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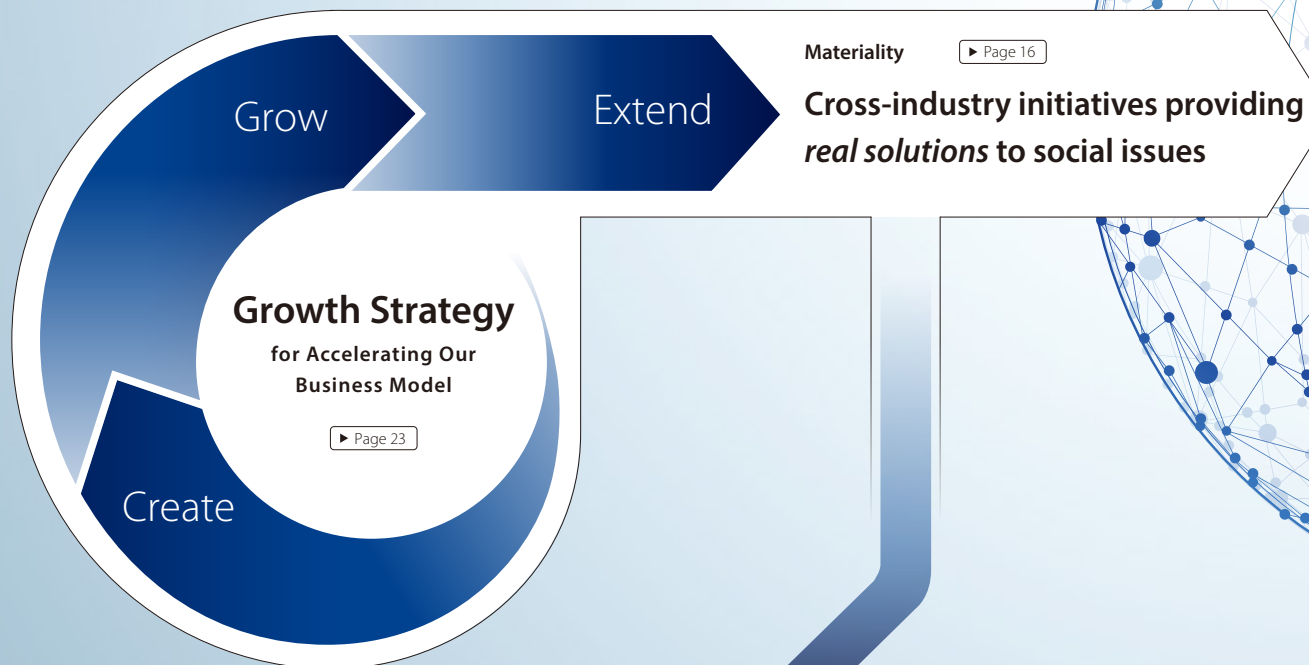


Value Creation Process

Mitsui's Challenge and Innovation

Mitsui's Mission is to "Build brighter futures, everywhere." We contribute to resolving social issues through our business activities, which leads to sustainable growth. Mitsui's strengths include a focus on human resources that has been passed down for generations and expressed as "Mitsui is People," the corporate culture of "open-mindedness," and a global business portfolio spanning a wide range of industries that we have constantly transformed over decades. Through cross-industry initiatives, we provide *real solutions* to increasingly complex social issues. Putting "Challenge and Innovation" into practice is at the very core of Mitsui's value creation.

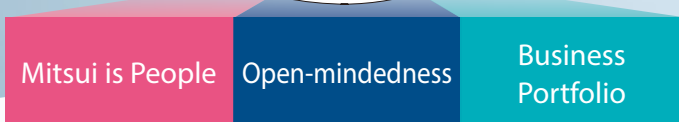
Business Model [▶ Page 17](#)



Mission

Build brighter futures,
everywhere

Strengths [▶ Page 15](#)



Enhancement of management capital

Management Capital [▶ Page 14](#)




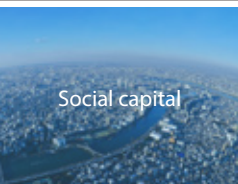
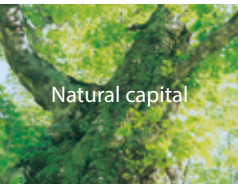
Management Foundation [▶ Page 53](#)

Management Capital

By leveraging various forms of management capital we have built up over many decades, we contribute to resolving various social issues through our business activities.

Doing so further enhances our management capital and leads to the sustainable growth of the Company.

Based on this management capital, Mitsui applies its strengths of "Mitsui is People," "open-mindedness," and its "business portfolio" as sources of value creation.

