One of Mitsui’s most important stakeholders is its people. Mitsui considers its employees to be the most important asset it possesses. It is said that the favorite saying of Takashi Masuda, the founder of the former Mitsui, was, "Mitsui has a pool of very talented individuals. This is Mitsui’s most important asset." This thinking has been consistently passed down throughout the company’s history.

To further the evolution of the "Mitsui is people" concept, it is essential to improve the abilities of individuals. However, improving individual skills entails not only enhancing employees’ work skills and know-how, but also encouraging them to develop essential qualities such as integrity, ambition, humility, gratitude, and diligence. Working hard to better oneself can motivate other employees to improve and thus lead to a better society. This is the origin of the concept, “Mitsui is people,” which has been consistently nurtured over Mitsui’s long history. As a company, Mitsui values human resource development over everything else, and our mission is to nurture human resources that will contribute to society. Training people and improving society – this is the main focus of Mitsui’s stance on human resources.

Beginning in the middle of the Meiji Era (1868–1912) with Mitsui’s long-standing program of sending employees overseas for foreign language and business culture training, a wide range of training programs and self-improvement opportunities have been available to Mitsui employees. As our company’s activities expand further to the global stage, appropriate training for our employees will also have to change in line with the kind of human resources that will be required.

To accelerate the globalization of our human resources, Mitsui will need to hire and train talented people from all corners of the world. Mitsui plans to introduce a new human resources development program with the goal of nurturing these next-generation leaders, who will take charge of managing our company on a global Group basis.

### 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*, one of the most important tasks is for Mitsui to continue to raise the quality of individual personnel through human resource 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 effectively from a company-wide perspective, based on appropriate human resources management.
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 through its Yoi-Shigoto principle as its priority mission. Indeed, it would be no exaggeration to say that this is the company’s ultimate raison d’etre. The cornerstone of our human resource development is on-the-job training (OJT) and to support and supplement human resources development through OJT we also implement off-the-job training by dispatching employees to business education programs and various other forms of training.

Human resource development program

Our employee dispatch program includes an overseas business training program that has evolved continually since 1891, the end of the 19th century. A total of 2,000 employees have been continuously dispatched to some 25 countries, including the BRICs and other diverse opportunities are provided for training personnel who can be effective as international businesspeople, such as attending courses at universities in Japan and overseas, business school training, overseas language study, management workshops involving personnel exchange with other industries. There is also a program for sending all business staff overseas within five years of their joining the company to provide training at an early stage in their careers.

In addition to this, we devise training programs for business staff and administrative assistants from the hiring and initial education stage with the aim of nurturing human resources who are capable of undertaking and supporting global group management. At the same time as we continue to develop these training programs, we are constantly perfecting our professional training courses for improving professional skills in various sectors (courses take place more than 100 times per year with a total of some 3,000 personnel taking part). Business staff training, which is the principal training activity, takes place over 150 times during the year with approximately 8,000 personnel taking part. To encourage employees to actively avail themselves of these programs, information on Mitsui’s policy regarding human resources development and outlines of the various programs are provided on the company’s intranet.

Appraisal

Mitsui positions its appraisal process as a means for encouraging employees to understand its corporate Mission, Vision, and Values (MVV), and for developing more employees who embody these values and can create Yoi-Shigoto. The objectives of conducting the appraisal process are not only to enhance employee understanding of Mitsui’s management philosophy and motivate employees to meet management objectives, but also to provide input for fixing compensation or assigning new positions. It is also important that we promote human resource development through the appraisal process. Employees meet periodically with their managers for appraisal meetings and receive comprehensive feedback on their performance and specific contributions. These meetings create an effective framework for human resource development.

Development of Human Resources for Management on a Global Group Basis

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 on various levels. Moreover, we have made arrangements for group company staff to participate in in-house training courses, such as those provided at Bussan Academy and Financial Accounting Course. In addition, through our management and leadership training courses, we offer support for development of human resources to assist and create personnel networks.

