

Corporate Profile

Brand vision



Keep changing for an ordinary but precious life

There are things that should remain the same, no matter how times change.

- ·A life with electricity whenever you need it
- Decent transportation systems
- ·Rich water resources
- ·Beautiful landscape we want to leave for the future
- ·Ordinary, but happy and peaceful days

That's why Mitsui & Co. Plant Systems Ltd. will change.

We will change to keep our precious things unchanged.

We will reform our business models, actively pursue business investments, and take many more bold initiatives. Toward realizing a decarbonized society, we have numerous ideas and approaches to explore.

- ·Creation of renewable energy from solar and wind power
- ·Conversions to the next-generation fuel using ammonia and hydrogen
- Recycling resources

While there are still many issues left unanswered,

Mitsui & Co. Plant Systems Ltd. is determined to take on the challenges.

We are standing at the starting line.

Take a step forward.

Let's change.

So that we can keep our stable ways of living unchanged.

Top message



We, **Mitsui & Co. Plant Systems, Ltd. (MPS)** was established in April 2007, after the merger of 4 group companies of Mitsui & Co., Ltd. engaged in the provision of industrial equipment related to power, transportation, steelmaking and chemical industries.

With the cooperation of our business partners, **MPS** have worked hard at knowing our customers better, and to offer products, services and solutions they really need, and quickly respond whenever they need support, and as a result, we have gained a wealth of experience as a specialized trading company active in the applicable industrial fields.

Our goal is to closely correspond with customer needs by demonstrating our functions through the provision of solutions and creation of new business structures and processes which shall contribute to the social and economic development.

In accordance with our management policies, while we continue to supply equipment towards the aforementioned industrial fields, we have also been undertaking business transformations to create additional values, and we now provide new services and solutions suchlike acting as a power supplier towards convenience store owners and developing power generation business utilizing renewable energy power plants.

The environment surrounding our society is constantly changing and needs towards environmental measures and productivity improvement are rapidly increasing. Under such circumstances, **MPS** shall deal with the changes in a positive manner, sincerely face our customers and endeavor to fulfill our unique roles.

Please let us know your needs and projects.

We aim to become a company growing together with our customers.

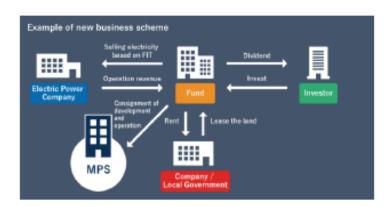
Solutions

MPS's solutions, creating new value by connecting various fields

A core value of MPS is our networks spanning entire supply chains, including collaboration with Mitsui & Co. group companies, with EPC contractors and finance companies. We provide one-stop solutions by bringing together key players in various fields to create new values. We use our unique networks and expertise to provide a variety of solutions for efficiency improvements in existing business, the creation of new business, and other customer needs.

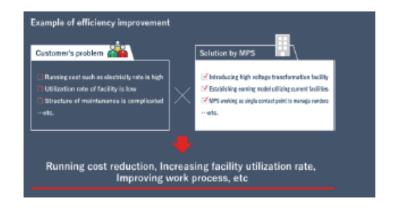
New Business

The environment surrounding our society is changing every minute, and business also needs to evolve in step with these changes in the societal environment. MPS uses its networks with various industries and financial institutions to provide total support at all stages from the formation of schemes for new projects, to financing, development, and operation. We create business with high profitability that are in line with current trends.



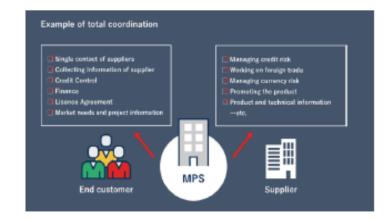
Improving Efficiency

Efficiency improvement, including an increase in facility operation rate, a reduction in running costs, and business process improvements, is an essential theme for business growth. To maximize the effectiveness of these measures, it is necessary to assemble appropriate solutions from a variety of options. By utilizing its expertise and networks unique to shosha, MPS proposes optimized solutions for each customer's business. We are realizing the improvement of business efficiency through the improvement and effective utilization of facilities and centralized management of maintenance.



Total Coordination

For execution of major projects in overseas locations, it is necessary to not only procure materials, equipment, and machinery, but also arrange the design and construction work, manufacturing licenses, financing, product offtake agreements, and various approvals and permits. These processes require many hours of work to coordinate among the various parties involved. MPS offers a total project coordination service based on the global networks of Mitsui & Co., so as to quickly and precisely meet our customers' needs.



Power

O1 Contribution towards stable power supply

Electric power systems are core energy infrastructure. We contribute to the stable supply of electric power by using our domestic and overseas networks to supply the most advanced equipment, parts, and materials for power stations, transmission networks, substations, and other facilities, and by providing maintenance services.

We also offer a wide array of services for our customers based on our extensive experience and knowledge, including support for safety measures in preparation for the restart of nuclear plants, the proposal of efficiency improvement measures based on the IoT, the procurement of the biggest boilers in the world and other equipment, and the transportation of heavy machinery required with the construction or renovation of large-scale power plants.



