

# Mitsui & Co. Investor Day 2022

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Representative Director, President and Chief Executive Officer

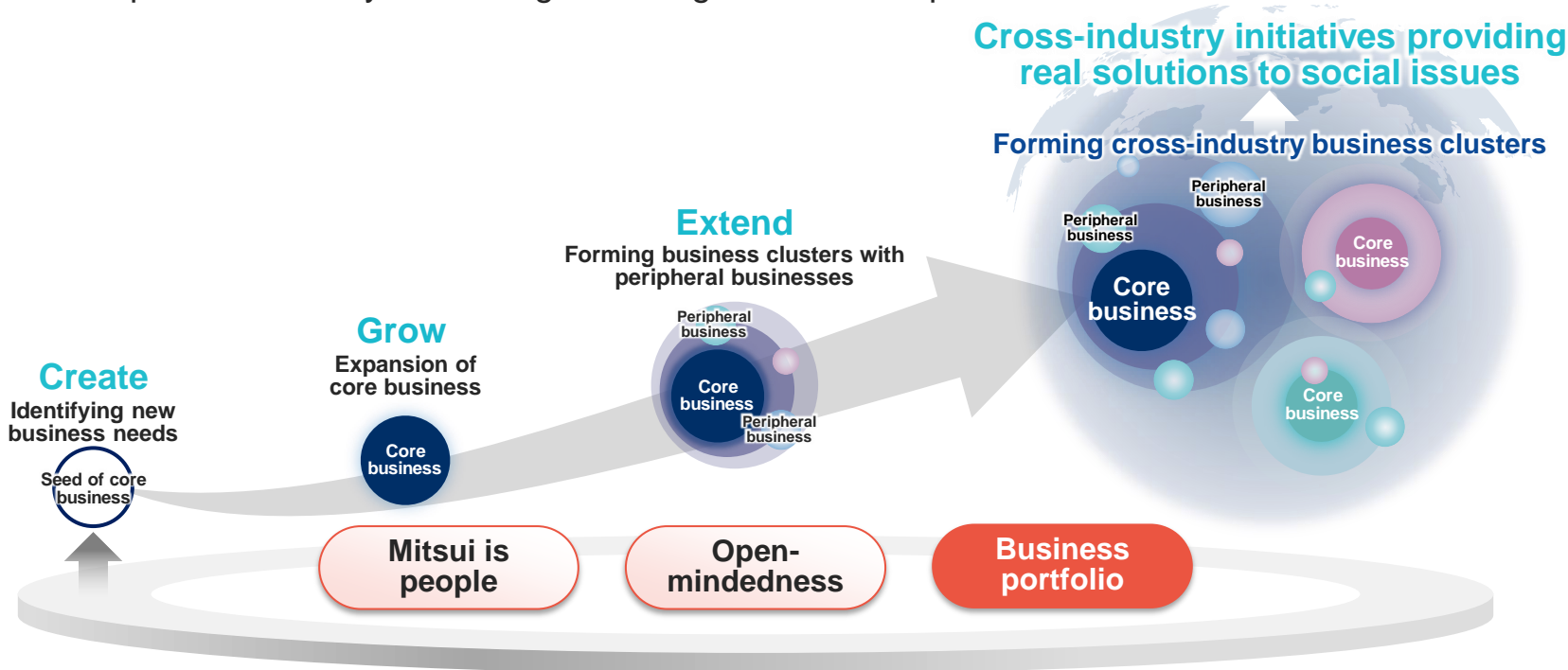
**Kenichi Hori**



**MITSUI & CO.**

# Our Value Creation and Business Model

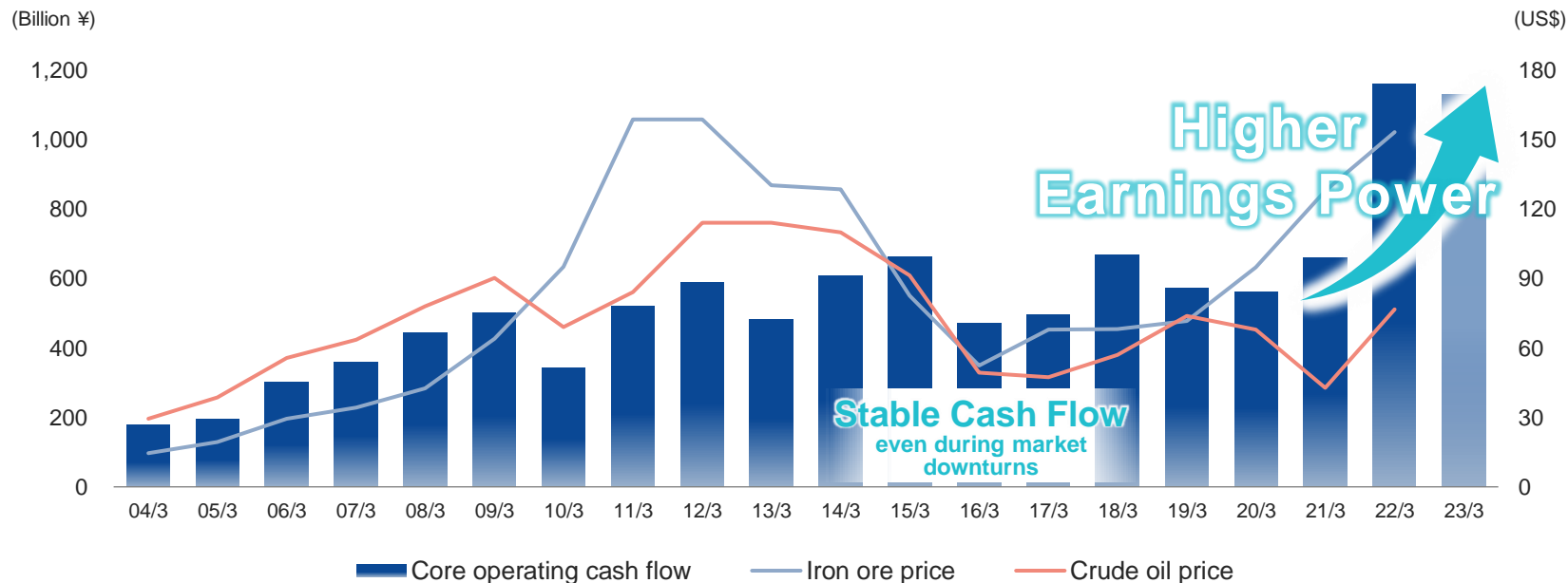
- ◆ Leverage existing business portfolio as foundation for new business
- ◆ Develop businesses by combining knowledge across multiple industries



