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ESG Data

Environment

Greenhouse Gas (GHG) Emissions* Unit: Thousand t-CO₂e

	2019.3	2020.3	2021.3
Scope 1	3,189	3,298	3,868
Scope 2	587	570	468
Scope 1+2	3,776	3,868	4,336
Scope 3 (Investment)	—	32,000	35,000

* Total figures for consolidated and non-consolidated emissions

Energy Consumption* Unit: GJ

	2019.3	2020.3	2021.3
Total	43,439,056	43,360,021	42,077,795
(Breakdown)			
Fuels	33,551,624	31,925,022	32,358,474
Electricity	8,630,815	10,226,144	9,644,958
Steam, heat, cold water	1,256,617	1,208,855	74,363

* Total figures for consolidated and non-consolidated usage

Social

Human Resources Data

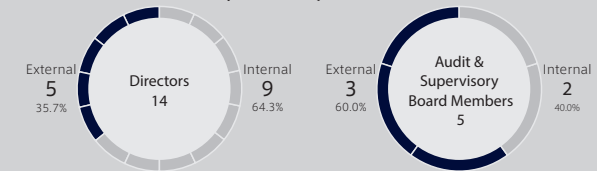
	2019.3	2020.3	2021.3
Non-consolidated total employees	5,772	5,676	5,587
Male (persons)	4,141	4,050	3,995
Female (persons)	1,631	1,626	1,592
Consolidated total employees	43,993	45,624	44,509
Male (persons)	29,175	30,184	29,764
Female (persons)	14,818	15,440	14,745
Proportion of managers by gender ¹			
Male (%)	93.1	92.6	91.9
Female (%)	6.9	7.4	8.1
Average number of years of service	18.5	18.3	18.3
Monthly average overtime working hours (hours/year)	19.0	19.1	25.0
Paid leave days taken and usage ratio (%)	74.9	73.1	60.0
Employees taking childcare leave	74	84	100
Male (persons)	29	28	37
Female (persons)	45	56	63
Employees taking family care leave	4	2	0
Male (persons)	2	1	0
Female (persons)	2	1	0
Percentage of people with disabilities in Mitsui's workforce (%) ²	2.77	3.09	3.12

¹ Data as of July 1 of each year

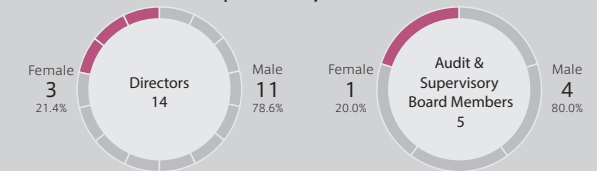
² Data as of June 1 of each year

Governance

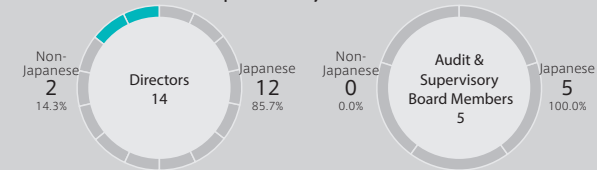
Ratio of External Directors / Audit & Supervisory Board Members



Ratio of Female Directors / Audit & Supervisory Board Members*



Ratio of Non-Japanese Directors / Audit & Supervisory Board Members*



Rate of Attendance at Board of Directors' Meetings Unit: %

	2019.3	2020.3	2021.3
Internal director attendance rates	99.31	99.26	99.31
External director attendance rates	97.50	100.00	98.75
Average attendance rates of all directors	98.66	99.52	99.11
Internal Audit & Supervisory Board Members' attendance rates	100.00	100.00	100.00
External Audit & Supervisory Board Members' attendance rates	93.75	97.78	100.00
Average attendance rates of all Audit & Supervisory Board Members	96.25	98.67	100.00
Internal corporate officers' attendance rates	99.43	99.39	99.43
External corporate officers' attendance rates	96.09	99.17	99.22
Average attendance rates of all corporate officers	98.03	99.30	99.34

Segment Information

Mitsui & Co., Ltd. and its subsidiaries
Years ended March 31, 2017, 2018, 2019, 2020, and 2021

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

Billions of yen

	Mineral & Metal Resources	Energy	Machinery & Infrastructure	Chemicals	Iron & Steel Products	Lifestyle	Innovation & Corporate Development	Total	Others	Consolidated Total
Revenue	746.4	463.6	408.5	1,037.3	202.4	1,378.3	125.2	4,361.7	2.3	4,364.0
Gross Profit	176.8	63.9	114.5	145.6	36.7	136.2	45.0	718.7	0.6	719.3
Share of Profit (Loss) of Investments Accounted for Using the Equity Method	48.5	17.1	64.3	3.9	11.1	24.1	2.1	171.1	(0.5)	170.6
Profit (Loss) for the Year Attributable to Owners of the Parent	144.3	31.7	66.8	32.7	10.9	25.4	11.0	322.8	(16.7)	306.1
Core Operating Cash Flow	202.1	134.1	74.4	53.8	8.6	8.4	6.1	487.5	7.3	494.8
Total Assets at March 31, 2017	1,962.2	1,905.3	2,238.1	1,175.2	612.6	1,723.4	611.4	10,228.2	1,272.8	11,501.0

