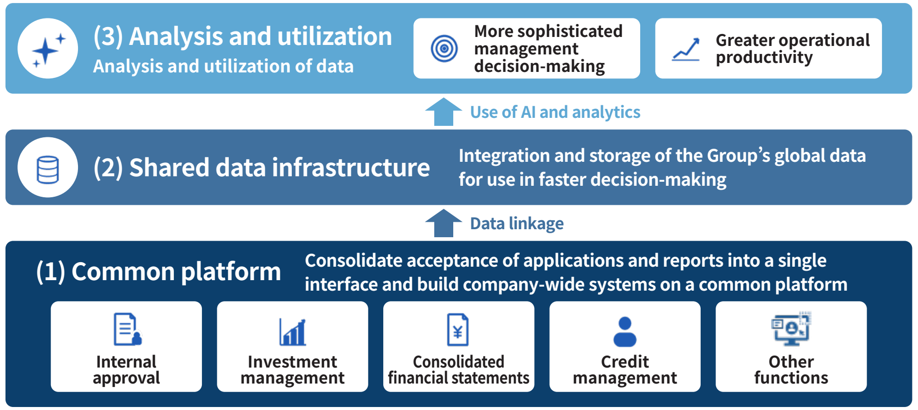
Mitsui's Digital Strategy and Measures

We are advancing two parallel initiatives: optimizing our digital infrastructure and creating value across the Group through data and AI.

Optimizing digital infrastructure

Based on the Digital Grand Design formulated in FY March 2024, Mitsui is moving steadily forward with standardization and overall optimization. In FY March 2026, we began using new systems for internal approval and investee management, and are making progress in the development of other company-wide systems. Through these efforts, we aim for more sophisticated management decision-making and greater operational productivity.



Cybersecurity

Viewing cybersecurity as a key management priority, we have established the Mitsui & Co. Group Cybersecurity Standards and are advancing initiatives under the oversight of the Information Strategy Committee, the Executive Committee, and the Board of Directors. We monitor compliance with these standards at key affiliated companies. Each company conducts self-assessments and develops improvement plans, alternative measures, and risk tolerance policies. As a result, we achieved a 100% compliance rate with the standards as of March 31, 2026. In terms of countermeasures, we have rolled out a security infrastructure in conformance with the internationally recognized US National Institute of Standards and Technology cybersecurity framework (NIST CSF) at Mitsui & Co. and its overseas trading affiliates, and are implementing necessary measures for prevention, detection, and awareness-raising.

To prepare for increasingly sophisticated and rapid AI-enabled attacks, we will continuously raise the level of our security measures. We will do so by using AI to enhance monitoring, strengthening defense-in-depth strategies that assume breach scenarios, and accelerating recovery.

Mitsui was recognized as one of the "Companies with Excellent Initiatives and Information Disclosure" and received a One-Star Rating for the second consecutive year in the Cyber Index Corporate Survey 2025 conducted by the Information Technology Federation of Japan.

Data-driven management

We are advancing data-driven management (DDM) by integrating diverse data generated across the Mitsui & Co. Group's broad business portfolio on a common platform and leveraging AI and advanced analytics. In addition to supporting decision-making and enhancing operations within individual businesses, we leverage data and expertise across business units, regions, and Group companies to identify previously unseen business opportunities and create *nonlinear combinatory value.*

More sophisticated management decision-making
Supporting faster and more accurate decision-making with data and AI

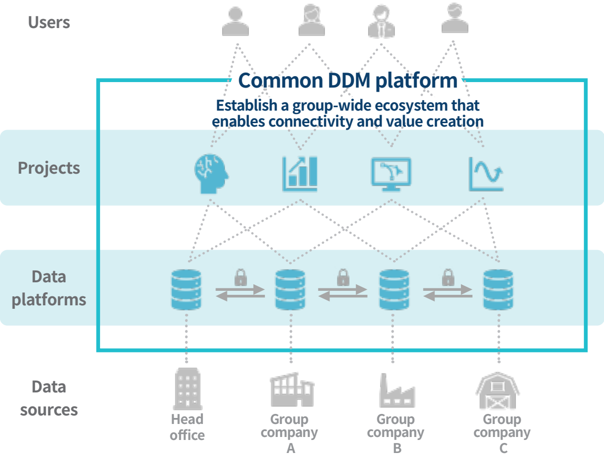
Greater operational productivity
Optimizing and streamlining business processes through data utilization

Creating *nonlinear combinatory value*
Uncovering previously unseen business opportunities and creating new value through *combinatory value*

Video introducing DDM at Mitsui

200+
DDM projects initiated
As of June 30, 2026

Through our group-wide DDM platform, we enable access to extensive data across our global group and centralize AI and analytics projects on a shared foundation. By accumulating, standardizing, and scaling know-how across the Group, we support data utilization and value creation at the group-wide level.



Generating *combinatory value* by combining data and insights across business units, regions, and Group companies

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