	17	16	17	17
	Total	147	20	160	29	162	26

※ 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

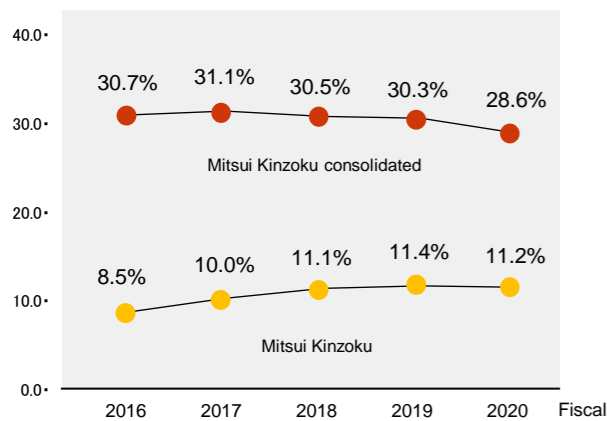


Return to work and retention rates after parental leave

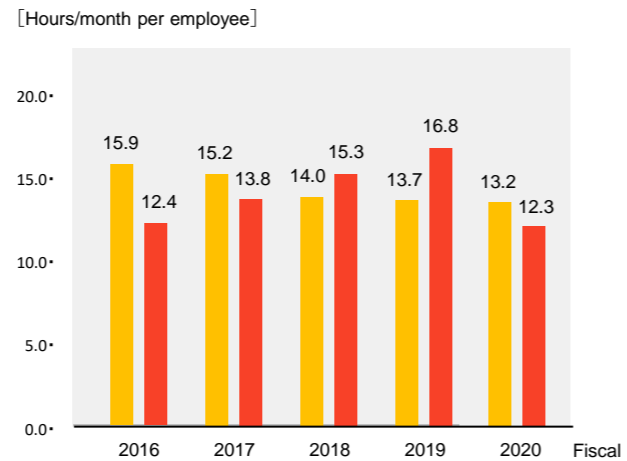
		FY2018			FY2019			FY2020		
		Ended	Returned	Retired	Ended	Returned	Retired	Ended	Returned	Retired
Mitsui Kinzoku	Male	2	2	0	5	5	0	3	3	0
	Female	7	7	0	10	10	0	5	5	0
	Total	9	9	0	15	15	0	5	5	0
Domestic total	Male	4	4	0	13	13	0	9	9	0
	Female	15	15	0	15	15	0	10	10	0
	Total	19	19	0	28	28	0	19	19	0

※ 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

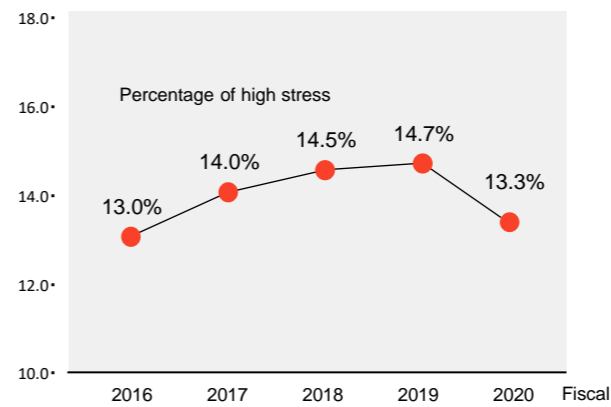


Overtime hours



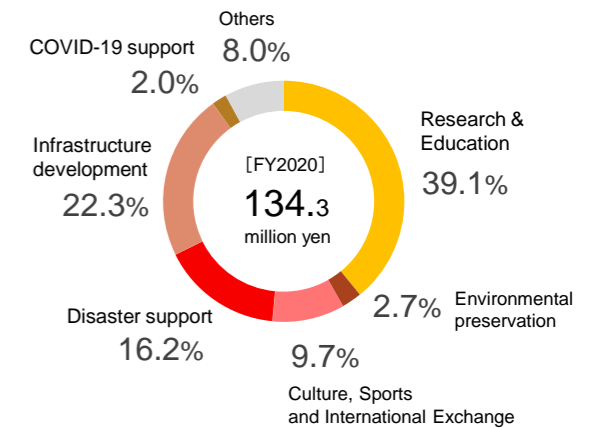
Results of stress check (Percentage of high stress)

