Pathway to 2030 and beyond
Shaping Futures through Trust and Innovation

FY March 2027 Q1 (April-June 2026) Financial Results

MITSUI & CO.

August 4, 2026
Mitsui & Co., Ltd.
(Securities Code: 8031)

1 **Progress of Medium-term Management Plan 2029**

2 **Operating Results**

3 **Supplementary Information**

1 Progress of Medium-term Management Plan 2029

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Summary of Operating Results

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- Q1 results significantly higher YoY. Profit hit record high for Q1
- Both COCF and profit progressed well ahead of business plan
- Reflecting good progress and to improve capital efficiency and enhance shareholder returns, decided on 200 bn yen share repurchase

(JPY)

	FY March 2026 Q1 results	FY March 2027 Q1 results	YoY change	FY March 2027 business plan	Progress
COCF*1	216.3 bn	280.9 bn	+64.6 bn	1,050 bn	27 %
Profit*2	191.6 bn	294.1 bn	+102.5 bn	920 bn	32 %
Dividend per share (interim / year-end)				140 yen (70 yen / 70 yen)	
Share repurchases		200 bn*3			

*1 Core Operating Cash Flow: Cash flow from operating activities (42.3 bn) minus cash flow from changes in working capital (-271.5 bn) plus outflows for repayment of lease liability (-32.9 bn). Figures are for FY March 2027 Q1

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

*3 Based on the resolution announced on August 4, 2026, Mitsui plans to repurchase up to 200 bn yen of shares between August 5, 2026 to January 29, 2027

FY March 2027: Progress Against Business Plan

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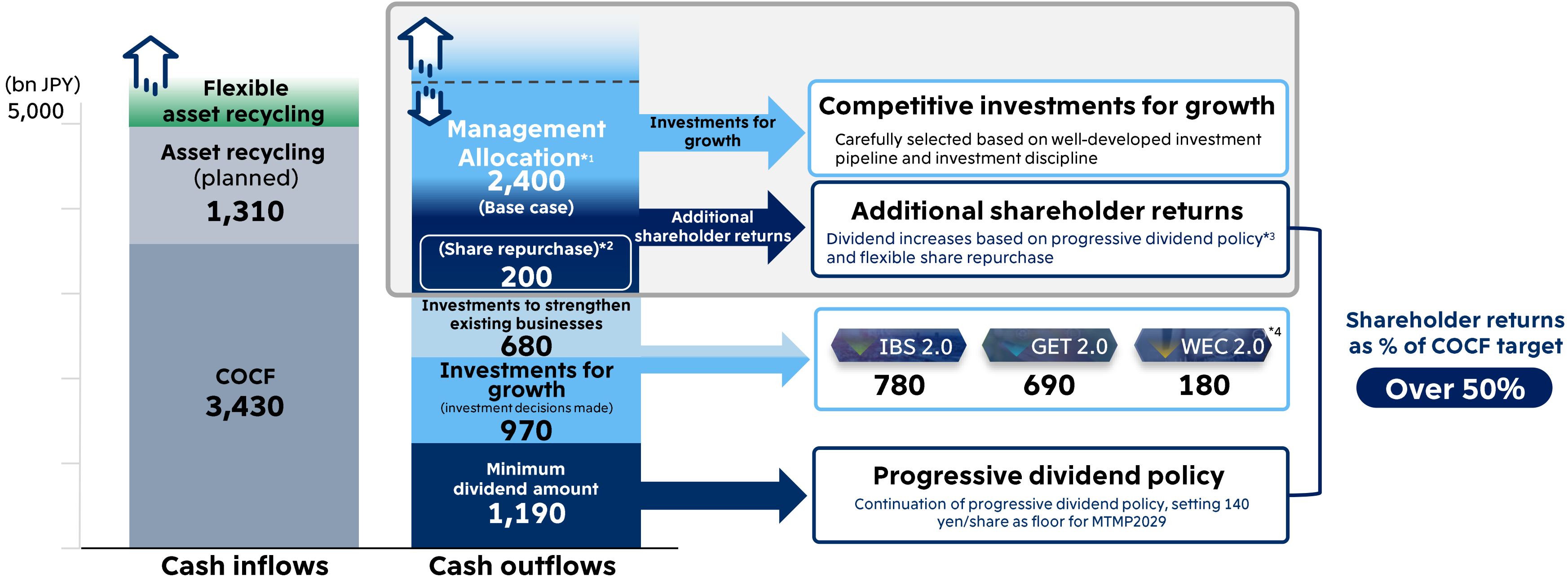
- Innovation & Corporate Development made extremely good progress, mainly from asset recycling gains
- Chemicals made good progress, mainly from trading and methanol, supported by *middle game* initiatives
- Full-fledged earnings contribution from Energy expected from Q2 onward

(bn JPY)

	COCF			Profit		
	Q1 results	Business plan	Progress	Q1 results	Business plan	Progress
Mineral & Metal Resources	69.0	340	20%	61.2	250	24%
Iron & Steel Products	4.4	15	29%	5.3	20	27%
Energy	80.1	330	24%	34.4	200	17%
Mobility, Digital & Infrastructure	46.5	200	23%	73.0	240	30%
Chemicals	40.9	110	37%	26.6	75	35%
Wellness Ecosystem	7.6	35	22%	18.4	55	33%
Innovation & Corporate Development	24.7	40	62%	65.2	70	93%
Others, Adjustments & Eliminations	7.7	-20	-	10.0	10	-
Total	**280.9**	**1,050**	27%	**294.1**	**920**	32%

MTMP2029 Capital Allocation (Update)

- Shareholder returns as percentage of COCF target for MTMP2029 **updated** to **over 50%**
- Amount and use of Management Allocation will be decided in line with changes in business environment, while continuing engagement with stakeholders



*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 Decided on August 4, 2026

*3 Policy in which the dividend is maintained or increase

*4 Abbreviations for the evolved Key Strategic Initiatives announced in May 2026: IBS (Industrial Business Solutions) , GET (Global Energy Transformation), WEC (Wellness Ecosystem Creation)

Capital Allocation Forecast and Results

- COCF made steady progress, ahead of business plan
- Based on this, amount and allocation of capital to be reviewed in Q2

(bn JPY)

			MTMP2029 (FY March 2027-29) Announced May 2026		MTMP2029 (FY March 2027-29) Announced Aug 2026	FY March 2027 Q1 results
Cash inflows*1	COCF		3,430		3,430	281
	Asset recycling		1,310		1,310	59
	Cash inflows total		4,740		4,740	340
Cash outflows*1	New investments	Investments to strengthen existing businesses	680		680	74
		Investments for growth	970		970	73
	Management Allocation*2		2,400	-200	2,200	
	Shareholder Returns	Share repurchases	-	+200	200	-
		Dividends	1,190		1,190	-
	Cash outflows total		-		-	147

*1 Excludes changes in time deposits
*2 Pool of capital available for strategic allocation to either investments for growth or additional shareholder returns. Allocation takes into account investment opportunities and operating environment. Amount is base case at time of announcement
*3 The joint non-binding proposal with Penske Corporation, announced on July 22, 2026, to acquire the free-float shares of Penske Automotive Group, Inc. is not included in the Management Allocation

Investment Cash Flow

Timing of Earnings Contribution from Investments for Growth

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- Investments for growth executed in MTMP2026 making steady progress in earnings contribution
- Initiatives to execute investments for growth in MTMP2029 underway

(As of August 4, 2026)

Industrial Business Solutions 2.0

Global Energy Transformation 2.0

Wellness Ecosystem Creation 2.0

FY March 2027*

- Mobility
- Waitsia Stage2 (Australia: Natural gas)
- Vaquero (US: Shale gas)
- US: Solar power generation
- Gas infrastructure
- Food science (Chemicals, food)

FY March 2028

- Mineral & Metal Resources
- Maraen Holdings (UK: Steel processing and port operations)
- Chemicals
- Tatonka (US: Shale gas)
- Power solutions
- Food
- Retail

FY March 2029

- Mineral & Metal Resources
- Ministers North (Australia: Iron ore)
- GEMS (Portugal: Next-generation fuels)
- SK405B (Malaysia: Crude oil)
- Energy
- Retail
- CT Corp
- Combining healthcare and data

