

# Part 2

# Core areas

- Mineral & Metal Resources
- Energy
- Machinery & Infrastructure
- Chemicals



# Mineral & Metal Resources

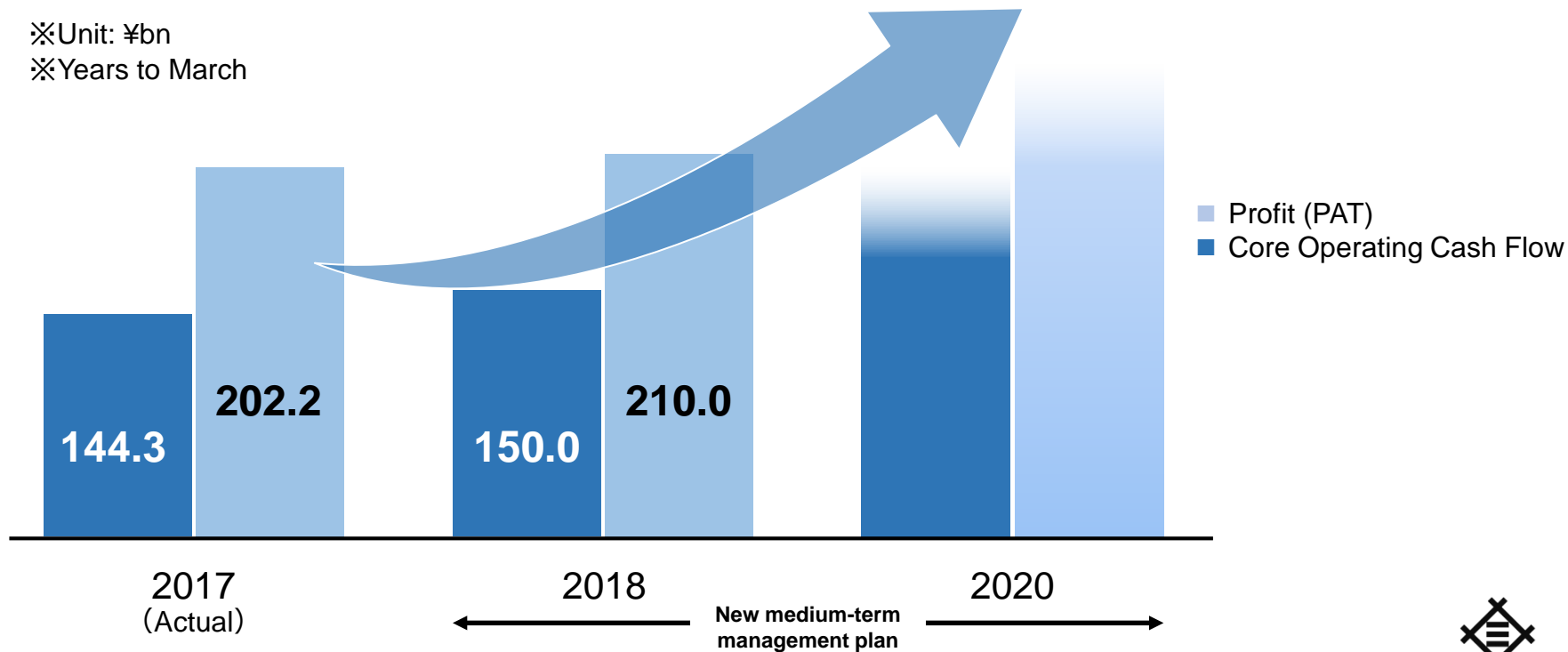
## **Shinichiro Omachi**

Mineral & Metal Resources Business Unit

## Quantitative Targets Profit (PAT) / Core Operating Cash Flow

※Unit: ¥bn


※Years to March



## Business Environment



**Commodities  
supercycle  
lapsed**



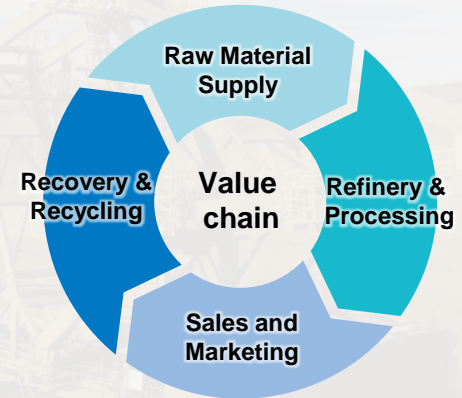
**Increasing  
environmental  
awareness**



**Necessary  
resources  
in the mid-  
long term**

## Base Strategy

- 1** Secure competitive resources and contribute to stable supply
- 2** Fulfill the needs of customers and partners
- 3** Pursue balanced business between economic growth and environmental conservation



## Focus Areas

Iron Ore

Coal

Copper

Scrap,  
Ferroalloys

New Metals,  
Aluminum

- Solid trade record of business implementation
- Synergies through investment and trading

Value creation through  
comprehensive business  
strengths

Engagements in  
the growth domain

### Major Projects and Year of Participation

- 1962: Dawson (Australia, Coal)
- 1965: Robe River (Australia, Iron Ore)
- 1967: Mt. Newman (Australia, Iron Ore)
- 1996: Collahuasi (Chile, Copper)
- 2002: Coral Bay (Philippines, Nickel)
- 2003: Valepar (Vale) (Brazil, Iron Ore)
- 2007: Sims (Australia, Recycling)
- 2010: Taganito (Philippines, Nickel)
- 2010: Caserones (Chile, Copper)
- 2012: Anglo American Sur (Chile, Copper)
- 2017: Moatize (Mozambique, Coal)

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## Commodity-wise Initiatives



Iron Ore

© Dario Zalis / Vale



Coal



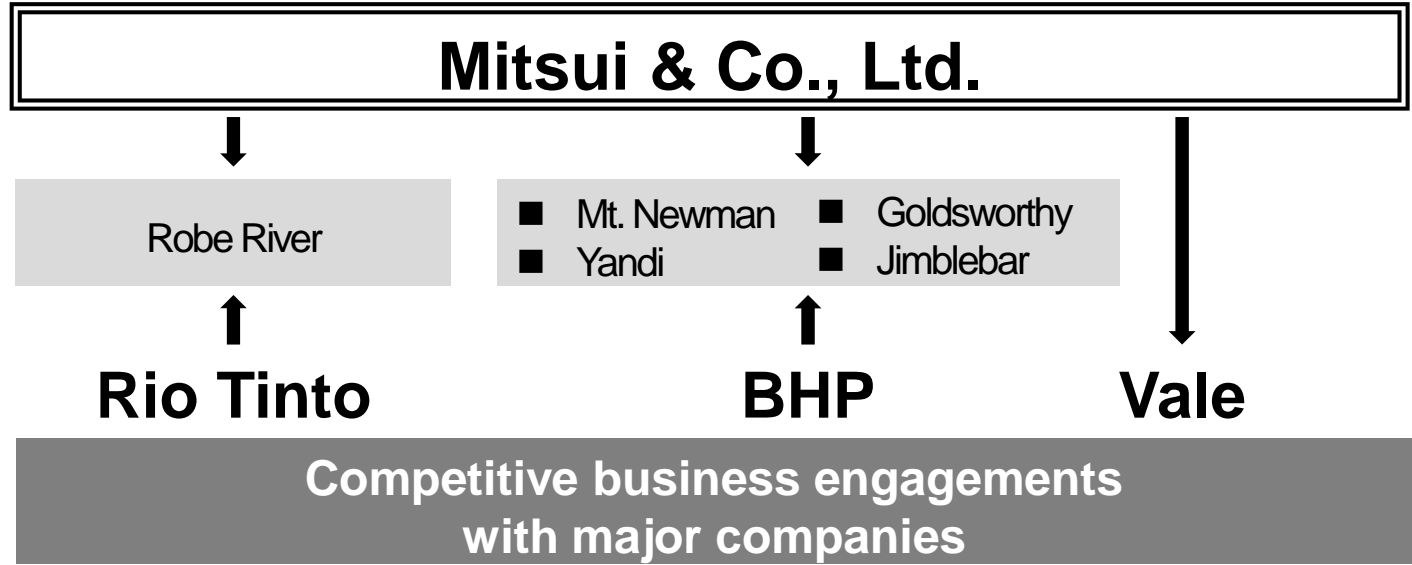
Copper

© Dario Zafis / Vale



Iron Ore

## Initiative 1 Enhancing further our business strength



**Enhancing the trinity of production volume, reserves, and cost competitiveness**





**Coal**

## Initiative 2 Fruition of new projects

**Mozambique**

**Coal mine**

**Moatize**

Abundance of reserves, High-quality, Cost-competitiveness



**Infrastructure**

**Nacala**

Stable revenue base  
Expansion potential



**Strategic partner**

**Vale**

**Integrated business of Coal mine and infrastructure development**

**Establish new revenue pillar, contribute to national development**

**Australia**

**MCH / BMC** High-quality, Cost-competitiveness

**Enhancing asset portfolio**

## Initiative 3 Enhancing our existing projects

### Collahuasi

Enhancing further  
our superior assets

### Anglo American Sur

Improving  
competitiveness through  
replenishing reserves

### Caserones

Enhancing value  
through operational  
improvement



**Strengthening our existing projects through  
operational improvement and cost reduction**



Copper

A photograph of a worker in a blue hard hat, orange safety vest, and yellow gloves, holding a white document. The background is a blurred industrial site.



Energy

**Hiroyuki Tsurugi**

Energy Business Unit I

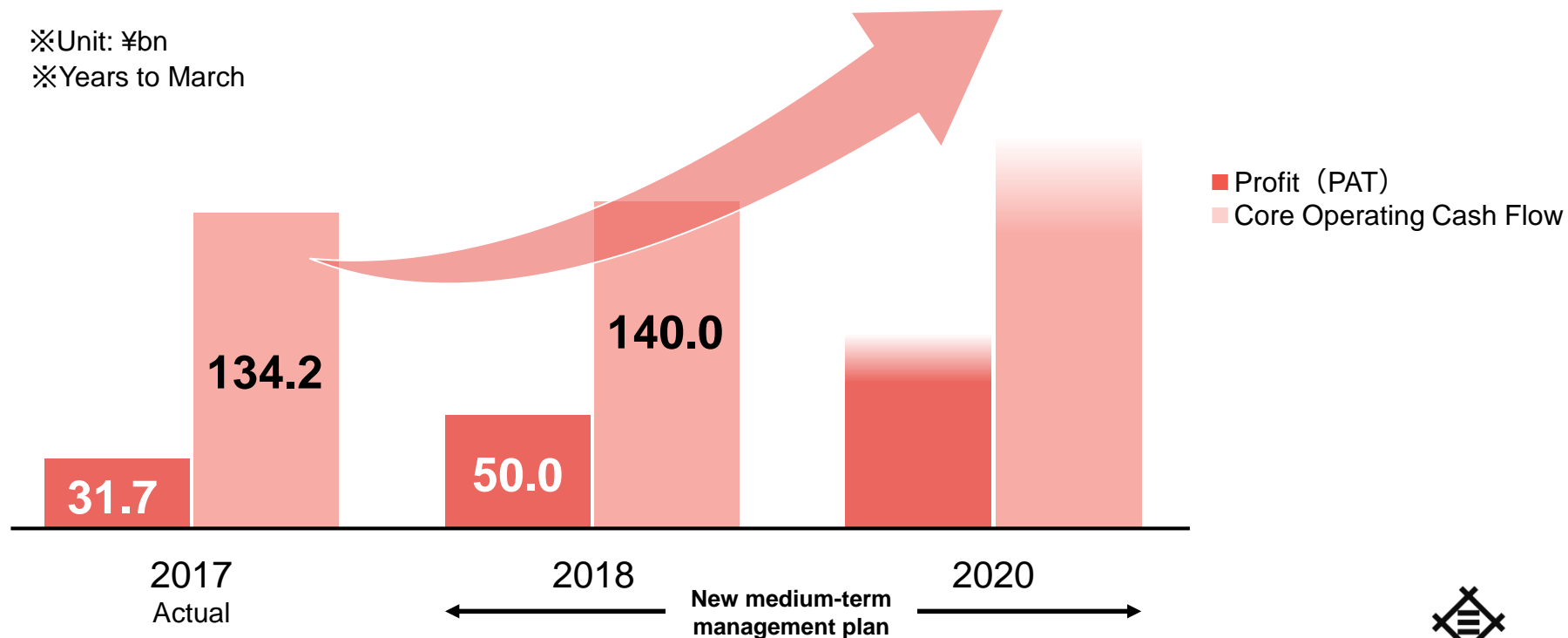
**Hirotatsu Fujiwara**

Energy Business Unit II

## Quantitative targets Profit (PAT) / Core Operating Cash Flow

※Unit: ¥bn

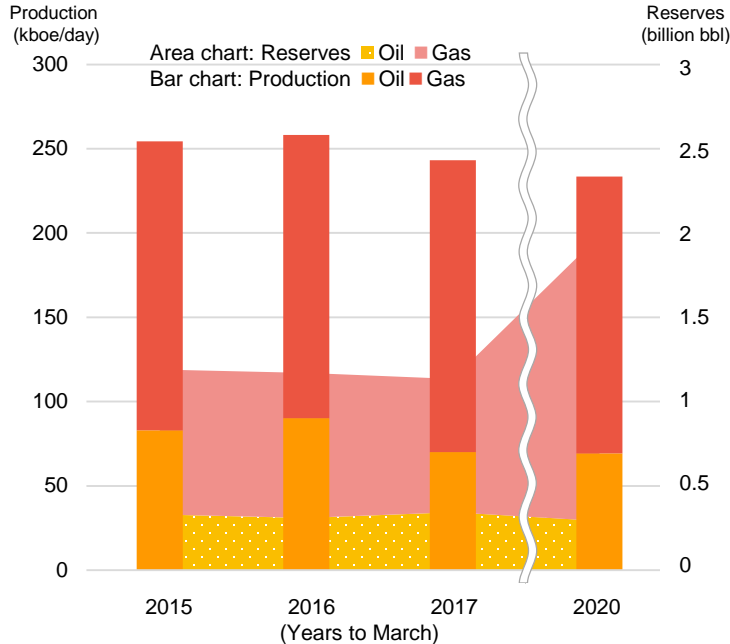
※Years to March



# Mitsui's Strengths Oil and Gas production volume; Reserves; LNG production capacity

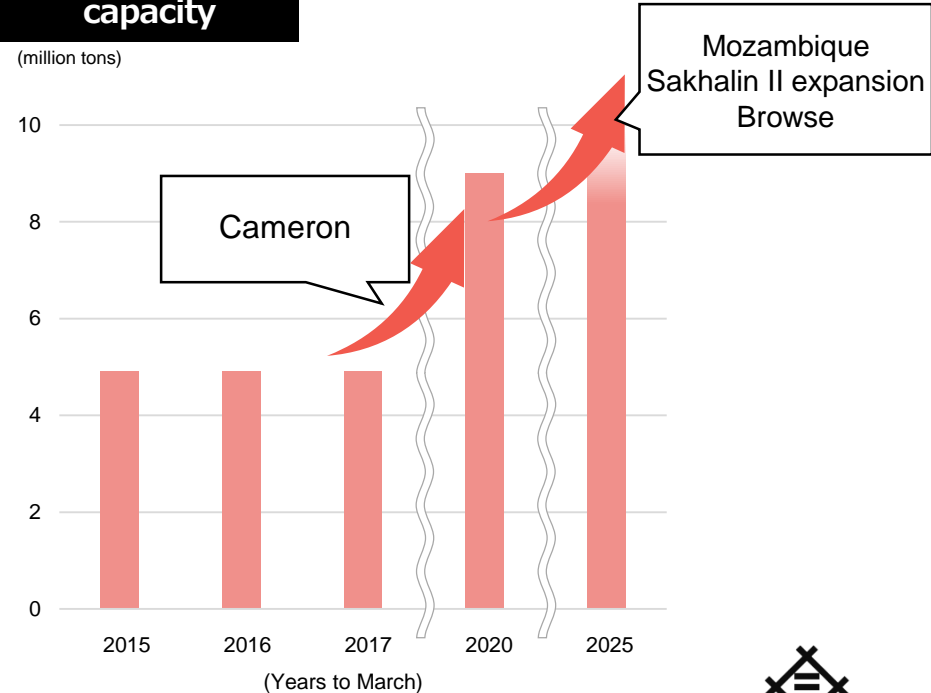
## Production volume; Reserves

\*Reserves are for post-FID projects only



## LNG production capacity

(million tons)



## Business environment

Energy demand will increase along with economic and population growth; Society will demand cleaner supplies

Core primary energy

Fossil fuels  
(Oil, Natural gas)

Towards a low carbon society

Natural gas  
Non-fossil fuels  
(Renewable energy)

