

360° business innovation.



Corporate Brochure

2016



About Us

Total Assets

US\$ **96.6** billion

Total Equity *1

US\$ **29.9** billion

Revenue

US\$ **42.1** billion

Investments and Loans Result



US\$ **5.3** billion

EBITDA

US\$ **3.0** billion

Core Operating
Cash Flow *2

US\$ **4.2** billion

The U.S. dollar amounts represent translations of the Japanese yen amounts at the rate of ¥113.00=U.S. \$1, the approximate rate of exchange on March 31, 2016.

*1: Total equity attributable to owners of the parent

*2: Core Operating Cash Flow = "cash flows from operating activities" – "changes in operating assets and liabilities"

(As of March 31, 2016)

Global Network **66** countries/regions



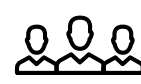
Number of Offices
and Overseas
Trading Affiliates

139



Number of
Affiliated Companies
for Consolidation

462



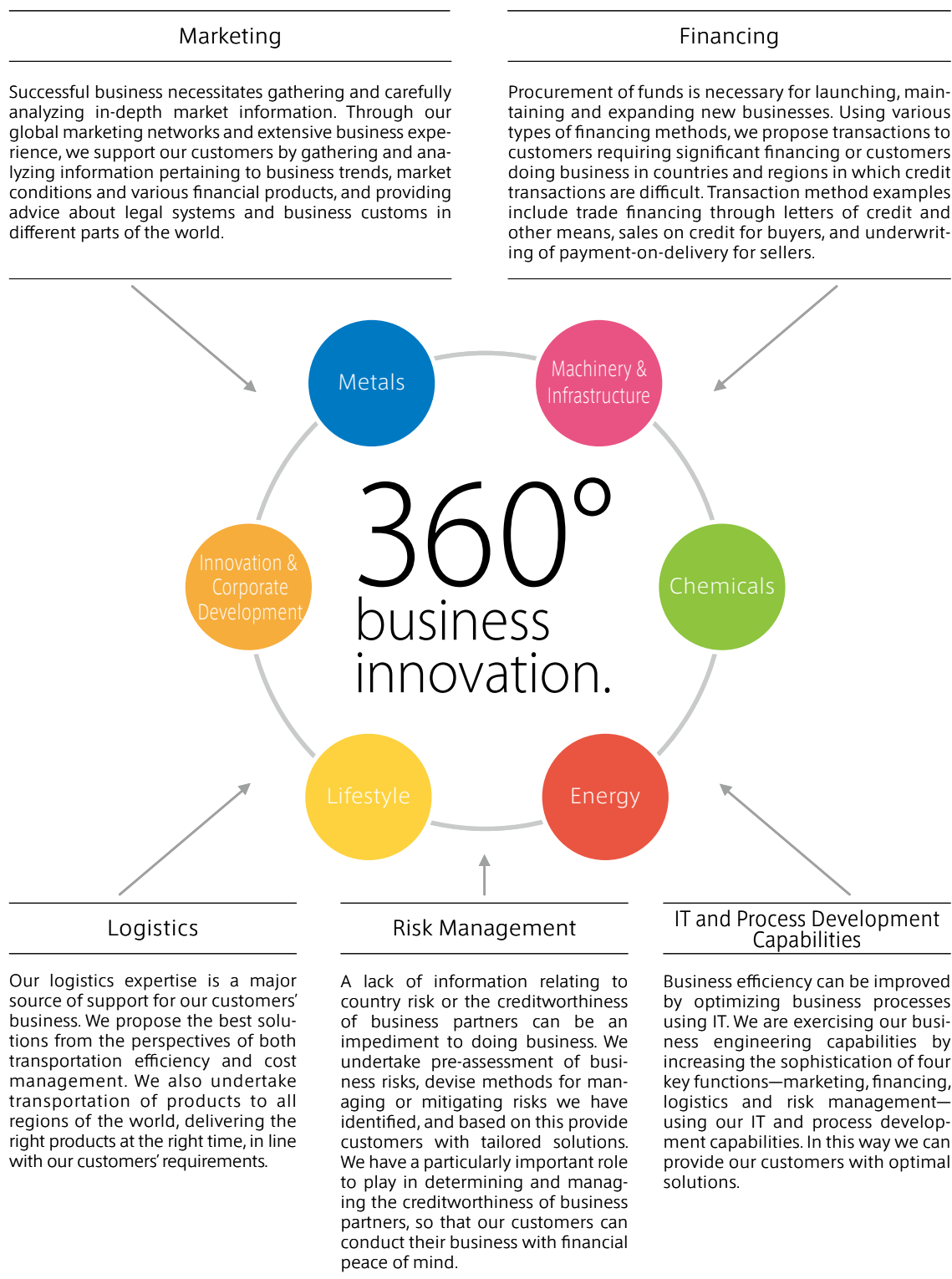
Number of Employees
(consolidated)

