

Q&A Summary for September 2025 ESG Presentation

Date	September 30, 2025 Morning: Media session; Afternoon: Analysts and investors session
Venue	Tokyo Midtown Yaesu and online stream
Explainers/ respondents	HASHIMOTO Osamu Representative Director, Member of the Board, President & CEO OMOTE Toshihiko Managing Executive Officer & CTO SHIBATA Shingo Managing Executive Officer & Center Executive, R&D Center
Explanatory materials	Materials for the ESG Presentation on September 30, 2025

Q&A

■ Business Portfolio Transformation

Q1. What's the employee response been like to Mitsui Chemicals' portfolio transformation since it was announced this May?

A1. HASHIMOTO, CEO

Under this transformation, we're aiming to succeed with operations in two key areas. In our growth domains – Life & Healthcare, Mobility and ICT – we'll work to become a company with a competitive edge in specialty sectors while keeping an eye on intensifying global competition, with a particular focus on technological development in China. Meanwhile, we'll position Basic & Green Materials (B&GM) as a resilient business that serves as an essential industry, primarily in Japan. And since our approach will differ between these two areas, we're hard at work holding town hall meetings with domestic and overseas employees alike in an effort to ensure understanding.

Especially for our employees of B&GM, I have been trying to spend as sufficient time as possible for dialogues on the topic. While their feedbacks have varied, of course, my overall impression is that our employees are coming to understand the direction we have planned for that area of business. As we put our strategies into action down the line, we hope to also boost employees' drive to help further strengthen the company from the aspect of their mindsets.

■ Pursuit of ESG & Carbon Neutrality

Q2. So far, Europe has led the world in implementing ESG-related regulations – but there's also been a more recent trend of these regulations easing. How do you think this will affect Mitsui Chemicals? Is there anything in particular you're keeping an eye on when it comes to topics like regulations overseas?

A2. HASHIMOTO, CEO

As you point out, Europe's momentum as a global leader on ESG regulations has been slowing down recently amid a mix of geopolitical issues and recession within the EU. Our understanding, however, is that these regulations will continue in the long term, which means we have to stay prepared so we can respond whenever moves toward regulation resume. We'll continue making thorough efforts to address non-financial issues and regulatory compliance in accordance with our ESG philosophy, including public disclosure centered around non-financial KPIs.

Q3. Japan is in the process of setting up an emissions trading scheme. Does Mitsui Chemicals have any requests for how this scheme should be set up?

A3. HASHIMOTO, CEO

As requests are being made through business associations such as the Japan Chemical Industry Association and the Japan Petrochemical Industry Association, Mitsui Chemicals has no special requests to add. Achieving a reduction in CO₂ emissions will raise costs, but if social systems – by which I mean things like carbon credits or green taxes – can be put in place to absorb those additional costs, and if society increasingly recognizes the value of eco-friendliness, then we should be able to invest some amount of our own capital into the effort as well.

This isn't the first initiative that's aimed to bring about a greener society or reducing CO₂ emissions, but those previous initiatives failed to bear fruit since the sort of social systems necessary for widespread implementation were not set up. I have high hopes for this latest initiative.

Q4. I've seen that Mitsui Chemicals is planning to invest money to the scale of 140 billion yen to reduce its GHG emissions by 2030. As we draw closer to 2030, what effect could rising costs have on the company's profits?

A4. HASHIMOTO, CEO

We believe that reducing GHG emissions increases the value of the Mitsui Chemicals Group and helps to differentiate its products from the competition – though again, we see the implementation of social systems like carbon credits as being necessary for the full-scale introduction of related facilities. Initiatives we've gone over today, like the ammonia-fired cracker project and the range of development projects at the Mitsui Chemicals, Inc. - Carbon Neutral Research Center, fall under the banner of R&D investments, and in the scheme of our total investment figures through to fiscal 2030, they don't make up a particularly large portion.

