

**Greeting from Manabu Chikumoto, new Representative Corporate Executive
Officer, President and Chief Executive Officer of Mitsubishi Chemical Group
Corporation (Summary)**

To realize KAITEKI

I assumed the position of Representative Corporate Executive Officer, President and Chief Executive Officer on April 1, 2024. I am determined to join hands with all of you working for the Mitsubishi Chemical Group (MCG Group) to realize KAITEKI.

Our Purpose is to lead with innovative solutions to achieve KAITEKI, the well-being of people and the planet. This is why our company exists and is central to the work of every employee. As you think about your daily work and how it connects to delivering our many products and solutions, remember that the ultimate goal is to realize this Purpose, ensuring a positive future for society and the planet.

In 2020, we announced [KAITEKI Vision 30 \(KV30\)](#), our medium- to long-term basic management strategy. In formulating KV30, we envisioned our society in the year 2050 in concrete terms and identified social issues that we could best contribute to solving by backcasting from our vision. Four years have passed since then, and the world has become increasingly complex with the pandemic, rapidly evolving climate change, growing geopolitical risks, and more. The chemical industry is also faced with major challenges, such as becoming carbon neutral (CN) and contributing toward a circular economy (CE). Given the substantial global changes, the leadership team is now revisiting KAITEKI Vision 30 and formulating a renewed vision and strategy for 2035 to ensure that we are once again on a path toward achieving KAITEKI.

Safety and Compliance

Safety and compliance constitute our core value, one that we should always bear in mind. If we are to work in unity, light up with vitality, and demonstrate our full strength, it is imperative to have in place, as the foundation of everything we do, workplaces where safety and security are ensured, each individual is respected, and mutual trust is fostered. I would like to express my renewed appreciation to you for conducting safe operations day to day and for giving consideration to your work environment. I would also like to ask you for your further cooperation.

Four bad habits to eliminate and three principles to uphold

I have a favor to ask of you as you go about your work. First and foremost, I ask you to thoroughly eliminate the following four bad habits: making assumptions, wishful thinking, cessation of thinking, and failing to use your imagination. These practices expose you and your colleagues, as well as the company, to all kinds of risks. Additionally, “sontaku,” or acting on assumptions of what you believe others are thinking, is particularly dangerous, for supervisors and subordinates alike. Everyone should be able to express their thoughts at work. From this month, I will start visiting business locations of our Group in Japan and abroad. Let me hear your frank views. Let us join efforts to make our workplaces better.

There are three principles I uphold as I undertake my work. The first is to take our business as seriously as I would if I were running my own family business. When I pass our business on to the next generation, I hope to pass it on in the best possible condition, as if I were passing the baton to my own children and grandchildren. The second principle is to be grateful to my colleagues. Like everyone else, I have long been supported by countless co-workers, and I think it is important to always be appreciative of them. The third principle is to enjoy life. It takes serious efforts to gain job satisfaction and feel fulfilled in life, so enjoyment of life comes from working hard.

I am excited to embark on this journey and take on new challenges with you. And I am looking forward to seeing what kind of KAITEKI awaits us in the future.