December 17, 2025

Business Strategy Presentation

- Life & Healthcare Solutions Business
- Mobility Solutions Business
- ICT Solutions Business

0→1 MAKE IT HAPPEN

Business Strategy Presentation

Life & Healthcare Solutions

Mitsui Chemicals

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

December 17, 2025

Pursuing Business Portfolio Transformation

Life & Healthcare Solutions

Mitsui Chemicals

Dec. 17, 2025

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

Pursuing the restructuring of oral care

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

Seek proactive global expansion, including through M&A

主な投資・施策

Life care

(Vision care)

Acquisition of COTEC (coating materials)

Production capacity increase for high-refractive-index lens materials

Acquisition of Coburn (ophthalmic lens processing equipment)

Wellness

(Agrochemicals)

Launch of three growth driver products across multiple markets

Acquisition of Meiji Seika Pharma's agrochemicals business

Medical

(Oral Care)
(Orthopedics)

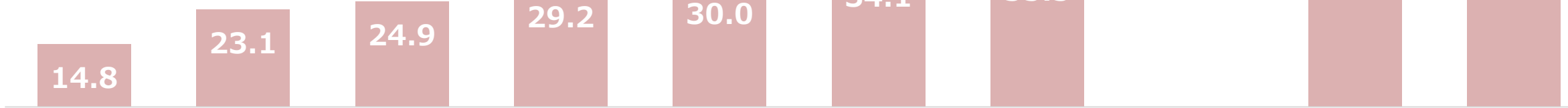
Business and capital partnership strengthened with SHOFU (oral care)

Business and capital partnership formed with Japan MDM (orthopedics)

Business and capital partnership formed with DNA Chip Research (testing & diagnosis)

DNA Chip Research acquired as a wholly owned subsidiary (testing & diagnosis)

+31.5B yen



	FY19	FY20	FY21	FY22	FY23	FY24	FY25 Outlook	FY28 Target	FY30 Target
(ROIC)	(5%)	(9%)	(8%)	(7%)	(6%)	(7%)		(10%)	(12%)

Lifecare Solutions : Vision Care

Accelerating growth by expanding into peripheral domains with high-refractive-index lens materials, as well as with the coating materials & equipment business

Driving the market throughout the value chain, including in peripheral domains

Lens manufacturers → Lens processing laboratories → Retail & distribution → Consumers

- Lens polymerization
- Prescription lens processing, cleaning, coating

Lens materials — **Global No.1**

Coating materials — Hard coat, Photochromic, Anti-fog, Hydrophobic, Anti-reflective

Processing equipment — Coating equipment, Cutting equipment, Grinding equipment

Global market CAGR 24–28	
Ophthalmic lenses	3%
High-refractive-index lenses	6%
MCI Vision Care (including peripheral domains)	**6%+α**

Expanding efforts to capture growing demand for high-refractive-index lens materials

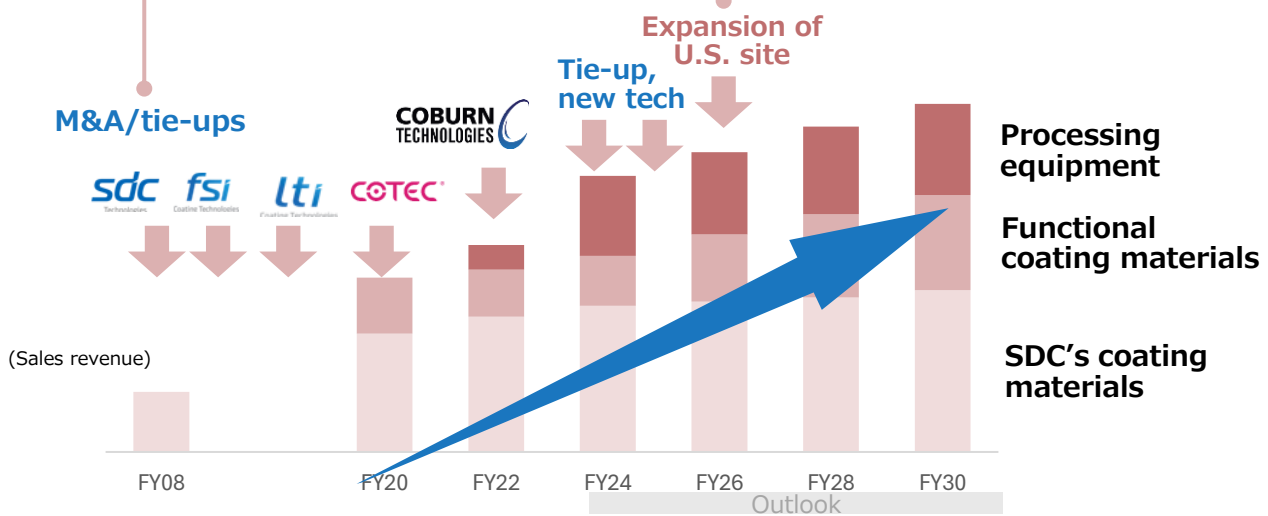
Reinforcing marketing efforts amid rapid market growth

China	Surge in demand for high-refractive-index, high-quality materials	Working with medium- and large-scale retailers to strengthen the MR™ brand
India	Progress in shift to plastic	Supporting the popularization of high-refractive-index lenses
Americas	Growth in demand for high-strength offerings	Marketing new brand: MR-8™plus (high-strength offering)

Increasing production capacity in line with demand (January 2024; next planned for 2028)

Further growing the coating materials & equipment business

- **Fleshing out our lineup of functional coating materials** — Continuous M&A and tie-ups
  - Bolstering our technological development capabilities for new coating materials through tie-up with flō Optics (July 2025)
  - Developing new products through combination of coating materials and processing equipment
  - Also focusing on new sectors such as AR/VR as we pursue expansion in all sorts of surface coating markets
- **Bolstering capabilities across production, sales & technology**
  - Leveraging Coburn sites to advance into emerging markets — South America, India, Africa, etc.
  - Expansion of U.S. site under SDC (October 2026)
    - Consolidating sites to enhance both technical support and capabilities for development in line with local area
    - Bolstering R&D capabilities for next-gen materials



Lifecare Solutions : Vision Care

Accelerating growth by expanding into peripheral domains with high-refractive-index lens materials, as well as with the coating materials & equipment business

Ophthalmic lens value chain

- Lens manu-facturers
- Lens polymer-ization process
- Optical labs
- Processing
  Prescription processing, addition of functionality, etc.
- Glasses retailers
- Consumers

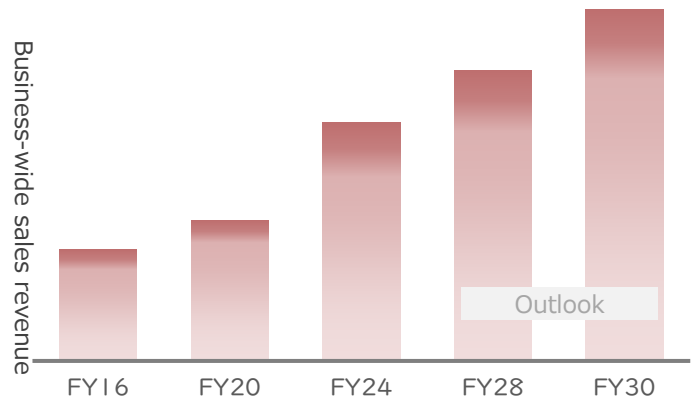
MR™ business

- Developing and providing new materials and technologies
- Boosting production capacity in response to demand
- Pursuing sales growth in growth markets

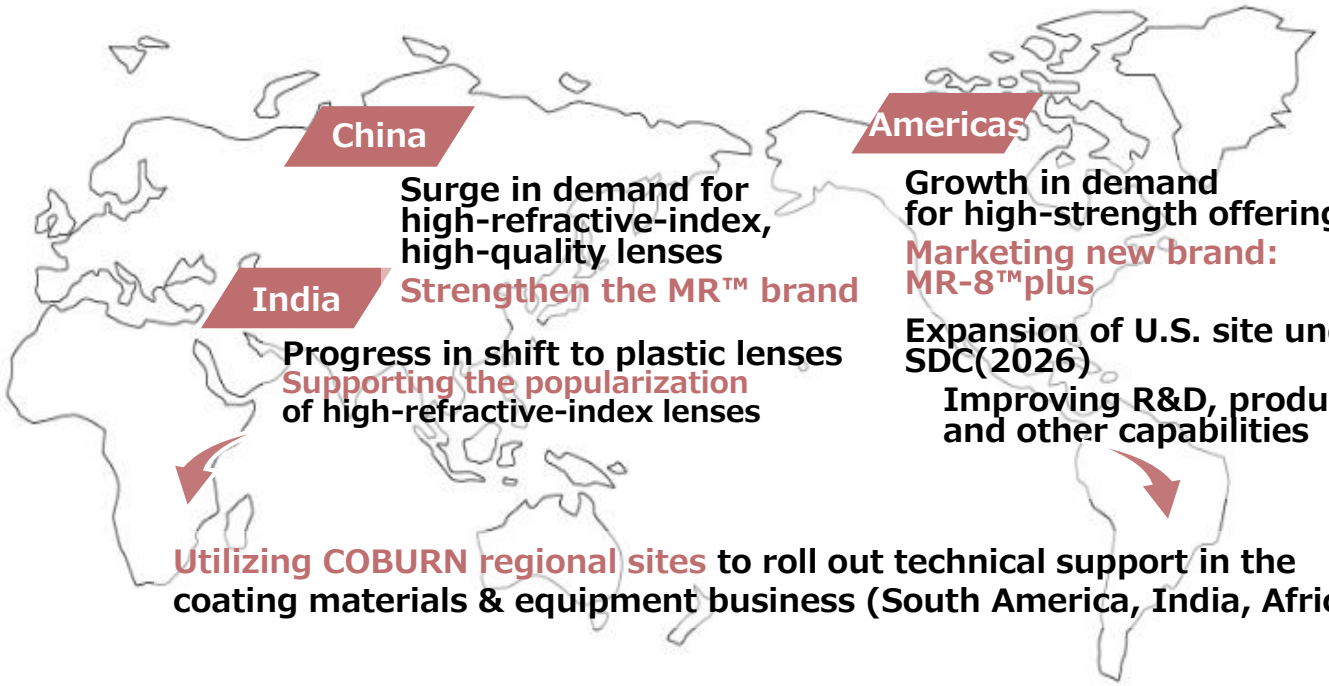
Coatings & equipment business

Adopting new tech: sdc, fsi, lti, COTEC, COBURN TECHNOLOGIES
Tie-up: James Robinson, flo optics redefined

- Continuously pursuing M&A and tie-ups
- Bolstering coating materials and technology development
- Advancing into emerging markets and pursuing sales growth



Sales growth in growth markets and emerging markets



China

Surge in demand for high-refractive-index, high-quality lenses

Strengthen the MR™ brand

India

Progress in shift to plastic lenses

Supporting the popularization of high-refractive-index lenses

Americas

Growth in demand for high-strength offerings

Marketing new brand: MR-8™plus

Expansion of U.S. site under SDC(2026)

