

New Medium-term Management Plan
Challenge & Innovation for 2020
-Demonstrating Mitsui Premium-
Accomplishments in the first year and
actions in progress



MITSUI & CO.

May 11, 2015
Mitsui & Co., Ltd.

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.

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Challenge & Innovation for 2020 – Basic Policy (announced in May 2014)

Positioning

Important 3 years towards achieving our 2020 Vision (*1)

Basic Policy

- ① Provide industrial solutions to our customers' needs through higher level of competitiveness, managerial excellence and successful business development
⇒ Establishing “Key Strategic Domains” in line with our core strengths
- ② Enhance earnings base of “Existing Business” and fully execute “Projects in the pipeline” (*2)
- ③ Pursue both “New Investments” and “Shareholder Return” backed by strong cash generation capabilities



*1: In 2009, we announced our Long-Term Management Vision outlining our vision for the coming ten years.

*2: Projects our participation in which have been decided and announced as of May 2014 and profit contribution by which are expected within several years.

Our 2020 Vision

Create new values through effective collaboration of businesses in
“Key Strategic Domains”

Balanced allocation to growth investments and shareholder return

EBITDA: Constantly over ¥1 trillion

Achieve sustained net income growth and double digit ROE



Demonstrating
Mitsui Premium

1. Accomplishments in the first year and results of operations

Basic Policy ① : Establishing “Key Strategic Domains” in line with our core strengths

< Accomplishments in the First Year >

Hydrocarbon Chain



Energy upstream to downstream and expansion of related businesses

- Made progress in establishing “Key Strategic Domains” through Existing Business and Projects in the pipeline centering on US (steady output from shale business, FID on Cameron, etc.)
- US: MMA monomer production and sales (basic agreement)



US shale oil & gas business



US MMA monomer

Mineral resources (urban & underground) and materials



Mineral mining to material processing, building a recycle-oriented society

- Mozambique: coal mine and rail & port infrastructure (agreed to participate)
- US: chloroprene rubber production and sales (agreed to acquisition)
- China: oleochemicals production and sales (agreed to participate)



Mozambique Moatize coal mine



China oleochemicals

Infrastructure



Contribute to new nation building and business expansion from infrastructure

- Thailand: cogeneration (agreed to participate)
- Indonesia: new container terminal (participated)



Nacala Corridor Rail



Indonesia new container terminal

Mobility



Services related to manufacturing, marketing & financing of transportation machineries

- US: truck leasing (participated)
- Brazil: passenger railway transportation (agreed to participate)



US truck leasing (PTL)



Brazil passenger railway transportation

Corresponding business segments



- 1 Iron & Steel Products
- 2 Mineral & Metal Resources
- 3 Machinery & Infrastructure
- 4 Chemicals
- 5 Energy
- 6 Lifestyle
- 7 Innovation & Corporate Development

We are committed to keep fortifying our already strong Key Strategic Domains by fully following-through on our abundance of “Projects in the pipeline” → for more details, please refer to page 13



Basic Policy ② : Enhance earnings base of “Existing Business” and fully execute “Projects in the pipeline”

< Accomplishments in the first year >

◆ Enhanced earnings base of “Existing Business”

- ② Strengthen cost-competitiveness (iron ore, coal)
- ③ Expanded and diversified IPP business
- ③ Expanded gas distribution business in Brazil
- ③ Capital raising with the aim of doubling the size of railcar leasing business in North America
- ④ Completed expansion of chemical tank terminal in US



IPP(US: Astoria I gas power plant)



US: tank terminal for chemical products

◆ Executed or achieved major milestones in “Projects in the pipeline”

- ② Reached Jimblebar iron ore mine capacity to 35M ton/year in Australia
- ④ Commenced full production of chlor-alkali in US throughout the year
- ⑤ Final investment decision on Cameron LNG project in US



Australia: Jimblebar iron ore mine



US: FID on Cameron LNG



Business assets expanded during the Year Ended Mar/15

Iron ore business	Equity production : 51M ton/year → 55M ton/year
Oil and gas upstream assets	Equity production : 243kboe/day → 254kboe/day
IPP business	Net generation capacity : 8.5GW → 9.6GW
Grain production and origination business	Handling volume : 15M ton/year → 17.5M ton/year
IHH Healthcare hospital business	Number of beds : approx.5,000 → approx.7,000

“We made progress in the combined reinforcement of three key strengths : reserves, output and production cost”



Basic Policy ③ : Pursue both “New Investments” and “Shareholder Return” backed by strong cash generation capabilities

< Result for the Year Ended Mar/15 (approx. figure) >

(¥ billion)

Major items

Core Operating Cash Flow	+660.0	+52.0 from the previous year : Energy +350.0 (+34.0 from the previous year), Mineral & Metal Resources +160.0 (-22.0), Machinery & Infrastructure +70.0 (+30.0)
Divestiture	+340.0	+35.0 from the previous year : Sales of shares in Recruit Holdings, Finance lease receivables, Valepar's preferred shares
Gross Investments & Loans	-715.0	Existing Business + Projects in the pipeline -525.0 New Business -190.0
(breakdown)		
Iron & Steel Products	-5.0	Automotive components in US
Mineral & Metal Resources	-75.0	Expansion and development of Australian iron ore operations
Machinery & Infrastructure	-265.0	Truck leasing in US, Integrated logistics company*, FPSO lease
Chemicals	-50.0	Methanol production, Agrichemical fungicide business in US
Energy	-195.0	Developments of Thai businesses and existing shale oil/gas in US
Lifestyle	-50.0	Logistics facilities development in China, Domestic real estate
Innovation & Corporate Development	-15.0	Venture investment in US, Insurance fund
Overseas	-60.0	Wind power generation in Australia, Tank terminal expansion in US
Shareholder Return (Dividend)		While profit for the Year Ended Mar/15 was below the original forecast, envisaged annual dividend for the Year Ended Mar/15 remains unchanged at ¥64/share, taking into consideration EBITDA, core operating cash flow, etc. comprehensively. Consolidated dividend payout ratio will be 37%.

New investing/divesting activities took place or commenced during January – March 2015 are printed in blue ink

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* The planned investment of VLI in the Year Ended Mar/2014 was deferred into the Year Ended Mar/2015. Therefore, this figure was not included in the New Medium-term Management Plan.



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Operating Environment (the Year Ended Mar/15)

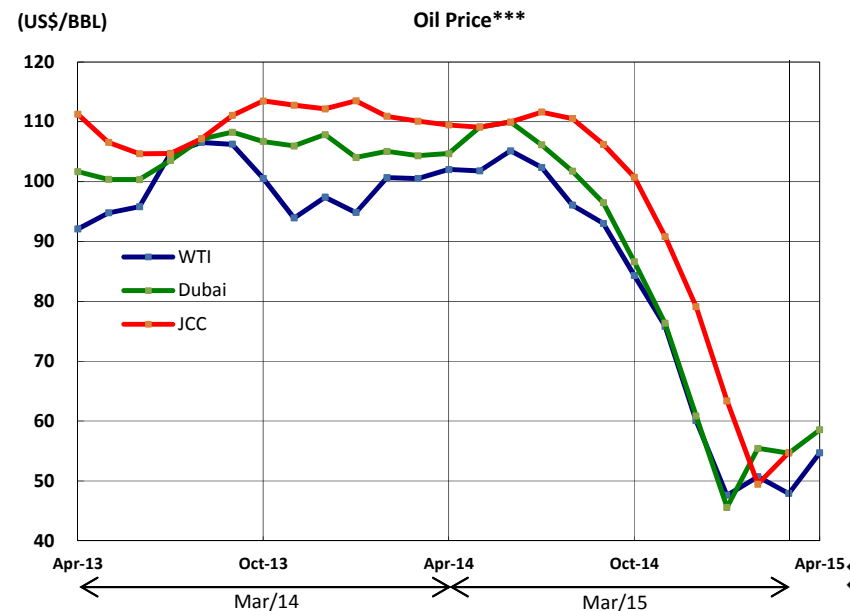
- ◆ The global economy recovered moderately, driven by firm economic growth in the US.
 - ◆ In Japan and Europe, the economy recovered moderately in the 2nd half, thanks to strong US dollar, quantitative easing, improving employment, etc.
 - ◆ In China, a restraint over excess production capacity and a softer real estate market have led to a slowdown in the economic growth rate.
 - ◆ In resource exporting countries, where there are delays in improving fundamentals, economic growth rate drastically deteriorated.
 - ◆ In resource importing countries, purchasing power is increasing with the fall in commodity prices and moderating inflationary pressure is creating a virtuous cycle in the economy.
- Due to a slowdown in the Chinese economic growth rate, iron ore price* dropped to around US\$50/ton.
 - Also, oil price dropped sharply from October with OPEC showing no signs of curbing production despite a slowdown in the growth of global oil demand.

* Fe 62% CFR North China



**average of representative reference prices

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***monthly average

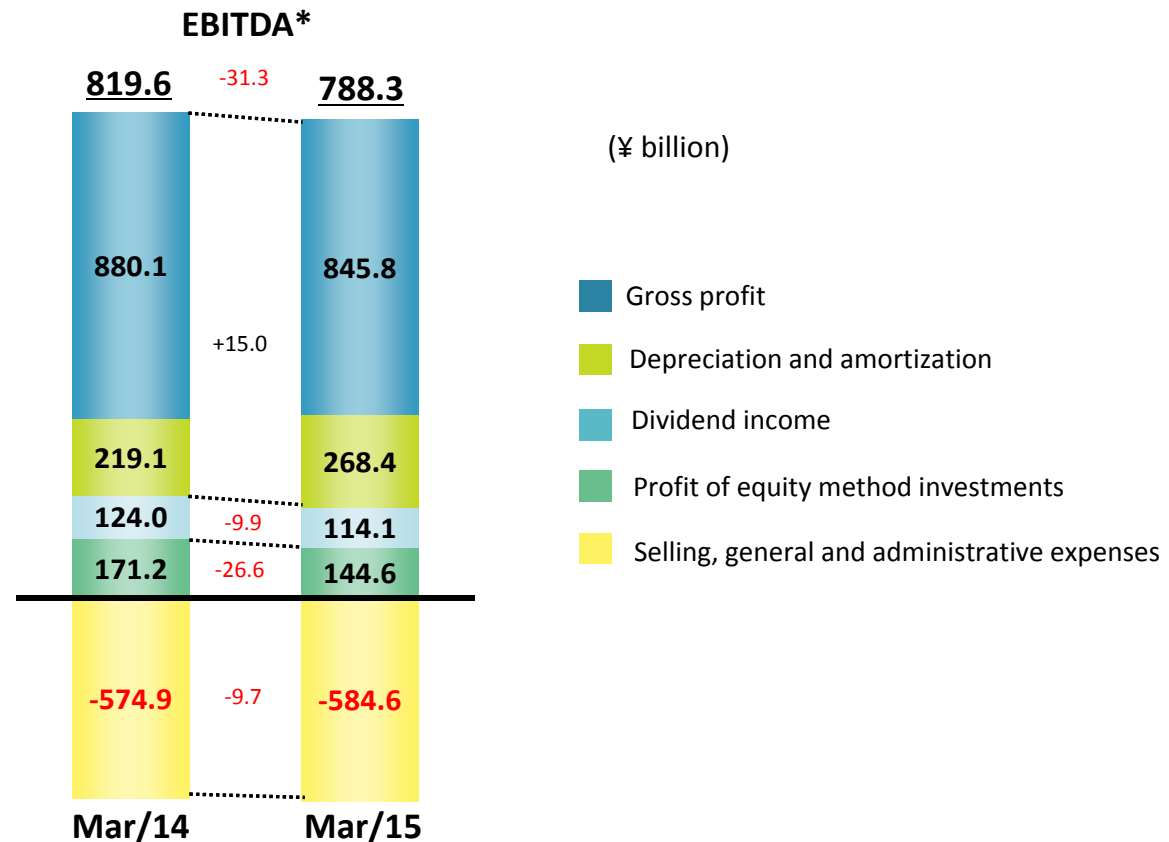


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Overview of the results for the Year Ended Mar/15

◆ EBITDA*: ¥788.3bn (-¥31.3bn from the previous year)

- Gross profit (before depreciation and amortization): increase of ¥15.0bn mainly due to increase in volume of oil and gas production (Energy Segment: +¥38.6bn) and higher trading volume of newly built and second-hand ships (Machinery & Infrastructure Segment: +¥17.8bn)
- Dividend income: decline of ¥9.9bn mainly due to decrease in dividend income from LNG projects
- Profit of equity method investments: decline of ¥26.6bn due to additional tax burden reflecting the tax system revision in Chile, and reflecting decrease of Vale's operating results



* EBITDA : Gross profit + Selling , general and administrative expenses + Dividend income + Profit of equity method investments + Depreciation and amortization may not match with the total of items due to rounding off.

