

## Promotion of D&I

### Employment Overview

In 2020, Idemitsu had 4,917 non-consolidated employees (as of April 1, 2020) and 13,766 consolidated (as of March 31, 2020). We are promoting initiatives that enable all employees, regardless of age, gender, nationality, or disabilities, to work with a sense of purpose.

#### Status of Employees

	Total	Men	Women	Percentage of women
<b>Number of employees</b>	4,917 people	4,323 people	594 people	12.1%
<b>Number of employees in managerial positions</b>	943 people	920 people	23 people	2.4%
<b>Average age</b>	42.1 years old	42.4 years old	40.2 years old	-
<b>Average years employed</b>	18.7 years	19.0 years	16.3 year	-
<b>Percentage of employees with disabilities</b>	2.20 %	-	-	-

Notes: 1. The above data is for Idemitsu hiring (employees, seniors, full-time contract employees, and advisors) and excludes employees seconded to other companies. However, the percentage of employees with disabilities includes employees seconded to other companies.  
 2. The percentage of employees with disabilities is based on the calculation method of the Ministry of Health, Labour and Welfare and is as of June 1, 2020.  
 3. All data besides the percentage of employees with disabilities is as of April 1, 2020.

### Status of Recruitment

Our recruitment theme: NEXT BREAKTHROUGH.\* We are recruiting people who can challenge themselves and create new value together while respecting diversity. We make it a priority to ensure that employees are not mismatched after joining the Company by providing internships and contact points with close senior employees so that they can see what we really are. We are also working to raise employee motivation, improve the corporate culture, and expand our systems to improve employee retention.

In our recruiting activities, we have taken all precautions to prevent the spread of COVID-19. We have been holding online seminars instead of the traditional in-person company presentations and used web interviews to help make decisions. Moreover, we have also put in place thorough precautions during onboarding programs and trainings, such as introducing digital tools (webinars, online meetings, and e-learning).

\* This message is posted on our new graduate recruitment website and elsewhere. The Company has developed a wide range of businesses to meet the needs of society and will connect the value and technology it has cultivated to ensure harmony between society and the global environment going forward. What will be indispensable to creating a new future is realizing the tremendous potential of diverse people. Drawing on the potential and ideas of people who hold a diverse range of values, we will continue to take on new challenges through NEXT BREAKTHROUGH.

#### Recruitment of New Graduates in April 2020

Total	Men	Women	Percentage of women	Foreign nationals	Ratio of foreign nationals
190 people	163 people	27 people	14.2 %	2 people	1.1 %

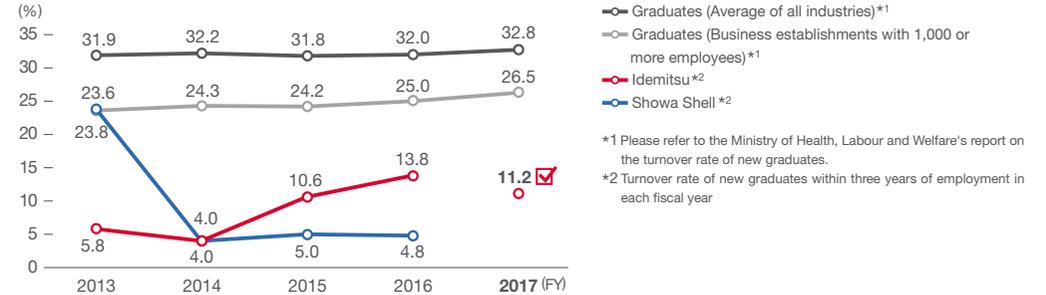
#### New graduate retention rate (Average for newly hired employees between 2015 and 2017)

89.0 %

#### Online company entrance ceremony



#### Turnover rate of new graduates



#### Career Recruitment in FY2019

82 people

#### Internships in FY2019

Season	Eligible students	Duration	Number of participants	Content
Summer	High school	1-2 weeks	88 people	Hands-on learning, mainly frontline experience (refineries, complexes, and the Lubricants Research Laboratory)
Summer	University and above	2-5 days	57 people	Work Experience of Engineers and Researchers (total of 7 courses) 1. Production engineering and manufacturing at refineries and plants 2. Functional materials research and product development 3. Functional materials technology sales 4. Performance materials research and product development 5. Lubricants sales engineer work experience at Shell Lubricants Japan 6. Research and development operational experience at the Technology Research Laboratory of Shell Lubricants Japan 7. Research and development
Winter	University and above	1 day (total 23)	918 people	Workshops to gain experience on office and technical operations

