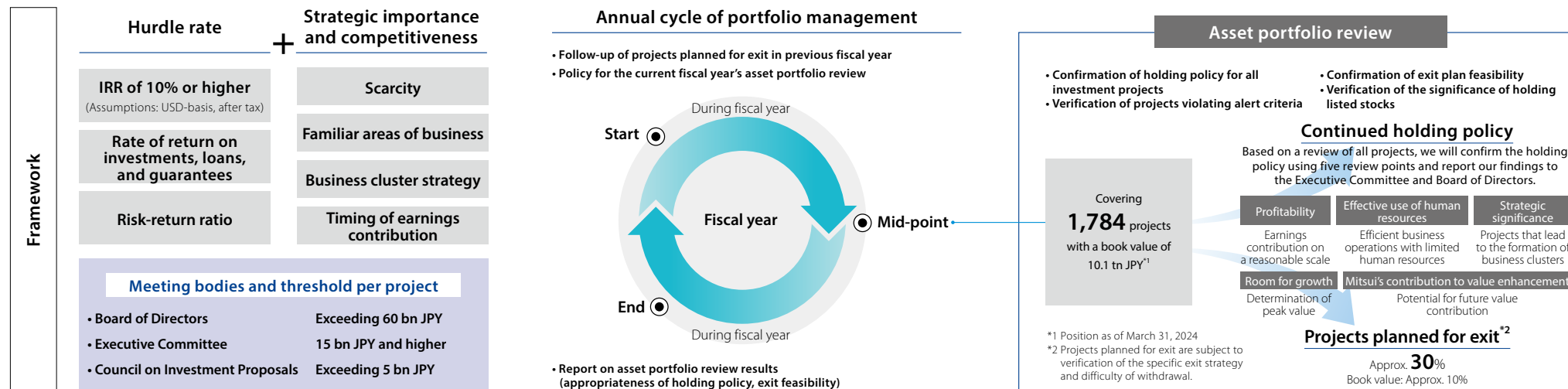


Portfolio Management

Portfolio management is a cornerstone of our management approach. We will continue to improve our business portfolio by executing carefully selected investments for growth from our robust pipeline of high-quality projects, implementing more rigorous portfolio reviews, and recycling assets.

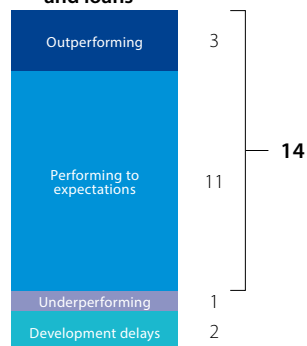
Careful selection and execution of investments

Portfolio review and asset recycling

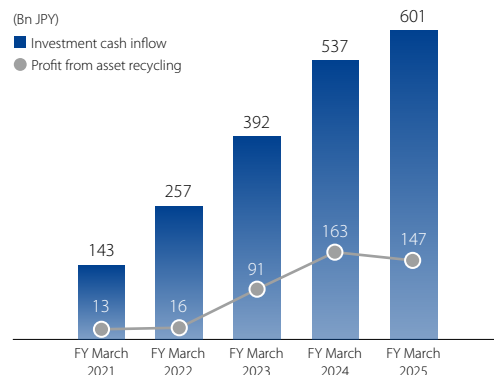


Investment track record

Large-scale investments and loans^{*3}



Asset recycling



Major asset sales

Asset recycling: Examples (Profit from asset recycling) (Bn JPY)

FY March 2024

- Mitsui Rail Capital Europe: +55.4
- Kaikias oil field in US: +13.2
- Dietary supplement company Thorne HealthTech: +10.1

FY March 2025

- Coal-fired plant in Indonesia: +44.7
- Intermodal freight transportation services company VLI in Brazil: +32.1
- B Food Science: +17.3

Reduction of listed securities holdings

- 37 holdings sold during MTMP2026
- 58.4 bn JPY cash inflow from sale of listed holdings

Number of listed securities holdings (Non-consolidated)

FY March 2021	FY March 2022	FY March 2023	FY March 2024	FY March 2025
130	127	114	101	81

^{*3} Of the investments and loans made during Medium-term Management Plan 2020, 2023, and 2026, these 17 are projects for which we issued Timely Disclosures (including voluntary disclosures) to the Tokyo Stock Exchange, as they exceed 40 bn JPY. For details of individual projects, please refer to the website below.
https://www.mitsui.com/jp/en/ir/meeting/investorday/2024/pdf/investorday2024_Presentation_CFO_en.pdf#page=14