Mitsui Chemicals

Sep. 30, 2025

ESG Presentation

MCI Group's Promotion of ESG	**HASHIMOTO Osamu** Representative Director, Member of the Board, President & CEO
Business Portfolio Transformation Through New Businesses and R&D	**OMOTE Toshihiko** Managing Executive Officer, CTO

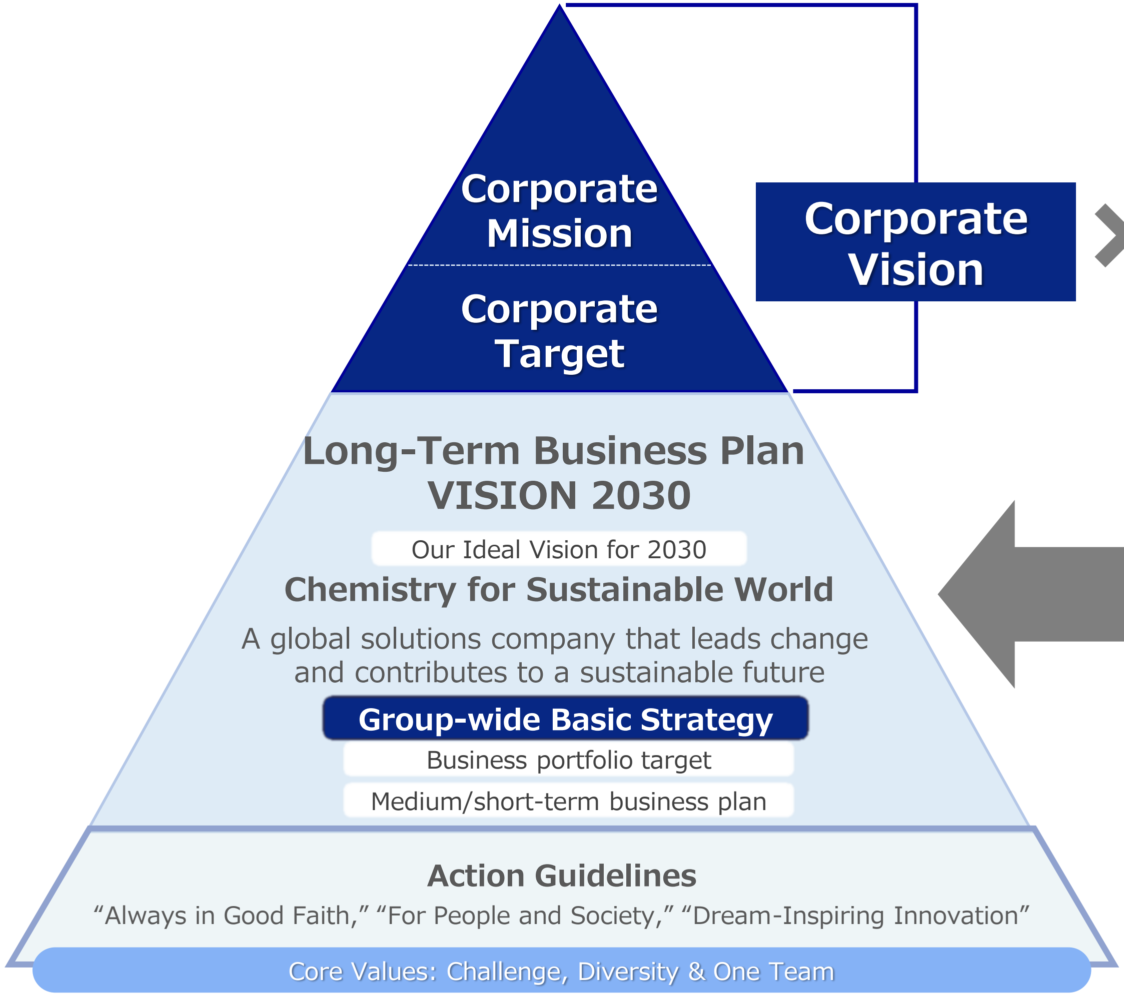
Sep. 30, 2025

MCI Group’s Promotion of ESG

HASHIMOTO Osamu
橋本　修
President & CEO
Mitsui Chemicals, Inc.

MCI Group's Promotion of ESG

Incorporating ESG into management as we pursue initiatives to bring VISION 2030 to fruition



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Ideal future society

- A circular society in harmony with the environment
  - ▶ Transitioning to a circular economy
- An inclusive society creating diverse value
  - ▶ Pursuing diverse value chains
- A comfortable society in which people can enjoy healthy lives and well-being
  - ▶ Achieving a flexible and resilient society

Material topics

Contributing to a sustainable society

- Product design based on full life-cycle considerations
- Climate change
- Circular economy
- Health and livelihood
- Highly livable communities
- Food security

Prerequisites for business continuity

- Safety
- Respect for human rights
- Compliance
- Product quality
- Stable production

Abilities essential to business continuity

- Corporate culture
- Human capital
- Innovation
- Partnerships
- Digital transformation

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Uncertainty & change brought about by events surrounding the Group that **affect the achievement of management strategies & goals**

Promoting KPI Management Aimed at Sustainable Growth

Ensuring sustainable growth toward achieving our VISION 2030 goals by undertaking KPI management linked to material topics

Ultimate aim of KPI review process:

Enhancing Corporate Value

How are current conditions?

Are we achieving reliable growth?

Corporate Sustainability Committee reviews non-financial KPI performance and sets goals for the next fiscal year

Are we moving forward to the next level?

Are KPIs being achieved and are they aligned with objectives?

Review by Corporate Sustainability Committee (at four meetings a year) of progress with KPIs from the perspective of contributing to achieving non-financial goals for 2030

Main discussion item of the FY2025 Corporate Sustainability Committee

- **Reconfirm material topics with a view to non-financial information disclosure in line with global disclosure standards**

Main discussion and reporting items of the FY2025 Corporate Sustainability Committee

- Blue Value™ ·Rose Value™
- Respect for human rights
- Human capital
- Climate change

