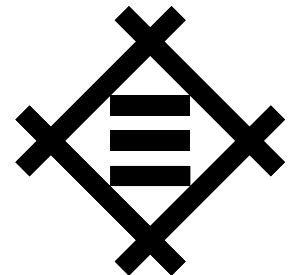


# Corporate Brochure 2026

360° business innovation.



**MITSUI & CO.**

# Message from the President

Corporate Brochure 2026

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 the 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, building on the foundation of trust that we have cultivated with our valued partners around the world. As a responsible member of the global business community, we are committed to playing an integral role in addressing global issues in a way that draws on Mitsui’s strengths.

To that end, we will continue working 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 marks the first year of our new Medium-term Management Plan. Propelled by the progress achieved through our past initiatives, and by leveraging rapidly advancing leading-edge technologies, we aim to contribute to the creation of brighter futures everywhere, and thereby achieve further growth.

## Kenichi Hori

President and Chief Executive Officer



# The Foundation of Our Business

Corporate Brochure 2026

## 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**

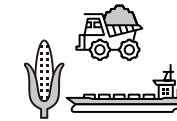
**Embrace growth**

**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.



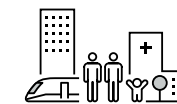
### **Establish a foundation for sustainable and stable supply**

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**

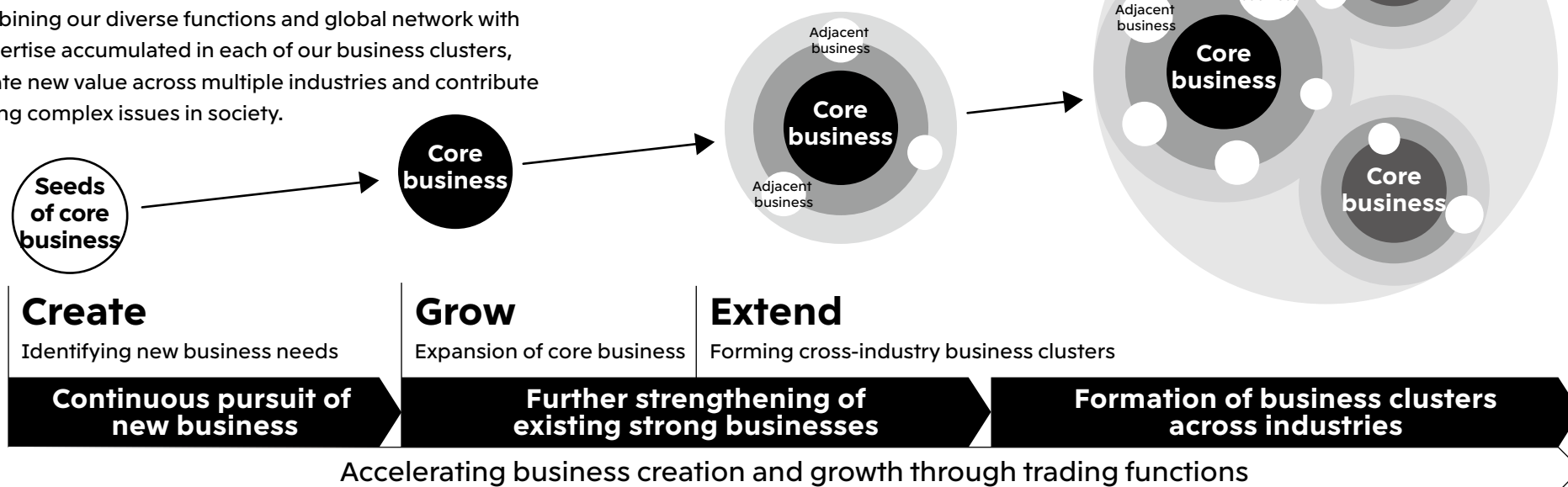
Act with integrity and respond to the trust by society.

