

0→1 MAKE IT HAPPEN

FY21-2

Chemistry for Sustainable World

CEO PRESENTATION



橋本 修

HASHIMOTO Osamu

Mitsui Chemicals Inc.
President & CEO

Nov. 25, 2021



We are facing an increasingly unclear global situation of late, including concerns about a resurgence of COVID-19 cases and a trend of soaring resource prices. Amid all this, however, we are projecting that factors such as reliable growth in our three target domains, as well as progress toward restructuring our Basic Materials business, will allow the Mitsui Chemicals Group to generate record-high profit in fiscal 2021. I would like to give my deepest gratitude to all our stakeholders for their support.

At our previous CEO Presentation back in spring, I presented the Basic Strategy behind our VISION 2030 Long-Term Business Plan. Today, I would like to build on that by providing more detail regarding the specific growth strategies for each part of our business portfolio.

Under our Basic Strategy for creating value, we will position Life & Healthcare Solutions as our first pillar of earnings. For our second pillar here, Mobility Solutions, we will look to bolster earnings by speeding up return on investments, as well as by being quick and nimble in dealing with the changing market structure. And we will turn ICT Solutions into a third pillar of earnings by bringing together our related resources.

As for our Basic & Green Materials business, we intend to bolster our restructuring efforts with the aim of further stabilizing earnings.

And we will also make trailblazing efforts toward the realization of a circular economy-based society.

Going forward, the Mitsui Chemicals Group will hold discussions with all of its stakeholders as we strive to make VISION 2030 a reality. We look forward to your continued support.

November 2021
HASHIMOTO Osamu

Today's Topics

First
half

Explanation of fiscal 2021 earnings outlook

- ▶ First-half results and full-year outlook for fiscal 2021
- ▶ Business overview
- ▶ Financial overview

Second
half

VISION 2030 Long-Term Business Plan

- ▶ Growth strategy for each part of our business portfolio
- ▶ Strategies for digital transformation and carbon neutrality
- ▶ Management planning system that integrates financial and non-financial metrics
- ▶ Investment resource allocation

1H/FY21 Results & FY21 Outlook

- ① The first half of FY2021 saw operating income before special items rise significantly year-on-year, boosted by strong sales for ICT-related materials, vision care materials, agrochemicals and more
- ② Full-year outlook for FY2021 points to record-high figures for operating income before special items, as well as for net income

(JPY bn) Items	FY2020		FY2021		Increase (Decrease)	
	1H	FY	1H	FY	FY20→FY21	
	Results	Results	Results	Outlook	YoY	Rate
Sales revenue	537	1,212	744	1,630	418	35%
Operating income before special items	18.6	85.1	① 94.3	② 160.0	Record high 74.9	88%
Non-recurring items	△ 0.7	△ 7.0	0.2	△ 15.0	△ 8.0	-
Operating income	17.9	78.1	94.5	145.0	66.9	86%
Financial income / expenses	△ 2.2	△ 3.9	△ 2.1	△ 5.5	△ 1.6	-
Net income attributable to owners of the parent	9.6	57.9	73.9	103.0	Record high 45.1	78%
Exchange rate (JPY/USD)	109	106	110	112	6	
Domestic standard naphtha price (JPY/KL)	42,900	31,300	50,600	55,300	24,000	

- ① All of our three target domains are projected to achieve record-high profit for fiscal 2021, with total profit between these domains coming to 98.5 billion yen
- ② The Basic Materials business is projected to post a profit of 72.5 billion yen – a reflection of our restructuring efforts as well as a surge in market conditions









(JPY bn) Segment	FY2019	FY2020		FY2021		Increase (Decrease)			
	FY	1H	FY	1H	FY	FY19→FY21		FY20→FY21	
	Results	Results	Results	Results	Outlook	YoY	Rate	YoY	Rate
Mobility	43.1	8.2	30.2	24.1	50.0	6.9	16%	19.8	66%
Health Care	13.2	7.2	19.9	10.9	21.5	8.3	63%	1.6	8%
Food & Packaging	17.0	9.5	22.0	12.7	27.0	10.0	59%	5.0	23%
(Targeted domains)	73.3	24.9	72.1	47.7	98.5	25.2	34%	26.4	37%
Basic Materials	9.4	△4.6	19.6	48.6	72.5	63.1	671%	52.9	270%
Others	△10.4	△1.7	△6.6	△2.0	△11.0	△0.6	6%	△4.4	67%
Total	72.3	18.6	85.1	94.3	160.0	87.7	121%	74.9	88%
Exchange rate (JPY/USD)	109	107	106	110	112	△ 3		6	
Domestic standard naphtha price (JPY/KL)	42,900	27,600	31,300	50,600	55,300	△ 11,600		24,000	

Record high

①

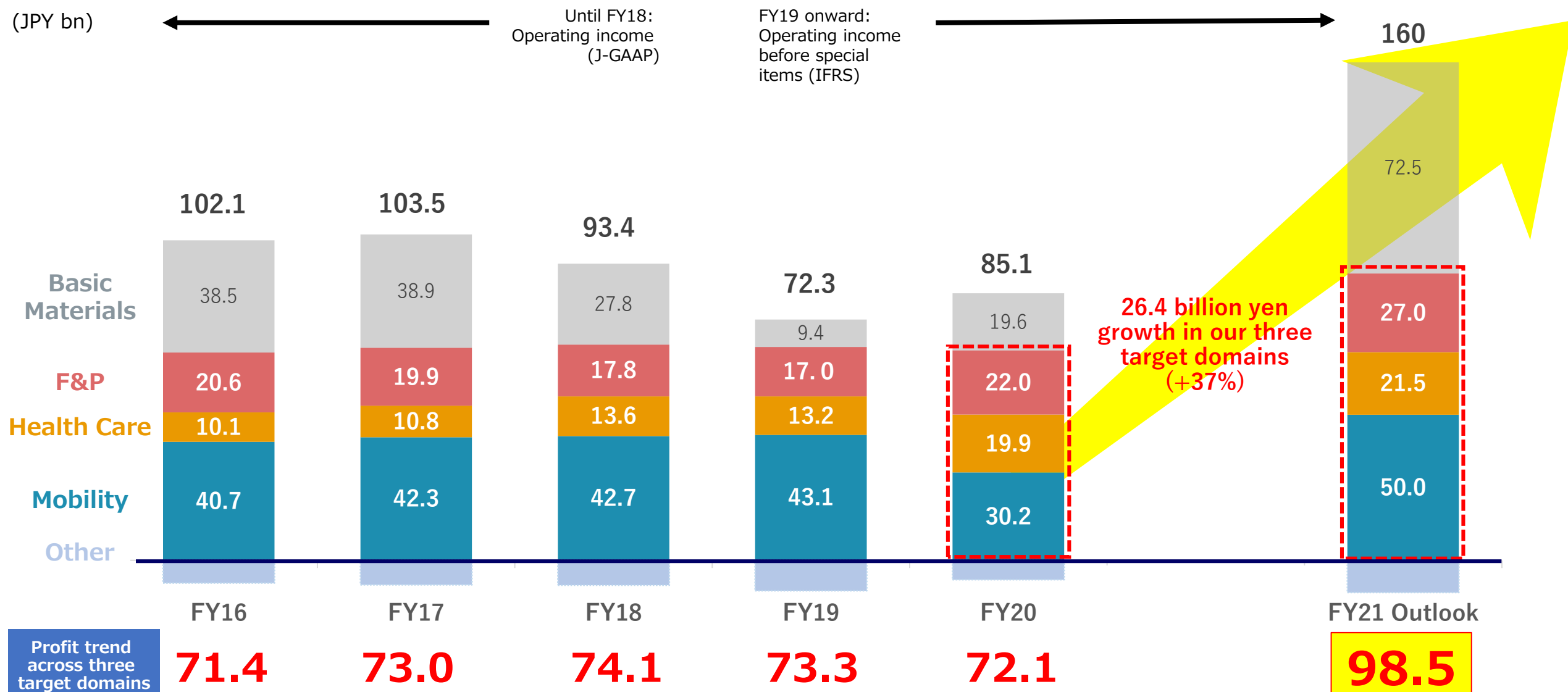
②

Recovering from COVID-19, expanding our facilities and benefiting from sales growth, making for an overall improvement to earnings

Segment	Area	1H→2H	Summary	
Mobility	PP compounds Elastomers	North America, Asia, Japan		<ul style="list-style-type: none"> Despite the effects of a prolonged component shortage, the second half is expected to show a recovery
	Solutions business	Europe, Asia, Japan		<ul style="list-style-type: none"> While the OEM development and prototyping business is recovering, factors such as the pause on exhibitions continue to drive down the number of orders received
ICT	Performance polymers Semiconductor tape	Asia		<ul style="list-style-type: none"> Good performance for smartphone lens materials Bullish semiconductor demand driving good performance for semiconductor tape; EUV pellicle sales going well
Health Care	Vision care Dental materials	Europe, North America, Asia, Japan		<ul style="list-style-type: none"> Vision care: Sales to North America's Costco going well Dental materials: Sales going well; efforts to respond to digitalization speeding up
	Nonwovens	Asia, Japan		<ul style="list-style-type: none"> COVID-related emergency demand calming down
F&P	Packaging materials	Asia, Japan		<ul style="list-style-type: none"> Demand to remain steady
	Agrochemicals	Asia, Japan		<ul style="list-style-type: none"> Overseas sales of agrochemical active ingredients showing steady growth
Basic Materials	Petrochemicals Basic chemicals Polyolefins Polyurethanes	Asia, Japan		<ul style="list-style-type: none"> Demand recovery leading to good level of sales Market conditions weakening for some products

Three target domains set to reach nearly 100 billion yen in combined operating income before special items

(JPY bn)

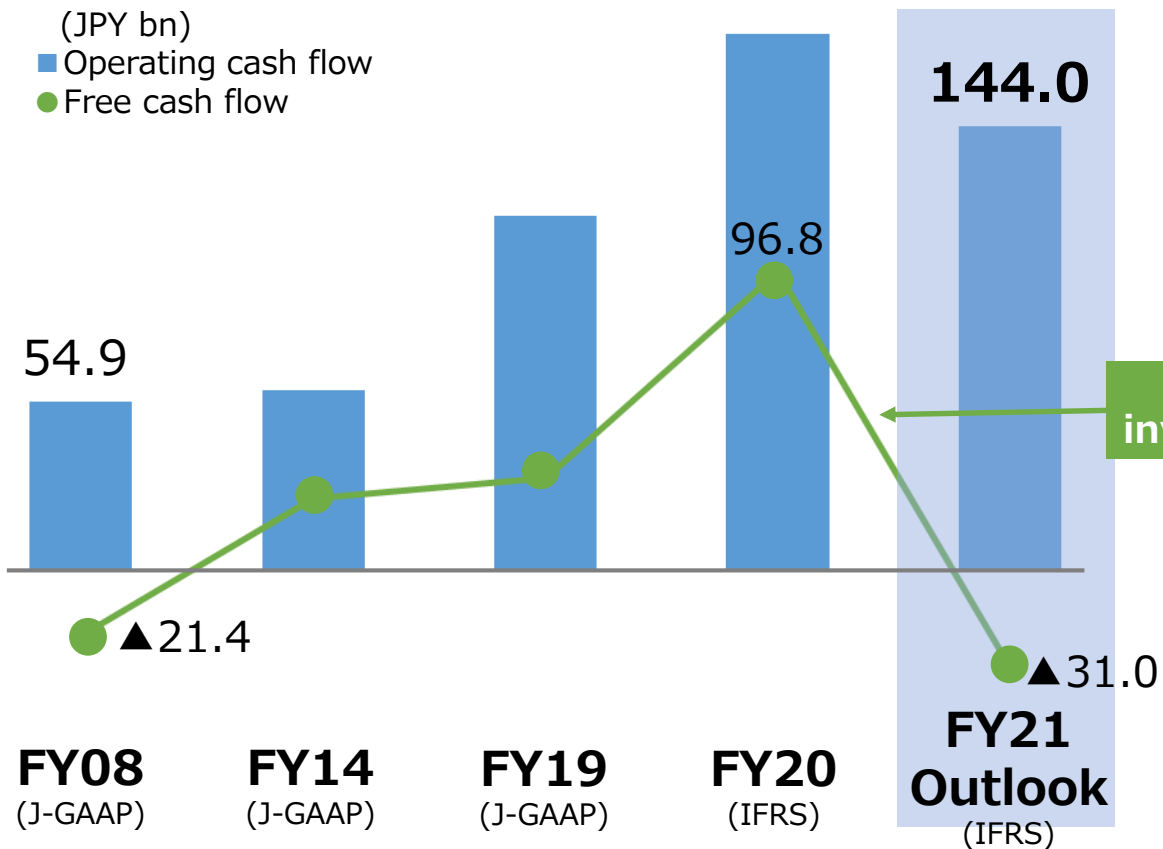


Steady implementation of growth strategies set to drive sales growth going forward

