

# Gate 4 Fact Data

- 77 ESG Data
- 78 Results by Operating Segment
- 79 Segment Strategies
- 93 Affiliated Companies Information
- 95 Equity Share of Production
- 96 Passing on Business Know-how
- 97 Major Risk Exposure by Country
- 98 5-Year Financial Data
- 99 Company Information / Investor Information

# ESG Data

## Environment

Greenhouse Gas (GHG) Emissions\* Unit: Thousand t-CO<sub>2</sub>e

	2020.3	2021.3	2022.3
Scope1	3,298	3,868	3,771
Scope2	570	468	412
Scope1+2	3,868	4,336	4,183
Scope3 (Investment)	32,000	35,000	36,000

\* Total figures for consolidated and non-consolidated emissions

GHG Impact\*<sup>1</sup> Unit: Thousand t-CO<sub>2</sub>e

	2020.3	2021.3	2022.3
Reduction contribution* <sup>2</sup>	2,000	2,000	2,000
GHG Impact	33,868	37,336	38,183

\*<sup>1</sup> GHG emissions - reduction contribution (consolidated and non-consolidated)

\*<sup>2</sup> single-year figure

Energy Consumption\* Unit: GJ

	2020.3	2021.3	2022.3
Total	43,360,021	42,077,795	38,727,671
(Breakdown)			
Fuels	31,925,022	32,358,474	29,384,281
Electricity	10,226,144	9,644,958	9,257,125
Steam, heat, cold water	1,208,855	74,363	86,265

\* Total figures for consolidated and non-consolidated usage

## Social

Human Resources Data

	2020.3	2021.3	2022.3
Non-consolidated total employees	5,676	5,587	5,494
Male (persons)	4,050	3,995	3,894
Female (persons)	1,626	1,592	1,600
Consolidated total employees	45,624	44,509	44,336
Male (persons)	30,184	29,764	29,257
Female (persons)	15,440	14,745	15,079
Proportion of managers by gender* <sup>1</sup>			
Male (%)	92.6	91.9	92.0
Female (%)	7.4	8.1	8.0
Average number of years of service	18.3	18.2	18.1
Monthly average overtime working hours (hours / month)	19.1	25.0	26.7
Paid leave days taken and usage ratio (%)	73.1	60.0	64.9
Employees taking childcare leave (%)* <sup>2</sup>	143	145	177
Male (persons)	87	82	102
Female (persons)	56	63	75
Male employees taking childcare leave (%)* <sup>2</sup>	49.7	45.6	54.3
Employees taking family care leave	2	0	1
Male (persons)	1	0	0
Female (persons)	1	0	1
Percentage of people with disabilities in Mitsui's workforce (%)* <sup>3</sup>	3.1	3.1	3.2

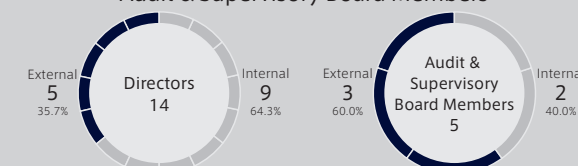
\*<sup>1</sup> 2022.3. : Data as of March31, others: Data as of July 1

\*<sup>2</sup> Including corporate-independent leave(birth attendant leave)

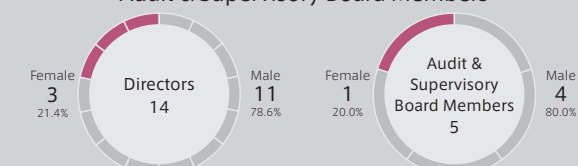
\*<sup>3</sup> Data as of June 1 of each year

## Governance

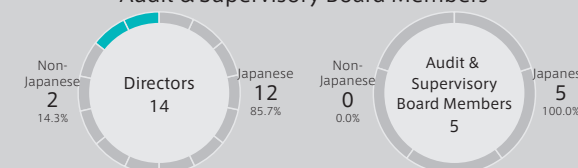
Ratio of External Directors / Audit & Supervisory Board Members\*



Ratio of Female Directors / Audit & Supervisory Board Members\*



Ratio of Non-Japanese Directors / Audit & Supervisory Board Members\*



\* As of August 2022

Rate of Attendance at Board of Directors' (%)

	2020.3	2021.3	2022.3
Internal Director attendance rates	99.26	99.31	100.00
External Director attendance rates	100.00	98.75	100.00
Average attendance rates of all directors	99.52	99.11	100.00
Internal Audit & Supervisory Board Members' attendance rates	100.00	100.00	100.00
External Audit & Supervisory Board Members' attendance rates	97.78	100.00	100.00
Average attendance rates of all Audit & Supervisory Board Members	98.67	100.00	100.00
Internal Directors' and Audit & Supervisory Board Members' attendance rates	99.39	99.43	100.00
External Directors' and Audit & Supervisory Board Members' attendance rates	99.17	99.22	100.00
Average attendance rates of all Directors' and Audit & Supervisory Board Members'	99.30	99.34	100.00

# Results by Operating Segment

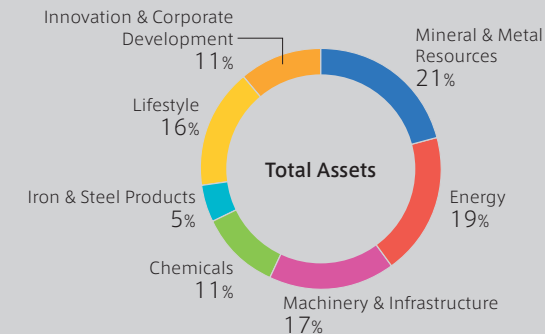
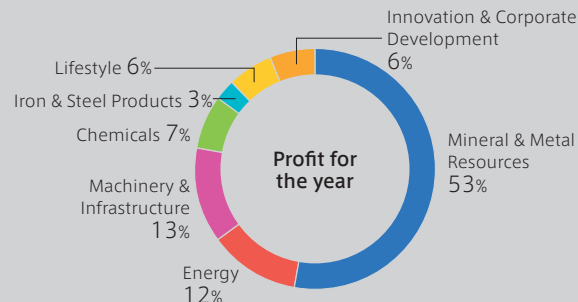
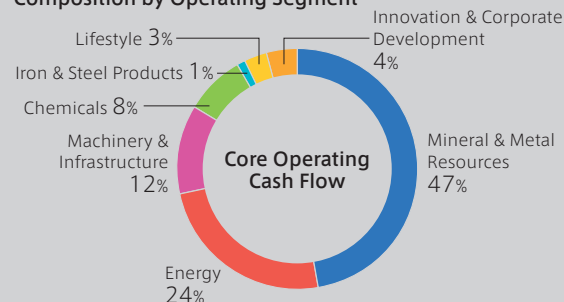
Fiscal year ended March 2022

Note: The horizontal and vertical totals may not match as a result of differences that occurred due to the rounding of figures.  
 \*1. Net Investment Cash Flow = Investment Cash Flow (IN) + Investment Cash Flow (OUT) + Change in time deposits.  
 \*2. "Other non-current assets" includes non-current receivables, investment property, intangible assets, and deferred tax assets.

(¥ billions)

	Mineral & Metal Resources	Energy	Machinery & Infrastructure	Chemicals	Iron & Steel Products	Lifestyle	Innovation & Corporate Development	Others / Adjustments and Eliminations	Company Total
<b>Gross Profit</b>	392.5	145.4	142.9	183.0	35.5	143.0	97.7	1.4	1,141.4
<b>Selling, General, and Administrative Expenses</b>	(30.2)	(53.1)	(127.7)	(112.8)	(23.6)	(130.7)	(67.8)	(50.4)	(596.3)
<b>Dividend Income</b>	124.3	53.6	4.1	3.3	1.7	5.6	2.8	1.1	196.5
<b>Share of Profit (Loss) of Investments Accounted for Using the Equity Method</b>	145.3	32.3	146.0	20.7	26.0	41.1	19.7	0.2	431.3
<b>Other</b>	(134.3)	(64.2)	(44.5)	(25.3)	(12.7)	2.5	5.2	15.1	(258.2)
<b>Profit (Loss) for the Year (Attributable to Owners of the Parent)</b>	497.6	114.0	120.8	68.9	26.9	61.5	57.6	(32.6)	914.7
<b>Depreciation</b>	51.3	138.5	23.9	24.7	1.4	21.8	18.1	16.7	296.4
<b>Core Operating Cash Flow</b>	552.8	280.2	144.0	93.8	12.4	35.2	46.6	(6.3)	1,158.7
<b>Net Investment Cash Flow</b>	23.9	(74.0)	(16.5)	(21.7)	0.5	(24.3)	(53.9)	(15.2)	(181.2)
Investment Cash Flow (IN)	87.5	29.3	47.3	21.5	2.0	24.0	37.7	7.6	256.9
Investment Cash Flow (OUT)	(63.6)	(103.9)	(64.2)	(41.7)	(1.5)	(48.3)	(91.6)	(24.1)	(438.9)
<b>Total Assets</b>	3,180.2	2,960.4	2,684.5	1,692.9	691.6	2,428.6	1,729.0	(443.9)	14,923.3
<b>Non-current Assets</b>	1,991.0	1,669.1	1,960.2	715.4	376.5	1,326.1	869.6	298.7	9,206.6
Property, Plant, and Equipment	516.6	661.8	269.5	230.2	9.2	177.5	138.1	188.0	2,190.9
Investment Assets Accounted for Using the Equity Method	454.9	430.4	1,122.9	213.7	287.6	642.3	237.7	(2.1)	3,387.4
Other Investments	954.8	350.8	158.3	109.8	57.5	410.1	241.8	64.3	2,347.4
Other <sup>*2</sup>	64.7	226.1	409.5	161.7	22.2	96.2	252.0	48.5	1,280.9

## Composition by Operating Segment



## Segment Strategies

# Mineral & Metal Resources Segment

## • Mineral & Metal Resources Business Unit



Tetsuya Fukuda  
Managing Officer,  
Chief Operating Officer  
of Mineral & Metal  
Resources Business Unit

### Business Overview

- Mining business (iron ore, metallurgical coal, copper, etc.)
- Trading
- Metal recycling business
- Initiatives contributing to a low-carbon society (green ferrous materials/green materials business, etc.)
- Battery value chain-related businesses



West Angelas Mine (iron ore mine in Australia)

### Strengths

- Portfolio with the triple pillars of cost competitiveness, production volume, and ore reserves volume enables a resilient revenue base that combines downward resilience and the ability to seize upside potential
- Value chain based on strong underground resources business achieves wide-ranging functions and global market presence

### Growth Strategy

- Strengthen the earnings base of Australian iron ore operations through means such as developing new deposits and contribute to enhancing the corporate value of Vale S.A.
- Improve the value of our Australian coal mining business and contribute to optimizing our asset portfolio

### Environmental Awareness

#### Risks

- Impact on supply and demand and prices of commodities due to technological innovations in response to the shift to a low-carbon society and changes in values
- Structural changes of supply chain caused by factors such as the emergence of geopolitical risks and COVID-19

#### Opportunities

- Further expansion of infrastructure demand, etc. as a result of global economic growth, particularly in Asia
- Acceleration of electrification, reduction in weight, demand for green materials (including ferrous materials) and need for high-grade resources in response to the shift to a low-carbon society
- Growing need to establish recycling systems for metals as a result of the development of a circular economy
- Expectation to establish responsible value chains with respect for elements such as the environment, human rights and communities

### Challenge and Innovation Case Study: Iron Ore Operations in Australia

Mitsui has participated in iron ore operations in Australia since the 1960s. We work to ensure a stable supply of iron ore through efforts such as partnerships with BHP and Rio Tinto, two of the world's largest mining companies. While there have been numerous difficulties and issues to face over the course of our long history, we have continuously enhanced production capabilities to meet growing global demand for iron ore. Together with our high cost competitiveness, these efforts have seen mineral and metal resources grow into one of Mitsui's core businesses. Going forward, we will continue to strive for sustainable growth as we work to maintain and strengthen our earnings base through efforts such as the expansion of ore reserves in high-quality mines and deposits.

