



MOS Indices

As part of its efforts to promote KAITEKI Management, Mitsubishi Chemical Holdings (MCHC) has created the MOS (Management of Sustainability) Indices to gauge its contribution to solving wide-ranging environmental and social issues in order to improve the present and future of people, society and the Earth. MCHC uses these indices to evaluate progress made with regard to MOS, one of its management axes, which aims to enhance social value through improvements in sustainability. In addition, the MCHC Group uses the MOS Indices to measure progress made on material issues identified with the formulation of its new medium-term management plan, *APTSIS 25*. By steadily implementing initiatives to address these issues, the Group aims to achieve KAITEKI Vision 30.

As an operating company, Mitsubishi Chemical also implements and evaluates management aimed at improving sustainability based on the new MOS Indices.

Material Issues for Business Portfolio Strategies

Material issues
GHG reduction
Sustainable resource management
Sustainable food and water supplies
Healthy and vibrant lives
Safe and comfortable lives
Improvement of communications and digital processing technologies
Switch to a business portfolio centered on growth businesses that contribute to resolving social issues
MOS Indices
Percentage of sales revenue from the growth businesses (businesses that contribute to solving social issues)

Material Issues for Business Foundations

Material Issues
Business model reformation
Product stewardship
Intensification of DX
Upgrading of the work environment and health and productivity management
HR development and training
Diversity and inclusion
Stakeholder engagement
Contribution to and acceleration of growth by strengthening and enhancing the business foundation
MOS Indices
Employee engagement
Diversity among management
Wellness awareness
Lost time injury frequency rate
Level of customer satisfaction
Evaluation related to the ESG stock index

Material Issues for Environmental and Social Impacts

Material Issues
Environmental impact reduction
Circular economy
Life cycle assessment (LCA)
Contributions to communities
Biodiversity
Reduction of negative impact, environmental and social contribution, and appropriate evaluation of impact
MOS Indices
Percentage of sales revenue from products ¹ that contribute to the circular economy or mitigate and adapt to climate change
GHG emissions
COD emissions
Progress of LCA activities
Amount of landfill waste ²

- 1 GHG reduction and carbon cycle sectors among growth businesses (businesses that contribute to solving social issues)
- 2 Amount of landfill waste regularly generated in the Group's routine production and logistics activity

Material Issues for Existence

Material issues
Compliance
Process safety
Governance

Material Issues in Terms of Risk Management

Material Issues
Information security and cybersecurity
Sustainable supply chain
Human rights

Appropriate risk management to avoid threats to continued corporate existence

MOS Indices
Number of serious compliance violations
Number of accidents
Security accidents
Environmental accidents
Participation rate in information security training