

Business Activities in Mexico

Mitsui de Mexico, S.de R.L.de C.V.

Feb 2023



Business Model and Functions

Working together with customers and partners across the planet to build and grow business in a diverse range of fields.

Business Model

Mitsui's business is focused on growth through trading, business management and project development. Based on the knowledge we have accumulated in each of these areas, we create new value by combining our diverse functions with our global network.

Functions

• Marketing

We make use of our powerful information gathering and analysis expertise to create new markets, drawing on sales capabilities developed in extensive experience.

• Logistics

We provide optimal logistics solutions that improve transportation efficiency and operations, and consider the environment.

• Finance

We provide a range of financial functions from fund procurement and financial structuring to trade finance.

• Risk Management

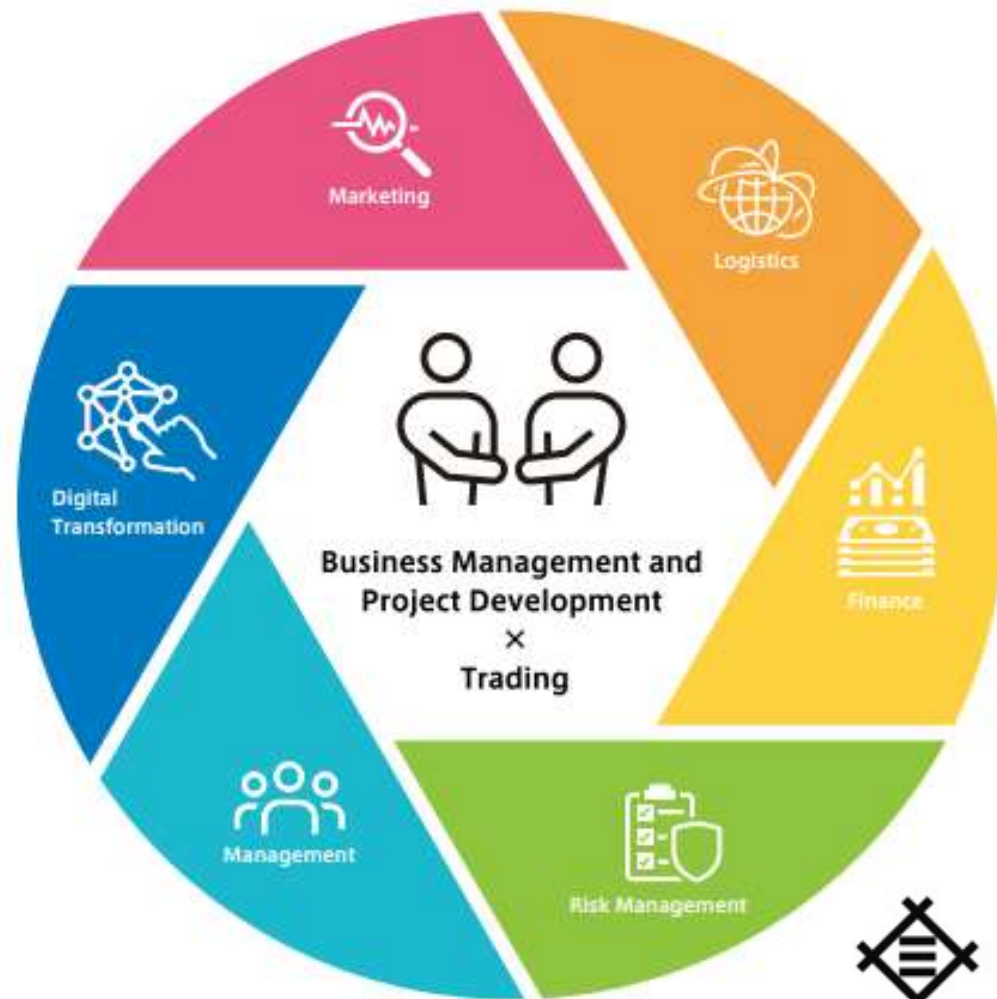
We work to accurately identify business risks and propose and implement methods to minimize their impact.

