

ESG data

Governance

Profile of Directors and Directors who are Audit & Supervisory Committee Members (As of June 27, 2024)

Directors (excluding Directors who are Audit & Supervisory Committee Members)

President and Representative Director

NOU Takeshi

April 1986	Entered the Company
June 2010	Managing 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
April 2021	President and Representative Director (current positions)

Representative Director Senior Managing Director, Senior Managing Executive Officer

OKABE Masato

April 1986	Entered the Company
June 2010	Director and Vice President, Taiwan Copper Foil Company, Limited
June 2011	General Manager of Business Planning Group, Electronics Materials Sector
September 2013	Assistant to General Manager of Catalysts Strategic Division, Engineered Materials Sector
January 2014	General Manager of Sales Department, Catalysts Strategic Division, Engineered Materials Sector
October 2015	Deputy General Manager of Catalysts Division and General Manager of Sales Department, Catalysts Division, Engineered Materials Sector
April 2016	Executive Officer, General Manager of Catalysts Division, Engineered Materials Sector
October 2019	Deputy Senior General Manager of Engineered Materials Sector, General Manager of Catalysts Division, Engineered Materials Sector
April 2020	Senior Executive Officer, Senior General Manager of Engineered Materials Sector
June 2022	Director, Senior Executive Officer, Senior General Manager of Engineered Materials Sector
April 2023	Managing Director, Senior Executive Officer, Senior General Manager of Engineered Materials Sector, General Manager of Business Planning Group, Engineered Materials Sector
April 2024	Representative Director, Senior Managing Director, Senior General Manager of Engineered Materials Sector (current positions)

Managing Director, Senior Executive Officer

IKENOBU Seiji

April 1995	Entered the Company
June 2013	General Manager of Technical Planning Group, Technology Management Division, Metals, Minerals & Environmental Engineering Sector
January 2015	General Manager of Ageo Copper Foil, Strategic Production Planning Department, Copper Foil Division, Engineered Materials Sector
April 2016	General Manager of Business Planning Group, Metals Sector
April 2020	General Manager of Business Planning Group, Metals Sector, Deputy General Manager of Copper & Precious Metals Division, Metals Sector, General Manager of Business Development Department, Metals Sector
April 2021	Executive Officer, General Manager of Corporate Planning Department, Corporate Planning & Control Sector
April 2022	Executive Officer, General Manager of Corporate Planning Department, Corporate Planning & Control Sector, General Manager of Business Reconstruction Office, Corporate Planning Department, Corporate Planning & Control Sector
April 2023	Executive Officer, Deputy Senior General Manager of Corporate Planning & Control Sector, General Manager of Corporate Planning Department, Corporate Planning & Control Sector
June 2023	Director, Executive Officer, Deputy Senior General Manager of Corporate Planning & Control Sector, General Manager of Corporate Planning Department, Corporate Planning & Control Sector
April 2024	Managing Director, Senior Executive Officer, Senior General Manager of Corporate Planning & Control Sector (current positions)

Director, Senior Executive Officer

YAMASHITA Masashi

April 1986	Entered the Company
June 2009	General Manager of Administration Department and Business Planning Department, Parts Production Sector
June 2011	Senior Manager of Finance & Accounting Department
February 2012	Deputy General Manager of Finance & Accounting Department
June 2013	General Manager of Internal Control Office
June 2014	General Manager of Finance & Accounting Department
January 2016	General Manager of Internal Audit Department
April 2018	Executive Officer, General Manager of Internal Audit Department
June 2019	Executive Officer, Deputy Senior General Manager of Affiliates Coordination Strategic Sector, General Manager of Business Planning Department, Affiliates Coordination Strategic Sector
June 2021	Senior Executive Officer, Senior General Manager of Affiliates Coordination Strategic Sector
April 2022	Senior Executive Officer, Deputy Senior General Manager of Corporate Planning & Control Sector
June 2024	Director, Senior Executive Officer, Deputy Senior General Manager of Corporate Planning & Control Sector (current positions)

