

# **Business Strategy Presentation**

- **Life & Healthcare Solutions**
- **Basic & Green Materials**

0→1 MAKE IT HAPPEN



**Mitsui Chemicals**  
Group

# **Business Strategy Presentation Life & Healthcare Solutions**

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Managing Executive Officer,  
Business Sector President, Life & Healthcare Solutions Business Sector

**Dec. 18, 2024**



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

### Strategy to date

**Strengthen vision care, agrochemicals and oral care**  
**Actively invest in wellness solutions and medical solutions to create new products and businesses**

### Environmental changes & business situation

**Solid growth for vision care and agrochemical products**  
**Oral care expansion behind schedule**  
**Progress toward new businesses and M&A behind schedule**

### Strategy for achieving our FY28 targets

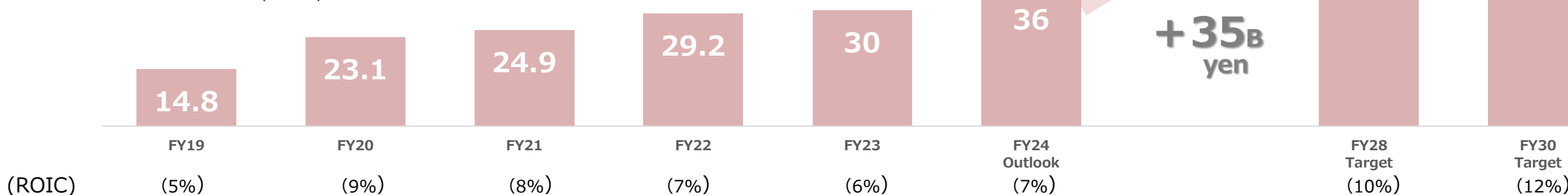
**Pursue steady growth for vision care and agrochemical products**  
**Actively invest to turn medical solutions\* into a new pillar of earnings**  
**\*Oral care/orthopedics/testing & diagnosis**

### Main investments & measures taken

Category	Investment/Measure
Life care (Vision care)	Acquisition of COTEC (coating materials)
Wellness (Agrochemicals)	Launch of three growth driver products across multiple markets
Wellness (Agrochemicals)	Acquisition of Meiji Seika Pharma's agrochemicals business
Medical (Oral Care)	Business and capital partnership strengthened with SHOFU (oral care)
Medical (Orthopedics)	Business and capital partnership formed with Japan MDM (orthopedics)
Medical (Testing & Diagnosis)	Business and capital partnership formed with DNA Chip Research (testing & diagnosis)

Production increase for high-refractive-index ophthalmic lens materials  
Acquisition of Coburn (ophthalmic lens processing equipment)

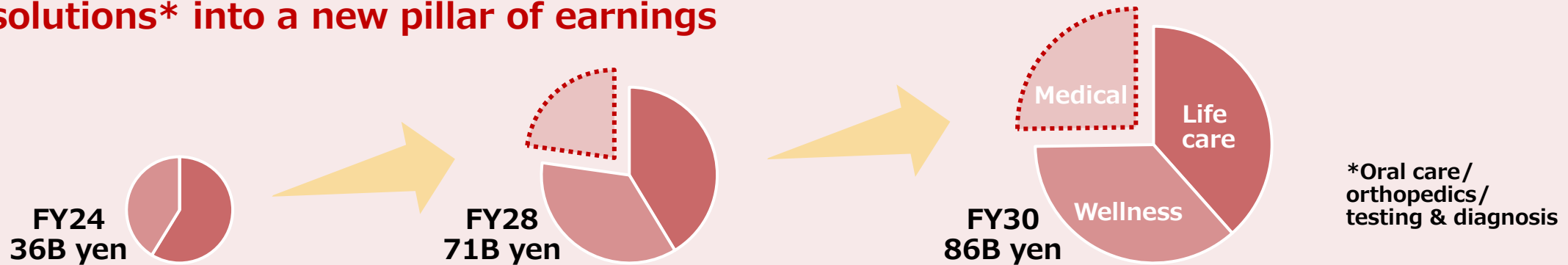
	Organic growth	New business + M&A
Life care	◎	○
Wellness	◎	○
Medical	○	◎





## Strategy for achieving our FY28 targets

**Pursue steady growth for vision care & agrochemical products + actively invest to turn medical solutions\* into a new pillar of earnings**



### Life care (Vision care)

**Providing value throughout the supply chain to steadily capture the market**

Maintaining the top global market share for high-refractive-index lens materials

Expansion for functional lenses



Further accelerating growth in the coatings & equipment business

### Wellness (Agrochemicals)

**Further expanding the countries where our growth drivers are registered**

Dinotefuran, TENEBENAL™, flupyrimin

**Developing our next growth drivers for beyond FY30**

### Medical

**Establishing as a new pillar of earnings**

**Strengthening the profitability of oral care while also using its shared infrastructure to bolster orthopedics**

**Using our biotechnology infrastructure to strengthen testing & diagnosis**



## Steady expansion by providing value throughout the value chain



### MR™ business

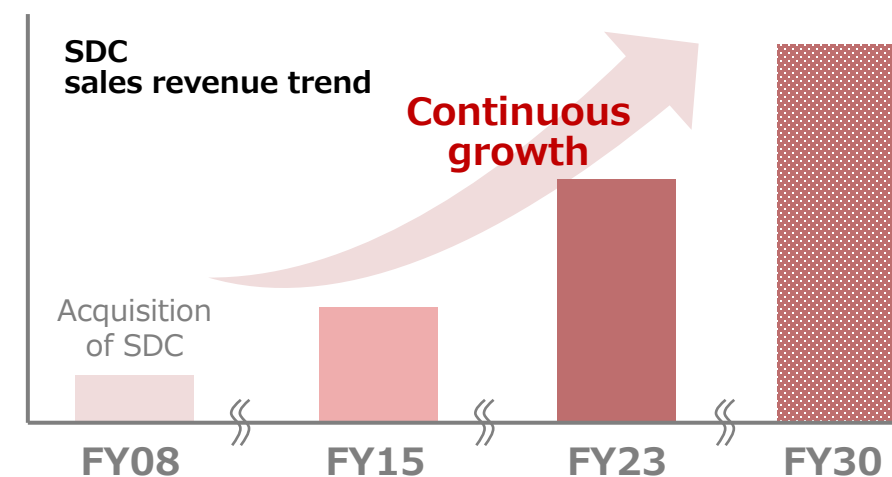
**Achieving continuous growth by developing and providing new materials and technologies**

- Creating further demand and steadily harvesting growth markets
- Securing supply capabilities to support growth

### Coatings & equipment business

**Accelerating into a pillar of earnings second only to the MR™ business**

- Speeding up the growth of business focused on optical labs





## Steadily harvesting growth markets

### Increasing sales of high-refractive-index lenses in the Chinese market

Increasing sales via lens performance, as well as collaboration with lens manufacturers and retailers

- China is seeing remarkable growth in high-refractive-index lenses, due to economic growth and an increase in the myopic population
- MR™ has high brand awareness as a high-quality lens material brand, and top-end retailers have completed the switch to MR™
- We are creating a sales strategy targeting middle- to high-end retailers

### Performance advantages of standard-grade MR™ lenses

Performance comparison	Acrylic	MR™
Clarity	Poor	Good
Heat resistance	Poor	Good
Impact resistance	Normal	Good

### Seminars for manufacturers



### Joint promos with local retailers

## Expanding supply capabilities and new technologies to support business growth

### Strengthening MR™ production capacity to support business growth

Securing supply capabilities to tap into the growth of the high-refractive-index lens market

