



360°
business
innovation.

Empowering People to Build Brighter Futures

Human Capital Report 2023



MITSUI & CO.

Empowering People to Build Brighter Futures

Human Capital Report 2023

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Editorial Policy

We are pleased to announce the publication of our “Empowering People to Build Brighter Futures” (Human Capital Report 2023). Since our establishment, we have consistently believed that “people” are the source of our sustainable value creation and have dedicated ourselves to acquiring and developing talent, continuous talent development, and organizational development.

This report introduces our value creation process, focusing on “people” within our global group, and organizes and summarizes our various initiatives for human capital.

We hope that this report will help our diverse stakeholders gain a deeper understanding of our activities.

In creating this report, we have referred to the Cabinet Secretariat’s “Guidelines for Human Capital Visualization” and ISO30414 (Guidelines for Internal and External Human Capital Reporting).

To further enhance your understanding of our value creation process, we also encourage you to read our “Integrated Report 2023” and “Sustainability Report”.

We welcome feedback from all of our stakeholders on this report, based upon which we will further enhance the content of future reports.

Cautionary Note on Forward-looking Statements

This report contains statements and figures regarding Mitsui’s corporate strategies, objectives, and views of future developments that are forward-looking in nature, based on judgments and information available as of the publication date (September 2023), and are not simply reiterations of historical facts. Readers should be aware that a number of known or unknown risks, uncertainties, and other factors could lead to outcomes that differ materially from those presented in such forward-looking statements. Therefore, please use the information and materials at your own discretion, by collating information from other sources. Under no circumstances shall Mitsui be held liable for any damages arising from the use of this report.

Scope of the Report









Reporting period: April 1, 2022 to March 31, 2023
(including some information on activities in April 2023 and thereafter)

Reporting organization: Mitsui & Co. Group
(As a general rule, this includes Mitsui & Co., Ltd. on a standalone basis, as well as consolidated subsidiaries and equity method affiliates. However, in some cases, it may also include unconsolidated subsidiaries and affiliated companies.)

Reporting Guidelines Referenced

- Guidelines for Human Capital Visualization (Cabinet Secretariat)
- ISO30414:2018 Guidelines for disclosure of information on human capital
- Research Report on Improving Sustainable Corporate Value and Human Capital (Ito Report - Ministry of Economy, Trade and Industry)
- Study Group Report on Achieving Human Capital Management (Ito Report 2.0 - Ministry of Economy, Trade and Industry)

Reports and Information Disclosure from Mitsui & Co.

Business Strategies and Financial Information	ESG Information
Integrated Reports  Prepared for all stakeholders, including shareholders and investors, to capture Mitsui’s value creation process, medium to long-term management policies, business strategies, and financial and non-financial information	
Website Investors  Financial and non-financial information is compiled for investors and shareholders	Website Sustainability  Up-to-date sustainability information published by the Company
	Sustainability Reports  Detailed, comprehensive sustainability information published by the Company
Securities Reports 	Empowering People to Build Brighter Futures (Human Capital report 2023)  Explains our group’s approach and initiatives to human resources and value creation through human resources management
	Corporate Governance Reports 
Notice of General Meeting of Shareholders 	

Philosophy

Why We Are Known for the Phrase “Mitsui is People” The unwavering spirit of valuing “people” since our establishment

Our founding philosophy dates back to before World War II, and the spirit of Mitsui & Co. at its inception continues to be passed down. The first president of the former Mitsui & Co.*1, Takashi Masuda, was dispatched to France as an envoy of the Edo Shogunate in the 1800s. While in France, he felt a sense of crisis about Japan’s lagging behind and, together with Rizaemon Minomura, the head clerk of Mitsui-gumi, and the influential Kaoru Inoue at the time, decided to establish the former Mitsui & Co.

Mitsui & Co. is a venture company, and the “& Co.” in English is meant to imply “fellowship.” With a spirit of “Challenge and Innovation”, diverse individuals work in a culture of “Open-Mindedness”*2, where each individual can grow and contribute in the right place. This is what Mitsui & Co. represents and why it is known as “Mitsui is People.”

Based on Takashi Masuda’s words, “It all starts with people”, successive leaders have also emphasized the importance of “people” and have developed human resources strategies accordingly.

These principles are embedded in the DNA of our company, as the principles guiding our employees.

The commitment to “People” by our predecessors

**The individual builds the business,
and the business cultivates the individual.**

**A business is its people. To build for the future,
it must develop its people today.**

Mitsui develops its people. They are our most important asset.

*1 From a legal perspective, there is no continuity between the former Mitsui & Co. and the present Mitsui & Co., and they are totally separate entities.

*2 A free, open, and inclusive corporate culture that welcomes and encourages frank opinions, dynamic business endeavors, and insatiable curiosity.



Takashi Masuda President of the former Mitsui & Co.

Philosophy

The enduring spirit since its foundation to the present day 360° business innovators

Mitsui & Co. has embarked on a mission to “Build brighter futures, everywhere” and is working as a group to tackle complex global social issues, aiming to bring value to the world through cross-industry initiatives solutions. Since its establishment, the company has been hiring promising talent and actively dispatching them overseas. While acquiring local language and cultural knowledge, they are building a network and leveraging it to expand our business, ultimately contributing to nation-building through business.

In today’s world, where uncertainty and the need for speed are increasing and the tools such as the internet and artificial intelligence (AI) are advancing, we still value the frontline perspective and network with the five senses of our people. The high degree of freedom in organizational management, which has been maintained since our establishment, giving certain discretion to the heads of each department and office, is a manifestation of this. In the future, we will strive to become a company where employees work autonomously and proactively as professionals, respecting diversity in an inclusive environment where each individual can maximize their performance and capabilities.

In 2020, we updated our Corporate Management Philosophy (MVV) to reaffirm and share the values that support the spirit of “Challenge and Innovation” that our employees and the company uphold. All employees of the global group will have a common set of values and continue to progress towards achieving the Mission.

Corporate Management Philosophy (MVV)

Mission

Build brighter futures, everywhere

Realize a better tomorrow for earth and for people around the world.

Vision

360° business innovators

As challengers and innovators, we create and grow business while addressing material issues for sustainable development.

Values

Our core values as challengers and innovators

Seize the initiative

We play a central role in driving transformation.

Thrive on diversity

We foster an open-minded culture and multiply our strengths to achieve excellence.

Embrace growth

We drive our collective growth by continuously growing as individuals.

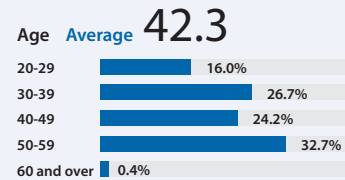
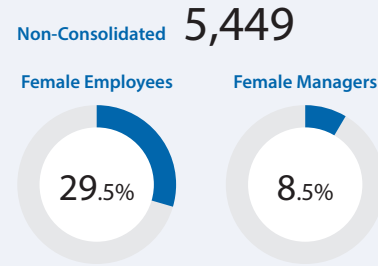
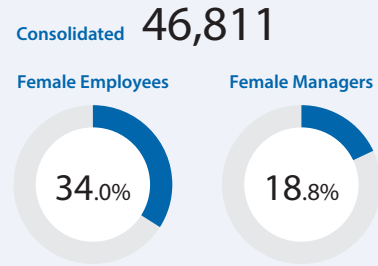
Act with integrity

We pursue worthy objectives with fairness and humility, taking pride in work that stands the test of time.



At a Glance

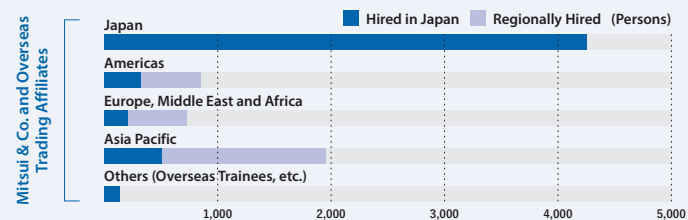
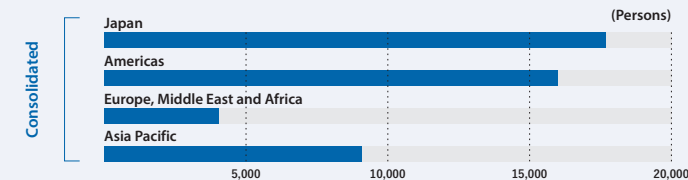
Number of Employees (March 31, 2023)



Number of Employees by Region (March 31, 2023)



Worldwide Operations 128 Offices in 63 Countries / Regions



Talent Development Program (FY March 2023)

Average Cost per Employee (non-consolidated)
¥500 thousand / year

Average Hours of Participating in Talent Development Program per Employee (non-consolidated)
16.1 hours / year

Number of Global-Group Employees Participating in Talent Development Programs Held by Mitsui & Co.
Approx. **22,000** Persons

Number of Overseas Trainees, Foreign Language & Business Culture Trainees (1952 - March 2023, cumulative)
2,793 Persons

Number Countries that Overseas Trainees and Foreign Language & Business Culture Trainees are Dispatched to
30 Countries



Global Group (March 31, 2023)

Number of Affiliated Companies for Consolidation
513 Companies

Number of Mitsui & Co. Employees Seconded to Affiliated Companies / Number of Countries Those Employees are Seconded to
1,226 Persons / **45** Countries

Number of Affiliated Company Employees* Seconded to Mitsui & Co.
131 Persons

* Includes employees of companies that are not affiliated companies of Mitsui & Co.



Key Financials (FY March 2023)

Total Assets
¥15.4 trillion

Profit for the Year
¥1.1 trillion

ROE
18.9%

Core Operating Cash Flow
¥1.2 trillion



Engagement (FY March 2023)

Employee Engagement*1
Mitsui & Co. and Overseas Trading Affiliates **72%**

Environment Utilizing Employees*2
Mitsui & Co. and Overseas Trading Affiliates **69%**

*1: Positive response rate on multiple questions related to "Having motivation to contribute or loyalty to the company, and the desire to make voluntary efforts"

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

CEO Message



Building Brighter Futures

Kenichi Hori

President and Chief
Executive Officer

“ People grow stronger by taking on challenges, and people empowered in this way create value: Such a virtuous cycle of personnel growth and new value creation is the ultimate vision for Mitsui & Co. ”

What does “people” mean to Mitsui & Co.?

Since the founding of our company, we have continued to contribute to the development of society by creating new value through the resolution of social issues. In order to continue creating value by responding flexibly to unpredictable and drastic changes in the business environment going forward, I believe it is important to develop people who can adapt quickly to such changes and create effective strategies for the future, and to fully realize their respective potential. This idea is also represented in the words of the first president of the former Mitsui & Co., Takashi Masuda, who said, “Mitsui develops its people. They are our most important asset.” This belief is still being passed down from generation to generation. The title of this report, “Empowering People to Build Brighter Futures”, is also a representation of our firm belief which dates back to that era.

Please tell us about Mitsui & Co’s unique way of enhancing and drawing out the value of human capital, which is embodied in its keyword phrases such as “Mitsui is People”, “Challenge and Innovation”, and “Open-mindedness*.”

In order to empower people to reach their full potential, we have always emphasized the importance of the attitude toward work as well as corporate culture, which are expressed in “Challenge and Innovation” and “Open-mindedness”, respectively. We continue to place importance on these values today, and they have been incorporated into the four values as defined in our Mission, Vision, Values (MVV): “Seize the initiative”, “Thrive on diversity”, “Embrace growth”, and “Act with integrity.”

In a social environment where change has become the norm, it is becoming difficult to create new value using conventional methods alone.

* A free, open, and inclusive corporate culture that welcomes and encourages frank opinions, dynamic business endeavors, and insatiable curiosity.

“ An inclusive culture is indispensable for our people to sustainably create new value. ”

As people from diverse backgrounds, including their careers as professionals, ages, genders, and nationalities, encounter different opinions and mutually recognize each other, they also realize what they are lacking. I believe that this kind of inclusive environment –which, in fact, is synonymous with “open-minded” culture– is a key for our people to sustainably create new value.

Also, in an increasingly complex world, it is becoming more difficult to arrive at the right answer from the beginning. But even so, we still need an environment in which people are encouraged to take on challenges. Things may not always work out perfectly, but at Mitsui & Co. we have always believed in bettering ourselves by learning from mistakes, and leveraging such experiences for tackling future challenges. People grow stronger by taking on challenges, and people empowered in this way create value: Such a virtuous cycle of personnel growth and new value creation is, indeed, the vision for Mitsui & Co. carefully handed down by our predecessors and expressed in the words, “People make business, business cultivates people.”

What do you think about the qualities employees should have – such as aspiration, ability, and skill – and the roles that employees should fulfill?

The strength of our human resources lies in the fact that each one of us joined the company with our own aspirations

and unique individuality, and that we are a group of independent thinkers who are capable of thinking things through and genuinely analyzing business autonomously.

To maintain this strength, the first thing required of employees is to be a professional. Through the experience of delving into the business domains they are responsible for, our employees come to empirically understand that they cannot become professionals in their field without doing their utmost to hone their skills.

At the same time, everyone, myself included, knows that we need to stay humble, given that we are still only midway through the journey of personal development. We need to maintain this awareness, be hungry for new knowledge, and continually refine ourselves. These approaches naturally foster mutual respect for each other’s careers. True professionals can apply their skills in a wide range of fields, which allows us to realize flexible horizontal collaboration across industries.

We also need to cherish curiosity, have the resilience to learn from failure, maintain our focus on the business frontlines, and follow our belief in the five senses, in other words, valuing insights gained from what we directly see, hear, and touch. While actively leveraging new technologies such as AI as tools, I ask our employees to pay as many visits as possible to the business frontlines and make decisions based on their five senses.

What do you focus on in terms of the executive structure and governance system in order to effectively promote the HR strategy?

We have adopted a global matrix structure based on the business unit system. This lowers organizational boundaries between business units and regional offices, and enables flexible and agile collaboration. By combining our region-oriented insights and strengths generated by our cross-industry approaches, we aim to provide the best *real solutions* possible to increasingly complex social issues, at that point in time.

Similarly, in our HR strategy, local offices (place of recruitment) and business units coordinate closely to strengthen employees’ expertise as professionals, provide training and transfer opportunities that are not restricted by affiliated unit or region, and thereby create optimal career paths for our employees.

I believe our global talent management system “Bloom”, which is being introduced progressively across the company, will further visualize such processes, and ever accelerate the active involvement of diverse human resources through optimum assignments.

Our HR strategy is also constantly being discussed as a major topic by the Board of Directors and Corporate Management Committee. With a particular focus on inclusion, we have established a system that allows us to carefully consider the development of line managers and

“ Putting people first among other business resources is fundamental for management. ”

succession plans within the organization. We are also promoting well-being initiatives, and in addition to providing physical and psychological safety and security – which is the basis for ensuring employees’ performance – we seek an environment in which each person can work in their own style, with motivation, and thrive together with their colleagues. Also utilizing the Mitsui Engagement Survey, which is conducted every year, we are working to accurately grasp and improve the state of our organization.

Please tell us about any insights you gained through dialogues with stakeholders and your approaches for promoting the HR strategy.

The ultimate goal for a company is to create value together with its stakeholders. To that end, it is crucial to show the company’s future path over the long term, and to obtain support, and understanding of each stakeholder. In that sense, the Medium-term Management Plan 2026 offers us a platform to communicate how we will allocate the valuable corporate resources entrusted to the company and how we will link them to value creation.

For example, with respect to the energy transition promoted under the Medium-term Management Plan 2026, it is necessary to promote the energy shift effectively as a bridge to a future decarbonized society, and to translate it into a business model that is sustainable and meets our return standards. Tools we have and corporate

resource allocation plans for generating innovation must be clearly presented to our stakeholders along with the specific timelines, and we will execute our plans after gaining their understanding and support.

This approach does not change at all when it comes to our HR strategy, either. As evidenced by the recent rise of social interest in human capital management, I am convinced that putting people first among other business resources is fundamental for corporate management.

Therefore, in our dialogues with internal and external stakeholders, we actively share our approach, envisioned direction, strategies, and ongoing measures related to human resources, to deepen their understanding.

The same goes for management’s engagement with employees.

Could you once again explain the reason for publishing this report entitled, “Empowering People to Build Brighter Futures”?

For Mitsui & Co., which has always placed people at the core of its management, it is quite natural to issue a new report focusing on HR information for communication to stakeholders. Our stakeholders include not only shareholders, investors, customers, business partners, and local communities, but also our own employees and people who are interested in our business.

To those who are interested in working at our company

in the future, I would like to explain in detail the importance of people for Mitsui & Co., and the kind of growth they can experience here.

In this report entitled “Empowering People to Build Brighter Futures”, we will continuously update and communicate our HR strategy and concrete progress toward our future vision, in order to convey Mitsui & Co.’s people-oriented approach and initiatives to stakeholders.



Value Creation by People Building Brighter Futures, Leveraging Mitsui Environments

For an organization to grow sustainably, one cannot overlook the growth of individuals. Mitsui & Co. hires promising, reliable talent and actively entrusts them with discretionary work, a human resources policy inherited from the former Mitsui & Co. Regardless of nationality, age, gender, or background, each employee experiences professional growth by demonstrating autonomy and initiative in their work, giving them a sense of fulfillment globally.

- P.11 People and Environments that Create Sustainable Value
- P.12 Our People Building Brighter Futures
- P.19 Mitsui Leadership in Action

Mitsui & Co. - The words of our predecessors

The individual builds the business, and the business cultivates the individual.



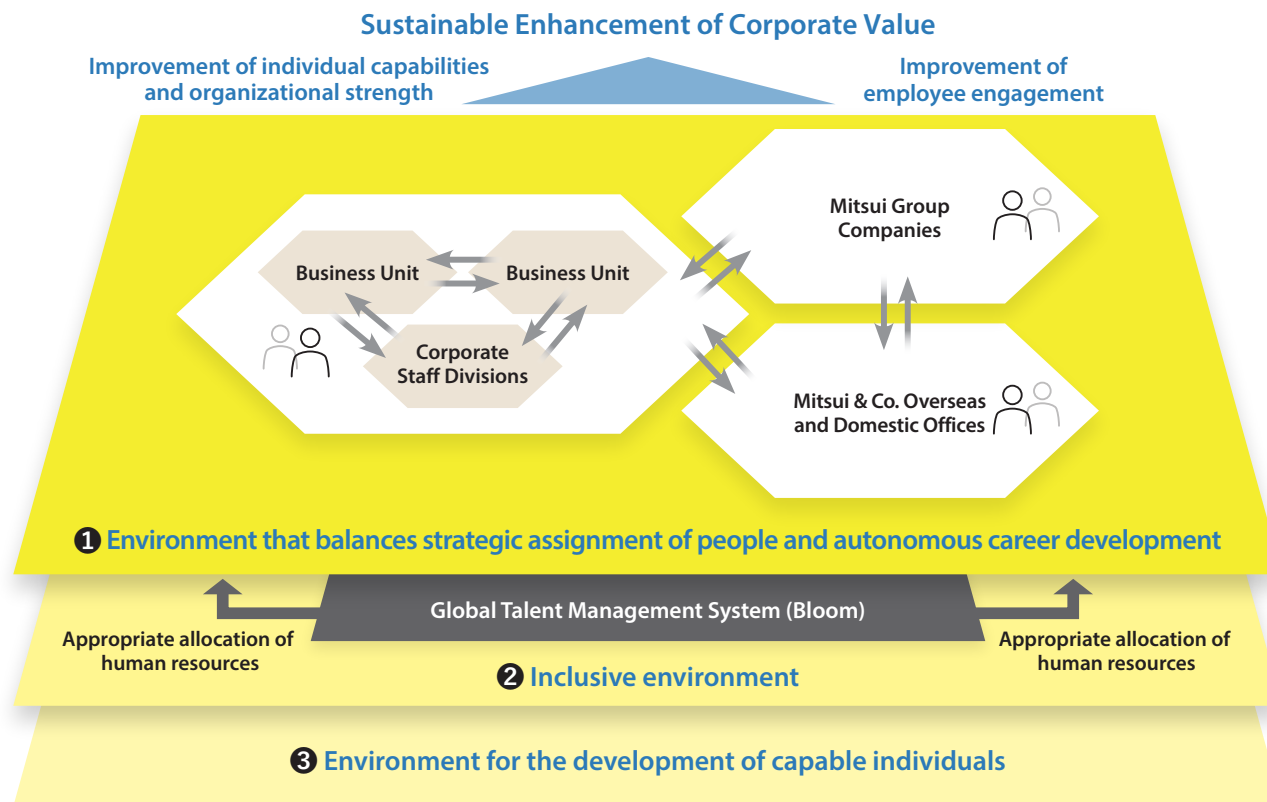
El-Nahass Heba
Mitsui & Co., (Egypt) S.S.C.

