Disclosure Based on TNFD Recommendations

MITSUI & CO., LTD.

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Contents

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Disclosure Policy

In March 2025, Mitsui declared its support for the Taskforce on Nature-related Financial Disclosures (TNFD), and registered as a "TNFD Adopter". In accordance with the recommendations of the TNFD and as a responsible company operating globally, we actively promote information disclosure with an awareness of stakeholder expectations.

General Requirements

The general requirements for this disclosure are as follows.

1. Application of materiality

   Based on the concept of double materiality*, we disclose information related to nature by considering two aspects: the financial impact of nature-related issues on Mitsui (financial materiality), and Mitsui's effect on nature (environmental and social materiality).

   * The concept of considering importance from two perspectives: the financial impact of the environment and society has on a company, and the impact of corporate activities on the environment and society.

2. Scope of disclosures

   Given the global and diverse nature of our business operations, we first conducted a high-level assessment of the dependencies and impacts across the entire value chain of our business operations. Based on this, we then carried out a detailed analysis of dependencies, impacts, risks, and opportunities based on the LEAP approach for the following three business segments with significant dependencies and impacts: "Development and Mining of Mineral and Metal Resources," "Desalination," and "Crop Protection and Agri-inputs." For "Development and Mining of Mineral and Metal Resources" and "Desalination," the analysis focused on direct operations, while for the "Crop Protection and Agri-inputs," the analysis covered the entire value chain. Additionally, we evaluated priority regions based on the criteria outlined in the TNFD guidance, targeting 522 key business sites and assets across our Group.

3. Location of nature-related issues

   We recognize the importance of considering information about locations that interact with nature when assessing our dependency and impact on it, as well as risks and opportunities. Therefore, we have evaluated priority regions based on location information for our 522 major business sites and assets, and assessing our dependency, impact, risks, and opportunities using the LEAP approach as a reference.

4. Integration with other sustainability-related disclosures

   We recognize that social issues are diverse, including climate change, natural capital, and human rights, and that they are interrelated and sometimes difficult to resolve. For this reason, we will help to achieve a sustainable society by leveraging our functions as a global investment and trading company to the fullest extent, collaborating proactively with various stakeholders, and creating value in a manner unique to Mitsui. In considering and promoting initiatives related to nature-related issues, we will also take action based on their relationships with other issues.

5. The time horizons considered

   In this disclosure, short-term is defined as 0 to 1 year, medium-term as 1 to 10 years, and long-term as 10 to 30 years.

6. Engagement with indigenous peoples, local communities and affected stakeholders
   We value our involvement and dialogue with society. For this reason, we ascertain the impact our diverse and global business activities have on natural capital and society, identify and recognize the relevant stakeholders, and then engage in dialogue with them.

Governance

Governance Structure for Natural Capital Response

We have identified "Create a community coexisting with nature" as one of our material issues for our business management (Materiality), and regard natural capital as a key issue in our management. Under the supervision of the Board of Directors, we have established a governance framework for nature-related issues centered on the Sustainability Committee, a subordinate organization under the Executive Committee. Furthermore, in advancing our contributions to nature-positive outcomes through our business activities, we engage in dialogue with all stakeholders who may be indirectly affected by how our operations and supply chains impact nature. Based on our Human Rights Policy, we respect the rights of indigenous peoples and local communities, and aim to realize sustainability for both society and our company.

Sustainability Committee

We regard natural capital as a key issue in our sustainability management, along with climate change and business and human rights. The Sustainability Committee, which works under the Executive Committee, plans, formulates and provides proposals on basic management policies, business activities, and corporate policies and strategies related to natural capital, including the assessment of nature-related dependencies, impacts, risks, and opportunities. The Sustainability Committee is structured so that its activities are appropriately supervised by the Board of Directors, which is composed of members with expertise and experience in environment/society. Matters discussed by the Sustainability Committee are regularly discussed and reported to the Executive Committee and the Board of Directors.

Officer in Charge	Representative Director, Senior Executive Managing Officer, Chief Strategy Officer (CSO), Chairperson of the Sustainability Committee
Administrative Office	Corporate Sustainability Div., Corporate Planning & Strategy Div.

Please refer to the links below for more information on Mitsui's Sustainability Management Framework and the activities of the Sustainability Committee.

Our Approach to Sustainability: Sustainability Governance and Oversight

Our Approach to Sustainability: Sustainability Committee Details

Natural Capital-Related Discussions

There were 6 major natural capital-related discussions by the Sustainability Committee over the past three years.

FY March 2023

- Report on Natural Capital (Biodiversity/Water Resources) Progress and Our Response Plan
- Report on Our Policy for Natural Capital

FY March 2024

- Report on Natural Capital: Report on Risk and Opportunity Identification and LEAP Analysis*1
- Report on Natural Capital: LEAP Analysis Results and Their Utilization/Japanese OECM*2 Site Registration Policy in Mitsui's Forests

*1 The processes of Locate, Evaluate, Assess, and Prepare to identify and assess nature-related issues.

*2 Please refer to the links below for more information.

Japan's 30by30 Roadmap / Ministry of the Environment

FY March 2025

- Report on Policy for Natural Capital Initiatives
- Deliberations on Adopting TNFD Recommendations

Sustainability Advisory Board/Collaboration with External Experts

We have established a Sustainability Advisory Board, which is composed of external experts with knowledge of environmental and social issues including natural capital, and utilizes information and advice provided by its members in deliberations by the Sustainability Committee. In addition to Sustainability Advisory Board members, we also engage in communication with external experts to help ensure that we appropriately address climate change.

Our Approach to Sustainability and Management Framework: Sustainability Advisory Board

Disclosure for FY 3/2025 Evaluation of the Effectiveness of the Board of Directors: Reports to the Board (P5)

Notice of the 106th Ordinary General Meeting of Shareholders: Skill Matrix for Board Members (P27)

Mitsui & Co.'s Stakeholders

We emphasize interacting with and engaging in dialogue with society. For this reason, we carefully assess the effects of our diverse and global business activities on natural capital and society, and identify and acknowledge stakeholders of particular interest.

In particular, we are committed to the development of relationships based on mutual trust with a diverse range of stakeholders, including local communities, business partners and consumers, NPOs and NGOs, employees, shareholders and investors, and government bodies, through proactive information disclosures and regular dialogue with our stakeholders.

Through interactive communication with stakeholders, each of Mitsui's employees and officers is endeavoring to acquire an understanding of what society expects from and requires of Mitsui, and thereby contribute to realizing a sustainable society. Please refer to the links below for more information on Mitsui & Co.'s Stakeholders.

Human Rights Policy

As we conduct business globally in many countries and regions around the world, we recognize that we must make efforts to respect human rights not only within our own operations but also across our supply chain, particularly those of indigenous peoples and local communities who are closely tied to natural capital. We regard respect for human rights in alignment with international standards as the foundation of our sustainability management. To date, we have continued to emphasize respect for human rights in both the Mitsui & Co. Group Conduct Guidelines and our Business Conduct Guidelines for Employees and Officers of Mitsui & Co. and we have implemented various initiatives. Recognizing the growing importance of respecting human rights in corporate activities, we established our Human Rights Policy in August 2020.

Human Rights：Human Rights Policy

Human Rights：Human Rights Due Diligence

Respecting Indigenous

Peoples When conducting operations, we comply with all laws of the applicable country or region, and strive to respect the human rights and cultures of indigenous people in each country and region in accordance with international standards, such as the United Nations Declaration on the Rights of Indigenous Peoples, the Convention Concerning Indigenous and Tribal Peoples in Independent Countries (ILO Convention: C169), and the principle of "free, prior and informed consent (FPIC)". For example, the operations of our forest resource business in Australia are guided by respect for the traditional rights of the indigenous peoples. We have ensured accountability by obtaining certification (FSC® -C107463), which requires regular audits by third-party certification bodies. This certification is based on 10 major principles, including respect for the traditional rights of indigenous peoples. There are stringent audits covering such aspects as whether or not Mitsui's management of business operations gives consideration to traditional indigenous rights, and whether or not measures are taken to prevent damage to significant cultural sites, etc. In addition, Mitsui Australia, in cooperation with its consolidated subsidiaries in Australia, is engaged in a range of initiatives to ensure respect for the rights of indigenous people in Australia. These include not only business activities, but also training for employees, Acknowledgement of Country (a statement of respect for indigenous peoples) at major events and meetings, and the planning of new initiatives through regular information exchanges among staff from each branch and subsidiary in Australia.

In Japan, 75 of Mitsui's Forests have obtained FSC® certification (FSC®-C057355) and we conduct forest management respecting the traditions and culture of indigenous people. In Hokkaido, where a part of Mitsui's Forests is located, Mitsui has entered into agreements with the Biratori Ainu Association and with the town of Biratori to cooperate in activities to protect and pass on traditional indigenous culture through the conservation of forests.

