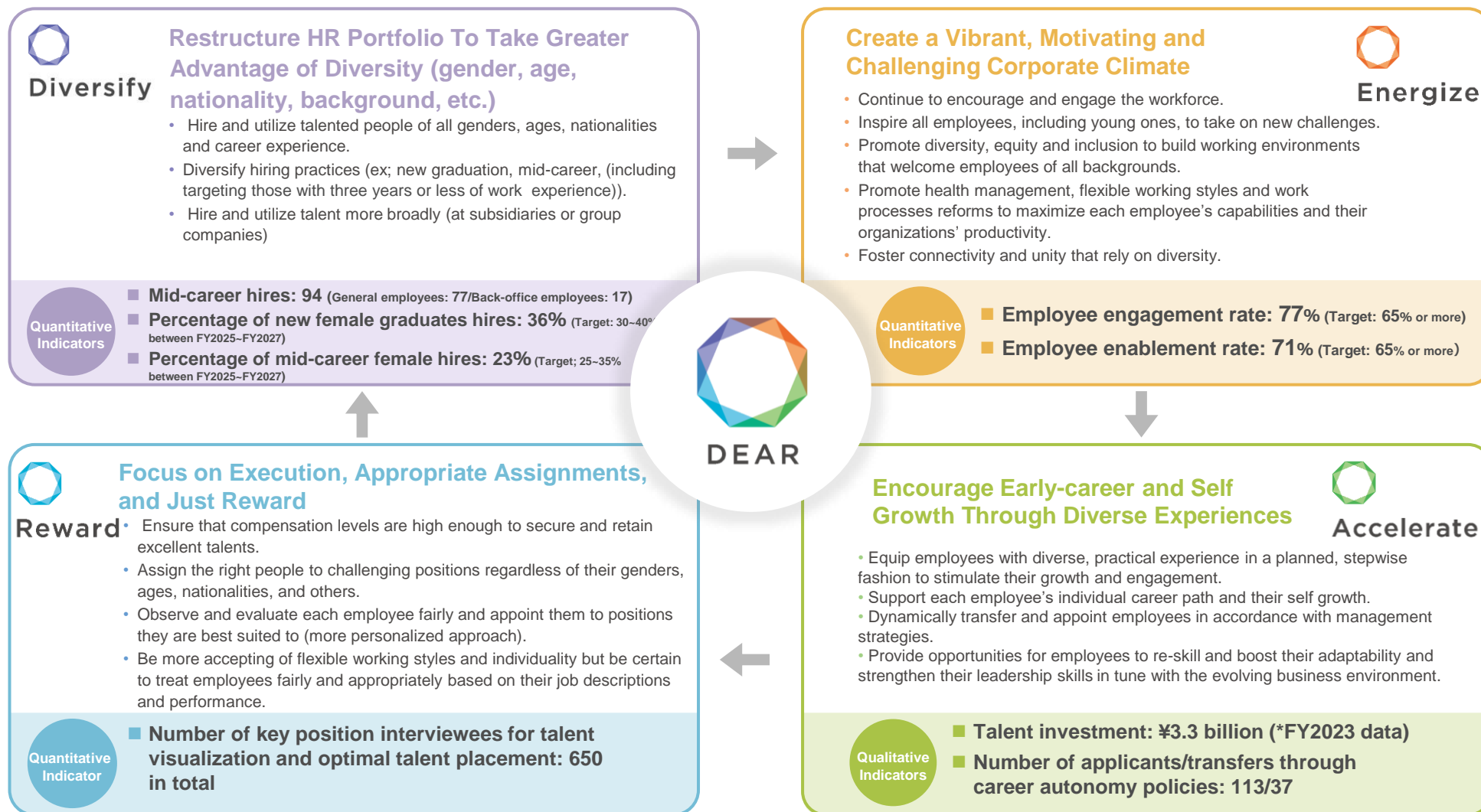Environment
Social
Governance

MC HR Vision "DEAR"
-Various Human Resources Initiatives-

Senior Vice President
Reiko Kashiwabara
General Manager,
Global Human Resources Dept.