 <p>Human capital</p>	<p>"Independent professionals" who leverage ingenuity to lead transformation through innovation and utilize their own strengths to create value in any industry or role</p>	<p>Number of employees (consolidated) 46,811¹</p>	<p>Employee engagement 72%²</p>	<p>Percentage of female managers 18.8% (consolidated) 8.5% (non-consolidated)</p>	<p>Number of employees participating in overseas dispatch programs 3,700+ (cumulative total)¹</p>
 <p>Intellectual capital</p>	<p>Business know-how cultivated as a general trading company in areas including trading and business management, and expertise and know-how accumulated by generating innovation and developing new technologies</p>	<p>Passing on business know-how³ ▶ Integrated Report 2022 Page 96</p>	<p>Number of business cases⁴ 2,500+/year</p>		
 <p>Financial capital</p>	<p>A solid and sound financial base supported by disciplined portfolio management and financial strategy</p>	<p>Consolidated assets ¥15.4 trillion</p>	<p>Core Operating Cash Flow ¥1,205.5 billion</p>	<p>Profit for the year ¥1,130.6 billion</p>	<p>ROE 18.9%</p>
(Fiscal year ended March 2023)					
 <p>Social capital</p>	<p>A brand and industry reputation built up over years, and long-term networks and relationships of trust established with a wide range of stakeholders such as business partners, customers, local communities and government bodies</p>	<p>Number of clients 155,000+ 81,000+ overseas, 74,000+ in Japan</p>	<p>Number of offices 128 offices in 63 countries/regions⁵</p>	<p>Number of affiliated companies 513 companies⁶ 381 companies overseas, 132 companies in Japan</p>	
 <p>Natural capital</p>	<p>Natural resources essential to Mitsui's business, crucial materials for the stable supply of mineral and metal resources, energy, food, and other products and commodities, and forestry resources such as Mitsui's forests and overseas forestry businesses</p>	<p>Area of Mitsui's forests in Japan approx. 45,000 hectares</p>	<p>GHG⁷ Reduction Contribution 2.7 million tons/year⁸</p>	<p>Energy resources Crude oil and gas reserves 1.33 billion barrels</p>	<p>Mineral and metal resources Iron ore: Equity share of production 58.3 million tons/year</p>

1. As of March 31, 2023 2. Based on Mitsui Engagement Survey 2022

3. Manuals, know-how and collections of case studies shared within the Company leading to efficient business management and promotion and creation of new businesses

4. Ringi (documents for internal decision-making: comprehend the external and internal environment, strategies, risk analysis, etc.) 5. As of April 1, 2023 6. Consolidated subsidiaries: 297, equity accounted investees: 216 7. Greenhouse gas 8. Including absorption amount

Mitsui's Strengths

Mitsui is People

"Mitsui is People" expresses Mitsui's commitment, as a company, to placing the highest priority on talent development and it being a collective of independent individuals. One of our strengths lies in our collective of highly-capable individuals with unique capabilities who think in an independent manner. These individuals respect each other's uniqueness and strengths, collaborate toward specific objectives and continue to create new value.

