

0→1 MAKE IT HAPPEN

FY22-1

Chemistry for Sustainable World

CEO PRESENTATION



橋本 修

HASHIMOTO Osamu

Mitsui Chemicals, Inc.

President & CEO

Jun. 2, 2022



Message

This is now my third year as President of Mitsui Chemicals. These few years have brought significant change in the business environment, including not only wave after wave of COVID-19 cases but also uncertainty in global affairs, a rise in resource prices, a swell in environmental considerations and more.

Faced with this situation, we at the Mitsui Chemicals Group have leaned on the cooperation of all our stakeholders to manage our business in a way that treats this change as an opportunity and looks to solve the social challenges at hand. This has then seen us post record-high profit levels for fiscal 2021.

Fiscal 2022, meanwhile, will be our first year of implementing VISION 2030, which was announced last year as the new Long-Term Business Plan for the Mitsui Chemicals Group. As we focus now on rolling this out across all of our businesses – based on the foundation of a social issue perspective – we will take on an even faster approach to reforming our business portfolio.

With plans to expand and deepen both our growth domains and our social contribution value, we will endeavor to make fiscal 2022 another year of high profits and high shareholder returns.

Further, given the increasing unpredictability of the current business environment, we will give careful consideration to maintaining stable operations, which will include a bolstering of our cash flow management.

I look forward to the continued support of all of our stakeholders.

June 2, 2022
HASHIMOTO Osamu
President & CEO

Contents

▶ **Business Performance**

- **FY21 results**

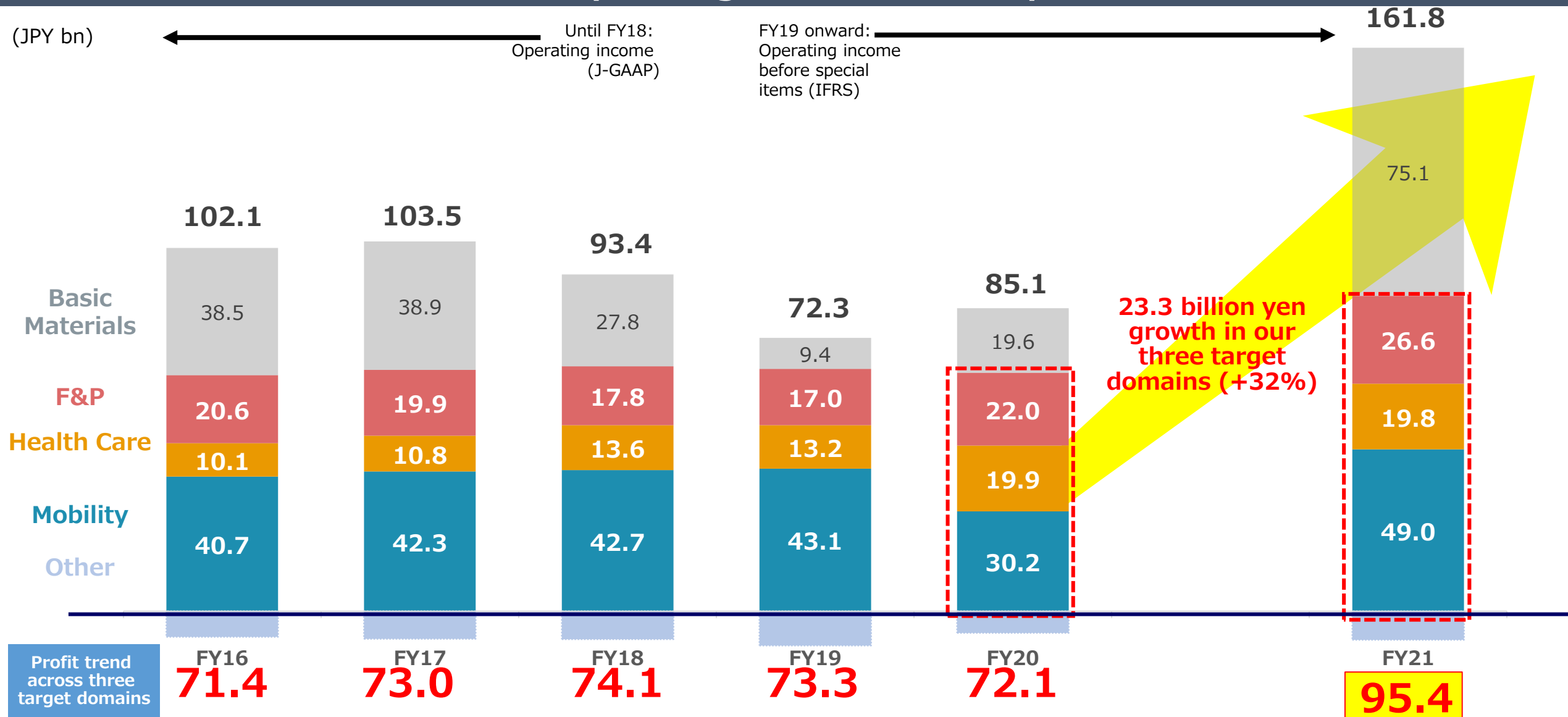
▶ **VISION 2030**

- Basic policies and targets for FY22
- Measures for FY22 and beyond in line with our five-point Basic Strategy

FY21 brought strong sales for the likes of ICT materials, vision care materials and agrochemicals, as well as surging market prices for the likes of BPA, to help drive **new record highs in both operating income before special items and net income attributable to owners of the parent**

(JPY bn) Items	FY2020		FY2021		Increase (Decrease)	
	1H	FY	1H	FY	FY20→FY21	
	Results	Results	Results	Results	YoY	Rate
Sales revenue	537	1,212	744	1,613	401	33%
Operating income before special items	18.6	85.1	94.3	161.8	76.7	90%
Non-recurring items	△ 0.7	△ 7.0	0.2	△ 14.5	△ 7.5	-
Operating income	17.9	78.1	94.5	147.3	69.2	89%
Financial income / expenses	△ 2.2	△ 3.9	△ 2.1	△ 6.0	△ 2.1	-
Net income attributable to owners of the parent	9.6	57.9	73.9	110.0	52.1	90%
Exchange rate (JPY/USD)	107	106	110	112	6	
Domestic standard naphtha price (JPY/KL)	27,600	31,300	50,600	56,600	25,300	

Three target domains achieved nearly 100 billion yen in combined operating income before special items



Contents

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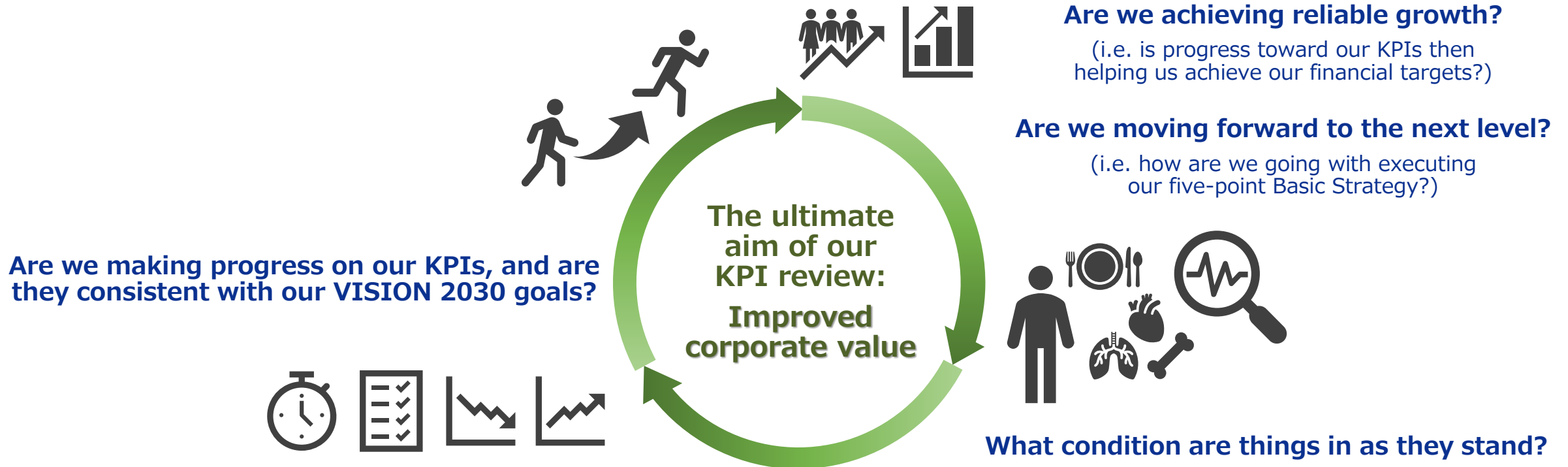
▶ **VISION 2030**

- **Basic policies and targets for FY22**
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- We aim in fiscal 2022 to reach 140 billion yen in operating income before special items, as well as 100 billion yen in net income attributable to owners of the parent. This will serve as a stepping stone to achieving our financial targets for VISION 2030.
- As we look to get our operating income before special items to 200 billion yen by fiscal 2025, and 250 billion yen by fiscal 2030, we will be proactive with resource investment within the boundaries of financial discipline. However, taking the current opaque business environment into account, we will also be strengthening our cash flow management.
- Our growth domains will work to accelerate their growth by expanding and deepening their business scope while also fleshing out business models based on a social issue perspective. Basic & Green Materials, meanwhile, will pursue portfolio reform – this including business restructuring, as well as a bolstering of downstream businesses to help them expand on high-performance products – while at the same time leading our Group-wide push for a circular economy.
- We will take a ROIC-conscious approach to executing our strategy and managing our business, with aims through this to improve our capital efficiency.
- To facilitate sustainable growth, we will endeavor to achieve our targets by formulating and executing plans from the perspectives of both financial and non-financial metrics.

A look at our integration of the financial and the non-financial

- | | | | |
|---|---|---|--------------------------------------|
| ① The non-financial is the foundation on which the financial is built | → | Prerequisites for business continuity | } Essential to achieving VISION 2030 |
| ② The non-financial is the financial of the future | → | Abilities essential to business continuity | |
| ③ The financial and the non-financial are interwoven with each other | → | Contributing to a sustainable society | |



Through the review of both our financial and non-financial KPIs, we aim to update our management by checking our progress toward VISION 2030 and identifying changes in the business environment, ultimately helping us to improve our corporate value

	FY22 Outlook	FY25 Around	FY30 Target
Operating income before special items (B yen)	140	200	250
Net income attributable to owners of the parent (B yen)	100	110	140
ROE	13.4%	10% or more	10% or more
ROIC*1	6.7%	7.0% or more	8.0% or more
Net D/E	0.76	0.8 or less	0.8 or less
Total return ratio	30% or more	30% or more	30% or more

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

Contributing to a sustainable society

Material topics	Non-financial KPIs	FY22 Outlook	FY30 Target
<ul style="list-style-type: none"> Climate change Circular economy Health and livelihood Highly livable communities Food security Product design based on full life-cycle considerations 	Blue Value™ products sales revenue ratio	<ul style="list-style-type: none"> 22% or more 	<ul style="list-style-type: none"> 40% or more
	Rose Value™ products sales revenue ratio	<ul style="list-style-type: none"> 25% or more 	<ul style="list-style-type: none"> 40% or more
	GHG emissions reduction <ul style="list-style-type: none"> Reduction in Scope 1+2 GHG emissions (compared to FY13) 	<ul style="list-style-type: none"> 21% 	<ul style="list-style-type: none"> 40%

Prerequisites for business continuity

Material topics	Non-financial KPIs	FY22 Outlook	FY30 Target
<ul style="list-style-type: none"> Safety 	Major accidents & significant occupational injuries <ul style="list-style-type: none"> Over the course of VISION 2030 	<ul style="list-style-type: none"> Zero 	<ul style="list-style-type: none"> Zero
<ul style="list-style-type: none"> Respect for human rights 	Response to human rights risks	<ul style="list-style-type: none"> Revision & announcement of Human Rights Policy Formulation of a medium- to long-term plan for human rights due diligence, and launch of on-site assessments 	<ul style="list-style-type: none"> Identification & correction of risks by setting up a human rights due diligence system for all of our bases, both domestic and abroad
<ul style="list-style-type: none"> Risk & compliance management 	Major legal and regulatory violations <ul style="list-style-type: none"> Over the course of VISION 2030 	<ul style="list-style-type: none"> Zero 	<ul style="list-style-type: none"> Zero
<ul style="list-style-type: none"> Product quality 	PL accidents & serious product quality incidents <ul style="list-style-type: none"> Over the course of VISION 2030 	<ul style="list-style-type: none"> Zero 	<ul style="list-style-type: none"> Zero
<ul style="list-style-type: none"> Stable production 	Introduction of advanced technologies <ul style="list-style-type: none"> Implementation of advanced production technology centered on AI/IoT 	<ul style="list-style-type: none"> 10 instances 	<ul style="list-style-type: none"> 100 instances over FY21–30

