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Strengthening ESG Activities

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Governance

Message from the Officer Supervising Governance and Legal Affairs

**Ken Fujiwara**

Director
Executive Vice President
Chief Compliance Officer
General Counsel

Fostering a “One Company, One Team” culture to deepen governance globally

Accelerating the integration of corporate functions

Mitsubishi Chemical Group Corporation has been working for some time to integrate its corporate functions, including promotion of its legal functions, internal control, and compliance, in order to achieve a highly transparent governance system that works efficiently across the Mitsubishi Chemical Group. MCG is now working to accelerate these efforts under the “One Company, One Team” concept in the new management policy “Forging the future” announced in December 2021.

To integrate these functions, we have moved away from vertical decision-making processes siloed in each business and have implemented a flat organization structure that operates across borders separating Group companies in order to build a governance system that is fast, efficient, and transparent across the entire Group.

We are now focused on reinforcing corporate governance further in this flat organizational structure, introducing enterprise risk management (ERM) processes to better manage risk across the Company, while setting up global compliance programs and fostering better awareness of compliance matters among all employees to further compliance at the MCG Group.

Our key focus is on getting these systems to function fully to make our compliance systems more effective. It is extremely difficult to change behavior or mindsets on how to execute familiar work processes, but these new initiatives are aimed at fostering the “One Company, One Team” culture that everyone can take in and act on, and furthering our governance beyond the borders of country, region, and business entity.

Making the Board of Directors even more effective

As a corporate executive officer, my mission is to strengthen corporate governance as described above. At the same time, as the chairperson of the Board and as a member of the Nominating Committee, I am working to promote a common understanding of the role and the ideal state of the Board of Directors as a monitoring board and make the Board even more effective.

In fiscal 2021, the Board of Directors discussed a range of matters, including new management policy formulation, organizational structure, selection of the candidate for the lead independent outside director role, and hiring executive officers from outside. We are now operating under the new organization from fiscal 2022 and outside directors form a majority on the Board of Directors. Rather than getting bogged down in fine details and exchanges of opinion on agenda items, I look for the Board to take a broader perspective in the debates on medium- to long-term strategy, the business portfolio, corporate governance, and branding.

I have been working to confirm the awareness of this role with the directors, as well as focusing the key agenda and discussion points for debate at Board of Directors’ meetings and steadily deepening the monitoring function, in order to increase corporate value and respond to the commitment of the shareholders and other stakeholders.

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Corporate Governance

In addition to helping to solve environmental and social issues through our corporate activities for the realization of KAITEKI, the Mitsubishi Chemical Group Corporation aims to contribute to the sustainable development of society and our planet Earth. With our eyes on these objectives, we are focusing on establishing a better corporate governance structure by improving management transparency through proper disclosure and dialogue with stakeholders, while enhancing both the soundness and efficiency of management.

