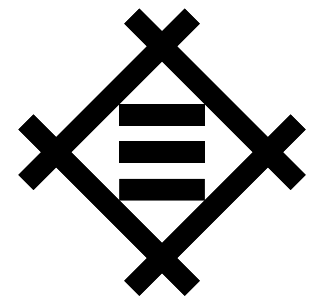


CORPORATE BROCHURE 2023

360°
business
innovation.



MITSUI & CO.

Message from the President

The global business environment today is in a period of unprecedented transition. Amid ongoing major changes in world affairs and increasingly complex social issues, Mitsui & Co. is also facing a defining phase where our true value is being tested.

In its long history, Mitsui & Co. has always embraced a spirit of “Challenge and Innovation”. We have leveraged our unique capabilities as a global investment and trading company and combined the power of extensive worldwide networks of partners to truly meet the needs of our customers.

As we strive to play a pivotal role in solving social issues as a responsible member of the global business community, we will pursue our highest aspirations and ambitious goals. At the same time, we are also committed to delivering real solutions and steady results through our day-to-day endeavors, in anticipation of accelerating changes in the business environment.

We have now embarked on the first year of the Medium-term Management Plan 2026, which includes a multitude of concrete action plans toward the creation of a sustainable future in harmony with the environment. Guided by this new compass, we will devote this year to building a sustainable and even more robust business platform.

Kenichi Hori

President and Chief Executive Officer



The Foundation of Our Business

Management Philosophy of Mitsui & Co.

We aim to serve the needs and expectations of stakeholders and society through the pursuit of our corporate mission and vision, guided by our values which form the foundation of our daily decisions and actions.

Mission

Build brighter futures, everywhere

Vision

360° business innovators

Values

Our core values as challengers and innovators

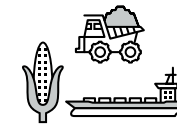
Seize the initiative Thrive on diversity
Embrace growth Act with integrity

 Corporate Mission Vision Values
<https://www.mitsui.com/jp/en/company/outline/idea/>



Mitsui & Co.'s Materiality

We will continue to respond seriously and sincerely to the trust and expectations of our stakeholders, and to contribute through our wide-ranging business activities both to sustainable global social development, and to the solution of global-scale issues.



Secure sustainable supply of essential products

Ensure the sustainable and stable supply of resources, materials, food and manufactured products that are vital for the development of society.



Enhance quality of life

Contribute to the betterment of living standards and the development of local industries to realize sustainable societies globally.



Create an eco-friendly society

Accelerate initiatives towards environmental issues, such as responding to climate change and water resource problems, and contributing to a circular economy.



Develop talent leading to value creation

Respect diversity and develop human resources with the competence to create innovation and new value.



Build an organization with integrity

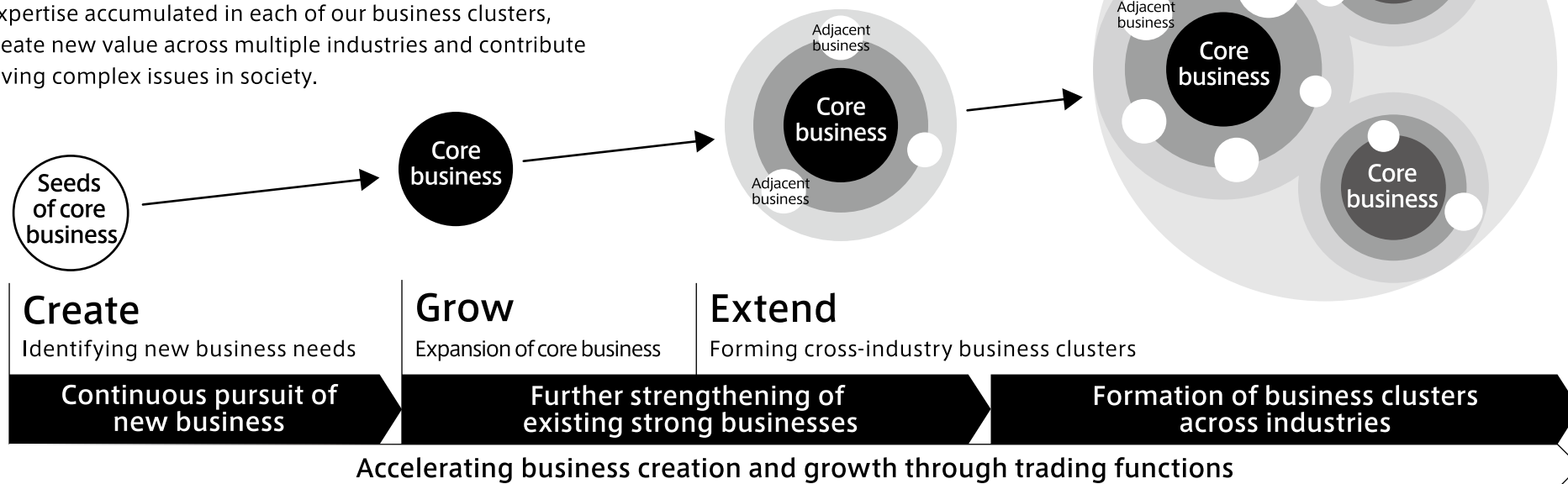
Strengthen our governance and compliance as a corporate group trusted by society.

