

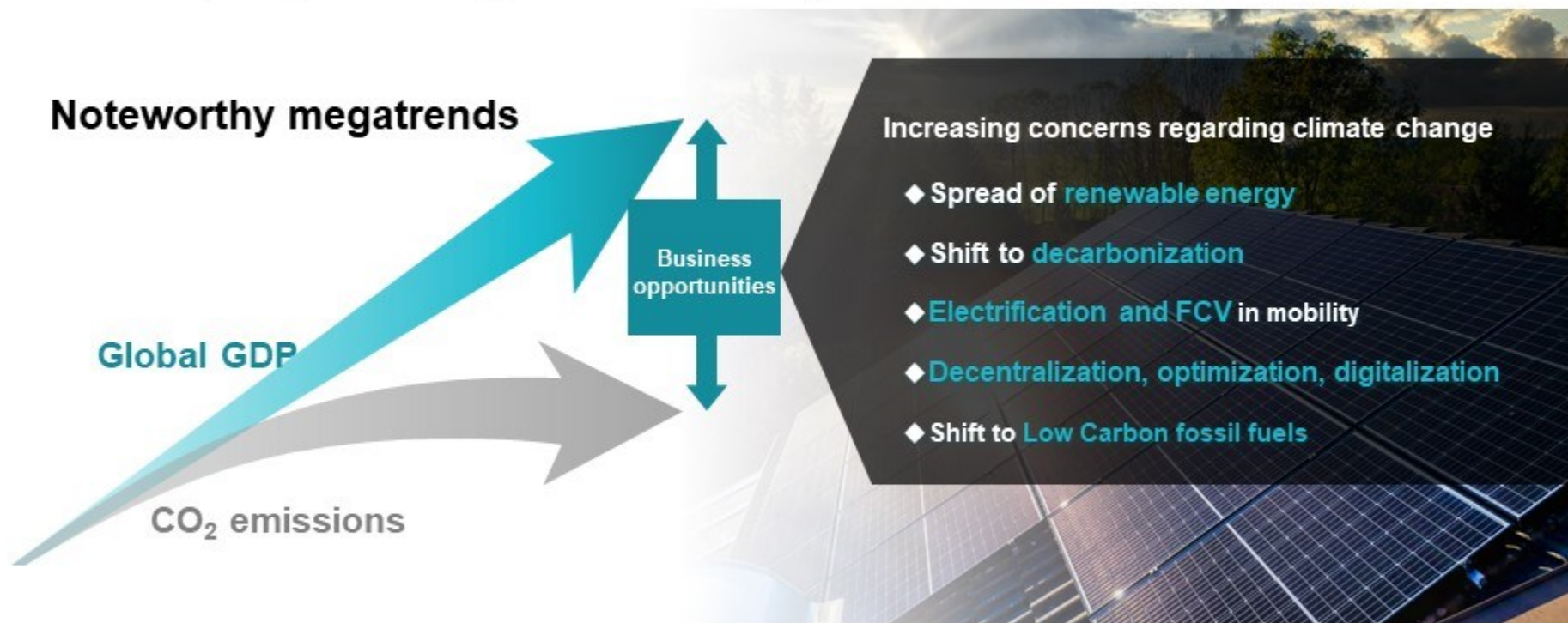


Energy Solutions Business Strategy

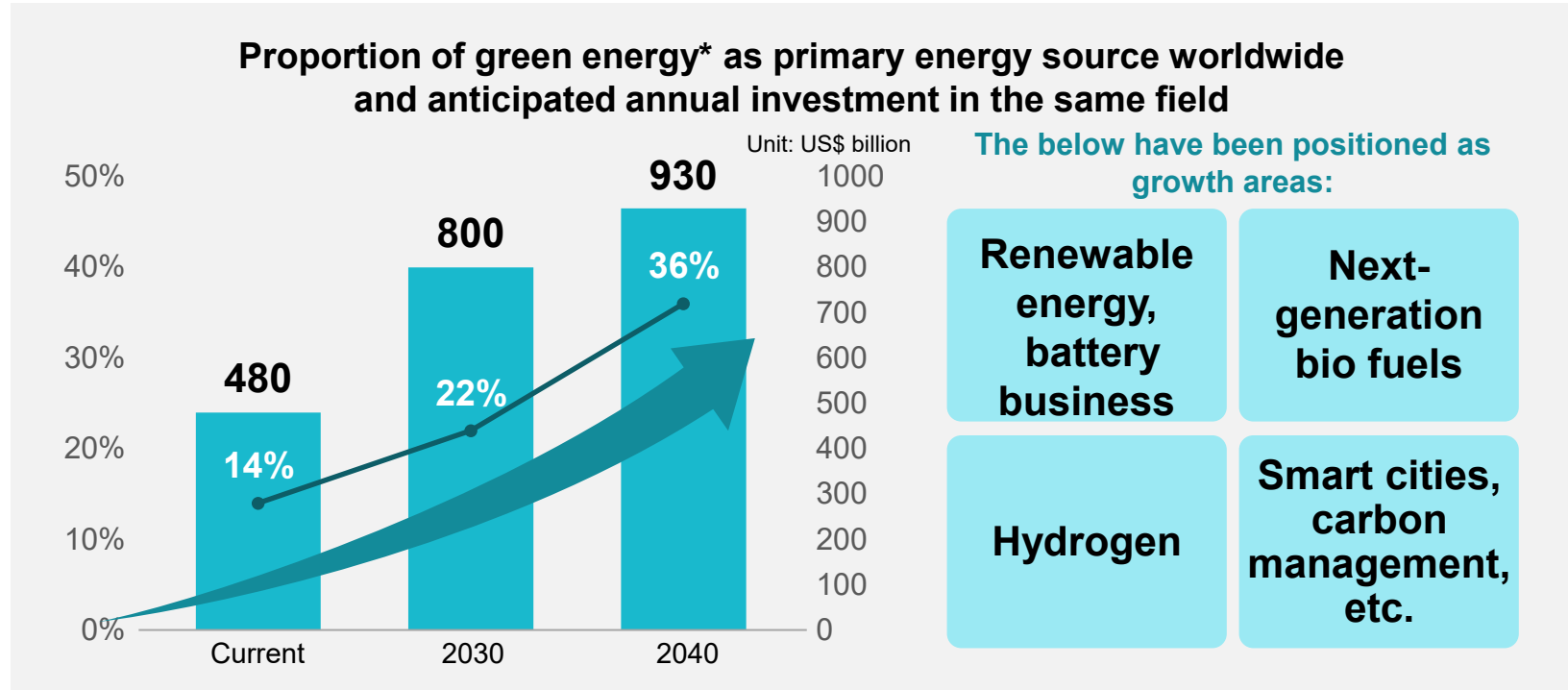
Energy Solutions Business Unit

Toru Matsui

Decoupling of GDP growth and CO₂ emissions



Growing green energy business

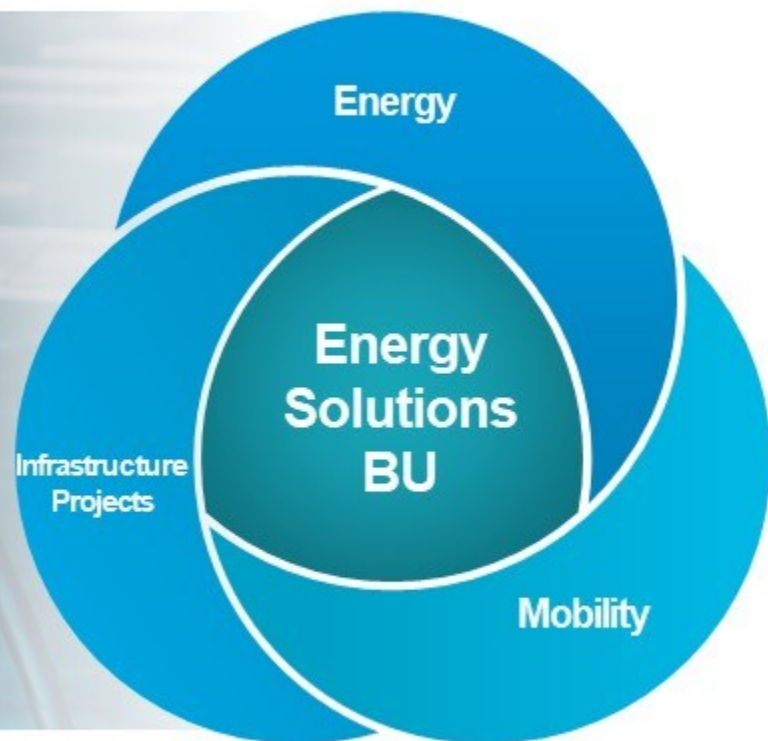


* Renewable energy and bio fuels

Source: IEA/World Energy Outlook 2020

Role of the Energy Solutions Business Unit

Gather knowledge from inside and outside the Company to pursue industrial solutions for climate change issues



Demonstrating Mitsui's strengths