# Summary

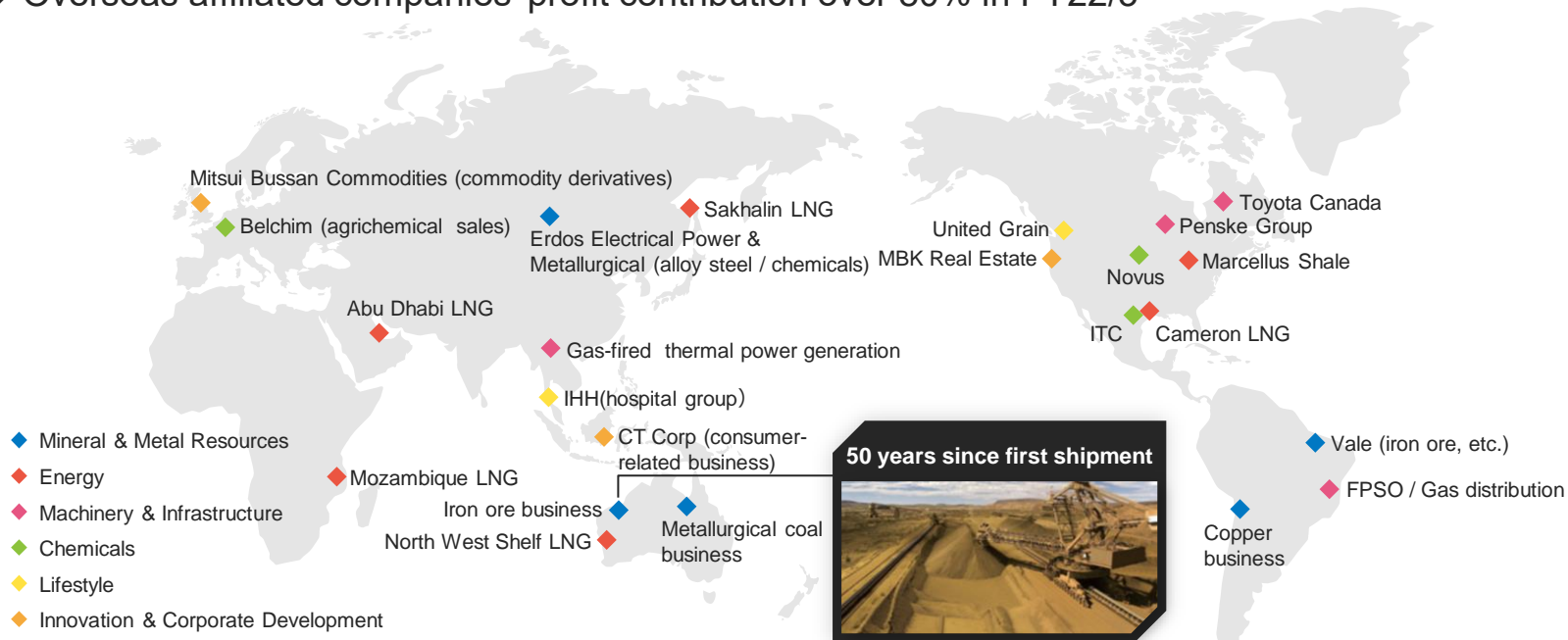
- ◆ Steady and consistent growth of earnings power, rising significantly of late

## Core Operating Cash Flow and Market Trends



# Global Diversification

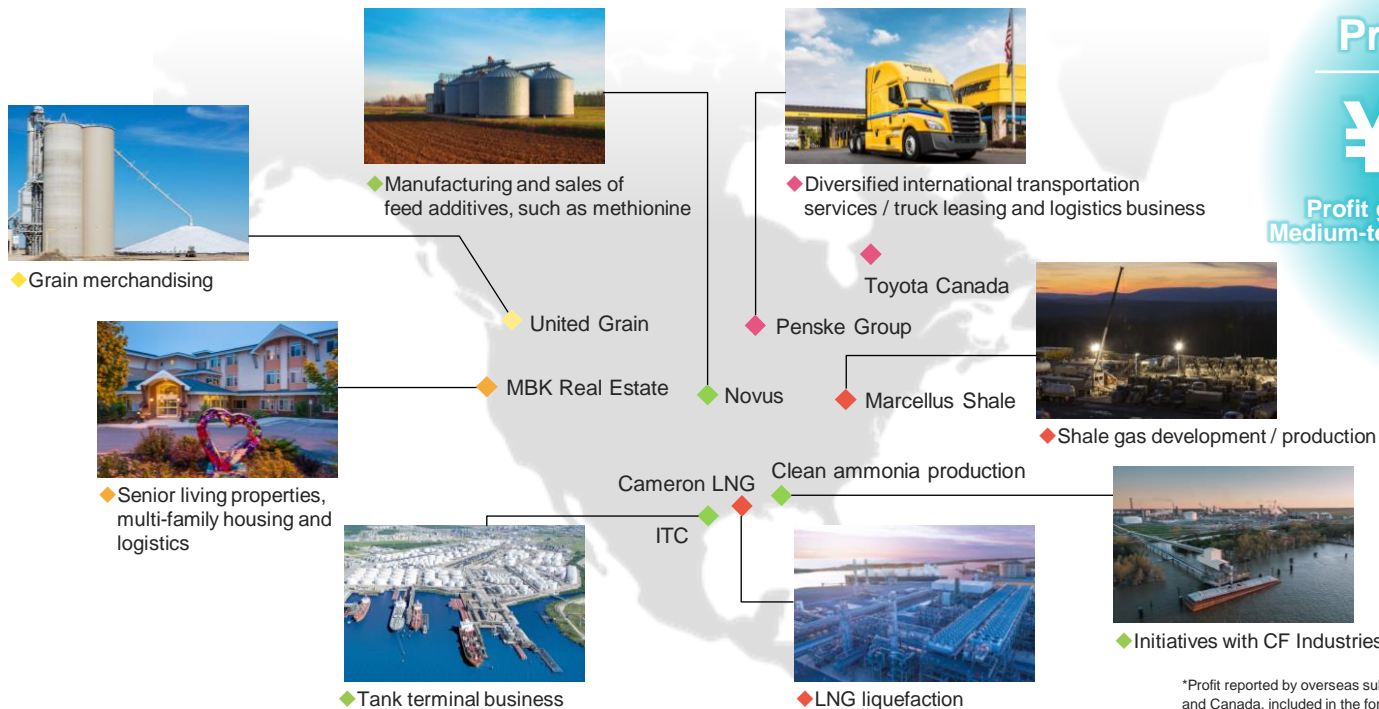
- ◆ Profitability stems from diverse business portfolio across multiple industries
- ◆ Global diversification is increasingly important in mitigating geopolitical risks
- ◆ Overseas affiliated companies' profit contribution over 80% in FY22/3\*