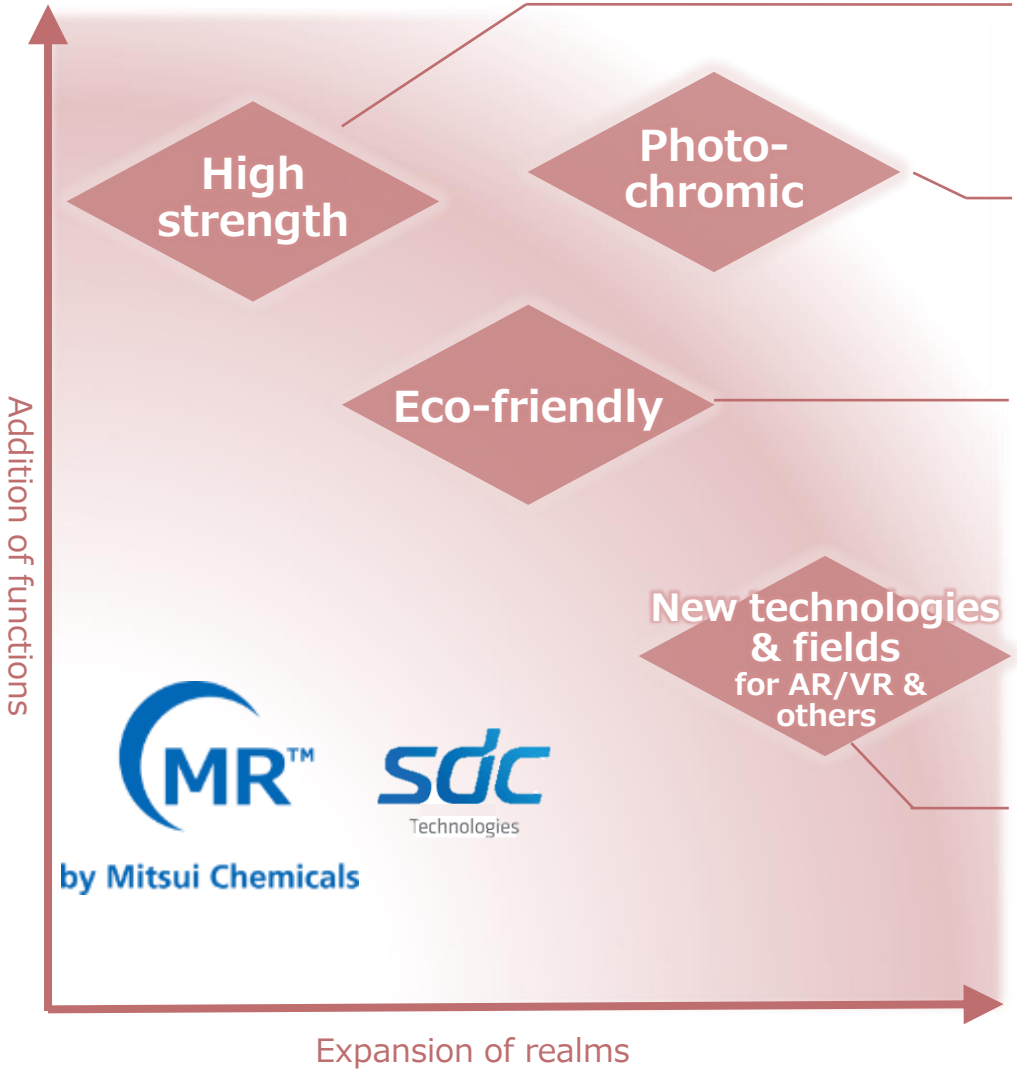
Improving R&D, production and other capabilities

Utilizing COBURN regional sites to roll out technical support in the coating materials & equipment business (South America, India, Africa)

**Providing value throughout the value chain, including in peripheral domains
Pursuing market expansion and sales growth worldwide**

Life Care: Vision Care

Pursuing the development of new materials and technology to achieve continuous business growth



◆ New high-strength brand: Expanding sales of MR-8™plus

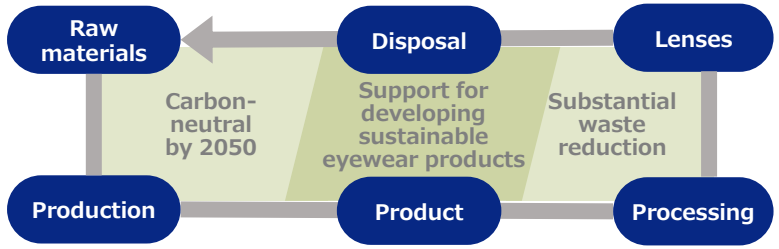
- Impact-resistant lenses have a high market share in the U.S.
- Ensuring the brand offers adequate strength as an impact-resistant lens, while also seeking to balance this with optical properties

◆ Photochromic materials and technologies

- Acquiring photochromic dye technology from James Robinson Speciality Ingredients, providing high-quality, high-performance photochromic systems that combine dyes with coating materials and processing equipment

◆ Eco-friendly materials and technologies: DoGreen™ initiative

- Expanding sales of plant-derived brands (MR-160DG™, MR-174™ & others)
- Efforts to develop & commercialize technology for more efficient lens manufacturing processes
- Pursuing the chemical recycling of MR™ lens materials based on effective use of lens swarf and waste lenses



◆ New technologies and materials & technologies for new fields: AR/VR & others

- Tapping into digital technology to enhance development of next-gen coating materials and technology through our tie-up with flō Optics
- Developing hard coating materials offering high clarity and abrasion resistance for AR/VR applications
- Pursuing the development of high-performance materials for other fields, including automotive and electronic device applications

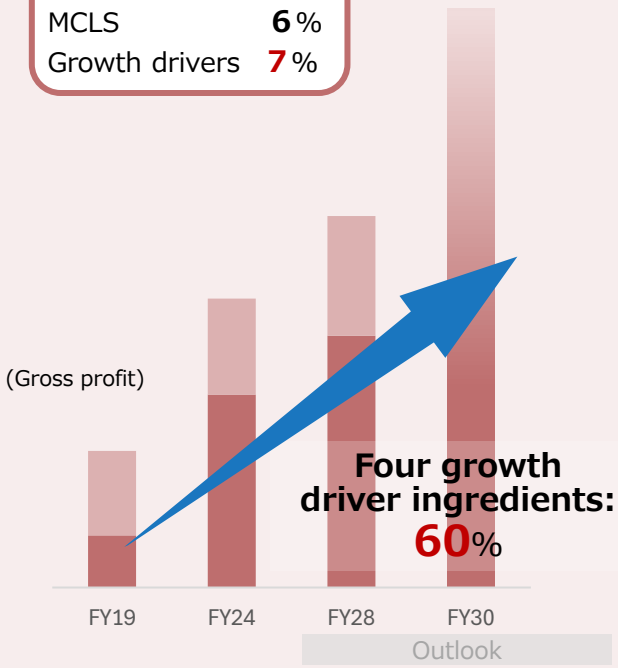
Wellness Solutions : Agrochemicals

Maximizing value of active ingredients positioned as growth drivers and accelerating their global rollouts

Doubling profit, with a focus on growth drivers

CAGR 24–28

Global market	2%
MCLS	6%
Growth drivers	7%



Four growth driver ingredients: 60%

Dinotefuran, TENEBENAL™, Flupyrimin, Glufosinate-P

Considering production increases in line with demand

Accelerating rollouts to additional regional markets and applications with a registration drive to maximize value of active ingredients

Registered countries for crop solutions	FY19	FY20	FY21	FY22		FY24
Dinotefuran	Brazil					
TENEBENAL™		Japan, South Korea	China, Philippines, Indonesia	India		Vietnam, Thailand
Flupyrimin	Japan			India		
Glufosinate-P	Grew domestic sales & bolstered overseas rollout					

Registrations for TENEBENAL™

vs. December 2024	Crop solutions	Life solutions
Registered	6➡8	22➡23
Applied	7➡5	1➡1

Bolstering development of formulations and mixtures for each active ingredient in line with the needs of various countries, regions and target markets

Breaking down markets by region, crop and pest to better analyze needs
Developing formulations and compounds able to differentiate themselves in target markets

Developing future growth drivers for beyond 2030

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

Actively conducting M&A both in Japan and abroad in pursuit of further business expansion

Wellness Solutions : Agrochemicals

Speeding up business growth through early achievement of positive effects from M&A

Agrochemical business acquired from Meiji Seika Pharma seeing steady growth above the initial plan

- Following integration of the sites of both companies when the acquisition was completed in January 2022, integrated the companies themselves and carried out a reorganization a year later
- Established the BSRC*1 in April 2023 with the objective of strengthening biosolutions research based on infrastructure for naturally derived drug discovery, to further develop Meiji Seika Pharma's strengths. Also expanded open innovation
- Measures to achieve synergies are progressing according to plan. Sales synergies in particular have been achieved earlier than planned, worth in excess of 1 billion yen of costs per year

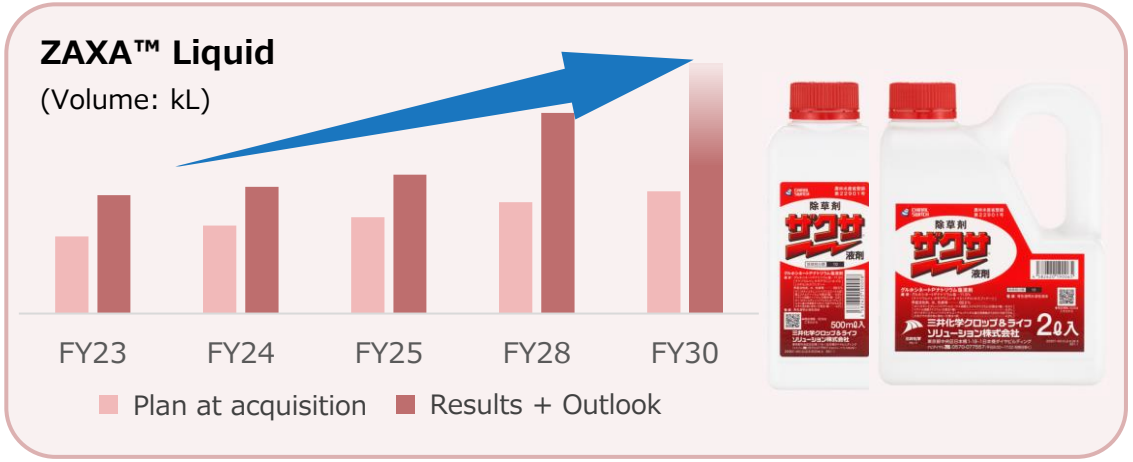
*1 Biological Solutions Research Center

BSRC Shinkiba Satellite Lab

Growth in ZAXA™ Liquid*2

Initial plan revised upward due to effective use of MCI's domestic sales resources

⇒ Planning to increase the Group's domestic production capacity for preparations



Leveraging infrastructure at the Kitakami Factory (factory acquired from Meiji Seika Pharma)

Development of ability to serve as our second major active ingredient plant after the Omuta Works

Launch of probenazole and flupyrimin production; achievement of business continuity planning in procurement

⇒ Investment in equipment to reduce production costs, and in turn further boost competitiveness, is proceeding smoothly

