

Sustainable ROE Growth

Representative Director,
Senior Executive Managing Officer
CFO

Tetsuya Shigeta



Navigating a changing world

- Changes in the geopolitical environment
- Volatility in interest rates, exchange rates, and commodity prices
- Changes in supply chains

The need for solutions to social issues

- Stable supply of energy and resources
- Realization of a sustainable society (decarbonization, natural capital, human rights)
- Growing interest in healthcare and wellness

Continuous Enhancement of Base Profit

Driving forward *middle game* initiatives

- Strengthening of existing business
- *Repeatability* of track record

Business portfolio transformation

- Investments for growth in familiar areas of business and formation of business clusters
- Continuous business portfolio reconfiguration
- Realization of intrinsic value through strategic asset sales

Enhancement of base profit

Optimal allocation of management resources

- Prioritizing allocation of management resources to growth areas

©Cameron LNG

© QVC Japan, Inc

Track Record of Enhancing Base Profit

Mineral & Metal Resources Segment

- ◆ Sustainable growth achieved through volume expansion and investment in mining infrastructure
- ◆ Further reinforcement of earnings base through accumulation of high quality natural resource assets

	FY March 2014		FY March 2024
Mineral & Metal Resources Segment results	136.4 Bn JPY		335.1 Bn JPY
One-time gains and losses	-73.8 Bn JPY		-19.3 Bn JPY
Mineral & Metal Resources segment results (excluding one-time gains and losses)	210.2 Bn JPY		354.4 Bn JPY
Core Operating Cash Flow (COCF)	182.2 Bn JPY		409.1 Bn JPY
• Iron ore price	USD 121/MT		USD 119/MT
• Iron ore equity production	51 million tons		61 million tons

Improvement
of portfolio
quality

Improvements and restructuring

- Sims deconsolidation (2016)
- Vale and Valepar restructuring (2017)
- Caserones copper mine sale (2020)
- Moatize coal mine sale (2021)

