

ESG data

Governance

Profile of Directors and Corporate Auditors (As of June 2022)

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, Senior Managing 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
June 2022	Senior Managing Director, Senior Managing Executive Officer, Senior General Manager of Metals Sector (current positions)

Director, Senior 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
October 2019	Deputy Senior General Manager of Engineered Materials Sector, General Manager of Catalysts Division
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 (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, General Manager of Quality Assurance Department, Battery Materials Strategic Division, Engineered Materials Sector
April 2014	Executive Officer, General Manager of Battery Materials Division, General Manager of Manufacture Department, Battery Materials Division, Engineered Materials Sector
April 2015	Executive Officer, General Manager of Catalysts Division, 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, 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, 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

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
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

KUTSUNAI Akira

April 1984	Entered the Company
February 2012	General Manager of Finance & Accounting Department
June 2014	General Manager of Administration Dept., 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)

Corporate Auditor

FUKUMOTO Hiroto

April 1986	Entered the Company
June 2011	General Manager of New Product & Process Development Center, Electronic Materials Sector
October 2011	General Manager of Ageo Copper Foil, Specialty Foil Division, Electronic Materials Sector
October 2016	Managing Director of Mitsui Copper Foil (Malaysia) Sdn.Bhd. Deputy General Manager of Copper Foil Division and General Manager of Business Planning Group, Engineered Materials Sector
May 2017	Deputy General Manager of R&D Center, Business Creation Sector
April 2020	General Manager of R&D Center, Business Creation Sector
January 2021	General Manager of R&D Center, Business Creation Sector
June 2022	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	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
June 2021	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 FY2021)

		Male		Female		Total
		Male	Female	Male	Female	
Open-ended workforce contract	Full-time	8,807	3,353			12,160
	Part-time	8	11			19
	Total	8,815	3,364			12,179
Fixed-term contract	Full-time	501	304			805
	Part-time	101	44			145
	Total	602	348			950
Total		9,417	3,712			13,129
Supervised workers		685	839			1,524
Total workforce		10,102	4,551			14,653

※ 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 FY2021)

	Open-ended workforce contract		Fixed-term contract		Total
	Male	Female	Male	Female	
Japan	5,159	812	476	127	6,574
North America	243	186	1	1	431
South and Central America	538	454	2	2	996
Asia	2,836	1,880	123	218	5,057
Europe	39	32	0	0	71
Total	8,815	3,364	602	348	13,129

Breakdown of consolidated employees by position (as of the end of FY2021)

	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	734	95	588	30	1,451
Non-managerial	1,867	789	4,439	2,233	1,785	565	11,678
Total	1,871	789	5,173	2,328	2,373	595	13,129

Percentage of managers holding local nationality in overseas sites (as of the end of FY2021)

North America	66.8%
South and Central America	88.5%
Asia	81.5%
Europe	100.0%
Total	81.0%

New employee hires by region (as of the end of FY2021)

		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	139	33	132	37	31	13	385
	Total employees	801	150	2,890	446	1,945	287	6,519
	Rate of hiring	17.4%	22.0%	4.6%	8.3%	1.6%	4.5%	5.9%
North America	New hires	7	2	13	11	5	5	43
	Total employees	18	7	108	65	107	114	419
	Rate of hiring	38.9%	28.6%	12.0%	16.9%	4.7%	4.4%	10.3%
South and Central America	New hires	108	142	45	94	1	7	397
	Total employees	155	204	256	217	120	35	987
	Rate of hiring	69.7%	69.6%	17.6%	43.3%	0.8%	20.0%	40.2%
Asia	New hires	444	361	190	86	3	4	1,088
	Total employees	889	428	1,836	1,561	172	109	4,995
	Rate of hiring	49.9%	84.3%	10.3%	5.5%	1.7%	3.7%	21.8%
Europe	New hires	7	2	4	0	6	2	21
	Total employees	9	2	14	5	15	25	70
	Rate of hiring	77.8%	100.0%	28.6%	0.0%	40.0%	8.0%	30.0%
Total	New hires	705	540	384	228	46	31	1,934
	Total employees	1,872	791	5,104	2,294	2,359	570	12,990
	Rate of hiring	37.7%	68.3%	7.5%	9.9%	1.9%	5.4%	14.9%