Abilities essential to business continuity

Material topics	Non-financial KPIs	FY22 Outlook	FY30 Target
<ul style="list-style-type: none"> Corporate culture 	Improvement of employee engagement <ul style="list-style-type: none"> Engagement surveys 	<ul style="list-style-type: none"> 100% implementation rate for improvement plans from our FY21 survey 	<ul style="list-style-type: none"> Engagement score of 50%
<ul style="list-style-type: none"> Human capital 	Key talent management <ul style="list-style-type: none"> Successor coverage rate for critical positions 	<ul style="list-style-type: none"> 235% 	<ul style="list-style-type: none"> 250%
	Diversity <ul style="list-style-type: none"> (MCI) Diversification rate 	<ul style="list-style-type: none"> 20% of management candidates to be women, non-Japanese or recruited mid-career 	<ul style="list-style-type: none"> 10 or more executive officers who are women, non-Japanese or recruited mid-career (including 3 or more women)
	<ul style="list-style-type: none"> (MCI) Ratio of women in management positions Health-centric management <ul style="list-style-type: none"> (MCI) Average rate of lifestyle-related disease (MCI) Frequency of absences from work due to mental health disorders 	<ul style="list-style-type: none"> 6% Less than 9.5% Less than 0.50 	<ul style="list-style-type: none"> 15% 8.0% or less 0.25
<ul style="list-style-type: none"> Digital transformation 	Training of DX specialists <ul style="list-style-type: none"> Completion of data scientist training 	<ul style="list-style-type: none"> 26 data scientists 	<ul style="list-style-type: none"> 165 data scientists (by FY25)
<ul style="list-style-type: none"> Innovation 	Pipeline expansion	<ul style="list-style-type: none"> Establishment of CVC 30 or more Stage 1 themes registered 	<ul style="list-style-type: none"> Double or more the number of development themes in the latter half of our Stage Gate System (versus FY20)
	Value creation for beyond 2030 <ul style="list-style-type: none"> Number of new areas of development at our Frontier Technology Center 	<ul style="list-style-type: none"> 3 or more candidates 	<ul style="list-style-type: none"> 3 or more new areas
<ul style="list-style-type: none"> Partnerships 	Sustainable procurement	<ul style="list-style-type: none"> Bolster communications with partners to solidify our efforts here Interviews; requests for improvement; revision of guidelines, and turning these guidelines into common sense 	<ul style="list-style-type: none"> Sustainable procurement ratio of 80%

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STRATEGY

01



Pursuing business portfolio transformation

- ▶ Rolling out a social issue perspective in all of our businesses
- ▶ Achieving growth by expanding and fleshing out our business domains
- ▶ Accelerating structural reform of our existing businesses and transforming businesses with a focus on green materials

STRATEGY

02



Building solutions-based business models

- ▶ Creating new businesses by bolstering our business design capabilities
- ▶ Pursuing cross-organizational ties and strengthening cross-company partnerships

STRATEGY

03



Bolstering circular economy initiatives

- ▶ Building CE-oriented business models for all of our businesses
- ▶ Rolling out CE-compatible products by transitioning to alternative raw materials and fuels
- ▶ Developing and acquiring foundational technologies able to contribute to carbon neutrality

STRATEGY

04



Corporate transformation through DX

- ▶ Applying DX throughout our entire Group and all business domains
- ▶ Creating value by way of business-wide transformation spanning research, production, sales and SCs

STRATEGY

05

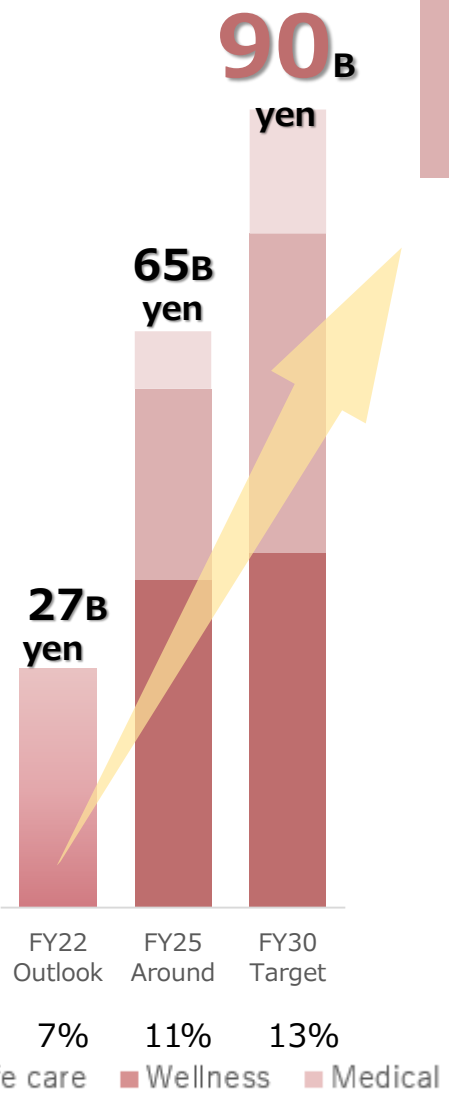


Management and business transformation

- ▶ Popularizing a committed, eager attitude
- ▶ Improving engagement to bolster our organizational strength and transform our corporate culture
- ▶ Combining safe, secure operations with improved competitiveness at all our bases around the world
- ▶ Building sustainable SCs



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



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

- ① Wellness
- ② Life care
- ③ Medical

Expanding business for agrochemical products

Expanding in the field of high-refractive-index vision care materials

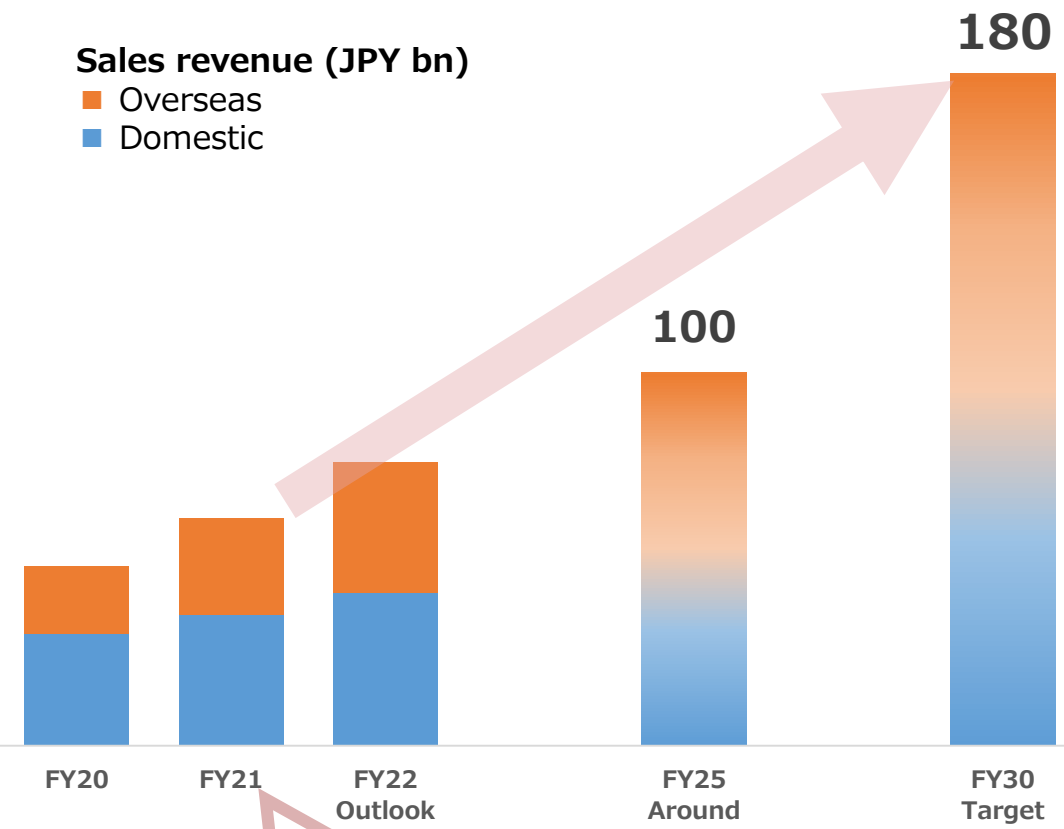
Expanding business for oral care

Advancing into the orthopedic surgery sector from the dental sector

VISION 2030

Rose Value™
FY22 **84%** → FY30 **85%**

In adding MMAG's active ingredients, we will flesh out our lineup of growth drivers



MMAG turned into a wholly owned subsidiary in January 2022

Mitsui Chemicals Agro's existing growth drivers

- ✓ Dinotefuran
- ✓ TENE BENAL™



MMAG's new growth drivers

- ✓ Probenazole
- ✓ Flupyrimin
- ✓ Glufosinate-P

etc.

Active ingredients

Category	Count
Fungicides	6
Insecticides	6
Herbicides	4
Development stage	4
Research stage	3
Herbicides (New)	4
Fungicides (New)	10
Research stage (New)	7

Fleshing out our lineup of eco-friendly active ingredients

Speeding up business development both domestically and in key overseas markets (Brazil, India, Southeast Asia)



Vision care: Further expansion for high-refractive-index lens materials

Rising demand for high-refractive-index lenses as a result of COVID-driven lifestyle changes

Overall market:
Growth rate = 3%

High-refractive-index market:
Growth rate = approx. **6–7%**



Popularization of MR™ speeding up in key markets

U.S.: Developments such as Costco picking up MR™ lenses as its standard for glasses are driving a shift away from polycarbonate materials

China: Improving recognition of MR™ at leading opticians is facilitating an increased market share

Meeting the need for eco-friendly products

Plant-derived lens material★ Do Green™ launched onto market with refractive index of 1.60



Bolstering our supply network

Capacity increase at Omuta Works (2023 onward)

High refractive index

1.74★

1.67

1.60★

Polycarbonate

1.56

1.50

Glass

Oral care: Expansion exceeding market growth

Core sectors driving stable growth

New products that leverage polymer technology being introduced for restorative material, denture, dental cement applications

Market growth (CAGR):
3% for FY19–24

(Figure from research firm Keystone)

Sales revenue growth (CAGR):
5% for FY19–24



Growth for 3D printer ink



Offering solutions that leverage our expertise in the dental realm – something that dedicated printer companies are unable to provide

- Fleshing out our lineup for ink applications
- Expanding the range of compatible printers for existing inks

Market growth (CAGR):
16% for FY19–24

(Figure from research firm SmarTech Analysis)

Sales revenue growth (CAGR):
24% for FY19–24

Example ink applications



Dental models



Orthodontic models



Casting



Complete dentures



Sports mouthguards

Steadily growing business even amid an unpredictable business environment



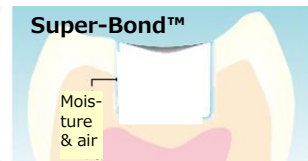
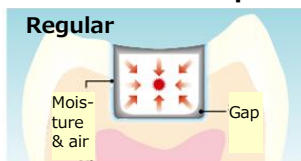
Utilizing dental-related materials technology and more to offer solutions in the orthopedic surgery sector

Polymer development & technological capabilities for bone-like dental materials



Characteristics of Super-Bond™ dental adhesive

Shrinkage direction →



- ✓ Contact with tooth/bone:
- ✓ Stability:

Often leaves gaps
Often comes loose

Adheres closely
Long-term stability
(Good clinical results even after 18 years)

- ✓ Tooth-to-metal adhesion:



X

Bolstering our ability to discover needs and offer solutions



Alliance formed in
January 2022

- ✓ Development & production capabilities
- ✓ Sales channels
- ✓ Information on the needs of medical sites

Offering solutions



Trends & needs in the orthopedic surgery sector

Change in materials

Ongoing shift from metals to polymers

Medical sites

Innovation in treatment methods to improve patient QOL

Offering a transition to alternative materials

- ✓ **Offering new materials for orthopedic applications**

Performance requirements

Biocompatibility, stability, bone-like hardness

Offering treatment methods (example)

Current



Complex & technical



Securing with metal plates

- ✓ Involves complex work of tying together bone fragments with thread
- ✓ Plates are kept in place with many screws
- ✓ Considerable risk of malfunction in which screws fall out of place

