



Retail & Services

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Food & Retail Management

Business environment

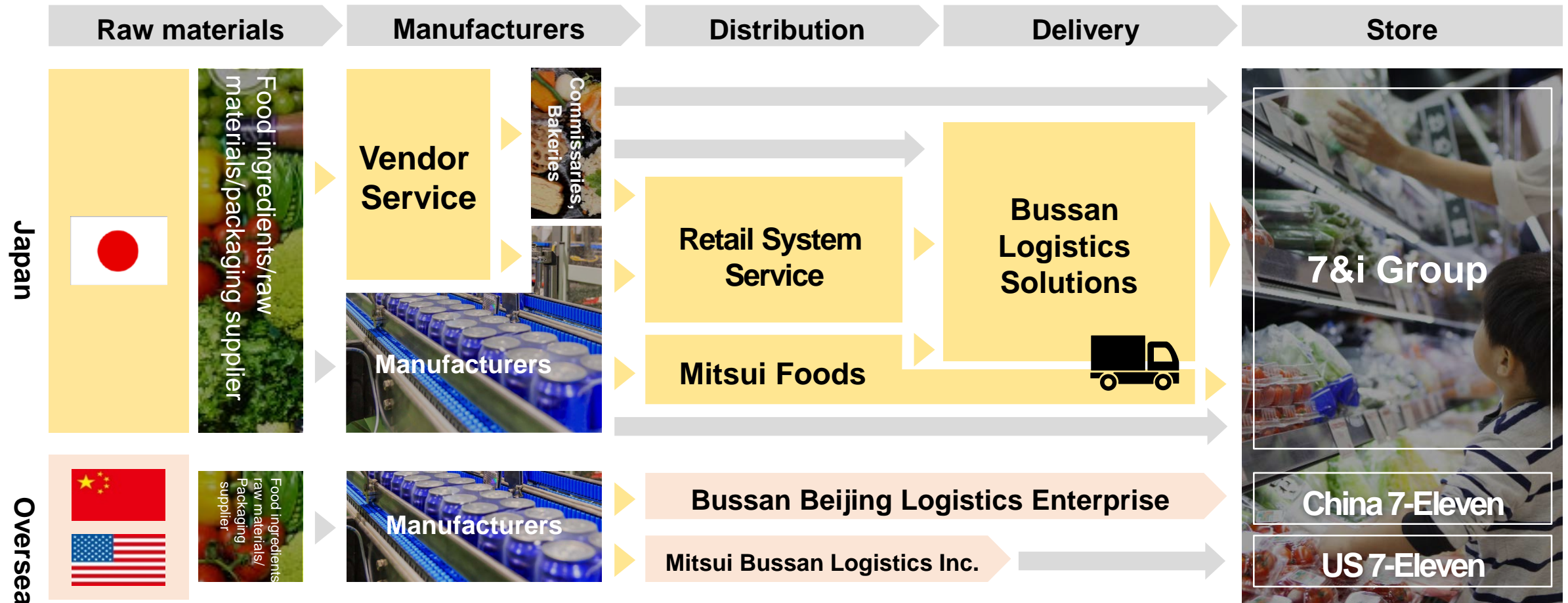


Shifting trends in people's eating habits and how they use their time

Shift in preference from home cooking to prepared foods

Shift in focus from material possessions to experiences

Mitsui's strengths Retail Support function to 7&i Group



Mitsui's strengths Retail Support function to 7&i Group



Mitsui's strengths

Unique resources owned in each field

Raw materials

Manufacturers

Distribution

Delivery

Store

Upstream

■ **Ventura Foods:**

Positioned as developed market industry's biggest player

■ **GCPPL:**

Positioned as bridge to Asian growth markets



Midstream

■ **Midstream assets:**

Retail support business for 7&i

■ **Customer assets:**

Close relationship spanning many years



Downstream

■ **New Nine:**

CVS in Asia growth market

■ **Eataly Asia Pacific:**

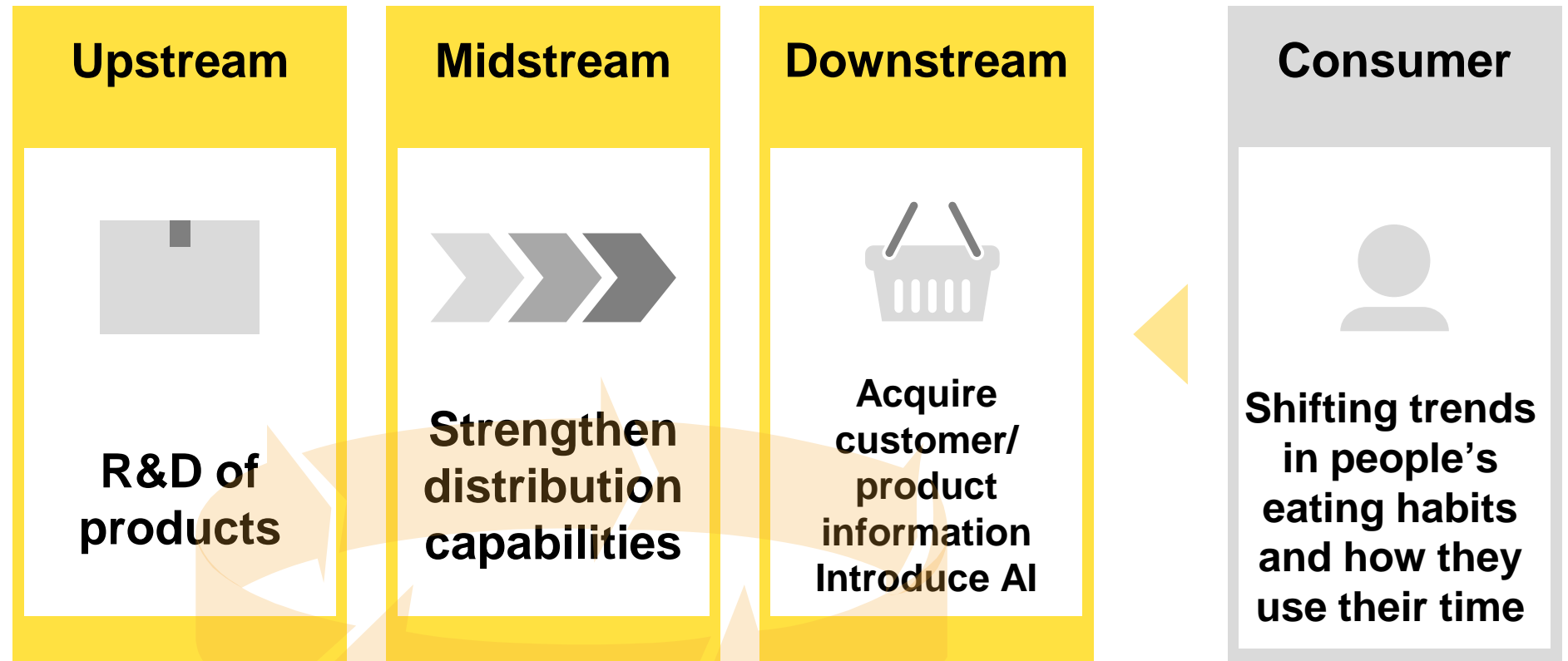
Unique retail business in developed markets





Growth strategy

Adapt to shifting trends in people's needs





Growth strategy

Adapt to shifting trends in people's needs

Upstream



Manufacturer position in food products "for food service business use" and in prepared foods

Midstream



Temperature-controlled distribution

Downstream



Expansion of retail business
Digitalization

Consumer



Shifting trends in people's eating habits and how they use their time



Joint task force with 7&i Group



ICT business

Business Environment Change in ICT area around retail business

Large increases in volume of data and data gathering methods such as video, sensor information

Advances in technological innovation for data gathering, storage and analysis

Business Environment Change in ICT area around retail business

Advances in

ge increases in volume of data

technological innovation fo

nd data gather

Bringing major changes

data gathering,

to retailers with digital technology

storage and analysis

Mitsui's strengths and growth strategy

Retail support business

- Adopt advanced technology in Japan, through investment in companies specializing in data accumulation, analysis and utilization
- Establish operating companies that implements next-generation marketing at real retail sites



