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ESG Data Book

Environment

Greenhouse Gas (GHG) Emissions*

Unit: Thousand t-CO₂e

	2018.3	2019.3	2020.3
Scope 1	3,448	3,189	3,235
Scope 2	537	587	585
Scope 1+2	3,985	3,776	3,820
Scope 3 (Investment)	–	–	32,000

* Total figures for consolidated and non-consolidated emissions

Energy Consumption*

Unit: GJ

	2018	2019	2020
Total	11,365,043	43,439,056	42,775,480
(Breakdown)			
Fuels	5,617,840	33,551,624	30,823,685
Electricity	4,923,641	8,630,815	10,730,337
Steam, heat, cold water	823,561	1,256,617	1,221,458

* Total figures for consolidated and non-consolidated usage

Social

Human Resources Data

	2018.3	2019.3	2020.3
Non-consolidated total employees	5,859	5,772	5,676
Male (person)	4,217	4,141	4,050
Female (person)	1,642	1,631	1,626
Consolidated total employees	42,304	43,993	45,624
Male (person)	–	29,175	30,184
Female (person)	–	14,818	15,440
Proportion of managers by gender*			
Male (%)	93.8	93.1	92.6
Female (%)	6.2	6.9	7.4
Average number of years of service	18.5	18.5	18.3
Monthly average overtime working hours (hours/year)	18.9	19.0	19.1
Paid leave days taken and usage ratio (%)	72.3	74.9	73.1
Employees taking childcare leave	87	74	84
Male (person)	23	29	28
Female (person)	64	45	56
Employees taking family care leave	0	4	2
Male (person)	0	2	1
Female (person)	0	2	1
Percentage of people with disabilities in Mitsui's workforce (%) ²	2.74	2.77	3.09
Number of hires by gender (new graduates)	183	160	176
Male (person)	103	104	96
Female (person)	80	56	80
Number of hires by gender (mid-career)	42	26	42
Male (person)	38	22	38
Female (person)	4	4	4

*1. Data as of July 1 of each year

*2. Data as of June 1 of each year

Breakdown of Employees (Consolidated)

(45,624, as of the end of March 2020)



■ Overseas staff 28,456
 ■ Of whom overseas managers* 4,063

* Managers under local labor law



■ Female 15,440
 ■ Of whom female managers* 1,370

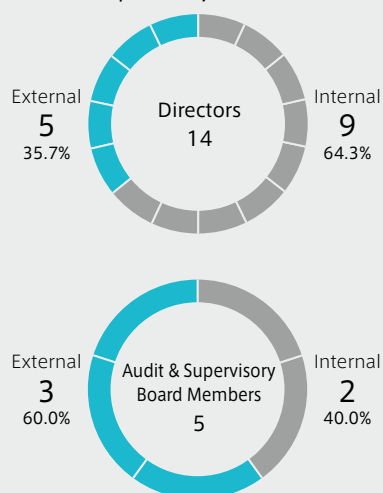
* Managers under local labor law



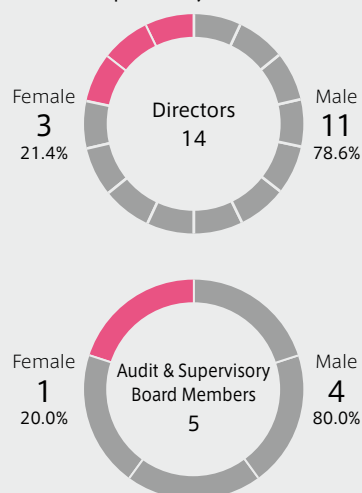
Please see Sustainability Report 2020 for details.

Governance

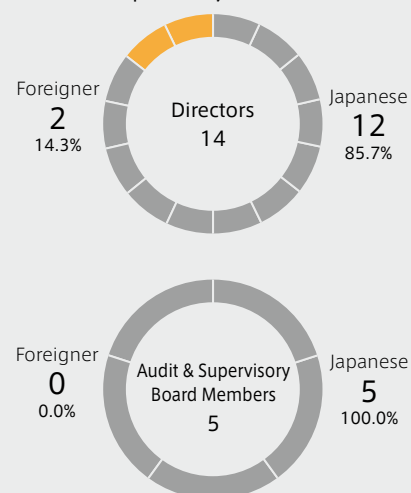
Ratio of External Directors /
Audit & Supervisory Board Members*