We will also pursue the sustainability of society, promote development with consideration for environmental and social aspects such as the response to climate change and coexistence with local communities, and continue to act as a key player supporting the growth of the global economy.



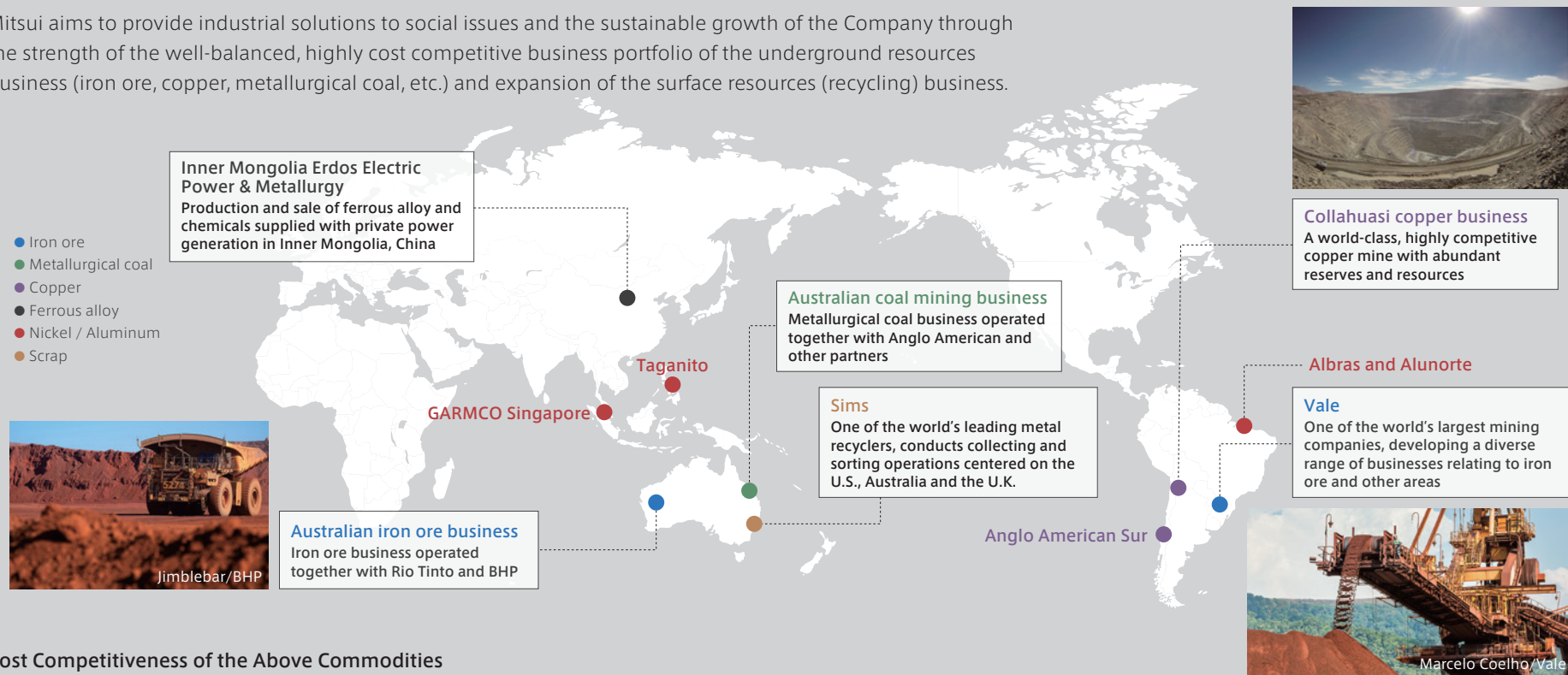
Secure sustainable supply  
of essential products

## Segment Strategies

### Mineral & Metal Resources Segment

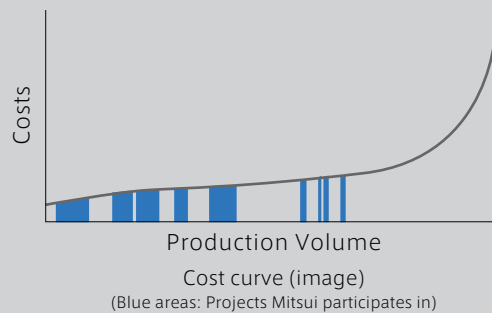
#### Mineral & Metal Resources Business Portfolio

Mitsui aims to provide industrial solutions to social issues and the sustainable growth of the Company through the strength of the well-balanced, highly cost competitive business portfolio of the underground resources business (iron ore, copper, metallurgical coal, etc.) and expansion of the surface resources (recycling) business.

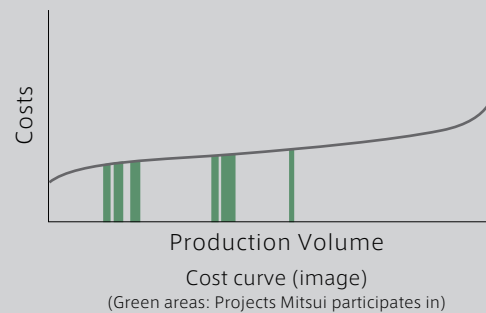


#### Cost Competitiveness of the Above Commodities

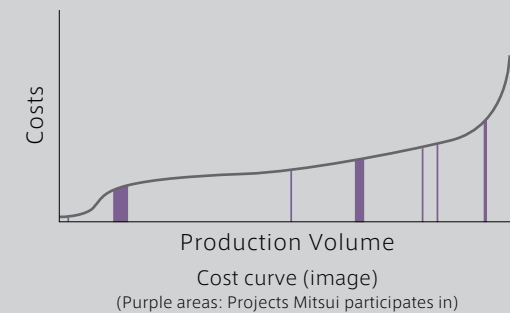
##### Iron Ore



##### Metallurgical Coal



##### Copper



## Segment Strategies

# Energy Segment

• Energy Business Unit I • Energy Business Unit II • Energy Solutions Business Unit



**Toru Iijima**  
Managing Officer,  
Chief Operating Officer of  
Energy Business Unit I,  
Chief Operating Officer of  
Energy Solutions Business Unit



**Motoyasu Nozaki**  
Executive Managing Officer,  
Chief Operating Officer of  
Energy Business Unit II

## Business Overview

- Oil and gas upstream, LNG business investments and new business development
- Trading
- Business development of low-carbon solutions, including CCS and emissions credits
- Initiatives relating to distributed renewable energy power generation, energy management and electrification of mobility
- Business development, production and transportation relating to next-generation fuel
- Production and transportation of hydrogen and ammonia



Marcellus shale gas project

## Strengths

- Superior oil and gas upstream, LNG asset portfolio and cash flow generation capability
- Trading capability (risk management, logistics know-how, etc.)
- Global market presence and customer base

## Growth Strategy

- Build a competitive asset portfolio by bringing businesses to fruition, maximizing the value of businesses and steadily launching development projects
- Utilize technical knowledge and other E&P platforms to create unique value in areas such as CCS<sup>\*1</sup>/CCUS<sup>\*2</sup> and geothermal power generation

<sup>\*1</sup> Carbon dioxide Capture and Storage

<sup>\*2</sup> Carbon dioxide Capture, Utilization and Storage

## Challenge and Innovation Case Study: U.S. Energy Business

In 2010, Mitsui established MEPUSA and began participation in the shale gas development and production business of Marcellus. MEMS<sup>\*</sup> was established in the following year, and sale of its gas began. Mitsui also participated in Cameron LNG's business in 2014, and operation started in 2019.

In addition to the sale of Marcellus shale gas, MEMS took on the role of procuring gas feedstock for Cameron LNG and Fairway Methanol LLC, a joint venture with Texas-based Celanese Corporation. Utilizing product and market knowledge gained from these activities, it has also entered electricity trading in Texas. MEMS has now expanded to engage in energy trading spanning diverse areas such as natural gas, electric power, oil, renewable fuels, environmental credits and emissions credits. It also provides raw material procurement for FirstElement Fuel, which is involved in the development of hydrogen station businesses.

With environmental changes such as the shale revolution and the advancement of the energy transition, we are creating industrial value in the U.S. through a strategy based on business participation at each stage of the value chain in addition to creating footholds in new business areas by diversifying the products we handle through trading.

<sup>\*</sup>Mitsui & Co. Energy Marketing and Services

## Environmental Awareness

### Risks

- Decline in demand for crude oil and gas due to increasing awareness of climate change and a shift in social needs to low/de-carbonization
- Long-term stagnation of crude oil and gas prices and changes in lifestyle and behavior

### Opportunities

- Increasing demand for primary energy
- Increasing demand for clean energy and next-generation energy
- Increasing opportunities for energy solutions business as a result of accelerating shift to low/de-carbonization

- LNG trading portfolio enhancement and optimization, shift to low/de-carbonization across the entire natural gas value chain
- Promotion of businesses for integrated energy services and next-generation fuel businesses utilizing the strengths of core businesses



Secure sustainable supply  
of essential products



Enhance  
quality of life



Create an  
eco-friendly society



## Segment Strategies

### Energy Segment

#### LNG Business Portfolio

Natural gas is a real solution to meet growing energy demand while reducing environmental impact. LNG business plays a role providing stable energy supply on a global scale. Mitsui is participating in nine projects in eight countries in regions such as Australia, the Middle East and the U.S., and our equity production of LNG is approximately 8 million tons per year. We are also working to reduce the environmental footprint of each asset and achieve low/de-carbonization throughout the value chain. Our aim is to bring about a responsible energy transition by making maximum use of our strengths, including technical knowledge cultivated through oil and gas upstream development and LNG business, partnerships with customers, our global presence, our expertise in various industries and project incubation capabilities.



