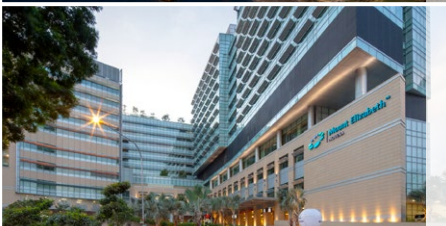


Gate 4



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Sustainability Data

Environment

GHG Emissions (Consolidated)

(Thousand t-CO₂e)

	2022.3	2023.3	2024.3
Scope 1	3,771	3,006	2,637
Scope 2	412	400	412
Scope 1 and 2 [Non-consolidated and consolidated subsidiaries only ^{*1}]	4,183 [593]	3,406 [574]	3,049 [623]
Scope 3 (Investments)	36,000	33,576	30,903
Reduction Contribution ^{*2}	2,000	2,457	4,419
Absorption ^{*2}		245	262
GHG Impact ^{*3}	38,183	34,280	29,272

^{*1} Scope 1 and 2 for the Company and its consolidated subsidiaries (excluding un-incorporated joint ventures)

^{*2} Single-year figure

^{*3} GHG emissions – Reduction Contribution (Consolidated) – Absorption (Consolidated)

Energy Consumption (Consolidated)

(GJ)

	2022.3	2023.3	2024.3
Total	38,727,671	34,329,837	31,347,586
(Breakdown)			
Fuel	29,384,281	25,186,671	23,101,455
Electricity	9,257,125	8,983,625	7,626,436
Steam, heat	86,265	159,541	619,695

GHG Emissions (Scope 3) Results

(Million t-CO₂e)

	Category	2023.3	2024.3
1	Purchased goods and services	35.3	33.5
2	Capital goods	0.8	0.9
3	Fuel- and energy-related activities not included in Scope 1 or 2	1.5	2.9
4	Upstream transportation and distribution	3.2	1.5
5	Waste generated in operations	0	0
6	Business travel	0.1	0.1
7	Employee commuting	0	0
8	Upstream leased assets	Not applicable	Not applicable
9	Downstream transportation and distribution	Included in Category 4	Included in Category 4
10	Processing of sold products	32.2	31.0
11	Use of sold products	83.5	98.8
12	End-of-life treatment of sold products	0.2	0.2
13	Downstream leased assets	1.2	0.5
14	Franchises	Not applicable	Not applicable
15	Investments	33.6	30.9
	Total	191.5	200.3

- Mitsui and consolidated subsidiaries (including un-incorporated joint ventures) are calculated according to the financial control approach (as with Scope 1 and Scope 2).
- Where the same emissions source is clearly double-counted among the companies included in the scope of the data, only one is included in the calculation.
- In cases where the final product into which an intermediary product is processed cannot be determined, it is excluded from the calculation.
- Approx. 70% of total Scope 3 emissions (excluding Category 15) are derived from the trading of third-party products and approx. 30% from the production/manufacturing/processing of products at Mitsui.
- Trading of third-party products is defined as when Mitsui buys products produced/manufactured/processed by third parties to sell to processors, end-users, etc. It does not include transactions with "traders" where the processor or end-user cannot be determined.
- Category 1 and 11 energy-related emissions are calculated in line with the International Petroleum Industry Environmental Conservation Association (IPIECA) guidelines.
- For ferrous raw materials (iron ore and metallurgical coal), Category 10 emissions are calculated proportionally by weight based on emissions when used for the production of crude steel.
- Category 1, 10, and 11 segment breakdowns only include the relevant segments.

Social

Human Resources Data

	2022.3	2023.3	2024.3
Number of employees (Consolidated)	44,336	46,811	53,602
Male (Persons)	29,257	30,884	31,729
Female (Persons)	15,079	15,079	21,873
Number of employees (Non-consolidated)	5,494	5,449	5,419
Male (Persons)	3,894	3,842	3,799
Female (Persons)	1,600	1,607	1,620
Number of personnel hired (Non-consolidated)	191	203	209
New graduate (Persons)	128	111	124
Mid-careers (Persons)	63	92	85
Female recruitment rate (Non-consolidated, %)	40	37	43
Percentage of female managers (Non-consolidated, %) ^{*1}	8.0	8.5	9.2
Percentage of female managers (Consolidated, %)	17.1	18.8	18.8
Percentage of regionally hired line managers based outside Japan (%)	17	17	18
Average years of service	18.1	18.1	17.9
Employee engagement (%)	71	72	73
Total development and training expenses (Bn JPY)	—	2.75	3.05
Number of trainees dispatched overseas (Non-consolidated)	105	159	209
Number of trainees dispatched to Japan (Regionally hired employees)	3	15	17
Number of DX Business Professionals	—	82	231
Monthly average overtime working hours (hours/month)	26.7	26.1	28.0
Annual paid leave usage ratio (%)	64.9	71.4	70.3
Men taking childcare leaves (Non-consolidated, %) ^{*2}	54	65	70
Men taking childcare leaves (Non-consolidated, days)	48.1	36.5	45.0

^{*1} Data as of March 31

^{*2} Including use of Mitsui's unique leave systems (leave for attending birth)

Governance

Attendance at Board of Directors' Meetings

(%)

	2022.3	2023.3	2024.3
Internal Directors	100.0	100.0	100.0
External Directors	100.0	100.0	100.0
Average for all Directors	100.0	100.0	100.0
Internal Audit & Supervisory Board Members	100.0	100.0	100.0
External Audit & Supervisory Board Members	100.0	100.0	97.1
Average for all Audit & Supervisory Board Members	100.0	100.0	98.2

Results by Operating Segment (FY March 2024)

Note: Horizontal and vertical totals may not match due to rounding.

