

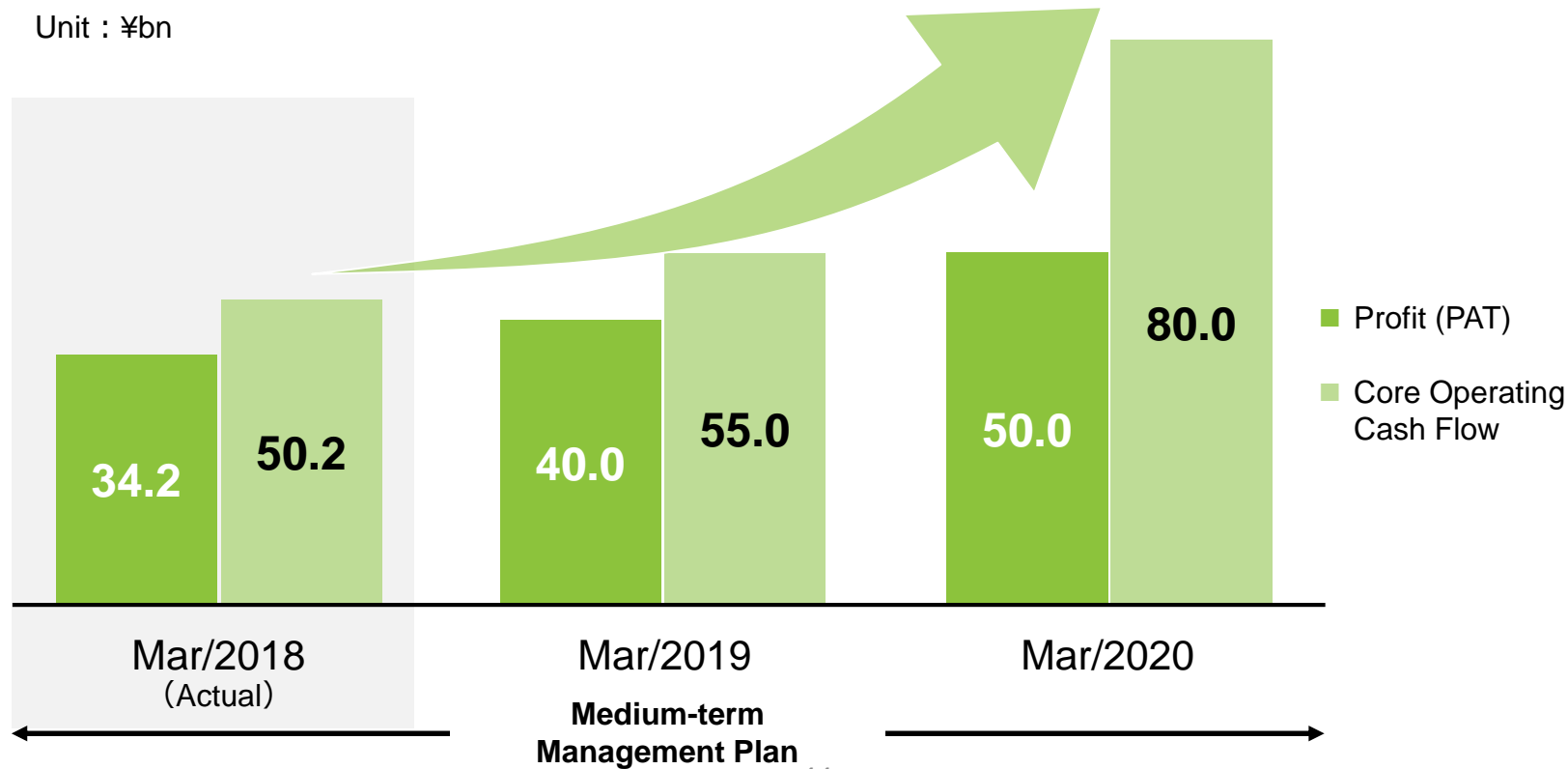
Chemicals

Sayu Ueno

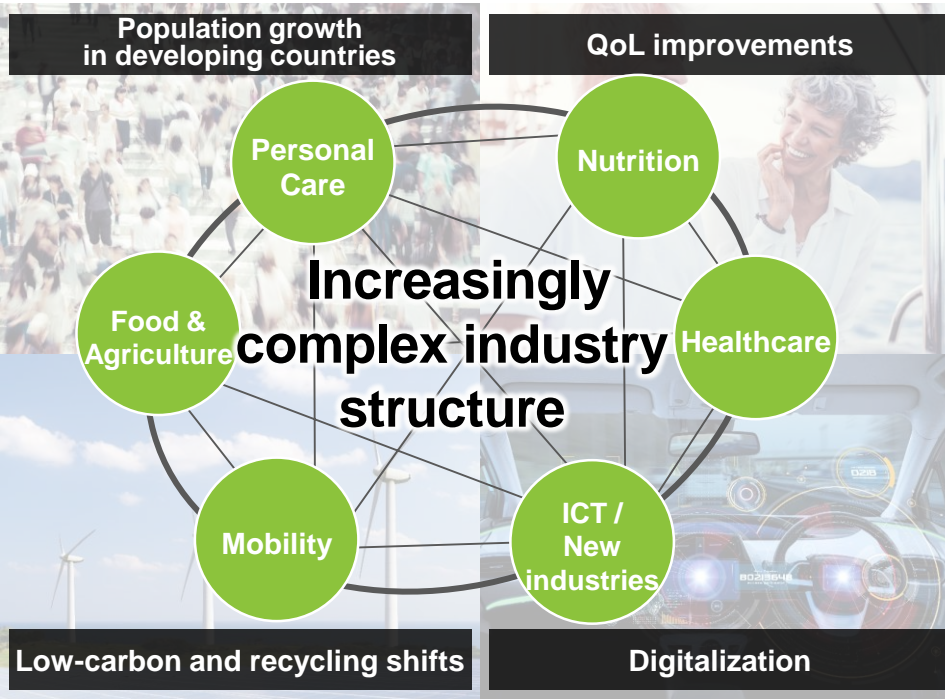
Basic Materials Business Unit

