

0→1 MAKE IT HAPPEN

FY26-1

Chemistry for Sustainable World

CEO PRESENTATION



Mitsui Chemicals

市村 聡

ICHIMURA Satoshi

Mitsui Chemicals Inc.

President & CEO

May 27, 2026

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Contents

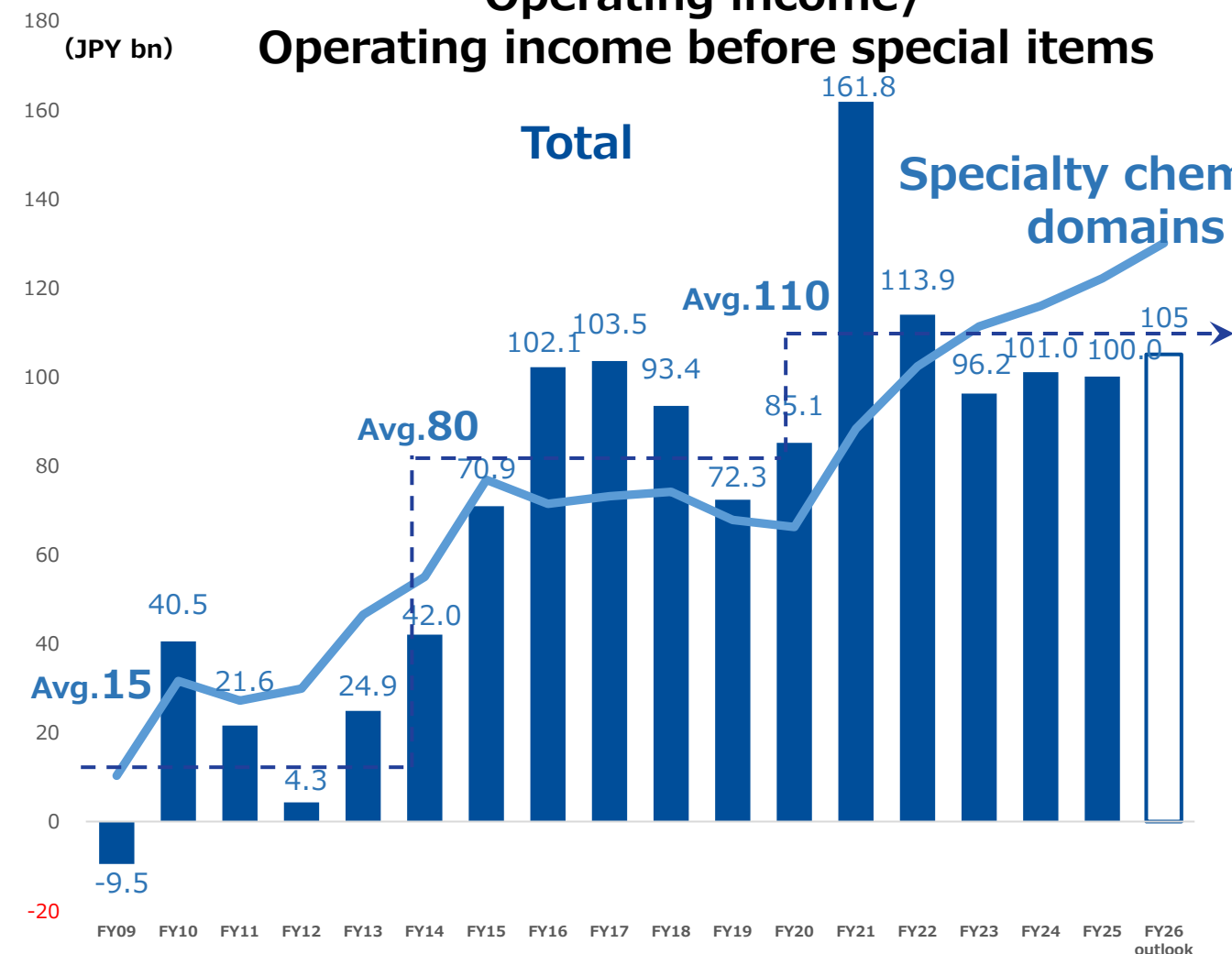
- ▶ **Business Performance**
FY25 results and full-year outlook for FY26
- ▶ **VISION 2030**
Pursuing business portfolio transformation
Working to become a truly global specialty
company under our new management structure

Operating income before special items increased in our specialty chemicals domains, but remained negative in Basic & Green Materials due to factors such as low operating rates and inventory valuation losses in FY25. We expect steady profit growth in FY26 despite the impact of the Middle East conflict.

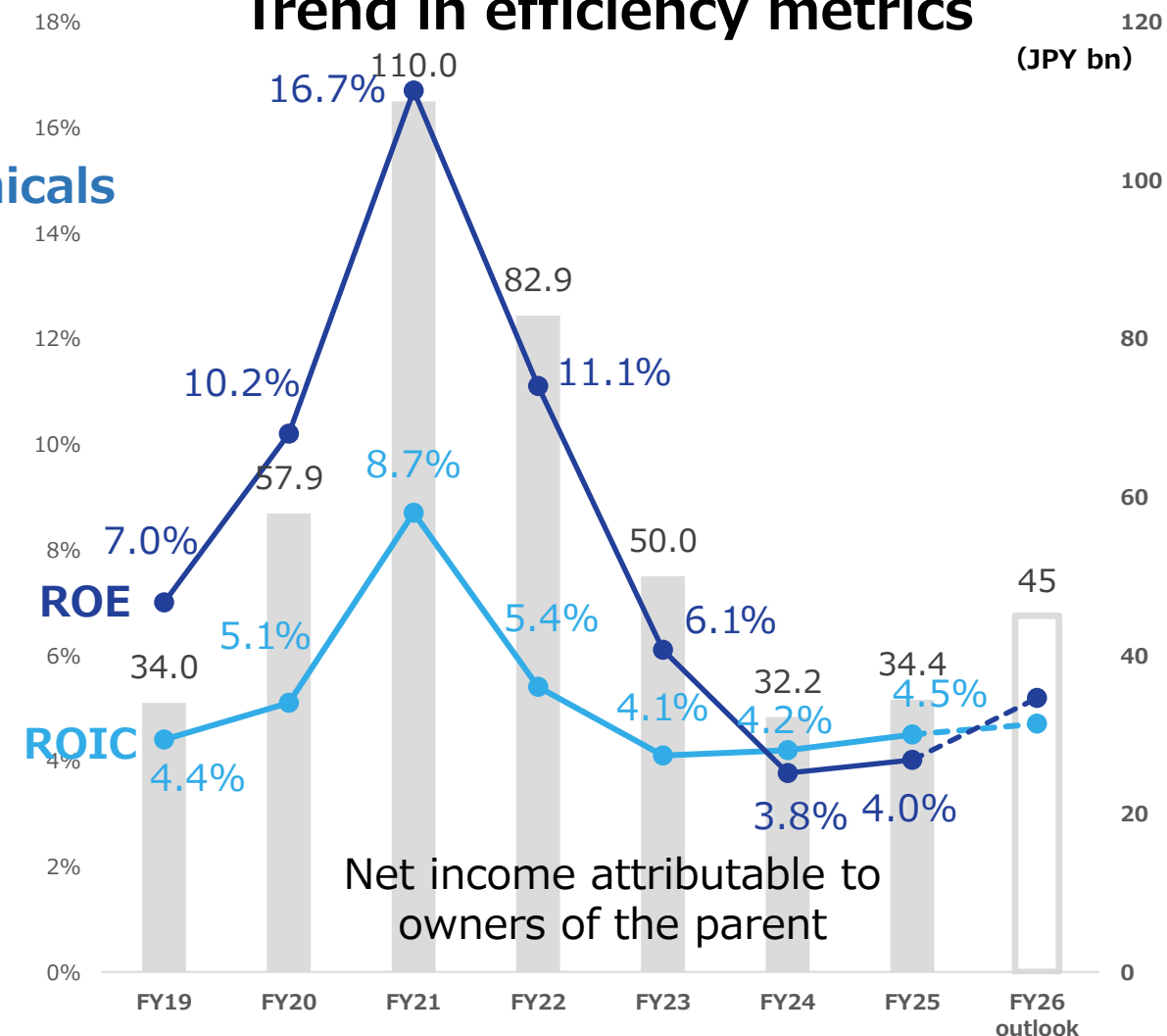
Items (JPY bn)	FY2022	FY2023	FY2024	FY2025	FY2026	FY2025→FY2026	
	Results	Results	Results	Results	Outlook	Increase (Decrease)	Rate
Sales revenue	1,880	1,750	1,809	1,669	1,900	231	14%
Operating income before special items	114	96	101	100	105	5	5%
Specialty chemicals domains	102	111	116	122	130	8	6%
Basic & Green Materials	18	△ 12	△ 11	△ 18	△ 3	15	-
Others	△ 6	△ 4	△ 4	△ 4	△ 22	△ 18	-
Non-recurring items	15	△ 22	△ 23	△ 26	△ 22	4	-
Operating income	129	74	78	74	83	9	12%
Financial incomes/expenses	△ 12	△ 1	△ 7	△ 5	△ 9	△ 4	-
Net income attributable to owners of the parent	83	50	32	34	45	11	31%
Exchange rate(JPY/USD)	135	145	153	151	155	4	
Domestic standard naptha price(JPY/KL)	76,600	69,100	75,600	65,300	95,000	29,700	

While our specialty chemicals domains are driving Group-wide earnings, capital efficiency remains an issue due to a continued deficit in B&GM and impairment loss, **and we are accelerating business portfolio transformation to improve capital efficiency.**

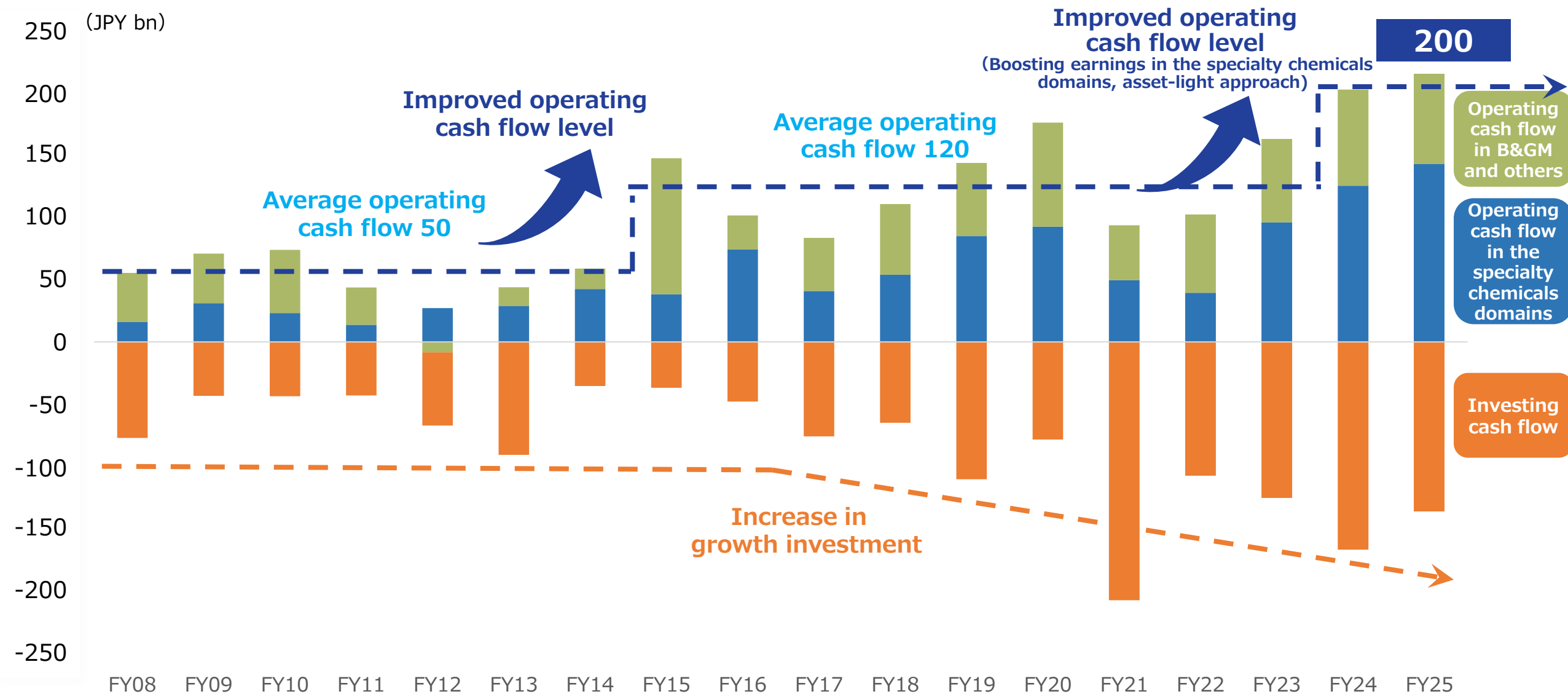
Operating income/ Operating income before special items



