



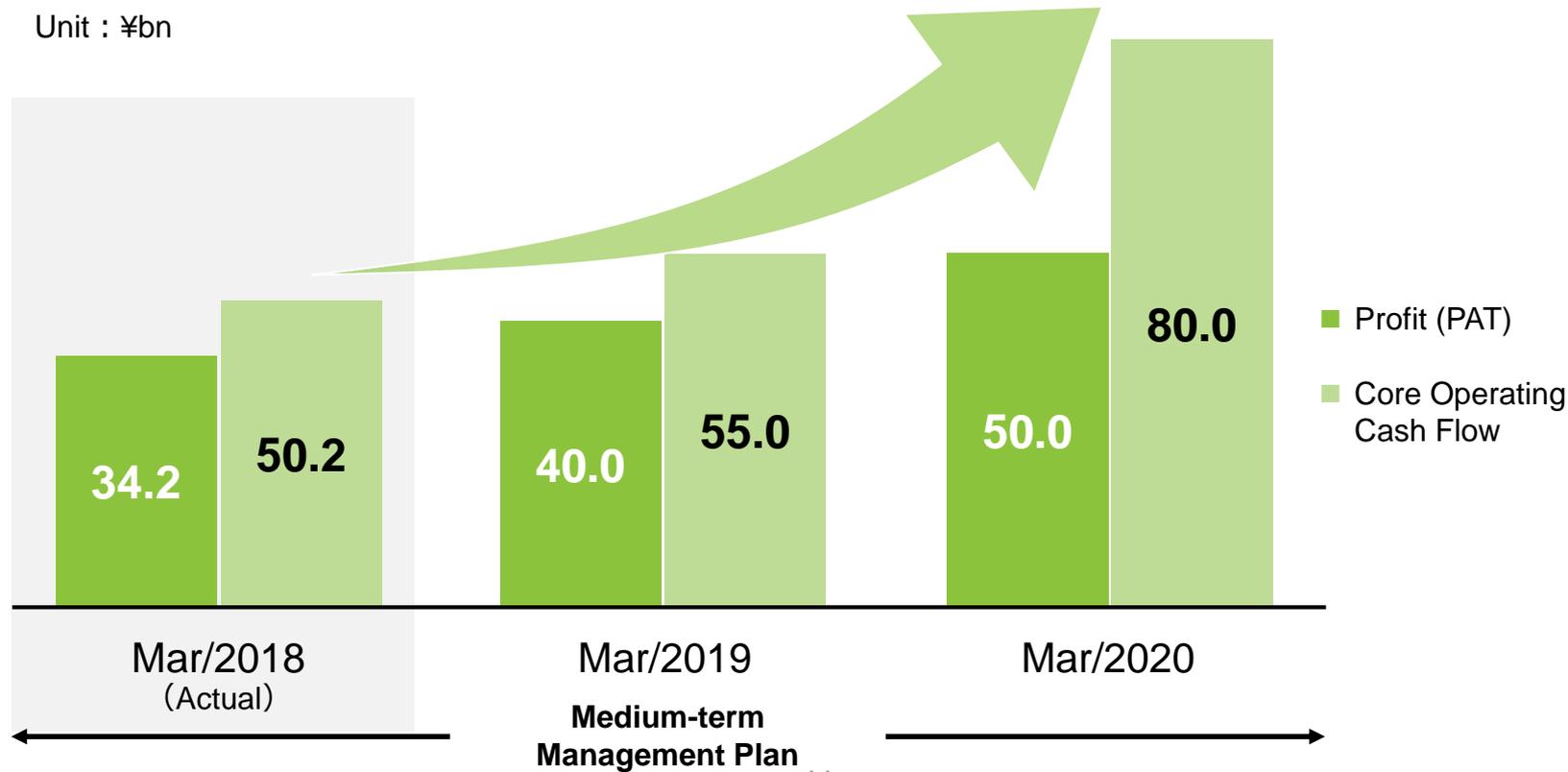
Chemicals

# Sayu Ueno

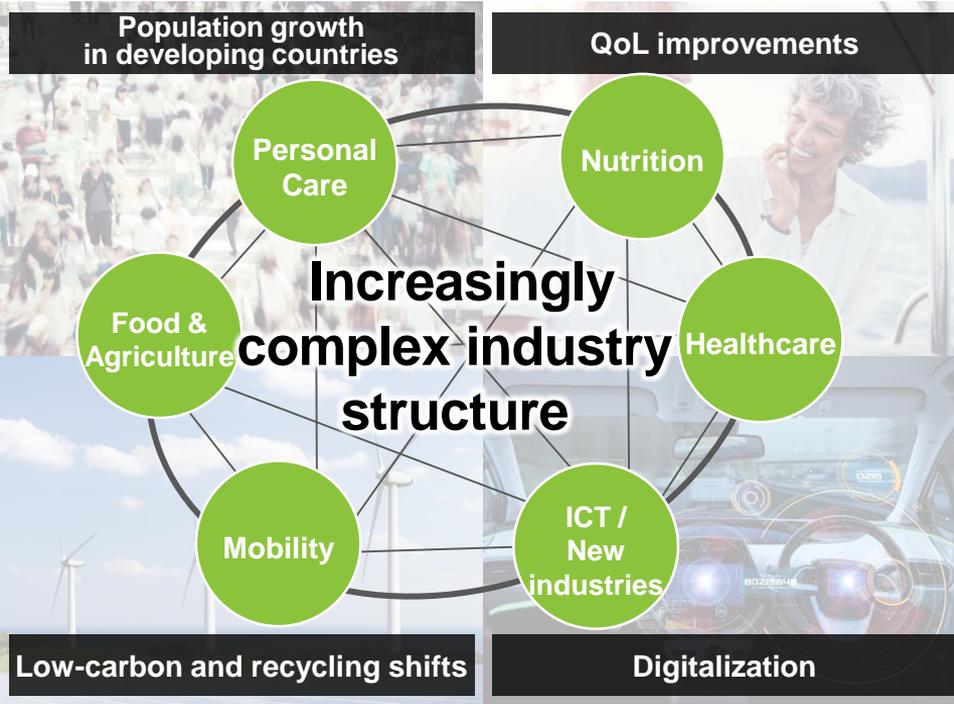
Basic Materials Business Unit

