

VISION 2030

Business Strategy Presentation

Life & Healthcare Solutions	Business Sector President TANAKA Hisayoshi
Life & Healthcare Solutions Agrochemical products	Mitsui Chemicals Crop & Life Solutions, Inc. President and CEO OZAWA Satoshi
Basic & Green Materials	Business Sector President YOSHIZUMI Fumio

0→1 MAKE IT HAPPEN



VISION 2030 Business Strategy Presentation Life & Healthcare Solutions

TANAKA Hisayoshi

田中 久義

Managing Executive Officer,
Business Sector President, Life & Healthcare Solutions Business Sector

Dec. 12, 2023

- ▶ **Life & Healthcare Solutions
Business Strategy**

- ▶ **Business-Level Strategy & Overview**
 - **Vision Care**
 - **Oral Care**
 - **Nonwovens**

- ▶ **Topics**
 - **Personal Care**



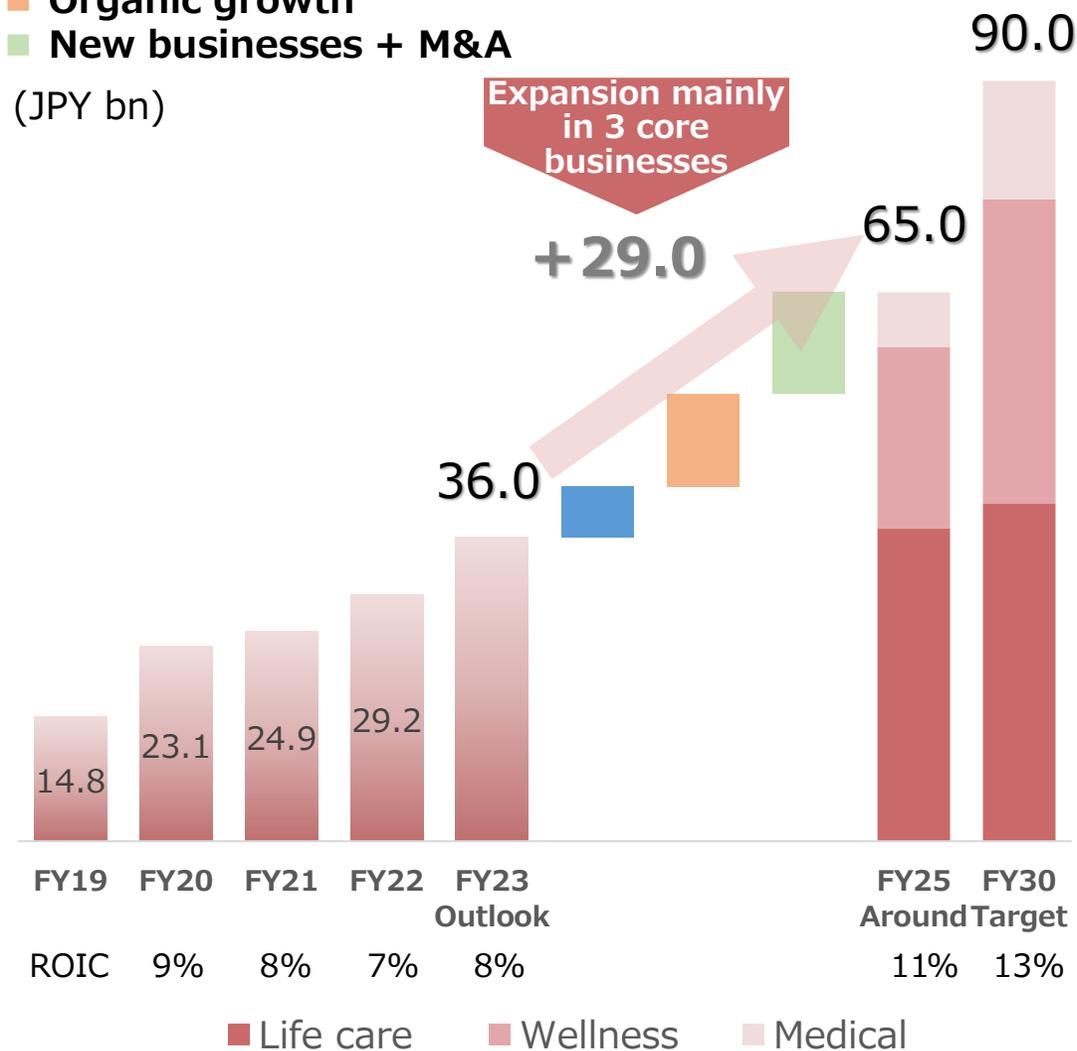
Life & Healthcare Solutions Business Strategy



Providing solutions that contribute to life, health and comfortable lifestyles as our first pillar of earnings

- Return from previous investments
- Organic growth
- New businesses + M&A

(JPY bn)



Our existing core businesses are expanding steadily amid stable market growth

Strategies for reaching our VISION 2030 targets Further strengthening our existing businesses

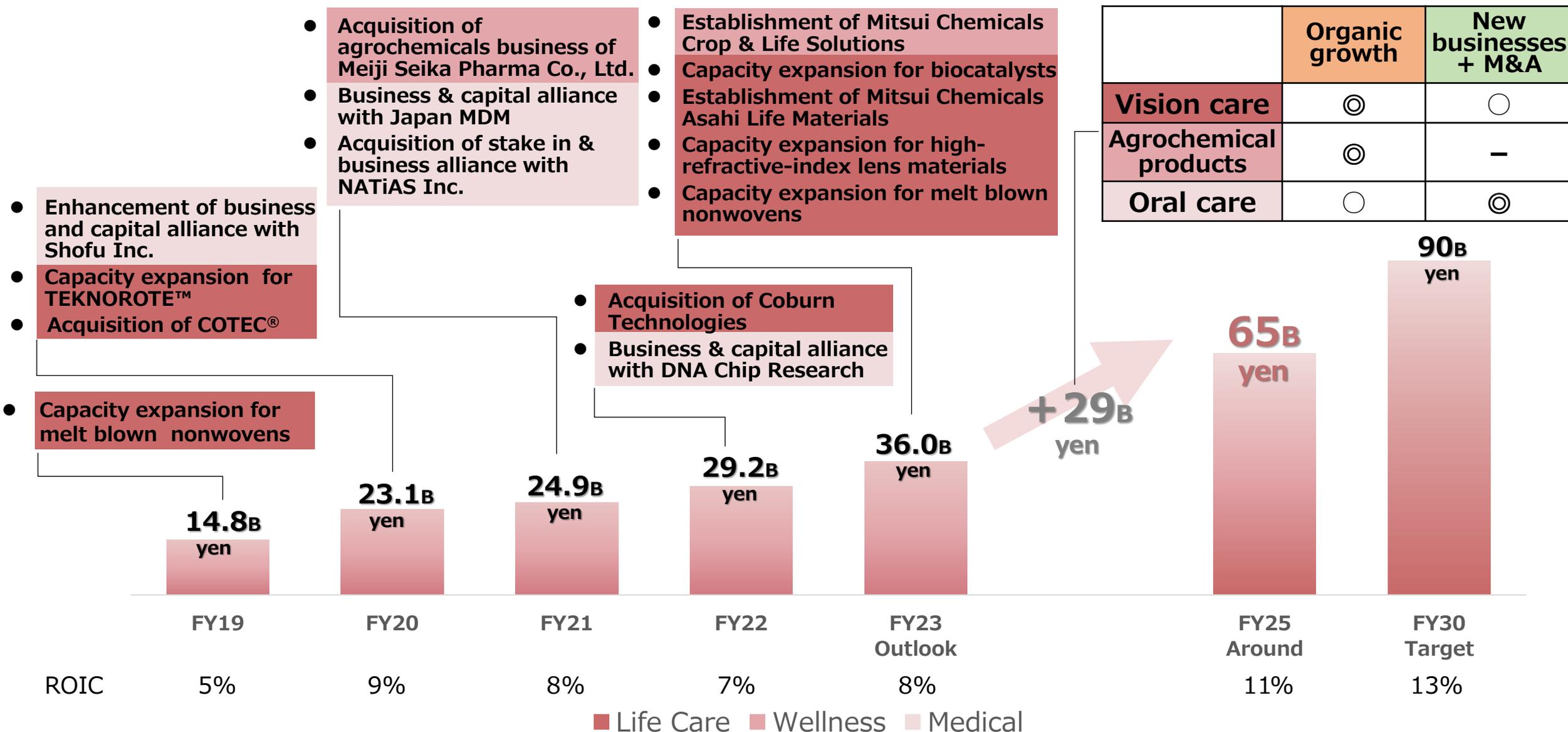
- Vision care:** Expanding business for lens materials and providing total solutions that combine materials with new technologies
- Agrochemical products:** Pursuing overseas expansion for growth drivers and creating synergy within MCCLS
- Oral care:** Bolstering business foundations in key markets (Europe, Japan, U.S.)
Continually introducing new products and pursuing deeper collaboration between Group companies
- Nonwovens:** Following establishment of JV, aiming to create and maximize synergies from integration without delay
- Personal care:** Expanding business for biocatalysts

Actively investing in wellness solutions and medical solutions to create new products and businesses

Underlining
indicates matters to be explained in this presentation



Actively investing resources for business portfolio transformation



- Acquisition of agrochemicals business of Meiji Seika Pharma Co., Ltd.
- Business & capital alliance with Japan MDM
- Acquisition of stake in & business alliance with NATIAS Inc.

- Establishment of Mitsui Chemicals Crop & Life Solutions
- Capacity expansion for biocatalysts
- Establishment of Mitsui Chemicals Asahi Life Materials
- Capacity expansion for high-refractive-index lens materials
- Capacity expansion for melt blown nonwovens

- Enhancement of business and capital alliance with Shofu Inc.
- Capacity expansion for TEKNOROTE™
- Acquisition of COTEC®
- Capacity expansion for melt blown nonwovens

- Acquisition of Coburn Technologies
- Business & capital alliance with DNA Chip Research



Business-Level Strategy & Overview

Vision Care



Meeting wide-ranging market demands with Mitsui Chemicals' portfolio of ophthalmic lens materials

Ophthalmic lens materials

Start of commercial operations at the expanded plant
(from December 2023)

Planning next capacity increase (1.60/1.67/1.74)

High-refractive-index

1.74



Asia, etc.

Increasing production capacity in the short term in response to demand growth

U.S.

Accelerating switching from polycarbonate

China

Holding seminars in various regions to promote the shift to high-refractive-index lenses

1.67

1.60

Medium-refractive-index

1.56



China

Rolling out & growing sales of products in line with market demands

Low-refractive-index

1.50



Europe

Responding to demands for affordable products

India

Responding to demands for glass lens replacement

Strengthening R&D

- **Further enhancement of our global intellectual property network of patents & trademarks** to sustain high quality
- Accelerating product & technology development that meets **the demand for more eco-conscious products** (Do Green™, etc.)



