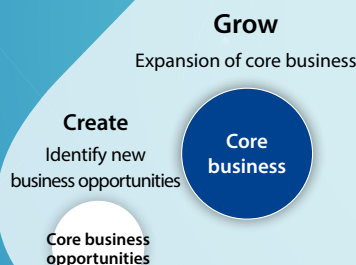


## Value Creation Process

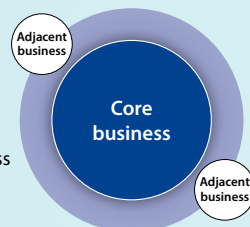
## Mitsui's Challenge and Innovation

Mitsui's Mission is to "Build brighter futures, everywhere." We contribute to resolving social issues through our business activities, which leads to sustainable growth. We are constantly transforming our wide-ranging global business portfolio by *creating* new businesses, *growing* them into core businesses, and then *extending* them by forming business clusters with adjacent businesses. Through this business model and our business portfolio, we create both economic and social value by providing cross-industry *real solutions* to increasingly complex social issues.

## Business Model



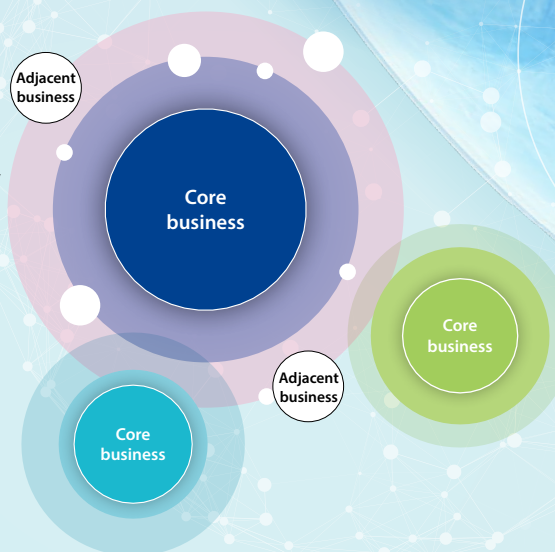
**Grow**  
Expansion of core business



## Extend

Forming business clusters by combining the core business with adjacent businesses

## Forming cross-industry business clusters



- ▶ Employee Engagement<sup>\*1</sup> 73%
- ▶ GHG Reduction Contribution 4.4 million t-CO<sub>2</sub>e/year

## Value Creation



## Mission

**Build brighter futures, everywhere**

- ▶ Core Operating Cash Flow JPY 1 trillion
- ▶ Profit JPY 1.1 trillion
- ▶ ROE 15.3%

## Strengths

Management Capital<sup>\*2</sup>

Mitsui is People					Open-mindedness					Business Portfolio				
Human Capital			Intellectual Capital			Financial Capital			Social Capital			Natural Capital		
Number of employees (consolidated)			Number of business cases <sup>*3</sup>			Consolidated assets			Number of clients			Equity share of iron ore production		
53,602			Over 2,000/year (cumulative)			JPY 16.9 trillion			Over 155,000			61 Mt/year		
Total number of Mitsui-run training program participants (Mitsui & Co. Group annual total)			Accumulated business know-how <sup>*4</sup>			Forecast for growth investments: MTMP2026 three-year cumulative total			Number of offices			Area of Mitsui's Forests in Japan		
22,000						JPY 1.8 trillion			125 offices in 61 countries			45,000 ha		

<sup>\*1</sup> Based on Mitsui Engagement Survey 2023.  
For details, please refer to ▶ Page 36

<sup>\*2</sup> FY March 2024 figures unless otherwise stated

<sup>\*3</sup> Business proposals covering internal and external operating environment, strategies, risk analysis, etc.

<sup>\*4</sup> Manuals, know-how, and collections of case studies shared within the Company leading to efficient business management and promotion and creation of new businesses.  
For details, please refer to Integrated Report 2022, page 96.