Outside Director

TOIDA Kazuhiko

April 1975	Entered 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 (current position)
September 2020	Chairperson of the Board, Rikkyo Educational Corporation
June 2022	Chair of the Board of Directors (current position)
April 2023	Advisor, Rikkyo University Innovation Center for Applied Artificial Intelligence (ICA-AI) (current position)
April 2023	Advisor, Penetrate of Limits Co., Ltd. (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
June 2019	Outside Member of the Board of NIPPON TELEGRAPH AND TELEPHONE CORPORATION
April 2020	Dean of Faculty of Global Business, Showa Women's University
April 2020	Director of Institute of Women's Culture, Showa Women's University (current position)
April 2021	Specially Appointed Professor, Showa Women's University (current position)
April 2021	Outside Director, Sekisui House, Ltd. (current position)
June 2021	Outside Director (current position)

Directors who are Audit & Supervisory Committee Members

Director, Audit & Supervisory Committee Member

SHIKI Kazuya

April 1988	Entered the Company
January 2016	General Manager of Legal Department, Corporate Planning & Control Sector
April 2019	Executive Officer, General Manager of Legal Department, Corporate Planning & Control Sector
April 2024	Executive Officer
June 2024	Director, Audit & Supervisory Committee Member (current position)

Outside Director, Audit & Supervisory Committee Member

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) *
December 2015	President, The Tokyo Chamber of Commerce and Industry (current position) *
June 2016	Outside Auditor, Tokyo Small and Medium Business Investment & Consultation CO., LTD. (current position)
June 2016	Outside Director, Tokyo Ryutsu Center Inc.
June 2018	Outside Corporate Auditor
June 2024	Outside Director, Audit & Supervisory Committee Member (current position)
June 2024	External Director, Sankyu Inc. (current position)

* He completed his term as the President of the Japan Chamber of Commerce and Industry and the Tokyo Chamber of Commerce and Industry as of June 30, 2024.

Outside Director, Audit & Supervisory Committee Member

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
June 2023	Outside Director and Audit & Supervisory Committee Member, Mazda Motor Corporation (current position)
June 2024	Outside Director, Audit & Supervisory Committee Member (current position)

Outside Director, Audit & Supervisory Committee Member

KAWANISHI Sachiko

April 1981	Entered Honeywell Information Systems Japan, Inc.
December 1986	Entered Tohmatsu Awoki & Sanwa Audit Corporation
August 2000	Senior Managing Director, Internet Disclosure, Co., Ltd. (current position)
June 2016	Outside Audit & Supervisory Board Member, Duskin Co., Ltd.
June 2024	Outside Director, Audit & Supervisory Committee Member (current position)

Employees

Breakdown of consolidated employees by employment status and employment contract type (as of the end of FY2023)

		Male	Female	Total
Open-ended workforce contract	Full-time	9,277	3,441	12,718
	Part-time	6	11	17
	Total	9,283	3,452	12,735
Fixed-term contract	Full-time	408	194	602
	Part-time	56	41	97
	Total	464	235	699
Total		9,747	3,687	13,434
Supervised workers		830	954	1,784
Total workforce		10,577	4,641	15,218

※ 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 FY2023)

	Open-ended workforce contract		Fixed-term contract		Total
	Male	Female	Male	Female	
Japan	5,432	912	361	109	6,814
North America	227	157	0	0	384
South and Central America	685	452	9	2	1,148
Asia	2,889	1,897	94	124	5,004
Europe	50	34	0	0	84
Total	9,283	3,452	464	235	13,434

Breakdown of consolidated employees by position (as of the end of FY2023)

	Under 30 years of age		30-49 years old		50 years of age or over		Total
	Male	Female	Male	Female	Male	Female	
Managerial	4	0	746	119	679	33	1,581
Non-managerial	1,880	713	4,469	2,188	1,969	634	11,853
Total	1,884	713	5,215	2,307	2,648	667	13,434

Percentage of managers holding local nationality in overseas sites (as of the end of FY2023)