People and Environments that Create Sustainable Value

The driving force behind value creation at Mitsui & Co. is each and every one of our capable individuals. We believe that supporting diverse individuals in their autonomous career development is crucial for sustainable enhancement of corporate value. Therefore, we are implementing various initiatives to ensure that each employee can actively engage in challenging tasks utilizing their strengths, contribute to the organization, and continuously experience a sense of growth aligned with their career aspirations.

Within our company, we have a global matrix system consisting of a wide range of business fields and global offices. ❶ This structure allows for agile and flexible transfers across organizational boundaries. Additionally, ❷ we have an

inclusive environment that encourages new challenge and innovation by leveraging the strengths of diverse individuals. Furthermore, ❸ we provide a structured training program in conjunction with global business fields to develop capable individuals. By maximizing the utilization of these environments, Mitsui & Co.'s diverse individuals continue to challenge and innovate to accomplish the business strategies, leading to a positive cycle of realizing individual careers and enhancing the company's value, resulting in sustainability. We consider this as our value creation model. Furthermore, the introduction of the new global talent management system, "Bloom", will further accelerate the realization of our human resources strategy.



Mitsui & Co.'s HR Strategy → P.26

Promoting **strategic assignment of people** within the global matrix system that takes into consideration business strategies, organizational needs, individual strengths, and career aspirations. → P.39

Enhancing and accelerating **inclusion** to support the challenge and innovation of individuals with diverse strengths. → P.33

Providing diverse on-the-job experiences and systematic training for the **development of capable individuals** who can achieve world-class results. → P.27

Our People Building Brighter Futures

Connecting “people” —A spreading circle of growth

Dinda Putri Nastiti

Seconded to PT CT Corpora
Corporate Business Development
(Indonesia)

CT Corpora

Based in Indonesia, CT Corpora reaches a broad range of consumers in Indonesia through the development of businesses in finance, retail, media, real estate, hospitality, entertainment, lifestyle, etc.

▶ Participation Program

Mitsui-Bussan Scholarship Program for Indonesia, Change Leader Program

Ratio of Female Managers

We strive to increase the ratio of female managers by cultivating next-generation leaders and implementing various human resource measures.

Non-consolidated

(FY March 2023)

8.5%



(Target of FY March 2025)

10.0%

Consolidated

(FY March 2023)

18.8%

My journey with Mitsui & Co. dates to my student days. Having a strong interest in Japan, I applied to the “Mitsui & Co. Indonesia Scholarship Fund” and received the opportunity to obtain a bachelor’s degree in IT in Japan. After a few years, I came back to Indonesia and joined the company to contribute to the digitalization of the country.

Over the years I have been taking on the challenge of expanding into different industries through digitalization. I learned localization is indispensable to make business ideas happen. Sometimes the business model and solution already exist locally. I also came to conclude that diversity is becoming vital as we need local know-how from many places. In 2019, I participated in the Change Leader Program, which aims to foster leaders of change. It involved members selected from various countries, and it reaffirmed my belief on the importance of involving diverse people in driving change to realize business innovation.

Currently, I am leveraging my knowledge within CT Corpora, an Indonesia-based, local-grown conglomerate who is our business partner. I aim to enrich Indonesian people’s life by delivering the right product and the right services through data driven consumer insights, empowered by Mitsui’s people and our local partner. I hope to see more people apply to Mitsui’s scholarship, just like myself, so that the circle of personal-business-society growth will continue to expand in various ways.



Our People Building Brighter Futures

Illuminating the future with my passion for Africa

Yuki Yashiro

Seconded to
Zalar Holding S.A.
Morocco

Zalar Holding

Established in 1974, Zalar consistently handles everything from grain import, feed production and poultry farming, to meat processing and production. Under the Dindy brand, Zalar's poultry products including ham and sausages are sold in various forms, primarily throughout Morocco. Since 2020, Zalar has also expanded its poultry business in Senegal.

▶ Participation Program

Overseas Development Dispatch, Foreign Language & Business Culture Trainee

Non-consolidated

Overseas Development Dispatch, Foreign Language & Business Culture Trainee

We cultivate businesspersons who can play an active role globally, deepening the understanding of history and culture, and promote the power to accept diverse values and not only the language.

Total Number of Overseas Trainees, Foreign
Language & Business Culture Trainees
(1952 to FY March 2023)

2,793 Persons

Number of Dispatch
Countries
(FY March 2023)

30 Countries

During my time as a university student, I had a strong desire to contribute to the realization of a world without poverty, which sprouted from my experience as an educational volunteer in Kenya. In order to take on the challenge of creating employment opportunities in Africa, I joined Mitsui & Co. an industrial problem solver in line with the needs of the times.

I joined the Energy Business Unit, mainly working on development projects in oil and gas fields in the Middle East and Southeast Asia. In my third year, I gained experience working as a trainee in Dubai. I felt a sense of fulfillment in working on a large-scale project that directly contributes to nation-building through resource development, but I also wanted to build a focus on Africa, which had been my initial intention. Therefore, I applied to become a French language trainee. After a year of language training in Lyon, I transitioned to on-the-job training at the Mitsui & Co. office in Casablanca, Morocco. There were no routine tasks, and our mission was to explore new business opportunities. It was the first time I found myself in an environment where the name "Mitsui & Co." did not have much recognition. I spent my days in Morocco, as well as in francophone West Africa, realizing the difficulty of creating work from scratch. On the other hand, I also had the opportunity to learn the satisfaction of formulating hypotheses and conducting repeated verifications.

Witnessing the growing demand for protein in Africa, I further strengthened my desire to take on the challenge of developing the food industry, and when it was time to return to Japan, I requested to be assigned to the Food Business Unit. It was my first experience in this business field, but I also had the opportunity to be seconded to domestic affiliated companies, accumulating experience and knowledge in the animal protein business area. After two fulfilling years, one day an opportunity arose to be seconded to Zalar Holding, a company that I, as a project member, considered investing in during my OJT in Morocco. It will mark one year and seven months in September 2023, since the start, and I am now taking on the challenge of enhancing Zalar's business competitiveness while fully utilizing my experience of being seconded in Japan. Although I am still halfway towards achieving my goal of creating employment opportunities, I aim to become a Mitsui & Co. employee who not only contributes to the improvement of our African business quality, but also illuminates a bright future for Africa, using the network I have built so far.



Our People Building Brighter Futures

Leading sustainable growth as a business executive

Daniel Todd

Seconded to Position Partners Pty Ltd.
Deputy Managing Director
(Australia)

Position Partners

Position Partners is a premier provider of intelligent positioning solutions for surveying, civil works, mining and building activities in Australia, New Zealand and across Southeast Asia.

► Participation Program

Global Management Academy, Change Leader Program
Executive Education

Global Group

Harvard Business School Global Management Academy

Our unique program held in partnership with Harvard Business School: Through global selective training, we nurture leaders to carry the next generation of global management

Total Number of Participants / Times
(2011 to 2023)

Participants from
(2023)

398 Persons / **11** Times **16** Countries

I serve as a full-time executive at Position Partners Pty Ltd (hereafter “PP”), in which Mitsui holds a majority stake. Leveraging the comprehensive strength of Mitsui & Co., we are expanding our business further in Australia and New Zealand as well as within Southeast Asia which represents a significant future growth opportunity.

Throughout high school and university, I had an interest in Japan, including its language, culture and the important business and trade relationship with Australia. As such, I identified Mitsui & Co. as a company that I would like to pursue a career with and an opportunity arose to do so in 2002 at the Melbourne office of Mitsui & Co (Australia) Ltd. Since then, I have been fortunate to have worked within four Business Units (Project, Food, Energy and Mobility) predominately in the domain of business development—strengthening relationships with strategic partners and developing new business opportunities and investments in line with company and business unit strategy.

In preparation for my management role at PP, I have had the opportunities to participate in multiple programs such as The Global Management Academy (GMA) at Harvard University in Boston, The Change Leader Program (CLP) and more recently in Mitsui’s Executive Education Program through which I attended The London Business School and completed their Senior Executive Program in late 2022.

Each of these training programs have greatly enhanced my skills, knowledge and internal & external networks and have therefore been invaluable tools for my career development and progression within the company. Furthermore, despite them all being very intensive learning experiences, they have clearly been some of the most rewarding and memorable experiences in my career to date.

Mitsui’s strong commitment to ongoing staff training in conjunction with on-the-job training and experience development on a global basis is undoubtedly a core strength of the company and is vital for developing our current, emerging and future leaders.



Our People Building Brighter Futures

Creating value with diverse colleagues, combining our own strengths

Maiko Kanamori

Seconded to Mit-Power Capitals(Thailand)
Limited Director (Thailand)

Mit-Power Capitals

Mit-Power, a 100% owned subsidiary of Mitsui, established as an intermediate investment company for investment in various power and infrastructure projects promoted jointly with Gulf Energy Development, a major power development corporation in Thailand, and for business management.

▶ Participation Program

Foreign Language & Business Culture Trainee, Women Leadership Initiative

Non-consolidated

Female Employees Dispatched Overseas

The fields in which our employees are active are spreading all over the world. We also have an environment that supports the success of employees who go abroad with their families.

Female Employees Dispatched Overseas

(April 1, 2019 to April 1, 2023)

45 Persons → **107** Persons

Since my student days, I have been interested in contributing to society through infrastructure development overseas, which is why I aspired to work for a general trading company. I joined the company in the accounting division that covers the metal-resources businesses of Mitsui, where I acquired basic skills as a professional. Later on, I was drawn to the energy market in Southeast Asia and applied to become a foreign language & business culture trainee in Thailand. After a year of learning Thai, I took on a trading role during on-the-job training, sitting side by side with Thai staff and managing my own P&L. I also deepened my understanding of the local culture and customs, and was able to build invaluable friendships. In particular, I believe that I have learned the importance of accepting diversity in a different culture, as well as gaining my own clues to leverage it as a strength.

After returning to the head office, I was involved in launching logistics infrastructure businesses. During this time, I had the opportunity to be involved in infrastructure development projects in Thailand where I could utilize my experience as a trainee. This involved negotiations in Thai, discussions with external advisors, and management taking into consideration the emotions of team members. I poured all of my knowledge into these tasks and worked hard to challenge myself in a new field.

As some of the projects I was in charge of started to move towards realization, I also became a parent in my personal life and took childcare leave. While experiencing the challenges of childcare, I also realized the importance of and gratitude for working as a team. Moreover, I reaffirmed the necessity of sustainability in infrastructure development for future generations.

Since 2019, I have been stationed in Bangkok, Thailand, and now hold a position as part of the management team in an intermediate investment company focused on the power sector. I am working with a sense of ESG as my own responsibility, considering the global trend and the next generation. While working diligently every day in the development and operation of infrastructure overseas, I also look ahead to the future, and I aim to become a globally-minded business professional who embraces diversity while leveraging my own strengths.



Our People Building Brighter Futures

Accelerating inclusion for new business creation globally

Shariful Alam

Mitsui & Co. (Asia Pacific) Pte. Ltd.
Dhaka Branch
Branch GM
(Bangladesh)

Mitsui & Co. (Asia Pacific) Pte. Ltd. Dhaka Branch

The Dhaka Branch: Established in 1958. In addition to the traditional textile and fashion industry, Bangladesh is experiencing growth in infrastructure, metal processing, mobility, pharmaceuticals, and consumer-centric business. While aiming to establish strategic partnerships with top local conglomerates, we are focusing on expanding trade, and investment in mobility, infrastructure, energy, and consumer-centric business.

▶ Participation Program

Japan Language & Business Program, Change Leader Program
Global Management Academy

Overseas Offices

Percentage of Regionally Hired Staff among Line Manager

We promote the success of regionally hired staff and develop deeply rooted businesses in countries and regions around the world.

Percentage of Regionally Hired Staff among Line Manager at Overseas Offices

(As of the end of March 2023)

17%

Since its establishment in 1958, our office has been involved in various ODA-related infrastructure projects, such as power plants, bridges, fertilizer factories, and hotels. Even after the country becoming independent in 1971, we have continued to play a significant role in the development of national foundations and social infrastructures.

I joined the Dhaka branch in 2000 and worked as a local liaison, mainly focusing on import business for export-oriented textile industry, collaborating with the head office and regional offices. Subsequently, as the country grew with 170 million people, the scope of our business expanded. In addition to textiles, we also handled metals, mobility, food, chemicals, as well as infrastructure-related tasks and new ventures collaborating with the country's top conglomerates.

What I find fascinating about working at Mitsui & Co. is the potential to create new businesses by flexibly adapting our business model to the changes in the world and connecting various businesses for establishing partnership. It is a dynamic business model that is rare overseas anywhere in the world.

Additionally, we place a strong emphasis on training for overseas staff. I myself participated in the LBP (Japanese language + OJT) for two years from 2013 and worked in Tokyo. Through this training, I not only learned Japanese, but also about the people, culture, and the company's values and structure that have been built over its long history. In order to advance business with a sense of urgency on the ground, I strive to promptly share the company's strategies and work objectives with the business headquarters. By understanding people and cultures through training in Japan and building a strong network, sharing of common goals can be smoothly achieved, enabling the creation of new footprints of strategic partnership in an agile manner for a brighter future. This is truly inclusion on a global scale, and I hope that many overseas staff will have such experiences in the future.

I feel that Mitsui & Co.'s vision of inclusion is still under development. I aim to accelerate locally driven inclusion, generate business from there, further expand the Dhaka branch, and eventually make it a 100-member office (currently 26 members).



Our People Building Brighter Futures

Maximizing the potential of People Building Brighter Futures

Kazuto Hamada /
Kaori Nagahisa

Mitsui & Co. HRD Institute.
Director / Chief Planner
(Japan)

Mitsui & Co. HRD Institute

We provide human resource development, organization development solutions, language services, and recruitment support services targeting Mitsui & Co. and its local subsidiaries and group companies domestically and internationally. We support the strengthening of human resource management in each company.

Global Group

Abundant training line-up to support careers

While focusing on capability development through diverse operations, we provide a systematic human resource development program to complement it.

Total Number of Training
Program Participants
(FY March 2023)

Total Developing and
Training Costs
(FY March 2023)

Approx. **22,000** Persons **¥ 2.75** billion

* Training conducted by the Human Resources Div.
(Does not include training conducted independently by business units or overseas)



We spoke with the experts from Mitsui & Co. HRD Institute, who are responsible for developing the capabilities of diverse talents that drive new value creation within the Mitsui & Co. Global Group and organizational development.

Nagahisa: Mitsui & Co. Group offers various training programs, and I am specifically responsible for the planning and operation of the Sponsorship Program and Women Leadership Initiative that promote women's advancement. These programs aim to develop a mindset for female leaders and are carried out for more than a year, including follow-ups after the training. Through this, we also need to take a comprehensive, long-range view of talent development, which is both challenging and rewarding. It is a particularly rewarding moment for me to see "graduates" of the programs taking on higher responsibilities and shining within the group.

Hamada: I am in charge of the planning and operation of the Global Management Academy held at Harvard Business School (HBS). We recruit participants with various backgrounds from both Mitsui & Co. Group employees and external partner companies, and engage in lively discussions on the key elements of management through case studies. The aim is to foster leaders who contribute to the long-term improvement of our group's value through mutual learning among

participants. Incorporating the Mitsui & Co. essence into the HBS setting and creating a diverse group of participants is a showcase of our planning skills. We also receive strong support from CEO Horii and other top executives, which is highly appreciated by the participants.

Nagahisa: I feel that initiatives to promote women's advancement and global talent development are directly linked to the formation of a diverse organization that Mitsui & Co. aims for. And it goes beyond just the category of women, but leads to the realization of diversity in a broader sense.

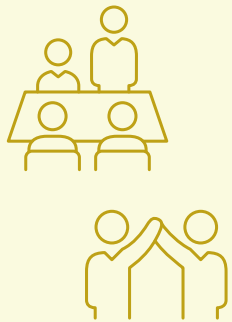
Hamada: That's exactly right. Deeply understanding Mitsui & Co. Group's management challenges and conducting talent development with a long-term perspective is our mission, and witnessing the growth of our employees through that process is the highlight of our work.

People Building Brighter Futures, Working as a Team

We regularly hold group events to share our Corporate Management Philosophy, and to share examples from our predecessors and colleagues. We see this as an opportunity to create new innovations by leveraging the diverse ideas and values of each individual.

Global Group

Penetration and Practice of Management Philosophy



Since 2021, we have been conducting the MVV Month once a year as an all-company event with employee participation. Within each unit, team discussions are held to link our own values and MVV with diverse colleagues and consider how to incorporate MVV into our own work and reflect it in our daily actions. The MVV Month held in June 2023 focused on the promotion of the value

“Thrive on Diversity” and included workshops aimed at embodying inclusion. With the values that support our company’s spirit of Challenge and Innovation, we aim to strengthen the foundation of trust among colleagues, cooperate step by step to solve challenges, and accelerate transformation and growth by practicing MVV.



Taking on innovation with teamwork
Mitsui & Co. (USA), Inc. Corporate Development Division



Global Group

Overcoming Difficulties with Colleagues



In order to aim for further growth in an increasingly uncertain business environment and build a strong business foundation, we believe it is important for our company to not only challenge new businesses but also overcome the middle-game of existing businesses. We have faced numerous challenges throughout the history of our business, and by working together with our

colleagues and persevering without giving up, we have been able to overcome these challenges through continuous innovation and creativity, inheriting the experiences of our predecessors. We are actively promoting efforts to share the knowledge and success factors of the middle-game within the company and transform employee behaviors to enhance the value of the company.

Efforts towards turnaround by MBK Human Capital
(U.S. Healthcare Human Resource Business)

Mitsui Leadership in Action

Global Common Behavioral Standards

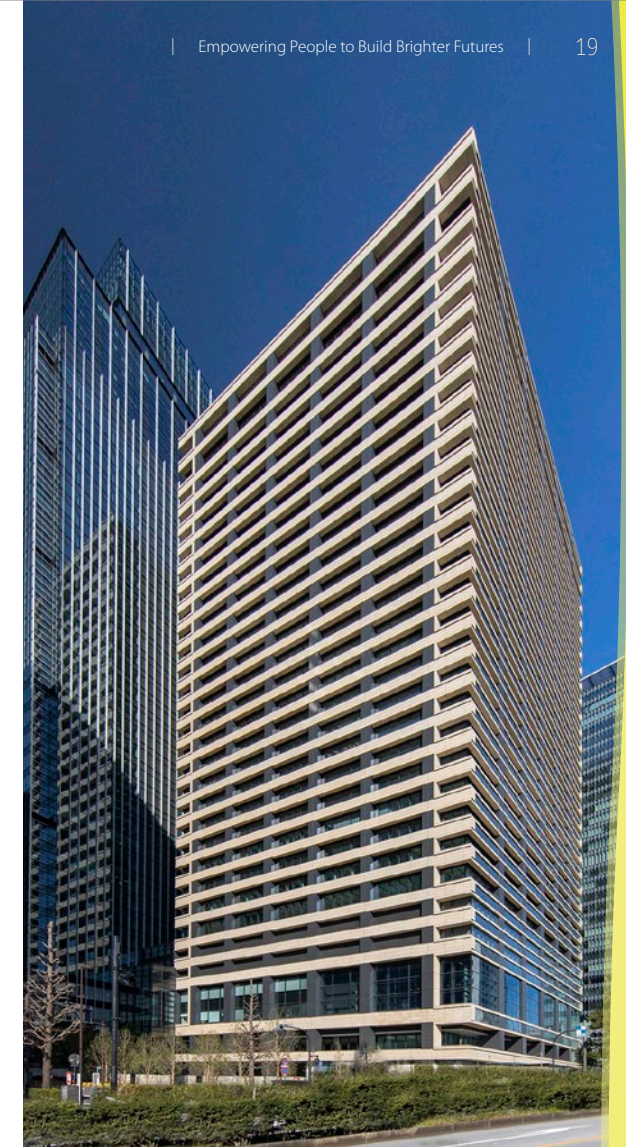
Our core values as “Challengers and Innovators” are defined in our MVV (Mission, Vision, Values). The Values, which are a requirement for all employees, are concretely shown in the 12 behavioral standards set out in the Mitsui Leadership in Action (MLA). We utilize these action standards rooted in our management philosophy in the entire HR management processes of recruitment, development, evaluation, and assignments at each location worldwide. Through the implementation of the universally shared MLA, each employee plays a key role to realize MVV in an inclusive environment.

