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.
Overall the global economy demonstrated a stronger trend of slowdown due to the flow on effects of continued financial problems in Europe and moderated growth momentum in emerging economies.

- Net Income attributable to Mitsui was ¥168.3 billion, a decline of ¥59.0 billion from the corresponding period of the previous year, due to decline in iron ore prices and weakness in the overall economy.
- Earnings were supported by production growth in competitive iron ore and oil & gas operations, with progress seen in overall portfolio enhancement.

Net Income Attributable to Mitsui
for 6-month period Ended September 2012

<table>
<thead>
<tr>
<th>Forex rate (¥/US$)</th>
<th>Oil price (US$/bbl)</th>
<th>Net Income Attributable to Mitsui &amp; Co., Ltd. *</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sep/2010</td>
<td>Sep/2011</td>
<td>Sep/2012</td>
</tr>
<tr>
<td>88</td>
<td>79</td>
<td>88</td>
</tr>
<tr>
<td>94</td>
<td>104</td>
<td>79</td>
</tr>
<tr>
<td>79</td>
<td>117</td>
<td>168.3</td>
</tr>
</tbody>
</table>

Mar/2013 Plan
(Announced in May 2012)

¥400.0

* In this presentation material, “net income” means “net income attributable to Mitsui & Co., Ltd. for the six-month period ended September 30”
# Investments and Loans

<table>
<thead>
<tr>
<th>Business Area</th>
<th>Plan Mar/2013</th>
<th>Result Mar/2013 2Q (¥billion)</th>
<th>Major Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metals</td>
<td>200</td>
<td>300</td>
<td>CODELCO (copper mine), Australian iron ore expansion, Caserones copper development</td>
</tr>
<tr>
<td>Machinery &amp; Infrastructure</td>
<td>200</td>
<td>50</td>
<td>Mining equipment rental business, Rolling stock lease, FPSO lease</td>
</tr>
<tr>
<td>Chemicals</td>
<td>50</td>
<td>10</td>
<td>Browse LNG (capital increase in JAL-MIMI), Shale gas/oil, Expansion of oil &amp; gas and coal</td>
</tr>
<tr>
<td>Energy</td>
<td>250</td>
<td>205</td>
<td>Sakhalin II capital redemption, Nihon Unisys shares, Loan collection of commercial vessel business, T-GAIA shares, Redemption of preferred shares of Valepar</td>
</tr>
<tr>
<td>Lifestyle</td>
<td>50</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Innovation &amp; Cross Function</td>
<td>50</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Gross Investments &amp; Loans</td>
<td>800</td>
<td>600</td>
<td></td>
</tr>
<tr>
<td>Divestiture</td>
<td>▲160</td>
<td>▲90</td>
<td></td>
</tr>
<tr>
<td>Net Cash Outflow</td>
<td>640</td>
<td>510</td>
<td></td>
</tr>
</tbody>
</table>
Balance Sheets & Cash Flows

Balance Sheets

(Mar/2012)

- Current assets: ¥4.4 trillion
- Investments and other assets: ¥4.6 trillion
- Shareholders’ equity: ¥2.6 trillion
- Interest-bearing debt: ¥3.6 trillion, *(2.1)
- Net DER: 0.81X

(Sept/2012)

- Current assets: ¥4.1 trillion
- Investments and other assets: ¥4.8 trillion
- Shareholders’ equity: ¥2.6 trillion
- Interest-bearing debt: ¥3.7 trillion, *(2.4)
- Net DER: 0.94X

Cash Flows

(Mar/2010 to Sep/2012)

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

- Mar/2010: -¥484.0 billion, -¥438.2 billion, -¥522.7 billion
- Mar/2011: -¥180.1 billion, -¥232.0 billion
- Mar/2012: -¥20.5 billion, -¥91.5 billion
- Sep/2011: -¥140.5 billion
- Sep/2012: -¥227.1 billion

Net DER:

- Mar/2010: 0.81X
- Mar/2011: 0.94X
- Mar/2012: 0.81X

*(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.)
Net Income Forecast
Year Ending March 2013
## Commodity Price and Exchange Rate

