FY18-1
CEO Explanation
Creating New Customer Value through Innovations

Mitsui Chemicals

Tsutomu Tannowa
Mitsui Chemicals Inc.
President & CEO

May 30, 2018
Contents

- Business Performance
- Topics of Targeted Business Domains
- Topics of Sustainability
- Financial Overview
- Management Target for Sustainable Growth
## FY17 Financial Results and FY18 Outlook

Profits expect to reach a **record high in FY18** for the **third consecutive year**

<table>
<thead>
<tr>
<th>Items</th>
<th>FY2015 (JPY bn)</th>
<th>FY2016 (JPY bn)</th>
<th>FY2017 (JPY bn)</th>
<th>FY2018 (YP bn)</th>
<th>FY17→FY18 Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>1,344</td>
<td>1,212</td>
<td>1,329</td>
<td>1,480</td>
<td>151.5</td>
</tr>
<tr>
<td>Operating income</td>
<td>70.9</td>
<td>102.1</td>
<td>103.5</td>
<td>106.0</td>
<td>2.5</td>
</tr>
<tr>
<td>Non-operating income</td>
<td>△ 7.7</td>
<td>△ 4.9</td>
<td>6.7</td>
<td>6.0</td>
<td>△ 0.7</td>
</tr>
<tr>
<td>Ordinary income</td>
<td>63.2</td>
<td>97.2</td>
<td>110.2</td>
<td>112.0</td>
<td>1.8</td>
</tr>
<tr>
<td>Extraordinary gains/losses</td>
<td>△ 21.9</td>
<td>△ 11.4</td>
<td>△ 16.0</td>
<td>△ 5.0</td>
<td>11.0</td>
</tr>
<tr>
<td>Net income*</td>
<td>23.0</td>
<td>64.8</td>
<td>71.6</td>
<td>80.0</td>
<td>8.4</td>
</tr>
</tbody>
</table>

**Exchange rate (JPY/US$)**
- FY2015: 120
- FY2016: 108
- FY2017: 111
- FY2018: 105
- △ 6

**Domestic standard naphtha price (JPY/KL)**
- FY2015: 42,800
- FY2016: 34,700
- FY2017: 41,900
- FY2018: 49,000
- 7,100

*Net income always refers to Profit attributable to owners of parent company*
<table>
<thead>
<tr>
<th>Segment</th>
<th>FY2015 (JPY bn)</th>
<th>FY2016 (JPY bn)</th>
<th>FY2017 (JPY bn)</th>
<th>FY2018 (JPY bn)</th>
<th>△ Denotes a minus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobility</td>
<td>44.9</td>
<td>40.7</td>
<td>42.3</td>
<td>45.0</td>
<td>2.7</td>
</tr>
<tr>
<td>Health Care</td>
<td>11.6</td>
<td>10.1</td>
<td>10.8</td>
<td>13.0</td>
<td>2.2</td>
</tr>
<tr>
<td>Food&amp;Packaging</td>
<td>20.3</td>
<td>20.6</td>
<td>19.9</td>
<td>23.0</td>
<td>3.1</td>
</tr>
<tr>
<td>Basic Materials</td>
<td>1.0</td>
<td>38.5</td>
<td>38.9</td>
<td>33.0</td>
<td>△ 5.9</td>
</tr>
<tr>
<td>Others</td>
<td>△6.9</td>
<td>△7.8</td>
<td>△8.4</td>
<td>△8.0</td>
<td>0.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>70.9</td>
<td>102.1</td>
<td>103.5</td>
<td>106.0</td>
<td>2.5</td>
</tr>
</tbody>
</table>

Exchange rate (JPY/US$)  
- FY2015: 120  
- FY2016: 108  
- FY2017: 111  
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Domestic standard naphtha price (JPY/KL)  
- FY2015: 42,800  
- FY2016: 34,700  
- FY2017: 41,900  
- FY2018: 49,000  
7,100

Sales growth continues in 3 targeted business domains  
Continue operating income in Basic Materials more than 30 billion yen
## FY2018 Management Target