Overview of the results for the Year Ended Mar/15

◆ Profit for the Year *: ¥306.5bn (-¥43.6bn from the previous year)

<By Segment>

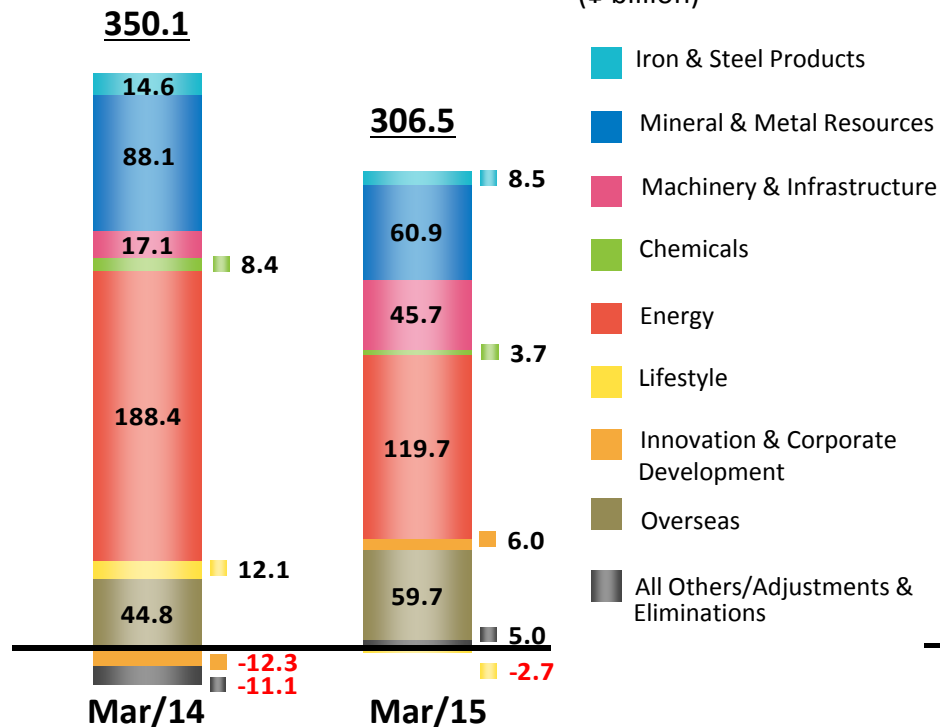
- Mineral & Metal Resources and Energy : decline of ¥95.9bn mainly due to lower iron ore price which was partially offset by foreign currency exchange fluctuations and increase in volume
- Machinery & Infrastructure : increase of ¥28.6bn due to logistics infrastructure business, gas distribution business in Brazil

<By Business Area (global basis) >

- Chemicals : increase of ¥1.1bn due to increase in profit from Novus in US despite decline in profit of Chlor-Alkali business in US

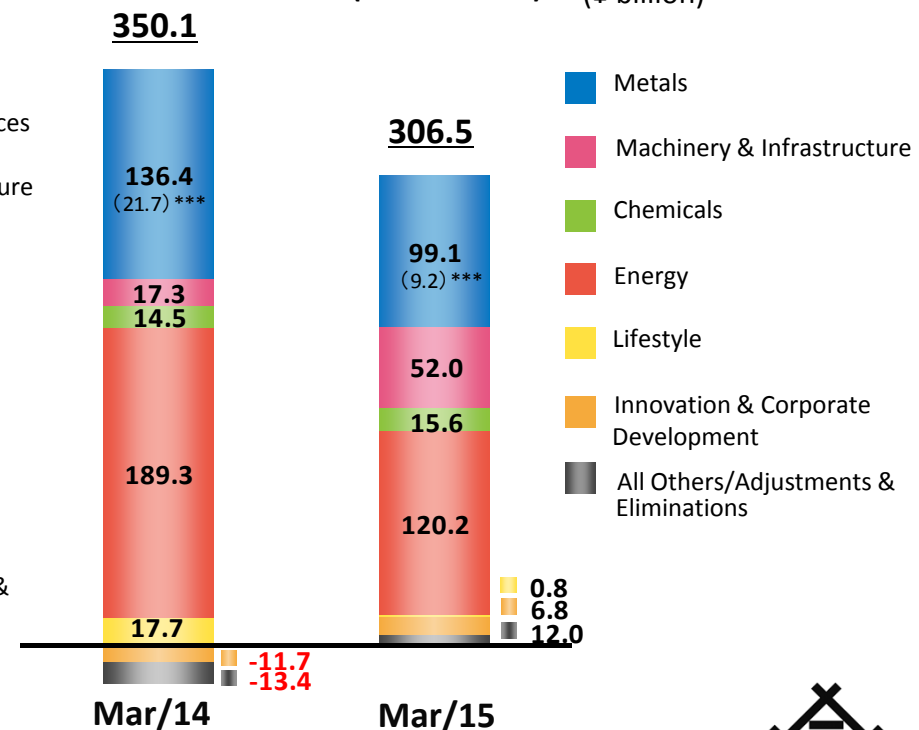
Profit for the Year by Operating Segment

(¥ billion)



Profit for the Year by Business Area

-Global Basis-** (for reference) (¥ billion)



*In this presentation material, "profit for the year" means "profit for the year attributable to owners of the parent" for the Year Ended March 31, 2015.

** Global basis by business area, including all overseas operations

*** Iron & Steel Products Segment in brackets

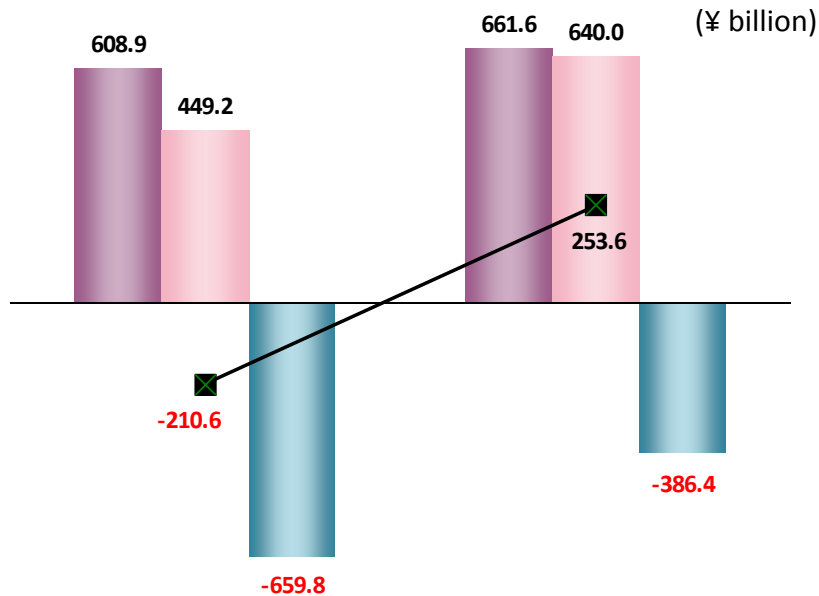


Cash Flows & Balance Sheets

Cash Flows

- ◆ Core operating cash flow : maintains high level of output at ¥661.6bn (+¥52.7bn from the previous year)
- ◆ Free cash flow : ¥253.6bn (+¥464.2bn)

* Core operating C/F Operating C/F Investment C/F Free C/F



Mar/14

(Full year)

Mar/15

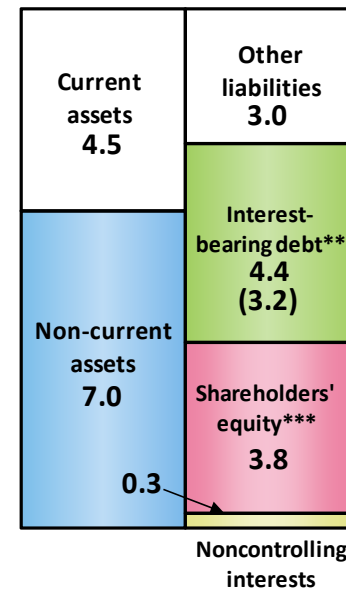
* Core operating C/F = Operating C/F – C/F from increase/decrease in working capital

Balance Sheets

- ◆ Shareholders' equity : increase of approx. ¥280.0bn due to foreign currency exchange fluctuations and increase of retained earnings
- ◆ Net DER : 0.82x

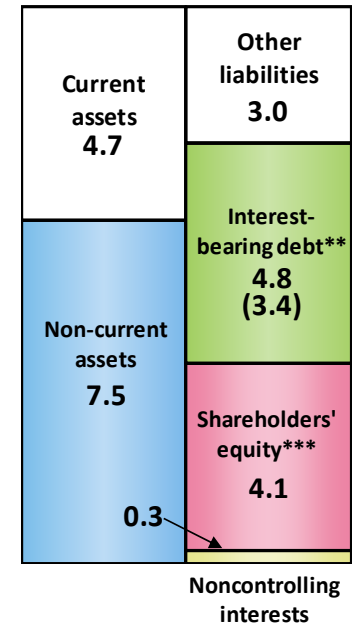
(¥ trillion)

Mar/14



Total assets	¥11.5
Shareholders' equity***	¥3.8
ROE	9.7%
Net DER	0.83x

Mar/15



Total assets	¥12.2
Shareholders' equity***	¥4.1
ROE	7.7%
Net DER	0.82x

** Figures in brackets in interest-bearing debt are "net interest-bearing debt", which is interest-bearing debt minus cash and cash equivalents and time deposits.

*** In this presentation material, "Shareholders' equity" means "total equity attributable to owners of the parent."

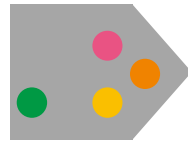


2. Actions in progress and forecast for the Year Ending Mar/16

Basic Policy ① : Establishing “Key Strategic Domains” in line with our core strengths

Strategic direction and actions in progress

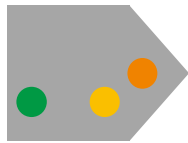
Food and agriculture



Provide solutions for increasing production and stabilizing food supply

- Contribute to increasing stable supply of food resources by collaboration between chemicals (fertilizers, agrochemicals, food & feed additives) and food (agriculture, livestock and marine products) business
 <Progress in the First Year>
 US: Fungicide for agrochemicals business (acquired)

Medical / Healthcare



Business development in healthcare and pharmaceutical value chain

- Expand service businesses surrounding hospitals centering on collaboration with IHH healthcare
- Develop support service businesses for pharmaceutical companies
 <Progress in the First Year>
 Strengthen strategic initiatives with Fuji Pharma (additional acquisition of Fuji's share)

Lifestyle products and value-added services



Consumer linked business utilizing next generation functions (IT, Finance Logistics)

- Multilateral development corresponding to expansion of consumption by middle class in Asian countries
- Develop a platform of business service such as information & communication, marketing, distribution, and use this as a foundation to further create new businesses downstream
 <Progress in the First Year>
 Hong Kong : food processing and distribution (participated)
 China : Food service business (agreed to participate)
 Established ICT Business Unit (from April, 1, 2015), Mitsui Knowledge Industry Co., became wholly owned subsidiary in Japan

Corresponding business segments



- 1 Iron & Steel Products
- 2 Mineral & Metal Resources
- 3 Machinery & Infrastructure
- 4 Chemicals
- 5 Energy
- 6 Lifestyle
- 7 Innovation & Corporate Development

Corporate Development Business Unit, a newly established cross functional team will collaborate flexibly

- It will play a proactive role in development and execution of projects that will lead to establishing “Key Strategic Domain”.
- Experienced personnel in business investments across the company will be assigned.

Promote business innovation in high growth areas by collaboration between ICT business and Key Strategic Domains*

(*Mineral resources and materials, Food and agriculture, Infrastructure, Mobility, etc.)

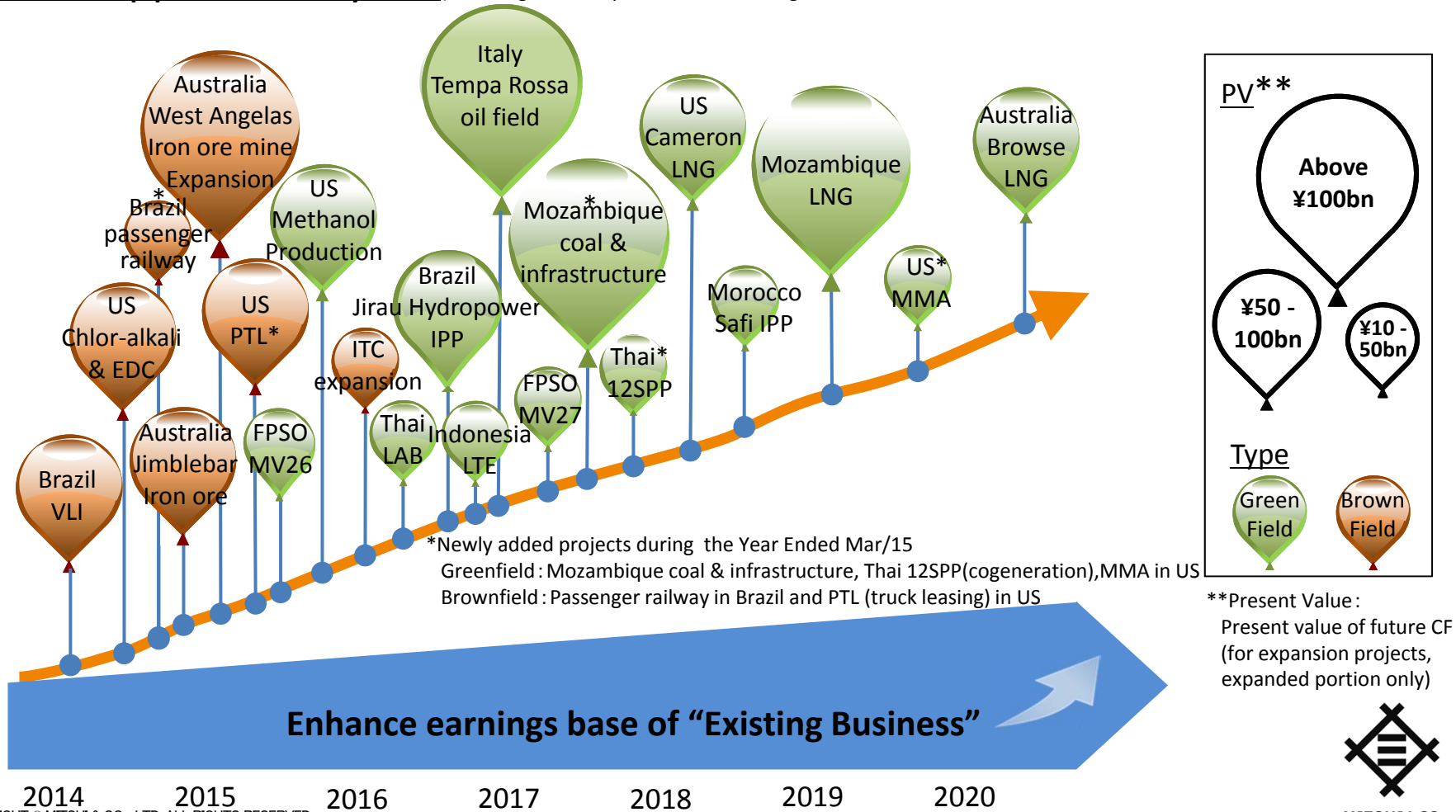


Basic Policy ② : Enhance earnings base of “Existing Business” and fully execute “Projects in the pipeline”

<Actions in progress>

- ◆ “Existing Business” : Continue to enhance earnings base, by strengthening competitiveness of our assets (quality, quantity and cost), and by implementing partnership strategy
- ◆ “Projects in the pipeline” (balloons) : With the aim of realizing the value from Projects in the Pipeline which were further expanded during the Year Ended Mar/15, we continue to make efforts to reach critical milestones of greenfield projects and to add value to brownfield projects

Project in the pipeline as of May 2015 (including the newly added items during the Year Ended Mar/15*)



Basic Policy ③ : Pursue both “New Investments” and “Shareholder Return” backed by strong cash generation capabilities