The sum of our investment here will swell significantly when we decide on related capital investment. But that decision, when we make it, will be based on careful consideration of any social systems in place, the state of technological development at Mitsui Chemicals, and the competitiveness of our products. Since we've set ourselves a goal of reducing emissions by 40 percent by fiscal 2030, we'll need to make this decision as soon as is feasible, but we recognize that any large-scale capital investment will be difficult until these factors I've just gone over line up.

Q5. It sounds like there are good prospects of Mitsui Chemicals achieving its 40 percent emissions reduction goal by 2030. Just to confirm, though, am I right in assuming that the additional costs required to achieve that goal won't be too high?

A5. HASHIMOTO, CEO

There will be a fixed cost attached to projects such as a full-scale capital investment in ammonia-fired crackers, but any decisions regarding these projects will be made only after a careful analysis of important factors, such as the progress toward implementing relevant social systems. However, even if we were to exclude projects such as these, our goal of a 40 percent reduction would still be within reach. So with that in mind, yes, we believe that achieving our emissions reduction target for fiscal 2030 will not require a significant increase in costs.

Q6. I get the impression that China is putting a lot of effort into the green sector as well. What are your thoughts on that?

A6. HASHIMOTO, CEO

Yes – we see China as putting significant energy into developing technologies and businesses relating to a green transition, CO₂ reduction, recycling and so on. While progress on this front is slowing down around the world right now, the sector is expected to accelerate once more in future,

so these technologies will eventually be necessary. We intend to pursue our own development in this area by collaborating with a wide range of companies – both those based in China and those located elsewhere – that possess advanced technologies and expertise.

■ R&D Setup / Efforts for Improving R&D Capabilities

Q7. Could you tell us a bit about your aims in bringing on Dr. OMOTE from outside the company to serve as CTO?

A7. HASHIMOTO, CEO

With VISION 2030, we're aiming to implement business models that are more focused on solutions and the circular economy, and that bring us closer to our customers. But with our company having been B2B-focused up until recently, our employees in R&D are used to thinking in a way that's optimized for B2B business models, so the shift we're planning will require a major realignment of employee mindsets. By having Dr. Omote bring his experience from his prior role at Nitto Denko to his new position as CTO of Mitsui Chemicals, we aim to bring in a sense of agility and approaches that go beyond our existing framework, allowing us to create an R&D setup that works more closely with our customers and uses that setup to get results.

Q8. For Dr. Omote: Is there anything in particular you've noticed over the few years since you've joined Mitsui Chemicals, have you formed any thoughts about what the company should do to transform its growth sectors?

A8. OMOTE, CTO

Yes – I've noticed that Mitsui Chemicals has a fair company culture with quite a flat structure, as well as an excellent assortment of human resources. I also think the recent managerial decision to adopt separate strategies for the company's growth sectors and its B&GM sector provides a great opportunity, including for R&D, so I strongly support that move.

My previous employer was situated further along the value chain than Mitsui Chemicals is, so while there was a practice there of starting the decision-making process by considering changes in our customer base or the market, we lacked information on upstream materials and technologies. In contrast, Mitsui Chemicals has a range of solid technological assets in that upstream part of the value chain, so I believe there are some major opportunities if the company can form more links between those assets and the market. My role here, as I see it, is to raise awareness of this throughout the company, and to lay the foundations that will make it easier for the next CTO to get results.

Q9. As competition intensifies with China and other overseas markets, what sort of issues do you expect R&D to face, and what steps are you taking in response to those issues?

A9. HASHIMOTO, CEO

As you note, China is accelerating its R&D in a push to catch up. In turn, I believe the speed of development in particular will be crucial for us as well, and we intend to increase that speed by tying our development activities and our business activities more closely together through our recently announced organizational restructuring.