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

Billions of yen

	Mineral & Metal Resources	Energy	Machinery & Infrastructure	Chemicals	Iron & Steel Products	Lifestyle	Innovation & Corporate Development	Total	Others / Adjustments and Eliminations	Consolidated Total
Revenue	946.4	534.3	447.1	1,186.7	238.2	1,409.4	127.3	4,889.4	2.7	4,892.1
Gross Profit	206.8	96.8	121.9	136.6	41.9	139.5	45.1	788.6	2.1	790.7
Share of Profit (Loss) of Investments Accounted for Using the Equity Method	61.8	24.5	96.5	11.3	13.3	22.8	5.0	235.2	(0.3)	234.9
Profit (Loss) for the Year Attributable to Owners of the Parent	257.6	48.6	89.6	34.2	24.7	(26.3)	(4.6)	423.8	(5.3)	418.5
Core Operating Cash Flow	240.8	175.3	158.8	50.2	14.2	7.1	3.1	649.5	17.0	666.5
Total Assets at March 31, 2018	2,260.1	2,083.8	2,364.6	1,228.8	680.3	1,987.3	662.2	1,063.1	39.6	11,306.7

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

Billions of yen

	Mineral & Metal Resources	Energy	Machinery & Infrastructure	Chemicals	Iron & Steel Products	Lifestyle	Innovation & Corporate Development	Total	Others / Adjustments and Eliminations	Consolidated Total
Revenue	1,055.8	708.0	904.6	1,747.4	247.4	2,125.8	163.4	6,952.4	5.1	6,957.5
Gross Profit	175.6	134.0	130.7	142.8	27.2	158.9	66.7	835.9	2.6	838.5
Share of Profit (Loss) of Investments Accounted for Using the Equity Method	59.3	40.3	87.5	12.8	16.2	29.3	11.7	257.1	(1.7)	255.4
Profit (Loss) for the Year Attributable to Owners of the Parent	167.2	95.7	78.4	4.5	9.9	42.4	16.6	414.7	(0.5)	414.2
Core Operating Cash Flow	181.5	219.1	74.0	29.9	5.9	24.8	20.8	556.0	14.5	570.5
Total Assets at March 31, 2019	2,222.9	2,425.4	2,450.6	1,266.7	606.6	2,378.0	667.3	12,017.5	(71.7)	11,945.8

Segment Information

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

Billions of yen

	Mineral & Metal Resources	Energy	Machinery & Infrastructure	Chemicals	Iron & Steel Products	Lifestyle	Innovation & Corporate Development	Total	Others / Adjustments and Eliminations	Consolidated Total
Revenue	1,173.2	893.6	1,065.1	2,171.6	492.3	2,495.8	185.9	8,477.5	6.6	8,484.1
Gross Profit	226.0	141.1	134.6	116.8	24.6	134.9	60.1	838.1	1.3	839.4
Share of Profit (Loss) of Investments Accounted for Using the Equity Method	59.2	45.2	88.4	11.5	13.1	35.0	17.0	269.4	(0.2)	269.2
Profit (Loss) for the Year Attributable to Owners of the Parent	183.3	57.8	89.4	22.3	4.7	32.0	14.6	404.1	(12.6)	391.5
Core Operating Cash Flow	243.7	206.5	86.8	35.8	2.2	20.5	3.9	599.4	(38.4)	561.0
Total Assets at March 31, 2020	1,921.9	2,566.3	2,360.3	1,217.7	539.6	1,907.6	1,198.3	11,711.7	94.6	11,806.3

Year ended March 31, 2021 (April 1, 2020 to March 31, 2021)

Billions of yen

	Mineral & Metal Resources	Energy	Machinery & Infrastructure	Chemicals	Iron & Steel Products	Lifestyle	Innovation & Corporate Development	Total	Others / Adjustments and Eliminations	Consolidated Total
Revenue	1,396.9	838.6	792.2	1,933.8	436.6	2,373.1	236.1	8,007.3	2.9	8,010.2
Gross Profit	251.2	62.9	107.7	124.9	21.2	133.8	107.0	808.7	2.8	811.5
Share of Profit (Loss) of Investments Accounted for Using the Equity Method	70.4	18.8	95.3	11.3	4.3	13.4	13.9	227.4	0.5	227.9
Profit (Loss) for the Year Attributable to Owners of the Parent	179.9	27.2	45.9	43.5	2.1	12.7	50.2	361.5	(26.0)	335.5
Core Operating Cash Flow	308.1	123.2	78.7	62.5	2.0	19.8	55.1	649.4	8.7	658.1
Total Assets at March 31, 2021	2,566.5	2,566.3	2,291.3	1,345.5	566.0	2,009.3	1,191.8	12,536.7	(20.9)	12,515.8

- Notes: 1. "Others / Adjustments and Eliminations" 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. 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 "Mineral & Metal Resources," "Machinery & Infrastructure," "Chemicals," "Iron & Steel Products," "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 "Mineral & Metal Resources," "Machinery & Infrastructure," "Chemicals," "Iron & Steel Products," "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 "Others / Adjustments and Eliminations."
 - 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.
4. In accordance with the changes below, the segment information for the fiscal years ended March 31, 2017 and 2018 has been restated to conform to the presentation for the fiscal year ended March 31, 2019.
- 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.
5. In accordance with the changes below, the segment information for the fiscal year ended March 31, 2019 has been restated to conform to the presentation for the fiscal year ended March 31, 2020.
- 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.
6. In accordance with the changes below, the segment information for the fiscal year ended March 31, 2020 has been restated to conform to the presentation for the fiscal year ended March 31, 2021.
- Part of the next-generation electric power businesses that were formerly included in the "Machinery & Infrastructure" segment has been transferred to the "Energy" segment as of the fiscal year ended March 31, 2021.
 - From the fiscal year ended March 31, 2020, the order in which the reportable segments are listed has been changed.
7. In accordance with revision of presentation of certain transactions in gross amount for the fiscal year ended March 31 2021, the amounts for the year ended March 2020 has been changed.