43,611



5 functions

Providing services and solutions that meet the diverse needs of customers around the world.



6 business areas

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

Metals

Through business development, logistics and trading of mineral and metal resources, metals and steel products, we reinforce a comprehensive value chain to secure a stable supply of the resources, materials and products necessary for both industry and society. We are also active in metal recycling and other initiatives to develop industrial solutions to environmental issues.

Machinery & Infrastructure

We contribute to creating better lives through the long-term, reliable supply of social infrastructure such as electricity, gas, water, railways and other logistics infrastructure. We provide sales, financing, lease, transportation and logistics, and project investment in a wide range of machineries, including large-scale plants, marine resource development facilities, ships, aerospace, motor vehicles, construction/mining machinery and industrial machinery.

Chemicals

Our chemicals business encompasses trade and investment in a range of industries, from upstream chemicals such as basic chemicals and fertilizer resources, through to downstream chemicals such as functional materials, electronics materials, fertilizers, agricultural chemicals and specialty chemicals. We are also pursuing new initiatives such as green chemicals.

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. As part of efforts to achieve a low-carbon society, we are also actively involved in next-generation energy and environmental 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 the fields of food resources, food products, retail support business, medical and healthcare, fashion, forestry plantation resources and real estate-related business.

Innovation & Corporate Development

Through our ICT, Finance and Logistics business, we work on a diverse range of projects aimed at developing innovative business and expanding our business field. At the same time, we aim to strengthen our company-wide earnings base by pursuing strategic projects and new opportunities and providing specialized functions that contribute to the whole Mitsui & Co. group.



Iron ore business/West Angelas Mine (Australia)



Passenger transportation business/Light Rail Transit (Brazil)



Salt field business/Shark Bay Salt Field (Australia)

360° business innovation.

6 business areas, 15 headquarters business units.

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

Metals

Iron & Steel Products Business Unit

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



Mineral & Metal Resources Business Unit

We secure stable supplies of mineral and metal resources through both trading and business investment activities globally. We develop businesses that are environmentally friendly and contribute to local regions, and are expanding our broad-ranging metal recycling and environmental solutions businesses.



Machinery & Infrastructure

Infrastructure Projects Business Unit

Our unit serves infrastructure needs throughout the world via five business areas: Power generation/renewable energy, energy, mineral resources and basic industrial infrastructure, offshore oil and gas infrastructure, water treatment, supply and sewer systems, and desalination facilities, and project development (including logistics and social infrastructure).



Integrated Transportation Systems Business Unit

Alongside developing strategic alliances in various mobility-related areas, including motor vehicles, construction and industrial machinery, shipping, aerospace and railway, we are building a broad value chain offering functions in logistics, manufacturing, sales, leasing, rental, financing and management, and leveraging our comprehensive strength to create new added-value.



Chemicals

Basic Materials Business Unit

We provide materials and solutions in a wide range of areas, including securing competitive resources and utilizing these in the manufacture and sale of chemical goods, and supporting the overseas development of Japanese chemical manufacturers with proprietary technology and products.



Performance Materials Business Unit

We develop businesses that connect growth industries peripheral to the materials industry. We help solve social issues by strengthening the manufacturing and sales of green/bio-based raw materials, and enhancing the performance of materials used in automobiles, electronics and packaging materials, and detergents and surfactants.



