1st Quarter Financial Results
Year Ending March 2017

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.

August 3, 2016
Mitsui & Co., Ltd.

Correction on August 12, 2016

Double underlined items are corrected (page 5 & 7).
Overview of Operating Results for 3-month Period Ended Jun/2016

◆ Macro Operating Environment for the 3-month Period Ended Jun/2016

• Growth of the global economy was sluggish overall with slowing growth in China and stagnating economies of the resource-reliant emerging countries, in spite of recovery seen among developed economies.

• Looking ahead, Japan and the US is expected to see moderate but accelerated growth, while heightened uncertainty with Brexit and stagnating emerging economies are obscuring the view.

◆ Results for the 3-month Period Ended Jun/2016

<table>
<thead>
<tr>
<th></th>
<th>Mar/17 Annual Forecast (announced in May/16)</th>
<th>Result for the 3-month period (announced in Aug/16)</th>
<th>Progress (approx.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA</td>
<td>¥540.0bn</td>
<td>¥145.1bn</td>
<td>27%</td>
</tr>
<tr>
<td>Profit for the Year / Period</td>
<td>¥200.0bn</td>
<td>¥61.1bn</td>
<td>31%</td>
</tr>
<tr>
<td>Core Operating Cash Flow</td>
<td>¥360.0bn</td>
<td>¥87.5bn</td>
<td>24%</td>
</tr>
</tbody>
</table>
Results for 3-month Period Ended Jun/2016

◆ Profit for the Period* ¥61.1bn : ¥35.8bn from the Previous Period
◆ Y-on-Y change by business area : 3 months to Jun/15 vs. 3 months to Jun/16

- Energy (Profit for the Period ¥0.8bn) : ¥16.2bn (lower oil and gas prices)
- Innovation & Corporate Development (¥6.4bn) : ¥8.3bn (reversal effect of gain on valuation of fair value on shares (FVTPL))
- Lifestyle (¥4.2bn) : ¥4.6bn (reversal effect of gain on sales of domestic real estate)

Profit for the Period by Business Area**

- Global Basis- (Reference)

Jun/15 | Jun/16
---|---
Metals | 19.8 (2.1) ***
Machinery & Infrastructure | 9.8
Chemicals | 17.0
Energy | 8.8
Innovation & Corporate Development | 14.7
Lifestyle | 6.4
All Others/Adjustments & Eliminations | 6.4

**Global basis by business area, including all overseas operations
***Iron & Steel Products Segment in brackets

* In this presentation material, “Profit for the Period” means “profit for the period attributable to owners of the parent” for the 3-month period ended June 30, 2016.

For the Profit for the Period by Operating Segment, please see page 10 of Supplementary Information
Results for 3-month Period Ended Jun/2016

- **Core Operating Cash Flow**: ¥87.5bn - ¥62.9bn from the Previous Period

- **Y-on-Y change by business area**: 3 months to Jun/15 vs. 3 months to Jun/16
  - Energy (Core Operating Cash Flow ¥23.4bn): -¥31.5bn (lower oil and gas prices)
  - Metals (¥32.5bn): -¥14.4bn (lower dividends from Equity Accounted investees)
  - Chemical (¥13.2bn): -¥6.0bn (lower methionine prices)

Core Operating Cash Flow
- Global Basis- (Reference)

<table>
<thead>
<tr>
<th></th>
<th>Jun/15</th>
<th>Jun/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Operating Cash Flow</td>
<td>150.4bn</td>
<td>87.5bn</td>
</tr>
</tbody>
</table>

Core Operating Cash Flow by Accounting Element

<table>
<thead>
<tr>
<th>Accounting Element</th>
<th>Jun/15 (¥ billion)</th>
<th>Jun/16 (¥ billion)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profit</td>
<td>164.1</td>
<td></td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dividend income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tax</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Selling, general and administrative expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>-130.5</td>
<td>-18.8</td>
</tr>
<tr>
<td>All Others/Adjustments &amp; Eliminations</td>
<td>-16.0bn</td>
<td></td>
</tr>
<tr>
<td>Energy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Machinery &amp; Infrastructure</td>
<td>+4.3bn</td>
<td></td>
</tr>
<tr>
<td>Chemicals</td>
<td>-6.0bn</td>
<td></td>
</tr>
<tr>
<td>Innovation &amp; Corporate Development</td>
<td>-0.2bn</td>
<td></td>
</tr>
<tr>
<td>Lifestyle</td>
<td>+0.9bn</td>
<td></td>
</tr>
<tr>
<td>Iron &amp; Steel Products Segment in brackets</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Core Operating C/F**: Operating C/F – C/F from increase/decrease in working capital
- **Iron & Steel Products Segment in brackets**
- **(Core Operating Cash Flow by Operating Segment, please see page 17 of Supplementary Information)**
Results for 3-month Period Ended Jun/2016: updates on key initiatives announced in May 2016

Key Initiative①: Thorough enhancement of underlying earning strength in existing and developing businesses

- At mineral resources and energy business areas, progress in combined reinforcement of three key strengths: reserves, output and production cost

<table>
<thead>
<tr>
<th>Key strategic domain</th>
<th>Activity</th>
<th>Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hydrocarbon Chain</td>
<td>Exploration, development and production of energy resources</td>
<td>Greater Enfield Project FID, Australia</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tangguh LNG expansion FID, Indonesia</td>
</tr>
</tbody>
</table>

Expanding stable earning business (non-resources business)

<table>
<thead>
<tr>
<th>Key strategic domain</th>
<th>Activity</th>
<th>Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food and agriculture</td>
<td>Manufacturing and marketing of livestock feed additives</td>
<td>Increased shareholding in Novus of US (acquisition of newly issued shares)</td>
</tr>
</tbody>
</table>

Key initiative②: Establishing new earning base in growth areas and realizing potential value

- Concentrating on business areas where our existing businesses and knowledge can be utilized