Business Model and Functions

Working together with global customers and partners to build and grow businesses in a diverse range of fields.

Business Model

We build and grow new businesses by leveraging our business expertise across a broad range of global sectors. We constantly transform our business portfolio, forming new business clusters through expansion into adjacent businesses. By combining our diverse functions and global network with the expertise accumulated in each of our business clusters, we create new value across multiple industries and contribute to solving complex issues in society.



Functions

Our ever-evolving core business functions.

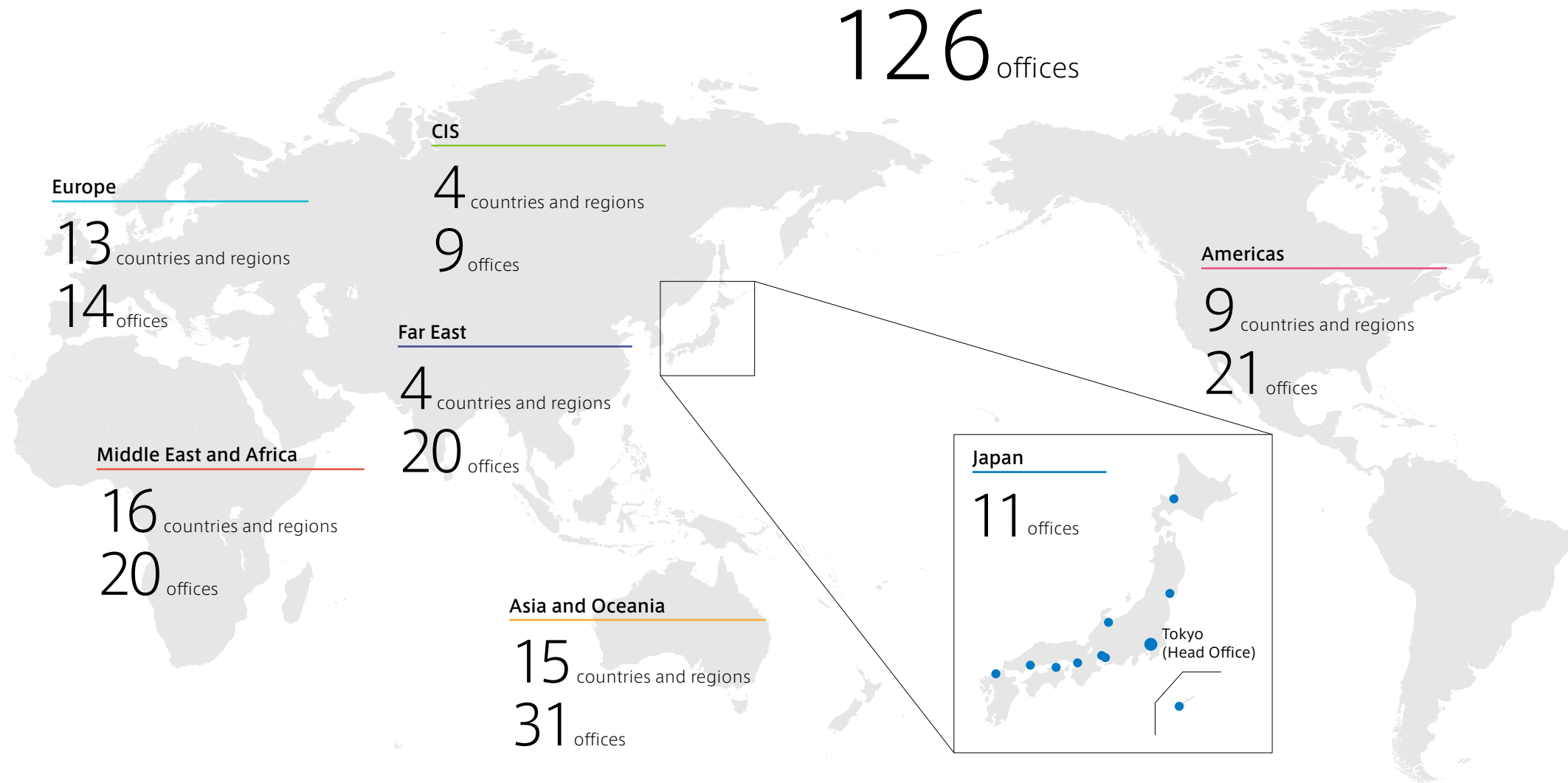
Marketing	Logistics	Finance	Risk Management	Corporate Management	Digital Transformation
We utilize research and analysis capabilities across our global network to generate demand and ensure stable supply.	We deliver logistics solutions tailored to diverse needs, backed by our expertise in global trends and trade rules.	We provide a range of financial functions, from financing and financial structuring, to trade finance.	We work to accurately identify business risks and propose and implement methods to minimize their impact.	We enhance our Group's corporate value by strengthening management structures and business competitiveness.	We utilize AI and IoT to optimize business processes and transform business models.