Our offering

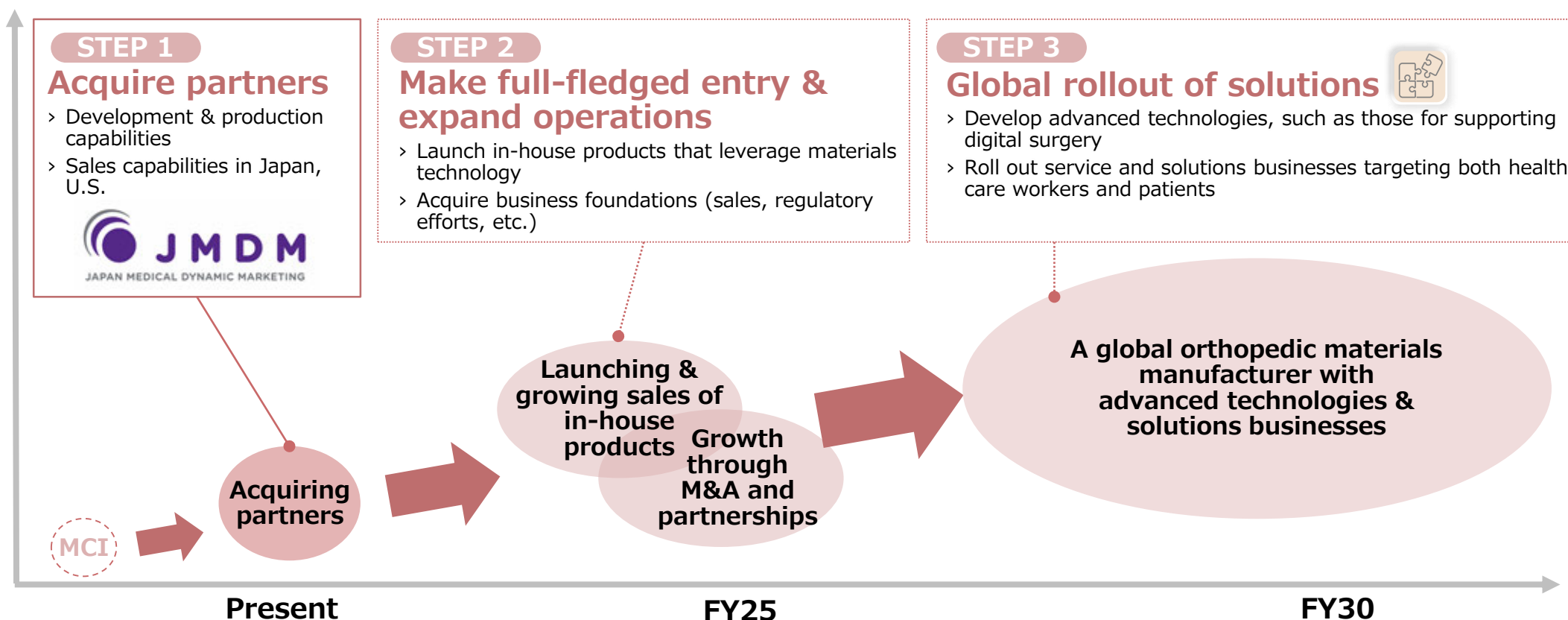
- ✓ **Securely attaching bone fragments to plates with use of our dental adhesive technology**



Pursuing business development and expansion through our alliance with Japan MDM



- STEP 1:** Acquire partners who have research, production and sales capabilities in the orthopedic surgery sector
- STEP 2:** Make a full-fledged entry into the sector as an in-house business as well, allowing us to expand our operations through a combination of organic and inorganic growth
- STEP 3:** Roll out service and solutions businesses globally throughout the orthopedic surgery sector as a whole



Making a full-fledged entry into the orthopedic surgery sector with aims to become a global manufacturer of orthopedic materials



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

VISION 2030 Basic Strategy

- Getting steady profit contributions out of investment projects
- Approaching in speedy fashion to market growth and potential areas for setting ourselves apart
- Offering value to customers by making full use of the solutions capabilities we have acquired and built up

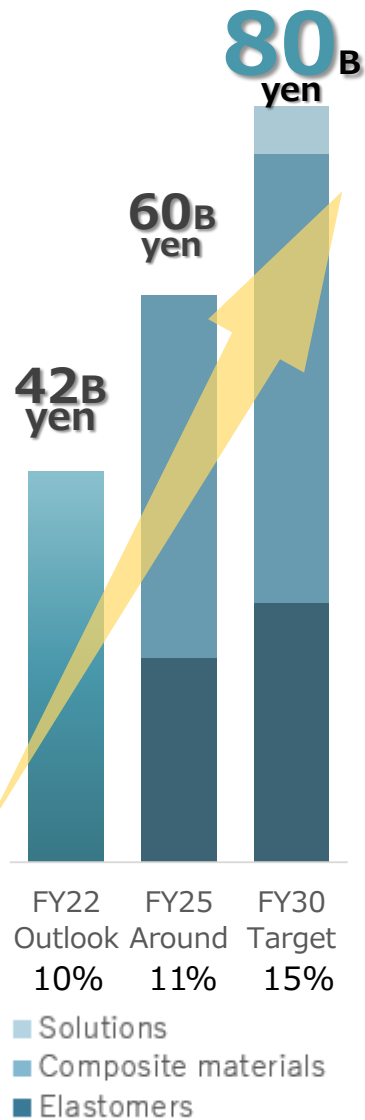
① Materials business

**Bolstering profitability and our supply network
Speeding up efforts for carbon neutrality & a circular economy**

② Solutions business

Building and realizing new business models

VISION
2030




Blue Value™

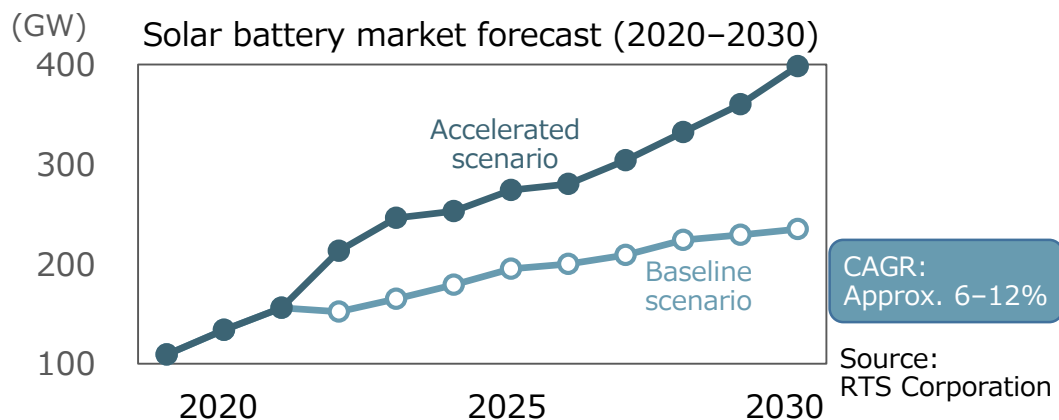
FY22 **48%** → FY30 **80%**



Bolstering profitability and our supply network

Speeding up our efforts to boost added value

- **TAFMER™** business growing in volume for use in solar cell encapsulants and more 
- **Specialization rate from 60% to 70%** (FY21 to FY22)



Capturing growing demand by increasing capacity

- **Production increase for TAFMER™**
25,000 ton increase in Singapore from March 2021;
further increase also under consideration
- **Production increase for performance compounds**
Third plant at Mitsui Chemicals Sun Alloys from November 2021

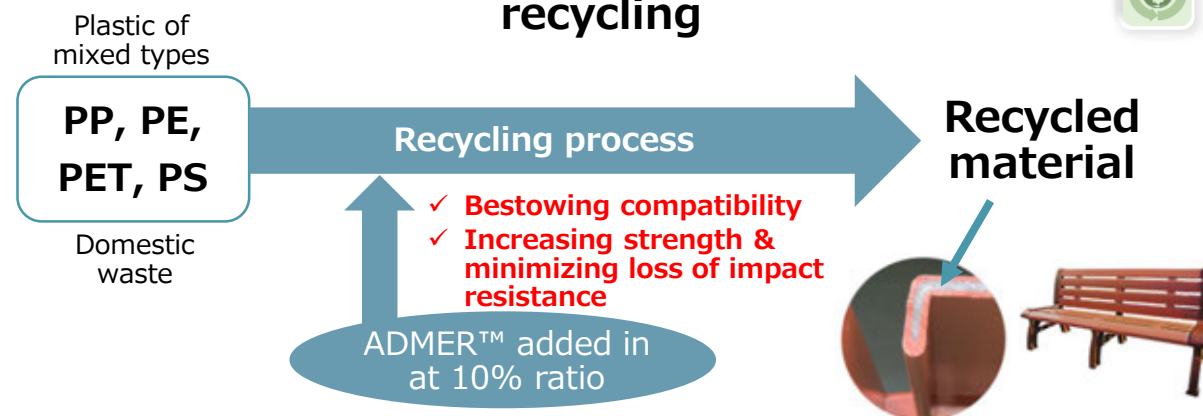
Speeding up efforts for carbon neutrality & a circular economy

Establishing eco-friendly manufacturing basic technology for carbon fiber




A push for carbon neutrality in industries where carbon fiber is used

Trialing commercialization for mechanical recycling

Aiding the spread of plastic recycling

Example efforts under J-CEP (Japan Circular Economy Partnership)

Expanding business by focusing on fields where growth potential and sustainability needs overlap with our competitive edge



Building a business focused on offering advanced concepts for modular components

Business models offering concepts that include design and analysis are becoming a trend among European automakers and material manufacturers



Characteristics of our concept

Advanced concepts for modular components
backed up by mass production technology

“Design” × “materials” × “analysis”
× “molds & production processes”

Proposal

Advance development

Product planning

Mass production development

Mass production

Agreement reached on concept

Products & services provided

- ✓ Design support
- ✓ CAE simulation
- ✓ Prototyping of components
- ✓ Molds for prototyping
- ✓ Materials development
- ✓ Creation of molds for mass production
- ✓ Specified materials



Providing products and services that combine the technologies of a materials manufacturer with solutions capabilities

Engineering service business

Comprehensive partnership formed with U.S. EV startup Mullen Automotive (December 2021)



ARRK Providing design & engineering services



Mullen FIVE (Set to launch in 2024)



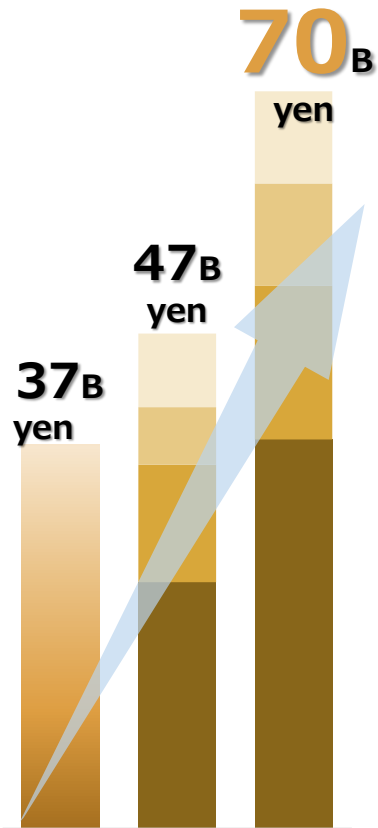
Winner of the Top SUV Zero Emission Vehicle award at the LA Auto Show 2021 in the U.S.



