

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. 5, 2022



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

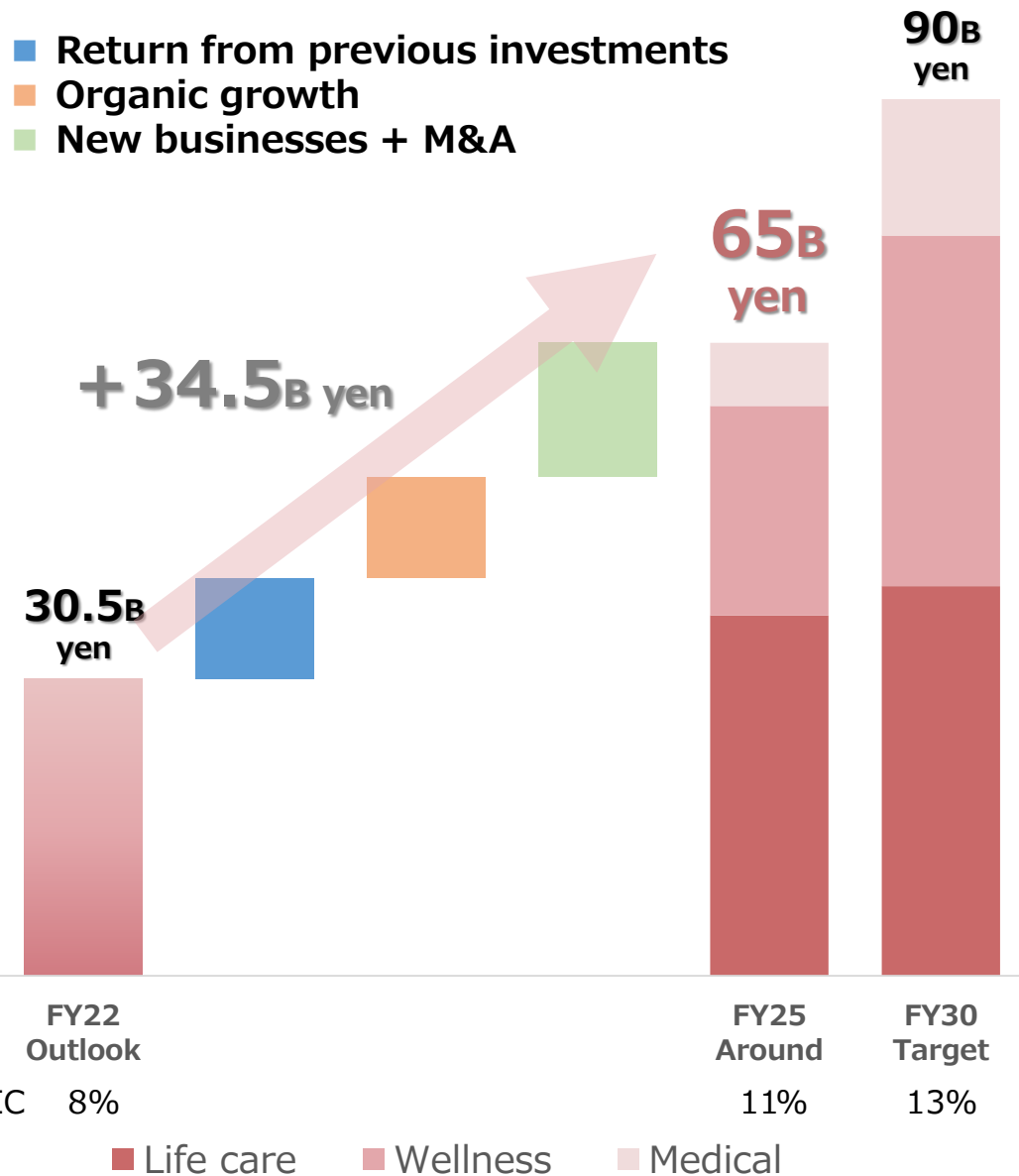
- Medical devices (oral care and materials for orthopedic surgery)
- Components for medical use
- Pharmaceutical active ingredients and intermediates

VISION 2030 Basic Strategy

- Steady expansion of existing businesses
- 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



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



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

Current business environment

Amid rising health awareness and a need for better QOL, the market here is showing steady growth.

Strategies for reaching our 2025 targets

Further strengthening our existing core businesses

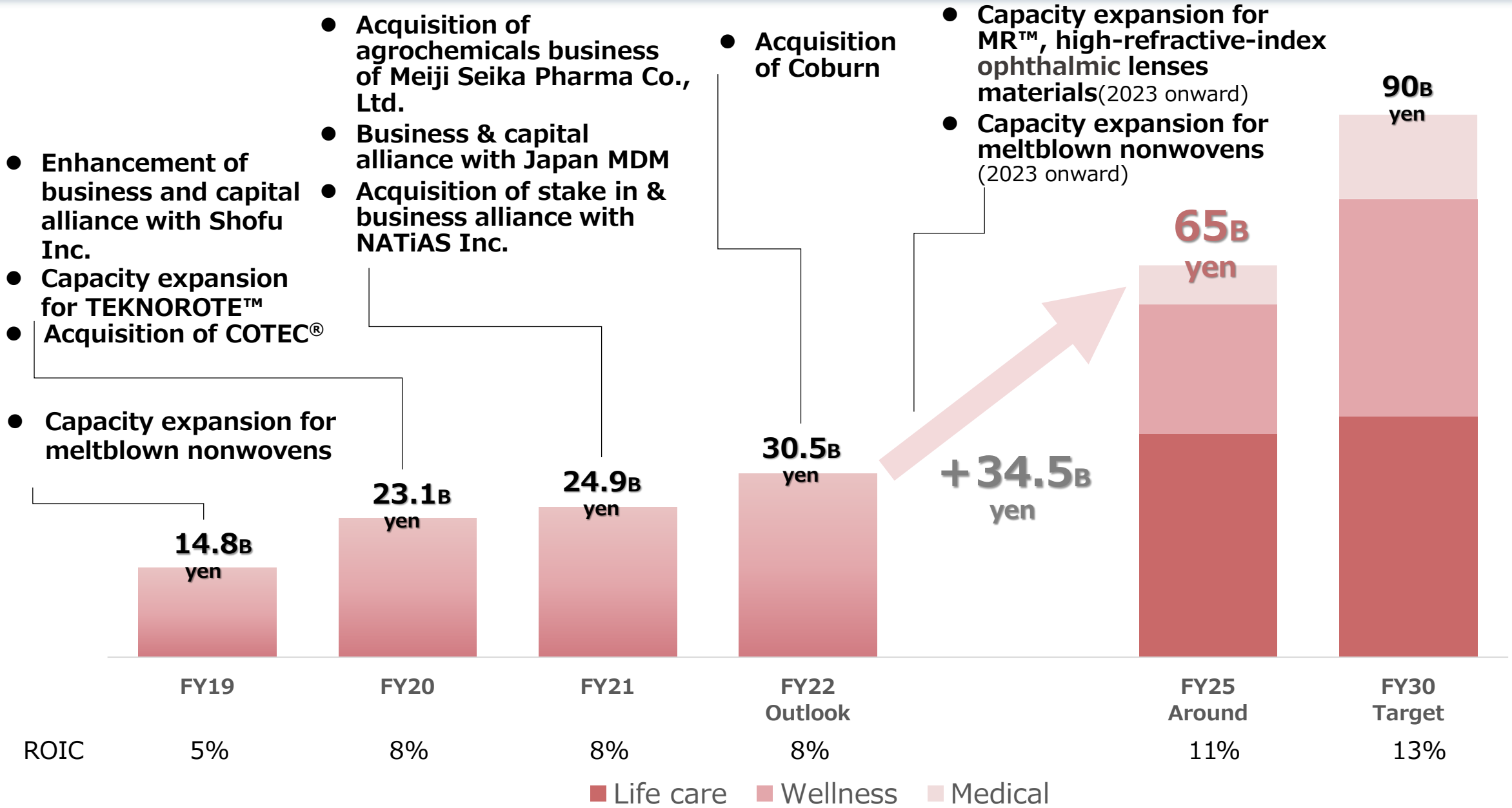
Vision Care: Expanding business for lens materials and providing total solutions that combine materials with new technologies

Agrochemical products: Pursuing overseas expansion for growth drivers and creating synergy with MMAG

Oral Care: Bolstering of business foundations in key markets (Germany, Japan, U.S.)

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

3 Life & Healthcare Solutions: Toward Business Portfolio Transformation





Life & Healthcare Solutions Business Sector

- Vision Care Materials Div.
- Personal Care Materials Div.
- Nonwovens Div.
- Oral Care Business Div.
- Mitsui Chemicals Agro, Inc.
- Medical Business Development Div.

Life care solutions

Specialty chemicals business

Vision Care

Living environments and aquatic environments

Nonwovens

Wellness solutions

Food- and health-related business

Nutrition

Agrochemical products

Testing and diagnosis

Medical solutions

Medical-related business

Pharmaceutical solutions
(Active ingredients/intermediates/processes)

Oral Care

Orthopedic materials



Goal

To be a total solutions provider that improves QOL in the eyewear sector by leveraging ophthalmic lens materials, processes & equipment

Basic strategy

1

Make use of the built-up business foundations to maintain top share in the global market

2

Take a long-term perspective toward strengthening our supply capabilities and enabling continuous, stable growth

3

Advance expansion of vision care materials business by providing total solutions

Key policies/Topics

- Implement plans for increasing production capacity
- Speed up development of new technologies
- Form alliances to help speed up development
- Acquisition of Coburn (November 2022)

Ophthalmic lens value chain



1. Capturing the growing demand for high-refractive-index ophthalmic lens materials

Ophthalmic lens materials



Accelerating MR™ lens material business expansion

North America: Accelerating the switch from polycarbonate to MR™ through collaboration with retailers
 China: Promoting MR™ quality appeal/brand strength through education for opticians

Meeting needs for more eco-conscious products

Through **Do Green™ plant-derived lens materials**, etc.

Improving our supply network

Capacity increase at Omuta Works (2023 onward)

High-refractive-index materials

MLTECH
2013 onward

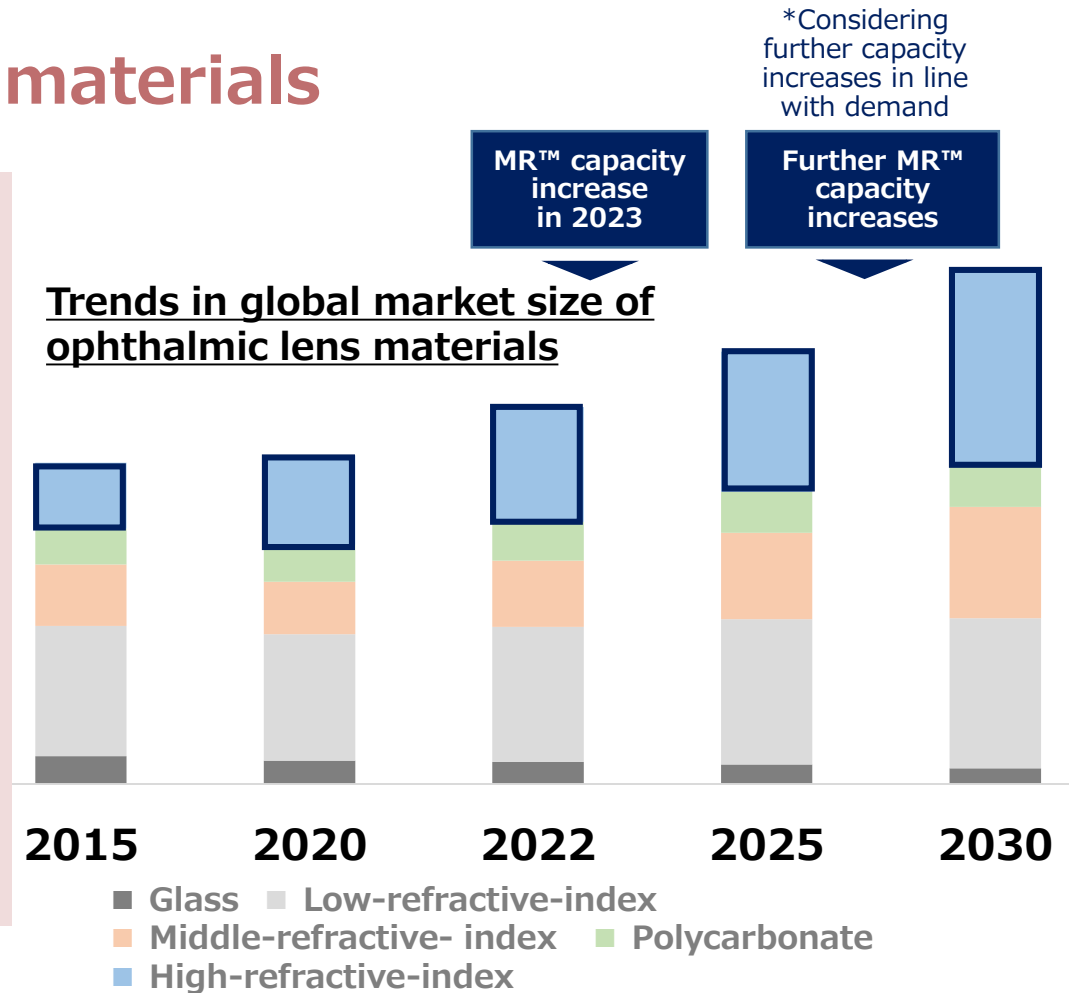
Middle-refractive-index materials

ACOMON
2011 onward

Low-refractive-index materials

Meeting needs for affordable products in emerging countries, as well as demand-shift from glass lenses in the Indian market

Trends in global market size of ophthalmic lens materials



Ophthalmic lens value chain






2. Creating synergies between materials and processing equipment


(Expanding sales of coating materials, etc.)