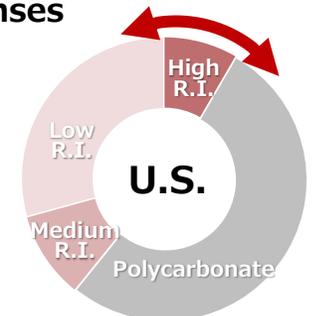
Partnerships with major retailers & e-commerce

High-refractive-index (R.I.) MR lenses becoming the standard option in place of polycarbonate

Raising consumer interest by leveraging joint promotions to market the excellent optical properties of MR lenses



Seminar for retailers



Ophthalmic lens market (North America) 2022

9

Life Care: Vision Care

Mitsui Chemicals
Dec. 12, 2023

Leveraging M&A to expand our business targeting lens processing laboratories

Ophthalmic lens value chain

Lens manufacturers → **Lens processing laboratories** → **Retail & distribution** → **Consumers**

Lens polymerization (under Lens manufacturers)
Prescription lens processing, cleaning, coating (under Lens processing laboratories)

Lens materials (input to Lens processing laboratories)
Coating materials (input to Lens processing laboratories)
Processing equipment (input to Lens processing laboratories)

Coating materials list:
Hard coat
Photochromic
Anti-fog
Hydrophobic
Anti-reflective

Processing equipment list:
Coating equipment
Cutting equipment
Grinding equipment

- Expanding our product lineup in response to regional & product demands
- Meeting demands for eco-friendly products
- Expanding to applications outside of ophthalmic lenses

Use of M&A and capital tie-ups

Coating materials: sdc Technologies, fsi Coating Technologies, lti Coating Technologies, CO TEC

Processing equipment: COBURN TECHNOLOGIES

Timeline: 2008, 2010, 2012, 2020, 2022

SDC sales revenue trend:

Fiscal Year	SDC sales revenue trend
FY08	Lowest revenue
FY15	Medium revenue
FY23 Outlook	High revenue
FY30 Target	Target revenue (indicated by a hatched bar)



Business-Level Strategy & Overview

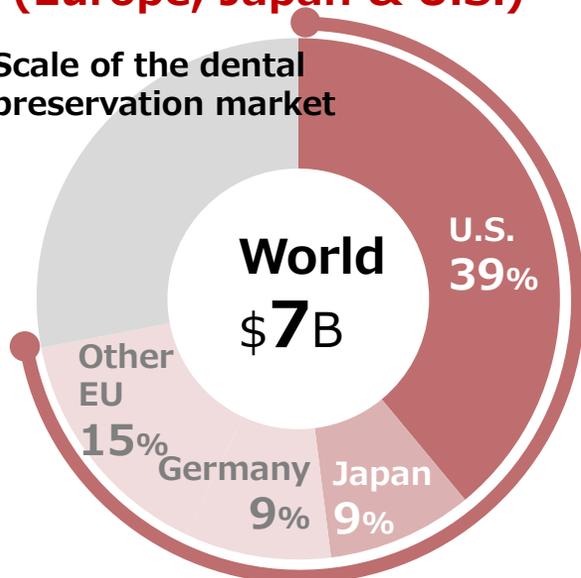
Oral Care



Leveraging polymer science technologies and collaboration among Group companies to become a global leading company in the field of dental preservation

Expanding share in the top 3 markets (Europe, Japan & U.S.)

Scale of the dental preservation market



Total for top 3 markets
72%

Actual figures for 2022
(Data: MarketsandMarkets, iData)



Market share

Firm hold on top-group position

Complementary products to boost sales



Firm hold on No. 1 position in Germany
Moving to top group in other EU countries

Complementary products to boost sales



Moving from middle to top group in world's No. 1 market

Developing proprietary products & services to support growth

Focus sectors of dental preservation

Restoration composites
Dental cement
Denture materials
3D printer & printable materials



Provision of polymer science technology



Provision of clinical knowledge & insights into customer needs



Restorative Material
(Low polymerization shrinkage resin)



Developing products that leverage polymer science technologies in order to make the most of Mitsui Chemicals' strengths and expand into the steadily growing field of dental preservation

Field of business

★ Focus sectors

Mitsui Chemicals Group

Leading competitors

Market scale

Aiming to exceed market growth in the dental preservation field, especially in our focus sectors

Dental preservation

Root canal treatment

Direct restoration

★ Restoration composites

Indirect restoration

★ Dental cement
★ Denture materials
★ 3D printer & printable materials

Focusing on the Field of dental preservation, which allows us to make the most of our strengths

Leading competitors are shifting their product portfolios

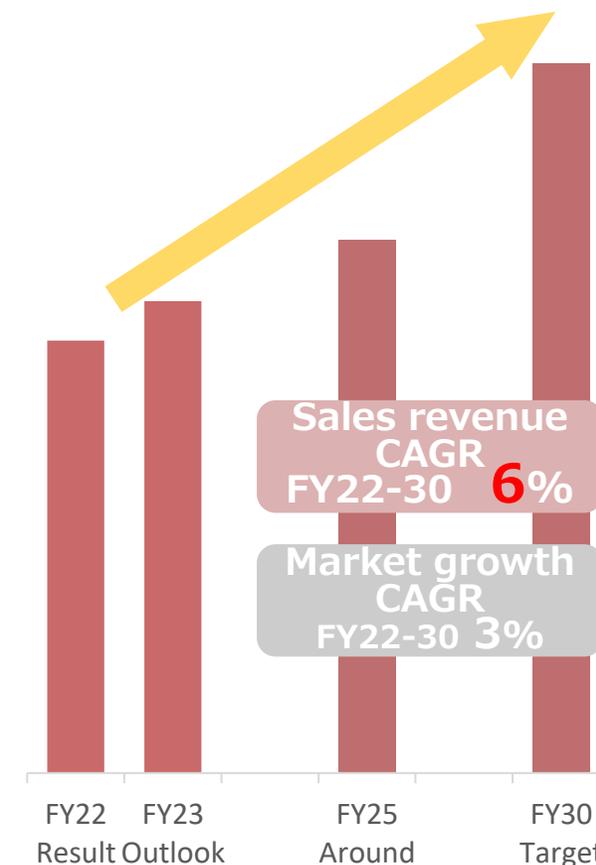
\$7B*

\$5B

\$6B

Orthodontics

Implants



*Only the field of the dental preservation market in which the Mitsui Chemicals Group is active



Leveraging Mitsui Chemicals' polymer science technologies to introduce new products in line with market trends

Introducing new products to the dental preservation field on a global level

Examples of the new products making use of MCI's technologies

-2020

2021

2022

2023

Forming group partnerships with domestic & overseas affiliates



Technical knowledge, R&D personnel, pursuit of group partnerships

Customer needs, clinical knowledge



Mitsui Chemicals

Applying Mitsui Chemicals' polymer science technologies to dental products

- Monomer design tech: Bestow strength & low shrinkage
- Polymerization initiators: Improve adhesion & curing
- Resin formulation tech: Improve strength & heat resistance



i-TFC

Post resin for core build-up (low polymerization shrinkage resin)



Bulk Base™ Hard II

Restorative composite (low polymerization shrinkage resin)



Super-Bond™

Dental cement (resin cement)

Tapping into SHOFU's network to launch sales in Brazil



dima™ Print Mouth Guard

3D printable Material (for mouth guards)



dima™ Print Guide & Tray

3D printable Material (Guide for implant surgery)



BEAUTIFIL II LS
Restorative composite (low polymerization shrinkage resin)



SHOFU BLOCK HC Hard II
Crown material for milling (CAD/CAM blocks)



SHOFU BLOCK HC Hard AN
Crown material for milling (CAD/CAM blocks for anterior teeth)



Business-Level Strategy & Overview

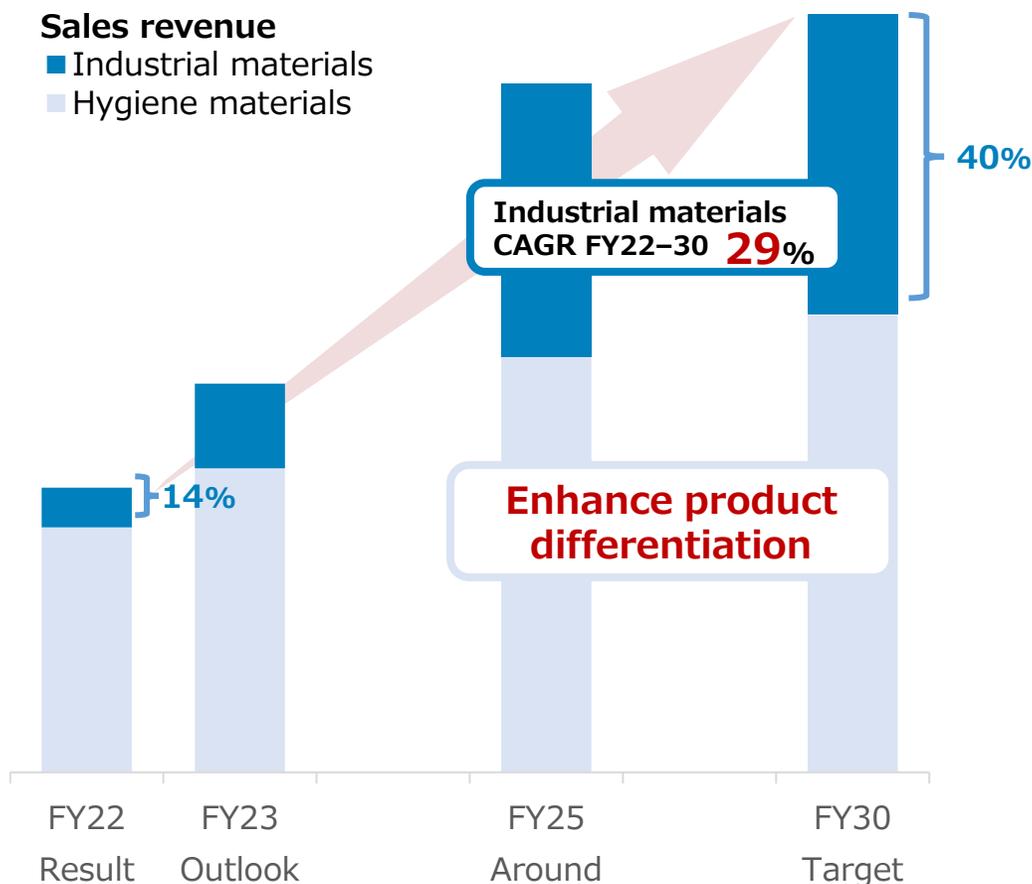
Nonwovens



Promoting portfolio transformation by bolstering industrial materials

Goal

To contribute to the creation of a sustainable, plentiful society by providing innovative nonwovens



Basic strategy

- #### 1 Bolster earnings from existing businesses

 - Bolster plant competitiveness (Create synergy by leveraging production technologies and rationalization)
 - Optimize brands
- #### 2 Grow sales of differentiated products

 - Develop & grow sales of melt blown nonwovens with ultrathin fibers (industrial materials)
 - Expand business for eco-friendly and medical-use products (industrial materials)
 - Expand sales of elastic/hydrophilic/hollow nonwovens (hygiene materials)
- #### 3 Enter into new areas of business

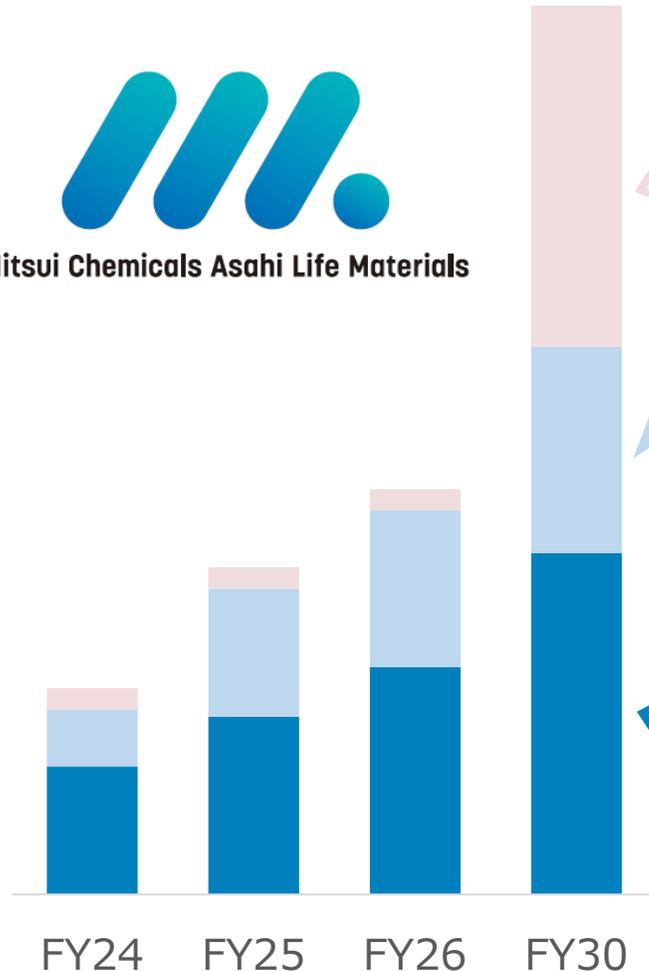
 - Leverage R&D synergy between microfilters and melt blown nonwovens (industrial materials)
 - Expand business for sound-absorbing materials & enter market for green infrastructure (industrial materials)
 - Expand globally via licensing (hygiene materials)



Roadmap for synergy creation following the October 2023 launch of a new company



Mitsui Chemicals Asahi Life Materials



R&D/sales synergy

- New developments
- Bolstering of market development capabilities (mutual deployment of products/regions/customers)

Production tech synergy

- Productivity improvements
- Production allocation
- Fusion of maintenance systems

Rationalization synergy

- Revision of raw material purchase prices & systems
- Unification of sales channels
- Revision of logistics expenses

Increasing synergies by combining materials design & processing technology via greater post-merger technology integration



Mitsui Chemicals

Polyolefin materials design
Resin formulation
Spinning technology
Fine fibers
Precise filter performance
Stretchable nonwovens
Hollow-structure nonwovens

AsahiKASEI

Plant-based material (PLA)
Spinning technology
Engineering plastics spinning
Nylon, PET
Production technology
High-speed production
High yield
Addition of hydrophilic properties
Network of secondary processing manufacturers
Technology for lamination with other materials



Speeding up new product development

Healthcare-related components

Medical gowns
Drapes

Antimicrobial nonwovens

Mobility-related components

Automotive interior materials
Reducing weight to improve fuel economy

Sound-absorbing material for railways & expressways

Semiconductor-related components

Liquid filters for production processes

Base material for shielding layer

Components for eco-friendly applications

Biodegradable nonwovens
For teabags, coffee filters, food packaging materials, etc.



