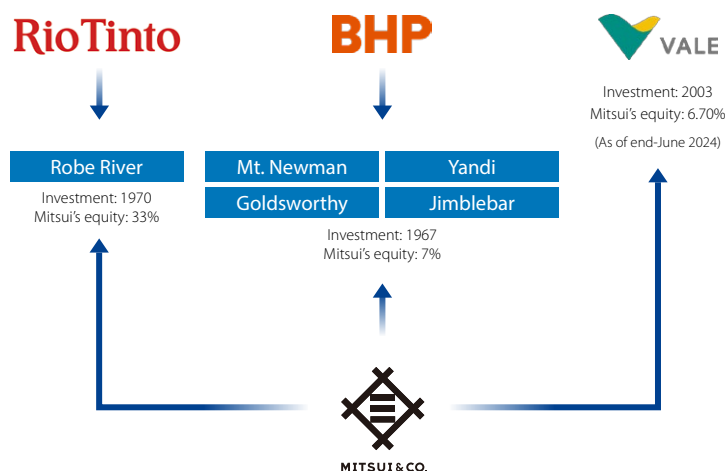


Our Edge

Iron Ore Business

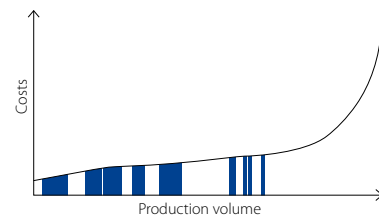
- ▶ Solid partnerships with major resources companies
- ▶ Top-tier mining assets in terms of production volume, reserves and cost competitiveness through own infrastructure



Equity share of iron ore production **61 Mt/years**
(As of end-March 2024)

Superior Cost Competitiveness

(Illustrative purposes only)

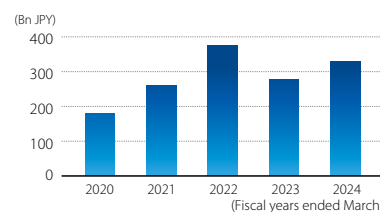


■ Projects in which Mitsui invests directly or indirectly

Stable Earnings Base

Profit^{*1}

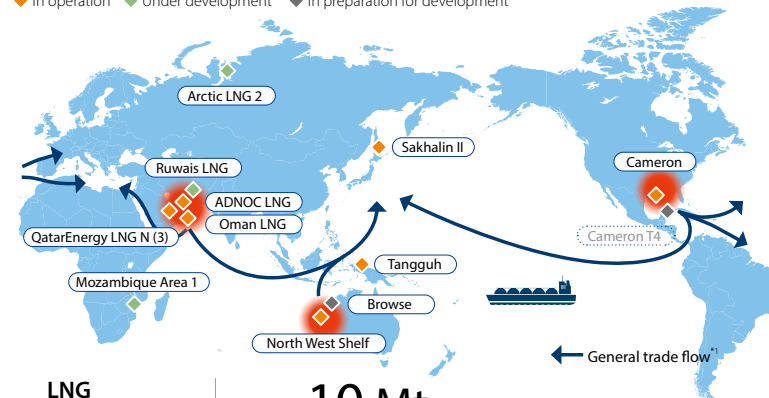
*1 Equity share of profit from Australian iron ore business and dividends received from Vale



LNG Projects and Trading

- ▶ A globally diversified business portfolio spanning 11 projects in 8 countries (invested in Ruwais LNG in 2024)
- ▶ Established structure for stable supply of LNG using our own fleet of LNG vessels

◆ In operation ◆ Under development ◆ In preparation for development



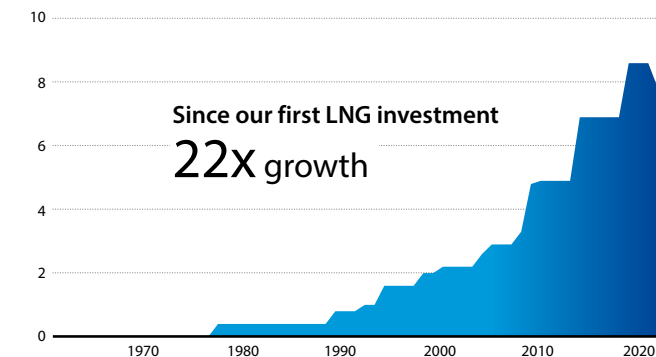
LNG trading volume | Approx. **10 Mt/year**

LNG fleet | **9** long-term chartered vessels

*1 With the start of offtake from the Cameron LNG project in 2019, as well as the ongoing optimization in LNG trading, we have expanded our LNG trading volume from 3 Mt to approximately 10 Mt/year.

Equity Share of Production Capacity^{*2}

(Mt)



*2. For Cameron LNG (2014) and onwards, figures on an FID basis. Up to 2013, figures on an actual production capacity basis.

Our Edge

Mobility

- ▶ A competitive business portfolio based on passenger vehicle sales and commercial vehicle leasing businesses through initiatives with the Penske Group

Penske Automotive Group (PAG)

One of the largest automotive dealer groups in the US

- Investment: 2001, Mitsui's equity 19.9%
- Sales and after-sales service of new and used cars
- Listed on NYSE
- Operations in 9 countries
- Approx. 70% premium brand ratio



Penske Truck Leasing (PTL)

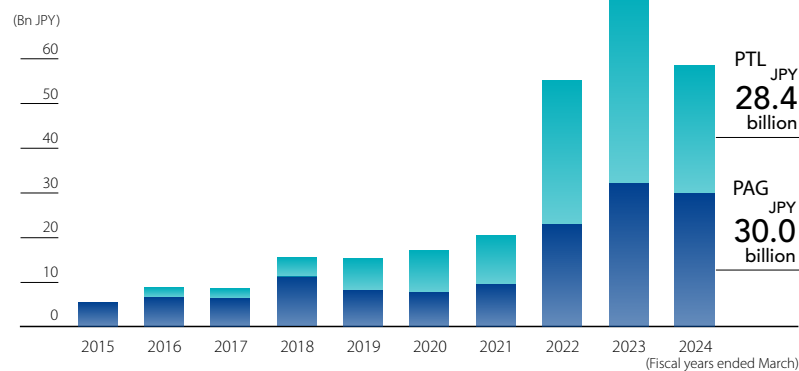
No. 1 in number of trucks under management in the US

- Investment: 2015, Mitsui's equity: 30.0%
- Full-service truck leasing, truck rental, and contract maintenance businesses
- 439,000 trucks under management
- More than 2,900 business locations



(As of end-December 2023)

Mitsui's Share of Profit from the Penske Group



Healthcare

- ▶ Initiatives with Asia's largest private hospital group, IHH Healthcare (Mitsui's equity: 32.8%)

Since Mitsui's investment in 2011