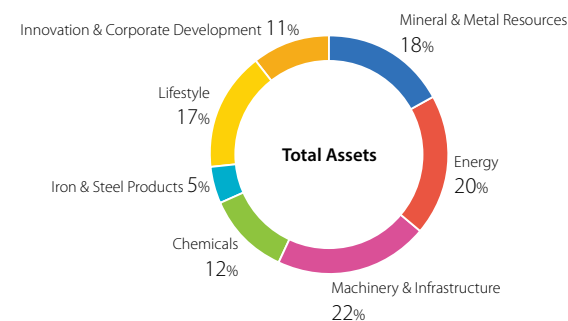
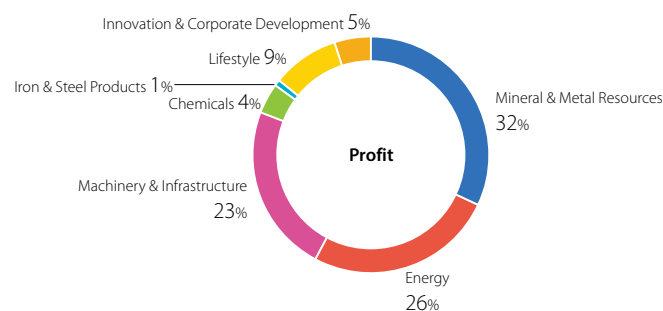
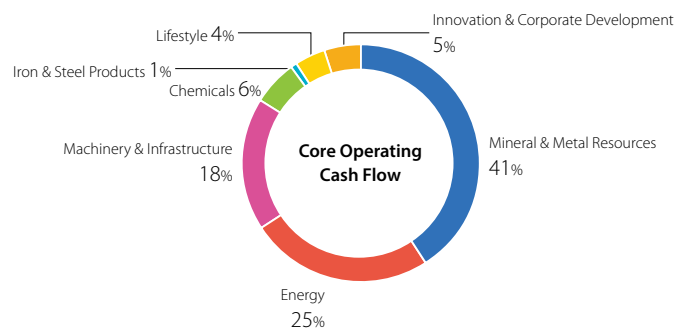
*1 Investment Cash Flow excludes changes in time deposits

*2 "Other non-current assets" includes non-current receivables, investment property, intangible assets, and deferred tax assets.

(Bn JPY)

	Mineral & Metal Resources	Energy	Machinery & Infrastructure	Chemicals	Iron & Steel Products	Lifestyle	Innovation & Corporate Development	Others / Adjustments and Eliminations	Company Total
Gross Profit	342.1	195.8	221.1	208.3	43.5	185.3	118.4	5.2	1,319.7
Selling, General, and Administrative Expenses	(35.9)	(58.6)	(181.8)	(154.7)	(32.1)	(173.1)	(89.0)	(69.1)	(794.3)
Dividend Income	91.2	92.7	7.1	4.6	3.6	7.2	3.2	1.1	210.7
Share of Profit (Loss) of Investments Accounted for Using the Equity Method	75.0	68.1	230.4	21.2	17.2	59.5	19.7	0.5	491.6
Other	(137.3)	(16.3)	(28.1)	(40.2)	(21.0)	15.2	1.5	62.2	(164.0)
Profit for the Year Attributable to Owners of the Parent	335.1	281.7	248.7	39.2	11.2	94.1	53.8	(0.1)	1,063.7
Depreciation	66.1	92.6	34.0	32.9	2.6	30.1	17.5	17.8	293.6
Core Operating Cash Flow	409.1	247.8	176.9	63.4	8.5	40.2	45.4	4.5	995.8
Investment Cash Flow ^{*1}	(73.6)	(167.4)	106.1	(92.6)	(1.7)	(139.9)	(52.2)	(9.2)	(430.5)
Investment Cash Flow (IN)	0.2	60.2	276.7	35.2	18.3	75.3	64.5	6.7	537.1
Investment Cash Flow (OUT)	(73.8)	(227.6)	(170.6)	(127.8)	(20.0)	(215.2)	(116.7)	(15.9)	(967.6)
Total Assets	3,084.4	3,408.8	3,769.8	2,049.4	809.5	2,901.7	1,790.9	(915.0)	16,899.5
Non-current Assets	1,941.0	2,013.9	2,689.5	1,033.1	496.6	1,839.7	1,032.2	85.4	11,131.4
Property, Plant and Equipment	574.5	778.7	180.7	295.6	20.0	229.0	135.0	188.0	2,401.5
Investment Assets Accounted for Using the Equity Method	513.8	650.7	1,777.1	329.5	356.4	888.3	355.0	(0.8)	4,870.0
Other Investments	769.4	273.0	211.5	170.9	97.7	421.3	303.4	72.8	2,320.0
Other ^{*2}	83.3	311.5	520.2	237.1	22.5	301.1	238.8	(174.6)	1,539.9

Composition by Operating Segment



Segment Strategies

Mineral & Metal Resources

• Mineral & Metal Resources Business Unit



Masaya Inamuro

Managing Officer,
Chief Operating Officer of Mineral & Metal
Resources Business Unit

Business Overview

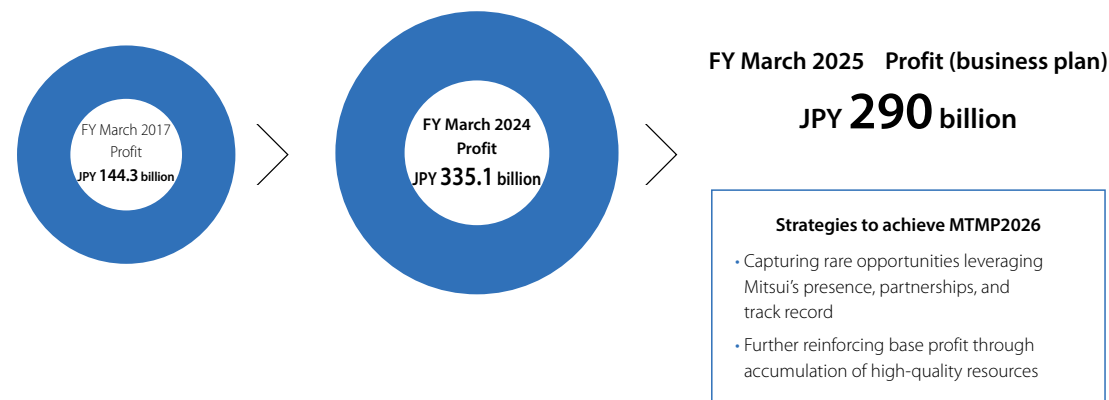
- Investment and trading in the mining business (iron ore, copper, metallurgical coal, etc.)
- Low-carbon metallics and battery value chain-related businesses that address climate change
- Metal recycling business

Strengths

- Stable earnings power from high-quality assets with cost competitiveness, production volume, and ore reserves volume
- Strong industry presence, track record and solid partnerships with mining majors

Changes in Earnings Structure

Since the 1960s, we have contributed to stable supply by proactively investing in iron ore and metallurgical coal mining businesses. The iron ore business generates stable earnings with its high cost competitiveness and production volume. Furthermore, earnings contributions from other commodities, such as copper, which is expected to face tight supply and demand, are also expanding. We will further reinforce base profit through the accumulation of high-quality resources.



