

Empowering People to Build Brighter Futures

**Human Capital
Report
2026**

360° business innovation.

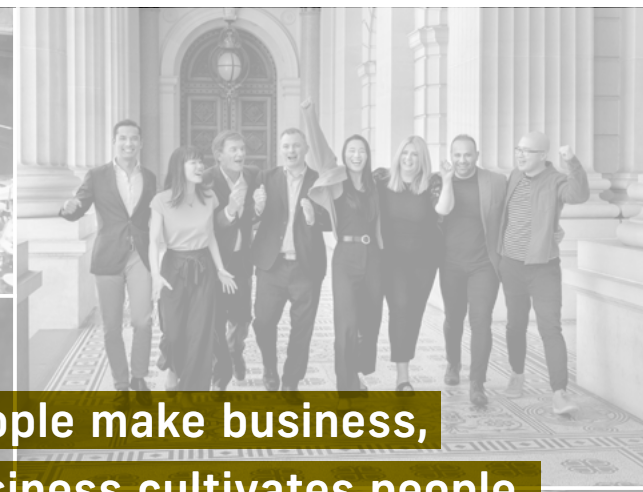
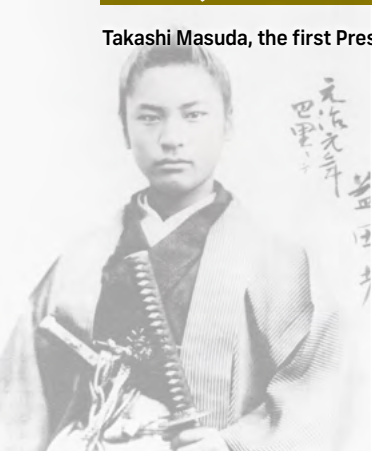


MITSUI & CO.

The Spirit of Mitsui & Co.

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

Takashi Masuda, the first President of the former Mitsui & Co.*



**People make business,
business cultivates people.**

Eiichi Hashimoto, former Chairman of Mitsui & Co.



*Legally, there is no continuity between the former Mitsui & Co. and the present-day Mitsui & Co.; they are entirely separate corporate entities.

**We are Mitsui & Co., and we create value.
With the power of our imagination. With the strength of our will.**

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 the end of March 2026)

Mitsui & Co. + Overseas Offices

Employee
engagement

75%



Mitsui & Co. + Overseas Offices

Employee
enablement

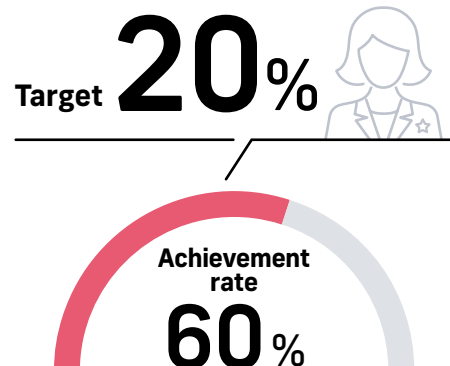
72%



Non-consolidated

Female managers

12.0%



Consolidated

Female managers

20.7%



Non-consolidated

Female
recruitment rate

39%



Global Group

Total developing
and training costs

3.21 billion yen

Global Group

Number of training
participantsApprox.
24,500 persons

Non-consolidated

Voluntary turnover
rate

1.11%



Overseas Offices

Regionally hired
employees
percentage
of line managers

21%

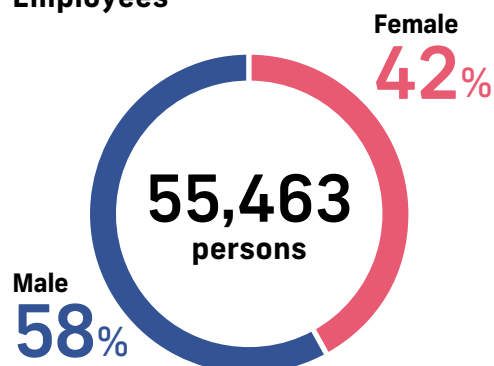


Global Group

Total number of
participants in overseas
training programsApprox.
4,600 persons

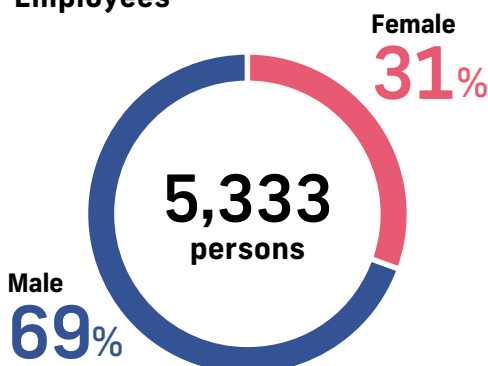
Consolidated

Employees



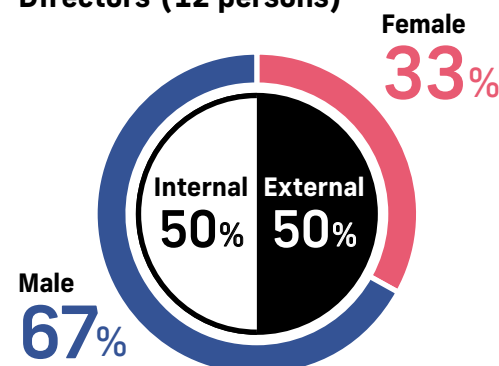
Non-consolidated

Employees



Non-consolidated

Directors (12 persons)



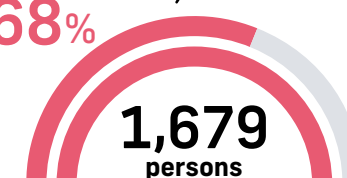
Mitsui & Co. + Overseas Offices

Total number of
DX talent qualifications

Target 1,000 persons

Achievement rate

168%



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Section Guide

Introduction

This part explains the enduring commitment to people that has shaped Mitsui since its founding and the origins of its reputation as “Mitsui is People.” Together with a message from President Hori, it presents our vision for the future.

Creating Values

The growth of people is essential to the sustainable growth of an organization. This part highlights employees who, as capable individuals, undertake value creation on the front lines of business worldwide.

HR Strategy

This part introduces our human resources strategy for developing people who “build brighter futures.” We seek to solve increasingly complex global social issues through a cross-organizational business model and create value.

Empowering

Diverse talents come together under a culture that fosters “Challenge and Innovation.” This part introduces initiatives based on the three pillars of our human resources strategy and well-being to “build brighter futures, everywhere.”

Essentials

This part introduces our global group human resources structure and governance structure that support our human resources strategy, along with the statement of commitment from our Center of Excellence (CoE).

Data Book

This part compiles five years of data related to diversity, hiring, well-being, and more, along with disclosures according to ISO 30414 and an overview of the company.

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Dialogue guide for deeper understanding of Human Capital Report 2026

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.

Management's perspective on the role of human resource strategy in achieving Medium-term Management Plan 2029	CEO Message CHRO Message	Approaches to human resource strategy and future directions from the perspectives of the CEO and the new CHRO	>> P.05 P.17
How Mitsui & Co.'s human resource strategy and KPIs contribute to future corporate value creation	Correlation Between Human Capital Investment and Enhancement of Corporate Value	Initiatives showing the relationship between human capital investments based on human resource strategy and corporate value enhancement through quantitative analysis and visualization	>> P.22
How Mitsui & Co. is advancing initiatives to enhance individual capabilities across the global group	Cultivating Capable Individuals	Professionals supporting "Challenge and Innovation" and diverse growth opportunities across the global group	>> P.26
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A detailed view of the current status and changes in human capital over time	Visualized human capital data	Comprehensive disclosure of human capital data over the past five years in line with ISO30414	>> P.53

Editorial Policy

Scope of the Report

■ Reporting period
April 1, 2025 to March 31, 2026
(including some information on activities in April 2026 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.

CEO Message

**People grow stronger through challenges,
and create new value.
Such a virtuous cycle embodies
the spirit of Mitsui & Co.
that was handed down over generations.**

Mitsui & Co.'s value creation is driven by diverse professionals who actively exchange and challenge different views, respect one another, and continue taking on challenges in a culture of open-mindedness. By staying closely engaged with the business frontlines, having candid discussions with colleagues and partners, learning from failure, and venturing into new fields, our people grow stronger and go on to create new value. This chain of personal growth and value creation embodies Mitsui & Co.'s long-held belief that "People make business, and business cultivates people."

Building Brighter Futures

President and Chief Executive Officer

Kenichi Hori



CEO Message

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 amid heightened uncertainties in the global landscape and accelerated changes in the business environment, it is essential to develop people who can accurately grasp these changes and proactively envision and execute future strategies so that we can bring out the potential of each individual. 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,” a philosophy which has been passed down from generation to generation.

In Medium-term Management Plan 2029, we set forth the theme of “Pathway to 2030 and Beyond - Shaping Futures through Trust and Innovation.” For Mitsui & Co., people are the very driving force behind shaping those futures. By building trust, connecting diverse knowledge, tapping into ideas shaped by firsthand insights from the business frontlines and the ability to translate those ideas into action, we generate new value. We believe that continuing to nurture such people is the source of Mitsui & Co.’s competitiveness and lies at the heart of our human



capital management.

The title of this report, “Empowering People to Build Brighter Futures,” is also a representation of our firm belief, which has remained unchanged since the company’s founding.

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 we expressed as “Challenge and Innovation” and “Open-mindedness,” respectively. 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,” and have formed the foundation of the company to this day.

In today’s environment, where rapid and far-reaching change has become the norm, it is becoming increasingly difficult to create new value simply by following conventional approaches. People from diverse backgrounds exchange opinions and challenge one another’s views, recognize each other’s perspectives, and continue to better themselves through such interactions. I believe that this kind of inclusive environment — indeed, a culture of open-mindedness — is essential for sustainable growth.

Also, in an increasingly complex world, it is not easy to arrive at the right answer. That is precisely why we need to stay closely engaged with the business frontlines and secure an environment in which we can have candid discussions with colleagues and partners, learn from failure, and continue taking on challenges. Through such challenges, people are honed, grow stronger, and become empowered to create new value: Such a virtuous cycle of personal growth and new value creation embodies the spirit of Mitsui & Co. that was 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 people lies in the fact that we are a group of “independent thinkers” — each with our own unique aspirations, experiences, and expertise — capable of analyzing the world through our own lens while exploring business opportunities autonomously.

To maintain this strength, the first thing required of employees is to be 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 deepen their knowledge and 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, stay hungry for new knowledge, and continually refine ourselves. These approaches naturally foster mutual respect for each other’s careers and expertise. Since we are true professionals, our expertise can be applied beyond our respective fields and agile horizontal collaboration across business units, regions, and functions is possible. And when independent-minded individuals respect one another’s diverse strengths and bring those strengths together, it leads to the creation of greater value as an organization.

In this context, 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. AI dramatically enhances our ability to search through and analyze vast amounts of information. Meanwhile, it is humans who decide which issues to address, what kind of future to envision, and whether or not to put that vision into action. By combining the knowledge and insights of professional talent with AI’s ability to unlock new possibilities, we intend to create new

CEO Message

value from combinations that were not possible before. Sustained development of the people who will strategically drive this process will be an important theme of Mitsui & Co.'s human resources strategy going forward.

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 regions, and enables flexible and agile collaboration. Similarly, in our human resources strategy, it is important for local offices (place of recruitment) and business units to coordinate closely to strengthen employees' expertise as professionals, while also creating career paths for each individual through training, transfers, and opportunities to take on challenges that are not confined by unit or region. 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, "Bloom," our global talent management system, went into full-scale operation globally at the end of December 2024. I believe it will further help visualize the experience and skills of capable individuals globally, and ever accelerate the active involvement of diverse human resources through appropriate allocation of human resources. Going forward, by combining AI with the talent data of approximately 9,000 people who are registered in Bloom, we will identify new combinations and possibilities among the experiences, skills, and expertise of diverse individuals, and expand opportunities for them to demonstrate their capabilities beyond national and organizational boundaries. By swiftly forming optimal teams made up of our professional talent active around the world, and bringing together knowledge and insights spanning business domains and regions, we will further enhance Mitsui & Co.'s unique ability to create value. We believe that Bloom and AI will serve as an important foundation that enables diverse talent to collaborate beyond organizational and regional borders and supports Mitsui & Co.'s

integrated strengths.

To accelerate these initiatives, our HR strategy is 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.

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. At Mitsui & Co., through the daily practice of innovation, we are committed to delivering cross-industry, real solutions and ensuring the long-term, stable supply of products and services that meet the needs of society and markets. To achieve this, the power of people is indispensable.

What we aim to build is an organization in which each employee continues to grow, opens up new possibilities while collaborating with diverse talent and incorporating the use of AI and data. At the foundation of this is the trust we build with stakeholders both inside and outside the company. Trust brings diverse knowledge together, giving rise to new challenges and innovation.

Through dialogue with internal and external stakeholders, we will share our approach to people and the direction we aim to pursue, thereby expanding circles of empathy and trust. The same applies to our employees. I believe that helping each employee feel a tangible connection between their own growth and the company's development will serve as a driving force for further advancing our human capital management.



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 and people who are interested in applying for mid-career recruitment, 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.

The personal growth of each employee will lead to a virtuous cycle of enhancing corporate value and helping solve social issues: We look forward to sharing this journey with all of our stakeholders.

Kenichi Kato

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. (Asia Pacific) Pte. Ltd. Manila Branch
Cristian Ver Peraz

Creating Values

Vision of our Employees to Realize Sustainable Value Creation

► Primary measures

- 10 • Cultivating a culture of trust and integrity under leadership grounded in diverse experience
- 11 • Connecting data and people to accelerate transformation in decision-making
- 12 • Turning transfers into a force for growth and creating new business opportunities
- 13 • Working closely with the frontline to connect the power of team members and turn challenges into future opportunities
- 14 • Learning from the frontline worldwide to make challenges fodder for growth
- 15 • People and Environments that Create Sustainable Value

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/mv/index.html

Creating Values

Our People Building Brighter Futures: **CASE 01****Cultivating a culture of trust and integrity under leadership grounded in diverse experience**► **Mitsui & Co. (U.S.A.), Inc. Houston Office**

Houston office focuses on investments in upstream and midstream sectors, petrochemical and energy infrastructure development, and strategic partnerships within the North and South American markets, playing a key role in coordinating Mitsui's energy sector operations.

► **Participation Program**

Change Leader Program, Executive Education

Mitsui Americas
Chief Compliance Officer,
Mitsui & Co. (U.S.A.), Inc.
Senior Vice President &
Chief Compliance Officer (U.S.A.)

Linda D. Primrose



Engaging in candid dialogue and building relationships of trust to collaborate and arrive at practical solutions that balance soundness and sustainability

After beginning my career at a U.S. law firm, I joined Mitsui & Co. (U.S.A.), Inc. in 2006 and spent many years supporting a wide range of matters across the U.S. and Canada from the New York Office. Following the establishment of the Legal Department in Houston, I relocated to help build and lead the function there. Over the course of two decades with Mitsui, I have had the opportunity to grow through a variety of roles and responsibilities, most recently culminating in my appointment as Senior Vice President and Chief Compliance Officer in 2025.

Throughout my career, I believe that the role of legal and compliance professionals extends beyond identifying risks. To be effective business partners, we must first understand the business itself, including our objectives, challenges, and

opportunities. By engaging in open dialogue, building trust, and working collaboratively with stakeholders, we can help find practical solutions that support both sound governance and sustainable growth. This approach has shaped the way I lead and the way I seek to create value for the organization.

My transition to Houston and later my appointment as CCO were among the most significant experiences of my career. Working across different businesses, regions, and cultures broadened my perspective and strengthened my ability to connect with people who bring different viewpoints. These experiences reinforced the importance of adaptability, continuous learning, and relationship-building in a global organization.

Mitsui provides many opportunities for professional growth. Among the most meaningful for me were the Change Leader Program and Executive Education at the London Business School. Through these experiences and conversations with leaders from a variety of backgrounds, I gained a deeper appreciation for leadership that helps people and organizations navigate change while remaining grounded in shared values.

During a recent visit to Japan, I spoke with employees about

my career journey, the challenges I faced, and lessons I learned from working in multinational and multicultural environments. One message I shared was that careers are rarely linear. They are shaped by the choices we make, the challenges we embrace, and our willingness to pursue new opportunities. Mitsui offers countless avenues for growth, and I remain grateful for the experiences that have shaped my own journey. As CCO, I am committed to strengthening our culture of trust and integrity, supporting the long-term success of the Mitsui Group, and fostering an environment where others can continue to grow and thrive.



Creating Values

Our People Building Brighter Futures: **CASE 02****Connecting data and people to accelerate transformation in decision-making**► **Integrated Digital Strategy Division**

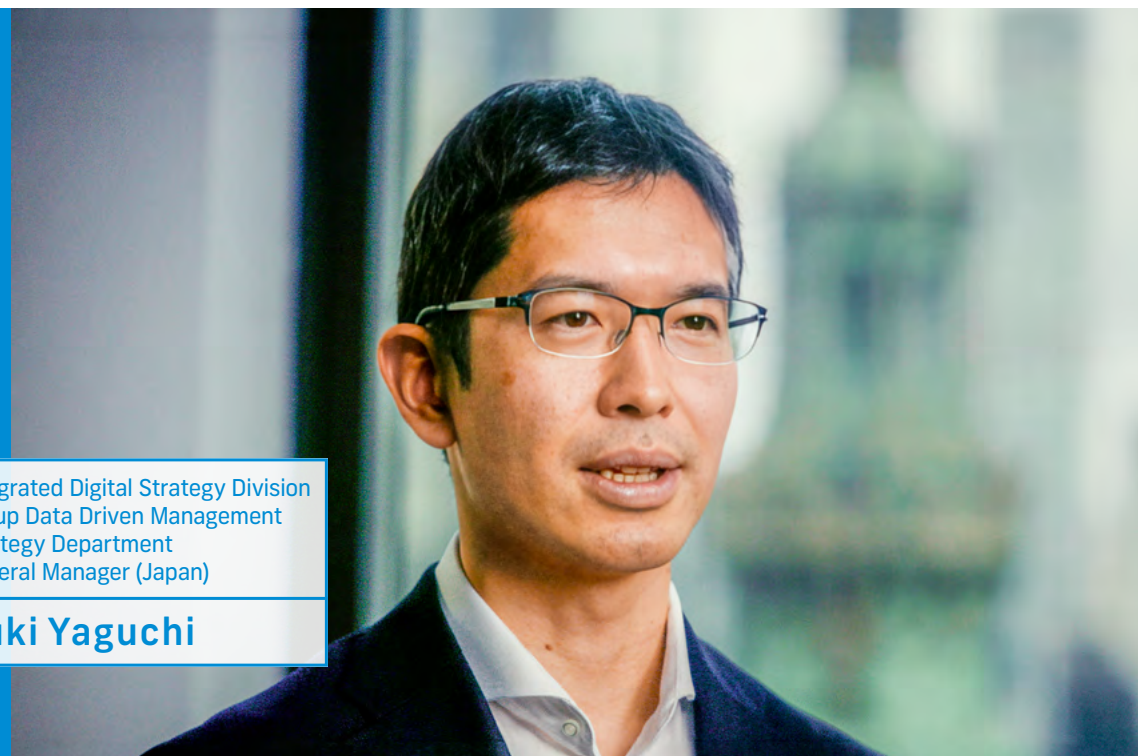
The division leverages digital technology and data to enhance business value and create new business opportunities across the Group. It serves as a bridge between business operations and digital, promoting data-driven management and AI utilization.