Human Rights: Respecting Indigenous Peoples

Strategy

We recognize natural capital as a key issue in our sustainability management. Based on the TNFD recommendations, we are advancing the integration of nature-related issues into our strategy, promoting initiatives, and preparing for disclosure. As a first step, we referred to the TNFD LEAP approach to gain an overview of dependencies and impacts across our entire business portfolio, and conducted an analysis of dependencies, impacts, risks, and opportunities in three selected business areas (metal resource development and mining, desalination, and crop protection and agri-inputs), taking into account the assessment of priority areas for each.

Outline of Nature-related Dependency and Impact

Scoping

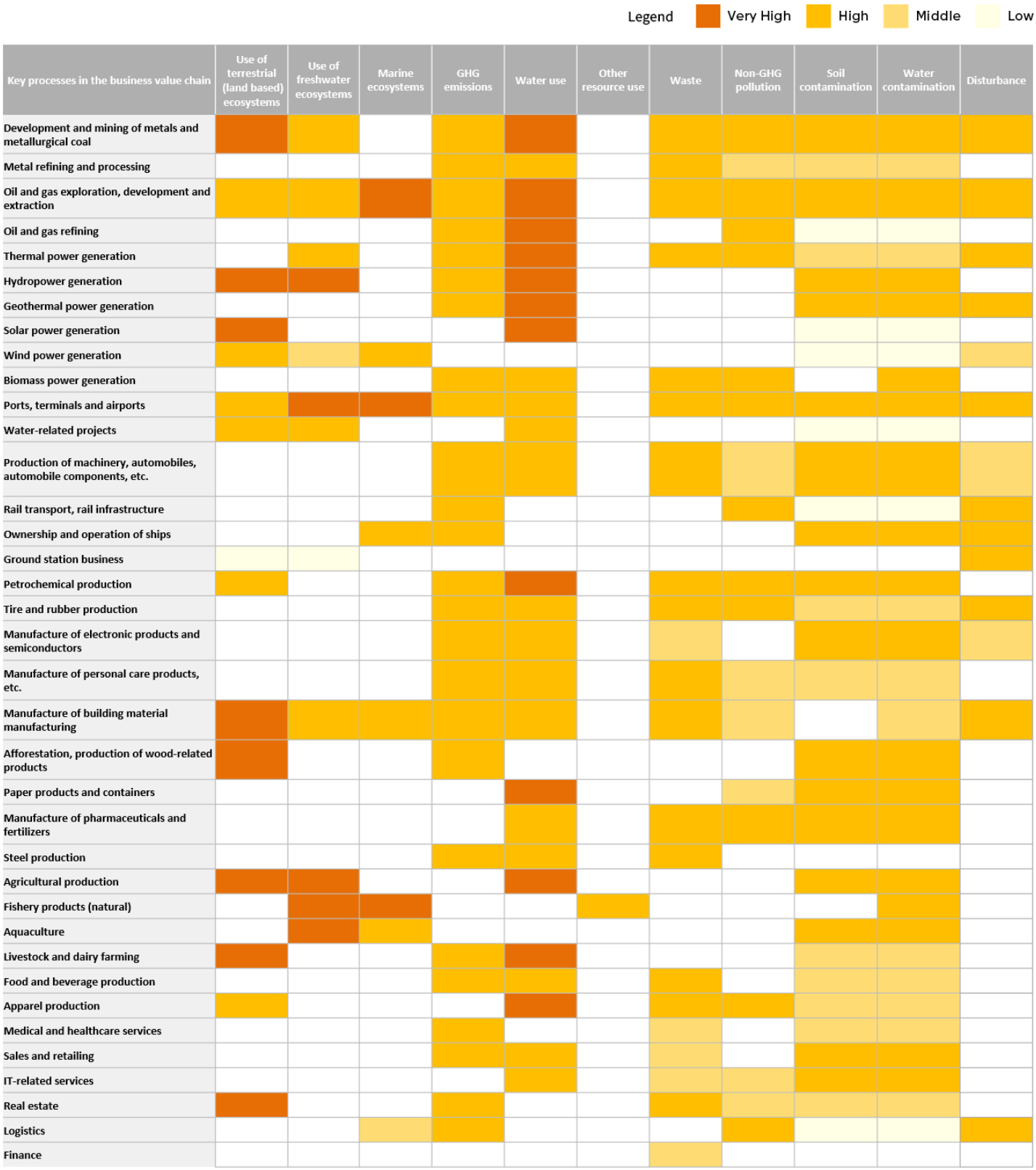
Given the global and diverse nature of our business operations, we utilized the international analysis tool ENCORE* to understand the relationship between each business sector and nature. We assessed the content and significance of nature-related dependencies and impacts across our business sectors, took a comprehensive view of the entire value chain in which we are involved, and organized the findings in the form of dependency and impact heatmaps.

* An online tool jointly developed by the United Nations Environment Programme, the Natural Capital Finance Alliance (UNEP-NCFA), and other organizations, with the aim of understanding the extent of nature-related dependency and impact of private companies.

Dependency Heat Map

Key processes in the business value chain	Ecosystem services										
	Provisioning services			Regulating & maintenance services							
	Water supply		Biomass, genetic material, etc.	habitat maintenance Pollination Soil quality	Water quality maintenance Pollution and waste remediation	Noise attenuation	Water flow regulation	Climate regulation	Flood and storm mitigation	Soil and sediment retention	Biological control
	Surface water	Groundwater	Genetic materials	Maintain nursery habitats	Ventilation	Mediation of sensory impacts	Water flow maintenance	Climate regulation	Flood and storm protection	Mass stabilisation and erosion control	Pest control
Development and mining of metals and metallurgical coal											
Metal refining and processing											
Oil and gas exploration, development and extraction											
Oil and gas refining											
Thermal power generation											
Hydropower generation											
Geothermal power generation											
Solar power generation											
Wind power generation											
Biomass power generation											
Ports, terminals and airports											
Water-related projects											
Production of machinery, automobiles, automobile components, etc.											
Rail transport, rail infrastructure											
Ownership and operation of ships											
Ground station business											
Petrochemical production											
Tire and rubber production											
Manufacture of electronic products and semiconductors											
Manufacture of personal care products, etc.											
Manufacture of building material manufacturing											
Afforestation, production of wood-related products											
Paper products and containers											
Manufacture of pharmaceuticals and fertilizers											
Steel production											
Agricultural production											
Fishery products (natural)											
Aquaculture											
Livestock and dairy farming											
Food and beverage production											
Apparel production											
Medical and healthcare services											
Sales and retailing											
IT-related services											
Real estate											
Logistics											
Finance											

Impact Heat Map



Based on the significance and substance of the dependency and impact organized in the heatmap above, and further by considering the amount of capital invested in the business and the size of its revenue (sales), the following ten businesses were identified as important nature-related businesses.

- 4 businesses with significant nature-related dependencies: Crop protection and agri-inputs; forestry, production of wood-related products; livestock and dairy farming; and aquaculture.

- 6 businesses with significant nature-related impacts: Development and mining of mineral and metal resources; oil and gas exploration, development, extraction and production; ports and terminals; thermal power generation; petrochemical production; and production of machinery, automotives, automotive components, etc.

10 businesses were identified in accordance with nature-related risks and opportunities based on the TNFD guidance, and their risks and opportunities were organized as follows.

High dependency			
Business	**Categories of risks and opportunities**		**Risks and opportunities**
Crop protection and agri-input	Physical Risks	Acute/Chronic	Decrease in crop productivity due to climate change, extreme weather, weather-related disasters, water shortages, pests and diseases, deterioration of soil quality, etc.
	Transition Risks	Policy & Legal	Increased response costs due to strengthened nature-related policies, such as the expansion of protected areas toward 30by30
		Market/Technology	Increased response costs and market share fluctuations due to growing customer demand for sustainable agricultural products and traceability
	Opportunities	Resource Efficiency	Improving productivity and water use efficiency through sustainable farming techniques, irrigation techniques, and improved water management
		Products & Services	Increasing demand for agriculture-related solutions such as regenerative agriculture and plant factories
		Market	Capturing demand for sustainable agricultural products
Forestry, production of wood-related products	Physical Risks	Acute/Chronic	Deterioration of forest environment and decrease in forest productivity due to extreme weather and climatic conditions, water shortages, occurrence of pests and diseases, forest fires, weather-related disasters, etc.
	Transition Risks	Policy & Legal	Impact on forest management due to changes in nature conservation regulations
		Market/Technology	Increased response costs and market share fluctuations due to growing customer demand for sustainable wood and traceability
	Opportunities	Reputation	Improving brand image through forest management, including the protection of public benefits of forests and the preservation of local culture and traditions
		Market	Capturing demand for sustainable wood Growing demand for the use of wood and wood-based materials as renewable natural materials
Livestock and dairy farming	Physical Risks	Acute/Chronic	Decrease in productivity due to climate change, extreme weather, water shortages, disease outbreaks, weather-related disasters, etc.
	Transition Risks	Policy & Legal	Increased response costs due to strengthened nature-related policies and regulations
	Opportunities	Resource Efficiency	Reducing resource consumption and production costs through improved feed and water efficiency
		Technology	Improving sustainability through the introduction of technologies for soil conservation and biodiversity conservation
		Market	Capturing demand for sustainable livestock products
Aquaculture	Physical Risks	Acute/Chronic	Decrease in productivity due to rising water temperatures, disease outbreaks, eutrophication, and deterioration of water quality
	Transition Risks	Policy & Legal	Decreased productivity and increased response costs due to increased protected areas toward 30by30 and tighter water quality regulations