Photo credit: TEPCO Fuel & Power, Incorporated



Photo credit: TEPCO Fuel & Power, Incorporated

O2 Total solution services

We provide optimal power supply solutions for convenience stores by combining various approaches, including the installation of high-voltage substation and solar power equipment. We also offer efficient one-stop support services for operation and maintenance of various facilities, while providing total electric power supply solution services that contribute to a reduction in electric power charges.

03 Next-generation energy solutions

We contribute to the creation of systems to flexibly and effectively respond to continual changes in electricity demand in connection with dramatic shifts in the market environment, such as electricity deregulation. We aim to provide our customers with comprehensive services beyond equipment sales, covering: 1) the supply of electricity and heat for rural/urban areas, and the direct supply and sale of electricity to companies with added value on a local production/local consumption basis; 2) in-house generation and cogeneration systems; and 3) energy management systems, virtual power plants, and demand response systems based on combinations of storage batteries, fuel cells, and other technologies.



Photo credit: TEPCO Fuel & Power, Incorporated

Heavy Machinery



02 Iron and steel production facility solution provider

MPS has built a record of achievement as an iron and steel production facility solution provider by making optimal use of its extensive experience, knowledge, and information resources. Our advantages in this area include our on-site response capabilities, the relationships of trust that we have built with our customers, and our wide-ranging business relationships with numerous manufacturers in Japan and overseas. In the area of import transactions, in particular, we are developing the Japanese market in close partnership with European manufacturers that possess the most advanced, unique technologies, and have received high evaluation from our customers on our adjustment capabilities that go beyond the barriers of different languages and commercial practices through exertion of *sogo shosha* functions.



01 With the iron and steel industry

Our iron and steel manufacturing business aims to be number one in terms of total capabilities, including technological superiority. We place the highest priority on the stable supply of steel products (core materials), and to do so, we strengthen production infrastructure, and also develop and engage in overseas production business for high-grade steel, especially automotive steel. In response to the needs of iron and steel manufacturers in Japan and overseas, MPS have been delivering key iron-making facilities and equipment at every stage, from receipt of materials to reduction, refining, casting, and rolling, contributing to various benefits of customers, including reduction in production costs, improvement in productivity, and implementation of environmental countermeasures.



O3 Creating new added values

While focusing on the iron and steel industry to further strengthen the advantages that we have accumulated to date, MPS also will respond to the environmental changes of the iron and steel industries in Japan and overseas and create new added values as a group of professionals, in addition to our traditional role as a supplier of facilities and equipment. While leveraging the comprehensive strengths of the Mitsui & Co. group, we will take on challenges in areas beyond the Japanese iron and steel industry and steel-making facilities, including the IoT, power generation, environmental countermeasures, and 3D printers.

Transportation

01

Contributing to reliable railway operations

We import the latest, high-performance track maintenance machines, as well as railway rolling stock products, and parts and materials for tracks and electrical facilities, and sell these products to railway operators throughout Japan. By providing foreign-manufactured machinery and products, we are contributing to passenger comfort, reliable railway operations, and efficient maintenance on both Shinkansen and conventional lines. We will continue to contribute to safe, reliable railway operations by introducing excellent overseas products to meet customer requirements, and by guiding manufacturers to introduce design and functional modifications to satisfy Japanese requirements.





Based on the import and sales of articulated buses that we are currently engaged in, we will actively pursue opportunities in relation to the next-generation transportation systems, for which a variety of technological innovations are expected, including the introduction of alternatives to gasoline and other fuels, and the development of autonomous driving technology. We will continue to take up the challenge of creating a human-friendly, environment-friendly society through the development of these transportation (mobility) systems.



02

Urban transportation systems for Japanese and overseas markets

We have taken the initiative in coordinating various monorail projects throughout Japan from planning through to construction, including the Osaka Monorail, the Tokyo Monorail, and the Okinawa Urban Monorail. Internationally, we have participated in a monorail construction project in Chongqing City, China, and also supplied electrical systems and other parts for Japanese-made rolling stock for subway projects in the Chinese cities of Beijing and Chengdu.

We have also worked on various projects with Mitsui & Co., including the supply of track maintenance equipment and rolling stock parts in Europe, Africa, South America, and India. We will continue to contribute to the advancement of urban transportation and freight logistics worldwide.



Infrastructure Projects



O1 Contributing to project realization

In order to support the development and implementation of a wide range of infrastructure and industrial projects, such as energy and petrochemicals, MPS provides various services to meet project requirements, including the supply of plant facilities and the arrangement of process licenses and finance. In addition to these fields, we will meet all requirements in various other areas, including the lifestyle infrastructure field (healthcare, food, and agriculture) that is expected to become increasingly

02 Solutions for all project needs

We contribute to the successful realization of projects by providing the products and solutions needed for project development and implementation in wide variety of core industrial and infrastructure fields, such as energy, petrochemicals, and water treatment. By making optimal use of the partnerships with customers and manufacturers we have built in Japan and overseas, and our accumulated experience and achievements, as well as the shosha functions (global networks, business investments, and financing) of Mitsui & Co., we offer a full range of services, including the supply of plant and facilities, and the arrangement of process licenses and finance.