North America	77.8%
South and Central America	83.3%
Asia	86.7%
Europe	100.0%
Total	86.2%

New employee hires by region (as of the end of FY2023)

		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	165	31	154	43	53	7	453
	Total employees	798	151	2,875	474	2,135	331	6,764
	Rate of hiring	20.7%	20.5%	5.4%	9.1%	2.5%	2.1%	6.7%
North America	New hires	4	4	11	5	9	3	36
	Total employees	14	3	81	51	119	102	370
	Rate of hiring	28.6%	133.3%	13.6%	9.8%	7.6%	2.9%	9.7%
South and Central America	New hires	210	132	107	95	11	14	569
	Total employees	214	178	323	226	144	50	1,135
	Rate of hiring	98.1%	74.2%	33.1%	42.0%	7.6%	28.0%	50.1%
Asia	New hires	296	345	112	73	4	12	842
	Total employees	833	377	1,870	1,504	213	138	4,935
	Rate of hiring	35.5%	91.5%	6.0%	4.9%	1.9%	8.7%	17.1%
Europe	New hires	26	1	21	8	15	4	75
	Total employees	12	0	18	11	20	23	84
	Rate of hiring	216.7%	-	116.7%	72.7%	75.0%	17.4%	89.3%
Total	New hires	701	513	405	224	92	40	1,975
	Total employees	1,871	709	5,167	2,266	2,631	644	13,288
	Rate of hiring	37.5%	72.4%	7.8%	9.9%	3.5%	6.2%	14.9%

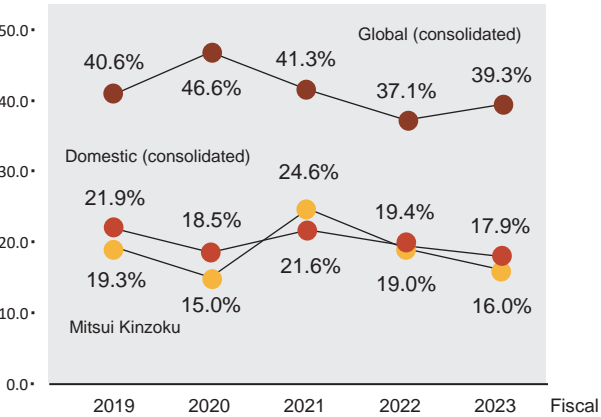
※ Since the calculation method is different from the one for consolidated employees, the total number of employees is not in accord.

Employee turnover by region (as of the end of FY2023)

		Under 30 years of age		30-49 years old		50 years of age or over		Total
		Male	Female	Male	Female	Male	Female	
Japan	Departures	46	8	65	12	145	12	288
	Total employees	798	151	2,875	474	2,135	331	6,764
	Turnover rate	5.8%	5.3%	2.3%	2.5%	6.8%	3.6%	4.3%
North America	Departures	3	3	7	6	9	8	36
	Total employees	14	3	81	51	119	102	370
	Turnover rate	21.4%	100.0%	8.6%	11.8%	7.6%	7.8%	9.7%
South and Central America	Departures	98	62	46	48	7	5	266
	Total employees	214	178	323	226	144	50	1,135
	Turnover rate	45.8%	34.8%	14.2%	21.2%	4.9%	10.0%	23.4%
Asia	Departures	170	252	163	75	15	35	710
	Total employees	833	377	1,870	1,504	213	138	4,935
	Turnover rate	20.4%	66.8%	8.7%	5.0%	7.0%	25.4%	14.4%
Europe	Departures	21	2	19	6	13	5	66
	Total employees	12	0	18	11	20	23	84
	Turnover rate	175.0%	-	105.6%	54.5%	65.0%	21.7%	78.6%
Total	Departures	338	327	300	147	189	65	1,366
	Total employees	1,871	709	5,167	2,266	2,631	644	13,288
	Turnover rate	18.1%	46.1%	5.8%	6.5%	7.2%	10.1%	10.3%

※ 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”.