Global Network

We work to build brighter futures, utilizing the networks we have developed through our diverse business across the world.

Office Locations

62 countries and regions
126 offices



(As of October 1, 2023)



Worldwide Network

<https://www.mitsui.com/jp/en/company/outline/worldwide/>



Our Business

Our 16 business units cover a diverse range of needs, leveraging Mitsui & Co.'s comprehensive strengths while remaining highly responsive to changes in the business and social environment.



- Mineral & Metal Resources
- Machinery & Infrastructure
- Iron & Steel Products
- Innovation & Corporate Development
- Energy
- Chemicals
- Lifestyle

Mineral & Metal Resources Business Unit



Collahuasi Copper Mine

We secure stable supplies of mineral and metal resources through global trading and business investment. We develop environmentally conscious businesses that contribute to local regions, and are expanding our metal and raw material recycling businesses and environmental solutions businesses, including initiatives for the battery value chain.

Energy Business Unit I



Waitsia Gas Project

Through upstream development and trading of energy resources such as oil, natural gas, coal and biomass fuels, we contribute to the stable supply of energy vital to both industry and society. We also leverage our expertise for new business initiatives aimed at contributing to the realization of a low-carbon society.

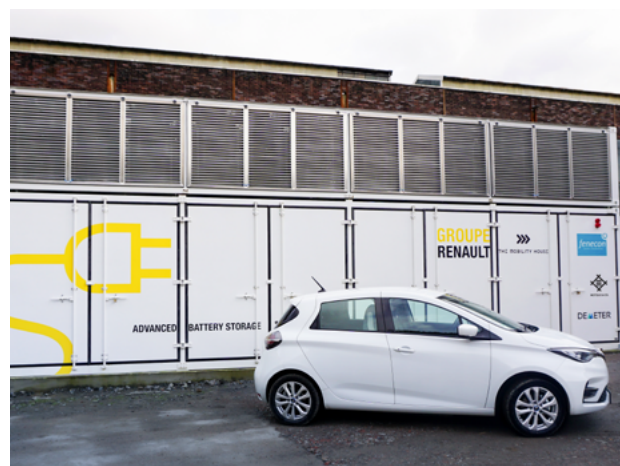
Energy Business Unit II



Cameron LNG

Our core business domain is natural gas/LNG which has relatively low environmental impact. We are globally engaged in LNG development, trading and logistics projects. Our basic strategy is to establish a competitive LNG upstream asset portfolio and to optimize LNG trading by utilizing our own LNG fleet.