\*Profit reported by overseas subsidiaries and equity accounted investees

# North American Portfolio

- ◆ A wide spectrum of businesses, including automobiles, LNG, grain, feed additives, tank terminals, ammonia manufacturing, etc



Profit in FY23/3\*  
**¥220 bn**  
 Profit growth since the previous  
 Medium-term Management Plan period  
**500%**

\*Profit reported by overseas subsidiaries and equity accounted investees in the US and Canada, included in the forecast for FY23/3 (announced in November 2022)

Toward further improvement of corporate value (1)

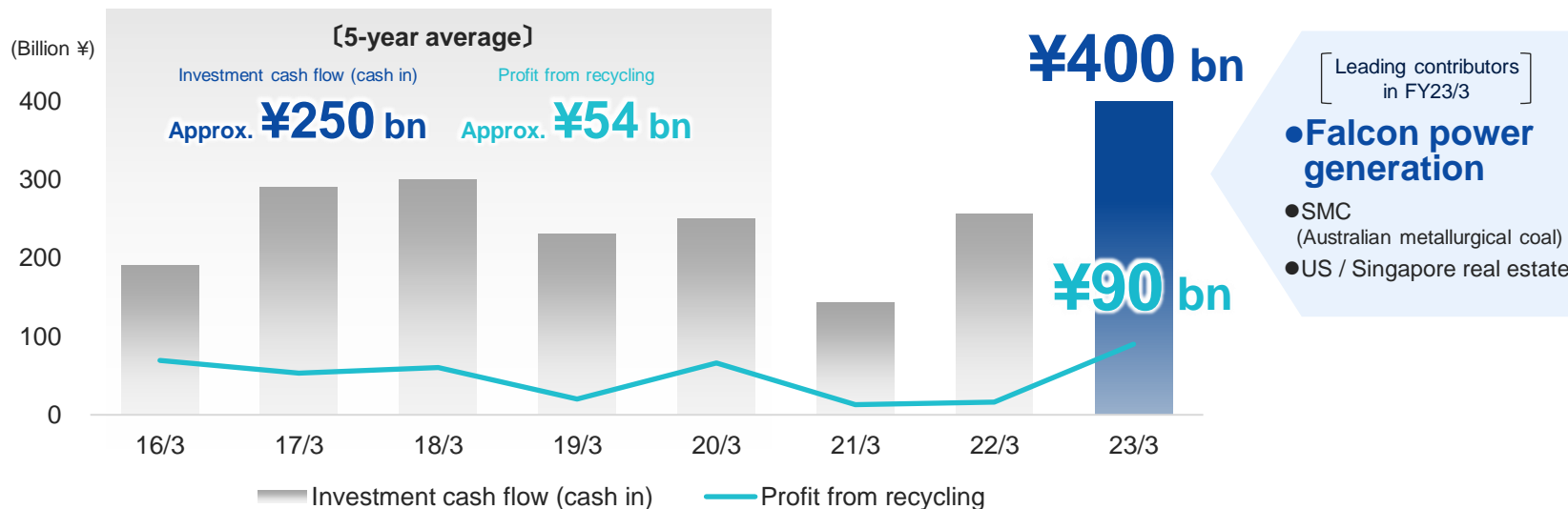
# Active Reallocation of Resources

## Investment & Monitoring

◆ Rigorous investment discipline ◆ Enhanced monitoring of executed investments

