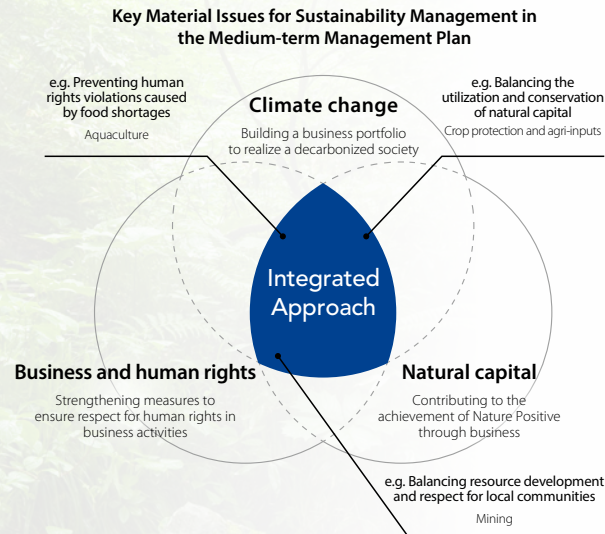


An Integrated Approach to Sustainability Management

Basic Approach

We recognize climate change, natural capital, and business and human rights as key management issues that are interrelated, and by looking at them through an integrated approach we respond to both the risks and opportunities that they present. We utilize the frameworks of the Task Force on Climate-related Financial Disclosures (TCFD) and the Taskforce on Nature-related Financial Disclosures (TNFD) to promote integrated initiatives to achieve net-zero emissions and to conserve or regenerate natural capital, with the aim of creating a sustainable society and enhancing corporate value.



Governance

Structures and systems

The Sustainability Committee, a sub-committee to the Executive Committee, plans, formulates, and makes recommendations regarding sustainability management. In addition to serving as chair of the Sustainability Committee, the CSO is in charge of formulating portfolio strategies as well as investment and lending policies as chair of the Portfolio Management Committee. The two committees work together to manage the portfolio in a way that takes sustainability into account.

Management oversight function of the Board of Directors

The Sustainability Committee deliberates on a portfolio strategy for net-zero emissions, performance-linked stock-based remuneration, review of Materiality, support for the TNFD recommendations, response to mandatory

Sustainability Management Promotion Structure



Sustainability Committee Members^{*1}

CSO (Chair)	11 members
CFO (Vice Chair)	+
CHRO (Vice Chair)	Full-time Audit & Supervisory Board Member (observer)

^{*1} Purple indicates members who attend the Board of Directors meeting

disclosure requirements for sustainability information, and other matters, then submits for discussion and reports on a total of five items to the Board of Directors. Details of the deliberations are disseminated throughout the Group via each business unit and corporate staff unit, and sustainability officers in the overseas regional business units and regional blocs.

Highlight

Example of integrated initiatives: An integrated approach to the agri-inputs business

As part of our efforts to ensure supply stability throughout the agricultural value chain and respond to diverse needs, we are engaged in initiatives to address issues relating to climate change and natural capital. In the agri-input business, biological crop protection products and bio-stimulants are important in such initiatives.

As the effects of climate change become more apparent in the form of abnormal weather and increased damage from pests and diseases, we are working to devise various material/ingredient combinations to expand our lineup beyond conventional agri-inputs.

Biological crop protection products use naturally occurring microorganisms and natural ingredients, and can be used in combination with chemical crop protection products to build flexible and adaptable control systems according to regional climate and crop characteristics. We entered the biological crop protection product business through Certis Biologicals of the United States in 2001, and we are currently expanding the business globally.

In recent years, our initiatives have included the production of bio-stimulants, which promote healthy crop growth and improve resistance to high temperatures and other environmental stresses. We invested in C&B Agri Enterprise of Ireland in 2023, and in VM AgriSolutions of Vietnam in 2024, and began a rollout of bio-stimulants derived from seaweed and humic acid.