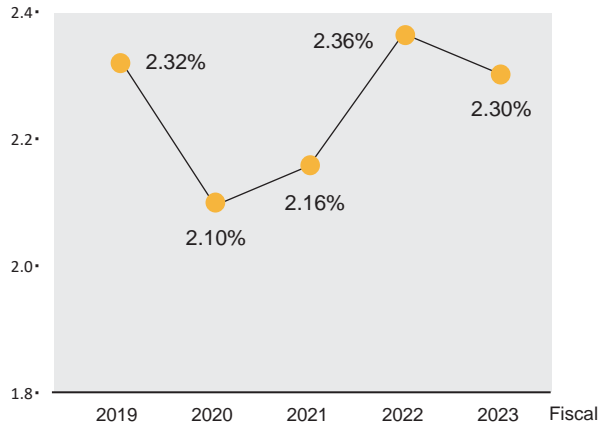
Proportion of women as a percentage of new hires



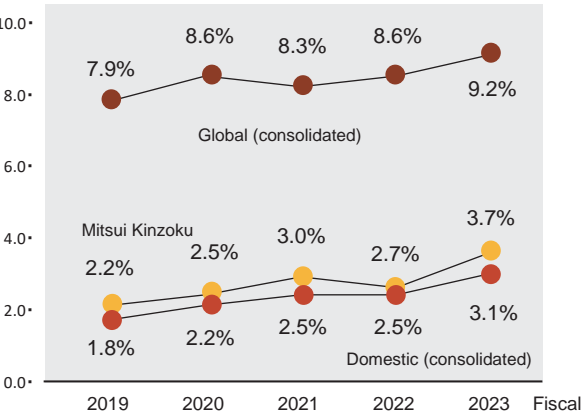
* The domestic (consolidated) values have been added from this year's report.

Percentage of employees with disabilities

(Mitsui Kinzoku, Non-consolidated)



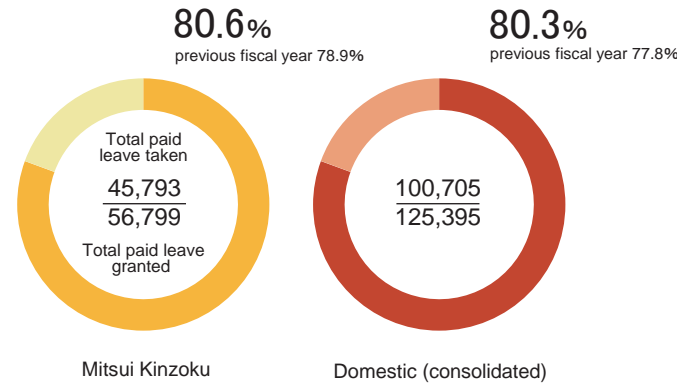
Proportion of women in management positions



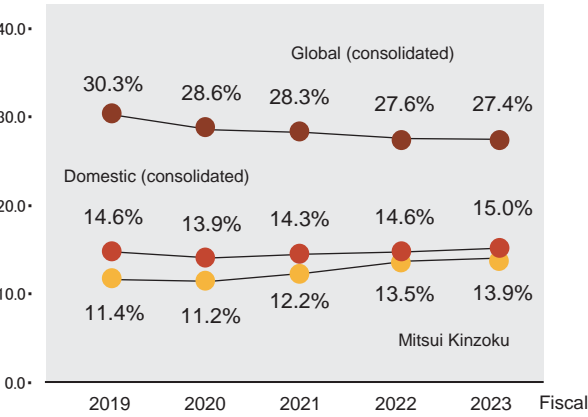
* At Mitsui Kinzoku, the target for "women in management positions" is set as those at the "section manager level" or above, and the values are calculated based on this criterion. For affiliated companies, the values are calculated based on each company's definition of management positions.

* The domestic (consolidated) values have been added from this year's report.