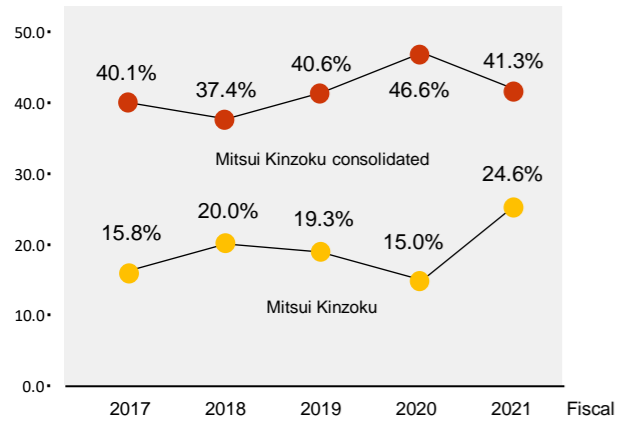
※ Since the calculation method is different from the one for consolidated employees, the total number of employees is not in accord.

Employee turnover by region (as of the end of FY2021)

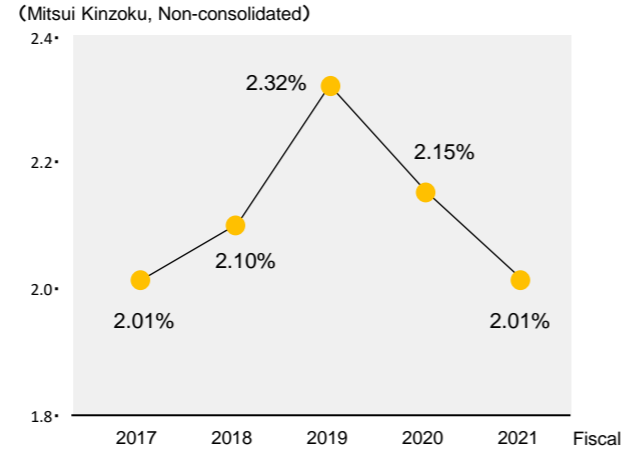
		Under 30 years of age		30-49 years old		50 years of age or over		Total
		Male	Female	Male	Female	Male	Female	
Japan	Departures	46	11	75	18	99	22	271
	Total employees	801	150	2,890	446	1,945	287	6,519
	Turnover rate	5.7%	7.3%	2.6%	4.0%	5.1%	7.7%	4.2%
North America	Departures	3	1	12	5	3	2	26
	Total employees	18	7	108	65	107	114	419
	Turnover rate	16.7%	14.3%	11.1%	7.7%	2.8%	1.8%	6.2%
South and Central America	Departures	89	101	57	77	3	4	331
	Total employees	155	204	256	217	120	35	997
	Turnover rate	57.4%	49.5%	22.3%	35.5%	2.5%	11.4%	33.5%
Asia	Departures	243	274	225	134	20	27	923
	Total employees	889	428	1,836	1,561	172	109	4,995
	Turnover rate	27.3%	64.0%	12.3%	8.6%	11.6%	24.8%	18.5%
Europe	Departures	6	1	6	3	5	6	27
	Total employees	9	2	14	5	15	25	70
	Turnover rate	66.7%	50.0%	42.9%	60.0%	33.3%	24.0%	38.6%
Total	Departures	387	388	375	237	130	61	1,578
	Total employees	1,872	791	5,104	2,294	2,359	570	12,990
	Turnover rate	20.7%	49.1%	7.3%	10.3%	5.5%	10.7%	12.1%

