



Mitsui to participate in Gestamp
Automoción S.A., a Spanish global leader
in designing and manufacturing of
automotive components

Sep. 9th, 2016
Mitsui & Co., Ltd

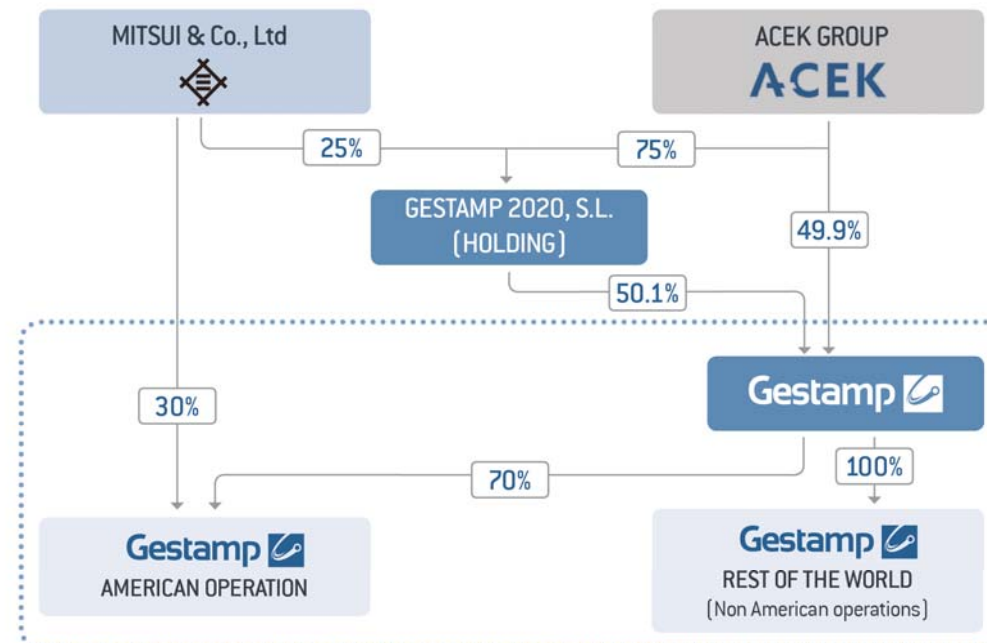
Topics

1. Outline of Mitsui's investment
2. Understanding of the automotive industry
3. Profile of Gestamp Automoción S.A.(GA)
4. Strength of GA
5. Mitsui contribution to potential synergies
6. Relation with strategic partner GA

1. Outline of Mitsui's investment

Purchase share of world largest automotive stamping component manufacturer
Gestamp Automoción S.A.

Mitsui's share	12.525%
Investment amount	416 million Euros (approx. ¥47 billion) *Adjusted based on GA's future financial results.
Investment timing	Within FY ending March 2017 (plan)



Source: GESTAMP.

2. Understanding of the automotive industry(1) ⁴

<Safety and eco-friendliness requirements>

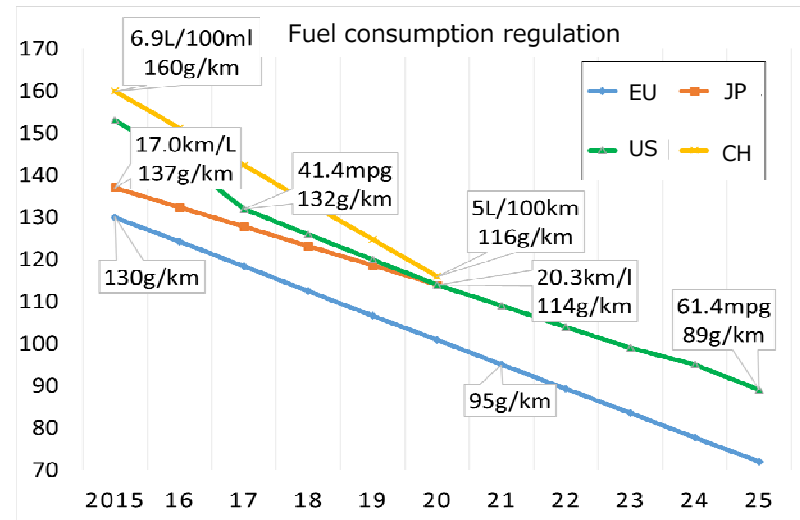
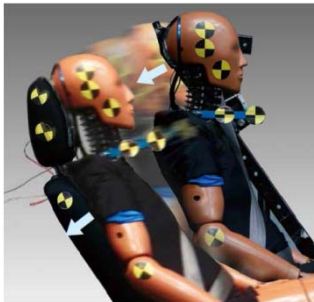
- ① Tightening of crash performance regulations
 - Crash performance regulations are becoming critical worldwide. Customer expectation on crash performance also increasing.
- ② Tightening of fuel consumption and CO2 emission regulations
 - Fuel consumption and CO2 emission regulations are becoming critical worldwide.

