

# Energy Business Strategy

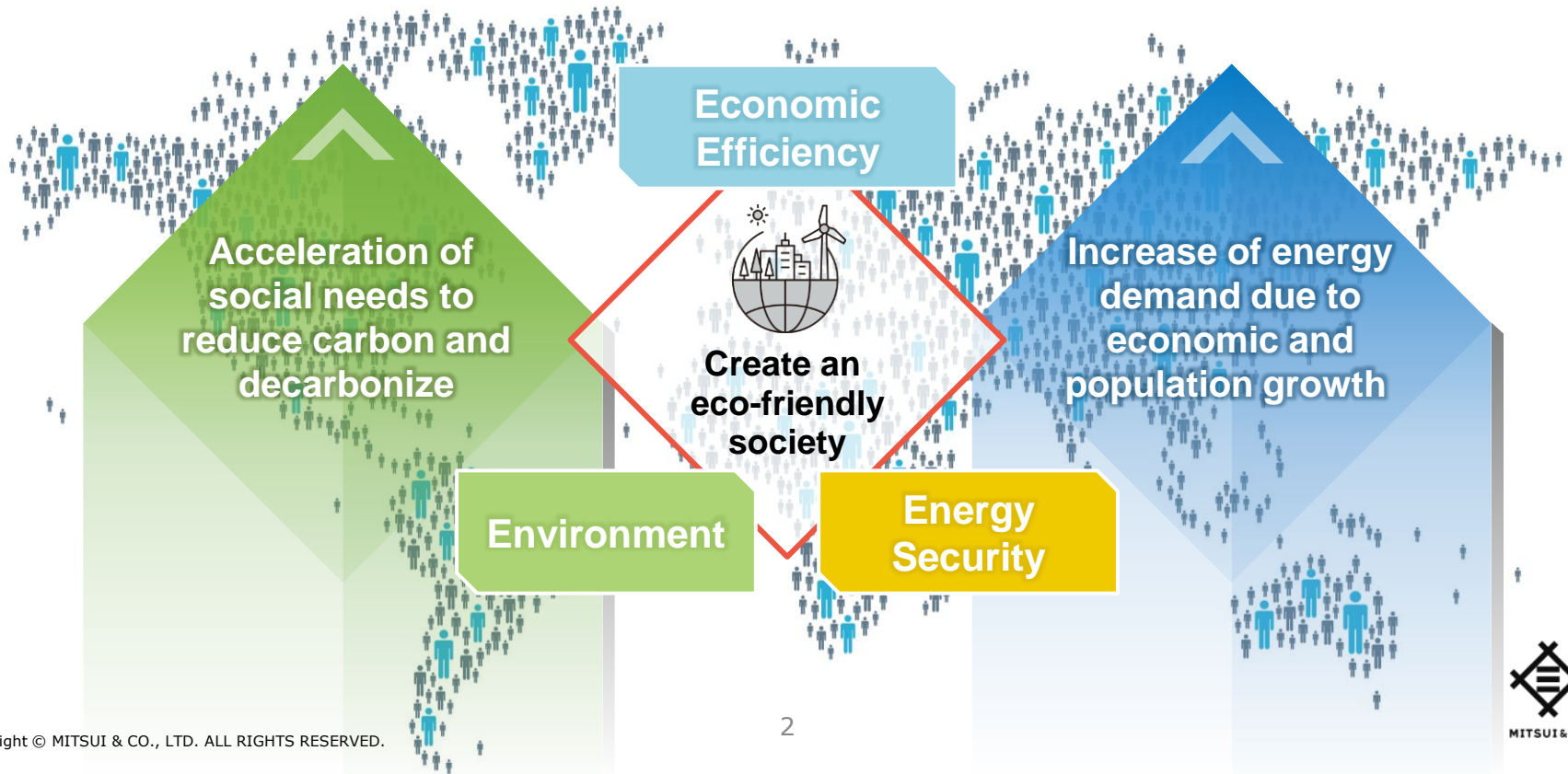
Energy Business Unit I,  
Energy Solutions Business Unit