## Quantitative Targets Profit(PAT)/Core Operating Cash Flow

Unit : ¥bn



## Business Environment

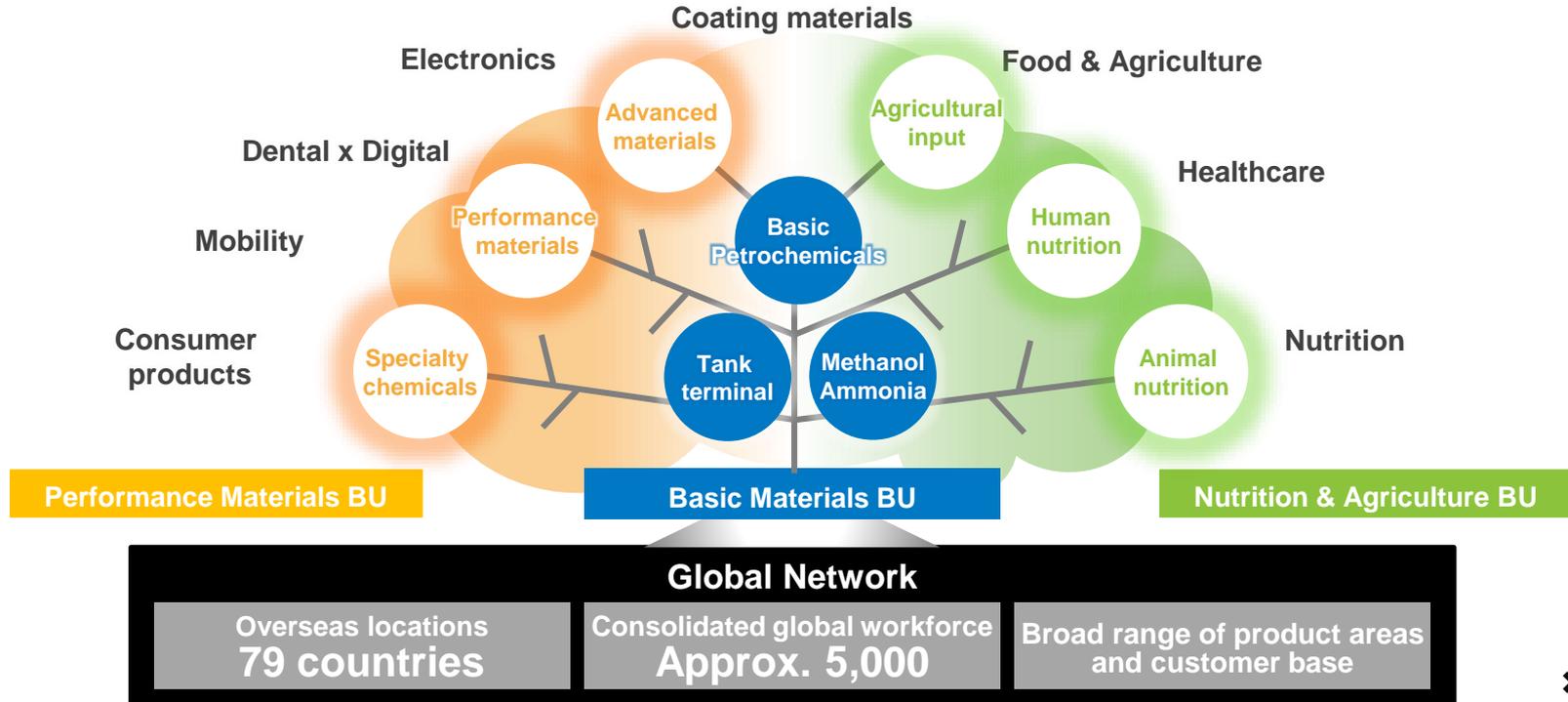


**New business opportunities