## Segment Strategies

# Machinery & Infrastructure Segment

• Infrastructure Projects Business Unit • Mobility Business Unit I • Mobility Business Unit II



**Koichi Wakana**  
Managing Officer,  
Chief Operating  
Officer of  
Infrastructure Projects  
Business Unit

**Tetsuya Daikoku**  
Executive Managing  
Officer,  
Chief Operating  
Officer of Mobility  
Business Unit I

**Tatsuya Okamoto**  
Managing Officer,  
Chief Operating  
Officer of Mobility  
Business Unit II

## Business Overview

- **Power:** Thermal power/renewable energy power generation businesses
- **Infrastructure:** Natural resources, logistics, digital and other infrastructure
- **Automobiles, construction machinery, etc.:** Wholesale, retail, finance and leasing businesses
- **Ships:** Trade, ownership and operation, and DX/environment-related businesses
- **Aerospace:** Sale, purchase, and leasing businesses
- **Rail:** Passenger and freight transportation, locomotive and freight car leasing
- **Space:** Satellite rideshare and other space-related businesses



Penske Truck Leasing

## Strengths

- Wide range of customers, global networks, and collaborations with top partners
- Infrastructure assets based on solid demand
- Project development capabilities with regional expertise, which contributes to the development of countries
- Develop wide-ranging businesses spanning fields such as digital infrastructure, renewable energy, next-generation mobility, batteries, new fuels, and logistics

## Growth Strategy

- **Power:** Improve asset portfolio through strategic recycling and expansion of renewable energy initiatives with awareness of ESG
- **Resource infrastructure:** Selective initiatives in regions and domains that take into account the shift to decarbonization, business cluster formation centered on existing businesses

## Environmental Awareness

### Risks

- Global inflation trends, occurrence of logistical bottlenecks
- Changes in industry structure such as a shift to more environmentally friendly mobility and deceleration of resource development to achieve a carbon-free society

### Opportunities

- Advances in DX, acceleration of digital infrastructure, increased demand for renewable energy power generation against the backdrop of rising ESG awareness
- Increasing, diversifying demand for transportation and mobility infrastructure services (energy conservation, new fuels, electrification, etc.)

- **Automobiles, construction machinery, and railways:** Upstream fields and automotive fleet management, next-generation mobility, exploring solutions-based businesses in areas such as decarbonization
- **Ships and aerospace:** Upgrade trading, improve asset portfolio, build new business models in areas such as the environment, DX, and space



## Challenge and Innovation Case Study: U.S.-based Truck Leasing, Rental and Logistics Business

Secure sustainable supply of essential products

After initially investing in Penske Automotive Group, Inc. (PAG) in 2001, Mitsui deepened its partnership with the Penske Group and invested in Penske Truck Leasing Co., L.P. (PTL), a company under the same group, in 2015. PAG is a company that provides diversified international transportation services, mainly centered on passenger automobile retail and commercial vehicle businesses in regions such as North America and Europe. PTL manages one of the leading full-service truck leasing, truck rental and contract maintenance businesses in North America and also operates a logistic business centered on North America. Through its participation in both businesses, Mitsui shall continue to provide road transportation services through passenger vehicles and trucks and play an important role in transportation infrastructure while also using its comprehensive strengths to work with both companies to address decarbonization in the commercial vehicle industry.

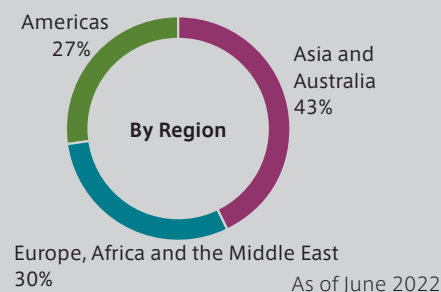
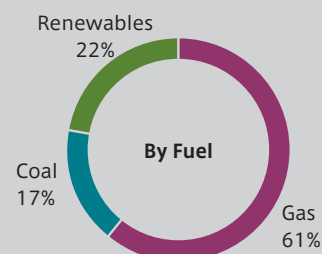
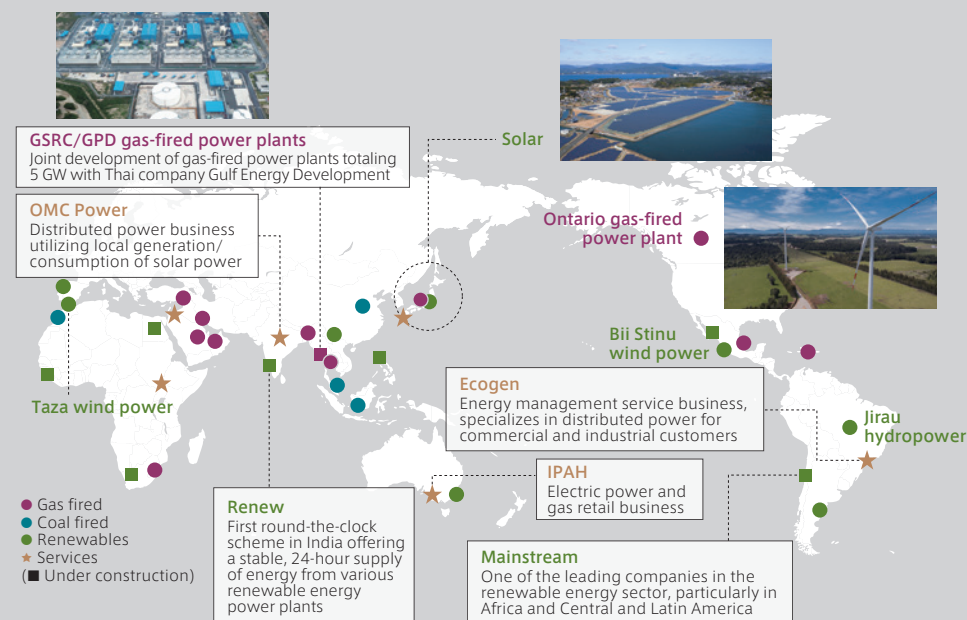


## Segment Strategies

### Machinery & Infrastructure Segment

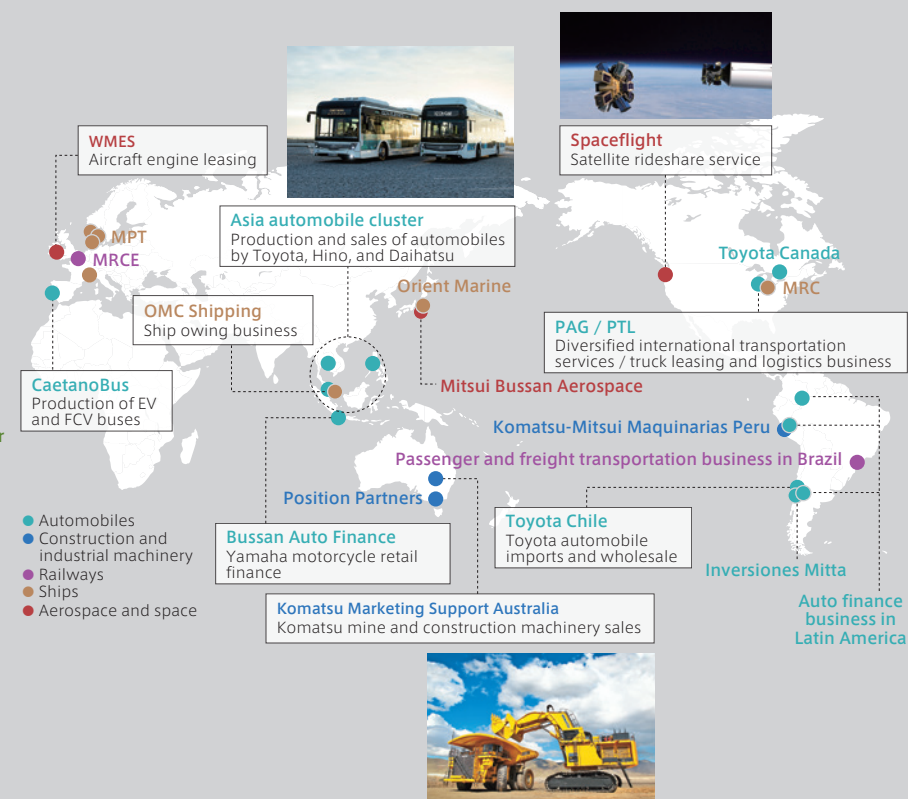
#### Power Business Portfolio

Mitsui has 88 assets in 26 countries, with a power generation capacity of approximately 12 GW (as of June 2022). We are proceeding with the strategic transformation of our asset portfolio with the goal of meeting our target to increase the ratio of renewable energy to over 30% by 2030.



#### Mobility Business Portfolio

Mitsui is engaged in businesses relating to the production and sale of automobiles and motorcycles, finance, automotive fleet management, sale of mining and construction machinery, and trade, ownership and brokerage of ships, railways, aerospace and space. It carries out these activities in countries around the world, mainly operating in Asia, the Americas and Europe.



## Segment Strategies

# Chemicals Segment

• Basic Materials Business Unit • Performance Materials Business Unit • Nutrition & Agriculture Business Unit



**Takashi Furutani**  
Executive Managing  
Officer,  
Chief Operating Officer  
of Basic Materials  
Business Unit

**Hiroshi Kakiuchi**  
Managing Officer,  
Chief Operating  
Officer of Performance  
Materials Business  
Unit

**Tetsu Watanabe**  
Managing Officer,  
Chief Operating  
Officer of Nutrition &  
Agriculture Business  
Unit

### Business Overview

- Chemical raw materials and material-related businesses
- Hydrogen and industrial gases and gas chemicals businesses
- Agricultural input/animal nutrition-related businesses
- Nutrition and health-related businesses
- Tank terminal and trading-related businesses
- Forestry resources and biomaterial-related businesses



A hydrogen station in California, U.S.A.

### Strengths

- Solutions-oriented business that makes use of our contact with various industries through our materials and adapts to changes in trends and needs
- Network with leading players in various regions and industries, leveraging a track record of trading on a global scale
- Trading business base capable of achieving stable supply of materials that contribute to realizing a sustainable society and improving quality of life
- Science based solutions that help improve nutrition and health for animals, plants and people

### Growth Strategy

- Promotion of next-generation energy such as hydrogen and ammonia in response to climate change, forestry resources business, and businesses such as recycling that lead to the realization of a circular economy
- Enhancement of agricultural input business functions, next-generation agriculture initiatives

### Environmental Awareness

#### Risks

- Increasing impact of climate change on supply chains
- Changes in the structure of the petrochemical industry due to achieve carbon neutrality

#### Opportunities

- Expanding demand for environmentally friendly materials and business to meet increase of carbon management and recycling needs in response to climate change
- Increasing needs for food production and growing wellness market in response to growing health-consciousness

- Solutions business expansion in the fields relating to animals and wellness
- Response to increasingly complicated and diverse industrial needs, further enhancement of our trading infrastructure



Create an  
eco-friendly society

### Challenge and Innovation Case Study: Building Hydrogen-related Businesses for Mobility

Mitsui has established a goal of reaching Net-zero emissions by 2050 and aims to halve GHG impact by 2030 as a pathway to achieving this goal. Accordingly, Energy Solutions has been identified as an area of Strategic Focus, and we are focusing on initiatives in businesses such as renewable energy, hydrogen and ammonia, which are expected to play a role as clean energy sources.

