FY2017-1
CEO Explanation
Creating New Customer Value through Innovations

Mitsui Chemicals

淡輪 敏
Tsutomu Tannowa
Mitsui Chemicals Inc.
President & CEO

May 29, 2017
Contents

- Business Performance
- Summary of 2014 Mid-Term Business Plan
- FY17-FY19 Plan in 2025 Long-Term Business Plan
- Topics of Targeted Business Domains
- Management Target for Sustainable Growth
## FY16 Results & FY17 Outlook

### Achieved record high profit in FY2016

<table>
<thead>
<tr>
<th>Items</th>
<th>FY2015 Results</th>
<th>FY2016 Results</th>
<th>FY2017 Outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>1,344</td>
<td>1,212</td>
<td>1,300</td>
</tr>
<tr>
<td>Operating income</td>
<td>70.9</td>
<td>102.1</td>
<td>98.0</td>
</tr>
<tr>
<td>Non-operating income</td>
<td>△ 7.7</td>
<td>△ 4.9</td>
<td>△ 2.0</td>
</tr>
<tr>
<td>Ordinary income</td>
<td>63.2</td>
<td>97.2</td>
<td>96.0</td>
</tr>
<tr>
<td>Extraordinary gains/losses</td>
<td>△ 21.9</td>
<td>△ 11.4</td>
<td>△ 7.0</td>
</tr>
<tr>
<td>Net income*</td>
<td>23.0</td>
<td>64.8</td>
<td>65.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Increase (Decrease)</th>
<th>FY15→FY16</th>
<th>FY16→FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>△ 132</td>
<td>88</td>
</tr>
<tr>
<td>Operating income</td>
<td>31.2</td>
<td>△ 4.1</td>
</tr>
<tr>
<td>Non-operating income</td>
<td>2.8</td>
<td>2.9</td>
</tr>
<tr>
<td>Ordinary income</td>
<td>34.0</td>
<td>△ 1.2</td>
</tr>
<tr>
<td>Extraordinary gains/losses</td>
<td>10.5</td>
<td>4.4</td>
</tr>
<tr>
<td>Net income*</td>
<td>41.8</td>
<td>0.2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Exchange rate(JPY/US $)</th>
</tr>
</thead>
<tbody>
<tr>
<td>120</td>
</tr>
<tr>
<td>108</td>
</tr>
<tr>
<td>110</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Domestic Standard Naphtha price(JPY/KL)</th>
</tr>
</thead>
<tbody>
<tr>
<td>42,800</td>
</tr>
<tr>
<td>34,700</td>
</tr>
<tr>
<td>42,000</td>
</tr>
</tbody>
</table>

△ Denotes a minus

*Net income always refers to Profit attributable to owners of parent
### Operating Income Outlook

(JPY bn)

<table>
<thead>
<tr>
<th>Segment</th>
<th>FY2015 Results</th>
<th>FY2016 Results</th>
<th>FY2017 Results</th>
<th>Outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobility</td>
<td>44.9</td>
<td>40.7</td>
<td>42.0</td>
<td>△4.2</td>
</tr>
<tr>
<td>Health Care</td>
<td>11.6</td>
<td>10.1</td>
<td>13.0</td>
<td>△1.5</td>
</tr>
<tr>
<td>Food &amp; Packaging</td>
<td>20.3</td>
<td>20.6</td>
<td>20.5</td>
<td>△0.3</td>
</tr>
<tr>
<td>Basic Materials</td>
<td>1.0</td>
<td>38.5</td>
<td>29.5</td>
<td>△9.0</td>
</tr>
<tr>
<td>Others</td>
<td>△6.9</td>
<td>△7.8</td>
<td>△7.0</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>70.9</td>
<td>102.1</td>
<td>98.0</td>
<td>△4.1</td>
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</tbody>
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<td>98.0</td>
<td>△4.1</td>
</tr>
</tbody>
</table>

### Remarks

- ✔ Sales growth continues in 3 targeted business domains
- ✔ Affected by downturn in terms of trade and large-scale periodic maintenance

△ Denotes a minus
Contents

- Business Performance
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## Summary of 14MTBP (FY14–FY16)

