

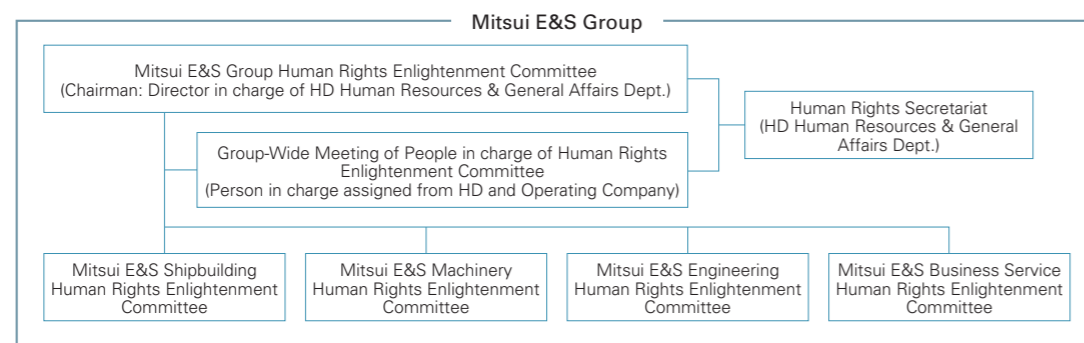
Human Assets

Basic policy

Mitsui E&S Holdings Co., Ltd., Mitsui E&S Shipbuilding Co., Ltd., Mitsui E&S Machinery Co., Ltd., Mitsui E&S Engineering Co., Ltd. and Mitsui E&S Business Service Co., Ltd. (hereinafter, the "Mitsui E&S Group") aim to create a corporate culture that is truly free of discrimination, together with the affiliated companies, as a corporate entity that demonstrates social responsibility. For this purpose, the Mitsui E&S Group positions the solution of human rights problems, including problems related to discriminated communities, gender discrimination and racial discrimination, as an important task, and strives to solve these problems through daily business activities under the principle of respect for human rights.

Organizational structure (organizations and systems for promoting training)

We have appointed the director in charge of the Human Resources & General Affairs Department of Mitsui E&S Holdings Co., Ltd. as the head of the Mitsui E&S Group Committee for Promoting Human Rights Awareness. Under the head of the committee, we have established the Committee for Promoting Human Rights Awareness in each Mitsui E&S Group company. To coordinate between group companies, we have also established the Mitsui E&S Group Meeting of People in Charge of Promoting Human Rights Awareness as the advisory body.



In corporate activities, each and every employee in the workplace is absolutely essential, and the work environment in which human rights are respected not only creates purpose and job satisfaction, but also maximizes what employees can do, thereby improving productivity. Based on this idea, the Group has established the Basic Policy for Enlightening People about Human Rights. By carrying out various activities on human rights awareness at every level of the Company, including training on human rights for all executives, we are striving to create an equal and non-discriminatory workplace environment that respects human rights.

Topics

To increase employee motivation and strengthen engagement

The Mitsui E&S Group carried out motivation surveys for employees regarding the attractiveness of the Company, the workplace, the job and treatment, etc., with the aim of visualizing the state of the organization and its employees, leading to action for reform (January 2019 survey for administrative and technical employees. 2,359 respondents with a 95% response rate). Based on these results, we are working on various measures that lead to further motivate employees.

- Passing on of business strategies through dialogues and round-table discussions held by Mitsui E&S Holdings and operating company presidents
- Training for managers at the heart of improving motivation and strengthening engagement
- Recommended activities for boosting motivation and improvement activities promoted by employees as a whole

As the Mitsui E&S Group continues to carry out and monitor motivation surveys, with human resources as the source of its competitiveness, we will work on various measures to enable employees to demonstrate their highly motivated strengths.