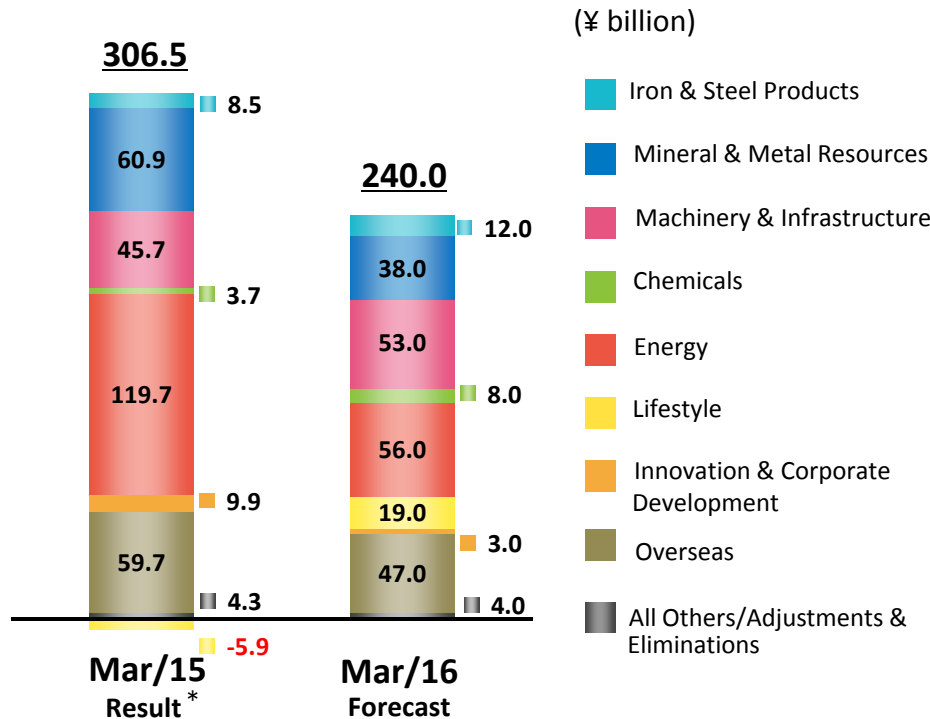
< Latest forecast of Cash Flow Allocation (FY Mar/15 - Mar/17 cumulative) >

		New Medium-term Management Plan (announced in May 2014)	Latest forecast (announced in May 2015)	
RESOURCES (Recurring FCF)	Free Cash Flow	Core Operating Cash Flow...①	+ ¥ 1.8 ~ 2.0 trillion	+ ¥ 1.7 trillion
		Asset recycling...②	+ ¥ 0.7 ~ 0.9 trillion	+ ¥ 0.9 trillion
		Cash Inflow ...①+②	+ ¥ 2.5 ~ 2.9 trillion	+ ¥ 2.6 trillion
ALLOCATION		Investment to Existing Business and Projects in the pipeline as of May 2014	- ¥ 1.5 trillion	approx. - ¥ 1.5 trillion
		Growth investments (New Investments)	<ul style="list-style-type: none"> • Achieve positive Free Cash Flow • Pursue both "Growth investments" and "Shareholder Return" 	
		Shareholder Return (Dividend, share buyback)		
		Borrowing/repayment of interest-bearing debt (±)		

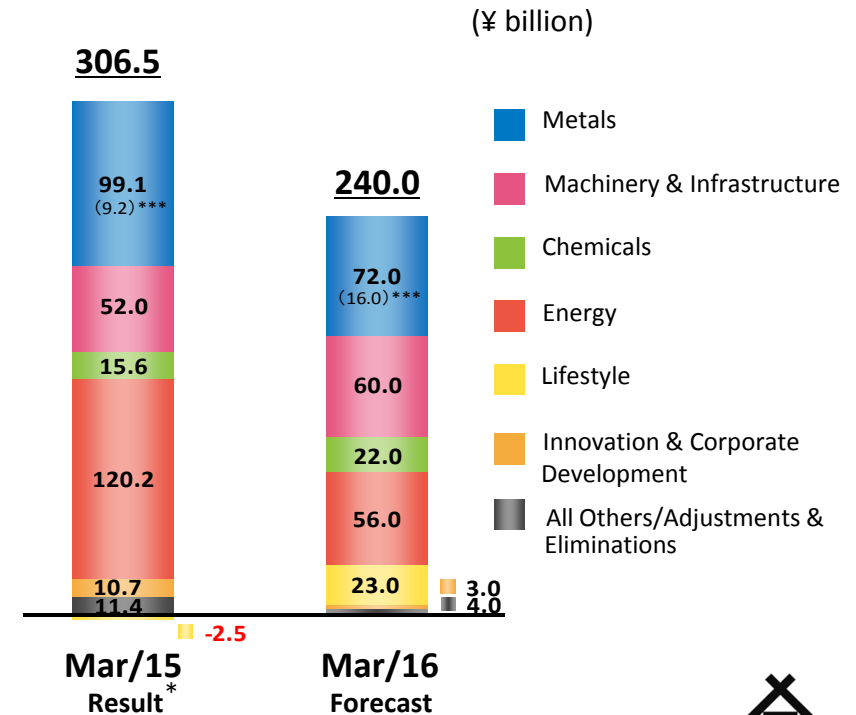
Forecast for the Year Ending Mar/16

- ◆ EBITDA: ¥660.0bn (-¥128.3bn from the previous year)
 - Increase : Machinery & Infrastructure, Chemicals and Lifestyle / Decrease : Mineral & Metal Resources and Energy
- ◆ Profit for the Year : ¥240.0bn (-¥66.5bn)
 - Main cause of the forecasted decline is lower mineral resource and energy price assumptions which is partially offset by increase due to foreign currency exchange fluctuations.
 - Machinery & Infrastructure is expected to show steady growth. Significant surge is expected by Chemicals and Lifestyle due to recovery in existing businesses.

Profit Forecast for the Year by Operating Segment

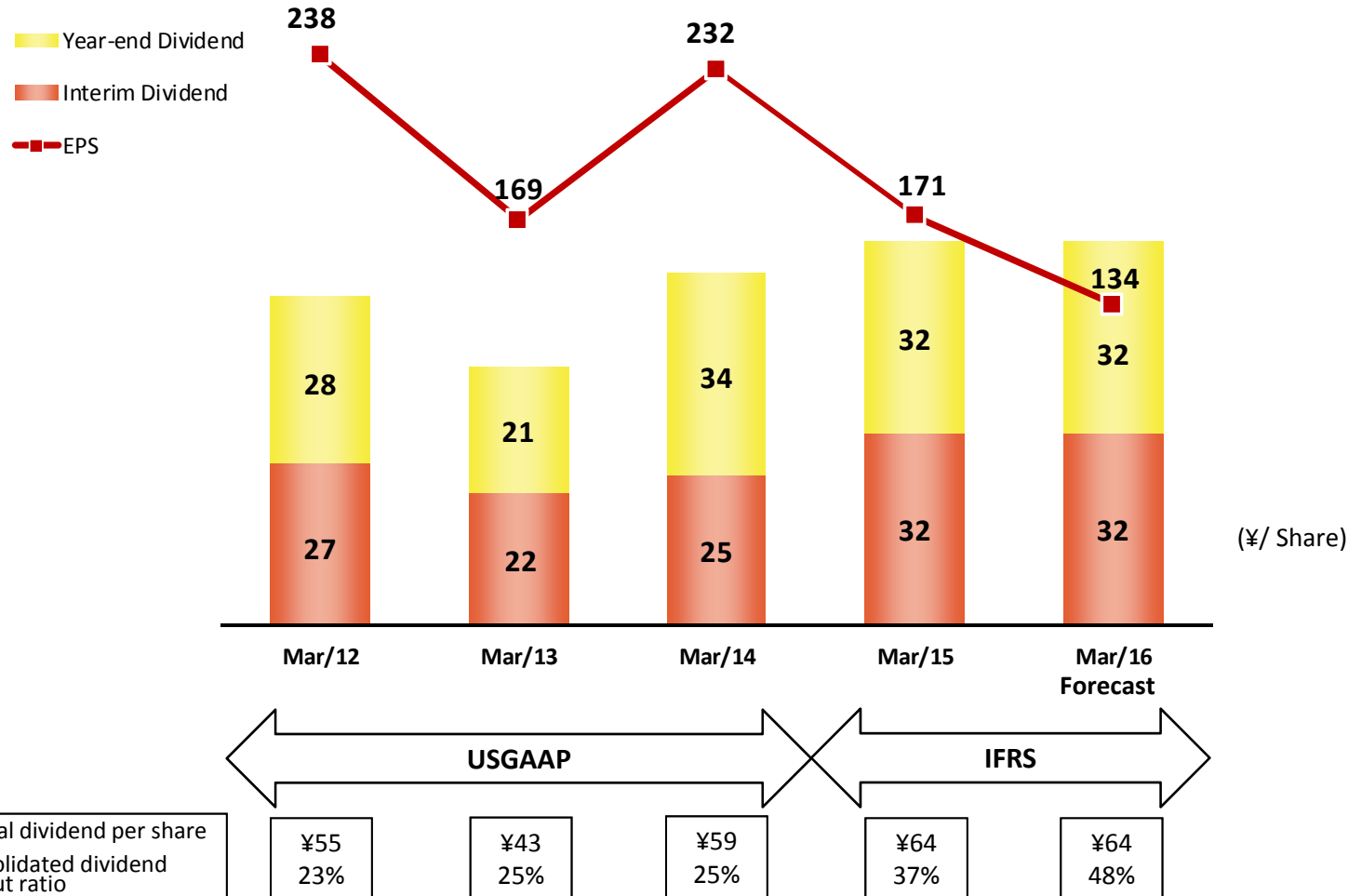


Profit Forecast for the Year by Business Area -Global Basis-** (Reference)



Shareholder Return for the Year Ending Mar/16

- ◆ Dividend : Envisaged annual dividend is ¥64 per share, taking into consideration EBITDA, core operating cash flow as well as stability and continuity of amount of dividend payments, on the assumption that profit for the Year Ending Mar/16 will be ¥240bn (envisaged annual dividend will be the same amount as the Year Ended Mar/15 and consolidated dividend payout ratio will be 48%.)
- ◆ Share buyback : With a view towards improving capital efficiency, take measures in a prompt and flexible manner as needed, taking into consideration business environment, future investment activity trends, free cash flow, interest-bearing debt levels and return on equity.