### Mission of 14MTBP and Initial Plan

<table>
<thead>
<tr>
<th>Goal</th>
<th>Target (FY16)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement Business Restructuring</td>
<td>60.0 billion yen</td>
</tr>
<tr>
<td>Expand Targeted Business Domains</td>
<td>30.0 billion yen</td>
</tr>
<tr>
<td>Restore Financial Soundness</td>
<td>100.0 billion yen</td>
</tr>
<tr>
<td>Operating income</td>
<td>102.1 billion yen</td>
</tr>
<tr>
<td>Net income</td>
<td>64.8 billion yen</td>
</tr>
<tr>
<td>New business and products sales</td>
<td>75.0 billion yen</td>
</tr>
<tr>
<td>ROA</td>
<td>7.9%</td>
</tr>
<tr>
<td>ROE</td>
<td>15.6%</td>
</tr>
<tr>
<td>Net D/E</td>
<td>0.79</td>
</tr>
</tbody>
</table>
Reform of Business Portfolio

Implement business restructuring and **minimize the downward profit risk**

- Operating income from Basic Materials domain
  \[\triangle 16.5 \text{ billion yen (FY13)} \rightarrow 38.5 \text{ billion yen (FY16)}\]

<table>
<thead>
<tr>
<th>FY13-16 (Examples of restructuring strategy)</th>
<th>Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Petrochemicals Polyolefin</td>
<td>170KTA</td>
</tr>
<tr>
<td>Withdrawal from Keiyo Ethylene</td>
<td></td>
</tr>
<tr>
<td>Terminated 3 polyolefin plants</td>
<td>280KTA</td>
</tr>
<tr>
<td>Phenols</td>
<td>410KTA</td>
</tr>
<tr>
<td>Terminated 3 plants</td>
<td></td>
</tr>
<tr>
<td>PTA</td>
<td>500KTA</td>
</tr>
<tr>
<td>Withdrawal from PTA in Indonesia</td>
<td></td>
</tr>
<tr>
<td>- All of equity interest (45%) transferred</td>
<td></td>
</tr>
<tr>
<td>Polyurethanes</td>
<td>224KTA</td>
</tr>
<tr>
<td>Established JV with SKC (Mitsui Chemicals &amp; SKC Polyurethanes)</td>
<td></td>
</tr>
<tr>
<td>Shut down Kashima Works (Transferred organic acid business, terminated TDI plant)</td>
<td></td>
</tr>
<tr>
<td>Terminated MDI plant in Omuta</td>
<td></td>
</tr>
</tbody>
</table>

**Continuous growth by expansion of targeted business domains**

- Growth investments **70** billion yen (FY14-16)
- Operating income from 3 targeted business domains*
  \[47 \text{ billion yen (FY13)} \rightarrow 71.4 \text{ billion yen (FY16)}\]

*Mobility, Health Care, and Food & Packaging domains
Successful progress of the reform of business portfolio in the 14MTBP
Achieved record high profit, excess initial plan

- Operating income: \(4x\)
- OP from targeted business domains: \(1.5x\)
- Net D/E Improvement: 0.65 Point

- Implement restructuring
- Expansion of targeted business domains
- Restore financial soundness

Record high profit

\(102.1\) billion yen

\(\Delta\) Denotes a minus
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**FY17 Management Target**

<table>
<thead>
<tr>
<th>Category</th>
<th>FY17 Management Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Income</strong></td>
<td>98.0 billion yen</td>
</tr>
<tr>
<td><strong>Sales</strong></td>
<td>1,300 billion yen</td>
</tr>
<tr>
<td><strong>ROE</strong></td>
<td>Over 13%</td>
</tr>
<tr>
<td><strong>ROS</strong></td>
<td>7.5%</td>
</tr>
<tr>
<td><strong>Net D/E</strong></td>
<td>0.73</td>
</tr>
<tr>
<td><strong>Dividends</strong></td>
<td>16 yen/share*</td>
</tr>
</tbody>
</table>

*FY2017 dividend plan is calculated based on the number of shares before the 5-to-1 share consolidation, which will be proposed at Mitsui Chemicals Inc.’s 20th Ordinary General Meeting of shareholders and conducted on October 1, 2017.*
Mid-Term Management Target

Establish stable profit system (Reduce downward risk)

