Mitsui & Co. Investor Day 2025

Substantial Growth Toward 2030

MITSUI & CO.

Representative Director,
President and Chief Executive Officer

Kenichi Hori

Strengthening Base Profit through Three Initiatives

MTMP* 2026

Trading ×
Investment

Middle Game
Initiatives

Investments
for growth
&
Asset
reconfiguration

* Medium-term Management Plan

Enhancement of Base Profit Progressing as Planned

(bn JPY)

Base profit

+170

Strengthening existing businesses

+75

Efficiency improvements, turnarounds

+40

New businesses

+55

Expecting to achieve target

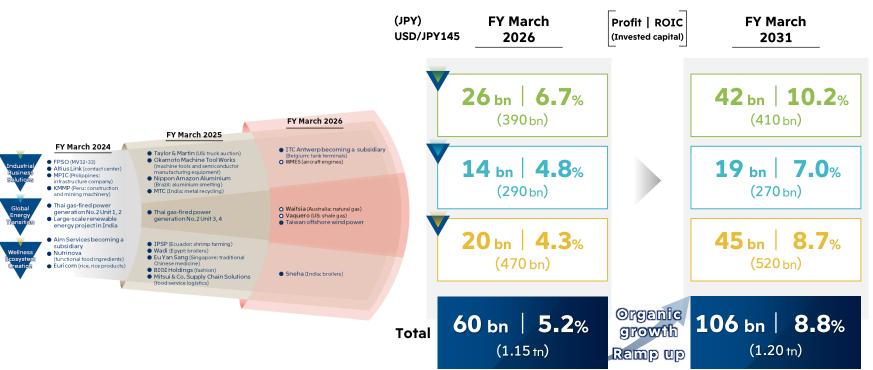
USD/JPY130

New Investments Earnings Contribution and Organic Growth

FY March 2026 FY March 2025 FY March 2024 ITC Antwerp becoming a subsidiary Taylor & Martin (US: truck auction) (Belgium: tank terminals) Okamoto Machine Tool Works FPSO (MV32·33) WMES (aircraft engines) Industrial (machine tools and semiconductor Altius Link (contact center) manufacturing equipment) Business MPIC (Philippines: Nippon Amazon Aluminium Solutions infrastructure company) (Brazil: aluminium smelting) KMMP (Peru: construction) MTC (India: metal recycling) and mining machinery) Thai gas-fired power Global Waitsia (Australia: natural gas) generation No. 2 Unit 1, 2 Thai gas-fired power Energy Vaguero (US: shale gas) Large-scale renewable generation No. 2 Unit 3, 4 Transitiดัก Taiwan offshore wind power energy project in India Aim Services becoming a IPSP (Ecuador: shrimp farming) subsidiary Wadi (Egypt: broilers) Wellness Nutrinova Eu Yan Sang (Singapore: traditional Ecosystem (functional food ingredients) Chinese medicine) Euricom (rice, rice products) ©reation BIGI Holdings (fashion) Sneha (India: broilers) Mitsui & Co. Supply Chain Solutions (food service logistics) Investment executed, contribution to earnings started Investment executed, before contribution to earnings (as of Dec 3, 2025)

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New Investments Earnings Contribution and Organic Growth



- Investment executed, contribution to earnings started
- O Investment executed, before contribution to earnings (as of Dec 3, 2025)

Profitability and invested capital figures are limited to projects that have already started earnings contribution during MTMP 2026

Large-scale Projects*1 Will Start Generating Cash



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*1 Projects for which investment decisions have been made *2 Core Operating Cash Flow

Toward the Next MTMP

Enhanced
3 Key
Strategic
Initiatives

Path to
Next Level
through
sustainable
growth

Agile
Capital
Allocation

3 Key Strategic Initiatives:

From Conviction to Expansion

Diversification Key Strategic Initiatives 2.0 Industrial Timeline Business Solutions Wellness Global Energy Ecosystem Transition Creation

Global

Elevation of Cash Generation through Growth Drivers



Sustainable growth

Next Level of Earnings Base
Further Enhancement of ROE

New investments for growth

Organic growth

MTMP 2026 Earnings Base

Roadmap for 2030

Capital Allocation

MTMP 2026 original plan (Cumulative 3 years)

MTMP 2026 forecast (Cumulative 3 years)

Cash inflows

(tn JPY)

3.6

COCF

Asset recycling

2.7

0.9

Allocation

Investments

returns 0.8

Shareholder Management Allocation

1.1

Cash inflows

+0.8

COCF

Asset recycling

Against plan

Allocation

Investments

over 3.2 (+1.5)

Shareholder returns

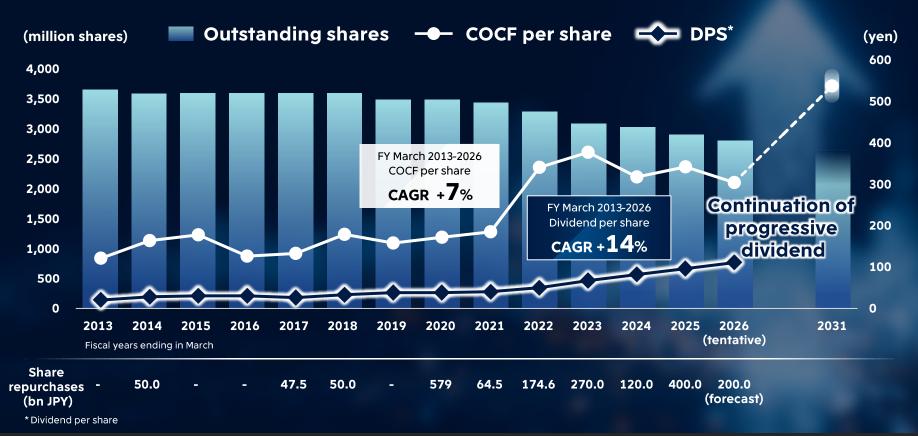
over 4.8 (+2.3)

Added from BS +0.4

Effect of Share Repurchases and Cancellations



Growth of Per Share COCF and Dividends



360° business innovation.