• Management

We make full use of our management resources to create competitive businesses and achieve sustainable value enhancement.

• Digital Transformation

We utilize AI and IoT to optimize processes and revolutionize business models.



Operational Organization & Commitment to society

Operational organization of Mitsui is built upon two axes of product and regional expertise. Each of 16 Headquarter Business Units (HQ-BU) formulates comprehensive strategies for each product it is responsible for and promotes business activities around the globe. Regional Business Units and Blocs are entrusted to act independently as a cornerstone for our regional strategies. Through collaborative initiatives between each HQ-BU and Regional BU, we are able to realize an organic global network that exerts comprehensive strength.



Our Mission, Vision & Value

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

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.



About Us / Global

Total assets

US\$ **122.3** billion

Revenue

US\$ **96.4** billion

Profit for the Year

US\$ **7.5** billion

Core Operating Cash Flow

US\$ **9.5** billion

Return of Equity

18.0%

As of March 31, 2022

The U.S. dollar amounts represent translations of the Japanese yen amounts at the rate of ¥122.00=U.S. \$1, the approximate rate of exchange on March 31, 2022.

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Global Network **63** countries/regions



Number of Offices
and Overseas
Trading Affiliates

129



Number of
Affiliated Companies
for Consolidation

509



Number of Employees
(consolidated)