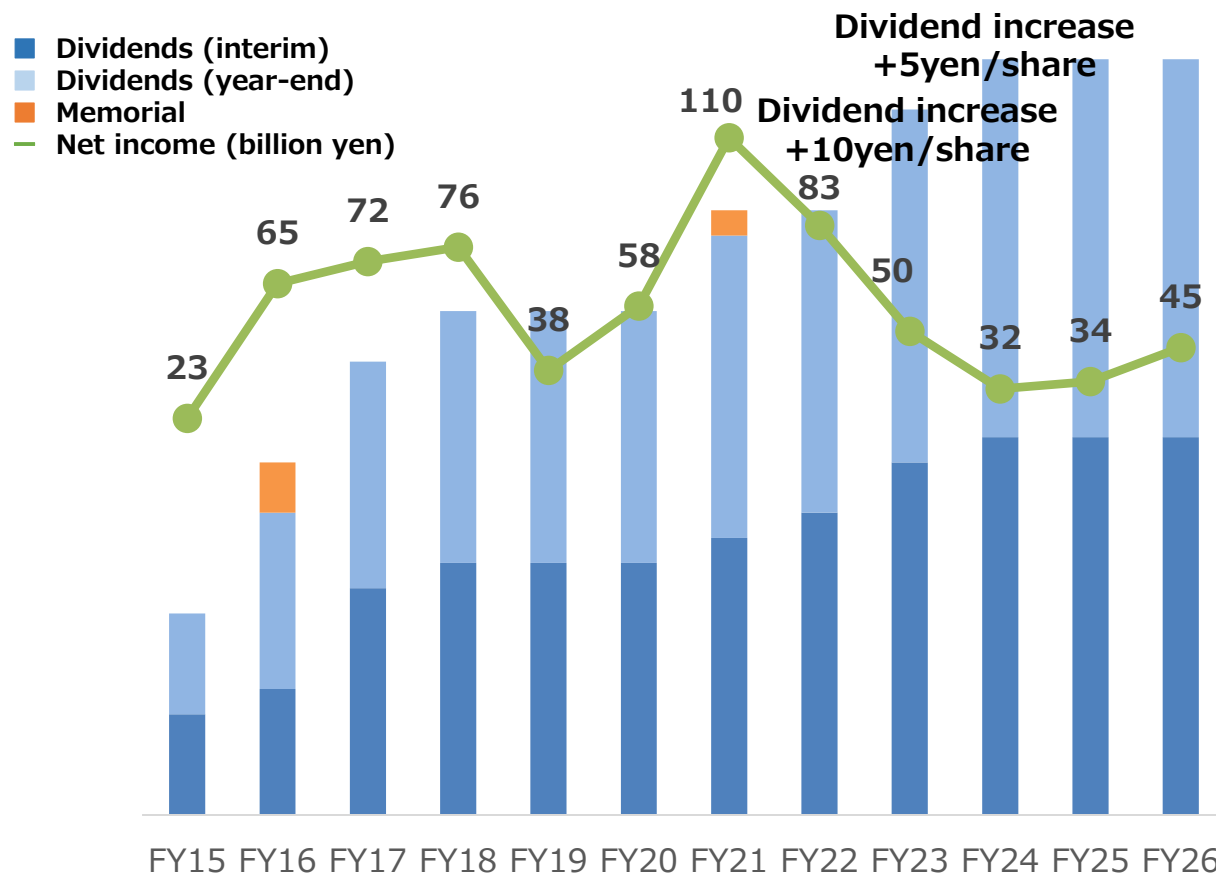
Trend in efficiency metrics



Improving our earning power through profit growth and an asset-light approach, in turn generating cash to make proactive growth investments and bolster shareholder returns



Planning to provide stable and continuous shareholder returns even in uncertain circumstances



● Repurchase of own shares and cancellation of treasury shares

- ▶ Decided in FY25 to repurchase our own shares to improve capital efficiency (Completed purchase of 30 billion yen of shares on April 27)
- ▶ Planning to cancel treasury shares to enhance shareholder returns (Planned to cancel 20 million shares, approx. 5% of total, by end of August)

● FY26 dividend outlook

Interim

Year-end

Full year

$$37.5 \text{ JPY/share} + 37.5 \text{ JPY/share} = 75 \text{ JPY/share}$$

Shareholder Return Policy

Improve capital efficiency and achieve stable and continuous dividend

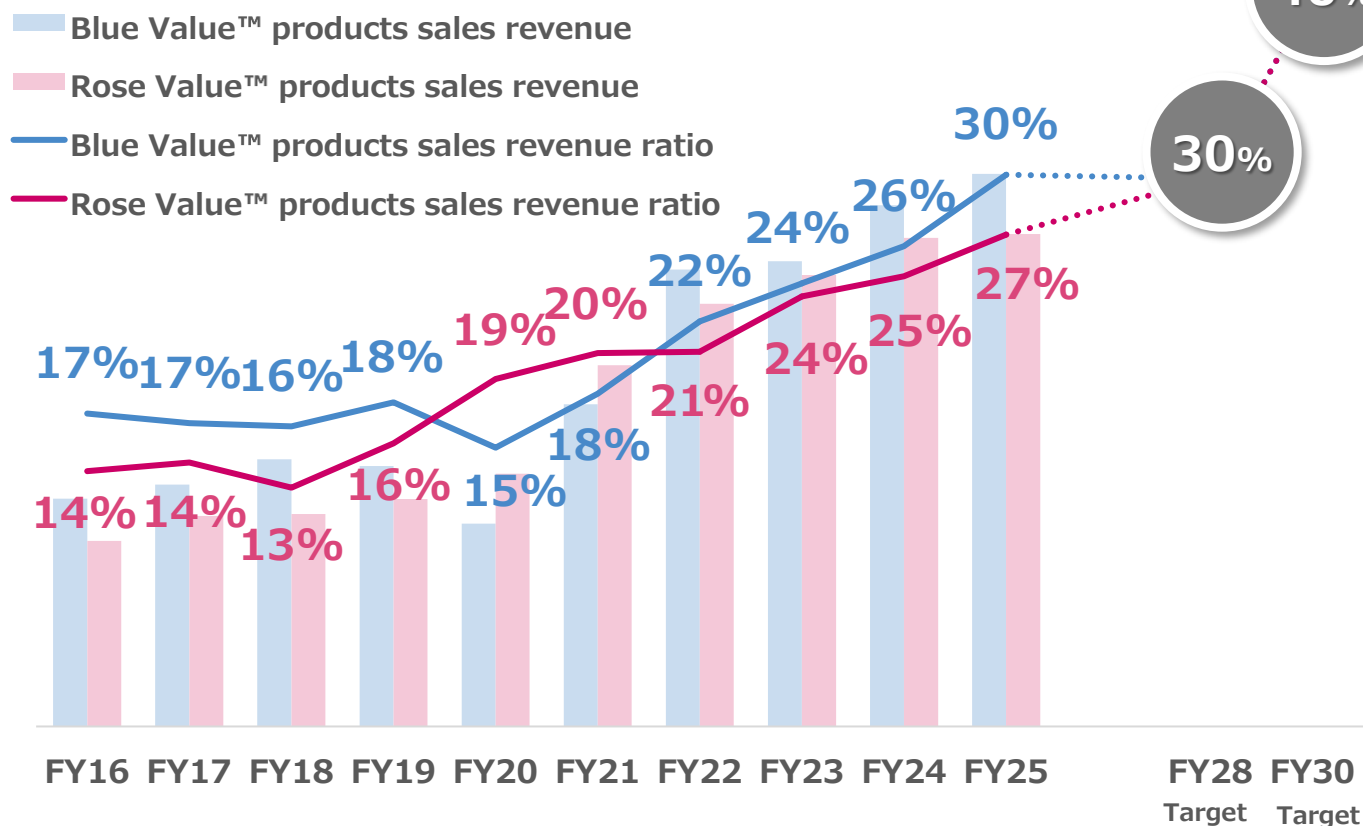
- ✓ Target total return ratio: 40% or more
- ✓ Target dividends on equity: 3.0% or more (Consider enhancing shareholder returns, with an eye toward a DOE of 4.0% by FY28)
- ✓ Flexible repurchase of own shares

	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
Dividend(yen) * 20	20	35	45	50	50	50	60	60	70	75	75	75
Acquisition of Treasury stock (billion yen)	-	-	5	10	10	-	10	10	-	10	30	
DOE(%)	2.0	3.4	3.7	3.7	3.6	3.4	3.5	3.1	3.2	3.3	3.3	
Total return ratio(%)	35	22	32	39	77	34	30	40	53	119	168	

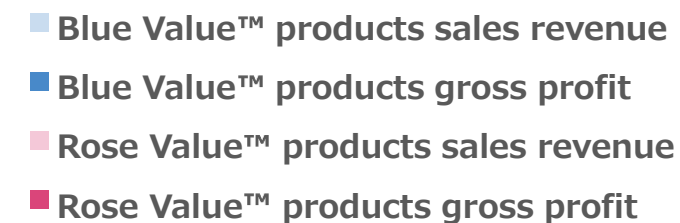
Copyright © 2026 Mitsui Chemicals, Inc. *Dividends have been adjusted retrospectively to reflect the stock split for all periods presented following the two-for-one stock split conducted on January 1, 2026.



