

CORPORATE BROCHURE 2025

360°
business
innovation.



MITSUI & CO.

Message from the President

The world situation and the economic environment are changing dramatically. In step with the ever-increasing complexity of global issues, expectations placed upon Mitsui have also been diversified and elevated.

Throughout its long history, Mitsui has always embraced a spirit of “Challenge and Innovation”. We have constantly updated our unique capabilities as a global trading and investment company and responded with integrity to customer needs by leveraging the power of extensive worldwide partner networks. We are committed to proactively addressing global issues as a responsible member of the global business community. To that end, we will work earnestly to build a track record of success in providing practical solutions, while letting our aspirations guide us to even greater heights.

This fiscal year will be the final year of Medium-term Management Plan 2026. Drawing on our accumulated achievements and ongoing priorities from the past two years, we will make steady strides toward contributing to a sustainable and environmentally harmonious future. At the same time, in this fiscal year, we will further turn our attention to the creation of promising new projects with the potential to become next-generation business pillars.

Kenichi Hori
President and Chief Executive Officer



The Foundation of Our Business

Management Philosophy of Mitsui

We aim to serve the needs and expectations of stakeholders and society through the pursuit of our corporate mission and vision, guided by our values which form the foundation of our daily decisions and actions.

Mission

Build brighter futures, everywhere

Vision

360° business innovators

Values

Our core values as challengers and innovators

Seize the initiative

Thrive on diversity

Embrace growth

Act with integrity

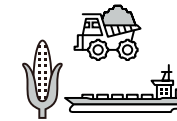


Corporate Mission Vision Values
<https://www.mitsui.com/jp/en/company/outline/idea/>



Mitsui's Materiality

In pursuit of our Mission to "Build brighter futures, everywhere", we identify key management issues for the sustainable growth of both society and Mitsui, and promote corporate activities aligned with the materiality.



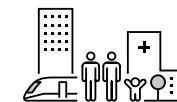
Establish a foundation for sustainable and stable supply

Ensure a secure, reliable and sustainable supply of resources, energy, materials, food, manufactured products and services that are vital for the development of society.



Create a community coexisting with nature

Promote initiatives to mitigate and adapt to climate change, transition to a circular economy, and achieve Nature Positive.



Foster a well-being society

Build the foundation of everyday life and enhance health and well-being through innovation.



Cultivate societies that respect human rights

Engage and collaborate with stakeholders to address human rights issues.



Empower our people to build brighter futures

Under an inclusive corporate culture, promote the success of diverse individuals and develop human resources that help solve social issues through value creation.



Build an organization with integrity

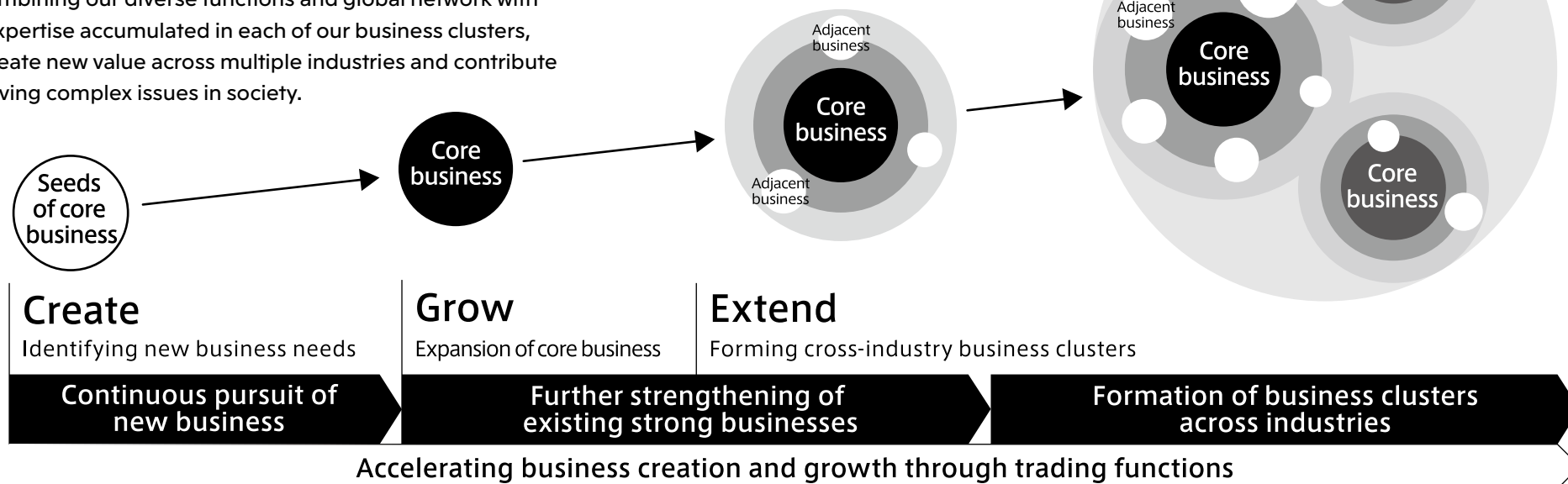
Act with integrity and respond to the trust by society.

