

Market Asia Business Strategy

Asia Pacific Business Unit

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Rising Asian Power

Population

4.3 billion people
(55% of the global population)

Favorable
demographic structure

Economy

\$US32 trillion
(37% of the global economy)

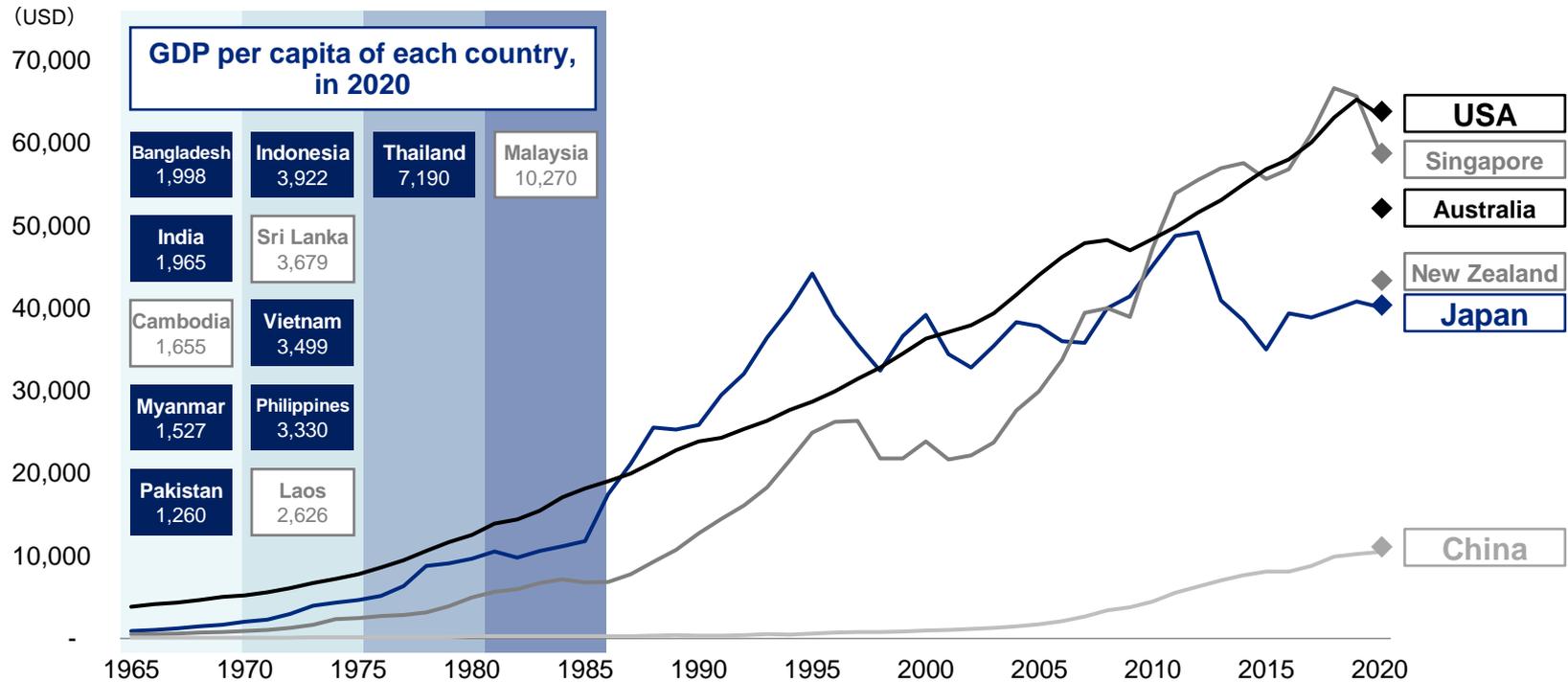
Annual average
growth rate: 5%

Purchasing power

2.5 billion people
→ **3.5 billion people**

Middle-income group
and above

Rising Asian Power



Source: World Bank (1960-79), IMF April 2021 database (1980-2020), Mitsui & Co. (Asia Pacific) Pte. Ltd.