Sales revenue from certified products is steadily increasing, as is its ratio to total sales revenue



Gross profit is also increasing steadily



Aiming to accelerate business portfolio transformation with a social issue perspective and further expand our offering of certified products and services

Contents

- ▶ **Business Performance**
FY25 results and full-year outlook for FY26
- ▶ **VISION 2030**
Pursuing business portfolio transformation
Working to become a truly global specialty
company under our new management structure

VISION 2030
Current phase onward

~2030

Specialty chemicals
domains



L&HC

Active investment & returns

Ophthalmic lens materials

Agrochemical products

TAFMER™/ADMER™

ICROS™ Tape

APEL™

Organic growth

Ophthalmic lens materials & coating materials

Agrochemical products

Automotive-related and other materials

Monomaterials

Semiconductor-related materials

Optical-related materials

New businesses + M&A

Around existing areas of focus

Medical solutions

Semiconductor & assembly solutions

Relating to solutions

Becoming a high-growth, high-profitability
global specialty company

Proactively **invest resources** including M&A that will help accelerate growth **and pursue global expansion**

Carry out **restructuring and portfolio transformation** for businesses with profitability and capital efficiency issues



B&GM

Speeding up restructuring

PH

TDI

PTA/PET

PE/PP

Bolstering downstream businesses

High-performance PP

High-performance MDI Catalysts

Becoming a strong **basic and green materials company** that supports Japanese industry

Green Sustainable
Chemicals Division

Decarbonization

Ammonia firing

Biomass

Bio-based hydrocarbons

Recycling

Chemical recycles

CCU

Carbon Neutral Research Center

Step up efforts to advance
regional and multi-company collaborations

Main short-term measures

B&GM

① Endeavor to maintain stable supply by procuring naphtha from regions outside the Middle East and **increasing operating rates from July onward**

Group

② Raise prices to reflect the soaring costs of raw materials and fuels

③ Secure cash flows by postponing nonessential expenses and carefully screening investment expenses

Social landscape

- ◆ Renewed awareness that **the petrochemical industry, as the backbone of all sorts of domestic industries, is essential to Japan's economic security,** and in turn that **Japan's petrochemical complexes must be strengthened**
- ◆ Renewed awareness of **the importance of environmental efforts such as recycling and plastic reduction**



Integration of polyolefin business (FY26)

Chiba ethylene consolidation (FY27)

West Japan ethylene consolidation (approx. FY30)

Consideration of B&GM split-off (target: FY27)

Speeding up efforts for further collaborations with other companies and industry realignment to help us continuously fulfill our social obligations

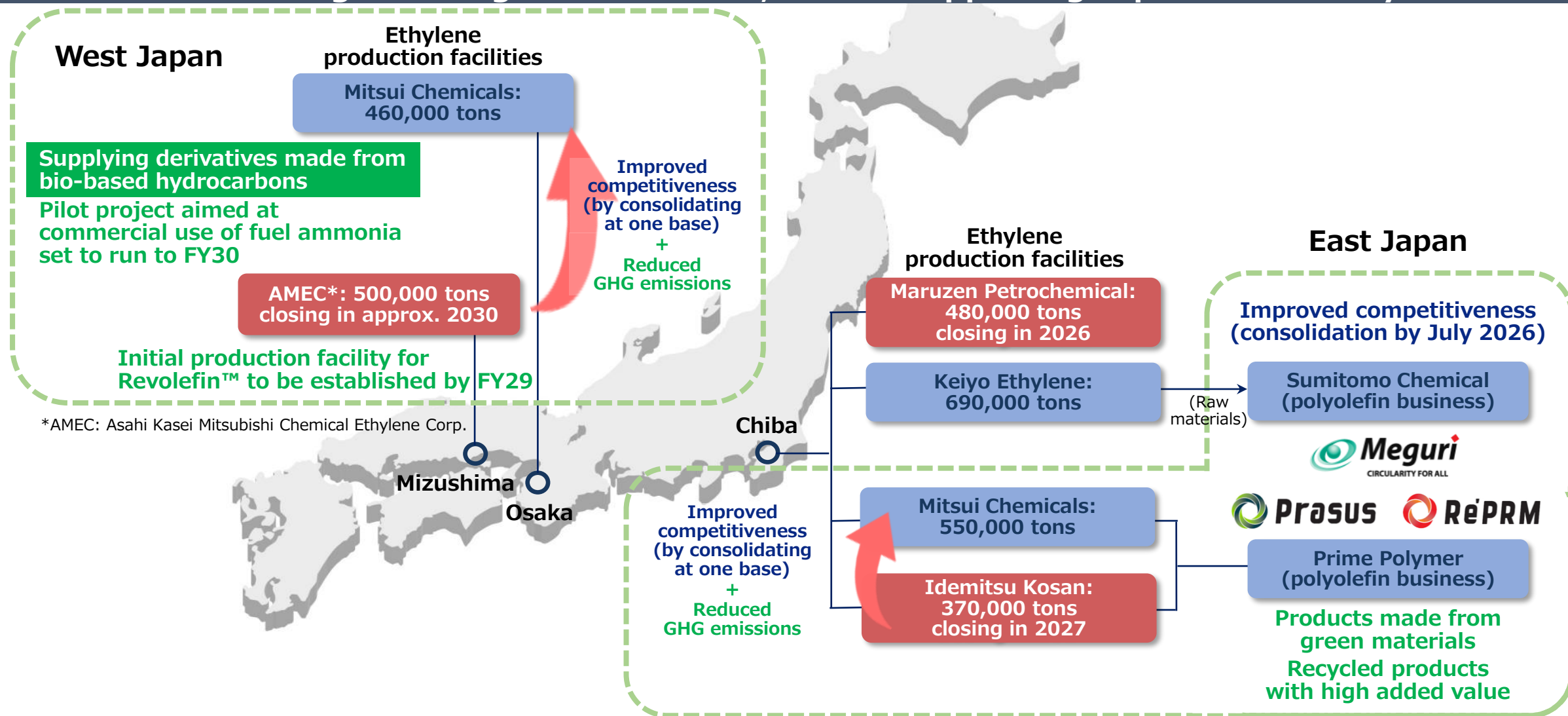


Other companies in the industry

A strong basic & green materials company that supports Japanese industry

Becoming a strong business entity able to support domestic industry throughout the entire supply chain

Partnering with other companies to strengthen the competitiveness of chemical complexes at our sites in both east and west Japan and achieving shift to green chemicals, in turn supporting Japanese industry



Chemical recycling demonstration for polyurethane mattresses launched with Paramount Bed and Rever (2023.9.4)



Biomass Evolue™ adopted for Japan Airlines (JAL) cargo handling materials (2025.10.2)

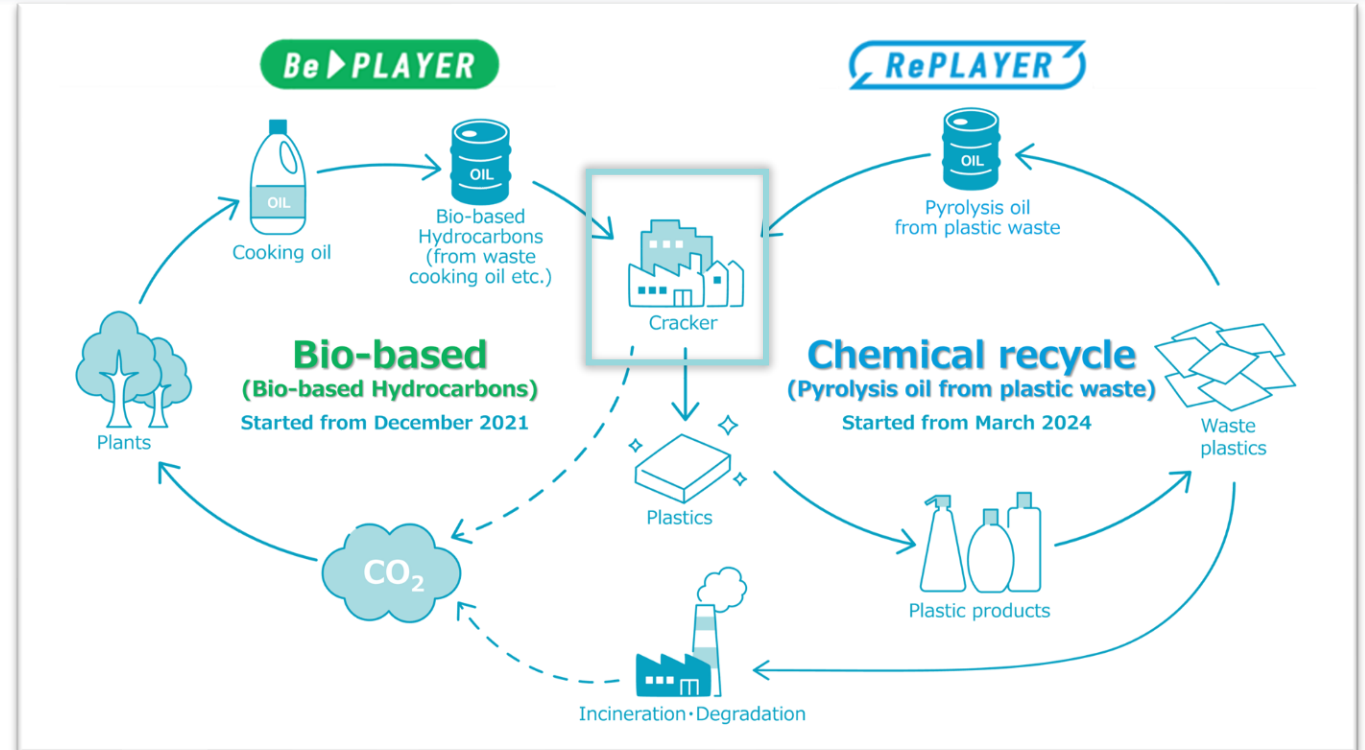


Prasus™, a brand of **chemically recycled** and **bio-based** polyethylene adopted by Natural Lawson (2026.1.23)

LAWSON

Establishment of the global supply chain to introduce the use of **bio-based renewable plastics** in Sony's high-performance products (2026.2.6)

SONY



Start of a collaborative project for closing the loop with **chemical recycling** (2024.03.22)

kaō



Start of collaborative efforts with Taiyo Oil to expand the supply of **chemically recycled products** (2025.9.30)

TAIYO OIL



Start of a **plastic-to-oil initiative for waste plastics** (2025.10.22)