Ratio of Female Directors /
Audit & Supervisory Board Members*



Ratio of Foreign Directors /
Audit & Supervisory Board Members*



* As of August 2020

Number of Directors, Audit & Supervisory Board Members, and Corporate Officers

Unit: Person

	2018.3		2019.3		2020.3		2020.8	
Number of directors	14		14		14		14	
Number of external directors	5	35.71%	5	35.71%	5	35.71%	5	35.71%
Number of female directors	2	14.29%	2	14.29%	2	14.29%	3	21.43%
Number of foreign directors	2	14.29%	2	14.29%	2	14.29%	2	14.29%
External directors with extensive business experience	2	14.29%	2	14.29%	3	21.43%	3	21.43%
Number of Audit & Supervisory Board Members	5		5		5		5	
Number of External Audit & Supervisory Board Members	3	60.00%	3	60.00%	3	60.00%	3	60.00%
Number of female Audit & Supervisory Board Members	1	20.00%	1	20.00%	1	20.00%	1	20.00%
Number of foreign Audit & External Supervisory Board Members	0	0.00%	0	0.00%	0	0.00%	0	0.00%
External Audit & Supervisory Board Members with extensive business experience	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Number of corporate officers	19		19		19		19	
Number of external corporate officers	8	42.11%	8	42.11%	8	42.11%	8	42.11%
Number of female corporate officers	3	15.79%	3	15.79%	3	15.79%	4	21.05%
Number of foreign corporate officers	2	10.53%	2	10.53%	2	10.53%	2	10.53%
External corporate officers with extensive business experience	2	10.53%	2	10.53%	3	15.79%	3	15.79%

Rate of Attendance at Board of Directors' Meetings

Unit: %

	2018.3	2019.3	2020.3
Internal director attendance rates	100.00	99.31	99.26
External director attendance rates	96.00	97.50	100.00
Average attendance rates of all directors	98.46	98.66	99.52
Internal Audit & Supervisory Board Members' attendance rates	100.00	100.00	100.00
External Audit & Supervisory Board Members' attendance rates	95.56	93.75	97.78
Average attendance rates of all Audit & Supervisory Board Members	97.33	96.25	98.67
Internal corporate officers' attendance rates	100.00	99.43	99.39
External corporate officers' attendance rates	95.83	96.09	99.17
Average attendance rates of all corporate officers	98.15	98.03	99.30

10-Year Financial Data

Mitsui & Co., Ltd. and its subsidiaries
Fiscal years to March 31

U.S. GAAP

Billions of yen

	2010	2011	2012	2013	2014
Consolidated Operating Results (For the Fiscal Year):					
Revenues	4,096.4	4,679.4	5,251.6	4,911.6	5,740.7
Gross Profit	702.0	859.2	878.3	790.4	859.9
Operating Income	144.5	317.0	348.4	254.6	275.2
Equity in Earnings of Associated Companies	131.5	242.1	232.1	176.2	173.7
Net Income Attributable to Mitsui & Co., Ltd.	149.7	306.7	434.5	307.9	422.2
Consolidated Financial Position (At the Fiscal Year-End):					
Total Assets	8,369.0	8,598.1	9,011.8	10,324.6	11,001.3
Total Mitsui & Co., Ltd. Shareholders' Equity	2,230.1	2,366.2	2,641.3	3,181.8	3,586.4
Interest-bearing Debt	3,471.7	3,377.5	3,578.0	4,269.3	4,455.1
Net Interest-bearing Debt	2,055.7	1,933.9	2,142.8	2,839.4	3,224.4
Consolidated Cash Flows (For the Fiscal Year):					
Net Cash Provided by Operating Activities	632.4	504.5	381.0	461.4	521.5
Net Cash Used in Investing Activities	(180.1)	(484.0)	(438.2)	(753.3)	(704.5)
Net Cash Provided by (Used in) Financing Activities	(214.4)	33.8	57.4	221.6	(34.7)
Free Cash Flow	452.3	20.5	(57.2)	(291.9)	(183.0)
Investments and Loans	(360.0)	(690.0)	(650.0)	(960.0)	(1,010.0)
Divestitures	210.0	190.0	210.0	220.0	305.0
Net Cash Outflow	(150.0)	(500.0)	(440.0)	(740.0)	(705.0)
Financial Indicators:					
Return on Equity (ROE) (%)	7.3%	13.3%	17.4%	10.6%	12.5%
Return on Assets (ROA) (%)	1.8%	3.6%	4.9%	3.2%	4.0%
Net Debt-to-Equity Ratio (Net DER) (times)	0.92	0.82	0.81	0.89	0.90