► **Participation Program**

Overseas Development Dispatch, Business School Trainee Program

Integrated Digital Strategy Division
Group Data Driven Management
Strategy Department
General Manager (Japan)

Yuki Yaguchi



Experience in creating new value by applying the power of data to business challenges has become the foundation

I am currently working on promoting Data-Driven Management (DDM) as the General Manager of the Group Data Driven Management Strategy Dept. in the Integrated Digital Strategy Division. Our mission is to leverage data from business operations around the world to enable better decision-making and enhance the corporate value of the entire Mitsui & Co. Group. Under the vision of "Empowering everyone with the power of decision-making," we are working to connect data and AI with business operations, creating an environment where each employee can fully demonstrate their capabilities.

After joining the company in 2011, I gained experience in business development and business management in the energy sector, followed by new business development for digital-related businesses in the retail and marketing fields at the IT & Communication Business Unit and Retail Business Unit. The

turning point in my career was studying at Harvard Business School (HBS) through Mitsui's Business School Trainee Program. While pursuing my MBA, I studied data science and experienced firsthand its transformative power. At the same time, through discussions with diverse individuals from different cultures and with different values, I learned that the driving force of transformation is not data or technology itself, but the "people" and "organizations" that utilize them. After that, at Mitsui & Co. (U.S.A.), Inc., I visited affiliated companies one by one and promoted initiatives to enhance business value through data and AI from the ground up. Eventually, I established a team as Director of Data Driven Management and accelerated these efforts. The experience of creating new value by deeply understanding on-the-ground challenges and combining them with the power of data has become the foundation of my current work.

In April 2026, we established Group Data Driven Management Strategy Dept. at our Head Office to expand these initiatives globally. The organization is composed of members with diverse backgrounds. We believe that the intersection of different expertise and perspectives generates new ideas, leading to better

decision-making and value creation.

I myself have had opportunities for growth through experience in multiple business areas and overseas assignments. Mitsui & Co. has a culture that supports people who take the initiative and embrace challenges. Going forward, I will continue to contribute to creating an environment where diverse talent can leverage their respective strengths and grow together, while taking on new challenges to create business value unique to Mitsui & Co. by connecting data with business operations.



Creating Values

Our People Building Brighter Futures: **CASE 03**

Turning transfers into a force for growth and creating new business opportunities

► Mitsui & Co. (Asia Pacific) Pte. Ltd. Manila Branch

The organization consists of approximately 50 members across five business divisions—Iron & Steel, Mineral & Metal Resources, Mobility & ICT, Chemicals, and Food & Retail Business—along with two corporate divisions. The Food & Retail Business Division supports stable food supply in the Philippines while working to create value across the entire supply chain by leveraging our global network.

► Participation Program

Change Leader Program, Global Management Academy

Mitsui & Co. (Asia Pacific) Pte. Ltd.
Manila Branch
Food & Retail Business Division
General Manager (Philippines)

Douglas Seah Siau Koon



Deepening understanding of strategy and organizational management through work in Japan and building experience and a network through transfer to Manila

I joined Mitsui & Co.(Asia Pacific) in 2001 and have been involved in the food business for over 20 years, primarily in the feed and grain sectors. Through food trading, which plays an essential role in supporting everyday life, I have learned the importance of supply chains and the value that businesses can create for society. Currently, as General Manager (GM) of the Manila Branch, I oversee a wide range of food-related businesses including grains and feed, oils and fats, livestock and marine products, and dairy products and sugar, together with a team of nine members. While supporting stable food supply in the Philippines, I am also working to create new business opportunities by leveraging the experience and networks I have developed in Singapore and Japan.

The two major turning points in my career were my assignments in Japan and Philippines. The first was my transfer

to Japan for approximately one year and two months starting in 2013, and the second was my transfer from Singapore to the current Manila Branch in 2025. During my assignment in Japan, I deepened my understanding of Mitsui & Co.'s strategies and organizational management, while also building networks that continue to benefit me today. My current role as GM of the Manila Branch continues to provide me with new challenges and opportunities for growth.

At Mitsui & Co., there are opportunities for growth through transfers and reassignments based on each individual's abilities and willingness to take on challenges, as well as a wide range of global development programs. The Change Leader Program is one such opportunity. Through dialogue with colleagues from diverse backgrounds, I gained valuable insights into what it takes to be a leader who drives change. I truly feel that our company's strengths lie in the business execution capabilities gained through our work and the corporate culture that nurtures people and supports their growth.

What I value most as GM is talent development. I myself have grown through the opportunities to take on challenges given

to me by many supervisors and colleagues who supported me along the way. Now, I believe it is my responsibility to support and empower the growth of others, I aim to build an organization that respects diverse opinions and encourages challenges, while achieving sustainable growth for both people and business.



Creating Values

Our People Building Brighter Futures: CASE 04

Working closely with the frontline to connect the power of team members and turn challenges into future opportunities

► Retail Business Unit Lifestyle Business Division I

Through supply chain, global marketing, and lifestyle businesses, the Food & Retail Management Business Unit delivers greater quality and convenience to consumers worldwide. The division promotes brand retail businesses in fashion, sports wellness, food retail, and cosmetics sectors both in Japan and overseas.

► Participation Program

Overseas Development Dispatch, Foreign Language & Business Culture Trainee, Global Management Academy, Women Leadership Initiative, Challenge for Future Leader

Retail Business Unit
Lifestyle Business Division I
First Department
General Manager
(Japan)

Yuka Kono



Understanding different cultures to involve team members in engaging with business front lines, and connecting that overseas experience to the present

My career began in the CFO division. Through six years of experience in crude oil derivatives risk management and a one-year overseas trainee assignment in the United States and London, I supported domestic and international businesses from a finance and accounting perspective while developing the ability to assess business performance and risk from a quantitative perspective.

After that, I studied language and culture at a local university in China as a trainee and engaged in food-related business operations as on-the-job training. Exposure to the frontlines of delivering value to customers inspired me to take on challenges closer to the business, and I requested a transfer to the Retail Business Unit.

Although I chose to make this career transition myself, the

experience and expertise I had cultivated did not directly apply to my new role, and there were times when I nearly lost confidence. During that period, I participated in the Global Management Academy, where I encountered a Harvard professor's words: "Failure is the key to success." This made me realize the importance of continuing to learn from challenges rather than fearing failure.

This insight led me to pursue new opportunities, including an investment project in an apparel group and a secondment to one of our portfolio companies. There, I was entrusted with two key missions—business growth and international expansion. Although I was the only secondee from Mitsui among over 400 employees, I worked closely with my colleagues, often exchanging candid views while addressing business challenges together. My involvement in creating new growth opportunities, such as launching an e-commerce business and expanding into the Chinese market, was made possible by employees who continuously embraced challenges on the frontlines and the support of many people around me.

Currently, I serve as General Manager of a department responsible for managing affiliated companies and business development in fashion and cosmetics. Throughout my career, I have

been given numerous opportunities to take on challenges and expand my potential through trial and error. That is why I value creating an environment where team members can confidently voice their opinions, take on new challenges, and feel a sense of growth. I believe that each individual's growth and willingness to challenge themselves strengthens the organization, and that these cumulative efforts lead to the creation of new value. As a leader, I aspire to continue challenging myself while working together with others to shape the future.



Creating Values

Our People Building Brighter Futures: **CASE 05****Learning from the frontline worldwide to make challenges fodder for growth**► **Mobility Business Unit I
Construction & Transportation Vehicle Solutions
Business Division**

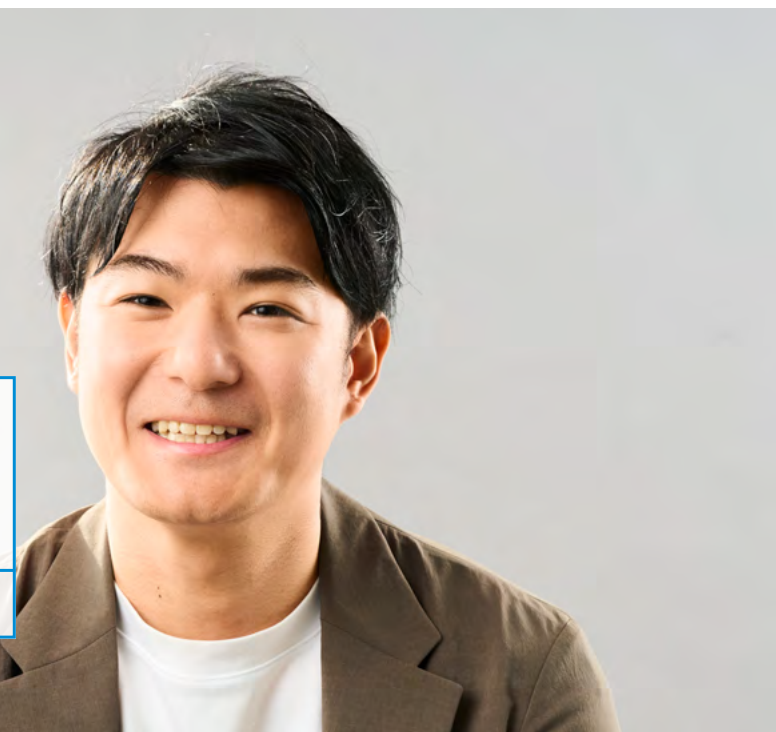
The division operates sales, service, and sales finance businesses in the construction, mining, and transportation sectors worldwide. Through its portfolio companies, it helps address customer and community challenges while contributing to infrastructure development.

► **Participation Program**

Overseas Development Dispatch

Mobility Business Unit I
Construction & Transportation
Vehicle Solutions
Business Division
Americas & EMEA Business Department
(Japan)

Takashi Kikuoka



Learning that the frontline is always the starting point for solving issues through about two years of overseas training in Santiago, Chile

I am currently involved in the business operations of Komatsu Mitsui Maquinarias Peru (KMMP), a construction and mining equipment sales and service company in Peru. I support the operations of a company with over 3,000 employees, working to ensure stable mining site operations and enhance corporate value. The foundation for this lies in my approximately two years of experience as an overseas trainee in Santiago, Chile.

After three months of language training, I was assigned to Mitsui Auto Finance Chile Ltda. (MAFC), an automobile sales finance company. I gained experience in both the operations and sales departments, but what left the strongest impression was my experience as a sales representative responsible for dealers and accountable for achieving sales targets. Local employees consulted me and made inquiries in Spanish on a daily basis, and I spent my days dealing with dealerships and customers while responding to these requests. Initially, I

sometimes felt confused by differences in language, culture, and work practices. However, through continued dialogue with people of diverse values, I learned the importance of understanding others' perspectives and building relationships of trust. As my relationships with local employees deepened, they began sharing not only case consultations but also candid opinions about operational improvements. At the time, I was also involved in a sales system improvement project, driving transformation through repeated discussions with local employees. Through these experiences, I learned that the starting point for solving problems always lies in the field.

What particularly impressed me about the overseas training was being able to learn about business from the "field." I was able to experience firsthand customer needs that cannot be seen through numbers and documents alone, the challenges of organizational management, and the process of business growth driven by the power of human resources. Additionally, the attitude of visiting the field and facing challenges as a direct participant myself is a valuable asset I acquired during this period. This experience has become the foundation for my current involvement in business management.

Currently, as the person in charge of KMMP, I support business

operations through ongoing dialogue with local management and employees. Working with the many people who support mining sites and tackling challenges while understanding on-the-ground realities, I feel that the field-first approach and ability to build trust that I cultivated in Chile are truly making a difference.

Our company offers an environment where young employees can take on challenges at the global forefront, including through the overseas trainee program. Through my experience in Chile, I was able to significantly broaden my horizons. Going forward, I will continue learning at work sites around the world while contributing to global industry and its development by solving challenges in the mining and construction sectors.



Creating Values

Talent Management for Sustainable Value Creation

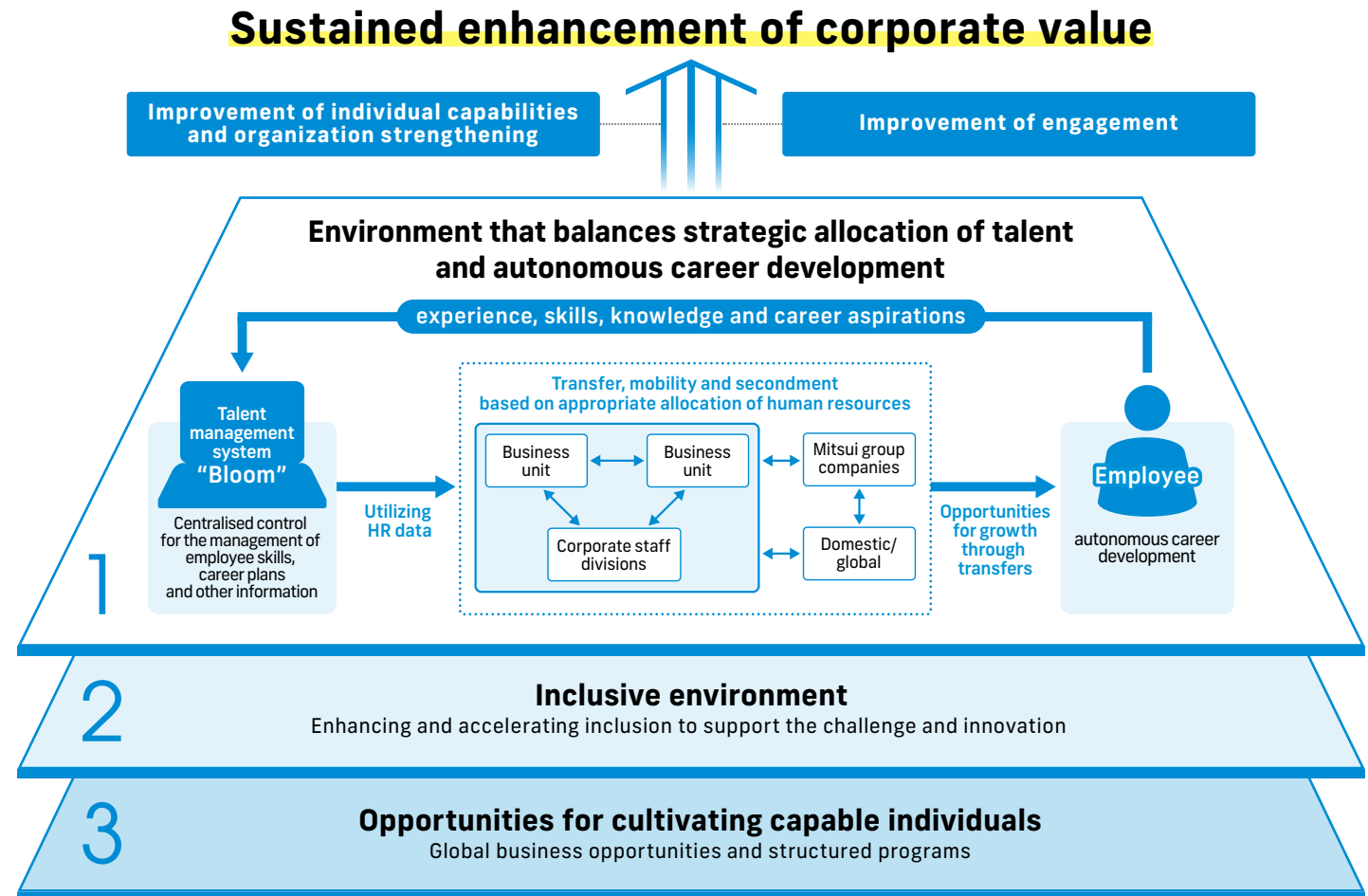
People and Environments that Create Sustainable Value

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.

Leveraging the global talent management system Bloom that we rolled out worldwide in 2024, we visualize experiences and skills gained through diverse opportunities as well as career aspirations. We will connect this to further endeavors and growth while globally promoting appropriate allocation of human resources and collaboration across organizations.

A personnel system that balances autonomous career development and strategic allocation of talent



In 2024, Mitsui & Co. revamped its personnel system to allow diverse individuals to take on challenges in broader fields and autonomously build careers. As a mechanism that lets employees shape their careers while flexibly accommodating individual career plans and life plans, we have introduced a system that allows employees (excluding some managerial positions) to periodically

choose between Global (no restrictions on work location) and Regional (restrictions on work location) as conditions related to transfers. By enabling diverse individuals to make the most of varied opportunities and continue taking on challenges and creating, we are generating a virtuous cycle of employee growth and corporate value enhancement.

HR Strategy

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.



Mitsui & Co., Middle East Ltd.
Amirreza Kasraie

CHRO Message



Empowering People to Build Brighter Futures, Grounded in Our Corporate Culture and Integrity

The source of our corporate value lies in people. As uncertainty increases and constant change becomes the norm, it is important to draw out the potential that lies within each employee and turn it into individual strengths and confidence. By fostering an inclusive environment where diverse talent can understand and accept one another while fully demonstrating their abilities, and by advancing strategic talent allocation across our global group, we will connect the growth of each individual to contributions to society and the creation of corporate value.

Representative Director,
Executive Managing Officer

Masaya Inamuro

CHRO Message

You assumed the role of CHRO in April. What is Mitsui's unique approach to human capital management, and what do you value most?

Since joining the company, I have gained a wide range of experience, including assignments in the Mineral & Metal Resources Business Unit, Corporate Planning & Strategy Div., and Investor Relations Div., as well as two postings in the US, one of which was at the World Bank. What I have consistently valued is taking initiative, listening carefully to others, and based on that, exploring ways to contribute to moving things one step further. I believe that repeating these processes carefully leads to a positive impact on society through the resolution of social issues and, in turn, to the enhancement of corporate value.

At Mitsui, our predecessors have left us many sayings that represent Mitsui's views on people and the value we place on people, such as "It all starts with people" and "People make business, business cultivates people." Through my own diverse career, I have also become convinced that the source of the company's corporate value ultimately lies in people. Our corporate culture, characterized by "Open-mindedness" and "Challenge and Innovation" is often cited as one reason behind



the view that "Mitsui is people." By accumulating various kinds of experience in business, Mitsui people naturally acquire a way of working that embodies this culture and this becomes a strength for each employee, including myself. As CHRO, I believe my mission is to help realize the aim of "empowering people to build brighter futures," which is the very title of this report, and to achieve sustainable enhancement of corporate value by promoting employees' autonomous growth and an inclusive environment where people understand and accept one another and grow together, all based on this corporate culture and integrity.

As the new CHRO, what do you aim to achieve through human capital management?

