Mitsui's Collec

 $1 \times 1 \times 1 = 10,000$ Mitsui's Equation for Value Creation

Mitsui has adopted shared goals with its business partners and clients, local communities, and NPOs and NGOs. Guided by these goals, we are leveraging our strengths in unison with the strengths of these parties and complementing each other as we work to resolve the issues facing industries and society through our businesses.

These efforts represent the Group's business approach, which has been passed down since our establishment, as well as an indispensable equation for both Mitsui and society as a whole to be sustainable in the generations to come.

Mitsui possesses a diverse range of talent that can be considered "pros in specific business domains, regions, products, and fields" in addition to a powerful business network. This is precisely what allows us to create unique synergies and new businesses by combining our functional, product, and regional expertise.

During this process, we often create something from nothing, in numerical terms, "1" from "0," and by multiplying that "1" with a series of "1's" from collaborating parties, we can achieve "10,000"—an exponential outcome.

In this way, we deliver a significant impact to industries, society, and the entire world, which far exceeds that of Mitsui acting on its own.

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