Topics

Personal Care



Established Polaris Chemicals as a second production site after Omuta Works for the rapid growing biocatalysts business

Overview of Polaris Chemicals, Inc.

Location	Wakayama
Establishment	October 2021 (Operations launched in July 2023)
Shareholders	Mitsui Chemicals: 90% Kasano Kosan: 10%
Business	Production of *acrylamide production biocatalysts
Production site	Wakayama Factory (on the premises of Kasano Kosan)
Items produced	Biocatalysts for use in acrylamide production

* Raw material for wastewater treatment flocculants, paper strengthening agents, crude oil recovery agents, and among other uses



Exterior of Polaris Chemicals (first shipment in July 2023)

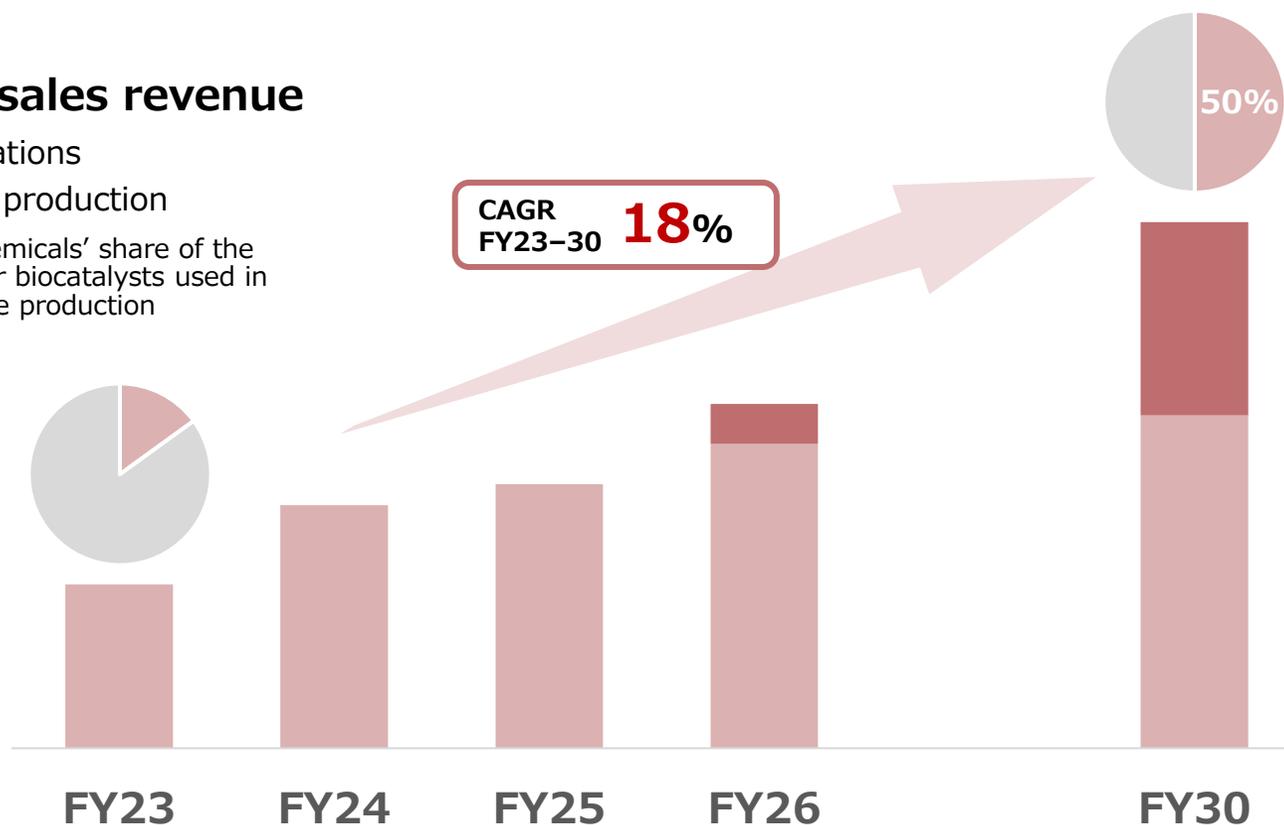


Applying the biocatalyst technologies we have cultivated through acrylamide production, into areas such as environmental materials and nutrition to drive business growth

Biocatalyst sales revenue

- For new applications
- For acrylamide production

Pie chart: Mitsui Chemicals' share of the market for biocatalysts used in acrylamide production



Examples of use

- Organic acids **Life care**
- Amino acids **Wellness**

- Conversion from a chemical method to a bio-based method enables simple process with high efficiency and quality
- An energy-efficient process minimizes CO₂ emissions, contributing to carbon neutrality

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Mitsui Chemicals
Group

VISION 2030
Business Strategy Presentation
Life & Healthcare Solutions
Agrochemical products
(Mitsui Chemicals Crop & Life Solutions)

OZAWA Satoshi

小澤 敏

President and CEO

Mitsui Chemicals Crop & Life Solutions, Inc.

Dec. 12, 2023

- ▶ **Company Overview**
- ▶ Business Environment & Market Trends
- ▶ Earnings Trends & Key Product Overviews
- ▶ Life Solutions Business



Company name	Mitsui Chemicals Crop & Life Solutions (MCCLS) (Name changed from "Mitsui Chemicals Agro" on March 31, 2023)	
Mission	<ul style="list-style-type: none"> • Make major contributions to increasing global food supply & food security • Help improve QoL by preventing infectious diseases 	
Employees	761 (consolidated, as of March 31, 2023)	
Domestic sites	Head/branch: Tokyo. Branch: Sapporo, Sendai, Nagoya, Osaka, Fukuoka	
Overseas sites	Eight countries (Germany, India, Brazil, Thailand, Vietnam, China, U.S., South Korea)	
Research sites	Mobara (drug discovery), Yasu (formulation), Omuta (active ingredient production), Inashiki (cultivated land), Odawara (cultivated land), Thailand (overseas assessment), Shinkiba (biotechnology), Sendai (joint R&D with Tohoku University)	
Subsidiary & Affiliate companies	<ul style="list-style-type: none"> • MC Crop & Life Manufacturing (100%, JPN) • MC Ryokka (100%, JPN) • Mitsui Chemicals Crop & Life Solution Korea (100%, KOR) • Solinnos Agro Sciences (51%, IND) • Cuulong Joint-Stock Company (20%, VNM) • Agriculture Construction Indonesia (30%, IDN) 	
Investee companies	<ul style="list-style-type: none"> • Japan Agro Services (BEL) • Sotus International (THA) • Iharabras Indutrius Quimicus (BRA) • Certis Belchim (NLD) 	



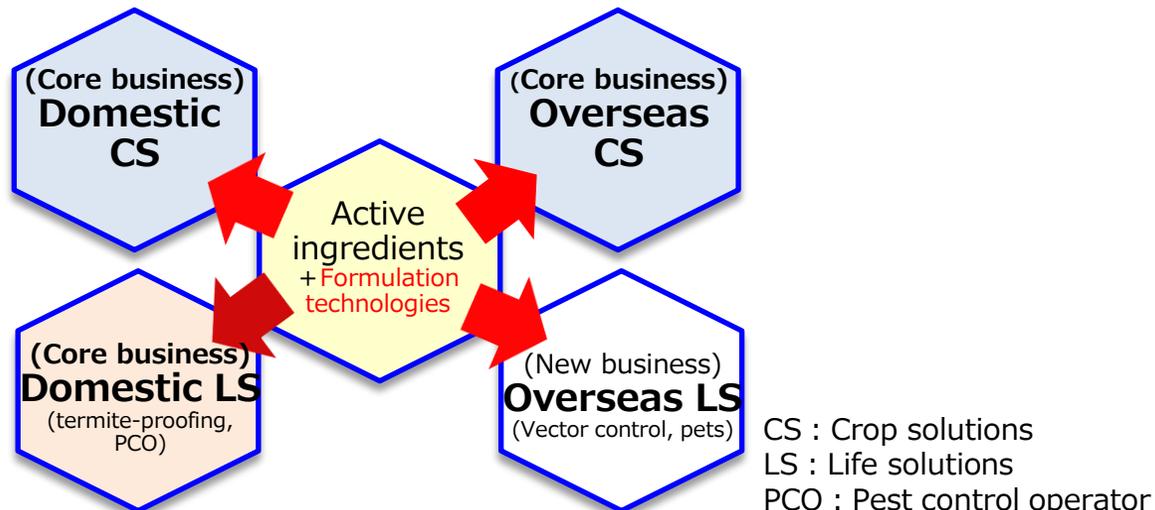
<p>Our ideal vision for 2030</p>	<p>Be a global solutions company, with research and development as its foundation, that drives change and contributes to sustainable food and lifestyles through its products and services (change from selling goods to selling services)</p>
<p>Areas of business</p>	<p>Crop Solutions, Life Solutions, New business</p>
<p>Basic strategy</p>	<ul style="list-style-type: none"> ① Acceleration of organic growth by expanding growth drivers <ul style="list-style-type: none"> • Until fiscal 2025, Dinotefuran and TENEBENAL will drive growth • Beyond fiscal 2025, flupyrimin and naturally derived ingredients will become powerful parts of our arsenal ② Strengthen overseas business platform ③ Strengthen business sustainability <ul style="list-style-type: none"> • Bolster human resources & our portfolio of active substances ④ Strengthen R&D activities ⑤ Develop new solutions businesses in line with an extension of VC ⑥ Speed up growth via M&A



Category	Products	Growth driver	Prominent examples
R&D (drug discovery)	Original	Development of new active ingredients	MCCLS, multinational companies, Japanese companies
Generics	Generics	Sales of agrochemicals for which patents have expired	UPL, Chinese companies
Sales companies	Other companies' products	Specializing in the sale of other companies' products	General trading companies, local sales companies
CDMO	Contract development & manufacturing	Specializing in development & manufacturing	Companies in China, India, etc.