O3 Challenges in new fields

We aim to create new business targeting business areas of batteries, new materials, food, and healthcare, whose markets are expected to grow globally We will use the comprehensive strengths of the Mitsui & Co. group to discover a variety of needs throughout the world, while supporting our customers and partners in Japan and overseas to respond to changing industry structures.

Renewable Energy

Business coordination

MPS is engaged in the development and operation of renewable energy power generation projects. Our business comprehensively covers all stages from securing a site and power plant construction, to management over 20-year project periods, and the removal of facilities after the termination of projects.

We utilize idled or unused land owned by companies or local governments as projects sites, and work with EPC contractors to select, design, and construct optimal facilities. While collaborating with various partners, we also coordinate among all project stakeholders, including intermediation among the various parties involved.



Contributing to the 02 society through power generation

Through our role in power generation projects based on the use of clean, renewable energy, we are contributing to global warming countermeasures and transformation of the energy structure. In addition, we will promote and evolve these projects into sustainable business that can contribute to provision of solutions to various needs, including investment opportunities for pension funds and financial institutions, the use of land vacated due to population decline and urbanization, and industry revitalization through the introduction of alternative energy technologies.



Renewable energy initiatives

In addition to solar power generation projects, we are pursuing opportunities for the creation of business focused on other types of renewable energy, such as wind power, smallscale hydropower, biomass, and geothermal binary systems. Using a fund model based on the utilization of long-term operating funds, we aim to contribute to the development of a future energy strategy for Japan.



MITSUI & CO. PLANT SYSTEMS, LTD.

Company

Corporate Profile

Name Mitsui & Co. Plant Systems, Ltd.

Date of Establishment April 1, 2007

Representative Tadateru Tanigaki, President and Chief Executive Officer

Number of Employees 253nos. (as of April2022)

Head Office Shiodome Sumitomo Bldg. 26F, 1-9-2, Higashi-Shimbashi, Minato-ku,

Tokyo, 105-0021, Japan

Number of Offices 14nos.

Common Stock Yen 1,555 Million

Shareholder Mitsui & Co., Ltd. 100%

Major Banks

Sumitomo Mitsui Banking Corporation/Mizuho Bank, Ltd./MUFG Bank,

Ltd.

History

| APR2007 | Mitsui & Co. Project Corporation, Mitsui Bussan Plant & Project Corporation, Mitsui & Co. |
|---------|--|
| | Power Systems Corporation and Mitsui Bussan Transportation System Co., Ltd. have merged and established Mitsui & Co. Plant Systems, Ltd. |
| | · · |
| | Moved the head Office to Higashi-Shimbashi, Minato-ku, Tokyo |
| NOV2008 | Moved the head Office to 26 floor of Shiodome Sumitomo building. |
| NOV2010 | Moved Kurashiki Office |
| MAR2011 | Moved Hiroshima Office |
| MAR2012 | Moved Sapporo Office |
| NOV2014 | Moved Fukuoka Office |
| DEC2014 | Established Futtsu Site Project Office |
| APR2014 | Moved Oita Office |
| NOV2015 | Closed Jakarta Office due to completion of project |
| JUL2016 | Closed Ube Office |
| DEC2016 | Changed Kurashiki Office to West Japan Office |
| APR2017 | Closed Yamaguchi Office |
| APR2018 | Moved West Japan Office to Hiroshima and established Kurashiki liaison Office |



Network

Head Office

Shiodome Sumitomo Bldg. 26F, 1-9-2, Higashi-Shimbashi, Minato-ku, Tokyo, 105-0021, Japan TEL:+81-3-6218-3000

Other Offices

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Sendai Office Denryoku Bldg. Honkan 4F, 3-7-1, Ichiban-cho, Aoba-ku, Sendai, 980-0811

TEL:+81-22-264-5102

Kimitsu Liaison Office Kimitsu Works Business Center. 4F, 1-1, Tsukiji, Kisarazu, Chiba, 292-0835

Nagoya Office Nagoya Mitsui North building. 19F, 8-18, Meieki 4-chome Nakamura-ku, Nagoya-shi, Aichi 450-0002, Japan

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Takamatsu Office Ichigo-Takamatsu Bldg, 5F,2-2-27,Kotobuki-cho,Takamatsu, Kagawa, 760-0023

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Site Office

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Fukushima Office 54-1, Yamane, Kamishigeoka, Naraha-machi, Futaba-gun, Fukushima, 979-0606

Onagawa Site Office 1, Maeda, Tsukahama, Onagawa-cho, Osika-gun, Miyagi, 986-2221

Higashidori Site Office 34-4, Maesakashita, Shiranuka, Higashidori-mura, Shimokita-gun, Aomori, 039-4293

Futtsu Site Office 28-1, Shintomi, Futtsu, Chiba, 293-0011

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