

Empowering People to Build Brighter Futures

Human Capital Report 2025

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

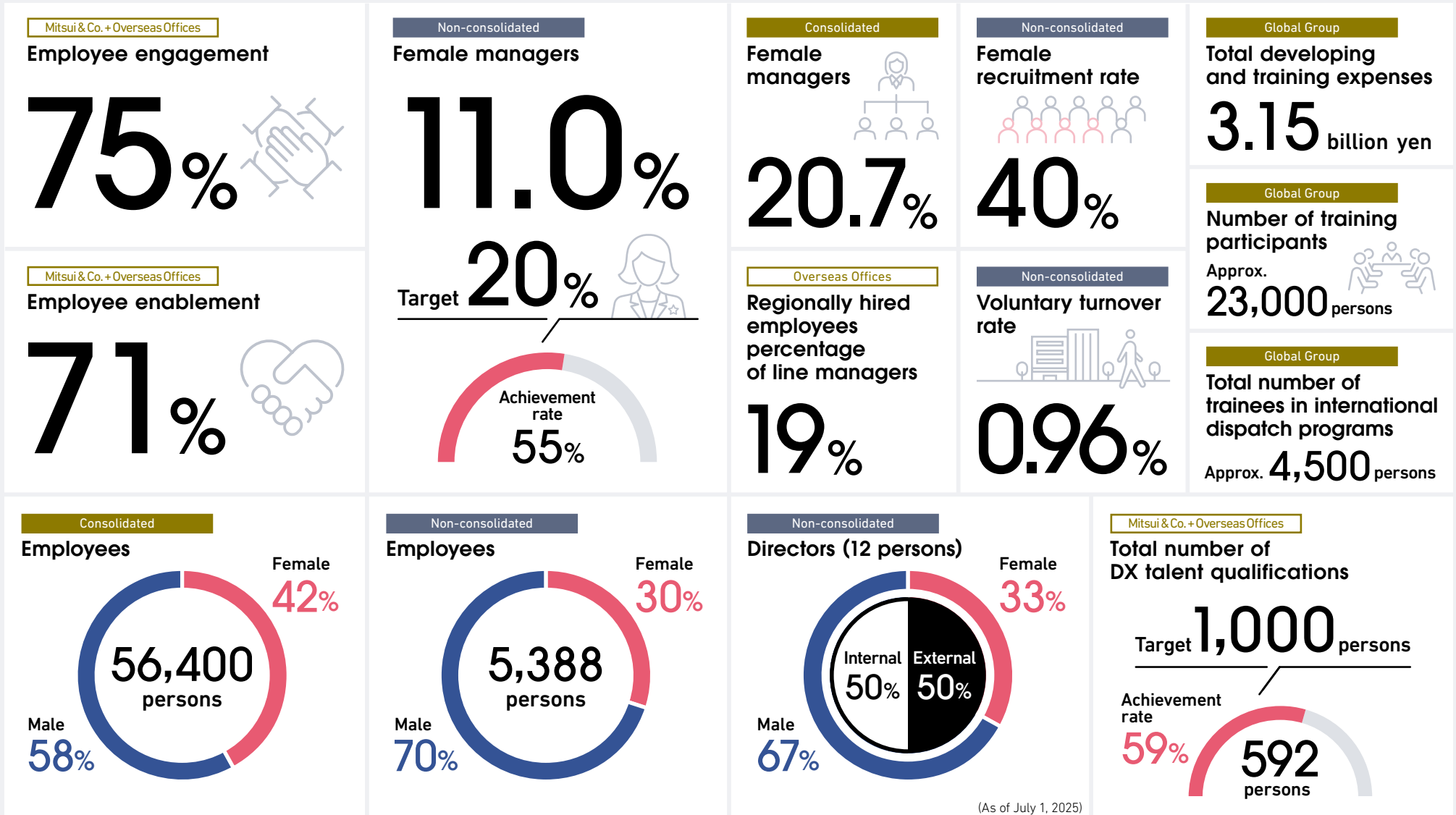
Seize the initiative

Thrive on diversity

Embrace growth

Act with integrity

At a Glance



(As of July 1, 2025)

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Editorial Policy

Scope of the Report

■ Reporting period

April 1, 2024 to March 31, 2025 (including some information on activities in April 2025 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, 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 2025 (p. 7).
https://www.mitsui.com/jp/ja/ir/library/online2025/pdf/en_ar2025_all_web.pdf

What We Want to Share in Our Human Capital Report 2025

Overview

At Mitsui & Co., the most important management matters that we tackle are the recruitment and training of human resources and the development of human resources and organizations, under our founding philosophy that people are the source of continuous value-creation at the company. Under the theme of “empowering people to build brighter futures,” this report introduces the process of continuous value-creation by the diverse people at Mitsui & Co.

Section guide

Highlights of Human Capital Report 2025

Philosophy

This part explains the reason we are known for the phrase “Mitsui is People,” along with the meaning of “It all starts with people,” the spirit of Takashi Masuda, first president of the former Mitsui & Co., which has continued to be passed down to the present day. In addition, Kenichi Hori, President and Chief Executive Officer, who aims to enhance sustainable corporate value based on that philosophy, presents a message on our future vision.

CEO Message

CEO Message

Policies on crucial human resources strategy initiatives as the final fiscal year of Medium-term Management Plan 2026.

» P.06

Creating Values

Personnel growth is indispensable for the sustainable growth of an organization. This part provides the portrait of our company, which views each and every one of our capable individuals as a driving force behind value creation, and introduces employees who play active roles in work globally.

Promotion of global talent management

Formulation of Global Talent Management Policy and initiatives to accelerate talent management such as global implementation of Bloom.

» P.11

HR Strategy

This part introduces our human resources strategy to empower people to build brighter futures. Through this strategy, we aim to provide societal value by solving increasingly complex social issues with a cross-industry business model.

CHRO Message

Implementation of HR Strategy Meetings to ensure the effective execution of talent strategies, along with initiatives to measure the impact of human capital investments.

» P.20

Empowering

Since its establishment, Mitsui & Co. has built a culture and organization where individuals can continually grow. This part introduces our efforts to bring together employees of various talents, expertise, and track records to build brighter futures, everywhere, with a focus on the three pillars of our human resources strategy.

Correlation Between Human Capital Investment and Enhancement of Corporate Value

Initiatives to demonstrate the correlation between human capital investments based on our human resources strategy and corporate value enhancement, through data-driven analysis and visualization.

» P.25

Essentials

This part introduces our corporate governance structure and global group human resources structure that allow us to put our human resources strategy into practice. It also refers to the commitment of the Center of Excellence (CoE), a global group human resources structure.

Initiatives to support human resources strategies

Strategic assignment of personnel through the introduction of a new personnel system, Occupational health and safety measures to support work environments.

» P.42
P.46

Data Book

This part provides 5-year data that includes basic information including the number of employees and average yearly salary; diversity-related information; 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.

Systems to support human resources strategies

Message from the general managers of Human Resources and General Affairs Division I and II under the new structure as CoE.

» P.50

Visualization of human capital data

Comprehensive disclosure of human capital data over the past five years in line with ISO30414.

» P.56

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

Philosophy

People make business,
business cultivates people.*1

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



MITSUMI & 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 report, "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 various technologies, including 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 unit system. This lowers organizational boundaries between business units and regional offices, and enables flexible and agile

People from diverse backgrounds create value in an inclusive environment.

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 went into full-scale operation globally in December 2024. By visualizing the experiences and skills of diverse and capable individuals across the globe, I believe we can further accelerate their active involvement 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 understanding 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.



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 Co. Europe Ltd, Paris Branch
Christophe Salvan

Vision of our Employees to Realize Sustainable Value Creation

Primary measures

- 11 • People and Environments that Create Sustainable Value
- 12 • Developing Change Leaders
- 13 • Creating Sustainable Value through Mobility Infrastructure
- 14 • Our Unique Global Selective Training
- 15 • Efforts to Enhance Corporate Value that Transcends Business Units
- 16 • Creation of New Businesses in Japan
- 17 • A Nurturing Environment that Cultivates Exceptional Talent
- 18 • Developing the Capabilities of Diverse Talents

Basic approach

At Mitsui & Co. Group, our global and diverse group of employees play a key role in our continuous value-creation. We formulated the Global Talent Management Policy in July 2024 so that each and every one of our employees can realize their aspirations for individual skills, experience, and career development and tackle achieving new challenges and creation. It is a basic policy for all our employees across the globe. It covers items such as our approach to talent management, human resources strategies, corporate culture, training, and opportunities, and outlines the objectives of employees and the company.

The Global Talent Management Policy describes the vision of human resources who carry our business models and realize sustainable value creation. We have also established the Mitsui Leadership in Action (MLA) as global common behavioral standards to realize this vision

of human resources. We also utilize a series of processes in human resources recruitment, development, assessment, and appointment and carry out initiatives for employee implementation.

GLOBAL TALENT MANAGEMENT POLICY



Vision of our employees

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.

■ Global Talent Management Policy

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

■ Mitsui Leadership in Action

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

Talent Management for Sustainable Value Creation

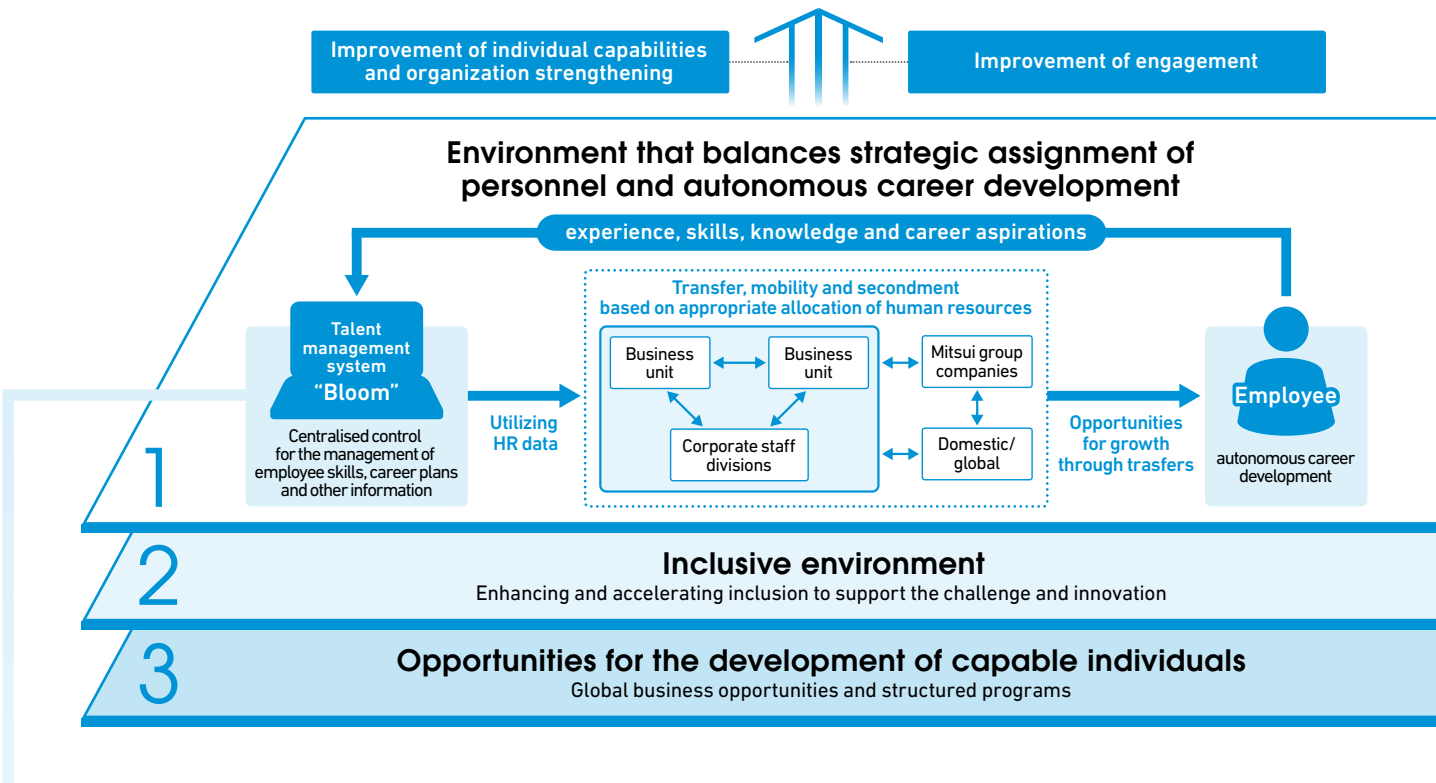
People and Environments that Create Sustainable Value

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.

Sustained enhancement of corporate value



Bloom



Implementation of global talent management requires leveraging the unique capabilities and skills of employees, regardless of their region or business, to leverage their unique capabilities and skills in development, appointment, and allocation. We standardized

human resources data that was previously managed by region, and launched global implementation of Bloom, our talent management system, in December 2024. In Bloom, employees can register their skills from a selection of 87 based on their experience, cross-check information with employees who have similar experience, and visualize their future development by creating a detailed image of the skills and experience they should acquire. It is a platform for matching the right people to the right

positions, regardless of their region of employment or attributes, and for supporting the autonomous career development of employees. It leverages data on employee experience, capabilities, knowledge, and career aspirations with the aim to foster fields where we can match the right people to the right positions regardless of their region of employment or attributes.

We aim for it to be a support tool that enables each employee of Mitsui & Co. Group to achieve their career path.

Our People Building Brighter Futures: CASE 01 Developing Change Leaders

Driving business innovation in the food sector

Seconded to Industrial
Pesquera Santa Priscila S.A.
Director

**Sergio
Salgado**

Industrial Pesquera Santa Priscila

Established in 1976. The world's largest integrated shrimp farming company. IPSP pursues increased productivity and efficiency, to optimize operational excellence and best serve customer's needs. The company maintains a high focus on social responsibility, respect for the environment, high product quality, and leads modernization of the growing industry.

Participation Program

Global Management Academy, Change Leader Program

Global experience, dialogue link business to next generation

I am appointed as board member and Director to Industrial Pesquera Santa Priscila S.A. (IPSP), with the main challenge of meeting the rising demand for sustainable protein, as the world's population and economy grows. With almost 50 years since established in Ecuador, IPSP is the world's largest integrated shrimp farming company, engaged in shrimp genetics, farming, processing, global sales, and production of feed and value add shrimp by-products. Mitsui & Co. identified Wellness Ecosystem Creation as one of its Key Strategic Initiatives in its Medium-term Management Plan 2026, closing the investment in IPSP in early 2024. This strategic investment with an important local partner was possible through the joint effort of many team members involved, collaborating for the success of this investment project from the beginning.

After working in Mitsui & Co. (Peru) until 2004, pursuing a full time MBA degree and working in Silicon Valley in the USA, I re-joined

Mitsui Peru in 2013, as general manager of the New Business Development Department, leading the team and managing different projects in different industries, including new joint ventures with private family conglomerates, like Equilibra Peru S.A., a leading importer, formulator and distributor of fertilizers and other nutritional solutions for the agriculture sector. We established Equilibra in 2017 with a top local partner as a joint venture, and I participated as a board member until mid-2024. "Challenge and Innovation" is one of Mitsui & Co.'s strengths, with employees deeply embodied and engaged in frontline business development activities as part of their daily work. One of the most notable examples of Mitsui's core strength linked to challenge and innovation is the Change Leader Program, which aims to foster leaders for change. I was selected for this program as part of the first class back in 2018. Through discussions 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 and synergistic opportunities.

Mitsui & Co. offers global experience opportunities, including

transfers, to those interested in assuming those challenges. The company is actively engaged in offering ongoing development opportunities for all employees, like the Global Management Academy, in which I participated in 2017. As a leader for change, now I focus on adding value to the business cluster of the food and nutrition area, aiming to support the realization of people's richer and brighter lives by enhancing health and well-being through food and to create the future of Mitsui & Co. Group.



Our People Building Brighter Futures: CASE 02

Creating Sustainable Value through Mobility Infrastructure

Our passion for tackling challenges drives our individual and company growth

■ Mobility Business Unit | Mobility & Industrial Business Division

In the mobility domain, which includes automobiles, construction and mining equipment, and railroads, the division is involved in the motorcycle business with YAMAHA, the mobility infrastructure business such as railroads, and environmentally friendly mobility business such as EVs, and manufacturing-related businesses such as machine tools and robotics.

■ Participation Program

Foreign Language & Business Culture Trainee, Sponsorship Program

Mobility Business Unit I
Mobility & Industrial Business Division
Associate Officer, General Manager
(Japan)

Isako
Yamamoto

Embrace change, dare to challenge, and forge new paths with your passion

I have been the General Manager of the Mobility & Industrial Business Division of the Mobility Business Unit I since July 2024. In the mobility infrastructure business such as motorcycles and railroads, the mobility business with low environmental impact such as EVs, and manufacturing-related businesses such as machine tools and robotics, I work with a diverse group of colleagues, including division staff, local subsidiaries, and group company employees, to develop new businesses, expand the profitability of existing businesses, and enhance added value.