kikkoman

おいしい記憶をつくりたい。



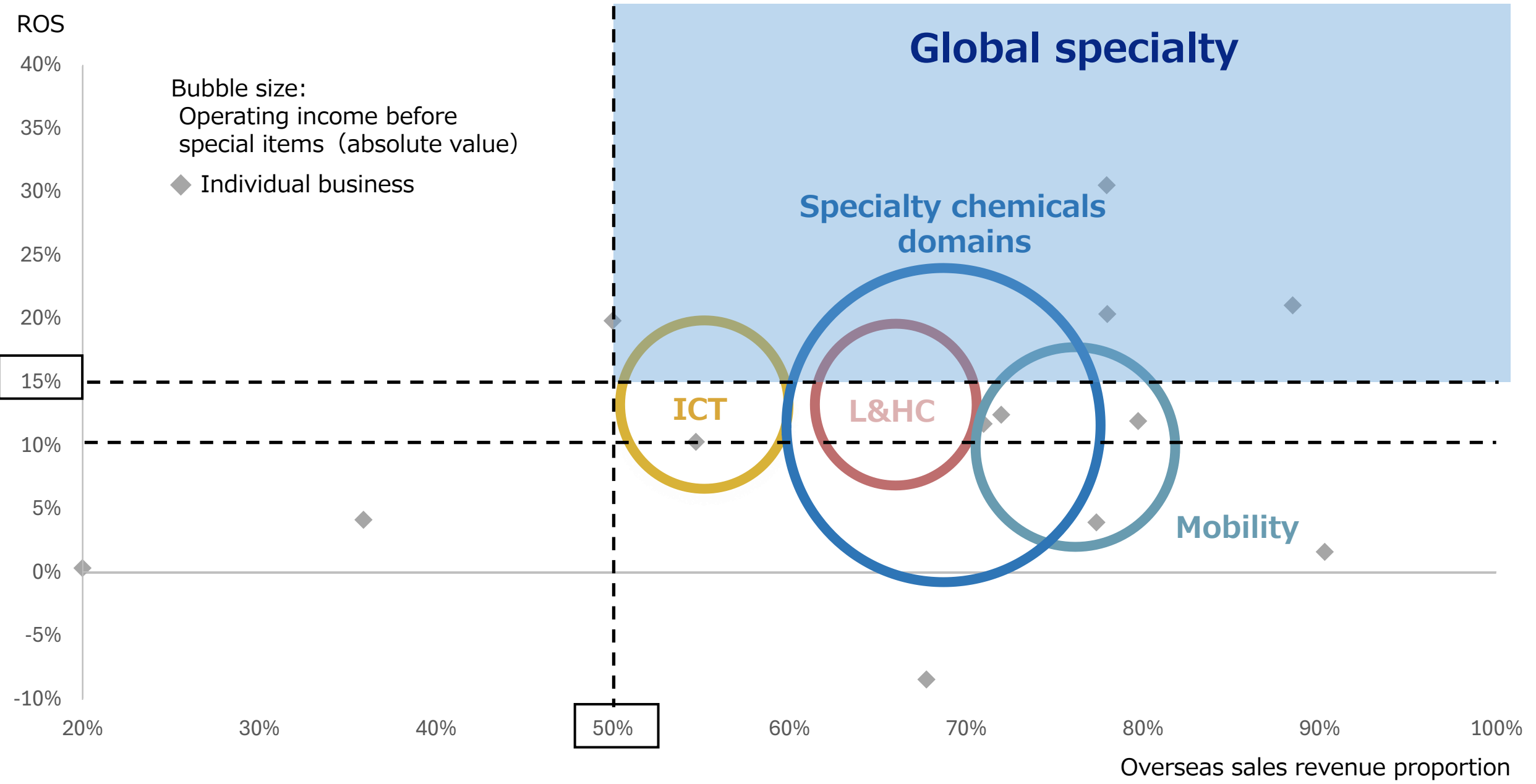
- ◆ The global chemical industry is at an **unprecedented turning point**
- ◆ With **world-class products and technologies**, our Group has the potential to generate growth
- ◆ As industry realignment gains momentum worldwide, **we have an opportunity to reinvent the Group**

- ◆ To achieve our VISION 2030 goals, we will accelerate business portfolio transformation — including reorganization and restructuring even in the specialty chemicals domains — to **increase capital efficiency**
- ◆ We will accelerate global expansion, including in emerging markets, and **establish our Group as a trusted global partner**
- ◆ With an eye to beyond 2030, we will **pursue sustained growth and enhanced corporate value through dialogue with our stakeholders**, including employees and investors

- ◆ Support customer growth through our solutions businesses, and grow alongside our customers
- ◆ Grow our Group by enabling people across the Group to grow
- ◆ Take on new challenges as one global team



Becoming a truly global specialty company



L&HC

Global acquisition of peripheral technologies

Ophthalmic lens materials

No. 1
in the world

Investment and partnerships with local partners in Asia & South America to drive global expansion

TREBON™
EtofenproxNo. 1 in Japan
(market share among comparable insecticides)STARKLE™
DinotefuranNo. 2 in Japan
(market share among comparable insecticides)

TENEBENAL™

World-first mode-of-action

Promotion of commercialization at U.S. lifesciences laboratory

InnoCell™

Launched in 2025

Mobility

Global rollout with head office functions in Singapore

TAFMER™
Alpha-olefin copolymerNo. 2
in the world

Production and development sites in Japan, the U.S., Europe, China and elsewhere in Asia

PP Compounds

No. 2
in the world

Establishment of a global supply system (Japan & U.S.)

ADMER™
Adhesive polyolefinNo. 1
in the world

Production and technical support sites in Japan & China

Mitsui EPT™
Ethylene Propylene TerpolymerNo. 3
in Asia

ICT

Global market leader

APEL™

No. 1
in the world
(smartphone lenses)

Pellicle

No. 1
in the world

Establishment and placement of development capabilities and solutions providers around the world

ICROS™ Tape

No. 1
in the world

Rollout to India and EMEA markets

CHEMIPEARL™

No. 1
in Japan & India

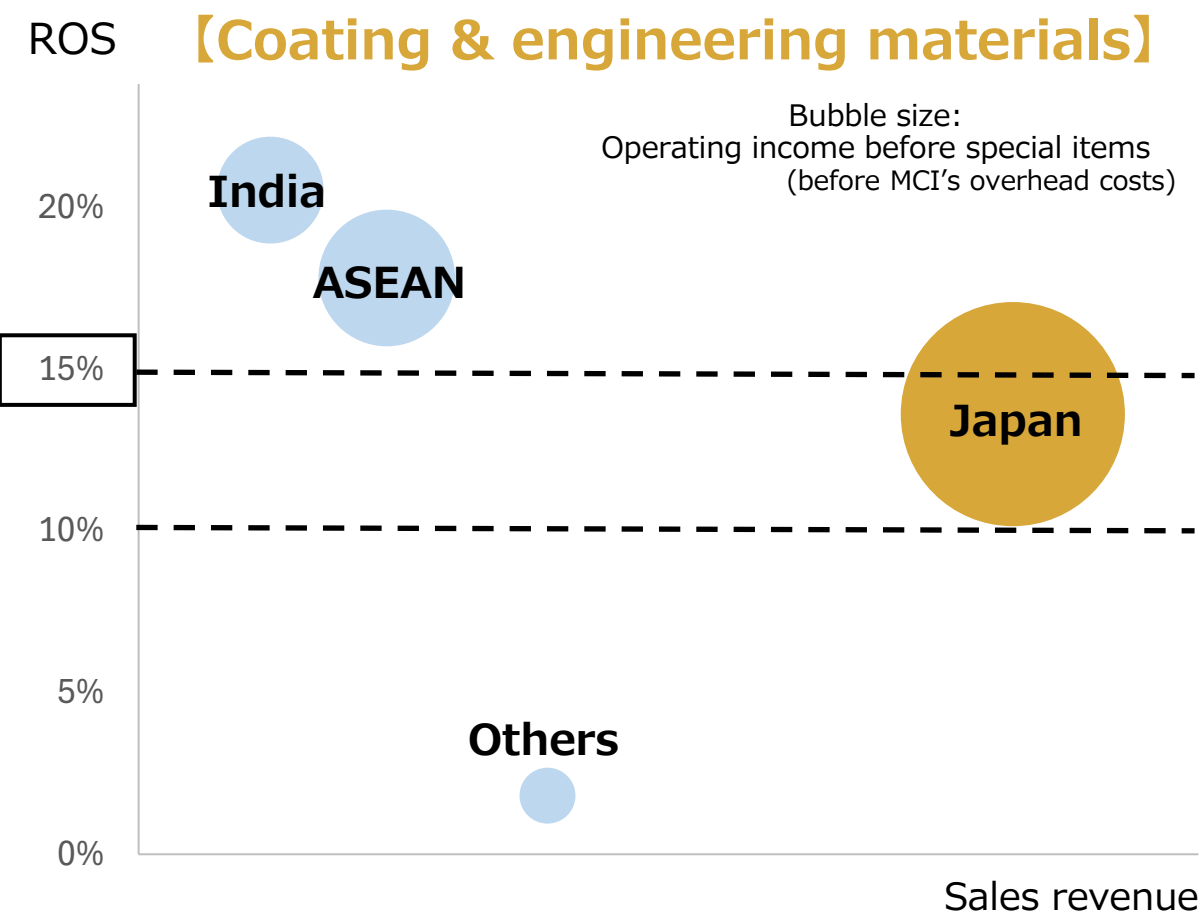
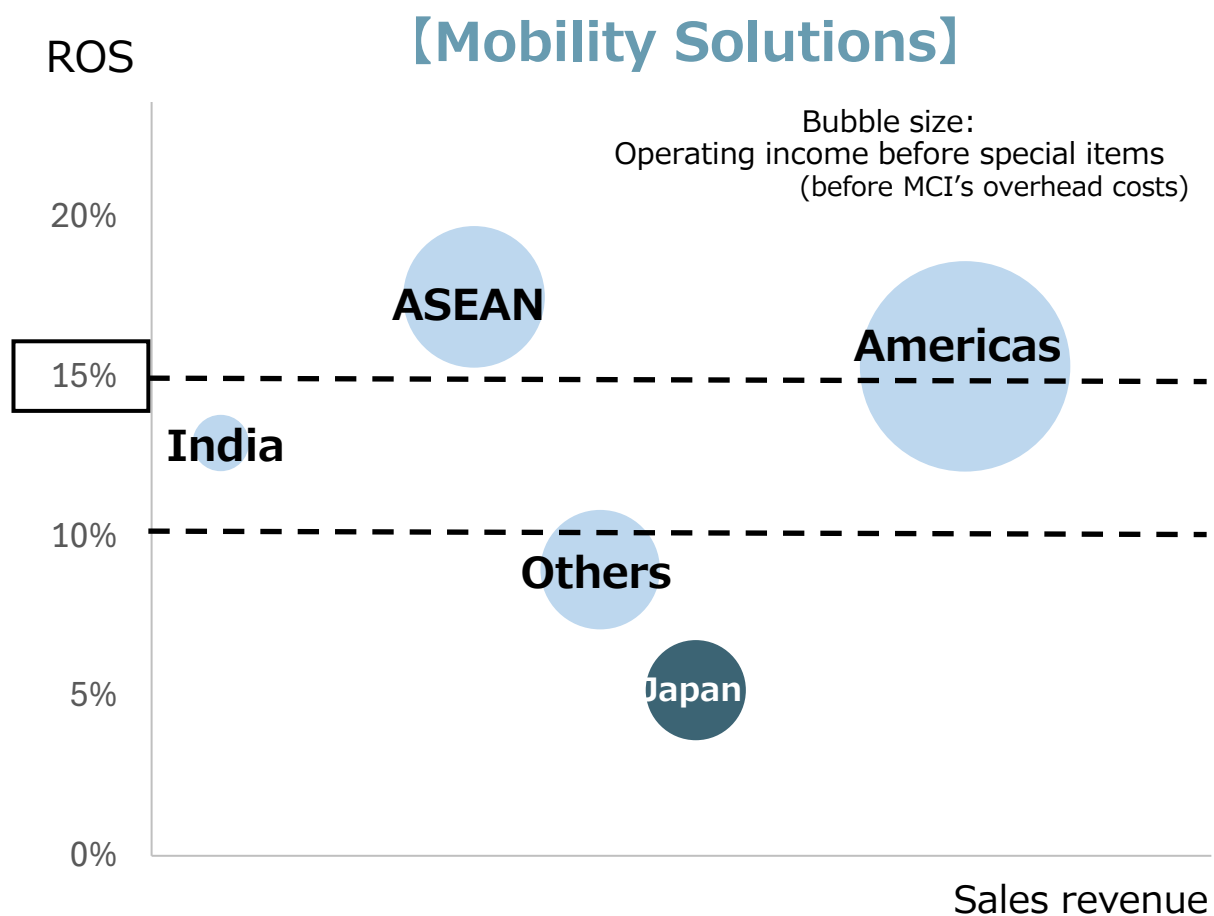
Development and production sites in Asia