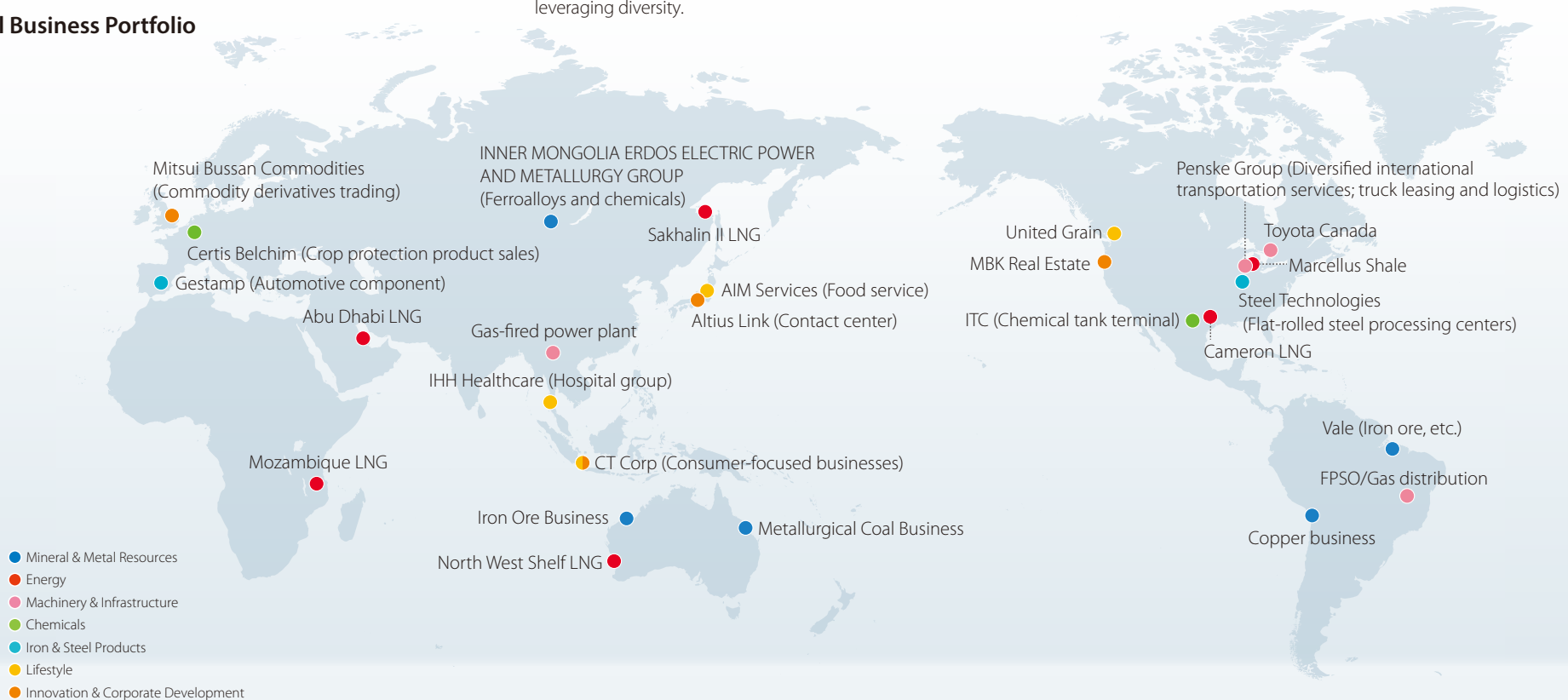
Open-mindedness

"Open-mindedness" has been one of the most important elements of the corporate culture and philosophy that has been passed down since Mitsui's establishment. Mitsui's corporate culture is such that all employees are free to create ideas and are listened to by others, regardless of position, which lies at the foundation of our track record of "Challenge and Innovation." This enables cross-industry value creation through communication across organizational boundaries. Open-mindedness is also the strength in embracing different ideas and leveraging diversity.

Business portfolio

Mitsui has spent decades refining its global and wide-ranging business portfolio. We continue to transform our business portfolio, creating and cultivating businesses that contribute to solving current and potential social issues and replacing businesses. This business portfolio and our ability to continually transform it for the future is a source of Mitsui's competitiveness.

Global Business Portfolio



As of 31 August 2023. Altius Link will be established on 1 September 2023.

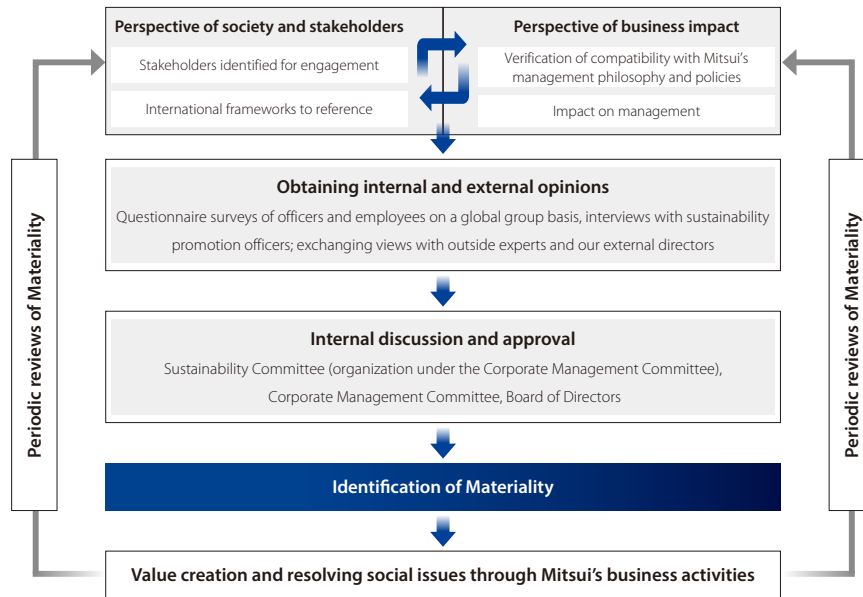
Materiality











Positioning of Materiality

Mitsui conducts sustainability-oriented management. We have identified Mitsui's material issues ("Materiality") for the sustainable growth of both society and Mitsui with the aim of earning the trust and meeting the expectations of our various stakeholders as well as contributing to our Mission to "Build brighter futures, everywhere." Materiality entails medium- to long-term risks as well as matters that present opportunities, which underlie Mitsui's business policy and strategy formation.

Identification of Materiality

In identifying Materiality, we consider impacts on Mitsui and stakeholders from the perspective of sustainable development of society and the Company with reference to the SDGs, the United Nations Global Compact, and other international frameworks. The identification process involves internal and external discussions, following which approval is obtained from the Corporate Management Committee and the Board of Directors. Furthermore, we conduct reviews on a roughly three-to-five-year basis to take account of factors such as environmental changes.



Materiality	Outline	Applicable SDGs
 Secure sustainable supply of essential products	Ensure the sustainable and stable supply of resources, materials, food, and manufactured products that are vital for the development of society.	
 Enhance quality of life	Contribute to the betterment of living standards, the development of local industries and respect of human rights to realize sustainable societies globally.	
 Create an eco-friendly society	Accelerate initiatives towards environmental issues, such as responding to climate change and water resource problems, and contributing to a circular economy.	
 Develop talent leading to value creation	Respect diversity and develop human resources with the competence to create innovation and new value.	
 Build an organization with integrity	Strengthen our governance and compliance as a corporate group trusted by society.	