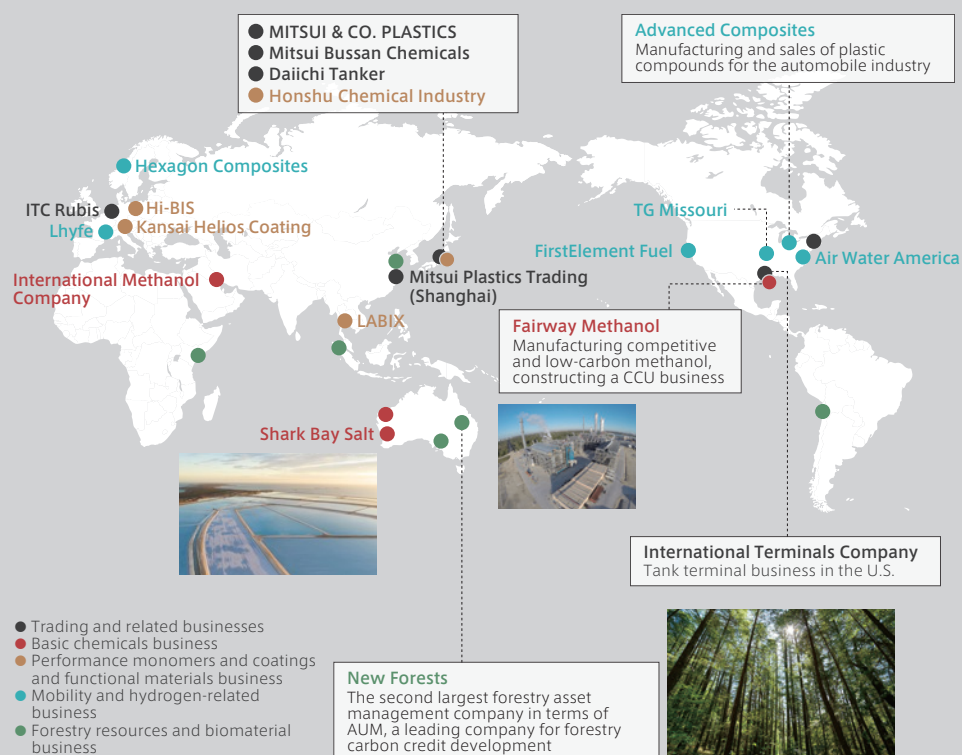
As part of efforts to promote the widespread adoption of hydrogen, Mitsui is investing in companies with the aim of creating and expanding demand in the mobility field, including with regards to commercial vehicles, in North America and Europe, where the establishment of frameworks is advanced. Mitsui invested in Hexagon Composites (Norway), which manufactures and sells tanks for hydrogen and other high-pressure gases, in 2016. In 2020, we invested in FirstElement Fuel, the biggest developer and operator of hydrogen stations in California and a customer of Hexagon Composites' tanks. In 2022, we invested in Lhyfe, a French green hydrogen producer and Air Water America, an industrial gas supplier owning gas liquefaction technology. Through initiatives with these partners, we will work to build businesses based on local production for local consumption, mainly in Europe and the U.S., in the short term. In the medium to long term, we will build and expand larger-scale hydrogen supply chains, contributing to the realization of a low-carbon society.

## Segment Strategies

### Chemicals Segment

#### Basic and Performance Chemicals Business Portfolio

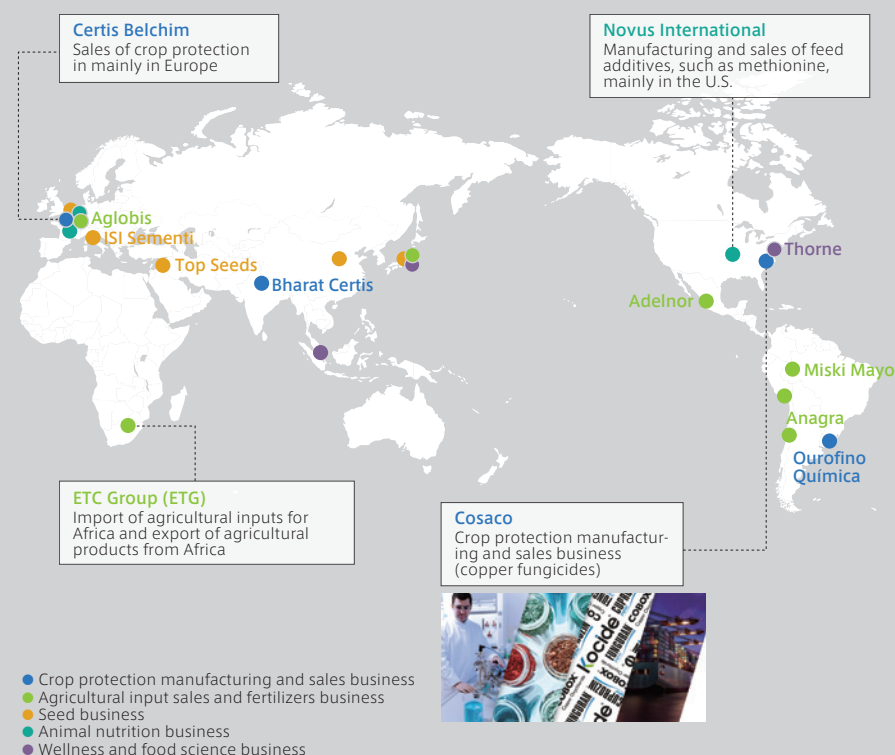
Mitsui has sales and logistics network in major supply and demand areas. In countries and regions where we can demonstrate our competitiveness, we are using our manufacturing infrastructure, jointly developed with our technology partners, as a basis to enhance our functions to meet diversifying customer needs. In addition, leveraging the achievements and knowledges accumulated through our existing businesses mainly from trading businesses, we are also promoting new projects, such as hydrogen and forestry resources that contribute to responding to climate change in areas such as hydrogen and forestry resources.



#### Nutrition & Agriculture Business Portfolio

In order to meet the increasing need for food production and demand for high-value-added foodstuffs in society and markets, Mitsui's activities encompass a wide range of fields, including fertilizer, crop protection, seeds, animal health, wellness and nutrition.

We are developing our agricultural input business centered on crop protection and fertilizers in the regions of major agricultural production, such as Europe, the Americas, India, and Brazil, and provide comprehensive services through inter-business collaboration. Going forward, we will work on the creation of new businesses that leverage digital technology.



## Segment Strategies

# Iron & Steel Products Segment

## • Iron & Steel Products Business Unit

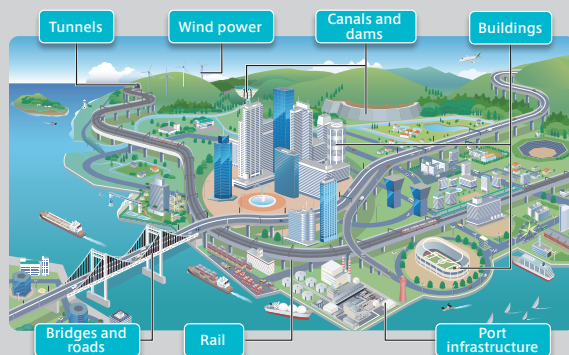


Koichi Fujita  
Managing Officer,  
Chief Operating Officer  
of Iron & Steel Products  
Business Unit

### Business Overview

- Business for the sale and processing of iron and steel products
- Parts production business
- Electric furnace business
- Wind power tower manufacturing business
- Infrastructure/offshore wind power maintenance business
- Product LCA\* visualization business

\*Life Cycle Assessment



Providing maintenance services for a wide range of infrastructure

### Strengths

- Cover a wide-ranging steel supply chain from steel manufacturing to part production and the processing and sale of steel products
- Global customer network of trading force (Mitsui & Co. Steel Ltd., MM & KENZAI Corporation, NIPPON STEEL TRADING CORPORATION)
- Wide range of services outside of steel product distribution, such as infrastructure maintenance

### Growth Strategy

- Bring existing businesses to fruition and expand revenue, move forward with portfolio expansion, build a robust earnings base
- Pursue new next-generation businesses in consideration of environmental changes such as decarbonization, DX and a circular economy

### Environmental Awareness

#### Risks

- Industry reorganization and changes in distribution structure due to decline in domestic steel production
- Impact of increasing geopolitical risks on the flow of trade

#### Opportunities

- Changes in supply chain structure and increasing demand for longer-lasting infrastructure due to acceleration of shift to decarbonization and a circular economy
- Growing need for lighter and stronger materials in the mobility field
- Reforms to steel product distribution due to advances in DX

- Creation of new businesses that utilize customer assets and demonstrate Mitsui's comprehensive strengths from the perspective of iron and other materials

### Challenge and Innovation Case Study: Infrastructure Maintenance in Thailand

Aging infrastructure is becoming a societal issue around the world, and in addition to demand for supplies of steel products to build new infrastructure, it is predicted that the need for preventive maintenance and longer-lasting infrastructure—which need to be achieved through maintenance such as repairs and reinforcement—will grow in the future. Mitsui is developing a comprehensive infrastructure maintenance business in Thailand by working together with SHO-BOND Holdings Co., Ltd., a leading Japanese infrastructure maintenance company, and Siam Cement Group, which has a strong presence in Thailand and a wide-ranging track record of collaborations with Mitsui. We plan to expand our business in other countries in the future. Through this business, we will continue to pursue the realization of a sustainable society by enhancing the lifespan and resilience of aging social infrastructure while promoting increased sophistication and technological innovation in the infrastructure maintenance industry.



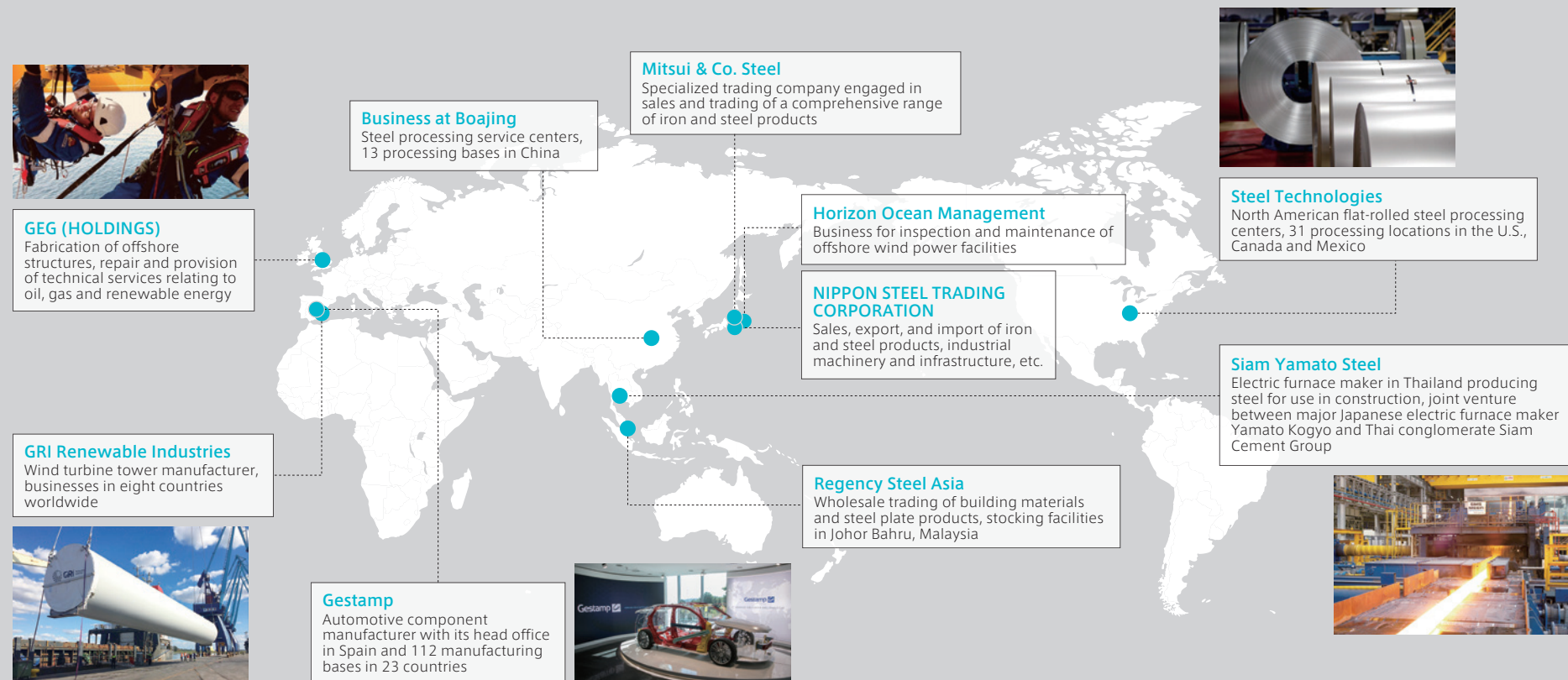


## Segment Strategies

### Iron & Steel Products Segment

#### Iron & Steel Products Business Portfolio

Mitsui has established a global customer network through steel trading activities of Mitsui & Co. Steel Ltd., MM & KENZAI Corporation and NIPPON STEEL TRADING CORPORATION. Our supply chain spanning steel manufacturing to steel processing and part production also enables us to meet a wide range of customer needs. In recent years, we have also expanded into diverse services beyond the steel product supply chain, including infrastructure maintenance, offshore wind power-related maintenance and product LCA visualization.





