

Expansion on the move

Feed additive manufacturing

Novus is a major manufacturer of the feed additive methionine (an essential amino acid).

In order to respond to the growing demand for food around the world Mitsui plans to expand the manufacturing capacity for producing methionine, whose market is expected to continue to grow at an annual rate of 5% over the long term.

Production capacity
of methionine

320,000 tons
in 2015



440,000 tons
in 2020 (planned)



Healthcare

Mitsui is expanding its healthcare businesses centered on IHH, the largest private hospital group in Asia and Turkey, which is expanding its business in such ways as acquiring a healthcare group in India.

Mitsui is developing medical ancillary businesses by investing in MIMS Group, a drug information company that operates in 12 different countries in Asia and Oceania (see page 59), and also by agreeing to invest in DaVita Care, a dialysis clinics operator in Asia.

Total number disclosed
by IHH Healthcare Bhd.

Over **7,000 beds**
in 2015



Close to 10,000 beds
in 2016

Tank terminal

In order to respond to increasing demand, Mitsui is moving forward with construction to expand its chemical tank terminals, which Intercontinental Terminals Company has operated for many years in the U.S. port of Houston. In addition, Mitsui is expanding ITC Rubis, located in Europe's main port of Antwerp, Belgium (see page 64).

By capturing the rising demand for both chemical and petroleum products, Mitsui is aiming for the expansion of a stable business that is less affected by commodity market conditions.

ITC / ITC Rubis
total tank capacity

2.1 million m³
in 2015



3.4 million m³
in 2020 (planned)



IPP

Mitsui has stakes in a power generation business that comprises 70 plants in 21 countries around the world.

By raising profitability through the completion of projects under construction and engaging in asset replacement, Mitsui is establishing a superior portfolio diverse in geographical location and fuel mix in its efforts to achieve sustainable growth (see page 51).

Equity share of power
generation capacity

9.6 GW
in 2015



11.1 GW
in 2016

Reinforcement on the move

Iron ore

In its iron ore business, Mitsui has been working with its partners in Australia and Brazil for many years.

We continue to expand production capacity and work to reinforce our competitiveness based on our core assets, in efforts to contribute to a stable supply in the global market and to respond to the global demand for iron ore, which is expected to increase over the medium to long term (see page 48).



LNG

As part of our efforts to comprehensively reinforce our key strengths in reserves, production and cost competitiveness, we are strengthening our diverse LNG portfolio and logistical capabilities on a global scale in the aim of establishing ourselves as a reliable supplier of energy resources to meet the needs of various consumers around the world.

Innovation on the move



Internet of Things

Mitsui has newly invested in OSIsoft, the global leader in IoT for industrial customers. OSIsoft has developed the PI System, which is already used by 65% of Fortune 500 companies in 125 countries around the world. The Mitsui & Co. Group will leverage the PI System to optimize its business operations and establish new business models (see page 61).

High-speed mobile data services

Mitsui has invested in Afrimax, a high-speed mobile data communications operator in Sub-Saharan Africa that uses the fourth-generation telecommunications standard Long-Term Evolution (LTE).

Using the Vodafone brand, Afrimax's business partner, Mitsui will contribute to expand Internet usage in the region, where the penetration rate currently remains at around 7%.



Fund for new pharmaceutical development

Mitsui has been expanding the size of NovaQuest, a series of private equity funds focused on pharmaceutical development, by collaborating with other large investors, including Quintiles, a major provider of outsourced pharmaceutical services.

