

Creating Sustainable Futures Medium-term Management Plan 2026 Progress and FY March 2026 Business Plan



MITSUI & CO.

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Mitsui & Co., Ltd.
(Securities Code: 8031)

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Entering the Final Year of MTMP 2026

- ◆ Action plan for Medium-term Management Plan (MTMP) progressing ahead of schedule
- ◆ Securing various management options in changing business environment

Enhancement of base profit

- Raising level of base profit by strengthening existing businesses
- Expanding business clusters by investing in bolt-ons and adjacent areas
- Enhancing trading earnings through sophisticated risk management

Portfolio management

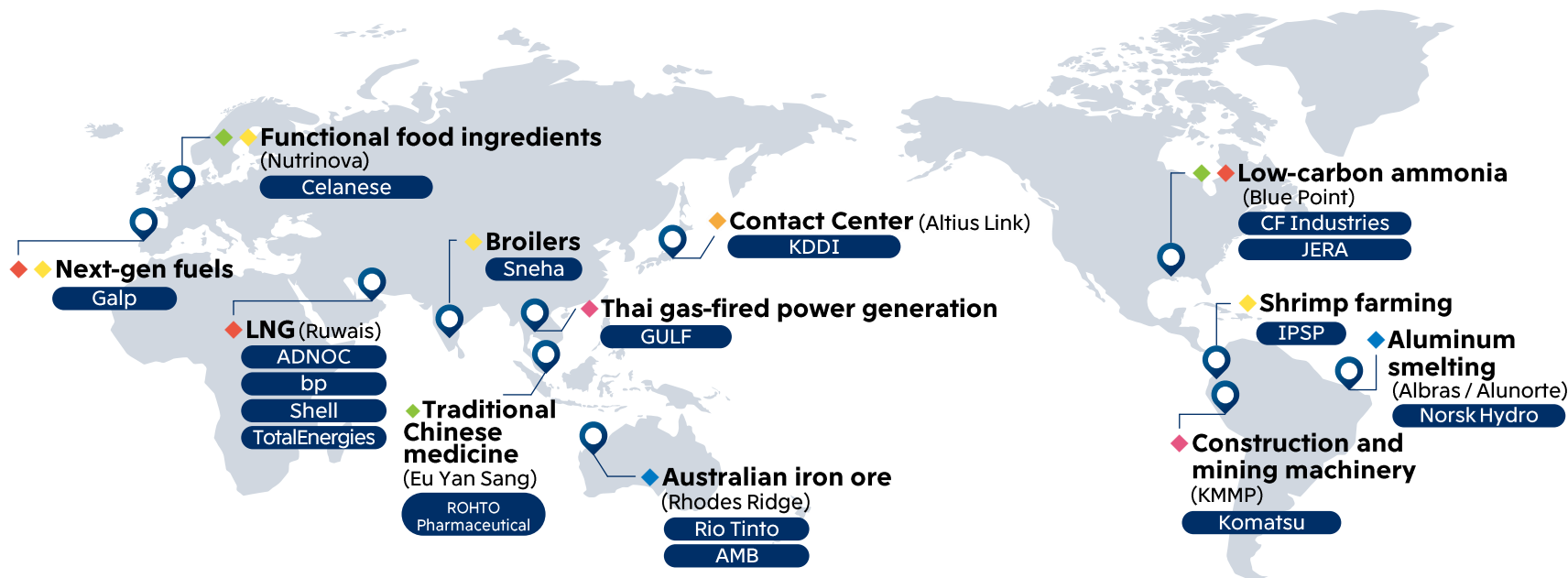
- Penetration of asset/capital efficiency management, careful selection of projects
- Multi-axes portfolio management across industries, time horizons, and regions
- Strategic asset reconfiguration, progress in building long-term earnings base

Balance sheet management

- Recurring cash generation capability and resilient financial base
- Capital allocation leveraging strong balance sheet
- Continuous control of net D/E ratio, maintain and improve credit ratings

Major Projects Announced in First Two Years of MTMP

- ◆ Captured new opportunities through our cross-industry functions
- ◆ Collaborating with global partners to solve social issues



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

Major Projects Announced in First Two Years of MTMP

- ◆ Captured new opportunities through our cross-industry functions
- ◆ Collaborating with global partners to solve social issues

Ruwais LNG

- Long-term relationship with ADNOC spans 50+ years
- Strong partnership with TotalEnergies, Shell, bp

©ADNOC

Rhodes Ridge

- 60+ year iron ore track record in Western Australia
- Partnership with Rio Tinto
- Built long-term relationship with owner families

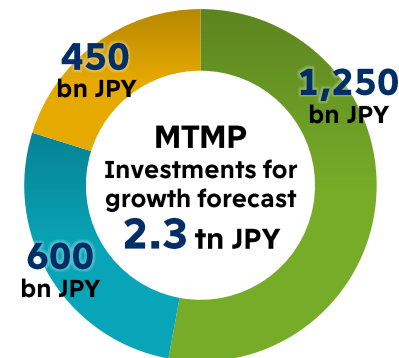
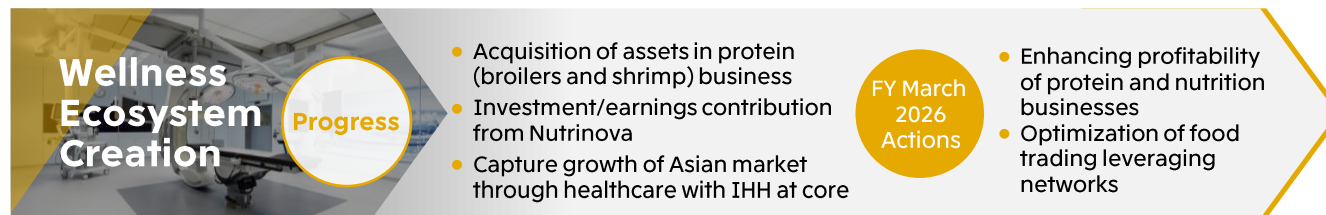
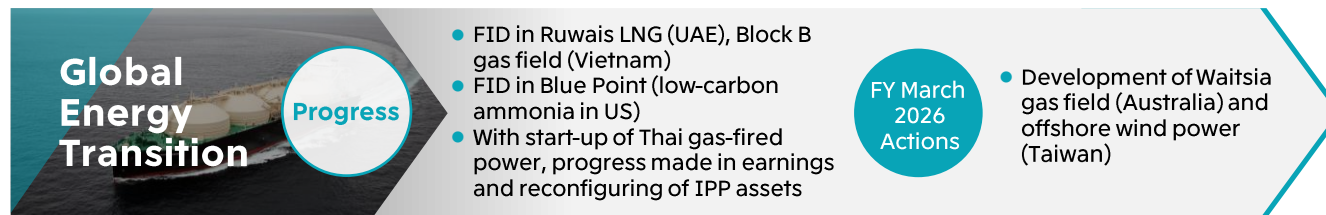
Blue Point

- 50+ year ammonia track record
- Partnership with world's largest ammonia producer: CF Industries, and largest energy company in Japan: JERA

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

MTMP Progress (Key Strategic Initiatives)

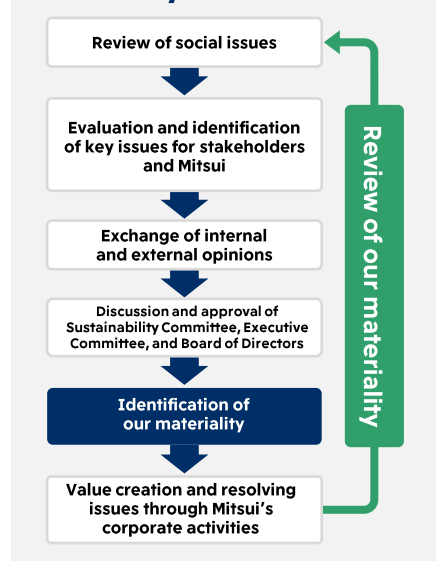
- ◆ Progress in both near-term earnings contribution, and building of long-term earnings base
- ◆ Further strengthened existing businesses, drove forward earnings from PMI and forming business clusters



Review of Materiality (Material Issues)

- ◆ In reviewing important social issues, incorporated perspective of double materiality* which is indispensable for sustainable corporate activities
- ◆ Reflecting growing importance of human rights, added a standalone Materiality item

Materiality Review Process



Mitsui & Co.'s Materiality



2015
Identification

2019
Revision

2025
Reassessment

* The concept of considering importance from two perspectives: the financial impact the environment and society has on a company, and the impact of corporate activities on the environment and society



Mitsui & Co.'s Materiality
<https://youtu.be/J3F0JTAIiWY>



Americas and US Business

- ◆ Domestic operations is largest component in US portfolio
- ◆ Seeing changes in supply chains as opportunity and deploying trading functions



Americas

FY March 2025 profit

Approx. **300** bn JPY

Domestic operations

- ◆ Automotives, trucks
- ◆ Natural gas
- ◆ Methanol production
- ◆ Food manufacturing
- ◆ Tank terminal operations
- ◆ Steel processing

US

business ratio
(FY March 2025 profit)

Exports

- ◆ LNG
- ◆ Grains

Imports and sales

Initiatives to Enhance Corporate Value

- ◆ Persist with initiatives for continuous ROE growth
- ◆ Strengthening resilience through risk management, timely investments and asset recycling

FY March 2026 Key Initiatives



Strengthening existing businesses

- Enhancing productivity, strengthening earnings base, and deepening collaboration with partners
- Demonstrating trading functions in response to changing business environment

Reduction of loss-making businesses

- Turnaround of loss-making businesses, careful assessment and exits
- Comprehensive cost reduction

Carefully selected investments for growth

- Rigorous investment discipline
- Formation of business clusters and continuous expansion of pipeline

Strategic asset recycling

- Asset reconfiguration aimed at improved capital efficiency
- Continuous reduction of listed stocks

Risk management

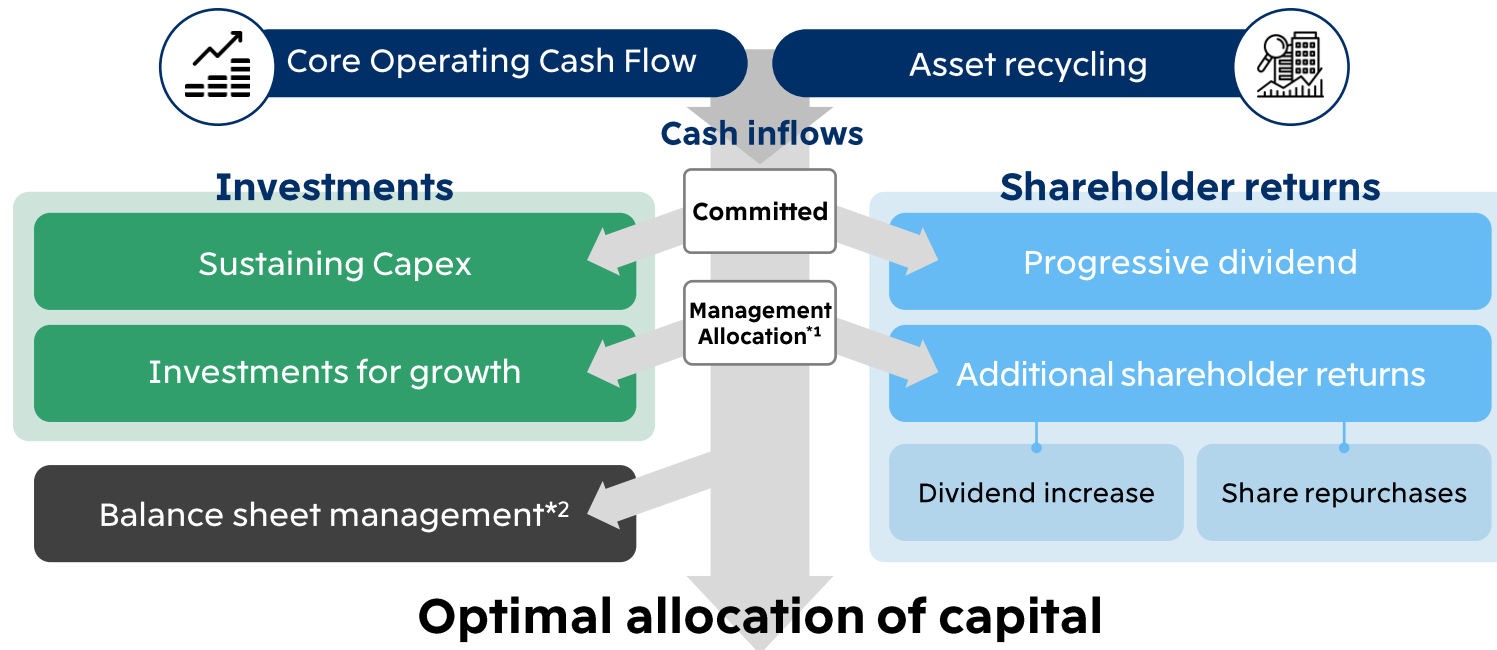
- Approach increasingly complex business environments with integrated risk management
- Utilization of global intelligence functions

*1 Aiming for growth while limiting downside risks by strengthening businesses and forming business clusters in areas where Mitsui has expertise or in adjacent areas

*2 Shareholder returns as a percentage of Core Operating Cash Flow

Cash Flow Allocation Policy

- ◆ Maintain existing cash flow allocation framework
- ◆ Balanced allocation between investments and shareholder returns to enhance corporate value
- ◆ Maintain sufficient Management Allocation to keep management options wide open for various scenarios



* 1 Pursue flexible and strategic allocation of capital to investments for growth and additional shareholder returns, taking a comprehensive view of investment opportunities and the business environment

* 2 In MTMP 2026, 400 billion yen has been allocated separately from the balance sheet to the Management Allocation in relation to the Rhodes Ridge iron ore project

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FY March 2025 Results and FY March 2026 Business Plan

- ◆ COCF*¹ reached 1 trillion-yen level for fourth consecutive fiscal year
- ◆ Based on solid cash flow, dividend for FY March 2026 will be increased by 15 yen per share
- ◆ FY March 2026 business plan formulated reflecting latest state of business environment

















(JPY)	FY March 2024 results	FY March 2025 results	YoY change	FY March 2026 business plan
COCF* ¹	995.8 bn	1,027.5 bn	+31.7 bn	820 bn
Profit* ²	1,063.7 bn	900.3 bn	-163.4 bn	770 bn
ROE	15.3 %	11.9 %		
Dividend per Share	85 yen	100 yen		115 yen
Share Repurchase	120 bn	400 bn		








*1 Core Operating Cash Flow: Cash flow from operating activities (1,017.5 bn yen) minus cash flow from changes in working capital (-100.1 bn yen) minus outflows for repayment of lease liability (90.1 bn yen). Figures are for FY March 2025.

*2 In this presentation material, *profit* is in reference to *profit attributable to owners of the parent*

Cash Flow Allocation (Results)

- ◆ Investments for growth and asset recycling including large-scale deals steadily executed in line with MTMP
- ◆ Shareholdings in 23 listed companies*¹ worth approx. 50 bn yen sold in FY March 2025

(bn JPY)		FY March 2024	FY March 2025	Total	Main items (FY March 2025)	
IN  Cash Inflows*²	COCF	996	1,028	2,024		
	Asset Recycling	537	601	1,138	 Paiton (Q1)  Rental property (Q3)  VLI (partial sale) (Q1)	 US real estate (Q1-4)  MyPower (Q1-4)  B Food Science (Q4)
	Cash Inflows Total	1,533	1,629	3,162		
	Sustaining CAPEX	255	192	447	 Iron ore and metallurgical coal (Q1-4)	 Oil and gas (Q1-4)
OUT  Cash Outflows*²	Investments for growth	713	573	1,286	 US real estate (Q1-4)  Sneha (Q4)  Taylor & Martin (Q1)	 MyPower (Q1-4)  Waitsia (Q1-4)  Eu Yan Sang (Q1)
	Share Repurchase	120	400	520		
	Dividend	257	292	549		
	Cash Outflows Total	1,345	1,457	2,802		



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

*1 The number of companies in which Mitsui & Co.'s (non-consolidated) entire shareholdings were sold

*2 Excludes changes in time deposits

Cash Flow Allocation (Forecast)

- ◆ Balancing carefully selected investments for growth, such as Rhodes Ridge, and shareholder returns
- ◆ 400 bn yen replenished from balance sheet to Management Allocation

		MTMP 2026 3-year cumulative	
(bn JPY)		Announced Nov 2024	Announced May 2025
IN  Cash Inflows	COCF	3,000	2,850
	Asset recycling	1,410	1,520
	Cash inflows total	4,410	4,370
OUT  Cash Outflows	Sustaining CAPEX	730	690
	Investments for growth	1,870	2,280
	Investment decision made, policy confirmed		
	New investments		
	Additional shareholder returns	450	400
	Shareholder returns	520	520
	Dividend	840	880

Management Allocation (in/out)

1) Outgoing funds

Investments ▲370

Shareholder returns ▲40

.....