	Investment project (partial list)	Schedule	Capacity	FY20	FY21	FY22	FY23 onward
Mobility	PP Compounds New base@Netherland	June.'20	30KT	[Progress bar]			
	Capacity expansion of PP Compounds@Thailand	September.'20	13KT	[Progress bar]			
	Long glass fiber reinforced PP New base@China	April.'21	3.5KT	[Progress bar]			
	Capacity expansion of cyclic olefin copolymers APEL™ @Japan	March.'22	+50%	[Progress bar]			
	Capacity expansion of TAFMER™ @Singapore	April.'21	25KT	[Progress bar]			
	Establishment of new production facility for EUV pellicle@Japan	April.'21	-	[Progress bar]			
	LUCANT™ New base@Japan	April.'21	20KT	[Progress bar]			
	ARRK:wholly owned subsidiary	August.'20	-	[Progress bar]			
Health Care	Enhancement of Business and Capital Tie-up with Shofu	May.'20	-	[Progress bar]			
	Acquisition of hydrophobic, anti-reflective coatings maker COTEC®	October.'20	-	[Progress bar]			
	Capacity expansion of TEKNOROTE™ for mask nose clamps@Japan	November.'20	1 Line	[Progress bar]			
	Capacity expansion of MR™ High Refractive Index Optical Lens Material@Japan	October.'23	-	[Progress bar]			
Food & Packaging	Acquisition of DIC Kako's SMC and molding operations	December.'20	13KT	[Progress bar]			
	Capacity expansion of ICROS™ Tape@Taiwan	October.'23	3.8MMm ²	[Progress bar]			
	Mitsui Chemicals Agro: acquisition of agrochemicals business	January.'22	-	[Progress bar]			
Basic Materials	Tender Offer for Shares of Honshu Chemical Industry	June.'21 completed	-	[Progress bar]			
	Capacity expansion of MDI, Kumho Mitsui Chemicals @Korea	January.'24	200KT	[Progress bar]			
	New plant for high-performance PP@Japan	November.'24	200KT	[Progress bar]			

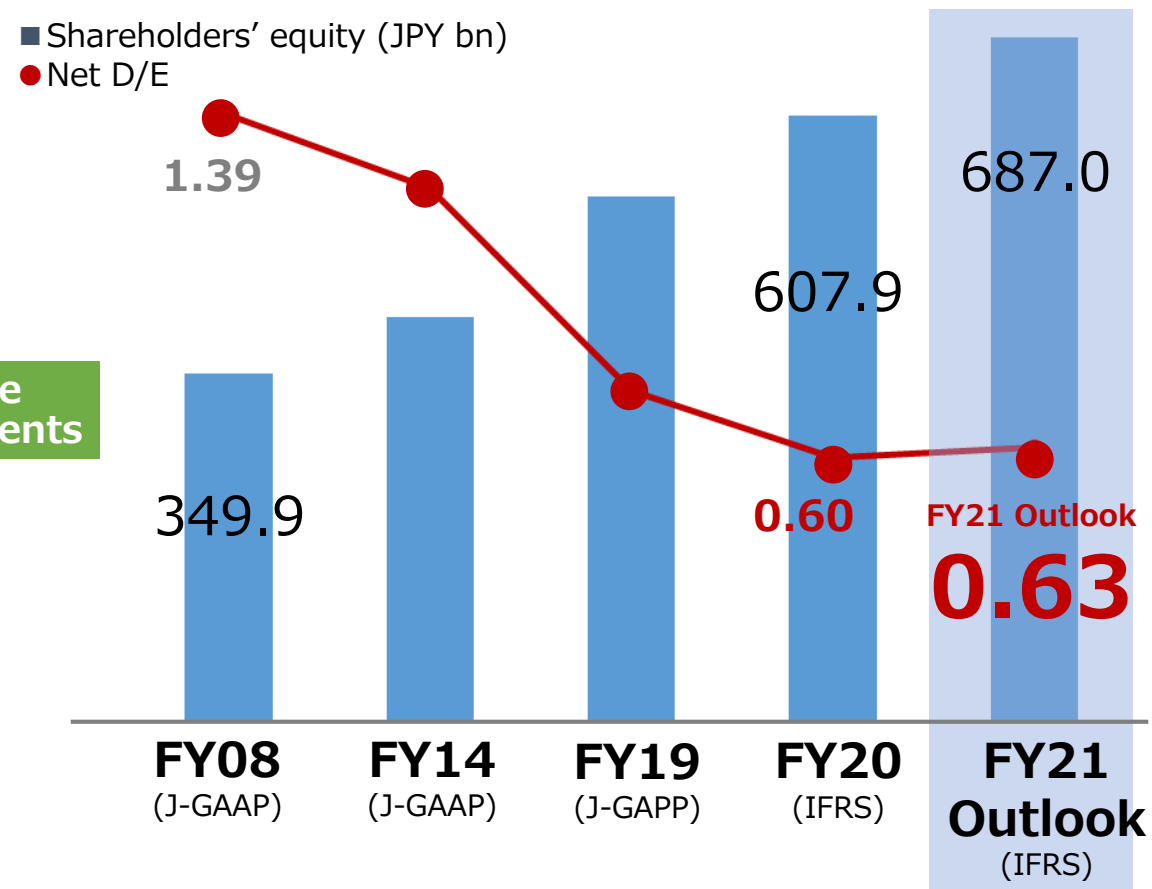
Maintaining a strong financial position and looking toward active investments

Cash flow



Securing a steady operating cash flow and looking toward active investments

Net D/E



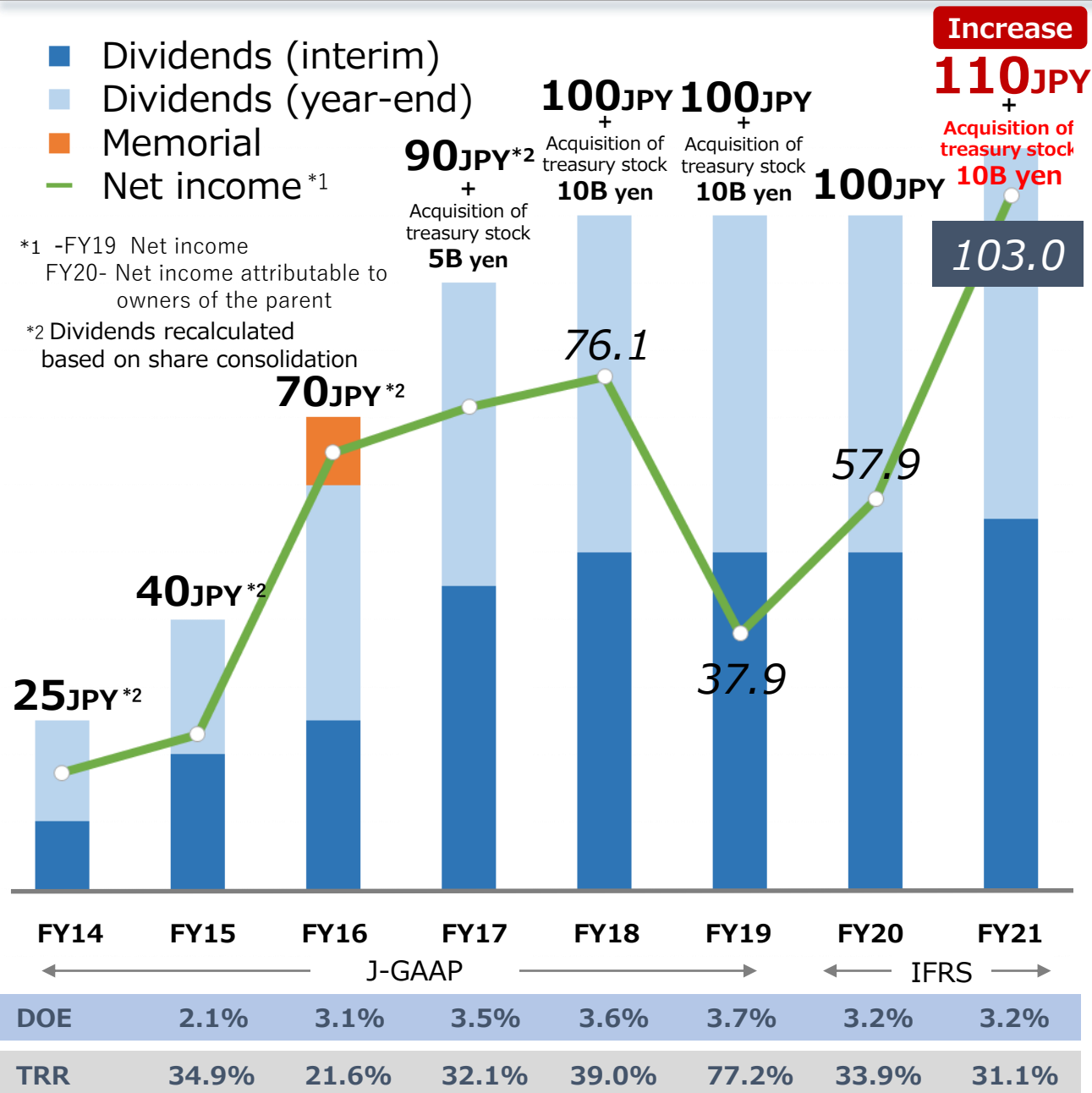
Maintaining a healthy financial position

7 Shareholder Returns

- Dividends (interim)
- Dividends (year-end)
- Memorial
- Net income *1

*1 -FY19 Net income
FY20- Net income attributable to owners of the parent

*2 Dividends recalculated based on share consolidation



FY21 Outlook

Interim + **Year-end** = **FY21**

55 JPY/share + 55 JPY/share = 110 JPY/share

Increase (announced June)

Acquisition of treasury stock

10B yen

Completed end of October

- ✓ Target DOE*: 3.0% or more
*DOE: Dividends on equity
- ✓ Stable and continuous dividend
- ✓ Flexibly acquire treasury stock
- ✓ Target total return ratio: 30% or more

	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
DOE	2.1%	3.1%	3.5%	3.6%	3.7%	3.2%	3.2%	
TRR	34.9%	21.6%	32.1%	39.0%	77.2%	33.9%	31.1%	

(JPY bn)	J-GAAP		J-GAAP	J-GAAP	IFRS	IFRS
IFRS	FY15 Results	»»	FY18 Results	FY19 Results	FY20 Results	FY21 Outlook
Sales revenue* ¹	1,344	»»	1,483	1,339	1,212	1,630
Operating income before special items* ¹ (ROS)	70.9 (5.3%)	»»	93.4 (6.3%)	71.6 (5.3%)	85.1 (7.0%)	160.0 (9.8%)
Net income attributable to owners of the parent* ¹	23.0	»»	76.1	37.9	57.9	103.0
ROE	5.8%	»»	14.3%	7.0%	10.2%	12.2%
ROIC* ²	4.9%	»»	6.0%	4.4%	5.0%	9.0%
Net D/E	1.03	»»	0.68	0.76	0.60	0.63
Total return ratio	34.9%	»»	39.0%	77.2%	33.9%	31.3%