I joined the company in the Legal Division, but after completing the Foreign Language & Business Culture Trainee in CIS, I was transferred to my current business unit. I was stationed in Russia for a total of ten years, focusing on the mobility business. In our company,

it is common for employees to be transferred across business units and regions. I was transferred to the Human Resources & General Affairs Division, the Mitsui & Co. Global Strategic Studies Institute, and to Mitsui & Co. (Asia Pacific) in Singapore. I think it is one of our unique strengths that we can gain a variety of skills and experience through transfers, not just to overseas, as seen from a specific business or region. I encourage my division members and junior staff to take on the challenges of becoming a Foreign Language & Business Culture Trainee, Overseas Development Dispatch, and transferring to other companies when the opportunity arises. When I was stationed in Russia, I relocated alone with my children. I was anxious because, and at the time, there was no support system in place for employees who took their children alone on overseas assignments, so there were many difficulties. Since then, various support systems are in place for employees, regardless of gender, who take their own children alone on overseas assignments.

I tell my members, "Value your own feelings about your career. Just as the system changed after I was stationed in Russia, people and the company are motivated by the desire to take on challenges with passion and dedication. Because our company has diverse talents, there are many people who share my challenges and support me. I would like to continue to challenge and innovation with my colleagues here at Mitsui & Co.



Our People Building Brighter Futures: CASE 03 Our Unique Global Selective Training

Creating new value by responding flexibly to unpredictable changes

■ 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

Mitsui & Co. Korea Ltd. Basic Chemicals Division
(Current affiliation: Basic Materials Business Unit
Chlor-Alkali Division, EDC, VCM & Caustic Soda Dept.
General Manager (Japan))

Lee Woojun

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.

As of October 2024, I've relocated to Tokyo Head Office, now serving as General Manager in the Chlor-Alkali Department Basic Materials Business Unit. The Mitsui & Co. Group's ability to offer career challenges across different locations is a significant advantage, and this experience has been incredibly enriching for me. Looking ahead, I am committed to supporting the advancement of Mitsui & Co. Korea. My goal is to contribute to

global corporate value not just through business initiatives but also by implementing Mitsui & Co.'s principles in human resource and organizational development.



Our People Building Brighter Futures: CASE 04 Efforts to Enhance Corporate Value that Transcends Business Units

Realizing a prosperous society through the stable supply of resources

Mineral & Metal Resources Business Unit Iron Ore Division

This business unit is responsible for securing a stable supply of metal resources and promoting an integrated recycling business that considers the global environment. The Iron Ore Division collaborates with important partners, such as Vale in Brazil and Rio Tinto and BHP in Australia, on projects related to iron ore and reduced iron trading.

Participation Program

Early Overseas Dispatch Program, Foreign Language & Business Culture Trainee

Mineral & Metal Resources Business Unit
Iron Ore Division
Australia Business Department
(Current affiliation:
Investor Relations Division (Japan))

Kensuke Matsuda

“People” create the future; connect business to next generation

I lived overseas until graduating from high school and joined the company because I wanted to contribute to a stable global supply of resources. I was then in charge of the overall business management of the Australian iron ore business in the Mineral & Metal Resources Business Unit for three years. After that, I was stationed in India for six months as a department trainee. As I gradually came to understand the Mineral & Metal Resources Business Unit, I recognized the importance of regional experts. I then applied for the Foreign Language & Business Culture Trainee in Brazil. During my first year, I learned Portuguese. The following year, I received on-the-job training at the Rio de Janeiro branch of Mitsui Brazil, making full use of the language and network I had acquired. I reaffirmed the importance of understanding the local

culture and accepting differences in values to develop business rooted in the local community with local partners.

After returning to Japan, I was assigned to the Brazil Business Department of the Iron Ore Division. However, due to an emergency response project at the Mobility Business Unit I, I was transferred to an affiliated company in Rio de Janeiro less than a year later as a regional expert across business units. Soon after, I was transferred to the Australia Business Department as the project to acquire the Rhodes Ridge interest in Australia was fully underway. However, the Rhodes Ridge interest was privately owned and there was no intention to sell it. Nevertheless, our participation in Rhodes Ridge was finally realized thanks to our predecessors who have built relationships with us in good faith and passed on their connections to us without interruption. Rhodes Ridge is a project that will continue for more than half a century, so we will continue to build a solid business foundation for Rhodes Ridge, and pass it on

to the next managers along with the aspirations of our predecessors.

In July 2025, I transferred to the Investor Relations Division, where I hope to gain a broader understanding of the company's initiatives from a broader perspective than ever before and contribute to enhancing corporate value by engaging in effective dialogue with stakeholders.



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

Capturing business opportunities and promoting them globally

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.

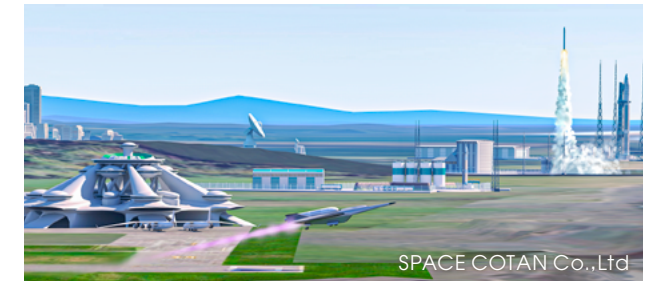
From Hokkaido to the world contributing to the development of a spaceport, and striving for an early realization of Silicon Valley of the space industry

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.

Our People Building Brighter Futures: CASE 06 A Vurturing Environment that Cultivates Exceptional Talent

Cultivating challenges and creativity through inclusive communication

Mitsui & Co. Norway A.S.
Iron & Steel Products Department
General Manager (Norway)

**Ken
Niemann**



■ Mitsui & Co. Norway

Established in 1973. Started its business by selling steel products to the Norwegian shipping industry and later expanded to selling steel pipes and plates to the oil industry. Currently, it plays a part in promoting the energy transition while exploring various new businesses and possibilities.

■ Participation Program

Japan Trainee Program, Change Leader Program,
Global Management Academy, Executive Education

Pioneering the future with global careers. Human connections are the seeds of new business.

In 2011, I joined Mitsui & Co. Deutschland GmbH and after working as General Manager (GM) in the Steel Department at the Dusseldorf Head Office, I transferred to Mitsui & Co. Norway A.S. in 2023, where I am currently serving as GM of the Iron & Steel Products Department. Recently, there has been an increase in regionally hired employees like myself who are taking on the challenge of overseas transfers, and I hope to become a role model that can serve as a reference for other employees' career development. One of Mitsui's greatest strengths is its commitment to employee development, regardless of the location of employment. As part of the selective training program, I participated in the Japan Trainee Program,

the Global Management Academy at Harvard Business School and Executive Education at Stanford. These programs are open not only to Mitsui & Co., Ltd. employees but also to those from group companies, allowing participants to absorb skills and knowledge, as well as build networks both inside and outside the company, fostering a sense of unity within the Mitsui & Co. Group. Additionally, the foundational practical training recommended upon joining the company, available through e-Learning, covers the basics necessary for business in a trading company, such as finance, accounting, risk management, legal affairs, and trade. This dual approach of OFF-JT and OJT in providing essential knowledge and experience for career development is a source of Mitsui's ability to produce attractive talent. These training programs are also extremely valuable from the perspective of the cross-divisional and regional collaboration that my team aims to achieve. Above all, the most important aspect of

business is the connection between people. Knowledge supports communication between people, and I believe that the seeds of challenge and innovation lie in inclusive communication. While the steel products business is the backbone of Mitsui & Co. Norway A.S., I am eager to venture into new businesses with my team members, beyond just trading.



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

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. (Training for New Employees, CFO Analysis and Theory Workshop, Self Leadership Training, Self Awareness Training)

Mitsui & Co. HRD Institute
HRD Division
Career Development Department

Sakiko
Uemura

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.

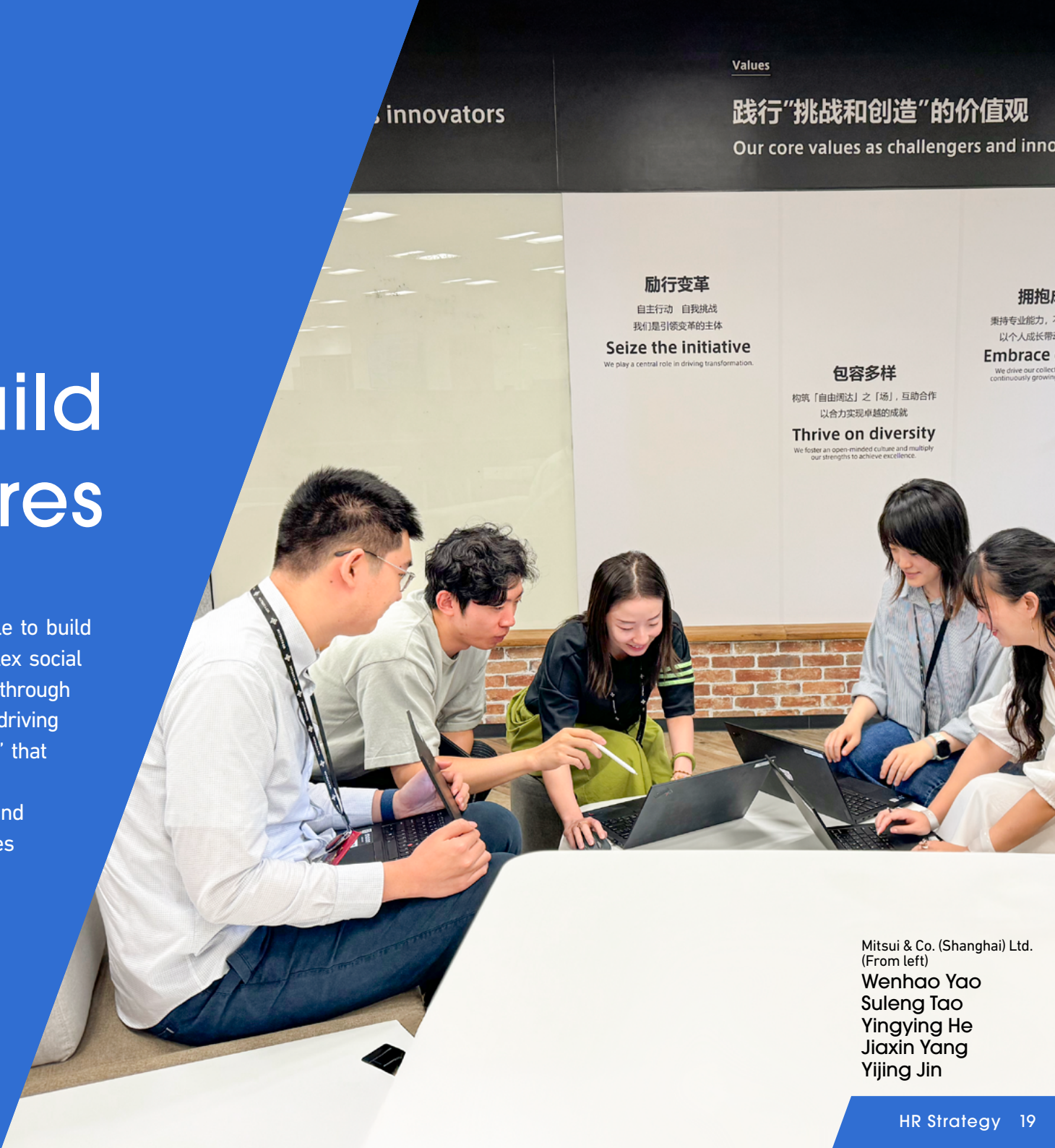
For us to continue to be professionals responsible for nurturing human resources, we formulated our vision with the catchphrase of "connect, nurture and open." I find it is the highlight of my work to contribute to the growth of the entire group by connecting Mitsui & Co. Group, nurturing relationship 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.



innovators

Values

践行“挑战和创造”的价值观

Our core values as challengers and innovators

励行变革

自主行动 自我挑战
我们是引领变革的主体

Seize the initiative

We play a central role in driving transformation.

包容多样

构筑「自由通达」之「场」，互助合作
以合力实现卓越的成就

Thrive on diversity

We foster an open-minded culture and multiply our strengths to achieve excellence.

拥抱变化

秉持专业能力，持续成长
以个人成长带动组织成长

Embrace change

We drive our collective growth continuously growing

Mitsui & Co. (Shanghai) Ltd.
(From left)

Wenhao Yao

Suleng Tao

Yingying He

Jiaxin Yang

Yijing Jin

CHRO Message

Supporting the active involvement of and growth of diverse human resources, to achieve sustainable enhancement of corporate value constitutes the core of our human resource strategy.

Representative Director, Executive Vice President

Yoshiaki Takemasu



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

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

Amid increasing uncertainty in both internal and external environments, it is clear that human resources are the most important management resource for a company to achieve sustainable growth. Since the founding of the former Mitsui & Co., we have consistently nurtured our corporate culture of valuing “people.” This report aims to clearly introduce to a wide range of stakeholders how we have approached and achieved results in recruiting human resources who are capable of embodying Mitsui & Co.’s Mission, Vision, Values (MVV), in developing them from a medium- to long-term perspective, and in continuous organizational development, as well as in identifying areas that need further strengthening and acceleration, along with our basic approach to human resources management. In preparing this report, we tried to introduce specific growth stories of our employees, while presenting our human resource strategies and various HR measures with as much numerical data as possible, in line with the ISO30414 guidelines. Through this report, we hope to demonstrate the virtuous cycle between our commitment to “people” on the global group basis and the sustainable enhancement of 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, while we trust and value our employees, we also expect each and every employee to think and take actions himself or herself as an autonomous individual. The development of capable individuals is

one of our human resources strategies, and this will remain the core concept for the promotion of inclusion as well, while respecting the diversity of organizations throughout the global group.

How do you evaluate the effects of human capital investment?

Steady enhancement of corporate value by fully realizing the potential of and maximizing the value of human resources is one of our top priority management issues. To that end, not only do we focus our efforts on the recruitment, development, and appointment of human resources, but also take various measures for the promotion of human resources development tailored to each employee’s future career vision and for organization development that will lead to improved employee engagement. These initiatives are the source of our competitiveness and a strategic investment necessary for sustainable growth, but measuring their effects requires a multifaceted and complex approach from various angles and different time frames. We will continue to devise various ways to clearly explain in this report how human capital investment has been leading to the enhancement of our corporate value. We regard the results of our employee engagement survey known as the Mitsui Engagement Survey (MES) as one of the important management indicators that correlate with the enhancement of corporate value and performance. The MES is conducted annually for employees at all our domestic and international locations and major group companies, investigating and analyzing such aspects as the level of job satisfaction, pride in one’s work, a sense of growth, and alignment with the strategies and policies of their respective organizations. Focusing on changes in employee engagement and improving it based on multiple indicators leads to reinforcement of organizational strength and frontline capabilities, which in turn results in increased productivity.

The results of the MES are reported to the Executive Committee and the Board of Directors and are used as one of the non-financial indicators for evaluating director remuneration (excluding external directors).

This year is the final year of the Medium-term Management Plan 2026. Could you tell us about the areas of particular focus?

In the Medium-term Management Plan 2026, we have set “development of capable individuals,” “inclusion,” and “strategic assignment of personnel” as the three pillars of our human resource strategy. In particular, we will strongly promote strategic assignment of personnel this year. We have introduced a global talent management system named Bloom, which has been fully operational since December 2024. We manage the talent information of each employee worldwide on the system in a centralized manner, including their skills, experience, and career aspiration, and utilize it to dynamically organize and allocate the most suitable personnel globally, regardless of domestic or international locations. The current ratio of regionally hired employees in line manager positions at our overseas locations is 19%. This ratio is expected to increase further through global strategic allocation of personnel. Regionally hired employees have been appointed to Managing Director of Mitsui & Co. India, which is a strategic base in Southwest Asia, and to Managing Director of Mitsui & Co. Deutschland. We believe that the promotion of regionally hired employees to management positions will continue to progress steadily.

How is the promotion of female employees progressing?

Based on discussions at the HR Strategy Meetings (HRSM), which the CEO also attended, various initiatives have been advanced,

Our mission is to develop and produce diverse human resources who boldly take on the challenge of solving various social issues.

resulting in steady progress in promoting the success of female employees. The ratio of female managers at our overseas locations exceeds 40%, and the female manager ratio in Japan, which has been an ongoing challenge, also rose to 11% last year. Currently, about 150 female employees have been dispatched from the Head Office to overseas offices. Considering that the ratio of female employees on a non-consolidated basis has increased to 30% and the female recruitment ratio to 40%, we have set an external target of raising the female manager ratio in Japan to 20% by 2030.