## Segment Strategies

# Lifestyle Segment

• Food Business Unit • Retail Business Unit • Wellness Business Unit



Yoichiro Endo  
Managing Officer,  
Chief Operating  
Officer of Food  
Business Unit



Tsutomu Osada  
Managing Officer,  
Chief Operating  
Officer of Retail  
Business Unit



Takeshi Akutsu  
Managing Officer,  
Chief Operating  
Officer of Wellness  
Business Unit

### Business Overview

- Food production, accumulation, manufacturing, processing and development
- Food product development and distribution network
- Brand and retail business
- Healthcare Provider business
- Well-being business (data, testing and diagnosis, etc.)
- Healthcare market access business



Gleneagles Hospital - Facade (IHH Singapore)

### Strengths

- Sustainable stable supply capabilities covering three major nutrients (proteins, oils and fats, and sugars) and preferential ingredients
- Product and material planning and development capabilities connected to diverse needs
- Wide-ranging customer touchpoints utilizing the characteristics of online and offline
- Healthcare business platform with IHH, Asia's largest hospital group, as a base, accumulation of knowledge and management talents in healthcare provider business
- Possession of medical data indispensable for preventive care and drug discovery support

### Growth Strategy

- Develop sustainable food supply systems, create new businesses and added value through expertise relating to health, the environment and technology
- Deepen understanding of consumers by expanding consumer touchpoints, create value through the advancement of product development and manufacturing functions, and logistics functions

### Environmental Awareness

#### Risks

- Changes in traditional production areas as a result of climate change
- Changes in trade structures in line with geopolitical risks
- Paradigm shift in the healthcare industry following trends in medical regulations, labor shortages and the entry of GAFA and other new entrants from other industries into the market

#### Opportunities

- Diversification and subdivision of values, diversification of consumer behavior
- Changes in behaviors and values for preventive care and healthcare, and accelerating importance of health management
- Widening gap in healthcare supply and demand in emerging countries in Asia, expansion of preventive care market in developed countries

- Growth of IHH as a core asset and creating of data businesses around IHH
- Establishment of well-being business clusters comprising businesses such as healthcare data, testing and diagnosis, and integrated services



Enhance quality of life

### Challenge and Innovation Case Study: Healthcare Provider Business – IHH Healthcare Bhd.

Mitsui invested in IHH, Asia's largest hospital group, in 2011 and has supported the growth of the company by utilizing networks in Asia built up over the course of many years. As IHH's biggest shareholder with a current shareholding of 32.8% and as a strategic partner, we are aligning our perspectives and driving forward medical innovation in Asia. Mitsui plays a particularly important role in promoting innovation, and the Innovation Office established by Mitsui within IHH in 2016 plays a central role in this work. Staff seconded from Mitsui are leading groupwide reform that transcends the business frontline of individual countries. These efforts include the introduction of advanced technology and the fostering of a corporate culture of innovation. Through this work and centralized management of data covering the approximately 6 million outpatients and 600,000 inpatients treated by IHH annually, we will take on the challenge of making a healthcare data platform, expanding possibilities for healthcare and enhancing quality of life for people living in the growing Asian market.

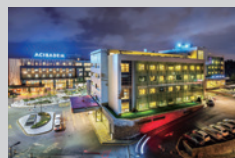
## Segment Strategies

### Lifestyle Segment

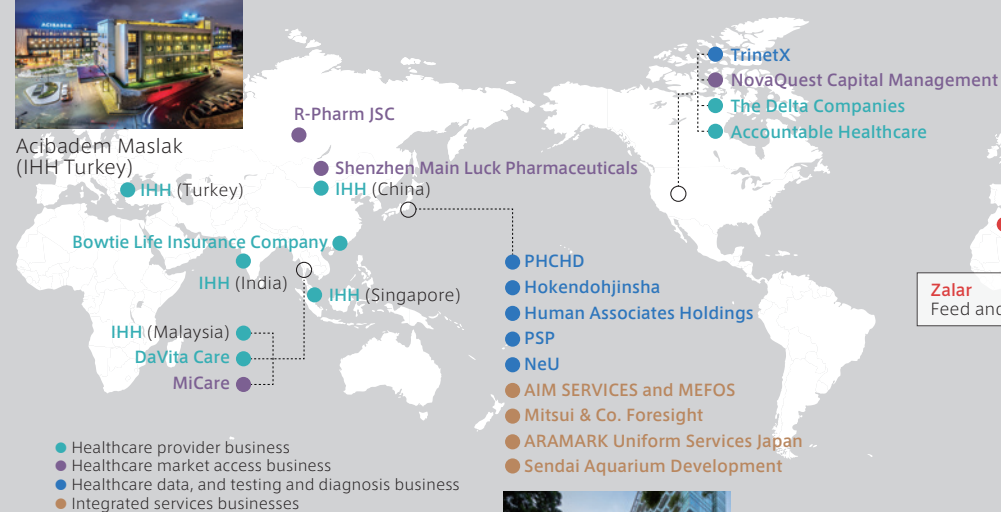
#### Wellness Business Portfolio

In addition to enhancing the management of IHH, which plays a central role, Mitsui's policy in the field of hospitals and clinics is to expand the value chain centered on IHH and enhance value as frontline healthcare facilities. Well-being business clusters will be used to create new earnings bases that make full use of digital technology in Japan and other developed countries.

- Healthcare provider: Strategically expand and restructure business portfolio with IHH as a core business
- Market access: Development of businesses in areas such as the sale and marketing of pharmaceutical and healthcare-related products
- Healthcare data, testing and diagnosis: One well-being business clusters, development of services such as preventive care, and testing and diagnosis
- Integrated services: One well-being business clusters, development of services such as contract food services and facility management



Acibadem Maslak (IHH Turkey)

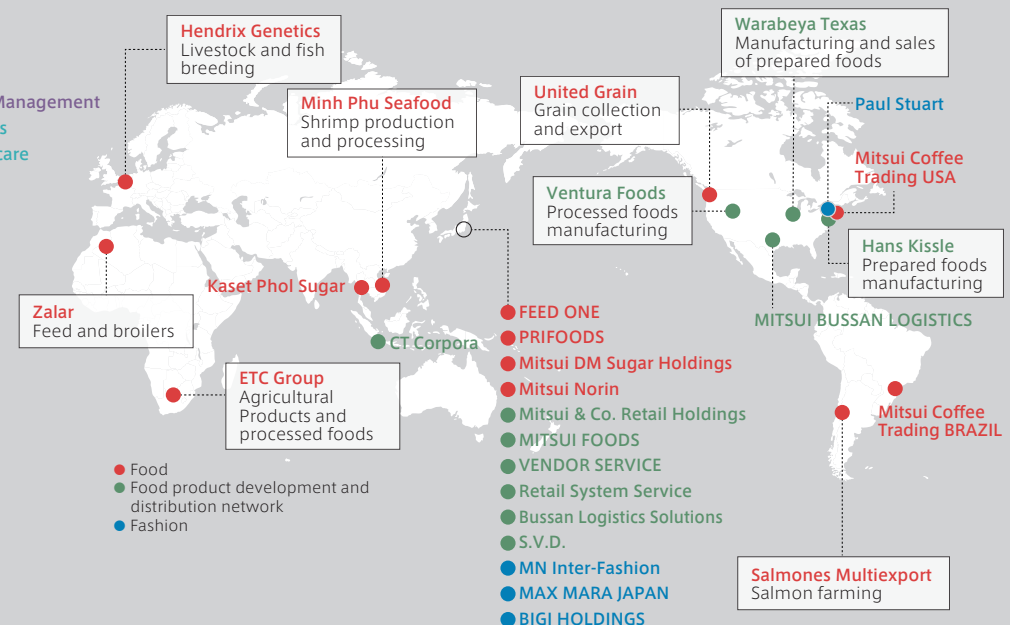


Mount Elizabeth Novena Hospital facade (IHH Singapore)

#### Food and Retail Business Portfolio

The Food Business Unit's strength lies in its stable supply capabilities based on its global network of food production areas covering the three major nutrients (proteins, oils and fats, and sugars) and preferential ingredients. It is working to make further enhancements in products and markets that are expected to grow due to the fusion of Asian and Western food cultures.

The strengths of the Retail Business Unit include the logistics and product development functions that it has cultivated over the years. It is continuing to expand and diversify consumer touchpoints and is pursuing the creation of integrated value from the consumer's point of view with the aim of providing products and services that they demand. We are also focusing on food product development and manufacturing in North America and working with local partners to build customer platforms in the growing Asian market.



## Segment Strategies

# Innovation & Corporate Development Segment

• IT & Communication Business Unit • Corporate Development Business Unit



**Isao Kohiyama**  
Managing Officer,  
Chief Operating Officer of IT &  
Communication Business Unit



**Daisuke Ishida**  
Managing Officer,  
Chief Operating Officer of  
Corporate Development  
Business Unit

### Business Overview

- Digital solutions: IT services
- Consumer platforms, CRM
- DX in new areas such as fintech and healthcare
- Asset management, leasing and derivatives
- Business investment (buyouts, venture investments)
- Real estate: Development, management and services
- Logistics-related: Logistics centers and international transportation



### Strengths

- Network with leading Japanese and overseas partners and customer base
- Building new DX businesses using the technology and business knowledge of core domestic affiliated companies
- Value creation that combines Mitsui Group's technology and knowledge with ICT, finance, real estate and logistics business functions

### Growth Strategy

- Further strengthen existing earnings base as well as core affiliate companies and form business clusters through bolt-on investments
- Create new businesses using new technologies and business models

### Environmental Awareness

#### Risks

- Market risks due to stock price fluctuations, etc.
- Increasingly poor business conditions and results due to higher interest rates and inflation

#### Opportunities

- Need for new ICT solutions in line with technological evolution and widespread adoption of high-speed networks
- Widespread adoption of new digital services due to diversifying lifestyles
- Opportunities for financial product composition based on areas such as renewable energy and decarbonization, increased need for hedging due to growing market volatility

- Demonstrate comprehensive strengths, co-create with other business units and external business partners and contribute to self-reform of Mitsui

### Challenge and Innovation Case Study: Fintech-related Business in Japan

We are working on new financial businesses that combine financial knowledge with digital technology. Notable examples of this include the asset management company Mitsui & Co. Digital Asset Management, Ltd., which manages and sells funds that use real estate and infrastructure as backing assets, and Mitsui & Co. Digital Commodities, which issues Zipangcoin, a cryptocurrency linked to the price of gold. These businesses are both BtoBforC investment and financial services. By using digital technology such as blockchain technology to reduce the trading unit and eliminate operational and sales inefficiencies, it has expanded the provision of investment opportunities that were limited to a small group of professional investors, including financial institutions, to include general investors and even general consumers who are not investors. Mitsui will utilize its networks and creditworthiness in asset management and commodity trading to provide safe, secure and convenient financial products and services.