- Iron ore
- Metallurgical coal
- Copper
- Ferrous alloy
- Nickel, aluminum and lithium
- Scrap



Segment Strategies

Energy

• Energy Business Unit I • Energy Business Unit II • Energy Solutions Business Unit



Toru Iijima

Managing Officer,
Chief Operating Officer of
Energy Business Unit I

Kenichiro Yamaguchi

Executive Managing Officer,
Chief Operating Officer of
Energy Business Unit II

Yasuhiro Uchida

Managing Officer,
Chief Operating Officer of Energy
Solutions Business Unit

Business Overview

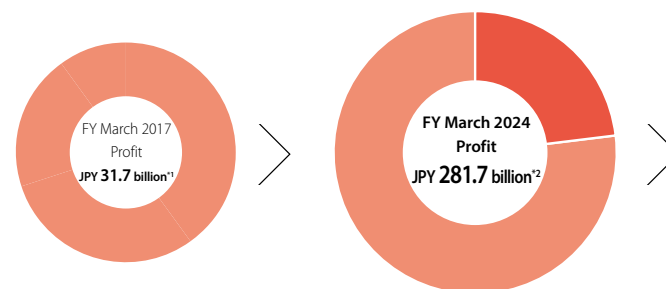
- Investment and trading in energy resources including natural gas, LNG, and oil
- Business development of power solutions, emissions reduction, and next-generation energy including hydrogen, ammonia, and biofuels

Strengths

- High-quality natural gas, LNG, and oil asset portfolio and cash generation capability
- High-level trading competencies, including risk management and logistics expertise
- Global market presence and customer base

Changes in Earnings Structure

In addition to expanding Mitsui's earnings, we have secured energy resources and ensured stable supply through our highly competitive LNG, natural gas and oil businesses, and trading. We will continue to improve the portfolio of these core businesses and drive initiatives in the area of energy solutions to realize a decarbonized society, with the aim of contributing to stable and substantial earnings over the medium to long term.



● Energy Business Unit I ● Energy Business Unit II ● Energy Solutions Business Unit³

*1 JPY -1.8 billion for Energy Business Unit I in FY March 2017

*2 JPY -12.2 billion for Energy Solutions Business Unit in FY March 2024

*3 Established in FY March 2021

FY March 2025 Profit (business plan)

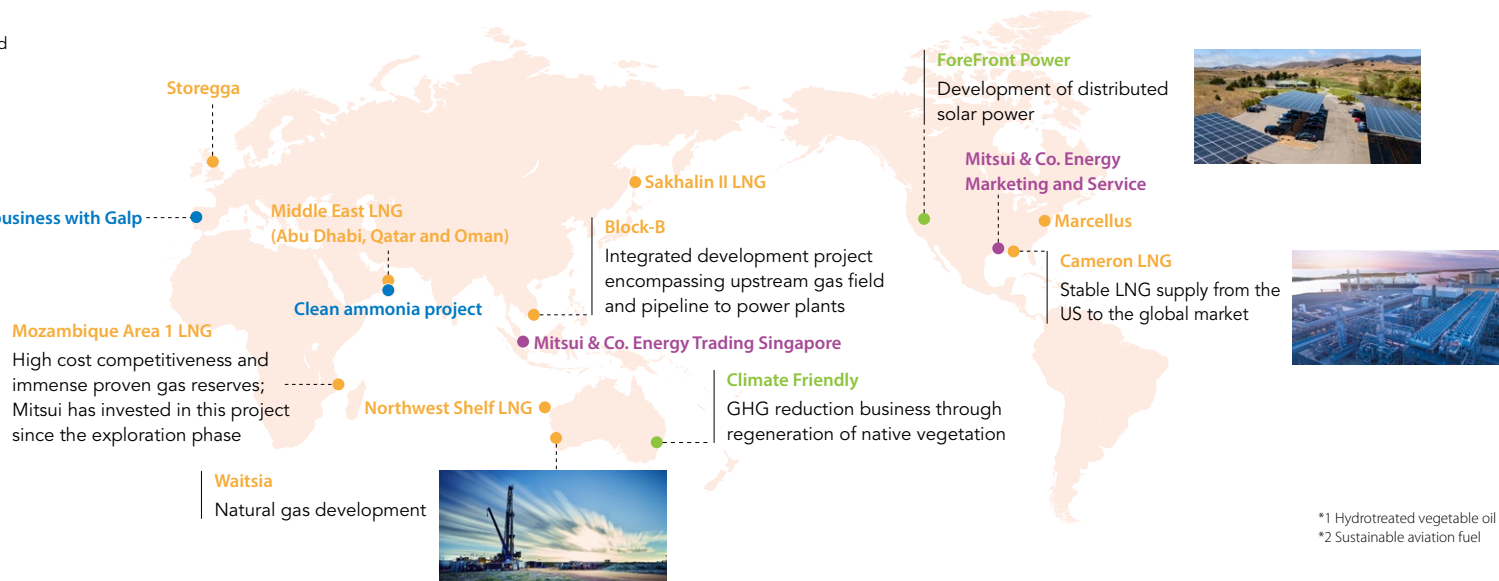
JPY 140 billion

Strategies to achieve MTMP2026

- Improve the business portfolio by launching new LNG projects
- Maximize the value of upstream businesses and utilize the expertise for new businesses such as carbon capture, utilization, and storage
- Promote clean power and electrification solutions, as well as next-generation energy businesses such as hydrogen and biofuels

