

A large, abstract graphic on the left side of the slide. It features a central blue diamond shape containing a glowing blue circular interface with a pipette and test tube. Surrounding this are various icons: a person running, a person preparing food, a hand holding a grain of rice, and various scientific symbols like a flask, a globe, and a DNA helix. The background is a mix of blue and yellow geometric shapes.

Wellness Ecosystem Creation

Kazumasa Nakai
Mitsui & Co., Ltd.

Representative Director, Senior Executive Managing Officer
21st September, 2023

1

Medium-term Management Plan 2026 Wellness Ecosystem Creation

2

Mitsui's Aspirations

3

Examples of Cross-Industry Business Clusters

4

Quantitative Targets

1

Medium-term Management Plan 2026 Wellness Ecosystem Creation

2

Mitsui's Aspirations

3

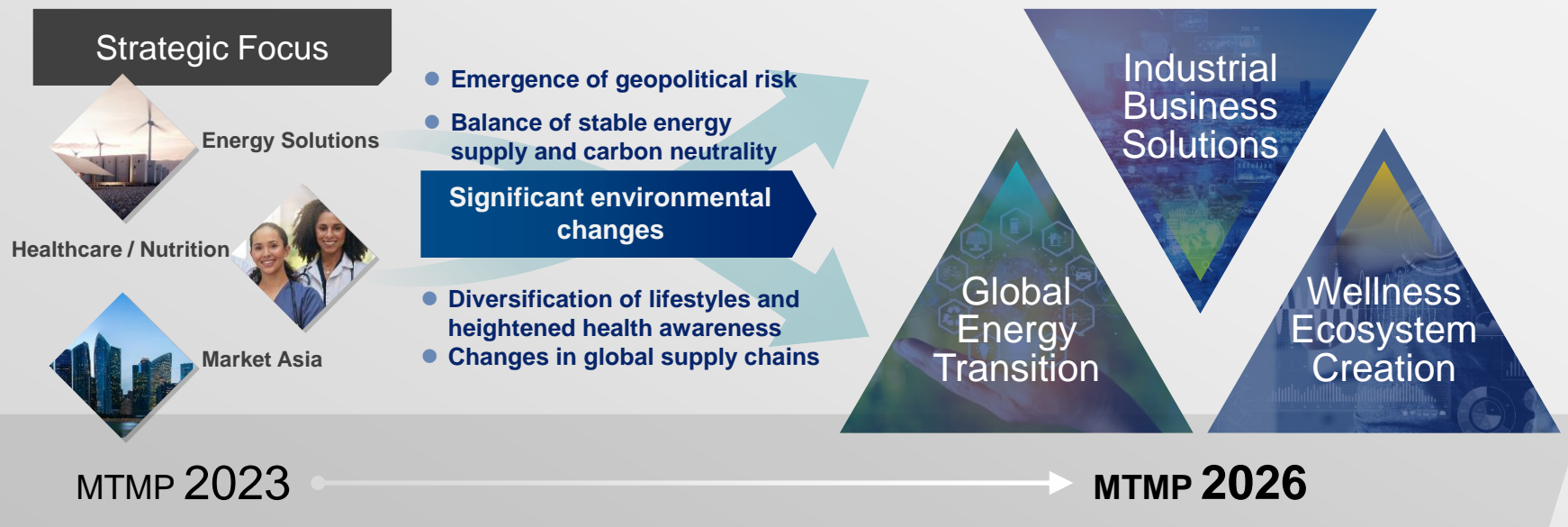
Examples of Cross-Industry
Business Clusters

4

Quantitative Targets

Key Strategic Initiatives

◆ Three Key Strategic Initiatives have been set to deepen the Strategic Focus targeted in MTMP*1 2023