## Asset Recycling

Constant asset recycling →



# Active Reallocation of Resources

## Active Reallocation of Resources



Management reallocates **funds** from recycling **to growth investment across the group**

Securing stable supply of resources and materials, enhancement of functions

Deepening of Strategic Focus Areas

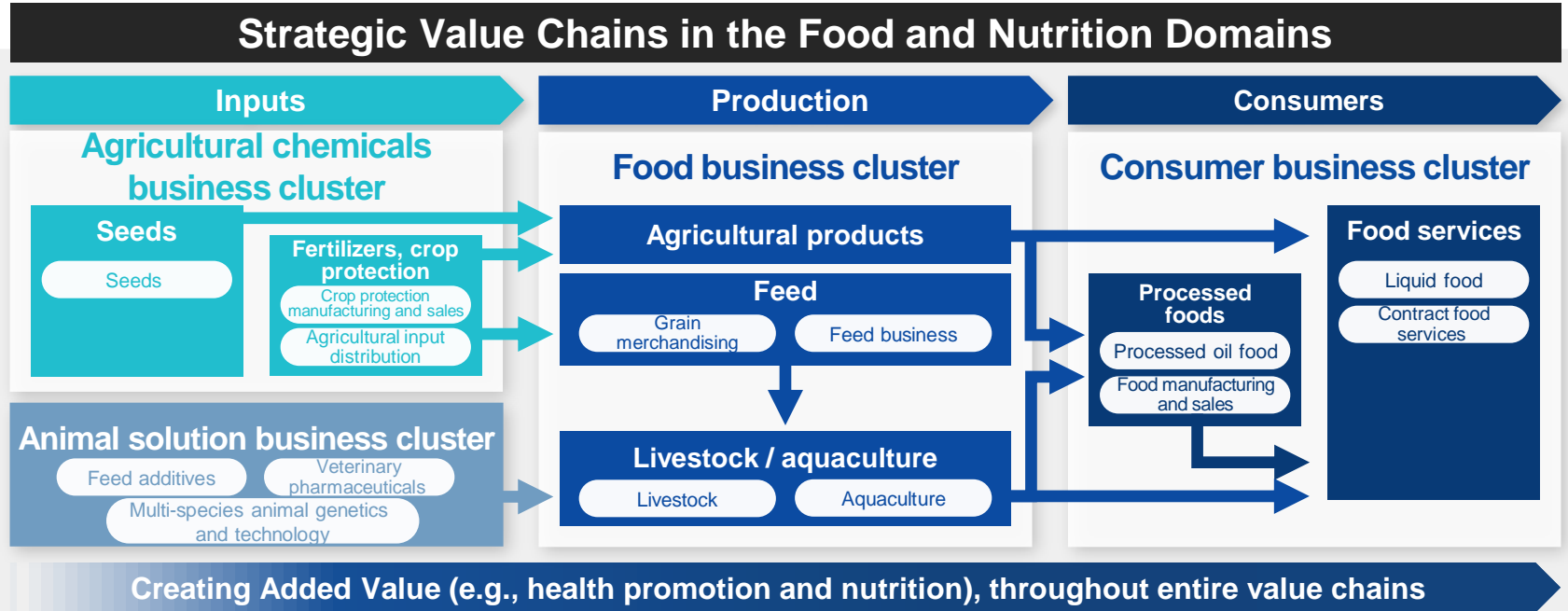


**Accelerated inter-group transfer of talent** across industrial and national boundaries

Global Talent Management System (Bloom) introduced

# Growth Investment

- ◆ We will provide added value to the established stable supply structures, such as the reduction of environmental impact, productivity improvements, health promotion, and responses to increasingly diverse needs