Rate of taking paid leave



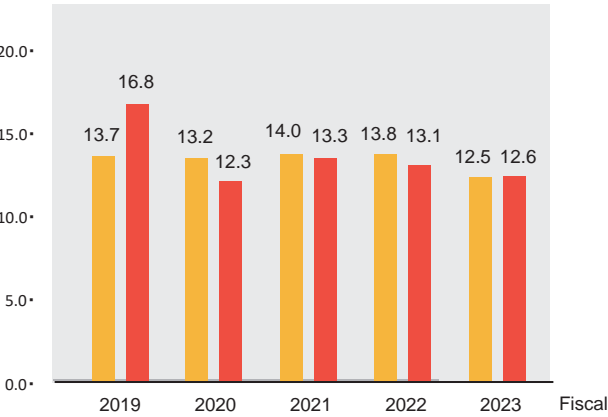
Proportion of women as a percentage of total employees



* The domestic (consolidated) values have been added from this year's report.

Overtime hours

[Hours/month per employee]



Parental leave

		FY2021		FY2022		FY2023	
		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	7	71	6	71	30
	Female	17	17	15	15	11	11
	Total	104	24	86	21	82	41
Domestic (consolidated)	Male	184	15	175	21	140	62
	Female	27	27	19	18	21	21
	Total	211	42	194	39	161	83

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

Return to work and retention rates after parental leave

		FY2021			FY2022			FY2023		
		Ended	Returned	Retired	Ended	Returned	Retired	Ended	Returned	Retired
Mitsui Kinzoku	Male	5	4	1	7	7	0	26	26	0
	Female	0	0	0	14	14	0	13	13	0
	Total	5	4	1	21	21	0	39	39	0
Domestic (consolidated)	Male	13	12	1	21	21	2	51	51	0
	Female	2	2	0	20	20	0	13	13	0
	Total	15	14	1	41	41	2	64	64	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.

Wage gap between male and female workers

FY2023	All workers	Of which, regular workers	Of which, part-time and fixed-term workers
Mitsui Kinzoku	69.1%	71.5%	57.6%
Domestic (consolidated)	55.1%	59.3%	48.5%

Calculated based on provisions in the Act on the Promotion of Women's Active Engagement in Professional Life.

Female workers are paid less than male workers, which is attributable principally to the smaller percentage of women in management positions and to the average length of service of women being shorter than that of men (by about seven years).

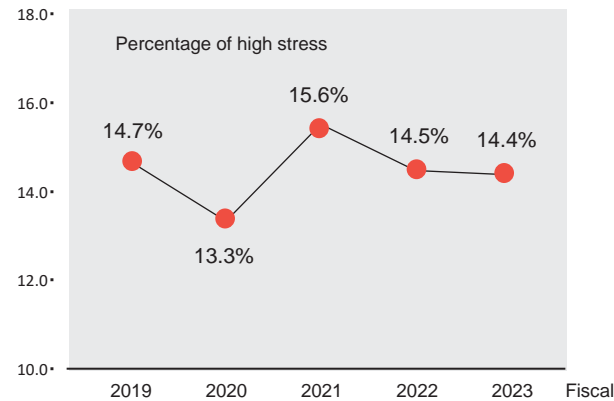
Average years of employment by gender

FY2023		All workers	Of which, regular workers	Of which, part-time and fixed-term workers
Mitsui Kinzoku	Male	14.5	15.2	6.8
	Female	7.5	8.0	3.5
	Total	13.7	14.4	6.2
Domestic (consolidated)	Male	15.1	15.5	10.2
	Female	9.2	9.5	5.7
	Total	14.2	14.7	9.2

* This item has been newly disclosed from this year's report.