Global Group

Values

12 Behavioral Standards Defined in Mitsui Leadership in Action

Seize the initiative	Lead change	Bring transformation and value creation for society
	Discover value	Act on opportunities to challenge and innovate
	Build resilience	Overcome adversity to realize change
Thrive on diversity	Be open-minded	Think and act inclusively for quality outcomes
	Collaborate proactively	Contribute to the success of business, colleagues and organization
	Harvest synergies	Act with a view for higher collective outcomes
Embrace growth	Energize	Trigger greater outcomes by inspiring others
	Commit to excellence	Pursue great work with passion in what you do
	Develop as individuals	Acquire skills that provide recognizable value to stakeholders
Act with integrity	Aim high	Pursue worthy objectives that stand the test of time
	Stay humble	Be respectful to others
	Be honest	Act with integrity and lead by example



Head office of Mitsui & Co., Ltd., which was completed in 2020. With the relocation to the new headquarters, we are challenging ourselves to create new values with our diverse customers and partners through an initiative called Work-X (Workplace Experience), where each employee realizes new work styles.



Changing Where and How We Work
<https://www.mitsui.com/jp/en/innovation/business/workplace/index.html>

To Empower People to Build Brighter Futures

For Mitsui & Co., Ltd., “people” are the capital that can be described as most valuable in our business strategy.

To address the increasingly complex social issues worldwide, we aim to provide societal value through Cross-industry business models and solutions.

The driving force behind this objective is the power of “people” that cuts across different industries.

We will accelerate investment in our workforce and strengthen our commitment to human resource development across our global group.

P.21 CHRO Message

P.24 Medium-term Management Plan 2026 and Human Resources Strategy

P.25 HR Strategy leading to enhanced corporate value

Mitsui & Co. - The words of our predecessors

**A business is its people.
To build for the future,
it must develop its people today.**



Left: Yuko Okamura
Right: Ori Friedman

Liaison Office of Mitsui & Co., Ltd. in Tel Aviv

CHRO Message

Yoshiaki Takemasu

Representative Director,
Executive Vice President

“ Sustainable enhancement of corporate value by fully realizing the potential and increasing the value of human resources is a top priority for our management. ”



Please tell us your expectations on publishing this report entitled “Empowering People to Build Brighter Futures.”

As the environments surrounding us changes drastically, the importance of human resources for the sustainable growth of corporations, along with the term “human capital”, is gaining renewed attention. Since the founding of the former Mitsui & Co., we have consistently maintained a corporate culture that puts “people” first. How does Mitsui approach the recruitment and development of human resources who can manifest Mitsui & Co.’s Mission, Vision, Values (MVV), and never-ending HR/organizational development? What results are being achieved? What kinds of challenges do we see? Which issues need accelerated efforts? In this report, we hope to answer these questions through explanation of our basic HR management approaches to stakeholders.

In preparing this report, we focused on showing the current state of the company with as concrete figures as possible, and introducing elaborate stories of individual employees’ growth. We hope this report will show our commitment to “people”, as well as the positive cycle driven by the company’s investment in human resources, employees’ growth, and the enhancement of corporate value.

Please tell us what the phrase “Mitsui is People” means.

The phrase “Mitsui is People” is a real compliment for the company. It reflects our reputation that Mitsui has a corporate culture of putting people above all else.

On the flip side, the fact that the company values its employees over everything else means that each and every employee is expected to be aware of their responsibilities.

We expect our employees to think for themselves as autonomous individuals at all times, and take responsibility

“ To ensure an environment in which each and every employee can demonstrate their abilities to the fullest, we will reinforce our initiatives geared toward enhancing “inclusion”, in particular. ”

for their words and actions. The development of capable “individuals” is one of our HR strategies, and this will remain the core concept for the promotion of the inclusion as well, while respecting the diversity of organizations throughout the global group.

How do you hope to convey the importance of human capital to stakeholders?

Steady enhancement of corporate value by fully realizing the potential and maximizing the value of human resources is our top priority management issue. To that end, we are investing in various HR initiatives, such as recruiting and developing people who share our values, HR development tailored to each employee’s career plan, and organizational developments that will lead to improved engagement. Investing in human resources is the source of our competitiveness, and I see it as a strategic investment linked to the sustainable growth of the company. However, given the wide scope of this investment, it is difficult to assess its return from the quantitative aspect alone, for example by calculating the profit generated against the cost spent on training per-employee. I think it should be evaluated based on our long-term and comprehensively HR strategy.

For example, Mitsui & Co. has many training programs aimed at accelerating the growth of younger employees, and one of these is the Foreign Language & Business

Culture Trainee program for various destinations, which targets employees in their 20s. Under this program, launched in 1952, over 1,500 employees have studied abroad for a two-year period. What makes this program unique is that for the first year participants learn at a local university or other institutions completely separated from their daily work, and they not only learn the local language but also deepen their understanding of the society and culture of that region or country. In the second year, they undergo on-the-job training at overseas locations. Many employees who participated in this program have gone on to sustain our expanded overseas network as personnel with a high level of regional expertise rooted in the countries and regions at which they stationed as trainees, and have developed various new businesses.

To elaborate, we have an employee who was dispatched to Vietnam as a trainee a few years ago. This person later played a pivotal role in closing a capital alliance deal with the world’s largest shrimp production and processing company in the country, and after being seconded to that company for PMI (post merger integration), became the GM of the related department at our Tokyo Head Office, now leading our global fishery business. There are many such cases at our company. In this report, we are providing an explanation of how the company focuses on talent development using management data, as well as in the context of employees’ actual growth stories.

Please tell us about the HR strategy set forth in the Medium-term Management Plan 2026.

Further deepening of Diversity & Inclusion (D&I) across the global group is a major theme set forth in the Medium-term Management Plan 2026. We embrace “Open-mindedness” and “Challenge and Innovation” as important phrases that represent the company’s fundamental values (corporate values). A free, open, and energetic workplace should provide an environment in which people with diverse backgrounds and abilities respect each other and can fully demonstrate their abilities. With that in mind, we will reinforce our initiatives geared toward enhancing “inclusion”, in particular. The current challenges in terms of D&I are the promotion of women’s participation at offices in Japan, and ensuring the success of the “right person in the right position” approach at our overseas locations, regardless of where they were hired. It is difficult to measure the economic effects of D&I promotion endeavors, but we are determined to vigorously promote it across the global group to ensure the creativity, flexibility, and integrity of the organization.

Currently, the ratio of women to men among our new graduate recruitment in Japan is 40%, and we are working to raise the ratio of female managers to male managers to this level, which is one of our Key Performance Indicator (KPI), by accelerating the institutional changes to meet

“ This report will show our commitment to “people”, as well as the virtuous cycle driven by the company’s investment in human resources, employees’ growth, and the enhancement of the corporate value ”

diversifying needs and encouraging reforms in employee awareness. 2022 marked the first year that one female employee, who had joined the company as a new graduate, was appointed to a managing officer position. I am convinced that the female leadership talent pool is developing in Japan every year. Furthermore, we are leading other companies in mid-career recruitment, with a total of approximately 600 mid-career hires currently active both in Japan and overseas, and their appointment to management positions is steadily progressing.

Please tell us about the current state of efforts for putting the right person in the right position.

In order for our business activities to expand across the globe and become deeply rooted in markets in each region and country, we must make sure that the right person is deployed to the right positions globally. The ratio of line managers among regionally hired staff at Mitsui & Co. overseas locations has increased to 17%, but with the full scale implementation of “Bloom”, our global talent management system covering all our worldwide locations, we will ensure further deployment of the right person to the right positions regardless of the place of employment or the division where they were recruited or their affiliated unit.

By strengthening our personnel management based on global databases and combining this with Digital Transformation (DX), it will be possible to flexibly match

employees with optimal positions based on their knowledge, abilities, and experience, as well as their career preferences, which may change depending on their life stages. We hope to realize more transparent personnel management with the full-scale implementation of Bloom.

As for training opportunities for regionally hired staff, who form the basis of the “right person in the right position” approach globally, we have made progress on developing various programs, such as a two-year program that combines Japanese language acquisition with on-the-job training at the Head Office. The number of transferees and trainees dispatched to the Head Office from overseas locations is steadily increasing.

For example, the Managing Director of Mitsui & Co. India, a key base for our company, is an Indian national who was hired locally, and he was appointed to his current position after accumulating wide-ranging experience, based on his career plans, at the Tokyo Head Office business unit and offices in Malaysia, Singapore, and the UAE. Among regionally hired staff appointed as heads of other overseas locations and other GM-level positions today, we have more and more alumni of the selective leadership training program called the Change Leader Program. The size of the regionally hired staff pool is growing steadily, and we expect further promotion of these people to management positions going forward.

To cite some of our “right person in right position”

efforts at the Head Office, we have introduced the Human Resources Bulletin Board System for internal open recruitment, the Career Challenge System enabling junior employees to be selected as line managers, and the new Expert Band created for personnel with a high degree of expertise. I am confident that we are steadily empowering our employees using these systems, which are now being firmly established within the company.

Lastly, please tell us about what you are determined to achieve as CHRO.

Continuously enhancing corporate value by encouraging the growth and active involvement of diverse employees across the global group is the fundamental concept in the company’s HR strategy. The global race to secure capable individuals is growing more competitive year by year, and the situation at Mitsui & Co. is no different.

In order for the company to continue realizing its value of “Challenge and Innovation” going forward, it is necessary to consistently develop people who see various social issues as their own, and boldly take on the challenge of solving them. The values that were firmly upheld by our predecessors are expressed in such phrases as “Open-mindedness” and “Challenge and Innovation.” My mission is to further promote the dissemination of these values, along with our corporate culture of putting people above all else, more vigorously across the global group.

Medium-term Management Plan 2026 and Human Resources Strategy

In May 2023, we announced the Medium-term Management Plan 2026, which includes five Corporate Strategies (CS). The human resources strategy is outlined under CS (5).

Mitsui & Co. positions human capital as one of our important management assets that generates sustainable value. To maximize the utilization of human capital, it is necessary to steadily execute the promotion of the active participation of diverse individuals on a global scale. To achieve this, we have set forth the following three specific measures:

1. Development of capable individuals
2. Inclusion
3. Strategic assignment of people

Based on these three pillars, we will accelerate investments in talent to support autonomous career development (challenges, experiences, and learning) through initiatives and environmental enhancements.

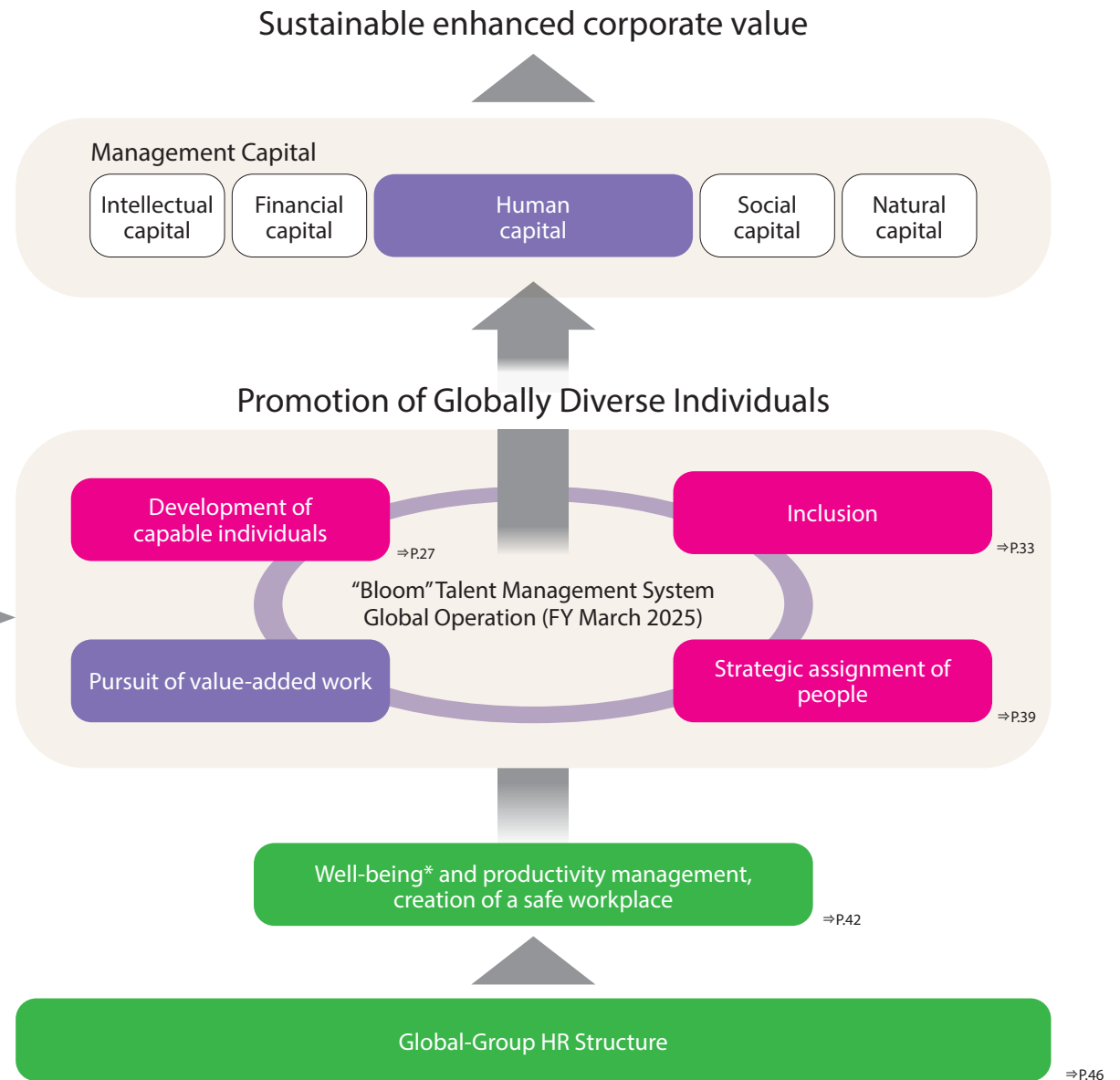
Theme of Medium-term Management Plan 2026

Creating Sustainable Futures

We unearth the social challenges of all industries from the perspective of global sustainability. We create new business innovations and build strong businesses and new industries.

Five Corporate Strategies

- (1) Enhancement of ability to make global, cross-industry proposals
- (2) Promotion of "Create, Grow, Extend"
- (3) Deeper sustainability management
- (4) Strengthening of group management capability
- (5) **Promotion of globally diverse individuals**



* In July 2023, we refreshed our "Health Declaration" to "Mitsui's Commitment to Employee Well-being." As a result, we have changed the "Health and productivity management" in our "Medium-term Management Plan 2026" to "Well-being and productivity management"

HR Strategy Leading to Enhanced Corporate Value

To enhance corporate value, we have established three human resource strategies: 1) development of capable individuals, 2) inclusion, and 3) strategic assignment of people. We are implementing various specific measures to advance these strategies.



*1: Activity-based working

*2: Decreased productivity during attendance due to health problems

*3: Absence due to health issues

Continued Growth of People Building Brighter Futures

Since its establishment, Mitsui & Co., Ltd. has built a culture and organization where individuals can continually grow.

Capable individuals with various expertise, successful track records, and career aspirations gather to create innovation that builds brighter futures, everywhere.

This is the embodiment of “inclusion”, which we believe to be the source of value creation for business and society alike.

We have adopted HR strategy as an integral part of our Corporate Strategy and are working on “development of capable individuals” and “strategic assignment of people.”

P.27 Development of Capable Individuals

P.33 Inclusion

P.39 Strategic Assignment of people

Mitsui & Co. - The words of our predecessors

**Mitsui develops its people.
They are our most important asset.**



Honti Daniel
Representative of Mitsui & Co.
Deutschland GmbH in Budapest

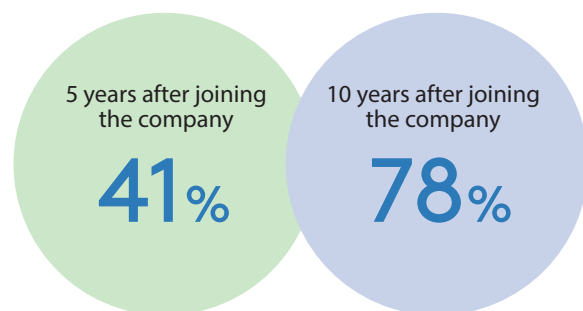
Human Resources Strategy Development of Capable “Individuals”

Basic philosophy

In aiming to achieve our global group’s mission of “Build brighter futures, everywhere”, it is critical for each and every employee to lead change, leverage their strengths, and accumulate results to the world standard. Our group is an organization that places the utmost importance on talent development, developing of capable individuals through on-the-job training (OJT) at each workplace, complemented by systematic talent training programs and various systems and bases for global career development based on the aspirations and aims of our employees.

Non-consolidated

Percentage of Overseas Assignment Experience (Including Overseas Development Dispatch, Foreign Language & Business Culture Trainee)



Growing on the Job (OJT)

Non-consolidated

Overseas Development Dispatch, Foreign Language & Business Culture Trainee

Developing Global Talent

Our company has been operating the overseas intern system with the aim of cultivating local talent since its early years. This program sends interns to non-English speaking countries for two years, not only to train them in a specific language but also to develop global business people who can absorb different cultures and diverse values, have a broad perspective, and acquire the historical and cultural knowledge that is the foundation of international exchange. In the first year, they study at a local university or language school, and in the second year, they gain practical experience at a local branch, local company or affiliated company, using the language they have learned.

We also offer other overseas dispatch programs, focused mainly on OJT, sending employees abroad for up to two years. These programs provide a depth of talent in various languages and regions, as well as a wealth of global talent, which is a source of our company’s uniqueness and strength.

Non-consolidated

Number of employees by language learned

(Language acquired by foreign language & Business Culture Trainee)

(End of March 2023)

Language Learned	Persons
Chinese	151
Spanish	116
Russian	96
Portuguese	86
French	45
Indonesian	38
Thai	37
Vietnamese	33
Italian	28
German	27
Arabic	20
Hindi	15
Turkish	13
Korean	11
Burmese	9
Persian	8
Czech	1
Polish	1
Total	735

Global Group

Secondment between Group Companies

Growth through Value Creation at the Forefront of Business

As of the end of March 2023, our global group has 513 consolidated companies. Our employees who are seconded to group companies, including affiliated companies, combine their strengths with those of their colleagues at the companies they are seconded to, and work every day at the forefront of business to create new value. The experience, network, skills, and abilities gained through secondment not only contribute to the employee's own career development but also benefit those around them and enhance organizational strength.



Atsuko Taniyama

Seconded to Dynamic Plus Co., Ltd. (Current affiliation : IT & Communication Business Unit (Japan))

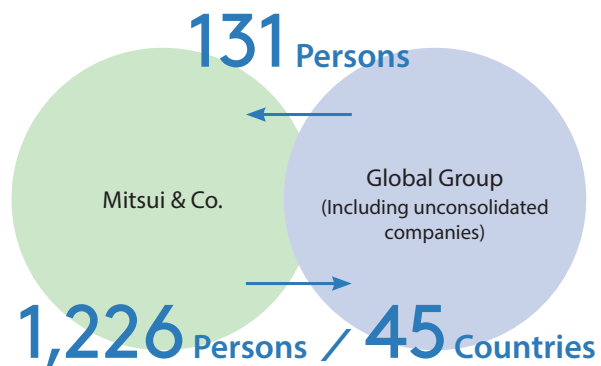
Since joining the company, I have had diverse experiences such as real estate, tire export, TV shopping business, and as an overseas trainee in India. Most recently, I was seconded to an affiliate company that offers dynamic pricing as a service, which adjusts prices according to supply and demand. When the company was founded, I was in an environment where there were only seven employees, and I was responsible for all the back-office business such as accounting, general affairs, and human resources by myself. This was a very valuable

experience in terms of engaging in a part of business management on the frontlines. I am very grateful for the company offering opportunities to take on new challenges no matter how many years pass. Making use of my enhanced expertise, I am now supporting business divisions at the head office after completing my secondment. However, I sometimes nostalgically remember the lively debates I had with my colleagues at Dynamic Plus. I would like to take on a bigger role at a secondment company again if the opportunity arises in the future.

Dynamic Plus
Mitsui & Co. has an 81% stake in this SaaS company, which offers dynamic pricing and revenue management services using cutting-edge AI algorithms for demand forecasting.

Number of seconded employees between groups

(As of the end of March 2023)



* Secondments from Mitsui & Co. to overseas offices are not included.