Energy Solutions Business Unit



Stationary Storage Business Tokai2

Using our agility and unique knowledge from multiple business domains, we strive to deliver decarbonization solutions and create new business relating to energy (distributed solar power, storage batteries, energy management, hydrogen, biofuels, etc.), electric mobility infrastructure and carbon credits.

Infrastructure Projects Business Unit



Bii Stinu Wind Project

Our unit serves infrastructure demand across the world, covering energy (thermal power and renewable energy), natural resources, logistics, environment and digital infrastructure.

Mobility Business Unit II



Marvel Falcon

In the marine, aviation, aerospace and railway fields, we promote the development of transport infrastructure in harmony with the global environment by utilizing new technologies and networks with global business partners.

Mobility Business Unit I



Penske Truck Leasing

We aim to strengthen and develop business models, and add value in the automobile, construction & mining machinery, and railway sectors by anticipating and responding to new trends in mobility services, including CASE, decarbonization technology innovation, sharing economy, and railway businesses.

Basic Materials Business Unit



Fairway Methanol

We contribute to the creation of a sustainable society and improvement in the quality of life of people across the world through (a) the stable supply of basic materials derived from natural gas, petroleum and bio/renewable materials, (b) the provision of robust support for industrial infrastructure, and (c) value creation via solutions that meet the needs of clients and consumers.

Performance Materials Business Unit



Forests managed by New Forests (Australia)

We are engaged in a wide range of solution-oriented businesses for global challenges such as climate change, carbon neutrality, and circular economy. We are pursuing new business in a variety of industries such as mobility, electronics, beauty and personal care, forestry, and hydrogen to meet the needs of markets and consumers in diverse industries with chemicals and materials perspectives.

Iron & Steel Products Business Unit



Global Energy Group

We operate our business across a wide range of areas, from steel manufacturing and sale of steel products to steel processing, parts manufacturing, maintenance, and recycling. We are committed to realizing a sustainable society by building value chains that contribute to the transition toward becoming a low-carbon emitting society, de-carbonization and circularity, based on our diverse connections with the market and industry.

Nutrition & Agriculture Business Unit



We see global population growth and demand for added value, including for health, as a business opportunity, and strive to meet social needs through our wide-ranging business in the food and chemicals areas, including agri-inputs, seeds, veterinary pharmaceutical, feed additives, food ingredients and preventative healthcare.

Food Business Unit



United Grain Corporation

Engaged in production, accumulation, marketing, manufacturing and processing of food resources and products, we are working to develop our global business base and provide safe and reliable foods to the world.

Retail Business Unit



Mitsui Foods Distribution Center

We operate in the brand & retail, intermediary distribution/logistics and merchandising fields, delivering quality, convenience and enrichment to consumers across the world. Utilizing our digital capabilities, we work to increase the value of products and services, proposing new sales strategies, and developing consumer brands based on consumer behavior analysis.

Wellness Business Unit



Hospital and clinic businesses

We have positioned our wellness business to embody our efforts aimed at realizing wellness in which healthcare, disease prevention, and well-being needs are all fully met. Through our high valued-added wellness business, we promote initiatives to create new wealth for people around the world.

IT & Communication Business Unit



©QVC Japan, Inc.

TV shopping business

We are engaged in the development and promotion of information and communications technology businesses, including IT services, cyber-security, digital infrastructure, TV shopping, broadcasting, digital media, digital ecosystems, contact centers, digital marketing, Healthcare DX, fintech and digital services.

Corporate Development Business Unit



©MBK Real Estate LLC

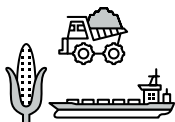
Senior living properties and operations

We are engaged in logistics, real estate, and finance related businesses, including real estate development, asset management, buyouts and commodity derivatives. Our expertise in these areas is utilized to cultivate business in new areas, leading to the further evolution of Mitsui's business.



