A Cautionary Note on Forward-Looking Statements:

This material contains statements (including figures) regarding Mitsui & Co., Ltd. (“Mitsui”)’s corporate strategies, objectives, and views of future developments that are forward-looking in nature and are not simply reiterations of historical facts. These statements are presented to inform stakeholders of the views of Mitsui’s management but should not be relied on solely in making investment and other decisions. You should be aware that a number of important risk factors could lead to outcomes that differ materially from those presented in such forward-looking statements. These include, but are not limited to, (i) change in economic conditions that may lead to unforeseen developments in markets for products handled by Mitsui, (ii) fluctuations in currency exchange rates that may cause unexpected deterioration in the value of transactions, (iii) adverse political developments that may create unavoidable delays or postponement of transactions and projects, (iv) changes in laws, regulations, or policies in any of the countries where Mitsui conducts its operations that may affect Mitsui’s ability to fulfill its commitments, and (v) significant changes in the competitive environment. In the course of its operations, Mitsui adopts measures to control these and other types of risks, but this does not constitute a guarantee that such measures will be effective.
The global economy maintained a moderate rate of recovery, although the recovery was unbalanced across various regions.

- Net Income attributable to Mitsui ¥132.7 billion, an increase of ¥30.2 billion from the corresponding period of the previous year, mainly due to increases in mineral resources and energy prices.
- All segments except for Consumer Service & IT reported positive net income, while all segments except for Iron & Steel Products, Consumer Service & IT and Americas reported an increase from the corresponding period of the previous year.

* In this presentation material, “net income” means net income attributable to Mitsui & Co., Ltd.
Summary of Operating Results (3months)

Gross Profit ¥217.0 bn, a decrease of ¥6.4 bn (-3%)

↑ MII +7.2, MIOD +1.2: Increase in iron ore prices
↑ MOECO +5.5, Petroleum trading business +3.6
↑ Foods & Retail +3.2: Reversal of evaluation losses on forward contracts
↓ ENEOS GLOBE Corporation -7.5: Reclassification to associated company
↓ MEPAU -4.6: Reduced production volumes
↓ Machinery & Infrastructure Projects: Recognition of loss allowance for vessels under building

Operating Income ¥88.6 bn, a decrease of ¥1.6 bn (-2%)

↓ Decrease in gross profit
↑ Reduction in selling, general and administrative expenses +6.1

Equity in Earnings of Associated Companies ¥74.2 bn, an increase of ¥24.3 bn (+49%)

↑ Valepar (Brazil) +20.7: Increase in iron ore prices
↓ Robe River Mining Company -2.5: Appreciation of the Australian dollar and the reversal effect
of sales price adjustment gain
↑ JAL-MIMI :Increase in LNG prices
↑ IPP overseas +3.4: Improvement in Mark-to-market evaluation gains/losses
↓ Moshi Moshi Hotline -6.7: Impairment loss
↓ Collahuasi -2.1: Decline in sales volume partially offset by increase in copper prices

Net Income ¥132.7 bn, an increase of ¥30.2 bn (+29%)

↑ Dividend Income (pre-tax) +7.0 (LNG projects +5.7 etc.)
↑ Gain on Sales of Securities (pre-tax) +9.1
:Multigrain+3.6: Remeasurement gain, Hot briquetted iron company in Venezuela, T-Gaia +2.7, INPEX
Net Income by Operating Segment (3 months)

(¥billion)

Main Factors in Q-on-Q Changes (after tax basis)

Mineral & Metal Resources ¥59.9 bn (+¥20.2 bn or +51%)
- Valepar (Brazil) +12.2*: Increase in iron ore prices
- MII +2.6: Increases in iron ore prices and sales volume (this segment’s portion)
- Gain on sale of interest in hot briquetted iron company in Venezuela

Energy ¥38.5 bn (+¥5.9 bn or +18%)
- Increase in Dividend Income from LNG projects +5.8
- MOECO: Increases in oil price and production
- Gain on sale of securities for INPEX
- MEPAU-2.3: Decrease in sales volume