As for research, I would say it's important to take a long-term perspective and focus our energies toward research that will substantively contribute to innovation. When research and development both fall under the same organizational unit, that unit can be pulled toward prioritizing one or the other, which is another reason we've decided on a new organizational structure that separates these two functions.

Going forward, we will look to unite CVC and external resources in a coordinated manner to create an R&D setup that will take us to the next level. We also intend to take resources that are overly concentrated within Japan and allocate them based on a more global perspective in an effort to improve our competitiveness overseas, especially with regard to our growth domains.

OMOTE, CEO

With China putting on the pressure, simply continuing what the company's done up until now won't be enough to achieve success. It'll be important for Mitsui Chemicals to provide not just materials, but also more complex offerings: composite products made using the company's advanced materials technologies and processing technologies.

I'd also like to see us adopt an approach that understands the needs and trends of society, markets and customers; combines that understanding with our business strategy; sees corporate prepare the assets that will be essential three to five years in the future; and brings those assets online for when they're needed. As for development, meanwhile, I'd like to foster a culture that gives full priority to considering what would most help our customers, rather than taking a technology push approach.

SHIBATA, Center Executive, R&D Center

Every item within R&D has a different time frame. We haven't changed our view regarding technologies for the future – namely, that it's important to envision the society of the future through a long-term perspective, then backcast from there. We'll continue to look at trends in society and work to identify potential game changers and platform operators.

Q10. How is China's presence being felt in Mitsui Chemicals' areas of business?

A10. OMOTE, CTO

While China is transitioning from petrochemicals to functional chemicals, the end result is still a focus on chemicals. Here at Mitsui Chemicals, meanwhile, we're considering how to win out in areas separate from what China is focused on by extending further downstream and leveraging our more complex and combined technologies.

In line with this strategy, we intend to decide on corporate research themes one by one following careful examination. This examination will focus on a range of factors, including whether each potential theme fits with the direction we intend to take in future.

Q11. With Mitsui Chemicals moving to separate its research and development functions from each other, I'd like to hear your thoughts about how priorities will change across the company's R&D moving forward. I'm referring here to decisions like how to allocate budgets and investments between the two, as well as efforts to speed up the development of products and solutions.

A11. OMOTE, CTO

Each of our new Development Divisions will pursue development in line with its respective Business Sector's strategy, and their budgets will be set accordingly. Our researchers, meanwhile, will be tasked with working alongside our business divisions to construct medium- to long-term pipelines while also creating the platforms that the next generation will require. Discussions on specific budget figures and how these figures are allocated are set to begin this October, and cash flows will be considered as part of this. We aim to reach a consensus on a general outline here within about six months.

As for what areas we'll look to develop new products in – we'll be keeping an eye on business opportunities provided by changes in society, as well as changes among our customers or growth

markets. We also plan to make full use of our strengths as a company to help us in controlling our business.

Q12. With carbon neutrality efforts added into the mix, the capital costs associated with starting new businesses will be going up. How do you intend to instill the pricing required for reasonable profits into the company's corporate culture?

A12. HASHIMOTO, CEO

We understand that efforts we're making – including the organizational restructuring of our R&D functions – will need to ultimately improve our capital efficiency, leading to improvements in the company's financial indicators and in turn its corporate value. With that regard, yes, determining appropriate pricing will be critical.

Our stance on carbon neutrality is that if social systems like carbon credits are put in place to absorb these rising costs, and when our development level matches it, we'll be able to achieve concrete results.

Further, I'll note that while Mitsui Chemicals is already pursuing cash flow management, we believe we'll also need to take steps like improving financial literacies of our marketing and sales personnel. These steps will allow them to better use those skills in communicating with customers, letting us set prices at levels that correspond with any changes in both our internal and external business environments.

Q13. Once the new organizational structure is in place, what unit or units under the Research Center will be in charge of creating things for the future? And would I be right in assuming that, over the next five years, the company will place particularly high priority on any value generation that can be quickly commercialized?