*1) Using net sales, operating income and profit attributable to owners of parent for J-GAAP

*2) ROIC (return on invested capital) = NOPAT/invested capital

Chemistry for Sustainable World

VISION 2030

Long-Term Business Plan

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



Mitsui Chemicals

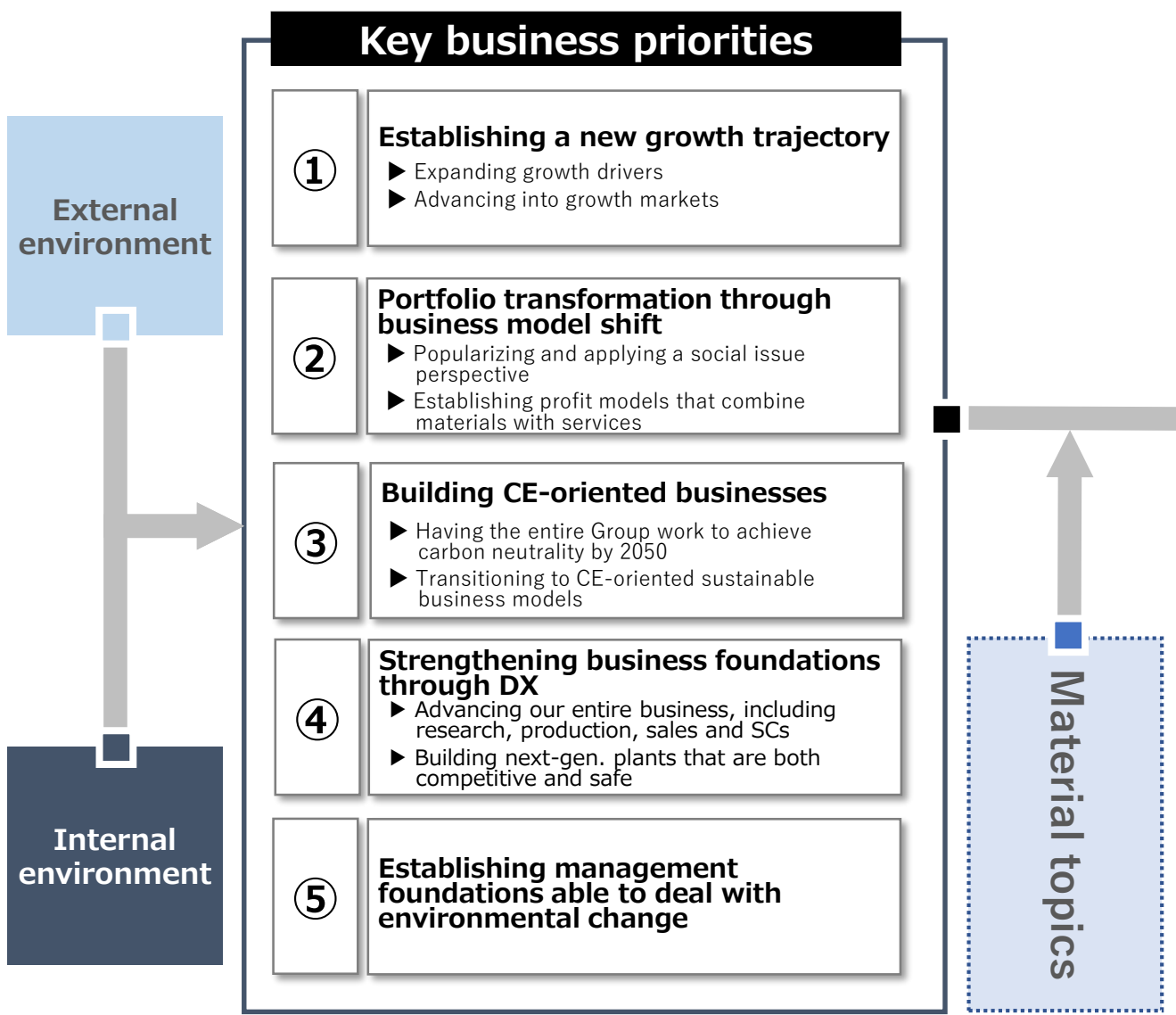
June 2, 2021
CEO Presentation #1

- Outline of VISION 2030
- Basic strategy
- Direction of business model transformation
- Revision of business portfolio
- VISION 2030 Management targets
- Carbon neutral roadmap

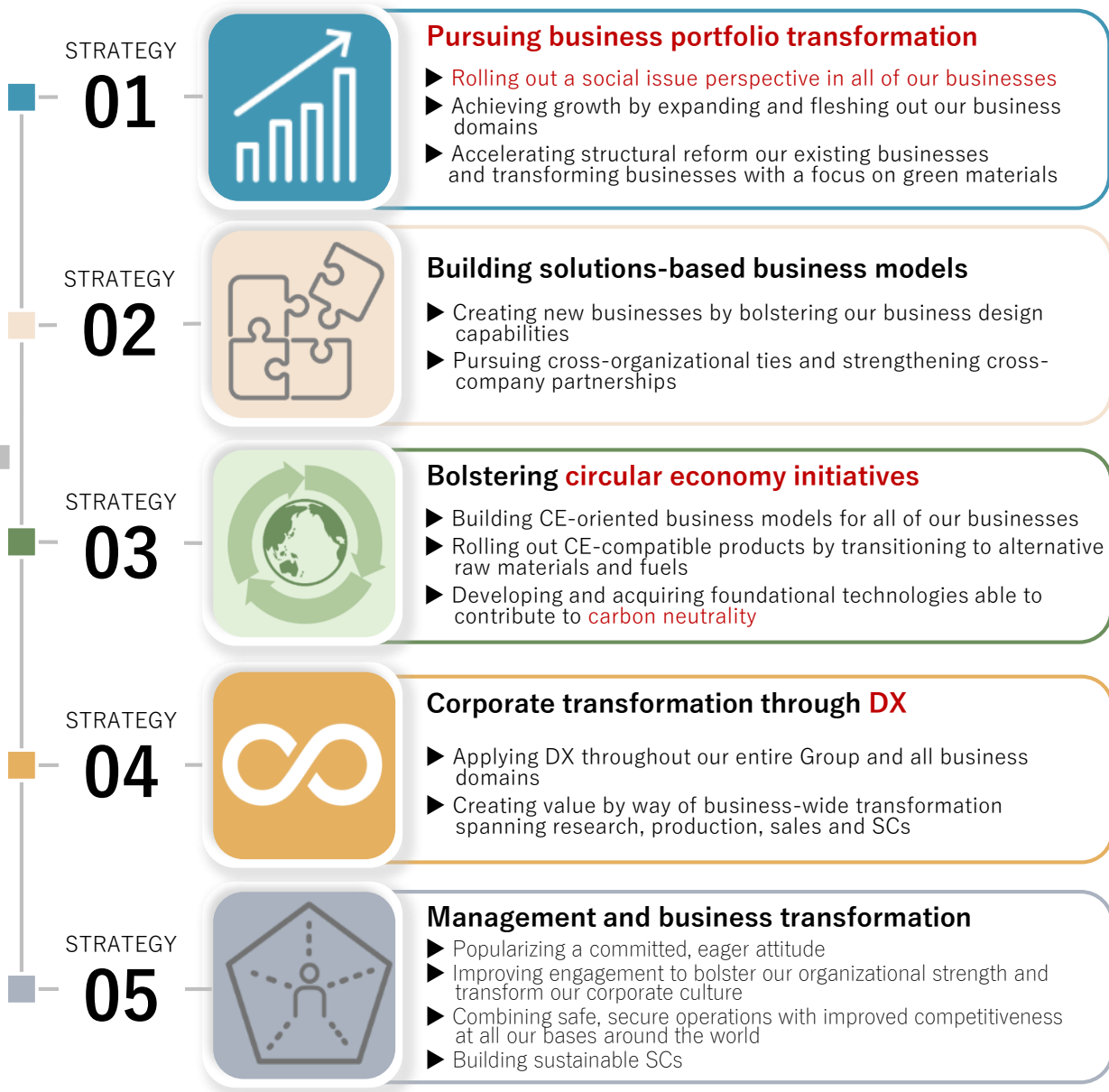
November 25, 2021
CEO Presentation #2

- Growth strategy for each part of our business portfolio
- Strategies for digital transformation and carbon neutrality
- Management planning system that integrates financial and non-financial metrics
- Investment resource allocation

Formulated VISION 2030 Basic Strategy from key business priorities and material topics



VISION2030 Basic Strategy



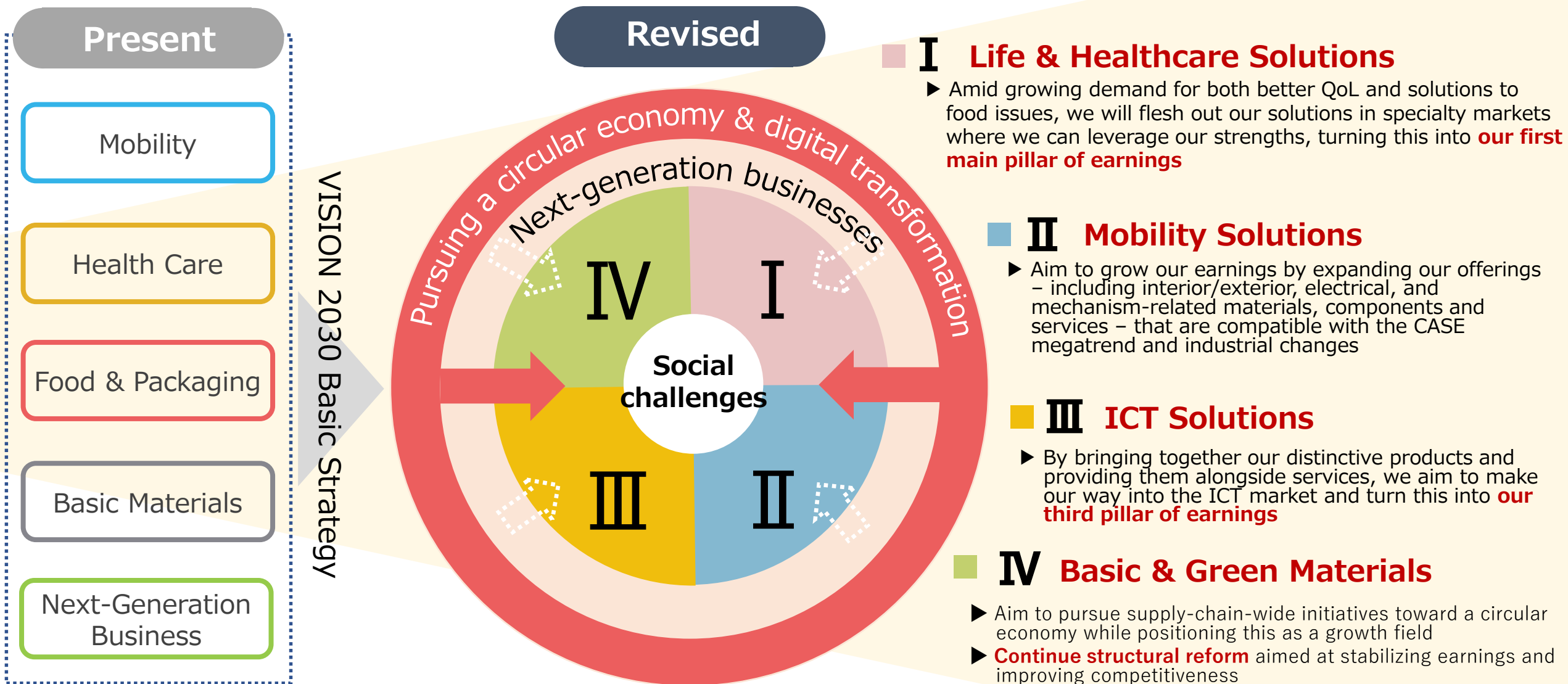
*CE = circular economy, DX = digital transformation, SC = supply chain

