FY18-2
CEO Explanation
Creating New Customer Value through Innovations

Mitsui Chemicals

淡輪 敏
Tsutomu Tannowa
Mitsui Chemicals Inc.
President & CEO

Nov. 15, 2018
Contents

- Business Performance
- Topics on Targeted Business Domains
- Topics on Sustainability
- Financial Overview
- Management Target for Sustainable Growth
Introduction

One-and-a-half years have now passed since Mitsui Chemicals put its long-term business plan, VISION 2025, into action.

Even in this short time, the business environment has gone through major changes. Just recently, trends such as the rising prices of crude oil and naphtha, as well as trade friction between the U.S. and China, have brought the possibility of impact on business. But we have responded to this by carrying out drastic business restructuring, reforming our portfolio to be more resistant to influence from changes in business conditions and market fluctuation.

We currently stand before a tall wave in the form of environmental, social and governance (ESG) management. While fair and transparent governance is of course a must, society is now also seeking a greater role for corporations to bring about a sustainable society that is in harmony with the environment.

The chemical industry holds unlimited potential to bring new raw materials into the world. These materials are then put to use in all sorts of other industries, serving as a starting point for each one’s innovations. In other words, the chemical industry has the unique ability to offer tangible solutions to a wide range of social issues – the power of chemicals is critical to accomplishing a sustainable society.

In the face of various social issues around the world, I feel a strong sense of responsibility in ensuring Mitsui Chemicals meet the high hopes as the solutions provider that is able to help lead innovation. I will therefore strive even further in the future to help solve social issues through our business activities.

Nov. 15, 2018
Tsutomu Tannowa
**1st Half of FY18 Results and FY18 Outlook**

Profits expected to reach **a record high** in FY18 for three consecutive years

<table>
<thead>
<tr>
<th>Items</th>
<th>FY2016 Results</th>
<th>FY2017 Results</th>
<th>1H Results</th>
<th>FY2018 Outlook</th>
<th>FY16→FY17</th>
<th>FY17→FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>1,212</td>
<td>1,329</td>
<td>721</td>
<td>1,540</td>
<td>116</td>
<td>212</td>
</tr>
<tr>
<td>Operating income</td>
<td>102.1</td>
<td>103.5</td>
<td>49.7</td>
<td><strong>106.0</strong></td>
<td>1.4</td>
<td>2.5</td>
</tr>
<tr>
<td>Non-operating income</td>
<td>△ 4.9</td>
<td>6.7</td>
<td>8.7</td>
<td>11.0</td>
<td>11.6</td>
<td>4.3</td>
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<tr>
<td>Ordinary income</td>
<td>97.2</td>
<td>110.2</td>
<td>58.4</td>
<td>117.0</td>
<td>13.0</td>
<td>6.8</td>
</tr>
<tr>
<td>Extraordinary gains/losses</td>
<td>△ 11.4</td>
<td>△ 16.0</td>
<td>△ 2.7</td>
<td>△ 9.0</td>
<td>△ 4.6</td>
<td>7.0</td>
</tr>
<tr>
<td>Net income*</td>
<td>64.8</td>
<td>71.6</td>
<td>41.8</td>
<td><strong>80.0</strong></td>
<td>6.8</td>
<td>8.4</td>
</tr>
</tbody>
</table>

*Net income refers to Profit attributable to owners of parent

Exchange rate (JPY/US $)
- FY2016: 108
- FY2017: 111
- FY2018: 110
- Increase: 3
- Decrease: △ 1

Domestic standard naphtha price (JPY/KL)
- FY2016: 34,700
- FY2017: 41,900
- FY2018: 51,100
- Increase: 7,200
- Decrease: 12,700
### Operating Income Outlook

(JPY bn)

<table>
<thead>
<tr>
<th>Segment</th>
<th>FY2016 Results</th>
<th>FY2017 Results</th>
<th>FY2018 Outlook</th>
<th>Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobility</td>
<td>40.7</td>
<td>42.3</td>
<td>20.1</td>
<td>42.5</td>
</tr>
<tr>
<td>Health Care</td>
<td>10.1</td>
<td>10.8</td>
<td>6.3</td>
<td>13.0</td>
</tr>
<tr>
<td>Food&amp;Packaging</td>
<td>20.6</td>
<td>19.9</td>
<td>8.8</td>
<td>21.5</td>
</tr>
<tr>
<td>Basic Materials</td>
<td>38.5</td>
<td>38.9</td>
<td>18.4</td>
<td>37.0</td>
</tr>
<tr>
<td>Others</td>
<td>△7.8</td>
<td>△8.4</td>
<td>△3.9</td>
<td>△8.0</td>
</tr>
<tr>
<td>Total</td>
<td>102.1</td>
<td>103.5</td>
<td>49.7</td>
<td>106.0</td>
</tr>
</tbody>
</table>