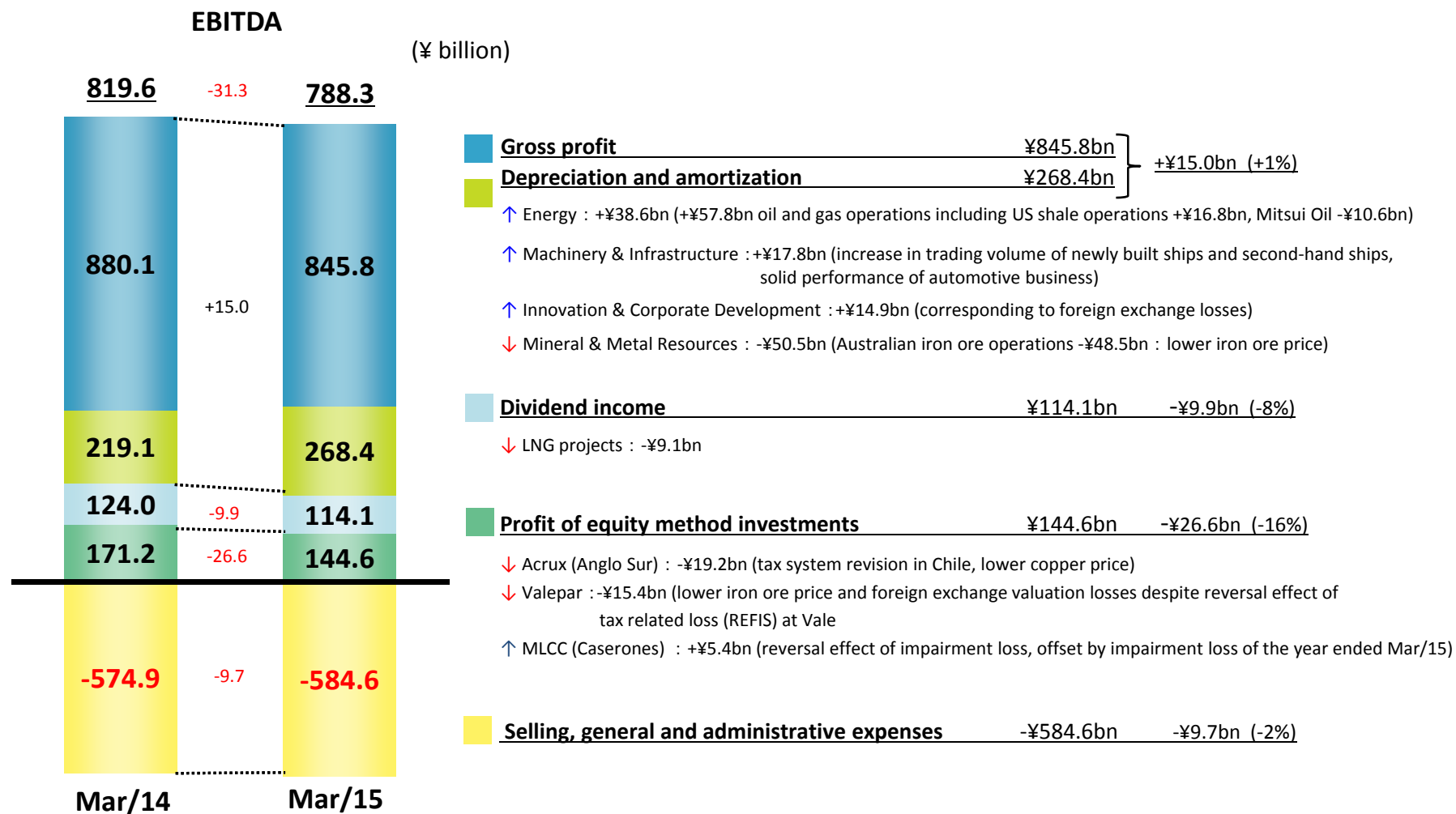


Annual dividend per share
Consolidated dividend
payout ratio



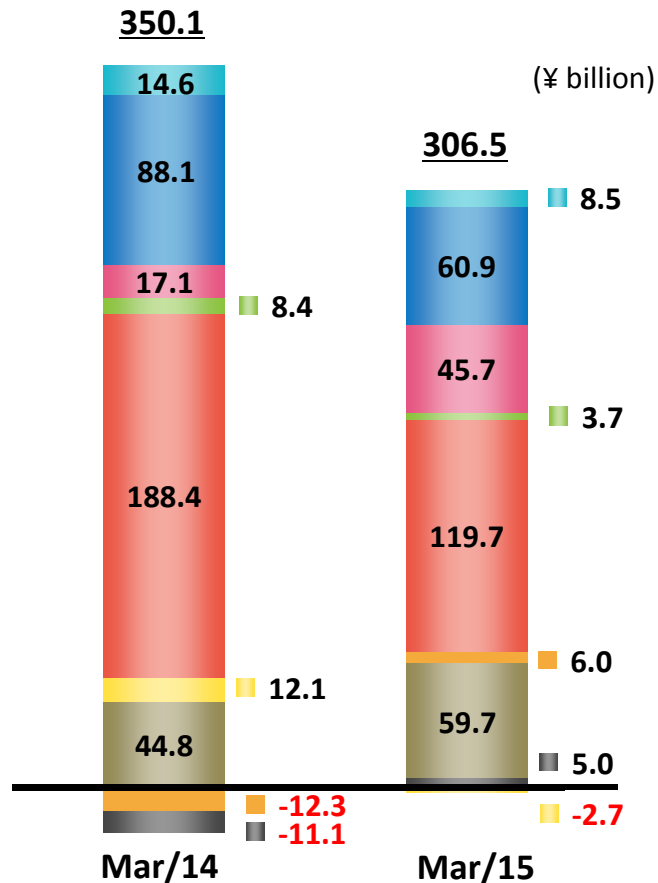
3. Supplementary Information

EBITDA for the Year Ended Mar/15



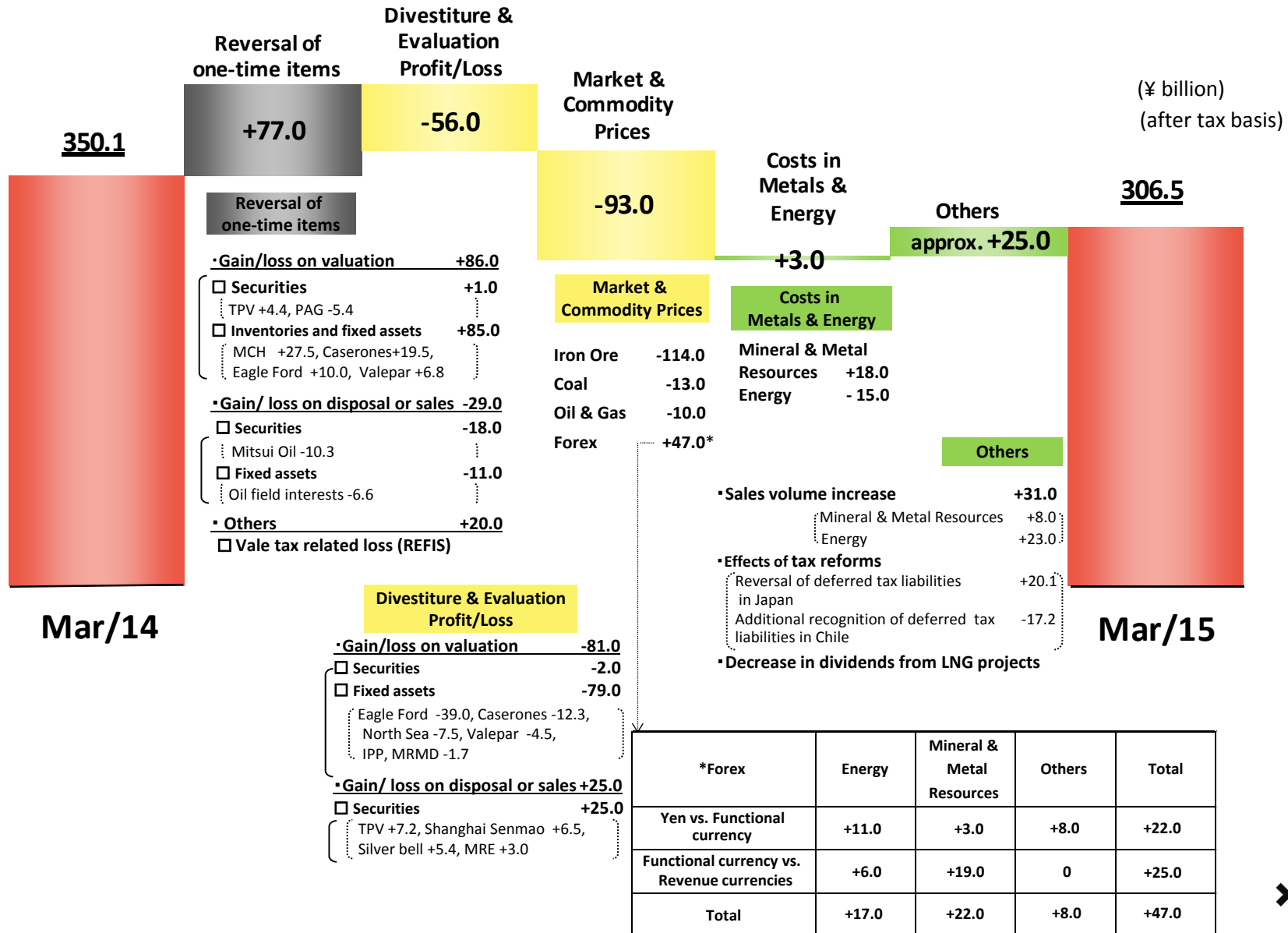
Profit for the Year Ended Mar/15 by Operating Segment

(after tax basis)



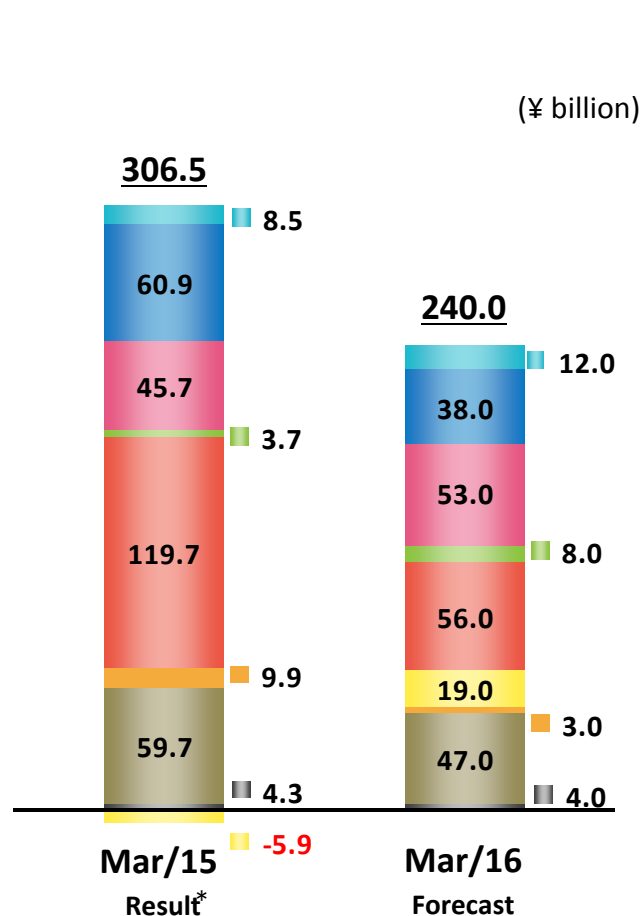
Energy	¥119.7bn	-¥68.7bn (-36%)
↓ Impairment losses on assets related to Eagle Ford shale and oil & gas fields in the North Sea -¥46.5bn		
↓ Decline in dividend income from LNG projects -¥9.1bn		
↓ MEPME: higher costs, reversal effect of gain on sales of interests in oil fields in Egypt -¥9.1bn		
↓ MEPMOZ: increase in cost due to increased interests -¥6.7bn		
↑ MEPAU: reversal effect of decline in production associated with refurbishment of a facility +¥6.2bn		
Mineral & Metal Resources	¥60.9bn	-¥27.2bn (-31%)
↓ Australian iron ore operations : lower iron ore price despite foreign currency exchange fluctuations and higher sales volume -¥35.5bn* *This segment's holding portion		
↓ Negative impact from tax system revision in Chile -¥17.2bn		
↑ MCH : reversal effect of impairment loss despite lower coal price +¥18.8bn *		
Lifestyle	-¥2.7bn	¥-14.8bn
↓ Multigrain : underperforming origination and merchandising operations -¥12.3bn		
Machinery & Infrastructure	¥45.7bn	+¥28.6bn (+167%)
↑ Logistics infrastructure, gas distribution in Brazil increased		
↑ Reversal of deferred tax liabilities in relation to the income tax rate reductions in Japan +¥5.2bn		
↑ Increase in trading volume of newly built and second-hand ships		
Innovation & Corporate Development	¥6.0bn	+¥18.3bn
↑ Profit on partial sale and valuation of TPV Technology's share: +¥12.1bn		
↑ MCRM : recovery of underperforming trading of derivatives in the previous year +¥6.1bn		
Iron & Steel Products	¥8.5bn	-¥6.1bn
Chemicals	¥3.7bn	-¥4.7bn
Overseas	¥59.7bn	+¥14.9bn
All Others/Adjustments & Eliminations	¥5.0bn	+¥16.1bn
↑ Decline in tax burden related to sales of financial assets measured at FVTOCI +¥12.0bn		

Breakdown of Y-on-Y Change in Profit for the Year (Mar/14 vs. Mar/15)



Profit Forecast for the Year Ending Mar/16 by Operating Segment

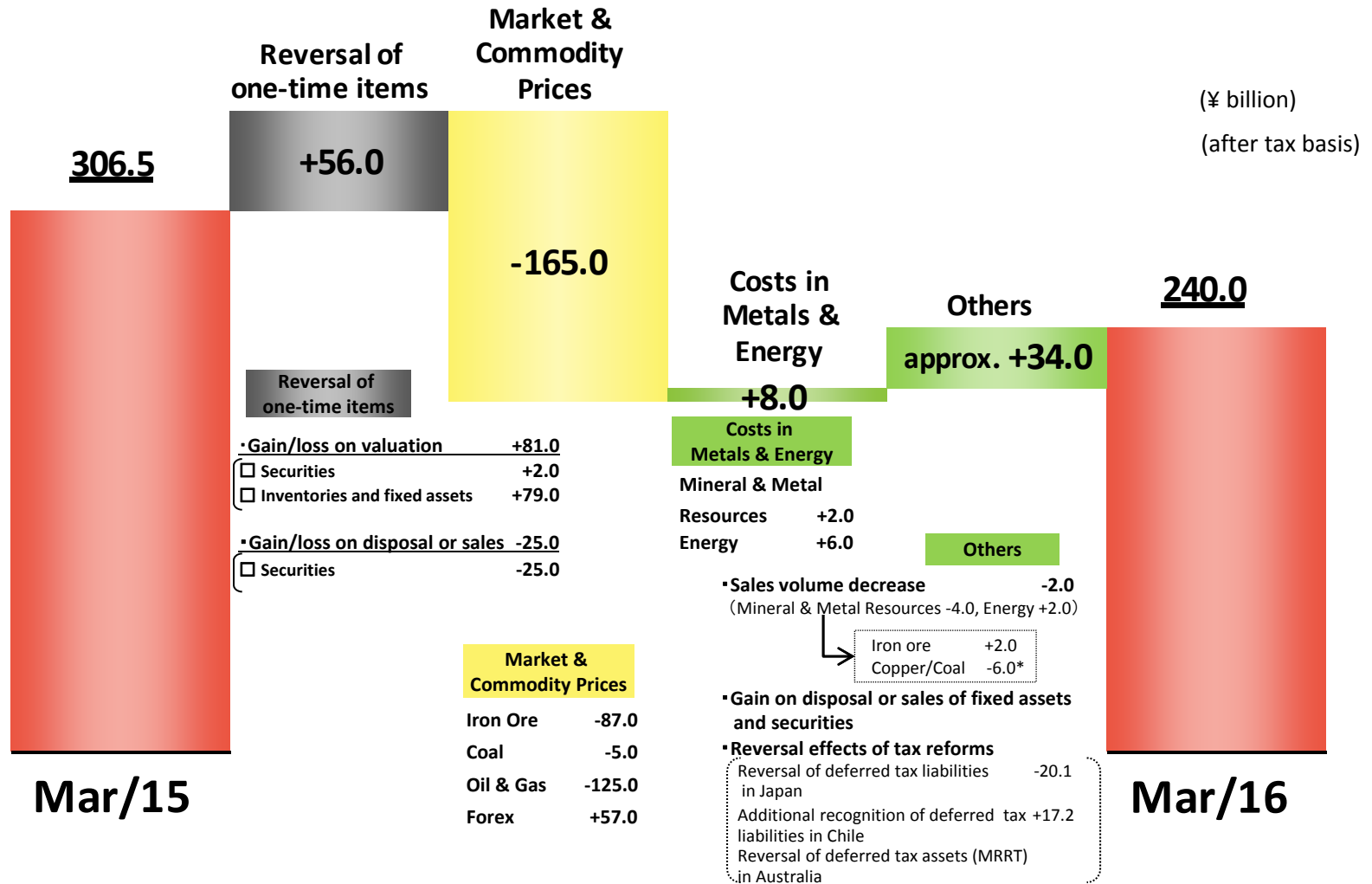
(after tax basis)



* Restated to conform with reorganization of business units.

Energy	¥56.0bn	-¥63.7bn (-53%)
↓ Lower oil price		
↓ Decrease in dividend from LNG projects		
↑ Reversal effect of Impairment losses		
↑ Cost reduction		
Mineral & Metal Resources	¥38.0bn	-¥22.9bn (-38%)
↓ Lower iron ore price		
↑ Reversal effect of foreign exchange valuation losses at Vale		
↑ Reversal effect of tax system revision in Chile		
Overseas	¥47.0bn	-¥12.7bn (-21%)
↓ Lower iron ore price		
↓ Reversal effects of sales of stake in senior living business and Silver Bell in US		
Lifestyle	¥19.0bn	+¥24.9bn
↑ Recovery of origination and merchandising of agricultural products at Multigrain		
↑ Sales of domestic property		
Innovation & Corporate Development	¥3.0bn	-¥6.9bn
Machinery & Infrastructure	¥53.0bn	+¥7.3bn
Chemicals	¥8.0bn	+¥4.3bn
Iron & Steel Products	¥12.0bn	+¥3.5bn
All Others/Adjustments & Eliminations	¥4.0bn	-¥0.3bn

Breakdown of Y-on-Y Change in Profit for the Year (Mar/15 Result vs. Mar/16 Forecast)



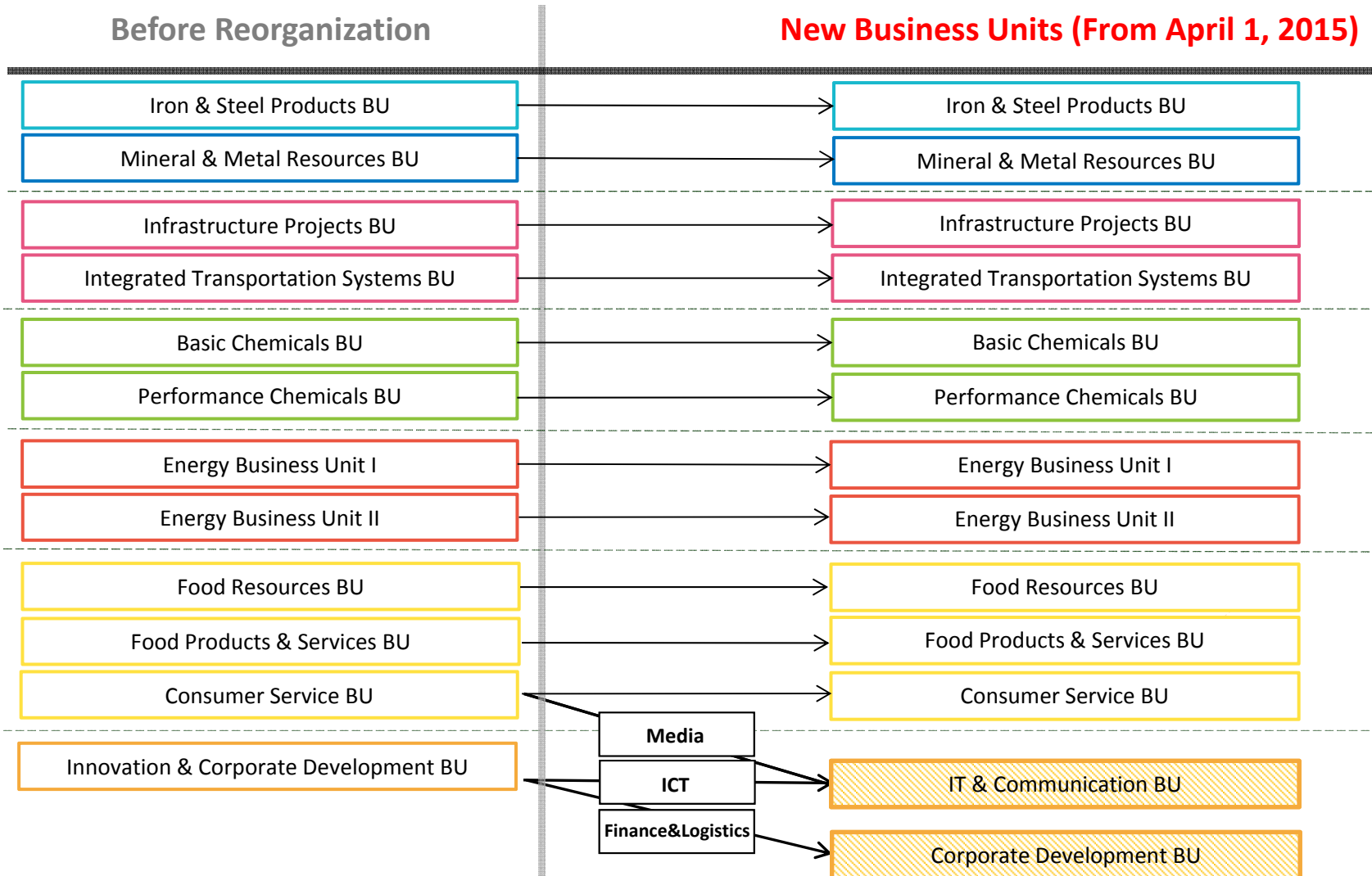
Note : All figures for Mineral & Metal Resources and Energy on this page are stated on global basis.