### Hiring at Global Personnel

We support to create jobs in various regions in part by hiring staff locally at global bases. At the Nghi Son Refinery and Petrochemical Limited Liability Company (NSRP), we have provided the various opportunities of technical training and on-the-job training (OJT) to newly hired employees. Such locally hired staff have contributed to the refinery operation significantly. We will be committed to the transfer on the technical knowledge and experience to them continuously. NSRP is also collaborating with local educational organizations, government authorities, and households in an effort to enhance the life skills of our future personnel, and provide continuous personnel education, including scholarships to university students.



## Promotion of D&I

### Promoting the Active Participation of Women

#### Basic Policy and Vision

With the aim of enabling women and all other employees to thrive at work and ensuring the Company continues to co-create new value with various stakeholders, Idemitsu has positioned promoting the active participation of women as a key D&I promotion measure. To fulfill this commitment, we have set out our vision for both female employees and the Company as detailed in the table below.

<b>Female Employees</b>	<ul style="list-style-type: none"> <li>At each workplace and in each decision-making body, including meetings, multiple female employees participate and engage without stifling their own opinions</li> <li>Regardless of age or life events, female employees grow while maintaining career aspirations with the aim of creating value</li> </ul>
<b>Company</b>	<ul style="list-style-type: none"> <li>Provide fair growth opportunities regardless of sex, age, or life events, encourage employees to take on new challenges, and evaluate employees fairly according to their growth</li> </ul>

#### Status of Female Employees (As of April 1, 2020)

	Number of women (people)	Percentage of women (%)
<b>Number of member</b>	571	14.4
<b>Number of employees in managerial position</b>	23	2.4
Of the numbers mentioned above, over general managers	2	6.1
Of the numbers mentioned above, managers	21	2.6

### General Employer Action Plan Based on the Act on the Promotion of Women's Participation and Advancement in the Workplace

When formulating our general employer action plan, we set out to uncover the fundamental factors inhibiting the growth and active participation of female employees. We reviewed the hiring situation, utilized analytical data tools and conducted surveys of all employees on topics such as how rewarding their work is, how conducive their workplace is for work, and how easily individuals can demonstrate their full capabilities. Based on these results, we established quantitative targets for issues requiring improvement.

We believe that better workplaces, where women can work easily and feel their work is rewarding, lead to better environments, where all employees can achieve better work-life balance and fully demonstrate their diverse capabilities. Accordingly, from FY2020 onward, we are implementing initiatives based on this action plan.

<b>Plan Period</b>	April 1, 2020–March 31, 2023 (3 years)
<b>Idemitsu Issues</b>	<ul style="list-style-type: none"> <li>The percentage of female managers is low.</li> <li>The hiring ratio of women is low.</li> </ul>
<b>Plan Details</b>	<p>1. Provide growth opportunities to female employees</p> <p><b>Quantitative Target 1</b> *1 46 female managers (3.0%) or higher (currently 26 (1.7%) as of April 1, 2019)</p> <p>Initiatives</p> <ul style="list-style-type: none"> <li>Ensure training and growth opportunities for female employees</li> <li>Reform the corporate culture and mindset of executives, superiors, and female employees</li> </ul> <p><b>Quantitative Target 2</b> *1 30% or higher ratio of female graduate hires (currently 22% as of April 1, 2019)</p> <p>Initiatives</p> <ul style="list-style-type: none"> <li>Strengthen hiring activities (provide internships, revamp our pamphlets and hiring website, etc.)</li> <li>Promote workstyle reforms at manufacturing sites, hold networking events for female employees in the manufacturing departments, etc.</li> </ul> <p>2. Initiatives related to supporting a work-life balance</p> <p><b>Quantitative Target 3</b> *2 85% or higher percentage of annual paid leave taken by employees (currently 69.3% as of April 1, 2019)</p> <p>Initiatives</p> <ul style="list-style-type: none"> <li>Promote workstyle reforms (work-from-home, encouraging the use of flextime, etc.)</li> <li>Holding dialogues with each department and branch to encourage the use of annual paid leave</li> </ul>

\*1 Employees directly employed by Idemitsu (including those seconded to other companies) are within the scope of calculation.

