3rd Quarter Financial Results
Year Ending March 2016

February 4, 2016
Mitsui & Co., Ltd.

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.
Summary of 3rd Quarter Financial Results for the Year Ending Mar/2016

◆ EBITDA : ¥469.0bn, 71% progress against original annual forecast of ¥660.0bn

◆ Profit for the 9-month Period Ended Dec/2015 : ¥134.4bn, -¥120.0bn from the Previous Period
  • Metals + Energy : -¥135.1bn, from falling commodity prices and impairment/retirement losses on fixed assets
  • Machinery & Infrastructure : steady and solid performance in North America
  • Chemicals + Innovation & Corporate Development : +¥37.6bn on strong performance at Novus and private equity investments
  • Lifestyle : -¥9.0bn from tackling low-performing businesses

◆ Profit for the Year : annual forecast revised to ¥190.0bn from the Previous forecast of ¥240.0bn

◆ Core operating cash flow : ¥420.0bn, demonstrating stable and robust cash generating capability
  • Accumulated total of ¥1.08tn together with the ¥660.0bn of the Previous Year
  • 64% progress against updated forecast of the three year management plan (2014.4-2017.3)

◆ Annual dividend forecast
  • Maintaining previous forecast of ¥64 per share taking into consideration of EBITDA and core operating cash flow conditions
Operating Environment for 9-month Period Ended Dec/2015

**Global**: Economy gained support for recovery from developed countries, primarily United States (US), yet growth overall remained extremely sluggish as a consequence of the Chinese economic slowdown.

**US**: Economy continued on a robust expansionary track underpinned by rising consumer spending against a backdrop of employment gains and lower crude oil prices, along with a modest recovery in the housing market.

**Japan**: Employment and income environment proved favorable but recovery was slow due to lackluster exports resulting from the slowdown in emerging economies and stagnating production.

**Europe**: Economy had reaped the benefits of monetary easing along with euro depreciation and lower crude oil prices, remained on a path of gradual recovery fueled by domestic demand centered on personal consumption.

**China**: Growth continued to slow due to stagnant industrial production and fixed asset investment combined with falling exports.

**Other emerging countries**: Situation varied depending on the country. For instance, performance was strong in India amid its pursuit of structural reforms, but economy pulled back in Brazil and Russia given their high degree of dependency on resource exports.

- Iron ore price* remained soft against a backdrop of the slowing Chinese economy, trading mainly in the range of US$40-50 per ton in and after November. *Fe 62% CFR North China
- Oil price plunged to nearly US$30 per barrel at the end of December, largely due to sluggish growth in demand and anticipation of increasing supply.

---

*Fe 62% CFR North China

**average of representative reference prices

***monthly average

---

**Operating Environment for 9-month Period Ended Dec/2015**

_Apr-14_ _Jul-14_ _Oct-14_ _Jan-15_ _Apr-15_ _Jul-15_ _Oct-15_ _Jan-16_ _Mar/15_ _Mar/16_ _Mar/15_ _Mar/16_ **average of representative reference prices

**Oil Price***

---

COPYRIGHT © MITSUI & CO., LTD. ALL RIGHTS RESERVED.
Operating Results for 9-month Period Ended Dec/2015

- **EBITDA**: ¥469.0bn : ¥196.4bn from the Previous Period**
  - **Gross profit (before depreciation and amortization)**: decline of ¥92.0bn due to lower iron ore, oil and gas prices
  - **Profit of equity method investments**: decline of ¥61.3bn due to IPP business (one-time negative impact), Caserones (impairment loss on fixed assets) and Japan Australia LNG (MIMI) (lower prices)
  - **Dividend income**: decline of ¥47.6bn mainly due to lower dividends from LNG projects

<By Business Area>
- **Metals + Energy**: ¥305.5bn (-¥223.7bn)
- **Others**: ¥163.5bn (+¥27.3bn : Chemicals +¥38.6bn etc.)

*EBITDA: Gross profit + Selling, general and administrative expenses + Dividend income + Profit of equity method investments + Depreciation and amortization may not match with the total of items due to rounding off.

**In this presentation material, “Previous Period” means the 9-month period ended December 31, 2014

***Global basis by business area, including all overseas operations

- **Dec/14**
- **Dec/15**

Dec/14 Dec/15

<table>
<thead>
<tr>
<th>Element</th>
<th>Dec/14</th>
<th>Dec/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profit</td>
<td>640.7</td>
<td>565.2</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>-92.0</td>
<td>-92.0</td>
</tr>
<tr>
<td>Dividend income</td>
<td>194.0</td>
<td>194.0</td>
</tr>
<tr>
<td>Profit of equity method investments</td>
<td>47.6</td>
<td>47.6</td>
</tr>
<tr>
<td>Selling, general and administrative expenses</td>
<td>-432.4</td>
<td>-432.4</td>
</tr>
<tr>
<td>EBITDA (Reference)</td>
<td>665.4</td>
<td>469.0</td>
</tr>
</tbody>
</table>

Dec/14 Dec/15

<table>
<thead>
<tr>
<th>Element</th>
<th>Dec/14</th>
<th>Dec/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profit</td>
<td>172.2</td>
<td>61.5</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>565.2</td>
<td>357.0</td>
</tr>
<tr>
<td>Dividend income</td>
<td>97.3</td>
<td>97.3</td>
</tr>
<tr>
<td>Profit of equity method investments</td>
<td>61.1</td>
<td>61.1</td>
</tr>
<tr>
<td>Selling, general and administrative expenses</td>
<td>208.2</td>
<td>208.2</td>
</tr>
<tr>
<td>EBITDA (Reference)</td>
<td>38.6bn</td>
<td>38.6bn</td>
</tr>
</tbody>
</table>

**Y-on-Y**
- 665.4 - 469.0 = 196.4bn
- 172.2 - 194.0 = -21.8bn
- 565.2 - 194.0 = 371.2bn

- **Metals**: ¥74.9bn
- **Machinery & Infrastructure**: -¥0.4bn
- **Chemicals**: +¥38.6bn
- **Energy**: -¥148.8bn
- **Lifestyle**: -¥8.8bn
- **Innovation & Corporate Development**: +¥7.3bn
- **All Others/Adjustments & Eliminations**: -¥9.4bn