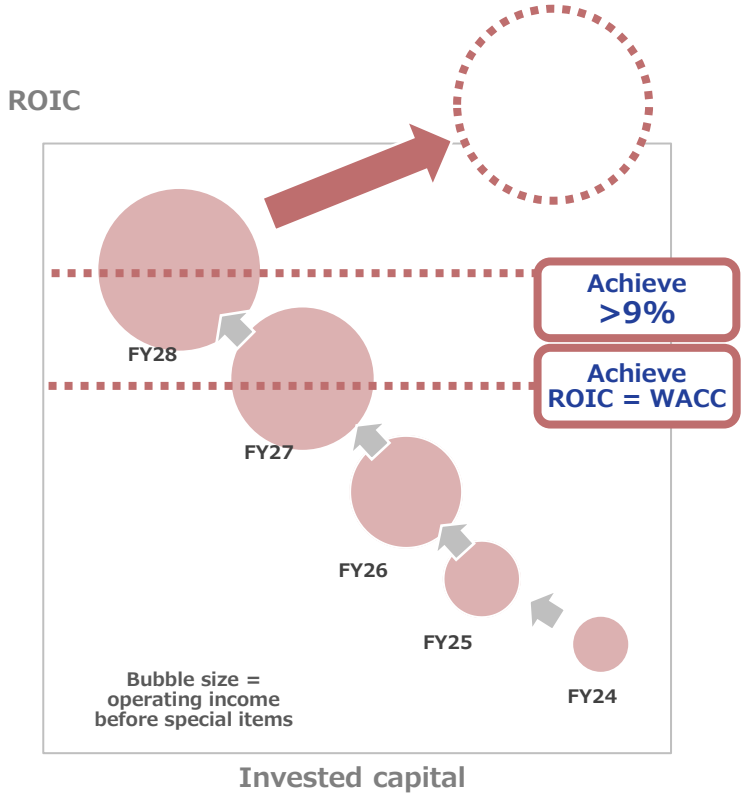
Rolling out a wide range of products using probenazole and flupyrimin active ingredients produced at the Kitakami Factory

*2 Glufosinate-p (preparation containing an active ingredient originally from Meiji Seika Pharma)

Medical Solutions : Oral Care

Improving profitability and capital efficiency via structural reform at Kulzer and a global, group-wide strengthening of partnerships

Becoming a global leader with a strong presence



Pursue prompt restructuring and return to a growth trajectory

Strengthen business foundations in key overseas regions, including through M&A

① Structural reform: Optimizing structure to boost global competitiveness

Reorganization of sales sites	India, Singapore	Implemented in FY24
Downsizing SG&A personnel	15% reduction Get S&GA ratio on par with global competitors	Majority completed in FY25 Continuing with aim to reach target level
Consolidation of production sites	Consolidate production of artificial teeth: China & Germany → Germany Improve production efficiency	FY25

② Invested capital reduction: Improving structure and reducing surplus capital within the Group

Structural reform	Reduce invested capital via ① Structural reform
Reduction of surplus capital	Optimize distribution of capital between group companies around the world Reduce cash conversion cycle at group companies

③ Growth strategy: Increasing sales through efficient solutions marketing and Group integration

Improvements to sales & marketing approaches	Incorporate DX-based customer trend analysis to improve our ability to offer and market solutions	FY24 onward
Sales growth through Group integration	Grow sales by leveraging mutual synergy between Kulzer and SUN MEDICAL's products and markets	Ongoing
	Launch of new product: ZEN CAD-4 Block (CAD/CAM-based crown material) Mitsui Chemicals × SUN MEDICAL × KULZER Monomers utilizing tech from the vision care sector / Development & production / Sales 	FY25

Medical Solutions: Oral Care

Pursuing structural reform through focus on EMEA and U.S. growth markets, along with the lean management introduced in 2018

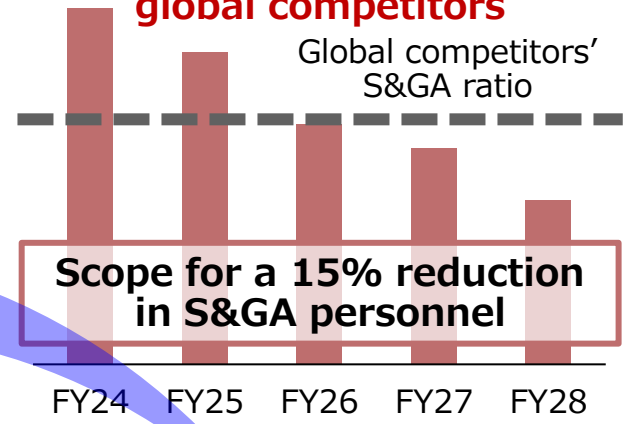
Sale of SUN MEDICAL's new products by Kulzer in the U.S.

Concentration of artificial teeth production in Europe

Efficiency improvements in growth markets

- ✓ Reducing operational flows by appointing a new CEO to implement agile practices
- ✓ Expediting decision-making by stationing the Business Sector Vice President at the U.S. site
- ✓ Improving productivity by consolidating sites (branches and plants)
- ✓ Increasing the efficiency of sales through DX-powered customer analysis

Reducing S&GA ratio to a level below global competitors



Withdrawing from inefficient areas

Opening of Saudi Arabian branch to bolster business in the Middle East & Africa

Medical Solutions: Oral Care

Leveraging the Group's comprehensive strengths to solve social challenges

Artificial teeth

Denture bases

Mouthguards

2025 ・ **Japan's first 3D-printed complete dentures materials covered by national health insurance**

2024 ・ **Launched material for dentures & temporary crowns**

2023 ・ **Launched high toughness denture base material**

2022 ・ **Launched materials for implant surgical guides and impression trays**

2021 ・ **Launched material for mouthguards**

2020 ・ **Launched Japan's first 3D-printed denture material, and materials for dental casting and models**

2019 ・ **Launched material for dental models**

2018 ・ **Launched material for dental casting**

2017 ・ **Received U.S. FDA approval for the world's first 3D printed denture materials**

Metal casting molds

Social challenge*

Helping to ensure a stable supply of complete dentures

Efforts to solve social challenges using 3D printing

Reduces complete denture production time

Delivers stable, uniform production

*A shortage of dental technicians due to the aging of skilled technicians involved in making complete dentures by hand, coupled with a lack of young technicians

Uniting Mitsui Chemicals' expertise in chemicals and 3D printing with Kulzer's ability to provide solutions for the dental market and SUN MEDICAL's capabilities in medical device production technology

Medical Solutions:
Acquisition of DNA Chip Research as a Wholly-Owned Subsidiary

Mitsui Chemicals

Dec. 17, 2025

Acquiring business foundations in the genetic testing sector to speed up growth in the testing and diagnosis business

Overall testing & diagnosis market:
CAGR 5% FY19~25

Genetic testing sector:
CAGR 8%

Growing rapidly amid a rise in infectious disease and personalized cancer treatments
High hopes for new solutions to meet increasingly sophisticated medical needs

Basic strategy:

Step 1 FY22
Develop unique technologies
Find partners

Step 2 FY25
Acquire business foundations

Step 3 FY28~
Flesh out revolutionary testing and diagnosis offerings
Grow business worldwide

DNA Chip Research acquired as a wholly-owned subsidiary

Leveraging both companies' strengths to generate synergy

DNA Chip Research Inc.
Highly sensitive genetic analysis tech
Capabilities in development, pharmaceuticals affairs , testing operations, sales and more

×

Mitsui Chemicals
Biotech infrastructure, management resources, global network, CVC capabilities

Expand & grow the range of unique testing and diagnosis offerings and create new business

Advance into global markets
e.g. the U.S.

Source technology through partnerships with startups

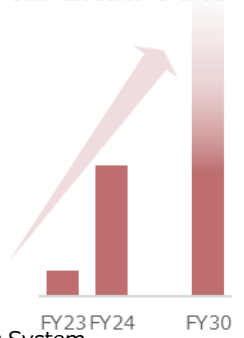
Develop DNA Chip Research's existing business

Bolster sales and marketing for the Lung Cancer Compact Panel™*, DNA Chip Research's mainstay product

Flesh out range of offerings for diseases beyond lung cancer

Jointly developed items
Development started on one in FY2024 and one in FY2025

DNA Chip Research Inc.
Testing & diagnosis business sales revenue

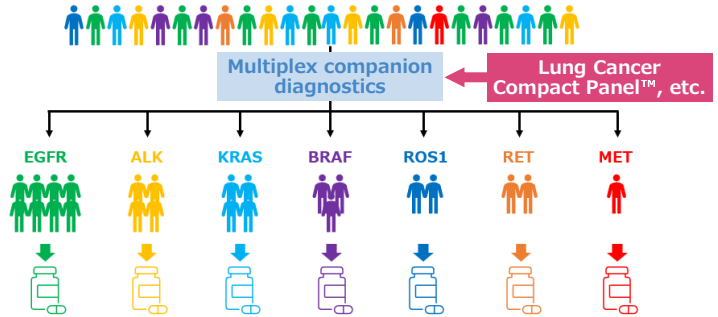


*Lung Cancer Compact Panel™ Dx Multiplex Companion Diagnostic System, DNA Chip Research's name for a genetic testing service to help select treatments for cancer and other diseases for individual patients

Medical Solutions : DNA Chip Research

- **Acquired DNA Chip Research as a wholly owned subsidiary** in June 2025. **Invested human resources, including as president, in pursuit of post-merger integration**
- Mainstay business **the Lung Cancer Compact Panel™* offers excellent detection sensitivity and can also be used for cytological specimens**
  - ➡ **Helps to ensure prompt administration of appropriate drugs** by enabling testing of patients who had been unable to undergo multiplex companion diagnostics
- **Leveraging our business foundations to expand the business by rolling it out overseas.** Currently also devoting efforts to **developing new diagnostic content** for diseases other than lung cancer

Lung Cancer Compact Panel™



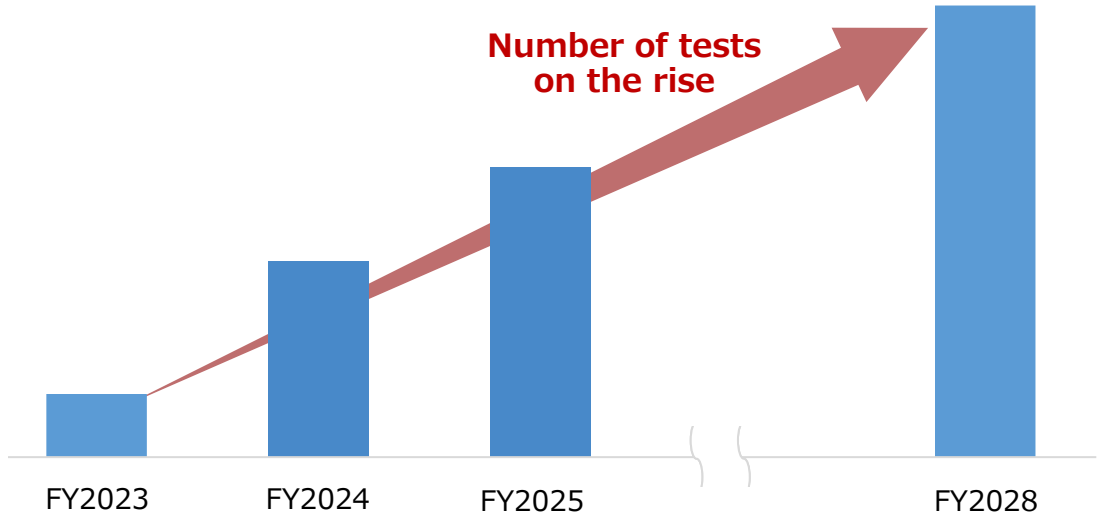
- A type of companion diagnostics that uses multiplex gene testing to simultaneously measure gene mutations crucial to the selection of drugs to treat lung cancer
- Investigating multiple genes at the same time allows the most appropriate drug to be provided to each individual patient