## Basic strategy

**1**

**Establish a competitive asset portfolio**

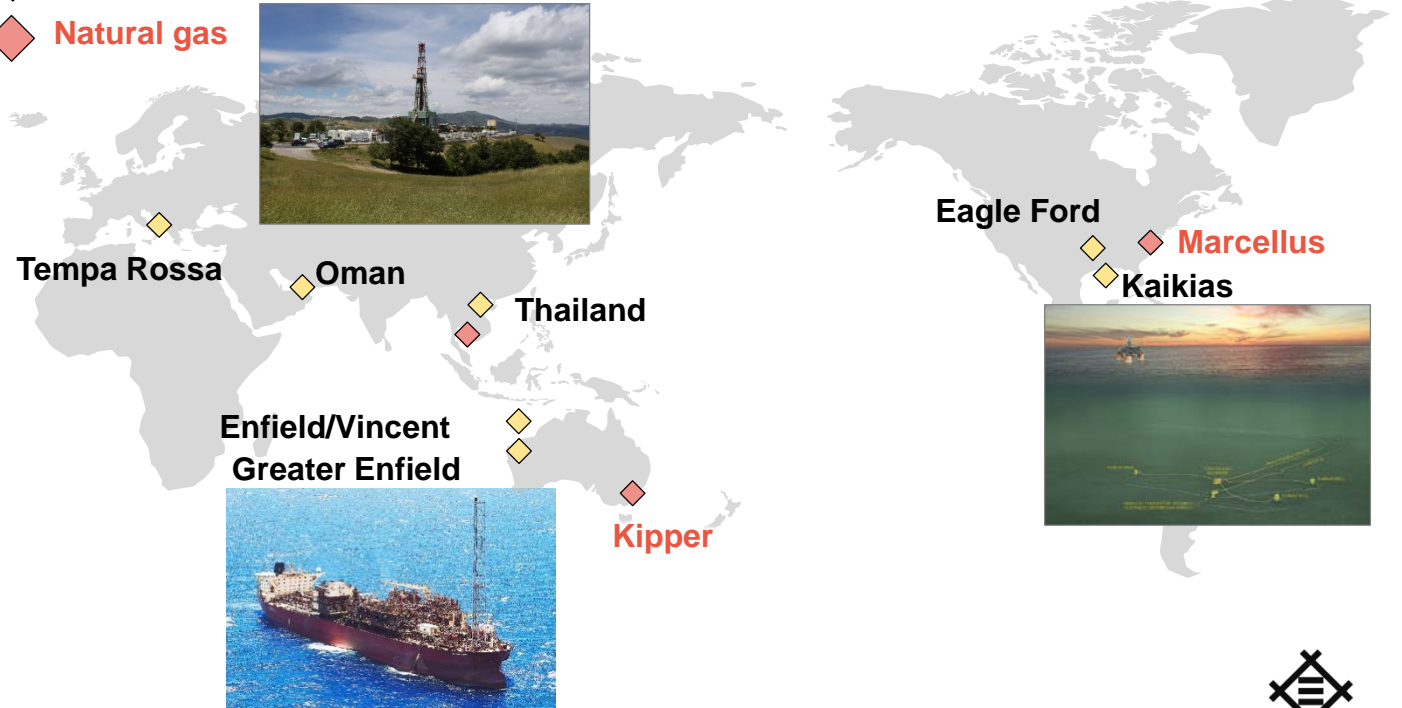
**2**

**Expand a mid/downstream Energy Value Chain using Mitsui's capabilities**



# E&P Establish a competitive portfolio of upstream assets

-  Oil
-  Natural gas







## LNG Establish a competitive LNG portfolio

### ■ LNG projects (Mitsui involvement)



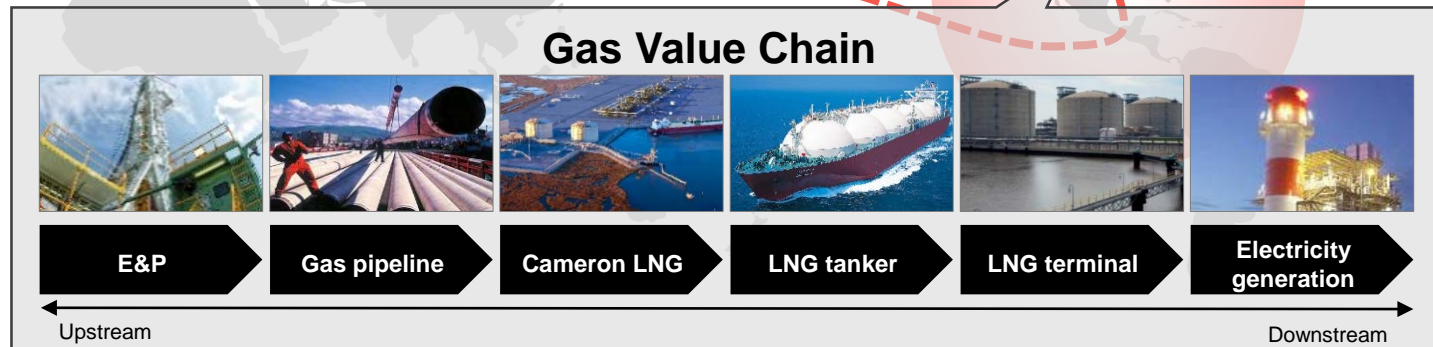
# Expand Energy Value Chain



Energy Value Chain

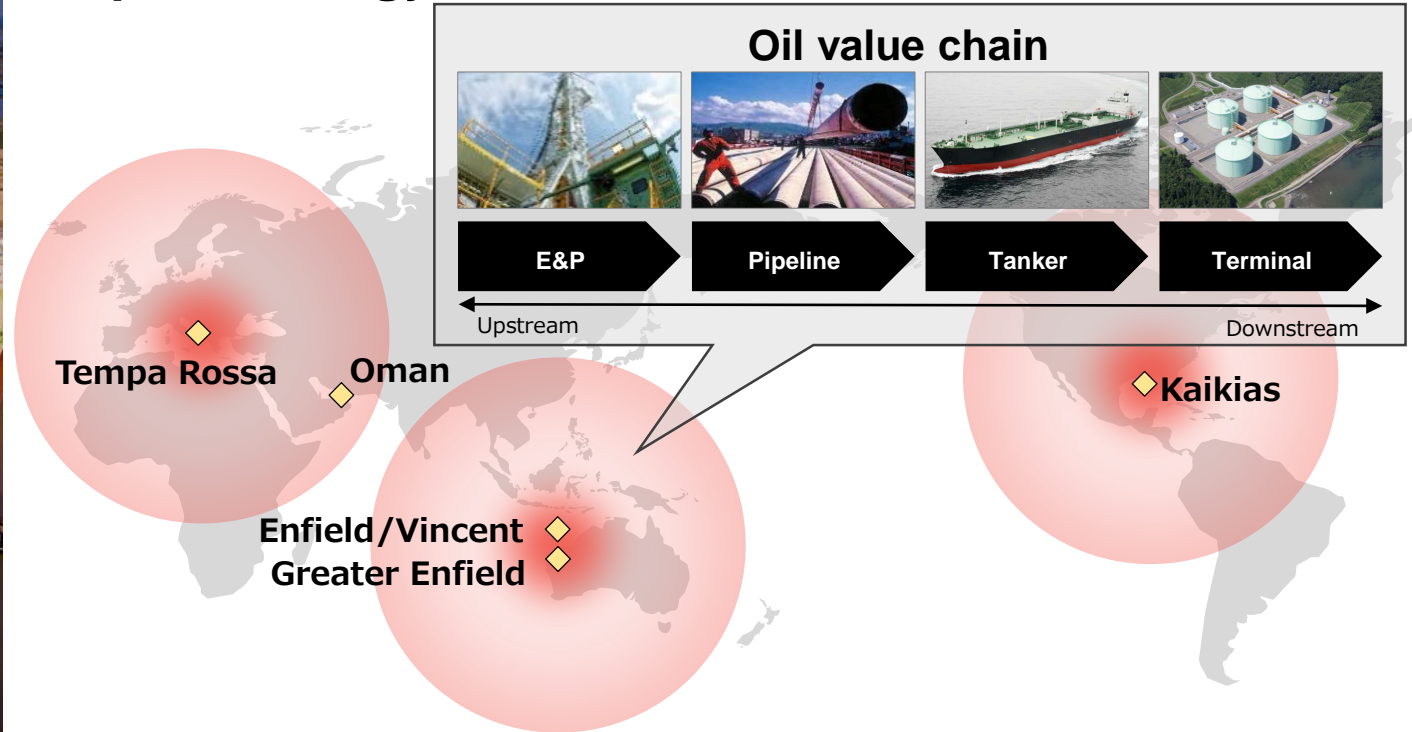


Marcellus  
Cameron

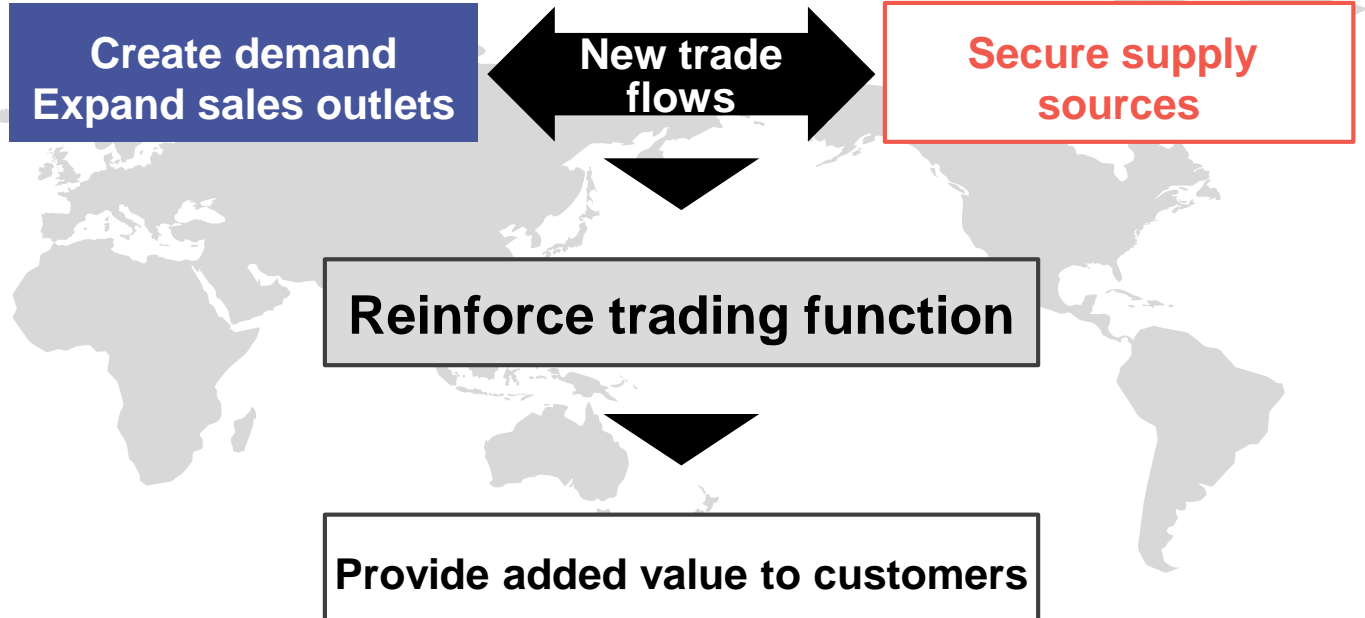




## Expand Energy Value Chain



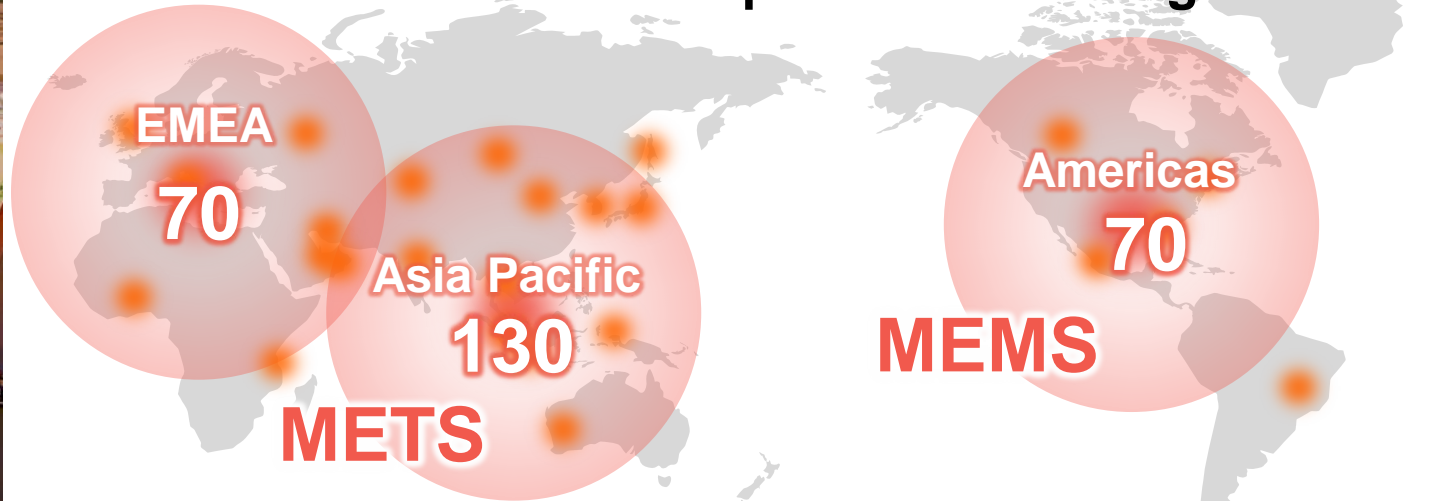
## Expand Energy Value Chain





## Global business development

### Proactive business development and management



Create cross-functional business opportunities

## Global business development



## Utilizing Mitsui's global human resources



**Promoting  
optimal staff**

**Nurturing and  
realizing the  
potential of  
professionals**

**Strengthening  
the individual**



# Machinery & Infrastructure

**Yoshio Kometani**

Infrastructure Projects Business Unit

**Shingo Sato**

Integrated Transportation Systems Business Unit I



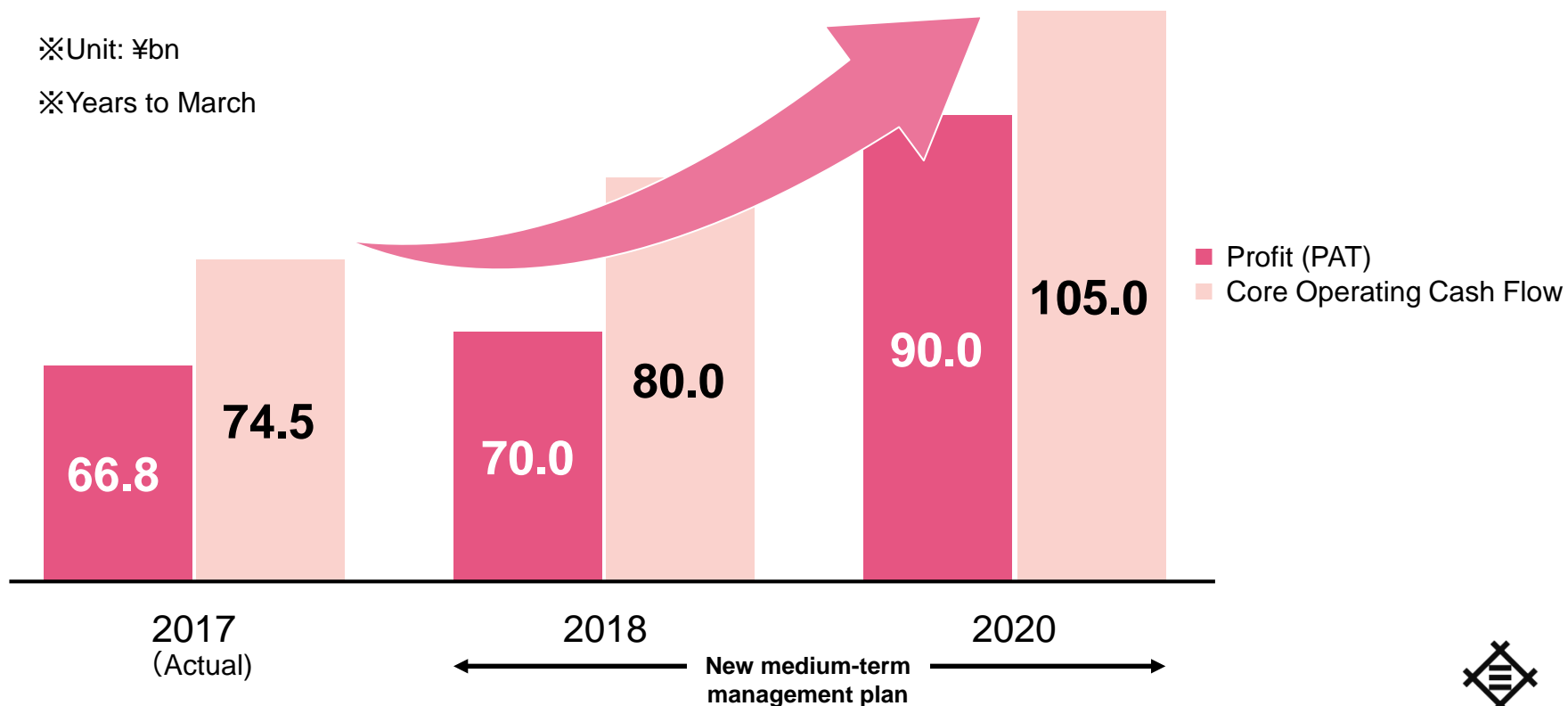


# Machinery & Infrastructure Segment

## Quantitative Targets Profit (PAT) / Core Operating Cash Flow

※Unit: ¥bn

※Years to March





# Infrastructure Projects Business Unit

## Core businesses: Highlights

### Power

Balanced portfolio of  
10 GW of power generation  
Capacity in 21 countries

### Offshore oil & gas Infrastructure

MODEC collaboration  
5 countries  
16 FPSO vessels  
2 million bbd production

### Gas distribution

Brazil: approx. 3 million m<sup>3</sup>/d  
capacity (roughly 50%  
of domestic supply total)

## Business environment

# Infrastructure Projects Business Unit - Major changes in business environment -

- Shift to **low-carbon society** as climate change awareness grows
- **Low oil prices** associated with end of resources supercycle
- Shift in industrial structures due to **tech revolution, digitalization**

## Basic strategy

1

**Reinforce earnings  
base**

2

**Strategic  
recycling**

3

**Entry into  
new fields**

**Power**

**Generation(thermal, RE)**

Retail, Next generation (storage, VPPs, EVs, etc.)