<table>
<thead>
<tr>
<th>Key strategic domain</th>
<th>Activity</th>
<th>Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mineral resources and materials, Mobility</td>
<td>High-performance material</td>
<td>Feasibility study on manufacturing carbon fiber reinforced high-pressure hydrogen cylinders for vehicles</td>
</tr>
<tr>
<td>Mineral resources and materials, Medical / Healthcare</td>
<td>High-performance material</td>
<td>Participating in manufacturing of flexible packaging of pharmaceutical products in Indonesia</td>
</tr>
<tr>
<td>Food and agriculture</td>
<td>Livestock and marine products, food-science</td>
<td>Increased shareholding in Starzen (third-party allotment and existing shares)</td>
</tr>
<tr>
<td>Medical / Healthcare</td>
<td>Ancillary business around hospital network</td>
<td>Participating in dialysis clinic business in Asia</td>
</tr>
</tbody>
</table>
### Cash Flow Allocation for 3-month Period Ended Jun/2016

<table>
<thead>
<tr>
<th>-Global Basis-</th>
<th>Asset Recycle</th>
<th>Investments &amp; Loans*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Result (¥ billion)</td>
<td>Major items by business areas</td>
</tr>
<tr>
<td></td>
<td>10.0</td>
<td>Ruyuan</td>
</tr>
<tr>
<td>Metals</td>
<td>10.0</td>
<td>Automotive business in China, aircraft engines</td>
</tr>
<tr>
<td>Machinery &amp; Infrastructure</td>
<td>0</td>
<td>10.0</td>
</tr>
<tr>
<td>Chemicals</td>
<td>5.0</td>
<td>Miscellaneous</td>
</tr>
<tr>
<td>Energy</td>
<td>0</td>
<td>5.0</td>
</tr>
<tr>
<td>Lifestyle</td>
<td>0</td>
<td>Nihon Itomic</td>
</tr>
<tr>
<td>Innovation &amp; Corporate Development</td>
<td>5.0</td>
<td>Miscellaneous</td>
</tr>
<tr>
<td>All Others/Adjustments &amp; Eliminations</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>30.0</td>
<td></td>
</tr>
</tbody>
</table>

* Excludes changes in time deposits stated in cash flow statement (approx. -¥85.0bn).

** Blue letters represent new investments taken place or commenced during 1Q. Investments made on prior years are printed in black.
Key initiative③: Pursue both “Investments for Growth” and “Return to Shareholders”

- Cash flow allocation for the first quarter, year ending Mar/2017 (outlined in red)

<table>
<thead>
<tr>
<th>RESOURCE</th>
<th>ALLOCATION</th>
<th>Mar/17 Forecast (Announced in May 2016) (a)</th>
<th>Mar/17 1Q Result</th>
<th>Mar/15～Mar/16 Total (b)</th>
<th>Three-year total Forecast (Announced in May 2016) (a) + (b)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Operating Cash Flow...①</td>
<td>360.0</td>
<td>90.0</td>
<td>1,130.0</td>
<td>1,490.0</td>
<td></td>
</tr>
<tr>
<td>Asset Recycling...②</td>
<td>270.0</td>
<td>30.0</td>
<td>530.0</td>
<td>800.0</td>
<td></td>
</tr>
<tr>
<td>Investment to Existing Business and Projects in the Pipeline...③</td>
<td>-390.0～-490.0</td>
<td>-50.0</td>
<td>-860.0</td>
<td>-1,250.0～-1,350.0</td>
<td></td>
</tr>
<tr>
<td>Recurring FCF...④ = ① + ② + ③</td>
<td>140.0～240.0</td>
<td>70.0</td>
<td>800.0</td>
<td>940.0～1,040.0</td>
<td></td>
</tr>
<tr>
<td>Investments for Growth...⑤ (New Investments)</td>
<td>-15.0</td>
<td>-460.0</td>
<td>* Achieve positive FCF (three-year total) * Pursue both &quot;Investments for Growth&quot; and &quot;Return to Shareholders&quot;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Free Cash Flow(FCF)...④ + ⑤</td>
<td>55.0</td>
<td>340.0</td>
<td>* Achieve positive FCF (three-year total) * Pursue both &quot;Investments for Growth&quot; and &quot;Return to Shareholders&quot;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Return to Shareholders (Dividend, share buyback)</td>
<td>-</td>
<td>-230.0</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Borrowing / repayment of interest-bearing debt (±)
**Cash Flows & Balance Sheets**

* Core Operating Cash Flow: ¥87.5bn (-¥62.9bn from the Previous Period)
* Free Cash Flow: -¥83.2bn (-¥211.5bn)

### Cash Flows

<table>
<thead>
<tr>
<th>Period</th>
<th>Core operating C/F</th>
<th>Operating C/F</th>
<th>Investment C/F</th>
<th>Free C/F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jun/15</td>
<td>150.4</td>
<td>174.1</td>
<td>-45.8</td>
<td>-45.8</td>
</tr>
<tr>
<td>Jun/16</td>
<td>87.5</td>
<td>39.5</td>
<td>-122.7</td>
<td>-122.7</td>
</tr>
</tbody>
</table>

### Balance Sheets

<table>
<thead>
<tr>
<th>Period</th>
<th>Current assets</th>
<th>Other liabilities</th>
<th>Non-current assets</th>
<th>Shareholders' equity**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar/16</td>
<td>4.3</td>
<td>2.5</td>
<td>6.6</td>
<td>3.4</td>
</tr>
<tr>
<td>Jun/16</td>
<td>4.3</td>
<td>2.4</td>
<td>6.2</td>
<td>3.1</td>
</tr>
</tbody>
</table>

### Major factors in movements in Shareholders’ equity

(-¥242.1bn from end of Mar/2016)
- Profit for the Period: ¥61.1bn
- Foreign currency translation adjustments: -¥197.0bn
- Financial assets measured at FVTOCI: -¥33.6bn
- Dividend payment: -¥57.4bn
- Others: -¥15.2bn

* 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.”
Supplementary Information
Y-on-Y Change in EBITDA for the Period (Jun/2015 vs. Jun/2016)

- **EBITDA** ￥145.1bn : -￥48.4bn from the Previous Period
  - Gross profit (before depreciation and amortization) : decline of ￥44.4bn due to lower oil and gas prices
  - Dividend income : decline of ￥4.3bn mainly due to lower dividends from LNG projects
  - Profit (loss) of equity method investments : decline of ￥9.2bn due mainly to JAL-MIMI