MC's 10-year HR Vision
"DEAR – Diversity, Energy, Acceleration and Reward"

Mitsubishi Corporation

Diversify
Restructure HR Portfolio To Take Greater Advantage of Diversity (gender, age, nationality, background, etc.)
- Hire and utilize talented people of all genders, ages, nationalities and career experience.
- Diversify hiring practices (ex; new graduation, mid-career, (including targeting those with three years or less of work experience)).
- Hire and utilize talent more broadly (at subsidiaries or group companies)

Quantitative Indicators
- **Mid-career hires: 94** (General employees: 77/Back-office employees: 17)
- **Percentage of new female graduates hires: 36%** (Target: 30~40% between FY2025~FY2027)
- **Percentage of mid-career female hires: 23%** (Target; 25~35% between FY2025~FY2027)

Energize
Create a Vibrant, Motivating and Challenging Corporate Climate
- Continue to encourage and engage the workforce.
- Inspire all employees, including young ones, to take on new challenges.
- Promote diversity, equity and inclusion to build working environments that welcome employees of all backgrounds.
- Promote health management, flexible working styles and work processes reforms to maximize each employee's capabilities and their organizations' productivity.
- Foster connectivity and unity that rely on diversity.

Quantitative Indicators
- **Employee engagement rate: 77%** (Target: 65% or more)
- **Employee enablement rate: 71%** (Target: 65% or more)

DEAR

Reward
Focus on Execution, Appropriate Assignments, and Just Reward
- Ensure that compensation levels are high enough to secure and retain excellent talents.
- Assign the right people to challenging positions regardless of their genders, ages, nationalities, and others.
- Observe and evaluate each employee fairly and appoint them to positions they are best suited to (more personalized approach).
- Be more accepting of flexible working styles and individuality but be certain to treat employees fairly and appropriately based on their job descriptions and performance.

Quantitative Indicator
- **Number of key position interviewees for talent visualization and optimal talent placement: 650 in total**

Accelerate
Encourage Early-career and Self Growth Through Diverse Experiences
- Equip employees with diverse, practical experience in a planned, stepwise fashion to stimulate their growth and engagement.
- Support each employee's individual career path and their self growth.
- Dynamically transfer and appoint employees in accordance with management strategies.
- Provide opportunities for employees to re-skill and boost their adaptability and strengthen their leadership skills in tune with the evolving business environment.

Qualitative Indicators
- **Talent investment: ¥3.3 billion** (*FY2023 data)
- **Number of applicants/transfers through career autonomy policies: 113/37**

*All figures from FY2024 except when indicated

Review of Initiatives in FY2024: Promotion of DE&I

⬡ Diversify
⬡ Energize

🔺 **Mitsubishi Corporation**

■ Toward realizing our DE&I vision, we initiated the first year of the implementation phase of the DE&I Working Group's proposal. We have developed DE&I promotion policies from the perspectives of "the enablement of each employee's capabilities," "value creation through diversity" and "building a foundation for understanding and implementing DE&I initiatives" and made efforts to promote the dissemination and implementation of DE&I.

Our DE&I Vision

A strong, flexible organization in which all of our top-tier and diverse talents fulfill their potential and are highly adaptable to change

The Enablement of Each Employee's Capabilities

Mutual Understanding | **Develop Environment**

Minority awareness programs to promote mutual understanding
- Implementation of policies to promote mutual understanding, including common experiences for minorities (VR training, simulated menstrual pain, and simulations from the point of view of employees with disabilities)

