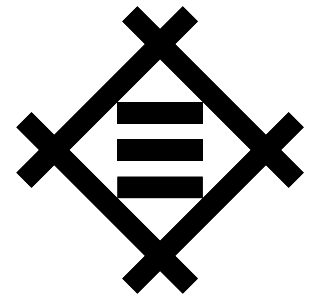


Empowering People to Build Brighter Futures

Human Capital Report 2024

360°
business
innovation.



MITSUI & CO.

360°

business 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

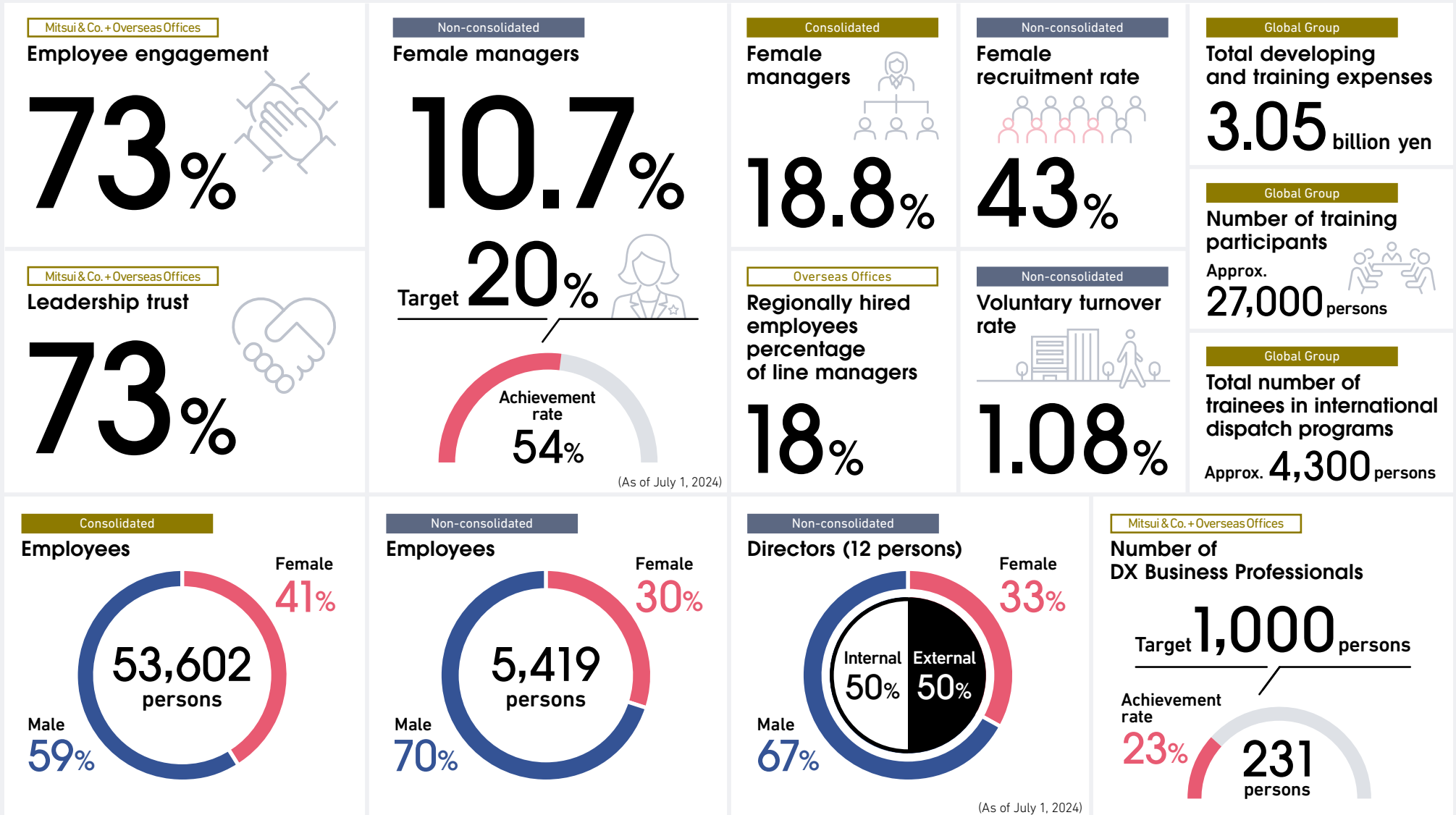
Seize the initiative

Thrive on diversity

Embrace growth

Act with integrity

At a Glance



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Editorial Policy

Scope of the Report

■ Reporting period

April 1, 2023 to March 31, 2024 (including some information on activities in April 2024 and thereafter)

■ Reporting organization

Mitsui & Co. Group (As a general rule, this includes Mitsui & Co., Ltd. on a standalone basis, as well as consolidated subsidiaries and equity accounted investees. However, in some cases, it may also include unconsolidated subsidiaries and associated companies.)

Reporting Guidelines Referenced

- Guidelines for Human Capital Visualization (Cabinet Secretariat)
- ISO30414:2018 Guidelines for disclosure of information on human capital
- Research Report on Improving Sustainable Corporate Value and Human Capital (Ito Report - Ministry of Economy, Trade and Industry)
- Study Group Report on Achieving Human Capital Management (Ito Report 2.0 - Ministry of Economy, Trade and Industry)

Cautionary Note on Forward-looking Statements

This report contains statements and figures regarding Mitsui's corporate strategies, objectives, and views of future developments that are forward-looking in nature, based on judgments and information available as of the publication date (August 2024), and are not simply reiterations of historical facts. Readers should be aware that a number of known or unknown risks, uncertainties, and other factors could lead to outcomes that differ materially from those presented in such forward-looking statements. Therefore, please use the information and materials at your own discretion, by collating information from other sources. Under no circumstances shall Mitsui be held liable for any damages arising from the use of this report.

For the positioning of reports and disclosed information issued from Mitsui & Co., please refer to Integrated Report 2024 (p.6).
https://www.mitsui.com/jp/en/ir/library/online2024/pdf/en_ar2024_all_web.pdf



Human Capital Report Composition Guide

Empowering People to Build Brighter Futures (Human Capital Report 2024) is composed of our core values, implementation of strategies based on such values, and the Data Book that summarizes the information related to them.

Values

Philosophy

CEO Message

This part explains the thought expressed in the company's English name and the reason why we are known for the phrase "Mitsui is People," along with the meaning of "It all starts with people," the spirit of Takashi Masuda, the first president of the former Mitsui & Co., which has continued to be passed down to the present day. In addition, a message from Kenichi Hori, President and Chief Executive Officer, who aims to enhance sustainable corporate value based on the human resources strategy that emphasizes the importance of "people" like our predecessors, presents the history of Mitsui & Co. from past to present, and our future vision.

Implemented Strategies

Creating Values

Personnel growth is indispensable for the sustainable growth of an organization. This part provides the portrait of our company that views each and every one of our capable individuals as a driving force behind value creation, and works on value creation in an inclusive corporate culture that encourages new challenge and innovation based on a human resources policy inherited from the former Mitsui & Co., through introducing employees playing active roles in work globally.

HR Strategy

This part introduces our human resources strategy to empower people to build brighter futures. To address the increasingly complex social issues worldwide, we aim to provide societal value through solving issues with a cross-industry business model. The driving force behind this model is the power of "people" that cuts across different industries. We will accelerate investment in our workforce and strengthen our commitment to human resources development across our global group.

Empowering

Since its establishment, Mitsui & Co., Ltd. has built a culture and organization where individuals can continually grow. This part introduces our efforts for capable individuals with various expertise, successful track records, and career aspirations to gather in order to create innovation that builds brighter futures, with focus on the three pillars of our human resources strategy. We also work on well-being and productivity management so that each individual becomes full of vitality and can embody our company's long-standing ethos of "Challenge and Innovation."

Essentials

This part introduces our corporate governance structure that supports growth, global group human resources structure that backs consolidated management, and governance structure regarding human capital that we are striving to fortify to practice our human resources strategy across the global group. It also refers to a commitment from Center of Excellence (CoE) and HR Business Partners (HRBP) that working on the enhancement of global group human resources structure.

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

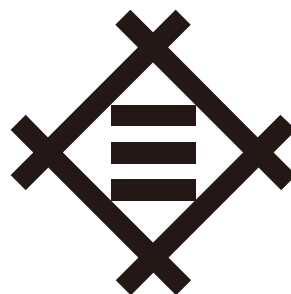
Data Book

This part provides 5-year data, including basic information such as number of employees, average annual salary, and gender pay gap, diversity-related information including age and gender; and other information related to the number of hires, work-life management, and well-being, as well as the list of our disclosure in line with ISO30414 and our company information as of March 31, 2024.

Philosophy

People make business,
business cultivates people.*1

Let not short term gains
tempt your mind,
seek only enduring prosperity
by embracing grand aspirations.



mitsui & co.

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

Mitsui develops its people.
They are our most
important asset.

—— The word of Takashi Masuda, the first president of the former Mitsui & Co. *1 The word of Eiichi Hashimoto, the former chairman of Mitsui & Co.

**Why we are known for the Phrase
“Mitsui is People”**

**The unwavering spirit
of valuing “people”
since our establishment**

Our founding philosophy dates back to before World War II, and the spirit of Mitsui & Co. at its inception continues to be passed down. The first president of the former Mitsui & Co., Takashi Masuda, was dispatched to France as an envoy of the Edo Shogunate in the 1800s. While in France, he felt a sense of crisis about Japan's lagging behind and together with Rizaemon Minomura, the head clerk of Mitsui-gumi, and a highly influential figure Kaoru Inoue at the time, decided to establish the former Mitsui & Co.

Mitsui & Co. was what is now called a venture company, and

the “& Co.” in English is meant to imply “fellowship.” With a spirit of “Challenge and Innovation,” diverse individuals work in a culture of “Open-Mindedness,”*2 where each individual can grow and contribute in the right place. This is what Mitsui & Co. represents and why it is known as “Mitsui is People.” Based on Takashi Masuda's words, “It all starts with people,” successive leaders have also emphasized the importance of “people” and have developed human resources strategies accordingly. These principles are embedded in the DNA of our company, as the principles guiding our employees.

*2 A free, open, and inclusive corporate culture that welcomes and encourages frank opinions, dynamic business endeavors, and insatiable curiosity.

CEO Message

**People grow stronger by taking
on challenges, and people empowered
in this way create value.**

Indeed, this is the vision for Mitsui & Co.
that has been carefully handed down since its establishment.

Building Brighter Futures
President and Chief Executive Officer

Kenichi Hori



Develop people who can adapt quickly to such changes and create effective strategies for the future.

What does people mean to Mitsui & Co.?

Since the establishment of our company, we have continued to contribute to the development of society by creating new value through the resolution of social issues. In order to continue creating value by responding flexibly to unpredictable and drastic changes in the business environment going forward, I believe it is important to develop people who can adapt quickly to such changes and create effective strategies for the future, and to fully realize their respective potential. This idea is also represented in the words of the first president of the former Mitsui & Co., Takashi Masuda, who said, "Mitsui develops its people. They are our most important asset," which has been passed down from generation to generation. The title of this brochure, "Empowering People to Build Brighter Futures," is also a representation of our firm belief which dates back to that era.

Please tell us about Mitsui & Co.'s unique way of enhancing and drawing out the value of human capital embodied in its keyword phrases such as "Mitsui is People," "Challenge and Innovation," and "Open-mindedness."

In order to empower people to reach their full potential, we have always emphasized the importance of the attitude toward work as well as corporate culture, which are expressed in "Challenge and Innovation" and "Open-mindedness," respectively. We continue to place importance on these values today, and they have been incorporated into the four values as defined in our Mission, Vision, Values (MVV): "Seize the initiative," "Thrive on diversity," "Embrace growth," and "Act with integrity."

In a social environment where change has become the norm, it is becoming difficult to create new value using conventional methods

alone. As people from diverse backgrounds, including their careers as professionals, ages, genders, and nationalities encounter different opinions and mutually recognize each other, they also come to realize what they are lacking. I believe that this kind of inclusive environment, which, in fact, is synonymous with culture with open-mindedness, is a key for our people to sustainably create new value.

Also, in an increasingly complex world, it is becoming more difficult to arrive at the right answer from the beginning. But even so, we still need an environment in which people are encouraged to take on challenges. Things may not always work out perfectly, but at Mitsui & Co., we have always believed it is important to better ourselves by learning from mistakes, and leverage such experiences for tackling future challenges. People grow stronger by taking on challenges, and people empowered in this way create value: Such a virtuous cycle of personnel growth and new value creation is, indeed, the vision for Mitsui & Co. carefully handed down by our predecessors and expressed in the words, "People make business, business cultivates people."

What do you think about the qualities employees should have, such as aspiration, ability and skills, and the roles that employees should fulfill?

The strength of our human resources lies in the fact that each one of us joined the company with our own aspirations and unique individuality, and that we are a group of independent thinkers who are capable of thinking things through and genuinely analyzing business autonomously.

To maintain this strength, the first thing required of employees is to be a professional. Through the experience of delving into the business domains they are responsible for, our employees come to empirically understand that they cannot become professionals in their field without doing their utmost to hone their skills. At the same time,



everyone, myself included, knows that we need to stay humble, given that we are still only midway through the journey of personal development. We need to maintain this awareness, be hungry for new knowledge, and continually refine ourselves. These approaches naturally foster mutual respect for each other's careers. Since we are true professionals, we can apply our skills in a wide range of fields, and realize flexible horizontal collaboration across fields of endeavor.

We also need to cherish curiosity, have the resilience to learn from failure, maintain our focus on the business frontlines, and follow our belief in the five senses, in other words, valuing insights gained from what we directly see, hear, and touch. I ask our employees to pay as many visits as possible to the business frontlines and make decisions based on their five senses, while actively leveraging new technologies such as AI as tools.

What do you focus on in terms of the executive structure and governance system in order to effectively promote the human resources strategy?

We have adopted a global matrix structure based on the business

People from diverse backgrounds create value in an inclusive environment.

unit system. This lowers organizational boundaries between business units and regional offices, and enables flexible and agile collaboration. 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, at that point in time.

Similarly, in our human resources strategy, local offices (place of recruitment) and business units coordinate closely to strengthen employees' expertise as professionals, provide training and transfer opportunities that are not restricted by business unit or region, and thereby create optimal career paths for our employees. In order to put our concept of talent management into words and ensure the shared understanding of it among our global employees, we formulated a global talent management policy in July 2024. In addition, our global talent management system Bloom is set to be introduced globally by the end of December 2024. I believe these will further visualize our talent management processes, and ever accelerate the active involvement of diverse human resources through appropriate allocation of human resources.



Our HR strategy is also constantly being discussed as a major topic by the Board of Directors and Executive Committee. With a particular focus on inclusion, we have established a system that allows us to carefully consider the development of line managers and succession plans within the organization. We are also promoting well-being initiatives, and in addition to providing physical and psychological safety and security, which is the basis for ensuring employees' performance, we seek an environment in which each person can work in their own style with enthusiasm, and thrive together with their colleagues. Also utilizing the Mitsui Engagement Survey, which is conducted every year, we are working to accurately grasp and improve the state of our organization.

Please tell us about any insights you gained through dialogues with stakeholders and your approaches for promoting human capital management.

The ultimate goal for a company is to create value together with its stakeholders. To that end, it is crucial to show the company's future path over the long term, and to obtain support and understanding from each stakeholder. In that sense, the Medium-term Management Plan 2026 offers us a platform to communicate how we will allocate the valuable corporate resources entrusted to the company and how we will link them to value creation.

For example, with respect to the energy transition promoted under the Medium-term Management Plan 2026, it is necessary to promote the energy shift serving as a bridge to a future low-carbon society, and to translate it into a business model that is sustainable and meets our revenue standards. Means to realize that and corporate resource allocation plans for generating innovation must be clearly presented to our stakeholders along with specific timelines, and we will execute our plans after gaining their under-

standing and support.

This approach does not change at all even when it comes to our human resources strategy. As evidenced by the recent rise of social interest in human capital management, I am convinced that putting people first among other business resources is fundamental for corporate management. Therefore, in our dialogues with internal and external stakeholders, we actively share our approach, envisioned direction, strategies, and ongoing measures related to human resources, to deepen their understanding. The same goes for management's engagement with employees.

Could you once again explain the reason for publishing the report entitled "Empowering People to Build Brighter Futures"?

For Mitsui & Co., which has always placed people at the core of its management, it is quite natural to issue a report focusing on human resources information for communication with stakeholders. Our stakeholders include not only shareholders, investors, customers, business partners, and local communities, but also our own employees and people who are interested in our business. To those who are interested in working at our company in the future, I would like to explain in detail the importance of people for Mitsui & Co., and the kind of growth they can experience here.

In this report entitled "Empowering People to Build Brighter Futures," we will continuously update and communicate our human resources strategy and concrete progress toward our future vision, in order to convey Mitsui & Co.'s people-oriented approach and initiatives to stakeholders.

Transformation of Business Models and Human Resources Strategy

Total Assets Approx. **16.9** trillion yen
(as of the end of March 2024)

We began doing business in the import and export field during Japan's post-war reconstruction, and since then we have leveraged our accumulated expertise to invest in new businesses, continuously transforming our business model. This change in business models has been made along with the transition of human resources strategy.

1947—

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 natural 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”)

Development of talent

Enhance internal mobility

1952

First dispatch of Foreign Language & Business Culture Trainee to the US

1975

First transfer of an regionally hired employee to Japan

Empowerment of diverse human resources

1989

Establishment of training program for regionally hired employees dispatched to Japan

1989

Establishment of International HR Department

1992

Recruitment of female business staff started

Appropriate allocation of global human resources

2005

Establishment of Diversity Management Department

2006

Global matrix structure implemented

2018

Launch of Mitsui Engagement Survey

2021

Introduction of Mitsui Leadership in Action

2024

Introduction globally of the talent management system “Bloom”

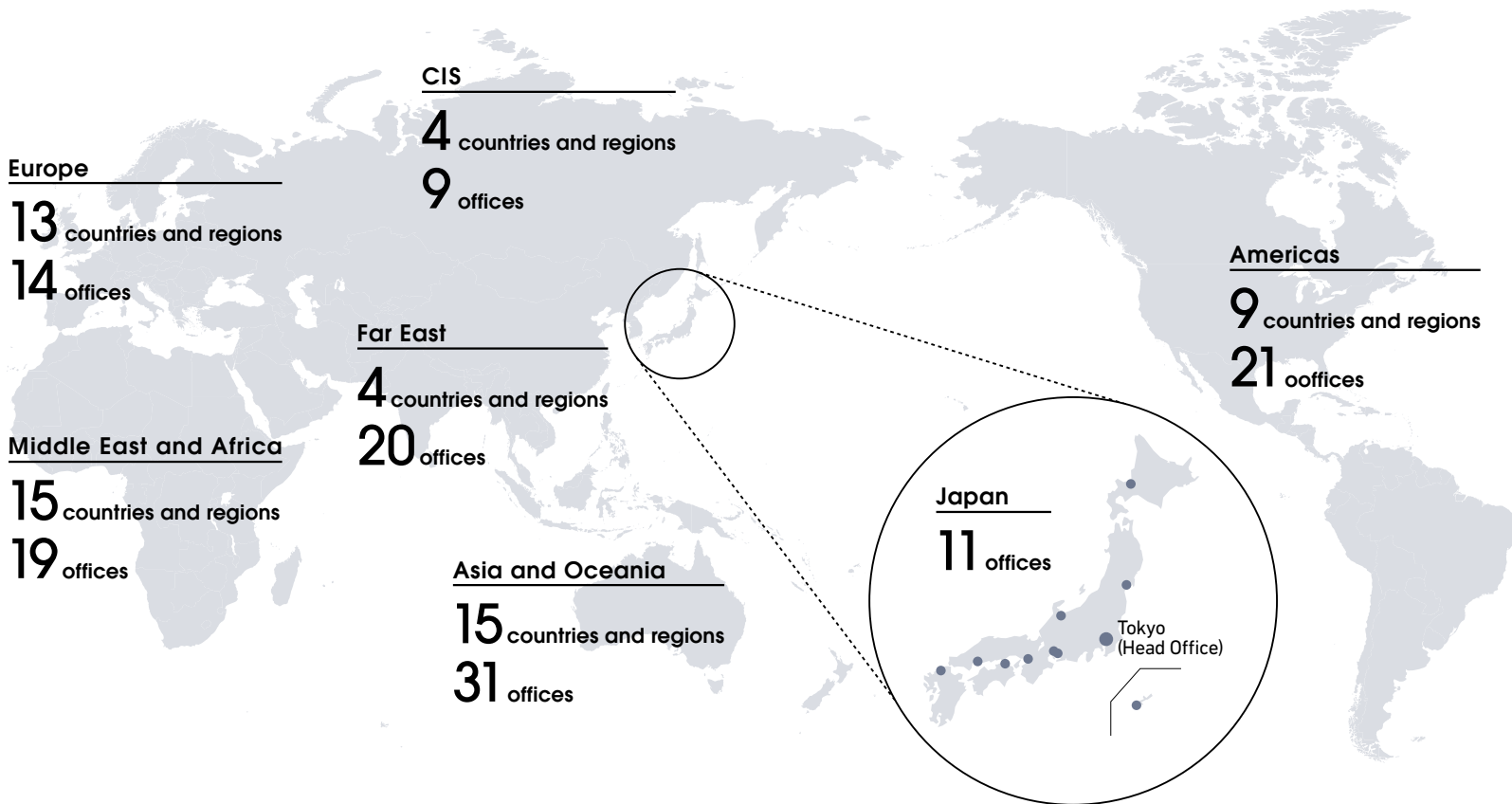
Human resources strategy for Medium-term Management Plan 2026

- Development of capable individuals
- Inclusion
- Strategic assignment of personnel

Human Resources Strategy

Global Network

We work to build brighter futures, utilizing the networks we have developed through our diverse business across the world.



