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 fulfill its commitments, and (v) significant changes in the competitive environment. In the course of its operations, Mitsui adopts measures to control these and other types of risks, but this does not constitute a guarantee that such measures will be effective.
Agenda

1. Consumer Service Business Unit in Mitsui
2. Overview
3. Strategy in each operating business field
   - Medical & Healthcare
   - Real Estate
   - Services
   - Housing & Industrial Materials
   - Fashion
   - Media
4. Q&A
Agenda

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1. Consumer Service Business Unit in Mitsui

- General Meeting of Shareholders
- Corporate Auditors
- Board of Directors
- Board of Corporate Auditors
- President & CEO
- Corporate Management Committee

Administrative Divisions

Business Area (6)
- Metals
- Machinery & Infrastructure
- Chemicals
- Energy
- Lifestyle
- Innovation & Corporate Development

Headquarter Business Unit (12) + Regional Business Unit (3)
- Iron & Steel Products
- Mineral & Metal Resources
- Infrastructure Projects
- Integrated Transportation Systems
- Basic Chemicals
- Performance Chemicals
- Energy Business Unit I
- Energy Business Unit II
- Food Resources
- Food Products & Services
- Consumer Service
- Innovation & Corporate Development

(3 Regional Business Unit)
- Americas
- EMEA
- Asia Pacific

*EMEA: Europe, the Middle East, and Africa*
1. Consumer Service Business Unit in Mitsui

Number of employees
(As of April 1, 2013)

Global Total 553

- Headquarter-hired staff
- Non headquarter-hired staff

*China, Taiwan, South Korea and the CIS region report directly to the Head Office

Japan 347

- EMEA 25
  - 16
  - 9

- Asia Pacific 91
  - 60
  - 31

- China, Taiwan, South Korea, CIS * 48
  - 26
  - 22

- Americas 42
  - 25
  - 17
1. Consumer Service Business Unit in Mitsui

Investment Position

<table>
<thead>
<tr>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>180</td>
<td>280</td>
<td>300</td>
</tr>
</tbody>
</table>

May 2011
Acquired stake of IHH
(Approx. 90 billion yen)

Total Assets / Net Income

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>305.4</td>
<td>475.6</td>
<td>468.7</td>
</tr>
</tbody>
</table>

Total Assets
Net Income

*3-5 year vision included Media Business Division, which was transferred from IT Business Unit.
1. Consumer Service Business Unit in Mitsui

2. Overview

3. Strategy in each operating business field
   - Medical & Healthcare
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   - Services
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   - Fashion
   - Media

4. Q&A
## 2. Overview: Business Fields and Activities

<table>
<thead>
<tr>
<th>Business Field</th>
<th>Business Activities</th>
<th>Major Affiliates &amp; Investments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical &amp; Healthcare</td>
<td>- Support for management and operation of hospitals</td>
<td>IHH Healthcare</td>
</tr>
<tr>
<td></td>
<td>- Support for pharmaceuticals development, manufacturing and sales</td>
<td>MicroBiopharm Japan</td>
</tr>
<tr>
<td>Real Estate</td>
<td>- Real estate development and management</td>
<td>Bussan Real Estate</td>
</tr>
<tr>
<td></td>
<td>- Real estate related services</td>
<td>MBK Real Estate</td>
</tr>
<tr>
<td>Services</td>
<td>- Contract food service, Facility management</td>
<td>Aim Services</td>
</tr>
<tr>
<td></td>
<td>- Global expansion of service businesses</td>
<td>CSI</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mitsui &amp; Co., Facilities</td>
</tr>
<tr>
<td>Housing &amp; Industrial Materials</td>
<td>- Housing materials, woodchips, pulp and paper products, packaging materials and off-the-road tires for mining equipment</td>
<td>Mitsui Bussan Packaging</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sumitomo &amp; Mitsui Bussan Kenzai</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mitsui Bussan Woodchip Oceania</td>
</tr>
<tr>
<td>Fashion</td>
<td>- Apparel &amp; fashion goods procurement, Brand marketing business, Fashion e-commerce</td>
<td>Mitsui Bussan Inter-Fashion</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Paul Stuart, Tokyo Fashion</td>
</tr>
<tr>
<td>Media</td>
<td>- TV shopping</td>
<td>QVC Japan, ShopNet, CCTV Shopping</td>
</tr>
<tr>
<td></td>
<td>- Broadcasting</td>
<td>World Hi-Vision Channel</td>
</tr>
</tbody>
</table>
2. Overview: Recent Activities (News Releases etc.)