Contributing to the Achievement of the SDGs Through Our Materiality

Mitsui is contributing to the achievement of the SDGs by tackling five material issues that lead to solutions for social issues.



Secure sustainable supply of essential products



Providing a stable supply of resources and energy

We are extensively involved in entire value chains, spanning from development and production to marketing, in order to secure and supply the energy resources essential for social development. Looking ahead toward the realization of a low/de-carbonized society, we are also working to further popularize clean energy, including renewable energy, next-generation fuels, hydrogen, and ammonia.



Solar Power Generation Business
(Tottori Yonago Solar Park)

Food safety and reliability

We recognize the importance of natural capital and promote sustainable procurement in partnership with suppliers throughout the world. We work actively to obtain environment-related certifications in Japan and overseas and procure safe and reliable products in a way that takes sustainability into account.



Toho Bussan Kaisha ASC-C-01859



Check our progress at
rspo.org



Find out more at
ra.org



Enhance quality of life



Enhancing quality of life and social infrastructure

We help to enhance people's quality of life by developing social infrastructure that is essential for the advancement of countries worldwide. We engage in areas ranging from healthcare, encompassing hospital and clinic businesses and pharmaceutical development, manufacturing and sales businesses, to wellness, including disease prevention and management. We aim to provide quality healthcare and services focused on patients and people, through a value-based approach that shifts from hospital-centered to individual-centered healthcare.



Telemedicine services provided by
IHH Healthcare

Business & human rights and supply chain management initiatives

Through the development of worldwide businesses that span from upstream to downstream, we have built a diverse network of supply chains. As a Group that is responsible for global supply chains, we share our approach to human rights and environmental issues not only within the Group, but also with our suppliers. Accordingly, we work to keep on top of any issues concerning relevant supply chains so we can realize a stable supply of sustainable raw materials and products.



Collaborating with ETC Group Limited to
build sustainable supply chains in Africa

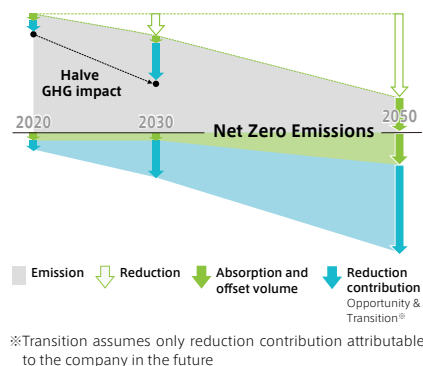


Create an eco-friendly society



Tackling climate change

We have set a goal to achieve net-zero emissions in our Vision for 2050, and as a path to achieve this goal, by 2030 we aim to reduce GHG impact to half of what it was in the fiscal year ended March 2020. Our approach encompasses three initiatives: “Reduction,” which involves reducing GHG emissions through portfolio improvement and emissions-cutting measures; “Transition,” which promotes conversion to alternative, cleaner fuels in society; and “Opportunity,” which aims to expand business through opportunities that address climate change.



Natural Capital

We contribute to the improvement of the quality of life of people across the world through the conservation and sustainable use of natural capital such as forest resources. One of our affiliated companies, Climate Friendly Pty Ltd, works to reduce GHG through the regeneration of native vegetation on farms in Australia.

The restoration of native forests is expected to be effective in absorbing and sequestering CO2 from the atmosphere as well as improving soil quality and preserving ecosystems and biodiversity.



Climate Friendly carbon farming project site



Develop talent leading to value creation



Diversity & Inclusion

The Mitsui & Co. Group brings together employees from diverse backgrounds who are actively engaged in business across the globe. By embracing individual uniqueness, we can fully unleash each other's potential, and create greater value in our business. We work to realize our value – to thrive on diversity – by building an organization that empowers through inclusion and actively supports the development of diverse talent, including female leaders and talent outside Japan.