Coating materials and Processing equipment

Coating materials
A world-leading lens coating lineup

-  2008 onward
Hard coat
Photochromic
-  2010 onward
Anti-fog
-  2020 onward
Hydrophobic
Anti-reflective


Processing equipment



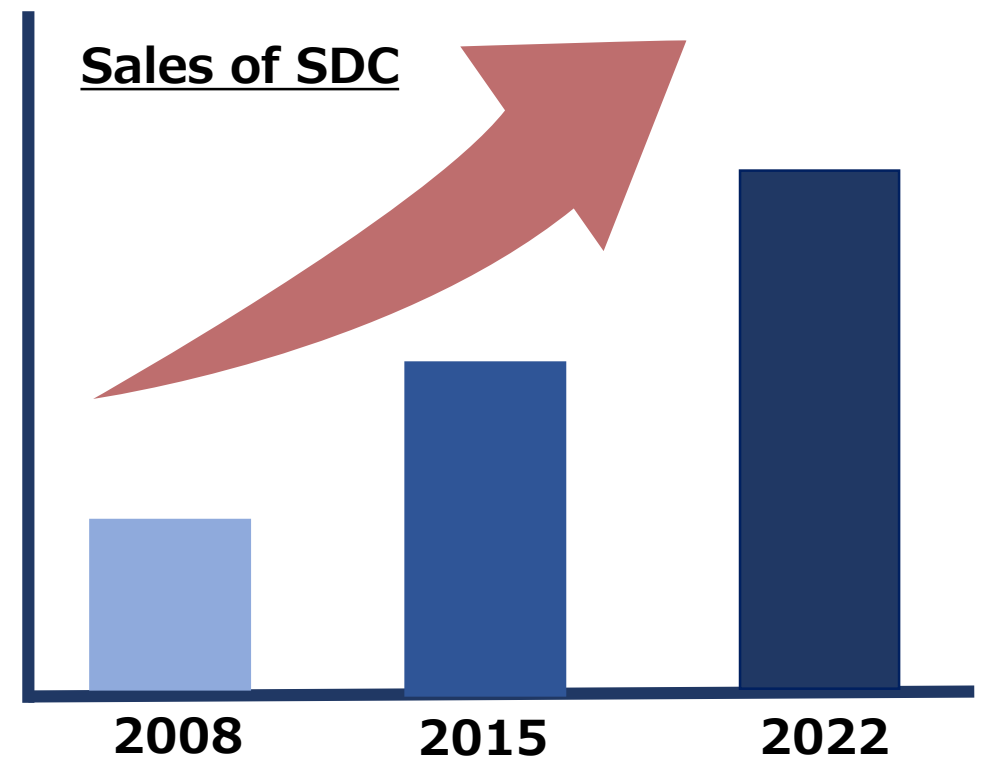
Total solutions by coating materials and processing equipment

Coburn (U.S.)
A global manufacturer of coating and processing equipment

Became wholly owned subsidiary of SDC in November 2022



M&A  **FSI** **LTI** **Cotec** **Coburn**



Goal

To be a global solutions company that builds on R&D to lead the way to change, leveraging our products and services to enable sustainable food and lifestyles

Basic strategy

1

Expand business through our growth drivers*

*Dinotefuran, TENEBENAL™ & Flupyrimin

2

Strengthen our supply chain

3

Bolster our R&D capabilities

Key policies/Topics

- Speed up overseas expansion for our growth drivers
⇒ **TENEBENAL™ and Flupyrimin launched in India(Key overseas market)**
- Ensure that production capacity for our growth drivers keeps up with rising sales
⇒ **Completed construction of an active ingredient plant in Iwate**
- Expand our portfolio of eco-friendly offerings
⇒ **Post-merger integration with MMAG Co., Ltd. is on track**

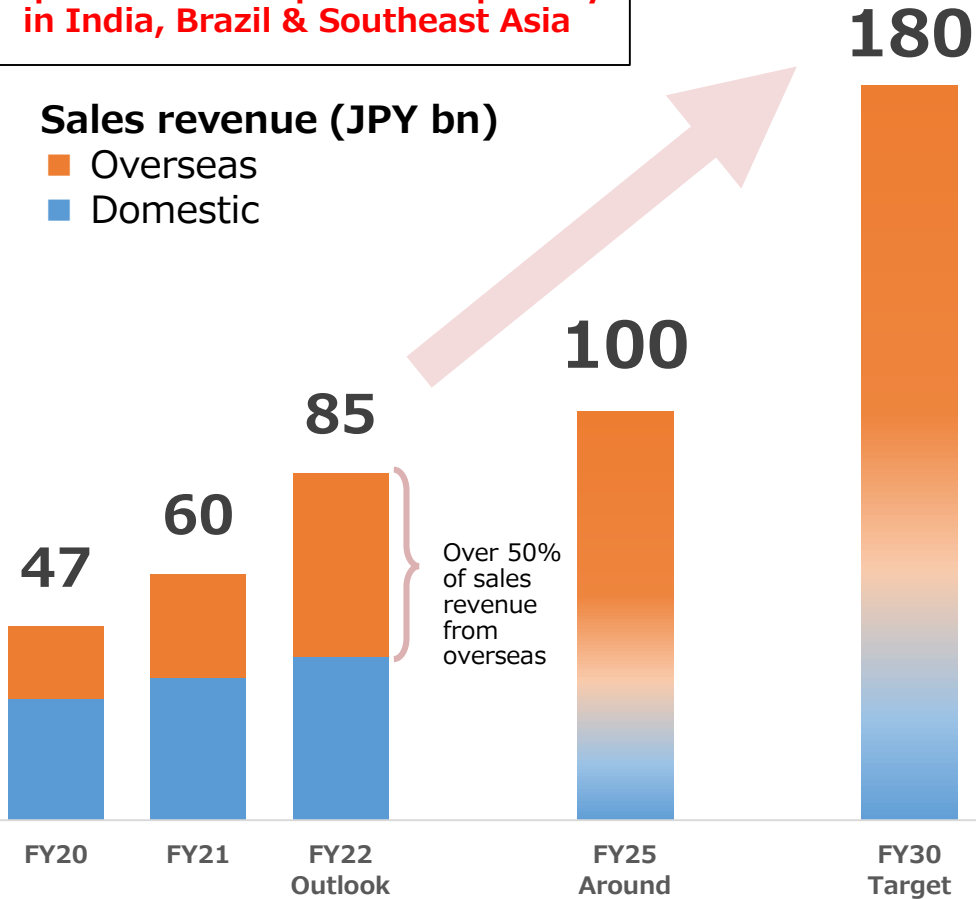


Making good progress with rolling out our growth drivers overseas and ensuring that they are backed by sufficient production capacity

Rapid business expansion especially in India, Brazil & Southeast Asia

Sales revenue (JPY bn)

Overseas
Domestic



✓ **Speeding up the expansion for our growth drivers in key overseas markets**

Global

Market size \$66B
Market growth rate 2%

Brazil

Market size \$11B
Market growth rate 4%
Dinotefuran launched in FY19

India

Market size \$3B
Market growth rate 4%
Flupyrimin and TENE BENAL™ launched in FY22

Southeast Asia

Market size \$3B
Market growth rate 4%
TENE BENAL™ launched in the Philippines and Indonesia in FY21

✓ **Increasing production capacity for our growth drivers in line with the overseas expansion**

- Construction of a Dinotefuran capacity increase completed (2018)
- Construction of a new TENE BENAL™ plant completed (2019)
- **Construction of an Iwate plant completed (2022)**
→ Production of Probenazole, Flupyrimin



opening ceremony

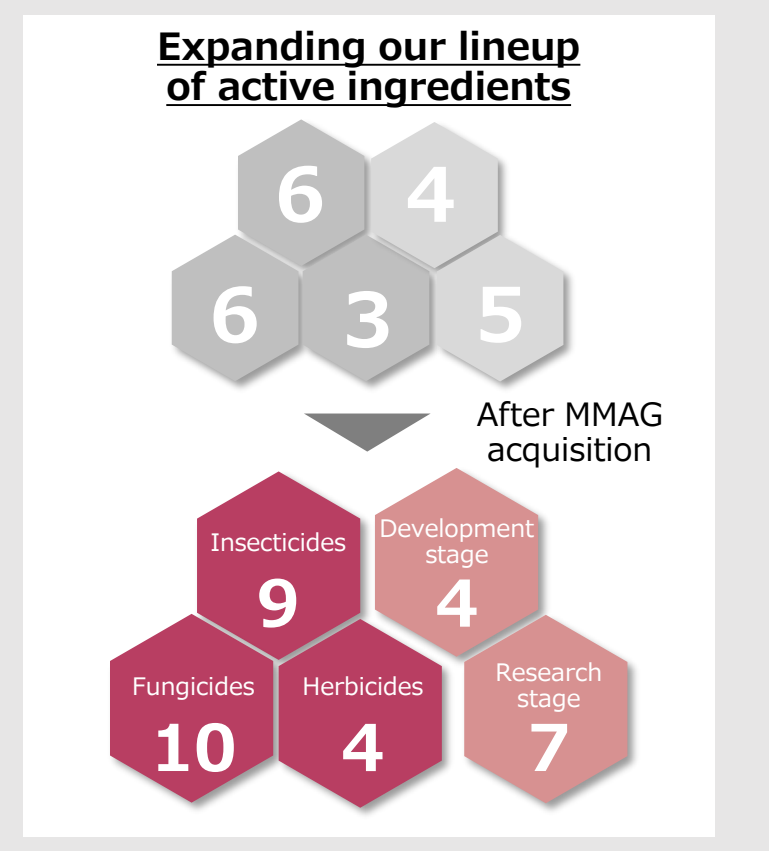
Accelerate growth by overseas business expansion and leveraging synergies with MMAG



Post-merger integration with MMAG is on track

✓ Post-merger integration progress

- ◆ Rationalization synergy
Due to management integration (e.g. site consolidation & optimization of overlapped work), the result significantly exceeded what we had envisioned at the time of the acquisition
- ◆ Business synergy
The followings are underway to achieve maximum effect:
 - Research:
Management integration & collaboration between three domestic R&D sites
(further expanding our lineup of eco-friendly agrochemicals)
 - Production:
Advancements at the Iwate plant
(e.g. automation, capacity increase)
 - Sales:
Use of overseas business foundations
(expanding business for Flupyrimin)



Our FY22 operating income before special items is now expected to significantly exceed what we had envisioned at the time of the acquisition



Goal

To be a comprehensive dental materials manufacturer with a global presence, leveraging chemical innovation based on polymer technologies to continue providing unique products and services

Basic strategy

1

Bolster business foundations in key regions (Japan, Europe, U.S.)