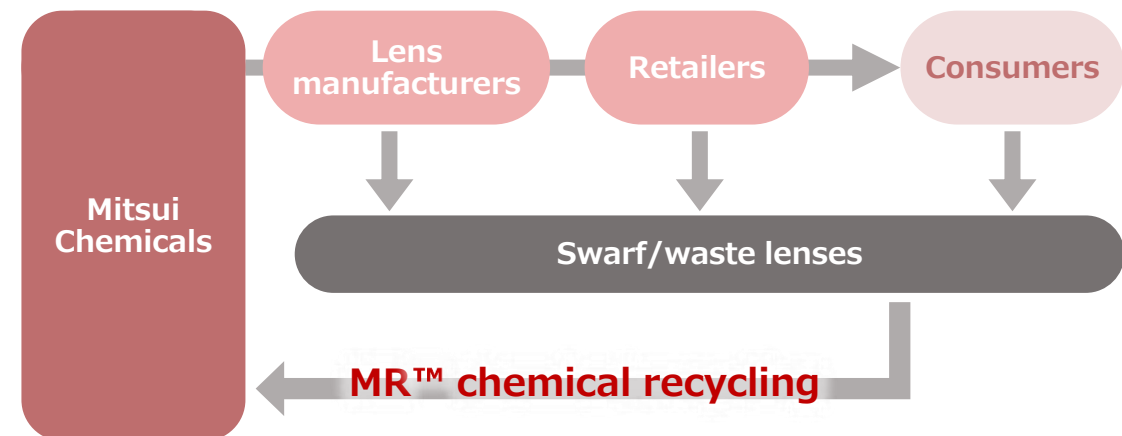
- Operation of new plant began as planned (started January 2024)
- Work on the plan for the next phase of expansion is under way

### Efforts for chemical recycling of MR™

Utilizing lens swarf and waste lenses to achieve a circular economy



- Launch of effort to develop and commercialize new technology





## Strengthening our ability to develop high-performance photochromic lens materials and photochromic coatings

### Acquired photochromic dye technology from James Robinson Speciality Ingredients (U.K.)

Technology acquired by purchasing intellectual property relating to photochromic dyes

- Stable procurement of dyes required for the photochromic business
- Creating differentiated products by combining photochromic dyes with base lens materials, coatings and the MCI Group's other areas of strength



#### James Robinson Speciality Ingredients

- A well-established fine chemicals company with two key pillars of business: hair dyes and photochromic dyes

#### Photochromic lenses

- Lenses that use photochromic technology to alter light transmittance in response to ultraviolet (UV) light
- Maintain a comfortable field of vision by controlling glare, while blocking harmful UV rays



Illustration of changes due to UV light absorption

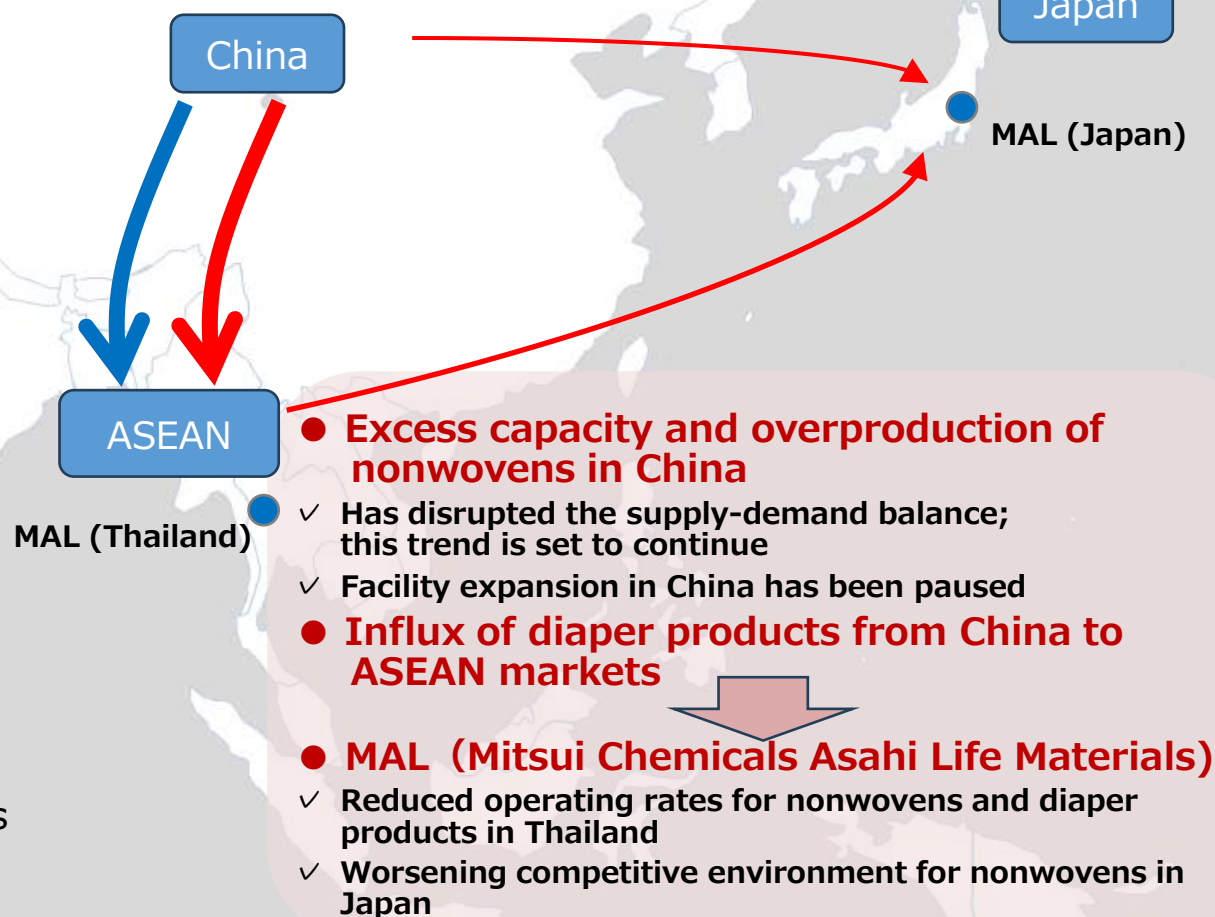
#### The SDC Group strengths

- In 2023, developed a photochromic spin coating system for optical labs that can be used with a wide range of base lens materials

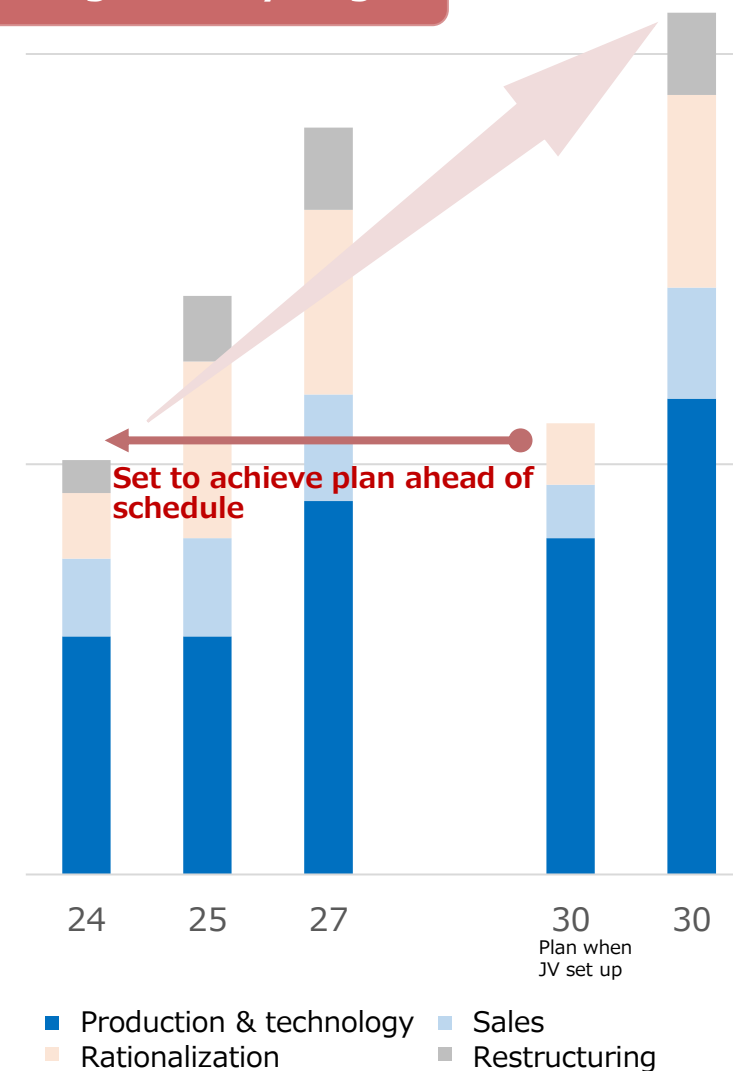


Bringing forward plans to achieve synergies from integration,  
in response to the worsening market environment