\*2 Employees directly employed by Idemitsu (excluding those on temporary leave or seconded employees) are within the scope of calculation.

#### Overview of Initiatives

<b>Quantitative Targets 1</b>	<ul style="list-style-type: none"> <li>Reform the mindsets and corporate culture of executives, superiors, and female employees</li> <li>Ensure training and growth opportunities for female employees</li> <li>Implement HR measures to increase the speed of growth</li> </ul>	<ul style="list-style-type: none"> <li>Implement measures to follow up on life events</li> <li>Establish internal and external networking events</li> <li>Expand education for superiors and female employees</li> <li>Take initiatives to eliminate unconscious bias</li> <li>Introduce a mentorship program</li> <li>Reflect results in the goal achievement evaluation of management-level employees</li> </ul>
<b>Quantitative Targets 2</b>	<ul style="list-style-type: none"> <li>Strengthen hiring activities</li> <li>Promote workstyle reforms at manufacturing sites</li> </ul>	<ul style="list-style-type: none"> <li>Establish policies and targets to increase the ratio of female applicants</li> <li>Provide internships</li> <li>Revamp our pamphlets and recruitment website</li> <li>Pursue better introduction of the company at recruitment events</li> <li>Conduct a workstyle reform project at manufacturing sites</li> <li>Hold networking events for female engineer</li> </ul>
<b>Quantitative Targets 3</b>	<ul style="list-style-type: none"> <li>Promote workstyle reforms (lay a new foundation)</li> <li>Encourage the use of annual paid leave</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a company-wide workstyle reform project</li> <li>Promotion of work-from-home and flextime arrangements</li> <li>Improve operational efficiency using IT</li> <li>Raise awareness of our targets</li> <li>Visualize the percentage of annual paid leave used</li> <li>Encourage the use of leave through dialogues with individuals, etc.</li> </ul>

#### Introduction of a Mentorship Program **Quantitative Target 1**

Since September 2020, we have been running a mentorship program with the aim of offering career support to female employees. Female managers active outside the Company act as mentors to solve current concerns and issues and encourage the growth activities of women by offering advice on how to achieve growth.



#### Opinion Exchange Meetings with Female Engineer **Quantitative Target 2**

In February 2020, we held an opinion exchange meeting that was attended by eight female engineers from the Group's complexes and refining companies. The online follow-up meeting started in October and is scheduled three times during fiscal 2020. In light of the reality that it was difficult for so few female engineer to network, going forward, we will regularly hold such events with the aim of exchanging information and networking.



## Promotion of D&I

### Promoting Work-Life Balance

#### Basic Policy

We position work-life balance support and next-generation development as key measures for promoting D&I and are working to upgrade our policies in line with life events for them. Fostering a workplace culture where employees can balance work and life (childcare and care giving), work easily, and feel a sense of accomplishment will help create an environment where all employees can make full use of their abilities.

#### General Employer Action Plan Based on the Act on Advancement of Measures to Support Raising Next-Generation Children

We analyzed the Company's issues, considered specific measures, and formulated an action plan to support the activities of employees who aim to balance work and life. In addition, in 2012 and 2015, we were recognized by the Ministry of Health, Labour and Welfare as a child-care support company and received the Kurumin certification mark.\*

\* The Kurumin certification mark is awarded by the Ministry of Health, Labour and Welfare to companies that actively support the development of the next generation. Based on the Act on Advancement of Measures to Support Raising Next-Generation Children, the General Employer Action Plan can be formulated and certified if certain standards are met.