△Denotes a minus

**Expect to achieve a highest record for three consecutive years despite the accident at Osaka Works (△3.5 bn yen)**
### 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>1,540 billion yen</td>
</tr>
<tr>
<td>ROS</td>
<td>6.9%</td>
</tr>
<tr>
<td>ROE</td>
<td>14.8%</td>
</tr>
<tr>
<td>Net D/E</td>
<td>0.70</td>
</tr>
</tbody>
</table>

**Shareholders Return**

- **Dividends**
  - Interim 50 yen/share
  - Year-end 50 yen/share

- Acquisition of treasury stock: 10 billion yen

*On Oct, 2017, Mitsui Chemicals conducted the 5-to-1 share consolidation.*
Expand investments for further growth

Mid-Term Management Target

Expand investments for further growth

Secure stable profit (reduce downward risk)

Ensure growth path

Operating Income

Net Income

Mobility

Health Care

Food & Packaging

Basic Materials, Others

FY14 Results

FY15 Results

FY16 Results

FY17 Results

FY18 Outlook

FY19 Outlook

FY20 Target

Operating Income (JPY bn)

Net Income (JPY bn)

3 targeted business domains

Three-year investments 360 billion yen
Issues toward Growth Path

Business Strategy

① Expansion in 3 targeted business domains
   - Increase in investment themes
   - Including peripheral business area
   - Secure production capacity corresponding to demands

② Accelerate development of new next generation businesses and create 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
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

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

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

1,329 billion yen

25%
11%
15%
48%

3 Targeted Business Domains

3 Targeted Business Domains

3 Targeted Business Domains

Creation & Development

Strengthen Competitiveness
Provide solutions making full use of comprehensive strengths.

Mobility.
Strengthen production capacity
– Expand strong derivatives –

Large-scale investment of 20 billion yen

Additives for lubricant
 Lucant™ new plant (Ichihara)

- New plant in Ichihara after ten years
- Global rising needs for fuel efficiency
- Gear oil for differentials and transmission

Polyolefin elastomer
 De-bottlenecking of Tafmer™

- Expand global sales by strategic alliance with world’s largest lubricant additives manufacturer, Lubrizol
- Global rising needs for light-weight solution
- Bumpers and instrument panels of auto parts, packaging and shoes mid-sole

Under feasibility study for further large-scale investment
Strengthen Production Capacity
- Local Production for Local Consumption -

Long glass fiber reinforced PP (Mostron™-L)
Establish new base in Japan and US

- USA (Oct. 2019)
- Japan (Sep. 2019)

PP Compounds in India
Under feasibility study for capacity increase

- Capacity +14 KTA (FY20)

Background
Global rising needs for light-weight solution
Capture growing demand in Asia

Application
Metal substitution

Automotive inner/outer parts

Under feasibility study for new base in China
(Total production capacity to 10KTA)

Continue production increases at eight global bases
Global deployment of “local production for local consumption” which is resilient to changes in trade policies.

**America**
- 440 KTA
- Ohio
- Tennessee
- Mexico
- Brazil

**Europe**
- 50 KTA
- Netherlands
- Production Capacity (FY20)
  - 30 KTA (Jun. 2020)

**Asia**
- 620 KTA
- China
- India
- Japan
- Thailand

Production Capacity (FY20)
- 1,110 KTA
- India (+14 KTA (FY20))

(Including outsourced production capacity)
Lightweight Solution Using POLYMETAC™

Water-cooled LiB module parts using POLYMETAC™

Capacity and output increases in LiBs make water cooling mainstream

✔ Increased airtightness to reduce risk of leaks
✔ Parts with simpler production processes, lighter weight
✔ Combined with analysis of coolant flow to provide optimal parts design

Adopted by European OEMs for 2019 model
Health Care

Provide products & services contributing to Quality of Life through chemical innovations.
Strong Sales for Healthcare New Products

**E-focus glasses**
**Official launch for TouchFocus™**

1. **Expand Line-up**
   - Titanium frame sales launched (Oct. 2018)
   - Four series, 61 types

2. **Well-Designed**
   - Good Design Award Best 100

3. **More Outlets**
   - 20 stores in Japan (as of Nov. 2018)
   - Target: 100 stores (FY2019)