Source: FirstElementFuel, Inc.

Aiming for comprehensive energy management company

Value offered by Mitsui

- ◆ Responds to diverse customers (commercial and industrial, government, public institutions, households)
- ◆ A one stop shop to address customer needs
- ◆ Turn key solution: from development to construction and operation
- ◆ Offers energy management services leveraging digital technology

Diversifying customer needs (examples)

- ◆ Procuring competitive green power
- ◆ Installing a solar power system at multiple facilities across a company
- ◆ Storage battery needs (reduce electricity fees/BCP)
- ◆ Sale/supply of excess power to systems
- ◆ Facility/Mobility management

**Globally expand in countries
where we have a presence, such as U.S.**

Leveraging unique fermentation technologies to create environmentally friendly fuels

LanzaTech | Creates next-generation ethanol from exhaust gases Microorganism fermentation technology

LanzaJet | Converts ethanol to oil-alternative jet fuels (Sustainable Aviation Fuel or SAF)



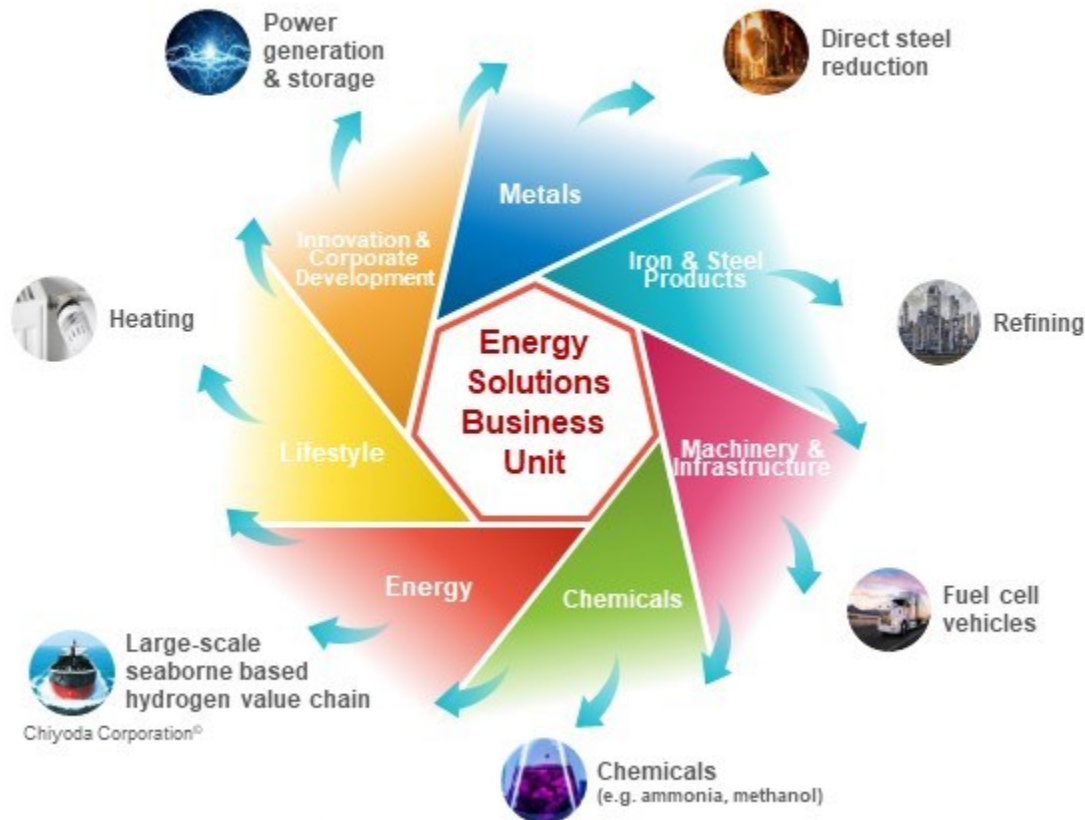
Development and commercialization
of new technology