VISION 2030

Business Targets

Financial metrics	Operating income before special items 250 bn yen	Net income attributable to owners of the parent 140 bn yen	
	ROIC 8.0% or more	Net D/E 0.8 or less	ROE 10% or more
Non-Fin metrics	Blue Value™ sales revenue ratio 40% or more	Rose Value™ sales revenue ratio 40% or more	GHG reduction (vs. FY13) 40%
Shareholder returns	DOE=3% or more, Total Return Ratio=30% or more		

▶ Revising our portfolio in aim of VISION 2030



Current

Revised

Mobility

Elastomers, performance compounds
Overseas PP compounds, solutions business

Performance polymers

Health Care

Food & Packaging

Agrochemicals

Coatings & engineering materials
Performance films & sheets

Basic Materials

Petrochemical feedstocks
Polyolefins, basic chemicals products

Specialty gases business

Next-Generation Business

New Business Incubation Center
ICT materials

Life & Healthcare Solutions

Healthcare + agrochemical products
Newly established Medical Business Development Division

Mobility Solutions

Mobility (businesses for elastomers, compounds, solutions)
Newly established Composite Materials Business Development Division
and Mobility Solutions Development Division

ICT Solutions

Performance polymers + coating & engineering materials + films & sheets
+ specialty gases
Newly established ICT Materials Business Division

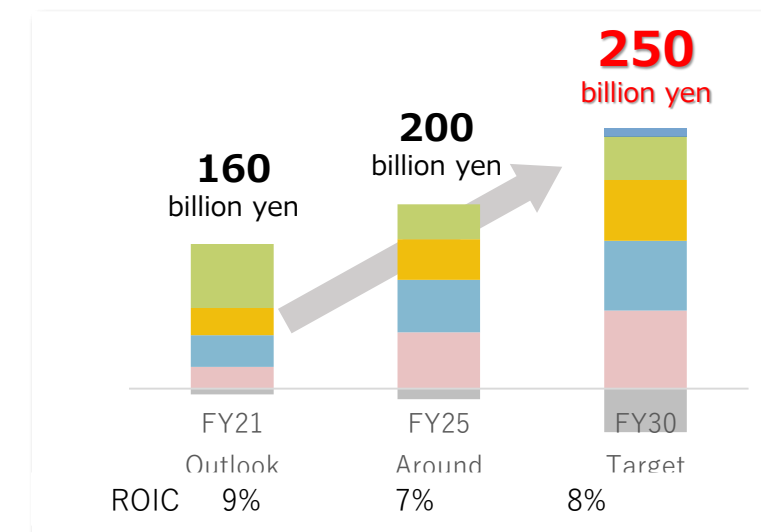
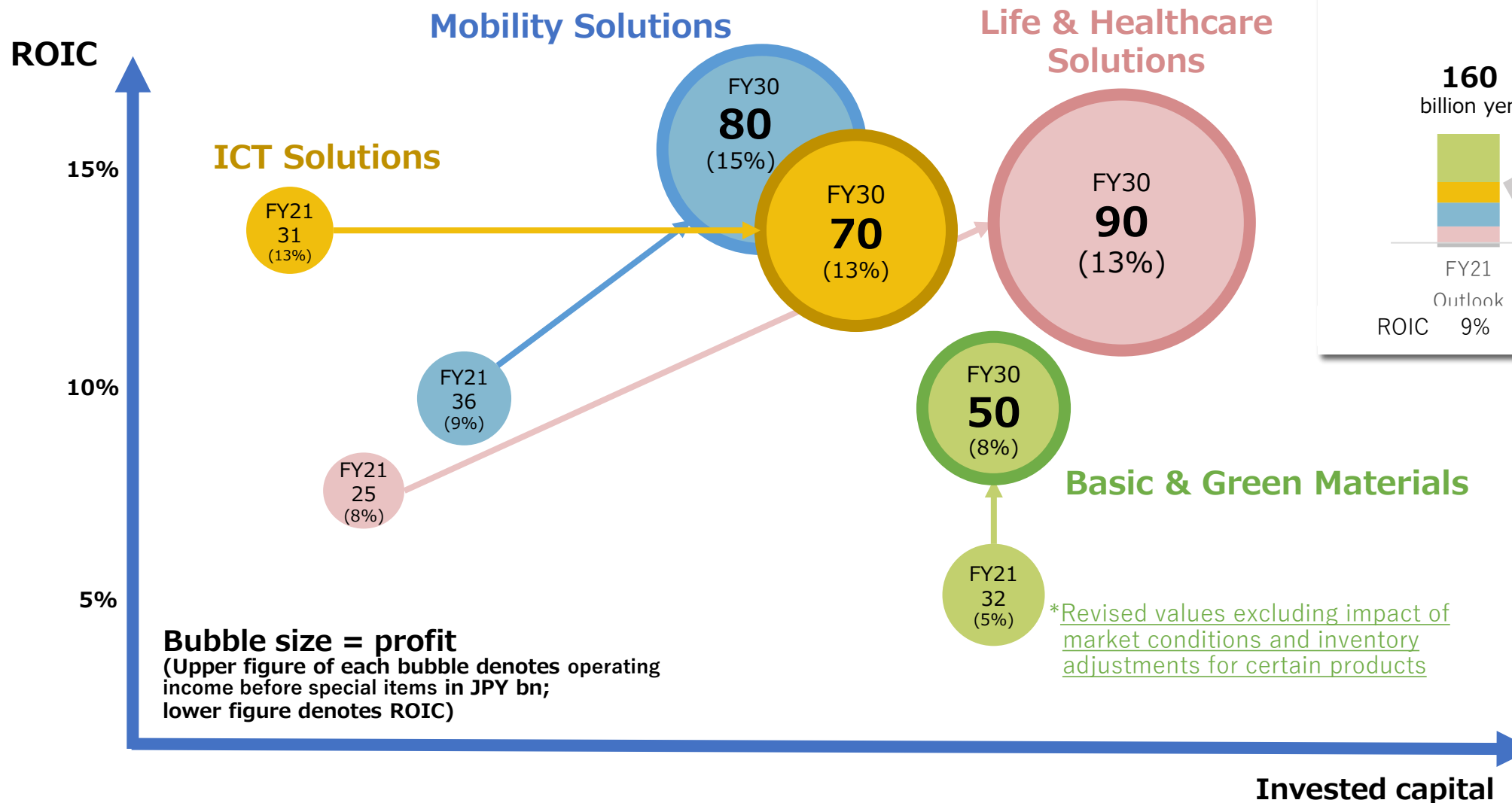
Basic & Green Materials

Petrochemical feedstocks + polyolefins + basic chemical products
Newly established Green Sustainable Chemicals Division

Next-Generation Business

New Business Incubation Center
Data Solution Department, Robot Solution Department

Proactively investing into Life & Healthcare and ICT with the aim of improving operating income before special items to 250 billion yen by 2030



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

Contributions to solving social challenges

Faced with increases to the world's population and healthy life expectancy – as well as rising needs for sanitary environments due to the pandemic – we are helping to both improve quality of life (QOL) and facilitate safe, secure food

Areas of business

Life care solutions

Specialty chemicals business

- Vision care
- Nonwovens
- Living environments and aquatic environments



Wellness solutions

Food- and health-related business

- Agrochemical products
- Nutrition
- Testing and diagnosis

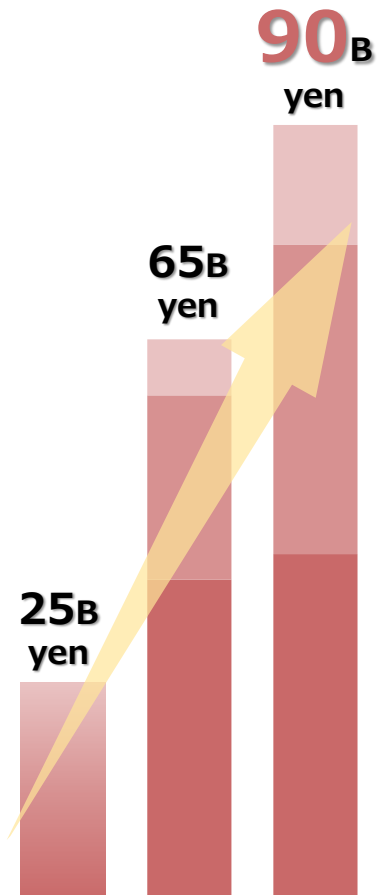


Medical solutions

Medical-related business

- Medical devices (materials for dentistry and orthopedic surgery)
- Components for medical use
- Pharmaceutical active ingredients and intermediates

- ▶ Actively investing resources into wellness solutions and medical solutions
- ▶ Creating new products and businesses based on fine chemicals technologies, as well as using M&A and external tie-ups to get footholds in new areas of business



FY21 FY25 FY30

Outlook Around Target

ROIC 8% 11% 13%

■ Life care ■ Wellness ■ Medical

Rose Value™

85% by FY30

Life care

Vision care

- ◆ Steadily capturing a market
Nearsighted population: 30% → 50% (by FY2050)
- ◆ Developing new eco-friendly materials and technologies and introducing them to customers
- ◆ Increasing production capacity in line with demand growth
- ◆ Contributing to good health
(Offering new eyewear products and technologies)

Wellness

Agrochemical products

- ◆ Accelerating our rollout into growth markets for insecticides
(Brazil, India, Southeast Asia)
- ◆ Continuing to introduce new active ingredients
- ◆ Fleshing out our lineup of eco-friendly agrochemicals
- ◆ Expanding business in non-agrochemical areas
(Termite-proofing, veterinary drugs, living environments)
- ◆ Vector control
(Supplying 20 countries across Africa with solutions to help eradicate malaria)

Medical

Dental business

- ◆ Bolstering group ties
- ◆ Digitalization
- ◆ Expansion for artificial teeth and restorative materials
- ◆ Testing and prevention (for gum disease)



Also cultivating other pillars beyond vision care

Living environments, aquatic environments + expansion of value chains

Expansion relating to health technology, biotechnology

Nutrition + testing and diagnosis

Expansion relating to medical devices, pharmaceuticals

Orthopedic surgery sector + pharmaceutical CDMO operations

*Contract Development and Manufacturing Organization

Wellness

Goal

To be an R&D-oriented company with a global presence in the agrochemical sector

Approach to growth

Internal: Growing business through the continual creation of new active ingredients and the pursuit of regional strategies

M&A: Pursuing projects that will support the acceleration of our internal growth strategy

Acquisition of Meiji Seika Pharma's agrochemicals business:

Growth strategy

- ◆ Accelerate internal growth
- ◆ Bolster revenue base
- ◆ Bolster overseas bases
- ◆ Meet society's demands
- ◆ Bolster R&D

Impact of this deal

- ➔ Acquisition of new growth drivers, personnel
- ➔ Increased domestic market presence
- ➔ Stronger overseas portfolio + licensing
- ➔ Broader portfolio of eco-friendly offerings
- ➔ Increased drug discovery capabilities



Mitsui Chemicals

Mitsui Chemicals Agro




Meiji Seika Pharma

• Active ingredients portfolio

Insecticides: 6 ➔ 9

Fungicides: 6 ➔ 9

Herbicides: 3 ➔ 4

(Total of above that are naturally derived: 2 ➔ 6)

• Pipeline

Development stage: 4 ➔ 4

Research stage: 5 ➔ 7

Future policies

Quickly create integration synergy with the Meiji Seika Pharma business, then maximize this synergy

