



Gate 4 Data

- 57 Sustainability Data
- 58 Results by Operating Segment
- 59 Segment Strategies
- 66 5-Year Financial Data
- 67 Major Risk Exposure by Country/Region
- 68 Company Information / Investor Information

Sustainability Data

GHG Emissions (Consolidated)

(Thousand t-CO₂e)

	2023.3	2024.3	2025.3
Scope 1	3,006	2,637	2,803
Scope 2	400	412	393
Scope 1 and 2 [Non-consolidated and consolidated subsidiaries only*1]	3,406 (574)	3,049 (623)	3,196 (612)
Scope 3 Category 15 (Investments)	33,576	30,903	25,883
Reduction Contribution*2	2,457	4,419	3,496
Absorption*2	245	262	494
GHG Impact*3	34,280	29,272	25,089

*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 – Absorption

Energy Consumption (Consolidated)

(GJ)

	2023.3	2024.3	2025.3
Total	34,329,837	31,347,586	32,502,477
(Breakdown)			
Fuels	25,186,671	23,101,455	23,994,121
Electricity	8,983,625	7,626,436	7,993,270
Steam, heat	159,541	619,695	515,086

GHG Emissions (Scope 3) (Consolidated)

(Million t-CO₂e)

	Category	2023.3	2024.3	2025.3
1	Purchased goods and services	35.3	33.5	33.4
2	Capital goods	0.8	0.9	1.0
3	Fuel and energy related activities (not included in Scope 1 or Scope 2)	1.5	2.9	4.1
4	Upstream transportation and distribution	3.2	1.5	1.9
5	Waste generated in operations	0.0	0.0	0.0
6	Business travel	0.1	0.1	0.1
7	Employee commuting	0.0	0.0	0.0
8	Upstream leased assets	Not applicable	Not applicable	Not applicable
9	Downstream transportation and distribution	Included in Category 4	Included in Category 4	Included in Category 4
10	Processing of sold products	32.2	31.0	31.9
11	Use of sold products	83.5	98.8	98.0
12	End-of-life treatment of sold products	0.2	0.2	0.2
13	Downstream leased assets	1.2	0.5	0.7
14	Franchises	Not applicable	Not applicable	Not applicable
15	Investments	33.6	30.9	25.9
	Total	191.5	200.3	197.1

• 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 we cannot determine which final product an intermediary product we have sold has been processed into and used for, those are excluded from the calculation.

• 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.

Human Resources Data

	2023.3	2024.3	2025.3
Number of employees (Consolidated)	46,811	53,602	56,400
Male (Persons)	30,884	31,729	32,726
Female (Persons)	15,927	21,873	23,674
Number of employees (Non-consolidated)	5,449	5,419	5,388
Male	3,842	3,799	3,751
Female	1,607	1,620	1,637
Number of hires (Non-consolidated)	203	209	220
New graduate (Persons)	111	124	129
Mid-career (Persons)	92	85	91
Female recruitment rate (Non-consolidated, %)	37	43	40
Percentage of female managers (Non-consolidated, %)*1	8.5	9.2	11.0
Percentage of female managers (Consolidated, %)	18.8	18.8	20.7
Percentage of line managers hired overseas (%)**2	17	18	19.1
Average years of service	18.1	17.9	17.7
Employee engagement (%)	72	73	75
Total development and training expenses (Bn JPY)	27.5	30.5	31.5
Number of trainees dispatched overseas (Non-consolidated)	159	209	210
Number of trainees dispatched to Japan (Regionally hired employees)	15	17	12
Number of DX Business Professionals	82	231	592
Monthly average overtime working hours (Hours/month)	26.1	28.0	27.6
Average annual paid leave usage ratio (%)	71.4	70.3	69.0
Percentage of men that took childcare leave (Non-consolidated, %)*3	65	70	91
Average number of the days that men took childcare leave (Non-consolidated, days)	36.5	45.0	42.4

*1 Data as of March 31

*2 The percentage of line managers hired locally at overseas trading affiliates and offices, out of the total number of line managers at those overseas locations.

*3 Including use of Mitsui's unique leave systems (leave for attending birth)



Results by Operating Segment (FY March 2025)

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

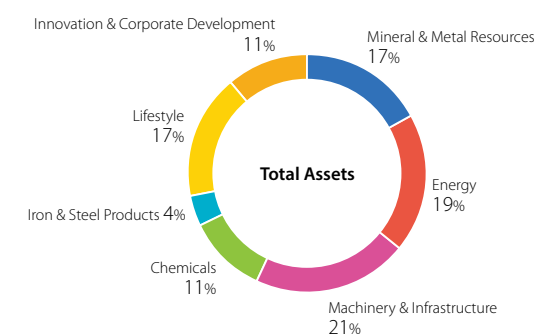
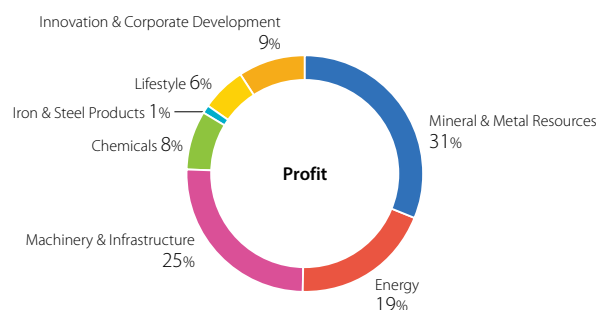
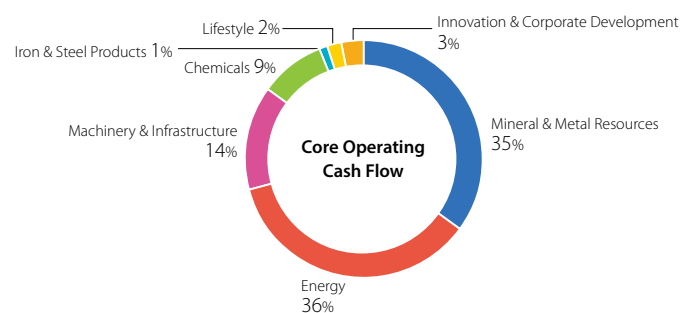
*1 Investment Cash Flow excludes changes in time deposits.