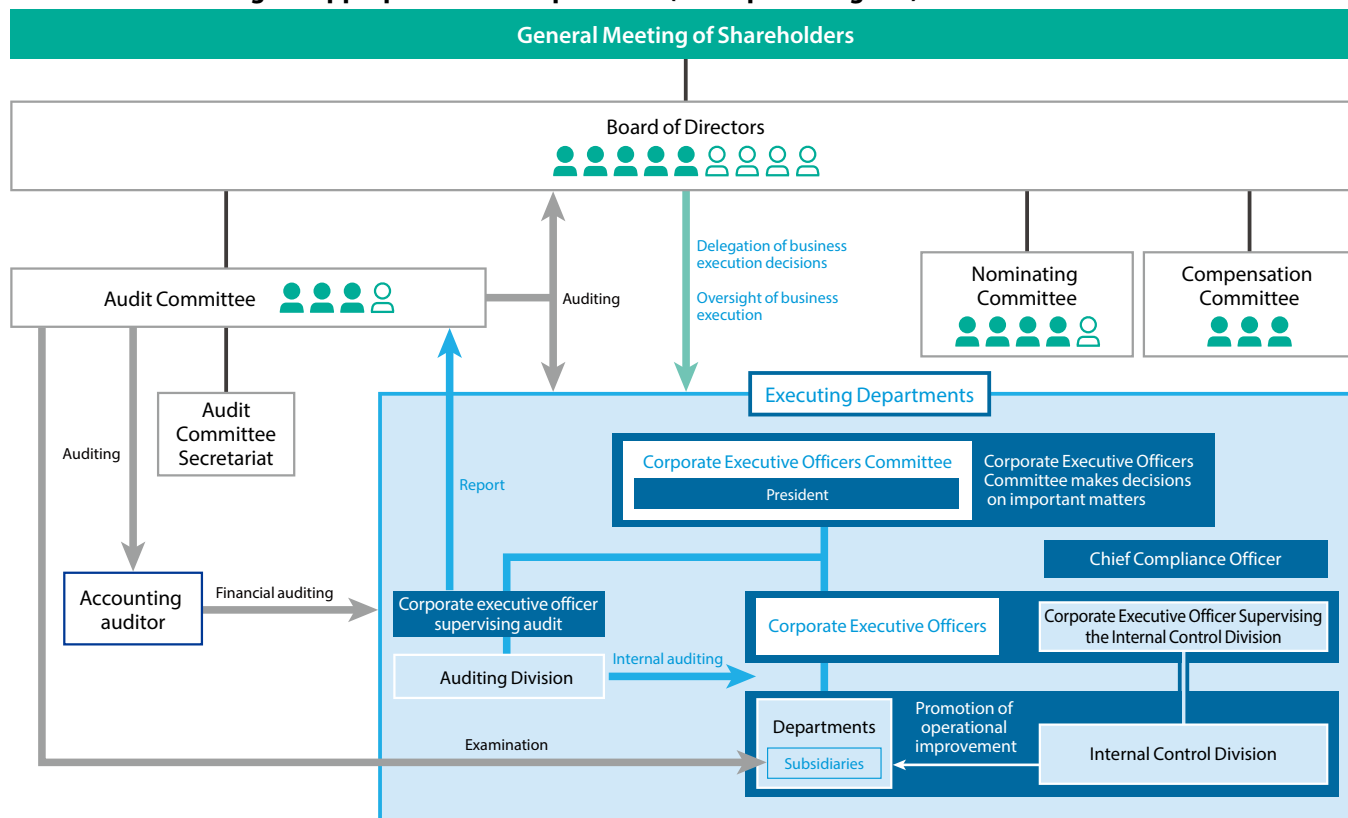
Corporate governance structure for sound management and greater efficiency (As of June 24, 2022)

To improve the transparency and fairness of our management, strengthen management supervision functions, and increase management agility through accelerated decision-making, MCG has adopted the structure of a company with a nominating committee, etc. Under this governance system, the Board of Directors and the three committees (Nominating, Audit, and Compensation committees) oversee business management while the corporate executive officers are responsible for making decisions and operating the business.

Corporate Governance

Structure for ensuring the appropriateness of operations (Conceptual diagram)

Outside directors Internal directors



Corporate governance history

Category	June 2013	June 2014	June 2015	June 2016	June 2021	June 2022
Initiatives	Appointment of an outside director	Appointment of a director of overseas nationality	Appointment of a female director Transition to a company with a nominating committee, etc.	Increase in the number of outside directors	Selection of a lead independent outside director	Realization of an outside director majority on the Board of Directors
Medium- to long-term targets (including those already achieved)	Strengthening of management supervision functions	Increased diversity of the Board of Directors	Increased diversity of the Board of Directors Improvement of management transparency and fairness as well as management supervision functions	Strengthening of management supervision functions	Enhancement of the independence of the Board of Directors and strengthening of cooperation between executive and outside directors	Strengthening of management supervision functions

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Corporate Governance

Roles of the Board of Directors

The Board of Directors determines basic management policies, such as medium-term business strategies and annual budgets. As a general rule, corporate executive officers are entrusted with the responsibility of executing operations in accordance with these basic policies, excluding matters that must be legally resolved by the Board of Directors. The Board of Directors primarily supervises the execution of duties by the corporate executive officers.

Framework and roles of the committees (As of June 24, 2022)

	Nominating Committee	Audit Committee	Compensation Committee
Chairperson	Outside director	Outside director	Outside director
Composition (including chairperson)	Outside directors—4 Internal director—1	Outside directors—3 Internal director (full-time)—1	Outside directors—3
Purpose	The Nominating Committee nominates candidates for directors and corporate executive officers.	The Audit Committee audits the execution of duties by corporate executive officers and directors and reviews the Group's internal control systems, etc.	The Compensation Committee determines the design of the remuneration system and the amount of remuneration to be paid to individuals.
Fiscal 2021	The committee met a total of eight times and held active discussions on the building of a new management structure for the transition to a "One Company" system and on the allocation of corporate executive officers, based on which it selected the successor candidates for the post of corporate executive officer.	The committee met a total of 14 times and undertook key point audits of the status of development and operation of governance and the internal control system, and the status of progress of the medium-term management plan, <i>APTSIS 25</i> . In the above audits, emphasis was placed on responding in line with the new management structure to take account of COVID-19 and other changes in the business environment.	The committee met a total of seven times and, in accordance with the basic policy on director remuneration, engaged in discussions whose main subject was an examination of the appropriate composition and level for the remuneration of corporate executive officers. On this basis, the committee determined the amount of remuneration to be paid to individuals.