Providing solutions that combine materials and services as part of a new business model



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



FY22 Outlook FY25 Around FY30 Target

ROIC 14% 10% 13%

■ Converting
■ Battery material ■ Imaging
■ Semiconductor & assembly

Blue Value™

FY22 **36%** → FY30 **56%**

VISION 2030 Basic Strategy

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

① Imaging

APEL™

Introducing to new markets & bolstering production capacity

② Semiconductor & assembly

ICROS™ Tape

Expanding product portfolio & bolstering production capacity

MITSUI

PELLICLE™

Growing business through business acquisition & development of technologies

Rose Value™

FY22 **52%** → FY30 **60%**



APEL™: Introducing to new markets

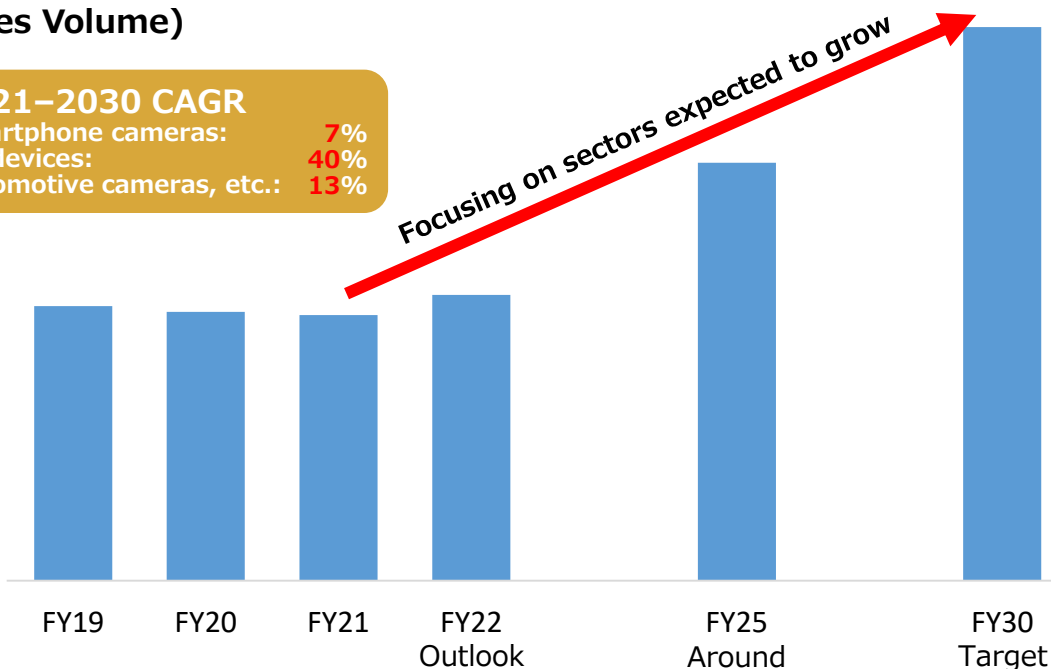
- ✓ Continued growth in smartphone camera applications
- ✓ **Beginning of sales for VR device applications**
- ✓ Customer evaluations being sought for automotive camera applications



(Sales Volume)

2021–2030 CAGR

Smartphone cameras: 7%
XR devices: 40%
Automotive cameras, etc.: 13%



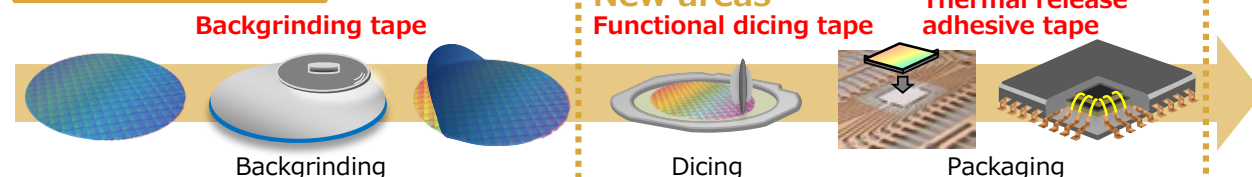
Business operations launching at new plant (Q2 2022)

ICROS™ Tape: Responding to strong semiconductor demand

- ✓ Further growth for backgrinding tape
- ✓ Portfolio expansion in **new areas**

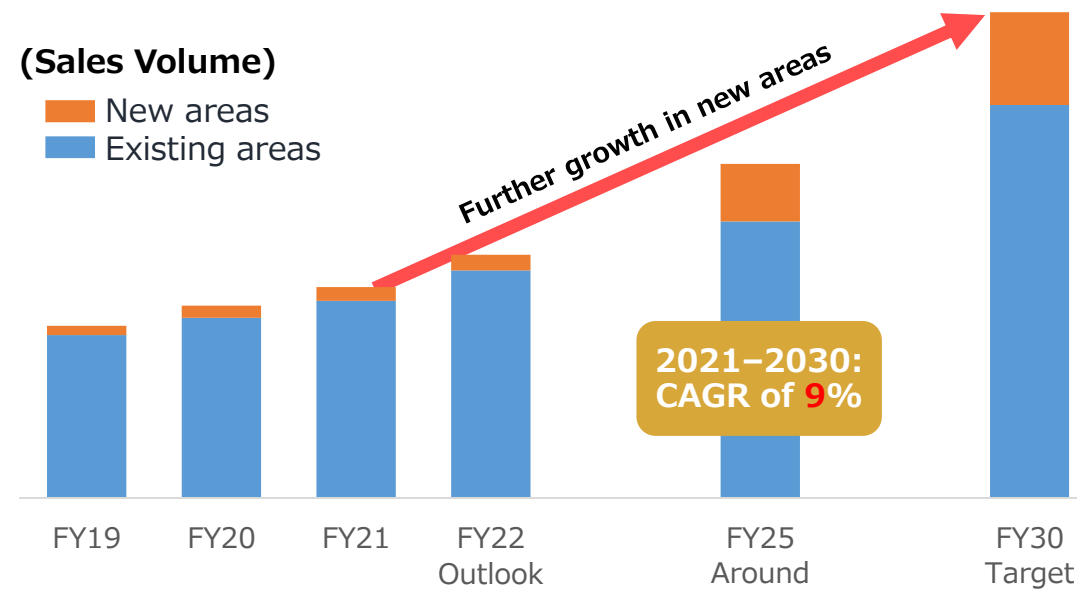


Semiconductor manufacturing process



(Sales Volume)

■ New areas
■ Existing areas



Business operations launching at new plant (October 2023)

Pursuing continued growth by fleshing our new products & expanding capacity as we aim to **maintain a number one market share**



Acquisition of pellicle business from Asahi Kasei

AsahiKASEI X **Mitsui Chemicals**

Bolstering business foundations in a cutting-edge market (ArF immersion lithography)

Leveraging the advanced technologies and stable business foundations of both companies to improve manufacturing processes and increase production capacity

Acquisition of FPD* pellicle business

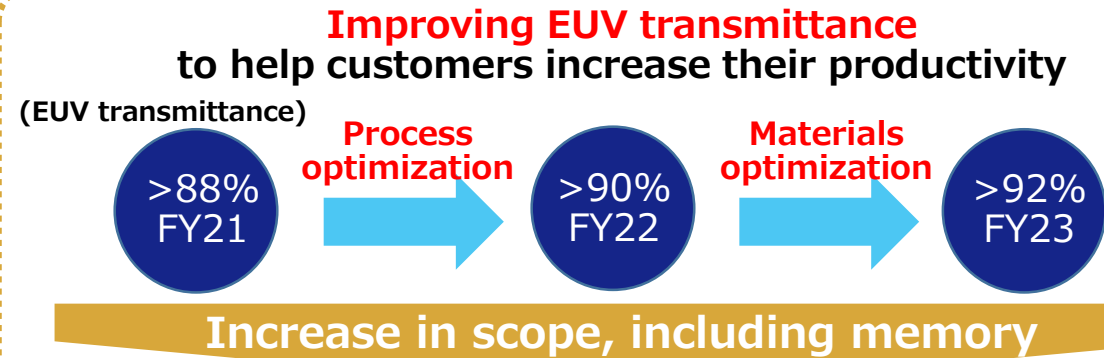
*Flat-panel display

Expanding our portfolio by acquiring a business that is a leader in both sales share and technological prowess

Growing business through synergistic effects

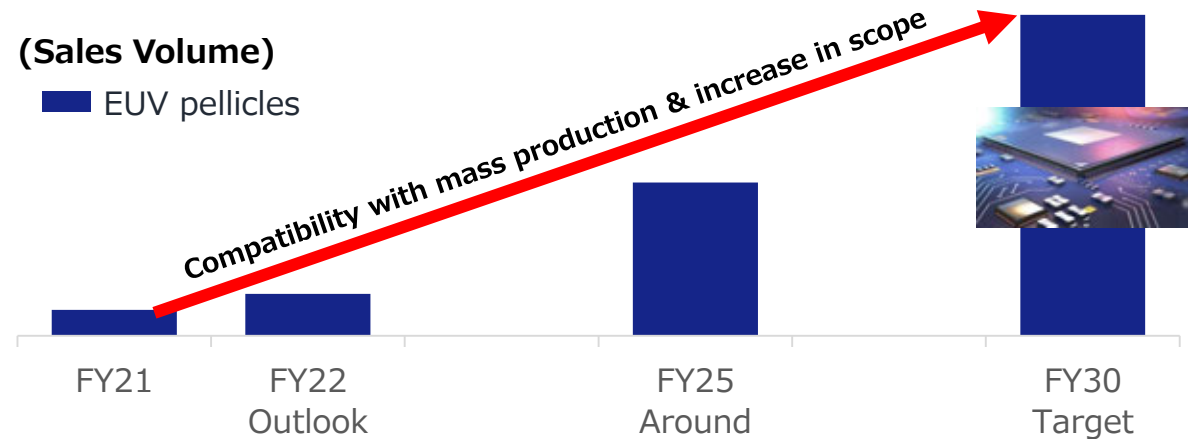
Business growth through the evolution of EUV pellicles

- ✓ Capitalizing on growth in the EUV market
- ✓ Improving EUV transmittance through continued technological development



(Sales Volume)

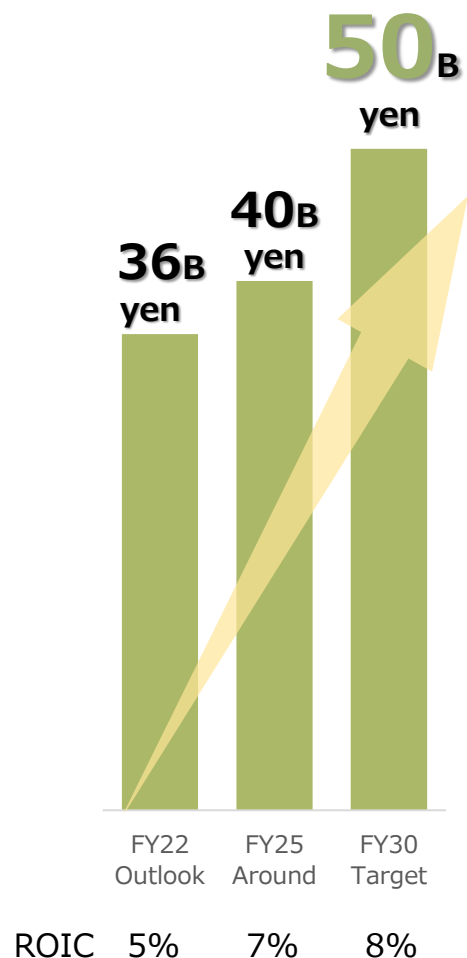
■ EUV pellicles



Aiming for global No. 1 diversified pellicle manufacturer by way of portfolio expansion and technological development



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



VISION 2030 Basic Strategy

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

- ① Restructuring & bolstering downstream businesses
- ② Pursuing synergy with Honshu Chemical Industry
- ③ Speeding up commercialization for green chemicals

Blue Value™

FY22 **4%** → FY30 **12%**

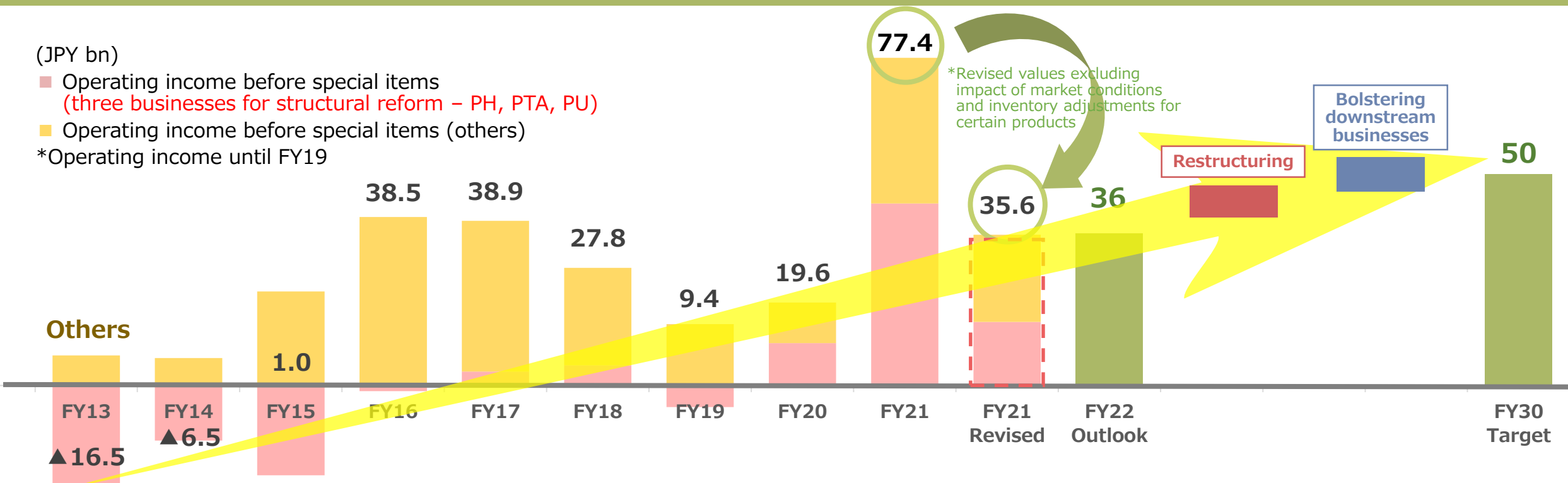


Securing a steady profit through portfolio reform

(JPY bn)