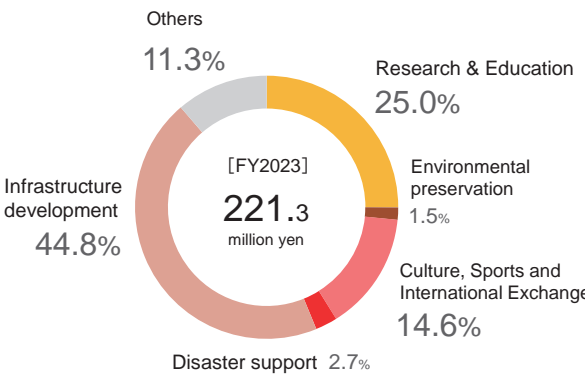
Results of stress check (Percentage of high stress)

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



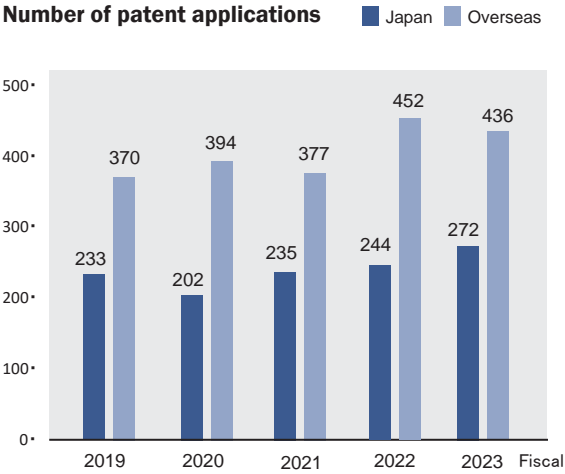
Contributing to communities

Mitsui Kinzoku Group breakdown of the amount



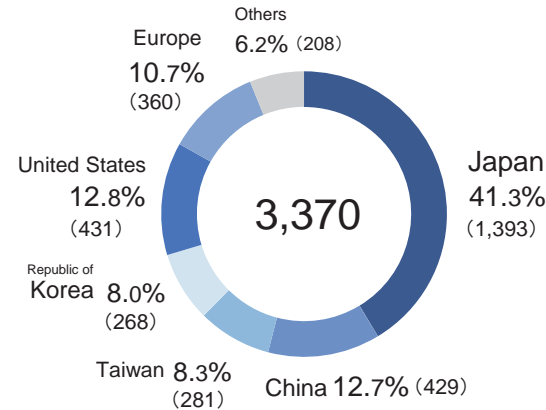
Intellectual property

Number of patent applications



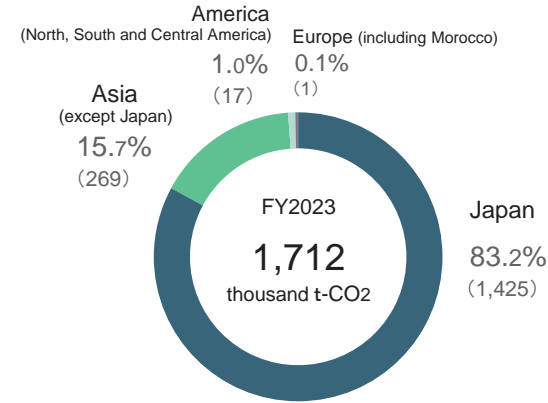
* Prior year reported figures updated as appropriate to reflect retrospective patent paperwork procedures and patent transfers.

Number of patents registered globally

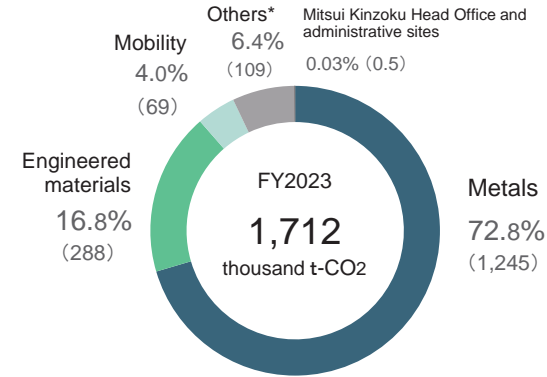


* Numbers as of the end of March 2024.