➔ Demand of lightweight and high strength parts are increasing.

Side crash test



Back crash test



2. Understanding of the automotive industry(1) ⁵

<Structural change of automotive industry>

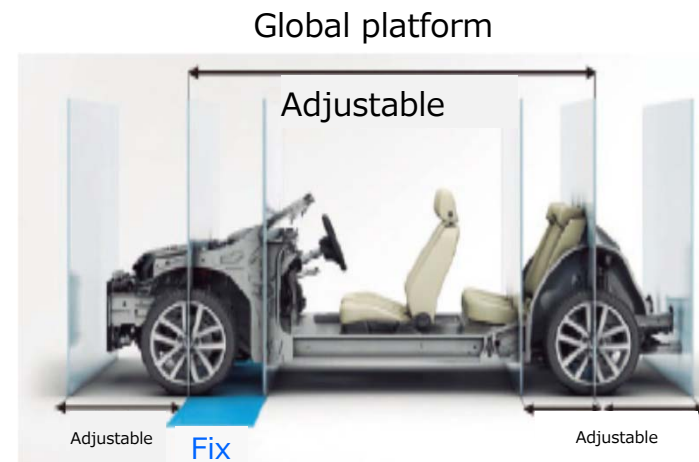
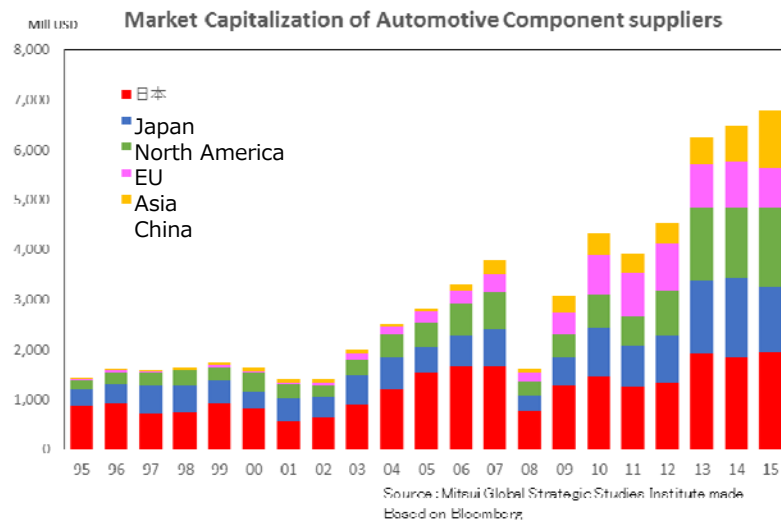
① Rise of Tier 0.5

- Automotive manufacturers development cost increasing due to demand of cutting edge technology, such as self-drive, IoT and HEV
- Tier 0.5, which deeply involved in co-development with automotive manufacturers has been rising.

② Global platform

- Automotive manufacturers are concentrating on concept designing to reduce development cost by part communization.