- Operating income before special items (three businesses for structural reform – PH, PTA, PU)
- Operating income before special items (others)

*Operating income until FY19



Examples of past restructuring

Stopping facility operations
Closing plants

Going more asset-light

Introducing price formulas linked to raw material costs

Chiba PH, Ichihara BPA, Omuta MDI
Kashima Works closure (end of TDI production)
PTA in Indonesia, PTA/PET in Thailand
Put in place with over 70% of domestic customers

Further portfolio reform

Restructuring

- End of domestic PTA production
- Phenol (work in progress)
- Polyurethane (work in progress)

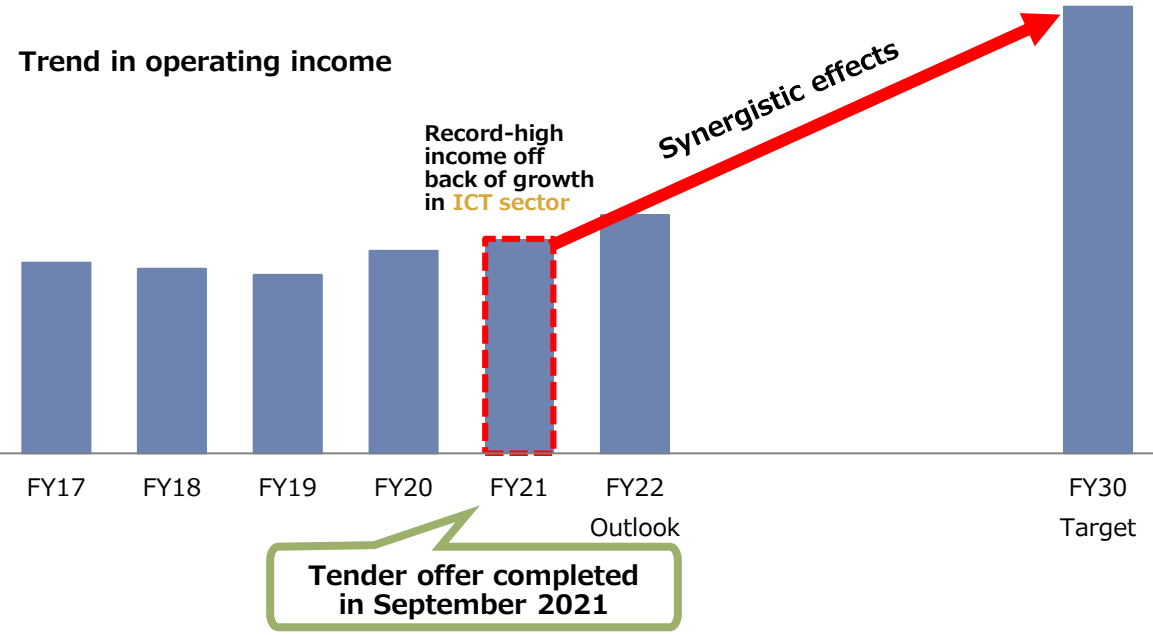
Bolstering downstream businesses

- (Decided)
- High-performance PP (scrap & build)
 - High-added-value MDI
 - Synergy with Honshu Chemical Industry



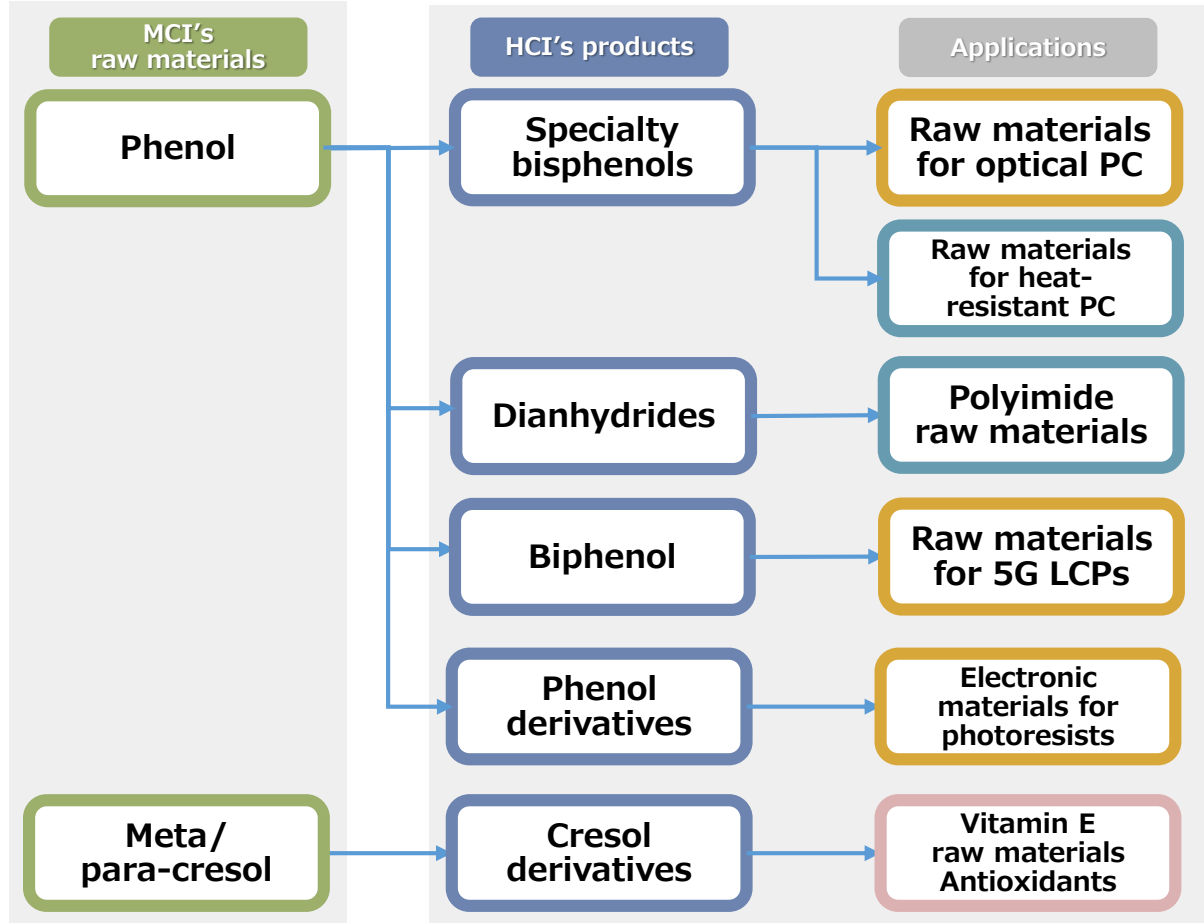
Early manifestation of synergistic effects

- ✓ **Support for production technologies relating to ICT sector products***
*Raw materials for optical PC; raw materials for liquid crystal polymers to be used in 5G sector; electronic materials for photoresists
 Improving productivity of existing plants, considering the establishment of new plants, etc.
- ✓ **Accelerated development of new products & businesses**
 Expanding ICT sector products by leveraging the likes of materials informatics



Bolstering downstream businesses

Expanding our lineup of aromatic derivatives that make use of organic synthesis technology (across our Life & Healthcare, Mobility and ICT domains)



Efforts to reduce CO₂ emissions from naphtha crackers

We are looking to convert naphtha crackers to run on **clean ammonia rather than methane**, reducing CO₂ emissions from combustion to virtually zero.

Selected for a Green Innovation Fund pilot project that aims to develop advanced technologies for naphtha crackers

- ~2026: Development of ammonia burner & test cracker
- ~2030: Development & operation of demonstration cracker



Pursuing bio-based operations

Transitioning to bio-based raw materials

Third lot of bio-based hydrocarbons set to be introduced in September 2022

Expanding our lineup of bio-based hydrocarbon derivatives (ISCC-certified products)

PE, PP, phenol, acetone, α -methylstyrene, 1-hexene, EO

PP compound (EU), MILASTOMER™ (EU), TAFMER™ 
MITSUI EPT™, ADMER™ (EU)

PP Film 

Red = newly certified

Bio-polyols

Pursuing tie-ups with partners in the automotive, furniture and other sectors

Pursuing recycling operations

Chemical recycling

- Plastic-to-oil and plastic-to-gas recycling through collaboration with the likes of BASF
- Looking at collaboration with Microwave Chemical for the decomposition of polyurethane foam
- Pursuing plastic collection through collaboration with other companies

Mechanical recycling

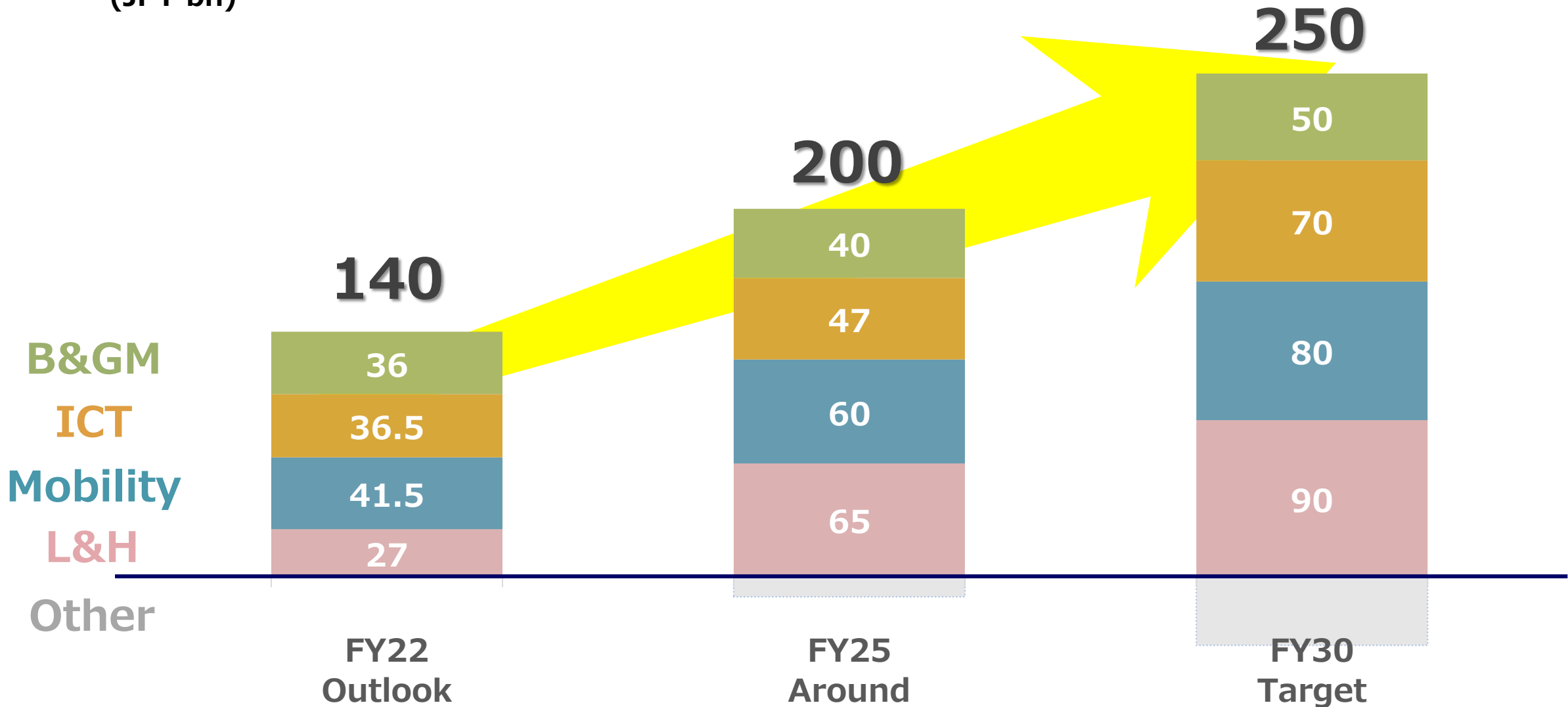
- Horizontal recycling through collaboration with other companies
- Taking part in J-CEP to help build a community for the recycling of plastic waste

Launched the Green Sustainable Chemicals Division in April 2022 to lead our Group-wide transition to circular economy-based business models



Leveraging business portfolio transformation to get our operating income before special items to 250 billion yen by 2030

(JPY bn)