44,336

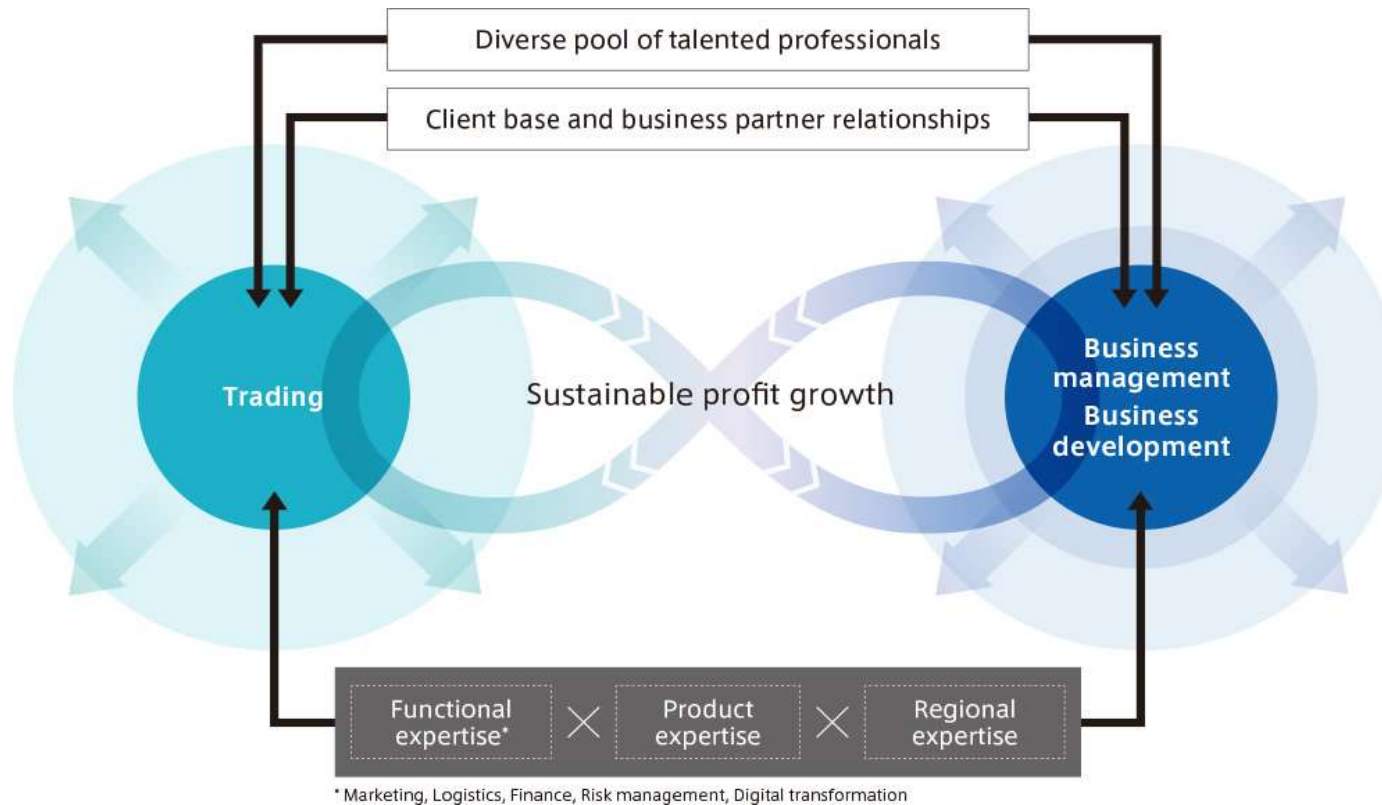


MITSUI & CO.

Business Model for Growth That Balances between Trading and Business Management

Through our original business of trading, Mitsui has cultivated expansive networks comprising a wide range of clients and has leveraged these networks to carry out business investments. Mitsui gets involved in the management of the projects in which we have invested in an effort to enhance their value. In turn, these projects help Mitsui further promote our trading business and expand our networks. Through the repetition of this cycle, Mitsui has developed our current business structure.

Unwavering Value Creation Cycle



Our challenges toward SDGs

Secure sustainable supply of essential products



Providing 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. Furthermore, looking ahead toward the realization of a low-carbon society, we are engaged in popularizing 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-C01859

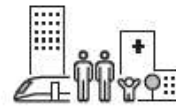


Check our progress at rspo.org



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

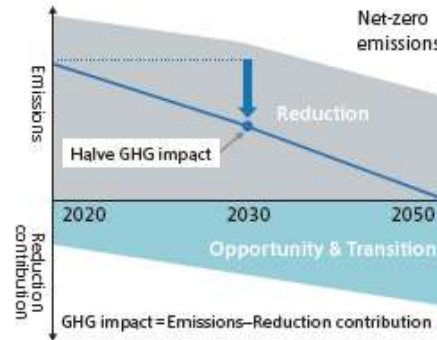


Create an eco-friendly society



Tackling climate change

We have set a goal of realizing net-zero emissions by 2050, and as a milestone for this goal, of reducing GHG impact to half of 2020 levels by 2030. Our approach encompasses three initiatives– “Reduction,” which involves reducing GHG emissions through portfolio improvement and emissions-cutting measures, “Transition,” which aims to make the energy used by society cleaner by promoting conversion to alternative fuels, and “Opportunity” which aims to expand business through opportunities that address climate change.



Circular Economy

We are developing a circular economy business that aims to achieve both economic growth and reduced environmental impact, creating added value through resource circulation while reducing resource and energy consumption and waste generation. For example, we are collaborating with SHO-BOND Holdings Co., Ltd., Japan's leading infrastructure maintenance company, to develop a comprehensive infrastructure maintenance business in Thailand that can meet demand for preventative maintenance and infrastructure life extension.



Maintenance work on a bridge



Develop talent leading to value creation



Diversity & Inclusion

We consider our people to be our greatest resource. We encourage each and every member of our diverse workforce to recognize and respect each other so that they can demonstrate their capabilities to the fullest, creating innovation and generating sustainable value. In addition to developing systems and support measures that enable employees to participate even more actively, we have also been focusing on cultivating a corporate culture of inclusion and respect for diversity.



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 serendipitous encounters and self-initiated collaboration. Work-X (Workplace Experience) is a companywide project which aims to encourage a transformation in the awareness and behavior of each employee. Through Work-X, we carry out initiatives based on the themes of “agile & evolving” and “human-centric” to facilitate such transformation.



