

# Mitsui at a Glance

(FY March 2025)

## Company Data



### Worldwide Operations

**124** offices in  
**62** countries  
and regions

### Number of Employees

**56,400**

### Number of Affiliated Companies\*<sup>1</sup>

**475**

## Businesses



### Equity Share of Iron Ore Production

**62** Mt/year

### LNG

**11** projects in  
**8** countries

### Number of Trucks under Management

**No. 1** in the US\*<sup>2</sup>  
Approx. 440,000 (2024)

### Healthcare Business Number of Beds\*<sup>3</sup>

**No. 1** in Asia\*<sup>4</sup>

## Trading



### Ammonia Share of Imports to Japan

**60%**

### Food Share of Imports to Japan\*<sup>5</sup>

Corn  
**20%**

Canola  
**40%**

Coffee  
**30%**

Soybeans  
**20%**

## Performance



### Profit

**0.9** tn JPY

### Core Operating Cash Flow

**1** tn JPY

### ROE

**12%**

### Shareholder Returns as a Percentage of Core Operating Cash Flow

(MTMP2026 Three-Year Cumulative Total Forecast)

Over **49%**

\*1 Consolidated subsidiaries: 294, equity method investees: 181

\*2 Number of trucks managed by equity method investee Penske Truck Leasing

\*3 Number of beds at equity method investee IHI Healthcare

\*4 Among publicly traded private hospital operators in Asia (excluding China) by Mitsui's survey

\*5 Share of imports by private sector business operators