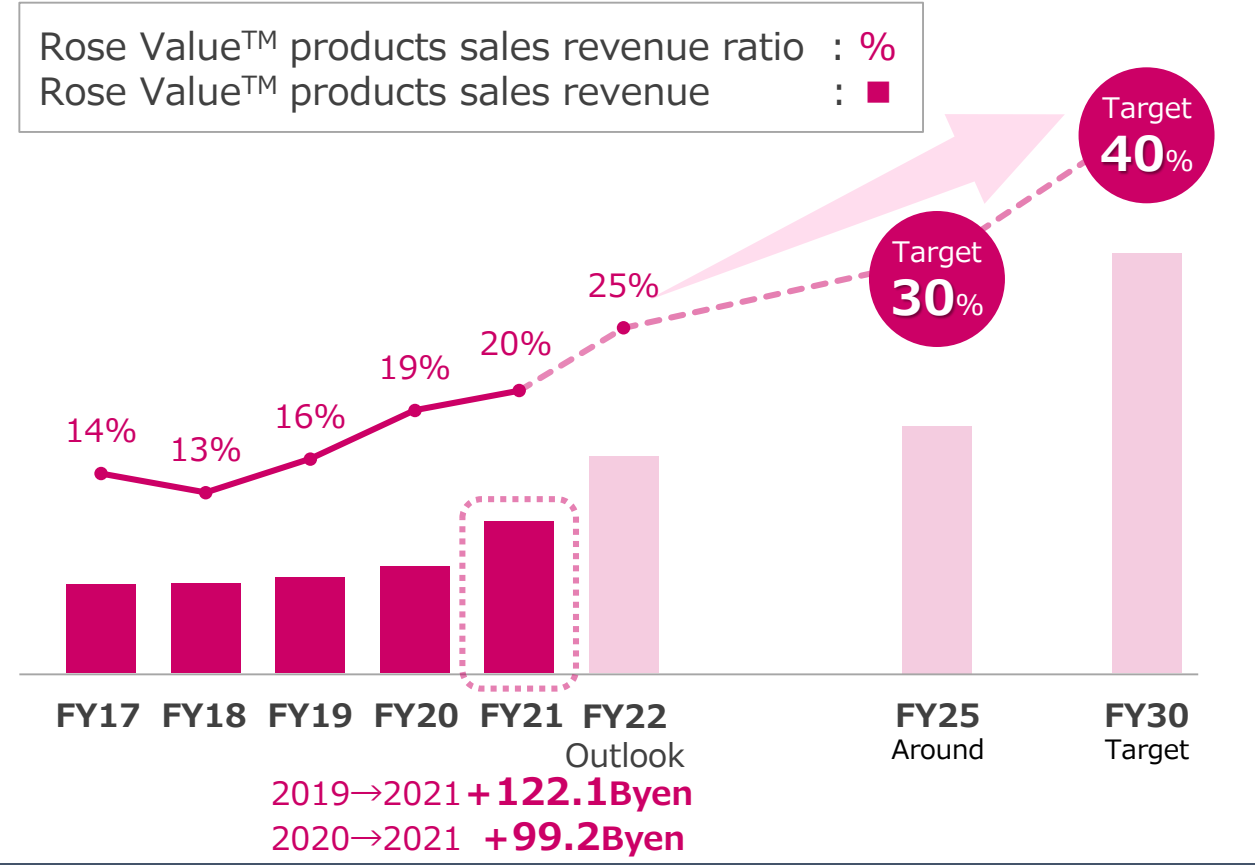
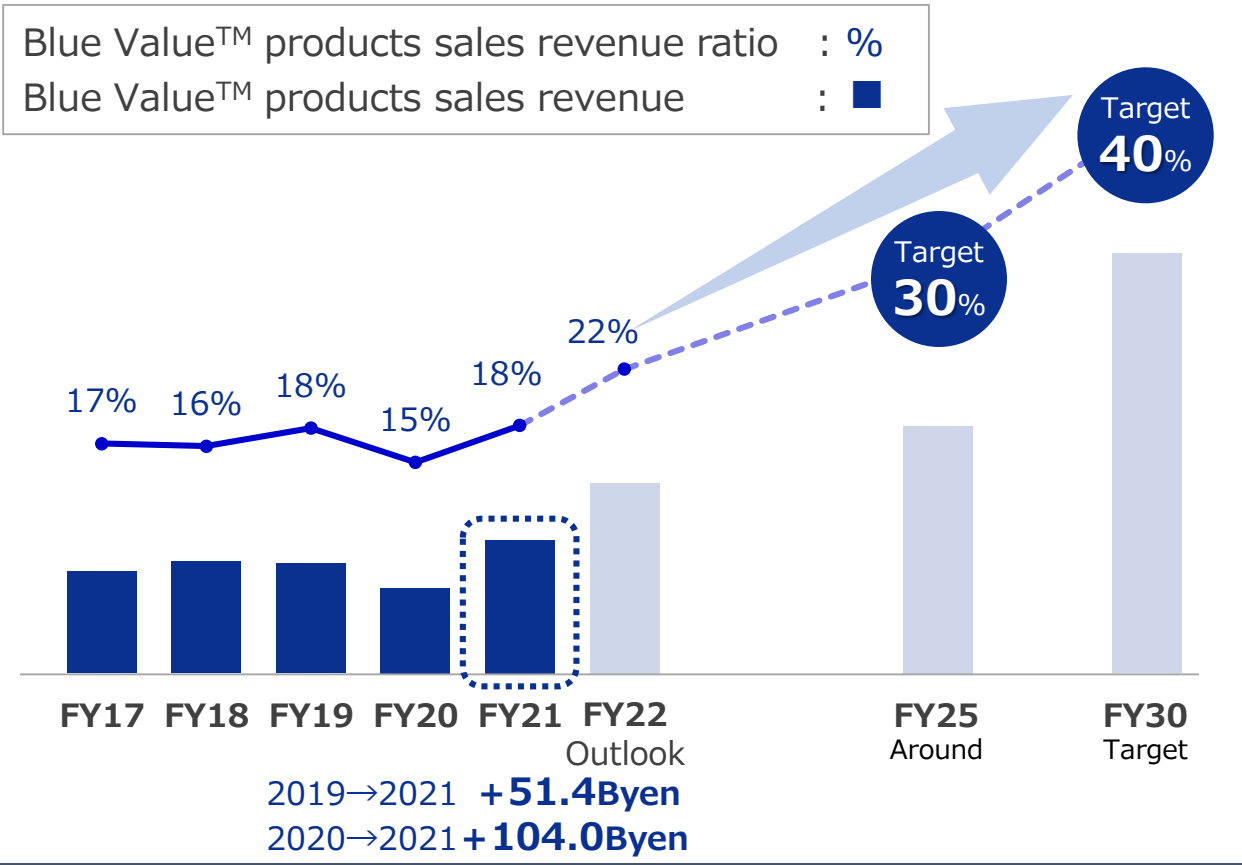


Environmental Contribution Value **Blue Value™**

Reducing CO₂ Conserving resources Coexisting with nature

QOL Improvement Contribution Value **Rose Value™**

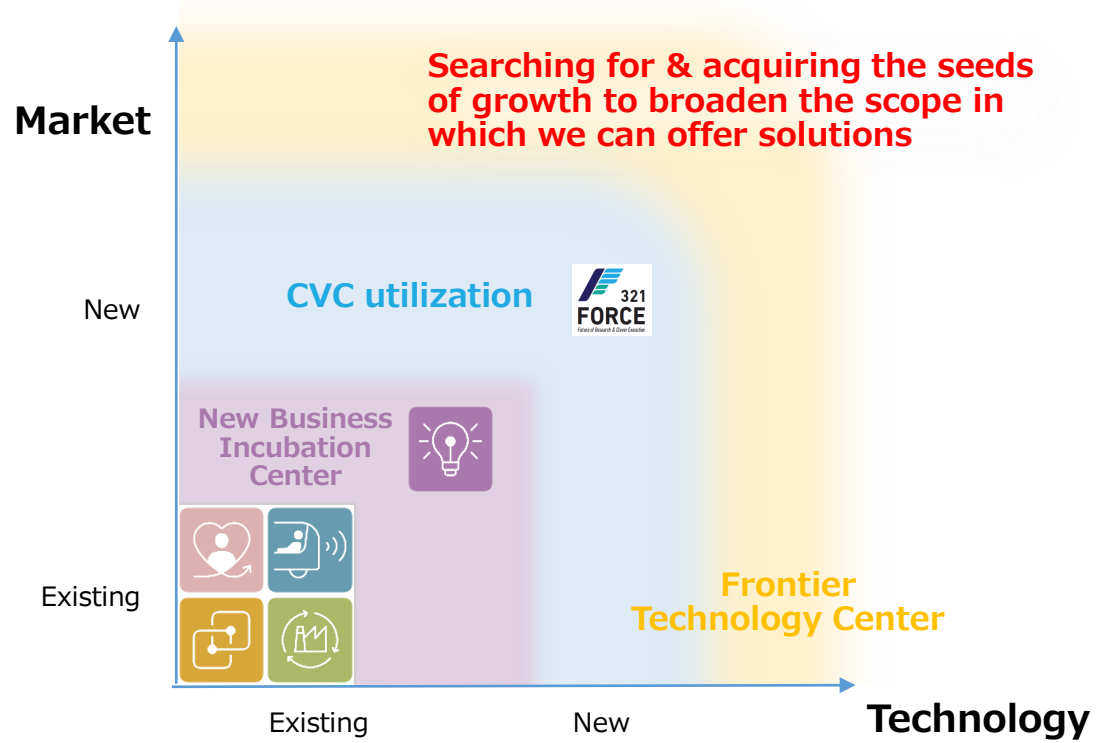
Enriching life and society Extending healthy life-span Protecting food



- **FY2021:** Significant sales revenue growth due to increased sales of certified products and identification of new Blue Value™ & Rose Value™ products from existing products
- **FY2022 onward:** Prioritizing product design focused on Blue Value™ & Rose Value™ perspectives, and rolling this out further across affiliated companies

Basic strategy for the creation of new businesses & products

- Searching for **new business area candidates** that fit with our company's strategy
- Speeding up efforts to create new businesses & products through the **use of external resources**
- Implementing **behavioral change** to transform our organizational culture and drive innovation



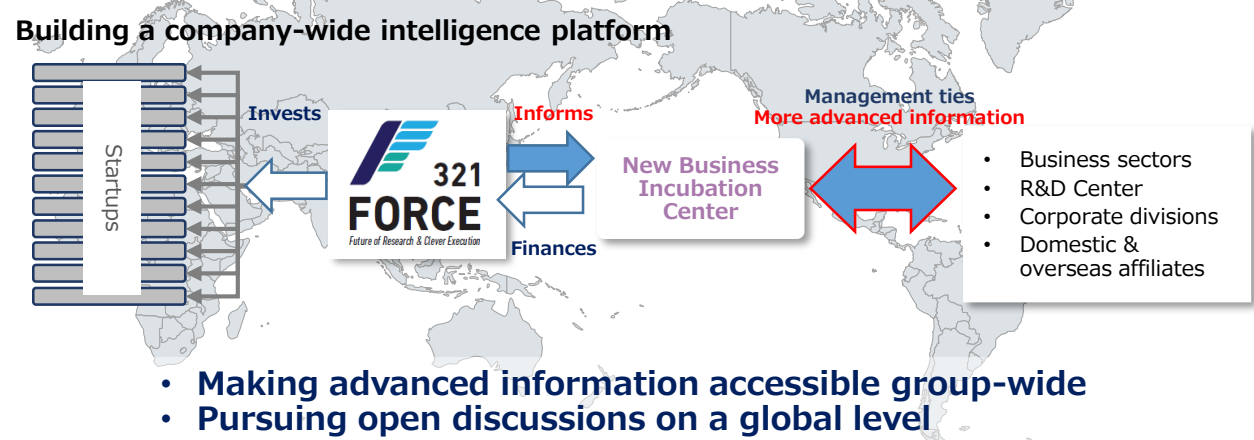
CVC establishment with Global Brain



Working with startups around the world to create the treasures of the future and help solve social challenges

Agreement to be signed on July 4

Striving for new business creation in which our entire company works as one
Getting all employees to have an entrepreneurial spirit and share ideas



- Making advanced information accessible group-wide
- Pursuing open discussions on a global level

Touchless aerial display technology that utilizes transparent adhesive is being put to use in more applications

Solution from Mitsui Chemicals

Structbond™
(transparent adhesive)



Facilitating touchless aerial displays through:

- ① Planning proposal
- ② Project leading
- ③ Technical support

Trial launched at 7-Eleven Stores

- Provides a new retail experience
- Lets staff operate registers safely and with peace of mind
- Optimizes register counter space

Use in POS registers



Partners

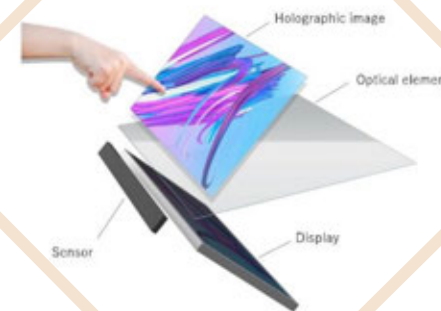
Seven-Eleven Mitsui & Co. Plastics
Asukanet Toshiba Tec Kanda Kogyo