※ 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

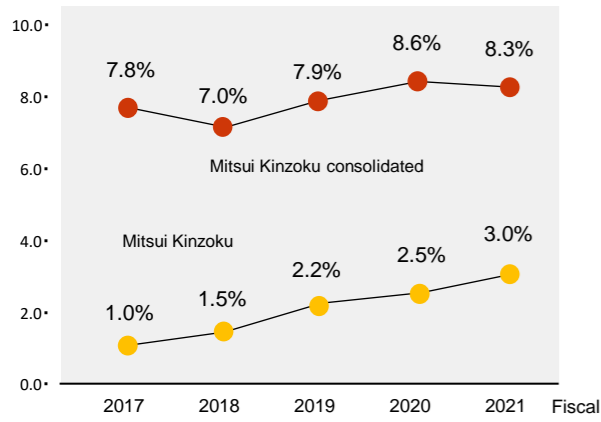


Parental leave

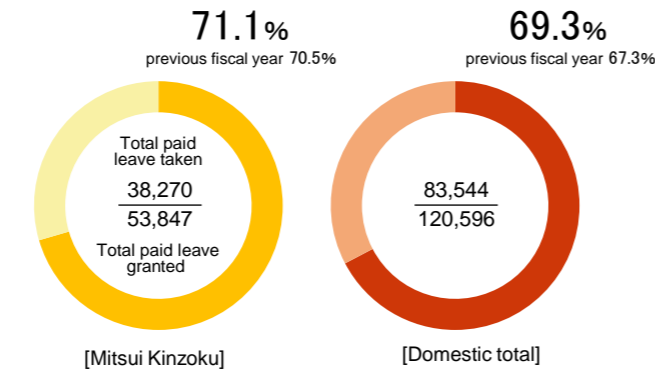
		FY2019		FY2020		FY2021	
		Employees that entitled to leave	Employees that took advantage	Employees that entitled to leave	Employees that took advantage	Employees that entitled to leave	Employees that took advantage
Mitsui Kinzoku	Male	67	4	57	3	88	8
	Female	8	8	8	8	17	17
	Total	75	12	65	11	105	25
Domestic total	Male	143	13	145	9	185	16
	Female	17	16	17	17	27	27
	Total	160	29	162	26	212	43

※ 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

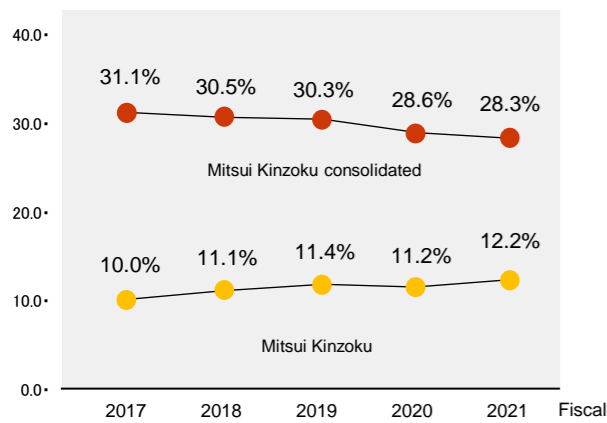


Return to work and retention rates after parental leave

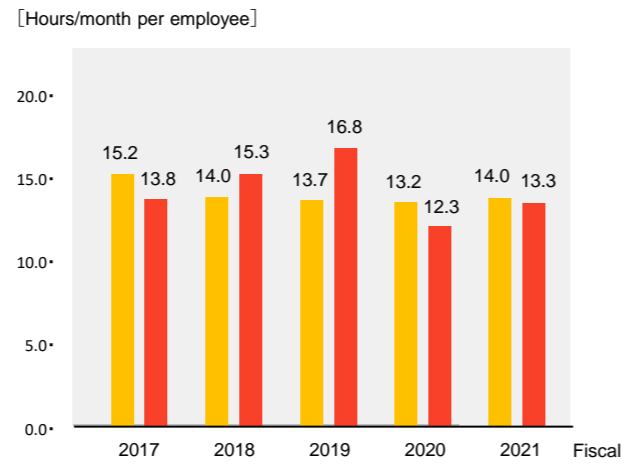
		FY2019			FY2020			FY2021		
		Ended	Returned	Retired	Ended	Returned	Retired	Ended	Returned	Retired
Mitsui Kinzoku	Male	5	5	0	3	3	0	5	4	1
	Female	10	10	0	4	4	0	0	0	0
	Total	15	15	0	7	7	0	5	4	1
Domestic total	Male	13	13	0	11	11	0	13	12	1
	Female	15	15	0	7	7	0	2	2	0
	Total	28	28	0	18	18	0	15	14	1