FY March 2030 and beyond

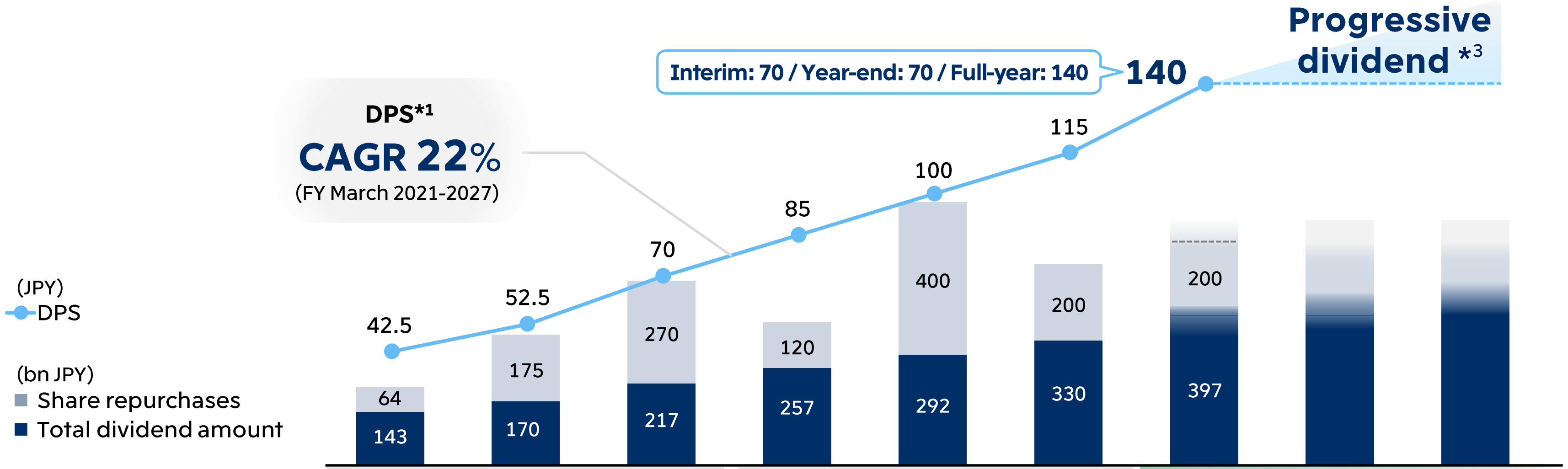
- Metal & Metal Resources
- Rhodes Ridge (Australia: Iron ore)
- UAE Ruwais LNG
- Block B (Vietnam: natural gas)
- Blue Point (US: Low-carbon ammonia)
- Mozambique LNG
- Indonesia: Tangguh LNG expansion development
- UAE: Low-carbon ammonia
- Renewable energy (Niigata, Japan offshore wind power)
- Digital infrastructure

- Earnings contribution started during MTMP2026
- Commenced investment in MTMP2026, not yet contributing to earnings
- MTMP2029, pending final investment decision

*The joint non-binding proposal with Penske Corporation, announced on July 22, 2026, to acquire the free-float shares of Penske Automotive Group, Inc. is not included in this table

Shareholder Returns Policy

- Shareholder returns as percentage of COCF target for MTMP2029 **updated** to **over 50%**
- Decided on 200 bn yen share repurchase. Plan to complete by end-Jan 2027, and cancel all shares after that



	FY March 2021	FY March 2022	FY March 2023	FY March 2024	FY March 2025	FY March 2026	FY March 2027 (Plan)	FY March 2028	FY March 2029
Shareholder returns as % of COCF*2	MTMP2023: **34.3%**			MTMP2026: **53.7%**			MTMP2029 target: **Over 50%**		
Total payout ratio against profit (for reference)	62%	38%	43%	35%	77%	64%	-		

*1 Dividend per share: 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 Continuation of progressive dividend policy for MTMP2029 (FY March 2027-2029) in which the DPS is either maintained or increased

1 Progress of Medium-term Management Plan 2029

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FY March 2027 Q1 COCF (Results): YoY Segment Comparison

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(bn JPY)

Segment	FY March 2026 Q1 results	FY March 2027 Q1 results	Change	Main factors
Mineral & Metal Resources	71.9	69.0	-2.9	[−] Metallurgical coal costs, other factors [+] Iron ore and metallurgical coal prices
Iron & Steel Products	6.3	4.4	-1.9	
Energy*1	48.4	80.1	+31.7	[+] FVTPL*2 from IPO of energy business outside Japan, US gas
Mobility, Digital & Infrastructure*1	33.4	46.5	+13.1	[+] Dividends from equity method investees and general companies
Chemicals	32.7	40.9	+8.2	[+] Trading, methanol business [−] Absence of gain from reversal of provision
Wellness Ecosystem	-1.0 *3	7.6	+8.6	[+] Absence of intersegment transaction with Others, Adjustment & Eliminations [−] Dividends from equity method investee
Innovation & Corporate Development	12.1	24.7	+12.6	[+] FVTPL from IPO of quantum computing business
Others, Adjustment & Eliminations	12.5 *3	7.7	-4.8	[−] Absence of intersegment transaction with Wellness Ecosystem segment Expenses, interest, taxes, etc., not allocated to segments
Total	**216.3**	**280.9**	+64.6	

*1 Reflects reclassifications following organizational restructuring *2 Fair value through profit or loss

*3 Excluding the impact of interest income and expenses between consolidated subsidiaries across segments (Wellness Ecosystem: -10.9 bn yen, Others, Adjustments & Eliminations: +10.9 bn yen), the FY March 2026 Q1 result for Wellness Ecosystem was 9.9 bn yen

FY March 2027 Q1 Profit (Results): YoY Segment Comparison

(bn JPY)

Segment	FY March 2026 Q1 results	FY March 2027 Q1 results	Change	Main factors
Mineral & Metal Resources	51.5	61.2	+9.7	[+] Copper, iron ore, and metallurgical coal prices, iron ore volumes [−] Metallurgical coal costs
Iron & Steel Products	6.5	5.3	-1.2	
Energy*	20.2	34.4	+14.2	[+] FVTPL from IPO of energy business outside Japan, US gas
Mobility, Digital & Infrastructure*	49.4	73.0	+23.6	[+] Automotives, gas infrastructure
Chemicals	30.9	26.6	-4.3	[−] Absence of valuation gains and one-time factors [+] Trading, methanol business
Wellness Ecosystem	14.8	18.4	+3.6	[+] Food (protein, other factors) [−] Absence of gain from asset sales
Innovation & Corporate Development	10.3	65.2	+54.9	[+] Gain on asset recycling of US real estate ownership and operations business, FVTPL from IPO of quantum computing business
Others, Adjustment & Eliminations	8.0	10.0	+2.0	Expenses, interest, taxes, etc., not allocated to segments
Total	**191.6**	**294.1**	+102.5	

* Following organizational restructuring in April 2026. FY March 2026 Q1 results have been restated

Factor Comparison: FY March 2027 Q1 Profit YoY

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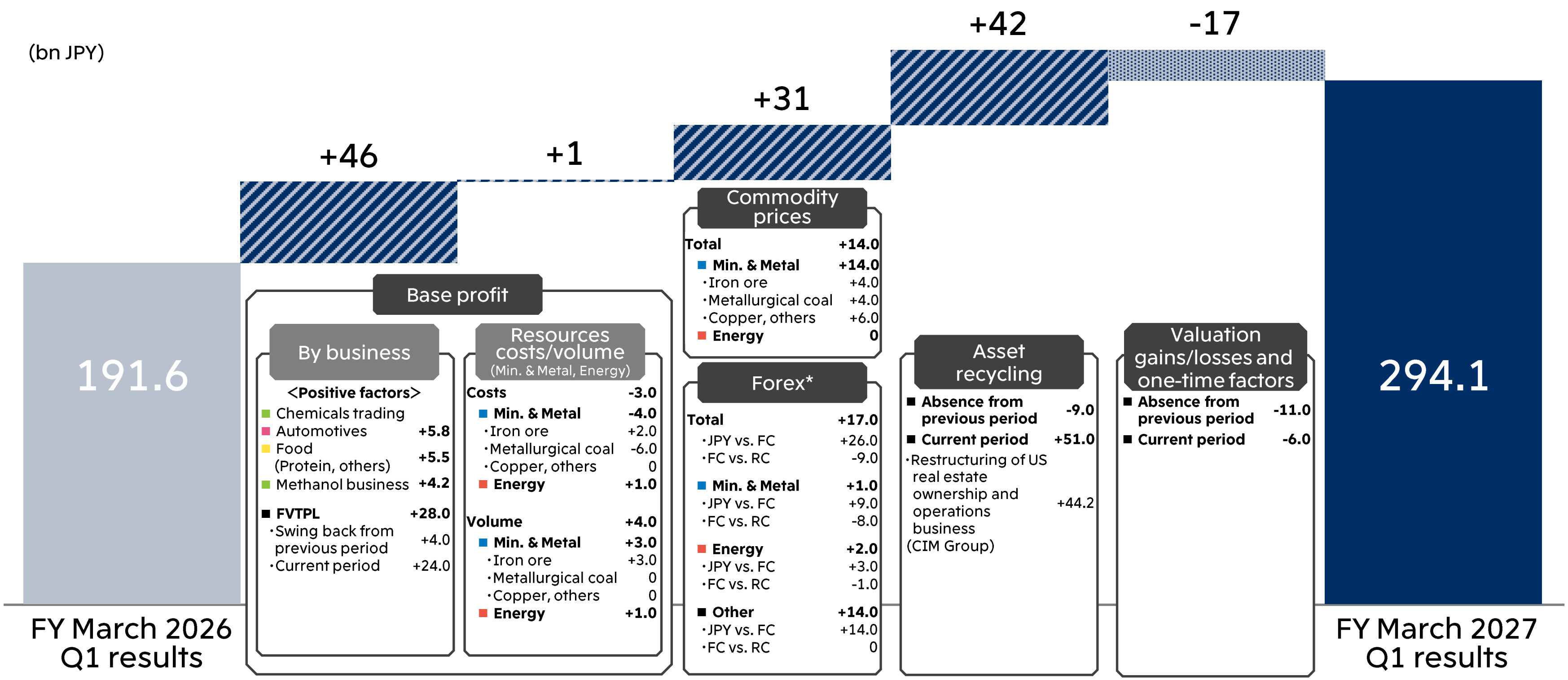