Materiality Action Plans

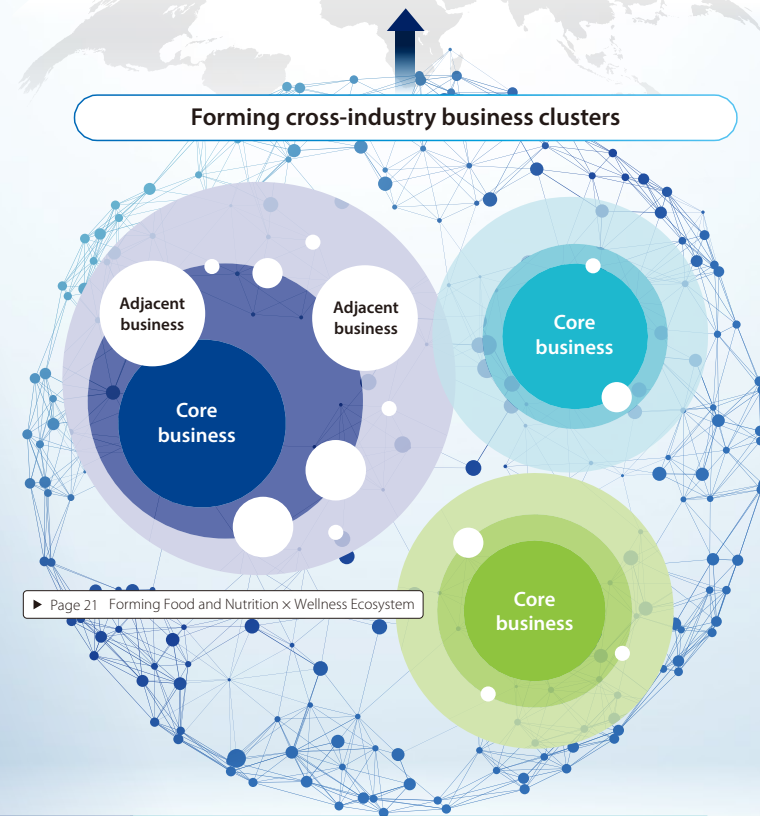
We have established Materiality Action Plans that set out specific policies, targets, and initiatives regarding Materiality at each organization, and manage and disclose current conditions and progress based on these plans. For details, please refer to the following webpage.


 Materiality Action Plans
https://www.mitsui.com/jp/en/sustainability/materiality/action_plans/materiality.html

Mitsui's Business Model

We are constantly transforming our global and wide-ranging business portfolio by creating new businesses, nurturing them into core businesses, and forming business clusters with adjacent businesses. Cross-industry initiatives are necessary to provide *real solutions* to complicated social issues that cannot be easily resolved by a single business or industry. Mitsui is contributing to resolving complex social issues by creating even greater value through the formation of cross-industry business clusters.

Providing cross-industry *real solutions* to social issues



Issue complexity / Amount of value provided

Extend

Forming business clusters by combining the core business with adjacent businesses

Grow

Expansion of core business

Create

Identifying new business needs

Seed of core business

Core business

Adjacent business

Core business

Adjacent business

Forming cross-industry business clusters

Adjacent business

Core business

Adjacent business

Core business

Page 21 Forming Food and Nutrition x Wellness Ecosystem

Core business

Page 19 Create, Grow, Extend in the Field of Mobility

Strengths

Mitsui is People

Open-mindedness

Business portfolio

Accelerating business creation and growth through trading functions






Breadth of offering capabilities

Through its trading operations, Mitsui has cultivated expansive networks comprising its customer base and business partners, and leveraged these networks to carry out business investments and accelerate the enhancement of business value by providing trading functions. These businesses subsequently lead to new trading opportunities and further network expansion.

Collaborative Creation with Stakeholders

Mitsui considers measures to help resolve the issues faced by society through its businesses, and has continued to transform its business portfolio in order to provide *real solutions*. There are many social issues that cannot be resolved by Mitsui alone, so collaboration with business partners, local communities and governments, and other stakeholders is essential. We therefore focus on dialogue with our stakeholders, work to assess the impact

of our business activities on society, and identify relevant stakeholders with whom to proactively engage. Through stakeholder dialogue, each of our employees and executives gains a firm grasp of the expectations and demands of society, enabling them to engage in collaborative creation with stakeholders, through which we continue to create value in a way unique to Mitsui.

Collaborative Creation		Stakeholders	Main Forms of Engagement
 Secure sustainable supply of essential products	Stable supply of resources, food, and other goods ▶ Page 19 Create, Grow, Extend in the Field of Mobility	Local Communities	<ul style="list-style-type: none"> Engagement through business Social contribution activities
 Enhance quality of life	Contributions to improving health and quality of life ▶ Page 21 Forming Food and Nutrition x Wellness Ecosystem	Business Partners & Consumers	<ul style="list-style-type: none"> Engagement through business Response to inquiries by phone, email, etc. Publications Supplier questionnaires and survey to real-world conditions
 Create an eco-friendly society	Initiatives responding to climate change ▶ Page 39 "Challenge and Innovation" in Next-generation Fuels	NPOs & NGOs	<ul style="list-style-type: none"> Participation in policy councils Personnel exchange (acceptance of trainees, etc.) Activities through business and industry groups
 Develop talent leading to value creation	Promotion of globally diverse individuals ▶ Page 46 Human Resources Strategy	Government Bodies	<ul style="list-style-type: none"> Support for research and activities Response to inquiries by email, etc.
 Build an organization with integrity	Strengthening governance, spreading integrity ▶ Page 61 Mitsui's Corporate Governance	Employees	<ul style="list-style-type: none"> Exchange of opinions with management Exchange of opinions with labor union Engagement surveys Internal consultation contact points
Enhance corporate value	Profit generation, shareholder returns	Shareholders & Investors	<ul style="list-style-type: none"> General meeting of shareholders, various IR briefings Engagement through one-on-one IR meetings Website, various publications Dialogue through briefings for individual investors