A Change Leader Business Meetup, where future leaders from around the globe gathered for an interactive session with Tokyo-based Executive Officers

Work-X

We define our offices as a space for value creation through chance encounters and proactive collaboration. Work-X (Workplace Experience) is a companywide project which aims to encourage a transformation in the awareness and behavior of each employee. We also promote an environment where an employee spontaneously chooses a “workplace” (both office and online), to create new value together with internal and external members and partners who have diverse knowledge and skills.



Mitsui's Head Office where employees can choose the workspace that best fits their work or objective



Build an organization with integrity

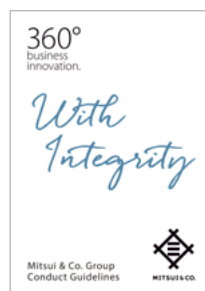


Corporate governance and internal controls

We work to realize highly effective corporate governance by placing an emphasis on “improved transparency and accountability” and “the clarification of the division of roles between the oversight activities and the executive activities of management.” This enhances the supervision and monitoring of management in a way that incorporates the viewpoints of External Directors and External Audit & Supervisory Board Members. The execution of business is largely delegated to managing officers under the supervision of the Board of Directors, enabling the consolidated group to engage in business operations in a responsive and flexible manner.

Mitsui & Co. Group Conduct Guidelines—With Integrity—

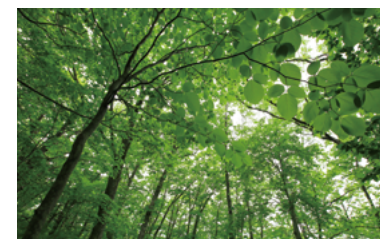
In order for the Mitsui & Co. group to continue to be a corporate group that is genuinely trusted by society, we are taking steps on a global group basis to build an organization that demonstrates integrity. We formulated the Guidelines and shared them across the group to clarify our philosophy and basic approach towards integrity and compliance, and employees implement these Guidelines into their daily work so that we can continue to live up to the trust placed in us by society with good faith and sincerity.



Mitsui & Co. Group Conduct Guidelines
—With Integrity—

Mitsui’s Forests

Mitsui’s Forests are company-owned forests in 75 locations across Japan, covering a total area of approximately 45,000 hectares, which is equivalent to about 0.1% of Japan. Our purpose for owning these forests is to not only secure wood resources, but also the various other functions they offer that are beneficial to the public, such as protecting the water resources that are crucial to livelihoods, preventing water damage, conserving biodiversity, supporting the development of culture, and providing a space for education and relaxation. We continue to manage and maintain our forests in an appropriate manner so that they can fully demonstrate these functions.



Ishii Forest (Hokkaido)

Social Contribution Activities

We aim to achieve sustainable growth for both Mitsui and society by working to solve social challenges through both business and social contribution activities while building trust with our diverse stakeholders. We have set the priority areas of “community contribution,” “environmental conservation,” and “human resources development” in accordance with our Management Philosophy and Materiality, and carry out a variety of activities at business sites around the world. It is important to us that each and every employee contributes to society and their community.



Mitsui SASUGAKU Academy,
a next-generation educational program



Sustainability
<https://www.mitsui.com/jp/en/sustainability/>



Social Contribution Activities
<https://www.mitsui.com/jp/en/sustainability/contribution/>



Financial Highlights (The year ended March 31, 2023)

