

Mobility Business Strategy

Representative Director, Senior Executive Managing Officer

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Products and Functions in the Mobility Field

- ◆ Involved in all kinds of mobility across land, sea, air and space
- ◆ Generates Core Operating Cash Flow and profit of more than 130 billion yen*



Creating large-scale mobility infrastructure that supports industry

* Results for FY March 2023 in Mobility Business Unit I and II.

Basic Strategy and Policy in the Mobility Field

1

Execution of business cluster strategy

Case study

Automotive business cluster strategy in North America



2

Strengthening the value chain

Case study

Shipping value chain



3

Portfolio management

Case study

Measures to improve portfolio value



Creation and strengthening of a sustainable earnings base



Taking on next-generation businesses

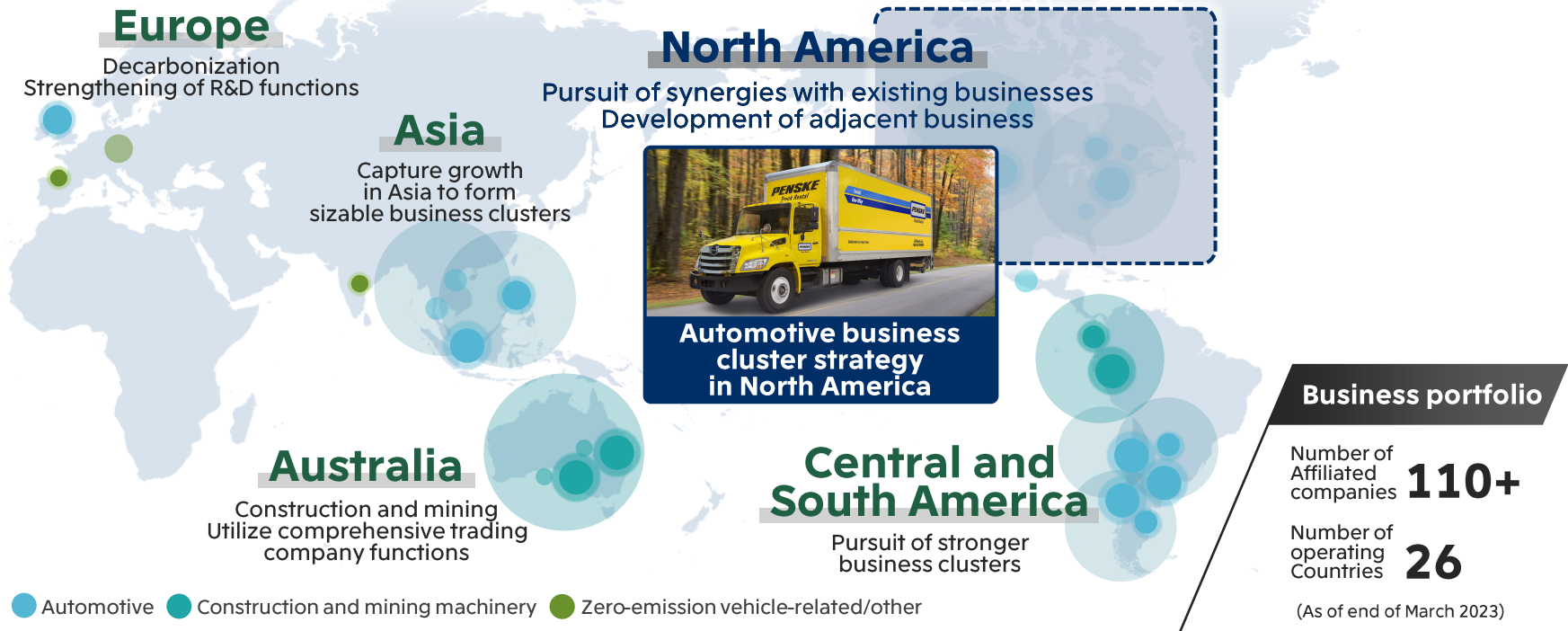
Case study

Decarbonization initiatives

Basic Strategy 1 Execution of Business Cluster Strategy

Case study Land mobility portfolio

- ◆ Created businesses across the world leveraging the strong relationships with partners, and have grown them over several decades
- ◆ Aim to provide solutions with higher added value through bundling of these businesses and steady execution of our business cluster strategy