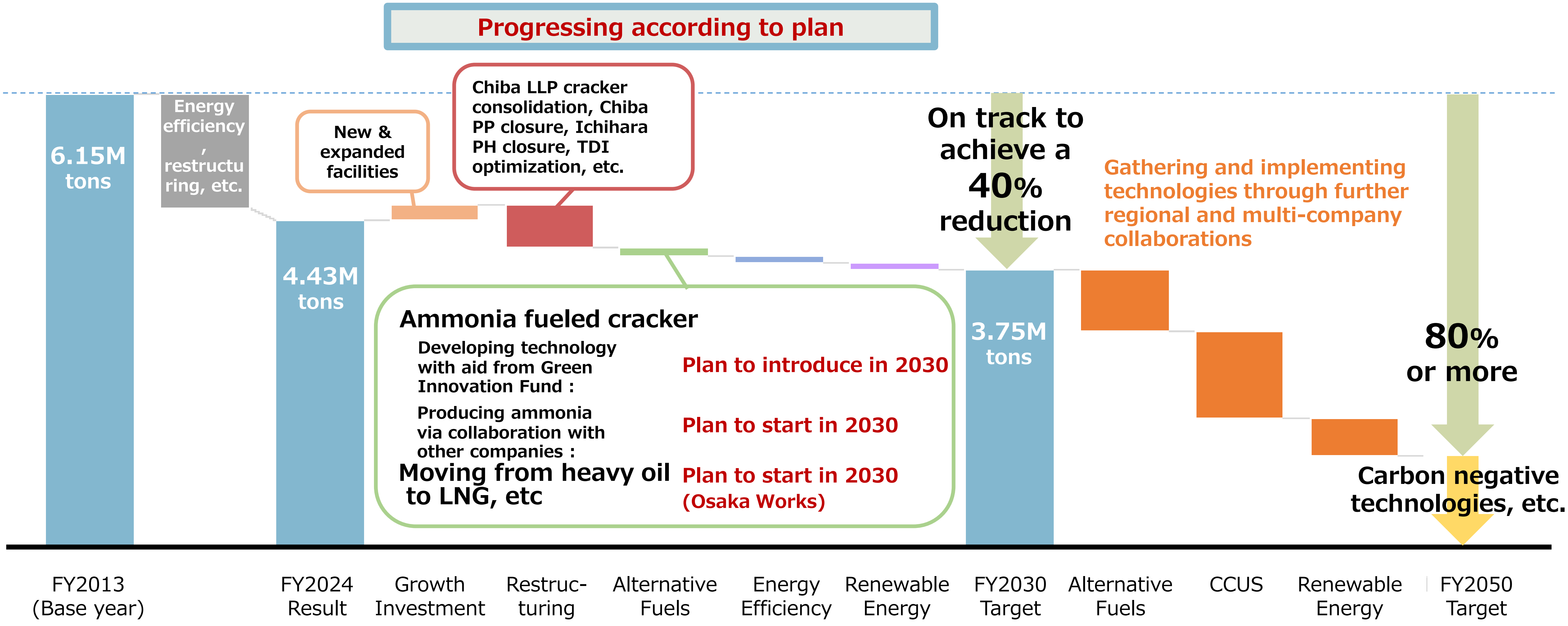
Status update on Non-financial KPIs

All non-financial KPIs show steady progress toward FY2030 targets

Material topics	Non-financial KPIs	FY2024 Results	FY2030 Targets
・**Climate change**・Circular economy ・Health and livelihood・Highly livable communities・Food security ・Product design based on full lifecycle considerations	• **GHG emissions reduction rate (Scopes 1 and 2)** • Blue Value™ products sales revenue ratio • Rose Value™ products sales revenue ratio	• **28%** • 26% • 25%	• **40%** • 40% • 40%
Safety	• Incidence of major accidents & serious occupational injuries	• 2 cases	• Zero** **over the course of VISION 2030
Respect for human rights	• Response to human rights risks	• Implemented human rights due diligence	• Identification & correction of risks by setting up a human rights due diligence system for all of our bases, both domestic and abroad
Compliance	• Incidence of major legal and regulatory violations	• Zero	• Zero**
Product quality	• Incidence of PL accidents & serious product quality incidents	• Zero	• Zero**
Stable production	• Production and equipment reliability	• 3 instances	• Zero
Corporate culture	• Engagement score	• 36%	• 50%
Human capital	• Successor coverage rate for critical positions • Number of executive officers with diverse backgrounds* • Ratio of women in management positions* • Average rate of lifestyle-related diseases* • Frequency of absences from work due to mental health disorders* *Mitsui Chemicals, Inc.	• 235% • Diversity rate of future executives: 24.1% • 8% • 10.32% • 0.69	• 250% • 10 or more (including at least 3 women) • 15% • 8.0% or less • 0.25
Digital transformation	• Number of data scientists	• 104	• 165 (by FY25)
Innovation	• Number of development themes in the latter half of our Stage Gate System • Number of new areas of development at our Frontier Technology Center	• Percentage advanced to preliminary market development stage: 11% • R&D themes: 5	• Double or more (vs. FY20) • 3 or more areas
Partnerships	• Sustainable procurement ratio	• Dissemination to partners: 19 companies	• 80%

Progress in Reducing Scope 1 and 2 Emissions in Pursuit of Carbon Neutrality

Progressing according to plan and on track to achieve a 40% reduction to meet our FY2030 target
Pursuing regional and multi-company collaborations and CCUS-related technology development to achieve our FY2050 goal of becoming carbon neutral



Initiatives Aimed at Achieving Our FY2050 Reduction Target

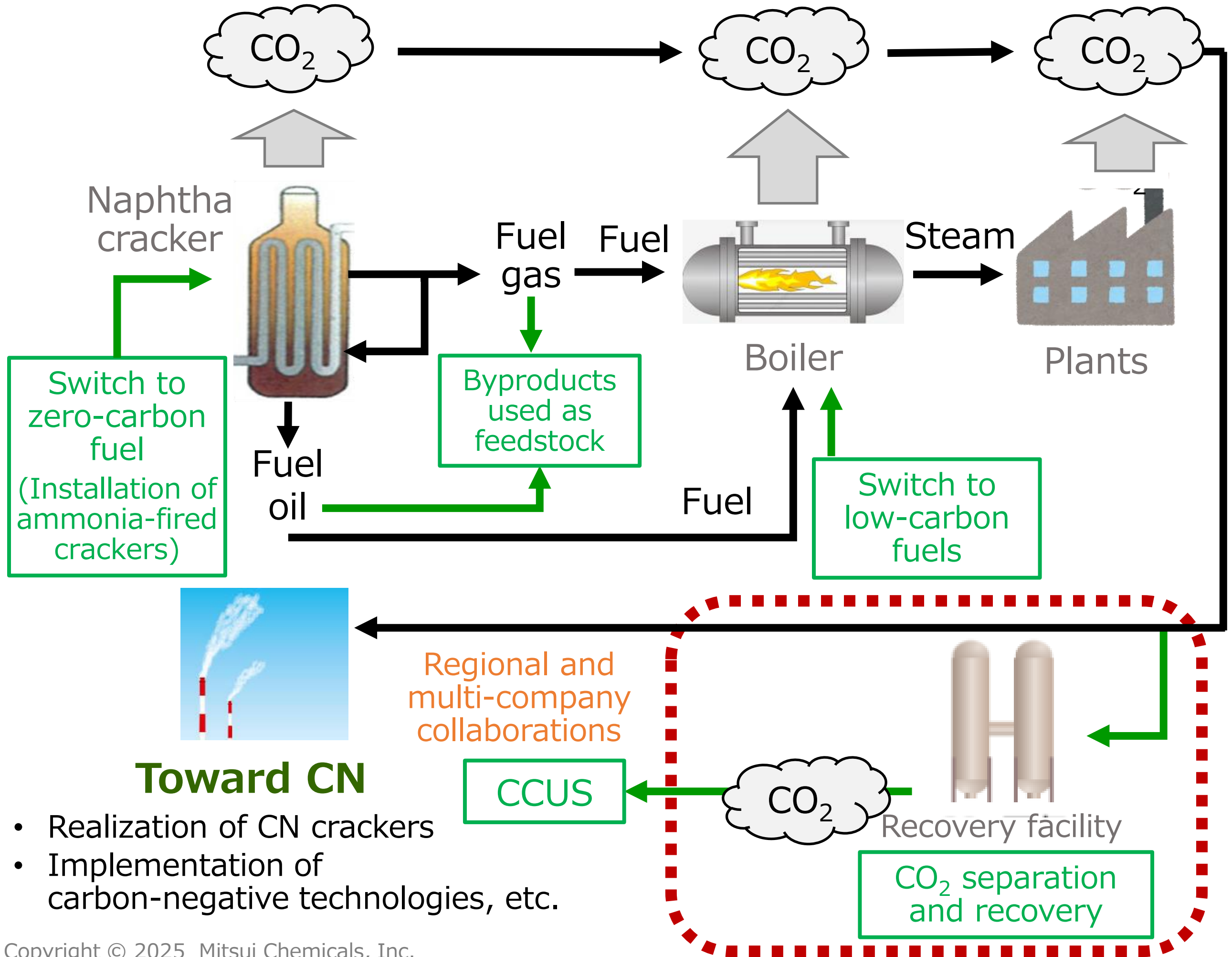
Mitsui Chemicals

Sep. 30, 2025

Developing innovative technology at the Mitsui Chemicals, Inc. – Carbon Neutral Research Center (MCI-CNRC) as an effort toward realizing our Carbon Neutral Vision

Carbon Neutral (CN) Vision

→ Current situation
→ CN measures



Toward CN

- Realization of CN crackers
- Implementation of carbon-negative technologies, etc.

