Mitsubishi Chemical Holdings Group
Investors Meeting

June 2, 2009

Yoshimitsu Kobayashi
President & Chief Executive Officer
Mitsubishi Chemical Holdings Corporation
The forward-looking statements are based largely on information available as of the date hereof, and are subject to risks and uncertainties which may be beyond company control. Actual results could differ largely, due to numerous factors, including but not limited to the following: Group companies execute businesses in many different fields, such as petrochemicals, carbon and inorganic products, information and electronics, pharmaceuticals, polymers and processed products, and these business results are subjected to influences of world demands, exchange rates, price and procurement volume of crude oil and naphtha, trend of market price, speed in technology innovation, National Health Insurance price revision, product liabilities, lawsuits, laws and regulations.
Agenda

- Revision of *APTSIS 10* Basic Strategy
- Business Environment Outlook
- *APTSIS 10* Growth Strategy
- *APTSIS 10* Innovation and Leaping Ahead Strategies
- Restructuring of Petrochemicals Businesses
- Reinforcement of Management Infrastructure
- Innovation Strategy: Seven Next-generation Growth Businesses
  - White LED Business -
Revision of APTSIS 10 Basic Strategy

Unprecedented worldwide economic recession
Serious impact on MCC & MPI

<Original>

<table>
<thead>
<tr>
<th>Concept</th>
<th>Growing, innovating, and leaping ahead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organic Growth</td>
<td>Shift to high-performance products and high value-added businesses</td>
</tr>
<tr>
<td></td>
<td>Execute efficient product/business life cycle management</td>
</tr>
<tr>
<td>Innovation</td>
<td>Nurture and accelerate seven next-generation growth businesses</td>
</tr>
<tr>
<td>M&amp;A</td>
<td>Strategic investment for alliances and M&amp;A</td>
</tr>
</tbody>
</table>

<Revised>

Respond to severe economic contraction by restructuring, in order to accelerate innovating and leaping ahead

Focus on existing growth businesses
Reduce capital expenditure

Accelerate the focused next-generation growth businesses
- White LED
- Li-ion battery materials for HEVs

Realize strategic investment for alliances and M&A

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Difficult to expect an immediate V-shaped recovery in demand, while customers’ inventory adjustments have been almost settled.

- **Automobile:** Weak domestic demand, shift to lighter-weight HEVs & EVs
- **Electrical & Electronics:** Semiconductor: Market stagnation, price slump, saturation in IT industry; shift to LED lighting; FPD: Demand shifts to overseas, domestic price slump
- **Health:** Stable demand
- **Housing:** Gradual decrease in demand
- **Steel:** Weak domestic demand and export
- **Food:** Stable demand
- **Steel:** Weak domestic demand and export
- **Energy:** Restructuring oil resources on a location-basis, excessive competition in Si photovoltaics

### Business Environment Outlook

<table>
<thead>
<tr>
<th></th>
<th>1st half</th>
<th>2nd half</th>
<th>1st half</th>
<th>2nd half</th>
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<tbody>
<tr>
<td>FY2008</td>
<td></td>
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<tr>
<td>FY2009</td>
<td></td>
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*Energy*
APTSIS 10 Growth Strategy

Respond to severe economic contraction → Reformation of business structure and stricter selection of focus in business

■ Capital expenditure

Investment & loan

<table>
<thead>
<tr>
<th>FY2008-2010</th>
<th>Initial plan</th>
<th>Dec. 9, 2008</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Products Domain</td>
<td>210</td>
<td>150</td>
<td>150</td>
</tr>
<tr>
<td>Health Care Domain</td>
<td>75</td>
<td>75</td>
<td>75</td>
</tr>
<tr>
<td>Chemicals Domain</td>
<td>155</td>
<td>100</td>
<td>85</td>
</tr>
<tr>
<td>Others</td>
<td>150</td>
<td>105</td>
<td>70</td>
</tr>
<tr>
<td>Total</td>
<td>590</td>
<td>430</td>
<td>380</td>
</tr>
</tbody>
</table>

(Unit: Billions of yen)

■ Measures by domains

Performance Products
- Expansion of existing growth businesses: Food ingredients (M&A) and non-optical media
- Overseas business expansion of high performance products: Barrier film