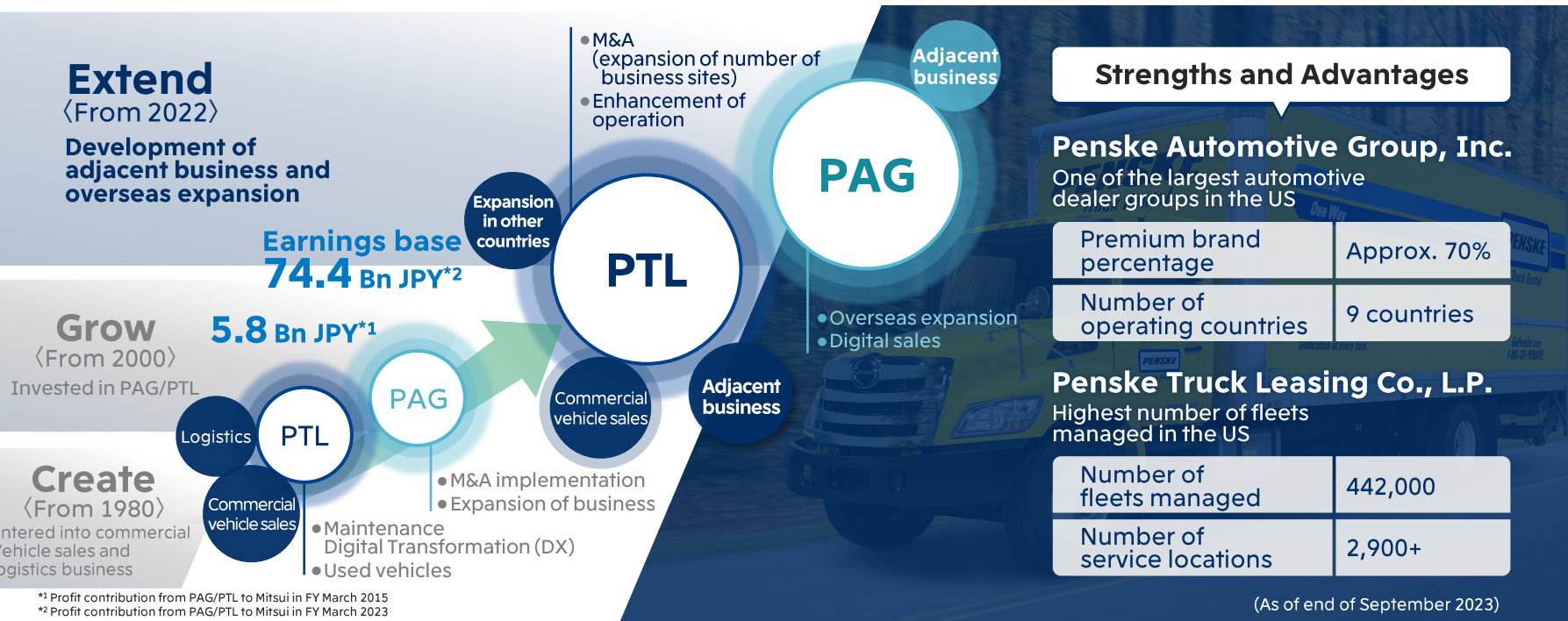
Basic Strategy 1 Execution of Business Cluster Strategy

Case study

Automotive business cluster strategy in North America



- ◆ Continue to grow and strengthen downside resilience, by steadily implementing PAG and PTL business transformation and operational enhancement
- ◆ Actively lead development of adjacent business, overseas expansion, etc., to form and expand business clusters and establish a sustainable earnings base



*1 Profit contribution from PAG/PTL to Mitsui in FY March 2015
*2 Profit contribution from PAG/PTL to Mitsui in FY March 2023

Basic Strategy 2 Strengthening the Value Chain

Case study Shipping value chain

- ◆ Sustainable and stable expansion of strong business base through trading, provision of complex services and investment in businesses and assets
- ◆ Contribution to strengthening of the overall value chain through deeper integration of functions and introduction of new technology leveraging leading track record in the shipping industry

