



Energy

Hiroyuki Tsurugi

Energy Business Unit I

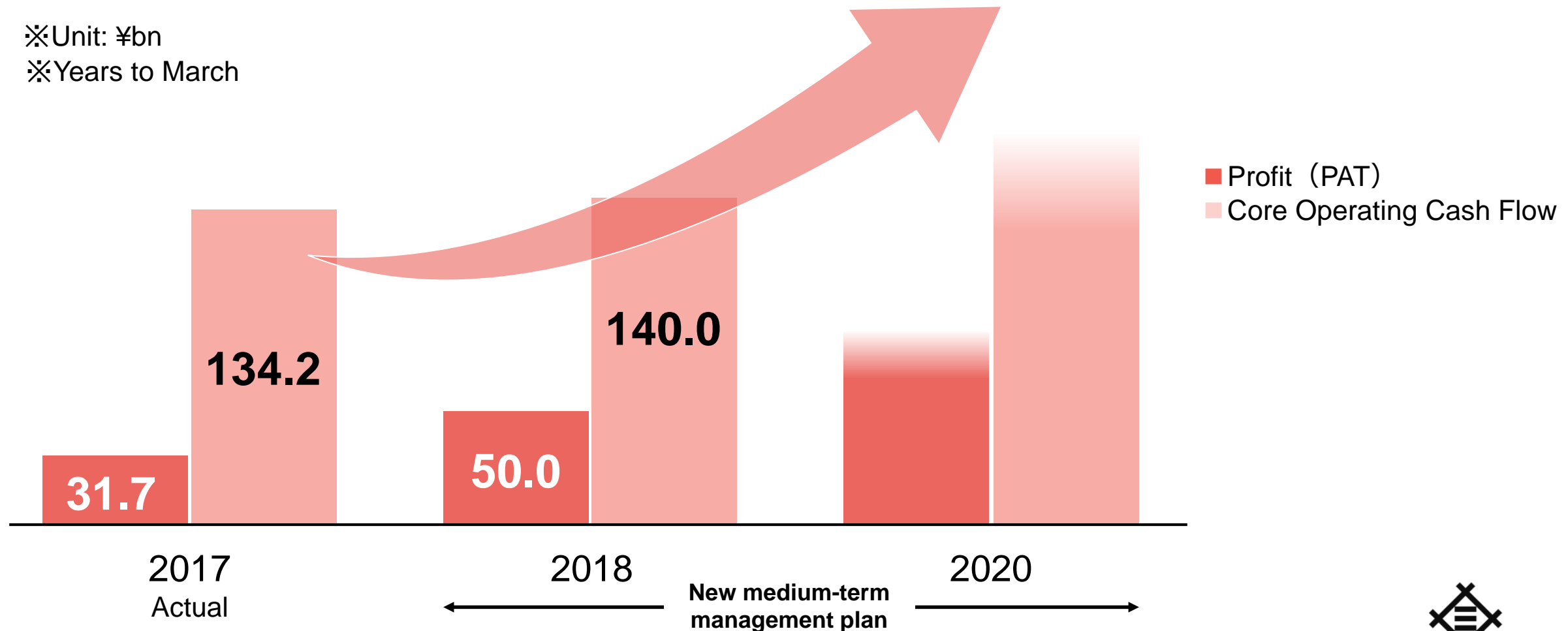
Hirotatsu Fujiwara

Energy Business Unit II

