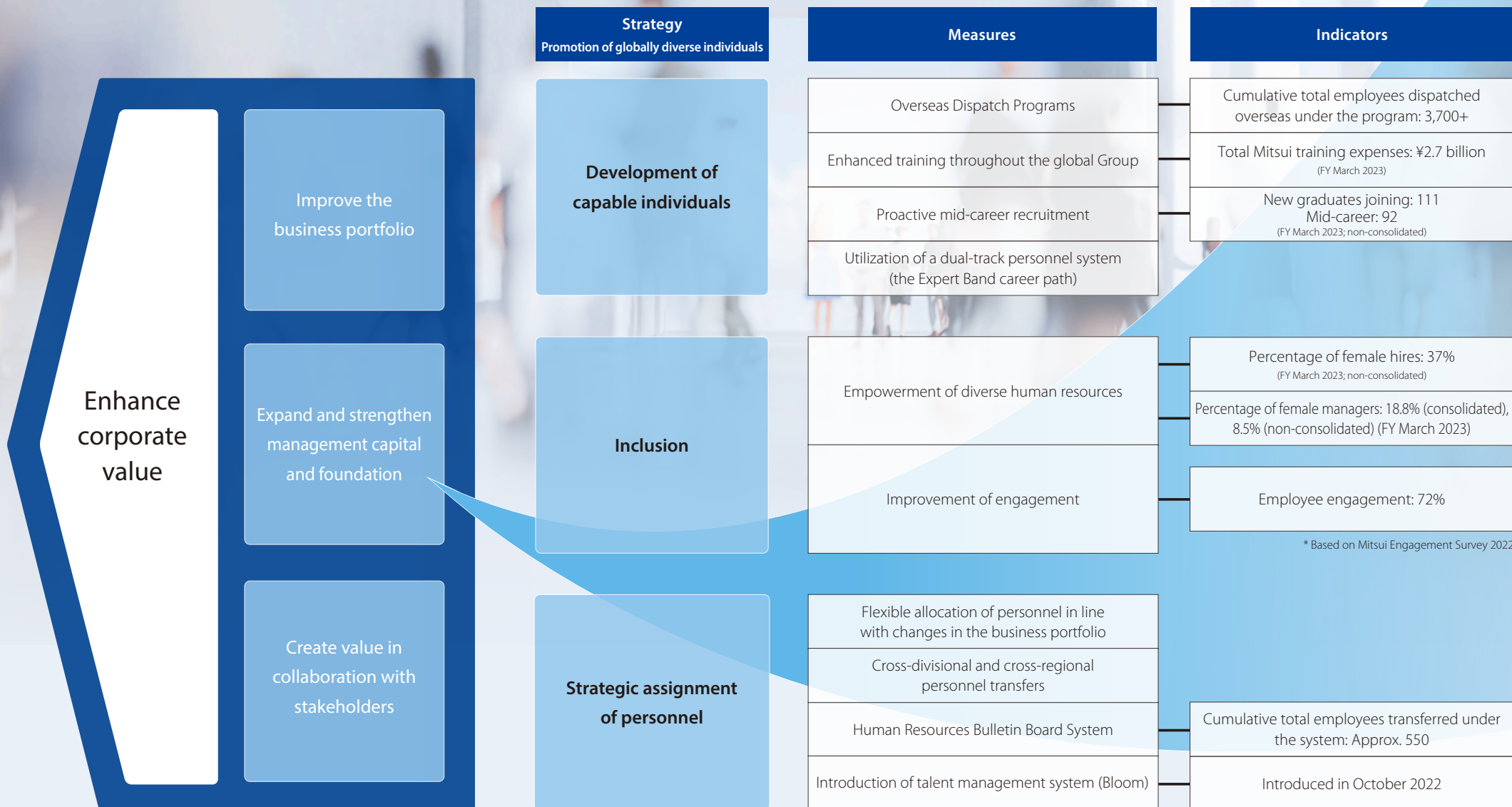


Human Resources Strategy **Overview**

People are Mitsui's greatest asset. By making the best use of Mitsui's management capital through collaboration among a team of competent individuals with expertise in a wide range of business domains, products, fields, and regions, we create, grow, and extend businesses to generate new value on a global basis.