Developed a microwave-based CO_2 recovery system

Associate Professor TSUBAKI Shuntaro
(patent pending)

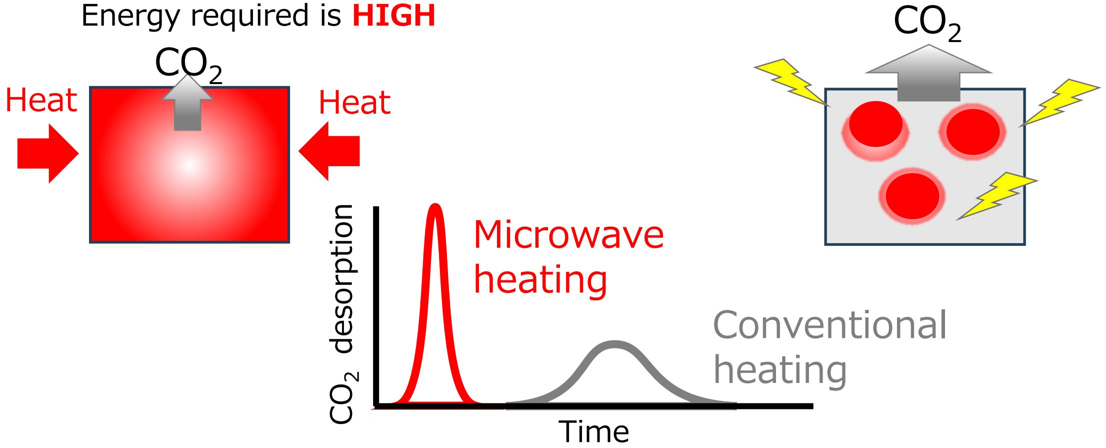
MCI-CNRC Mitsui Chemicals, Inc. – Carbon Neutral Research Center

Conventional chemical absorption method

Heat from outside ⇒
Energy required is **HIGH**

Microwave heating

Selective heating ⇒
Energy required is **LOW**



Microwave heating = more energy efficient than conventional heating while also desorbing CO_2 more quickly

- **Challenges**
  Scaling up and improving the performance of adsorption and desorption equipment to a commercial level
- **Social implementation**
  Application of actual equipment expected to begin in FY2030 or thereafter (Ichihara/Osaka Works)

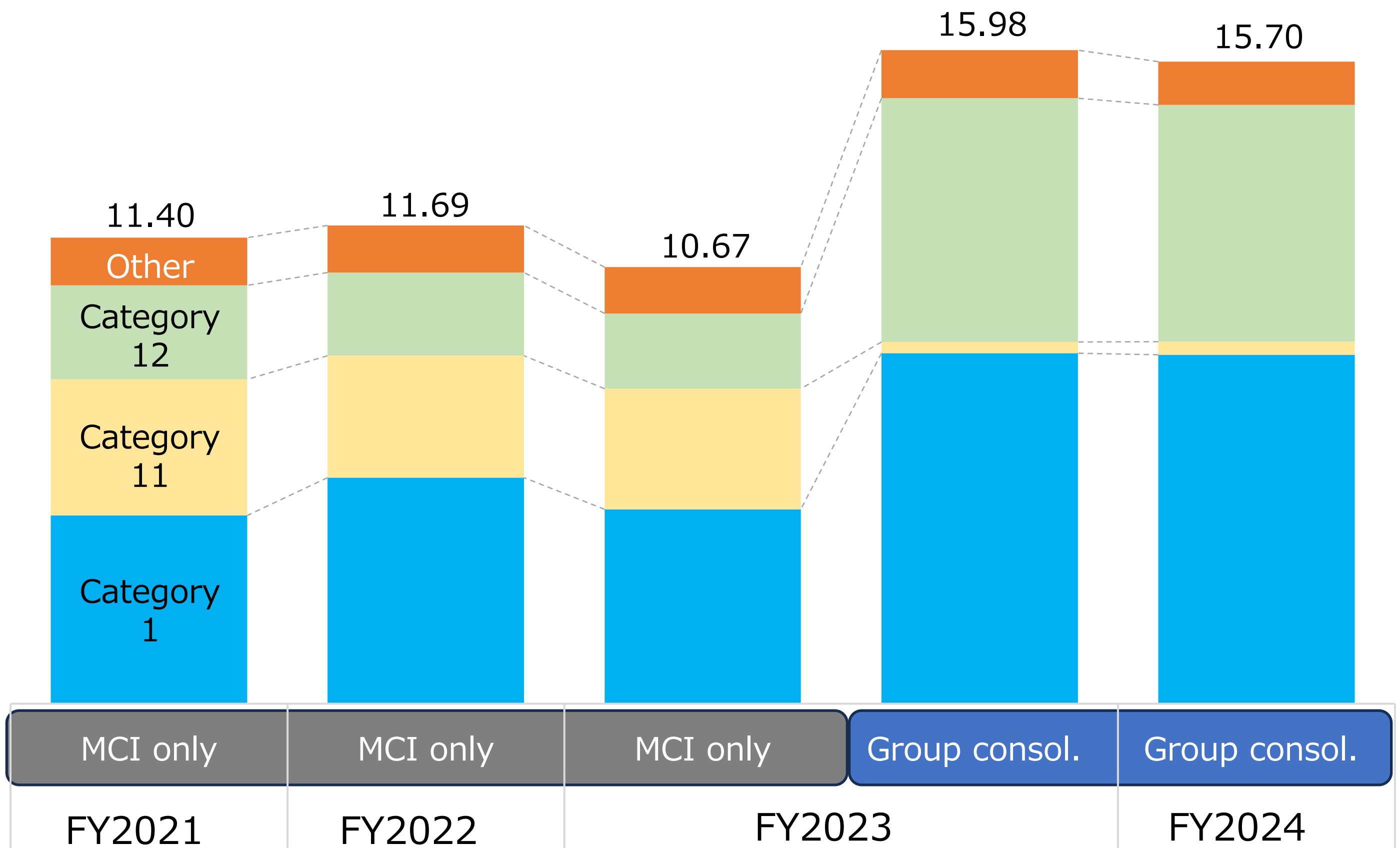
Efforts to Calculate Scope 3 Emissions

Mitsui Chemicals

Sep. 30, 2025

We have begun Scope 3 emissions calculation and disclosure that includes major consolidated subsidiaries

Scope 3 emissions (million tons CO_2)



Category 1: Purchased goods
Category 11*: Use of sold products
Category 12: End-of-life of sold products

*While our Category 11 figures have previously incorporated an estimate of emissions at the indirect use stage for some plastic materials, we have revised our calculation method due to accuracy and appropriateness considerations. Consolidated calculations for the MCI Group now focus solely on emissions at the direct use stage.