Quantitative targets Profit (PAT) / Core Operating Cash Flow

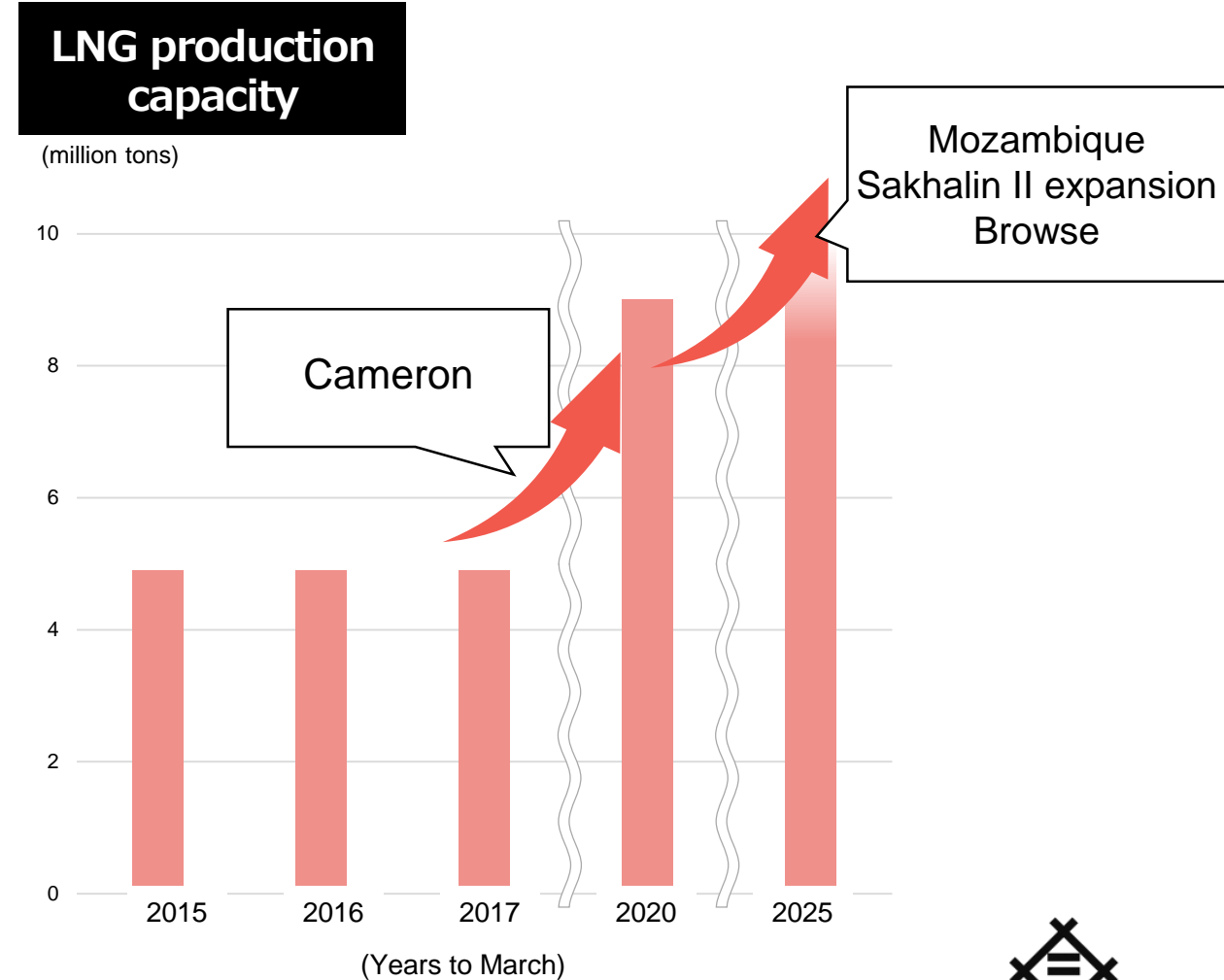
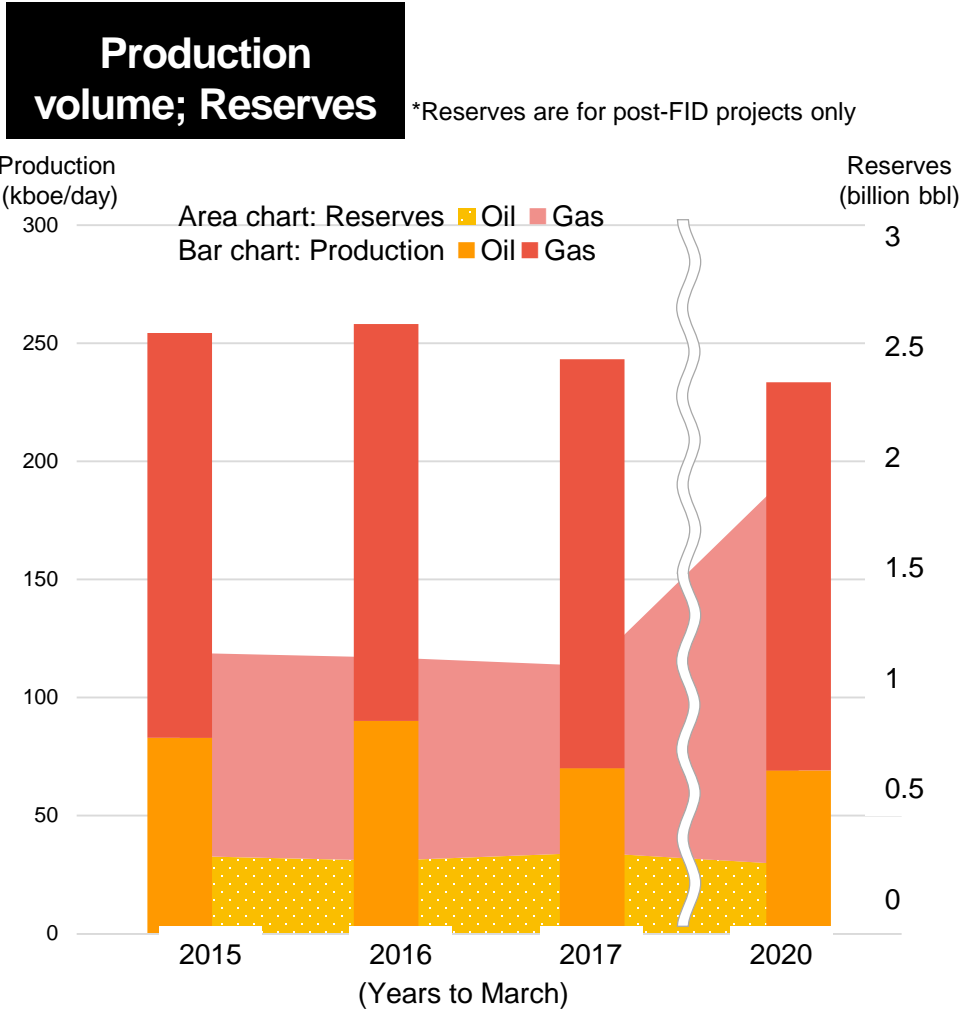
※Unit: ¥bn