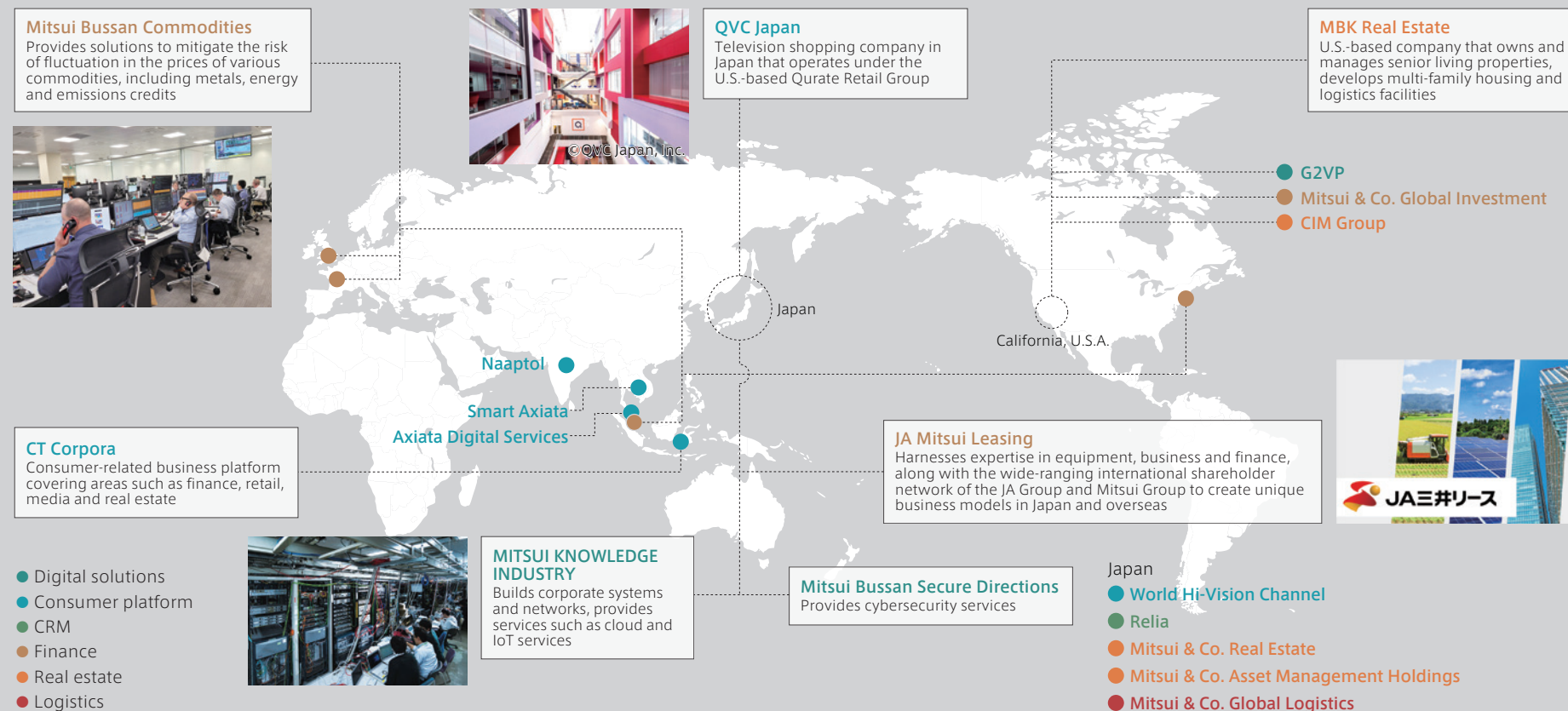


## Segment Strategies

### Innovation & Corporate Development Segment

#### Innovation & Corporate Development Business Portfolio

The IT & Communication Business Unit is working to create and promote businesses in areas such as IT services/consulting, cybersecurity, digital marketing and broadcasting/TV shopping. In addition to its efforts relating to finance, real estate business and logistics business in Japan and overseas, the Corporate Development Business Unit is working on the development of strategic projects and new business areas that will lead to the evolution of Mitsui's business.



## Affiliated Companies Information

### Mineral & Metal Resources

Name	Principal Lines of Business	Ownership Interest (%)	Annual Earnings (¥ billion)		
			20/3	21/3	22/3
Iron ore mining operations in Australia (*1)	Mining and sales of Australian iron ore	Var.	171.5	224.2	289.6
Coal mining operations in Australia (*1)	Investment in Australian coal business	Var.	27.4	(5.8)	51.0
Oriente Copper Netherlands B.V. (*1)	Investment in and loan to copper business in Chile through Inversiones Mineras Becrux SpA	100.0	(5.7)	(1.5)	12.0
Japan Collahuasi Resources B.V.	Investment in Collahuasi copper mine in Chile	100.0	8.9	14.7	37.7
Inner Mongolia Erdos Electric Power & Metallurgical Co., Ltd.	Coal mining, power generation, ferrous alloy and chemical production and water pumping	20.2	5.9	7.4	25.0

### Energy

Name	Principal Lines of Business	Ownership Interest (%)	Annual Earnings (¥ billion)		
			20/3	21/3	22/3
Mitsui E&P Australia Pty Limited	Development and production of oil and natural gas in Australia	100.0	(14.2)	(10.0)	3.6
Mitsui E&P Middle East B.V.	Development and production of oil and natural gas in Middle East	100.0	3.7	1.0	4.0
Mitsui Oil Exploration Co., Ltd.	Development and production of oil and natural gas	100.0	22.0	2.7	7.6
Mitsui E&P USA LLC (*2)	Development and production of oil and natural gas in North America	100.0	5.0	1.9	19.3
MEP Texas Holdings LLC (*2)	Investment in oil and gas business in Americas	100.0	(17.7)	(0.4)	4.8
Mitsui E&P Italia A S.r.l.	Development and production of oil and natural gas in Italy	100.0	(17.0)	(26.5)	(5.3)
Mitsui Sakhalin Holdings B.V. (*3)	Investment in Sakhalin II LNG	100.0	—	—	—
Mitsui & Co. Energy Trading Singapore Pte. Ltd.	Global trading of crude oil, petroleum products, and LNG	100.0	7.2	7.9	7.2
ENEOS GLOBE Corporation	LPG imports and marketing, fuel cell and photovoltaic systems marketing	30.0	0.8	2.8	3.9
Japan Australia LNG (MIMI) Pty. Ltd. (*3)	North West Shelf LNG project	50.0	—	—	—
Mitsui & Co. LNG Investment USA, Inc.	Investment in LNG business in U.S. and sales of LNG	100.0	(2.8)	8.9	15.9
Japan Arctic LNG B.V.	Arctic LNG2 project	25.4	4.1	(6.0)	(4.8)

### Machinery & Infrastructure

Name	Principal Lines of Business	Ownership Interest (%)	Annual Earnings (¥ billion)		
			20/3	21/3	22/3
IPP businesses (*1)	Investment in power generation businesses	Var.	24.1	23.2	18.6
FPSO/FSO leasing businesses (*1)	FPSO/FSO leasing	Var.	3.9	7.1	5.6
Gas distribution companies (*1)	Investment in gas distribution businesses in Brazil and Mexico	100.0	11.3	6.8	8.5
Mitsui & Co. Plant Systems, Ltd.	Sales of various plants, electric power facilities and transportation equipment	100.0	3.6	2.2	3.0
Penske Automotive Group, Inc.	Diversified international transportation services mainly in North America and Europe	17.3	7.7	9.5	22.8
Truck leasing and rental businesses	Investment in US truck leasing and logistics businesses	100.0	9.0	10.7	28.6
Asian motor vehicle businesses (*1)	Asian motor vehicle businesses	Var.	7.2	3.6	6.5
Auto Finance Business in Latin America (*1)	Auto finance business in Latin America	Var.	2.3	2.4	2.9
Construction & industrial machinery businesses (*1)	Construction & industrial machinery businesses	Var.	6.0	7.7	11.5
OMC SHIPPING PTE. LTD.	Ship owning business	100.0	0.1	1.4	4.8



## Affiliated Companies Information

### Chemicals

Name	Principal Lines of Business	Ownership Interest (%)	Annual Earnings (¥ billion)		
			20/3	21/3	22/3
Japan-Arabia Methanol Company Ltd.	Investment in methanol production in Saudi Arabia and sales of products	55.0	1.3	0.7	3.1
MMTX Inc.	Investment in methanol production in U.S. and sales of products	100.0	1.6	1.7	6.1
Intercontinental Terminals Company LLC (*3)	Terminal business for petroleum and petrochemical products in U.S.	100.0	—	—	—
MITSUI & CO. PLASTICS LTD.	Domestic sales and import/export of plastics and other chemicals	100.0	3.4	3.3	4.3
Living & Environmental Business (*1)	Life essentials businesses	Var.	1.9	2.7	2.9
Novus International, Inc.	Manufacturing and sales of feed additives in U.S. etc.	80.0	(2.2)	(3.1)	0.4
Overseas crop protection businesses (*1)	Overseas crop protection manufacturing and sales businesses mainly in Europe and U.S.	Var.	3.3	3.8	5.2
Agricultural inputs business in Latin Ameraca (*1)	Investment, sales of agricultural inputs and provision of farming guidance services in Latin America	Var.	0.1	0.8	2.7

### Iron & Steel Products

Name	Principal Lines of Business	Ownership Interest (%)	Annual Earnings (¥ billion)		
			20/3	21/3	22/3
Mitsui & Co. Steel Ltd. (*1)	Sales, export, and import of steel products	Var.	3.8	3.9	8.9
NIPPON STEEL TRADING CORPORATION	Sales, export, and import of steel products	19.9	4.5	2.8	8.2
Gestamp companies (*1)	Manufacture of automotive components	Var.	2.4	(6.7)	(1.1)
Numit LLC (*2)(*4)	Investment in steel processing company in North and Central America	50.0	1.4	2.5	11.2

### Lifestyle

Name	Principal Lines of Business	Ownership Interest (%)	Annual Earnings (¥ billion)		
			20/3	21/3	22/3
United Grain Corporation of Oregon	Grain merchandising in U.S.	100.0	0.3	3.9	4.9
Domestic food & retail management businesses (*1)	Domestic food & retail management businesses	Var.	4.4	4.2	2.7
WILSEY FOODS, INC.	Investments in U.S. processed oil food company	90.0	3.9	2.8	5.6
IHH Healthcare Berhad	Provider of healthcare services centered on Asia	32.8	4.9	1.6	14.4
UHS PARTNERS, INC.	Investment in healthcare staffing business in U.S.	100.0	(6.6)	0.2	3.3

### Innovation & Corporate Development

Name	Principal Lines of Business	Ownership Interest (%)	Annual Earnings (¥ billion)		
			20/3	21/3	22/3
QVC JAPAN INC.	Direct marketing business which is mainly composed of TV shopping	40.0	5.4	6.4	7.3
MITSUI KNOWLEDGE INDUSTRY CO., LTD.	ICT services, consulting, system and network integration	100.0	4.2	5.1	5.0
JA Mitsui Leasing, Ltd.	Leasing and financing business	31.4	3.9	1.7	4.1
Mitsui & Co. Global Logistics, Ltd.	Domestic warehousing businesses and international integrated transportation services	100.0	2.9	2.4	3.2
Mitsui Bussan Commodities Ltd	Trading of energy and metals derivatives	100.0	2.0	4.8	4.9
Overseas real estate businesses (*1)	Overseas real estate businesses	Var.	4.6	0.5	3.5

(\*1) Combined sum of consolidated earnings of affiliated companies engaged in applicable businesses.