Foods & Retail ¥4.0 bn (+¥2.3 bn or +135%)
- Improvement of MtM valuation gains and losses on coffee forward contracts
- Remeasurement gain on Multigrain interests: +1.8
- Multigrain: Mark-to-market valuation losses on commodity derivative contracts
- Impairment loss on Nippon Formula Feed Manufacturing securities

Machinery & Infrastructure Projects ¥8.5 bn (+¥2.0 bn or +31%)
- Infrastructure Projects: Overseas IPP Businesses +1.8* (this segment’s portion)
- Motor Vehicles & Construction Machinery: Solid performance mainly in mining and construction machinery, Decrease at BAF due to increase in competition
- Marine & Aerospace: Gain on sales of FPSO, Recognition of loss allowance for vessels under building

* After tax effect on undistributed retained earnings recognized at parent company.
Breakdown on Q-on-Q Change in Net Income (FY 2010/6 vs 2011/6)

(Ybillion)

102.5

Reversal Effect from 10/6:
+9.0
- Long-lived assets related: +5.0
- MOEX offshore etc
- Evaluation loss of listed securities: +3.0
- Overseas IPP businesses MtM: +1.0
  etc.

Divestitures of listed securities: -2.0

+7.0

+2.0

Divestiture & Evaluation Profit/Loss

+21.0

Iron Ore: +18.0
Oil&Gas: + 9.0
Coal: + 7.0
Copper: + 1.0
Forex: -14.0

Cost in Energy & Mineral Resources

Approx.
+11.0

Improvement of business environment, etc: +14.0
Impact of earthquake in eastern Japan: -3.0

Energy: -8.0
Mineral Resources: -3.0

132.7

Divestitures of securities:
+10.0
- T-Gaia +3.9
- Multigrain +1.8
  (Remeasurement gain)
  etc.

Evaluation loss:
-8.0
- Listed securities:
-9.0
  Moshi Moshi Hotline -6.7 etc.
- Overseas IPP businesses MtM: +1.0
  etc.

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Cash Flows & Balance Sheets

Cash Flows

(¥billion)

- Operating C/F
- Investment C/F
- Free C/F

<table>
<thead>
<tr>
<th></th>
<th>09/3</th>
<th>10/3</th>
<th>11/3</th>
</tr>
</thead>
<tbody>
<tr>
<td>582.7</td>
<td>632.4</td>
<td>504.5</td>
<td></td>
</tr>
<tr>
<td>291.8</td>
<td>452.3</td>
<td>20.5</td>
<td></td>
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<tr>
<td>-290.9</td>
<td>-180.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11/3</td>
<td>20.5</td>
<td>82.8</td>
<td>-80.5</td>
</tr>
<tr>
<td></td>
<td>-28.5</td>
<td>-155.4</td>
<td>-163.3</td>
</tr>
</tbody>
</table>

Balance Sheets

(¥trillion)

<table>
<thead>
<tr>
<th></th>
<th>11/3</th>
<th>11/6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td>4.3</td>
<td>4.3</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>2.6</td>
<td>2.6</td>
</tr>
<tr>
<td>Interest-bearing debt</td>
<td>3.4</td>
<td>3.5</td>
</tr>
<tr>
<td>Investments and other assets</td>
<td>4.3</td>
<td>*(1.9)</td>
</tr>
<tr>
<td>Shareholders’ equity</td>
<td>2.4</td>
<td>2.4</td>
</tr>
<tr>
<td>Noncontrolling interests</td>
<td>0.2</td>
<td>0.2</td>
</tr>
<tr>
<td>Total assets</td>
<td>¥8.6</td>
<td>¥8.7</td>
</tr>
<tr>
<td>Shareholders’ equity</td>
<td>¥2.37</td>
<td>¥2.43</td>
</tr>
<tr>
<td>Net DER</td>
<td>0.82X</td>
<td>0.87X</td>
</tr>
</tbody>
</table>

(*) Figures in brackets in interest-bearing debt are “net interest-bearing debt”, which is interest-bearing debt minus cash and cash equivalents and time deposits.
Investments and Loans

12/3 Plan: ¥700 billion (Net ¥580 billion)
12/3 1Q Result: ¥230 billion (Net ¥160 billion)

Progress by business areas

- **Mineral Resources & Energy**
  - Expansion of Iron Ore, Coal, Oil & Gas Projects
  - Shale Gas Development

- **Global Marketing Networks**
  - Hospital business in Asia
  - Multigrain

- **Lifestyle Business**
  - Novus

- **Infrastructure**
  - FPSO Leasing Business

- **Divestiture**
  - Sakhalin II
  - T-Gaia
  - Rolling stock Lease Receivables
  - INPEX
  - Valepar etc.