▲ A shopping cart installed with a tablet device

Leverage our comprehensive business strengths to 7&i group through task force with Food & Retail Management Business Unit



Mitsui's strengths and growth strategy

Media commerce business

- Know-how, experience gained through TV shopping business over many years
- Capture active demand from middle class in emerging countries



▲ Naaptol Online Shopping

Leverage TV shopping experience to participate in diversifying EC business



Media
commerce



Alternative asset management service

Four services provided by Corporate Development Business Unit

Alternative asset management

Corporate value improvement

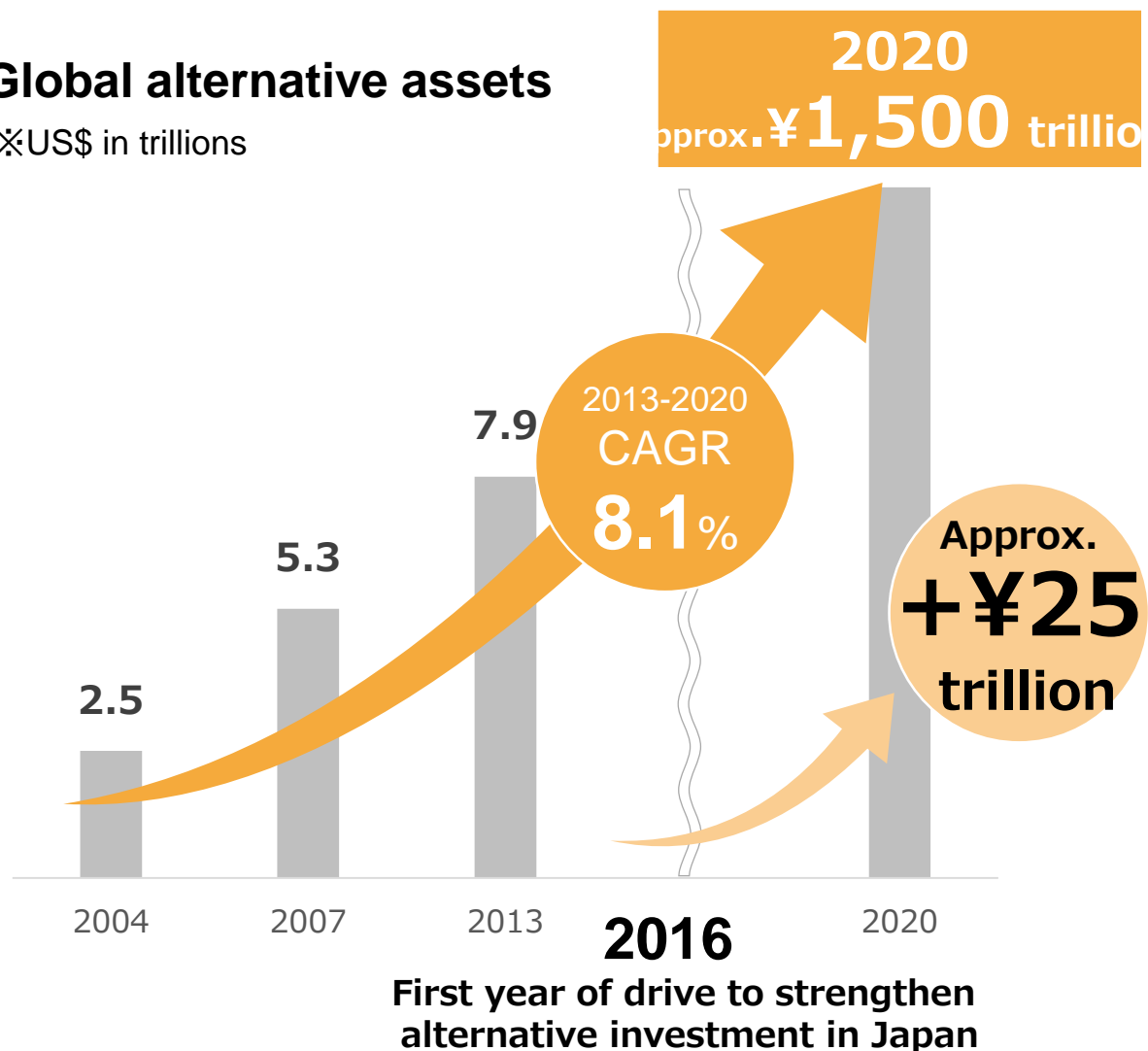
Commodity Derivatives

Consumer goods, logistics

Business environment

Global alternative assets

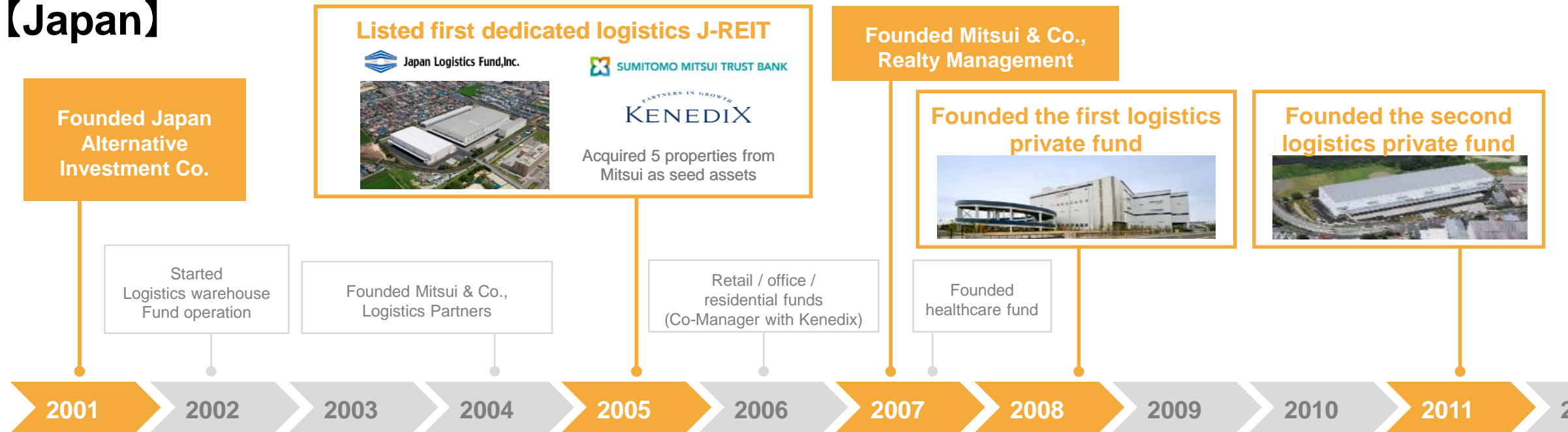
※US\$ in trillions



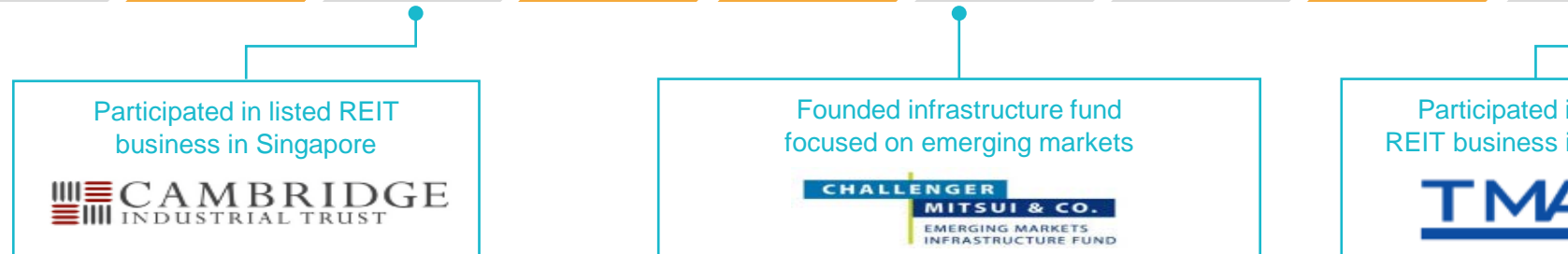
- **Global alternative asset under management (AuM) is forecast to grow at a rate of 8% per year until 2020**
- **Under the difficult investment management environment stemming from long-running low-interest-rate, needs for investment in alternative asset become obvious**