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Crude Oil / JCC</td>
<td>¥1.2 bn (US$1/bbl)</td>
<td>¥1.2 bn (US$1/bbl)</td>
</tr>
<tr>
<td>Crude Oil / Consolidated(*1)</td>
<td>¥1.9 bn (US$1/ton)</td>
<td>¥1.9 bn (US$1/ton)</td>
</tr>
<tr>
<td>Iron Ore</td>
<td>(*2)</td>
<td>(*2)</td>
</tr>
<tr>
<td>Copper</td>
<td>(¥18 bn)</td>
<td>(¥18 bn)</td>
</tr>
<tr>
<td>Nickel</td>
<td>(¥18 bn)</td>
<td>(¥18 bn)</td>
</tr>
<tr>
<td>USD</td>
<td>¥1.6 bn (¥1/USD)</td>
<td>¥1.6 bn (¥1/USD)</td>
</tr>
<tr>
<td>AUD</td>
<td>¥1.9 bn (¥1/AUD)</td>
<td>¥1.9 bn (¥1/AUD)</td>
</tr>
<tr>
<td>BRL</td>
<td>¥0.8 bn (¥1/BRL)</td>
<td>¥0.8 bn (¥1/BRL)</td>
</tr>
</tbody>
</table>

### Notes:

- **(*1)** Oil price trend is reflected in net income with a 0-6 month time lag, and Consolidated oil price is calculated on such basis. For FY Mar/2013: 6 month time lag: 12%, 3 month time lag: 62%, Without lag: 26%
- **(*2)** We refrain from disclosing iron ore price assumption.
- **(*4)** We refrain from disclosing the copper price sensitivity to net income.
- **(*7)** Impact of currency fluctuation on net income of overseas subsidiaries and associated companies (denominated in functional currency) against JPY.
Annual Dividend for FY Mar/2013

- Basic policy of consolidated payout ratio of 25%
- Assuming the annual consolidated net income will be ¥310.0 billion for FY2013/3, envisaged annual dividend is ¥43/share including an interim dividend of ¥22/share

(¥/Share)

<table>
<thead>
<tr>
<th>Year</th>
<th>Year-end Dividend</th>
<th>Interim Dividend</th>
<th>EPS</th>
<th>Annual Dividend for FY Mar/2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar/2008</td>
<td>227</td>
<td>23</td>
<td>98</td>
<td>¥227</td>
</tr>
<tr>
<td>Mar/2009</td>
<td>25</td>
<td>23</td>
<td>82</td>
<td>¥48</td>
</tr>
<tr>
<td>Mar/2010</td>
<td>11</td>
<td>27</td>
<td>20</td>
<td>¥58</td>
</tr>
<tr>
<td>Mar/2011</td>
<td>27</td>
<td>28</td>
<td>27</td>
<td>¥52</td>
</tr>
<tr>
<td>Mar/2012</td>
<td>236</td>
<td>28</td>
<td>22</td>
<td>¥236</td>
</tr>
<tr>
<td>Mar/2013</td>
<td>175</td>
<td>21</td>
<td>22</td>
<td>(forecast)</td>
</tr>
</tbody>
</table>
Supplementary Information
## Summary of Operating Results

<table>
<thead>
<tr>
<th>Category</th>
<th>Sep/2011 (¥billion)</th>
<th>Sep/2012 (¥billion)</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gross Profit</strong></td>
<td>453.9</td>
<td>393.0</td>
<td>↓</td>
<td>-13%</td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td>194.7</td>
<td>134.3</td>
<td>↓</td>
<td>-31%</td>
</tr>
<tr>
<td><strong>Equity in Earnings of Associated Companies</strong></td>
<td>124.0</td>
<td>97.3</td>
<td>↓</td>
<td>-22%</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>227.3</td>
<td>168.3</td>
<td>↑</td>
<td>-26%</td>
</tr>
</tbody>
</table>

### Major Factors in Y-on-Y Changes

**Gross Profit ¥393.0 bn -¥60.9 bn (-13%)**
- MIOD -21.0: Decline in iron ore prices partially offset by increase in volume
- MII -11.3: Decline in iron ore prices
- MCH -12.8: Decline in coal prices, Oil trading -6.8: Deterioration of market conditions
- MEPUSA -6.6: Increase in depreciation costs and decline in U.S. gas prices, partly offset by higher volume
- Reversal effect of MtM coffee derivative -4.6, drought in Brazil at Multigrain -3.2
- MOECA +11.0: Increase in oil prices, MEPME+4.4 Increase in oil prices and volume, MEPTX+4.3: New contribution

**Operating Income ¥134.3 bn -¥60.4 bn (-31%)**
- Decline in gross profit

**Equity in Earnings of Associated Companies ¥97.3 bn -¥26.7 bn (-22%)**
- Valepar -26.0: Decline in iron ore prices and negative impact of exchange rate
- RRMC-8.7: Decline in iron ore prices partly offset by increase in volume
- Overseas IPP business -8.1: Decline of 7.4 in mark-to-market valuation gains/losses
- Reversal effect of impairment loss on securities +28.4: TPV +14.8, Moshi Moshi Hotline +6.7, Nihon Unisys +6.0 etc.