Business Model and Functions

Working together with global customers and partners to build and grow businesses in a diverse range of fields.

Business Model

We build and grow new businesses by leveraging our business expertise across a broad range of global sectors. We constantly transform our business portfolio, forming new business clusters through expansion into adjacent businesses. By combining our diverse functions and global network with the expertise accumulated in each of our business clusters, we create new value across multiple industries and contribute to solving complex issues in society.



Functions

Our ever-evolving core business functions.

Marketing	Logistics	Finance	Risk Management	Corporate Management	Digital Transformation
We utilize research and analysis capabilities across our global network to generate demand and ensure stable supply.	We deliver logistics solutions tailored to diverse needs, backed by our expertise in global trends and trade rules.	We provide a range of financial functions, from financing and financial structuring, to trade finance.	We work to accurately identify business risks and propose and implement methods to minimize their impact.	We enhance our Group's corporate value by strengthening management structures and business competitiveness.	We utilize AI and IoT to optimize business processes and transform business models.

Global Network

We work to build brighter futures, utilizing the networks we have developed through our diverse business across the world.

Office Locations

62 countries and regions

124 offices



Europe

13 countries and regions

14 offices

CIS

4 countries and regions

9 offices

Far East

4 countries and regions

20 offices

Middle East and Africa

16 countries and regions

19 offices

Asia and Oceania

15 countries and regions

30 offices

Americas

9 countries and regions

21 offices

Japan

11 offices

Tokyo
(Head Office)

(As of April 1, 2025)



Worldwide Network

<https://www.mitsui.com/jp/en/company/outline/worldwide/>



Our Business

Our 16 business units cover a diverse range of needs, leveraging Mitsui's comprehensive strengths while remaining highly responsive to changes in the business and social environment.

Mineral & Metal Resources Business Unit



Collahuasi Copper Mine

We ensure a secure and stable supply of mineral and metal resources through global trading and business investments. We develop environmentally conscious businesses that contribute to local regions, and are expanding our metal and raw material recycling businesses and environmental solutions businesses, including initiatives for the battery value chain.

Energy Business Unit II



Cameron LNG

Our core business domain is LNG which contributes to stable and affordable energy supply and supports the global response to climate change. We are globally engaged in LNG development, trading and logistics projects. Our strategy is to establish a competitive LNG upstream asset portfolio and optimize LNG trading by utilizing our own LNG fleet.

- Mineral & Metal Resources
- Machinery & Infrastructure
- Iron & Steel Products
- Innovation & Corporate Development
- Energy
- Chemicals
- Lifestyle