※ 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

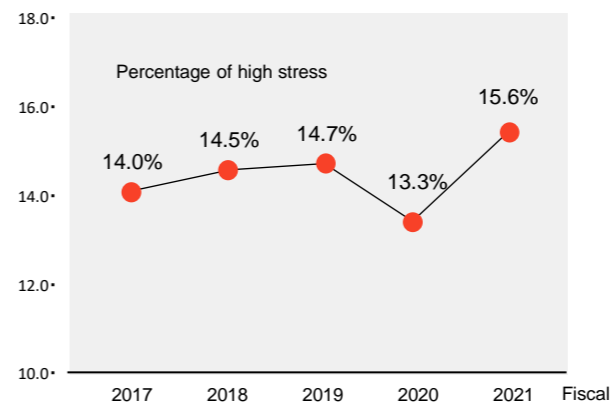


Overtime hours



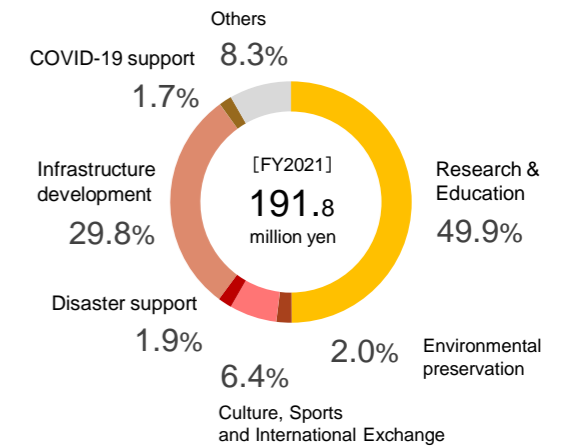
Results of stress check (Percentage of high stress)

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



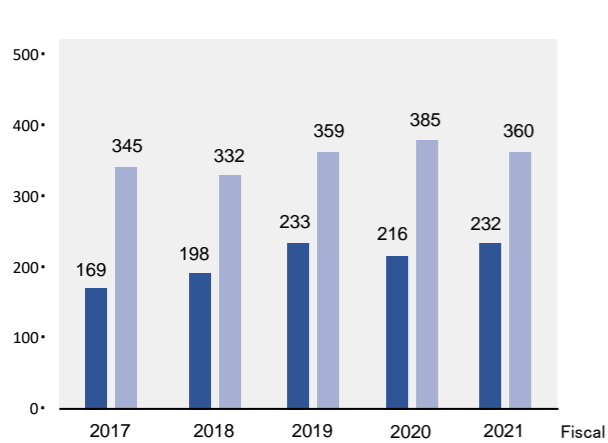
Contributing to communities

Mitsui Kinzoku Group breakdown of the amount



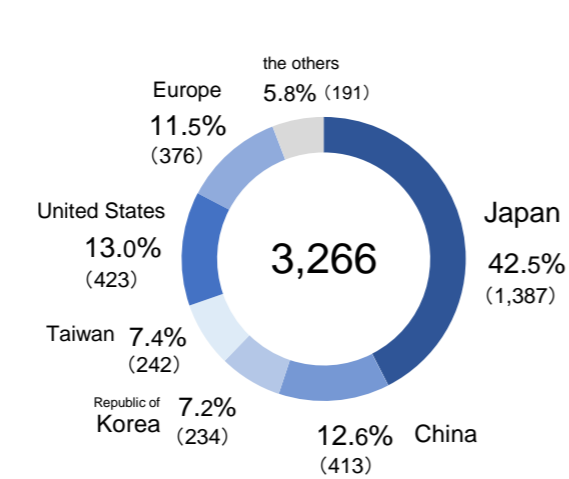
Intellectual property

Number of patent applications

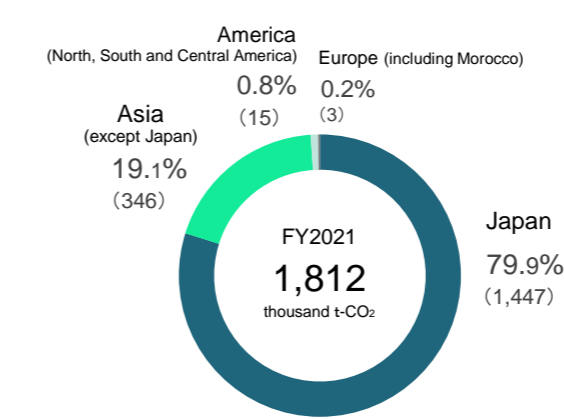


* Due to the fact that some affiliates introduced their own patent management systems, the number of patent applications for the past fiscal years of these affiliates was excluded in this report.