**Net Income ¥168.3 bn -¥59.0 bn (-26%)**
- Consideration for partial releasing of the mining lease for Shark Bay Salt (pre-tax): Sep/2011 +5.8
- Exploration expenses -4.6 (pre-tax)
- Impairment losses on securities -3.0 (pre-tax): Sep/2012: Nippon Steel -4.9, Mitsui Chemical -3.0, Sep/2011: Formosa -4.0
- Dividend income +7.5 (pre-tax): Increase of +9.0 in dividends from LNG projects, mainly Sakhalin II
- Gain on sales of securities +3.8 (pre-tax): Sep/2012: IHH +5.5 (equity dilution), Nihon Unisys+4.8, Sep/2011: Remeasurement gain on Multigrain +3.6
Net Income by Operating Segment

**Major Factors in Y-on-Y Changes (after tax basis)**

### Mineral & Metal Resources
- **¥49.7 bn**
- **-¥62.1 bn (-56%)**
  - **↓ Valepar -16.6%**
  - Decline in iron ore prices and exchange rate
  - **↓ MIOD -19.4%**
  - Decline in iron ore prices, partially offset by increase in volume
  - **↓ MII -5.0%**
  - Decline in iron ore prices
  - **↓ JCR -3.0%**
  - Decline in volume

### Lifestyle
- **¥4.8 bn**
- **-¥8.8 bn (-65%)**
  - **↓ Multigrain -3.6%**
  - Drought in Brazil
  - Reversal effect of gains in Sep/2011:
    - MtM coffee derivative -2.9
    - Remeasurement gain of Multigrain -1.8
  - **↑ IHH (equity dilution) +3.6**

### Chemicals
- **-¥0.9 bn**
- **-¥8.6 bn**
  - Reversal effect of gains in Sep/2011:
    - Consideration for partial releasing of the mining lease for Shark Bay Salt -3.6
  - Impairment loss on securities in Mitsui Chemical -3.0

### Energy
- **¥78.9 bn**
- **-¥8.5 bn (-10%)**
  - Increase in dividend income from LNG projects +9.9
  - MEPTX +4.1 (pre-tax): New contribution, MOECO increase in volume
  - MEPUSA -5.8 (pre-tax): Increase in depreciation costs and decline in U.S. gas prices, partly offset by higher volume
  - **↓ MCH -7.0%**
  - Decline in coal prices, partially offset by increase in volume and lower cost
  - Decline in oil trading profits due to deterioration of market conditions

### Innovation & Cross Function
- **¥5.9bn**
- **+¥30.0 bn**
  - Reversal effect of losses in Sep/2011: Impairment loss on listed securities +30.4
  - TPV +15.4, Moshi Moshi Hotline +6.7, Nihon Unisys +6.0, Formosa +2.4
  - Gain on sales of securities: Nihon Unisys +5.6

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* After tax effect on undistributed retained earnings recognized at parent company.

**This segment’s holding portion**

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## Breakdown on Year-on-Year Change in Net Income (Sep/2011 vs Sep/2012)

(¥billion)

<table>
<thead>
<tr>
<th>Category</th>
<th>Sep/2011</th>
<th>Sep/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>One-Time Reversal Effect</strong></td>
<td>+26.0</td>
<td></td>
</tr>
<tr>
<td><strong>Divestiture &amp; Evaluation Profit/Loss</strong></td>
<td>-4.0</td>
<td></td>
</tr>
<tr>
<td><strong>Market &amp; Commodity Prices</strong></td>
<td></td>
<td>-57.0</td>
</tr>
<tr>
<td><strong>Costs in Metals &amp; Energy</strong></td>
<td></td>
<td>-9.0</td>
</tr>
<tr>
<td><strong>Miscellaneous</strong></td>
<td></td>
<td>approx. -15.0</td>
</tr>
</tbody>
</table>