*2 Under non-current assets, "Other" includes items such as 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	Total
Gross profit	263.9	190.0	200.1	256.4	47.8	192.4	134.4	3.4	1,288.4
Selling, general, and administrative expenses	(37.0)	(71.0)	(181.0)	(158.9)	(36.0)	(201.9)	(98.5)	(103.5)	(887.7)
Dividend income	63.9	85.7	16.7	3.3	3.6	6.1	3.7	1.3	184.3
Share of profit (loss) of investments accounted for using the equity method	82.0	57.1	225.6	23.1	21.2	59.4	25.1	0.6	494.1
Other	(87.4)	(88.3)	(28.5)	(48.0)	(23.4)	(2.3)	22.6	76.6	(178.8)
Profit (loss) for the year attributable to owners of the parent	285.4	173.5	232.9	75.9	13.2	53.7	87.3	(21.6)	900.3
Depreciation	73.4	96.6	33.4	35.6	2.9	36.6	16.5	18.7	313.7
Core operating cash flow	357.9	363.4	145.2	90.6	6.0	18.1	27.0	19.3	1,027.5
Net investment cash flow ^{*1}	(140.7)	(122.6)	122.9	(38.8)	5.7	(28.4)	35.6	2.6	(163.7)
Investment cash flow (IN)	0.8	93.1	221.2	39.7	11.3	76.3	142.0	16.7	601.1
Investment cash flow (OUT)	(141.5)	(215.7)	(98.3)	(78.5)	(5.6)	(104.7)	(106.4)	(14.1)	(764.8)
Total assets	2,986.7	3,425.1	3,735.9	2,062.5	777.3	3,013.7	1,899.4	(1,089.1)	16,811.5
Non-current assets	1,880.0	2,078.1	2,671.3	1,042.4	484.2	1,883.4	1,076.9	8.3	11,124.6
Property, plant and equipment	563.6	846.9	179.8	291.3	25.0	249.2	130.0	183.8	2,469.6
Investment assets accounted for using the equity method	544.0	686.9	1,676.3	346.7	351.4	950.0	418.0	(0.3)	4,973.0
Other investments	680.7	230.2	268.8	176.4	82.6	371.8	297.5	83.1	2,191.1
Other ^{*2}	91.7	314.1	546.4	228.0	25.2	312.4	231.4	(258.1)	1,490.9

Composition by Operating Segment



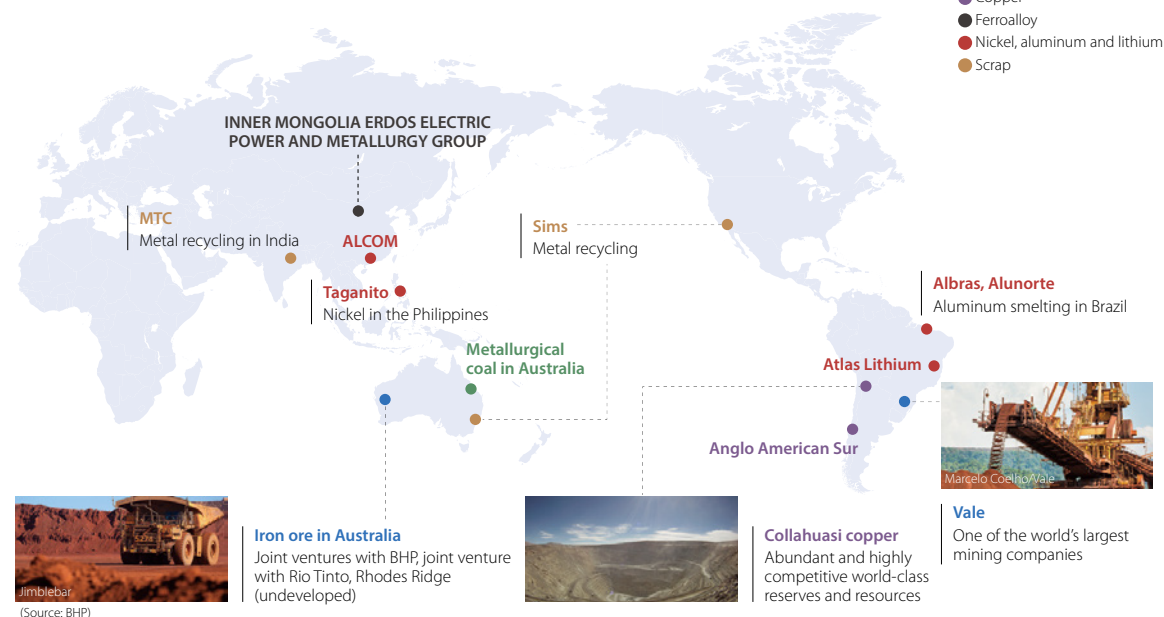
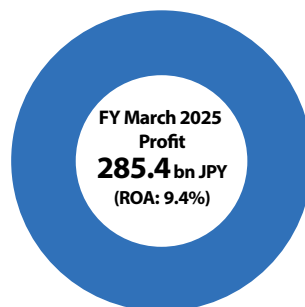
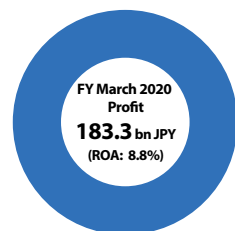
Segment
Strategies