Biological crop protection products are effective against specific pests while protecting their natural enemies, thereby helping maintain biodiversity. Meanwhile, bio-stimulants contribute to soil health by encouraging soil microbe activity, while also enhancing nutrient uptake efficiency in plants and enabling the reduced use of chemical fertilizers, which are a factor in GHG emissions from soil. In addition to promoting healthy crop growth and improved yield, use of such products can be expected to contribute to the mitigation of climate change through the reduction of environmental impact.

By enabling the appropriate application of a variety of products, we are helping to establish agricultural systems capable of responding to climate change and conserving natural capital while maintaining or improving productivity.



Climate Change

Mitsui endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in December 2018, and discloses information pursuant to TCFD recommendations. For details, please refer to our Sustainability website.

Strategy

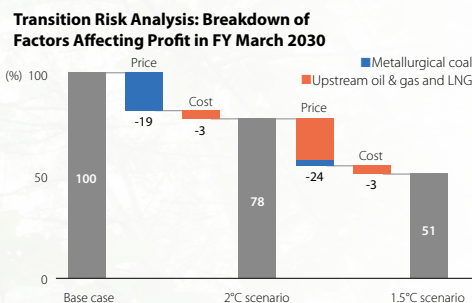
Scenario Analysis

We conduct scenario analysis to prepare for changes in the global business environment. In particular, for businesses of high importance in terms of the amount of invested capital and the impact of climate change, we also analyze impact on profit as shown below and consider countermeasures.

	Transition risk	Physical risk
Subject of analysis	Impact on existing businesses based on our assumed base case, taking into account our understanding of the business environment and various scenarios	
Target periods	FY March 2030, FY March 2040, FY March 2050	FY March 2030, FY March 2050
Target businesses	Upstream oil and gas, LNG, metallurgical coal, thermal power generation	65 investee companies with high exposure to physical risk

Risks

We conduct analysis to quantify the impact of climate change risks (physical and transition) on target businesses based on a current policies scenario, a 2°C scenario, and a 1.5°C scenario. In the 2°C scenario, a pricing impact in the metallurgical coal business is expected, while in the 1.5°C scenario, a decrease in demand for LNG and E&P (development and production of oil and natural gas) is expected. We also confirmed the impact on profit. Given that our thermal power generation business is based on long-term power purchase contracts, we do not anticipate any significant impact.

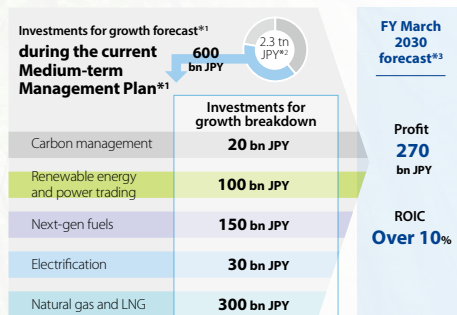


Note 1. This illustrates the impact of each scenario, using the projected profit for the base case in FY March 2030 indexed at 100.

Note 2. This analysis covers assets identified in the transition risk assessment conducted in FY March 2022, excluding those that were divested by the end of FY March 2025.

Opportunities

Regarding the Global Energy Transition, which is one of the Key Strategic Initiatives in the Medium-term Management Plan, we view climate change as an opportunity and plan to invest a total of 600 billion yen in natural gas, LNG, and next-generation fuels. We are reconfiguring our portfolio to focus on both profitability and the reduction of GHG emissions, and have set a target of ROIC over 10% in FY March 2030.



*1 Three-year period from FY March 2024 to FY March 2026

*2 Announced in May 2025

*3 Announced in December 2024

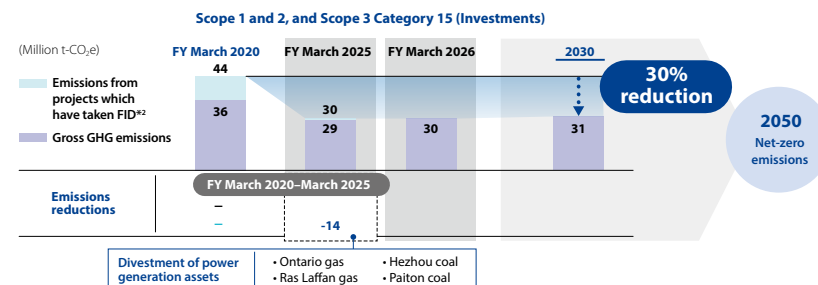
Metrics and Targets

Roadmap

We have set a target for gross GHG emissions in 2030 as a new goal for GHG emissions reductions. In addition to our existing target for GHG Impact, we set a new interim target that does not include Reduction Contribution. In 2030, we aim to have achieved a 30% reduction in gross GHG emissions from 44 million tons in the baseline year of FY March 2020, including emissions from power generation projects for which a final investment decision (FID) was made in FY March 2020.