Ensure growth path

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Operating Income</th>
<th>Net Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY14</td>
<td>42.0</td>
<td>17.3</td>
</tr>
<tr>
<td>FY15</td>
<td>70.9</td>
<td>23.0</td>
</tr>
<tr>
<td>FY16</td>
<td>102.1</td>
<td>65.0</td>
</tr>
<tr>
<td>FY16 Outlook</td>
<td>98.0</td>
<td>64.8</td>
</tr>
<tr>
<td>FY17</td>
<td>105.0</td>
<td>105.0</td>
</tr>
<tr>
<td>FY18</td>
<td>115.0</td>
<td>115.0</td>
</tr>
<tr>
<td>FY19</td>
<td>125.0</td>
<td>125.0</td>
</tr>
<tr>
<td>FY20 Target</td>
<td></td>
<td>125.0</td>
</tr>
</tbody>
</table>

3 targeted business domains

Ensure growth path

Mobility | Health Care | Food & Packaging | Basic Materials, Others

May 29, 2017

Mitsui Chemicals
Enter active investment phase while maintaining financial discipline
Further enhance corporate value

**Investment Plan**

<table>
<thead>
<tr>
<th>FY14-16</th>
<th>FY17-19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CF from operating</strong></td>
<td><strong>CF from operating</strong></td>
</tr>
<tr>
<td>304.6 billion yen</td>
<td>300～350 billion yen</td>
</tr>
</tbody>
</table>

**Investment**

- Maintenance investments 55%
- Growth investments 45%

- 158 billion yen

**Maintenance investments** 35%

- 350 billion yen (Incl. strategic investment)

**Growth investments** 65%

- Increase capacity depending on growing demand
- Finalize big projects
- Flexible M&A, alliances

Restore financial soundness

Active investment phase
① **Expansion and growth in 3 targeted business domains**

- Expansion of investment theme
- Business expansion including peripheral business area
- Secure production capacity that meets demands

② **Accelerate development of new next generation businesses and creation of new products**

③ **Further strengthen competitiveness of Basic Materials**
Contents

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Business Domains

1. Mobility
   - Provide solutions making full use of comprehensive strengths

2. Health Care
   - Provide products & services contributing to Quality of Life through chemical innovations

3. Food & Packaging
   - Provide solutions for world food problems and seizes new business opportunities

4. Next Generation Business
   - Create solution & system businesses at the boundary or peripheral areas of 3 targeted business domains through open innovations

5. Basic Materials
   - Provide materials for the basis of society and industry
Mobility

Provide solutions making full use of comprehensive strengths
PP Compounds

Manufacturing and research bases that swiftly respond to light-weight needs
✔ USA, Mexico, India: Expansion of production capacity (start operation in July 2017)
Other bases: Expansion capacity through de-bottlenecking (+10~30%)
✔ Bright in sight to increase sales in Europe, considering new base (FY19, 30KTA)
✔ Expansion of long glass fiber reinforced PP (Mostron L)
✔ Adopted newly developed paint-less bumper materials and ultra-light instrument panel materials

Americas
- Ohio (440 KTA)
- Tennessee
- Mexico

Europe
- Europe (20 KTA)

Asia
- China
- India
- Thailand

Japan
- Japan (310 KTA)

Mobility

Production Capacity of 1,150 KTA in FY2020
Expansion of Milastomer

Increase Capacity

✔ Increase capacity in **Japan** (+5 KTA, Oct. 2017)

Capacity

45 KTA

Global market: 200~250 KTA

Increase sales for 7 years in a row

Globalization

9 bases in 7 countries

- **Germany**
- **China** 2014, 2015
- **India** 2014, 2015
- **Japan**
- **Thailand** 2013, 2015
- **USA** 2017
- **Mexico** 2015

New Products

✔ The lightest soft resin and luxurious appearance, which helps the expansion of its adaptation as interior materials for automobiles

✔ Developed paint-less and good appearance grade, which has been adopted for air-bag covers

✔ Developed oil-resistance grade for steering boots

✔ Expanding vivid color and good texture grade for life innovation applications

Production capacity of **60 KTA (+30%)** in FY2020
**New Business & Solution Capability**

**POLYMETAC™**

Expansion of application for smartphones, tablets and PC frames

**Mobility Development Center**

- Strengthen capabilities to propose solutions
- Offer collaborate opportunities with customers

- ✔ EU : Acceleration of multi-material development
- ✔ Japan : Needs for commercialization improvement
- ✔ USA : Needs for light-weight due to fuel consumption regulations

**Electrolyte solution (LIB)**

**Japan (Nagoya)**

5 KTA
( operation started in Apr. 2017 )

**China (Ningbo)**

Enhanced capacity to 5 KTA
( operation start in Nov. 2017 )