Quantitative Targets Profit(PAT)/Core Operating Cash Flow

Unit : ¥bn



Business Environment

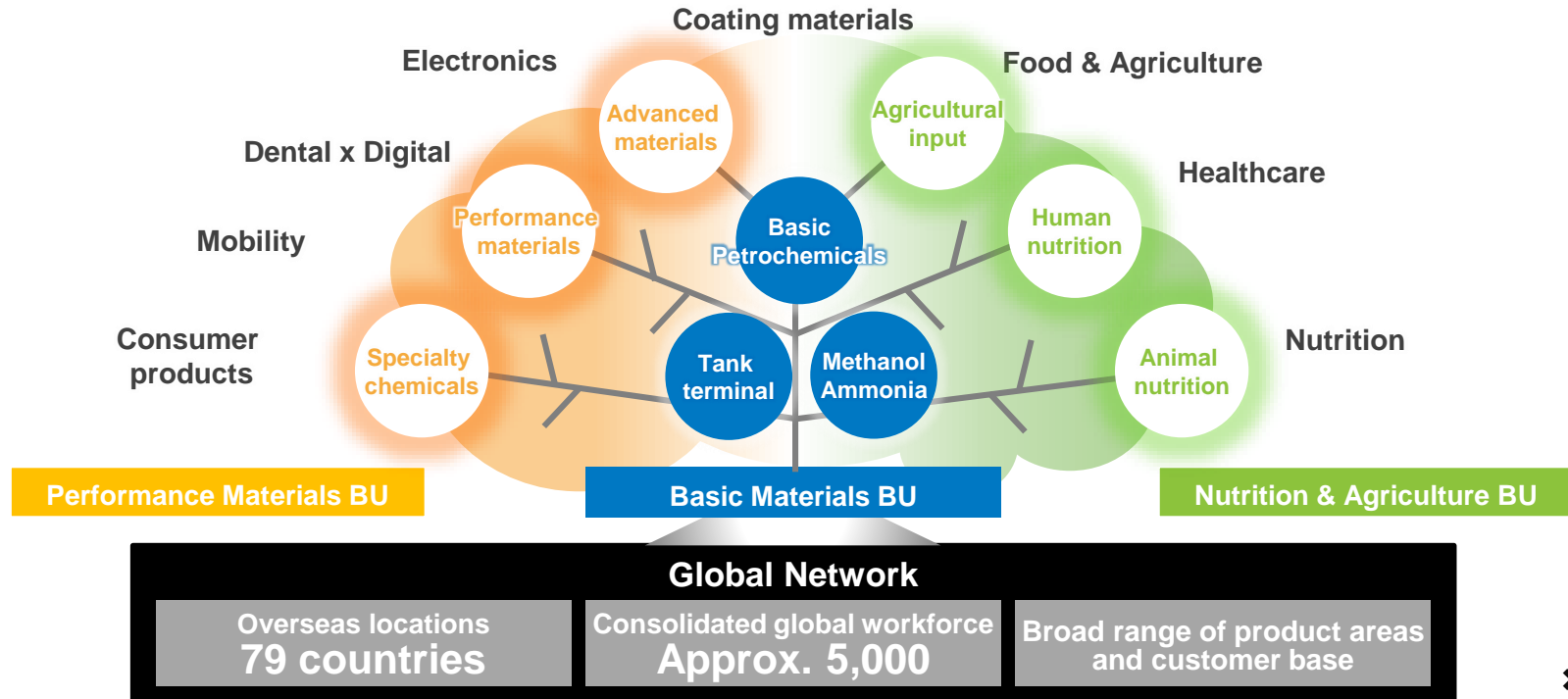


**New business opportunities