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



Build an organization with integrity

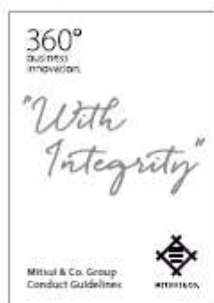


Corporate governance and internal controls

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 basic approach towards integrity and compliance, and each employee incorporates these guidelines into their daily work so that we can continue to respond 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 74 locations across Japan, covering a total area of approximately 44,000 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

About Us / México


Number
of Offices

3


Number of
Affiliated Companies

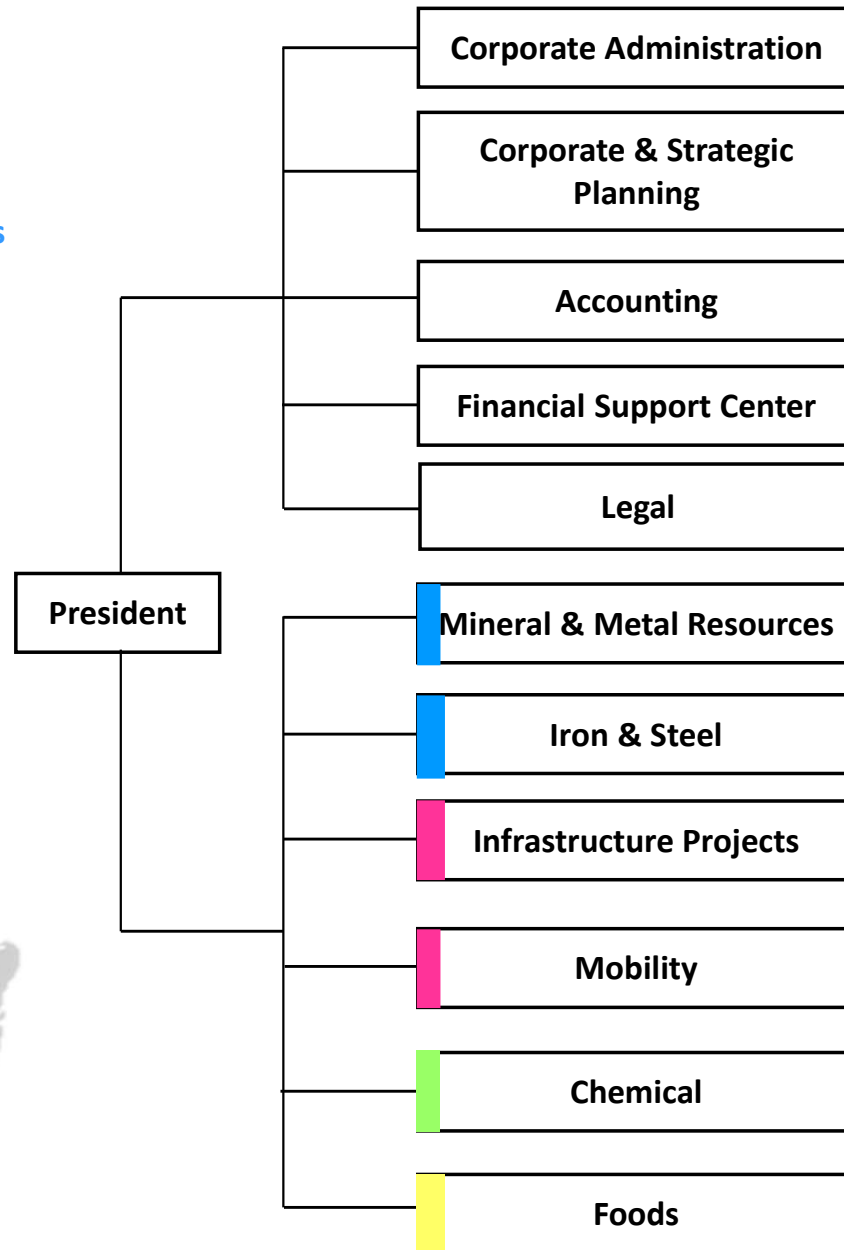
39


Number of Employees
(Mitsui de México)