Total ▲410

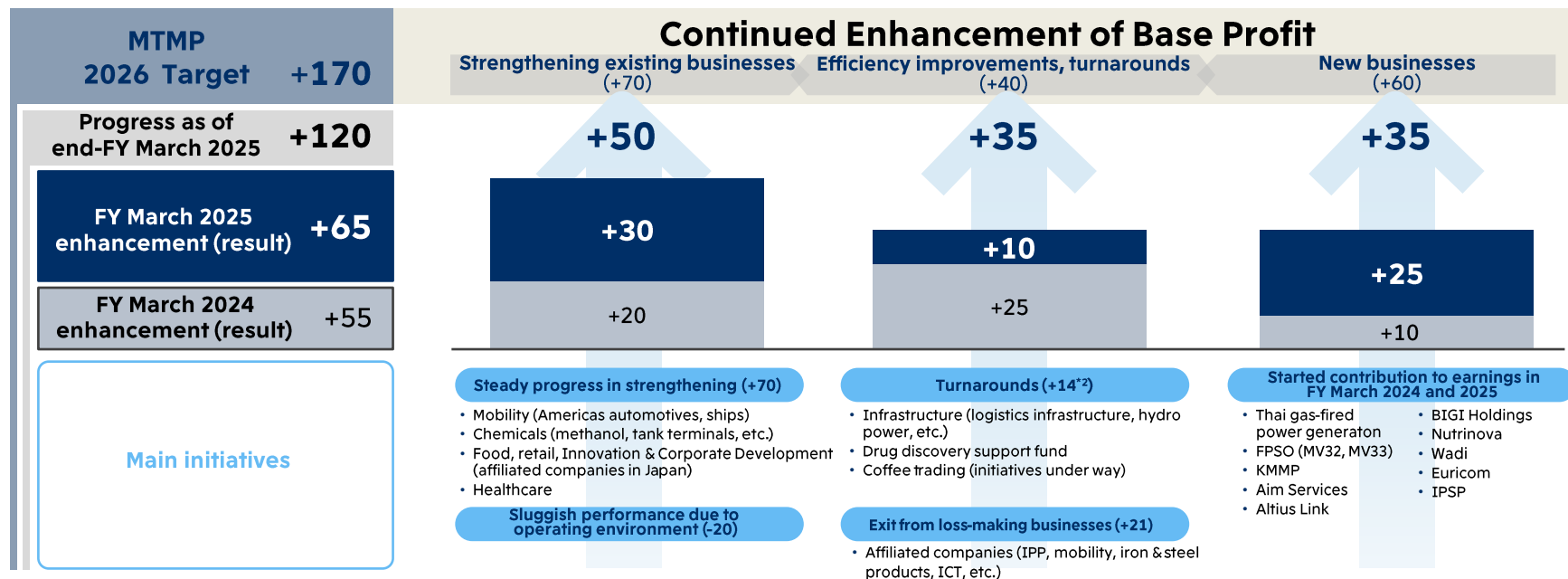
2) Incoming funds (from balance sheet)

+400

Progress in Enhancement of Base Profit

- ◆ First 2 years' progress of 120 billion yen*1 against target of 170 billion yen increase by end-FY March 2026
- ◆ Steady progress so far, expecting to achieve MTMP 2026 target

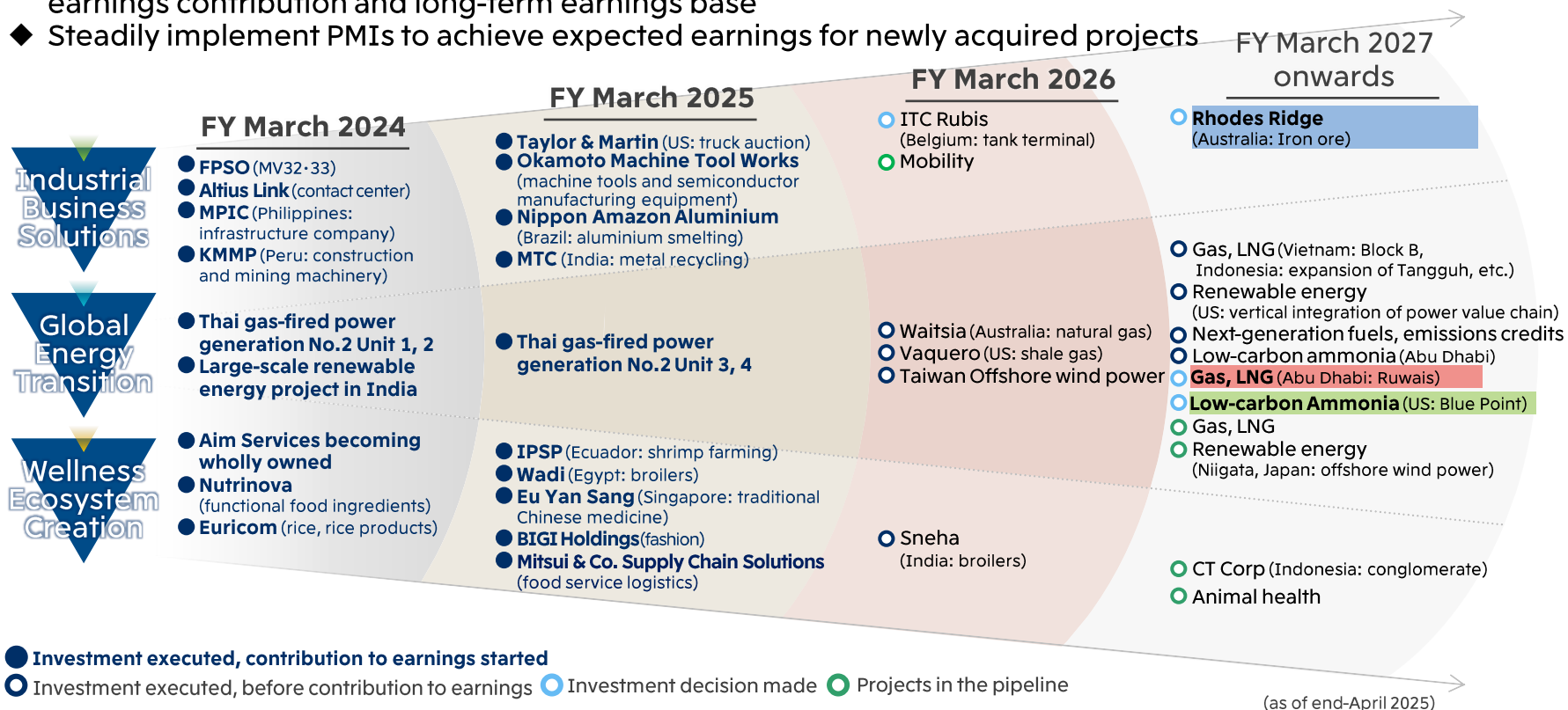
(bn JPY)



*1 Progress of businesses expected to enhance base profit from FY March 2023 results to FY March 2026 business plan *2 Including increase and decrease in profit from FY March 2023 in projects underway

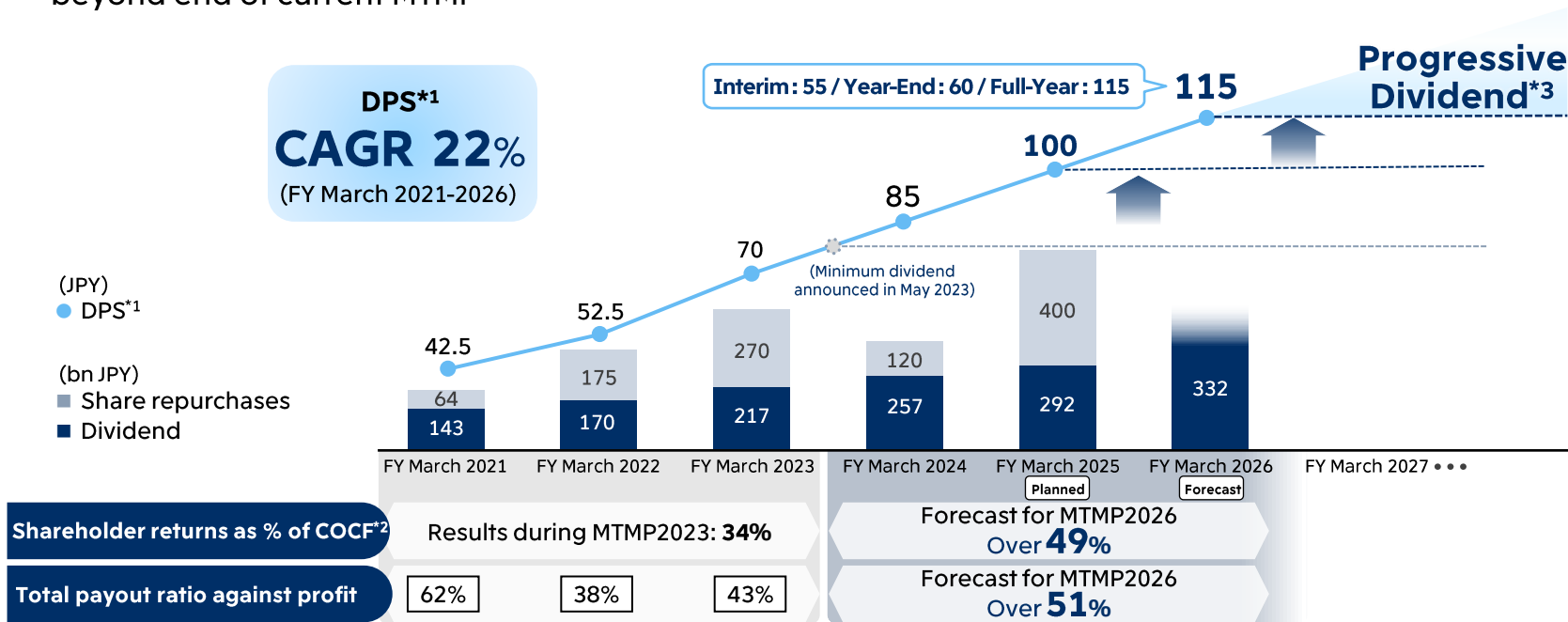
Timing of Earnings Contribution from New Projects

- ◆ Progressing ahead of schedule with investment decisions and executions, fortifying near-term earnings contribution and long-term earnings base
- ◆ Steadily implement PMIs to achieve expected earnings for newly acquired projects



Shareholder Returns Policy

- ◆ DPS*1 for FY March 2026 to be 115 yen per share, a 15 yen increase (interim: 55, year-end: 60)
- ◆ Cumulative shareholder returns as % of COCF for 3-year MTMP expected to exceed 49%
- ◆ Based on confidence in significant growth in earnings base, plan to maintain progressive dividend beyond end of current MTMP



*1 Dividend per share (DPS). The DPS figures up to FY March 2024 have been retroactively adjusted due to the share split carried out in July 2024.

*2 Total payout amount divided by COCF *3 Policy is to keep in place the progressive dividend (maintaining or increasing dividend) beyond the end of the current MTMP

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FY March 2025 COCF (Results): YoY Segment Comparison

(bn JPY)

Segment	FY March 2024 Result	FY March 2025 Result	Change	Main YoY factors
Mineral & Metal Resources	409.1	357.9	-51.2	[-] Iron ore and metallurgical coal prices
Energy	247.8	363.4	+115.6	[+] LNG dividends
Machinery & Infrastructure	176.9	145.2	-31.7	[-] Consolidated subsidiary becoming an equity method investee, higher taxes and lower dividends due to asset sales
Chemicals	63.4	90.6	+27.2	[+] Methanol, FVTPL, trading
Iron & Steel Products	8.5	6.0	-2.5	
Lifestyle	40.2	18.1	-22.1	[-] Lower dividends from equity method investees, coffee trading
Innovation & Corporate Development	45.4	27.0	-18.4	[-] Increase in taxes due to asset sales
Others, Adjustment & Eliminations	4.5	19.3	+14.8	Expenses, interest, taxes, etc., not allocated to business segments
Total	995.8	1,027.5	+31.7	

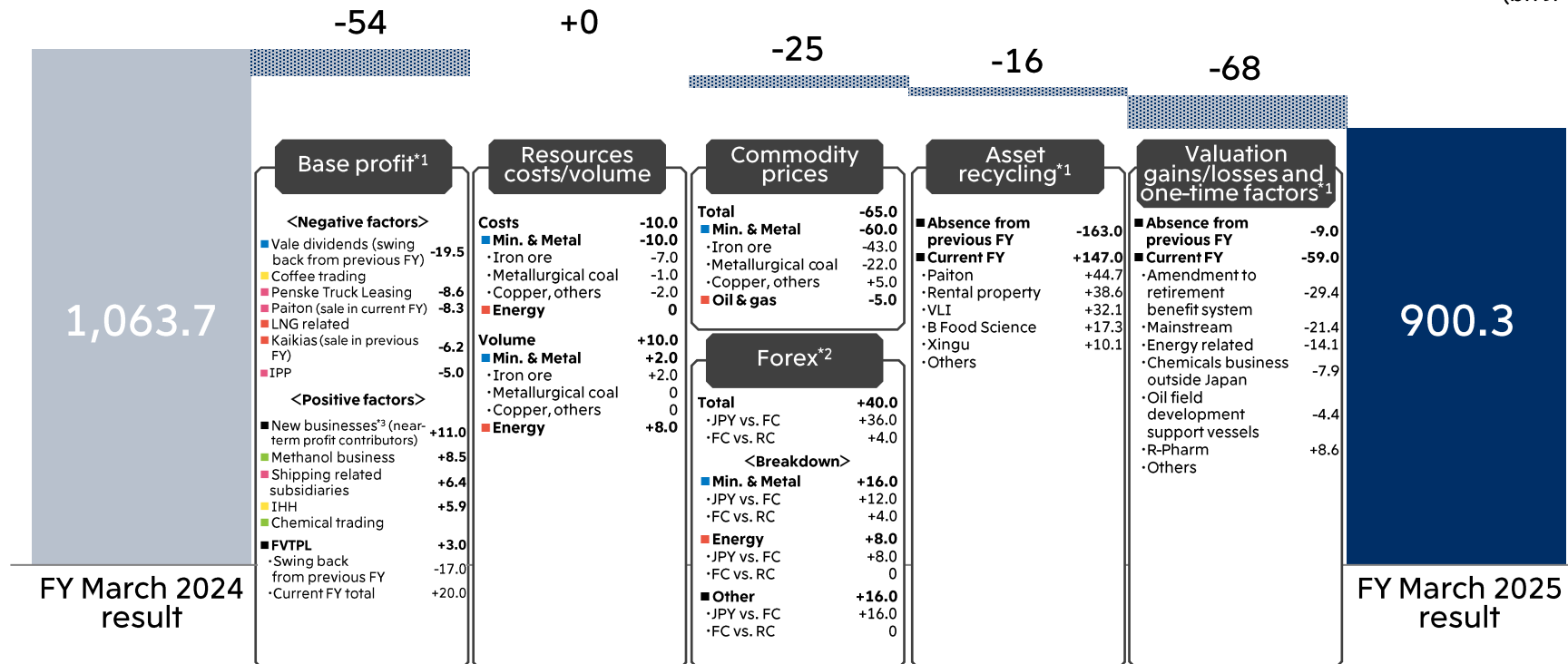
FY March 2025 Profit (Results): YoY Segment Comparison

(bn JPY)

Segment	FY March 2024 Result	FY March 2025 Result	Change	Main YoY factors
Mineral & Metal Resources	335.1	285.4	-49.7	[-] Iron ore and metallurgical coal prices
Energy	281.7	173.5	-108.2	[-] Absence of one-time profit, LNG trading
Machinery & Infrastructure	248.7	232.9	-15.8	[-] Automotives, lower profit due to asset sales
Chemicals	39.2	75.9	+36.7	[+] Methanol, FVTPL, gains from asset sales, trading
Iron & Steel Products	11.2	13.2	+2.0	
Lifestyle	94.1	53.7	-40.4	[-] Absence of valuation gain related to Aim Services, coffee trading
Innovation & Corporate Development	53.8	87.3	+33.5	[+] Sale of a rental property in Japan
Others, Adjustment & Eliminations	-0.1	-21.6	-21.5	[-] Amendment to retirement benefit system
Total	1,063.7	900.3	-163.4	

FY March 2025 Profit: YoY Factor Comparison

(bn JPN)



*1 Starting from FY March 2025, recurring asset recycling gains/losses are now classified as base profit, while one-time factors that were previously included in base profit are now classified as valuation gain/loss and one-time factors. Accordingly, those amounts in the previous period have been retroactively adjusted.