High dependency			
Business	**Categories of risks and opportunities**		**Risks and opportunities**
		Market/Technology	Increased response costs and market share fluctuations due to growing customer demand for sustainable seafood
	Opportunities	Resource Efficiency	Reducing resource consumption and production costs through improved feed and water efficiency
		Market	Expansion of the market for sustainable seafood, certified products, and proteins

High Impact			
Business	**Categories of risks and opportunities**		**Risks and opportunities**
Development and mining of mineral and metal resources	Physical Risks	Acute/Chronic	Impact on operations due to declining water supply and weather-related disasters
	Transition Risks	Policy & Legal	Impact on the development of new resources due to expansion of protected areas and tightening of nature conservation regulations Increased cost of water resource utilization due to tightening water intake regulations
		Reputation	Reputation damage due to land modification, discharge of environmentally harmful substances, etc., and conflict with local industries and communities due to competition for water resources
	Opportunities	Resource Efficiency	Cost reduction by improving the efficiency of water resource use
		Reputation	Improving reputation through participation in biodiversity conservation and restoration, and introduction of mining technologies that are in harmony with nature
		Market	Expansion of metal recycling business due to the expansion of a recycling-oriented society
Oil & gas exploration, development, extraction and production	Physical Risks	Acute/Chronic	Impact on operations due to declining water supply and weather-related disasters
	Transition Risks	Policy & Legal	Impact on development and operational restrictions due to expansion of protected areas and tightening of nature conservation regulations Increased cost of water resource utilization due to tightening water intake regulations
		Reputation	Reputational damage due to land modification, discharge of environmentally harmful substances, etc., and conflict with local industries and communities due to competition for water resources
	Opportunities	Resource Efficiency	Cost reduction by improving the efficiency of water resource use
		Reputation	Improving reputation through participation in biodiversity conservation and restoration, and introduction of mining technologies that are in harmony with nature
Ports and terminals	Physical Risks	Acute/Chronic	Damage and business interruption due to natural disasters and climate change

High Impact			
Business	**Categories of risks and opportunities**		**Risks and opportunities**
	Transition Risks	Reputation	Reputational decline due to impacts on coastal and marine ecosystems, leading to conflicts with local communities
	Opportunities	Reputation	Improving reputation through nature regeneration during port development
		Products & Services	Strengthening resilience through the use of nature-based disaster prevention infrastructure (mangroves, wetlands)
		Market	Positioning as a Naturally Recovering Logistics Hub
Thermal power generation	Physical Risks	Acute/Chronic	Damage caused by natural disasters and climate change, suspension of operations due to water shortage
	Transition Risks	Policy & Legal	Increased response costs due to tighter fossil fuel-related environmental regulations
	Opportunities	Reputation	Improving reputation through enhanced resilience to natural disasters and water scarcity
Petrochemical production	Physical Risks	Acute/Chronic	Impact of natural disasters, water scarcity on manufacturing processes
	Transition Risks	Policy & Legal	Increased response costs due to changes in environmental regulations, such as strengthening chemical substance regulations and producer responsibility.
		Market/Technology	Shrinking market for products with a high impact on nature
	Opportunities	Resource Efficiency	Improving resource utilization efficiency and reducing production costs by introduction of new manufacturing technologies and technologies for efficient water resource utilization
		Products & Services	Expansion of the recycling market due to the expansion of a recycling-oriented society
		Market	Capturing demand for environmentally friendly products
Production of machinery, automobiles, automobile components	Physical Risks	Acute/Chronic	Impact of natural disasters, water scarcity on manufacturing processes
	Transition Risks	Reputation	Reputational damage caused by soil, water, and air pollution, water consumption, and land use that affect the surrounding environment and ecosystems
	Opportunities	Market	Expansion of the recycling market due to the expansion of a recycling-oriented society Introduction of new business models such as MaaS (Mobility as a Service) and CaaS (Component as a Service) that see the expansion of a recycling-oriented society that reduces the impact on nature as an opportunity

Next, based on the TNFD's guidance, we narrowed down the businesses subject to the LEAP approach analysis by referring to the evaluation indicators of priority regions at the Group's major business sites, including the 10 identified businesses. From there we identified three businesses, then examined and analyzed them.

Outline of the LEAP Approach

Locate
The Interface With Nature

1. Span of the business model and value chain
2. Dependency and impact screening
3. Interface with nature
4. Interface with sensitive locations

- Consider in which areas of the entire value chain dependency on and impacts on nature is important
- Understanding the ecosystems involved and the locations of activities at our sites and in areas of the value chain where dependencies/impacts are important
- Evaluate ecologically sensitive areas and areas where dependencies and impacts are important

Evaluate
Dependencies & Impacts

1. Identification of environmental assets, ecosystem services and impact drivers
2. Identification of dependencies and impacts
3. Dependency and impact measurement
4. Impact materiality assessment

- Identify what ecosystem services each location depends on and impacts through the value chain
- Evaluate key dependencies/impacts using a variety of indicators

Assess
Risks & Opportunities

1. Risk and opportunity identification
2. Adjustment of existing risk mitigation and risk and opportunity management
3. Risk and opportunity measurement and prioritization
4. Risk and opportunity materiality assessment

- Identify and evaluate the significance of nature-related risks and opportunities based on the nature of each dependency/impact
- Identify high-priority risks and opportunities
- Examine processes for managing risks and opportunities

Prepare
To Respond & Report

1. Strategy and resource allocation plans
2. Target setting and performance management
3. Reporting
4. Presentation

- Consider what response strategies to take based on what you have evaluated
- Examine ways to set target
- Consider the content of information disclosure

Assessment of Priority Regions at Major Business Sites

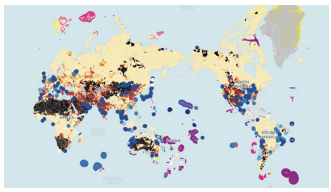
Locate

In examining nature-related dependencies, impacts, risks, and opportunities, we recognize the importance of the conditions at locations where our operations interact with nature. Accordingly, we have assessed priority regions among 522 major business sites and assets across our Group, using the criteria outlined in the TNFD guidance and the following indicators.

Evaluation Perspective	Referenced Indicator	Indicator Description
High ecosystem integrity	Biodiversity Intactness Index	Biodiversity Intactness Index (expressed as a percentage, a measure of how much more or less common a species is, relative to its predicted abundance if the human footprint were minimal) Data source: Newbold et al. (2016)
Decline in ecosystem integrity	Loss of tree cover	Ratio of area with declining tree cover around business sites Data source: Global Forest Watch

Evaluation Perspective	Referenced Indicator	Indicator Description
Importance of biodiversity	Proximity to protected areas and Key Biodiversity Areas (KBA)	Evaluation of whether protected areas and Key Biodiversity Areas (KBAs), designated under international conventions and Key Biodiversity Areas (KBAs) selected under global standards, exist within a 500-m radius of each site Data source: The World Database on Protected Areas, IBAT (Integrated Biodiversity Assessment Tool)
	STARt metrics (Species Threat Abatement and Restoration)	STARt metric (an indicator that quantifies the potential for species threat- reduction actions in a given area to help reduce the risk of the threat to the species' global extinction risk. This metric is weighted according to the IUCN Red List and the sum of the percentages of the range of each species that the location occupies) Data source: IBAT
Physical water risk	Water stress	Water stress (ratio of water consumption to water supply in a watershed) Data source: WRI (World Resources Institute) Aqueduct Water Risk Atlas

As a result of our analysis, we found that approximately 30% of our assessed sites, including a copper mine in Chile (Bussiness in development and mining of mineral and metal resoruces), are located in regions with high water stress. Additionally, around 10% of the sites are situated within 500 meters of protected regions or key biodiversity areas.



Evaluation image based on data/Water and Biodiversity Risk Map

Detailed Analysis of Nature-related Dependencies, Impacts, Risks, and Opportunities for 3 Selected Businesses

Evaluate Assess Prepare

Among the 10 important nature-related businesses, we selected 3 businesses based on the assessment of priority areas-and assessed key dependencies, impacts, risks, and opportunities with reference to the TNFD's LEAP approach.