**Reduce wastes & CO₂ emissions by highly functional nonwovens**

- Yokkaichi/increase capacity (+6KTA, Oct. 2018)

**Global production capacity**
- 103 KTA
- 58 KTA
- 30 KTA

**FY22 Target**
- 50,000 pair in Asia, US and EU

- Expand AIRYFA™ in Asia (light-weight, high flexibility and strength nonwovens)
- Under feasibility study for further new base
Business Expansion for Personal Care Materials

**Grow licensing business for bio-process acryl amid production**

- Water treatment needs
- Prevent water pollution to rivers and seas

**Bio-catalyst**
Commercializing genetically modified E. Coli

**Original process**
Simplify production

Reacts at normal temperature and pressure

(Compared with copper catalyst method)

- High polymerization control, safety
- High product quality
- Reduce CO₂ emissions by **40%**

**Biodegradable detergent builders**
Polyaspartic acid

- Improve cleaning power for liquid detergent
- Make laundry drainage biodegradable

**Bio-degradable**
Metallic ions trapping ability (+30%)
Prevent dirt re-attaching during wash with low concentration

- Started sales in Japan

**Contribute to society by water purification and CO₂ reduction**

**Social needs drive efforts to speed up marketing in Europe**
Food & Packaging

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

**Fungicide**
“Tolprocarb”

Sales for rice paddy started in Japan (FY15)

**Herbicide**
“Cyclopyrimorate”

Registration submission for rice paddy completed

**Insecticide**
“Broflanilide”

- Registered new category in IRAC*
- Global expansion using both companies’ strengths
- Registrations in-progress in target countries

**Fungicide**
“Quinofumelin”

- Long-term commercialization contract with BASF
  - Global collaboration and expansion

**Animal Health**

- Global licensing contract with BAH*
  - New efficacy is highly-valued
  - Global rollout in the growing pet market

FY25 Sales Target

100 billion yen by expanding five new active ingredients
## Strengthening Films & Sheets Business

### Film used in ceramic capacitors
**Expansion for SP-PET**
- Rapid market growth for ceramic capacitors +10%
- Advanced smartphones
- Electric Connected Autonomous

### Sheet used in bottle caps
**Expansion for Hi-Sheet**
- Growth in cosmetics market +10%
  - Strong domestic demand
  - Strong tourists demand
  - Increase exports

### MLCC* manufacturers boosting production
- MLCC* manufacturers boosting production
- *Multi-layer ceramic capacitors

### Cosmetics manufacturers increase production
- Cosmetics manufacturers increase production

### Relevant Points
- ✔ Re-starting operations in dormant facility (FY2018)
- ✔ Under feasibility study for next expansion
- ✔ Increase capacity 50% (autumn of FY2019)
- ✔ Increase exports
- ✔ Double capacity to increase market share
- ✔ Strong domestic demand
- ✔ Strong tourists demand
- ✔ No.1 market share in Japan
Reduce food loss & waste with an expanded line-up of freshness-preserving packaging

**Heavyweight**

*PalFresh™*

- Extends commercial shelf life
  - For cut or processed vegetables, apples etc.
  - Duration: ~1 week

*AdFresh™*

- Long-term storage, imports & exports, long-distance transport
  - For grapes, apples, persimmon, citrus, ornamental plants
  - Duration: 1 to several months*

*SPASH*

- Extends shelf life at stores
  - For cut or leafy vegetables, legumes etc.

**Light-weight**

*“Time Shift Bag”*

- Controllable freshness period
- Adjustable for shipment timings
- Allows for change from air freight to sea freight

Offer complete solutions by combining packaging materials with scientific preservation designs

*Varies depending on product*
Next Generation Business
Create solution & system businesses at the boundary or peripheral areas.
<table>
<thead>
<tr>
<th>Next Generation Business</th>
<th>Energy Solution</th>
<th>Medical Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Energy Solution</strong></td>
<td>Power generation and diagnosis business of photovoltaic Plant</td>
<td>Rapid diagnosis system for bacterial identification</td>
</tr>
<tr>
<td></td>
<td>✓ Diagnosis accounts over 2.5GW</td>
<td>✓ Provide re-agent for research</td>
</tr>
<tr>
<td></td>
<td>✓ Enter the certification business in India</td>
<td>✓ Overseas deployment (Singapore, EU)</td>
</tr>
<tr>
<td><strong>Medical Solution</strong></td>
<td>Advanced cultivation system (iCAST™)</td>
<td>Piezo-electric material for next generation display sensor</td>
</tr>
<tr>
<td></td>
<td>✓ Good fields test results and good evaluation at large-scale farmers in US and Australia</td>
<td>✓ Collaborate with MURATA for Piezo-electric film</td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Application development for Piezo-electric line</td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Customer evaluation on transparent-PI for OLED</td>
</tr>
<tr>
<td><strong>Agri Solution</strong></td>
<td>Open innovation Corporate Venture Capital</td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ Collaborate with Chitose Group</td>
<td></td>
</tr>
<tr>
<td><strong>IoT Solution</strong></td>
<td></td>
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</tbody>
</table>