Headquarters Business Units

Mineral & Metal Resources

- Mineral & Metal Resources Business Unit

Energy

- Energy Business Unit I
- Energy Business Unit II
- Energy Solutions Business Unit

Machinery & Infrastructure

- Infrastructure Projects Business Unit
- Mobility Business Unit I
- Mobility Business Unit II

Chemicals

- Basic Materials Business Unit
- Performance Materials Business Unit
- Nutrition & Agriculture Business Unit

Iron & Steel Products

- Iron & Steel Products Business Unit

Lifestyle

- Food Business Unit
- Retail Business Unit
- Wellness Business Unit

Innovation & Corporate Development

- IT & Communication Business Unit
- Corporate Development Business Unit

Office Locations (As of April 1, 2024)

61 countries and regions / **125** offices

Number of Affiliated Companies for Consolidation (As of March 31, 2024)

Subsidiaries

Japan **84** / Overseas **212**

Equity Accounted Investees

Japan **36** / Overseas **159**

Total

491



Creating Values

Value Creation by People Building Brighter Futures

We established the Global Talent Management Policy in July 2024 so that each and every one of our capable individuals who is a driver of value creation who increases their skills and realizes their career aspirations by engaging in business activities in a spirit of “Challenge and Innovation.” Let us introduce some of our employees who are addressing value creation in line with this policy and playing active roles in their work globally.



Mitsui de Mexico S. de R.L. de C.V.
Ricardo Castellanos

Vision of our employees to Realize Sustainable Value Creation

Primary measures

- 13 • Developing Change Leaders
- 14 • Creation of Employment Opportunities in Emerging Countries
- 15 • Our Unique Global Selective Training
- 16 • Sustainable Infrastructure Development
- 17 • Creation of New Businesses in Japan
- 18 • Inclusion on a Global Scale
- 19 • Developing the Capabilities of Diverse Talents

Basic approach

We have adopted the global matrix structure centering on the two axes of business / functions and region, and are promoting our efforts for the talent management of global and diverse employees by the flexible collaboration of these two axes. The ideal HR profile envisioned who carry our business models and realize sustainable value creation are defined in the Global Talent Management Policy below.

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 their colleagues and aspire to reach new heights. These individuals are capable of generating new value efforts to "create, grow, and expand" business.

Striving for inclusive culture

Individuals who can think freely and accept different viewpoints in an open-minded corporate culture and work with their 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.

We have also introduced Mitsui Leadership in Action (MLA) as global common core behaviors to realize this vision of human resources. The Values are defined as our core values to support our global efforts for "Challenge and Innovation" by employees, and are concretely shown in the 12 core behaviors set out in MLA. Through the practice of MLA, each employee takes ownership to realize our management philosophy (Mission, Vision, Values: MVV).

Values	12 core behaviors that embody MVV (Mitsui Leadership in Action)	
Seize the initiative	Lead change	Bring transformation and value creation for society
	Discover value	Act on opportunities to challenge and innovate
	Build resilience	Overcome adversity to realize change
Thrive on diversity	Be open-minded	Think and act inclusively for quality outcomes
	Collaborate proactively	Contribute to the success of business, colleagues and organization
	Harvest synergies	Act with a view for higher collective outcomes
Embrace growth	Energize	Trigger greater outcomes by inspiring others
	Commit to excellence	Pursue great work with passion in what you do
	Develop as individuals	Acquire skills that provide recognizable value to stakeholders
Act with integrity	Aim high	Pursue worthy objectives that stand the test of time
	Stay humble	Be respectful to others
	Be honest	Act with integrity and lead by example

Global Talent Management Policy

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

Connecting “people” a spreading circle of growth

Seconded to PT CT Corpora
Corporate Business Development (Indonesia)

Dinda Putri Nastiti

■ CT Corpora

Based in Indonesia, CT Corpora reaches a broad range of consumers in Indonesia through the development of businesses in finance, retail, media, real estate, hospitality, entertainment, lifestyle, etc.

■ Participation Program

Mitsui-Bussan Scholarship Program
for Indonesia,
Change Leader Program



Growing with the company toward realizing my career goal through the encounter with Mitsui & Co. that shares my vision

My journey with Mitsui & Co. dates back to 2000 when I was still a student. Having a strong interest in Japan, I applied to the “Mitsui-Bussan Scholarship Program for Indonesia” and received the opportunity to obtain a bachelor’s degree in IT in Japan. After that, I returned to my country with the firm intention of contributing to the digitalization of Indonesia. Then, in 2011, wishing to widen my appeal at a company that shares my vision, I joined Mitsui & Co.

Over the years after joining the company, I have been taking on the challenge of expanding into different industries through digitalization, through which I have learned that localization is indispensable to make business ideas happen. It is also necessary to optimize business models and solutions according to local needs instead of simply importing them. I also came to conclude that, as we need to adapt totally different local know-how to realize that, diversity is becoming vital. Around that time, in 2019, I participated in the Change Leader Program, which aims to foster leaders for change. Through discussion with members selected from various countries and top-level executives, I reaffirmed the significance of involving diverse people in driving change to realize business innovation.

Currently, I am being temporarily transferred to CT Corpora, a local-grown conglomerate that is CT Corp’s subsidiary company, where I aim to enrich Indonesian people’s lives by delivering the right products and services through data-driven consumer insights, empowered by diverse talents and networks of Mitsui & Co., and our local partners. I hope to see more people who have learned or will learn in the future on Mitsui & Co.’s scholarship will become interested in Mitsui’s business, just like myself, so that the circle of personal-business-society growth will continue to expand.

Illuminating the future with my passion for Africa

Seconded to Zalar Holding S.A.
Director Chargé de Mission (Morocco)

Yuki Yashiro

■ Zalar Holding

Established in 1974, Zalar consistently handles everything from grain import, feed production and poultry farming, to meat processing and production. Under the Dindy brand, Zalar's poultry products including ham and sausages are sold in various forms, primarily throughout Morocco. Since 2020, Zalar has also expanded its poultry business in Senegal.

■ Participation Program

Overseas Development Dispatch,
Foreign Language
& Business Culture Trainee



Difficulty of creating work from scratch and satisfaction of formulating hypotheses by myself and conducting repeated verifications after knowing a country and its culture

Inspired by my experience as an educational volunteer in Kenya, in order to take on the challenge of creating employment opportunities in Africa, I joined Mitsui & Co., an industrial problem solver in line with the needs of the times. I joined the Energy Business Unit, mainly working on development projects in oil and gas fields, and in my third year, I gained experience of working as a trainee in Dubai. I felt a sense of fulfillment in working on a project that directly contributes to nation-building through resource development, but as I also wanted to build a focus on Africa, which had been my initial intention, I applied to become a French language trainee. After a year of language training in Lyon, I was transferred to the Mitsui & Co. office in Casablanca, Morocco for on-the-job training. There were no routine tasks, and our mission was to explore new business opportunities. It was the first time I found myself in an environment where the name "Mitsui & Co." did not have much recognition. I spent my days in Morocco, as well as in francophone West Africa, realizing the difficulty of creating work from scratch. On the other hand, I also had the opportunity to learn the satisfaction of formulating hypotheses and conducting repeated verifications.

Witnessing the growing demand for protein in Africa, I further strengthened my desire to take on the challenge of developing the food industry, and when it was time to return to Japan, I requested to be assigned to the Food Business Unit. I also had the opportunity to be seconded to domestic affiliated companies, accumulating experience and knowledge in the animal protein business area. One day, after spending two fulfilling years, an opportunity arose to be seconded to Zalar Holding, a company in which I considered investing as a project member, during my OJT in Morocco. I will have worked at this company for two and a half years in August 2024, and I am now taking on the challenge of enhancing Zalar's business competitiveness. Although I am still halfway towards achieving my goal of creating employment opportunities, I aim to become a Mitsui & Co. employee who not only contributes to the improvement of our African business quality, but also illuminates a bright future for Africa, using the network I have built so far.

Creating new value by responding flexibly to unpredictable changes

Mitsui & Co. Korea Ltd.
Basic Chemicals Division,
General Manager (Republic of Korea)

Lee Woojun

■ Mitsui & Co. Korea

Established in 1993. With approximately 100 employees, the company is promoting businesses related to iron & steel products, mineral & metal resources, infrastructure projects, mobility, energy, basic chemicals, functional chemicals, and food and retail.

■ Participation Program

Global Management Academy
Executive Education
Japan Trainee Program
Change Leader Program



**Various training programs opened globally
and opportunities to gain experience are essential
for developing future leaders**

I joined Mitsui & Co. Korea in 2000. Since the company was established in 1993, I joined at a relatively early date. Currently, Mitsui Korea is also taking on the challenge of embracing the trend toward a decarbonized society and realizing initiatives for locally developed projects in the hydrogen, ammonia, and battery areas.

Although my role in the company has changed over time, I have always believed that autonomous growth through work is necessary, and that this will lead to the growth of myself and the organization. I believe that participation in training programs is an important opportunity to support this. I have participated in some selective training programs such as Global Management Academy (GMA) at Harvard Business School, Executive Education at IMD in Switzerland and the short-term Japan Trainee Program held in Japan. GMA is open to employees of group companies, and it was a very valuable opportunity for a diverse group of people, regardless of their business, nationality, or gender, to gather and learn about case studies and leadership methods for resolving social issues through their businesses. This is the foundation of the idea that as a line manager, I will work with my colleagues to overcome difficulties and create new business.

My next career path is to be transferred to Tokyo Head Office for the second time from October 2024. While the first transfer in 2010 provided me with the experience of learning about Mitsui's philosophy and strengths, this time I hope to enhance my perspective and take on new challenges that are not bound by the boundaries of business or organization. In order to support the future development of Mitsui Korea, I would like to use this experience to contribute to the enhancement of corporate value on a global basis, not only in business, but also by realizing Mitsui's ideas on human resources development and organization development.

Creating value with diverse colleagues, combining our own strengths

Seconded to Mit-Power Capitals (Thailand)
Limited Director
(Current affiliation: Infrastructure Projects Business Unit
Project Development Division I Logistics Infrastructure
Department General Manager (Japan))

Maiko Kanamori

■ Mit-Power Capitals

Mit-Power, a 100% owned subsidiary of Mitsui, established as an intermediate investment company for investment in various power and infrastructure projects promoted jointly with Gulf Energy Development, a major power development corporation in Thailand, and for business management.

■ Participation Program

Foreign Language & Business
Culture Trainee,
Women Leadership Initiative



Aiming to realize sustainability through infrastructure development and business operations overseas for future generations

Since my student days, I have been interested in contributing to society through infrastructure development overseas, which is why I aspired to work for a general trading company. After acquiring basic skills as a professional trading company employee, I was drawn to enthusiasm in Southeast Asia and applied to become a Foreign Language & Business Culture Trainee in Thailand. After a year of learning Thai, I took on a trading role during on-the-job training, sitting side by side with Thai staff. I also deepened my understanding of the local culture and customs, and was able to build invaluable friendships. In particular, I believe that I have learned the importance of accepting diversity in a different culture, as well as gaining my own clues to leverage it as a strength.

After returning to the head office, I was involved in launching logistics infrastructure businesses, in which I had the opportunity to engage in infrastructure development projects in Thailand. This involved negotiations in Thai, discussions with external advisors, and management taking into consideration the emotions of team members. I poured all of my knowledge into these tasks and worked hard to challenge myself in a new field. As some of the projects I was in charge of started to move toward realization, I also became a parent in my personal life and took childcare leave. While experiencing the challenges of childcare, I also realized the importance of and gratitude for working as a team. Moreover, I reaffirmed the necessity of sustainability in infrastructure development for future generations.

Since 2019, I have been stationed in Bangkok, Thailand, and now hold a position as part of the management team in an intermediate investment company focused on the power sector. I am working with a sense of ESG as my own responsibility, considering the global trend and the next generation. While working diligently every day in the development and operation of infrastructure overseas, I also look ahead to the future, and I aim to become a globally-minded business professional who embraces diversity while leveraging my own strengths.

Our People Building Brighter Futures: CASE 05 Creation of New Businesses in Japan

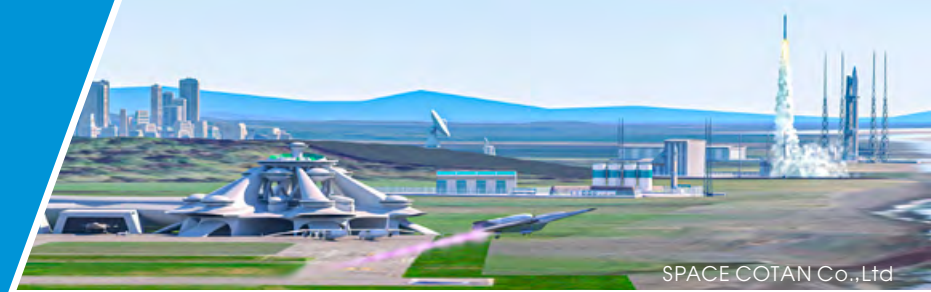
Capturing business opportunities and promoting Them glocally

Hokkaido Office, Administrative Department (Japan)

Natsuko Watanabe and Hideki Kimura

■ Hokkaido Office

Hokkaido Office is a part of Japan Bloc composed of offices and branches in Japan. Since FY March 2025, Japan Bloc has been changed to have a system called Block Chief Representative System with the aim of further strengthening wide-range cooperation and creating businesses with a strong impact.



From Hokkaido to the world contributing to the development of a spaceport, and striving for an early realization of Silicon Valley of the space industry

Kimura: I took lead in a project to support Space Cotan (SC), which manages and operates the Hokkaido Spaceport (HOPSO) owned by the town of Taiki-cho, Hokkaido, through the Mitsui & Co. Co-creation Fund* (the first project supported by the Fund officially announced in February 2024). Many private-sector rocket businesses and universities need test-launch sites for sub-orbital rockets reaching inner space at an altitude of 100km, for use in their initial development activities in preparation for the eventual launch of orbital rockets capable of launching satellites. However, there is a shortage of such experimental launch sites available for private sector and universities use in Japan. HOSPO is a commercial spaceport available for private-sector use that aims to contribute to sustainable social development in the future through the launch of orbital rockets and the collection and utilization of satellite data as part of efforts to solve various societal issues, including GHG monitoring, natural disaster responses, and the correction of digital divide, as well as the promotion of the private-sector space industry in Asia. In addition to the grant from the Mitsui & Co. Co-creation Fund, Taiki-cho, SC and our company have concluded comprehensive partnership agreements, promoting the development of the space-related industrial sector, space town development and initiatives for decarbonization.

Watanabe: I am participating in the Talent Development Program for Cross-industry Business Development, in which middle-level employees and junior employees work at offices in Japan for two years to address cross-divisional projects while leveraging the comprehensive strength of our company, and I am primarily responsible for the field related to decarbonization, food and agriculture and tourism. Although it may be in the future, the Hokkaido Office sees this as a tourism field in the broadest sense of the word, with a view to transporting people into space. In addition, I think the utilization of satellite data will provide a solution to the effective use of energy from the perspective of decarbonization, and a clue to how the primary industry that is not only efficient but also earth-conscious should be from the perspective of food and agriculture. By getting involved in space projects to which Hokkaido Office directs overall effort, I would like to promote cross-industry initiatives to spur interdepartmental collaboration from the viewpoint of people living in the region, and contribute to the creation of business clusters.

*By providing grants to the projects conducted by issue finders (discoverers of social issues) from outside the company.



Accelerating inclusion for new business creation globally

Mitsui & Co. (Asia Pacific) Pte. Ltd.
Dhaka Branch Branch General Manager
(Bangladesh)

Shariful Alam

Mitsui & Co. (Asia Pacific) Pte. Ltd. Dhaka Branch

Established in 1958. In addition to the traditional textile and fashion industry, Bangladesh is experiencing growth in infrastructure, metal processing, mobility, pharmaceuticals, and consumer-centric business. While aiming to establish strategic partnerships with top local conglomerates, we are focusing on expanding trade, and investment in mobility, infrastructure, energy, and consumer-centric business.

Participation Program

Japan Language & Business Program
Change Leader Program
Global Management Academy



Understanding people and cultures, and building a strong network will lead to new challenge for a brighter future

Since its establishment in 1958, the Dhaka branch has been involved in various ODA-related infrastructure projects, and has continued to play a significant role in the development of infrastructures even after Bangladesh became independent in 1971. I joined the Dhaka branch in 2000 and worked as a local liaison, focusing on the textile industry at the beginning. Subsequently, along with the growth of the country, the scope of our business expanded, and we came to handle metals, mobility, food, chemicals, as well as infrastructure-related tasks and new ventures collaborating with the country's top conglomerates.

What I find fascinating about working at Mitsui & Co. is the potential to create new businesses by flexibly adapting our business model to the changes in the world and establishing various partnerships. It is a dynamic business model that is rare anywhere in the world. Additionally, we place a strong emphasis on training for overseas staff. I myself participated in the Japan Language & Business Program (LBP) for two years from 2013, through which I learned not only Japanese, but also about the people, culture, and the company's values and structure. In order to advance business with a sense of urgency on the ground, it is necessary to promptly share the company's strategies and work objectives with the business headquarters. Understanding people and cultures and building a strong network will enable us to smoothly share common goals and quickly establish a new foothold for strategic partnerships for a brighter future. This is truly inclusion on a global scale, and I hope that many overseas staff will have such experiences in the future.

I feel that Mitsui & Co.'s vision of inclusion is still under development. I will continue to generate business by accelerating locally driven inclusion, and tackle dynamic business models with the aim of further expanding the Dhaka branch, and eventually making it a 100-member office (currently 26 members).

Our People Building Brighter Futures: CASE 07 Developing the Capabilities of Diverse Talents

Maximizing the potential of people building brighter futures

Mitsui & Co. HRD Institute
Group HRD & Consulting Department

Sakiko Uemura

Mitsui & Co. HRD Institute

We provide solutions related to human resources development, organization development, and language services to Mitsui & Co. and its overseas trading affiliates as well as its domestic and international group companies. We support the growth of diverse individuals who can excel globally by leveraging our expertise.

Training Programs in Charge

Training programs for Mitsui & Co. Group companies (New Hire Induction Training, Training Program to Enhance Team Contribution, etc.), and Bussan Academy as well as Consultation on Human Resources and Organization Development for Mitsui & Co. Group Companies



Actual training, going beyond mutual learning among diverse individuals, provides opportunities to feel your contribution to the demonstration of the entire Mitsui & Co. Group's comprehensive strength

We at Mitsui & Co. HRD Institute provide various talent development programs for the entire global group toward realizing "focus on human resources," which is the DNA of Mitsui & Co. It is our mission to develop human resources who will build brighter futures of Mitsui & Co. Group. I am mainly responsible for the planning and operation of a training program for junior employees of group companies. In this program, participants discuss how they can improve their ability to get others involved, which has become increasingly necessary as working styles have been diversifying after the COVID-19 pandemic, as well as concrete measures to maximize individual strengths with each other. In addition, friendly competition with employees from group companies of the same generation contributes to making opportunities for relationship-building as well as making more conscious of ideas from a variety of perspectives. The relationship that participants have built with each other during the training often goes beyond simply learning from each other at that time, and leads to collaboration between companies, which I feel that this is linked to the demonstration of the entire Mitsui & Co. Group's comprehensive strength. In addition to training programs in which group companies gather together under one roof, we provide training programs to each individual company. For example, we create made-to-order training programs, such as ones for management training and team-building training, toward solving issues of each company by utilizing our expertise on human resources development. It is one of the rewarding moments for me to witness trainees with various backgrounds learning from each other to engage in solving issues of their companies, as well as individuals and organizations making changes.

For us to continue to be professionals responsible for nurturing human resources, we formulated our vision with the catchphrase of "connect, nurture and open." I find it is the highlight of my work to contribute to the growth of the entire group by connecting Mitsui & Co. Group, nurturing relationship between individual employees and their eagerness to learn and opening a possibility to demonstrate the group's comprehensive strength.

To Empower People to Build Brighter Futures

This part introduces our efforts to empower people to build brighter futures. To address the increasingly complex social issues worldwide, we aim to provide societal value through Cross-industry business models and solutions. The driving force behind this objective is the power of “people” that cuts across different industries.

We are accelerating investment in our workforce and strengthening our commitment to human resources development across our global group.



Final presentation in the Japan Trainee Program
(short-term training program in Japan) in July 2024.

CHRO Message

Continuously enhancing corporate value by giving boost to the growth and active involvement of diverse employees across the global group is the fundamental concept in the company's HR strategy.



Representative Director, Executive Vice President

Yoshiaki Takemasu

Improvement of employee engagement creates a positive cycle in every aspect of talent management, leading to the enhancement of corporate value.

Please tell us your expectations on publishing this report entitled “Empowering People to Build Brighter Futures.”

As the domestic and international environments surrounding us change drastically, the importance of human resources for the sustainable growth of corporations, along with the term “human capital,” is gaining attention. Since the founding of the former Mitsui & Co., we have consistently maintained our corporate culture of valuing people. How does Mitsui approach the recruitment and development of human resources who can manifest Mitsui & Co.’s Mission, Vision, Values (MVV), and the never-ending development of human resources and the organization? What results are being achieved? What kinds of challenges do we see? Which issues need accelerated efforts? We hope to answer these questions through explanation of our basic human resources management approaches to stakeholders. In preparing this report, we tried to explain our human resources strategy and individual measures, as well as their purposes and effects based on data as much as possible, while introducing stories of individual employees and their growth concretely. We hope this report will help to show the positive cycle between our commitment to people and the resulting enhancement of our corporate value.