# 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 data to optimize business processes and transform business models. |

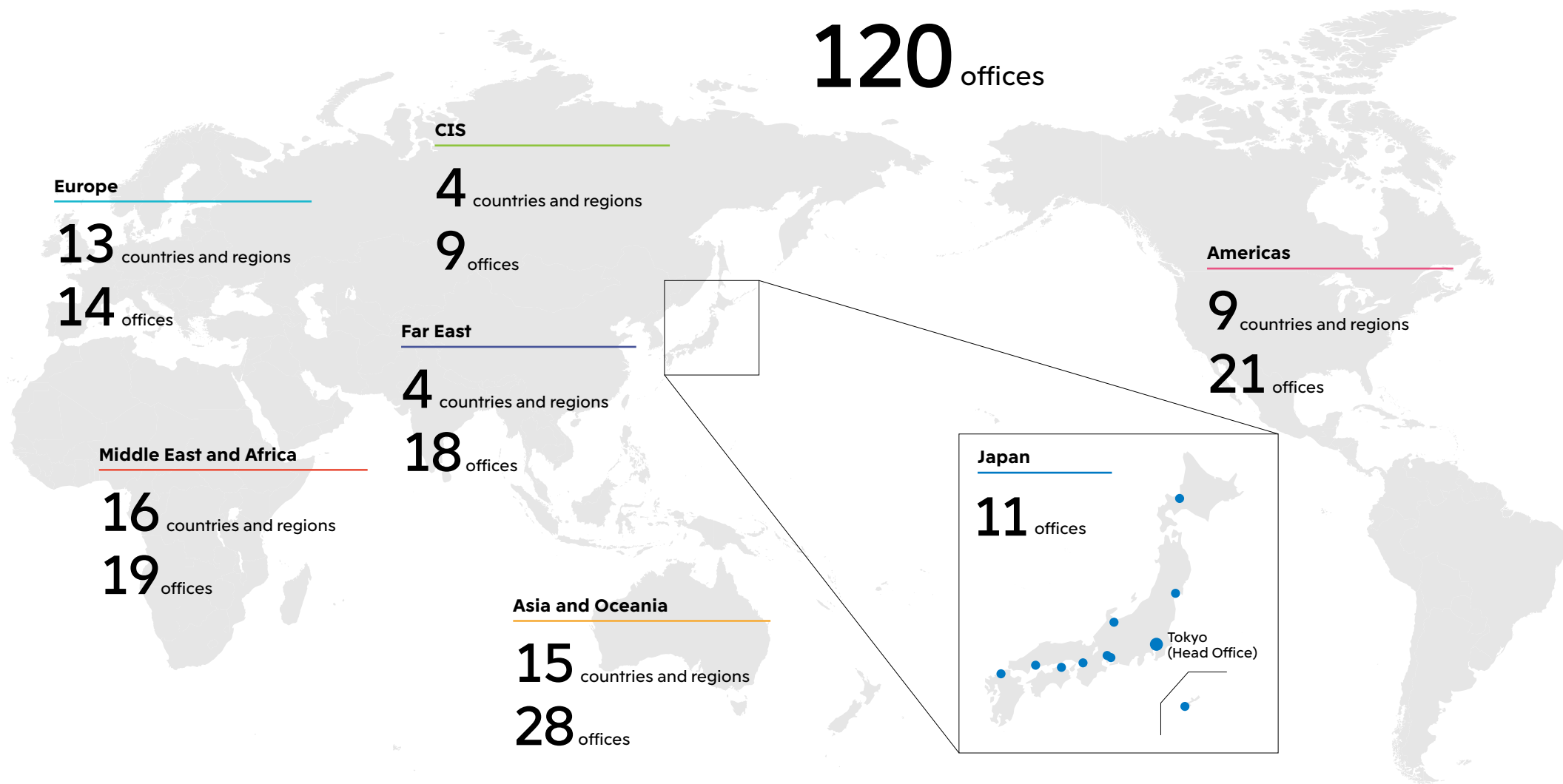
# Global Network

Corporate Brochure 2026

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  
**120** offices



(As of April 1, 2026)

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

# Our Business

Corporate Brochure 2026

Our 15 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          | ■ Iron & Steel Products | ■ Energy             |
| ■ Mobility, Digital & Infrastructure | ■ Chemicals             | ■ Wellness Ecosystem |
| ■ Innovation & Corporate Development |                         |                      |

## ■ Mineral & Metal Resources Business Unit



We ensure a stable supply of mineral and metal resources through resource development and trading activities. In addition, we promote initiatives in metal and materials recycling businesses, as well as development of the battery value chain, with a view to realizing a low-carbon and circular society.

## ■ Iron & Steel Products Business Unit



We operate a wide-ranging business that covers steel-making and sales of steel products, as well as processing, parts manufacturing, maintenance, and recycling. Leveraging our diverse points of engagement with markets and industries, we build comprehensive "value chains" through trading and business development activities, delivering businesses that support and underpin industrial infrastructure.