### FY18 Outlook

<table>
<thead>
<tr>
<th>Metric</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Income</td>
<td>106 billion yen</td>
</tr>
<tr>
<td>Sales</td>
<td>1,480 billion yen</td>
</tr>
<tr>
<td>ROS</td>
<td>7.2%</td>
</tr>
<tr>
<td>ROE</td>
<td>14.7%</td>
</tr>
<tr>
<td>Net D/E</td>
<td>0.70</td>
</tr>
<tr>
<td>Dividends*</td>
<td>Interim 50 yen/share, Year-end 50 yen/share</td>
</tr>
</tbody>
</table>

*On October 1, Mitsui Chemicals conducted the 5-to-1 share consolidation.*
Mid-Term Management Target

Exceeding the planned targets in the first FY of the LTBP

- Secure stable profit (reduce downward risk)
- Ensure growth path

FY14 Results: Operating Income 17.3, Net Income 23
FY15 Results: Operating Income 42.0, Net Income 70.9
FY16 Results: Operating Income 64.8, Net Income 71.6
FY17 Results: Operating Income 102.1, Net Income 103.5 (Initial plan: 98)
FY18 Outlook: Operating Income 106, Net Income 115
FY19 Outlook: Operating Income 125
FY20 Outlook: Operating Income 90

3 targeted business domains

Three-year investments: 360 billion yen

Operating Income | Net Income
Issues toward Growth Path

7 ISSUES in FY18

Business Strategy

① Expansion and growth in 3 targeted business domains
- Increase of investment themes
- Business expansion including peripheral business area
- Secure production capacity corresponding to demands

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

③ Further strengthen competitiveness of Basic Materials

Manufacturing

④ Enhance manufacturing bases by utilizing advanced technologies

⑤ Improve safety technologies and enhance manufacturing site capabilities

Management

⑥ Enhance group-global management

⑦ Promote ESG management
New Organization that Started in April 2018

   - Promote integration management along with ARRK
   - Expand a solution business model with customer-driven strategies in the Mobility Business domain

   Governance  Synergy  PMI
   Post Merger Integration

   Strengthen the solution business model globally

2. Corporate Sustainability Div.
   - Adopt ESG elements to the business strategy
   - Promote disclosure to stakeholders

   Environment  Society  Governance

   For sustainable development of society and MCI Group
Contents

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Five Business domains

**Mobility**
Elastomers, Performance polymers, Performance compounds, Engineering plastics

**Health Care**
Ophthalmic lens material, Nonwovens, Dental materials, Personal care materials

**Food & Packaging**
Packaging material, Coatings, Agrochemicals, Seeds

**Basic Materials**
Phenol, PTA/PET, Polyolefin, Polyurethane, and others

**Next Generation**
Energy, Medical, Agri-system, and IoT Solution

- **01** 3 Targeted Business Domains
- **02** 3 Targeted Business Domains
- **03** 3 Targeted Business Domains
- **04** Creation & Development
- **05** Strengthen Competitiveness

Sales (FY17 Results)
- 25%
- 11%
- 15%
- 48%

1,329 billion yen
Provide solutions making full use of comprehensive strengths.
Acquired ARRK, a global development assistance services
(Jan. 2018; 30 billion yen)

Outline of **ARRK**

✔️ The largest Japanese company, providing **development assistance services mainly for automobiles**

✔️ **Total support for customer’s product development** ranging from design to engineering, analysis and prototyping

✔️ 60% sales in EU, not only supports prototyping of European OEMs but also **analysis service**

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**Sales**
- 44.7 bn yen

**Operating income**
- 1.7 bn yen

**Overseas bases**
- 20 bases

**Employees**
- 3,710

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**USA/Mexico**
- Development assistance services mainly to Japanese OEMs

**Europe**
- Solution business to European OEMs

**Asia**
- Development assistance services mainly to Japanese OEMs

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Enhance global expansion of materials by making use of ARRK’s partnership with OEMs
Enhancement of solution proposal capabilities ②

Total solutions for materials, design, molds and prototyping in global

<table>
<thead>
<tr>
<th>Group-wide Management</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Materials</strong></td>
</tr>
<tr>
<td><strong>Design/Analysis</strong></td>
</tr>
<tr>
<td><strong>Molds</strong></td>
</tr>
<tr>
<td><strong>Prototyping/Evaluation</strong></td>
</tr>
</tbody>
</table>

- Propose new materials and components
- *MDC*: Mobility Development Center
- New R&D facility (Dec. 2018)