Yen

Amounts per Share:					
Net Income Attributable to Mitsui & Co., Ltd.					
Basic	82.12	168.05	238.10	168.72	231.79
Diluted	82.11	168.05	—	—	231.78
Cash Dividends	18	47	55	43	59
Consolidated Dividend Payout Ratio (%)	21.9%	28.0%	23.1%	25.5%	25.5%
Shareholders' Equity	1,222.11	1,296.66	1,447.34	1,743.34	2,000.78
Stock Price:					
Stock Price (Closing stock price on the Tokyo Stock Exchange) (yen)	1,571	1,491	1,357	1,313	1,459
Price Earnings Ratio (PER) (times)	19.13	8.87	5.70	7.78	6.29
Price Book-Value Ratio (PBR) (times)	1.29	1.15	0.94	0.75	0.73

Notes: 1. Figures for prior years have not been reclassified in accordance with Accounting Standard Codification ("ASC") 205-20, "Presentation of Financial Statements—Discontinued Operations."

2. Operating income is comprised of "gross profit," "selling, general and administrative expenses," and "provision for doubtful receivables."

3. Per-share information is calculated based on the number of shares issued at fiscal year-end.

4. Diluted net income attributable to Mitsui & Co., Ltd. per share for the fiscal years ended March 31, 2012 and 2013 is not disclosed because there are no dilutive potential shares.

5. Price earnings ratio (PER) is calculated based on the fiscal year-end closing stock price on the Tokyo Stock Exchange divided by basic net income attributable to Mitsui & Co., Ltd. per share.

6. Price book-value ratio (PBR) is calculated based on the fiscal year-end closing stock price on the Tokyo Stock Exchange divided by shareholders' equity per share.

IFRS

	Billions of yen						Millions of U.S. dollars
	2014	2015	2016	2017	2018	2019	2020
Consolidated Operating Results (For the Fiscal Year):							
Revenue	5,731.9	5,404.9	4,759.7	4,364.0	4,892.1	6,957.5	6,885.0
Gross Profit	880.1	845.8	726.6	719.3	790.7	838.5	839.4
Share of Profit (Loss) of Investments Accounted for Using the Equity Method	171.2	144.6	(132.0)	170.6	234.9	255.4	269.2
Profit (Loss) for the Year Attributable to Owners of the Parent	350.1	306.5	(83.4)	306.1	418.5	414.2	391.5
Consolidated Financial Position (At the Fiscal Year-End):							
Total Assets	11,491.3	12,202.9	10,910.5	11,501.0	11,306.7	11,945.8	11,806.3
Total Equity Attributable to Owners of the Parent	3,815.8	4,099.8	3,379.7	3,732.2	3,974.7	4,263.2	3,817.7
Interest-bearing Debt	4,411.1	4,793.9	4,710.5	4,801.6	4,226.9	4,625.5	4,550.5
Net Interest-bearing Debt	3,178.8	3,382.2	3,215.0	3,282.1	3,089.2	3,659.2	3,486.7
Consolidated Cash Flows (For the Fiscal Year):							
Net Cash Provided by Operating Activities	449.2	640.0	587.0	404.2	553.6	410.7	526.4
Core Operating Cash Flow	608.9	661.6	471.7	494.8	666.5	570.5	621.9
Net Cash Used in Investing Activities	(659.8)	(386.4)	(408.1)	(353.3)	(248.2)	(719.0)	(185.2)
Net Cash Provided by (Used in) Financing Activities	(13.2)	(126.2)	(50.5)	(50.3)	(652.3)	127.4	(204.6)
Free Cash Flow	(210.6)	253.6	178.9	50.9	305.4	(308.3)	341.2
Investments and Loans	—	(715.0)	(600.0)	(635.0)	(560.0)	(930.0)	(420.0)
Divestitures	—	340.0	190.0	290.0	300.0	230.0	250.0
Net Cash Outflow	—	(375.0)	(410.0)	(345.0)	(260.0)	(700.0)	(170.0)
Financial Indicators:							
Return on Equity (ROE) (%)	9.7%	7.7%	(2.2%)	8.6%	10.9%	10.1%	9.7%
Return on Assets (ROA) (%)	3.1%	2.6%	(0.7%)	2.7%	3.7%	3.5%	3.3%
Net Debt-to-Equity Ratio (Net DER) (times)	0.83	0.82	0.95	0.88	0.78	0.86	0.91