**Japan**

Mold production, maintenance, prototyping, trials, and exhibitions

**USA**

Develop and promote themes that contribute to light-weight, competitive improvement of automobiles, and cost saving
Health Care

Provide products & services contributing to Quality of Life through chemical innovations
- Bolster peripheral businesses based on the concept of “Quality of View”
- Accelerate creation of new products by enhancement of evaluation technology for end products

**Peripheral business area**

**Lens monomers**

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1987</td>
<td>World’s first MR monomer</td>
</tr>
<tr>
<td>2008</td>
<td>Acquired SDC (Coating)</td>
</tr>
<tr>
<td>2009</td>
<td>Acquired FSI (Coating)</td>
</tr>
<tr>
<td>2010</td>
<td>Acquired LTI (Coating)</td>
</tr>
<tr>
<td>2014</td>
<td>Acquired Acomon</td>
</tr>
<tr>
<td>2014</td>
<td>UV+420cut™</td>
</tr>
<tr>
<td>2014</td>
<td>SunSensors</td>
</tr>
<tr>
<td>2015</td>
<td>NeoContrast™</td>
</tr>
<tr>
<td>2015</td>
<td>Polarized lens material</td>
</tr>
<tr>
<td>2017</td>
<td>High-index photochromic lens material</td>
</tr>
<tr>
<td>2014</td>
<td>High-impact resistance lens material</td>
</tr>
<tr>
<td>2015</td>
<td>Bio-based lens material</td>
</tr>
</tbody>
</table>

**Standardization Globalization Bolster peripheral area**

**World’s share 45%**

**1980’s 1990’s 2000’s 2010’s 2017**
Increase capacity

- Thailand / Breathable films (+4 KTA, Feb, 2017: started operation)
- New base in Nagoya, Japan / Highly functional nonwovens (15 KTA, Nov, 2017: completion)
- Yokkaichi, Japan / Good flexibility & elasticity nonwovens (+6 KTA, Nov, 2017: completion)

Globalization

- China (Tianjin): 15 KTA Nonwovens
- Thailand: 30 KTA Nonwovens, 11 KTA Breathable films
- Japan: 70 KTA Nonwovens

New Products

Development of light-weight, high flexibility and high strength nonwovens (May 2017)

- Soft texture & high strength "AIRYFA™"
- Reform
- Thin fiber
- General-purpose

Realize environmentally and skin friendly disposable diapers

Capacity of Nonwovens 115 KTA
Dental Materials

Remarked “Kulzer” as the dental material brand to accelerate strategy implementation

Sales in North America

- UV 3D printer
  - Fastest in the industry with accuracy
  - Developing specialized inks

Response to small digital market

- 3D scanner for impressions

- Recovery of sales in N.A. +11% sales growth (FY16)
- Growth will continue after FY17 by strengthening the sales system

<table>
<thead>
<tr>
<th>CY13 Results</th>
<th>CY14 Results</th>
<th>CY15 Results</th>
<th>FY16 Results</th>
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<tbody>
<tr>
<td></td>
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</tbody>
</table>

Small digital

Large digital

Trends in Digitalization
Food & Packaging

Provide solutions for world food problems and seizes new business opportunities
Accelerate overseas expansion on the concepts of Safety, High Performance, and Environmental Friendly

~ To establish an efficient business operation system focusing on local uniqueness and commonalities ~

Europe (Belgium)
- Acquired stake of Belchim (10%, Feb. 2017)

Korea

China
- Regional headquarters function for growing ASEAN market (FY16)
- Acquired surplus share of Sotus (17.7%, Mar. 2017)

Japan

Vietnam
- Acquired stake of Cuulong (20%, Aug. 2016)
New base in ASEAN under consideration

India
- Established SOLINNOS ltd (51%, May 2016)

Brazil
- Acquired surplus share of Iharabras (12.1%, Oct. 2016)

New base in N.A under consideration

Thailand
- New base in ASEAN under consideration

- Regional headquarters function for growing ASEAN market (FY16)
- Acquired surplus share of Sotus (17.7%, Mar. 2017)
Strengthen and expansion in the CASE* field of coating materials

New Products

Elastomer) Adopted for tennis strings

Elastomer

Adhesive) for food packages

Globalization

Increase capacity in Malaysia
～Core base for ASEAN and South Asia～

35 KTA (+75%)
( Operation start in Sep. 2017 )

Accelerate application expansion through high elasticity and durability

High durability
Non yellowing

Ball speed increased by 4%
Durability increased by 21%

Expand the demand for flexible packaging for food and refills

Strengthen position in growing ASEAN market
Packaging materials for solving social issues