Could you tell us about the HRSM?

Our company operates a wide range of diverse business in various industrial fields, both domestically and internationally, and we

have strongly focused on aligning our HR strategy formulation and execution with the growth strategy of our global group. Therefore, in addition to the annual business plan and budget meetings between the CEO and all Chief Operating Officers (COO) of business units of the Head Office, we also hold separate the HRSM. The HRSM is attended by the CEO, CHRO, officers in charge of business units, and COOs of business units, where they discuss a wide range of management themes, including the respective business units' human resource strategies, succession planning for key positions in the global group, and the promotion of diversity and inclusion. Based on the results of these discussions, we confirm annual organizational targets and action plans.

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

Supporting the active involvement of and growth of diverse human resources to achieve the sustainable enhancement of corporate value constitutes the core of the company's HR strategy. The competition to recruit talented human resources is becoming increasingly severe on a global basis each year. In order for Mitsui & Co. to continue realizing the value of "Challenge and Innovation," it is essential to develop and produce diverse human resources who perceive various social issues as their own issues and boldly take on the challenge of solving them. We will make utmost efforts to more strongly instill the values upheld by our predecessors, expressed in such phrases as "Open-mindedness" and "Challenge and Innovation," along with our corporate culture that values "people," throughout our global group.

HR Strategy Meeting

This meeting serves as a platform for in-depth discussions on key human capital topics, with the aim of supporting the organization's sustainable growth by integrating business and talent strategies. Centered on succession planning for critical positions within our group, the meeting also involves reviewing and sharing the development status and policies for diverse talent, including female employees and regionally hired employees.

The discussions are attended by the CEO, CHRO, and the General Managers of Human Resources & General Affairs Divisions I and II. They

engage in direct dialogue with the Chief Operating Officers of each business units, the General Managers of Corporate Staff Divisions, and CHROs of regional business units. This enables continuous monitoring of the global and diverse successor talent pool, and facilitates strategic matching of the right people to the right positions to maximize organizational performance.

Furthermore, this initiative plays a vital role in ensuring the continuity of organizational management through the formulation of Business Continuity Plans (BCPs) in preparation for unforeseen events.



Transformation of Business Models and Human Resources Strategy

Total Assets Approx. **16.8** trillion yen
(As of the end of March 2025)

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 –

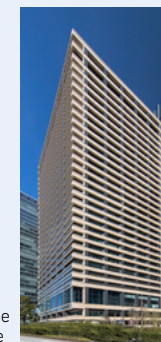
Transition from responding to environmental issues to sustainability management

- 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

1952

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

Enhance internal mobility

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

Overview of 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).

Overview of Medium-term Management Plan 2026

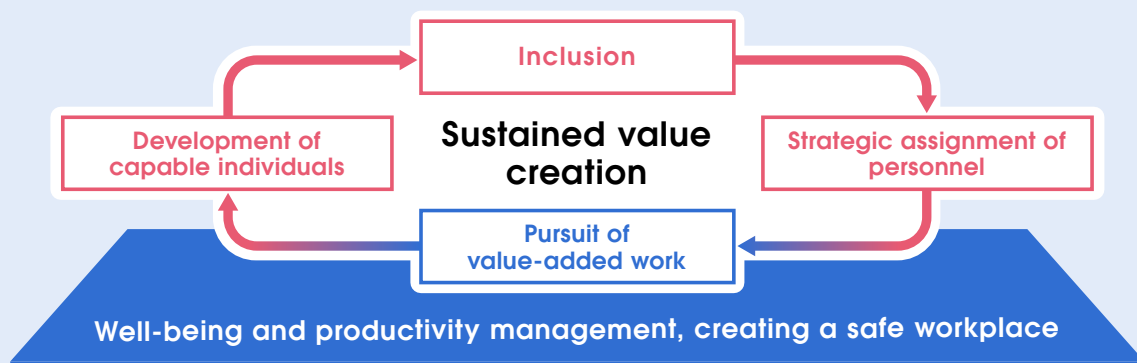
Theme of Medium-term Management Plan 2026 Creating Sustainable Futures

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

Corporate Strategy 5 | Promotion of globally diverse individuals



Initiatives for Advancing the Human Resource Strategy during the Medium-term Management Plan 2026

April 2023

- Launched the Global Mobility Program
- Company-wide implementation of the flextime working system

July 2023

- Mitsui's Commitment to Employee Well-being

September 2023

- Established the Outsourcing Support Dept. in Mitsui & Co. Business Partners

November 2023

- Formulated the Occupational Health and Safety / Mitsui & Co. Global Group Contractor Selection Policy

April 2024

- Launched advisory services by Mitsui & Co. HRD Institute for group companies

June 2024

- Set a target of 20% female manager ratio by FY2031

July 2024

- Formulated the Global Talent Management Policy
- Introduced a new personnel system
- Amendment to the retirement benefit system

December 2024

- Global rollout of the Talent Management System "Bloom"

April 2025

- Further empowering senior employees
- Enhanced support for work-life management during overseas assignments

■ Non-consolidated, ■ Mitsui & Co. + Overseas Offices, ■ Global Group Initiatives.

The Correlation Between Human Capital Investment and Enhancement of Corporate Value

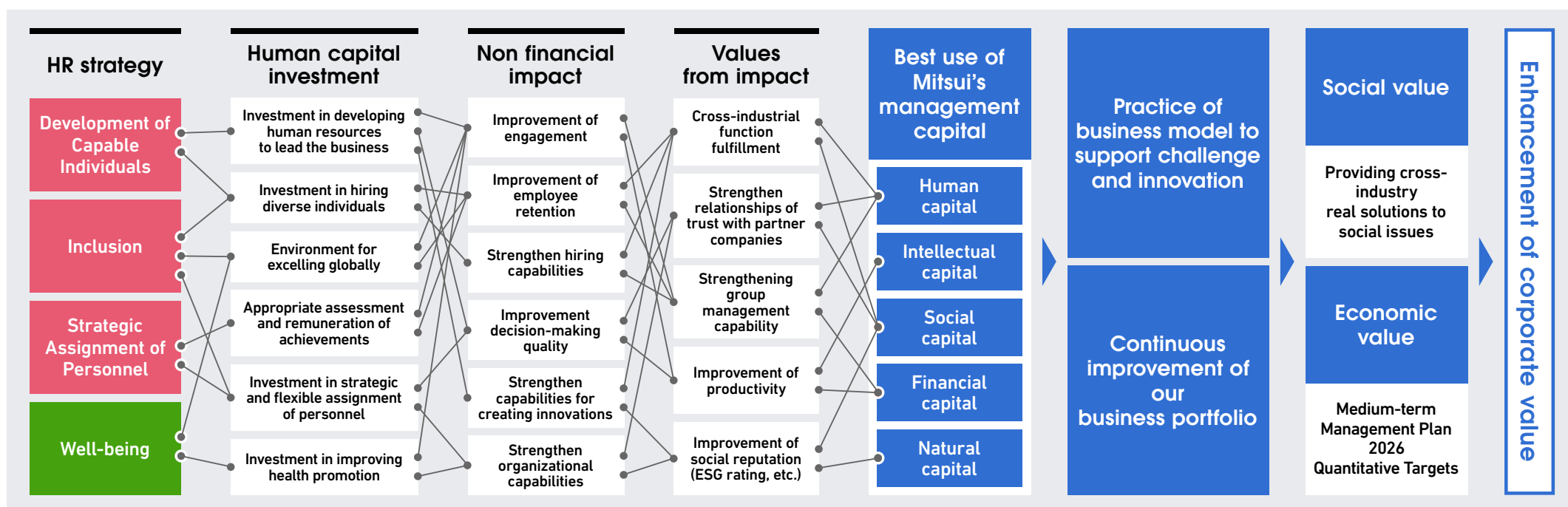
At Mitsui & Co., we regard human capital as the source of our sustainable value creation. We strategically implement initiatives across recruitment, development, appropriate allocation of human resources, and well-being. As part of our human capital strategy, we consider improvements in

employee engagement and reductions in the number of lost time injuries as key management indicators. We are actively working to quantitatively analyze and visualize how improvements in these human capital metrics contribute to corporate value enhancement. The correlation diagram below

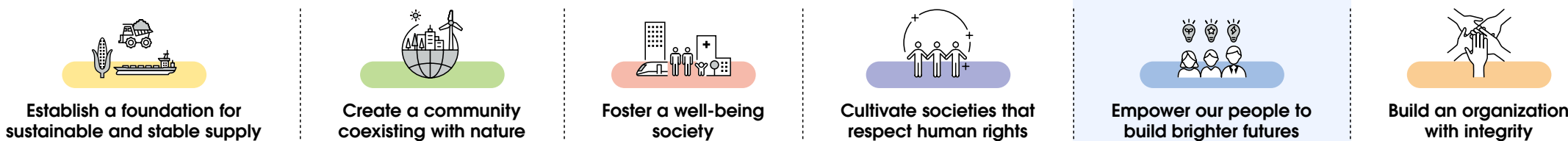
highlights only those relationships assumed to be particularly strong. Through the value generated by investments in human capital, we aim to further strengthen and fully leverage our five forms of capital, thereby realizing Mitsui & Co.'s unique business model. As a result, we contribute to solving

various social issues through our business activities, while achieving both corporate value enhancement and sustainable growth.

We will continue to advance our human capital initiatives to further drive corporate value creation.



Mitsui & Co.'s Materiality



Principal Measures and Indicators

HR Strategy Leading	Principal Measures and Indicators		Boundary	Achievement (FY March 2025)	Target
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	¥3.15 billion	Total number of DX talent qualifications FY March 2026: 1,000 persons Mitsui DX Academy (Basic I, and II) Completion of training: All employees
	Per employee	Average training expenses per year	Non-consolidated	¥580,000	
		Average hours of training per year	Non-consolidated	17.4 hours	
	Cumulative total number of participants in Global Training programs		Non-consolidated	Approx. 4,000 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 talent qualifications		Global Group	Approx. 4,500 persons	Percentage of female managers (Non-consolidated) FY March 2031: 20 % Percentage of male employees taking childcare leave 100 %
			Mitsui & Co. + Overseas Offices	592 persons	
	Ratio of mid-career		Non-consolidated	41.4%	
	Ratio of female personnel hired (new graduates + mid-career)		Non-consolidated	39.5%	
	Ratio of female employees		Non-consolidated	30.4%	
	Percentage of female managers		Non-consolidated	11.0%	
			Consolidated	20.7%	
	Ratio of line managers among regionally hired employees		Overseas Offices	19.1%	
	Percentage of People with Disabilities in Mitsui's workforce		Non-consolidated	3.02%	
	Child care leave taken by male employees	Percentage	Non-consolidated	91%	
		Average number of days	Non-consolidated	42.4 days	
Strategic Assignment of Personnel Adaptable talent deployment in a sustainable and agile manner within a global group to accommodate the rapidly changing business environment	Re-employment users (after retirement)		Non-consolidated	203 persons	Worldwide introduction of Bloom FY March 2025: 100 %
	Number of Expert Band users		Non-consolidated	27 persons	
	Total number of Human Resources Bulletin Board system users		Non-consolidated	661 persons	
	Talent Management System (Bloom) introduction rate		Mitsui & Co. + Overseas Offices	100%	
Well-being Every individual employee can embody our company's long-standing ethos of "Challenge and Innovation" with vigor and vitality	Number of overseas transferees among regionally hired employees		Overseas Offices	97 persons	Percentage of employees undergoing health checks 100 % Percentage of employees undergoing stress checks 90 % and over Average annual paid leave usage ratio 70 %
	Percentage of employees undergoing health checks		Non-consolidated	100%	
	Percentage of employees undergoing stress checks		Non-consolidated	86.2%	
	Presenteeism		Non-consolidated	12.2%	
	Annual Paid Leave	Average Annual Paid Leave Taken	Non-consolidated	13.2 days	
		Average Annual Paid Leave using ratio	Non-consolidated	69.0%	

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 ■ Steady implementation of analysis + organization development ■ Expansion of survey scope in the consolidated
		Employee engagement	Mitsui & Co. + Overseas Offices	75%	
		Employee enablement	Mitsui & Co. + Overseas Offices	71%	
	Voluntary turnover rate		Non-consolidated	0.96%	

Employee Engagement

Global Group

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

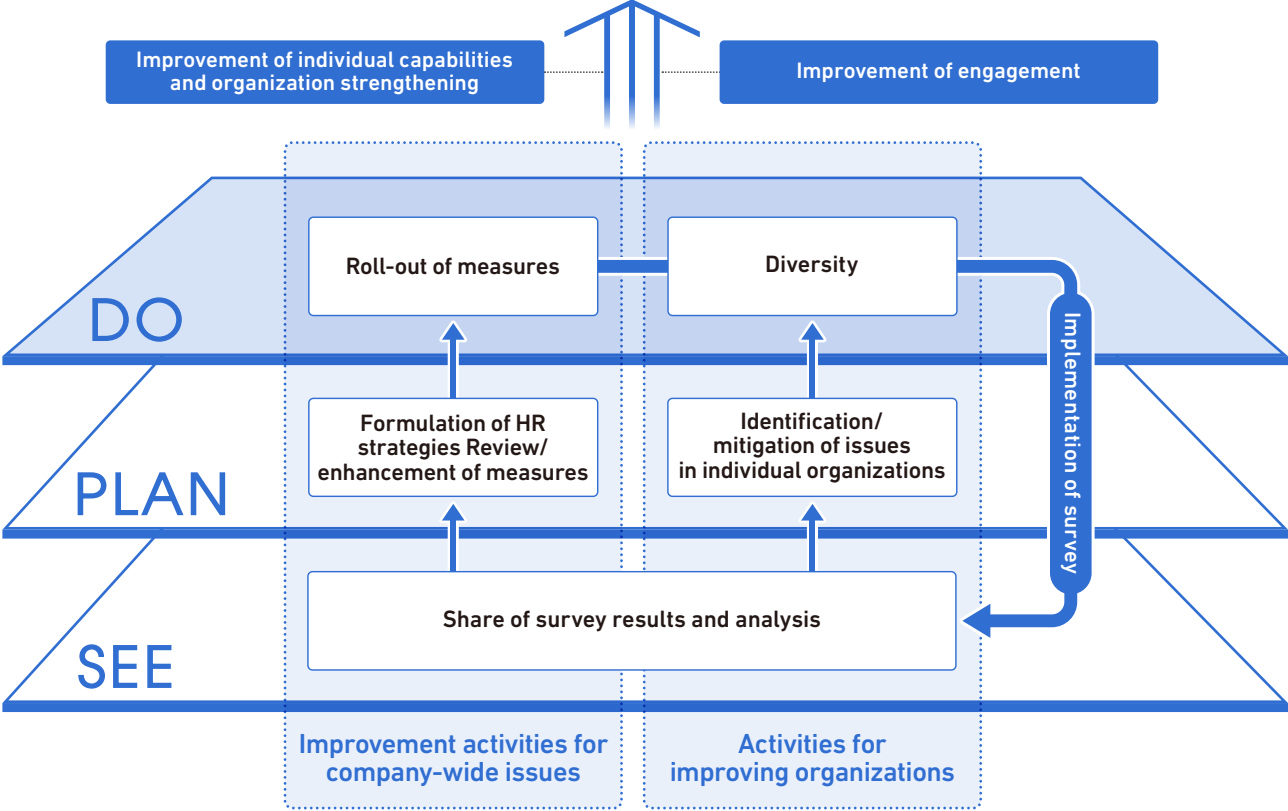
Mitsui & Co. Group believe that to ensure steady implementation of the management strategy and human resources strategy, it is important to build a cycle in which individual employees associate such strategies with the tasks they are working on and understand the purpose of the strategies for the sustainable 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). MES includes causal category questions that strongly affect employee engagement and employee enablement, as well as questions unique to Mitsui & Co. 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 sustainable enhancement of corporate value.