Continue to pursue alliance opportunities with drug discovery companies

Providing unique materials, features and services to help solve social challenges and let us achieve sustainable business growth

Contributions to solving social challenges

We are working to achieve mobility-related sustainability in society, as well as contribute to the evolution and popularization of technologies to support the rise of CASE and MaaS

Areas of business

Materials business

Elastomers

- TAFMER™
- Mitsui EPT™
- LUCANT™
- BEAULON™



Composite materials

- PP compounds
- ADMER™
- MILASTOMER™
- ARLEN™
- Newly developed composite materials

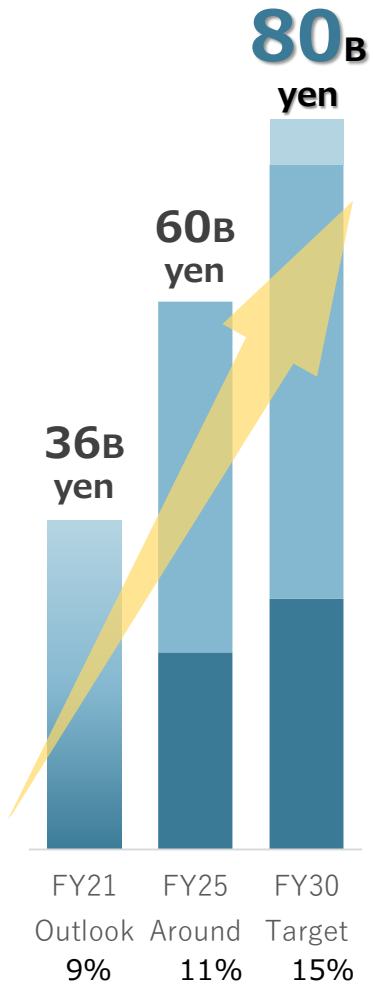


Solutions business

- Design support, simulations, etc.
- Mold supply, component prototyping, etc.
- Development of materials, production methods, etc.




- ▶ Pursuing an approach aimed at getting steady profit contributions out of investment projects promptly while also responding in speedy fashion to market growth and potential areas for setting ourselves apart
- ▶ Offering value to customers by making full use of the solutions capabilities we have acquired and built up


Blue Value™
80% by FY30

Elastomers

TAFMER™

- ◆ Capturing demand in growing markets, such as the trend toward monomaterial packaging and use in solar cell encapsulants
- ◆ Bolstering production capacity in response to demand



Composite materials

PP compounds

- ◆ Expanding efforts for high-added-value areas in line with CASE

ADMER™

- ◆ Capturing demand in growing markets, such as the trend toward monomaterial packaging and the increasing use of bio-based materials
- ◆ Bolstering production capacity as appropriate based on an approach of local production for local consumption



Solutions

Business model of “Concept driving” to the customer

- ◆ Proactively marketing value to customers in the form of packages of capabilities, technologies and materials
- ◆ Bolstering our solutions packages and acquiring new capabilities



Offering solutions for the mobility of the future

Efforts toward **CASE**

Efforts toward **sustainability**

Dealing with the changes that are set to accompany **MaaS**

Extending our vision toward increasingly related social challenges

Popularization of **renewable energy**

Dealing with aging **urban infrastructure**

Creating **reliable and comfortable** living spaces

All business areas

Providing solutions toward the “mobility of the future” – which is focused on coexisting with society – while also exploring business opportunities around the social challenges that are becoming increasingly related to mobility

Social trends

Technological trends



“Mobility of the future”
CASE, sustainability, MaaS

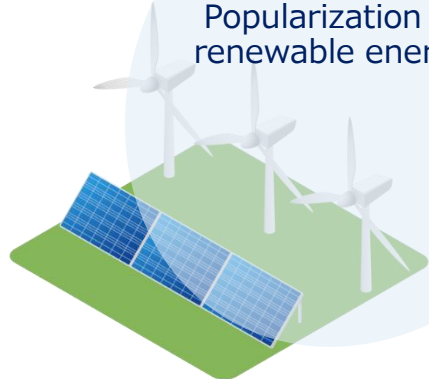


Fields in which to explore new business opportunities

Popularization of renewable energy

Dealing with aging urban infrastructure

Creating reliable and comfortable living spaces



Our Group's strengths

- ◆ Insight into **social and technological trends**
- ◆ **Lineup of materials** & development capabilities for materials
- ◆ Development capabilities for **design support, molds and molding methods**
- ◆ Wide range of **partnerships**

Value we can provide

- ◆ **CASE:** Improving the performance of electric powertrains & reducing vehicle weight
- ◆ **Sustainability:** Utilizing recycled materials and making manufacturing processes more energy-efficient
- ◆ **Related issues:** Improving the performance of solar cells, creating materials that appeal to the senses through the likes of pleasant textures and odor countermeasures, and proposing new infrastructure-related components and manufacturing methods

Creating and growing a “unique” ICT Solutions business to grow operations here into our third pillar of earnings

Contributions to solving social challenges

Aiding the evolution of AI, beyond-5G and other such technologies that can support safe and pleasant infrastructure, healthy living and a sustainable global environment

Areas of business

Semiconductor & assembly solutions

Materials and components for semiconductor and electronic component manufacturing processes

- ICROS™ Tape
- MITSUI PELLICLE™
- SP-PET™
- Specialty gases



Imaging solutions

Optical materials

- COC (APEL™)



Battery material solutions

Lithium-ion battery materials

- Electrolytes, additives, separator materials

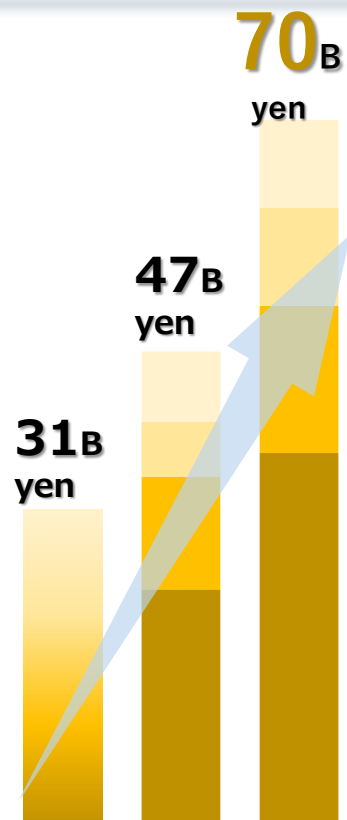
Next-gen battery materials

Converting solutions

High-performance food packaging materials

- Sealants, adhesives, coating agents
- Eco-friendly packaging

- ▶ Planning intensive resource investment for semiconductor & assembly solutions, plus imaging solutions
- ▶ Creating new businesses and products by bringing together various core technologies for product development, from the upstream to the downstream



	FY21	FY25	FY30
Outlook	Around	Target	
ROIC	13%	10%	13%

- Converting
- Battery material
- Imaging
- Semiconductor & assembly

Semiconductor & assembly

ICROS™ Tape

- ◆ Continually introducing new grades in areas of growth
- ◆ Bolstering production capacity in response to demand

Maintaining a top market share

MITSUI PELLICLE™

- ◆ Being early in capturing EUV-related demand
- ◆ Launching products with improved performance in the ArF sector

Maintaining a top market share

Introducing next-gen products able to contribute to semiconductor process innovations

Efforts relating to semiconductor process innovations

Being an early player in next-gen packaging



Imaging

COC business

Photographing:
Camera lenses



APEL™

- ◆ Continually developing and introducing new products
- ◆ Bolstering production capacity in response to demand

Maintaining a top market share

Developing and introducing products that match the market's growth from simply "Photographing" to "Viewing" and "Sensing"

Viewing:

Displays & extended reality devices

Sensing:

Next-generation sensors



Blue Value™
56% by FY30

Rose Value™
60% by FY30

Semiconductor & assembly

Establishing the Innovative Solutions Center for Information & Communication Technology
By vertically integrating everything from molecular design and synthesis technology through to customer process compatibility evaluations, we aim to offer new products and solutions that have a strong competitive edge when it comes to semiconductor & assembly process innovation

Working toward uniqueness and excellence

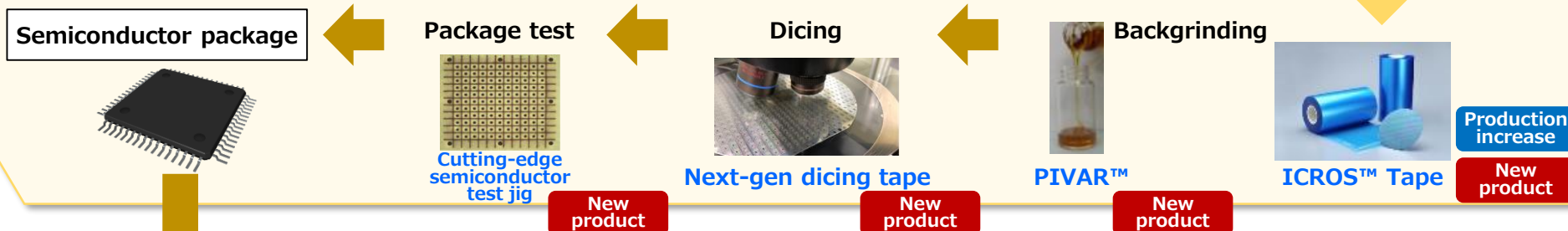
Front-end

Miniaturization and 3D designs ("More Moore")



Back-end

Thinning and 3D designs ("More than Moore")



Assembly

Transmission loss reduction and downsizing



Partnered startups
Elephantech
CONNECTEC JAPAN

Molecular design & synthesis technology

Innovative Solutions Center for Information & Communication Technology

Customer process compatibility evaluations

Accomplishing business restructuring and leading our Group's circular economy revolution

Contributions to solving social challenges

Reducing environmental impacts and bringing about a decarbonized society

Approaches to business

Restructuring

- **Reducing volatility**
Phenols, PTA, polyurethane
- Cost-cutting
- Product chain optimization at various bases
- Going more asset-light by way of tie-ups, etc.

Downstream improvement

- **Expanding operations for high-performance and niche products**
High-performance PP
- High-performance MDI
- Honshu Chemical (healthcare, ICT materials)
- HQ, catalyst licensing

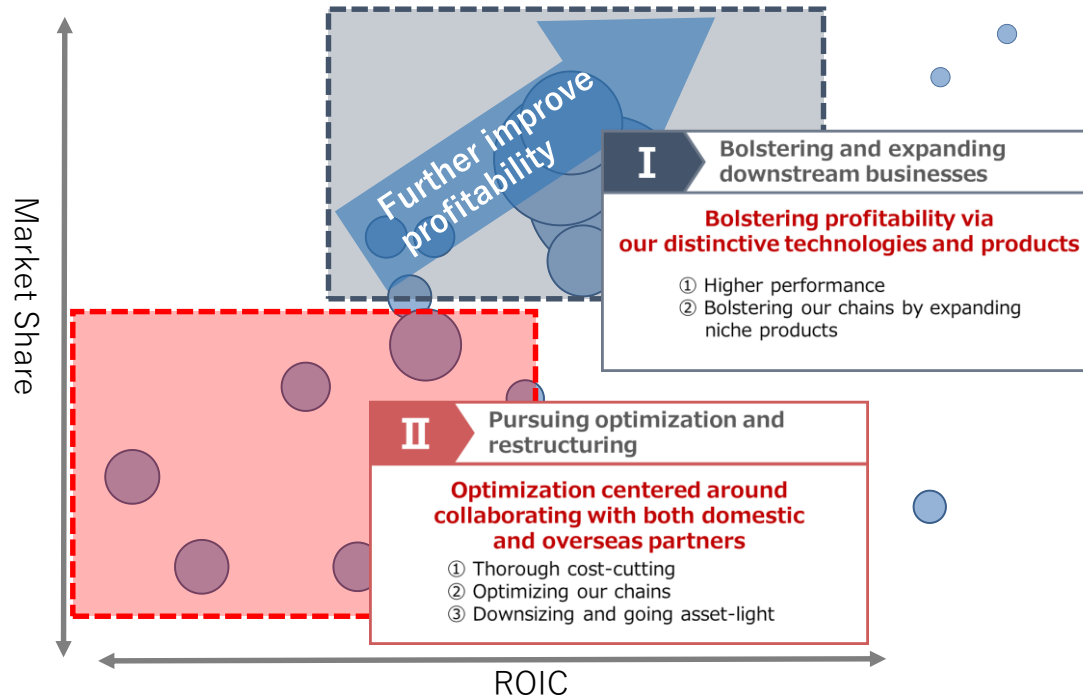
Green chemicals

- **Bio-based raw materials**
- **Bio-based derivatives**
Bio-polyolefins, bio-polyols
- **Recycling**
Mechanical & chemical recycling



- ▶ **Speeding up restructuring for phenols, PTA and polyurethane**
- ▶ **Stabilizing earnings by bolstering downstream businesses**
- ▶ **Bolstering eco-friendly efforts by expanding green chemical operations**

Reforming product portfolio



Bolstering downstream businesses

New facilities for high-performance PP

Responding to demand for lighter and thinner vehicles, packaging materials, containers, etc.