Affiliated Companies Information

Mineral & Metal Resources

Name	Principal Lines of Business	Ownership Interest (%)	Annual Earnings (¥ billion)		
			19/3	20/3	21/3
Iron ore mining operations in Australia (*1)	Mining and sales of Australian iron ore	Var.	106.7	171.5	224.2
Coal mining operations in Australia (*1)	Investment in Australian coal business	Var.	48.5	27.4	(5.8)
Coal and rail & port infrastructure business in Mozambique (*1)	Investment in coal and rail & port infrastructure business in Mozambique	100.0	4.1	(20.6)	(77.9)
Oriente Copper Netherlands B.V. (*1)	Investment in Becrux SpA	100.0	(2.7)	(5.7)	(1.5)
Japan Collahuasi Resources B.V.	Investment in Collahuasi copper mine in Chile	100.0	9.1	8.9	14.7
Inner Mongolia Erdos Electric Power & Metallurgical Co., Ltd.	Coal mining, power generation, ferrous alloy and chemical production and water pumping	20.2	5.1	5.9	7.4

Energy

Name	Principal Lines of Business	Ownership Interest (%)	Annual Earnings (¥ billion)		
			19/3	20/3	21/3
Mitsui E&P Australia Pty Limited	Exploration, development, and production of oil and natural gas	100.0	(0.3)	(14.2)	(10.0)
AWE Pty Ltd.	Exploration, development, and production of oil and natural gas	100.0	(3.7)	(4.5)	(1.2)
Mitsui E&P Middle East B.V. (*1)	Exploration, development, and production of oil and natural gas	89.7	6.5	3.7	1.0
Mitsui Oil Exploration Co., Ltd.	Exploration, development, and production of oil and natural gas	74.3	24.0	22.0	2.7
MOEX North America LLC (*2) (*7)	Exploration, development, and production of oil and natural gas	100.0	—	—	(0.4)
Mitsui E&P USA LLC (*2)	Development and sales of oil and natural gas	100.0	8.2	5.0	1.9
MEP Texas Holdings LLC (*2)	Investment in oil and gas business	100.0	(3.0)	(17.7)	(0.4)
Mitsui E&P UK Limited	Exploration, development, and production of oil and natural gas	89.7	0.1	0.3	0.3
Mitsui E&P Italia A S.r.l.	Exploration, development, and production of oil and natural gas	89.7	(2.5)	(17.0)	(26.5)
Mitsui Sakhalin Holdings B.V. (*3)	Investments in Sakhalin Energy Investment Company Ltd.	100.0	—	—	—
Mitsui E&P Mozambique Area 1 Limited	Exploration, development, and production of oil and natural gas	50.2	(3.2)	11.2	(0.6)
Mitsui & Co. Energy Trading Singapore Pte. Ltd.	Global trading of crude oil, petroleum products, and LNG	100.0	0.8	7.2	7.9
ENEOS GLOBE Corporation	LPG imports and marketing, fuel cell and photovoltaic systems marketing	30.0	1.2	0.8	2.8
Japan Australia LNG (MIMI) Pty. Ltd. (*3)	Exploration, development, and sales of crude oil and natural gas	50.0	—	—	—
Mitsui & Co. LNG Investment USA, Inc. (*4)	Investment in natural gas liquification business in the U.S.A. and sales of LNG	100.0	(3.4)	(2.8)	8.9
Japan Arctic LNG B.V.	Exploration, development, and sales of crude oil and natural gas in Russia	25.4	—	4.1	(6.0)