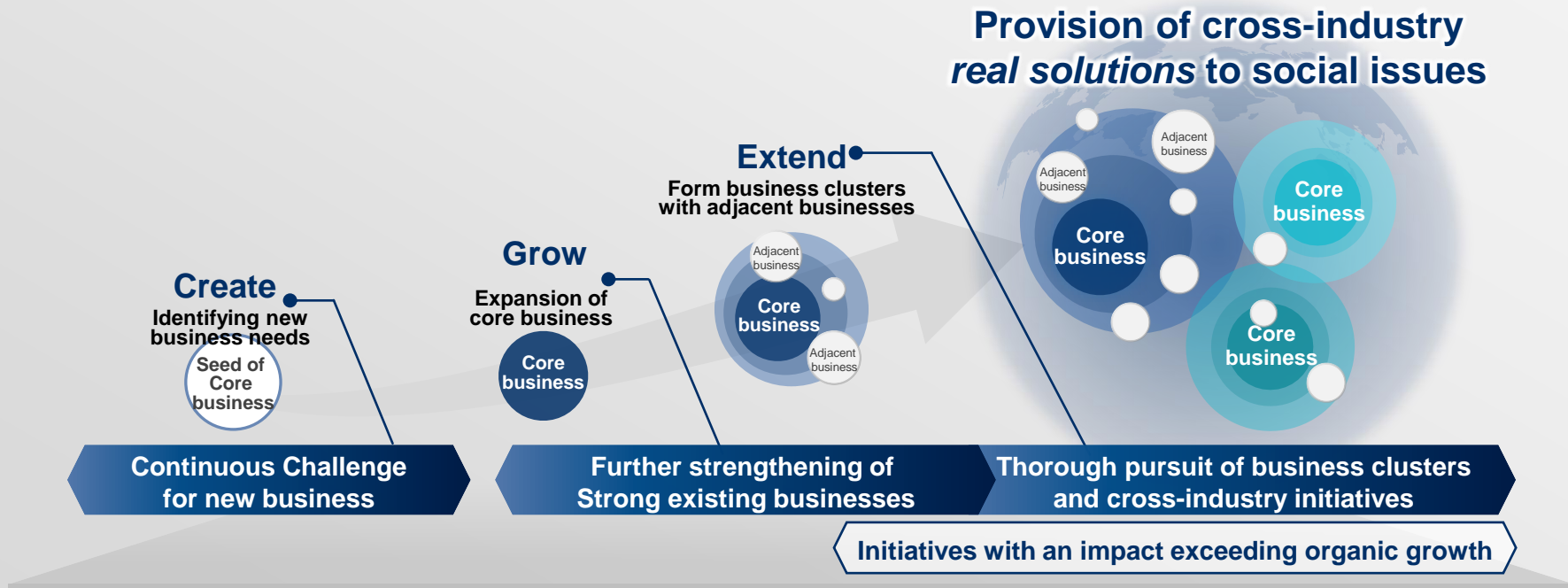


Provision of *real solutions* to social issues across a workable transition timeline

* 1 Medium-term Management Plan

Promotion of Create, Grow, Extend (Business Model)

- ◆ Strengthening and forming business clusters in familiar areas



1

Medium-term Management Plan 2026
Wellness Ecosystem Creation

2

Mitsui's Aspirations

3

Examples of Cross-Industry
Business Clusters

4

Quantitative Targets

Environmental Recognition

◆ Focus on trends of food, health and well-being

Geopolitical risks, changes in global supply chain

Rising global demand for food driven by increases in population and economic growth

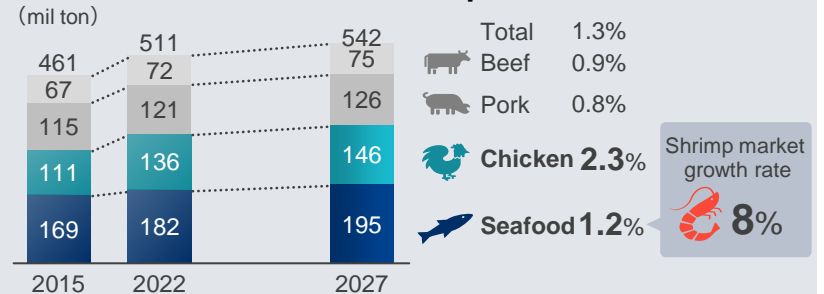
Heightened consciousness of the need for safe, secure, and stable supply of food