Net Cash Outflow Approx. ¥160 billion
Appendix
Net Income by Product -Global Base- (Reference*)

(¥billion)

102.5

132.7

Mineral Resources & Energy

109.2

Non-Resources

28.0

Mineral & Metal Resources
Energy
Iron & Steel Products
Machinery & Infrastructure Projects
Chemical
Foods & Retail
Consumer Service & IT
Logistics & Financial Business
All Others/Adjustments & Eliminations

80%

20%

10/6

11/6

(*) Global results by business area, including all overseas operations (Reference).
## FY 2012/3 Assumptions about key commodity prices and other parameters

### Impact on Net Income attributable to Mitsui & Co., Ltd. for the Year ending March 31, 2012 (Announced in May 2011)

<table>
<thead>
<tr>
<th>Commodity</th>
<th>Impact (Result)</th>
<th>12/3 (Estimated) (Announced in May 2011)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crude Oil/JCC</td>
<td>¥1.5 bn (US$1/bbl)</td>
<td>94 (°1)</td>
</tr>
<tr>
<td>Iron Ore</td>
<td>¥1.9 bn (US$1/ton)</td>
<td>(°3)</td>
</tr>
<tr>
<td>Nickel (°4)</td>
<td>¥1.8 bn (US$1/lb)</td>
<td>10.0 (US$/lb)</td>
</tr>
<tr>
<td>USD</td>
<td>¥1.8 bn (¥1/USD)</td>
<td>80</td>
</tr>
<tr>
<td>AUD</td>
<td>¥2.8 bn (¥1/AUD)</td>
<td>85</td>
</tr>
<tr>
<td>BRL</td>
<td>¥1.4 bn (¥1/BRL)</td>
<td>50</td>
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</table>

<table>
<thead>
<tr>
<th>12/3 1Q (Result)</th>
</tr>
</thead>
<tbody>
<tr>
<td>96</td>
</tr>
<tr>
<td>175.8 (°2)</td>
</tr>
<tr>
<td>12.2</td>
</tr>
</tbody>
</table>

### Notes:

- °1 Oil price trend is reflected in net income with a 0-6 month time lag. Currently:
  - 6 month time lag: about 15%
  - 3 month time lag: about 59%
  - no time lag : about 26%


- °3 We refrain from disclosing the iron ore prices used for 2012/3 forecast.

- °4 11/3: Jan-Dec LME cash average price, 12/3 1Q: Jan-Mar LME cash average price.

- °5 Impact of currency fluctuation on net income of overseas subsidiaries and associated companies (denominated in functional currency) against JPY. Impact of currency fluctuation between their functional currencies against revenue currencies are not included.
Net Income by Quarterly Result

(¥billion)

Forex rate (¥/US$)

Oil price (US$/bbl)

-102.1

Mitsui Chemicals -8.1

-25.8
Sims

-10.1
Subsidiaries of Mitsui USA

+7.0
Shiodome building

-5.3
MEPAU, PPE etc.

-5.1
PAG

-43
Impairment loss of listed securities

-14
Impairment loss of non-listed securities

-33
Impairment loss of long-lived assets and goodwill

-21
Valuation allowance for deferred tax assets

19.8
Reversal of deferred tax liabilities for dividend income from associated companies

-62.3
Settlement of oil spill incident in Gulf of Mexico

9.1
Non listed securities at Mitsui HK

-4.8
Honeymoon

132.7
2Q

149.7
3Q

297.3
4Q

102.5
1Q

80.7
JAL -11.8
MRCE -5.3

-5.4
SUMIC

-5.1
Nihon UNISYS

-5.4
Seven & i Holdings

-5.7
Moshi Moshi Hotline

-15.1
Moshi Moshi Hotline

+3.9
T-Gaia

+15.8
Sims

-13.9
Real Estate

-8.6
Yamaha Motor

+5.7
Toho Titanium

+5.0
IPM

-3.0
MRE

-13.0
Asahi Tec, CF

-10.0
IPM, MRE

+9.0
Wandoo, MAE

+55.2
Sesa Goa

+25.8
Sakhalin II

+7.3
EBM

-81
71

114
101

101
101

93
62

85
80

81
96

*Average of 3 month period ended June 2011
Iron Ore Spot Price* (Reference)

