GLOBAL TALENT MANAGEMENT POLICY



MITSUI&CO.

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Corporate Mission Vision Values

This "Global Talent Management Policy" ("Policy") document sets out a talent management policy for each of Mitsui & Co., Ltd. regional business units, and regional blocs (collectively referred to as "the Company") in accordance with Mitsui's Mission, Vision, and Values (MVV), management policy, and human resources strategy.

It is not assumed that this Policy shall be applied uniformly to the Company's subsidiaries.

Please refer to our website 'Mitsui's HR Management' for our operational policies.

https://www.mitsui.com/jp/en/company/outline/human_resource_management/index.html

PHILOSOPHY It all starts with people

"People make business, business cultivates people."

Eiichi Hashimoto — Former Chairman of Mitsui & Co.

"A business is its people. To build for the future, it must develop its people today."

Takashi Masuda — The first president of the former Mitsui & Co.

Our human resources philosophy is what Mitsui represents and why it is known as "Mitsui is people." At Mitsui, diverse individuals work in a culture of open-mindedness, with a spirit of "Challenge & Innovation," where each individual can grow and contribute in the right place.

From a legal perspective, there is no continuity between the former Mitsui & Co. and the present Mitsui & Co., and they are totally separate entities.

WHY

The purpose of this policy

Develop people who can adapt quickly to change and build for the future

Since the establishment of Mitsui, we have continued to contribute to the development of society by creating new value through the resolution of social issues.

To continue creating value by responding flexibly and drastic changes in the business environment going forward, we believe it is important to develop people who can quickly adapt to such changes and create effective strategies for the future, and to fully realize their respective potential.

In order to put our concept of talent management into words and to draw up a common vision for both individual employees and the company as a whole, we formulated the Global Talent Management Policy.



(as of the end of March 2024)

Mitsui's evolving business model



Established Mitsui & Co., Inc.

• Facilitating the import of daily necessities and export from Japan



1960 —

Rapid economic growth

• Ensuring stable supply of mineral resources and energy for Japan

2000-

The rise of emerging economies and the acceleration of globalization

- Carrying out long-term initiatives to develop resources and energy businesses
- Developing infrastructure businesses that contribute to industrial development in countries around the world
- Responding to new needs for enhancing industry

2010-

Transition from responding to environmental issues to sustainability management

- Expanding initiatives in response to climate change
- Enriching lifestyles through healthcare businesses

2020-

Global turbulence and increasingly complex social issues

- Providing real solutions for climate change
- Improving the quality of health, healthcare and lifestyles
- Stably supplying resources and materials; Building schemes in areas such as mobility and digital infrastructure

2020

Relocation to the new head office



Business Strategy

Accelerating business creation and growth through trading functions Providing cross-industry *real solutions* to social issues (promotion of "Create, Grow, Extend")

WHAT Mitsui's talent management strategy

People are our essential management capital

At Mitsui, we regard human capital as an important form of management capital that generates sustainable value, and we promote human resources strategies based on our management policy and pursue talent management, in accordance with these strategies.

Talent management philosophy

Mitsui implements talent management in linkage with our global matrix structure. We develop human resources strategies, practices and environments by collaborating across business/function and regional axes to train employees and support the success of people that create value on a global basis.

Mitsui's global matrix structure

Mitsui adopts a global matrix structure that enables flexible and agile collaboration along business/function and regional axes. This lowers organizational boundaries between its business units, corporate staff divisions, and regions. By combining our region oriented insights and strengths generated by our cross-industry approaches, we aim to provide the best *real solutions* possible to increasingly complex social issues.

Business/ Function Integration of Strengths Region

Enhancement of ability to make proposals

WHAT

Mitsui's HR strategy

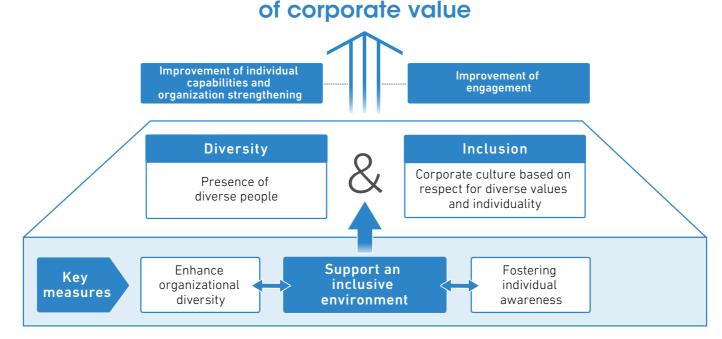
- Corporate culture

A culture of open-mindedness has continued since the establishment of Mitsui

Inclusion

Mitsui promotes the building of an inclusive environment where equity is ensured so that diverse employees can maximize their potential. Employees with diverse backgrounds and values can work together effectively as one cross-industry team, regardless of the hiring locations, to provide solutions to social issues in a spirit of open-mindedness.