### Details:

**Divestitures of Securities:**
- -10.0 (T-GAIA -3.9, Multigrain -1.8, etc.)
- +12.0 (Nihon Unisys +5.6, IHI +3.6, etc.)

**Impairment loss of Securities:**
- +37.0 (TPV +15.4, Moshi Moshi Hot Line +6.7, Nihon Unisys +6.0, etc.)

**Others:**
- -1.0 (Overseas IPP businesses)

**Market & Commodity Prices**

<table>
<thead>
<tr>
<th>Item</th>
<th>Sep/2011</th>
<th>Sep/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Iron Ore</td>
<td>-38.0</td>
<td></td>
</tr>
<tr>
<td>Coal</td>
<td>-15.0</td>
<td></td>
</tr>
<tr>
<td>Oil &amp; Gas</td>
<td>+9.0</td>
<td></td>
</tr>
<tr>
<td>Nickel</td>
<td>-2.0</td>
<td></td>
</tr>
<tr>
<td>Copper</td>
<td>-1.0</td>
<td></td>
</tr>
<tr>
<td>Forex</td>
<td>-10.0</td>
<td></td>
</tr>
<tr>
<td>Yen vs functional currency</td>
<td>-5.0</td>
<td></td>
</tr>
<tr>
<td>Functional currency vs. revenue currency</td>
<td>-2.0</td>
<td></td>
</tr>
</tbody>
</table>

**Sales volume increase:**
- +14.0 (Mineral & Metal Resources +2.0, Energy +12.0)

**Reversal of DTL for undistributed R/E in relation to dividend income:**
- +5.0

**Deterioration in macro environment:**
- Mineral & Metal Resources: -5.0 (i) -3.0, (ii) -2.0
- Energy: -5.0 (i) -5.0, (ii) ± 0

**Overseas IPP businesses MtM:**
- -3.0 (etc.)

**Others:**
- -3.0 (Overseas IPP businesses MtM etc.)

After tax basis
Balance Sheets & Cash Flows

Balance Sheets

<table>
<thead>
<tr>
<th>Mar/2012</th>
<th>Sept/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td>4.4</td>
</tr>
<tr>
<td>Investments and other assets</td>
<td>4.6</td>
</tr>
<tr>
<td>Interest-bearing debt</td>
<td>3.6</td>
</tr>
<tr>
<td><em>(2.1)</em></td>
<td><em>(2.4)</em></td>
</tr>
<tr>
<td>Shareholders’ equity</td>
<td>2.6</td>
</tr>
<tr>
<td>Noncontrolling interests</td>
<td>0.2</td>
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</tbody>
</table>

Cash Flows

<table>
<thead>
<tr>
<th></th>
<th>Operating C/F</th>
<th>Investment C/F</th>
<th>Free C/F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar/2012</td>
<td>-180.1</td>
<td>452.3</td>
<td>632.4</td>
</tr>
<tr>
<td>Mar/2011</td>
<td>-484.0</td>
<td>20.5</td>
<td>504.5</td>
</tr>
<tr>
<td>Mar/2012 (12 months period)</td>
<td>-57.2</td>
<td>91.5</td>
<td>381.0</td>
</tr>
<tr>
<td>Sep/2011 (6 months period)</td>
<td>-232.0</td>
<td>227.1</td>
<td>-522.7</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.)
Forecast for FY Mar/2013 Net Income by Operating Segment

(¥billion)

Mar/2013 Revised Forecast
Announced in November 2012

Mar/2013 Original Forecast
Announced in May 2012

Mineral & Metal Resources ¥100.0 bn - ¥35.0 bn
↓ Decline in iron ore prices
↓ Decrease in volume of Copper

Energy ¥130.0 bn - ¥10.0 bn
↓ Decline in coal prices

Chemicals ¥2.0bn - ¥8.0bn
↓ Impairment loss on securities
↓ Underperforming trading activities

Iron & Steel Products ¥3.0bn - ¥6.0bn
↓ Impairment loss on securities
↓ Deterioration of market conditions,
   exchange rate losses

Machinery & Infrastructure Projects
Lifestyle
Innovation & Cross Function
Overseas
All Others/Adjustments & Eliminations
Appendix
Net Income by Business Area -Global Basis-(Reference *)

Sep/2011

137.4
12.5
14.2
92.4
12.8
-23.8
-18.2

Sep/2012

63.5
10.8
3.9
80.5
5.4
6.3
-2.1

(¥billion)

(* ) Global results by business area, including all overseas operations (Reference).
Net Income Forecast by Business Area -Global Basis-(reference *)

Mar/2012 Result
-31.4
-41.1

Mar/2013 Revised Forecast
17.5
16.0
10.0

Mar/2013 Original Forecast
22.3
18.6
10.0

* Global result and plan by business area, allocating all overseas operations into corresponding business areas.
## Assumptions and Sensitivities for FY Mar/2013 Forecast