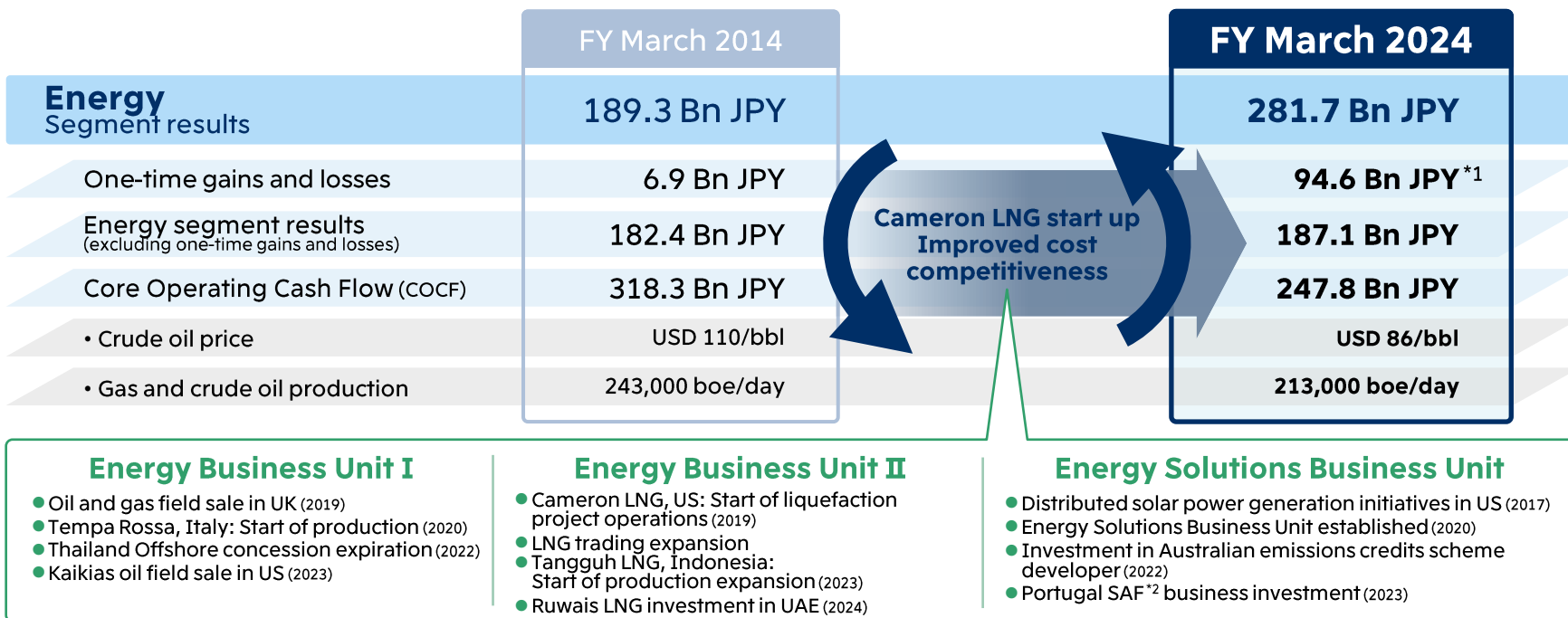
Expansion and strengthening

- BHP/Jimblebar, Western Ridge iron ore mines: Acquisition of interest (2013, 2021)
- Robe River JV: Completion of loading port expansion (2015)
- BHP/South Flank iron ore mine: Development decision (2018)
- Robe River JV: Decision to develop new mining area (2018)
- Collahuasi copper mine: Additional acquisition (2018, 2021)
- Erds EPMC business expansion (chemicals and ferroalloys)
- Strengthening of trading activities

Track Record of Enhancing Base Profit

Energy Segment

- ◆ Despite lower oil prices, improved portfolio quality through timely expansion of LNG business and trading
- ◆ Anticipating growth through smooth launch of projects such as Ruwais LNG and shift to next-gen fuels

