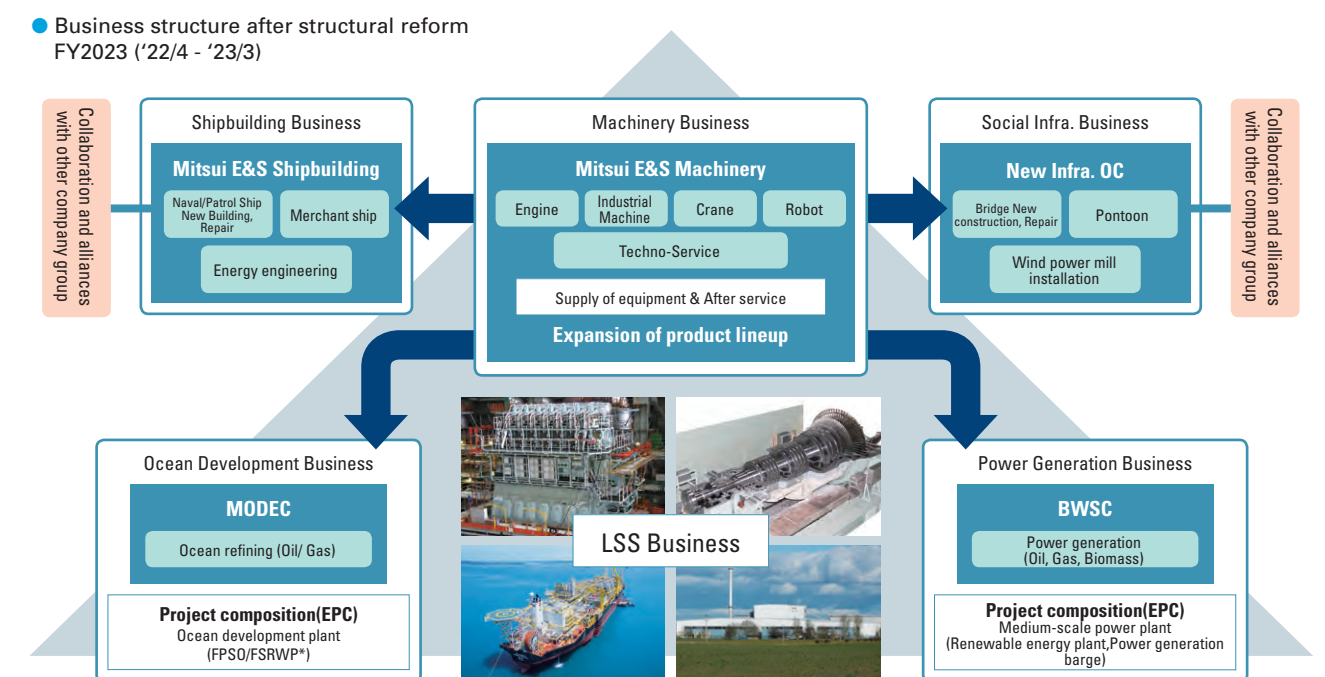
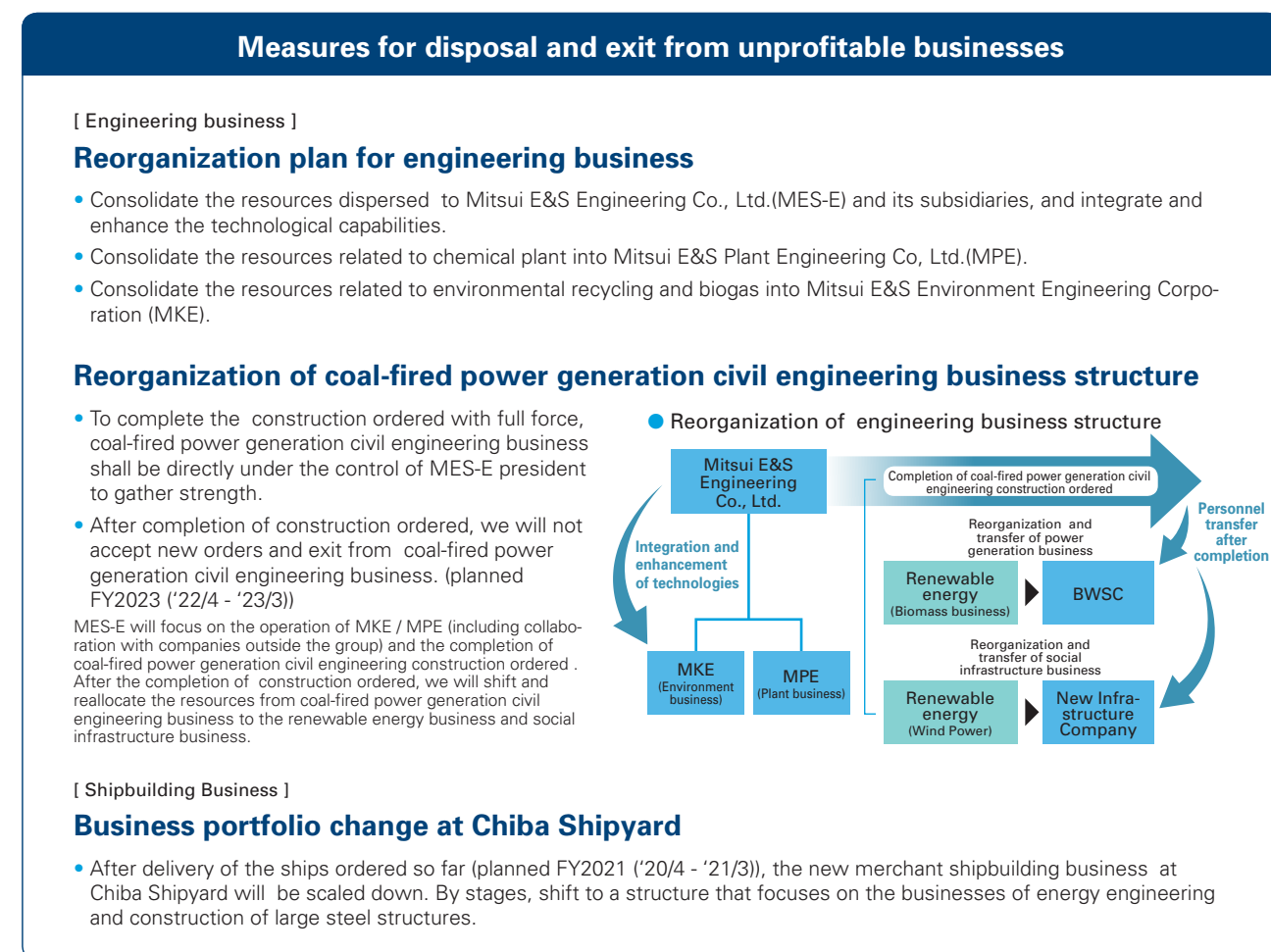