As uncertainty increases and constant changes are becoming the norm, such as the ongoing transformation and realignment of the business portfolio, I place the highest priority on linking management strategy with human resources strategy. In the Medium-term Management Plan 2029 announced in May 2026, we positioned "Cultivating capable individuals," "Inclusion," and "Strategic allocation of human resources" as our human resources strategy, and well-being and H&S as the foundation that supports this strategy. By combining initiatives under this human resources strategy with the use of DX/AI, we will enhance our execution capability of the management strategy. In organizational management, it is important to combine diverse talent and knowledge from different fields and practice appropriate allocation of human resources across the global group. To do this, I believe one of the important roles of the CHRO is to draw out the potential that lies in each employee, turn it into their individual strengths and confidence, and empower them to contribute to society in their own way. We will create an environment where the company's diverse professionals can fully demonstrate their abilities, and build a strong organization in which each employee, as a creator of corporate value, can respond flexibly to changes and continue taking on challenges. To that end, I am determined to actively communicate management's thinking to employees globally in a way that is clear and easy to grasp, help it take root, and encourage employees to change their behavior.

How will you approach recruiting, leveraging the talent pool, and company-wide optimal HR allocation to accelerate the execution of business strategies?

To effectively execute the business strategies set out in the Medium-term Management Plan, it is essential to secure and strengthen a group of professionals that has both sustainability and the ability to deliver immediate impact. We will therefore work to make our talent portfolio more diverse and effective. To achieve this, we hold the HR Strategy Meeting (HRSM), attended by the CEO, the CHRO, the COO of each business unit, and others, in order to advance our human resources strategy in an integrated manner with our management strategy. At the HRSM, management-level discussions are held on topics such as succession plans for key positions, the development and assignment of strategic talent, and the promotion of diverse talent, leading to the enhancement of our talent portfolio in response to changes in our business portfolio. By having management take the lead in discussing key HR-related themes, we will further accelerate strategic talent allocation on a global basis.

In addition, to enhance the effectiveness of the matters discussed at the HRSM, it is also important that all employees globally have a shared view of our talent philosophy, understand employees' standards of conduct, and put them into practice. In 2020, we established "Mitsui Leadership in Action" as a global standard of conduct for employees, and in 2024, we formulated the "Global Talent Management Policy" for all employees worldwide, which set out the future direction that both employees and the company aim to achieve. Through these steps, we clearly articulated our approaches and policies on Mitsui's human resources management. Our aim is to further accelerate initiatives by ensuring that all employees share a common understanding, rather than relying on tacit knowledge. In addition, to accelerate cross-organizational initiatives, which are one of the sources of our competitiveness, and to promote innovation by bringing together diverse knowledge, we introduced Bloom, a global talent management system, and are also working to combine the knowledge of diverse talent through appropriate placement and assignments. We will continue to focus on creating an environment where diverse employees can make the most of their abilities

CHRO Message

through inclusion measures, including working-style updates and the promotion of women's career advancement, as well as revisions to HR systems in line with the times.

Please tell us about Bloom's progress and the outcomes you expect going forward.

We introduced Bloom worldwide in 2024 and integrated and standardized HR information that had previously been scattered across overseas locations. We have established a foundation for visualizing the experience, skills, and strengths of each employee globally, and we are now at the stage of putting this data into practice to realize agile talent allocation in line with business strategies and each business phase, including new investment projects and projects in the middle game stage. To accelerate value creation by visualizing talent globally and allocating people in line with business strategies, we are working to understand in a timely manner the experience and skills of employees active in diverse fields and to expand opportunities for challenges across divisions and regions, regardless of hiring location or attributes. At the same time, by enabling employees to share information on their skills and experience with one another, Bloom helps them identify the career direction they want to pursue and recognize the skills they need for it, thereby supporting autonomous career development. By using Bloom data and AI, we will put into practice the concept of matching the best talent from around the world with the right positions and realize strategic global talent allocation linked to business strategies.

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.

How will you visualize and verify the results of human capital investments and link them to the enhancement of corporate value?

I believe the results of human capital investments cannot be measured by a single indicator alone and need to be analyzed comprehensively from both quantitative and qualitative perspectives.

On the quantitative side, in line with ISO 30414, the guideline for human capital, we disclose a wide range of data on initiatives in the HR area over a five-year period. Based on this data, we conduct analysis from various perspectives, such as changes over time and comparisons with other companies, and verify whether each HR initiative is leading to the results originally expected. In particular, we position employee engagement as an important indicator that shows, as the overall result of these initiatives, how deeply the company's strategy, vision, and management direction have taken root among employees. Reflecting this view, changes in employee engagement from the previous fiscal year form part of the compensation formula for Directors, excluding external directors. It is also generally said that companies with a high level of employee engagement tend to perform well financially. As CHRO, I also place importance on engagement results, take the issues revealed by the indicators seriously, and am committed to making continuous improvements. Through this repeated process, we are working to refine our measures and initiatives.

On the qualitative side, while it is not easy to visualize outcomes in an easily comparable manner, we place emphasis on



employees' autonomous mindsets and initiative, as well as on enhancing organizational capabilities. For example, in navigating the middle game of business projects, it is important that each employee takes ownership of tackling challenging issues and that people with diverse values collaborate across organizational boundaries to arrive at optimal solutions. The source of our ability to drive business growth lies in the proactive actions of each employee and the organizational momentum that supports them. This is precisely the strength inherent in Mitsui's corporate culture. We believe that the core of human capital lies in this kind of intangible value that cannot be fully captured by numbers, and that it serves as an important foundation supporting the sustainable enhancement of corporate value.

We will continue to steadily advance our initiatives by combining qualitative and quantitative perspectives and reviewing outcomes as appropriate.

human resources strategy. 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.

This also plays an important role from the perspective of business continuity planning (BCP) in preparation for unforeseen events, and is an element that supports continuity in organizational management and stable business operations.

Transformation of Business Models and Human Resources Strategy

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.

Total Assets Approx. **20.8** trillion yen
(As of the end of March 2026)

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



Current head office

1980 1985 1990 1995 2000 2005 2010 2015 2020

Business Strategy

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

Human Resources Strategy

Development of talent

1952

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

1975

First transfer of an regionally hired employee to Japan

Enhance internal mobility

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 of the global talent management system "Bloom"

2024

Formulated the Global Talent Management Policy

Human resources strategy for Medium-term Management Plan 2029

- Cultivating capable individuals
- Inclusion
- Strategic allocation of talent

Overview of Medium-term Management Plan 2029 and Human Resources Strategy

Mitsui & Co. positions human capital as a vital form of management capital that generates sustainable value.

In the Medium-term Management Plan 2029 announced in May 2026, we identified continuous strengthening of our human resources strategy and well-being/H&S from a long-term perspective as key themes in achieving ongoing

reinforcement of our management foundation. Building on the pillars of “Cultivating capable individuals,” “Inclusion,” and “Strategic allocation of talent” in our human resources strategy, along with the pillar of a workplace environment in which all colleagues can work with peace of mind, we aim to realize our vision for 2030.

Overview of Medium-term Management Plan 2029

Pathway to 2030 and beyond

Shaping Futures through Trust and Innovation

Establishing a virtuous cycle between enhancing corporate value and tackling social issues, continuously earning trust from stakeholders

Corporate Strategy(CS)

CS① Distinctive competitive advantages

- Top-tier presence in each domain
- Strengthening organizational competitiveness on global scale

CS② Continuously transforming earnings base

- Continuously enhancing base profit
- Investments for growth via the three Key Strategic Initiatives

CS③ Value creation driven by capable individuals

- Combining AI, optimal personnel allocation, and professional talent
- Doubling output of all employees

Three pillars of our human resources strategy



■ For details regarding Medium-term Management Plan 2029, please refer to “Medium-term Management Plan” on our website.
<https://www.mitsui.com/jp/en/company/outline/management/index.html>

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
- Mandatory confirmation of occupational health and safety risks in investment and loan projects

December 2025

- Introduction of the Mitsui Leadership & Management Program —Global structuring of role-based training—

■ 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 management 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.

Sustainable Enhancement of Corporate Value

Sources of comprehensive strength



Business building and expansion capabilities

(Create → grow → extend)



Strengthening global management capabilities

(Ability to compete in *middle game* initiatives)



Leveraging cross-industry functions

(*Combinatory Value*)



Strengthening relationships of trust with partner companies

(Partner of Choice)

Enhanced organizational capabilities

Improved engagement

Stronger talent acquisition

Better decision-making

More innovation

Human capital investments *Selected metrics

Strengthening leadership expertise

Global Group

Total development and training costs

3.21 billion yen
(FY March 2026)

Developing AI/DX talent

Mitsui & Co. + Overseas Offices

Total number of DX talent qualifications

Approx. **1,700 persons**
(FY March 2026)

Providing opportunities to gain global experience

Global Group

Cumulative total number of participants in overseas training programs

Approx. **4,600 persons**
(FY March 2026)

Hiring and empowering diverse talent

Consolidated

Percentage of female managers

20.7%
(FY March 2026)

Strategic allocation and transfer of talent

Overseas Offices

Percentage of line managers hired overseas

21.1%
(FY March 2026)

Health and wellness

Non-consolidated

Percentage of employees that have taken stress checks

98.2%
(FY March 2026)

Strengthening the management foundation

Cultivating capable individuals



Develop professional talent through diverse frontline experience

Inclusion



Cultivate an organizational culture where diverse talent thrives and is encouraged to take on challenges

Strategic allocation of talent



Maximize organizational strength through optimal placement of human resources in line with business strategy

Well-being, health and safety



Create an environment for long-term, fulfilling work in good physical and mental health

Principal Measures and Indicators

HR Strategy Leading	Principal Measures and Indicators		Boundary	Achievement (FY March 2026)	Our Targets for 2030
Cultivating 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	¥3.21 billion	We will develop an environment where diverse talent can maximize their abilities through challenges and growth, and will continuously foster talent who will drive the transformation and growth of the global group. We will also promote the realization of a healthy and safe workplace environment that serves as the foundation for employees to thrive.
	Per employee	Average training expenses per year	Non-consolidated	¥600,000	
		Average hours of training per year	Non-consolidated	16.6 hours	
	Cumulative total number of participants in Global Training programs		Non-consolidated	Approx. 4,200 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			Global Group	Approx. 4,600 persons	Key targets ————— Mitsui & Co. + Overseas Offices Improvement of employee engagement Non-consolidated Percentage of female managers 20% (FY March 2031) Overseas Offices Increase in the ratio of line managers among regionally hired employees Non-consolidated Percentage of employees undergoing health checks 100% Non-consolidated Percentage of employees undergoing stress checks 90% or higher Non-consolidated Zero lost time injuries and fatalities Global Group Year-on-year decrease in serious injuries. Zero fatalities Non-consolidated Annual paid leave usage ratio 70% or higher
	Ratio of mid-career		Non-consolidated	32.1%	
	Ratio of female personnel hired (new graduates + mid-career)		Non-consolidated	39.2%	
	Ratio of female employees		Non-consolidated	30.7%	
	Percentage of female managers		Non-consolidated	12.0%	
			Consolidated	20.7%	
	Ratio of line managers among regionally hired employees		Overseas Offices	21.1%	
	Percentage of People with Disabilities in Mitsui's workforce		Non-consolidated	3.13%	
	Child care leave taken by male employees	Percentage	Non-consolidated	93%	
		Average number of days	Non-consolidated	41.6 days	
Strategic Allocation of Talent Adaptable talent deployment in a sustainable and agile manner to accommodate the rapidly changing business environment	Re-employment users (after retirement)		Non-consolidated	258 persons	
	Number of Expert Band users		Non-consolidated	31 persons	
	Total number of Human Resources Bulletin Board system users		Non-consolidated	698 persons	
	Number of overseas transferees among regionally hired employees		Overseas Offices	110 persons	
Well-being, Health and Safety Every individual employee can embody our company's long-standing ethos of "Challenge and Innovation" with vigor and vitality	Percentage of employees undergoing health checks		Non-consolidated	100%	
	Percentage of employees undergoing stress checks		Non-consolidated	98.2%	
	Presenteeism		Non-consolidated	12.4%	
	Serious injuries		Global Group	13 cases	
	Fatal accidents		Global Group	2 cases	
	Annual Paid Leave	Average Annual Paid Leave taken	Non-consolidated	13.4 days	
		Average Annual Paid Leave using ratio	Non-consolidated	70.3%	
Engagement Visualization of cycles leading to sustained enhancement of corporation value	Results of Mitsui Engagement Survey	Response rate	Mitsui & Co. + Overseas Offices	92%	Non-consolidated Annual paid leave usage ratio 70% or higher
		Employee engagement	Mitsui & Co. + Overseas Offices	75%	
		Employee enablement	Mitsui & Co. + Overseas Offices	72%	
	Voluntary turnover rate		Non-consolidated	1.11%	

Employee Engagement

Global Group

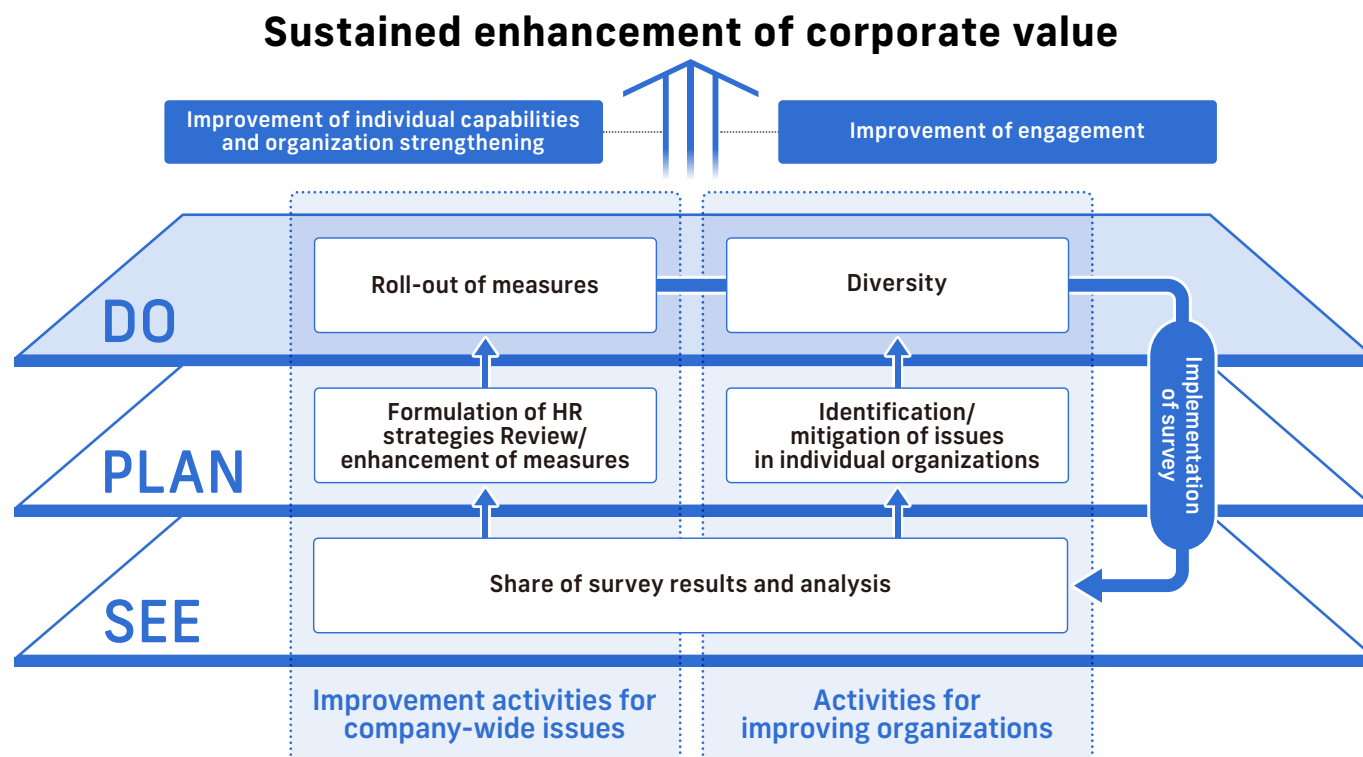
An Important Management Indicator for Measuring the Effects of Human Resources Strategy

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 through anonymous responses.

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.



Mitsui & Co. + Overseas Offices

Ratio of positive responses in MES

(FY March 2026)

Employee
engagement

75%

Employee
enablement

72%

Response rate and important causal categories

Response rate

92%

Understanding and empathy
for strategies and direction

78%

Opportunities to
demonstrate skills and ability

79%

Leadership trust

74%

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 Cultivating capable individuals, Strategic allocation of talent, and well-being and productivity management on the basis of inclusion.



From left
Mitsui & Co., Ltd.
Saudi Arabia Branch (Al-Khobar Sub-Office) Umair Gulraiz
Mitsui & Co. (Taiwan) Ltd. Alfred Hsueh
Mitsui & Co. (Hong Kong) Ltd. Daniel Siu
Mitsui & Co. (China) Ltd. Sihang Jiang
Mitsui & Co. (Shanghai) Ltd. Shunlu Huang

Empowering

Cultivating Capable Individuals

► Primary measures

- 27 • Overseas Trainees and, Foreign Language & Business Culture Trainees
 - Number of Employees by Language Learned
- 28 • Japan Language and Business Program / Business Integration Program
 - Secondment between Group Companies
 - Career Challenge Program
- 29 • Talent Development Programs
- 30 • Cultivating DX Talent
- 31 • Mitsui & Co.'s University Scholarship Program
 - Mitsui SASUGAKU Academy

Basic approach

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

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

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



1

Take up challenges in your current work.

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

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



2

Accumulate various Experiences.

Combine strengths that yield unique results.

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



3

Continue to learn.

Use off-the job training to improve your skills.