※Years to March



Mitsui's Strengths

Oil and Gas production volume; Reserves; LNG production capacity



Business environment

Energy demand will increase along with economic and population growth; Society will demand cleaner supplies

Core primary energy

**Fossil fuels
(Oil, Natural gas)**

Towards a low carbon society

**Natural gas
Non-fossil fuels
(Renewable energy)**

Basic strategy

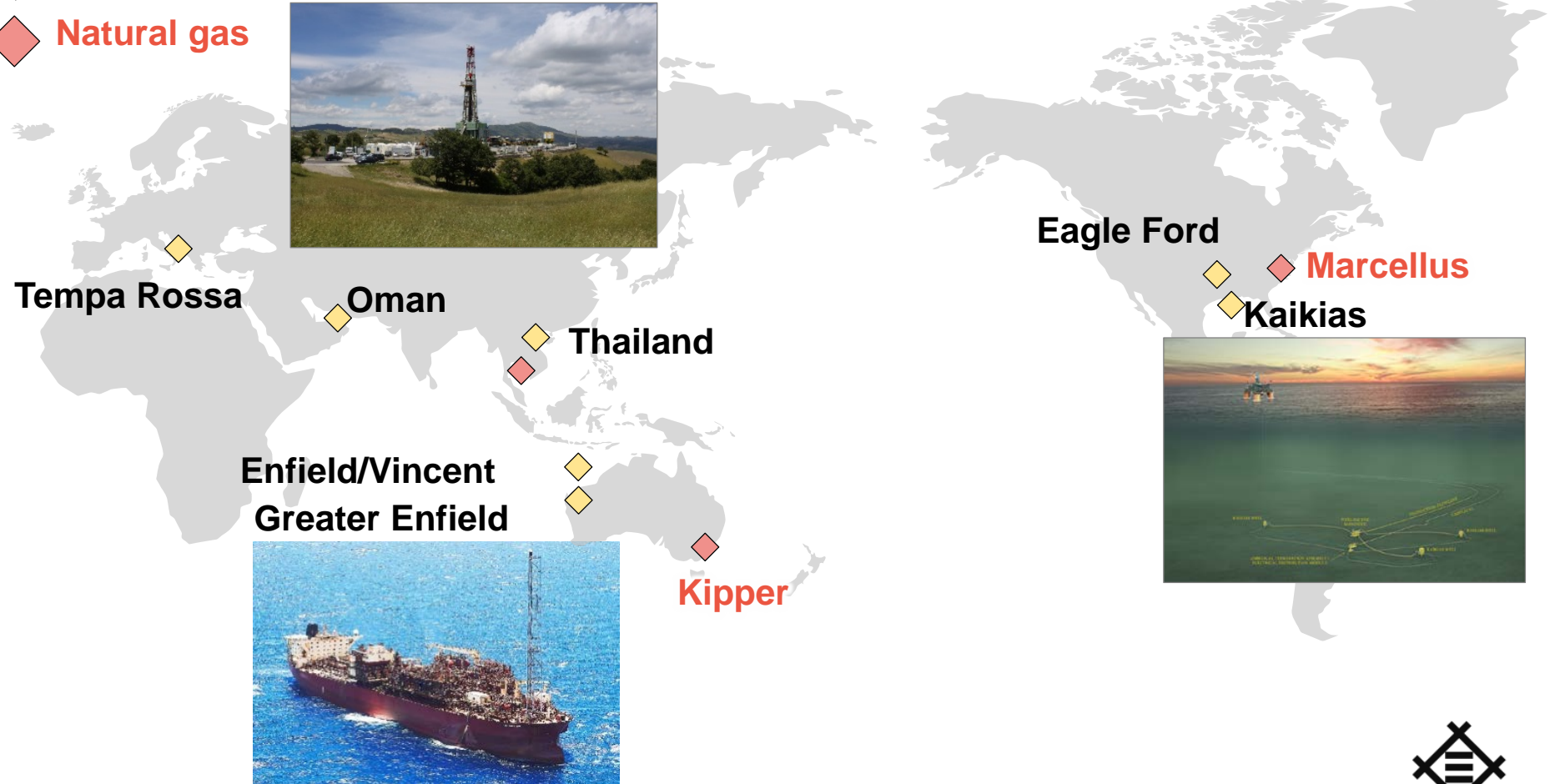
1 Establish a competitive asset portfolio

