

# Human Resources Strategy

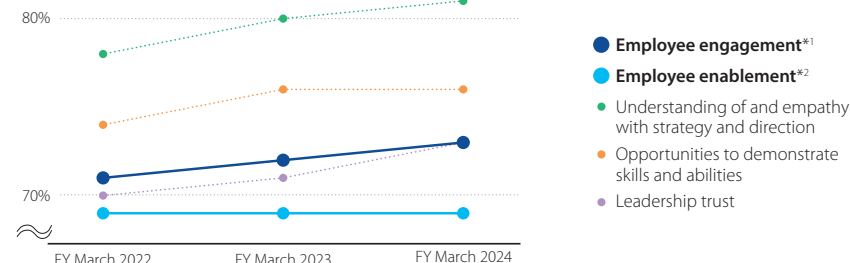
People are Mitsui's greatest asset. As we make the best use of Mitsui's management capital through collaboration among capable individuals with expertise in a wide range of business domains, products, fields, and regions, we *create, grow, and extend* businesses to generate new value on a global basis. Our human resources strategy based on "Development of capable individuals," "Inclusion" and "Strategic assignment of personnel" drives the promotion of globally diverse Individuals, which in turn has led to the realization of enhanced corporate value through the creation of value in collaboration with stakeholders in a variety of business activities.

Strategy   Promotion of globally diverse individuals		Indicators		
Enhancement of corporate value	<b>Development of capable individuals</b> <ul style="list-style-type: none"> <li>Sustained development of human resources capable of leading increasingly large and complex projects</li> <li>Support for employee self-development and reskilling</li> <li>Support for employee skill improvement and global career development</li> </ul>	<b>Overseas Dispatch Program Results</b> <b>Cumulative total participants</b> <b>Over 4,300</b> (As of March 31, 2024)	<b>Overseas trainees; foreign language and business culture trainees</b> Overseas dispatch of junior employees to learn languages other than English and gain practical experience on site in order to develop regional and industry professionals	
	<b>Inclusion</b> <ul style="list-style-type: none"> <li>Establishment of an environment enabling diverse human resources to work globally</li> <li>Improvement of employee engagement</li> </ul>	<b>Dispatch to business schools</b> We dispatch mid- to management-level employees from the Group across the globe to business schools outside Japan. We also focus on our program in collaboration with Harvard Business School and our Executive Education program. In FY March 2024, we dispatched 24 people (including four regionally hired employees).	<b>Promoting active participation of women in the workforce</b> <ul style="list-style-type: none"> <li>As a result of stepping up training programs and other initiatives, the non-consolidated percentage of female managers has steadily risen, reaching the target of 10% for FY March 2025. A new target has been set for FY March 2031.</li> </ul>	<b>Programs to develop female leaders (non-consolidated)</b> <ul style="list-style-type: none"> <li><b>Women Leadership Initiative</b> Fosters self-awareness as leaders and promotes empowerment through dialogue with External Directors.</li> <li><b>Sponsorship Program</b> Executive Committee members sponsor female employees working as line managers and provide them with career advice and guidance.</li> </ul>
	<b>Strategic assignment of personnel</b> <ul style="list-style-type: none"> <li>Position matching based on individual skills and wills</li> <li>Position management and succession plans for line managers</li> <li>Introduction and use of Bloom, a human resources data platform that supports employees' autonomous career development</li> </ul>	<b>Percentage of female managers (non-consolidated)</b> 	<b>Introduction of a new personnel system (non-consolidated; from July 2024)</b> <ul style="list-style-type: none"> <li>Introduced to respond flexibly to employees' career and life plans, assign employees according to their experience and skills, and improve productivity.</li> <li>Discontinued the previous designations of Business Staff and Administrative Staff, consolidating them under the single designation of regular full-time employee.</li> <li>Allows the choice of whether or not to relocate every three years.</li> </ul>	

## Mitsui Engagement Survey

- Employee engagement with the Company has been designated as one of the management indicators for measuring the results of our human resources strategy.
- We conduct the Mitsui Engagement Survey as a tool to regularly monitor results, leading to actions for improvement.
- Over 15,000 people, including regionally hired employees outside Japan and employees at 29 affiliated companies, took the survey in FY March 2024 and the scores have continued to rise.
- Survey results for "Employee engagement" and "Employee enablement" have been set as KPIs for performance-linked stock-based remuneration for Directors.
- Each organization analyzes the survey results to develop an action plan. Used to resolve organizational issues, led by the frontlines.

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



Please refer to our Human Capital Report for information on our approaches and initiatives for individuals, and value creation through human resources management. [https://www.mitsui.com/jp/en/company/outline/human\\_resource\\_management/\\_icsFiles/afiedfile/2024/02/29/MBK\\_HCreport2023\\_en\\_240221.pdf](https://www.mitsui.com/jp/en/company/outline/human_resource_management/_icsFiles/afiedfile/2024/02/29/MBK_HCreport2023_en_240221.pdf)

\*1 Positive response rate on a set of questions related to "Having motivation to contribute or commitment to the company, and the desire to make self-initiated efforts"  
 \*2 Positive response rate on a set of questions related to "Whether there are opportunities to utilize one's own skills and capabilities, and whether there is a work-friendly environment"