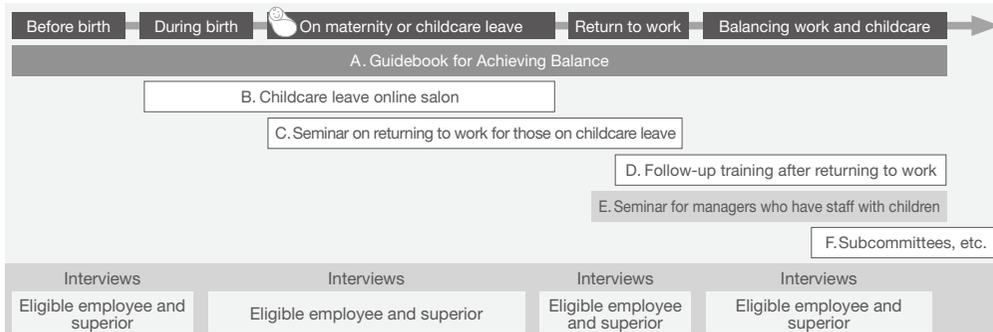


Plan Period	Plan Details
April 1, 2020–March 31, 2023 (3years)	<p><b>Measure 1.</b> Initiatives to support balancing work and childcare</p> <ul style="list-style-type: none"> <li>Conducting follow-ups in response to life events and encouraging male employees' participation in childcare</li> </ul> <p><b>Measure 2.</b> Initiatives related to revising workstyles</p> <ul style="list-style-type: none"> <li>Implementing initiatives aimed at promoting work-from-home and flextime arrangements and the use of annual paid leave</li> </ul> <p><b>Measure 3.</b> Initiatives related to support the development of next generation</p> <ul style="list-style-type: none"> <li>Holding "Children Office Tour" days for our employees' children and providing internships to university students</li> </ul>

Note: Specific initiatives tied to the action plan are detailed to the right.

#### Measures Supporting the Balance of Work and Childcare in Response to Life Events

All employees | Eligible employee | Superior | Eligible employee and superior



#### Overview of Measures

- Measure A.** All employees: Provide relevant information on programs and others which are related to life event and career development
- Measure B.** Eligible employees: Provide opportunities to build networks with colleagues who have undergone similar life events during the same period and offer corporate information in a timely manner
- Measure C.** Eligible employees: Provide a seminar to learn about how to cope with issues or concerns and to be ready for returning to work smoothly (External instructors)
- Measure D.** Eligible employees: Encourage to maintain work-life balance through sharing the progress of work after the return, having dialogues among participants or providing relevant information from the company
- Measure E.** Superiors: Provide opportunities to learn about how to manage and train employees with diverse workstyles, such an employee who is working while raising a child (External instructors)
- Measure F.** Eligible employees: Build networks with colleagues who have similar life events

#### Specific Initiatives

##### ● Response to the COVID-19 pandemic [Measure 2.](#)

For employees who needed to use working hours to address family matters, such as for caregiving or coping with school and daycare closings, under the emergency declaration, we exempted the deduction of their wages. In addition, we fostered an environment in which all employees can continue to work, including by flexibly responding to employees who had planned to return to work from childcare leave but instead needed to extend their leave due to the nature of their jobs and requests from their daycares to keep their children home.

##### ● Publishing the Guidebook on Supporting a Balance between Work and Caregiving/Childcare [Measure 1.](#)

In May 2020, we published an in-house guidebook on Idemitsu's work-life balance support programs and systems to ensure that all employees could easily understand them. It sets out the actions needed to be taken when faced with the prospect of maternity, childcare, and caregiving, how superiors need to respond, and the responses required of colleagues as well as basic knowledge that everyone in the workplace should know regarding workstyles that balance work and life.

##### ● Following Up with Employees on Childcare Leave through the Childcare Leave Online Salon [Measure 1.](#)

With the aim of supporting a smooth transition back to work by abating worries and concerns during childcare leave and providing corporate information in a timely manner, we held a Childcare Leave Online Salon for male and female employees on childcare leave in July 2020. At the inaugural event, we not only shared corporate information, such as current workstyles during the pandemic and their future direction, we also exchanged information regarding communication with the workplace, childcare, daycare searches, and more. We will regularly hold such events going forward, provide unbiased corporate information to those on childcare leave, and build networks among those on childcare leave with the aim of enhancing engagement with those on leave.