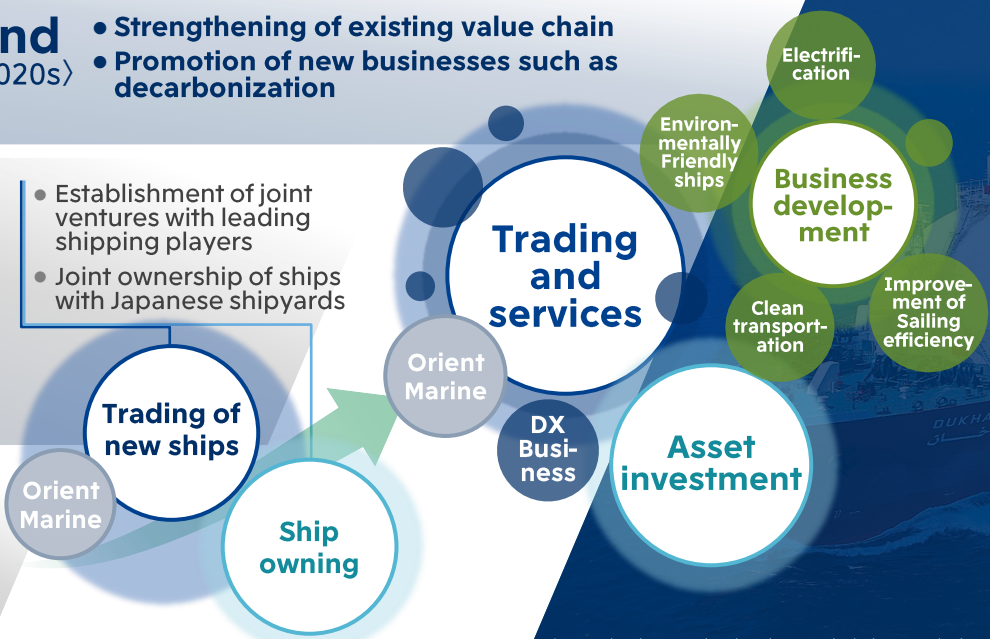
Extend (From 2020s)

- Strengthening of existing value chain
- Promotion of new businesses such as decarbonization

Grow (From 2010s)

- Establishment of joint ventures with leading shipping players
- Joint ownership of ships with Japanese shipyards

Create (From 1900s) Former Mitsui & Co.* Agent for export of ships built in Japan



Strengths and Advantages

Trust built from a history and track record

Trading new and secondhand ships	Approx. 150-200 ships/year
Charter brokerage, support for operation	Approx. 550 ships

No.1 Japanese trading house in terms of industry-leading organizational and information capabilities

Approx. 350 professional personnel in Japan and overseas, across 16 locations overseas and 3 locations in Japan

Deepening partnerships with first-class players in Japan and overseas

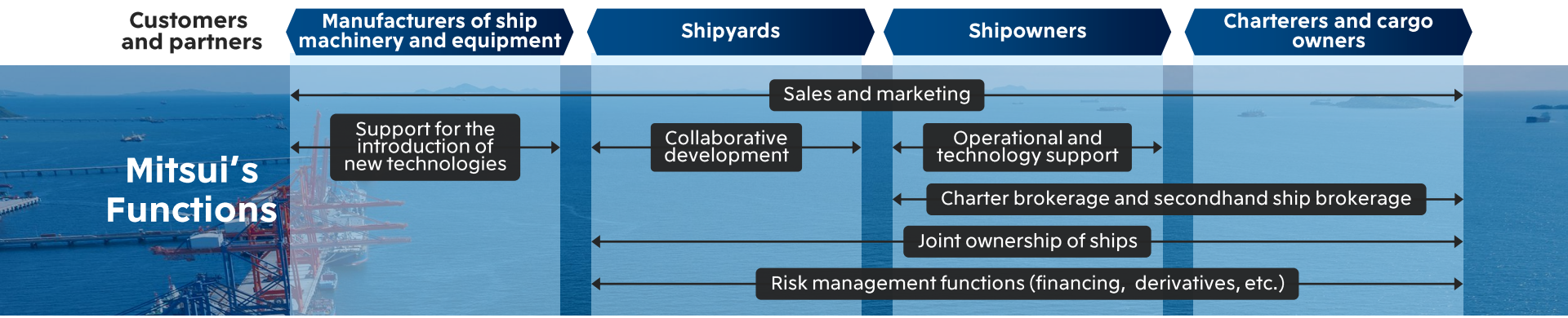
Partner examples  

* From a legal perspective, there is no continuity between the former Mitsui & Co., and the present Mitsui & Co., and they are totally separate entities.