### EBITDA by Accounting Element

<table>
<thead>
<tr>
<th></th>
<th>Jun/15</th>
<th>Jun/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profit</td>
<td>193.5</td>
<td>145.1</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>192.2</td>
<td>164.1</td>
</tr>
<tr>
<td>Dividend income</td>
<td>65.1</td>
<td>48.8</td>
</tr>
<tr>
<td>Profit (loss) of equity method investments</td>
<td>16.2</td>
<td>11.9</td>
</tr>
<tr>
<td>Selling, general and administrative expenses</td>
<td>59.9</td>
<td>50.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>193.5</strong></td>
<td><strong>145.1</strong></td>
</tr>
<tr>
<td><strong>Change</strong></td>
<td><strong>-48.4</strong></td>
<td><strong>-48.4</strong></td>
</tr>
</tbody>
</table>

### EBITDA - Global Basis - (Reference)

<table>
<thead>
<tr>
<th></th>
<th>Jun/15</th>
<th>Jun/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metals</td>
<td>43.1 (3.3)**</td>
<td>31.8</td>
</tr>
<tr>
<td>Machinery &amp; Infrastructure</td>
<td>42.5 (3.5)**</td>
<td>28.0</td>
</tr>
<tr>
<td>Chemicals</td>
<td>73.5</td>
<td>23.8</td>
</tr>
<tr>
<td>Energy</td>
<td>7.0</td>
<td>23.2</td>
</tr>
<tr>
<td>Lifestyle</td>
<td>5.0</td>
<td>34.5</td>
</tr>
<tr>
<td>Innovation &amp; Corporate Development</td>
<td>7.0</td>
<td>8.9</td>
</tr>
<tr>
<td>All Others/Adjustments &amp; Eliminations</td>
<td>5.0</td>
<td>0.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>193.5</strong></td>
<td><strong>145.1</strong></td>
</tr>
<tr>
<td><strong>Change</strong></td>
<td><strong>-48.4</strong></td>
<td><strong>-48.4</strong></td>
</tr>
</tbody>
</table>

**【Y-on-Y】

- Metals : -￥0.6bn
- Machinery & Infrastructure : -￥8.0bn
- Chemicals : -￥4.8bn
- Energy : -￥39.0bn
- Lifestyle : +￥4.5bn
- Innovation & Corporate Development : +￥3.8bn
- All Others/Adjustments & Eliminations : -￥4.3bn

* EBITDA : Gross profit + Selling, general and administrative expenses + Dividend income + Profit (loss) of equity method investments + Depreciation and amortization

May not match with the total of items due to rounding off.

*(EBITDA by Operating Segment, please see page 17 of Supplementary Information)*
Profit for the Period Ended Jun/2016 by Operating Segment

(¥ billion) (after tax basis) 【¥-¥】

**Energy**
¥0.7bn -¥16.0bn (-96%)
- MOECo: lower oil and gas prices and foreign currency exchange, etc. -¥7.4bn
- JAL-MIMI: lower oil prices, etc.

**Innovation & Corporate Development**
¥6.4bn -¥7.9bn (-55%)
- Valuation of fair value on shares: reversal of valuation gain in the previous period and valuation loss for current period of Hutchison related shares -¥9.8bn

**Lifestyle**
¥3.6bn -¥4.6bn (-56%)
- Mitsui & Co. Real Estate: reversal of gain on sale of domestic real estates for previous period, etc. -¥8.5bn
- Multigrain: decline of tax burden, etc. +¥2.6bn

**Overseas**
¥13.2bn -¥3.7bn (-22%)
- Novus (Americas): lower methionine prices, etc. -¥3.3bn *this segment’s holding portion

**Mineral & Metal Resources**
¥16.7bn ¥3.1bn (+23%)
- Anglo Sur: Adjustments for prior years and lower costs, etc. +¥2.0bn

**Iron & Steel Products**
¥1.5bn -¥0.7bn (-32%)

**Chemicals**
¥5.2bn +¥3.4bn (+189%)

**Machinery & Infrastructure**
¥18.6bn +¥0.9bn (+5%)

**All Others/Adjustments & Eliminations**
-¥4.8bn -¥10.3bn (—)
Breakdown of Y-on-Y Change in Profit for the Period (Jun/2015 vs. Jun/2016)

**Jun/15**

- **Valuation Gain/Loss**: ±0 (Valepar -4.1, etc.)
- **Asset Recycling**: Reversal effect of previous period ±0, Nihon Itomic, Ruyuan -17.0, etc.

**Jun/16**

- **Valuation Gain/Loss**: -4.0
- **Asset Recycling**: -12.0

**Market & Commodity Price**

- Iron Ore: -1.0
- Coal: -3.0
- Copper/Nickel: -3.0
- Oil & Gas: -18.0
- Forex: +1.0*

**Cost in Metals & Energy**

- Mineral & Metal Resources: +10.0 (Iron ore +4.0, Coal +3.0, Copper/Nickel +3.0)
- Energy: +4.0

**Others**

- Sales volume -3.0 (Mineral & Metal Resources ±0, Energy -3.0)
- Gain/loss on securities (FVTPL) -13.0
- Reversal effect of previous period -11.0
- Loss on current period -2.0
- Multigrain +2.6 (decline of tax burden, etc.)

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

**Yen vs. Functional currency**

- Mineral & Metal Resources: +5.0
- Energy: ±0
- Others: -4.0

**Functional currency vs. Revenue currencies**

- ¥ billion:
  - 61.1
  - 96.9

**Breakdown (after tax basis)**

- Functional currency vs. Revenue currencies:
  - ¥ billion:
    - 61.1
    - 96.9