HIGHLIGHT

Stakeholder Dialogues / Social Contribution Activities

We hold regular stakeholder dialogues on sustainability issues. These serve as a forum for experts, young people and other external stakeholders to engage with Mitsui employees. In the fiscal year ended March 2023, we discussed natural capital including biodiversity and business with Yasushi Hibi (Managing Director, Conservation International Japan) and Makoto Haraguchi (Fellow, MS&AD InterRisk Research & Consulting). We also conduct social contribution activities in the key areas of environmental conservation, community contribution and human resources development, with a view to resolving societal issues and fostering relationships of trust, based on dialogue with a broad range of stakeholders. In the fiscal year ended March 2023, we conducted a total of 329 social contribution activities in 38 countries. Alongside our business activities in countries and regions around the world, through these activities we are making a social contribution that will advance the sustainable development of society and our company. For details, please refer to the sustainability section of our website.



Social contribution activities : Mitsui SASUGAKU Academy

 Social Contribution Activities
<https://www.mitsui.com/jp/en/sustainability/contribution/index.html>

Dialogue with Shareholders and Investors

In focusing on dialogue with shareholders and investors, we utilize the insights we gain through this dialogue to improve management and enhance corporate value. In the fiscal year ended March 2023, we held a total of approximately 350 meetings with investors and shareholders, about 50 of which were handled by senior management (CEO and/or CFO). We also proactively engage in dialogue through various IR briefings including financial results announcements and Investor Day activities. The main themes are: business status and outlook, growth strategies, shareholder returns, portfolio management, governance effectiveness, and the status of our responses to climate change. Shareholder and investor opinions and concerns discovered through this dialogue are shared widely, from the Board of Directors and Corporate Management Committee through to each business unit, used as reference data in formulating management strategies, including the new Medium-term Management Plan, and are also linked to enhancing information disclosure and improving IR activities. As an example of our dialogue with shareholders, see the following discussion with our CEO and the CEO of Nomura Asset Management Co., Ltd., which can be accessed from their website.



 Dialogue | Mitsui & Co.'s Model for Creating Opportunities alongside Decarbonization by Building Improved Quality Deals | Nomura Asset Management
https://global.nomura-am.co.jp/responsibility-investment/investors/feature/trptalk_mitsui.html

"Challenge and Innovation" Case Study 1 Create, Grow, Extend in the Field of Mobility

We "created" businesses leveraging the strong relationships with partners, "grew" them over several decades, and built a large-scale mobility infrastructure. We will further advance these initiatives in Medium-term Management Plan 2026.

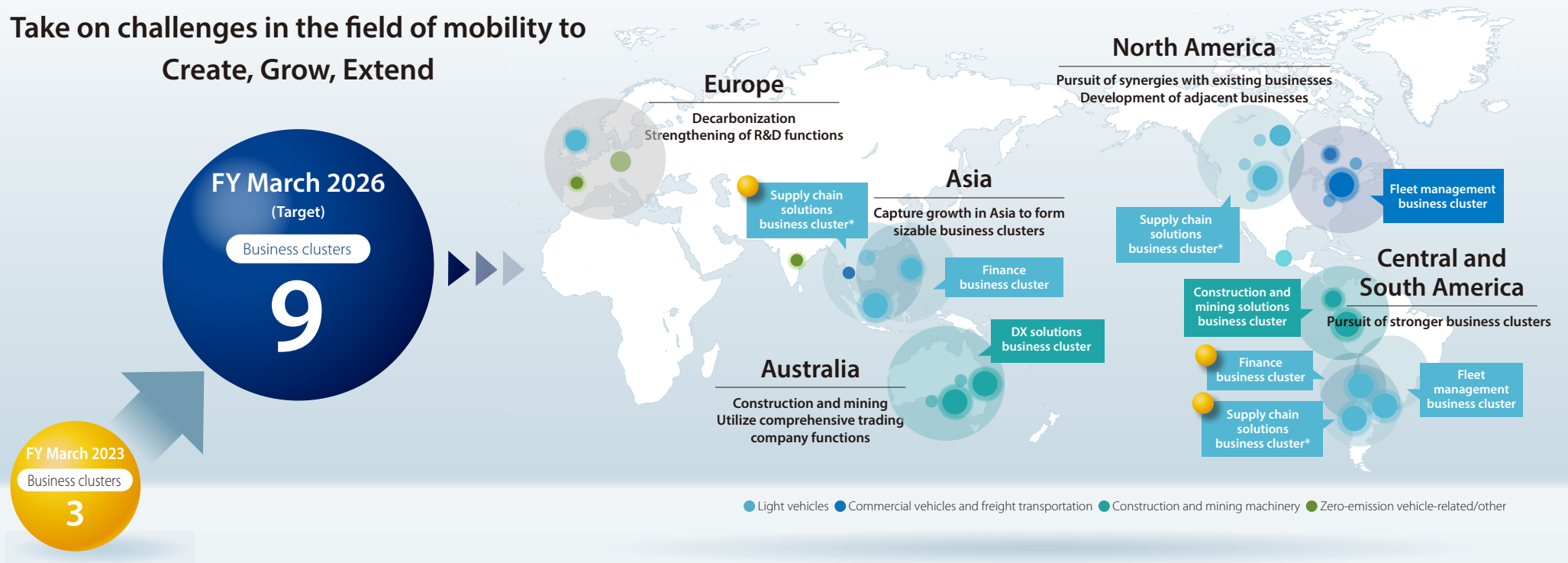
In North America, we will pursue synergies with Penske Group and other existing businesses, and develop businesses in adjacent fields.