Value Creation Through Diversity

Ensure Diversity | Combine top-tier and diverse talent

Strengthen initiatives for women's empowerment

➡ **See next page**

Foundation for Understanding and Implementing DE&I

Commitment of Executive Officers
- Messages from Executive Officers including the President/CEO
- President/CEO's town hall meetings
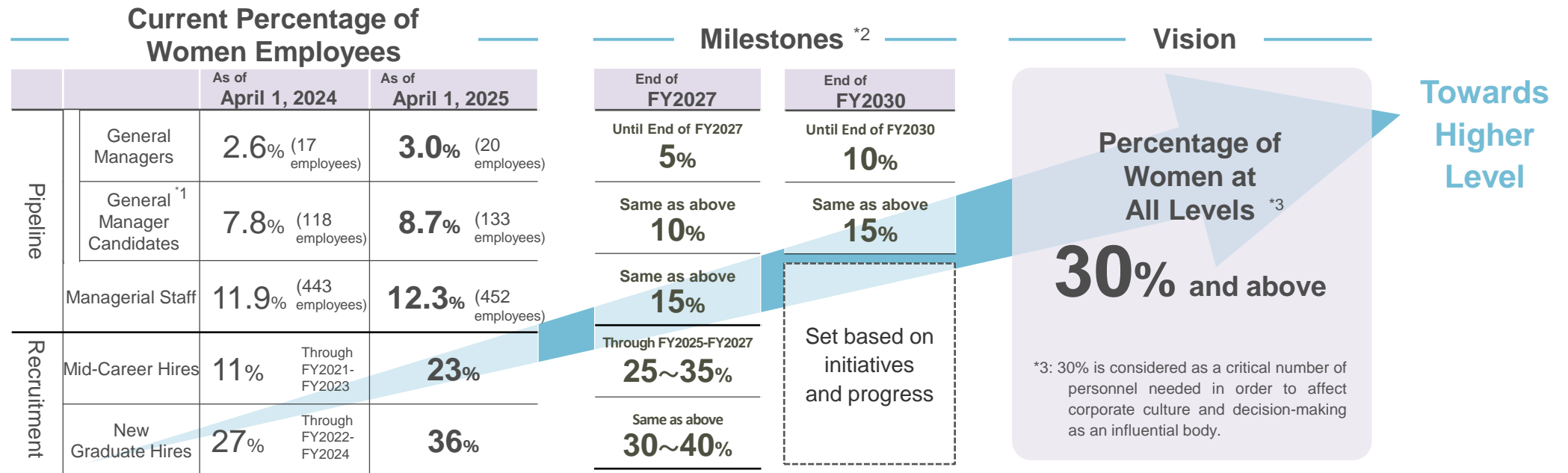- Attendance by Executive Officers at DE&I lectures and experiential training

DE&I Ambassadors*
- Formulate targets and action plans tailored to each organization's characteristics
- Implement a wide variety of initiatives and expand them to surrounding organizations

*10 organizations selected with a mission to promote DE&I

Review of Initiatives in FY2024: Promotion of Women's Empowerment

■ We are working to build a system to promote women's empowerment by developing a variety of policies based on the "four pillars" set to achieve our vision and milestones.

Current Percentage of Women Employees

		As of April 1, 2024	As of April 1, 2025
Pipeline	General Managers	2.6% (17 employees)	3.0% (20 employees)
Pipeline	General Manager Candidates [*1]	7.8% (118 employees)	8.7% (133 employees)
Pipeline	Managerial Staff	11.9% (443 employees)	12.3% (452 employees)
Recruitment	Mid-Career Hires	11% Through FY2021-FY2023	23%
Recruitment	New Graduate Hires	27% Through FY2022-FY2024	36%

Milestones [*2]

End of FY2027
- Until End of FY2027: **5%**
- Same as above: **10%**
- Same as above: **15%**
- Through FY2025-FY2027: **25～35%**
- Same as above: **30～40%**

End of FY2030
- Until End of FY2030: **10%**
- Same as above: **15%**
- Set based on initiatives and progress

Vision

Towards Higher Level

Percentage of Women at All Levels [*3]

30% and above

*3: 30% is considered as a critical number of personnel needed in order to affect corporate culture and decision-making as an influential body.

*1 : "General Manager Candidates" refers to those who are in positions of leading people, organizations, and projects.
*2 : . Each milestone set for the end of the fiscal year will be monitored according to the data as of April 1, 2028 and April 1, 2031.