*Production is forecast to increase in the Year Ending Mar/16, however, the figure represents the estimated impact of this increase in production on our results for the period.

Appendix

Organizational Changes – Business Units Reorganization

Establishment of IT & Communication business unit and Corporate Development business unit as of April 1, 2015



Please see details of this organization changes in our press release dated Feb 4, 2015 for further information.

Assumptions and Sensitivities for the Year Ending Mar/16

Year Ended Mar/15 (Result)	Estimated effect on profit for the year for the Year Ending Mar/2016 (Announced in May 2015)			Year Ending Mar/16 (Assumption)
91	Commodity Price	Crude Oil / JCC	¥2.7 bn (US\$1/bbl)	63
103		Crude Oil / Consolidated(*1)		63
4.28(*2)		U.S. Natural Gas (*3)	¥0.8 bn (US\$0.1/mmBtu)	3.65(*4)
83.00(*5)		Iron Ore	¥3.0 bn (US\$1/ton)	(*6)
6,860(*7)		Copper	¥1.0 bn (US\$100/ton)	6,000
110.62	Exchange Rate ^(*8)	USD	¥1.8 bn (¥1/USD)	120.00
95.51		AUD	¥0.8 bn (¥1/AUD)	95.00
44.58		BRL	¥0.3 bn (¥1/BRL)	40.00

(*1) The oil price trend is reflected in profit for the year attributable to owners of the parent with a 0-6 month time lag. For the year ending March 31, 2016, we assume the annual average price applicable to our financial results as the Consolidated Oil Price based on the estimation: 4-6 month time lag, 34%; 1-3 month time lag, 38%; no time lag, 28%.

(*2) Daily average of settlement price for prompt month Henry Hub Natural Gas Futures contracts reported by NYMEX during January 2014 to December 2014.

(*3) US shale gas are not all sold at Henry Hub (HH) linked prices. Therefore the sensitivity does not represent the direct impact of HH movement, but rather the impact from the movement of weighted average gas sales price.

(*4) For natural gas sold in the US on HH linked prices, the assumed price used is US\$3.65/mmBtu.

(*5) Daily average of representative reference prices (Fine, Fe 62% CFR North China) during April 2014 to March 2015.

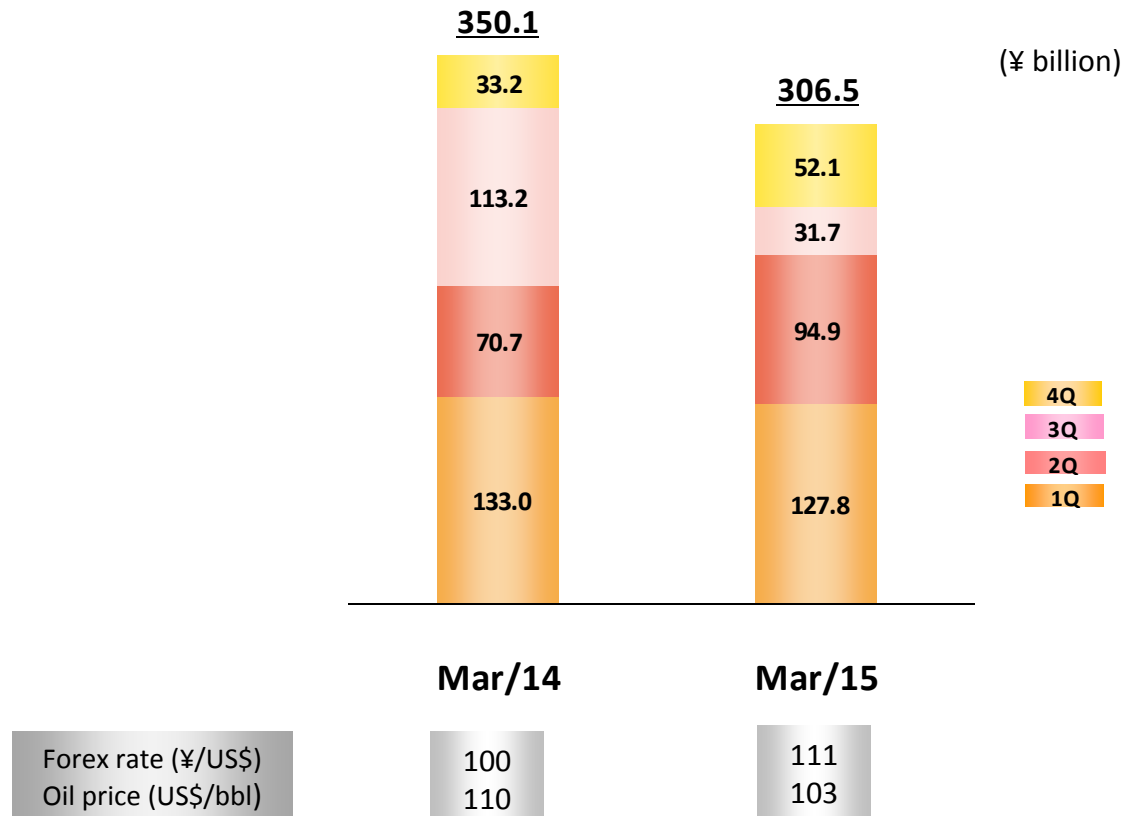
(*6) We refrain from disclosing the iron ore price assumptions.

(*7) Average of LME cash settlement price during January 2014 to December 2014.

(*8) Impact of currency fluctuation on profit for the year of overseas subsidiaries and equity accounted investees (denomination in functional currency) against JPY.
Depreciation of JPY has the effect of increasing the profit for the year through the conversion of profit for the year of overseas subsidiaries and associated companies (denomination in functional currency) into JPY. Impact of currency fluctuation between their functional currencies against revenue currencies and exchange hedging are not included.



Quarterly Profit for the Year Ended Mar/15



Iron Ore Spot Price* (reference)



* Average of representative reference prices

Equity Share of Delivery (results)

	Mar/2014 1Q	Mar/2014 2Q	Mar/2014 3Q	Mar/2014 4Q	Mar/2014 Total	Mar/2015 1Q	Mar/2015 2Q	Mar/2015 3Q	Mar/2015 4Q	Mar/2015 Total
Iron Ore (Mt)	12.0	13.0	13.5	12.8	51.3	13.2	13.8	13.9	13.9	54.8
MIOD	7.4	8.1	8.0	6.9	30.4	7.9	8.0	8.1	7.4	31.4
MII	1.3	1.3	1.3	1.6	5.6	1.9	1.9	1.9	2.0	7.7
Vale*	3.3	3.6	4.2	4.2	15.3	3.4	3.8	3.9	4.5	15.6
Coal (Mt)**	2.5	2.7	2.8	2.8	10.7	2.9	3.2	3.2	3.0	12.3
MCH	2.1	2.3	2.4	2.4	9.1	2.3	2.5	2.3	2.3	9.4
BMC*	0.4	0.4	0.4	0.4	1.6	0.4	0.4	0.5	0.4	1.7
Coking Coal	1.6	1.7	1.9	1.7	7.0	2.1	2.0	2.0	1.9	8.0
Thermal Coal	0.8	1.0	0.9	1.0	3.7	0.6	0.9	0.7	0.8	3.1
Copper (Kt)*/**	21.2	23.6	31.2	32.3	108.3	29.1	25.7	26.2	27.0	108.1

* 1Q: Result of Jan-Mar, 2Q: Result of Apr-Jun, 3Q: Result of Jul-Sep, 4Q: Result of Oct-Dec

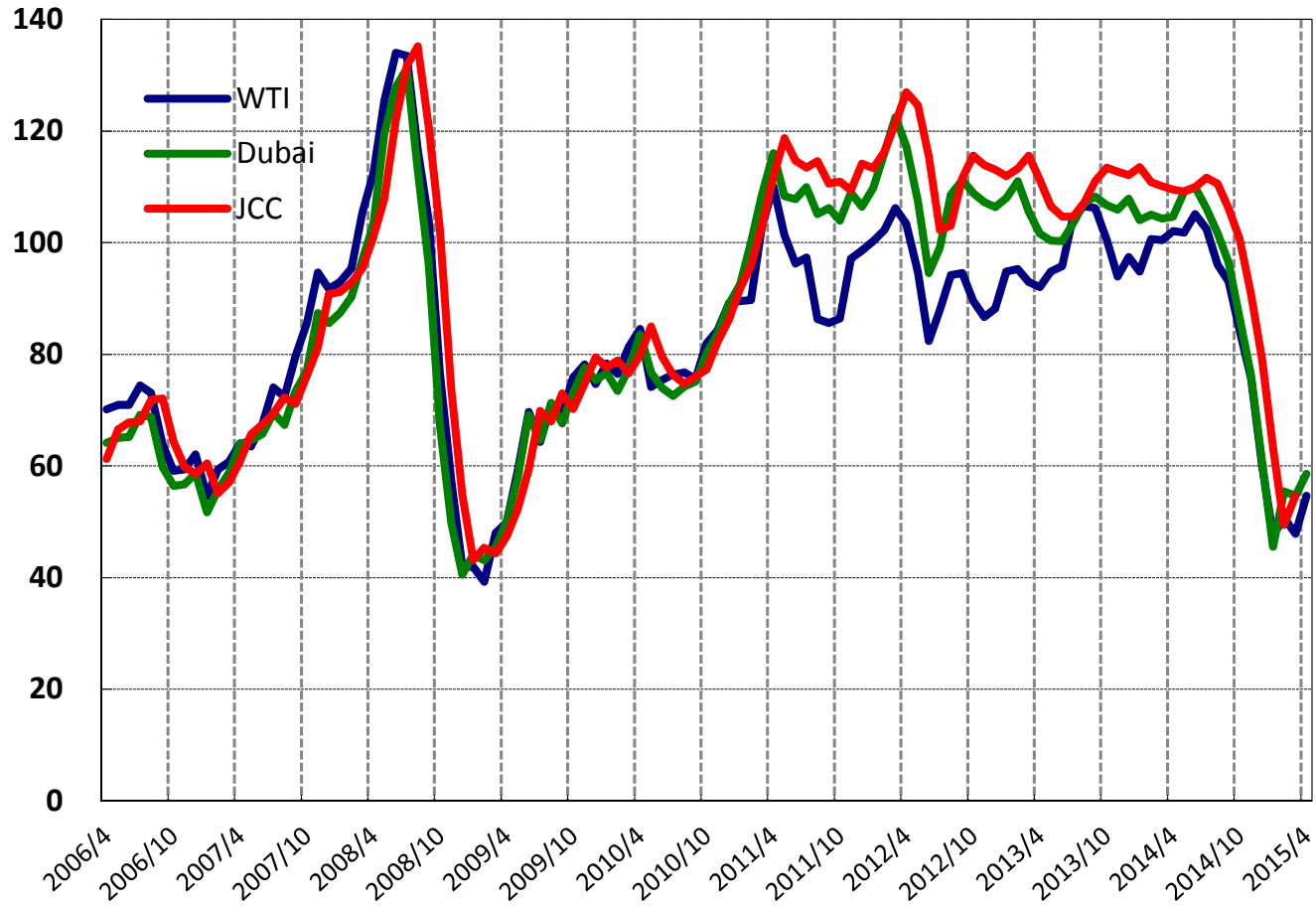
** Including 5% equity share of Vale

May not match with total of items due to rounding off

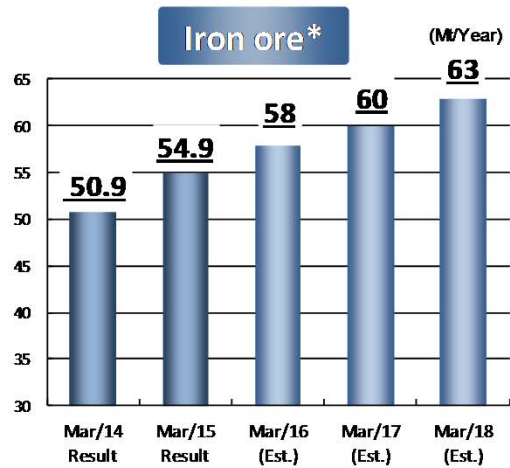


Oil Price

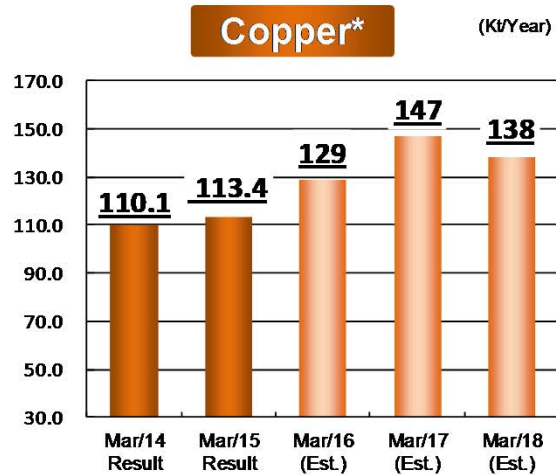
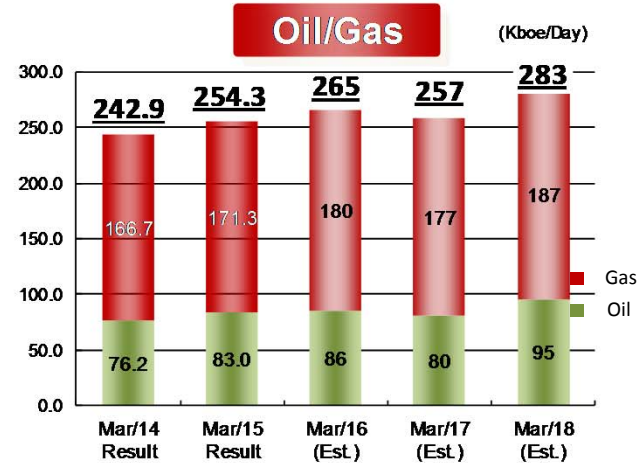
US\$/BBL