*2 FC=Functional currency, RC=Revenue currencies

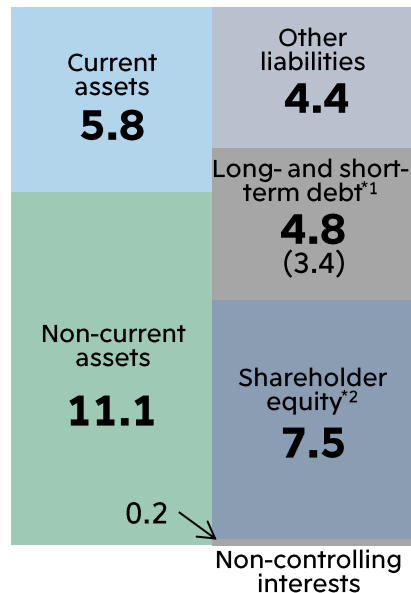
*3 Investments made during the current MTMP (excluding the Thai gas-fired power generation, FPSO, and large-scale renewable energy project in India in the *Timing of Earnings Contribution from New Projects* table on P.8)

Balance Sheet as of End-March 2025

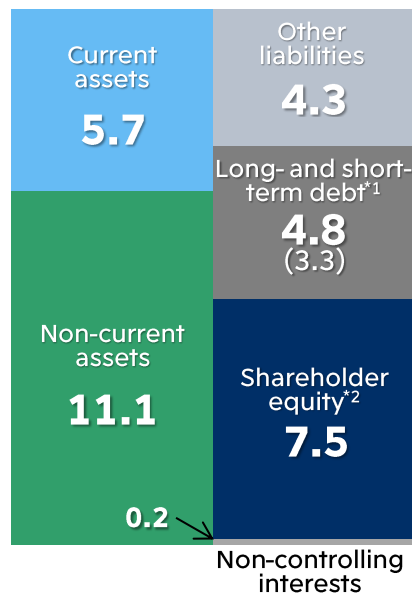
End-March 2024

End-March 2025

(Tr JPY)



Total assets	Shareholder equity	Net D/E Ratio
16.9 Tr	7.5 Tr	0.45x



Total assets	Shareholder equity	Net D/E Ratio
16.8 Tr	7.5 Tr	0.44x

Main balances and changes

(Tr JPY)

	End-Mar 2025	Changes from end-March 2024
Interest-bearing debt ^{*3}	4.3	+ 0.0
Net interest-bearing debt ^{*4}	3.3	- 0.1
Shareholder equity ^{*2}	7.5	+ 0.0
• Profit		+ 0.9
• Other Comprehensive Income		- 0.2
1) Financial assets measured at FVTOCI		- 0.1
2) Cash-flow hedge		+ 0.0
3) Foreign currency translation adjustment		- 0.2
• Dividend payment		- 0.3
• Share repurchases		- 0.4

^{*1} Figures in brackets are *net interest-bearing debt*

^{*2} In this presentation material, *shareholder equity* means total equity attributable to owners of the parent

^{*3} *Interest-bearing debt* is calculated by excluding lease liability from short-term debt and long-term debt

^{*4} *Net interest-bearing debt* is interest-bearing debt minus cash and cash equivalents

FY March 2026 Business Plan:

COCF YoY Segment Comparison

(bn JPY)

Segment	FY March 2025 result	FY March 2026 business plan	Change	Main YoY factors
Mineral & Metal Resources	357.9	260	-97.9	[-] Iron ore and metallurgical coal prices, dividends from equity method investees, interest expenses
Energy	363.4	220	-143.4	[-] LNG dividends
Machinery & Infrastructure	145.2	140	-5.2	[-] Dividends
Chemicals	90.6	95	+4.4	[+] Equity method investees becoming consolidated companies
Iron & Steel Products	6.0	10	+4.0	[+] Improvement in performance of affiliated companies
Lifestyle	18.1	25	+6.9	[+] Food trading
Innovation & Corporate Development	27.0	40	+13.0	[+] Lower taxes due to absence of asset sales
Others, Adjustment & Eliminations	19.3	30	+10.7	Expenses, interest, taxes, etc., not allocated to business segments
Total	1,027.5	820	-207.5	

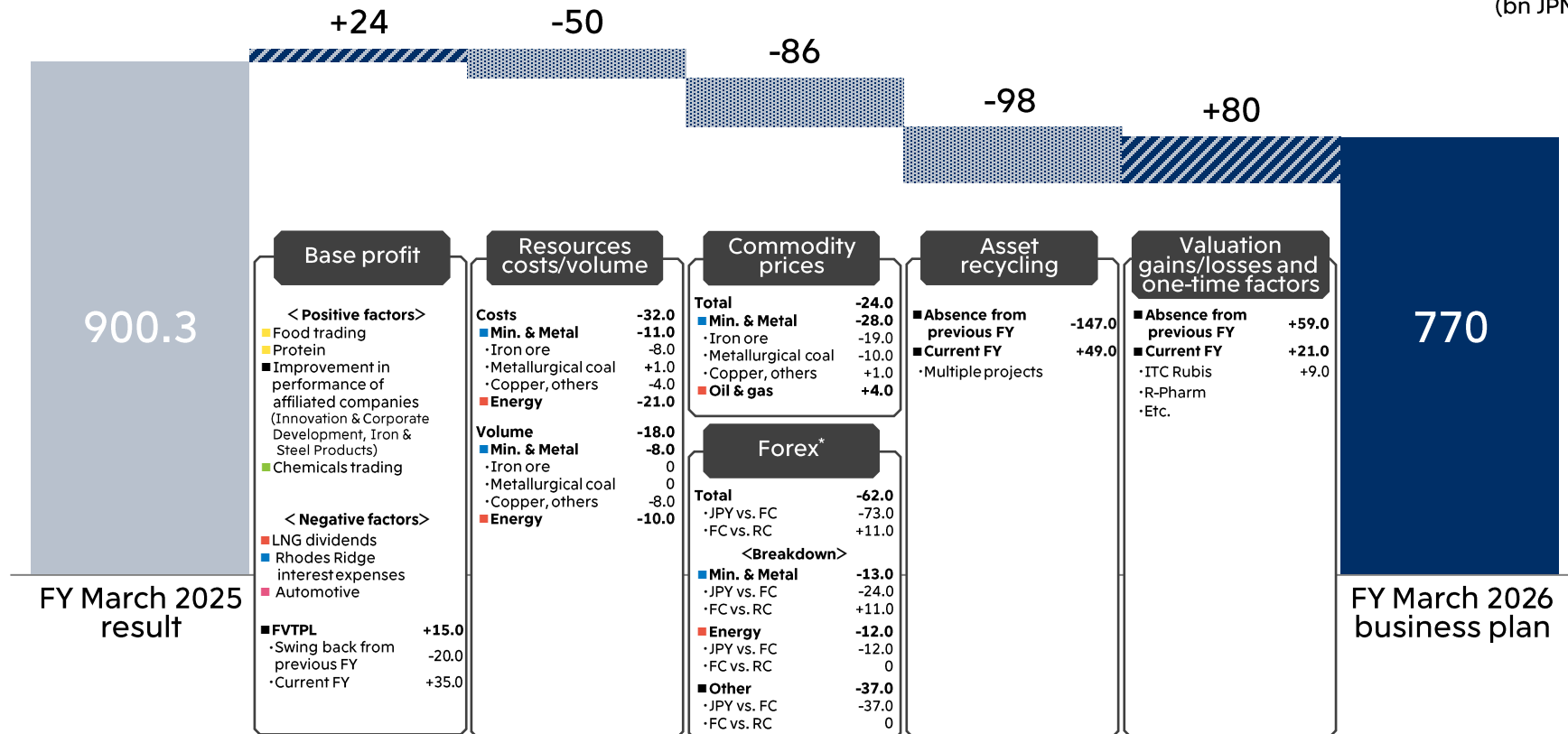
FY March 2026 Business Plan: Profit YoY Segment Comparison

(bn JPY)

Segment	FY March 2025 result	FY March 2026 business plan	Change	Main YoY factors
Mineral & Metal Resources	285.4	200	-85.4	[-] Iron ore and metallurgical coal prices, interest expenses
Energy	173.5	140	-33.5	[-] LNG dividends, crude oil prices [+] Absence of one-time losses, US gas prices
Machinery & Infrastructure	232.9	190	-42.9	[-] Absence of gains on asset sales, automotives [+] Absence of valuation losses
Chemicals	75.9	85	+9.1	[+] Valuation gains, absence of one-time losses, trading [-] Absence of asset sales
Iron & Steel Products	13.2	15	+1.8	[+] Improvement in performance of affiliated companies
Lifestyle	53.7	70	+16.3	[+] Food trading, improvement in performance of affiliated companies, absence of FVTPL losses [-] Absence of Xingu related
Innovation & Corporate Development	87.3	65	-22.3	[-] Absence of gains on asset sales [+] FVTPL, commodity derivative trading
Others, Adjustment & Eliminations	-21.6	5	+26.6	[+] Absence of amendment to retirement benefit system
Total	900.3	770	-130.3	

FY March 2026 Business Plan: YoY Factor Comparison

(bn JPN)



* FC=Functional currency, RC=Revenue currencies

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1. Asset Recycling, Valuation Gains/Losses and One-Time Factors by Segment



(bn JPY)

Segment	FY March 2025 result			FY March 2026 business plan	
	Profit	Asset recycling	Valuation gains/losses and one-time factors	Profit	Asset recycling, valuation gains/losses and one-time factors
Mineral & Metal Resources	285.4	0.3	6.3	200	4
Energy	173.5	0.3	-14.1	140	11
Machinery & Infrastructure	232.9	70.5	-20.8	190	27
Chemicals	75.9	22.4	-7.5	85	9
Iron & Steel Products	13.2	1.2	-0.4	15	0
Lifestyle	53.7	12.6	17.6	70	17
Innovation & Corporate Development	87.3	44.1	0.7	65	2
Others/ Adjustments and Eliminations	-21.6	-4.3	-41.2	5	-
Total	900.3	147.2	-59.5	770	70

Note: Total does not match the sum of the segments due to rounding differences

2. Initiatives to Enhance Corporate Value

◆ Aim for sustained ROE growth in excess of cost of equity

		FY March 2024 - FY March 2025	FY March 2026
 Improvement of ROE	Profitability improvement	<ul style="list-style-type: none"> Strengthening of existing businesses Withdrawal from and turnaround of loss-making businesses Asset recycling, sale of listed stocks, and elimination of cross-holding 	
	Enhancement of shareholder returns	<ul style="list-style-type: none"> Introduction of progressive dividend for current MTMP 30 yen dividend increase (70→100 yen*) Share repurchases of 520 billion yen 15 yen dividend increase (100→115 yen minimum*) 	
	Appropriate capital structure	<ul style="list-style-type: none"> Allocation of funds to management allocation from balance sheet Diversification of financing Continuous control of net D/E ratio Maintaining and improvement of credit ratings 	
		FY March 2024 - FY March 2025	FY March 2026
 Reducing cost of capital	Enhancement of portfolio quality	<ul style="list-style-type: none"> Growth investment decision and execution with geographical and industrial diversity Execute strategic asset sales Rigorous investment discipline Continue to reconfigure assets being mindful of capital efficiency 	
	Strengthening of governance	<ul style="list-style-type: none"> Changes in the structure of the Board of Directors and Executive Committee Appropriate evaluation of performance-linked stock-based remuneration and review of evaluation items Ongoing review of governance structure 	
	Expansion of sustainability disclosures	<ul style="list-style-type: none"> Gross emissions target (30% reduction vs FY March 2020) Enhancing disclosure of natural capital (LEAP Analysis) ESG Rating Improvement (MSCI, CDP Climate) Disclosure based on TNFD (natural capital) Expansion of human rights due-diligence scope and implementation 	

3. Corporate Governance

Organizational design: Company with Audit & Supervisory Board

Advisory bodies of the Board of Directors:

Governance Committee, Nomination Committee, Remuneration Committee

	Name	*2 R/N	Title	*3 Governance Committee	*3 Nomination Committee	*3 Remuneration Committee	External	Female	Non- Japanese
Directors (12 persons) *1,*4	Tatsuo Yasunaga	R	Representative Director, Chair of the Board of Directors	◎					
	Kenichi Hori	R	Representative Director, President and Chief Executive Officer	○	○				
	Yoshiaki Takemasu	R	Representative Director, Executive Vice President						
	Tetsuya Shigeta	R	Representative Director, Executive Vice President			○			
	Kazumasa Nakai	N	Representative Director, Senior Executive Managing Officer	○					
	Tetsuya Fukuda	N	Representative Director, Senior Executive Managing Officer						
	Samuel Walsh	R	Director (External·Independent)	○			●		●
	Takeshi Uchiyamada	R	Director (External·Independent)		◎		●		
	Masako Egawa	R	Director (External·Independent)	○		◎	●	●	
	Fujiyo Ishiguro	R	Director (External·Independent)		○		●	●	
Audit & Supervisory Board Members (5 persons) *1,*2	Sarah L. Casanova	R	Director (External·Independent)	○			●	●	●
	Jessica Tan Soon Neo	R	Director (External·Independent)			○	●	●	●
	Kimiro Shiotani	R	Audit & Supervisory Board Members						
	Hirotatsu Fujiwara	R	Audit & Supervisory Board Members						
	Yuko Tamai	R	Audit & Supervisory Board Members (External·Independent)	○			●	●	
	Makoto Hayashi	R	Audit & Supervisory Board Members (External·Independent)		○		●		
	Hiroyuki Takanami	N	Audit & Supervisory Board Members (External·Independent)			○	●		

*1 The appointment of 12 directors and Mr. Takanami will be subject to resolution of the General Meeting of Shareholders on June 18, 2025

*2 R:Reelection, N:New, Mr. Nakai served as a director from June 2022 to June 2024 *3 Chairs for each advisory committee are marked with ◎

*4 "Independent" indicates that the candidate meets the independence criteria of the Tokyo Stock Exchange and Mitsui

Ratio of Directors

- ◆ Decreased the number of directors from 15 to 12 in June 2024.
- ◆ Ratio of external directors increased to 50%.



4. Assumptions and Sensitivities

	Impact on profit for the year attributable to owners of the parent for the year ending FY March 2026	FY March 2026 assumption	FY March 2025 result
	Crude oil/JCC -	67	83
	Consolidated oil price* ¹ 2.4bn JPY (1USD/bbl)	75	86
Commodity	US gas* ² 1.9bn JPY (0.1USD/mmBtu)	3.50	2.41* ³
	Iron ore* ⁴ 3.1bn JPY (1USD/ton)	* ⁵	105* ⁶
	Metallurgical coal 0.3bn JPY (1USD/ton)	* ⁵	218* ⁷
	Copper* ⁸ 0.5bn JPY (100USD/ton)	9,100	9,144* ⁹
Forex* ¹⁰	USD 4.1bn JPY (per 1 yen change)	140.00	152.57
	AUD 2.1bn JPY (per 1 yen change)	90.00	99.27

*¹ As the crude oil price affects our consolidated results with a time lag, the effect of crude oil prices on consolidated results is estimated as the consolidated oil price, which reflects this lag. For FY March 2026, we have assumed that there is a 4-6 month time lag for approx. 35%, a 1-3 month time lag for approx. 30%, an over 1-year time lag for approx. 30%, and no time lag for approx. 5%. The above sensitivities show the annual impact of changes in the consolidated oil price.