where industries intersect**

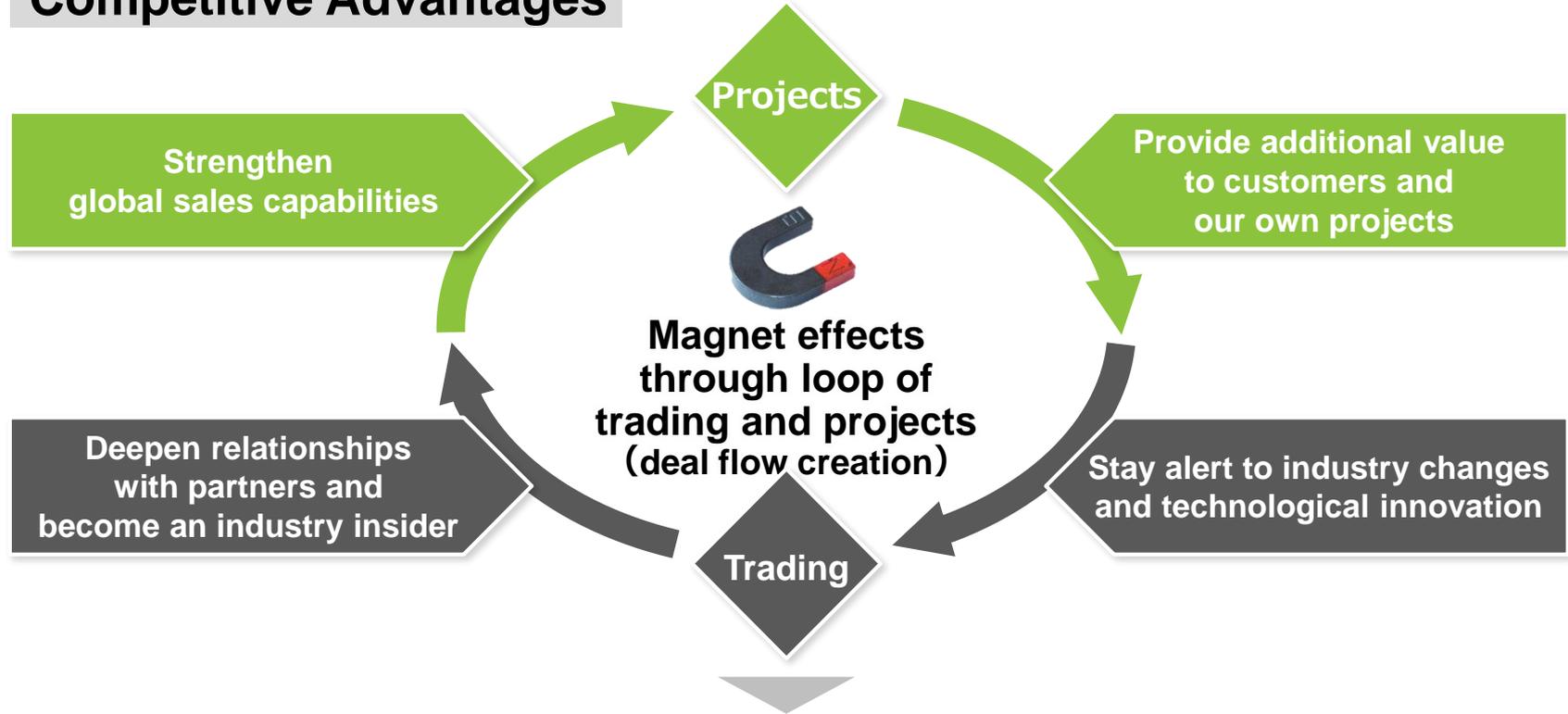
**Increase in demand for industrial solutions based on chemicals and materials**