Mineral & Metal Resources

- Mineral & Metal Resources Business Unit



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



Business Overview

- Investment and trading in the mining business of iron ore, copper and metallurgical coal, and other resources
- 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, substantial production volume and ore reserves
- Strong industry presence, track record, and solid partnerships with mining majors

Operating Environment

Risks

- Impact of demand for resources following Chinese economic slowdown
- Impact of higher operating costs due to inflation and high interest rates
- Impact of technological innovation and government policies on the supply, demand and commodity prices

Opportunities

- Demand increase for green materials (including ferrous materials), including recycling
- Continuous growth of India and Southeast Asia as metal resources demand areas and the future potential of Africa as a resources supply area

Growth Areas

Growth Drivers

- Further enhancing and increasing interests in existing high-quality iron ore, copper, and other businesses (Rhodes Ridge, etc.)
- Initiatives that contribute to a low-carbon society, including scrap and green aluminum
- Building a battery value chain with materials such as lithium, nickel, cobalt, and other materials

Areas for Improving Capital Efficiency

- Maximizing business value by leveraging the vast copper reserves and resources at Anglo American Sur (joint development with adjacent mines, etc.)

Segment
Strategies

Energy

- Energy Business Unit I
- Energy Business Unit II
- Energy Solutions Business Unit



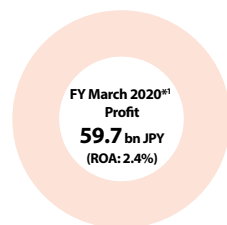
Toru Iijima
Managing Officer,
Chief Operating Officer of
Energy Business Unit I



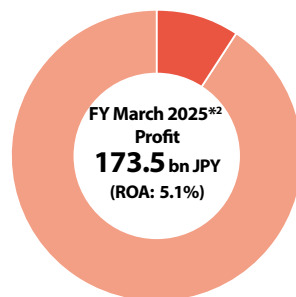
Kyoji Hara
Managing Officer,
Chief Operating Officer of
Energy Business Unit II



Yasuhiro Uchida
Managing Officer,
Chief Operating Officer of
Energy Solutions Business Unit

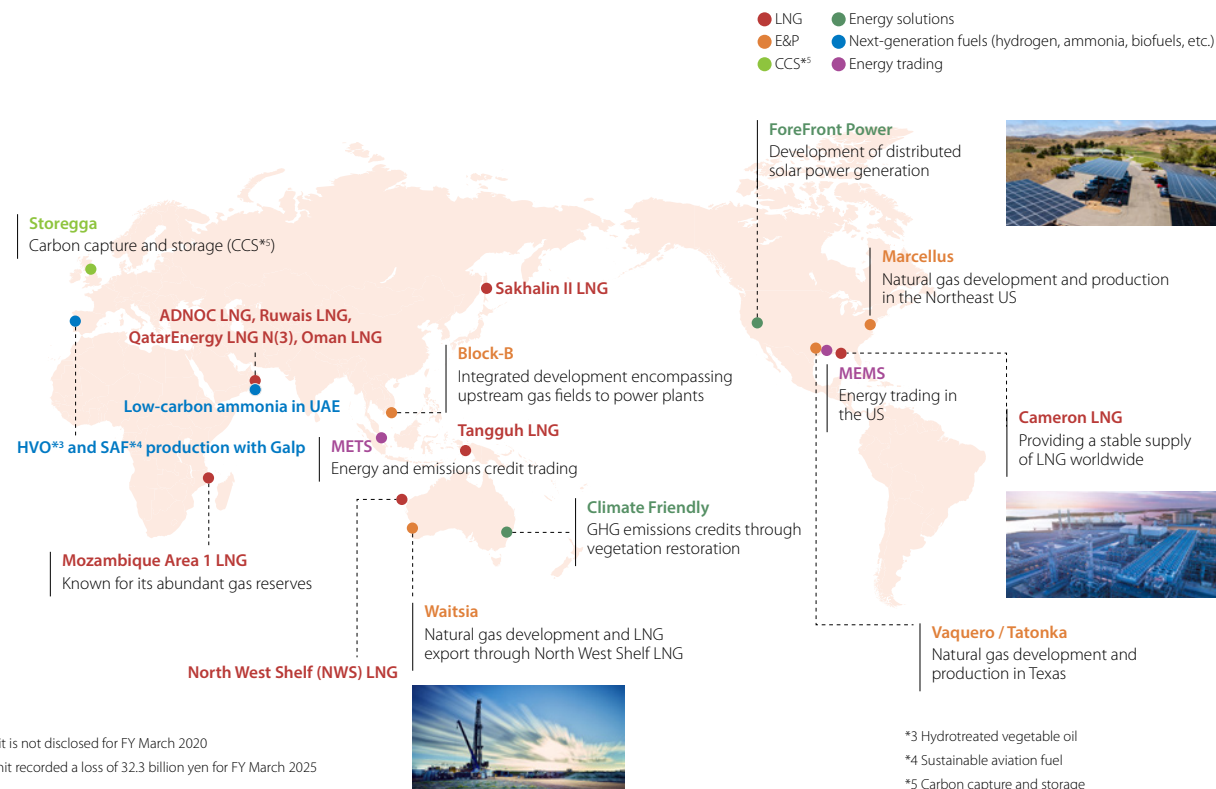


● Energy Business Unit I ● Energy Business Unit II



*1 Performance by business unit is not disclosed for FY March 2020

*2 Energy Solutions Business Unit recorded a loss of 32.3 billion yen for FY March 2025



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 capabilities, exemplified by risk management and logistics operation expertise
- Global market presence and customer base