*² As Mitsui has very limited exposure to US natural gas sold at Henry Hub (HH), the above sensitivities show the annual impact of changes in the weighted average sale price.

*³ The US gas figure for the year ended March 2025 (result) is the Henry Hub Natural Gas Futures average daily prompt month closing price traded on NYMEX during January to December 2024.

*⁴ The effect of dividend income from Vale has not been included.

*⁵ Iron ore and metallurgical coal price assumptions are not disclosed.

*⁶ The iron ore figure for the year ended March 2025 (result) is the daily average (reference price) spot indicated price (Fe 62% CFR North China) recorded in several industry trade magazines from April 2024 to March 2025.

*⁷ The metallurgical coal figure for the year ended March 2025 (result) is the quarterly average price of representative coal brands in Japan (USD/MT).

*⁸ As the copper price affects our consolidated results with a 3-month time lag, the above sensitivities show the annual impact of a 100 USD/ton change in the average of the LME monthly average cash settlement prices for the period from March to December 2025.

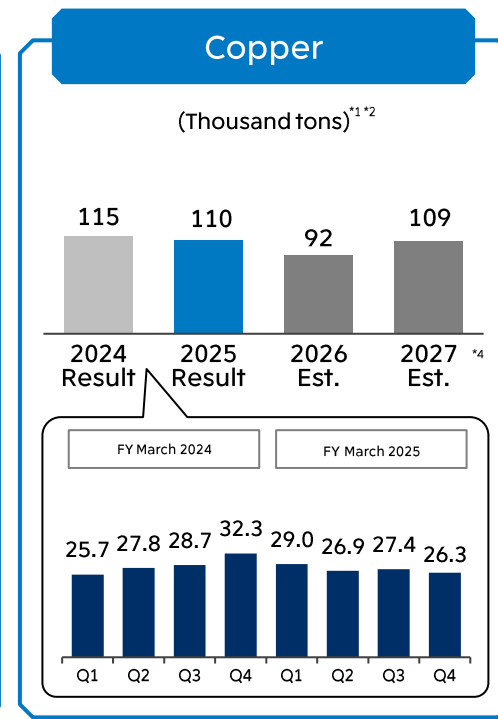
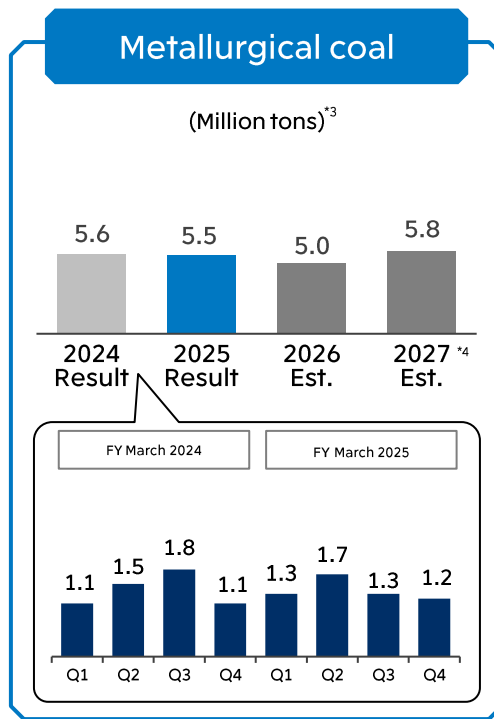
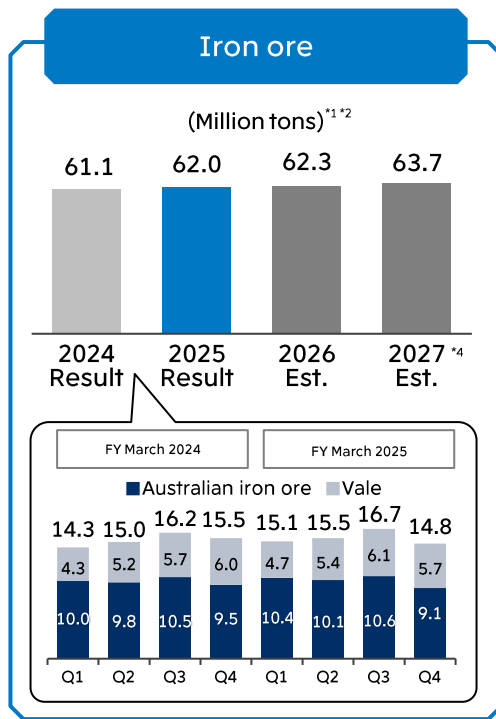
*⁹ The copper figure for the year end March 2025 (result) is the average of the LME monthly average cash settlement prices for the period from January to December 2024.

*¹⁰ The above sensitivities show the impact of currency fluctuations on reported profit of overseas affiliated companies denominated in their respective functional currencies and the impact of dividends received from major foreign investees. Depreciation of the yen has the effect of increasing profit through the conversion of profit (denominated in functional currencies) into yen. In the overseas affiliated companies where sales contracts are in USD, the impact of currency fluctuations between USD and the functional currency of AUD, and the impact of currency hedging, are not included.

5. Mineral & Metal Resources – Equity Share of Production

Equity Share of Production
(as of May 2025)

Production



*1 Vale, copper reported with a 3-month time lag

*2 Includes Vale production (the ratio of Mitsui's equity share), among others

*3 Does not include production volume of thermal coal

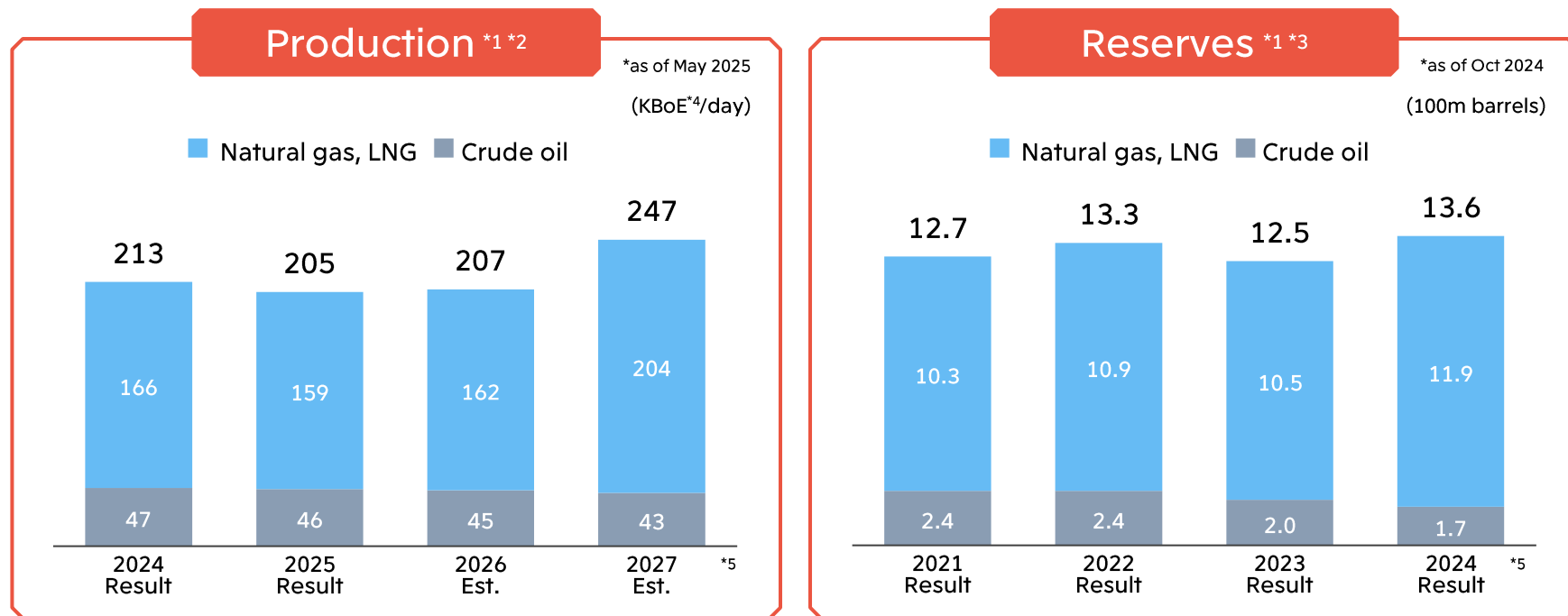
*4 Fiscal years ending in March

6. Mineral & Metal Resources: Main Businesses – Producing Assets

Product	Name* ¹	Location	FY March 2025 equity production	Main partners	Equity ratio * ³	Revenue recognition	Accounting Period
Iron ore	Robe River	Australia	19.7 million tons	Rio Tinto	33.0%	Consolidated (partially accounted for by equity method)	Mar
	Mt. Newman / Yandi / Mt. Goldsworthy / Jimblebar	Australia	20.4 million tons	BHP	7.0%	Consolidated (partially accounted for by dividend)	Mar
	Vale	Brazil	21.9 million tons* ²	Vale	6.71%	Dividend income	Dec
Metallurgical Coal	Kestrel	Australia	0.7 million tons	EMR / Adaro	20.0%	Consolidated	Mar
	Moranbah North / Grosvenor / Capcoal / Dawson	Australia	4.8 million tons	Anglo American	Various	Consolidated	Mar
Copper	Collahuasi	Chile	67.0 thousand tons* ²	Anglo American Glencore	12.0%	Equity Method	Dec
	Anglo American Sur	Chile	21.0 thousand tons* ²	Anglo American Codelco	9.5%	Equity Method	Dec
Nickel	Taganito	Philippines	3.9 thousand tons* ²	Sumitomo Metal Mining	15.0%	Dividend income	Dec
Aluminum	Albras / Alunorte	Brazil	aluminum ingot : 78.2thousand tons* ² alumina : 131.4thousand tons* ²	Norsk Hydro	Various	Equity Method (Dividend income partially)	Dec

*1 Includes JV names, company names, and project names *2 Jan-Dec 2024 results *3 As of end-March 2025

7. Energy: Natural Gas & Crude Oil – Equity Share of Production & Reserves



*1 Oil equivalent: Mitsui's equity share of interests of consolidated subsidiaries, equity method investees, and general investments

*2 Mitsui's share of sales is applied to certain projects

*3 According to Mitsui's assessment standards

*4 Thousand barrels of oil equivalent

*5 Fiscal years ending in March

8. Energy: Main Businesses – Producing Assets

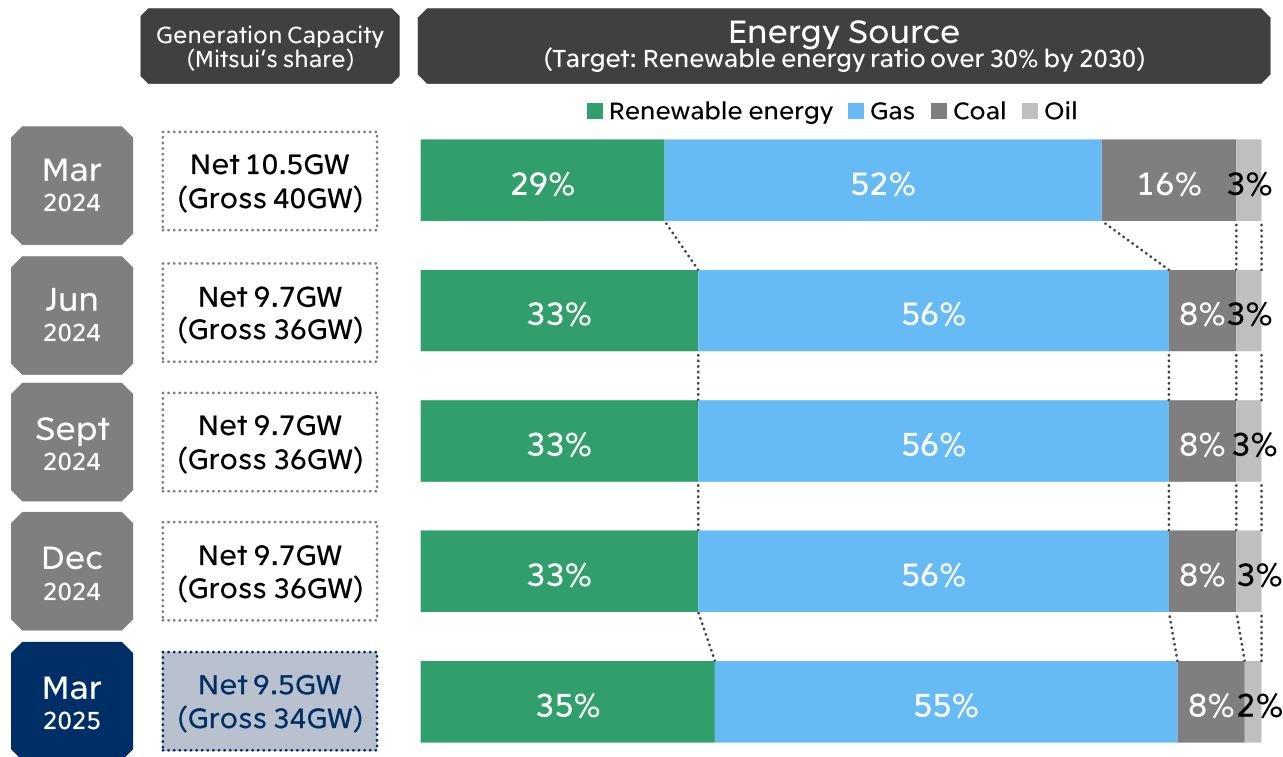
Business	Project name	Location	Production capacity	Shareholder composition /Interest holders	Mitsui participating entity	Revenue Recognition	Accounting Period
LNG	ADNOC LNG	UAE	6.0 million tons/year	ADNOC Gas (70%), BP (10%), TotalEnergies (5%)	Mitsui (15%)	Dividend income	Dec
	QatarEnergy LNG N(3)	Qatar	7.8 million tons/year	QatarEnergy (68.5%) ConocoPhillips (30%)	Mitsui (1.5%)	Dividend income	Mar
	Oman LNG	Oman	7.6 million tons/year	Oman government (51%) Shell (30%), others	Mitsui (2.77%)	Dividend income	Dec
	Sakhalin II	Russia	9.6 million tons/year	Gazprom (77.5%) Mitsubishi Corp (10%)	MITSEL (12.5%)	Dividend income	Dec
	North West Shelf	Australia	14.3 million tons/year	Woodside (33.3%) MIMI, Shell, BP, Chevron (16.7% each)	MIMI [Mitsui/Mitsubishi Corp=50:50]	Equity method	Dec
	Tangguh	Indonesia	11.4 million tons/year	BP (40.2%) MI Berau [Mitsubishi Corp/INPEX] (16.3%) CNOOC (13.9%) ENEOS Xplora Berau [ENEOS/JOGMEC] (12.2%) KG Berau (8.6%) LNG Japan (7.4%) KG Wiriagar (1.4%)	Mitsui holds 3.16% equity of whole project through KG Berau and KG Wiriagar	Equity method/ Consolidated	Dec
	Cameron	US	12.0 million tons/year	Sempra (50.2%) TotalEnergies, [Mitsubishi Corp /NYK] (16.6% each)	Mitsui (16.6%)	Equity method	Dec

