Corporate Information

Corporate Profile (as of March 31, 2016)

- **Company Name**
  MITSUI & CO., LTD.

- **Date of Establishment**
  July 25, 1947

- **Head Office**
  1-3, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-8631, Japan
  (registered head office location)
  Nippon Life Marunouchi Garden Tower

- **Representative**
  Tatsuo Yasunaga, President and Chief Executive Officer

- **Common Stock**
  ¥341,482 million

- **Number of Employees**
  6,006

- **Number of Offices and Overseas Trading Affiliates**
  138 offices
  Domestic: 12 (Head Office: 1 Offices: 6 Branches: 5)
  Overseas: 126 (Overseas offices: 30 Overseas trading subsidiaries: 96 (Head Offices: 34))
  (As of July 1, 2016)

- **Worldwide Network**
  65 countries/regions
  (As of July 1, 2016)

- **Major Business Areas**
  Utilizing our global operating locations, network and information resources, we are multilaterally pursuing business that ranges from product sales, worldwide logistics and financing, through to the development of major international infrastructure and other projects in the following fields: Iron & Steel Products, Mineral & Metal Resources, Infrastructure Projects, Integrated Transportation Systems, Chemicals, Energy, Food, Food & Retail Management, Healthcare & Service, Consumer Business, IT & Communication Business, Corporate Development Business.

- **Number of Affiliated Companies for Consolidation**
  Subsidiaries: Japan 68 Overseas 207
  Equity Accounted Investees (associated companies and joint ventures): Japan 34 Overseas 153

- **Total Assets**
  ¥10.9 trillion

- **Total equity**
  ¥3.4 trillion

- **Revenue**
  ¥4.8 trillion

- **Investments and Loans Result**
  ¥600.0 billion

- **EBITDA**
  ¥336.4 billion

- **Core Operating Cash Flow**
  ¥471.7 billion

- **Organization Chart** (As of July 1, 2016)

- **Worldwide Network**
  65 countries/regions
  (As of July 1, 2016)
Mitsui & Co.'s Approach to Business Development and Value Chains

The Medium-term Management Plan ("Challenge & Innovation for 2020—Demonstrating Mitsui Premium") identifies seven Key Strategic Domains in which Mitsui will implement strategic initiatives based on its unique strengths. Outlined below are areas in which Mitsui will develop business activities in its value chains in each of these domains.

Mitsui has defined Five CSR Material Issues as focal points for its efforts to provide solutions to increasingly diverse and complex societal issues, such as global warming, human rights and labor, urbanization, health and safety, energy, and food. Mitsui will work with its 462 group companies and around 22,000 business partners to respond to the needs of society.

<table>
<thead>
<tr>
<th>7 Key Strategic Domains</th>
<th>Related Product Segments</th>
<th>Business Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hydrocarbon Chain</td>
<td>Crude oil, Gas, Coal</td>
<td>Energy steel products, Sales of petroleum and chemical products, Trading</td>
</tr>
<tr>
<td></td>
<td>Crude oil and gas production facilities, Pipelines, Gas-fired power generation, LNG terminals</td>
<td>Energy steel products, Sales of petroleum and chemical products, Trading</td>
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<tr>
<td></td>
<td>Petroleum products, Chemical products, LNG</td>
<td>Energy steel products, Sales of petroleum and chemical products, Trading</td>
</tr>
<tr>
<td>Mineral Resources (Underground &amp; Urban) and Materials</td>
<td>Iron ore, Copper, Coal, Salt, Others</td>
<td>Steel products processing, Green chemicals, Lightweight materials</td>
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<td>Collection facilities, Port facilities</td>
<td>Steel products, Resins, Scrap, Electronic materials</td>
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<tr>
<td>Food and Agriculture</td>
<td>Grains, Salmon, Phosphate rock</td>
<td>Marine transport, Rail transport</td>
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<td>Collection facilities, Port facilities</td>
<td>Fertilizers and agrochemicals</td>
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<td>Edible oils, Refined sugar, Tea</td>
<td>Agriculture IT</td>
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<tr>
<td>Infrastructure</td>
<td>IPP, Logistics infrastructure, Water supply and wastewater treatment, Various plants, Smart city development</td>
<td>Infrastructure steel, Power transmission</td>
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<td>Retail sales of power and gas, Infrastructure funds, Port terminals, Engineering, Thermoelectric supplies, IoT</td>
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<tr>
<td>Mobility</td>
<td>Railways and ports</td>
<td>Automobiles, Automotive parts, Engine development</td>
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<tr>
<td></td>
<td></td>
<td>Automobiles, Construction and mining machines, Ships, Aircraft, Rolling stock, Parts and components</td>
</tr>
<tr>
<td>Medical / Healthcare</td>
<td>Pharmaceutical products, Key raw materials for pharmaceuticals</td>
<td>Key raw materials for pharmaceuticals, Pharmaceutical products, Funds for pharmaceutical development</td>
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<tr>
<td></td>
<td></td>
<td>Pharmaceutical products, Funds for pharmaceutical development, Hospitals, Ancillary service businesses, Healthcare staffing services</td>
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<tr>
<td>Lifestyle Products and Value-added Services</td>
<td>Paper-manufacturing resources, Lumber</td>
<td>Construction materials, Paper materials</td>
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<td>Office buildings, Smart cities</td>
<td>Logistics facilities</td>
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<td></td>
<td>Apparel OEM, Housing materials, Packaging</td>
<td>TV shopping, Fashion brands, Housing materials, Food distribution, Retail support, Electronic payment, Fund business</td>
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Sustainability Report 2016

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Activity Reports by Material Issue
- Protection of the Global Environment
- Respect for Human Rights
- Enhancement of Local Industrial Bases & Quality of Life
- Stable Supply of Resources & Materials
- Corporate Governance & Human Resource Development