Health Care
- Rapid execution of APTSIS 10: Overseas business development and generic line up expansion
- Acceleration in development of personalized medicine and expansion of Mitsubishi Chemical Medience Corporation’s businesses

Chemicals (Petrochemicals)
- Downsizing of domestic businesses: Withdrawals from unprofitable derivative businesses and optimization of naphtha cracker operations
- Reinforcement and expansion of overseas businesses: Strategic alliances with leading companies
- In the medium term, investment cash out will be within its cash in: Capital expenditure/investment and loan: depreciation & amortization, R&D: licensing fees

Today’s topic
- Expansion of existing growth businesses
- Overseas business expansion of high performance products
- Downsizing of domestic businesses
- Reinforcement and expansion of overseas businesses
- In the medium term, investment cash out will be within its cash in
R&D expenditure control through thorough selection of focus

1. R&D expenditure
(FY2008-FY2010)

- Initial plan: ¥425 billion
- Dec. 9, 2008: ¥405 billion
- Current: ¥407 billion

2. Focused next-generation growth businesses

- **White LED**
  - Development of leading-edge materials such as next-generation core materials (GaN, RGB phosphor, and sealant)
- **Li-ion battery materials for HEVs**
  - Development of high-power anode & cathode and electrolyte
  - Development of materials with higher capacity and high security
  - Commencement of preproduction of separator (Jun. 2009)
- **Petrochemicals**
  - Feedstock diversification (DTP and BTB)*
  - Shift to high-performance products (Iso-sorbite PC)
  - Dimethyl ether to propylene; Butene to butadiene

3. Strategic investment

**MPI’s acquisition of Quadrant and others**
(FY2008-FY2010)

- Initial plan: ¥250 billion
- Current: ¥250 billion + α
### Business restructure and withdrawal

<table>
<thead>
<tr>
<th>Business</th>
<th>Product</th>
<th>Plant</th>
<th>Measure</th>
<th>Timing</th>
</tr>
</thead>
</table>
| EOG Surfactant| Ethoxylate, AO/HA, EO    | Yokkaichi, Mizushima, Kashima | - Business withdrawal: Shutdown of production facility  
- Strengthen business infrastructure by attracting customers (investment on infrastructure: ¥5 billion) | Mar. 2009,  
May 2009,  
Dec. 2010 |
| PTA           | PTA, Paraxylene (Overseas HQs) | Matsuyama, Mizushima, Singapore | - Withdrawal from domestic business: Shutdown of production facility  
- Streamlining by moving HQs operations and strengthening overseas regional strategy | Dec. 2010,  
May 2010,  
Jun. 2009 |
| PVC           | PVC, Electrolysis/VCM    | Mizushima, Yokkaichi/(Kawasaki), Mizushima | - V-Tech’s business contraction: Shutdown of production facility  
- V-Tech’s business withdrawal: Shutdown of production facility | May 2008,  
Mar. 2011,  
Mar. 2011 |
| SM            | ABS/AS, SM               | Yokkaichi, Kashima | - Business withdrawal by selling shares of Techno Polymer: Contract operation of production facility  
- Business withdrawal: Shutdown of production facility | Apr. 2009,  
Mar. 2011 |
| Lactam/Nylon  | Cyclohexane, Cyclohexanone, Caprolactam, Nylon | Mizushima, Kurosaki, Kurosaki | - Business withdrawal: Shutdown of production facility  
- Overseas business expansion by transferring nylon business to Royal DSM N.V. and acquisition of PC business from Royal DSM | Mar. 2010,  
Mar. 2010,  
Mar. 2010,  
Target: 2009 |
Restructuring of Petrochemicals Businesses (2)

After withdrawal

<table>
<thead>
<tr>
<th></th>
<th>Ethylene capacity (Millions of ton)</th>
<th>Current demand Operating ratio 85 - 90%</th>
<th>Demand after withdrawal Operating ratio 70 - 75%</th>
<th>Equivalent to one naphtha cracker</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low naphtha cracker operating ratio with weakened demand (Increase in shortage of C3/C4)</td>
<td>1.3</td>
<td>1.2</td>
<td>1.1</td>
<td>0.9</td>
</tr>
</tbody>
</table>