Non-consolidated

Career Challenge Program

Growth through Value Creation at the Forefront of Business

In our HR system, a certain number of years are required to reach a qualified grade to meet the requirements for appointment/promotion in order to ensure steady talent development and appropriate appointment. Career Challenge Program allows those who are suitable for early appointment to take on the challenge of a new position with the support of their department. The Program aims to promote the ability of enthusiastic employees to gain experience in a growth environment as soon as possible, and to develop next-generation leaders including business managers. We also expect our employees to create new businesses with fresh and flexible ideas, regardless of their age or years of experience.

Average age of participants

(As of the end of March 2023)

31.5 Years old



Miho Hayashi

Seconded to Mitsui & Co. Retail Trading Ltd. Team leader (Japan)

Growth comes from bearing the burden of a position. This is my realization from my varied experiences from the Steel Products Division, Human Resources and General Affairs Division, Overseas Trainee, and Retail Business Unit. Mitsui & Co. Retail Trading was established in 2020, and I started my assignment at the same time as the company was founded. I felt a strong desire to contribute more to the growth of team members with various backgrounds, and the Career Challenge Program

was introduced. Just like the many bosses, seniors, and colleagues who have watched over my growth and supported me, I want to become someone who supports the challenges of the next-generation leaders who will carry the future through the opportunities gained through this system. Growth of team members leads to organizational growth, and we are creating the future of the world that our company aims for. I am committed to this every day without forgetting it.

Mitsui & Co. Retail Trading Ltd.

Mitsui & Co. brings together the export/import logistics services, personnel, and knowledge of the distribution division, and supports the supply chains of companies that carry people's lifelines, such as food, beverages, and daily goods, while leveraging the combined strength of the group and the global network, from product development to transportation and inventory management.

Various Training Programs to Support Growth

Human Resource Development Program

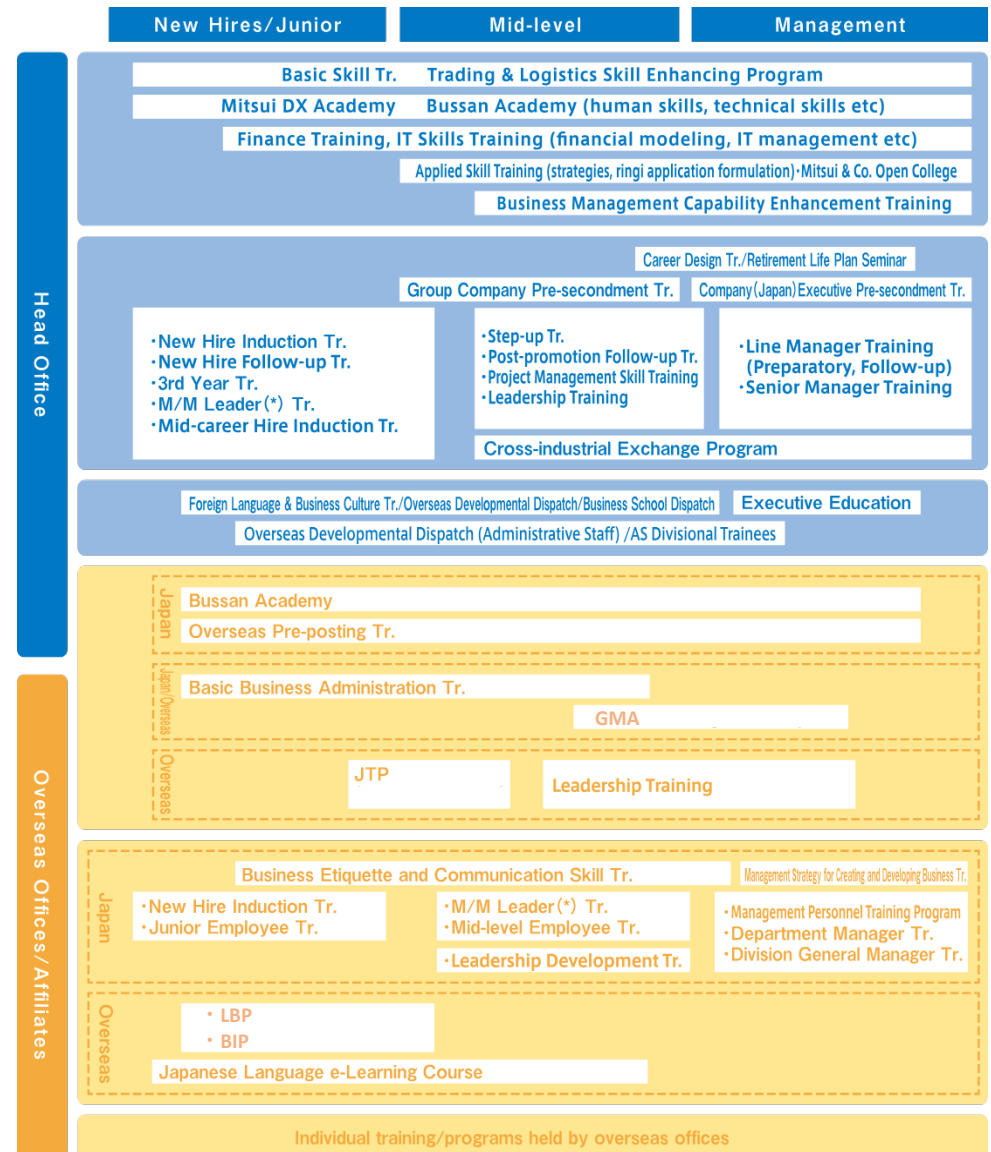
Our training system is open to the global group

(1) In our company, we focus on and place On the Job Training at the center of human resource development. However, the knowledge and skills required in business change with time, and assignment change with position. We provide training opportunities to thoroughly teach the basics to inexperienced employees and to deepen the understanding of the latest leadership theories and company management issues for middle-level employees. We also actively dispatch employees to overseas business schools. We also offer a variety of elective training courses, such as milestone training for employees who are seconded from our company to affiliated companies, and the “Bussan Academy”, which promotes autonomous reskilling, to promote the development of group employees and the construction of personal networks.

(2) We also offer leadership programs and skill training tailored to local conditions for employees of overseas offices, as well as dispatch programs to Japan, including the short-term Japan Trainee Program (JTP) and the long-term Japan Language & Business Program (LBP) and Japan Business Integration Program (BIP).

(3) Our unique Global Management Academy (GMA), developed with the cooperation of Harvard Business School, aims to develop global leaders who can solve societal issues through business and overcome difficult situations as a team, and extends its target audience to employees of important partner companies. In 2023, a total of 43 people from 16 countries including Japan participated, and a total of 398 people have participated in the 11 times held so far.

Global Group	
The number of domestic group company training participants (in total) / times (FY March 2023)	1,182 Persons / 35 Times
JTP Participants (Total number from FY March 2002 to FY March 2023)	1,183 Persons / 33 Times
Executive Education (Total number from FY March 2014 to FY March 2023)	194 Persons
LBP Participants (Total number from FY March 2000 to FY March 2023)	46 Persons
BIP Participants (Total number from FY March 2009 to FY March 2023)	84 Persons



Tr. : Training (*) employees in charge of supporting new employees



Eri Nakajima

Integrated Digital Strategy Div.
Strategic Planning Department General Manager (Japan)

I joined the company in the CFO Unit and, after working in the Investor Relations Division, I am now in my current position. I was not an expert in DX/IT myself, but I'm working on formulating a company-wide information strategy, as well as promoting changes in awareness and utilization of DX/IT within the company. As the number of young, digital-native employees increases, it is urgent to raise the knowledge level of management in order to recognize,

evaluate, and connect their abilities and contributions to organizational strength and to achieve higher productivity. IT used to be considered a tool for improving business efficiency until ten years ago, but now DX/IT has become a business strategy itself, so I believe it is necessary for everyone to continue learning it, regardless of their age.

Although Mitsui & Co.'s DX effort is still being developed, we plan to develop 100 in-house DX business professionals by the end of March 2024, establish continuous innovation through DX as our corporate culture, and improve productivity and corporate value.

Integrated Digital Strategy Div.

We are responsible for building and operating the optimal corporate-wide system, and we create value through the promotion of DX in our business and the creation of new services and businesses using digital technology and data in collaboration with our business headquarters and affiliates.

Reskilling for Continued Growth

Cultivating DX Talent

Aiming for Higher Productivity

Continuous transformation and growth of our business portfolio requires us to improve individual productivity in order to fully leverage the assets we hold.

The productivity improvement mentioned in the Corporate Strategy of the Medium-term Management Plan 2026 requires an approach from each area of systems, processes, and human resources, and optimizing processes is

particularly effective when led by those who are familiar with them.

In order to make routine work more efficient using DX/IT, it is necessary to improve the digital capability of each and every employee and the organization as a whole. We will accelerate to shift our workload to creative, high added-value work by standardizing non-routine work and automating and simplifying routine work.

Non-consolidated

DX Basic Skills Training (Basic I) *
(FY March 2023)

All employees: Completion of training

* Basic training is being rolled out to overseas office and affiliated companies

Mitsui & Co. + Overseas Offices

Number of DX Talent Recognition
(FY March 2023) (Target of FY March 2024)

82 Persons → 100 Persons

Growing with stakeholders

We are committed to contributing to the future of the countries and regions where we do business. We engage in activities that foster mutual understanding with the next generation of youth, in addition to our group employees, and promote international exchange.



Mitsui SASUGAKU Academy

Mitsui SASUGAKU Academy is an active learning program that uses our diverse business activities as case studies. We believe it is important to work together with the next generation of children to create a sustainable future. The Academy was launched in 2014, and in 2021 we implemented the program at one elementary, junior high, and high school, respectively, using online materials in which employees explained our businesses in videos. Based on the results of the surveys from the participants, we verified the effectiveness and introduction of the program into schools, and

reported this at the 33rd Annual Meeting of the Japan Environmental Education Society held in August the following year. In 2022, we continued the program at one elementary and one junior high school, respectively, with our employees participating as instructors. We also gave a presentation on the program to more than 100 participants at an online study session for educators hosted by the Asahi Shimbun Company titled “Creating Deep SDGs and New School Culture Together.”



In Mitsui SASUGAKU Academy, children cultivate their own thinking power on the theme of challenges facing the world.



At Mitsui-Bussan Scholarship Program for Indonesia, our staff communicate with the scholarship students and provide detailed support.

Mitsui-Bussan Scholarship Program for Indonesia

This fund, which started in 1992, invites Indonesian high school students to Japan every year and supports their student life from Japanese language training to university graduation for five-and-a-half years. The scholarship students aim to become “role models capable of nation-building of Indonesia in the age of sustainability” during their stay in Japan and also conduct

research on solving social challenges in Indonesia. With the aim of developing human resources who can perform not only in strengthening the relationship between Japan and Indonesia but also in their home country Indonesia and on the world stage, the fund utilizes Mitsui & Co.’s business know-how and human network to cultivate the scholarship students.

Human Resources Strategy Inclusion



Basic philosophy

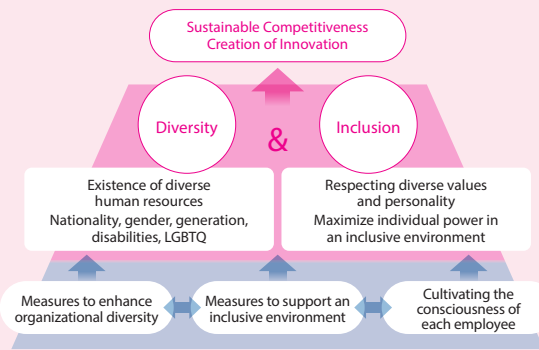
Employees with diverse values and backgrounds work in our group.

Each one respects and acknowledges each other's differences and embraces different and new ways of thinking, and we are aiming to be a company where everyone can freely maximize their capabilities.

We are accelerating our efforts to promote inclusion.

We are also striving to create an environment where employees with diverse backgrounds can always interact with different and new ways of thinking and stimulate each other.

By revitalizing the organization, we bring new value to the business and contribute to the value enhancement of the global group.



Inclusion in Global Group

Global Group

Promotion of global talent

Active appointment to managerial positions

Promoting the active involvement of global talent hired overseas to develop a business with deep roots in each country and region around the world. We are supporting their active roles in various regions, such as dispatching from overseas to Japan and secondment to subsidiaries spread around the world. We are also actively appointing "capable individuals" to key positions locally. In the future, we will continue to strengthen the appropriate allocation of human resources and promote the globalization of our company group's talent.

Overseas Offices

Change Leader Program

Next Generation Global Leader Development

We have been running the Change Leader Program (CLP) since 2018 to cultivate leaders who actively promote changes. We provide participants with opportunities for direct dialogue with management and intensive discussions on topics like leadership. We will continue to support further promotion of participants.

Total Number of CLP Participants/Times
(FY March 2019 to FY March 2023)

55 Persons / 4 Times

Regional participation in the CLP

Region	Americas	Europe	Asia Pacific	E. Asia
Male	13	4	16	13
Female	4	0	4	1
Total	17	4	20	14

Non-consolidated

**Promoting Female Leaders
Women Leadership Initiative
Sponsorship Program**

We have been implementing the Women Leadership Initiative program for young female managers since FY March 2020 to accelerate the active involvement of female employees.

From March 2022, Corporate Management Committee members will sponsor senior female employee candidates, providing career advice and coaching, as well as connecting them with stretch assignments (opportunities for work challenges one level higher).

The ratio of female managers is 8.5% (as of the end of March 2023), which is low compared to the average for Japanese companies, but we are working on fostering young employees who will be responsible for management positions, as well as increasing the ratio of women in recruitment.



Women Leadership Initiative Program in 2022

Non-consolidated

**Work-Life Management Support
To maximize the ability of employees**

We are implementing measures to support work-life balance according to the various circumstances of each employee.

For balancing work and child-rearing, we have a system in place for each employee to take leave at the necessary timing, and for employees who wish to return to work early, we offer options such as subsidies for nursery school fees and an in-house nursery that can be used jointly with several companies. We respect each and every employee's circumstances and ideas on work-life balance.

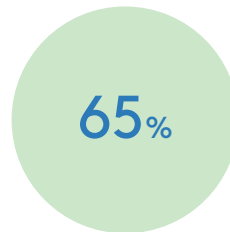
For nursing care, we have introduced support measures such as consultations with external care advisors and partial company subsidies for housekeeping services to reduce the burden of care.

As for remote work, we have installed various measures such as remote work and flextime to enable all employees—not just those with specific circumstances like child-rearing and nursing care—to combine work and private life in their own optimal way.

Non-consolidated

**Percentage of male employees
taking childcare leave***
(FY March 2023)

* Percentage of employees taking childcare leave and leave for childcare purposes (leave to attend to childbirth). If childcare leave and leave to attend to childbirth are taken for the same child, duplications are removed, and they are counted as one person.



Global Group

Mitsui Engagement Survey

Organizational development tailored to the reality of each organization

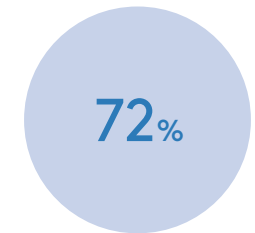
From 2018, we have been conducting the Mitsui Engagement Survey to raise the motivation of each employee and tie this back into the power of the organization. We are working to strengthen engagement across the global group, including Non-consolidated and overseas offices, as well as affiliated companies that wish to participate.

The results of the survey are used by each employee as a tool for organizational development in their workplace, and are also reported to management meetings and the board of directors as important management data and used to formulate HR strategies.

Mitsui & Co. + Overseas Offices

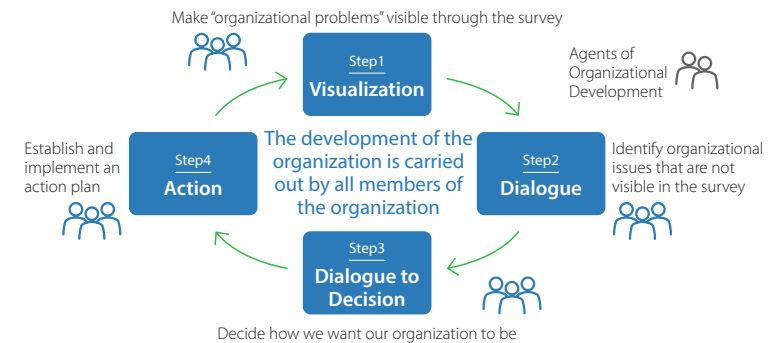
Employee Engagement

(FY March 2023)



* Ratio of positive responses to multiple questions regarding employees' loyalty and desire to contribute to the company and self-motivation to work hard.

Organizational Development Process



Contributing to Sustainable Growth in Japan with Mitsui & Co. Group

As of the end of March 2023, there are 132 consolidated subsidiaries of our company in Japan. In the Corporate Strategy of our Medium-term Management Plan 2026, we declare the “sustained evolution of domestic business.” By capturing changes in Japan’s industrial structure and creating cross-industry businesses with diverse stakeholders, we, as a global corporation rooted in Japan, will contribute to Japan’s sustained growth. In order to implement this strategy, it is necessary for the Mitsui & Co. Group to jointly tackle problem-solving and value creation. We will actively promote the sharing of knowledge and functions within the group, as well as the development of human resources.



AIM Services Co., Ltd.

Year of Establishment	1976
Business Outline	As a catering business, it has evolved into a company that provides hospitality through food. As a group, it provides meals and services to about 3,900 facilities nationwide, providing about 1.3 million meals per day.
Employees (As of March 31, 2023)	Regular employees 8,517 persons All employees 44,031 persons (including temporary employees)
Company URL	https://www.aimservices.co.jp/en/



Tomokazu Yamauchi

AIM Services Co., Ltd. Recruitment & Career Design Promotion Dept.
General Manager (Japan)

Please tell us about your company.

Since its establishment, we have grown with the support of our customers by providing superior quality food services. Our business area, which started from offices and factories, has expanded to hospitals, facilities for the elderly, schools, conference and training facilities, stadiums, and entertainment facilities.

Please tell us what your company focuses on in terms of human resource management.

“Food” is the source of people’s activities. To provide the best service with hospitality that meets the diverse needs of our customers, it is essential to have the best “people.” We consider that the happiness of our 44,000 employees leads to customer satisfaction; thus, we focus on employee engagement and actively investing in human capital. We are committed to further improving our “life-work” balance, such as improving treatment in terms of wages, implementing an industry-leading number of days off, supporting autonomous career development, and developing human resources through a combination of individual learning systems using DX and group training.

Mitsui & Co. became the 100% shareholder of the company in April 2023. As one of the largest group companies in Japan, please tell us what you expect from Mitsui & Co. in terms of human resource management.

Mitsui & Co. is known for the phrase “Mitsui is People”, and as the shareholder, they are actively supporting our various investments and initiatives for “people.” As the manager in charge of hiring, I expect to strengthen our hiring capability, strengthen organizational capabilities through further improving employee engagement, improve treatment, evaluation system, and exchange information about effective HR practices.



Being Inclusive at Each Domestic Location

Aiming to realize the “sustained evolution of domestic business” that our company sets out in its Medium-term Management Plan 2026, the capable individuals of our domestic branches are highly engaged in each local area on a daily basis. They anticipate regional challenges on the front lines, and by leveraging our unique strengths such as the global matrix system and the inclusive corporate culture, they apply the solutions from our business units and overseas regional business units in a composite manner, and cooperate with local partner companies to lead the creation of new businesses in Japan.

Ms. Uno and her colleagues of the Shikoku branch (Ms. Uno is in the center)



Yukiko Uno

Shikoku Office Planning & Coordination Dept. (Japan)

Since joining the company, I have been working at the Shikoku office and have been engaged in various assignments, such as secretarial tasks, local products, and supporting the shipbuilding industry in the Seto Inland Sea, helping to open the first convenience store in Shikoku, and conducting a demonstration experiment of a new local personal mobility service that provides the last mile mobility. Through these internal and external tasks, I have felt the joy of building relationships with team members, affiliated company staff, customers, and the breadth of our company’s operations.

Also, as a result of continuously valuing

“getting close to customers” and “connections” from my years of experience, my network within the region has expanded, and even while in the region, I have continued to have new business experiences that utilize the strengths of our group, such as receiving new consultations from customers.

I will never forget the feeling of gratitude and repaying favors to those who have taken care of me, and I will continue to broadly support the sales activities of our group, while striving to contribute to the resolution of regional issues and the enhancement of local corporate value.

Reiko Shimizu

Chubu Office
Coordination Div, (Japan)

The Chubu branch is located in a global agglomeration area for the automotive industry. Through my career, I have primarily been involved in handling automotive-related materials and transactions with major automobile manufacturers and their group companies. One day, I was transferred to a department for new business development and was fortunate enough to have the opportunity to take on new challenges in the field of carbon neutrality. I have been struggling to learn the latest insights on renewable energy and environmental value through my work. Now, I am working as a team leader every day, learning from customers and colleagues, promoting decarbonization related businesses, promoting collaboration between domestic branches and stores, and developing successors. I have felt that there are always opportunities for challenges and growth from any assignment, such as traditional automotive businesses that led Japan’s high economic growth as well as new initiatives that contribute to decarbonation for the next generation, and this is one of our company’s major attractions.



