

Mitsui & Co.'s New Workstyle

~Work-X (Workplace Experience) Initiative~



March 2, 2020

Background & Business Environment

[Background]

- March 2011: Launch of Ohtemachi OH-1 Project, including reconstruction of Head Office Building
- November 2014: Relocation to temporary offices
- May 7, 2020: Scheduled relocation to new Head Office

[Business Environment]

- The environment surrounding our business has changed dramatically over the past 5 years.
 - ➔ Fusion between multiple industries has advanced, which has created a number of new ways of consumption and service trends, and people's workstyle has also diversified.
 - ➔ New value perspectives and technologies have spread rapidly, and the speed of change is accelerating even more.
 - ➔ We face an era in which our organization must be able to respond flexibly to changing times.

Mitsui & Co.'s Vision

◆ Mitsui's Long-term Vision Toward 2030

~ Toward a Mitsui & Co. that proactively creates and develops its own business, with the strength of its individual professionals ~

Each and every employee will enhance their individual capabilities, and create new value by partnering with others inside and outside the company.

◆ Mitsui & Co.'s Workplace Experience (“Work-X Project”)

- Diverse individuals come together to bring about new “Challenge and Innovation” through chance encounters and spontaneous collaborations.
- Factors that draw diverse individuals together are a culture of believing in individual potential, and an accepting arena that enables individuals to have solid, quality experiences.
- Various projects were launched to consider new workstyle, while maintaining the high productivity of each organization. Cross-sectional, dedicated organizations are implementing measures to create new value.



Seven Measures for Driving Growth

【Two Main Concepts for Driving Growth】

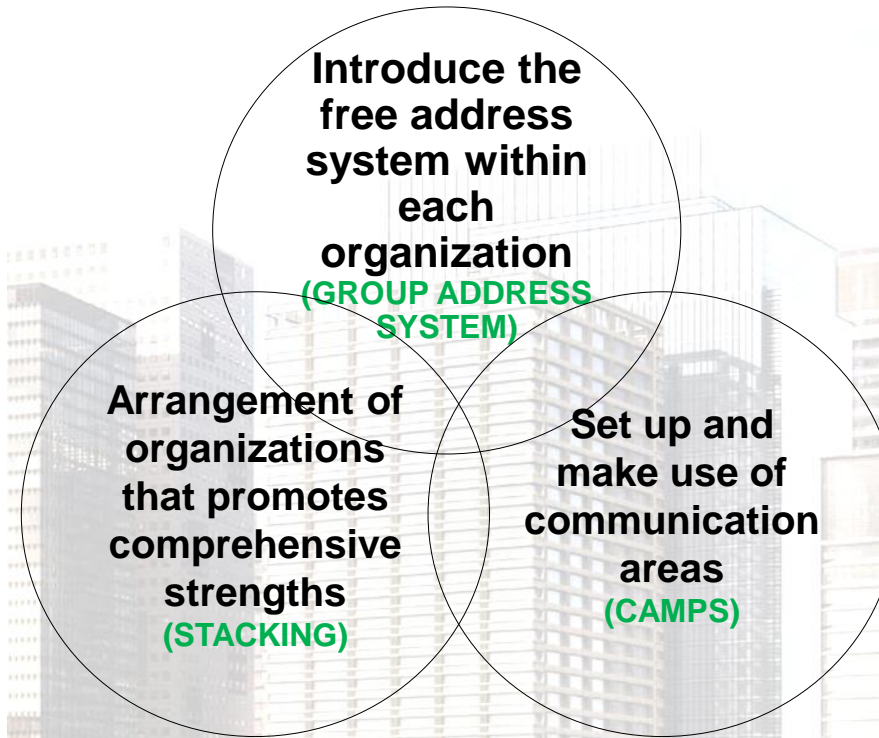
Agile & Evolving

Human-centric

【Seven Measures】

- ① **Introduce the Group Address System* on a company-wide basis (covering approximately 4,500 people)** Realize flexible team formations to meet operational and project requirements.
*Group Address: Free address system within each organization.
- ② **Arrange organizations in a configuration that promotes our comprehensive strengths,** and thereby encourage collaborations across divisional boundaries.
- ③ **Establish communication areas** to set the stage for collaborations that can generate more spontaneous and free-flowing ideas.
- ④ **Strategically invite external partners to our offices** to create more opportunities for collaboration with diverse talent.
- ⑤ **Implement hospitality measures** to enhance our *omotenashi* approaches (wholeheartedly welcoming guests), for the sake of developing close communication and mutual trust with them.
- ⑥ **Use digital services that realize next-generation workstyles,** in order to increase productivity and create a comfortable work environment.
- ⑦ **The newly established Work-X Dept.** continuously pursues the improvement of the office environment through data measurement and verification of the effects.

Triad of Initiatives for Driving Growth



A triad of initiatives will be implemented in the workplace at the new Head Office:

Adoption of a free address system by each organization

Arrangement of organizations to promote comprehensive strengths

Establishment and use of communication areas

We aim to further accelerate growth by enhancing collaboration laterally and diagonally, through such means as flexible cross-divisional team formations, sharing of information and ideas, and communication to inspire new ideas, while also maintaining the high productivity of a vertically structured organization.

Overview of Communication Areas

Work spaces where we create new business, improve project quality, and bring them to fruition, thereby laying the groundwork to enhance Mitsui & Co.'s corporate value

◆ **Social:**

A place with an open atmosphere for exchanging opinions freely



◆ **Co-work:**

A place for project-specific small and medium-size discussions



◆ **Focus:**

A place for contemplating and quietly refining strategies and ideas



◆ **d.space:**

A place where professionals who promote our digital transformation come together



Workstyles Tailored to Each Objective

Work environments for realizing ABW (Activity Based Working)

- ◆ Flexible seating to accommodate the purpose of each meeting



- ◆ A welcoming atmosphere for encouraging participation



- ◆ An environment where employees can concentrate on their work



- ◆ A space where events can also be held



360° business innovation.



MITSUI & CO.