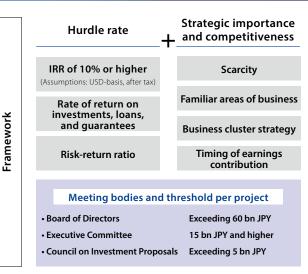
Gate 2 Growth Strategy Mitsui Integrated Report 2025

Portfolio Management

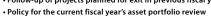
Portfolio management is a cornerstone of our management approach. We will continue to improve our business portfolio by executing carefully selected investments for growth from our robust pipeline of high-quality projects, implementing more rigorous portfolio reviews, and recycling assets.

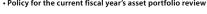
Careful selection and execution of investments

Portfolio review and asset recycling











 Report on asset portfolio review results (appropriateness of holding policy, exit feasibility)

Asset portfolio review

- Confirmation of holding policy for all investment projects
- · Verification of projects violating alert criteria
- · Confirmation of exit plan feasibility
- · Verification of the significance of holding listed stocks

Continued holding policy

Based on a review of all projects, we will confirm the holding policy using five review points and report our findings to the Executive Committee and Board of Directors.



Effective use of human Efficient business operations with limited human resources

Projects that lead to the formation of business clusters

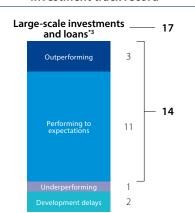
Determination of neak value

tsui's contribution to value enhanc Potential for future value

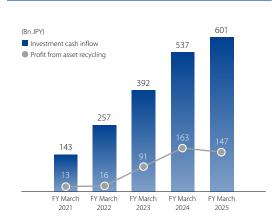
Projects planned for exit*2

Approx. 30% Book value: Approx. 10%

Investment track record



Asset recycling



*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

Major asset sales

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

FY March 2024

1,784 projects

with a book value of

10.1 tn JPY*

*1 Position as of March 31, 2024

and difficulty of withdrawal

*2 Projects planned for exit are subject to

verification of the specific exit strategy

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

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