<table>
<thead>
<tr>
<th>Year</th>
<th>Month</th>
<th>Sector</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>Feb</td>
<td>Housing &amp; Industrial Materials</td>
<td>Acquired woodchip processing company and plantation forest company in Australia</td>
</tr>
<tr>
<td></td>
<td>Apr</td>
<td>Medical &amp; Healthcare</td>
<td>Acquired stake of Integrated Healthcare Holdings</td>
</tr>
<tr>
<td></td>
<td>Dec</td>
<td>Medical &amp; Healthcare</td>
<td>Acquired stake of pharmaceutical and chemicals business from Mercian Corporation</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Integrated Healthcare Holdings acquired shares of Turkish Healthcare Group</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Acibadem</td>
</tr>
<tr>
<td>2012</td>
<td>Mar</td>
<td>Services</td>
<td>Lifenet Insurance Company was listed on the TSE Mothers market</td>
</tr>
<tr>
<td></td>
<td>Jul</td>
<td>Medical &amp; Healthcare</td>
<td>IHH Healthcare was listed on the Malaysian and Singaporean stock exchanges</td>
</tr>
<tr>
<td></td>
<td>Aug</td>
<td>Housing &amp; Industrial Materials</td>
<td>Established a woodchip processing and exporting Joint Venture in Chile</td>
</tr>
<tr>
<td></td>
<td>Aug</td>
<td>Real Estate</td>
<td>Participated in a Building Development Project in Singapore Business Park</td>
</tr>
<tr>
<td></td>
<td>Aug</td>
<td>Housing &amp; Industrial Materials</td>
<td>Acquired shares of TOTO India (Manufacture and sales of Sanitary Ware)</td>
</tr>
<tr>
<td></td>
<td>Nov</td>
<td>Fashion</td>
<td>Participated in E-Fashion in China</td>
</tr>
<tr>
<td></td>
<td>Dec</td>
<td>Medical &amp; Healthcare</td>
<td>Participated in IV products manufacturing and sales joint venture in India with Otsuka Pharmaceutical Factory</td>
</tr>
<tr>
<td>2013</td>
<td>Jan</td>
<td>Media</td>
<td>QVC Japan has announced the completion of its new building “QVC Square”</td>
</tr>
<tr>
<td></td>
<td>Jan</td>
<td>Fashion</td>
<td>Acquired U.S. luxury brand Paul Stuart</td>
</tr>
<tr>
<td></td>
<td>Feb</td>
<td>Real Estate</td>
<td>Participated in developing master plan and promoting inward investment in business park in Chongqing, China</td>
</tr>
<tr>
<td></td>
<td>Feb</td>
<td>Services</td>
<td>Established new company for Sendai Aquarium (provisional name)</td>
</tr>
<tr>
<td></td>
<td>Mar</td>
<td>Medical &amp; Healthcare</td>
<td>Announced to open a clinic specializing in treatment of liver diseases and living donor liver transplant surgery in Singapore</td>
</tr>
<tr>
<td></td>
<td>May</td>
<td>Real Estate</td>
<td>Participated in smart city development in Malaysia as a master developer</td>
</tr>
</tbody>
</table>
2. Overview: Major Investments in Consumer Service Business

- Medical & healthcare
- Real estate
- Services
- Housing & industrial materials
- Fashion
- Media

As of June 30, 2013
Agenda

1. Consumer Service Business Unit in Mitsui
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### Consumer Service BU Vision for 3-5 Years ahead