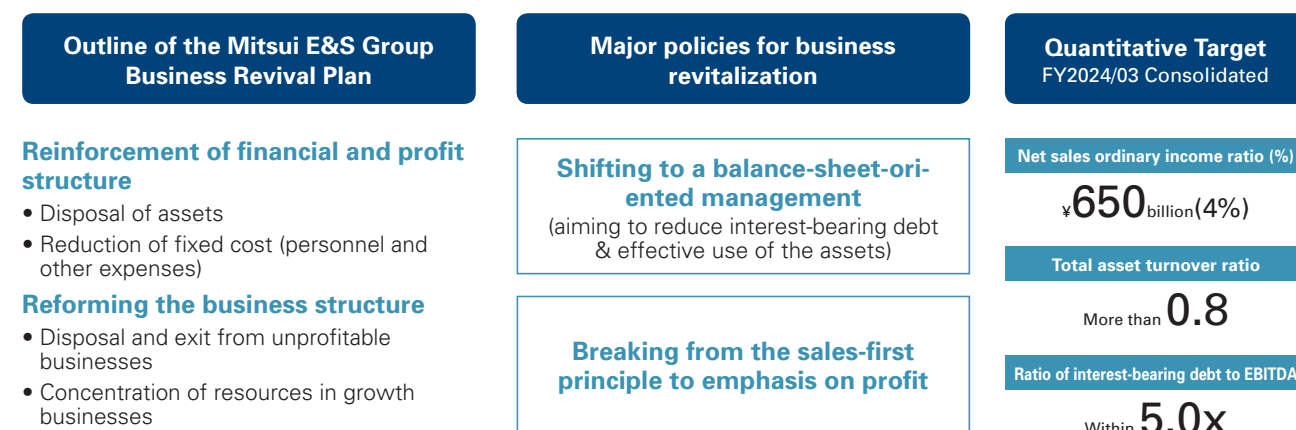