Please tell us what the phrase “Mitsui is People” means.

I find the phrase “Mitsui is People” is a real compliment for the company, thinking that it reflects our reputation that Mitsui has a corporate culture of putting people above all else. On the flip side, the fact that the company trusts and values its employees means that each and every employee is expected to think for him or herself as an autonomous individual and take actions. The development of capable individuals is one of our human resources strategies, and

this will remain the core concept for the promotion of the inclusion as well, while respecting the diversity of organizations throughout the global group.

How do you measure the effectiveness of the company's human capital investment?

Steady enhancement of corporate value by fully realizing the potential and maximizing the value of human resources is our top priority management issue. To that end, we not only focus our efforts on the recruitment, development and appointment of human resources, but also promote human resources development tailored to each employee's future career vision and take various measures for organization development that will lead to improvement of engagement. Human resources development and organization development initiatives are the source of our competitiveness and we consider them to be a strategic investment necessary for our sustainable growth. However, their effectiveness has to be measured in a multifaceted manner, from various angles and based on different timelines. We view the results of our employee engagement survey called the Mitsui Engagement Survey (MES), as an important management indicator that shows the correlation between such efforts and sustainable enhancement of corporate value. We started surveying our employees in Japan through the launch of the MES in 2018, and we have now widened its scope, to include employees all overseas offices and major subsidiaries in Japan. surveys and analyzes the employees' level of job satisfaction, motivation in their professional life, sense of personal growth, and empathy towards the strategies and policies of their organizations. To ensure the objectivity and transparency of the survey, we hire an external research firm, and have customized the surveying method, after considering the company's characteristics. Visualizing changes in employee engagement has helped us to improve the productivity of daily operations at the business front lines, and identify our

organizational issues. The results of the MES are reported to the Executive Committee and the Board of Directors, and they are also used as one of the evaluation elements in the remuneration system for directors (excluding external directors).

Please tell us about the human resources strategy set forth in the Medium-term Management Plan 2026.

Further deepening of Diversity & Inclusion (D&I) across the global group is a major theme set forth in the Medium-term Management Plan 2026. We embrace “Open-mindedness” and “Challenge and Innovation” as important phrases that represent the company's fundamental values. A free, open, and energetic workplace should provide an environment in which people with diverse backgrounds and abilities respect each other and can demonstrate their abilities. With that in mind, we will reinforce our initiatives, in particular, geared toward enhancing inclusion while adopting perspective of equity, etc. The current challenges in terms of D&I are the promotion of women's participation at offices in Japan, and the thorough implementation of matching the right people to the right positions approach at our overseas locations, regardless of where they were hired. We are determined to vigorously promote D&I in every aspect of our activities across the global group.

Please tell us about your initiatives related to increasing the active participation.

At Mitsui many female employees are playing active roles across the global group, and the percentage of female managers is 18.8% on a consolidated basis, and the percentage of female managers at overseas trading affiliates and offices is 37%. Since we have achieved this year's target of female managers making up 10% on a non-consolidated basis, in June this year basis, we

**Boldly taking on the challenge
of solving various social issues while continuing
to nurture professional talents is my commitment.**

set a new goal of achieving 20% by fiscal year ending March 2031. Although the ratio of female employees who joined the company as new graduates in Japan has exceeded 40%, and pool of female manager candidates is growing steadily, we recognize the need for continued efforts to fine-tune our HR systems and drive changes in employee mindsets to achieve this goal as early as possible. In a new personnel system introduced in July this year, the traditional job classifications of Business Staff and Administrative Staff, the latter of which was mostly comprised of females, were abolished, and they have been integrated. The new personnel system facilitates transfers and appointments that flexibly accommodate employees' diversifying career plans, including the availability for job relocation and their different life stages. I believe this also will contribute to raising of the percentage of female managers in Japan.

**Please tell us about the current state of efforts for
matching the right people to the right positions.**

The ratio of line managers among regionally hired employees at Mitsui & Co. overseas locations is currently 18%, but with the full scale implementation of Bloom, our global talent management system, starting at the end of this year, we will accelerate our efforts to put the right person to the right positions globally regardless of the place of employment or the division where they were recruited or their business unit. For example, the Managing Director of Mitsui & Co. India, a key base for our company, is an Indian national who was hired locally, and he was appointed to his current position after accumulating wide-ranging experience according to his career plan at the Tokyo Head Office business unit and locations in Malaysia, Singapore, and the UAE. The size of the regionally hired employees pool is growing steadily, and we will proactively advance the promotion of these people to management positions through such wide-ranging career development.

**Lastly, please tell us about what you are
determined to achieve as CHRO.**

Continuously enhancing corporate value by giving boost to the growth and active involvement of diverse employees across the global group is the fundamental concept in the company's HR strategy. The global race to secure capable individuals is growing more competitive year by year. In order for the company to continue realizing its value of "Challenge and Innovation" going forward, it is necessary to consistently develop truly professional talents who see various social issues as their own, and boldly take on the challenge of solving them. The values that were firmly upheld by our predecessors are expressed in such phrases as "Open-mindedness" and "Challenge and Innovation." My mission is to further promote the dissemination of these values, along with our corporate culture of putting people above all else, more vigorously across the global group.

Purpose of Introducing New Personnel System

01

**Integration
of full-time employee**

The Business Staff and Administrative Staff categories will be abolished and integrated into a full time employee category. We will bring out the potential of diverse individuals by enabling them to form their careers independently in broad fields without barriers or ceilings.

02

**Creation
of professional groups**

We will establish three professional groups (Business Development, Business Intelligence, and Corporate Excellence) based on the nature of the duties involved, as signposts to help individuals to consider for themselves the kind of career that they want to build.

03

**Selection between
global and regional**

Individuals will in principle be able to choose between global (transferable) and regional (non-transferable) options every three years. This will allow them to develop their own medium- to long-term career plans while taking into account their personal circumstances at each life stage.



People and Environments that Create Sustainable Value

Mitsui & Co. Group offers a variety of opportunities so that each employee can contribute to the organization, and continuously experience a real sense of growth according to their career aspirations. We have a global matrix structure combining business and regional axes of the various types of business fields, which is the strength of Mitsui & Co. Group. **1) This structure allows employees have opportunities to transfer flexibly and agilely across organizational boundaries.** Additionally, **2) The Group offers an inclusive environment that encourages new challenge and innovation by thriving on the strengths of diverse individuals.** Furthermore, **3) Our global business frontlines offer abundant opportunities for employees to grow as capable individuals, while structured training programs supplement their growth.**

By making full use of these opportunities, capable, diverse individuals continuously pursue challenge and innovation in ways that match our business strategies. This process generates and maintains a virtuous cycle of career realization by each employee and improvement in the corporate value of Mitsui & Co. Group. We see this process as the optimal value creation model for Mitsui & Co. Group.

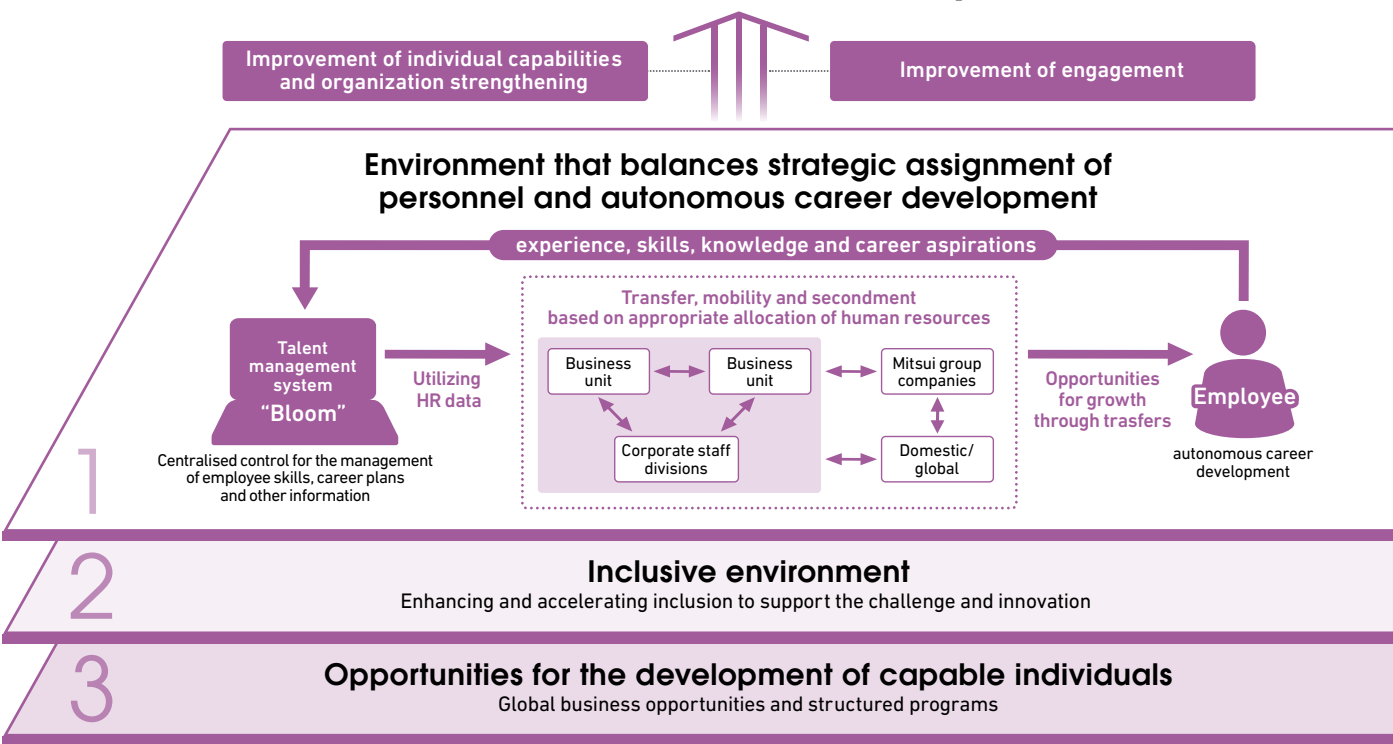
Furthermore, the introduction of the new global talent management system Bloom will accelerate the realization of our human resources strategy.

Medium-term Management Plan 2026 and Human Resources Strategy

Mitsui & Co. regards human capital as an important form of our management capital that generates sustainable value.

The Medium-term Management Plan 2026 announced in May 2023 five Corporate Strategies (CS), and refers human resources strategy in CS5. To maximize the utilization of human capital, it is necessary to steadily execute our HR strategy "promotion of globally diverse individuals." While positioning development of capable individuals, inclusion, and strategic assignment of personnel as the three themes of specific measures to achieve this, we will accelerate investments in talent toward the implementation of initiatives and environmental enhancements to support autonomous career formation (challenges, experiences, and learning).

Sustained enhancement of corporate value



Theme of Medium-term Management Plan 2026 Creating Sustainable Futures

Unearth social issues in all industries from the perspective of global sustainability, produce new business innovation and create strong business clusters and new industries.

Five Corporate Strategies

- 1 Enhancement of ability to make global, cross-industry proposals
- 2 Promotion of "Create, Grow, Extend"
- 3 Deeper sustainability management
- 4 Strengthening of group management capability
- 5 Promotion of globally diverse individuals

■ For details regarding Medium-Term Management Plan 2026, please refer to "Medium-Term Management Plan" on our website.
<https://www.mitsui.com/jp/en/company/outline/management/index.html>

Principal Measures and Indicators

To enhance corporate value, we have established three human resources strategies: development of capable individuals, inclusion, and strategic assignment of personnel. We are implementing various specific measures to advance these strategies.

HR Strategy Leading	Principal Measures and Indicators		Boundary	Achievement (FY March 2024)	Target
Engagement Visualization of cycles leading to sustained enhancement of corporation value	Results of Mitsui Engagement Survey	Response rate	Mitsui & Co. + Overseas Offices	91%	Enhancement of engagement ■ Conducted once a year ■ Response rate of 90% and over ■ Steady implementation of analysis + organization development ■ Expansion of survey scope in the consolidated
		Employee engagement	Mitsui & Co. + Overseas Offices	73%	
		Employee enablement	Mitsui & Co. + Overseas Offices	69%	
	Voluntary turnover rate		Non-consolidated	1.08%	
Development of Capable Individuals Development of human resources who support global, cross-industry proposal and those who take on the challenge of new value creation	Total development and training expenses		Global Group	¥3.05 billion	Number of DX business professionals FY March 2026: 1,000 persons
	Per employee	Average training expenses per year	Non-consolidated	¥560,000	
		Average hours of training per year	Non-consolidated	21.0 hours	Mitsui DX Academy (Basic I, and II) Completion of training: All employees
	Cumulative total number of participants in Global Training programs		Non-consolidated	Approx. 3,800 persons	
			Global Group	Approx. 4,300 persons	
Inclusion Building an environment and structure, as well as strengthening of the system to utilize the diversity of each individual and maximize their abilities and work added value	Total number of DX business professionals		Mitsui & Co. + Overseas Offices	231 persons	Percentage of female managers (Non-consolidated) FY March 2025: 10% ^{*2} FY March 2031: 20%
	Ratio of mid-career		Non-consolidated	41%	
	Ratio of female personnel hired (new graduates + mid-career)		Non-consolidated	43%	
	Ratio of female employees		Non-consolidated	30%	
	Percentage of female managers		Non-consolidated	10.7% ^{*1}	Percentage of male employees taking childcare leave 100%
			Consolidated	18.8%	
	Ratio of line managers among regionally hired employees		Overseas Offices	18%	
	Percentage of People with Disabilities in Mitsui's workforce		Non-consolidated	3.17%	
	Child care leave taken by male employees	Percentage	Non-consolidated	70%	
		Average number of days	Non-consolidated	45 days	
	Re-employment users (after retirement)		Non-consolidated	182 persons	Worldwide introduction of Bloom FY March 2025: 100%
Strategic Assignment of Personnel Adaptable talent deployment in a sustainable and agile manner within a global group to accommodate the rapidly changing business environment	Number of Expert Band users		Non-consolidated	17 persons	
	Total number of Human Resources Bulletin Board system users		Non-consolidated	613 persons	
	Talent Management System (Bloom) introduction rate		Mitsui & Co. + Overseas Offices	20%	
	Number of overseas transferees among regionally hired employees		Overseas Offices	81 persons	
Well-being Every individual employee can embody our company's long-standing ethos of "Challenge and Innovation" with vigor and vitality	Percentage of employees undergoing health checks		Non-consolidated	100%	Percentage of employees undergoing health checks 100%
	Percentage of employees undergoing stress checks		Non-consolidated	85.2%	
	Presenteeism		Non-consolidated	12.3%	Percentage of employees undergoing stress checks 90% and over
	Annual Paid Leave	Average Annual Paid Leave Taken	Non-consolidated	13.6 days	
		Average Annual Paid Leave using ratio	Non-consolidated	70.3%	Average annual paid leave usage ratio 70%

*1: As of July 1, 2024 *2: Achieved July 2024

Employee Engagement

Global Group

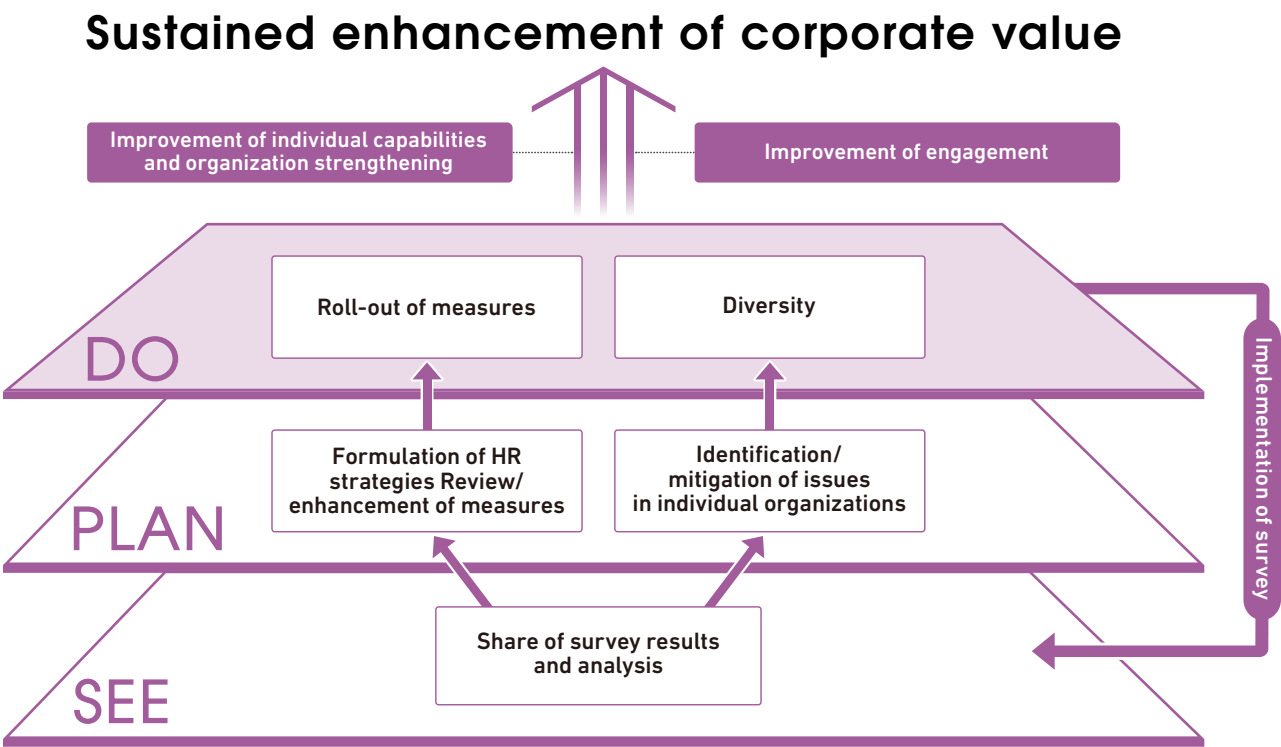
An Important Management Indicator for Measuring the Effects of Human Resources Strategy

Mitsui & Co. Group believe that to ensure steady implementation of the management strategy and human resources strategy, it is important to build a cycle in which individual employees associate such strategies with the tasks they are working on and understand the purpose of the strategies for the sustainable enhancement of corporate value.

In order to properly execute this cycle, we position employee engagement as an important management indicator to measure the effect of human resources strategy, and conduct the Mitsui Engagement Survey (MES) as a tool to address organizational issues.

To ensure the objectivity and transparency of the survey, it is conducted in such a way in which subjects directly respond to an external company entrusted with the survey service anonymously. This survey is conducted on the entire Mitsui & Co. Group once a year(optional for affiliated companies). The results of MES are analyzed at regional and organizational levels, and then action plans are formulated accordingly, in which employees utilize the results of the survey for organization development with a sense of responsibility at each work place. At the same time, since management members also play important roles such as the formulation of human resources strategy and the review of measures through analysis and deliberation on the results of Executive Committee meetings, year-on-year changes in the ratio of positive responses to questions regarding employee engagement and employee enablement are used as one of the evaluation elements in the remuneration system for directors (excluding external directors).

At Mitsui & Co. Group, we utilize the results of MES in initiatives for the improvement of employee engagement, and as a result, we will achieve sustained enhancement of corporate value.



Mitsui & Co. + Overseas Offices

Ratio of positive responses to questions in the important category in MES

	FY March 2022	FY March 2023	FY March 2024
Response rate	89%	92%	91%
Employee engagement	71%	72%	73%
Employee enablement	69%	69%	69%
Understanding and empathy for strategies and direction	78%	80%	81%
Opportunities to demonstrate skills and ability	74%	76%	76%
Leadership trust	70%	71%	73%

Empowering

Continued Growth of People Building Brighter Futures

Since its establishment, Mitsui & Co., Ltd. has built a culture and organization where individuals can continually grow. Capable individuals with various expertise, successful track records, and career aspirations gather to create innovation that builds brighter futures, everywhere, which we believe to be the source of value creation for business and society alike. With a view to achieving this, we are working on development of capable individuals, strategic assignment of personnel, and well-being and productivity management on the basis of inclusion.



Mitsui & Co. Italia S.p.A.

(Left) Sabrina Scaravetti

(Middle) Viviana Marchetti

(Right) Yuko Otake

Empowering Development of Capable Individuals

Primary measures

- 29 • Growing on the Job (OJT)
 - Overseas Trainees and, Foreign Language & Business Culture Trainees
 - Number of Employees by Language Learned
- 30 • Secondment between Group Companies
- 31 • Career Challenge Program
- 32 • Supporting Growth through Off-the-Job Training (OFF-JT)
 - Talent Development Programs
- 33 • Promotion of Reskilling
 - Cultivating DX Talent
- 34 • Growing with Stakeholders
 - Mitsui-Bussan Scholarship Program for Indonesia
 - Mitsui SASUGAKU Academy

Basic approach

In aiming to achieve our mission of “Build brighter futures, everywhere,” it is critical for each and every employee to lead change, and accumulate world-class results by leveraging his or her own strengths. By getting familiar with a wide range of business domains, products, areas, and regions and collaborating with each other, management capital will be tapped to the maximum, which will lead our employees to create, grow and extend businesses by themselves and create new value throughout the world. Referring human resources who strive to raise their level of competition by collaborating with others and enhancing

each other with a spirit of “Challenge and Innovation” as capable “individuals,” we are directing our efforts to developing them globally.