## ■ Global LNG Business Unit



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.

## ■ Integrated Energy Solutions Business Unit



Developing upstream resources and trading various energy products 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 to develop energy solutions and new business such as hydrogen, biofuels, emissions credit and CCUS, with a view to contributing to the realization of a low-carbon society.

## Digital & Infrastructure Solutions Business Unit



Our unit serves demand across the world, covering digital & power solutions (power generation, electricity trading, digital infrastructure), gas infrastructure (LNG terminals, gas distribution), offshore infrastructure (FPSO, drill-ships), and logistics, water & social infrastructure, etc.

## Mobility Business Unit I



In the mobility sector, encompassing automobiles, construction, mining, and industrial machinery, we leverage integrated business models that combine sales, financing and leasing, transportation and logistics, asset investment, and business operation. By capturing shifts in mobility service trends and enhancing the value we provide in response to environmental changes such as decarbonization and digitalization, we contribute to the realization of a sustainable society and help to enrich people's lives.

## Mobility Business Unit II



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

## Basic Materials Business Unit



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



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, packaging, electronics, beauty and personal care, and forestry to meet the needs of markets and consumers in diverse industries with chemicals and materials perspectives.

## Nutrition & Agriculture Business Unit



We see global population growth, aging societies and demand for added value, including for health, as business opportunities, and strive to meet social needs through our wide-ranging business in the food and agriculture areas, including agri-inputs, seeds, veterinary medicines, feed additives, food ingredients and preventative health-care.

## Food Business Unit



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



Our mission is to deliver greater quality and convenience to consumers worldwide. We focus on three core domains—Supply Chain, Global Marketing, and Lifestyle—providing services such as consumer trend analysis, supply chain optimization, brand and product development and manufacturing, as well as sales strategy planning and operations.

## Wellness Business Unit



We create businesses in the “Provider,” “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



We develop and promote information and communications technology businesses in areas including IT services, cyber-security, BPO, data marketing, media commerce, IP platforms, digital platforms and Health-care DX.

## Corporate Development Business Unit



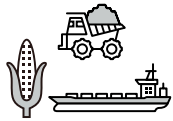
We are engaged in logistics, real estate, and finance related businesses, including real estate development, asset management, buyouts and commodity derivatives. Our expertise in these areas is utilized to cultivate business in new areas, leading to the further evolution of Mitsui's business.

 Our Business  
<https://www.mitsui.com/jp/en/company/business/>

# Contributing to the Achievement of the SDGs Through Our Materiality

Corporate Brochure 2026

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.



A renewable diesel and sustainable aviation fuel production business in Portugal



## Create a community coexisting with nature

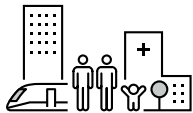


We have set a goal of achieving net-zero emissions in our Vision for 2050, and to achieve this, by 2030 we aim to reduce our GHG emissions by 30% compared to 2020. Through our diverse business activities, we are addressing global challenges, including economic and societal development, and climate change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



Regenerative agriculture in practice (teak seedlings)

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



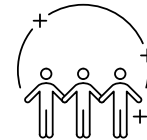
## Foster a well-being society



We work to develop and maintain social infrastructure that is essential for the advancement of countries worldwide. In addition to our Medical businesses—hospitals and clinics—and Pharma, including medical data services and drug development support, we contribute to the realization of 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



As we conduct business globally, we position respect for human rights as the foundation of our business operations. In accordance with international standards, we work to identify and address human rights issues not only within our own operations but also across our supply chain. Through dialogue with our business partners and on-site engagement, we promote responsible business practices while placing importance on the prevention of forced labor and discrimination, ensuring the safety and health of people involved in our business activities, and giving due consideration to local communities.



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



## 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 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 talent 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 “the clarification of the division of roles between management oversight and the 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

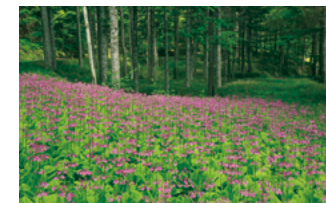
360°  
business  
innovation.



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 to preserve 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 GREEN FORESTERS Inc., striving to realize development of future forests that nurture abundant Natural Capital in Japan.