The Four Pillars for Women's Empowerment to Achieve Our Milestones

1 Strengthening of Recruitment
Recruitment activities to expand the pool of female workers

2 Enhancing Training and Promotion Opportunities
Supporting growth and advancement to foster greater gender equity

3 Women's Empowerment
Provide networking opportunities aimed at broadening perspectives and boosting motivation

4 Development of Work Environments
Employment support based on challenges unique to women

Review of Initiatives in FY2024: Interviews with Employees Assigned to Key Positions—Data Analysis Examples and Their Applications
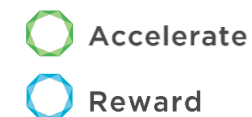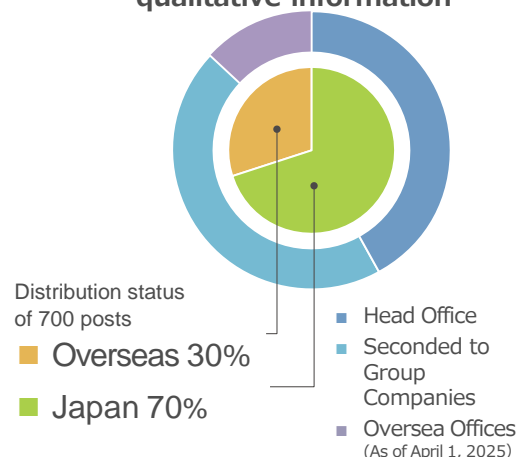
- We focused on visualizing extremely important and challenging roles and the talents who fill them, with about 700 employees assigned to key positions who have gained these important roles on a consolidated basis through various unique experiences at MC. We utilize this data as reference information to achieve the matching of roles and talent for optimal talent placement.

- We also look at the visualized data from a macro perspective to grasp the progress made on development and to consider various talent policies.

Visualized Role and Talent Information

Job visualization

Key Positions
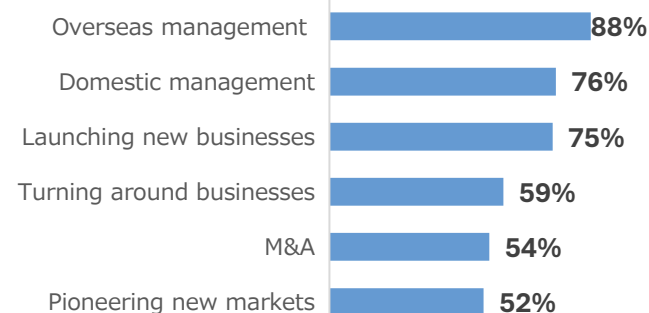**700** approx.

Determination of management job grades based on quantitative and qualitative information

Distribution status of 700 posts

- Overseas 30%
- Japan 70%

- Head Office
- Seconded to Group Companies
- Oversea Offices (As of April 1, 2025)

Talent visualization

Key Position Interviews
650 approx.

Example: Breakdown of distinctive work experience among employees assigned to key positions

Overseas management	88%
Domestic management	76%
Launching new businesses	75%
Turning around businesses	59%
M&A	54%
Pioneering new markets	52%

*Other quantitative and qualitative data such as career aspirations, personality traits, leadership styles, etc., are visualized.