2

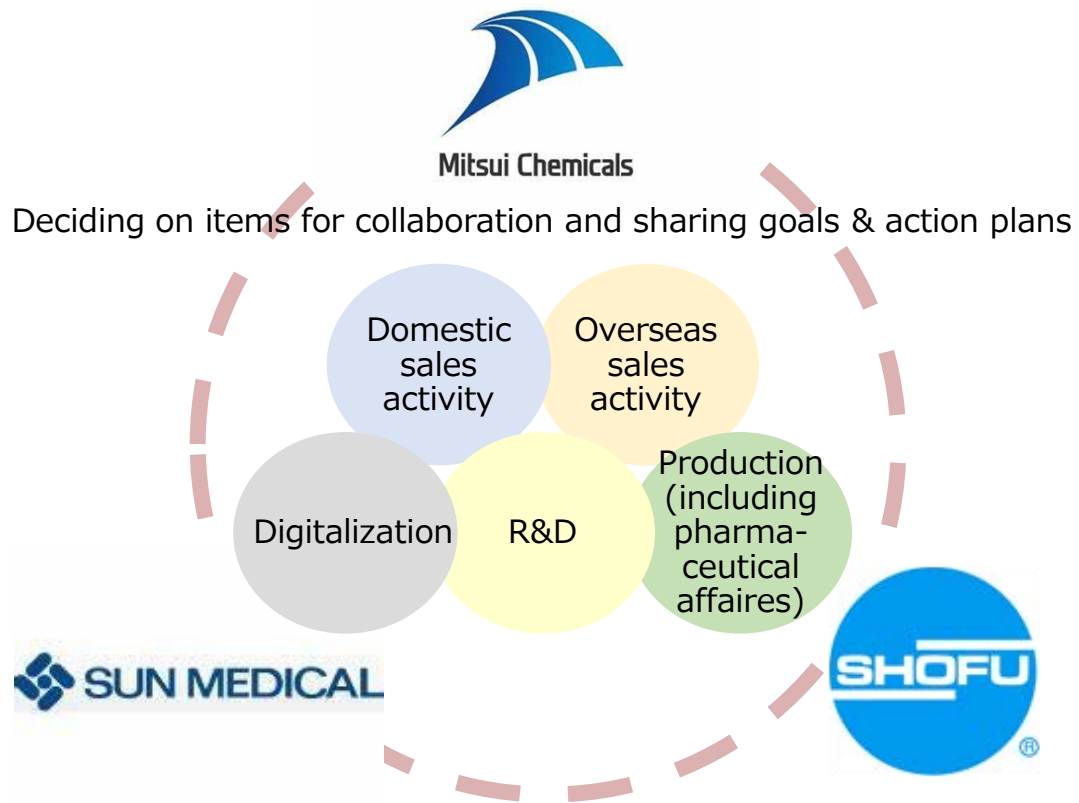
Leverage chemical innovation to launch new products and bolster R&D capabilities

Key policies/Topics

- **Strengthen the three-way business collaboration between Shofu, Sun Medical and Mitsui Chemicals**
- **Bolster Kulzer's foundations through various reform activities**
- **Combine polymer technologies with clinical dental knowledge**
- **Pursue personnel exchanges between development sites**

Strengthening the business collaboration between three domestic companies

✓ **Efforts to realize synergy**



- Leveraging sales networks for cross-selling
- Leveraging signature technologies to develop new products

Combining polymer technologies with clinical knowledge

- ✓ **New products using Mitsui Chemicals' polymer technologies**
- **Applying monomer synthesis technology to dental materials**
Minimizing pain for patients by enabling products with low level of polymerization shrinkage



Materials for dental repair



Materials for root canal treatments



- **Applying compounding technology to 3D printer ink**
Highly heat-resistant materials that enable sterilization treatment



Inks for dental implant guides & impression trays



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VISION 2030
Business Strategy Presentation
Mobility Solutions

KOMORIYA Atsushi

小守谷 敦

Managing Executive Officer

Business Sector President, Mobility Solutions Business Sector

Dec. 5, 2022

- ▶ **Mobility Solutions business strategy for VISION 2030**
- ▶ **Mobility Solutions business overview for fiscal 2022**
- ▶ **Growth strategy for our materials business**
 - Elastomers
 - Composite materials
 - New businesses & products
- ▶ **Growth strategy for our solutions business**
- ▶ **Summary of our Mobility Solutions business strategy**



Mobility Solutions Business Strategy for VISION 2030

1 Mobility Solutions Business Strategy for VISION 2030

Ideal vision

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

Helping solve social challenges through materials

Materials business

Elastomers

Composite materials

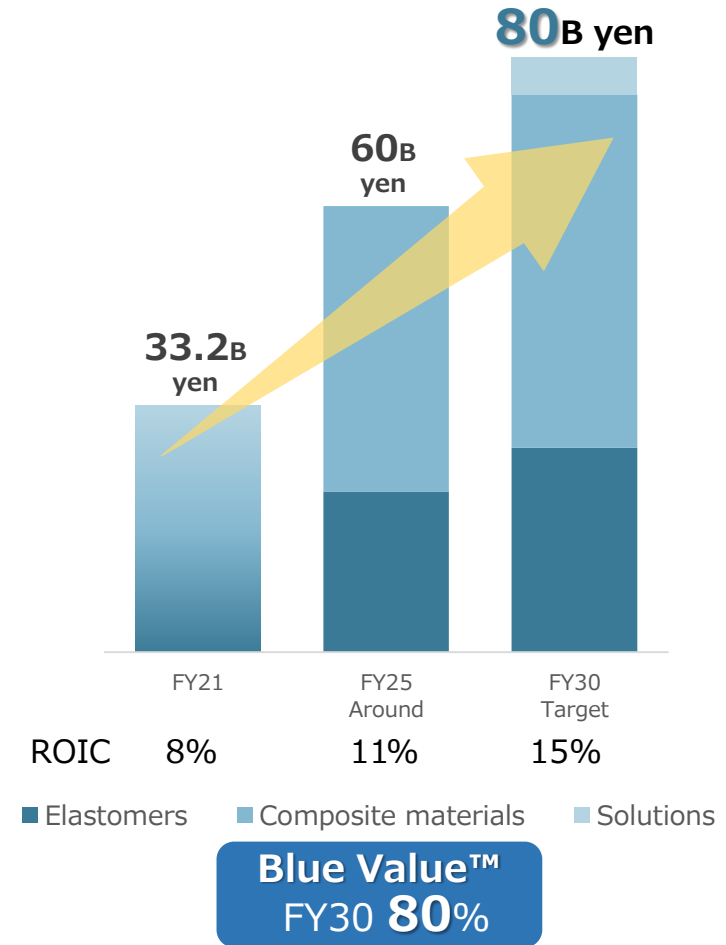


Offering solutions that combine materials with services

Solutions business

Business focused on offering modular components

Business based on providing services



Progress

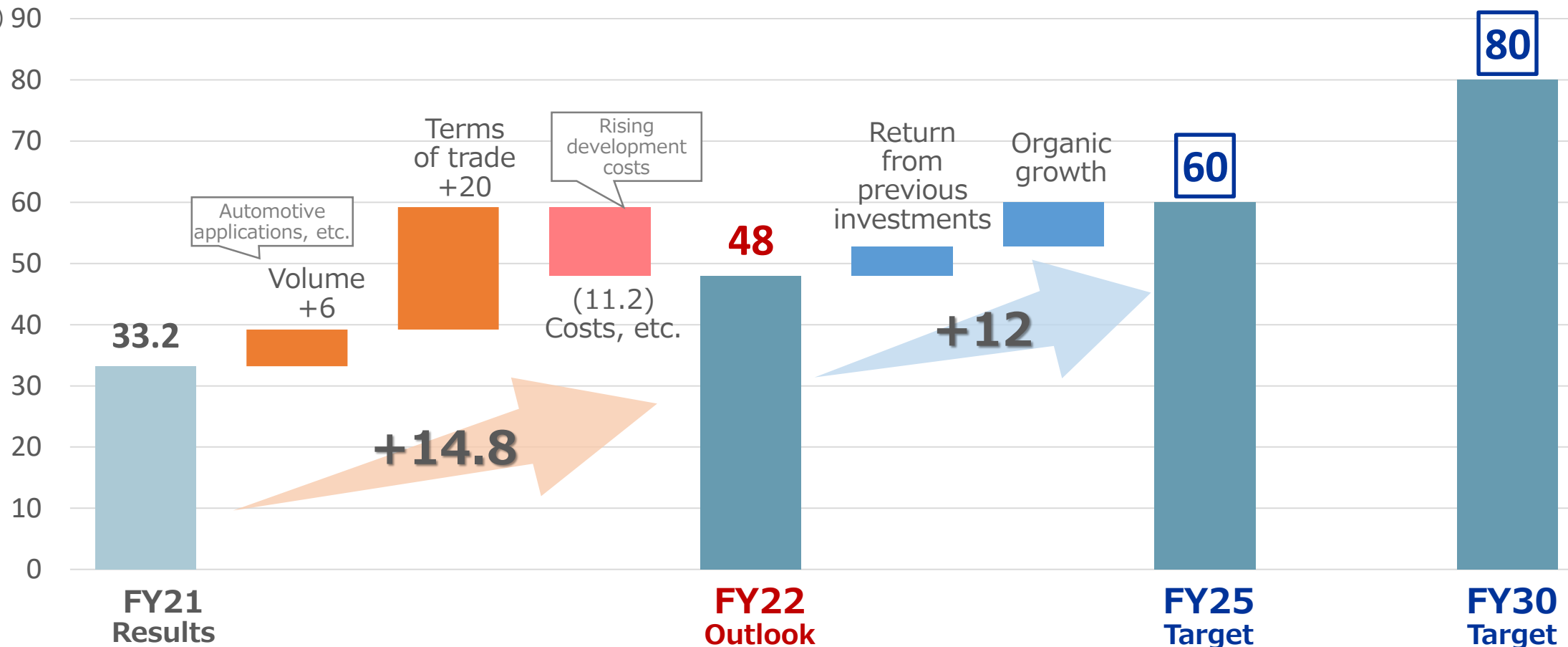
Toward our targets for 2030 and 2025, we are promoting our strategies for both “materials” and “solutions” businesses, and will enhance our business foundation quickly.



Mobility Solutions Business Overview for Fiscal 2022

Growth of operating income before special items

() denotes a minus
(JPY bn)



Through capturing high growth and high-value-added products' demand in automotive and related applications, we are achieving profit growth outpacing the increase of global automotive production in 2022.



Growth Strategy for Our Materials Business

- **Elastomers**
- **Composite materials**
- **New businesses & products**

Developing and commercializing unique materials that will contribute to solve social challenges

2022

2025

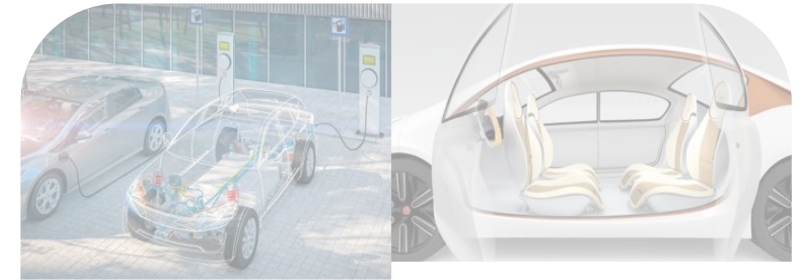
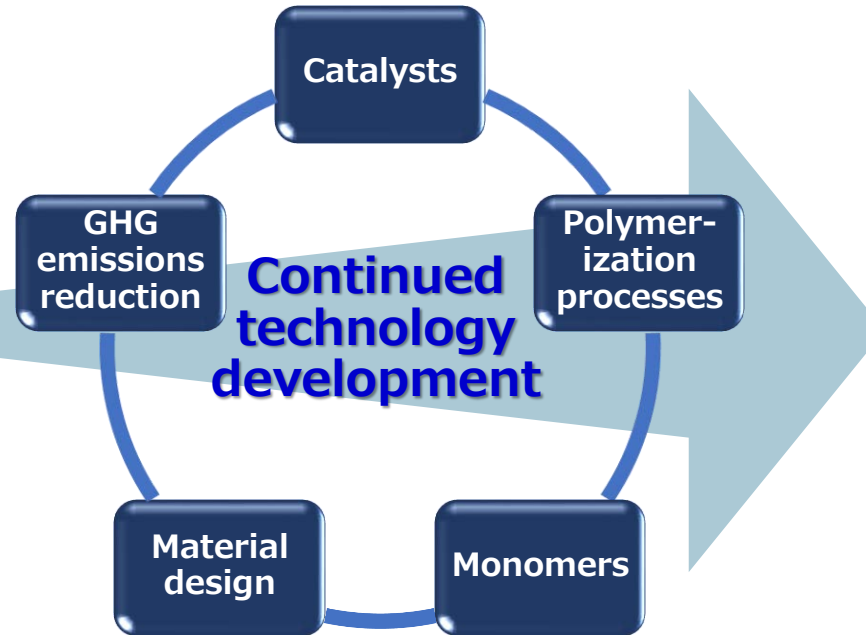
2030