<table>
<thead>
<tr>
<th>Commodity Price and Exchange Rate</th>
<th>Estimated effect on net income for FY Mar/2013</th>
<th>FY Mar/2013 (Original Forecast)</th>
<th>FY Mar/2013 (Revised Forecast)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crude Oil / JCC</td>
<td>¥1.2 bn (US$1/bbl)</td>
<td>110</td>
<td>107</td>
</tr>
<tr>
<td>Iron Ore</td>
<td>¥1.9 bn (US$1/ton)</td>
<td>113</td>
<td>111</td>
</tr>
<tr>
<td>Copper</td>
<td>(*2)</td>
<td>7,625</td>
<td>7,794</td>
</tr>
<tr>
<td>Nickel</td>
<td>¥1.8 bn (US$1/lb)</td>
<td>8.5</td>
<td>8.0</td>
</tr>
<tr>
<td>USD</td>
<td>¥1.6 bn (¥ 1/USD)</td>
<td>80</td>
<td>79.49</td>
</tr>
<tr>
<td>AUD</td>
<td>¥1.9 bn (¥ 1/AUD)</td>
<td>85</td>
<td>80.39</td>
</tr>
<tr>
<td>BRL</td>
<td>¥0.8 bn (¥ 1/BRL)</td>
<td>45</td>
<td>39.61</td>
</tr>
</tbody>
</table>

### FY Mar/2013 1H (Result)

<table>
<thead>
<tr>
<th>Commodity</th>
<th>Price</th>
<th>FX Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>USD</td>
<td>80</td>
<td>79.49</td>
</tr>
<tr>
<td>AUD</td>
<td>85</td>
<td>80.39</td>
</tr>
<tr>
<td>BRL</td>
<td>45</td>
<td>39.61</td>
</tr>
</tbody>
</table>

### FY Mar/2013 2H (Assumption)

<table>
<thead>
<tr>
<th>Commodity</th>
<th>Price</th>
<th>FX Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>USD</td>
<td>114</td>
<td>100</td>
</tr>
<tr>
<td>AUD</td>
<td>117</td>
<td>105</td>
</tr>
<tr>
<td>BRL</td>
<td>124.5</td>
<td>124.5</td>
</tr>
</tbody>
</table>

### FY Mar/2013 1H Assumption

<table>
<thead>
<tr>
<th>Commodity</th>
<th>Price</th>
<th>FX Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>USD</td>
<td>78.97</td>
<td>80</td>
</tr>
<tr>
<td>AUD</td>
<td>80.77</td>
<td>80</td>
</tr>
<tr>
<td>BRL</td>
<td>39.21</td>
<td>40</td>
</tr>
</tbody>
</table>

### Notes

- (**1) Oil price trend is reflected in net income with a 0-6 month time lag, and Consolidated oil price is calculated on such basis.
- For FY Mar/2013: 6 month time lag: 12%, 3 month time lag: 62%, Without lag: 26%
- (**2) We refrain from disclosing iron ore price assumption for FY Mar/2013 forecast.
- (**4) We refrain from disclosing the copper price sensitivity to net income.
- (**7) Impact of currency fluctuation on net income of overseas subsidiaries and associated companies (denominated in functional currency) against JPY.
Reorganization to 6 Business Area

- Reorganization to 6 business area from previous 4 business area.
- Newly create “Innovation & Cross Function” business area
  - Develop new businesses for the future, carry out investments for corporate development purposes
  - Contribute to the entire earnings base by providing various functional capabilities