➔ **Demand of supplier's globalization and designing function are increasing.**



Source : METI

3. Profile of GA

Profile of GA

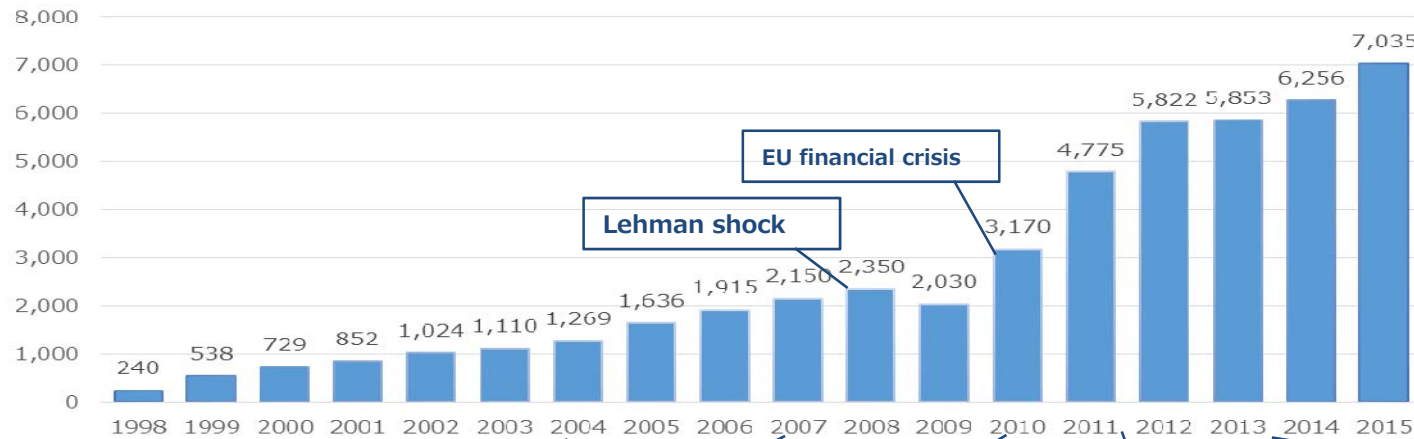
Establishment	1997
Head office	Madrid Spain
President	Francisco José Riberas Mera, President and CEO
Revenue	7,035 million Euros (result of CY2015)
EBITDA	760 million Euros (result of CY2015)
Total assets	5,746 million Euros (as of ended 2015)
Rating	S&P : BB(Stable) Moody's : Ba2(Stable)

Products of GA

Body in White, Chassis, Mechanism



Distribution of revenue (million Euros)



- ✓ Diversification of product portfolio
- ✓ Steady increase with cutting edge technology since establishment (Revenue 19 times larger since establishment)



Acquisition of HardTech (Hot Stamping Technology)



Acquisition of Edscha (Mechanism)

Mitsui's participation to GA's Americas operation

Acquisition of Thyssen Krupp Metal Forming (Chassis)