## Supply-demand balance of hygiene materials in Asia



## Integration synergies





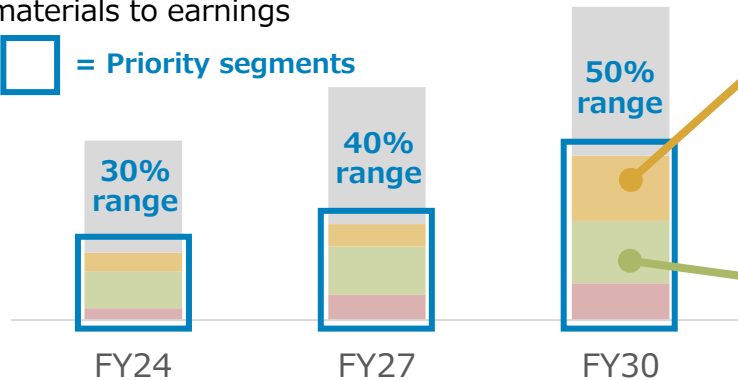


## Further strengthening industrial materials and achieving synergies from integration to deliver continuous growth in earnings

### Identifying priority segments in the industrial materials sector and speeding up business growth

Contribution of industrial materials to earnings

= Priority segments



#### Semiconductor market

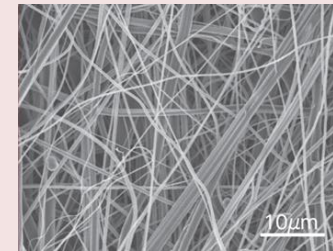
- ◆ Meltblown nonwovens for filters used in electronic components and semiconductor production processes
- ◆ Nylon Nano Meltblown is currently under customer evaluation

#### Eco-friendly food packaging market

- ◆ Development of a product suitable for home composting
- ◆ Production setup to be established before the end of 2024

### Meltblown nonwovens for the semiconductor market

- Tapping into needs arising from the downsizing of semiconductors and increasing demand by offering meltblown nonwovens made from industry-leading ultrafine fibers
- Increased supply capacity by adding a line at the production facility (end of FY2023)



### Speeding up efforts to strengthen profitability via differentiation of hygiene materials and bolstering existing business

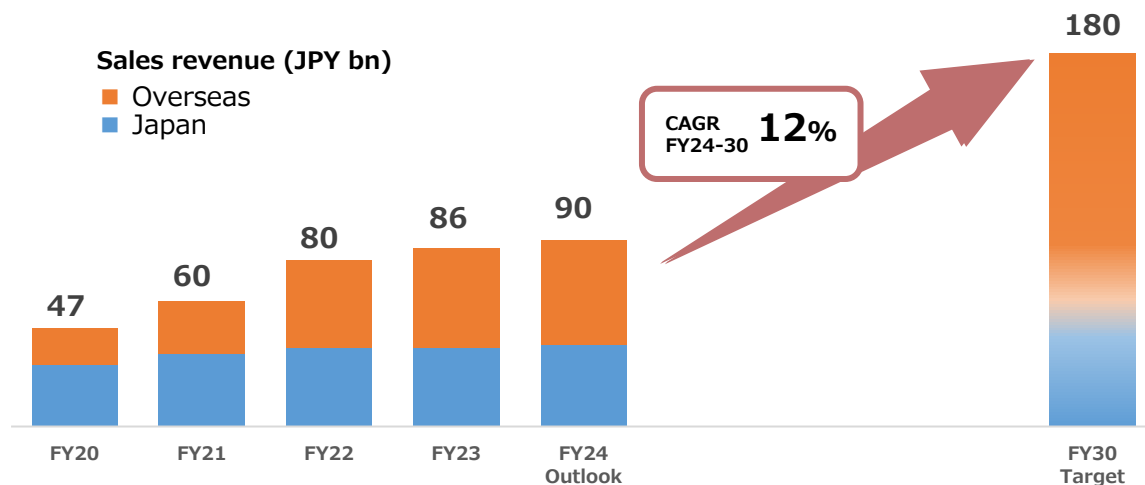
- ① Increasing earnings by **pursuing differentiation**:  
**Shift to higher performance and higher price brackets**
- ② **Moving toward the establishment of a stable earnings base**  
✓ Pursuing thorough cost reductions and rationalization
- ③ Supplementing profitability by means of **licensing**

### Rationalization in Thailand

- Change in organizational structure (integrated administrative functions of two companies in Thailand)  
Optimized staffing as a result
- Created optimized production setup



## Continually expanding the agrochemicals business



## Further expansion of growth drivers

Expanding the regions covered by growth drivers and their scope of application

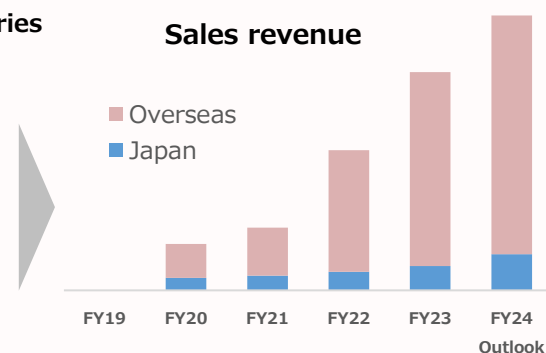
Driving growth in the agrochemicals business

## Business growth propelled by increased registration of our growth drivers in more countries

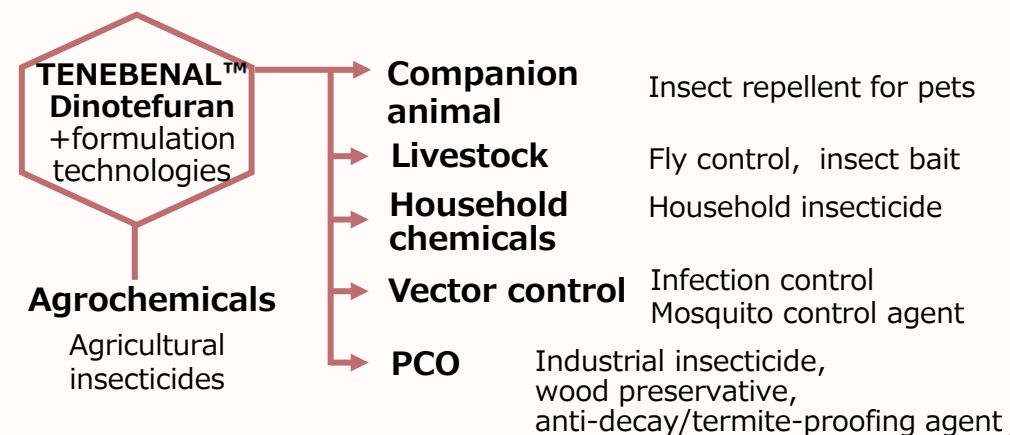
### e.g. TENEBENAL™

Steady increase in number of registered countries  
→ **Considering increased capacity**

vs. December 2023	Crop solutions	Life solutions
Registered	6→6	14→ <b>22</b>
Applied	4→ <b>7</b>	2→1



## Bolstering efforts to expand into the life solutions (LS) field





## Continually expanding the agrochemicals business

### Developing our next growth drivers for beyond FY30

Fleshing out our pipeline with both chemical and biological crop protection products

- Chemical crop protection products:  
Pursuing safety and low environmental impact
- Biological crop protection products:  
Pursuing discovery of naturally derived products and expanding products derived from living organisms

#### Biological Solutions Research Center (BSRC)

The new satellite research lab, Shinkiba Satellite Lab has gone into operation, along with the Mobarra site

Strengthening biosolutions research based on infrastructure for naturally derived drug discovery



Shinkiba Satellite Lab

### Strengthening the biosolutions business

Speeding up efforts to strengthen R&D and production technology for biological crop protection products

- Established new research lab, Biological Solutions Research Center (BSRC)
- Open innovation through collaboration with academia

#### Leveraging partnership between Mitsui Chemicals Crop & Life Solutions and Tohoku University Co-creation Research Center for Biological Solutions



**Objective** Aim to accelerate the discovery of agrochemicals derived from natural products and the development of production technology by acquiring innovative technologies.