8. Energy: Main Businesses – Producing Assets

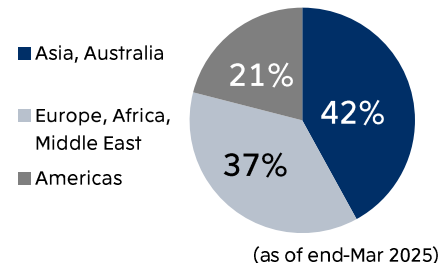
Business	Project name	Location	Production (most recent data)	Shareholder composition /Interest holders	Mitsui participating entity	Revenue Recognition	Accounting Period
E&P	Block 9	Oman	Not disclosed	Occidental (50%) OQ (45%)	MEPME (5%)	Consolidated	Dec
	Block 27	Oman	Not disclosed	Occidental (65%)	MEPME (35%)	Consolidated	Dec
	Block 3&4	Oman	Not disclosed	CCED (50%) Tethys (30%)	MEPME (20%)	Consolidated	Dec
	Tempa Rossa	Italy	Not disclosed	TotalEnergies (50%) Shell (25%)	MEPIT (25%)	Consolidated	Dec
	Greater Enfield	Australia	Crude oil: 20.6 thousand BD*1	Woodside (60%)	MEPAU (40%)	Consolidated	Dec
	Kipper	Australia	Not disclosed	ExxonMobil (32.5%) Woodside (32.5%)	MEPAU (35%)	Consolidated	Dec
	Waitsia	Australia	Gas/condensate: 4.8 thousand BD	Beach Energy (50%)	MEPAU (50%)	Consolidated	Dec
	Casino, Henry, Netherby	Australia	Gas/condensate: 3.3 thousand BD	Cooper (50%)	MEPAU (50%)	Consolidated	Dec
	Meridian	Australia	Gas: 7.6 thousand BD	WestSide (51%)	MEPAU (49%)	Consolidated	Dec
	Eagle Ford	US	Gas/condensate/ NGL: 79 thousand BD	Crescent Energy (62.5%) KNOC (25%)	MEPTX (12.5%)	Consolidated	Dec
	Marcellus	US	Gas: 3,161 MMCF/D*2	Equinor (40.7%) Expand Energy (32.5%) others	MEPUSA (11%)	Consolidated	Dec
	South Texas Vaquero	US	Gas: 75 MMCF/D	Granite Ridge Holdings (8%)	MEPSTX (92%)	Consolidated	Dec

*1 barrel per day *2 million standard cubic feet per day

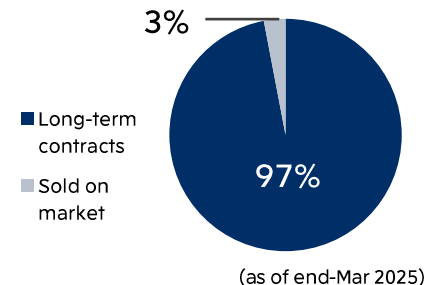
9. Power Generation Portfolio



By Region



By Type



Please refer to our sustainability website for details on power generation portfolio
https://www.mitsui.com/jp/en/sustainability/environment/climate_change/pdf/en_projectlist_20250331.pdf

10. YoY Profit Change (by Factor and Segment)

Segment	24/3	Base profit *1		Resources /Prices /FX *2 *3	Asset recycling *1 *5						Valuation gains/losses and one-time factors *1 *5						25/3	Change	
					Q	Previous		Current year		Previous		Current year							
Mineral & Metal Resources	335.1	- 24.3	<Negative factors> ·Vale dividends (Swing back from previous year) -19.5 ·Erdos -3.3	- 52.0	Q1	0	+0.3	·Various		+20.0	- 0.4	+6.3	+1.2	·Various		285.4	- 49.7		
					Q2			0	0		·Various								
					Q3			0	0		·Various								
					Q4			0	0		·Various								
Energy	281.7	- 15.6	<Negative factors> ·LNG trading related ·Kaikias (sale in previous year) -6.2 <Positive factors> ·LNG dividends related	+11.0	Q1	- 55.7	+0.2	+0.6	·Various		- 34.1	- 0.1	- 14.1	- 5.5	·Various valuation gains/losses		173.5	- 108.2	
					Q2			- 2.4	+0.5	·Various		+8.9		+19.2	·Various valuation gains/losses ·Lower tax burden outside Japan				
					Q3			- 15.7	0	·Various valuation gains/losses		+11.4		- 26.8					
					Q4			- 37.8	- 0.8	·Various		- 54.3		- 1.0	·Various				

*1 Starting from FY March 2025, recurring asset recycling gains/losses are now classified as *base profit*, while one-time factors that were previously included in *base profit* are now classified as *valuation gains/losses and one-time factors*. Accordingly, amounts for the same period of the previous year have been retroactively adjusted.

	Resources-related		Commodity	Forex*4			Grand
	Costs	Volume	Prices	JPY vs FC	FC vs RC	Total	Total
M&MR	-10	2	-60	12	4	16	-52
Iron ore	-7	2	-43	9	2	11	-37
Metallurgical coal	-1	0	-22	1	1	2	-21
Copper, others	-2	0	5	2	1	3	6
Energy	0	8	-5	8	0	8	11

*3 Foreign exchange (¥ vs FC) that does not belong to segments other than Mineral & Metal Resources and Energy is included in *Others*.

*4 FC=Functional currency, RC=Revenue currencies

*5 The symbols (+/-) listed in the two *previous period* columns under *asset recycling* and *valuation gains/losses and one-time factors* are the reverse of the actual incurred amounts.



MITSUI & CO.

(bn JPY)

10. YoY Profit Change (by Factor and Segment)

Segment	24/3	Base profit *1	Resources /Prices /FX *2 *3	Asset recycling *1 *5					Valuation gains/losses and one-time factors *1 *5					25/3	Change				
				Q	Previous		Current year			Previous		Current year							
Machinery & Infrastructure	248.7	- 25.9	<Negative factors > •PTL -8.6 •Paiton (sale this year) -8.3 •IPP -5.0 < Positive factors > •Shipping related subsidiaries +6.4	*3	Q1	- 71.5	+2.6	+76.8	•Sale of Paiton +44.7 •Partial sale of VLI and valuation gain +32.1			+31.9	+3.0	- 4.0	•Oil field development support vessel business -4.4 •Various		232.9	- 15.8	
					Q2				- 63.6		- 4.1				•Various				
					Q3				- 7.9		- 7.2				•Industrial and construction machinery business -7.0				
					Q4				- 2.6		+5.0				•Various				
Chemicals	39.2	+28.3	<Positive factors > •Methanol production and sales +8.5 •FVTPL +7.7 •Trading •Novus +4.4 < Negative factors > •Various	*3	Q1	- 15.6	- 5.6	0				+9.1	+1.2	+0.2	•Various		75.9	+36.7	
					Q2				- 0.2		+2.0				•Various				
					Q3				- 10.1		0								
					Q4				+0.3		+20.4				•Sale of B Food Science +17.3 •Various				

*1 Starting from FY March 2025, recurring asset recycling gains/losses are now classified as *base profit*, while one-time factors that were previously included in *base profit* are now classified as *valuation gains/losses and one-time factors*. Accordingly, amounts for the same period of the previous year have been retroactively adjusted.

*2 Breakdown of *resources-related/commodity prices/forex (resources/prices/FX)* is shown in the footnotes on page 39.

*3 Foreign exchange (¥ vs FC) that does not belong to segments other than Mineral & Metal Resources and Energy is included in *Others*.

*4 The symbols (+/-) listed in the two *previous period* columns under *asset recycling* and *valuation gains/losses and one-time factors* are the reverse of the actual incurred amounts.

10. YoY Profit Change (by Factor and Segment)

Segment	24/3	Base profit *1		Resources /Prices /FX *2 *3	Asset recycling *1 *5						Valuation gains/losses and one-time factors *1 *5						25/3	Change		
					Q	Previous		Current year			Previous		Current year							
Iron & Steel Products			<Negative factors> •Regency Steel Asia -2.3 •NuMit -1.9 <Positive factors> •Various		*3	Q1		0		+1.0	•Various		+6.2	- 1.1		0	13.2		+2.0	
						Q2		0		+0.2	•Various			+4.5		0				
						Q3		0	+1.2	0				+0.9		0				
						Q4		0		0				+1.9	- 0.4	•Various				
						11.2	- 5.0													
Lifestyle			<Negative factors> •Coffee trading •Various <Positive factors> •IHH +5.9 •Various		*3	Q1		- 1.3		+1.5	•Various		- 36.6	- 45.3		+5.0	•BIGI HOLDINGS •Various		53.7	- 40.4
94.1	- 13.2	Q2					- 6.0	+12.6	0			+2.1		- 0.2	•Various					
		Q3					- 0.3		+1.1	•Various		- 0.3		+0.4	•Various					
		Q4					- 13.2		+10.0	•Xingu related +10.1		+6.9		+12.4	•Valuation gain related to R-Pharm put option +9.2 •Various					

*1 Starting from FY March 2025, recurring asset recycling gains/losses are now classified as *base profit*, while one-time factors that were previously included in *base profit* are now classified as *valuation gains/losses and one-time factors*. Accordingly, amounts for the same period of the previous year have been retroactively adjusted.

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10. YoY Profit Change (by Factor and Segment)

Segment	24/3		Base profit *1	Resources /Prices /FX *2 *3	Asset recycling *1 *5						Valuation gains/losses and one-time factors *1 *5						25/3	Change	
					Q	Previous		Current year			Previous		Current year						
Innovation & Corporate Development	53.8	-6.3	<Negative factors > ・Commodity derivative trading ・Mitsui & Co. Real Estate -3.1 < Positive factors > ・Sale of land in Japan	*3	Q1	+0.3	0	+44.1	+0.3	・Various		- 5.3	0	+0.7	- 0.9	・Various		87.3	+33.5
					Q2		0		- 0.4	・Various			- 5.0		+1.2	・Various			
					Q3		+0.1		+42.8	・Partial sale of a rental property in Japan			0		- 2.1	・Various			
					Q4		+0.2		+1.4	・Various			- 0.3		+2.5	・Various			
Others Adjustments and Eliminations	- 0.1	+8.0	Expenses, interest, taxes, etc. not allocated to business segments	*3	Q1	0	0	- 4.3	0			0	0	- 41.2	0			- 21.6	- 21.5
					Q2		0		0				- 29.4		・Impact of amendment to the retirement benefit system -29.4				
					Q3		0		- 4.3	・Partial sale of a rental property in Japan			0		- 11.8	・Taxes -11.8			
					Q4		0		0				0		0				

*1 Starting from FY March 2025, recurring asset recycling gains/losses are now classified as *base profit*, while one-time factors that were previously included in *base profit* are now classified as *valuation gains/losses and one-time factors*. Accordingly, amounts for the same period of the previous year have been retroactively adjusted.

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*3 Foreign exchange (¥ vs FC) that does not belong to segments other than Mineral & Metal Resources and Energy is included in *Others*.

*4 The symbols (+/-) listed in the two *previous period* columns under *asset recycling* and *valuation gains/losses and one-time factors* are the reverse of the actual incurred amounts.

11. Consolidated Statements of Income & Financial Position

Consolidated Statements of Income

(bn JPY)		FY 3/25	FY 3/24	Changes
Gross profit		1,288.4	1,319.7	-31.3
SG&A		-887.7	-794.3	-93.4
Gain (loss) on securities and other investments -net		116.3	198.1	-81.8
Impairment reversal (loss) of fixed assets-net		-35.8	-67.0	+31.2
Gain (loss) on disposal or sales of fixed assets-net		58.0	16.2	+41.8
Other income (expenses)-net		31.7	31.3	+0.4
Dividend income ^{*1}		184.3	210.7	-26.4
Interest income/expense ^{*2}		-114.0	-103.8	-10.2
Share of profit (loss) of investments		494.1	491.6	+2.5
Income taxes		-213.7	-221.9	+8.2
Non-controlling interests		-21.2	-16.8	-4.4
Profit for the period attributable to owners of the parent		900.3	1,063.7	-163.4
*1 Dividend income	Dividend income	184.3	210.7	-26.4
	Q1	29.5	27.7	+1.8
	Q2	33.8	26.3	+7.5
	Q3	88.8	41.8	+47.0
	Q4	32.2	114.9	-82.7
	(breakdown)			
	Domestic	18.9	17.6	+1.3
	Overseas ^{*3}	165.4	193.1	-27.7
*2 Interest income (expense)	Interest income/expense	-114.0	-103.8	-10.2
	Interest income	92.0	64.3	+27.7
	Interest expense	-206.0	-168.1	-37.9
	(breakdown by entity category)			
	Parent	-95.1	-85.3	-9.8
	Overseas trading affiliates	2.4	9.9	-7.5
	Domestic subs.	6.5	5.0	+1.5
	Overseas subs.	-27.8	-33.4	+5.6

Net DER / Adjusted Net DER

	end-Mar 25	end-Mar 24
Interest-bearing debt		
Short-term debt	163.9	244.0
Long-term debt	4,677.4	4,532.1
Total debt	4,841.3	4,776.1
(-) Lease debt	-531.4	-475.3
Interest-bearing debt	4,309.9	4,300.8
(-) Cash and cash equivalents, time deposits	-979.8	-902.7
Net Interest-bearing debt	3,330.1	3,398.1
Total equity attributable to owners of parent	7,546.6	7,541.8
Net debt-to-equity ratio (net DER)		
Net DER (times)	0.44	0.45
Adjusted net DER (times) ^{*4}	0.40	0.41

Average of Interest-Bearing Debt

	end-Mar 25	end-Mar 24
Interest-Bearing Debt		
Average of interest-bearing debt	4,305.4	4,455.2
The end of the reporting period	4,309.9	4,300.8
The end of the previous fiscal year	4,300.8	4,609.5

*3. Dividends from LNG projects are shown on page 51.

*4. Adjusted net DER: Net DER adjusted by deeming 50% of subordinated syndicated loans (420.0 bn yen) as capital.

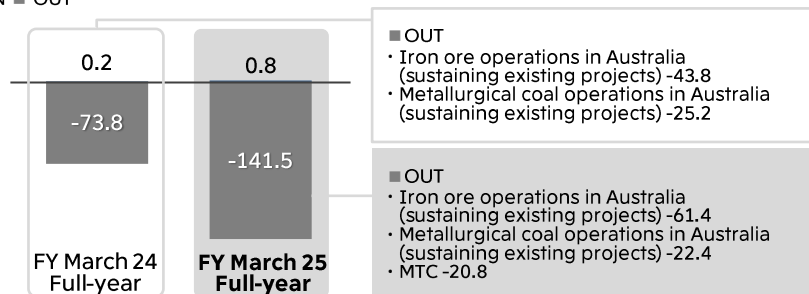
12. Segment Data (Mineral & Metal Resources)

Information regarding "Profit & Loss Attributable to Mitsui from Major Investees" is on P. 51-55
(bn JPY)

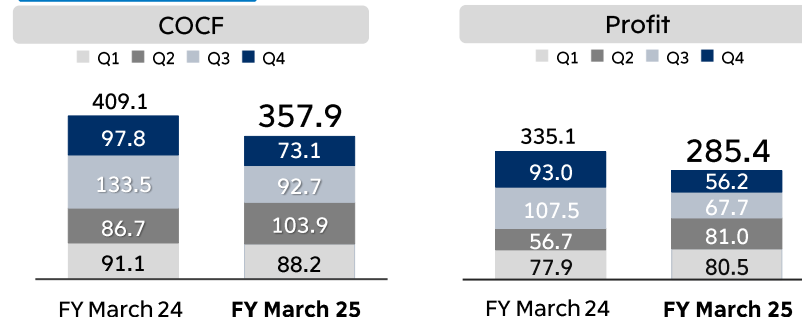
Results	FY 3/24	FY 3/25	YoY	Main factors	FY 3/25 Business plan
COCF	409.1	357.9	-51.2		260.0
Profit	335.1	285.4	-49.7		200.0
Gross profit	342.1	263.9	-78.2	[-] Iron ore and metallurgical coal prices	
Profit (Loss) from equity investments	75.0	82.0	+7.0	[+] Absence of loss in Chilean copper business in previous year	
Dividend income	91.2	63.9	-27.3	[-] Vale	
SG&A	-35.9	-37.0	-1.1		
Others	-137.3	-87.4	+49.9		
Total assets	3,084.4	2,986.7	-97.7		