New plant for TAFMER™

Construction to be completed in 2024



225 KT existing capacity
+ 120 KT new capacity (in Singapore)



Commercializing innovative technologies + securing production capacity

Next-generation elastomer plant

For further growth and progress, continuously investing resources to develop new product lines as well as secure production capacity

Focusing on “growth markets” and “differentiation”

PP compounds

EVs



High rigid & lightweight materials for interiors & exteriors



Recycled materials

ADMER™

Mono-material packaging



Compatibilizers

Supplying products that meet needs for sustainability in the mobility and related markets

Eco-friendly parts



Environmentally friendly materials for interiors

Electrical components



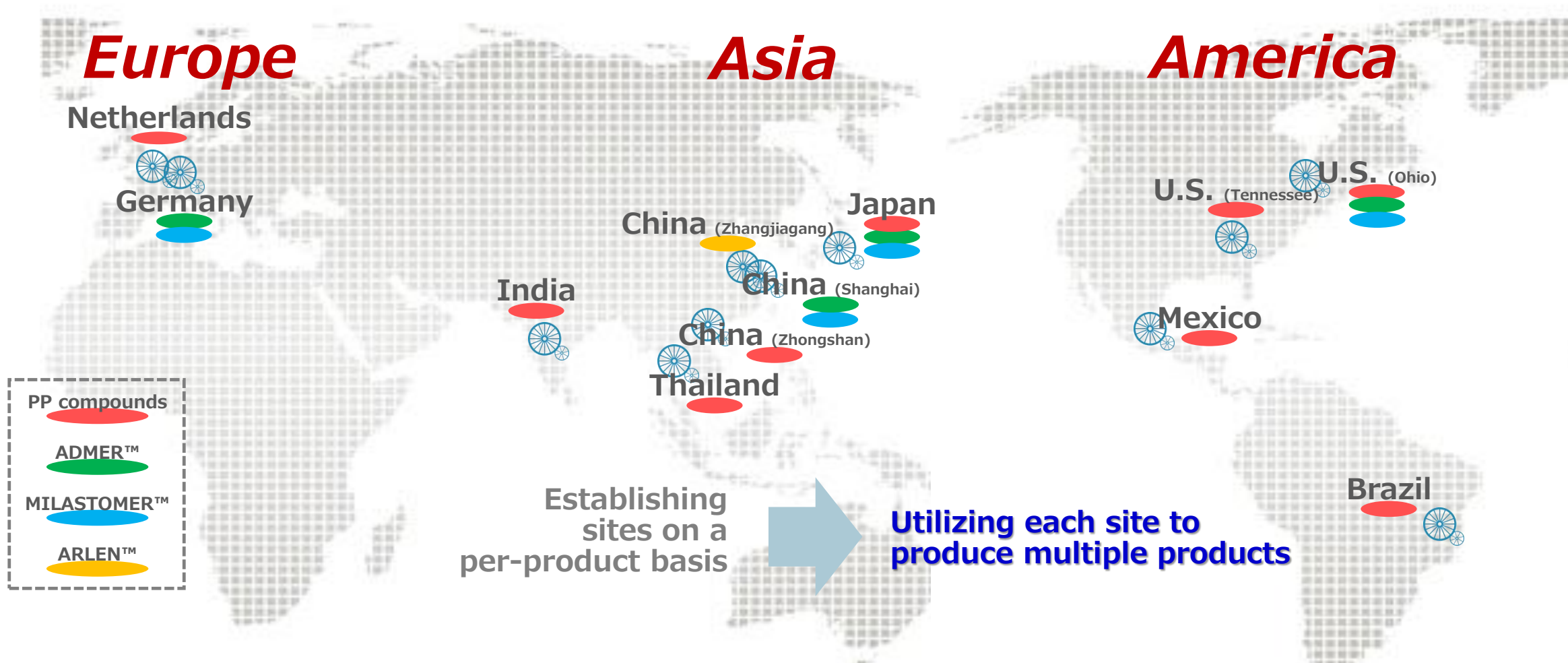
ARLEN™

Heat-resistant polyamide

New products

Speeding up development of competitive products for growth markets

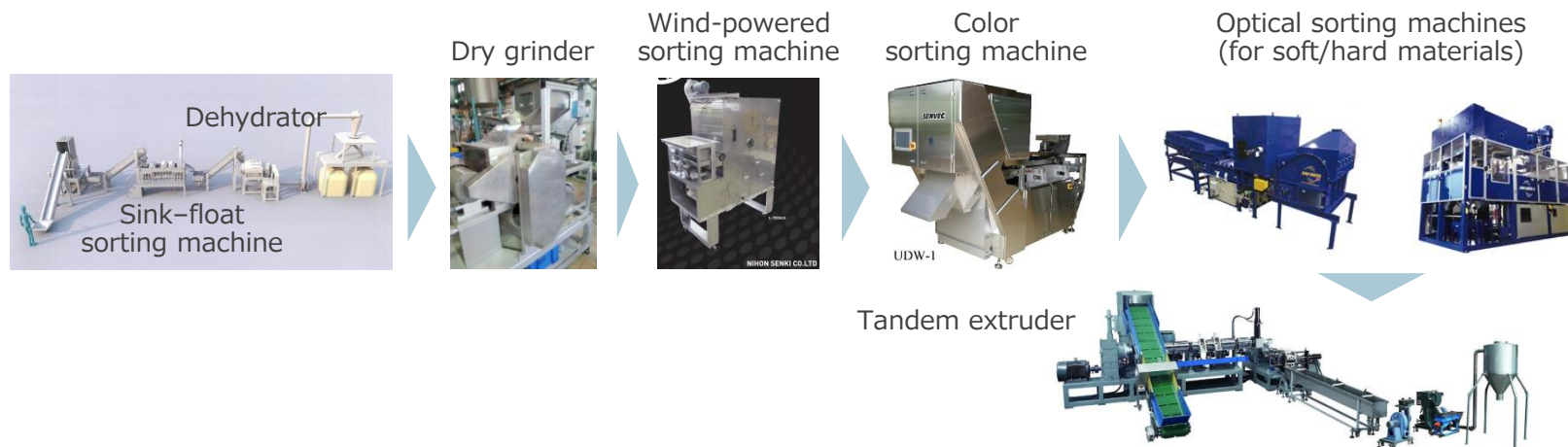
Strengthening collaboration & optimizing operations in our global production sites



Improving our competitive edge by pursuing a strategy of local production for local consumption, as well as enhancing synergies beyond the boundary of products in each region

Mechanical recycling

Launching an open lab with recycling demonstration equipment in Q2 2023



Carbon-fiber-reinforced composite materials

Developing applications
for commercialization

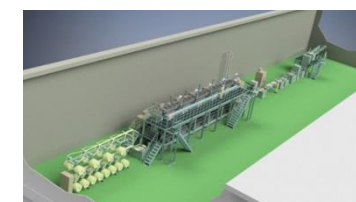


TAFNEX™

(Exhibition at DESIGNART TOKYO 2022 in October 2022)
TAFNEX™ benches and stools designed by
JUNICHIRO YOKOTA STUDIO



Installing demonstration facility to advance
innovative microwave-based production
technology for carbon fiber

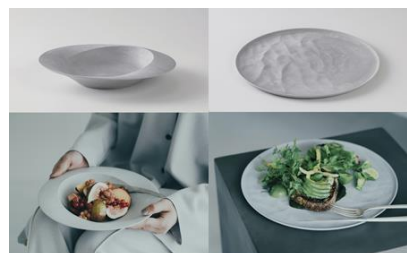


Construction to be completed
in December 2023 at Mitsui
Chemicals' Nagoya Works

NAGORI™: a new composite material created from marine minerals

Development is progressing in daily commodities, home appliances, automobiles and more

Tableware brand ARAS



© Ishikawa Jyushi

Buttons from
A-POC ABLE ISSEY MIYAKE



© ISSEY MIYAKE INC.

"+d Heart" bottle caps
from h concept



© h concept

Trays from Sekisaka



Speedy development for new businesses and products that could solve social challenges



Growth Strategy for Our Solutions Business

Strengthening our ability for creating solutions

Offering concepts to emerging OEMs

2022

2025



Alliance or Partnership

Tier 1 suppliers, emerging OEMs & other partners



Creating and offering various concepts



Exterior



Interior



Electrification

Taking on a project with



*A German startup for solar-powered cars

Sion

The car that charges itself

<https://sonomotors.com/en/sion/>

ARRK

Contributing with engineering, molds, prototyping and testing

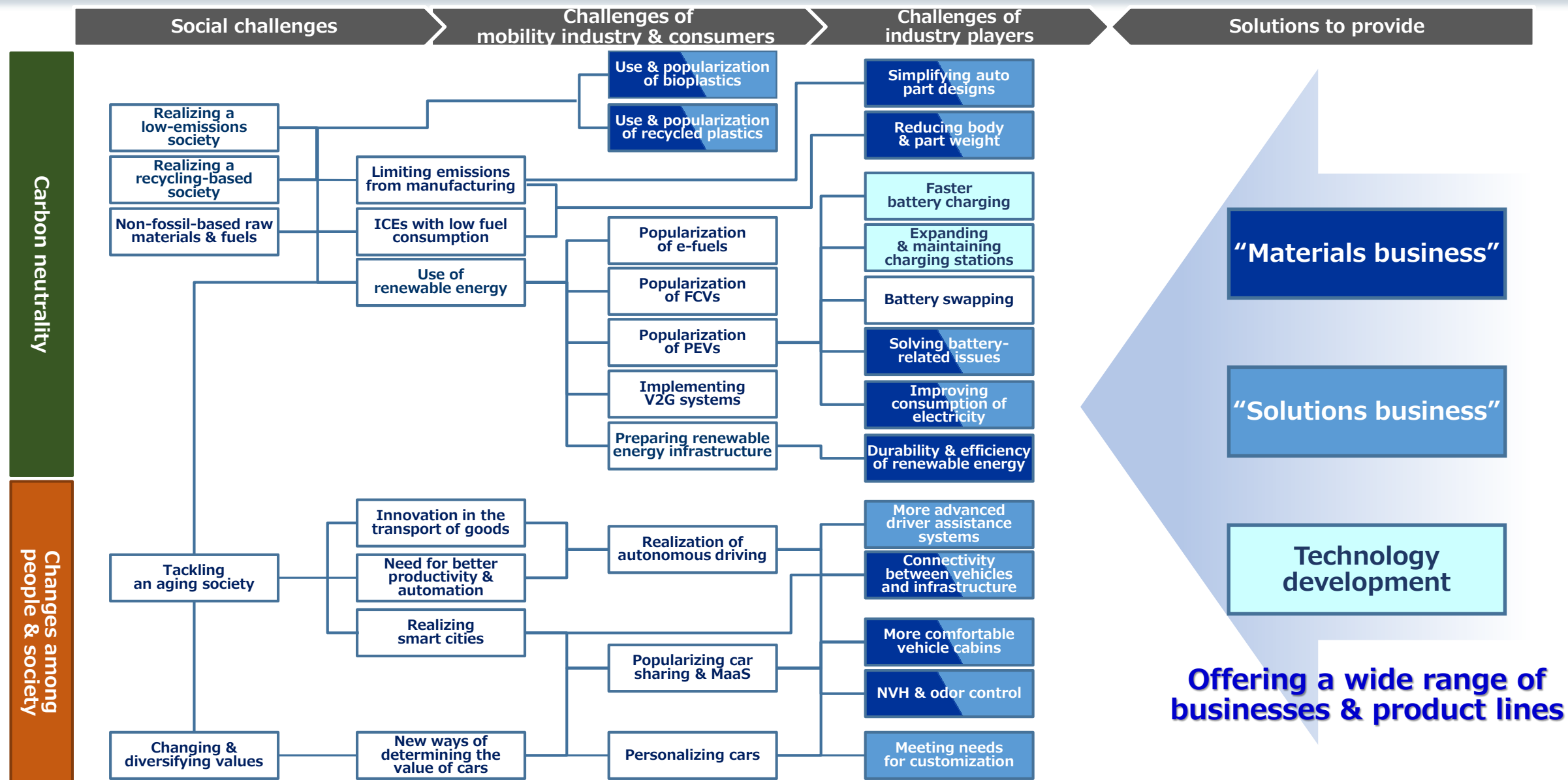
 ACE

ACE's PP compounds are under evaluation for interiors and exteriors

Pursuing development of multiple projects toward commercialization from 2025



Summary of Our Mobility Solutions Business Strategy



Pursuing business growth by creating and offering solutions for "social challenges"