Installation at town hall in Sakai, Ibaraki

- Going contactless to help prevent infection

Use in ticket machines

Potential use in neighborhood facilities

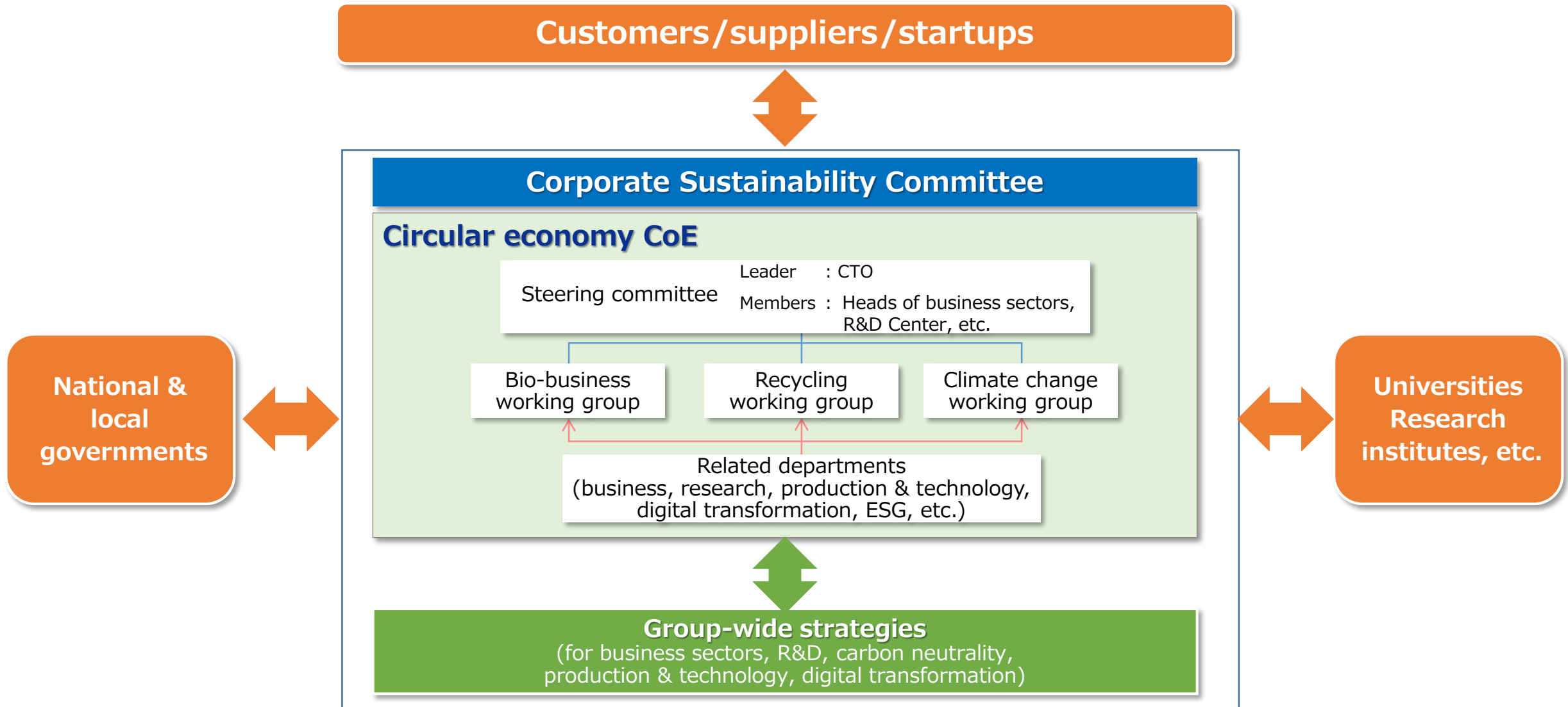


Partners

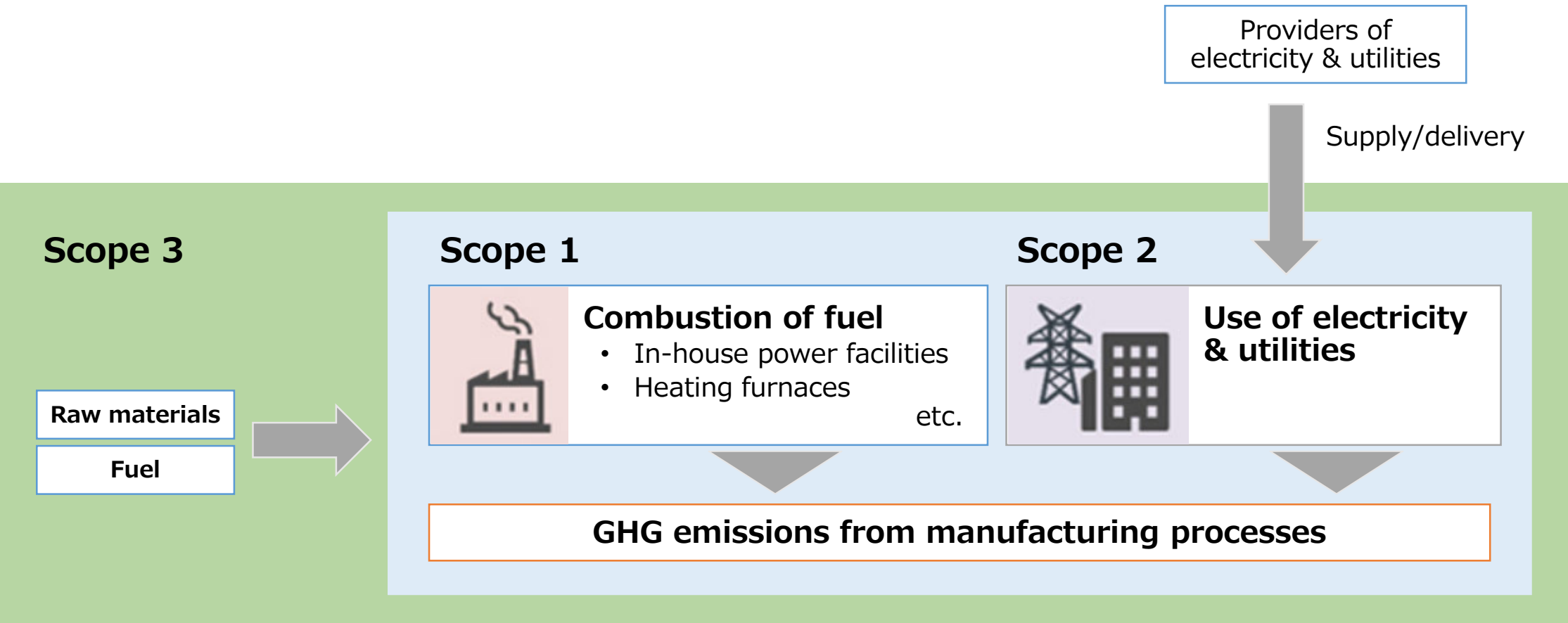
Sakai, Ibaraki
MIRAIBAR Asukanet

Potential to solve issues in various sectors, including local government, the hotel industry, the food distribution industry, the real estate industry, etc.

Identifying social challenges and connecting them to the value of our materials to create solutions and innovation with new partners



- Making Group-wide efforts to share & discuss information and pursue initiatives
- Ensuring consistency with Group-wide strategies related to a circular economy
- Pursuing cooperation with various stakeholders to help achieve early commercialization and social implementation



Calculating from raw materials through to Scope 1+2 emissions to find to the carbon footprint of all products at six domestic plants
 (Ichihara, Osaka & Iwakuni-Ohtake finished at end of May; Omuta, Nagoya & Mobarra to be finished at end of September)
Information to be provided in response to customer requests going forward

 We explore the materials of materials

“
We’re reshaping the world from a material level
”

Achieving carbon neutrality with biomass

Be▶PLAYER

Bio & Eco Solutions for PLAYERS aiming toward Carbon Neutrality



Creating a circular economy through recycling

RePLAYER

Recycling Solutions for PLAYERS aiming toward Circular Economy

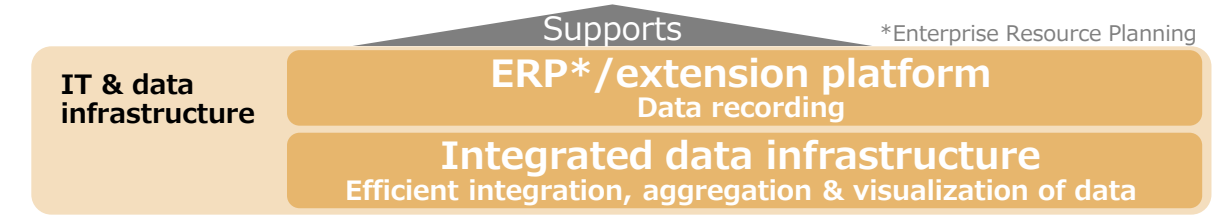
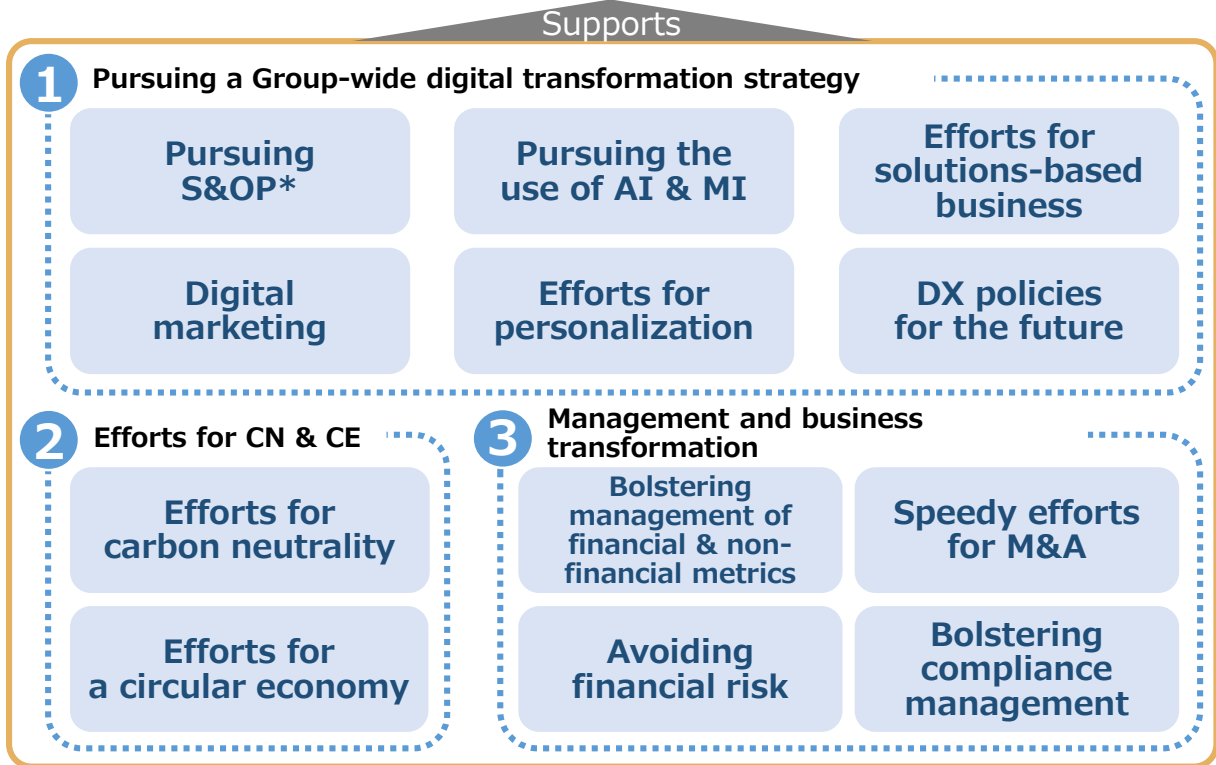


[BePLAYER™-RePLAYER™ | MITSUI CHEMICALS, INC.](#)

Capitalizing on concept brands that are receiving an unprecedented response in terms of site access, allowing us to leverage value and narrative in our communications with stakeholders