For the development of such human resources, while focusing on conducting on-the-job training (OJT) at each workplace, we are also directing our efforts to providing systematic talent development programs to complement such training through off-the-job training (OFF-JT), as well as various systems and bases for global career development with the intentions of our employees as the starting point.



1

Take up challenges in your current work.

Earn recognition from customers and partners by acquiring skills and abilities.

Enhance your own skills and abilities by taking on challenges, make creative efforts, and producing results through your current work.



2

Accumulate various Experiences.

Combine strengths that yield unique results.

Discover your vision as a professional and acquire multiple strengths by accumulating experience in various fields and industries.



3

Continue to learn.

Use off-the-job training to improve your skills.

By continually acquiring new skills, become a professional who produces results, regardless of environmental changes, through self learning and the acquisition of new skills.

Growing on the Job (OJT)

Non-consolidated

Overseas Trainees and, Foreign Language & Business Culture Trainees

Developping global talent

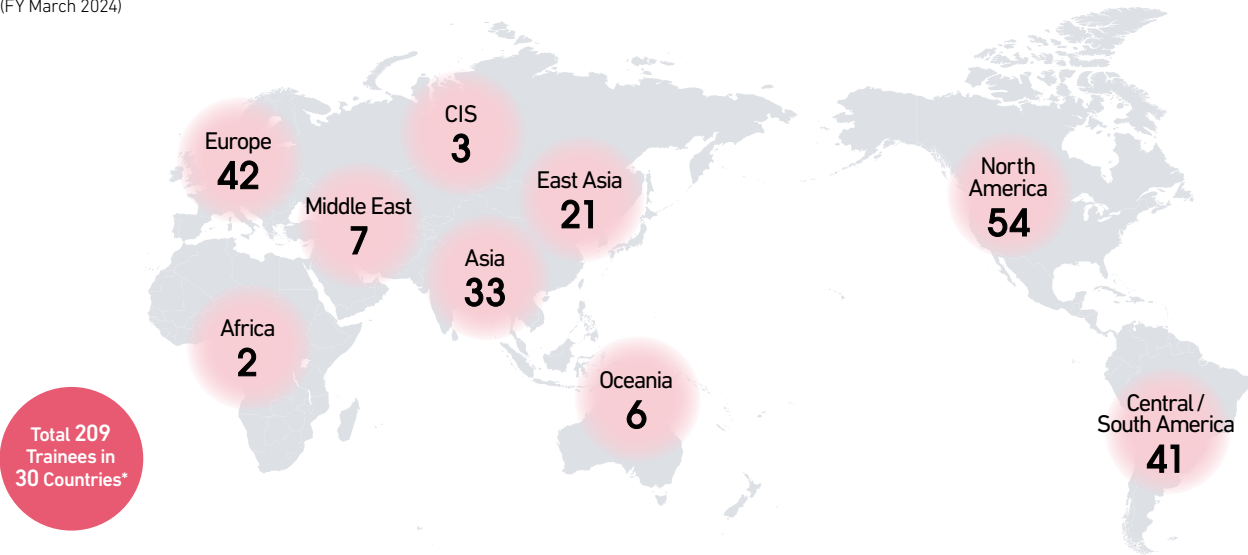
Our company has been operating the overseas intern system with the aim of cultivating local talent since its early 1950s. This program sends interns to non-English speaking countries for two years, not only to train them in a specific language but also to develop global business people who can absorb different cultures and diverse values, have a broad perspective, and acquire the historical and cultural knowledge that is the foundation of international exchange. In the first year, they study at a local university or language school, and

in the second year, they gain practical experience at a local branch, local company or affiliated company, using the language they have learned.

We also offer other overseas dispatch programs, focused mainly on OJT, sending employees abroad for up to two years. These programs provide a depth of talent in various languages and regions, as well as a wealth of global talent, which is a source of our company's uniqueness and strength.

Number of participants in the global training programs

(FY March 2024)



Non-consolidated

Number of employees by language learned

(Language acquired by Foreign
Language & Business Culture Trainee)

Language Learned	Persons
Chinese	154
Spanish	117
Russian	98
Portuguese	92
French	52
Thai	39
Indonesian	38
Vietnamese	33
German	31
Italian	27
Arabic	21
Hindi	16
Turkish	12
Korean	10
Burmese	9
Persian	8
Total	757

(End of March 2024)

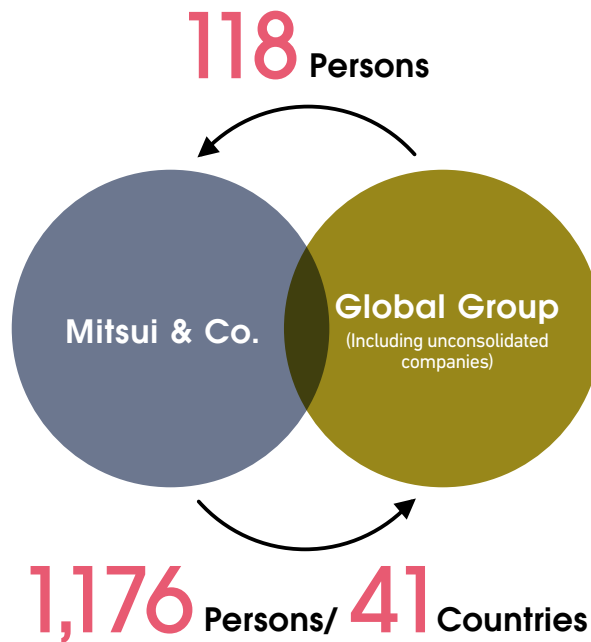
Secondment between Group Companies

Growth through value creation of the forefront of business

As of the end of March 2024, our global group has 491 consolidated companies. Our employees who are seconded to group companies, including affiliated companies, combine their strengths with those of their colleagues at the companies they are seconded to, and work every day at the forefront of business to create new value. The experience, network, skills, and abilities gained through secondment not only contribute to the employee's own career development but also benefit those around them and enhance organizational strength.

Number of seconded employees between groups*

(As of the end of March 2024)



*Secondments from Mitsui & Co. to overseas offices are not included.

Seconded to Dynamic Plus Co., Ltd.
(Current affiliation :
IT & Communication Business Unit
(Japan))

Atsuko Taniyama

Dynamic Plus

Mitsui & Co. has an 81% stake in this SaaS company, which offers dynamic pricing and revenue management services using cutting-edge AI algorithms for demand forecasting.

Since joining the company, I have had diverse experiences such as real estate, tire export, TV shopping business, and as an overseas trainee in India. Most recently, I was seconded to an affiliate company that offers dynamic pricing as a service, which adjusts prices according to supply and demand. When the company was founded, I was in an environment where there were only seven employees, and I was responsible for all the back-office business such as accounting, general affairs, and human resources by myself. This was a very valuable experience in terms of engaging in a part of business management on the frontlines. I am very grateful for the company offering opportunities to take on new challenges no matter how many years pass.

Making use of my enhanced expertise, I am now supporting business divisions at the head office after completing my secondment. However, I sometimes nostalgically remember the lively debates I had with my colleagues at Dynamic Plus. I would like to take on a bigger role at a secondment company again if the opportunity arises in the future.



Non-consolidated

Career Challenge Program

**Supporting growth in accordance
with motivation to take on challenges**

In our HR system, a certain number of years are required to reach a qualified grade to meet the requirements for appointment/promotion in order to ensure steady talent development and an appropriate appointment. Career Challenge Program allows those who are suitable for early appointment to take on the challenge of a new position with the support of their department. The Program aims to promote the ability of enthusiastic employees to gain experience in a growth environment as soon as possible, and to develop next-generation leaders including business managers. We also expect our employees to create new businesses with fresh and flexible ideas, regardless of their age or years of experience.

Average age of participants

(As of the end of March 2024)

36.5 Years old



**Seconded to
Mitsui & Co. Retail Trading Ltd.
Team leader (Japan)**

Miho Hayashi

■ Mitsui & Co. Retail Trading Ltd.

Mitsui & Co. brings together the export/import logistics services, personnel, and knowledge of the distribution division, and supports the supply chains of companies that carry people's lifelines, such as food, beverages, and daily goods, while leveraging the combined strength of the group and the global network, from product development to transportation and inventory management.

Growth comes from bearing the burden of a position. This is my realization from my varied experiences from the Steel Products Division, Human Resources and General Affairs Division, Overseas Trainee, and Retail Business Unit. Mitsui & Co. Retail Trading was established in 2020, and I started my assignment at the same time as the company was founded. I felt a strong desire to contribute more to the growth of team members with various backgrounds, and the Career Challenge Program was introduced.

Just like the many bosses, seniors, and colleagues who have watched over my growth and supported me, I want to become someone who supports the challenges of the next-generation leaders who will carry the future through the opportunities gained through this system. Growth of team members leads to organizational growth, and we are creating the future of the world that our company aims for. I am committed to this every day without forgetting it.

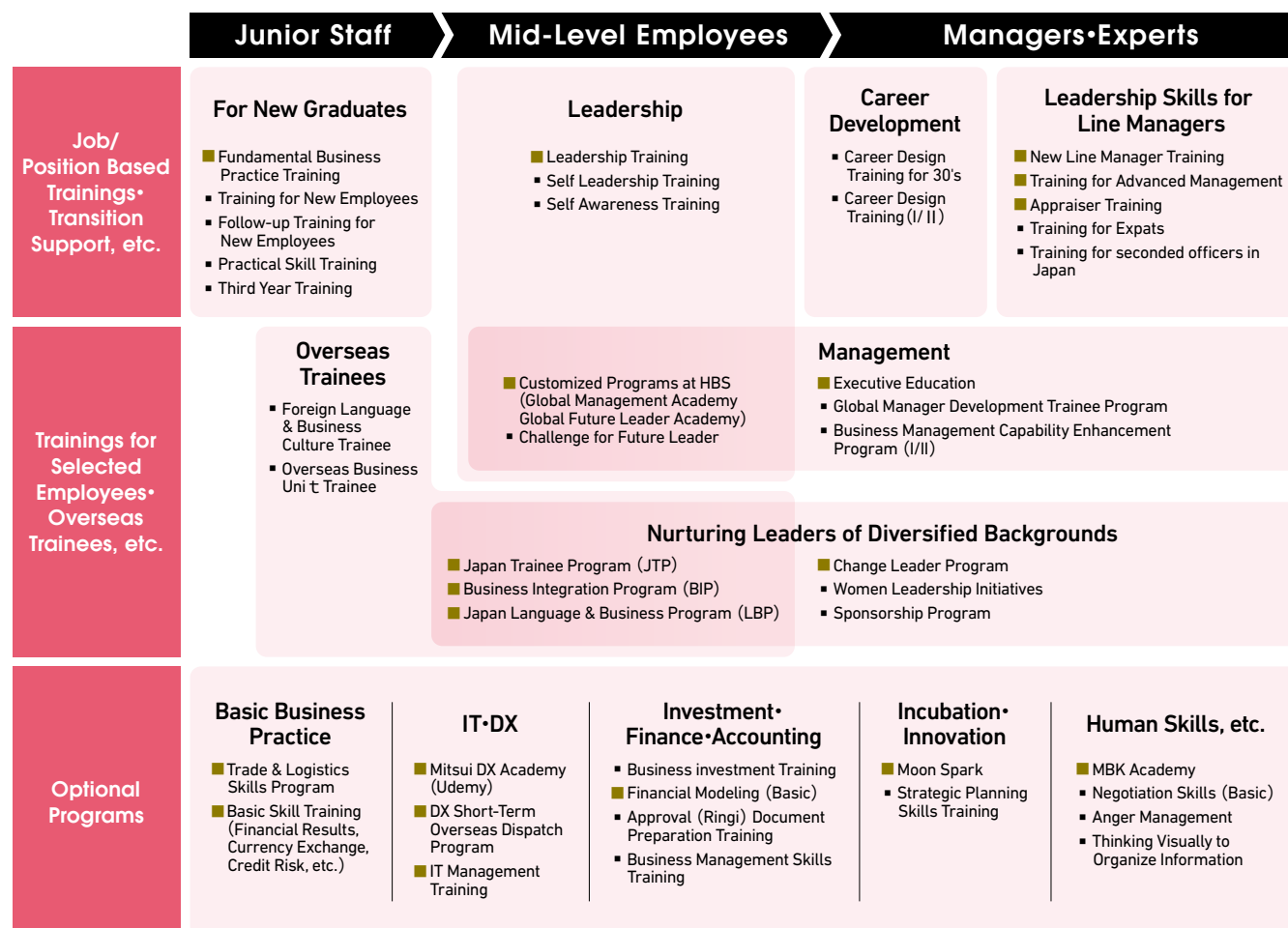
Supporting Growth through Off-the-Job Training (OFF-JT)

Talent Development Programs Career development in global group

Our company, which gives paramount weight to on-site work and places on-the-job training at the center of human resources development, also concentrates on various off-the-job training.

Job position-oriented Training provides programs for participants to acquire knowledge and skills according to their position or business experience as well as ones for leadership development, which as a general rule, eligible employees are required to participate in. Training for Selected Employees designed for employees with firm growth willingness and a high potential proactively provides program for the development of regional experts of each overseas country as well as one for the development of management personnel including the dispatching of employees to overseas business schools. In addition, in an effort to develop global leaders, we have developed our unique Global Management Academy (GMA) with the cooperation of Harvard Business School, extending its target participants to employees of overseas trading affiliates as well as important partner companies. We also offer short-term programs such as Japan Trainee Program (JTP) and long-term ones such as Japan Language & Business Program (LBP) for regionally hired employees, as well as dispatch programs to Japan such as Japan Business Integration Program (BIP).

At Training for Selected Employees, which promotes autonomous reskilling of employees, we offer a full lineup of programs such as ones related to finance, investment in businesses, hard skills for DX, etc., and soft skills for negotiations and diagram thinking. We also offer various training courses, such as Bussan Academy to promote the development of group employees and the construction of personal networks.



■ Training program for global group

Global Group
The number of domestic group company training participants (in total) / times

(FY March 2024)

1,449 Persons / 32 Times

JTP participants

(Total number from FY March 2002 to FY March 2024)

1,258 Persons / 37 Times

LBP participants

(Total number from FY March 2002 to FY March 2024)

50 Persons

Executive Education

(Total number from FY March 2014 to FY March 2024)

218 Persons

BIP participants

(Total number from FY March 2009 to FY March 2024)

97 Persons

Promotion of Reskilling

Cultivating DX Talent

Aiming for higher productivity

Continuous transformation and growth of our business portfolio requires us to improve individual productivity in order to fully leverage the assets we hold.

The productivity improvement mentioned in the Corporate Strategy of the Medium-term Management Plan 2026 requires an approach from each area of systems, processes, and human resources, and optimizing processes is particularly effective when led by those who are familiar with them.

In order to make routine work more efficient using DX/IT, it is necessary to improve the digital capability of each and every employee and the organization as a whole. We will accelerate to shift our workload to creative, high added-value work by standardizing non-routine work and by automating and simplifying routine work.

Mitsui & Co. + Overseas Offices

Mitsui DX Academy (Basic I)*

(As of the end of March 2024)

Number of employees completing courses:

8,200 Persons

*Basic training is being rolled out to overseas office and affiliated companies

Mitsui & Co. + Overseas Offices

Number of DX Business Professionals

(As of the end of March 2024)

FY March 2024

Target of FY March 2026

231 Persons >> **1,000** Persons



Integrated Digital Strategy Division Deputy General Manager (Japan)

Eri Nakajima

Integrated Digital Strategy Div.

We are responsible for building and operating the optimal corporate-wide system, and we create value through the promotion of DX in our business and the creation of new services and businesses using digital technology and data in collaboration with our business headquarters and affiliates.

I joined the company in the CFO Unit and, after working in the Investor Relations Division, I am now in my current position. I was not an expert in DX/IT myself, but I'm working on formulating a company-wide information strategy, as well as promoting changes in awareness and utilization of DX/IT within the company. As the number of young, digital-native employees increases, it is urgent to raise the knowledge level of management in order to recognize, evaluate, and connect their abilities and contributions to organizational strength and to achieve higher productivity. IT used to be considered a tool for improving business efficiency until ten years ago, but now DX/IT has become a business strategy itself, so I believe it is necessary for everyone to continue learning it, regardless of their age.

Although Mitsui & Co.'s DX effort is still being developed, we plan to develop 1,000 in-house DX business professionals by the end of March 2026, establish continuous innovation through DX as our corporate culture, and improve productivity and corporate value.

Growing with Stakeholders

We are committed to contributing to the future of the countries and regions where we do business.

We engage in activities that foster mutual understanding with the next generation of youth, in addition to our group employees, and promote international exchange.

Mitsui-Bussan Scholarship Program for Indonesia

Supporting scholarship students to cultivate human resources who actively perform on the world stage

This fund, which started in 1992, invites Indonesian high school students to Japan every year and supports their student life from Japanese language training to university graduation for five-and-a-half years. The scholarship students aim to become “role models capable of nationbuilding of Indonesia in the age of sustainability” during their stay in Japan and also conduct research on solving social challenges

in Indonesia. With the aim of developing human resources who can perform not only in strengthening the relationship between Japan and Indonesia but also in their home country Indonesia and on the world stage, the fund utilizes Mitsui & Co.’s business know-how and human network to cultivate the scholarship students.



At Mitsui Bussan Scholarship Program for Indonesia, our staff communicate with the scholarship students and provide detailed support.



In Mitsui SASUGAKU Academy, children cultivate their own thinking power on the theme of challenges facing the world.

Mitsui SASUGAKU Academy

Working together with the next generation of children to create a sustainable future

Mitsui SASUGAKU Academy is an inquiry-based active learning program launched in 2014 to promote human resources development activities included in the priority area of our social contribution activities. At SASUGAKU, we conduct classes to promote understanding of the earth’s sustainability structure, where economy exists on our society that is established based on the environment, by using our uniquely developed teaching materials, and create ideas for the solution of social issues based on our various business activities, and cultivate the ability to implement such ideas. In 2023, under

the comprehensive partnership agreement related to the promotion of SDGs that we concluded with Toride City, Ibaraki Prefecture, e-dash, our subsidiary, conducted a class about its CO₂ emissions visualization service and decarbonization at one elementary school of the city. The elementary students actually launched unique activity to cut CO₂ emissions and visualize the amount of emission, and applied for the Decarbonization Challenge Cup sponsored by the Ministry of Environment, and received the Gold Prize of the Minister of the Environment Awards (Junior Kids Division).

Empowering Inclusion

Primary measures

- 36 • Inclusion in Global Group
 - Promotion of Global Talent
 - Promotion of Women's Active Engagement
- 37 • Work-Life Management Support
 - Promotion of Employment for People with Disabilities
 - Promotion of Active Engagement Regardless of SOGI
- 38 • Contributing to Sustainable Growth of Japan with Mitsui & Co. Group
- 39 • Inclusion Begins with Recruitment
 - Mid-Career Hires

Basic approach

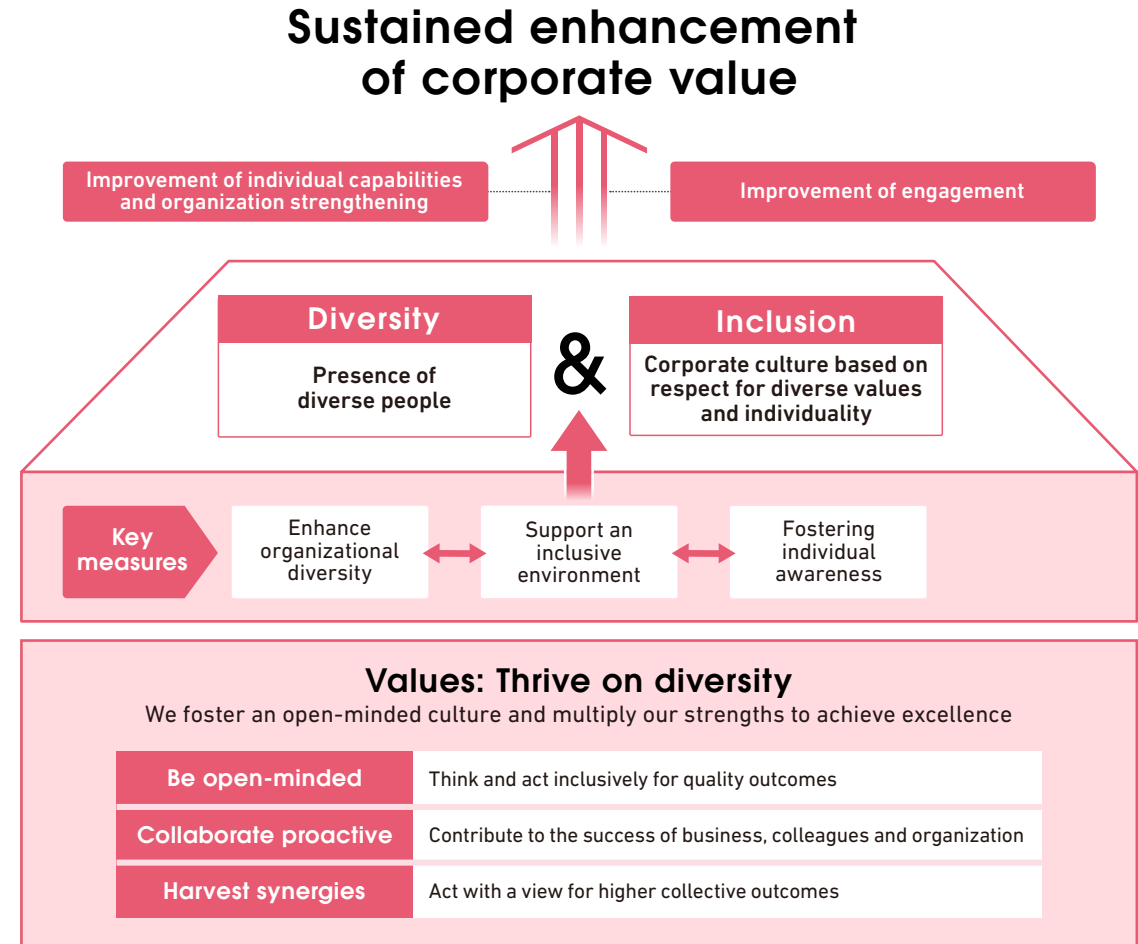
Employees with diverse values and backgrounds work in our group.