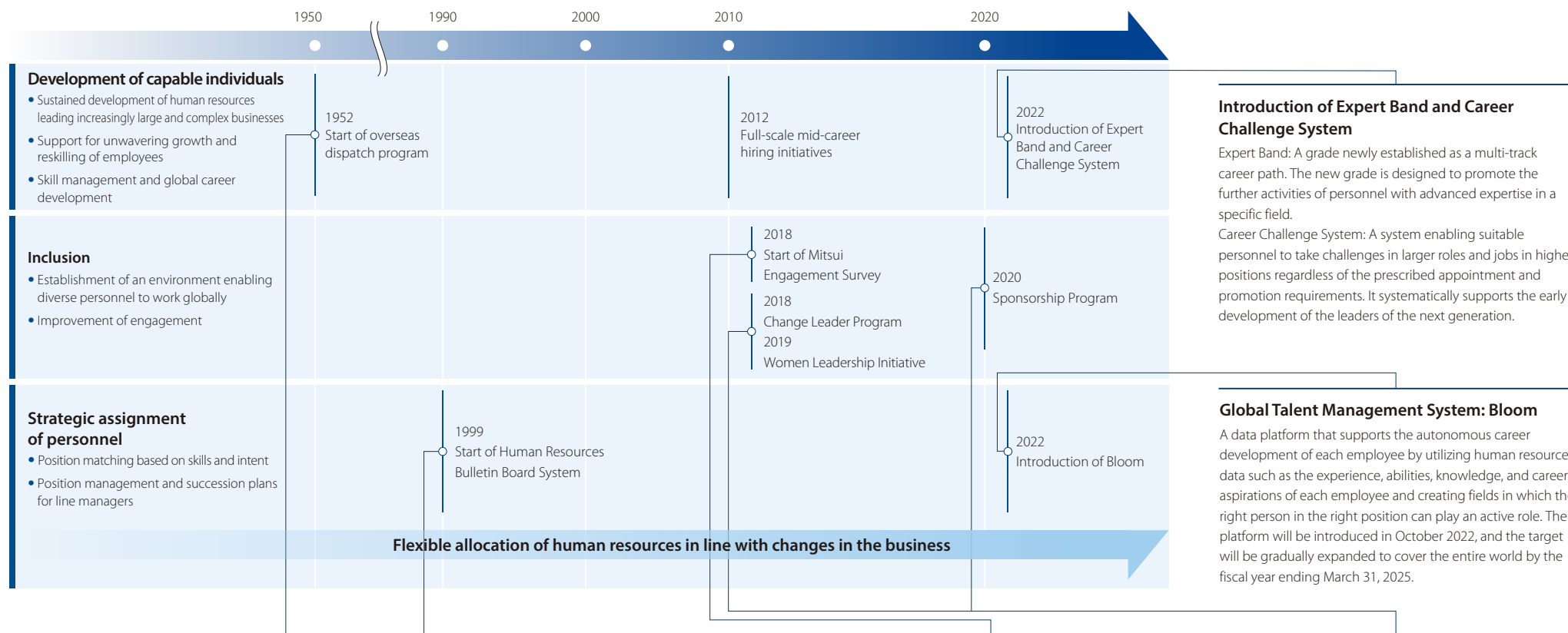
The promotion of human resources strategy based on "Development of capable individuals," "Inclusion" and "Strategic assignment of personnel" has empowered the global activities of diverse individuals, which, combined with our corporate culture of open-mindedness, has strengthened and grown our management capital and management foundation, and helped to enhance the quality of our business portfolio. In turn, this has led to the realization of enhanced corporate value through value co-creation with stakeholders over the course of a variety of business activities.



Human Resources Strategy

Initiatives to Promotion of Globally Diverse Individuals

Over the years, we have implemented the development of capable individuals and the strategic assignment of personnel as the pillars of our human resources strategy, while adding and improving measures in response to changes in the business environment and other factors of the times. Inclusion is also a value that has been passed down and nurtured since our founding, based on our corporate culture of open-mindedness. In recent years, we have introduced new initiatives to empower the global activities of diverse individuals and achieve sustainable value creation, even in times of rapid change in the business environment.



Introduction of Expert Band and Career Challenge System

Expert Band: A grade newly established as a multi-track career path. The new grade is designed to promote the further activities of personnel with advanced expertise in a specific field.

Career Challenge System: A system enabling suitable personnel to take challenges in larger roles and jobs in higher positions regardless of the prescribed appointment and promotion requirements. It systematically supports the early development of the leaders of the next generation.

Global Talent Management System: Bloom

A data platform that supports the autonomous career development of each employee by utilizing human resources data such as the experience, abilities, knowledge, and career aspirations of each employee and creating fields in which the right person in the right position can play an active role. The platform will be introduced in October 2022, and the target will be gradually expanded to cover the entire world by the fiscal year ending March 31, 2025.

Overseas Dispatch Programs

We develop professionals in various regions and industries through our overseas dispatch programs, centered on junior employees. Mid-career to management-level employees are dispatched to business schools in Japan and overseas with the aim of developing business leaders capable of taking responsibility for group management on a global level. Mitsui began a collaboration with Harvard Business School (HBS) in 2011, under which HBS operates dedicated programs for the Company. Participants are also recruited from overseas trading subsidiaries, group companies, and business partners, leading to relationship building with clients and business partners in addition to the cultivation of the leaders of the next generation.

Human Resources Bulletin Board System

This system matches the Company needs and employees' will thereby supporting the agile and effective deployment of the right people to the right positions on a Company-wide basis while also enabling employees to autonomously build their own careers and take on new challenges. A new job posting system has also been introduced as a part of the bulletin board system with the aim of speedily deploying the right people to the right positions in terms of both corporate strategy and the requirements of individual projects. This also supports the operation of a system that meets our frontline human resources needs.