Strengthening our IT & data infrastructure

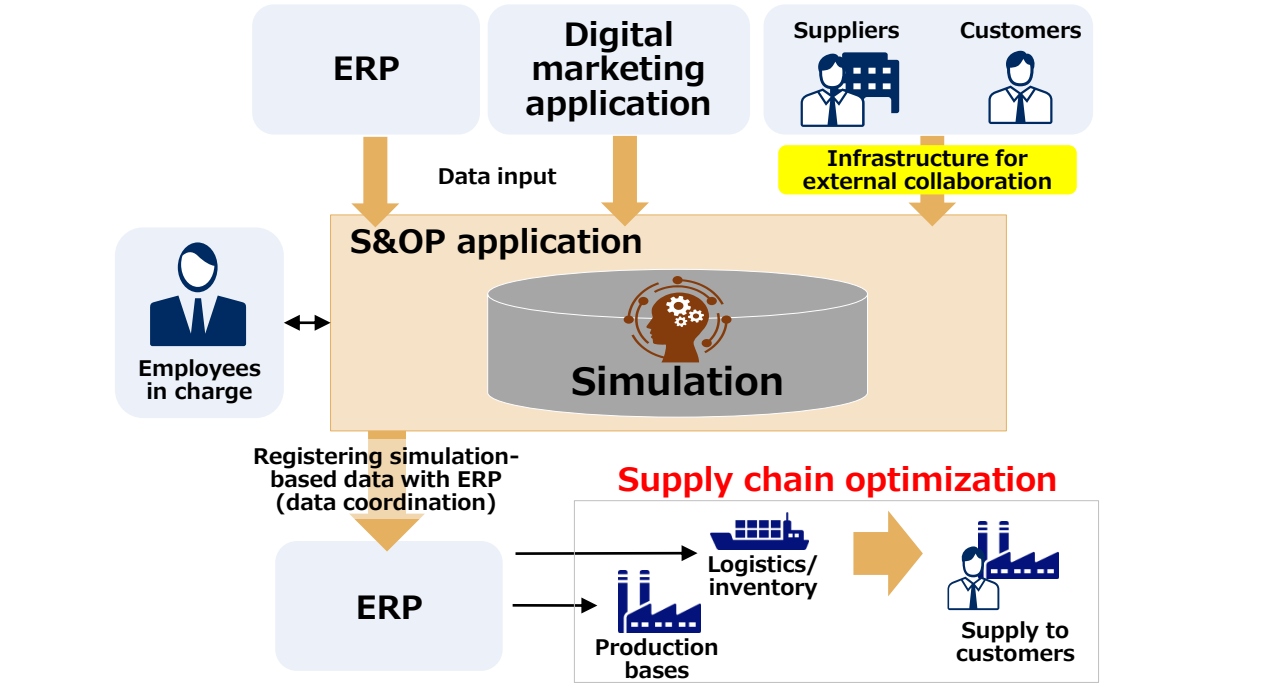
VISION 2030 targets



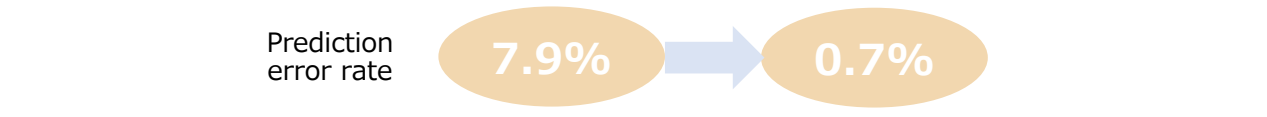
Working toward a digital transformation

Pursuing S&OP* Looking to **optimize supply chains** by sharing data from production through to sales, as well as coordinating with ERP

*Sales & Operation Planning



Pursuing the use of AI Leveraging advanced machine learning tech to **build a system that can predict price fluctuations for market products**



Transforming our purchasing & logistics operations through DX

Social demand



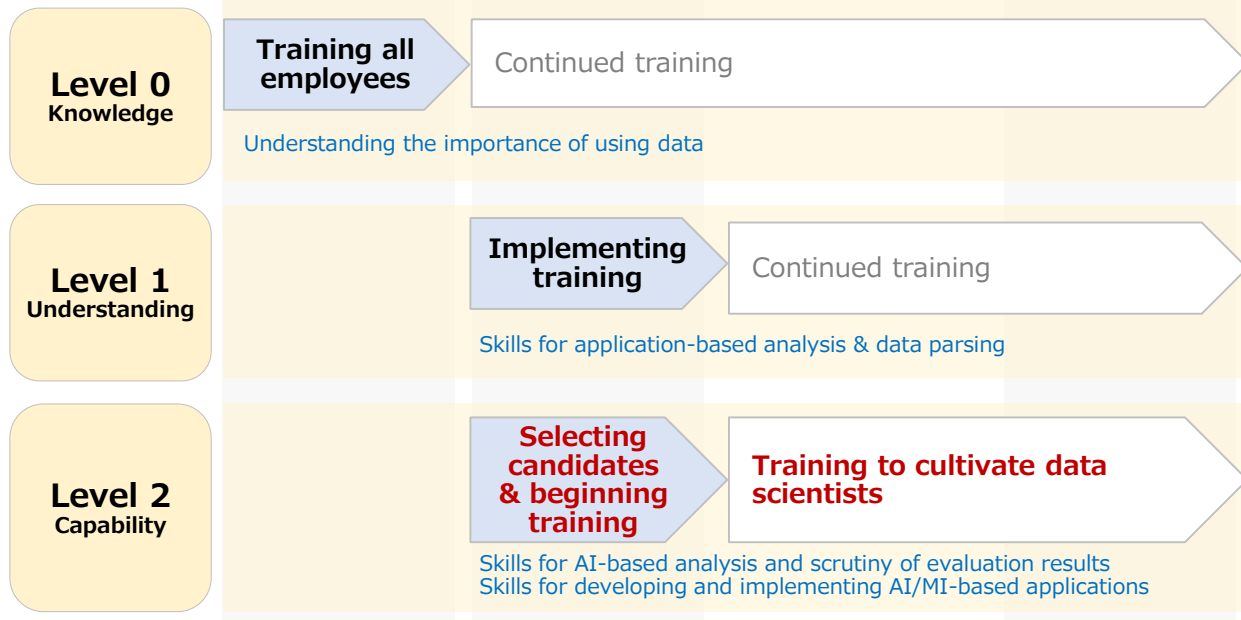
Creation of in-house infrastructure



Incorporating our purchasing & logistics divisions into our Digital Transformation Sector to spur on the creation of sustainable supply chains

Training data scientists

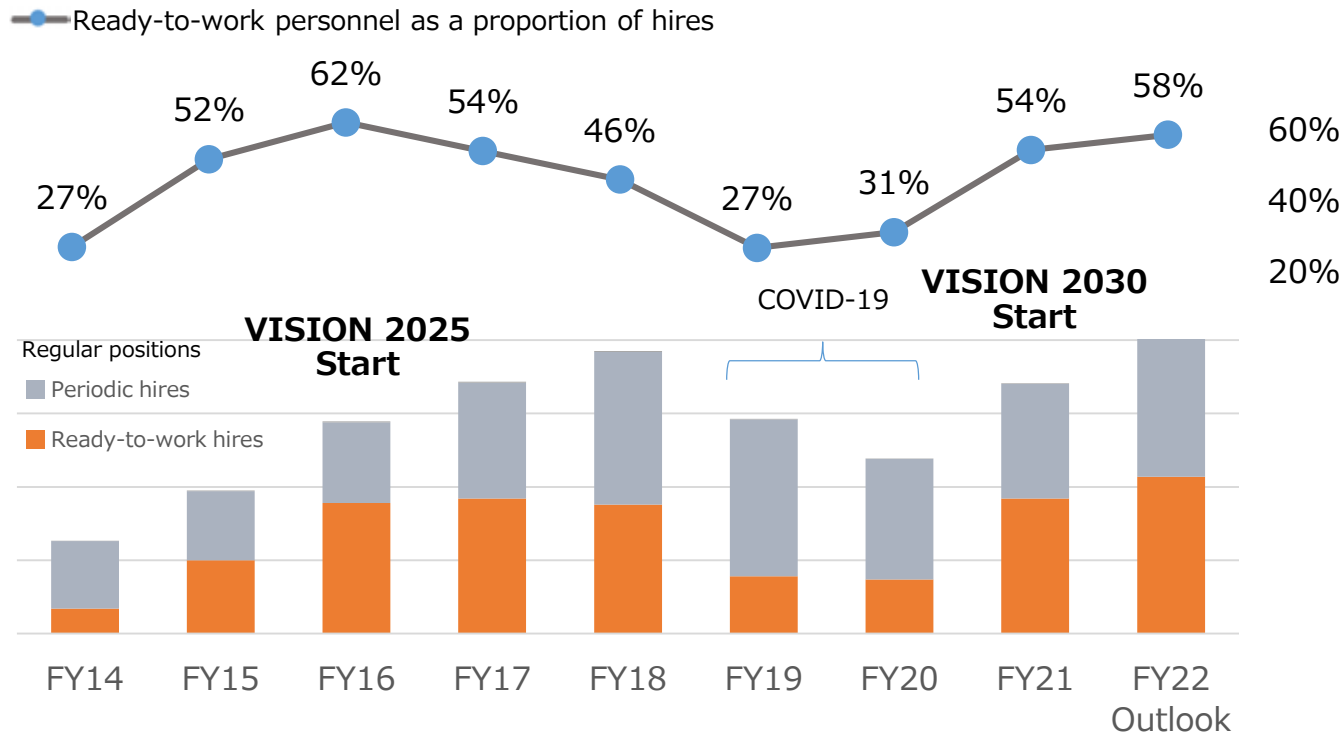
	FY21	FY22	FY25
Data scientists		26	165



- AI focuses:
- ① AI for numerical analysis/prediction
 - ② AI for language/image processing
 - ③ Ties between AI- and DX-related technologies

Utilizing in-house personnel to have all our businesses create systems that allow for the pursuit of DX by 2025

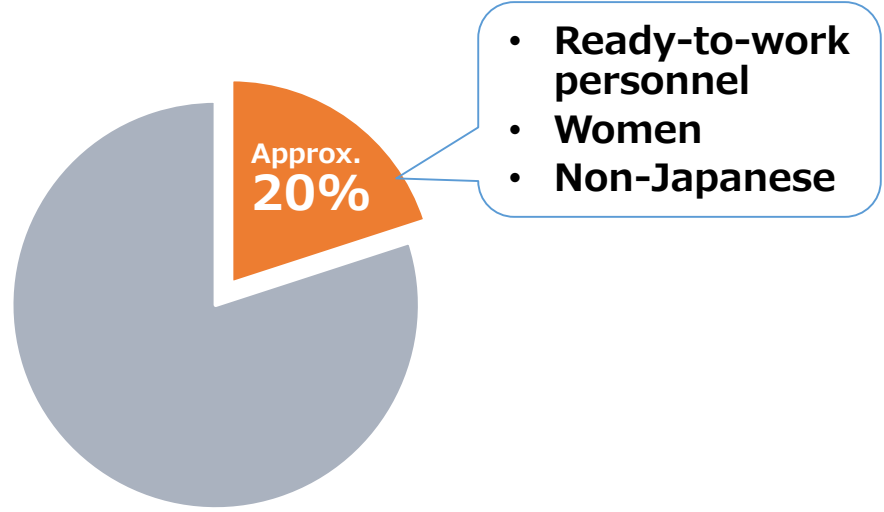
Active recruitment of ready-to-work personnel



- ✓ Since launching VISION 2025, we have bolstered our hiring of ready-to-work personnel **to help advance our portfolio transformation**
- ✓ Under VISION 2030, we are furthering our active recruitment **of personnel who can help to execute our basic strategies for growth businesses, priority sectors** and more

Increasing diversity among our key talent

Diversification rate among management candidates



- ✓ Ready-to-work personnel have **low turnover, and are active in key positions**
- ✓ **Bolstering our value-creation capabilities** for VISION 2030 through the strategic acquisition, training and retention of **diverse management candidates**



Conceptual drawing of Tokyo Midtown Yaesu

Further advancing work style reform

Bringing together the power of our employees in a coordinated fashion to make the office space a place of new ideas

- ✓ **Effective communication**
A place to share ideas back and forth across company & organizational boundaries
- ✓ **Advances in work style reform**
Improving quality and employee engagement through diverse work styles
- ✓ **Faster DX implementation and excellent business continuity**

Work style reform: Phase II onward

“Taking initiative, having a sense of duty and maintaining a collaborative structure”
Combining the power of individuals to form an organization of comprehensive strength

Human resources strategy	Corporate culture	Business operation system	Evaluation system		
Adopting casual dress	Guidelines for side jobs	Making our expanded telework system permanent	Open calls for opportunities	New results evaluations	Office relocation
August 2020 onward	January 2021 onward	July 2021 onward	May 2021 onward	April 2022 onward	March 2023 (tentative)
	 Building up various experience outside of Mitsui Chemicals to expand horizons and develop abilities Over 30 people so far		Providing employees with various opportunities and options to enrich their careers 70 applicants	Introducing reform-oriented targets to promote a can-do attitude Lively evaluations	Leveraging a new office to support new work styles for our employees



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

Chemistry for Sustainable World



Mitsui Chemicals

Challenge Diversity One Team

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