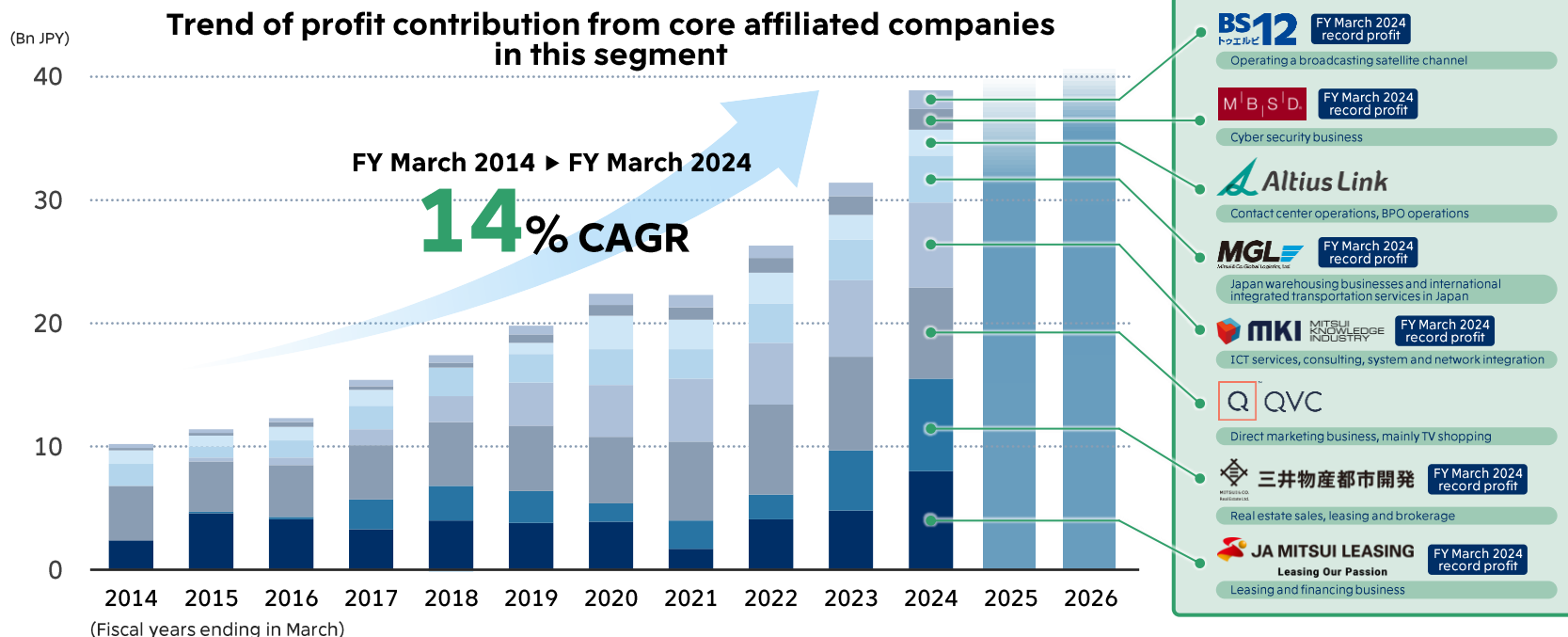


^{*1} Asset retirement obligations +50.7 Bn JPY, realization of foreign currency translation adjustment +37.3 Bn JPY, other factors ^{*2} Sustainable Aviation Fuel

Track Record of Enhancing Base Profit

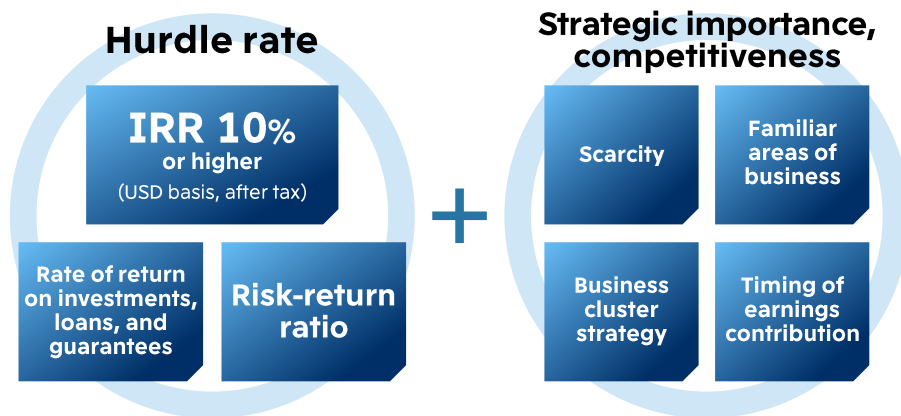
Innovation & Corporate Development Segment

- ◆ Driving forward *middle game* initiatives at core affiliated companies in Japan
- ◆ MITSUI KNOWLEDGE INDUSTRY (MKI, now wholly owned) constantly growing since takeover bid in FY March 2015
- ◆ Reproducible growth expected in core businesses, combining organic and inorganic growth



Investment Track Record

Review of investments and loans



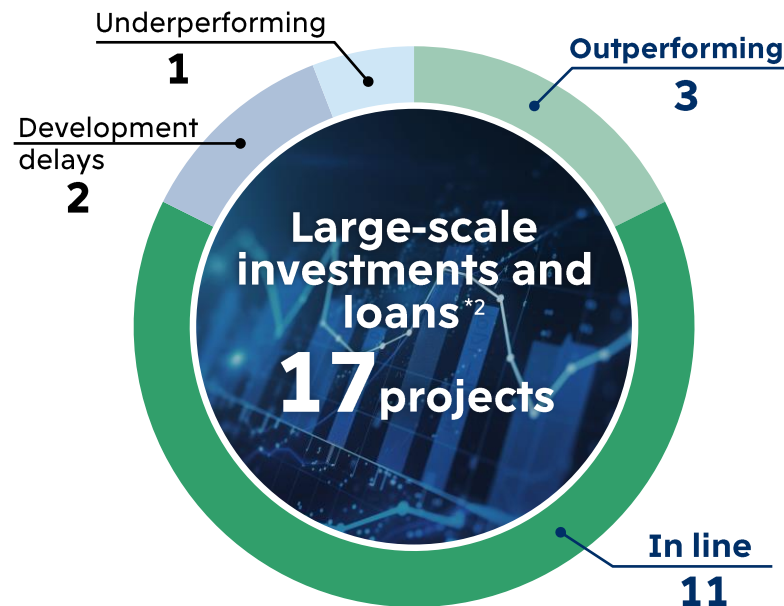
Meeting bodies and threshold per project