Operating Environment

Risks

- Significant fluctuations in energy supply, demand and prices due to heightened global geopolitical risks, decrease in demand caused mainly by recession
- Undefined energy transition progress timeline

Opportunities

- Solid demand for fossil fuels in line with the need for energy security and stable supply, and increasing demand for natural gas and LNG as *real solutions*
- Increased demand for clean energy and next-generation energy due to the progress of decarbonization and the resulting expansion of energy solutions business opportunities

Growth Areas

Growth Drivers

- Improving the business portfolio and expanding trading capabilities by steadily launching new natural gas and LNG businesses in Australia, Mozambique, Abu Dhabi, and Vietnam

Areas for Improving Capital Efficiency

- Maximizing value of upstream businesses and further improving production efficiency in the LNG business
- Narrowing focus to steadily launch low-carbon initiatives and energy solutions businesses for power, next-generation energy, and other areas

Segment
Strategies

Machinery & Infrastructure

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



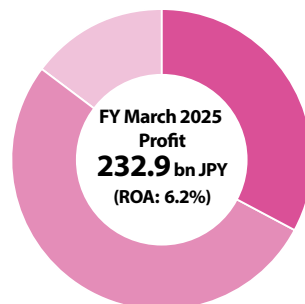
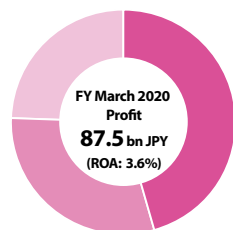
Kazuki Shimizu
Managing Officer
Chief Operating Officer of
Infrastructure Projects
Business Unit



Maroshi Tokoyoda
Managing Officer
Chief Operating Officer of
Mobility Business Unit I



Takuya Shirai
Managing Officer
Chief Operating Officer of
Mobility Business Unit II



● Infrastructure Projects Business Unit ● Mobility Business Unit I
● Mobility Business Unit II

Business Overview

- Infrastructure: Power, natural resources, logistics, water and digital facilities
- Automotives, construction, mining and industrial machinery: Sales, financing, and leasing
- Ships, aviation and aerospace: Trading, ownership and operation, and digital transformation and environment-related businesses

Strengths

- Various existing businesses with growth potential that support solid demand relating to infrastructure and mobility around the world
- Broad customer base and network, and collaborative relationships built with leading partners
- Project development capabilities with regional expertise and ability to adapt to the changing times, and comprehensive and advanced service functions

Operating Environment

Risks

- The increase in tariffs by the new US administration and the growing uncertainty of future policies
- Changes in industrial structure driven by shifts in social needs and advancements in technology

Opportunities

- Advancements in the utilization of new technologies in areas including next-generation fuels, semiconductors, and AI, and increased demand for digital infrastructure
- Diversification in energy sources resulting from environmental changes relating to the global energy transition, as well as expansion of demand for services relating to next-generation fuels, electrification, and other trends

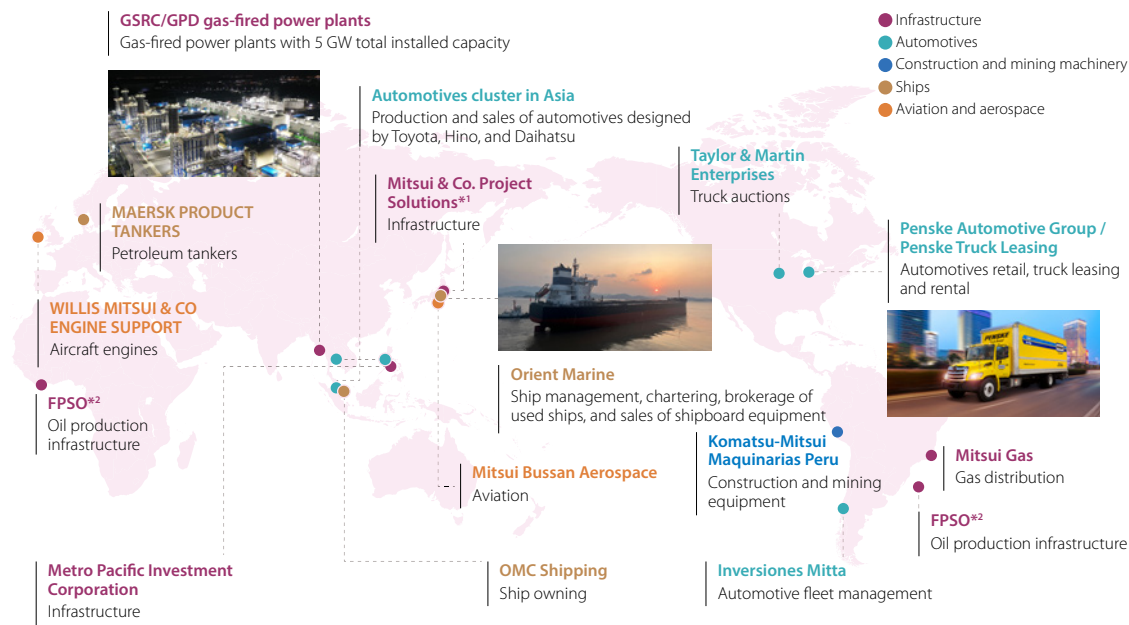
Growth Areas

Growth Drivers

- Expanding the business domain by incorporating adjacent businesses in the fields of automotives, construction and mining machinery, and ships, and broadening the scope of the aircraft engine business
- Capturing increasing demand of infrastructure in emerging countries

Areas for Improving Capital Efficiency

- Selection, concentration, and steady launches of renewable energy power generation businesses