**etc.**
Appendix
### Assumptions and Sensitivities for the Year Ending Mar/2017 Forecast

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
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</thead>
<tbody>
<tr>
<td>49</td>
<td>Crude Oil / JCC</td>
<td>¥2.9 bn (US$1/bbl)</td>
<td>49</td>
</tr>
<tr>
<td>53</td>
<td>Crude Oil / Consolidated(*1)</td>
<td></td>
<td>45</td>
</tr>
<tr>
<td>2.63(*2)</td>
<td>U.S. Natural Gas (*3)</td>
<td>¥0.8 bn (US$0.1/mmBtu)</td>
<td>2.40(*4)</td>
</tr>
<tr>
<td>52(*5)</td>
<td>Iron Ore</td>
<td>¥3.2 bn (US$1/ton)</td>
<td>(6)</td>
</tr>
<tr>
<td>5,501(*7)</td>
<td>Copper</td>
<td>¥1.0 bn (US$100/ton)</td>
<td>5,500</td>
</tr>
<tr>
<td>119.99</td>
<td>USD</td>
<td>¥1.4 bn (¥1/USD)</td>
<td>110.00</td>
</tr>
<tr>
<td>88.24 (*8)</td>
<td>AUD</td>
<td>¥0.8 bn (¥1/AUD)</td>
<td>85.00</td>
</tr>
<tr>
<td>33.52 (*8)</td>
<td>BRL</td>
<td>¥0.3 bn (¥1/BRL)</td>
<td>30.00</td>
</tr>
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</table>

(*1) The oil price trend is reflected in profit for the year attributable to owners of the parent with a 0-6 month time lag. For the year ending March 31, 2017, we assume the annual average price applicable to our financial results as the Consolidated Oil Price based on the estimation: 4-6 month time lag, 31%; 1-3 month time lag, 35%; no time lag, 34%.

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

(*3) 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.

(*4) For natural gas sold in the US on HH linked prices, the assumed price used is US$2.40/mmBtu.

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

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

(*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.

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**Exchange Rate**

<table>
<thead>
<tr>
<th>Commodity</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crude Oil / JCC</td>
<td>¥2.9 bn (US$1/bbl)</td>
</tr>
<tr>
<td>Crude Oil / Consolidated(*1)</td>
<td></td>
</tr>
<tr>
<td>U.S. Natural Gas (*3)</td>
<td>¥0.8 bn (US$0.1/mmBtu)</td>
</tr>
<tr>
<td>Iron Ore</td>
<td>¥3.2 bn (US$1/ton)</td>
</tr>
<tr>
<td>Copper</td>
<td>¥1.0 bn (US$100/ton)</td>
</tr>
<tr>
<td>USD</td>
<td>¥1.4 bn (¥1/USD)</td>
</tr>
<tr>
<td>AUD</td>
<td>¥0.8 bn (¥1/AUD)</td>
</tr>
<tr>
<td>BRL</td>
<td>¥0.3 bn (¥1/BRL)</td>
</tr>
</tbody>
</table>

---

**Year Ending Mar/2016 (Result)**

<table>
<thead>
<tr>
<th>Commodity</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crude Oil / JCC</td>
<td>¥2.9 bn (US$1/bbl)</td>
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</tr>
<tr>
<td>BRL</td>
<td>¥0.3 bn (¥1/BRL)</td>
</tr>
</tbody>
</table>

**Year Ending Mar/2017 (Assumption)**

<table>
<thead>
<tr>
<th>Commodity</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crude Oil / JCC</td>
<td>¥2.9 bn (US$1/bbl)</td>
</tr>
<tr>
<td>Crude Oil / Consolidated(*1)</td>
<td></td>
</tr>
<tr>
<td>U.S. Natural Gas (*3)</td>
<td>¥0.8 bn (US$0.1/mmBtu)</td>
</tr>
<tr>
<td>Iron Ore</td>
<td>¥3.2 bn (US$1/ton)</td>
</tr>
<tr>
<td>Copper</td>
<td>¥1.0 bn (US$100/ton)</td>
</tr>
<tr>
<td>USD</td>
<td>¥1.4 bn (¥1/USD)</td>
</tr>
<tr>
<td>AUD</td>
<td>¥0.8 bn (¥1/AUD)</td>
</tr>
<tr>
<td>BRL</td>
<td>¥0.3 bn (¥1/BRL)</td>
</tr>
</tbody>
</table>

**Year Ending Mar/2017 1Q (Result)**

<table>
<thead>
<tr>
<th>Commodity</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crude Oil / JCC</td>
<td>¥2.9 bn (US$1/bbl)</td>
</tr>
<tr>
<td>Crude Oil / Consolidated(*1)</td>
<td></td>
</tr>
<tr>
<td>U.S. Natural Gas (*3)</td>
<td>¥0.8 bn (US$0.1/mmBtu)</td>
</tr>
<tr>
<td>Iron Ore</td>
<td>¥3.2 bn (US$1/ton)</td>
</tr>
<tr>
<td>Copper</td>
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</tr>
<tr>
<td>USD</td>
<td>¥1.4 bn (¥1/USD)</td>
</tr>
<tr>
<td>AUD</td>
<td>¥0.8 bn (¥1/AUD)</td>
</tr>
<tr>
<td>BRL</td>
<td>¥0.3 bn (¥1/BRL)</td>
</tr>
</tbody>
</table>

---

(*1) The oil price trend is reflected in profit for the year attributable to owners of the parent with a 0-6 month time lag. For the year ending March 31, 2017, we assume the annual average price applicable to our financial results as the Consolidated Oil Price based on the estimation: 4-6 month time lag, 31%; 1-3 month time lag, 35%; no time lag, 34%.

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

(*3) 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.

(*4) For natural gas sold in the US on HH linked prices, the assumed price used is US$2.40/mmBtu.

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

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

(*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.
Oil Price and Iron Ore Spot Prices*

* Average of representative reference prices
Equity Share of Production (Announced in May/2016)

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

- Mar/15 Result: 54.9
- Mar/16 Result: 56.8
- Mar/17 (Est.): 58
- Mar/18 (Est.): 62
- Mar/19 (Est.): 64

\*Including 5% equity share of vale

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

- Mar/15 Result:
  - Gas: 171.3
  - Oil: 83.0
- Mar/16 Result:
  - Gas: 168.0
  - Oil: 90.1
- Mar/17 (Est.):
  - Gas: 72
  - Oil: 71
- Mar/18 (Est.):
  - Gas: 71
  - Oil: 75
- Mar/19 (Est.):
  - Gas: 181
  - Oil: 185

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

- Mar/15 Result: 113.4
- Mar/16 Result: 117.8
- Mar/17 (Est.): 128
- Mar/18 (Est.): 141
- Mar/19 (Est.): 152

\*Including 5% equity share of vale

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

- Mar/15 Result:
  - 12.3
- Mar/16 Result:
  - 13.3\*
- Mar/17 (Est.): 13
- Mar/18 (Est.): 11
- Mar/19 (Est.): 9