Sustained enhancement of corporate value



Mitsui & Co. + Overseas Offices

Ratio of positive responses in MES

Employee engagement
(FY March 2025)

75%

Employee enablement
(FY March 2025)

71%

Response rate and important causal categories

Response rate

(FY March 2025)

91%

Understanding and empathy for strategies and direction

(FY March 2025)

80%

Opportunities to demonstrate skills and ability

(FY March 2025)

77%

Leadership trust

(FY March 2025)

75%



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. (U.S.A.), Inc., Houston Office
(Left) Marley Brill
(Right) Linda Primrose
(Bottom Left) Maurice Wesley

Empowering Development of Capable Individuals

Primary measures

- 30 • Growing on the Job (OJT)
 - Overseas Trainees and, Foreign Language & Business Culture Trainees
 - Number of Employees by Language Learned
- 31 • Secondment between Group Companies
- 32 • Career Challenge Program
- 33 • Supporting Growth through Off-the-Job Training (OFF-JT)
 - Talent Development Programs
- 34 • For Making All Staff DX Ready
 - Cultivating DX Talent
- 35 • 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 though 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

Developing global talent

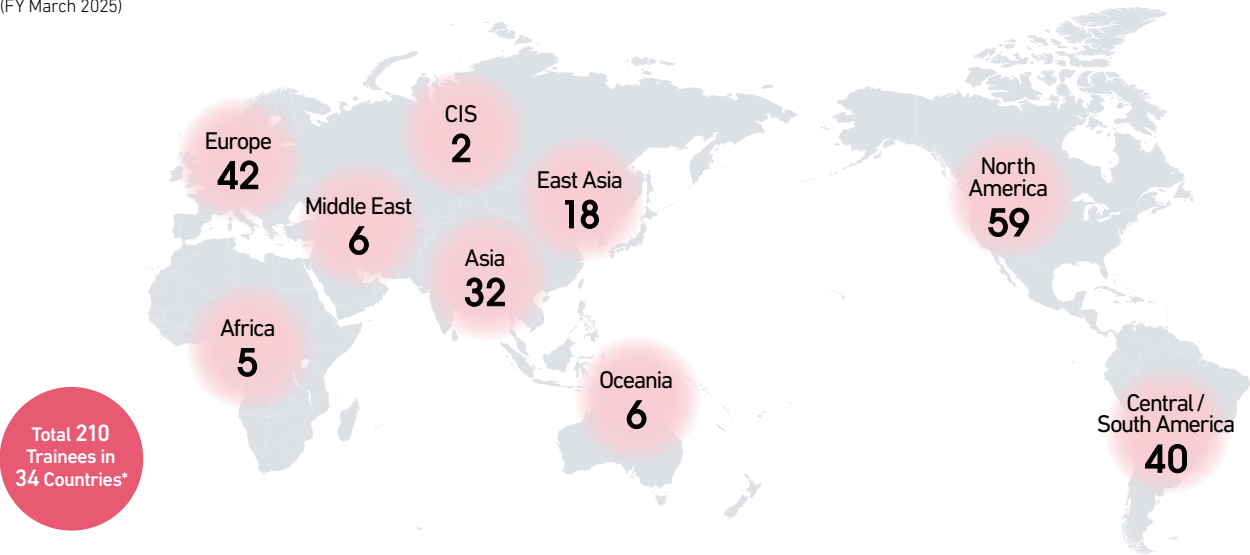
Our company has been operating the overseas intern system with the aim of cultivating local talent since its early 1950s. This program sends interns to non-English speaking countries for two years, not only to train them in a specific language but also to develop global business people who can absorb 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 2025)



Non-consolidated

Number of Employees by Language Learned

(Language acquired by Foreign Language & Business Culture Trainee)

Language Learned	Persons
Chinese	148
Spanish	117
Portuguese	94
Russian	92
French	48
Thai	40
Indonesian	34
Vietnamese	34
German	28
Italian	24
Arabic	20
Hindi	16
Turkish	13
Korean	9
Burmese	9
Persian	7
Bengali	1
Total	734

(As of the end of March 2025)

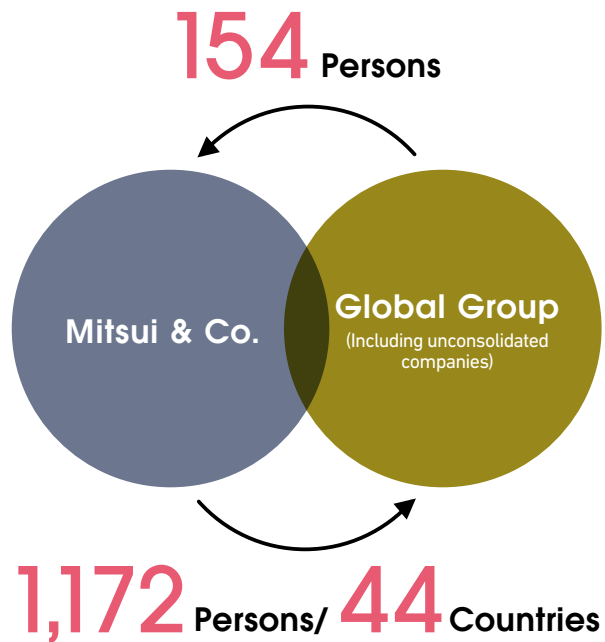
Secondment between Group Companies

Growth through value creation of the forefront of business

As of the end of March 2025, our global group has 475 consolidated companies. Our employees who are seconded to group companies, including non-consolidated subsidiary, 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 2025)



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



Seconded to Mefos Ltd.
Planning & Coordination Div.
Strategic Planning Dept.
General Manager (Japan)

Natsuki Kitashiro

■ Mefos

Established in 1962. We provide approximately 800,000 meals and services per day at approximately 1,700 facilities nationwide. These facilities include nursery schools, kindergartens, schools, meal service centers, offices, factories, hospitals, and daycare centers. We play a role in the social and lifestyle service infrastructure that supports safe and secure food.

As a pioneer in meal services, Mefos provides meal services at approximately 1,700 locations nationwide, including nursery schools, schools, company cafeterias, hospitals, and daycare centers. As the General Manager of the Strategic Planning Dept. in the Planning & Coordination Div., I am responsible for developing strategies for the company's further growth, managing public relations and introducing systems to reduce workload.

Since joining Mitsui, I have had the opportunity to take on a variety of challenges, including cross-industry exchange training program, a Foreign Language & Business Culture Trainee in Vietnam, and secondments to three companies, including Mefos. The secondment provide opportunities to experience the practical implementation of the consolidated management of Mitsui & Co. Group. While there are situations in which my past knowledge alone will not be suffice, I am confident that together with the help of my many colleagues at Mefos, we can create smiles through food, which in turn will bring smiles to our team members' faces. Every day that I work hard to create such a workplace is linked to my own personal growth.

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 higher 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 2025)

37.4 Years old

Total number of system users

(As of the end of March 2025)

14 Persons



**Mobility Business Unit II
Ship & Marine Project Div.
Newbuilding Project Dept.
General Manager (Japan)**

Mami Oonishi

**Mobility Business Unit II
Ship & Marine Project Div.**

Mobility Business Unit II promotes the realization of a well-balanced business portfolio based on the trading business of general merchant vessels, with business development and management-type investments. The division is engaged in the general merchant ship business for Japanese shipowners and the JV ship business with a group of Japanese shipyards.

I joined the Shikoku office as Administrative Staff under the former personnel system and was in charge of food and steel products and ship operations before transferring to Tokyo Head Office in 2009, where I was in charge of new shipbuilding trading and offshore energy projects, among others. I became a manager when the new personnel system was introduced in July 2024, and I have held the position of General Manager of the Newbuilding Project Dept. since December. Although I had no prior experience as a line manager, I aim to develop my own leadership style by leveraging the knowledge and experience I have gained, making decisions based on my own judgment criteria, and engaging in thorough dialogue with my superiors and office staff. Our company has an environment that supports those who are willing to take on challenges, regardless of age or position. Just as I myself have been encouraged by this environment, and I aim to be a person who brings out the potential of our staff and the organization.

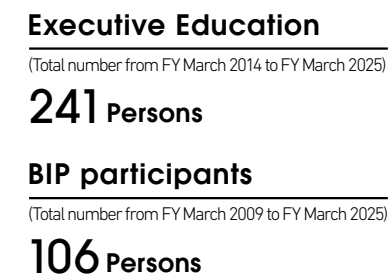
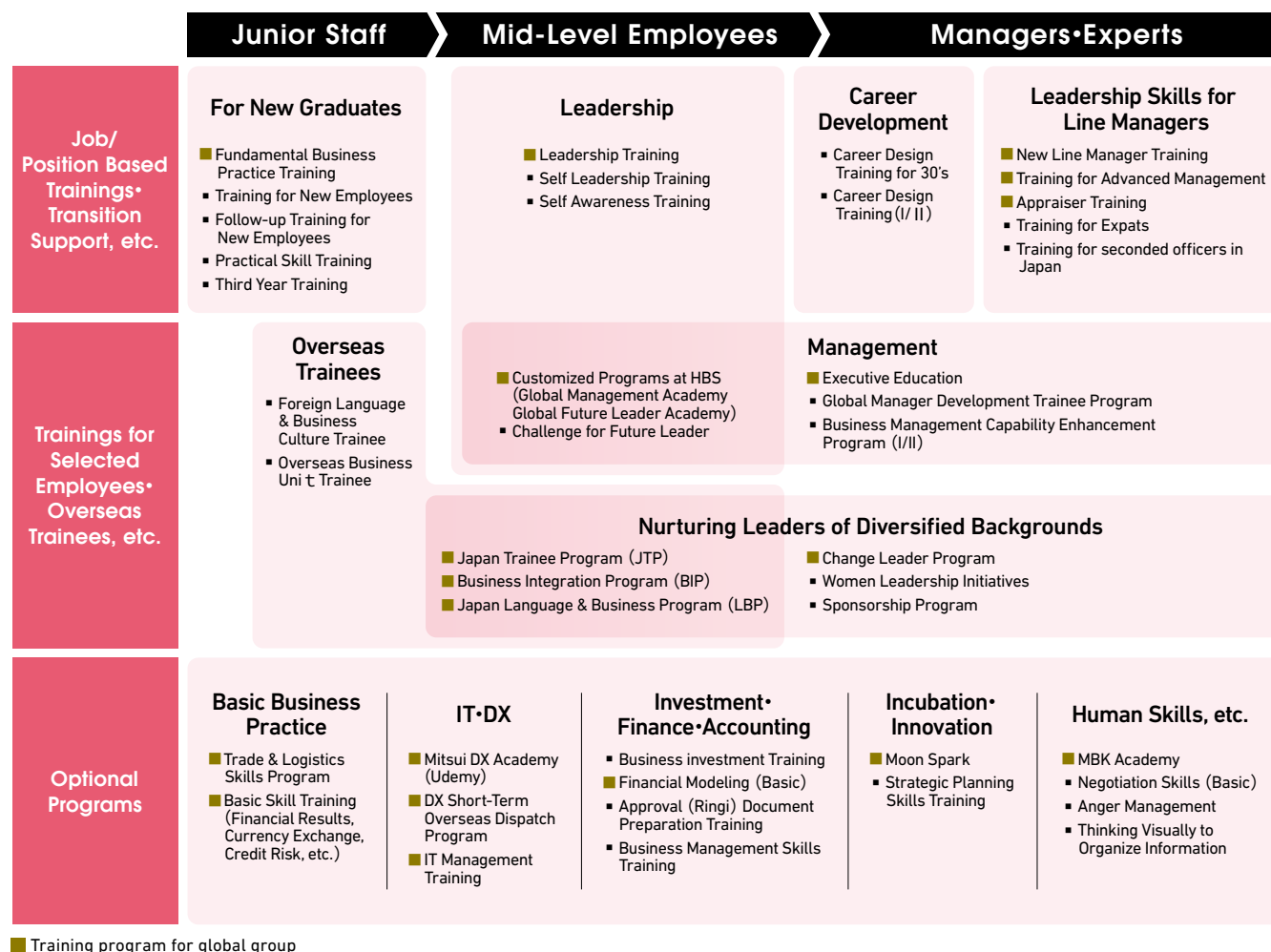
Supporting Growth through Off-the-Job Training (OFF-JT)

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.



For Making All Staff DX Ready

Cultivating DX Talent

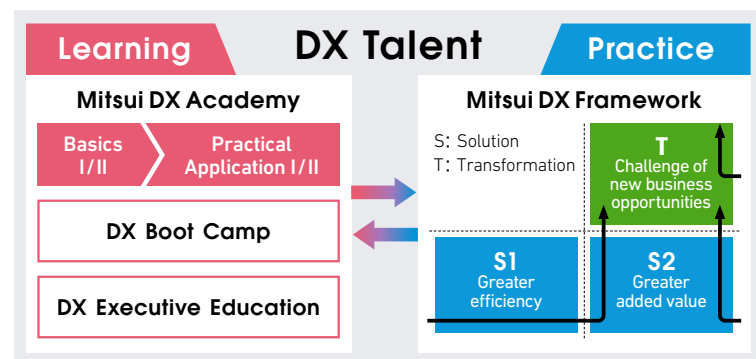
Aiming to improve performance and create businesses

Mitsui & Co. Group is promoting the two major reformations of improving performance using DX to allow all current personnel to perform even greater work, and of creating businesses by utilizing digital solutions and AI.

In order to create new business models that incorporate our operational knowhow in the business areas of the Group with DX solutions, we formulate and implement our Group's unique DX HR Strategy.

Mitsui DX Academy has established the DX Talent Qualification System to certify employees as DX Talent through learning about DX and, after gaining a deep understanding of business and DX, putting what they learned into practice. We put this system in place so that all employees can improve their DX capabilities.

Currently, approximately one of every ten of our employees, both inside and outside Japan, are DX Talent. These employees build brighter futures, everywhere by using DX to improve productivity, increase sales, and create new businesses.



Mitsui & Co. (Asia Pacific) Pte. Ltd.
Planning Div.
Integrated Digital Strategy Dept.
Manager (Singapore)

Judy Goh

Mitsui & Co. (Asia Pacific) Pte. Ltd. Planning Div.
Integrated Digital Strategy Dept.

Asia Pacific is one of the important growth regions for Mitsui globally. Integrated Digital Strategy Department works in collaboration with Tokyo Head Office and Asia Pacific Business Unit to formulate and execute digital strategies.

As we navigate an increasingly complex global landscape, one thing is clear: "people" are the source of our sustainable value creation. To build a resilient and robust Mitsui, we must continue investing in the development of capable individuals who can adapt, lead and innovate.

To manage more business with the current number of colleagues, it is essential that we cultivate practical skills, adaptability and a growth mindset across the organization. While our DX HR framework is still evolving, Mitsui has already taken meaningful steps. Through initiatives like DX Talent Qualification System with Mitsui DX Academy, we are proactively being equipped with the digital capabilities needed to thrive in a rapidly changing workplace. More than just training, they serve to unlock our potential. When individuals are empowered to grow, we gain confidence, purpose, and the ability to contribute to innovative and value-creating work.

To strengthen these activities, we established the Global DX HR Development Committee last year, and I lead the Committee and engage with global colleagues.

In essence, developing capable individuals is one of the most powerful long-term investments Mitsui is making. It is key to a brighter, more sustainable future – for all of us.

Mitsui & Co. + Overseas Offices

Total number of DX talent qualifications

(As of the end of March 2025)

FY March 2025 Target of FY March 2026
592 Persons >> **1,000 Persons**

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 offices and representatives 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, we collaborated with e-dash, a subsidiary, to conduct classes on decarbonization at elementary schools in Toride City, Ibaraki Prefecture. In 2024, we collaborated with our Tohoku Office and conducted classes on the theme of resolving regional issues in the Tohoku region at junior high schools in the Tokyo metropolitan area. In the future, we aim to further expand our social impact from SASUGAKU through collaborations with local governments, other companies, and our offices.

Empowering Inclusion

Primary measures

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

Basic approach

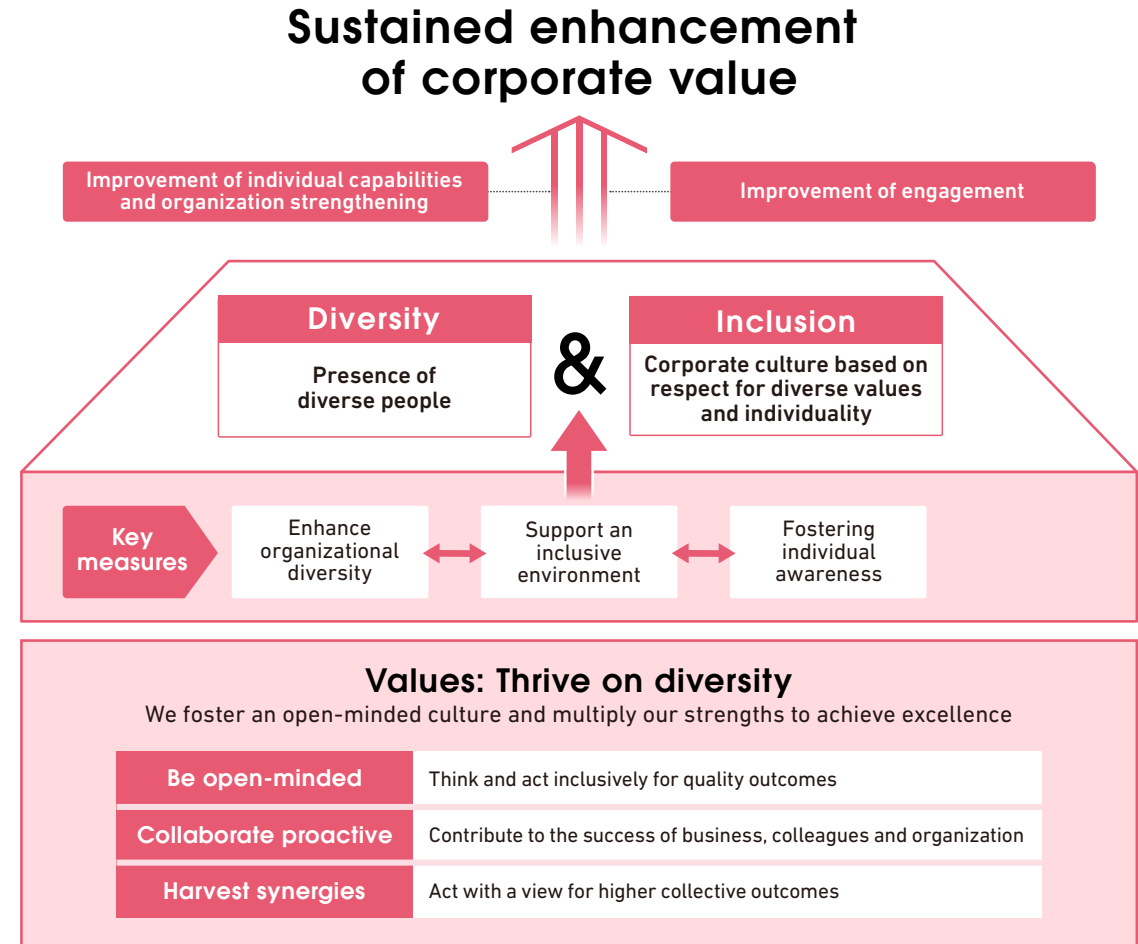
Employees with diverse values and backgrounds work in our group.