Features

- High detection sensitivity
- Also compatible with cytological specimens
- Detects key genes at the same time
- Can add detection of new driver gene mutations
- First lung cancer gene panel produced in Japan

- **Positioned to grow to become a major diagnostic option in Japan**, tapping into the strengths offered by its design tailored to the genetic characteristics of Japanese and other Asian people, along with high sensitivity that permits high-precision analysis even when using only very small samples
- Delivers reliable diagnoses while **minimizing the risk and burden for the patient**

Growth of the Lung Cancer Compact Panel™ business



- Considering the inclusion of additional genes and drugs
- Bolstering sales and marketing activities
- **Overseas rollout** leveraging **our business foundations**

Further **increases in the number of tests**, leading to business growth **in Japan and overseas**

*Lung Cancer Compact Panel™ Dx Multiplex Companion Diagnostic System

0→1 MAKE IT HAPPEN

Business Strategy Presentation
Mobility Solutions

Mitsui Chemicals

小守谷　敦
KOMORIYA Atsushi
Managing Executive Officer,
Business Sector President,
Mobility Solutions Business Sector

December 17, 2025

Contents/Agenda

Mitsui Chemicals

Dec. 17, 2025

- **Mobility Solutions Business Strategy for VISION 2030**
- **Mobility Solutions Business Earnings and Targets**
- **Mobility Solutions Business Strategy**
  - Elastomers
  - Composite materials
  - Solutions & new business

Mitsui Chemicals

Dec. 17, 2025

Mobility Solutions Business Strategy for VISION 2030

Mobility Solutions Business Strategy for VISION 2030

Ideal vision

Providing unique materials, features and services to solve social challenges and let us achieve sustainable business growth

Contribute to solve social challenges through materials

Materials business

- Elastomers
- Composite materials

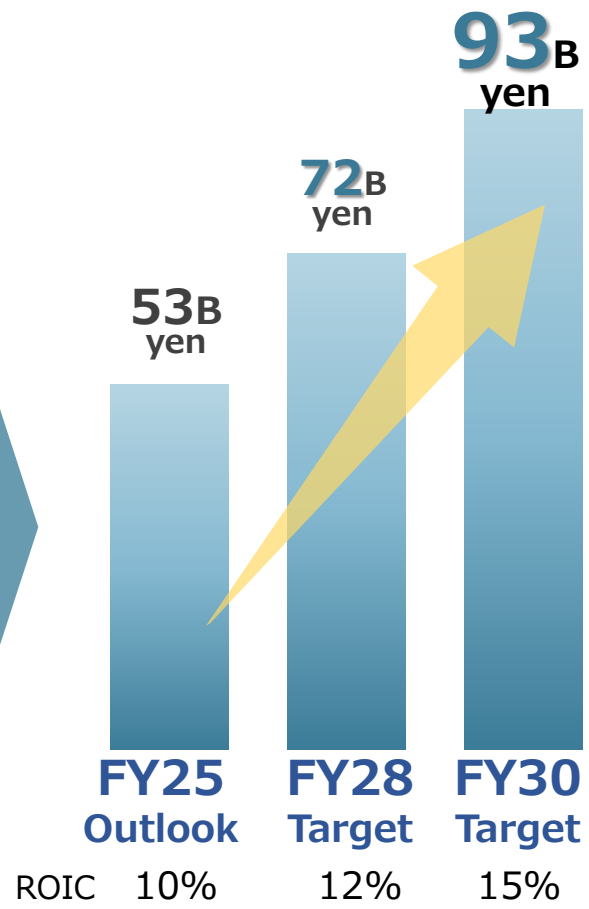
Offering solutions that combine materials with services

Solutions business

- Solutions & new business

Pursuing portfolio transformation through a focus on growth markets and differentiation

- Expectations for new solutions, with the mobility field facing a once-in-a-century change
- Aiming to create new focal areas in addition to our materials business



Pursuing business expansion through the three pillars of elastomers, composite materials, and solutions & new business

Mitsui Chemicals

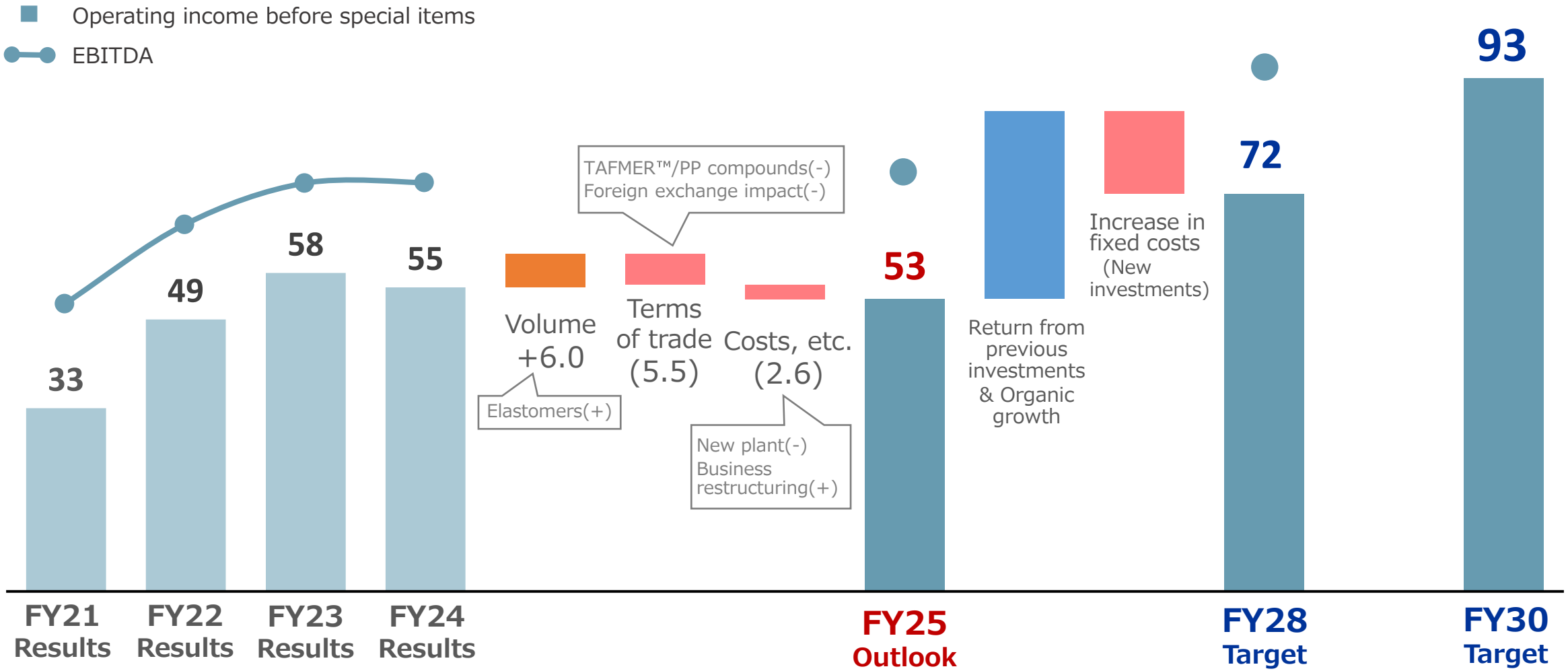
Dec. 17, 2025

Mobility Solutions Business Earnings and Targets

Mobility Solutions Business Earnings and Targets

Driving further growth with efforts focused on the shift to growth markets and differentiation

(単位：億円)



Mitsui Chemicals

Dec. 17, 2025

Mobility Solutions Business Strategy

Mobility Solutions Business Strategy

Combining seeds-driven market development with the provision of solutions and needs-driven materials

Provision of materials

Elastomers

Ethylene Propylene + Other monomers ×

- Polymer design and catalyst technologies
- Polymerization process technologies
- New polymerization processes

Develop-ment needs

Composite materials

MCI products + Procured raw materials ×

- Technologies (formulation, mixing, compounds)
- Local production for local consumption setups in each region
- Offering concepts for modular components

Develop-ment needs

Functional support for concept develop-ment

Collaboration

Utilization of other materials

Solutions & new business

Social challenge

- Identify social challenge; explore themes for commercialization
- Select theme; set and verify hypothesis
- Build business model
- Commer-cialize

Future mobility | New business

ARRK | KYOWA

Collaboration

Business partners

Seeking to bolster business by ensuring the three pillars leverage the strengths linked by the value chain and collaborate organically

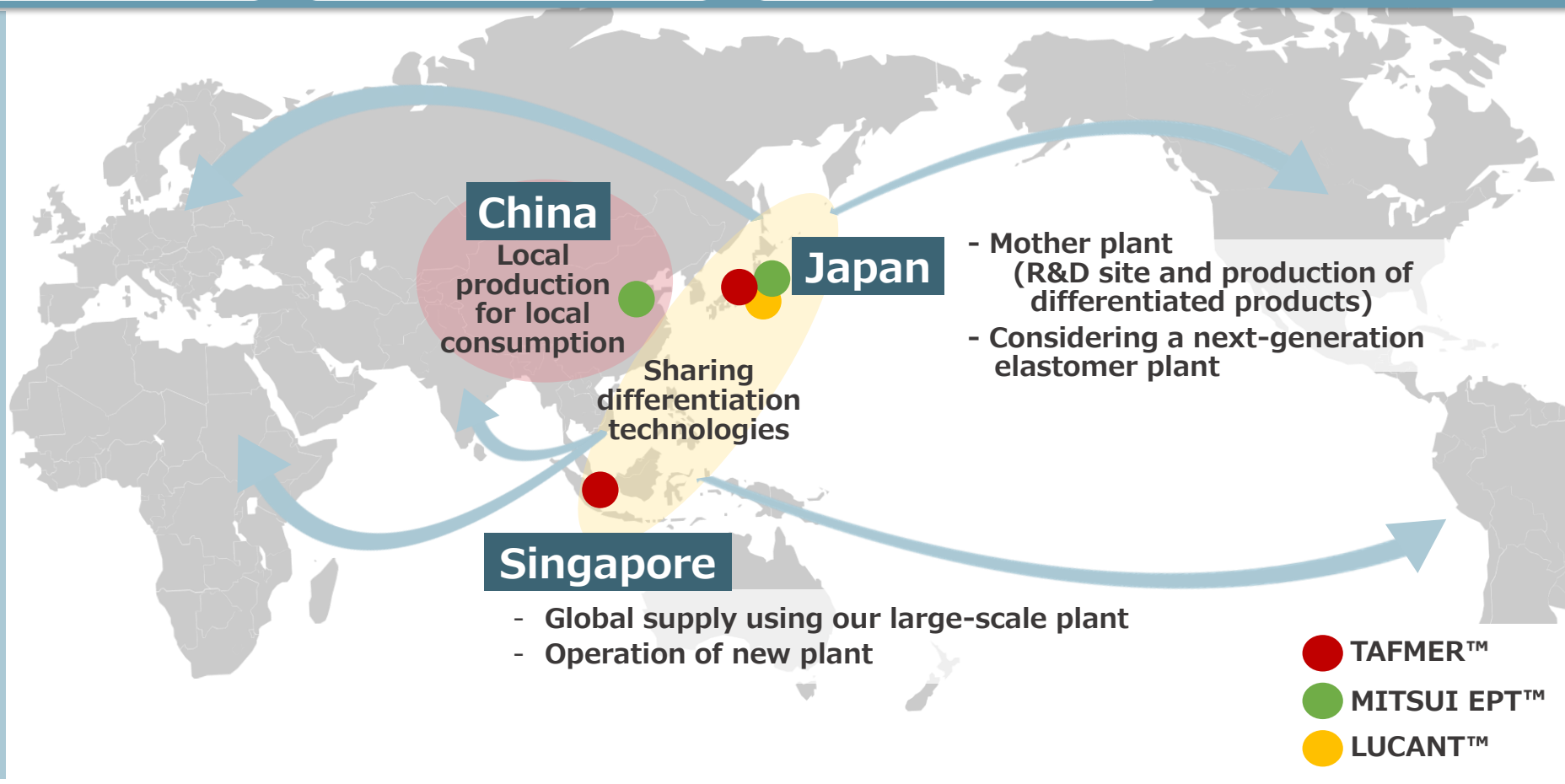
Mobility Solutions Business Strategy
(1) Elastomers