\*Including 5% equity share of vale from FY Mar/2015
\**Revised in August 2016 (13.5→13.3)
## Equity Share of Production (Results)

<table>
<thead>
<tr>
<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>13.6</td>
<td>14.6</td>
<td>14.4</td>
<td>14.2</td>
<td>56.8</td>
<td>13.8</td>
<td>13.8</td>
</tr>
<tr>
<td><strong>MIOD</strong></td>
<td>7.8</td>
<td>8.0</td>
<td>7.8</td>
<td>7.9</td>
<td>31.4</td>
<td>7.9</td>
<td>7.9</td>
</tr>
<tr>
<td><strong>MII</strong></td>
<td>2.1</td>
<td>2.3</td>
<td>2.2</td>
<td>2.1</td>
<td>8.7</td>
<td>2.0</td>
<td>2.0</td>
</tr>
<tr>
<td><strong>Vale</strong></td>
<td>3.7</td>
<td>4.3</td>
<td>4.4</td>
<td>4.3</td>
<td>16.7</td>
<td>3.9</td>
<td>3.9</td>
</tr>
<tr>
<td><strong>Coal (Mt)</strong></td>
<td>3.4</td>
<td>3.5</td>
<td>3.4</td>
<td>3.1</td>
<td>13.3</td>
<td>3.1</td>
<td>3.1</td>
</tr>
<tr>
<td><strong>MCH</strong></td>
<td>2.6</td>
<td>2.6</td>
<td>2.5</td>
<td>2.2</td>
<td>9.9</td>
<td>2.5</td>
<td>2.5</td>
</tr>
<tr>
<td><strong>BMC</strong></td>
<td>0.4</td>
<td>0.5</td>
<td>0.5</td>
<td>0.4</td>
<td>1.8</td>
<td>0.4</td>
<td>0.4</td>
</tr>
<tr>
<td><strong>Coking Coal</strong></td>
<td>2.1</td>
<td>2.2</td>
<td>2.2</td>
<td>2.0</td>
<td>8.5</td>
<td>2.0</td>
<td>2.0</td>
</tr>
<tr>
<td><strong>Thermal Coal</strong></td>
<td>0.9</td>
<td>0.9</td>
<td>0.7</td>
<td>0.6</td>
<td>3.2</td>
<td>0.9</td>
<td>0.9</td>
</tr>
<tr>
<td><strong>Copper (Kt)</strong></td>
<td>27.7</td>
<td>28.2</td>
<td>27.6</td>
<td>34.4</td>
<td>117.8</td>
<td>30.9</td>
<td>30.9</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
※Figures may not add up due to rounding.
Y-on-Y Change in EBITDA and Core Operating Cash Flow for the Period Jun/15 vs. Jun/16

EBITDA by Operating Segment

<table>
<thead>
<tr>
<th>Segment</th>
<th>Jun/15 (¥ billion)</th>
<th>Y-on-Y Change (¥ billion)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chemicals</td>
<td>34.3</td>
<td>+¥2.9bn</td>
</tr>
<tr>
<td>Machinery &amp; Infrastructure</td>
<td>11.3</td>
<td>+¥3.9bn</td>
</tr>
<tr>
<td>Energy</td>
<td>6.5</td>
<td>-¥39.1bn</td>
</tr>
<tr>
<td>Lifestyle</td>
<td>6.3</td>
<td>-¥6.8bn</td>
</tr>
<tr>
<td>Innovation &amp; Corporate</td>
<td>13.6</td>
<td>+¥4.1bn</td>
</tr>
<tr>
<td>Development</td>
<td>54.6</td>
<td></td>
</tr>
<tr>
<td>Overseas</td>
<td>11.9</td>
<td></td>
</tr>
<tr>
<td>All Others/Adjustments &amp;</td>
<td>15.0</td>
<td></td>
</tr>
<tr>
<td>Eliminations</td>
<td>26.1</td>
<td></td>
</tr>
<tr>
<td>Iron &amp; Steel Products</td>
<td>30.2</td>
<td>-¥1.7bn</td>
</tr>
<tr>
<td>Mineral &amp; Metal Resources</td>
<td>28.7</td>
<td>-¥0.3bn</td>
</tr>
<tr>
<td>Other</td>
<td>73.4</td>
<td>-¥7.4bn</td>
</tr>
<tr>
<td>Total</td>
<td>193.5</td>
<td>-¥1.7bn</td>
</tr>
</tbody>
</table>

Core Operating Cash Flow by Operating Segment

<table>
<thead>
<tr>
<th>Segment</th>
<th>Jun/15 (¥ billion)</th>
<th>Y-on-Y Change (¥ billion)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chemicals</td>
<td>31.2</td>
<td>-¥0.7bn</td>
</tr>
<tr>
<td>Machinery &amp; Infrastructure</td>
<td>16.2</td>
<td>-¥13.1bn</td>
</tr>
<tr>
<td>Energy</td>
<td>6.3</td>
<td>+¥2.6bn</td>
</tr>
<tr>
<td>Lifestyle</td>
<td>23.1</td>
<td>-¥0.2bn</td>
</tr>
<tr>
<td>Innovation &amp; Corporate</td>
<td>44.3</td>
<td>+¥2.9bn</td>
</tr>
<tr>
<td>Development</td>
<td>11.9</td>
<td>-¥31.5bn</td>
</tr>
<tr>
<td>Overseas</td>
<td>16.0</td>
<td>±¥0bn</td>
</tr>
<tr>
<td>All Others/Adjustments &amp;</td>
<td>11.9</td>
<td>+¥1.0bn</td>
</tr>
<tr>
<td>Eliminations</td>
<td>26.1</td>
<td>-¥21.3bn</td>
</tr>
<tr>
<td>Iron &amp; Steel Products</td>
<td>28.7</td>
<td></td>
</tr>
<tr>
<td>Mineral &amp; Metal Resources</td>
<td>21.3</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>87.5</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>150.4</td>
<td>-¥0.3bn</td>
</tr>
</tbody>
</table>
Quarterly Profit (Loss) Results

