

10:00am-11:30am on Friday May 8th, 2020

IR meeting for Medium-term Management Plan 2023

Good morning, thank you for joining us today. I would like to present the details of our Medium-term Management Plan 2023.

Normally, we would hold this meeting physically and I would explain and take your questions in person, but considering the extension of the COVID-19 state of emergency, we have decided to hold this year's meeting online.

Firstly, I would like to take a moment to explain about the effects of COVID-19.

Movement has been restricted around the world in response to the spread of the virus and cities have been locked down. As a result, demand has declined significantly and the prices of commodities, most notably oil, have dropped sharply.

There is deepening uncertainty about when the spread of COVID-19 will end and what will become of the social and economic environment thereafter.

We have continued our internal discussion since last summer on our new Medium-term Management Plan, which I will explain shortly. However, due to the worldwide spread of COVID-19 since March this year, it has been increasingly difficult to foresee its impact, especially on our quantitative figures.

On the other hand, we believe that "Transform and Grow" which is the theme of the Medium-term Management Plan, is a direction that will not change and will only be accelerated.

It is assumed that the whole business environment will fundamentally shift itself to a 'new normal' with new working practices, including working from home. We must proactively seek to transform ourselves, grasp the changes and the needs of the environment, grow and contribute to society.

We have compiled the quantitative targets in the Medium-term Management Plan based on a set of assumptions including the commodity prices and the timing of

the economic recovery. However, we have not been able to incorporate the effect of “post COVID-19”, including the mid to long term changes to the economic environment and the social trend, and therefore we will make and announce revisions to these targets as appropriate when the pandemic eases and we see a path to recovery.

I would like to manage the company focusing on business continuity, and continue to put first priority on the safety of our employees in the countries and regions that have been affected by the spread of COVID-19.

[Contents (P1)]

Please turn to page 1. These are the five topics I will discuss today.

In the new Medium-term Management Plan, in addition to Mitsui’s Goals, we have formulated a group-wide corporate strategy, based on which each business segments have compiled each of their respective business strategies. All employees of the group worldwide will work to implement it and seek to *Transform and Grow*.

Also, this fiscal year we have updated our Mission, Vision, Values, the compass guiding our long-term goals for Mitsui, which I will introduce at the end of this presentation.

[Mitsui’s Vision (P3)]

Please turn to page 3.

I will start by briefly explaining Mitsui’s Goals and the positioning of our new Medium-term Management Plan.

This fiscal year, we will aim to grow sustainably and support social development by responding flexibly to this tumultuous business environment and to accelerating changes and customer demands, based on our newly formulated MVVs and on the Materiality we updated last year.

[Targets (P4)]

Please turn to the next page.

I will now explain our quantitative targets of the Medium-term Management Plan.

Our outlook is that, in the short-term, a fall in profit is unavoidable due to the spread of COVID-19. However, we will steadily implement the strategies in the new Medium-term Management Plan, and aim to quickly return to a growth trajectory.

The figures here are quantitative guidance for targets for the fiscal year ending March 2023, the final year of our new Medium-term Management Plan. They are core operating cash flow of 550 billion yen, profit for the year of 400 billion yen and ROE of 10 percent.

Also, under our new Medium-term Management Plan, in addition to the above 3 KPIs, we will be more conscious of per share profitability indicators with the aim of improving shareholder value.

[Medium-term Management Plan ended FY Mar/2020: Achievements (P6)]

Please look at page 6.

I will now discuss the qualitative progress we made on the previous Medium-term Management Plan and our achievements.

Two of the measures in the plan were to build a robust profit base and thoroughly strengthen existing businesses, and to establish selected new growth areas. We managed to grow our profit base in Resources & Energy, and strengthen non-resource areas, particularly Machinery & Infrastructure and Lifestyle. We also expanded our business base in environment and health, which were focus areas.

To strengthen our financial base, we further developed cash flow management, which played a big part in considering capital measures, including investment discipline and shareholder return.