<table>
<thead>
<tr>
<th>Previous Business Area</th>
<th>New 6 Business Area</th>
<th>Operating Segment</th>
<th>Business Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mineral Resources &amp; Energy</td>
<td>Metals</td>
<td>Iron &amp; Steel Products</td>
<td>-Iron &amp; Steel Products</td>
</tr>
<tr>
<td>-Mineral &amp; Metal Resources</td>
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<td>-Mineral &amp; Metal Resources</td>
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</tr>
<tr>
<td>-Energy BU 1</td>
<td></td>
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<tr>
<td>-Energy BU 2</td>
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<tr>
<td>Lifestyle</td>
<td>Machinery &amp; Infrastructure</td>
<td>Machinery &amp; Infrastructure</td>
<td>-Infrastructure Projects</td>
</tr>
<tr>
<td>-Foods &amp; Retail</td>
<td></td>
<td></td>
<td>-Motor Vehicles &amp; Construction Machinery</td>
</tr>
<tr>
<td>-Consumer Service</td>
<td></td>
<td></td>
<td>-Marine &amp; Aerospace</td>
</tr>
<tr>
<td>-IT Financial &amp; New Business</td>
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<td></td>
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<tr>
<td>Global Marketing Networks</td>
<td>Chemicals</td>
<td>Chemicals</td>
<td>-Basic Chemicals</td>
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<tr>
<td>-Iron &amp; Steel Products</td>
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<td>-Performance Chemicals</td>
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<td>-Motor Vehicles &amp; Construction Machinery</td>
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<tr>
<td>-Basic Chemicals</td>
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<tr>
<td>-Performance Chemicals</td>
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<td>Energy</td>
<td>Energy</td>
<td>-Energy BU 1</td>
</tr>
<tr>
<td>-Infrastructure Projects</td>
<td></td>
<td></td>
<td>-Energy BU 2</td>
</tr>
<tr>
<td>-Marine &amp; Aerospace</td>
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</tr>
<tr>
<td>-Transportation Logistics</td>
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</tr>
<tr>
<td>Innovation &amp; Cross Function</td>
<td>Lifestyle</td>
<td>Lifestyle</td>
<td>-Food Resources</td>
</tr>
<tr>
<td>-Infrastructure Projects</td>
<td></td>
<td></td>
<td>-Food Products &amp; Services</td>
</tr>
<tr>
<td>-Marine &amp; Aerospace</td>
<td></td>
<td></td>
<td>-Consumer Service</td>
</tr>
<tr>
<td>-Transportation Logistics</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-IT Financial &amp; New Business</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Challenge and Innovation 2014

Reorganization to 6 business area from previous 4 business area.

- Newly create “Innovation & Cross Function” business area
  - Develop new businesses for the future, carry out investments for corporate development purposes
  - Contribute to the entire earnings base by providing various functional capabilities
Net Income by Quarterly Results

(¥billion)

<table>
<thead>
<tr>
<th></th>
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<th></th>
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</thead>
<tbody>
<tr>
<td>177.6</td>
<td>306.7</td>
<td>434.5</td>
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<td>310.0</td>
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<tr>
<td>39.2</td>
<td>30.9</td>
<td>94.3</td>
<td></td>
<td>(forecast)</td>
</tr>
<tr>
<td>137.4</td>
<td>149.7</td>
<td>112.9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>103.1</td>
<td>80.7</td>
<td>94.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-102.1</td>
<td>102.5</td>
<td>132.7</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Exchange rate (¥/US$)
- Mar/2009: 101
- Mar/2010: 101
- Mar/2011: 93
- Mar/2012: 85
- Mar/2013: 79

Oil price/JCC (US$/bbl)
- Mar/2009: 101
- Mar/2010: 62
- Mar/2011: 80
- Mar/2012: 108
- Mar/2013: 114

* average of 6-month period ended September 30, 2012

Forecast
Iron Ore Spot Price*  
(Reference)

*Average of representative reference prices

CFR North China (Fine, Fe 62%)

(US$/DMT)
Oil Price

US$/BBL

WTI
Dubai
JCC
Equity Share of Delivery (Results)

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Iron Ore (Mt)</td>
<td>10.7</td>
<td>11.7</td>
<td>12.2</td>
<td>11.2</td>
<td>45.8</td>
<td>11.4</td>
<td>12.4</td>
<td>23.8</td>
</tr>
<tr>
<td>MIOD</td>
<td>6.2</td>
<td>7.0</td>
<td>7.3</td>
<td>6.1</td>
<td>26.6</td>
<td>7.0</td>
<td>7.6</td>
<td>14.6</td>
</tr>
<tr>
<td>MII</td>
<td>1.1</td>
<td>1.1</td>
<td>1.0</td>
<td>1.0</td>
<td>4.2</td>
<td>1.1</td>
<td>1.0</td>
<td>2.1</td>
</tr>
<tr>
<td>Vale**</td>
<td>3.4</td>
<td>3.6</td>
<td>3.9</td>
<td>4.1</td>
<td>15.0</td>
<td>3.3</td>
<td>3.8</td>
<td>7.1</td>
</tr>
<tr>
<td>Coal (Mt)</td>
<td>1.7</td>
<td>2.4</td>
<td>2.7</td>
<td>2.4</td>
<td>9.2</td>
<td>2.4</td>
<td>2.5</td>
<td>4.9</td>
</tr>
<tr>
<td>MCH</td>
<td>1.5</td>
<td>2.1</td>
<td>2.4</td>
<td>2.1</td>
<td>8.1</td>
<td>2.1</td>
<td>2.2</td>
<td>4.3</td>
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<tr>
<td>BMC**</td>
<td>0.2</td>
<td>0.3</td>
<td>0.3</td>
<td>0.3</td>
<td>1.1</td>
<td>0.3</td>
<td>0.3</td>
<td>0.6</td>
</tr>
<tr>
<td>Coking Coal</td>
<td>1.1</td>
<td>1.8</td>
<td>2.3</td>
<td>1.8</td>
<td>7.0</td>
<td>1.9</td>
<td>1.7</td>
<td>3.6</td>
</tr>
<tr>
<td>Thermal Coal</td>
<td>0.6</td>
<td>0.6</td>
<td>0.4</td>
<td>0.6</td>
<td>2.2</td>
<td>0.5</td>
<td>0.8</td>
<td>1.3</td>
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<tr>
<td>Copper (Kt)***</td>
<td>12.5</td>
<td>14.6</td>
<td>16.5</td>
<td>17.1</td>
<td>60.7</td>
<td>11.1</td>
<td>10.9</td>
<td>22.0</td>
</tr>
</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