A13. SHIBATA, Center Executive, R&D Center

Employees in charge of selecting ideas for future technologies, as well as those tasked with backcasting from a projected future to determine research themes, will continue their current work as part of the new Research Center's Advanced Materials & Solutions Research Laboratory. Our material topics will see no change to KPIs that relate to creating things for the future. As for what we prioritize, however, any decisions will be based on a close monitoring and analysis of trends that indicate where society is headed.

The possible time frame for commercializing any given piece of research will depend on what social issues are in play. For example, the Innovation Center of NanoMedicine (iCONM) in Kawasaki is focused on next-generation healthcare modalities for intractable diseases, and our long-term outlook for areas such as wellness and wellbeing has led us to form a co-creation laboratory with the institution – a collaboration that we expect to span five to ten years or longer. This project, which represents cooperation between the fields of medicine and engineering, looks to incorporate both polymer performance improvements and digital science to develop next-gen polymers for use in the medical sector.

HASHIMOTO, CEO

Our research activities haven't always given this sort of consideration to creating things for the future. Let me say, it's essential for chemical manufacturers to not just meet the pressing needs of their customers, but also consider the world's long-term trajectory and act accordingly. After the wake of the global financial crisis, though, a stretch of financial difficulty drove chemical manufacturers to laser-focus on development for the immediate future – for just a next few years – and as a result, these manufacturers failed to carry out the R&D they should have been conducting. At Mitsui Chemicals, we responded to that issue by creating the Frontier Technology Center to

rectify that problem.

While we are revising this Center's role now that five years have passed since its establishment, we see it, in general, as a way of pursuing R&D in a manner that lines up with long-term considerations like our Long-Term Business Plan's shift toward solutions-based and circular economy-focused business models, as well as with the increasing pace of environmental change and with expectations of what people will want out of Mitsui Chemicals further into the future.

A major factor behind our latest decision to split research and development is a desire – driven by awareness of the fierce competition – to speed up activities and let us address the changing environment by staying close to our customers. In other words, our business development strategy will take a customer-oriented approach, focusing on B2C operations rather than B2B. But we also have to remember to keep a long-term perspective as we go about this shift. As a company, we'll need to make sure we maintain the capabilities that let us understand what direction the future is heading in, and what sort of world it will bring.

Q14. As Mitsui Chemicals moves to tackle R&D on a more global scale, how do you view the decoupling of the U.S. and Chinese economies, as well as the Trump administration's attempts to revive local manufacturing through high tariffs? Also, what sort of impact do you think these developments will have on Mitsui Chemicals' R&D setup?

A14. HASHIMOTO, CEO

Competition is fierce in cutting-edge technology sectors, and I believe it'll be crucial for Mitsui Chemicals to be agile in developing useful technologies that can give us an edge over our competitors. Further, as economic blocs form, it will grow even more important to have specifically tailored development, marketing, sales and so on for each major market—examples being the U.S., China and India—so that we can provide the products and technologies that best fit each of those markets.

To that end, we can't simply concentrate all of our R&D resources in Japan. With regard to our development resources, in particular, our plan is to allocate these resources at sites located near key markets in order to facilitate a streamlined process from development through to sales. This should allow us to speed up R&D while also mitigating the risks coming from U.S.–China trade tensions and the splitting of the global economy into blocs.

OMOTE, CTO

Cutting-edge technology sectors in particular are subject to idiosyncrasies and regulations that differ from region to region, so it's important to have local bases and conduct development in line with the timing of local regulations. We'll also need to gather information on things like the systems and preferences of local supply chains, industry players and nations as we go about conducting research. However, there's a limit to what Japanese personnel alone can do to understand and gather information on all the ins and outs of local markets, so we'll need to work together with people on the ground in those markets.