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

Empowering

Growing on the Job (OJT)

Non-consolidated

Overseas Trainees and,
Foreign Language & Business Culture Trainees

Developing global talent

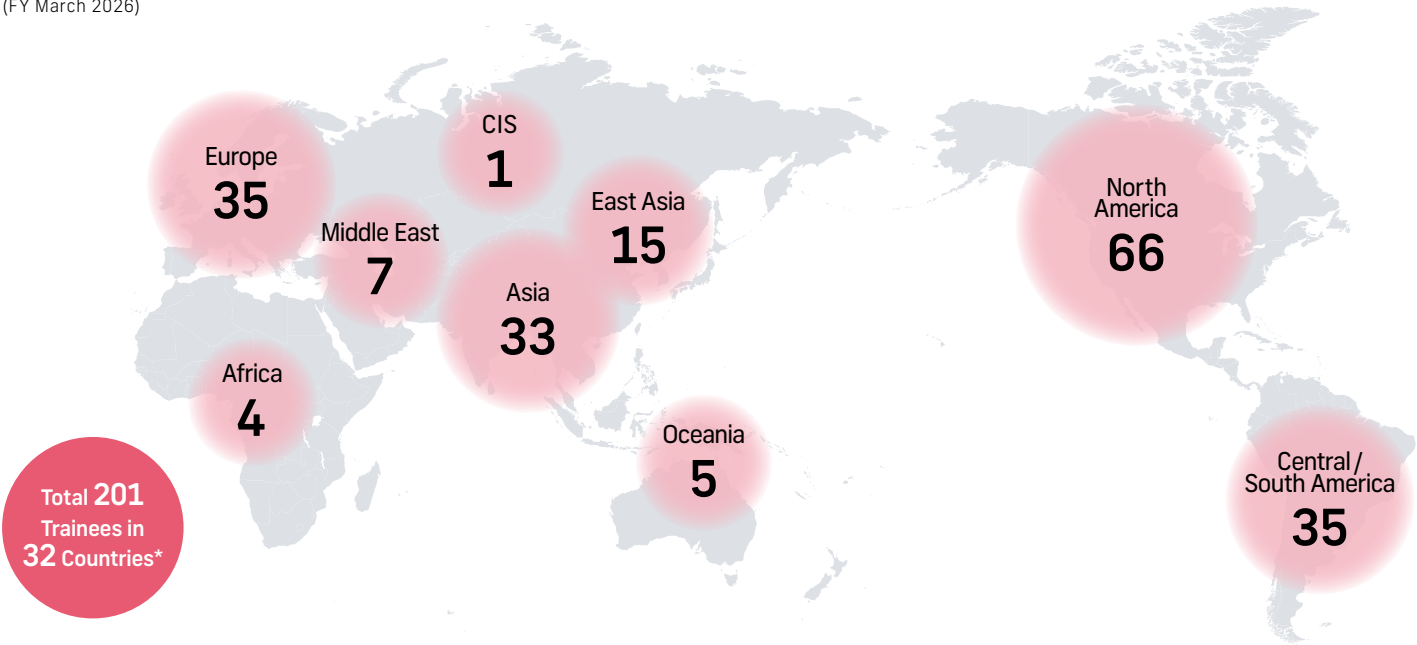
Our company has been operating the overseas intern system with the aim of cultivating local talent since its early 1950s. This program sends interns to non-English speaking countries for two years, not only to train them in a specific language but also to develop global business people who can absorb 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 2026)



*Including Participants of Executive Education Program, DX Short-Term Overseas Dispatch program, etc.

Non-consolidated

Number of Employees
by Language Learned

(Language acquired by Foreign
Language & Business Culture Trainee)

Language Learned	Persons
Chinese	145
Spanish	118
Portuguese	92
Russian	90
French	48
Thai	40
Vietnamese	35
Indonesian	33
German	26
Italian	22
Arabic	20
Hindi	16
Turkish	13
Korean	9
Burmese	9
Persian	7
Bengali	1
Total	724

(As of the end of March 2026)

Empowering

Overseas Offices

Japan Language and Business Program / Business Integration Program

Development of global talent through practical experience in Japan

As a component of the development of regionally hired employees, we operate dispatch programs to Japan. Along with our Japan Trainee Program for short-term dispatch, we have established the Japanese Language & Business Program (LBP) and the Japan Business Integration Program (BIP), both long-term programs lasting one to two years.

In the LBP, participants acquire Japanese at a business level through one year at a Japanese language school, then experience one year of practical work in a business unit related to their work at their home offices.

In the BIP, young management position candidates acquire industry and product knowledge as well as specialized skills through practical training at the Mitsui & Co. head office. These are practical programs designed according to organizational needs.

We are developing talent who will lead global management, deepening their understanding of Japanese culture and the philosophy of the Mitsui & Co. Group through the formation of human networks and sharing of knowledge within the Group.

LBP participants

(Total number from FY March 2000 to FY March 2026)

57 Persons

BIP participants

(Total number from FY March 2009 to FY March 2026)

116 Persons

Global Group

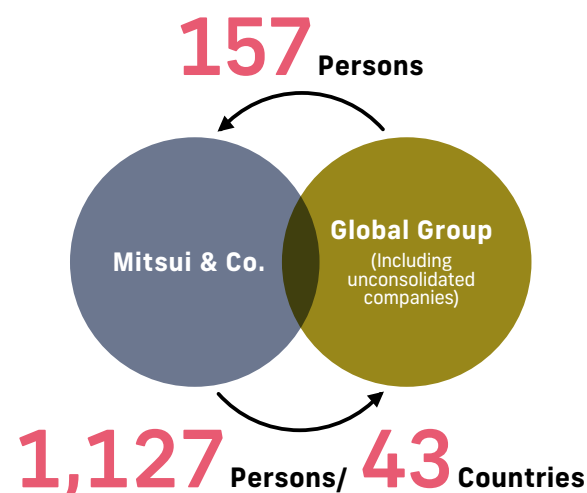
Secondment between Group Companies

Growth through value creation of the forefront of business

As of the end of March 2026, our global group has 446 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 2026)



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

Non-consolidated

Career Challenge Program

Supporting growth in accordance with motivation to take on challenges

In our HR system, reaching a qualified grade/band-rank that meets the requirements for appointment or promotion generally requires a certain number of years of experience, in order to ensure steady talent development and appropriate appointment. At the same time, employees who demonstrate strong motivation to take on challenges and possess high capabilities have the opportunity to take on a higher position at an early stage, with the support and guidance of their department.

This Program aims to achieve both individual growth and the company's development by realizing the right placement of the right person in the right role—based on ability and aptitude, regardless of age or years of experience. We aim to develop talent who continue to take on challenges without fear of difficulty in order to expand their own potential, as well as talent who can create and grow new businesses by exercising flexible thinking that is not bound by conventional ideas or practices. In addition, we expect our employees not only to deliver results themselves, but also to take a proactive role in organizational development and in the training and development of colleagues and subordinates.

Opportunities for taking on such challenges include line positions at affiliated and operating companies, launching new businesses, and positions responsible for the execution phase of investment and M&A projects. Through the experience of making decisions and following through with responsibility, employees sharpen their management perspective and leadership skills, contributing to the development of future leaders who will drive the company's business management.

Average age of participants

(As of the end of March 2026)

41.1 Years old

Total number of system users

(As of the end of March 2026)

22 Persons

Empowering

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

Talent Development Programs

Career development in global group

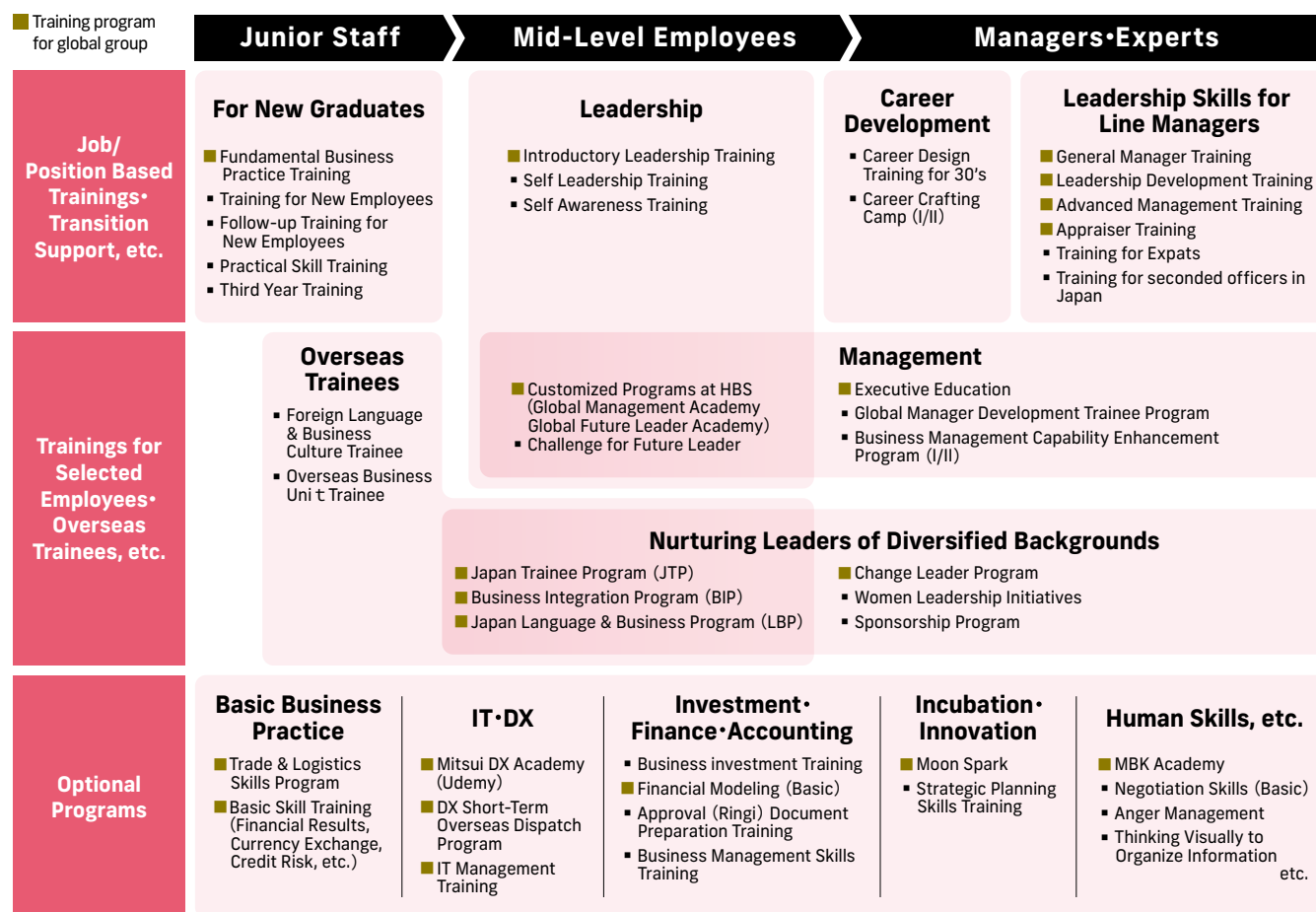
Our company, which places importance on on-site work and places on-the-job training at the center of human resources development, also focuses on off-the-job training programs.

Job position-oriented training provides training for participants who range from new employees to management, aimed at leadership development and the acquisition of knowledge and skills matched to position and business experience. As a general rule, eligible employees are required to participate. In recent years, we have globally systematized this as the Mitsui Leadership & Management Program, under which we promote human resources development based on common leadership and management requirements, regardless of location of hire or assigned organization.

Training for Selected Employees designed for employees with firm growth willingness and a high potential proactively provides programs 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 Elective Training, which encourages autonomous reskilling by employees, we offer wide-ranging programs covering business management, business investment, and other specialized fields vital to global investment and trading companies, along with hard skills such as corporate strategy, finance, and DX, and soft skills such as negotiation and visual thinking.

We also provide Group employees with training opportunities such as Bussan Academy, promoting Group-wide human resources development and the construction of human networks. We are also enhancing and evolving the content of training programs, such as career design training and team building training, in response to changes in the business environment and on-site needs.



Collaboration with Harvard Business School

Developing next-generation global management talent

With the aim of developing global leaders who will address social issues and create sustainable value, we operate our proprietary Global Management Academy and Global Future Leader Academy

for younger employees, both developed in collaboration with Harvard Business School. Approximately 40 participants from the Mitsui & Co. Group and overseas partner companies take part in the programs, gaining a global perspective through lectures and case studies by a top-tier team of professors. Beginning in 2026, we introduced original Mitsui & Co. cases. Through active discussions on the theme of our value creation, we are working to improve practical management capabilities. As a specialized organization

responsible for human resources development across the Group, Mitsui & Co. HRD Institute (▶P.49) plans and operates these and other global training programs that total approximately 200 types and 500 sessions per year with a cumulative total of approximately 30,000 participants. Through the development of employees across the global group, we are creating an environment where diverse talent can realize their full potential while fostering global management talent who embody the spirit of "Mitsui is People."

Driving productivity improvement through DX

Cultivating DX Talent

Putting digital technology learnings into practice in business settings

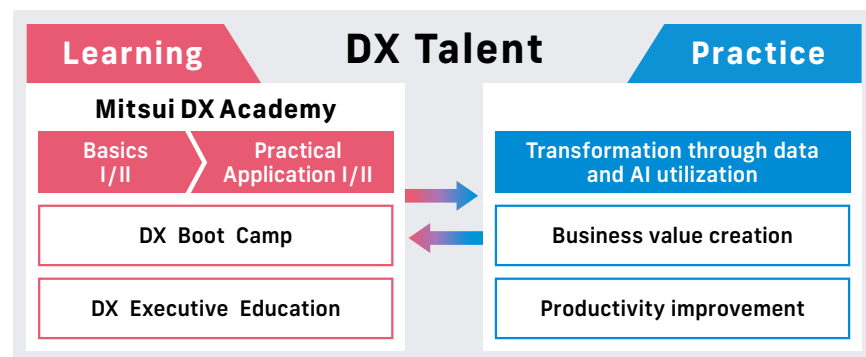
Mitsui & Co. is promoting digital-driven “performance improvement” and “value creation in business” with digital technology, aimed at doubling the output of every employee. To achieve this, we are working to enhance the digital skills of all employees and to develop DX talent well-versed in both business and digital technologies.

Mitsui DX Academy offers training aimed at establishing digital skills as a standard capability. All global employees completed the program by the fiscal year ended March 2026. Employees turn this learning into practice on the front lines, advancing operational efficiency and enhanced decision-making through the use of generative AI and other tools. We also provide ongoing learning opportunities related to advanced technologies and data utilization to support employees' capability development. The number of employees certified under the DX Talent Qualification System we introduced in 2021 has exceeded 1,600. By sharing expertise across our global organization and leveraging digital technology to solve business challenges, we are contributing to our mission of “Build brighter futures, everywhere.”

Mitsui & Co. + Overseas Offices

Total number of DX talent qualifications **1,679** Persons

(FY March 2026)



■ Mitsui's DX: https://www.mitsui.com/jp/en/company/outline/dx_comprehensive/index.html



MITSUI & CO. (SHANGHAI) LTD.
Finance & Accounting Dept.
Corporate Accounting (China)

Xiaoyun Cai

► Mitsui & Co. (Shanghai) Ltd.

Established in 1992. The company has two offices in Chengdu and Wuhan, covering a wide range of sectors, such as iron and steel products, metal resources, basic chemicals, nutrition & agriculture, foodstuff, mobility, digital & infrastructure solutions, corporate development, retail, and wellness.

Since joining the company, I have worked in the Finance & Accounting Department, handling accounting, financial closing, and tax-related operations. During this time, I also earned the Chinese Certified Public Accountant qualification. Through handling various types of information and data while working closely with many stakeholders, I came to see DX not simply as a way to improve operational efficiency, but as a means of enhancing organizational productivity and creating value across the organization.

I have led initiatives such as improving monthly reporting through Power BI and automating routine tasks using RPA, and was certified as a DX Talent in 2023. Subsequently, I led the implementation of an invoice management system across multiple locations in China. This project not only reduced operational workload but also improved process standardization and strengthened governance.

Currently, while serving as Tax Team Leader, I drive cross-functional DX initiatives and support DX projects in other units. In addition, through workshops for DX Talent and other learning activities, I actively incorporate new insights and ideas into my work. Going forward, I will continue to look beyond my own area of responsibility and take a broader view of end-to-end business processes as I pursue business transformation that creates new value for the organization.

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 & Co.'s University Scholarship Program

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

Mitsui & Co. operates university scholarship programs in various countries to realize "empowering people to build brighter futures," one of our materialities. With the aim of deepening economic partnerships and friendly relations, we are fostering highly skilled talent who will serve as bridges to Japan in the future and play active roles globally.

The Mitsui-Bussan Scholarship Program for Indonesia, established in 1992, invites Indonesian high school students to Japan every year. It supports their student life for 5.5 years, from Japanese language school through university graduation. Aiming to develop "role models capable

of nation-building of Indonesia in the age of sustainability," the program supports scholarship students engaging in research on Indonesian social issues and solutions during their stay in Japan. Since 2024, we have also launched university scholarship programs for Indian and Brazilian nationals residing in Japan. To support the acquisition of diverse values and global perspectives, we provide opportunities for interaction among scholarship students and with Mitsui & Co. employees. Through such actions, we leverage our business insights and human networks to support the growth of talent who will lead the next generation.



At Mitsui Bussan Scholarship Program for Indonesia, we provide opportunities for scholarship students to present their research achievements to program representatives and our company employees.



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

The Mitsui SASUGAKU Academy is an inquiry-based active learning program launched in 2014 as a human resources development activity, a priority area within our social contribution activities. Using our original teaching materials, we promote understanding of the sustainability structure by which society is established atop the foundation of the environment, with the economy existing further on top of that. We cultivate the ability to create and implement ideas for solving social issues through dialogue between executives and employees, using our business activities as subject matter. In recent years, continuous implementation over multiple years and programs in collaboration with local governments, organizations, and our offices have been increasing. In the fiscal year ended March 2026, we implemented a program on the theme of maritime affairs at a high school in Ehime Prefecture in collaboration with our Mobility Business Unit II and Shikoku office. In the Mitsui Group & Japanese Red Cross Society / Junior Red Cross collaborative project, we implemented a program on the theme of climate change targeting high school students in Japan and around the world, mainly in the Asia-Oceania region. SASUGAKU also serves as a learning and growth opportunity for participating executives and employees. It is an initiative that contributes to human resources development both inside and outside the company. We will continue to aim for the expansion of social impact through collaboration in SASUGAKU.