#### 3-5 Year Vision
- Establish stable earnings base by capturing consumer demands in emerging countries
- Create value through repositioning from “agent” to “principal”
- Generate steady cash flow

#### Toward 2nd Year of Medium-term Management Plan
- Strengthen earnings base through enhancing value of existing business and assets
- Strengthen comprehensive and integrated capabilities through cross-divisional initiatives and create new business models

#### Key Action Plans
1. Accelerate shift to emerging countries
2. Reposition from “agent” to “principal”
3. Promote strategic divestiture
4. Challenge and create business for next generation
5. Strengthen comprehensive business engineering capabilities
Medical & Healthcare

Business overview

<Healthcare service networks area>
- Support to expand hospital operations and management globally and develop businesses in peripheral areas of hospital operations mainly through IHH Healthcare Bhd.

<Pharmaceuticals value chain area>
- Provide solutions, including the services of a contract research organization (CRO), contract manufacturing organization (CMO) and contract sales organization (CSO) at each stage in the value chain from pharmaceutical R&D to sales.
Medical & Healthcare: IHH Healthcare (1)

- Khazanah (45.3%)
- Mitsui & Co. (20.3%)
- Others

IHH Healthcare

- Parkway Pantai Limited (PPL) (100%)
  - Parkway Holdings
    - Largest private hospital group in Singapore with approx. 50% market share
    - Second largest private hospital group in Malaysia
    - 17 hospitals (excl. 8 new hospitals under development)
    - 3,000 beds
  - Pantai Holdings

- IMU (100%)
  - International Medical University in Malaysia
    - 3,855 students

- Acibadem (60%)
  - Leading private hospital group in Turkey
    - 16 hospitals, 12 clinics (incl. 1 hospital in Macedonia)
    - 1,800 beds

- Apollo (11.2%)
  - Leading hospital group in India
    - 54 hospitals
    - 8,700 beds
Contribute to enhancement of IHH’s value through development of peripheral areas of hospital operations and geographic expansion of the hospital business

<Examples of the initiatives>

- In collaboration with Dr. Koichi Tanaka - a global authority on living-donor liver transplant surgery -, Mitsui will open a clinic specialized in liver diseases and living-donor liver transplants at Mount Elizabeth Novena Hospital in Singapore in September 2013.
- Mitsui is supporting IHH for their expansion of overseas hospital business, for example by introducing leading local partners in China.
- Mitsui is deeply involved in the formulation and implementation of the IHH group strategy and business promotion by the dispatched directors of IHH, PPL and Acibadem and 4 secondees to IHH and PPL.
Medical & Healthcare: IHH Healthcare (3)

Under operation: 33 hospitals / 5,000 beds
Under development: 11 hospitals / 3,700 beds

* The number of hospitals in this map includes hospitals under development.
*1 These figures are translated at the rate of 1RM = ¥25.97, the average rate in 2012.

*2 Performance for the year ended December 2012 includes results of Acibadem and Mount Elizabeth Novena Hospital.
Medical & Healthcare: MicroBiopharm Japan (1)

- MicroBiopharm Japan Co., Ltd.: The core company in our contract manufacturing business for pharmaceutical products

Business overview:
- Acquired in July 2011 (80% by Mitsui and 20% by Toray Industries, Inc.)
- Manufacturing and sales of active pharmaceutical ingredients, intermediates and functional chemicals utilizing fermentation technology.
- Sales of pharmaceutical products in China through an affiliated company (generic pharmaceutical company, Shenzhen Main Luck Pharmaceuticals Inc.)

<Locations of Micro Biopharm Japan Co., Ltd.>

<Shenzhen Main Luck Pharmaceuticals’ plant>

Contract research and development
Manufacturing utilizing fermentation technology
Business model of Micro Biopharm Japan Co., Ltd.

- Contract manufacture of active pharmaceutical ingredients (API) and intermediates to branded pharmaceutical companies.
- Supply API to generic pharmaceutical companies.
- Supply API to Shenzhen Main Luck Pharmaceuticals for production, as well as to sell pharmaceutical products to the Chinese market through Shenzhen Main Luck Pharmaceuticals.