CFR North China (Fine, Fe 62%)

*Average of representative reference prices
# Equity Share of Delivery (Result)

<table>
<thead>
<tr>
<th></th>
<th>11/3</th>
<th>11/3</th>
<th>11/3</th>
<th>11/3</th>
<th>12/3</th>
<th>12/3</th>
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<tbody>
<tr>
<td><strong>Iron Ore (Mtpy)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1Q</td>
<td>10.5</td>
<td>10.7</td>
<td>11.9</td>
<td>10.9</td>
<td>44.0</td>
<td>10.7</td>
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<td>2Q</td>
<td>6.5</td>
<td>6.4</td>
<td>7.0</td>
<td>5.9</td>
<td>25.8</td>
<td>6.2</td>
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<tr>
<td>3Q</td>
<td>0.7</td>
<td>0.8</td>
<td>1.0</td>
<td>1.0</td>
<td>3.5</td>
<td>1.1</td>
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<tr>
<td>4Q</td>
<td>3.3</td>
<td>3.5</td>
<td>3.9</td>
<td>4.0</td>
<td>14.7</td>
<td>3.4</td>
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<tr>
<td><strong>Vale</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td><strong>Coal (Mtpy)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1Q*</td>
<td>2.0</td>
<td>2.5</td>
<td>2.3</td>
<td>1.7</td>
<td>8.5</td>
<td>1.7</td>
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<tr>
<td>2Q</td>
<td>1.8</td>
<td>2.1</td>
<td>2.0</td>
<td>1.4</td>
<td>7.3</td>
<td>1.5</td>
</tr>
<tr>
<td>3Q</td>
<td>0.2</td>
<td>0.4</td>
<td>0.3</td>
<td>0.3</td>
<td>1.2</td>
<td>0.2</td>
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<tr>
<td>4Q</td>
<td>1.4</td>
<td>1.9</td>
<td>1.7</td>
<td>1.3</td>
<td>6.3</td>
<td>1.1</td>
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<td><strong>BMC</strong></td>
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<tr>
<td><strong>Coking Coal</strong></td>
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</tr>
<tr>
<td>1Q</td>
<td>1.4</td>
<td>1.9</td>
<td>1.7</td>
<td>1.3</td>
<td>6.3</td>
<td>1.1</td>
</tr>
<tr>
<td>2Q</td>
<td>0.6</td>
<td>0.6</td>
<td>0.6</td>
<td>0.4</td>
<td>2.2</td>
<td>0.6</td>
</tr>
<tr>
<td>3Q</td>
<td>14.3</td>
<td>13.5</td>
<td>15.1</td>
<td>14.8</td>
<td>57.7</td>
<td>12.5</td>
</tr>
<tr>
<td>4Q</td>
<td>12.5</td>
<td></td>
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</tbody>
</table>

* Preliminary figures for coal
** 1Q: Result of Jan-Mar, 2Q: Result of Apr-Jun, 3Q: Result of Jul-Sep, 4Q: Result of Oct-Dec
*** Including 5% equity share of Vale
### Equity Share of Output