Cultivating markets and pursuing differentiation by leveraging polymers with unique strengths via the combination of raw materials, catalysts and production technologies

- **TAFMER™** Alpha-olefin copolymer
- **MITSUI EPT™** Ethylene-Propylene Terpolymer
- **LUCANT™** Ethylene-alpha-olefin co-oligomer

Business strategy

- Continually launch differentiated products
- Supply raw materials for composite materials
- Develop new polymers and establish polymerization technologies



Achieving further growth and major advances as a front-runner by continually bringing new products to market

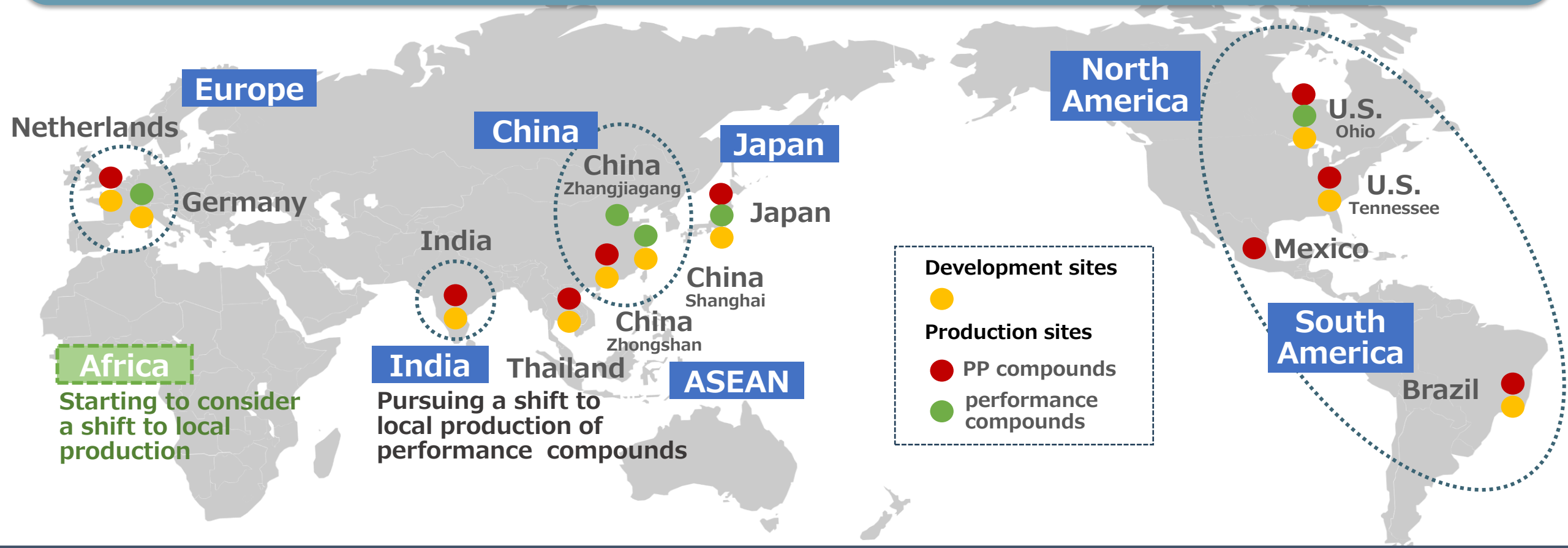
Mobility Solutions Business Strategy
(2) Composite Materials

Mitsui Chemicals

Dec. 17, 2025

Agile exploration and rollout of new applications by leveraging diverse product lines and global sites

PP compounds	ADMER™ Adhesive polyolefin	MILASTOMER™ Olefin-based thermoplastic elastomer	ARLEN™ Polyamide 6T	AURUM™ Thermoplastic polyimide	New composite materials

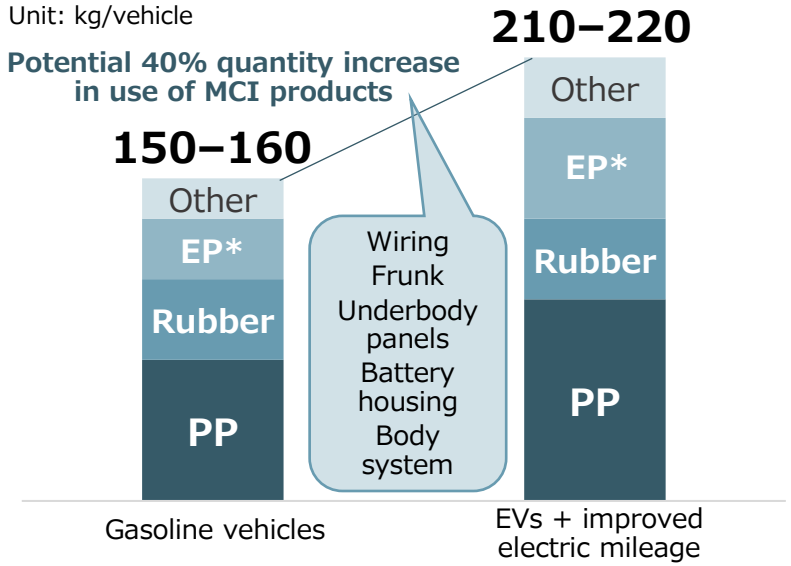


Achieving greater efficiency by building setups based on local production for local consumption worldwide and ensuring optimal operation of sites in each region

Mobility Solutions Business Strategy
(2) Composite Materials – Offering concepts

Increasing use of plastics in motor vehicles

*Assuming a midsize, five-seater vehicle (1,300–1,400 kg)
Unit: kg/vehicle



*EP: Engineering plastics

Creating demand by offering concepts

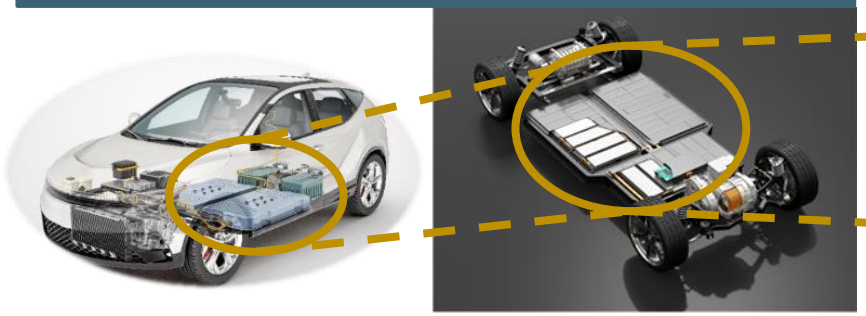
Materials → **Development** → **Proposal**

MCI products
- Elastomers
- Composite materials

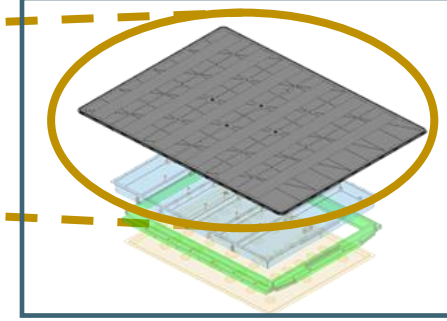
+ Procured raw materials

× Concept and design → Analysis → Prototyping and assembly → Mass production

Vehicle battery pack



Existing item: Metal



Newly developed item: Plastic

Product concept
- Reduced weight
- Improved recyclability
- Greater freedom in design

Capturing market changes, as well as creating and capturing new markets by offering concepts for modular components

Mobility Solutions Business Strategy
(3) Solutions & New Business

Mitsui Chemicals

Dec. 17, 2025

Establishing new business models by deepening the solution capabilities we have acquired and strengthened, as well as our ties with other companies

Social challenges

Mitsui Chemicals
- Business opportunity exploration, planning & design
- Material development & supply

ARRK
Development support from development through to small-lot production

Internal partners

KYOWA
- Mold production and supply
- Prototyping of components

External partners

Transformation of ARRK

Setting business foundations that enable continuous growth and contribute to the Mobility Solutions Business Strategy

Structural reform
Making business operations more efficient
Shifting to asset-light structure

Pursuing a growth strategy
Extending business model to encompass offering solutions

Examples of new businesses

	Materials	Design	Mass production Other functions	Finished product
New transport system	Mitsui Chemicals	Glydways ARRK	Suzuki Motor Corporation	Vehicle for new transport system 
Innovative materials develop-ment	Mitsui Chemicals  PP compounds for 3D printers	ARRK 		Auto parts  Toyota Motor Corporation concept car
Robot develop-ment	Mitsui Chemicals	ARRK	SoftBank Robotics Corporation	

With social challenges as our starting point, we are pursuing new business development that taps into solution capabilities

0→1 MAKE IT HAPPEN

Business Strategy Presentation

ICT Solutions

Mitsui Chemicals

平原　彰男
HIRAHARA Akio
Representative Director,
Senior Managing Executive Officer,
Business Sector President,
ICT Solutions Business Sector

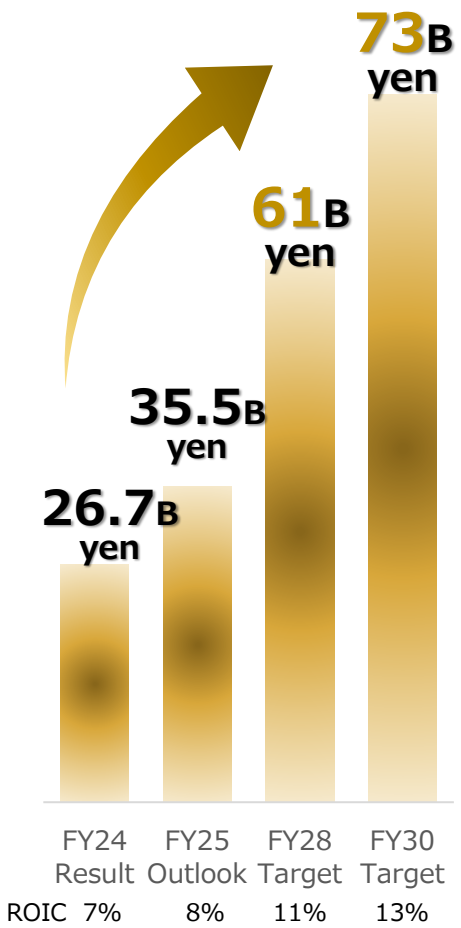
December 17, 2025

ICT Solutions Business Strategy

Strategy for achieving our FY28 targets

Focus resources on key businesses

Semiconductor & assembly (ICROS™ Tape, MITSUI PELLICLE™, next-gen materials), **imaging, converting, battery materials**