Affiliated Companies Information

Machinery & Infrastructure

Name	Principal Lines of Business	Ownership Interest (%)	Annual Earnings (¥ billion)		
			19/3	20/3	21/3
IPP businesses (*1)	Investment in power generation businesses	Var.	26.7	27.6	27.7
FPSO/FSO leasing businesses (*1)	FPSO/FSO leasing	Var.	9.3	3.9	7.1
Drillship businesses (*1)	Investment in deep-water drillship leasing business	Var.	2.4	1.0	(2.0)
Gas distribution companies (*1)	Investment in gas distribution businesses in Brazil and Mexico	100.0	6.5	11.3	6.8
Mitsui & Co. Plant Systems, Ltd.	Sales of various plants, electric power facilities and transportation equipment	100.0	2.6	3.6	2.2
Tokyo International Air Cargo Terminal Ltd.	Operation of air cargo terminal at Tokyo International Airport	100.0	1.8	1.1	(0.4)
Mitsui Water Holdings (Thailand) Ltd.	Investment in water supply business	100.0	2.2	2.6	2.1
ATLATEC, S.A. de C.V.	Water engineering company	96.4	0.8	0.4	1.1
Penske Automotive Group, Inc.	Diversified international transportation services	16.5	8.2	7.7	9.5
Truck leasing and rental businesses	Investment in US truck leasing and logistics businesses	100.0	7.1	9.0	10.7
Asian motor vehicle businesses (*1)	Asian motor vehicle businesses	Var.	7.2	7.2	3.6
Toyota Chile S.A.	Import and sales of automobiles and auto parts in Chile	100.0	1.1	0.1	0.7
PT. Bussan Auto Finance	Motorcycle retail finance	65.0	1.0	0.8	(1.3)
Auto Finance Business in Latin America (*1)	Auto finance business in Latin America	100.0	1.6	2.3	2.4
VLI S.A.	Integrated freight transportation business in Brazil	20.0	2.7	(1.0)	0.0
Guarana Urban Mobility Incorporated (*3)	Investment in passenger transportation businesses in Brazil	57.6	—	—	—
Construction & industrial machinery businesses (*1)	Construction & industrial machinery businesses	Var.	8.1	6.0	7.7
Orient Marine Co., Ltd.	Shipping business	100.0	1.8	1.8	1.5
OMC SHIPPING PTE. LTD.	Shipping business	100.0	2.0	0.1	1.4
Rolling stock leasing businesses (*1)	Freight car and locomotive leasing	Var.	3.3	2.8	(9.2)
Aviation businesses (*1)	Aviation businesses	Var.	1.7	3.5	1.1

Chemicals

Name	Principal Lines of Business	Ownership Interest (%)	Annual Earnings (¥ billion)		
			19/3	20/3	21/3
Japan-Arabia Methanol Company Ltd.	Investment in methanol production in Saudi Arabia and sales of products	55.0	2.8	1.3	0.7
MMTX Inc.	Investment in methanol production in the United States and sales of products	100.0	7.2	1.6	1.7
Intercontinental Terminals Company LLC (*3)	Terminal business for petroleum and petrochemical products	100.0	—	—	—
Mitsui Bussan Chemicals Co., Ltd.	Domestic and foreign trade of solvents, industrial chemicals, etc.	100.0	1.0	1.0	1.1
SHARK BAY SALT PTY LTD	Production of salt	100.0	1.1	1.7	2.0

Affiliated Companies Information

MITSUI & CO. PLASTICS LTD.	Domestic sales and import/export of plastics and other chemicals	100.0	3.8	3.4	3.3
Living & Environmental Business (*1)	Life essentials businesses	Var.	1.7	1.9	2.7
Novus International, Inc.	Manufacturing and sales of feed additives	80.0	(9.3)	(2.2)	(3.1)
Overseas crop protection businesses (*1)	Overseas crop protection manufacturing and sales businesses	100.0	1.3	2.7	3.3

Iron & Steel Products

Name	Principal Lines of Business	Ownership Interest (%)	Annual Earnings (¥ billion)		
			19/3	20/3	21/3
Mitsui & Co. Steel Ltd. (*1)	Sales, export, and import of steel products	Var.	4.1	3.8	3.9
NIPPON STEEL TRADING CORPORATION (*8)	Sales, export, and import of steel products	19.9	6.9	4.5	2.8
Gestamp companies (*1)	Manufacture of automotive components	Var.	2.3	2.4	(6.7)
GRI Renewable Industries	Manufacture of wind turbine towers and flanges	25.0	(2.4)	(0.2)	1.3
Numit LLC (*5)	Investment in steel processing company	50.0	3.9	1.4	2.5

Lifestyle

Name	Principal Lines of Business	Ownership Interest (%)	Annual Earnings (¥ billion)		
			19/3	20/3	21/3
XINGU AGRI AG	Production and merchandising of agriproducts	100.0	(0.3)	(10.0)	(3.3)
United Grain Corporation of Oregon	Grain merchandising	100.0	1.2	0.3	3.9
Mitsui Sugar Co., Ltd. (*6)	Manufacturing and sales of refined sugar, sugar products, and food ingredients	33.5	2.1	1.2	0.6
FEED ONE Co., Ltd.	Manufacturing and sales of compound foodstuffs	24.9	1.2	1.0	1.1
PRIFOODS Co., Ltd.	Production, processing, and sales of broilers	51.2	1.4	0.9	1.7
Mit-Salmon Chile SpA	Investment in salmon farming, processing, and sales company	100.0	1.4	(0.2)	(2.8)
Domestic food & retail management businesses (*1)	Domestic food & retail management businesses	100.0	5.3	4.4	4.2
WILSEY FOODS, INC.	Processed oil foods business	90.0	3.3	3.9	2.8
Fashion & textile businesses (*1)	Fashion & textile businesses	Var.	1.8	2.4	0.0
IHH Healthcare Berhad	Provider of healthcare services	32.9	1.9	4.9	1.6
PHC Holdings Corporation (*3)	Development, manufacture, and sales of various healthcare equipment and services	21.2	—	—	—
MicroBiopharm Japan Co., Ltd.	Manufacture and sales of medicines and chemicals	80.0	1.2	1.0	0.4
AIM SERVICES CO., LTD.	Contract food services	50.0	2.4	2.4	0.9
Mitsui & Co. Foresight Ltd.	Property management	100.0	0.2	2.4	0.2
UHS PARTNERS, INC.	Investment in healthcare staffing business	100.0	(0.4)	(6.6)	0.2