- LNG, exploration and production, and carbon capture and storage
- Energy solutions
- Next-generation fuels (hydrogen, ammonia, biofuels, etc.)
- Energy trading

HVO^{*1} and SAF^{*2} production business with Galp



*1 Hydrotreated vegetable oil

*2 Sustainable aviation fuel

Segment Strategies

Machinery & Infrastructure

• Infrastructure Projects Business Unit • Mobility Business Unit I • Mobility Business Unit II



Koichi Wakana

Managing Officer,
Chief Operating Officer of
Infrastructure Projects
Business Unit

Maroshi Tokoyoda

Managing Officer,
Chief Operating Officer of
Mobility Business Unit I

Takuya Shirai

Managing Officer,
Chief Operating Officer of
Mobility Business Unit II

Business Overview

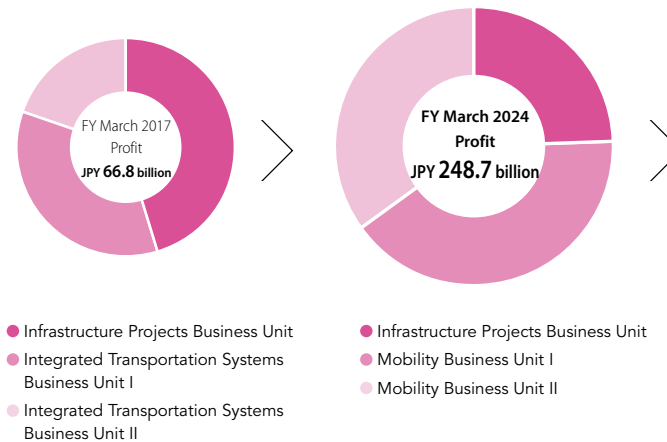
- Infrastructure: Power, natural resources, logistics, water and digital facilities
- Automotives, construction and mining machinery sales: Wholesale and retail, finance, and leasing businesses
- Ships and aerospace: Trading, ownership and operation, and DX and environment-related businesses

Strengths

- Broad customer base and network, and collaboration with leading partners
- Project development and service delivery, with regional expertise and adaptation to changing times

Changes in Earnings Structure

We contribute to creating better lives and nation-building through the stable delivery of long-term infrastructure, mainly for power and natural resources, and mobility including automotives, construction and mining machinery, ships, and aerospace. Earnings power has increased significantly in recent years due to the steady growth of our infrastructure and ships businesses, and the remarkable growth of our automotives businesses. We intend to further broaden our earnings base by maintaining and expanding these sustainable businesses as well as taking on new businesses that help to resolve social issues such as achieving decarbonization.



FY March 2025 Profit (business plan)

JPY 230 billion

Strategies to achieve MTMP2026

- Stable operation and development of new profitable infrastructure projects
- Form and enhance mobility business clusters
- Enhance ship value chain



* Mitsui & Co. Plant Systems, Ltd. is scheduled to change its company name to Mitsui & Co. Project Solutions, Ltd. as of October 1, 2024.

Segment Strategies

Chemicals

• Basic Materials Business Unit • Performance Materials Business Unit • Nutrition & Agriculture Business Unit



Junji Fukuoka

Managing Officer,
Chief Operating Officer of
Basic Materials Business Unit

Teruya Mogi

Managing Officer,
Chief Operating Officer of
Performance Materials
Business Unit

Tetsu Watanabe

Managing Officer,
Chief Operating Officer of
Nutrition & Agriculture
Business Unit

Business Overview

- Tank terminals and trading
- Chemical raw materials, hydrogen and industrial gases, gas chemicals, and forestry resources
- Agricultural chemicals, animal health and nutrition

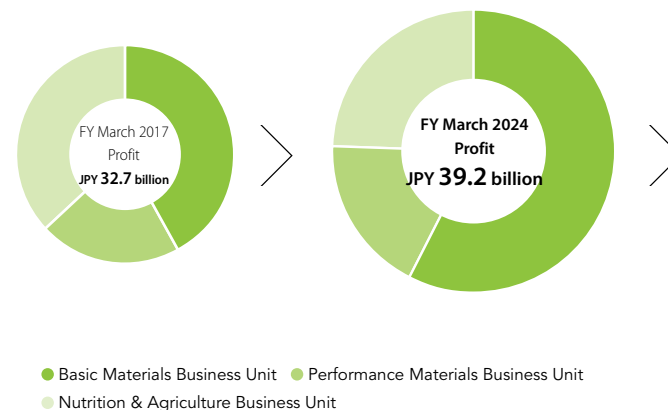
Strengths

- Trading functions in conjunction with the logistics business
- Broad customer base and network with global players

Changes in Earnings Structure

With trading of chemical raw materials at its core, this segment has also invested in businesses where Mitsui can demonstrate its competitiveness, such as basic chemical and synthetic polymer manufacturing, crop protection and agricultural inputs and related businesses, and has expanded its earnings power through the stable supply of chemicals to customers and partners in various industries worldwide.

We intend to grow our earnings power through businesses including next-generation fuels such as clean ammonia (using the response to climate change as an opportunity), forestry resources, agricultural chemicals and functional food ingredients that help to resolve food problems.