****Iron & Steel Products Segment in brackets
Operating Results for 9-month Period Ended Dec/2015

- **Profit for the Period** ¥134.4bn : -¥120.0bn from the Previous Period
- **Y-on-Y change by Business Area (Dec/2014 vs. Dec/2015)**
  - Energy (Profit for the Period ¥25.6bn) : -¥70.5bn (Decline of dividend income from LNG projects, retirement loss at Mitsui E&P Middle East)
  - Metals (¥26.8bn) : -¥64.6bn (Lower iron ore prices, impairment loss at Caserones)
  - Innovation & Corporate Development (¥22.3bn) : +¥21.3bn (Gain on valuation of fair value on shares of Hutchison China MediTech)
  - Chemicals(¥28.6bn) : +¥16.3bn (Strong performance at Novus)

*(Profit for the Period by Operating Segment, please see page 11 of Supplementary Information)*

*In this presentation material, “Profit for the Period” means “profit for the period attributable to owners of the parent” for the 9-month period ended December 31, 2015.*
Revised Forecast for the Year Ending Mar/2016

◆ EBITDA : full year forecast revised to ¥580.0bn from ¥660.0bn. Major factors as follows:
  • Gross profit : -¥30.0bn iron ore, oil and gas prices
  • Profit of equity method investments : -¥50.0bn Caserones (impairment loss on fixed assets), Valepar (exchange rate, price)

◆ Profit for the Year* : full year forecast revised to ¥190.0bn from ¥240.0bn. Major Business Areas and factors as follows:
  • Metals : -¥39.0bn Caserones, iron ore and copper prices, etc.
  • Lifestyle : -¥11.0bn Multigrain, etc.
  • Chemicals : +¥8.0bn Sales of stake of basic chemicals business, etc.

Profit for the Year by Business Area
-Global Basis- (Reference)

<table>
<thead>
<tr>
<th></th>
<th>¥ billion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metals</td>
<td>-¥39.0bn</td>
</tr>
<tr>
<td>Machinery &amp; Infrastructure**</td>
<td>+¥1.0bn</td>
</tr>
<tr>
<td>Chemicals</td>
<td>+¥8.0bn</td>
</tr>
<tr>
<td>Energy</td>
<td>±¥0bn</td>
</tr>
<tr>
<td>Lifestyle</td>
<td>-¥11.0bn</td>
</tr>
<tr>
<td>Innovation &amp; Corporate Development</td>
<td>-¥1.0bn</td>
</tr>
<tr>
<td>All Others/Adjustments &amp; Eliminations</td>
<td>-¥8.0bn</td>
</tr>
</tbody>
</table>

** Iron & Steel Products Segment in brackets
(Revised Forecast by Operating Segment, please see page 13 of Supplementary Information)

*In this presentation material, “Profit for the Year” means “profit for the year attributable to owners of the parent” for the year ending March 31, 2016.
Cash Flow Allocation for 9-month Period Ended Dec/2015

- Core operating cash flow was approx. ¥420.0bn. We maintained our stable cash generation capability despite lower oil, gas and iron ore prices.
- Divestiture was approx. ¥145.0bn, steady implementation of asset recycling. The cash inflow combined with core operating cash flow was approx. ¥565.0bn.
- Investments and loans were approx. ¥425.0bn, mainly for “Existing Business” and “Projects in the pipeline”.

<table>
<thead>
<tr>
<th>Results (approx. figure)</th>
<th>(¥ billion)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Operating Cash Flow</td>
<td>+420.0</td>
</tr>
<tr>
<td>Divestiture</td>
<td>+145.0</td>
</tr>
<tr>
<td>Gross Investments &amp; Loans</td>
<td>-425.0</td>
</tr>
</tbody>
</table>

### Major Segments and items

- **Energy**: +170.0 (-115.0 from the Previous Period),
- **Mineral & Metal Resources**: +114.0 (-12.0),
- **Machinery & Infrastructure**: +55.0 (+4.0),
- **Overseas**: +47.0 (+20.0)

- **Existing Business + Projects in the pipeline**: -245.0
- **New Business**: -180.0

### (breakdown)

- **Iron & Steel Products**: -15.0
- **Mineral & Metal Resources**: -35.0
- **Machinery & Infrastructure**: -95.0
- **Chemicals**: -20.0
- **Energy**: -125.0
- **Lifestyle**: -45.0
- **Innovation & Corporate Development**: -25.0
- **Overseas**: -65.0

- Wind turbine towers manufacturing
- Port and infrastructure expansion of Australian iron ore operations
- Gas distribution in Brazil, Passenger railway transportation in Brazil
- Methanol production in US
- Developments of Thai and Middle East business, shale oil/gas in US
- Drug information service in Asia-Oceania, Pharmaceutical fund in US
- TV shopping business in India, High-speed mobile service in Africa
- Salmon farming and processing in Chile, Tank terminal expansion in US

New investing activities took place or commenced during Oct – Dec 2015 are printed in blue ink. Investing activities pursuing from the 3-month period ended Sep/15 or before are printed in black ink.
Cash Flows & Balance Sheets

**Cash Flows**

- Core operating cash flow*: ¥421.5bn (-¥147.0bn from the Previous Period)
- Free cash flow: ¥126.1bn (-¥85.4bn)

**Balance Sheets**

<table>
<thead>
<tr>
<th>Mar/15</th>
<th>Dec/15 (¥ trillion)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td><strong>Current assets</strong></td>
</tr>
<tr>
<td>4.7</td>
<td>4.5</td>
</tr>
<tr>
<td><strong>Other liabilities</strong></td>
<td><strong>Other liabilities</strong></td>
</tr>
<tr>
<td>3.0</td>
<td>2.8</td>
</tr>
<tr>
<td><strong>Interest-bearing debt</strong></td>
<td><strong>Interest-bearing debt</strong></td>
</tr>
<tr>
<td>4.8 (3.4)</td>
<td>4.8 (3.4)</td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td><strong>Non-current assets</strong></td>
</tr>
<tr>
<td>7.5</td>
<td>7.2</td>
</tr>
<tr>
<td><strong>Shareholders’ equity</strong>***</td>
<td><strong>Shareholders’ equity</strong>***</td>
</tr>
<tr>
<td>0.3</td>
<td>0.3</td>
</tr>
<tr>
<td><strong>Net DER</strong></td>
<td><strong>Net DER</strong></td>
</tr>
<tr>
<td>0.82x</td>
<td>0.88x</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>Total assets</strong></td>
</tr>
<tr>
<td>¥12.2</td>
<td>¥11.7</td>
</tr>
<tr>
<td><strong>Shareholders’ equity</strong></td>
<td><strong>Shareholders’ equity</strong></td>
</tr>
<tr>
<td>¥4.1</td>
<td>¥3.8</td>
</tr>
</tbody>
</table>

* Core operating C/F= Operating C/F – C/F from increase/decrease in working capital

**Major factors of changes in Shareholders’ equity (-¥253.3bn from end of Mar/2015 )**

- Profit for the Period: +¥134.4bn
- Foreign currency translation adjustments: -¥116.9bn
- Financial assets measured at FVTOCI: -¥168.1bn
- Dividend payment: -¥114.7bn
- Others: +¥12.0bn

**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.**

**In this presentation material, “Shareholders’ equity” means “total equity attributable to owners of the parent.”**
Envisaged annual dividend maintains ¥64 per share, taking into consideration EBITDA, core operating cash flow as well as stability and continuity of amount of dividend payments, on the assumption that profit for the Year Ending Mar/2016 will be ¥190.0bn (envisaged annual dividend will be the same amount as the Year Ended Mar/2015 and consolidated dividend payout ratio will be 60%).