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



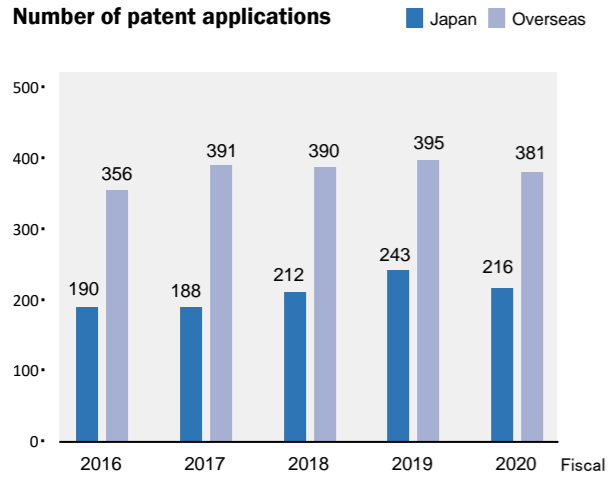
Contributing to communities

Mitsui Kinzoku Group breakdown of the amount

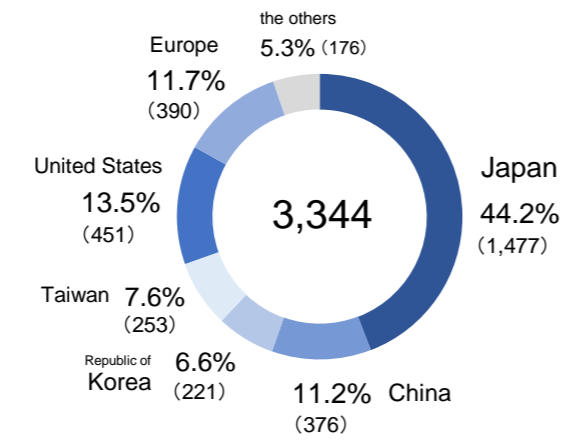


Intellectual property

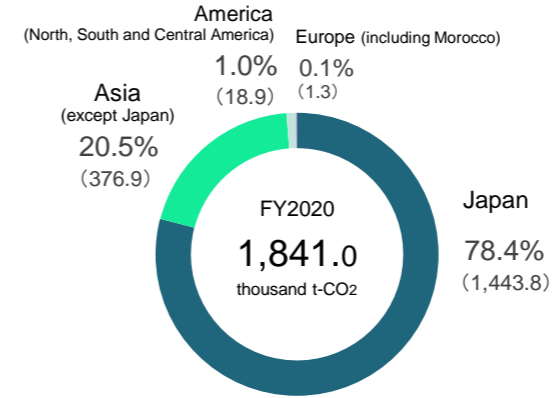
Number of patent applications



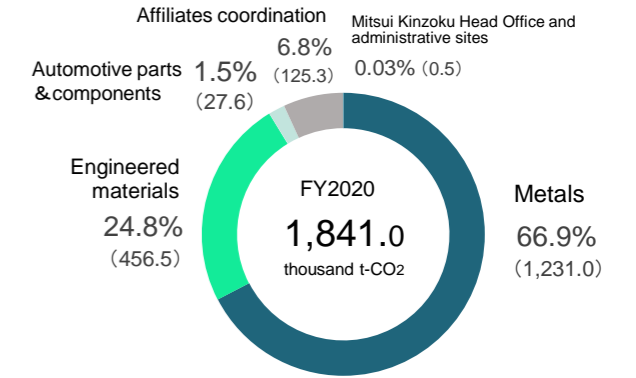
Number of patents registered globally



Breakdown of CO2 emissions by region