FY March 2025 Profit (business plan)

JPY 70 billion

Strategies to achieve MTMP2026

- Strengthen the competitiveness of existing businesses including bolt-on type investments, and increase earnings through turnaround of unprofitable businesses
- Execute new investments and contribute steadily to earnings increase in areas including food science, agricultural chemicals, and animal health

- Trading and logistics
- Functional ingredients
- Nutrition and food science
- Basic chemicals and performance monomers and coatings
- Agricultural chemicals and forestry resources



Segment Strategies

Iron & Steel Products

• Iron & Steel Products Business Unit



Makoto Takasugi

Managing Officer
Chief Operating Officer of Iron &
Steel Products Business Unit

Business Overview

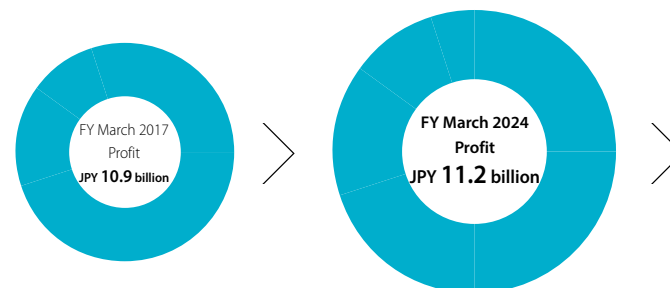
- Iron and steel products manufacturing (electric furnace), sales, and processing
- Businesses in the material supply and processing value chain that contribute to decarbonization of the manufacturing industry
- Maintenance and product life cycle assessment (LCA) visualization businesses that contribute to the circular economy

Strengths

- Earnings power from an extensive iron and steel products supply chain from manufacturing, sales, and processing to parts production
- Diverse contact points with industry and a global customer network
- Provision of services that respond to the changing times (maintenance and digital platform businesses)

Changes in Earnings Structure

We have proactively rolled out iron and steel products manufacturing, trading, and processing businesses, and have contributed to the establishment of a global supply chain. We have used the wide-ranging points of contact with industry we have established through trading to expand into production businesses in recent years, including manufacturing of automotive components and wind towers. We are also extending our value chain into the maintenance area to diversify our earnings portfolio.



FY March 2025 Profit (business plan)

JPY **25** billion

Strategies to achieve MTMP2026

- Building value chains that contribute to a decarbonized society and circularity, based on our diverse connections with the market and industry
- Reinforce the earnings base by operating across a wide range of businesses from steel manufacturing and the sale of steel products to steel processing, components manufacturing, maintenance, and recycling



STATS (UK)

Pipeline repair equipment manufacturer and technical services provider

Euro-Mit Staal

GEG (Holdings)

Gestamp

Automotive component manufacturer with its head office in Spain and over 100 manufacturing bases in 24 countries

GRI Renewable Industries

Wind turbine tower manufacturer, with businesses in eight countries worldwide

Mitsui & Co. Steel

Business at Baoding

MM&KENZAI

Regency Steel Asia

Siam Yamato Steel

Electric furnace manufacturer in Thailand, a joint venture with major Japanese electric furnace manufacturer Yamato Kogyo and Thai conglomerate Siam Cement Group

Steel Technologies

North American flat-rolled steel processing centers, 33 processing locations in the US, Canada and Mexico

Trans-Mit Steel

Structural Technologies

Infrastructure repair business in the US, providing repair products, engineering support, and contracting services



Segment Strategies

Lifestyle

• Food Business Unit • Retail Business Unit • Wellness Business Unit



Yutaka Sano

Managing Officer,
Chief Operating Officer
of Food Business Unit

Naoharu Asaumi

Managing Officer,
Chief Operating Officer of
Retail Business Unit

Yoichiro Endo

Executive Managing Officer,
Chief Operating Officer of
Wellness Business Unit

Business Overview

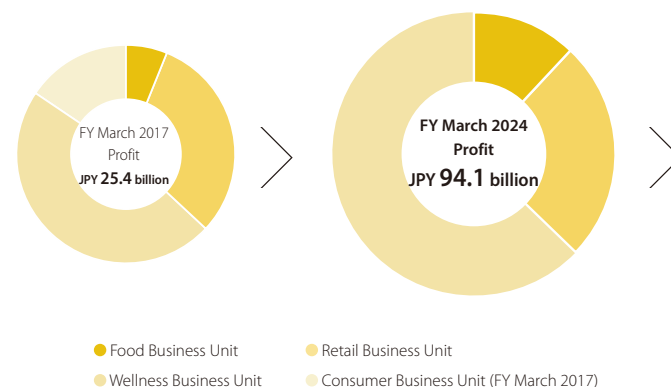
- Food development, production, aggregation, manufacturing, processing and retail businesses
- Brand and retail business
- Healthcare and hospitality-related business

Strengths

- Supply chain management that supports stable supply
- Product planning and development capabilities to meet diverse needs
- Accumulated expertise and management talent in the healthcare provider business

Changes in Earnings Structure

This segment operates businesses centered on food, retail and wellness. Our core businesses have driven growth and expanded the earnings base. These businesses include healthcare centered on IHH Healthcare (of which we became the largest shareholder in 2019) in the Wellness Business Unit; trading of grain and other commodities and exit from loss-making businesses in the Food Business Unit; and domestic retail management/fashion and US operations in the Retail Business Unit. We will continue to improve our earnings power by strengthening the competitiveness of our core businesses and promoting our business cluster strategy.



FY March 2025 Profit (business plan)

JPY 75 billion

Strategies to achieve MTMP2026

- Improve performance of main affiliated companies and further strengthen earnings power
- Advance new projects to start contributing to earnings and strengthen earnings power
- Enhance trading functions and expand opportunities

Note: Of the businesses in the Consumer Business Unit in FY March 2017, the real estate business was transferred to the Innovation & Corporate Development segment, and the housing and industrial materials business was transferred to the Chemicals segment.