**Synergy effects**: 3～5 billion yen (FY25)

- Expand materials business through promotion of polymeric parts by total solution
- Provide high-value added development assistance services including materials
- Utilize mutual customer networks and global bases
- Expand mold and prototyping businesses by utilizing bases mutually

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Customer needs ➔ Expand materials business through promotion of polymeric parts by total solution ➔ Acquire targeted parts

All phases are ready to implement solution strategies

✔ Expand materials business through promotion of polymeric parts by total solution
✔ Provide high-value added development assistance services including materials
✔ Utilize mutual customer networks and global bases
✔ Expand mold and prototyping businesses by utilizing bases mutually
PP Compounds Business

**PP Compounds**

New base in EU (Approx. 5 billion yen)

Mitsui Prime Advanced Composites Europe
(Chemelot Industrial Park, Limburg, the Netherlands)

**Capacity 30 KTA (Jun. 2020)**

Long glass fiber reinforced PP
Global deployment of Mostron™-L

New bases in Japan, US and China
(Under F/S; total 10KTA or more)

1. **Strengthen supply system**
   - First own production base
   - Complete establishment of production, sales and R&D functions

2. **Strengthen initiatives with OEMs**
   - Approved materials in major OEMs
   - Respond to lightweight needs for stricter environmental regulations
   - Obtain solution capabilities with ARRK

Applied to metal-substitute rear doors

1. **30% lighter** than metal
2. **Unpainted** by its good appearance
3. **Reduced** the number of parts
4. **Contribute to design freedom** in global SUV trends

Japan (FY19)
China (FY20)
USA (FY19)
Styrene thermoplastic elastomer

Obtain TPS business

Acquired from Asahi Kasei
(Dec. 2017)

Milastomer™
New

Vulcanized

TPV
Interior (Sheet skin)
Weather strip
Steering boots

TPS
Interior
(Injection molding skin)
Door grip

Styrene

TPV
Interior (Sheet skin)
Weather strip
Steering boots

TPS
Interior
(Injection molding skin)
Door grip

Olefin

TPO
Airbag cover

N-V TPS
Non-automobile application
(Golf grips, etc.)

Non-vulcanized

✔ Ultra-high flow, abrasion-resistance and leather like texture

✔ Enhance proposal capabilities for automobile interior based on the elastomer lineup
(Unpainted, Improved production efficiency)

New base in USA
(1.5 billion yen)

Ohio, USA

Capacity
6 KTA
(Oct. 2019)

(Advanced Composites, Ohio USA)

Enhance global supply capacity
(51 KTA)
✔ The lightest resin in elastomers
✔ Meet needs of luxury interiors

Production capacity
to 60KTA in FY20
Materials for Lithium-ion Battery

1. Electrolyte

Japan (Nagoya)
5 KTA (Apr. 2017)

China (Ningbo)
5 KTA (Completed capacity increase in Nov. 2017)

2. Material for separator films

Ultra-high molecular weight polyethylene 「Hi-zex million™」
Capacity increase +15% (FY18) (to 8.5 KTA)

3. Inhibitor of thermal runaway

✓ Additive technology that achieves long cruising distance and electric power performance
✓ Applied to Japanese and Chinese LIB manufacturers
✓ STOBA™ technology contribute to reliability of LIBs

4. Packaging material for LIB

✓ Multi-material parts using Polymetac™
✓ Prime Polypro™
✓ Adhesive materials (Admer™, Unistole™)

Feasibility study for further capacity increase
Alternatively Chemical Innovations Contributing to Quality of Life
Provide Products & Services

Health Care
- Impairment loss of Kulzer; 14.3 billion yen (intangible fixed assets such as goodwill)
- Effects on MCI’s net income ▲9.5 billion yen

**Reduced analog products sales**

**Delay of authorization for Kulzer brand** in Eastern Europe and Russia

**Changes in the EU market**

(Sales of analog products in Germany)

<table>
<thead>
<tr>
<th>FY14 Results</th>
<th>FY16 Results</th>
<th>FY17 Results</th>
<th>FY20 Outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td>▲9%</td>
<td></td>
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</tbody>
</table>

**Delayed launch of compact digital products**

- **Rapid progress of compact digitalization**
- **Delay of digital workflow lineup**