Previously

Extent of calculations: MCI only
Calculation period: Actual emissions from two fiscal years prior

2025

Extent of calculations: **Expanded to include major consolidated subsidiaries** as well as MCI. Covers around 70% on a sales revenue basis
Calculation period: Actual emissions from the previous fiscal year (FY2024)
Calculation method: Partly revised for increased accuracy

2026

Extent of calculations: To cover **90% or more* on a sales revenue basis**
*Same extent as for Scope 1 and 2 emissions

Will provide an overall picture of the MCI Group's Scope 3 emissions

Sep. 30, 2025

Business Portfolio Transformation Through New Businesses and R&D

表　利彦
OMOTE Toshihiko
Mitsui Chemicals, Inc.
CTO

Technology Management Laser-Focused on Results and Profit

Taking on the challenge of new businesses and technologies, as well as securing pipelines for the future through new business creation, are essential in order to achieve sustainable value creation throughout the Mitsui Chemicals Group.

However, capital costs are obviously higher in new businesses that entail uncertainty and risk.

Such efforts are therefore meaningless unless we avidly pursue the provision of high added value to the market – and secure high returns in excess of capital costs – right from the early stages of our new businesses.

Rather than focusing on short-term outcomes alone, I believe the key to earning the trust of the many stakeholders who support the Mitsui Chemicals Group is to clearly demonstrate our growth from a sustainable and medium- to long-term viewpoint.

It is vital that we constantly remain laser-focused on results and profit, maintaining an awareness of ourselves as professionals at all times.

Going forward, we will continue to work on achieving sustainable value creation by building up a sound track record from our position as the link between management and technology.

OMOTE Toshihiko
Managing Executive Officer and CTO

Approach to Pursuing Business Portfolio Transformation
Tailored Strategies for Individual Businesses

Reproduced from FY25-1 CEO Presentation

VISION 2030
Current phase onward

～2030

Specialty chemicals domains

L&HC / **Mobility** / **ICT**

Active investment & returns
- Ophthalmic lens materials
- Agrochemical products
- TAFMER™/ADMER™
- ICROS™ Tape
- APEL™

Organic growth
- Ophthalmic lens materials & coating materials
- Agrochemical products
- Automotive-related and other materials
- Monomaterials
- Semiconductor-related materials
- Optical-related materials

New businesses + M&A
- Around existing areas of focus
- Medical solutions
- Semiconductor & assembly solutions
- Relating to solutions

Becoming a high-growth, high-profitability **global specialty company**

Proactively invest resources including M&A that will help accelerate growth and pursue global expansion
Carry out restructuring and portfolio transformation for businesses with profitability and capital efficiency issues

B&GM

Green Sustainable Chemicals Division

Speeding up restructuring
- PH
- TDI
- PTA/PET
- PE/PP

Bolstering downstream businesses
- High-performance PP
- High-performance MDI
- Catalysts

Decarbonization
- Ammonia firing

Biomass
- Bio-based hydrocarbons

Recycling
- Chemical recycles

CCU
- Carbon Neutral Research Center

Step up efforts to advance regional and multi-company collaborations

Becoming a strong **basic and green materials company** that supports Japanese industry

Main Products in Specialty Chemicals Domains

L&HC

Global acquisition of peripheral technologies

- Ophthalmic lens materials — No. 1 in the world

Business management by an R&D-driven company integrating production, sales & research

- TREBON™ (Etofenprox) — No. 1 in Japan (pyrethroids)
- Dinotefuran — No. 1 in Japan (neonicotinoids)
- TENEBENAL™ — (New applications & market formation underway)

Consolidation of production & research at Mobara

- InnoCell™ — (Launched in 2025)

Mobility

Global rollout with head office functions in Singapore

- TAFMER™ (Alpha-olefin copolymer) — No. 2 in the world

Production and development sites in Japan, the U.S., Europe, China and elsewhere in Asia

- PP Compounds — No. 2 in the world

Establishment of a global supply system (Japan & U.S.)

- ADMER™ (Adhesive polyolefin) — No. 1 in the world

Production and technical support sites in Japan & China

- Mitsui EPT™ (Ethylene Propylene Terpolymer) — No. 3 in Asia

ICT

Global market leader

- APEL™ — No. 1 in the world (smartphone lenses)
- Pellicle — No. 1 in the world

Semiconductor manufacturing film company integrating production, sales and research

- ICROS™ Tape — No. 1 in the world

Rollout to India and EMEA markets

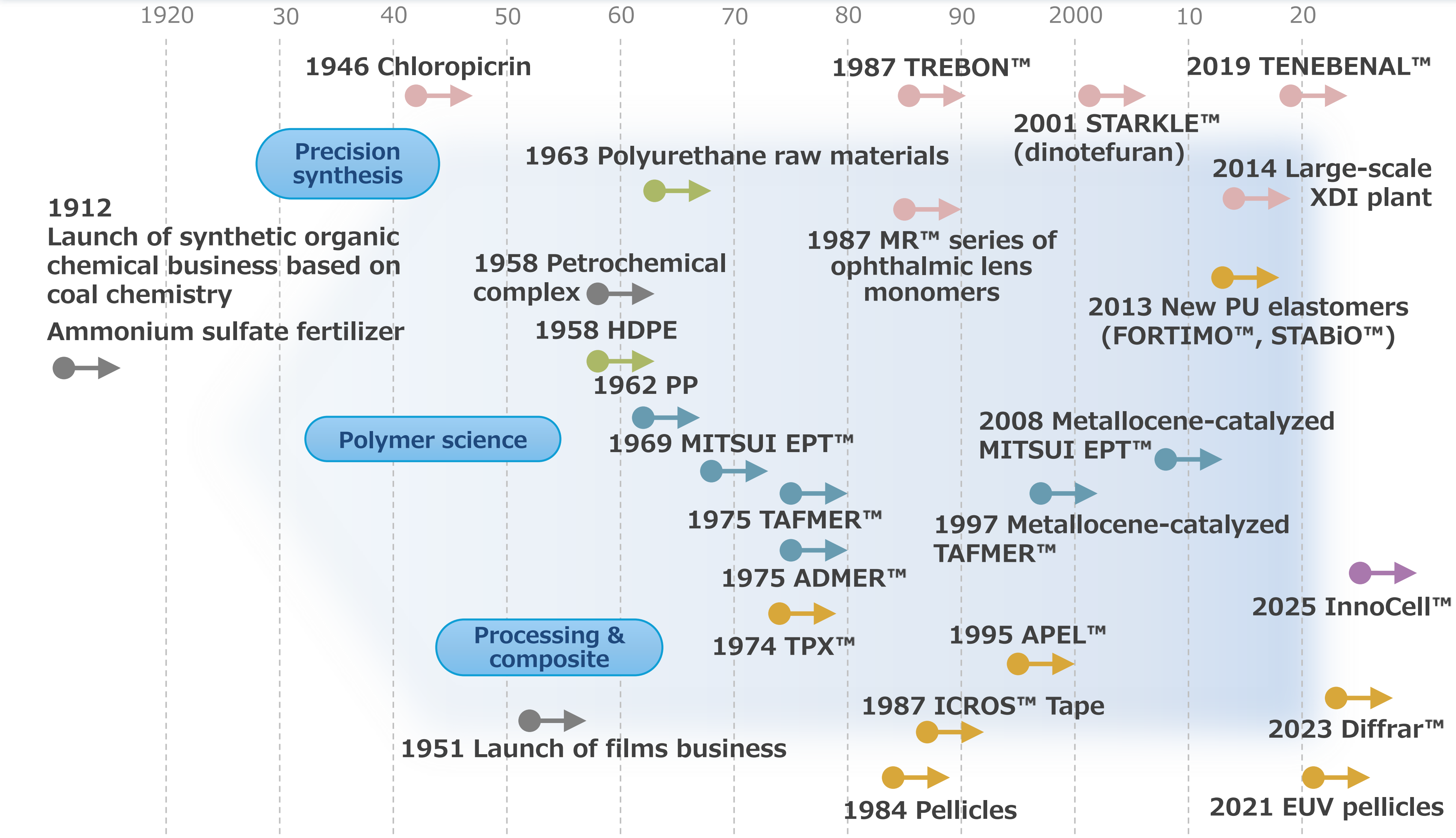
- POD* — No. 1 in Japan and India

*POD : Polyolefin dispersions

Expanding vision care, agrochemicals and polymers with unique strengths, as well as rolling out a wide range of products in the semiconductor & assembly field