- Food
- Retail
- Wellness

Zalar
Feed and broilersWadi
BroilersAcibadem Maslak
(IHH Healthcare Turkey)

IHH Healthcare (India)

IHH Healthcare
(Malaysia, Singapore)

CT Corpora

Mount Elizabeth Novena
Hospital facade
(IHH Healthcare Singapore)

United Grain

Grain merchandising

Ventura Foods Processed oil foods

MBK Human Capital Healthcare staffing business

Aim Services
Mitsui & Co. Retail Group
Domestic retail management

BIGI HOLDINGS

Industrial Pesquera Santa Priscila Shrimp farming



Multi X Salmon farming

Segment Strategies

Innovation & Corporate Development

• IT & Communication Business Unit • Corporate Development Business Unit



Isao Kohiyama

Managing Officer,
Chief Operating Officer of IT &
Communication Business Unit

Daisuke Ishida

Managing Officer,
Chief Operating Officer of Corporate
Development Business Unit

Business Overview

- Business investment in the areas of digital solutions, consumer platforms, customer relationship management (CRM) and digital transformation of healthcare
- Finance businesses including asset management, leasing, derivatives and private equity investment
- Real estate development and management, and logistics-related businesses including logistics center operation

Strengths

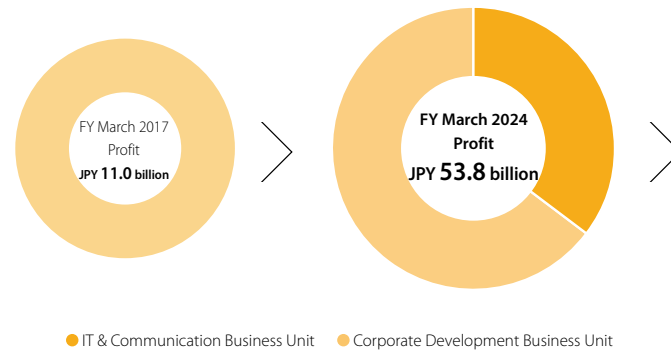
- Network with leading Japanese and global partners and customer base
- Establishment of new digital transformation businesses leveraging the technology and business expertise of core group companies in Japan
- Value creation that combines the Mitsui & Co. Group's technology and expertise with the functions of Innovation & Corporate Development

Changes in Earnings Structure

Alliances with partners at JA Mitsui Leasing, Mitsui Knowledge Industry, QVC Japan, and other core group companies in Japan, expansion of the business base through acquisitions, and improvements in efficiency through strategic allocation of management resources have contributed substantially to earnings growth. We have also achieved growth in the commodity derivatives trading and real estate businesses, where the human capital, know-how, and trust from the market that we have accumulated throughout our history have been the major strengths. In addition to reinforcing the earnings base of existing businesses and conducting bolt-on type investments, we will work to improve asset efficiency through securitization of owned assets and reconfiguring our portfolio.

FY March 2025 Profit (business plan)

JPY 65 billion



Note: JPY -1.0 billion for IT & Communication Business Unit in FY March 2017

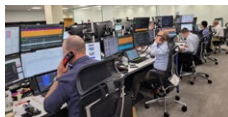
Strategies to achieve MTMP2026

- Further reinforce the earnings base of core group companies in Japan, and execute and generate results from bolt-on type investments
- Achieve both business expansion and improved capital efficiency through securitization of owned assets and portfolio consolidation and reorganization
- Initiate strategic projects that lead to industrial transformation

- Digital solutions
- Consumer platforms
- CRM
- Finance
- Real estate
- Logistics

Mitsui Bussan Commodities

Provides market solutions to mitigate the risk of fluctuation in the prices of various commodities, including metals, energy and emissions credits



QVC Japan

A television shopping business in Japan owned by Mitsui & Co. and Qurate Retail Group in the US

World Hi-Vision Channel

Mitsui & Co. Real Estate

Mitsui & Co. Asset Management Holdings

Real estate asset management business in Japan, including data centers

Mitsui & Co. Global Logistics



Altius Link

Provides business process outsourcing services centered on contact center and back-office businesses

Axiata Digital Services

Mitsui Bussan Commodities



Mitsui Bussan Secure Directions

Mitsui Knowledge Industry

Builds corporate systems and networks, provides services such as cloud and IoT services

MBK Real Estate

CIM Group

Quantinuum

Redpoint

Mitsui Bussan Commodities

JA Mitsui Leasing

Harnesses expertise in equipment, business, and finance, leveraging the wide-ranging network of its shareholders JA group and Mitsui & Co. Group to create unique business models in Japan and overseas

5-Year Financial Data

	(Bn JPY)					(Mn USD)
	FY March 2020	FY March 2021	FY March 2022	FY March 2023	FY March 2024	FY March 2024
Consolidated Operating Results (For the Fiscal Year):						
Revenue	6,885.0	8,010.2	11,757.6	14,306.4	13,324.9	88,244
Gross Profit	839.4	811.5	1,141.4	1,396.2	1,319.7	8,740
Share of Profit of Investments Accounted for Using the Equity Method	269.2	227.9	431.3	555.5	491.6	3,256
Profit for the Year Attributable to Owners of the Parent	391.5	335.5	914.7	1,130.6	1,063.7	7,044
Consolidated Financial Position (At the Fiscal Year-End):						
Total Assets	11,806.3	12,515.8	14,923.3	15,380.9	16,899.5	111,917
Total Equity Attributable to Owners of the Parent	3,817.7	4,570.4	5,605.2	6,367.8	7,541.8	49,946
Interest-bearing Debt	4,550.5	4,401.5	4,509.2	4,609.5	4,300.8	28,482
Net Interest-bearing Debt	3,486.7	3,299.8	3,338.9	3,212.7	3,398.1	22,504
Consolidated Cash Flows (For the Fiscal Year):						
Cash Flows from Operating Activities	526.4	772.7	806.9	1,047.5	864.4	5,725
Core Operating Cash Flow	621.9	658.1	1,158.7	1,205.5	995.8	6,595
Cash Flows from Investing Activities	(185.2)	(322.5)	(181.2)	(178.3)	(427.5)	(2,831)
Cash Flows from Financing Activities	(204.6)	(487.0)	(614.3)	(634.7)	(1,013.1)	(6,709)
Free Cash Flow	341.2	450.2	625.7	869.2	436.9	2,893
Investments and Loans	(420.0)	(445.0)	(511.0)	(628.0)	(968.0)	(6,411)
Asset Recycling	250.0	143.0	257.0	392.0	537.0	3,556
Net Cash Outflow	(170.0)	(302.0)	(254.0)	(236.0)	(431.0)	(2,854)
Financial Indicators:						
Return on Equity (ROE) (%)	9.7%	8.0%	18.0%	18.9%	15.3%	
Return on Assets (ROA) (%)	3.3%	2.8%	6.7%	7.5%	6.6%	
Net Debt-to-Equity Ratio (Net DER) (times)	0.91	0.72	0.60	0.50	0.45	
Amounts per Share:						
Profit for the Year Attributable to Owners of the Parent						
Basic	226.13	199.28	561.61	721.82	705.60	4.67
Diluted	225.98	199.18	561.38	721.41	705.14	4.67
Cash Dividends	80	85	105	140	170	1.13
Consolidated Dividend Payout Ratio	35.4%	42.7%	18.7%	19.4%	24.1%	24.1%
Total Equity Attributable to Owners of the Parent	2,235.83	2,739.28	3,501.21	4,177.49	5,036.80	33.36
Stock Price:						
Market Capitalization (Bn JPY)	2,567.3	3,849.9	5,340.8	6,289.7	10,691.9	
Share Price (closing share price on the Tokyo Stock Exchange) (JPY)	1,503.5	2,302.2	3,328.0	4,116.0	7,106.0	
Price to Earnings Ratio (PER) (times)	6.65	11.55	5.93	5.70	10.07	
Price to Book-Value Ratio (PBR) (times)	0.67	0.84	0.95	0.99	1.41	