Board of Directors	Executive Committee	Council on Investment Proposals
Above 60 Bn JPY ^{*1}	Above 15 Bn JPY	Above 5 Bn JPY

^{*1} Changed from *above 40 Bn JPY* that was in place up until FY March 2022 to *above 60 Bn JPY* since FY March 2023

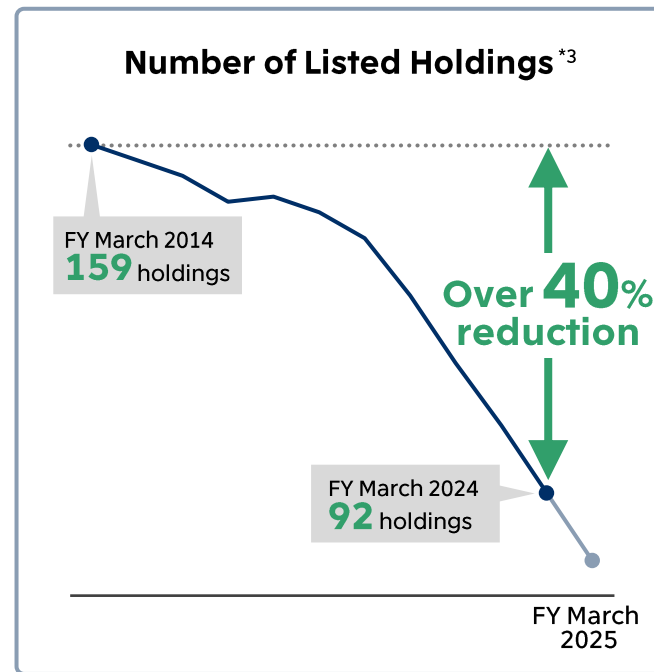
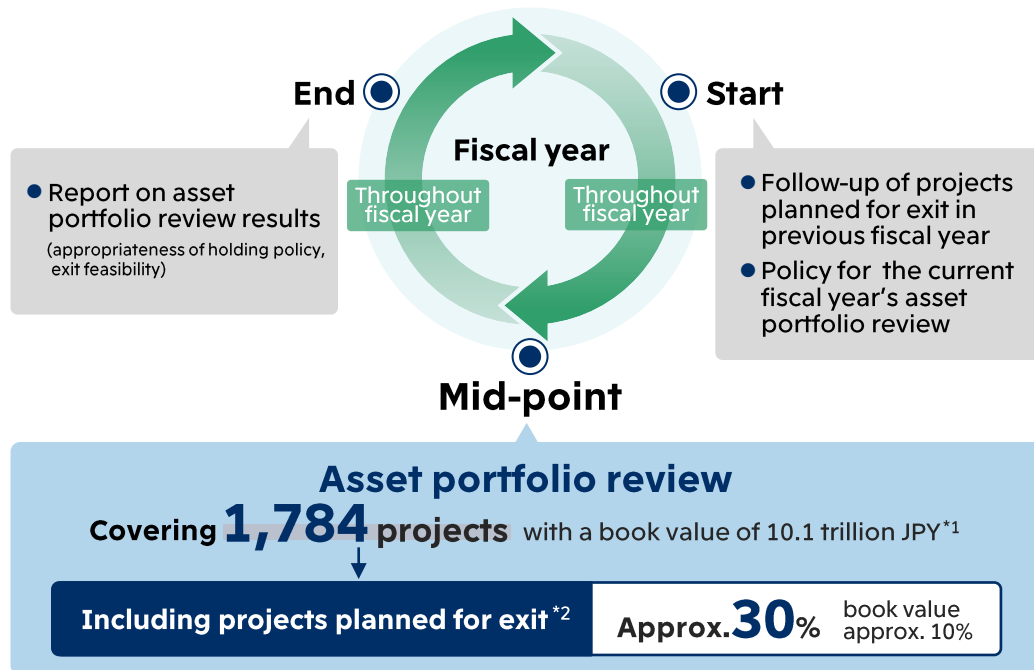
^{*2} Of the investments and loans made during Medium-term Management Plan 2020, 2023, and 2026, these 17 are projects that meet timely disclosure (including voluntary disclosure) requirements by the Tokyo Stock Exchange, as they are *above 40 Bn JPY*. Details of individual projects are stated in Appendix 1

