



2021.11.25

Mitsui Chemicals, Inc.

Organization Restructuring Effective April 2022

Mitsui Chemicals, Inc. (Tokyo: 4183; President & CEO: HASHIMOTO Osamu) hereby announces company-wide reorganization on April 1, 2022, to promote the basic company-wide strategy in the New Long-Term Business Plan "VISION 2030" (hereinafter, referred to as 2030 Long-Term Business Plan).

1. Purpose To promote the basic company-wide strategy in 2030 Long-Term Business Plan, we will adjust an optimal organizational management system by reorganizing Business Sectors, Organizations related to new business development, and R&D Center, and establishing Digital Transformation Sector.

The overall picture and details of 2030 Long-Term Business Plan are described by CEO Presentation held in June this year*¹ and released today*². Please also refer to those.

2. Details of Organization Restructuring Refer to Annex 1.
3. Organization chart Refer to Annex 2.
4. Effective date April 1, 2022

References

*1 https://jp.mitsuichemicals.com/sites/default/files/media/document/2021/event_210602e.pdf

*2 https://jp.mitsuichemicals.com/sites/default/files/media/document/2021/event_211125e.pdf

1. Business Sectors and New Business Development related organization

(1) Life & Healthcare Solutions Business Sector

Aim of Organization Restructuring	Major changes (Establishment of new division-level organization, etc.)
<p>As the demand for improving "Quality of Life" and solving food problems grows, we will expand our solutions in specific markets where we can leverage our strengths and make them our primary earnings. Therefore, Health Care Business Sector will be renamed as Life & Healthcare Solutions Business Sector, and the related organizations will be reorganized.</p>	<p>(1) Oral Care Business Division will be established to conduct business operations related to oral care, including business management of subsidiaries and affiliates, which was handled by H-Project Division, and to create synergies among subsidiaries and affiliates. Consequently, H-Project Division will be abolished.</p> <p>(2) Mitsui Chemicals Agro, Inc. will be transferred from Food & Packaging Business Sector. Combining biotechnology and fine chemical technology, we will not only expand existing business but also create new business that will lead to improved food safety.</p> <p>(3) Medical Business Development Division will be established. Conduct business development for full-scale entry into the medical business, including the functions of New Health Care Business Development Division. Consequently, New Health Care Business Development Division will be abolished.</p>

(2) Mobility Solutions Business Sector

Aim of Organization Restructuring	Major changes (Establishment of new division-level organization, etc.)
<p>To expand earnings by providing solutions (materials, components and services) related to interior, exterior, electrical, and machinery in response to CASE and changes in the industrial structure in the mobility field. Therefore, Mobility Business Sector will be renamed as Mobility Solutions Business Sector, and the related organizations will be reorganized.</p>	<p>(1) Compounds Administration Division will be renamed as PP Composites Division. The business domain of PP Composites Division will be polypropylene(PP) compounds, and the business operations of PP compounds in domestic and overseas will be consolidated.</p> <p>(2) Composite Materials Business Development Division will be established to create new value and increase business synergies in the compound and composite materials business.</p> <p>(3) Mobility Solutions Development Division will be established to promote the provision of solutions to social issues in the mobility domain.</p> <p>In accordance with (2) and (3), Solution Business Planning & Administration Division and New Mobility Business Development Division will be abolished.</p>

(3) ICT Solutions Business Sector

Aim of Organization Restructuring	Major changes (Establishment of new division-level organization, etc.)
<p>ICT-related products and initiatives distributed across business domains will be integrated into ICT Solutions Business Sector to increase efficiency and synergy effects, and provide solutions, including services, to penetrate the ICT market and become the third pillar of earnings. Therefore, ICT Solutions Business Sector will be established, and the related organizations will be reorganized.</p>	<p>(1) Performance Polymers Division will be transferred from Mobility Business Sector, and renamed as Semiconductor & Optical Materials Division according to the business in which it is in charge.</p> <p>(2) Coatings & Engineering Materials Division and Mitsui Chemicals Tohcello, Inc. will be transferred from Food & Packaging Business Sector.</p> <p>(3) ICT Materials Business Department will be transferred from New Business Incubation Center to be changed to a division-level organization. Battery Materials Department will be established under ICT Materials Business Division to formulate and promote a company-wide business and technology strategy for battery materials.</p> <p>(4) Specialty Gases Department under Industrial Chemicals Division under Basic Materials Business Sector will be transferred to Semiconductor & Optical Materials Division.</p> <p>Food & Packaging Business Sector will be abolished in accordance with (2) above and the transfer of Mitsui Chemicals Agro, Inc. to Life & Healthcare Solutions Business Sector.</p>