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Mitsui Chemicals
Group

VISION 2030
Business Strategy Presentation
ICT Solutions

HIRAHARA Akio

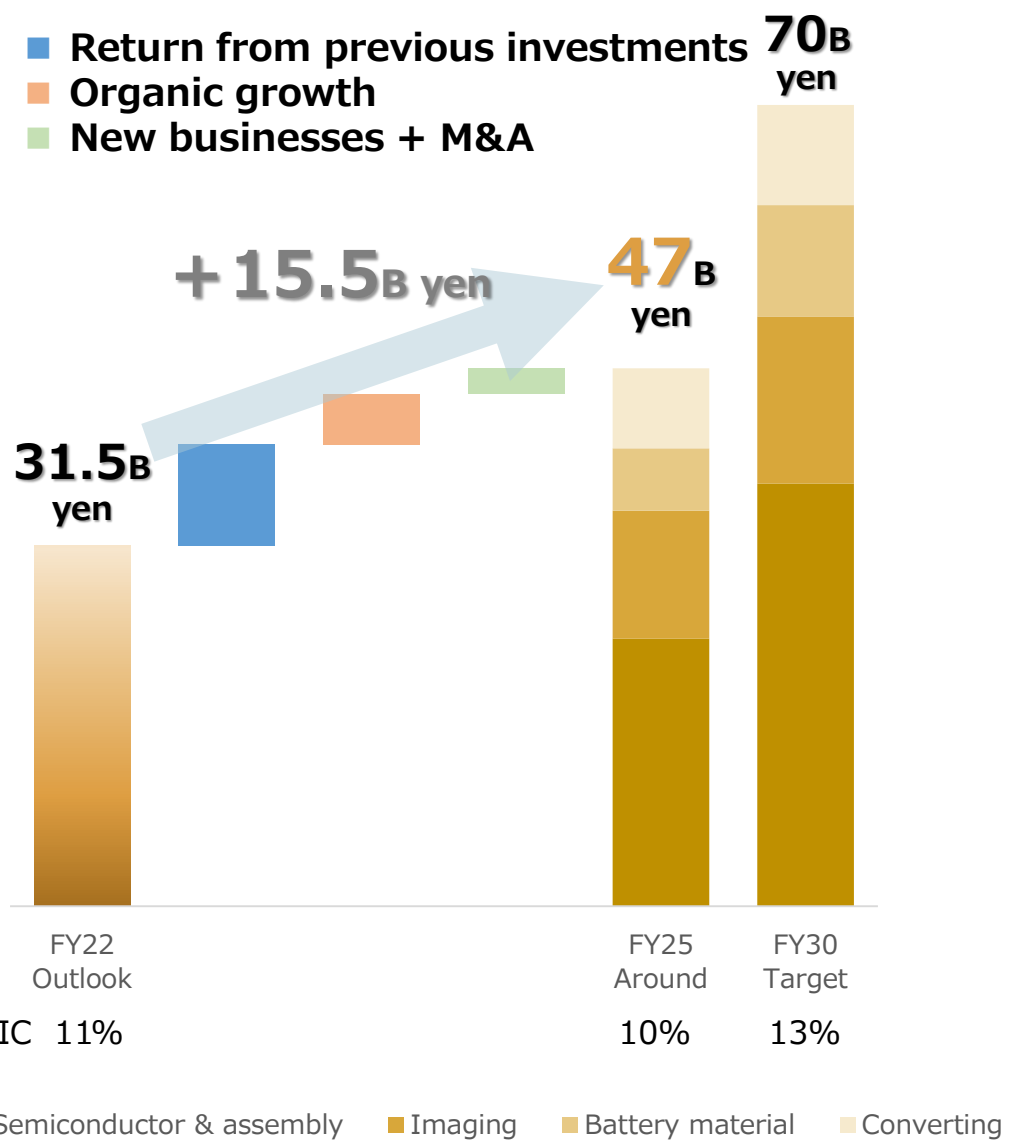
平原 彰男

Senior Managing Executive Officer

Business Sector President, ICT Solutions Business Sector

Dec. 5, 2022

2 Our Targets for 2025



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

Current business environment

- Semiconductor market projected to recover starting 2024
- In imaging, smartphone demand has stagnated, but the rise of both 5G and the extended reality (XR) market should enable long-term growth
- Initiatives for recycling and a circular economy are picking up pace

Strategies for reaching our 2025 targets

Boosting our competitiveness in the areas of semiconductor & assembly solutions and imaging solutions

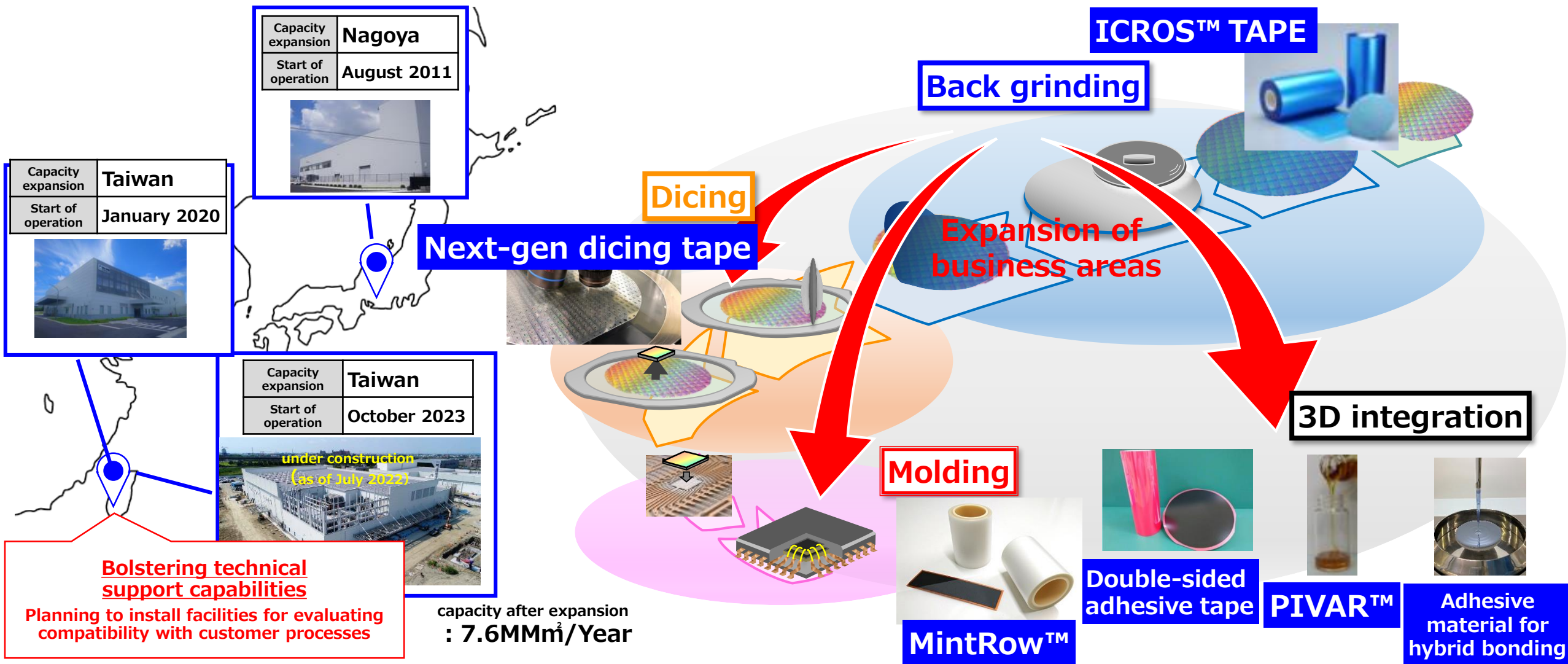
ICROS™ Tape, etc.: Improving our evaluation capabilities to help speed up our product development and our offering of solutions

MITSUI PELLICL™: Reaching the No. 1 position by strengthening our EUV business & leveraging our acquisition of Asahi Kasei’s business

APEL™, etc.: Securing production capacity and introducing new materials to match a recovering smartphone market and the growth of the XR market

Helping meet needs for more eco-friendly packaging materials in the area of converting solutions

Doubling the capacity of the Taiwan plant to further accelerate growth



Expanding our business scope from primarily the wafer backgrinding process to other processes

Taking up position as the world's leading comprehensive pellicle manufacturer

Since 1984



Mitsui Chemicals

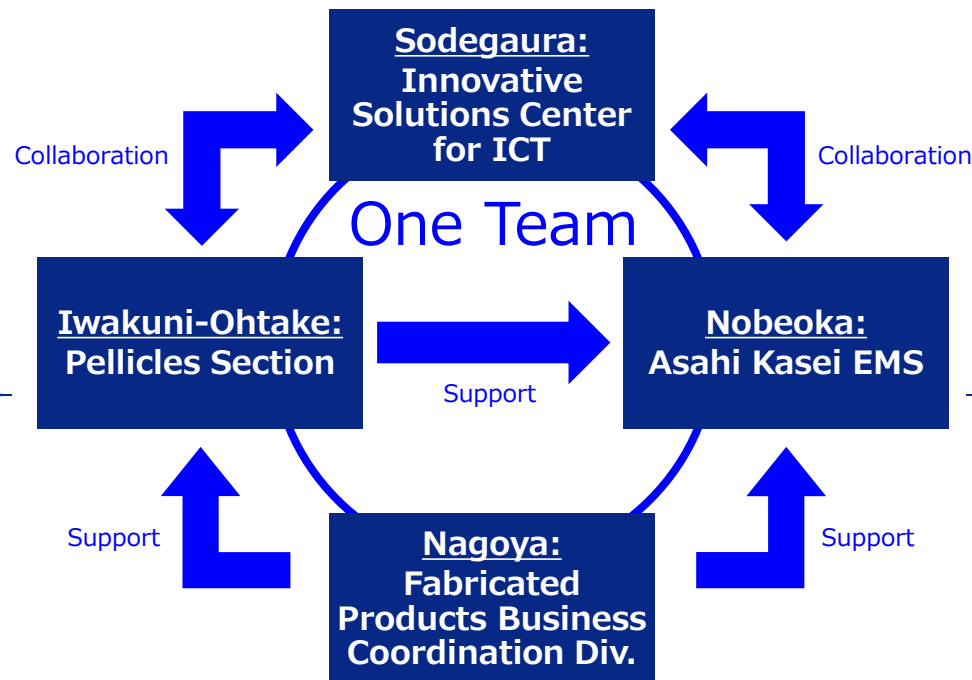
Mfg.

Experience and achievements in production & QA, built up since the company's foundation

R&D

Process technologies accumulated over many years
Track record with ArF, and early development of EUVGoods
/sales

As an early manufacturer of LSI pellicles, formed connections with all major customers



Since 1985

AsahiKASEI

Mfg.