Basic Strategy **2** Strengthening the Value Chain

Case study Shipping value chain

- ◆ Collaborate with first-class partners in Japan and overseas, capture changes in business structure, and meet the various needs of customers in the value chain
- ◆ Value maximization, continued enhancement of base profit and deepening of domestic business



Continued enhancement of base profit

Continued deepening of domestic business

Realize high ROIC* permanently through both **flow** (trading and fee revenue) and **investment**

* Constantly 8 to mid-teen % range

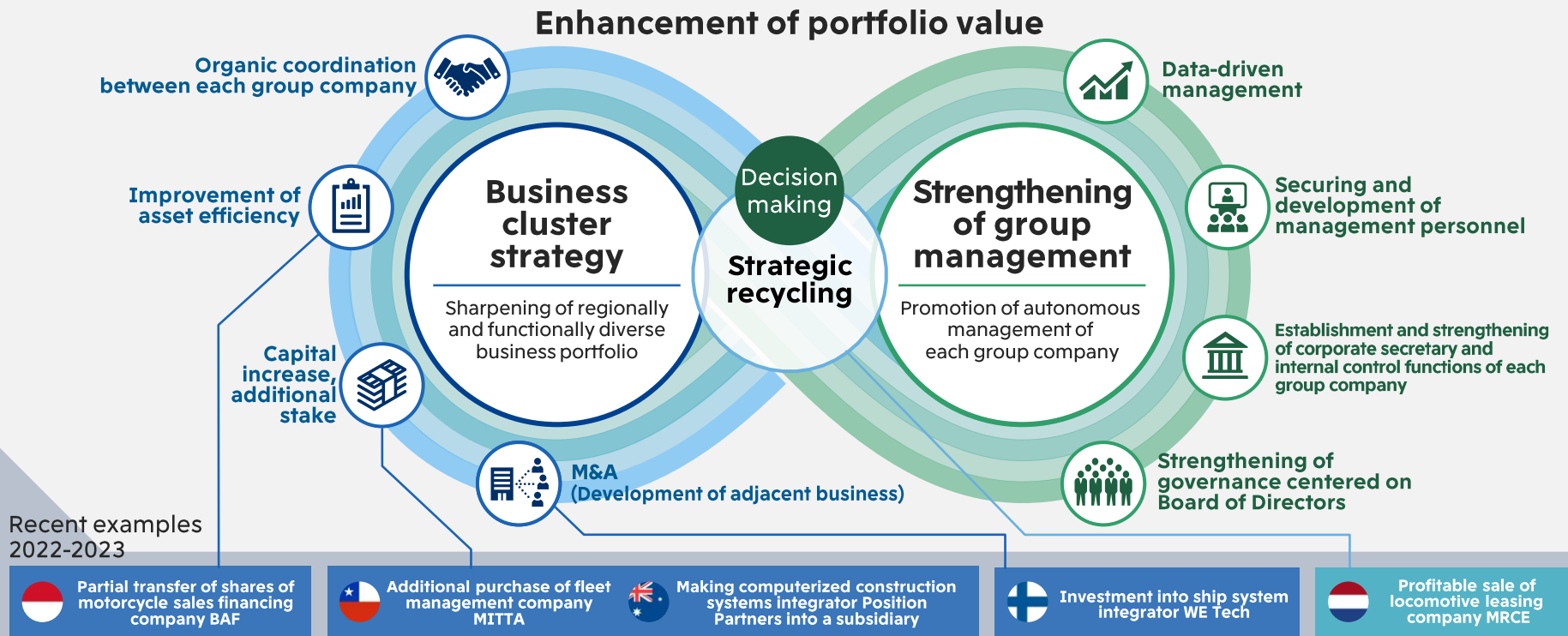
Complex services for a wide range of customers Investment opportunities selected through cooperation with partners Well-timed investment and recycling

Contribution to sustainable growth of maritime cluster with Japanese roots **Contribution to supply and stabilizing supply chain for resources, materials, food, etc., to Japan**