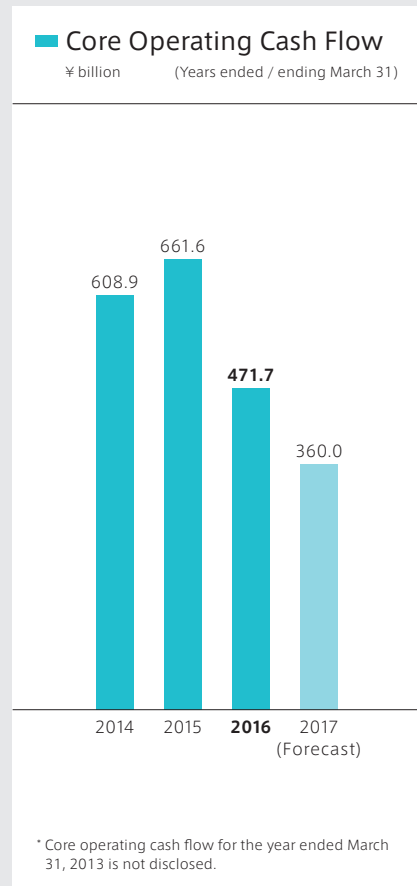
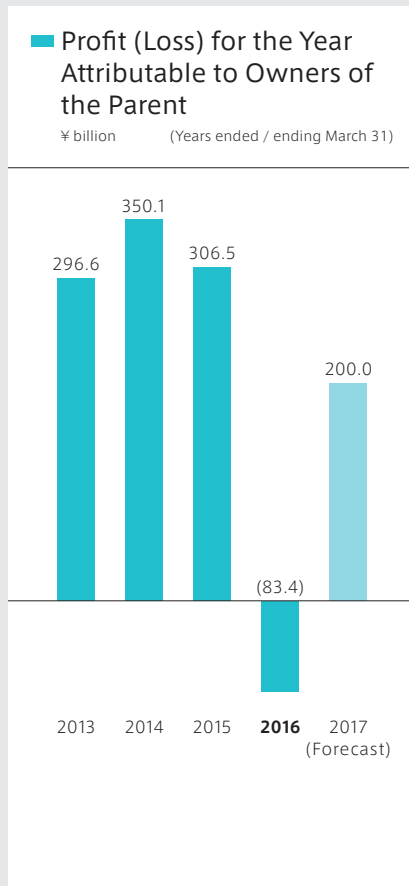
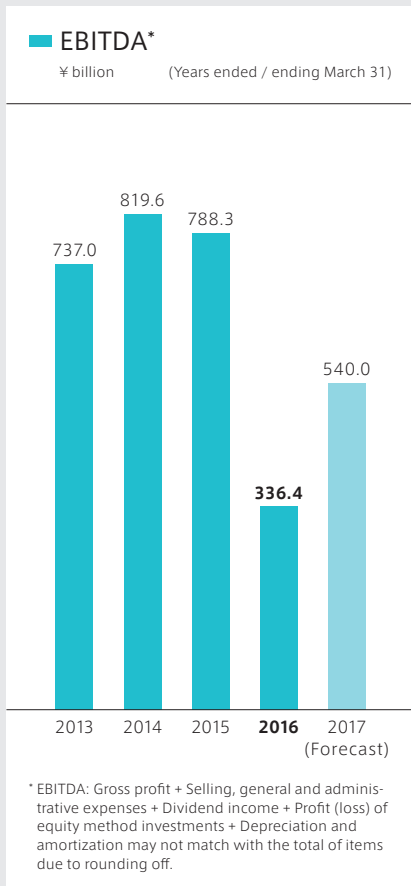
Mitsui will engage in efforts to further support NovaQuest to provide solutions in the development of new pharmaceutical products, which is experiencing rapidly increasing costs.

Manufacturing carbon fiber light-weight tanks

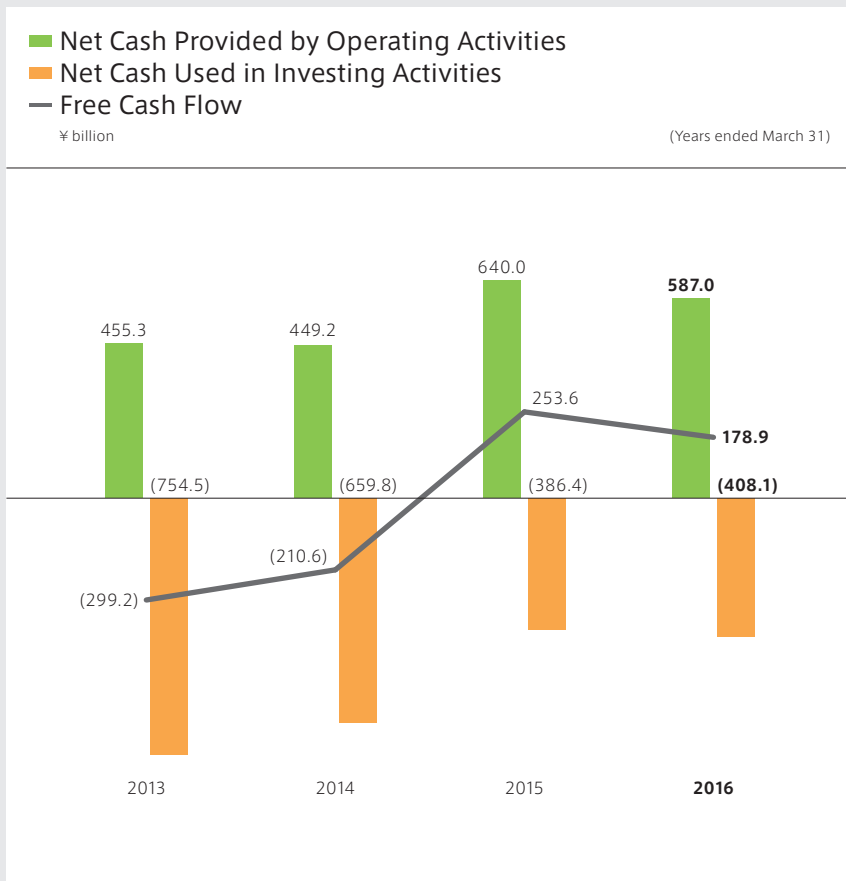
Mitsui has invested in Hexagon Composites, a composite tank manufacturer that uses carbon fiber to manufacture pressure tanks.