# Competitive Advantages

Connect the chemical industry with related industries and create new business through the power of chemistry



## Competitive Advantages



**Drive forward business initiatives, high investment efficiency**

## Basic Strategies

- 01 Execute bolt-on investments
- 02 Reinforce trading capabilities
- 03 Engage in new growth opportunities

# 1 Execute bolt-on investments

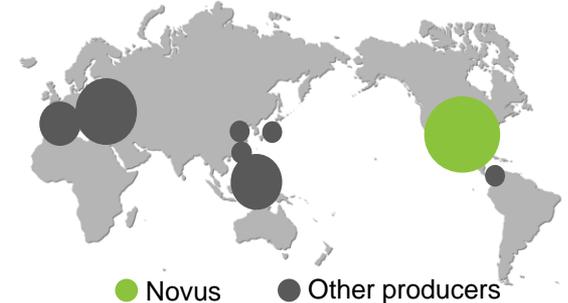
## Animal Nutrition

### ◆ Strengthen methionine business at NOVUS

- Stable demand growth(6%/yr.)
- Top market share in the U.S. and competitive edge (plant location and product form)
- Plan to increase production capacity

### ◆ Develop and expand specialty feed additive business

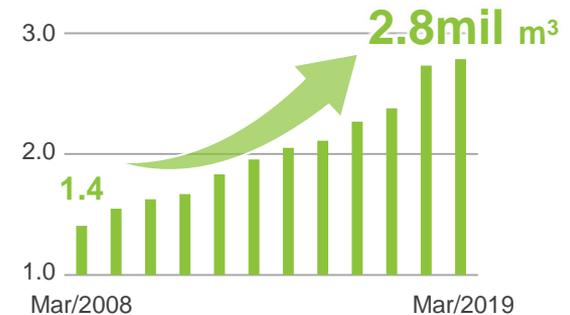
【Methionine production locations】