* FC=functional currency, RC=revenue currencies

Balance Sheet as of end-June 2026

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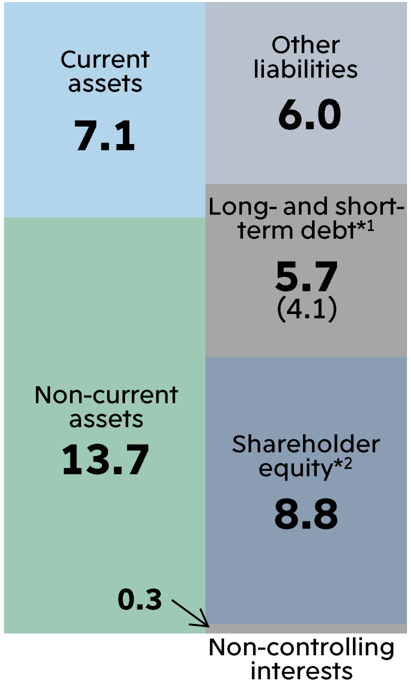
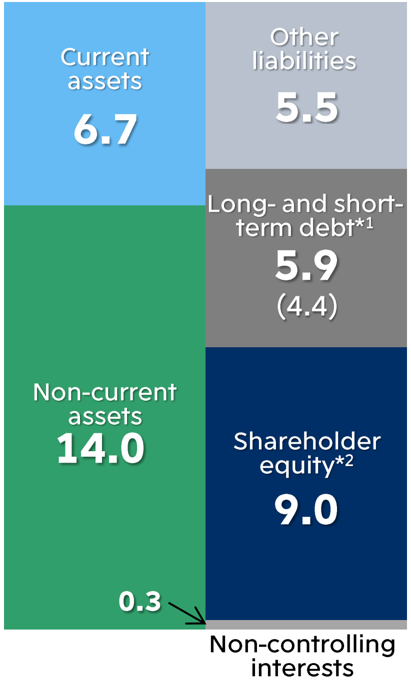
(tr JPY)

End-March 2026



Total assets	Shareholder equity	Net D/E ratio
20.8 Tr	8.8 Tr	0.47x

End-June 2026



Total assets	Shareholder equity	Net D/E ratio
20.7 Tr	9.0 Tr	0.49x

Main balances and changes

	End-June 2026	Changes from end-March 2026
Interest-bearing debt*3	5.3	+0.2
Net interest-bearing debt*4	4.4	+0.3
Shareholder equity*2	9.0	+0.2
・Profit		+0.3
・Other Comprehensive Income		+0.1
1) Financial assets measured at FVTOCI*5		-0.0
2) Foreign currency translation adjustment		+0.1
3) Cash-flow hedge		+0.0
・Dividend payment		-0.2
・Share repurchases		-0.0

*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.* Due to rounding differences, totals may not match
*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
*5 Fair value through other comprehensive income

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

(bn JPY)

Segment	FY March 2027 Q1 results			FY March 2027 business plan	
	Profit	Incl. asset recycling	Incl. valuation gains/losses and one-time factors	Profit	Incl. asset recycling, valuation gains/losses and one-time factors
Mineral & Metal Resources	61.2	1.0	-	250	1
Iron & Steel Products	5.3	-	-	20	1
Energy	34.4	-	-6.2	200	25
Mobility, Digital & Infrastructure	73.0	2.7	3.3	240	31
Chemicals	26.6	1.5	-3.7	75	11
Wellness Ecosystem	18.4	0.7	1.5	55	5
Innovation & Corporate Development	65.2	44.2	-	70	22
Others, Adjustments & Eliminations	10.0	-	-1.6	10	-2
Total	**294.1**	**50.1**	**-6.7**	**920**	**94**

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

2. Assumptions and Sensitivities

(announced May 2026)		Impact of price fluctuations on profit for the year attributable to owners of the parent for FY March 2027		FY March 2027 assumption	FY March 2027 Q1 results	FY March 2026 results
Commodity	Crude oil/JCC	-	bn JPY (1USD/bbl)	84*1	102	71
	Consolidated oil price*2	Gross: 1.3 Net*3: 0.9	bn JPY (1USD/bbl)	80	74	78
	US gas*4	Gross: 1.6 Net*3: 1.2	bn JPY (0.1USD/mmBtu)	3.50*5	3.47*5	3.63*5
	Iron ore*6	3.0	bn JPY (1USD/ton) *12	*7	105*8	100*8
	Metallurgical coal	0.3	bn JPY (1USD/ton) *12	*7	238*9	201*9
	Copper*10	0.5	bn JPY (100USD/ton) *12	12,000	12,852*11	9,939*11
Forex*13	USD	4.6	bn JPY (per 1 yen change)	150.00	160.72	151.09
	AUD	1.8	bn JPY (per 1 yen change)	100.00	113.32	100.39

*1 Set based on a Brent price assumption of USD 78/bbl.

*2 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 2027, we have assumed that there is a 4-6 month time lag for approx. 55%, a 1-3 month time lag for approx. 40%, and no time lag for approx. 5%. The above sensitivities show the annual impact of changes in the consolidated oil price.

*3 Actual sensitivity (includes the effects of hedging).

*4 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.

*5 The US gas figure for the FY March 2027 assumption is the Henry Hub assumption price. In addition, US gas figure for FY March 2026 and FY March 2027 Q1 are the Henry Hub Natural Gas Futures average daily prompt month closing prices traded on NYMEX during January to December 2025 and January to March 2026 respectively.

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

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

*8 The iron ore figures for FY March 2026 and FY March 2027 Q1 are the daily average (reference price) spot indicated price (Fe 61% CFR North China) published in an industry trade magazine for the periods from April 2025 to March 2026 and from April 2026 to June 2026, respectively.

*9 The metallurgical coal figures for FY March 2026 and FY March 2027 Q1 are the averages of the quarterly spot reference prices for Premium HCC FOB Australia published in an industry trade magazine for the periods from April 2025 to March 2026 and from April to June 2026, respectively.

*10 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 2026.

*11 The copper figures for FY March 2026 and FY March 2027 Q1 are the averages of the LME monthly average cash settlement prices for the periods from January 2025 to December 2025 and from January 2026 to March 2026, respectively.

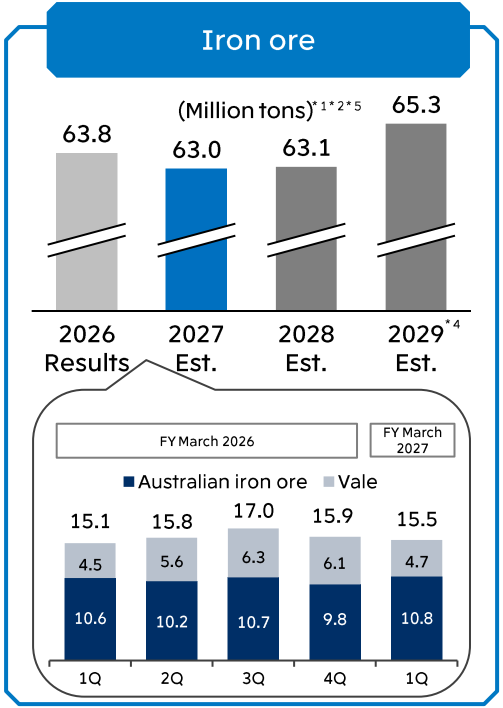
*12 The impact on profit for iron ore, metallurgical coal, and copper, does not include the impact of hedging.

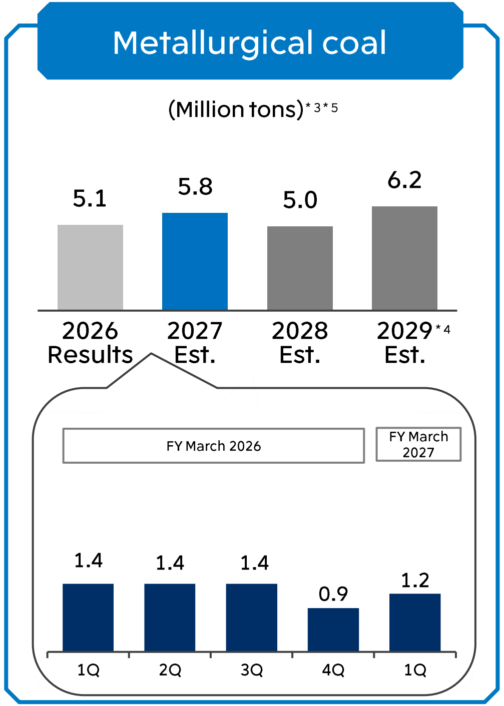
*13 The above sensitivities show the impact of currency fluctuations on reported profit of overseas affiliated companies denominated in their respective functional currencies and the impact of dividends received from major foreign investees. Depreciation of the yen has the effect of increasing profit 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.