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 2025)

67 persons/
5 times



Non-consolidated

Promotion of Women's Active Engagement

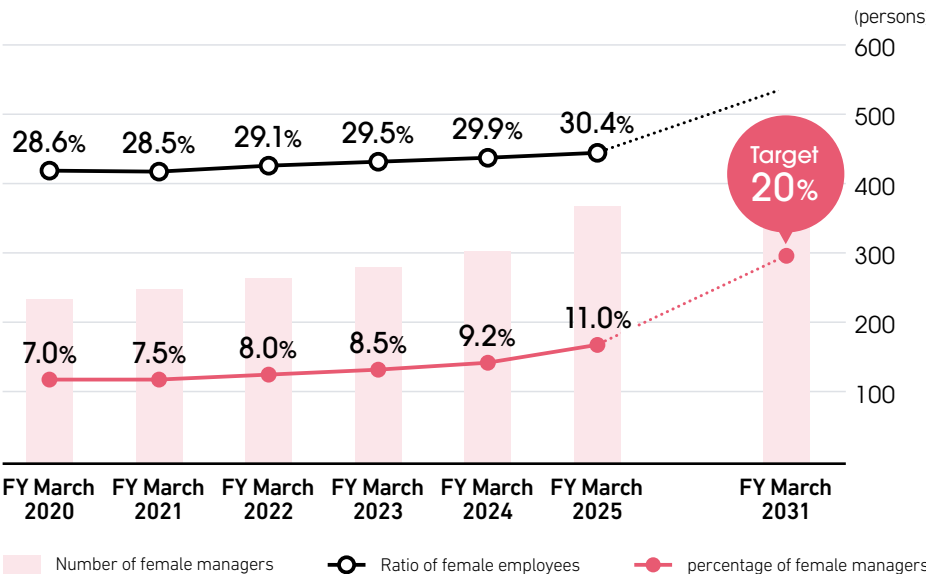
Promoting female leaders

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 11% 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



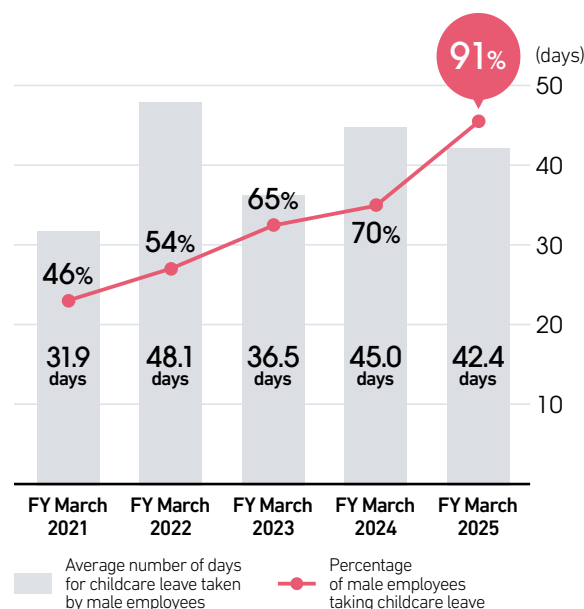
Work-Life Management Support

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. Moreover, we have introduced systems and support that exceed the statutory requirements with regards to child-rearing and family care.

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. As a result, more male employees are taking childcare leave.

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



For family 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.

Work-life management measures for employees stationed at overseas offices

We have introduced various work-life management initiatives, such as the following support measures, that suit employees' family circumstances. These allow employees to work with peace of mind even while stationed at overseas offices.

Childcare support

Support for employees on overseas assignments who relocate alone with their children

- Subsidies for baby sitter expenses at overseas assignment locations
- Subsidies for the travel for a chaperone when an overseas expatriate assumes a new post or returns to Japan, etc.

Family care support

Support for employees stationed abroad who require remote family care

- System for emergency returns in case of sudden caregiving needs
- Advance acquisition system for temporary return to support caregiving arrangements, such as reviewing care plans or moving a family member into a care facility, etc.

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 2023	June 2024	June 2025
Actual Rate	3.16%	3.17%	3.02%
Legally stipulated	2.30%	2.50%	2.50%

Promotion of Inclusive Environments

Toward realizing an organization that respects different values

In the expansion of our business globally, we have made every effort to create environments that are accommodating for every one of our employees while complying with and taking into consideration factors such as the labor laws and customs in the countries in which we operate. Our Business Conduct Guidelines for Employees and Officers of Mitsui & Co. outline our pledge to eliminate all forms of discrimination, based on factors such as race, creed, religion, gender, sexual orientation, or gender identity. Accordingly, we work on creating inclusive environments by utilizing both organizational and physical measures. These include establishing an external consultation center to protect employee privacy, introducing same-sex partner registration guidelines, and setting up gender-specific multifaith prayer rooms in our head office building.

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

Mitsui & Co. has 475 affiliated companies for consolidation, of which 110 are domestic affiliated companies (as of the end of March 2025). 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.

Mitsui & Co. Project Solutions, Ltd.

Year of Establishment	2007
Business Outline	Mitsui & Co. Plant Systems, Ltd., Mitsui & Co. Power Systems Corporation, Mitsui Bussan Transportation System Co., Ltd., and Mitsui Bussan Plant & Project Corporation have merged and established Mitsui & Co. Project Solutions, Ltd. We are engaged in infrastructure projects necessary for economic and social development and creation of better global environments.
Employees (As of the end of March 2025)	Regular employees 279 persons
Company URL	https://www.mps.mitsui.com/en/



Mitsui & Co. Project Solutions, Ltd.
General Manager of
Human Resources
and General Affairs Division
(Japan)

Tsutomu Kidera

Please tell us about Mitsui & Co. Project Solutions, Ltd.

We supply plants and facility equipment in infrastructure fields, such as electric power, steelmaking, transportation, and chemicals, as well as engage in the development of renewable power generation businesses, and in electricity supply business for convenience stores. We are also venturing into new business fields such as decarbonization and renewable energy, working to provide solutions through business investments and service-oriented businesses. In October 2024, we changed our company name from Mitsui & Co. Plant Systems, Ltd. to the current one, which symbolizes our determination to provide solutions in a constantly changing business environment, and to expand our contribution to all stakeholders, including our business partners and beyond, to all of society.

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

As the pace of changes in the world accelerates, we, as an infrastructure solutions provider, are also working to provide new services that leverage our accumulated specialized knowledge to realize businesses. I want our employees to flexibly respond to these changes in the world and to value a spirit of taking on new challenges without any fear of failure. Our attractiveness lies in that we take a close look at each and every employee



and actively delegate big tasks to them. I believe my role is to create an environment that fosters a sense of professionalism among employees and to develop human resources with high aspirations for contributing to solving social issues.

Please tell us what you expect from Mitsui & Co.

The Mitsui & Co. Group is developing a wide range of business activities around the world, and the Group’s diverse knowledge and networks are indispensable to our businesses. I also believe that providing group-wide initiatives such as the Training for New Employees, Job Position-oriented Training, and the Mitsui Engagement Survey will give a boost to the growth of our group companies. We hope that these initiatives will lead to the enhancement of collaboration within the Group, as well as to the enhancement of organizational capabilities and the further creation of networks across the entire Group.

Inclusion Begins with Recruitment

Mid-Career Hires

Creating innovation by thriving on diversity

Every day, we are engaged in businesses that thrive on diversity with a high degree of determination and fairness in order to realize our mission to build brighter futures, everywhere. We value the diversity of the human resources who support the foundation of our inclusive culture and hire employees who value diverse values, knowledge, and capabilities. This is the basic policy of our fair employment activities. We have proactively tackled these initiatives while promptly introducing mid-career recruitment inside Japan as well. We hire human resources with diverse values, backgrounds, and skills, regardless of their gender or nationality, and are promptly introducing mid-career recruitment inside Japan as well. As a result of our realization of D&I, we have steadily increased our percentage of mid-career hires. Diversity of human resources has become even more necessary in order to solve social issues of increasing complexity due to recent and sudden changes in international circumstances and advancements in technology. We are also continuously and proactively tackling mid-career recruitment to seek skilled professionals who possess values, knowledge, and capabilities not present at the company.

Non-consolidated

Percentage of females recruited (new graduates + mid-career)

(FY March 2025)

40%

Non-consolidated

Ratio of mid-career hires

(FY March 2025)

41%

Non-consolidated

Ratio of mid-career hired to total employees

(As of the end of March 2025)

13%



**Mineral & Metal Resources
Business Unit**
Coal & Carbon Solution Div.
Metallurgical Coal Marketing Dept.
General Manager (Japan)

Mai Sugawara

**Mineral & Metal Resources
Business Unit**
Coal & Carbon Solution Div.

Metallurgical coal is coal used as raw material in the steelmaking process and is an essential material for reducing iron ore in blast furnaces. Our dept. mainly handles metallurgical coal and provides a stable supply to customers in Japan and overseas.

I joined the company as a mid-career hire, hoping to build my career in this field based on my previous experience in metal resources. I have held the position of General Manager of the Metallurgical Coal Marketing Dept. since 2024. My work currently focuses on ensuring a stable supply of metallurgical coal and requires cross-departmental collaboration to support initiatives that contribute to GHG emission reduction. Our company has a culture of open-mindedness, in which all concerned parties can exchange opinions to find the best solution while respecting each individual as a professional. As the General Manager, I support the growth of team members while drive innovation and solve issues.

Although changing jobs was challenging, I now enjoy developing business in a new environment with great colleagues. I would like to continue practicing challenge and innovation as an inclusive leader.

Empowering Strategic Assignment of Personnel

Primary measures

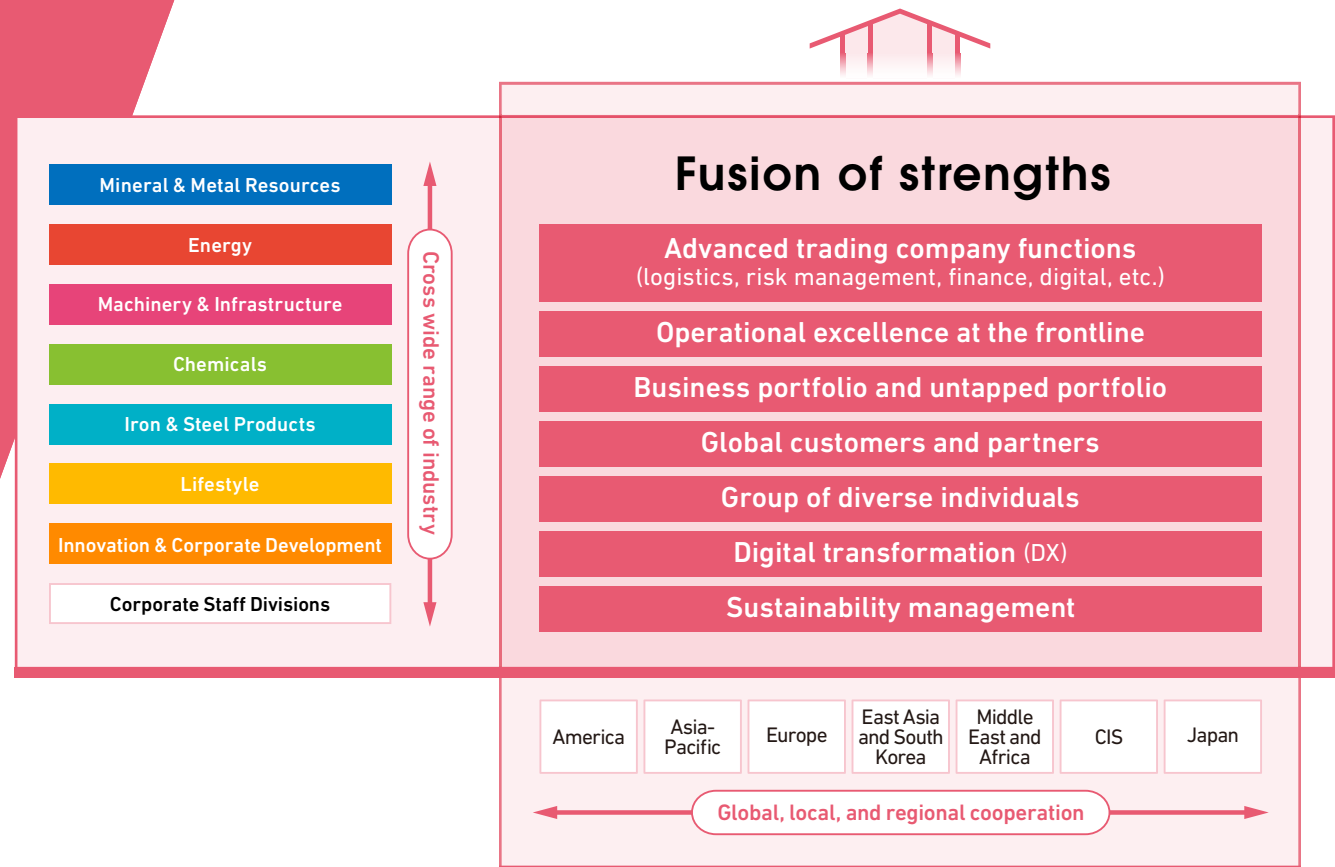
- 42 • Accurate Understanding of Individuals and Dynamic Placement of People
 - Global Mobility Program
 - Introduction of New Personnel System
- 43 • Assignment of People According to their Abilities
 - Expert Band
 - Human Resources Bulletin Board System

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

Overseas Offices

Global Mobility Program

Lowers barriers to international transfers and increases mobility

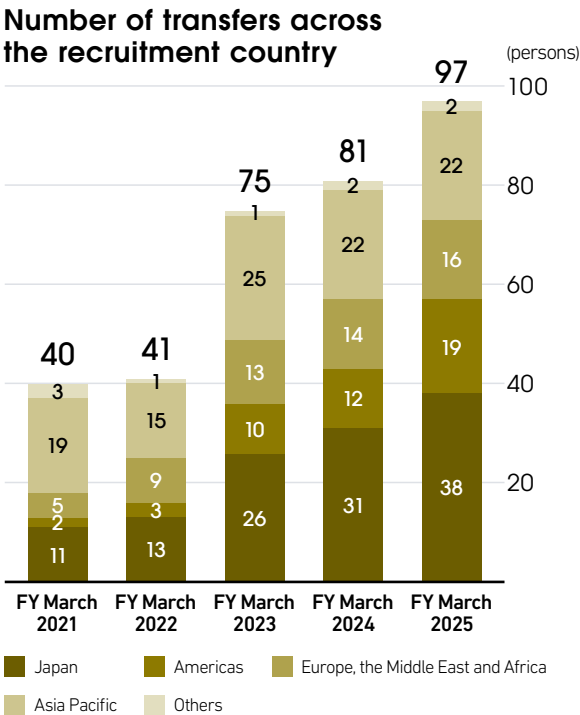
We have introduced a Global Mobility Program as a unified rule to standardize the transfer process for regionally hired employees, and the Global Mobility Team, which oversees the program's operations, is set up at our Singapore office to handle operations. The number of overseas transfers for regionally hired employees due to business needs has also increased, and by the end of March 2025, 97 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 2025)

505 Persons

Number of overseas transfers of regionally hired employees
(As of the end of March 2025)

97 Persons



Non-consolidated

Introduction of New Personnel System

Realization of flexible transfer and appointment in response to diversifying career plans of employees

In July 2024, we introduced a new personnel system in order to pursue value-added work and further increase productivity while flexibly accommodating the career plans and life stages of individuals as their values and career perspectives diversify. The new system has the following three objectives.