In Central and South America, we aim to create stronger business clusters through collaboration between existing businesses and the acquisition of new functions.

In Asia, we will collaborate with local partners to form sizable business clusters, backed by economic growth in each country.

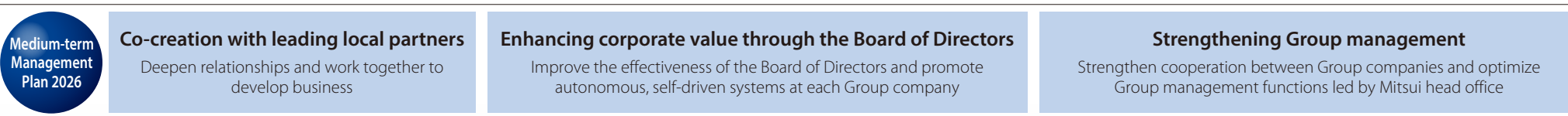
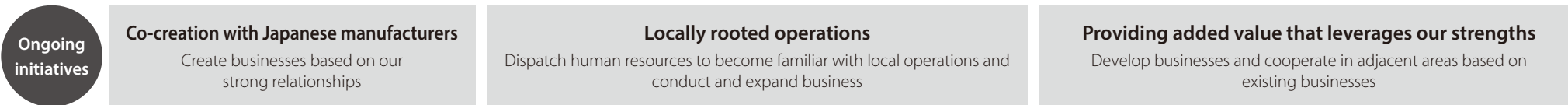
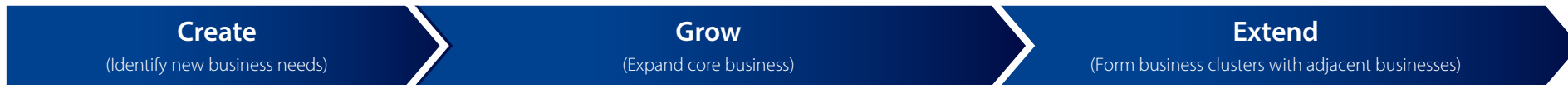
Through these initiatives, as well as activities in other regions, we will expand our business clusters in the mobility field from the current three to nine.

**Take on challenges in the field of mobility to
Create, Grow, Extend**

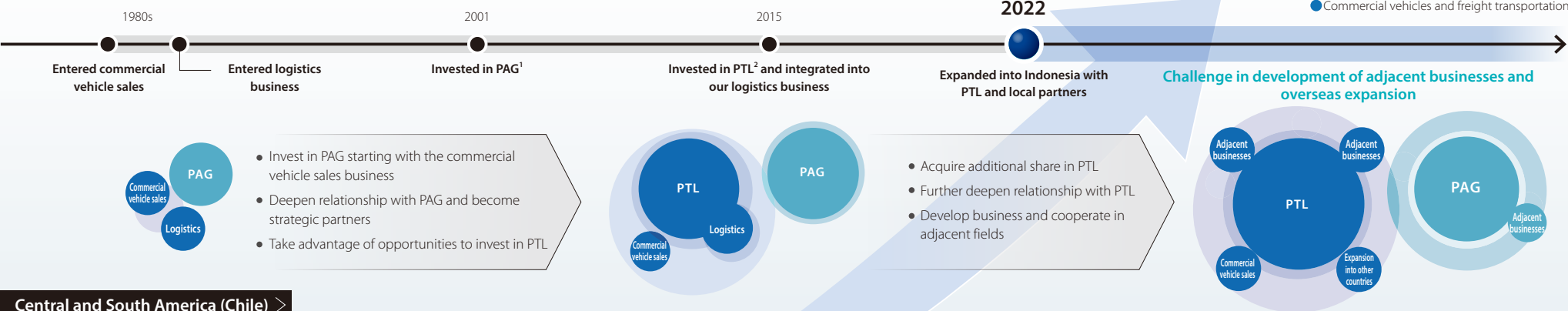


* Supply chain solutions business cluster: Sales and service network centered on import, wholesale and retail