Support for drug manufacturers

- Branded pharmaceutical companies
- Generic pharmaceutical companies

- MicroBiopharm Japan
- Contract Manufacture of API and intermediates
- Supply API

Sales to developed countries and China

- Shenzhen Main Luck Pharmaceuticals
- MicroBiopharm Japan

Home Markets
Key Markets
Real Estate

Business overview

Promote domestic and overseas real estate businesses. Strive to create new real estate businesses and make contributions to the industry, in line with the corporate culture of Mitsui.

- **Domestic businesses**
  - Enhance the value of the Nishi-Shimbashi area through redevelopment, operation and management of office buildings in the area.
  - Promote real estate businesses with Mitsui’s functions and business engineering capabilities.

- **Overseas businesses**
  - Develop real estate businesses in regions centering around Greater Singapore, China and Indonesia.
  - Sales of unit houses and ownership and operation of senior living facilities through MRE, a U.S. subsidiary.

Breakdown of domestic and overseas assets

- **As of March 31, 2012**
  - Domestic Assets 70%
  - Overseas Assets 30%

- **As of March 31, 2013**
  - Domestic Assets 60%
  - Overseas Assets 40%

- **Forecast as of March 31, 2014**
  - Domestic Assets 40%
  - Overseas Assets 60%
Real Estate: Domestic Business (Bussan Real Estate)

Company profile

Acquisition: April 1956
*Acquired a 90% stake from NISSAN MOTOR

Capital: ¥10 billion (100% shareholding)

Number of properties: 14 (As of March 31, 2013)

Business activities: Real estate development, leasing and management

Properties in Nishi-Shimbashi area

1. Hibiya Central Bldg.
2. Bussan Bldg. ANX
4. CYD Bldg.

Net income

(¥ billion)

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<tr>
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</thead>
<tbody>
<tr>
<td>Value</td>
<td>1.5</td>
<td>2.0</td>
<td>2.5</td>
<td>1.0</td>
<td>3.0</td>
</tr>
</tbody>
</table>

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Real Estate: Domestic Business (Others)

Fujisawa Sustainable Smart Town

[Background]
May 2011: Announced a plan for Fujisawa Sustainable Smart Town jointly by Fujisawa City and 9 private sector companies
October 2012: Decided to establish joint venture for this project
March 2013: Announced the establishment of Fujisawa SST Management Company. (Equity owners: Mitsui (8%), Panasonic, PanaHome, Dentsu, Mitsui Fudosan Residential, Nihon Sekkei, Tokyo Gas, NTT East, and Sumitomo Mitsui Trust Bank)

[Summary of Project]
Development Address: 4-1, 6-chome, Tsujido-motomachi, Fujisawa City, Kanagawa Prefecture
Land Area: Approximately 19 ha
Schedule: Open the town in spring 2014
Total Project Cost: Approximately 60 billion yen

"Bringing new energy" throughout the town, including residential areas, commercial facilities, and parks

Logistics facility development

1. Urayasu City, Chiba Prefecture
Completed in 2006; sold to Japan Logistics Fund, Inc. (a Mitsui subsidiary)

2. Kobe City, Hyogo Prefecture
Completed in 2007; sold to a foreign-affiliated fund

3. Tatsumi, Koto-ku, Tokyo
Completed in 2012; sold to Japan Logistics Fund, Inc. (a Mitsui subsidiary)

Development of condominium apartment for sale

1. French Embassy redevelopment project
88 units in total; scheduled for completion in August, 2013

2. Harajuku Danchi redevelopment project
148 units for sale in total (former owners’ residences: 72 units); completed in April, 2013

Redevelopment coordinator

Redevelopment project (Nagoya)

Redevelopment project under Mitsui’s project management, completion targeted for 2016.
Real Estate: Overseas Business (Asia)

- Promote development with reliable local partners
- Contribute the project leveraging the functions and integrated strengths of Mitsui

**Yulin Business Park in the Chongqing Liangjiang New Area in China**

- Promote inward investment in the Chongqing Liangjiang New Area (25% stake by Mitsui)
- In February 2013, a joint venture was established between Mitsui, JGC Corporation, and Chongqing Liangjiang New Area Development & Investment Group Co., Ltd. (Paid-in capital: Approximately ¥10 billion).
- The total land area of this business park is 3.2 square kilometers.