- 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 **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.
- 03 **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.



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 **27** Persons

(April 2022 to April 1, 2025)

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 **661** Persons

(1999 to the end of March 2025)



Mitsui & Co. (U.S.A.), Inc.
Chemicals Division (U.S.A.)

Kazuhiro Nakashima

EPC

EPC is a comprehensive term that encompasses the series of operations involved in plant construction, with a focus on Engineering, Procurement, and Construction. Knowledge of EPC is a critical skill for advancing projects related to investments in manufacturing businesses and emerging technologies.

I joined the company in 2019 as a mid-career hire and worked in the Investment and Project Management Department II, Strategic Business Development Division, Nutrition & Agriculture Business Unit, where I was able to leverage my previous professional experience. My responsibilities included identifying, promoting, commercializing, and managing new business investment projects, as well as supporting the integration or withdrawal of existing businesses, in collaboration with relevant departments. In recent years, investment opportunities in manufacturing and logistics hubs have been increasing as part of efforts to strengthen trading functions. Consequently, the importance of EPC (Engineering, Procurement, and Construction) has grown within our company, along with the need for professionals with expertise in this area. Against this backdrop, I aspired to transition to the Expert Band to further specialize and contribute to improving the quality of business investment projects.

I transitioned to the Expert Band in 2023 and was assigned to Mitsui & Co. (USA) in 2024. Currently, I am leading the launch of a manufacturing business in the U.S. I believe that deepening my knowledge of EPC through this overseas experience will significantly contribute to enhancing our company’s overall capabilities, and I remain committed to taking on new challenges every day.

Empowering Well-being

Primary measures

- 45 • Initiatives for Maintaining and Improving the Health of Employees
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 - 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 2025)

100%

Non-consolidated

Presenteeism*

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

(FY March 2025)

12.2%

* 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

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.

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.

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.

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 nine 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

*Excluding commuting accidents and personal injuries and illnesses

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.

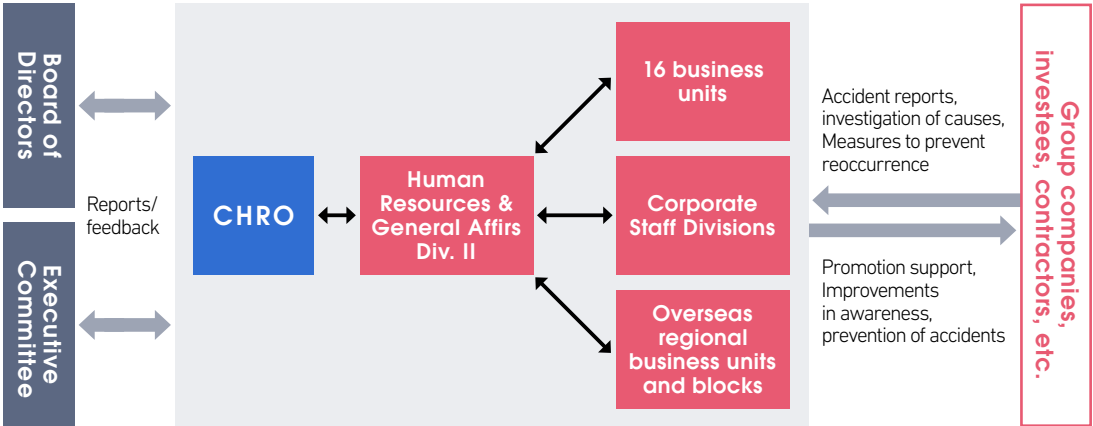
Mitsui & Co. Global Group Contractor Selection Policy

In November 2023, we formulated the Mitsui & Co. Global Group Contractor Selection Policy as a set of guidelines for the selection of contractors. These guidelines serve as countermeasures against workplace accidents that could affect contractors, who play a major role in the creation of safe workplace environments in our global group.

In line with this policy, we aim to create workplace environments where everyone can work in good health

and safety. To that end, we prioritize the health and safety of all employees, including those of Mitsui & Co., Group companies, and contractors who work with us, in the business activities of our global group, and work on preventing workplace accidents. As for these initiatives, under the occupational health and safety promotion system led by CHRO, we will promote measures tailored to the business characteristics of each unit of the company.

Occupational health and safety promotion framework



Global safety measures



CEOs from our group companies in the Americas gathered in New York to discuss health and safety. Through the exchange of views on initiatives across different industries, countries, and regions, we aim to foster work environments throughout our global group where safety is a shared priority and everyone can work safely and securely.

Occupational health and safety data

			FY March 2024	FY March 2025	Target
Non-consolidated	Number of lost time injuries* ¹		1* ²	0	0
	Number of fatalities* ¹		0	0	0
Global Group* ³	Number of serious accidents* ⁴	Employees	4	9	year-on-year decrease
		Contractor Employees	0	1	
	Number of fatalities	Employees	1	0	0
		Employees	1	2	

*1 Figures are based on Japanese Ministry of Health, Labour and Welfare standards. As of July 31, 2025.

*2 One is regular full-time employees 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.

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.

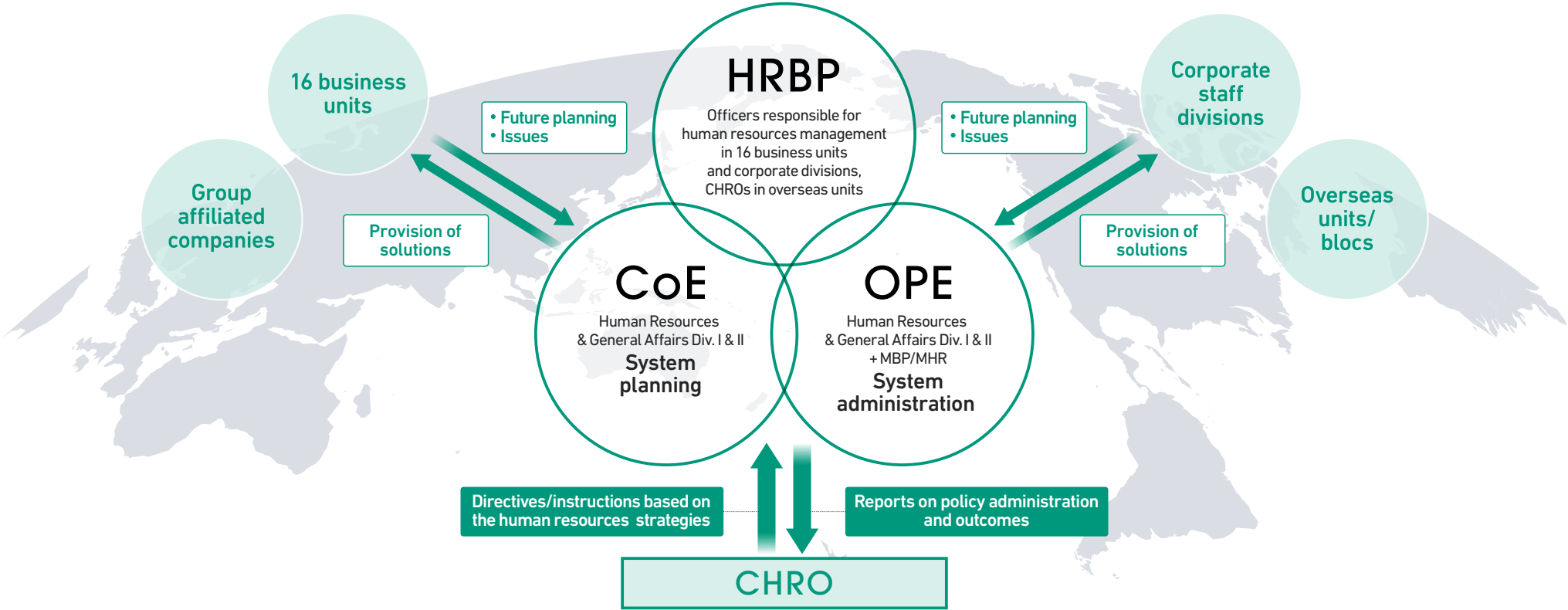
Global Group HR Organizational Structure to Support Consolidated Management

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 I & II provide 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 I & II 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.



Developing Global HR with the New Structure

As of April 1, 2025, Head Office Human Resources & General Affairs Division has been reorganized into two divisions. We asked the two General Managers leading the new structure to discuss the global group HR system and their vision.



Human Resources & General Affairs Unit

Managing Officer, General Manager of
Human Resources & General Affairs Division I
(Japan)

Tetsu Watanabe

Associate Officer, General Manager of
Human Resources & General Affairs Division II
(Japan)

Shinichi Imanishi

Mitsui & Co., Ltd. is expanding its business globally across industries, and in response, the areas requiring attention in terms of human capital are expanding, increasing the need for initiatives across the global group. To respond more agilely to a wide range of themes, we have reorganized the Human Resources and General Affairs (HR & GA) organization. The HR & GA Division I is responsible for core HR policies, recruitment, and well-being initiatives, while the HR & GA Division II focuses on talent management, HRBP support, and strengthening global collaboration.

Please tell us about the importance of the global group HR organizational structure in promoting talent strategy.

Watanabe: Mitsui & Co. Group engages in a wide range of businesses and aims to solve social issues through business in collaboration with Japanese and global partners. To achieve this, it is important to create an environment where highly specialized personnel can work globally across industries, beyond the boundaries of business and region. Our company adopts a global matrix system based on the business unit system, and in terms of HR, it is important to conduct talent management, including employee development and training, by coordinating the business and regional axes, supported by the global group HR organizational structure.



Imanishi: To realize the Medium-term Management Plan 2026, we have set a talent strategy aligned with our business strategy, and as part of this, we have introduced "Bloom" and the "Global Talent Management Policy" globally. We conduct talent management for each employee across recruitment locations and organizations, and strengthen the working foundation through the promotion of well-being and occupational health and safety initiatives so that everyone involved with our Group can work with peace of mind and vitality. The CoE plays a central role in establishing such HR infrastructure, and together with HRBP, which serves as an important junction with frontline employees at business units and regions, and OPE, which provides support with advanced expertise. The goal of the global group HR organizational structure is to achieve optimal allocation of human resources and maximize organizational strength.

Please tell us about the vision and commitment under the new organization.

Imanishi: To strengthen group management capabilities and continue sustainable growth globally, we believe it is necessary to further enhance the talent strategy from a global group perspective. To achieve this, we will strengthen collaboration with HRBP, revitalize global talent management using Bloom, and work closely with OPE, Mitsui & Co. HRD Institute, and Mitsui & Co. Business Partners Ltd. to strengthen HR and general affairs functions across the global group. To respond more quickly, agilely, and effectively from a more multifaceted perspective than ever before, we will enhance collaboration between the two divisions, promote measures to support the success of diverse talent, and strengthen organizational capabilities.

Watanabe: As the importance of HR in management strategy

increases, we aim to further deepen HR and general affairs functions by supporting the career development of each HR and general affairs staff member so that they can respond with greater expertise to increasingly complex issues. The strength of our CoE/HRBP/OPE lies in the fact that it is composed of personnel with experience in various HR fields, as well as those with specialized knowledge in business unit and corporate division, and experience seconded to group companies both in Japan and overseas.

With the talent that can adapt to these environmental changes, and by taking advantage of our flexible response capabilities, creativity, and free and open organizational culture that respects diverse opinions, we will work with closer collaboration than ever before to promote integrated operations and create the "people" and "future" in a way unique to Mitsui.



Message from HR Business Partners (HRBP)



Mitsui & Co. (Brasil) S.A.
HR and Administrative Dept.
General Manager (Brazil)

Mariana Ito

Since 2020, as the General Manager of the HR and Administrative Department in Mitsui & Co. (Brasil), my role has been to support our business units on their new ventures, all powered by our greatest asset: our people. Our team goes beyond developing talent; we are actively striving to build global bridges, facilitating exchanges with the members of Mitsui & Co. Group, fostering Diversity and Inclusion as one of our core values that will thrive our businesses and grow our people. It's a continuous journey to strengthen our collective power.

We see the role of the HRBP as the vital

link connecting everyone to our shared goal. To elevate the performance of everyone — from our employees to the company as a whole — we are constantly assessing our landscape with a broad and strategic perspective.

This drives us to deepen our collaboration with the CHRO of Americas BU and our CoE. Because, as One Mitsui, we are united, leading HR initiatives that ignite the flame of continuous growth of people building brighter futures, everywhere!



Mitsui & Co. (Australia) Ltd.
Human Resources Div.
General Manager (Australia)

Jerry Wang

As the General Manager of Human Resources Division at Mitsui & Co. (Australia) Ltd., I am proud to lead a dedicated team of engaged and capable HR professionals. Mitsui is engaged in a wide range of businesses across Australia. Our HR team plays a vital role as a service hub, delivering corporate and HR services to our internal divisions and related group companies. We are committed to providing strategic, people-focused support that enables our business to thrive.

We are currently transitioning into a HR

business partnering model, which allows us to work more closely with each division and embed ourselves within the business. This approach is enabling us to deliver greater value by aligning people strategies with business needs. In parallel, we are fostering a collaborative and positive working culture built on trust, respect, and inclusion. Our ongoing commitment to Diversity and Inclusion (D&I) reflects our belief that building a future-ready and sustainable organization requires a workplace where all employees feel empowered and valued.

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 2025)	266 persons (including 115 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 2025)	58 persons
Company URL	https://www.mitsui-hrd.co.jp/en/top-page/

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.

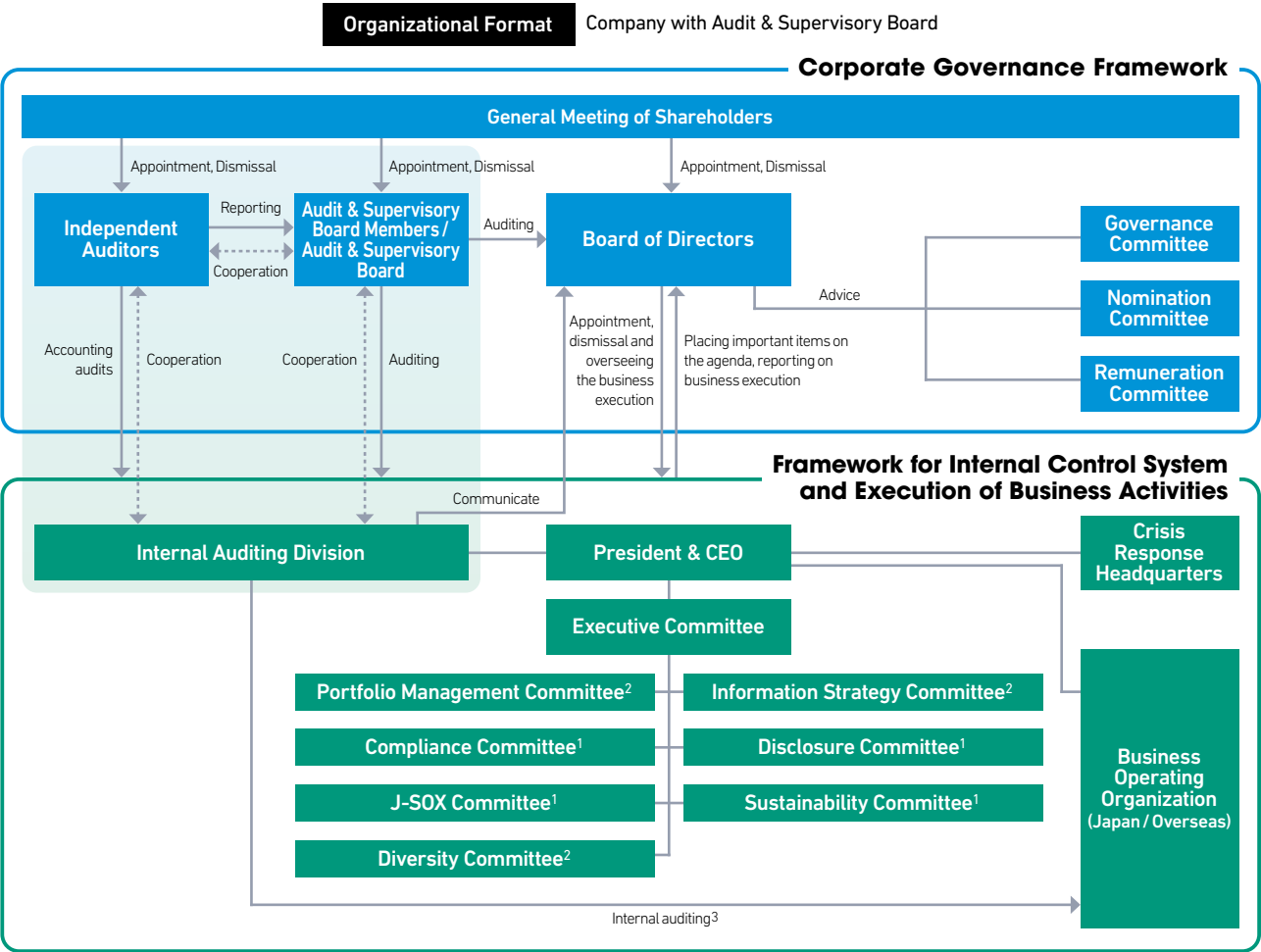
Directors (12 persons)

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 Executive Committee 2. Advisory committees to the Executive 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.

