

# Value Creation Story

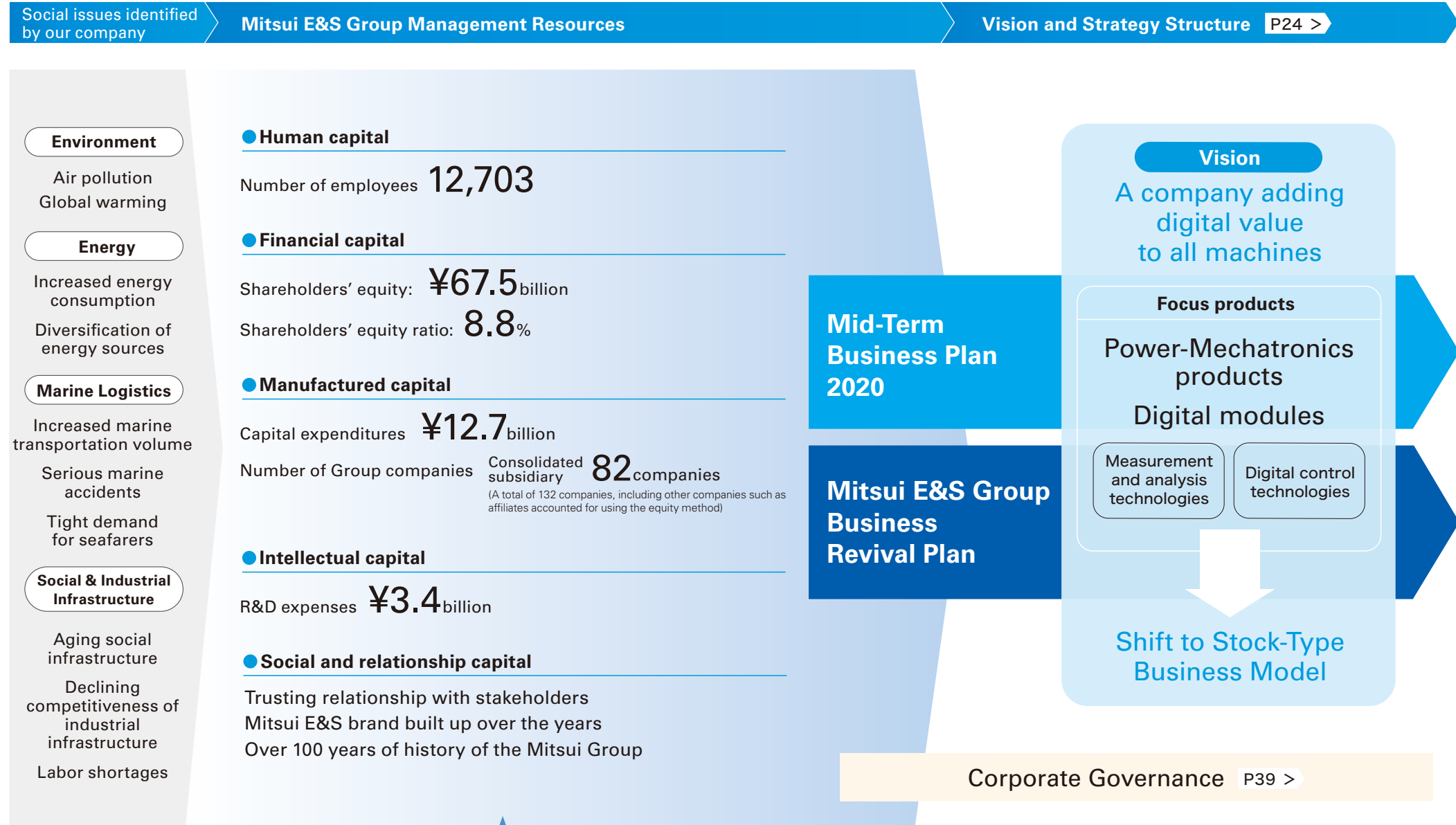
In this section, we will introduce the Mitsui E&S Group's initiatives to create social value, such as contributing to the development of marine logistics through the introduction of marine diesel engines and port cranes, which are the Group's mainstay products.

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# Value Creation Process



Social issues identified by our company → Mitsui E&S Group Management Resources → Vision and Strategy Structure P24 >

- Environment**
  - Air pollution
  - Global warming
- Energy**
  - Increased energy consumption
  - Diversification of energy sources
- Marine Logistics**
  - Increased marine transportation volume
  - Serious marine accidents
  - Tight demand for seafarers
- Social & Industrial Infrastructure**
  - Aging social infrastructure
  - Declining competitiveness of industrial infrastructure
  - Labor shortages

- Human capital**
  - Number of employees **12,703**
- Financial capital**
  - Shareholders' equity: **¥67.5 billion**
  - Shareholders' equity ratio: **8.8%**
- Manufactured capital**
  - Capital expenditures **¥12.7 billion**
  - Number of Group companies **82 companies**  
Consolidated subsidiary  
 (A total of 132 companies, including other companies such as affiliates accounted for using the equity method)
- Intellectual capital**
  - R&D expenses **¥3.4 billion**
- Social and relationship capital**
  - Trusting relationship with stakeholders
  - Mitsui E&S brand built up over the years
  - Over 100 years of history of the Mitsui Group

**Mid-Term Business Plan 2020**

**Mitsui E&S Group Business Revival Plan**

**Vision**

A company adding digital value to all machines

**Focus products**

Power-Mechatronics products

Digital modules

Measurement and analysis technologies

Digital control technologies

**Shift to Stock-Type Business Model**

Corporate Governance P39 >



Main Business & Products **P34 >**

Created Value **P17 >**

● Machinery



Marine Propulsion System



Crane & Systems



Industrial Machinery



Robotics



Radar Search



Research & Experimental Equipment / Special Construction



After-sales Services

● Ocean Development



Solutions for Offshore Oil and Gas Production Projects

● Ship



Commercial Ships



Naval and Governmental Ships



Underwater Equipment



Ship Repair

● Engineering



Overseas EPC Contractor for Civil/Architectural Works

● IT·Service



IT Solution



Service

Social Value

Creating a decarbonized society



Enabling safe marine logistics and transportation



Driving the evolution of industrial infrastructure through digitalization



SUSTAINABLE DEVELOPMENT GOALS

Economic Value

Fiscal 2020 figures

Net Sales **663.8** billions of Yen

Ordinary Income **-8.2** billions of Yen

Net Income **0.1** billions of Yen