Notes: 1. Per share information is calculated based on the number of shares issued as of fiscal year-end.

2. PER is calculated based on the share price (closing share price on the Tokyo Stock Exchange) divided by basic profit for the year attributable to owners of the parent per share.

3. PBR is calculated based on the share price (closing share price on the Tokyo Stock Exchange) divided by total equity attributable to owners of the parent per share.

4. The USD amounts, except cash dividends, represent translations of the JPY amounts at the rate of USD/JPY 151.00 the approximate rate of exchange on March 31, 2024.

5. The USD amounts for cash dividends represent translations of the JPY amounts at the rate in effect on the payment date.

6. From FY March 2020, interest-bearing debt is calculated by subtracting lease liabilities from the total of long- and short-term debt. However, figures for prior years have not been retroactively revised to reflect this change.

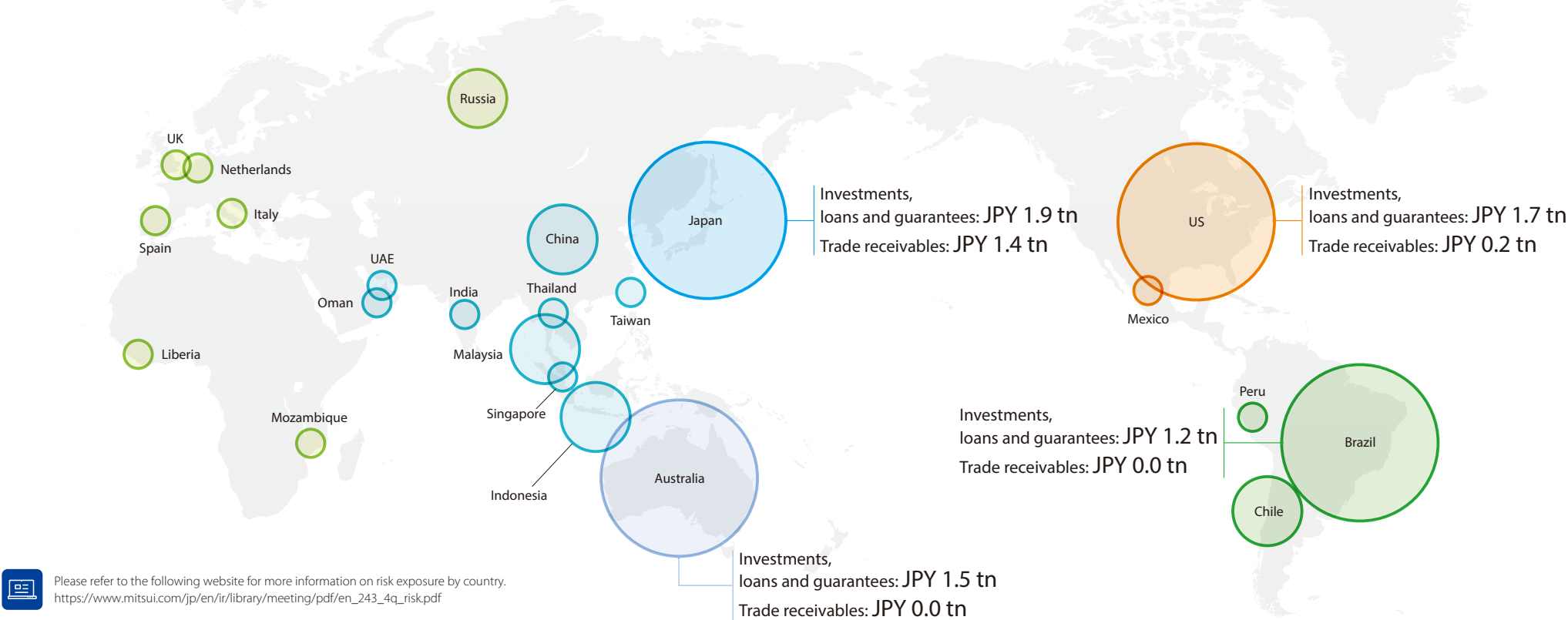
7. Revenues from certain transactions have been revised to be presented as gross amounts, beginning with FY March 2021. However, figures for prior years have not been retroactively revised to reflect this change.

8. Market capitalization is calculated based on the closing price on March 31 of each fiscal year and the number of shares after deducting the number of treasury stock held by the Company from the total number of shares issued. The number of shares held by the Employee Stock Grant Trust included in treasury stock in the consolidated financial statements and the number of cross-held shares (equivalent to the Company's investment ratio) are not deducted.