We are also placing more emphasis on the training of non-headquarters hired staff (NHS) at the company’s head office and its HR Training Center with the objective of promoting the globalization of human resources. Approximately 600 staff members have attended our short-term training programs which consist of plenary sessions and on the job training of up to one year, which began on a full-scale basis in 2002. Since 2007, approximately 70 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. In addition to our existing Global Managers Program introduced during 2008 for the training of future leaders for overseas operations who will be responsible for consolidated global management, we have launched a Global Leaders Program (GLP) for non-headquarters hired employees who are already operating as general managers in overseas posts. From 2012 GLP was integrated with Newly Appointed BL Training which was conducted in English for headquarters hired staff (HS) as well as NHS.

The Mitsui Management Academy program which had been provided only for HS has been developed in the combined training, Global Management Academy (GMA) since 2011 in collaboration with Harvard Business School. GMA was attended by HS, NHS, employees of overseas group companies, and employees of Mitsui’s overseas partner companies aiming at broadening Mitsui’s diversity on global prospect.
Mitsui aims to become a global business enabler and is pursuing diversity management initiatives as an important corporate strategy for achieving organizational change and realizing the creation of new value.

Human resource development program

Diversity Management Initiatives

Mitsui aims to become a global business enabler 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 expand our activity domains to global growth markets and develop deep-rooted businesses around the world, it is essential to appoint the personnel who are thoroughly familiar with each country and region. In addition, to respond appropriately to the continuously changing business environment and to keep generating Yoi–Shigoto, we must draw on the combined capabilities of a diverse range of human resources. We are also working on creating a corporate culture and systems where highly qualified personnel throughout the world can be active on a variety of fields.

Helping our female employees 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 irrespective of gender. Mitsui has employed female employees in mainstream career path from 1992. We have created an environment characterized by job rotation and workplace exchange, along with training and other programs, where women can be more active. In addition, the number of female employees taking an active part in our overseas activities is increasing year by year. Currently, there are 45 female employees dispatched from Japan and stationed in Mitsui’s overseas operations (including foreign language and business culture trainees and overseas trainees, as of April 1, 2012).

Hiring of disabled persons

In 1981, in accordance with the then Law for the Employment Promotion of the Disabled, we established Mitsui Bussan Business Partners Co., Ltd. (formerly Bussan Service Co., Ltd.), a trailblazing special-purpose subsidiary for the employment of people with disabilities. A large number of disabled persons are currently employed in a variety of personnel and administrative capacities including printing, mailing, various kinds of data processing, business travel arrangement and settlement, personnel, payroll and benefits administration and office layout management and for over 20 years we have exceeded the statutory employment rate for people with disabilities. As of March 2012, 2.26% of Mitsui’s employees were disabled.

Diversity Cafe

Accompanying changes in the social milieu, such as a greater diversity in people’s sense of values, the number of husbands and wives both holding jobs and the demographic aging of the population, there has been an increase in the number of employees seeking new kinds of career paths and wanting to maintain a balance between their work and their private lives. We sometimes provide venues such as the Diversity Café for employees to come together and have the opportunity to learn from each other’s experiences and to discuss and share information on matters of common interest. The themes for discussion in 2011, mainly for our female employees, were “How to make a career of one’s own” and “the experience of Administrative Overseas Trainees”.

Creating a good work environment to have work worth

We consider it very important to improve the work environment to enable all employees — the leaders in our efforts to generate Yoi–Shigoto — 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 at homes. We are developing systems designed to create workplaces where it is possible to maintain a balance between our work and the requirements of our personal lives and are providing information to employees on how to use these systems effectively through presentations and through the company intranet and the in-house magazine.

Mitsui & Co., Ltd. Sustainability Full Report 2012
Addressing the issue of long working hours

At Mitsui & Co., Ltd., we have established a Labor–Management Committee to address the issue of employees’ long overtime working hours from perspectives that include health management and to determine and improve the situation.

To reduce total working hours, we constantly create materials to enable the understanding of the actual situation with respect to overtime and paid leave in each division and provide them to each division so as to reduce total working hours and encourage taking annual paid leaves, including use of the planned leave system. And we provide guidance about appropriate time management and raise awareness, especially to managers through training session with “Overtime Handbook”, which is our in–house manual related to overtime. We also provide access to on–site medical advisors for employees whose overtime work exceeds a specific limit and develop proposals for improving the situation, based on the Occupational Health and Safety Law of Japan, which leads to reduce total working hours and prevent health problems.