Diversification of lifestyles and heightened health consciousness

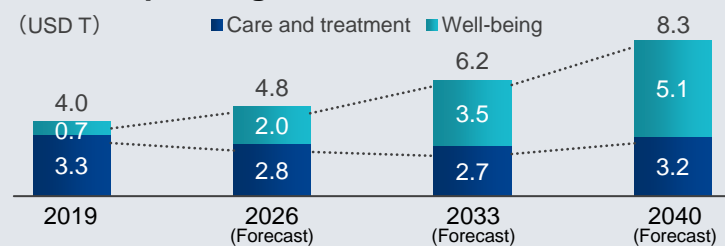
Heightened interest in prevention and well-being

Heightened awareness of natural capital

Animal Protein Consumption Trend*1



Spending on healthcare in the US*2

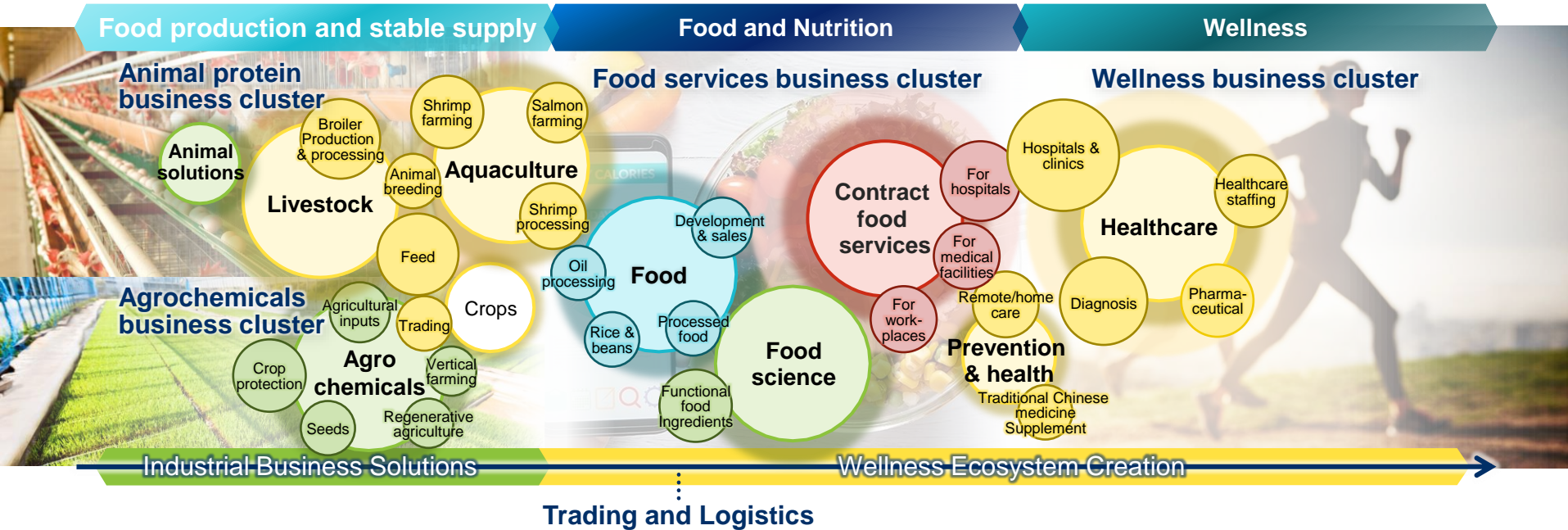


* 1 OECD-FAO; Agricultural Outlook 2017-2018, internal research

* 2 Deloitte research

Mitsui's Aspirations

- ◆ Awareness of the expansion of wellness from treatment to prevention and well-being, including physical and mental health
- ◆ Through this wellness ecosystem Mitsui aims to provide food, health, and healthcare tailored to diversifying lifestyles, and to help enhance the quality of life, throughout people's lifetimes, across the globe