**Period** October 1, 2023 – March 31, 2027



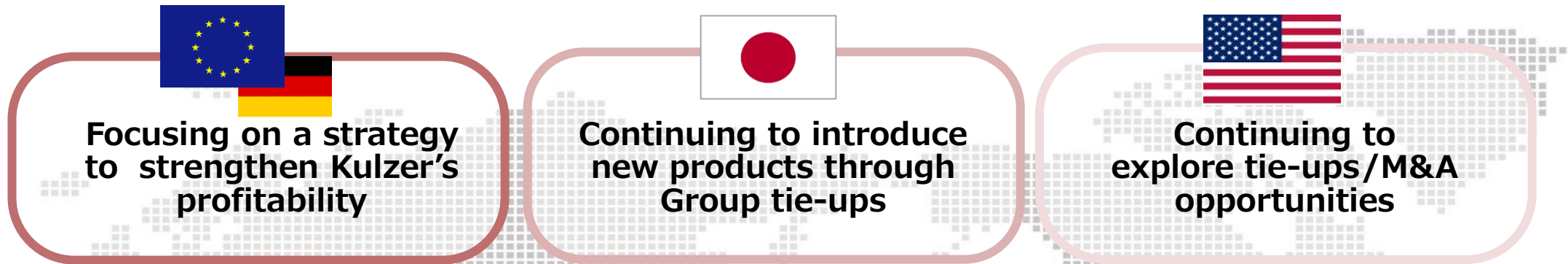
Graduate School of Pharmaceutical Sciences, Tohoku University (Aobayama Campus)

### Pursuing further business expansion by taking advantage of opportunities

Aiming for further business expansion in both chemical- and bio-based agrochemicals, with an eye on the possibility of M&A



## Implementing measures for further growth that take the current business environment into consideration



### Internal environment

- Building a new management structure aimed at strengthening Kulzer's profitability
- Pursuing collaboration among Group companies in Japan

### External environment

- Despite ongoing inventory reduction by U.S. dealers, there are prospects for improvement during the current fiscal year

### Measures for further growth

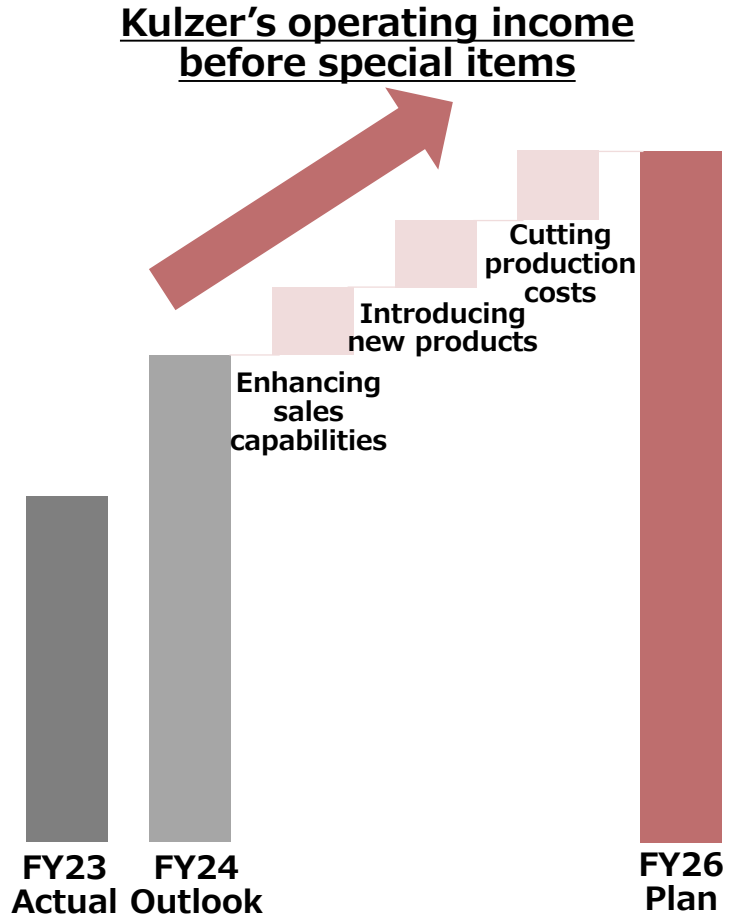
- ✓ **Drastically strengthening Kulzer's profitability**
- ✓ **Concentrating resources on developing high-earning products through deeper collaboration among Group companies**
- ✓ **Strengthening existing U.S. business foundations and continuing to explore tie-up and M&A opportunities**

Measures for further growth ① Drastic strengthening of Kulzer's profitability is progressing well

✓ **Drastically strengthening Kulzer's profitability**  
 Concentrating resources on developing high-earning products through deeper collaboration among Group companies



**Expanding share in the top 3 dental preservation markets (Europe, Japan, U.S.)**  
 Continuously introducing new products in focus sectors\*1  
 Expanding business through M&A and tie-ups

\*1 Focus sectors: Restoration composites, dental cement, denture materials, 3D printer & printable materials





- Product portfolio improvements**
- Enhancing sales capabilities
    - ✓ Revising global sales setup
  - Introducing new products in high-profitable sectors
    - ✓ Strengthening R&D by increasing development staff
  - Reducing production costs
    - ✓ Achieving rationalization by reducing the number of products

**Venus™ Pearl PURE**  
 (composite resin for dental restoration)

A product that simplifies procedures by using a small number of shades that can be matched to the color of the patient's teeth

**Pala™ Mill & Cast**  
 (CAD/CAM disk for dentures)

A product that offers a digital production method to reduce the time needed to make dentures

Measures for further growth ②

Drastically strengthening Kulzer's profitability

✓ **Concentrating resources on developing high-earning products through deeper collaboration among Group companies**

**Expanding share in the top 3 dental preservation markets (Europe, Japan, U.S.)**

**Continuously introducing new products in focus sectors\*1**  
**Expanding business through M&A and tie-ups**




\*1 Focus sectors:  
Restoration composites, dental cement, denture materials, 3D printer & printable materials

Forming group partnerships with domestic & overseas affiliates



Technical knowledge, R&D personnel, pursuit of group partnerships

Customer needs, clinical knowledge

 Mitsui Chemicals  
+  
 SUN MEDICAL  
+  
 KULZER

Monomer design & development technology  
Product development capabilities for dental materials  
Brand/sales channels

**ZEN Universal Cement & Bond (dental cement)**






A user-friendly product that meets the needs of dentists by providing improved adhesive strength and a reduction in the number of tasks required during procedures

 Mitsui Chemicals

**Applying Mitsui Chemicals' polymer science technologies to dental products**

Monomer design tech: Bestow strength & low shrinkage  
Polymerization initiators: Improve adhesion & curing  
Resin formulation tech: Improve strength & heat resistance

 Mitsui Chemicals  
+  
 SHOFU  
+  
 SUN MEDICAL

Monomer design & development technology  
S-PRG filler technology\*2  
Product development capabilities for dental materials

**i-TFC™ Luminous II range (post-and-core materials\*3)**



i-TFC™ Luminous II Starter Kit  
Products unite the unique technologies of MCI, SHOFU and SUN MEDICAL

\*2 S-PRG™ filler releases fluoride and five other ions, and demonstrates acid-neutralizing properties  
\*3 Materials used in a restoration technique that employs an artificial support for filling spaces where a tooth is missing and a crown therefore cannot be fitted

## Progress in expanding the orthopedic surgery sector

## Business expansion in the testing & diagnosis sector

**STEP 1**  
**Acquire partners**  
Development & production capabilities   
Sales capabilities in Japan, U.S.

**STEP 2**  
**Make full-fledged entry & expand operations**  
Launch in-house products  
Augment business foundations (via M&A and partnerships)

**STEP 3**  
**Global rollout of solutions**  
Develop advanced technologies, such as "Enabling Technology"  
Roll out service and solutions businesses targeting both health care workers and patients

**Interaction among human resources**  
Deepening collaboration by seconding MCI staff to sites in Japan and the U.S.






**Joint development underway**  
Embarked on several joint development projects  
(Examples)  
Change in materials, Implants

**Strengthen business foundations**  
Leverage JMDM's knowledge and explore further M&A and partnerships

**Partnerships**

 DNA Chip Research Inc.  
Invested in February 2023  
Additional investment in March 2024 (total stake 13.85%)

**Highly sensitive genetic analysis technology**  
(Major products: lung cancer genetic testing)

**Mitsui Chemicals** **Life sciences technology & infrastructure**

- Expand genetic testing content for other cancer types
- Develop diagnostic services for prevention and early detection of disease

Joint development launched in FY24

**Our company**

**Develop in-house testing & diagnosis technologies that help us to differentiate**

**Launch & expand rapid bacterial identification tests, etc.**

Expand groundbreaking diagnostic content

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**Mitsui Chemicals**  
Group