Growth strategy for R&D companies: Maximize business value by constantly creating innovative new active ingredients & developing formulations tailored to market needs

Maximizing value of active ingredients (at MCCLS)



AI Development

- **Cost:** ≥ 300 mUSD
- **Duration:** 10~15 years
- **Probability:** $\geq 100,000$ Candidates/AI

KSF

- **Market orientated development with strategic partners**
- **Differentiated AI-technologies**
- **Differentiated F-technologies**

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2009–2014: Global market grows at 8.8% per year; domestic market largely flat

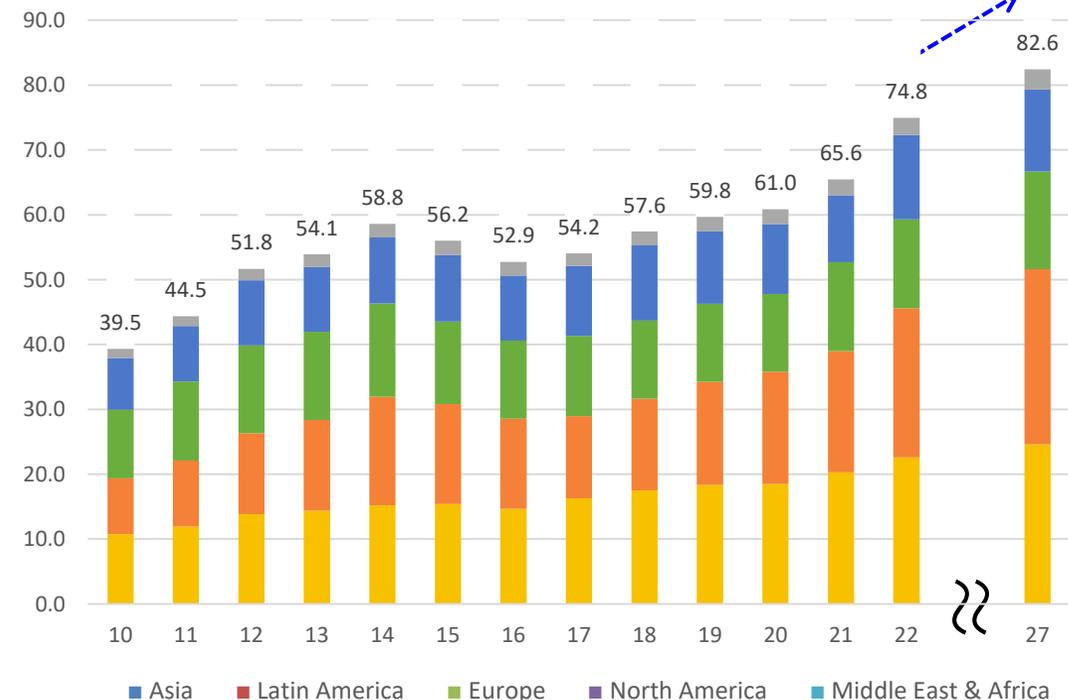
2015–2017: Sales decline in not only the U.S. and Europe but also Brazil, the world's largest market, as a result of excess stock in circulation, driving sales down and triggering corporate restructuring

2017–2022: Global market recovers due to growth in the Asian market and recovery in the Brazilian market; prices rise, and weather is favorable in key markets

Future: While the global market is currently stagnating due to excess stock in circulation again, long-term growth is projected (CAGR of 2% over 2022–2027), with the Brazilian and Asian markets forecast to grow while the domestic market remains flat

Global agrochemical market (calendar years)

(USD bn)



Source: research company figures & internal estimates

Domestic agrochemical market (NY : 1st-Oct ~ next 30th Sep)

(JPY bn)



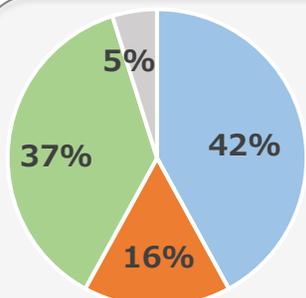
Source: Japan Crop Protection Association



Market Breakdown by Region

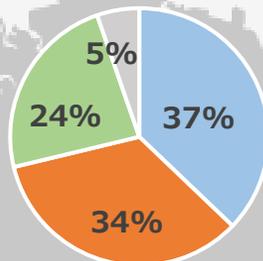
- ◆ Focusing on India, Southeast Asia and Brazil, where insecticides make up a large portion of the market
- ◆ Utilizing sales companies in Brazil, where much of the market is controlled by multinational corporations
- ◆ Pursuing expansion based on regional strategies

Herbicides Insecticides Fungicides Other



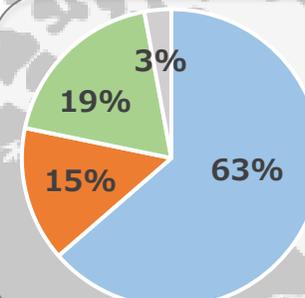
Europe:
\$13,713 mn

CAGR
(2022-2027):
+2%



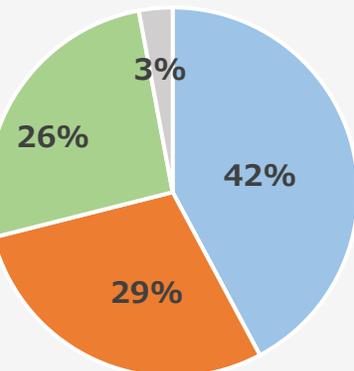
Japan*:
\$3,111 mn

CAGR
(2022-2027):
-1%



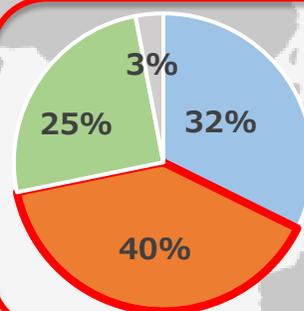
North America:
\$12,684 mn

CAGR
(2022-2027):
0%



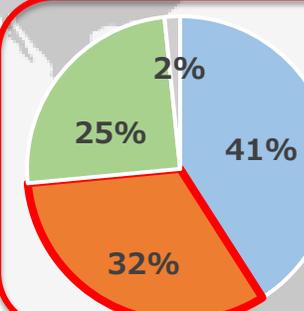
Global:
\$74,755 mn

CAGR
(2022-2027):
+2%



Asia*:
\$22,609 mn

CAGR
(2022-2027):
+3%



Latin America:
\$22,979 mn

CAGR
(2022-2027):
+3%

Middle East & Africa: \$2,770 mn
CAGR(2022-2027):
+3%

*Asia: including Japan

Brazil:
\$14,267 mn



Leaning on our acquisition of Meiji Seika Pharma's agrochemicals business to expand our lineup of growth drivers

	Existing active ingredients			R&D stage	
	-1985	1986-2000	2001-2020	-2030	Research stage
Insecticides	<ul style="list-style-type: none"> ◆ MCCLS active ingredients ◆ Former Meiji active ingredients Green text = naturally derived 	<ul style="list-style-type: none"> ◆ Etofenprox (1987) ◆ Milbemectin (1990) ◆ Pyrimidifen (1995) 	<ul style="list-style-type: none"> ◆ Dinotefuran (2002) ◆ Lepimectin (2010) ◆ Flometoquin (2017) ◆ Afidopyropen (2018) ◆ TENE BENAL (2019) 	<ul style="list-style-type: none"> ◆ Flupyrimin (2020) ◆ FENPICOXAMID (2021) ◆ Naturally derived 	<ul style="list-style-type: none"> ◆ ◆ ◆ ◆ Naturally derived
Fungicides	<ul style="list-style-type: none"> ◆ Chloropicrin (1921) ◆ Streptomycin (1963) ◆ Hymexazol (1970) ◆ Probenazole (1975) 	<ul style="list-style-type: none"> ◆ Flusulfamide (1992) 	<ul style="list-style-type: none"> ◆ Simeconazole (2003) ◆ Penthiopyrad (2009) ◆ Tebufloquin (2016) ◆ Tolprocarb (2015) 	<ul style="list-style-type: none"> ◆ FENPICOXAMID (2021) ◆ Naturally derived 	<ul style="list-style-type: none"> ◆ ◆ ◆ ◆
Herbicides	<ul style="list-style-type: none"> ◆ Tetrapion (1970) ◆ Pyrazolate (1980) 		<ul style="list-style-type: none"> ◆ Glufosinate-P (2011) 	<ul style="list-style-type: none"> ◆ CYRA (2020) 	<ul style="list-style-type: none"> ◆

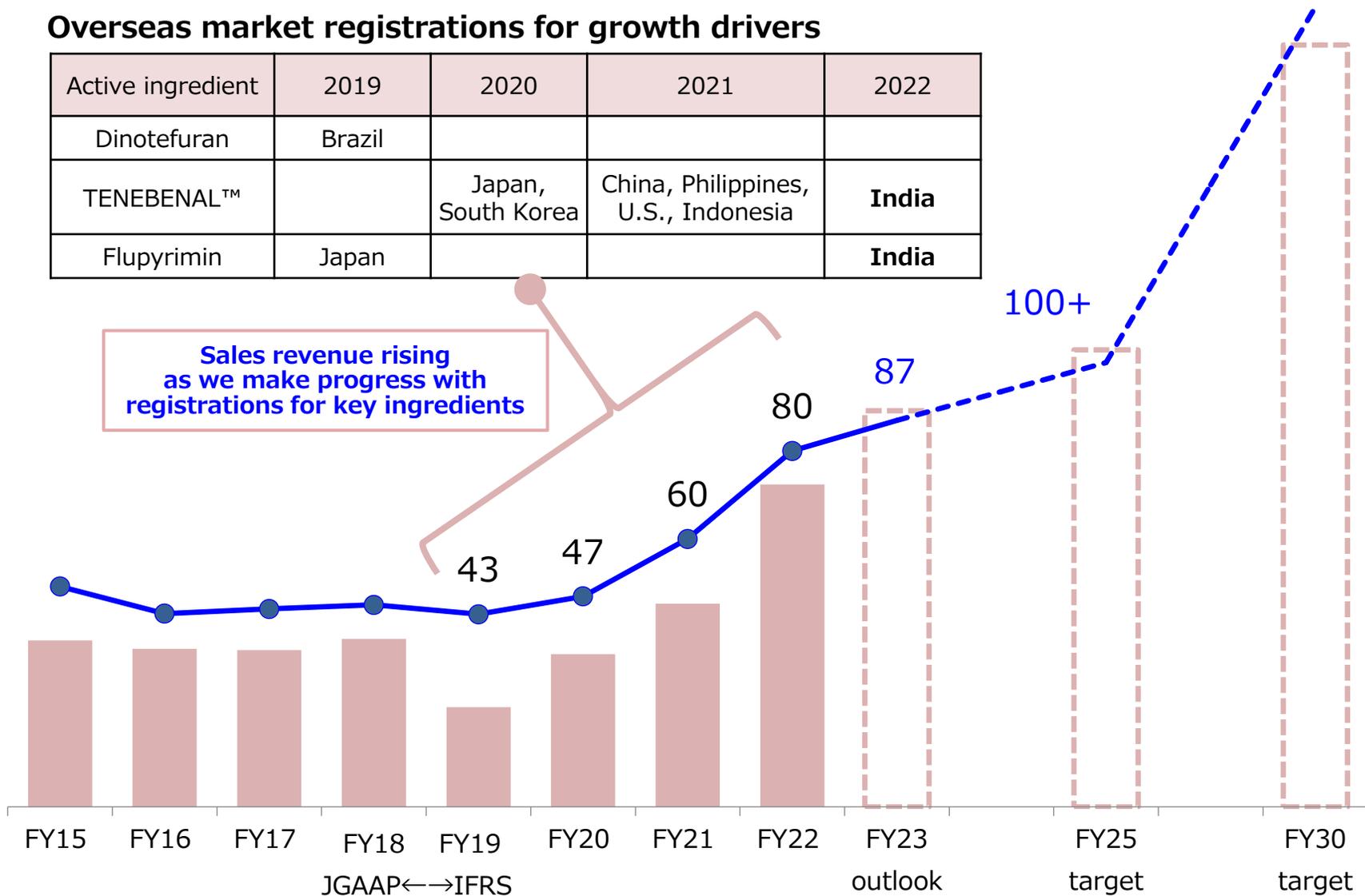
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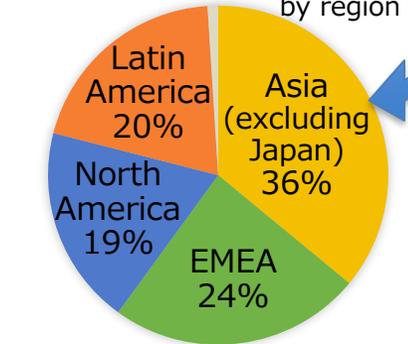
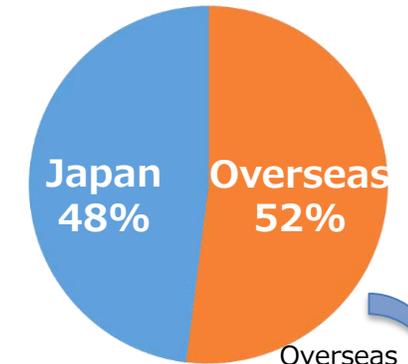
■ Consolidated operating income / operating income before special items (JPY bn)
● Consolidated sales revenue (JPY bn)