	Yen						U.S. dollars
Amounts per Share:							
Profit (Loss) for the Year Attributable to Owners of the Parent							
Basic	192.22	170.98	(46.53)	171.20	237.67	238.33	226.13
Diluted	192.21	170.95	(46.54)	171.10	237.50	238.15	225.98
Cash Dividends	59	64	64	55	70	80	80
Consolidated Dividend Payout Ratio (%)	30.7%	37.4%	—	32.1%	29.5%	33.6%	35.4%
Total Equity Attributable to Owners of the Parent	2,128.73	2,287.17	1,885.47	2,115.80	2,287.10	2,452.81	2,235.83
Stock Price:							
Stock Price (Closing stock price on the Tokyo Stock Exchange) (yen)	1,459	1,612	1,295	1,612.5	1,822.5	1,718.5	1,503.5
Price Earnings Ratio (PER) (times)	7.59	9.43	—	9.42	7.67	7.21	6.65
Price Book-Value Ratio (PBR) (times)	0.69	0.70	0.69	0.76	0.80	0.70	0.67

Notes: 1. Figures calculated in accordance with IFRS standards for investments and loans, divestitures, and net cash outflow have not been disclosed for the fiscal year ended March 31, 2014.

2. Per share information is calculated based on the number of shares issued at fiscal year-end.

3. Price earnings ratio (PER) is calculated based on the fiscal year-end closing stock price divided by basic profit (attributable to owners of the parent) per share.

4. The consolidated dividend payout ratio for 2016 was omitted due to a loss.

5. Price earnings ratio (PER) for 2016 was omitted due to a loss.

6. In adopting IFRS 15 "Revenue from Contracts with Customers" from the fiscal year ended March 31, 2019, figures for prior years have not been reclassified.

7. Price book-value ratio (PBR) is calculated based on the fiscal year-end closing stock price divided by equity attributable to owners of the parent per share.

8. The U.S. dollar amounts, except cash dividends, represent translations of the Japanese yen amounts at the rate of ¥109.00=U.S.\$1, the approximate rate of exchange on March 31, 2020.

9. The U.S. dollar amounts for cash dividends represent translations of the Japanese yen amounts at the rate in effect on the payment date.

10. From the fiscal year ended March 31, 2020, interest-bearing debt is calculated by subtracting lease liabilities from long-term debt. However, past figures have not been retroactively revised to reflect this change.

Segment Information

Mitsui & Co., Ltd. and its subsidiaries

Years ended March 31, 2016, 2017, 2018, 2019 and 2020

Year ended March 31, 2016 (April 1, 2015 to March 31, 2016)

Millions of yen

	Iron & Steel Products	Mineral & Metal Resources	Machinery & Infrastructure	Chemicals	Energy	Lifestyle	Innovation & Corporate Development
Revenue	111,082	685,557	415,198	787,370	672,638	990,438	139,473
Gross profit	31,951	98,672	127,085	76,453	108,952	116,506	52,884
Share of profit (loss) of investments accounted for using the equity method	4,842	(204,064)	8,045	7,956	(22,257)	18,547	7,825
Profit (loss) for the year	6,328	(162,480)	18,308	17,711	(3,885)	(13,996)	16,128
EBITDA	10,945	(93,802)	29,239	30,089	210,119	9,938	12,491
Total assets at March 31, 2016	392,174	1,591,364	2,009,812	732,483	1,973,464	1,523,795	510,529

	Americas	EMEA	Asia Pacific	Total	All Other	Adjustments and Eliminations	Consolidated Total
Revenue	785,574	105,267	111,402	4,803,999	2,606	(46,911)	4,759,694
Gross profit	114,831	20,530	23,259	771,123	1,664	(46,165)	726,622
Share of profit (loss) of investments accounted for using the equity method	8,215	3,700	35,493	(131,698)	57	(392)	(132,033)
Profit (loss) for the year	28,301	3,474	11,552	(78,559)	7,429	(12,280)	(83,410)
EBITDA	69,371	5,262	40,850	324,502	(490)	12,406	336,418
Total assets at March 31, 2016	648,787	151,328	402,889	9,936,625	5,590,315	(4,616,429)	10,910,511

Year ended March 31, 2017 (April 1, 2016 to March 31, 2017)