**Corporate Venturing**
Entering the BIS* certification business for solar panels in India (August 2019)

India government’s target for 2022: 100GW

- Require BIS-certification for all solar projects to stop low-quality products
- MCI establish a BIS certification lab in Ahmedabad (Aug.2019)

*BIS = Bureau of Indian Standards

Gather results BIS certification lab and enter photovoltaic plants diagnostic business
Joint projects with the Chitose Group, a group of biotech startups

**Phyto Renaissance, Inc.**
Utilization of plant cell culture technology

- ✔ Plant cell culture technology from MCI-Group
- ✔ **Produce functional components from small sections of rare plants**
- ✔ Medical supplies, cosmetics, supplements etc.
- ✔ Utilize functional components extracted from rare plants
- ✔ **Protect ecosystem** by avoiding excessive harvesting

**Tierraponica, Inc.**
Microbiota-activated solution for cultivation

- ✔ **Hydroponic cultivation using organic produce** previously impossible
- ✔ Consulting of hydroponic cultivation using microbiota
- ✔ Produce high-quality vegetables everywhere
- ✔ Cultivation using food scraps
- ✔ Produce vegetables with particular tastes
Basic Materials

the basis of society and Industry
Provide materials for
Establish stable business structure

Profitability restored in all 3 restructuring businesses (Phenol, PTA/PET, Polyurethanes)

Large-scale businesses in overseas (Prime Evolue Singapore, Nghi Son project)

Further competitiveness (New gas turbine in Osaka, High-purity C3, Increase capacity of derivatives, PP B&S)

Strengthen high value-added products

Restructuring PTA/PET business in Thailand

Moving to JVs with PTTGC (Dec, 2018 tentative)

PTA

PET

Operating income (JPY bn)

Profitability restored in all 3 restructuring businesses (Phenol, PTA/PET, Polyurethanes)

Large-scale businesses in overseas (Prime Evolue Singapore, Nghi Son project)

Further competitiveness (New gas turbine in Osaka, High-purity C3, Increase capacity of derivatives, PP B&S)

Strengthen high value-added products

Secure steady profits over 30 billion yen through safe and stable operation, maximize sales and cost reduction
Global Deployment of System House

✓ Started operations in India at an 11th sites
✓ Enhance global capacity based on local production for local consumption policy
✓ Under feasibility study to establish new bases
Explore New Business Opportunities in ICT Domain

Strengthen cross-domain of ICT materials and expand existing businesses

Create new ICT material businesses in response to new needs (Semiconductor, IoT-sensors, Imaging-sensors)
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Preventing beach erosion

**Geo-tube DS**

New solution to sandy beach erosion

(Comparing to concrete river dikes)

- Natural appearance
- Easy to construct
  - One-quarter of the construction time
  - Requires only a small construction area
- **Protects ecosystems**
  - Support sea turtle egg-laying, crab conservation

Creating barrier-free environment

**Tactile paving**

Joint development led by the University of Tokyo

- **Design-oriented approach**
  - Optimal brightness and colour saturation
  - Improved gap width
  - Improved bump shape

**Expand eco-friendly construction**
(Miyazaki, Kagoshima, Tottori)

**Launching trial sales in 2018 in lead-up to 2020**
Developing technologies to chemical recycling chain for automotive waste plastics

Aiming to actualize “Car-to-Car Recycling” making use of 600KTA of automotive shredder residue (ASR) in Japan

Chemical Recycling

- Cracker
- Polypropylene Plant
- Bumper Parts, etc.
- Automobile
- Dismantling ASR
- Liquefaction
- Liquefaction process
- Resin recovery

(Collaboration with MM & KENZAI corp)

Study liquefaction process using small-scale test and bench test facilities

Contribution to a Circular Economy
Improving recyclability by **mono-material packaging**

(Replacements for NY/(AL)/LLDPE)