Affiliated Companies Information

Innovation & Corporate Development

Name	Principal Lines of Business	Ownership Interest (%)	Annual Earnings (¥ billion)		
			19/3	20/3	21/3
Relia, Inc.	Contact center business	35.5	0.9	2.7	2.4
QVC JAPAN INC.	Direct marketing business which is mainly composed of TV shopping	40.0	5.3	5.4	6.4
MITSUI KNOWLEDGE INDUSTRY CO., LTD.	ICT services, consulting, system and network integration	100.0	3.5	4.2	5.1
JA Mitsui Leasing, Ltd.	Leasing and financing business	31.4	3.8	3.9	1.7
Mitsui & Co. Global Logistics, Ltd.	Domestic warehousing businesses and international integrated transportation services	100.0	2.3	2.9	2.4
Mitsui Bussan Commodities Ltd	Trading of energy and basemetal derivatives	100.0	2.9	2.0	4.8
Mitsui & Co. Asset Management Holdings LTD.	Real estate asset management	100.0	1.9	1.9	1.8
SABRE INVESTMENTS, LLC (*3)	Vehicle for investment in a real asset owner and operator in the U.S.	100.0	—	—	—
Mitsui & Co. Real Estate Ltd.	Real estate sales, leasing, and brokerage	100.0	2.6	1.5	2.3
Overseas real estate businesses (*1)	Overseas real estate businesses	Var.	0.6	4.6	0.5

(*1) Combined sum of consolidated earnings of affiliated companies engaged in these businesses.

(*2) Mitsui E&P USA LLC, MOEX North America LLC, and MEP Texas Holdings LLC show income (loss) before income taxes as their investors are its taxable entities.

(*3) Earnings of these companies are not disclosed here due to confidentiality agreements with joint venture partners, or on the grounds that they are listed companies that have not released their operating results yet.

(*4) Mitsui & Co. LNG Investment USA, Inc. shows income (loss) after income taxes for its natural gas liquefaction tolling activities starting from 4Q of the fiscal year ended March 2020.

(*5) Investment has been made into Numit via Game Changer Holdings, but as a result of reorganization in 4Q of the fiscal year ended March 2021, Game Changer Holdings was dissolved. For this reason, the results for Game Changer Holdings up to 3Q of the fiscal year ended March 2021, as well as yearly results for the fiscal years ended March 2020 and March 2019, have been shown under the name of Numit. Further, the business results for Numit are shown before tax, starting from 4Q of the fiscal year ended March 2021, as its investors are its taxable entities.

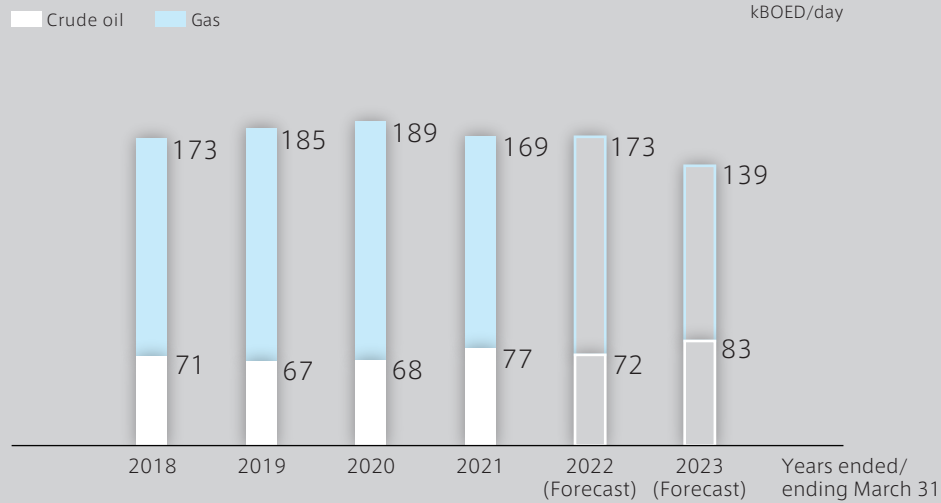
(*6) Mitsui Sugar Co., Ltd. became a wholly owned subsidiary of Mitsui DM Sugar Holding Co., Ltd. with effect from April 1, 2021 as result of its business integration with Dai-Nippon Meiji Sugar Co., Ltd.

(*7) MOEX North America was combined with Mitsui Oil Exploration Co., Ltd. until 3Q of the fiscal year ended March 2021. With effect from 4Q of the fiscal year ended March 2021, a decision was made to disclose it separately.

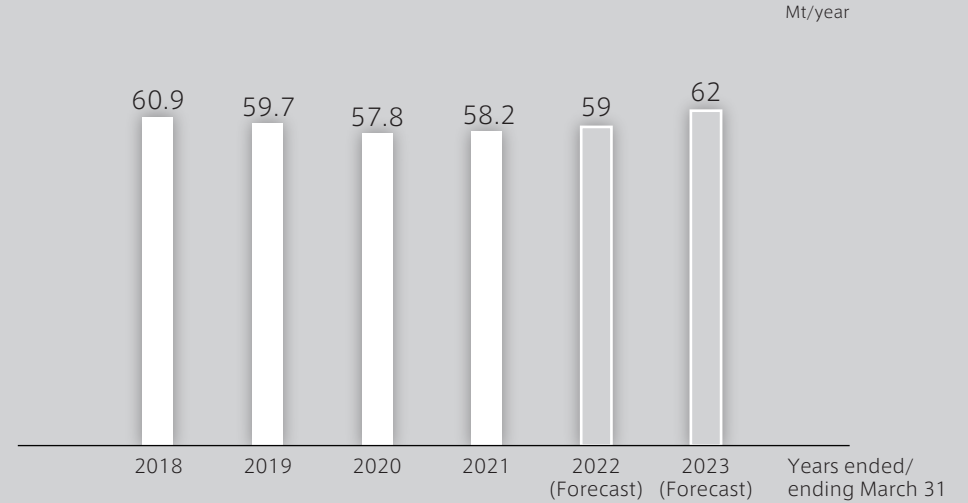
(*8) NIPPON STEEL & SUMIKIN BUSSAN CORPORATION changed its name to NIPPON STEEL TRADING CORPORATION on April 1, 2019.