(Announced in May 2012)

**Iron ore** *(Mt/Year)*

<table>
<thead>
<tr>
<th>Mar/11 Result</th>
<th>Mar/12 Result</th>
<th>Mar/13 (Est.)</th>
<th>Mar/14 (Est.)</th>
<th>Mar/15 (Est.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>43.7</td>
<td>46.9</td>
<td>47</td>
<td>51</td>
<td>55</td>
</tr>
</tbody>
</table>

**Oil/Gas** *(Kbbl/Day)*

<table>
<thead>
<tr>
<th>Mar/11 Result</th>
<th>Mar/12 Result</th>
<th>Mar/13 (Est.)</th>
<th>Mar/14 (Est.)</th>
<th>Mar/15 (Est.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>131.1</td>
<td>140.3</td>
<td>163.0</td>
<td>176.8</td>
<td>182.6</td>
</tr>
</tbody>
</table>

**Copper** *(Kt/Year)*

<table>
<thead>
<tr>
<th>Mar/11 Result</th>
<th>Mar/12 Result</th>
<th>Mar/13 (Est.)</th>
<th>Mar/14 (Est.)</th>
<th>Mar/15 (Est.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>58.0</td>
<td>58.8</td>
<td>67</td>
<td>92</td>
<td>126</td>
</tr>
</tbody>
</table>

**Coal** *(Mt/Year)*

<table>
<thead>
<tr>
<th>Mar/11 Result</th>
<th>Mar/12 Result</th>
<th>Mar/13 (Est.)</th>
<th>Mar/14 (Est.)</th>
<th>Mar/15 (Est.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.5</td>
<td>9.4</td>
<td>11</td>
<td>12</td>
<td>12</td>
</tr>
</tbody>
</table>

*Including 5% equity share of vale
As of September 30, 2012

Major Projects in Mineral & Metal Resources Business

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

- Goro
- Yandi
- Robe River
- Mt. Newman
- Asahan
- Silver Bell
- Collahuasi
- Caserones (Planned start-up from 2013)
- Los Pelambres
- Los Bronces, etc

- Erdos EPMA
- Erdos EJM Manganese Alloy
- Posco Terminal
- Coral Bay
- Taganito (Operational from 2013)
- Sims Metal Management
- Albras/Alunorte
- Vale

- Ruyuan Dongyangguang Fine Foil
- Mitsui Mineral Development South Africa

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As of September 30, 2012

Upstream Assets in Energy Business

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

**As of September 30, 2012**

#### Exploration

|------------------------|--------------------------------------------------|-------------------------------------------------|---------------------------------|--------------------------------------------------|---------------------------|---------------------------|-------------------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|

#### Development

<table>
<thead>
<tr>
<th>USA: Marcellus Shale (MEPUSA)*2</th>
<th>Eagle Ford Shale (MEPTX)*2</th>
<th>Australia: Meridian CBM (MEPAU)*2</th>
<th>Browse LNG (JAL-MIMI)</th>
</tr>
</thead>
</table>

#### Production

|--------------------------------------|--------------------------|--------------------------|----------------|-------------------------------------------------|---------------------------|---------------------------|--------------------------|---------------------------|----------------|--------------------------------------|--------------------------|----------------|----------------|--------------------------------------|--------------------------|----------------|----------------|--------------------------------------|---------------------------|----------------|----------------|

