Mitsui’s Human Resource Development

Mitsui, with its long history and traditions, has held the belief that human resources are its greatest asset and has maintained its objective of training and developing human resources who can contribute to society. This is why it is often said that “Mitsui is people”. To implement its corporate philosophy and continue to contribute to society through generating Yoi-Shigoto (good quality work), one of the most important tasks is for Mitsui to continue to raise the quality of individual personnel through human resources training and development activities.

Key Elements of Mitsui’s Human Resource System

Since the founding of the former Mitsui, more than 130 years ago, Mitsui has maintained the belief that “human resources are our greatest asset,” and placed a set of values on “open-mindedness” and “challenge and innovation”. Mitsui’s human resource system emphasizes these qualities as it strives to be a company where employees are motivated to work with vitality. Mitsui positions its human resource system as a “means for fulfilling its corporate mission and realizing its management philosophy” and focuses on the following three key policies.

1 Dissemination of Mitsui’s Management Philosophy Comprising Its Mission, Vision and Values (MVV)

Through introducing an appraisal standard that does not focus simply on short-term quantifiable performance, but places importance on how an employee’s work contributes to achieving our management philosophy over the medium-to-long term in the personnel system, we will ensure thorough dissemination and sharing of our MVV broadly among employees.

2 Development of Human Resources

We will develop human resources who can take the leadership in implementing our management philosophy.

3 Appropriate Appointment and Allocation of Personnel

We appoint and allocate human resources appropriately from a companywide perspective, based on the sharing of personnel information among departments.

Human Resource Development

Mitsui & Co.’s View on Human Resource Development

Mitsui & Co. includes focusing on human resources in its management philosophy and regards developing talented human resources as a priority mission. As the phrase “the individual builds the business, and the business cultivates the individual” implies, the venue for developing such human resources sustainably is our employees’ work sites. The two cornerstones of our human resource development are all employees approaching their work proactively and responsibly on a daily basis, striving to embody Mitsui & Co.’s management philosophy (MVV), and on-the-job training (OJT) comprised of guidance and development by supervisors and experienced staff with an awareness of “open-mindedness,” a key company value.

To support and supplement human resource development through OJT, the Human Resources & General Affairs Division as well as corporate staff divisions and business units design and implement off-the-job training, such as our system to dispatch employees to business education programs and various other forms of training.

Human Resource Development Programs

We view our programs, from hiring and introductory training through to management and leadership training, as a continuum for developing and training management personnel. We hold more than 200 training sessions annually, including about 90 professional training sessions a year for the improvement of employee expertise in diverse areas. Our diverse global training system is spearheaded by a venerable overseas training program dating back to 1891, which facilitates learning foreign languages and business culture, and it also includes courses at universities in Japan and overseas; business school training; overseas language study; training involving personnel interchange with other industries; and other training activities. We also encourage all employees to actively avail themselves of the broad range of programs on offer globally by publishing pamphlets once a year that describe the principles underlying human resource development at Mitsui & Co. and outline program objectives. This information is also available on the company intranet.
We believe that the development of human resources at our Group companies is essential for supporting our consolidated global management. Based on this philosophy, we provide the necessary training at each company and level. Moreover, we have made arrangements for Group company staff to participate in in-house training courses, such as those provided at Bussan Academy and our Financial Accounting Course. In addition, through our management training and leadership training courses, we offer support for the development of human resources to assist and create personnel networks.

Mitsui & Co.’s head office also concentrates on training staff hired overseas, with the objective of promoting global Group management. Over the past four years, more than 20 staff members from overseas regional business units have been dispatched to the head office for medium- and long-term training lasting more than one year. Also, more than 300 personnel have attended training courses under our short-term training programs of up to one year, which began on a full-scale basis in 2002.

Similarly, for the training of future leaders for overseas operations who will be responsible for consolidated global management, we began the Global Manager Program during the fiscal year ended March 31, 2008.

### Main Human Resource Development Programs

#### Development and Training for Management Personnel

- Introductory Training for Newly Hired Managerial Employees
- Basic Business Course (core lectures, basic terminology test)
- Basic Business Course (basic knowledge)
- Financial Accounting Training (for managerial employees in their second year)
- Training for Newly Appointed Managerial-Level Personnel
- Training for Newly Appointed Division General Managers
- One-on-One Leadership Training (training for personnel involved in the development of new employees)
- Introductory Training for Mid-Career Hires
- Training for Corporate Officers of Group Companies
- Cross-Industry Exchange Training

#### Professional Training and Others

- Skill Improvement Training for Administrative Employees
- Training to Support Managers Changing Assignment (group training)
- Training on Trade Practices
- Basic Training on Business Processes
- Bussan Academy
- Financial Accounting Course
- Life Planning Training
- Introductory Training for Mid-Career Hires
- Self-Development Support Program (e-learning and school learning)
Diversity Management Initiatives

Mitsui aims to be a company with comprehensive business engineering capabilities on a global basis, and is pursuing diversity management initiatives as an important corporate strategy for achieving organizational change and realizing the creation of new value.

Promoting Globalization of Human Resources
To develop business activities that are spread over activity domains in global growth markets and put down deep roots in those areas, it is essential to draw on the capabilities of personnel who are thoroughly familiar with countries and regions around the world. In addition, to respond appropriately in a management environment where change never stops and continue to generate Yoi-Shigoto, we must draw on the combined capabilities of a diverse range of human resources. We are also working to create a corporate culture and systems where top-quality personnel from throughout the world can be active on a continuing basis.