Mitsui E&S Group Business Revival Plan

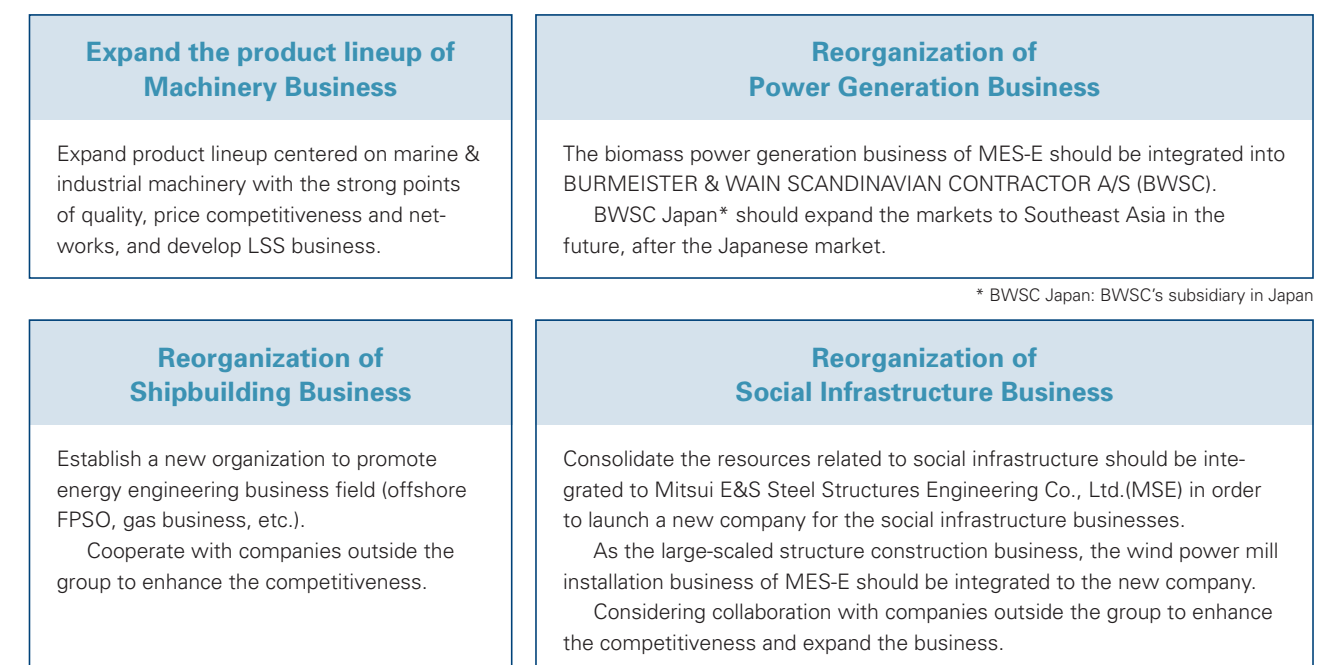
FY2020 ('19/4 - '20/3) – FY2023 ('22/4 - '23/3)

The Mitsui E&S Group (the “Group”) recognizes the urgent need to recover from the significant damage to its financial base caused by losses on several large-scaled overseas EPC projects in the engineering business. The earnings from existing businesses such as shipbuilding and engineering have also been declining, forcing the Group to exit from unprofitable businesses and develop growth businesses that will be its new primary sources of profit. Given this situation, the Group positions 4 years from FY2020 ('19/4 - '20/3) as business revival period for restructuring business foundation and regaining energy for the future, and will build management structure which is strong against unfavorable winds.



* FSRWP: Floating Storage, Regasification, Water-Desalination & Power-Generation

Further Measures



* BWSC Japan: BWSC's subsidiary in Japan