Track record



Asset Portfolio Review: Supporting Cash Generation

Asset Portfolio Review

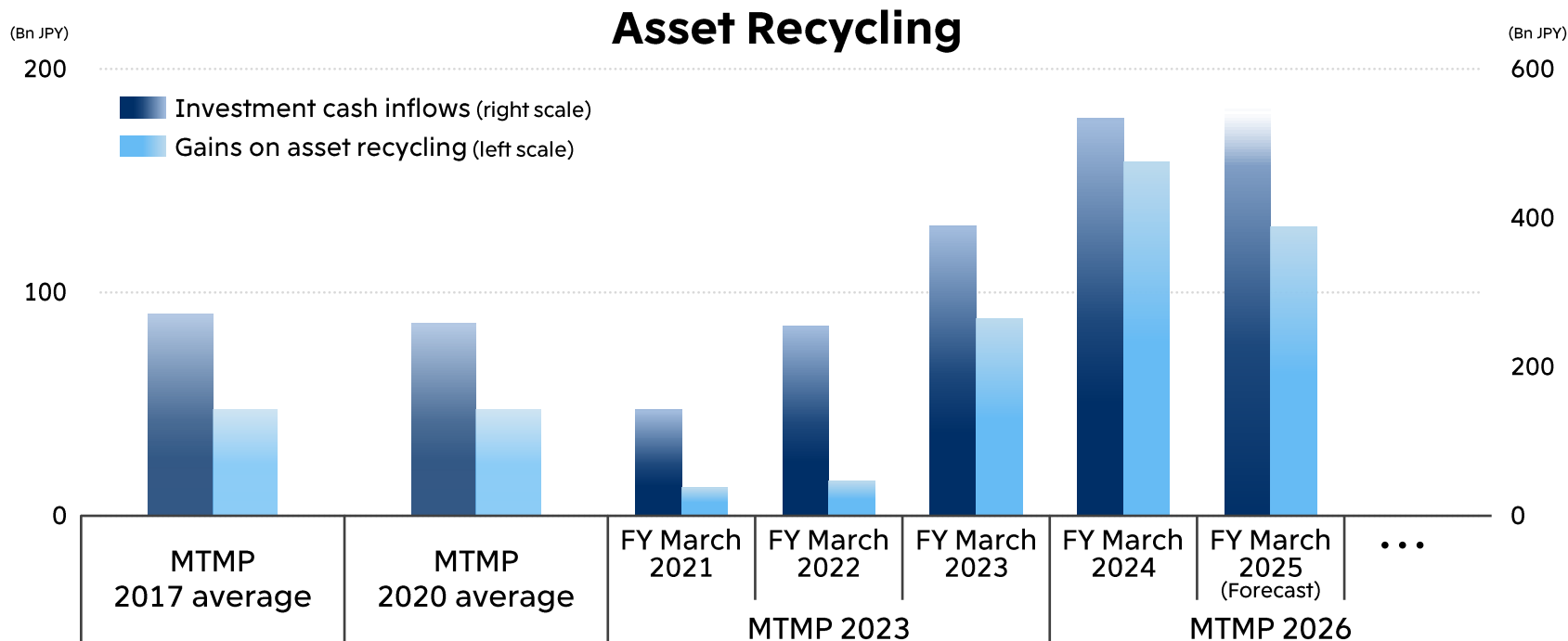


^{*1} Position as of end-FY March 2024 ^{*2} Projects planned for exit are subject to verification of the specific exit strategy and difficulty of withdrawal