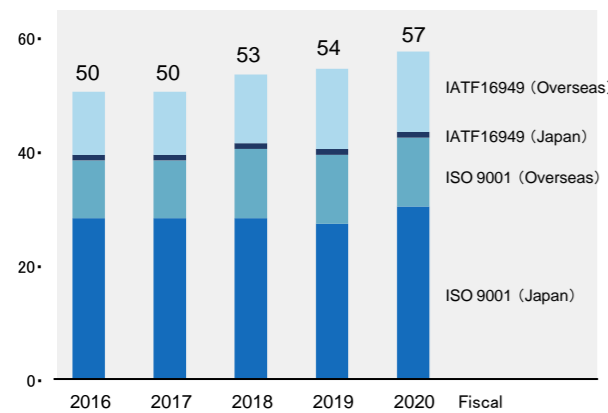


Breakdown of CO2 emissions by business unit

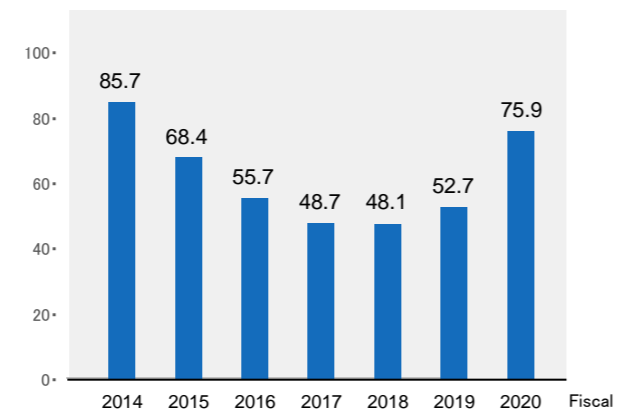


Quality assurance

Number of operating sites with certifications

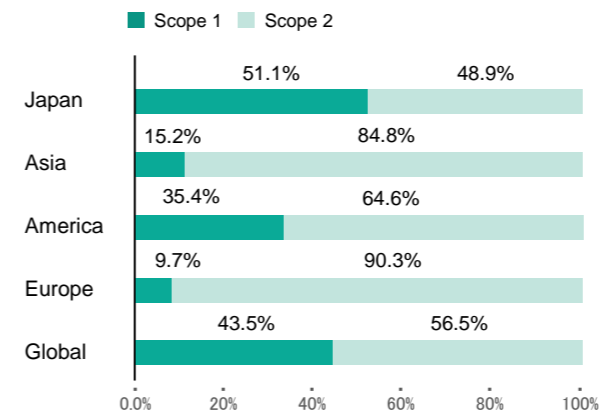


Number of claims at sites that hold QA meetings

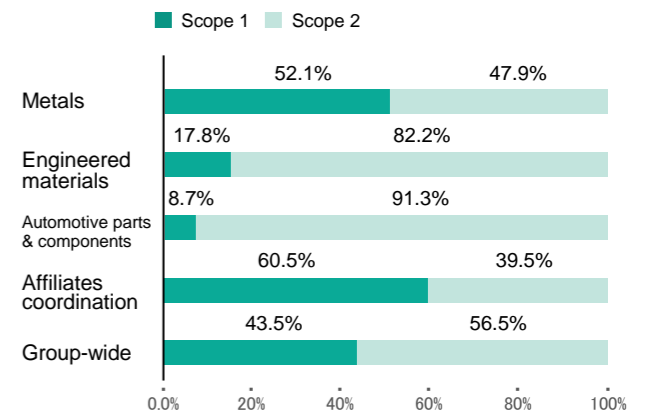


* The values are expressed as relative values, with the data of FY2013 being 100.