Inclusion

► Primary measures

- 33
- Promotion of Global Talent

•Mid-Career Hires
- 34
- Promotion of Women’s Active Engagement

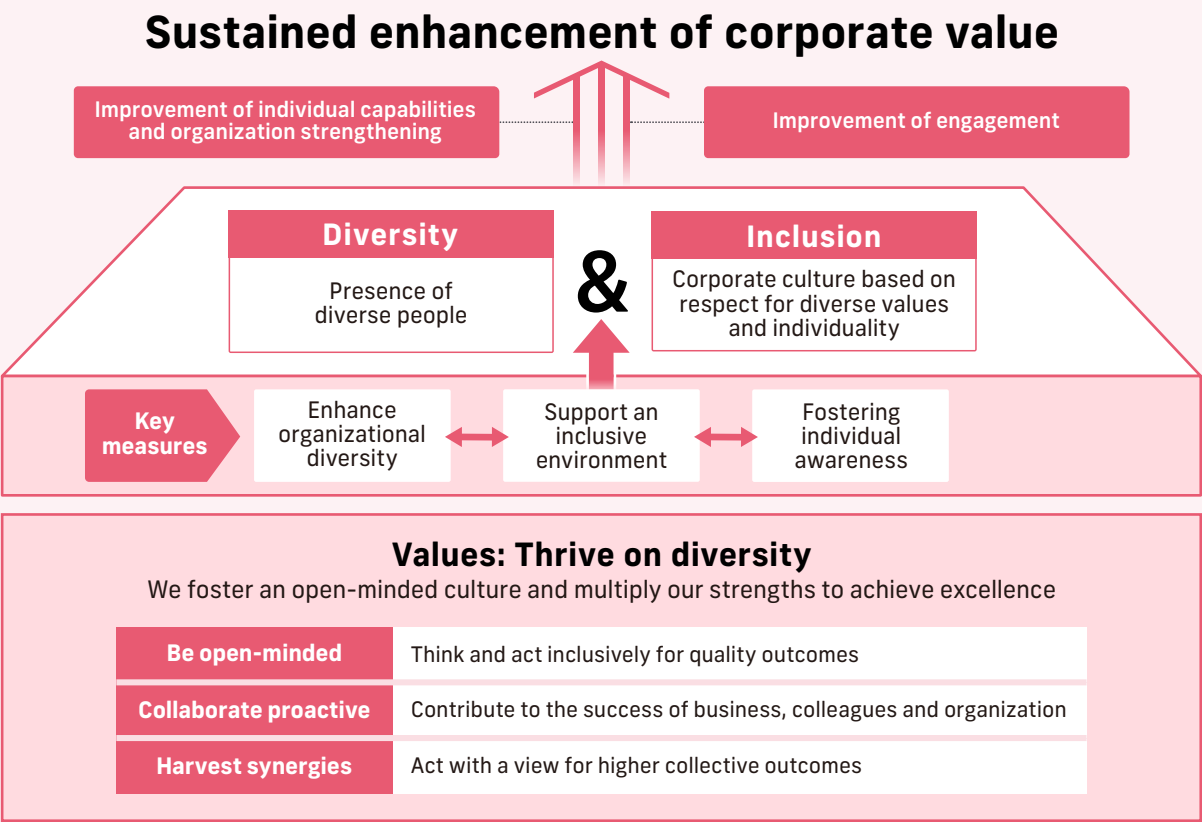
•Promotion of Employment for People with Disabilities
- 35
- Work-Life Management Support

•Promotion of Inclusive Environments
- 36
- Contributing to the sustainable growth of Japan as the Mitsui & Co. Group

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 Cultivating 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 2026)

73 persons/
6 times



Non-consolidated

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.

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

(FY March 2026)

39%

Ratio of mid-career hires

(FY March 2026)

32%

Ratio of mid-career hired to total employees

(As of the end of March 2026)

15%

Empowering

Non-consolidated

Promotion of Women's Active Engagement

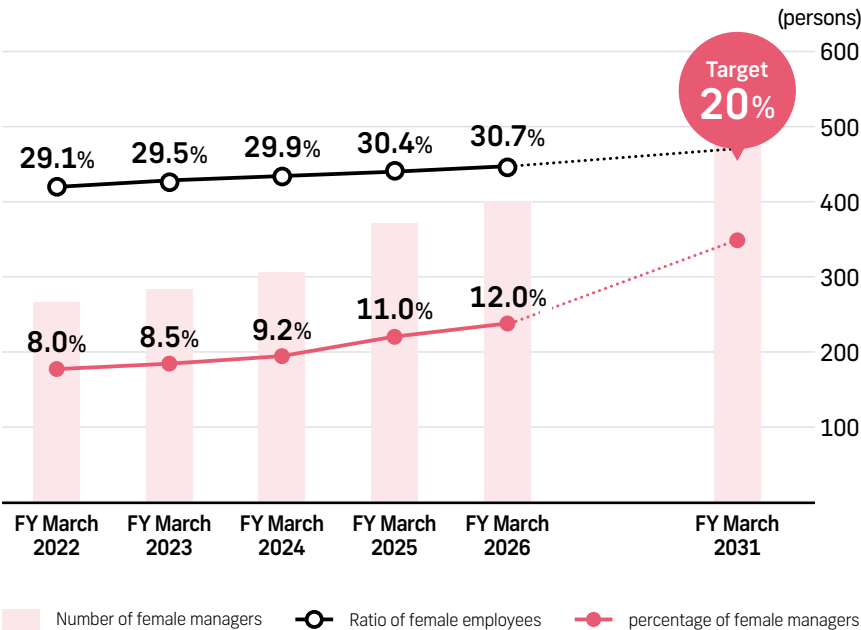
Promoting female leaders

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 12% 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



Non-consolidated

Promotion of Employment for People with Disabilities

Aiming to be organization attracting diverse human resources

As part of our corporate social responsibility and D&I efforts, we have been working to expand and improve the quality of employment opportunities for people with disabilities together with Mitsui & Co. Business Partners (▶ P. 49), which was established in 1981 as a special subsidiary. The two companies collaborate and work together on a daily basis in the same workplace environment, promoting the employment of people with disabilities to advance the creation of an environment in which diverse talent can thrive. 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 employment status of people with disabilities at domestic affiliates once a year.

Percentage of people with disabilities in Mitsui's workforce

	June 2024	June 2025	June 2026
Actual Rate	3.17%	3.02%	3.13%
Legally stipulated	2.50%	2.50%	2.50%*

*2.70% effective July 1, 2026

An organization that embodies inclusion

Under a philosophy of "What's disability?", Mitsui & Co. Business Partners views disability not as a matter of disability certificates but as a condition that could occur to anyone. Accordingly, without placing job role limits based on the presence or absence of disabilities, employees with and without disabilities work in the same space and thrive across a wide range of functions including human resources, general affairs, office services, and data management. Under a single personnel system, we conduct evaluations and provide treatment commensurate with individuals' level of performance. Many employees of Mitsui & Co. Business Partners also serve in management positions. We are creating a workplace where employees can work with peace of mind and safety through initiatives such as sign language classes and the installation of height-adjustable desks, automatic doors, and universal restrooms. Through work design, standardization, and improvements to the workplace environment, we are expanding spheres of activity that leverage individuals' abilities and aptitudes as we advance the creation of an inclusive organization.



Empowering

Non-consolidated

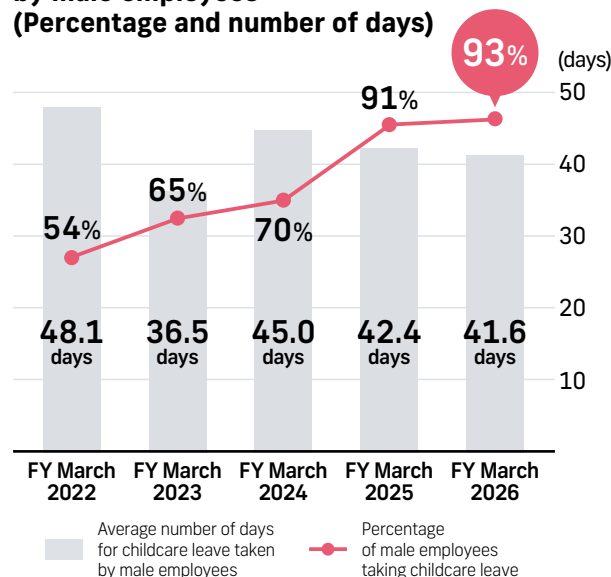
Work-Life Management Support

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.

Non-consolidated

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.

Meal kit sales in the employee cafeteria

Work-life management support through food, inspired by employee feedback

As a measure to support the management of work and family life, we offer meal kits that can be easily prepared at home, based on employee feedback. In collaboration with AIM SERVICES CO., LTD., our wholly owned subsidiary that operates the employee cafeteria, we offer a wide variety of menu options that take nutritional balance and allergies into account. We are working to reduce the housework burden on employees with diverse lifestyles, including childcare, family care, and dual-income households, thereby enhancing employees' well-being and creating an environment that supports sustained engagement.



Empowering

Contributing to the sustainable growth of Japan as the Mitsui & Co. Group

Mitsui & Co. has 446 affiliated companies in its scope of consolidation. Of these, 104 are domestic affiliated companies (as of the end of March 2026). Responding to environment and structural changes surrounding Japan, we will promote cross-industry initiatives with diverse stakeholders and, as a global company with roots in Japan, will contribute to sustainable growth and the resolution of social issues in Japan. In doing so, the Mitsui & Co. Group must work as one to provide solutions and engage in value creation. We will strengthen our recruitment and development of talent as a unified Group and will actively promote the sharing of knowledge and functions across the Group.



Mitsui & Co. Group Recruitment Information Website

■ Mitsui & Co. Group Recruitment Information:
<https://www.mitsui.com/jp/ja/careers/mitsui-group/index.html>



Mitsui & Co. Plastics Ltd.
 Human Resources Dept.
 Corporate Unit
 General Manager (Japan)

Tomotaka Sato



Please tell us about Mitsui & Co. Plastics Ltd.

We are a specialized trading company within the Mitsui & Co. Group, engaged primarily in the domestic sales, export, and import of synthetic resins, chemicals, and electronic materials. Serving more than 5,000 customers across a wide range of industries, we provide not only materials and products but also solutions that optimize the entire supply chain. In recent years, we have expanded into new business areas, including environmentally friendly materials that support the circular economy and electronic materials related to semiconductor manufacturing. By responding to evolving market conditions and customer needs while leveraging the Mitsui & Co. Group's global network, we strive to create sustainable value.

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

As our business environment continues to change significantly, we place great importance on building an organization where each employee can learn proactively, embrace change positively, and take on new challenges. While valuing the expertise we have cultivated as a specialized chemicals trading company, we are also committed to developing talent capable of creating new value beyond conventional frameworks. We actively encourage dialogue across organizational and departmental boundaries to foster an environment where employees can learn from and inspire one another. In addition, we focus on creating a workplace where every individual can maximize their unique strengths. Guided by the belief that employee growth drives corporate

competitiveness and sustainable business growth, we continuously invest in talent development and organizational capability building.

Please tell us what you expect from Mitsui & Co.

The global expertise, extensive human network, and diverse business activities of the Mitsui & Co. Group are invaluable assets that support both our business operations and talent development efforts. Group-wide initiatives such as training programs, talent development measures, and the Mitsui Engagement Survey provide important opportunities to accelerate employee growth and strengthen organizational capabilities. Going forward, we hope to see even greater knowledge sharing and talent exchange across group companies, leading to enhanced organizational strength and competitiveness that enable the creation of new value beyond existing boundaries.

Mitsui & Co. Plastics Ltd.

Year of Establishment	1947
Business Outline	A specialized trading company within the Mitsui & Co. Group, engaged primarily in the sale, import, and export of plastics, chemicals, and electronic materials, while also providing supply chain solutions and manufacturing support services.
Employees (As of April 1, 2026)	Regular employees 597 persons
Company URL	https://www.mitsui-plastics.com/en/

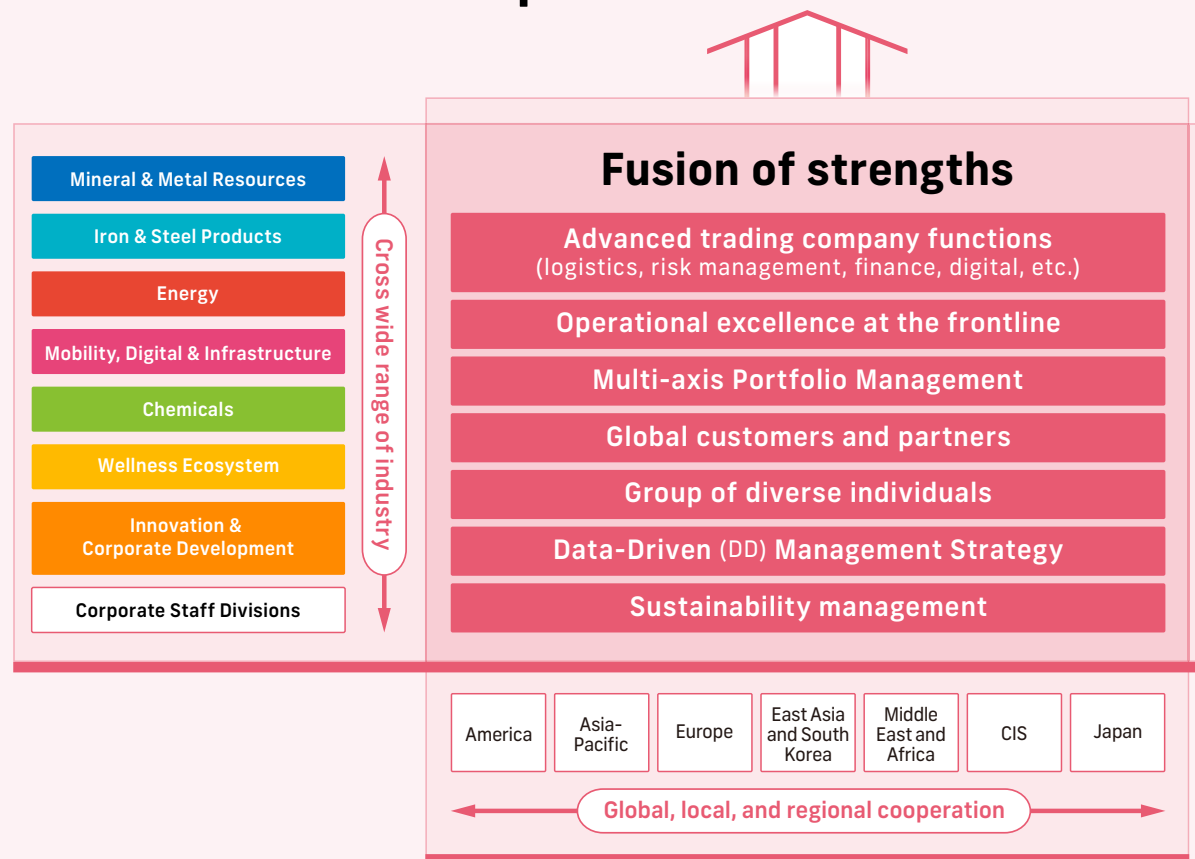
Empowering

Strategic Allocation of Talent

► Primary measures

- 38** •Global Mobility Program
- Expert Band
 - Human Resources Bulletin Board System
- 39** •Bloom

Proposal Power of Mitsui & Co.



Basic approach

Our company is expanding globally with 15 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.

Empowering

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 2026, 110 people are active in countries other than their place of hire. We will continue to smoothly advance the Strategic allocation of talent who can drive business from a global perspective.

Total number of overseas transfers of regionally hired employees

(FY March 2014 to FY March 2026)

622

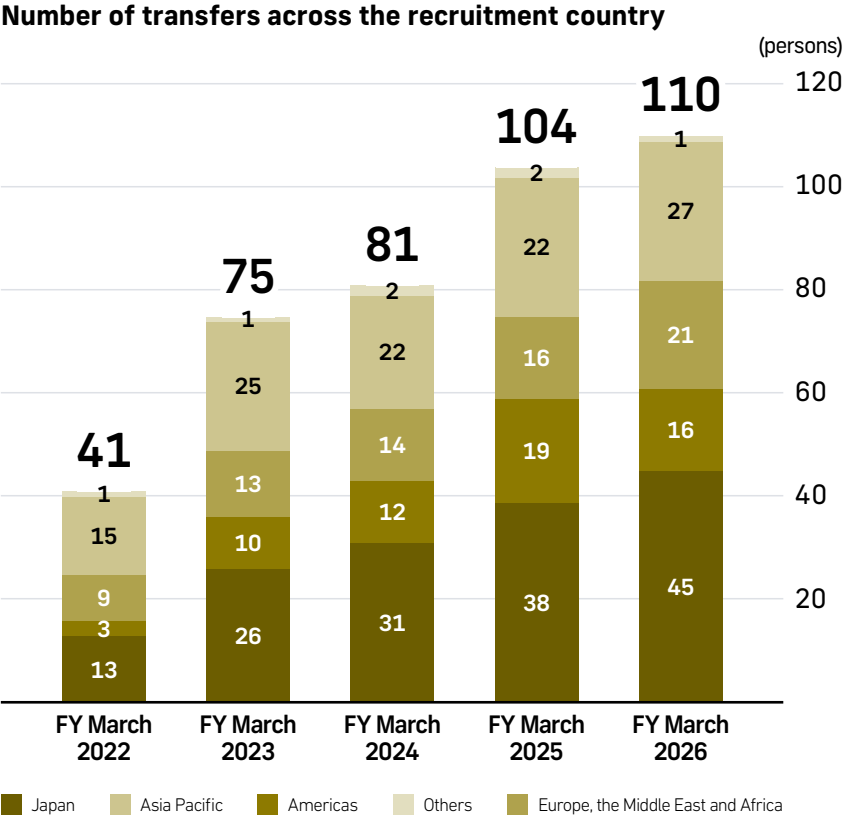
Persons

Number of overseas transfers of regionally hired employees

(As of the end of March 2026)

110

Persons



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

(April 2022 to April 1, 2026)

31

Persons

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

(1999 to the end of March 2026)

698

Persons

Empowering

Agile team formation using data on 9,000 employees

Mitsui & Co. + Overseas Offices

Bloom

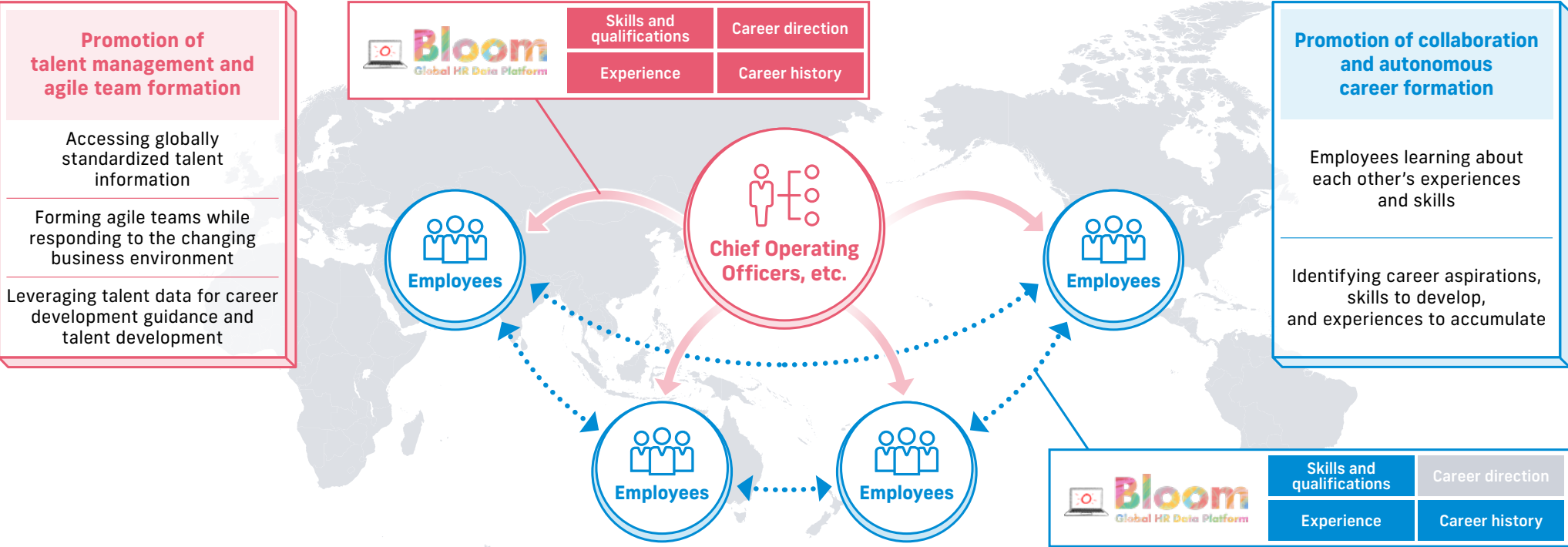
Realizing the

"right people in the right places"

based on visualized data

Since December 2024, we have implemented Bloom, our global talent management system, worldwide. Through Bloom, employees' experience, skills, career aspirations, roles, and other attributes are made visible, enabling talent mobility across business and regional boundaries while supporting autonomous career development. Chief Operating Officers of business units and other leaders gain a cross-organizational view of employee information and utilize it for talent management and team

formation across the global group under our global matrix structure, one of the Company's key strengths. In addition, employees register skills from a list of about 90 items and can view each other's profiles, helping them better understand colleagues' expertise and identify skills and experience needed for future career development. Through this, we promote collaboration and career development across organizational boundaries.