Overseas market registrations for growth drivers

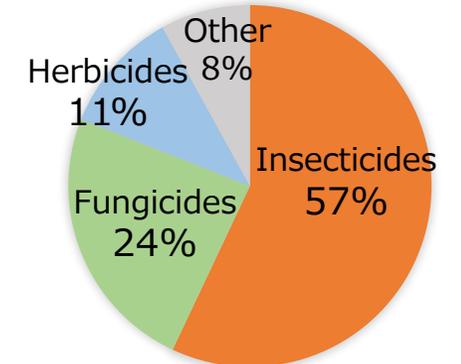
Active ingredient	2019	2020	2021	2022
Dinotefuran	Brazil			
TENEBENAL™		Japan, South Korea	China, Philippines, U.S., Indonesia	India
Flupyrimin	Japan			India

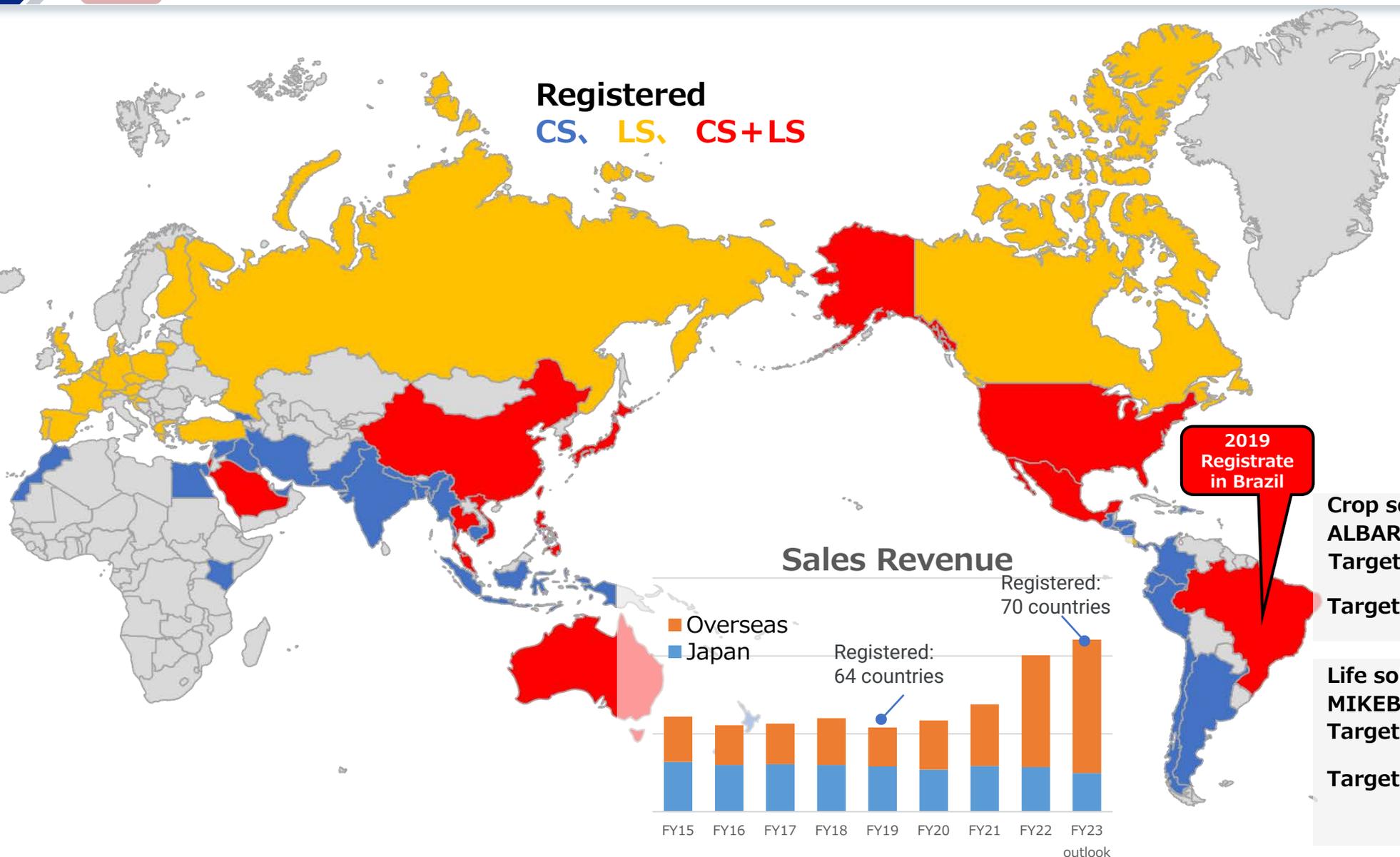


Breakdown of FY22 agrochemicals sales revenue



Breakdown by product





2019
Registrant
in Brazil

Crop solutions (CS)

ALBARIN™, STARKLE™

Target pests: Plant hoppers, stink bugs, etc.

Target crops: Rice, tomato, apple, soy, etc.

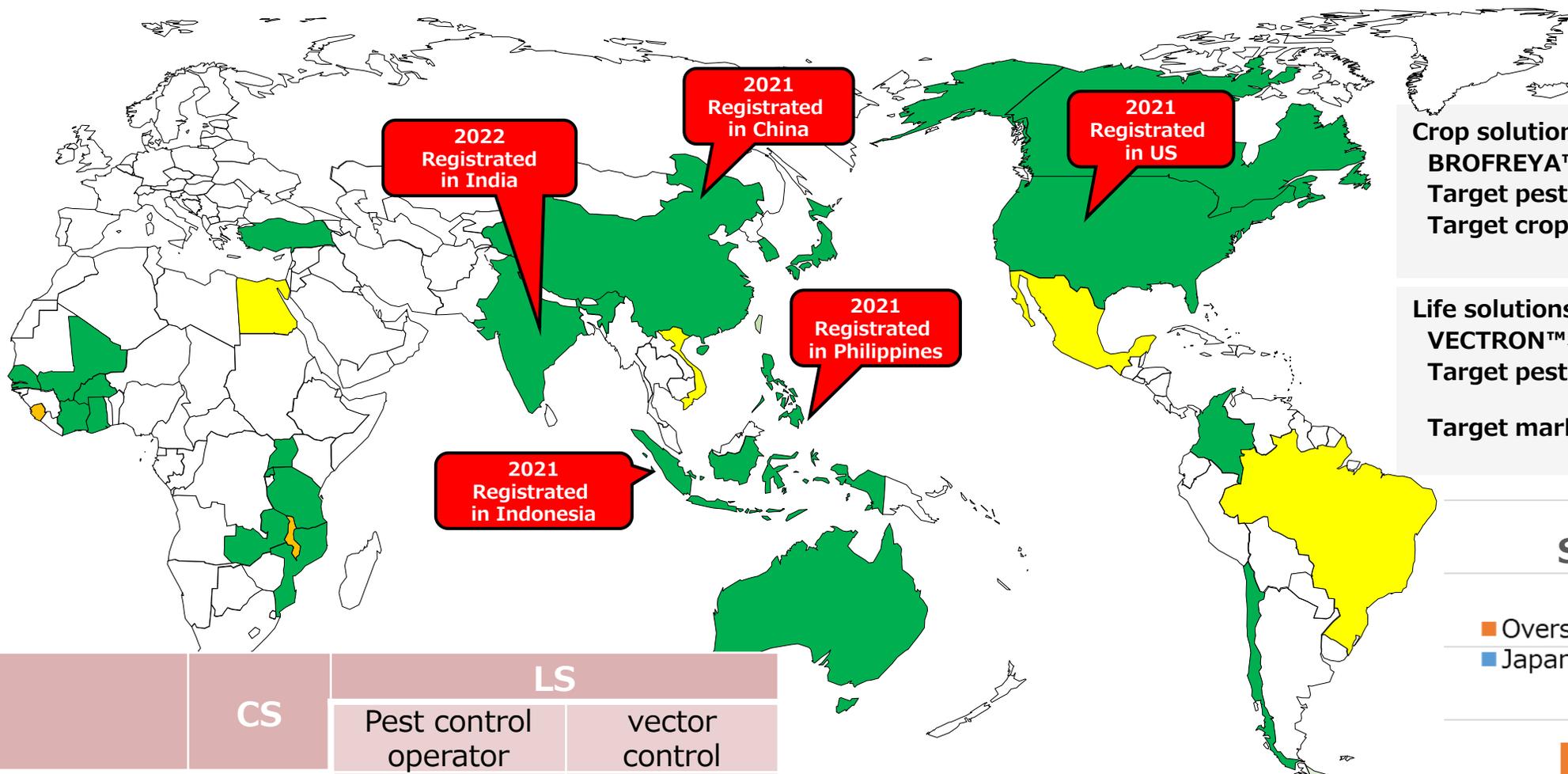
Life solutions (LS)

MIKEBLOCK™, FLYDOWN™ Bait

Target pests: Termites, fleas, ticks, cockroaches, etc.

Target markets: Pest control operators, pets, household insecticides, livestock, wood preservative

Targeting further expansion & active ingredient price optimization, with a focus on Southeast Asia & Brazil



Crop solutions (CS)

BROFREYA™, etc.

Target pests: Lepidoptera, leaf beetles
Target crops: Cabbage, napa cabbage, etc.

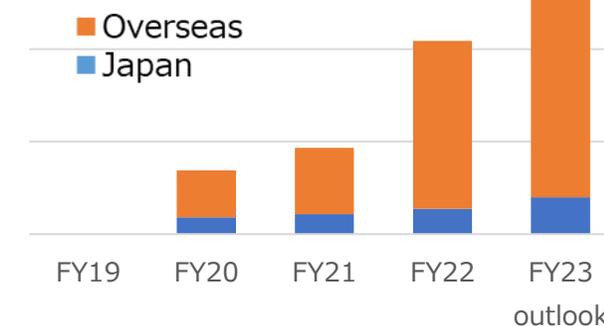
Life solutions (LS)

VECTRON™, BROBUSTER™

Target pests: Mosquitoes, cockroaches, bedbugs
Target markets: Pest control operators, vector control

	CS	LS	
		Pest control operator	vector control
Registered	12	4	10
Applied	4	0	2

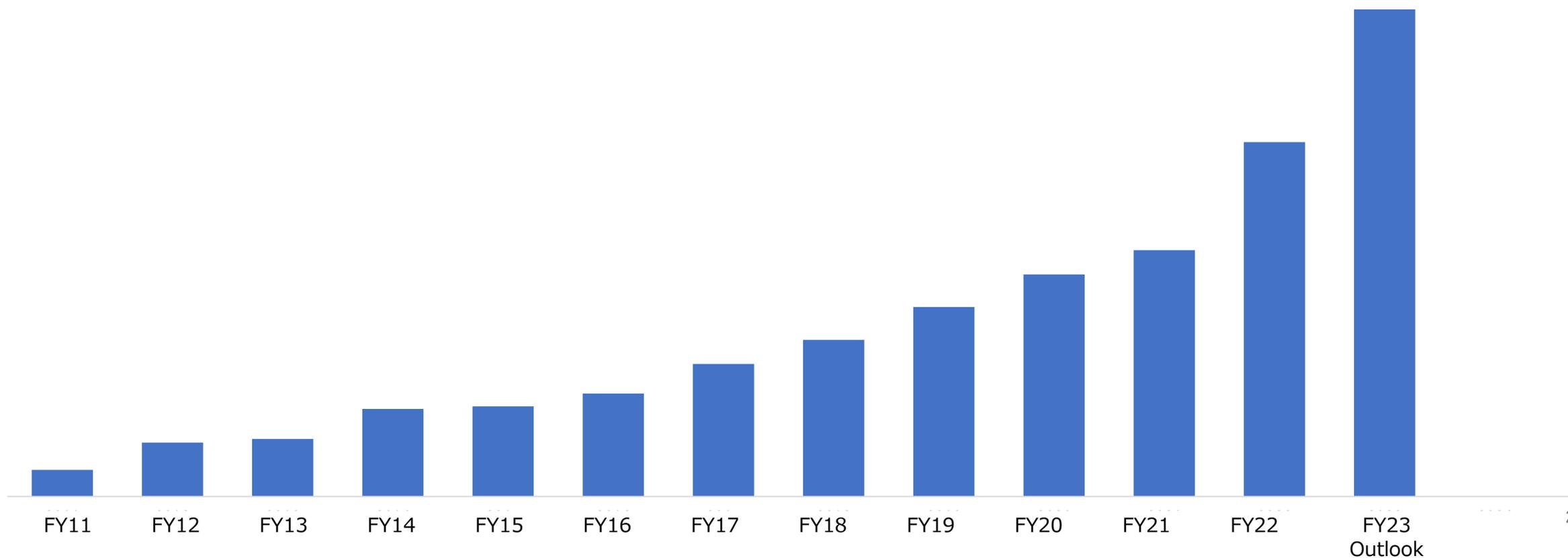
Sales Revenue



Pursuing business expansion for agricultural applications primarily in Asia, and for vector control applications in Africa