# **Business Strategy Presentation Basic & Green Materials**

**IZAWA Kazumasa**

伊澤 一雅

Senior Managing Executive Officer

Business Sector President, Basic & Green Materials Business Sector

**Dec. 18, 2024**





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

### Strategy for achieving our FY28 targets

Second phase of restructuring

Bolstering downstream business

③

Selecting competitive derivatives

Capital efficiency, synergy with other products, economic security

②

④

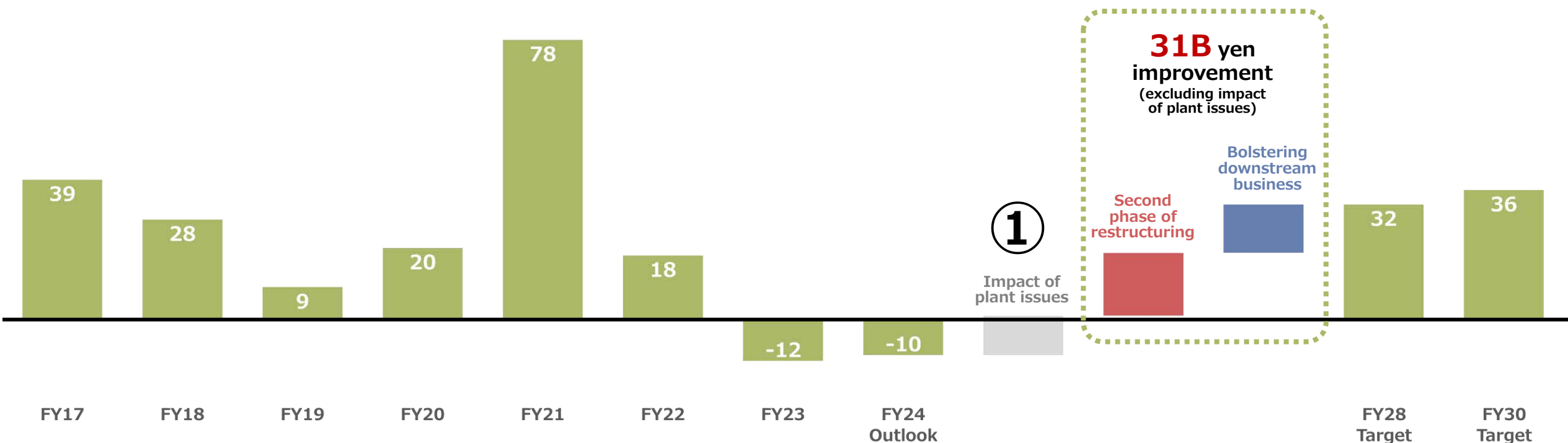
Cracker reorganization

⑥

Pursuit of **green chemicals**

Transition to a business structure with **high capital efficiency**

⑤

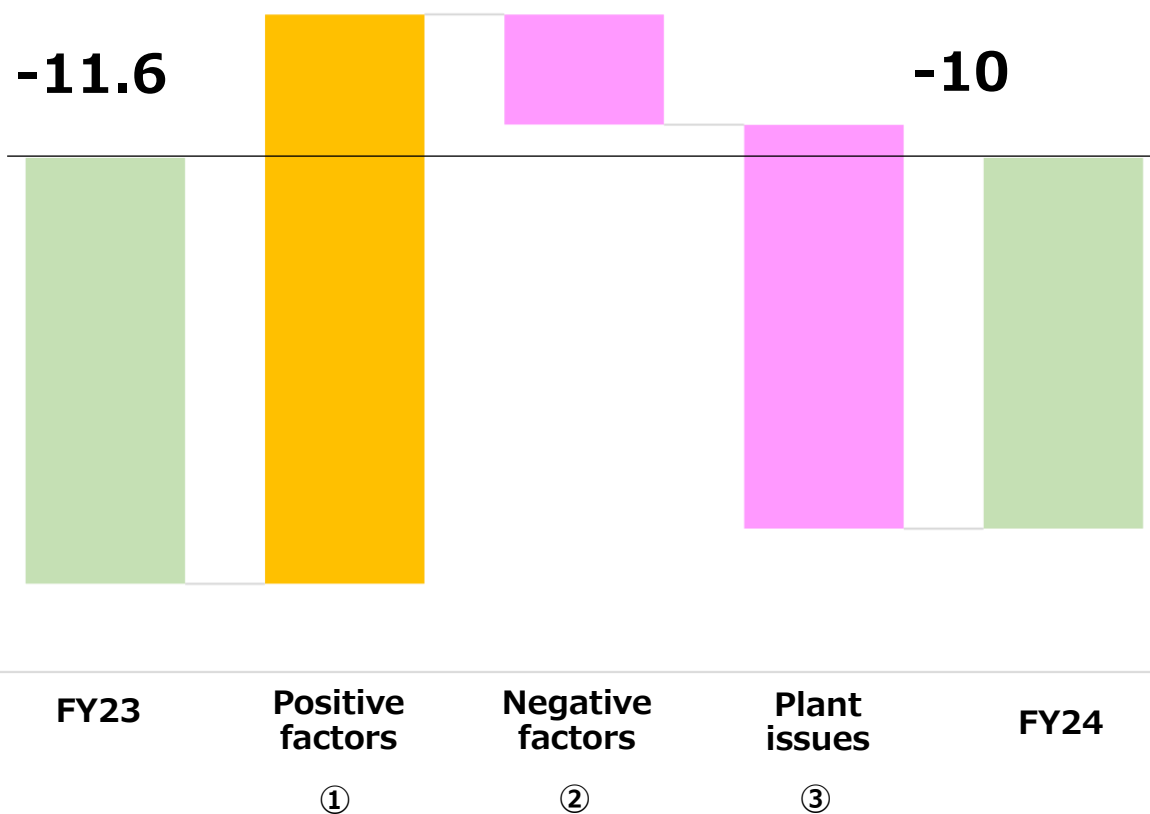




A return to profitability in fiscal 2024 had been in sight, based on generating effects from sales growth, price increases, cost reductions and restructuring. However, we are now set to see a deficit of 10 billion yen due to plant issues

### FY23 results vs FY24 outlook

Operating income before special items (JPY bn)



### Factors contributing to changes in operating income before special items

- ① **Positive factors +15.5 billion**
  - Sales growth
  - Price increases
  - Cost reductions
  - Inventory valuation
- ② **Negative factors -3 billion**
  - Equity in earnings
- ③ **Large Plant issues -11 billion**



Pursuing the eradication of high-value losses by strengthening to combat plant issues, and by introducing more advanced technologies

Thorough analysis of the root cause of the recent plant issues

Measures originating in processes

**Strengthening technology management**

- Strengthening technology evaluation ability
- Strengthening non-routine response ability
- Enhancing education/strengthening collaboration between production and engineering

Advanced technologies

**Introducing Advanced technology**

- Language AI
- Program to identify at-risk facilities
- Wireless vibration monitoring system
- Abnormality prediction system
- Data integration and management system

Measures originating in facilities

**Strengthening maintenance technologies**

- Priority measures targeting high-risk and older facilities
- Strengthening maintenance technologies at older facilities
- Strengthening technology transfer, education and human resource development

**Non-financial indicator**

Material topic: Stable production

Non-financial KPI  
**No. of problems involving high-value losses\***

Fiscal 2027 3 or less

Fiscal 2030 Zero

\*Production problems involving losses with a value of 100 million yen or more per problem



## ② Selection of Competitive Products

Selecting competitive derivatives to improve profits through restructuring and performance upgrading, and pursuing green chemicals

Existing businesses

• Olefins

• Polyolefins

• Catalysts

• Phenols

• Industrial chemicals

• Polyurethane

### Selection of competitive products

Examples of criteria and internal discussions

#### • Capital efficiency

Long-term business plan

Plan to reduce invested capital

ROIC

#### • Environmental value

Switching to low-carbon options

Commercializing recycling

CO<sub>2</sub> emissions reduction

#### • Economic security

Key materials for medical, semiconductor, automotive and other fields

Essential to maintain distribution

Complexity of transportation/handling

Sole producer in Japan

Development in alignment with customers

#### • Product chain within MCI

Raw materials for three growth domains

### Bolstering downstream businesses

- High-performance PP
- High-performance PE
- Catalysts
- Hydroquinone
- High-performance Polyurethane

### restructuring

- Crackers
- Phenols (domestic & overseas)
- General-purpose PP, general-purpose PE
- PTA, PET
- TDI