Semiconductor & assembly

Contributing to the advancement of semiconductors via a wide-ranging rollout of products for cutting-edge fields

ICROS™ Tape

Increasing production capacity in line with market growth

Bolstering technical support and enhancing our development setup to expand business by introducing a wide variety of products to related fields

MITSUI PELLICLE™

Continuing & reinforcing our strategy to be the top player in cutting-edge EUV/DUV sector

Early commercialization of CNT pellicles

Next-gen materials

Getting ahead of the competition in commercializing materials for the packaging process

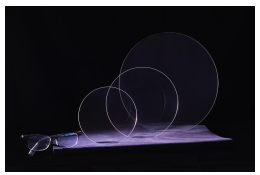
- Bonding material for 3D packaging
- Transparent adhesive & polymer waveguide materials for co-packing optics
- PFAS alternative: Ultra high heat release film

Imaging

Sales growth & use diversification for AR/VR

Accelerating development of AR materials

Diffrar™



Converting

Speeding up global rollouts as well as the launch of differentiated products in key markets for coating & engineering materials

Bolstering our global production network

Considering enhancement of our sales, technical support and development setups in emerging markets

Battery materials

Accelerating the development of next-gen materials to help improve lithium-ion battery (LiB) performance

ICT Solutions Business: Key Investment Projects, Plus Business Restructuring & Optimization

Mitsui Chemicals

Dec. 17, 2025

Speeding up growth of key businesses through active investment in priority sectors while also pursuing business restructuring & optimization

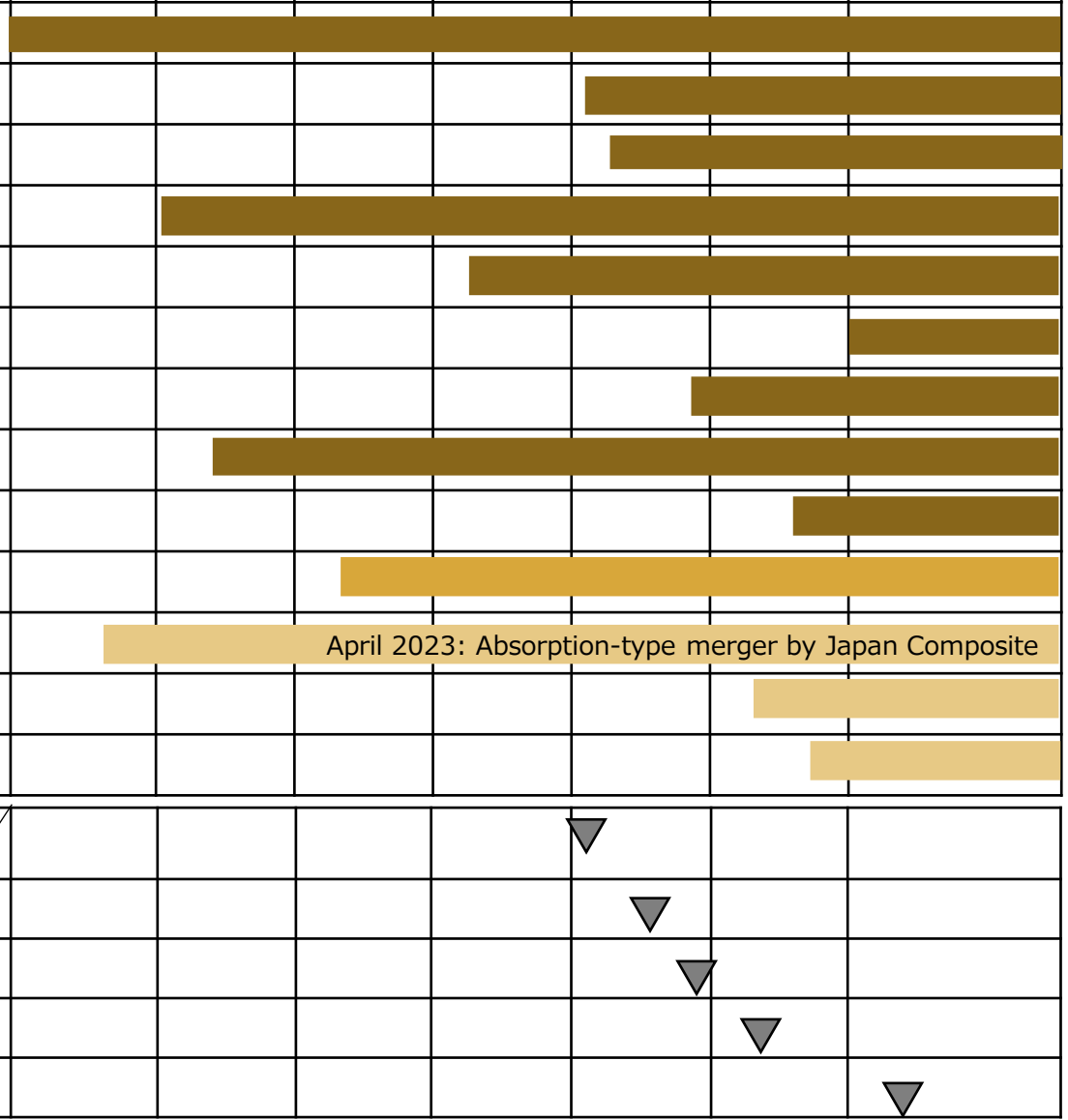
Semiconductor & assembly
Imaging
Converting

Key investment projects

Sectors		Project	Timing	Capacity
Semiconductor & assembly	ICROS™ Tape	Launch of ICROS™ Tape operations in Taiwan	January 2020	3.8million m²
		Launch of operations by Mitsui Chemicals ICT Materia	April 2024	-
		Increase in ICROS™ Tape capacity in Taiwan	June 2024	3.8million m²
	MITSUI PELLICLE™	New EUV pellicle facility	April 2021	-
		Acquisition of Asahi Kasei pellicle business	July 2023	-
		Investment in CNT pellicle production facility	March 2026	5,000 sheets
	Next-gen	Investment in SHINKO ELECTRIC INDUSTRIES	March 2025	-
	Others	Tender offer for Honshu Chemical Industry	June 2021	-
		Incorporation of Nippon Aluminum Alkyls as a wholly owned subsidiary	October 2025	-
Imaging		Investment in new APEL™ plant	June 2022	+50%
Converting		Acquisition of DIC Kako by Japan Composite	December 2020	+70%
		Increase in polyurethane dispersion capacity	June 2025	+100%
		Increase in XDI special isocyanate capacity	January 2026	+20%

Restructuring & optimization

	Project	Timing	Capacity
	Split and partial transfer of shares in Mitsui Chemicals Tohcello	April 2024	
	Transfer of shares in Katsuzai Chemical	July 2024	
	Transfer of shares in DM Novafoam	March 2025	
	Withdrawal from toner binder resin business	June 2025	
	Withdrawal from nitrogen trifluoride business	During 2026	



Semiconductor & Assembly Solutions

Mitsui Chemicals

Dec. 17, 2025

Achieving business expansion by rolling out a wide range of ICT-related products to cutting-edge semiconductor fields

Continuing & reinforcing our strategy to be the top player in cutting-edge (EUV/DUV) sector
Early commercialization of CNT pellicles

Introducing new products into related fields and increasing production capacity

Front-end

*Became wholly owned subsidiary on October 1

Disilane
Higher silane

Trimethyl-aluminum
Raw material for semiconductor doping
Nippon Aluminum Alkyls

MITSUI PELLICLE™

MILEX™
Phenols
Honshu Chemical Industry
Raw material for photoresists

FORTIMO™ TAKENATE™
Material for CMP polishing pads

*production increase 2025

Anthraquinone
Catalyst for hydrogen peroxide production
Yamamoto Chemicals

Silicon wafer → Film formation → Exposure → Etching → CMP → Cleaning → Testing → Semiconductor wafer

SYNTEX™ Nano
Liquid filter for slurry and cleaning
Mitsui Chemicals Asahi Life Materials

Back-end/packaging

PIVAR™
Temporary bonding adhesive for wafer support

ICROS™ Tape
Mitsui Chemicals ICT Materia

Bonding materials
Low-temperature bonding adhesive for 3D packaging

Paltref™
Ultra-high heat release film

Transparent adhesive
Bonding adhesive for optical materials

Back-grinding → Dicing → IC pickup → Die bonding → Molding → Testing → Semiconductor package

Substrate

Resin substrate → Drilling → Plating → Exposure → Etching → Stack-up → Package substrate

Gigafreq™
Low-dielectric resin for high-frequency substrates

MITSUI PELLICLE™

For flexible PCBs

Flexible PCB release film
Opulent™
Mitsui Chemicals ICT Materia

For the entire process

Protective film for electronic parts
Mitsui Masking Tape™
Mitsui Chemicals ICT Materia

SHINKO Mitsui Chemicals

Next-gen materials for substrates and the packaging process

Blending technologies with SHINKO ELECTRIC INDUSTRIES for efficient development

Responding to new needs ahead of the competition through co-creation* with various companies
**By utilizing the Creative Integration Lab.™ (CIL), etc.*

Assembly

SYNTEX™ Nano
Liquid filter for cleaning in MLCC processes
Mitsui Chemicals Asahi Life Materials

Capacitor

SP-PET™
Release film for MLCCs
Mitsui Chemicals ICT Materia

Module

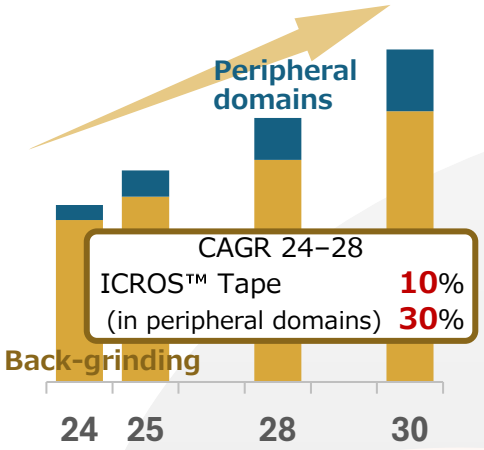
Red border: Key business
Blue text: Existing products
Green text: Newly developed products