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

*2 Floating production, storage and offloading system

Segment
Strategies

Chemicals

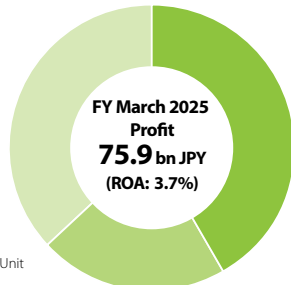
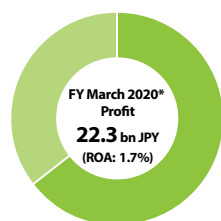
• Basic Materials Business Unit • Performance Materials Business Unit • Nutrition & Agriculture Business Unit



Junji Fukuoka
Managing Officer
Chief Operating Officer of
Basic Materials Business Unit

Teruya Mogi
Managing Officer
Chief Operating Officer of
Performance Materials
Business Unit

Toshitaka Inuzuka
Managing Officer
Chief Operating Officer of
Nutrition & Agriculture
Business Unit



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

* Nutrition & Agriculture Business Unit recorded a loss of 4.4 billion yen for FY March 2020

Certis Belchim
Crop protection
products in Europe



Nutrinova
Functional food
ingredients

Blue Point
Low-carbon ammonia

**Intercontinental
Terminals Company**
Tank terminals in the US

**Mitsui & Co. Plastics
Mitsui Bussan Chemicals**
Trading

Advanced Composites
Automotives related materials

D-lab
Cosmetics contract manufacturer

Certis Biologicals
Biological crop protection

Miski Mayo
Phosphate ore in Peru

Ouro Fino
Animal health and crop
protection in Brazil

Fairway Methanol (MMTX)
Methanol manufacturing and sales

**International
Methanol Company**
Methanol manufacturing
and sales

Lee Soon Seng Plastic Industries
Manufacturing and sales of containers for functional foods

Eu Yan Sang
Traditional Chinese
medicine

New Forests
Forestry asset management



ETC Group
Trading of agricultural
products and agri-inputs;
manufacturing and sales of
food products

Shark Bay Salt
Salt fields in Australia



Business Overview

- Tank terminals and trading
- Chemical feedstock, hydrogen and industrial gases, gas chemicals, forestry resources, electronic materials, and beauty and personal care
- Agricultural chemicals, animal health, and nutrition

Strengths

- Logistics and trading functions that support a stable supply of materials
- A network with top players in diverse global industries built by leveraging the trading business
- Capability to propose solutions that address industrial challenges leveraging our business network
- Cross-sectoral proposal and deployment capabilities spanning multiple industries

Operating Environment

Risks

- Acceleration of structural change in the petrochemical industry in response to climate change
- Supply chain restructuring and local production for local consumption
- Weak product demand amid increasing costs due to high energy costs, rising interest rates, and labor shortages

Opportunities

- Increasing need for stable supply due to changes in the supply chain
- Increase in demand for environmentally friendly materials, products, and businesses including next-generation fuels and recycled materials
- Increasing interest in health, wellness, and quality of life improvement

Growth Areas

Growth Drivers

- Expanding adjacent businesses centered on methanol and tank terminals
- Expanding businesses in forest resources and electronic materials
- Strengthening the earnings base in functional food ingredients, animal solutions, and agricultural chemicals

Areas for Improving Capital Efficiency

- Demonstrating downside resistance and resilience in trading
- Early establishment of earnings base for newly entered businesses such as next-generation fuel projects

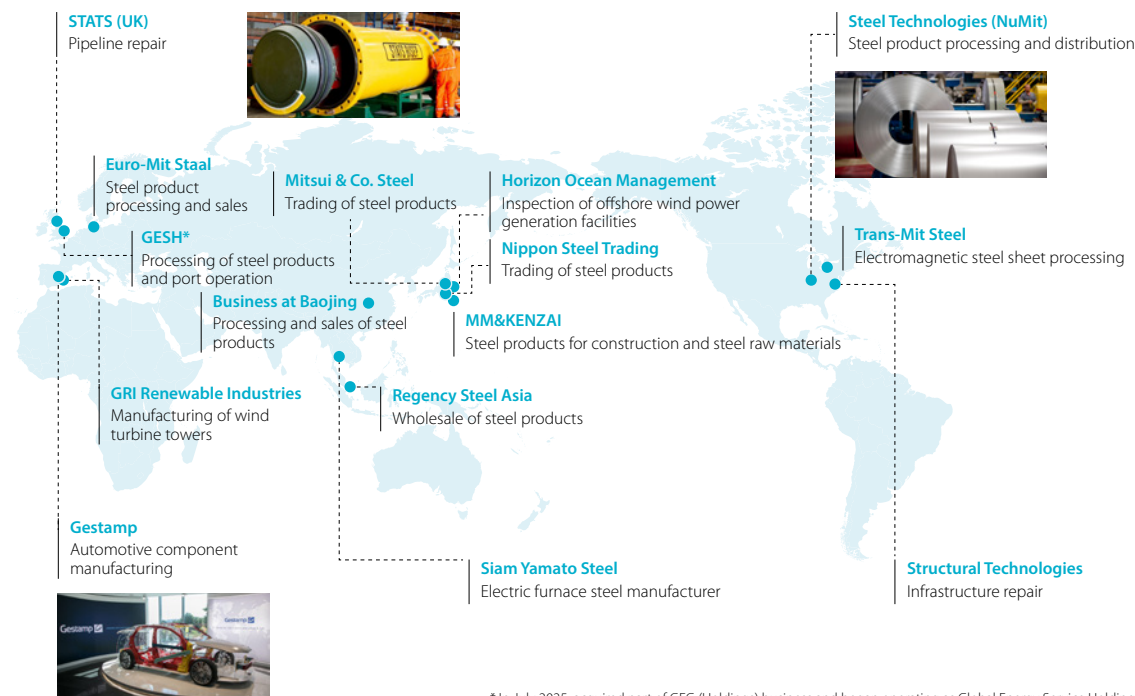
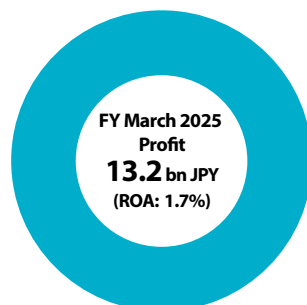
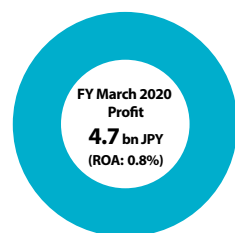
Segment
Strategies