Inclusion Begins with Recruitment

Creating Innovation by Thriving on Diversity

For our company to realize our mission to “Build brighter futures, everywhere”, we are engaged in our business every day with high aspirations and fairness, referring to the phrase “thrive on diversity.” We value the diversity of personnel that underpins a culture of inclusivity and have been proactive in introducing mid-career hiring domestically. Regardless of gender or nationality, we accept personnel with diverse values, backgrounds, and skills, and as a result of realizing D&I, the ratio of mid-career hires is steadily increasing. As the world’s situation rapidly changes and technology evolves, the diversity of personnel is becoming increasingly important in solving complex social issues. We are seeking professional talents with perspectives, knowledge, and abilities that are not present in our company, and we continue to aggressively tackle mid-career recruitment.

Non-consolidated

Ratio of mid-career hires / Number of hire

(FY March 2023)

Non-consolidated

Ratio of career hires to total employees / Number of career hires in office

(End of March 2023)



Otgonbayar Undrakh

Mineral & Metal Resources Business Unit
New Metals & Aluminium Div.
Battery Materials & Recycling Business Dept. (Japan)

I joined the company after taking childcare leave at my previous company. My previous job was at a financial institution, an infrastructure investment/renewable energy company to be more specific, but I decided to switch jobs because I wanted to be involved in new businesses for decarbonization related to the natural resources sector.

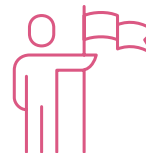
A big deciding factor for me during my job search was that I resonated with Mitsui & Co. focus on utilizing personnel with diverse backgrounds.

My current role involves promoting the battery recycling business and considering new investments, and I am working on providing a stable supply of mineral resources due to electrification and contributing to decarbonization. I leverage my strengths and knowledge from my previous job in my current operations, and by freely expressing my ideas, I try to discover new things and work with my colleagues to enhance the value of the company through innovation.

Battery Recycling Business

We aim to meet the high demand for secondary batteries and EVs and decarbonization by collecting secondary battery materials such as lithium, nickel, and cobalt, which are rare metals, from used batteries and waste from battery factories and returning them to the battery material supply chain.





Efforts to Achieve Inclusion

Global Group

To further realize inclusion in the global group, it is essential that each employee deeply recognizes the importance of inclusion. In addition to Business Conduct Guidelines For Employees And Officers Of Mitsui & Co., we clearly state the respect for the diversity of each individual in the Mitsui & Co. Group Conduct Guidelines-With Integrity, which summarizes the thoughts on integrity and compliance that should be shared throughout our group. We also continue to promote various measures to raise awareness about Diversity & Inclusion (D&I), and in regular all-employee events, seminars, and information exchange meetings by volunteer employees, we think about various themes such as “unconscious bias”, “LGBTQ”, “International Women’s Day”, “Inclusion from a Disabled Person’s Perspective”, and increase awareness.

D&I Week

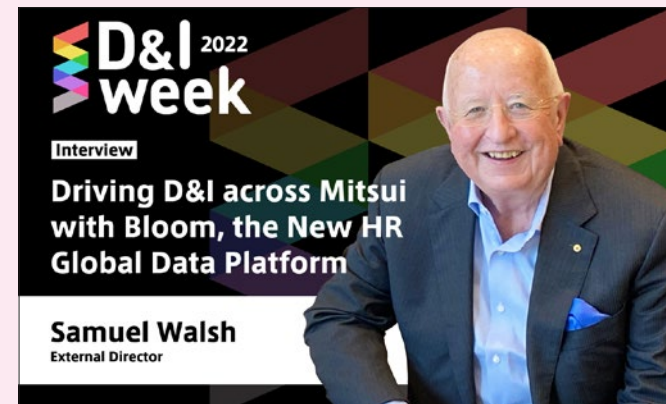
Events in which all employees participate. We decide on a theme and have been holding it every year since 2021 as an opportunity for each employee to think about D&I.

D&I Ambassador

From 2022, we have been conducting D&I ambassador activities with volunteer employees. Each employee can freely participate in the topic that interests him or her, and it is a place to share information about D&I beyond your own affiliation or hiring location, and to learn, think, and share with respect to information exchanges and other company examples. Past themes are as follows.

- LGBTQ (2022)
- Inclusion from the perspective of people with disabilities (2023)
- International Women’s Day (2023)
- Other events organized by ambassador affiliates etc.

Post on the Intranet for the discussion between employees and External Director Samuel Walsh (D&I Week in 2022)



Total number of D&I Week Participants
(FY March 2023)

Approx. **15,000** Persons

Total number of Events
(Number of programs executives participated in)

15 Times (5 Times)



Mitsui & Co. CEO explaining his message on inclusion to employees
<https://www.youtube.com/watch?v=j7xi5IzEXdU&feature=youtu.be>

Other efforts not included above

- Promotion of employment for people with disabilities

As part of our company’s social responsibilities and D&I efforts, we have been working to expand and improve the quality of employment opportunities for people with disabilities, integrating with Mitsui Business Partners, which was established in 1981 as a trailblazing special-purpose subsidiary(*).

In addition, to promote employment for people with disabilities within the group, we

Non-consolidated

Percentage of People with Disabilities in Mitsui’s workforce

Employment Rate	June 2021	June 2022	June 2023
Actual Rate	3.12%	3.20%	3.16%
Legally stipulated	2.3%	2.3%	2.3%

hold a seminar and exchange meeting for HR staff to share information and discuss the progress of each company’s efforts, in addition to checking the status of disabled employment at domestic affiliates once a year.

- LGBTQ

In our company, we advocate respect for diversity in the Mitsui & Co. Group Conduct Guidelines-With Integrity and we continue to permeate this guideline throughout the group. In addition, we clearly state in our Business Conduct Guidelines For Employees And Officers Of Mitsui & Co. that there should be no discriminatory behavior under any circumstances, and through various efforts related to LGBTQ, we hold seminars on LGBTQ

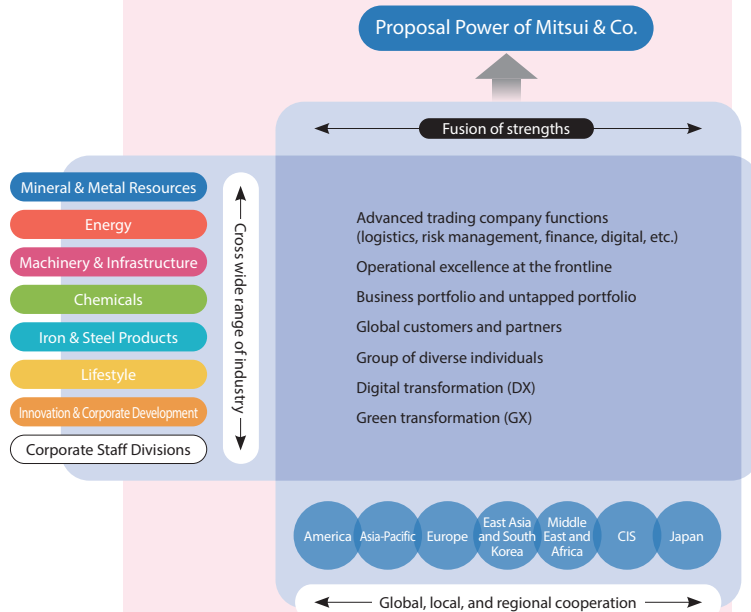
on a regular basis since 2017 to raise employee awareness, while also promoting measures such as the establishment of external consultation services with consideration for privacy, the increase of multi-purpose toilets, and the introduction of same-sex partner registration guidelines.

* A subsidiary certified by the Minister of Health, Labour and Welfare as satisfying the conditions specified in the Act on Employment Promotion of Persons with Disabilities. The number of workers with disabilities employed by such a subsidiary can be included in the calculation of the employment rate of people with disabilities of the parent company.

Human Resources Strategy Strategic Assignment of People

Basic philosophy

Our company is expanding globally with 16 business units at its center, and in order to demonstrate strengths by country and region, we have adopted a business unit system and a global matrix system with business and region as the two axes (refer to the diagram below). We have prepared opportunities connected with business strategies, and through the challenge of new tasks, employees acquire skills and expertise, and grow with the company. We are promoting strategic aptitude allocation and autonomous career formation on a global scale.



Accurate understanding of individuals and dynamic placement of people

Mitsui & Co. + Overseas Offices

Global People Data Platform “Bloom”

Deepening Global Talent Management

We have introduced “Bloom” as a global data platform to support the autonomous career formation of our employees and to allow the right people to excel in the right places regardless of their location or attributes. It began operation in October 2022, starting with the Asia Pacific business unit, East Asia bloc, and Mitsui & Co. Korea and is scheduled to be in operation globally by the end of March 2025. We aim to appropriately use data on the

Global Group

Global Mobility Program

Lowens barriers to international transfers and increases mobility

We have introduced a Global Mobility Program as a unified rule to standardize the transfer process for regionally hired staff, and the Global Mobility Team, which oversees the program’s operations, is set up at our Singapore office to handle operations. The number of overseas transfers for regionally hired staff due to business needs has also increased, and by the end of March 2023, 75 people are

Global Group

Promotion of Career Development for Global Talent

Global group-based succession plan

During the annual human resources strategy meeting attended by the President, CHRO, General Manager of Human Resources and General Affairs, Chief Operating Officers (COO) of headquarter business units, and general Managers of each corporate staff division, we discuss

Timing of the introduction of “Bloom” worldwide **FY March 2025**

Number of Users
As of July 2023 → Target **1,800 Persons → 9,000 Persons**

experience, ability, knowledge, and career aspirations of our employees to supplement experiential knowledge related to human resources initiatives and improve decision-making. In addition, we aim to be a support tool to help each employee clearly envision their career path at Mitsui & Co. and realize their aspirations.

Regionally hired staff

Total number of overseas transfers (FY March 2014 to FY March 2023)	Number of overseas transfers (As of March 31, 2023)
327 Persons	75 Persons

active in countries other than their place of hire. We will continue to smoothly advance the strategic assignment of people who can drive business from a global perspective.

succession plans (successor development plans) for Key positions in our group and confirm the status of activities and policies on development of women and regionally hired staff. The goal is to continuously grasp the situation of the talent pool formed from diverse internal personnel and maximize organizational performance through strategic assignment of people. In addition, we ensure the continuity of organizational management through Business Continuity Planning in preparation for unexpected situations.

Assignment of People According to Their Abilities

Non-consolidated

Expert Band

Career path for highly specialized talents

We have set up the “Expert Band” in our current job grading system as a new career path to support the diverse individuals at our company. In addition to the core line management career path, Expert Band is a career plan for people who, according to organizational business strategies and personal aspirations and aptitudes, follow a specific field, demonstrate their strengths, and contribute to the organization. We are introducing a new, flexible evaluation and treatment system to create a strong organization where diverse individuals can fully utilize their capabilities.

Total Number of Expert Band Users

(April 2022 to April 2023)

17 Persons

Non-consolidated

Human Resources Bulletin Board System

Cross-organizational matching

This is a system that allows motivated employees to apply for new positions that can maximize their abilities, skills, and expertise on their own without going through their superior. As a platform for matching the “company’s needs” and “employee’s intentions” across organizational boundaries, it supports a more agile and high-efficiency company-wide assignment of people, and autonomous career selection and challenges for employees.

Total Number of HR Bulletin Board System Users

(1999 to the end of March 2023)

555 Persons

Takashi Kida

Seconded to Our Care K.K.
Operations & Business Development Director (Japan)

Using the know-how and track record of dialysis operation cultivated in Asia and the collaboration with domestic existing assets, we support the management of domestic dialysis facilities and shoulder a part of regional medical infrastructure. In Japan, where there are many small- and medium-sized clinics, the number of clinics with various management issues is increasing due to cost containment and aging, and some areas are having difficulty maintaining the infrastructure as a medical infrastructure. I am working on the maintenance and development of clinics by solving domestic medical issues through efforts such as support for doctors and staff, business improvement to reduce the business burden at medical sites, and efforts to improve the quality of medical care. For a long time, I wanted to work deeply involved in the medical field. As an Expert Band employee that has a deep expertise, it is a great satisfaction to feel that I am contributing to medical care in Japan.

Our Care

A business company that provides management support services to dialysis facilities. The company name embodies the desire for safe medical care. We aim to contribute to improving the quality of medical care by pursuing the happiness of not only patients but also all medical practitioners.



Supporting People to Build Brighter Futures

In practicing our human resources strategy across the global group, Mitsui & Co. is striving to fortify our corporate governance structure that supports growth and to enhance our global group human resources structure that backs consolidated management. We are advancing health and safety, and workplace environment improvement in line with our Sustainability Policy and Mitsui's commitment to employee well-being, aiming for everyone involved in our business operations globally to work vibrantly.

- P.42 Well-being, Health and Safety
- P.46 Global Group HR Organizational Structure to Support Consolidated Management
- P.47 Establishment of Global Group HR Organizational Structure
- P.50 Governance Structure Regarding Human Capital

Mitsui & Co. - The words of our predecessors

**Avoid infatuation with immediate advantage.
To achieve enduring prosperity,
harbor grand aspirations.**



Left : Mohamad Naser
Middle : Bader Alahmed
Right : Almahanna Mohammed
Mitsui & Co., Ltd. Saudi Arabia Branch (Al-Khobar Sub-Office)

Well-being, Health and Safety

Each person is full of vitality for
“Challenge and Innovation”

Global Group

From health management to well-being

Since formulating the Mitsui Health Declaration in 2017, we have been working on health management, a key management issue, to maintain and promote the health of our employees. In recent years, societal values have evolved to value “well-being”, a state of being satisfied not only physically but also mentally and socially. Based on these changes, we have defined “well-being” as “a state where each individual can embody our company’s long-standing ethos of “Challenge and Innovation” and renewed the above-mentioned Mitsui Health Declaration to “Mitsui’s Commitment to Employee Well-being” in July 2023. Based on this declaration, led by the CHRO, we will further enhance specific measures such as support for the balance of treatment and work, preventive measures for mental health, establishment of gynecology clinic in the Head Office building based on a questionnaire for female employees, and other measures to create a working environment where employees can work vibrantly and with a sense of fulfillment while respecting each other’s individuality and values.

Non-consolidated

Employees undergoing health checks

(FY March 2023)

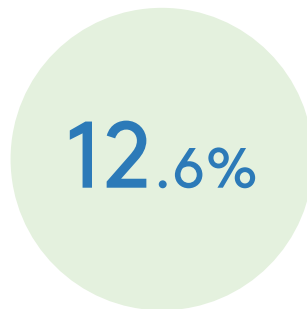


Non-consolidated

Presenteeism*

Rate of decline in productivity due to health issues when at work

(FY March 2023)



* Measurement method: Single-Item Presenteeism Question, 100% - Results of responses to the question: “Rate your own work performance for the past 4 weeks on a scale of 0 to 100%. Target employees: Regular full-time employees and contract employees in Mitsui

Mitsui’s commitment to employee well-being

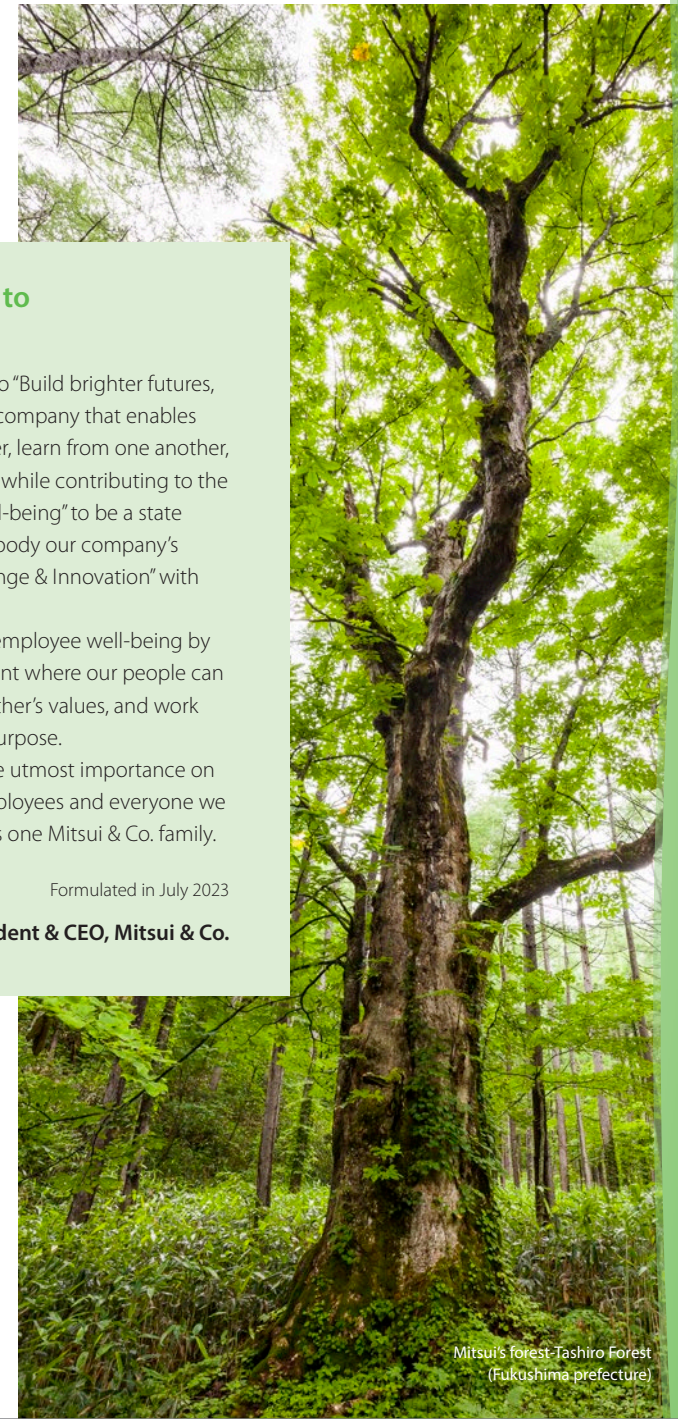
To fulfill Mitsui & Co.’s mission to “Build brighter futures, everywhere”, we strive to be a company that enables diverse talent to come together, learn from one another, and achieve individual growth while contributing to the organization. We consider “well-being” to be a state where each individual can embody our company’s long-standing ethos of “Challenge & Innovation” with vigor and vitality.

Mitsui & Co. will enhance employee well-being by fostering a working environment where our people can be themselves, respect each other’s values, and work energetically with a sense of purpose.

In doing so, we will put the utmost importance on the health and safety of all employees and everyone we work with around the world, as one Mitsui & Co. family.

