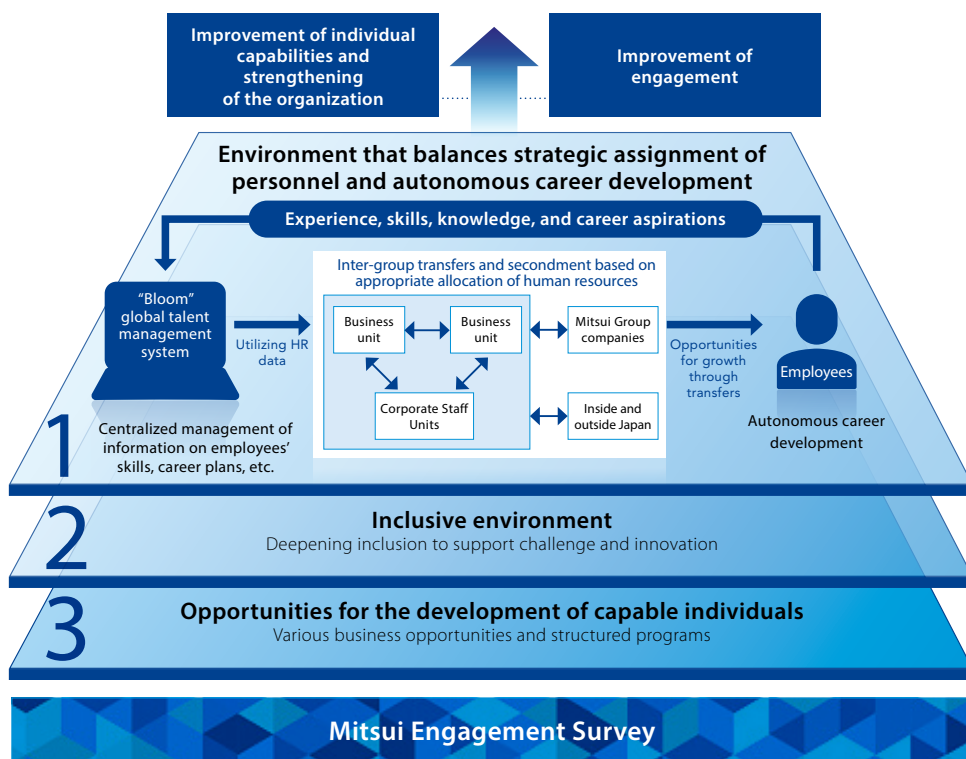


Human Resources Strategy

Mitsui's most important management resource is its people. We make the best use of Mitsui's management resources through collaboration among capable individuals with expertise in a wide range of business domains, products, fields, and regions, in creating, growing, and extending businesses to generate new value on a global basis.

Sustainable Enhancement of Corporate Value



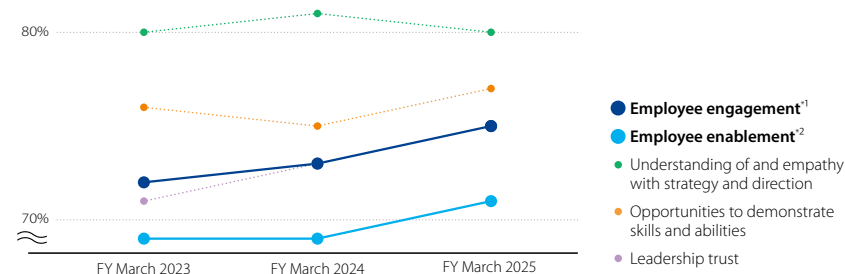
We regard human capital as a critical management resource essential for generating sustainable value. In Medium-term Management Plan 2026, which we announced in May 2023, we set out five corporate strategies, including our human resources strategy. To fully leverage our human capital, it is essential to consistently advance initiatives that promote the active contribution of diverse individuals across our global organization. Underpinned by three specific measures to achieve this goal—development of capable individuals, inclusion, and strategic assignment of personnel—we will accelerate investment in human resources to create initiatives and environments that support autonomous career development (challenges, experiences, and learning).

Principal Measures and Indicators for Enhancing Corporate Value

Human Resources Strategy	Principal Measures and Indicators		Reporting Boundary	Results (FY March 2025)	Target
Development of capable individuals	Total development and training costs		Global Group	3.15 bn JPY	Total number of DX Talent qualifications FY March 2026: 1,000 Mitsui DX Academy (Basic I and II) Fostering basic DX skills of all employees
	Per employee	Average training costs per year	Non-consolidated	580,000 JPY	
		Average hours of training per year	Non-consolidated	17.4 hrs	
	Cumulative total number of participants in Overseas Training Programs		Non-consolidated Global Group	Approx. 4,000 Approx. 4,500	
Inclusion	Total number of DX Talent qualifications		Non-consolidated and overseas trading affiliates	592	Percentage of female managers (Non-consolidated) FY March 2031: 20% Percentage of eligible male employees taking childcare leave: 100%
	Percentage of mid-career hires		Non-consolidated	41.4%	
	Percentage of female personnel hired (new graduates and mid-career)		Non-consolidated	39.5%	
	Percentage of female employees		Non-consolidated	30.4%	
	Percentage of female managers		Non-consolidated	11.0%	
			Consolidated	20.7%	
	Percentage of line managers hired overseas*		Overseas trading affiliates	19.1%	
	Percentage of employees with disabilities		Non-consolidated	3.02%	
	Childcare leave taken by male employees	Percentage of those eligible	Non-consolidated	91%	
		Average number of days taken	Non-consolidated	42.4 days	
Strategic assignment of personnel	Cumulative total number of employees in Expert Band career plan		Non-consolidated	27	Worldwide introduction of Bloom FY March 2025: 100%
	Cumulative total number of users of Human Resources Bulletin Board		Non-consolidated	661	
	Introduction rate of Bloom talent management system		Non-consolidated and overseas trading affiliates	100%	
	Number of overseas transferees among regionally hired employees		Overseas trading affiliates	97	
Well-being	Percentage of employees that have taken health checks		Non-consolidated	100%	Percentage of employees taking health checks: 100% Percentage of employees taking stress checks: 90% or higher Average annual paid leave usage ratio: 70%
	Percentage of employees that have taken stress checks		Non-consolidated	86.2%	
	Presenteeism		Non-consolidated	12.2%	
	Annual paid leave	Average number of days taken	Non-consolidated	13.2 days	
Engagement	Mitsui Engagement Survey results	Response rate	Non-consolidated and overseas trading affiliates	91%	Strengthening engagement • Conduct once a year • Steadily conduct analysis and organizational development • Expand survey scope group-wide
		Employee engagement	Non-consolidated and overseas trading affiliates	75%	
		Employee enablement	Non-consolidated and overseas trading affiliates	71%	
	Voluntary turnover rate		Non-consolidated	0.96%	

* The percentage of line managers hired locally at overseas trading affiliates and offices, out of the total number of line managers at those overseas locations.

Results for Mitsui (Non-consolidated) and Overseas Trading Affiliates



*1 Positive response rate on a set of questions related to "Having motivation to contribute or commitment to the Company, and the desire to make self-initiated efforts"

*2 Positive response rate on a set of questions related to "Whether there are opportunities to utilize one's own skills and capabilities, and whether there is a work-friendly environment"