Each one respects and acknowledges each other's differences and embraces different and new ways of thinking, and we are aiming to be a company where everyone can freely maximize their capabilities.

We are also striving to create an environment

where employees with diverse backgrounds can always interact with different and new ways of thinking and stimulate each other.

By revitalizing the organization, we bring new value to the business and contribute to the value enhancement of the global group.



Inclusion in Global Group

Overseas Offices

Promotion of Global Talent

Active appointment to key positions

We are working to promote the active involvement of global talent hired overseas to develop a business with deep roots in each country and region around the world. We are supporting their active roles in various regions, such as dispatching from overseas to Japan and secondment to subsidiaries spread around the world. While working on the development of capable individuals, we are also actively appointing such capable ones to key positions locally. In the future, we will continue to strengthen the appropriate allocation of human resources and promote the globalization of our group's talent.

Next generation global leader development

We have been running the Change Leader Program (CLP) since 2018 to cultivate leaders who actively promote changes. After having opportunities for direct dialogue with management and intensive discussions on topics like leadership, participants will work on stretch assignments. Even after the completion of the program, we will continue to support further promotion of participants on a long-term basis through follow-ups with the Human Resources & General Affairs Division.

Total number of CLP participants/ times

(FY March 2019 to FY March 2024)

55 persons/
4 times



Non-consolidated

Promotion of Women's Active Engagement

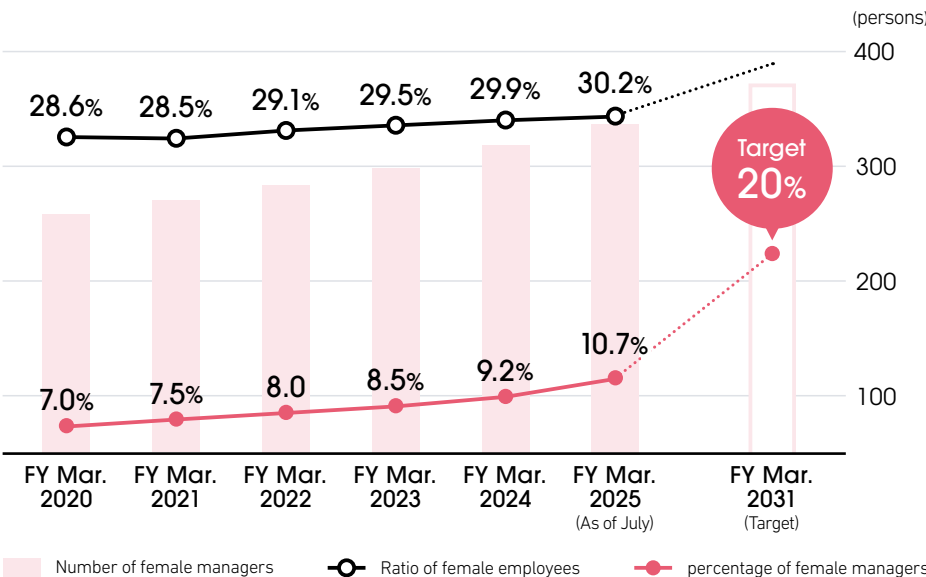
Promoting female leaders

Viewing the promotion of gender diversity within the group as a top-priority issue for the further improvement of corporate competitiveness, we are enhancing our efforts for the promotion of women's active engagement.

We support the growth of participants in the Women Leadership Initiative, a program for junior employees at the management level which aims to develop next generation female leaders, as well as the Sponsorship Program, a program for line leaders which aims to develop senior leaders, encouraging such participants to apply what they have learned to new value creation.

As the ratio of female managers remains at 10% in our company, we will direct our efforts to nurture junior employees with the aim of achieving the target ratio of 20% by the end of March 2031.

Ratio of managerial personnel among female employees



Work-Life Management Support

To maximize the ability of employees

We are implementing measures to support work-life balance of our employees according to their various circumstances in order for them to achieve their maximum results efficiently.

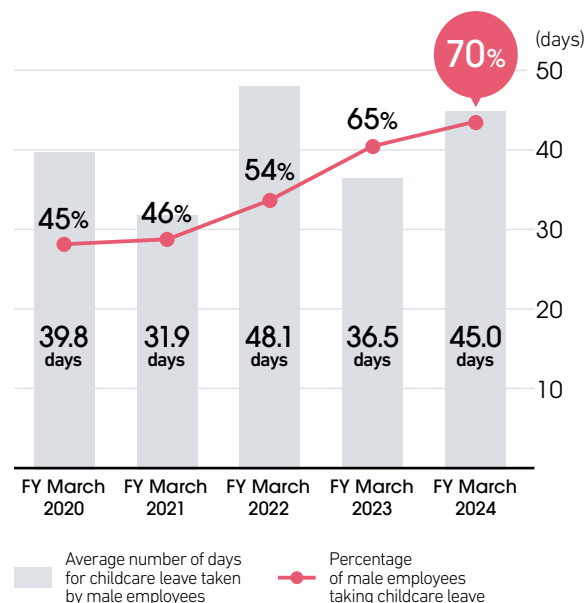
For balancing work and child-rearing, we have a system in place for each employee to take leave at the necessary timing, and for employees who wish to return to work early, we offer options such as subsidies for nursery school fees and a company-lead nursery school in the head office building. Thus, we make available a variety of options that consider each and every employee's circumstances and ideas on work-life balance. As a result, increasing number of male employees have come to take childcare leave, but we will accelerate our effort, aiming to achieve the percentage of male employees

taking childcare leave of 100%.

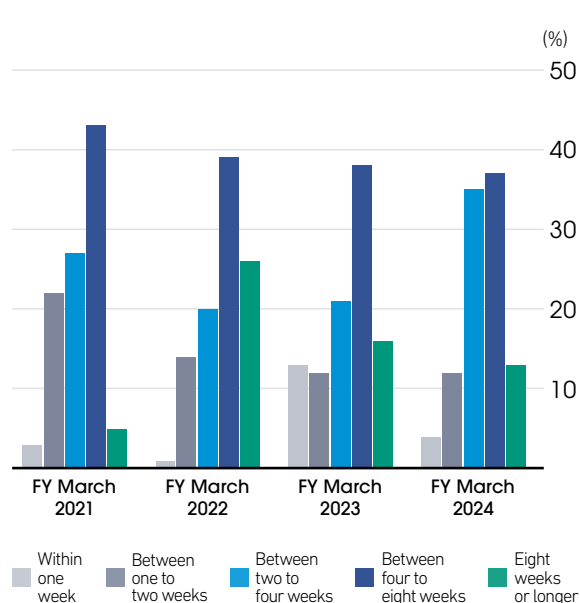
For nursing care, as our effort to zero out the number of employees to leave work to take care of a family member, we have introduced support measures such as consultations with external care advisors and partial company subsidies for housekeeping services to reduce the burden of care.

As for working-style options to support work-life management, we have not only introduced remote work and flextime, but also developed various measures that enable all employees to combine assistance measures in their own optimal way to balance work and private life, instead of providing only measures that meet the needs of those with specific circumstances.

Child care leave taken by male employees (Percentage and number of days)



Child care leave taken by male employees (Ratio of male employees by the number of days taken)



Promotion of Employment for People with Disabilities

Aiming to be organization attracting diverse human resources

As part of our company's social responsibilities and D&I efforts, we have been working to expand and improve the quality of employment opportunities for people with disabilities, integrating with Mitsui Business Partners, which was established in 1981 as a trailblazing special-purpose subsidiary*. In addition, to promote employment for people with disabilities within the group, we hold a seminar and exchange meeting for HR staff to share information and discuss the progress of each company's efforts, in addition to checking the status of disabled employment at domestic affiliates once a year.

Percentage of people with disabilities in Mitsui's workforce

	June 2022	June 2023	June 2024
Actual Rate	3.20%	3.16%	3.17%
Legally stipulated	2.30%	2.30%	2.50%

Promotion of Active Engagement Regardless of SOGI

Toward realizing an organization that respects different values

We are working on the development of an environment where all employees can play active roles regardless of SOGI (sexual orientation/gender identity). We clearly state in our Business Conduct Guidelines for Employees and Officers of Mitsui & Co. that discriminatory and insulting behavior based on sexual orientation or sexual identity is strictly prohibited in each and every instance, promoting our various efforts in support of LGBTQ awareness. In addition to holding seminars on issues faced by LGBTQ people, we have been promoting various measures such as the establishment of an external consultation service with consideration for privacy, the increase of multi-purpose toilets, and the introduction of same-sex partner registration guidelines.

*A subsidiary certified by the Minister of Health, Labour and Welfare as satisfying the conditions specified in the Act on Employment Promotion of Persons with Disabilities. The number of workers with disabilities employed by such a subsidiary can be included in the calculation of the employment rate of people with disabilities of the parent company.

Contributing to Sustainable Growth of Japan with Mitsui & Co. Group

As of the end of March 2024, there are 491 consolidated subsidiaries of our company in Japan. In the Corporate Strategy of our Medium-term Management Plan 2026, we declare the “sustained evolution of domestic business.” By capturing changes in Japan’s industrial structure and creating cross-industry businesses with diverse stakeholders, we, as a global corporation rooted in Japan, will contribute to Japan’s sustained growth. In order to implement this strategy, it is necessary for the Mitsui & Co. Group to jointly tackle problem-solving and value creation. We will actively promote the sharing of knowledge and functions within the group, as well as the development of human resources.



AIM Services Co., Ltd.

Year of Establishment	1976
Business Outline	As a catering business, it has evolved into a company that provides hospitality through food. As a group, it provides meals and services to about 3,900 facilities nationwide, providing about 1.3 million meals per day.
Employees (As of March 31, 2024)	Regular employees 8,817 persons All employees 44,730 persons (including temporary employees)
Company URL	https://www.aimservices.co.jp/en/



AIM Services Co., Ltd. Recruitment
& Career Design Promotion Dept.
General Manager (Japan)

**Tomokazu
Yamauchi**



Please tell us about your company.

Since its establishment, we have grown with the support of our customers by providing superior quality food services. Our business area, which started from offices and factories, has expanded to hospitals, facilities for the elderly, schools, conference and training facilities, stadiums, and entertainment facilities.

Please tell us what your company focuses on in terms of human resources management.

“Food” is the source of people’s activities. To provide the best service with hospitality that meets the diverse needs of our customers, it is essential to have the best “people.” We consider that the happiness of our approx. 45,000 employees leads to customer satisfaction; thus, we focus on employee engagement and actively investing in human capital. We are committed to further improving our “life-work” balance, such as improving treatment in terms of wages, implementing an industry leading number of days off, supporting autonomous career development, and developing human resources through a combination of individual learning systems using DX and group training.

Mitsui & Co. became the 100% shareholder of the company in April 2023. As one of the largest group companies in Japan, please tell us what you expect from Mitsui & Co. in terms of human resources management.

Mitsui & Co. is known for the phrase “Mitsui is People,” and as the shareholder, they are actively supporting our various investments and initiatives for “people.” As the manager in charge of hiring, I expect to strengthen our hiring capability, strengthen organizational capabilities through further improving employee engagement, improve treatment, evaluation system, and exchange information about effective HR practices.

Inclusion Begins with Recruitment

Mid-Career Hires

Creating innovation by thriving on diversity

For our company to realize our mission to “Build brighter futures, everywhere,” we are engaged in our business every day with high aspirations and fairness, referring to the phrase “thrive on diversity.” We value the diversity of personnel that underpins a culture of inclusivity and have been proactive in introducing mid-career hiring domestically. Regardless of gender or nationality, we accept personnel with diverse values, backgrounds, and skills, and as a result of realizing D&I, the ratio of mid-career hires is steadily increasing.

As the world's situation rapidly changes and technology evolves, the diversity of personnel is becoming increasingly important in solving complex social issues. We are seeking professional talents with perspectives, knowledge, and abilities that are not present in our company, and we continue to aggressively tackle mid-career recruitment.

Non-consolidated

Ratio of mid-career hires

(FY March 2024)

41%

Non-consolidated

Ratio of mid-career hired to total employees

(End of March 2024)

12%



Mineral & Metal Resources Business
Unit New Metals & Aluminium Div.
Battery Materials
& Recycling Business Dept. (Japan)

Otgonbayar Undrakh

■ Battery Recycling Business

We aim to meet the high demand for secondary batteries and EVs and decarbonization by collecting secondary battery materials such as lithium, nickel, and cobalt, which are rare metals, from used batteries and waste from battery factories and returning them to the battery material supply chain.

I joined the company after taking childcare leave at my previous company. My previous job was at a financial institution, an infrastructure investment/ renewable energy company to be more specific, but I decided to switch jobs because I wanted to be involved in new businesses for decarbonization related to the natural resources sector.

A big deciding factor for me during my job search was that I resonated with Mitsui & Co. focus on utilizing personnel with diverse backgrounds.

My current role involves promoting the battery recycling business and considering new investments, and I am working on providing a stable supply of mineral resources due to electrification and contributing to decarbonization. I leverage my strengths and knowledge from my previous job in my current operations, and by freely expressing my ideas, I try to discover new things and work with my colleagues to enhance the value of the company through innovation.

Empowering Strategic Assignment of Personnel

Primary measures

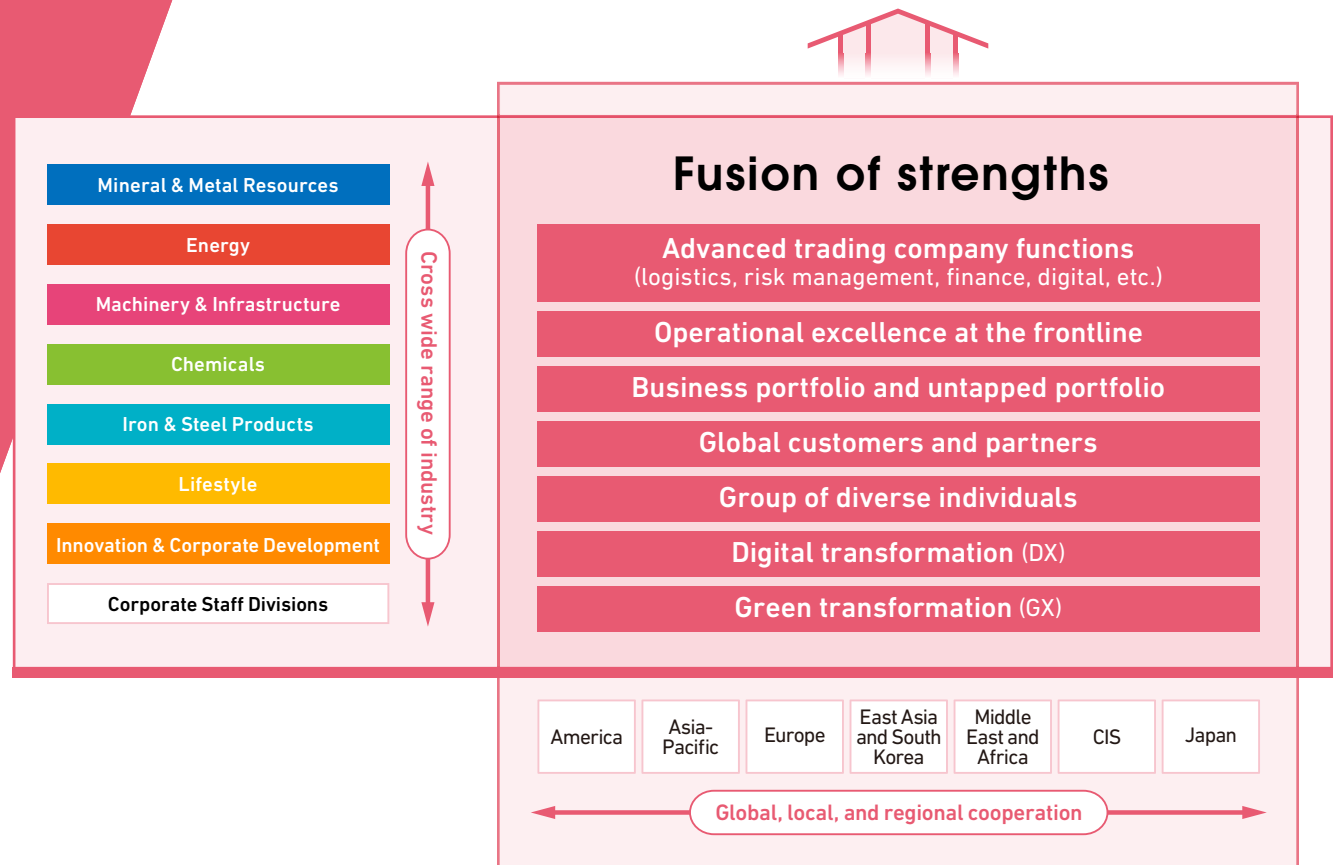
- 41 • Accurate Understanding of Individuals and Dynamic Placement of People
 - Global People Data Platform “Bloom”
 - Global Mobility Program
 - Succession Planning
- 42 • Assignment of People According to their Abilities
 - Expert Band
 - Human Resources Bulletin Board System

Basic approach

Our company is expanding globally with 16 business units at its center, and in order to demonstrate strengths by country and region, we have adopted a business unit system and a global matrix system with business and region as the two axes (refer to the diagram above). We will provide opportunities connected with management strategies to our employees for them to acquire skills and expertise, and stimulate their growth as professional

worker who can play an active role globally. We will also provide assignments based on our employees' career preferences to improve their engagement and performance with the aim of realizing the enhancement of our competitiveness and the sustainable enhancement of corporate value. We are promoting strategic aptitude allocation and autonomous career formation on a global scale.

Proposal Power of Mitsui & Co.



Accurate Understanding of Individuals and Dynamic Placement of People

Mitsui & Co. + Overseas Offices

Global People Data Platform “Bloom”

Deepening global talent management

We have introduced “Bloom” as a global data platform to support the autonomous career formation of our employees and to allow the right people to excel in the right places regardless of their location or attributes. It began operation in October 2022, starting with the Asia Pacific business unit, East Asia bloc, and Mitsui & Co. Korea and is scheduled to be in operation globally by the end of March 2025. We aim to appropriately use data on the experience, ability, knowledge, and career aspirations of our employees to supplement experiential knowledge related to human resources initiatives and improve decision-making. In addition, we aim to be a support tool to help each employee clearly envision their career path at Mitsui & Co. and realize their aspirations.

Timing of the introduction of “Bloom” worldwide

FY March 2025

Rate of introduction completion

As of April 2024 Target
33% >> 100%

Overseas Offices

Global Mobility Program

Lowers barriers to international transfers and increases mobility

We have introduced a Global Mobility Program as a unified rule to standardize the transfer process for regionally hired employees, and the Global Mobility Team, which oversees the program’s operations, is set up at our Singapore office to handle operations. The number of overseas transfers for regionally hired employees due to business needs has also increased, and by the end of March 2023, 75 people are active in countries other than their place of hire.

We will continue to smoothly advance the strategic assignment of personnel who can drive business from a global perspective.

Total number of overseas transfers of regionally hired employees

(FY March 2014 to FY March 2024)

408 Persons

Number of overseas transfers of regionally hired employees

(FY March 2014 to FY March 2024)

81 Persons

Global Group

Succession Planning

Grasping the situation of the talent pool for succession within the global group

During the annual human resources strategy meeting attended by the President, CHRO, General Manager of Human Resources and General Affairs, Chief Operating Officers (COO) of headquarter business units, and general Managers of each corporate staff division, we discuss succession plans (successor development plans) for Key positions in our group and confirm the status of activities and policies on development of women and regionally hired employees. The goal is to continuously grasp the situation of the talent pool formed from diverse internal personnel and maximize organizational performance through strategic assignment of personnel. In addition, we ensure the continuity of organizational management through Business Continuity Planning in preparation for unexpected situations.



Assignment of People According to their Abilities

Non-consolidated

Expert Band

Career path for highly specialized talents

We have set up the “Expert Band” in our current job grading system as a new career path to support the diverse individuals at our company. In addition to the core line management career path, Expert Band is a career plan for people who, according to organizational business strategies and personal aspirations and aptitudes, follow a specific field, demonstrate their strengths, and contribute to the organization. We are introducing a new, flexible evaluation and treatment system to create a strong organization where diverse individuals can fully utilize their capabilities.