**Hydrocarbons**

**Gas distribution** , **Offshore energy** , Gas value chain

**Logistics**

Port terminals; Airports

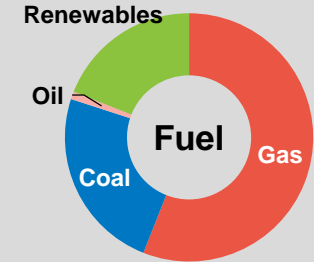
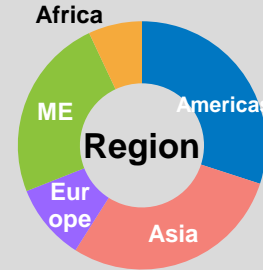
**New fields/ Global  
environment**

Resources-Infrastructure unified development; Smart Cities;  
Water businesses

## Initiative 1 Power

### Strengths

- Approx. 10GW capacity
- Portfolio well-balanced in terms of fuel geography
- Operatorship



### Growth initiatives

- Enhance asset values (operational improvement; Use digital technology such as IoT / AI)
- Accelerate cycle from development to sale (Pursue Develop and Sell model)
- Enhance portfolio with ESG awareness (expand RE\* business)

\*RE: Renewable Energy

## Initiative 2 Offshore oil & gas infrastructure

### Strengths

- Strong collaborative framework with MODEC
- Abundant project achievements for Petrobras (Brazil)
- Stable earnings from 16 FPSO\*/FSO

### Growth initiatives

- Raise operating rates, lower costs
- Win new orders for FPSO
- Extend offshore energy domains (subsea\* business, etc.)

\*FPSO: Floating Production, Storage & Offloading System

\*Subsea business: Service business for subsea oil and gas production equipment





## Initiative 3 Gas distribution

### Strengths

- Strategic partnership with Petrobras
- Approx. 50% share of gas distribution volume in Brazil (expansion into 19 of 26 states)



Gas  
distribution

### Growth initiatives

- Improve earnings capability through business efficiency
- Pursue attractive opportunities for horizontal development to expand revenue base
- Take liberalization as opportunity to develop peripheral businesses



# Integrated Transportation Systems Business Units I and II

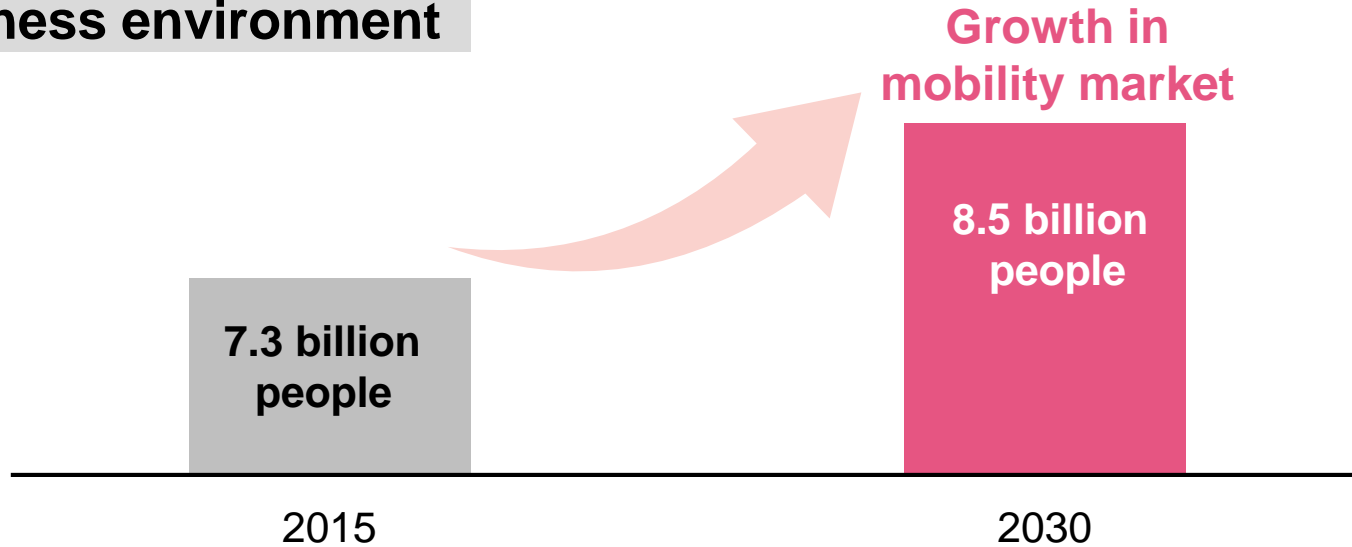
## Strengths

**Broad business domain  
- First-rate partners -**



# Develop and expand business domains

## Business environment



- **Suppression of global warming**
- **Need for safe and dependable transportation**
- **Shift in industrial structure to raise economic efficiency**

## Basic strategy

1

**Sustained expansion of revenue base**

2

**Business lifecycle management**

## Action Plan

**Thoroughly strengthen existing businesses, bolt-on investments**

Automotive (OEM business, Penske, etc.)

Construction (Komatsu, etc.)

Transportation (cargo / passenger transportation, locomotive/wagon lease)

Ships (trading of commercial ships, LNG ships, etc.)

Aircraft (aircraft/engine lease business, etc.)

**Enter new growth frontiers**

Technological innovation, sharing economy, robotics, station business etc.

Collaboration with third-party capital

New Business Strategy Office/  
Cross-functional innovation function



## Approach 1 Bolster earnings base of existing businesses (automotive)

### Core business

OEM (automotive)



### Enhance value

by leading entry into promising new markets, and so forth

### Growth measures

#### Together with Penske Automotive Group (PAG) as International Transportation Services Company

- Made a first investment in PAG in 2001 (currently holds 18.1%)
- Became a limited partner in Penske Truck Leasing (PTL) in 2015 (currently holds 20%)
- Provide full-service truck leasing, truck rental and logistics business through 3,000 points of sale and more than 700 service points in North America



## **Approach 2 Bolster earnings base of existing businesses (railways)**

**Lease**

**Mitsui Rail Capital  
(Europe, U.S., Brazil, etc.)**

**Freight**

**VLI (Brazil)  
DFC (India)**

**Passenger**

**East Anglia (UK)**



# Chemicals

## **Kenichi Hori**

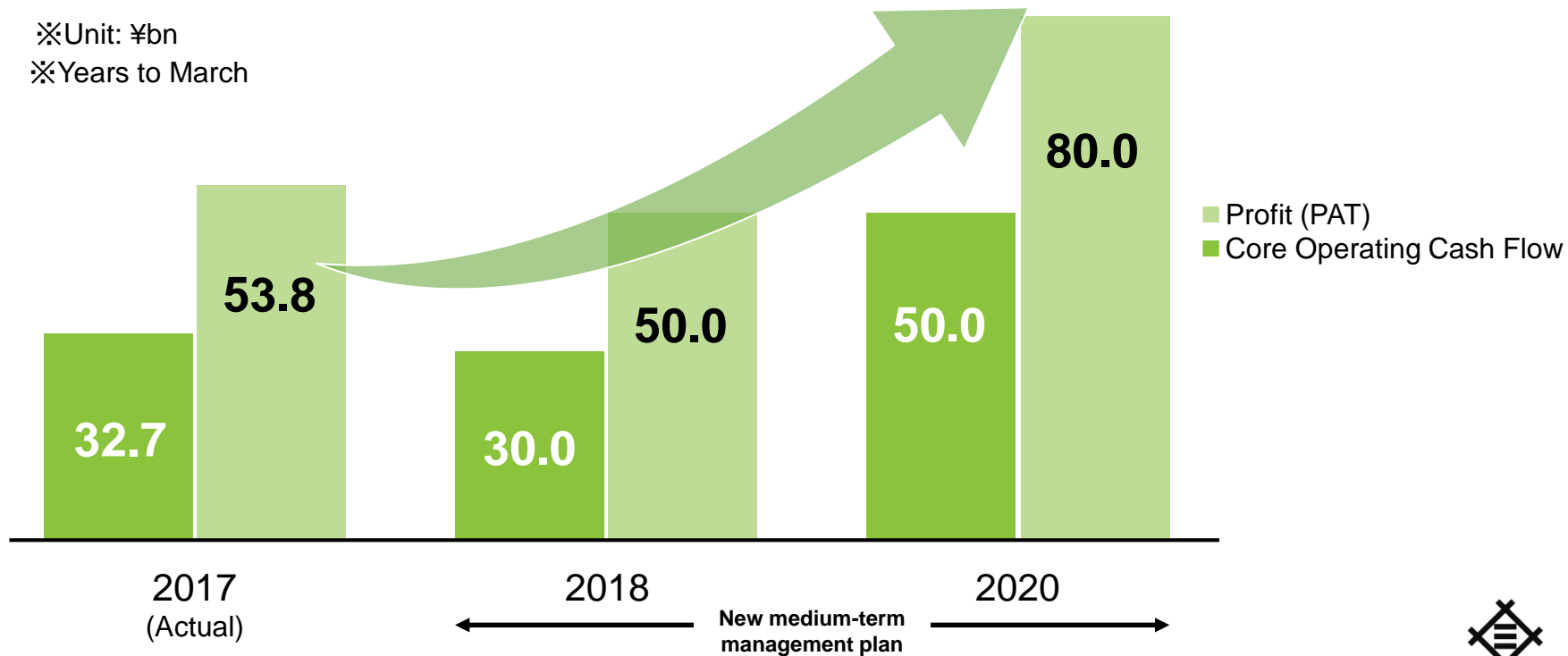
Nutrition & Agriculture Business Unit



## Quantitative targets Profit (PAT) / Core Operating Cash Flow

※Unit: ¥bn

※Years to March



# Business environment



Population growth



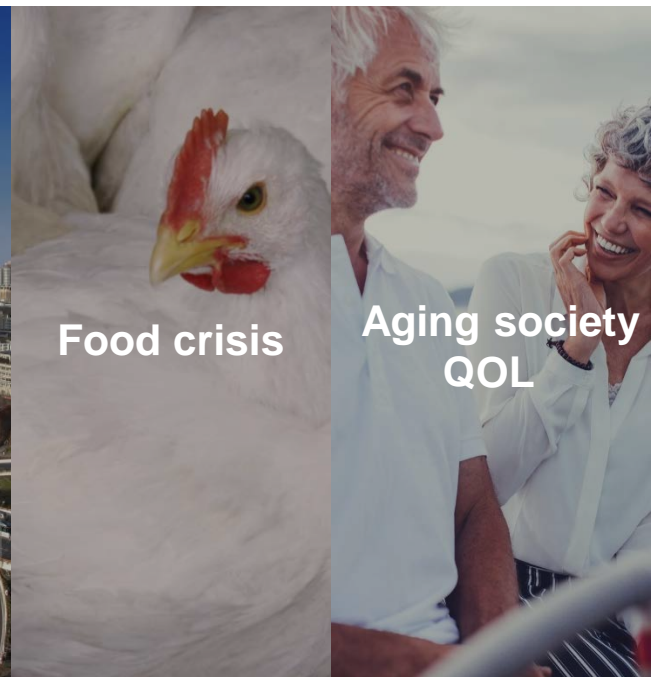
Expanding middle class



Environmental issues



Emerging markets



Food crisis

Aging society  
QOL

## Business environment

**Increasingly complex industry structure**

Medical  
Healthcare  
Nutrition  
Food & Agriculture  
Personal Care  
Mobility  
ICT & New Industries

Population  
Emerging markets  
Food crisis  
Aging society  
QOL

**New business opportunities where industries intersect**

## Business environment



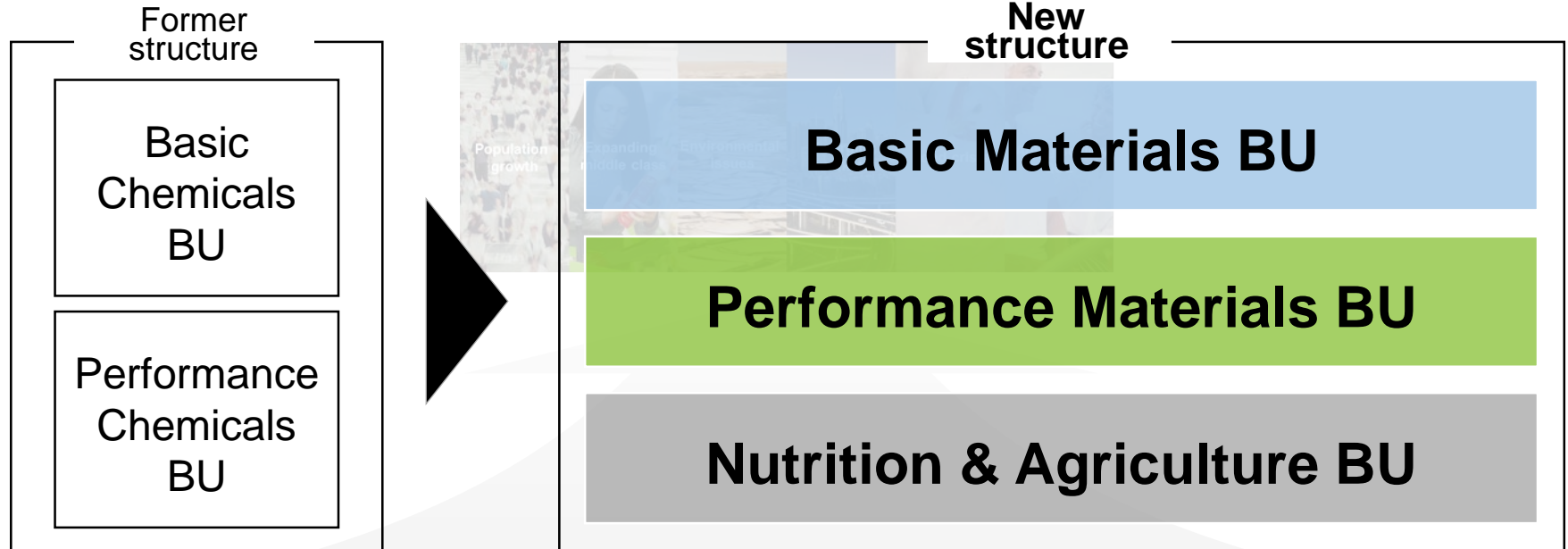
**Create new business in the profit zone by capturing new trends and leveraging our comprehensive strengths**