Reducing volatility

Securing cash flow

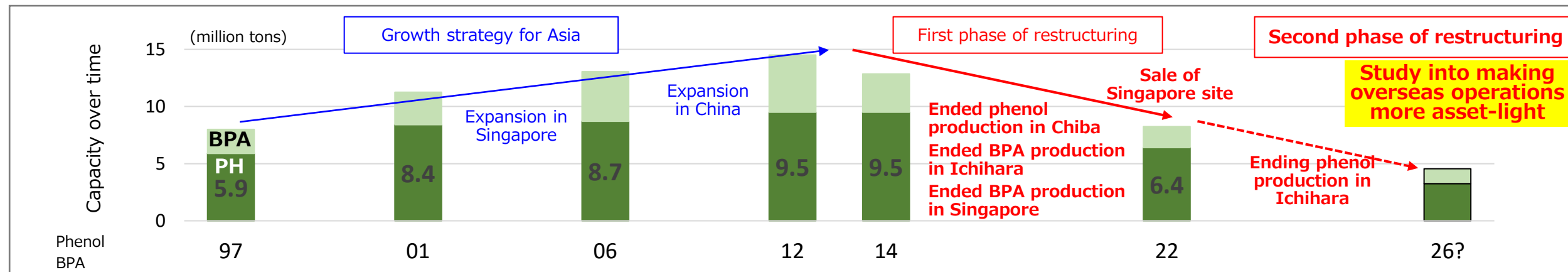
Pursuing green chemicals



	FY13~17	FY18~22	FY23~	Ideal state
	Securing stable earnings via restructuring	Reducing volatility	Improving capital efficiency	
PH	AC-based IPA production starts	Honshu Chemical Industry takeover bid	2023: AC-based IPA capacity boost Mulling efforts to bolster production of HQ	Highly capital-efficient PH chain
	Chiba BPA/PH plant closed	MPS share transfer	Study into making overseas operations more asset-light ★ Pursuing optimization of domestic PH ★ Closure of Ichihara PH plant by FY2026	
PTA&PET	Indonesia PTA business share transfer	Thailand PTA & PET business partial share transfer	2023: Iwakuni-Ohtake PTA plant closed 2024: Iwakuni-Ohtake PET plant closed	Securing profit through optimal business structure
Polyurethane	Bio-PPG joint venture established		2023: PPG LLP founded 2024: High-performance MDI plant starts up	High-profitability polyurethane business centered on high-performance MDI
	Kashima TDI plant closed Omuta MDI plant closed	MCNS dissolved	2025: Omuta TDI plant to be downsized	
PP&PE	High-performance PE plant established in Singapore PP catalyst plant starts up		2024: High-performance PP plant to be completed	Highly capital-efficient high-performance polyolefins business
	2 PE lines at Chiba closed 1 PP line at Chiba closed		2023: 1 PP line at Chiba closed 2026: 1 PP line at Chiba to close Mulling optimization via multi-company collaborations	
Crackers	Chiba LLP founded Withdrawal from Keiyo Ethylene		(East Japan) 2027: Study into consolidation at Chiba LLP ★ (West Japan) Study into establishing a joint operating entity by three companies ★	Competitive crackers

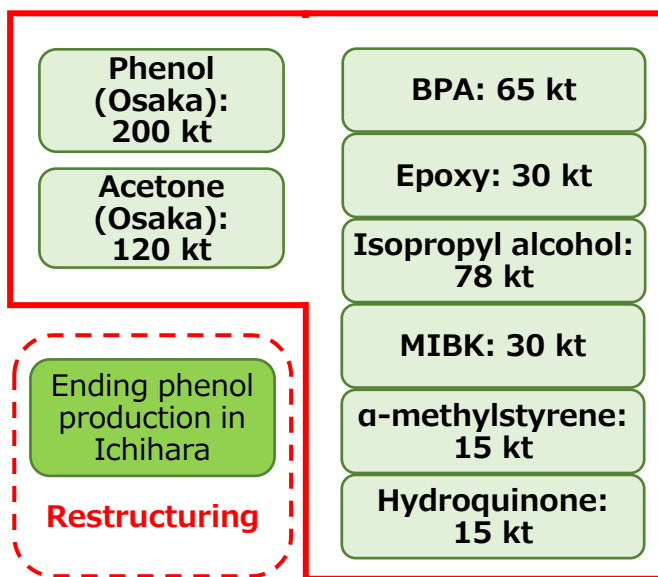


- Second phase: Closing the Ichihara plant by FY2026, leaving a single PH plant in Japan, and **conducting a study into making overseas operations more asset-light**
- Forming a highly capital-efficient PH chain providing essential materials at the optimum scale for the Japanese market

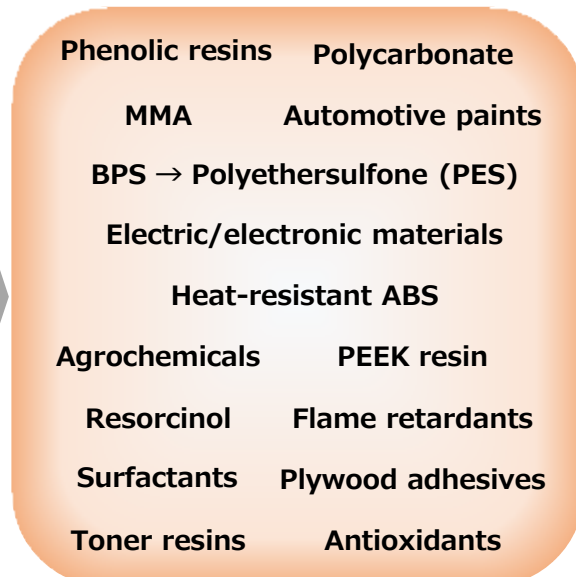


## MCI's domestic phenol chain

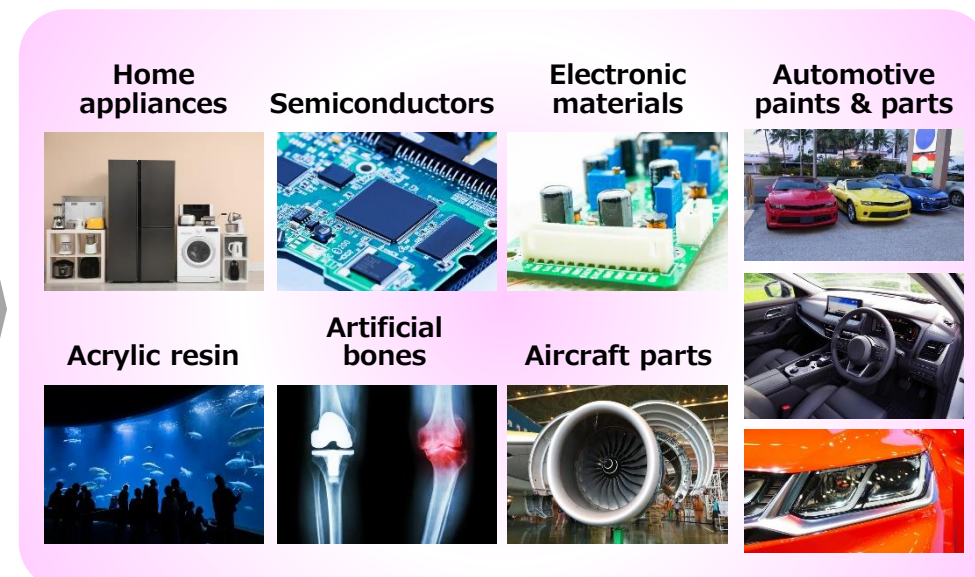
Domestic operations



## Customer products



## End products/applications



7

# ④-1 Operating rate of crackers in Japan

Dec. 18, 2024

Cracker margins and operating rates have seen a downturn, due partly to major new facilities and expansions in China. We will move ahead with restructuring based on the assumption that no recovery can be expected

Reduction equivalent to 2-3 crackers compared to total domestic capacity.