Millions of yen

	Iron & Steel Products	Mineral & Metal Resources	Machinery & Infrastructure	Chemicals	Energy	Lifestyle	Innovation & Corporate Development
Revenue	202,406	746,406	408,504	1,037,284	463,601	1,378,263	125,226
Gross profit	36,724	176,786	114,452	145,611	63,885	136,179	44,988
Share of profit (loss) of investments accounted for using the equity method	11,129	48,468	64,341	3,880	17,090	24,085	2,077
Profit (loss) for the year	10,853	144,314	66,806	32,653	31,679	25,382	10,975
Core operating cash flow	8,617	202,136	74,432	53,771	134,109	8,378	6,109
Total assets at March 31, 2017	612,632	1,962,236	2,238,142	1,175,205	1,905,252	1,723,399	611,395

	Total	All Other	Adjustments and Eliminations	Consolidated Total
Revenue	4,361,690	1,908	371	4,363,969
Gross profit	718,625	299	371	719,295
Share of profit (loss) of investments accounted for using the equity method	171,070	(106)	(395)	170,569
Profit (loss) for the year	322,662	(2,888)	(13,638)	306,136
Core operating cash flow	487,552	16,394	(9,100)	494,846
Total assets at March 31, 2017	10,228,261	5,798,648	(4,525,896)	11,501,013

Year ended March 31, 2018 (April 1, 2017 to March 31, 2018)

Millions of yen

	Iron & Steel Products	Mineral & Metal Resources	Machinery & Infrastructure	Chemicals	Energy	Lifestyle	Innovation & Corporate Development
Revenue	238,240	946,369	447,088	1,186,673	534,293	1,409,378	127,326
Gross profit	41,874	206,767	121,943	136,573	96,808	139,533	45,084
Share of profit (loss) of investments accounted for using the equity method	13,349	61,806	96,525	11,318	24,544	22,842	5,040
Profit (loss) for the year	24,728	257,617	89,617	34,235	48,601	(26,340)	(4,637)
Core operating cash flow	14,179	240,829	158,846	50,174	175,282	7,118	3,061
Total assets at March 31, 2018	680,257	2,260,050	2,364,616	1,228,773	2,083,766	1,987,306	662,192

	Total	Others / Adjustments and Eliminations	Consolidated Total
Revenue	4,889,367	2,782	4,892,149
Gross profit	788,582	2,123	790,705
Share of profit (loss) of investments accounted for using the equity method	235,424	(483)	234,941
Profit (loss) for the year	423,821	(5,342)	418,479
Core operating cash flow	649,489	16,998	666,487
Total assets at March 31, 2018	11,266,960	39,700	11,306,660

Year ended March 31, 2019 (April 1, 2018 to March 31, 2019)

Millions of yen

	Iron & Steel Products	Mineral & Metal Resources	Energy	Machinery & Infrastructure	Chemicals	Lifestyle	Innovation & Corporate Development
Revenue	247,383	1,055,801	707,978	904,641	1,747,400	2,125,847	163,418
Gross profit	27,237	175,602	134,030	130,743	142,791	158,867	66,716
Share of profit (loss) of investments accounted for using the equity method	16,200	59,331	40,329	87,476	12,845	29,315	11,675
Profit (loss) for the year	9,851	167,209	95,723	78,428	4,460	42,435	16,562
Core operating cash flow	5,879	181,451	219,064	73,970	29,886	24,827	20,816
Total assets at March 31, 2019	606,557	2,222,894	2,425,363	2,450,551	1,266,657	2,378,015	667,314

	Total	Others / Adjustments and Eliminations	Consolidated Total
Revenue	6,952,468	5,056	6,957,524
Gross profit	835,986	2,481	838,467
Share of profit (loss) of investments accounted for using the equity method	257,171	(1,804)	255,367
Profit (loss) for the year	414,668	(453)	414,215
Core operating cash flow	555,893	14,628	570,521
Total assets at March 31, 2019	12,017,351	(71,572)	11,945,779

Year ended March 31, 2020 (April 1, 2019 to March 31, 2020)

Millions of yen

	Iron & Steel Products	Mineral & Metal Resources	Energy	Machinery & Infrastructure	Chemicals	Lifestyle	Innovation & Corporate Development
Revenue	250,090	1,075,179	893,697	911,766	1,544,220	2,018,062	185,385
Gross profit	24,554	225,966	141,537	134,182	116,757	134,924	60,099
Share of profit (loss) of investments accounted for using the equity method	13,121	59,152	45,899	87,684	11,540	34,996	16,984
Profit (loss) for the year	4,749	183,273	59,735	87,457	22,332	32,034	14,568
Core operating cash flow	2,588	244,789	221,018	95,158	38,254	37,256	8,644
Total assets at March 31, 2020	539,599	1,921,883	2,549,163	2,377,070	1,217,737	1,907,621	1,198,286