• Development and mining of mineral and metal resources • Desalination	• Based on the heatmap analysis, the development and mining of mineral and mineral resources were identified as having potentially significant impacts, particularly in relation to water use and land transformation. Furthermore, through the assessment of priority areas, the copper mine (Los Bronces) in Chile owned by Anglo American Sur was found to be located in a region with high water stress. Therefore, the copper mine business in Chile was selected as a representative business and analyzed accordingly. • As a project closely related to the impacts of the water supply utilization mentioned above, we also analyzed a seawater desalination project supplying freshwater to copper mines in northern Chile.
• Crop protections and agri-inputs	• Based on the heatmap analysis, the agricultural production value chain was identified as having a high level of dependency on various ecosystem services, and was therefore selected as a representative business. We focused on the crop protection and agri-inputs business, which has the potential to mitigate negative impacts on nature and generate positive effects. Accordingly, we conducted analysis with the aim of linking these efforts to business opportunities.

Development and Mining of Mineral and Metal Resources/Desalination

As a result of conducting a survey focusing on the TNFD sector guidance and environmental impact assessment reports for the subject projects, the particularly significant dependencies and impacts on nature, as well as the risks and opportunities, are listed in the table below

Los Bronces Mine (Anglo American Sur)

Dependencies

Project phase	Ecosystem	Category	Details of dependencies
Mine and related facility construction to operation	Regulating & maintenance services	Global climate regulation, soil and sediment retention	Climate-related hazard mitigation in construction, development, and operations, including wind, flood, and sediment disasters
Mine operation	Provisioning services	Water Supply	Mining and development, use of water supply in mining and development, extraction and processing of minerals
Desalination plant operation	Regulating & maintenance services	Cleanup of contamination	Diffusion/purification of environmental impact substances and concentrated seawater through atmospheric and water circulation

Impacts

Project phase	Impact Driver	Direction of impact*1	Impact
Mine and related facility construction to site rehabilitation	Land use	↘	Impacts on habitats, species, and cultural services such as historic sites due to land alteration and occupation during development, construction, and operation of mine and related facilities, soil degradation due to excavation, etc.*2
		↗	Natural recovery through rehabilitation, replanting, etc.
Mine operation	Water use	↘	Water supply use in mining and development, mineral extraction and processing
	Pollution	↘	Environmental impact from the use of heavy equipment for hauling, mining, etc. associated with the operation, as well as impacts on species and local communities from wastewater discharges
Desalination plant operation	Water use	↗	Reduction of freshwater resources, mitigation of water supply use

*1 Positive impact on nature is indicated as ↗ and negative impact is indicated as ↘

*2 Prior to development, it is necessary to obtain approval from environmental authorities, ensuring that measures to minimize impact and protect archaeological sites are fully addressed and approved. The project is carried out while maintaining dialogue with authorities, etc.

Risk and Opportunities

Categories of risks and opportunities		Risks and opportunities
Physical risk	Acute and chronic	Impact of reduced water supply on operations (mines). Impact of wind, flood, and sediment disasters on construction and operations (mining and desalination)
Transition risk	Reputation & liability	Damage, etc. due to emissions of environmentally impactful substances (mines). Criticisms of adverse impacts on flora and fauna, landscape, cultural services, etc., including land modification associated with development and operations, emissions of environmentally impactful substances into the atmosphere, and consumption of water supplies (mining)
	Policy & markets	Increased cost of using water supply due to stricter regulations (mining)
Opportunity	Products & services Markets	Mitigation of the impact of the project on water supply, vegetation, animals, etc., and expansion of the project (possible expansion of business opportunities in response to water withdrawal restrictions in the mining industry, agricultural business, etc.) (desalination)

Based on the analysis of dependencies and impacts, we compiled a list of nature-related risks and opportunities and organized them in accordance with the categories presented by the TNFD. The table above shows part of this assessment, which revealed that impacts on water resources from mine development and operations, as well as impacts on ecosystems from land conversion and use, are particularly significant. On the other hand, our desalination projects contribute to mitigating negative impacts on water resources. Through these projects, we are helping to reduce of water-related impacts in our copper mining businesses.

We are further advancing our initiatives by evaluating these results alongside nature-related indicators proposed by the TNFD, and applying them in our engagement with investees. In addition, we engage in projects that help to reduce specific negative impacts, such as desalination projects, positioning them as opportunities for natural capital. In doing so, we remain mindful of other potential environmental and social impacts.

Crop Protection and Agri-inputs

With regard to the agricultural production value chain, we reviewed relevant literature, including the TNFD sector guidance, SASB Standards, and GRI Standards, to identify key dependencies, impacts, risks, and opportunities. Because the heat map analysis results showed that the agricultural production value chain is highly dependent on various ecosystem services, we focused on the crop protection and agri-inputs business, which has the potential to mitigate negative effects on nature and create positive impacts, with the aim of identifying business opportunities. Furthermore, through mapping the nature-related impacts of each solution provided through our crop protection and agri-inputs business, the key dependencies, impacts, risks, and opportunities are summarized in the table below.

Dependencies

Business	Ecosystem services	Category	Details of dependencies
Agricultural production (Conventional)	Provisioning services	Water supply	Use of water supplies such as surface water and groundwater
	Regulating & maintenance services	Pollination	Pollination by insects
		Maintaining water quality/water flow regulation	Maintaining water cycle and maintaining water quality, including recharging water sources
		Soil conditioning	Microbial adjustment of soil quality

Business	Ecosystem services	Category	Details of dependencies
		Global climate regulation/flood and windstorm mitigation/Soil and sediment retention	Maintaining a stable climate and environment suitable for production and disaster mitigation
		Pest control	Control of crop diseases and pests

Impacts

Business	Impact driver	Direction of impact*	Impact
Agricultural production (Conventional)	Land use	↘	Terrestrial ecosystems use and adverse effects due to land clearing, land use for agricultural production and related activities, soil compaction, etc., conversion of natural ecosystems and habitat change
	Water use	↘	Use of groundwater and surface water for production and irrigation
	Climate change	↘	GHG emissions from agricultural land conversion, plowing and cultivation, fertilizers, agrochemicals, etc.
	Pollution	↘	Effects on air, soil, and water quality due to excessive use of agrochemicals and fertilizers

Business	Impact driver	Direction of impact*	Impact	Related Mitsui solutions and businesses
Crop protection and agri-inputs	Land use Climate change	↗	Reduced land use through increased productivity Reduction of GHG emissions from farmland conversion, tillage and cultivation	Agri-inputs materials business (crop protection, fertilizers, vegetable seed, biostimulants, biological crop protection, drip irrigation, plant factories, regenerative agriculture, etc.)
	Water use	↗	Reduce water supply needs and dependency on water resources by providing new solutions	Vegetable seed business, biostimulants, drip irrigation, plant factories, regenerative agriculture
	Pollution	↗	Promoting proper use of fertilizers and crop protection through farming advice, deploying less toxic crop protection, and providing solutions, such as biostimulants and plant factories to reduce impacts on air, soil, and water quality.	Agri-inputs business
		↘	Effects on air, soil, and water quality associated with excessive use of chemical crop protection and fertilizers	Fertilizers, crop protection

* The evaluation is based on a baseline of natural conditions in agricultural production (conventional), with ↗ when negative impacts are mitigated or positive impacts are created, and ↘ when negative impacts are further increased.

Considering business location, we evaluated which countries have particularly high negative impacts based on the global distribution of production areas by crop and data on the degree of water stress and excess nutrients. In countries with high negative impacts, Mitsui's crop protection and agri-inputs business has a strong potential to help reduce negative impacts and increase positive ones. This can be considered an important factor that must be taken into account when formulating business strategies, and we will use it as an analysis method when considering business opportunities that feature natural capital as a component.

Risks and Opportunities

By evaluating our dependency and impact, we were able to clarify the dependency and effects of our crop protection and agri-inputs business on nature. In particular, in terms of impact we identified various positive contributions such as reductions in water supply requirements and GHG emissions through agricultural land conversion, including carbon sequestration in soils. These types of projects are also considered opportunities that fall under natural capital. Thus, we indicated that initiatives which reduce negative impacts and enhance positive ones have the potential to meet growing demand and expand business opportunities, driven by changes in policy and market conditions.

Based on these studies, we have identified two types of natural capital opportunities: reducing negative impacts on nature and creating positive effects on nature in the value chains of businesses, and have confirmed that such opportunities are expanding as potentially viable markets. As specific business examples, we are promoting controlled environment agriculture (CEA) businesses, regenerative agriculture projects, and solutions businesses such as biostimulants and biological crop protections products. These all help to cut dependency and impact on water supplies and ecosystems. In this way, we will continue to promote businesses that reduce negative effects on nature or create positive impacts, thereby improving the quality of our business portfolio in terms of natural capital.