Toward restructuring

Plant site restructuring

**Mizushima Plant**
- Study on an integrated operation of naphtha crackers with Asahi Kasei
  - Establishing a joint venture
  - Optimization of ethylene center (within a three-year target period)

**Kashima Plant**
- Strengthening infrastructure
  - Attracting EO customers

**Kurosaki Plant**
- Specialize in high-performance products

**Yokkaichi Plant**
- Specialize in high-performance products

**Common items**
- Drastic reformation of utilities, tank yard, and other common facilities

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Restructuring of Petrochemicals Businesses (3)

Partnership with global leading company in each business or region

China

- Accelerate business development to ever-growing Chinese market by a strategic business partnership with SINOPEC

**Study items**

- Cooperation through JV: PP compound, BPA and PC, and C4 chemicals
- Technology licensing: High-performance materials for automobiles (PP process and catalyst, etc.)
- Raw materials and sales: Raw material supply and sales collaboration
- New research: Effective use of C1 chemicals, CO₂ reduction, and organic photovoltaic modules, etc.

(*) Received an operating license from the Chinese government as of May 21, 2009
Undertake an establishment of JV and a construction of production facility from now

The partnership will cover various fields such as high-performance material and product business, exchanges of technological information and human resource, logistics, engineering, and others.
Restructuring of Petrochemicals Businesses

SE Asia, India, and the Middle East

- **Study possible alliances and reform overseas business bases**

  - **Sustainable resources**: Partnering with companies in regions which have advantages in raw material procurement
  - **1-Hexene/BTB**: Partnering with companies in the Middle East which can provide competitive materials
  - **PTA**: Seeking alliance including polyester chain
  - Streamlining organizations by transferring headquarters operations to Singapore

Europe

- **Global business expansion of high-performance products**

  - **PP compound**: Alliance with Borealis AG
  - **PC compound**: Acquiring polycarbonate business of Royal DSM N.V.
  - Engineering plastic products: Business expansion by acquiring Quadrant AG
Reduction of fixed costs

MCHC: - ¥35 billion (included in FY2009 budget)
   (MCC Gr: - ¥25 billion; MTPC Gr: - ¥6 billion; MPI Gr: - ¥4 billion)

MCC: Cost reduction by reformation of business structure
   (Non-consolidated) → FY2011: ¥30 billion or above
   • Streamline corporate functions
     (Streamlining, Integration of functions)
   • Reduce plant infrastructures
     (Reduction and optimization of excess facilities)
   • Reduce service companies’ costs
     (Logistic, information systems, and engineering, etc.)

Medium- to long-term measures
Drastic reformation envisioning future concepts of plant sites
Building an efficient management system in the MCHC Group
Today’s topic

- White LED
- Chemical Components for automobiles
- Organic photovoltaic modules
- Sustainable resources
- Personalized medicine
- Li-ion battery materials for HEVs

Life Cycle Analysis

- KAITEKI Project Inaugurated in June 2008
- The KAITEKI Institute, Inc. Established in April 2009
White LED Value Chain and MCC Business Progress

2001: • Started R&D of GaN at SSLDC*
  *UCSB’s consortium led by Dr. Shuji Nakamura
2006: • Started manufacturing and sales of LED phosphor
2008: • Started manufacturing and sales of GaN substrate
  • Acquired LED chip business from Mitsubishi Cable Industries, Ltd.
  • Acquired exclusive patent rights of GaN substrate from Cree, Inc.
2009: • Started manufacturing and sales of NUV chip
Development of White LED

Trend for “Sustainability”, “Health”, and “Comfort”

Incandescent bulb
Fluorescent light  →  Current
white LED  →  Next-generation
white LED (NUV)

Environmental measures
• Energy saving
• Longer life
• Less CO₂ emission
• Low environmental
  impact materials

Superior performance
• Brighter, Higher efficiency
• Higher color rendering

Competitive cost

Core materials:
Sapphire substrate,
Yellow phosphor

Core materials:
m-plane GaN substrate,
RGB phosphor
MCC’s Challenge (1): m-plane GaN Substrate

Efficiency improvement
Three times higher efficiency is achieved by utilizing m-plane GaN!