Increasing high-performance MDI production in South Korea

Responding to rising demand for automotive comfort (through NVH countermeasures, etc.)

*Noise, Vibration, Harshness

Making Honshu Chemical a subsidiary

Expanding our lineup of high-performance monomers for healthcare and ICT

Catalyst licensing

Pursuing eco-friendly business

II Optimization & restructuring

Phenols/PTA operations

Considering more concrete plans for external tie-ups and alliances

Polyurethane operations

▶ Dissolved JV with SKC due to strategic differences

Mitsui: [Moving toward high-performance & bio-based products](#)

SKC: Focused on expanding in scale by e.g. moving into global markets

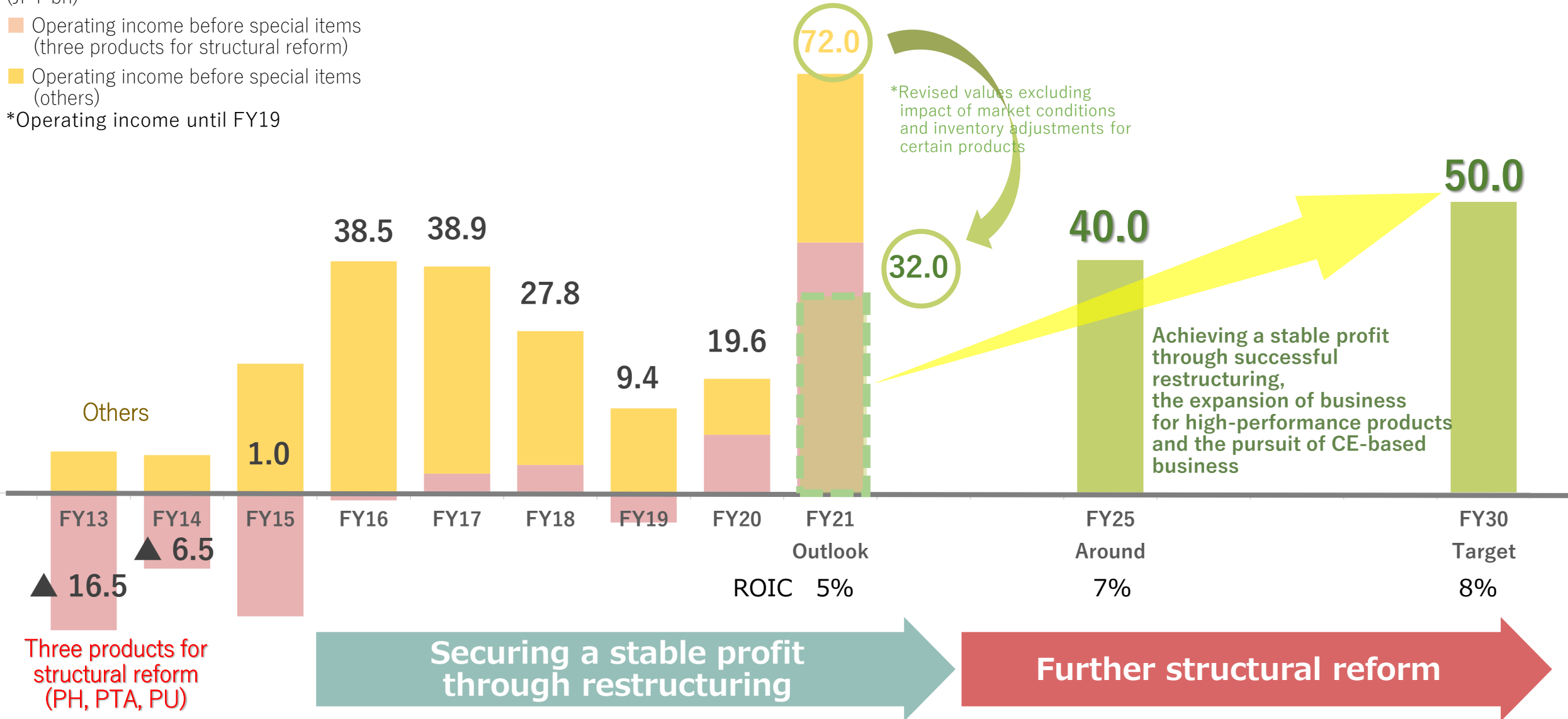
→ **In discussions regarding an alliance to further improve business value**

(JPY bn)

Operating income before special items (three products for structural reform)

Operating income before special items (others)

*Operating income until FY19



Boosting our efforts toward solutions businesses that utilize our R&D capabilities and assets

Bolstering our New Business Incubation Center

- Leveraging external ties to improve our capabilities for business design and investment
- Speeding up our creation of data businesses and solutions businesses

Data Solution Department

Working on the digital diagnosis and forecasting of solar power, as well as on vital sensing services



Robot Solution Department

Solutions that utilize robotics to cut down on manual labor and support advanced medical care



Marketing & Innovation Division

Creating new businesses by working together with startups that are tackling social challenges



Expanding into vital sensing services

Impact toward solving social challenges

Sensing to watch over people in nursing beds



PIEZOLA™ Emotion app



Can diagnose a person's emotions while they simply sit down



Selling materials for sensors

Selling sensor devices

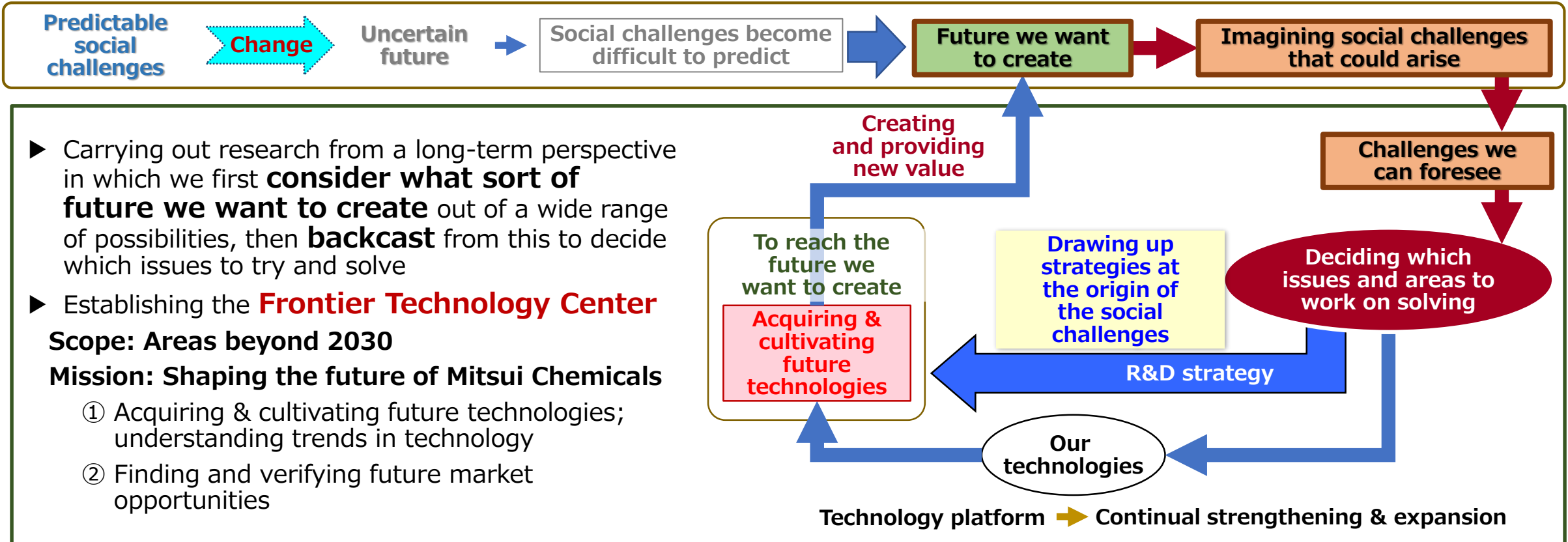
Data solutions businesses

Transitioning away from material sales and toward solutions businesses that help solve social challenges

Looking forward to a world beyond 2030, thinking about what sort of future we would want to create here, then leaning on this to continue creating new value



Helping solve social challenges



- ▶ Carrying out research from a long-term perspective in which we first **consider what sort of future we want to create** out of a wide range of possibilities, then **backcast** from this to decide which issues to try and solve

- ▶ Establishing the **Frontier Technology Center**

Scope: Areas beyond 2030

Mission: Shaping the future of Mitsui Chemicals

- ① Acquiring & cultivating future technologies; understanding trends in technology
- ② Finding and verifying future market opportunities

Implementing a corporate transformation in aim of achieving our MCI DX Vision

MCI DX Vision

By having all members of the Mitsui Chemicals Group utilize data and digital technologies, we aim to create innovative products, services and business models in an agile manner, leading a corporate, industrial and societal transformation with the goal of solving social challenges

Implementing a corporate transformation (CX)

Basic strategy 2

Pursuing innovation for our operations

Using and acting on real-time data

Basic strategy 3

Bolstering our development capabilities

Unearthing new customers, products, markets

Basic strategy 4

Transforming our business models

Switching business to a social issue perspective

Basic strategy 1

Improving our digital literacy

Improving the skills of all employees to help us transform into a data-driven organization and culture

Strengthening data and IT infrastructure

Establishing a Digital Transformation Sector

- Aims to improve our business models, operational processes, organizational capabilities and more
- Will incorporate purchasing and logistics divisions to speed up DX across our entire supply chain

Making prompt use of digital transformation to help achieve a corporate transformation

Pursuing innovation for our operations

Visualizing group-wide organizational and personnel information, getting better at sending out notices of career opportunities and becoming more competitive

Partner: Workday, Inc.

Utilizing edge computing for the aggregation and real-time analysis of sensor data, as well as realizing next-gen BCP plants

Partner: Nutanix Japan G.K.