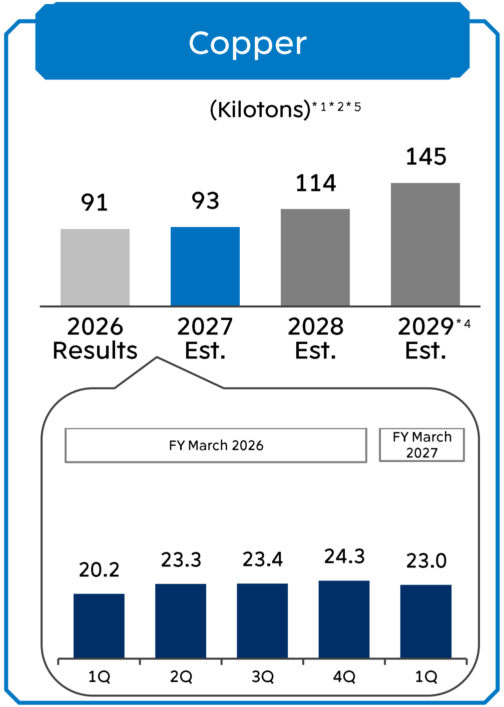
3 . Mineral & Metal Resources – Equity Share of Production

Equity Share of Production
(as of May 2026)

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
*5 Due to rounding differences, totals of *production* may not match the *equity share of production* figures

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

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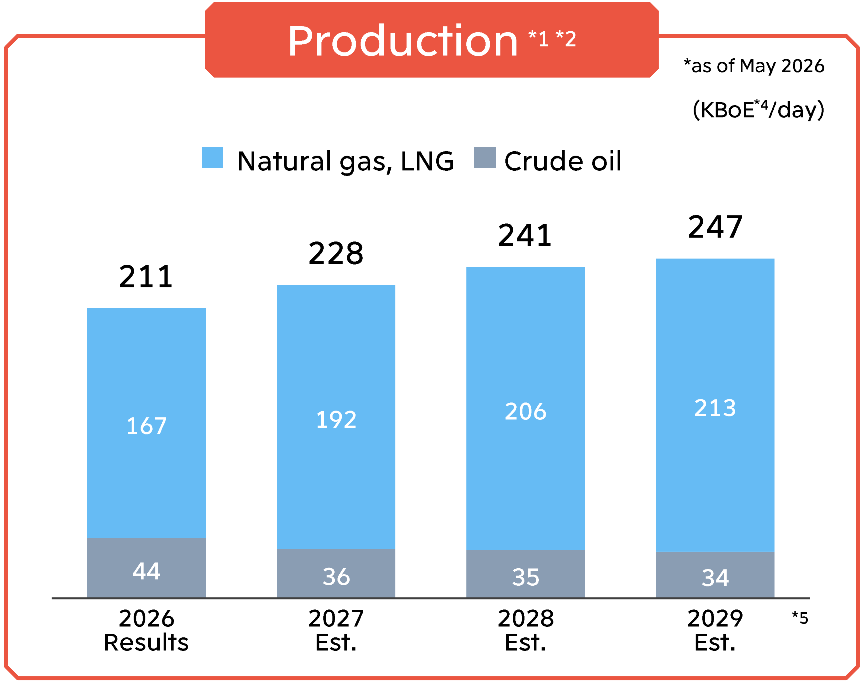
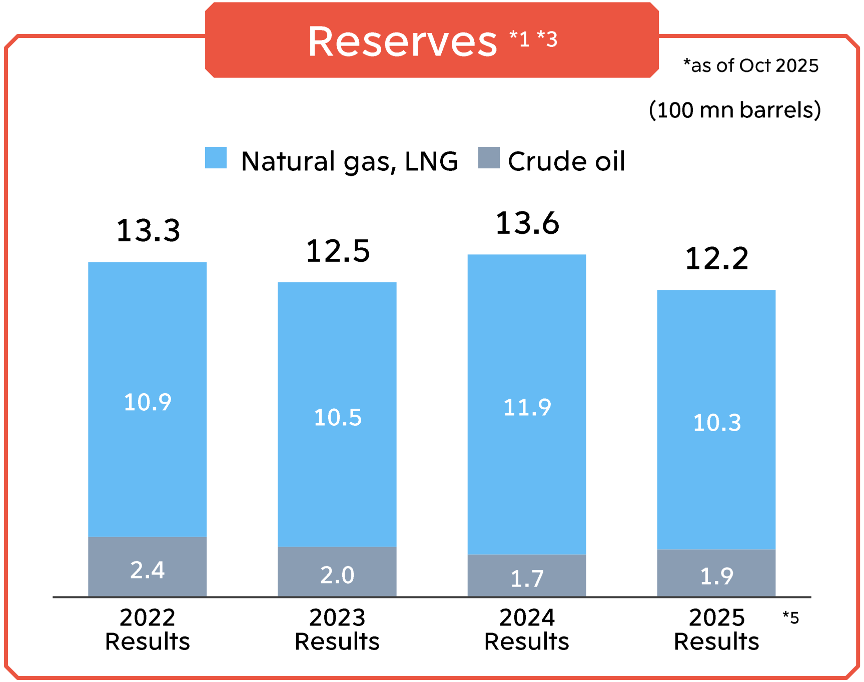
Product	Name *1	Location	Main partners	Equity ratio *3	FY March 2026 equity share of production	Revenue recognition	Accounting period
Iron ore	Robe River	Australia	Rio Tinto	33.0%	20.8 million tons	Consolidated (partially accounted for by equity method)	Mar
	Mt. Newman / Yandi / Mt. Goldsworthy / Jimblebar	Australia	BHP	7.0%	20.6 million tons	Consolidated (partially accounted for by dividend)	Mar
	Vale	Brazil	Vale	6.71%	22.5 million tons*2	Dividend income	Dec
Metallurgical Coal	Kestrel	Australia	EMR / Adaro	20.0%	0.9 million tons	Consolidated	Mar
	Moranbah North / Grosvenor / Capcoal / Dawson	Australia	Anglo American	Various	4.1 million tons	Consolidated	Mar
Copper	Collahuasi	Chile	Anglo American Glencore	12.0%	48.5 thousand tons*2	Equity method	Dec
	Anglo American Sur	Chile	Anglo American Codelco	9.5%	19.7 thousand tons*2	Equity method	Dec
Nickel	Taganito	Philippines	Sumitomo Metal Mining	15.0%	4.1 thousand tons*2	Dividend income	Dec
Aluminum	Albras / Alunorte	Brazil	Norsk Hydro	Various	Aluminum ingot: 100.8 thousand tons*2 Alumina: 204.7 thousand tons*2	Equity Method (partially dividend income)	Dec

*1 Includes JV names, company names, and project names *2 Jan-Dec 2025 results *3 As of end-March 2026

5. Energy: Natural Gas, LNG, and Crude Oil

Equity Share of Production and Reserves





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

6. Energy: Main Businesses – Producing Assets

Business	Project name	Location	Production capacity	Shareholders and interest owners	Mitsui's equity ratio	Equity share of production	Mitsui's revenue recognition	Accounting period
LNG	ADNOC LNG	UAE	6.0 million tons/year	ADNOC Gas (70%), BP (10%), TotalEnergies (5%)	15%	0.9 million tons/year	Dividend income	Dec
	QatarEnergy LNG N(3)	Qatar	7.8 million tons/year	QatarEnergy (68.5%) ConocoPhillips (30%)	1.5%	0.1 million tons/year	Dividend income	Dec
	Oman LNG	Oman	7.6 million tons/year	Oman government (51%) Shell (30%), others	2.77%	0.2 million tons/year	Dividend income	Dec
	Sakhalin II	Russia	9.6 million tons/year	Gazprom (77.5%) Mitsubishi Corp (10%)	12.5%	1.2 million tons/year	Dividend income	Dec
	North West Shelf	Australia	14.3 million tons/year	Woodside (33.3%) MIMI, Shell, BP, Chevron (16.7% each)	8.33%	1.2 million tons/year	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	0.4 million tons/year	Equity method / consolidated	Dec
	Cameron	US	12.0 million tons/year	Sempra (50.2%) TotalEnergies, [Mitsubishi Corp /NYK] (16.6% each)	33.3%*	4 million tons/year)	Equity method	Dec

* Mitsui's LNG offtake ratio (equity ratio: 16.6%)