**Early recovery of sales**

1. **Sales expansion of analog products**
   - Strengthen sales system in Germany
   - Expand sales of dental disease therapeutic medicines
2. **Respond to sales via internet**
3. **Launch new analog products into the market**
   - Five new products are planned in FY18

- **Compact digital products**
  - **Large-scale digital products**
Strengthen Digital Workflow for Dental Materials

**Scanning**
- 3D Scanner

**Design**
- Scannable Impression
- Software
  - Invest on B9Creations (US) (30.74%, Apr. 2018)
  - Co-developed 3D printer (Launched in Jul. 2017)
  - Fastest & finest printer in the dental industry
  - Over 1,000 recipes

**Manufacturing**
- Digital Manufacturing (CAM)
- 3D Printer
- Resin Ink

**Introduce resin inks developed by own technologies**

**Develop new CAD software with AI in corporation with 9DW**
- 1 million data points
- AI design assistant for crown and bridge

- Possess materials, equipment development technologies and knowledge in the dental industry
- Accelerate total solution using digital workflow lineup
Topics of Healthcare Domain

Start new operations of nonwovens (Jun. 2018)

- New base in Nagoya (15KTA)
- Good flexibility & elasticity nonwovens (Yokkaichi, +6KTA)

Global production capacity
+20% (115KTA)

Global deployment of AIRYFA™, a high value-added nonwovens

Highly evaluated functions of light-weight, flexibility and strength

Japan: Launched in May 2017
Thailand: Applied in Apr. 2018
China: Planned in FY19

Mass-production in 3 bases

TouchFocus™ debuted (Feb. 2018)

✔ E-focus glasses, which can instantaneously change focus from distance to close with just a touch
✔ Wide area of vision with minimized swim and distortion were highly evaluated

Mass-production in 3 bases

Increase the number of stores

Target
100 stores

Sales Target (FY22)
50,000 glasses/year
Food & Packaging

Provide solutions for world food problems and seizes new business opportunities.
Agrochemicals

- **Fungicide** “Tolprocarb”
- **Herbicide** “Cyclopyrimorate”
- **Insecticide** “Broflanilide”
- **Fungicide** “Quinofumelin”

**Long-term commercialization contract with BASF**
- New mode of action is highly valued
- Promote global expansion by utilizing strengths of both companies
- Registrations are currently in progress in target countries

**Global licensing contract with BAYER**
- New mode of action is highly valued
- Promote collaborative development and global expansion

**Animal Health**
- Product development for companion animal use is progressing

**Business alliance with agriculture construction**
- Acquired 30% shares of subsidiary of AGCI
- Aiming for sales expansion and accelerated development in growing Indonesia

**Strengthen Business in Indonesia**
- Sales for rice paddy started in Japan (FY15)
- Registration submission for rice paddy completed

- Five Next-Generation Active Ingredients
- Global Expansion
- Agrochemicals
- Mitsui Chemicals Agr
ICROS™ Tape for semiconductor manufacturing process

Start construction of new base in Taiwan

(May 2018; Kaohsiung)

Commercial operation in Sep. 2019

Packaging film Product optimization

Execute production efficiency measures

Tokushima
- OPP

Ibaraki
- OPP, CPP

Hamamatsu
- OPP, CPP

Thailand
- LL-Sealant

① Stable supply
- Increase CPP capacity (+10%)
- Improve OPP production efficiency
- Optimize LL-sealant biz in Asia

② High value-added films
- Sales increase of ECONEIGE™, etc.

To be completed in FY20

Robust domestic business and further sales in overseas
Next Generation Business
Create solution & system businesses at the boundary or peripheral areas
Next Generation Business

Energy Solution

Power generation business

Diagnosis business of PV Plant
✓ **Diagnosis accounts over 2GW**
✓ Requests from overseas investors rapidly increasing

Medical Solution

Rapid diagnosis system for bacterial identification
✓ **Started to provide reagent for research**
✓ Overseas deployment

Agri Solution

Advanced cultivation system (**iCAST™**)  
✓ Good fields results in US and Australia  
✓ Evaluation stage at large farms

IoT Solution

Piezo-electric material for sensor
Next generation display material
✓ Increase sensor needs  
✓ Full-scale demand for OLED

Corporate Venturing

Open innovation  
Corporate Venture Capital
Irrigated agriculture

(cultivated acreage)

<table>
<thead>
<tr>
<th>Irrigation agri</th>
<th>Sprinklers 60%</th>
<th>Drip irrigation 30%</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.3 billion ha</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rain-fed agri</td>
<td></td>
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<tr>
<td>1.24 billion ha</td>
<td></td>
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</tbody>
</table>

New cultivation system that allows plants to absorb as much water, nutrition and air that is required to grow.