Globalization

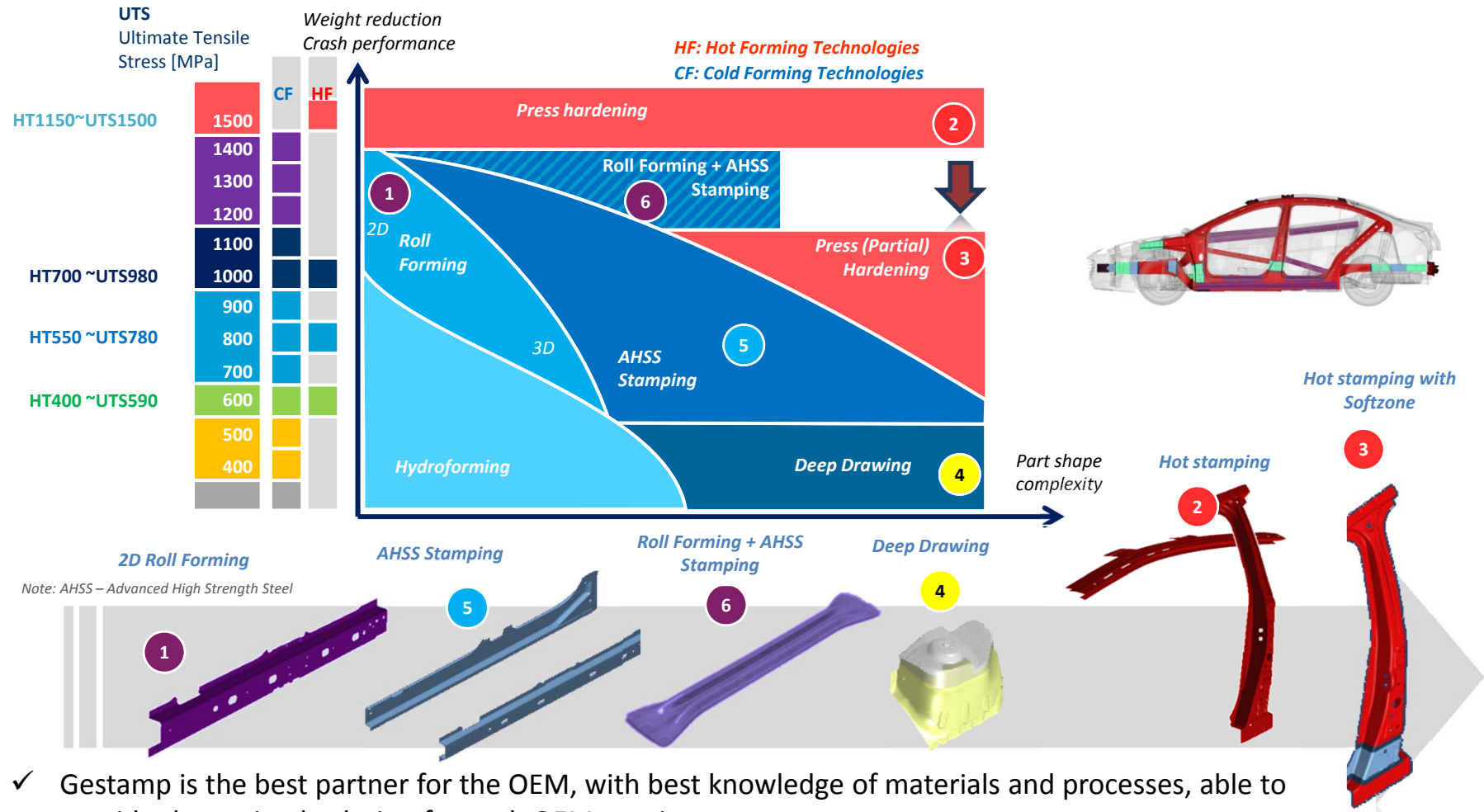
Technology development

Expansion to emerging countries

Product development

4. Strengths of GA (1)

[Technology for Light weight and high strength]



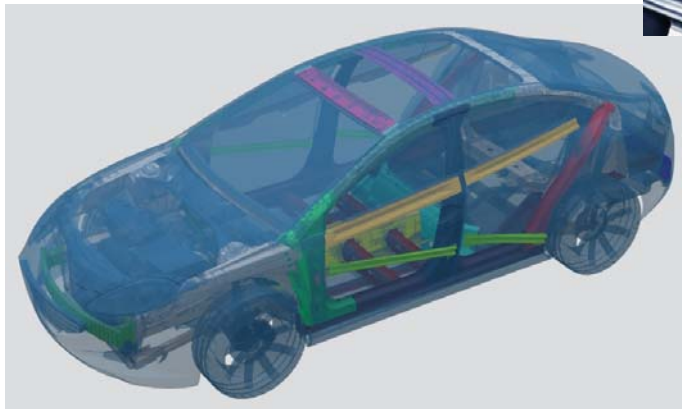
- ✓ Gestamp is the best partner for the OEM, with best knowledge of materials and processes, able to provide the optimal solution for each OEM requirement
- ✓ Gestamp's focus: weight reduction and increase in safety
- ✓ Leader in press hardening, the innovative technology that provides the best solution for a significant part of the vehicle content in terms of crash performance + shape complexity + cost

4. Strengths of GA (2)

[Design proposal to automotive manufacturers]

Proposal based on GA's technology

- Co-development with Automotive manufacturers from concept designing stage.
- Weight reduction, increase strength and improve crash performance proposals to Automotive manufacturers.
- Die and equipment designing/processing capability and 3D simulation capability.