Breakdown by scope of CO2 emissions by region

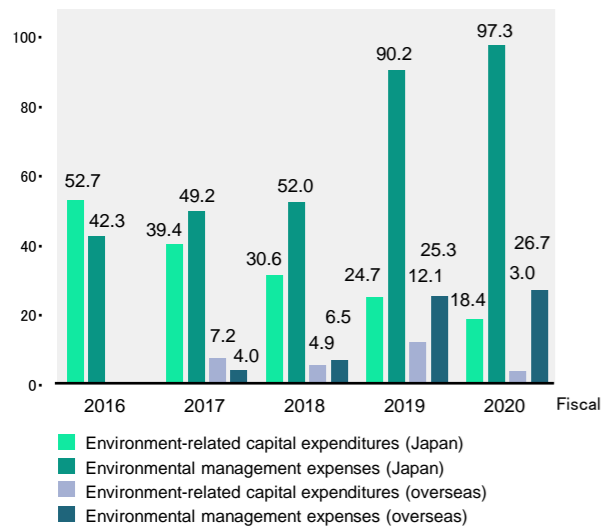


Breakdown by scope of CO2 emissions by business unit

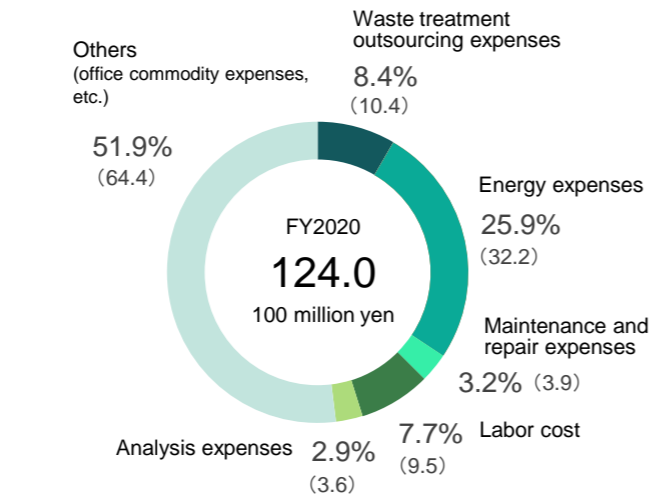


Environment

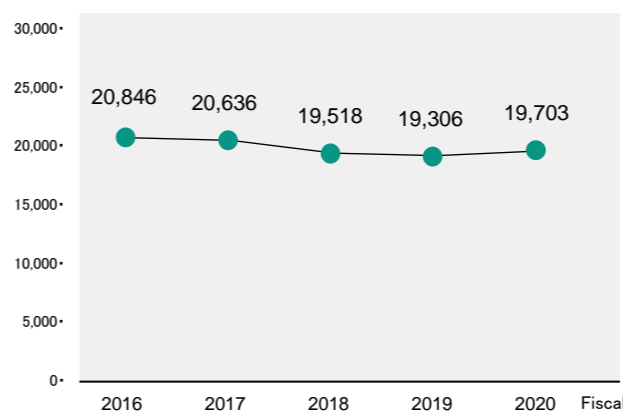
Environment-related capital expenditures and environmental management expenses (Hundred million yen)



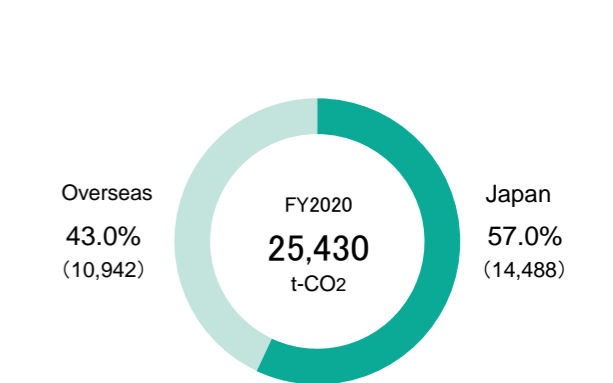
Break down of environmental management expenses



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



CO2 emissions by waste treatment (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.

* 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.