6. Energy: Main Businesses – Producing Assets

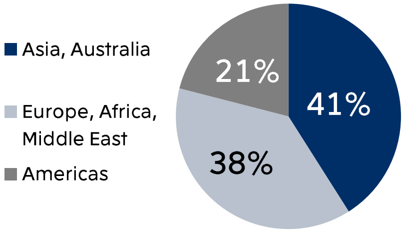
Business	Project name	Location	Production (most recent data)	Shareholder composition / interest holders	Mitsui participating entity and equity ratio	Revenue recognition	Accounting period
E&P	Block 9*1	Oman	Not disclosed	Occidental (50%) OQ (45%)	MEPME (5%)	Consolidated	Dec
	Block 27*1	Oman	Not disclosed	Occidental (65%)	MEPME (35%)	Consolidated	Dec
	Block 3&4*1	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: 10.4 thousand BD*2	Woodside (60%)	MEPAU (40%)	Consolidated	Dec
	Kipper	Australia	Not disclosed	ExxonMobil (32.5%) Woodside (32.5%)	MEPAU (35%)	Consolidated	Dec
	Waitsia	Australia	Gas/condensate: 31.5 thousand BD	Beach Energy (50%)	MEPAU (50%)	Consolidated	Dec
	Meridian	Australia	Gas: 7.3 thousand BD	WestSide (51%)	MEPAU (49%)	Consolidated	Dec
	Eagle Ford	US	Gas/condensate/ NGL: 87 thousand BD	Crescent Energy (62.5%) KNOC (25%)	MEPTX (12.5%)	Consolidated	Dec
	Marcellus	US	Gas: 3,585 MMCF/D*3	Equinor (40.7%) Expand Energy (32.5%) others	MEPUSA (11%)	Consolidated	Dec
	South Texas Vaquero	US	Gas: 148 MMCF/D	Granite Ridge Holdings (8%)	MEPSTX (92%)	Consolidated	Dec
	Tatonka	US	Gas: 39 MMCF/D	Sabana (22.2%) others	MEPUSA (75%)	Consolidated	Dec

*1 Decision to sell made *2 barrel per day *3 million standard cubic feet per day

7. Power Generation Portfolio

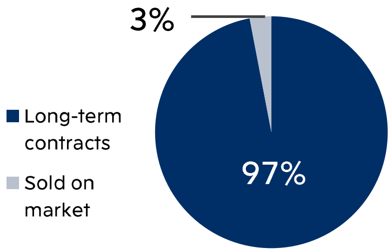
	Generation capacity (Mitsui's share)	Energy source (Target: Renewable energy ratio over 30% by 2030): Renewable energy	Gas	Coal	Oil
End-March 2022	Net 11.0GW (Gross 40GW)	15%	63%	19%	3%
End-March 2023	Net 11.1GW (Gross 40GW)	23%	56%	18%	3%
End-March 2024	Net 10.5GW (Gross 40GW)	29%	52%	16%	3%
End-March 2025	Net 9.5GW (Gross 34GW)	35%	55%	8%	2%
End-March 2026	Net 9.4GW (Gross 34GW)	34%	55%	8%	3%

By region



(as of end-March 2026)

By type



(as of end-March 2026)

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_20260331.pdf

8. YoY Profit Change (by Segment and Factor)

(bn JPY)

	FY March 2026 Q1	Base profit		Commodity prices, forex*1	Asset recycling*2	Valuation gains/losses and one-time factors*2	FY March 2027 Q1	Change
		By business	Resources costs/volume					
Mineral & Metal Resources	51.5	-4.9	-1.0	+15.0	+1.0	-0.4	61.2	+9.7
		Main factors ・Various **FVTPL (for reference)** **0** Swing back from previous period 0 Current period 0	**Cost** **-4.0** ・Iron ore +2.0 ・Metallurgical coal -6.0 ・Copper, others 0 **Volume** **+3.0** ・Iron ore +3.0 ・Metallurgical coal 0 ・Copper, others 0	**Commodity prices** **+14.0** ・Iron ore +4.0 ・Metallurgical coal +4.0 ・Copper, others +6.0 **Forex** **+1.0** JPY vs. FC +9.0 ・Iron ore +10.0 ・Metallurgical coal -1.0 ・Copper, others 0 FC vs. RC -8.0 ・Iron ore -8.0 ・Metallurgical coal -1.0 ・Copper, others +1.0	**Absence from previous period** **0** **Current period** **+1.0**	**Absence from previous period** **-0.4** **Current period** **0**		
Iron & Steel Products	6.5	-1.2	-	-	0	0	5.3	-1.2
		Main factors ・Various **FVTPL (for reference)** **0** Swing back from previous period 0 Current period 0			**Absence from previous period** **0** **Current period** **0**	**Absence from previous period** **0** **Current period** **0**		

*1 Foreign exchange (yen vs FC) that does not belong to segments other than Mineral & Metal Resources and Energy is included in *Others, Adjustments and Eliminations*
*2 The symbols (+/-) listed in *FY Mar 2026 Q1* under *asset recycling* and *valuation gains/losses and one-time factors* are the reverse of the actual incurred amounts

8. YoY Profit Change (by Segment and Factor)

(bn JPY)

	FY March 2026 Q1	Base profit		Commodity prices, forex*1	Asset recycling*2	Valuation gains/losses and one-time factors*2	FY March 2027 Q1	Change
		By business	Resources costs/volume					
Energy	20.2*3	+14.3	+2.0	+2.0	0	-4.1	34.4	+14.2
		Positve factors ・FVTPL from IPO of energy business outside Japan +10.9 **Negative factors** ・LNG related **FVTPL** (for reference) **+12.7** Swing back from previous period +1.7 Current period +11.0	**Costs** **+1.0** **Volume** **+1.0**	**Commodity prices** **0** **Forex** **+2.0** ・JPY vs. FC +3.0 ・FC vs. RC -1.0	**Absence from previous period** **0** **Current period** **0**	**Absence from previous period** **+2.1** **Current period** **-6.2**		
Mobility, Digital & Infrastructure	49.4*3	+19.9	-	-	-0.1	+3.8	73.0	+23.6
		Positive factors ・Automotives +5.8 **FVTPL** (for reference) **+2.7** Swing back from previous period +0.2 Current period +2.5			**Absence from previous period** **-2.8** **Current period** **+2.7**	**Absence from previous period** **+0.5** **Current period** **+3.3**		

*1 Foreign exchange (yen vs FC) that does not belong to segments other than Mineral & Metal Resources and Energy is included in *others*
*2 The symbols (+/-) listed in *FY Mar 2026 Q1* under *asset recycling* and *valuation gains/losses and one-time factors* are the reverse of the actual incurred amounts
*3 The figure for the FY March 2026 1Q has been restated due to revision of operating segment

8. YoY Profit Change (by Segment and Factor)

(bn JPY)

	FY March 2026 Q1	Base profit: By business	Base profit: Resources costs/volume	Commodity prices, forex*1	Asset recycling*2	Valuation gains/losses and one-time factors*2	FY March 2027 Q1	Change
Chemicals	30.9	+13.0	-	-	+1.4	-18.7	26.6	-4.3
		Positive factors ・Trading ・Methanol business +4.2 **FVTPL** (for reference) **+2.0** Swing back from previous period +1.9 Current period +0.1			**Absence from previous period -0.1** **Current period +1.5**	**Absence from previous period -15.0** **Current period -3.7**		
Wellness Ecosystem	14.8	+5.0	-	-	-4.8	+3.4	18.4	+3.6
		Positive factors ・Foods (protein, other factors) +5.5 **FVTPL** (for reference) **-0.5** Swing back from previous period -0.2 Current period -0.3			**Absence from previous period -5.5** **Current period +0.7**	**Absence from previous period +1.9** **Current period +1.5**		

*1 Foreign exchange (yen vs FC) that does not belong to segments other than Mineral & Metal Resources and Energy is included in *others*
*2 The symbols (+/-) listed in *FY Mar 2026 Q1* under *asset recycling* and *valuation gains/losses and one-time factors* are the reverse of the actual incurred amounts

8. YoY Profit Change (by Segment and Factor)

(bn JPY)

	FY March 2026 Q1	Base profit: By business	Base profit: Resources costs/volume	Commodity prices, forex*1	Asset recycling*2	Valuation gains/losses and one-time factors*2	FY March 2027 Q1	Change
Innovation & Corporate Development	10.3	+10.5	-	-	+44.2	+0.2	65.2	+54.9
		Positive factors ・FVTPL from IPO of quantum computing business +10.2 **FVTPL** (for reference) **+11.3** Swing back from previous period 0 Current period +11.3			**Absence from previous period 0** **Current period +44.2** ・Restructuring of US real estate ownership and operations business (CIM Group) +44.2	**Absence from previous period +0.2** **Current period 0**		
Others, Adjustments and Eliminations	8.0	-10.4	-	+14.0	-	-1.6	10.0	+2.0
		Main factors Expenses, interest, taxes, etc., not allocated to business segments **FVTPL** (for reference) **-0.1** Swing back from previous period 0 Current period -0.1			**Absence from previous period 0** **Current period 0**	**Absence from previous period 0** **Current period -1.6**		

*1 Foreign exchange (yen vs FC) that does not belong to segments other than Mineral & Metal Resources and Energy is included in *others*
*2 The symbols (+/-) listed in *FY Mar 2026 Q1* under *asset recycling* and *valuation gains/losses and one-time factors* are the reverse of the actual incurred amounts

9. Consolidated Statements of Income & Financial Position

MITSUI & CO.