Social Issue

- Food shortage
- Water shortage
- Excessive nitrogen in soil

Needs for new resilient agri system

Water

Reduced 30~50%

Yield amount and quality

Improved x1.3~1.5

Moved to large-scale evaluation stage from Apr. 2018 (US/AUR)
Basic Materials

Provide materials for the basis of society and industry
Secure steady profits of more than 30 billion yen through safe and stable operation, full-sales and cost reduction

### Establish stable business structure

- **Operating income (JPY bn)**
  - FY13: 12
  - FY15: 25
  - FY16: 30
  - FY17: 40
  - FY18: 45

- **ROS (%)**
  - FY13: 2%
  - FY15: 6%
  - FY16: 8%
  - FY17: 6%
  - FY18: 4%

### Further competitiveness

1. **New gas turbine (Osaka, FY20)**
   - Introduction of new gas turbine utilizing exhaust gas achieved an effective in-house power generation system

2. **Expand high-purity C3 refining capacity (Ichihara, FY20)**
   - Respond to C3 derivatives enhancement strategies (B&S for PP, elastomer)

3. **Nghi Son refinery started operation in Vietnam**
   - Secure competitive raw materials (BZ, PX)

### Achievements

- **Profitability restored in all 3 restructuring businesses**
  - Phenol, PTA/PET, Polyurethanes

- **Large-scale businesses in overseas contribute to profits**
  - Evolue Singapore, Nghi Son project

- **Capacity increase of MDI in Korea**
  - (250KTA → 350KTA; Mar. 2018)

- **Strengthen high value-added products**
Debottlenecking of hydroquinone (Aug. 2017)

Capacity +10% (12.5KTA)

Disilane gas for semiconductor manufacturing

Disilane demand forecast

CAGR 15%

Application

- Polymerization inhibitors (acrylic acid, MMA)
- Rubber additives for tires
- Raw materials for engineering plastics (PEEK)

Strong demand for higher integration of semiconductors (DRAM and NAND flash memories)

Low-tem. decomposition of disilane corresponds semiconductors’ process needs

Maintain high share in global market and further expansion
Contents

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Blue Value®/Rose Value™

Environmental contribution
Blue Value®

Blue Value® certified products sales ratio

<table>
<thead>
<tr>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY25</th>
</tr>
</thead>
<tbody>
<tr>
<td>14%</td>
<td>15%</td>
<td>16%</td>
<td>19%</td>
<td>19%</td>
<td>30%</td>
</tr>
</tbody>
</table>

Improve QOL
Rose Value™

Rose Value™ certified products sales ratio

<table>
<thead>
<tr>
<th>FY16</th>
<th>FY17</th>
<th>FY25</th>
</tr>
</thead>
<tbody>
<tr>
<td>14%</td>
<td>14%</td>
<td>30%</td>
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</table>

AIRYFA™

Light-weight, high flexibility, and strength nonwovens
(Blue Value®、Rose Value™ certified products)

Diapers

- ✔ Hygiene
- ✔ Reduce parent’s burden
- ✔ Increase CO₂ emissions
- ✔ Increase wastes

Contribution of AIRYFA™

CO₂ emissions from nonwovens for diapers in the world
(According to our research)

<table>
<thead>
<tr>
<th>Year</th>
<th>(KT-CO₂)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td></td>
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</tbody>
</table>

✔ CO₂ emissions; ▲ 20%
✔ Reduce wastes by lightweight nonwovens

Solve social challenges through “Blue/Rose Value” products
**ESG Topics**

**“ZERO by 40”**
Eradicate Malaria by the Year 2040

**TODAY IS A GOOD DAY TO CHANGE THE WORLD.**

Innovative solutions are urgently required to control mosquitoes resistant to existing insecticides

- **Joint declaration by Agrochem majors** (BASF, BAYER, Mitsui Chemicals, Sumitomo Chemical, Syngenta)
- **Supported by Bill & Melinda Gates Foundation and IVCC**

**Provide solutions to using innovative agrochemical technologies**

**Universal Health Coverage**

“Do Green” eye examination activity (since FY15, India)

- Explore social issues for farmers who provide raw material of our biomass products
  - Collaboration with Japanese and Indian NPOs, local doctors and customers in product supply chain
  - Survey the relationship between eyesight and school attendance and employment rates, etc.