Interim dividend was paid at ¥32 per share.
Supplementary Information
Y-on-Y Change in EBITDA for 9-month Period (Dec/2014 vs. Dec/2015)

**EBITDA by Accounting Element**

<table>
<thead>
<tr>
<th>Element</th>
<th>Dec/14</th>
<th>Dec/15</th>
<th>Change (¥ billion)</th>
<th>Y-on-Y Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profit</td>
<td>565.2bn</td>
<td>469.0bn</td>
<td>-96.4</td>
<td>-19.6%</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>194.0bn</td>
<td>194.0bn</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Energy</td>
<td>640.7bn</td>
<td>469.0bn</td>
<td>-171.7</td>
<td>-26.8%</td>
</tr>
<tr>
<td>Mineral &amp; Metal Resources</td>
<td>210.5bn</td>
<td>194.0bn</td>
<td>-16.5</td>
<td>-9.3%</td>
</tr>
<tr>
<td>Overseas</td>
<td>149.9bn</td>
<td>149.9bn</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Profit of equity method investments</td>
<td>96.7bn</td>
<td>565.2bn</td>
<td>468.5</td>
<td>487.6%</td>
</tr>
<tr>
<td>LNG projects</td>
<td>194.0bn</td>
<td>469.0bn</td>
<td>-275</td>
<td>-141.7%</td>
</tr>
<tr>
<td>Selling, general and administrative expenses</td>
<td>-432.4</td>
<td>-428.0</td>
<td>4.4</td>
<td>+1%</td>
</tr>
</tbody>
</table>

**Dec/14 vs. Dec/15**

- **Gross profit**: ¥88.6bn (¥49.1bn - ¥61.3bn, -41%)
- **Depreciation and amortization**: ¥194.0bn (¥194.0bn, 0%)
- **Energy**: ¥565.2bn (¥640.7bn - ¥196.4bn, -30.8%)
- **Mineral & Metal Resources**: ¥194.0bn (¥210.5bn - ¥16.5bn, -8.2%)
- **Overseas**: ¥149.9bn (¥149.9bn, 0%)
- **Profit of equity method investments**: ¥565.2bn (¥88.6bn, 487.6%)
- **LNG projects**: ¥194.0bn (¥194.0bn, 0%)
- **Selling, general and administrative expenses**: ¥469.0bn (¥432.4bn + ¥4.4bn, +1%)

**Notes**

- IPP businesses: ¥22.2bn (one-time negative impact, etc.)
- MLCC (Caserones): ¥22.2bn (impairment loss on fixed asset, etc.)
- Japan Australia LNG (MIMI): lower oil prices
- Robe River Mining Co (MIOD): ¥9.4bn (lower iron ore prices)
- Acrux (Anglo Sur): ¥11.1bn (reversal effect of tax system revision in Chile for the Previous Period)
Y-on-Y Change in Profit for the Period by Operating Segment (Dec/2014 vs. Dec/2015)

<table>
<thead>
<tr>
<th>Operating Segment</th>
<th>Profit for the Period (¥ billion)</th>
<th>Y-on-Y Change (¥ billion)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy</td>
<td>¥24.9bn</td>
<td>-¥70.8bn (-74%)</td>
</tr>
<tr>
<td>↓ Decline of dividend income from LNG projects -¥45.2bn</td>
<td></td>
<td></td>
</tr>
<tr>
<td>↓ MEPME : retirement loss, etc. -¥34.1bn</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mineral &amp; Metal Resources</td>
<td>¥10.9bn</td>
<td>-¥52.8bn (-83%)</td>
</tr>
<tr>
<td>↓ Australian iron ore operations : lower iron ore prices despite foreign currency exchange fluctuations and lower cost -¥23.6bn*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>↓ Caserones : impairment loss on fixed assets, etc. -¥22.2bn</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lifestyle</td>
<td>-¥9.1bn</td>
<td>-¥6.8bn (-)</td>
</tr>
<tr>
<td>↓ Multigrain : increase of tax burden, impairment loss on goodwill, etc. -¥17.6bn</td>
<td></td>
<td></td>
</tr>
<tr>
<td>↑ Mitsui &amp; Co. Real Estate : sales of domestic real estate, etc. +¥7.0bn</td>
<td></td>
<td></td>
</tr>
<tr>
<td>↑ Reversal effect of one-time loss for the Previous Period, stable performance of processed oil food and broiler businesses, etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Innovation &amp; Corporate Development</td>
<td>¥21.2bn</td>
<td>+¥20.9bn (-)</td>
</tr>
<tr>
<td>↑ Gain on valuation of fair value on shares in Hutchison China MediTech +¥12.8bn</td>
<td></td>
<td></td>
</tr>
<tr>
<td>↑ Mitsui &amp; Co. Real Estate : sales of domestic real estate, etc. +¥7.0bn</td>
<td></td>
<td></td>
</tr>
<tr>
<td>↑ Reversal effect of one-time profit as a result of asset transfer of KPA -¥3.1bn</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chemicals</td>
<td>¥7.8bn</td>
<td>+¥3.5bn (+81%)</td>
</tr>
<tr>
<td>↑ Reversal effect of loss on basic chemicals businesses (exited during the period)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>↑ Phosphorus ore business : higher price and lower cost +¥1.8bn</td>
<td></td>
<td></td>
</tr>
<tr>
<td>↓ Reversal effect of one-time profit as a result of asset transfer of KPA -¥3.1bn</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overseas</td>
<td>¥44.1bn</td>
<td>-¥2.1bn (-5%)</td>
</tr>
<tr>
<td>Iron &amp; Steel Products</td>
<td>¥3.9bn</td>
<td>-¥0.8bn (-17%)</td>
</tr>
<tr>
<td>Machinery &amp; Infrastructure</td>
<td>¥31.0bn</td>
<td>+¥0.9bn (+3%)</td>
</tr>
<tr>
<td>All Others/Adjustments &amp; Eliminations</td>
<td>-¥0.3bn</td>
<td>-¥12.0bn (-)</td>
</tr>
<tr>
<td>↓ Reversal effect of reduced tax burden for the Previous Period (sales of FVTOCI assets) -¥10.5bn</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Breakdown of Y-on-Y Change in Profit for the Period (Dec/2014 vs. Dec/2015)