Huge production capacity
Automated operations technology

R&D

Supply for FPDs & each generation of semiconductors
Development technologies based on past achievementsGoods
/sales

Diverse product portfolio, as well as sales & supply lines

World's leading comprehensive pellicle manufacturer

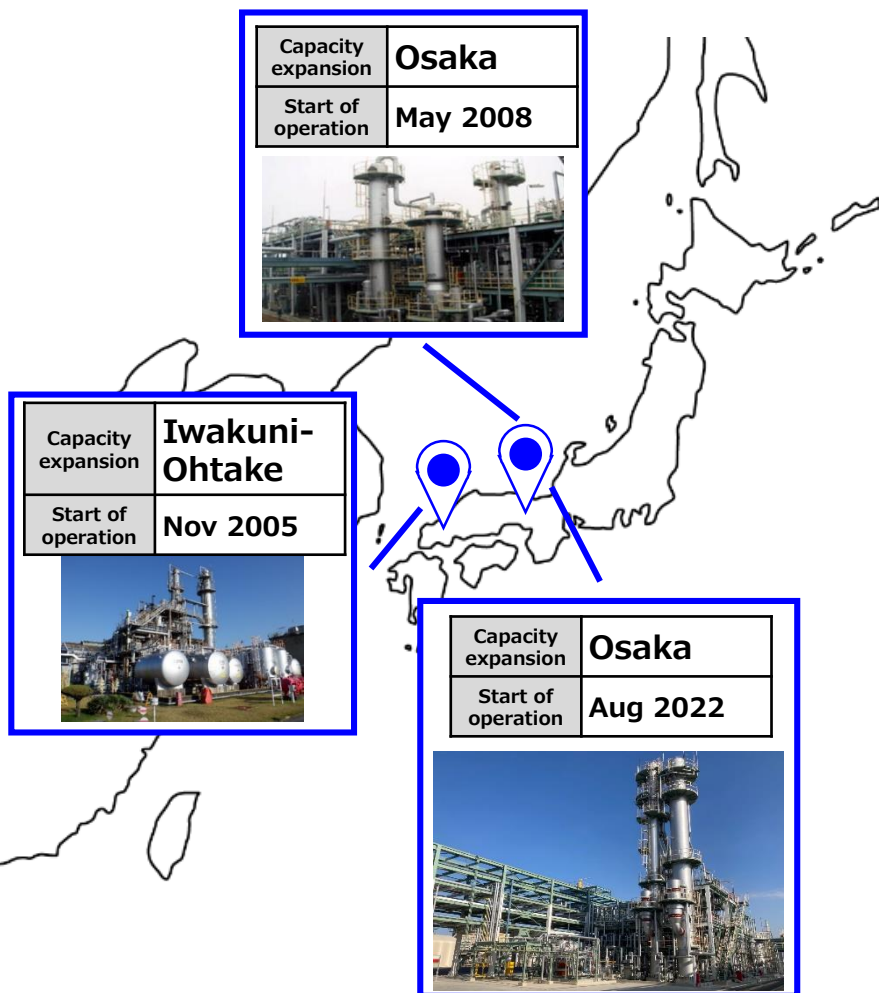
Supply capabilities of the global market leader

World-leading product technologies & process development capabilities

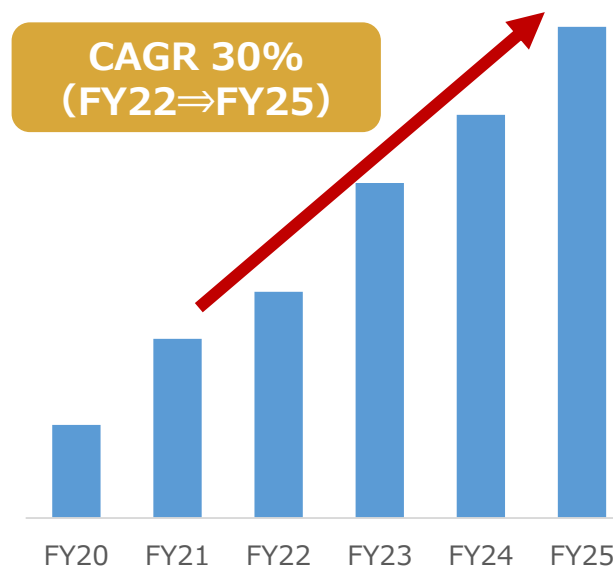
Industry's leading networks for sales, procurement & logistics

Looking to remain the first port of call for customers by responding to the industry's technological innovation and diverse customer needs

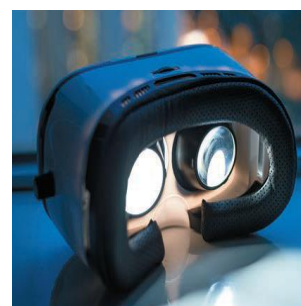
Doubling capacity at Osaka Works to create a setup for achieving further growth



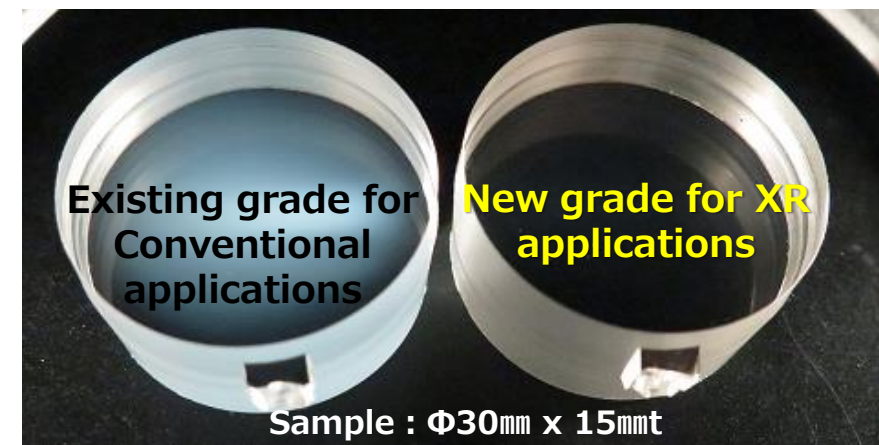
[XR device shipments]



Source : IDC Corporation



Achieving a world without distortion at close range



Rolling out a new grade for extended reality (XR) devices that maintains the existing grade's benefits (low absorption & low birefringence) while also offering improved transparency

Creating new businesses in the XR market



Needs for eco-friendly products growing faster than previously expected

PUD*: Rising demand for barrier coatings to be used on monomaterial packaging

*Polyurethane dispersions

Example of use with monomaterial barrier-coated packaging:

	Aluminum deposition:	<0.1μm
	PUD:	0.1μm
	Film (BOPP):	16μm

Reducing thickness to help meet European guidelines*

*PP, PE > 90%

POD*: Rising demand for heat-sealable coatings usable amid the shift to paper-based packaging

*Polyolefin dispersions

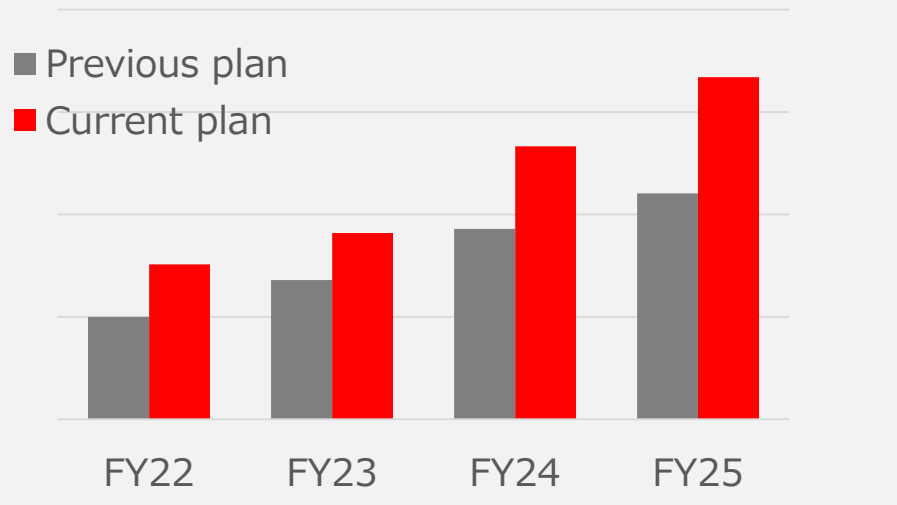
Example of use with paper cups:

	POD:	5μm
	Paper:	80μm

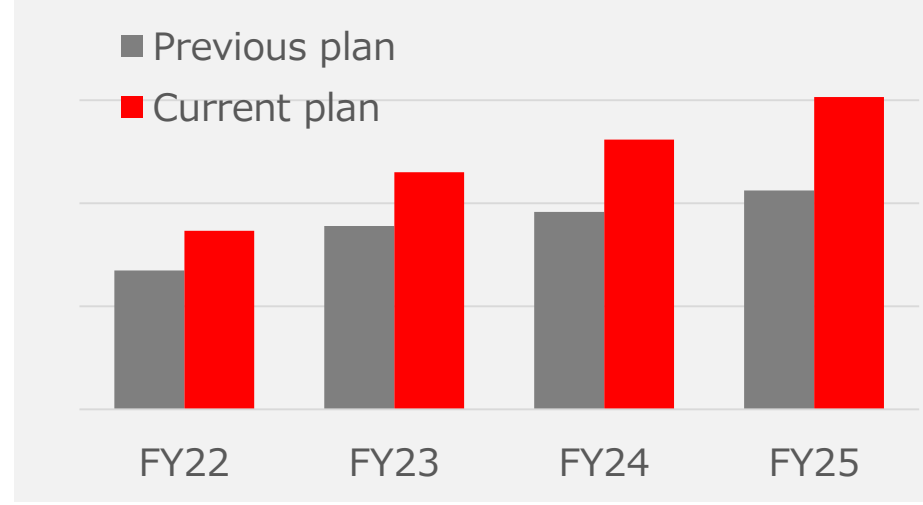


Compared to PE laminate (15 μ m), PODs allow for thinner films, helping to minimize plastic use

Sales volume for PUD(t) (current vs previous)



Sales volume for POD(t) (current vs previous)



Actively investing to strengthen our lineup of eco-friendly packaging materials

Pursuing global production capacity increases in response to rising demand

Base	MCIND
Location	India
Product	POD, PUD



Base	TCPC
Location	China
Product	Urethane




* including products other than PUD, POD


Base	MCS
Location	Malaysia
Product	Urethane



Base	TMSC
Location	Thailand
Product	Acrylic, POD



Base	ADC
Location	U.S
Product	Acrylic, Urethane



Bolstering Our R&D Capabilities

Opening an ICT research building in Nagoya (scheduled for FY23)

<p>Goal</p>	<ul style="list-style-type: none"> • Bring together evaluation facilities for semiconductor & assembly solutions at a single location, expand them, and use them to pursue co-creation with customers • Integrate research spaces with other rooms to facilitate the sharing of knowledge and information, making it possible then to propose solutions to customers in speedy fashion <p>to in turn create a setup for the swift implementation and achievement of our ICT Solutions business strategy</p>
<p>Plan</p>	<p>Establish a research building that will enable seamless cooperation between semiconductor & assembly-related research departments, as well as bring together evaluation facilities for facilitating co-creation with customers</p>
<p>Basic specs</p>	<ul style="list-style-type: none"> • Testing space: Floor 2 (with approximately half of to be a class 10,000 clean room) • Co-creation space: Floor 1 • Structure: earthquake-resistant steel construction



Bringing together evaluation facilities that are the same as those run by customers

Making use of technologies like VR to keep distant customers & researchers in the loop about test progress

Testing space

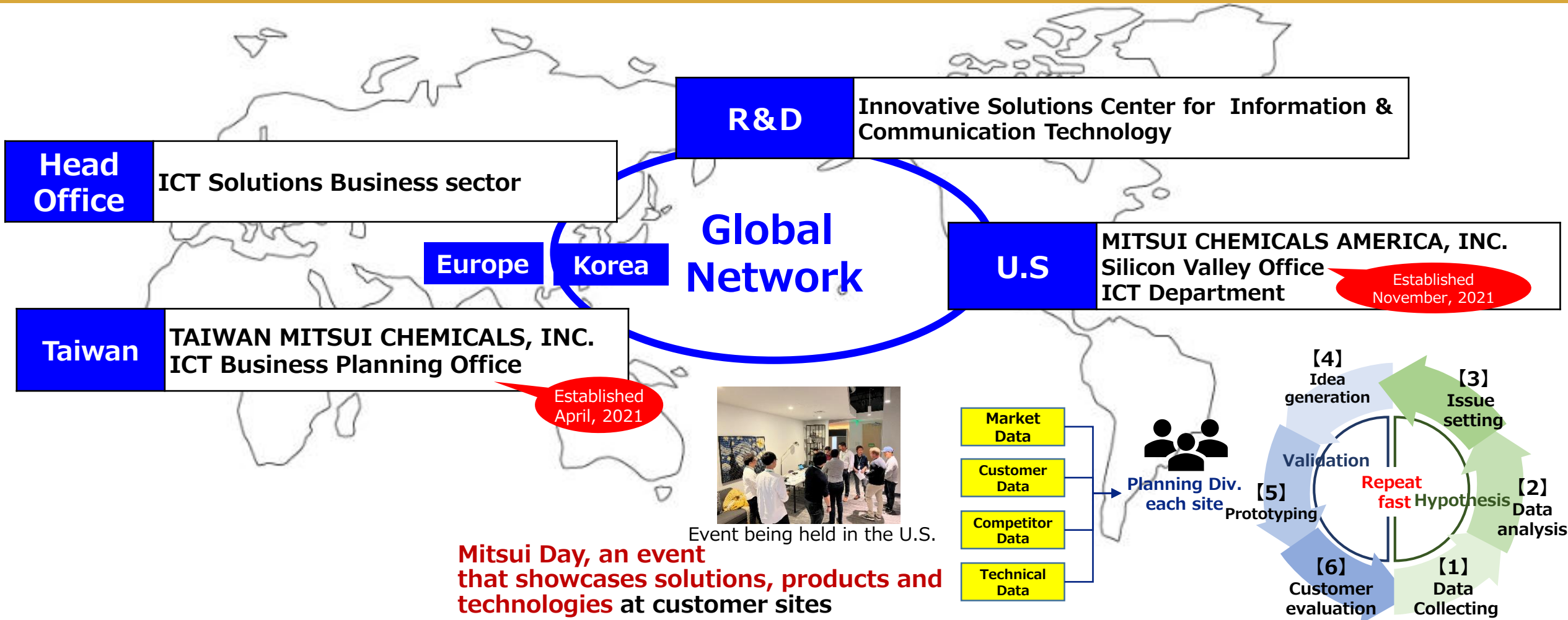
- Clean room
- Facilities for evaluating compatibility with customer processes