**Toru Matsui**



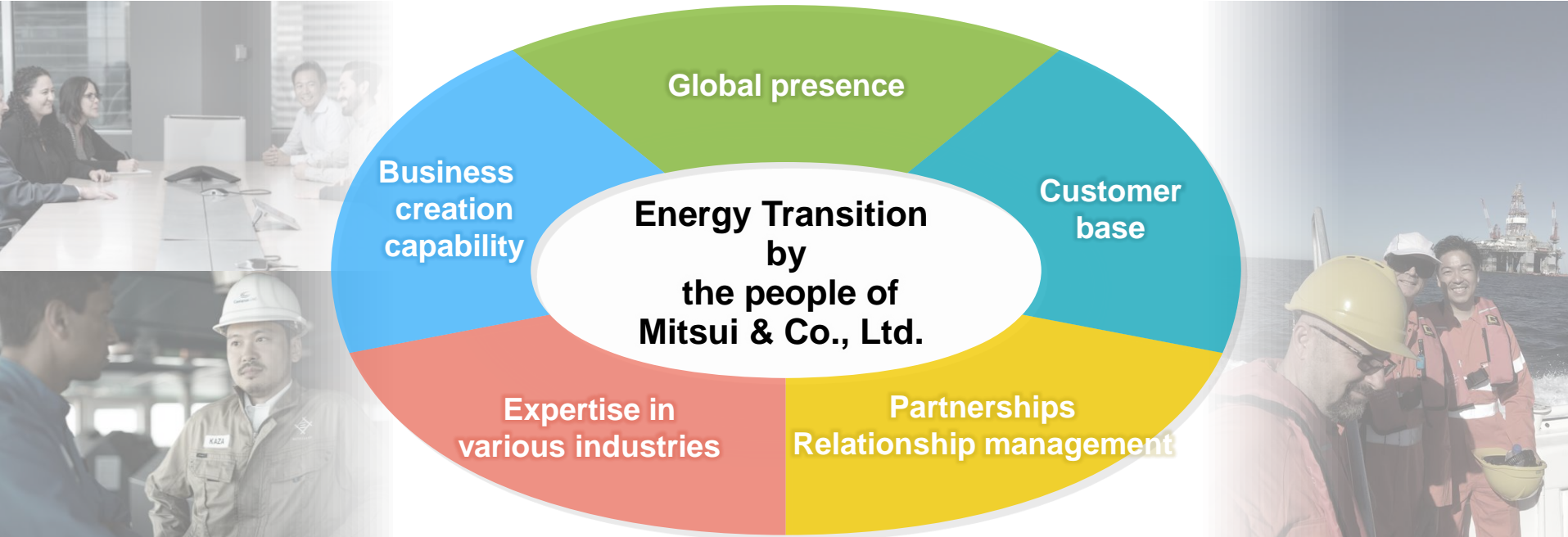
# Business Environment

◆ Fulfilling energy security and low/de-carbonization has become important social needs



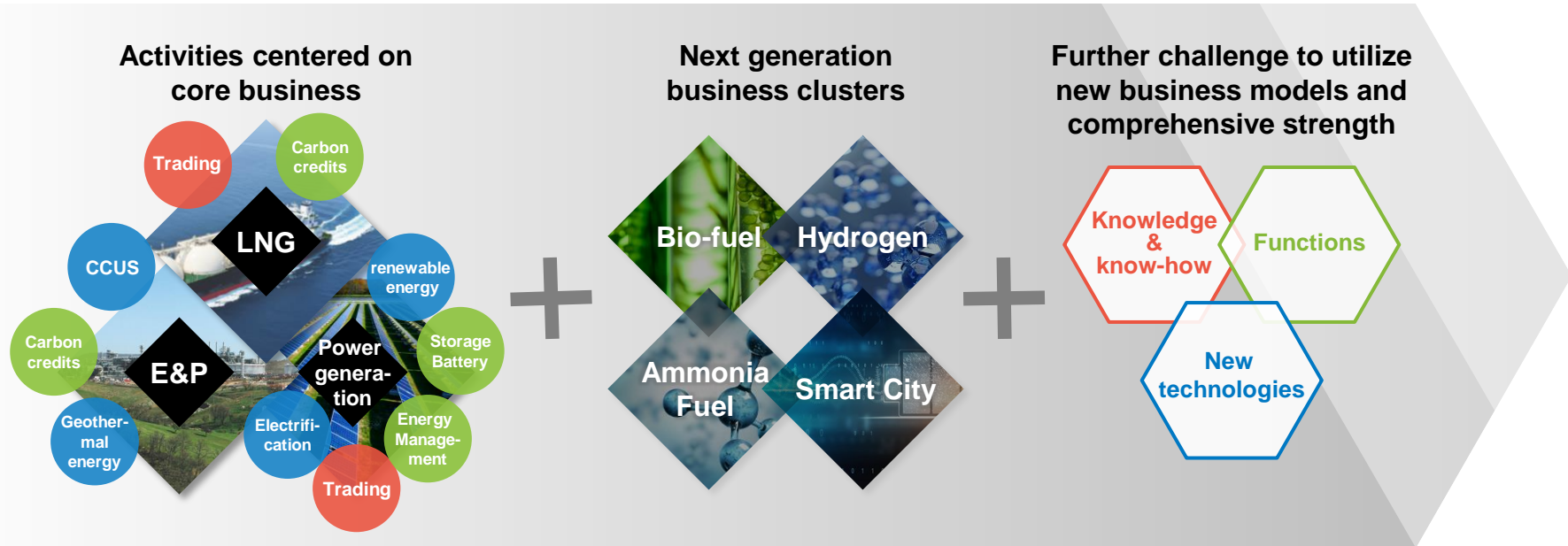
# Energy Transition × Mitsui's Strengths

