

(FY March 2024)

Company Data

Worldwide Operations

125 offices in **61** countries

Number of Employees

53,602

Number of Affiliated Companies*1

491

Businesses



Equity Share of Iron Ore Production

61 Mt/year

LNG

11 projects in 8 countries

Number of Trucks under Management

No. 1 in the US^{*2}

Approx. 439,000 (2023)

Healthcare Business Number of Beds*3

No. $\mathbf{1}$ in Asia

Trading

Ammonia Share of Imports to Japan

60%

Food Share of Imports to Japan*4

20%

35%

Coffee

Soybeans

20%

Canola

40%

Performance



Profit

JPY 1.1 trillion

Core Operating Cash Flow

JPY 1.0 trillion

ROE

15.3%

Shareholder Returns as a Percentage of Core Operating Cash Flow

38%



^{*1} Consolidated subsidiaries: 296, Equity accounted investees: 195

^{*2} Number of trucks managed by equity accounted investee Penske Truck Leasing

^{*3} Number of licensed beds of equity accounted investee IHH Healthcare

^{*4} Share of imports by private sector business operators