Total number of Expert Band users **22** Persons

(April 2022 to April 1, 2024)

Non-consolidated

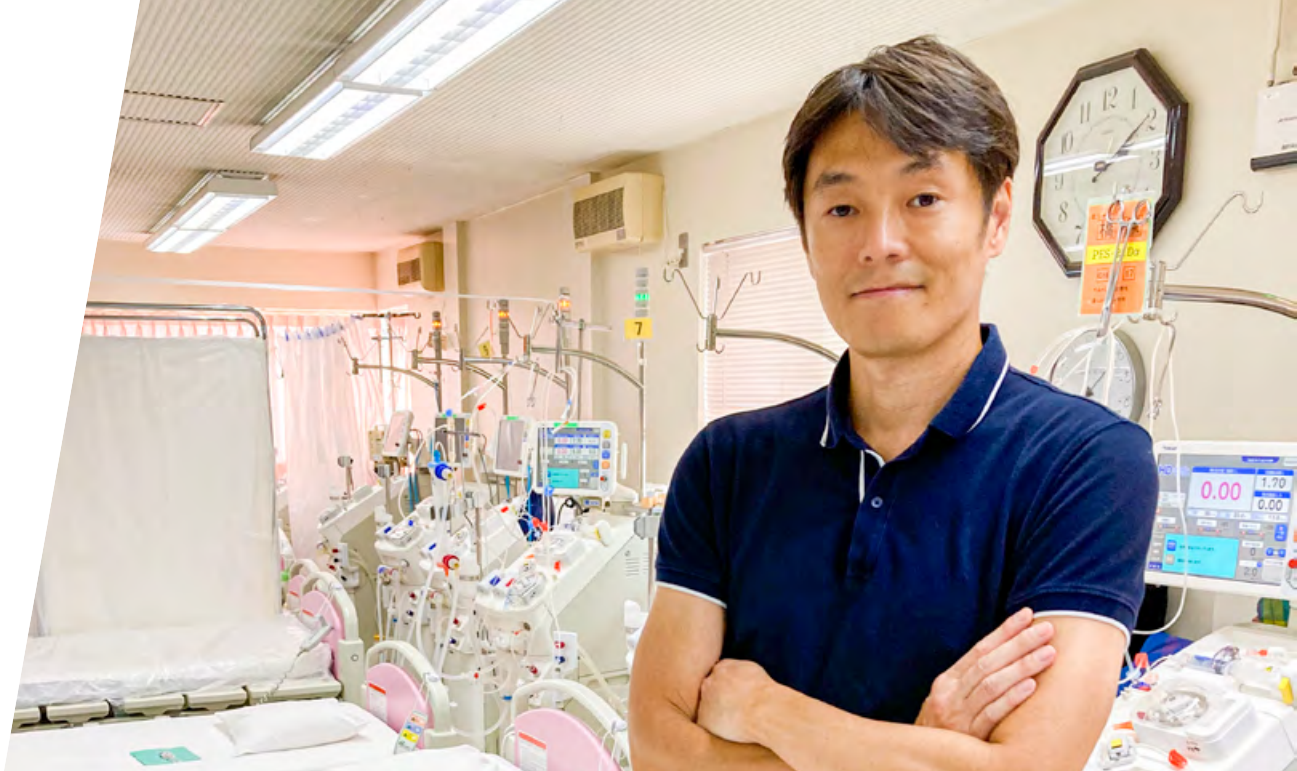
Human Resources Bulletin Board System

Cross-organizational matching

This is a system that allows motivated employees to apply for new positions that can maximize their abilities, skills, and expertise on their own without going through their superior. As a platform for matching the “company’s needs” and “employee’s intentions” across organizational boundaries, it supports a more agile and high-efficiency companywide assignment of people, and autonomous career selection and challenges for employees.

Total number of HR Bulletin Board System users **613** Persons

(1999 to the end of March 2024)



Seconded to Our Care K.K. Operations & Business Development Director
(Current affiliation: Wellness Business Unit Healthcare Network Business Div. (Japan))

Takashi Kida

Our Care

A business company that provides management support services to dialysis facilities. The company name embodies the desire for safe medical care. We aim to contribute to improving the quality of medical care by pursuing the happiness of not only patients but also all medical practitioners.

Using the know-how and track record of dialysis operation cultivated in Asia and the collaboration with domestic existing assets, we support the management of domestic dialysis facilities and shoulder a part of regional medical infrastructure. In Japan, where there are many small- and medium-sized clinics, the number of clinics with various management issues is increasing due to cost containment and aging, and some areas are having difficulty maintaining the infrastructure as a medical infrastructure. I am working on the maintenance and development of clinics by solving domestic medical issues through efforts such as support for doctors and staff, business improvement to reduce the business burden at medical sites, and efforts to improve the quality of medical care. For a long time, I wanted to work deeply involved in the medical field. As an Expert Band employee that has a deep expertise, it is a great satisfaction to feel that I am contributing to medical care in Japan.

Empowering Well-being

Primary measures

- 44 • Initiatives for Maintaining and Improving the Health of Employees
- 45 • Creating Safe and Secure Workplaces with No Labor Accidents
 - MBK Wellness Holdings
- 46 • Creating Places Where People Who “Build Brighter Futures” Meet Up
 - New Office to Build Brighter Futures
 - Talent Development Center to Develop Capable Individuals and Achieve Inclusion

Basic approach

Since formulating the Mitsui Health Declaration in 2017, Mitsui & Co. has been working on health management, aiming to maintain and promote the health of our employees. After that, in response to changes in health view and working styles, we formulated a new declaration, Mitsui’s Commitment to Employee Well-being, in 2023. We aim to enhance the well-being of each employee and achieve individual growth while also growing as an organization. We will also firmly work on measures based on laws and regulations related to health and safety in the countries and regions where we conduct business activities.

Incidentally, to promote the health maintenance of employees and enhance the well-being of each employee, initiatives related to well-being promotion are reported to the Executive Committee and the Board of Directors on a regular basis.

Mitsui’s Commitment to Employee Well-being

To fulfill Mitsui & Co.’s mission to “Build brighter futures, everywhere”, we strive to be a company that enables diverse talent to come together, learn from one another, and achieve individual growth while contributing to the organization. We consider “well-being” to be a state where each individual can embody our company’s long-standing ethos of “Challenge & Innovation” with vigor and vitality.

Mitsui & Co. will enhance employee well-being by fostering a working environment where our people can be themselves, respect each other’s values, and work energetically with a sense of purpose.

In doing so, we will put the utmost importance on the health and safety of all employees and everyone we work with around the world, as one Mitsui & Co. family.

Formulated in July 2023
Kenichi Hori, President & CEO, Mitsui & Co.

Non-consolidated

Employees undergoing health checks

(FY March 2024)

100%

Non-consolidated

Presenteeism*

Rate of decline in productivity due to health issues when at work

(FY March 2024)

12.3%

* Measurement method: Single-Item Presenteeism Question, 100% - Results of responses to the question: “Rate your own work performance for the past 4 weeks on a scale of 0 to 100%. Target employees: Regular full-time employees and contract employees in Mitsui Mitsui’s

Initiatives for Maintaining and Improving the Health of Employees

Promotion measures for the health maintenance of employees to implement "Challenge & Innovation."

Individual Mitsui & Co. Group companies take steps to ensure that their employees can work in healthy environments according to circumstances in the countries and regions where they are conducting business.

I Prevention

We are working to resolve employees' health-related problems by establishing multiple consultation counters. In addition, we are implementing various measures for health management support such as by holding various seminars aiming to improve health literacy, as well as promoting smoking reduction measures, alcohol-related measures, and measures for the improvement of employees' eating habits and the promotion of their healthy exercise habits for the prevention of life-related diseases.

I Early detection

We have established a clinic in our Head Office building to create an environment in which employees can see a doctor during business hours.

As one of the measures for early response to health issues, we have also established health consultation counters to offer advice through individual consultations with health nurses. We are also working on measures for the early detection of diseases, such as regular in-house medical examinations, opportunities for employees aged 35 and over to undergo comprehensive health examinations with the expenses of such examinations fully paid by the company, and subsidies for employees aged 35 and over who undergo cancer screenings. We are implementing stress checks on our employees, including those working overseas, and provide those suffering from high stress levels with opportunities to have interviews with occupational physicians at the request of the employee.

I Medical treatment

We have formulated the Handbook for Supporting Balance Between Medical Treatment and Work, and at the request of the employee, medical and workplace personnel work together to provide support to enable employees to balance medical treatment with their work in a way that best matches the circumstances of the treatment they are receiving.

When an employee takes a temporary absence from work due to mental issues or sickness, occupational physicians and health nurses continue to provide care to ensure that employees can feel confident about returning to work. Even after their return to work, these personnel continue to work together to prevent recurrence and help to manage the employee's health condition through follow-ups and support from managers and supervisors.



Sustainable Enhancement of Corporate Value

In recognition of our health-related efforts, Mitsui & Co. has been recognized as one of the Health & Productivity Management Outstanding Organizations under the White 500 initiative for eight consecutive years.



We have implemented the measures detailed below to develop a healthy and comfortable working environment for employees.

- Once a month, occupational physicians, health nurses, and other medical personnel visit workplaces to examine whether a safe working environment for employees is being maintained, and to give instructions for improvement when necessary, in order to ensure a healthy work environment.
- While aiming to achieve both energy savings and comfort in terms of illumination, noise, humidity and temperature, we are developing an environment that enables employees to maintain and improve their productivity and performance.
- We have established the Relaxation Room, where employees can receive a massage or a massage with acupressure once a month.

Creating Safe and Secure Workplaces with No Labor Accidents

Promoting the improvement of safe working environments for employees

Our company always gives top priority to the health and safety of Mitsui group employees and colleagues involved in our business activities. In order to create value at a higher level with all stakeholders, we will continue to take initiatives aimed at maintaining and improving health, based on various laws and regulations, and more. In the countries and communities where we conduct business, we work to create workplaces and working environments where all employees and various colleagues can work safely, with no labor accidents. These efforts include not only compliance with local laws and regulations, but also ongoing improvements incorporating the unique best practices of each industry, and providing the resources and training needed.

In all our businesses, we aim to improve occupational health and safety and prevent labor accidents* before they occur. Under the labor safety and health promotion system led by CHRO, we will promote measures tailored to the business characteristics of each unit of the company. In November 2023, we formulated the Mitsui & Co. Global Group Contractor Selection Policy as a set of guidelines for the selection of contractors.

* Excluding commuting accidents and personal injuries and illnesses

Occupational health and safety data

		FY March 2024		Target
Non-consolidated	Number of lost time injuries* ¹	1* ²		0
	Number of fatalities* ¹	0		0
Global Group* ³	Number of serious accidents* ⁴	Employees	4	year-on-year decrease
		Contractor Employees	0	
	Number of fatalities* ⁵	Employees	1	0
		Employees	1	

*1 Figures are based on Japanese Ministry of Health, Labour and Welfare standards. As of July 31, 2024.

*2 One is regular full-time employees (career-track employees working at head office and branches in Japan)

*3 Figures for the Group (Mitsui & Co., Ltd. (non-consolidated), overseas trading affiliates, and subsidiaries employing workers with more than 50% voting rights).

*4 Non-fatal accidents involving serious injuries not recoverable within six months

*5 The two fatalities in FY March 2024 were traffic accidents.



MBK Wellness Holdings

Through its business, gives well-being to society

MBK Wellness Holdings (MWH) Group was established with the aim of creating a healthy and vibrant work environment. It currently provides comprehensive solutions such as health information and services, talent introduction to support career formation, and talent development and training services to support the growth of professionals and the revitalization of organizations. Japan currently faces issues of labor shortage and productivity decline, and to address

these issues, the concepts of “health management” and “human capital investment” are necessary. MWH Group, focusing on three business domains: health domain such as employee support programs and disease prevention services, talent introduction domain, and talent development domain, works on solving social issues mainly with customers in HR divisions of companies as well as insurers.

Year of Establishment	2021
Employees of MWH Group (As of July 2024)	Full-time employees 236, Total employees 310 (including contract employees)
Company URL	https://www.mbk-wellness.co.jp/ja/index.html

Creating Places Where People Who “Build Brighter Futures” Meet Up

We provide places where diverse capable individuals create new value and build brighter futures at Mitsui

New Office to Build Brighter Futures

Encouraging communication for building brighter futures

We relocated to our new office building in May 2020. The new office is defined as a place where diverse individuals create new value by creating “intellectual chemical reactions” with many professional talents inside and outside the company and build brighter futures of Mitsui.

Through internal stairs linking 13 floors and places for value creation called “Camps,” we encourage various communication for building the future. These efforts are called Work-X (Workplace Experience), and a dedicated team is actively working on further behavior change of employees while utilizing the office environment.



SOCIAL: A place for co-creation and sharing knowledge, ideas and information to develop new business. An open and casual space where diverse individuals freely and openly exchange opinions beyond traditional organizational boundaries



Co-Work: A place where discussions are held to accelerate progress on projects. Diverse individuals including customers and partners, gather in teams for free discussions aimed at speeding up projects

Talent Development Center to Develop Capable Individuals and Achieve Inclusion

Develop capable individuals and achieve inclusion

We have two training facilities, the Global Talent Development Center (Yokohama) and Talent Development Center (Atami), for employees worldwide who work at Mitsui and group companies. We are implementing various programs at each center to promote the development of their own careers and inclusion.



Global Talent Development Center (Yokohama)



Talent Development Center (Atami)

Essentials

Supporting People to Build Brighter Futures

This part introduces our corporate governance structure that supports growth, global group human resources structure that backs consolidated management, and governance structure regarding human capital that Mitsui & Co. is striving to fortify for practicing our human resources strategy across the global group.

We also post information on commitments from the Center of Excellence (CoE) and the HR Business Partners (HRBP), which are working on the development of a global group human resources structure.



In October 2023, we invited our employees and their families and friends to hold an Open Day event at the Head Office.



A group photo of the Open Day crew and cast members, mostly from the Human Resources and General Affairs Division, at a morning meeting just before the event.

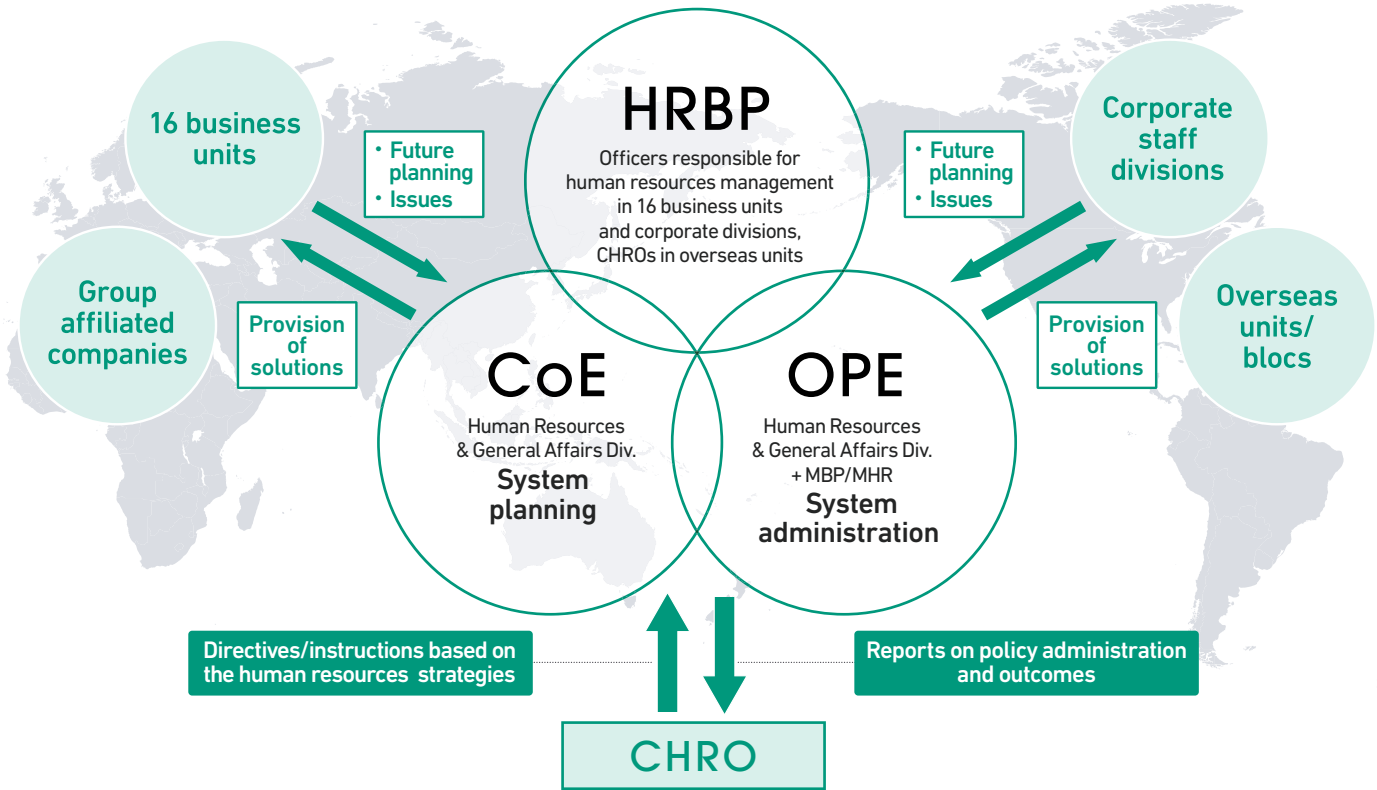
Global Group HR Organizational Structure to Support Consolidated Management

Our talent management is conducted in conjunction with the business unit system and global matrix structure. Each business unit and corporate staff division based in Japan, in cooperation with the regional business units where regionally hired employees are employed, and globally nurtures who excel in their respective specialties. Career consultations, consultations for training and

transfers beyond regions are also conducted in cooperation with the HR coordinators of the business units and corporate staff divisions, and CHROs of regional business units and regional blocs. The organization that fulfills the role of HR coordinators and, which is the front line of contact with talent, is called **HR Business Partners (HRBP)**. On the other hand, the Human Resources &

General Affairs Division provides a framework for personnel systems and evaluation systems that can be used worldwide, a talent management foundation, guidelines for transfers, guidelines for well-being and occupational safety, and plays a role in providing other guidelines. This is called **the Center of Excellence (CoE)**. Moreover, Mitsui & Co. Business Partners Ltd. (MBP) and Mitsui & Co.

HRD Institute (MHR) play a role in providing professional knowledge while operating business processes entrusted by the Human Resources & General Affairs Division or regional HRBPs as professionals. This separate organization of professionals is called **Operational Excellence (OPE)**. The CoE, HRBP, and OPE work in harmony to manage talent in the global matrix system.



Number of staff in the global HR unit

(As of the end of March 2024)

Approx.
700 persons

The global HR unit logo



Human Resources & General Affairs Div.

Message from the Center of Excellence (CoE)

Establishment of Global Group HR Organizational Structure

Senior Executive Managing Officer,
General Manager
of Human Resources & General
Affairs Div. (Japan)

Yoshiki
Hirabayashi

Why is it important to build a Global HR organizational structure, and what are the challenges and commitments?



Human Resources & General Affairs Div.

In our Medium-term Management Plan 2026, we have positioned, development of capable individuals, inclusion and strategic assignment of personnel as the three pillars of our human resources strategy. Through these measures, we aim to strengthen our cross-industry proposal capabilities globally. Our diverse human resources share professional knowledge across industries and regions, and continually push each other to greater heights for the creation of new value. For talent management that encourages such active participation to smoothly operate across business area and regions, it is essential to establish a human resources foundation that can be used globally, that is, a global data platform like Bloom as a framework of human affairs and appraisal as well as understanding individuals. Furthermore, we introduced Global Talent Management Policy in July 2024. This is a guideline that defines a common vision that both employees and the company aim to achieve through realizing employees' skill

development and career aspirations by engaging in business activities. We adopt a simple and easy-to-understand foundation of human resources and a guideline like these commonly at a global level within the company, including the regional business units and regional blocs. Of course, the policy for occupational health and safety, efforts towards well-being and creating an inclusive environment are equally important to establish a foundation that offers employees peace of mind. To establish such a global group HR infrastructure is an important role of the CoE. On the other hand, the HRBP, the front line of the global group human resources structure, plays the role of delivering the HR infrastructure and solutions according to the environment and situation of each business unit, regional business unit, and regional bloc. The OPE also supports the roles of the HRBP by utilizing professional knowledge and cooperating with it. It is fair to say that the cooperation between HRBP and OPE greatly impacts the globally active personnel of our company.



Message from HR Business Partners (HRBP)



MITSUI & CO. (U.S.A.), INC.
Human Resources Dept. General Manager (U.S.A.)

Paola Campos

We are driving forward HR initiatives within the region, with the New York office of Mitsui & Co., Ltd. serving as the head office for the Americas. Our goal is to lead a human capital-driven HR agenda aiming to improve the employee lifecycle from attraction, learning & development to succession planning and much more. We are committed to enhancing employee engagement while responding to business needs through cross-organizational business creation and collaboration, mobilizing them within the

region and creating opportunities to upskill and reskill employees whose goal is to support our business objectives.

At the Americas head office, we aspire to emphasize Diversity & Inclusion and promote team building and activities that engage all employees in order to cultivate an inclusive culture. We are also committed to achieving target goals that create positive impact in our global group network through organic collaboration in a work environment where employees can add value.



Mitsui & Co., Middle East Ltd. Human Resources Dept.
& Mitsui & Co. Europe Plc. Regional Human Resources Dept.
General Manager (UAE)

Javeed Hussain

As HR GM of Europe Bloc and MEA Bloc, the HR team and I have been playing a key role in transforming the current HR practices. Some key aspects of the current state include emphasis on employee wellbeing, hybrid workstyle, focus on diversity, equity, and inclusion, continuous learning and development via business development initiatives, enhancing opportunities for international assignments and managing a high performance culture. These initiatives

reflect our commitment to sustainability aligning with the expectations of our stakeholders, such as employees and customers. Our desired future focuses on an employee-centric approach, as we aim to shape the future with the strength of our diverse and inclusive workforce.

Message from Operational Excellence (OPE)



Mitsui & Co. Business Partners Ltd.