Reversal of non-recurring items

<table>
<thead>
<tr>
<th>Item</th>
<th>Dec/14</th>
<th>Dec/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>+43.0</td>
<td>-46.0</td>
<td></td>
</tr>
</tbody>
</table>

Non-recurring items

- Gain/loss on valuation: +56.0
  - Securities: +3.0
  - Inventories and fixed assets: +53.0
    - Eagle Ford: +39.0
    - North Sea: +9.0 etc.
- Gain/loss on disposal or sale: -13.0
  - Securities: -13.0
    - Shanghai Senmiao: -6.5
    - Silver Bell: -5.4 etc.

Non-recurring items

- Gain/loss on valuation: -42.0
  - Securities: +5.0
    - Relia (reversal of impairment): +6.2 etc.
  - Fixed assets: -46.0
    - Caserones: -19.8
    - IPP business: -9.0
    - Multigrain: -9.0
    - TIACT (reversal of impairment): +11.8 etc.
  - IPP business MTM: -1.0
- Gain/loss on disposal or sale: +17.0
  - Securities: +5.0
    - Automobile: +3.2 etc.
  - Fixed assets: +12.0
    - Domestic real estate: +10.8 etc.
- Gain/loss on retirement: -21.0
  - Fixed assets: -21.0
    - MEPME: -19.3 etc.

Market & Commodity Prices

- Iron Ore: -88.0
- Coal: -12.0
- Copper/Nickel: -10.0
- Oil & Gas: -101.0
- Forex: +25.0*

Costs in Metals & Energy

- Mineral & Metal Resources: +22.0
  (Iron ore: +19.0, Coal: +5.0, Copper: -2.0)
- Energy: +15.0

Underlying profit/loss & Others

- approx. +32.0

Costs in Metals & Energy

- +37.0

Underlying profit/loss & Others

- 134.4

Dec/14

Dec/15

Note: All figures for Mineral & Metal Resources and Energy on this page are stated on a global basis.

*Forex:

- Yen vs. Functional currency: +14.0 (¥ billion)
- Functional currency vs. Revenue currencies:
  - Mineral & Metal Resources: -1.0
  - Energy: -1.0
  - Others: +12.0

Sales volume:

- +7.0
  (Mineral & Metal Resources: ±0, Energy: +7.0)

Tax reform:

- Reversal of loss for the Previous Period (Chile: +16.7, MRRT in Australia)
- Profit for the Period (Vale in Brazil)
- Gain/loss on securities (FVTPL): +14.0
  - Hutchison China MediTech: +12.8 etc.
- Decline of dividend income from LNG projects
  (excluding Market & Commodity Prices factor)
- Reversal of reduced tax burden for the Previous Period
  (sale of FVTOCI assets): -10.5

Mineral & Metal Resources: +14.0 (¥ billion)
Energy: +15.0
Others: ±0

Decimal points are omitted.

Copyright © Mitsui & Co., Ltd. All Rights Reserved.
Revised Forecast for the Year Ending Mar/2016 by Operating Segment

Profit for the Year (¥ billion)

- Mineral & Metal Resources: ¥11.0bn - ¥33.0bn
  - Caserones: impairment loss on fixed assets
  - Lower iron ore and copper prices

- Lifestyle: -¥14.0bn - ¥10.0bn
  - Multigrain

- Overseas: ¥51.0bn - ¥8.0bn
  - Americas Segment: tax expenses, sales volume of oil and gas well tubular
  - Asia Pacific Segment: lower iron ore prices

- Energy: ¥48.0bn ± ¥0bn
  - Recognition of one-time positive impact
  - MEPME: retirement loss

- Chemicals: ¥19.0bn + ¥8.0bn
  - Sales of stake in relation to basic chemicals business

- Iron & Steel Products: ¥7.0bn - ¥2.0bn
- Machinery & Infrastructure: ¥50.0bn ± ¥0bn
- Innovation & Corporate Development: ¥18.0bn ± ¥0bn
- All Others/Adjustments & Eliminations: ¥0bn - ¥5.0bn

Mar/16 Forecast (Announced in Nov 2015)
Mar/16 Revised Forecast
Appendix
# Assumptions and Sensitivities for the Year Ending Mar/2016 Forecast

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Crude Oil / JCC</td>
<td>¥2.7 bn (US$1/bbl)</td>
<td>57</td>
<td>55</td>
<td>35</td>
<td>50</td>
</tr>
<tr>
<td>Crude Oil / Consolidated (*1)</td>
<td></td>
<td>58</td>
<td>57</td>
<td>43</td>
<td>54</td>
</tr>
<tr>
<td>U.S. Natural Gas (*2)</td>
<td>¥0.8 bn (US$0.1/mmBtu)</td>
<td>2.89</td>
<td>2.76(*3)</td>
<td>2.22(*4)</td>
<td>2.63</td>
</tr>
<tr>
<td>Iron Ore</td>
<td>¥3.0 bn (US$1/ton)</td>
<td>(*5)</td>
<td>53(*6)</td>
<td>(*5)</td>
<td>(*5)</td>
</tr>
<tr>
<td>Copper</td>
<td>¥1.0 bn (US$100/ton)</td>
<td>5,817</td>
<td>5,707(*7)</td>
<td>4,887</td>
<td>5,501</td>
</tr>
<tr>
<td>USD</td>
<td>¥1.8 bn (¥1/USD)</td>
<td>120.86</td>
<td>121.63</td>
<td>120.00</td>
<td>121.22</td>
</tr>
<tr>
<td>AUD</td>
<td>¥0.8 bn (¥1/AUD)</td>
<td>87.95</td>
<td>89.71</td>
<td>85.00</td>
<td>88.54</td>
</tr>
<tr>
<td>BRL</td>
<td>¥0.3 bn (¥1/BRL)</td>
<td>33.23</td>
<td>34.81</td>
<td>30.00</td>
<td>33.61</td>
</tr>
</tbody>
</table>

(*1) Oil price trend is reflected in profit for the year with a 0-6 month time lag, and Consolidated oil price is calculated on such basis.