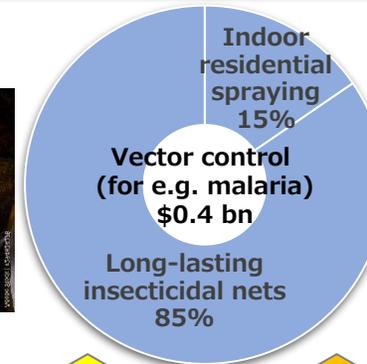
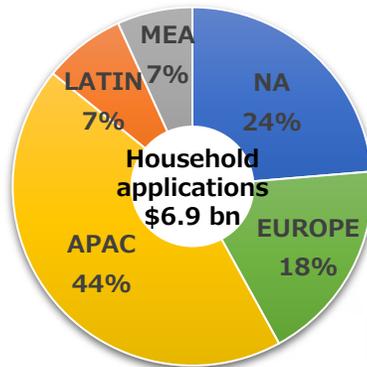
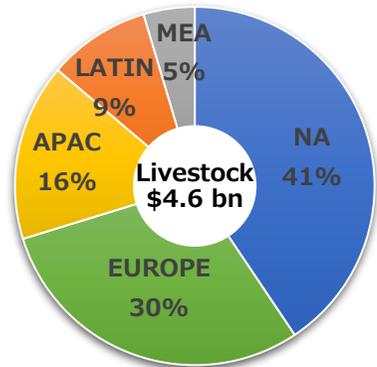
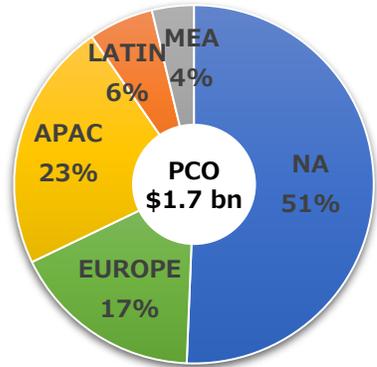
■ Naturally Derived Herbicides :
Glufosinate-p



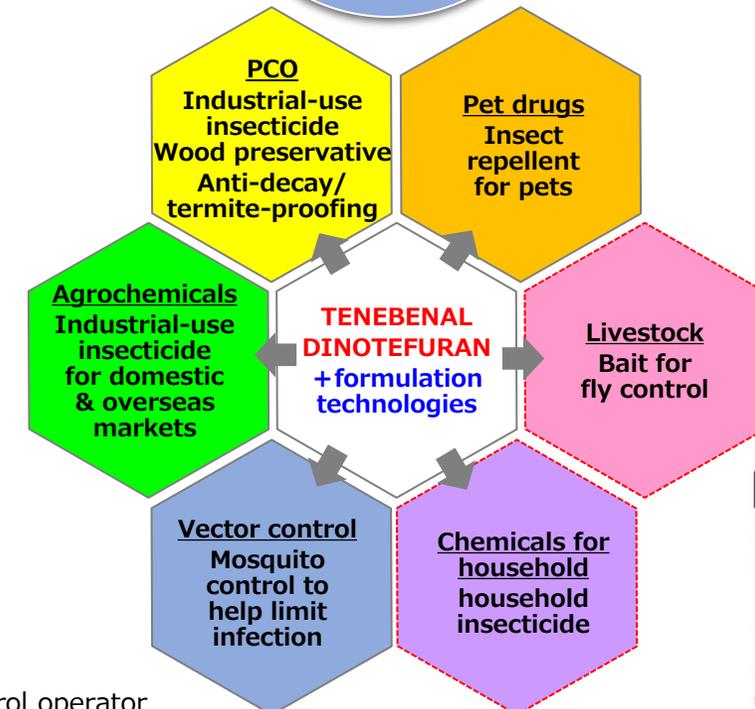
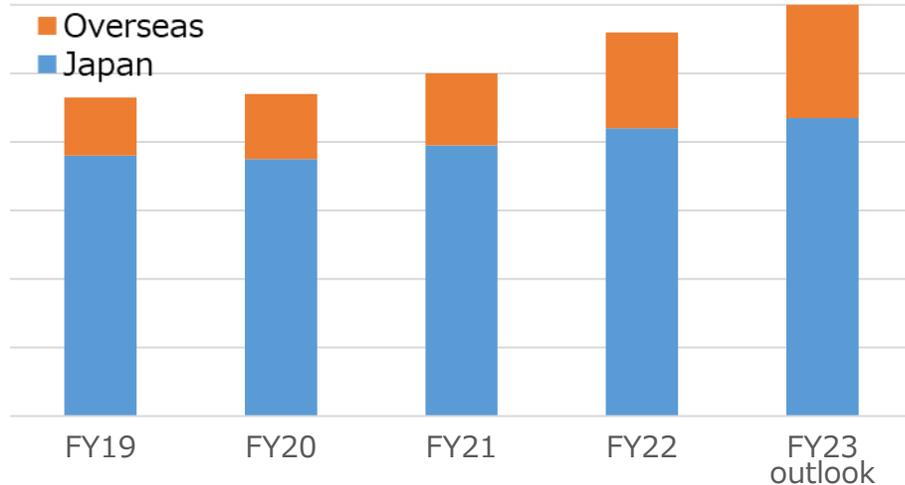
Solidifying our domestic footing and establishing business models overseas

- ▶ Company Overview
- ▶ Business Environment & Market Trends
- ▶ Earnings Trends & Key Product Overviews
- ▶ **Life Solutions Business**

Deploying active ingredients discovered by Mitsui Chemicals to non-agrochemical applications



Sales Revenue of Life Solutions Business



PCO : Pest control operator



Accelerating our overseas rollout of novel insecticide Tenebental in the pest control operator and vector control sectors

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Mitsui Chemicals

VISION 2030
Business Strategy Presentation
Basic & Green Materials

YOSHIZUMI Fumio

吉住 文男

Managing Executive Officer

Business Sector President, Basic & Green Materials Business Sector

Dec. 12, 2023

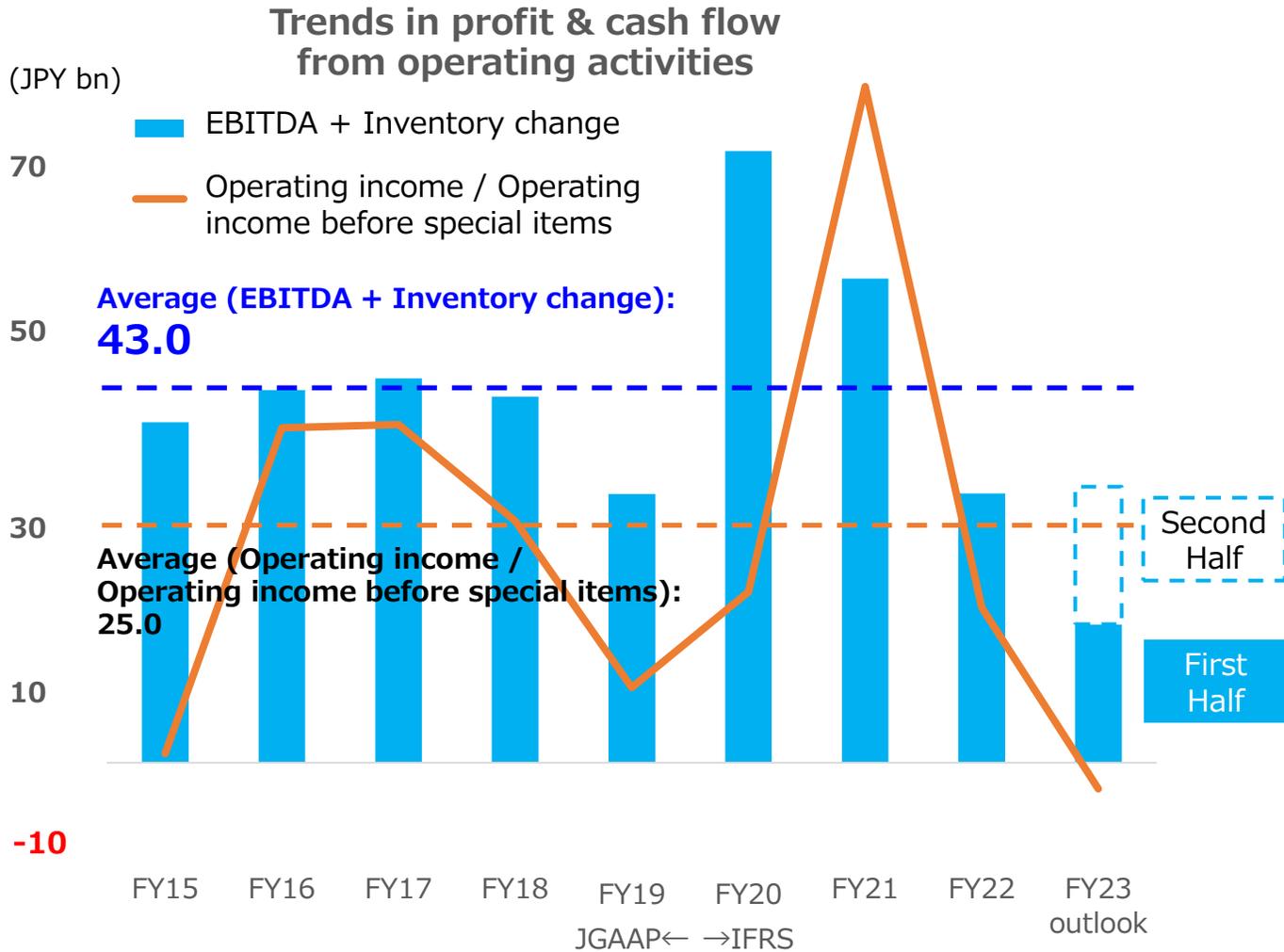
- ▶ **Pursuing Business Portfolio Transformation**
- ▶ **Bolstering Downstream Businesses**
- ▶ **Transformation of Chemical Complexes**