Carrying out demonstration testing aimed at using advanced machine learning technology to build a system that can predict price fluctuations for market-sensitive products

Partner: NEC Corporation

Bolstering our development capabilities Transforming our business models

Utilizing AI-based materials informatics technology to speed up the development of new materials

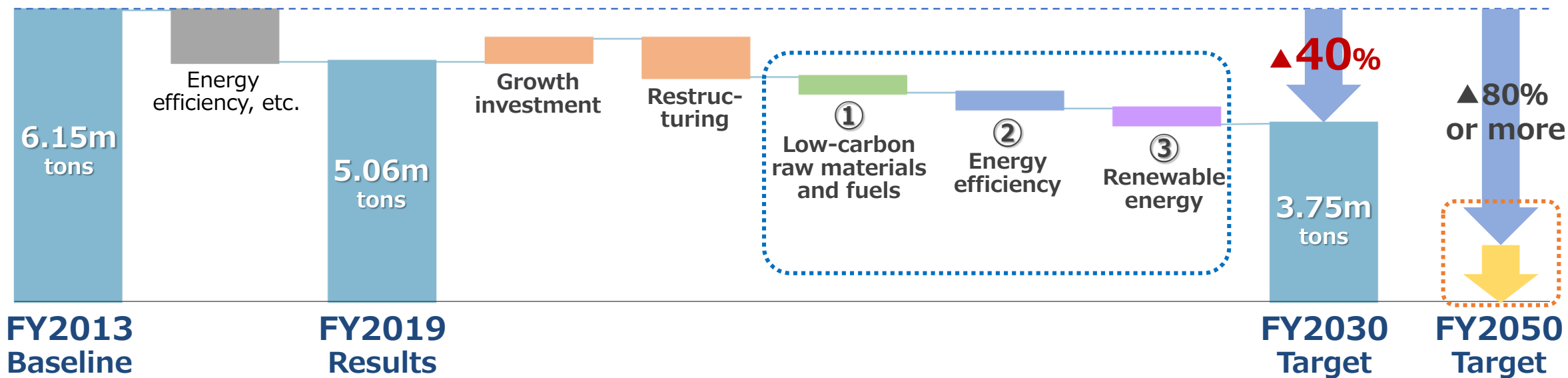
Partner: Hitachi, Ltd.

Leveraging high-precision weather data and AI to develop new forecasting solutions for solar power

Partner: IBM Japan, Ltd.

Building a blockchain-based resource circulation platform and establishing a joint consortium

**Partners: IBM Japan, Ltd.
Nomura Research Institute, Ltd.**



- ① Low-carbon raw materials and fuels
 - Expanding use of bio-based raw materials and fuels
 - Switching over to hydrogen, ammonia, etc. as fuels
- ② Energy efficiency
 - Fitting high-efficiency facilities and pursuing energy conservation
- ③ Renewable energy
 - Purchasing renewable energy

Established Mitsui Chemicals, Inc. – Carbon Neutral Research Center at Kyushu University's I²CNER



KYUSHU UNIVERSITY



Mitsui Chemicals

Green Hydrogen Production and Utilization Dept.

CO₂ Conversion and Fixation Dept.

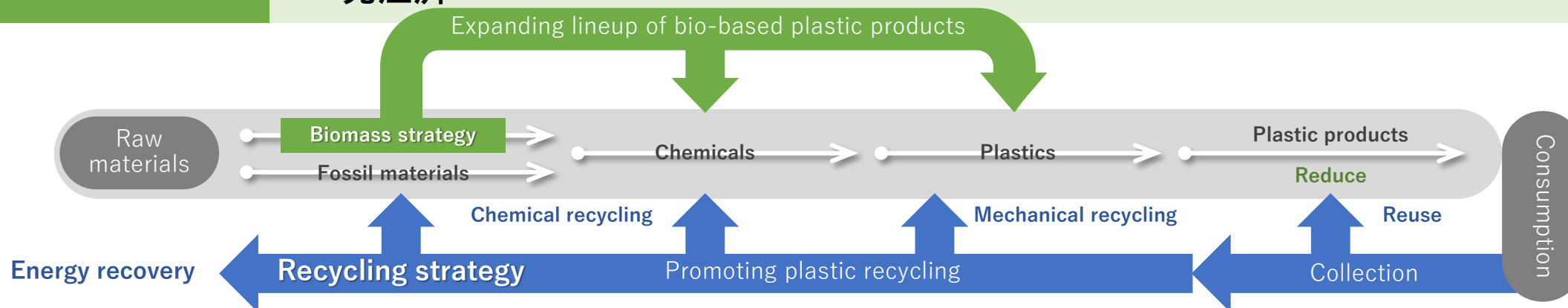
CO₂ Separation and Recovery Dept.

Advanced Analysis and Evaluation Dept.

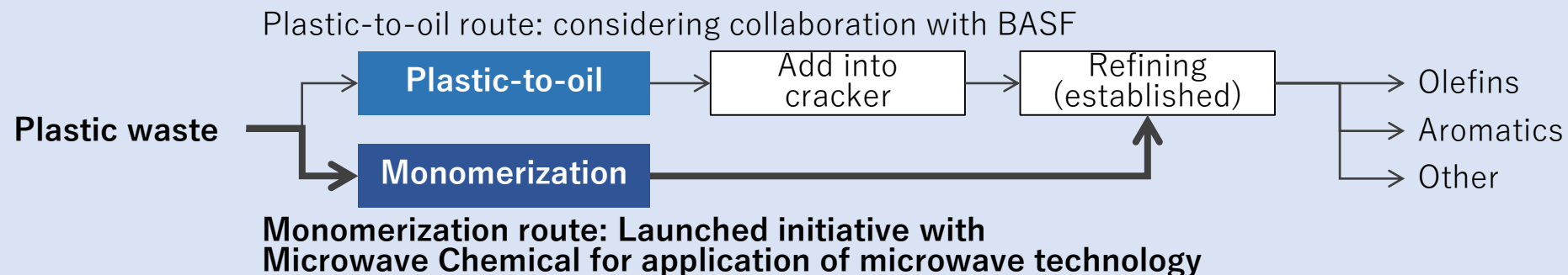
- ◆ Looking at how to reduce GHG emissions by 40 percent over 2013–2030 amid growth investments and restructuring
- ◆ Accelerating development of new technologies in the push to reach carbon neutrality by 2050

Japan's first introduction of bio-based hydrocarbons

- **ISCC certification:** Already obtained for Osaka Works (MCI, PRM), and now preparing to obtain for Ichihara Works and Mitsui Chemicals Tohcello
- **Marketing:** Ongoing talks with customers toward establishing sales of bio-based derivatives
- **Procurement:** First lot of bio-based hydrocarbons set to be added into cracker in December; second lot already on order



Considerations toward commercializing chemical recycling



By replacing petrochemical-based raw materials and fuels with bio-based ones, as well as promoting plastic recycling, we aim to expand business for our Blue Value™ products and maximize our environmental contribution value

Increasing Our Social Contribution Value Through Blue Value™ and Rose Value™ Products

Environmental Contribution Value Blue Value™

Reducing CO₂

Conserving resources

Coexisting with nature

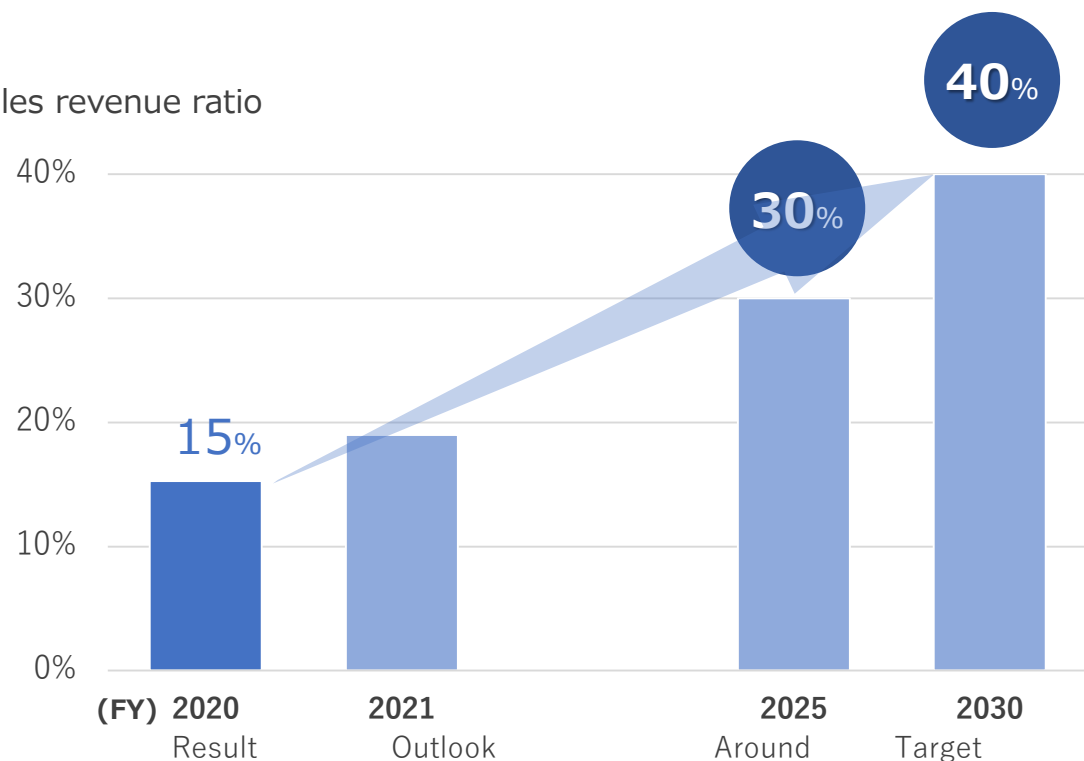
QOL Improvement Contribution Value Rose Value™

Enriching life and society

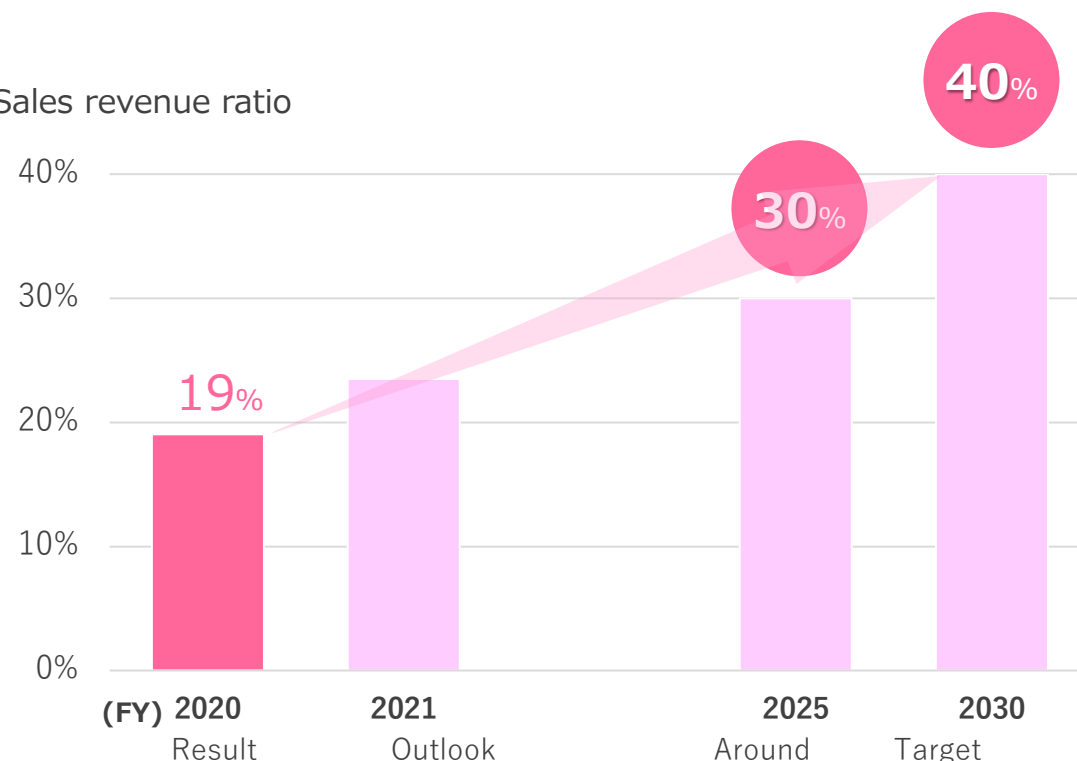
Extending healthy life-span

Protecting food

Sales revenue ratio



Sales revenue ratio



Providing products and services of value relating to climate change and a circular economy, as well as to health and livelihood, highly livable communities, and food security