where industries intersect**

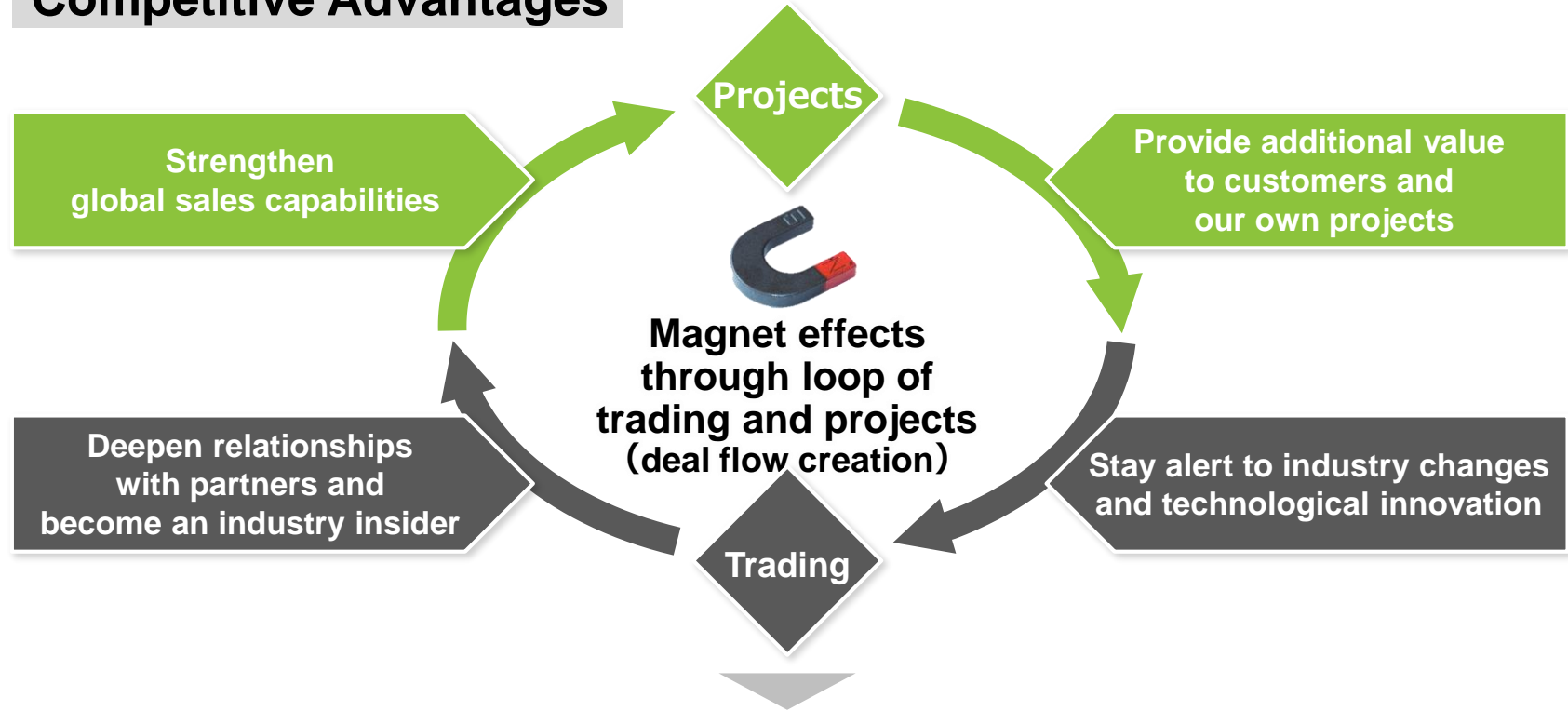
**Increase in demand for
industrial solutions based on
chemicals and materials**

