Mitsui at a Glance

Company overview

1947
Daiichi Bussan established

7 segments
15 business units

120 offices in **62** countries and regions

Number of employees (consolidated)
55,463

Number of affiliated companies[*1]
446

Financial highlights

Profit
0.9 tn JPY
(Average for FY March 2024 to FY March 2026)

ROE
12.5 %
(Average for FY March 2024 to FY March 2026)

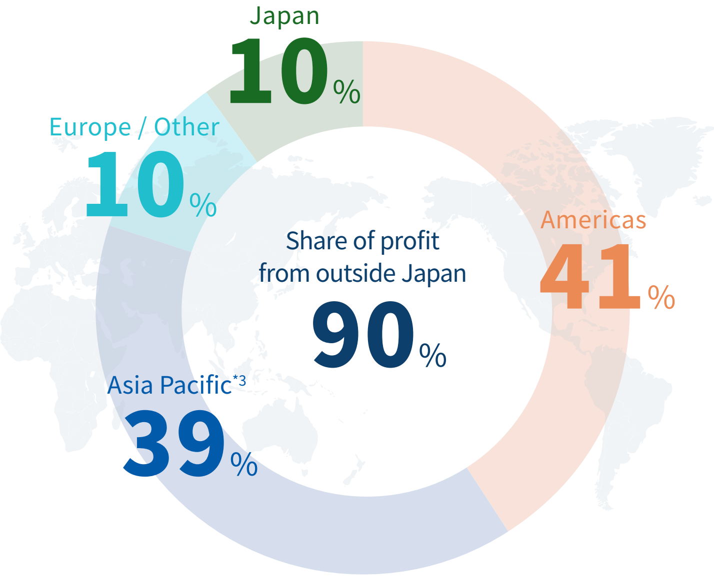
Net D/E ratio
0.47 times
(As of end-FY March 2026)

COCF
1.0 tn JPY
(Average for FY March 2024 to FY March 2026)

Shareholder returns as a percentage of COCF
53.7 %
(Cumulative total for FY March 2024 to FY March 2026)

Investments for growth[*2]
2.4 tn JPY
(Cumulative total for FY March 2024 to FY March 2026)

Share of profit by region (FY March 2026)



Scale of businesses (FY March 2026)

Equity share of iron ore production
64 Mt/year

Steel product processing facilities
52 locations in **13** countries
Volume **8** Mt/year

LNG
11 projects in **8** countries
Volume **12** Mt/year

Number of trucks under management[*4]
No. **1** in the US
Approx. 390,000

Ammonia trading
Share of imports to Japan
60 %

Healthcare business (number of beds[*5])
No. **1** in Asia[*6]

Commodity derivatives
Business experience
Over **30** years
Global operations
through **5** offices
24 hour operation

*1 Consolidated subsidiaries: 278, equity method investees: 168 *2 Including sustaining CAPEX *3 Excluding Japan *4 Number of trucks managed by equity method investee Penske Truck Leasing *5 Number of beds at equity method investee IHH Healthcare *6 Among publicly traded private hospital operators in Asia (excluding China) based on Mitsui's survey