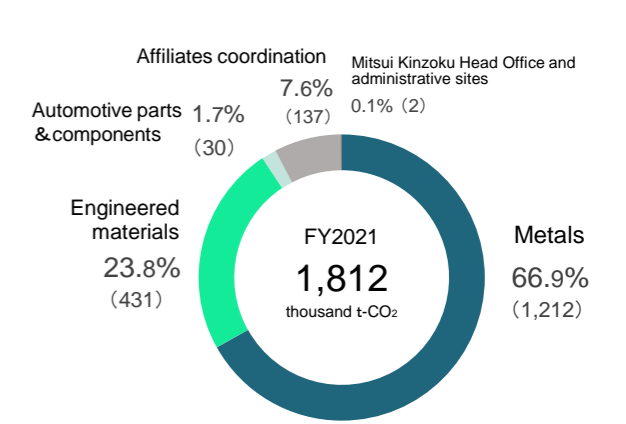
Number of patents registered globally



Breakdown of CO2 emissions by region



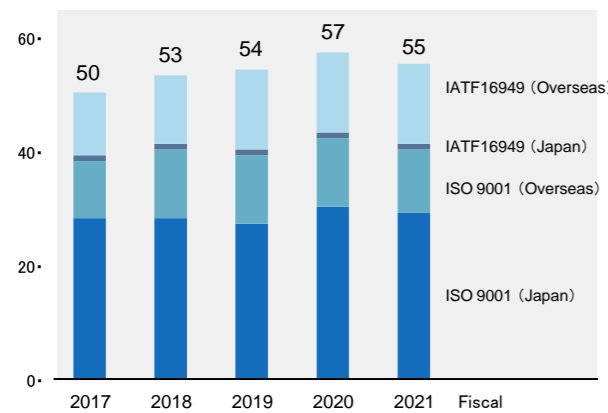
Breakdown of CO2 emissions by business unit



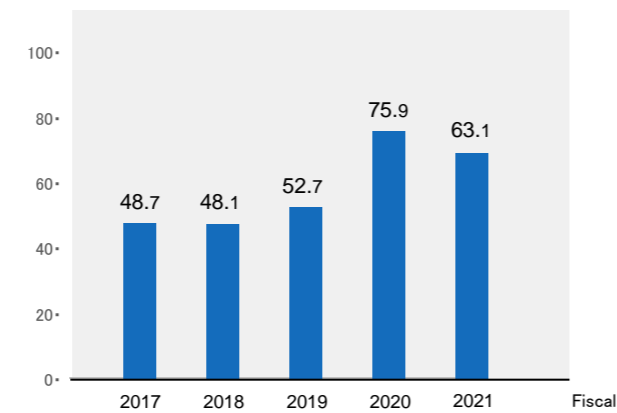
* Figures for each business unit calculated based on the organization in FY2021.

Quality assurance

Number of operating sites with certifications

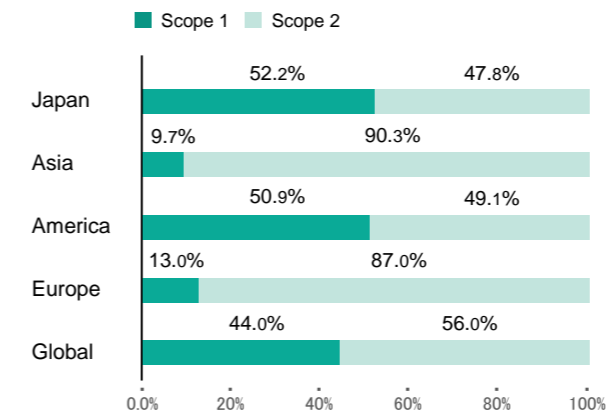


Number of claims at sites that hold QA meetings

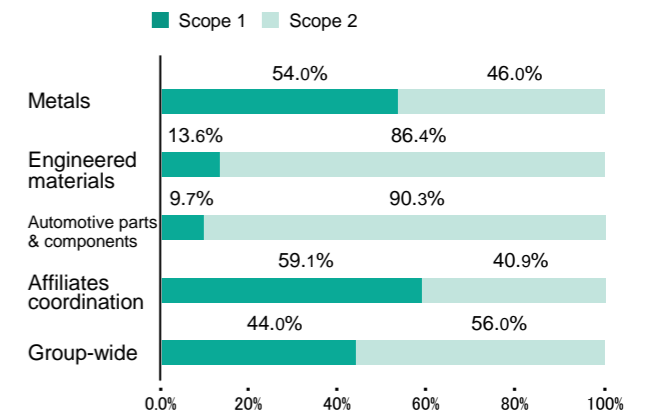


* The values expressed as relative values, with the data of FY2013 being 100.