Future outlook



Combining the talent data accumulated in "Bloom" with AI and DX, we will promote more agile and strategic talent deployment in line with changes to our business portfolio. Leveraging the strengths of our global matrix structure, we will connect business units, corporate

staff divisions, and talent and expertise from around the world to promote more efficient and optimal talent allocation. At the same time, by expanding every individual's opportunities to take on challenges, we will drive new value creation.

Empowering

Well-being, Health and Safety

► Primary measures

- 41** •Initiatives for Maintaining and Improving the Health of Employees
- 42** •Creating Safe and Secure Workplaces with No Labor Accidents
- 43** •An office that continues to evolve
 - Talent Development Center
 - Open Day Program

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.

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.

Non-consolidated

Employees undergoing health checks

(FY March 2026)

100%

Non-consolidated

Presenteeism*

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

(FY March 2026)

12.4%

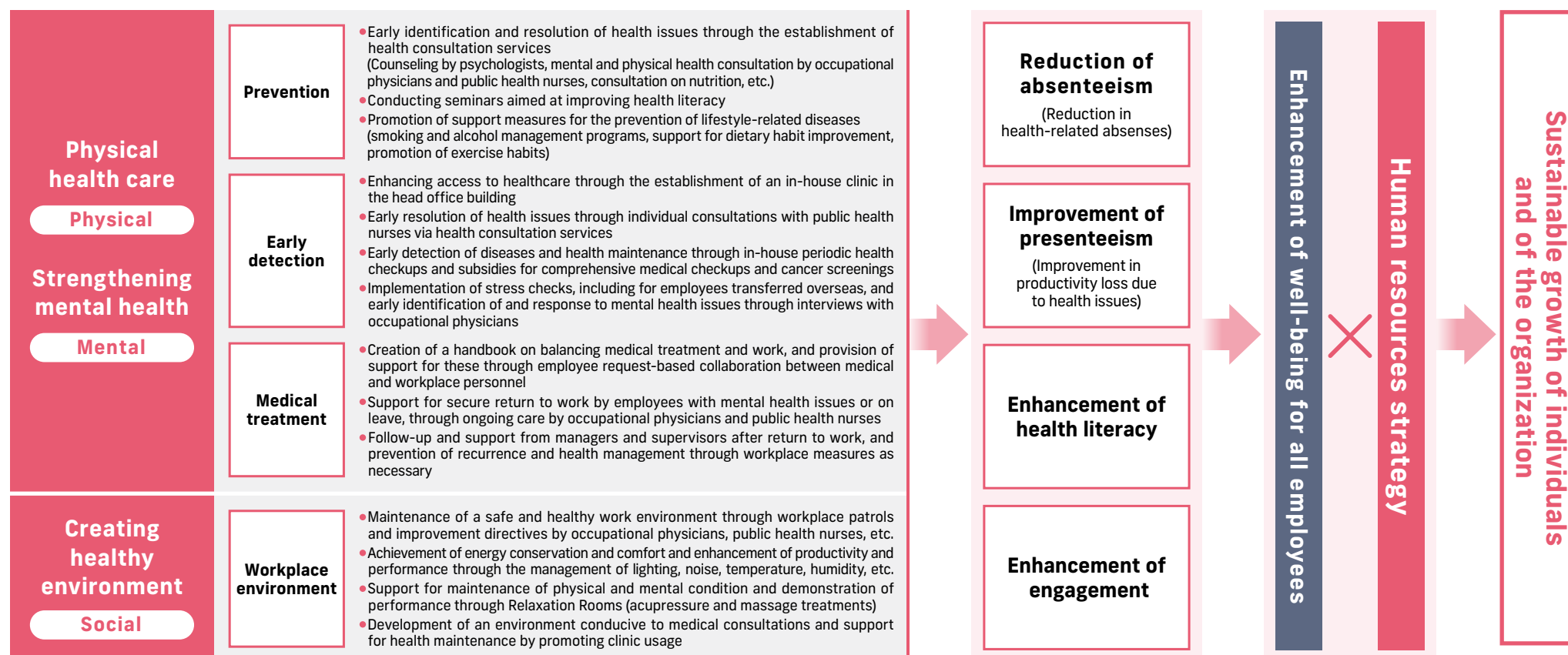
* Measurement method: Single-Item Presenteeism Question, 100% - Results of responses to the question: "Rate your own work performance for the past 4 weeks on a scale of 0 to 100%. Target employees: Regular full-time employees and contract employees in Mitsui

Empowering

Initiatives for Maintaining and Improving the Health of Employees

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

We have created a Well-being Strategy Map for health promotion to support all employees in working healthily and actively and demonstrating their full potential. Across the Mitsui & Co. Group, we are advancing investments in well-being, including healthy office environments, in accordance with the specific circumstances of the countries and regions where we operate, while also promoting diverse ways of working and enhancing employee engagement.



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 **ten consecutive years**.



Empowering

Creating Safe and Secure Workplaces with No Labor Accidents

Promoting the improvement of safe working environments for employees

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

practices of each industry, and providing the resources and training needed. In all our businesses, we aim to improve occupational health and safety and prevent labor accidents* before they occur. For investment and loan projects, we use checklists to identify, assess, and reduce occupational health and safety risks. To enhance the effectiveness of these initiatives, we include zero fatal accidents and a year-on-year decrease in serious injuries on a consolidated basis as elements in our system of remuneration for directors (excluding external directors).

*Excluding commuting accidents and personal injuries and illnesses

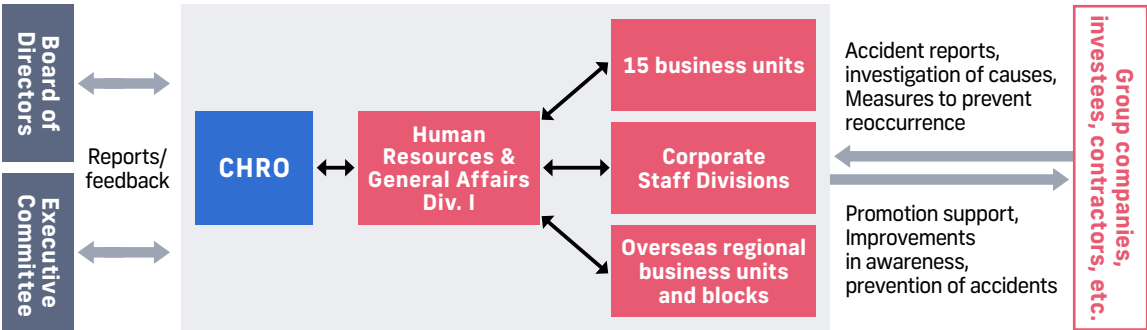
Mitsui & Co. Global Group Contractor Selection Policy

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



Occupational health and safety data

			FY March 2025	FY March 2026	Target
Non-consolidated	Number of lost time injuries* ¹		0	0	0
	Number of fatalities* ¹		0	0	0
Global Group* ²	Number of serious accidents* ³	Employees	10	10	year-on-year decrease
		Contractor Employees	1	3	
	Number of fatalities	Employees	0	0	0
		Contractor Employees	2	2	

*¹ Figures are based on Japanese Ministry of Health, Labour and Welfare standards. As of July 31, 2026.
*² Figures for the global group (Mitsui & Co., Ltd. (non-consolidated), overseas trading affiliates, and subsidiaries that employ workers with more than 50% voting rights)
*³ Non-fatal accidents involving serious injuries not recoverable within six months.

Global Initiatives for Advancing Safety



Discussions with CEOs of Group Companies in the Americas

To foster a safety culture throughout the Group, we conduct dialogues with management and employees at overseas offices and Group companies, and share incident case studies and best practices related to Health & Safety. Through on-site visits, we also assess challenges and improvement progress at companies. By providing guidance and sharing best practices across the Group, we are enhancing safety management and fostering a safety culture throughout the Group.

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

An office that continues to evolve

Encouraging communication for building brighter futures

We position our head office as a place where diverse individuals interact with numerous professionals inside and outside the company, creating new value by sparking intellectual chemical reactions and thereby building the future of Mitsui & Co.

Through the CAMP space that serves as a hub for value creation, an internal staircase connecting 13 floors, and other mechanisms that generate dialogue, we promote communication for building the future. We collectively call these initiatives "Work-X

(Workplace Experience)." A dedicated team leverages the office environment to encourage further behavioral change and value creation among employees.

We also continuously review our vision for the office in line with changes in the business environment, business strategy, and working styles. Taking into account employees' feedback and usage patterns, we continue to evolve the office into a space that enhances creativity and productivity.



Cross: A place that promotes co-creation
Given changes in working styles and ever-increasing communication needs, we renovated the focused work area in 2024, evolving it into a place where colleagues can gather, engage in discussions and trial-and-error, and accelerate business.

Talent Development Center

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)

Open Day Program

Under the Open Day initiative, employees invite their families and friends to the workplace to experience our business and values. Business units and corporate departments take the lead in planning and operating the event, with employees themselves share the nature of their work, the appeal of our business, and the value we provide to society. Through these opportunities, we deepen mutual understanding between employees and their families and friends, promote improvement of employee engagement and cross-organizational interaction, and foster a corporate culture in which all employees play active roles while taking pride in their work and organization.



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.



(From left)

Mitsui & Co. Europe Ltd. Johannesburg Branch
Yuki Kitamura

Mitsui & Co. Europe Ltd.
Lauren Hunn
Steve Platt
Jamie McMullan

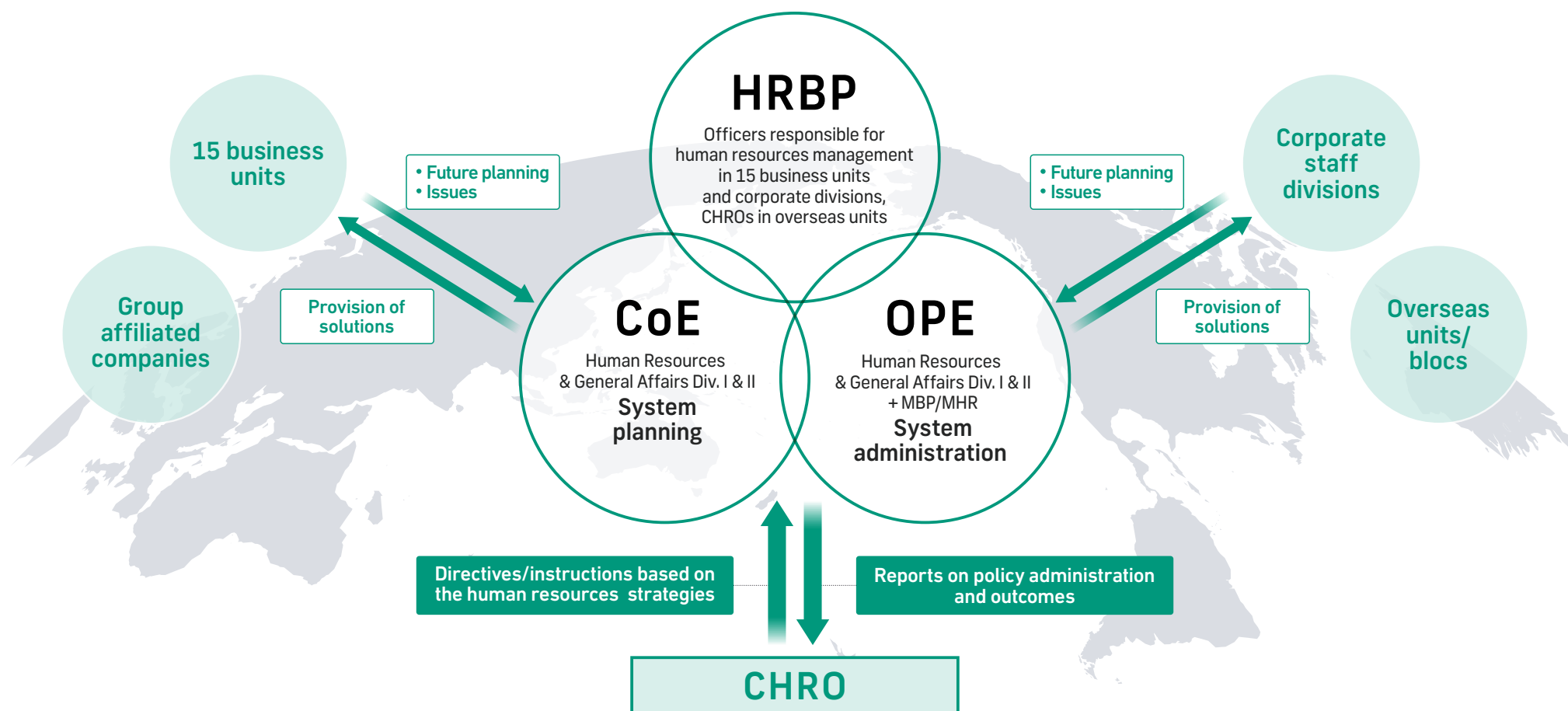
Essentials

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.



Global human resources management driven by the Human Resources & General Affairs Unit

Effective April 1, 2025, the Head Office Human Resources & General Affairs Division was reorganized into two divisions. We spoke with the two General Managers leading the organizations about the group's global HR framework and their vision for the future.



Human Resources & General Affairs Unit

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

Tetsu Watanabe

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

Shinichi Imanishi



CoE X CoE

Toward achieving the goals set out in the Medium-term Management Plan 2029, Mitsui & Co. is advancing a global group HR strategy closely aligned with its business strategy. As the Human Resources & General Affairs (HR & GA) Unit, consisting of the HR & GA Divisions I and II, as well as Mitsui & Co. Business Partners (MBP) and Mitsui & Co. HRD Institute (MHR), both of which provide operational excellence (OPE) functions, we are strengthening the HR infrastructure that supports the group's global and cross-industry business activities. The HR & GA Division I is responsible for HR policy development, recruitment, and wellbeing initiatives, while the HR & GA Division II leads talent management and HR business partner (HRBP) support. Through close collaboration with MBP and MHR, we integrate the strengths of the Center of Excellence (CoE), HRBP, and OPE functions to maximize our comprehensive organizational capabilities through talent development and the strategic deployment of human resources.

Could you tell us about the importance of the global group HR structure in advancing your talent strategy?

Watanabe: Mitsui & Co. Group engages in a wide range of business activities and is working to solve social issues while collaborating with partners both in Japan and around the world. To achieve this, it is essential to create an environment where highly specialized personnel can work globally and across industries, beyond business and regional boundaries. Our company operates under a global matrix structure based on the business unit system. In the HR field, it is also vital to align business and regional organizations and promote talent management, including the development of employees' capabilities. The global group HR organizational structure has been established to support these efforts.

Imanishi: To achieve the goals set out in the Medium-term Management Plan 2029, we have been advancing a talent strategy closely aligned with our business strategy. As a foundation for this strategy, we have introduced "Bloom" and the "Global Talent Management Policy" globally, promoting talent management for each employee beyond the boundaries of recruitment locations and organizations. In addition, through our well-being and occupational health and safety initiatives, we are committed to creating a workplace environment where everyone connected with Mitsui & Co. Group can work safely, with peace of mind, and realize their full potential. Through these initiatives, we are pursuing optimal talent deployment and human resource development to maximize the organizational strength of the entire global group.



Could you tell us about your vision and commitment for the future?

Imanishi: To further strengthen group management capabilities and realize sustainable growth, we believe it is necessary to advance our talent strategy from a global group perspective. To this end, we will further promote global talent management through the effective use of Bloom, strengthen collaboration with HRBPs, and work more closely than ever with MHR and MBP. By bringing together our respective areas of expertise and addressing challenges swiftly and flexibly from multiple perspectives, we will support the success of a diverse workforce while strengthening the group's overall management capabilities.

Watanabe: As the importance of HR in the management strategy continues to grow, we aim to further deepen our HR & GA functions by supporting the career development of each member of the HR & GA organizations, enabling them to address increasingly complex challenges with greater expertise. A key strength of our HR & GA organizations is the diversity of our people, including professionals with experience in various HR fields, individuals with specialized expertise gained through work in business units and corporate divisions, and those with experience at group companies in Japan and overseas.

By combining these diverse perspectives and experiences, we will respond flexibly to the rapidly changing business environment and leverage Mitsui & Co.'s open-minded corporate culture to further cultivate talent and a future that reflect the values and spirit of Mitsui & Co.



Essentials

Message from HR Business Partners (HRBP)



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

Mariana Ito

► **Mitsui & Co.
(Brasil) S.A.**

Rooted in Brazil for more than 60 years, the company operates from its headquarters in São Paulo and branch office in Rio de Janeiro. Through a broad range of businesses, including mineral resources, mobility, chemicals, and energy, the company contributes to the development of Brazil.

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

► **Mitsui & Co.
(Australia) Ltd.**

The company is a long-term partner that has contributed to Australia's development as a pioneer in the resources sector. Centered on its mineral and metal resources and energy businesses, it develops a diverse business portfolio and builds partnerships with companies in Australia and abroad.

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)

Creating new value
for the Mitsui & Co. Group
through the success
of a diverse workforce



President & CEO

Noriko Kosuge

► Mitsui & Co. Business Partners Ltd.

Mitsui & Co. Business Partners Ltd. was established in 1981 through investment by Mitsui & Co. With its head office located in the Mitsui & Co. head office building and with offices inside Mitsui & Co. offices in Osaka, Nagoya, and Fukuoka, Mitsui & Co. Business Partners Ltd. provides HR, general affairs, and administrative services as a partner supporting Mitsui & Co.'s business.

The company is both a shared services company and a special subsidiary*1 of Mitsui & Co. where employees with diverse disabilities work together. Based on the philosophy that disabilities can affect anyone in the workplace and that every individual can thrive regardless of the presence or absence of disabilities, the company works toward human resource development that supports sustainable growth, along with the creation of workplaces and implementation of HR systems that enable all to demonstrate their individuality and strengths. It also strives to enhance the working environment to allow employees with disabilities to perform at their best. The company continues to evolve as a leading special subsidiary, where people with and without disabilities work

and grow together without barriers.