Investment CF

■ IN ■ OUT



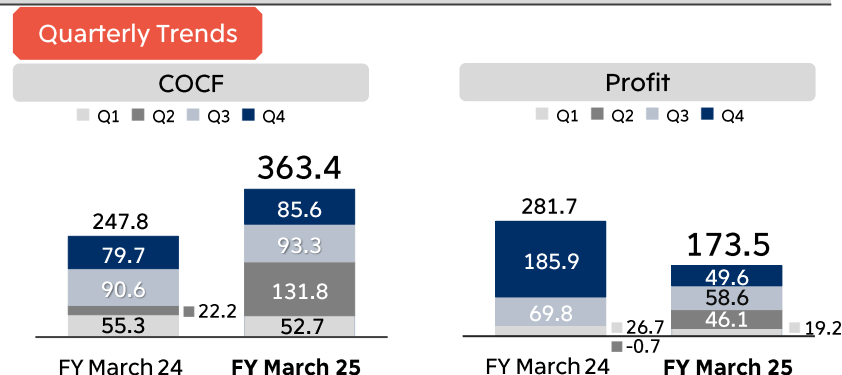
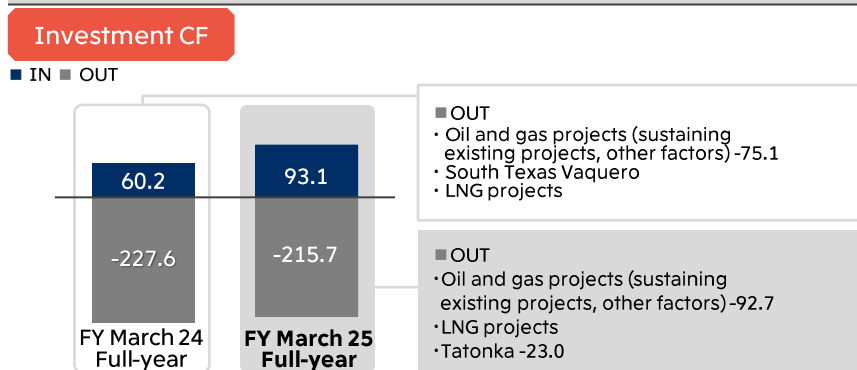
Quarterly Trends



12. Segment Data (Energy)

Information regarding "Profit & Loss Attributable to Mitsui from Major Investees" is on P. 51-55
(bn JPY)

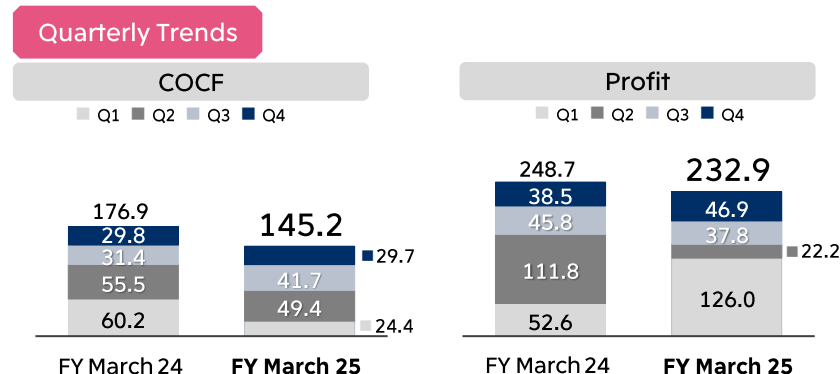
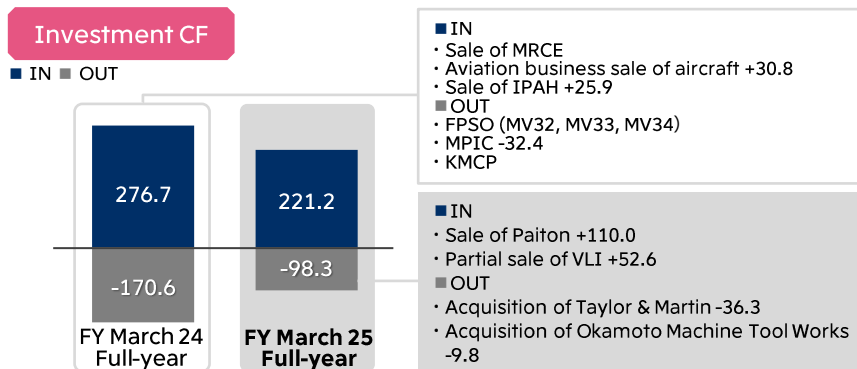
Results	FY 3/24	FY 3/25	YoY	Main factors	FY 3/25 Business plan
COCF	247.8	363.4	+115.6	[+] LNG dividends	220.0
Profit	281.7	173.5	-108.2		140.0
Gross profit	195.8	190.0	-5.8	[-] LNG trading [+] Increase in oil and gas volume	
Profit (Loss) from equity investments	68.1	57.1	-11.0	[-] JAL-MIMI	
Dividend income	92.7	85.7	-7.0	[-] LNG dividends	
SG&A	-58.6	-71.0	-12.4	[-] Various	
Others	-16.3	-88.3	-72.0	[+] LNG related [-] Absence of reversal of asset retirement obligations in previous year, absence of MILNED realization of foreign exchange translation adjustments in previous year	
Total assets	3,408.8	3,425.1	+16.3		



12. Segment Data (Machinery & Infrastructure)

Information regarding "Profit & Loss Attributable to Mitsui from Major Investees" is on P.51-55
(bn JPY)

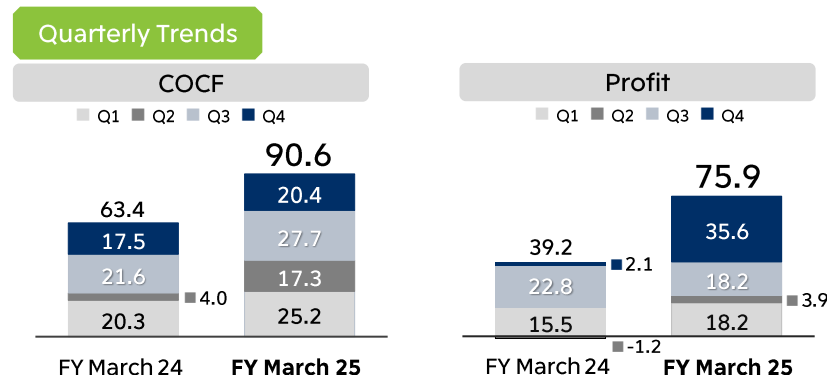
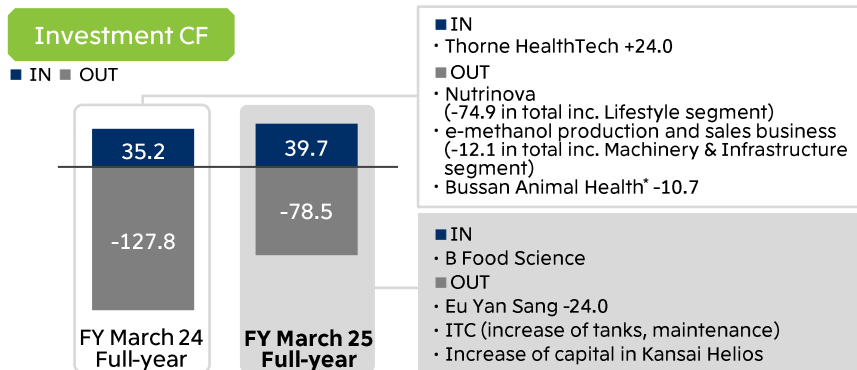
Results	FY 3/24	FY 3/25	YoY	Main factors	FY 3/25 Business plan
COCF	176.9	145.2	-31.7	[-] BAF becoming an equity method investee, Higher tax burden and lower dividends due to asset sales	140.0
Profit	248.7	232.9	-15.8		190.0
Gross profit	221.1	200.1	-21.0	[-] BAF becoming an equity method investee	
Profit (Loss) from equity investments	230.4	225.6	-4.8	[-] Absence of PTL and MPIC valuation gains in previous year, IPAH sale in previous year	
Dividend income	7.1	16.7	+9.6	[+] European automotives business	
SG&A	-181.8	-181.0	+0.8	[+] BAF becoming an equity method investee	
Others	-28.1	-28.5	-0.4	[-] Absence of sale of MRCE and others in previous year [+] Sale of Paiton and VLI	
Total assets	3,769.8	3,735.9	-33.9		



12. Segment Data (Chemicals)

Information regarding "Profit & Loss Attributable to Mitsui from Major Investees" is on P. 51-55
(bn JPY)

Results	FY 3/24	FY 3/25	YoY	Main factors	FY 3/25 Business plan
COCF	63.4	90.6	+27.2	[+] Methanol business, FVTPL	95.0
Profit	39.2	75.9	+36.7		85.0
Gross profit	208.3	256.4	+48.1	[+] Methanol business, FVTPL	
Profit (Loss) from equity investments	21.2	23.1	+1.9		
Dividend income	4.6	3.3	-1.3		
SG&A	-154.7	-158.9	-4.2		
Others	-40.2	-48.0	-7.8	[-] Fixed asset impairment loss, absence of asset sales in previous year [+] Sale of B Food Science	
Total assets	2,049.4	2,062.5	+13.1		

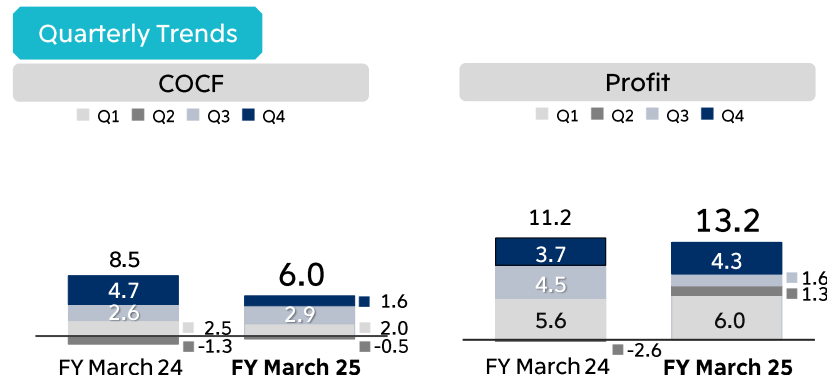
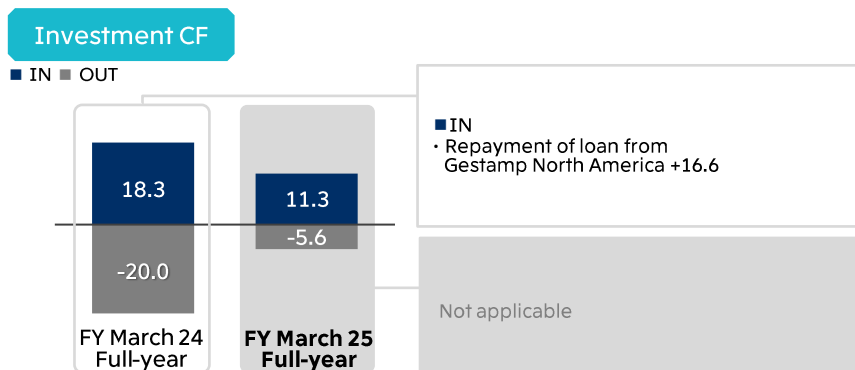


* After acquiring all shares in Sumitomo Pharma Animal Health, the company name changed to Bussan Animal Health in June 2023.

12. Segment Data (Iron & Steel Products)

Information regarding "Profit & Loss Attributable to Mitsui from Major Investees" is on P. 51-55
(bn JPY)

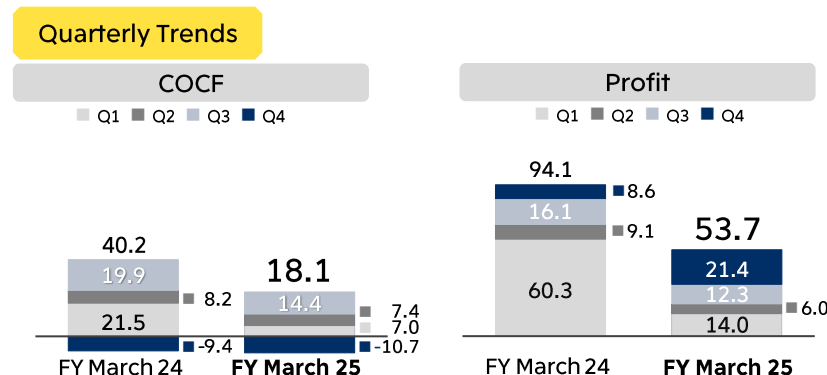
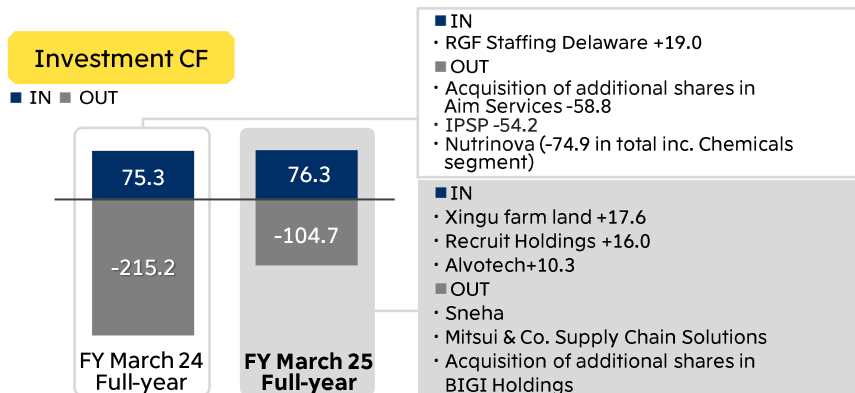
Results	FY 3/24	FY 3/25	YoY	Main factors	FY 3/25 Business plan
COCF	8.5	6.0	-2.5		10.0
Profit	11.2	13.2	+2.0		15.0
Gross profit	43.5	47.8	+4.3	[+] STATS	
Profit (Loss) from equity investments	17.2	21.2	+4.0	[+] Absence of Gestamp impairment loss in previous year	
Dividend income	3.6	3.6	±0		
SG&A	-32.1	-36.0	-3.9		
Others	-21.0	-23.4	-2.4		
Total assets	809.5	777.3	-32.2		



12. Segment Data (Lifestyle)

Information regarding "Profit & Loss Attributable to Mitsui from Major Investees" is on P.51-55
(bn JPY)

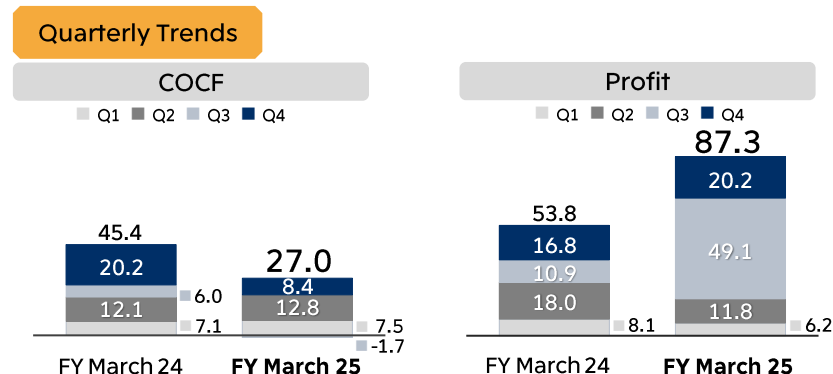
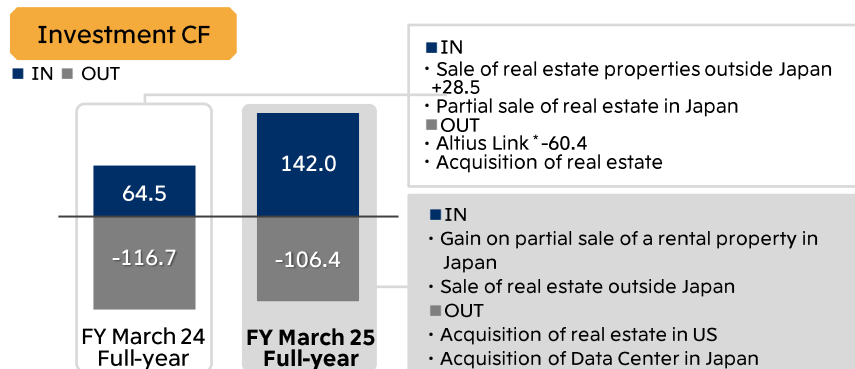
Results	FY 3/24	FY 3/25	YoY	Main factors	FY 3/25 Business plan
COCF	40.2	18.1	-22.1	[-] Lower dividends from equity method investees	25.0
Profit	94.1	53.7	-40.4		70.0
Gross profit	185.3	192.4	+7.1	[+] BIGI Holdings becoming a subsidiary [-] Coffee trading (valuation loss on contracts and foreign exchange impact)	
Profit (Loss) from equity investments	59.5	59.4	-0.1		
Dividend income	7.2	6.1	-1.1		
SG&A	-173.1	-201.9	-28.8	[-] BIGI Holdings becoming a subsidiary	
Others	15.2	-2.3	-17.5	[-] Absence of valuation gain of Aim Services in previous year	
Total assets	2,901.7	3,013.7	+112.0		