Helping Our Female Employees to Realize Their Full Potential
About 25% of all of Mitsui’s personnel are women, and Mitsui assigns these individuals to positions and activities that are suited to their duties, abilities, and aptitudes without differentiation by gender. In hiring new employees, from 1992 onwards, Mitsui has employed women in mainstream career paths. We have created an environment characterized by job rotation and workplace exchange, along with training and other programs, where women can be more active.

It is true, however, that many issues still remain for female employees wishing to continue working, and in order to resolve these issues, the Diversity Promoting Department plays a central role in pursuing initiatives for promoting changes at both the systems level and in the corporate culture.

Creating a Good Work Environment

We consider it very important to improve the work environment to enable all employees—the leaders in our efforts to generate Yoi-Shigoto (good quality work)—to achieve a work-life balance and work with a sense of job satisfaction and peace of mind.

Mitsui employees and their families perform indispensable roles, as employees, and as members of families and society, depending on their various life stages and circumstances in their families and homes. We are developing systems and providing information to employees through the company intranet and employee magazine, with the aim of creating workplaces where it is possible to maintain a balance between our work and the various requirements and challenges in our lives.

Addressing the Issue of Long Working Hours
At Mitsui & Co., Ltd., we have been addressing the issue of employees’ long working hours and overtime, from perspectives that include health management, and have established a Labor-Management Committee to determine the situation with regard to overtime and address this issue.

To ensure appropriate time management, we have created materials to enable the understanding of the actual situation with respect to overtime in each division and an in-house manual related to overtime, while also publicizing and providing guidance on laws and regulations that should be complied with throughout the Company. Such measures have been beneficial in addressing the issue of long working hours. We are encouraging employees to take their annual paid leave and use the planned leave system, to reduce total working hours and prevent health problems. We also provide access to on-site medical advisors for our domestic employees who work long hours, and develop proposals for improving the situation, based on the Occupational Health and Safety Law of Japan.

Hiring of Disabled Persons
In accordance with the then Law for the Employment Promotion of the Disabled, in 1981, we established Mitsui Bussan Business Support Co., Ltd., a trailblazing special-purpose subsidiary for the employment of people with disabilities. We have expanded the scope of operations from printing and mailing to include systems development, data entry and processing, and travel agency services, and for over 20 years have exceeded the statutory ratio for employment of people with disabilities. As of April 2009, our employment ratio was 2.21%.

Aiming to Be a Truly Global Company that Can Create New Value
The Diversity Management that Mitsui Is Aiming For

Increasing Competitiveness by Combining the Capabilities of Diverse Human Resources
• Development of personnel who promotes innovation with strong capabilities for flexibly adapting to and coping with change in an environment characterized by the globalization of business activities and expansion of business domains.
• To be a company that can attract human resources, draw out the individuality, and maximize potential of each and every staff member.
**Childcare and Family Care Support**
To provide support for childcare and family care, Mitsui has introduced a system for taking leaves for these purposes, working shorter hours, and providing for flexibility in working hours. The changes made in related systems have included making childcare leave partially paid and relaxing the eligibility requirements to allow employees to take childcare leave even if their spouse is a full-time housewife or househusband, and it has encouraged male employees to take childcare leave. Furthermore, to support a smooth return to work, we have established a company nursery, the Karugamo Family Nursery, within the Company's head office in Tokyo. As a result of this series of policies and initiatives, we have been recognized by Japan’s Minister of Health, Labor and Welfare as a company that is actively providing support for child raising.

**Initiatives to Promote Health**
Mitsui encourages its employees to have periodic health check-ups and, for those 35 years of age and older, arranges for detailed health examinations with the aim of discovering and preventing health issues. In addition, Mitsui plans and implements a range of programs to keep employees in good health. During the fiscal year ended March 31, 2009, Mitsui prepared its Basic Policy for Health Management and issued the message “We should all protect our health on our own initiative, and the Company will support us by creating an environment conducive to good health by implementing various measures.” Mitsui also endeavors to create a stronger awareness of health maintenance and improvement among employees by holding health-related seminars.

**Mental Health**
For employees and managerial-level staff suffering from mental disorders, excessive stress, and other mental health issues, Mitsui has provided a consultation room within its in-house health facilities where they can receive guidance and support from doctors, other medical specialists, and nurses. In addition, for newly employed personnel and line managers, we provide mental health training on a continuing basis. We also provide for consultation services outside the Company and have made arrangements not only for employees to take advantage of these services but also members of their families as well.

**Joint Efforts with Labor Unions**
Mitsui formed a Labor-Management Committee in 2005 with the aim of providing a forum where employees could discuss the creation of environments that are conducive to productive work. This committee is continuing to discuss such issues as reducing long working hours and expanding related systems.

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**Employment Information**

**Mitsui Employees by Gender (as of Apr. 1, 2009)**
The number of employees on a non-consolidated basis as of March 31, 2009, was 5,886. (not including persons in administrative staff positions and contract employees)

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<thead>
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<th>Gender</th>
<th>Male</th>
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<td>Total</td>
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**Mitsui’s Hires of New Graduates for the Managerial Career Path by Gender**

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<th>Female</th>
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</thead>
<tbody>
<tr>
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<td>21</td>
</tr>
<tr>
<td>FY07/3</td>
<td>13</td>
<td>10</td>
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<td>4</td>
</tr>
<tr>
<td>FY09/3</td>
<td>5</td>
<td>4</td>
</tr>
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Note: From the year ended March 31, 2009, Mitsui resumed hiring for administrative positions and added 39 new employees in this category.

**Mitsui’s Mid-Career Hires**

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY06/3</td>
<td>17</td>
<td>10</td>
</tr>
<tr>
<td>FY07/3</td>
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<td>FY09/3</td>
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