Equity Share of Production

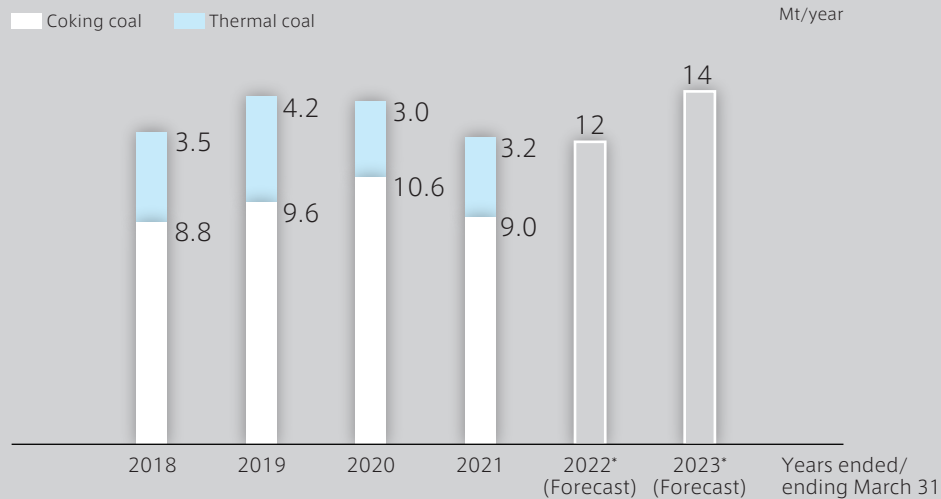
Crude Oil & Gas



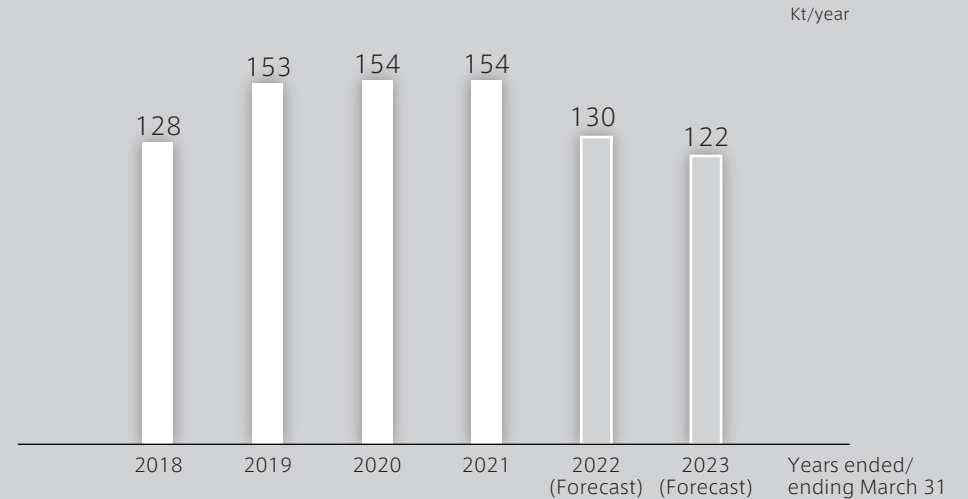
Iron Ore



Coal



Copper



* Total number of coking coal and thermal coal.

Forecasts are as of April 2021.

Major Risk Exposure by Country



Investments, Loans, and Guarantees (As of March 31, 2021)

Country	Investments	Loans	Guarantees	Total	Hedged	Net Position
Japan	1,622.8	13.4	21.1	1,657.3	9.6	1,647.6
U.S.A.	1,026.8	41.3	85.5	1,153.5	-	1,153.5
Australia	1,239.4	1.4	22.6	1,263.4	-	1,263.4
Brazil	855.5	59.2	185.1	1,099.7	75.9	1,023.8
Russia	283.2	17.0	152.9	453.0	-	453.0
Malaysia	387.6	-	11.3	398.9	-	398.9
China	149.7	2.8	4.2	156.7	-	156.7
Chile	202.4	85.7	4.5	292.6	-	292.6
Singapore	116.4	-	31.5	147.9	17.8	130.1
Indonesia	148.8	86.4	9.7	244.8	-	244.8
Mozambique	101.4	-	145.6	246.9	-	246.9
Mexico	99.7	0.4	76.7	176.7	25.3	151.4
Italy	167.3	-	0.0	167.4	-	167.4
Thailand	133.6	2.0	0.4	136.0	-	136.0
United Kingdom	33.3	-	23.0	56.3	-	56.3
India	37.8	8.5	24.2	70.5	1.7	68.8
Netherlands	86.7	0.1	0.7	87.5	-	87.5
Total	6,692.1	318.0	798.9	7,809.1	130.4	7,678.7