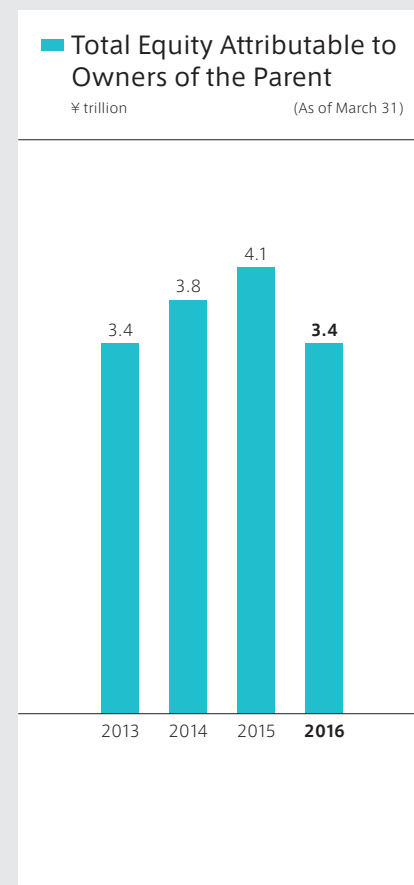
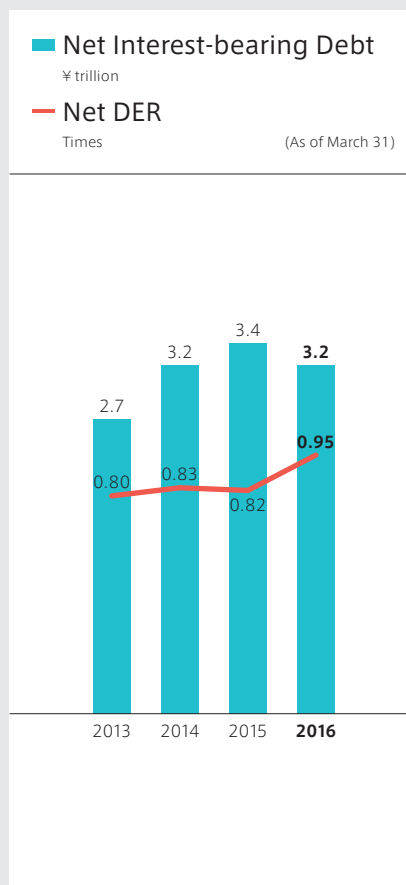
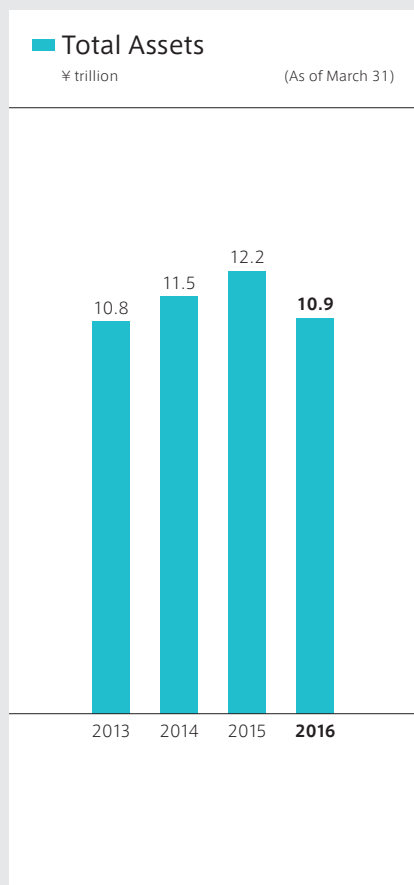
By expanding the company's business in the global market, Mitsui will help reduce greenhouse gas emissions in the transportation industry by promoting the use of light-weight parts and materials (see page 55).