The Annual Securities Report for the fiscal year ended March 2025:
For detailed information regarding the career of Directors and Audit & Supervisory Board Members p143-149
Number of Proposals and reports to the Board p117-118
https://www.mitsui.com/jp/en/ir/library/securities/_icsFiles/afiedfile/2025/07/10/en_106yuhu.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 inclusion and well-being management, securing talent, training them, promoting their active involvement, evaluating them, and managing their compensation as human resource strategies aimed at maximizing human capital for executing business strategy, 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 2025:
For major committees pertaining to the execution of business
and implementation of internal control P122

https://www.mitsui.com/jp/en/ir/library/securities/___icsFiles/fieldfile/2025/07/10/en_106yuh0.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 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, 2025.



5-Year Data

		Unit	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	Definition
1. Basic Information								
1) Number of Employees								
Non-consolidated	Total	persons	5,587	5,494	5,449	5,419	5,388	
	Male	persons	3,995	3,894	3,842	3,799	3,751	
	Female	persons	1,592	1,600	1,607	1,620	1,637	
	Percentage of Female Employees	%	28.5	29.1	29.5	29.9	30.4	
Overseas Offices	Total	persons	2,631	2,535	2,512	2,521	2,512	
	Male	persons	1,060	1,029	1,023	1,011	1,002	
	Female	persons	1,571	1,506	1,489	1,510	1,510	
	Percentage of Female Employees	%	59.7	59.4	59.3	59.9	60.1	
Consolidated	Total	persons	44,509	44,336	46,811	53,602	56,400	
	Male	persons	29,764	29,257	30,884	31,729	32,726	
	Female	persons	14,745	15,079	15,927	21,873	23,674	
	Percentage of Female Employees	%	33.1	34.0	34.0	40.8	42.0	
2) Number of Employees by Operating Segments								
Non-consolidated	Total	persons	5,587	5,494	5,449	5,419	5,388	
	Mineral & Metal Resources	persons	281	273	284	292	356	
	Energy	persons	435	448	459	465	543	
	Machinery & Infrastructure	persons	828	790	809	779	915	
	Chemicals	persons	749	756	766	758	867	
	Iron & Steel Products	persons	288	261	256	244	288	
	Lifestyle	persons	883	840	841	811	939	
	Innovation & Corporate Development	persons	476	474	492	493	600	
	All Other	persons	1,647	1,652	1,542	1,577	880	Including Corporate Staff Divisions. Aggregation method for employee numbers by segments changed from FY March 2025.

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 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	Definition
Consolidated	Total	persons	44,509	44,336	46,811	53,602	56,400	
	Mineral & Metal Resources	persons	624	620	619	631	655	
	Energy	persons	980	992	1,093	1,212	1,314	
	Machinery & Infrastructure	persons	16,249	16,279	17,174	13,363	13,798	
	Chemicals	persons	5,957	6,745	7,286	7,346	7,124	
	Iron & Steel Products	persons	1,257	1,254	1,262	1,667	1,626	
	Lifestyle	persons	9,798	8,586	8,772	18,159	20,529	
	Innovation & Corporate Development	persons	6,406	6,599	7,425	7,974	8,073	
	All Other	persons	3,238	3,261	3,180	3,250	3,281	

3) Average annual Salary

Non-consolidated	Regular Full-time Employees	thousand yen	14,825	15,491	17,836	18,999	19,964	
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4) Gender Pay Gap

Non-consolidated	All Workers	%	-	-	56.9	57.3	59.9	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, 2025.
	Regular Employees	%	-	-	56.9	57.6	60.4	
	Fixed-term Employees	%	-	-	54.9	51.6	54.1	

5) Participation Rate in Labor Unions

Non-consolidated	Participation Rate	%	81.1	79.3	77.2	76.0	73.9	
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2. Diversity

1) Age

Non-consolidated	Average Age	Total	age	42.1	42.1	42.3	42.3	42.2	
		Male	age	42.8	42.9	43.1	43.1	43.1	
		Female	age	40.3	40.2	40.4	40.2	40.0	
	Employment rate by Age Group	Under 20 years	%	0.0	0.0	0.0	0.0	0.0	
		20 to 29 years	%	16.6	16.8	16.0	15.6	14.9	
		30 to 39 years	%	25.8	25.9	26.7	27.4	28.5	
		40 to 49 years	%	25.2	24.8	24.2	24.2	24.6	
		50 to 59 years	%	31.9	32.0	32.7	32.3	31.5	
		60 years and Over	%	0.5	0.5	0.4	0.5	0.5	

				Unit	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	Target	Definition
2) Gender											
Consolidated	Employees	Ratio of Female Employees	%	33.1	34.0	34.0	40.8	42.0			
		All	persons	44,509	44,336	46,811	53,602	56,400			
		Female	persons	14,745	15,079	15,927	21,873	23,674			
	Managers	Ratio of Female Employees	%	16.0	17.1	18.8	18.8	20.7			
		All	persons	8,827	8,912	9,165	9,737	10,232			
		Female	persons	1,413	1,527	1,726	1,827	2,113			
Overseas Offices	Employees	Ratio of Female Employees	%	59.7	59.4	59.3	59.9	60.1			
		All	persons	2,631	2,535	2,512	2,521	2,512			
		Female	persons	1,571	1,506	1,489	1,510	1,510			
	Managers	Ratio of Female Employees	%	35.4	34.7	40.8	37.2	38.7			
		All	persons	746	783	808	847	863			
		Female	persons	264	272	330	315	334			
Non-consolidated	Regular Full-time Employees	Ratio of Female Employees	%	28.5	29.1	29.5	29.9	30.4			
		All	persons	5,587	5,494	5,449	5,419	5,388			
		Female	persons	1,592	1,600	1,607	1,620	1,637			
	Managers	Ratio of Female Employees	%	7.5	8.0	8.5	9.2	11.0	20% by FY March 2031		
		All	persons	3,375	3,333	3,334	3,343	3,352			
		Female	persons	252	267	284	307	370			
3) Average number of years of service											
Non-consolidated	All		years	18.2	18.1	18.1	17.9	17.7			
	Male		years	18.8	18.8	18.8	18.8	18.6			
	Female		years	16.8	16.5	16.3	15.9	15.5			

			Unit	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	Definition
4) Number of employees by Region									
Non-consolidated	Total		persons	5,587	5,494	5,449	5,419	5,388	By country of employer's location
	Japan		persons	4,461	4,360	4,290	4,226	4,179	
	Americas		persons	307	317	321	335	344	
	Europe, the Middle East and Africa, CIS		persons	245	221	210	219	236	
	Asia Pacific		persons	373	366	359	351	349	
	East Asia, Korea		persons	133	126	130	126	132	
	All other (Overseas Trainees, etc.)		persons	68	104	139	162	148	
Mitsui & Co. + Overseas Offices	Total		persons	8,218	8,029	7,961	7,940	7,900	
	Japan		persons	5,587	5,494	5,449	5,419	5,388	
	Americas		persons	542	526	539	544	536	
	Europe, the Middle East and Africa, CIS		persons	573	529	521	540	540	
	Asia Pacific		persons	1,019	988	959	950	944	
	East Asia, Korea		persons	497	492	493	487	492	
Consolidated	Total		persons	44,509	44,336	46,811	53,602	56,400	
	Japan		persons	18,523	18,183	18,702	28,375	30,689	
	Americas		persons	13,855	14,499	15,674	16,541	17,055	
	Europe, the Middle East and Africa, CIS		persons	3,256	3,822	3,837	3,824	3,363	
	Asia Pacific		persons	8,117	7,104	7,812	4,082	4,307	
	East Asia, Korea		persons	758	728	786	780	986	
5) Regionally Hired employees Percentage of Line Manager at Overseas Offices									
Overseas Offices	Percentage of Line Managers		%	14.6	16.7	17.4	18.1	19.1	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	25.0	29.4	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	15	12	12	
		External director	persons	5	5	6	6	6	
		Female	persons	3	3	4	4	4	
		Non-Japanese	persons	2	2	3	3	3	

		Unit	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	Definition
Non-consolidated	Directors	Ratio of External directors	%	35.7	35.7	40.0	50.0	Based on the personnel composition after the annual shareholder's meeting following each fiscal year as of the following period of June
		Ratio of female directors	%	21.4	21.4	26.7	33.3	
		Ratio of non-Japanese	%	14.3	14.3	20.0	25.0	
	Audit & Supervisory Board Members	All	persons	5	5	5	5	
		External Audit & Supervisory Board Member	persons	3	3	3	3	
		Female	persons	1	1	1	1	
		Ratio of External Audit & Supervisory Board Member	%	60.0	60.0	60.0	60.0	
		Ratio of female External Audit & Supervisory Board Member	%	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	%	3.12	3.20	3.16	3.17	3.02	As of the following period of June
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3. Recruitment

1) Number of Hires

Non-consolidated	Total of New Graduates and Mid-career		persons	177	191	203	209	220	
	New Graduates	Total	persons	135	128	111	124	129	
		Male	persons	89	71	67	70	72	
		Female	persons	46	57	44	54	57	
		Ratio of female new graduates	%	34.1	44.5	39.6	43.5	44.2	
	Mid-career	Total	persons	42	63	92	85	91	
		Male	persons	34	43	61	49	61	
		Female	persons	8	20	31	36	30	
		Ratio of female mid-career	%	19.0	31.7	33.7	42.4	33.0	
	Ratio of Mid-career		%	23.7	33.0	45.3	40.7	41.4	
	Ratio of female new graduates and Mid-career		%	30.5	40.3	36.9	43.1	39.5	

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

Non-consolidated	Total of Regular Full-time Employees		persons	5,587	5,494	5,449	5,419	5,388	
	Number of Currently Employed New Graduate Hires		persons	5,127	4,989	4,867	4,768	4,665	
	Number of Currently Employed Mid-career Hires		persons	460	505	582	651	723	
	Ratio of Currently Employed Mid-career Hires		%	8.2	9.2	10.7	12.0	13.4	

			Unit	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	Definition
3) Others									
Non-consolidated	Number of Qualified Candidate per Position		magnification	-	-	30	29	23	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	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	84	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	73.9	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	7.3	Ratio of general managers to regular full-time employees
2) Mobility									
Non-consolidated	Percentage of Internal Mobility		%	-	-	38.8	37.4	38.3	Percentage of employees who have moved across divisions
	Cumulative total number of Human Resources Bulletin Board System users	From 1999	persons	463	499	555	613	661	
	Number of Human Resources Bulletin Board System users	Total in each FY	persons	24	36	56	58	48	
	Number of Female Employees Dispatched Overseas	All	persons	60	71	107	134	143	Including overseas trainees and Foreign Language & Business Culture Trainees (Until FY March 2023, as of the following period of April 1)
		North America	persons	6	11	15	23	32	
		Central and South America	persons	7	12	18	18	17	
		Europe	persons	15	14	16	25	26	
		Middle East	persons	2	5	6	5	9	
		Africa	persons	0	0	0	1	3	
		Asia	persons	18	19	27	32	30	
		Oceania	persons	1	3	7	9	10	
		East Asia, Korea	persons	9	6	15	19	14	
CIS	persons	2	1	3	2	2			

			Unit	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	Definition
Overseas Offices	Cumulative total number of Transfers of Regionally Hired Employees	From 2014	persons	211	252	327	408	505	
	Number of Transfers of Regionally Hired Employees	Total in each FY	persons	40	41	75	81	97	Number of transfers across the recruitment country for regionally hired employees
		Japan	persons	11	13	26	31	38	
		Americas	persons	2	3	10	12	19	
		Europe, the Middle East and Africa, CIS	persons	5	9	13	14	16	
		Asia Pacific	persons	19	15	25	22	22	
		East Asia, Korea	persons	3	1	1	2	2	

3) Turnover

Non- consolidated	Turnover Rate	All	%	4.38	5.11	4.02	4.22	4.13	
		Male	%	4.29	5.76	4.00	3.97	4.26	
		Female	%	4.61	3.50	4.06	4.82	3.82	
	Voluntary Turnover Rate	All	%	1.23	1.69	1.41	1.08	0.96	
		Male	%	1.10	1.79	1.25	0.68	0.94	
		Female	%	1.56	1.45	1.79	2.00	1.00	
	Exit/Turnover Reasons/Leaving Employment By Reason		To challenge a new path or seek opportunities to improve their skills outside the company, etc.						

5. Costs

Consolidated	Total Workforce Costs	hundred million yen	-	-	4,288	4,894	5,563	Personnel costs + Welfare costs + External labor costs
	External Workforce Costs	hundred million yen	-	-	313	365	409	Outsourcing fee, etc.
	Ratio of the Average Salary and Remuneration	%	-	-	2.2	2.7	2.2	Executive compensation + Personnel costs
	Total Costs of Employment	hundred million yen	-	-	3,974	4,529	5,154	Personnel costs + Welfare costs
Non- consolidated	Recruitment Costs	million yen	-	-	440	877	1,056	Recruitment cost in Human Resources & General Affairs Division
	Cost per Hire	million yen	-	-	2.2	4.2	4.8	Cost per recruit in Human Resources & General Affairs Division

				Unit	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	Definition
6. Productivity										
Consolidated	Profit per Employee	Consolidated PAT ÷ Number of non-consolidated employees (FTE)	hundred million yen	-	-	2.1	2.0	1.7	FTE: Full-time equivalent	
		Consolidated PAT ÷ Number of consolidated employees	hundred million yen	-	-	0.2	0.2	0.2		
		Consolidated COCF ÷ Number of non-consolidated employees (FTE)	hundred million yen	-	-	2.2	1.8	1.9		
		Consolidated COCF ÷ Number of consolidated employees	hundred million yen	-	-	0.3	0.2	0.2		
	Human Capital Rol		%	-	-	351	288	220	{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	5,904	Regular full-time employees + Full-time contract employees	
		Regular full-time employees	persons	-	-	5,449	5,419	5,388		
		Full-time contract employees	persons	-	-	462	481	516		
		Part-time	persons	-	-	38	41	41	Non-full time contract employees	
	Full Time Equivalent		persons	-	-	5,930	5,921	5,925	Calculated as 0.5FTE per non-full time contract employee	
	Contingent Workforce: Temporary Workforce		persons	-	-	377	412	439	Including temporary staff of short-time working	
8. Leadership										
Mitsui & Co. + Overseas Offices	Span of Control		persons	-	-	7.41	7.61	8.00	Number of subordinates per line manager in non- consolidated and overseas offices	
9. Engagement										
Mitsui & Co. + Overseas Offices	Response Rate for Mitsui Engagement Survey		%	-	89	92	91	91		
	Employee Engagement		%	70	71	72	73	75		
	Employee Enablement		%	69	69	69	69	71		
	Understanding/Sharing of Strategy and Direction		%	-	78	80	81	80		
	Leadership Trust		%	-	70	71	73	75		
	Opportunities to demonstrate skills and abilities		%	-	74	76	76	77	Positive response rate on multiple questions related to these items	

			Unit	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	Definition
10. Skill & Capabilities									
Consolidated	Total number of participants of global group employees		persons	-	-	Approx. 22,000	Approx. 27,000	Approx. 23,000	Training conducted by the Human Resources Div.
	Total Developing and Training Costs		hundred million yen	-	-	27.5	30.5	31.5	Total Developing and Training Costs (Including for employees of global group)
Non- consolidated	Training for Competency Development	Total hours of training per year	hours	82,837	146,000	88,000	114,000	94,000	
		Average hours of training per employee	hours	14.9	27.9	16.1	21.0	17.4	
		Average days of training per employee	days	2.1	3.7	2.2	2.9	2.4	
		Average training costs per employee	ten thousand yen	-	-	50	56	58	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	2,650	
		Strengthening leadership and business management	persons	-	-	3,382	1,756	1,143	
		Deeping of skills and expertise	persons	-	-	2,956	3,558	2,667	
		Development of DX human resources	persons	-	-	2,334	3,567	2,411	
		Employee career development	persons	-	-	385	400	401	
		Training for new graduates (initial educational training)	persons	-	-	3,837	3,833	3,007	
		Training for employees of group companies	persons	-	-	5,643	7,996	9,726	Global group training programs by the Human Resources & General Affairs Div.
		D&I promotion and organization culture	persons	-	-	693	908	1,130	
	Cumulative total number of Overseas Training Programs	From 1952	persons	-	-	-	Approx. 3,800	Approx. 4,000	Total Number of Overseas Trainees, Foreign Language & Business Culture Trainees
	Number of Overseas Training Programs	Total number of dispatched countries	countries	27	23	30	30	34	
		Total number of overseas trainees	persons	68	105	159	209	210	
		North America	persons	2	36	52	54	59	
		Central and South America	persons	10	14	26	41	40	
		Europe	persons	18	22	28	42	42	
		Middle East	persons	8	4	6	7	6	
		Africa	persons	2	2	3	2	5	