##### ● Seminar for Managers Who Have Staff with Children [Measure 1.](#)

In June 2019, we held a seminar for 110 managers who have subordinates with newborn babies or who had returned to work from childcare leave. At the seminar, the participants shared management skills for employees with restricted working hours as well as examples of workplace problem solving. Going forward, we will continue providing seminars and workshops for child-rearing employees and their superiors. We will also continue to work on creating an environment where superiors can understand this group of employees and the employees can balance their work and childcare.



##### ● Holding "Children Office Tour" [Measure 3.](#)

We held "Children Office Tour" for the children of employees with the aim of creating opportunities for them to better understand their parents' place in our company and society, as well as to encourage communication between the children and their parents. We began holding these days in 2019 and held the second one in August 2020. We felt that even amid the pandemic it was necessary to continue holding this day and adjusted it for current conditions by holding it online. We connected multiple locations, including the Chiba Complex and Hanoi, Vietnam, with the children interviewing employees and local staff.





## Promotion of D&I

### Systems Supporting Diverse Employees

To create a worker-friendly environment for a diverse range of employees, on the basis of our Diversity and Inclusion Policy, we have established various systems. We have expanded systems to enable employees to achieve work-life balance, including those undertaking childcare and caregiving, and to continue working over the long term. As a part of our consideration of systems, we conducted trials for new workstyles between October and December 2020.

#### ■ Trial Conditions of New Workstyles

Flexitime	Current system	Trial conditions
Core time	Yes	No
Flexitime	Yes	Yes
Leave during working hours	Not possible	Possible
Teleworking	Current system	Trial conditions
Work place	Limited to home	Home, satellite office, and mobile work possible
Frequency	Up to once per week	No limit
“working at the office” and “remote working” combined	Not possible	Possible
Leave during working hours	Not possible	Possible

#### Systems for all employees

<b>Annual paid leave</b>	Paid leave is granted annually based on the number of years of service (up to 21 days per year). Employees can take leave in half-day increments.
<b>Carryover of annual paid leave</b>	In the event that the paid leave granted for a fiscal year is not all used, it can be carried over to the next fiscal year. A maximum of 10 days of that leave may be carried over to the next fiscal year for a maximum total of 31 days.
<b>Flexitime</b> (Trial conducted)	Employees can decide their daily working hours by themselves and can work flexibly.
<b>Telecommuting</b> (Trial conducted)	Employees can work from home once a week.
<b>Self-development leave of absence</b>	Employees can take a leave of absence of up to two years to attend school or obtain qualifications that will contribute to their career development at the Company.
<b>Volunteer leave of absence</b>	Employees can take a leave of absence of up to two years for activities such as disaster relief and international cooperation, nature and environmental conservation, support for people with disabilities, and support for the development of future generations focusing on children.
<b>Volunteer leave of absence</b>	In addition to annual paid leave, employees can take three days of special paid leave per year for activities such as disaster relief and international cooperation, nature and environmental conservation, support for people with disabilities, and support for the development of future generations focusing on children.
<b>Leave of absence to accompany a spouse overseas</b>	Employees can take a leave of absence up to three years to accompany their spouse overseas.
<b>Lay judge and prosecution councilor leave</b>	If an employee is appointed as a lay judge or a prosecution councilor, they will be granted necessary special paid leave in addition to annual paid leave.

#### Systems for employees for childbirth or childcare

<b>Maternity Leave (female)</b> (referred to as “maternity leave” in the systems usage numbers table below)	Female employees can take pre-birth post-birth leave from 6 weeks (14 weeks for multiple births) before the expected date of delivery until 8 weeks after delivery.
<b>Special leave for childbirth by the spouse (male)</b>	When a spouse gives birth, her husband (employee) can take five days of special paid leave.
<b>Childcare leave</b>	Regardless of sex, employees can take a childcare leave until the child becomes two years old.
<b>Childcare time (female)</b>	Female employees can take up to one hour of childcare time per day in 30 minute increments (up until the child becomes one year old).
<b>Leave to care for sick/ injured child</b>	Employees can take up to 10 days of special paid leave per year to take care of their sick/injured child (up until the child completes the third grade of elementary school). Employees can take such leave in full-day, half-day or one-hour increments.