In regard to innovation functions, we launched Moon Creative Lab in the U.S. and Japan, and put effort into starting up our own new businesses.

We made progress on establishing and strengthening digital infrastructure, including functions that enable our employees to work from home which are in use under emergencies like the one we are currently experiencing.

We have been driving personnel efforts forward on a global basis, including efforts to create next-generation leaders regardless of their place of hire. We are also continuing to strengthen governance, including improving Board effectiveness by making discussions more dynamic.

[Medium-term Management Plan ended FY Mar/2020: Ongoing challenges (P7)]

Please turn to page 7.

This page explains the ongoing challenges that have become apparent while reviewing the progress of the previous Medium-term Management Plan, and also by the outbreak of COVID-19.

First of all, if Mitsui is to realize sustainable growth, we need to increase the profitability of our existing businesses.

We also need to concentrate management resources in growth areas in which we can demonstrate our strengths, and establish our next profit pillars.

In order to achieve this, it will be crucial to transform the mindset of each individual employee.

At the same time, we need to face the changes to the business environment resulting from the spread of COVID-19 and swiftly respond.

COVID-19 will further accelerate structural changes in society and in businesses. We need to engage changes such as digitalization and decarbonization as opportunities and use them to grow, in addition to making ourselves more resilient to economic downturns through risk management and cost cutting.

[Transform & Grow; Six corporate strategies (P8)]

Please see the next page.

I will now explain our corporate strategies, which have also taken into account the above ongoing challenges. Each business unit has formulated its own business strategy based on these corporate strategies.

The aim of our transformation is to raise profitability in line with invested capital, increase ROE, and transform the mindset of our employees. To achieve this, we will strengthen business management capabilities, evolve financial strategy and portfolio management, and pursue personnel strategy.

We will grow by pursuing Strategic Focus that are growth areas where Mitsui's comprehensive strength is effective and strengthen profitability of core business and take on challenges in new businesses

Lastly, we will support our Transform and Grow by evolving ESG and promoting sustainable management to realize sustainable growth.

[Strengthen Business Management Capabilities (P9)]

Please look at page 9.

Our first corporate strategy is "strengthen business management capabilities."

In order to quickly recover a growth trajectory within an increasingly uncertain environment, Mitsui's most important task is to improve the profitability of existing businesses by means of strengthening our business management capabilities.

We will work to improve business management expertise and to foster and deploy business management talent, while at the same time, prioritizing the allocation of management resources into businesses where profitability improvement can be realized.

We will introduce ROIC as an internal management indicator, strengthen budget control, and manage the company that is more conscious of the profitability of investment assets.

[Evolve Financial Strategy and Portfolio Management (P10)]

Please turn to the next page.

I will talk about how we will evolve financial strategy and portfolio management.

In the new Medium-term Management Plan, we will implement more flexible and strategic capital allocation.

Capital excluding post FID investment, maintenance CAPEX and minimum dividends will be defined as “management allocation”. We will allocate capital strategically and flexibly to growth investment and additional shareholders return, after comprehensively considering investment opportunities and the business environment.

Furthermore, we will thoroughly review post FID investments and maintenance CAPEX, in a move that we have been implementing from previous years.

During the term of the new Medium-term Management Plan, we will set a dividend of minimum 80 yen per share and promote shareholder returns that reflect improvements in capital efficiency, while at the same time working to maintain and improve our financial base.

The pie chart shows our forecast for cumulative cash flow allocation over the three years of the new plan, based on this basic strategy.

We forecast cash-in of 2.4 trillion yen, comprising core operating cash flow of 1.5 trillion yen and asset recycling of 900 billion yen. As for cash-out, we forecast planned investments of 1.5 to 1.7 trillion yen, a minimum total dividend amount of 400 billion yen, as well as a management allocation of 300 to 500 billion yen.

[Personnel Strategy (P11)]

Please turn to page 11. I will explain our personnel strategy.

We will realize next-generation work style that also considers post COVID-19. In addition, we will deploy diverse professional talent to the right positions on a global group basis and foster business management talent.

