

# Effective Placement and Human Resource Development

## Basic Policy

At Mitsubishi Chemical (MCC), we aim to achieve our vision—realizing KAITEKI. To that end, we strive to secure and retain human resources who are understanding of diverse values, identify issues on their own, and involve those around them as they continually take on new challenges.

## Hiring

We do not hire individuals younger than 18 years old, and practice fair, non-discriminatory hiring.

Specifically, hiring managers who interview perspective employees are instructed to conduct interviews in a manner that respects human rights by not asking questions related to nationality, religion, gender, sexual orientation, disability, pregnancy, or other topics unrelated to the applicant's suitability and capabilities.

## Effective Placement and Human Resource Development

We aim to realize optimal personnel placement on a Group-wide basis to meet the demands created by changes in the business environment and globalization. To this end, we have also adopted a career development program—a system for medium- to long-term strategic personnel placement and development with the aim of encouraging employees to pursue self-directed growth. The specifics of these efforts are as follows.

For employees of MCC in Japan, as a part of personnel measures designed to encourage employees to think about their careers, we conduct career design interviews. Such interviews involve an employee and their supervisor discussing the employee's current situation and how said employee plans to grow over the medium to long term. This approach is designed to help employees take the initiative and grow. Each employee works to identify their own strengths and consider for themselves how they can hone and utilize those strengths to contribute to society. At the same time, the company systematically examines ways to utilize and enhance each individual's strengths in order to achieve corporate growth.

Across the entire MCC Group, including overseas sites, we are working to effectively place and develop promising human resources in each region<sup>1</sup> and the next generation of executive management candidates for the MCC Group.

With regard to promising human resources in each region, the regional headquarters<sup>2</sup> established in April 2017 implement systematic human resource development and placement within their respective regions. At the same time, regarding the next generation of executive management candidates, we are working with the regional headquarters to implement unified global management, identifying key positions and preparing succession plans for them as well as monitoring the placement of management candidates who are expected to fill such positions in the future. The company-wide HR Committee convenes on a regular basis to manage such efforts. Furthermore, we are applying these initiatives across the entire MCC Group, including overseas companies, working to implement more systematic and effective human resource development and placement.

<sup>1</sup> Refers to the four regions that the MCC Group has designated as its units for global business development, namely the Americas; Europe, the Middle East and Africa; the ASEAN region, India and Australia; and China and Hong Kong.

<sup>2</sup> Regional headquarters: The following four companies, established to accelerate Mitsubishi Chemical's overseas business development by supporting business and revenue growth in their respective regions.

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| • Mitsubishi Chemical America, Inc.     | • Mitsubishi Chemical Europe GmbH           |
| • Mitsubishi Chemical (China) Co., Ltd. | • Mitsubishi Chemical Asia Pacific Pte Ltd. |

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## Human Resource Development System

MCC believes that on-the-job training—learning through actual, on-site work experience—is the foundation of employee growth. We expect on-the-job training to lead employees to grow autonomously through the process of identifying issues in the course of their ordinary work and solving said issues with support from those around them.

To support and reinforce this process, we have introduced measures that enable employees to proactively design their own careers. We also maintain an off-the-job training program that enables employees to learn how to fulfill their expected roles.

Furthermore, we organize training programs according to five perspectives that are based on business, work-place and individual needs. These are the junior employee development perspective, management perspective, global perspective, skill and specialist knowledge perspective and career perspective. Using such training programs, we support the growth of each employee while encouraging self-directed career development.

Participants	Management perspective Junior employee development perspective	Career perspective	Global perspective	Skill and specialist knowledge perspective			MCHC Programs
				Conceptualization skills	Interpersonal skills	Business execution skills	
Supervisors	New supervisor training	Career design interview training (for interviewers)					
Managers	Practical management training II Practical management training I New manager training						
Career group Professional career group	Management basics training I	Career design training (e-learning)	TOEIC	Logical thinking training	Communication style training	Presentation training	External courses/Correspondence and online courses/ Qualification attainment support system (self-improvement)
	Management basics training II		Global business (S) training	Document preparation training	Consensus building training	Time management training	
			Overseas survival training	Problem solving training	Situational leadership training		
	Third year training (General career group)		Overseas business challenge training				
	Second year training (General career group)		English skills training (BEST)				
	New employee training (General career group)						
							U.S.-related seminar Understanding cultural differences in China seminar China business training Business model training

At the same time, Mitsubishi Chemical Holdings (MCHC) holds such programs as Group New Executive Training. The MCC Group actively sends its employees to participate in these programs, which offer opportunities for them to develop themselves through friendly competition within the MCHC Group.

## Global Executive Development

The MCC Group is forcefully globalizing its management structure. To encourage the development of the human resources needed to handle global management, we are carrying out a range of training and other programs in and outside Japan.

The development of globally oriented management personnel requires the cultivation of global mindsets and amassing of global experience. To this end, we offer programs to develop global mindsets in Japan as well as overseas dispatch programs, including the Overseas Business Challenge Training, which combines foreign language training with internship programs at overseas Group companies, and the Overseas Survival Training, in which participants work to solve problems in a multicultural environment. By providing opportunities to gain global experience tailored to the specific level of each individual, we are working to develop globally oriented management personnel.

Furthermore, for employees of Group companies who work at overseas sites, we have introduced a program called “Experience JAPAN,” in which they can come to Japan for around a year. By providing work experience in Japan, this program enables such employees to learn about Japanese culture, the particular characteristics of Japanese companies and Mitsubishi Chemical while promoting mutual understanding between such employees and those based in Japan, fostering a sense of unity across the MCC Group.