Initiatives for developing human resources

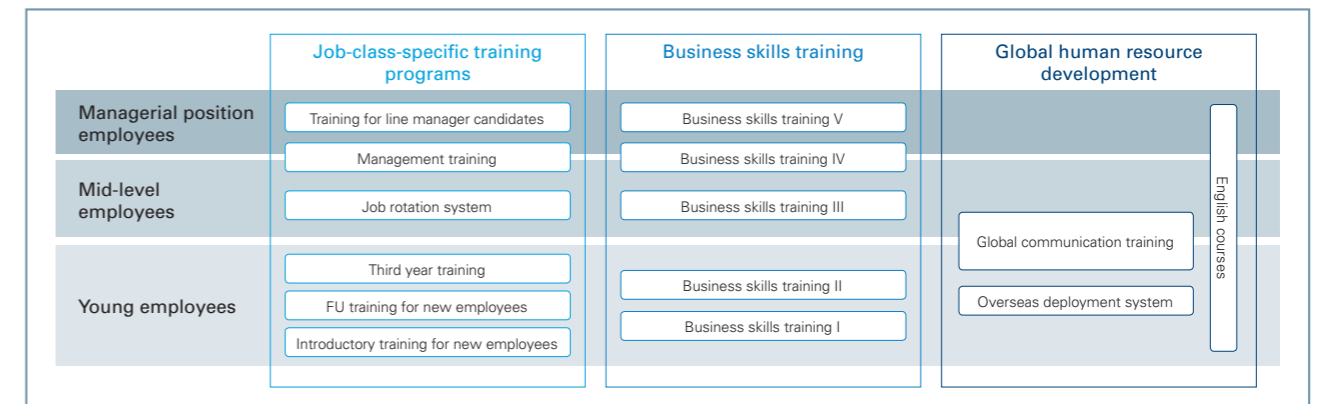
We have set "making them full-fledged in five years" as the goal for training young employees. We provide them with group training in their first and third years at the company, training on basic skills for specific types of job, and other training programs.

We also provide job-class-specific training programs, including one for mid-level employees and one for those in managerial positions. In addition, from the viewpoint of fostering global human resources, we offer English courses and training programs related to cross-cultural communications and deploy young employees to overseas business locations. From the perspective of preventing the spread of COVID-19, we are moving some programs online.



1st young persons' seminar

Training System



Initiatives for promoting work-life balance

Introduction of Telecommuting System

In March 2018, we introduced a Telecommuting System in addition to the existing Flexible Working Hours System without core time and hourly annual leave. In April 2019, the system was relaxed so that it could be used by any employee for working from home, not just for those with childcare or nursing care needs. The system aims to maximize individual abilities through flexible and diverse work styles not restricted by working place or time.

Implementation of "telecommuting promotion days" and development of measures to combat the spread of COVID-19

Following the relaxation of the telecommuting system, telecommuting days were promoted to employees of Mitsui E&S Holdings and Mitsui E&S Business Service from July 22 to September 6, 2019. We were able to use this opportunity to identify the work-related and systemic issues in telecommuting, leading to the implementation of telecommuting as a measure to prevent the spread of COVID-19 at our headquarters.

Topics

Mitsui E&S Holdings and Mitsui E&S Machinery acquire "Platinum Kurumin" certification for the first time

Together with its operating companies Mitsui E&S Machinery and Mitsui E&S Shipbuilding, Mitsui E&S Holdings has developed and is promoting a general employer action plan based on the Japanese government's Act on Advancement of Measures to Support Raising Next-Generation Children with the aim of "developing an employment environment to help employees balance work and family life" and "contributing to the community in supporting the development of the next generation."

Under the Action Plan for FYE Mar. 2018 ('17/4-'18/3) to FYE Mar. 2019 ('18/4-'19/3), Mitsui E&S Holdings, Mitsui E&S Machinery and Mitsui E&S Shipbuilding each obtained their second "Kurumin" certification. In addition, Mitsui E&S Holdings and Mitsui E&S Machinery met the requirements to acquire their first "Platinum Kurumin" certification, which is granted to companies that support the development of the next generation at an even higher level.

Mitsui E&S Group's major initiatives under the Action Plan for FYE Mar. 2018 ('17/4-'18/3) to FYE Mar. 2019 ('18/4-'19/3)

- (1) Promote parental leave for employees who are pregnant or raising children and establish a system for taking leave for childcare purposes
- (2) Introduce a telecommuting system as a way to implement work style reform, and promote the reduction of overtime work and taking of annual paid leave
- (3) Conduct internships and factory tours for students