For the Year Ending Mar/2016: 4-6 month time lag: 34%, 1-3 month time lag: 38%, without lag: 28%

(*2) US shale gas are not all sold at Henry Hub (HH) linked prices. Therefore the sensitivity does not represent the direct impact of HH movement, but rather the impact from the movement of weighted average gas sales price.

(*3) Daily average of settlement price for prompt month Henry Hub Natural Gas Futures contracts reported by NYMEX


(*4) For natural gas sold in the US on HH linked prices, the assumed price used is US$2.22/mmBtu.

(*5) We refrain from disclosing the iron ore price assumptions.

(*6) Daily average of representative reference prices (Fine, Fe 62% CFR North China)


(*7) Average of LME cash settlement price


(*8) Impact of currency fluctuation on profit for the year of overseas subsidiaries and equity accounted investees (denomination in functional currency) against JPY.

Depreciation of JPY has the effect of increasing the profit for the year through the conversion of profit for the year of overseas subsidiaries and associated companies (denomination in functional currency) into JPY. Impact of currency fluctuation between their functional currencies against revenue currencies and exchange hedging are not included.
Y-on-Y Change in EBITDA for 9-month Period Ended (Dec/2014 vs. Dec/2015)

**EBITDA by Operating Segment**

- **Dec/14**: 665.4
  - Iron & Steel Products: 121.8
  - Mineral & Metal Resources: 357.1
  - Machinery & Infrastructure: 79.6
  - Chemicals: 16.5
  - Lifestyle: 13.9
  - Overseas: 22.5
  - Energy: 94.7
  - Innovation & Corporate Development: 207.8
  - All Others/Adjustments & Eliminations: 16.1

- **Dec/15**: 469.0
  - Iron & Steel Products: 52.0
  - Mineral & Metal Resources: 51.7
  - Machinery & Infrastructure: 61.0
  - Chemicals: 20.3
  - Lifestyle: 62.5
  - Overseas: 20.5
  - Energy: 78.5
  - Innovation & Corporate Development: 208.2
  - All Others/Adjustments & Eliminations: 7.5

**EBITDA by Business Area -Global Basis- (Reference)**

- **Dec/14**: 665.4
  - Metals: 172.2
  - Machinery & Infrastructure: 61.0
  - Chemicals: 357.1
  - Energy: 207.8
  - Lifestyle: 94.7
  - Innovation & Corporate Development: 22.5
  - Overseas: 22.5
  - All Others/Adjustments & Eliminations: 207.8

- **Dec/15**: 469.0
  - Metals: 469.0
  - Machinery & Infrastructure: 39.9
  - Chemicals: 78.5
  - Energy: 208.2
  - Lifestyle: 78.5
  - Innovation & Corporate Development: 61.0
  - Overseas: 61.0
  - All Others/Adjustments & Eliminations: 78.5

**Y-on-Y Change**

- **Dec/14** vs. **Dec/15**
  - Metals: +¥6.5bn
  - Machinery & Infrastructure: -¥0.3bn
  - Chemicals: +¥6.0bn
  - Energy: -¥194.3bn
  - Lifestyle: -¥4.0bn
  - Innovation & Corporate Development: -¥149.3bn
  - Overseas: +¥15.1bn
  - All Others/Adjustments & Eliminations: -¥8.6bn

*Iron & Steel Products Segment in brackets*
Quarterly Profit Results

<table>
<thead>
<tr>
<th>Year</th>
<th>Forex rate (¥/US$)</th>
<th>Oil price (US$/bbl)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar/14</td>
<td>100</td>
<td>110</td>
</tr>
<tr>
<td>Mar/15</td>
<td>111</td>
<td>103</td>
</tr>
<tr>
<td>Mar/16</td>
<td>122*</td>
<td>57*</td>
</tr>
</tbody>
</table>

* Average of 9-month period ended December 31, 2015

(¥ billion) (after tax basis)
Iron Ore Spot Prices*

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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Iron Ore (Mt)</strong></td>
<td>13.2</td>
<td>13.8</td>
<td>13.9</td>
<td>13.9</td>
<td>54.8</td>
<td>13.4</td>
<td>14.3</td>
<td>14.6</td>
<td>42.3</td>
</tr>
<tr>
<td><strong>MIOD</strong></td>
<td>7.9</td>
<td>8.0</td>
<td>8.1</td>
<td>7.4</td>
<td>31.4</td>
<td>7.5</td>
<td>7.9</td>
<td>8.1</td>
<td>23.4</td>
</tr>
<tr>
<td><strong>MII</strong></td>
<td>1.9</td>
<td>1.9</td>
<td>1.9</td>
<td>2.0</td>
<td>7.7</td>
<td>2.2</td>
<td>2.3</td>
<td>2.2</td>
<td>6.7</td>
</tr>
<tr>
<td><strong>Vale</strong>*</td>
<td>3.4</td>
<td>3.8</td>
<td>3.9</td>
<td>4.5</td>
<td>15.6</td>
<td>3.7</td>
<td>4.2</td>
<td>4.3</td>
<td>12.2</td>
</tr>
<tr>
<td><strong>Coal (Mt)</strong>**</td>
<td>2.9</td>
<td>3.2</td>
<td>3.4</td>
<td>3.0</td>
<td>12.6***</td>
<td>3.2</td>
<td>3.3</td>
<td>3.0</td>
<td>9.5</td>
</tr>
<tr>
<td><strong>MCH</strong></td>
<td>2.3</td>
<td>2.5</td>
<td>2.3</td>
<td>2.3</td>
<td>9.4</td>
<td>2.7</td>
<td>2.9</td>
<td>2.6</td>
<td>8.2</td>
</tr>
<tr>
<td><strong>BMC</strong>*</td>
<td>0.4</td>
<td>0.4</td>
<td>0.5</td>
<td>0.4</td>
<td>1.7</td>
<td>0.4</td>
<td>0.5</td>
<td>0.4</td>
<td>1.4</td>
</tr>
<tr>
<td><strong>Coking Coal</strong></td>
<td>2.1</td>
<td>2.0</td>
<td>2.0</td>
<td>1.9</td>
<td>8.0</td>
<td>2.1</td>
<td>2.4</td>
<td>2.3</td>
<td>6.8</td>
</tr>
<tr>
<td><strong>Thermal Coal</strong></td>
<td>0.6</td>
<td>0.9</td>
<td>1.0</td>
<td>0.8</td>
<td>3.1</td>
<td>1.0</td>
<td>1.0</td>
<td>0.7</td>
<td>2.7</td>
</tr>
<tr>
<td><strong>Copper (Kt)</strong>**</td>
<td>29.1</td>
<td>25.7</td>
<td>26.2</td>
<td>27.0</td>
<td>108.1</td>
<td>25.4</td>
<td>28.3</td>
<td>28.6</td>
<td>82.3</td>
</tr>
</tbody>
</table>