TAKELAC™,
TAKENATE™
Polyurethane adhesiveNo. 1
in ASEAN

*Incorporates MCI estimates

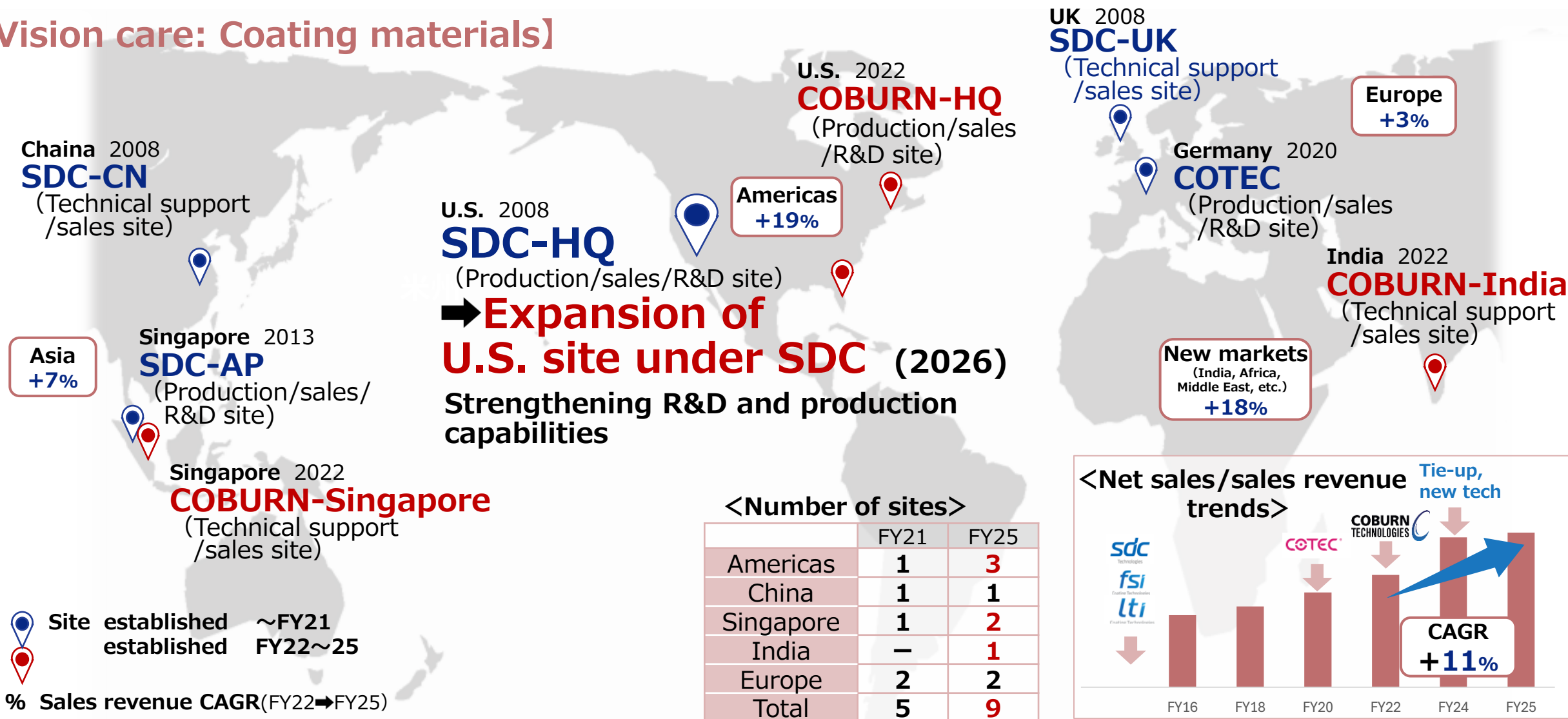
Globally rolling out unique differentiated products to take a leading position

- ◆ Conducting business across multiple overseas sites with **established local-production-for-local-consumption operations**
- ◆ **Contributing to customer value creation as a solutions provider** with independent development capabilities in each region
- ➔ **Mobility Solutions and the coating & engineering materials business in ICT Solutions have established local-production-for-local-consumption operations across regions, and are creating customer value in key regions (the Americas, ASEAN, India)**



➔ The coating materials business under vision care in Life & Healthcare Solutions has achieved strong top-line growth through organic growth, as well as M&As targeting peripheral technologies and business expansion tailored to local needs (including emerging markets) led by U.S.-based SDC, acquired in 2008

[Vision care: Coating materials]



- ◆ Providing solutions tailored to the characteristics and needs of each region, even for businesses centered on exports from Japan
- ➔ For ICROS™ Tape, we are establishing and strengthening technical support capabilities worldwide to enable rapid customer response

[ICROS™ Tape]

Asia

Enhancement of capabilities in areas with a high concentration of global customers under consideration

Taiwan Plant



Also offers evaluation and development

Efforts to bolster/enhance capabilities, increase capacity
Installation of facilities equivalent to devices actually used by customers

Nagoya Works



Mother plant

Creative Integration Lab.™ in Nagoya






Mother plant for development, co-creation

- Collecting and sharing data and expertise from around the world
- Conducting development and regular training of solutions providers

Organizational reform to better meet the needs of Chinese customers (FY27)

Europe & the Americas

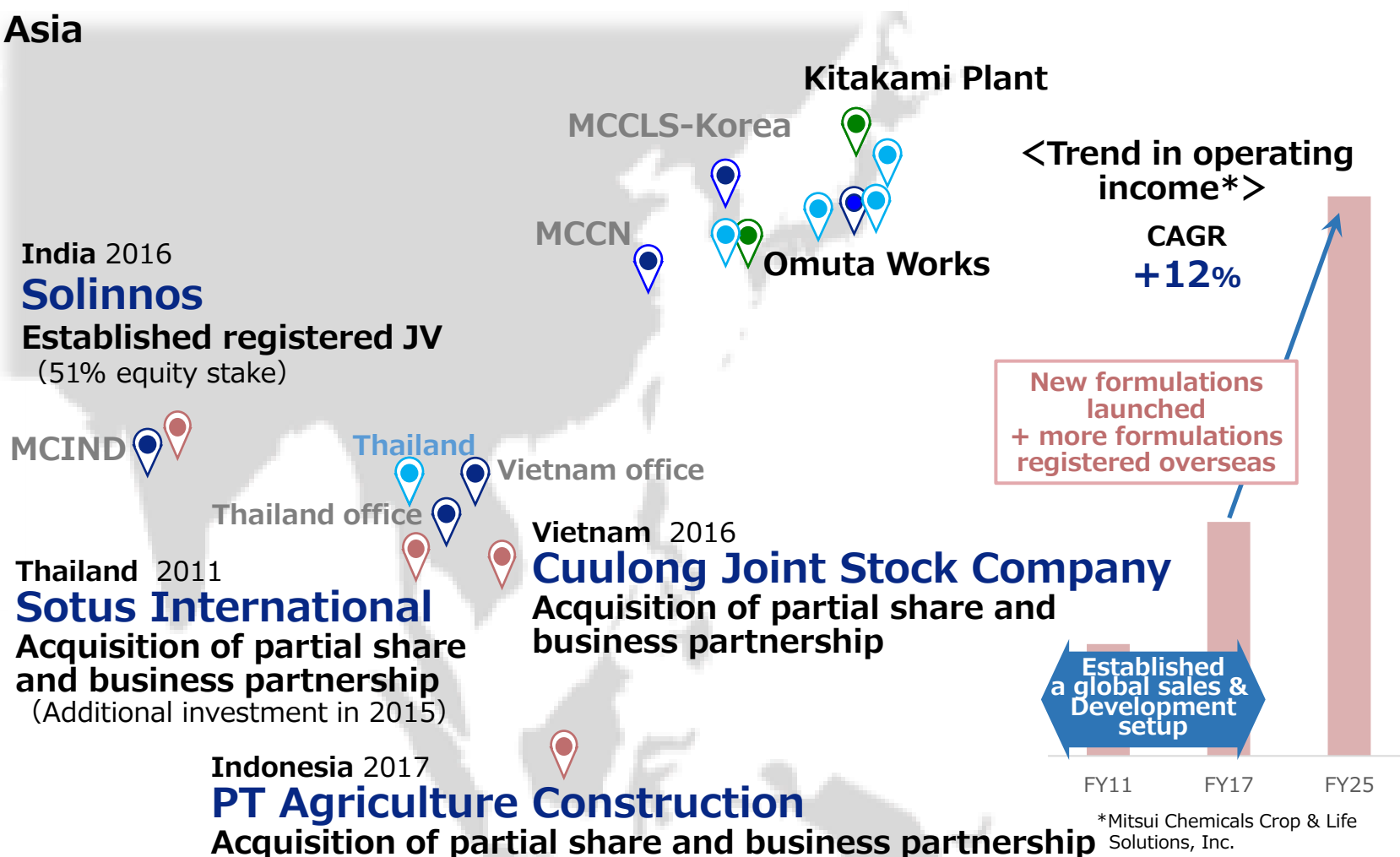


-  Sales site
-  Production site
-  Areas where establishment/expansion of technical support sites is under consideration

➔ In agrochemical products, by leveraging our highly competitive active ingredients, we develop and sell formulations that meet local needs through capital and business partnerships with local partners in Asia and South America (both key regions); in Europe and North America, sales are being driven by partnerships with multinationals

[Agrochemical products]

Asia



Europe & the Americas



- Affiliates, Invested and Strategic Partners
- Sales/marketing site
- Production site
- R&D site

- ◆ To strengthen solutions delivery capabilities and accelerate the creation of new businesses and products:
 - Cross-business technical support capabilities and development capabilities closely aligned with markets and customers have been established and strengthened
 - Systematic partnerships with startups and other partners are advancing worldwide

[Creating a framework for both technical support and the creation of new businesses and products]

Germany Dec. 2024

Technical Solutions Center expanded



MCE



Shanghai 2011
Technical Solutions Center



MCCN



MCIND



India Feb. 2025

Technical Center established



Singapore

(Africa under consideration
for establishing a site)