Breakdown of CO2 emissions by region



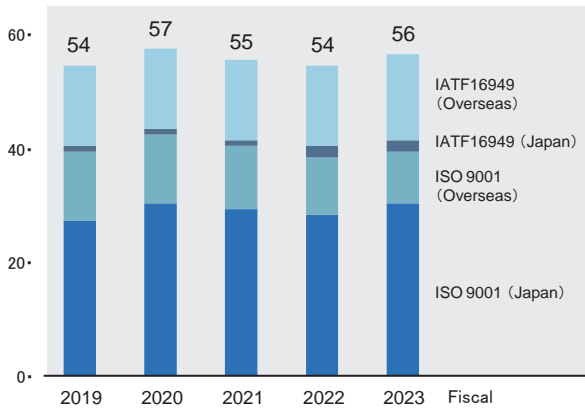
Breakdown of CO2 emissions by business unit



* Including the organizations under the Business Reconstruction Office of the Corporate Planning Department, and the Business Creation Sector.

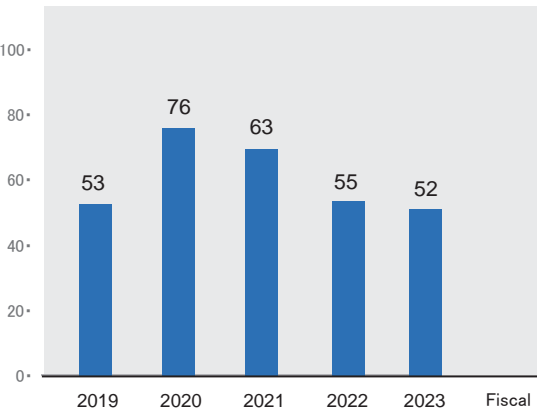
Quality assurance

Number of operating sites with certifications



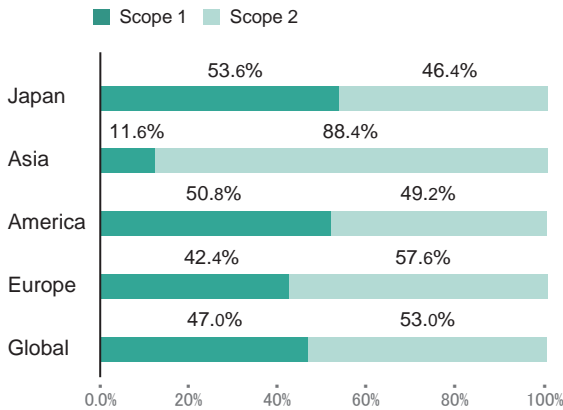
* Revised the values for FY2022 disclosed last year.

Number of claims at sites that hold QA meetings

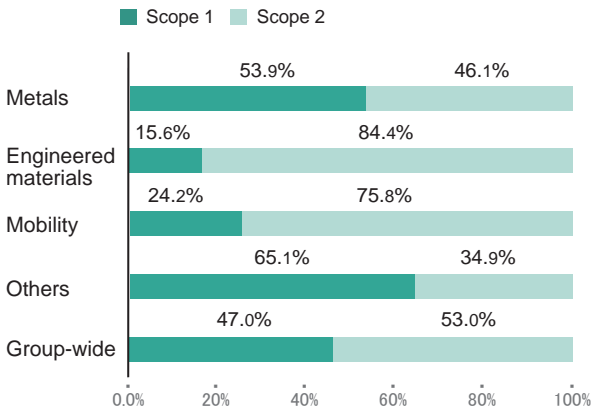


* The values expressed as relative values, with the data of FY2013 being 100.