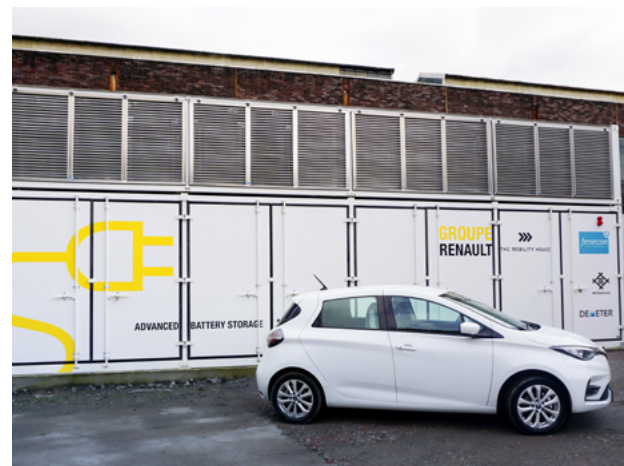
Energy Business Unit I



Waitisia Gas Project

Through upstream development and trading of energy resources such as oil, natural gas, coal and biomass fuels, we contribute to the stable supply of energy vital to both industry and society. We also leverage our expertise for new business initiatives, including biofuels and carbon credit trading, with the aim of contributing to the realization of a low-carbon society.

Energy Solutions Business Unit



Stationary Storage Business Tokai2

Using our agility and unique knowledge from multiple business domains, we strive to deliver decarbonization solutions and create new business relating to power (distributed solar power, storage batteries, energy management, EV infrastructure, green mobility), next-generation energy (hydrogen, biofuels, etc.), and carbon credits.

Infrastructure Projects Business Unit



Bii Stinu Wind Project

Our unit serves infrastructure demand across the world, covering energy (renewable energy and thermal power), natural resources infrastructure, social & environmental infrastructure, digital infrastructure and new innovative business, etc.

Mobility Business Unit II



Marvel Falcon

In the marine, aviation, aerospace and railway fields, we promote the development of transport infrastructure in harmony with the global environment by utilizing new technologies and networks with global business partners.

Mobility Business Unit I



Penske Truck Leasing

We aim to strengthen and develop business models, and add value in the automobile, construction&mining machinery, and railway sectors by anticipating and responding to new trends in mobility services, including fleet management, decarbonization technology innovation, and railway businesses.

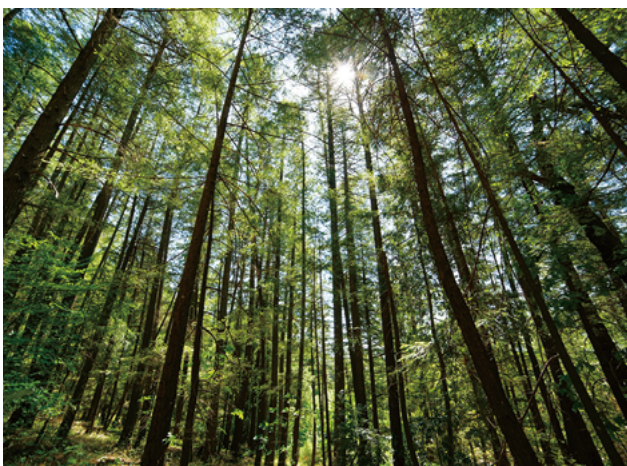
Basic Materials Business Unit



Fairway Methanol

We contribute to the creation of a sustainable society and improvement in the quality of life of people across the world through (a) the stable supply of basic materials derived from natural gas, petroleum and bio/renewable materials, (b) the provision of robust support for industrial infrastructure, and (c) value creation via solutions that meet the needs of clients and consumers.

Performance Materials Business Unit



Forests Managed by New Forests (Australia)

We are engaged in a wide range of solution-oriented businesses for global challenges such as climate change, carbon neutrality, and circular economy. We are pursuing new business in a variety of industries such as mobility, electronics, beauty and personal care, forestry, and hydrogen to meet the needs of markets and consumers in diverse industries with chemicals and materials perspectives.