Nutrition & Agriculture Business Unit

We see global population growth as a business opportunity, and strive to meet social needs for increased food production and creation of added value from food by engaging in wide-ranging businesses in the food and chemicals areas, including fertilizers, agrochemicals, feeds, and other food ingredients.



360° business innovation.

Energy

Energy Business Unit I

We are tasked with building a well-balanced energy portfolio and developing value chain business. We engage in oil and gas exploration, development and production; energy resource trading and marketing; and aim to expand our capabilities while establishing a stable supply system that meets global energy demand.



Energy Business Unit II

The operations of our core natural gas/LNG business include resource development, trading and marketing. We participate in LNG development projects throughout the world. We are also involved in the development of next-generation energy, and bio-fuel and hydrogen businesses that contribute to the shift toward a low carbon society.



Lifestyle

Food Business Unit

Engaged in the production, marketing, manufacturing and processing of food resources and products, we are building a global business base from which to provide a stable supply of safe and reliable foods to both Japan and overseas.



Healthcare & Service Business Unit

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 seven key strategic domains — we provide healthcare and related ancillary services, mainly in Asia.



Food & Retail Management Business Unit

We apply product development, quality control, and logistics expertise to the development of consumer-oriented businesses in areas including logistics services, food ingredients, and processing, contributing to safe and stable food supply and enhanced consumer convenience globally.



Consumer Business Unit

We cover a range of industries, including real estate, life essentials, and fashion. By leveraging our strong relationships with quality business partners, we aim to provide high value-added products and services globally and create innovative business models to improve people's quality of life.



Innovation & Corporate Development

IT & Communication Business Unit

We are engaged in the development and promotion of innovative information and communications technology businesses in fields including internet communication, IT services, media, industrial IT, and IT solutions.



Corporate Development Business Unit

We provide expertise in finance and logistics, and agile management of company management resources, including human assets. Our mission is to develop strategic projects and cultivate new business areas leading to the further evolution of Mitsui & Co.'s business.





Gas production business/Mitsui Oil Exploration,
Gas Production Facility (Gulf of Thailand)



Healthcare provision and healthcare related ancillary services/
Acibadem Bodrum Hospital (Turkey)



TV shopping business/QVC Japan (Japan) © QVC Japan, Inc.



Mitsui & Co. has evolved continuously as a company by developing innovative business models that meet the needs of changing times.

Today, amid the sweeping trends of globalization and digitalization that are bringing relentless change and intense competition to every business segment, Mitsui is responding with “360° business innovation.” We are actively allocating resources to seven key strategic domains that capture these trends, building an even stronger business foundation.

I am proud to be working with Mitsui’s 44,000 group colleagues worldwide, taking on the challenge of developing new markets and business opportunities that best reflect who we are as a company. In doing so, we aim to create the added value expected of us by our customers, corporate partners and other stakeholders around the globe.

July 1, 2016

Tatsuo Yasunaga
Representative Director
President and Chief Executive Officer
Mitsui & Co., Ltd.

Corporate Mission, Vision, and Values

Mission	Mitsui & Co.’s Mission Strive to contribute to the creation of a future where the aspirations of the people can be fulfilled.
Vision	Mitsui & Co.’s Vision Aim to become a global business enabler that can meet the needs of our customers throughout the world.
Values	Mitsui & Co.’s Values <ul style="list-style-type: none">• Build trust with fairness and humility.• Aspire to set high standards and to contribute to society.• Embrace the challenge of continuous innovation.• Foster a culture of open-mindedness.• Strive to develop others and oneself to achieve full potential.

