Gate 1 Mitsui's Value Creation Management Foundation Mitsui Integrated Report 2025

22

the Company leading to efficient business management and advancement, and creation of new businesses. For details, please

refer to Integrated Report 2022, page 96.

Build brighter futures, Value Creation Process Mission everywhere Mitsui's Challenge and Innovation ► Employee Engagement*1 **Value Creation** ► GHG Reduction Contribution Mitsui's Mission is to "Build brighter futures, everywhere." We contribute to resolving social issues through our 3.5 million t-CO₂e business activities, which leads to sustainable growth. Social value*2 We are constantly transforming our wide-ranging global business portfolio by creating new businesses, Forming cross-industry Materiality growing them into core businesses, and then extending them by forming business clusters with adjacent **business clusters** ▶ Pages 23–24 Adjacent business **Providing** 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 cross-industry real solutions Extend Core to social issues Forming business clusters Economic **business** value*2 by combining the core business with adjacent businesses Adjacent business ► Core Operating **Grow Cash Flow** Core **Expansion of core business** business 1 tn JPY Create Core business Identify new business Adjacent ► Profit **Business Model** opportunities Core **0.9** tn JPY business Core business ► ROE 12% Strengths Mitsui is People **Open-mindedness Business Portfolio Human Capital** Intellectual Capital **Financial Capital** Social Capital **Natural Capital** Management Capital*2 Number of employees Consolidated assets Number of clients Equity share of iron ore production Number of business cases*3 (consolidated) 16.8 tn JPY Over 155,000 Over 2,000/year 62 Mt/year 56,400 (cumulative) Forecast for investments for growth: Number of offices Area of Mitsui's Forests in Japan *1 Based on Mitsui Engagement Survey 2024. For details, MTMP2026 three-year cumulative 124 offices Total amount spent on **Accumulated business** please refer to ▶ Page 40 45,000 ha total Mitsui-run training programs in 62 countries know-how*4 *2 FY March 2025 unless otherwise stated 3.15 bn JPY 2.3 tn JPY and regions *3 Business cases covering internal and external operating environment, strategies, risk analysis, etc. *4 Manuals, know-how, and collections of case studies shared within