Wellness Ecosystem - Major Business Clusters and Functions

◆ Form the wellness ecosystem with added values by combining business clusters and functions



1

Medium-term Management Plan 2026
Wellness Ecosystem Creation

2

Mitsui's Aspirations

3

**Examples of Cross-Industry
Business Clusters**

4

Quantitative Targets

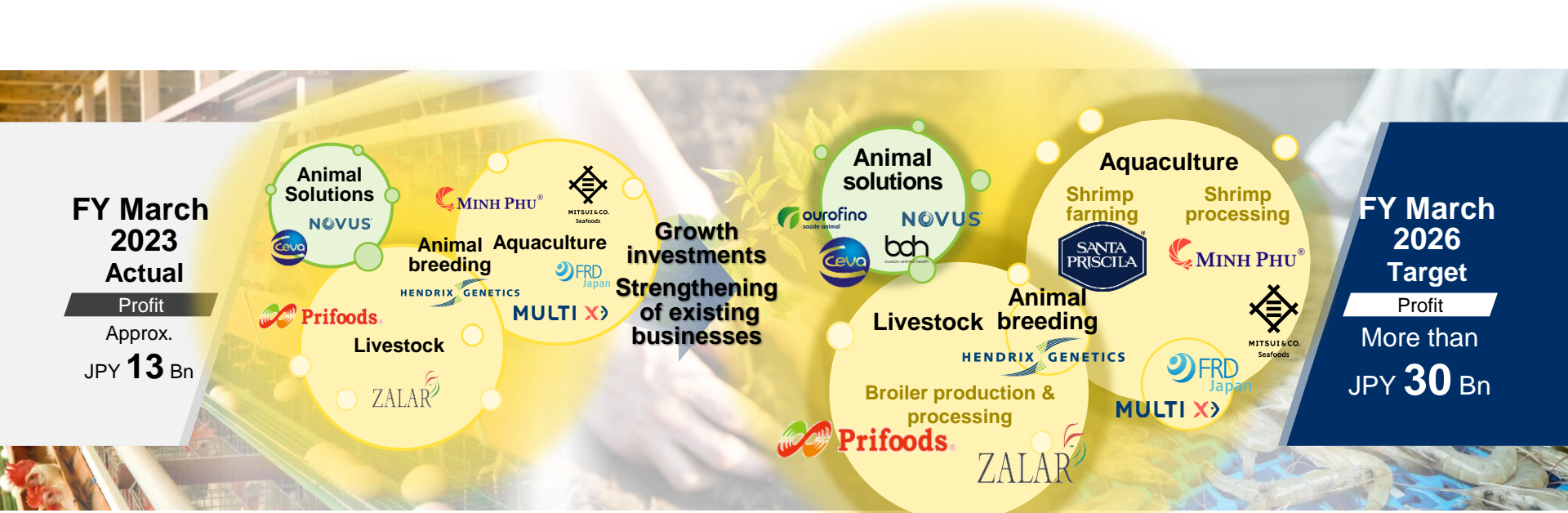
Agrochemicals Business Cluster

- ◆ Contribution to stable food supply through productivity enhancement and reduction of environmental impact
- ◆ Aiming to achieve eco-friendly agriculture that takes natural capital into consideration, through initiatives to promote biological crop protection, seeds and biostimulant
- ◆ Expand agrochemicals business cluster by combining into it regenerative agriculture, vertical farming, and other new agriculture solutions



Animal Protein Business Cluster

- ◆ Enhancing value continuously over the long term through feed & animal solutions, animal breeding, and livestock & aquaculture production businesses
- ◆ Forming business clusters to achieve traceability, productivity and quality improvement, and stable supply



FY March 2023 Actual
 Profit
 Approx.
 JPY **13** Bn

FY March 2026 Target
 Profit
 More than
 JPY **30** Bn

Food Services and Wellness Business Cluster

- ◆ Provision of healthcare as a core of wellness business cluster, and wellness solutions through prevention and health related businesses
- ◆ Enhancing quality of life and well-being through the food services business cluster providing health enhancement, support for recovery from illness etc.