**Provide solutions to social issues under “Quality of View”**
Cash flow from operating remains high and maintain an active investment phase

Cash Flow

Outlook

FY06   FY07    FY08   FY09   FY10   FY11    FY12    FY13    FY14   FY15    FY16    FY17   FY18

CF from investment
Free CF
CF from operating

Outlook

FY06   FY07    FY08   FY09   FY10   FY11    FY12    FY13    FY14   FY15    FY16    FY17   FY18

(100.5)  92.4   54.9   70.2   73.2   43.3   43.5   43.5   23.3   53   82.7

-133.6   -78.2  -76.3  -42.9  -43.2  -42.5  -39.6  -46.3  -89.8  -75.1  -100  -105

0  50  100  150
Dramatic improvement over initial target of 1.0 (FY18 outlook: 0.7)

Maintain active investments, aiming at further enhancement of corporate value
Implement total return ratio target, aiming at 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

- **70 yen/share** (year-end dividend increase: 5 yen/share)
- **90 yen/share** (Acquisition of treasury stock: 5 billion yen)
- **80 bn yen**
- **71.6 bn yen**
- **100 yen/share**

- **15 yen/share** (Memorial: 10)
- **25 yen/share**
- **40 yen/share**
- **70 yen/share**

- **Total return ratio**

FY13: 29.0%
FY14: 34.9%
FY15: 21.6%
FY16: 32.1%
FY17: 25.0%
FY18 Outlook: 25.0%

*On October 1, 2017, Mitsui Chemicals conducted the 5-to-1 share consolidation. All dividends are re-calculated based on the share consolidation.*
Targeted Position

MCI 2025 Basic Strategies
① Pursue innovations
② Accelerate global expansion
③ Strengthen competitiveness of existing businesses

Targeted business domains ratio
FY25 OP 200

Customer-Driven Innovations
Growth Investment 1,000
R&D expenses 2x (FY25:70)
Strategic Investment 400

Reform business portfolio
Changes in value through paradigm shift

Reform business portfolio

Changes in value through paradigm shift

ROS(%) - 103.5

Sales (JPY bn)

Targeted business domains ratio
86%

Corporate wide cost, others ▲10

Strategic Investment 400

FY06 OP 91.7

34%

Targeted business domains ratio

Corporate wide cost, others ▲8.4

Reform business portfolio

Changes in value through paradigm shift

ROS(%) - 24.9

Sales (JPY bn)
Constantly pursuing innovation and growth to become a chemical group with an undisputed global presence

- **Rest-structuring**: Extensive business restructuring
- **Restore**: Transform business portfolio
- **Growth**: Shift to customer-driven business model
- **Leap**: 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
0→1 MAKE IT HAPPEN

Mitsui Chemicals

Challenge  Diversity  One Team

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Direction for Growth in the LTBP

- **Creation of New Products**: 25 billion yen
- **Strengthen Competitiveness of Existing Businesses**: 42 billion yen
- **Globalization Regional Expansion**: 20 billion yen
- **New & Next Generation Business**: 25 billion yen

- **FY16 Operating income**: 102.1 billion yen
- **Growth investment (FY16~25)**: 1 trillion yen
- **R&D (FY25)**: 70 billion yen
- **FY2025 Operating income**: 200 billion yen

*New business in three targeted business domains and Next Generation Business*
Blue value™ and Rose Value™

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

Visualization of provided values

Environmental Contribution

**“Blue Value™”**

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

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

*Life Cycle Assessment

**Improvement QOL**

**“Rose Value™”**

Certify products and services that improve everyone’s QOL

- SDGs
- Unique assessment criteria
- Assessment by application

Share contributing values with stakeholders aiming to realize the future society