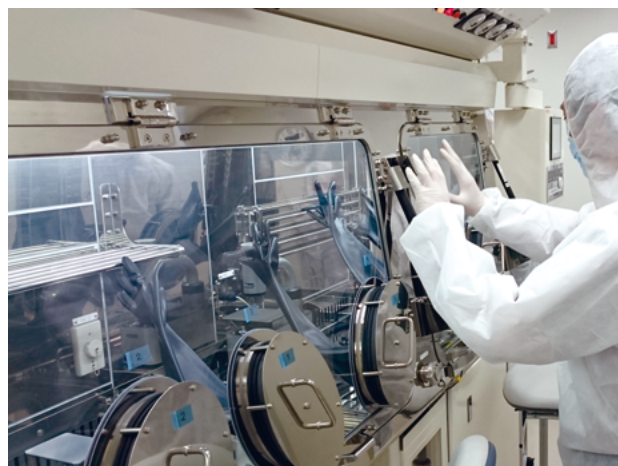
Iron & Steel Products Business Unit



Global Energy Group

We operate our business across a wide range of areas, from steel manufacturing and sale of steel products to steel processing, parts manufacturing, maintenance, and recycling. We are committed to realizing a sustainable society by building value chains that contribute to the transition toward becoming a low-carbon emitting society, de-carbonization and circularity, based on our diverse connections with the market and industry.

Nutrition & Agriculture Business Unit



Animal Health Business at Bussan Animal Health

We see global population growth and demand for added value, including for health, as a business opportunity, and strive to meet social needs through our wide-ranging business in the food and chemicals areas, including agri-inputs, seeds, veterinary pharmaceutical, feed additives, food ingredients and preventative healthcare.

Food Business Unit



United Grain Corporation

Engaged in production, accumulation, marketing, manufacturing and processing of food resources and products, we are working to develop our global business base and provide safe and reliable foods to the world.

Retail Business Unit



Mitsui & Co. Retail Group, Ltd. Distribution Center

We operate businesses in distribution, food manufacturing and brand & retail, delivering quality, convenience and wellness to consumers across the world. We add value to products and services, including developing new B2C brands, and propose new sales strategies to customers based on analysis of consumption trends.

Wellness Business Unit



Hospital and Clinic Business

We create businesses in the Medical, Pharma and Employee Experience fields. Through our high valued-added business, we promote initiatives to create new wealth in the form of wellness for people around the world.

IT & Communication Business Unit



©QVC Japan, Inc.

TV Shopping Business

We develop and promote information and communications technology businesses in areas including IT services, cyber-security, video commerce, digital media, BPO, digital marketing, Healthcare DX, BtoC platform and digital infrastructure.

Corporate Development Business Unit



©MBK Real Estate LLC

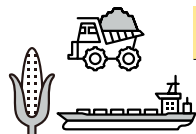
Rental living properties in the U.S.A.

We are engaged in logistics, real estate, and finance related businesses, including real estate development, asset management, buyouts and commodity derivatives. Our expertise in these areas is utilized to cultivate business in new areas, leading to the further evolution of Mitsui's business.



Contributing to the Achievement of the SDGs Through Our Materiality

Mitsui is contributing to the achievement of the SDGs by tackling six material issues that lead to solutions for social issues.



Establish a foundation for sustainable and stable supply



We are actively engaged in work across the entire value chain, from development and production to marketing, ensuring the stable supply of resources and energy essential for the development of society. As we work toward a future of net-zero emissions, we are also working to advance the adoption of clean energy, including renewable energy, next-generation fuels, hydrogen, and ammonia. In partnership with our global suppliers, we procure safe, secure foods and products with sustainability at the forefront.



AM Solar Project in Jordan



Create a community coexisting with nature



We have set a goal of achieving net-zero emissions in our Vision for 2050, and to achieve this, by 2030 we aim to reduce our GHG emissions by 30% compared to 2020. Through our diverse business activities, we are addressing global challenges, including economic and societal development, and climate change mitigation and adaptation. The conservation and preservation of nature is one of our key priorities, and we are working to achieve Nature Positive* by 2030 through our business activities.

*To halt and reverse the biodiversity loss by reducing our dependence on and impact on nature



A regenerative agricultural project run by RRG NBS that aims to preserve ecosystems and water resources



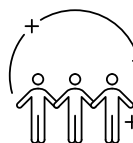
Foster a well-being society



We work to develop and maintain social infrastructure that is essential for the advancement of countries and regions worldwide. In addition to our Medical businesses—hospitals and clinics—and Pharma, including medical data services and drug development support, we help to create healthier and more fulfilling lives by offering high-value services that improve medical quality, convenience, and efficiency in drug development through the use of AI, big data, and ICT.



