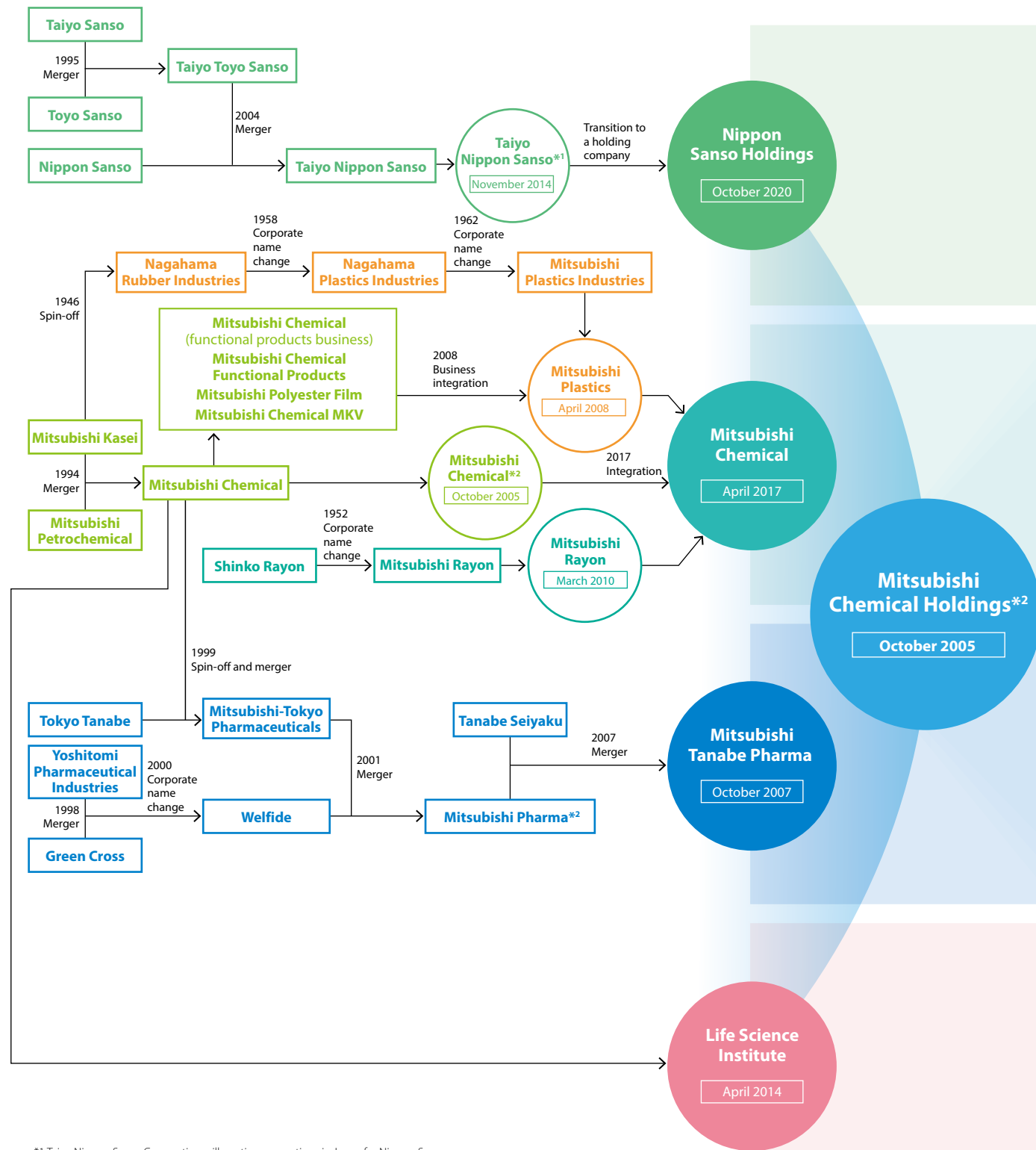


History of the MCHC Group and Its Core Technologies

Leveraging Our Proprietary and Basic Technologies, Creating New Business Opportunities

Across the MCHC Group, we have developed proprietary and basic technologies in a wide range of business domains. These core technologies are important intellectual capital for the MCHC Group and a source of our competitive edge (see P. 15). By maximizing the use of Group synergies and taking a multifaceted approach to advance innovation, we are working to enhance existing businesses and create new business opportunities.



*1 Taiyo Nippon Sanso Corporation will continue operations in Japan for Nippon Sanso Holdings Corporation.
 *2 Mitsubishi Chemical Corporation and Mitsubishi Pharma Corporation established a joint holding company, Mitsubishi Chemical Holdings Corporation.