	Total	Others / Adjustments and Eliminations	Consolidated Total
Revenue	6,878,399	6,634	6,885,033
Gross profit	838,019	1,404	839,423
Share of profit (loss) of investments accounted for using the equity method	269,376	(144)	269,232
Profit (loss) for the year	404,148	(12,635)	391,513
Core operating cash flow	647,707	(25,815)	621,892
Total assets at March 31, 2020	11,711,359	94,933	11,806,292

- Notes: 1. "All Other" principally consisted of the Corporate Staff Unit, which provides financing services and operations services to external customers and/or to the Company and affiliated companies. Total assets of "All Other" at fiscal-years end consisted primarily of cash and cash equivalents and time deposits related to financing activities, and assets of the Corporate Staff Unit and certain subsidiaries related to the above services.
2. Transfers between reportable segments are made at cost plus a markup.
3. The amounts in "Adjustments and Eliminations" for Profit (Loss) for the Year Attributable to Owners of the Parent include income and expense items that are not allocated to specific reportable segments, and eliminations of intersegment transactions.
4. In the fiscal year ended March 31, 2015, we introduced EBITDA as a measure of underlying earnings power in addition to profit (loss) attributable to owners of the parent as a base indicator to measure performance. However, due to the fact that EBITDA includes impairment losses recorded by major equity accounted investees, we determined that core operating cash flow was a more appropriate indicator for measuring our ability to generate cash flow. Accordingly, as of the fiscal year ended March 31, 2018, we no longer use EBITDA to measure performance and instead use core operating cash flow.
5. Segment information for the fiscal year ended March 31, 2016, has not been revised and restated in relation to paragraph 29 of IFRS 8. Also, the profit and loss results for the fiscal years below have been revised and restated in statutory disclosures.
- Revisions and restatements were made for results between the fiscal year ended March 31, 2016 and the fiscal year ended March 31, 2017 to reflect the following changes.
 - In the fiscal year ended March 31, 2017, the Food Science Business was transferred from the Lifestyle Segment to the Chemicals Segment in conjunction with the establishment of the Nutrition & Agriculture Business Unit.
 - In the fiscal year ended March 31, 2017, the United Grain Corporation of Oregon, which was formerly included in the Americas Segment, was transferred to the Lifestyle Segment with the aim of optimizing the Group's global grain trading strategy.
6. In accordance with the changes below, the segment information for the fiscal year ended March 31, 2017 has been restated to conform to the presentation for the fiscal year ended March 31, 2018.
- Since the fiscal year ended March 31, 2018, the previous 10 reportable segments that include the 7 product segments of "Iron & Steel Products," "Mineral & Metal Resources," "Machinery & Infrastructure," "Chemicals," "Energy," "Lifestyle" and "Innovation & Corporate Development" along with the 3 regional segments of "Americas," "Europe, the Middle East and Africa" and "Asia Pacific," have been changed to the 7 reportable segments of "Iron & Steel Products," "Mineral & Metal Resources," "Machinery & Infrastructure," "Chemicals," "Energy," "Lifestyle" and "Innovation & Corporate Development," where the regional segments were consolidated by product segment. In addition, part of each of the regional segments have been consolidated into "All Other."
 - Previously, there was a difference between the Company's actual income taxes and the reportable segments' income taxes that were calculated using the internal tax rate, and the difference was included in "Adjustments and Eliminations." Since the fiscal year ended March 31, 2018, the internal tax rate has been made the same as the external tax rate. In addition, since the fiscal year ended March 31, 2018, the scope of allocation of expenses incurred at the Corporate Staff Unit to reportable segments was reviewed, and part of the expenses which were previously allocated to the reportable segments have been excluded from the scope of allocation.
 - Previously, the profit and loss of consolidated subsidiaries that are jointly held by numerous operating segments were allocated from the supervising to the non-supervising operating segments based on the profit share of each of the segments using the Share of Profit (Loss) of Investments Accounted for Using the Equity Method and Income for the Period Attributable to Non-controlling Interests. Since the fiscal year ended March 31, 2018, these allocations have been made based on the profit share of each of the segments in each of the accounts disclosed in the segment information to reflect the performance of the operating segments more properly.
7. In accordance with the changes below, the segment information for the fiscal year ended March 31, 2018 has been restated to conform to the current period's presentation.
- Beginning with the fiscal year ended March 31, 2019, "All Other" and "Adjustments and Eliminations," which were reported individually in prior periods, have been aggregated into "Others/Adjustments and Eliminations" as they are not material, except for Total Assets.
 - During the fiscal year ended March 31, 2019, due to implementation of the new consolidated accounting system, the elimination method of intercompany receivables and payables, which was simplified, is refined and the total assets of each segment at March 31, 2019 are more appropriately calculated as a measurement of asset size and asset efficiency.
8. Due to organizational restructuring with the aim of further strengthening our business, the materials business and real estate business, which were formerly included in the "Lifestyle" segment, have been transferred to the "Chemicals" segment and the "Innovation & Corporate Development" segment, respectively, as of the fiscal year ended March 31, 2020.
- From the fiscal year ended March 31, 2020, the order in which the reportable segments are listed has been changed.