Emerging Digital Life



Mobile first

Mobile ownership > Bank account ownership



**Popularity of
cashless transactions**



**Proliferation of
ride-hailing and
food delivery services**

Mitsui & Co. of Asia

Create a Consumer Ecosystem

Enhance quality of life



Contribute to Nation Building

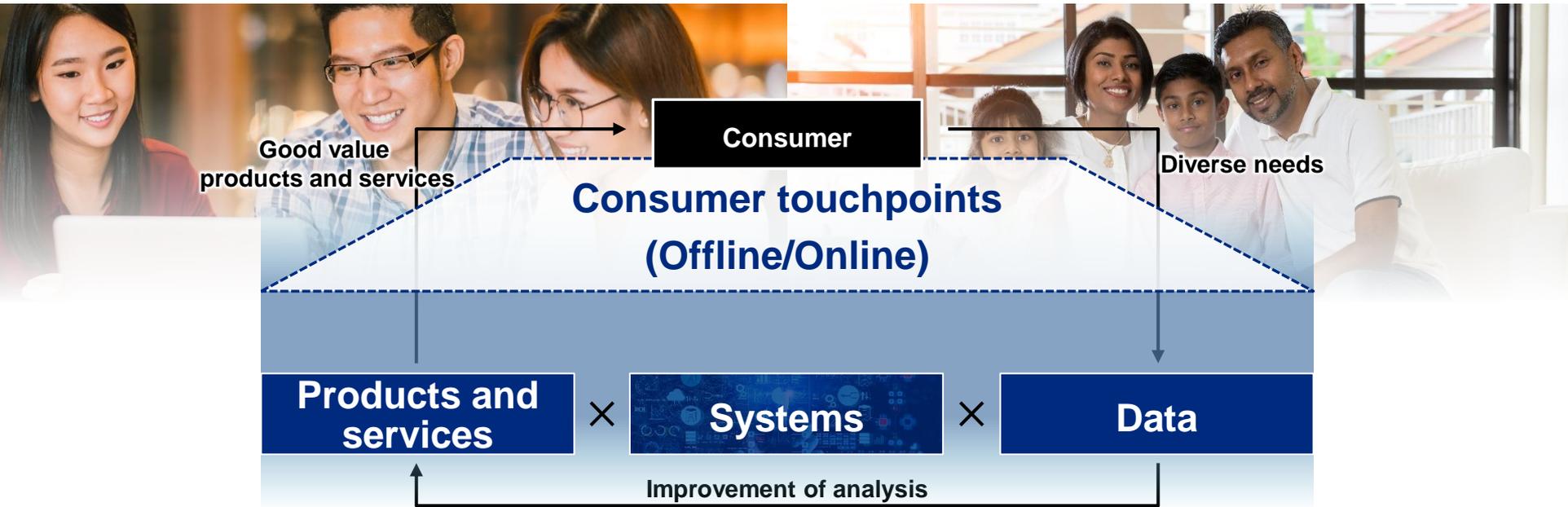
Dual Challenge
(Pursue sustainable economic growth)