Environmental Contribution Value **Blue Value™**

Reducing CO₂

Conserving resources

Coexisting with nature

QOL Improvement Contribution Value **Rose Value™**

Enriching life and society

Extending healthy life-span

Protecting food

Basic & Green Materials

Enabling reduced exhaust gas emissions, lighter weight

AdBlue™



Nextyol™



ECONYKOL™



Employing bio-based raw materials

Life & Healthcare Solutions

**Do Green™
MR-174™**



Providing vision correction, comfort

MR™



Providing comfort, fit

SYNTEX™



For water purifier filters

SWP™



Facilitating stable production

**STARKLE™
TENEBENAL™**



Controlling mosquitoes
VECTRON™

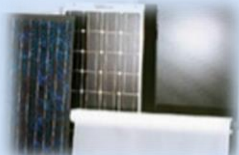
ICT Solutions

Providing power generation diagnostics, reductions in power-generation loss

Diagnostics and Consulting Services for Solar Power Generation Plants



SOLAR ASCE™



Mobility Solutions

Enabling paint-less auto parts, lighter weight

PP compounds



MOSDIO™

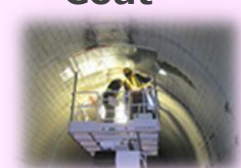


Facilitating disaster prevention, mitigation

Geopool



Toughness Coat™

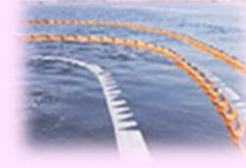


Mitsui Gas Pipe System



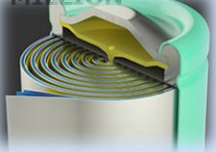
Preventing oil dispersion

TAFNEL™ Oil Blotter™



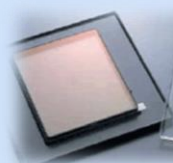
Reducing loss in the manufacture of battery materials

HI-ZEX MILLION™



Reducing loss in semiconductor manufacturing and reducing environmental impact

MITSUI PELLICLE™



TPX™



ICROS™ Tape



Enabling high image quality in ultra-compact form factor

APEL™



Maintaining medicinal quality



Easy-open film, keep-fresh film

CMPS™



SPASH™

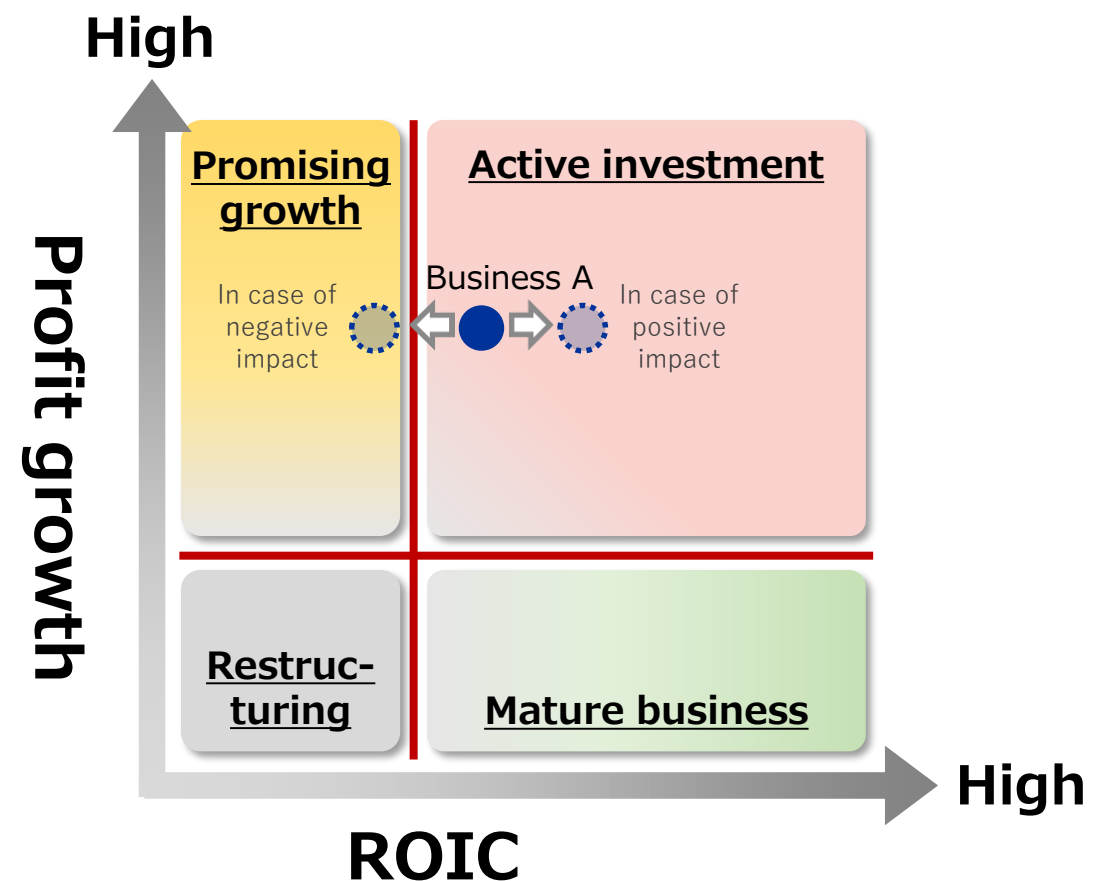
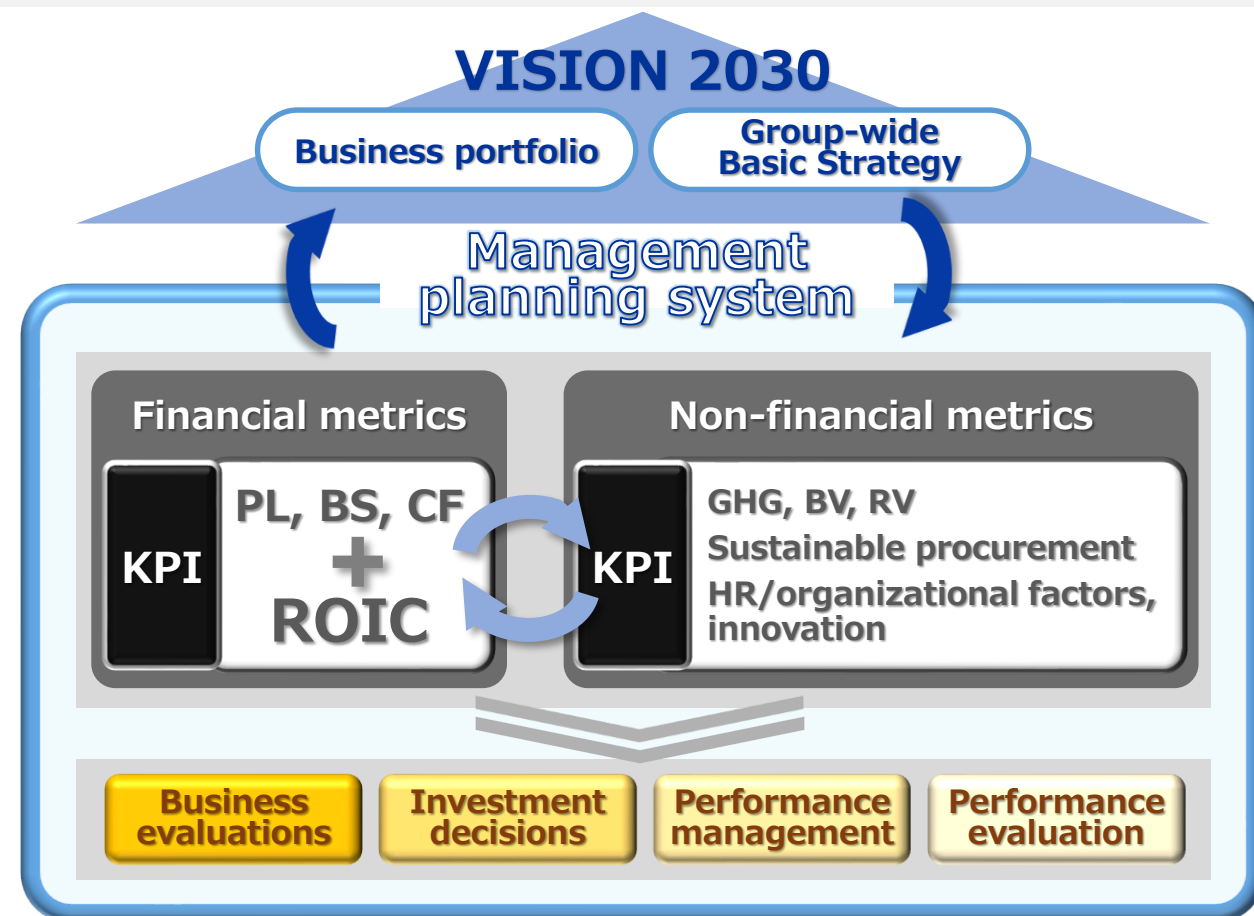


① Integration of financial and non-financial metrics

To make VISION 2030 a reality, it will be essential to **advance a triple bottom line management approach** that incorporates economic, social and environmental measures. We intend to speed up this process by reviewing our management planning system.

② Business evaluations and investment decisions

In addition to looking at **ROIC and operating income before special items**, we will factor in **positive environmental impacts** in the form of GHG emissions reduction opportunities – as well as **negative environmental impacts** in the form of GHG emissions risks – when carrying out business evaluations and deciding how to allocate management resources.



Growth investments

¥ **1.8tn**

Strategic investments

¥ **900**_{bn}

Internal growth investments

¥ **900**_{bn}

DX strategy ¥ **100**_{bn}

CN strategy ¥ **140**_{bn}

*Maintenance investments not included

*Total amount for the 10-year period from FY21 to FY30

VISION 2030

Business Targets

Financial metrics	Operating income before special items 250 bn yen	Net income attributable to owners of the parent 140 bn yen	
	ROIC 8.0% or more	Net D/E 0.8 or less	ROE 10% or more
Non-Fin metrics	Blue Value™ sales revenue ratio 40% or more	Rose Value™ sales revenue ratio 40% or more	GHG reduction (vs. FY13) 40%
Shareholder returns	DOE=3% or more, Total Return Ratio=30% or more		

A blue sky with white clouds and a sunburst effect, with a large blue arrow pointing right.

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

Chemistry for Sustainable World



Mitsui Chemicals

Challenge Diversity One Team

Statements made in this document with respect to Mitsui Chemicals' current plans, estimates, strategies, and beliefs and other statements that are not historical facts are forward-looking statements about the future performance of Mitsui Chemicals.

Information provided here, other than historical facts, refers to future prospects and performance, and has been prepared by Mitsui Chemicals management on the basis of currently available information. This covers various risks, including, but not limited to, economic conditions (especially, customer demand), foreign currency exchange rates and other factors. As a result, actual future performance may differ from any forecasts contained in this document.

Mitsui Chemicals has no responsibility for any possible damages arising from the use of this information nor does Mitsui Chemicals have any obligation to update present forward-looking statements, or release new ones, as a result of new information, future events or otherwise.

This document may not include all the information Mitsui Chemicals has disclosed to stock exchanges or made public in other ways. Please be aware that the content on this document is subject to change or deletion without advance notice.

Although Mitsui Chemicals has made careful efforts regarding the accuracy of the contents here, Mitsui Chemicals assumes no responsibility for problems including, but not limited to, incorrect information, or malicious tampering with the content of the data in this document by any third parties or problems resulting from downloading. Furthermore, this website is not an offer or a solicitation of an offer to buy or sell securities. Please be aware that decisions regarding investing are the responsibility of users themselves.