Basic Strategy **3** Portfolio Management

Case study Measures to improve portfolio value

- ◆ Enhance portfolio value through business cluster strategy, strengthening of group management, and strategic recycling

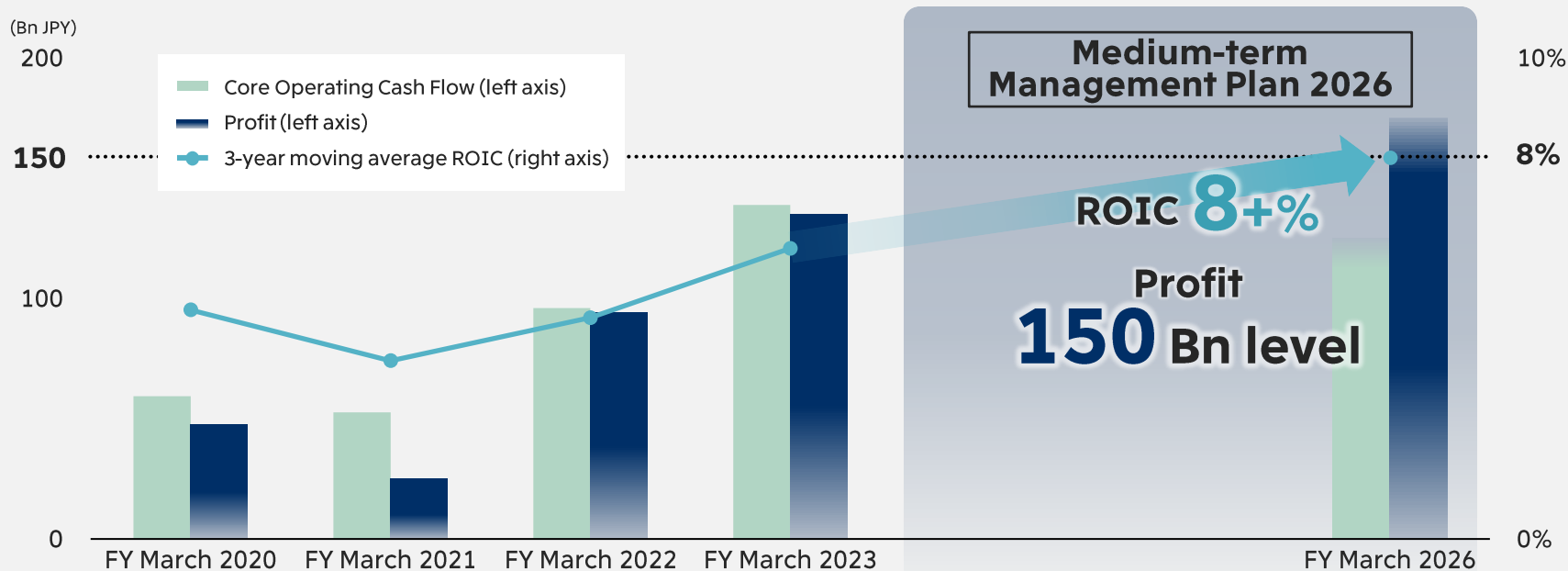


Creation and Strengthening of Sustainable Earnings Base



- ◆ Execute aforementioned basic policies targeting 150 billion yen level profit by FY March 2026
- ◆ Aim for stable ROIC of more than 8% in the mobility field through enhanced portfolio management

Quantitative Shift in Mobility Field*



* Mobility business = Mobility Business Unit I + Mobility Business Unit II

Taking on next-generation businesses

Case study

Decarbonization initiatives



- ◆ Boldly challenge to take on new businesses based on a sustainable earnings base
- ◆ Work with other business units to promote proposals and complex functions unique to a trading company in order to develop decarbonization solutions and create demand for next-gen fuels, etc., to meet the various needs of customers in the value chain of the mobility field

Demand creation

Hydrogen

Electricity

Methanol

Ammonia

Biodiesel

Recent examples 2023

1

Order for world's first methanol-fueled bulk carrier

2

Investment in advanced biodiesel fuel system manufacturer

3

Methanol bunkering operation trial

4

Ammonia FSRU feasibility study

360° business innovation.



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