Semiconductor & Assembly Solutions: ICROS™ TAPE

Mitsui Chemicals

Dec. 17, 2025

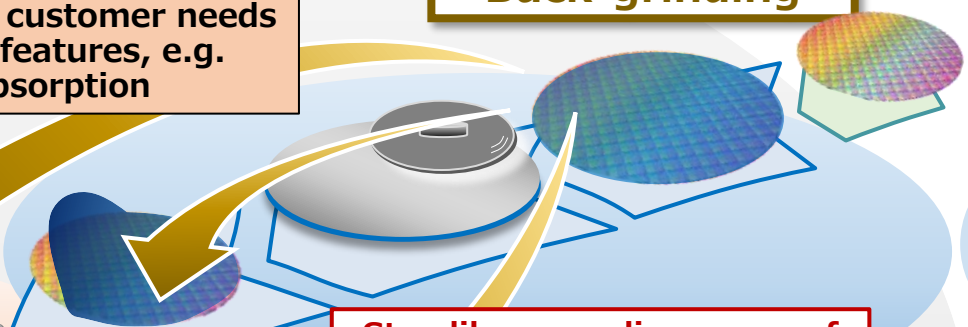
Leveraging a market-leading product strength and strong marketing capabilities to expand business including peripheral domains



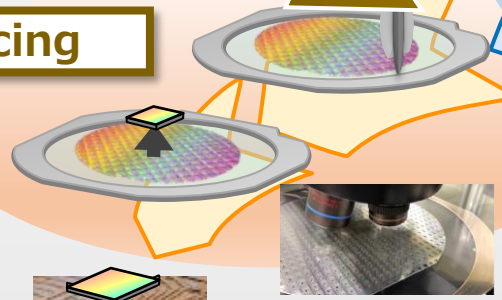
Next-gen dicing tape

Meeting customer needs for new features, e.g. bump absorption

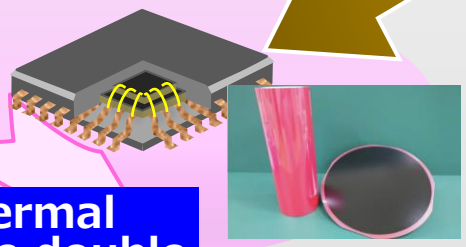
Back-grinding



Dicing



Molding



Thermal release double sided tape

Steadily expanding scope of business for ICROS™ Tape

Taking capabilities cultivated for the back-grinding process:

- Base film and adhesive design capabilities
- Antifouling characteristics and high-precision thickness control
- Ability to offer solutions to customers

...and introducing them to related fields:

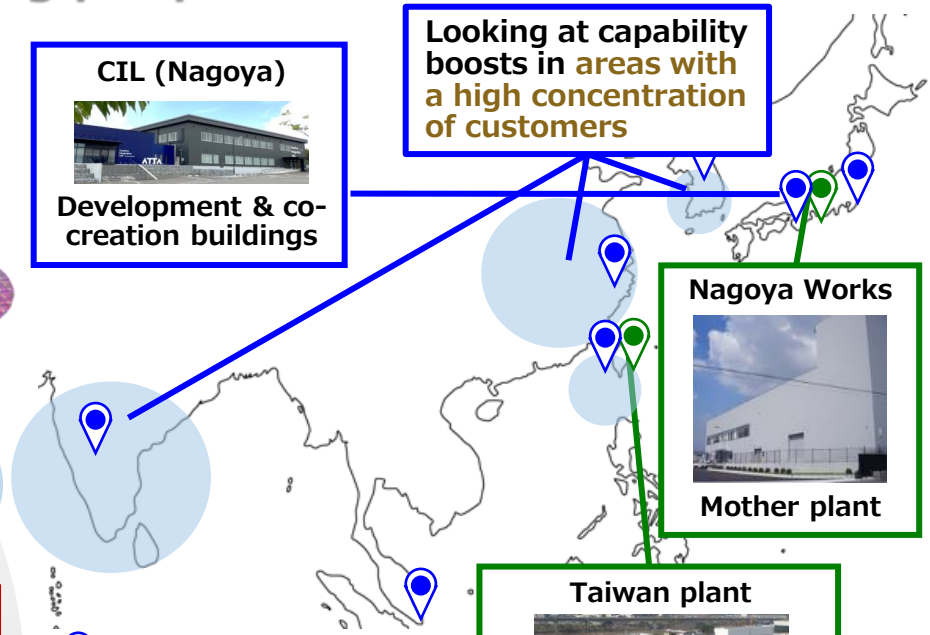
- Next-gen dicing tape
- Thermal release double-sided tape for the mold process

Zero-stress debonding upon reaching a set temperature

CIL (Nagoya)

Development & co-creation buildings

Looking at capability boosts in areas with a high concentration of customers



Nagoya Works

Mother plant

Taiwan plant

Also offers evaluation and development

Existing sites (sales)

Production sites

Areas where establishment/ expansion of support sites is under consideration

Bolstering & enhancing capabilities and increasing capacity

① Bolstering & enhancing capabilities and increasing capacity at the Taiwan plant
(Installing facilities equivalent to devices actually used by customers)

② Establishing/increasing support sites tailored to capabilities required in South Korea and other areas

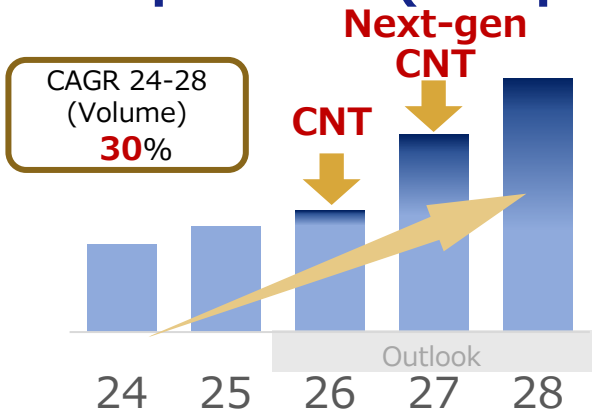
Semiconductor & Assembly Solutions : Expansion of EUV Pellicle (CNT Pellicle) Business

Mitsui Chemicals

Dec. 17, 2025

Achieving business expansion by always moving into cutting-edge fields ahead of the competition

EUV pellicles (CNTpellicles)

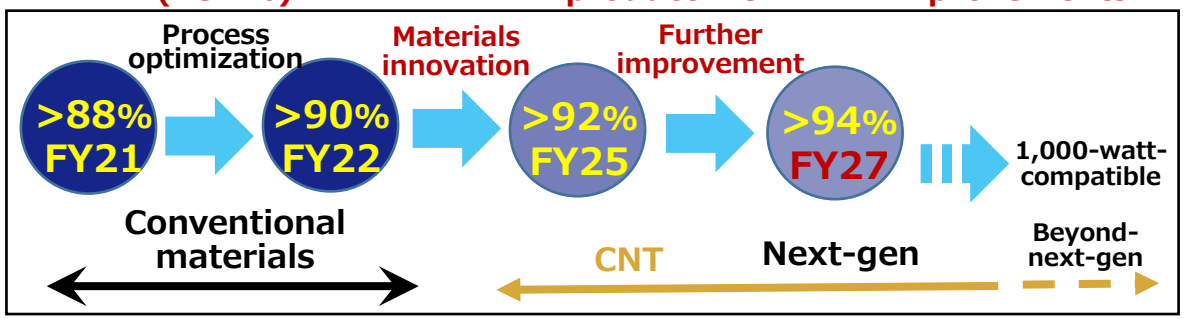


EUV lithography technology
(Downsizing + higher throughput)

Higher output (≧600 W)

Pellicles able to withstand even harsher lithography environments will be needed in future (next-gen)

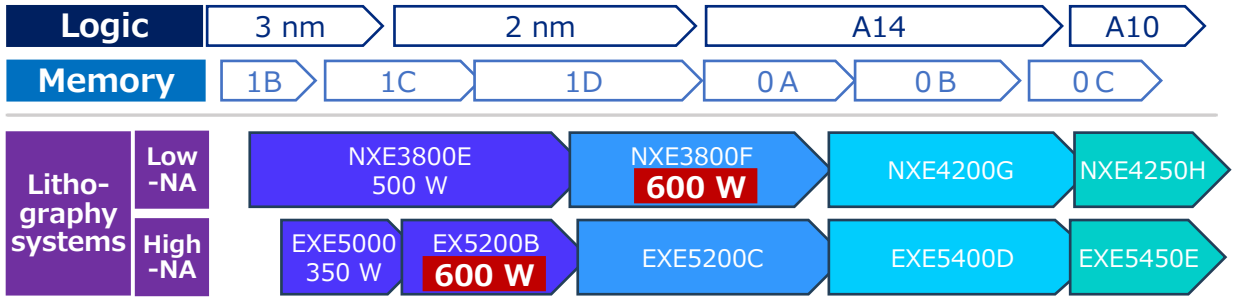
Even higher transmittance (>94%) + **Longer product life** ⇒ **Further improvements**



- Installing facilities for mass production of CNT pellicles at the Iwakuni-Ohtake Works
  ⇒ Scheduled for completion in FY25, in line with the initial plan
- Also planning to undertake beyond-next-gen development aimed at 1,000 W compatible pellicles

Plans for Semiconductor Miniaturization and market launch of lithography equipment

(Source: Compiled by MCI from lithography equipment makers' external presentation materials)



2024 2025 2026 2027 2028 2029 2030 2031 Onward

Low-NA: Numerical aperture (NA) of 0.33
High-NA: Numerical aperture of 0.55
Improves resolution by around 70%

→ Next-gen CNT pellicles
→ CNT pellicles

Logic: Amid the shift to high-power lithography equipment, companies are evaluating CNT pellicles with high heat resistance

Need for higher transmittance and longer product life to improve productivity

Memory: Due to semiconductor miniaturization, considering a shift from a pellicle-free approach to the introduction of next-gen CNT pellicles offering high transmittance and a long product life

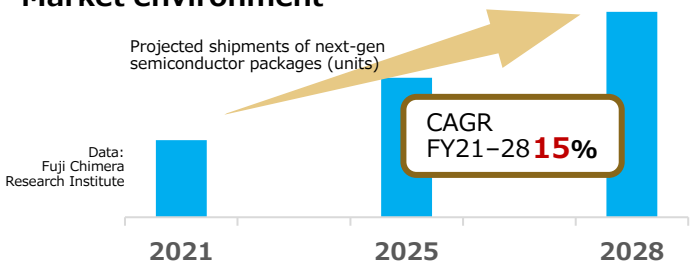
Semiconductor & Assembly Solutions : Impact of Investment in SHINKO ELECTRIC INDUSTRIES

Mitsui Chemicals

Dec. 17, 2025

Accelerating development of prototypes and materials for next-gen semiconductor packages

Market environment



With demand for high-performance semiconductors used in servers and data centers expected to rise, there are calls for the development of next-gen semiconductor packaging technologies able to meet the need for higher speeds and lower power consumption

Mitsui Chemicals

Various materials and their molecular design → **Evaluation of basic characteristics**

Evaluating each individual process

- Process A
- Process C
- Process E
- Process G

Difficult to grasp issues that occur when the customer is using the product

Propose ideal materials

Combine technologies

Issues in the production process

SHINKO

Package substrate

Process compatibility evaluation → **Prototyping**

Evaluating the entire package substrate production process

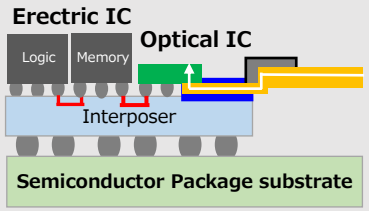
Process A → Process F → Process G

The same process gets repeated several times for multilayer designs

Next-gen semiconductor package technologies

3D assemblies

Co-packing optics

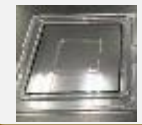


CIL (Develpment・Co-creation building)