89



Organization of Mitsui de Mexico



Evolution of Our Business in Mexico

From Import/Export To Local Distribution/Processing

	Machinery	Material (Metal & Chemical)	Food & Agriculture
Import	<ul style="list-style-type: none"> • Power generators (1960's – 80's) • Tankers (1960's) • Steelmaking plant system (1980's) • Construction machineries (1980's) • Locomotives (1990's) 	<ul style="list-style-type: none"> • Steel products (1980's -) • Plastic materials (1980's-) • Aluminum Flat Sheet (2010's-) 	<ul style="list-style-type: none"> • Fertilizer (1950's -) • Salmon (2017 -) • Wagyu(2018 -)
Export		<ul style="list-style-type: none"> • Petrochemical products (1970's) 	<ul style="list-style-type: none"> • Coffee & shrimp (1960's -) • Orange Juice (1980's -)
Distribution	<ul style="list-style-type: none"> • <u>Road Machinery/Komatsu</u> (2005) • <u>Hino Mexico</u> (2007) • <u>Subaru Mexico</u> (2016) 	<ul style="list-style-type: none"> • Logistics services (1990's-) 	<ul style="list-style-type: none"> • <u>Ventura</u>/vegetal oil & dressings (2000's-) • <u>Adelnor</u>/Agricultural supplies (2018)
Processing / Assembly	<ul style="list-style-type: none"> • <u>Hino Motor Manf.</u> (2008) • <u>Android</u>/auto parts sub assembly (2014) 	<ul style="list-style-type: none"> • <u>Steel Technologies</u>/coil center (2007) • <u>Gestamp</u>/autoparts stamping (2013) 	



Construction machineries



Hino Mexico



Steel Products



Automotive materials (ACP)



Vegetable oil & dressings



Agricultural supplies (Adelnor)

Infrastructure Development and Management

	Hydrocarbon (oil & gas)	Power Generation	Water
EPC & Project Development	<ul style="list-style-type: none"> • Award of Manzanillo LNG receiving terminal (2008) • Award of FPSO leasing & operation for Eni (2018) 	<ul style="list-style-type: none"> • Full turnkey supply of Topolobampo plant (1990's) • Award of Valladolid IPP (First Mitsui IPP in Mexico) (2003) • Award of Calera solar project in 3rd Long Term Auction (2017) 	<ul style="list-style-type: none"> • Award of Queretaro portable & wastewater project (2007) • Contract of El Ahogado project (2008) • Award of Atotonilco project (2010)
Asset Management & Operation	<ul style="list-style-type: none"> • Operation of FSO in Cantarell for Pemex (1990) • Participation in Altamira LNG terminal (2004) • Participation in Gas Natural Mexico (2012) • Tucson-Sasabe gas pipeline (2013) 	<ul style="list-style-type: none"> • Participation in wind power project in Oaxaca (2013) • Foundation of ForeFront Power Mexico (2018) 	<ul style="list-style-type: none"> • Participation in water treatment service to Pemex refineries (2003) • Acquisition of Atlatec (2008)
MPA and Atlatec merger to form MITinfra(2022)			



Wind farm (Oaxaca)