Initiative in forestry activity: "Mitsui's Forest"

Mitsui & Co. owns approximately 45,000 hectares of forest across 76 locations throughout Japan, collectively referred to as "Mitsui's Forests." Through sustainable forest management, we aim to strengthen the value of our natural capital and contribute to biodiversity conservation and ecosystem services.

In February 2024, we conducted a LEAP Approach analysis-recommended by the Taskforce on Nature-related Financial Disclosures (TNFD)-on Ishii Forest, one of Mitsui's Forests located in the Obihiro region of Hokkaido. The analysis revealed that continuing our current forest management practices in Ishii Forest would generate more positive impacts compared to alternative management methods. These include contributions to biodiversity conservation and the forest's public benefit functions such as carbon sequestration, soil runoff control, and groundwater recharge.

We will continue to practice sustainable forest management in Mitsui's Forests to further boost biodiversity and the public benefit values that forests provide.

Contribution to the 30by30* Target (Nationally Certified Sustainably Managed Natural Sites)

As part of our commitment to biodiversity conservation and sustainable land use, Mitsui & Co. has registered two of its forest sites under the Ministry of the Environment's "Nationally Certified Sustainably Managed Natural Sites" program. In FY March 2024, the Kyoto/Kiyotaki Forest was certified, followed by the Yamagata/Kaname Forest in FY March 2025. In addition, since 2007, Mitsui & Co. has been collaborating proactively with the NPO Asaza Fund to implement the "Yatsuda Restoration Project" in Ushiku City, Ibaraki Prefecture. This initiative aims to restore abandoned valley rice paddies (yatsuda) through crop-protection-free rice cultivation and other nature-based activities. More than 3,500 employees and their families have participated in this project, giving them first-hand experience in the importance of natural cycles and biodiversity. In recognition of these long-term efforts to restore mountain village landscapes and conserve biodiversity, the Yatsuda site was also certified as a "Nationally Certified Sustainably Managed Natural Site" in FY March 2025. Starting in calendar 2025, Mitsui & Co. will incorporate biodiversity monitoring experiences into our employee participation programs. Through direct observation and recording of ecological changes, participants will help visualize the progress of nature restoration efforts. With these activities, we aim to deepen employee understanding of environmental issues (including natural capital), and to contribute to sustainable community development and the international 30by30 target.

* These efforts also support the international 30by30 target, which seeks to conserve 30% of the world's land and oceans by 2030, as outlined in the Kunming-Montreal Global Biodiversity Framework adopted in December 2022.

Main LEAP Approach Analysis Items for Mitsui's Forests

Locate

Locate the interface with nature

Selection of Ishii Forest, where we conduct unique forest management practices

Evaluate

Evaluate dependencies and impacts

Positive impact

- Biodiversity conservation
- Demonstration of the public benefit value of forests

Assess

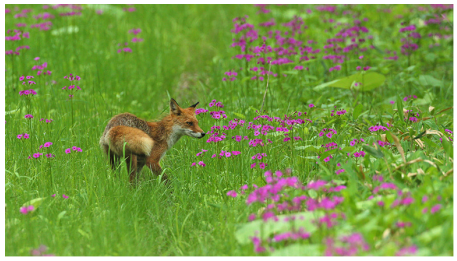
Assess material risks and opportunities

Assessment of the opportunities at company-owned forests

Prepare

Prepare to disclose and report

Examples of initiatives at Ishii Forest and other company-owned forests



[Mitsui's Forest] Ishii Forest in Hokkaido

[Mitsui's Forest] Kiyotaki Forest in Kyoto

Please refer to the links below for more information on the LEAP approach to Mitsui's Forests and related issues.

Natural Capital: The LEAP approach to Mitsui's Forest

Mitsui's forests video Introduction

Employee Volunteer Programs: Yatsuda Regeneration Project

Risk and Impact Management

Risk Management

We identify company-wide material risks across organizational boundaries and implement a wide range of initiatives to hedge and control risks. For this purpose, Mitsui has established an integrated risk management system that centrally manages company-wide risks, through the Portfolio Management Committee under the Executive Committee. Under the integrated risk management system, the Corporate Staff Divisions, which act as the secretariat, manage risks from a company-wide perspective. Material risks we assume include those related to the environment, society and governance, such as risks from climate change, compliance, and infectious disease, disasters, terrorism, etc. The Sustainability Committee, which works under the Executive Committee, plans, formulates and provides proposals on basic management policies, business activities, and corporate policies and strategies related to natural capital.

Please refer to the links below for more information on Risk Management

Risk Management

Enhancement of Environmental and Social Risk Assessment based on a Natural Capital Perspective

Based on the analysis results regarding nature-related issues using the LEAP approach, we have strengthened our assessment system by incorporating criteria based on a natural capital perspective into our existing environmental and social risk assessment procedures for all new investments and loans. Specifically, we added indicators obtained through the LEAP approach analysis to the list of assessment items, and evaluated nature-related dependencies and impacts when assessing risks and opportunities. Furthermore, to utilize this information when forming and assessing projects, we have created a database of regions of high importance in terms of water risk (water stress, etc.) and biodiversity (relationship with protected regions, etc.), and have prepared a water and biodiversity risk map, and are conducting risk analysis on natural capital.

Sustainability Risk Management: Process of Managing Environmental and Societal Risks

Metrics and Targets

We have established the following goals related to natural capital. Going forward, we will explore initiatives in line with TNFD recommendations and set measurement indicators and targets based on analyses of nature-related dependencies, impacts, risks, and opportunities.

Goals and Targets

Sustainable Use of Commodities that are Crucial to Biodiversity

- Aim to procure natural rubber, palm oil, timber, and paper products that have zero connection to deforestation.
- Increase the ratio of sustainable certified palm oil procurement, including RSPO-certified, to 100% by 2030.

Conserving Biodiversity

- Maintain and manage Mitsui's Forests that have been designated as Biodiversity Conservation Forests (approximately 10% of our company-owned forests), and other specified areas, by carrying out regular ecosystem monitoring with an awareness of the need to conserve biodiversity.
- Contribute to the creation of national and international frameworks for biodiversity conservation through our proactive participation in social initiatives to conserve biodiversity, such as the TNFD Forum and the 30by30 Alliance

Supply Chain Management: Sustainable Supply Chain Policy

Participation in Initiatives

Japan's OECM and related policy / Ministry of the Environment

Conservation of Water Resources and Identification of Water Risks

- Conserve water resources related to our businesses, identify water risks in our businesses, and consider countermeasures.
- Utilize sustainability due diligence checklists and implement a risk assessment in advance using the water-related checklist items when planning new business or when expanding or withdrawing from operations. Make efforts in advance to understand the risks related to water resources for businesses and investment projects where water resources are particularly important such as beverages, agriculture, and mining in water-stressed regions.

Reduction of water consumption and improvement of utilization efficiency

- Reduce water consumption at the Head Office and branches and offices in Japan, etc., of Mitsui & Co. (non-consolidated) to less than the amount used in the previous fiscal year, and improve the efficiency of water use.

Natural Capital: Initiatives Related to Water Resources

Natural Capital: Efforts to Reduce Water Use and Recycle Effluents - Improving Water Efficiency in Offices

Environmental Performance Data: Water Consumption (Water Withdrawal, Intensity, Water Recycling)

Prevention of Environmental Pollution

1. New business projects

   - Utilize sustainability due diligence checklists and environmental-social risk maps for each business to assess the impact of each new project.

2. Existing business projects

   - Mitsui & Co. (non-consolidated): Manage environmental and social risks based on the international environmental management standard ISO 14001.
   - Consolidated subsidiaries: Identify high-priority subsidiaries based on their industry and environmental impact, and require such subsidiaries to obtain ISO 14001 certification or operate on an equivalent standard.

Compliance with Environment-Related Laws and Regulations

- Implement measures to deepen understanding of compliance with environment-related laws and regulations and ensure thorough compliance.

Promoting Awareness Building

- Enhance awareness of environmental issues among employees and officers through periodic seminars and training on environmental-related laws and regulations.

Conserving Resources Circular Economy Promotion

1. Increase the waste recycling rate at the Head Office and Osaka Office of Mitsui & Co. (non-consolidated) to over 90% by FY March 2030.
2. Reduce paper consumption at the Head Office and branches and offices in Japan, of Mitsui & Co. (non-consolidated) by 50% or more compared to FY March 2020 by FY March 2030.