The company was established in 1981 with 100% investment from Mitsui & Co. We are located in the head office of Mitsui building, and our Osaka, Nagoya, and Fukuoka branches are also located in the same Mitsui building. We are a shared service center providing daily HR, general affairs, and miscellaneous services. In addition, our company is a diverse workplace where individuals with various disabilities work as a special-purpose subsidiary of Mitsui.

Regardless of the existence of disabilities, which can occur to anyone, we continue to aspire to be a company where everyone can excel, and as a true best partner in HR, general affairs, and miscellaneous duties of Mitsui, we continue to tackle high-quality value creation and the challenges of providing high-quality services.

Year of Establishment	1981
Employees (As of April 2024)	262 persons (including 123 with disabilities)
Company URL	https://www.mitsui-mbp.co.jp/



Mitsui & Co. HRD Institute

Throughout its long history since establishment, Mitsui & Co. has positioned human resources as its most important management resource and has devoted energy to nurturing people. Nurturing human resources that create new value is one of the most important themes in the management of the Mitsui & Co. global group.

Our company provides HR development and language services to Mitsui and its group

companies. We carry out work related to global human resources development through planning and operation of training programs over a wide range of fields and through advanced language services. Supporting the growth of diverse individuals who can excel globally to support the future of the Mitsui & Co. global group is our mission at Mitsui & Co. HRD Institute, through years of experience and high level of expertise.

Year of Establishment	2005
Employees (As of April 2024)	45 persons
Company URL	https://www.mitsui-hrd.co.jp/en/company/profile_en/

Governance Framework for the Human Capital Management

Corporate Governance Framework

In structuring the corporate governance framework, Mitsui places emphasis on “improved transparency and accountability” and “the clarification of the division of roles between the oversight activities and executive activities of the management.” To secure these, by adopting a Committee System in which External Members participate, Mitsui achieves highly effective corporate governance. In order to realize effective corporate governance for shareholders and other stakeholders, Mitsui has established, and maintains, the following structures:

a) The Board of Directors is the highest authority for execution of business and supervision, and in order to ensure this function, Mitsui has set at an appropriate number of Directors that enables effective discussion. As advisory committees to the Board of Directors, Mitsui also has in place the Governance Committee, the Nomination Committee and the Remuneration Committee, in which External Directors and /or External Audit & Supervisory Board Members also participate as members.

b) The Audit & Supervisory Board Members supervise the Directors’ execution of duties as an independent institution with the mandate of the shareholders. For this purpose, Audit & Supervisory Board Members carry out multi-faceted, effective audit activities such as attending important internal meetings, verifying reports and investigating our business, and take necessary measures in a timely manner.

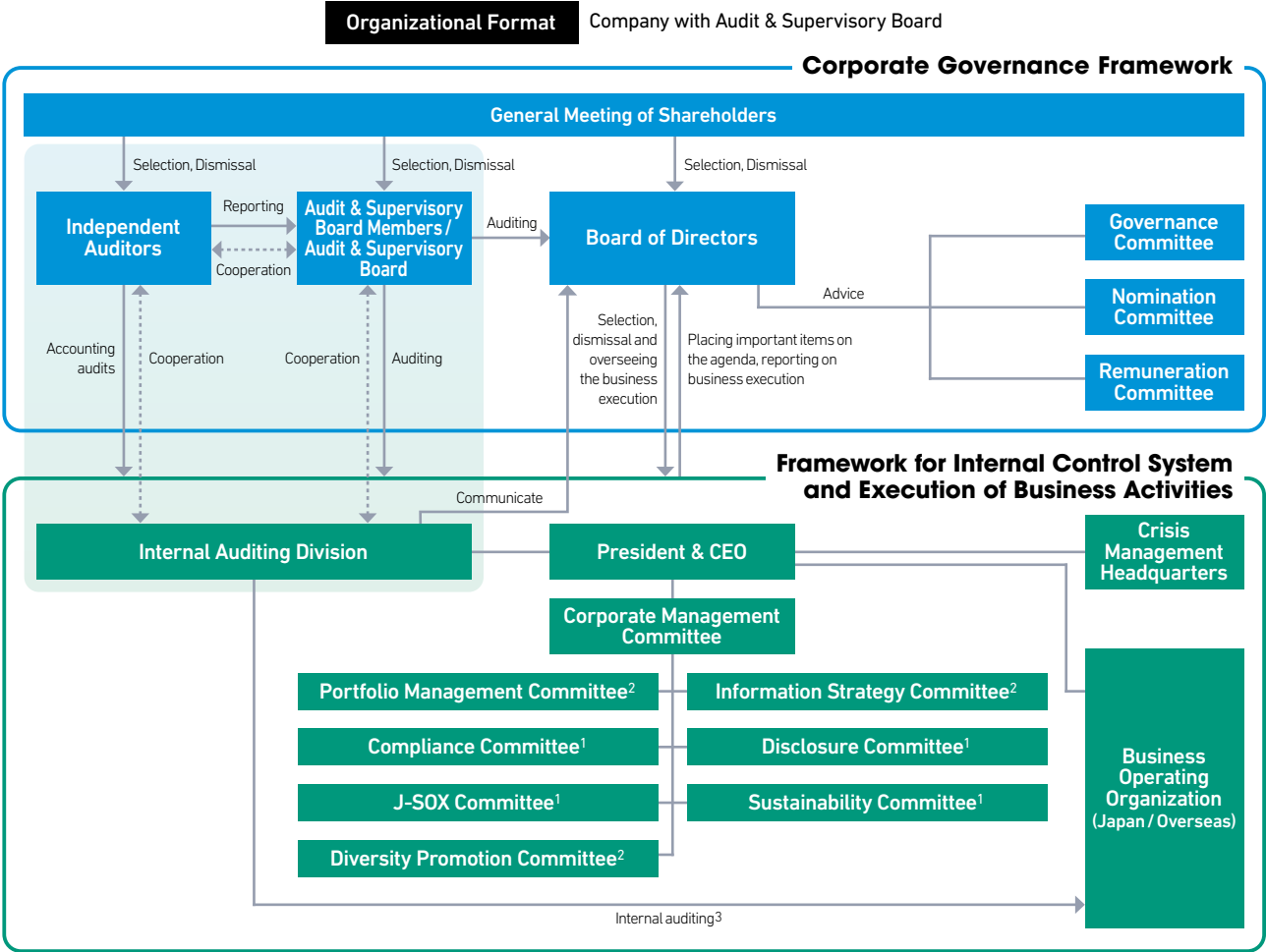
Directors (12 persons)

Internal 50%	External 50%
Male 67%	Female 33%
Japanese 75%	Non-Japanese 25%

Audit & Supervisory Board Members (5 persons)

Internal 40%	External 60%
Male 80%	Female 20%
Japanese 100%	Non-Japanese 0%

Status of Corporate Governance:
<https://www.mitsui.com/jp/en/company/outline/governance/status/index.html>



1. Sub-committees to the Corporate Management Committee 2. Advisory committees to the Corporate Management Committee
 3. During regular audits, items to be audited are identified based on risk factors, and an independent and objective evaluation is carried out in accordance with international internal audit standards. Continuous efforts are made to maintain and improve the qualities of these internal auditing activities through measures such as quality evaluations by external specialists.

Integrated Report 2024:
 For detailed information regarding the career of Directors and Audit & Supervisory Board Members p44-45
 Number of Proposals and reports to the Board p48
https://www.mitsui.com/jp/en/ir/library/online2024/pdf/en_ar2024_all_web.pdf

Governance Framework for Executing the Human Resources Strategy

The Chief Human Resources Officer (CHRO) is appointed as the individual responsible for executing and realizing the human capital management of the company. While overseeing areas, such as promoting diversity management, well-being and productivity management, securing talent, training them, evaluating them, and managing their compensation, the CHRO also comprehends risks related to human capital such as employee turnover and retention rate and carries out appropriate risk management. The basic policies, plans, and systems for business activities related to human capital, and strategic business operations, are deliberated and reported in the Executive Committee, including the CEO and the CHRO, after being discussed in an organization under the Executive Committee or an advisory body to the Executive Committee according to their importance. Critical issues are also individually reported and deliberated at the Board of Directors, and overall activities are properly overseen through regular reports to the Board of Directors.

**The Annual Securities Report for the fiscal year ended March 2024:
For major committees pertaining to the execution of business
and implementation of internal control P120**

https://www.mitsui.com/jp/en/ir/library/securities/___icsFiles/afiedfile/2024/06/19/en_105yuh.pdf

Risk Management Structure

Risks regarding limitation of human capital

Mitsui & Co. Group have consistently believed that “people” are the source of our sustainable value creation and have dedicated ourselves to acquiring and developing talent, continuous talent management, and organization development. In our businesses, we are investing into human capital that are capable of planning and evaluating business, executing projects and managing and supervising workforce.

However, we may have a shortage of required human capital, which could cause a loss of opportunities or stable operations in certain business areas. We recognize the risks and are taking steps to address the following key issues.

Risk type	Risk management (countermeasures)
General risks	<ul style="list-style-type: none"> ■ Compliance & Integrity Department of Strategic & Administrative Legal Division leads compliance-related initiatives on a global group basis under the direction and supervision of Chief Compliance Officer (CCO) and in collaboration with the Human Resources & General Affairs Division and Compliance Supervising Officers (chief operating officers, branch office managers) in each of Mitsui's units and offices in Japan and overseas, and seeks to promote Mitsui & Co. Group Conduct Guidelines-With Integrity on a global basis, ensure compliance, establish and strengthen compliance programs, and deal with compliance-related cases. ■ We have established eight channels for reporting or consulting about compliance-related matters within or outside an employees' direct reporting line, including external attorneys and independent organizations (contact can be made anonymously). These channels are available for all officers and employees of Mitsui, as well as temporary staff, and officers and employees at companies to which we entrust work who have engaged in or are engaging in such work. Contact can be made via telephone, email, web form, letter, or other means (channels are open 24 hours a day, except for telephone channel).
Employment process-related risks	<ul style="list-style-type: none"> ■ The company is committed to fair and impartial recruitment initiatives, selecting individuals based on their abilities and personal qualities. We provide global employment opportunities and disregard all aspects irrelevant to an applicant's abilities or suitability for a role; for example, an individual's race, nationality, gender, age, alma mater, or religion. ■ In order to hire suitable individuals, we recruit from a wide range of candidates. Furthermore, staff who conduct interviews receive training to ensure fair employment screening processes for applicants.
Business continuity-related risks	<ul style="list-style-type: none"> ■ The company reviews headcount plans required for business continuity on an annual basis, and maintains recruitment at an appropriate number of individuals. ■ The Human Resources Strategy Meeting confirms the talent pool from which candidates for successors to important positions are drawn, and checks successor development plans for important positions once a year. ■ In order to secure the diverse human resources required to support the business model of the Group, we actively work to attract mid-career hires.
Risks related to the fairness and impartiality of remuneration	<ul style="list-style-type: none"> ■ We have adopted appropriate systems for the evaluation and remuneration of employee performance. ■ Evaluations relative to targets are carried out in the form of a performance review three times every fiscal year, with an evaluation interview conducted with the employee's supervisor at the end of each fiscal year. Surveys are used to confirm that the evaluation interview and evaluation feedback have been conducted appropriately. ■ Remuneration is set at a competitive level and awarded in accordance with the contribution of each employee and in conformance with the law in each country in which we do business, and the Group has adopted a pay for performance approach that recognizes abilities demonstrated, results achieved, and contributions made.
Labor law-related risk	<ul style="list-style-type: none"> ■ The company avoids excessively long working hours through appropriate working hours management in compliance with the Labor Standards Act and the Industrial Safety and Health Act. ■ The Safety and Health Committee conducts discussions on the establishment of a workplace environment, in which employees can continue to work with peace of mind while properly maintaining safety and health.
Risks related to discrimination or harassment	<ul style="list-style-type: none"> ■ Based on our Mitsui & Co. Group Conduct Guidelines -With Integrity- and Business Conduct Guidelines for Employees and Officers of Mitsui & Co., our rules stipulate that in our promotion of business activities, we must respect human rights and not engage in any forms of discrimination and harassment. ■ Our policies are designed to support the success of our diverse human resources, regardless of gender, nationality, age, and disability. ■ We are fostering a culture of diversity and inclusion that accepts and respects diversity, through internal announcements and various events.
Health and safety-related risks	<ul style="list-style-type: none"> ■ In conducting the business activities of the Mitsui & Co. Group in countries and regions around the world, we will develop workplace environments in which employees can work to their full potential, and where each individual can work energetically, in good health and safely. At the same time, we will foster a culture in which employees can fulfil their responsibility to the safety and health of themselves and those around them by showing initiative in the efforts required to advance health and safety in our business activities. ■ In all our businesses, we aim to improve occupational health and safety and prevent labor accidents among Mitsui & Co. Group and contractor employees before they occur. Under the occupational safety and health promotion system led by CHRO, we will promote measures tailored to the business characteristics of each unit of the company. The Board of Directors receives reports on health and on occupational health and safety. ■ In addition to understanding and complying with laws and regulations in each of the countries and local communities in which the Mitsui & Co. Group does business, we make ongoing improvements that incorporate the unique best practices of each industry. We strive to create workplaces and working environments where all employees and various colleagues can work safely, with no labor accidents, and provide the resources and training considered necessary to promote a good working environment. ■ In November 2023, we formulated the Mitsui & Co. Global Group Selection Policy as a set of guidelines for the selection of contractors.

Knowing Information to Build Brighter Futures

This part provides a 5-year data of basic information including the number of employees, average yearly salary, diversity-related information including age and gender, and other information related to the number of hires, work-life management, and well-being, as well as the list of our disclosure in line with ISO30414, and our company information as of March 31, 2024.



5-Year Data

		Unit	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	Definition
1. Basic Information								
1) Number of Employees								
Non-consolidated	Total	persons	5,676	5,587	5,494	5,449	5,419	
	Male	persons	4,050	3,995	3,894	3,842	3,799	
	Female	persons	1,626	1,592	1,600	1,607	1,620	
	Percentage of Female Employees	%	28.6	28.5	29.1	29.5	29.9	
Overseas Offices	Total	persons	2,672	2,631	2,535	2,512	2,521	
	Male	persons	1,075	1,060	1,029	1,023	1,011	
	Female	persons	1,597	1,571	1,506	1,489	1,510	
	Percentage of Female Employees	%	59.8	59.7	59.4	59.3	59.9	
Consolidated	Total	persons	45,624	44,509	44,336	46,811	53,602	
	Male	persons	30,184	29,764	29,257	30,884	31,729	
	Female	persons	15,440	14,745	15,079	15,927	21,873	
	Percentage of Female Employees	%	33.8	33.1	34.0	34.0	40.8	
2) Number of Employees by Operating Segments								
Non-consolidated	Total	persons	5,676	5,587	5,494	5,449	5,419	
	Mineral & Metal Resources	persons	278	281	273	284	292	
	Energy	persons	401	435	448	459	465	
	Machinery & Infrastructure	persons	853	828	790	809	779	
	Chemicals	persons	738	749	756	766	758	
	Iron & Steel Products	persons	305	288	261	256	244	
	Lifestyle	persons	834	883	840	841	811	
	Innovation & Corporate Development	persons	476	476	474	492	493	
	All Other	persons	1,791	1,647	1,652	1,542	1,577	Including Corporate Staff Divisions

Non-consolidated : Data of Mitsui & Co., Ltd., refers to regular employees (employees who are directly employed without a specified term) unless otherwise noted.

Consolidated : Data of Mitsui & Co., Ltd. and its consolidated subsidiaries, unless otherwise noted, refers to general employees of the company plus employees of consolidated subsidiaries who are directly employed without a specified term.

		Unit	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	Definition		
Consolidated	Total		persons	45,624	44,509	44,336	46,811	53,602		
	Mineral & Metal Resources		persons	634	624	620	619	631		
	Energy		persons	888	980	992	1,093	1,212		
	Machinery & Infrastructure		persons	17,017	16,249	16,279	17,174	13,363		
	Chemicals		persons	5,238	5,957	6,745	7,286	7,346		
	Iron & Steel Products		persons	1,505	1,257	1,254	1,262	1,667		
	Lifestyle		persons	10,642	9,798	8,586	8,772	18,159		
	Innovation & Corporate Development		persons	6,301	6,406	6,599	7,425	7,974		
	All Other		persons	3,399	3,238	3,261	3,180	3,250		
	Contract Employees	Total		persons	10,760	9,721	8,869	9,063	27,659	Contract employees are based on the average annual number of employees
		Mineral & Metal Resources		persons	40	44	49	58	65	
		Energy		persons	98	122	115	147	164	
		Machinery & Infrastructure		persons	2,238	1,503	1,085	1,206	1,384	
		Chemicals		persons	572	558	516	546	728	
		Iron & Steel Products		persons	153	156	176	177	177	
		Lifestyle		persons	6,406	6,026	5,610	5,594	23,715	
		Innovation & Corporate Development		persons	914	964	972	969	1,022	
		All Other		persons	339	348	346	366	404	

3) Average annual Salary

Non-consolidated	Regular Full-time Employees	thousand yen	13,934	14,825	15,491	17,836	18,999	
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4) Gender Pay Gap

Non-consolidated	All Workers	%	-	-	-	56.9	57.3	Gender pay gap indicates the percentage of the average annual wage of women if that of men is 100%. For details, please refer to our Annual Securities Report for the fiscal year ended March 31, 2024.
	Regular Employees	%	-	-	-	56.9	57.6	
	Fixed-term Employees	%	-	-	-	54.9	51.6	

5) Participation Rate in Labor Unions

Non-consolidated	Participation Rate	%	83.1	81.1	79.3	77.2	76.0	
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				Unit	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	Definition
2. Diversity										
1) Age										
Non-consolidated	Average Age	Total	age	42.1	42.1	42.1	42.3	42.3		
		Male	age	42.7	42.8	42.9	43.1	43.1		
		Female	age	40.5	40.3	40.2	40.4	40.2		
	Employment rate by Age Group	Under 20 years	%	0.0	0.0	0.0	0.0	0.0		
		20 to 29 years	%	16.3	16.6	16.8	16.0	15.6		
		30 to 39 years	%	25.5	25.8	25.9	26.7	27.4		
		40 to 49 years	%	26.3	25.2	24.8	24.2	24.2		
		50 to 59 years	%	31.3	31.9	32.0	32.7	32.3		
		60 years and Over	%	0.6	0.5	0.5	0.4	0.5		
2) Gender										
Consolidated	Employees	Ratio of Female Employees	%	33.8	33.1	34.0	34.0	40.8		
		All	persons	45,624	44,509	44,336	46,811	53,602		
		Female	persons	15,440	14,745	15,079	15,927	21,873		
	Managers	Ratio of Female Employees	%	15.5	16.0	17.1	18.8	18.8		
		All	persons	8,812	8,827	8,912	9,165	9,737		
		Female	persons	1,370	1,413	1,527	1,726	1,827		
Overseas Offices	Employees	Ratio of Female Employees	%	59.8	59.7	59.4	59.3	59.9		
		All	persons	2,672	2,631	2,535	2,512	2,521		
		Female	persons	1,597	1,571	1,506	1,489	1,510		
	Managers	Ratio of Female Employees	%	35.9	35.4	34.7	40.8	37.2		
		All	persons	733	746	783	808	847		
		Female	persons	263	264	272	330	315		
Non-consolidated	Regular Full-time Employees	Ratio of Female Employees	%	28.6	28.5	29.1	29.5	29.9	Business Staff + Administrative Staff	
		All	persons	5,676	5,587	5,494	5,449	5,419		
		Female	persons	1,626	1,592	1,600	1,607	1,620		
	Business Staff	Ratio of Female Employees	%	11.3	11.9	12.7	13.7	14.5		
		All	persons	4,563	4,532	4,461	4,450	4,443		
		Female	persons	514	538	568	609	645		

			Unit	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	Target	Definition
Non-consolidated	Managers	Ratio of Female Employees	%	7.0	7.5	8.0	8.5	9.2	10% by FY March 2025 20% by FY March 2031	Included in the number of Business Staff
		All	persons	3,420	3,375	3,333	3,334	3,343		
		Female	persons	238	252	267	284	307		
	Administrative Staff		persons	1,113	1,055	1,033	999	976		Including 1 male (Since FY March 2020)
3) Average number of years of service										
Non-consolidated	All		years	18.3	18.2	18.1	18.1	17.9		
	Male		years	18.8	18.8	18.8	18.8	18.8		
	Female		years	17.2	16.8	16.5	16.3	15.9		
4) Number of employees by Region										
Non-consolidated	Total		persons	5,676	5,587	5,494	5,449	5,419		
	Japan		persons	4,464	4,461	4,360	4,290	4,226		
	Americas		persons	324	307	317	321	335		
	Europe, the Middle East and Africa		persons	249	245	221	210	219		
	Asia Pacific		persons	514	506	492	489	477		
	All other (Overseas Trainees, etc.)		persons	125	68	104	139	162		
Mitsui & Co. + Overseas Offices	Total		persons	8,348	8,218	8,029	7,961	7,940		By country of employer's location
	Japan		persons	5,676	5,587	5,494	5,449	5,419		
	Americas		persons	558	542	526	539	544		
	Europe, the Middle East and Africa		persons	594	573	529	521	540		
	Asia Pacific		persons	1,520	1,516	1,480	1,452	1,437		
Consolidated	Total		persons	45,624	44,509	44,336	46,811	53,602		
	Japan		persons	17,292	17,465	17,153	17,682	27,344		
	Americas		persons	14,442	14,162	14,816	15,995	16,876		
	Europe, the Middle East and Africa		persons	3,523	3,501	4,043	4,047	4,043		
	Asia Pacific		persons	10,367	9,381	8,324	9,087	5,339		