#### Our Equity Share of Output

<table>
<thead>
<tr>
<th></th>
<th>10/3 Result</th>
<th>11/3 Result</th>
<th>12/3 (Est.)</th>
<th>13/3 (Est.)</th>
<th>14/3 (Est.)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Oil /Gas (K bbl/d) Total</strong></td>
<td>188</td>
<td>212</td>
<td>216</td>
<td>252</td>
<td>265</td>
</tr>
<tr>
<td><strong>Oil (K bbl/d)</strong></td>
<td>85</td>
<td>81</td>
<td>72</td>
<td>79</td>
<td>77</td>
</tr>
<tr>
<td><strong>Gas (K bbl/d equiv.)</strong></td>
<td>103</td>
<td>131</td>
<td>144</td>
<td>173</td>
<td>188</td>
</tr>
<tr>
<td><strong>Iron Ore (Mtpy)</strong></td>
<td>41.0</td>
<td>43.7</td>
<td>47</td>
<td>49</td>
<td>54</td>
</tr>
<tr>
<td><strong>Coal (Mtpy)</strong></td>
<td>8.9</td>
<td>8.5</td>
<td>9</td>
<td>11</td>
<td>12</td>
</tr>
<tr>
<td><strong>Copper (Ktpy)</strong></td>
<td>59.3</td>
<td>58.0</td>
<td>63</td>
<td>67</td>
<td>92</td>
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Announced in May 2011

*Including 5% equity share of Vale*
As of June 30, 2011

Major Projects in Mineral & Metal Resources Business

- Iron Ore
- Ferro-Alloy
- Copper
- Aluminum
- Nickel
- Scrap
- Others

[Map showing various projects and locations related to mineral and metal resources business]
Upstream Assets in Energy Business

As of June 30, 2011

- **Coal**
- **Natural gas/LNG**
- **Oil**
- **Uranium**
As of June 30, 2011

**Upstream Assets (Natural Gas/LNG/Oil)**

<table>
<thead>
<tr>
<th>Natural gas/LNG Project</th>
<th>Oil Project</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Australia</strong>: Laverda*1 and 17 other permits (MEPAU)</td>
<td><strong>USA</strong>: Marcellus Shale (MEPUSA)*2</td>
</tr>
<tr>
<td><strong>New Zealand</strong>: PEP50119 and 7 other permits (MEPAU)</td>
<td><strong>Australia</strong>: Meridian CBM (MEPAU)*2</td>
</tr>
<tr>
<td><strong>Thailand</strong>: Blocks L10/43, L11/43 and 4 other permits (MOECO)</td>
<td><strong>Vietnam</strong>: Blocks B, 52/97*1 (MOECO)</td>
</tr>
<tr>
<td><strong>Vietnam</strong>: Song Hong (MOECO)</td>
<td><strong>Russia</strong>: Sakhalin II LNG (Sakhalin Energy)</td>
</tr>
<tr>
<td><strong>Cambodia</strong>: Block A (MOECO)</td>
<td><strong>Australia</strong>: NWS LNG (JAL-MIMI), Casino/Henry/Netherby, Meridian CBM (MEPAU)*2</td>
</tr>
<tr>
<td><strong>Indonesia</strong>: Merangin I, Tuna, West Papua I・III (MOECO)</td>
<td><strong>New Zealand</strong>: Kupe (MEPAU)</td>
</tr>
<tr>
<td><strong>Oman</strong>: Block 3, 4*1 (MEPME)</td>
<td><strong>Thailand</strong>: Blocks 10, 11, 12, 13, 10A-11A, Block B12/27, Blocks 14A, 15A, 16A (MOECO Gas&amp;Oil)</td>
</tr>
<tr>
<td><strong>Egypt</strong>: Meleiha Deep (MEPME)</td>
<td><strong>Indonesia</strong>: Tangguh LNG (KG Berau/KG Wiriagar)</td>
</tr>
<tr>
<td><strong>Yemen</strong>: Block 7 (MEPME)</td>
<td><strong>USA</strong>: Marcellus Shale (MEPUSA)*2</td>
</tr>
<tr>
<td><strong>Libya</strong>: Block 113, Block 201 (MOECO)</td>
<td><strong>Qatar</strong>: Qatargas 1 LNG (MILNED)</td>
</tr>
<tr>
<td><strong>Mozambique</strong>: Area I (MEPMOZ)</td>
<td><strong>Qatargas 3 LNG (Mitsui Qatargas 3)</strong></td>
</tr>
<tr>
<td><strong>Ghana</strong>: Keta (MEPGK)</td>
<td><strong>Oman</strong>: NOGJV (MEPMEM)</td>
</tr>
</tbody>
</table>

*1 Proved undeveloped  *2 Partly in production
Mitsui’s Gas/Oil & Condensate Production