(4) Basic & Green Materials Business Sector

Aim of Organization Restructuring	Major changes (Establishment of new division-level organization, etc.)
<p>To promote structural reform of existing businesses (earnings stabilization and competitiveness enhancement) and to promote a circular economy and carbon neutral strategy throughout the supply chain. Therefore, Basic Materials Business Sector will be renamed as Basic & Green Materials Business Sector, and the related organizations will be reorganized.</p>	<ul style="list-style-type: none"> (1) Industrial Chemicals Division will handle a wide range of basic chemical products, including ammonia-related low-carbon products, not limited to industrial chemical applications. (2) Petrochemical Feedstocks Division will be renamed as Sustainable Feedstocks Division to contribute to a sustainable society through the stable supply of olefins and aromas and the promotion of conversion to bio-recycled materials. (3) Green Sustainable Chemicals Department under Planning & Coordination Division under Basic Materials Business Sector will be changed to a division-level organization and renamed as Green Sustainable Chemicals Division to lead the transformation to a circular economy business model. (4) Nghi Son Project Division will be changed to a department-level organization and transferred to Planning & Coordination Division under Basic & Green Materials Business Sector.

2. R&D Center

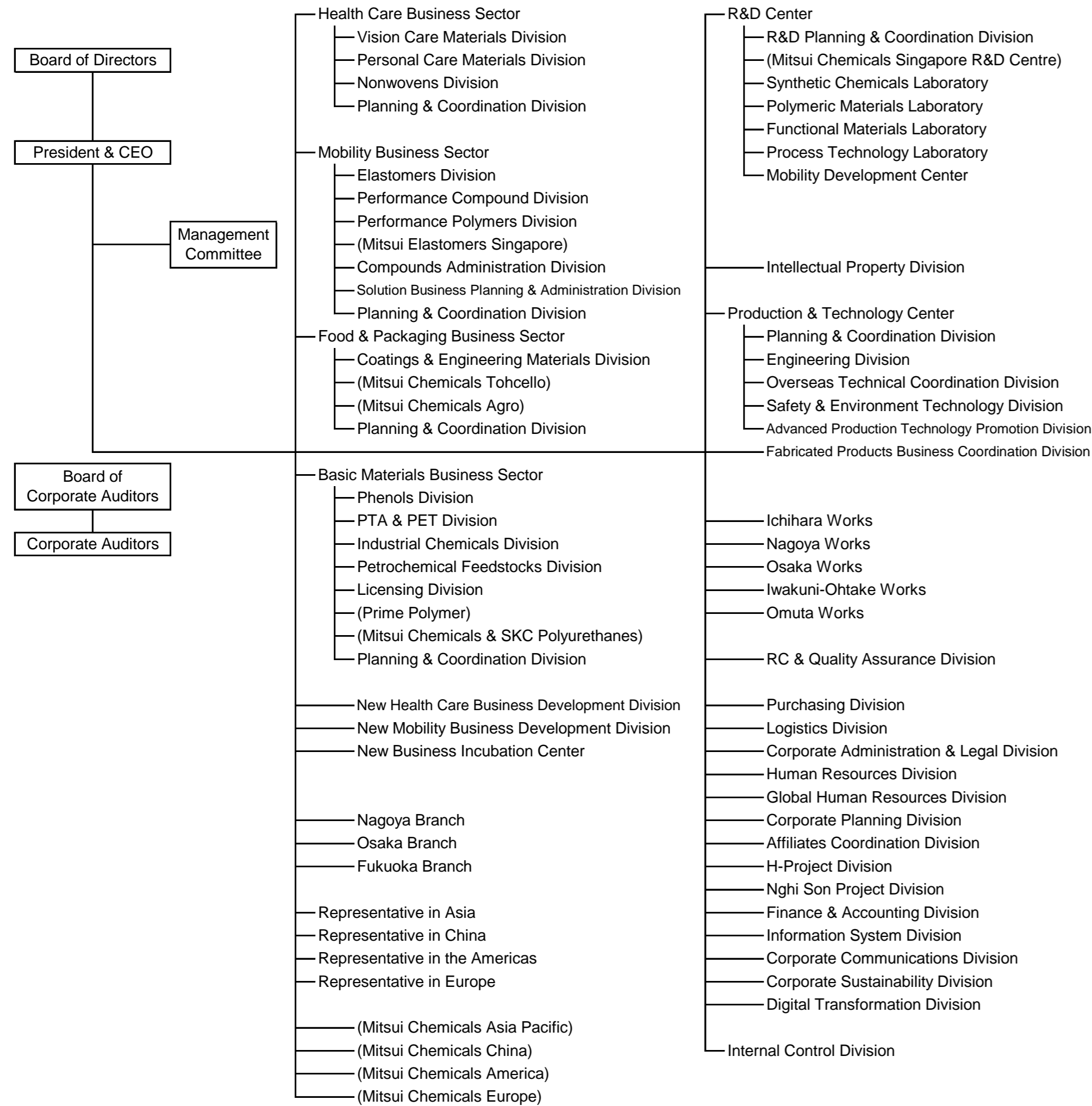
Aim of Organization Restructuring	Major changes (Establishment of new division-level organization, etc.)
<p>To challenge the creation of new innovations from the perspective of social issues in all targeted business domains. Therefore, R&D Center will be reorganized.</p>	<p>(1) Polymeric Materials Laboratory will be renamed as Polymers & Composite Materials Laboratory to change the functions of Polymeric Materials Laboratory in accordance with changes in the business portfolio.</p> <p>(2) Innovative Solutions Center for Information & Communication Technology will be established to strengthen functions related to ICT solutions. Optical Design & Solution Department and New Business Solutions Department will be established under Innovative Solutions Center for Information & Communication Technology. Performance Coating & Adhesive Department under Synthetic Chemicals Laboratory will be renamed as Adhesive Design & Solution Department and transferred to Innovative Solutions Center for Information & Communication Technology.