Newly developed products for next-gen semiconductor packages (examples)

ICROS™ Tape
Thermal release double sided tape for molding

MITSUI PELLICLE™
Pellicle for molding



Bonding materials
Low-temperature bonding adhesive for 3D packaging

Temporary bonding material
Ultra-thin wafer support material

Transparent adhesive
Bonding adhesive for optical materials

Optical waveguide material
Low-loss materials for polymer optical waveguides

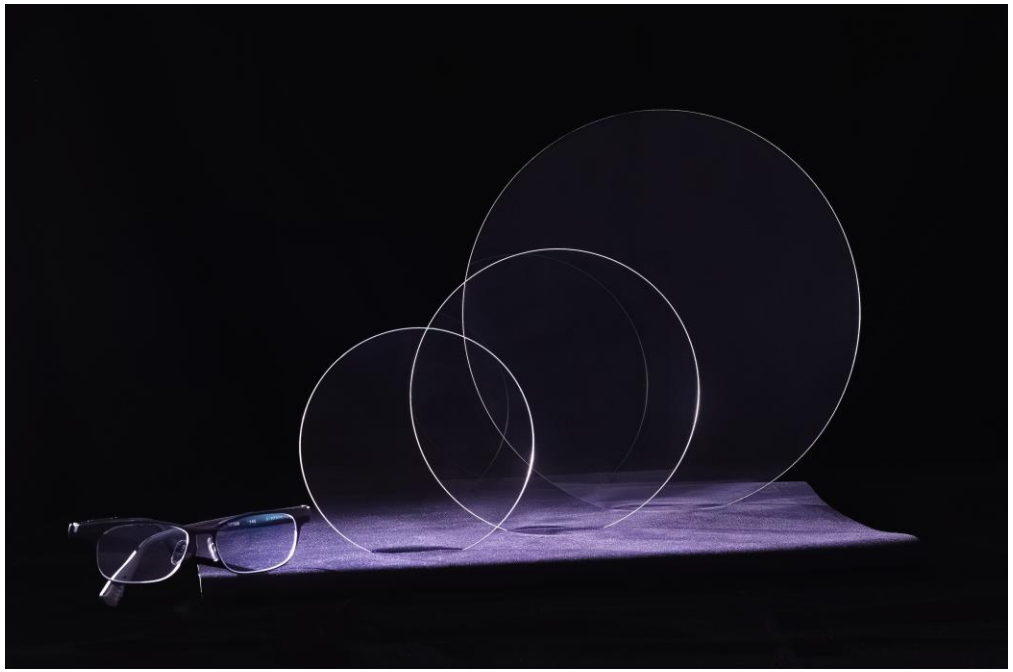
Impact of investment

Efficiently developing materials for next-gen semiconductor packages by blending both companies' technologies

Imaging Solutions : Diffrar™

Expanding the portfolio into growth fields through downstream development, starting with rollout of material-centered applications

Augmented Reality (AR) market:
AR glasses are forming a new market as a next-gen information device. Integration with AI (AR+AI) will drive market growth



- Progressive shift to using polymer substrates for optical waveguides amid demand for safer, lighter AR glasses
- Supplied a highly flat wafer (total thickness variation of 1 μm or less)*
- Developed the world's first 12-inch optical polymer wafer (announced December 10)

*Mass-produced 6-inch wafer

Collaborating with major technology companies to accelerate development aimed at commercialization

(Example of collaboration)

Collaboration with Dispelix, a leading Finnish company in optical waveguide display technology (announced June 3)

- Created a single-layer, full-color display for AR glasses
- Lightweight, with a wide field of view

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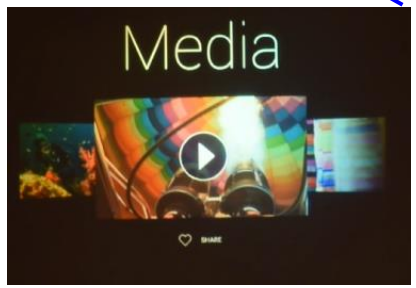

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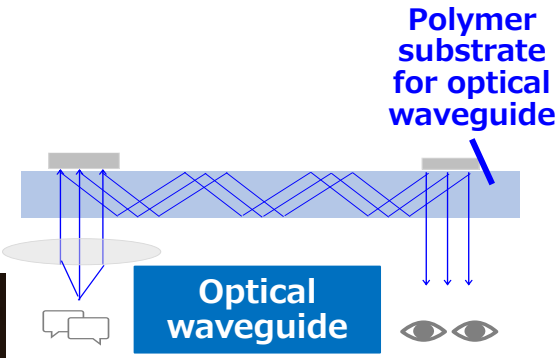


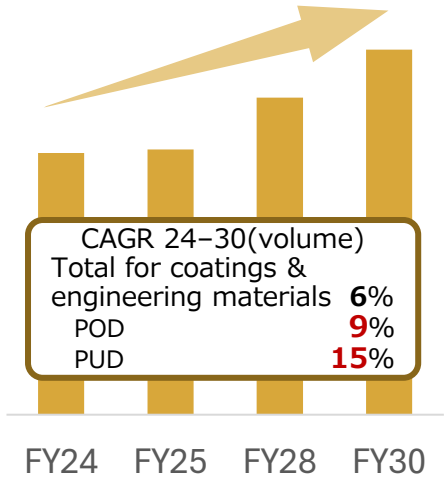
Supplied Dispelix with Diffrar™ for use as the polymer substrate for optical waveguides

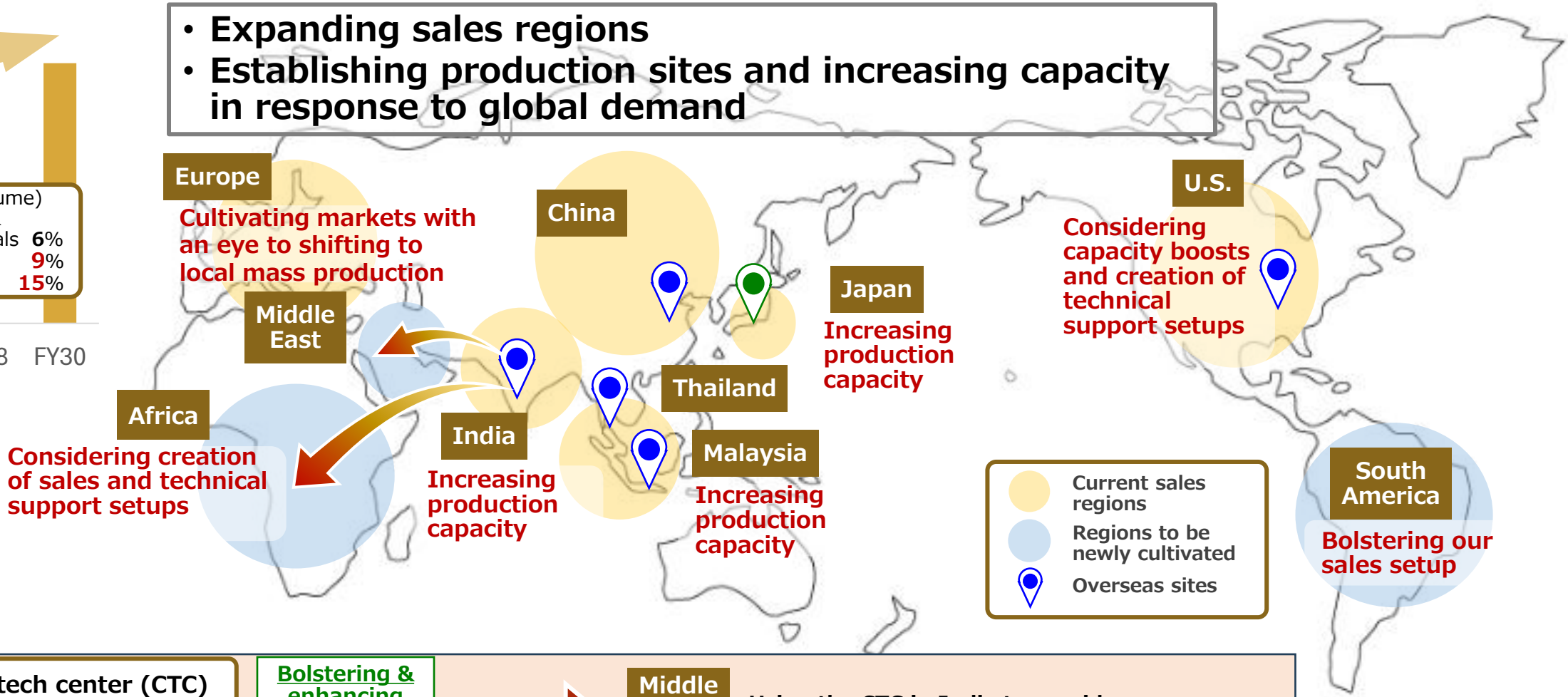
Aiming to make these wafers the global standard for optical waveguide polymer substrates, with a view to market growth forecast for 2027

Converting Solutions: Global Expansion of Coating & Engineering Materials

Speeding up business expansion by rolling out products tailored to environmental needs to core markets

- **Expanding sales regions**
- **Establishing production sites and increasing capacity in response to global demand**





India — Coating tech center (CTC)

- Technical support
- Medium-scale prototyping and sample production
- Development of brands suited to local needs

Bolstering & enhancing capabilities

Middle East / **Africa**

Using the CTC in India to provide technical support and cultivate markets

⇒ Considering creation of sales and technical support setups to tap into local needs

Providing Solutions to Tap into Demand for PFAS* Alternatives

*Per- and polyfluoroalkyl substances

Mitsui Chemicals

Dec. 17, 2025

With more Western countries restricting the use of PFAS, demand for alternatives is expected in some sectors
Using our monomer and polymer technologies, we are developing and offering materials tailored to usage environments/methods

Key features of fluoropolymers	Main alternative material candidates
Chemical/oil resistance	Acrylic/ urethane/ polyolefins
Heat resistance	Silicones
Weather resistance	PEEK/PPS
Release/ antifouling properties	Ceramics/ silica
Low-dielectric properties	
Sliding properties/ abrasion resistance	

High heat resistance

(Examples of existing products)

TPX™

Low-dielectric and release properties equal to ETFE and PFA

ETFE: Ethylene tetrafluoroethylene
PFA: Perfluoroalkoxy alkane

MIPELON™, LUBMER™

Better sliding properties than PTFE

PTFE: Polytetrafluoroethylene

We have monomer and polymer technologies with properties equal to or better than fluoropolymers

Further developing markets by addressing needs in a way that anticipates social issues

Developing and offering materials tailored to usage environments/methods

Paltref™
(ultra-high heat resistance + releasability)

Ultra-high heat release film for semiconductor and assembly processes

BONRON™
(oil resistance + Food Sanitation Act compliance)

Coating material for food packaging

A global solutions company that

leads change and contributes to a sustainable future

Chemistry for Sustainable World

Mitsui Chemicals

Challenge Diversity One Team

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