^{*3} Listed holdings refer to general company holdings (excluding equity method investees) that are investments held for purposes other than pure investment. We do not hold any listed consolidated subsidiaries

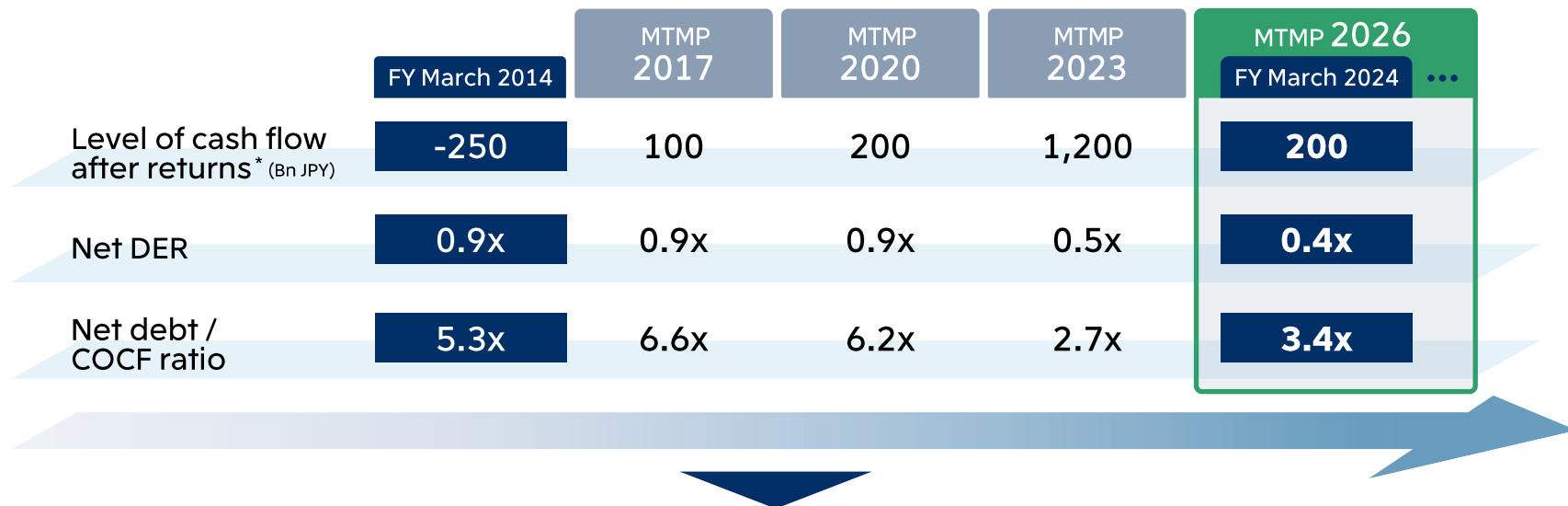
Track Record of Cash Generation

◆ Driving **Business Portfolio Transformation** through reallocation of management resources to growth areas



Strengthening of Financial Position

- ◆ Introduced a financial strategy of positive cash flow after shareholder returns since MTMP 2017
- ◆ Net DER decreased significantly from 0.9x to 0.4x, allowing flexibility in capital allocation



Established a financial base that enables a variety of options
Capital optimization in the medium to long term

* COCF and gains from asset sales minus investments and loans and shareholder returns

Conclusion

Enhancing base profit

- Driving forward *middle game* initiatives
- Transformation of business portfolio
- Optimization of management resource allocation
- Investment discipline

- ROIC-oriented management
- Business cluster formation in familiar areas of business^{*1}

Profitability enhancement

Optimal capital structure

- Balance sheet size
- Optimal leverage

- Continuous review of balance sheet

Stronger shareholder returns

- Shareholder returns ratio increase^{*2}
- Introduction of a progressive dividend

Continuous enhancement of ROE

- Dividend increases in line with growth of base profit
- Flexible share repurchases

^{*1} Pursuing growth while minimizing downside risks by strengthening business operations in fields in which we have expertise, or adjacent fields, and thereby forming business clusters

^{*2} Shareholder returns as a percentage of COCF

360° business innovation.



mitsui & co.