</p> <p>(3) Frontier Technology Center will be established to acquire, develop and accumulate future technologies from a long-term perspective, explore and demonstrate technologies and market opportunities that contribute to new business and product creation, and identify future technological trends.</p> <p>(4) Functional Materials Laboratory will be abolished, and the functions related to the packaging materials of Nonwoven Fabric Materials Department, Hybrid Materials Department, Fiber Reinforced Composite Materials Department, and Film & Sheet Materials Department will be divided as Packaging Materials Department and transferred to Polymers & Composite Materials Laboratory. The ICT-related functions of Film & Sheet Materials Department will be transferred to each group under Innovative Solutions Center for Information & Communication Technology.</p>

3. Digital Transformation Sector

Aim of Organization Restructuring	Major changes (Establishment of new division-level organization, etc.)
<p>To further develop various business models, business processes and organizational capabilities through the development of Digital Transformation (DX) on a Group-wide basis. Therefore, Digital Transformation Sector will be established, and the related organizations will be reorganized.</p>	<p>(1) Purchasing Division and Logistics Division will be transferred to accelerate DX in the supply chain.</p> <p>(2) Information System Division and Digital Transformation Division will be transferred to accelerate collaboration and promotion of Group-wide DX strategy, information systems strategy, information security strategy, etc.</p> <p>In addition, Digital Transformation Division will be added a coordination function of Digital Transformation Sector, and renamed as Digital Transformation Planning and Coordination Division.</p> <p>(3) Business Transformation Division will be established to promote business reforms based on DX and strengthening IT and data infrastructure.</p>

The organization chart of Mitsui Chemicals, Inc. (before the reorganization, until March 31, 2022)

Target department of organization



The organization chart of Mitsui Chemicals, Inc. (after the reorganization, as of April 1, 2022)

Target department of organization