Consolidated Statements of Income

(bn JPY)

	FY 3/26 Q1	FY 3/27 Q1	Change
Gross profit	301.4	413.7	+112.3
SG&A	-202.2	-235.2	-33.0
Gain (loss) on securities and other investments-net	3.7	87.0	+83.3
Impairment reversal (loss) of fixed assets-net	-1.0	-6.0	-5.0
Gain (loss) on disposal or sales of fixed assets-net	0.4	0.2	-0.2
Other income (expense)-net	5.5	-30.8	-36.3
Dividend income*1	30.5	23.8	-6.7
Interest income (expense)*2	-25.0	-29.7	-4.7
Profit (loss) of equity method investments	120.9	139.2	+18.3
Income taxes	-36.4	-59.1	-22.7
Non-controlling interests	-6.1	-9.0	-2.9
Profit for the period attributable to owners of the parent	191.6	294.1	+102.5

*1 Dividend income	Dividend income	30.5	23.8	-6.7
	Q1	30.5	23.8	-6.7
	(breakdown)			
	Domestic	12.1	8.1	-4.0
	Overseas*3	18.4	15.7	-2.7
*2 Interest income (expense)	Interest income (expense)	-25.0	-29.7	-4.7
	Interest income	20.5	21.8	+1.3
	Interest expense	-45.5	-51.5	-6.0
	(breakdown by entity category)			
	Parent	-24.5	-25.8	-1.3
	Overseas trading affiliates	3.2	2.5	-0.7
	Domestic subs.	1.6	0.3	-1.3
	Overseas subs.	-5.3	-6.7	-1.4

Net DER / Adjusted Net DER

	end-Mar 26	end-Jun 26
Interest-bearing debt		
Short-term debt	166.2	286.6
Long-term debt	5,541.5	5,594.4
Total debt	5,707.7	5,881.0
Less lease debt	-584.8	-577.9
Interest-bearing debt	5,122.9	5,303.1
Less cash and cash equivalents, time deposits	-983.9	-886.4
Net Interest-bearing debt	4,139.0	4,416.7
Total equity attributable to owners of parent	8,767.7	8,980.8
Net debt-to-equity ratio (net D/E ratio)		
Net D/E ratio (times)	0.47	0.49
Adjusted net D/E ratio (times)*4	0.44	0.46

Average of Interest-Bearing Debt

	end-Jun 25	end-Jun 26
Interest-bearing debt		
Average of interest-bearing debt	4,360.2	5,213.0
The end of the current period	4,410.5	5,303.1
The end of the previous fiscal year	4,309.9	5,122.9

*3 Dividends from LNG projects are shown on page 33

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

10. Quarterly COCF and Profit by Segment

(bn JPY)		COCF*2					Profit*2				
		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
Mineral & Metal Resources	FY March 2026	71.9	90.3	82.6	85.6	330.4	51.5	62.8	85.4	53.9	253.6
	FY March 2027	69.0		271.0		340.0	61.2		188.8		250.0
Iron & Steel Products	FY March 2026	6.3	0.2	11.2	0.2	17.9	6.5	4.8	5.2	2.4	18.9
	FY March 2027	4.4		10.6		15.0	5.3		14.7		20.0
Energy*1	FY March 2026	48.4	58.2	115.7	48.1	270.4	20.2	82.0	32.6	23.0	157.8
	FY March 2027	80.1		249.9		330.0	34.4		165.6		200.0
Mobility, Digital & Infrastructure*1	FY March 2026	33.4	56.4	39.5	46.4	175.7	49.4	53.3	63.1	66.5	232.3
	FY March 2027	46.5		153.5		200.0	73.0		167.0		240.0
Chemicals	FY March 2026	32.7	22.5	19.5	27.9	102.6	30.9	12.6	12.0	12.0	67.5
	FY March 2027	40.9		69.1		110.0	26.6		48.4		75.0
Wellness Ecosystem	FY March 2026	-1.0	-4.0	15.0	-2.2	7.8	14.8	6.0	12.3	18.9	52.0
	FY March 2027	7.6		27.4		35.0	18.4		36.6		55.0
Innovation & Corporate Development	FY March 2026	12.1	7.4	11.0	15.9	46.4	10.3	15.0	-21.1	54.8	59.0
	FY March 2027	24.7		15.3		40.0	65.2		4.8		70.0
Others, Adjustments & Eliminations	FY March 2026	12.5	1.2	5.8	8.2	27.7	8.0	-4.4	-1.3	-9.4	-7.1
	FY March 2027	7.7		-27.7		-20.0	10.0		0		10.0
Total	FY March 2026	216.3	232.2	300.3	230.1	978.9	191.6	232.1	188.2	222.1	834.0
	FY March 2027	280.9		769.1		1,050.0	294.1		625.9		920.0

*1 Reflects reclassifications following organizational restructuring
*2 The FY March 2027 total is the full-year business plan, while the Q2-Q4 figures are simply the full-year business plan less the Q1 results

11. Investment Cash Flow by Segment

(bn JPY)	FY March 2026 full-year		FY March 2027 Q1			
	Cash inflows	Cash outflows	Cash inflows	Main factors	Cash outflows	Main factors
Mineral & Metal Resources	4.1	-832.0	1.1	-	-42.0	・Iron ore operations in Australia -35.9
Iron & Steel Products	6.0	-14.0	0	-	-5.0	-
Energy*	4.3	-225.7	0	-	-51.2	・Oil and gas projects -28.3 ・LNG (Mitsui E&P Mozambique -11.4、other factors)
Mobility, Digital & Infrastructure*	119.3	-105.6	50.7	Space business (Firefly) +24.7	-19.3	-
Chemicals	31.2	-92.1	1.4	-	-14.6	-
Wellness Ecosystem	45.0	-37.9	2.5	-	-4.2	-
Innovation & Corporate Development	110.2	-61.9	2.7	-	-6.6	-
Others, Adjustments & Eliminations	23.0	-10.8	0.8	-	-4.0	-
Total	**343.1**	**-1,380.0**	**59.2**		**-146.9**	

Note: Excludes changes in time deposits.
* Reflects reclassifications following organizational restructuring

Capital Allocation

12. Profit & Loss Attributable to Mitsui from Major Investees

(bn JPY)

	Name	Principal lines of business	Share of profit (%)	Entity category*5	Fiscal year-end	FY March 2027*6 Q1	FY March 2026*6 Q1	Change	FY March 2026*6 full-year
Mineral & Metal Resources	Iron ore mining operations in Australia*1	Investment in iron ore business in Australia	Var.	S	Mar	59.5	52.4	+7.1	218.7
	Dividends from Vale*2	Brazilian diversified resource and development business	6.73	G	-	0.0	0.0	0.0	43.5
	Mitsui Resources	Investment in metallurgical coal businesses in Australia	100.0	S	Mar	-7.1	-1.0	-6.1	-0.9
	Mitsui & Co. Mineral Resources Development (Latin America)*1	Investment and financing to copper business in Chile (Anglo American Sur)	100.0	S	Mar	0.6	-2.3	+2.9	-10.6
	Japan Collahuasi Resources	Investment in a copper mine in Chile (Collahuasi)	100.0	S	Dec	5.0	1.5	+3.5	17.3
	INNER MONGOLIA ERDOS ELECTRIC POWER AND METALLURGY GROUP	Manufacturing and sales of ferroalloys, chemical products, etc.	20.2	E	Dec	2.9	1.5	+1.4	11.5
	MITSUI BUSSAN METALS	Sales and trading of non-ferrous metal products and scrap, etc.	100.0	S	Mar	1.3	0.3	+1.0	1.5
	NIPPON AMAZON ALUMINIUM	Investments in aluminum business in Brazil (Albras/Alunorte)	45.5	E	Dec	1.7	-0.2	+1.9	0.4
Iron & Steel Products	Mitsui & Co. Steel*1	Trading of steel products	Var.	S/E	Mar	1.7	2.3	-0.6	6.0
	MM&KENZAI	Steel products for construction and steel raw materials	50.0	E	Mar	0.4	0.2	+0.2	1.4
	NIPPON STEEL TRADING*4	Sales, export and import, mainly of steel products	20.0	E	Mar	-	-	-	-
	Gestamp companies*1	Stamped components for automotive business	Var.	E	Dec	1.2	0.5	+0.7	3.9
	NuMit*3	Investment in Steel Technologies, a steel processing and sales company	50.0	E	Dec	1.3	1.1	+0.2	5.3
	GRI Renewable Industries	Manufacturing of wind turbine towers and flanges	25.0	E	Dec	0.3	0.2	+0.1	1.0
	STATS	Provision of oil and gas pipeline repair equipment and related services	100.0	S	Mar	-0.1	-0.1	0.0	0.9
	Regency Steel Asia	Trading of steel products	100.0	S	Mar	0.1	0.0	+0.1	0.3

Note: Footnotes can be found on P.37

12. Profit & Loss Attributable to Mitsui from Major Investees

(bn JPY)