Major Risk Exposure by Country and Fund Operation

Investments, Loans, and Guarantees (As of March 31, 2020)

(Sum of Mitsui & Co., Ltd., Trading Subsidiaries, and some investment vehicles and subsidiaries)

Billions of yen

	Investments	Loans	Guarantees	Total	Hedged (ex. Insurance)	Net Position
Brazil	683.2	45.6	185.0	913.8	68.6	845.2
Malaysia	335.8	0.3	10.0	346.1	0.3	345.8
Mozambique	141.8	—	153.1	295.0	—	295.0
Chile	29.3	39.6	221.2	290.1	—	290.1
Russia	104.2	—	163.9	268.1	—	268.1
Italy	94.0	—	127.0	221.0	—	221.0
Indonesia	130.0	2.5	60.4	192.9	—	192.9
Mexico	74.7	0.5	72.8	147.9	—	147.9
China	121.0	0.7	5.5	127.3	0.3	127.0
Thailand	79.4	1.8	36.6	117.9	—	117.9
Ireland	26.5	1.0	71.3	98.8	—	98.8
India	34.1	1.6	42.0	77.7	13.1	64.6

Notes: 1. Among the countries subject to country risk reporting, we disclose countries with significance as to the balance.

2. "Hedged" represents the amounts by which credit risk is hedged by such as investment insurance and third-party guarantees.

3. "Investments" represents book value for accounting purposes on the basis of Japanese GAAP, not reflecting the effects of applying net investment hedging relationships.

4. The balance of "China" in the above table includes Hong Kong.

Trade Receivables (As of March 31, 2020)

(Sum of Mitsui & Co., Ltd., Trading Subsidiaries, and some investment vehicles and subsidiaries)

Billions of yen

	Gross	Hedged (ex. Insurance)	Net Position
Brazil	27.2	0.8	26.4
Malaysia	12.8	2.2	10.6
Mozambique	0.2	—	0.2
Chile	10.8	0.6	10.2
Russia	2.1	0.1	2.0
Italy	15.0	1.9	13.1
Indonesia	23.1	0.8	22.3
Mexico	13.3	0.7	12.6
China	130.6	13.0	117.6
Thailand	27.3	2.4	24.9
Ireland	7.9	2.4	5.5
India	30.7	1.2	29.5

5. Among the countries subject to country risk reporting, we disclose countries with significance as to the balance.

6. "Hedged" represents the amounts by which credit risk is hedged by such as trade insurance and Confirmed L/C.

7. The balance of "China" in the above table includes Hong Kong.

Investor Information

As of April 1, 2020

Securities Identification Code
8031

Stock Exchange Listings
Tokyo, Nagoya, Sapporo, Fukuoka

Fiscal Year
From April 1 to March 31

General Shareholders' Meeting
June

Administrator of the Register of Shareholders
Sumitomo Mitsui Trust Bank, Limited
4-1, Marunouchi 1-chome, Chiyoda-ku,
Tokyo 100-0005

Contact Information for the Above
Sumitomo Mitsui Trust Bank, Limited
Stock Transfer Agency Business Planning
Department
8-4, Izumi 2-chome, Suginami-ku, Tokyo 168-0063

American Depository Receipts
Ratio: 1 ADR = 20 common shares
Exchange: OTC (Over-the-Counter)
Symbol: MITSY
CUSIP Number: 606827202

Depository and Registrar
Citibank, N.A. Shareholder Services
P.O. Box 43077,
Providence, Rhode Island 02940-3077,
U.S.A.
Tel: 1-877-248-4237 (Toll free in the U.S.)
1-781-575-4555 (Overseas Dial-In)
E-mail: citibank@shareholders-online.com
URL: www.citi.com/adr