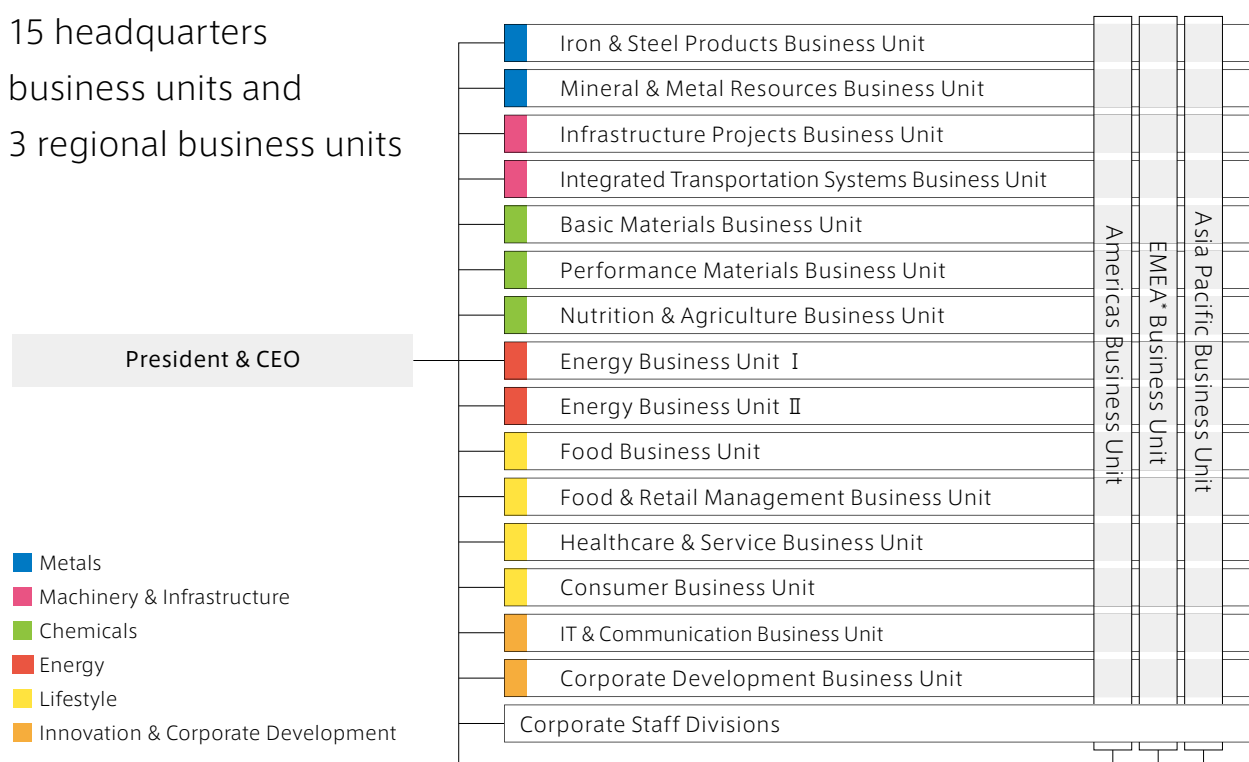
Corporate Profile

Company Name	MITSUI & CO., LTD.
Date of Establishment	July 25, 1947
Common Stock	¥341,481,648,946
Number of Employees	5,905 (43,611 on consolidated basis)
Number of Offices and Overseas Trading Affiliates	139 offices in 66 countries/regions Japan: 12 offices Overseas: 127 offices in 65 countries/regions
Head Office	1-3, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-8631, Japan Nippon Life Marunouchi Garden Tower (registered head office location) 3-1, Ohtemachi 1-chome, Chiyoda-ku, Tokyo 100-8631, Japan JA Building TEL: 81(3)3285-1111 FAX: 81(3)3285-9819 URL: http://www.mitsui.com
Number of Affiliated Companies for Consolidation	Subsidiaries: Japan 68 Overseas 207 Equity Accounted Investees*: Japan 34 Overseas 153 Total: 462
Stock Information	Stock Exchange Listings: Tokyo, Nagoya, Sapporo, Fukuoka Number of Shares Authorized: 2,500,000,000 shares Number of Shares Issued: 1,796,514,127 shares Number of Shareholders: 400,805 shareholders

(As of March 31, 2016)

*Associated companies and joint ventures

15 headquarters
business units and
3 regional business units



(As of April 1, 2016)

*EMEA: Europe, the Middle East and Africa
Note: China, Taiwan, South Korea, and the CIS region report directly to the Head Office

MITSUI & CO., LTD.