# 1 Execute bolt-on investments

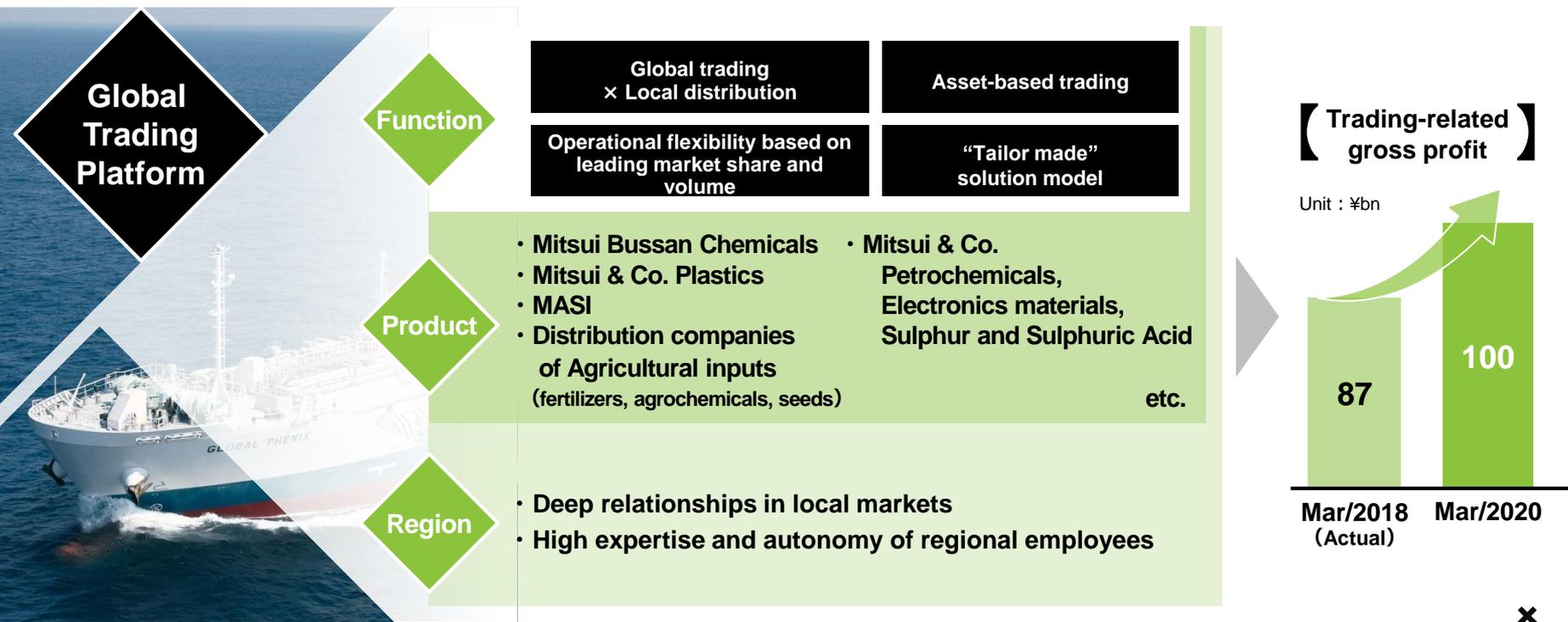
**Tank  
Terminal**

- ◆ **Geographic advantage & advanced safety management framework**
- ◆ **Increased export of petroleum and petrochemical products due to the competitiveness of U.S. shale**
- ◆ **Doubled tank capacity in past 10years  
Continuing further expansions**





## 2 Reinforce trading capabilities



### 3 Engage in new growth opportunities

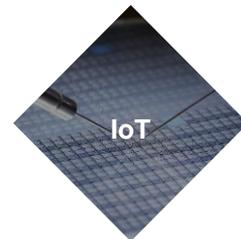


**Coating materials**  
 Agreement to invest in Europe business  
**Unique surfactants**  
 F/S of manufacturing and sales of SOFTANOL® products in Thailand



**Multi materials**  
 High performance materials & compounding business  
 Initiatives for lighter cars  
 (Engineering, High pressured hydrogen tank etc.)