Telemedicine Services Provided by IHH Healthcare



Cultivate societies that respect human rights



In the diverse businesses we operate globally, we believe that consideration for human rights in accordance with international standards is a fundamental element of sustainable management. We strive to identify and address human rights issues not only within our own company but also across our supply chains, and we are actively promoting initiatives to respect human rights in all our business activities.



Tea plantation in Sri Lanka, which is a supplier to our company and Mitsui Norin Co.



Empower our people to build brighter futures



The Mitsui & Co. Group brings together employees from diverse backgrounds who are actively engaged in business across the globe. By embracing individual uniqueness, we can fully unlock each other's potential, and create greater value in our business. We work to realize our core value – thriving on diversity – by building an inclusive and strong organization and empowering the growth and active involvement of global and diverse talent, including female leaders and professionals outside Japan.



Global Management Academy designed with Harvard Business School to develop future global leaders



Build an organization with integrity



We emphasize “enhancing transparency and accountability” and “clarification of the division of roles between management oversight and executive operations,” and aim to achieve highly effective corporate governance by increasing the ratio of external directors.

We have “Mitsui & Co. Group Conduct Guidelines — With Integrity” and work to build an organization with integrity on a global group basis. We will act with integrity and respond to the trust placed in us by society.

With Integrity

Mitsui & Co. Group Conduct Guidelines

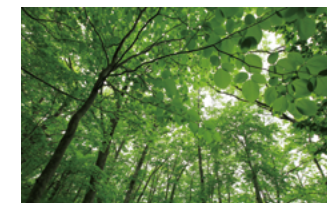
360°
business
innovation.



Mitsui & Co. Group Conduct Guidelines
—With Integrity—

Mitsui's Forests

Mitsui's Forests are company-owned forests in 76 locations across Japan, covering a total area of approximately 45,000 hectares, which is equivalent to about 0.1% of Japan. Our purpose for owning these forests is to not only secure wood resources, but also the various other functions they offer that are beneficial to the public, such as protecting the water resources that are crucial to livelihoods, preventing water damage, conserving biodiversity, supporting the development of culture, and providing a space for education and relaxation. We continue to manage and maintain our forests in an appropriate manner so that they can fully demonstrate these functions. We will leverage our unique functions and expertise as a global investment and trading company to create diverse value from Mitsui's forests.



Ishii Forest (Hokkaido)

Social Contribution Activities

We aim to achieve sustainable growth for both Mitsui and society by working to solve social challenges through both business and social contribution activities while building trust with our diverse stakeholders. We have set the priority areas of “community contribution,” “environmental conservation,” and “human resources development” in accordance with our Management Philosophy and Materiality, and carry out a variety of activities at business sites around the world. It is important to us that each and every employee contributes to society and their community.



Mitsui & Co. Co-creation Fund Grants
New Norm Design, Inc., Taking on the challenge of reducing construction material leftover and CO2 emissions in the construction industry.



Sustainability

<https://www.mitsui.com/jp/en/sustainability/>



Financial Highlights (The year ended March 31, 2025)