Iron & Steel Products

- Iron & Steel Products Business Unit



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



* In July 2025, acquired part of GEG (Holdings) business and began operating as Global Energy Service Holding

Business Overview

- Iron and steel products manufacturing (electric furnace), sales, and processing
- Businesses in the material supply and processing value chain contributing to decarbonization
- Maintenance businesses contributing to the circular economy

Strengths

- Coverage across an extensive supply chain, from steel manufacturing, to sales and processing of steel products, and parts production
- Global customer network maintained by our steel trading companies
- Operation of infrastructure maintenance business and other diverse services beyond steel product distribution

Operating Environment

Risks

- Impact on supply chains due to escalating geopolitical risks and fluctuating tariff policies
- Increase in operational expenses due to rising labor costs and workforce shortages
- Changes in distribution structures due to the decline in steel production in Japan

Opportunities

- Expansion of demand for new supply chain development driven by decarbonization and local production for local consumption needs
- Capturing increased demand for steel products from growing markets as well as emerging markets
- Increased demand for infrastructure longevity and maintenance driven by accelerated circular economy

Growth Areas

Growth Drivers

- Capturing demand for steel products in emerging and growing markets and expanding businesses for industry decarbonization, such as electrification and renewable energy

Areas for Improving Capital Efficiency

- Improving areas with low asset efficiency, mainly in automotive components

Segment
Strategies

Lifestyle

- Food Business Unit
- Retail Business Unit
- Wellness Business Unit



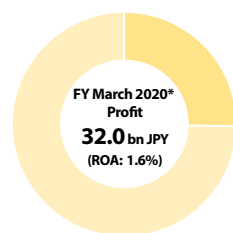
Yutaka Sano
Managing Officer
Chief Operating Officer of
Food Business Unit



Naoharu Asaumi
Managing Officer
Chief Operating Officer of
Retail Business Unit

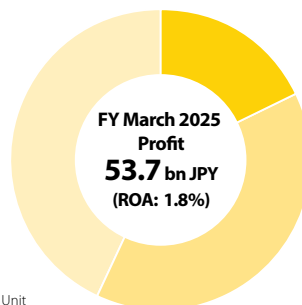


Yoichiro Endo
Executive Managing Officer
Chief Operating Officer of
Wellness Business Unit



● Food Business Unit ● Retail Business Unit ● Wellness Business Unit

* Food Business Unit recorded a loss of 6.0 billion yen for FY March 2020



* Company name changed in January 2025 from Aramark Uniform Services Japan

Business Overview

- Food: Production, trading, R&D, manufacturing, processing, and retail
- Brand and retailing
- Healthcare, pharmaceuticals, and Employee Experience*

* Employee Experience: Supporting employees and consumers by providing enriched experiences such as through food, uniform rental and other services.

Strengths

- A robust supply chain that supports a stable supply of food and provision of optimized logistics and information flow through centralized management
- Product planning and development capabilities, and brand management expertise to meet diverse needs
- A business portfolio that contributes to improving employee engagement
- Accumulated expertise and management talent in the healthcare service provider business

Operating Environment

Risks

- Migration of traditional production areas due to climate change
- Changes in trade and industrial structure and healthcare regulations due to geopolitical risks
- Declining and aging labor population in Japan

Opportunities

- Diversification and segmentation of values, diversification of consumer behaviors and changes in lifestyle related to health
- Continued expansion of the gap between healthcare supply and demand in emerging countries in Asia and other regions
- Growing demand for engagement initiatives driven by the need to secure and retain employees

Growth Areas

Growth Drivers

- Healthcare services including data utilization
- Capturing growth in emerging economies through the protein business
- Food trading aligned with growing interest in food security
- Capturing growth of the food and lifestyle markets in the Americas and Asia

Areas for Improving Capital Efficiency

- Improving asset efficiency in coffee trading
- Expanding intermediate distribution functions in Japan including through use of a temperature-zone logistics network and digital transformation of logistics
- Expanding businesses from fashion to lifestyle and establishing business platform

Segment
Strategies

Innovation & Corporate Development

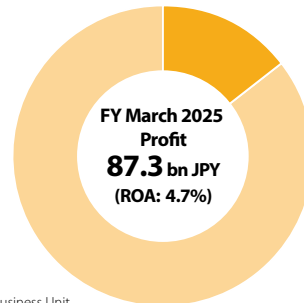
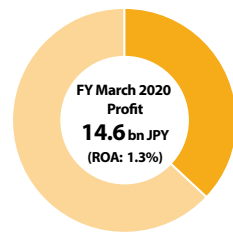
- IT & Communication Business Unit
- Corporate Development Business Unit