We will require a strong commitment from employees and organizations to meet

individual targets, and accelerate the new working style utilizing DX.

We will also use the move to the new Head Office to transform employee mindsets and behavior patterns.

By implementing global talent management, we will allocate diverse professionals into appropriate positions to realize stronger business management capabilities and sustained competitiveness.

[Strategic Focus (P12)]

Please turn to the next page. Here I will explain our Strategic Focus for realizing growth.

Based on initiatives taken to date, we will continue to focus on business areas where a multifaceted approach to value creation using existing business as platforms, can be leveraged. Specifically, our focus will be Energy Solutions, Healthcare / Nutrition, and Market Asia.

In Energy Solutions, we will pursue smart energy services and businesses that contribute to mitigating climate change, with LNG development and renewable energy projects as the central platform. In Healthcare / Nutrition, IHH will be the central platform as we accelerate growth in medical data and integrated facilities management and businesses related to nutrition and food protein.

At the same time, in recognition of the power shift to the consumer, particularly in Asia, we will establish a growth platform and pursue the evolution of business models.

We believe trends in digitalization and decarbonization will accelerate as a result of the spread of COVID-19 and we will pursue growth by identifying opportunities from changes in the environment.

[Strategic Focus (P13)]

Please turn to the page 13.

In the previous Medium-term Management Plan, we pursued four growth areas. That strategy is progressing steadily and new platforms are emerging, particularly in the areas of environment and health.

Energy Solutions and Healthcare / Nutrition are areas where we can achieve multifaceted value creation, and we believe they are business areas on which we must focus.

[Strategic Focus – Strengthening profitability of core business (P14)]

Please turn to the next slide.

In our previous Medium-term Management Plan we identified Resources & Energy, Machinery & Infrastructure and Chemicals as core businesses. We will continue to pursue steady growth in these areas by strengthening our competitiveness, optimizing our portfolio through business recycling, and making bolt-on acquisitions.

As for new business, we will be conscious of evolving from being a networker to being a creator. We will utilize our Moon Creative Lab, where we are bringing together multiple capabilities to accelerate our ability to shape new business models.

And amid the spread of COVID-19, the importance of DX has become even more apparent, and we will be accelerating both defense and offence in this area.

[Strategic Focus - Thoroughly strengthen existing businesses (P15)]

We'll move now to the next slide.

This chart shows the group of high-quality assets accumulated in the previous Medium-term Management Plan and the timing of their contributions to earnings and cash flow.

In Mineral & Metal Resources, we are staying competitive by sustaining iron ore production through the South Flank development and Robe River JV development in Australia, while in Energy our progress is shown by the production start of all trains at the Cameron project and progress in the Mozambique Area 1 and Russian Arctic LNG2 projects.

In Machinery & Infrastructure and Chemicals, we are expanding our profit base

for stable earnings in areas that are resilient to market fluctuations, such as power generation and FPSO and agricultural chemicals and inputs.

We will also accelerate measures to restructure our existing businesses to ensure we maintain strong competitive positions.

[Sustainability management; Evolution of ESG (P16)]

Please turn now to slide 16.

We will be pursuing sustainability management as the basis of Transform & Grow.

We have identified three core issues to engage with during the term of our new plan, based on their impact on our business and the increasing expectations of society. The three issues are Climate change, the Circular economy, and Business and human rights.

With respect to climate change in particular, we have clarified our position and decided on a guiding policy. I will explain this in detail on the following slide.

[Sustainability management (P17)]

As a company pursuing sustainability, we have been addressing climate change from an earlier stage, and in December 2018 we adopted the TCFD policy on financial disclosure.

Now, as part of Mitsui's Goals in 2050, we have set a goal of achieving net-zero emissions by that year, with a 2030 milestone of reducing GHG impact by 50% compared to 2020.