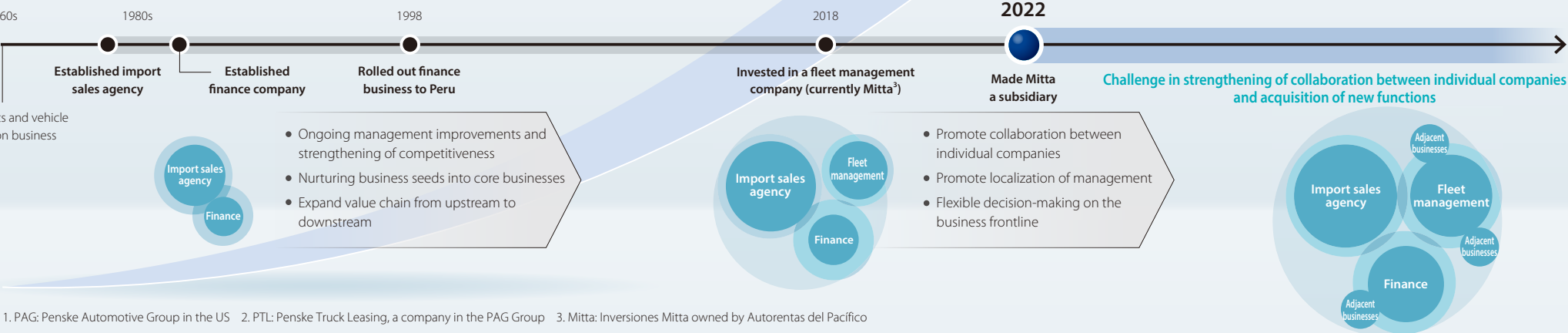
"Challenge and Innovation" Case Study 1 Create, Grow, Extend in the Field of Mobility