Technology Lineage in the Context of Product and Business Growth

Mitsui Chemicals
Sep. 30, 2025



Overview of recent awards

The Chemical Society of Japan Award for Technical Development 2024
Ultra-high molecular weight polyethylene fine-particle powder

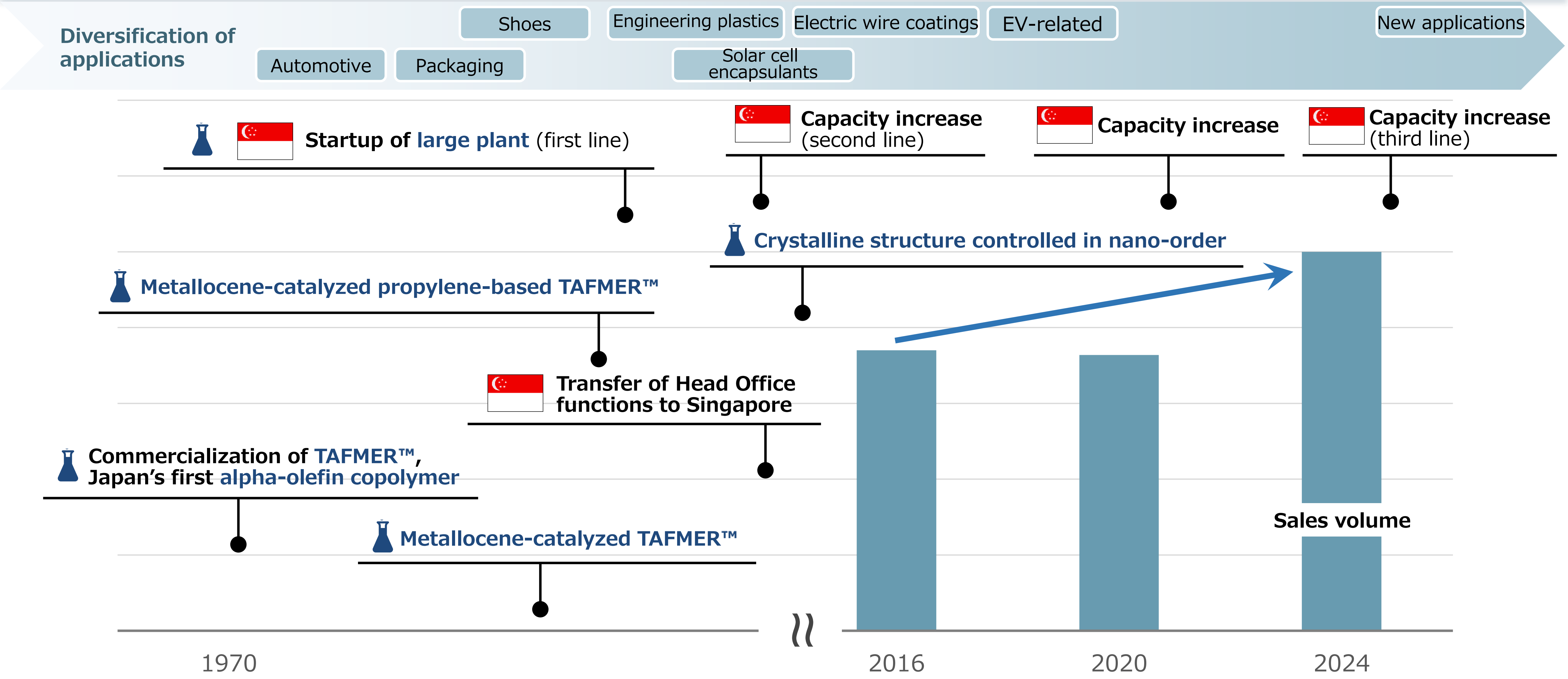
The Chemical Society of Japan Award for Technical Development 2023
Stress-absorbing alpha-olefin copolymer

Awarded by the Minister of Economy, Trade and Industry, 2022 GSC Awards
Bio-based C5 isocyanate polyurethane

2020 Technology Encouragement Award, Japan Wood Protection Association
Development of the termiticide TENEBENAL™

Dynamically exploring our core precision synthesis and polymer science technologies and integrating them with our processing and composite technologies
Achieving ongoing product and business growth by creating new value