	Name	Principal lines of business	Share of profit (%)	Entity category*5	Fiscal year-end	FY March 2027*6 Q1	FY March 2026*6 Q1	Change	FY March 2026*6 full-year
Energy	**GLOBAL LNG**								
	Dividends from LNG projects*2	LNG projects (Sakhalin II、Abu Dhabi、Oman、Qatar)	Var.	G	-	0.6	4.2	-3.6	69.2
	Japan Australia LNG (MIMI)*4	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	6.1	6.5	-0.4	24.0
	Mitsui E&P Mozambique Area 1	Development and production of LNG in Mozambique	50.5	E	Dec	-2.8	0.0	-2.8	-7.7
	Japan Arctic LNG	Development and production of LNG in Russia	27.0	E	Dec	0.0	0.0	0.0	0.0
	Mitsui & Co. Energy Marketing and Services (USA)	Physical and futures trading of natural gas, power, and oil in the US	100.0	S	Dec	1.7	0.6	+1.1	3.7
	INTEGRATED ENERGY SOLUTIONS								
	Mitsui Energy Development	Exploration, development, and production of oil, natural gas, and geothermal energy resources	100.0	S	Mar	3.8	1.6	+2.2	6.4
	Mitsui E&P Australia Holdings	Exploration, development, and production of oil and natural gas in Australia	100.0	S	Dec	1.0	0.9	+0.1	11.1
	Mitsui E&P USA*3	Exploration, development, and production of oil and natural gas in the US	100.0	S	Dec	20.6	13.1	+7.5	36.4
	MEP Texas Holdings*3	Exploration, development, and production of Eagle Ford shale oil and gas in the US	100.0	S	Dec	2.1	1.8	+0.3	8.1
	MEP South Texas*3	Exploration, development, and production of Vaquero unconventional gas in the US	100.0	S	Dec	-0.1	-0.6	+0.5	-4.2
	Mitsui E&P Middle East	Exploration, development, and production of oil and natural gas in the Middle East	100.0	S	Dec	-2.9	0.8	-3.7	1.5
	Mitsui E&P Italia B	Exploration, development, and production of Tempa Rossa oil field in Italy	100.0	S	Dec	0.0	0.2	-0.2	3.3
	Mitsui & Co. Energy Trading Singapore	Global trading of oil, biofuel, LNG, and emissions credits	100.0	S	Mar	-3.5	-1.7	-1.8	3.2
	ENEOS GLOBE	Import and sales of LPG, new energy related business	30.0	E	Mar	1.3	0.8	+0.5	2.6
	e-dash	Development and operation of CO_2 emissions visualization and reduction services	90.3	S	Mar	-0.3	-0.3	0.0	-1.1
	MIT RNG USA	Investment in renewable natural gas projects in North America	100.0	S	Mar	-0.5	-0.3	-0.2	-1.4

Note: Footnotes can be found on P.37

12. Profit & Loss Attributable to Mitsui from Major Investees

(bn JPY)

	Name	Principal lines of business	Share of profit (%)	Entity category*5	Fiscal year-end	FY March 2027*6 Q1	FY March 2026*6 Q1	Change	FY March 2026*6 full-year
Mobility, Digital & Infrastructure	**Digital & Infrastructure Solutions**								
	MyPower	Business development and management in the US energy transformation sector	100.0	S	Mar	0.3	-0.1	+0.4	9.1
	IPP businesses*1	Power generation businesses	Var.	S/E	Var.	6.1	3.9	+2.2	28.8
	Shamrock Investment International	Investment in Mainstream Renewable Power	100.0	S	Dec	-2.2	-3.7	+1.5	-37.4
	Ecogen Brasil Solucoes Energeticas	Utility equipment rental, operations, and maintenance in Brazil	100.0	S	Dec	0.1	0.2	-0.1	1.1
	Gas infrastructure companies*1	Gas infrastructure companies in Brazil, Mexico, and the US	Var.	S/E	Dec	8.6	4.3	+4.3	17.7
	FPSO/FSO leasing businesses*1	FPSO/FSO leasing	Var.	E	Dec	6.7	7.0	-0.3	20.2
	Drillship business*1	Deep-water drillship leasing business	Var.	S	Var.	0.3	0.3	0.0	1.1
	Mitsui & Co. Project Solutions	Sales of various plants, electric power facilities, and railway equipment	100.0	S	Mar	1.8	1.6	+0.2	4.4
	Logistics infrastructure businesses*1	Air cargo terminal and port terminals	Var.	S/E	Var.	1.9	1.6	+0.3	8.8
	Mitsui Water Holdings (Thailand)*4	Investment in water supply business	100.0	S	Mar	-	0.7	-	5.1
	Mitsui & Co. Infrastructure Solutions	Water treatment, electricity generation & supply, energy management, etc.	96.7	S	Dec	0.9	0.2	+0.7	1.8
	Mobility I								
	Americas motor vehicle/truck business*1	Americas motor vehicle/truck business	Var.	S/E	Var.	16.4	12.1	+4.3	48.4
	Penske Automotive Group	Automobile sales and comprehensive solutions	20.3	E	Dec	7.6	7.1	+0.5	27.1
	MBK USA Commercial Vehicles	Investment in Penske Truck Leasing	100.0	S	Dec	4.2	2.8	+1.4	18.8
	Auto Finance businesses in Latin America*1	Auto finance businesses in Latin America	Var.	S/E	Dec	1.3	1.2	+0.1	5.4
	Asian motor vehicle businesses*1	Asian motor vehicle businesses	Var.	E	Var.	5.1	5.6	-0.5	18.8
	Bussan Auto Finance	Motorcycle sales and financing	45.0	E	Dec	0.4	0.3	+0.1	1.5
	Construction & industrial machinery businesses*1	Construction & industrial machinery businesses	Var.	S/E	Var.	3.8	8.2	-4.4	27.7
	Guarana Urban Mobility*4	Investment in passenger transportation 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.	4.2	4.2	0.0	21.5
	Aviation businesses*1	Aviation businesses	Var.	S/E	Var.	0.9	1.5	-0.6	5.7

Note: Footnotes can be found on P.37

12. Profit & Loss Attributable to Mitsui from Major Investees

(bn JPY)

	Name	Principal lines of business	Share of profit (%)	Entity category*5	Fiscal year-end	FY March 2027*6 Q1	FY March 2026*6 Q1	Change	FY March 2026*6 full-year
Chemicals	**Basic Materials**								
	MMTX	Fairway Methanol business in the US	100.0	S	Mar	6.2	2.0	+4.2	6.3
	Japan-Arabia Methanol	Investment in a methanol production business in Saudi Arabia and sales of products	55.0	S	Mar	0.1	0.7	-0.6	1.6
	Intercontinental Terminals Company	Chemical and petroleum products tank terminal business in the US	100.0	S	Mar	2.3	5.3	-3.0	11.7
	ITC Antwerp	Chemical tank terminal business in Belgium	100.0	S	Mar	0.6	0.2	+0.4	2.7
	Shark Bay Salt	Production of salt in Australia	100.0	S	Mar	-0.4	0.3	-0.7	3.4
	Mitsui Bussan Chemicals	Sales in Japan and trade of solvents, coating chemicals, etc.	100.0	S	Mar	2.2	0.9	+1.3	2.7
	Next-generation fuels*1	Development, production, and supply of next-generation fuels	100.0	S	Mar	-0.9	-0.2	-0.7	-4.0
	Performance Materials								
	MITSUI & CO. PLASTICS	Sales and trading of plastics and other related chemicals	100.0	S	Mar	2.0	1.2	+0.8	4.9
	Mitsui Plastics Trading (Shanghai)	Marketing and sales of plastics and other related materials	100.0	S	Dec	0.5	0.4	+0.1	1.7
	Living & Environmental Business*1	Life essentials businesses	Var.	S/E	Var.	0.3	1.1	-0.8	3.9
	Materials and components for automotives in North America *1	Manufacturing and sales of materials and components for automotives	Var.	S/E	Mar	2.6	2.6	0.0	7.8
	Nutrition & Agriculture								
	Overseas crop protection business*1	Overseas crop protection manufacturing and sales businesses	Var.	S/E	Var.	5.3	4.6	+0.7	9.0
	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	+0.3	0.6
	MVM Resources International	Investment in a phosphate rock mining project in Peru	25.0	E	Dec	0.9	1.1	-0.2	3.0
	Novus International	Manufacturing and sales of feed additives	80.0	S	Mar	0.8	0.3	+0.5	3.1
	Functional food ingredients business*1	Manufacturing and sales of functional food and pharmaceutical product materials	Var.	E	Var.	1.0	1.4	-0.4	3.7

Note: Footnotes can be found on P.37

12. Profit & Loss Attributable to Mitsui from Major Investees

(bn JPY)