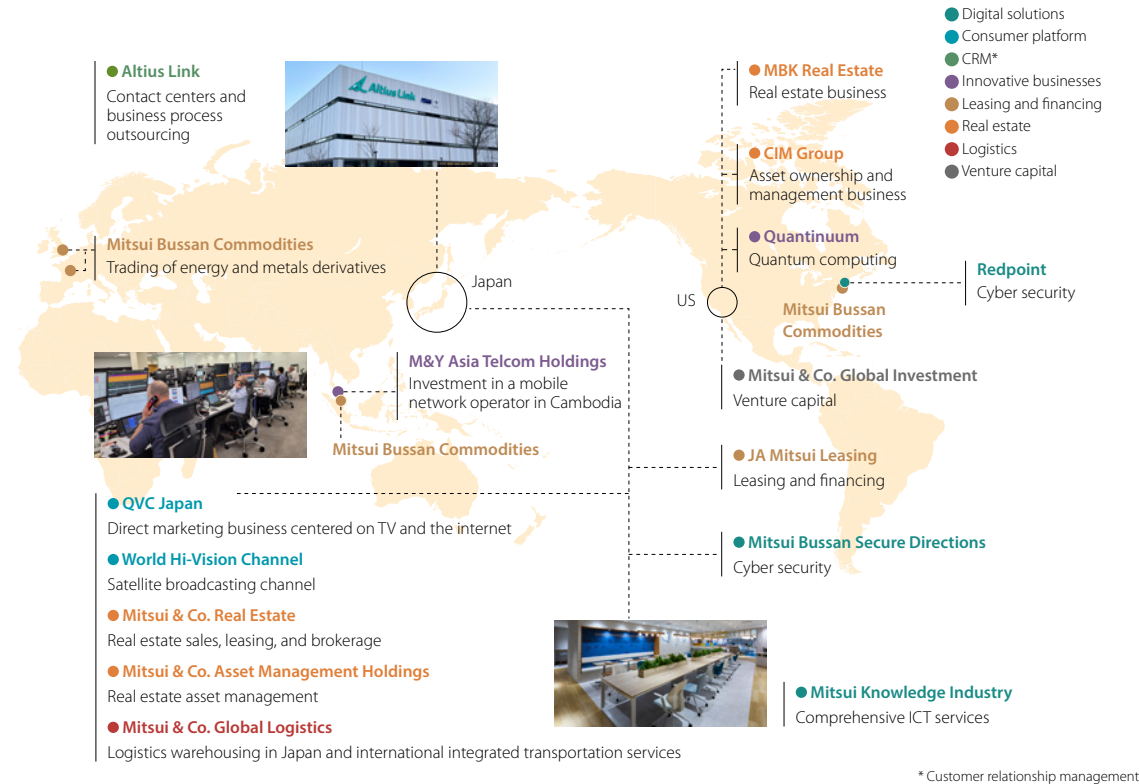
Tetsuro Akashi
Managing Officer,
Chief Operating Officer of IT &
Communication Business Unit



Daisuke Ishida
Executive Managing Officer,
Chief Operating Officer of Corporate
Development Business Unit



● IT & Communication Business Unit ● Corporate Development Business Unit



Business Overview

- ICT businesses including digital solutions, consumer platforms, customer relationship management (CRM), and healthcare DX
- Finance businesses including asset management, capital solutions, derivatives, and private equity
- Real estate development and management, and logistics-related businesses including logistics center operations

Strengths

- Developing unique DX businesses by utilizing the technology and expertise of core domestic affiliates
- A strong network of leading domestic and international partners and institutional investors, along with a solid customer base
- Creating new value by combining the technologies and expertise of the Mitsui & Co. Group with capabilities of Innovation & Corporate Development segment in ICT, finance, real estate and logistics

Operating Environment

Risks

- Market risks such as stock price fluctuations
- Deterioration in business sentiment and corporate performance due to rising interest rates and inflation

Opportunities

- Increased ICT solution needs in the face of technological evolution
- Spread of digital services in line with diversified lifestyles and expansion of data center demand
- Opportunities to create sustainability-related financial products, increased hedging needs due to higher volatility

Growth Areas

Growth Drivers

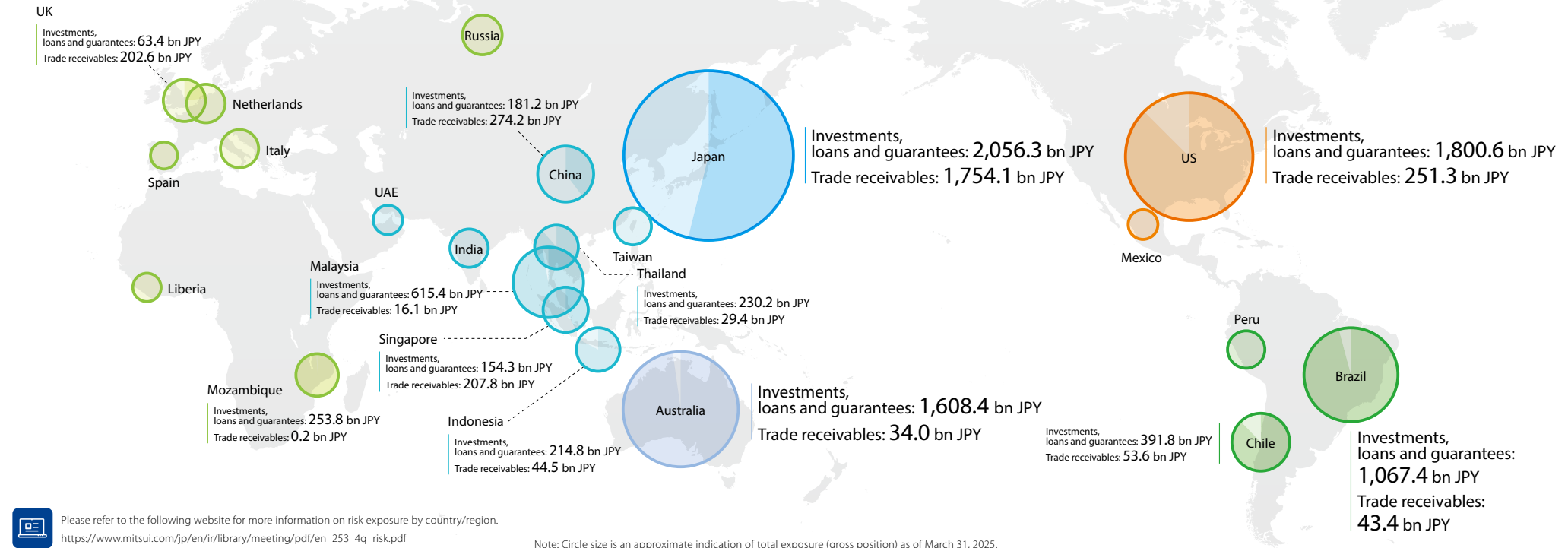
- Capturing growth in the asset management business, including in data centers, and ICT through bolt-on acquisitions
- Expanding in areas such as digital BPO services and healthcare DX, and promoting profitability of next-generation businesses such as logistics automation and digital finance