**Mono-material**

- **Nylon**
- **Adhesive**
- **Printing**
- **T.U.X™ Deposited-T.U.X™**

<table>
<thead>
<tr>
<th>L-Smart™</th>
<th>WPB™</th>
</tr>
</thead>
<tbody>
<tr>
<td>Printing</td>
<td>Printing</td>
</tr>
</tbody>
</table>

- **L-Smart™** = Ultra puncture-resistant LLDPE film
- **WPB™** = Water-based coating with gas barrier properties (non-chlorine)
- **T.U.X™ Deposited-T.U.X™** = Japan’s No. 1 LLDPE sealant film

Actualizing the concept through cross-organizational marketing
Tackling the Issue of Ocean Plastic Waste

Establish Japan Initiative of Marine Environment (JaIME; Sep.2018)
(bureau)
The Japan Chemical Industry Association,
The Japan Plastics Industry Federation,
The Plastic Waste Management Institute,
The Japan Petrochemical Industry Association,
The Vinyl Environmental Council

1. Organize and share information
2. Correspond to national trends
3. Influence Asia on issue
4. Accumulate scientific knowledge

Study session of ocean plastic waste with JEAN (Nov.2018)

✓ Hold study session with JEAN*, a pioneer for ocean waste issues in Japan
✓ Event opened to public

Mitsui Chemicals has been supporting JEAN’s work since 2015 as a joint CSR program between the company and employees

Plastic industry come together to solve the ocean plastic waste issue with society

Individual ownership to tackle issue

*JEAN; Japan Environmental Action Network
Universal Health Coverage

Third round of DoGreen™ initiative in India

Education
Eye examination
1,011 people (Nov. 2017)
(Jhabua, Madhya Pradesh, India)

Distribution of glasses
241 people (Jun. 2018)

✔ Joint effort between Japan and India NPOs, doctors, Korean lens manufacturer CHEMILENS
✔ Eye examinations carried out by doctors
✔ Distributed individually prescribed glasses (to 81 students, 160 local residents)

Contribute to improve the environment for work and study

Provide solutions to social issues under the concept of “Quality of View”
Newly selected as Dow Jones Sustainability Index (DJSI) 
SRI indexes evaluate our ESG & triple bottom line management

Selected as an index component of DJSI Asia Pacific

FTSE Blossom Japan Index

FTSE4Good
FTSE's socially responsible investment index

SNAM
SNAM sustainability index
Contents

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✔ Cash flow from operating income remains high
✔ Maintain active investment phase
✓ Dramatic improvement over initial target of 1.0 (FY18 outlook: 0.7)
✓ Maintain active investments, aiming at further enhancement of corporate value

Net D/E Ratio

(JPY bn)

Equity ratio

Interest-bearing debt (net)

Shareholders’ equity

FY11
FY12
FY13
FY14
FY15
FY16
FY17
FY18 (Outlook)
FY20 (Target)

29.2%
28.2%
24.6%
28.8%
30.3%
33.9%
35.4%
33.9%
35.4%

✔ Dramatic improvement over initial target of 1.0 (FY18 outlook: 0.7)
✔ Maintain active investments, aiming at further enhancement of corporate value
Shareholder Returns

Aim at further increasing returns to shareholders
Acquire treasury stock of 10 billion yen

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

Dividends (year-end)  Dividends (interim)  Net income

Total return ratio

FY13  FY14  FY15  FY16  FY17  FY18 Outlook

<table>
<thead>
<tr>
<th>Year</th>
<th>Dividends</th>
<th>Net Income</th>
<th>Total Return Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY13</td>
<td>15yen/share*</td>
<td>25yen/share*</td>
<td>29.0%</td>
</tr>
<tr>
<td>FY14</td>
<td>25yen/share*</td>
<td>40yen/share*</td>
<td>34.9%</td>
</tr>
<tr>
<td>FY15</td>
<td>40yen/share*</td>
<td>70yen/share*</td>
<td>71.6bn yen</td>
</tr>
<tr>
<td>FY16</td>
<td>70yen/share*</td>
<td>90yen/share*</td>
<td>71.6bn yen</td>
</tr>
<tr>
<td>FY17</td>
<td>90yen/share*</td>
<td>100yen/share*</td>
<td>80bn yen</td>
</tr>
<tr>
<td>FY18</td>
<td>100yen/share*</td>
<td>(Memorial: 10)</td>
<td>100yen/share</td>
</tr>
</tbody>
</table>

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

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

Restructuring
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
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* Hands-on Interactive Display ,“Touch The TouchFocus” also selected as a Good Design Award 2018
Collaboration with Fashion Brand

ANREALAGE x Mitsui Chemicals

Unveiled at Paris Fashion week on Sep. 2018