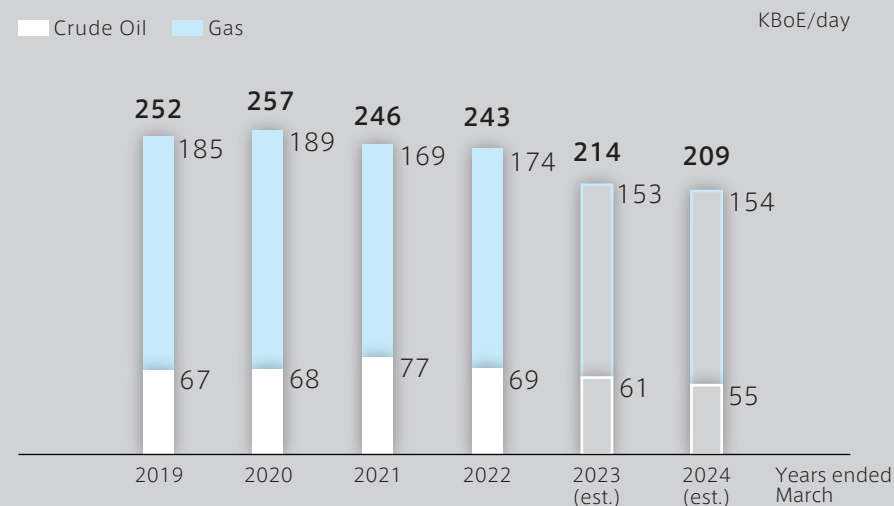
(\*2) Income (loss) before income tax shown as their investors are its taxable entities.

(\*3) Earnings not disclosed here based on the terms of confidentiality agreements with joint venture partners or other applicable grounds.

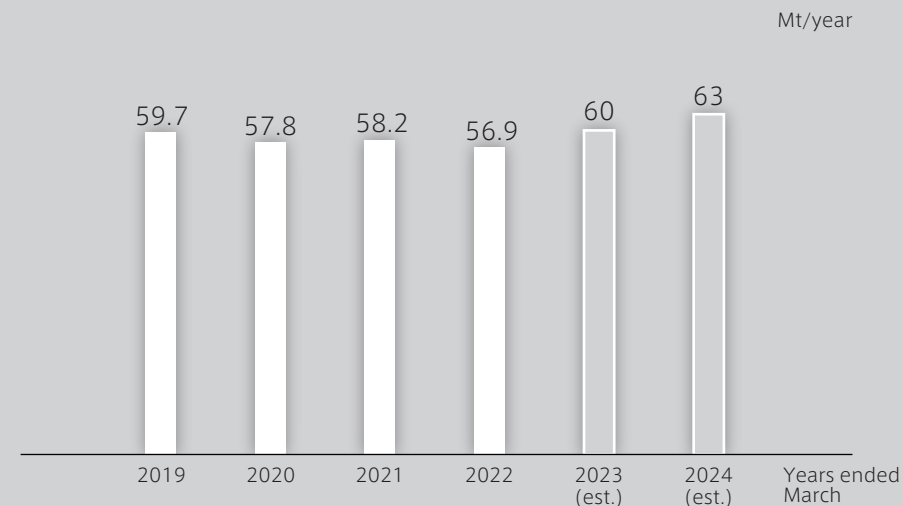
(\*4) Investment has been made into Numit LLC via Game Changer Holdings, but as a result of reorganization in FYE March 2021, Game Changer Holdings was dissolved. For this reason, the results of Game Changer Holdings up to 3Q of FYE March 2021 have been shown under the name of Numit LLC.

## Equity Share of Production

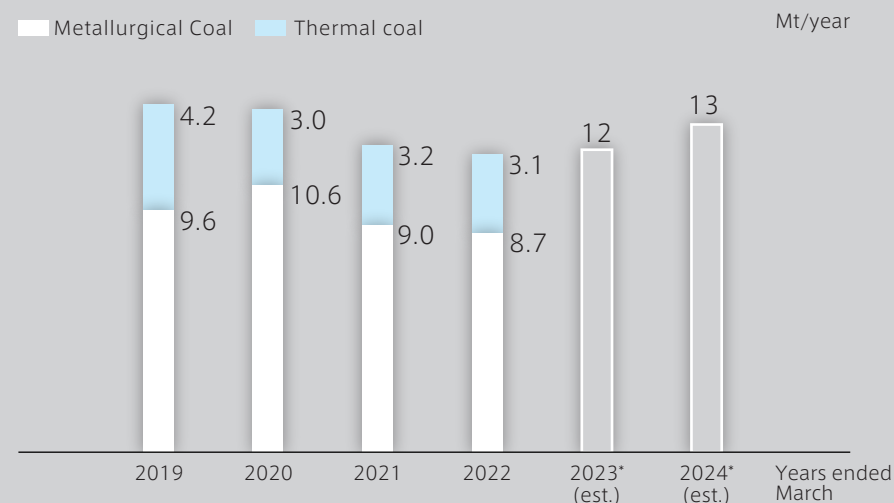
### Crude Oil & Gas



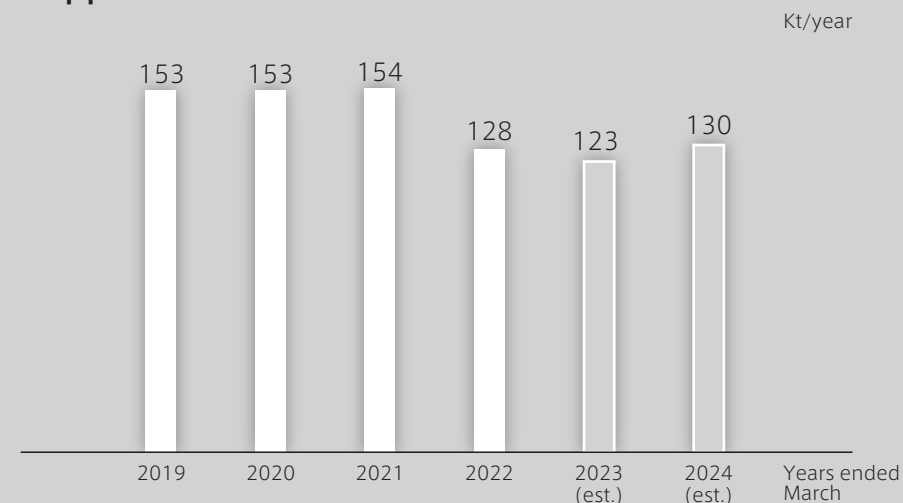
### Iron Ore



### Coal



### Copper



\* Total number of metallurgical coal and thermal coal.

Forecasts are as of May 2022.

## Intellectual capital

# Passing on Business Know-how

### *Go Rin Sho*

Frameworks, mindsets and important points in order to achieve higher quality during project formation and business operation

### Past Case Studies: Good Practices

A collection of detailed case studies based on lessons learned from *Go Rin Sho*

Total of 30 case studies, including natural gas-fired IPPs, manufacturing of automobile components, uranium mining, copper mining, canola oil extraction/refining businesses, office building redevelopment, talent referral services and reinsurance businesses in Asia

Examples of good practices highlighted by *Go Rin Sho* are also added and shared regularly

### Risk Management Case Studies

Summary of past case studies and considerations relating to credit, business operation, market and country risks

### Definitive Guide to Resource Investments

Based on practical experiences in mineral and metal resources businesses, provides case studies and failures at stages from project selection to withdrawal, important considerations and a summary of lessons for the future

### Power Generation Business Summary

Specific case studies are used as a basis to explain important lessons learned regarding various project stages, including project development, scheme construction and crisis responses

### LNG Lectures

Wide-ranging explanations from LNG-related technical knowledge to project management in upstream and midstream businesses

### Project Manager Knowledge Sharing

Detailed explanation of costs, scheduling, scope, and other key elements of management in large-scale projects

### Chemical Manufacturing Business Management

Explanations of wide-ranging themes in the chemical manufacturing industry, including plant management (quality, technical management, etc.) and environmental measures

### HOW TO DO THE VENTURE CAPITAL (book)

Published by Nikkei Publishing Inc. (currently Nikkei Business Publications), edited by the administrative division at Mitsui U.S.-style know-how sharing for the improvement of enterprise value at investees

### M&A/PMI Corporate Value Improvement Platform

An in-house platform that centralizes expertise and know-how relating to M&A and corporate value improvement

### Project Finance Manual

Explanations of various financing methods relating to business investment and affiliated company management, including finance regulations in different countries and project finance

### Investment-related Accounting Practice Issues

Past case studies are used to explain issues relating to accounting practices encountered at stages from pre-participation in investment projects to withdrawal

### Legal Know-how/Manual Platform

Platform for information such as contract templates, major checkpoints for contracts, legal commentary and legal information relating to various countries

### The Spirit of Mitsui

A book for Mitsui Group employees that uses the history of Mitsui and the words of our predecessors as a basis to give readers an understanding of our DNA, corporate culture and management philosophy

## Major Risk Exposure by Country



### Investments, Loans, and Guarantees (As of March 31, 2022)

Country	Investments	Loans	Guarantees	Total	Hedged	Net Position
Japan	1,583.0	17.4	19.0	1,619.5	9.1	1,610.3
U.S.A.	1,224.8	46.0	39.9	1,310.7	-	1,310.7
Brazil	1,122.2	65.9	223.0	1,411.1	105.4	1,305.7
Australia	1,362.9	1.3	19.3	1,383.6	-	1,383.6
Malaysia	431.0	-	10.0	441.0	-	441.0
China	173.0	3.0	1.5	177.5	-	177.5
Russia	229.0	14.4	182.7	426.0	-	426.0
Singapore	124.9	-	40.6	165.5	27.4	138.1
Indonesia	229.4	106.3	9.9	345.5	-	345.5
Chile	265.6	25.3	2.3	293.2	-	293.2
United Kingdom	36.1	-	9.9	46.0	-	46.0
Mexico	111.0	0.4	78.2	189.5	34.1	155.4
Thailand	153.6	1.8	0.4	155.9	-	155.9
Italy	157.8	-	-	157.8	-	157.8
Mozambique	153.5	-	3.5	157.0	-	157.0
Ireland	57.4	-	79.4	136.8	-	136.8
Netherlands	102.1	-	1.0	103.1	-	103.1
Peru	45.3	34.3	1.1	80.7	-	80.7
Switzerland	5.8	-	-	5.8	-	5.8
<b>Total</b>	<b>7,568.3</b>	<b>316.0</b>	<b>721.7</b>	<b>8,606.1</b>	<b>176.1</b>	<b>8,430.0</b>

