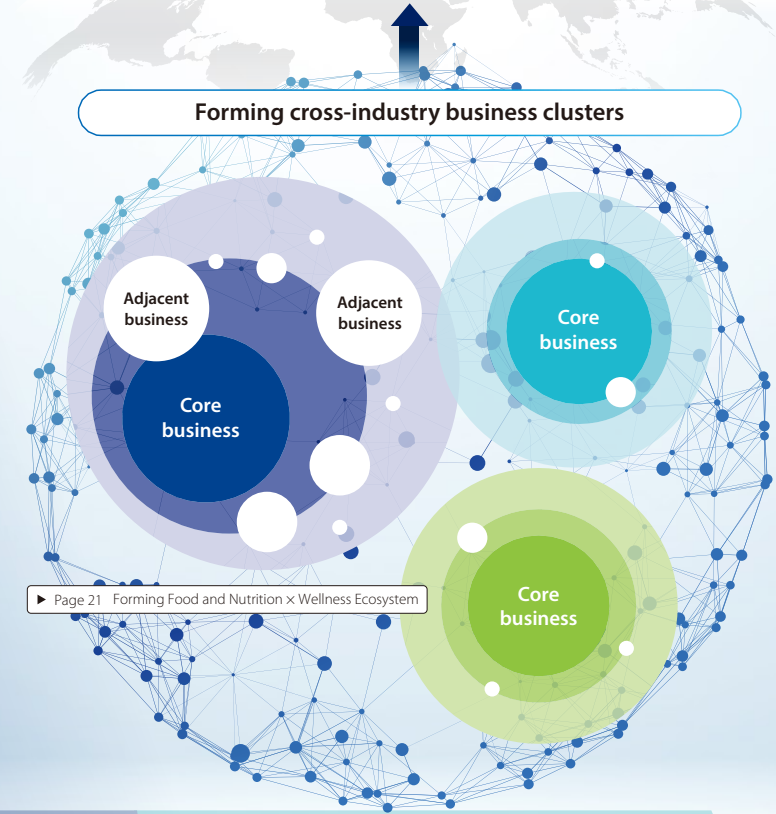


# Mitsui's Business Model

We are constantly transforming our global and wide-ranging business portfolio by creating new businesses, nurturing them into core businesses, and forming business clusters with adjacent businesses. Cross-industry initiatives are necessary to provide *real solutions* to complicated social issues that cannot be easily resolved by a single business or industry. Mitsui is contributing to resolving complex social issues by creating even greater value through the formation of cross-industry business clusters.

## Providing cross-industry *real solutions* to social issues



Issue complexity /  
Amount of value provided

### Extend

Forming business clusters by combining the core business with adjacent businesses

### Grow

Expansion of core business

### Create

Identifying new business needs

Seed of core business

Page 19 Create, Grow, Extend in the Field of Mobility

Page 21 Forming Food and Nutrition x Wellness Ecosystem

### Strengths

Mitsui is People

Open-mindedness

Business portfolio

Accelerating business creation and growth through trading functions

Breadth of offering capabilities

Through its trading operations, Mitsui has cultivated expansive networks comprising its customer base and business partners, and leveraged these networks to carry out business investments and accelerate the enhancement of business value by providing trading functions. These businesses subsequently lead to new trading opportunities and further network expansion.