Areas for Improving Capital Efficiency

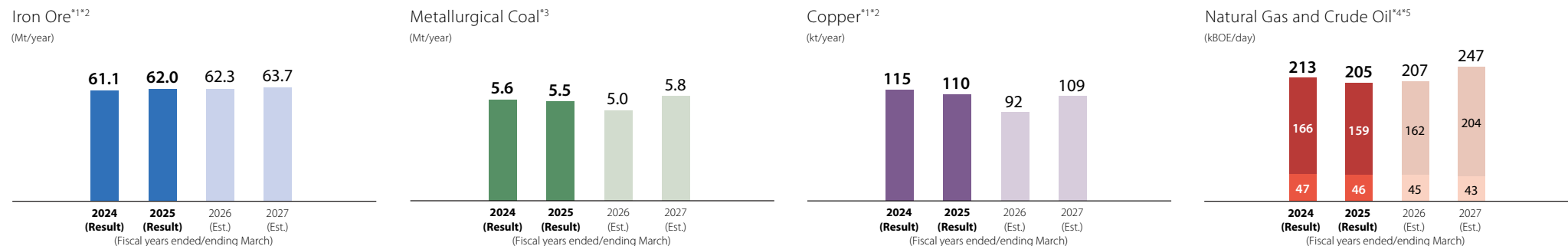
- Improving the asset efficiency of the real estate business through an asset turnover model
- Promoting portfolio replacement in the ICT business

7. 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.

Major Risk Exposure by Country/Region



Equity Share of Production (As of May 2025)



*1 Vale and copper reported with a 3-month time lag

*2 Includes Vale production (Mitsui's equity share during the period), among others

*3 Does not include production volume of thermal coal

■ Natural gas and LNG ■ Crude oil

*4 Oil equivalent: Mitsui's equity share of interests of consolidated subsidiaries, equity accounted investees, and general investments

*5 For certain projects, Mitsui's equity share of sales is applied

Company Information / Investor Information (As of March 31, 2025)

Company Name	MITSUI & CO., LTD.
Date of Establishment	July 25, 1947
Common Stock	343,441,628,595 JPY
Number of Employees	5,388 (Consolidated 56,400)
Number of Affiliated Companies for Consolidation	Consolidated subsidiaries: 80 in Japan, 214 overseas Equity method investees: 30 in Japan, 151 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

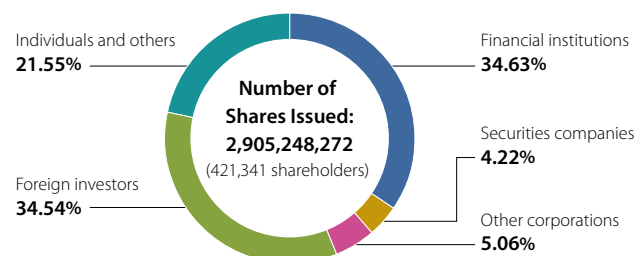
Shareholder	Equity in Mitsui	
	Number of shares held (thousands)	Equity ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	490,207	16.97
BNYM AS AGT/CLTS 10 PERCENT	302,176	10.46
Custody Bank of Japan, Ltd. (Trust account)	170,921	5.91
Nippon Life Insurance Company	70,141	2.42
STATE STREET BANK AND TRUST COMPANY 505001	52,941	1.83
STATE STREET BANK WEST CLIENT –TREATY 505234	50,447	1.74
JPMorgan Securities Japan Co., Ltd.	45,675	1.58

Notes: 1. In addition to the shares listed above, the Company holds 17,429 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	Sumitomo Mitsui Trust Bank, Limited 4-1, Marunouchi 1-chome, Chiyoda-ku, Tokyo
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, Japan Phone: 0120-782-031 (Toll free in Japan) (Office hours: 9:00 am to 5:00 pm, closed weekends, national holidays and New Year period)
American Depositary 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) citibank@shareholders-online.com www.citi.com/adr

Number of Shares Authorized 5,000,000,000

Editor's Afterword

In compiling Integrated Report 2025, we positioned growth aimed at the sustainable creation of value as a key theme, keeping in mind our corporate story as a whole in order to better convey our message. We expanded Our Edge and other sections that demonstrate Mitsui's unique characteristics, providing more detailed accounts of initiatives and outcomes in each business.

This year's Gate 1 introduces specific examples of our comprehensive approach to climate change and natural capital. Meanwhile, Gate 3 newly features a discussion between an External Director and institutional investors, as well as messages from several of our External Directors. This analysis and evaluation is designed to increase the Company's transparency.

Over the course of producing the report, through careful refinement of the overall design we were able to reappraise and reaffirm the consistency and meaningfulness that we value in our communication. As we move into the final year of MTMP2026, we hope this report clearly articulates Mitsui's roadmap for growth, as well as the capabilities that will enable us to implement that roadmap. We would appreciate your frank feedback upon reading this report.

MITSUI & CO., LTD.