**Resource Saving**

**L-Smart™**
High rigidity sealant film

**Universal Design**

**CMPS™**
Easy-open film

**Food Loss Reduction**

**Pal Fresh™**
New freshness-keeping film

*Also possible for packaging heavy weight goods*

*Third Food Industry Mottainai Award and from the Minister of Agriculture, Forestry and Fisheries received in 2016*

vs. conventional product

20~30% thinner

Easy open for anyone to use
Next Generation Business

Create solution & system businesses at the boundary or peripheral areas
Strategy for Next Generation Business

Energy Solution
Power generation business (Tahara solar-wind)
Diagnosis business of PV plant

Medical Solution
Rapid diagnostic system for bacterial identification

Agri-System Business
Advanced cultivation system (iCAST)

IoT Solution
Piezo-electric material for sensor
Next generation display material

Open innovation
Intelligence
CVC

Topics
* PV: photovoltaic
Mega solar market (Japan)

80 GW*

*FIT certified capacity as of Aug. 2016

Global infrastructure fund

- Expanding scale by stable yield
- Japanese infrastructure fund market opened in 2015
- Expecting expansion in Asia

Diagnosis business achievements

High diagnostic accuracy based on technologies

Increasing Diagnostic needs

Accumulated achievements

New plants

Existing plants

Overseas, others

FIT certified capacity as of Aug. 2016

80 GW*

FY13 FY14 FY15 FY16 FY17 Outlook FY20 Target

- ✔ Increasing requests for due diligence towards securitization and listing
- ✔ Overseas expansion is in progress

Increasing diagnostic needs

80 GW*
Basic Materials

Provide materials for the basis of society and industry
Globalization

Evolue Singapore
Operation started (300KTA, Aug. 2016)
Aiming for full operation in FY2020

Total capacity 550KTA

Strengthen Competitiveness

PP Build & Scrap (B&S)

✓ Establish stable supply system
✓ Quality improvement of Polypropylene
✓ Cost reduction

200KTA scale in FY2021 or later

New Products

✓ Accelerate development of “Evolue-E”, which has both easy-processing and strength function
✓ Developing new grade for PP compounds

Differentiated polyolefin grades: 80% or more
Establishing Next-Generation Factories

Newly establish Advanced Production Technology Promotion Division (Apr. 2017)  
Aiming to establish next-generation factories to harmonize man and machine

- Operation assist using tablets & augmented reality
- Quality prediction utilizing AI (with NTT Communications)
- Facility error detection utilizing big data analysis
- Strengthen surveillance using high-function camera (with Konica Minolta)
- Quality stabilization utilizing soft sensors (with Tokyo Univ.)

Phase1: Data collection
Phase2: Visualization
Phase3: Prediction
Phase4: Optimization
Continue high level of operating cash flow

FY06 FY07 FY08 FY09 FY10 FY11 FY12 FY13 FY14 FY15 FY16 FY17

Outlook

CF from investing CF from operating Free CF

(JPY bn)

-133.6 -78.2 -76.3 -42.9 -43.2 -42.5 -39.6 -89.8 -95
Dramatic improvement in excess of the 2014 MTBP target of 1.0
Enter to the investment phase, aiming for further enhancement of corporate value
Shareholder Returns

Introduce total return ratio target, aiming for further increasing returns to shareholders

✔ Aim to gradually achieve a total return ratio of 30% or more
✔ Stable and continuous dividend increase
✔ Flexibly acquire treasury stock

*FY2017 dividend plan is calculated based on the number of shares before the 5-to-1 share consolidation, which will be proposed at Mitsui Chemicals Inc.’s 20th Ordinary General Meeting of shareholders and conducted on October 1, 2017.
### Continue reform for more viable corporate governance