Serving as a foundation that supports the HR and general affairs operations of the ever-growing Mitsui & Co. and its Group, the company works closely with HR & GA Division I & II to manage a wide range of human resources, general affairs, and administrative operations. Through the further expansion of entrusted services, operational efficiency improvements through business process enhancement initiatives, and the creation of greater added value, it contributes to the Mitsui & Co. Group's development as its best partner by creating and delivering indispensable value to the Group.

As a business partner growing together with Mitsui & Co., Mitsui & Co. Business Partners Ltd. will proactively and positively tackle environmental changes and challenges while honing employees' expertise and independence and combining diverse individualities and strengths, thereby contributing to the sustainable development of Mitsui & Co. and its Group overall.

*1 Special subsidiary: A subsidiary in which the employer gives special consideration to the employment of persons with disabilities to promote and stabilize their employment

Year of Establishment	1981
Employees (As of July 2026)	272 persons (including 119 with disabilities)
Company URL	https://www.mitsui-mbp.co.jp/

Talent development
professionals supporting
the spirit of
“Mitsui is People”



President & CEO

Masato Sugahara

► Mitsui & Co. HRD Institute

Mitsui & Co. HRD Institute (MHR) provides solutions across a wide range of human resources areas with a focus on human resources development and organizational development to support the sustainable growth of consolidated Mitsui & Co., a company with headquarters in Japan and operations worldwide.

What supports Mitsui & Co. Group, known for its byword “Mitsui is People,” are autonomous capable individuals and the organizational strength of colleagues, represented by the “& Co.” in the English company name. As a partner supporting the growth and transformation of individuals and organizations, MHR collaborates with the First and Second Human Resources and General Affairs Departments to tackle the resolution of diverse human resources issues. It plans and delivers training for employees in Japan and overseas, provides organizational development that contributes to improving engagement, performs consulting on personnel system design, evaluation, and labor affairs, and offers language services.

In recent years, it has strengthened its efforts to provide long-term, hands-on support as an advisory service for domestic group

companies in addressing human resources issues. Through collaboration with human resources personnel in overseas regions, it develops diverse individuals who can thrive globally, and provides on-site consulting and training aimed at resolving issues in regions. Based on frontline knowledge and data built up through such initiatives, the company also develops training programs grounded in theory through joint research with academia.

Amid changes in the business environment surrounding Mitsui & Co. Group, the importance of “Transform and Grow” among people and organizations is increasing more than ever. To further enhance its solution capabilities in the area of human resources and address the increasingly sophisticated, complex, and diverse issues facing the Group, MHR is also actively pursuing transformation of its own business model. As a group of professionals supporting endeavors and creation by Mitsui & Co. Group, MHR makes it its mission to develop people and organizations “empowering people to build brighter futures.”

Year of Establishment	2005
Employees (As of July 2026)	61
Company URL	https://www.mitsui-hrd.co.jp/en/top-page/

Essentials

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)

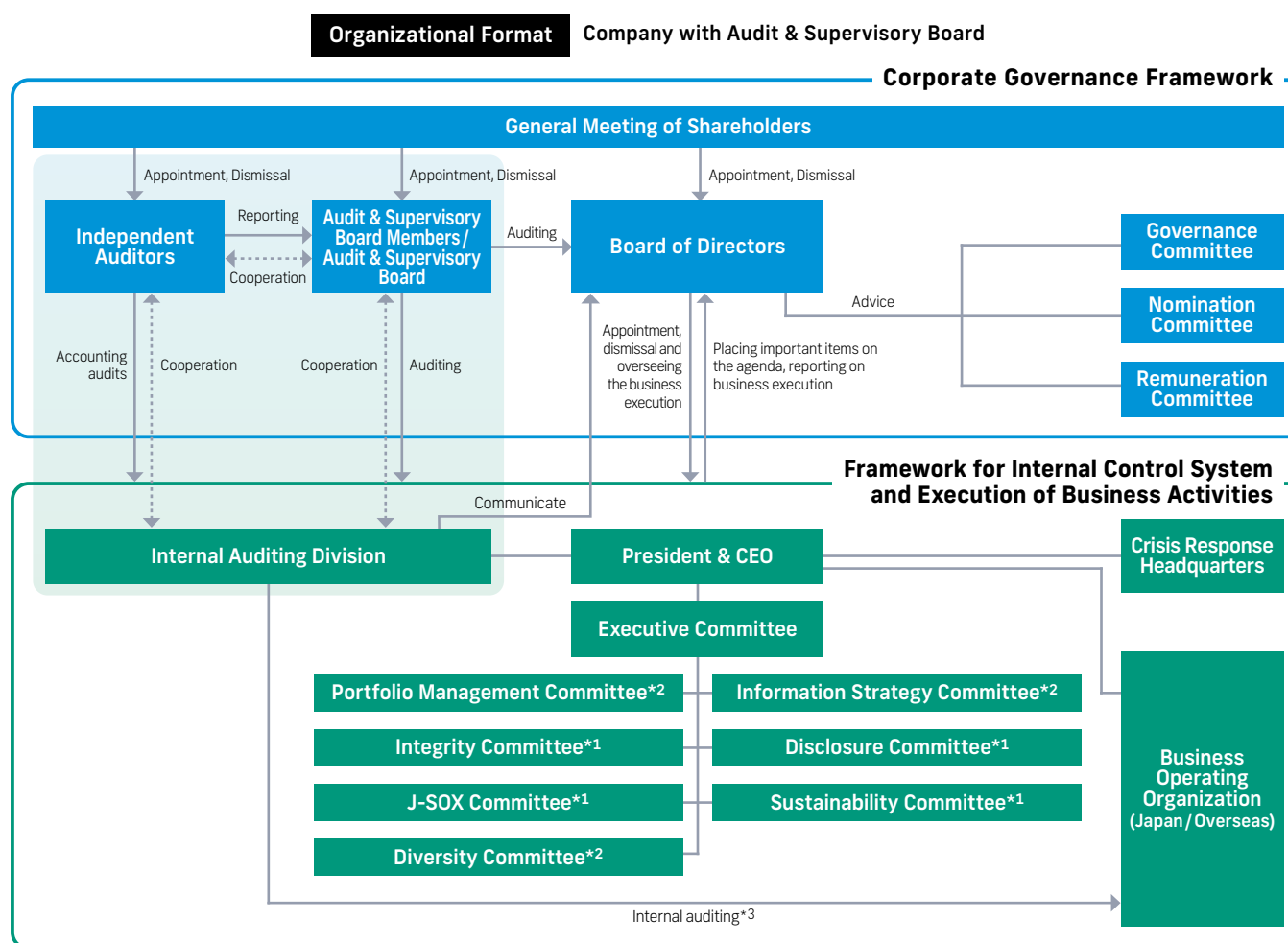
Internal 50%	External 50%
Male 67%	Female 33%
Japanese 75%	Non-Japanese 25%

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 2026:

For detailed information regarding the career of Directors and Audit & Supervisory Board Members P.141-147

Number of Proposals and reports to the Board P.113-115

https://www.mitsui.com/jp/en/ir/library/securities/_icsFiles/afidfile/2026/08/12/en_107yuh.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 2026:
For major committees pertaining to the execution of business
and implementation of internal control P.118-119

https://www.mitsui.com/jp/en/ir/library/securities/_icsFiles/afiedfile/2026/08/12/en_107yuh.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	■ 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	■ 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	■ The company reviews headcount plans required for business continuity on an annual basis, and maintains recruitment at an appropriate number of individuals. ■ For the development of human resources required to drive our business model, we focus on On-the-Job Training (OJT) at each workplace, including strategic assignment of personnel. At the same time, we provide systematic talent development programs through Off-the-Job Training (OFF-JT) to complement such training, as well as various frameworks and initiatives that support employees' career development. ■ 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	■ 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 progress 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	■ 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	■ Based on our “Business Conduct Guidelines for Employees and Officers of Mitsui & Co., Ltd.” 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	■ 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.

Data Book

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, 2026.



5-Year Data

		Unit	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	FY Mar 2026	Definition
1. Basic Information								
1) Number of Employees								
Non-consolidated	Total	persons	5,494	5,449	5,419	5,388	5,333	
	Male	persons	3,894	3,842	3,799	3,751	3,695	
	Female	persons	1,600	1,607	1,620	1,637	1,638	
	Percentage of Female Employees	%	29.1	29.5	29.9	30.4	30.7	
Overseas Offices	Total	persons	2,535	2,512	2,521	2,512	2,443	
	Male	persons	1,029	1,023	1,011	1,002	1,042	
	Female	persons	1,506	1,489	1,510	1,510	1,401	
	Percentage of Female Employees	%	59.4	59.3	59.9	60.1	57.3	
Consolidated	Total	persons	44,336	46,811	53,602	56,400	55,463	
	Male	persons	29,257	30,884	31,729	32,726	31,949	
	Female	persons	15,079	15,927	21,873	23,674	23,514	
	Percentage of Female Employees	%	34.0	34.0	40.8	42.0	42.4	
2) Number of Employees by Operating Segments								
Non-consolidated	Total	persons	5,494	5,449	5,419	5,388	5,333	
	Mineral & Metal Resources	persons	273	284	292	356	354	
	Energy	persons	448	459	465	543	545	
	Machinery & Infrastructure	persons	790	809	779	915	916	
	Chemicals	persons	756	766	758	867	852	
	Iron & Steel Products	persons	261	256	244	288	273	
	Lifestyle	persons	840	841	811	939	904	
	Innovation & Corporate Development	persons	474	492	493	600	611	
	All Other	persons	1,652	1,542	1,577	880	878	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 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	FY Mar 2026	Definition
Consolidated	Total	persons	44,336	46,811	53,602	56,400	55,463	
	Mineral & Metal Resources	persons	620	619	631	655	663	
	Energy	persons	992	1,093	1,212	1,314	1,362	
	Machinery & Infrastructure	persons	16,279	17,174	13,363	13,798	13,204	
	Chemicals	persons	6,745	7,286	7,346	7,124	6,704	
	Iron & Steel Products	persons	1,254	1,262	1,667	1,626	1,920	
	Lifestyle	persons	8,586	8,772	18,159	20,529	20,221	
	Innovation & Corporate Development	persons	6,599	7,425	7,974	8,073	8,140	
	All Other	persons	3,261	3,180	3,250	3,281	3,249	

3) Average annual Salary

Non-consolidated	Regular Full-time Employees	thousand yen	15,491	17,836	18,999	19,964	20,589
	Year-on-year change in average yearly salary	%	-	-	-	-	3.1

4) Gender Pay Gap

Non-consolidated	All Workers	%	-	56.9	57.3	59.9	64.9	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, 2026.
	Regular Employees	%	-	56.9	57.6	60.4	65.7	
	Fixed-term Employees	%	-	54.9	51.6	54.1	56.9	

5) Participation Rate in Labor Unions

Non-consolidated	Participation Rate	%	79.3	77.2	76.0	73.9	72.9
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2. Diversity

1) Age

Non-consolidated	Average Age	Total	age	42.1	42.3	42.3	42.2	42.0
		Male	age	42.9	43.1	43.1	43.1	43.0
		Female	age	40.2	40.4	40.2	40.0	39.7
	Employment rate by Age Group	Under 20 years	%	0.0	0.0	0.0	0.0	0.0
		20 to 29 years	%	16.8	16.0	15.6	14.9	14.8
		30 to 39 years	%	25.9	26.7	27.4	28.5	28.9
		40 to 49 years	%	24.8	24.2	24.2	24.6	25.3
		50 to 59 years	%	32.0	32.7	32.3	31.5	30.5
		60 years and Over	%	0.5	0.4	0.5	0.5	0.5

			Unit	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	FY Mar 2026	Target	Definition
2) Gender										
Consolidated	Employees	Ratio of Female Employees	%	34.0	34.0	40.8	42.0	42.4		
		All	persons	44,336	46,811	53,602	56,400	55,463		
		Female	persons	15,079	15,927	21,873	23,674	23,514		
	Managers	Ratio of Female Employees	%	17.1	18.8	18.8	20.7	20.7		
		All	persons	8,912	9,165	9,737	10,232	10,024		
		Female	persons	1,527	1,726	1,827	2,113	2,072		
Overseas Offices	Employees	Ratio of Female Employees	%	59.4	59.3	59.9	60.1	57.3		
		All	persons	2,535	2,512	2,521	2,512	2,443		
		Female	persons	1,506	1,489	1,510	1,510	1,510		
	Managers	Ratio of Female Employees	%	34.7	40.8	37.2	38.7	39.1		
		All	persons	783	808	847	863	872		
		Female	persons	272	330	315	334	341		
Non-consolidated	Regular Full-time Employees	Ratio of Female Employees	%	29.1	29.5	29.9	30.4	30.7		
		All	persons	5,494	5,449	5,419	5,388	5,333		
		Female	persons	1,600	1,607	1,620	1,637	1,638		
	Managers	Ratio of Female Employees	%	8.0	8.5	9.2	11.0	12.0	20% by FY March 2031	
		All	persons	3,333	3,334	3,343	3,352	3,334		
		Female	persons	267	284	307	370	400		
3) Average number of years of service										
Non-consolidated	All	years	18.1	18.1	17.9	17.7	17.4			
	Male	years	18.8	18.8	18.8	18.6	18.4			
	Female	years	16.5	16.3	15.9	15.5	15.1			

			Unit	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	FY Mar 2026	Definition
4) Number of employees by Region									
Non-consolidated	Total		persons	5,494	5,449	5,419	5,388	5,333	
	Japan		persons	4,360	4,290	4,226	4,179	4,148	
	Americas		persons	317	321	335	344	332	
	Europe, the Middle East and Africa, CIS		persons	221	210	219	236	240	
	Asia Pacific		persons	366	359	351	349	343	
	East Asia, Korea		persons	126	130	126	132	118	
	All other (Overseas Trainees, etc.)		persons	104	139	162	148	153	
Mitsui & Co. + Overseas Offices	Total		persons	8,029	7,961	7,940	7,900	7,776	By country of employer's location
	Japan		persons	5,494	5,449	5,419	5,388	5,333	
	Americas		persons	526	539	544	536	500	
	Europe, the Middle East and Africa, CIS		persons	529	521	540	540	545	
	Asia Pacific		persons	988	959	950	944	919	
	East Asia, Korea		persons	492	493	487	492	479	
Consolidated	Total		persons	44,336	46,811	53,602	56,400	55,463	
	Japan		persons	18,183	18,702	28,375	30,689	30,301	
	Americas		persons	14,499	15,674	16,541	17,055	16,404	
	Europe, the Middle East and Africa, CIS		persons	3,822	3,837	3,824	3,363	3,482	
	Asia Pacific		persons	7,104	7,812	4,082	4,307	4,179	
	East Asia, Korea		persons	728	786	780	986	1,097	
5) Regionally Hired employees Percentage of Line Manager at Overseas Offices									
Overseas Offices	Percentage of Line Managers		%	16.7	17.4	18.1	19.1	21.1	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	25.0	29.4	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	15	12	12	12	
		External director	persons	5	6	6	6	6	
		Female	persons	3	4	4	4	4	
		Non-Japanese	persons	2	3	3	3	3	

			Unit	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	FY Mar 2026	Definition
Non-consolidated	Directors	Ratio of External directors	%	35.7	40.0	50.0	50.0	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	26.7	33.3	33.3	33.3	
		Ratio of non-Japanese	%	14.3	20.0	25.0	25.0	25.0	
	Audit & Supervisory Board Members	All	persons	5	5	5	5	5	
		External Audit & Supervisory Board Member	persons	3	3	3	3	3	
		Female	persons	1	1	1	1	1	
		Ratio of External Audit & Supervisory Board Member	%	60.0	60.0	60.0	60.0	60.0	
		Ratio of female External Audit & Supervisory Board Member	%	20.0	20.0	20.0	20.0	20.0	

7) Percentage of people with disabilities in Mitsui's workforce

Non-consolidated	Percentage of people with disabilities in Mitsui's workforce	%	3.20	3.16	3.17	3.02	3.13	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	191	203	209	220	209	
	New Graduates	Total	persons	128	111	124	129	142	
		Male	persons	71	67	70	72	85	
		Female	persons	57	44	54	57	57	
		Ratio of female new graduates	%	44.5	39.6	43.5	44.2	40.1	
	Mid-career	Total	persons	63	92	85	91	67	
		Male	persons	43	61	49	61	42	
		Female	persons	20	31	36	30	25	
		Ratio of female mid-career	%	31.7	33.7	42.4	33.0	37.3	
	Ratio of Mid-career		%	33.0	45.3	40.7	41.4	32.1	
	Ratio of female new graduates and Mid-career		%	40.3	36.9	43.1	39.5	39.2	

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

Non-consolidated	Total of Regular Full-time Employees		persons	5,494	5,449	5,419	5,388	5,333	
	Number of Currently Employed New Graduate Hires		persons	4,989	4,867	4,768	4,665	4,562	
	Number of Currently Employed Mid-career Hires		persons	505	582	651	723	771	
	Ratio of Currently Employed Mid-career Hires		%	9.2	10.7	12.0	13.4	14.5	

		Unit	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	FY Mar 2026	Definition
3) Others								
Non-consolidated	Number of Qualified Candidate per Position	magnification	-	30	29	23	22	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	99	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	73	Average number of days from application deadline 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	80.5	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	8.2	Ratio of general managers to regular full-time employees

2) Mobility

Non-consolidated	Percentage of Internal Mobility	%	-	38.8	37.4	38.3	38.9	Percentage of employees who have moved across divisions
	Cumulative total number of Human Resources Bulletin Board System users	From 1999	persons	499	555	613	661	698
	Number of Human Resources Bulletin Board System users	Total in each FY	persons	36	56	58	48	37
	Number of Female Employees Dispatched Overseas	All	persons	71	107	134	143	137
		North America	persons	11	15	23	32	30
		Central and South America	persons	12	18	18	17	18
		Europe	persons	14	16	25	26	20
		Middle East	persons	5	6	5	9	11
		Africa	persons	0	0	1	3	2
		Asia	persons	19	27	32	30	34
		Oceania	persons	3	7	9	10	10
		East Asia, Korea	persons	6	15	19	14	11
		CIS	persons	1	3	2	2	1

Including overseas trainees and Foreign Language & Business Culture Trainees (Until FY March 2023, as of the following period of April 1)

			Unit	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	FY Mar 2026	Definition
Overseas Offices	Cumulative total number of Transfers of Regionally Hired Employees	From 2014	persons	252	327	408	512	622	Number of transfers across the recruitment country for regionally hired employees End of March headcount basis
	Number of Transfers of Regionally Hired Employees	Total in each FY	persons	41	75	81	104	110	
		Japan	persons	13	26	31	39	45	
		Americas	persons	3	10	12	20	16	
		Europe, the Middle East and Africa, CIS	persons	9	13	14	16	21	
		Asia Pacific	persons	15	25	22	27	27	
		East Asia, Korea	persons	1	1	2	2	1	

3) Turnover

Non-consolidated	Turnover Rate	All	%	5.11	4.02	4.22	4.13	4.51	
		Male	%	5.76	4.00	3.97	4.26	4.45	
		Female	%	3.50	4.06	4.82	3.82	4.66	
	Voluntary Turnover Rate	All	%	1.69	1.41	1.08	0.96	1.11	
		Male	%	1.79	1.25	0.68	0.94	0.91	
		Female	%	1.45	1.79	2.00	1.00	1.57	
	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	5,556	Personnel costs + Welfare costs + External labor costs
	External Workforce Costs	hundred million yen	-	313	365	409	500	Outsourcing fee, etc.
	Ratio of the Average Salary and Remuneration	%	-	2.2	2.7	2.2	2.1	Executive compensation + Personnel costs
	Total Costs of Employment	hundred million yen	-	3,974	4,529	5,154	5,055	Personnel costs + Welfare costs
Non-consolidated	Recruitment Costs	million yen	-	440	877	1,056	1,008	Recruitment cost in Human Resources & General Affairs Div.
	Cost per Hire	million yen	-	2.2	4.2	4.8	4.8	Cost per recruit in Human Resources & General Affairs Div.