As of March 31, 2020

Unit Share
100 shares

Number of Shareholders
301,833 shareholders

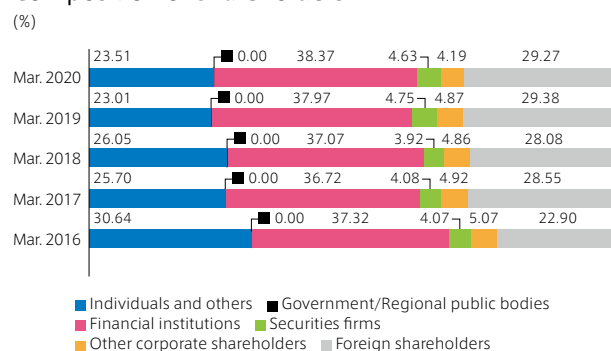
Number of Shares Issued
1,742,684,906 shares
(including 35,154,469 treasury shares)

Number of Shares Authorized
2,500,000,000 shares

Major Shareholders

The Master Trust Bank of Japan, Ltd. (trust account)
Japan Trustee Services Bank, Ltd. (trust account)
BNYM RE NORWEST/WELLS FARGO OMNIBUS
Japan Trustee Services Bank, Ltd. (trust account 9)
Japan Trustee Services Bank, Ltd. (trust account 5)
Nippon Life Insurance Company
JP MORGAN CHASE BANK 385151
Sumitomo Mitsui Banking Corporation
Japan Trustee Services Bank, Ltd. (trust account 7)
STATE STREET BANK WEST CLIENT – TREATY 505234

Composition of Shareholders



Note: The figures in the above graph reflect all shareholders and shares held but exclude shareholders who own less than one trading unit.

Mission

Build brighter futures, everywhere

Realize a better tomorrow for earth and for people around the world.

Vision

360° business innovators

As challengers and innovators, we create and grow business while addressing material issues for sustainable development.

Values

Our core values as challengers and innovators

Seize the initiative

We play a central role in driving transformation.

Thrive on diversity

We foster an open-minded culture and multiply our strengths to achieve excellence.

Embrace growth

We drive our collective growth by continuously growing as individuals.

Act with integrity

We pursue worthy objectives with fairness and humility, taking pride in work that stands the test of time.

Mitsui & Co. Group Conduct Guidelines

With Integrity

Five Key Principles








- 01** We will comply with laws and regulations, and act to the highest ethical standards. We will respect human rights and never engage in discrimination of any kind.
- 02** We will respect the individuality and diversity of every employee, and foster a culture of open-mindedness.
- 03** We will engage in fair business practices, and respond to the trust placed in us by society with good faith and sincerity.
- 04** We will place value on the global environment, and contribute to the realization of prosperity and a high quality of life for society.
- 05** We will speak up with courage when we have doubts or feel that something is wrong, for the good of the company.

Mitsui & Co., Ltd.

As of March 31, 2020

Trade Name	MITSUI & CO., LTD.
Date of Establishment	July 25, 1947
Common Stock	¥341,775,294,921
Number of Employees	The Company and subsidiaries: 45,624 Non-consolidated: 5,676
Number of Affiliated Companies for Consolidation	Subsidiaries: 283 Equity accounted investees: 223
Address	2-1, Otemachi 1-chome, Chiyoda-ku, Tokyo 100-8631, Japan
	Tel: 81 (3) 3285-1111 URL: https://www.mitsui.com/jp/en/

About Reports Issued by the Company

Reports	Contents	Media		
		Booklet	PDF	HTML
Integrated Report (This booklet)	This is an integrated report prepared for all stakeholders to gain an understanding of Mitsui's management strategies and business activities, as well as its initiatives toward sustainable value creation. For details, please see "Contents" on page 2.			
Sustainability Report	The Sustainability Report is prepared to cover detailed non-financial ESG-related information of Mitsui. The report is aimed at our multistakeholders and is published annually.			
Annual Securities Report	The Annual Securities Report is prepared pursuant to Article 24, Section 1 of the Financial Instruments and Exchange Act and is required to be submitted to the Kanto Finance Bureau. Please refer to this report for more detailed financial information. It is issued in late June of each year.			
Corporate Governance Report	In accordance with Japan's Corporate Governance Code, the Company publishes a Corporate Governance Report that provides details on Mitsui's basic corporate governance approach and structure. The Company is also required to submit this report to the Tokyo Stock Exchange. Please refer to the PDF link for more detailed information related to Mitsui's organizational design, operational status, and evaluation of Board of Director effectiveness.		