**Partner needs**



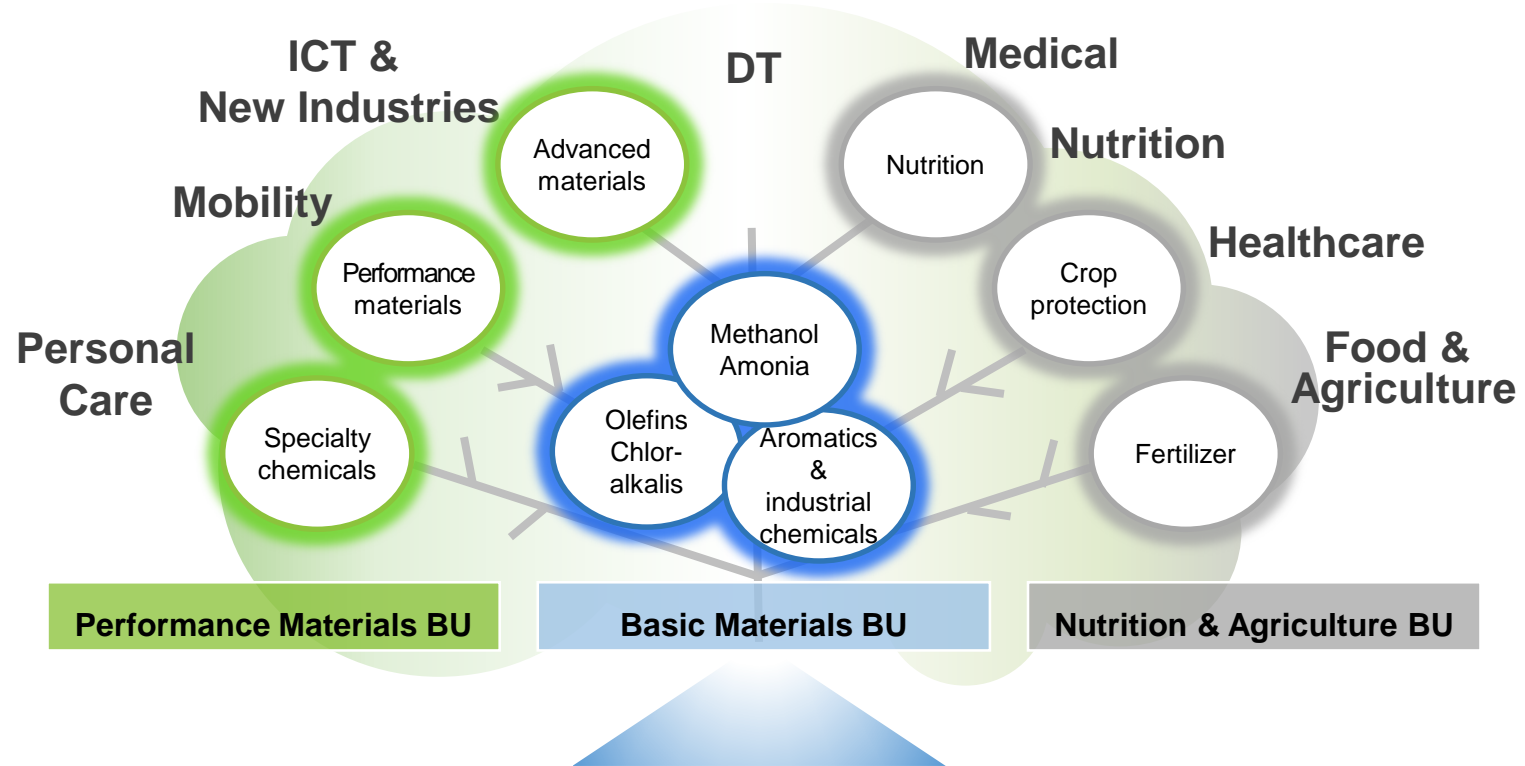
**Environmental change**

## Organizational reform



**Agile BU structure to accelerate engagement in key strategic domains**

## Role of the 3 BUs **Connect the chemical industry with related industries and create new business through the power of chemistry**

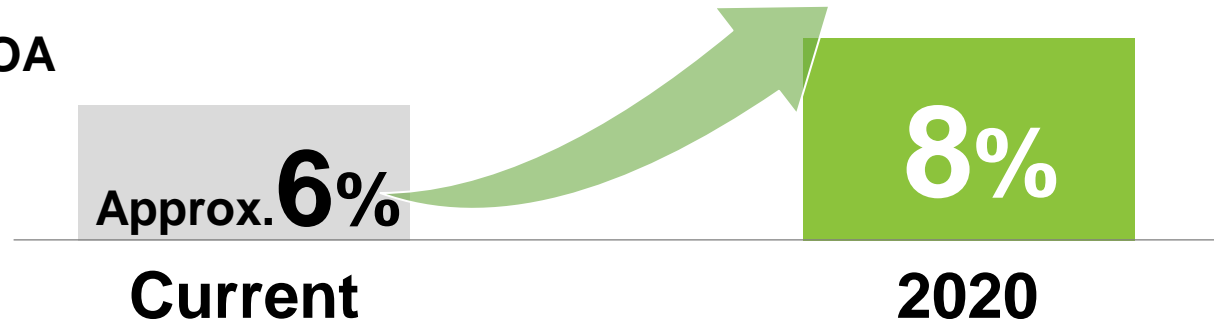


## Investment efficiency

Promote business initiatives

Select projects based on potential and investment efficiency

Business ROA



## Initiatives

**1 Engage in new growth opportunities**

**2 Reinforce trading capabilities**

**3 Make bolt-on investments**

## Business areas

- **Petrochemicals** (Basic chemicals, Tank terminals)
- **Performance materials** (Mobility, Consumer products, ICT/New industries)
- **Nutrition & Agriculture** (Agriculture, Animal Nutrition, Food science)



## Initiative 1 Engage in new growth opportunities

### Performance materials

#### ■ Mobility

Expand trading and businesses in performance plastics, compounds, carbon fiber, etc.

#### ■ Consumer products

Build performance materials businesses that meet final product needs

### Agriculture, Food science

#### ■ Enhance Crop protection business portfolio

#### ■ Strengthen agricultural input sales platform

#### ■ Improve existing food science businesses



Chemicals

## Initiative 2 Reinforce trading capabilities

Multilayered strategic alliances with business partners

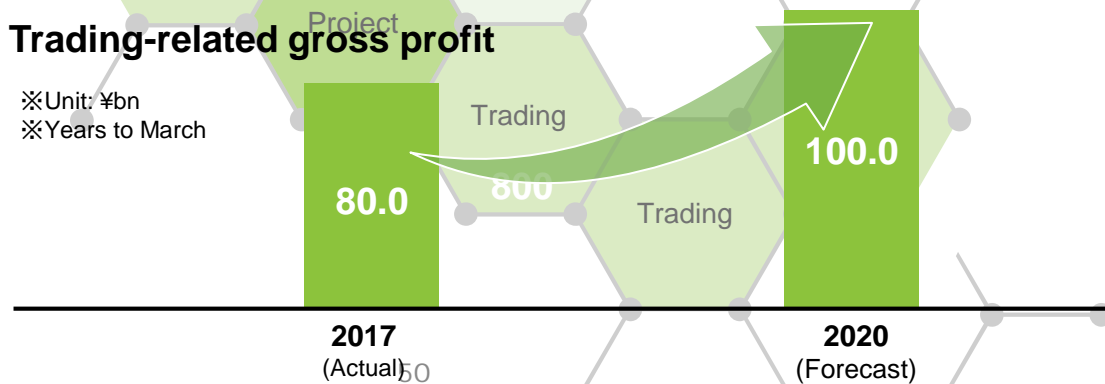
Overseas locations in 59 countries

Consolidated global workforce of approx. 5,000

Broad range of product areas and customer bases

Trading-related gross profit

※Unit: ¥bn  
 ※Years to March



Chemicals



## Initiative 3 Make bolt-on investments

### Animal nutrition

- Expand Novus Methionine production (260k→380k tons/yr)
- Novus specialty business

### Tank terminal

- Plan to expand US tank terminal  
(Total for 2 sites 16→21 million barrels)

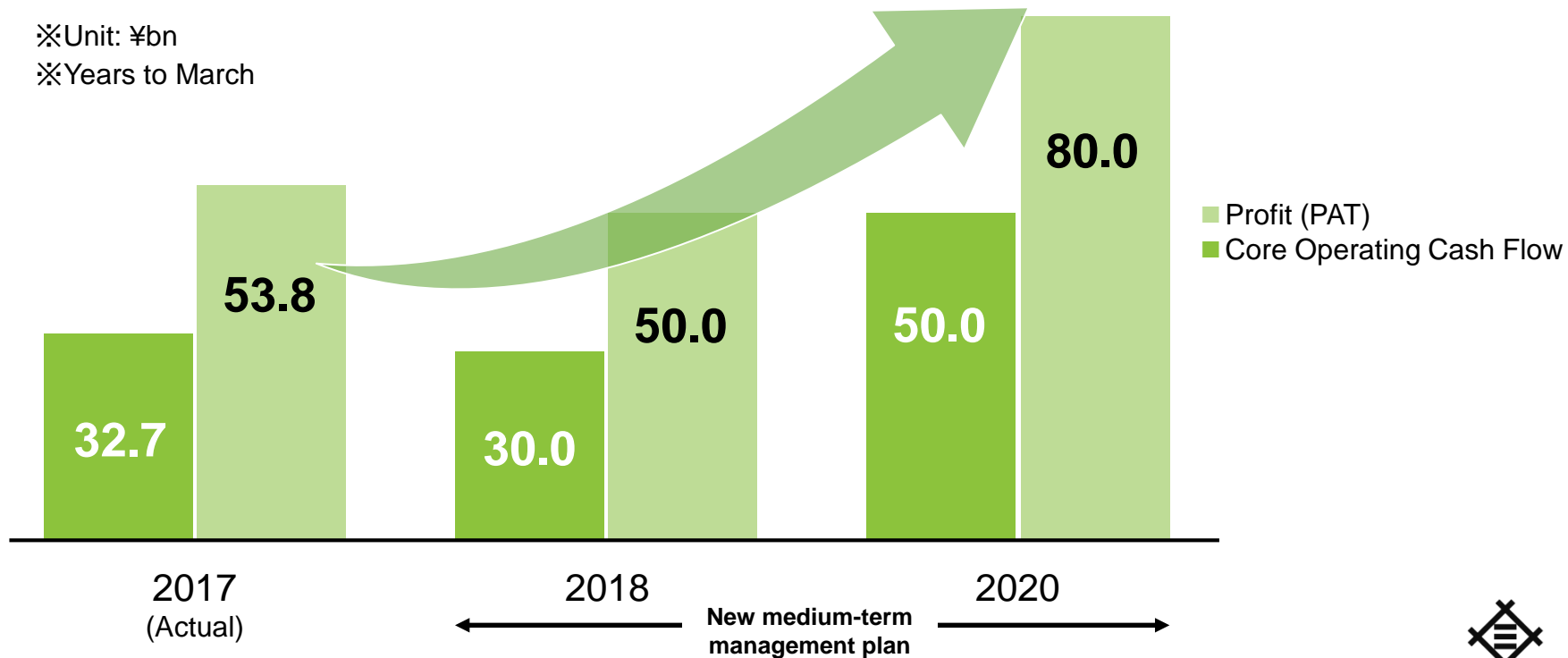
### Methanol

- Improve profitability through stable operations and expanded scale

## Targets

※Unit: ¥bn

※Years to March



## Part 3

# Growth areas

▬ Mobility

▬ Healthcare

▬ Nutrition & Agriculture

▬ Retail & Services



# Mobility

**Shingo Sato**

Integrated Transport Systems  
Business Unit I

**Noboru Katsu**

Iron & Steel Products Business Unit

## Business environment

### Changes to the external environment

Global warming /  
population growth /  
urbanization

### Changes in user awareness

Heightening of safety and  
environmental awareness  
From ownership of transport  
to use of transport

### Technological innovations

Materials / Electric vehicles /  
Self-driving cars  
Structural changes in  
automobile industry



## **Initiative 1** Responding to the environment / Tech innovation

# **EVs**

### Core business

- Investment in EV manufacturer Lucid (US)
- Electric vehicles ancillary engineering
- Secondary battery-related business



**Tech innovation generating business opportunities**



## Initiative 2 Addressing the sharing economy

# Car Sharing

### Core business

- Car Club (Singapore)
- Became wholly owned subsidiary in May 2016
- Top share (60%)



**Cooperation with other transportation organizations**



**Car sharing**



## Initiative 3 Innovations in transport services

### Integrated transport service for passengers and goods

#### Core businesses

- Truck leasing, rental and logistics, business with Penske Truck Leasing(US)
- VLI (Brazil) integrated transport service business(Brazil)
- Participation in East Anglia railway operation (UK)



**Capturing new trends  
in changes of moving people and goods**

## Initiative 4 Automotive components and materials



# Gestamp Overview

HQ

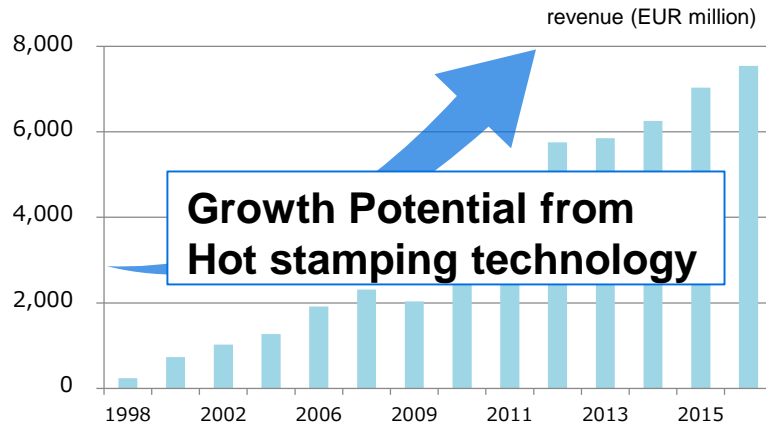
Spain

Business

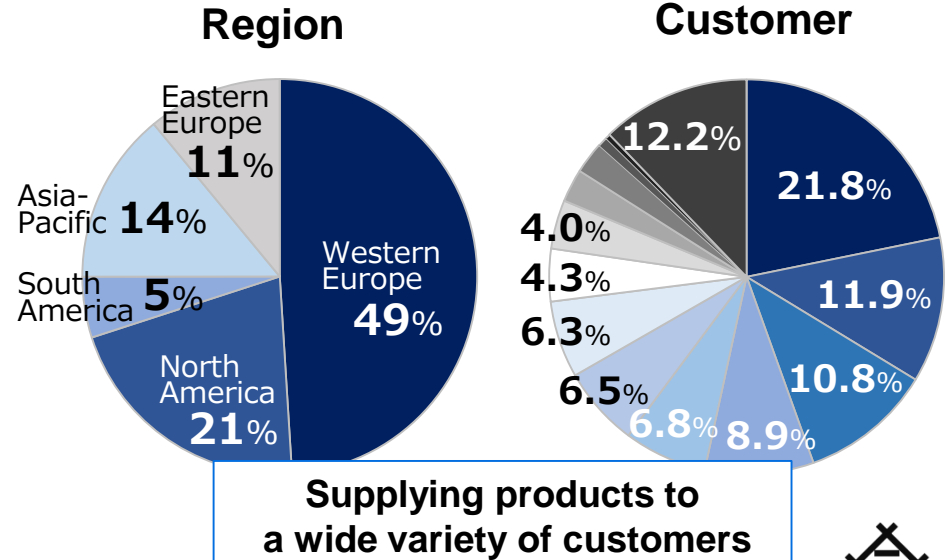
Automotive stamping component manufacturer

## ■ Revenue [CY2016]

Net revenue : EUR7,549 million  
EBITDA : EUR 841million



## ■ Revenue by region / customer [CY2016]



# Gestamp Overview

**Gestamp BIW**

Skin & Closures parts

Structural and body components

CCBs

Bumpers

**100 Plants + 8 Under Construction**  
**21 countries**

**12 R&D Centres + 1 Under Construction**  
**8 countries**

**1,300 Experts that work in our 12 R&D Centres**

**Gestamp Chassis**

Chassis

Powered systems

Hinges

Pedal boxes

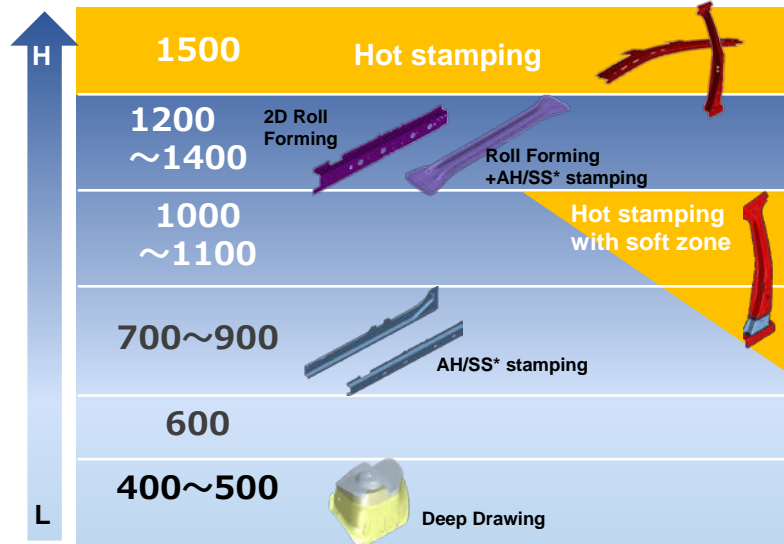
**Edscha**

Hands brakes

# Gestamp advantage Technology strengths

Capability of developing technologies for high-strength and light weight

## ■ Various steel processing



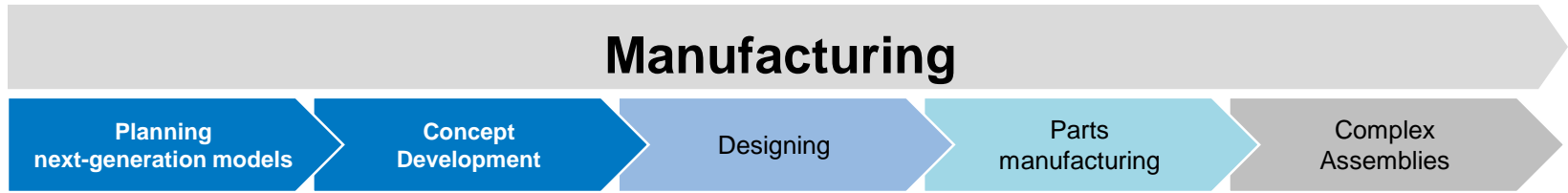
Tension

Hot press Cold press  
\* AH/SS: Advanced High strength steel

Solution for safety and light weight through utilizing a variety of materials and forefront technologies