* 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
*** Revised in August 2015 (12.3→12.6)

Figures may not add up due to rounding.
Oil Prices
Equity Share of Production (Announced in May 2015)

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

- Mar/14 Result: 50.9
- Mar/15 Result: 54.9
- Mar/16 (Est.): 58
- Mar/17 (Est.): 60
- Mar/18 (Est.): 63

*Including 5% equity share of vale*

**Oil/Gas** *(Kboe/Day)*

- Mar/14 Result: 242.9
- Mar/15 Result: 254.3
- Mar/16 (Est.): 265
- Mar/17 (Est.): 257
- Mar/18 (Est.): 283

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

- Mar/14 Result: 50.9
- Mar/15 Result: 54.9
- Mar/16 (Est.): 58
- Mar/17 (Est.): 60
- Mar/18 (Est.): 63

*Including 5% equity share of vale*

**Oil/Gas** *(Kboe/Day)*

- Mar/14 Result: 242.9
- Mar/15 Result: 254.3
- Mar/16 (Est.): 265
- Mar/17 (Est.): 257
- Mar/18 (Est.): 283

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

- Mar/14 Result: 110.1
- Mar/15 Result: 113.4
- Mar/16 (Est.): 129
- Mar/17 (Est.): 147
- Mar/18 (Est.): 138

*Including 5% equity share of vale*

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

- Mar/14 Result: 10.4
- Mar/15 Result: 12.3**
- Mar/16 (Est.): 13
- Mar/17 (Est.): 17
- Mar/18 (Est.): 15

*Including 5% equity share of vale from FY Mar/2015
**Revised in August 2015 (12.9→12.3)*
Major Projects in Mineral & Metal Resources Business

As of December 31, 2015
Upstream・Midstream Assets in Energy Business

As of December 31, 2015

Natural gas
Oil & Condensate
Exploration *Only main exploration wells

Mozambique Area
Equatorial Guinea
Norway PL475/PL475D, PL642

Britannia
Alba
Tempa Rossa

Qatar LNG
Abu Dhabi LNG
Oman LNG

Oman Block 3, 4, 9, 27 /NOG JV

Myanmar/ M3, AD-9, AD-11, MD-5, EP-2, PSC-G, MOGE-3

WA-96P/397P/425P/447P/449P/495P
AC-P41/P57/P58/P59

NWS LNG

WA-271P/461P/463P/428P/430P

Enfield/ Vincent
Tempa Rossa

Laverda

Casino/Henry/Netherby
Meridian CBM

Kupe

West Papua 1&3
Casino/Henry/Netherby
Meridian CBM

Marcellus Shale

Eagle Ford shale

Thai/L11/43

Thai/L10/43

Marcellus Shale

Brazil BAR-M215/217/252/254

Cameron LNG

Thailand Block 10, 11, 12, 13, 10A, 11A, G4/48

Gulf of Thailand

Vietnam/Block B&48/95

Thailand Block B12/27

Vietnam/Block 52/5/50

Cambodia Block A

Vietnam/Block 52/50

NWS LNG

LNG

Browse LNG

Vietnam/Block 52/97

Thai/Block 14A, 15A, 16A

Tempa Rossa

Norway PL475/PL475D, PL642

Britannia
Alba
Tempa Rossa

Qatar LNG
Abu Dhabi LNG
Oman LNG

Oman Block 3, 4, 9, 27 /NOG JV

Myanmar/ M3, AD-9, AD-11, MD-5, EP-2, PSC-G, MOGE-3

WA-96P/397P/425P/447P/449P/495P
AC-P41/P57/P58/P59

NWS LNG

WA-271P/461P/463P/428P/430P

Enfield/ Vincent
Tempa Rossa

Laverda

Casino/Henry/Netherby
Meridian CBM

Kupe

West Papua 1&3
Casino/Henry/Netherby
Meridian CBM

Marcellus Shale

Eagle Ford shale

Thai/L11/43

Thai/L10/43

Marcellus Shale

Brazil BAR-M215/217/252/254

Cameron LNG

Thailand Block 10, 11, 12, 13, 10A, 11A, G4/48

Gulf of Thailand

Vietnam/Block B&48/95

Thailand Block B12/27

Vietnam/Block 52/5/50

Cambodia Block A

Vietnam/Block 52/50

NWS LNG

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

As of December 31, 2015

<table>
<thead>
<tr>
<th>Natural gas/LNG Project</th>
<th>Oil Project</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Australia</strong>: Laverda*1 and 29 other permits (MEPAU)</td>
<td><strong>USA</strong>: Eagle Ford Shale (MEPTX)*2</td>
</tr>
<tr>
<td><strong>New Zealand</strong>: PEPS0119 and PEPS4863 (MEPAU)</td>
<td><strong>USA</strong>: Eagle Ford Shale (MEPTX)*2</td>
</tr>
<tr>
<td><strong>Thailand</strong>: Block L10/43, G7/50 (MOECO)</td>
<td><strong>Russia</strong>: Sakhalin II LNG (Sakhalin Energy)</td>
</tr>
<tr>
<td><strong>Vietnam</strong>: Blocks B&amp;48/95, 52/97* (MOECO)</td>
<td><strong>Australia</strong>: NWS LNG (JAL-MIMI), Casino/Henry/Netherby, Meridian CBM (MEPAU)</td>
</tr>
<tr>
<td><strong>Cambodia</strong>: Block A (MOECO)</td>
<td><strong>New Zealand</strong>: Kupe (MEPAU)</td>
</tr>
<tr>
<td><strong>Myanmar</strong>: M3, AD-9, AD-11, MD-5, EP-2, PSC-G, MOGE-3 (MOECO)</td>
<td><strong>Indonesia</strong>: Tangguh LNG (KG Berau/KG Wiriadir)</td>
</tr>
<tr>
<td><strong>Brazil</strong>: BAR M215/217/252/254</td>
<td><strong>USA</strong>: Marcellus Shale (MEPUSA)</td>
</tr>
<tr>
<td><strong>Norway</strong>: PL475/475D (MOGN)</td>
<td><strong>Qatar</strong>: Qatargas 1 LNG (MILNED)</td>
</tr>
<tr>
<td><strong>United Kingdom</strong>: 22/19e, 22/19c</td>
<td>**Qatargas 3 LNG (MITLI)</td>
</tr>
<tr>
<td><strong>Australia</strong>: Wanaea Cossack (JAL-MIMI), Enfield, Vincent (MEPAU)</td>
<td><strong>Oman</strong>: NOGJV (MEPME)</td>
</tr>
<tr>
<td><strong>Thailand</strong>: Blocks 10.11.12.13, 10A.11A.G4/48, Blocks 8/32&amp;9A, Block G4/43 (MOECO)</td>
<td>**Oman LNG (MITLI)</td>
</tr>
<tr>
<td><strong>USA</strong>: Eagle Ford Shale (MEPTX)</td>
<td><strong>Abu Dhabi</strong>: Abu Dhabi LNG (MITLI)</td>
</tr>
<tr>
<td><strong>Equatorial Guinea</strong>: Equatorial Guinea LNG (MITLI)</td>
<td><strong>Equatorial Guinea</strong>: Equatorial Guinea LNG (MITLI)</td>
</tr>
<tr>
<td><strong>United Kingdom</strong>: Britannia (MEPUK)</td>
<td></td>
</tr>
</tbody>
</table>