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Quarterly Profit (Loss) (¥ billion)</th>
<th>Forex rate (¥/US$)</th>
<th>Oil price (US$/bbl)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar/15</td>
<td>306.5</td>
<td>111</td>
<td>103</td>
</tr>
<tr>
<td>Mar/16</td>
<td>-83.4</td>
<td>120</td>
<td>53</td>
</tr>
<tr>
<td>Mar/17</td>
<td>-217.8</td>
<td>109*</td>
<td>40*</td>
</tr>
</tbody>
</table>

*Average of 3-month period ended June 30, 2016
Major Projects in Mineral & Metal Resources Business

As of June 30, 2016

- **Iron Ore**
  - Robe River
  - Yandi
  - Mt. Newman
  - Jimblebar
  - Mt. Goldsworthy

- **Coal**
  - Erdos EPMC
  - Erdos EJM Manganese Alloy
  - Posco Terminal

- **Copper**
  - Coral Bay
  - Hyuga
  - Taganito

- **Nickel**
  - Garmco Singapore
  - Yandi
  - Mt. Newman

- **Aluminum/Alumina**
  - Erdo EPM C
  - Erdos EJM Manganese Alloy
  - Posco Terminal

- **Scrap**
  - Taganito

- **Ferro-Alloy**
  - Mt. Goldsworthy

- **Others**
  - Sims Metal Management
  - Collahuasi
  - Caserones
  - Albras/Alunorte
  - Vale
  - Los Pelambres
  - Los Bronces, etc
Upstream • Midstream Assets in Energy Business

As of June 30, 2016

[Map showing various assets and locations such as Upstream, Midstream, and key locations and assets like Qatar LNG, Marcellus Shale, and Tangguh LNG.]

Natural gas  ◆ Oil & Condensate  ▲ Exploration  *Only main exploration wells
## Upstream・Midstream Assets (Natural Gas/LNG/Oil)

As of June 30, 2016

<table>
<thead>
<tr>
<th>Exploration</th>
<th>Development</th>
<th>Production</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bid</td>
<td>FEED</td>
<td>Production</td>
</tr>
<tr>
<td>Seismic</td>
<td>FID</td>
<td></td>
</tr>
<tr>
<td>Processing</td>
<td>Development</td>
<td></td>
</tr>
<tr>
<td>Drilling</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Valuation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Natural Gas/LNG Project

- **Australia**: 18 Exploration permits (MEPAU)  
- **New Zealand**: 7 Exploration Blocks (MEPAU)  
- **Thailand**: Block L10/43, G7/50 (MOECO)  
- **Vietnam**: Blocks B&48/95, 52/97 (MOECO)  
- **Cambodia**: Block A (MOECO)  
- **Indonesia**: Tuna, West Papua I / III (MOECO)  
- **Myanmar**: M3, AD-9, AD-11, MD-5, EP-2, PSC-G, MOGE-3 (MOECO)  
- **Brazil**: BAR M215/217/252/254  
- **Norway**: PL642 (MOGN)  
- **United Kingdom**: 22/19e, 22/19c

### Oil Project

- **Russia**: Sakhalin II LNG (Sakhalin Energy)  
  - **Australia**: NWS LNG (JAL-MIMI), Casio/Henry/Netherby, Meridian CSG (MEPAU)  
  - **New Zealand**: Kupe (MEPAU)  
  - **Indonesia**: Tangguh LNG (KG Berar/KG Wiriar)  
  - **USA**: Marcellus Shale (MEPUSA)  
    - **Eagle Ford Shale (MEPTX)²**  
    - **Cameron LNG (Investment subsidiary) (MITUSA)**  
  - **Vietnam**: Blocks B&48/95, 52/97 (MOECO)  
  - **Australia**: Laverda/Cimatti¹  
  - **Equatorial Guinea**: Equatorial Guinea LNG (MITLI)  
  - **United Kingdom**: Britannia (MEPUK)  

### Production

- **Russia**: Sakhalin II LNG (Sakhalin Energy)  
  - **Australia**: Wanaea Cossack (JAL-MIMI), Enfield, Vincent (MEPAU)  
  - **Oman**: Blocks 3, 4, 9, 27 (MEPMO)  
  - **USA**: Eagle Ford Shale (MEPTX)  
  - **United Kingdom**: Alba, Britannia (MEPUK)

---

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

As of June 30, 2016

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

Major Domestic Subsidiaries
- Mi-King Limited
- Euro-Mit Staal
- Mi-King S.R.O.
- Indian Steel
- Thai Tin Plate
- PT MICS Steel Indonesia
- Bangkok Coil Center
- Bangkok Eastern Coil Center
- VINA Kyoei Steel
- Mahindra Sanyo Special Steel
- Mahindra Auto Steel
- Stami
- Sarten Ambalaj Sanayi ve Ticaret
- Indian Steel
- Mahindra Auto Steel
- GEG(Holdings)
- Euro-Mit Staal
- Severstal-SMC-Vsevolozhsk
- Indian 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
- J/V with Bao Steel Group (14)
- Yantai Fuji Mitsui Automotive
- Changchun Fam Steel
- VINA Kyoei Steel
- Cinco Pipe and Supply
- Gestamp Operations in Americas (Plants Location: USA 7, Mexico 4, Brazil 4, Argentina 4)
- Seymour Tubing
- Trans-Mit Steel
- Yorozu Brazil
- MAI Steel
- GRI (head office in Spain) (Plants Location: Spain 3, Brazil 2, South Africa 1, China 1, Turkey 1, India 1, USA 1)
- Champions Pipe & Supply
- Steel Technologies (Service Center Location: USA 15, Canada 2, Mexico 7)

Processor
Manufacturer
Distributor
Portfolio of IPP (Independent Power Producer) Business