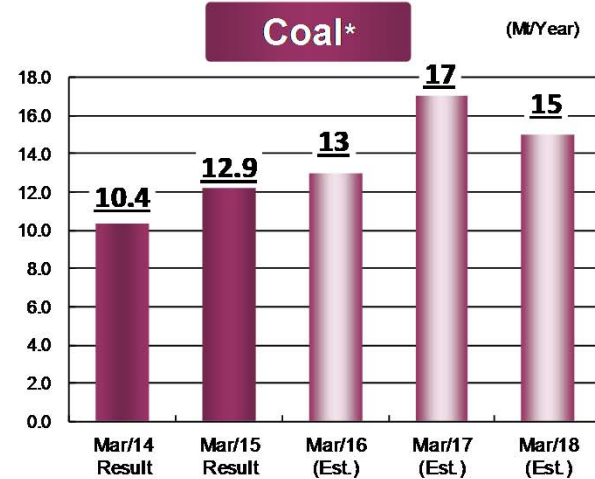
Equity Share of Production (announced in May 2015)



*Including 5% equity share of vale



*Including 5% equity share of vale

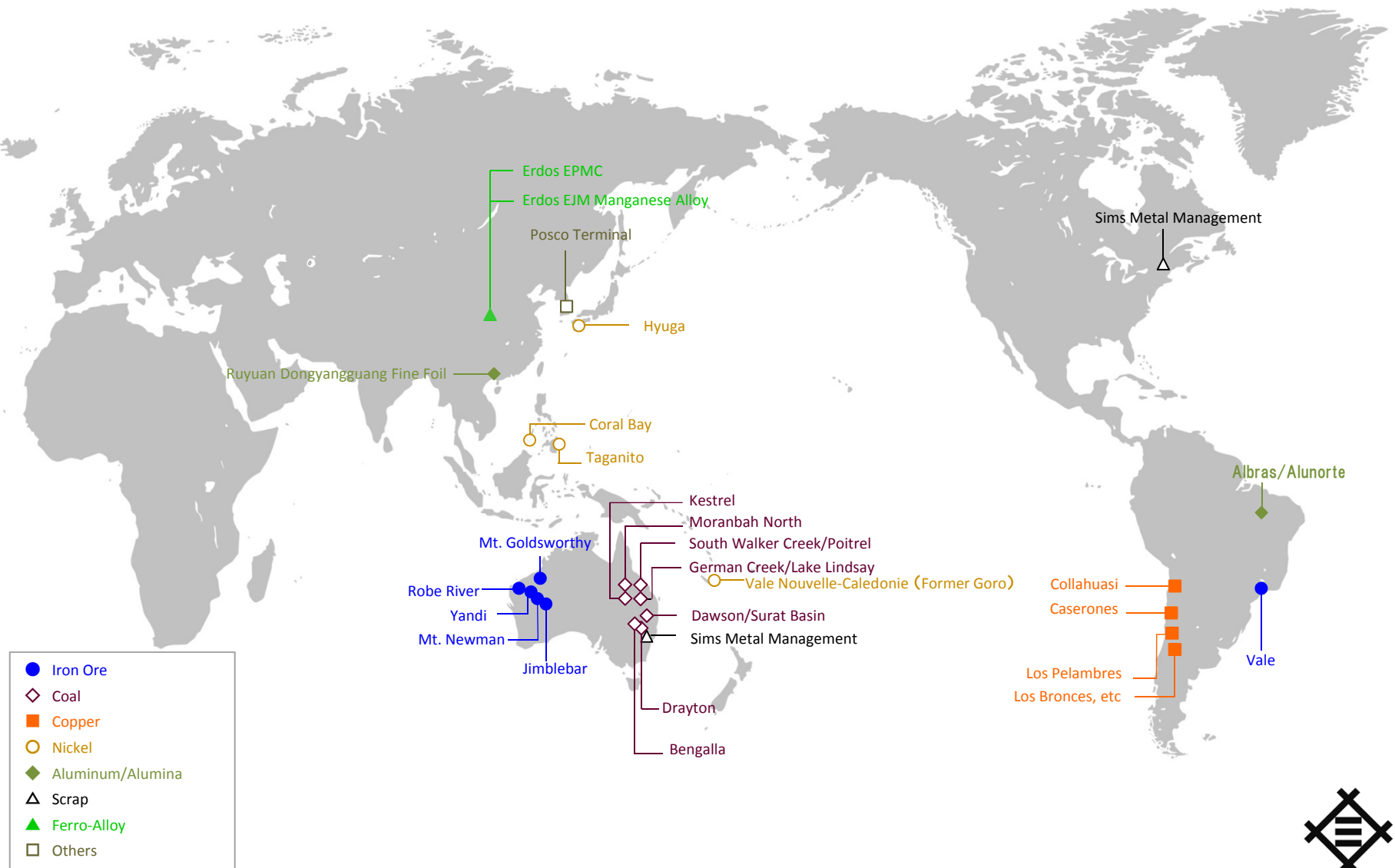


*Including 5% equity share of vale from FY Mar/15



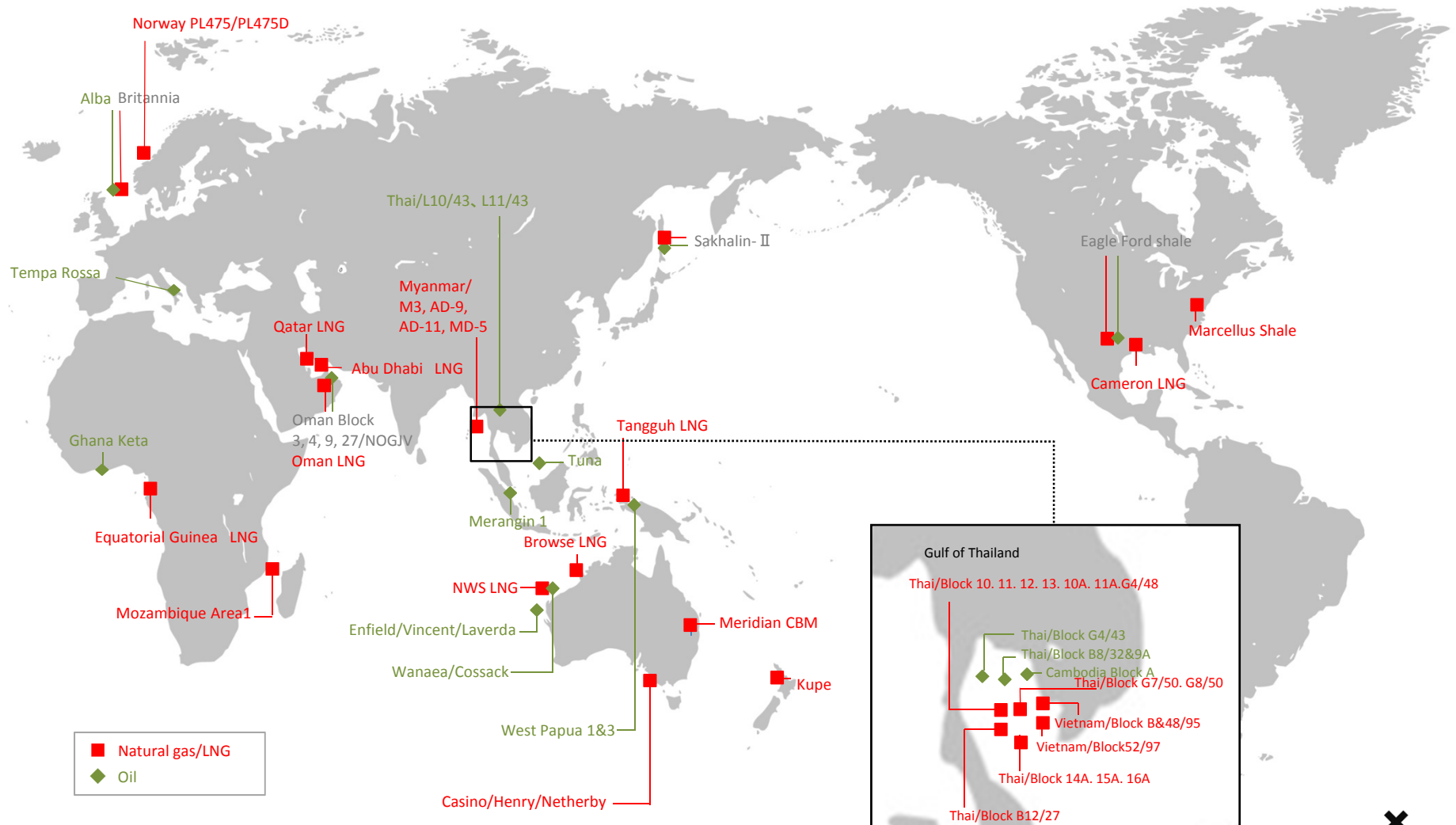
Major Projects in Mineral & Metal Resources Business

As of March 31, 2015



Upstream ▪ Midstream Assets in Energy Business

As of March 31, 2015



Upstream ▪ Midstream Assets (Natural Gas/LNG/Oil)

As of March 31, 2015

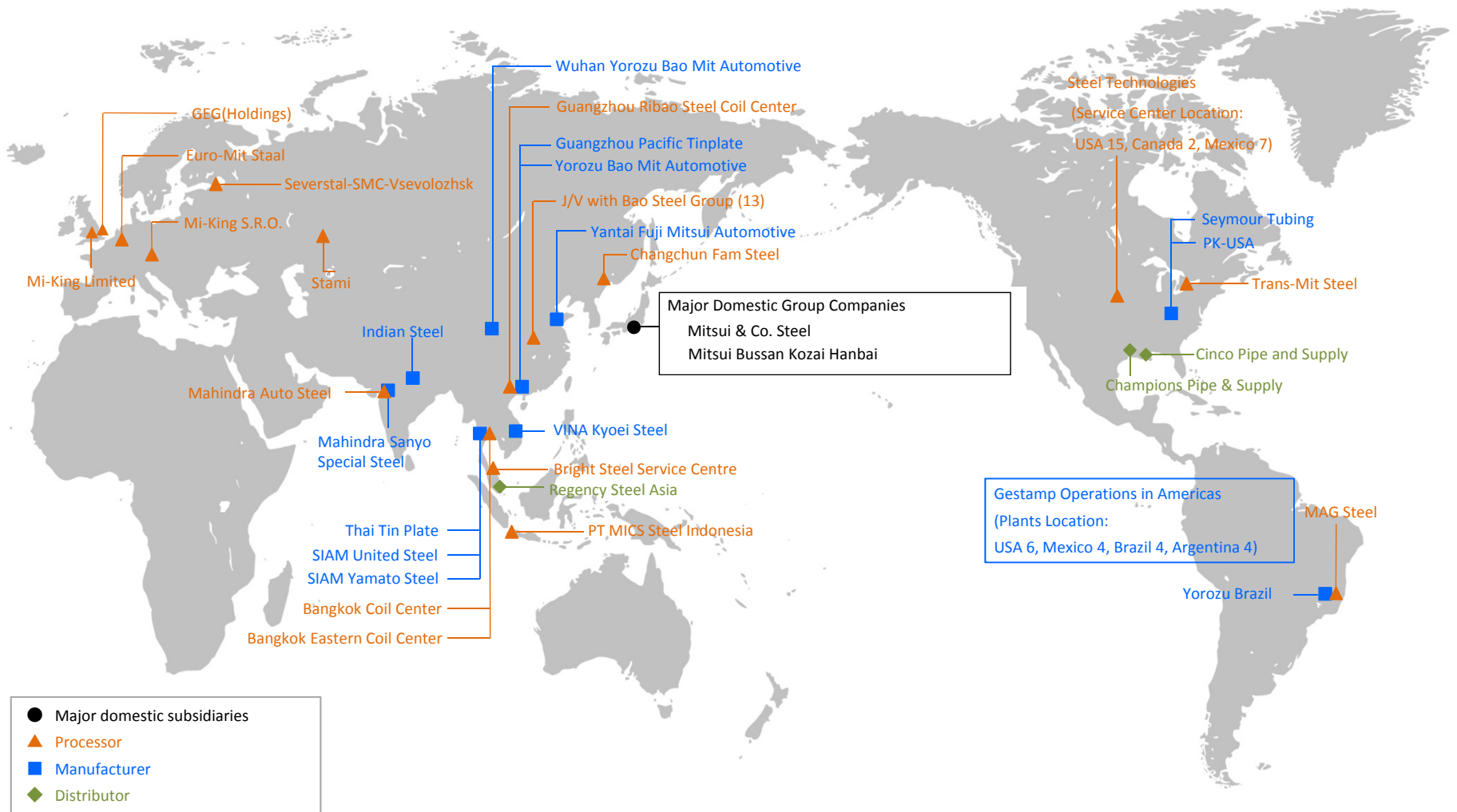


	Exploration	Development	Production
Natural gas/LNG Project	<p>Australia: Laverda*¹ and 29 other permits (MEPAU)</p> <p>New Zealand: PEP50119 and PEP54863 (MEPAU)</p> <p>Thailand: Block L10/43 and 2 other permits (MOECO)</p> <p>Vietnam: Blocks B&48/95, 52/97*¹ (MOECO)</p> <p>Cambodia: Block A (MOECO)</p> <p>Indonesia: Merangin I, Tuna, West Papua I / III (MOECO)</p> <p>Myanmar: M3, AD-9, AD-11, MD-5 (MOECO)</p> <p>Poland: Poland Shale (MEPPOL)</p> <p>Norway: PL475/PL475D (MOECO)</p> <p>Yemen: Block 7 (MEPME)</p> <p>Libya: Block 201 (MOECO)</p> <p>Mozambique: Area1*¹ (MEPMOZ)</p> <p>Ghana: Keta (MEPGK)</p>	<p>USA: Marcellus Shale (MEPUSA) *²</p> <p>Eagle Ford Shale (MEPTX) *²</p> <p>Cameron LNG (Investment subsidiary)</p> <p>Australia: Meridian CBM (MEPAU) *²</p> <p>Browse LNG (JAL-MIMI)</p> <p>Mozambique: Area1*¹ (MEPMOZ)</p>	<p>Russia: Sakhalin II LNG (Sakhalin Energy)</p> <p>Australia: NWS LNG (JAL-MIMI), Casino/Henry/Netherby, Meridian CBM (MEPAU)</p> <p>New Zealand: Kupe (MEPAU)</p> <p>Thailand: Blocks 10.11.12.13.10A.11A.G4/48, Block B12/27, Blocks 14A.15A.16A, Blocks B8/32&9A, Block G4/43 (MOECO)</p> <p>Indonesia: Tangguh LNG (KG Berau/KG Wiriagar)</p> <p>USA: Marcellus Shale (MEPUSA)</p> <p>Eagle Ford Shale (MEPTX)</p> <p>Qatar: Qatargas 1 LNG (MILNED)</p> <p>Qatargas 3 LNG (MITLI)</p> <p>Oman: NOGJV (MEPME)</p> <p>Oman LNG (MITLI)</p> <p>Abu Dhabi: Abu Dhabi LNG (MITLI)</p> <p>Equatorial Guinea: Equatorial Guinea LNG (MITLI)</p> <p>United Kingdom: Britannia (MEPUK)</p>
	Oil Project		<p>USA: Eagle Ford Shale (MEPTX) *²</p> <p>Italy: Tempa Rossa (MEPIT)</p>