12. Segment Data (Innovation & Corporate Development)

Information regarding "Profit & Loss Attributable to Mitsui from Major Investees" is on P. 51-55 (bn JPY)

Results	FY 3/24	FY 3/25	YoY	Main factors	FY 3/25 Business plan
COCF	45.4	27.0	-18.4		40.0
Profit	53.8	87.3	+33.5		65.0
Gross profit	118.4	134.4	+16.0		
Profit (Loss) from equity investments	19.7	25.1	+5.4		
Dividend income	3.2	3.7	+0.5		
SG&A	-89.0	-98.5	-9.5		
Others	1.5	22.6	+21.1	[+] Gain on partial sale of a rental property in Japan [-] Absence of valuation gain from Altius Link in previous year	
Total assets	1,790.9	1,899.4	+108.5		



* Altius Link was established as a result of merger with KDDI Evolva and Relia after additional acquisition of Relia

13. Profit & Loss Attributable to Mitsui from Major Investees

	Name	Principal lines of business	Share of profit (%)	Entity category ⁹	Fiscal year-end	FY March 2025 ¹⁰			FY March 2024 ¹⁰	Change
						Q1-3	Q4	full-year		
Mineral & Metal Resources	Iron ore mining operations in Australia*1	Mining and sales of Australian iron ore	Var.	S	Mar	179.1	54.5	233.6	268.1	-34.5
	Dividends from Vale*2	Brazilian diversified resource and development business	6.71	G	-	19.3	15.7	35.0	59.6	-24.6
	Mitsui Resources	Investment in metallurgical coal businesses in Australia	100.0	S	Mar	12.4	-6.0	6.4	28.7	-22.3
	Oriente Copper Netherlands*1	Investment in and loan to copper business in Chile (AAS)	100.0	S	Mar	-7.6	-3.7	-11.4	-35.9	24.6
	Japan Collahuasi Resources	Investment in a copper mine in Chile (Collahuasi)	100.0	S	Dec	23.1	4.5	27.7	24.0	3.7
	INNER MONGOLIA ERDOS ELECTRIC POWER AND METALLURGY GROUP	Manufacturing and sales of ferroalloys, chemical products, etc.	20.2	E	Dec	8.4	0.6	9.0	12.3	-3.3
	MITSUI BUSSAN METALS	Sales and trading of non-ferrous metal products and scrap, etc.	100.0	S	Mar	1.0	0.3	1.2	0.8	0.4
Energy	Energy I									
	Mitsui Energy Development*3	Exploration, development, and production of oil, natural gas, and geothermal energy resources	100.0	S	Mar	8.4	3.2	11.6	64.6	-53.0
	Mitsui E&P Australia Holdings	Exploration, development, and production of oil and natural gas in Australia	100.0	S	Dec	6.1	1.8	7.9	0.0	7.9
	Mitsui E&P USA*4	Exploration, development, and production of oil and natural gas in the US	100.0	S	Dec	6.3	3.4	9.8	11.2	-1.4
	MEP Texas Holdings*4	Exploration, development, and production of Eagle Ford shale oil and gas in the US	100.0	S	Dec	7.3	2.8	10.1	6.4	3.7
	MEP South Texas*4	Exploration, development, and production of Vaquero unconventional gas in the US	100.0	S	Dec	-4.0	-1.2	-5.3	-14.8	9.5
	Mitsui E&P Middle East	Exploration, development, and production of oil and natural gas in the Middle East	100.0	S	Dec	4.8	-3.7	1.0	6.7	-5.7
	Mitsui E&P Italia B	Exploration, development, and production of Tempa Rossa oil field in Italy	100.0	S	Dec	1.1	0.9	2.0	-18.8	20.8
	Mitsui & Co. Energy Trading Singapore	Global trading of oil, biofuel, LNG, and emissions credits	100.0	S	Mar	2.2	0.5	2.7	5.4	-2.7
	ENEOS GLOBE	Import and sales of LPG, new energy related business	30.0	E	Mar	1.4	1.4	2.8	5.4	-2.6
	Energy II									
	Dividends from LNG projects*2	LNG projects (Sakhalin II. Abu Dhabi. Oman. Qatar)	Var.	G	-	79.1	5.9	84.9	92.0	-7.1
	Japan Australia LNG (MIMI)*5	Development, production, and sales of LNG in Australia	50.0	E	Dec	-	-	-	-	-
	Mitsui & Co. LNG Investment USA	Investment in an LNG business in the US and sales of LNG	100.0	S	Dec	16.6	6.4	23.1	20.0	3.1
	Mitsui E&P Mozambique Area 1	Development and production of LNG in Mozambique	50.5	E	Dec	-1.8	-1.9	-3.7	-0.2	-3.4
	Japan Arctic LNG	Development and production of LNG in Russia	27.0	E	Dec	0.0	0.0	0.0	-0.7	0.7
	Energy Solutions									
	Mitsui & Co. Energy Marketing and Services (USA)	Physical and futures trading of natural gas, power, and oil in US	100.0	S	Dec	1.3	0.0	1.2	0.6	0.6
	MyPower	Business development and management in the US energy transition sector	100.0	S	Mar	1.8	0.2	2.0	4.1	-2.1
	Forsee Power*5	Battery pack development, manufacturing, and sales	26.6	E	Dec	-	-	-	-1.1	-

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13. Profit & Loss Attributable to Mitsui from Major Investees

	Name	Principal lines of business	Share of profit (%)	Entity category ^{*9}	Fiscal year-end	FY March 2025 ^{*10}			FY March 2024 ^{*10}	Change
Machinery & Infrastructure	Infrastructure Projects									
	IPP businesses*1	Investment in power generation businesses	Var.	S/E	Var.	15.7	-3.1	12.7	34.0	-21.3
	Shamrock Investment International	Investment in Mainstream Renewable Power	100.0	S	Dec	-26.4	-2.1	-28.5	-34.4	5.9
	Ecogen Brasil Solucoes Energeticas	Utility equipment rental, operations, and maintenance in Brazil	100.0	S	Dec	0.6	0.3	0.9	1.2	-0.3
	Gas distribution companies*1	Investments in gas distribution companies in Brazil and Mexico	Var.	S/E	Dec	13.9	3.7	17.5	18.2	-0.7
	FPSO/FSO leasing businesses*1	FPSO/FSO leasing	Var.	E	Dec	16.2	6.2	22.4	21.6	0.8
	Drillship business*1	Investment to the deep-water drillship leasing business	Var.	S	Var.	0.8	0.1	0.9	1.2	-0.3
	Mitsui & Co. Project Solutions*6	Sales of various plants, electric power facilities, and railway equipment	100.0	S	Mar	2.3	0.8	3.2	3.8	-0.7
	Tokyo International Air Cargo Terminal	Operation of air cargo terminal at Tokyo International Airport	100.0	S	Mar	1.3	0.3	1.6	1.4	0.2
	Port businesses*1	Development and operation of port terminals	Var.	S/E	Var.	2.9	1.1	4.0	0.9	3.1
	Mitsui Water Holdings (Thailand)	Investment in water supply business	100.0	S	Mar	2.0	0.8	2.8	2.8	0.0
	Mitsui & Co. Infrastructure Solutions	Water treatment, electricity generation & supply, energy management, etc.	96.7	S	Dec	1.1	0.5	1.6	2.1	-0.5
	Mobility I									
	Americas motor vehicle/truck business*1	Americas motor vehicle/truck business	Var.	S/E	Var.	34.2	11.6	45.8	45.1	0.7
	Penske Automotive Group	Automobile sales and comprehensive solutions	20.0	E	Dec	20.8	7.1	27.9	30.0	-2.1
	MBK USA Commercial Vehicles	Investment in Penske Truck Leasing	100.0	S	Dec	14.4	5.4	19.8	28.4	-8.6
	Auto Finance businesses in Latin America*1	Auto finance businesses in Latin America	Var.	S/E	Dec	3.0	0.9	3.9	3.1	0.8
	Asian motor vehicle businesses*1	Asian motor vehicle businesses	Var.	E	Var.	12.7	4.5	17.1	16.0	1.2
	Bussan Auto Finance	Motorcycle sales and financing	45.0	E	Dec	0.7	0.4	1.1	2.1	-1.0
	Construction & industrial machinery businesses*1	Construction & industrial machinery businesses	Var.	S/E	Var.	6.8	6.0	12.8	19.1	-6.3
	Guarana Urban Mobility*5	Investment in passenger railway business in Brazil	57.6	S	Var.	-	-	-	-	-
	Mobility II									
	Shipping related subsidiaries*1	Investment in trading and services, asset investment, and new businesses development	Var.	S	Var.	16.9	6.7	23.5	17.2	6.4
	Aviation businesses*1	Aviation businesses	Var.	S/E	Var.	3.7	0.5	4.2	4.1	0.1

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13. Profit & Loss Attributable to Mitsui from Major Investees

	Name	Principal lines of business	Share of profit (%)	Entity category ^{*9}	Fiscal year-end	FY March 2025 ^{*10}			FY March 2024 ^{*10}		Change
	Basic Materials										
Chemicals	MMTX	Fairway Methanol business in the US	100.0	S	Mar	8.5	3.0	11.4	2.1	9.3	
	Japan-Arabia Methanol	Investment in a methanol production business in Saudi Arabia and sales of products	55.0	S	Mar	1.6	-0.5	1.1	1.9	-0.8	
	Intercontinental Terminals Company	Chemical tank terminal business in the US	100.0	S	Mar	9.3	0.5	9.7	9.1	0.6	
	ITC RUBIS TERMINAL ANTWERP	Chemical tank terminal business in Belgium	50.0	E	Dec	0.7	0.3	0.9	0.8	0.2	
	Shark Bay Salt	Production of salt in Australia	100.0	S	Mar	3.0	1.3	4.3	3.4	0.9	
	Mitsui Bussan Chemicals	Sales in Japan and trade of solvents, coating chemicals, etc.	100.0	S	Mar	2.0	0.5	2.5	2.3	0.2	
	Performance Materials										
	MITSUI & CO. PLASTICS	Sales and trading of plastics and other related chemicals	100.0	S	Mar	3.8	1.3	5.1	4.6	0.4	
	Mitsui Plastics Trading (Shanghai)	Marketing and sales of plastics and other related materials	100.0	S	Dec	1.5	0.4	1.9	1.6	0.3	
	Living & Environmental Business*1	Life essentials businesses	Var.	S/E	Var.	3.6	1.1	4.6	1.4	3.3	
	Materials and components for automobiles	Manufacturing and sales of materials and components for automobiles	Var.	S/E	Mar	6.0	2.5	8.5	8.0	0.5	
	Nutrition & Agriculture										
	Overseas crop protection business*1	Overseas crop protection manufacturing and sales businesses	Var.	S/E	Var.	4.4	1.2	5.6	3.5	2.0	
	Agricultural inputs business in Latin America*1	Sales of agricultural inputs and provision of farming guidance services in Latin America	Var.	S	Dec	-0.1	0.2	0.1	-0.5	0.7	
	MVM Resources International	Investment in a phosphate rock mining project in Peru	25.0	E	Dec	4.1	0.0	4.1	5.2	-1.1	
Novus International	Manufacturing and sales of feed additives	80.0	S	Mar	0.2	0.8	1.0	-3.4	4.4		
Functional food ingredients business*1	Manufacturing and sales of functional food and pharmaceutical product materials.	Var.	S/E	Var.	4.4	0.7	5.0	2.5	2.6		
Iron & Steel Products	Mitsui & Co. Steel*1	Domestic sales, export, import of steel products	Var.	S/E	Mar	4.1	1.8	5.9	5.5	0.4	
	MM&KENZAI	Steel products for construction and steel raw materials	50.0	E	Mar	1.1	0.5	1.6	2.3	-0.6	
	NIPPON STEEL TRADING*5	Sales, export and import, mainly of steel products	20.0	E	Mar	-	-	-	6.4	-	
	Gestamp companies*1	Manufacture of automotive components	Var.	E	Dec	3.2	1.6	4.8	-0.5	5.2	
	NuMit*4	Investment in Steel Technologies, a steel processing and sales company	50.0	E	Dec	2.8	1.5	4.3	6.2	-1.9	
	SIAM YAMATO STEEL	Manufacturing and sales of steel products	20.0	E	Dec	0.8	0.2	1.0	1.1	-0.2	
	GRI Renewable Industries	Manufacturing of wind turbine towers and flanges	25.0	E	Dec	1.1	0.3	1.5	2.3	-0.8	
	STATS	Provision of oil and gas pipeline repair equipment and related services	100.0	S	Mar	0.5	0.1	0.6	0.0	0.6	
	Regency Steel Asia	Wholesale of steel products	100.0	S	Mar	-2.2	-0.2	-2.4	-0.1	-2.3	

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13. Profit & Loss Attributable to Mitsui from Major Investees

	Name	Principal lines of business	Share of profit (%)	Entity category ^{*9}	Fiscal year-end	FY March 2025 ^{*10}			FY March 2024 ^{*10}	Change
Lifestyle	Food									
	XINGU AGRI	Farmland leasing	100.0	S	Dec	4.0	19.4	23.4	4.1	19.3
	United Grain Corporation of Oregon	Grain merchandising and export	100.0	S	Mar	2.5	0.8	3.2	0.6	2.6
	Mitsui DM Sugar Holdings*5	Manufacturing and sales of refined sugar, sugar related products and food ingredients	26.7	E	Mar	2.6	-	-	3.2	-
	KASET PHOL SUGAR	Manufacturing and sales of sugar	87.5	S	Oct	-2.3	-0.3	-2.6	-2.6	0.0
	FEED ONE*5	Production and sales of compound feed	25.6	E	Mar	0.9	-	-	1.3	-
	PRIFOODS	Production, processing and sales of broilers	51.8	S	Mar	0.6	0.4	1.0	1.1	-0.1
	Mit-Salmon Chile	Investment in a salmon farming, processing, and sales company	100.0	S	Dec	-0.7	-0.5	-1.2	-3.1	1.9
	Starzen*5	Production and sales of meat and processed meat products	16.0	E	Mar	0.7	-	-	1.4	-
	Euricom	Production and sales of polished rice, processed rice products, pulses, etc.	33.9	E	Dec	1.5	0.4	1.9	1.0	0.9
	IPSP Oriental Holding Company	Investment in shrimp farming	20.0	E	Dec	1.5	0.3	1.8	0.0	1.8
	Minh Phu Seafood	Shrimp processing, export and sales	35.0	E	Dec	-0.6	-0.4	-1.0	-1.2	0.2
	Overseas broiler business	Overseas Production, processing and sales of broilers	Var.	E	Dec	2.9	1.0	3.9	1.4	2.5
	Retail									
	Domestic food and retail management businesses*1	Domestic food and retail management businesses	Var.	S	Mar	6.6	-0.3	6.3	5.5	0.7
	Fashion and textile businesses*1	Fashion and textile businesses	Var.	S/E	Var.	4.1	2.0	6.2	6.0	0.1
	Food and retail management in North America	Food manufacturing and retail in North America	Var.	S	Mar	9.7	1.0	10.8	18.5	-7.7
	Wellness									
	IHH Healthcare	Provider of healthcare services	32.8	E	Dec	20.7	5.7	26.4	20.1	6.3
	Aim Services	Contract food services	100.0	S	Mar	3.5	0.3	3.8	2.6	1.2
	WEARA*7	Uniform rental, sales, and cleaning services	100.0	S	Mar	0.5	0.2	0.6	0.5	0.1
	MBK Human Capital	Investment in healthcare staffing businesses	100.0	S	Dec	0.1	0.0	0.1	1.4	-1.3

13. Profit & Loss Attributable to Mitsui from Major Investees

	Name	Principal lines of business	Share of profit (%)	Entity category ^{*9}	Fiscal year-end	FY March 2025 ^{*10}			FY March 2024 ^{*10}	Change
Innovation & Corporate Development	IT & Communication									
	MITSUI KNOWLEDGE INDUSTRY	Comprehensive ICT services	100.0	S	Mar	6.0	2.4	8.5	6.9	1.5
	Altius Link*8	Contact centers and business process outsourcing	49.0	E	Mar	1.9	0.9	2.8	2.1	0.7
	QVC JAPAN*5	Direct marketing business mainly composed of TV shopping	40.0	E	Dec	-	-	7.0	7.4	-0.5
	World Hi-Vision Channel	Satellite broadcasting channel	100.0	S	Mar	1.3	0.2	1.6	1.5	0.0
	Mitsui Bussan Secure Directions	Cyber security	100.0	S	Mar	0.9	1.0	1.9	1.7	0.3
	M&Y Asia Telecom Holdings	Investment in a mobile network operator in Cambodia	50.0	S	Mar	0.8	0.6	1.4	1.0	0.4
	Corporate Development									
	JA Mitsui Leasing	Leasing and financing	32.7	E	Mar	7.6	2.9	10.4	8.0	2.4
	Mitsui & Co. Global Logistics	Logistics warehousing in Japan and international integrated transportation services	100.0	S	Mar	3.1	0.4	3.5	3.8	-0.4
	Mitsui Bussan Commodities	Trading of energy and metals derivatives	100.0	S	Mar	5.8	0.0	5.9	8.9	-3.1
	Mitsui & Co. Asset Management Holdings	Real estate asset management	Var.	S	Mar	2.2	1.5	3.8	2.3	1.5
	MITSUI & CO. REAL ESTATE	Real estate sales, leasing, and brokerage	100.0	S	Mar	0.7	3.8	4.4	7.5	-3.1
	Overseas real estate businesses*1	Overseas real estate businesses	100.0	S	Var.	-3.6	2.5	-1.1	3.3	-4.3
	SABRE INVESTMENTS*5	Investment in CIM Group in US (asset ownership and operations)	100.0	S	Dec	-	-	-	-	-

*1 Combined sum of consolidated earnings of companies engaged in relevant businesses.

