360° business innovation.
MITSUI & CO. at a Glance

About Us

Revenue

US$ 62.7 billion

Profit for the Year *1

US$ 3.7 billion

Core Operating Cash Flow *2

US$ 5.1 billion

International Financial Reporting Standards (IFRS)
The U.S. dollar amounts represent translations of the Japanese yen amounts at the rate of ¥111.00=U.S. $1, the approximate rate of exchange on March 31, 2019.

*1: attributable to owners of the parent
*2: “cash flows from operating activities” – “changes in operating assets and liabilities”
*3: the ratio of profit for the year attributable to owners of the parent to shareholders’ equity
## MITSUI & CO. at a Glance

<table>
<thead>
<tr>
<th>Key Indicator</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Offices and Overseas Trading Affiliates</td>
<td>138</td>
<td>491</td>
<td>43,993</td>
</tr>
<tr>
<td>Number of Affiliated Companies for Consolidation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Employees (consolidated)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Return on Equity *3</td>
<td></td>
<td></td>
<td>10.1%</td>
</tr>
</tbody>
</table>

*1: attributable to owners of the parent
*2: “cash flows from operating activities” — “changes in operating assets and liabilities”
*3: the ratio of profit for the year attributable to owners of the parent to shareholders’ equity

(As of March 31, 2019)
Business Scope

Solutions and services for partners and customers in every country and region.

Marketing

We make use of our powerful information gathering and analysis expertise to create new markets, drawing on sales capabilities developed in extensive experience aligned with various business practices and legal systems worldwide.

Business development

We cultivate new business models and projects through the pursuit of new opportunities, effective project management, and utilization of our comprehensive capabilities and global network.

Project management

We work to cultivate and develop projects by utilizing management resources. The sharing of management resources and capabilities across every company in our group leads to the creation of highly competitive businesses.

Logistics

We offer SCM, DCM and other logistics solutions to meet a wide range of needs for both transportation and cost efficiency.

Finance

We offer and advise on various financial functions necessary for the expansion, cultivation, and promotion of business, from fund procurement and financial structuring to trade finance.

Risk management

By utilizing know-how accumulated over many years, we propose risk reduction and control methods such as hedging measures and various insurance systems.

Digital transformation

We work to create a new era of business by utilizing AI and IoT to optimize processes and revolutionize company models.
### Business Areas

Providing new value across a wide range of industries, leveraging our business engineering capabilities and diverse experience.

#### Metals
Through business development, investment and trading of steel products, mineral and metal resources, we work to develop integrated value chains which deliver a stable supply of resources, materials and products essential to industrial society. We also take part in resource recycling, developing industrial solutions that address environmental issues.

#### Machinery & Infrastructure
We contribute to the development of countries and the creation of better lives through the long-term, reliable supply of indispensable social infrastructure such as power, gas, water, railways and logistics infrastructure. We provide sales, financing, lease, transportation and logistics, and investment in various areas, including large-scale plants, marine resource development facilities, ships, aerospace, railways, motor vehicles, and mining/construction/industrial machinery.

#### Chemicals
Business developed by Mitsui & Co.’s chemicals segment spans a wide range of industries, from upstream areas, such as basic chemicals and inorganic raw materials, to downstream areas, including functional materials for various applications, electronic materials, specialty chemicals, agri-inputs, and animal and human nutrition products, as well as peripheral fields such as tank terminals, forest resources, and housing and lifestyle materials.

#### Energy
Through upstream development, logistics and trading of energy resources such as oil, natural gas/LNG, coal and uranium, we contribute to the stable supply of energy vital to both industry and society. In addition, as part of efforts to achieve a low-carbon society, we are actively involved in environmental and renewable energy businesses.

#### Lifestyle
Adapting to changes in consumption and lifestyles while meeting consumers’ diverse needs, we provide value-added products and services, develop businesses and make investments in business fields such as food resources, food products, merchandising, retail, healthcare, outsourcing, and fashion and textiles-related business.

#### Innovation & Corporate Development
Through our IT, telecommunication service, finance, real estate and logistics business, we work on a diverse range of projects aimed at developing innovative business and expanding our business field. We aim to strengthen our company-wide earnings base by pursuing new business, capturing changes in technology such as IoT, AI and 5G, promoting digital transformation, and providing advanced capabilities across multiple fields.
Ownership and operation of commercial ships/LNG ship for Cameron project

Iron ore business/West Angelas Mine (Australia)

Salt field business/Shark Bay salt field (Australia)

6 business areas, 15 headquarters business units.