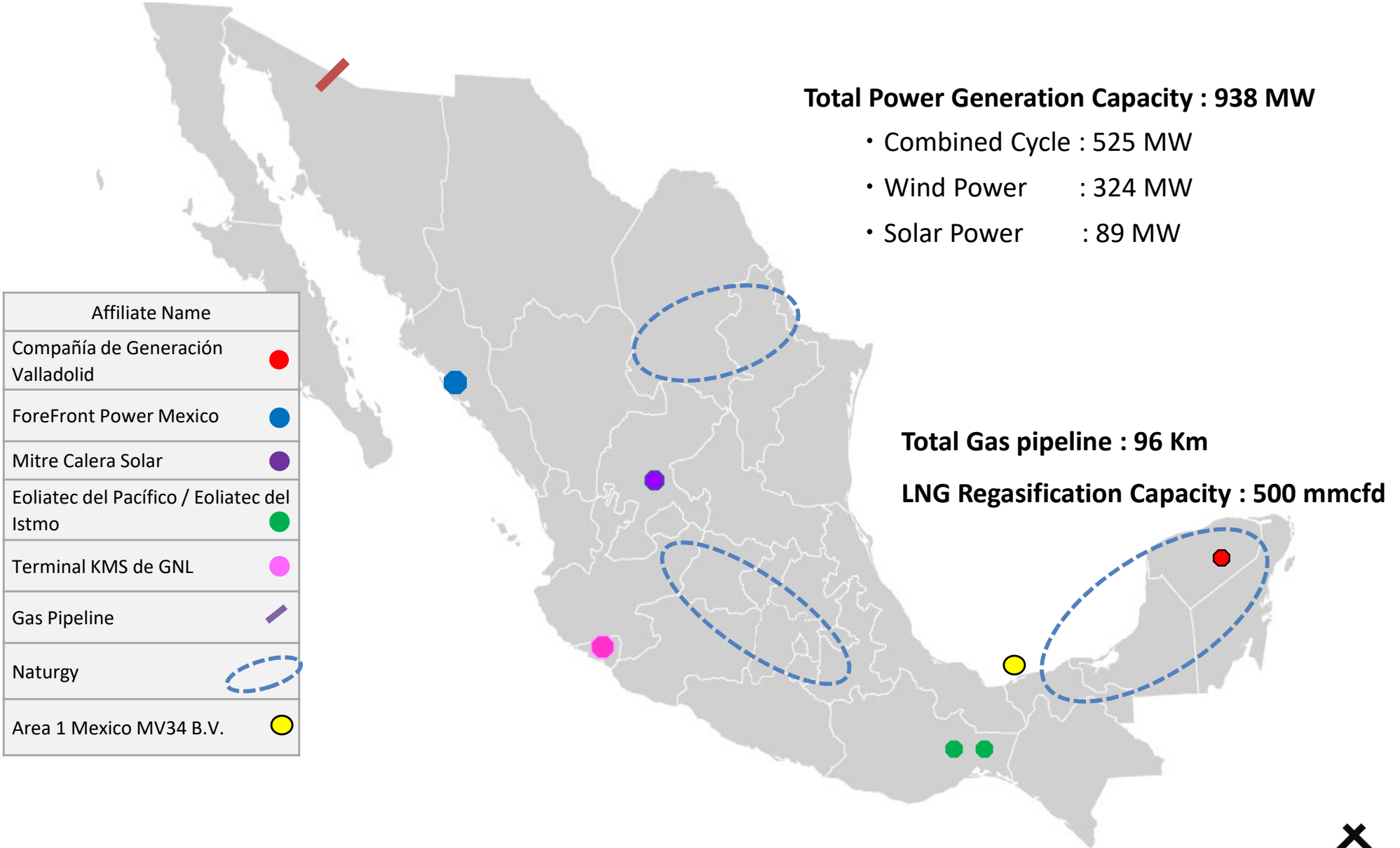
LNG Terminal (Manzanillo)



Water Treatment (Atotonilco)

Location Map

Energy & Hydro-carbon Infrastructure



Location Map

Water Infrastructure (design, construction, operation)

Water Plants in Operation : 40

- Wastewater treatment & portable supply for **public sector** : 7 (Hidalgo, Jalisco, Queretaro, Cancun)
- Wastewater treatment for **private sector** : 33 (Industrial & Commercial sectors)

