

Message from Business Group Management

Industrial Gases

Strengthening business resources while working toward carbon neutrality

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Moving forward with five key strategies

The Nippon Sanso Holdings Group operates the Mitsubishi Chemical Group's Industrial Gases segment, and our philosophy is "Proactive. Innovative. Collaborative. Making life better through gas technology." Based on this, we aim to create social value through innovative gas solutions that increase industrial productivity, enhance human well-being, and contribute to a more sustainable future.

To put this philosophy into practice while growing our business further, we are currently implementing the NS Vision 2026 medium-term management plan, which runs from fiscal 2022 to fiscal 2025. When drawing up this plan, we took into consideration changes in the external environment that are happening now, in terms of (1) climate impact, (2) economic uncertainty, (3) geopolitical instability, (4) development of a digital society, and (5) diversification of thinking and lifestyles. We then defined five strategies aimed at sustained growth from a medium- to long-term perspective.

Five key strategies in the NS Vision 2026 medium-term management plan

- Sustainability management
- Exploring new business to achieve carbon neutrality
- Total electronics
- Operational excellence
- DX initiatives

[Nippon Sanso Holdings' medium-term management plan](#)

Collaborating to create value in decarbonized domains

I think that in order to fully execute these key strategies, we must create value by collaborating with a range of stakeholders inside and outside our organization, and going beyond the four regions (Japan, the United States, Europe, and Asia and Oceania) and the thermos business in the Nippon Sanso Holdings Group. This is consistent with our philosophy, Proactive. Innovative.

Collaborative. The technology development capabilities, know-how, expertise, and experience that we have in gas solutions—and that the MCG Group has in the chemical and pharmaceutical domains—are highly compatible with initiatives to achieve carbon neutrality. Starting with the key strategy of exploring new business to achieve carbon neutrality, I believe that we can generate huge synergies from the programs positioned as a priority in fiscal 2022, such as providing more environmental solutions and exploring global HyCO* projects for a hydrogen society.

* Hydrogen (H₂) and carbon monoxide (CO) are separated from natural gas using steam methane reforming (SMR) equipment. The HyCO business provides large-scale supply of H₂ and CO to customers in oil refining and petrochemical industries by way of a pipeline.

Helping as "The Gas Professionals" to increase the MCG Group's corporate value

This process of collaborating as "One Company, One Team" to create new value provides the perfect opportunity for every single employee in the Nippon Sanso Holdings Group to demonstrate their fighting spirit as "The Gas Professionals." This is also a great chance to adopt a broader perspective and tackle new challenges. The MCG Group is currently implementing a bold restructuring of its business portfolio to achieve sustained growth, and we consider this an opportunity for dramatic progress. We will pull together to boost corporate value across the entire MCG Group, while strengthening the Nippon Sanso Holdings Group's unique business resources, including our industrial gas and thermos technologies, our global and diverse human capital, and our business sites.