



Business initiatives to address climate change as an opportunity ①

Infrastructure Projects Business Unit

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Strategy on power generation portfolio and its transition

Transformation and optimization of asset portfolio in response to changing times

Profitability

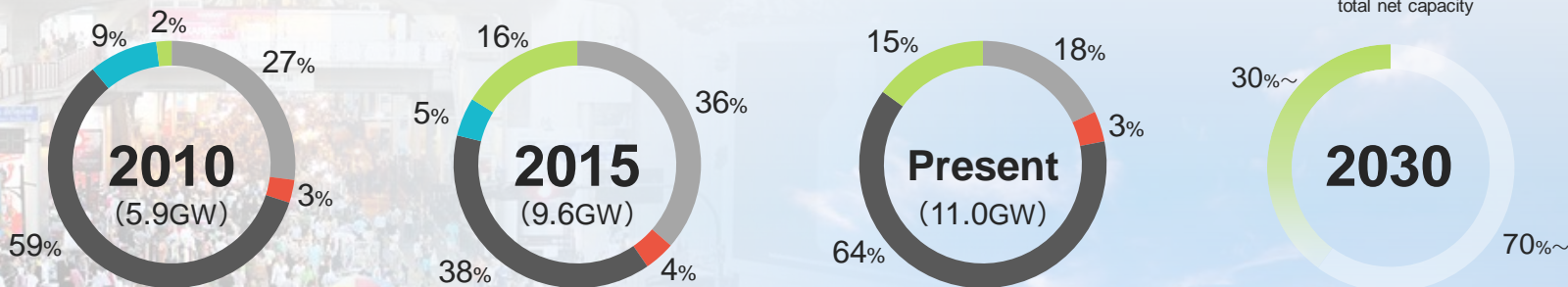
Regional strategy

Partnering strategy

Demands from host countries

Harmony with environment

Transition of Mitsui's power generation portfolio



■ Coal ■ Diesel ■ Gas ■ Pumped-storage ■ Renewable Energy

Capturing energy demand
originated by surge in
economy and population

Increased global requirement for
Low carbonization /
decarbonization

Policies to address climate change as an opportunity



1 Focus on Renewable Energy initiatives

(Renewable Energy ratio above 30% by 2030)

- Large-scale Renewable Energy
- Distributed Renewable Energy (Local production for local consumption)

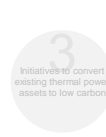
2 Enhance energy management / energy saving

- Energy management / energy saving projects to our customers
- Energy saving at our assets

3 Convert existing power assets to low carbon

- Ammonia co-firing
- CO2 capture and utilization

Initiatives to address climate change as an opportunity ①



Large-scale Renewable Energy generation

Oversea

2013 Wind power generation project in Mexico



Gross Capacity
324MW

2013 Hydroelectric power project in Brazil



Gross Capacity
3,750MW

2017 Solar power generation project in Jordan



Gross Capacity
52MW

Under development Offshore wind power generation project in Taiwan



Gross Capacity
1,044MW

Domestic

Development at 57 locations complete

Onshore wind power/solar power



Accumulated Capacity
758MW

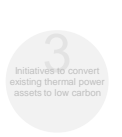
Preparing to bid

Offshore wind power



300
-600MW / project

Initiatives to address climate change as an opportunity ②



Distributed Renewable Energy for local production for local consumption-type

2017 India **OMC Power**

- Power supply to inadequately electrified regions
- Clean power supply



Gross Capacity
13MW

208 locations
300km distribution network
20,000+ customers
(Business, households)
(As of Oct. 2021)

2017 United States **Forefront Power**

- Development of distributed solar power generation



Accumulated Capacity
200MW

Onsite solar business

Installation of solar panels within customer sites
(Small-scale solar: 0.2-2MW/installation)

Community solar business

Installation of solar panels outside of customer sites
Electricity to be sold to multiple customers
(Medium-scale solar: 1-5MW/installation)

Initiatives to address climate change as an opportunity ③

1 Focus on Renewable Energy initiatives

2 Enhance energy management / energy saving

3 Initiatives to convert existing thermal power assets to low carbon



Distributed generation + energy management

2017 Brazil

Ecogen

- Total 81 projects across Brazil under construction / in operation



Business development areas

Gross Capacity 231MW



Wastewater treatment and biogas power generation

2010 Mexico

Atlatic - Atotonilco wastewater treatment plant



Promotion of energy conservation through district cooling

2020 Thailand

District cooling and power distribution services for One Bangkok development



Image of completed One Bangkok

Area: Approx. 167,000m²
Total floor space: Approx. 1,840,000m²

Establish Renewable energy business cluster