In addition, as we go about creating new businesses, it'll be critical for our research projects to make plans – right from the initial stages of these projects – for what a business using their research might look like in the future, and how such a business should enter the market. And considering the impact that geopolitical factors and the formation of economic blocs could have, we'll also need to make plans for *that* starting from the technological development stage. These plans will cover things like how to manufacture products – including local production for local consumption – and launch them to the market. These are the sorts of considerations that I want to incorporate into the company's research activities.

SHIBATA, Center Executive, R&D Center

As we globalize our R&D setup, I believe the development side of things has to be more aggressive in pursuing close ties with markets and businesses. The most important point for development will be to contribute to the company's top line – while also, of course, following the outlines of our regional strategies and responding to the particular characteristics of each target region.

For research, meanwhile, the key to success will be to keep an ear to the ground in each region to find out what sort of cutting-edge technologies are being developed, where they're being developed, and how they might become game changers. For example, one focus at the moment is on deciding how to best work our way into the ecosystems of North America and Europe so that we can bolster our network in these markets. There will also be a need for research personnel to integrate with the company's New Business Incubation Center so that we can pursue research activities with a heightened awareness of marketing.

Q15. I see that Mitsui Chemicals' efforts for a global R&D setup include a potential "expansion into Africa." Could you tell us some more about the company's aims here, as well as any time frame for when this might be implemented, if that's something that's been decided? I'm also interested in hearing if this is connected to the recent announcement that the company has signed an MOU for a partnership with Nigeria's Dangote.

A15. OMOTE, CTO

For the most part, our Technical Centers overseas are positioned not as research sites, but rather as technical support sites for the customers currently using our products. So the potential "expansion into Africa" you bring up doesn't represent a plan to carry out long-term technological development in Africa as part of our research operations. Rather, it would take the form of a site for *market* development as we pursue global expansion for our existing products. We started considering this move due to Africa being the next major market set for growth. As for the MOU you mention with Dangote, while that isn't directly related to this expansion we're considering, Nigeria is one potential location we have in mind for such a site.

With regard to when we might act on this plan to expand into Africa, I'll note that our businesses that could advance into the market sooner rather than later are already putting together plans. However, we also have other businesses that need time to carry out more detailed investigations. So it's not necessarily that every business under Mitsui Chemicals will expand into Africa all at once.

HASHIMOTO, CEO

On the topic of Nigeria, we do intend to use our newly signed MOU with Dangote to explore the possibility of collaborating with the company on technological development for chemicals.

We already sell certain products in Africa, including coating materials, adhesives and agrochemicals, so technical support can be needed at times. That's part of why we're looking at establishing a Technical Center in the region. But if we do decide to expand our business in Africa, we'd look to flesh out marketing and other such functions in the region, and as part of that, we'd consider collaborating with a wide range of local companies based in Africa. I'd like to see us be proactive on this site establishment with a mind toward what would best position us for the years to come.

Q16. I see that Mitsui Chemicals is working to move from a hub-and-spoke model to a network model as it looks to bolster its global R&D setup. Am I right in understanding that the company will be able to achieve this at a reasonable cost through its formation of the Digital Science Lab. and the use of AI? Also, is it correct to assume that turning research personnel's knowledge into a database, standardizing that knowledge, and utilizing it via

AI will allow for the global rollout of decentralized, solutions-based business units that will let all parts of the company – including sales, logistics, research and so on – market Mitsui Chemicals products as solutions to customers? If I've understood all that correctly, then I'd also like to hear your thoughts on how long it might be until such a system is in place, as well as what your outlook is for improved customer satisfaction.

A16. OMOTE, CTO

Yes, you have the right idea. If we just do all of our thinking in Japan, we won't be able to respond to the preferences and changes within various nations and regions in a timely manner, so we intend to work together with talented people who are well attuned to their local regions. With things changing on a global level these days, decentralized, variable-cost operations like this should allow us to respond to change more efficiently than if we sat on one big collection of fixed assets and pursued a unified global strategy.