- Lower manpower cost than in the coastal regions
- Supply of labor force from agricultural to urban areas (Comprehensive Development Experimental Zone)
- The only free trade zone in the inland region, a railway network connecting to Europe, Yangtze River Logistics
- Rapidly growing inland market

**Malaysia / Iskandar**

- Smart city development
- Acquired a 19.99% stake to become an equity partner in May 2013; 60% stake held by a Khazanah subsidiary.
- The project is to develop a site in the Medini District, Iskandar (approximately 132 ha)

**Singapore / Fusionopolis 5**

- Business park building development
- Joint venture with Ascendas, a wholly owned subsidiary of Singaporean government. (25% stake held by Mitsui)
- Total project cost amounting to approximately 24 billion yen, completion targeted for August 2014.

Reflect companies’ needs and demands in the master plan and clearly articulate the concept of urban development.
Company profile

Acquired a 50% stake in January 1990; wholly-owned subsidiary since 1997
Business activities:
(1) Development and sale of unit houses in the South of the states of California
(2) Leasing of senior living facilities in the states of California
Size of the business: (1) approx. 20 billion yen
(2) approx. 40 billion yen
Employees: (1) approx. 30, (2) approx. 1,100

Unit houses business

MRE / Unit houses on sales (As of May 31, 2013)

<table>
<thead>
<tr>
<th>Project</th>
<th>Total Unit</th>
<th>Under Offer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Artesia</td>
<td>97</td>
<td>93</td>
</tr>
<tr>
<td>Aragon</td>
<td>81</td>
<td>17</td>
</tr>
<tr>
<td>Sea House</td>
<td>33</td>
<td>In preparation</td>
</tr>
<tr>
<td>Stanton</td>
<td>45</td>
<td>In preparation</td>
</tr>
<tr>
<td>North Hollywood</td>
<td>27</td>
<td>In preparation</td>
</tr>
</tbody>
</table>

Senior living facilities business

MRE's properties

<Properties held by MRE and rooms including contract management>

Owned properties

Rooms
Services

Business overview

- **Expansion of domestic outsourcing business:**
  - Expansion of the existing business of Aim Services, Aramark Uniform Services Japan, and Mitsui & Co., Facilities and further promotion of PPP (public-private partnership) business

- **Global expansion of high-quality service business:**
  - Global expansion of high quality service business characterized by the integration of the Mitsui’s expertise and our partners, such as Recruit and Duskin.

- **Domestic Outsourcing Business**
  - Contract food service business by Aim Services for offices, hospitals and other facilities
  - Total uniform rental service business by Aramark Uniform Services Japan
  - Facilities management service business by Mitsui & Co., Facilities for various types of facilities, such as offices, sports facilities and hospitals.

- **PPP Business**
  - To engage in public services as an outsourced private enterprise by leveraging the integrated strengths of Mitsui with Aim Services and Mitsui & Co., Facilities.

- **Global Expansion of Service Business**
  - Joint overseas business with our strategic partners, such as Recruit and Duskin.
Services: Expansion of domestic outsourcing business

**Aim Services Co., Ltd.**

- One of the leading contract food service companies for offices and hospitals, etc., and a core company for our services business.
- Established in 1976; 50%-50% held by Mitsui and Aramark Corporation (U.S.).
- Keep growing with outsourced non-core business of clients.

**PPP business**

- After the enactment of the “Public Service Reform Act”, entry of private-sector companies in the public service business is increasing.
- Aggressively promoting PPP business recognizing the growth potential of the outsourcing business from public sector by exerting integrated strengths of Mitsui.