Total Assets

US\$ **112.0** bil

Revenue

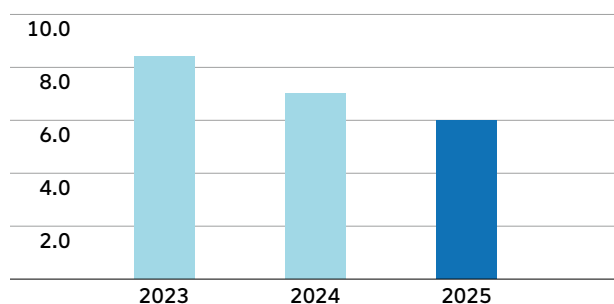
US\$ **97.7** bil

Gross Profit

US\$ **8.6** bil

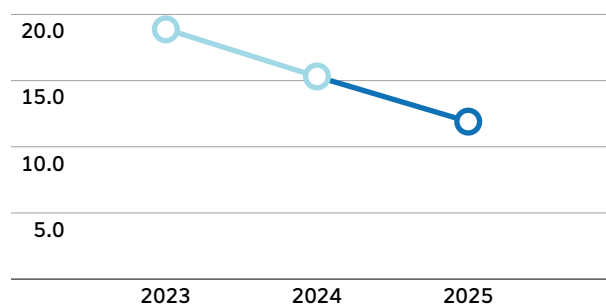
Profit for the Year ^{*1}

US\$ **6.0** bil



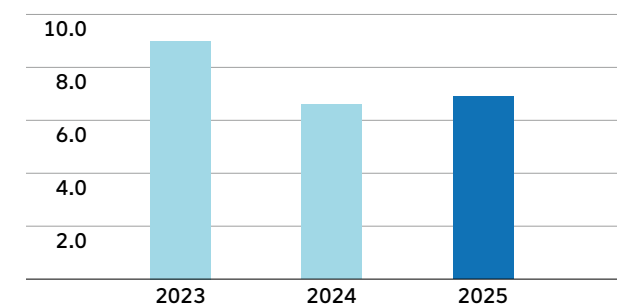
Return on Equity (ROE) ^{*2}

11.9%



Core Operating Cash Flow ^{*3}

US\$ **6.9** bil



Based on International Financial Reporting Standard

The conversions of Japanese yen amounts into U.S. dollar amounts are included solely for the convenience of readers outside Japan. These conversions are done using the yen-dollar exchange rate at the end of each fiscal year. For the fiscal year ended March 31, 2025, the U.S. dollar amounts represent conversions of the Japanese yen amounts at the rate of ¥150.00 = US\$1, which was the approximate rate of exchange on March 31, 2025.

^{*1}: Attributable to Owners of the Parent

^{*2}: Ratio of Net Profit to Shareholders' Equity

^{*3}: [Cash flow from operating activities] - [Cash flow from changes in working capital] - [outflows for Repayments of lease liability]



Investors

<https://www.mitsui.com/jp/en/ir/>



Corporate Profile

Company Name	MITSUI & CO., LTD.
Date of Establishment	July 25, 1947
Common Stock	¥343,441,628,595
Number of Employees	5,388 (56,400 on consolidated basis)
Number of Offices and Overseas Trading Affiliates (As of April 1, 2025)	124 offices in 62 countries/regions Japan: 11 offices Overseas: 113 offices
Head Office	2-1, Otemachi 1-chome, Chiyoda-ku, Tokyo 100-8631, Japan TEL: 81(3)3285-1111 URL: https://www.mitsui.com
Number of Affiliated Companies for Consolidation	Subsidiaries: Japan 80 Overseas 214 Equity Accounted Investees: Japan 30 Overseas 151 Total: 475
Stock Information	Stock Exchange Listings: Tokyo, Nagoya, Sapporo, Fukuoka Number of Shares Authorized: 5,000,000,000 shares Number of Shares Issued: 2,905,248,272 shares Number of Shareholders: 421,341 shareholders

(As of March 31, 2025)

Evaluation by Society

Our selection for inclusion in major ESG investment indices in and outside Japan indicates that we are highly evaluated by society for our sustainability initiatives.



2024 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX



Headquarters Business Units and Regional Organizations (As of April 1, 2025)

Mineral & Metal Resources Business Unit	Asia Pacific Business Unit Americas Business Unit	Japan Bloc CIS Bloc East Asia Bloc / South Korea Middle East and Africa Bloc Europe Bloc
Energy Business Unit I		
Energy Business Unit II		
Energy Solutions Business Unit		
Infrastructure Projects Business Unit		
Mobility Business Unit I		
Mobility Business Unit II		
Basic Materials Business Unit		
Performance Materials Business Unit		
Nutrition & Agriculture Business Unit		
Iron & Steel Products Business Unit		
Food Business Unit		
Retail Business Unit		
Wellness Business Unit		
IT & Communication Business Unit		
Corporate Development Business Unit		
Corporate Staff Divisions		



Organization

<https://www.mitsui.com/jp/en/company/outline/organization/>



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