- **InGaN emitting layer**
- **Encapsulant**
- **RGB phosphor**
- **Yellow phosphor**
- **Sapphire substrate**

**m-plane GaN substrate**
Impact of m-plane GaN Substrate

2 inch m-plane GaN substrate

World first in preparing 2 inch m-plane GaN substrate

<Expected new product>
• White LED whose efficiency is three times higher than conventional white LED

Further new applications are yet to be created
Creation of New Products by m-plane GaN

2 inch m-plane GaN substrate

High efficiency green laser
- Micro projector
- Rear projection TV

Power transistor
- Aiming for replacing existing Si transistor by using high power and high frequency of GaN transistor. (For automotive usage, GaN will compete with SiC)

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MCC’s Challenge (2): Phosphors

Optimum spectrum is realized through RGB phosphors. This enables:

- General lighting: Natural white light
- Backlight for LCD TV: Higher color gamut

<Current Status>
MCC supplies phosphors for:
- White LED lighting with blue LED and RG phosphors
- White LED backlighting for LCD TV
  (Market share: Red: almost 100%; Green: about 40%)
MCC’s Challenge: Material Business

The target is to become a dominant supplier of core materials for the next-generation LED (GaN substrate, RGB phosphors, and encapsulant)

Supply leading-edge materials protected by strong patent networks

1. **Phosphor**
   - Own material and application patent group of nitride phosphor (CASN)

2. **m-plane GaN substrate**
   - Own m-plane GaN patents which specify surface and thermal characteristics, and uniformity
   - Own exclusive license of Cree’s fundamental patents of GaN
   - Own exclusive license of UCSB’s device patent

3. **Encapsulant**
   - Own patents for UV durable Si encapsulant material

Provide cost competitiveness

1. **Phosphor**
   - Merge with Kasei Optonix, Ltd. (KOX) which produces and markets phosphors since 1979 (April 1, 2009)

2. **m-plane GaN substrate**
   - Low cost preparation by ammonothermal growth of bulk GaN crystal (Targeted sample release: Spring 2012)
White LED Market Forecast

GaN substrate

Phosphors for white LED

White LED (for lighting and backlight)
MCC’s Challenge: Sales of Lighting Apparatus

Start to sell lighting apparatus in spring 2010 using Verbatim’s global sales network
Strategic Alliance between Mitsubishi Plastics and Quadrant

2 June, 2009

Hiroshi Yoshida
President & Chief Executive Officer
Mitsubishi Plastics, Inc.
- Purpose and Outline of Strategic Alliance
- About Quadrant AG
- Business Field of MPI & Quadrant AG
- Post-strategic Alliance
- Growth Image of MPI

Abbreviations are as follows:
MPI ・・・ Mitsubishi Plastics, Inc.
NPL ・・・ Nippon Polypenco Ltd.
The strategic alliance between MPI and Quadrant founders group is established as part of the global launch in engineering plastic business.

- On May 1, 2009, MPI and the Quadrant Founders Group have entered into a 50:50 Joint Venture (Aquamit B.V., NL) for the purpose of
  - Jointly running and developing Quadrant’s business
  - Jointly taking Quadrant private through a public tender offer for all publicly held shares
**Aquamit Structure (from May 1, 2009)**

**Schedule**
- **June-August 2009**
  - Aquamit launch PTO
  - MPI finance PTO fund to Aquamit
- **October 2009**
  - MPI will consolidate Quadrant through Aquamit

**MPI**
- 50%

**Aquamit B.V.**
- 50%

**Quadrant AG**
- 55%

**NPL**
- 45%

Established in 1966

**Production & sales of engineering plastic’s stock shape since 1966**
Purpose of Strategic Alliance

1. To become a global leading company in engineering plastic products
   • Especially in high potential growth region in ASIA

2. To achieve business cooperation
   • Achieve business partnership in engineering plastic products and plastic composites
   • Build partnership structures in injection molding business in the European and American markets

3. To build up global production network and sales channel to expand overseas business
   • Attain global production network with Quadrant’s production sites and Japanese production sites owned by NPL
   • Accelerate oversea activities in various products such as plastics composites
Who is Quadrant?