### Trade Receivables (As of March 31, 2022)

Gross	Hedged	Net Position
1,640.9	415.0	1,225.8
315.5	44.2	271.3
40.7	6.5	34.2
55.4	1.8	53.6
18.1	1.7	16.4
264.7	70.4	194.3
12.9	-	12.9
231.1	51.4	179.6
27.1	1.3	25.8
46.4	7.9	38.5
221.4	35.8	185.6
31.6	9.2	22.3
43.9	7.8	36.2
30.5	3.9	26.6
0.2	-	0.2
6.9	1.1	5.8
15.8	1.1	14.7
30.4	6.3	24.1
102.2	30.3	71.9
<b>3,135.5</b>	<b>695.6</b>	<b>2,439.8</b>

### Total Exposure (¥ billion)

Gross Position	Net Position
3,260.4	2,836.1
1,626.2	1,581.9
1,451.7	1,339.9
1,439.0	1,437.2
459.1	457.4
442.2	371.8
438.9	438.9
396.6	317.8
372.6	371.3
339.6	331.7
267.4	231.6
221.1	177.7
199.8	192.0
188.2	184.4
157.2	157.2
143.6	142.5
118.9	117.8
111.1	104.8
107.9	77.6
<b>11,741.5</b>	<b>10,869.8</b>

Note: The reporting is for those countries which carry gross risk exposure (Gross Position of Total Exposure) above 100.0 billion yen exclusive of their respective hedged positions.

Note: "Hedged" represents the amounts by which credit risk is hedged by means such as third-party guarantees and insurance coverage.

Note: Figures shown for "Loans" and "Gross" are after the deduction of allowances.

Note: Net Position of the total balance of investments, loans and guarantees for the Russian LNG business amounted to 404.7 billion yen (222.5 billion yen for investments and loans and 182.2 billion yen for guarantees). Further, a provision for loss on guarantees was recorded for 18.1 billion yen, but not included in the table above.

## 5-Year Financial Data

IFRS						
	2018	2019	2020	2021	2022	Millions of U.S. dollars
						¥ billions
<b>Consolidated Operating Results (For the Fiscal Year):</b>						
Revenue	4,892.1	6,957.5	6,885.0	8,010.2	11,757.6	96,373
Gross Profit	790.7	838.5	839.4	811.5	1,141.4	9,355
Share of Profit (Loss) of Investments Accounted for Using the Equity Method	234.9	255.4	269.2	227.9	431.3	3,535
Profit (Loss) for the Year Attributable to Owners of the Parent	418.5	414.2	391.5	335.5	914.7	7,498
<b>Consolidated Financial Position (At the Fiscal Year-End):</b>						
Total Assets	11,306.7	11,945.8	11,806.3	12,515.8	14,923.3	122,322
Total Equity Attributable to Owners of the Parent	3,974.7	4,263.2	3,817.7	4,570.4	5,605.2	45,944
Interest-bearing Debt	4,226.9	4,625.5	4,550.5	4,401.5	4,509.2	36,961
Net Interest-bearing Debt	3,089.2	3,659.2	3,486.7	3,299.8	3,338.9	27,368
<b>Consolidated Cash Flows (For the Fiscal Year):</b>						
Cash Flows from Operating Activities	553.6	410.7	526.4	772.7	806.9	6,614
Core Operating Cash Flow	666.5	570.5	621.9	658.1	1,158.7	9,498
Cash Flows from Investing Activities	(248.2)	(719.0)	(185.2)	(322.5)	(181.2)	(1,485)
Cash Flows from Financing Activities	(652.3)	127.4	(204.6)	(487.0)	(614.3)	(5,035)
Free Cash Flow	305.4	(308.3)	341.2	450.2	625.7	5,129
Investments and Loans	(560.0)	(930.0)	(420.0)	(445.0)	(511.0)	(4,189)
Divestitures	300.0	230.0	250.0	143.0	257.0	2,107
Net Cash Outflow	(260.0)	(700.0)	(170.0)	(302.0)	(254.0)	(2,082)
<b>Financial Indicators:</b>						
Return on Equity (ROE) (%)	10.9%	10.1%	9.7%	8.0%	18.0%	
Return on Assets (ROA) (%)	3.7%	3.5%	3.3%	2.8%	6.7%	
Net Debt-to-Equity Ratio (Net DER) (times)	0.78	0.86	0.91	0.72	0.60	
						Yen
<b>Amounts per Share:</b>						
Profit (Loss) for the Year Attributable to Owners of the Parent						
Basic	237.67	238.33	226.13	199.28	561.61	4.60
Diluted	237.50	238.15	225.98	199.18	561.38	4.60
Cash Dividends	70	80	80	85	105	0.86
Consolidated Dividend Payout Ratio (%)	29.5%	33.6%	35.4%	42.7%	18.7%	18.7%
Total Equity Attributable to Owners of the Parent	2,287.10	2,452.81	2,235.83	2,739.28	3,501.21	28.70
<b>Stock Price:</b>						
Stock Price (Closing stock price on the Tokyo Stock Exchange) (Yen)	1,822.5	1,718.5	1,503.5	2,302.2	3,328.0	
Price Earnings Ratio (PER) (times)	7.67	7.21	6.65	11.55	5.93	
Price Book-Value Ratio (PBR) (times)	0.80	0.70	0.67	0.84	0.95	

Notes: 1. Per share information is calculated based on the number of shares issued at fiscal year-end.  
2. Price earnings ratio (PER) is calculated based on the stock price (closing stock price on the Tokyo Stock Exchange) (yen) divided by basic profit attributable to owners of the parent per share.  
3. Price book-value ratio (PBR) is calculated based on the stock price (closing stock price on the Tokyo Stock Exchange) (yen) divided by equity attributable to owners of the parent per share.  
4. The U.S. dollar amounts, except cash dividends, represent translations of the Japanese yen amounts at the rate of ¥122.00=U.S.\$1, the approximate rate of exchange on March 31, 2022.

5. The U.S. dollar amounts for cash dividends represent translations of the Japanese yen amounts at the rate in effect on the payment date.  
6. While adopting IFRS 15: "Revenue from Contracts with Customers" from the fiscal year ended March 2019, figures for prior years have not been reclassified.  
7. From the fiscal year ended March 2020, interest-bearing debt is calculated by subtracting lease liabilities from long-term debt. However, figures for prior years have not been retroactively revised to reflect this change.  
8. The revenue of certain transactions has been revised to be presented as gross amounts, beginning with the fiscal year ended March 2021. However, figures for prior years have not been retroactively revised to reflect this change.



## Company Information / Investor Information (As of March 31, 2022)

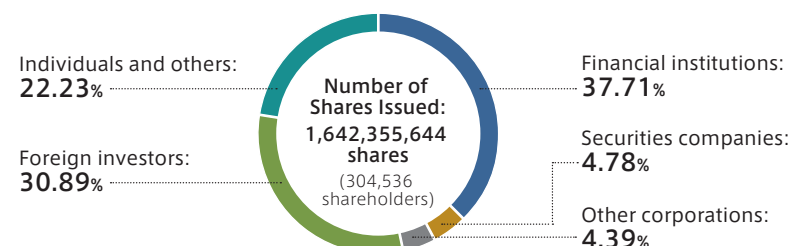
<b>Trade Name</b>	MITSUI & CO., LTD,
<b>Date of Establishment</b>	July 25, 1947
<b>Common Stock</b>	¥342,383,728,984
<b>Number of Employees</b>	The Company and subsidiaries: 44,336 Non-consolidated: 5,494
<b>Number of Affiliated Companies for Consolidation</b>	Subsidiaries: 78 in Japan, 201 overseas Equity accounted investees: 48 in Japan, 182 overseas
<b>Address</b>	2-1, Otemachi 1-chome, Chiyoda-ku, Tokyo 100-8631, Japan Tel: 81 (3) 3285-1111 URL: <a href="https://www.mitsui.com/jp/en/">https://www.mitsui.com/jp/en/</a>

### Major Shareholders

Shareholder	Equity in Mitsui	
	Number of shares held (thousands)	Percentage of common stock issued (%)
The Master Trust Bank of Japan, Ltd. (trust account)	274,650	17.11
Custody Bank of Japan, Ltd. (trust account)	91,707	5.71
EUROCLEAR BANK S.A./N.V.	89,084	5.55
Nippon Life Insurance Company	35,070	2.18
STATE STREET BANK WEST CLIENT - TREATY 505234	25,821	1.60
Sumitomo Mitsui Banking Corporation	25,667	1.59
JPMorgan Securities Japan Co., Ltd.	20,670	1.28

Notes: 1. In addition to the shares listed above, the Company holds treasury stock of 37,539 thousand shares.  
2. The number of shares is rounded down to the nearest thousand.  
3. Percentage of common stock issued is rounded down to two decimal places.

### Share Distribution (by Shareholder Status)



<b>Securities Identification Code</b>	8031
<b>Stock Exchange Listings</b>	Tokyo, Nagoya, Sapporo, Fukuoka
<b>Fiscal Year</b>	From April 1 to March 31
<b>Ordinary General Meeting of Shareholders</b>	June
<b>Administrator of the Register of Shareholders</b>	4-1, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-8233 Sumitomo Mitsui Trust Bank, Limited
<b>Contact Information for the Above</b>	Sumitomo Mitsui Trust Bank, Limited Stock Transfer Agency Business Planning Department 8-4, Izumi 2-chome, Suginami-ku, Tokyo 168-0063 Tel: 0120-782-031 (Toll free in Japan) (Office hours: 9:00am to 5:00pm, closed weekends, national holidays and New Year period)
<b>American Depository Receipts</b>	Symbol: MITSY CUSIP Number: 606827202 Exchange: OTC (Over-the-Counter) Ratio: 1ADR = 20 common shares
<b>Depository and Registrar</b>	Citibank, N.A. Shareholder Services P.O. Box 43077 Providence, Rhode Island 02940-3077 U.S.A. Tel: 1-877-248-4237 (Toll free in the U.S.) 1-781-575-4555 (Overseas dial-in) Email: <a href="mailto:citibank@shareholders-online.com">citibank@shareholders-online.com</a> URL: <a href="http://www.citi.com/adr">www.citi.com/adr</a>

<b>Number of Shareholders</b>	304,536
<b>Number of Shares Issued</b>	1,642,355,644 shares (including 37,539,482 treasury shares)
<b>Number of Shares Authorized</b>	2,500,000,000 shares



Corporate Profile  
<https://www.mitsui.com/jp/en/company/outline/profile/index.html>

