



Mitsui's ESG initiatives

Representative Director, President
CEO

Kenichi Hori

Contribution to the solution of social issues through our business

Mitsui & Co.'s Mission Vision Values



Mission

Build brighter futures, everywhere

Realize a better tomorrow for earth and for people around the world.

Vision

360° business innovators

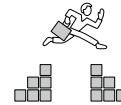
As challengers and innovators, we create and grow business while addressing material issues for sustainable development.

Values

Our core values as challengers and innovators

Seize the initiative

We play a central role in driving transformation.



Thrive on diversity

We foster an open-minded culture and multiply our strengths to achieve excellence.



Embrace growth

We drive our collective growth by continuously growing as individuals.



Act with integrity

We pursue worthy objectives with fairness and humility, taking pride in work that stands the test of time.



Further focus on putting the Materiality into practice



Secure sustainable supply of essential products

Ensure the sustainable and stable supply of resources, materials, food and manufactured products that are vital for the development of society.



Enhance quality of life

Contribute to the betterment of living standards and the development of local industries to realize sustainable societies globally.



Create an eco-friendly society

Accelerate initiatives towards environmental issues, such as responding to climate change and water resource problems, and contributing to a circular economy.



Develop talent leading to value creation

Respect diversity and develop human resources with the competence to create innovation and new value.



Build an organization with integrity

Strengthen our governance and compliance as a corporate group trusted by society.



Our policy on correspondences to climate change

- Develop businesses that are in line with the efforts of countries to realize policies and achieve **ambitious goals** under the **Paris Agreement**.
- Pursue **Reduction-, Transition-, and Opportunity-**driven initiatives with a sense of responsibility and mission.

Fulfilling responsibility to supply resources and energy

- As a key player of Transition, face the real-world problem and work out a pathway
- Fulfill responsibility in supplying the essential resources and energy during the transition period

Social responsibility to provide solutions

- Conduct R&D projects and proof-of-concept projects for innovative technologies
- Promote business eyeing the respective timelines of 2030 and 2050

Exerting comprehensive business engineering capabilities

- Reduction of Mitsui's emissions through the optimization of our portfolio
- Pursue cross-industrial business opportunities by leveraging our global partner network

Our governance structures

- **Suitable governance structure for our current characteristics**
- **Continuous consideration for the best governance structure focusing on the future**

Direct delegation of authority and reporting systems between the CEO and business unit COOs

- Structures for individual project promotion under the company-wide business portfolio perspective
- Organic collaboration on new projects, inter-industrial projects, and business clusters among business units, emerging from non-hierarchical positioning

The role of the Board of Directors and our institutional design

- The need for deliberations on individual projects in order to debate overall strategies
- Supervision of executive performance by external directors
- Deliberations and decision-making by a board that includes internal directors with deep knowledge of each business domains, combined with effective supervision by Audit & Supervisory Board members

ESG initiatives and enterprise value

Enhance income

- E** Businesses to address climate change as an opportunity
- S** Utilize human capital by leveraging D&I initiatives

Cost control

- E** Control future cost increase through taking appropriate measures for Adaptation
- E** Be prepared for environmental restrictions such as carbon taxes

Reducing capital cost

- E** Portfolio transition
- E** Response to biodiversity
- S** Action on human rights and supply chain management
- G** High effectiveness of the Board of Directors

+ Rating by ESG rating agencies

Enhance
enterprise
value

360° business innovation.



MITSUI & CO.