Mitsui's strength Long history of hands-on alternative asset management service

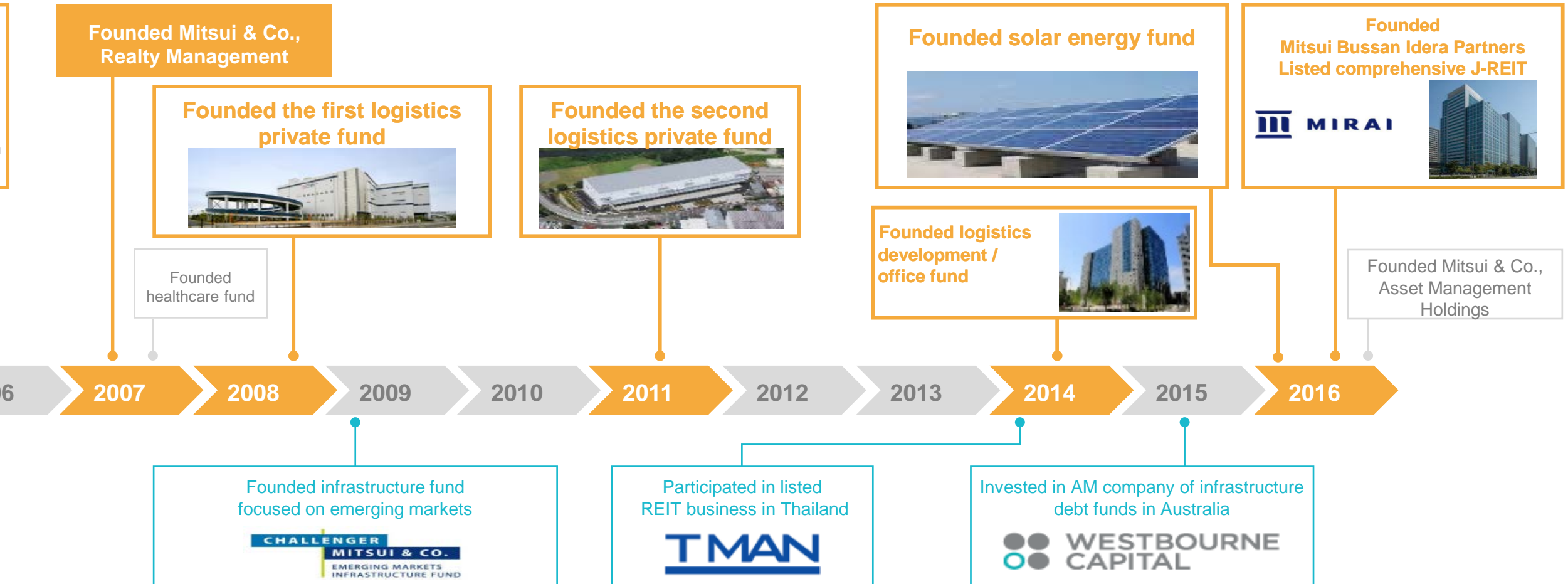
【Japan】



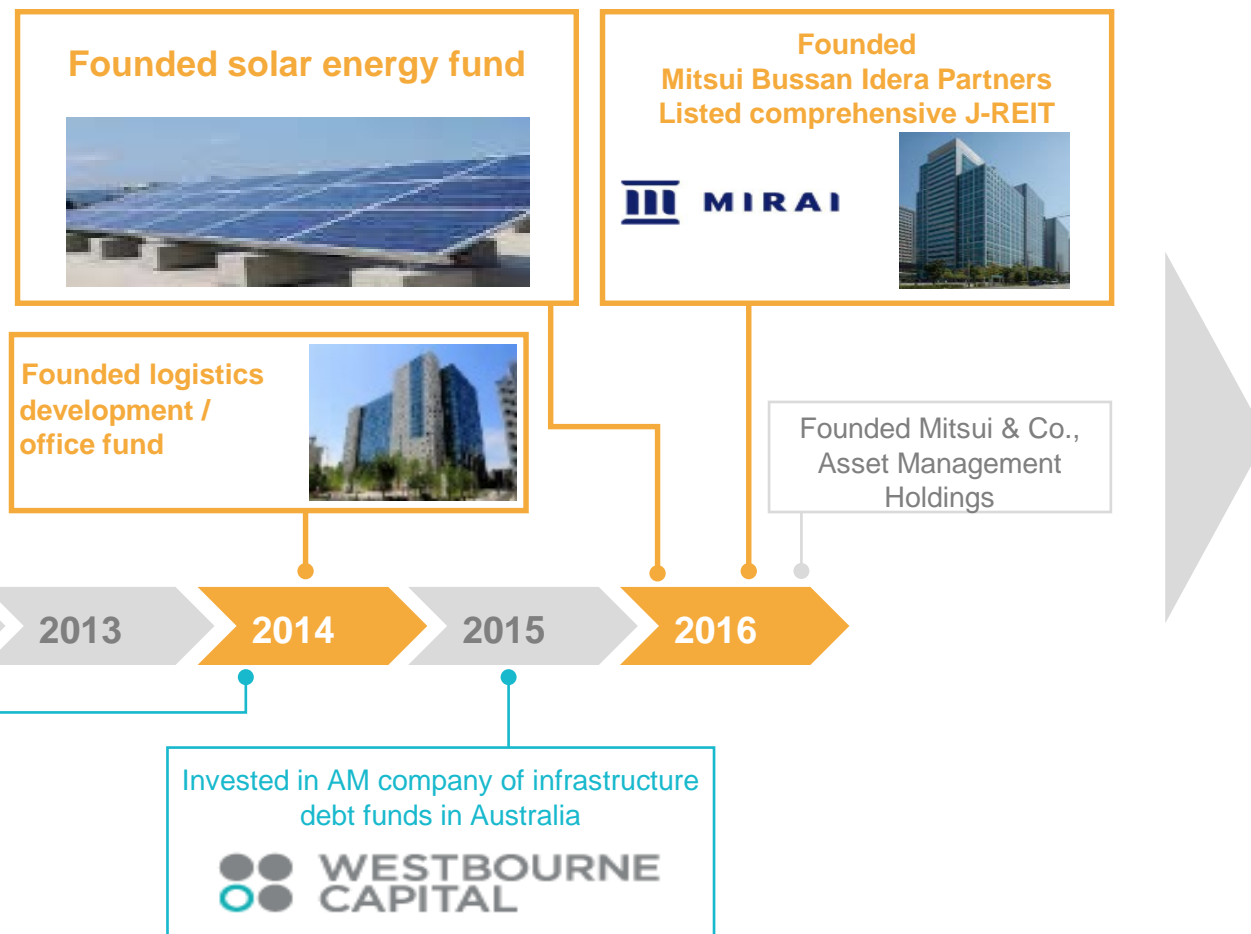
【Overseas】



Mitsui's strength Long history of hands-on alternative asset management service



Mitsui's strength Long history of hands-on alternative asset management service



Domestic real estate
assets under management (AuM)
including both public and private offering

¥ 330.0bn

(As of end of March 2017)



Alternative
asset
management
service

Initiatives

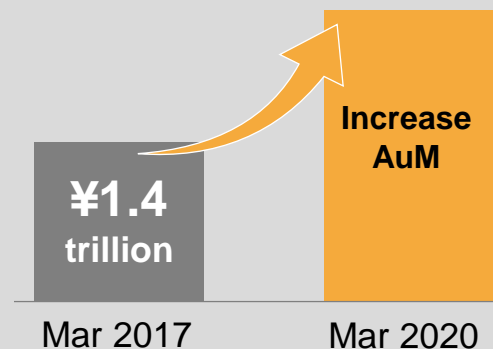
Increase balance of assets under management

- CIM Group, LLC

20% share

- New Ocean Capital Management

15% share



Enhance sales capabilities to domestic investors

- Mitsui & Co. Alternative I

Enhance capital strength

Providing attractive alternative investment management services