Ethylene production in Japan (M tons/year)

6.32

6.04

6.06

5.47

5.27

5 or less

MCI forecast

USD/T

Operating rate of crackers in Japan (right axis)

Margins for 3 cracker products (\*1)  
Total margin on C2, C3 and butadiene (market price - costs)

100%

90%

80%

70%

60%

50%

40%

30%

FY2019

FY2020

FY2021

FY2022

FY2023

FY2024

(100)

(300)



Pursuing carbon neutrality and capacity optimization by  
Chiba and West Japan collaborations to achieve advanced chemical complexes

	Technology development	Chiba collaboration	West Japan collaboration
FY21	May: Bio-based hydrocarbons introduced October: Carbon Neutral Research Center established February: Ammonia fuel pilot project launched		
FY22		February: Tri-company collaboration on carbon neutrality	
FY23	June: Carbon Neutral Vision for the Osaka Works March: Chemical recycling & use of pyrolysis oil from plastic waste launched	March: Mitsui Chemicals & Idemitsu Kosan begin mulling consolidation at LLP	
FY24	June: Feasibility study project for ammonia supply base development selected <b>Technology development</b>	<b>September: LLP consolidation study moves to FEED phase</b> <b>Capacity optimization</b>	<b>Carbon neutrality</b> May: Tri-company collaboration on carbon neutrality November: <b>Study on establishing tri-company joint operating entity launched</b>
FY25		<ul style="list-style-type: none"> <li>Decision on LLP consolidation</li> <li>Carbon neutrality study</li> </ul>	<ul style="list-style-type: none"> <li>Study on details of joint operating entity</li> </ul>
2026   2030	2026 Ammonia-fired test cracker to begin operating 2030 Ammonia-fired cracker to be implemented	2027 LLP consolidation	
		<b>Carbon-neutral cracker</b>	<b>Carbon-neutral cracker</b>
		<b>Advanced chemical complexes</b>	



Expanding our range of eco-friendly and other high-performance, high value-added products  
Improving capital efficiency by completing the scrap-and-build program  
(second phase of restructuring) and further optimizing production

## Polyolefins business

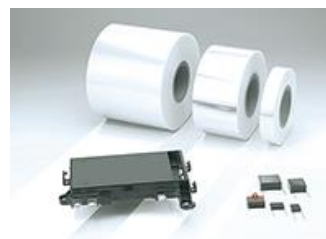
<b>Polypropylene</b>	No. 1 market share in Japan	
Current 8 → 6 lines	930,000 tons	.....
+		
New 1 line	200,000 tons	
<b>Total</b>	<b>7 lines</b>	<b>1.13 million tons</b>

<b>Polyethylene</b>	No. 2 market share in Japan	
HDPE	2 lines	210,000 tons
+		
LLDPE	2 lines	390,000 tons
<b>Total</b>	<b>4 lines</b>	<b>600,000 tons</b>

## Performance upgrading and restructuring

### Performance upgrading: Expanding our range of high-performance, high value-added products

#### Cleanliness



PP for film capacitor applications  
Achieves high cleanliness

#### High rigidity/fluidity



Glass-fiber-reinforced PP for lighter cars  
MOSTRON™/MOSDIO™

#### Monomaterials



PE for monomaterial packaging  
Highly recyclable

#### Biomass-derived products



Prasuk™ mass-balanced bio-PP

### Restructuring: Completing the scrap-and-build program (second phase of restructuring)

Assessing demand for general-purpose products from a long-term viewpoint and **further optimizing production, including through tie-ups with other companies**



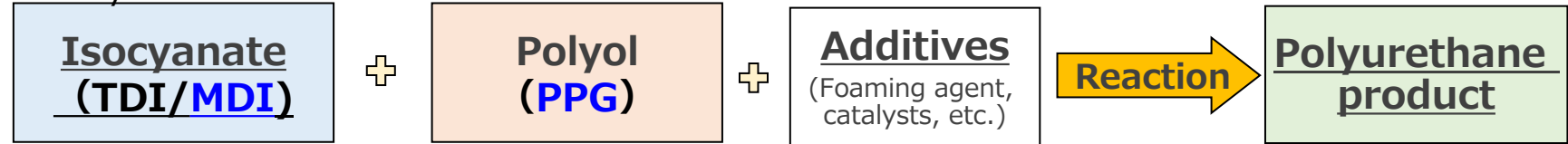
# ⑤-2 High-Performance Polyurethane

We will deliver higher performance polyurethanes via

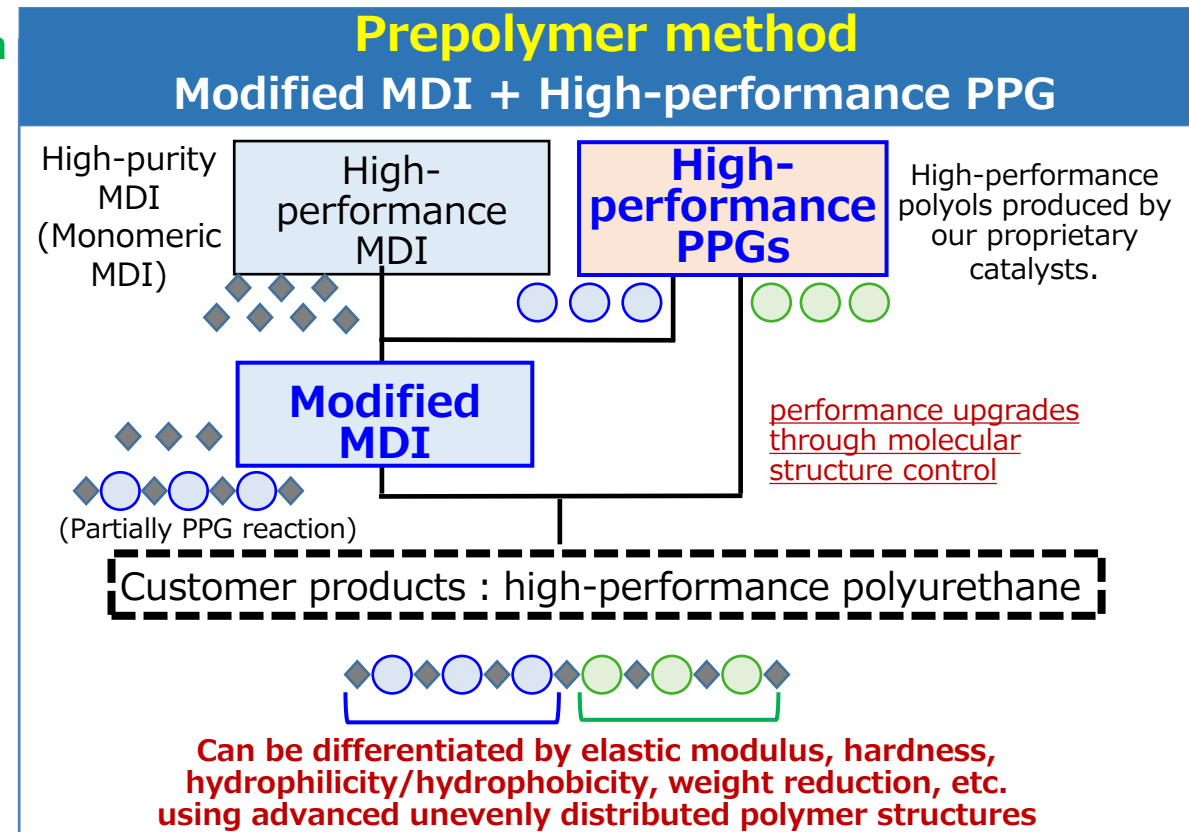
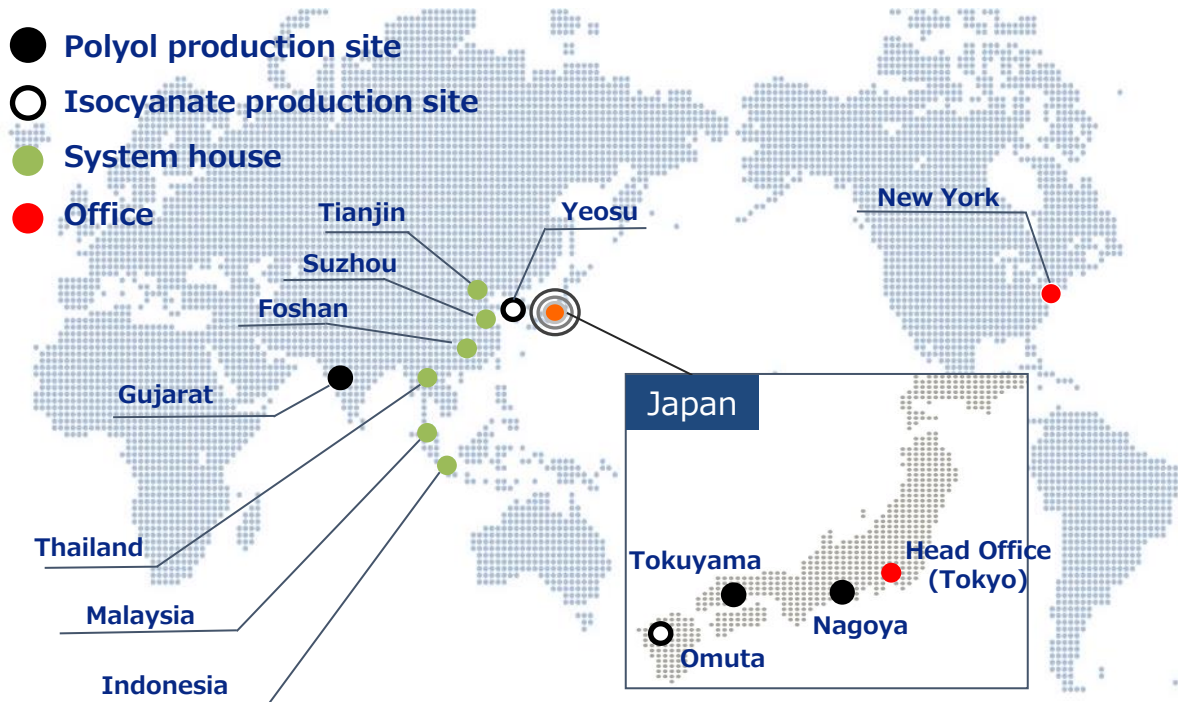
- ① performance upgrades based on the materials themselves (our proprietary catalysts) and
- ② performance upgrades based on formulations