**Estimation of Public Support Service market (provided by NRI)**

**Mitsui & Co. Aim Services**

**Mitsui & Co., Facilities**
Services: Global expansion of high-quality service business

**Outsourcing business**

- **Staffing: The CSI Companies**
  - Area: U.S.
  - Business activities: Staffing
  - Partner: Recruit

- **Facility management: UE Managed Solutions**
  - Area: Singapore, Malaysia, Taiwan
  - Business activities: Facility management
  - Partner: United Engineers (Singapore)

**Businesses with Duskin**

- **Dust Control Business: Duskin Hong Kong**
  - Area: China, South Korea
  - Business activities: Rental of cleaning products
  - Partner: Duskin

- **Mister Donut Business: Mister Donut Korea**
  - Area: South Korea, Malaysia
  - Business activities: Franchise
  - Partner: Duskin
Services: Strengthening Domestic Service Business

Sendai Aquarium (provisional name)

Project concept:
Aiming to make it an “Aquarium symbolizing reconstruction” by which the people of Tohoku region are inspired to hope and given the strength to move forward.

Project outline: Construct and operate an aquarium under a permit from Sendai City
Project site: Hinterland of Sendai Port in Miyagino-ku, Sendai City

Business overview:
- To engage in project coordination by leveraging the integrated strengths and high credibility of Mitsui.
- To outsource maintenance and management of restaurants, shops and facilities to Aim Services and Mitsui & Co., Facilities
Housing & Industrial Materials

Business overview

Build on traditional strengths in domestic housing materials and pulp and paper products business, through the development of opportunities in emerging markets for products such as woodchips, housing materials, and other industrial materials to capitalize on increasing consumption and changes in lifestyle and living environment in those countries.

- **Plantation & Woodchips**
  Afforestation, processing of woodchips and sales of woodchips to Asia, including Japan and China, through wholly-owned subsidiaries in Australia and Chile

- **Pulp & Paper**
  Processing and distribution of paper pulp and packaging materials through Mitsui Bussan Packaging Co., Ltd.

- **Housing & Construction Materials**
  Import and sales of Russian lumber for house construction in Japan by investing in a Russian lumber company

- **Manufacturing and sales of sanitary ware in China and India**

- **Distribution of housing materials in Japan through Sumisho & Mitsuibussan Kenzai Co., Ltd.**

- **Industrial materials**
  Export and sales of Bridgestone’s off-the-road tires for construction and mining vehicles
Housing & Industrial Materials: Woodchips

Woodchip market

- Import of woodchips to China and Japan (Mitsui’s forecast after 2013)

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</tr>
</thead>
<tbody>
<tr>
<td>China Import</td>
<td>2,726</td>
<td>4,478</td>
<td>6,260</td>
<td>7,256</td>
<td>8,361</td>
<td>9,877</td>
<td>14,427</td>
</tr>
<tr>
<td>Japan Import</td>
<td>9,054</td>
<td>10,101</td>
<td>9,894</td>
<td>9,586</td>
<td>9,586</td>
<td>9,586</td>
<td>9,586</td>
</tr>
</tbody>
</table>

Value chain of woodchips and pulp & paper products

- Afforestation Area: 32,300ha
- Processing of woodchips: BFP (Australia), SWF (Australia), TPF (Chile)
- Export: Sales volume: 2 million GMT per year
- Pulp & Paper: Paper manufacturers in Japan and China
- Processing & Distribution: Mitsui Bussan Packaging
- Customers:

Business structure

- Mitsui & Co.: 100%
- MWO (Australia): 100%
- MWSA (Chile): 100%
- Afforestation Projects: 10～50%
- Bunbury Fibre Plantations (BFP): 100%
- Bunbury Fibre Exports (BFE): 100%
- South West Fibre (SWF): 49%
- Trans Pacific Fibre (TPF): 49%

MWO: Mitsui Bussan Woodchip Oceania
MWSA: Mitsui Bussan Woodchip South America

5 afforestation projects with Nippon Paper and Toyota Motors
Afforestation company in West Australia
Woodchip processing and exporting company in West Australia
Woodchip processing and exporting company in Chile (Local partner 51%, MWSA49%)

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Housing & Industrial Materials: Businesses with TOTO

**China**
Established sanitary ware manufacturing companies (Beijing TOTO, TOTO (Beijing), TOTO Dalian, Nanjing TOTO) jointly with TOTO Ltd. in 1994-1995 (15% to 25% stake held by Mitsui).