◆ People create business. Business refine people's skills



# Mitsui's Energy Transition

◆ Transition of existing portfolio and expansion of next-generation energy business



# Power Business in U.S.

◆ Building a portfolio that combines the energy, power, trading, and mobility industries

## Power source changes

**Spread of renewable energy  
and distribution**



## Consumer changes

**Increase of charging demands  
from the spread of EVs**



**evconnect**  
THE MOBILITY HOUSE >>>



## Market structure changes

**Increase in needs to adjust  
supply and demand balance**

**stem**



**MEMS**  
Mitsui & Co.  
Energy Marketing and Services (USA), Inc.



# Hydrogen and Ammonia Value Chains

◆ Building a value chain that leverages the footprints in various industries

Partnership with the host country  
**Production of hydrogen  
and ammonia**



customer base built up over  
many years  
**Marketing**



Utilization of local networks  
to aggregate customer needs  
**Providing solutions to decarbonize**



# Carbon Solution Business

◆ Provide optimal solutions by aggregating customer needs from various industries

Carbon credits business

Cambodia REDD+

**Expansion  
of business  
to other countries**



2018

Carbon credit trading

Sale of carbon-neutral LNG

**Expansion  
to other industries**



2019

2020

2021

2030

2050

**Realization  
of carbon free  
society**

CCS  
(Carbon Capture and Storage)  
business

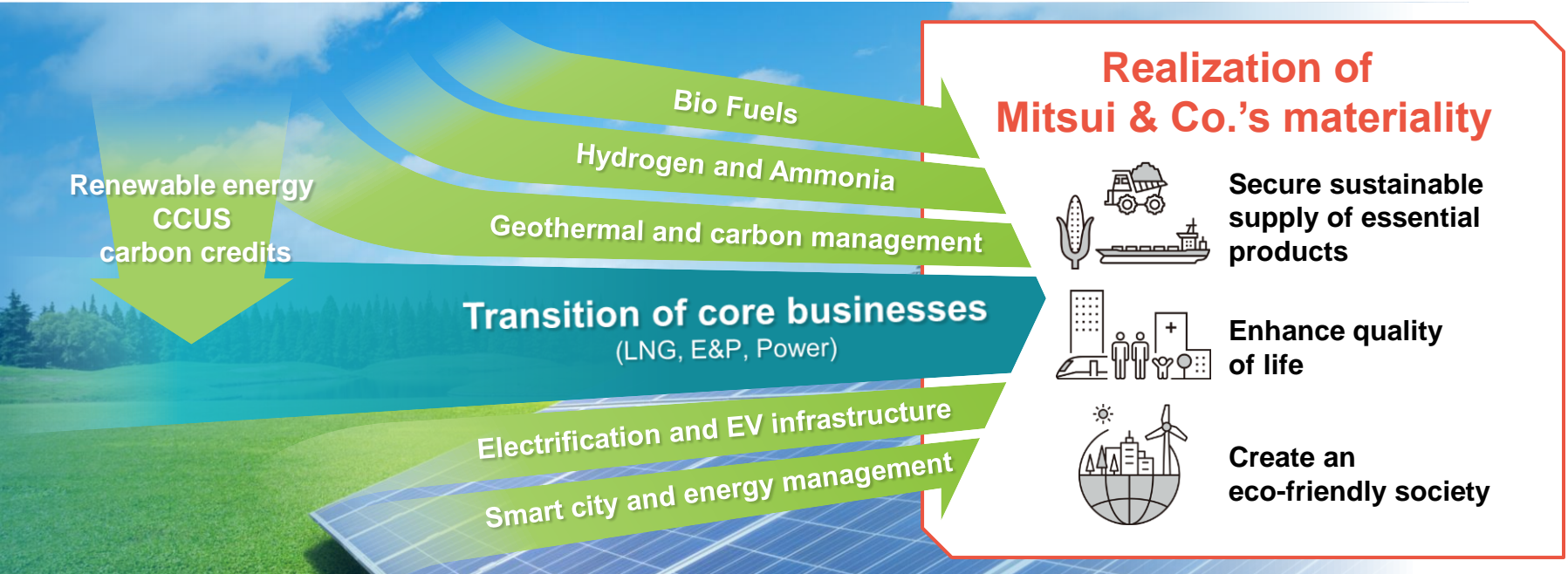
Investment in  
Storegga in the UK

**Expansion of business  
to Australia and Asia**



# The “Energy Transition” Journey

◆ Creation of next-generation energy businesses utilizing the cash generated from core businesses



# Forecast of Energy Segment's Profit

◆ Become a segment that will make a quantifiable long-term and sustainable contribution

(¥100mn)