Pursuing Business Portfolio Transformation

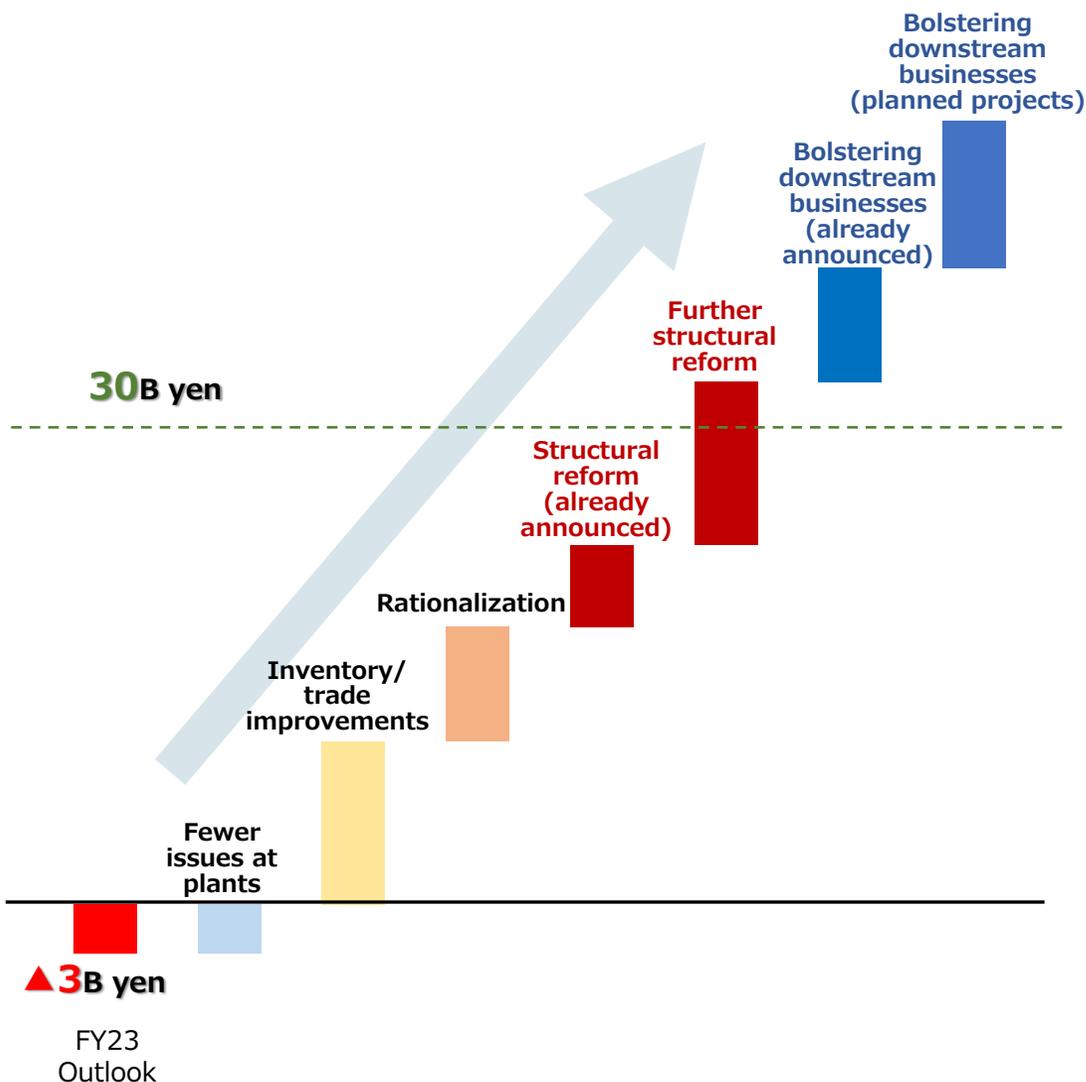
Reducing volatility and strengthening the business foundations by **accelerating the second phase of restructuring**

Stable cash flow ensured ⇔ **Profit still highly volatile**



	External environment	
PH (Japan)	Changes in Japanese market (Business withdrawal by clients)	<div style="border: 2px solid red; padding: 10px; text-align: center;"> <p>Second phase</p> <p>Promoting further restructuring to stabilize profit</p> </div>
PET (Japan)	Influx of products from abroad	
PE/PP	Stagnating Chinese economy Influx of products from abroad	
Crackers	Dwindling derivatives demand	
PTA (Japan)	Dwindling domestic demand	Shutdown completed August 2023
TDI (Japan)	Continued global oversupply	Downsizing July 2025

	FY13-17	FY18-22	FY23-25	Ideal state
	Securing stable earnings via restructuring	Reducing volatility	Improving capital efficiency (8% ROIC by FY30)	
PH	AC-based IPA production starts	Honshu Chemical Industry takeover bid	2023: AC-based IPA capacity boost Mulling efforts to bolster production of HQ	Highly capital-efficient PH chain
	Chiba BPA/PH plant closed	MPS share transfer	Mulling domestic downsizing ★	
PTA & PET	Indonesia PTA business share transfer	Thailand PTA & PET business partial share transfer	2023: Iwakuni-Ohtake PTA plant closed	Securing profit through optimal business structure
			2024: Iwakuni-Ohtake PET plant to close ★	
Poly-urethane	Bio-PPG joint venture established	MCNS dissolved	2023: PPG LLP founded 2024: High-performance MDI plant to start up	High-profitability polyurethane business centered on high-performance MDI
	Kashima TDI plant closed Omuta MDI plant closed		2025: Omuta TDI plant to be downsized	
PP & PE	High-performance PE plant established in Singapore PP catalyst plant starts up		2024: High-performance PP plant to start up	Highly capital-efficient high-performance polyolefins business
	2 PE lines at Chiba closed 1 PP line at Chiba closed		2023: 1 PP line at Chiba closed Mulling optimization via multi-company collaborations ★	
Crackers	Chiba LLP founded Withdrawal from Keiyo Ethylene		Mulling reorganization & capacity optimization in line with demand ★	Competitive crackers



Improving earnings by pursuing structural reform and bolstering downstream businesses

Business environment outlook

- Demand slump in China to become the new norm; loose supply-demand balance caused by spate of new production facilities to continue
- Rebound in domestic demand appears unlikely due to decreasing population & behavioral changes

Strategy for achieving our 2030 targets

Steadily implement **structural reform**

PTA & PET closures; TDI downsizing

Create a lean business structure by **pursuing further structural reform**

PH downsizing; domestic PO optimization via partnerships

Boost earning power by **bolstering downstream businesses & improving terms of trade**

High-performance PP & PE; high-performance polyurethane; Honshu Chemical

Pursue plans for **further bolstering downstream businesses**

HQ, catalysts, high-performance polyurethane



Bolstering Downstream Businesses



Aiming for further earnings growth by expanding our offering of high-performance products (PPG/MDI) and increasing our MDI production capacity



High-performance PPG

- Advanced molecular design **using three types of catalysts, including our proprietary PZN**
- Increasing use of bio-based materials (ECONYKOL™)
- Technology for optimal matching with isocyanate



Automotive seats
(low VOC)



Compressor covers for NVH
in automobiles



Electrolytic capacitors



Insulation material for
ultra-low-temperature
refrigerators

High-performance MDI Korea: 410 kt/y (previously) ⇒ 610 kt/y (fiscal 2024)

- High-performance production ratio higher than all competitors**
Creating higher added value through advanced modification technology that leverages the strengths of a comprehensive Polyurethane material manufacturer
- Increasing recycling facilities to minimize burden on the environment



Automotive seats
(luxury)



Engine covers for
NVH in
automobiles



Adhesives

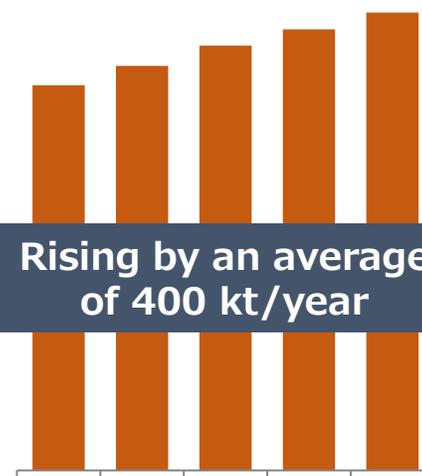


Elastic fibers

Global MDI demand

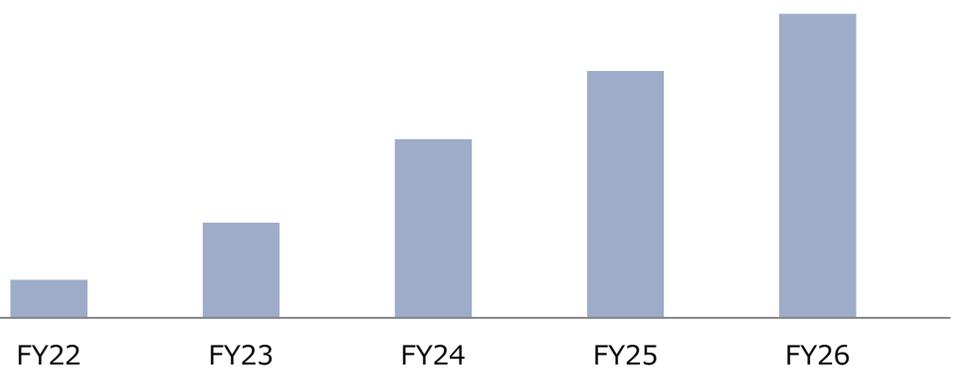
Rising by an average
of 400 kt/year

'22 '23 '24 '25 '26



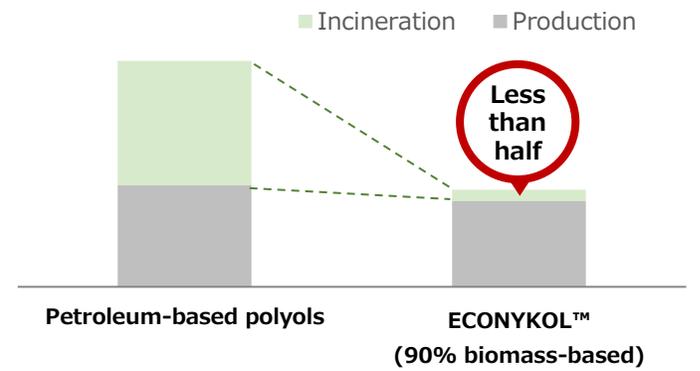
Further pursuing a green transition via efforts for bio-based products and chemical recycling

Plan for bio-polyol sales



Contributing to carbon neutrality (including ESG)

- Causes **less than half** the CO₂ emissions of petroleum-based polyols (on an LCA basis)
- Joined an NGO* for the castor farming industry to support improved welfare and stability for castor farmers (*Sustainable Castor Association)



ECONYKOL™ (castor-oil-based polyol)

- Pursuing product differentiation via a green transition
- Growing our product applications & lineup (Automotive, electronic materials, surfactants, CASE applications)



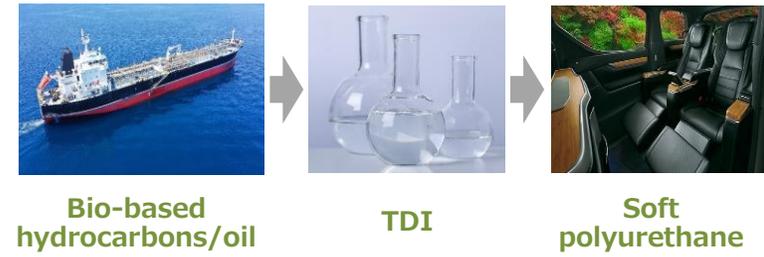
Lignin-based polyol

- Diversification of raw materials
- Use in highly heat-insulating, flame-resistant materials (for residential construction)



Green TDI (ISCC certified)

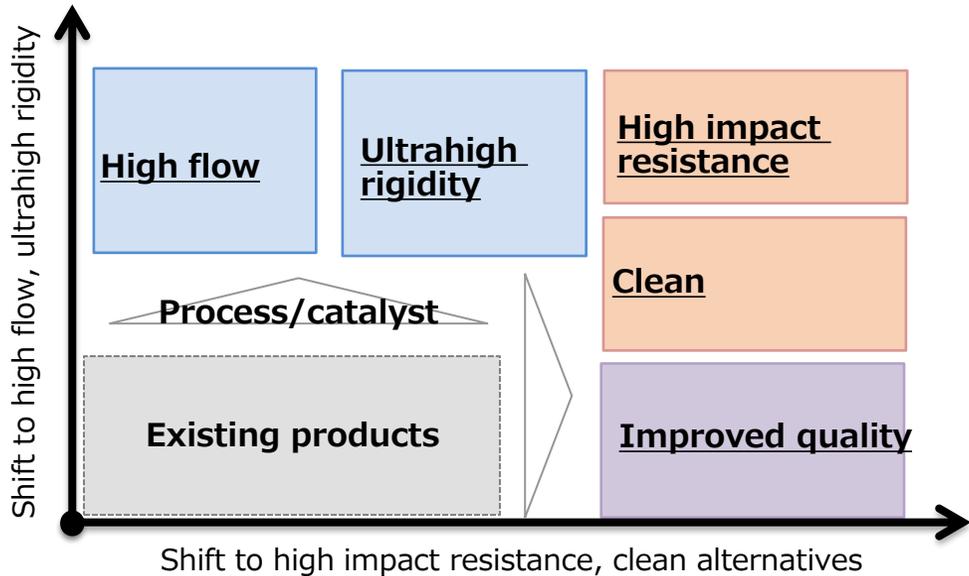
- Allows for transition to fully green offerings by pairing with ECONYKOL™



Utilizing special catalysts and process (HYPOL) for precise design of polymer structures to achieve a level of quality unreachable with conventional products

Automotive materials

- Reducing weight of existing auto parts & switching exterior panels over to plastic as electrification increases the need for automotive lightweighting



Packaging & industrial materials

- Food packaging materials rolling out products to eco-friendly packaging applications