Global business development

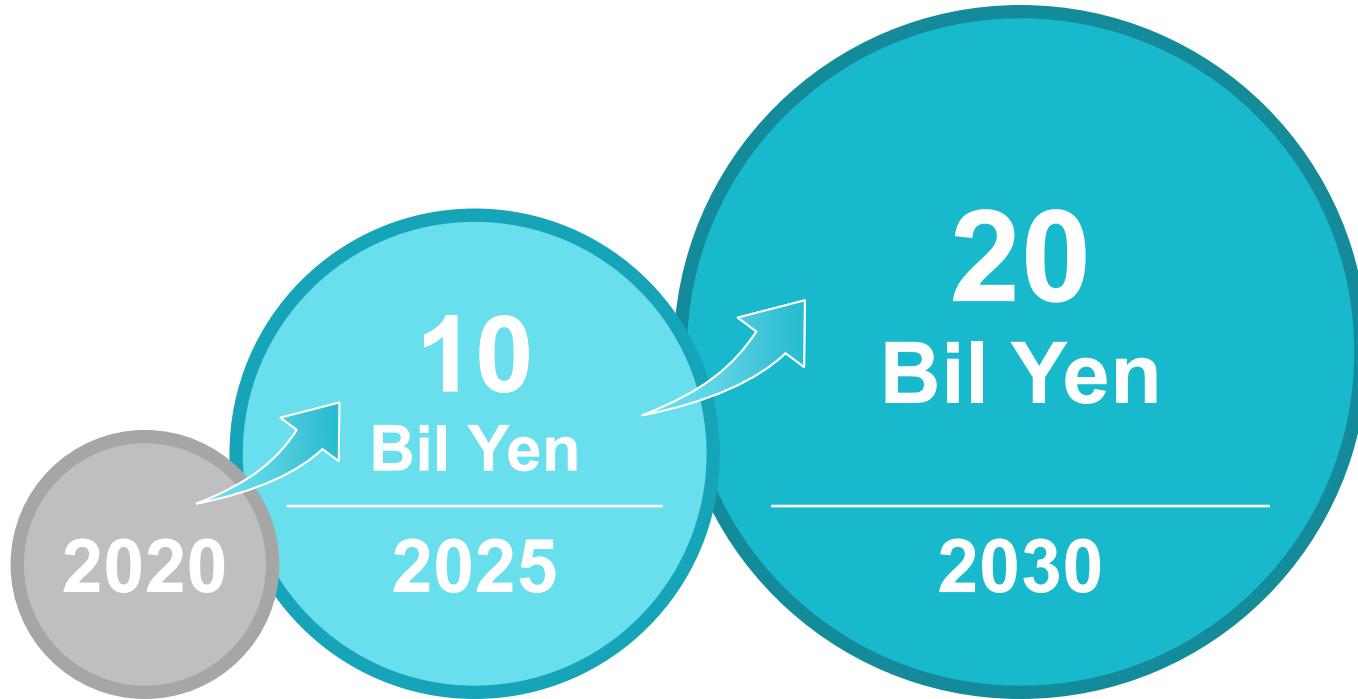
Hydrogen: The ultimate low carbon solution

A pioneer in hydrogen business

Leveraging the networks and knowledge of each business segment to demonstrate comprehensive strengths through cross-organizational cooperation



Quantitative vision



**Enhance
quality of life**



**Create an eco-
friendly society**

(PAT)