	Name	Principal lines of business	Share of profit (%)	Entity category*5	Fiscal year-end	FY March 2027*6 Q1	FY March 2026*6 Q1	Change	FY March 2026*6 full-year
Wellness Ecosystem	**Food**								
	Minh Phu Seafood	Shrimp processing, export and sales	35.0	E	Dec	0.4	0.0	+0.4	0.2
	IPSP Oriental Holding Company	Investment in shrimp farming	20.0	E	Dec	1.2	0.8	+0.4	7.4
	Mit-Salmon Chile	Investment in a salmon farming, processing, and sales company	100.0	S	Dec	1.0	-0.1	+1.1	0.1
	Overseas broiler business*1	Overseas production, processing and sales of broilers	Var.	E	Var.	1.6	1.3	+0.3	4.8
	PRIFOODS	Production, processing and sales of broilers	63.2	S	Mar	0.5	0.2	+0.3	1.7
	Starzen*4	Production and sales of meat and processed meat products	16.3	E	Mar	-	0.5	-	1.5
	FEED ONE*4	Production and sales of compound feed	25.6	E	Mar	-	0.5	-	1.7
	United Grain Corporation of Oregon	Grain merchandising and export	100.0	S	Mar	0.5	-0.9	+1.4	2.2
	Euricom	Production and sales of polished rice, processed rice products, pulses, etc.	33.9	E	Dec	0.5	0.7	-0.2	1.8
	Mitsui DM Sugar*4	Manufacturing and sales of refined sugar, sugar related products and functional foods	27.7	E	Mar	-	1.2	-	4.0
	KASET PHOL SUGAR	Manufacturing and sales of sugar	87.6	S	Oct	-0.7	-0.2	-0.5	-3.3
	Retail								
	Domestic food and retail management businesses*1	Domestic food and retail management businesses	Var.	S	Var.	1.2	1.7	-0.5	13.1
	Fashion and textile businesses*1	Fashion and textile businesses	Var.	S/E	Var.	0.3	1.1	-0.8	5.6
	Food and retail management in North America*1	Food manufacturing and retail in North America	Var.	S	Var.	1.5	8.4	-6.9	12.3
	Wellness								
	IHH Healthcare	Provider of healthcare services	32.7	E	Dec	6.7	5.4	+1.3	23.2
	Aim Services	Food and support services for facilities	100.0	S	Mar	1.3	1.6	-0.3	3.9

Note: Footnotes can be found on P.37

12. Profit & Loss Attributable to Mitsui from Major Investees

(bn JPY)

	Name	Principal lines of business	Share of profit (%)	Entity category*5	Fiscal year-end	FY March 2027*6 Q1	FY March 2026*6 Q1	Change	FY March 2026*6 full-year
Innovation & Corporate Development	**IT & Communication**								
	MITSUI KNOWLEDGE INDUSTRY	Comprehensive ICT services	100.0	S	Mar	2.0	1.6	+0.4	11.1
	Altius Link	Contact centers and business process outsourcing	49.0	E	Mar	0.6	0.4	+0.2	2.5
	QVC JAPAN*4	Direct marketing business centered on TV and internet channels	40.0	E	Dec	-	-	-	6.1
	World Hi-Vision Channel	Satellite broadcasting channel	100.0	S	Mar	0.5	0.5	0.0	1.7
	Mitsui Bussan Secure Directions	Cyber security	100.0	S	Mar	0.3	0.2	+0.1	2.2
	M&Y Asia Telecom Holdings	Investment in a mobile network operator in Cambodia	50.0	S	Mar	0.3	0.3	0.0	1.7
	Corporate Development								
	JA Mitsui Leasing	Leasing and financing	39.0	E	Mar	4.2	2.9	+1.3	-43.6
	Mitsui & Co. Global Logistics	Logistics warehousing in Japan and international integrated transportation services	100.0	S	Mar	1.1	1.1	0.0	4.0
	Mitsui Bussan Commodities	Trading of energy and metals derivatives	100.0	S	Mar	1.6	1.9	-0.3	7.4
	Mitsui & Co. Asset Management Holdings*1	Real estate asset management	Var.	S	Mar	1.3	0.6	+0.7	3.7
	MITSUI & CO. REAL ESTATE	Real estate sales, leasing, and brokerage	100.0	S	Mar	0.0	0.7	-0.7	6.3
	Overseas real estate businesses*1	Overseas real estate businesses	100.0	S	Var.	-1.8	-1.1	-0.7	1.7
	SABRE INVESTMENTS*4	Investment in CIM Group in US (asset ownership and operations)	100.0	S	Dec	-	-	-	-
	Mitsui & Co. Insurance Holdings	General insurance agency and insurance brokerage	100.0	S	Mar	0.2	0.2	0.0	0.9
	Private equity businesses*1	Private equity businesses	100.0	S	Var.	-0.3	0.1	-0.4	4.2

*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 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.
*4 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 and for other such reasons.
*5 Entity category: *S* represents consolidated subsidiaries, *E* represents equity method investees, and *G* represents general companies.
*6 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.

13. Operating Segment Information (FY March 2027 Q1)

MITSUI & CO.

FY March 2027 Q1 (from April 1, 2026 to June 30, 2026)

(bn JPY)

Item	Mineral & Metal Resources	Iron & Steel Products			Energy				Mobility, Digital & Infrastructure				Chemicals
			Global LNG	Integrated Energy Solutions		Digital & Infrastructure Solutions	Mobility I	Mobility II		Basic Materials	Performance Materials	Nutrition & Agriculture	
Gross profit	61.1	14.7	20.9	57.1	78.0	6.9	41.6	9.9	58.4	31.8	15.6	39.7	87.2
Profit (loss) of equity method investments	27.6	5.9	9.1	0.2	9.4	25.3	31.0	8.4	64.7	0.6	4.0	2.0	6.6
Profit for the period attributable to owners of the parent	61.2	5.3	12.9	21.6	34.4	22.2	38.6	12.2	73.0	13.1	4.0	9.4	26.6
Total assets (as of June 30, 2026)	4,384.6	886.9	1,623.9	2,336.9	3,960.8	1,901.1	1,827.1	872.5	4,600.7	898.8	643.6	792.7	2,335.1
COCF	69.0	4.4	19.0	61.1	80.1	9.8	34.7	2.0	46.5	21.6	2.2	17.1	40.9

Item				Wellness Ecosystem			Innovation & Corporate Development	Total	Others, Adjustments and Eliminations	Consolidated Total
	Food	Retail	Wellness		IT & Communication	Corporate Development				
Gross profit	20.8	27.2	11.8	59.8	12.2	41.4	53.6	412.8	0.9	413.7
Profit (loss) of equity method investments	7.0	2.3	7.1	16.4	3.1	5.4	8.4	139.0	0.2	139.2
Profit for the period attributable to owners of the parent	8.5	2.0	7.8	18.4	3.5	61.7	65.2	284.1	10.0	294.1
Total assets (as of June 30, 2026)	1,055.8	1,090.4	1,007.2	3,153.4	314.5	2,019.9	2,334.4	21,655.9	-924.9	20,731.0
COCF	4.9	-0.9	3.6	7.6	2.8	21.8	24.7	273.2	7.7	280.9

13. Operating Segment Information (FY March 2026 Q1)

FY March 2026 Q1 (from April 1, 2025 to June 30, 2025)

(bn JPY)

Item	Mineral & Metal Resources	Iron & Steel Products	Global LNG	Integrated Energy Solutions	Energy	Digital & Infrastructure Solutions	Mobility I	Mobility II	Mobility, Digital & Infrastructure	Basic Materials	Performance Materials	Nutrition & Agriculture	Chemicals
Gross profit	58.3	12.7	14.0	28.2	42.2	5.4	30.3	7.7	43.4	14.7	13.5	32.5	60.7
Profit (loss) of equity method investments	13.2	4.7	13.7	0.1	13.9	16.6	32.8	4.9	54.3	1.5	0.4	2.2	4.1
Profit for the period attributable to owners of the parent	51.5	6.5	19.6	0.7	20.2	9.5	33.7	6.2	49.4	14.9	3.9	12.2	30.9
Total assets (as of March 31, 2026)	4,313.2	862.4	1,530.8	2,478.2	4,009.0	1,909.6	1,790.3	888.3	4,588.2	850.5	611.5	779.8	2,241.8
COCF	71.9	6.3	25.8	22.6	48.4	8.9	17.9	6.6	33.4	9.8	10.7	12.2	32.7

Item	Food	Retail	Wellness	Wellness Ecosystem	IT & Communication	Corporate Development	Innovation & Corporate Development	Total	Others, Adjustments and Eliminations	Consolidated Total
Gross profit	12.7	25.9	10.6	49.2	9.9	23.4	33.3	299.8	1.6	301.4
Profit (loss) of equity method investments	7.4	10.2	6.1	23.6	2.7	4.2	6.9	120.7	0.2	120.9
Profit for the period attributable to owners of the parent	3.2	10.9	0.7	14.8	1.8	8.5	10.3	183.6	8.0	191.6
Total assets (as of March 31, 2026)	1,035.9	1,069.7	985.4	3,091.1	309.1	2,346.2	2,655.3	21,761.0	-939.5	20,821.5
COCF	-12.5	10.1	1.5	-1.0	4.5	7.6	12.1	203.8	12.5	216.3

* Reflects reclassifications following organizational restructuring

IR Event

Investor Day 2026

Date: December 3, 2026 (Thursday) PM, JST

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