9. Share price prior to the share split with the effective date of July 1, 2024.

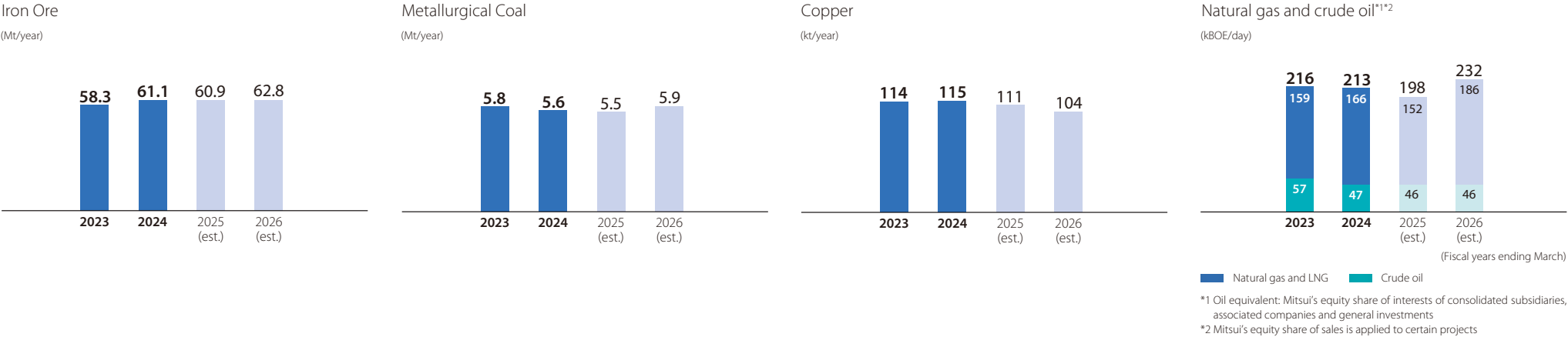
Major Risk Exposure by Country

Circle size is an approximate indication of total exposure (net position) as of March 31, 2024.



Please refer to the following website for more information on risk exposure by country.
https://www.mitsui.com/jp/en/ir/library/meeting/pdf/en_243_4q_risk.pdf

Equity Share of Production (As of May 2024)



Company Information / Investor Information / Editor's Afterword

(As of March 31, 2024)

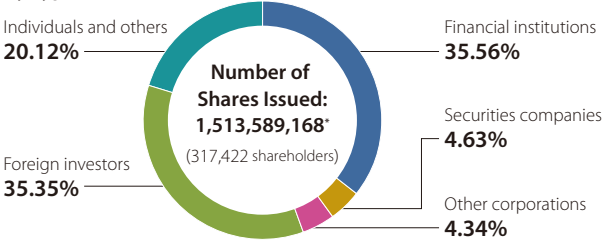
Company Name	MITSUI & CO., LTD.
Date of Establishment	July 25, 1947
Common Stock	JPY 343,062,380,506
Number of Employees	5,419 (Consolidated 53,602)
Number of Affiliated Companies for Consolidation	Consolidated subsidiaries: 84 in Japan, 212 overseas Equity accounted investees: 36 in Japan, 159 overseas
Address	2-1, Otemachi 1-chome, Chiyoda-ku, Tokyo 100-8631, Japan Phone: 81 (3) 3285-1111 https://www.mitsui.com/jp/en

Major Shareholders

Shareholder	Equity in Mitsui	
	Number of shares held (thousands)	Equity ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	243,426	16.17
BNYM AS AGT/CLTS 10 PERCENT	137,862	9.16
Custody Bank of Japan, Ltd. (Trust account)	86,223	5.73
JP MORGAN CHASE BANK 385632	35,475	2.35
Nippon Life Insurance Company	35,070	2.33
STATE STREET BANK WEST CLIENT-TREATY 505234	24,704	1.64
Barclays Securities Japan Limited	20,000	1.32

Notes: *1 In addition to the shares listed above, the Company holds 8,957 thousand shares of treasury stock.
*2 The number of shares is rounded down to the nearest thousand.
*3 Percentage of common stock issued (excluding treasury stock) is rounded down to two decimal places.

Share Distribution (by Type of Shareholder)



Securities Code	8031
Stock Exchange Listings	Tokyo, Nagoya, Sapporo, Fukuoka
Fiscal Year	From April 1 to March 31
Ordinary General Meeting of Shareholders	Each year in June
Administrator of the Register of Shareholders	4-1, Marunouchi 1-chome, Chiyoda-ku, Tokyo Sumitomo Mitsui Trust Bank, Limited
Contact Information for the Above	Sumitomo Mitsui Trust Bank, Limited Stock Transfer Agency Business Planning Department 8-4, Izumi 2-chome, Suginami-ku, Tokyo 168-0063 Phone: 0120-782-031 (Toll free in Japan) (Office hours: 9:00am to 5:00pm, closed weekends, national holidays and New Year period)
American Depository Receipts	Symbol: MITSY CUSIP Number: 606827202 Exchange: OTC (Over-the-Counter) in the US Ratio: 1 ADR = 20 common shares
Depository and Registrar	Citibank, N.A. Shareholder Services P.O. Box 43077 Providence, Rhode Island 02940-3077 USA Phone: 1-877-248-4237 (Toll free in the US) 1-781-575-4555 (Overseas dial-in) Email: citibank@shareholders-online.com URL: www.citi.com/adr
Number of Shares Authorized	2,500,000,000*

* Number of shares prior to the share split with the effective date of July 1, 2024.

Editor's Afterword

In Integrated Report 2024, in its seventh edition, we have focused on clearly articulating our uniqueness. Through messages from the CEO and other members of management, Our Edge, the "Challenge and Innovation" case study, and other sections, we have highlighted the global scale of operations, the global and wide-ranging business portfolio, cross-industry initiatives, and various initiatives and mechanisms to achieve these. In addition, we have expanded disclosures on sustainability-related issues such as "Business and Human Rights, and Supply Chains" and "Natural Capital," and on governance-related issues, we have provided a detailed explanation of the changes to the governance structure implemented during this fiscal year in the roundtable discussion, thereby introducing our unique initiatives here as well. We have aimed to create a report rich in information by enhancing the information on business activities and sustainability to enable better understanding of Mitsui, while significantly reducing the number of pages compared to last year. We would appreciate your frank feedback upon reading this report.

MITSUI & CO., LTD.