

Our Track Record of Enhancing Corporate Value

Mitsui has continued to grow by transforming its business portfolio in order to provide *real solutions* to social issues that change with the times. We will continue to enhance our corporate value.

1940s–1950s

- 1947 Established Daiichi Bussan
- 1959 Formed as today's Mitsui & Co., Ltd.
- Trading of iron and steel products
- Trading of ferrous raw materials
- Import of oil and coal

1960s–1970s

- Invested in Australian iron ore business
- Invested in Abu Dhabi LNG project

1980s–2000s

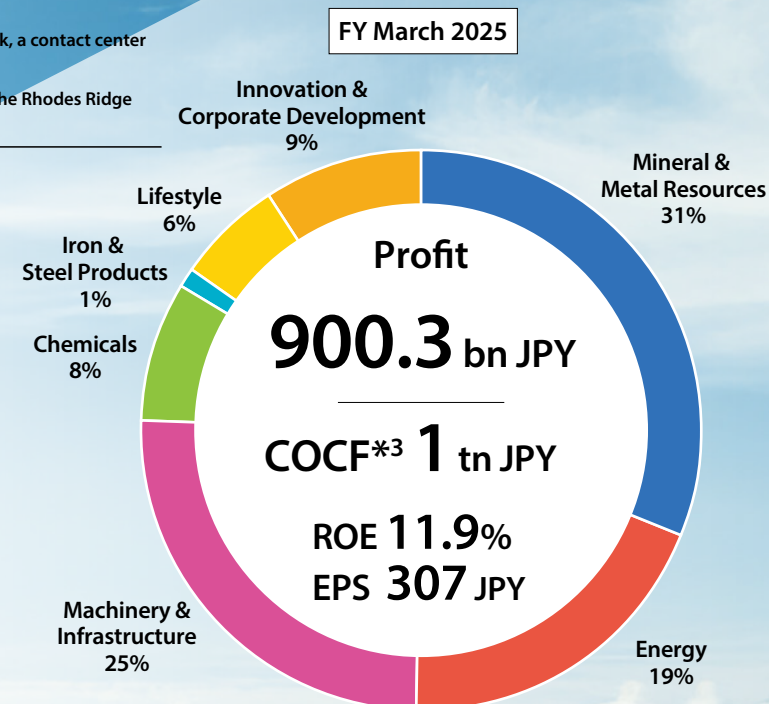
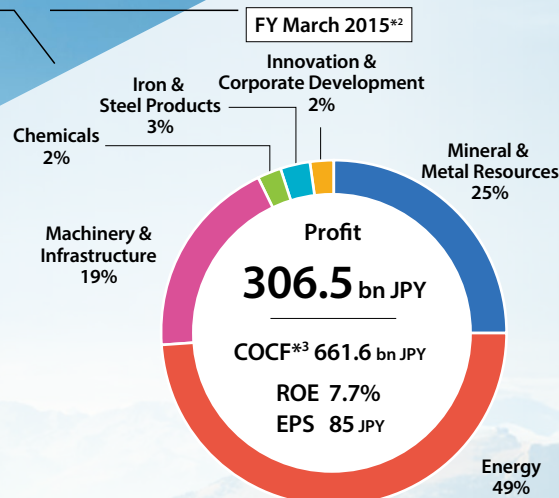
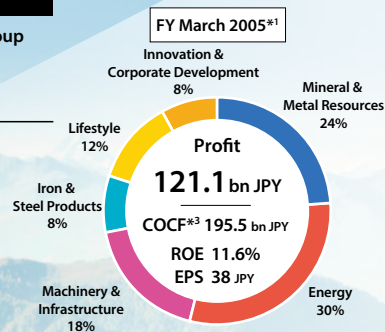
- Invested in Penske Automotive Group
- Invested in Vale, a major resources development company

2010s

- Initiatives to realize a decarbonized society
- Invested in IHH Healthcare and became its largest shareholder

2020s

- Reconfigured power generation portfolio
- Invested in Nutrinova, a functional food ingredients business
- Aim Services, a facilities food and support services business, became a wholly owned subsidiary
- Established Altius Link, a contact center services business
- Decided to invest in the Rhodes Ridge project in Australia



*1 The Chemicals segment is not included in this graph because it recorded a loss.
*2 The Lifestyle segment is not included in this graph because it recorded a loss.
*3 COCF: Core Operating Cash Flow

Market
Capitalization

2000

2010

2020

2025