*1 Proved undeveloped *2 Partly in production

Portfolio of Investments in Steel Products Business

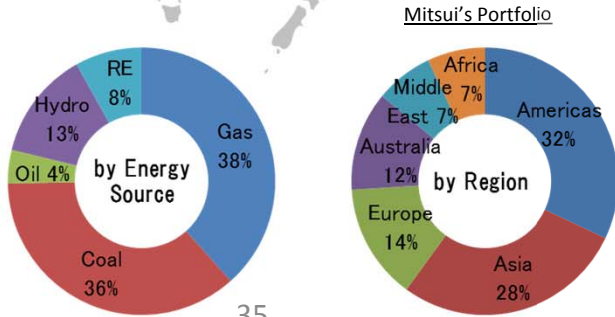
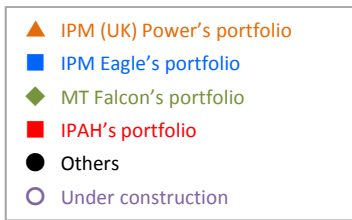
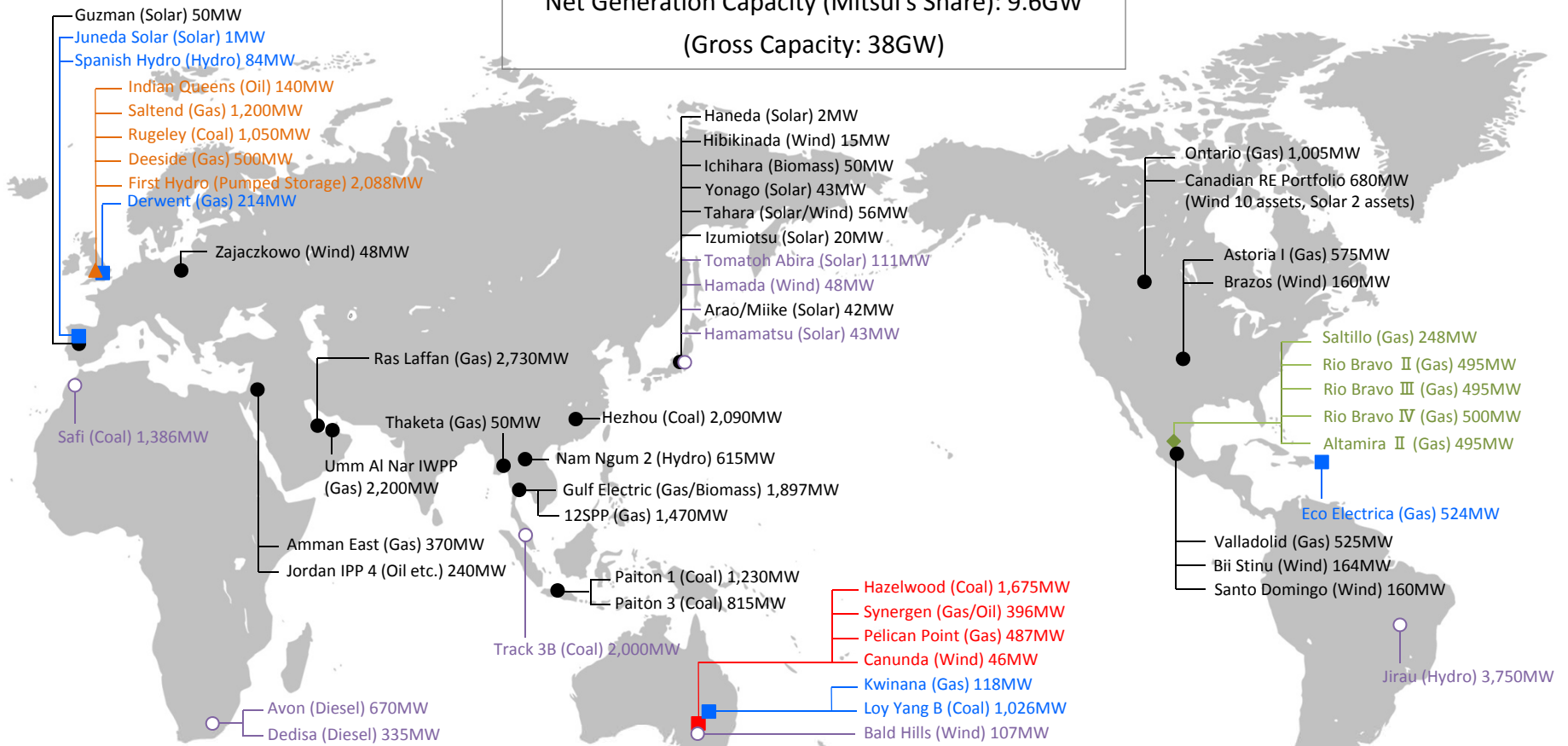
As of March 31, 2015



Portfolio of IPP (Independent Power Producer) Business

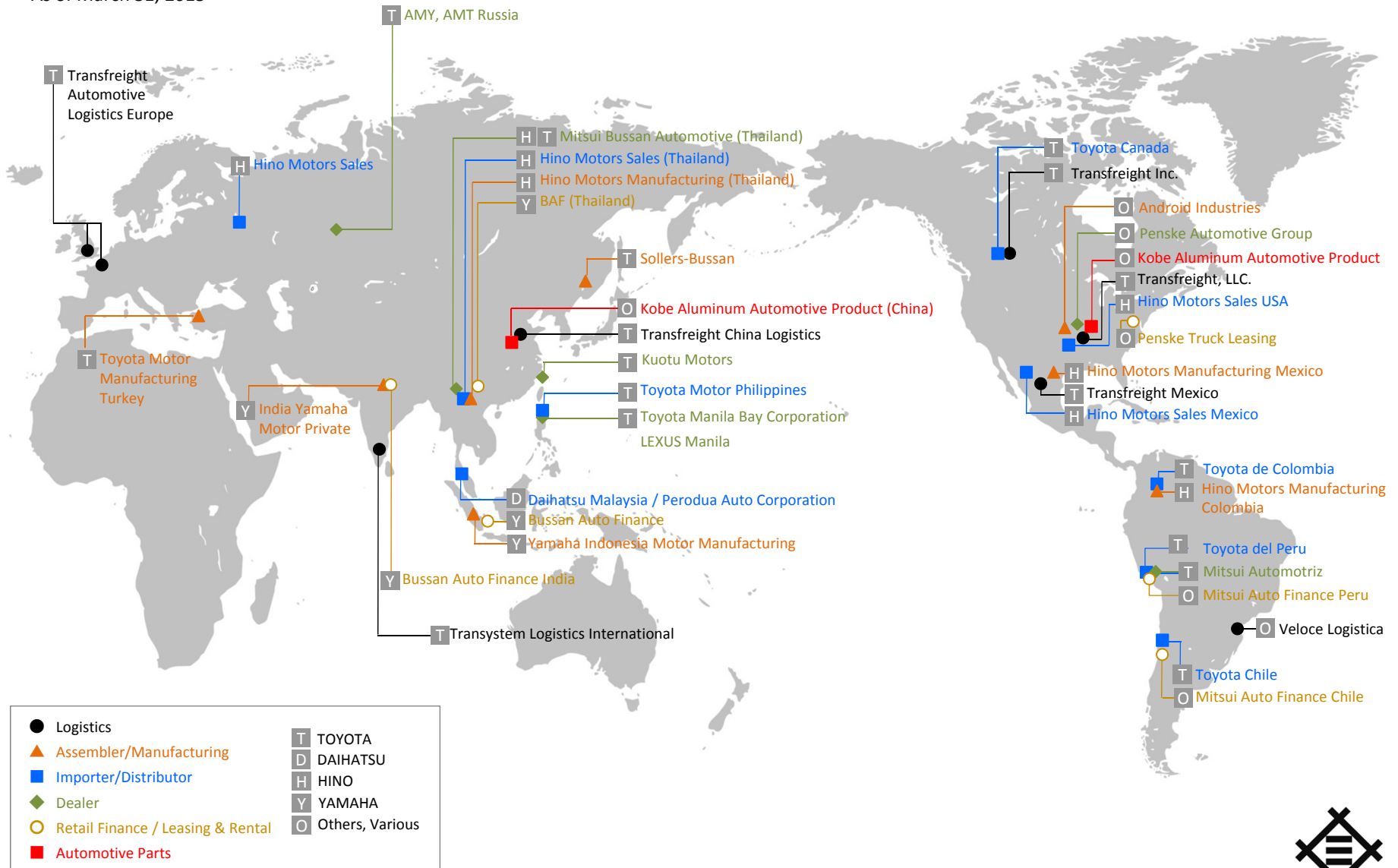
As of March 31, 2015

Net Generation Capacity (Mitsui's Share): 9.6GW
(Gross Capacity: 38GW)



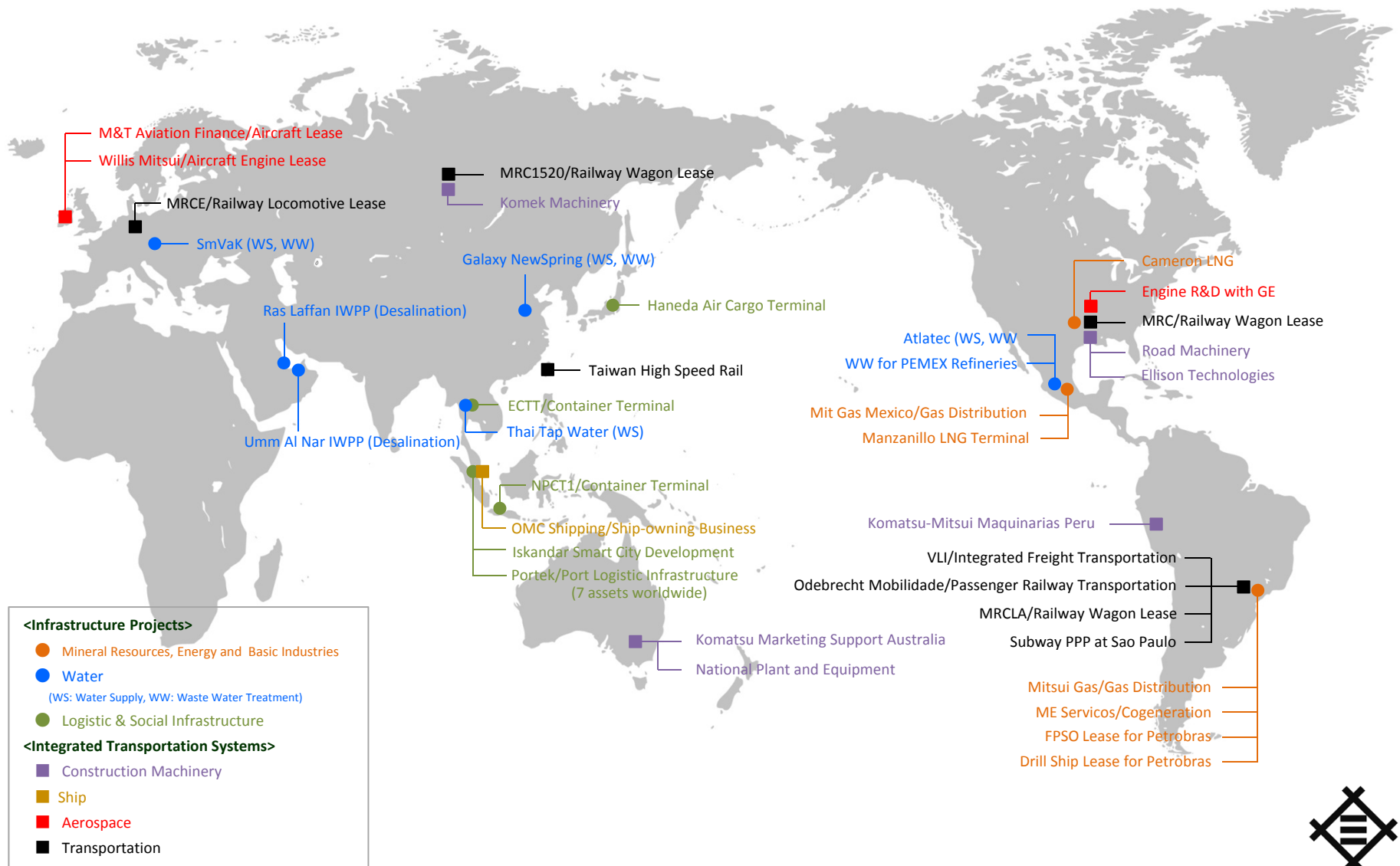
Portfolio of Automotive-Related Business