Under construction: 5

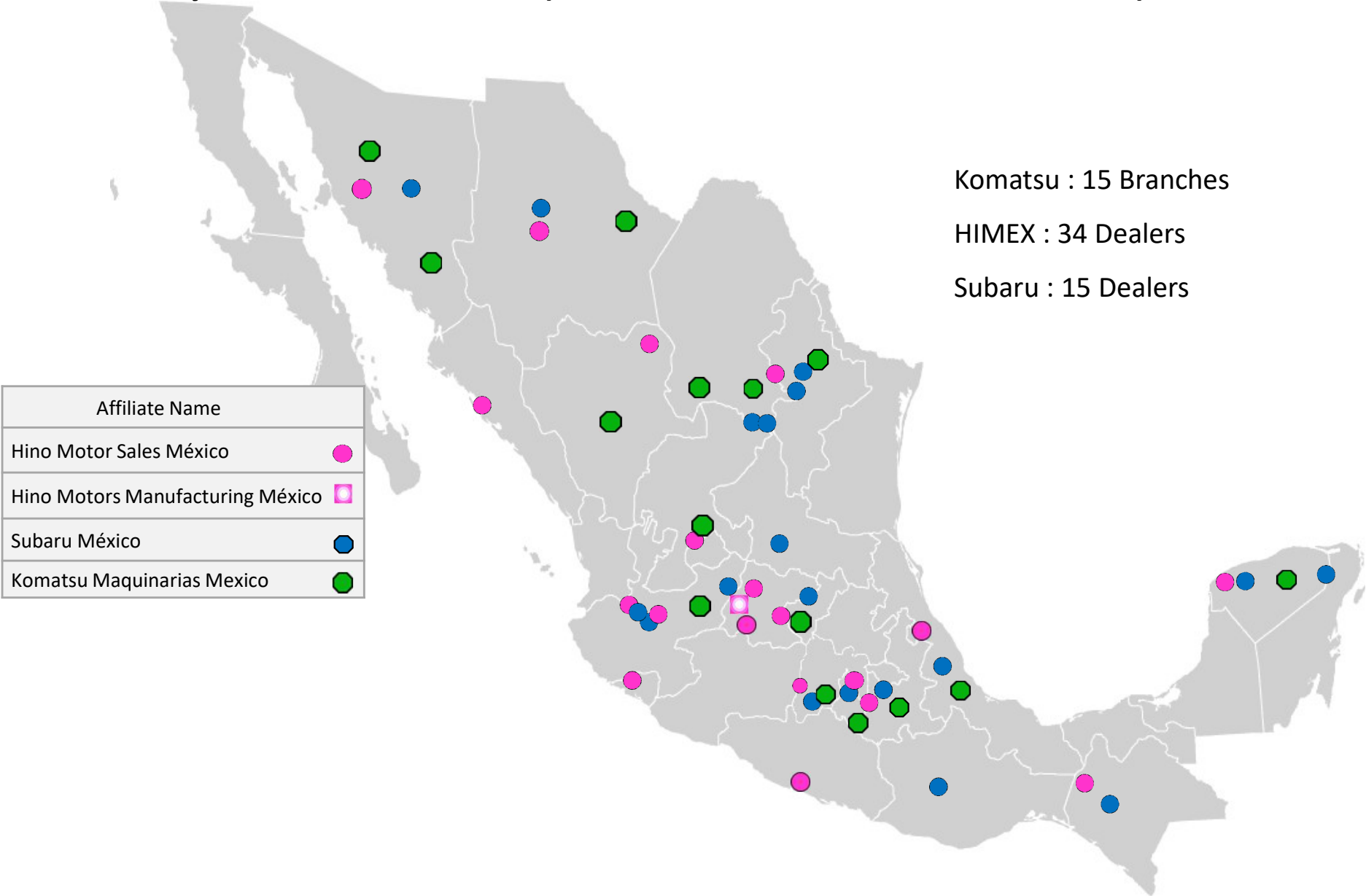
MITinfra Public Services	●
MITinfra Private Services	●
Under construction	●

※Atltec is renamed to Mitsui Infrastructure Solutions(MITinfra) Apr/2022



Location Map

Machinery Distribution Network (sales of vehicles and related services)