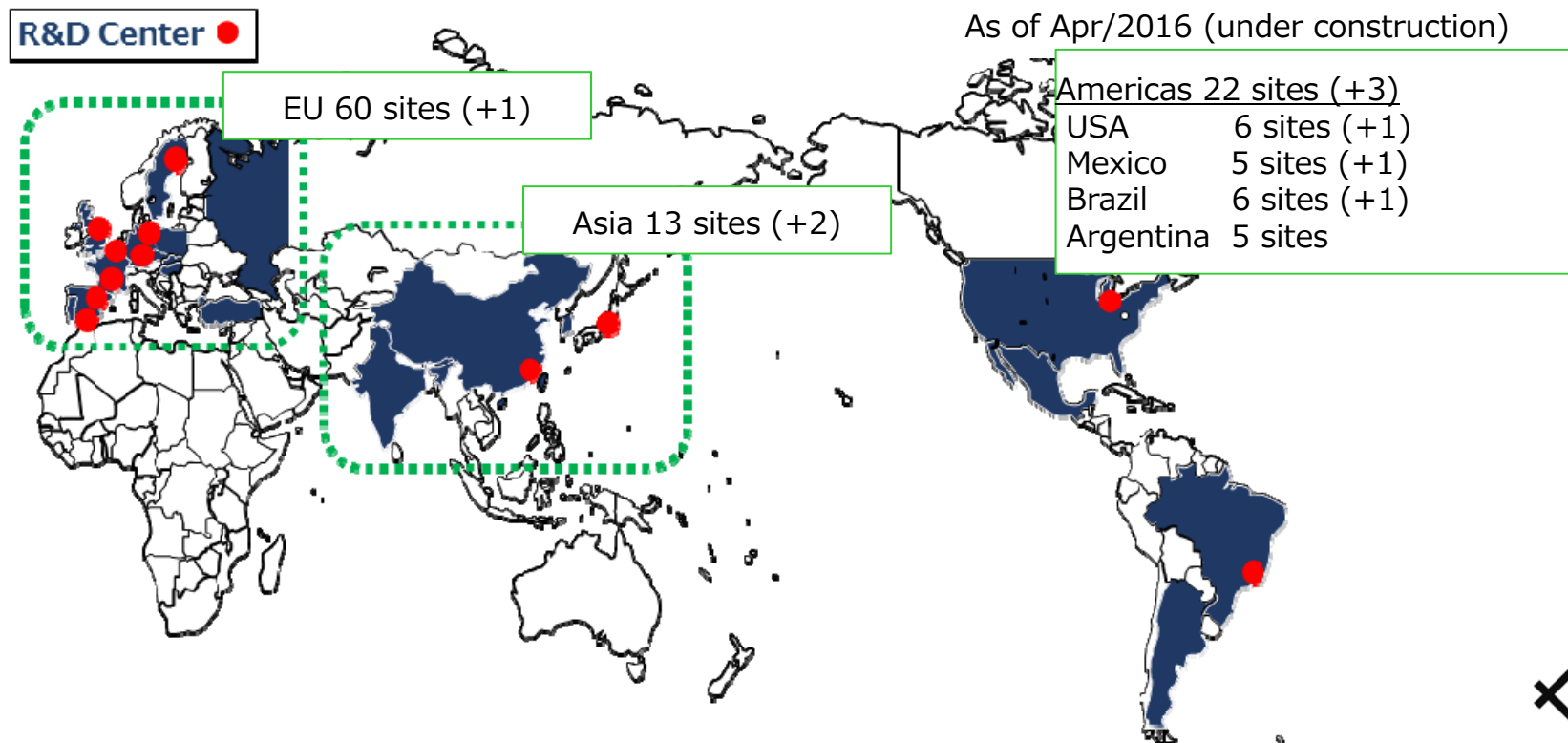


4. Strengths of GA (3) [Global footprint]

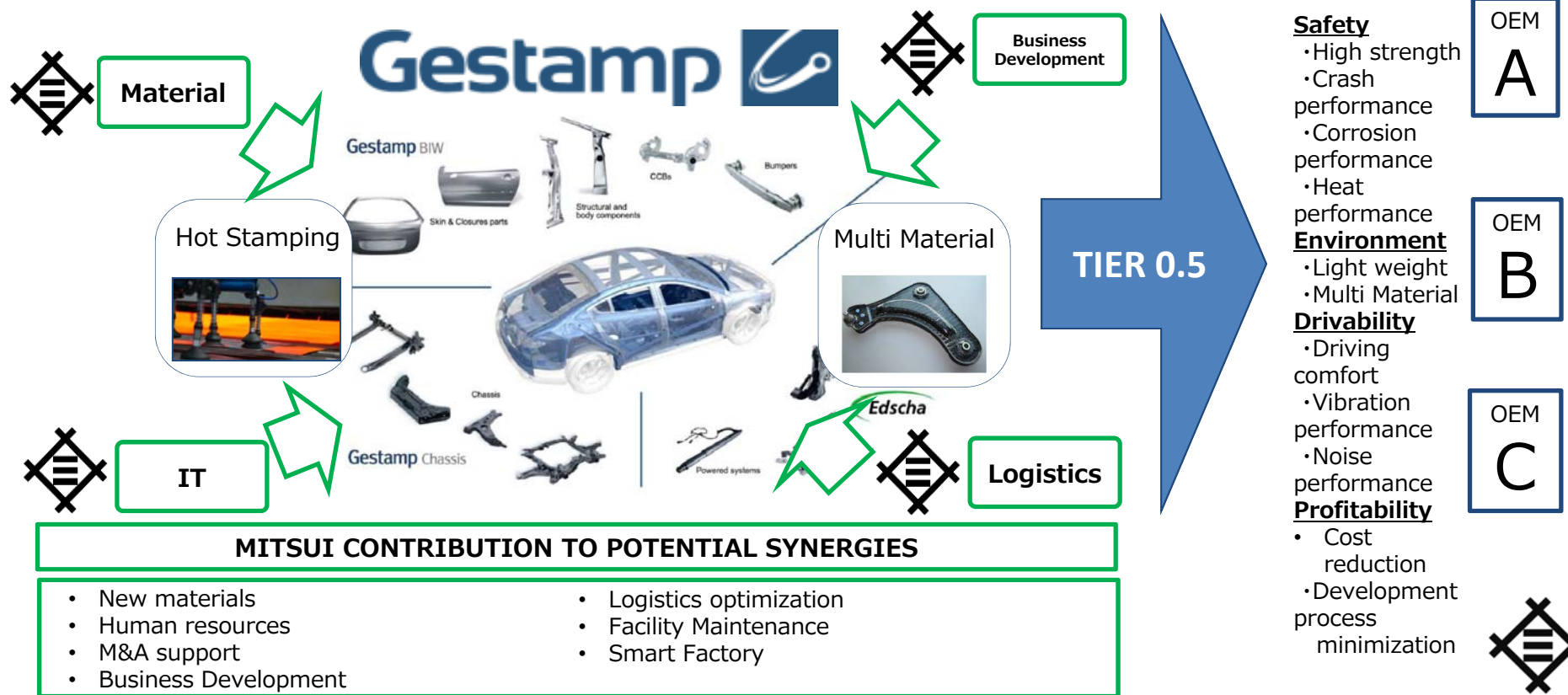