Trade Receivables (Year ended March 2021)

Gross	Hedged	Net Position
1,347.3	345.6	1,001.7
177.2	21.4	155.7
41.9	2.9	39.0
25.9	11.6	14.3
7.3	0.1	7.2
13.7	1.8	11.9
200.9	57.4	143.5
25.1	4.6	20.5
128.3	21.2	107.1
26.5	1.4	25.1
0.6	0.0	0.6
13.8	5.9	7.9
21.2	3.9	17.4
43.5	5.6	37.8
117.7	10.8	106.9
32.7	18.9	13.8
14.9	1.3	13.5
2,238.4	514.5	1,724.0

Total Exposure (¥ billion)

Gross Position	Net Position
3,004.6	2,649.3
1,330.7	1,309.2
1,305.2	1,302.4
1,125.6	1,038.0
460.3	460.2
412.6	410.9
357.6	300.1
317.7	313.1
276.2	237.2
271.3	269.9
247.5	247.5
190.5	159.3
188.6	184.7
179.5	173.8
174.0	163.2
103.2	82.6
102.3	101.0
10,047.5	9,402.7

Note: "Hedged" represents the amounts by which credit risk is hedged by means such as third-party guarantees and insurance coverage.
 Note: Figures shown for "Investments" and "Gross" are after the deduction of provisions.

12-Year Financial Data

U.S. GAAP

	2010	2011	2012	2013	2014
Billions of yen					
Consolidated Operating Results (For the Fiscal Year):					
Revenue	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.

12-Year Financial Data

IFRS									Billions of yen	Millions of U.S. dollars
	2014	2015	2016	2017	2018	2019	2020	2021	2021	
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	8,010.2	72,164	
Gross Profit	880.1	845.8	726.6	719.3	790.7	838.5	839.4	811.5	7,311	
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	227.9	2,053	
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	335.5	3,023	
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	12,515.8	112,755	
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	4,570.4	41,175	
Interest-bearing Debt	4,411.1	4,793.9	4,710.5	4,801.6	4,226.9	4,625.5	4,550.5	4,401.5	39,653	
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	3,299.8	29,728	
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	772.7	6,961	
Core Operating Cash Flow	608.9	661.6	471.7	494.8	666.5	570.5	621.9	658.1	5,929	
Net Cash Used in Investing Activities	(659.8)	(386.4)	(408.1)	(353.3)	(248.2)	(719.0)	(185.2)	(322.5)	(2,905)	
Net Cash Provided by (Used in) Financing Activities	(13.2)	(126.2)	(50.5)	(50.3)	(652.3)	127.4	(204.6)	(487.0)	(4,387)	
Free Cash Flow	(210.6)	253.6	178.9	50.9	305.4	(308.3)	341.2	450.2	4,056	
Investments and Loans	—	(715.0)	(600.0)	(635.0)	(560.0)	(930.0)	(420.0)	(445.0)	(4,009)	
Divestitures	—	340.0	190.0	290.0	300.0	230.0	250.0	145.0	1,306	
Net Cash Outflow	—	(375.0)	(410.0)	(345.0)	(260.0)	(700.0)	(170.0)	(300.0)	(2,703)	
Financial Indicators:										
Return on Equity (ROE) (%)	9.7%	7.7%	(2.2%)	8.6%	10.9%	10.1%	9.7%	8.0%		
Return on Assets (ROA) (%)	3.1%	2.6%	(0.7%)	2.7%	3.7%	3.5%	3.3%	2.8%		
Net Debt-to-Equity Ratio (Net DER) (times)	0.83	0.82	0.95	0.88	0.78	0.86	0.91	0.72		
Yen										
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	199.28	1.80	
Diluted	192.21	170.95	(46.54)	171.10	237.50	238.15	225.98	199.18	1.79	
Cash Dividends	59	64	64	55	70	80	80	85	0.77	
Consolidated Dividend Payout Ratio (%)	30.7%	37.4%	—	32.1%	29.5%	33.6%	35.4%	42.7%	42.7%	
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	2,739.28	24.68	
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	2,302.2		
Price Earnings Ratio (PER) (times)	7.59	9.43	—	9.42	7.67	7.21	6.65	11.55		
Price Book-Value Ratio (PBR) (times)	0.69	0.70	0.69	0.76	0.80	0.70	0.67	0.84		

Notes: 1. The consolidated dividend payout ratio for 2016 was omitted due to a loss.

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

3. 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.

4. The U.S. dollar amounts, except cash dividends, represent translations of the Japanese yen amounts at the rate of ¥111.00=U.S.\$1, the approximate rate of exchange on March 31, 2021.

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

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

7. The revenue of certain transactions has been revised to be presented as gross amounts, beginning with the fiscal year ended March 31, 2021. However, figures for prior years have not been retroactively revised to reflect this change.