**India**
Invested in TOTO India in April 2013 (30% stake held by Mitsui). A sanitary ware factory is under construction in Gujarat, India and scheduled to start production in 2014.

**Other emerging economies (Russia, Brazil, etc.)**
With TOTO, jointly developing large-scale construction projects, etc. utilizing Mitsui's overseas network.

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**Diffusion of sanitary ware in BRICs (2011)**

<table>
<thead>
<tr>
<th>Country</th>
<th>2011 Diffusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>India</td>
<td>35%</td>
</tr>
<tr>
<td>China</td>
<td>65%</td>
</tr>
<tr>
<td>Russia</td>
<td>70%</td>
</tr>
<tr>
<td>Brazil</td>
<td>81%</td>
</tr>
<tr>
<td>Japan</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: WHO/UNICEF Progress on Sanitation and Drinking-Water 2013
TM BAIKAL Co., Ltd.

◆ TM BAIKAL Co., Ltd. (TMB)
Location: Irkutsk (Southwest of Lake Baikal)
Establishment: May 1991
* More than 20 years in operation since the Soviet era.
Ownerships: Ministry of Economic Development of Russia (51%), Tajima Mokuzai (35%), and Mitsui (14%)
Business Activities: Export and sale of red pine lumber from Siberia to Japan

- TMB has developed a system to ensure stable procurement of high quality raw timber and production in the course of its operation for over 20 years.
  - A 15% share in the Japanese market for Russian timber (2012)
  - Popularity ranking No.1 in the housing interior finishing materials section (cradling) in a survey conducted by Japan Forest Products Journal
- Logistics to the Japanese market: Overland transport via the Trans-Siberian Railway from Irkutsk to the Port of Nakhodka, in the suburbs of Vladivostok, for transshipment to various Japanese ports.
In addition to the traditional agent and trading business in Japanese market, we focus on the field of brand marketing business and fashion EC, etc. for the global market, mainly in the emerging countries in Asia.

◆ Procurement and OEM (manufacturing of products under brands of others) for apparel
  - OEM business for domestic apparel manufacturers through Mitsui Bussan Inter-Fashion Ltd.
  - Sales of functional materials in the U.S. and European markets through Mitsui Bussan Techno Products Co., Ltd.

◆ Brand marketing business
  - Import of brand products such as Max Mara
  - Brand licensing business involving brands owned by Mitsui, such as Pierre Cardin and Hanae Mori
  - Global brand marketing business through Paul Stuart, Inc. (U.S.), which Mitsui acquired in December 2012

◆ Fashion e-commerce (EC) business
  - Fashion EC business in Japan through BBF, Inc.
  - Production of apparel products and EC business in Taiwan, China and South East Asia through Tokyo Fashion
  - Fashion EC business in China through E-Fashion
Fashion: Brand marketing business

Acquired Paul Stuart, Inc. (U.S.) ("PS") in December 2012 to develop brand marketing business in the global market

Historical relationship with PS

- 1975: Started importing PS products to the Japanese market
- 1991: Started licensing business in the Japanese market
  (number of licensees: 13 as of June 30, 2013)

Mitsui’s strategy

- Development of the business base of PS through further expansion of the retail business in the U.S. and the licensing business in Japan, as well as business expansion in emerging countries.
- Strengthen earnings base of Mitsui by expanding the brand marketing business in the global market.

Shop network

- U.S.: Three flagship stores in New York and Chicago
  Japan: Two flagship stores, in addition to 150 stores in major department stores in Japan

December 2012: Acquired 100% of shares of PS.