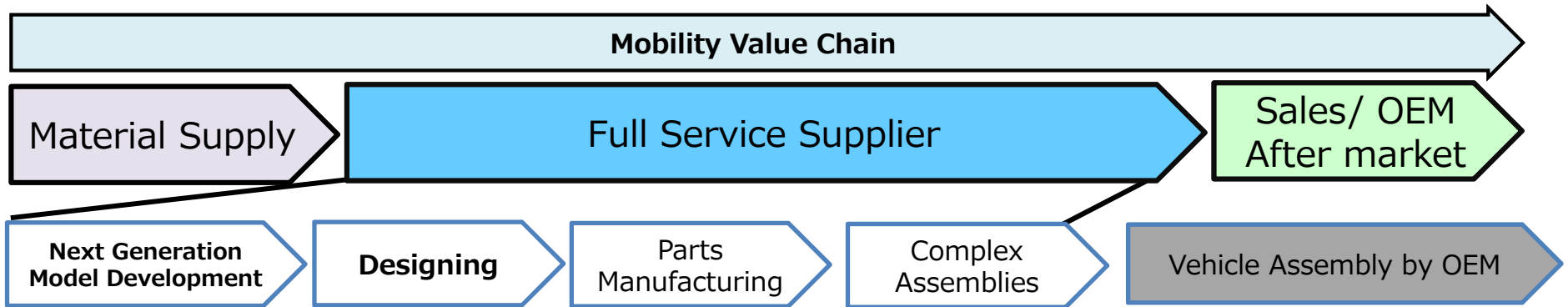
Production sites : 101 production sites (including those under construction)
in 20 countries.