**Semiconductor sensor**  
 Investment in Connectec Japan  
 (install sensor chips on various materials)

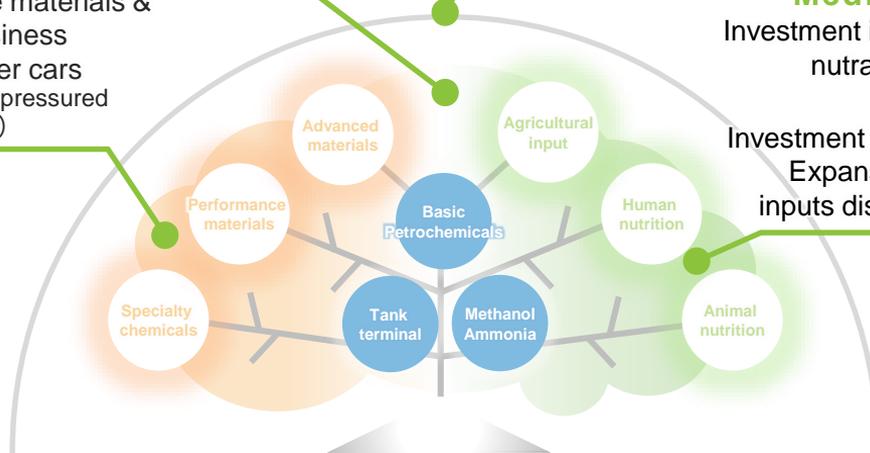


**Human Nutrition**  
 Completion of TOB for Soda Aromatics  
 Collaboration among consolidated companies

**Medical Nutrition**  
 Investment in evidence-based nutraceutical business



**Agriculture**  
 Investment in seed business ,  
 Expansion of agricultural inputs distribution business



### 3 Engage in new growth opportunities

**Coating  
Materials**

#### Industry characteristics

- ◆ “Tailor made” R&D/proposals
- ◆ Expertise-intensive industry  
(Technology & Service Network)

▶ **High entry barrier**  
**High profitability**

#### Mitsui Strengths

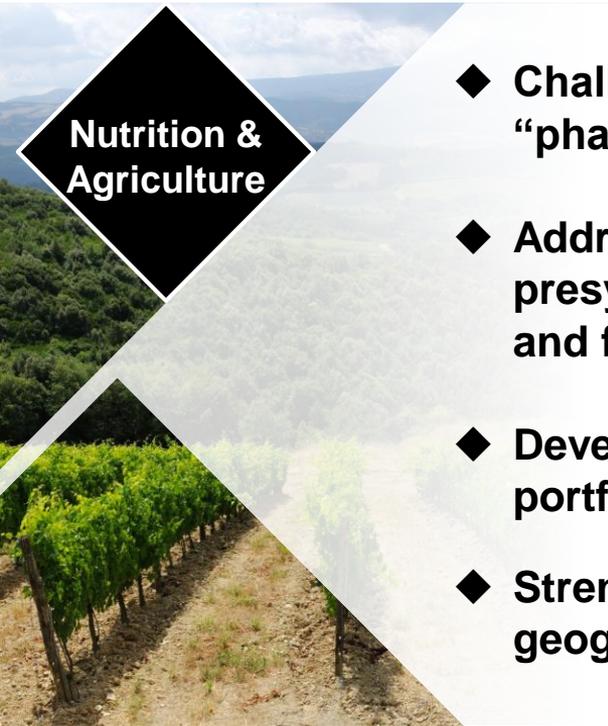
- ◆ Global sales network
- ◆ Presence in various industries  
⇒ expansion of sales portfolio & demand creation

#### Helios Group

- ◆ Comprehensive coating company in Europe
- ◆ Kansai Paint Group
- ◆ Strong in industrial coatings

**Pursue further investment opportunities**  
**Strengthen business base**

### 3 Engage in new growth opportunities



#### Nutrition & Agriculture

- ◆ Challenge new areas between “foods” and “pharmaceuticals”
- ◆ Address demand for high-added value such as solutions for presymptomatic disease, QoL improvements, enhanced taste and flavor
- ◆ Develop agrochemical and seed businesses through product portfolio enhancement
- ◆ Strengthen agricultural inputs distribution business through geographical expansion and business model evolution

## Quantitative Targets

Unit : ¥bn