Co-creation space

Able to facilitate stays from multiple customers at once

Leveraging meetings with customers to help solve the issues that customers face today and work with them on the development of next-gen products

Improving our global capabilities for technical support, evaluation and marketing



Pursuing business design planning and the agile verification of hypotheses by bolstering the planning & marketing capabilities of overseas sites where needs emerge

Sincerely looking forward to meeting you all

Solutions & products to be exhibited

Semiconductor & Assembly Solutions

- MITSUI PELLICLE™
- Adhesive material for hybrid bonding
- Anisotropic conductive connectors for testing semiconductor packages

Solutions for power devices

- Products developed with ICROS™ Tape
 - Single-sided adhesive tape
 - Heat-releasable double-sided adhesive tape
 - Machine-releasable double-sided adhesive tape
- PIVAR™ (liquid adhesive for temporary bonding)

Imaging Solutions

- High flatness resin wafer
- Touchless aerial display



Date

December 14 - 16, 2022
10:00am – 5:00pm

Venue

Tokyo Big Sight
East Hall 1 – 5

Booth No.

1333 (East Hall 1)
(Mitsui chemicals, Inc. & Mitsui Chemicals Tohcello, Inc.
Joint booth)

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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

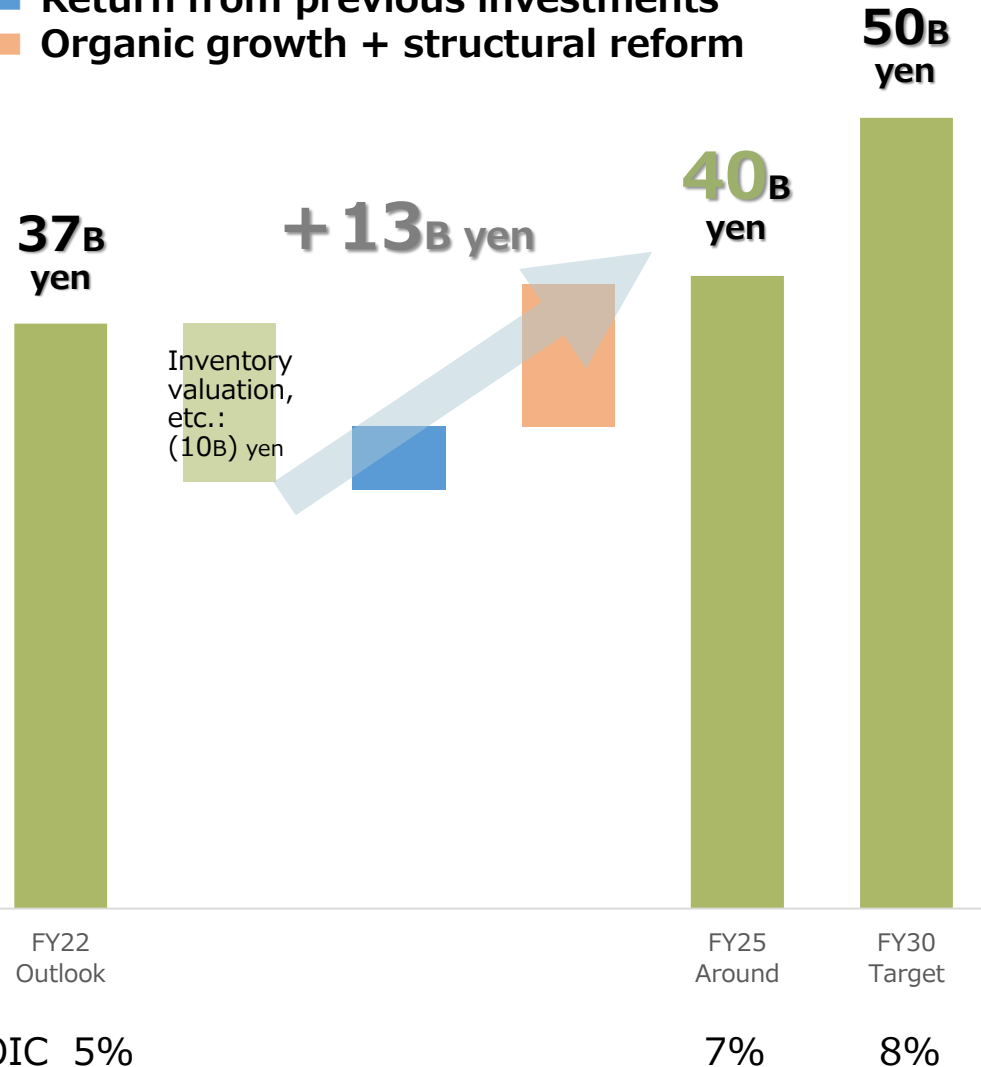
December 5, 2022

- ▶ **Pursuing Business Portfolio Transformation**
- ▶ **Sustainable Transformation for Naphtha Crackers & Petrochemical Complexes**
- ▶ **Business Strategy Road Map**



Pursuing Business Portfolio Transformation

- Return from previous investments
- Organic growth + structural reform



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

Current business environment

- Major fluctuations in market conditions due to instability in global affairs
- Social demand for more eco-friendly offerings

Strategies for reaching our 2025 targets

Reducing business volatility by pursuing structural reform

Restructuring:

Transferring our entire shares in Mitsui Phenols Singapore (MPS), ending PTA production at Iwakuni-Ohtake Works and pursuing an optimal production setup for polyurethane

Downstream improvement:

Capitalizing on high-performance PP & high-performance MDI and pursuing synergy with Honshu Chemical Industry

Shift to green chemicals

- Pursuing a transformation at our naphtha crackers and petrochemical complexes
- Leading efforts to speed up the Group-wide commercialization of green chemicals

Restructuring

Transfer of MPS shares: March 2023

- Transferring our entire share in Mitsui Phenols Singapore to INEOS
- Moving forward with formalities to facilitate the transfer

End of domestic PTA production: August 2023

- Ending domestic production of PTA, and selling imported product from GC-M PTA

Polyurethane: in progress(検討中)

High-performance PP (scrap & build): Contribute to lighter weight and thinning for Automotive, Packaging, Containers and other applications

- Closing existing (110 KT) plant in Mar 2023
- Opening new (200 KT) plant in Nov 2024

High-performance MDI : Response to increasing needs for comfort in Automotive (Noise, Vibrations, and Harshness control, etc.)

- Opening new (200 KT) plant in July 2024

Synergy with Honshu Chemical Industry

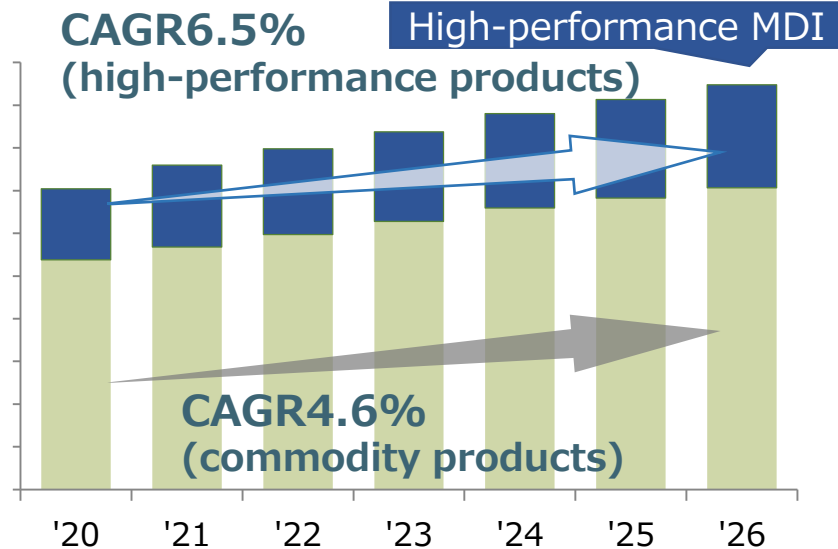
: Expanding lineup of High-performance monomer for Healthcare and ICT

- Expecting to set a new record high operating income before special items in FY22
- Bolstering our supply capabilities for existing products such as specialty bisphenols and biphenol
- Pursuing the development of new products in concert with our R&D operations

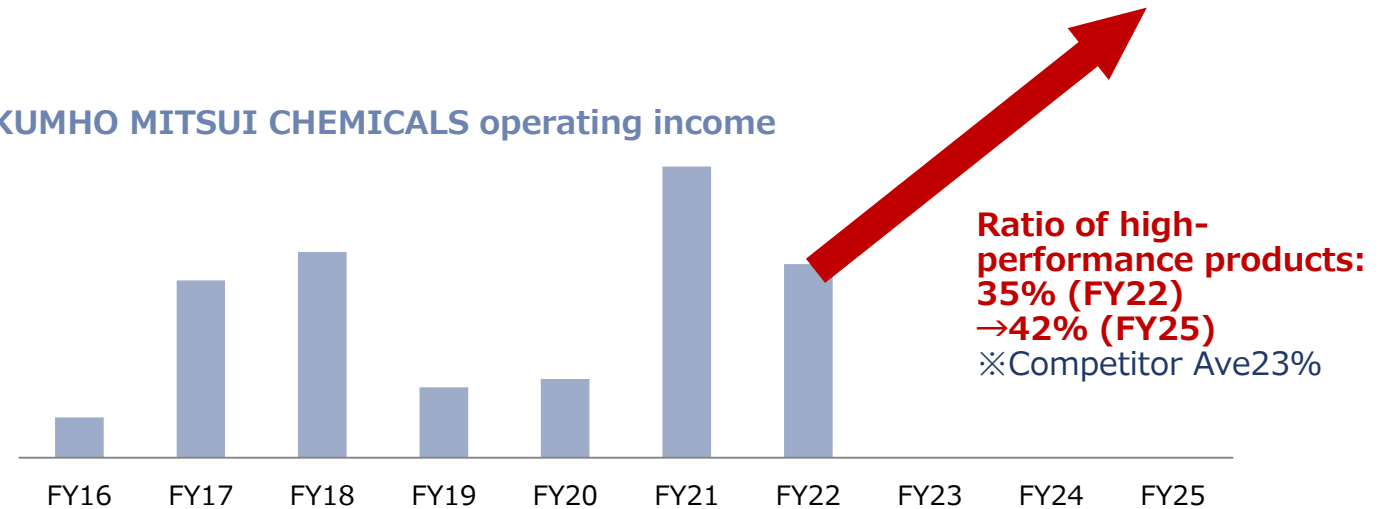
Bolstering Downstream Businesses

Response to needs for high-performance products by increasing our high-performance MDI production capacity

MDI market demand outlook



KUMHO MITSUI CHEMICALS operating income



Market for high-performance MDI:

- ①Rising demand especially in Asia. High market growth
- ②Competitors face high barriers to entry:
 - Formulations that involve combination with PPG pose significant difficulties, and many niche domain demand high-mix, low-volume production
 - Suppliers must create a system for low-volume cold chain logistics

High-Performance MDI	① Monomeric (Frozen storage)	Elastic fiber	Synthetic leather	Elastic body	Paint
		Adhesive	TPU	Shoe sole	Coating
		Luxury automotive seats	Noise, vibration & harshness (NVH) in automobiles	Memory foam mattress	
	MCI enhancement area ② Modified MDI				

Pursuing growth by combining a business for high-performance & differentiated products with green chemicals

① Business for high-performance & differentiated products

Strengthening our lineup of high-performance products by leveraging formulation technologies, as well as high-performance PPG & MDI made using our proprietary PZN catalyst

High-performance PPG

- High-performance PPG utilizing a high-reactivity, high-selectivity PZN catalyst

Nextyol™: Low VOC, low odor, high elasticity

PPG for NVH products: Soundproofing, heat resistance, etc.