Cincinnati March 2026

Life sciences laboratory established

Within LifeSciKY lab incubator
for the biomedical field



MCA

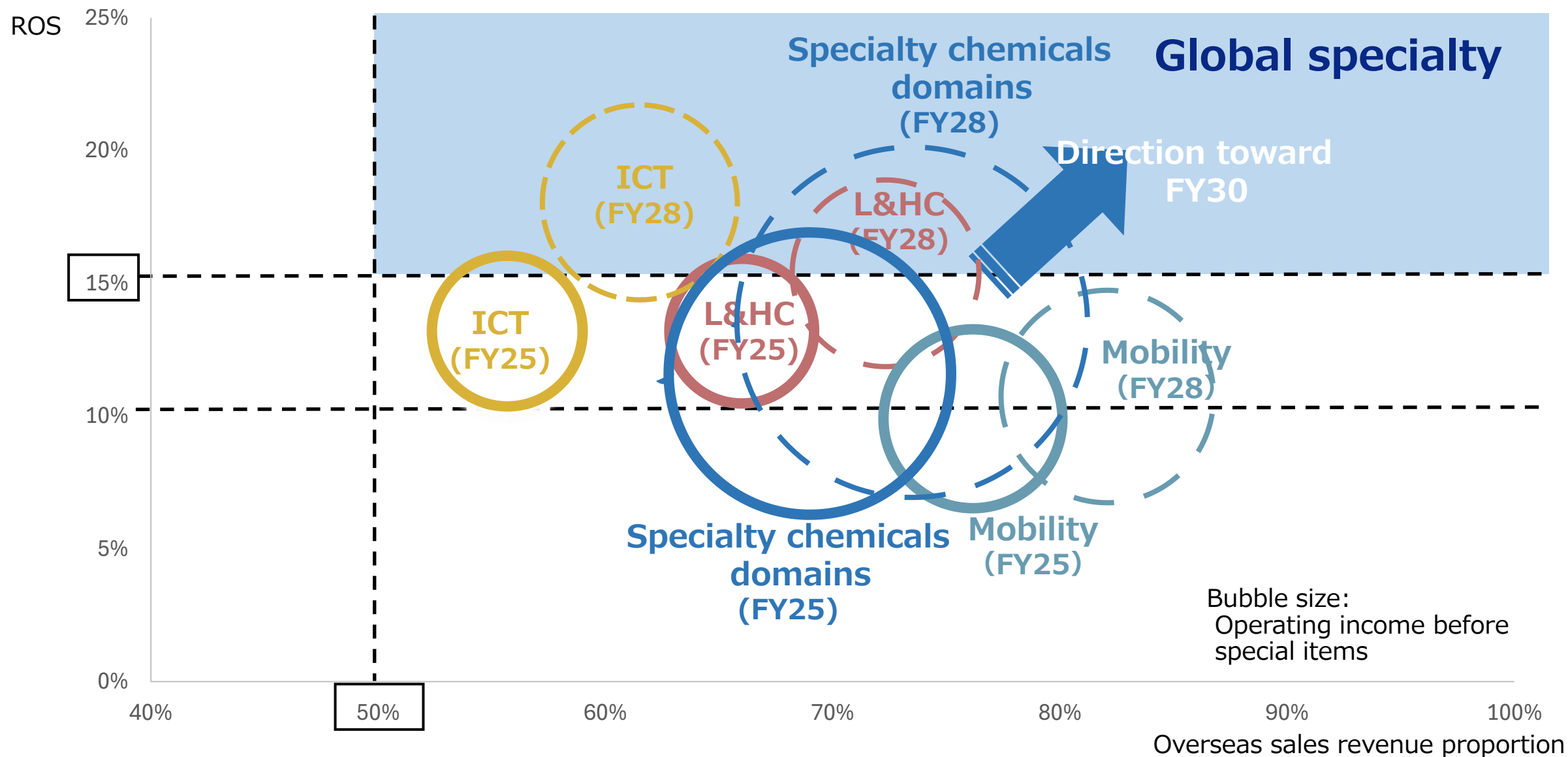
San Jose Apr. 2025

Second Corporate Venture Capital Fund launched

321Catalyst Ventures, Inc.

We are also considering the attributes of each region as we consider further efforts to revise and bolster our R&D capabilities, form stronger partnerships with local R&D entities/startups, etc.

Aiming for L&HC and ICT to reach global specialty status within 2–3 years, and for our specialty chemicals domains as a whole to achieve this by FY2030



In the specialty chemicals domains, make substantial resource investments in L&HC, which offers stable growth, and ICT, which offers high growth potential

Target higher-than-market growth

Differentiation

- Superior functionality and pricing that reflects that functionality
- Ability to offer solutions
- Leading position



Field-based expansion

- Expanding into peripheral fields
 - Rollout of products for peripheral ophthalmic lens applications
 - Rollout of agrochemicals for life solutions
 - Rollout of TAFMER™ for wider-ranging applications
 - Rollout of products for eco-friendly packaging
 - Rollout of ICROS™ Tape for advanced dicing
- Launching new products/businesses
 - For AR/VR applications, etc.



Region-based expansion

- Expanding into growth regions, including new markets
- Investing resources into key regions, including for structural improvements
- Ensuring we have production, development and technical support setups that suit local attributes and needs



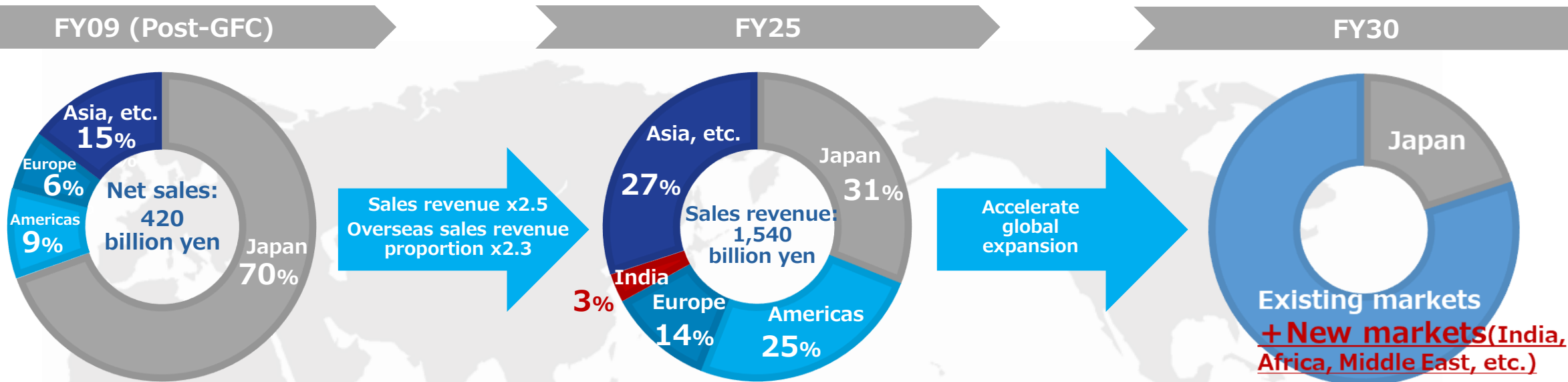
Opportunities created by social change

- Digitalization, AI revolution
- Increased environmental awareness, e.g. recycling, plastics reduction
- Focus on wellbeing

Actively utilize M&A and partnerships to expand across targeted fields and regions

Decide by the end of FY26 on the direction of underperforming businesses and affiliates, even within the specialty chemicals domains

Looking to supplement our organic growth in existing markets by actively investing resources in new markets and growth markets based on each region's social environment and market needs



- ◆ Approximately 70 percent of sales revenue in the specialty chemicals domains comes from overseas
- ◆ In particular, we have high hopes for the Americas and India, where our local production for local consumption model is driving major organic growth – and we see these as key regions to strengthen further
- ◆ In East Asia, where growth is centered around ICT, our focus going forward will continue to be on bolstering our technical support setup to help create additional customer value
- ◆ Growth has been achieved in the ASEAN region as a key area, driven primarily by the mobility sector, **but efforts are required for expansion beyond automobile applications**
- ◆ While business in EMEA has reached a certain level due to the acquisitions of dental materials company Kulzer, solutions company ARRK, etc., **a key challenge going forward will be expanding into environmentally friendly applications and new regions, both of which are expected to grow, including new markets such as Africa and the Middle East.**

Key region	Status of main businesses	Approaches to consider
Americas	<ul style="list-style-type: none"> L&HC <ul style="list-style-type: none"> ◆ Low sales ratio for L&HC for what is the largest healthcare market; development here is ongoing ◆ Vision care coating materials being rolled out globally, led from the U.S. ◆ Focusing on sales growth for agrochemical products in South America (while partnering with multinationals in North America) Mobility <ul style="list-style-type: none"> ◆ Deploying a local production for local consumption model focused on composite materials; production capacity increase is planned for South America ◆ Our biggest earner, and highly profitable (ROS: 15%) ICT <ul style="list-style-type: none"> ◆ Providing solutions for cutting-edge fields and more, primarily via exports from Japan New business <ul style="list-style-type: none"> ◆ Second CVC fund launched (investing in the medical and other sectors) 	<ul style="list-style-type: none"> ◆ Leveraging solid income as a foundation to actively invest resources, including through M&A, in the medical and other sectors, leading to a positive cash cycle in the Americas ◆ Swiftly rolling out the medical business globally, led from the U.S. ◆ Increasing market share through differentiation and increasing production capacity and sales in growing markets (e.g. South America, eco-friendly applications)
India	<ul style="list-style-type: none"> L&HC <ul style="list-style-type: none"> ◆ Vision care seeing market development as a result of factors including a shift from glass and low-refractive-index materials ◆ Strengthening business as a key region for agrochemical products sales growth Mobility <ul style="list-style-type: none"> ◆ Deploying a local production for local consumption model focused on composite materials (ROS > 10%) ICT <ul style="list-style-type: none"> ◆ Deploying a local production for local consumption model focused on polyolefin dispersions (PODs), resulting in high profitability (ROS > 20%) ◆ A technical center established 	<ul style="list-style-type: none"> ◆ Leveraging a local production for local consumption model as a foundation to bolster our ability to offer solutions and in turn capitalize on opportunities for growth ◆ Partnering with local entities to construct a research setup for cutting-edge fields
Asia	<ul style="list-style-type: none"> L&HC <ul style="list-style-type: none"> ◆ Leveraging the high brand awareness of our MR™ brand to drive a shift toward high-refractive-index materials in the Chinese market ◆ While focusing on agrochemical products, we are also consolidating our sites for dental materials Mobility <ul style="list-style-type: none"> ◆ Deploying a local production for local consumption model focused on composite materials (ASEAN ROS > 15%) ICT <ul style="list-style-type: none"> ◆ Bolstering our ability to offer solutions with ICROS™ Tape across various sites, including in Taiwan ◆ Deploying a local production for local consumption model focused on TAKELAC™ (ASEAN ROS > 15%) 	<ul style="list-style-type: none"> ◆ Strengthening our ability to offer solutions in line with the characteristics of particular regions and businesses to help capitalize on opportunities for growth beyond the mobility sector ◆ Optimizing and strengthening business foundations through site consolidation and sharing back office departments

Market	New	③ e.g. Foreign agrochemical partnerships	④ High difficulty level e.g. Kulzer, ARRK
	Existing	① e.g. Pellicle business acquisition	
		Existing	New
Product/technology			

M&A in area ④ (new technologies in new markets) is a challenging endeavor, and requires time to bear fruit

Progress toward Kulzer restructuring **Bold restructuring enabling steady development**