Create an eco-friendly society

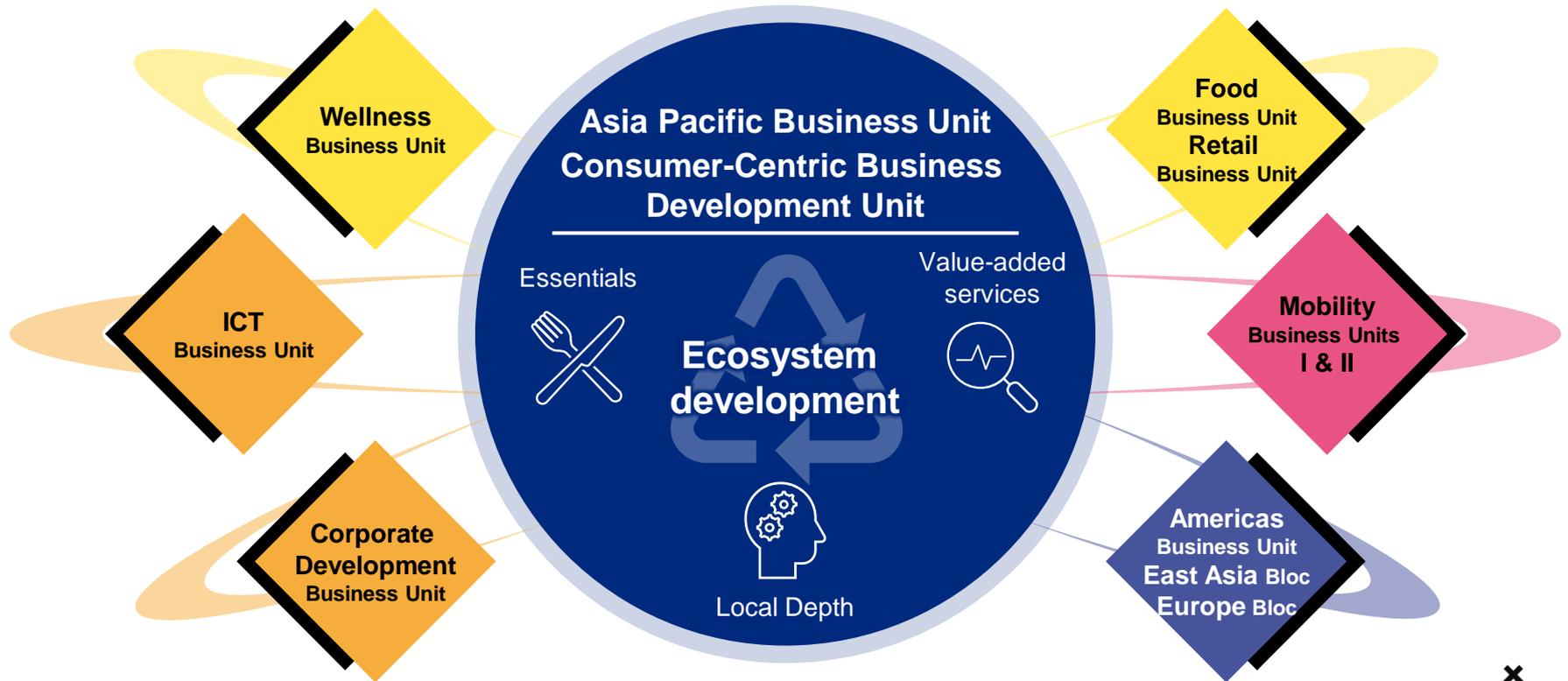


The Consumer Ecosystem

- ◆ We will **help the people of Asia to achieve a higher quality of life**, by providing them with the goods and services they need, through the combination of our unique functions and businesses, and by building a consumer ecosystem rooted in Asia.



The Role of the Consumer-Centric Business Development Unit



Collaboration with CT Corp



Collaboration with CT Corp

Global Expansion

Expansion to emerging countries in Asia

Global Sourcing

Business models / Product procurement

Leading Integrated Consumer-centric Ecosystem

CTCORP

Institutionalization

Management modernization

Indonesia
Population : **270** million people
Economy : GDP of **\$US1.1tn**
GDP per capita \$US3,922