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

# Financial Highlights

(The year ended March 31, 2026)

Corporate Brochure 2026

## Total Assets

US\$ **130.0** bil

## Revenue

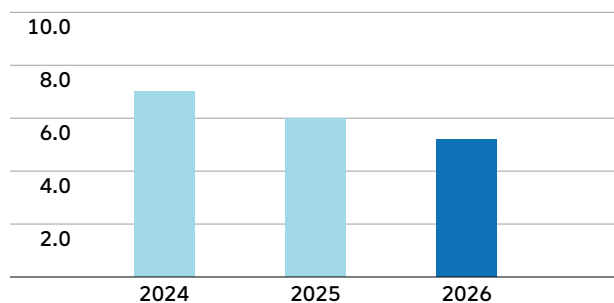
US\$ **87.5** bil

## Gross Profit

US\$ **8.3** bil

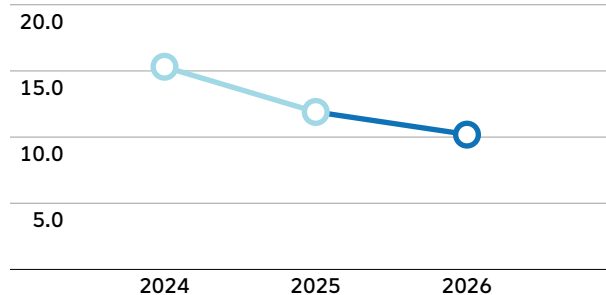
## Profit for the Year <sup>\*1</sup>

US\$ **5.2** bil



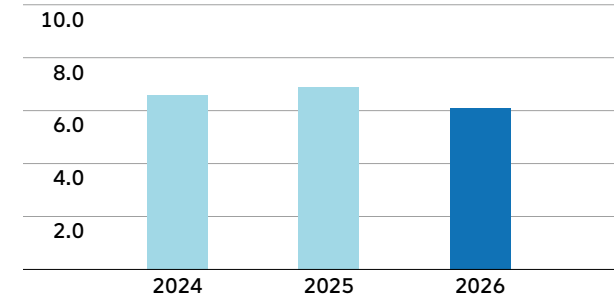
## Return on Equity (ROE) <sup>\*2</sup>

**10.2** %



## Core Operating Cash Flow <sup>\*3</sup>

US\$ **6.1** 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, 2026, the U.S. dollar amounts represent conversions of the Japanese yen amounts at the rate of ¥160.00 = US\$1, which was the approximate rate of exchange on March 31, 2026.

<sup>\*1</sup> Attributable to Owners of the Parent

<sup>\*2</sup> Ratio of Net Profit to Shareholders' Equity

<sup>\*3</sup> [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/>

|                                                                            |                                                                                                                                                                                                                |
|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Company Name                                                               | MITSUI & CO., LTD.                                                                                                                                                                                             |
| Date of Establishment                                                      | July 25, 1947                                                                                                                                                                                                  |
| Common Stock                                                               | ¥344,163,332,347                                                                                                                                                                                               |
| Number of Employees                                                        | 5,333 (55,456 on consolidated basis)                                                                                                                                                                           |
| Number of Offices and Overseas Trading Affiliates<br>(As of April 1, 2026) | 120 offices in 62 countries/regions<br>Japan: 11 offices<br>Overseas: 109 offices                                                                                                                              |
| Head Office                                                                | 2-1, Otemachi 1-chome, Chiyoda-ku, Tokyo 100-8631, Japan<br>TEL: 81(3)3285-1111<br>URL: <a href="https://www.mitsui.com">https://www.mitsui.com</a>                                                            |
| Number of Affiliated Companies for Consolidation                           | Subsidiaries: Japan 72 Overseas 206<br>Equity Accounted Investees: Japan 32 Overseas 136<br>Total: 446                                                                                                         |
| Stock Information                                                          | Stock Exchange Listings: Tokyo, Nagoya, Sapporo, Fukuoka<br>Number of Shares Authorized: 5,000,000,000 shares<br>Number of Shares Issued: 2,864,666,576 shares<br>Number of Shareholders: 430,521 shareholders |

(As of March 31, 2026)

## 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.



2025 CONSTITUENT MSCI Nihonkabu  
ESG SELECT LEADERS INDEX



## Headquarters Business Units and Regional Organizations

(As of April 1, 2026)

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

**mitsui**  
**mitsui & co., ltd.**