*1 Proved undeveloped  
*2 Partly in production
Portfolio of Investments in Steel Products Business

As of December 31, 2015

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

Steel Technologies
(Service Center Location: USA 15, Canada 2, Mexico 7)
- Seymour Tubing
- PK-USA
- Trans-Mit Steel

Gestamp Operations in Americas
(Plants Location: USA 7, Mexico 4, Brazil 4, Argentina 4)
- Cinco Pipe and Supply
- Champions Pipe & Supply
- Yorozu Brazil
- MAG Steel

GRI (head office in Spain)
(Plants Location: Spain 2, Brazil 2, South Africa 1, China 1, Turkey 1, India 1)
- GRI (Holdings)
- Euro-Mit Staal
- Mi-King S.R.O.
- Mi-King Limited
- Sarten Ambalaj Sanayi ve Ticaret
- Indian Steel
- Mahindra Auto Steel
- Mahindra Sanyo Special Steel
- Sarten Ambalaj Sanayi ve Ticaret
- Indian Steel
- Mahindra Auto Steel
- Mahindra Sanyo Special Steel
- Thai Tin Plate
- SIAM United Steel
- SIAM Yamato Steel
- Bangkok Coil Center
- Bangkok Eastern Coil Center
- Wuhan Yorozu Bao Mit Automotive
- Guangzhou Ribao Steel Coil Center
- Guangzhou Pacific Tinplate
- Yorozu Bao Mit Automotive
- Joint Venture with Bao Steel Group (14)
- Yantai Fuji Mitsui Automotive
- Changchun Fam Steel
- VINA Kyoei Steel
- Regency Steel Asia
- PT MICS Steel Indonesia

Major domestic subsidiaries

▲ Processor
■ Manufacturer
◆ Distributor
Portfolio of Automotive-Related Business

As of December 31, 2015

[Diagram showing various automotive-related companies and their relationships]

- **Logistics**
- **Assembler/Manufacturing**
- **Importer/Distributor**
- **Dealer**
- **Retail Finance / Leasing & Rental**
- **Automotive Parts**

- **TOYOTA**
- **DAIHATSU**
- **HINO**
- **YAMAHA**
- **Others, Various**

COPYRIGHT © MITSUI & CO., LTD. ALL RIGHTS RESERVED.
Other Major Machinery & Infrastructure Business

As of December 31, 2015

<Infrastructure Projects>
- Mineral Resources, Energy and Basic Industries
- Water
  (WS: Water Supply, WW: Waste Water Treatment)
- Logistic & Social Infrastructure

<Integrated Transportation Systems>
- Construction Machinery
- Ship
- Aerospace
- Transportation
Major Investments in Chemical Business

As of December 31, 2015

- **Mitsui Agri Science International**
- **Plalloy Mtd**
- **TRI (Poland)**
- **HI-BIS**
- **TTC Rubis Terminal Antwerp**
- **International Methanol Company**
- **Mitsui Plastics Trading (Shanghai)**
- **Hi-Bis**
- **Siam Tank Terminals**
- **Riken Thailand**
- **Palm Oleo**
- **Standard Toyo Polymer**
- **Onslow Salt Shark Bay Salt**
- **Novak Chemicals**
- **Soda Aromatics**
- **Mitsui Bussan Agro Business**
- **Daichi Tanker**
- **Mitsui Bussan Chemicals**
- **Daito Chemical Industries**
- **Mitsui & Co. Plastics**
- **Prime Evolue Singapore**
- **LABX (start up from Feb 2016)**
- **Fairway Methanol**
- **(start up from Oct 2015)**
- **Denka Performance Elastomer**
- **(finish acquisition at Oct 2015)**
- **Novus International**
- **Certis USA**
- **Bioamber Sarnia**
- **(start up from Nov 2015)**
- **Mitsui Plastics**
- **Hexa Americas**
- **Kocide LLC**
- **Advanced Composites**
- **TG Missouri**
- **Intercontinental Terminals Company**
- **Santa Vitória Açúcar e Álcool Ltda**
- **(withdraw before mid 2016)**
- **Compañía Minera Miski Mayo S.R.L.**
- **(Mitsui Bussan Fertilizer Resources)**
- **Anagra**

**Symbols:**
- ● Methanol and Olefins
- ▲ Chlor-alkali
- ■ Aromatics and Industrial chemicals
- ◆ Green and Specialty chemicals
- ○ Agricultural chemicals/Food and Nutrition Chemicals
- □ Performance materials and advanced materials
- △ Basic chemicals tank terminal, logistics business
Major Investments in Food Resources and Food Products & Services Business

As of December 31, 2015

Resources

Materials

Distribution

Retail

- Sodrugestvo Group (Grain origination)
- BUSSAN BEIJING LOGISTICS ENTERPRISE (Dealer-Others)
- Allied Pacific (Shrimp farming)
- MCC LOGISTICS KOREA (Transportation Service)
- New Nine Business Development (Retailer-Commodities)
- Tsit Wing (coffee/tea supplier for foodservice)
- Mihh Phu Seafood (Shrimp Processing)
- Wangsa Mujur (Palm plantation)
- GCPPL (Consumer Goods)
- The Kumphawapi Sugar (Cane sugar)
- Kaset Phol Sugar (Cane sugar)
- Khonburi Sugar Public (Cane sugar)
- Synlait (Dairy products)
- WILSEY FOODS Ventura Foods (Edible oil products)
- United Grain (Grain origination)
- Mitsui Foods (Distributor of food products)
- Mitsui Alimentos (Coffee products)
- Multigrain (Grain origination)
- Sodrugestvo Group (Grain origination)
- Multigrain Argentina (Grain origination)
- Sodrugestvo Group (Grain origination)
- Mitsui Foods (Wholesale of foods and beverages)
- Vender Service (Sales of food and packing materials)
- Retail System Service (Sales of food and groceries)
- Bussan Logistics Solutions (Operation of logistics centers)
Major Investments in Consumer Service Business