North America (United States) >



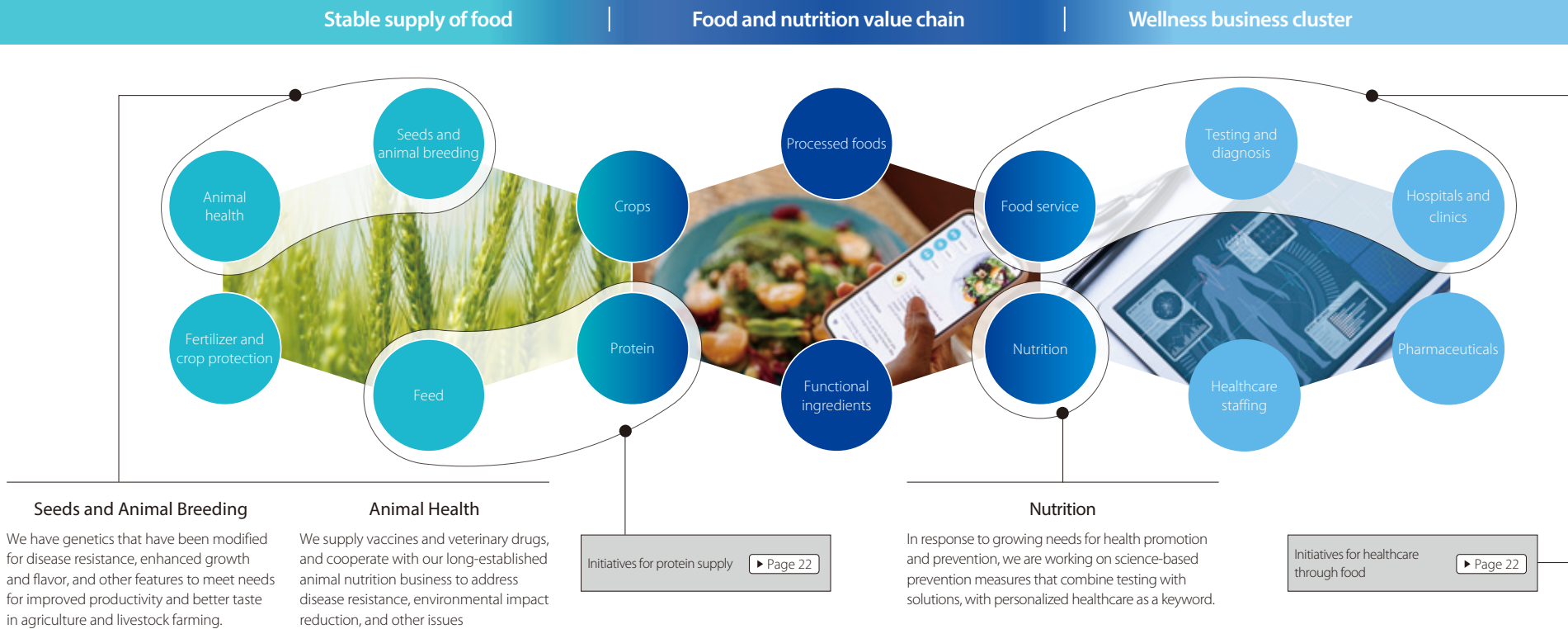
Central and South America (Chile) >



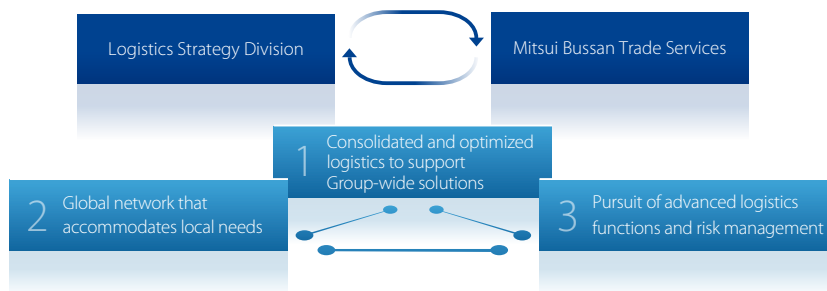
1. PAG: Penske Automotive Group in the US 2. PTL: Penske Truck Leasing, a company in the PAG Group 3. Mitta: Inversiones Mitta owned by Autorentas del Pacifico

"Challenge and Innovation" Case Study 2 Forming Food and Nutrition × Wellness Ecosystem

In light of diversifying consumer needs and increasing health consciousness, we are working to provide preventive care through healthy food. We are promoting initiatives to create added value in areas such as deliciousness, nutrition, and health, and across the entire value chain, in addition to establishing a system for stable supply. Reducing environmental impact in food production is another important initiative.



Logistics Functions That Support Stable Supply



Global logistics functions have been consolidated under the Logistics Strategy Division, established as a corporate unit and Mitsui Bussan Trade Services, a subsidiary specializing in trade procedures and logistics arrangements, thereby enhancing Mitsui's overall logistics proposal ability, competitiveness and practical capabilities.

1. Consolidated and Optimized Logistics

Consolidating our logistics and integrating logistics data have enabled us to select the most suitable combinations of logistics partners for our diverse supply chains, thereby reducing costs by approximately ¥4 billion annually (estimate for the fiscal year ended March 2022).

2. Global Network

100 logistics specialists in Japan and overseas meet the needs worldwide.

3. Pursuit of Advanced Logistics Functions and Risk Management

We have deployed our expertise in logistics areas including diagnostics, improvement and digital transformation to support advances in logistics functions that help enhance our affiliates' corporate value; utilized supply chain optimization and inventory reduction to optimize logistics costs (e.g., an inventory reduction project for an overseas affiliate contributed to an improvement in cash flow totaling approximately ¥4 billion over five years); unified our crisis management response related to various domestic and international regulations and to logistics functions; and upgraded the framework for our business continuity plan.

"Challenge and Innovation" Case Study 2

Forming Food and Nutrition x Wellness Ecosystem



Initiatives for Protein Supply

Initiatives for Sustainable Protein Supply

Establishing a sustainable protein supply system that reduces environmental impact has become a necessity due to rising demand accompanying population growth, economic development, and improvement in living standards, as well as rising environmental awareness. We are utilizing our accumulated expertise and will take this business model that we have developed in Japan and expand into overseas.

Postwar onward

Building a Foundation for Stable Food Supply in Japan

- Began postwar import of grains to Japan

1960s onward

Expanding from Trading into Production and Processing Business

- Established a stable procurement system by securing supply sources in multiple regions and combining the North American grain collection business and other assets with our procurement functions
- Formed business cluster by business diversification to production and processing
- Expanded volume for Japanese market through diversification and formation of a business cluster

Share of Feed Grains and Oilseeds Imported to Japan (Market share for Japan)

Corn: **Approx. 20%** Wheat: **Approx. 30%**
Soybeans: **Approx. 30%** Canola: **Approx. 40%**

2010s onward

Building a Sustainable Protein Supply System

- Expanding into the animal breeding business in the upstream value chain
- Securing supply sources in optimal locations globally
- Leveraging the animal breeding business to improve the quality of protein business globally

Forecast of Invested Capital in Protein Business

	FY March 2023, Actual	FY March 2026, Target
Invested capital	¥240 billion	¥380 billion
ROIC	Approx. 6%	Approx. 8%

Initiatives for Healthcare through Food

Initiatives for Healthcare through Food

Leveraging expertise gained in our contract food service business, which started with workplace dining, we provide food that addresses growing health consciousness. In addition, we aim to further expand business through collaboration with healthcare and nutrition initiatives such as preventive care through food.

Establishment onward

Launch of Contract Food Service Business

- Founded in 1976; the first project was the employee cafeteria of Mitsui
- Leveraged the Group's comprehensive strengths to establish a new business model by expanding the contract food service business for workplace dining and launching a contract food service business for schools, hospitals and medical facilities

1990s onward

Expanding Business through Diversification

- Rolled out the business to sports facilities
- Established a nutrition management system that is effective in maintaining health

2020s onward

Collaborating on Initiatives in Healthcare and Nutrition

- Deepening the health management system and expanding our menu of offerings to include health promotion and preventive care

	Objective/Benefits	Food Provided
Health support by life stage	Preventive care	Healthy meals
Hospitals and medical facilities	Health support meals	Therapeutic and nursing care meals
Sports nutrition	Physical fitness and performance improvement, condition management	Meals for athletes

Business Expansion through Initiatives such as Health Promotion and Preventive Care through Food