# Gestamp advantage Design proposal



**Automotive manufacturers**

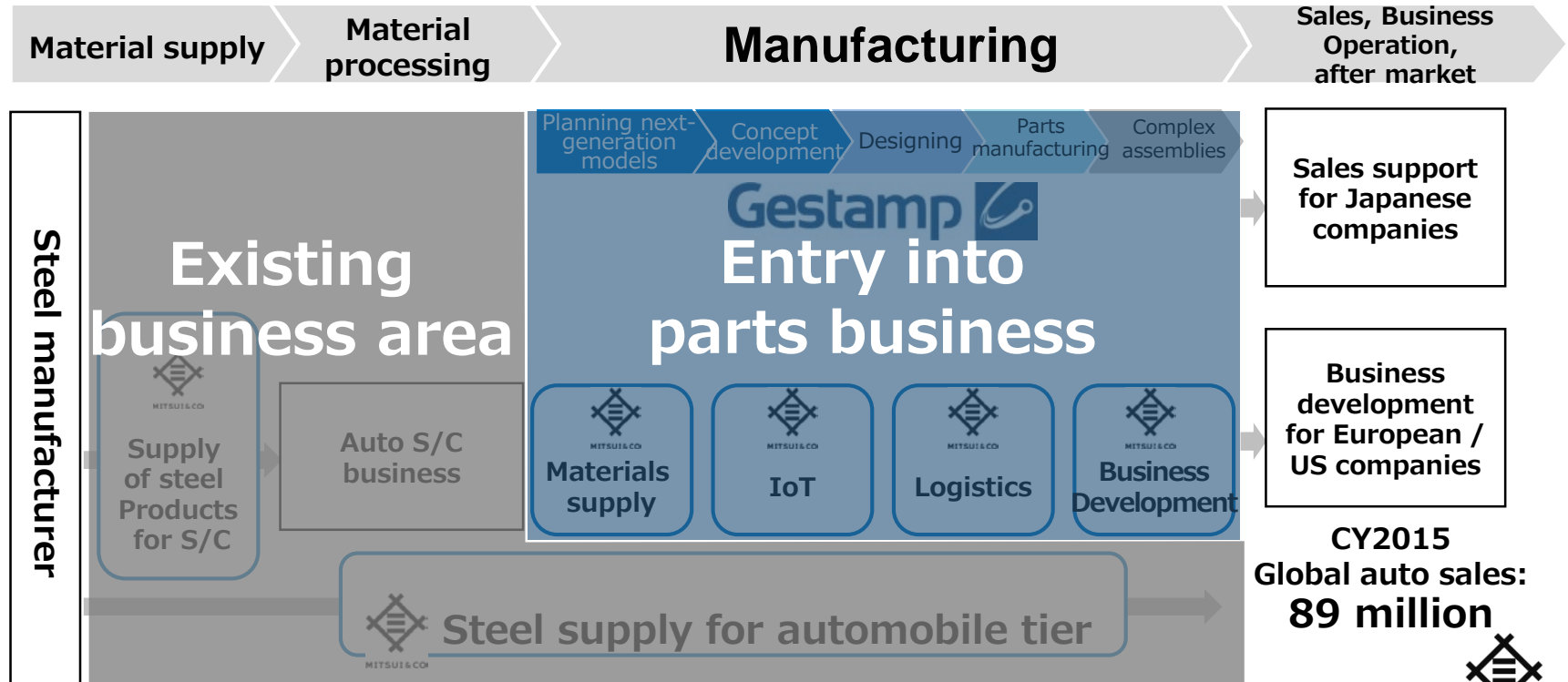


**Development of new materials**

**Proposing optimal materials and designs of components**

**Stay on top of trends in the automotive industry and deeply involved in the creation of the next-generation cars**

# Reinforcement of Mitsui's automobile value chain





Mitsui's contribution to value **Material**



**Multi-material**

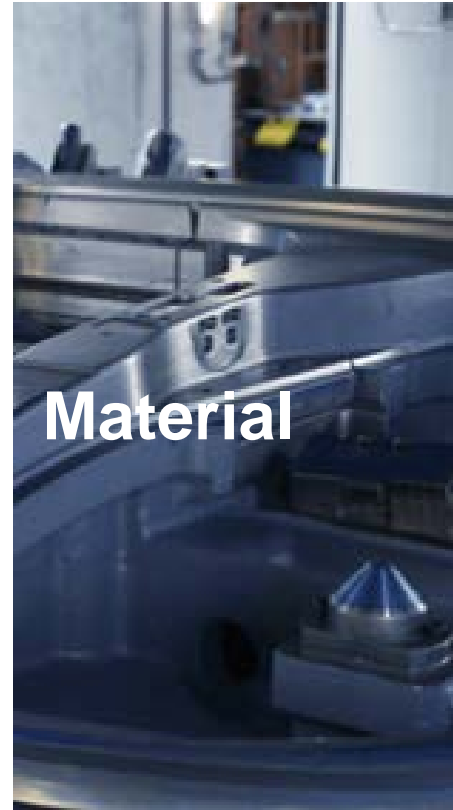
Advanced steel products



Aluminum, etc.



CFRP · CNF



# Mitsui's contribution to value IoT and Logistics



Optimization of production and operation (smart factories)

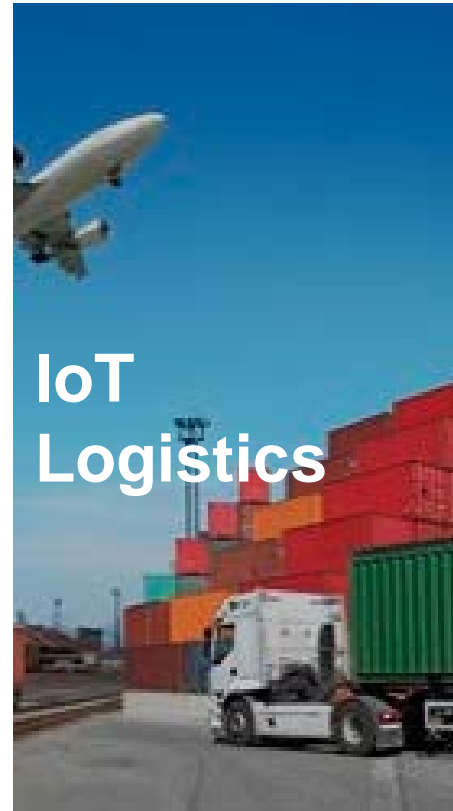
## Industry4.0



## AI



## Bigdata



# Mitsui's contribution to value Business development



## Global Business Expansion

### Development in Asia and Africa

- Human resources contribution

### First plant in Japan

- Human resources contribution
- Assistance for incorporation procedure and construction



Business development

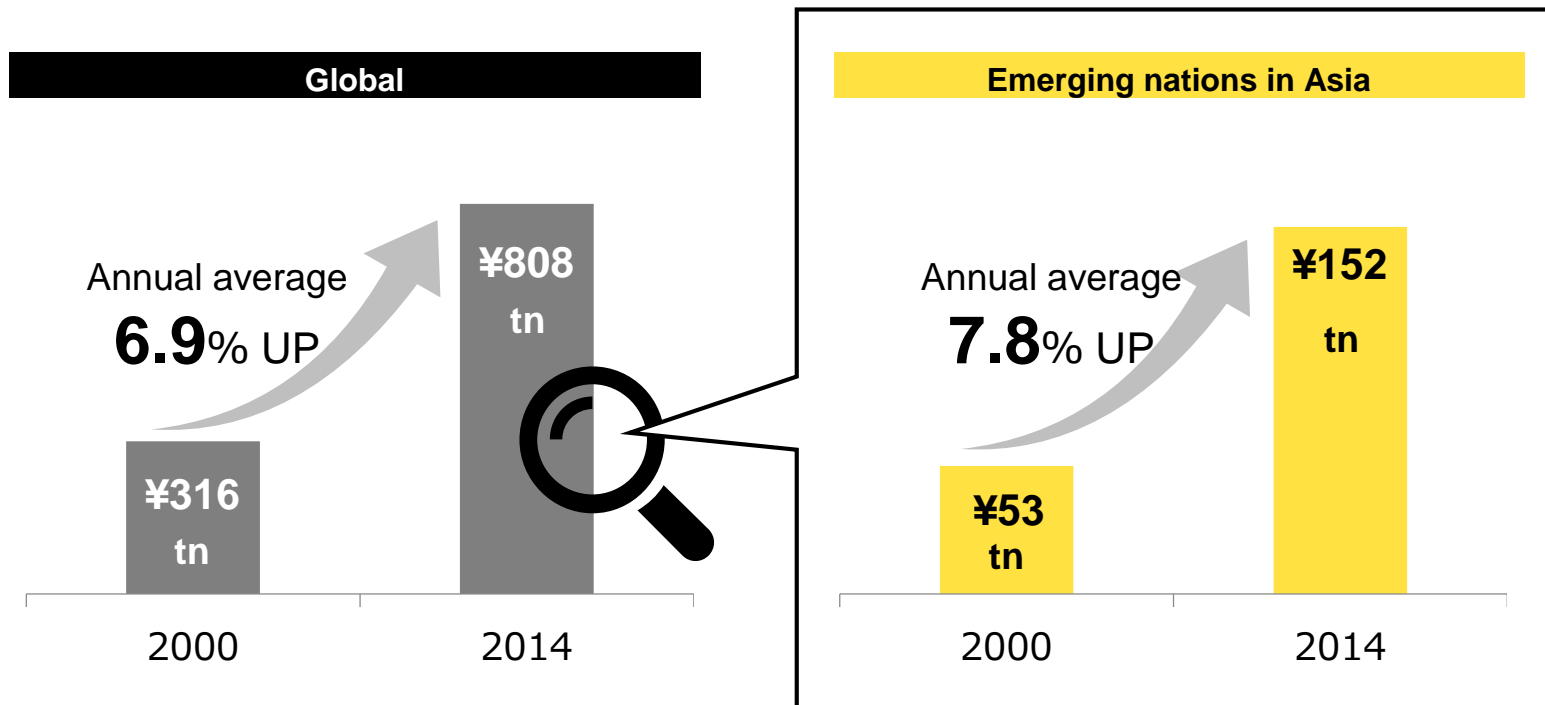


# Healthcare

## **Koji Nagatomi**

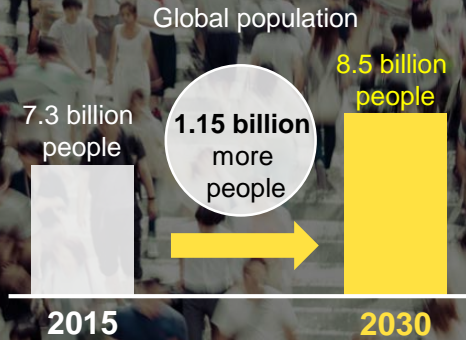
Healthcare & Service Business Unit

## Business environment Growth in medical expenditure



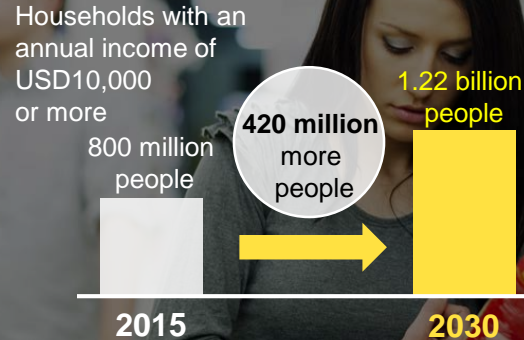
# Business environment Factors

## Population growth/Aging of society



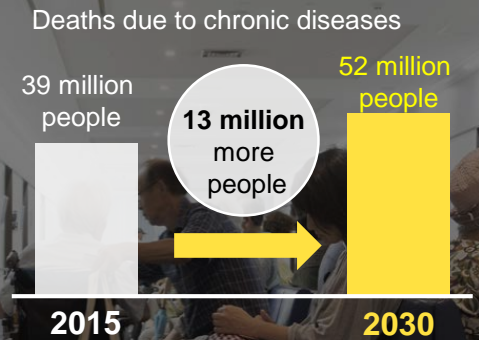
Elderly population to increase by 380 million

## Growth in middle-income-level groups



When per-capita GDP exceeds USD10,000, medical and welfare expenditure increases.

## Changes in disease patterns

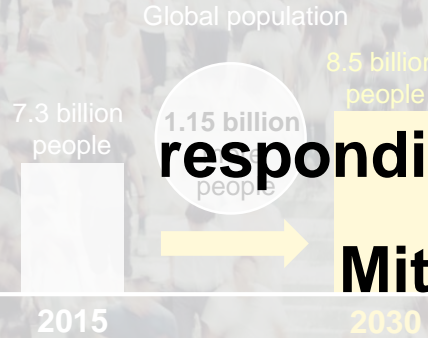


Income growth → Increase in chronic disease patients → Increase in medical expenditure.

(Source: Mitsui Global Strategic Studies Institute's External Environment Outlook)

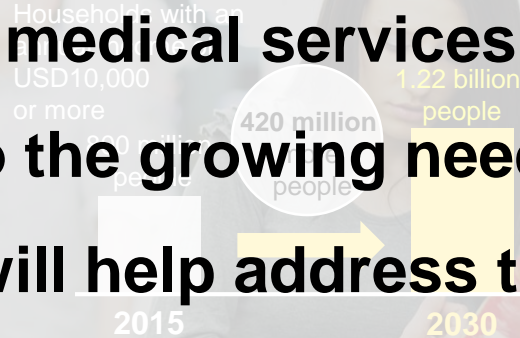
## Business environment Factors

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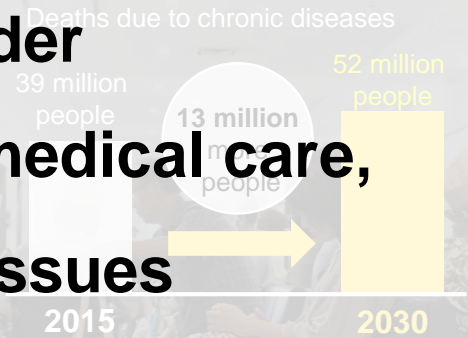
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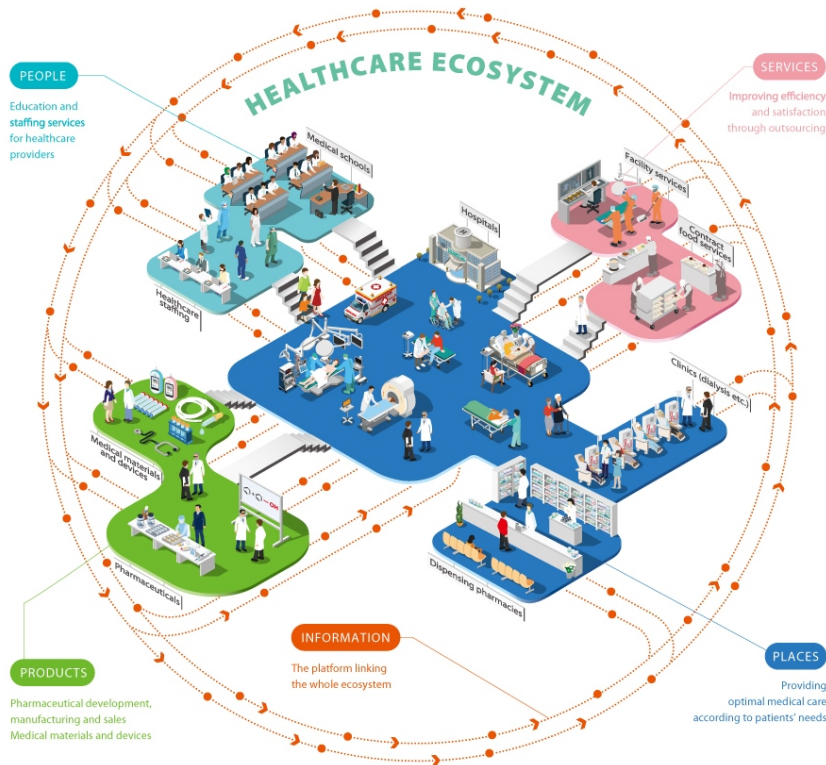
Income growth → Increase in chronic disease patients → Increase in medical expenditure.

**As a medical services provider responding to the growing need for medical care,**

**Mitsui will help address these issues**

**and contribute to the curtailment of medical expenses**

# Our vision for healthcare



**[Place] x [People] x [Products]  
x [Services] x [Information]**

**This formula means a better future for patients and for the whole healthcare industry.**



## Our vision for healthcare



By building and expanding a healthcare ecosystem and creating new value, we can respond to the needs of patients, doctors and hospitals and do our part to solve social issues.