Collaboration with CT Corp

Contribution to existing CT Corp business

Fashion

Supply chain optimization

Logistics optimization,
Cold chain logistics
Fulfillment
Last-mile delivery

Enhance consumer marketing

Digital marketing
In-store media

Entertainment

Entertainment for young people

Digital entertainment

Food

Response to the diversification of food culture

Production of ready-to-eat & chilled foods
Imported foods
Restaurant brands

Expansion of goods and services

Fashion and cosmetics
Household products & Branded goods

New media

Creative digital content

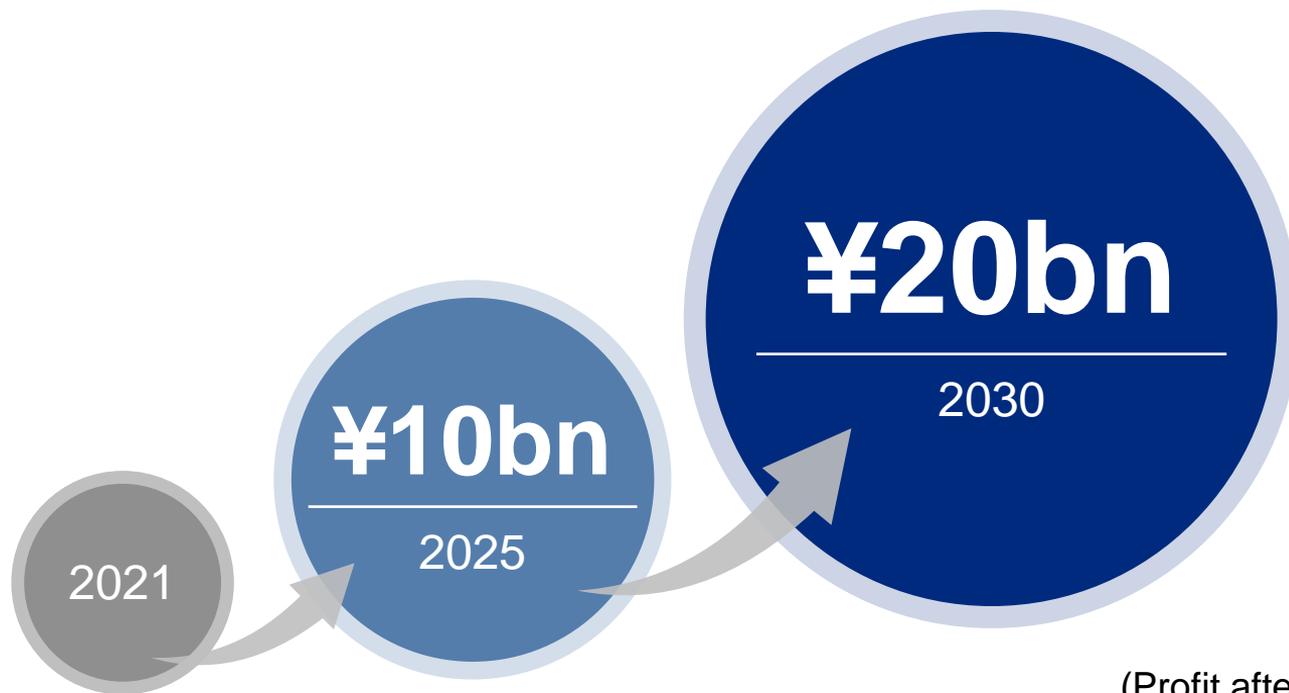
Information

Healthcare ecosystem building

Health

New business with CT Corp

The Consumer Ecosystem Quantitative Vision



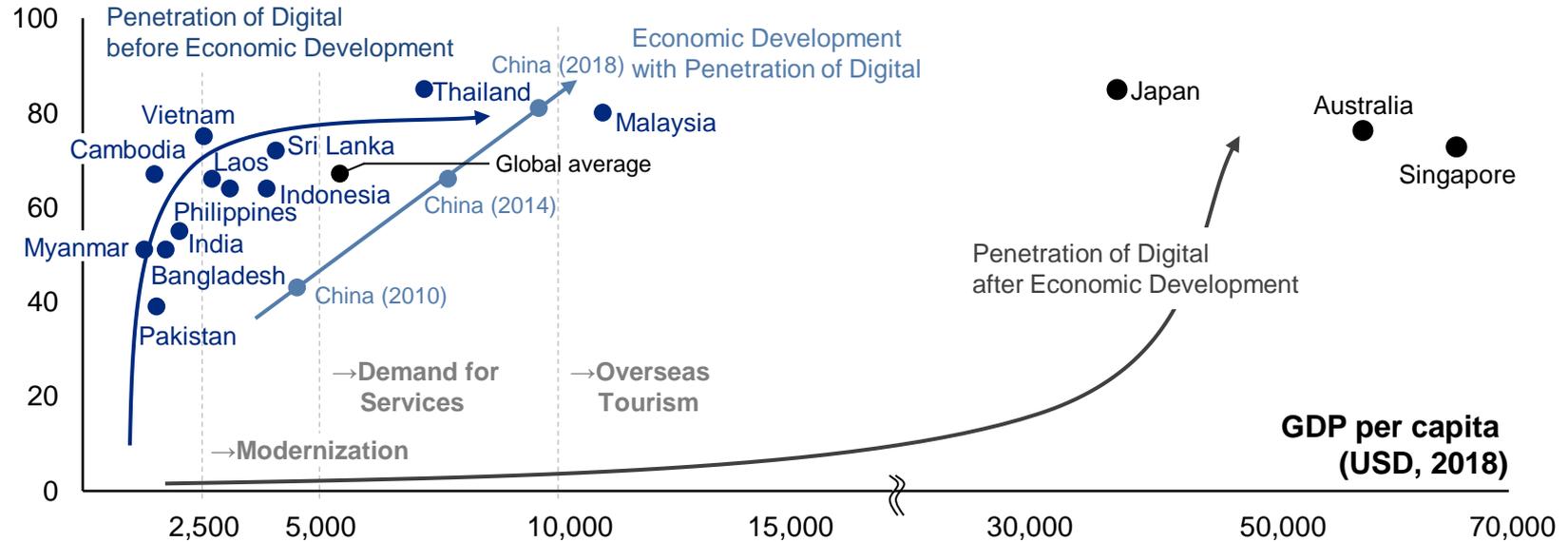
(Profit after tax)