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

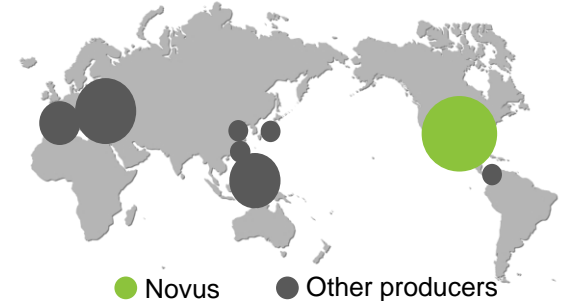
Animal Nutrition

◆ 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】

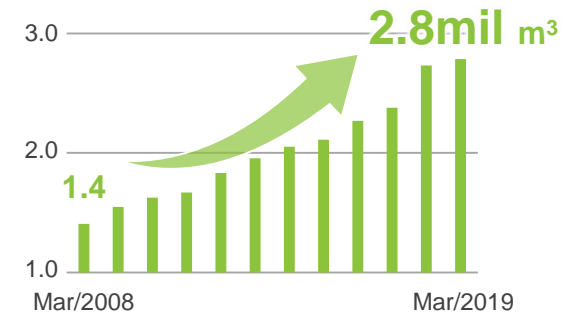


1 Execute bolt-on investments



**Tank
Terminal**

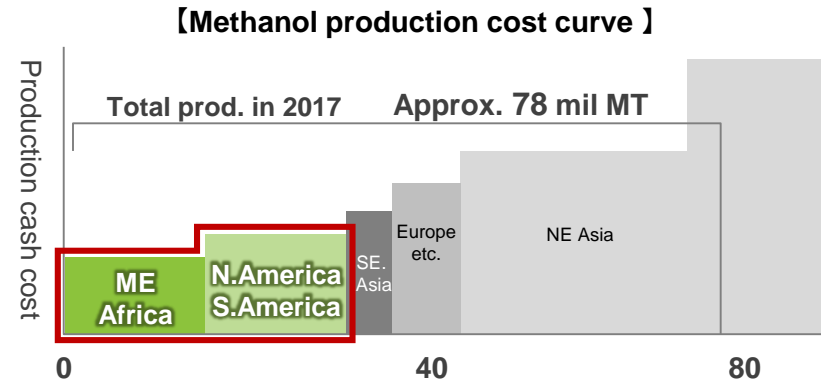
- ◆ Geographic advantage & advanced safety management framework
- ◆ Increased export of petroleum and petrochemical products due to the competitiveness of U.S. shale
- ◆ Doubled tank capacity in past 10years
Continuing further expansions