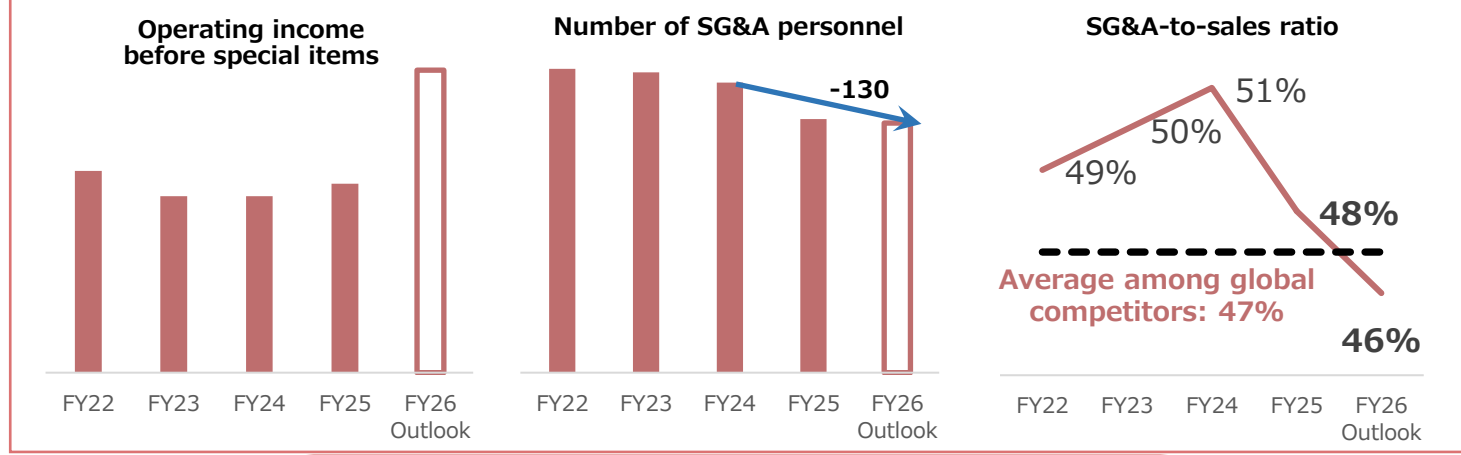
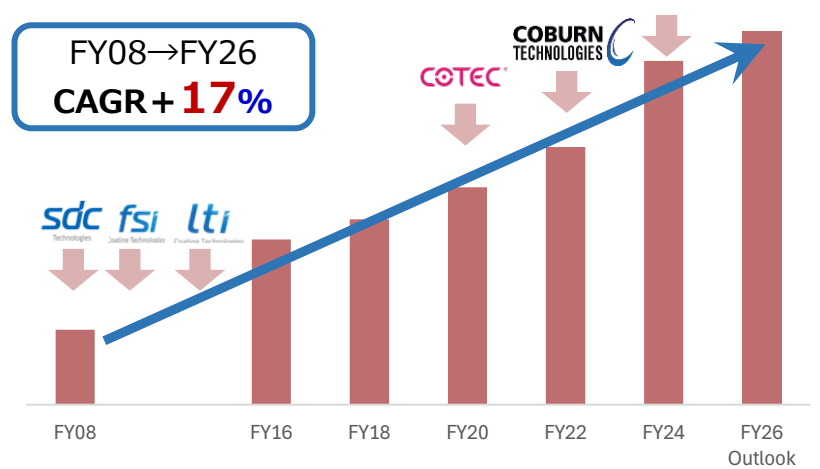
Potential
 Brand power in Europe (leading share in Germany); among the highest contribution margin ratio in the Group
 Sales in Europe steadily growing (while the number of MCI members with experience in the dental materials business rises)

Issues to resolve
 Operating across numerous sites decentralizes resources and increases SG&A ratio
 ⇒ Site reorganization/consolidation, personnel cuts, focus on Americas & EMEA
 Insufficient ability to meet regional needs
 German-centric management
 ⇒ Application of our direct sales network and ability to offer solutions (based on AI-powered customer data analysis) in Germany to other key regions
 ⇒ Group-wide efforts to bolster organization by e.g. appointing a highly experienced CEO from the U.S., deploying an MCI General Manager as Managing Director and providing support from an L&HC Business Sector Vice President permanently stationed in the U.S.

Sluggish growth in the largest market, North America

② Business growth through M&A in vision care peripheral fields

<Trend in net sales/sales revenue>



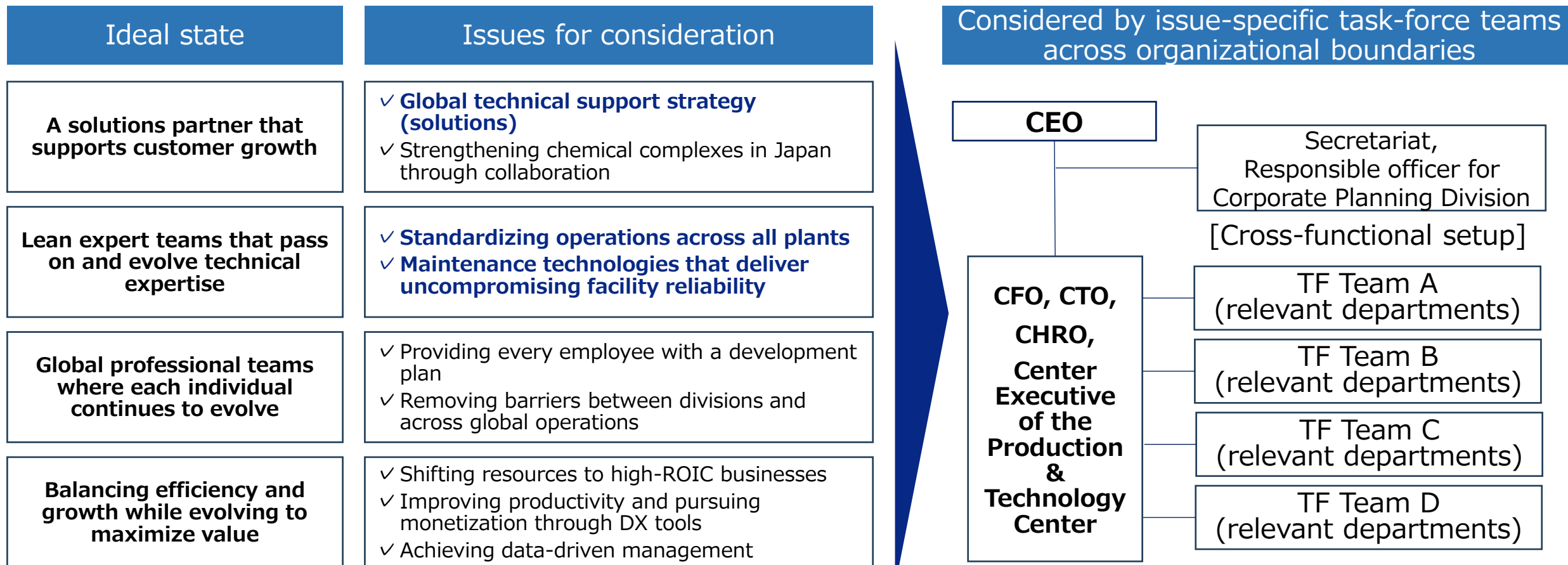
M&A in areas ① to ③ has a high success rate by targeting an extension of our already-strong businesses (and is something we will continue to proactively pursue)

◆ While some time has been required, the dental materials business is moving from ④ to ③
 ◆ Going forward, major investments of a certain scale in area ④ will first involve an investigation of top-line synergy with particular focus on governance improvements and cost synergy, helping to improve the success rate

The **growth** of our customers
The **evolution** of each individual

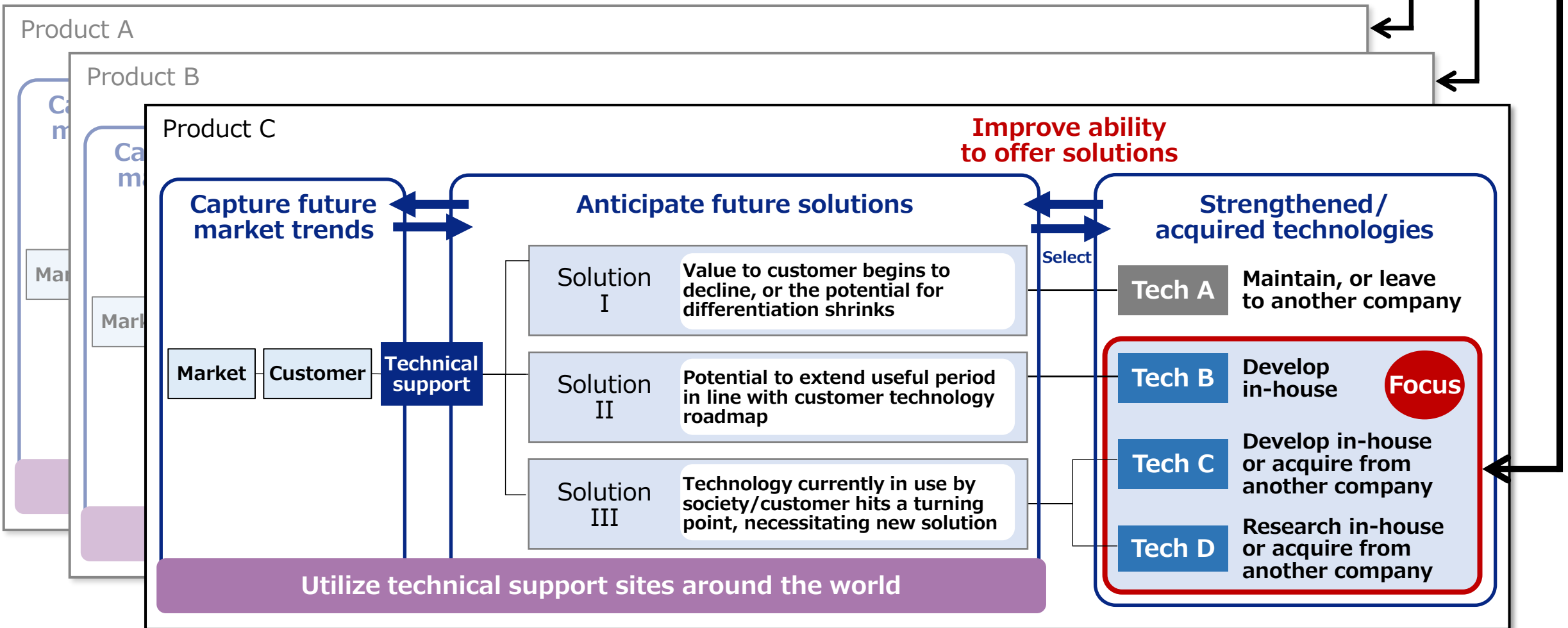


The **growth and evolution** of
the **Mitsui Chemicals Group**



We will mobilize the Mitsui Chemicals Group's collective knowledge and capabilities to develop a robust plan for achieving our ideal state by the end of the 100-day period

Selecting technologies to focus on based on what value we can provide to markets and customers, then leveraging these technologies across businesses to bolster our ability to offer solutions



Sorting our efforts into two categories (“incident-driven measures” and “efforts to realize the plant’s ideal state”) and making steady progress on each

1) Incident-driven measures

Leveraging analyses of past plant incidents to evaluate risks, identify priority plants and facilities, and implement countermeasures

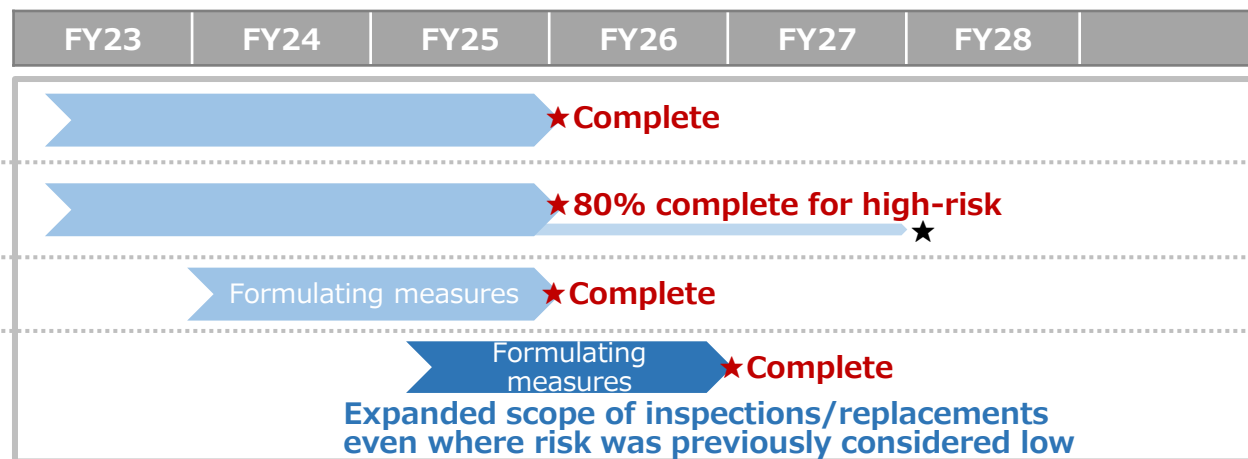
Eliminate plant incidents
Ensure safe, stable operations