Utilization of Optimal Talent Placement and Consideration of Talent Policies

Optimal Role and Talent Placement to Realize Corporate Strategy
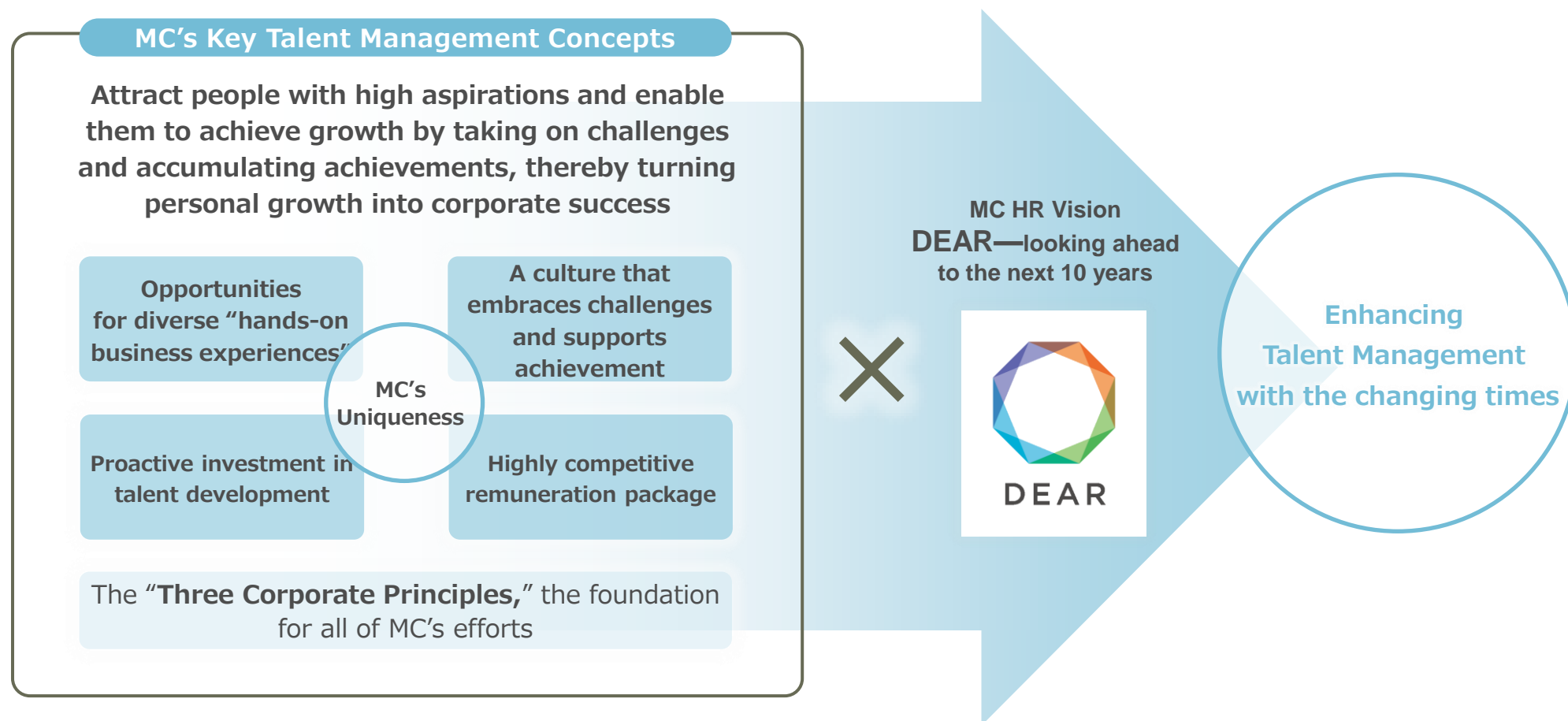
- To place appropriate talent in roles that match requirements and achieve placements that further develop and sharpen their skills, we utilize quantitative and qualitative data related to the details and requirements of each key position, individual experiences, personality traits, career aspirations, etc.

- Provide opportunities for introspection and encourage further growth through interviews and feedback on visualization results

Consideration of Systems and Policies to Continuously Produce New Generations of Key People

- Development of a system foundation for visualizing the experience levels of both new graduate hires and mid-level employees and utilizing this foundation for their career development

- Expansion of training programs designed to cultivate the leadership skills needed to lead organizations to produce results even in a rapidly changing business environment

Key Talent Management Concepts

■ While returning to MC's fundamental Key Talent Management Concepts, we will continuously develop various human resource initiatives based on MC HR Vision DEAR to accelerate the Enhance, Reshape, Create(E・R・C) Initiatives set forth in Corporate Strategy 2027 (CS 2027).

MC's Key Talent Management Concepts

Attract people with high aspirations and enable them to achieve growth by taking on challenges and accumulating achievements, thereby turning personal growth into corporate success

Opportunities for diverse "hands-on business experiences"