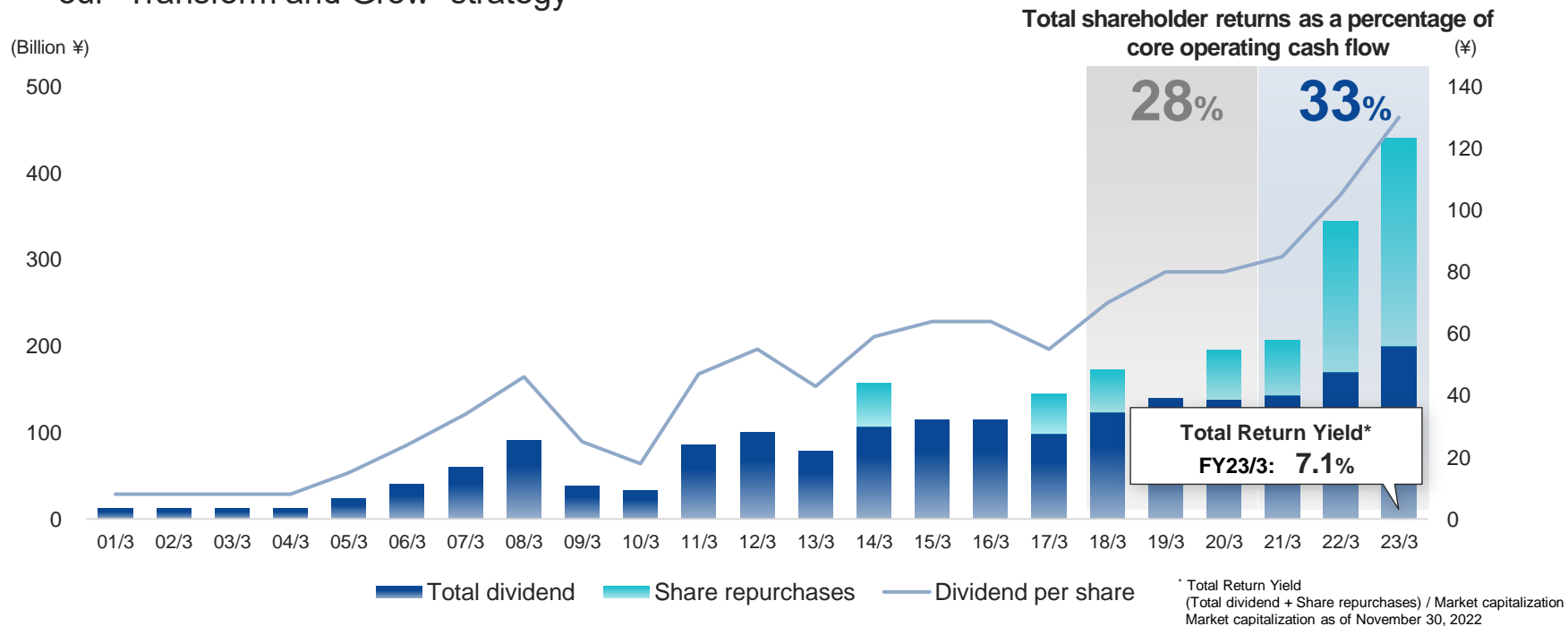




Toward further improvement of corporate value (3)

# Shareholder Returns

- ◆ Increased shareholder returns over the past 20 years, dividend CAGR of 15%
- ◆ We will continue to pursue both growth investments and shareholder returns through our “Transform and Grow” strategy



360° business innovation.



MITSUI & CO.