TAFMER™ Business
Leveraging Polymer Science to Expand Our Product Portfolio

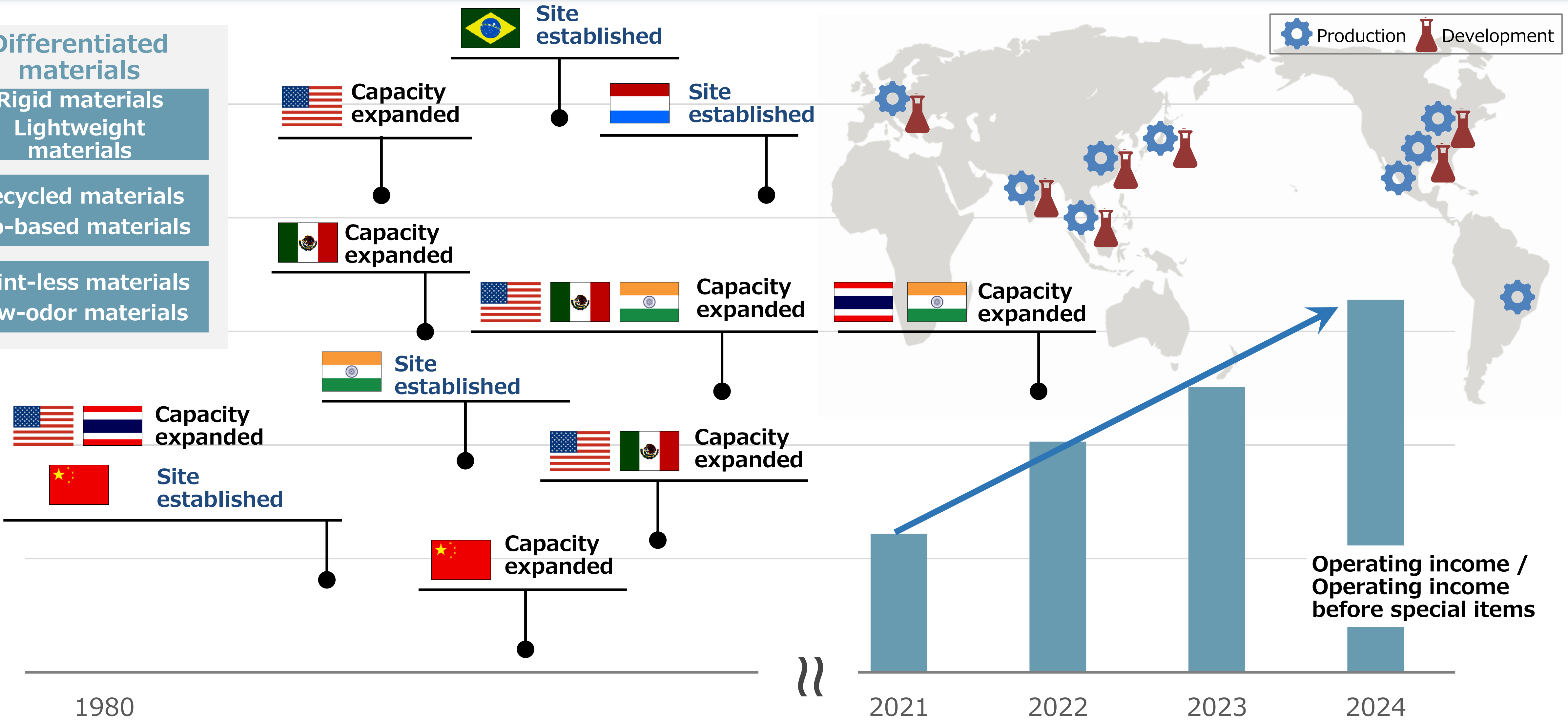


Achieving global business growth by continuing to create polymers with unique strengths that correspond to new demand and applications in growth markets

PP Compound Business
Enhancing Global Production and Development Sites

Differentiated materials

- Rigid materials
- Lightweight materials
- Recycled materials
- Bio-based materials
- Paint-less materials
- Low-odor materials



Enhancing production and development sites globally, including in Japan, the U.S., Europe, China and elsewhere in Asia, to drive business growth by developing and launching differentiated materials tailored to local needs

Vision Care Materials Business
Global Acquisition of Peripheral Technologies

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Sep. 30, 2025

Entered the ophthalmic lens coatings business
(Acquisition of SDC Technologies)

Acquired ophthalmic lens processing equipment and technologies
(Acquisition of Coburn Technologies)

Acquired low-refractive-index materials
(Acquisition of Acomon)

Acquired hydrophobic and anti-reflective coating products and technologies
(Acquisition of COTEC)

Acquired photochromic dye technology from James Robinson Speciality Ingredients

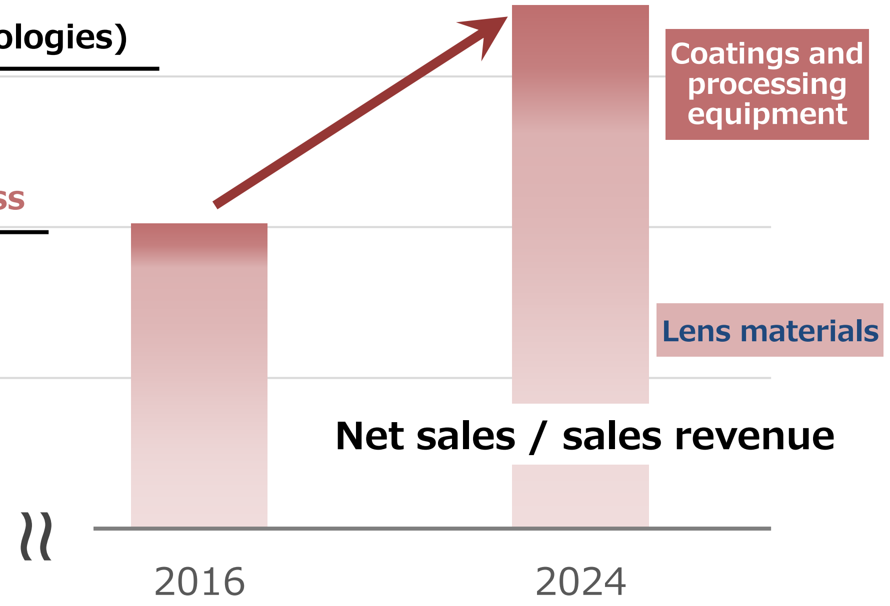
Acquired high-performance anti-fog coating products and technologies
(Acquisition of FSI Coating Technologies)

Acquired UV-curable hard coating products and technologies
(Acquisition of LTI Coating Technologies)

Acquired Corning's photochromic lens material business

Launched the MR™ series of high-refractive-index ophthalmic lens monomers with an innovative molecular structure

Acquired medium- and high-refractive-index materials
(Acquisition of KOC [now ML TECH])



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Identifying the ideal future shape of our business portfolio
Expanding the business by proactively introducing the requisite technologies from across the globe, with a focus on precision synthesis technologies

Bolstering R&D Setups（October 1, 2025)

Mitsui Chemicals
Sep. 30, 2025

R&D setups in individual technology fields

- New Business Incubation Center
- R&D Center
  - R&D Planning &Coordination Division
  - (Mitsui Chemicals Singapore R&D Center)
  - Synthetic Chemicals Laboratory
  - Polymers & Composite Materials Laboratory
  - Process Technology Laboratory
  - Mobility Development Center
  - Innovative Solutions Center for Information & Communication Technology
  - Frontier Technology Center
- Intellectual Property Division
- Fabrication Process Engineering Division

Organic innovation setup aimed at clarifying functions & roles to maximize results

Research Center

- Advanced Materials & Solutions Research Laboratory
- Catalysis & Process Research Laboratory
- Research Planning &Coordination Division
  - Open Innovation & Co-creation Office
- Mitsui Chemicals Singapore R&D Center

Business Divisions

- Life & Healthcare Solutions Business Sector Development Departments
- Mobility Solutions Business Sector Development Departments
- ICT Solutions Business Sector Development Departments

New Business Incubation Center

Digital Science Laboratory*

Fabrication Process Engineering Division

Intellectual Property Division

＊Including advanced analysis

Accelerating product and solution development by integrating development departments with business departments

R&D centers will strengthen core technologies, and create products and solutions in new domains, as well as in existing business domains that contribute to expanding our range of Blue Value™ and Rose Value™ products and services

Bolstering Our Global R&D Setup
Enhancing Cross-Cutting Group-Wide Functions

Strengthening the Group-wide global technical support setup

December 2024 **Expanded Technical Solutions Center**
Mitsui Chemicals Europe (Düsseldorf, Germany)