Enhance
quality of life



Appendix: Digital Penetration and Economic Development

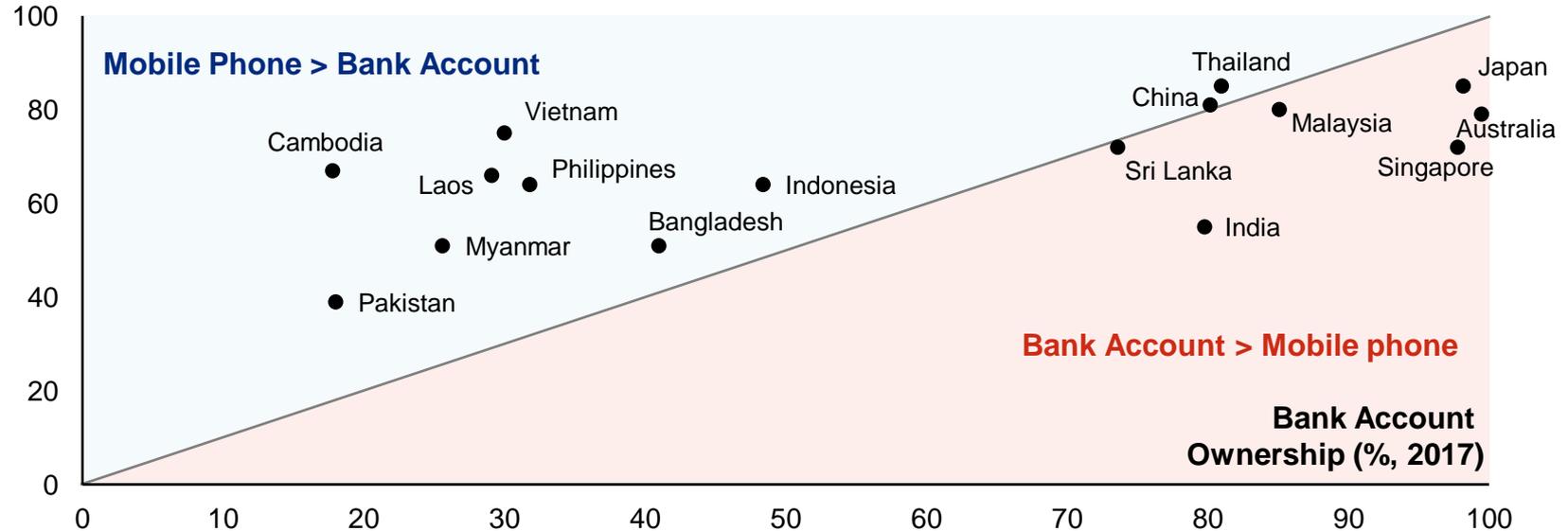
Mobile Phone Penetration (%, 2018)



Source: IMF, GSMA, We are Social, Mitsui & Co. (Asia Pacific) Pte. Ltd.

Appendix : Mobile First

Mobile Phone Penetration (%, 2018)



Source: GSMA, WB, Mitsui & Co. (Asia Pacific) Pte. Ltd.