Countermeasures for plants where incidents have occurred

Hard countermeasures
(e.g. replacing facilities in phases starting with those at high risk)

Soft countermeasures
(e.g. improving facility management)

Also:
Prevention of potential future issues



★ Remaining 20% to be gradually completed in line with timing of scheduled maintenance and the procurement of equipment/materials with long lead times

2) Efforts to realize the plant’s ideal state

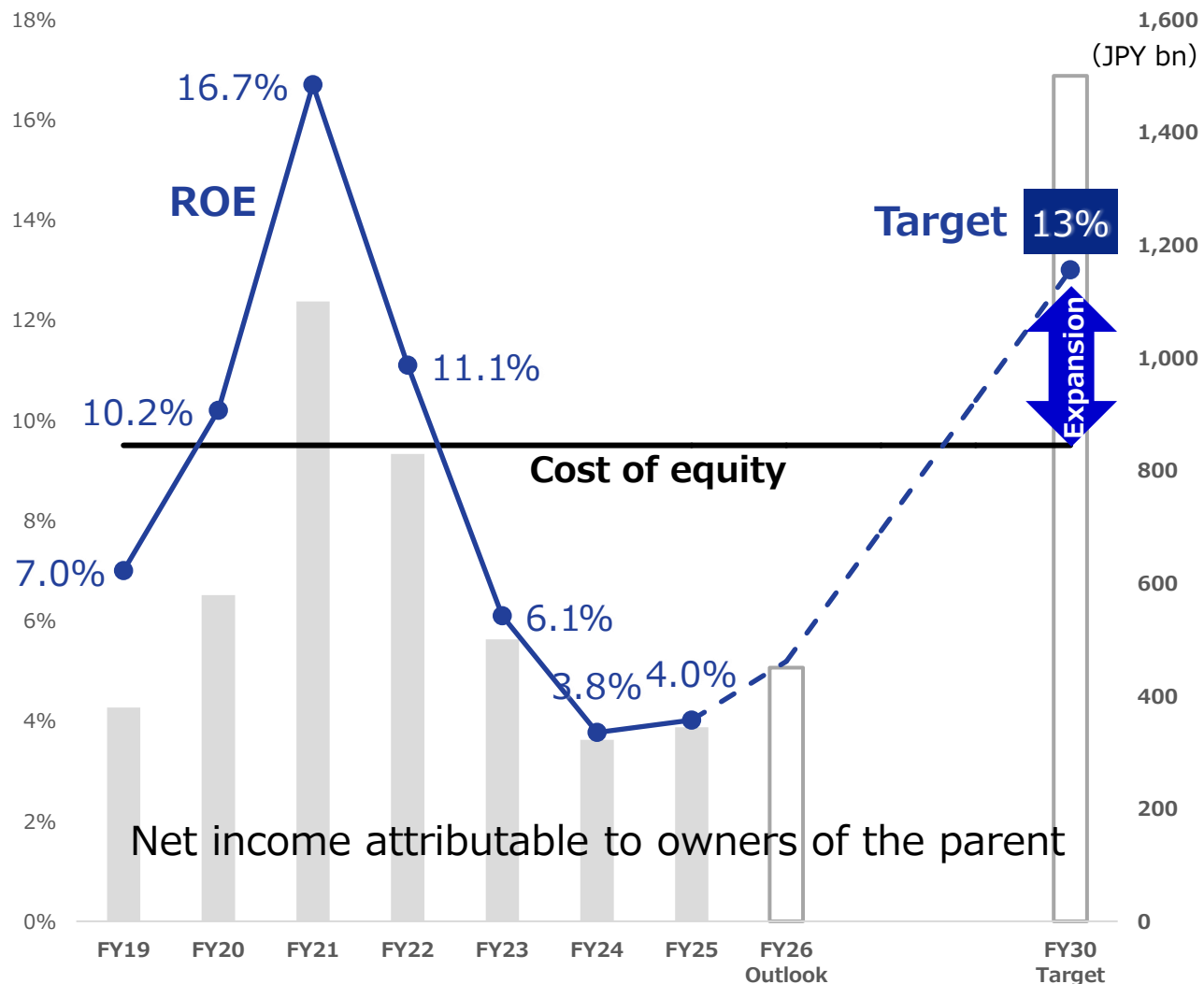
Advance plant evolution through three key pillars



Plant Evolution Project

Economy Society	Sustainable plants that can be trusted	Comprehensively define plant risk and bolster plant risk management <ul style="list-style-type: none"> Visualize safety risk assessments of each plant Share this information with all plants (including management) in a timely manner and make improvements
Operation Maintenance	Plants where anyone can ensure safe, stable operations	Share and standardize expertise and leverage DX to improve our operational + maintenance technologies <ul style="list-style-type: none"> Take our SOPs to the next level and expand our use of operational support technologies to create systems that do not depend on humans Create an organizational setup to help further strengthen plant facility management
People Technology	Plants that help people evolve further	Reform our human resources development and evaluation across all of our plants <ul style="list-style-type: none"> Work to make plants that encourage each and every employee to evolve and feel satisfied with their work Develop, secure and rotate specialists

Planning to promptly achieve ROE above cost of equity & expand the spread to enhance our corporate value via business portfolio transformation, going asset-light, bolstering shareholder returns, etc.



<p>Accelerating business portfolio transformation</p>	<ul style="list-style-type: none"> ✓ Investing further resources in fields and regions forecast for high profitability, and securing higher-than-market growth in these areas, to accelerate profit growth in the specialty chemicals domains ✓ Accelerating business portfolio transformation based on ROIC and profit growth (set to decide on the direction of underperforming businesses and affiliates, even within the specialty chemicals domains)
<p>Improving capital efficiency</p>	<ul style="list-style-type: none"> ✓ Improving profitability via portfolio transformation ✓ Collaborating with other companies and accelerating industry realignment to bolster chemical complex competitiveness and the shift to green chemicals in aim of being a strong business entity that supports Japanese industry ✓ Promoting shift to an asset-light structure by reviewing ownership of cross-shareholdings (82.8 billion yen during the period from FY21 to FY25), etc.
<p>Enhancing cash generation capabilities</p>	<ul style="list-style-type: none"> ✓ Improving cash flow from operating activities via increased earnings, an improved cash conversion cycle, etc.
<p>Capital policy</p>	<ul style="list-style-type: none"> ✓ Stock split (effective date: January 1, 2026) ✓ Boosting shareholder returns (maintaining dividends even in uncertain circumstances)
<p>Reducing capital costs</p>	<ul style="list-style-type: none"> ✓ Improving management quality through dialogue with stakeholders ✓ Improving quality of investor relations activities <p>Won first place in the Award for Excellence in Corporate Disclosure Awarded for 5th consecutive years and for the 9th time</p>

	FY22 Results	FY23 Results	FY24 Results	FY25 Results	FY26 Outlook	FY28 Target	FY30 Target
Operating income before special items (B yen)	114	96	101	100	105	200	250
Net income attributable to owners of the parent (B yen)	83	50	32	34	45	110	150 or more
ROE	11.1%	6.1%	3.8%	4.0%	–	10% or more	13% or more
ROIC*	5.4%	4.1%	4.2%	4.5%	–	7% or more	9% or more
NET D/E	0.77	0.69	0.73	0.70	0.8 or less	0.8 or less	0.8 or less

* ROIC (return on invested capital) = NOPAT/invested capital

31 Reference | Summary of Targets-2

Contributing to a sustainable society

Material topics	KPIs	FY25 Results	FY26 Outlook	FY30 Target
<ul style="list-style-type: none"> Climate change Circular economy Health and livelihood Highly livable communities Food security Product design based on full life-cycle considerations 	Blue Value™ products sales revenue ratio	• 30%	• 29%	• 40%
	Rose Value™ products sales revenue ratio	• 27%	• 27%	• 40%
	GHG emissions reduction rate (Scopes 1 and 2) *compared to FY13	• 28% (forecast)	• 28%	• 40%

Prerequisites for business continuity

Material topics	KPIs	FY25 Results	FY26 Outlook	FY30 Target
• Safety	Incidence of major accidents & serious occupational injuries	• 1 case	• Zero	• Zero (over the course of VISION 2030)
• Respect for human rights	Response to human rights risks	• Implemented human rights due diligence (Enhancement of the risk assessment process)	• Conclusion of three-year human rights due diligence process • Establishment of human rights due diligence guidance	• Identification & correction of risks by setting up a human rights due diligence system for all of our bases, both domestic and abroad
• Compliance	Incidence of major legal and regulatory violations	• 2 cases	• Zero	• Zero (over the course of VISION 2030)
• Product quality	Incidence of PL accidents & serious product quality incidents	• Zero	• Zero	• Zero (over the course of VISION 2030)
• Stable production	• Production and equipment reliability	No. of problems involving high-value losses • 6 instances	No. of problems involving high-value losses • 5 or less	No. of problems involving high-value losses • Zero

32 Reference | Summary of Targets-3

Abilities essential to business continuity

Material topics	KPIs	FY25 Results	FY26 Outlook	FY30 Target
• Corporate culture	Improvement of employee engagement Engagement score	• 38%	• 42%	• 50%
• Human capital	Key talent management Successor coverage rate for critical positions	• 226%	• 250%	• 250%
	Diversity • (MCI) Number of executive officers with diverse backgrounds (women, non-Japanese, mid-career hires) • (MCI) Ratio of women in management positions (manager-level or above)	• Diversity rate of future executives: 26.9% • 8%	• Diversity rate of future executives: 28% or more • 9%	• 10 or more (including at least 3 women) • 15%
	Health-focused management • (MCI) Average rate of lifestyle-related disease • (MCI) Frequency of absences from work due to mental health disorders	• 10.42% • 0.87	• Less than 9.50% • Less than 0.65	• 8.0% or less • 0.25
• Digital transformation	Training of DX specialists • Number of data scientists (through FY25) • Regular use of AI to optimize work processes (from FY26)	• 177	• AI implemented to optimize work processes at: 5 departments • Proofs of concept completed for AI use to optimize work processes at: 55 departments	• Group-wide/all departments
• Innovation	Creation of new businesses • Number of new businesses (from FY26)	-	• Number of early-stage themes turned into projects for new businesses: 2 or more	• 3 or more
	Innovation • Number of development themes in the latter half of our Stage Gate System (eliminated in FY26) • Number of items advanced to development (from FY26)	• Percentage advanced to preliminary market development stage: 13%	• Acceleration of efforts to advance items to development themes (items advanced: 1 or more)	• 8 or more (FY28)
	Value creation for beyond 2030 • Number of new areas of development at our Frontier Technology Center (Consolidated under "Creation of new businesses" from FY26) • Number of R&D themes rooted in future social challenges (Consolidated under "Creation of new businesses" from FY26)	• Themes advanced from initial research stage to technological development: 3 • Identification of social challenges to engage with in the future: 5	-	-
• Partnerships	Sustainable procurement ratio	• Dissemination, implementation and expansion of sustainable procurement efforts	• 70%	• 80%



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