Formulated in July 2023

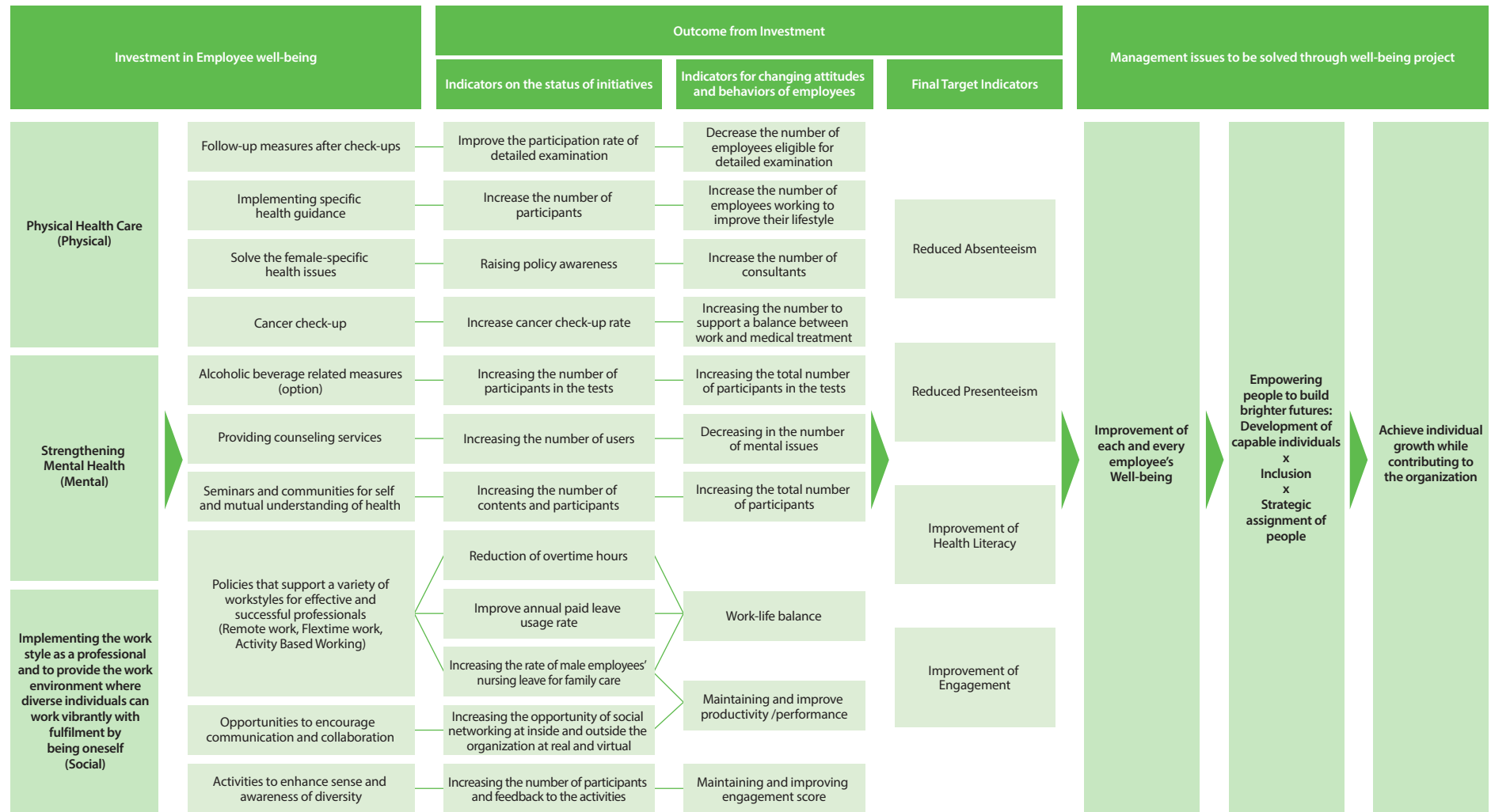
Kenichi Hori, President & CEO, Mitsui & Co.



Mitsui’s forest-Tashiro Forest (Fukushima prefecture)

Well-being Strategy Map

We promote employee well-being with the aim of enhancing the well-being of every individual employee so they can grow together with the organization.



Evaluation By Society

Health & Productivity Stock Selection

The Health & Productivity Stock Selection recognizes companies listed on the Tokyo Stock Exchange that strategically make efforts with respect to their employees' health from a management perspective. We promote health management so that every individual employee can work healthily and safely, harnessing their full talent and potential. We have also implemented measures to spread diverse working styles, enhance engagement, and improve the office environment, among other purposes. Mitsui was listed in the Health & Productivity* Stock Selection for the first time in 2023.



Certified Health & Productivity Management Organization Recognition Program "White 500"

The Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi jointly implement the health and productivity management organization program "White 500." Mitsui has been recognized as one of the Health & Productivity Management Outstanding Organizations under the White 500 initiative for six consecutive years.



Creating safe and secure workplaces with no labor accidents

Our company always gives top priority to the health and safety of Mitsui group employees and colleagues involved in our business activities. In order to create value at a higher level with all stakeholders, we will continue to take initiatives aimed at maintaining and improving health, based on various laws and regulations, and more. In the countries and communities where we conduct business, we work to create workplaces and working environments where all employees and various colleagues can work safely, with no labor accidents. These efforts include not only compliance with local laws and regulations, but also ongoing improvements incorporating the unique best practices of each industry, and providing the resources and training needed.

In all our businesses, we aim to improve occupational health and safety and prevent labor accidents* before they occur. Under the labor safety and health promotion system led by CHRO, we will promote measures tailored to the business characteristics of each unit of the company.

* Excluding commuting accidents and personal injuries and illnesses

Occupational Health and Safety Data

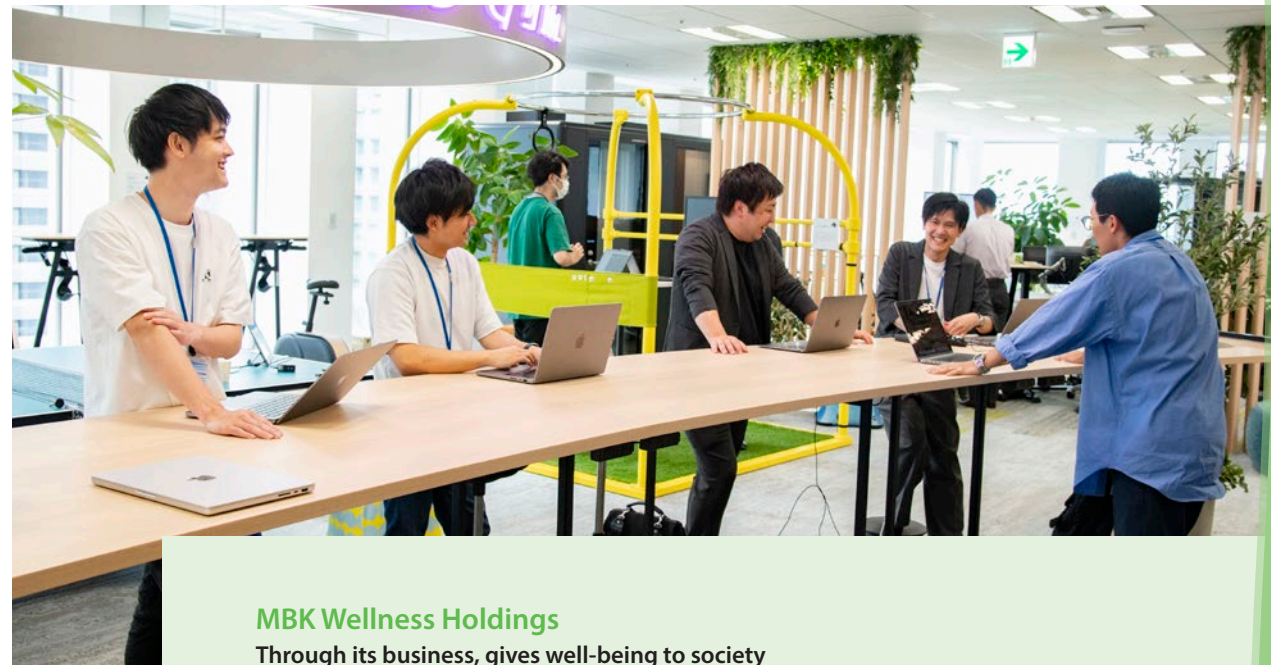
Non-consolidated		(FY March 2023)		(Target of FY March 2024)	
	Workplace Accidents	Fatalities	Workplace Accidents	Fatalities	
	0	0	0	0	

Global Group*1		(FY March 2023)		(Target of FY March 2024)	
	Fatalities*2	Serious injuries*3	Fatalities	Serious injuries	
Employees	1	6	0	0	Reduction from the previous year
Contractor Employees	6	7	0	0	Reduction from the previous year

*1: Un-incorporated JVs with main subsidiaries and operatorships with production sites

*2: 3 traffic accidents (including one involving an in-house employee) and 4 accidents on the company's premises

*3: Non-fatal accidents involving serious injuries not recoverable within 6 months



MBK Wellness Holdings

Through its business, gives well-being to society

MBK Wellness Holdings (MWH) Group was established with the aim of creating a healthy and vibrant work environment. It currently provides comprehensive solutions such as health information and services, talent introduction to support career formation, and talent development and training services to support the growth of professionals and the revitalization of organizations. Japan currently faces issues of labor shortage and productivity decline, and to address these issues, the concepts of "health management" and "human capital investment" are necessary. MWH Group, focusing on three business domains: health domain such as employee support programs and disease prevention services, talent introduction domain, and talent development domain, works on solving social issues mainly with customers in HR divisions of companies as well as insurers.

Year of Establishment	2021
Employees of MWH Group (As of July 2023)	Full-time employees 225, Total employees 264 (including contract employees)
Company URL	https://www.mbk-wellness.co.jp/ja/index.html

Creating Places Where People Who “Build Brighter Futures” Meet Up



We provide places where diverse capable individuals create new value and build brighter futures at Mitsui

New office to build brighter futures

We relocated to our new office building in May 2020. The new office is defined as a place where diverse individuals create new value by creating “intellectual chemical reactions” with many professional talents inside and outside the company and build brighter futures of Mitsui. Through internal stairs linking 13 floors and places for value creation called “Camps”, we encourage various communication for building the future. These efforts are called Work-X (Workplace Experience), and a dedicated team is actively working on further behavior change of employees while utilizing the office environment.



SOCIAL: A place for co-creation and sharing knowledge, ideas and information to develop new business. An open and casual space where diverse individuals freely and openly exchange opinions beyond traditional organizational boundaries



Co-Work: A place where discussions are held to accelerate progress on projects. Diverse individuals including customers and partners, gather in teams for free discussions aimed at speeding up projects



Talent development center to develop capable individuals and achieve inclusion

We have two training facilities, the Global Talent Development Center (Yokohama) and Talent Development Center (Atami), for employees worldwide who work at Mitsui and group companies. We are implementing various programs at each center to promote the development of their own careers and inclusion.



Global Talent Development Center (Yokohama)



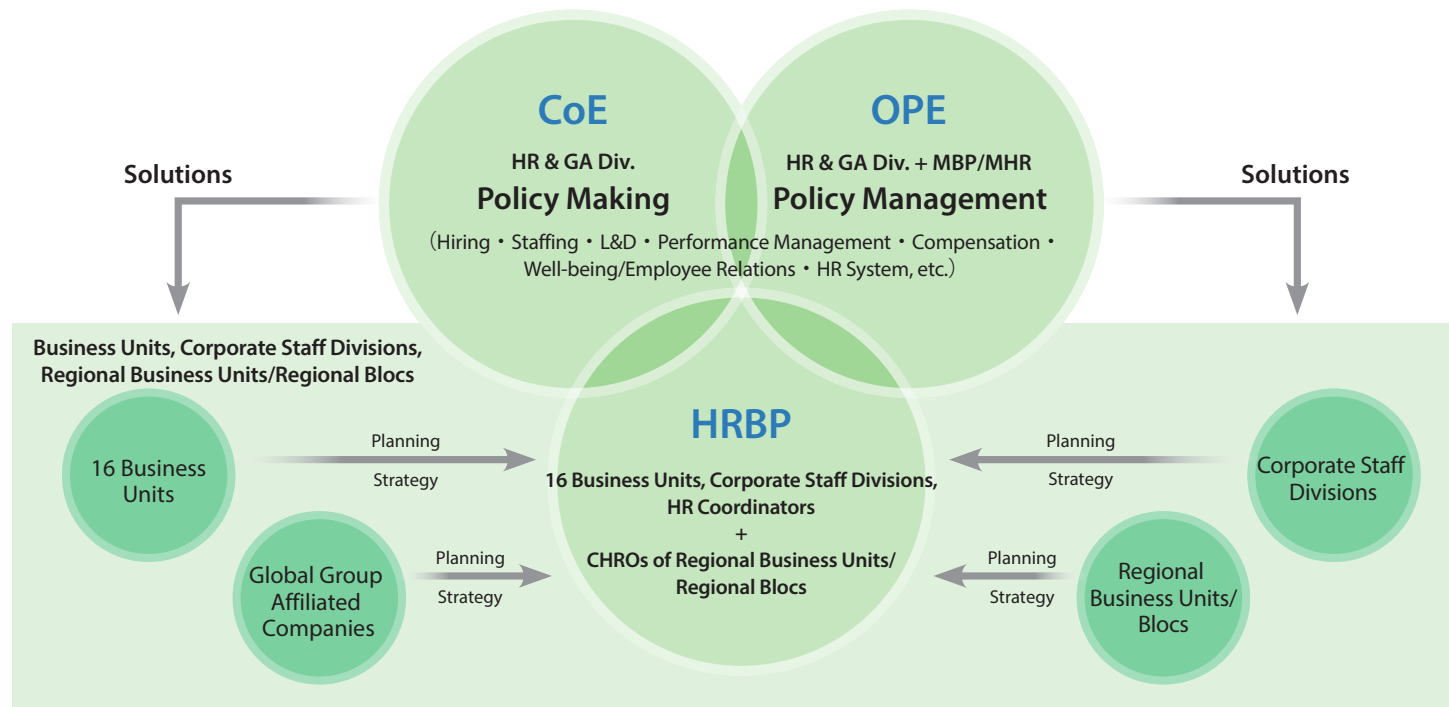
Talent Development Center (Atami)

Global Group HR Organizational Structure to Support Consolidated Management

Our talent management is conducted in conjunction with the business unit system and global matrix system. Each business unit and corporate staff division based in Japan, in cooperation with the regional business units and handling overseas employment, globally nurtures who excel in their respective specialties. Career consultations, consultations for training and transfers beyond regions are also conducted in cooperation with the HR coordinators of the business units and corporate staff divisions, and CHROs of regional

business units and regional blocs. The organization that fulfills the role of HR coordinators and, which is the front line of contact with talent, is called **HR Business Partners (HRBP)**. On the other hand, the Human Resources & General Affairs Division provides a framework for personnel systems and evaluation systems that can be used worldwide, a talent management foundation, guidelines for transfers, guidelines for well-being and occupational safety, and plays a role in providing other guidelines. This is called **the**

Center of Excellence (CoE). Moreover, **Mitsui & Co. Business Partners Ltd. (MBP)** and **Mitsui & Co. HRD Institute (MHR)** play a role in providing professional knowledge while operating business processes entrusted by the Human Resources & General Affairs Division or regional HRBPs as professionals. This separate organization of professionals is called **Operational Excellence (OPE)**. The CoE, HRBP, and OPE work in harmony to manage talent in the global matrix system.



The number of staff in the global HR unit
(As of the end of March 2023)



The global HR unit logo used



Human Resources & General Affairs Div.

Establishment of Global Group HR Organizational Structure

Message from the Center of Excellence (CoE)



Why is it important to build a Global HR organizational structure, and what are the challenges and commitments?

In our Medium-term Management Plan 2026, we have positioned inclusion, development of capable individuals, and strategic assignment of people as the three pillars of our HR strategy. Through these measures, we aim to strengthen our cross-industry proposal capabilities globally. Our diverse human resources continually compete with each other's professional knowledge across industries and regions to create new value. It is essential for such activities to have a global HR framework. This includes evaluation policies, and a global data platform like "Bloom" that helps us understand individuals. We need to adopt an HR foundation that is as simple and easy-to-understand as possible within the company, including the regional business units and regional

blocs. Of course, the policy for occupational health and safety, efforts towards well-being and creating an inclusive environment are equally important for a work environment that offers employees peace of mind. This establishment of a global group HR infrastructure is an important role of the CoE (Center of Excellence). On the other hand, the front line of the Global Group HR structure, HRBP (HR Business Partners), plays the role of delivering solutions according to the environment and situation of each business unit, regional business unit, and regional bloc. HRBP may also use the professional knowledge of OPE (Operational Excellence) when necessary. It is fair to say that the cooperation between HRBP and OPE greatly impacts the globally active personnel of our company.

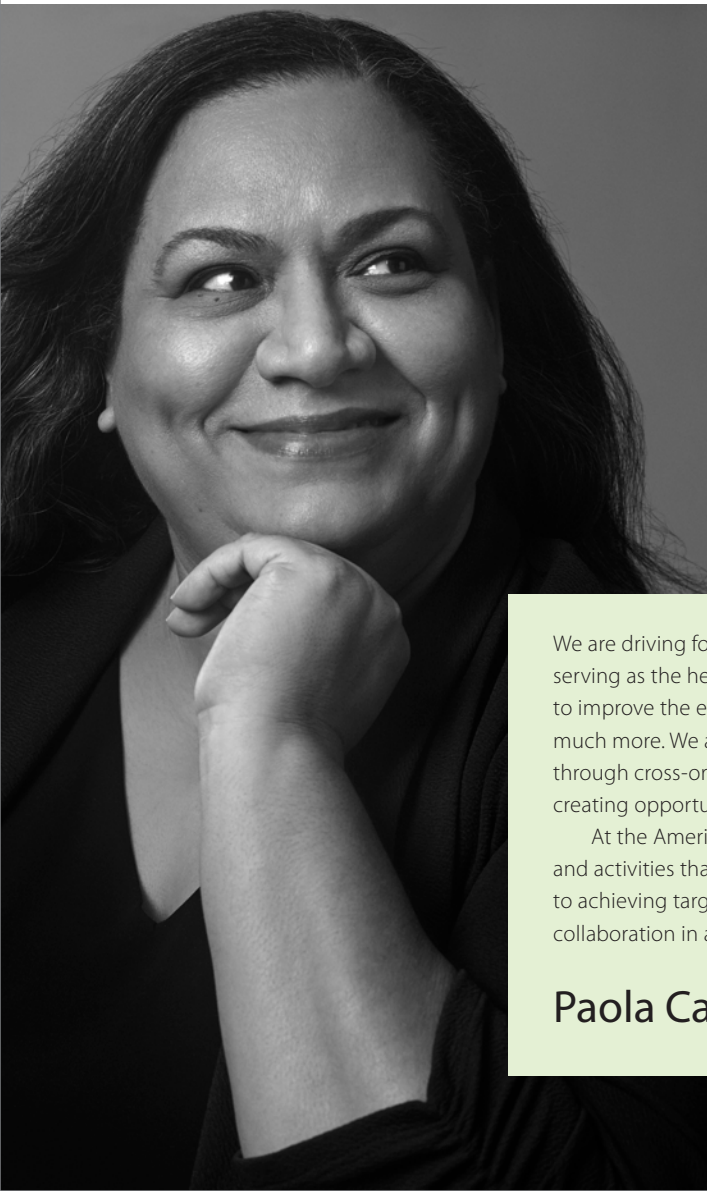
Yoshiki Hirabayashi

Senior Executive Managing Officer, General Manager of Human Resources & General Affairs Div. (Japan)



Human Resources & General Affairs Div.

Message from HR Business Partners (HRBP)



We are driving forward HR initiatives within the region, with the New York office of Mitsui & Co., Ltd. serving as the head office for the Americas. Our goal is to lead a human capital-driven HR agenda aiming to improve the employee lifecycle from attraction, learning & development to succession planning and much more. We are committed to enhancing employee engagement while responding to business needs through cross-organizational business creation and collaboration, mobilizing them within the region and creating opportunities to upskill and reskill employees whose goal is to support our business objectives.

At the Americas head office, we aspire to emphasize Diversity & Inclusion and promote team building and activities that engage all employees in order to cultivate an inclusive culture. We are also committed to achieving target goals that create positive impact in our global group network through organic collaboration in a work environment where employees can add value.

Paola Campos

MITSUI & CO. (U.S.A.), INC.
Human Resources Dept.
Deputy General Manager
(USA)

As HR GM of Europe Bloc and MEA Bloc, the HR team and I have been playing a key role in transforming the current HR practices. Some key aspects of the current state include emphasis on employee well-being, hybrid workstyle, focus on diversity, equity, and inclusion, continuous learning and development via business development initiatives, enhancing opportunities for international assignments and managing a high performance culture. These initiatives reflect our commitment to sustainability aligning with the expectations of our stakeholders, such as employees and customers. Our desired future focuses on an employee-centric approach, as we aim to shape the future with the strength of our diverse and inclusive workforce.

Javeed Hussain

Mitsui & Co., Middle East Ltd. Human Resources Dept.
& Mitsui & Co. Europe Plc. Regional Human Resources Dept.
General Manager
(UAE)



Human Resources & General Affairs Div.



Human Resources & General Affairs Div.

Message from Operational Excellence (OPE)

Mitsui & Co. Business Partners Ltd.

The company was established in 1981 with 100% investment from Mitsui & Co., Ltd. We are located in the head office of Mitsui building, and our Osaka, Nagoya, and Fukuoka branches are also located in the same Mitsui building. We are a shared service center providing daily HR, general affairs, and miscellaneous services. In addition, our company is a diverse workplace where individuals with various disabilities work as a special-purpose subsidiary of Mitsui. Regardless of the existence of disabilities, which can occur to anyone, we continue to aspire to be a company where everyone can excel, and as a true best partner in HR, general affairs, and miscellaneous duties of Mitsui, we continue to tackle high-quality value creation and the challenges of providing high-quality services.