Flagship store in New York
Penetrate into the fashion market in emerging countries through investments in fashion EC companies

**Our investments**

<table>
<thead>
<tr>
<th>Company name (location)</th>
<th>BBF, Inc. (Japan)</th>
<th>E-Fashion (China)</th>
<th>Tokyo Fashion (Taiwan)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year of our investment</td>
<td>2008</td>
<td>2012</td>
<td>2013</td>
</tr>
<tr>
<td>Brands</td>
<td>UGG, Burton, Azabu Provador etc.</td>
<td>GAP, TOMMY HILFIGER etc.</td>
<td>Own brands only</td>
</tr>
<tr>
<td>Business Activities</td>
<td>Development and operation of EC websites on behalf of apparel companies; ODM business (OEM business involving products designed by BBF) for TV shopping companies such as QVC Japan, Inc.</td>
<td>Development and operation of EC websites on behalf of apparel companies</td>
<td>Manufacturing and EC business of its own private brand products targeted at young women in China, Taiwan and Southeast Asia</td>
</tr>
</tbody>
</table>

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Media

Business overview

- TV shopping
  - QVC Japan, Inc. (Japan)
  - Global expansion of TV shopping business, leveraging experience in Japan (Taiwan, China)
- Broadcasting
  - World Hi-Vision Channel, Inc. is engaged in BS television service under the name of “TwellV”
  - TV programs for children and Anime (Kids Station)

Direct marketing sales rank (Top 10)

The size of direct marketing market has doubled in the past 10 years. Catalogue mail order has decreased, while TV shopping and E-commerce have increased.

2000
(million yen)

2011
(million yen)

Broadcasting

“TwellV”: Nationwide Free-to-air Broadcasting Station

“Kids Station”: Pay-TV Channel for Kids and Family
Media: TV Shopping

QVC Japan, Inc.

- Establishment: June 2000
- Capital: 11.5 billion yen
- Ownership: Mitsui 40%, QVC, Inc. (U.S.) 60%
- Households with access to QVC program: 26 million households (CATV, Sky Perfect TV and IPTV) 38 million households (BS)
- Employees: 1,608 (As of June 2013)

Global businesses

- Expand TV shopping business in overseas markets, leveraging the business experience with QVC Japan, Inc.
- Providing support for the establishment of call centers and proposals for efficient logistics operation, in addition to developing merchandise strategy and organizing programs, by dispatching experts.

ShopNet Co., Ltd. (Taiwan)

- Establishment: 2003 (Mitsui made investment in 2009)
- Ownership: Mitsui 87%, Chinatrust Group 13%
- Business activities: TV shopping in Taiwan
  - Households with access to ViVa: 5 million households (CATV throughout Taiwan)

CCTV SHOPPING CO., LTD. (China)

- Establishment: 1998 (Mitsui made investment in 2011)
- Ownership: Mitsui 25%, CITVC 51%, Others 24%
- Business activities: Services for Chinese TV shopping operators
  - Households with access to CCTVS: 58 million households (CATV throughout China)
Media: Broadcasting – World Hi-Vision Channel/TwellIV

World Hi-Vision Channel, Inc.

Establishment: July 2006
Capital: 2.5 billion yen
Ownership: Mitsui 100%
Features:
(1) Key BS broadcasting station with nationwide coverage
(2) 24-hour broadcasting completely free of charge
(3) Comprehensive programs comprised of high-quality, wholesome, premium contents
Our programs: “Global Vision”
“TV Show Host by Mr. Terashima”
“Textbook for the Future”
“Program for Local Activation”

Program timetable (As of April 2013)

Diffusion forecast of BS digital broadcasting (household)

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Agenda

1. Consumer Service Business Unit in Mitsui
2. Overview
3. Strategy in each operating business field
   - Medical & Healthcare
   - Real Estate
   - Services
   - Housing & Industrial Materials
   - Fashion
   - Media
4. Q&A