			Unit	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	Definition
5) Regionally Hired employees Percentage of Line Manager at Overseas Offices									
Overseas Offices	Percentage of Line Managers		%	14.4	14.6	16.7	17.4	18.1	Percentage of Regionally hired employees among line managers at overseas offices
6) Diversity of leadership Team									
Non-consolidated	Ratio of female Directors/Audit & Supervisory Board Members		%	21.1	21.1	21.1	25.0	29.4	Based on the personnel composition after the annual shareholder's meeting following each fiscal year as of the following period of June
	Directors	All	persons	14	14	14	15	12	
		External director	persons	5	5	5	6	6	
		Female	persons	3	3	3	4	4	
		Non-Japanese	persons	2	2	2	3	3	
		Ratio of External directors	%	35.7	35.7	35.7	40.0	50.0	
		Ratio of female directors	%	21.4	21.4	21.4	26.7	33.3	
		Ratio of non-Japanese	%	14.3	14.3	14.3	20.0	25.0	
	Audit & Supervisory Board Members	All	persons	5	5	5	5	5	
		External Audit & Supervisory Board Member	persons	3	3	3	3	3	
		Female	persons	1	1	1	1	1	
		Ratio of External Audit & Supervisory Board Member	%	60.0	60.0	60.0	60.0	60.0	
Ratio of female External Audit & Supervisory Board Member		%	20.0	20.0	20.0	20.0	20.0		
7) Percentage of people with disabilities in Mitsui's workforce									
Non-consolidated	Percentage of people with disabilities in Mitsui's workforce		%	3.09	3.12	3.20	3.16	3.17	As of the following period of June 1
3. Recruitment									
1) Number of Hires									
Non-consolidated	Total of New Graduates and Mid-career		persons	218	177	191	203	209	
	New Graduates	Total	persons	176	135	128	111	124	
		Male	persons	96	89	71	67	70	
		Female	persons	80	46	57	44	54	
		Ratio of female new graduates	%	45.5	34.1	44.5	39.6	43.5	

			Unit	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	Definition
Non-consolidated	Mid-career	Total	persons	42	42	63	92	85	
		Male	persons	38	34	43	61	49	
		Female	persons	4	8	20	31	36	
		Ratio of female mid-career	%	9.5	19.0	31.7	33.7	42.4	
	Ratio of Mid-career		%	19.3	23.7	33.0	45.3	40.7	
	Ratio of female new graduates and Mid-career		%	38.5	30.5	40.3	36.9	43.1	

2) Ratio of Currently Employed New Graduate/Mid-career Hires

Non-consolidated	Total of Regular Full-time Employees		persons	5,676	5,587	5,494	5,449	5,419	
	Number of Currently Employed New Graduate Hires		persons	5,253	5,127	4,989	4,867	4,768	
	Number of Currently Employed Mid-career Hires		persons	423	460	505	582	651	
	Ratio of Currently Employed Mid-career Hires		%	7.5	8.2	9.2	10.7	12.0	

3) Others

Non-consolidated	Number of Qualified Candidate per Position		magnification	-	-	-	30	29	Number of candidates who passed the document screening for new graduates ÷ Number of new hires
	Ratio of Officially Hired after their Probation Period (Quality per Hire)		%	-	-	-	100	100	Ratio of new graduates and mid-career hires who have been officially hired after their probation period
	Average length of Time of Fill Vacant Position		days	-	-	-	76	97	Average number of days from the start of recruitment for new graduates and mid-career hires to the internal decision

4. Mobility, Turnover

1) Critical Position Filled Data

Non-consolidated	Percentage of Positions Filled Internally		%	-	-	-	67.1	71.2	The proportion of internal promotions among those appointed to managerial positions (those who were appointed as managers by mid-career hires are counted as external appointments)
	Percentage of Critical Business Positions		%	-	-	-	7.8	7.9	Ratio of general managers to regular full-time employees

2) Mobility

Non-consolidated	Percentage of Internal Mobility		%	-	-	-	38.8	37.4	Percentage of employees who have moved across divisions
	Cumulative total number of Human Resources Bulletin Board System users	From 1999	persons	439	463	499	555	613	
	Number of Human Resources Bulletin Board System users	Total in each FY	persons	31	24	36	56	58	

			Unit	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	Definition
Non-consolidated	Number of Female Employees Dispatched Overseas	All	persons	64	60	71	107	134	Including overseas trainees and Foreign Language & Business Culture Trainees (Until FY March 2023, as of the following period of April 1)
		North America	persons	9	6	11	15	23	
		Central and South America	persons	8	7	12	18	18	
		Europe	persons	11	15	14	16	25	
		Middle East	persons	4	2	5	6	5	
		Africa	persons	1	0	0	0	1	
		Asia	persons	20	18	19	27	32	
		Oceania	persons	1	1	3	7	9	
		Far East	persons	8	9	6	15	19	
		CIS	persons	2	2	1	3	2	
Overseas Offices	Cumulative total number of Transfers of Regionally Hired Employees	From 2014	persons	171	211	252	327	408	Number of transfers across the recruitment country for regionally hired employees
	Number of Transfers of Regionally Hired Employees	Total in each FY	persons	37	40	41	75	81	
		Japan	persons	9	11	13	26	31	
		Americas	persons	4	2	3	10	12	
		Europe, the Middle East and Africa	persons	3	5	9	13	14	
		Asia Pacific	persons	18	19	15	25	22	
		Others	persons	3	3	1	1	2	
3) Turnover									
Non-consolidated	Turnover Rate	All	%	5.23	4.38	5.11	4.02	4.22	
		Male	%	4.86	4.29	5.76	4.00	3.97	
		Female	%	6.12	4.61	3.50	4.06	4.82	
	Voluntary Turnover Rate	All	%	1.72	1.23	1.69	1.41	1.08	
		Male	%	1.48	1.10	1.79	1.25	0.68	
		Female	%	2.31	1.56	1.45	1.79	2.00	
	Exit/Turnover Reasons/Leaving Employment By Reason			To challenge a new path or seek opportunities to improve their skills outside the company, etc.					

			Unit	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	Definition
5. Costs									
Consolidated	Total Workforce Costs		hundred million yen	-	-	-	4,288	4,894	Personnel costs + Welfare costs + External labor costs
	External Workforce Costs		hundred million yen	-	-	-	313	365	Outsourcing fee, etc.
	Ratio of the Average Salary and Remuneration		%	-	-	-	2.2	2.7	Executive compensation ÷ Personnel costs
	Total Costs of Employment		hundred million yen	-	-	-	3,974	4,529	Personnel costs + Welfare costs
Non-consolidated	Recruitment Costs		million yen	-	-	-	440	877	Recruitment cost in Human Resources & General Affairs Division
	Cost per Hire		million yen	-	-	-	2.2	4.2	Cost per recruit in Human Resources & General Affairs Division
6. Productivity									
Consolidated	Profit per Employee	Consolidated PAT ÷ Number of non-consolidated employees (FTE)	hundred million yen	-	-	-	2.1	2.0	FTE: Full-time equivalent
		Consolidated PAT ÷ Number of consolidated employees	hundred million yen	-	-	-	0.2	0.2	
		Consolidated COCF ÷ Number of non-consolidated employees (FTE)	hundred million yen	-	-	-	2.2	1.8	
		Consolidated COCF ÷ Number of consolidated employees	hundred million yen	-	-	-	0.3	0.2	
	Human Capital Rol		%	-	-	-	351	288	{Profit before tax + (Personnel costs + Welfare costs)} ÷ (Personnel costs + Welfare costs) – 1
7. Workforce Availability									
Non-consolidated	Number of Employees: Full-time & Part-time	Full-time	persons	-	-	-	5,911	5,900	Regular full-time employees + Full-time contract employees
		Part-time	persons	-	-	-	38	41	Non-full time contract employees
	Full Time Equivalent		persons	-	-	-	5,930	5,921	Calculated as 0.5FTE per non-full time contract employee
	Contingent Workforce: Temporary Workforce		persons	-	-	-	377	412	Including temporary staff of short-time working
8. Leadership									
Mitsui & Co. + Overseas Offices	Span of Control		persons	-	-	-	7.41	7.61	Number of subordinates per line manager in non consolidated and overseas offices

			Unit	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	Definition
9. Engagement									
Mitsui & Co. + Overseas Offices	Employee Engagement		%	-	70	71	72	73	Positive response rate on multiple questions related to these items
	Employee Enablement		%	-	69	69	69	69	
	Understanding/Sharing of Strategy and Direction		%	-	-	78	80	81	
	Leadership Trust		%	-	-	70	71	73	
	Opportunities to demonstrate skills and abilities		%	-	-	74	76	76	
10. Skill & Capabilities									
Consolidated	Total number of participants of global group employees		persons	-	-	-	Approx. 22,000	Approx. 27,000	Training conducted by the Human Resources Div.
	Total Developing and Training Costs		hundred million yen	-	-	-	27.5	30.5	Total Developing and Training Costs (Including for employees of global group)
Non- consolidated	Training for Competency Development	Total hours of training per year	hours	79,101	82,837	146,000	88,000	114,000	
		Average hours of training per employee	hours	13.9	14.9	27.9	16.1	21.0	
		Average days of training per employee	days	2.8	2.1	3.7	2.2	2.9	
		Average training costs per employee	ten thousand yen	-	-	-	50	56	Including global training programs
	Human Resources Development Programs (Main HR development programs in Japan)	Job position oriented training, training at time of appointment	persons	-	-	-	3,044	2,036	
		Strengthening leadership and business management	persons	-	-	-	3,382	1,756	
		Deeping of skills and expertise	persons	-	-	-	2,956	3,558	
		Development of DX human resources	persons	-	-	-	2,334	3,567	
		Employee career development	persons	-	-	-	385	400	
		Training for new graduates (initial educational training)	persons	-	-	-	3,837	3,833	
		Training for employees of group companies	persons	-	-	-	5,643	7,996	Global group training programs by the Human Resources & General Affairs Div.
		D&I promotion and organization culture	persons	-	-	-	693	908	
	Cumulative total number of Overseas Training Programs	From 1952	persons	-	-	-	-	Approx. 3,800	Total Number of Overseas Trainees, Foreign Language & Business Culture Trainees
	Number of Overseas Training Programs	Total number of dispatched countries	countries	32	27	23	30	30	
		Total number of overseas trainees	persons	159	68	105	159	209	

		Unit	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	Definition	
Non-consolidated	Number of Overseas Training Programs	North America	persons	40	2	36	52	54	
		Central and South America	persons	28	10	14	26	41	
		Europe	persons	26	18	22	28	42	
		Middle East	persons	3	2	2	3	2	
		Africa	persons	7	8	4	6	7	
		Asia	persons	23	12	7	20	33	
		Oceania	persons	5	5	2	3	6	
		Far East	persons	21	11	14	18	21	
		CIS	persons	6	0	4	3	3	
Overseas Offices	Cumulative total number of trainees to Japan Training Program (Long-term)	from 1999	persons	103	112	115	130	147	Japan trainee program for regionally hired employees
	Number of trainees to Japan Training Program (Long-term)	Total	persons	11	9	3	15	17	
		Japan Language & Business Program (LBP)	persons	2	2	1	2	4	
		Japan Business Integration Program (BIP)	persons	9	7	2	13	13	
Global Group	Cumulative total number of participants in Global Training Programs	From 1952	persons	-	-	-	-	Approx. 4,300	Including short-term program, Executive Education
Non-consolidated	Workforce Competency Rate	score	-	-	-	3.8	3.8	Average comprehensive ability score of general managers as per a 360° appraisal (5-level absolute evaluation. 3 is average)	

11. Work-Life Management

1) Taking Childcare Support

Non-consolidated	Total Number of Employees Taking Childcare Support		persons	600	510	542	579	562	Including contract employees
	Childcare Leave	Total	persons	84	100	146	151	163	
		Male	persons	28	37	71	85	103	
		Female	persons	56	63	75	66	60	
	Nursing Leave for Childcare	Total	persons	310	242	244	264	263	
		Male	persons	113	81	80	90	77	
		Female	persons	197	161	164	174	186	
	Short-time Working for Childcare	Total	persons	127	109	93	101	64	
		Male	persons	0	0	0	0	0	
		Female	persons	127	109	93	101	64	
	Childbirth Attendance Leave	(Male employees only)	persons	79	59	59	63	72	

			Unit	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	Target	Definition
Non-consolidated	Male Employees Taking Childcare Leave	Percentage of men taking childcare leave	%	45	46	54	65	70	100	Including employees taking leave for childcare purposes (leave to attend to childbirth). (If childcare leave and leave to attend to childbirth are taken for the same child, duplications are removed, and they are counted as one person)
		Average number of days that men took childcare leave	days	39.8	31.9	48.1	36.5	45.0		Calculated based on Japanese Ministry of Health, Labour and Welfare guideline

2) Return Rate and Retention Rate After Childcare Leave

Non-consolidated	Return Rate after Childcare Leave	Male	%	100.0	100.0	100.0	100.0	100.0		Percentage of employees who returned to work as compared to the number of employees who reached the end of childcare leave in each fiscal year. (Until FY March 2021, does not include employees who registered with the re-employment system following the transfer of their spouse)
		Female	%	100.0	96.4	96.3	93.4	85.2		
	Retention Rate after Childcare Leave	Male	%	96.3	100.0	100.0	93.8	97.5		Percentage of employees who are enrolled as of April 1 in each fiscal year, out of those returned to work during in the previous fiscal year. (Until FY March 2021, not include employees who registered with the re-employment system following the transfer of their spouse)
		Female	%	98.1	97.8	93.9	100.0	98.6		

3) Taking Family care Support

Non-consolidated	Total Number of Employees taking Family Care Support		persons	136	106	100	96	102		Including contract employees
	Family Care Leave	Total	persons	2	0	1	0	0		
		Male	persons	1	0	0	0	0		
		Female	persons	1	0	1	0	0		
	Nursing Leave for Family Care	Total	persons	132	104	97	95	102		
		Male	persons	47	39	33	34	34		
		Female	persons	85	65	64	61	68		
	Short-time Working for Family Care	Total	persons	2	2	2	1	0		
		Male	persons	0	0	0	0	0		
		Female	persons	2	2	2	1	0		

12. Working Hours, Annual Paid Leave

Non-consolidated	Annual Average Actual Working Hours		hours	1,939.84	2,110.01	2,066.86	2,003.04	2,003.75		
	Monthly Average Overtime Working Hours		hours	19.1	25.0	26.7	26.1	28.0		
	Annual Paid Leave	Average Annual Paid Leave taken	days	14.0	11.5	12.5	13.8	13.6		
		Average Annual Paid Leave using Ratio	%	73.1	60.0	64.9	71.4	70.3	70.0	

				Unit	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	Target	Definition
13. Well-being											
1) Health											
Non-consolidated	Health Performance Index	Percentage of employees undergoing health checks	%	99.3	99.8	100.0	100.0	100.0	100.0	100.0	
		Reexamination rate	%	-	66.4	65.9	72.2	57.1	100.0	100.0	
		Percentage of employees undergoing stress checks	%	83.1	89.1	86.8	83.0	85.2	Over 90.0%	Over 90.0%	
		Number of employees undergoing stress checks	persons	3,956	4,203	4,024	3,790	3,857			
		Smoking Rate	%	12.9	10.8	10.5	10.0	10.1			
		Reduction Compared to the Previous Fiscal Year	%	▲ 0.5	▲ 2.1	▲ 0.3	▲ 0.5	0.1	Reduction 0.5%	Reduction 0.5%	
		Male	%	17.3	15.1	14.6	14.1	14.0			
		Female	%	2.7	1.5	1.5	0.6	1.4			
	Number of Examinations at the Head Office Medical Clinic		persons	12,567	4,895	4,024	5,462	9,721			
	Training and Seminars on Health and Safety (Main health and Safety programs in Japan)	Overseas risk management (overseas health and safety management) training	persons	379	261	285	334	329			Training before overseas assignments
		Mental health and labor management training	persons	96	105	130	180	676			Training for new line managers
		Health management training as a working professional	persons	176	135	110	111	124			Introductory training for new employees
		Alcohol related risk training	persons	1,240	136	180	1,450	559			
		Seminars on women's health	persons	-	Approx. 200	Approx. 120	-	738			
		Health seminars	persons	-	-	Approx. 360	Approx. 630	398			
		AED lifesaving training	%	-	-	-	98	108			
	Performance Data	Employees maintaining an appropriate weight (BMI 18.5 to 25)	%	66.4	66.4	67.2	67.1	67.1			
		Employees suffering from high stress	%	5.3	4.4	5.0	5.1	5.8			
		Employees absent from work due to mental health	%	0.85	0.84	1.06	0.98	1.28			Measurement method: Number of employees absent from work due to personal injury or illness for at least one consecutive month ÷ the number of employees working in Japan
		Employees absent from work due to illness	%	0.59	0.38	0.39	0.46	0.20			

			Unit	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	Target	Definition
Non-consolidated	Performance Data	Absenteeism (Unplanned leave due to health Problems)	days	-	-	2.83	2.58	3.07		Measurement method: Total number of days of personal sick leave of at least 7 consecutive days due to personal illness or injury ÷ the number of employees working in Japan
		Presenteeism (Rate of decline in productivity due to health issues when at work)	%	-	-	12.5	12.6	12.3		Measurement method: Single-Item Presenteeism Question, 100% - Results of responses to the question: Rate your own work performance for the past 4 weeks on a scale of 0 to 100% (excluding times of illness or injury)

2) Occupational Safety

Non-consolidated	Number of Lost Time Injuries	Employees	cases	0	0	0	0	1	0	<ul style="list-style-type: none"> • Calculated based on Japanese Ministry of Health, Labour and Welfare standards • Employees: Employees at the Tokyo Head office and branches in Japan • As of July 31, 2024
		Contract Employees	cases	0	0	0	0	0	0	
	Number of Fatalities	Employees	cases	0	0	0	0	0	0	
		Contract Employees	cases	0	0	0	0	0	0	
	Lost Time Injury Frequency Rate	Employees		0	0	0	0	0.15	0	
		Contract Employees		0	0	0	0	0	0	
	Lost Time Injury Severity Rate	Employees		0	0	0	0	0	0	
		Contract Employees		0	0	0	0	0	0	
	Occupational Illness Frequency Rate	Employees		0	0	0	0	0	0	
		Contract Employees		0	0	0	0	0	0	
Global Group	Industry Averages for Wholesalers and Retailers with 100 Employees or More (for Comparison)	Lost time injury frequency rate		2.09	2.27	2.31	1.98	2.43		(Reference) Japanese Ministry of Health, Labour and Welfare's Survey on Industrial Accidents in 2023
		Lost time injury severity rate		0.04	0.11	0.05	0.05	0.06		
	Lost time for injury		hours	-	-	-	0	0		
Global Group	Number of serious injuries (Non-fatal accidents involving serious injuries not recoverable within 6 months)	Employees	cases	-	-	-	5	4	Year-on-year decrease	Figures for the group(Non-consolidated, overseas offices, and subsidiaries employing workers with more than 50% voting rights)
		Contractor Employees	cases	-	-	-	3	0	Year-on-year decrease	
	Number of fatalities	Employees	cases	-	-	-	1	1	0	
		Contractor Employees	cases	-	-	-	5	1	0	

		Unit	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	Definition
14. Compliance & Ethics								
Consolidated	Number of Grievance Filed	reports	1,050	1,247	697	1,087	933	Number of reports made in relation to compliance. (Including affiliated company) None of these matters had a material effect on the business of Mitsui or its affiliated companies. Furthermore, there were no cases where Mitsui received any legal sanctions or paid any fines or financial penalties due to violations of anti-bribery laws or anticompetition laws
Non-consolidated	Number of Grievance Filed	reports	-	-	-	6	7	
	Number of concluded disciplinary actions out of above	reports	-	-	-	0	0	
	Percentage of Employees who have completed Training on Compliance and Ethics	%	-	-	-	100	100	All employees are required to take compliance training and pass an online test every five years, and also to take an e-learning course that incorporates case studies of compliance violation from the end of March 2024. We also provide targeted training for new employees, managers, those preparing to be posted overseas, or to one of the group companies. Moreover, we have designated November as With Integrity month, hosting events, video messages from the president or CCO. Also, each department and overseas base spontaneously takes initiative, holding seminars and workshops by internal and external speakers to promote integrity within each organization.

List of Our Disclosure in Line with ISO30414

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Company Information

Company Name	MITSUI & CO., LTD.
Date of Establishment	July 25, 1947
Common Stock	¥343,062,380,506
Number of Employees	5,419 (Consolidated 53,602)
Number of Offices and Overseas Trading Affiliates (As of April 1, 2024)	125 offices (61 Countries and Regions) Japan 11 offices / Overseas 114 offices
Address	2-1, Otemachi 1-chome, Chiyoda-ku, Tokyo 100-8631, Japan TEL: 03-3285-1111 URL: https://www.mitsui.com/jp/en/
Number of Affiliated Companies for Consolidation	Subsidiaries: Japan 84 / Overseas 212 Equity Accounted Investees: Japan 36 / Overseas 159 Total: 491
Stock Information*	Stock Exchange Listings: Tokyo, Nagoya, Sapporo, Fukuoka Total number of shares authorized to be issued by Mitsui: 2,500,000,000 shares Common Stock Issued: 1,513,589,168 shares Number of Shareholders: 317,422 shareholders *Number of shares before the share split scheduled to take effect on July 1, 2024

(As of March 31, 2024)



mitsui & co., ltd.