While specific measures are still under consideration, one initiative we're launching, to give an example, is to use AI and digital technology – as well as collaboration with external partners – to produce simulations, which we can then use to speed up the R&D cycle from experimentation through to demonstration testing. Another initiative we're launching here is to use AI to neatly collate vast amounts of data from both inside and outside the company, then leverage that AI as a starting point for creating new businesses.

To answer your question about a time frame, the plan is to come to a company-wide agreement regarding the aims for our global setup before the end of the fiscal year, then implement our plans region by region starting next fiscal year. As for our use of digital technologies, we're already working on a prototype intended to connect customer needs with our technological seeds. We expect to wrap up the first round of this effort in about six months' time, then put it to work in suggesting and selecting development themes.

SHIBATA, Center Executive, R&D Center

Meanwhile at the R&D Center, we've amassed a wide range of data, but we're aware that in order to turn that data into explicit knowledge, teach it to AI, and make use of the AI's output, we'll first need to construct a uniform, easy-to-use database. And to that end, we're working to convert the data we've collected into a form that's easier for AI to learn. We also recognize the need to take security into account as we prepare for a global rollout.

Q17. What are you doing in terms of quantitative checks to improve R&D efficiency? I'd also like to hear what criteria the company has for withdrawing from research themes.

A17. OMOTE, CTO

Our New Business Incubation Center is working to create a scoring mechanism that considers factors like economic rationality, cash flow and scalability. We'll use this mechanism to conduct a comprehensive evaluation every quarter, and once a theme's score improves to the point where business success looks likely, we'll decide to invest in it. We're still considering the introduction of appropriate yardsticks, but we're also looking to enhance this mechanism's technical due diligence perspective so that we can utilize it in the area of research as well.

Further, while our corporate research has conventionally been carried out on the assumption that all research themes would find success, we're now planning to create a system that will let us promptly switch out research themes as needed. We'll decide on a more concrete policy in the second half of the fiscal year, then move onto implementation and evaluation.

Corporate research inherently sees themes with different time frames and approaches coexist with each other, but we do want to work toward performing quantitative evaluations right from the theme conception stage, as using those evaluations will help make us more aware of where a given theme

might lead. For example, we'll be able to see more clearly whether a theme has the potential to impact society, and whether it could lead to a game changer. And, in turn, we'll be able to make a timely decision on whether or not to proceed with that theme.

It's also worth noting that corporate research isn't supposed to generate profit by itself; rather, it's supposed to provide what's necessary for the *business* side of a company to reach commercialization. So investments in corporate research come before cash flow. We plan to keep this in mind as we manage costs.

Q18. There's research saying that Japanese-style organization is a barrier to achieving innovation. What sort of changes do you think need to be made to organizational structure and culture in order to develop ideas from individuals rather than shutting them down?

A18. OMOTE, CTO / SHIBATA, Center Executive, R&D Center

Mitsui Chemicals has a fair and flat corporate culture, and as is evident from the innovation process set up at the New Business Incubation Center, I don't think we have any organizational factors that would prevent ideas from being acted upon. Further, the company has both excellent personnel and a strong corporate culture, so as CTO, I believe the path to achieving innovation lies instead in encouraging insights within the company, and clarifying goals and evaluations. To that end, we're working on the creation of new systems, including for human resource development.

And while we're making changes to the company's R&D structure, I believe there will be more opportunities in future that call for projects where personnel work across organizational boundaries, build horizontal relationships, keep an eye on changes happening both inside and outside the company, and foster a global sense of team spirit, rather than working within a closed environment. And it will be important, I think, for employees to have the mindset of actively taking part in those opportunities and stepping up to lead those projects.

Q19. Am I right in my understanding that Mitsui Chemicals has talented human resources in each stage of the innovation process, and that the company's plan to boost what it's capable of is to make the best use of those resources?