Initiative Related to Pollution Prevention

Environmental Performance Data: Waste and Paper Consumption

Initiatives

Initiatives Related to Biodiversity

Initiatives in the Forest Resource Business

Together with business partners, Mitsui is engaged in the forestry business in Australia and Chile (approximately 13,000 hectares in total as of March 31, 2025) with the aim of ensuring the stable supply of wood chips, the raw material for paper. The business manages forestry resources responsibly, including carrying out measures in consideration of biodiversity protection, and has acquired international forest certification from organizations such as FSC®. In addition, in our forestry business, we are promoting the generation of emission credits through the conversion to tree species that are expected to increase the GHG (greenhouse gas) reduction effect.
We invest in New Forests Pty Ltd., one of the world's largest forestry asset management companies, with more than AUD 11.7 billion in forest assets under management. New Forests' vision is to provide long-term and stable investment returns to investors and realize a sustainable future by investing and managing forestry resources in harmony with the circular economy and local communities. We will work with New Forests to expand our efforts towards the sustainable development of society.

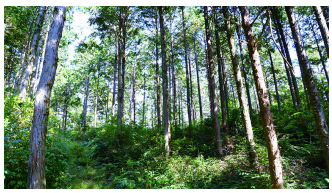
Mitsui & Co. (Australia) Ltd.: Group Companies (Mitsui Bussan Woodchip Oceania)

Initiatives to Generate and Sell Emissions Credits Through Regeneration of Vegetation in Native Forests

Climate Friendly carbon farming project site

We are an investor in Climate Friendly, a company that generates and sells emissions credits through the regeneration of vegetation on farms in Australia. Climate Friendly is involved in GHG reduction projects through land use in Australia.
Climate Friendly is one of the largest carbon farming project service-providers in Australia. It had already achieved 20 million tons of GHG reduction by 2020, and is aiming to achieve a 100-million-ton cumulative GHG reduction by 2025. The projects supported by Climate Friendly to restore and regenerate vegetation are expected to play an important role in achieving the Australian government's GHG reduction target. This will be achieved by absorbing and sequestering CO_2 from the atmosphere, and also improving soil quality and preserving ecosystems and biodiversity.
Demand for emission reduction credits from the private sector has been growing, and is expected to continue to expand steadily. Australia is one of the most important countries for Mitsui's business, and we will work proactively to reduce the GHG footprint of our Group companies.

Generation and Sale of Forest Management J-Credits through Proper Forest Management



One of the forests managed by the Okayama Forest Maintenance Public Corporation to generate J-Credits

Mitsui has been working on the generation and sale of J-Credits (forest J-Credits) by conducting appropriate forest management in Japan. This comprises part of our efforts to address the issue of climate change through applying industrial solutions.
Since 2019, we have lobbied for regulatory reforms to enable large-scale J-Credit creation using aerial survey data and satellite data, and have begun commercialization activities by using our 45,000 hectares of corporate-owned forests across Japan. Currently, we are promoting joint creation projects with multiple forestry corporations (such as the Okayama Forest Maintenance Public Corporation) and local governments. As of June 2024, we have completed project registration of forest J-Credits for about 5 million tons of CO_2, which accounts for approximately 60% of the total expected J-Credit certification by the fiscal year 2050. We have been making sales since obtaining credit certification and issuance since 2023. These J-Credits are provided as a way for GHG-emitting companies to meet their emission offset needs that cannot be fulfilled through their own GHG reduction efforts, such as energy-saving

devices and the adoption of renewable energy sources, to achieve their carbon-neutral targets. Moreover, utilizing the revenue from these J-Credits for proper forest management, we aim to raise the multifaceted value of forests through regional forestry resources, solve forest management challenges through revitalizing the forestry management business, and help to breathe life back into local economies. We will continue to create and sell credits from now on.

Operational and Management Initiatives for Mitsui's Forests

We have acquired an international forest certification (FSC®) for Mitsui's forests and the company that manages them.
Forest certification comprises forest management (FM) certification, which is third-party certification awarded to forests that are being managed appropriately, and chain of custody (CoC) certification, which certifies that timber from certified forests is being handled appropriately all the way through to finished products.
Mitsui Bussan has acquired FM certification, and Mitsui Bussan Forest has attained CoC certification. Mitsui Bussan Forest Co., which manages Mitsui's Forests, engages in sustainable forest management through formulating and implementing management plans based on international standards. Logs and other products from these forests are also handled by Mitsui Bussan Forest, which has acquired CoC certification, creating a chain of forest certification.
Mitsui Bussan Forest uses a unique "zoning" management method in which areas are divided into categories based on various characteristics, such as topography and tree species, and then managed according to these categories. Categories include "Harvest-oriented Sustainable Forests," "Naturally Regenerated Forests," and "Biodiversity Conservation Forests"; each type of forest is managed appropriately based on a management policy for each category. "Biodiversity Conservation Forests" in particular have been identified as forests with high biodiversity value, so they are divided into the four categories of "Special Conservation Forests," "Water and Soil Conservation Forests," "Environmental Conservation Forests," and "Cultural Conservation Forests." Management and forestry operations are carried out in a way that fully takes their biodiversity into account.

Environmental Functions of Forests: The Biodiversity of Mitsui's Forests

Contributing to the Development of High-Productivity, Sustainable Agriculture through Environmentally-Friendly Biological Crop Protection

At our consolidated subsidiary Certis USA (now Certis Biologicals, hereinafter "Certis Bio") we manufacture and sell biological crop protection. Biological crop protection utilize the abilities of microorganisms, natural enemies, parasites, plant extracts, and other properties to combat insect pests and weeds, transforming them into agents that are effective and easy to apply. They can be used to create an environment in which insect pests and weeds find it difficult to thrive, and restrict their growth so they do not cause economically significant damage.
In an age where environmental pollution, food safety, and social acceptance have become such major societal issues, regulations on chemical crop protection have been tightened due to their potential impact on the human body and on ecosystems. This has spawned significant demand for safer agricultural methods. Although Certis Bio produces biological crop protection, we do not believe that chemical crop protection should be reduced to zero. Instead, biological pesticides make it possible to prevent pest infestations while also reducing the harm to humans and domestic animals, the environment, and biodiversity. However, they do have disadvantages: they have relatively limited residual efficacy, and it can be difficult to decide the best time to apply them. Chemical crop protection can compensate for these deficiencies because they are often quick-acting and easier to use. On the other hand, excessive use of chemical crop protection can reduce the biodiversity of the microorganisms in the soil, creating an environment that is more conducive to the growth of pathogenic bacteria and insect pests. Therefore, it is important to recognize Integrated Pest Management (IPM), which is the skillful use of both biological and chemical crop protection. By promoting IPM through our crop protection business, we contribute to the development of a highly productive and sustainable agricultural system.

Initiatives in Regenerative Agriculture

We have invested in RRG Nature Based Solution LLC ("RRG NBS"), a U.S.-based company with an integrated global involvement in regenerative agriculture projects at all stages from project formation through to design and management.

Recent years have seen an increasing focus on regenerative agriculture* as an approach that contributes to agricultural sustainability, productivity, and profitability through achieving better harmony with nature and regenerating the natural environment. This is done with climate change countermeasures in agriculture and by conserving ecosystems and water resources. Particularly significant is the fact that major food and beverage manufacturers are starting to call for a shift to raw materials derived from regenerative agriculture, with the aim of reducing environmental impacts and ensuring reliable access to raw materials in the future.

Through this investment in RRG NBS, Mitsui will help to stabilize world food production and conserve water resources and natural capital by combining its accumulated knowledge of agri-inputs with new solutions, leading to a transition to regenerative agriculture.

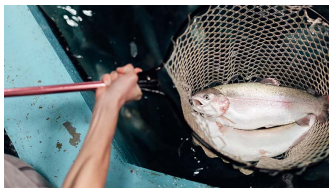
* Agriculture that aims to restore the natural environment, including water resources and ecosystems, through soil restoration and improvement. It is also referred to as regenerative agriculture (environmentally restorative farming).

Initiatives Related to Water Resources

Initiatives in the Hydroelectric Generation Business

The Madeira River is a tributary of the Amazon River and forms part of the Amazon Basin, a region known for its rich biodiversity. Located on the Madeira River in northern Brazil, the Jirau Hydroelectric Power Plant has been closely watched by many parties, including local communities and NGOs, because of its location, and every possible step is being taken to ensure the plant is operated in an environmentally responsible way. As part of an environmental program, we conducted preliminary surveys to identify every possible impact that could affect the local environment and local communities. We then built hospitals, schools, and new housing to improve the local living environment. Other initiatives include measures to protect flora and fauna, such as fish and mammals.