Connecting ideas, information, customers, partners and businesses across the planet to create new business opportunities.

Metals

We provide sophisticated services and added value beyond simple steel distribution, through value chain development in infrastructure, automobile, and energy domains. We are advancing business investment through stronger alliances with leading partners, and strengthening combined trading and business investment efforts.

We secure stable supplies of mineral and metal resources through mining development and global trading. We engage in recycling and environmental businesses to promote circular economy.

Iron & Steel Products Business Unit

Our unit serves infrastructure needs throughout the world via four business areas: power (including renewable energy, energy storage, energy management services), natural resources, logistics, and environment & new business.

This business unit aims to strengthen and develop business models, and add value in the automobile, construction & industrial machinery, and railway sectors by anticipating and responding to new trends in mobility services, including technological innovation, the sharing economy, robotics, and in-station businesses.

We aim to achieve further growth by strengthening our business platforms in the shipping, aviation, and railway industries, and develop peripheral demand through our existing customer base and networks, while driving the shift to environmentally conscious and service-aware business models in the mobility field.

We provide materials and solutions in a wide range of domains, including securing competitive resources and utilizing these in the manufacture and sale of chemical products, as well as supporting chemical manufacturers' global business expansion with proprietary technology and products.

Basic Materials Business Unit

We work from a materials perspective to develop business that bridges related growth industries. As we reinforce efforts to develop materials with more sophisticated functions that address needs in a variety of fields, we aim to create new business and address social needs and issues in the process.

Performance Materials Business Unit

We view global population growth and increased demand for added value, including human health, as a business opportunity, and strive to meet social needs by engaging in a wide range of business in the food and chemicals areas, including agri-inputs, feed additives, food ingredients and preventative healthcare products.

Nutrition & Agriculture Business Unit

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Nutrition & Agriculture Business Unit

Machinery & Infrastructure

Infrastructure Projects Business

Mobility Business Unit

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Nutrition & Agriculture Business Unit

Machinery & Infrastructure

Infrastructure Projects Business

Mobility Business Unit
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**Metals**

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**Mineral & Metal Resources Business Unit**
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**Mobility Business Unit I**
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**Chemicals**

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**Nutrition & Agriculture Business Unit**
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### Energy

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<tr>
<th>Energy Business Unit I</th>
<th>Energy Business Unit II</th>
</tr>
</thead>
<tbody>
<tr>
<td>Through upstream development and trading of energy resources such as oil, natural gas and coal, we contribute to the stable supply of energy vital to society. In addition, as part of efforts to achieve a low-carbon society, we are actively involved in next-generation energy business including biofuel and hydrogen.</td>
<td>Our core-business domain is natural gas/LNG which has a relatively low environmental impact. We globally engage in the development/management and trading/logistics of LNG projects. Our basic strategy is to establish a competitive LNG upstream asset portfolio and to expand midstream/downstream business.</td>
</tr>
</tbody>
</table>

### Lifestyle

<table>
<thead>
<tr>
<th>Food Business Unit</th>
<th>Retail Business Unit</th>
<th>Healthcare &amp; Service Business Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engaged in the production, accumulation, marketing, manufacturing, and processing of food resources and products, work to develop our global business base, from which we provide safe and reliable foods to the world.</td>
<td>We operate in the areas of retail and merchandising, aiming to deliver satisfaction and convenience to consumers. We also promote consumer-oriented initiatives to increase the value of products and services through retail-solution capabilities, such as payment functions and CRM.</td>
<td>In the healthcare, pharmaceutical, and service industries, we help enrich the lives of people worldwide by offering high value-added services globally. In the healthcare industry—one of our growth areas—we provide healthcare and related ancillary services, mainly in Asia.</td>
</tr>
</tbody>
</table>

### Innovation & Corporate Development

<table>
<thead>
<tr>
<th>IT &amp; Communication Business Unit</th>
<th>Corporate Development Business Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>We are engaged in the creation and promotion of information and communications technology business in areas including IoT and AI, system integration, cyber-security, internet services, digital marketing, TV shopping, broadcasting, and major mobile network operator businesses in emerging countries.</td>
<td>We are engaged in logistics, real estate and finance related business including asset management, buyouts and commodity derivatives. Our expertise in these areas are utilized to cultivate business in new areas, leading to the further evolution of Mitsui’s business.</td>
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Our core-business domain is natural gas/LNG which has a relatively low environmental impact. We globally engage in the development/management and trading/logistics of LNG projects. Our basic strategy is to establish a competitive LNG upstream asset portfolio and to expand midstream/downstream business.

