

## Giving opportunities to those who have ambitions,

### Learning from head office(Tokyo) Transfer

赵 阳

Zhao Yang

2009: Graduated from Beijing University of Science and Technology,  
with bachelor's degrees in Japanese

2010: Joined MITSUI & CO.(CHINA) Ltd., belonging to Operations  
Department

2011: Transferred to Mineral & Metal Resources Department,  
transferred to Ordos

2014: Transferred to Finance & Accounting Department

2022: Transferred to Metals & Mineral Resources Department,  
transferred to Head Office

2024: Metals & Mineral Resources Department to date



Q: What experience do you believe contributed the most to your growth since joining Mitsui China?

A:

My secondment experience to Ordos Power Metallurgy ("Ordos"), an affiliate company in which we have invested, where I worked in Inner Mongolia for three years from 2011 to 2014 (my second to fourth year with the company) as an assistant to our seconded employees to the Ordos Finance Department. Ordos is the largest investment project in Mitsui China and operates five businesses under the group, including coal mining, power generation, metallurgy, chemicals, and water treatment. At the time of my secondment, it was already a giant company with over 50 subsidiaries and more than 12,000 employees, and it continues to grow even larger today. In the finance department, I was mainly in charge of putting together business plans, managing the performance of subsidiaries, and conducting financial analysis. I was also involved in various other major events, such as coal mine and ferroalloy acquisitions, investment projects for new PVC projects, and company capital increases.

Q: What was the most difficult thing you had to do? How did you overcome the difficulties?

A:

From 2022 to 2024 (my 13th to 14th year with the company), I was given the opportunity to work at the Head Office of Mitsui & Co. in Tokyo, where I was involved in business investment for the first year and trade logistics for the second year. I had worked in China for 12 years and experienced a variety of work ranging from corporate to sales, so I came to Tokyo with a certain degree of confidence in my work. Of course, working in a completely foreign language environment was a challenge, but more than that, the volume of work at Mitsui's Head Office was an order of magnitude greater than at Mitsui China, and the amount of business handled was in the 10-billion-yen range, so the breadth of vision and depth of expertise required of those in charge was two or three levels higher than at overseas branches. I had to work even harder to keep up with the pace of those around me. Fortunately, my supervisor at the company understood the hardships faced by staff transferred from overseas branches and not only provided me with various training opportunities, but also comforted me with kind words, telling me not to be in a hurry and discussing my daily problems with me. I believe that depending on my efforts, I will be able to grow even more as I am entrusted with more work.

Q: What do you think is the most important aspect of working at Mitsui?

A:

I believe that we embody "humility" and "free and open-mindedness".

Mitsui has a 148-year history dating back to the birth of the former Mitsui & Co. in 1876, and I believe that one of the reasons we have continued to transform and expand our business

in step with the times is that we have a humble and free-spirited corporate culture and many employees who possess such a character.

Mitsui has 16 business units, which operate in a wide range of areas from the sale of commodities with a long history, such as iron ore and oil, to the development of cutting-edge technologies, such as quantum computers and generative AI.

All businesses/products have a life cycle, so if we stick to one business/product and do not take on new challenges, we will surely be eliminated one day. Mitsui is constantly taking on the challenge of creating new businesses for the future and reviewing its portfolio.

As an employee of Mitsui, which continues to take on these challenges, it is important to accept external changes with humility and make efforts not to be eliminated by the times through your own reskilling.

Q: We often say "Mitsui is People." What are your thoughts on this?

A:

I understand that Mitsui is a company that gives opportunities to those who have ambitions/supports those who have dreams. Mitsui is a company that encourages people to take on new challenges, driven by the spirit of "Challenge and Innovation" and the company's Values of "Embrace Growth " and "Thrive on Diversity".

Specifically, Mitsui invests a total of several hundred billion yen around the world every year. These investments start with the idea of a single person in charge, who, with the help of internal colleagues, external partners, and experts who agree with his or her idea, negotiates repeatedly to improve the strategy, profitability, and feasibility of the project, and then the project is approved by the company.

Mitsui has an organization called "Moon Creative Lab," which supports Mitsui employees in creating businesses from scratch, going beyond the traditional investment decision-making process. With IDEO, an American design firm that has advocated and spread design thinking around the world, as a partner, we work with designers, engineers, and other experts to bring ideas to fruition at an early stage, quickly and repeatedly validate them in the marketplace, and develop them into new businesses.

I feel that " Mitsui is People" symbolizes Mitsui as precisely the kind of company that believes in the power of each individual and embodies a bottom-up approach.