A culture that embraces challenges and supports achievement

MC's Uniqueness

Proactive investment in talent development

Highly competitive remuneration package

The "**Three Corporate Principles,**" the foundation for all of MC's efforts

MC HR Vision
DEAR—looking ahead to the next 10 years

DEAR

Enhancing Talent Management with the changing times
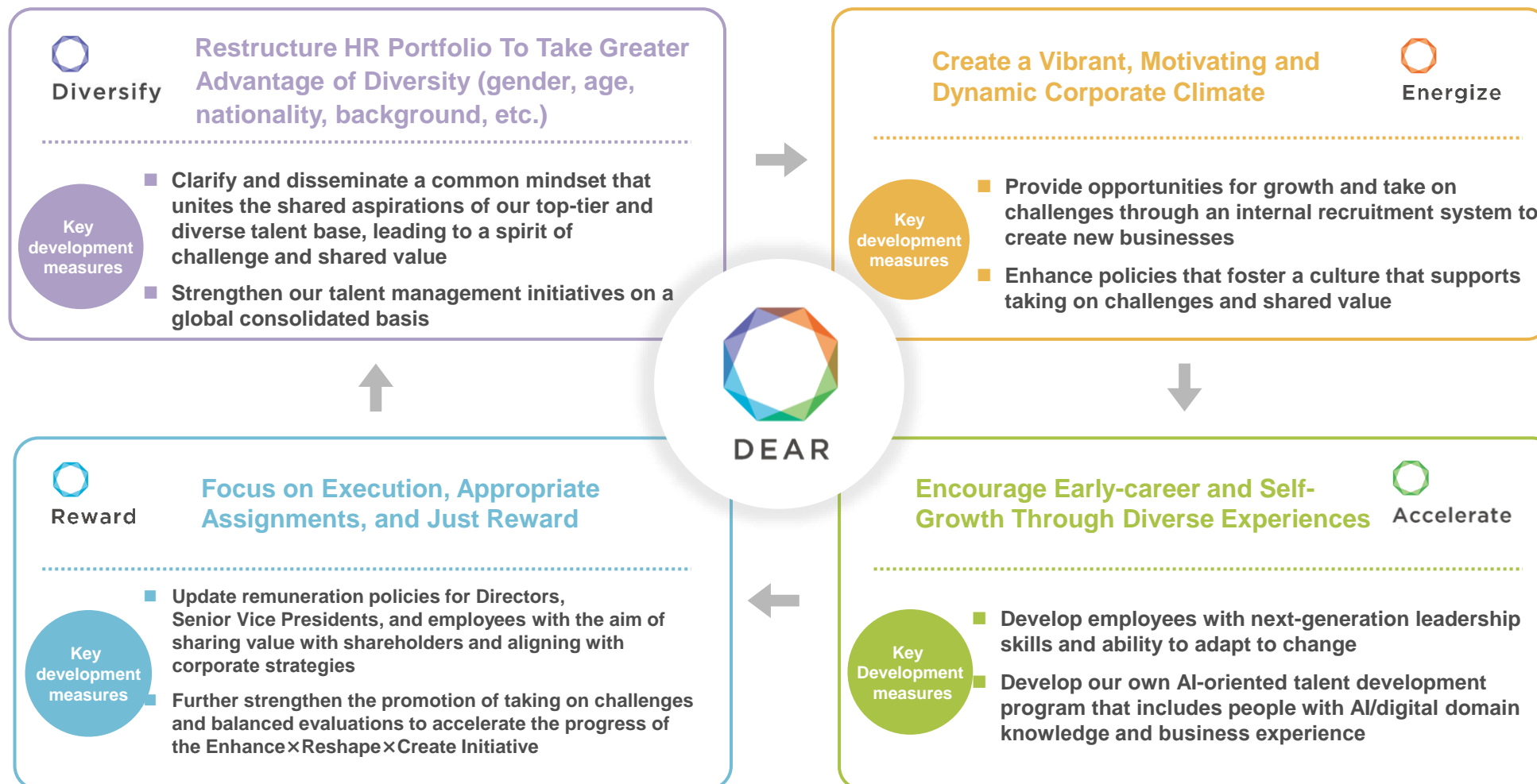
Review of Initiatives in FY2024: Diversification and Enhancement of Recruitment Methods

Diversify

- In order to align with environmental shift both within and outside the Company, and the increasing fluidity of the job market, we will attract talent possessing a variety of backgrounds through a range of recruitment methods to continue creating business value.

Double-track new graduates recruitment (March/June)	• New graduate hiring from April 2024 includes the existing processes in June and a new one in March during the spring break. • Taking into account the recent trends in students either starting or prolonging their job-hunting, we now conduct selection screenings at multiple times to minimize disruptions to academic and student life. Implementing double-track recruitment means that students choose when they start job-hunting according to their individual circumstances.
Mid-career recruitment	• We are committed to mid-career recruitment as part of our efforts to attract talent possessing a variety of backgrounds to ensure that we continue to be a Company that creates value, even in a rapidly changing business environment. • In FY2023, we also began to recruit recent graduates, targeting those with three years or less of work experience. This recruitment method was initiated with the aim to welcome talent with high potential toward restructuring our HR portfolio to take greater advantage of diversity as set forth in MC HR Vision DEAR.
Back-office staff recruitment	• In FY2023, we resumed career recruitment for back-office positions.* • Conducting recruitment in light of a shift in our business model and increasing sophistication of our work. *Positions responsible for operations in our various business activities.

