

Female Empowerment at Work 2.0

01 Approach towards Promoting Female Empowerment at Work

- In an era of unpredictable and discontinuous change, human capital diversity must be the foundation of our growth strategy; responding with groupthink is unfeasible.
- Heavily male-dominated organizations do not reflect society (1:1 male-female ratio) and are unable to fully grasp social issues, which in turn limits the organization's ability to turn its vision into reality.
- Promoting female empowerment at work is the first step towards achieving human capital diversity and is also a key long-term management strategy for making Marubeni's business more sustainable in the future.

2019 (Launch of "GC2021")

Major global trends toward 2030
Concurrent opportunities and threats

- Millennial generation and changing values
- Technological innovation, digital transformation
- Geopolitical risks and complexity of international politics
- Transformation of industrial structures
- New business eco-systems

2022 (Present)

Discontinuous changes and disruptions of existing business models will only accelerate. Awareness of uncertainties in the post-COVID 19 era is crucial

- Changes in lifestyles triggered by the pandemic
- Rapid expansion of digital technology
- End of ultra-easy monetary policy
- Weaker international cooperation and concerns over geopolitical risks
- Contribution to SDGs, rising demands for ESG management
(Growing awareness of human rights, supply chains, bio-diversity, etc.)

Improving and Advancing through Groupthink

"New Graduates" "Male Employees" "Company-focused Employment"



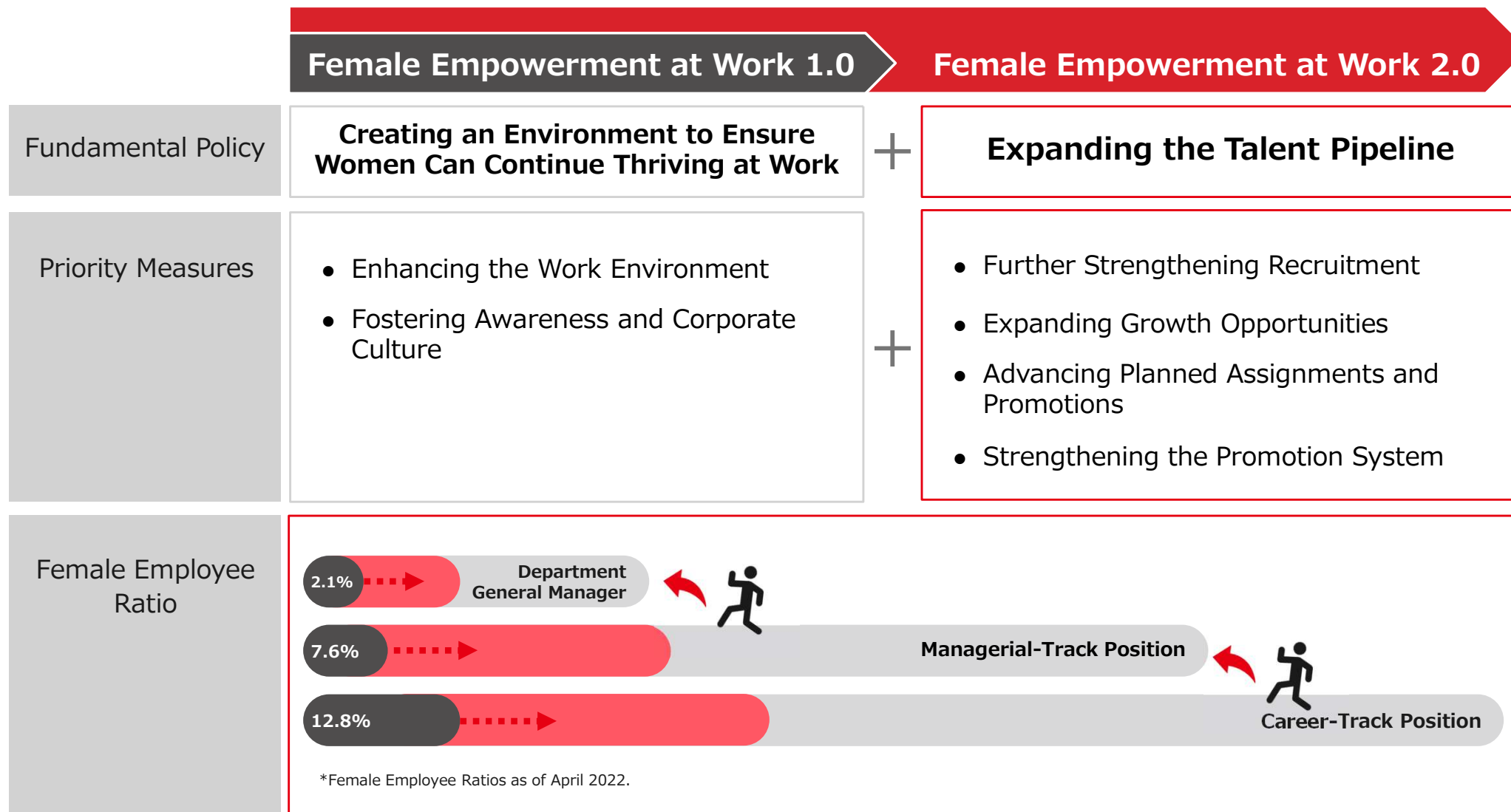
Creating Value and Responding to Change by Interweaving Diverse Values and Knowledge



02

Female Empowerment at Work 2.0 Overall Policy

- More focus on expanding the talent pipeline so that women are more involved in our corporate management and business decisions



03

Female Empowerment at Work 2.0 Expanding the Talent Pipeline

- Further focus on expanding the female employee talent pipeline in terms of recruitment, growth opportunities, and placements

	Existing Measures		New Measures
Further Strengthening Recruitment	<ul style="list-style-type: none"> • New Graduate Recruitment Raise the ratio of newly hired female employees to around 40-50% within three years (by April 1, 2024) • Mid-career recruitment Recruit based on each organization's needs 	>	<ul style="list-style-type: none"> • Raising the target ratio Raise the existing target further to reflect society's gender ratio and aim for a female employee hiring ratio of 50% in all positions, including new graduates and mid-career hires.
Expanding Growth Opportunities	<ul style="list-style-type: none"> • Encouraging Early Career Employees to Gain On-The-Job Experience Encourage early career employees, regardless of gender, to work overseas and gain on-the-job experience at domestic and overseas group companies. 	>	<p>Ensure equal growth opportunities for men and women</p> <ul style="list-style-type: none"> • Requiring on-the-job experience for early career employees Require early career employees to work overseas and gain on-the-job experience at domestic and overseas group companies. • Advancing management experience Provide management experience as early as possible as line managers at the head office and domestic/overseas group companies.
Advancing Planned Assignments and Promotions	<p>Employees who newly graduated university are assigned to each organization in a well-balanced way once they enter the company, and subsequent assignments are provided to the right person in the right position, as each organization determines.</p>	>	<ul style="list-style-type: none"> • Setting targets for each organization Set targets for the number and ratio of women at each level in the organization, and establish a system for planning and implementing measures to achieve these targets.
Strengthening the Promotion System	<p>Continuous communication from top management</p>	+	<ul style="list-style-type: none"> • Talent Management Committee HR Strategy Committee, led by key members of the executive team (CEO, CAO, CSO), promotes overall measures.