As of June 30, 2016

- Guzman (Solar) 50MW
- Juneda Solar (Solar) 1MW
- Spanish Hydro (Hydro) 84MW
  - Indian Queens (Oil) 140MW
  - Saltend (Gas) 1,200MW
  - Rugeley (Coal) 1,050MW
  - Deeside (Gas) 500MW
  - First Hydro (Pumped Storage) 2,088MW
  - Derwent (Gas) 214MW
- Zajaczkowo (Wind) 48MW
- Safi (Coal) 1,386MW
- Ras Laffan (Gas) 2,730MW
- Thaketa (Gas) 50MW
- Salalah-2 (Gas) 718MW
- Ibbi (Gas) 1,509MW
- Sohar-3 (Gas) 1,710MW
- Amman East (Gas) 400MW
- Jordan IPP 4 (Oil etc.) 240MW
- Avon (Diesel) 670MW
- Dedisa (Diesel) 335MW
- Gulf Electric (Gas/Biomass) 1,897MW
- 12SP (Gas) 1,470MW
- Hezhou (Coal) 2,090MW
- CK Power (Hydro/Gas/Solar) 2,160MW
- Paiton 1 (Coal) 1,230MW
- Paiton 3 (Coal) 815MW
- Track 3B (Coal) 2,000MW
- Thaketa (Gas) 50MW
- Salalah-2 (Gas) 718MW
- Ibbi (Gas) 1,509MW
- Sohar-3 (Gas) 1,710MW
- Amman East (Gas) 400MW
- Jordan IPP 4 (Oil etc.) 240MW
- Avon (Diesel) 670MW
- Dedisa (Diesel) 335MW
- Gulf Electric (Gas/Biomass) 1,897MW
- 12SP (Gas) 1,470MW
- Hezhou (Coal) 2,090MW
- CK Power (Hydro/Gas/Solar) 2,160MW
- Paiton 1 (Coal) 1,230MW
- Paiton 3 (Coal) 815MW
- Track 3B (Coal) 2,000MW
- Jirau (Hydro) 3,750MW

Net Generation Capacity (Mitsui’s Share): 11.1GW
(Gross Capacity: 41GW)

- Haneda (Solar) 2MW
- Hibi (Wind) 15MW
- Ichihara (Biomass) 50MW
- Yonago (Solar) 43MW
- Tahara (Solar/Wind) 56MW
- Izumiotsu (Solar) 20MW
- Tomatoh Abira (Solar) 111MW
- Hamada (Wind) 48MW
- Arao/Mike (Solar) 42MW
- Hamamatsu (Solar) 43MW

By Energy Source:
- Gas 49%
- Coal 28%
- Oil 4%
- Hydro 12%
- RE 7%

By Region:
- Americas 28%
- Asia 22%
- Europe 12%
- Africa 6%
- Middle East 22%
- Australia 10%

Merchant/Contracted:
- Contracted 81%
- Merchant 19%

IPM (UK) Power’s portfolio
IPM Eagle’s portfolio
MT Falcon’s portfolio
IPAH’s portfolio
Others
Under construction
Portfolio of Automotive-Related Business

As of June 30, 2016
Other Major Machinery & Infrastructure Business

As of June 30, 2016

<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
- Aircraft
- Transportation
Major Investments in Chemical Business

As of June 30, 2016
Major Investments in Food and Retail Management Business

As of June 30, 2016

- **Resources**
- **Materials**
- **Distribution**
- **Retail**

### Major Investments

- **Bussan Beijing Logistics Enterprise** (Dealer-Others)
- **Allied Pacific** (Shrimp farming)
- **MCC Logistics Korea** (Transportation Service)
- **The Kumphawapi Sugar** (Cane sugar)
- **Kaset Phol Sugar** (Cane sugar)
- **Khonburi Sugar Public** (Cane sugar)
- **Synlait** (Dairy products)
- **Wilsy Foods** (Edible oil products)
- **United Grain** (Grain origination)
- **Mitsui Foods** (Distributor of food products)
- **Mitsui Alimentos** (Coffee products)
- **Sodrugestvo Group** (Grain origination)
- **Mitsui Norin** (Food Products)
- **Prifoods** (Broiler)
- **Mitsui Sugar** (manufacture of refined sugar)
- **New Nine Business Development** (Retailer-Commodities)
- **Minh Phu Seafood** (Shrimp Processing)
- **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)
- **Plum Grove** (Grain origination)
- **Mitsui Alimentos** (Coffee products)
- **GCPPL** (Consumer Goods)
- **Plum Grove** (Grain origination)
- **Wangsa Mujur** (Palm plantation)
- **Multigrain** (Grain origination)
- **Agricola Xingu** (Production)
- **SLC-MIT Emppreendimentos Agricolas** (Production)
- **Mitsui Alimentos** (Coffee products)
- **Bluegrass** (Non-GMO Grain origination)
- **Sodrugestvo Group** (Grain origination)
- **Plum Grove** (Grain origination)
- **Salmones Multiexport S.A.** (Salmon farming)
- **Multigrain Argentina** (Grain origination)
- **Multigrain** (Grain origination)
- **Agricola Xingu** (Production)
- **SLC-MIT Emppreendimentos Agricolas** (Production)
- **Mitsui Alimentos** (Coffee products)
- **Bluegrass** (Non-GMO Grain origination)
- **Sodrugestvo Group** (Grain origination)
- **Plum Grove** (Grain origination)
- **Salmones Multiexport S.A.** (Salmon farming)
- **Multigrain Argentina** (Grain origination)
Major Investments in Healthcare, Service, and Consumer Business

As of June 30, 2016

- **Medical & healthcare**
  - IHH Healthcare (Hospitals, healthcare) [Turkey]
  - Acibadem (Hospitals, healthcare) [Turkey]
  - TOTO India (Housing materials)
  - JAPAN LEASING COMPANY LIMITED (Financial services)
  - MIMS Group (Drug information)
  - Shenzhen Main Luck Pharmaceuticals (Pharmaceutical company)
  - Novartis Otsuka (Pharmaceutical company)

- **Real estate**
  - MBK Real Estate (Residence and senior living property) [U.S.]
  - Beijing Sanyuan Catering Management Co., Ltd (Contract food services)
  - Rarejob Inc. (Online English conversation service)

- **Services**
  - DUSKIN HONG KONG (Franchise)
  - T.M. BAIKAL (Housing materials)
  - Alcantara (Artificial leather production) [Italy]
  - The Delta Companies (Staffing) [U.S.]
  - Paul Stuart (Fashion brand) [U.S.]