LNG business/Sakhalin II LNG project (Russia) © Sakhalin Energy
Healthcare network providing full spectrum of healthcare services/IHH Healthcare Bhd. (Singapore)
TV shopping business/QVC Japan (Japan) © QVC Japan Inc.
Mitsui & Co. has always been a progressive company, anticipating the needs of successive generations in a spirit of challenge & innovation and open-mindedness.

This year is the final year of our current Medium-term Management Plan. The unrelenting pace of change in our business environment makes it harder than ever to predict the future, so our aim is to build on our strengths, moving rapidly and flexibly to align our activities with next-generation opportunities.

Our Japanese company name, Mitsui Bussan, contains characters symbolizing ‘the creation of something valuable’. This value creation is embedded in our approach to business and industry development. We deeply value our engagement and relationships with customers, industry partners and other stakeholders, and our consolidated group of 44,000 employees is united in a desire to continue creating new value in ways that truly reflect who we are as a company.

May 1, 2019

Tatsuo Yasunaga
President and Chief Executive Officer

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### Corporate Mission, Vision, and Values

<table>
<thead>
<tr>
<th>Mission</th>
<th>Mitsui &amp; Co.’s Mission</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strive to contribute to the creation of a future where the aspirations of the people can be fulfilled.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Vision</th>
<th>Mitsui &amp; Co.’s Vision</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Aim to become a global business enabler that can meet the needs of our customers throughout the world.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Values</th>
<th>Mitsui &amp; Co.’s Values</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Build trust with fairness and humility.</td>
</tr>
<tr>
<td></td>
<td>• Aspire to set high standards and to contribute to society.</td>
</tr>
<tr>
<td></td>
<td>• Embrace the challenge of continuous innovation.</td>
</tr>
<tr>
<td></td>
<td>• Foster a culture of open-mindedness.</td>
</tr>
<tr>
<td></td>
<td>• Strive to develop others and oneself to achieve full potential.</td>
</tr>
</tbody>
</table>
Corporate Information

Corporate Profile

<table>
<thead>
<tr>
<th>Company Name</th>
<th>MITSUI &amp; CO., LTD.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date of Establishment</td>
<td>July 25, 1947</td>
</tr>
<tr>
<td>Common Stock</td>
<td>¥341,481,648,946</td>
</tr>
<tr>
<td>Number of Employees</td>
<td>5,772 (43,993 on consolidated basis)</td>
</tr>
<tr>
<td>Number of Offices and Overseas Trading Affiliates</td>
<td>138 offices in 66 countries/regions Japan: 12 offices Overseas: 126 offices in 65 countries/regions</td>
</tr>
</tbody>
</table>

Head Office

1-3, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-8631, Japan (registered head office location)
Nippon Life Marunouchi Garden Tower
3-1, Otemachi 1-chome, Chiyoda-ku, Tokyo 100-8631, Japan
JA Building
TEL: 81(3)3285-1111  FAX: 81(3)3285-9819  URL: https://www.mitsui.com

Number of Affiliated Companies for Consolidation

Subsidiaries: Japan 70 Overseas 208
Equity Accounted Investees*: Japan 45 Overseas 168
Total: 491

Stock Information

Stock Exchange Listings: Tokyo, Nagoya, Sapporo, Fukuoka
Number of Shares Authorized: 2,500,000,000 shares
Number of Shares Issued: 1,742,345,627 shares
Number of Shareholders: 316,928 shareholders

(As of March 31, 2019) *associated companies and joint ventures

15 headquarters business units and 3 regional business units

President & CEO

Metals
Machinery & Infrastructure
Chemicals
Energy
Lifestyle
Innovation & Corporate Development

Iron & Steel Products Business Unit
Mineral & Metal Resources Business Unit
Infrastructure Projects Business Unit
Mobility Business Unit I
Mobility Business Unit II
Basic Materials Business Unit
Performance Materials Business Unit
Nutrition & Agriculture Business Unit
Energy Business Unit I
Energy Business Unit II
Food Business Unit
Retail Business Unit
Healthcare & Service Business Unit
IT & Communication Business Unit
Corporate Development Business Unit
Corporate Staff Divisions

EMEA: Europe, the Middle East and Africa

(As of April 1, 2019)

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