*2 Dividends received from Vale and LNG projects are shown before taxes.

*3 Mitsui Oil Exploration changed its name to Mitsui Energy Development in January 2025.

*4 Mitsui E&P USA, MEP Texas Holdings, MEP South Texas and NuMit show income (loss) before income taxes as their separate investors are the taxable entities.

*5 Earnings of those companies having “-” are not disclosed here based on confidentiality agreements with joint venture partners or on the grounds that they are listed companies that have not released their operating results yet, and for other such reasons.

*6 Mitsui & Co. Plant Systems changed its name to Mitsui & Co. Project Solutions in October 2024.

*7 Aramark Uniform Services Japan became a wholly owned subsidiary in October 2024. Additionally, the name was changed to WEARA in January 2025.

*8 Relia integrated with KDDI Evolva. The integrated company was established as Altius Link in September, 2023. FY March 2024 Q1-3 results include the results for Relia.

*9 Entity category: S represents consolidated subsidiaries, E represents equity method investees, and G represents general companies.

*10 The results of consolidated subsidiaries and equity method investees are shown after consolidation adjustments such as elimination of intra-group transactions, adjustments for differences in accounting standards, and amortization of property, plant and equipment and intangible assets arising from investments, and may therefore differ from the results announced by the respective subsidiaries and equity method investees. In addition, the results of equity method investees in the entity category E does not include the effect of undistributed retained earnings tax effect.

14. Operating Segment Information (FY March 2025)

FY March 2025 (from April 1, 2024 to March 31, 2025)

(bn JPY)

Item	Mineral & Metal Resources												
		Energy I	Energy II	Energy Solutions	Energy	Infrastructure Projects	Mobility I	Mobility II	Machinery & infrastructure	Basic Materials	Performance Materials	Nutrition & Agriculture	Chemicals
Gross profit	263.9	118.2	71.1	0.7	190.0	23.5	142.2	34.4	200.1	76.7	56.5	123.1	256.4
Share of Profit (Loss) of Investments Accounted for Using the Equity Method	82.0	6.6	57.4	-6.9	57.1	74.1	127.3	24.2	225.6	2.3	12.6	8.1	23.1
Profit Attributable to Owners of the parent	285.4	19.2	186.6	-32.3	173.5	76.4	122.3	34.1	232.9	31.7	16.3	27.9	75.9
Total Assets (as of March 31, 2025)	2,986.7	1,794.8	1,337.7	292.7	3,425.1	1,511.3	1,524.5	700.1	3,735.9	722.2	593.1	747.2	2,062.5
COCF	357.9	124.5	263.4	-24.6	363.4	37.0	86.4	21.8	145.2	53.9	6.4	30.3	90.6

Item	Iron & Steel Products								Total	Others/ Adjustments and Eliminations	Consolidated Total
		Food	Retail	Wellness	Lifestyle	IT & Communication	Corporate Development	Innovation & Corporate Development			
Gross profit	47.8	59.3	91.5	41.6	192.4	40.2	94.2	134.4	1,285.0	3.4	1,288.4
Share of Profit (Loss) of Investments Accounted for Using the Equity Method	21.2	16.2	15.6	27.5	59.4	12.9	12.2	25.1	493.5	0.6	494.1
Profit Attributable to Owners of the parent	13.2	9.9	20.8	22.9	53.7	12.8	74.5	87.3	921.9	-21.6	900.3
Total Assets (as of March 31, 2025)	777.3	1,051.8	1,061.4	900.5	3,013.7	287.7	1,611.7	1,899.4	17,900.6	-1,089.1	16,811.5
COCF	6.0	2.2	13.4	2.5	18.1	13.9	13.2	27.0	1,008.2	19.3	1,027.5

14. Operating Segment Information (FY March 2024)

FY March 2024 (from April 1, 2023 to March 31, 2024)

(bn JPY)

Item	Mineral & Metal Resources												
		Energy I	Energy II	Energy Solutions	Energy	Infrastructure Projects	Mobility I	Mobility II	Machinery & infrastructure	Basic Materials	Performance Materials	Nutrition & Agriculture	Chemicals
Gross profit	342.1	101.2	90.8	3.8	195.8	25.4	164.2	31.5	221.1	62.7	51.3	94.4	208.3
Share of Profit (Loss) of Investments Accounted for Using the Equity Method	75.0	7.5	61.4	-0.7	68.1	75.5	130.1	24.8	230.4	3.9	10.9	6.4	21.2
Profit Attributable to Owners of the parent	335.1	68.1	225.8	-12.2	281.7	61.0	100.8	87.0	248.7	22.7	7.0	9.6	39.2
Total Assets (as of March 31, 2024)	3,084.4	1,817.1	1,327.2	264.5	3,408.8	1,637.2	1,437.8	694.7	3,769.8	719.7	579.3	750.3	2,049.4
COCF	409.1	138.4	127.2	-17.8	247.8	54.9	104.6	17.3	176.9	44.0	9.0	10.4	63.4

Item	Iron & Steel Products								Total	Others/ Adjustments and Eliminations	Consolidated Total
		Food	Retail	Wellness	Lifestyle	IT & Communication	Corporate Development	Innovation & Corporate Development			
Gross profit	43.5	76.1	67.0	42.2	185.3	38.6	79.8	118.4	1,314.5	5.2	1,319.7
Share of Profit (Loss) of Investments Accounted for Using the Equity Method	17.2	10.5	25.4	23.6	59.5	10.0	9.7	19.7	491.1	0.5	491.6
Profit Attributable to Owners of the parent	11.2	11.5	23.6	59.0	94.1	19.0	34.8	53.8	1,063.8	-0.1	1,063.7
Total Assets (as of March 31, 2024)	809.5	993.8	994.6	913.2	2,901.7	298.6	1,492.3	1,790.9	17,814.5	-915.0	16,899.5
COCF	8.5	14.3	21.4	4.4	40.2	19.6	25.9	45.4	991.3	4.5	995.8

15. Progress of Investments for Growth (February 2025 to April 2025)

Key Strategic Initiatives	Investments executed and decided upon	Expansion of pipeline projects
Industrial Business Solutions	<ul style="list-style-type: none"> ● Acquisition of Interest in Rhodes Ridge Iron Ore Project in Australia ● Acquisition of an Operational Data Center Asset in Japan to be Included in New Mitsui Data Center Fund ● Establishment of MBK Digital Co., Ltd. ● Notice of ITC Rubis, a European Tank Terminal Operator, Becoming a Wholly Owned Subsidiary 	<ul style="list-style-type: none"> ● Recycling of Plastic Waste Discharged at 7-Eleven Stores in Expo 2025
Global Energy Transition	<ul style="list-style-type: none"> ● Mitsui & Co. Contributes to the Development of Decarbonization Solutions by Investing in the US Synthetic Fuel Manufacturer Twelve ● Final Investment Decision for Blue Point Low-Carbon Ammonia Production Project in the US ● Investment in US Synthetic Fuel Manufacturer Infinium 	
Wellness Ecosystem Creation		

16. List of Main Disclosures for FY March 2025 (Q1 recap)

	Key Strategic Initiatives	Disclosures	Investment decision made	Asset recycling	Pipeline expansion etc.	
Apr	GET ^{*1}	MOUs Concluded on Joint Studies with Mitsubishi UBE Cement and Resonac Concerning CCS Value Chain Development between Malaysia and Japan			○	Topics
Apr	WEC ^{*2}	Mitsui to acquire Eu Yan Sang International Ltd, a leading Singapore-based consumer healthcare brand in Asia with Rohfo	○			Release
Apr	IBS ^{*3}	Mitsui Moves into US Truck Auction Business	○			Release
Apr	IBS	Mitsui Entered the U.S. Cybersecurity Market	○			Topics
Apr	GET	Commencement of a Joint Study for the Establishment of an Ammonia Supply Chain Based in the Tomakomai Area of Hokkaido			○	Topics
May	GET	Completion of the sale of shares in PT Paiton Energy		○		TSE ^{*4}
May	IBS	Acquisition of Synergy Group's positioning and paving businesses	○			Topics
May	GET	Mitsui to invest in Vertical Integration of its power value chain in Texas, USA	○			Release
May	GET	Mitsui to invest in lithium-ion battery recycling plant in Japan			○	Topics
May	IBS	Mitsui to Invest in Ship Investment Fund Managed by Navigare Capital Partners	○			Topics
May	IBS	Subscription to Okamoto Machine Tool Works, Ltd.'s Third-party Allotment of New Shares and Conclusion of a Capital and Business Alliance Agreement	○			Release
Jun	WEC	Mitsui Acquires Apparel Company BIGI HOLDINGS CO., LTD. as a Wholly Owned Subsidiary	○			Release
Jun	IBS	Mitsui to Invest in India's Leading Metal Recycling Company	○			Release
Jun	GET	Acquisition of unconventional gas asset in Texas, U.S.A.	○			Release
Jun	GET	Construction begins on clean ammonia production facility in UAE, project loan agreement signed			○	Release
Jun	IBS	Investment in World of River, a Company Developing an Electric Scooter Manufacturing and Sales Business in India	○			Topics
Jul	GET	Final Investment Decision for the Ruwais LNG Project in UAE	○			TSE
Jul	WEC	Mitsui to Participate in Food Manufacturing and Distribution Business with SATS, a major airline service provider based in Singapore	○			Topics

*1 Global Energy Transition *2 Wellness Ecosystem Creation *3 Industrial Business Solutions *4 Filing to Tokyo Stock Exchange



Please refer to our website for details.
[Releases - MITSUI & CO., LTD.](#)

16. List of Main Disclosures for FY March 2025 (Q2 recap)

	Key Strategic Initiatives	Disclosures	Investment decision made	Asset recycling	Pipeline expansion etc.	
Aug	IBS	<u>Capital increase in the Brazilian aluminum smelting business</u>	○			Release
Aug	IBS	<u>Mitsui to Establish Electrical Steel Sheet Processing Company in Poland</u>	○			Release
Sept	GET	<u>Mitsui Introduces The Mobility House's EV Charging and Energy Management System in Japan</u>			○	Topics
Sept	GET	<u>Approval in Principle (AiP) Acquired from Two Classification Societies for Low-Pressure Type Liquefied CO2 Carriers undergoing Pursuit of Standardization toward Realization of Large-Scale International Transportation from 2028 onwards</u>			○	Release
Sept	WEC	<u>Mitsui Acquires Remaining Shares of Japan's Largest Uniform Rental Service Business</u>	○			Topics
Oct	IBS	<u>Mitsui to invest in AI-powered business transformation tool developer for car dealerships in the US</u>	○			Topics
Oct	GET	<u>Mitsui & Co. Wins Bid to Conduct Engineering Design Work of an Advanced CCS Project in FY2024</u>			○	Topics
Oct	WEC	<u>Mitsui Agreed to Acquire 100% shares of the Food Service Logistics Business in Japan and Taiwan</u>	○			Release
Oct	GET	<u>Lease Contracts Signed for Carbon Storage Project in Texas, U.S.A., Exploring Project Development</u>			○	Topics



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16. List of Main Disclosures for FY March 2025 (Q3 recap)

	Key Strategic Initiatives	Disclosures	Investment decision made	Asset recycling	Pipeline expansion etc.	
Nov	IBS	World's First Successful Trial of Quantum Tokens Created Using Quantum Technology			○	Topics
Nov	GET	Indonesia's Tangguh UCC Project Reaches Final Investment Decision (FID)	○			Topics
Nov	IBS	Investment in ACI Motors Limited, a Leading Mobility Solution Provider in Bangladesh	○			Topics
Dec	GET	Mitsui Invests in Heirloom Carbon Technologies, Inc. - A US Company Specializing in Direct Air Capture of CO2	○			Topics
Dec	GET	Use of 100% Biodiesel Fuel in 7-Eleven Delivery Truck			○	Topics
Dec	IBS	Notice of Partial Sale of a Rental Property		○		TSE
Jan	WEC	Notice of the Sale of Shares in B Food Science Co., Ltd.		○		TSE
Jan	IBS	LOGIBASE Ibaraki-Saito Completed in Ibaraki City, Osaka Prefecture	○			Release
Jan	IBS	Commencement of Joint Investment Business in Japan with Japan Post Bank	○			Topics



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16. List of Main Disclosures for FY March 2025 (Q4)

	Key Strategic Initiatives	Disclosures	Investment decision made	Asset recycling	Pipeline expansion etc.	
Feb	GET	<u>Mitsui & Co. Contributes to the Development of Decarbonization Solutions by Investing in the US Synthetic Fuel Manufacturer Twelve</u>	○			Topics
Feb	IBS	<u>Acquisition of Interest in Rhodes Ridge Iron Ore Project in Australia</u>	○			TSE
Mar	IBS	<u>Acquisition of an Operational Data Center Asset in Japan to be Included in New Mitsui Data Center Fund</u>	○			TSE
Mar	IBS	<u>Update on Previous Disclosure: Acquisition of Interest in Rhodes Ridge Iron Ore Project in Australia</u>	○			TSE
Mar	WEC	<u>Notice of Sale of Farmland in Brazil and Dissolution of a Specified Subsidiary</u>		○		TSE
Mar	IBS	<u>Establishment of MBK Digital Co., Ltd.</u>	○			Topics
Mar	IBS	<u>Conclusion of Capital and Business Alliance Agreement in Alternative Asset Management Field with Daiwa Group and Japan Post Insurance~Transfer of Part of Equity in Mitsui Alternative Investments~</u>		○		Topics
Apr	IBS	<u>Recycling of Plastic Waste Discharged at 7-Eleven Stores in Expo 2025</u>			○	Topics
Apr	IBS	<u>Notice of ITC Rubis, a European Tank Terminal Operator, Becoming a Wholly Owned Subsidiary</u>	○			TSE
Apr	GET	<u>Final Investment Decision for Blue Point Low-Carbon Ammonia Production Project in the US</u>	○			TSE
Apr	GET	<u>Investment in US Synthetic Fuel Manufacturer Infinium</u>	○			Topics



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17. Change to Disclosure Thresholds (Voluntary Standards)

- ◆ Regarding disclosure requirements set by the Tokyo Stock Exchange for timely disclosure thresholds, Mitsui has had lower voluntary standards in place
- ◆ Based on trends in financial performance and total assets, we have reviewed our voluntary standards and continue to disclose information in a balanced manner

(bn JPY)	Up to FY March 2025	FY March 2025 onwards
Annual impact on profit attributable to owners of the parent	5 or more	Over 10
Investments, loans and guarantees	Over 40	Over 60
Increase in total assets	100 or more	Over 150



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[Corporate Disclosure Policy](#)

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