Setting a New Climate Change Target: Gross GHG Emissions in 2030

Setting an interim target of a 30% reduction in FY March 2030 GHG emissions*1 compared with FY March 2020



*1 Includes Scope 1, Scope 2 (including un-incorporated joint ventures), and Scope 3 Category 15

*2 Emissions in the baseline year (FY March 2020) include the expected increase in emissions from standard operations of thermal power generation projects that have reached FID (final investment decision)

Metrics and progress to targets

In addition to Scope 1 and 2 GHG emissions, we have been disclosing results for all Scope 3 categories since FY March 2023. For actual emissions figures for all categories, please refer to Sustainability Data (Page 57). Our renewable energy ratio was 35% in FY March 2025. We will continue working toward our target of 30% in 2030.

Metrics	Target	FY March 2025 results
Scope 1 and 2 (the Company and its consolidated subsidiaries, including un-incorporated joint ventures), and Scope 3 Category 15 (Investments)	2050 Net-zero emissions 30% reduction (vs. FY March 2020)	29.1 million t-CO ₂ e
GHG Impact	2030 Halving (vs. FY March 2020)	25.1 million t-CO ₂ e
Scope 1 and 2 (the Company and its consolidated subsidiaries)	2030 Halving (vs. FY March 2020)	0.6 million t-CO ₂ e
Renewable energy ratio	2030 Over 30%	35%

Scope 3 emissions (main categories)

(Million t-CO ₂ e)	FY March 2025
1 Purchased goods and services	33.4
10 Processing of sold products	31.9
11 Use of sold products	97.9
15 Investments	25.9
Total	197.1



Disclosure based on TCFD recommendations: https://www.mitsui.com/jp/en/sustainability/environment/climate_change/#tcfd
Scenario analysis: https://www.mitsui.com/jp/en/sustainability/environment/climate_change/#strategy

Natural Capital

In March 2025, Mitsui declared its support for the Taskforce on Nature-related Financial Disclosures (TNFD). In June 2025, we disclosed information in line with the TNFD recommendations. We will further expand our disclosure going forward.

Strategy

Based on the TNFD recommendations, we are working to integrate nature-related issues into our strategies and conduct appropriate information disclosure. We have strengthened our screening functions by analyzing the dependencies and impacts of our businesses on natural capital and taking the results into consideration in environmental and social risk assessments of new investment and loan projects. We are also expanding our evaluation of businesses in which showing consideration for natural capital represents an opportunity. Through these initiatives, we improve our portfolio while aiming to be Nature Positive.*1

*1 The goal of halting and reversing biodiversity loss through the reduction of dependence and impact on nature through the value chain, and by restoring and regenerating ecosystems.

LEAP Analysis (covering three business areas)

Of the 10 projects identified as having significant nature-related dependencies and impacts, three representative businesses—(1) development and mining of mineral and metal resources, (2) desalination, and (3) crop protection and agri-inputs—were selected for analysis based on the evaluation of priority areas. Specifically, we examined significant dependencies and impacts, as well as risks and opportunities, with reference to the LEAP approach. For businesses (1) and (2), the “Locate” phase of the analysis identified operations in Chile, which has high water stress, as high priority based on TNFD indicators and location analysis. For (3), we focused on agri-inputs and their value chains and considered regions with high potential for having a positive effect on nature. In the Evaluate and Assess phases, we have confirmed the dependencies and impacts on nature, as well as risks and opportunities, based on the TNFD sector guidance and environmental impact assessment reports. In the Prepare phase, we will implement risk responses and create positive impacts on nature based on the results of analyses.