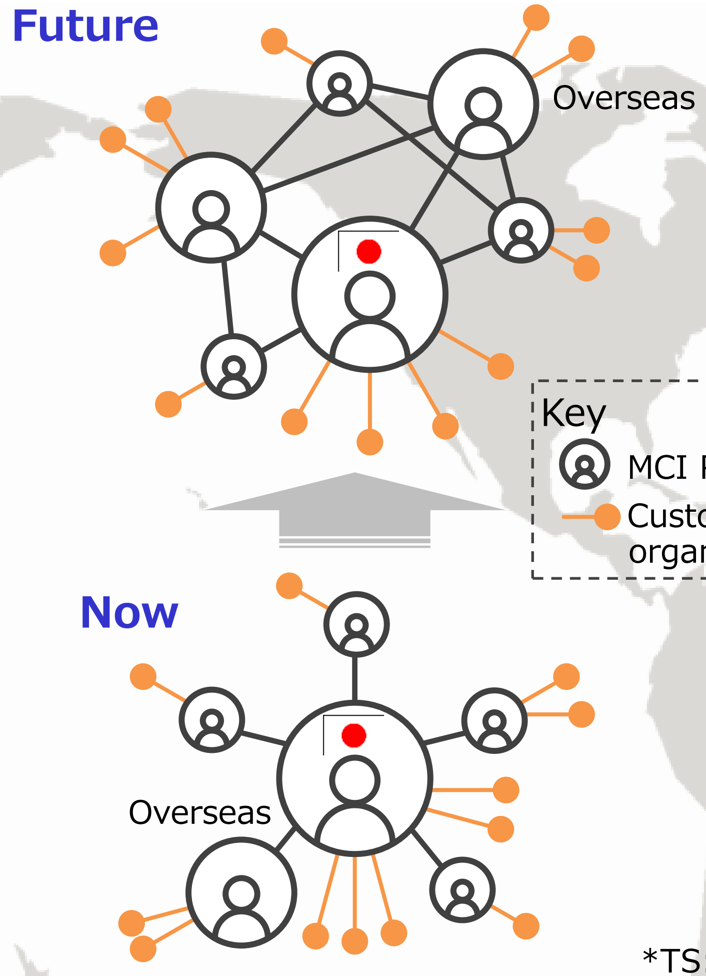
February 2025 **Opened Technical Center**
Mitsui Chemicals India (Haryana, India)

Shanghai

Singapore R&D
(Including TS*)

(R&D expansion into **Africa**
under consideration)

Future approach to global R&D sites and architecture



Key
MCI R&D and TS* sites
Customers, external organizations, etc.

*TS: Technical support

Bolstering the technical support setup in growth and emerging markets, as well as in existing ones
Moving toward a flat, distributed structure worldwide to allow speedy acquisition of markets and cutting-edge technologies

Open Innovation
Expanding Organizational Partnerships With Industry, Academia & Government

November 2021
- Established the **Mitsui Chemicals, Inc. – Carbon Neutral Research Center (MCI-CNRC)** within **the International Institute for Carbon-Neutral Energy Research (I²CNER)**, a WPI Center* at **Kyushu University**


The I²CNER research buildings

April 2023
- Established the **Mitsui Chemicals-ICReDD Innovative Chemical Reaction Design Laboratory** within the **Institute for Chemical Reaction Design and Discovery (ICReDD)**, a WPI Center* at **Hokkaido University**
- Established the **Mitsui Chemicals & Kyoto University Digital Chemical Laboratory** as a joint industry–academia research program at **Kyoto University's Graduate School of Engineering**

January 2025
- Established the **MCI-iCONM Co-Creation Laboratory** at the **Innovation Center of NanoMedicine**


Innovation Center of NanoMedicine facility

2021 — **2023** — **2025**

*WPI Center: World Premier International Research Center. 18 centers have been selected under this initiative.

Resolving medium- to long-term social issues through organizational partnerships with universities and other bodies that attract frontline researchers

Expanding partnerships worldwide in due course

Innovation Processes for Starting up New Businesses

0 → 1 → 10 → 50 → 100

Concept stag
Idea generation

Business proposal
Estimated business potential

Rapid prototyping
Proof of concept (POC) with customers
Verification and refinement

Reactions from prospective customers
Business model
Monetization proposal

Launch on a small scale
Timely course correction

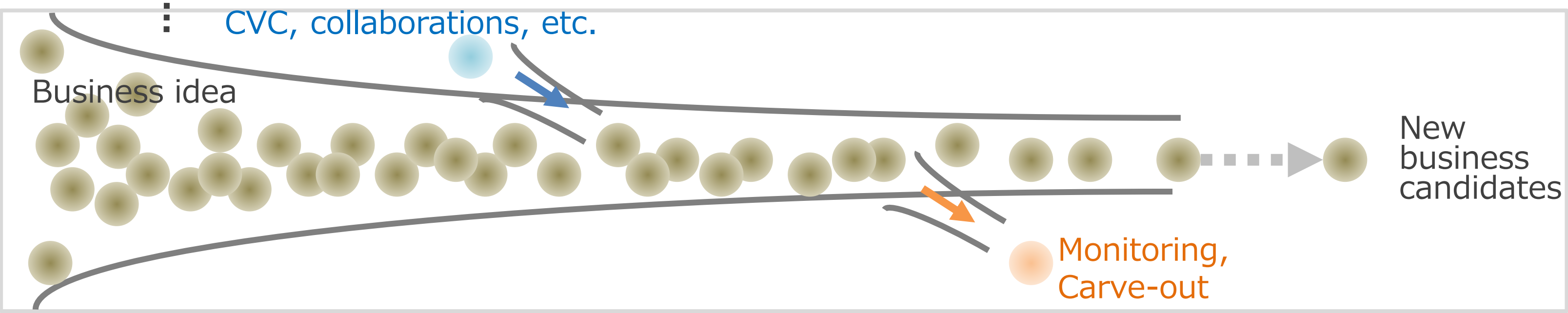
Launch of new business

In-house R&D
Collaboration with universities

Researching a next-generation platform to realize the future we want to create
(primarily at universities and public research institutions)

Accelerate programs that will generate new business
(CVC, new business development, etc.)

Existing business divisions
(New business development divisions)



Pursuing new business development through not only our own R&D divisions, but also collaborations with academia and startups, including CVC

Expanding Startup Investment
Establishment of 321Catalyst™ as a Second CVC Fund

Purpose of the second fund

- **Accelerate the building of global innovation partnerships and the launching of new products & businesses**
- **Double down on global investments in innovative startups that align with our strategic focus by establishing a new, independent fund in the U.S., helping us to forge strong innovation partnerships with portfolio companies and in turn to launch new businesses ahead of the race**

	321FORCE™ (established July 2022)	321Catalyst™ (established May 2025)
Fund size	**5 billion yen**	**$60 million**
Operating period	**10 years**	←
Focal stages and regions	**Startups from the seed stage onwards, worldwide**	←
General partner (GP)	**Global Brain Corporation**	**321Catalyst Ventures, Inc.** (Wholly owned by Mitsui Chemicals America, Inc.)
Limited partner (LP)	**MCI**	**321Indigo Ventures, Inc.** (Wholly owned subsidiary of Mitsui Chemicals)

321FORCE™ portfolio companies

SHOULDER INNOVATIONS	Zafrens	FullStem	RegeNephro	世界市場 Global Ichiba Corp.	HOXTON FARMS	NearMe	AIO CORE	Laboro	RLWRLD
Shoulder replacement implants	Drug discovery support	Cell culture devices	Disease-specific iPS cells	Fruit & vegetable exports	Cell-cultured fats	Location information	Optical transceivers	AI systems	AI for robots

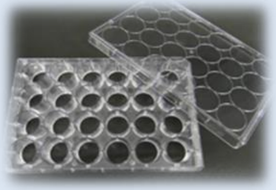
Achieving business portfolio transformation by investing in startups in Japan and overseas to accelerate new business and product creation