Breakdown by scope of CO2 emissions by region



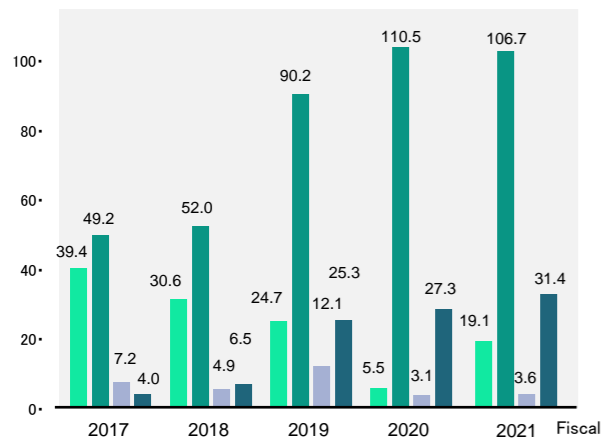
Breakdown by scope of CO2 emissions by business unit



* Figures for each business unit calculated based on the organization in FY2021.

Environment

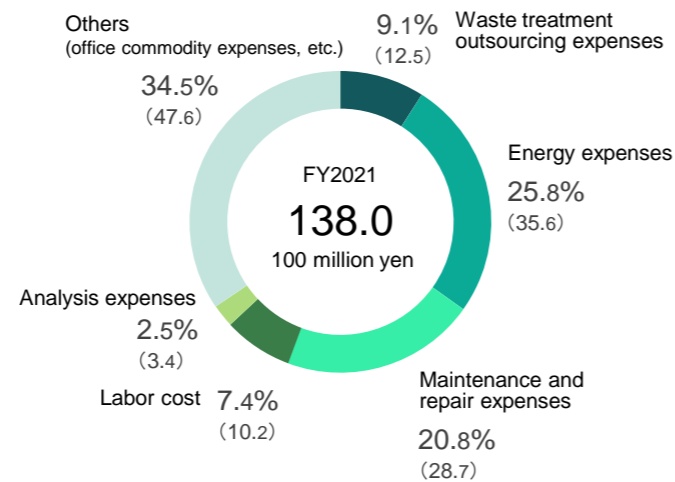
Environment-related capital expenditures and environmental management expenses (Hundred million yen)



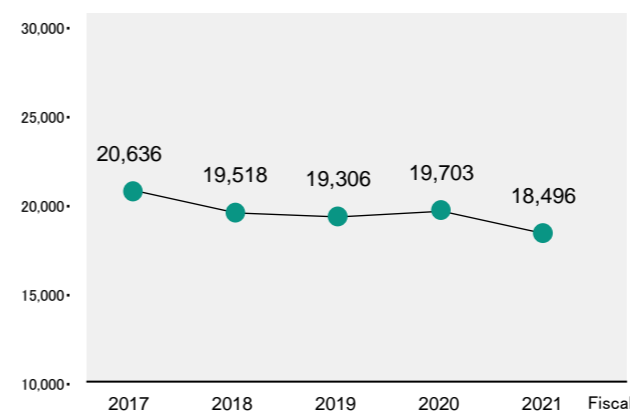
■ Environment-related capital expenditures (Japan)
 ■ Environmental management expenses (Japan)
 ■ Environment-related capital expenditures (overseas)
 ■ Environmental management expenses (overseas)

* The classification partially changed after FY2019.
 * Revised the values for FY2020 disclosed last year.

Break down of environmental management expenses

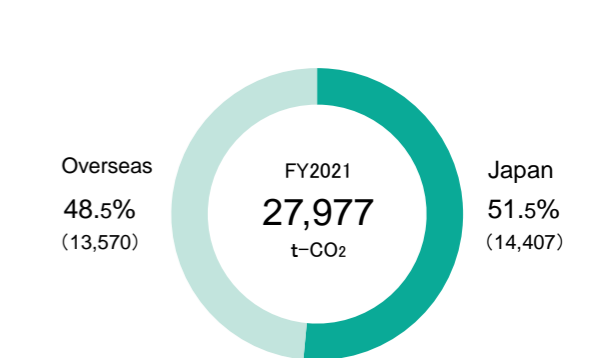


CO2 emissions in logistics (Non-consolidated, t-CO₂/year)



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

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.