## Polyurethane production method

■ Polyurethanes are products obtained through the reaction of two principal components: isocyanates and PPG



Formulation





# ⑤ Performance Upgrading to Expand Product Ranges

Expanding the range of high-performance products by improving performance and creating new capabilities in response to environmental regulations and diversifying customer needs

Customer needs

High-end sofas



Tactile sensation  
Comfort while seated

Premium memory foam



Lightweighting  
Spaciousness

Premium-class seats on trains & aircraft



Luxury car seats



Comfort  
Supportiveness

Mechanical strength  
Trackability

Structural adhesives



Safety  
Durability

Low conductivity

Elasticity  
Clothing comfort

Waterproof properties  
Durability

Filler for EV batteries



Automotive sound absorption/insulation & heat shield materials (including for EVs)



Electronic substrate encapsulants



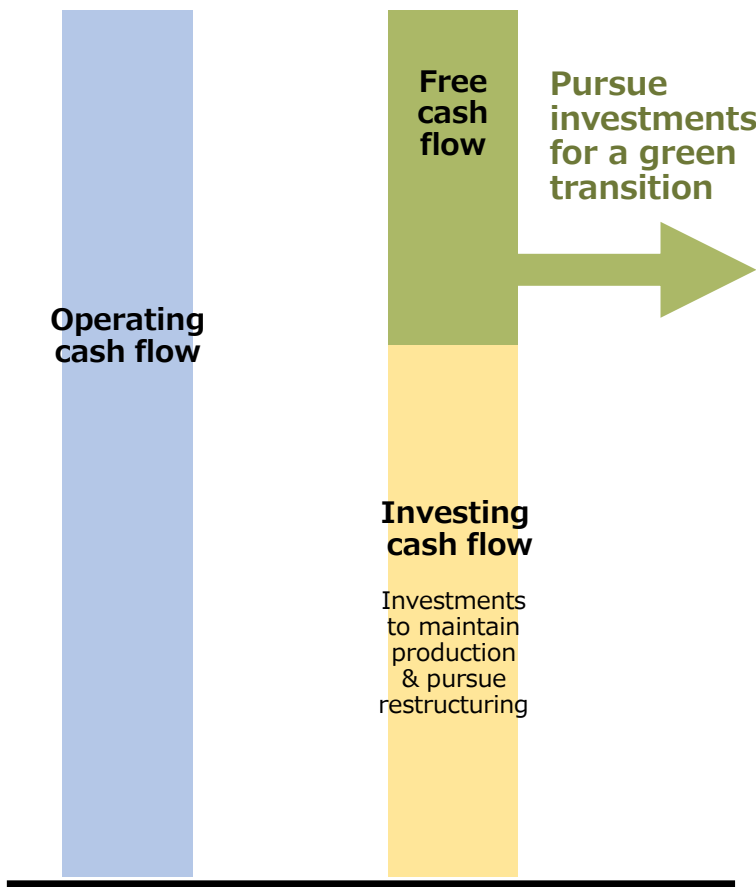
Elastic fibers



Sealing/waterproofing

Allocating much of the business sector's free cash flow to investments for a green transition, and creating recycled products and high-performance & essential products with added environmental value

**Cumulative cash flow plan of the sector from 2025 to 2030**



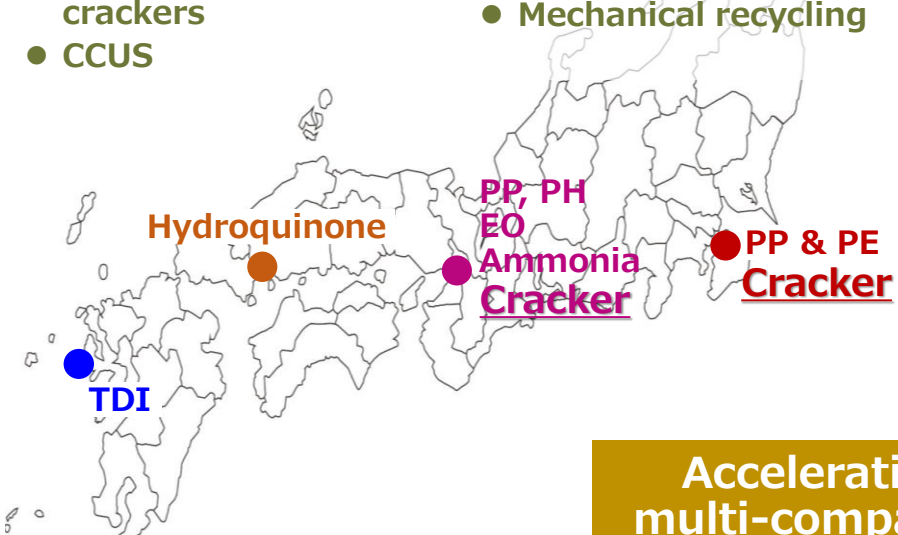
**Achieving the goal of our carbon neutrality declaration**

**SCOPE 1 & 2**  
Reducing CO<sub>2</sub> emissions from our business activities

- Alternative fuels for boilers/gas turbines
- Investment in energy efficiency at plants
- Alternative fuels for crackers
- CCUS

**SCOPE 3**  
Pursuing low-carbon options throughout product value chains

- Alternative feedstocks for naphtha crackers (biomass feedstock)
- Chemical recycling
- Mechanical recycling



**Accelerating regional and multi-company collaborations**

**Green chemical product groups**

1. **High-performance** + **Environmental value (low-carbon)**
  - High-performance PP
  - High-performance PE
  - Catalysts
  - Hydroquinone
  - Polyurethane and more
2. **Essential** + **Environmental value (low-carbon)**
  - Olefins
  - Ammonia
  - EO derivatives and more
  - Phenol derivatives
  - Urea
3. **Recycle**
  - PP, PE Polyurethane and more

Aiming to achieve a recovery that takes profits above 30 billion yen in 2028 by steadily moving forward with restructuring and performance upgrading, as well as pursuing a recovery in profits and reducing volatility

	FY2024	FY2025	FY2026	FY2027
クラッカー			Introduction of ammonia-fueled cracker	East Japan: Cracker consolidation at Chiba LLP
再構築	Iwakuni-Ohtake PET plant closed	Omuta TDI plant to be downsized	Closure of Ichihara PH plant by FY2026 1 PP line at Chiba closed	
高機能化	High-performance MDI plant starts up High-performance PP plant to be completed			
Timing to be determined	Study into making overseas PH operations more asset-light	West Japan cracker: Study into establishing a joint operating entity by three companies	Increase catalyst production	Collaboration with other companies, etc.

The background of the slide is a vibrant blue sky filled with soft, white, fluffy clouds. A large, solid blue arrow points from the left side of the image towards the right, partially overlapping the sky and the white background on the right. The text is centered within the blue sky area.

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

0→1 MAKE IT HAPPEN

Chemistry for Sustainable World



**Mitsui Chemicals**

*Challenge Diversity One Team*

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