Creating New Value by Integrating Technologies

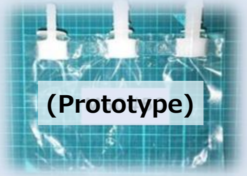
InnoCell

Drug discovery | **Personalized medicine** | **Regenerative medicine**

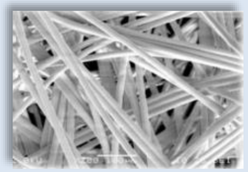
RegeNephro Zafrens FullStem



Oxygen-permeable culture plates



Oxygen-permeable bags



Nonwoven scaffold

Biocompatible cell preservation solution

Precision processing technologies

Nanochannel creation

3D molding

Coatings

Fiber diameter/length control

Surface modification

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Design & modeling

Computational science/AI

3D printing

Materials with unique strengths

Special polyolefins

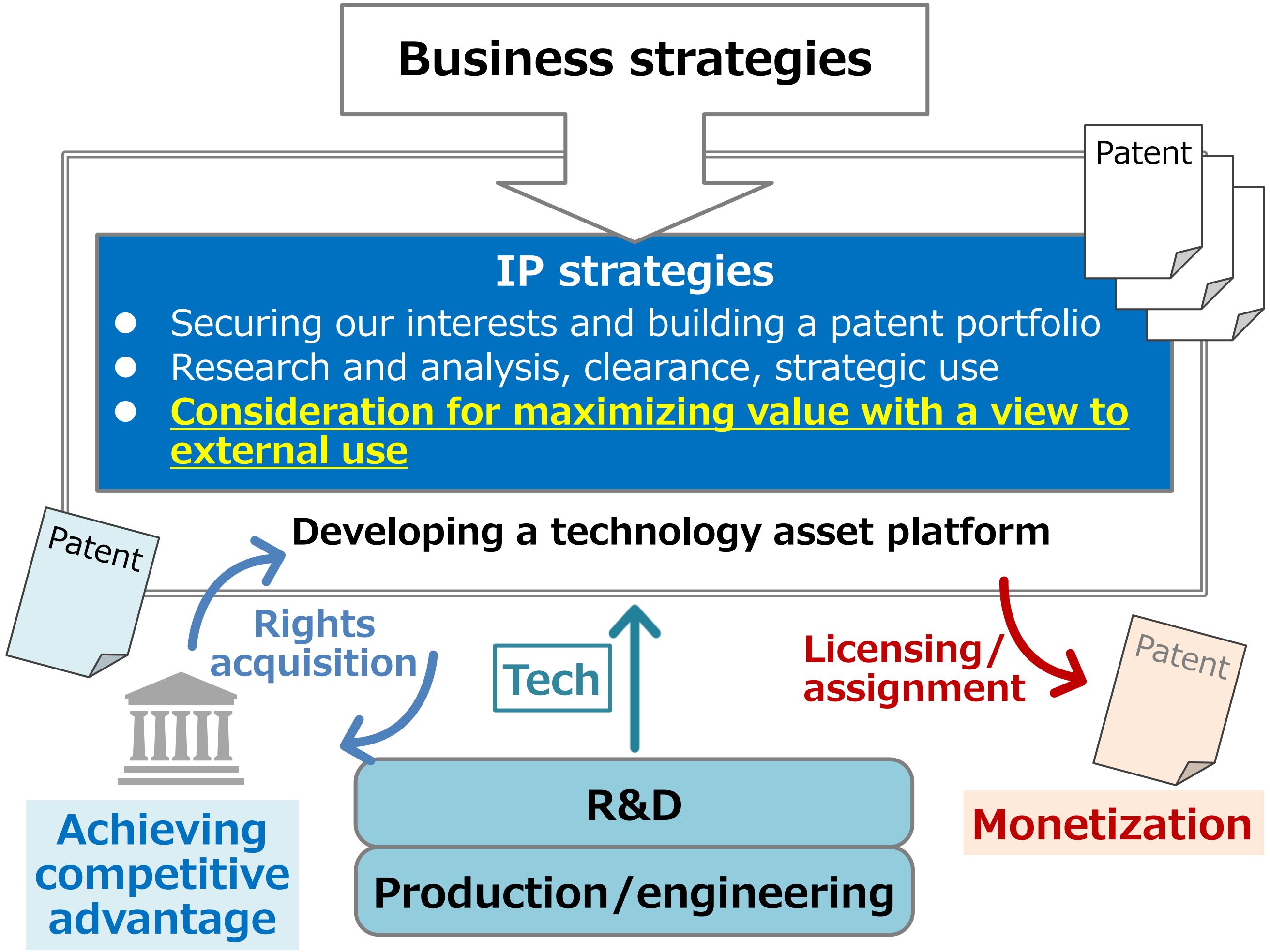
Biodegradable polymers

Amino acids

Creating new value through co-creation with academia and startups based on integrating our precision processing and other technologies with our materials with unique strengths

Maximizing the Value of Intangible Assets
Offensive and Defensive Intellectual Property Strategies

Strengthening IP strategies



Maximizing value with a view to external use

		Our Company	
		In use / Potential use	Not in use
Other companies	In use / Potential use		Licensing and IP sales
	Not in use		

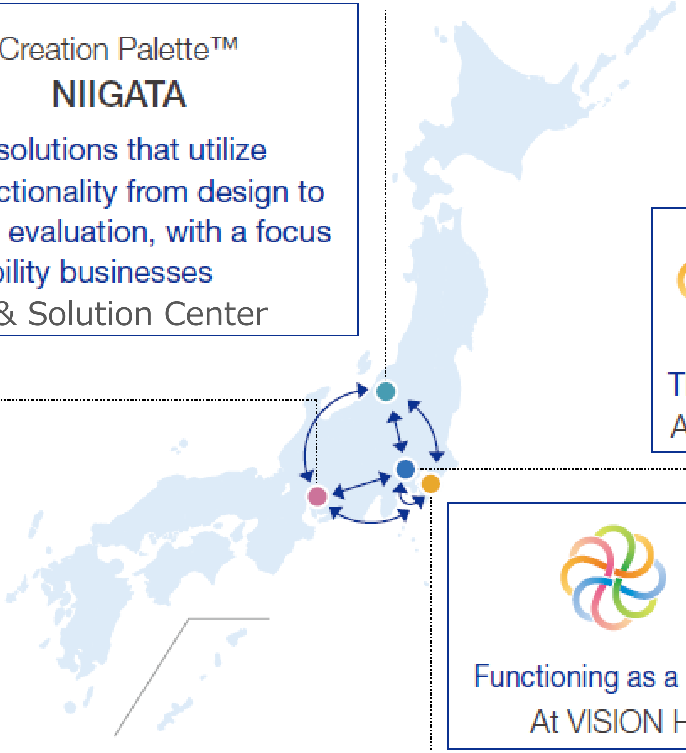
Moving toward a more offensive IP strategy aimed at greater cash generation by selling off unneeded IP, as well as strategic IP use to achieve a competitive advantage

Leveraging Co-creation Spaces and R&D Sites to Step up New Business and Product Development

Design & Solution Center

Creation Palette™
NIIGATA

Proposing solutions that utilize end-to-end functionality from design to prototyping and evaluation, with a focus on mobility businesses
At Design & Solution Center



Creation Palette
YAE™

The gateway to co-creation
At our Yaesu headquarters

**Creation Palette YAE™
Opened October 2024**

Creation Palette™
NAGOYA

Proposing solutions using semiconductor-related technologies
At the Creative Integration Lab.™

Creation Palette™
SODEGAURA

Functioning as a hub for co-creation in R&D
At VISION HUB™ SODEGAURA

**Creative Integration Lab.™
Opened October 2024**

**Digital Science Lab.™
Opened December 2024**

Fleshing out topics for co-creation efforts at all sites with enhanced R&D functions, with Creation Palette YAE™ in Yaesu, Tokyo, serving as the gateway

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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