2 Expand a mid/downstream Energy Value Chain using Mitsui's capabilities



E&P Establish a competitive portfolio of upstream assets

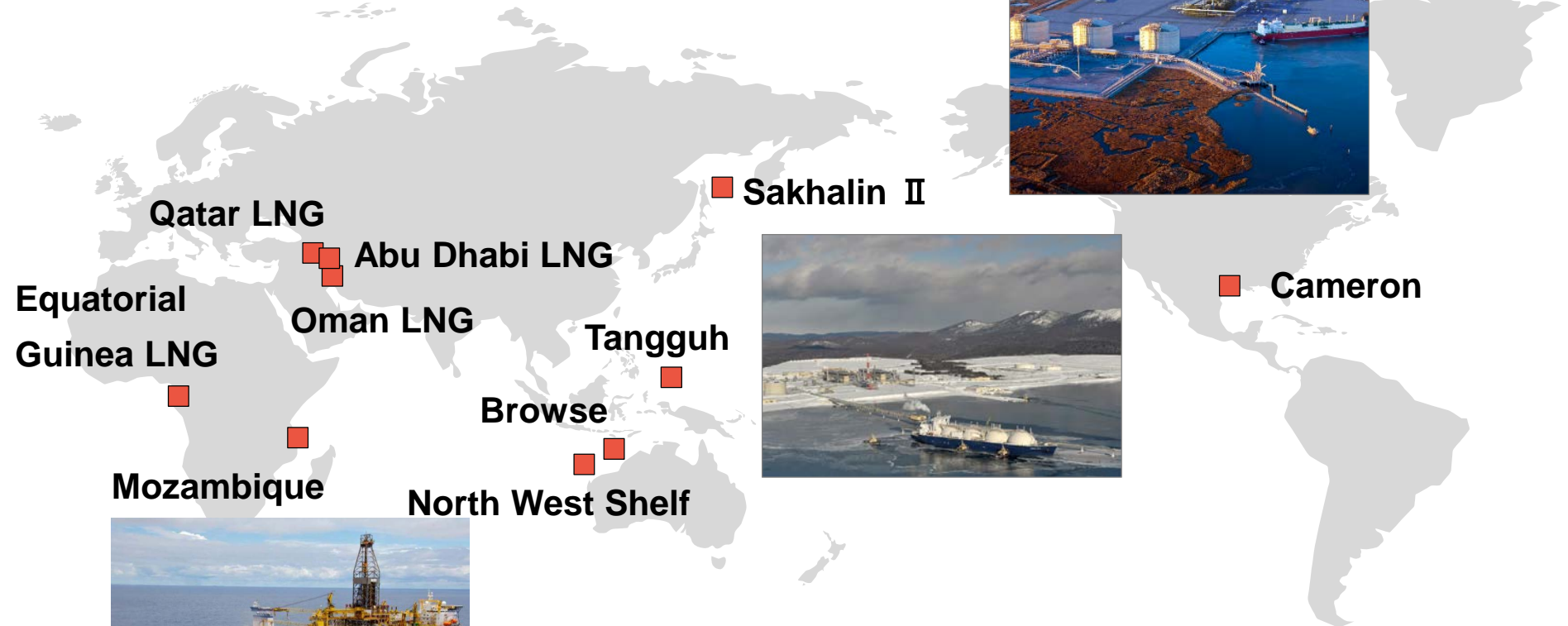
- ◆ Oil
