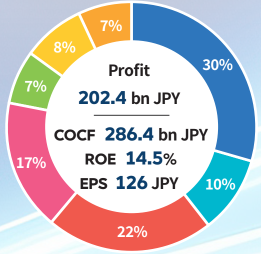
Track Record of Enhancing Corporate Value

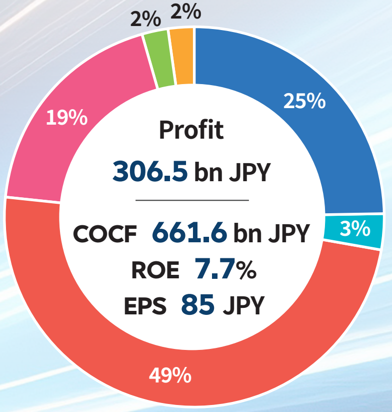
Mitsui has continued to grow by transforming its business portfolio to provide *real solutions* to societal challenges that change over time. Looking ahead, we aim to continue enhancing corporate value.

- Mineral & Metal Resources
- Iron & Steel Products
- Energy
- Mobility, Digital & Infrastructure
- Chemicals
- Wellness Ecosystem
- Innovation & Corporate Development



Market capitalization **2.9** tn JPY

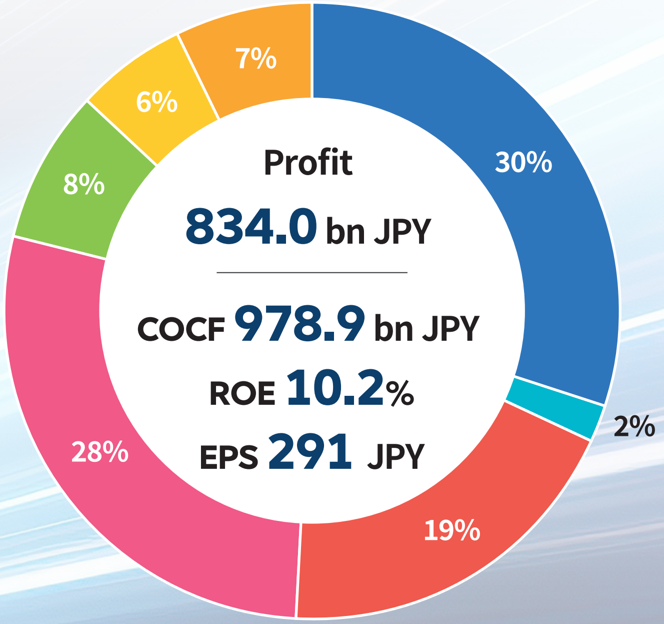
FY March 2006[*1]



Market capitalization **2.9** tn JPY

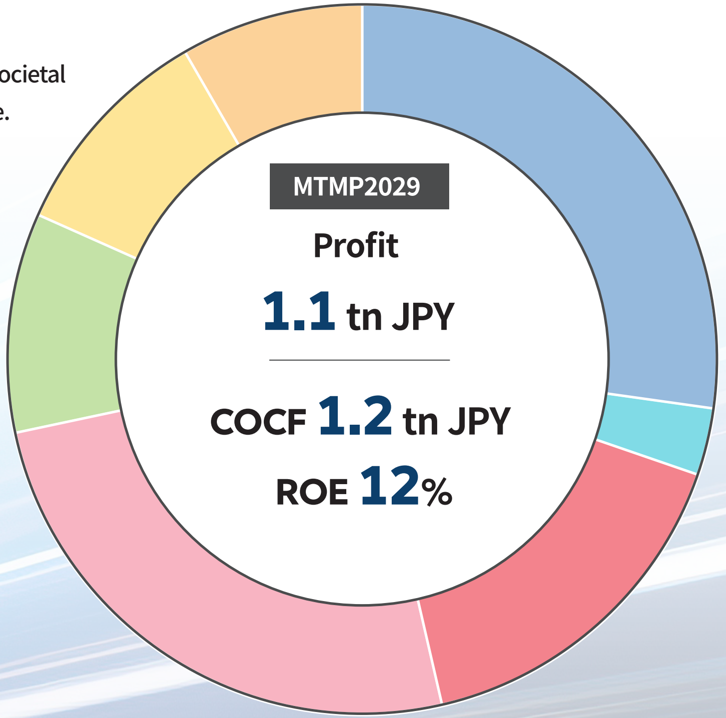
FY March 2015[*1*2]

Approx. **6**x



Market capitalization **16.9** tn JPY

FY March 2026



FY March 2029

Sophistication of trading functions

1947–1950s
Postwar reconstruction and a new start
- Established Daiichi Bussan

1960–1970s
Global operations gain momentum
- Robe River
- MBR[*3]
- ADNOC LNG

1980–2000
Portfolio diversification
- Sakhalin II
- Paiton IPP
- Penske

2000–2015
Large-scale investment to capture growth opportunities
- Marcellus
- Cameron
- Fairway Methanol

2015–2020
Acceleration of portfolio transformation
- Became IHH Healthcare's largest shareholder
- Gestamp
- Thai gas-fired power generation

2020s
Expansion in growth areas
- Aim Services
- Nutrinova
- Rhodes Ridge

Diversifying and enhancing the quality of our business portfolio through our three Key Strategic Initiatives 2.0

*1 The composition ratios for prior years are results based on the organizational structure in place at the time. For convenience, segment names reflect the names used from April 2026 onward. No retrospective reclassification has been made to align with the current segment structure.
*2 The Lifestyle segment is not included in the pie chart for FY March 2015 because it recorded a loss.
*3 After restructuring through corporate acquisitions and integrations, became part of the current Vale.