Progress of Portfolio Reforms ▶ P. 17

MCHC Group core technologies

Proprietary technologies

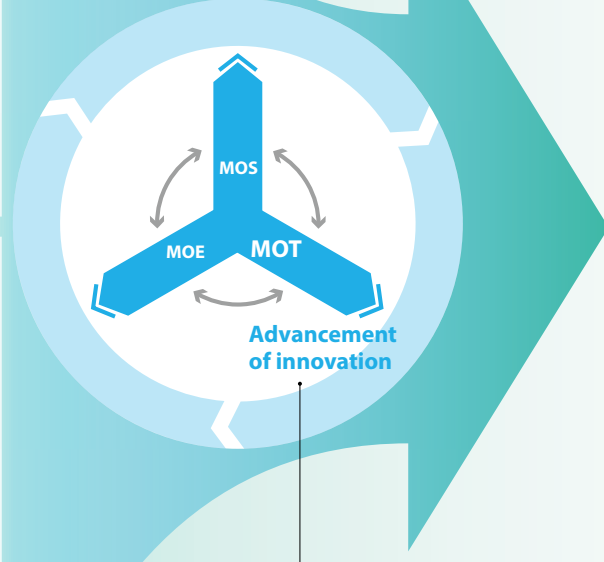
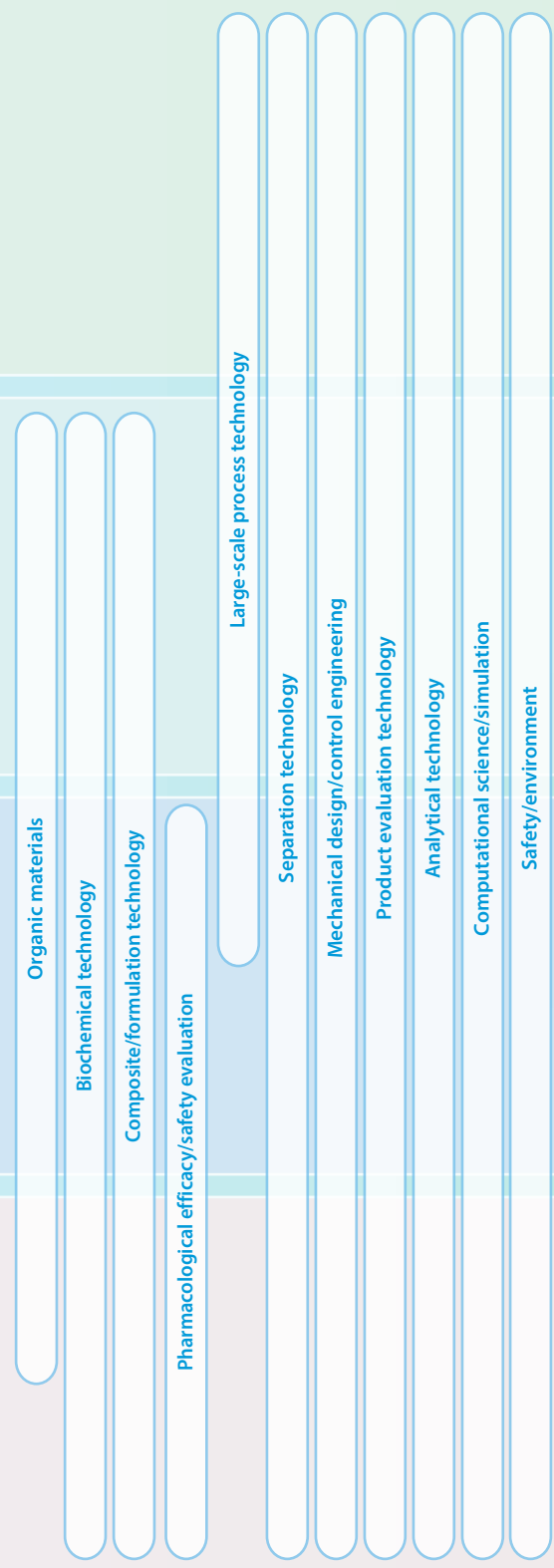
- Cryogenic/freezing technology
- Absorptive separation
- High-pressure gas control
- Oxygen combustion

- Catalyst
- Inorganic materials
- Polymer
- Fiber
- Film
- Molding

- Medicinal chemistry
- Drug discovery
- Pharma process chemistry
- Biologics

- Cell culture
- API synthesis

Basic technologies



Innovation ▶ P. 51

Value Creation Model ▶ P. 13