A19. OMOTE, CTO

Mitsui Chemicals is adept at developing technologies, and we're aware that we can also tap into external capabilities for those areas where we fall short. At the moment, I feel like one such area where we're lacking is our ability to turn corporate research into businesses; however, we're taking measures to remedy that, such as improving our members' skills, setting up training programs to increase employee expertise and starting up a scoring mechanism to quantify these skills and expertise. If we continue to improve on these measures, and reach the point where our personnel can go back and forth between R&D and market-oriented positions, I expect our batting average to improve.

Q20. Given the rapid pace at which AI computing ability is evolving, the process of proposing adjustments to customers looks set to become easier over the next 15–20 years or so, which brings the risk that China could gain an edge by leveraging its abundant human and capital resources. What sort of measures do you think will be necessary to deal with this risk in 2030 and beyond?

A20. HASHIMOTO, CEO / OMOTE, CTO

As computing ability rises drastically, everyone will end up able to utilize external data in the same way – so the key to setting ourselves apart will lie in the Mitsui Chemicals Group's internal data, and the data we have in networks with our customers, and the sort of analog expertise that can't be

fully digitized. It'll be important for us to structure these sorts of knowledge and turn them into something that can be used as a shared asset.

At the same time, however, significant amounts of energy and investment will be required, so I'd like to see us set priorities, then start by quickly structuring our internal data, and linking it with external data, in the areas we decide to prioritize. We won't be able to compete head-on against China in terms of speed or sheer volume of resources, so any update to our Long-Term Business Plan beyond 2030 would require discussions of where we should look to find continued competitiveness – and the points I've just raised would be key in those discussions, I think.

Q21. I see that Mitsui Chemicals is looking at selling some of its licenses as one way of utilizing its intangible assets. What sort of areas of business would this plan be targeting, and what would the timeline for monetization be like here?

A21. OMOTE, CTO

We haven't narrowed down a list of specific areas of business yet.

We already have some licensing businesses, including for catalysts. But going forward, in line with our business strategy, we'd like to bolster our efforts to get more licensees right from the initial stages of business. We also plan to periodically take stock of what intellectual properties we own and look into whether or not we're using them, as well as into what possibilities there could be for offering them to other companies. Then, based on that, our Intellectual Property Division will consider monetization options on an IP-by-IP basis, which could include licensing individual IPs out or selling them off completely. We'll also be open to requests from other companies wanting us to grant or sell our licenses.

As one approach to trying to license out or sell our unused intellectual properties, we've started an effort to use a platform provided by Japan Material Technologies Corporation. Since this is a collaborative effort, we can't give an exact time frame just yet, but we intend to proactively pursue any opportunity that arises and get results as soon as possible.

Q22. How are things going with the company's co-creation spaces?

A22. HASHIMOTO, CEO

More visitors are coming to YAE than we'd initially expected – the space is seeing an average of 1.35 visits per day. YAE is just the gateway, though, and our aim is for visitors to then turn these co-creation efforts into further collaboration at a more tailored space elsewhere – in Nagoya for ICT-related projects, or Niigata for projects relating to mobility or home appliances, or Sodegaura for projects that involve a deep dive into R&D. We've already seen between 80 and 90 projects progress from YAE to Sodegaura, which is more than we'd expected to see by this point. However, we should constantly be thinking about what to pursue with the next phase of this initiative so that it doesn't grow obsolete over the course of time.

OMOTE, CTO

First, we get customers who are short on time to come to YAE – which is conveniently located just outside Tokyo Station – to get a basic introduction to Mitsui Chemicals and become fans of the company. Then, after that, if the customer has a co-creation idea to do with technology, we invite them to Sodegaura, or if they have something to do with semiconductors or new electronics then we invite them to Nagoya, and so on. As you can probably tell from that, we don't want these co-creation spaces to end as a temporary pursuit; going forward, we want to turn them into places to meet up with customers again and again, on a continual basis, and I'll be working with Mr. Shibata on plans to achieve that.