- ◆ Natural gas





LNG Establish a competitive LNG portfolio

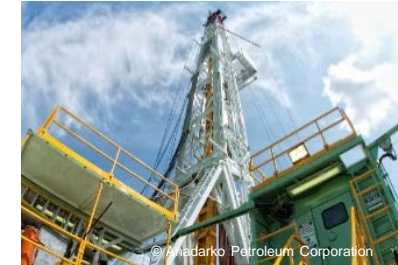
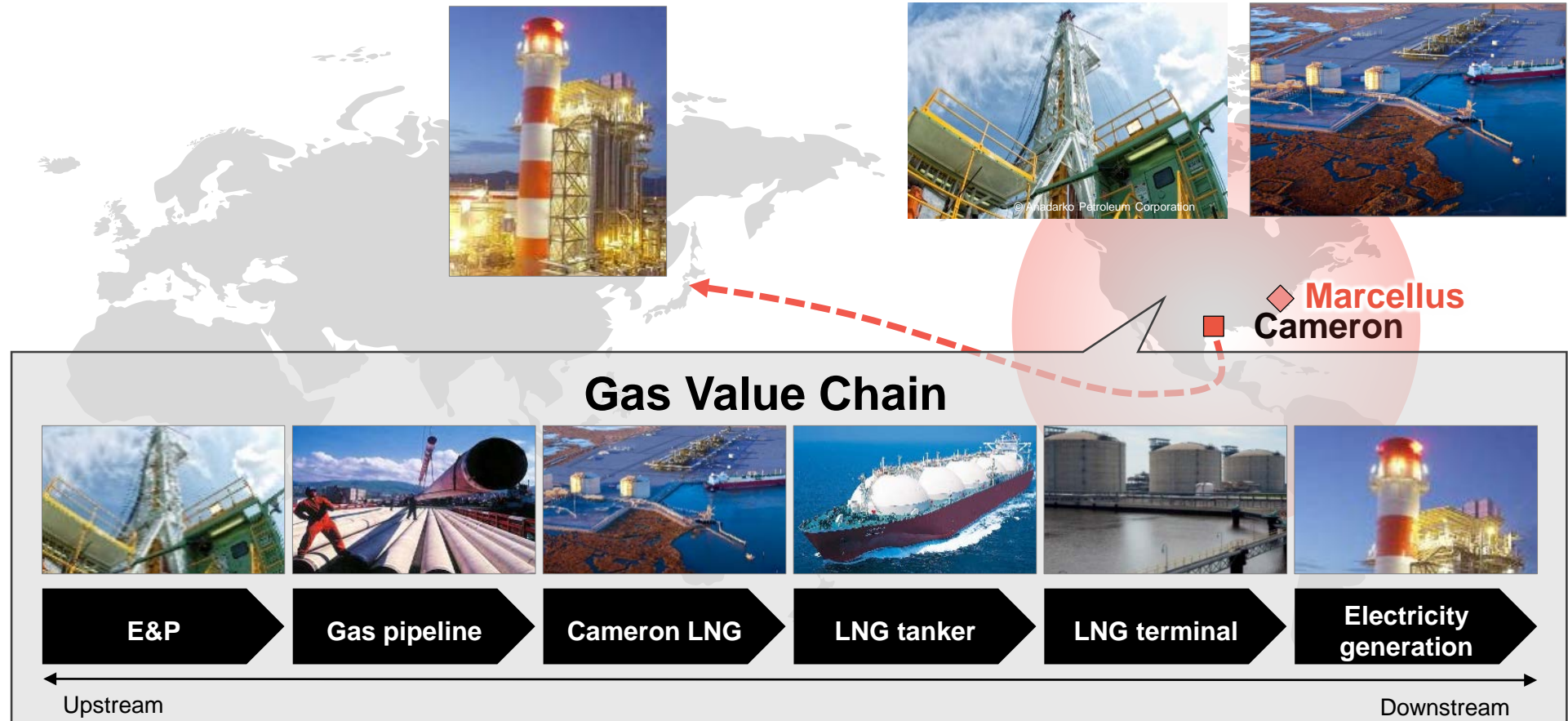
■ LNG projects (Mitsui involvement)