Initiatives in Land-based Aquaculture for Salmon



FRD Japan Pilot Plant (in Kisarazu City)

The amount of salmonids being consumed globally is growing year on year, making it one of the three biggest global markets for sea-surface farmed fish. However, there has been less room for sea-surface farming to expand due to the water pollution issues caused by leftover feed and excrement. As such, our consolidated subsidiary FRD Japan Co., Ltd., which owns advanced biofiltration technologies, has developed a proprietary land-based aquaculture system that cultivates trout in a closed water cycle without drawing in seawater from outside. The aim is to create sustainable land-based aquaculture of salmon trout while minimizing the impact on marine environments. We began operating a pilot plant in Kisarazu City, Chiba Prefecture in 2018, selling farmed salmon trout under the brand name "Okasodachi." Also, we started building a commercial plant that will produce approximately 3,500 tons per year in 2023. Through this business, we will work to minimize ocean pollution and contribute to the production and supply of sustainable marine products.

Initiatives in our Chilean Salmon Business

At Multi X S. A., a Chilean salmon farming, processing, and sales company that is an equity accounted investee of Mitsui we take biodiversity into account by periodically checking cage conditions to prevent damage to local marine ecosystems caused by fish escaping through damaged marine aquaculture nets. As a result, there has not been a single escape in the last few years. We have also installed double-nets to protect the fish and the facility from potential sea lion attacks and prevent any runaway or escape. Furthermore, we feed the fish in a way that fully considers local ecosystems, by introducing a remote-controlled automatic feeding system. This system monitors feeding from below the sea surface using cameras to ensure optimal amounts of feed. We also strive to minimize feed waste that is lost or accumulates on the seabed.

Initiatives in our Shipping Business

To prevent negative effects on the ecosystem caused by transboundary movement of marine creatures in ballast water, which is necessary for cargo transport by ships, we actively promote the adoption of ballast water treatment equipment on vessels in response to the International Maritime Organization's (IMO) Ballast Water Management Convention.

Initiatives in our Solar Marine Salt Production and Sales Business

Shark Bay Salt Pty. Ltd., a Mitsui consolidated subsidiary, owns a solar marine salt field in Shark Bay, Western Australia. It produces and sells some of the world's purest salt while actively working to improve the local ecosystems of Shark Bay, an internationally renowned World Heritage site. With a dedication to maintaining harmony with nature, the company continuously monitors the terrestrial environment and the mangrove ecosystem of both the salt field and the surrounding maritime environment. This is to ensure its operations have no impact on the local ecosystem of the dugong – a species considered highly vulnerable to extinction – and other marine fauna unique to the region. As a result of these efforts, the stability of local wildlife populations has improved. Shark Bay Salt also supports ongoing research activities on dolphins and their ecosystem in the Shark Bay region.

Water Withdrawal in Water-Stressed Regions

Of the 189 nations included in the ranking of countries identified as having high risk levels in relation to water-stressed regions (as identified via Aqueduct, a global water risk map developed by the World Resources Institute (WRI)), we have identified 47 countries with water stress levels classified as either very high-risk (17 countries) or high-risk (27 countries). The following table shows the results of water-drawing surveys conducted at our business sites in Mexico, Chile, Portugal, Italy, Belgium, Oman, India, Thailand and Peru for the fiscal year ended March 31, 2025.

Note 1 In some cases, data was obtained directly from project sites, while in other cases, it was only attainable via the head office (parent company/SPC) of the company or companies involved in the project.

Note 2 Scope of data collection: consolidated subsidiaries and unincorporated joint ventures.

		FY March 2023	FY March 2024	FY March 2025
High risk (40-80%)	Locations	8	10	13
	Volume of water withdrawn (thousand m^3)	132	1,499	2,775
Very high risk (>80%)	Locations	4	7	8
	Volume of water withdrawn (thousand m^3)	1,016	1,141	1,133

Initiatives in Water-Stressed Regions

Water Desalination and Pumping Business for Copper Mines in Chile

Chile accounts for approximately 30% of the world's copper production. The country's copper mining operations use large amounts of water, especially in the north of Chile, where there is a high concentration of mines. Water stress is high in this region as a whole, with growing concerns about resource shortages. Through Caitan, our 50-50 joint venture with Dragados under Spain's ACS Group, Mitsui has invested in a seawater desalination and pumping service operation for Spence Mine developer Minera Spence, a 100% subsidiary of major mineral resources company BHP. Caitan will build, own, and operate a water desalination plant and a 150-km water pumping facility in the province of Antofagasta (northern Chile) to supply fresh water to Minera Spence over a 20-year period, starting in 2023. Demand for seawater desalination in northern Chile is expected to grow at an annual rate of more than five percent. We will contribute to Chile's development by tapping into the country's rapidly growing demand for water infrastructure and further developing related infrastructure, while addressing the problem of water shortages through our business.

Water Supply and Sewage Infrastructure Business

(As of March 31, 2025)

Business	Country	Unit	Processing Capacity (Total Capacity)
Water Supply	Thailand	thousand m^3/day	1,028
Water Supply	Mexico	thousand m^3/day	130
Sewage Treatment	Mexico (4 sites)	thousand m^3/day	4,620
Desalination and Pumping	Chile	thousand m^3/day	90

Efforts to Reduce Water Consumption and Improve the Efficiency of Use

Efforts to Protect Water Resources During Shale Gas and Shale Oil Extraction

Through consolidated subsidiaries, Mitsui is involved in the development and production of shale gas and shale oil. The oil and gas are extracted using hydraulic fracturing (fracking), and Mitsui E&P USA gives due care to water resources by ensuring that water for hydraulic fracturing (fracking water) is properly used (including the recycling of wastewater where applicable), managed, and discharged.

Efforts to Improve Water Usage Rates in the Copper Business

We are engaged in Chile's copper mining industry. The country is a high-risk region in terms of water stress levels, and because the operations require a large amount of water, we are promoting the introduction of technologies to maximize the efficiency of water use in the operations of each mine and are working to reduce the amount of new water withdrawal.
At the Los Bronces copper mine (located in Capital Province, central Chile), in collaboration with Anglo American Plc, Codelco, and Mitsubishi Corporation, we reached a water reuse rate of 90% in 2023, mainly due to efforts to extract and reuse water from tailings. Furthermore, an agreement has been signed with Aguas Pacifico to desalinate and supply 500 liters per second to the Los Bronces copper mine from 2026, and there are plans to supply 45% or more of the mine's water consumption and to provide water to approximately 40,000 local residents facing a dwindling water source. In addition, measures are being taken to expand the use of desalinated seawater, and to utilize industrial effluent and treated sewage water procured from third parties. Also, at the Collahuasi copper mine (located in Tarapaca Province, northern Chile), the second largest copper mine in the world by production volume, with Anglo American and Glencore as partners, the water reuse rate reached 79% in 2023. In addition to increasing the water reuse

rate from the tailings, Collahuasi plans to build a seawater desalination plant that will operate from 2026. We will continue to contribute to Chile's development through our business while striving to conserve its water resources.

		2022	2023	2024
Los Bronces Copper Mine*	Water reuse rate (%)	88%	90%	92%
Collahuasi Copper Mine	Water reuse rate (%)	80%	79%	81%

*For Los Bronces Copper Mine, the figures include tailings water procured from third parties, and treated sewage, etc. (Recycle + Reuse).

Water Withdrawals in Projects

	Scope	Unit (annual average)	2022	2023	2024
Los Bronces Copper Mine	Water withdrawal per ton of ore processed at the copper concentrate processing plant	m^3/t	0.60	0.58	0.58
Collahuasi Copper Mine	Water withdrawal per ton of ore processed at the copper concentrate processing plant	m^3/t	0.44	0.45	0.44

Water withdrawal intensity in sugar manufacturing

KASET PHOL SUGAR

	Unit(annual average)	FY March 2023	FY March 2024	FY March 2025
Per ton of sugar produced (annual average)	m^3/t	1.1	5.4	6.0

Water Consumption Per Unit of Livestock Processing

Prifoods Co., LTD.

	Unit(annual average)	FY March 2023	FY March 2024	FY March 2025
Per ton of chicken meat processed (annual average)	m^3/t	13.7	13.7	14.0

Efforts to Reduce Water Consumption and Recycle Effluents - Improving Water Efficiency at Offices

At the Tokyo Head Office, we use 100%-recycled drainage water for toilet flushing to promote reduction in water consumption. In addition, we have set the target of improving water use efficiency by reducing the amount of water used at the Head Office and branches and offices in Japan (non-consolidated) to less than the amount used in the previous fiscal year.

Progress against targets

Target		Scope	Unit	FY March 2023	FY March 2024	FY March 2025	Achievement status/initiatives
Reduce water withdrawal at the Head Office and branches and offices in Japan, etc., of Mitsui & Co. (non-consolidated) to less than the amount used in the previous year Target values FY March 2023 ≦58,000 m^3 FY March 2024 ≦70,000 m^3 FY March 2025 ≦77,000 m^3	Water withdrawal	Head Office and branches and offices in Japan, etc., of Mitsui & Co. (non-consolidated)	thousand m^3	70	77	83	A year-on-year increase due to increased office attendance. Through regular seminars and training on environmental laws and regulations, we strive to raise awareness of environmental issues among executives and employees.