# Our vision for healthcare



**【Hospital business】  
IHH**



**【Hospital business】  
Columbia Asia**



**【Dialysis clinic business】  
DaVita**

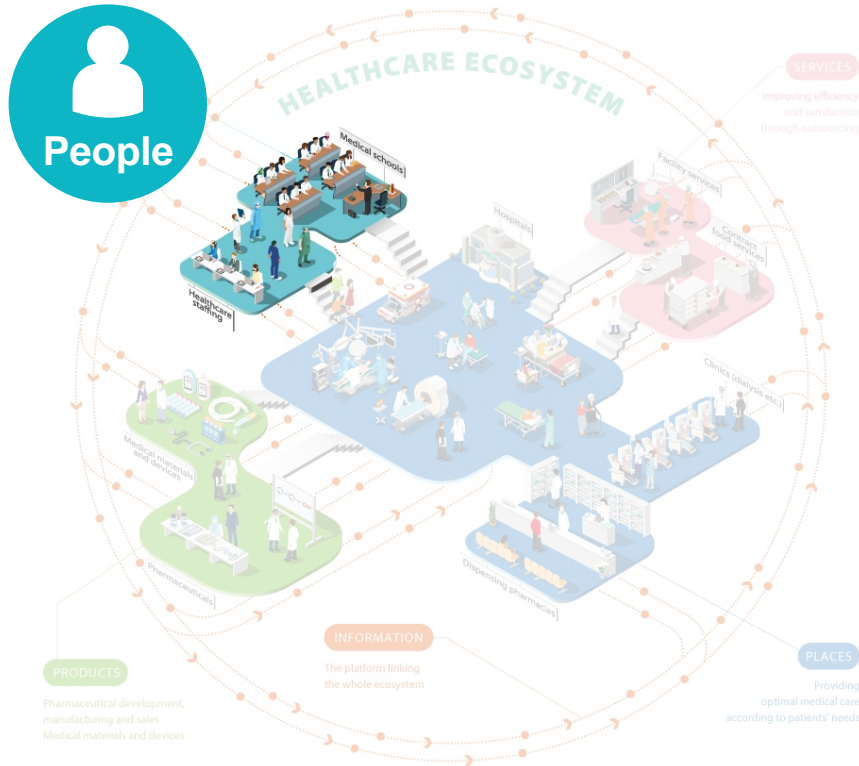


optimal medicine according to patients' needs

**【Dispensing Pharmacies】  
SOGO MEDICAL**



# Our vision for healthcare



## 【Healthcare staffing business】 Delta



# Our vision for healthcare



## 【CMO business】 MicroBiopharm Japan



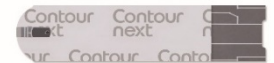
## 【Pharmaceutical sales business】 Fuji Pharma



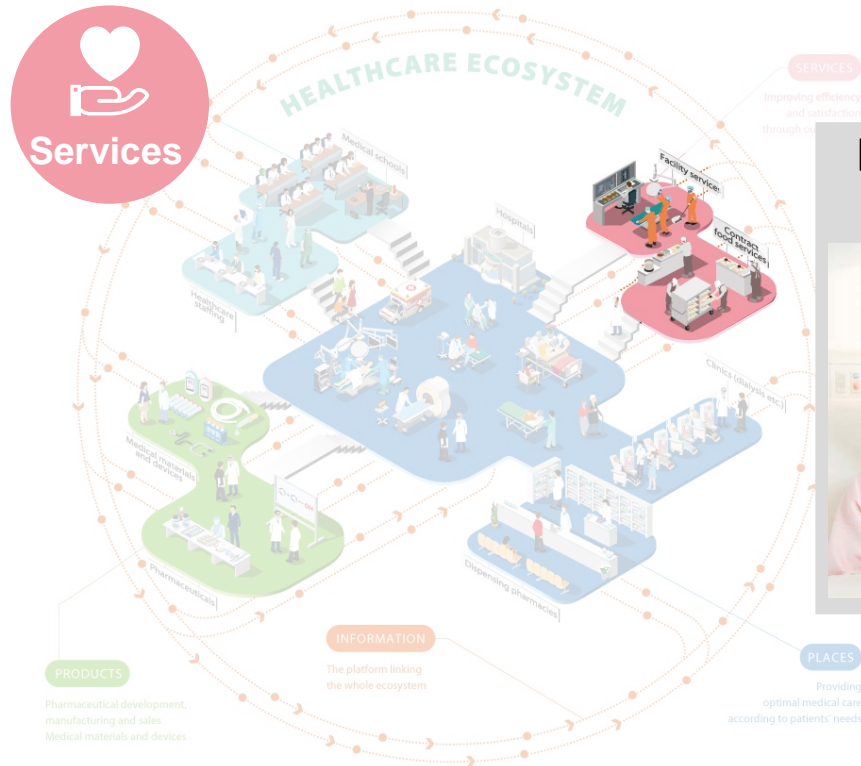
## 【Pharmaceuticals】 Shenzen Main Luck



## Panasonic Healthcare



# Our vision for healthcare



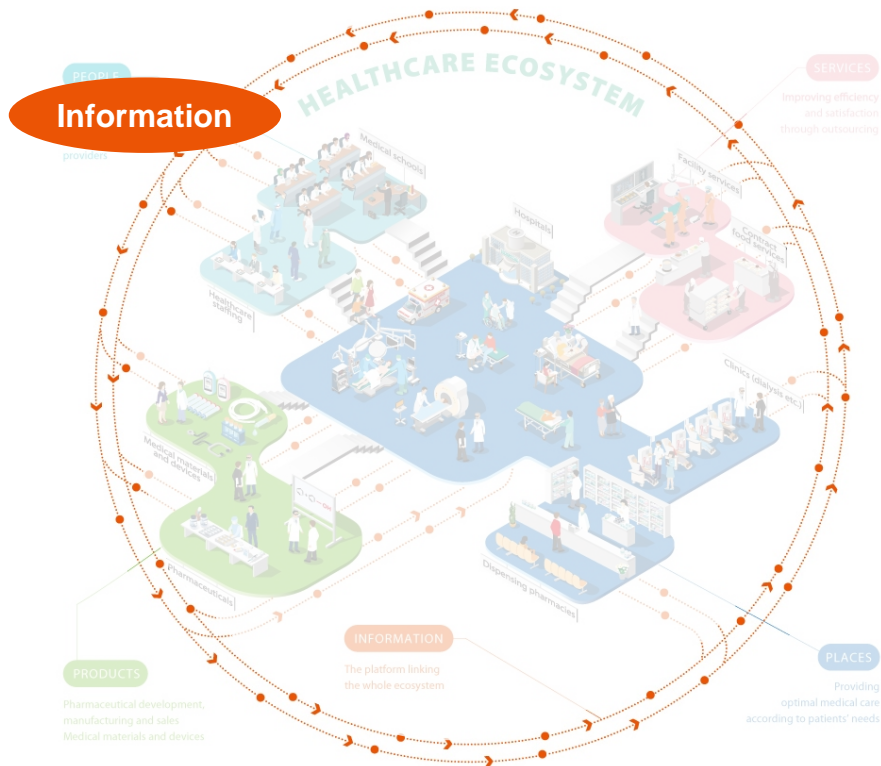
## 【Contract food services】 AIM SERVICES



## 【Facility management】 Mitsui & Co. Foresight



# Our vision for healthcare



## 【Medical Information Business】 MIMS



## Focus Regions in Healthcare Area

### Asia

**Healthcare market with growing needs**

[Malaysia]

- IHH Healthcare
- International Medical University
- Columbia Asia Healthcare

[Singapore]

- Parkway Pantai
- MIMS Group
- DaVita Care

[India]

- Otsuka Pharmaceutical India
- Columbia Asia Hospitals
- Continental Hospitals

- Global Hospitals

[China]

- Shenzhen Main Luck

### Americas

**World's largest healthcare and drug market. Source of leading technologies and services**

- The Delta Companies
- The CSI Companies
- NovaQuest Capital Management

### Japan

**World's 2nd largest market  
Need for efficiency improvements, including containment of expenses**

- Panasonic Healthcare Holdings
- MicroBiopharm Japan
- SOGO MEDICAL
- Fuji Pharma
- HOKENDOHJINSHA
- AIM SERVICES

## Specific initiatives

**1**

**Strengthen existing businesses**

**2**

**Enhance value by strengthening collaboration  
between assets**

**3**

**Gain operatorship**





# Healthcare

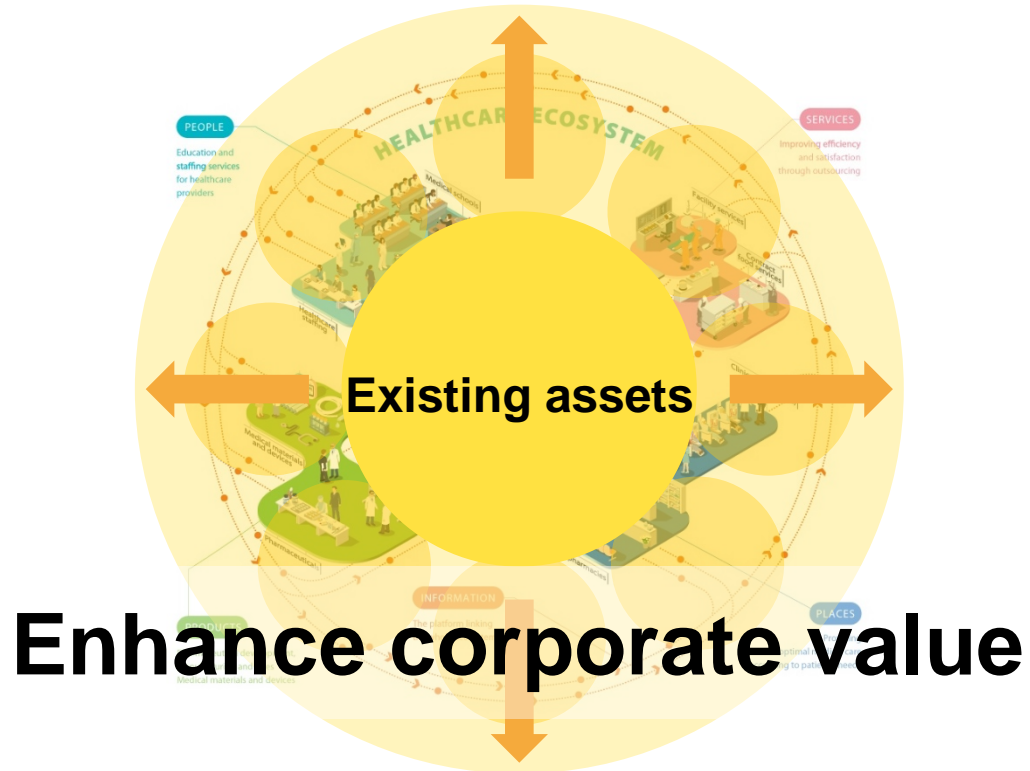
## Initiative 1 Strengthen existing businesses