As of March 31, 2015



Other Major Machinery & Infrastructure Business

As of March 31, 2015



<Infrastructure Projects>

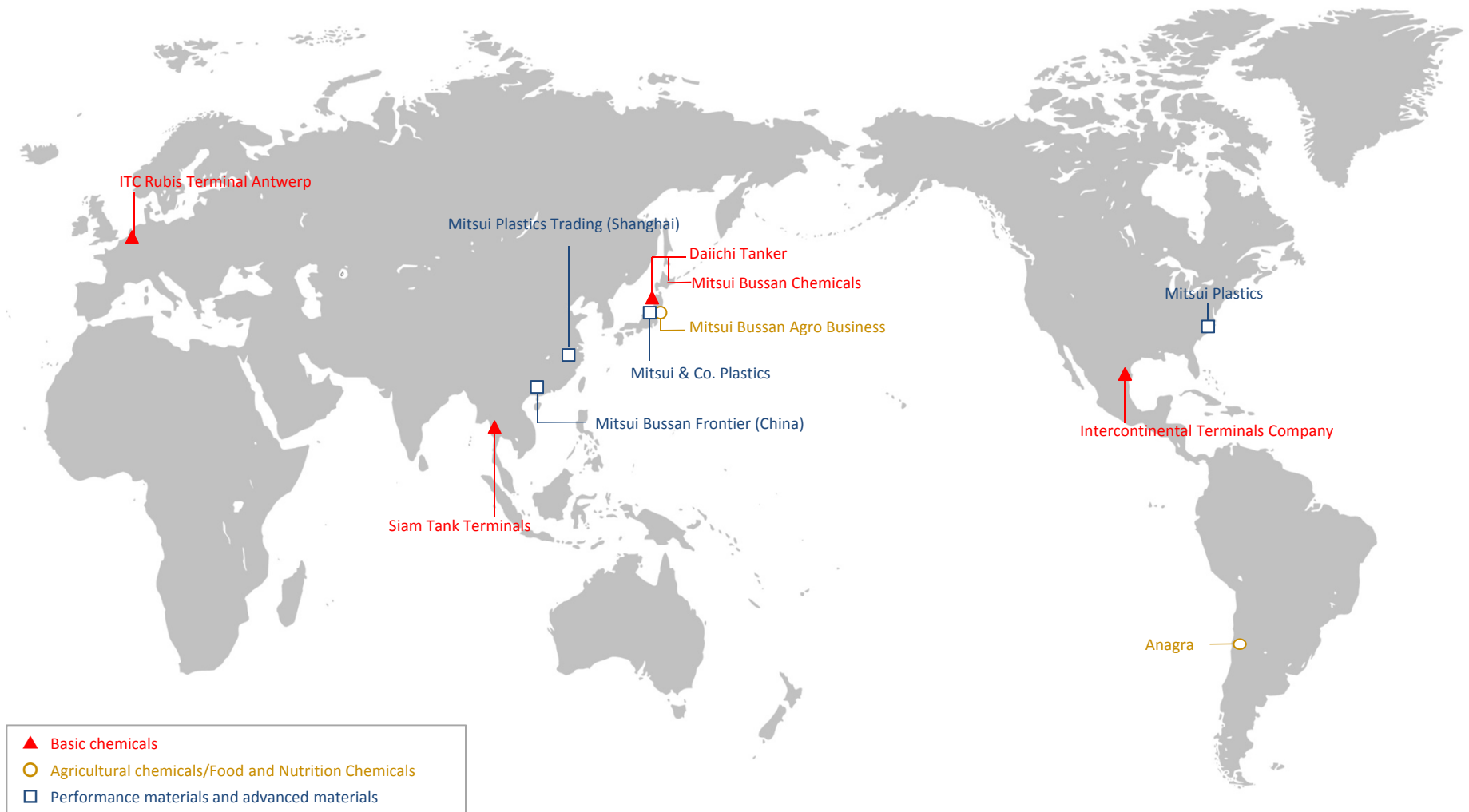
- Mineral Resources, Energy and Basic Industries
- Water
(WS: Water Supply, WW: Waste Water Treatment)
- Logistic & Social Infrastructure

<Integrated Transportation Systems>

- Construction Machinery
- Ship
- Aerospace
- Transportation

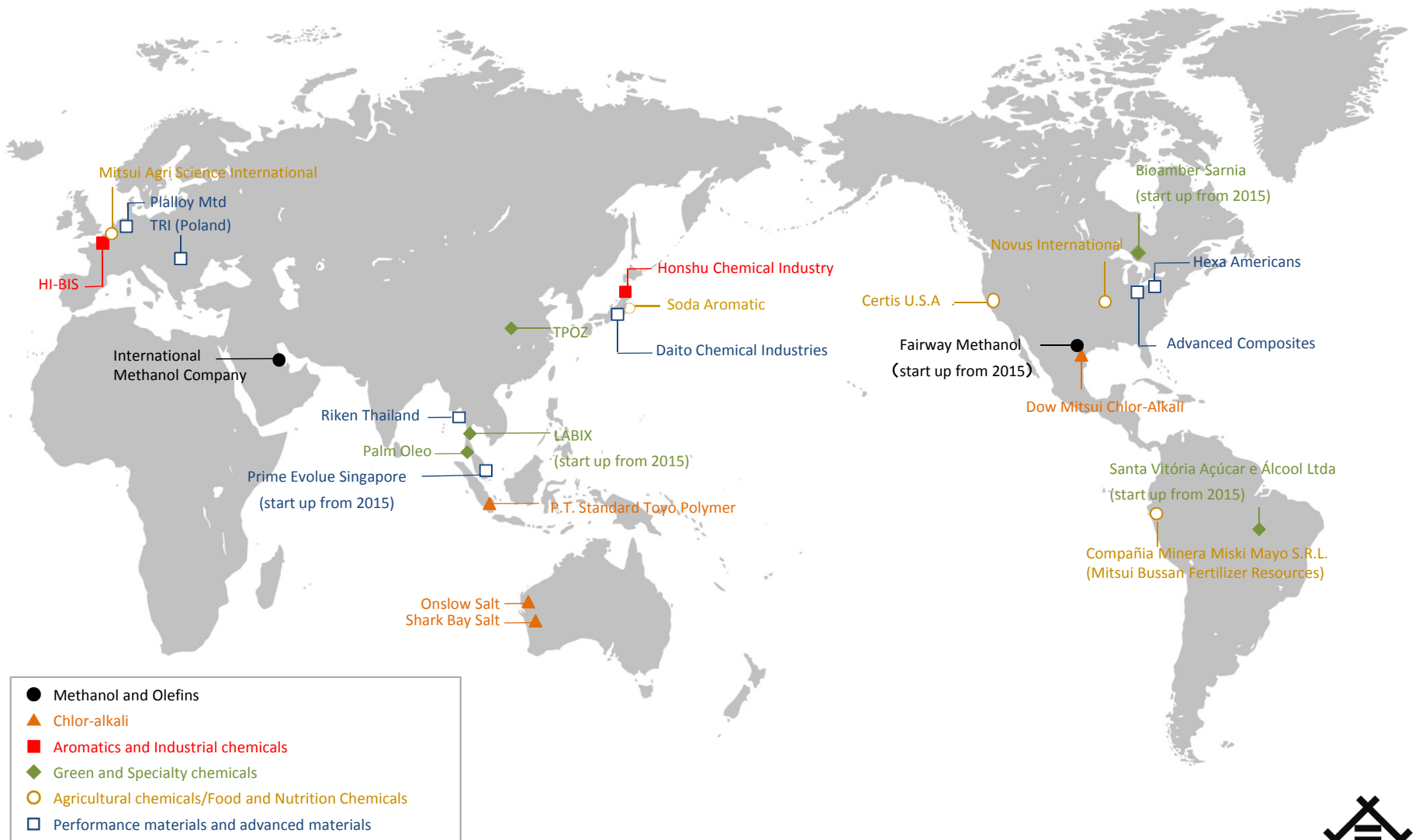
Major Investments in Trading and Tank Terminal Business in Chemical Business

As of March 31, 2015



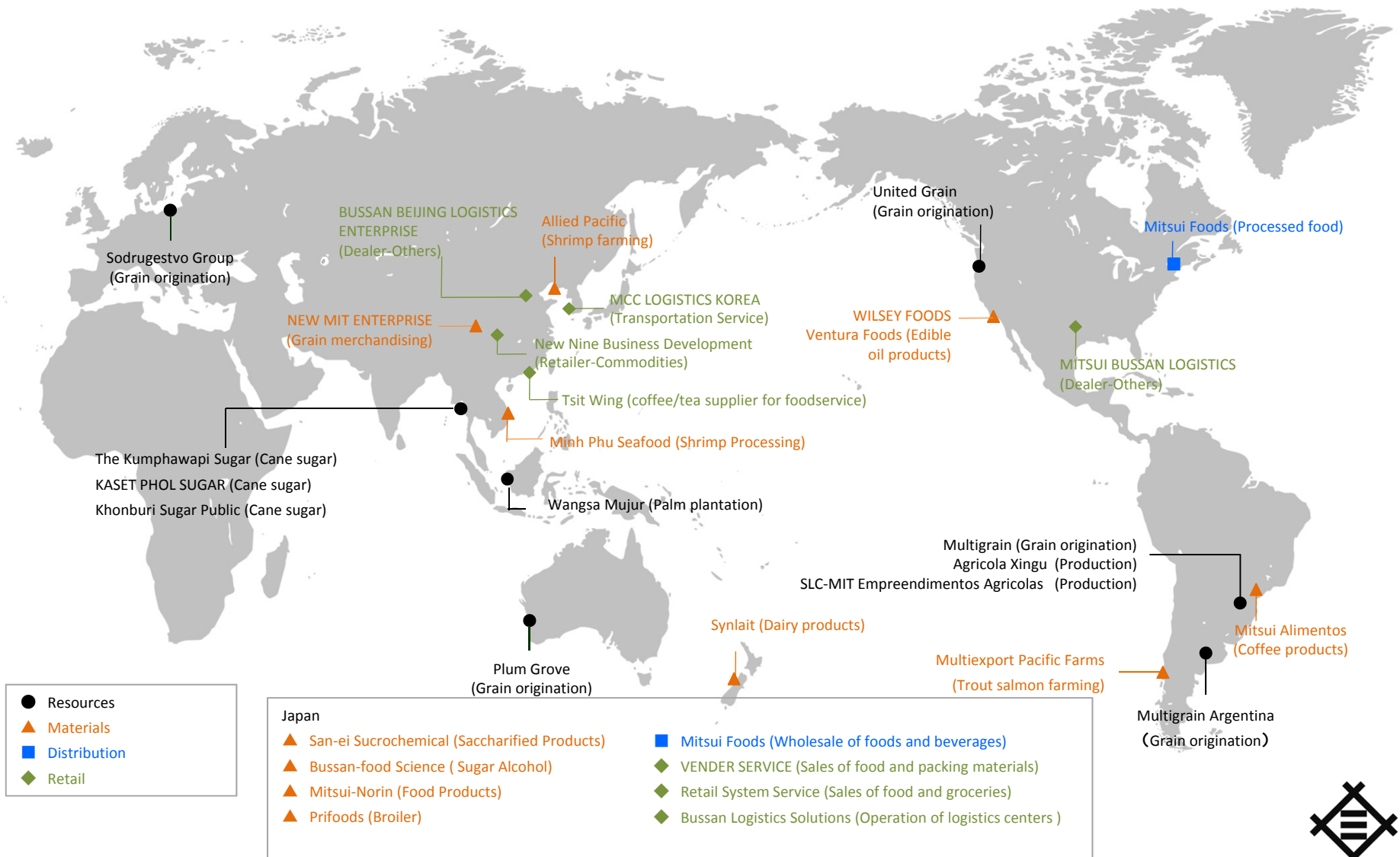
Major Investments in Manufacturing Business in Chemical Business

As of March 31, 2015



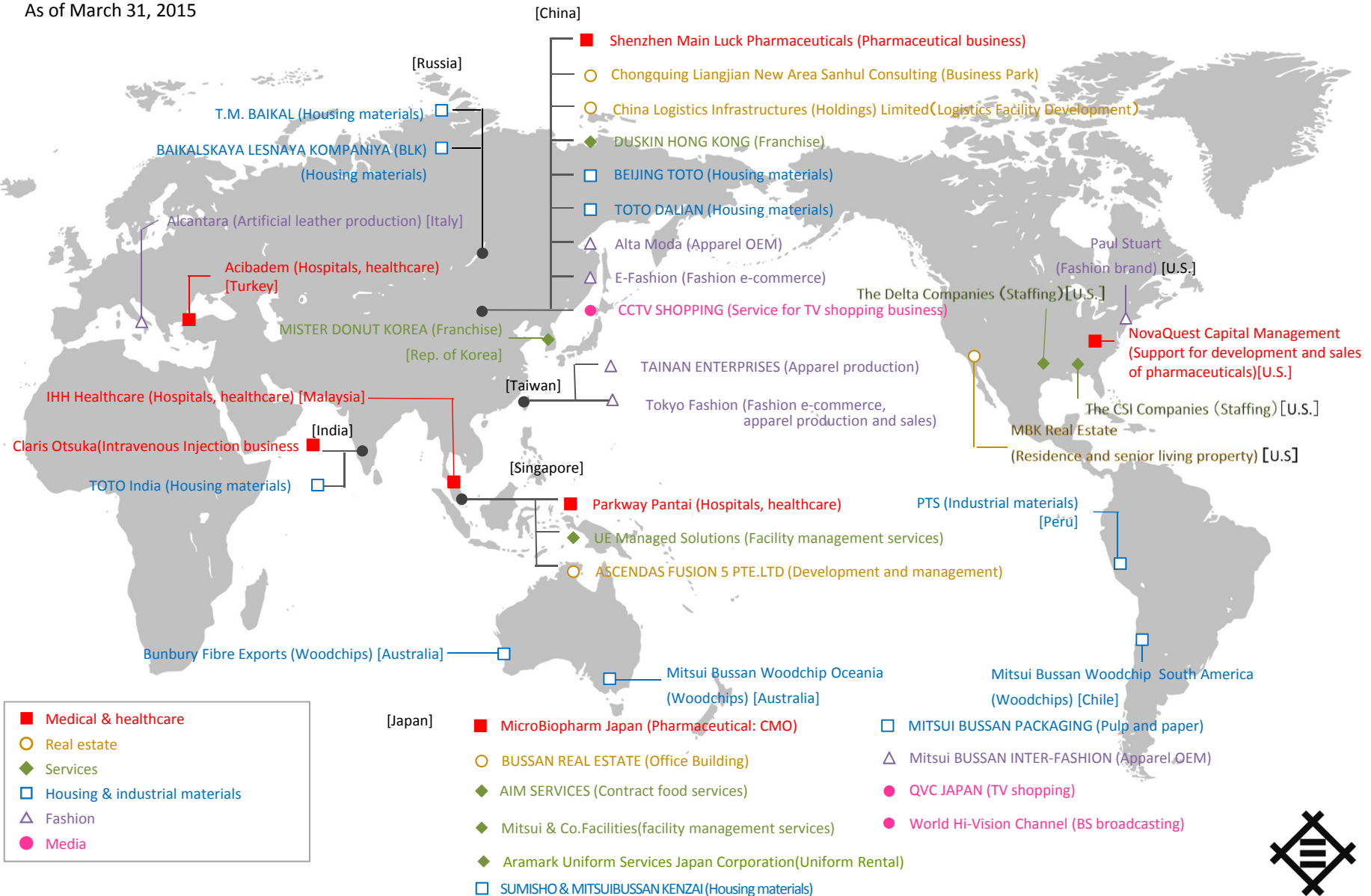
Major Investments in Food Resources and Food Products & Services Business

As of March 31, 2015



Major Investments in Consumer Service Business

As of March 31, 2015



360° business innovation.



MITSUI & CO.