Business	Locate	Evaluate (dependences and impacts)	Assess (risks and opportunities)
Development and mining of metal resources, and desalination businesses	We selected copper mining projects in Chile.	<ul style="list-style-type: none"> Water supply, cleanup of contamination (dependencies) Mitigation of water use (positive impact) Water use (negative impact) 	<ul style="list-style-type: none"> Impact of reduced water supply and stricter regulations on operations (risk) Increased business opportunities that can mitigate the impact on water resources (opportunity)
Crop protection and agri-inputs business	We identified regions where solutions will be effective.	<ul style="list-style-type: none"> Water supply, pollination, soil conditioning (dependencies) Mitigation and reduction of negative impacts through various solutions (positive impact) Land and water use based on conventional agriculture (negative impact) 	<ul style="list-style-type: none"> Decline of businesses with negative impacts and reputation impairment from such businesses (risk) Expansion of the market for solutions that lead to reduced water resource consumption volume and reduction of GHG emissions through changes in the use of agricultural land (opportunity)

Note: The above table is an excerpt from the analysis.

Metrics and Targets

Roadmap

We are taking action based on the TNFD recommendations. To set appropriate metrics and targets for natural capital, we conduct scenario analysis from the perspective of natural capital to identify risks that should be prioritized. We aim to improve our business portfolio by setting metrics and targets that will lead to countermeasures for the risks we identify.

Roadmap for Initiatives

(i) Reference TNFD guidance and evaluate dependencies and impacts	Surveyed key business areas, identifying 10 business areas with material nature-related dependencies and/or impacts
(ii) Implement LEAP analysis for selected businesses	Conducted LEAP analysis for three businesses, taking location into account; strengthened case review functions
(iii) Support TNFD recommendations	Based on steps (i) and (ii) and dialogue with stakeholders, obtained approval and implemented initiatives
(iv) Assess risks and opportunities	Conducted scenario analysis and assign priority to risks and opportunities
(v) Consider and implement countermeasures	Implement initiatives after considering company-wide policies, including measurement indicators and criteria for setting targets

Main metrics and targets

In our disclosures based on the TNFD recommendations, we have also begun considering various metrics and targets. As a first step, we selected the total area of Company-owned land that is certified under the “Other Effective Area-based Conservation Measures (OECM)” scheme as a nature-related metric to disclose. Such sites also contribute to the 30 by 30*2 initiative. We will continue to consider metrics for management and disclosure and to set targets that take into account the priority order of risks and opportunities based on scenario analysis.

*2 An international target related to natural capital that aims to conserve or protect 30% of the world's land and sea areas by 2030.

Driver of nature change	Indicator	Details (performances, targets, etc.)
Land/freshwater/ocean-use change	Extent of land that is sustainably managed	888.07 ha (Land area certified under OECM)
Resource use/replenishment	Quantity of high-risk natural commodities sourced from land	RSPO-certified product handling ratio: 18.6% (100% by 2030)



Natural Capital https://www.mitsui.com/jp/en/sustainability/environment/natural_capital/



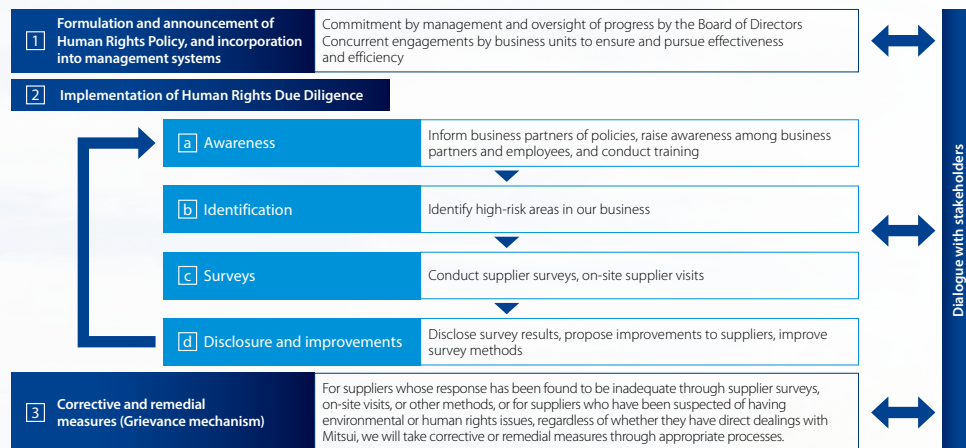
Mitsui's Forests <https://www.mitsui.com/jp/en/sustainability/forest/index.html#video>