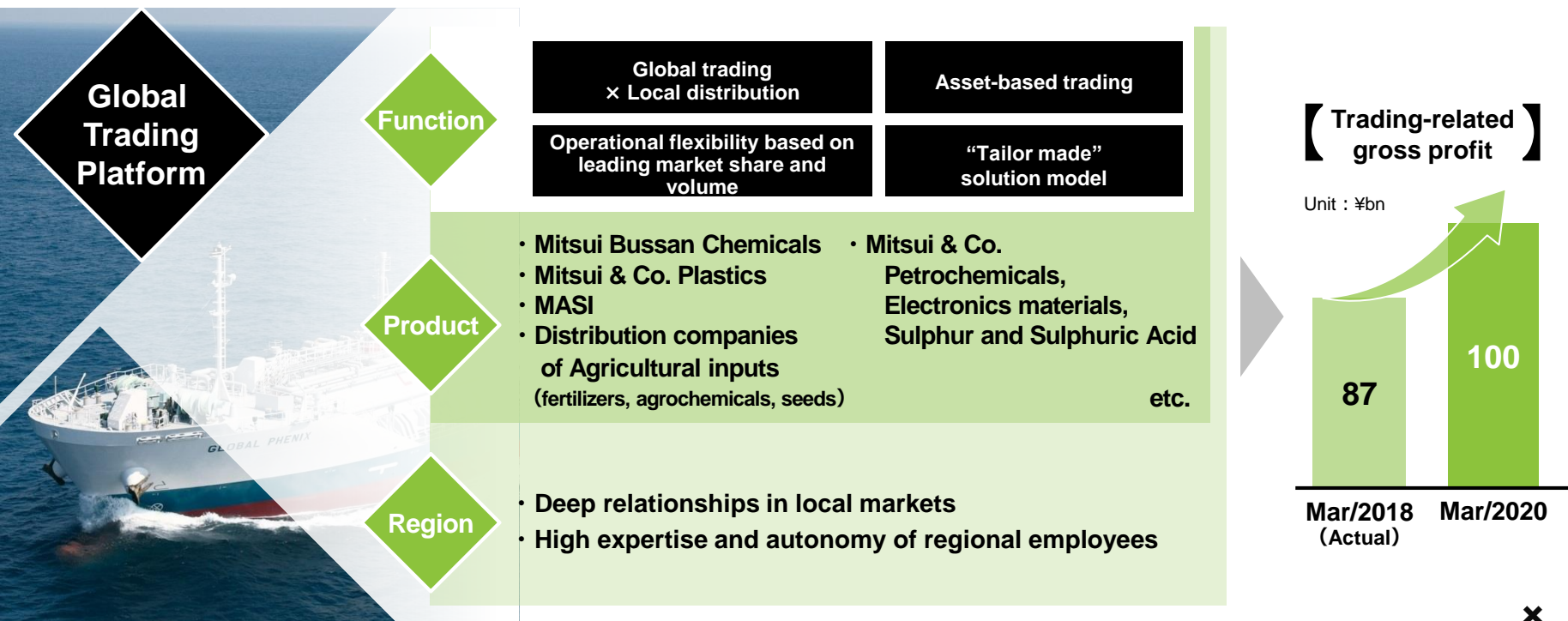
1 Execute bolt-on investments

Methanol

- ◆ Steady demand growth (5-6%/yr.)
- ◆ Top class cost competitiveness
- ◆ Continuously pursue further capacity expansions



2 Reinforce trading capabilities



3 Engage in new growth opportunities

Performance Materials

Coating materials

Agreement to invest in Europe business

Unique surfactants

F/S of manufacturing and sales of SOFTANOL® products in Thailand

Mobility

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

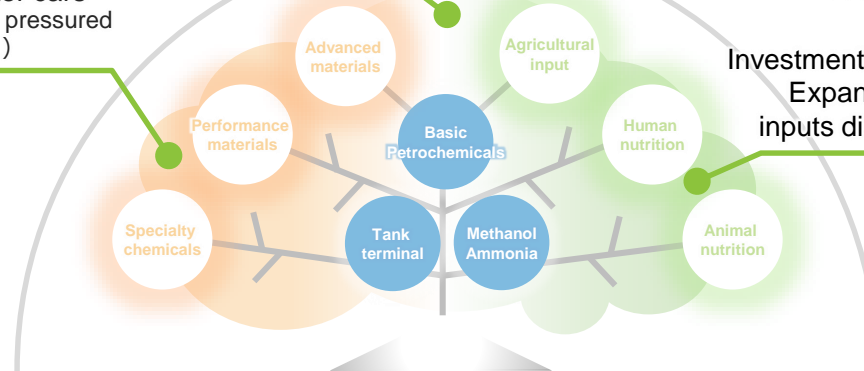
Investment in evidence-based nutraceutical business

Agriculture

Investment in seed business ,
Expansion of agricultural inputs distribution business

IoT

Nutrition & Agriculture



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