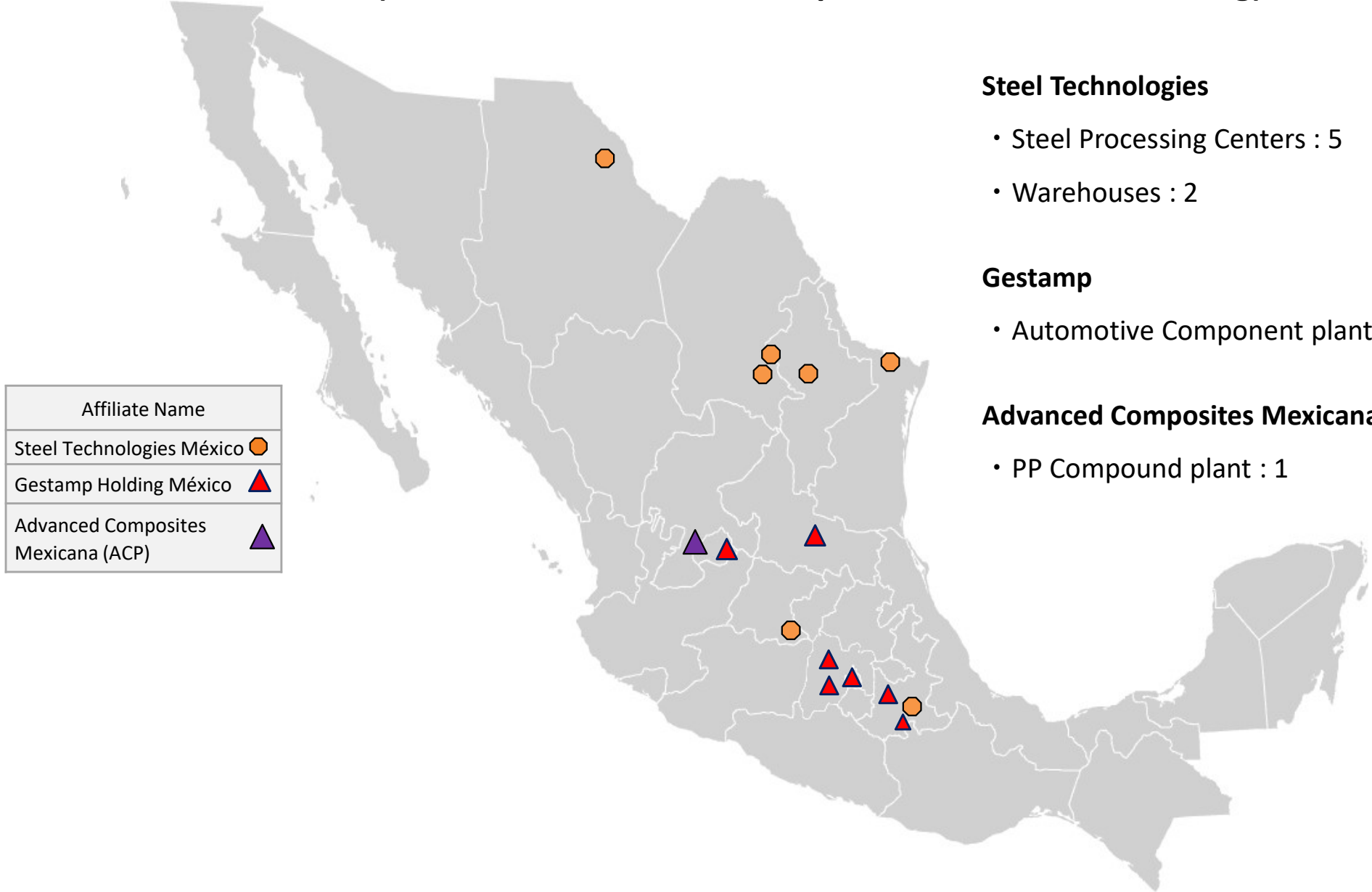


Komatsu : 15 Branches
 HIMEX : 34 Dealers
 Subaru : 15 Dealers



Location Map

Automotive Material (sales of steel and chemical products for manufacturing)



Steel Technologies

- Steel Processing Centers : 5
- Warehouses : 2

Gestamp

- Automotive Component plants : 7

Advanced Composites Mexicana

- PP Compound plant : 1

Location Map

Agro Business (Sales of agrochemical, fertilizer, seeds, irrigation, bio-ag products)



360° business innovation.



MITSUI & CO.