Childcare and family care support

To help employees balance their working life with childcare and family care needs, Mitsui has introduced systems of short–time working and staggered hours working in addition to its leave system. From 2007, we provided partial pay for childcare leave and moderate the eligibility requirements to allow employees to take childcare leave even if their spouse is a full–time housewife, thereby creating an environment that 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, Labour and Welfare as a company that is actively providing support for child raising.

Occupational hygiene initiatives

The Hygiene Committee, which is composed of members recommended by management and labor, meets each month. The activities of this committee include the discussion of arrangements for maintaining the health of employees, based on advice provided by qualified industrial physicians and hygiene experts; ways of making improvements in the workplace; and other related matters. The committee also conducts workplace visits.

Health checks

Mitsui provides the opportunity for employees to have convenient periodic health checkups on Company premises. Also, for personnel who are 35 years of age and older, Mitsui recommends more extensive health examinations, which employees may take on Company premises or at external clinics. In addition, for employees who are 40 years of age and older, in collaboration with the health insurance union, Mitsui offers specific guidance for health maintenance.

Mental health care

Mitsui conducts training courses related to mental health for its employees and managerial personnel, including new employees and Man–to–Man Leaders. This course provides the necessary basic knowledge both to employees and their managers and aims to prevent mental health issues among managerial personnel and their subordinates. Also, the Health Management Center & Medical Clinic provides responses carefully tailored to individual needs, including discussion with industrial physicians and medical insurance staff, as well as counseling services provided by other specialists. In addition to assistance to employees themselves, Mitsui can provide counseling services for the families of employees via telephone, e–mail, and other communication channels.

Joint efforts with labor unions

To create an environment in which each and every employee is able to work energetically in pursuit of “Yoi–Shigoto” and in which the employees and company can continue to grow together, we actively discuss a variety of common issues with the Mitsui & Co. Labor Union. Mitsui also holds labor–management personnel discussion meetings to confer on human resources development and various personnel–related systems and to provide a venue for exchanging views on a variety of matters, such as overtime management and company canteens, etc., with the aim of maintaining a healthy and cooperative relationship between management and labor. (As of March 2012, the union had 4,643 members, a membership rate of 80.6%)
Data of personnel affairs about Mitsui’s Human Resource Development

Employment Information

Mitsui Employees by Gender (as of March 31, 2012)

- Male: 4,510 (73.5%)
- Female: 1,626 (26.5%)

The number of employees on a non-consolidated basis as of March 31, 2012, was 6,136.
(Male: 4,510 Female: 1,626)

* Not including those in administrative staff positions and contract employees.
* Average personnel turnover (Over the last three years) 2.96%

Mitsui’s Hires of New Graduates for the Managerial Career Path by Gender

<table>
<thead>
<tr>
<th>(Number)</th>
<th>FY2008</th>
<th>FY2009</th>
<th>FY2010</th>
<th>FY2011</th>
<th>FY2012</th>
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<tbody>
<tr>
<td>Male</td>
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<td>56</td>
<td>65</td>
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<tr>
<td>Female</td>
<td>104</td>
<td>113</td>
<td>88</td>
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Mitsui’s Mid-Career Hires

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<td>Male</td>
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<td>2</td>
<td>3</td>
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<tr>
<td>Female</td>
<td>16</td>
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Foreign Geographic Areas (As of March 31, 2012)

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<thead>
<tr>
<th></th>
<th>Headquarter-hired Staff (HS)</th>
<th>Non-Headquarter-hired Staff (NS)</th>
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<tr>
<td>Americas</td>
<td>299</td>
<td>569</td>
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<tr>
<td>Europe, the Middle East and Africa</td>
<td>241</td>
<td>791</td>
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<tr>
<td>Asia Pacific</td>
<td>520</td>
<td>1,756</td>
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<tr>
<td>Other (overseas trainees)</td>
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<tr>
<td>Total</td>
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NS Dispatched to the Head Office (As of March 31, 2012)

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<td>Japan Business Integration Program trainees</td>
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<td>Japan Language &amp; Business Program trainees</td>
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<td>Intra-company transferees</td>
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<tr>
<td>Total</td>
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Employees Taking Childcare or Family Care Leave

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<td>Childcare leave</td>
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