Appendix

Appendix 1: Track Record of Large-scale Projects (Since beginning of MTMP 2020)

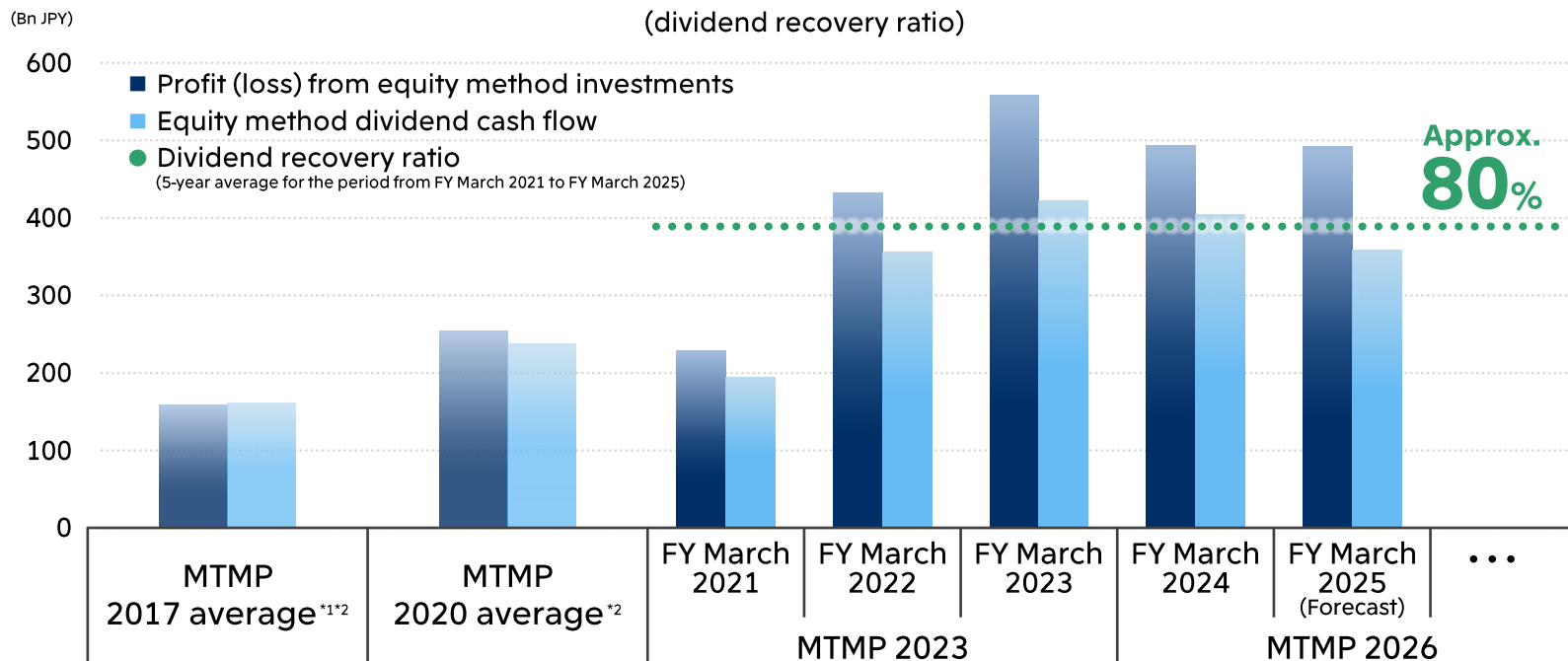
Announcement	Project ^{*1}	Investments, loans and guarantees (Bn JPY)	Contribution to profit ^{*2} (Bn JPY)	Vs. initial assumption	Current status
2017 Sep	<u>Additional acquisition of Penske Truck Leasing, USA</u>	139.7 ^{*3}	28.4	Outperforming	In operation
2018 Jan	<u>Investment in FPSO (floating production storage and offloading of oil and gas) MV 30-34 (5 instances in total)</u>	72.0	12.1	In line	In operation
2018 May	<u>Acquisition of 9 senior housing properties of MBK Real Estate, USA</u>	42.0	3.6 ^{*4}	In line ^{*4}	In operation (partially sold)
2018 Nov	<u>Additional acquisition of IHH Healthcare</u>	289.0 ^{*5}	20.1	Outperforming	In operation
2018 Oct	<u>Development of new mining area of Robe River Joint Venture (iron ore)</u>	56.1	Not disclosed	Outperforming	In operation
2019 June	<u>Mozambique LNG FID</u>	250.0 ^{*6}	Under development	Development delays	In force majeure declaration
2020 Dec	<u>TOB of AWE in Australia and Waitsia Gas Field Stage 2 FID</u>	79.0 ^{*7}	Under development	Development delays	Preparing for start of production
2021 Apr	<u>Underwriting of convertible bonds issued by the holding company of CT Corp. in Indonesia</u>	100.0	7.1	In line	Preparing for listing
2021 Oct	<u>Additional acquisition of Mitsui Oil Exploration</u>	71.6	16.6 ^{*8}	In line	In operation
2022 Mar	<u>Investment in Mainstream Renewable Power</u>	79.8	-34.4	Underperforming	Under reconstruction
2023 Feb	<u>Additional acquisition of shares in Aim Services, a domestic food service business</u>	58.8	2.6	In line	In operation
2023 May	<u>Management integration into Altius Link</u>	60.4	2.1	In line	PMI phase 2
2023 June	<u>Investment in Nutrinova, a European functional food ingredients company</u>	66.0	1.3 (six months)	In line	Completed PMI
2023 Aug	<u>Investment in IPSP, a shrimp farming company in Ecuador</u>	54.2	Starting in FY Mar 2025	In line	PMI underway
2023 Sep	<u>FID for Hai Long Offshore Wind Power Project in Taiwan</u>	170.0	Under development	In line	Under development
2024 Mar	<u>Vietnam Block B Gas Field FID</u>	100.0 ^{*9}	Under development	In line	Under development
2024 Jul	<u>Investment in UAE Ruwais LNG / FID</u>	88.0 ^{*10}	Under development	In line	Under development

