

Contents

Introduction >

- 01 Our Track Record of Enhancing Corporate Value
- 02 Mitsui At a Glance
- 03 Our Edge
- 06 Our Reporting Approach
- 07 CEO Message
- 12 "Challenge and Innovation" Case Study

Gate 1 >

Mitsui's Value Creation

- 16 Value Creation Process
- 17 Corporate Management Philosophy (MVV)
- 18 Materiality
- 20 Portfolio Management
- 21 Climate Change
- 22 Business and Human Rights, Supply Chains
- 23 Natural Capital
- 24 CSO Message

Gate 2 >

Growth Strategy

- 26 Initiatives to Enhance Corporate Value
- 27 CFO Message
- 29 Progress of Medium-term Management Plan
- 32 Financial Strategy
- 33 Risk Management
- 35 CHRO Message
- 36 Human Resources Strategy
- 37 CDIO Message
- 38 Mitsui's DX

Gate 3 >

Management Foundation

- 40 Roundtable Discussion
- 44 Directors / Audit & Supervisory Board Members
- 47 Mitsui's Corporate Governance

Gate 4 >

Data

- 52 Sustainability Data
- 53 Results by Operating Segment
- 54 Segment Strategies
- 61 5-Year Financial Data
- 62 Major Risk Exposure by Country
- 63 Company Information / Investor Information / Editor's Afterword

Scope of Matters Reported

Reporting period: April 1, 2023 to March 31, 2024
(including some information on activities before and after the reporting period)

Reporting organization: Mitsui & Co. Group
(Mitsui & Co., Ltd. and its consolidated subsidiaries)

Reporting Guidelines Referenced

- Integrated Reporting Framework, IFRS Foundation
- Guidance for Collaborative Value Creation, Ministry of Economy, Trade and Industry of Japan
- Sustainability Reporting Standard, Global Reporting Initiative (GRI)
- ISO 26000 (Guidance on Social Responsibility)



Cautionary Note on Forward-looking Statements

This report contains statements and figures regarding Mitsui's corporate strategies, objectives, and views of future developments that are forward-looking in nature, based on judgments and information available as of the publication date (September 2024), and are not simply reiterations of historical facts. Readers should be aware that a number of known or unknown risks, uncertainties, and other factors could lead to outcomes that differ materially from those presented in such forward-looking statements. Therefore, please use the information and materials at your own discretion, by collating information from other sources. Under no circumstances shall Mitsui be held liable for any damages arising from the use of this report.

Our Reporting Approach

Mitsui's Mission is to "Build brighter futures, everywhere." We continue to grow by providing cross-industry *real solutions* to a variety of social issues through our business activities. To help stakeholders deepen their understanding of the Mitsui & Co. Group's initiatives and work together to resolve social issues, we are striving to enhance our information disclosure through various disclosure materials including integrated reports, securities reports, sustainability reports, and human capital reports, as well as investor information such as financial results and business briefings. In addition, Mitsui has established a Corporate Disclosure Policy,* primarily from the perspective of fair disclosure. The Disclosure Committee, which has been established as a sub-committee to the Executive Committee, is responsible for formulating principles, and basic policies, and establishing internal systems for material voluntary disclosure, as well as for determining and making decisions regarding the importance of information and the appropriateness of content in statutory disclosure, timely disclosure, and material voluntary disclosure.



* Corporate Disclosure Policy
<https://www.mitsui.com/jp/en/ir/management/ethics/>

As used in this report, "Mitsui," "Mitsui & Co." and the "Company" are used to refer to Mitsui & Co., Ltd. (Mitsui Bussan Kaishiki Kaisha), and the "Group" and the "Mitsui & Co. Group" are used to indicate Mitsui & Co., Ltd. and its consolidated subsidiaries, unless otherwise indicated.

Integrated Report

Mitsui's objective is to convey its unique value creation, medium- to long-term management policy, growth strategies, as well as financial and sustainability information to a wide range of stakeholders, including shareholders and investors. In particular, we aim to provide a clear explanation of how we will enhance corporate value over the medium to long term through our competitive advantages, business portfolio, deepening of sustainability management, corporate governance, and other means.

**INTEGRATED
REPORT
2024**

Integrated Report (this report)
<https://www.mitsui.com/jp/en/ir/library/online2024/>