- **Housing & industrial materials**
  - BAIKALSAYA LESNAYA KOMPANIYA (BLK) (Housing materials)
  - Acibadem (Hospitals, healthcare) [Turkey]
  - PTS (Industrial materials) [Peru]
  - Chongqing Liangjiang New Area Sanhui Consulting (Business Park)
  - Rarejob Inc. (Online English conversation service)
  - Sumisho & MitsuiBu ssan Kenzai (Housing materials)

- **Fashion**
  - Paul Stuart (Fashion brand) [U.S.]
  - DUSKIN HONG KONG (Franchise)
  - NovaQuest Capital Management (Support for development and sales of pharmaceuticals) [U.S.]
  - MBK Real Estate (Staffing) [U.S.]
  - The CSI Companies (Staffing) [U.S.]
  - The Delta Companies (Staffing) [U.S.]
  - Rarejob Inc. (Online English conversation service)

- **Other**
  - BAIKALSAYA LESNAYA KOMPANIYA (BLK) (Housing materials)
  - Dalian Mori Catering Management Co., Ltd (Contract food services)
  - TOTO DALIAN (Housing materials)
  - T.M. BAIKAL (Housing materials)
  - Sumisho & MitsuiBu ssan Kenzai (Housing materials)
  - Mitsui & Co., Foresight (facility management services)
  - AIM SERVICES (Contract food services)
  - Ara mark Uniform Services Japan Corporation (Uniform Rental)
Major Investments in ICT Business

As of June 30, 2016

- **Internet & Telecommunications**
  - [China]
    - CCTV Shopping (TV shopping)
    - Tianjin EV Energies (Rechargeable battery)
  - [India]
    - Booklive (E-book)
    - Naapto (TV shopping)
    - Sulekha (EC)
  - [Thailand]
    - MOCAP (Contact center)
  - [Vietnam]
    - PT Internux (High-speed mobile internet)
  - [Indonesia]
    - Afrimax (High-speed mobile data communication)
  - [Japan]
    - Mercari (Smartphone flea market app)
    - Relia (Contact center)
    - QVC Japan (TV shopping)
  - [U.K.]
    - MASP (Project consulting)

- **IT Service**
  - [China]
    - Relia (Contact center)
  - [India]
    - CCTV Shopping (TV shopping)
  - [U.S.]
    - Naaptol (TV shopping)
    - MOCAP (Contact center)
  - [U.K.]
    - MOCAP (Contact center)

- **Media**
  - [China]
    - Kids Station (Broadcasting)
  - [India]
    - World Hi-Vision Channel (Broadcasting)
  - [Japan]
    - World Hi-Vision Channel (Broadcasting)
    - Kids Station (Broadcasting)
    - iMedical (Healthcare IT)

- **Social IT Platform**
  - [China]
    - CCTV Shopping (TV shopping)
  - [India]
    - Booklive (E-book)
  - [Japan]
    - Mercari (Smartphone flea market app)
    - Relia (Contact center)

- **IT Solutions**
  - [China]
    - TV shopping
  - [India]
    - Booklive (E-book)
    - Naapto (TV shopping)
    - Sulekha (EC)
  - [Thailand]
    - MOCAP (Contact center)
  - [Vietnam]
    - PT Internux (High-speed mobile internet)
  - [Indonesia]
    - Afrimax (High-speed mobile data communication)
  - [Japan]
    - Mercari (Smartphone flea market app)
    - QVC Japan (TV shopping)

- **Social IT Platform**
  - [China]
    - CCTV Shopping (TV shopping)
  - [India]
    - Booklive (E-book)
  - [Japan]
    - Mercari (Smartphone flea market app)
    - QVC Japan (TV shopping)

- **IT Solutions**
  - [China]
    - TV shopping
  - [India]
    - Booklive (E-book)
    - Naapto (TV shopping)
    - Sulekha (EC)
  - [Thailand]
    - MOCAP (Contact center)
  - [Vietnam]
    - PT Internux (High-speed mobile internet)
  - [Indonesia]
    - Afrimax (High-speed mobile data communication)
  - [Japan]
    - Mercari (Smartphone flea market app)
    - QVC Japan (TV shopping)
Major Investments in Corporate Development Business

As of June 30, 2016

Finance

- JA Mitsui Leasing (Lease)
- MISD Investments (Equity investment)
- Mitsui & Co., Principal Investments (Equity investment)
- TRI-NET (Global multimodal transportation)
- Trinet Logistics (Distribution Center)
- Konan Futo (Warehouse & Wharf)

Lease

- Mitsui & Co. Asset Management Holdings (Management of J-REIT / Private real estate fund)
- Japan Alternative Investment (Alternative investment)
- Mitsui Bussan Insurance (Insurance agent)
- MIC Risk Solutions (Insurance broker)

Principal Investment

- NovaQuest Capital Management (Management of medical fund)
- Mitsui Bussan Commodities (U.S.A.) (non-ferrous metal / Energy derivatives)

Commodity derivatives

- Mitsui Bussan Commodities (non-ferrous metal / Energy derivatives)
- Mitsui Bussan Commodities SPR (non-ferrous metal / Energy derivatives)

Logistics

- PT. Trinet Logistics Indonesia (Logistics)
- Trinet Logistics Asia (Logistics)
- Trinet Logistics (Distribution Center)
- Konan Futo (Warehouse & Wharf)
- Libraport Campinas (Warehouse)
- AW Rostamani Logistics (Warehouse)
- Cambridge Industrial Trust Management (Management of S-REIT)
- Challenger MBK Fund Management (Management of infrastructure fund)
- Insurance Company of Trinet Asia (Captive insurance)
- Mitsui Bussan Commodities SPR (non-ferrous metal / Energy derivatives)
- Huationg Holdings (Heavy handling)
- Westbourne Credit Management (Management of Infrastructure Debt Fund)

Japan

- Mitsui & Co. Asset Management Holdings
- Japan Alternative Investment
- Mitsui Bussan Insurance
- MIC Risk Solutions

UK

- Mitsui Bussan Commodities

US/Silicon Valley

- Mitsui & Co. Global Investment (Venture capital)

US

- New Point (Re & Reinsurance)
- New Ocean (Reinsurance)
- NovaQuest Capital Management
- Mitsui Bussan Commodities (U.S.A.)
- Mitsui Bussan Commodities (UK)

[UK]

[US/Silicon Valley]

[US]

[Japan]

[Thailand]

[Dubai]

[Vietnam]
360° business innovation.