Expand Energy Value Chain



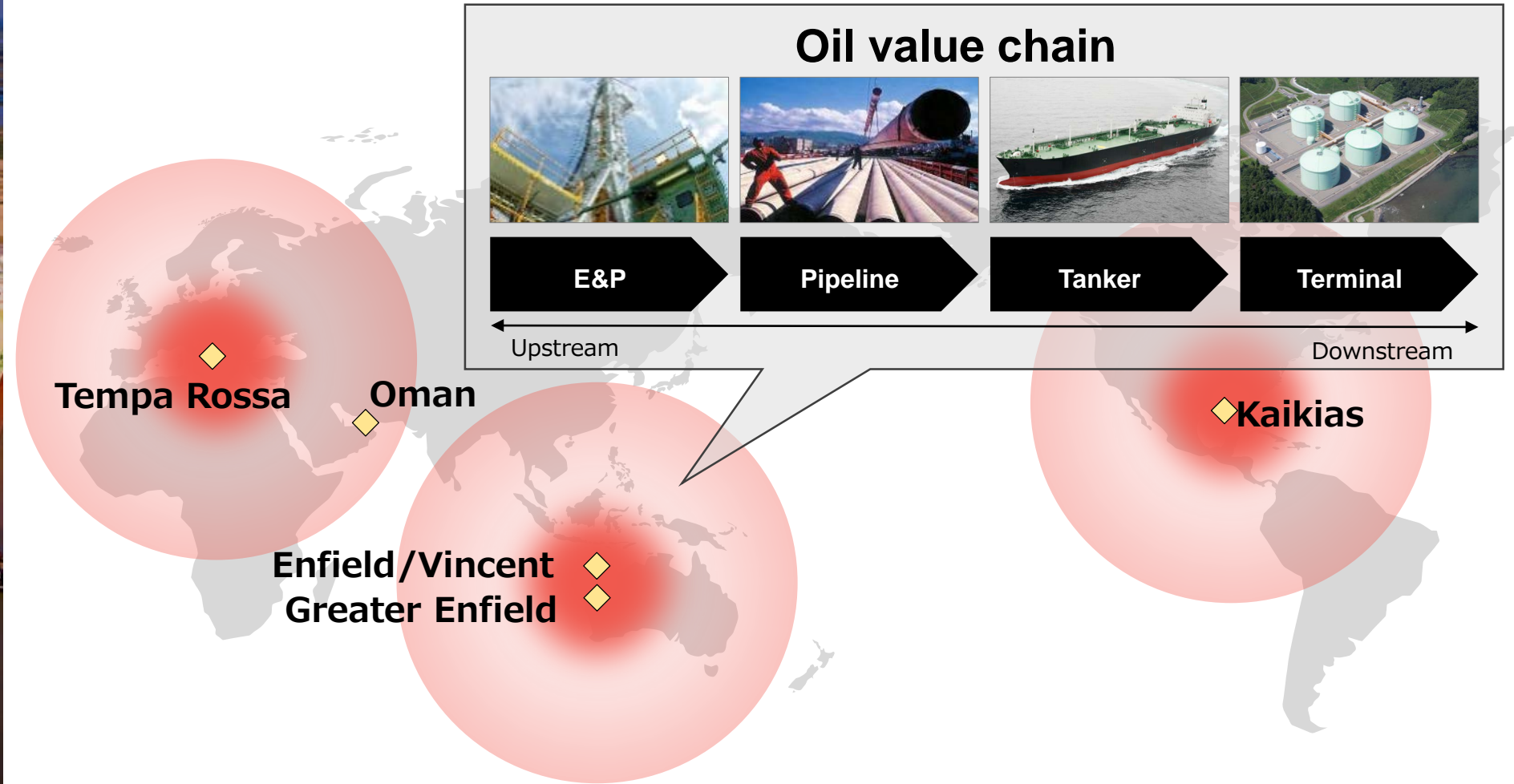
Energy Value Chain



MITSUI & CO.