R&D sites : 12 R&D sites with over 1300 engineers.

- Sending guest engineers to automotive manufacturers around the world.
- Global base designing and production.

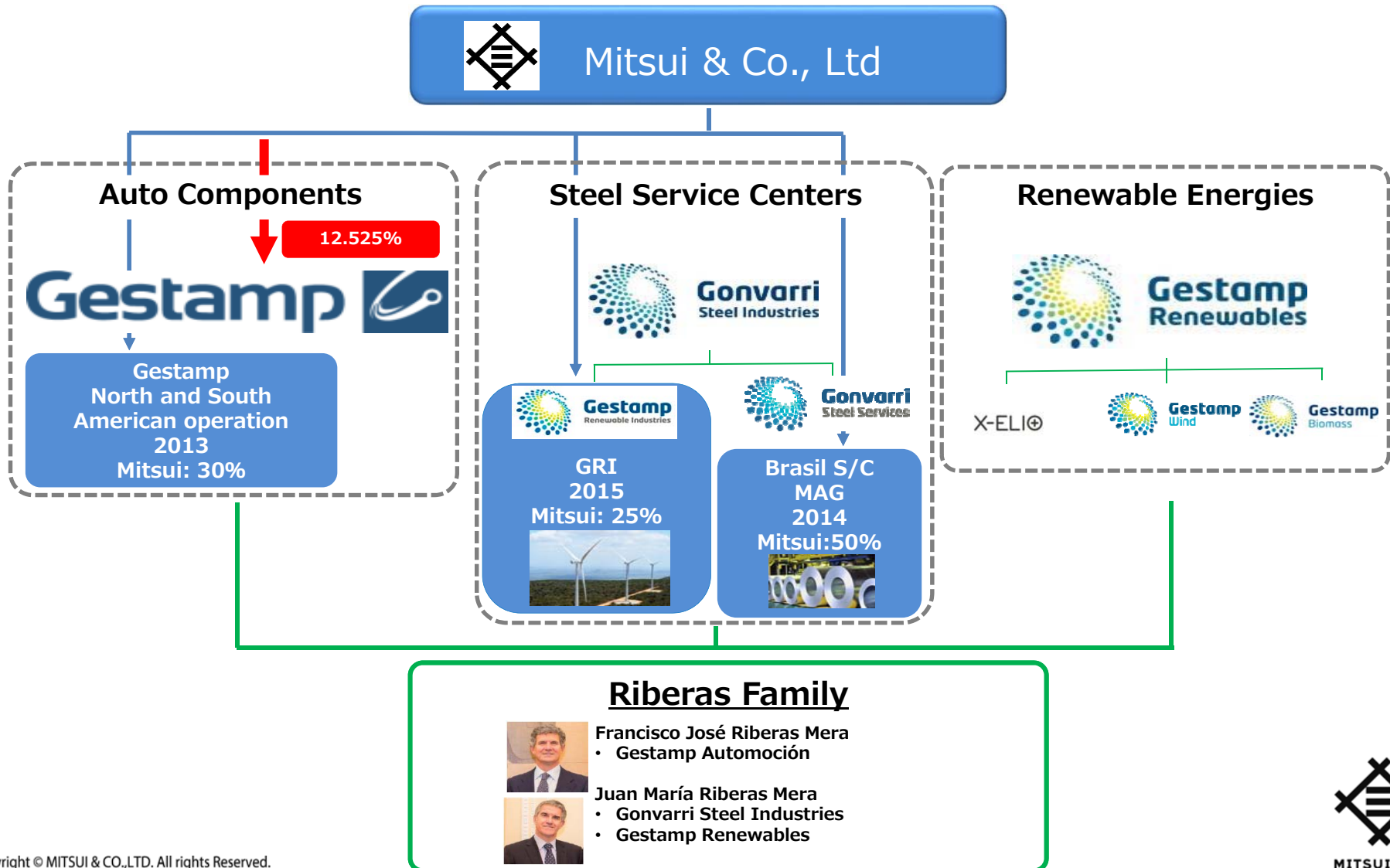


5. Mitsui contribution to potential synergies



6. Relation with strategic partner GA

- Mitsui has been strengthening the relation with GA since participation in to GA America's operation and led to decide investment in GA.



360° business innovation.



MITSUI & CO.