(Production forecast was updated in May 2011)
Major Investments in Iron & Steel Products Business

As of June 30, 2011
Portfolio of IPP (Independent Power Producer) Business

Net Capacity (Mitsui’s Share): 5.2GW
(Gross Capacity: 23GW)

As of June 30, 2011

- Indian Queens (Oil) 35MW
- Saltend (Gas) 300MW
- Rugeley (Coal) 263MW
- Deeside (Gas) 125MW
- First Hydro (Pumped Storage) 522MW
- Derwent (Gas) 21MW
- Wachtedonk (Wind) 1MW
- Zajaczkowo (Wind) 22MW
- ISAB (Syngas/Solar) 78MW
- Juneda Solar (Solar) 1MW
- Spanish Hydro (Hydro) 24MW
- Guzman (Solar) 15MW
- Amman East (Gas) 148MW
- Umm Al Nar IWPP (Gas) 147MW
- Ras Laffan (Gas) 273MW
- Hub Power (Oil etc.) 29MW
- Gulf Electric (Gas/Biomass) 19MW
- Haneda (Solar) 1MW
- Hihikina (Wind) 2MW
- Ichihara (Biomass) 7MW
- Paiton3 (Coal) 405MW* (Original share 36.3% plus 13.4% through IPM Eagle)
- Paiton1 (Coal) 612MW+
- Kwinana (Gas) 25MW
- Loy Yang B (Coal) 308MW
- Kwinana (Gas) 25MW
- Loy Yang B (Coal) 308MW
- Australian (Coal) 31%
- Australia (Gas) 55%
- Asia (Oil) 1%
- Americas (Hydro) 11%
- Middle East (Wind etc.) 2%
- Europe (Coal) 6%
- PPA (Merchant) 25%
- Americas (Gas) 35%
- Europe (Gas) 27%
- Middle East (Coal) 11%
- Europe (Oil) 6%

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Major Infrastructure Projects (except IPP)

As of June 30, 2011
As of June 30, 2011

Portfolio of Automotive-Related Business

Transfreight Automotive Logistics Europe
Yamaha Motor Middle Europe
Toyota Marketing and Sales
Toyota Motor Manufacturing Turkey
India Yamaha Motor Private

Toyota Motor

- Logistics
- Assembler/Distributor
- Importer/Distributor
- Dealer
- Retail Finance

AMY, AMT Russia

Transfreight, LLC.

LEXUS Sukhumvit
Mitsiam Motors
Hino Motors Sales (Thailand)
Hino Motors Manufacturing (Thailand)
Bussan Auto Finance (Thailand)

Sollers-Bussan
Hino Motors Sales

Transfreight China Logistics

Kuoto Motors

Toyota Motor Philippines
LEXUS Manila

Perodua Auto Corporation

Bussan Auto Finance (Indonesia)
Yamaha Indonesia Motor Manufacturing

Bussan Auto Finance (India)

Transystem Logistics International

Other, Various

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Major Overseas Investments in Foods & Retail Business

As of June 30, 2011

- **MCM Group** (Canned food, processed food)
- **BUSSAN BEIJING LOGISTICS ENTERPRISE**
- **NEW MIT ENTERPRISE** (Feedstuff)
- **MCC LOGISTICS KOREA**
- **Mitsui Foods** (Processed food)
- **United Grain** (Grain merchandising)
- **The Kumphawapi Sugar** (Cane sugar)
- **KASET PHOL SUGAR** (Cane sugar)
- **Synlait** (Dairy farming)
- **Mitsui Alimentos** (Coffee products)
- **LDM Foods** (Canola oil processing)
- **Mitsui Foods (Processed food)**
- **Ventura Foods**
- **WILSEY FOODS**
- **Mitsui BUSSAN LOGISTICS**
- **Multigrain** (Production: Soybean, Cotton etc.)
- (Distribution: Soybean, Corn etc.)

**Resources**
- **Materials**
- **Products & wholesaling**
- **Retail**
Major Investments in Trading Business in the Chemical Segment

As of June 30, 2011

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Major Investments in Manufacturing Business in the Chemical Segment

As of June 30, 2011