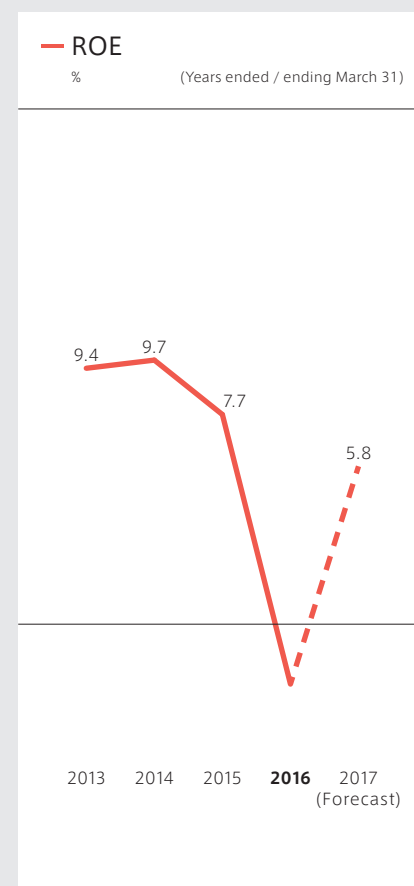
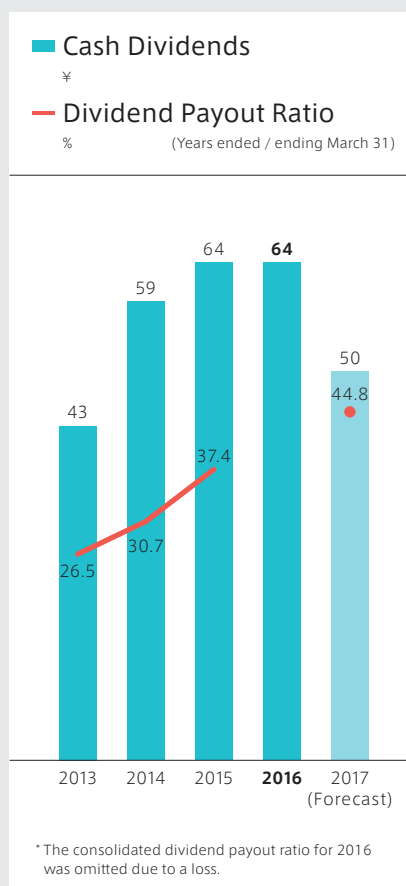
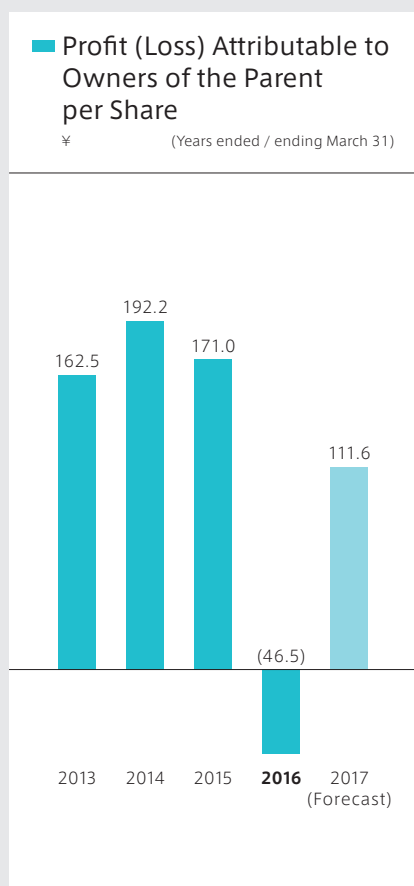


Financial





Highlights (IFRS)



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To Our Stakeholders

Mitsui upholds the basic idea of developing and growing together as a member of society and creating value for a future where people's aspirations can be fulfilled. This idea acts as an indispensable compass that guides us through severe operating environments. From both financial and non-financial perspectives, this integrated report introduces and explains our response to the issues we currently face, the accomplishments we have made through our initiatives thus far, and the challenges we will boldly take on towards the future. We hope that, through this report, our stakeholders can gain a better sense of our unwavering commitment to value creation.

Please refer to our *Annual Securities Report* for more detailed financial information, *Sustainability Report 2016* for more detailed environmental, social, and governance (ESG) information, and other Mitsui publications for other relevant information. All of these documents can be found on the Company's website.

 <https://www.mitsui.com/jp/en/>

General Manager, IR Division

A Cautionary Note on Forward-Looking Statements

This Annual Report contains statements (including figures) regarding Mitsui & Co., Ltd. ("Mitsui," "Mitsui & Co.," "Company")'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) changes 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.