Environmental Performance Data: Water Consumption (Water Withdrawal, Discharge, Water Recycling)

Collaborating Proactively with NGOs/NPOs

Support through an NPO for the Development of a Rainwater Reuse System to Supply Safe Drinking Water in Water-Stressed Regions

In mountainous areas and on remote islands in Bohol Province in the Philippines, safe drinking water is difficult to access and water stress is high. Water from wells in coastal areas and on remote islands is unsuitable for drinking because it is mixed with seawater. Boat trips to buy water are a part of daily life for island residents, imposing a heavy burden in terms of both cost and time. To help solve this problem, the Mitsui & Co. Environment Fund has provided a grant to Ikaw Ako, an NPO, to fund an initiative to provide rainwater storage and purification facilities so residents in this region can have easier access to safe drinking water. To create sustainable water supply systems, tanks of the optimal size for each community will be designed and built by the residents, allowing the facilities to be maintained and managed locally. Through this project, we are helping to solve the challenges facing water-stressed regions.

Costs Associated with Water-Related Risks

Water recycling cost to Mitsui & Co. as a non-consolidated entity (Head Office): 4.9 million Japanese Yen (FY March 2025)

Compliance with Environmental Laws and Regulations Related to Water Resources

In the FY March 2025, there were no environmental accidents at Mitsui or its consolidated subsidiaries.

Initiative Related to Pollution Prevention

Saving Resources and Promoting Resource Circulation

1. Increase the waste recycling rate at the Head Office and Osaka Office of Mitsui & Co. (non-consolidated) to over 90% by FY March 2030.
2. Reduce paper consumption at the Head Office and branches and offices in Japan, of Mitsui & Co. (non-consolidated) by 50% or more compared to FY March 2020 by FY March 2030.

Target		Scope	Unit	FY March 2023	FY March 2024	FY March 2025
Increase the waste recycling rate to over more than 90% by FY March 2030.	Waste recycling rate	The Head Office and Osaka Office of Mitsui & Co. (non-consolidated)	%	91.6	91.2	91.4
Reduce the paper consumption by 50% or more compared to FY March 2020 by FY March 2030. FY March 2020: 7.18 Target: 3.59	Paper consumption intensity	Paper consumption at the Head Office and branches and offices in Japan, of Mitsui & Co. (non-consolidated) per employee	thousand sheets (A4 size equivalent)/employee	3.00	2.63	2.08

Prevention and Reduction of Air Pollution

- Mitsui & Co. Plastics, one of our consolidated subsidiaries, is a distributor for AdBlue®. This product breaks down the nitrogen oxides (NOx) contained in exhaust gases from trucks and buses, then converts them into harmless water and nitrogen. The company is building and expanding its nationwide network of logistics locations and infrastructure, to help detoxify exhaust gas.
- In the ship trading and ownership business, we are working to reduce air pollution by promoting the replacement of ships, including increasing orders for vessels with low-carbon fuels that contribute to the energy transition.

Prevention and Reduction of Water Pollution

At iron ore, copper, and metallurgical coal mines in which we have invested, we ensure proper treatment of water used in mining, monitor and manage water quality in mining and surrounding areas, and minimize water discharge by maximizing recycling.

Initiatives in our Chemicals Business

Chemical Safety Management in our Chemicals Business

In our Chemicals Segment, we position chemical substance management as an important aspect of trade compliance alongside security trade control. The aim is to guard human health and safety, and to protect the global environment (specifically water, soil, air, and the ecosystems of animals and plants). While taking into consideration the laws and regulations governing adjacent areas of business such as pharmaceuticals and food products, we will update the information we have about chemical substance management laws and regulations so that we can keep abreast of increasingly tightening Japanese and international regulatory trends. Regarding each Business Unit's projects, we consider their impact on the environment in advance, including measures to control toxic emissions, and take sufficient steps before proceeding with new business.

Voluntary Efforts to Comply with Regulations Related to Chemical Substance Management and Safety Management of Chemical Substances

Chemicals can be dangerous or hazardous to the human body and the environment. In our Chemicals Segment, we comply with the following specific laws and regulations: the Act on the Evaluation of Chemical Substances and Regulations of Their Manufacture, etc. (CSCL); the Industrial Safety and Health Act; the Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof (laws concerning Pollutant Release and Transfer Register/PRTR); the Poisonous and Deleterious Substances Control Act; and the Fire Service Act. We also comply with a wide range of environmental management systems.
We comprehensively identify all chemicals used by using the Globally Harmonized System (GHS) of Classification and Labeling of Chemicals.
We evaluate all raw materials from suppliers to understand if they need to be registered with government bodies, such as the Environmental Protection Agency (EPA) in the United States, and the Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) program in the European Union, and take necessary actions to ensure such registrations.
We have disclosed all registrations and uses related to laws and regulations. We have prepared management and operational procedure manuals as part of our in-house regulations. Based on the provisions of each law and regulation, we inform our supply chain of chemical hazard information by providing safety data sheets (SDS) for all chemical products we distribute, and display this information on labels to ensure that people are properly notified.
In addition, in our Chemicals Segment, we have obtained certifications related to quality and safety management (e.g., ISO 9001) at almost all of our production sites in consolidated subsidiaries.

Range of Chemicals that We Plan to Gradually Phase Out

In our chemicals business, we have phased out all chemicals of concern prior to regulations and no longer handle any "substances that need to be phased out." We are contributing to the creation of codes of conduct for the chemical industry regarding the handling of chemical substances that need to be phased out. One specific example of this was our investment in prior consultations on the revision of the 2018 amended Ozone Layer Protection Law (amendment to the quantity allocation aimed at the reduction of manufacturing and amount of import of HFC substitutes) with the Fluoride Gases Management Office, Chemical Management Policy Division, Manufacturing Industries Bureau of the Ministry of Economy, Trade and Industry (which has jurisdiction over this Law) in the Trade Control Committee (for companies importing or exporting chemicals involving large sums of money) of the Japan Chemical Exporters and Importers Association with which we cooperate.

Substitutes with Chemicals for Substances of Concern

There are no specific records of introducing substitutes for substances of concern by Mitsui or its consolidated subsidiaries.

Compliance and Training for Chemicals Business Laws and Regulations

Evaluation of the hazards and toxicity of chemical substances is a social responsibility of all businesses that handle chemical substances, including Mitsui & Co. All products and raw materials that we handle are subject to such evaluations. We continue to recognize that the responsibility of a non-manufacturing importer of chemicals distributed in the Japanese market is exactly the same as that of a chemical manufacturer.
All consolidated and non-consolidated subsidiaries handling chemicals are provided with regular training on laws and regulations related to the management of chemical substances, and on the Waste Management and Public Cleansing Law to ensure appropriate waste management practices. As a trader of chemicals, during the bimonthly training sessions we explain the need to communicate hazard and toxicity information correctly throughout the supply chain. Many people voluntarily participate in each session in our endeavor to communicate the importance of proper chemical substance management. By holding frequent in-house training sessions on the laws affecting the chemicals business and on other topics, we continue to promote awareness of evaluating the hazards and toxicity of chemical substances, as well as appropriate labeling and display of information on such substances.

Management System for Responding to Emergencies and Accidents

There were no reports of any significant violations of environmental laws and regulations, or any fines or sanctions imposed during the fiscal year ending March 2025.

Environmental Management

Training Seminars on Environmental Laws and Regulations

As we work to accelerate environmental initiatives across the global Group, raising the environmental awareness of each of our officers and employees of Mitsui, its subsidiaries, and its affiliated companies at all levels is vital. We use initiatives such as holding regular seminars and training sessions on environmental law to do so.

Lectures and Training Seminars Held in FY March 2025

Title	Participants	Mainly officers and employees of Mitsui
Training Seminars on Environmental Laws and Regulations	Approx. 140	Mainly officers and employees of Mitsui
Training on business laws and specific environmental issues: Laws Affecting Chemicals Businesses/Waste Management and Public Cleansing Act (7 times)	Approx. 1400	Officers and employees of Mitsui and affiliated companies consolidated subsidiaries underin the Chemicals Segment

Measures for the Waste Disposal Law

Mitsui operates in compliance with the Waste Management and Public Cleansing Law (also referred to as the "Waste Disposal Law" or "Waste Law"). To properly manage the disposal of industrial waste generated through logistics operations and general waste from business activities, we have formulated a workflow for handling industrial waste and general waste from business activities, and have prepared FAQ documents. Such tools and documents are used by relevant divisions and departments. We ensure that officers and employees increase their awareness and understanding of proper waste disposal practices, covering such matters as how to select waste management subcontractors and how to issue and manage manifests.

For other environment-related laws and regulations, please refer to the link below.

Environmental Management: Compliance with Environment-Related Laws and Regulations