Business and Human Rights, Supply Chain Management

Policies

Mitsui understands and supports human rights as outlined in international standards* as a universal norm. We have established various policies, including an Environmental Policy in 1998, a Sustainable Supply Chain Policy in 2007, and a Human Rights Policy in 2020, and are working to capture and resolve environmental and social issues, including human rights issues, in the supply chain. Going forward, we will continue to contribute to the sustainable enhancement of our corporate value.

* The International Bill of Human Rights, including the Universal Declaration of Human Rights, the ILO (International Labour Organization) Declaration on Fundamental Principles and Rights at Work, the United Nations Guiding Principles on Business and Human Rights and the Ten Principles of the United Nations Global Compact, among others.



Enhancement of Human Rights Due Diligence

We conduct human rights due diligence for the supply chains of the major businesses of Mitsui, its overseas trading affiliates, and its consolidated subsidiaries. In FY March 2025, we broadened the scope of our due diligence to include mining and metals, oil and gas, chemicals and other industries, as well as transactions involving products primarily sourced from emerging countries in Southeast Asia, Africa, South America, and other regions. This expansion complements the business areas we had already covered, namely food materials, clothing, and construction materials. We administered a questionnaire survey, but no major human rights issues were identified. Furthermore, to improve the effectiveness of human rights due diligence, we will establish regulations for human rights management and guidelines for processes at each implementation stage (awareness, identification, investigation, disclosure, and improvement). We will also strengthen risk management at each business site and enhance the support and monitoring of business units by the Corporate Staff Units.



In FY March 2025, we sent our Sustainable Supply Chain Policy to 5,779 new business partners. We also visited the refinery of our palm oil supplier in Malaysia, as well as upstream suppliers beyond the second tier, including an inland oil extraction mill, plantation operating companies, and local farmers. Through on-site dialogue, we confirmed various initiatives based on the international palm oil certification system of the Roundtable on Sustainable Palm Oil (RSPO). We reaffirmed with our supplier and these upstream partners that they will continue to conduct business with due consideration to human rights, as they have done so far. We have also established a grievance mechanism, and posted information on the corporate website.



Supply Chain Management

Our questionnaire surveys cover environmental items in addition to human rights. For natural rubber, palm oil, lumber, and paper products, which pose high risks in terms of deforestation, environmental impact, and human rights, we have formulated Procurement Policies for Specific Commodities in consultation with NGOs and other stakeholders. We send these policies to our business partners, work to raise their awareness of the policies, and disclose our targets and the results of traceability and procurement rates of certified products. In addition, Mitsui & Co. Seafoods, a consolidated subsidiary, has formulated a procurement policy for marine products, and is promoting the procurement and handling of products with consideration for the conservation of marine resources and the preservation of the marine environment, as well as harmonious coexistence with local communities.

Measures to Raise Awareness

We share our initiatives broadly with business partners. In FY March 2025, we continue to invite globally active experts as lecturers and held training on human rights for business partners as well as our own employees and officers.

In addition to making human rights-themed awareness videos available internally for on-demand viewing by employees and officers, we worked to step up our awareness-raising measures by adding content on "Business and Human Rights" to our e-learning program completed by all employees and officers, and incorporating it into the induction training for mid-career hires. Through these efforts, we further deepened awareness of human rights within the company.

Strengthening Human Rights Risk Management, Including at Affiliated Companies

We have introduced a system for auditing human rights elements in our internal audits and self-audits at affiliated companies. Furthermore, for Company officers seconded to affiliated companies, we are raising awareness of sustainability issues (mainly environmental and human rights issues) as risks with the potential to impact corporate management.



Human Rights https://www.mitsui.com/jp/en/sustainability/social/human_rights/

Supply Chain Management https://www.mitsui.com/jp/en/sustainability/social/supply_chain/