			Unit	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	FY Mar 2026	Definition
6. Productivity									
Consolidated	Profit per Employee	Consolidated PAT ÷ Number of non-consolidated employees (FTE)	hundred million yen	-	2.1	2.0	1.7	1.6	FTE: Full-time equivalent
		Consolidated PAT ÷ Number of consolidated employees	hundred million yen	-	0.2	0.2	0.2	0.2	
		Consolidated COCF ÷ Number of non-consolidated employees (FTE)	hundred million yen	-	2.2	1.8	1.9	1.8	
		Consolidated COCF ÷ Number of consolidated employees	hundred million yen	-	0.3	0.2	0.2	0.2	
	Human Capital Rol		%	-	351	288	220	215	{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	5,894	Regular full-time employees + Full-time contract employees
		Regular full-time employees	persons	-	5,449	5,419	5,388	5,333	
		Full-time contract employees	persons	-	462	481	516	561	
		Part-time	persons	-	38	41	41	39	Non-full time contract employees
	Full Time Equivalent		persons	-	5,930	5,921	5,925	5,914	Calculated as 0.5FTE per non-full time contract employee
	Contingent Workforce: Temporary Workforce		persons	-	377	412	439	443	Including temporary staff of short-time working

8. Leadership								
Mitsui & Co. + Overseas Offices	Span of Control	persons	-	7.41	7.61	8.00	7.38	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	92	Positive response rate on multiple questions related to these items
	Employee Engagement	%	71	72	73	75	75	
	Employee Enablement	%	69	69	69	71	72	
	Understanding/Sharing of Strategy and Direction	%	78	80	81	80	78	
	Leadership Trust	%	70	71	73	75	74	
	Opportunities to demonstrate skills and abilities	%	74	76	76	77	79	

			Unit	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	FY Mar 2026	Definition
10. Skill & Capabilities									
Global Group	Total number of participants of global group employees		persons	-	Approx. 22,000	Approx. 27,000	Approx. 23,000	Approx. 24,500	Training conducted by the Human Resources Div.
	Total Developing and Training Costs		hundred million yen	-	27.5	30.5	31.5	32.1	Total Developing and Training Costs (Including for employees of global group)
Non- consolidated	Training for Competency Development	Total hours of training per year	hours	146,000	88,000	114,000	94,000	88,500	
		Average hours of training per employee	hours	27.9	16.1	21.0	17.4	16.6	
		Average days of training per employee	days	3.7	2.2	2.9	2.4	2.3	
		Average training costs per employee	ten thousand yen	-	50	56	58	60	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	2,479	
		Strengthening leadership and business management	persons	-	3,382	1,756	1,143	1,135	
		Deeping of skills and expertise	persons	-	2,956	3,558	2,667	2,245	
		Development of DX human resources	persons	-	2,334	3,567	2,411	1,893	
		Employee career development	persons	-	385	400	401	333	
		Training for new graduates (initial educational training)	persons	-	3,837	3,833	3,007	3,051	
		Training for employees of group companies	persons	-	5,643	7,996	9,288	11,906	Global group training programs by the Human Resources & General Affairs Div.
		D&I promotion and organization culture	persons	-	693	908	1,130	1,448	
	Cumulative total number of Overseas Training Programs	From 1952	persons	-	-	Approx. 3,800	Approx. 4,000	Approx. 4,200	Total Number of Overseas Trainees, Foreign Language & Business Culture Trainees
	Number of Overseas Training Programs	Number of dispatched countries	countries	23	30	30	34	32	
		Total number of overseas trainees	persons	105	159	209	210	201	
		North America	persons	36	52	54	59	66	
		Central and South America	persons	14	26	41	40	35	
		Europe	persons	22	28	42	42	35	
		Middle East	persons	4	6	7	6	7	
		Africa	persons	2	3	2	5	4	

			Unit	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	FY Mar 2026	Definition
Non-consolidated	Number of Overseas Training Programs	Asia	persons	7	20	33	32	33	
		Oceania	persons	2	3	6	6	5	
		Far East	persons	14	18	21	18	15	
		CIS	persons	4	3	3	2	1	
Overseas Offices	Cumulative total number of trainees to Japan Training Program (Long-term)	From 1999	persons	115	130	147	159	173	Japan trainee program for regionally hired employees
	Number of trainees to Japan Training Program (Long-term)	Total	persons	3	15	17	12	14	
		Japan Language & Business Program (LBP)	persons	1	2	4	3	4	
		Japan Business Integration Program (BIP)	persons	2	13	13	9	10	
Global Group	Cumulative total number of participants in Global Training Programs	From 1952	persons	-	-	Approx. 4,300	Approx. 4,500	Approx. 4,600	Including short-term program, Executive Education
Non-consolidated	Workforce Competency Rate		score	-	3.8	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	542	579	562	610	689	Including contract employees
	Childcare Leave	Total	persons	146	151	163	168	225	
		Male	persons	71	85	103	95	134	
		Female	persons	75	66	60	73	91	
	Leave for Child Nursing and Related Care	Total	persons	244	264	263	294	294	
		Male	persons	80	90	77	93	106	
		Female	persons	164	174	186	201	188	
	Short-time Working for Childcare	Total	persons	93	101	64	50	43	
		Male	persons	0	0	0	0	0	
		Female	persons	93	101	64	50	43	
	Childbirth Attendance Leave	(Male employees only)	persons	59	63	72	98	127	

			Unit	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	FY Mar 2026	Target	Definition
Non-consolidated	Male Employees Taking Childcare Leave	Percentage of men taking childcare leave	%	54	65	70	91	93	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	48.1	36.5	45.0	42.4	41.6		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.
		Female	%	96.3	93.4	85.2	98.6	93.7		
	Retention Rate after Childcare Leave	Male	%	100.0	93.8	97.5	98.9	100.0		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.
		Female	%	93.9	100.0	98.6	97.9	98.4		

3) Taking Family care Support

Non-consolidated	Total Number of Employees taking Family Care Support		persons	100	96	102	108	119		Including contract employees
	Family Care Leave	Total	persons	1	0	0	1	1		
		Male	persons	0	0	0	0	0		
		Female	persons	1	0	0	1	1		
	Nursing Leave for Family Care	Total	persons	97	95	102	107	118		
		Male	persons	33	34	34	34	45		
		Female	persons	64	61	68	73	73		
	Short-time Working for Family Care	Total	persons	2	1	0	0	0		
		Male	persons	0	0	0	0	0		
		Female	persons	2	1	0	0	0		

12. Working Hours, Annual Paid Leave

Non-consolidated	Annual Average Actual Working Hours		hours	2,066.86	2,003.04	2,003.75	1,985.69	1,975.26		
	Monthly Average Overtime Working Hours		hours	26.7	26.1	28.0	27.6	28.4		
	Annual Paid Leave	Average Annual Paid Leave taken	days	12.5	13.8	13.6	13.2	13.4		Including contract employees from FY March 2025
		Average Annual Paid Leave using Ratio	%	64.9	71.4	70.3	69.0	70.3	70.0	

				Unit	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	FY Mar 2026	Target	Definition
13. Well-being											
1) Health											
Non-consolidated	Health Performance Index	Percentage of employees undergoing health checks	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	
		Reexamination rate	%	65.9	72.2	57.1	65.0	77.3	100.0	100.0	
		Specific health guidance implementation rate	%	26.9	34.1	61.8	63.1	-			The recent data will be finalized after October of the following fiscal year.
		Percentage of employees undergoing stress checks	%	86.8	83.0	85.2	86.2	98.2	Over 90.0%		
		Number of employees undergoing stress checks	persons	4,024	3,790	3,857	3,848	4,425			
		Smoking Rate	%	10.5	10.0	10.1	9.7	9.8	10% or less		
		Male	%	14.6	14.1	14.0	13.4	13.6			
		Female	%	1.5	0.6	1.4	1.4	1.8			
	Number of Examinations at the Head Office Medical Clinic		persons	4,024	5,462	9,721	11,346	11,228			
	Training and Seminars on Health and Safety (Main health and Safety programs in Japan)	Overseas risk management (overseas health and safety management) training	persons	285	334	329	304	354			Training before overseas assignments
		Mental health and labor management training	persons	130	180	676	1,314	536			Training for (new) line managers, seminars by in-house counselors
		Health management training as a working professional	persons	110	111	124	129	142			Introductory training for new employees
		Alcohol related risk training, drink and health event	persons	180	1,450	559	1,622	3,624			
		Seminars on Balancing Treatment and Work	persons	-	-	-	285	108			
		Seminars on women's health	persons	Approx. 120	-	738	Approx. 2,000	Approx. 1,800			
		Health literacy seminars and events (lifestyle-related diseases / no smoking / sleep / back pain and stiff shoulders, Healthy Navi events / health & safety, etc.)	persons	Approx. 360	Approx. 630	1,272	Approx. 1,670	Approx. 2,500			
		AED lifesaving training	%	-	98	108	106	94			
	Performance Data	Employees maintaining an appropriate weight (BMI 18.5 to 25)	%	67.2	67.1	67.1	67.8	67.1			
		Employees suffering from high stress	%	5.0	5.1	5.8	5.1	5.2			
		Employees absent from work due to mental health	%	1.06	0.98	1.28	1.26	1.19			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	%	0.39	0.46	0.20	0.24	0.44			

			Unit	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	FY Mar 2026	Target	Definition
Non-consolidated	Performance Data	Absenteeism (Unplanned leave due to health Problems)	days	2.83	2.58	3.07	3.06	3.08		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	12.4		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: Number of stress check examinees Response rate: Number of stress check respondents)

2) Occupational Safety

Non-consolidated	Number of Lost Time Injuries	Employees	cases	0	0	1	0	0	0	Calculated based on Japanese Ministry of Health, Labour and Welfare standards Employees: Employees at the Tokyo Head office and branches in Japan As of July 31, 2026
		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	0.15	0	0	0	
		Contract Employees		0	0	0	0	0	0	
	Lost Time Injury Severity Rate	Employees		0	0	0	0.00	0	0	
		Contract Employees		0	0	0	0	0	0	
	Occupational Illness Frequency Rate	Employees		0	0	0	0	0	0	
		Contract Employees		0	0	0	0	0	0	
Global Group	Industry Averages for Wholesalers and Retailers with 100 Employees or More (for Comparison)	Lost time injury frequency rate		2.31	1.98	2.43	2.60	2.10		(Reference) Japanese Ministry of Health, Labour and Welfare's Survey on Industrial Accidents in 2025
		Lost time injury severity rate		0.05	0.05	0.06	0.05	0.05		
	Lost time for injury		hours	-	0	0	3.29	0		
	Number of serious injuries (Non-fatal accidents involving serious injuries not recoverable within 6 months)	Employees	cases	-	5	4	10	10	Year-on-year decrease	Figures for the group (Non-consolidated, overseas offices, and subsidiaries employing workers with more than 50% voting rights) As of July 31, 2026
		Contractor Employees	cases	-	3	0	1	3	Year-on-year decrease	
	Number of fatalities	Employees	cases	-	1	1	0	0	0	
		Contractor Employees	cases	-	5	1	2	2	0	

		Unit	FY Mar 2022	FY Mar 2023	FY Mar 2024	FY Mar 2025	FY Mar 2026	Definition
14. Compliance & Ethics								
Consolidated	Number of Grievance Filed	reports	697	1,087	933	836	902	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	-	7	7	14	9	
	Number of Disciplinary Dismissals Out of Above	reports	-	0	0	0	0	
	Percentage of Employees who have completed Training on Compliance and Ethics	%	-	100	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

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		② Number and Type of Concluded Disciplinary Action	66
		③ Percentage of Employees who have completed Training on Compliance & Ethics	66
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		② External Workforce Costs	60
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		⑥ Recruitment Cost	60
		⑦ Turnover Cost	-
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		② Workforce Diversity Ratio with Respect to Gender	55
		③ Workforce Diversity Ratio with Respect to Disability	57
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5	Organization Culture	① Engagement/Satisfaction/Commitment (Employee Engagement)	60
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		④ Percentage of People Who Participated in Training	64
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8	Recruitment, Mobility, Turnover	① Number of Qualified Candidate per Position	58
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		③ Average Length of Time to Fill Vacant Position	58
		④ Time to Fill Vacant Critical Position	19
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		⑩ Internal Mobility Rate	58
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9	Skills & Capabilities	① Total Developing and Training Costs	61
		② Training Participation Rate	61
		③ Average Formalized Training Hours per Employee	61
		④ Percentage of Employees who Participate in Training compared with total number of employees per year (ref. Related Development Programs)	61
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10	Succession Planning	① Succession Effectiveness Rate (ref. Global-Group Succession Planning)	19
		② Succession Coverage Rate (ref. Global-Group Succession Planning)	19
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11	Workforce Availability	① Number of Employees	53
		② Number of Employees: full-time & part-time	60
		③ Full Time Equivalent	60
		④ Contingent Workforce: Independent Contractor	-
		⑤ Contingent Workforce: Temporary Workforce	60
		⑥ Absenteeism: Unplanned Leave	65

Company Information

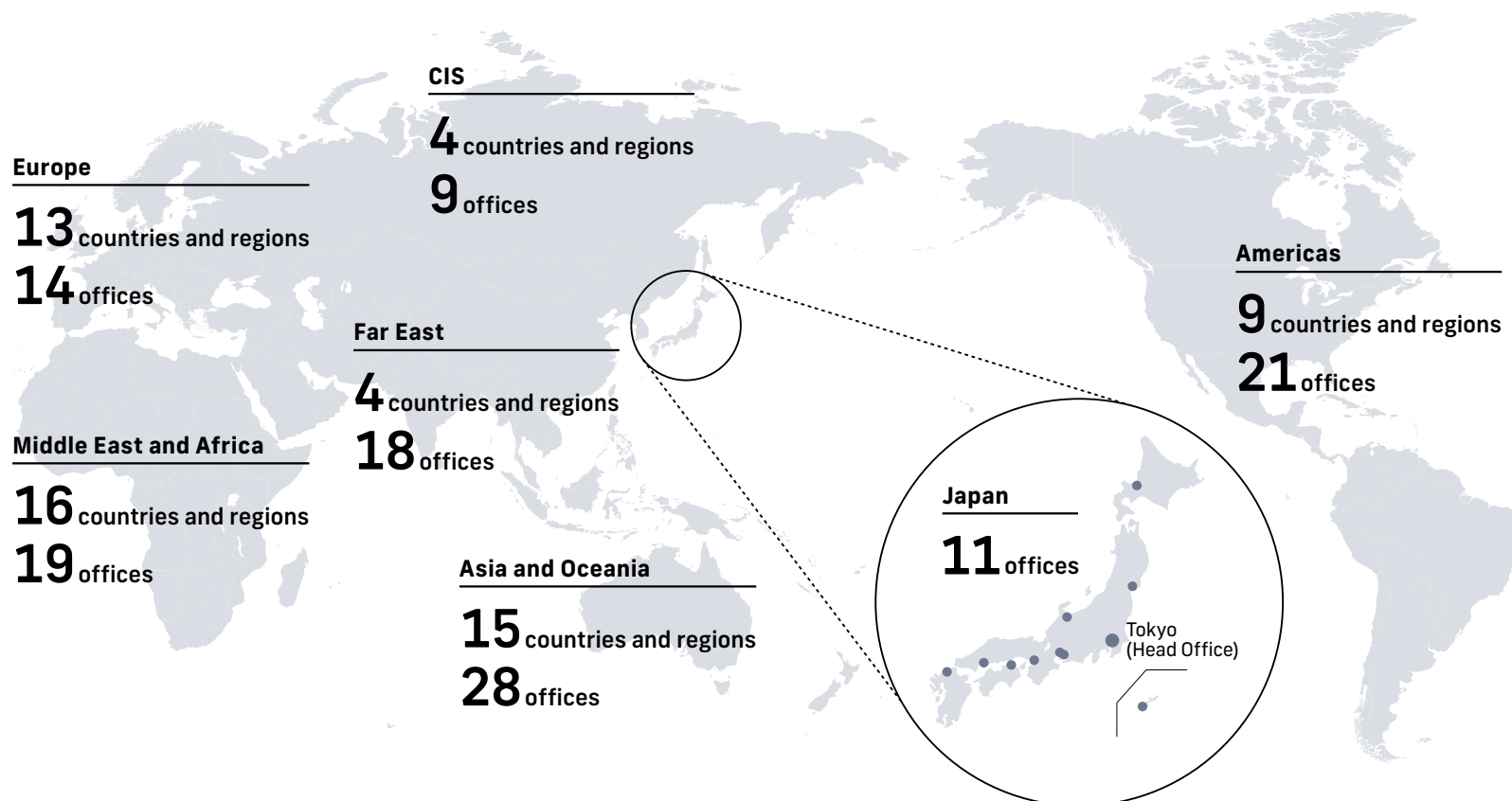
Company Name	MITSUI & CO., LTD.
Date of Establishment	July 25, 1947
Common Stock	¥344,163,332,347
Number of Employees	5,333 (Consolidated 55,463)
Number of Offices and Overseas Trading Affiliates (As of April 1, 2026)	120 offices (62 Countries and Regions) Japan 11 offices / Overseas 109 offices
Address	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 72 / Overseas 206 Equity Accounted Investees: Japan 32 / Overseas 136 Total: 446
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: 2,864,666,576 shares (including 17,038,165 treasury shares held by the Company) Number of Shareholders: 430,521 shareholders

(As of March 31, 2026)



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

Iron & Steel Products

- Iron & Steel Products Business Unit

Energy

- Global LNG Business Unit
- Integrated Energy Solutions Business Unit

Mobility, Digital & Infrastructure

- Digital & Infrastructure Solutions Business Unit
- Mobility Business Unit I
- Mobility Business Unit II

Chemicals

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

Wellness Ecosystem

- 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, 2026)

62 countries and regions / **120** offices

Number of Affiliated Companies for Consolidation (As of March 31, 2026)

Subsidiaries

Japan **72** / Overseas **206**

Equity Accounted Investees

Japan **32** / Overseas **136**

Total

446

mitsui & co., ltd.