Review of Initiatives in FY2024: AI Talent Development

Mitsubishi Corporation

⬡ Accelerate

■ To develop talent capable of using AI appropriately, who will redefine the existing nature of MC's businesses and create new ones in a world where AI is the norm, we send them to overseas universities and implement our own AI-oriented talent development program.

Program Structure

■ Online course ■ Designed and offered by MC Digital, Inc. ■ Designed and offered by overseas universities

Stage	Content
Foundational learning (On-demand)	**■ Provision of online courses** • Watch online courses on subjects such as mathematics, python programming, and data science on the online training platform to acquire foundational knowledge required for attending overseas training.
1 week **Overseas short-term training**	**■ Sending staff to overseas business schools** • To understand the overall concept of AI and DX and to strengthen awareness of the purpose of their application to business, we dispatch staff to a one-week short-term program at Stanford Business School on AI-driven DX and innovation, which is split into an AI program[1] and a DX program.[2]
3 months **Domestic pre-training (in-person)**	**■ Implementation of domestic training designed by MC Digital, Inc.** • In addition to the above, participants will actually implement machine learning themselves through hands-on work, develop a feel for data analysis, etc., and learn both theoretical and practical knowledge and skills about digital and AI, as well as the vital elements of AI projects through lectures.
3 months **Overseas training**	**■ Sending staff to overseas engineering schools (Stanford University and University of Toronto)** • Advanced technology-related theories and trends • The new ideas and technologies needed to transform existing businesses and develop new ones • Build networks with global technology talent
Pending **Follow-up**	**■ Implementation of follow-up policies that can be applied to actual business** • Reviewing content, including OJT, etc.

[1] Harnessing AI for Breakthrough Innovation and Strategic Impact   [2] Digital Transformation: Leading Organizational Change in the Age of AI

![Mitsubishi Corporation]

Review of Initiatives in FY2024: Strategic Development of Talent that Contribute to MC Shared Value Creation Through the Provision of Diverse Experiences

Accelerate

■ We have established a system to continuously produce new generations of key people through the provision of a broad range of experiences rooted in our extensive business portfolio and abundant training opportunities to learn classroom-based skills that maximize the results of every assignment.

Leveraging our broad business portfolio to provide wide range of work experiences

Experience 1 > Experience 2 > Experience 3 >

Different business models

Different Perspectives

Business group / Group company	Trading	Investment	Management	Trading	Investment	Management	Trading	Investment	Management
Business A	●	○	○	○	●	○	○	○	○
Business B	○	○	○	○	○	○	○	○	● 👤
Business C	○	○	○	○	●	○	○	○	● 👤
Corporate, domestic/ oversea offices		●			○			○	

○: Holdings ● : Experiences --→ : Rotation Domestic Overseas

Support for learning and development as appropriate

Learning and Development Support

Management Execution Ability
- Instructor training
- New manager training
- MC Leadership Program
- MC Executives' Program
- Global trainees (business school, regional, long-term business trip)
- Overseas short-term business school program

Expertise/Skills
- DX basic training
- MC Innovation Lab (Digital business development training)
- Innovators' Program
- Domestic implementation
- Overseas assignment

Continuously Produce New Generations of Key People

Various Reference Indicators

OJT
■ **Outline:** Analysis of 650 interviews. Capability development through the following kinds of experiences:

■ **Indicators:** Breakdown of distinctive work experience among 700 employees assigned to key positions
- Experience with overseas management: 88%*
- Experience in starting new businesses/internal projects: 75%*

*Percentage of the approx. 500 employees interviewed and assigned to key positions who have this experience (based on self-reporting).

Off-JT
■ **Outline:** Maximization of actual work results, provision of diverse training opportunities as appropriate. For employees assigned to key positions, hold various training programs that focus on mastering management and leadership skills.

■ **Indicators:** Talent investment: ¥3.3 billion/year*
*Includes training/education supervised by the Global HR Dept., external training, and incidental expenses incurred in training for long-term overseas stays.