#### Systems for employees providing family care

<b>Nursing care leave</b>	Employees can take up to 365 days of nursing care leave per family member (division of leave is available).
<b>Family care leave</b>	Employees can take up to 10 days of special paid leave per year to provide family care. Employees can take such leave in full-day, half-day or one-hour increments.

#### Systems for employees who provide childcare or nursing care

<b>Reduced working hours for parenting</b>	Employees can reduce their working hours by up to two hours per day in 30-minute increments (childcare: up until the child completes the third grade of elementary school; nursing care: for up to 1,095 days).
<b>Telecommuting</b> (Trial conducted)	Employees can work from home for two days a week (childcare: up until the child completes the third grade of elementary school; nursing care: up until nursing care is no longer necessary). Employees can use the system three times a week up to 10 times a month, including other systems for all employees.
<b>Exemption from overtime work</b>	Employees can be exempted from overtime work (childcare: up until the child becomes one year old; nursing care: up until nursing care is no longer necessary).
<b>Limitation on overtime work and holiday work</b>	Employees are allowed to limit overtime work and holiday work to within the range of 24 hours per month and 150 hours per year (childcare: up until the child enters elementary school; nursing care: up until nursing care is no longer necessary).
<b>Exemption from late-night shift</b>	Employees can be exempted from late-night shifts (childcare: until the child enters elementary school; nursing care: up until nursing care is no longer necessary).

#### Various systems usage numbers (FY2019)

(Unit: people)

Name of system	Total	Men	Women
<b>Maternity leave</b>	39	-	39
<b>Childcare leave</b>	96	15	81
<b>Nursing care leave</b>	7	6	1
<b>Reduced working hours for parenting</b>	69	2	67
<b>Leave to care for sick/ injured child</b>	206	103	103
<b>Family care leave</b>	50	19	31

Note: These systems are available to Idemitsu hiring (employees, seniors, re-employed) and includes employees seconded to other companies.

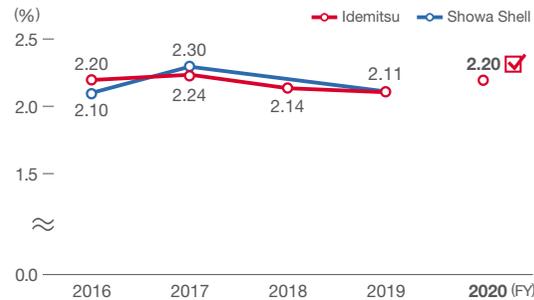
## Promotion of D&I

### Promoting the Active Participation of People with Disabilities

We are working to create an environment in which people with disabilities can demonstrate their abilities to work. In addition to operations at the head office and other sites around the country, employees with disabilities are engaged to provide cleaning services at the Chiba Complex as well as to provide cleaning and business support services at our Advanced Technology Research Laboratories. They also handle operations in the horticulture division (Idemitsu Yume Farm), which cultivates flowering plants using the greenhouse facilities of our laboratories. In 2019, we started a scheme of “team shuro” at the Tokuyama Complex, in which employees with disabilities form a team to tackle tasks together, and named this initiative as “Team ☆*Kirara*”. The team, under the slogan of “two people doing the work of two people”, is responsible of providing services for employees at the complex such as controlling an inventory of uniforms and cleaning service. In addition, we constructed a strawberry plantation in the complex using waste heat from the site is contributing to create employment opportunities such as cultivation work. The strawberries are served at the cafeteria of the complex and are delighting everyone there.

Moreover, to further create opportunities where disabled people can thrive and grow, we are working to normalize the scheme of “team shuro” (as mentioned above) and this initiative is attracting applicants to the Company. We are also considering ways to promote the employment of people with disabilities in each department, and with a view to expanding operations at our head office, we will continue to promote the creation of workplaces and employment opportunities where people with disabilities can work with pride and enjoyment.