Corporate Motto

YOU INSPIRE... WE MATERIALIZE

- Location: Zurich, Switzerland
- Business field: Sales & production of engineering plastics products and glass fiber composites
- Capital: 27.5M CHF (2.3B JPY) *1
- Total sales: 733M CHF (66.0B JPY) *2
- EBITDA: 68M CHF (6.1B JPY) *2
- Employees: 2,400 (19 sites in the world) *1

(1 CHF=90 JPY Data from Annual Report of FY2008)

*1 As of 31 Dec., 2008
*2 Fiscal year ending December 2008
## Business Units of Quadrant

<table>
<thead>
<tr>
<th>Engineering plastics products</th>
<th>Creative molding &amp; systems</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Global No.1 share</strong></td>
<td><strong>Top 10 share in Europe</strong></td>
</tr>
<tr>
<td>Sales ratio 75%</td>
<td>Sales ratio 7%</td>
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<table>
<thead>
<tr>
<th>Plastic composites</th>
<th>Cable protection systems</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Global No.1 share</strong></td>
<td><strong>No.1 share in Switzerland</strong></td>
</tr>
<tr>
<td>Sales ratio 13%</td>
<td>Sales ratio 5%</td>
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</table>
Business Fields of MPI & Quadrant

MPI → General EPL (GEP) & Commodity plastics
Quadrant → Super EPL (AEP) & General EPL (GEP)

Advantage of Quadrant

■ Technology effort
  • Development & processing of AEP
  • Process machine technology
    (Main production machines are in-house made)

■ Wide range of EPL products
  =Customer satisfaction

■ Worldwide network
  • 19 sites in the world
  • Wide application field

■ Manpower for technical, marketing & sales

Business fields: Quadrant & MPI

EPL: Engineering plastics; AEP: Advanced engineering plastics; GEP: General engineering plastics
Quadrant’s Business in Engineering Plastic Products

- **Core business**: Global No.1 share (30%)
- **The joint venture company (NPL)**: No.1 share in Japan (75%)

<table>
<thead>
<tr>
<th>Semi-finished parts</th>
<th>GEP products</th>
<th>AEP products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stock shape (MC Nylon, POM extrusion)</td>
<td>Stock shape (Extrusion of PPS)</td>
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<table>
<thead>
<tr>
<th>Finished parts</th>
<th>GEP products</th>
<th>AEP products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gear (Machining from MC Nylon)</td>
<td>IC Socket (Machining from PPS sheet)</td>
<td></td>
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</table>

**MC Nylon**: Monomer casting nylon
Quadrant’s Business in Composite Products

- The world top share in the glass reinforced fiber field for automobiles

Materials are GMT+PP composites. Molding process is pressing.
EPL business: Global 30% share
From domestic to worldwide ⇒ MPI’s aims for the growing Market “Asia”

Composite business: Global 25% share
Collaboration CF, MAF and Quadrant’s GMT
Development of new hybrid composites with CF, MAF and GMT

Market share of EPL products (worldwide)
- Quadrant 30%
- Ensigner 20%
- Rochling 25%
- Other 25%

Market share of GF composite (worldwide)
- Quadrant 25%
- Hanwha 20%
- Azdel 15%
- Other 40%

GF ・・・ Glass reinforced fiber
CF ・・・ Carbon fiber
MAF ・・・ Alumina fibers
The Main Mutual Benefit with MPI Businesses

Large mutual benefit

- Engineering plastic products
- Plastic composites
- Cable protection systems
  Collaboration in pipe business (R&D, production technology, and quality control, etc.)