*1 Proved undeveloped  *2 Partly in production
As of September 30, 2012

Major Investments in Iron & Steel Products Business

[Map showing various subsidiaries and locations related to steel products business]

Major Domestic Group Companies
- Mitsui & Co. Steel
- Mitsui Bussan Kozai Hanbai
- MBK Steel Products West

Steel Technologies
(Service Center Location:
USA 15, Canada 2, Mexico 8)

- Seymour Tubing
- PK-USA
- Champions Pipe & Supply

Major Domestic subsidiaries
- Processor
- Manufacturer
- Distributor

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Portfolio of IPP (Independent Power Producer) Business

Net Capacity (Mitsui’s Share): 5.5GW
(Gross Capacity: 25GW)

As of September 30, 2012

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As of September 30, 2012

Major Infrastructure Projects (except IPP)

- Oil & gas related infrastructure
- Transportation
- Water
- Others (Basic industries, Social infrastructure etc.)
Major Overseas Investments
in Food Resources and Food Products & Services

As of September 30, 2012
Major Investments in Consumer Service Business

As of September 30, 2012

- Medical & healthcare
- Services
- Real estate
- Housing & industrial materials
- Fashion

- **IHH Healthcare** (Hospitals, healthcare) [Malaysia]
- **The CSI Companies** (Staffing) [U.S.]
- **PTS** (Industrial materials) [Peru]
- **MBK Real Estate** [U.S.]
- **MBK Real Estate Europe** [U.K.]
- **T.M. BAIKAL** (Housing materials) [Russia]
- **Gleneagles CRC** (Pharmaceutical: CRO *1) [Singapore]
- **UE Managed Solutions** (Facility management services) [Singapore]
- **TAINAN ENTERPRISES** [Taiwan]
- **MicroBiopharm Japan** (Pharmaceutical: CMO *2) [Japan]
- **Aim Services** (Contract food services) [Japan]
- **Mitsui Bussan Woodchip Oceania** (Woodchips) [Australia]
- **MBK Real Estate** [Japan]
- **Shenzhen Main Luck Pharmaceuticals** (Pharmaceutical Business) [China]
- **PTS** (Industrial materials) [Peru]
- **Bunbury Fibre Exports** (Woodchips) [Australia]
- **T.M. BAIKAL** (Housing materials) [Russia]
- **Alcantara** [Italy]
- **DUSKIN HONG KONG** (Franchise) [China]
- **PTS** (Industrial materials) [Peru]
- **MITSUI BUSSAN PACKAGING** (Pulp and paper) [Japan]
- **Mitsui Bussan Inter-Fashion** [Japan]
- **Cambridge Industrial Trust Management** (REIT management) [Singapore]
- **IHH Healthcare** (Hospitals, healthcare) [Malaysia]
- **MBK Real Estate** [U.S.]
- **MBK Real Estate Europe** [U.K.]
- **Cohen & Wilks International** [U.K.]
- **MITSUI BUSSAN KENZAI** (Housing materials) [Japan]
- **MISTER DONUT KOREA** (Franchise) [Rep. of Korea]
- **Alta Moda** (China) [China]
- **Shentao Pharmaceutical** (Pharmaceutical Business) [China]
- **Bussan Real Estate** [Japan]
- **SUMISHO & MITSUI BUSSAN KENZAI** (Housing materials) [Japan]
- **MITSUI BUSSAN PACKAGING** (Pulp and paper) [Japan]
- **Mitsui Bussan Inter-Fashion** [Japan]
- **PTS** (Industrial materials) [Peru]
- **MBK Real Estate** [U.S.]
- **IHH Healthcare** (Hospitals, healthcare) [Malaysia]
- **PTS** (Industrial materials) [Peru]
- **MBK Real Estate** [U.S.]
- **PTS** (Industrial materials) [Peru]
- **IHH Healthcare** (Hospitals, healthcare) [Malaysia]

*1 Contract Research Organization
*2 Contract Manufacturing Organization
As of September 30, 2012

Major Investments in Trading Business in Chemical Business

Petrochemicals
Green and Specialty chemicals
Agricultural chemicals
Performance materials and advanced materials
Environmental chemicals
As of September 30, 2012

Major Investments in Manufacturing Business in Chemical Business

[Map of investments with various symbols indicating different types of chemicals and companies, such as Methanol, Chlor-alkali, Petrochemicals, Green and Specialty chemicals, Agricultural chemicals, and Performance materials and advanced materials.]

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