#### Percentage of employees with disabilities



#### Strawberry farm in the Tokuyama Complex



#### Notes:

1. The data for FY2020, as of June 1, 2020, cover Idemitsu hiring (including employees seconded to other companies).
2. Idemitsu's data in FY2016 to 2019 are as of June 1 of each year.
3. Showa Shell's data in FY2016 to 2017 are as of December 31 of each year.

### Promoting the Active Participation of Seniors

At present there are 612 senior employees (aged 60 or over) within the Company. Wanting to provide a place where everyone can thrive regardless of age, from FY2021 on, we will introduce a system that allows employees to choose their retirement age from 60 to 65 and that provides a grading, evaluation, and compensation framework equivalent with regular employees. Furthermore, in FY2025, we plan to introduce a system where all employees can continue to work as regular employees until age 65.

Amid diversifying employee preferences regarding working age, employment type, and motivations, we reformed systems to enable people to make full use of their abilities and work with a sense of satisfaction and security past the age of 60. We expect employees aged 60 and over to nurture younger employees through their daily cooperation, passing on their knowledge and skills. In addition, we plan to hold Life Design Seminar during FY2020 as an opportunity for employees to independently think about workstyles after turning age 60 or over while learning about financial plans for after retirement.

	FY2021	FY2025 Plan
Conditions for employment	System to select retirement age between 60 and 65 (Can choose own age)	Regular employee system up to age 65 (All employees remain regular employees up to age 65)
Grading	Same system as those under age 60	Same as FY2021
Evaluation		
Compensation		
Welfare	No increase at age 60 or after	Same as FY2021
Retirement allowance		

### Promoting the Active Participation of Foreign National Employees

There are 30 foreign national employees actively working at the Company.

We are promoting various measures to enable them to securely engage in their work. For example, we have formed the Global Nakama Initiative (GNI) as a place for foreign national employees to interact and share information. We are rolling out the GNI as a system to enable them to freely exchange opinions and foster conversation. Currently, there are many differences between the ideas and customs of foreign national employees working at Japanese companies and those of Japanese employees. Through this activity, we aim to foster an environment where each foreign national employee can work easily while supporting their life and work in Japan.

#### Specific Initiative

##### ● Global Nakama Initiative (GNI)

To create a place for foreign national employees to network and exchange information, we have been running the GNI since May 2018. The initiative also acts as a consultation desk where foreign national employees can easily seek guidance to ensure they can work with greater peace of mind. We have created guidelines for newly hired foreign national employees to help them in their work and personal life in Japan, and we distribute these guidelines when making job offers as well. We convened meetings for the GNI three times in fiscal 2018 and twice in fiscal 2019, holding discussions on methods and techniques (lifehacks) for more efficiently and comfortably working in Japan.



### Enhancing Global Awareness

As globalization proceeds apace around the world, companies are seeking global talents, i.e., personnel who are open to the different culture and diverse ways of thinking from other countries and can embrace them. With the aim of enhancing global awareness and providing new ambitious career opportunities, we established new overseas training programs, along with overseas and domestic study programs, and are promoting initiatives that enable young employees to actively experience overseas assignments. In addition, we are providing opportunities for free communication (information exchange) between domestic and overseas bases.

#### Overseas Training Programs

- This program is designed to develop personnel who can thrive both in Japan and overseas, by dispatching employees to overseas subsidiaries to broaden their knowledge and expertise and to accumulate diverse experience.

#### Domestic and Overseas Study Programs

- This program is designed to support promising employees to develop networks and to learn business administration at top graduate schools.

#### Specific Initiative

##### ● Global Values Workshops

Global Values Workshops (GVs) are held as an opportunity for employees in Japan and overseas to freely communicate with each other by using the timing when employees from overseas bases come to Japan for business trip. The purpose of these workshops is to deepen mutual understanding through communication among Group employees regardless of nationality, generation, department, or anything else, thereby creating a sense of unity in the Idemitsu Group at all its bases around the world as we develop as a global corporation.

These workshops, held a total of two times to date (September 2019, January 2020), focused on fostering mutual understanding and included discussions on such topics as what the Group needs to do to become a global corporation and what a global corporation is in our perspective.