Opportunity to enter in the European and American markets

Creative molding & systems

- MPI's injection molding business
  - Electronics
  - Automobiles
  - House Equipment
    Business to Japanese company

- Quadrant's injection molding business
  - Electrical & electronics
  - Automobiles
  - Medical
  - Food processing

Global expansion of injection molding business
Overseas Deployment after Strategic Alliance

Strategic alliance → Global launch

Overseas sales ratio target 27%→40%
Almost achieved

Usage of sales/production facilities of Quadrant
(19 countries in the world)

Ratio of overseas sales:
The entire MCHC Group: FY2008 23%
→After the strategic alliance 25%
Overseas Sales Ratio after Strategic Alliance

Target (At the time of integration of MPI) [40% in FY2012] Almost achieved

Sales (100 million)

- Overseas sales ratio 27%
- Total overseas sales ratio 40% or less
- Target overseas sales ratio 40% or more

MPI (FY2008)
- Europe
- Asia
- Japan

MPI + Quadrant (After the strategic alliance)

MPI + Quadrant (FY2015)
- North America
- Europe
- Asia
- Japan

Almost achieved
MPI’s Focused Business in the MCHC Group Business Portfolio

Categorized by profitability, market superiority, and market attractiveness

Creation of a new business by cooperation with an existing business

Next-generation growth businesses
- MPI’s 6 Nurturing Business
  - LIB Separator
  - Techbarrier
  - AQSOA
  - Base materials/Energy area
  - Display
  - Plant-originated resin materials

Existing growth businesses
- MPI’s focused businesses
  - High performance packing film
  - High performance polyester film
  - Electronic device components
  - Carbon fiber composites
  - Alumina fibers
  - High performance plastic composite products
  - Engineering plastic products

Businesses to be restructured

Stable businesses

Aims to be the next MPI’s driver besides high performance polyester film

Quadrant’s plastic composites business
MPI: After Strategic Alliance
- Scale of Strategic Alliance (Sales) -

MPI
Fiscal year ending March 2009
Consolidated net sales
346.1B JPY

Focused business

After strategic alliance
Consolidated net sales
412B JPY

Focused business

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Focused business

Quadrant
Fiscal year ending December 2009
Consolidated net sales
66.0B JPY

Packaging materials area
Electronics & specialty materials area
Industrial & construction materials area
Growth Image of MPI

Entering into high profit global market in Engineering Plastic by forming a strategic alliance with Quadrant

Strategic investment (M&A)
e.g. Strategic alliance with Quadrant

M&A

Innovation

Organic Growth

- 6 nurturing businesses of MPI
e.g. AQSOA
- Project
e.g. AFC (Advanced fiber composite)
- Business reorganization + α
e.g. Agricultural materials high-tech business

Our target: To become a strong niche company
### List of Abbreviations: Resins

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>PBI</td>
<td>Polybenzimidazole</td>
</tr>
<tr>
<td>PEI</td>
<td>Polyetherimide</td>
</tr>
<tr>
<td>PAI</td>
<td>Polyamide-imide</td>
</tr>
<tr>
<td>PPSU</td>
<td>Polypyrrole sulphone</td>
</tr>
<tr>
<td>PSU</td>
<td>Polysulfone</td>
</tr>
<tr>
<td>PEEK</td>
<td>Polyether ether ketone</td>
</tr>
<tr>
<td>PPS</td>
<td>Polyyphenylene sulfide</td>
</tr>
<tr>
<td>PTFE</td>
<td>Polytetrafluoroethylene (fluorine resin)</td>
</tr>
<tr>
<td>PC</td>
<td>Polycarbonate</td>
</tr>
<tr>
<td>PPO</td>
<td>Polyyphenylene oxide</td>
</tr>
<tr>
<td>PBT</td>
<td>Polybutylene terephthalate</td>
</tr>
<tr>
<td>PET-P</td>
<td>Polyethylene terephthalate</td>
</tr>
<tr>
<td>PA</td>
<td>Polyamide</td>
</tr>
<tr>
<td>POM</td>
<td>Polyacetal</td>
</tr>
<tr>
<td>UHMW-PE</td>
<td>Super-high-molecular polyethylene</td>
</tr>
<tr>
<td>ABS</td>
<td>Acrylonitrile butadiene styrene copolymer</td>
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<tr>
<td>PMMA</td>
<td>Polymethylmethacrylate</td>
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<td>Polystyrene</td>
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<td>PVC</td>
<td>Polyvinyl chloride</td>
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<tr>
<td>PP</td>
<td>Polypropylene</td>
</tr>
<tr>
<td>PE-HD</td>
<td>High-density polyethylene</td>
</tr>
<tr>
<td>PE-LD</td>
<td>Low-density polyethylene</td>
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