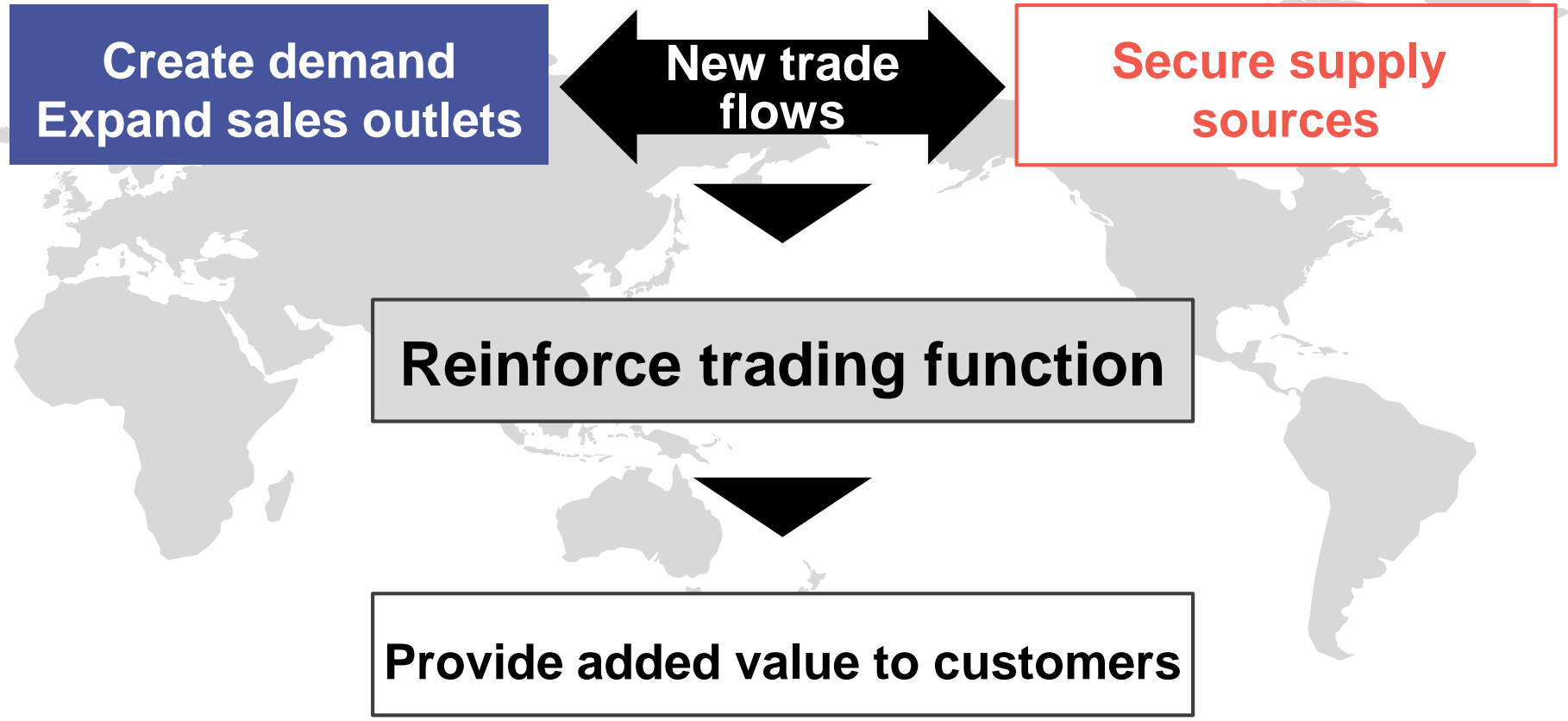


Expand Energy Value Chain



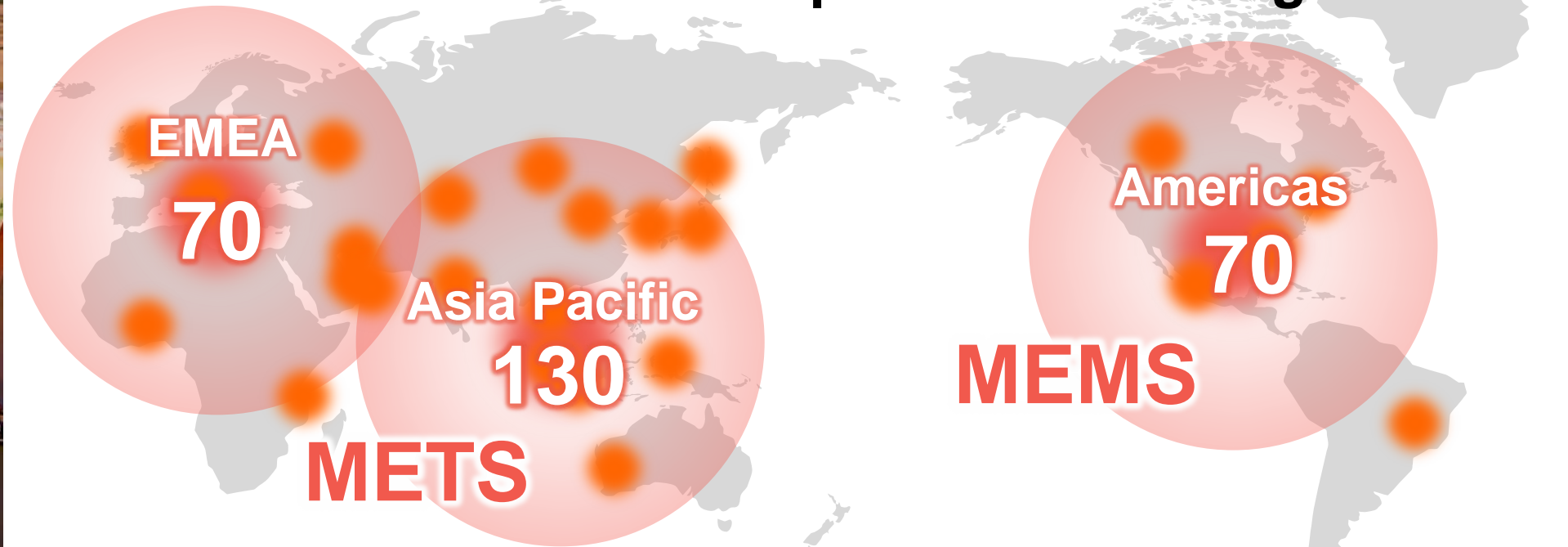


Expand Energy Value Chain



Global business development

Proactive business development and management



Create cross-functional business opportunities



Global business development



Utilizing Mitsui's global human resources



**Promoting
optimal staff**

**Nurturing and
realizing the
potential of
professionals**

**Strengthening
the individual**