Healthcare

## Initiative 2 Enhance value by strengthening collaboration between assets





# Healthcare

## Initiative 2 Enhance value by strengthening collaboration between assets



**Hospitals**

IHH Healthcare Berhad  
COLUMBIA ASIA

**Blood Glucose monitors**

**Dialysis**

**Hospitals** × **Portals for doctors** × **Pharmaceutical companies**

IHH Healthcare Berhad  
COLUMBIA ASIA

## Initiative 3 Gain operatorship

Hospitals and hospital ancillary business

Manufacture and sale of  
pharmaceuticals/CMO business

Healthcare staffing business

**Gain operatorship**



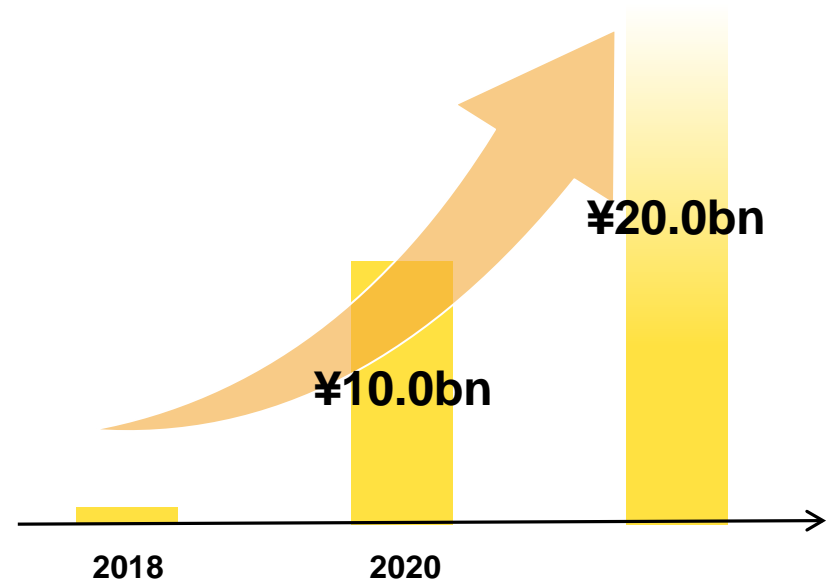
Healthcare

## In closing

**1** Strengthen existing businesses

**2** Enhance value by strengthening collaboration between assets

**3** Gain operatorship





# Nutrition & Agriculture

**Miki Yoshikawa**

Food Business Unit

**Kenichi Hori**

Nutrition & Agriculture Business Unit

## Business environment



Population  
growth



Food shortages



Increase in  
middle income  
earners



Changes in  
eating habits



Aging society  
Better QOL



Better health  
through food

## Business environment



Population  
growth

▼



Increase in  
middle income  
earners

▼



Aging society  
Better QOL

▼

Need for increased  
food production

Mitsui will address both

Demand for high-  
value-added food



## Business environment

### N&A Business Unit

### Food Business Unit

Need for increased  
food production

Demand for high-  
value-added food

Agriculture

Animal nutrition

Food science

Agriculture/  
Livestock/  
Fisheries/  
Global logistics

Food development  
and proposals

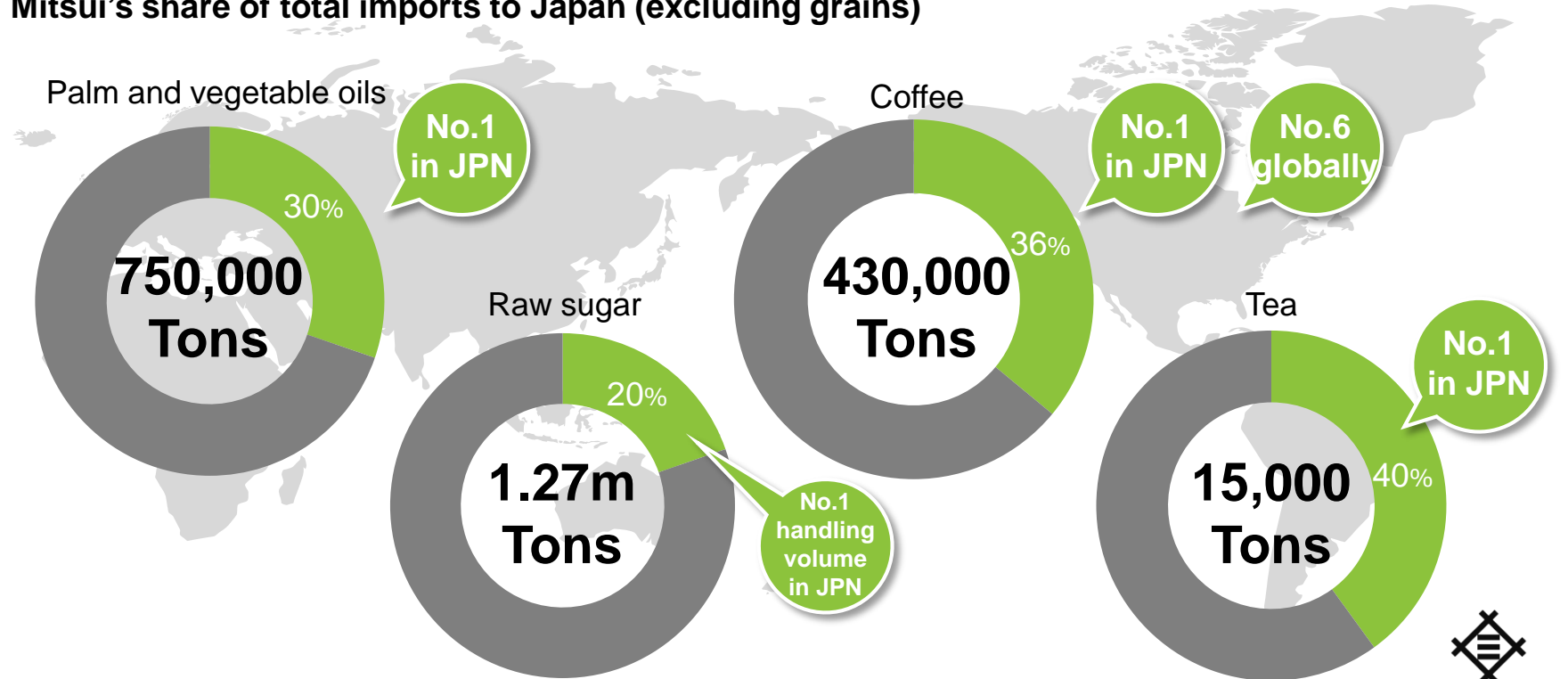
# Covers a broad profit zone



# Food Business Unit

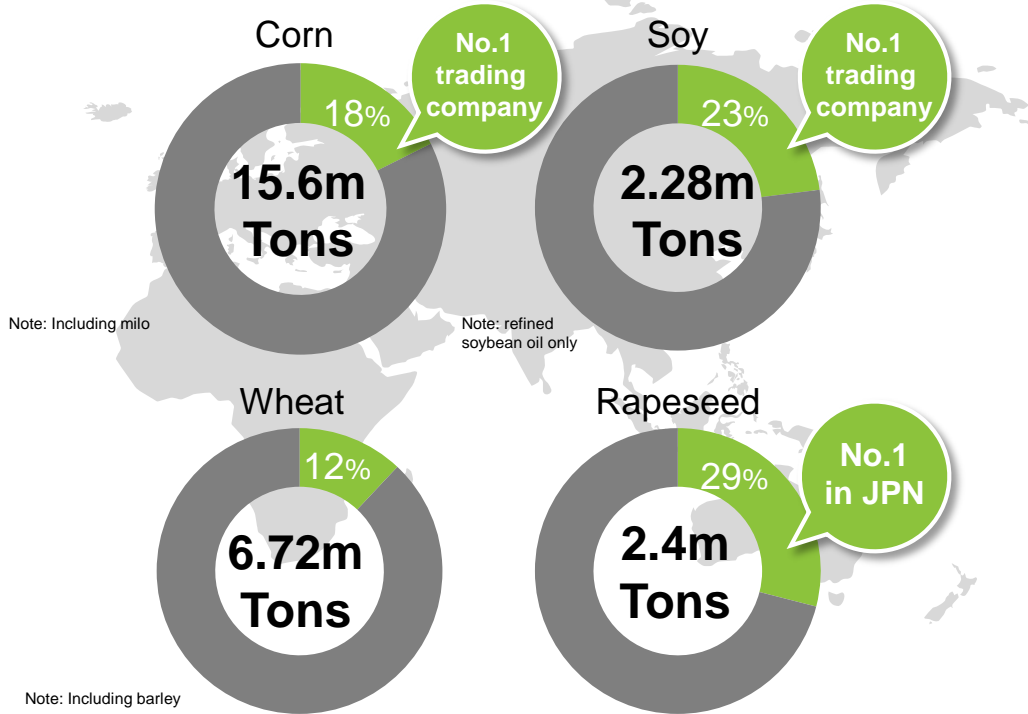
# Mitsui's strengths Expand our approach from Destination Japan to Destination Asia

Mitsui's share of total imports to Japan (excluding grains)

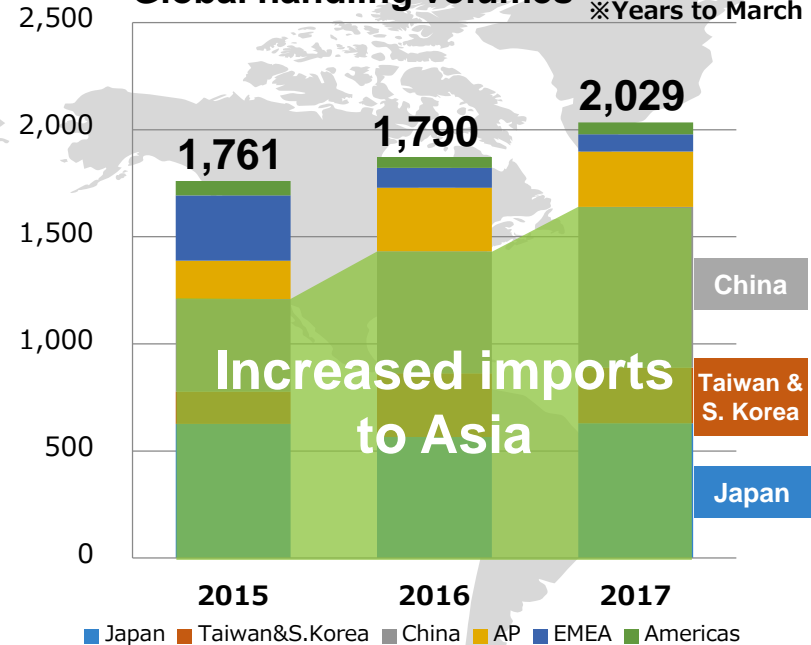


# Mitsui's strengths Expand our approach from Destination Japan to Destination Asia

Mitsui's share of total imports of grain types to Japan

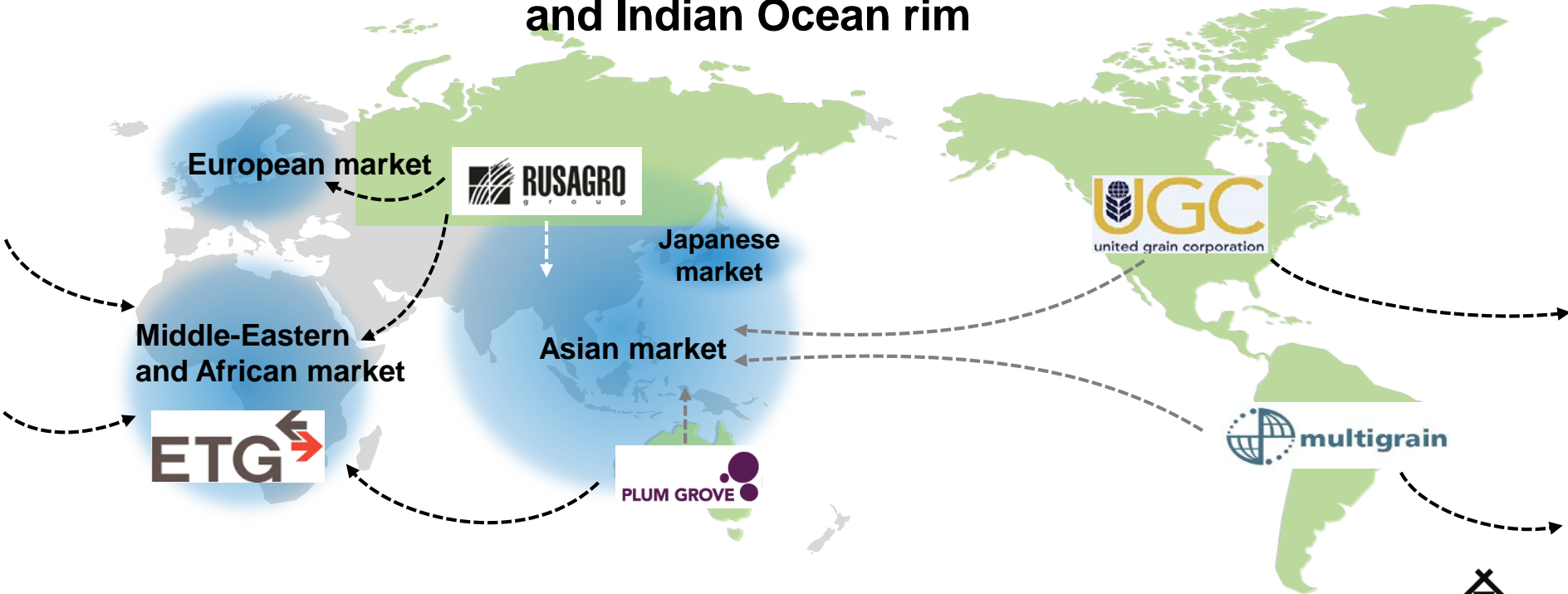


Global handling volumes ※10k tons ※Years to March



## Growth strategy

Expand supply sources (origination) to Russia and expand markets (destination) to Africa and Indian Ocean rim








# Nutrition & Agriculture Business Unit



# Initiative 1 Agriculture

**Rock phosphate**

Prod. vol.: **3.9 mil MT/year**  
(Refined Ore)  
Exports: **#3 worldwide**

 (51%)
  (25%)
  (24%)

**Crop protection IP + sales**

IP acquisition (own products)	Sales
 from DuPont <b>Latitude</b> from Monsanto	<b>MASI, SPU</b> <b>Certis, KST</b>



**Distribution**

 (Mitsui & Co. ownership: 100%)	 (Mitsui & Co. ownership: 100%)	 三井物産アグロビジネス株式会社 (Mitsui & Co. ownership: 100%)	 (Mitsui & Co. ownership: 29.4%)
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## Initiative 2 Animal nutrition

### Livestock and fisheries feed additives

**NOVUS**<sup>®</sup> (A U.S. company; Mitsui INTERNATIONAL, INC. & Co. ownership: 80 %)

• Market share: 30% / Sales targets: 90 countries

#### Product groups

**alimet**<sup>®</sup> (Methionine)

**Acidomix**<sup>®</sup> (Eubiotics)

**MINTREX**<sup>®</sup> (Mineral)

**CIBENZA**<sup>®</sup> (Enzyme)

Feed additives

Formula feed

Livestock farmers

Fish farming companies

Aqua feed



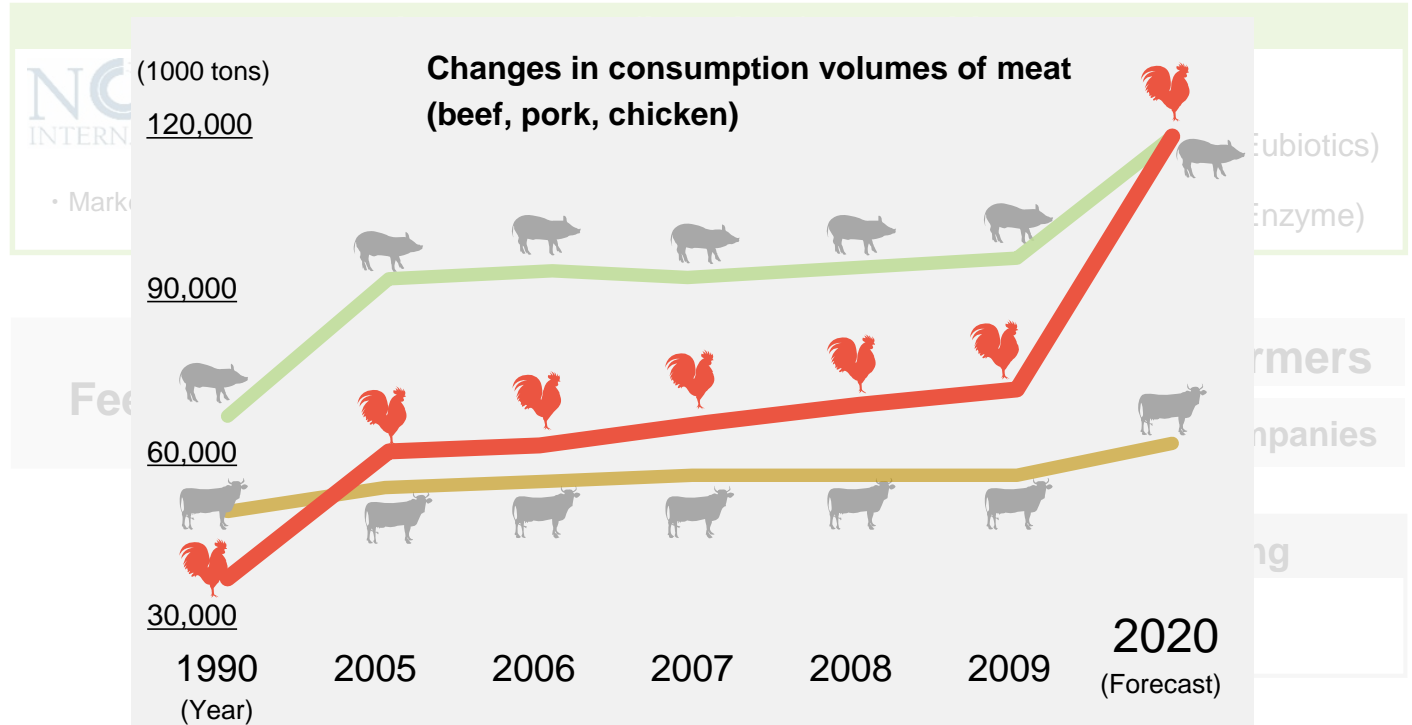
Fish farming







## Initiative 2 Animal nutrition





### Initiative 3 Food science



**San-ei Sucrochemical**



**B Food Science**



**Soda Aromatic**





# Retail & Services

**Yoshiki Hirabayashi**

Food & Retail Management Business Unit

**Masaki Saito**

IT & Communication Business Unit

**Yasuyuki Fujitani**

Corporate Development Business Unit



# Food & Retail Management

## Business environment

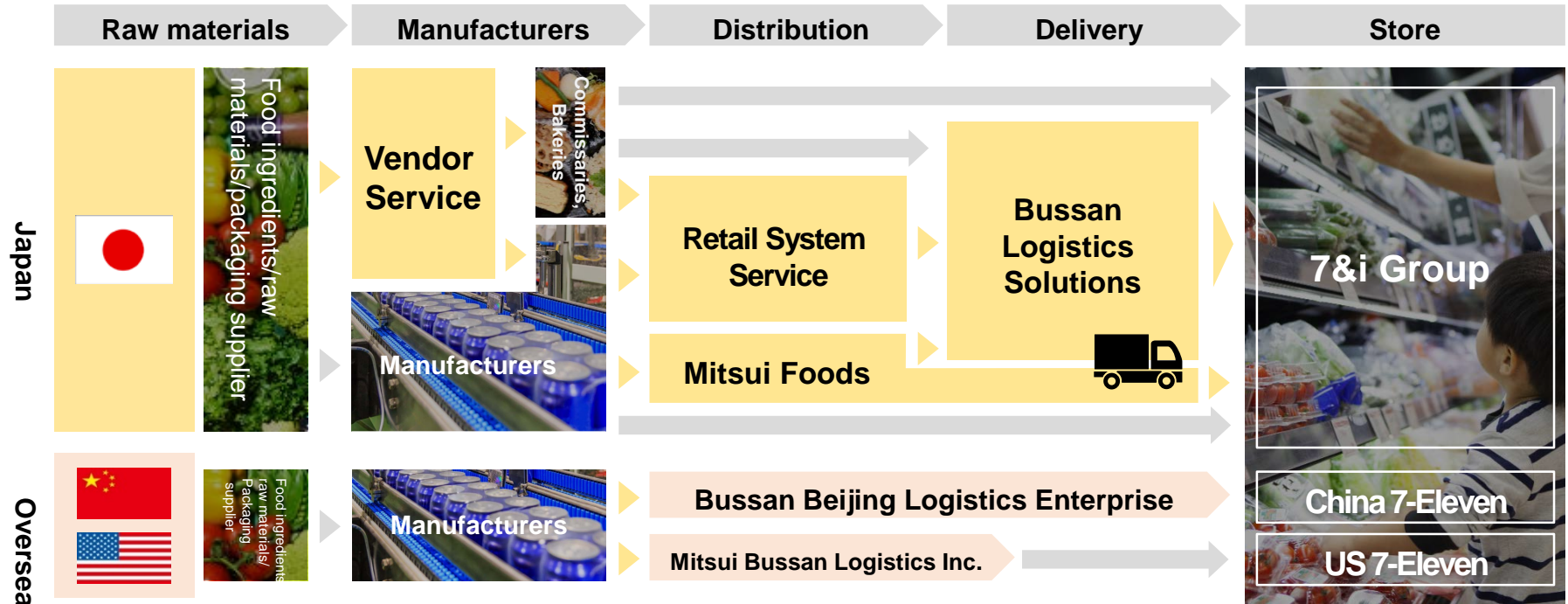


Shifting trends in people's eating habits and how they use their time

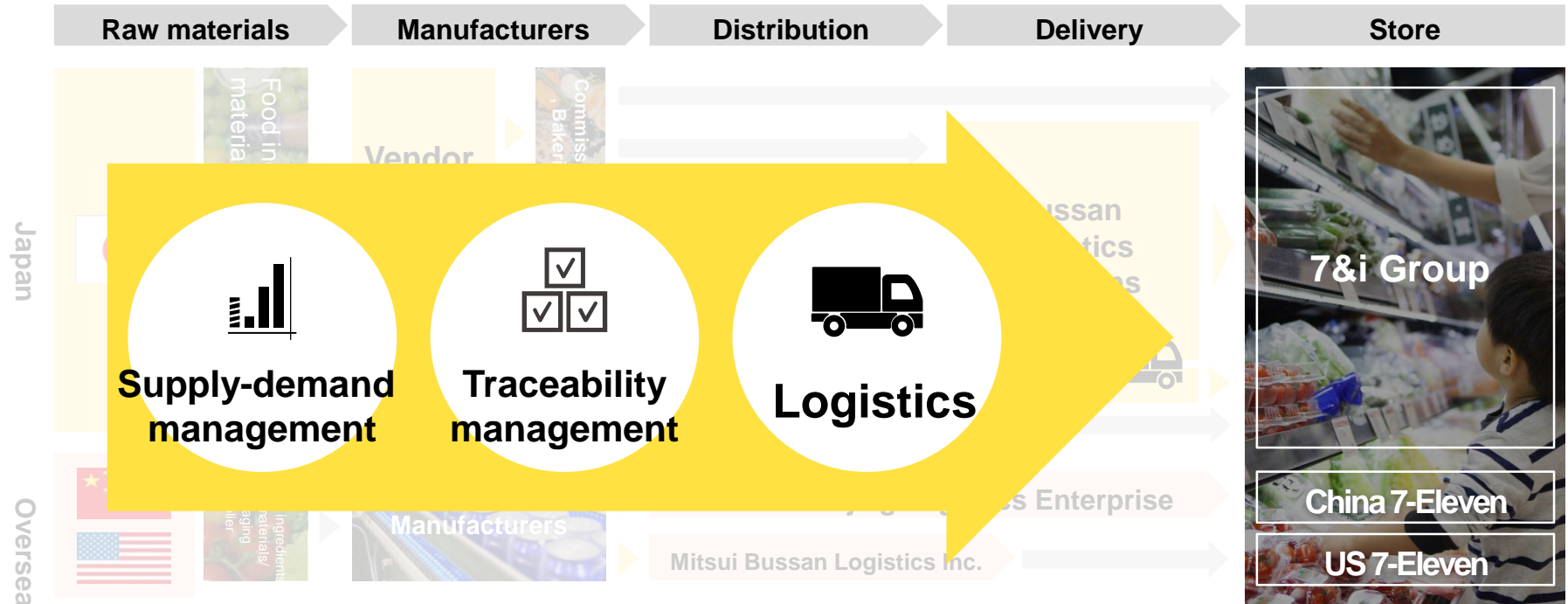
Shift in preference from home cooking to prepared foods