FY March 2023 Actual

Profit

Approx.
JPY **37** Bn



FY March 2026 Target

Profit

More than
JPY **50** Bn



1

Medium-term Management Plan 2026
Wellness Ecosystem Creation

2

Mitsui's Aspirations

3

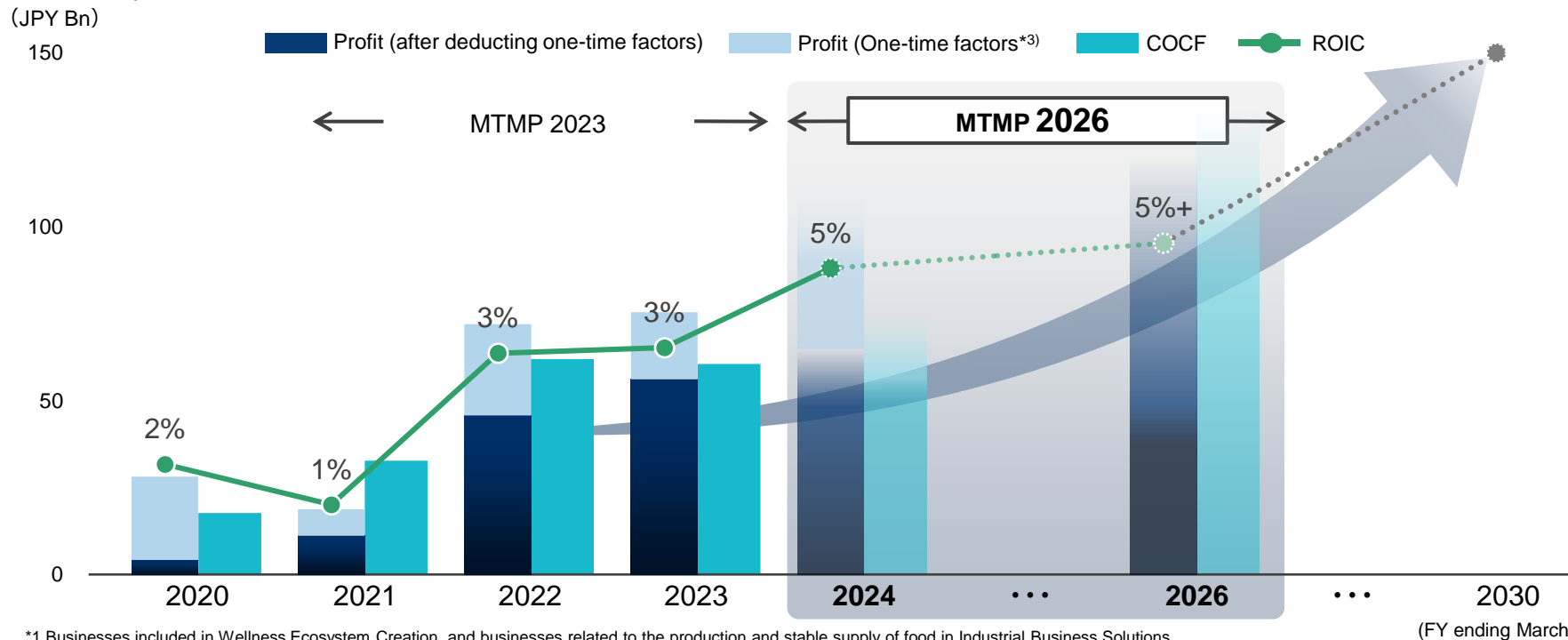
Examples of Cross-Industry
Business Clusters

4

Quantitative Targets

Quantitative Targets*1

◆ Continuously enhancing earnings power and ROIC*2 by strengthening business clusters and forming wellness ecosystem



*1 Businesses included in Wellness Ecosystem Creation, and businesses related to the production and stable supply of food in Industrial Business Solutions

*2 Figures based on the definition of internal ROIC (denominator : invested capital, numerator : profit after tax)

*3 Profit and loss by asset recycling and valuation gain/loss

360° business innovation.



MITSUI & CO.