Monomaterial film



Thinner food packaging



- Electrical materials rolling out products to EV applications

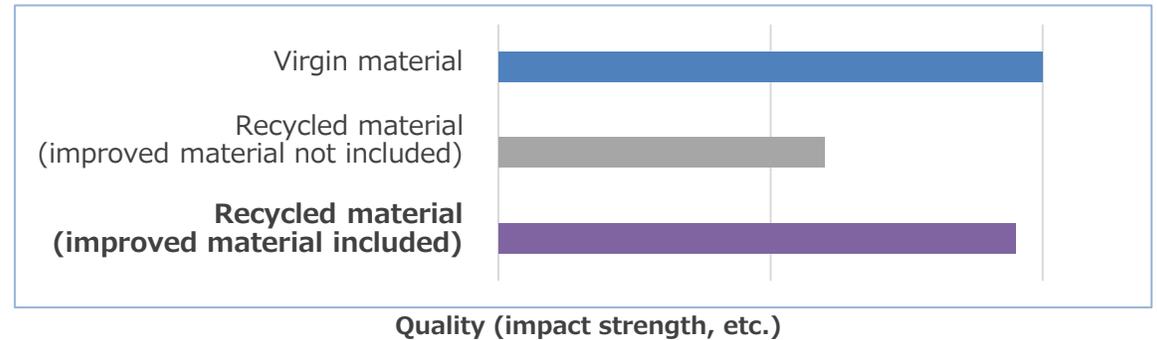
LiB components



Control unit components



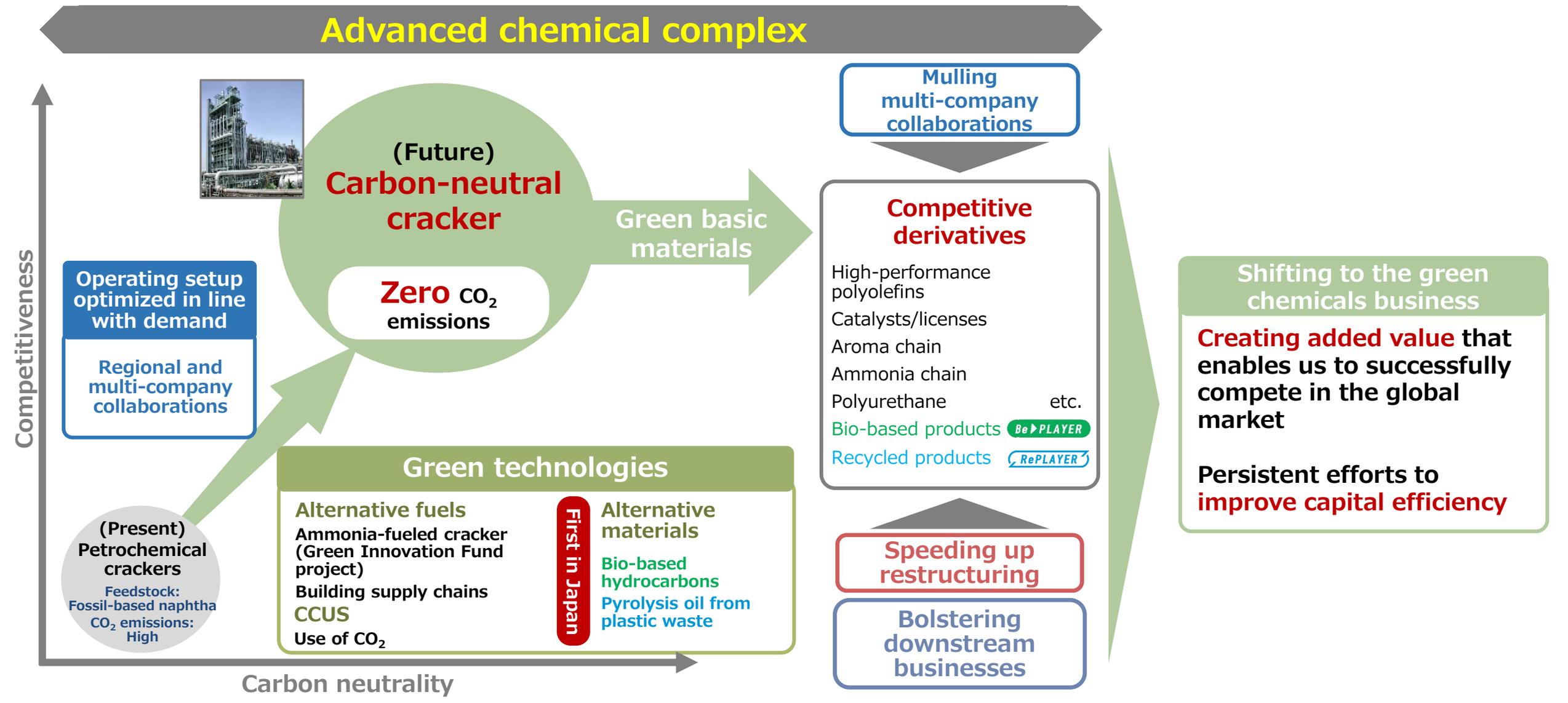
- Recycling Recovering quality using quality-improved PP



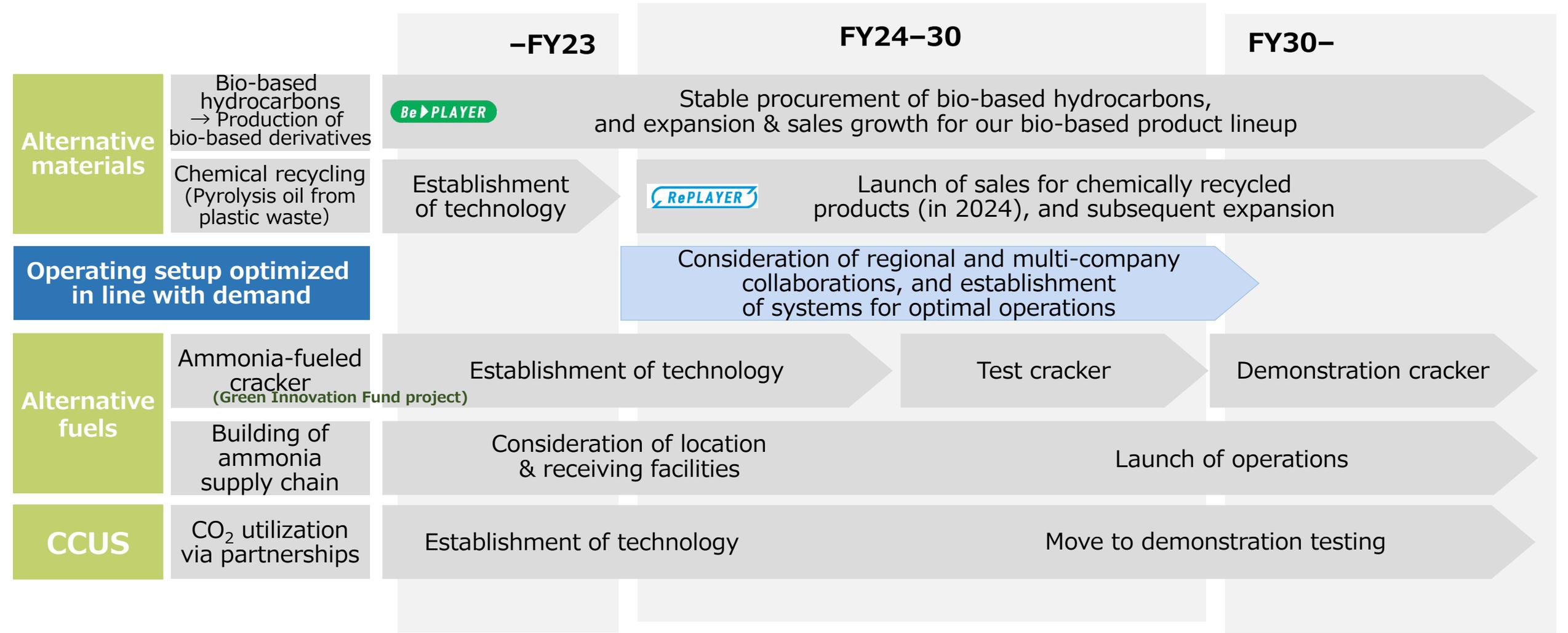


Transformation of Naphtha Crackers & Chemical Complexes

Transitioning to advanced chemical complexes – with a focus on regional and multi-company collaborations - while also speeding up the shift to the green chemicals business

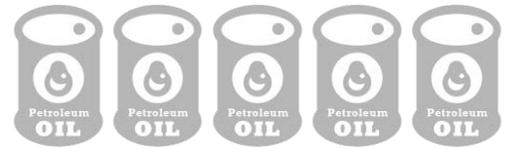


Forming advanced chemical complexes by steadily pursuing eco-friendliness and establishing optical cracker operations in line with demand



Beginning production & marketing for bio-based derivatives & chemically recycled products

Raw materials



► Petroleum naphtha

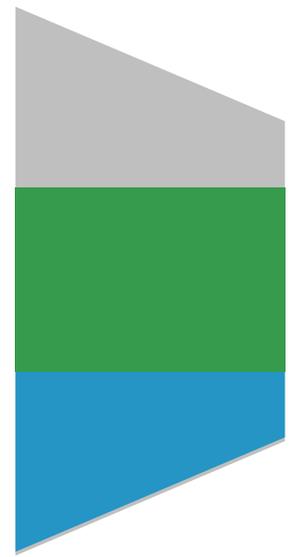


► Bio-based hydrocarbons



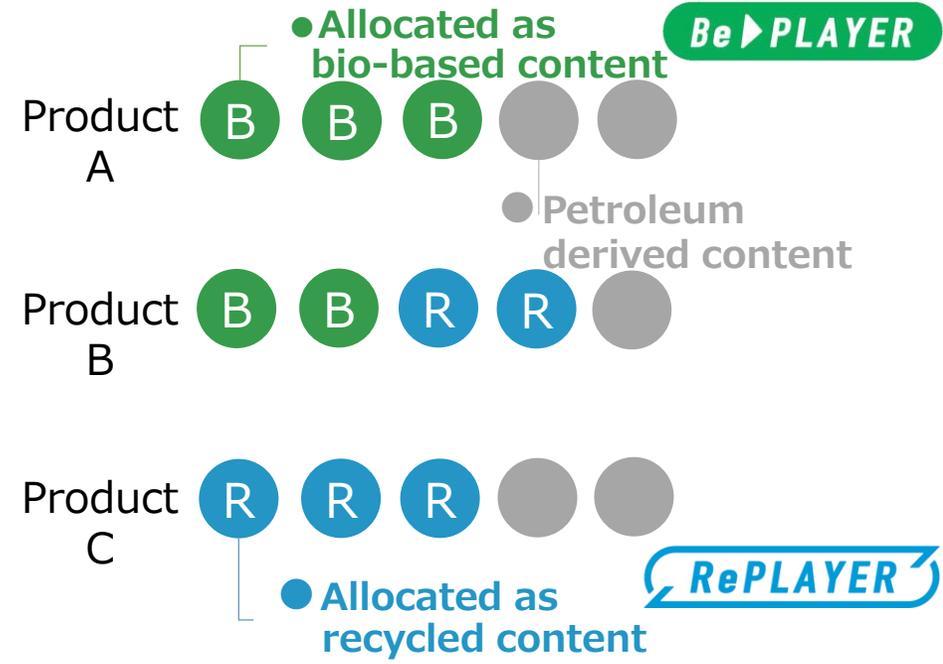
► Pyrolysis oil from plastic waste (recycled material) procured from CFP Corp. Began using in 2023

Crackers



Existing manufacturing processes/production chain

Chemicals/Plastics



Allocated using the mass balance approach
 Bio-based hydrocarbons (Bio-Circular)
 Recycled material (ISCC Circular)
 ISCC PLUS Certification

Be▶PLAYER Accelerating R&D

Re▶PLAYER Beginning marketing efforts

A blue sky with white clouds and a large blue arrow pointing right. The arrow is a solid blue shape that starts from the left edge of the image and points towards the right edge. The sky is a vibrant blue with scattered white clouds, and the sun is visible in the bottom left corner, creating a lens flare effect.

A global solutions company that
leads change and contributes to a sustainable future

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Chemistry for Sustainable World



Mitsui Chemicals

Challenge Diversity One Team

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