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



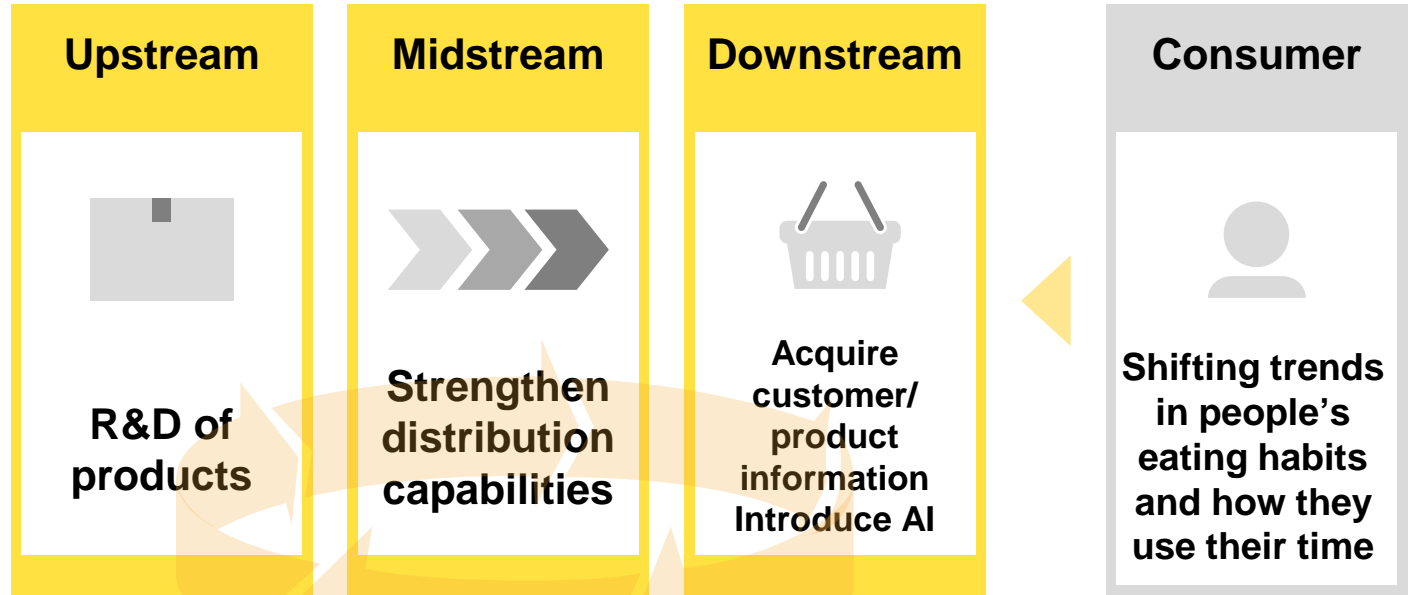




Reinforce links  
among existing  
assets

## 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



Huge 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

Huge increases in volume of data

and data gathering

such as video surveillance

Advances in

technological innovation for

data gathering,

storage and analysis

**Bringing major changes  
to retailers with digital technology**

## 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

Retail support



Media  
commerce

## 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



# Alternative asset management service



## Four services provided by Corporate Development Business Unit

**Alternative asset management**

**Corporate value improvement**

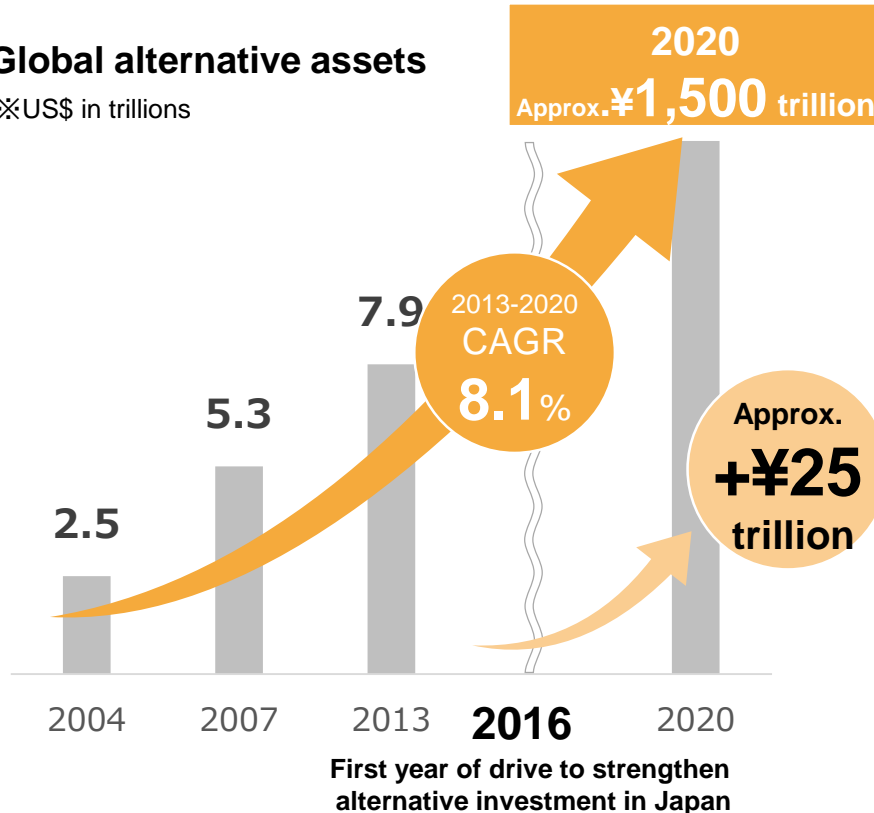
**Commodity Derivatives**

**Consumer goods, logistics**

## Business environment

### Global alternative assets

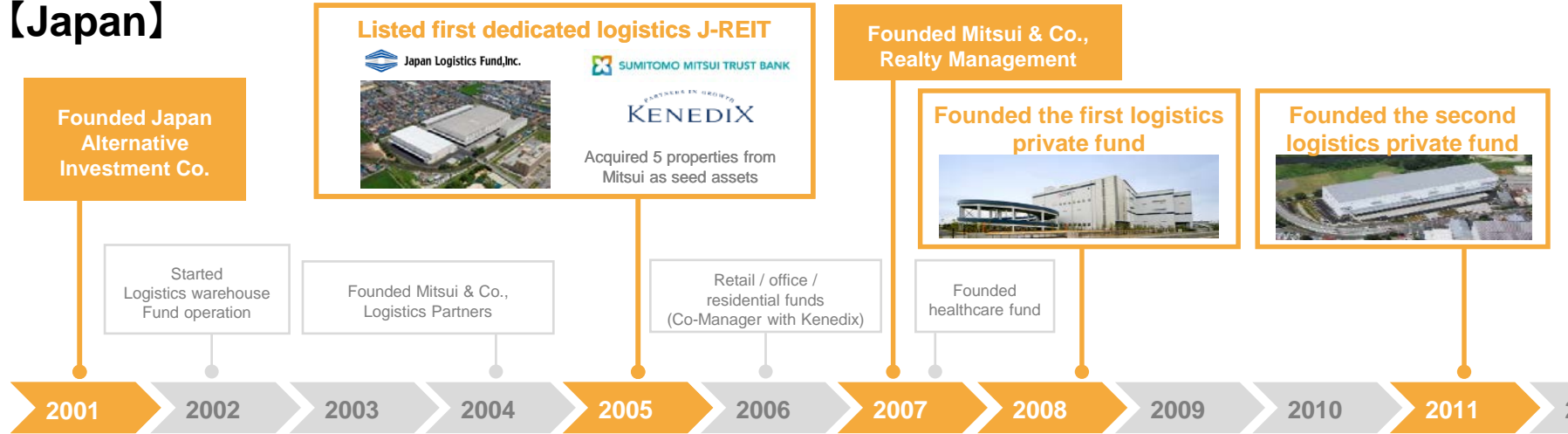
※US\$ in trillions



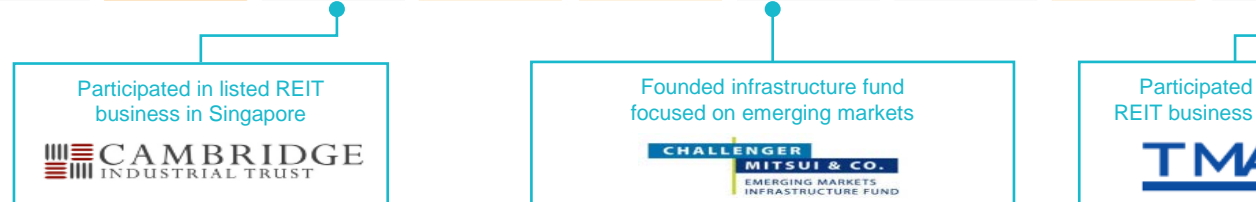
- Global alternative asset under management (AuM) is forecast to grow at a rate of 8% per year until 2020
- Under the difficult investment management environment stemming from long-running low-interest-rate, needs for investment in alternative asset become obvious

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

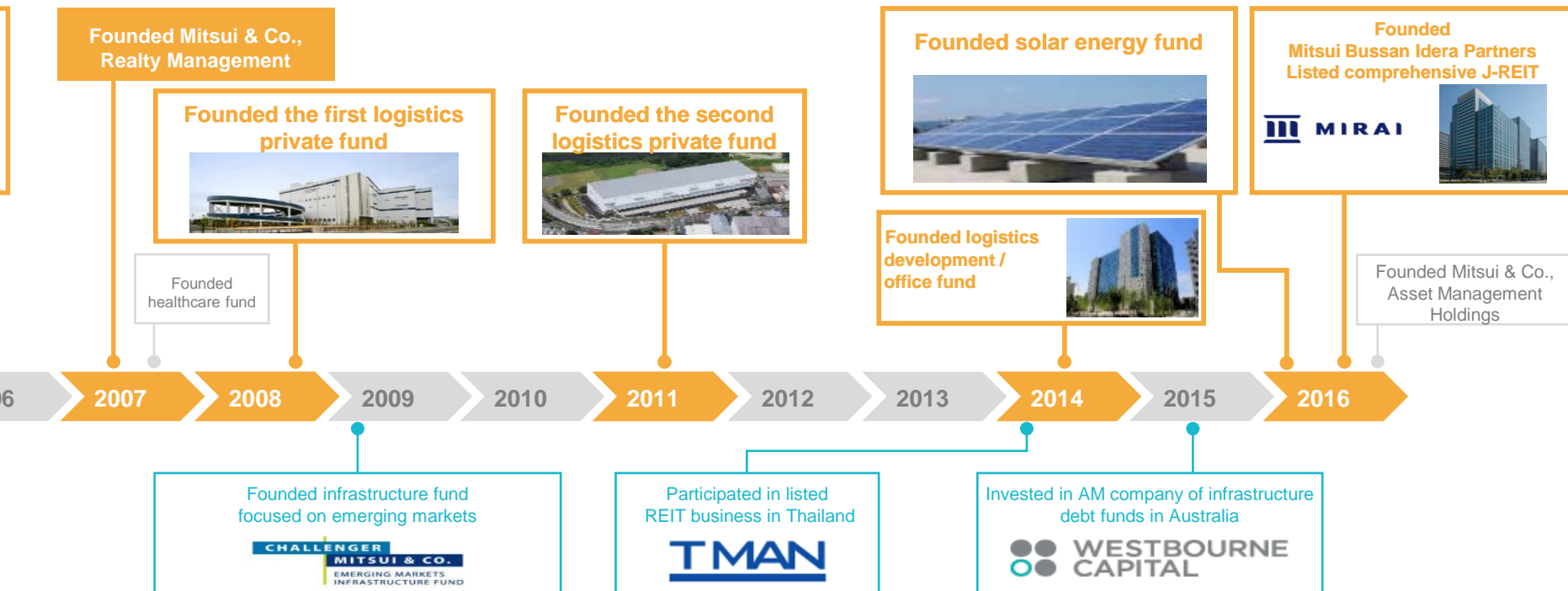
## 【Japan】



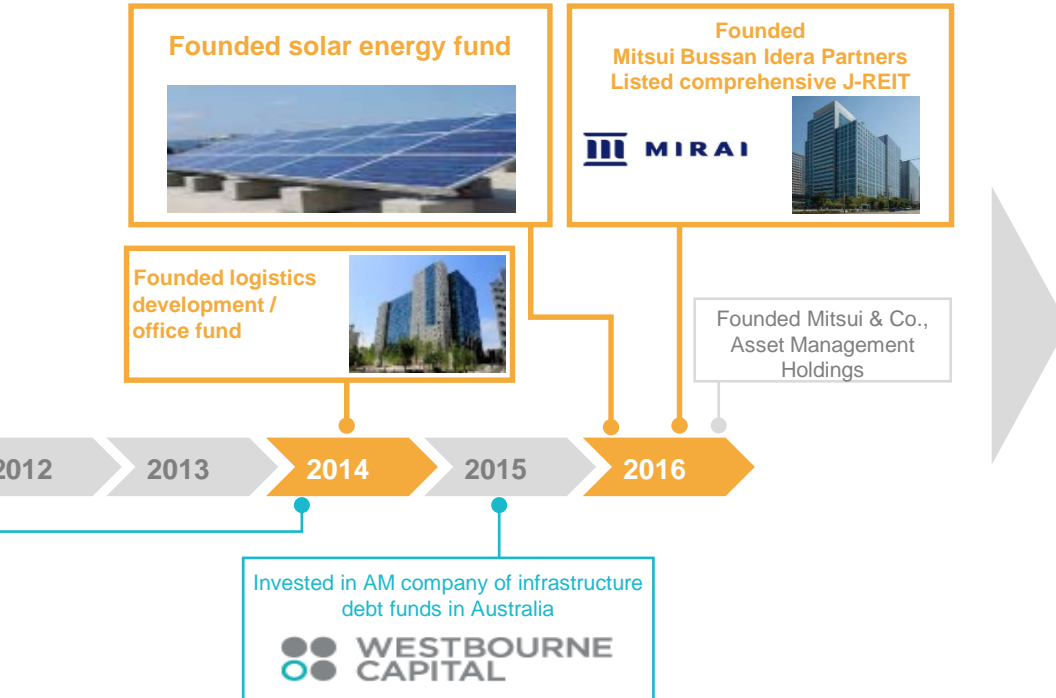
## 【Overseas】



# 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

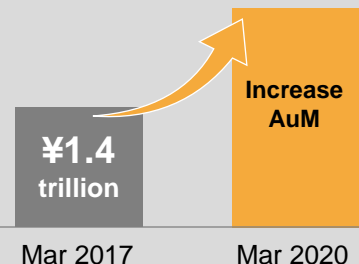
### Increase balance of assets under management

- CIM Group, LLC

20% share

- New Ocean Capital Management

15% share



### Enhance sales capabilities to domestic investors

- Mitsui & Co. Alternative Investments

Enhance capital strength

### Providing attractive alternative investment management services

## 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 fulfil 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.

360° business innovation.



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