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Corporate mission</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>1997 Established corporate mission</strong></td>
</tr>
<tr>
<td>Separate management from execution</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>2003 Introduced executive officer system</strong></td>
</tr>
<tr>
<td>Total number on the Board of Directors</td>
<td>Approx. 30-40</td>
<td>Approx. 15</td>
<td>Approx. 10</td>
<td></td>
<td></td>
<td><strong>Appointed female director</strong></td>
</tr>
<tr>
<td>Number of outside directors</td>
<td>1-2</td>
<td></td>
<td></td>
<td>Increased to 2-3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of outside auditors</td>
<td>2</td>
<td></td>
<td></td>
<td>Increased to 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive compensation</td>
<td>✓Incentives for continuous improvement of corporate value</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive appointment</td>
<td>✓Ensure transparency of executive appointment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Related committees | | | | | | **2005 CSR Committee**
| | | | | | | 2001 Risk control committee 2007 Risk Compliance Committee |
| | | | | | | **1997 Responsible Care Committee**

**Key Events:**
- 1997 Established corporate mission
- 2003 Introduced executive officer system
- 2005 Executive Compensation Advisory Committee
- 2007 Established Human Resource Advisory Committee
- 2017 Introduced stock compensation plan
Set **environmental and social targets** for the Long-Term Business Plan

Maximize products and services to achieve a low carbon, recycling-oriented and cohesive society in harmony with the environment.

- **Reduce CO₂**
- **Protect resources**
- **Harmony with nature**

**Environmental Index**

"**Blue Value™**"

Certify products and services that enhance environmental value throughout the life cycle.

- **LCA**
- **Original assessment criteria “m-SI”**
- **Assessment by application**

**QOL Index**

"**Rose Value™**"

Certify products and services that improve everyone’s QOL.

- **SDGs**
- **Original assessment criteria**
- **Assessment by application**

**Visualization of provided values**

Share contributing values with stakeholders aiming to realize the future society.

**Mitsui Chemicals**

May 29, 2017
ESG: Setting Environmental and Social Targets

**Blue Value™ Target**

- **Blue Value™ certified sales ratio**
  - FY13: 14%
  - FY15: 16%
  - FY25: 30%

Example: Reduce GHG emissions (PP Compounds)

**Rose Value™ Target**

- **Rose Value™ certified sales ratio**
  - FY15: 15%
  - FY25: 30%

Example: **Quality of View** (Vision Care)

Expand solutions from correction for visual acuity to health and comfort

Contribute to solving social challenges in line with business growth through increasing certified sales ratio.

Develop high gloss grade

Develop ultra low gloss grade

Reduce GHG emissions 13.3%

Contribute to solving social challenges in line with business growth through increasing certified sales ratio.
MCI 2025 Basic Strategies

① Pursue innovations
② Accelerate global expansion
③ Strengthen competitiveness of existing businesses

Reform business portfolio

Changes in value through paradigm shift

ROS(%) vs Sales (JPY bn)

Targeted business domains ratio

~Customer-Driven Innovations~

(Operating income: JPY bn)

Targeted position

May 29, 2017

Mitsui Chemicals
Sustainable Growth

Constantly pursuing innovation and growth to become a chemical group with an undisputed global presence

Restructuring
Extensive business restructuring

Transform business portfolio

Shift to customer-driven business model

Actualize corporate target

Creating new customer value and solving social challenges through business activities

Operating income: JPY bn
Targeted business domains ratio
Creating new customer value and solving social challenges through business activities
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Visualization of the contribution to environment and society

✔ Visualize contributions to the environment and society through business activities
✔ Evaluate the contribution by product applications through life cycle
✔ Share information with stakeholders on development and launch of products and services with significant contribution
✔ Develop “Blue & Rose Value Chain” to realize a targeted future society

Environmental Index “Blue Value™”

- Environmental impact through LCA (LIME2)
  - Global warming
  - Depletion of resources/fuel
  - Waste
  - Pollution, etc

- m-SI*: Original assessment criteria

- Blue Value™: 3 contribution standards
  - Reduce CO₂
  - Protect resources
  - Harmony with nature

- Product applications

- Realize sustainable society
  - A cohesive society that is in harmony with the environment
    - (Contributing to SDGs)
      - Clean Water and Sanitation
      - Affordable and Clean Energy
      - Decent Work and Economic Growth
      - Industry, Innovation, and Infrastructure
      - Sustainable Cities and Communities
      - Responsible Consumption and Production
      - Climate Action
      - Life on Land

* m-SI: Mitsui Sustainability Index established in 2013
Realize a society where everyone from children to elderly can live with QOL

Realize a society where everyone can live with healthy and comfortable by improving medical quality, reducing loads on human body, and supplement nutrition

Improve the quality of dietary life by improving food productivity and reducing food losses and waste so that everyone can obtain sufficient nourishment