Total Assets

US\$ 114.8 bil

Revenue

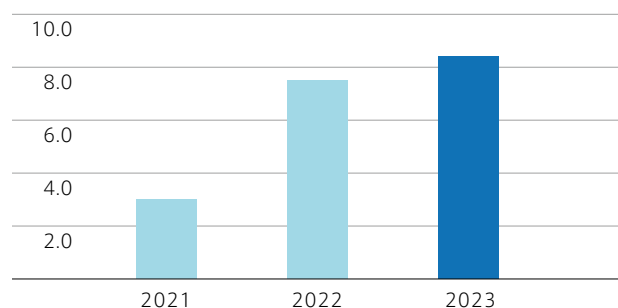
US\$ 106.8 bil

Gross Profit

US\$ 10.4 bil

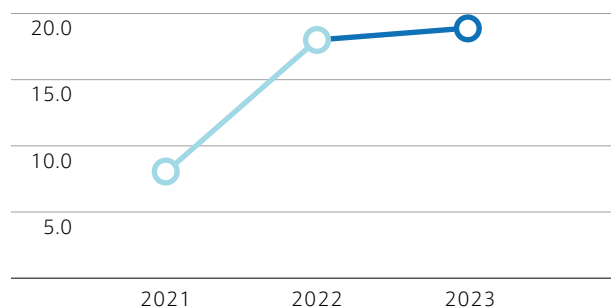
Profit for the Year^{*1}

US\$ 8.4 bil



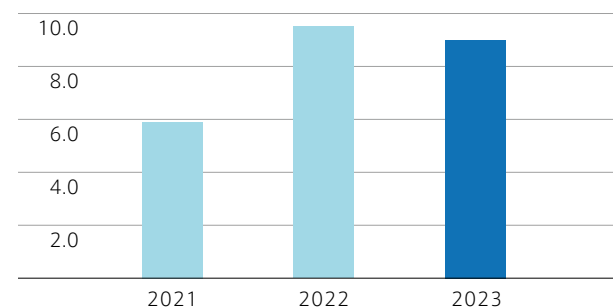
Return on Equity (ROE)^{*2}

18.9%



Core Operating Cash Flow^{*3}

US\$ 9.0 bil



Based on International Financial Reporting Standard

The conversions of Japanese yen amounts into U.S. dollar amounts are included solely for the convenience of readers outside Japan. These conversions are done using the yen-dollar exchange rate at the end of each fiscal year. For the fiscal year ended March 31, 2023, the U.S. dollar amounts represent conversions of the Japanese yen amounts at the rate of 134.00 = U.S.1, which was the approximate rate of exchange on March 31, 2023.

^{*1}: Attributable to Owners of the Parent

^{*2}: Ratio of Net Profit to Shareholders' Equity

^{*3}: [Cash flow from operating activities] – [Cash flow from changes in working capital] – [outflows for Repayments of lease liability]



Investors
<https://www.mitsui.com/jp/en/ir/>



Corporate Profile

Company Name	MITSUI & CO., LTD.
Date of Establishment	July 25, 1947
Common Stock	¥342,560,274,484
Number of Employees	5,449 (46,811 on consolidated basis)
Number of Offices and Overseas Trading Affiliates (As of Oct. 1, 2023)	126 offices in 62 countries/regions Japan: 11 offices Overseas: 115 offices
Head Office	2-1, Otemachi 1-chome, Chiyoda-ku, Tokyo 100-8631, Japan TEL: 81(3)3285-1111 URL: https://www.mitsui.com
Number of Affiliated Companies for Consolidation	Subsidiaries: Japan 87 Overseas 210 Equity Accounted Investees: Japan 45 Overseas 171 Total: 513
Stock Information	Stock Exchange Listings: Tokyo, Nagoya, Sapporo, Fukuoka Number of Shares Authorized: 2,500,000,000 shares Number of Shares Issued: 1,544,660,544 shares Number of Shareholders: 324,263 shareholders

(As of March 31, 2023)

Evaluation by Society

Our selection for inclusion in major ESG investment indices in and outside Japan indicates that we are highly evaluated by society for our sustainability initiatives.



Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA



Evaluation by Society

<https://www.mitsui.com/jp/en/sustainability/sri/>



Organization

<https://www.mitsui.com/jp/en/company/outline/organization/>



Headquarters Business Units and Regional Organizations (As of April 1, 2023)

Mineral & Metal Resources Business Unit	Asia Pacific Business Unit Americas Business Unit	Japan Bloc CIS Bloc East Asia Bloc / South Korea Middle East and Africa Bloc Europe Bloc
Energy Business Unit I		
Energy Business Unit II		
Energy Solutions Business Unit		
Infrastructure Projects Business Unit		
Mobility Business Unit I		
Mobility Business Unit II		
Basic Materials Business Unit		
Performance Materials Business Unit		
Nutrition & Agriculture Business Unit		
Iron & Steel Products Business Unit		
Food Business Unit		
Retail Business Unit		
Wellness Business Unit		
IT & Communication Business Unit		
Corporate Development Business Unit		
Corporate Staff Divisions		

MITSUI & CO., LTD.