

**Message from Manabu Chikumoto, Representative Corporate Executive Officer,
President and Chief Executive Officer of Mitsubishi Chemical Group Corporation,
for 2024 Career Kick-off Session (Summary)**

On April 1, 2024, the Mitsubishi Chemical Group*¹ (MCG Group) hosted its Career Kick-off Session for 124 new employees hired in Japan. Held on their first day of work, the event took place at the Osaka head office of Mitsubishi Tanabe Pharma Corporation and was streamed online at nine sites across Japan, providing attendees with an opportunity to think and talk about their personal vision and career plans. At the start of the session, Manabu Chikumoto, Representative Corporate Executive Officer, President and Chief Executive Officer, delivered the following speech.

I assumed the position of Representative Corporate Executive Officer, President and Chief Executive Officer today, on April 1, 2024. So today is my first day as president, just as it is your first day with us. I am determined to make an all-out effort with you to realize KAITEKI.

To realize KAITEKI

First and foremost, I'd like to say, "Welcome to THE KAITEKI COMPANY." At a training program 12 years ago, I compiled and presented a report on how I would manage this company if I were president. The title of my report was "THE KAITEKI COMPANY." The definite article, "THE," signifies the crucial fact that we indeed are the one and only company that can realize KAITEKI.

The Purpose of the MCG Group is to lead with innovative solutions to achieve KAITEKI, the well-being of people and the planet. This lies at the core of why we started the business and why the Group exists. Let us pursue our corporate and personal goals through business. Companies with a stronger awareness of their purpose are able to set a clearer goal along with a roadmap to achieve it. To realize our Purpose, we have in place Our Way, a code of conduct comprised of five elements—Integrity, Respect, Bravery, Collaboration and Persistence—that you should always follow in your daily work. Now that you have joined our Group, I ask you to bear these five elements in mind no matter what type of work you engage in, and achieve growth.

The actual situation falls far short of the vision we wish to achieve. This is why we need to chart a roadmap as our strategy to bridge the gap. I ask you to keep the Purpose clearly at the forefront of your mind and confidently set an achievable vision for your own future in a decade's time, so that you can plan how you will reach the goal. 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.

Message for new employees

Safety and compliance constitute our core value, which we should always bear in mind. The chemical industry deals with an array of hazardous chemicals and processes, so safety is our top priority. If an accident occurs, it will not only be you, but also your family, friends and loved ones who will suffer. In addition, you also need to demonstrate common sense in terms of social norms and must always be aware of your compliance obligations. It is critically important for you and the company that you foster relationships where you can frankly express your own views without “sontaku,” meaning without acting on the perceived desires of others.

As you go about your work, I want 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.

There are some principles I personally uphold as I undertake my own 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 found myself in predicaments on countless occasions at this company, but my co-workers have helped me out every time. I hope you too will always be appreciative of your colleagues. And the most important principle is to enjoy life. It takes serious efforts to gain job satisfaction, feel fulfilled in life and enjoy your work. No job is worthless. With earnest efforts, your eyes will be opened to the more fun elements of your work, you will gain more friends at work and you will be rewarded with a life of thriving. Of course, leisure time is also essential. Spend time with your friends and family, and pursue work-life balance. Lastly, never engage in “sontaku” or let others do so, whether you are a superior or a subordinate. Everyone should feel free to express their frank views in their workplace.

So, once again, welcome to “THE KAITEKI COMPANY,” everyone. I am excited to work with you, and looking forward to seeing what kind of KAITEKI awaits us in the future.