			Unit	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	Definition
Non-consolidated	Number of Overseas Training Programs	Asia	persons	12	7	20	33	32	
		Oceania	persons	5	2	3	6	6	
		Far East	persons	11	14	18	21	18	
		CIS	persons	0	4	3	3	2	
Overseas Offices	Cumulative total number of trainees to Japan Training Program (Long-term)	From 1999	persons	112	115	130	147	159	Japan trainee program for regionally hired employees
	Number of trainees to Japan Training Program (Long-term)	Total	persons	9	3	15	17	12	
		Japan Language & Business Program (LBP)	persons	2	1	2	4	3	
		Japan Business Integration Program (BIP)	persons	7	2	13	13	9	
Global Group	Cumulative total number of participants in Global Training Programs	From 1952	persons	-	-	-	Approx. 4,300	Approx. 4,500	Including short-term program, Executive Education
Non-consolidated	Workforce Competency Rate		score	-	-	3.8	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	510	542	579	562	610	Including contract employees
	Childcare Leave	Total	persons	100	146	151	163	168	
		Male	persons	37	71	85	103	95	
		Female	persons	63	75	66	60	73	
	Nursing Leave for Childcare	Total	persons	242	244	264	263	294	
		Male	persons	81	80	90	77	93	
		Female	persons	161	164	174	186	201	
	Short-time Working for Childcare	Total	persons	109	93	101	64	50	
		Male	persons	0	0	0	0	0	
		Female	persons	109	93	101	64	50	
	Childbirth Attendance Leave	(Male employees only)	persons	59	59	63	72	98	

			Unit	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	Target	Definition
Non-consolidated	Male Employees Taking Childcare Leave	Percentage of men taking childcare leave	%	46	54	65	70	91	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	31.9	48.1	36.5	45.0	42.4		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	%	96.4	96.3	93.4	85.2	98.6		
	Retention Rate after Childcare Leave	Male	%	100.0	100.0	93.8	97.5	98.9		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	%	97.8	93.9	100.0	98.6	97.9		

3) Taking Family care Support

Non-consolidated	Total Number of Employees taking Family Care Support		persons	106	100	96	102	108		Including contract employees
	Family Care Leave	Total	persons	0	1	0	0	1		
		Male	persons	0	0	0	0	0		
		Female	persons	0	1	0	0	1		
	Nursing Leave for Family Care	Total	persons	104	97	95	102	107		
		Male	persons	39	33	34	34	34		
		Female	persons	65	64	61	68	73		
	Short-time Working for Family Care	Total	persons	2	2	1	0	0		
		Male	persons	0	0	0	0	0		
		Female	persons	2	2	1	0	0		

12. Working Hours, Annual Paid Leave

Non-consolidated	Annual Average Actual Working Hours		hours	2,110.01	2,066.86	2,003.04	2,003.75	1,985.69		
	Monthly Average Overtime Working Hours		hours	25.0	26.7	26.1	28.0	27.6		
	Annual Paid Leave	Average Annual Paid Leave taken	days	11.5	12.5	13.8	13.6	13.2		Including contract employees from FY March 2025
		Average Annual Paid Leave using Ratio	%	60.0	64.9	71.4	70.3	69.0	70.0	

				Unit	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	Target	Definition
13. Well-being											
1) Health											
Non-consolidated	Health Performance Index	Percentage of employees undergoing health checks	%	99.8	100.0	100.0	100.0	100.0	100.0	100.0	
		Reexamination rate	%	66.4	65.9	72.2	57.1	64.1	100.0	100.0	
		Specific health guidance implementation rate	%	19.3	26.9	34.1	61.8	-			The recent data will be finalized after October of the following fiscal year.
		Percentage of employees undergoing stress checks	%	89.1	86.8	83.0	85.2	86.2	Over 90.0%		
		Number of employees undergoing stress checks	persons	4,203	4,024	3,790	3,857	3,848			
		Smoking Rate	%	10.8	10.5	10.0	10.1	9.7			
		Reduction Compared to the Previous Fiscal Year	%	▲ 2.1	▲ 0.3	▲ 0.5	0.1	▲ 0.4	▲ 0.5		
		Male	%	15.1	14.6	14.1	14.0	13.4			
		Female	%	1.5	1.5	0.6	1.4	1.4			
	Number of Examinations at the Head Office Medical Clinic		persons	4,895	4,024	5,462	9,721	11,346			
	Training and Seminars on Health and Safety (Main health and Safety programs in Japan)	Overseas risk management (overseas health and safety management) training	persons	261	285	334	329	304			Training before overseas assignments
		Mental health and labor management training	persons	105	130	180	676	1,314			Training for (new) line managers, seminars by in-house counselors
		Health management training as a working professional	persons	135	110	111	124	129			Introductory training for new employees
		Alcohol related risk training, drink and health event	persons	136	180	1,450	559	1,622			
		Seminars on women's health	persons	Approx. 200	Approx. 120	-	738	Approx. 2,000			
		Health literacy seminars and events	persons	-	Approx. 360	Approx. 630	1,272	Approx. 1,670			lifestyle-related diseases / sleep / male menopause / back pain and stiff shoulders, Healthy Navi events, etc.
		AED lifesaving training	%	-	-	98	108	106			
	Performance Data	Employees maintaining an appropriate weight (BMI 18.5 to 25)	%	66.4	67.2	67.1	67.1	67.8			
		Employees suffering from high stress	%	4.4	5.0	5.1	5.8	5.1			
		Employees absent from work due to mental health	%	0.84	1.06	0.98	1.28	1.26			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	%	0.38	0.39	0.46	0.20	0.24			

			Unit	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	Target	Definition
Non-consolidated	Performance Data	Absenteeism (Unplanned leave due to health Problems)	days	-	2.83	2.58	3.07	3.06		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 Number of people measured: 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	12.2		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)” • Number of people measured = The number of employees undergoing stress checks • Response rate = The percentage of employees undergoing stress checks

2) Occupational Safety

Non-consolidated	Number of Lost Time Injuries	Employees	cases	0	0	0	1	0	0	<div>• Calculated based on Japanese Ministry of Health, Labour and Welfare standards</div> <div>• Employees: Employees at the Tokyo Head office and branches in Japan</div> <div>• As of July 31, 2025</div>
		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	0.15	0	0	
		Contract Employees		0	0	0	0	0	0	
	Lost Time Injury Severity Rate	Employees		0	0	0	0	0.00	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	
	Industry Averages for Wholesalers and Retailers with 100 Employees or More (for Comparison)	Lost time injury frequency rate		2.27	2.31	1.98	2.43	2.60		(Reference) Japanese Ministry of Health, Labour and Welfare's Survey on Industrial Accidents in 2024
Lost time injury severity rate			0.11	0.05	0.05	0.06	0.05			
Lost time for injury			hours	-	-	0	0	3.29		
Global Group	Number of serious injuries (Non-fatal accidents involving serious injuries not recoverable within 6 months)	Employees	cases	-	-	5	4	9	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	1	Year-on-year decrease	
	Number of fatalities	Employees	cases	-	-	1	1	0	0	
		Contractor Employees	cases	-	-	5	1	2	0	

		Unit	FY Mar 2021	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	Definition
14. Compliance & Ethics								
Consolidated	Number of Grievance Filed	reports	1,247	697	1,087	933	836	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 Concluded Disciplinary Action	reports	-	-	6	7	14	
	Number of Disciplinary Dismissals Out of Above	reports	-	-	0	0	0	
	Percentage of Employees who have completed Training on Compliance and Ethics	%	-	-	100	100	100	All employees are required to take compliance training and pass an online test at regular intervals, and also to take an e-learning course that incorporates case studies of compliance violations. Starting from the fiscal year ending March 2026, the training and test will be conducted annually. We also provide targeted training programs tailored to employee levels and roles, such as for new hires, managers, those preparing for overseas assignments, or secondments to group companies. Moreover, we have designated November as With Integrity Month, during which we host group-wide awareness events including video messages from the CEO. Each business unit and overseas office also spontaneously takes initiative to promote integrity within their organizations, such as by holding seminars and workshops led by internal and external speakers.

List of Our Disclosure in Line with ISO30414

No		Metrics	Page
1	Compliance and Ethics	① Number and Type of Grievance Filed	70
		② Number and Type of Concluded Disciplinary Action	70
		③ Percentage of Employees who have completed Training on Compliance & Ethics	70
		④ Disputes Referred to External Parties	-
		⑤ Number, Type and Source of external Audit Findings and actions arising from these	-
2	Costs	① Total Workforce Costs	64
		② External Workforce Costs	64
		③ Ratio of the Average Salary and Remuneration	64
		④ Total Costs of Employment	64
		⑤ Cost per Hire	64
		⑥ Recruitment Cost	64
		⑦ Turnover Cost	-
3	Diversity	① Workforce Diversity Ratio with Respect to Age	59
		② Workforce Diversity Ratio with Respect to Gender	59
		③ Workforce Diversity Ratio with Respect to Disability	61
		④ Other Ratio (i.e. Average number of years of service, Number of employees by region, Ratio of mid-career hires)	60 62
		⑤ Diversity of Leadership Team	61
4	Leadership	① Leadership Trust	65
		② Span of Control	64
		③ Leadership Development (ref. Related Development Programs)	65
5	Organization Culture	① Engagement/Satisfaction/Commitment (Employee Engagement)	64
		② Retention Rate	63

No	Metrics			Page
6	Organizational Health, Safety, & Well Being	①	Lost Time for Injury	70
		②	Number of Occupational Accidents	69
		③	Number of People Killed during Work	69
		④	Percentage of People Who Participated in Training	68
7	Productivity	①	EBIT/Revenue/Turnover/Profit per Employee	64
		②	Human Capital Rol	64
8	Recruitment, Mobility, Turnover	①	Number of Qualified Candidate per Position	62
		②	Quality per Hire	62
		③	Average Length of Time to Fill Vacant Position	62
		④	Time to Fill Vacant Critical Position	22
		⑤	Transition and Future Workforce Capabilities Assessment (ref. Mitsui Leadership in Action)	10
		⑥	Percentage of Positions Filled Internally	62
		⑦	Percentage of Critical Business Positions filled Internally (ref. Global-Group Succession Planning)	22
		⑧	Percentage of Critical Positions	62
		⑨	Percentage of Vacant Critical Business Positions in Relation to all Vacant Positions (ref. Global-Group Succession Planning)	22
		⑩	Internal Mobility Rate	62
		⑪	Employee Bench Strength (ref. Global-Group Succession Planning)	22
		⑫	Turnover Rate	63
		⑬	Voluntary Turnover Rate	63
		⑭	Voluntary Critical Turnover Rate	63
		⑮	Exit/Turnover Reasons	63

No		Metrics	Page
9	Skills & Capabilities	① Total Developing and Training Costs	65
		② Training Participation Rate	65
		③ Average Formalized Training Hours per Employee	65
		④ Percentage of Employees who Participate in Training compared with total number of employees per year (ref. Related Development Programs)	65
		⑤ Workforce Competency Rate	66
10	Succession Planning	① Succession Effectiveness Rate (ref. Global-Group Succession Planning)	22
		② Succession Coverage Rate (ref. Global-Group Succession Planning)	22
		③ Succession Readiness Rate (ref. Global-Group Succession Planning)	22
11	Workforce Availability	① Number of Employees	57
		② Number of Employees: full-time & part-time	64
		③ Full Time Equivalent	64
		④ Contingent Workforce: Independent Contractor	-
		⑤ Contingent Workforce: Temporary Workforce	64
		⑥ Absenteeism: Unplanned Leave	69

Company Information

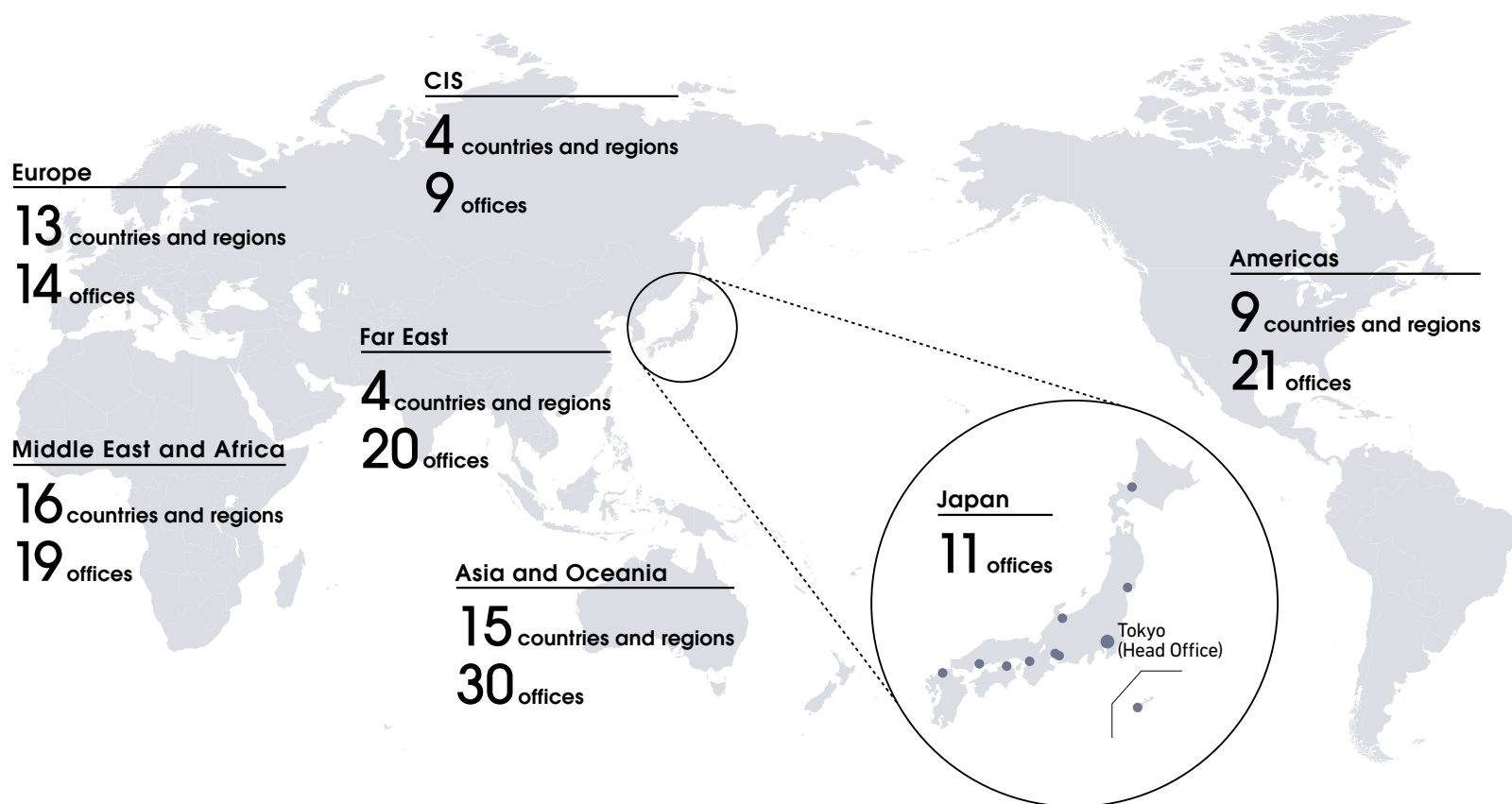
Company Name	MITSUI & CO., LTD.
Date of Establishment	July 25, 1947
Common Stock	¥343,441,628,595
Number of Employees	5,388 (Consolidated 56,400)
Number of Offices and Overseas Trading Affiliates (As of April 1, 2025)	124 offices (62 Countries and Regions) Japan 11 offices / Overseas 113 offices
Address	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 80 / Overseas 214 Equity Accounted Investees: Japan 30 / Overseas 151 Total: 475
Stock Information	Stock Exchange Listings: Tokyo, Nagoya, Sapporo, Fukuoka Total number of shares authorized to be issued by Mitsui: 5,000,000,000 shares Common Stock Issued: 2,905,248,272 shares (including 17,429,259 treasury shares held by the Company) Number of Shareholders: 421,341 shareholders

(As of March 31, 2025)



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, 2025)

62 countries and regions / **124** offices

Number of Affiliated Companies for Consolidation (As of March 31, 2025)

Subsidiaries

Japan **80** / Overseas **214**

Equity Accounted Investees

Japan **30** / Overseas **151**

Total

475

mitsui & co., ltd.