^{*1} Investments and loans for which timely disclosure was made, of which investments, loans, and guarantees value was over 40 Bn JPY ^{*2} Amount of contribution to Mitsui's consolidated earnings for FY March 2024
^{*3} Initial investment in 2015 (20% acquisition, 91.4 Bn JPY investment) and additional investment (10% acquisition, 48.3 billion investment) ^{*4} The properties are included in the overall portfolio of MBK Real Estate in the US (63 properties), and are being managed and operated as a real estate buy, develop, and sell model. Contribution to profit and vs. initial assumption refer to the current overall situation of MBK Real Estate ^{*5} The net amount of the initial investment of 90.7 Bn JPY in FY March 2012, the partial sale of 24.9 Bn JPY in FY Mar 2017, and the additional investment of 223.2 Bn JPY in FY March 2019 ^{*6} Total project cost of approx. 23 Bn USD, with Mitsui E&P Mozambique stake 20%. Mitsui's stake in Mitsui E&P Mozambique is approx. 50%. Includes the amount of guarantees provided for project finance ^{*7} The total of 49.3 Bn JPY for the TOB of AWE and FID of 29.7 Bn JPY investment and loan amount ^{*8} Additional acquisition of approximately 26% included in the results for FY March 2024. Also includes one-time gains. ^{*9} Includes a portion of Mitsui's stake in JOGMEC ^{*10} The EPC contract amount, which accounts for the majority of the investment and loan amount. Other expenses are expected to be incurred separately

Appendix 2: Dividend Income from Equity Method Investees

Profit (loss) from equity method investments and equity method dividend cash flow

(dividend recovery ratio)



^{*1} MTMP 2017 and MTMP 2020 are three-year averages for each respective period. ^{*2} FY March 2016 has been excluded from calculations due to recording of a net loss from equity investments.