Investor Information (As of March 31, 2021)

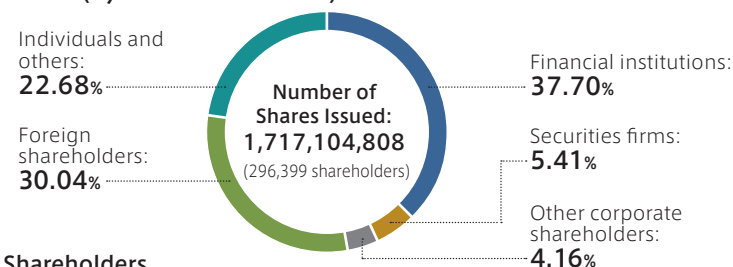
Securities Identification Code	8031
Stock Exchange Listings	Tokyo, Nagoya, Sapporo, Fukuoka
Fiscal Year	From April 1 to March 31
General Shareholders' Meeting	June
Administrator of the Register of Shareholders	4-1, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-8233 Sumitomo Mitsui Trust Bank, Limited
Contact 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	Symbol: MITSY CUSIP Number: 606827202 Exchange: OTC (Over-the-Counter) Ratio: 1 ADR = 20 common shares
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) Email: citibank@shareholders-online.com URL: www.citi.com/adr
Number of Shareholders	296,399 shareholders
Number of Shares Issued	1,717,104,808 shares (including 44,702,359 treasury shares)
Number of Shares Authorized	2,500,000,000 shares

Major Shareholders (Ten Largest Shareholders)

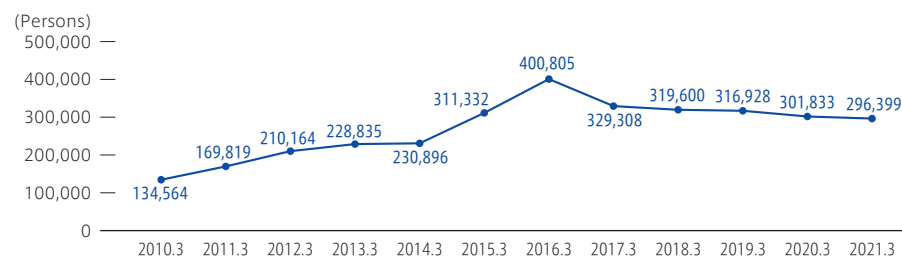
Shareholder	Equity in Mitsui	
	Number of shares held (thousands)	Percentage of common stock issued (%)
The Master Trust Bank of Japan, Ltd. (trust account)	173,920	10.39
Custody Bank of Japan, Ltd. (trust account)	100,628	6.01
BNYM AS AGT/CLTS NON TREATY JASDEC	91,493	5.47
Nippon Life Insurance Company	35,070	2.09
Sumitomo Mitsui Banking Corporation	25,667	1.53
STATE STREET BANK WEST CLIENT - TREATY 505234	24,523	1.46
Custody Bank of Japan, Ltd. (trust account 5)	24,520	1.46
JPMorgan Securities Japan Co., Ltd.	21,840	1.30
Custody Bank of Japan, Ltd. (trust account 6)	21,735	1.29
Custody Bank of Japan, Ltd. (trust account 7)	21,647	1.29

Notes: 1. In addition to the shares listed above, the Company holds treasury stock of 44,702,000 shares. The percentage of common stock issued is calculated excluding treasury stock.
2. The number of shares is rounded down to the nearest thousand.
3. Percentage of common stock issued is rounded down to two decimal places.

Share Distribution (by Shareholder Status)



Number of Shareholders



Company Information (As of March 31, 2021)

Trade Name	MITSUI & CO., LTD.
Date of Establishment	July 25, 1947
Common Stock	¥342,080,092,006
Number of Employees	The Company and subsidiaries: 44,509 Non-consolidated: 5,587
Number of Affiliated Companies for Consolidation:	Subsidiaries: 77 in Japan, 203 overseas Equity accounted investees: 48 in Japan, 186 overseas
Address	2-1, Otemachi 1-chome, Chiyoda-ku, Tokyo 100-8631, Japan Tel: 81 (3) 3285-1111 URL: https://www.mitsui.com/jp/en/



Company | Organization
<https://www.mitsui.com/jp/en/company/outline/organization/index.html>

Links to reports and other documents published by Mitsui & Co., Ltd.

[Annual Securities Report](#)

[Sustainability Website](#)

[Corporate Governance Report](#)

[Corporate Brochure](#)

[Notice of the Ordinary General Meeting of Shareholders](#)

Editorial Policy

The integrated reports we have published to date have conveyed the attractiveness of the Mitsui Group from various angles. Integrated Report 2021 is our fourth publication in this series, and we endeavored to advance its usefulness as a communications tool by diving deeper into what makes the Mitsui Group attractive, while also taking a systematic approach to explaining our strategies to improve Mitsui's corporate value sustainably over the long term. We hope that this report can help further an understanding of the Mitsui Group's long-term competitive advantages in a rapidly changing business environment.

Cautionary Note on Forward-Looking Statements

This report 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 known or unknown risks, uncertainties, and other factors could lead to outcomes that differ materially from those presented in such forward-looking statements. These risks, uncertainties, and other factors referred to above include, but are not limited to, those contained in Mitsui's latest Annual Securities Report and Quarterly Securities Report, and Mitsui undertakes no obligation to publicly update or revise any forward-looking statements.

This integrated report was completed with reference to the following guidelines

- GRI (Global Reporting Initiative), Sustainability Reporting Standard
- ISO 26000 (Guidance on social responsibility)
- IIRC (International Integrated Reporting Council), International Integrated Reporting Framework
- Ministry of Economy, Trade and Industry, Japan, Guidance for Collaborative Value Creation