Mitsui Engagement Survey

The survey was launched in 2018 to visualize employees' trust in and willingness to contribute to the Company. In 2022, the survey was conducted by more than 10,000 employees and it is utilized for employees' motivation improvement and organization strengthening. The results of survey is reported to both the Corporate Management Committee and the Board of Directors, then the change from previous year is one of the indicators for evaluation of performance-linked remuneration plan.

Change Leader Program

A global training program in which staff hired ex. Japan selected from around the world engage in direct dialogue with senior group management as well as intensive discussions on leadership and other related topics.

Women Leadership Initiative

A training program to promote empowerment through approaches to organizational development, stronger self-awareness, and dialogue with external directors, with the aim of developing the female leaders of the next generation.

Sponsorship Program

A program in which a member of the Corporate Management Committee sponsors individual female managers and provides them with career advice and guidance.

Human Resources Strategy **Promotion of Globally Diverse Individuals****Syed Faisal Ashraf**

Managing Director, Mitsui & Co., India Pvt. Ltd.

Since joining Mitsui & Co. India in 1998, I have been on a journey of learning and innovation in multiple regions (including Tokyo head office) and industries, and have experienced the rich diversity of cultures within Mitsui. Now, as the Managing Director of India, I work closely with Mitsui's global management to co-create regional strategy and implement business plans. My experience is a testament to the company's relentless drive to develop and integrate a talent pool that represents global diversity in the best traditions of Mitsui's Mission Vision & Values. This is based on the foundation of a fair and open talent management system, which focuses on developing Mitsui's globally diverse individuals. This system provided me not only with leadership assignments, but also with carefully curated training opportunities (including hybrid executive programs at Harvard Business School [▶ Page 47](#)).

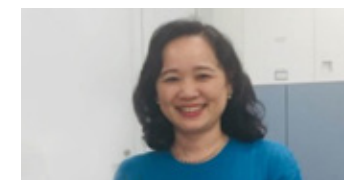
Our world has entered a phase of accelerated shifts caused by the unprecedented convergence of industrial, energy and digital domains. At the core of Mitsui's approach in this new operating environment will be our management of talent, which will continue to create a global pool of diverse talent well equipped to compete in this new world.

**Atsuko Chitose**General Manager, Private Equity Division
Corporate Development Business Unit

In April 2022, I was appointed General Manager of the Private Equity Division of the Corporate Development Business Unit. We are working to enhance the corporate value of portfolio companies and create businesses with partner companies in the three areas of buyouts, venture capital and drug discovery, and leasing. In advancing our business initiatives, it is vital to have leadership that integrates members with diverse backgrounds, such as mid-career hires, secondees from other companies, and employees hired overseas, as well as the inclusion of external stakeholders. Through my experiences in assignments in the US, being dispatched to overseas affiliated companies, and serving as the president of an affiliated company, I have discovered a leadership style that respects diversity. As a first-year participant in the Sponsorship Program [▶ Page 47](#), I have broadened my perspective by receiving direct advice from Mr. Kometani (Representative Director, Executive Vice President, at that time). I will continue to pursue growth through the various experiences of our organization's members and create value through our business.

**Mikitoshi Hatakeyama**General Manager, GX Department, Corporate Development Division,
Corporate Development Business Unit, and Deputy General Manager,
Corporate Planning & Strategy Department, Corporate Planning &
Strategy Division

As a new graduate, I joined a strategic consulting firm. After that, I worked for an electronics manufacturer in capital policy and then as CFO of a US subsidiary of that company. I joined Mitsui in 2016 as a mid-career hire [▶ Page 47](#) and have led the management support team for group companies and business divisions. This team is a mix of mid-career hires and employees who joined as new graduates. They leverage their respective areas of knowledge and expertise in the course of hands-on involvement in more than 30 group companies per year, as well as in the development of our platform for managing intellectual capital [▶ Page 33](#). This also creates a positive cycle in which personnel who have gained experience as part of this team are subsequently active in key positions at Mitsui and various group companies. We have an open and flat culture that has completely overturned the stereotype that companies with long histories tend to be rigid. I believe that our way of working, where professionals from different fields collaborate respectfully and focus on creating value, is the key to achieving a world-class standard.

**Akiko Kitazawa**Senior Manager, Climate Markets Department,
Carbon Solutions Business Division
Energy Solutions Business Unit

I am involved in implementing greenhouse gas reduction and absorption projects mainly in developing countries, providing emissions credit to other nations. In this field, knowledge of the emission trading system and networking with industry stakeholders are essential. I have dealt with various emissions credit projects utilizing the system for over 20 years since the inception of the Clean Development Mechanism of the Kyoto Protocol, which serves as the foundation for the current emissions trading system. Having experienced the transitions of the system and market, I have accumulated expertise and insights into the unique operational challenges and risks associated with each system and project. I have also established relationships with key players, such as government officials and customers. With the diversification and increased complexity of the system, the importance of insights and networks based on practical experience has increased. I transitioned to the Expert band [▶ Page 47](#), aiming to leverage my expertise in emissions credit business more directly. I will continue to contribute to the realization of a decarbonized society through the emissions credit business.