Year of Establishment	1981
Employees (As of April 2023)	240 persons (including 115 with disabilities)
Company URL	https://www.mitsui-mbp.co.jp/

Mitsui & Co. HRD Institute

Throughout its long history since establishment, Mitsui & Co., Ltd. has positioned human resources as its most important management resource and has devoted energy to nurturing people. Nurturing human resources that create new value is one of the most important themes in the management of the Mitsui & Co. global group.

Our company provides HR development and language services to Mitsui and its group companies. We carry out work related to global human resource development through planning and operation of training programs over a wide range of fields and through advanced language services. Supporting the growth of diverse individuals who can excel globally to support the future of the Mitsui & Co. global group is our mission at Mitsui & Co. HRD Institute, through years of experience and high level of expertise.



Year of Establishment	2005
Employees (As of April 2023)	40 persons
Company URL	https://www.mitsui-hrd.co.jp/en/company/profile_en/

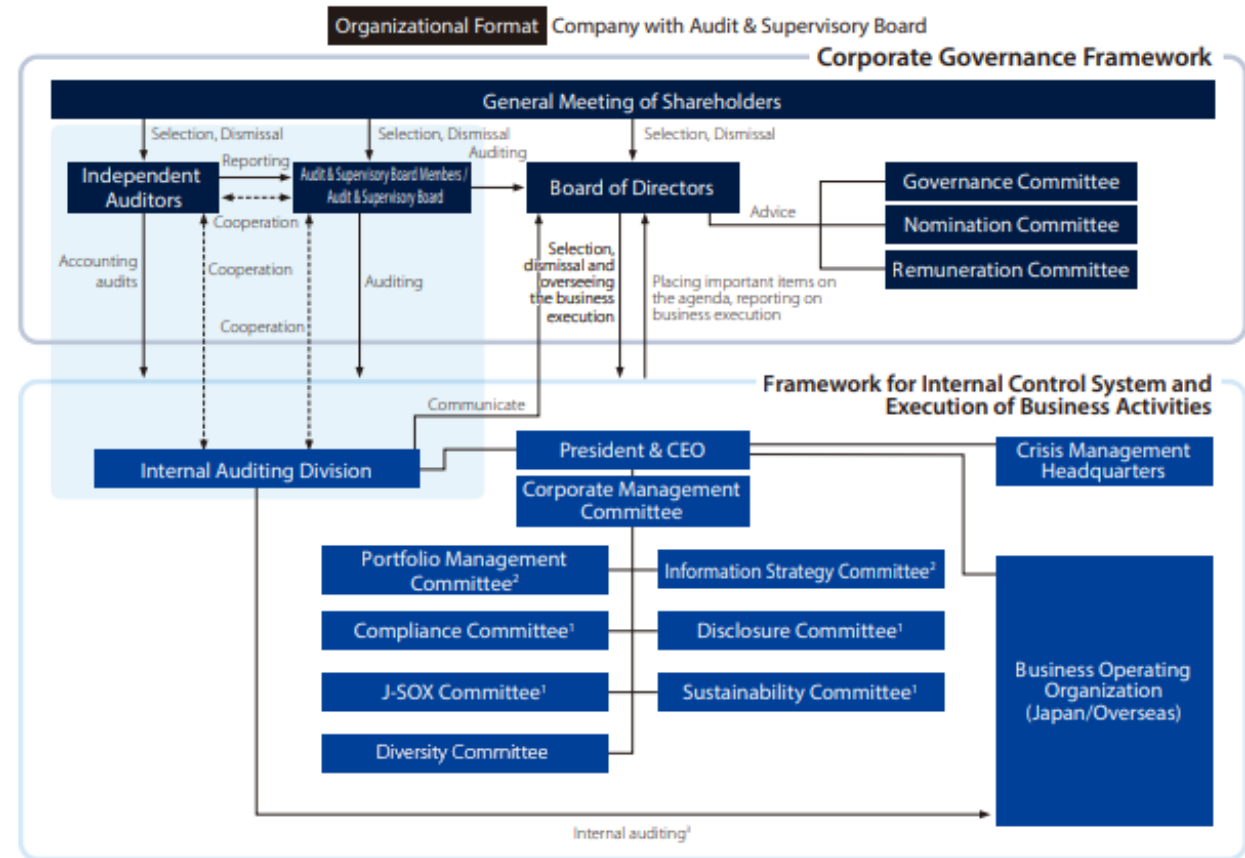
Governance Structure Regarding Human Capital

Corporate Governance Framework

The Board of Directors, as the highest authority for the execution of business and supervision, reflects the diversity of our operations in a broad range of regions and incorporates various stakeholder perspectives into its supervision. It achieves a composition that balances diversity, including gender and international perspectives, with a size suitable for substantial discussions. As of June 21, 2023, our board consisted of 15 directors, including 6 external directors (4 female directors and 3 non-Japanese directors).

The basic policies, plans, and systems for business activities related to human capital, and strategic business operations, are deliberated and reported in the Corporate Management Committee, including the CEO and the CHRO, after being discussed in an organization under the Corporate Management Committee or an advisory body to the Corporate Management Committee according to their importance. Critical issues are also individually reported and deliberated at the Board of Directors, and overall activities are properly overseen through regular reports to the Board of Directors.

In the "Governance Committee" of the advisory bodies to the Board of Directors, to consider basic policies and measures concerning the governance of the Company, to consider the composition, size, and agenda of the Board of Directors, with the aim of achieving further improvement in corporate governance, and to consider the role of the Board of Director's advisory committees, including recommendations on deliberations and discussions in meetings of the Nomination and Remuneration Committees. The Nomination Committee is to study the selection and dismissal standards and processes for nominating Directors and Managing Officers, establish succession planning for President and Chief Executive Officer and other top executives, and evaluate Director nomination proposals and to deliberate on the dismissal of Directors and Managing Officers. The



1. Sub-committees to the Corporate Management Committee
2. Advisory committees to the Corporate Management Committee
3. During regular audits, items to be audited are identified based on risk factors, and an independent and objective evaluation is carried out in accordance with international internal audit standards. Continuous efforts are made to maintain and improve the qualities of these internal auditing activities through measures such as quality evaluations by external specialists.

Remuneration Committee is to study the system and decision-making process relating to remuneration and bonuses for Directors and Managing Officers, and to evaluate proposals of

remuneration and bonuses for Directors and proposals for evaluation and bonuses for Managing Officers.

Ratios of Female and Non-Japanese Directors

	Director						
	Total	External Director	Ratio of External Director	Female	Ratio of Female	Non-Japanese	Ratio of Non-Japanese
2021	14	5	35.7%	3	21.4%	2	14.3%
2022	14	5	35.7%	3	21.4%	2	14.3%
2023	15	6	40.0%	4	26.7%	3	20.0%

Age Structure of Directors

Age Range of Directors: 56-76 years old
Average Age of Directors: 62.1 years old

* As of the end of the June 2023 Shareholders Meeting

Number of Proposals and Reports to the Board

Type of Proposals and Reports	FY March 2023
Matters related to human resources	5
Matters related to risk management, internal controls, and compliance	9
Total	79

Framework for Execution of Business Activities

The Corporate Management Committee is organized for deliberating on basic policies and important matters relating to overall management. It is held weekly in principle. Also, to respond to a wide range of risks and forms of businesses, which continue to increase and diversify, we have established various committees pertaining to the execution of business and implementation of internal control as advisory bodies/organizations under the Corporate Management Committee.

To leverage strengths by country and region and to achieve sustainable growth on a global group basis, we have adopted global matrix system with two axes, namely “business” and “region.” We are developing our business globally, including group companies, centered around our 16 business units.

As a basis for promoting our initiatives related to human capital, the CHRO is at the center, and human resource coordinators from the 16 Business units and Corporate Staff Divisions, CHROs of regional business units, and human resources and general affairs managers of each group company are coordinating. We are promoting initiatives related to human capital throughout the global group, such as formulating human resource strategies and promoting diversity and inclusion.

CHRO (Chief Human Resources Officer)

The CHRO on behalf of the CEO shall be responsible for maintaining and developing human resources structure of the Company including its group companies globally, and supervising all efforts related to human capital of the company. While overseeing areas such as promoting diversity management, securing talents, training them, evaluating them, and managing their compensation, the CHRO also comprehends risks related to human capital such as employee turnover and retention rate and carries out appropriate risk management. As of the publication of this report, the CHRO also serves as CCO (Chief Compliance Officer), promoting the permeation of consciousness of integrity on a global group basis, the development and strengthening of whistleblowing systems, and responses to compliance issues.

Compliance Committee

As an organization under the Corporate Management Committee, this committee discusses and explores the optimal form for enhancing the consciousness of integrity and the effectiveness of compliance on a global group basis, and the maintenance and enhancement of our compliance system's effectiveness. During FY March 2023, it was held three times.

Sustainability Committee

As an organization under the Corporate Management Committee, this committee aims to promote the sustainability management at Mitsui related to Mitsui's sustainability and environmental, social, and governance (ESG) issues. During FY March 2023, it was held seven times.

Diversity Committee

As an advisory body to the Corporate Management Committee, this committee makes proposals regarding basic policy and the plan for diversity promotion in our company as an initiative to create a culture that accepts and respects diversity (Diversity & Inclusion), formulates and implements targets set along with the plan. During FY March 2023, it was held three times.

Risk Management Structure

Our company has established an integrated risk management system that has centralized control over the company-wide risks, which is centered around the Corporate Management Committee. Risks related to human capital are managed through a management system centered he Corporate Management Committee, the Compliance Committee, and the Sustainability Committee, which are advisory bodies under the Corporate Management Committee.

Although human capital-related risks are manifold, the Chief Operating Officer of each business unit and regional business unit is responsible for managing risks in their business domain.

Corporate Staff Divisions provide support to business units and regional business units regarding the aspects of risk management that they are in charge of while also monitoring the company-wide position and reporting to management. In addition, the major committees pertaining to the execution of business and implementation of internal control develop risk management structures on a company-wide basis and handle significant risks as advisory bodies and subordinate organizations to the Corporate Management Committee.

Data Book

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 - 4. Mobility, Turnover
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5-Year Data

* Up to 5 years of data disclosed in previous years is displayed

		Unit	FY Mar 2019	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	Definition
1. Basic Data								
1) Number of Employees								
Non-consolidated	All	persons	5,772	5,676	5,587	5,494	5,449	
	Male	persons	4,141	4,050	3,995	3,894	3,842	
	Female	persons	1,631	1,626	1,592	1,600	1,607	
Consolidated	All	persons	43,993	45,624	44,509	44,336	46,811	
	Male	persons	29,175	30,184	29,764	29,257	30,884	
	Female	persons	14,818	15,440	14,745	15,079	15,927	
2) Number of Employees by Operating Segments								
Non-consolidated	All	persons	5,772	5,676	5,587	5,494	5,449	
	Mineral & Metal Resources	persons	291	278	281	273	284	
	Energy	persons	392	401	435	448	459	
	Machinery & Infrastructure	persons	844	853	828	790	809	
	Chemicals	persons	676	738	749	756	766	
	Iron & Steel Products	persons	328	305	288	261	256	
	Lifestyle	persons	971	834	883	840	841	
	Innovation & Corporate Development	persons	419	476	476	474	492	
	Others	persons	1,851	1,791	1,647	1,652	1,542	Including Corporate Staff Divisions
Consolidated	All	persons	43,993	45,624	44,509	44,336	46,811	
	Mineral & Metal Resources	persons	619	634	624	620	619	
	Energy	persons	843	888	980	992	1,093	
	Machinery & Infrastructure	persons	15,264	17,017	16,249	16,279	17,174	
	Chemicals	persons	5,276	5,238	5,957	6,745	7,286	
	Iron & Steel Products	persons	1,518	1,505	1,257	1,254	1,262	
	Lifestyle	persons	13,298	10,642	9,798	8,586	8,772	
	Innovation & Corporate Development	persons	3,694	6,301	6,406	6,599	7,425	
	Others	persons	3,481	3,399	3,238	3,261	3,180	

Non-consolidated : Data of Mitsui & Co., Ltd., refers to regular employees (employees who are directly employed without a specified term) unless otherwise noted.

Consolidated : Data of Mitsui & Co., Ltd. and its consolidated subsidiaries, unless otherwise noted, refers to general employees of the company plus employees of consolidated subsidiaries who are directly employed without a specified term.

			Unit	FY Mar 2019	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	Definition
Consolidated	Temporary Employees	All	persons	10,354	10,760	9,721	8,869	9,063	Temporary employees are based on the average annual number of employees
		Mineral & Metal Resources	persons	42	40	44	49	58	
		Energy	persons	66	98	122	115	147	
		Machinery & Infrastructure	persons	2,334	2,238	1,503	1,085	1,206	
		Chemicals	persons	469	572	558	516	546	
		Iron & Steel Products	persons	154	153	156	176	177	
		Lifestyle	persons	5,601	6,406	6,026	5,610	5,594	
		Innovation & Corporate Development	persons	1,375	914	964	972	969	
	Others	persons	313	339	348	346	366		
3) Number of Employees by Region									
Mitsui & Co. + Overseas Offices	Non-consolidated + Overseas Offices	All	persons	8,429	8,348	8,218	8,029	7,961	By country of employer's location
		Japan	persons	5,772	5,676	5,587	5,494	5,449	
		Americas	persons	560	558	542	526	539	
		Europe, the Middle East and Africa	persons	615	594	573	529	521	
		Asia Pacific	persons	1,482	1,520	1,516	1,480	1,452	
Non-consolidated	Regular Full-time Employee by Working Location	All	persons	5,772	5,676	5,587	5,494	5,449	
		Japan	persons	4,561	4,464	4,461	4,360	4,290	
		Americas	persons	330	324	307	317	321	
		Europe, the Middle East and Africa	persons	241	249	245	221	210	
		Asia Pacific	persons	498	514	506	492	489	
		Others (Trainees, Interns, etc.)	persons	142	125	68	104	139	
4) Average Yearly Salary									
Non-consolidated	Regular Full-time Employee		thousand yen	14,300	13,934	14,825	15,491	17,836	
5) Gender Pay Gap									
Non-consolidated	All Workers		%	---	---	---	---	56.9	The gender pay gap indicates the percentage of the average annual wage of women if the men is 100%. For details, please refer to our annual securities Report for the fiscal year ended March 31, 2023 .
	Regular Employee		%	---	---	---	---	56.9	
	Fixed-Term Employees		%	---	---	---	---	54.9	
6) Participation Rate in Labor Unions									
Non-consolidated			%	85.0	83.1	81.1	79.3	77.2	

			Unit	FY Mar 2019	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	Definition
2. Diversity									
1) Age									
Non-consolidated	Average Age	All	age	42.2	42.1	42.1	42.1	42.3	
		Male	age	42.7	42.7	42.8	42.9	43.1	
		Female	age	40.7	40.5	40.3	40.2	40.4	
	Age Composition	Under 20 years	%	0.0	0.0	0.0	0.0	0.0	
		20 to 29 years	%	15.7	16.3	16.6	16.8	16.0	
		30 to 39 years	%	25.7	25.5	25.8	25.9	26.7	
		40 to 49 years	%	27.8	26.3	25.2	24.8	24.2	
		50 to 59 years	%	30.2	31.3	31.9	32.0	32.7	
60 years and Over	%	0.6	0.6	0.5	0.5	0.4			
2) Gender									
Consolidated	Employee	All	persons	43,993	45,624	44,509	44,336	46,811	
		Female	persons	14,818	15,440	14,745	15,079	15,927	
		Ratio of Females	%	33.7	33.8	33.1	34.0	34.0	
	Managers	All	persons	8,395	8,812	8,827	8,912	9,165	
		Female	persons	1,145	1,370	1,413	1,527	1,726	
		Ratio of Females	%	13.6	15.5	16.0	17.1	18.8	
Non-consolidated	Regular Full-time Employees	All	persons	5,772	5,676	5,587	5,494	5,449	Business Staff + Administrative Staff
		Female	persons	1,631	1,626	1,592	1,600	1,607	
		Ratio of Females	%	28.3	28.6	28.5	29.1	29.5	
	Business Staff	All	persons	4,640	4,563	4,532	4,461	4,450	
		Female	persons	499	514	538	568	609	
		Ratio of Females	%	10.8	11.3	11.9	12.7	13.7	
	Managers	All	persons	3,485	3,420	3,375	3,333	3,334	Included in the number of Business Staff
		Female	persons	219	238	252	267	284	
		Ratio of Females	%	6.3	7.0	7.5	8.0	8.5	
	Administrative Staff	All	persons	1,132	1,113	1,055	1,033	999	Including 1 male (since FY March 2023)

			Unit	FY Mar 2019	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	Definition
Non-consolidated	Female Employees Dispatched Overseas	All	persons	45	64	60	71	107	Including overseas trainee dispatch and foreign language & business culture trainees (As of the following period of April 1)
		North America	persons	5	9	6	11	15	
		Central and South America	persons	5	8	7	12	18	
		Europe	persons	7	11	15	14	16	
		Middle East	persons	2	4	2	5	6	
		Africa	persons	2	1	0	0	0	
		Asia	persons	17	20	18	19	27	
		Oceania	persons	3	1	1	3	7	
		Far East	persons	2	8	9	6	15	
		CIS	persons	2	2	2	1	3	
3) Average number of years of Service									
Non-consolidated	All		years	18.5	18.3	18.2	18.1	18.1	
	Male		years	18.9	18.8	18.8	18.8	18.8	
	Female		years	17.6	17.2	16.8	16.5	16.3	
4) Number of Employees by Region									
Consolidated	All		persons	---	45,624	44,509	44,336	46,811	
	Japan		persons	---	17,292	17,465	17,153	17,682	
	Americas		persons	---	14,442	14,162	14,816	15,995	
	Europe, the Middle East and Africa		persons	---	3,523	3,501	4,043	4,047	
	Asia Pacific		persons	---	10,367	9,381	8,324	9,087	
5) Diversity of Leadership Team									
Non-consolidated	Directors	All	persons	14	14	14	14	15	Based on the personnel composition after the annual shareholders' meeting following each fiscal year as of the following period of June
		External Director	persons	5	5	5	5	6	
		Female	persons	2	3	3	3	4	
		Non-Japanese	persons	2	2	2	2	3	
		Ratio of External	%	35.7	35.7	35.7	35.7	40.0	
		Ratio of Females	%	14.3	21.4	21.4	21.4	26.7	
		Ratio of Non-Japanese	%	14.3	14.3	14.3	14.3	20.0	
Non-consolidated	Corporate Auditors	All	persons	5	5	5	5	5	Based on the personnel composition after the annual shareholders' meeting following each fiscal year as of the following period of June
		External Auditor	persons	3	3	3	3	3	
		Female	persons	1	1	1	1	1	
		Ratio of External	%	60.0	60.0	60.0	60.0	60.0	
		Ratio of Females	%	20.0	20.0	20.0	20.0	20.0	
6) Percentage of people with disabilities in Mitsui's workforce									
Non-consolidated			%	2.77	3.09	3.12	3.20	3.16	As of the following period of June

		Unit	FY Mar 2019	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	Definition	
3. Recruitment									
1) Number of Hires									
Non-consolidated	Total of New Graduates and Mid-career		persons	186	218	177	191	203	
	New Graduates	All	persons	160	176	135	128	111	
		Male	persons	104	96	89	71	67	
		Female	persons	56	80	46	57	44	
	Mid-career	All	persons	26	42	42	63	92	
		Male	persons	22	38	34	43	61	
		Female	persons	4	4	8	20	31	
Ratio of Mid-career		%	14	19	24	33	45		
2) Others									
Non-consolidated	Number of Qualified Candidate per Position		magnification	---	---	---	---	30	Number of candidates who passed the document screening for new graduates – Number of new hires
	Ratio of officially hired after their probation period (Quality per Hire)		%	---	---	---	---	100	Ratio of new graduates and career hires who have been officially hired after their probation period
	Average Length of Time to Fill Vacant Position		days	---	---	---	---	76	Average number of days from the start of recruitment for new graduates and mid-career hires to the internal decision
3) Ratio of Regular Employees Hired Mid-career									
Non-consolidated	Regular Employee Total		persons	5,772	5,676	5,587	5,494	5,449	
	Regular Employee of New Graduates		persons	5,375	5,253	5,127	4,989	4,867	
	Regular Employee of Mid-career		persons	397	423	460	505	582	
	Ratio of Regular Employees Hired Mid-career		%	6.9	7.5	8.2	9.2	10.7	

4. Mobility, Turnover									
1) Critical Position Filled Data									
Non-consolidated	Percentage of Positions Filled Internally		%	---	---	---	---	67.1	The proportion of internal promotions among those appointed to managerial positions (those who were appointed as managers by career are counted as external appointments)
	Percentage of Critical Business Positions		%	---	---	---	---	7.8	Ratio of general managers to regular full-time employees
2) Mobility									
Non-consolidated	Percentage of Internal Mobility		%	---	---	---	---	27.5	Percentage of employees who have moved across divisions (Regular full-time employees)
	Human Resources Bulletin Board System	Total (from 1999)	persons	408	439	463	499	555	
		Total in each FY	persons	27	31	24	36	56	

			Unit	FY Mar 2019	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	Definition
Overseas Offices	Number of overseas transfers of Regional hired staff	All	persons	33	37	40	41	75	Total number of people transferred to Japan and to other than Japan
	Transfer between Overseas Countries	Americas	persons	2	4	2	3	10	Number of transfers by recruitment region for regional hired staff
		Europe, the Middle East and Africa	persons	4	3	5	9	13	
		Asia Pacific	persons	13	18	19	15	25	
		Others	persons	5	3	3	1	1	
Transfer to Japan		persons	9	9	11	13	26	Total number of transfers from each region to Japan	

3) Turnover

Non-consolidated	Average personnel turnover rate	All	%	4.93	5.23	4.38	5.11	4.02	
		Male	%	5.04	4.86	4.29	5.76	4.00	
		Female	%	4.62	6.12	4.61	3.50	4.06	
	Voluntary turnover rate	All	%	1.66	1.72	1.23	1.69	1.41	
		Male	%	1.31	1.48	1.10	1.79	1.25	
		Female	%	2.57	2.31	1.56	1.45	1.79	
Exit/Turnover Reasons/Leaving Employment By Reason				To challenge a new path or seek opportunities to improve their skills outside the company, etc.					