Breakdown by scope of CO2 emissions by region

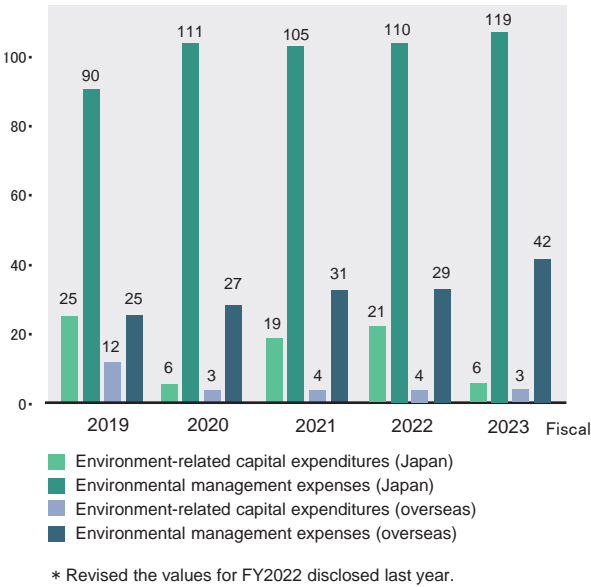


Breakdown by scope of CO2 emissions by business unit



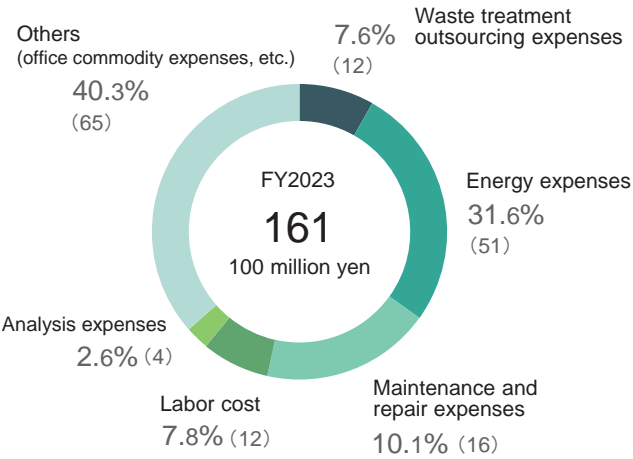
Environment

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

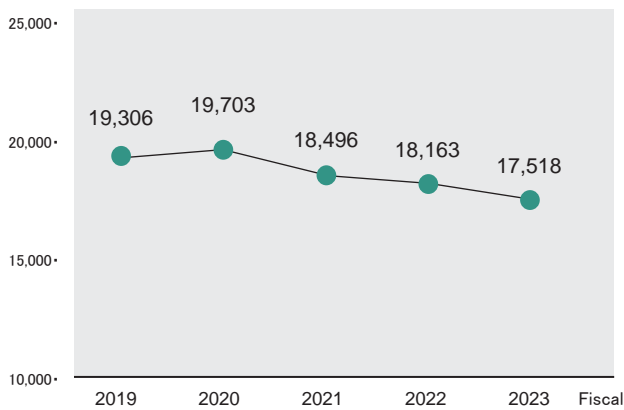


* Revised the values for FY2022 disclosed last year.

Break down of environmental management expenses

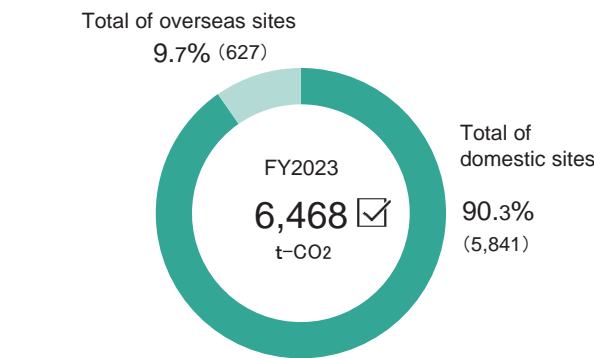


CO2 emissions in logistics (Non-consolidated, t-CO2/year)



* Up to FY2021, the scope of data calculation covered the transportations designated as Specified Consigner by the Act on the Rational Use of Energy. Data for FY2022 onwards was obtained from the calculations made for the Category 4 boundary of Scope 3.

CO2 emissions by waste treatment (Category 5 of Scope 3)



* Calculation performed based on the Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (Ver.2.6), using the emission factors by waste type/disposal method (excluding the waste transportation process) in the Emission Factor Database on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (Ver.3.4).

* We have received an independent practitioner's assurance for the figures for FY2023 in this information to which ☒ is attached.