There are three main measures to achieve this. The first is **reduction**, where we optimize our resource and power generation asset portfolio to reduce emissions. The second is **transition**, where we support the shift from coal fired to LNG fired power generation to realize a low-carbon society. The third is **opportunity**, where we drive new business in energy solutions and other areas that can address climate change.

To realize these goals, we have introduced an internal carbon pricing system in

April this year to assess risk in existing businesses and to support decision-making on new investments.

Moreover, depending on the international rules as they are adopted, our plan is to measure our achieved reductions while refining our GHG reduction targets. We aim to set these GHG emission reduction targets during the period of the new Medium-term Management Plan.

[Quantitative targets (P19)]

Continuing on, please now turn to page 19 for our qualitative targets.

The target for core operating cash flow is 400 billion yen for the year to March 2021 and 550 billion yen for the year to March 2023. The target for profit is 180 billion yen for the year to March 2021 and 400 billion yen for the year to March 2023.

In formulating the quantitative targets, we have assumed that the slowdown in economies around the world will continue until end June, and then from July onwards, we will gradually see a recovery of activity, and then from the second half of the fiscal year for the world economy to normalize. On this basis, a decrease in profit of 200 billion yen has been included in the year to March 2021.

I should add that our estimation is quite uncertain and based on limited information only, but does incorporate the decrease in commodity prices, the severe fall in demand and operation rate for Mobility and Healthcare, the slowdown of material related businesses such as Iron & Steel Products and Chemicals, and the delay in business recycling and new IPOs.

Due to these factors, the earnings for the year to March 2021 are expected to fall significantly year on year. On the other hand, we expect to produce core operating cash flow of 400 billion yen.

[FY Mar/2021 Action Plan (P20)]

Please turn to page 20.

The COVID-19 pandemic has drastically changed the operating environment.

Our task is to manage our way through this crisis, and as you can see here we have prioritized the following themes: ensuring employees and stakeholder safety and maintaining our existing businesses, rigorously managing risk, and reducing costs to further strengthen our downside resilience. We will not only maintain the business network with customers and partners, but also create new businesses making full use of digital technology.

[Shareholder returns policy (P22)]

Please turn to page 22.

I will now outline our shareholder returns policy.

With respect to dividends, as I said earlier, in the year to March 2021 we expect to generate core operating cash flow, which is the source of shareholder returns, of 400 billion yen, even amid COVID-19.

Moreover, through management allocation, we will pursue growth opportunities that will arise after the pandemic crisis has ended and aim to increase overall shareholder returns compared to the previous Medium-term Management Plan, by focusing on capital efficiency when allocating capital resources.

Based on this policy, we have set an annual dividend per share of minimum 80 yen for the period of the new Medium-term Management Plan. Our aim is to enable a steady increase in dividends by expanding the amount of core operating cash flow per share. We will continue to consider buybacks flexibly, taking into account the overall business environment, capital efficiency, our share price and other such factors.

For the fiscal year ending March 2021, our forecast annual dividend is 80 yen per share.

[Mitsui's management philosophy (P24)]

Please look at page 24.

In closing, I would like to introduce Mitsui's Mission Vision and Values, the corporate philosophy that we renewed this year.

Our previous MVV was established in 2004, and in the intervening 16 years it is clear that not only has the environment changed, but also our people are becoming ever more diverse, the business front line shifting towards group companies, and the work we do becoming ever more distributed around the world.

We have therefore redefined our MVV preserving the basic spirit of the previous MVV, but reflecting this era of change.

It is precisely in times like these, when COVID-19 is disrupting the entire world, that we need to follow our DNA of being challengers and innovators and continue meeting the expectations of our direct stakeholders and of society at large. Our new MVV is expressed in such a way that each of us at Mitsui can follow it in the work we do every day.

[Closing words]

The COVID-19 has thrown many things into a state of confusion and made the business environment more uncertain than ever. Nonetheless, as I hope I have shown today, by working together and committing to reaching greater heights, I am confident that we can reach the goals of Transform & Grow, our 2023 Medium-term Management Plan.

That completes my presentation. Thank you very much.