Sustained enhancement



WHAT

Mitsui's HR strategy

Development and opportunities

Talent development and strategic assignment accelerated by Bloom

Development of capable individuals To understand each employee's experience, skills, and career aspirations based on both the business/function and regional axes in order to provide opportunities that will encourage the development of employees as capable individuals through work activities. The Company provides opportunities to encourage professional development to autonomously build unique personal strengths.



"Bloom" as a foundation for career and human resources deployment on a global basis

Strategic assignment of personnel

To develop diverse and highly capable individuals through the transfer and promotion of the right people to the right positions in various business areas and regions. At the same time, to improve employee engagement and performance through the promotion of an assignment that matches the aspirations of each individual employee.

We have introduced "Bloom" as a global data platform to support the autonomous career formation of our employees and matching the right people to the right positions regardless of their location or attributes.

WHAT

Vision of employees to realize value creation

Professionals who thrive on "Challenge & Innovation" with colleagues

Professional individuals with deep knowledge of global business domains, products, fields, and regions who embrace the mutual growth that comes in working and learning together with colleagues and aspire to reach new heights in the spirit of "Challenge & Innovation." These individuals are capable of generating new value globally.

Striving for inclusive culture

Individuals who can think freely and accept different viewpoints in an open-minded corporate culture and work with colleagues to turn diversity into a force for innovation in an inclusive environment.

Continuing autonomous growth

Individuals who can clearly identify what they aim to achieve, create specific roadmaps toward the realization of those goals, and work autonomously to accumulate the experience and skills needed to reach their goals.

Mitsui Leadership in Action

We have introduced Mitsui Leadership in Action (MLA) as a global common code to realize this vision of human resources. Through the practice of MLA, every employee takes ownership to realize our management philosophy.

For additional information, please refer to our website 'Management Philosophy in Human Resources Management'

HOW/WHO Mitsui's global HR management structure

The human resources management structure that supports the global matrix structure

Our human resources management is linked to the business unit system and global matrix structure. It consists of three integrated organizational functions: CoE, HRBP, and OPE.

CoE (Center of Excellence)

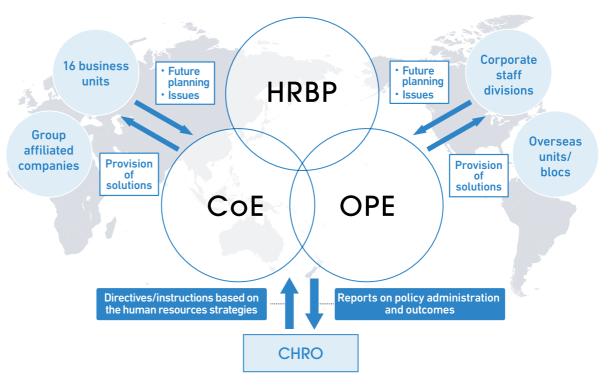
The CoE facilitates smooth human resources management in the global by formulating and providing an human resources framework, a talent management platform, and policies that can be used globally.

HRBP (HR Business Partners)

The HRBP organizations support employee empowerment by providing career advice to individual employees and considering training and assignments according to both regional and business circumstances.

OPE (Operational Excellence)

The OPE units are professional organizations that enable employees to fully realize their potential on a global basis, by providing the Company with expert knowledge, and administering HR policies.



For additional information, please refer to our website <u>'Human Resources Management Structure</u> in Human Resources Management'

Bisiness innovation.

For the world. With the world.

We are Mitsui & Co., and we create value. With the power of our imagination. With the strength of our will. With the vitality of our spirit. We drive innovation: we find new ways to connect information, ideas, generations and nations. We're building a better future for people and planet. And for you. Mission

Build brighter futures, everywhere

Vision

360° business innovators

Values

Our core values as challengers and innovators

Seize the initiative Embrace growth Thrive on diversity Act with integrity