5. Cost

Consolidated	Total Workforce Costs	billion yen	---	---	---	---	4,288	Personnel costs + Welfare costs + External labor costs
	External Workforce Costs	billion yen	---	---	---	---	313	Outsourcing fee, etc.
	Ratio of Average Salary and Remuneration	%	---	---	---	---	2.2	Executive compensation + Personnel costs.
	Total Costs of Employment	billion yen	---	---	---	---	3,974	Personnel costs + Welfare costs
Non-consolidated	Recruitment Cost	million yen	---	---	---	---	440	Recruitment cost in Human Resources & General Affairs Division
	Cost per Hire	million yen	---	---	---	---	2.2	Cost per recruit in Human Resources & General Affairs Division

6. Productivity

Consolidated	Profit per Employee	Consolidated PAT ÷ Number of non-consolidated employees	billion yen	---	---	---	---	2.1	
		Consolidated PAT ÷ Number of consolidated employees	billion yen	---	---	---	---	0.2	
		Consolidated COCF ÷ Number of non-consolidated employees	billion yen	---	---	---	---	2.2	
		Consolidated COCF ÷ Number of consolidated employees	billion yen	---	---	---	---	0.3	
	Human Capital Rol	%	---	---	---	---	351	(Profit before tax + (Personnel costs + Welfare costs)) ÷ (Personnel costs + Welfare costs) - 1	

		Unit	FY Mar 2019	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	Definition	
7. Workforce Availability									
Non-consolidated	Number of Employees : Full-time & Part-time	Full-Time	persons	---	---	---	---	5,768	Regular full-time employees + Full time contract employees
		Part-Time	persons	---	---	---	---	38	Non-full time contract employees
	Full Time Equivalent		persons	---	---	---	---	5,787	Calculated as 0.5FTE per non-full time contract employee
	Contingent Workforce: Temporary Workforce		persons	---	---	---	---	377	Including 11 temporary staff of short-time working

8. Leadership									
Mitsui & Co. + Overseas Offices	Leadership Trust	%	---	---	---	---	---	71	Ratio of positive responses to multiple questions regarding leadership of the Mitsui Engagement Survey for non-consolidated and overseas offices)
	Span of Control	persons	---	---	---	---	---	7.41	Number of subordinates per line manager in non-consolidated and overseas offices

9. Engagement									
Mitsui & Co. + Overseas Offices	Employee Engagement	%	59	---	70	71	72	72	Result of the Mitsui Engagement Survey for non-consolidated and overseas offices (→P6)
	Employee Enablement	%	65	---	69	69	69	69	Result of the Mitsui Engagement Survey for non-consolidated and overseas offices (→P6)

				Unit	FY Mar 2019	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	Definition	
10. Skill & Capabilities											
Global Group	Global Group		persons	---	---	---	---	---	Approx.22,000	Training conducted by the Human Resources Div. (Cumulative number of participants in a fiscal year)	
	Total Developing and Training Costs		billion yen	---	---	---	---	---	27.5	Total Developing and Training Costs (Including for employees of global group)	
Non-consolidated	Hours/Days/Costs of Training for Competency Development and Expenditure on Training		Total hours of training per year	hours	91,871	79,101	82,837	146,000	88,000	In FY March 2022, we required all employees to take training for DX enhancement, which increased both cost and time	
			Average hours of training per employee per year	hours	15.9	13.9	14.9	27.9	16.1		
			Average days of training per employee per year	days	3.5	2.8	2.1	3.7	2.2		
			Average training expenditure per employee per year	ten thousand yen	---	---	---	---	50		Including global training programs
	Human Resource Development Programs (Main HR development programs in Japan and the number of participants)		Job position-oriented training, training at time of appointment	persons	---	---	---	---	---	3,044	Global group training programs by the Human Resources & General Affairs Division
			Strengthening leadership and business management	persons	---	---	---	---	---	3,382	
			Deeping of skills and expertise	persons	---	---	---	---	---	2,956	
			Development of DX human resources	persons	---	---	---	---	---	2,334	
			Employee career development	persons	---	---	---	---	---	385	
			Training for new graduates (initial educational training)	persons	---	---	---	---	---	3,837	
Training for employees of group companies			persons	---	---	---	---	---	5,643		
D&I promotion and organization culture		persons	---	---	---	---	---	693			
Non-consolidated	Number of Overseas Training Programs		Number of dispatched countries	countries	35	32	27	23	30		
			Number of overseas trainees	persons	165	159	68	105	159		
			North America	persons	49	40	2	36	52		
			Central and South America	persons	25	28	10	14	26		
			Europe	persons	29	26	18	22	28		
			Middle East	persons	3	3	2	2	3		
			Africa	persons	8	7	8	4	6		
			Asia	persons	23	23	12	7	20		
			Oceania	persons	6	5	5	2	3		
			Far East	persons	14	21	11	14	18		
		CIS	persons	8	6	0	4	3			
Overseas Offices	Regional Hired Staff		Number of trainees to Japan	persons	9	11	9	3	15		
			Japan Language & Business Program (LBP)	persons	3	2	2	1	2		
			Japan Business Integration Program (BIP)	persons	6	9	7	2	13		
Non-consolidated	Workforce Competency Rate		score	---	---	---	---	3.8	Average comprehensive ability score of general managers as per a 360° appraisal (5-level absolute evaluation. 3 is average)		

		Unit	FY Mar 2019	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	Definition	
11. Work-Life Management									
1) Taking Childcare Support									
Non-consolidated	Total Number of Employees Taking Childcare Support		persons	592	600	510	542	579	Including contract employees
	Childcare Leave	All	persons	74	84	100	146	151	Including employees taking leave for childcare purposes (leave to attend to childbirth). (If childcare leave and leave to attend to childbirth are taken for the same child, duplications are removed, and they are counted as one person)
		Male	persons	29	28	37	71	85	
		Female	persons	45	56	63	75	66	
	Nursing Leave for Childcare	All	persons	306	310	242	244	264	
		Male	persons	120	113	81	80	90	
		Female	persons	186	197	161	164	174	
	Short-time Working for Childcare	All	persons	127	127	109	93	101	
		Male	persons	0	0	0	0	0	
		Female	persons	127	127	109	93	101	
Childbirth Attendance Leave	(Male Only)	persons	85	79	59	59	63		
Percentage of Male Employees Taking Childcare Leave		%	53	45	46	54	65		
2) Return Rate and Retention Rate After Childcare Leave									
Non-consolidated	Return Rate after Childcare Leave	Male	%	100	100	100	100	100	Percentage of employees who returned to work as compared to the number of employees who reached the end of childcare leave in each fiscal year. (Until FY March 2021, does not include employees who registered with the re-employment system following the transfer of their spouse)
		Female	%	96.4	100	96.4	96.3	93.4	
	Retention Rate after Childcare Leave	Male	%	100	96.3	100	100	93.8	
		Female	%	97.8	98.1	97.8	93.9	100	
3) Taking Family Care Support									
Non-consolidated	Family Care Leave	All	persons	4	2	0	1	0	Including contract employee
		Male	persons	2	1	0	0	0	
		Female	persons	2	1	0	1	0	
	Nursing Leave for Family Care	All	persons	110	132	104	97	95	
		Male	persons	44	47	39	33	34	
		Female	persons	66	85	65	64	61	
	Short-time Working for Family Care	All	persons	2	2	2	2	1	
Male		persons	0	0	0	0	0		
Female		persons	2	2	2	2	1		

		Unit	FY Mar 2019	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	Definition	
12. Working Hours, Annual Paid Leave									
Non-consolidated	Annual Average Actual Working Hours	hours	1,957.72	1,939.84	2,110.01	2,066.86	2,003.04		
	Monthly Average Overtime Working Hours	hours	19.0	19.1	25.0	26.7	26.1		
	Annual Paid Leave	Average Annual Paid Leave Taken	days	14.4	14.0	11.5	12.5	13.8	
		Average Annual Paid Leave using Ratio	%	74.9	73.1	60.0	64.9	71.4	

13. Well-being

1) Health

Non-consolidated	Health Performance Index							
	Percentage of Employees Undergoing Health Checks	%	99.8	99.3	99.8	100.0	100.0	
	Reexamination Rate	%	---	---	66.4	65.9	72.2	
	Percentage of Employees Undergoing Stress Checks	%	85.4	83.1	89.1	86.8	83.0	
	Number of Employees Undergoing Stress Checks	persons	4,090	3,956	4,203	4,024	3,790	
	Smoking Rate	%	13.4	12.9	10.8	10.5	10.0	
	Reduction Compared to the Previous Fiscal Year	%	(1.6)	(0.5)	(2.1)	(0.3)	(0.5)	
	Male	%	18.4	17.3	15.1	14.6	14.1	
	Female	%	2.0	2.7	1.5	1.5	0.6	
	Examinations at the Head Office Medical Clinic	persons	14,541	12,567	4,895	4,024	5,462	
Non-consolidated	Training and Seminars on Health and Safety							
	Training before overseas assignments: Overseas risk management (overseas health and safety management) for general employees	persons	388	379	259	263	318	In addition to these seminars and programs, we aim to raise awareness for health among employees through lectures by occupational physicians and health nurses at the Hygiene Committee and by regularly uploading "Messages from Occupational Physicians" and "Health Nurse Column" on the intranet to enable all employees to obtain health information
	Training before overseas assignments: Overseas risk management (overseas health and safety management) for overseas Trainees	persons	---	---	2	22	16	
	Training for new line managers: Mental health, labor management	persons	88	96	105	101	106	
	Introductory training for new employees: Health management as a working professional	persons	160	176	135	110	111	
	M/M Leader (employees in charge of supporting new employees) Training (Online training/prior viewing; "Alcohol-Related Risk Training")	persons	---	136	136	180	54	
	Alcohol risk training for all employees: Alcohol Seminar	persons	---	1,104	---	---	Approx.1,400	
	Mental health, line care enhancement program	persons	---	---	---	29	74	

		Unit	FY Mar 2019	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	Definition	
Non-consolidated	Performance Data								
		Employees maintaining an appropriate weight (BMI 18.5 to 25)	%	66.2	66.4	66.4	67.2	67.1	
		Employees suffering from high stress	%	6.0	5.3	4.4	5.0	5.1	
		Employees absent from work due to mental health	%	0.54	0.85	0.84	1.06	0.98	Measurement method: Number of employees absent from work due to personal injury or illness for at least one consecutive month ÷ the number of employees working in Japan
		Employees absent from work due to illness	%	0.77	0.59	0.38	0.39	0.46	Measurement method: Number of employees absent from work due to personal injury or illness for at least one consecutive month ÷ the number of employees working in Japan
		Absenteeism (Unplanned Leave due to Health Problems)	days	---	---	---	2.83	2.58	Measurement method: Total number of days of personal sick leave of at least 7 consecutive days due to personal illness or injury ÷ the number of employees working in Japan
		Presenteeism (Rate of decline in productivity due to health issues when at work)	%	---	---	---	12.5	12.6	Measurement method: Single-Item Presenteeism Question, 100% - Results of responses to the question: "Rate your own work performance for the past 4 weeks on a scale of 0 to 100% (excluding times of illness or injury)"
2) Occupational Safety									
Non-consolidated	Number of lost time injuries	Target	cases	0	0	0	0	0	
		Employees (Employees at Tokyo Head Office and branches in Japan)	cases	1	0	0	0	0	
		Contractors (Contract employees at Tokyo Head Office and branches in Japan)	cases	0	0	0	0	0	
	Number of fatalities	Target	cases	0	0	0	0	0	
		Employees (Employees at Tokyo Head Office and branches in Japan)	cases	0	0	0	0	0	
		Contractors (Contract employees at Tokyo Head Office and branches in Japan)	cases	0	0	0	0	0	
	Lost time injury frequency rate	Target		0	0	0	0	0	
		Employees (Employees at Tokyo Head Office and branches in Japan)		0.14	0	0	0	0	
		Contractors (Contract employees at Tokyo Head Office and branches in Japan)		0	0	0	0	0	
	Lost time injury severity rate	Target		0	0	0	0	0	
		Employees (Employees at Tokyo Head Office and branches in Japan)		0.03	0	0	0	0	
		Contractors (Contract employees at Tokyo Head Office and branches in Japan)		0	0	0	0	0	
	Occupational illness frequency rate	Target		0	0	0	0	0	
		Employees (Employees at Tokyo Head Office and branches in Japan)		0	0	0	0	0	
		Contractors (Contract employees at Tokyo Head Office and branches in Japan)		0	0	0	0	0	
Industry Averages for Wholesalers and Retailers with 100 Employees or More (for Comparison)	Lost time injury frequency rate		2.08	2.09	2.27	2.31	1.98	(Reference) Japanese Ministry of Health, Labour and Welfare's Survey on Industrial Accidents in 2022	
	Lost time injury severity rate		0.10	0.04	0.11	0.05	0.05	(Reference) Japanese Ministry of Health, Labour and Welfare's Survey on Industrial Accidents in 2022	
	Lost Time for Injury	hours	---	---	---	---	0		

			Unit	FY Mar 2019	FY Mar 2020	FY Mar 2021	FY Mar 2022	FY Mar 2023	Definition
Global Group	Number of fatalities	Target	cases	---	---	---	---	0	Un-incorporated JVs with main subsidiaries and operatorships with production sites
		Actual	cases	---	---	---	---	1 (Employees)	
								6 (Contractor Employees)	
								Reduction from the previous year	
Global Group	Number of serious injuries (Non-fatal accidents involving serious injuries not recoverable within 6 months)	Target	cases	---	---	---	---	6 (Employees)	
		Actual	cases	---	---	---	---	7 (Contractor Employees)	

14. Compliance & Ethics

Global Group	Number of Grievances Filed		reports	945	1,050	1,247	697	1,087	Number of reports made in relation to compliance. (Including affiliated company) None of these matters had a material effect on the business of Mitsui or its affiliated companies. Furthermore, there were no cases where Mitsui received any legal sanctions or paid any fines or financial penalties due to violations of anti-bribery laws or anti-competition laws
Non-consolidated	Number of Concluded Disciplinary Action		reports	---	---	---	---	6	
	Number of disciplinary dismissals out of above		reports	---	---	---	---	0	
	Percentage of Employees who have completed Training on Compliance & Ethics		%	---	---	---	---	100	In addition to the requirement for all employees to take compliance training and pass an online test every five years, we also provide targeted training for new employees (including general contractors and dispatched employees), managers, those preparing to be posted overseas, or to one of the group companies. Moreover, we have designated November as With Integrity month, hosting events aimed at raising awareness throughout the company, including live or video messages from the president or CCO. Also, each department and overseas base spontaneously takes initiative, holding seminars and workshops by internal and external speakers to promote integrity within each organization

List of Our Disclosure in Line with ISO30414

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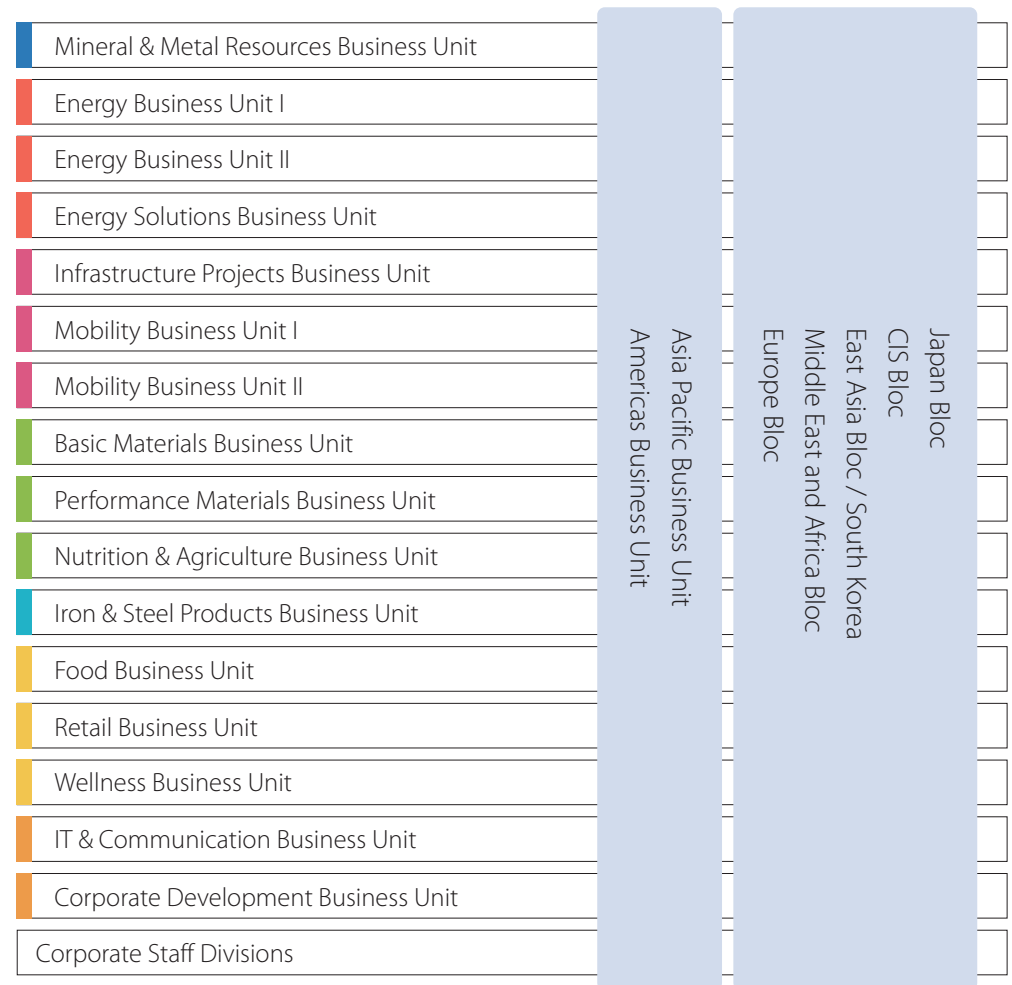
Company Information (As of March 31, 2023)

Company Name	MITSUI & CO., LTD.
Date of Establishment	July 25, 1947
Common Stock	¥342,560,274,484
Number of Employees	5,449 (Consolidated 46,811)
Number of Offices and Overseas Trading Affiliates (As of April 1, 2023)	128 offices (63 Countries and Regions) Japan 11 offices / Overseas 117 offices
Address	2-1, Otemachi 1-chome, Chiyoda-ku, Tokyo 100-8631, Japan Tel: 81 (3) 3285-1111 URL: https://www.mitsui.com/jp/en/
Number of Affiliated Companies for Consolidation	Subsidiaries: Japan 87 / Overseas 210 Equity Accounted Investees: Japan 45 / Overseas 171 Total: 513
Stock Information	Stock Exchange Listings: Tokyo, Nagoya, Sapporo, Fukuoka Total number of shares authorized to be issued by Mitsui: 2,500,000,000 shares Common Stock Issued: 1,544,660,544 shares Number of Shareholders: 324,263 shareholders



Photo from the company's internal regatta competition

Headquarters Business Units and Regional Organizations (As of April 1, 2023)



Organization
<https://www.mitsui.com/jp/en/company/outline/organization/index.html>

MITSUI & CO., LTD.