As of December 31, 2015

- **Medical & healthcare**
  - Quracquarelli Symonds (Education) [U.K.]
  - Acibadem (Hospitals, healthcare) [Turkey]
  - Parkway Pantai (Hospitals, healthcare)
  - Shenzhen Main Luck Pharmaceuticals (Pharmaceutical company)
  - Fuji Pharma Co., Ltd. (Pharmaceutical company)
  - SOGO MEDICAL CO., LTD. (Consultation for medical institution, Dispensary pharmacy)
  - Mitsui & Co. REAL ESTATE LTD. (Property Development)
  - AIM SERVICES (Contract food services)
  - Mitsui & Co., Foresight (facility management services)
  - Aramark Uniform Services Japan Corporation (Uniform Rental)

- **Real estate**
  - T.M. BAIKAL (Housing materials)
  - BAIKALSAYA LESNAYA KOMPANIYA (BLK) (Housing materials)
  - IHH Healthcare (Hospitals, healthcare) [Malaysia]
  - TOTO India (Housing materials)
  - Shenzhen Main Luck Pharmaceuticals (Pharmaceutical company)
  - China Logistics Infrastructures (Holdings) Limited (Logistics Facility Development)
  - DUSKIN HONG KONG (Franchise)
  - Beijing Sanyuan Catering Management Co., Ltd. (Contract food services)
  - PTS (Industrial materials) [Peru]
  - MBK Real Estate (Residence and senior living property) [U.S.]
  - NovaQuest Capital Management (Support for development and sales of pharmaceuticals) [U.S.]

- **Services**
  - Alcantara (Artificial leather production) [Italy]
  - Acibadem (Hospitals, healthcare) [Turkey]
  - UE Managed Solutions (Facility management services)
  - The Delta Companies (Staffing) [U.S.]

- **Housing & industrial materials**
  - Mitsui Bussan Woodchip Oceania (Woodchips) [Australia]
  - Shenzhen Main Luck Pharmaceuticals (Pharmaceutical company)
  - China Logistics Infrastructures (Holdings) Limited (Logistics Facility Development)
  - DUSKIN HONG KONG (Franchise)
  - Beijing Sanyuan Catering Management Co., Ltd. (Contract food services)
  - PTS (Industrial materials) [Peru]
  - MBK Real Estate (Residence and senior living property) [U.S.]
  - NovaQuest Capital Management (Support for development and sales of pharmaceuticals) [U.S.]

- **Fashion**
  - Paul Stuart (Fashion brand) [U.S.]
  - Tokyo Fashion (Fashion e-commerce, apparel production and sales)
  - The Delta Companies (Staffing) [U.S.]
  - MBK Real Estate (Residence and senior living property) [U.S.]

- **Other**
  - MicroBiopharm Japan (Pharmaceutical: CMO)
  - Rarejob Inc. (Online English conversation service)
  - SUMISHO & MITSUIBUSSANKENZAI (Housing materials)
  - MITSUI BUSSAN PACKAGING (Pulp and paper)
  - Mitsui BUSSAN INTER-FASHION (Apparel OEM)
  - Fuji Pharma Co., Ltd. (Pharmaceutical company)
  - SOGO MEDICAL CO., LTD. (Consultation for medical institution, Dispensary pharmacy)
  - Mitsui & Co. REAL ESTATE LTD. (Property Development)
  - AIM SERVICES (Contract food services)
  - Mitsui & Co., Foresight (facility management services)
  - Aramark Uniform Services Japan Corporation (Uniform Rental)
Major Investments in ICT Business

As of December 31, 2015

[Image of world map with Investments marked]

- **Internet & Telecommunications**
  - [China]
    - CCTV Shopping (TV shopping)
    - Tianjin EV Energies (Rechargeable battery)
  - [India]
    - Booklive (E-book)
    - Relia (Contact center)
  - [Thailand]
    - MOCAP (Contact center)
  - [India]
    - Naaptol (TV shopping)
  - [Vietnam]
    - Suvidhaa (E-payment)
  - [Indonesia]
    - Afrimax (High-speed mobile data communication)
  - [U.K.]
    - MASP (Project consulting)
  - [U.S.]
    - Afrimax (High-speed mobile data communication)
    - Farmers Edge (Agriculture IT)
  - [Canada]
    - MOCAP (Contact center)
  - [Vietnam]
    - Suvidhaa (E-payment)
  - [Japan]
    - Booklive (E-book)
    - Relia (Contact center)
    - AOL Platforms Japan (Digital advertising)
    - QVC Japan (TV shopping)
    - World Hi-Vision Channel (Broadcasting)
    - Kids Station (Broadcasting)
    - iMedical (Healthcare IT)
    - Future City Solutions (Smart community-related business)
  - [Canada]
    - MOCAP (Contact center)
  - [Thailand]
    - Senju Comtek (IT-related component)
  - [Vietnam]
    - TELEHOUSE VIETNAM (Data center)
  - [Indonesia]
    - PT Internux (High-speed mobile internet)
  - [U.S.]
    - TEKCOM (IT Solutions)
    - Farmers Edge (Agriculture IT)
  - [Africa]
    - Afrimax (High-speed mobile data communication)
    - Naaptol (TV shopping)
    - Sulekha (E-payment)
  - [Japan]
    - TV Shopping
    - World Hi-Vision Channel (Broadcasting)
    - Kids Station (Broadcasting)
    - iMedical (Healthcare IT)
    - Future City Solutions (Smart community-related business)
Major Investments in Corporate Development Business

As of December 31, 2015

- Mitsui & Co., Logistics Partners (Management of J-REIT)
- Mitsui & Co., Realty Management (Management of Private real estate fund)
- Japan Alternative Investment (Alternative investment)
- Mitsubibussan Insurance (Insurance agent)
- MIC Risk Solutions (Insurance broker)
- Mitsui Direct General Insurance (General insurance targeted at individuals)
- JA Mitsui Leasing (Lease)
- MSD Investments (Equity investment)
- Mitsui & Co., Principal Investments (Equity investment)
- Nihon Itomic (Manufacture/sale of EcoCute)
- TRI-NET (Global multimodal transportation)
- Trinet Logistics (Distribution Center)
- Konan Futo (Warehouse&Wharf)
360° business innovation.