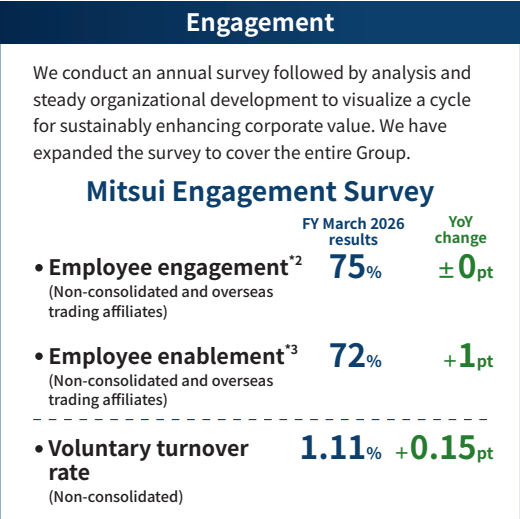
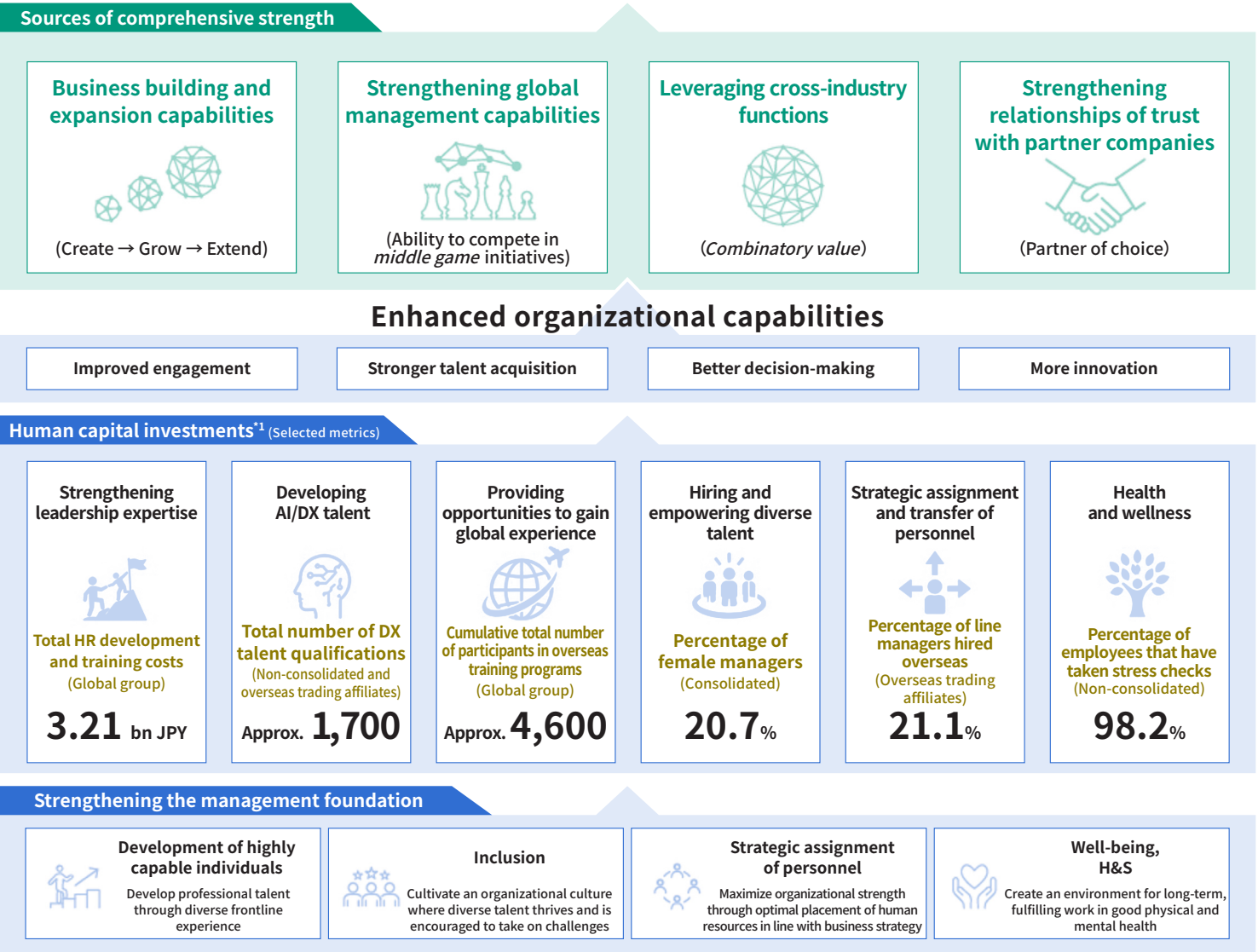


Human Resources Strategy

Mitsui's most important management resource is its people. As we make the best use of Mitsui's management resources through collaboration among highly capable individuals with expertise across a wide range of business domains, products, fields, and regions, we create, grow, and extend businesses to generate new value on a global basis.

Sustainable enhancement of corporate value



Gate 3
➤ **Sustained Growth**

- 34 CSO Message
- 35 Materiality
- 36 An Integrated Approach to Sustainability Management
- 37 Climate Change
- 38 Natural Capital
- 39 Business and Human Rights / Supply Chains
- 40 CDIO Message
- 41 Mitsui's Digital Strategy and Measures
- 42 CHRO Message
- 43 Human Resources Strategy**

➤ **Introduction**

Gate 1
➤ **The Starting Point of Mitsui's Value Creation**

Gate 2
➤ **Financial and Portfolio Strategies**

Gate 3
➤ **Sustained Growth**

Gate 4
➤ **Management Foundation**

Gate 5
➤ **Data**

^{*1} FY March 2026
^{*2} 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"
^{*3} 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"