High-molecular-weight PPG: Durability

- PPG production technology improvements utilizing a PZN catalyst

- Removing the need for neutralization and refining processes by shifting to an approach that does not require deashing
- Minimizing environmental impact by reducing emissions of GHGs and industrial waste



High-performance MDI

- Monomeric MDI & modified MDI

- Molecular structure design for matching with high-performance PPG
- Pursuing high-mix, low-volume development to meet the needs of niche sectors
- Already created an optimal system for cold chain logistics

Luxury automotive seats



Noise, vibration & harshness (NVH) in automobiles



Memory foam mattresses



- Able to take on even small-scale projects in response to customer needs
- Leveraging optimal formulation design to create features for specialty applications such as NVH

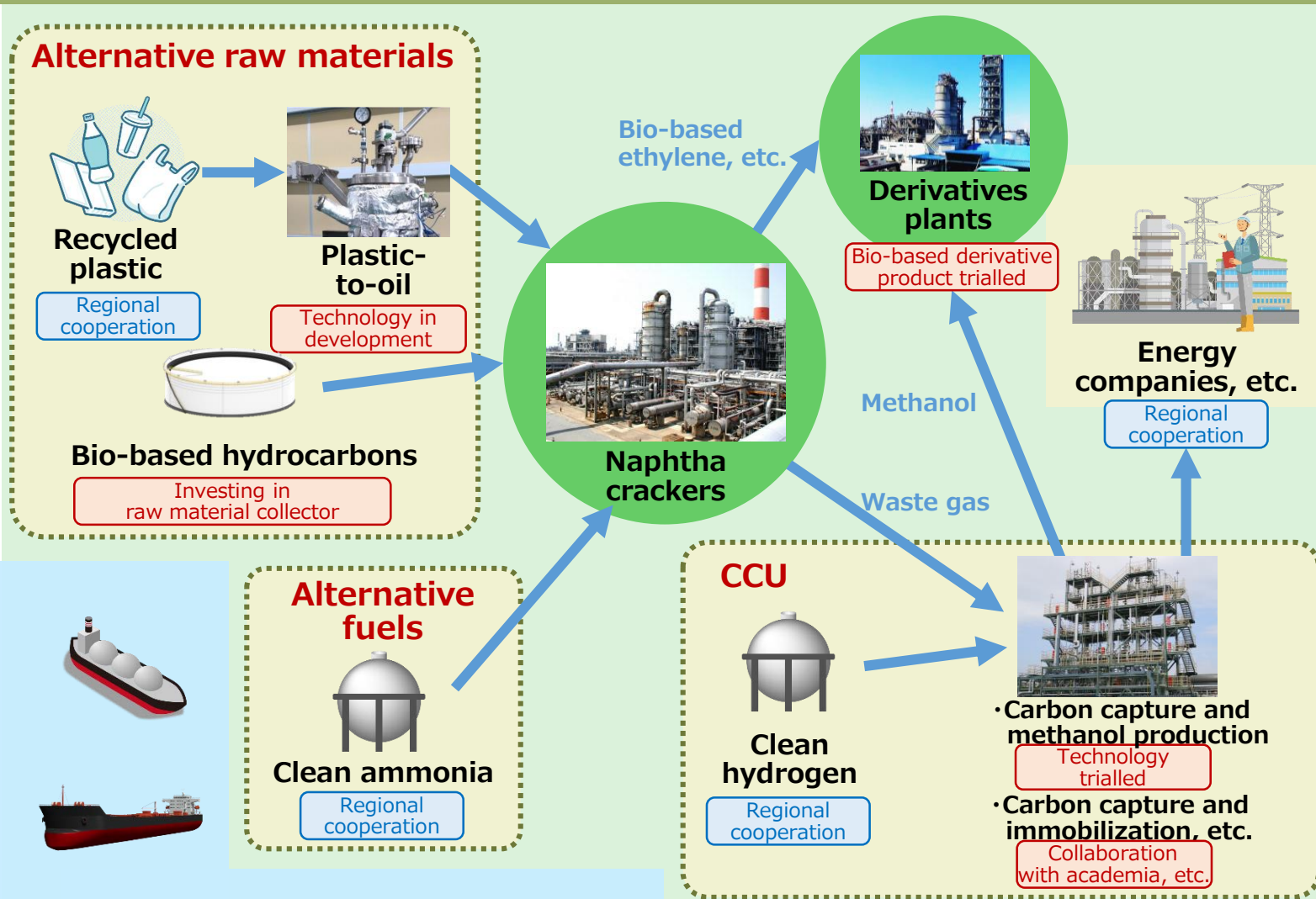
② Green chemicals

- ECONYKOL™: Market development for a polyol derived from non-edible plant matter
- Social implementation of technology for the chemical recycling of polyurethane
- Pursuing development of green TDI



Sustainable Transformation for Naphtha Crackers & Petrochemical Complexes

Transitioning to next-gen naphtha crackers and carbon-neutral petrochemical complexes



- ✓ **Innovating in the upstream parts of our value chain** to facilitate green derivatives
- ✓ Making use of **regional cooperation** to reach an ideal mix of technologies, including a switch to alternative raw materials and fuels, the reuse of plastic waste, and carbon capture and utilization
- ✓ Working toward optimization throughout the entire region (network) by leaning on **digital transformation**
- ✓ Pursuing **cracker optimization** in response to decreasing demand

Pursuing a sustainable competitive edge

Transitioning to Green Chemicals

① Alternative raw materials (bio-based hydrocarbons; oil made from recycled plastic waste)

Stable procurement of biomass materials

- Investment in Apeiron Bioenergy, one of the largest collectors and sellers of used cooking oil in the Southeast Asia & China region

Plastic waste recycling

- Working with companies like BASF and Microwave Chemical to develop technologies for breaking down plastic waste and turning it into oil
- Procuring plastic-waste-derived ethylene from Shell Eastern Petroleum
- Chemical recycling of soft polyurethane foam (with Microwave Chemical)

② Alternative fuels (ammonia firing, etc.)

Alternative fuel for naphtha crackers

- Changing to ammonia for naphtha cracker fuel
- Selected for demonstration testing as part of a Green Innovation Fund-backed project to develop advanced technologies for naphtha crackers (development and operation of a demonstration cracker to run until 2030)

Procurement of clean ammonia

- Four industry members conducting a joint study into securing a stable and competitive supply of clean ammonia for Japan
- Taking part in the Clean Fuel Ammonia Association

③ GHG reduction: CCU (methanol, methane, etc.)

Synthesizing methanol from CO₂

- Core technology already developed; now working to develop a more active catalyst

Regional cooperation

- Pursuing advanced efforts in conjunction with authorities and local companies as we plan a transition to carbon-neutral industrial complexes
 - Ichihara: A council for achieving carbon neutrality at the Keiyo Industrial Complex
 - Osaka: Osaka "Minato" Carbon Neutral Port (CNP) Review Meeting

④ Transition to green derivatives (Scope 3 environmental contributions)

Expanding our bio-based hydrocarbon derivatives lineup (products that have already received ISCC certification)

Products with ISCC PLUS certification: 27 domestic products
(red text = newly certified)

Ethylene, propylene, B-B fraction, C5 fraction, 1-hexene, ammonia, PE, PP, PP compounds (Europe), MILASTOMER™ (Europe), TAFMER™, MITSUI EPT™, ADMER™ (Europe), PP film, HI-ZEX MILLION™, TPX™, benzene, toluene, phenol, acetone, bisphenol A, α-methylstyrene, p-DIPB, hydroquinone, meta/para-cresol, EO, MEG, DEG, PEG, DMAE

Bio-based polyurethane raw materials

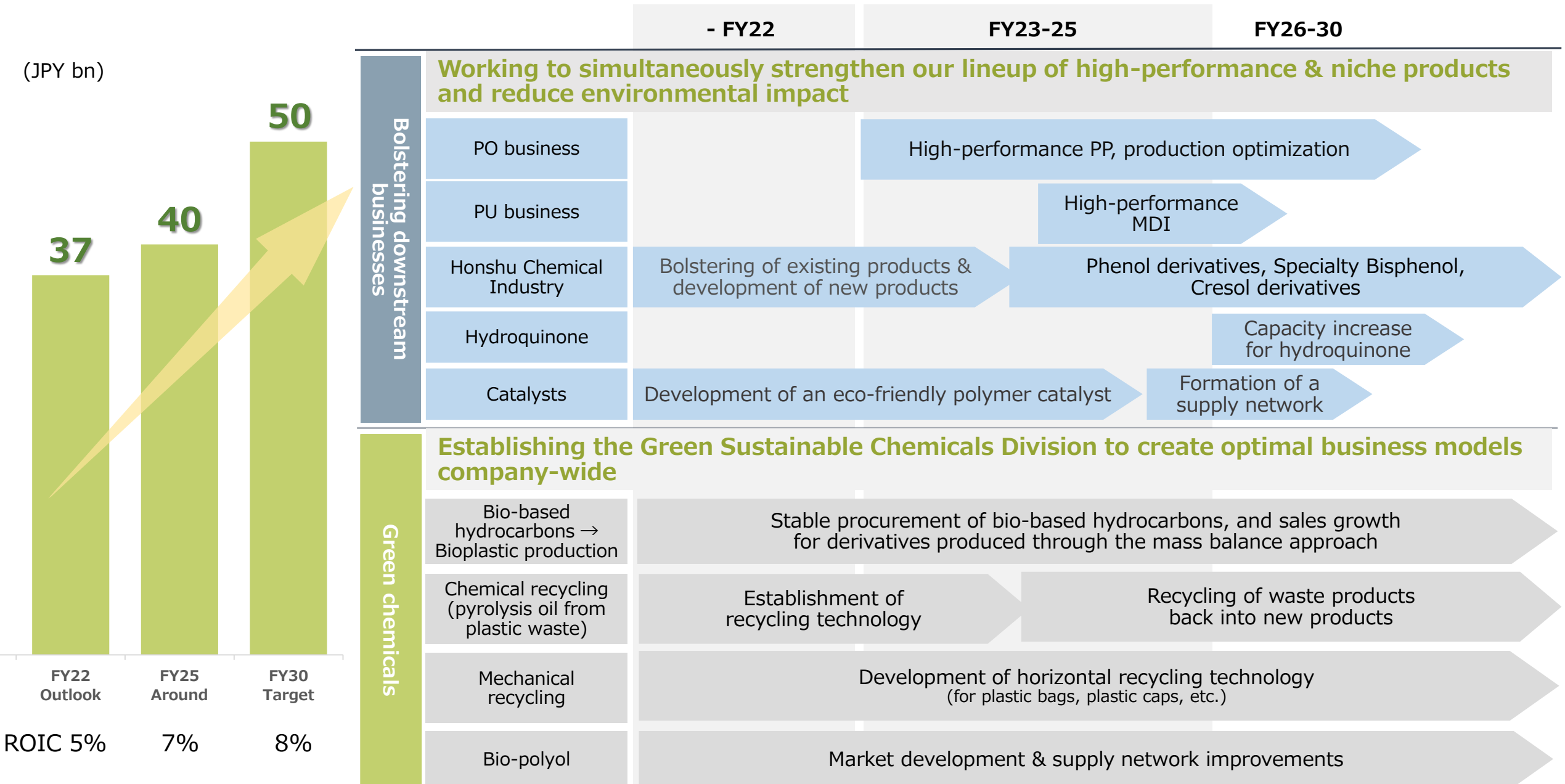
Bio-polyol: ECONYKOL™ (derived from non-edible biomass)

Material recycling

Prime Polymer: Horizontal recycling of plastic bags to plastic bags
Horizontal recycling of plastic caps



Business Strategy Roadmap



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

0→1 MAKE IT HAPPEN

Chemistry for Sustainable World



Mitsui Chemicals

Challenge Diversity One Team

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