Main agenda items discussed at the Board of Directors' meeting during fiscal 2021

- New management policy
- Investment planning, budgeting
- Report from each of the committees and the executives
- Effectiveness of internal control system
- Review of the meaningfulness of cross-shareholdings
- Outcomes of engagement activities with institutional investors
- Introduction of enterprise risk management (ERM)
- Assessment of the effectiveness of the Board of Directors
- Selection of new market segments on the Tokyo Stock Exchange
- Response to revision of Japan's Corporate Governance Code
- Abolition of the advisor system
- Issues relating to management strategy

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Corporate Governance

Corporate executive officers

The corporate executive officers decide on the operational execution and are in charge of its implementation based on basic management policies developed by the Board. Regarding important matters in the management of the MCG Group, deliberations are made at the Corporate Executive Officers Committee, which is a council formed of corporate executive officers. In addition to determining the division of duties of each corporate executive officer for other matters, appropriate and efficient decision-making is made possible by clarifying the decision-making authority of the corporate executive officer in charge.

Corporate Executive Officers Committee

The Corporate Executive Officers Committee is composed of all corporate executive officers. It deliberates and decides on important matters concerning the management of MCG and the MCG Group, and also monitors the Group's business based on the medium-term management plan, the annual budget, and other relevant factors.

Assessment of the CEO

The Nominating Committee assesses the performance of the CEO from multiple perspectives using indices (▶ Page 59) based on the three axes of KAITEKI Management (MOS, MOT, and MOE), and also discusses the appropriateness of the continuation of duties by the CEO, using metrics such as 360-degree feedback. The Nominating Committee provides feedback on the results of discussions to the individuals involved to improve the quality of management.

Audit system (trilateral audits)

The Audit Committee cooperates with the Internal Auditing Division and the accounting auditor to enhance the trilateral audits (conducted by the Audit Committee, accounting auditor, and the internal audit departments).

The committee holds discussions in advance with the Internal Auditing Division on the internal audit plans made by the office and has regular meetings with the office to exchange opinions and receive information on the results of internal audits and other issues. The committee also cooperates closely with the accounting auditor. It receives reports on the audit process, plans, progress status on audit work and the results of audits, and exchanges information and opinions with the auditor.

Lead independent outside director

With the aim of enhancing the independence of the Board of Directors and strengthening cooperation between corporate executive officers and outside directors, the outside directors elect a lead independent outside director from among themselves. The lead independent outside director gathers opinions from the outside directors and holds discussions with the chairman of the Board of Directors and the president, and presides as chairperson over a meeting body composed solely of the outside directors.

Director Liaison Committee and related meetings

As a forum for sharing of important management-related information and for the frank exchange of opinions on management issues, the Director Liaison Committee has been established that includes all directors as members.

Separate from this committee, regular meetings are held exclusively for outside directors, at which they can exchange information and establish a common understanding based on an independent and objective viewpoint.

Main agenda items of the Director Liaison Committee in fiscal 2021

- New management policy
- Issues relating to management strategy
- Introduction of ERM
- Optimal information provision from corporate executive officers to the Board of Directors
- Decision-making authority under the new organizational structure
- Report on assessment results of corporate value including ESG

Cross-shareholdings

MCG and major subsidiaries acquire and hold shares of client companies, etc., if the shareholding contributes to medium- to long-term improvement in corporate value. The Board of Directors reviews the grounds for such cross-shareholdings on a regular basis. Taking account of the effect on the market, we make efforts to sell such cross-shareholdings as assessed to be insufficiently justified.

On September 16, 2021, the Board of Directors reviewed all Group cross-shareholdings as of the end of March 2021 in terms of the economic rationale as measured by ROIC, their necessity for business, and other considerations. As a result of the review, we found some cross-shareholdings to be insufficiently justified and will proceed with their sale, taking account of the effect on the market.

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Diversity of directors

Our policy is for the Board of Directors to have a diverse composition ensuring a sufficiently high level of expertise to formulate basic Group management policies and provide appropriate oversight and valuable advice on management issues. We use a skills matrix to set out the areas where particular expertise is expected.

	Management experience	Finance and accounting	Science, technology, IT, and production	Risk management	Business strategy and marketing	Laws and regulations, etc.	Globality and diversity
Jean-Marc Gilson ◆	●				●		●
Ken Fujiwara ◆				●		●	●
Glenn H. Fredrickson			●		●		●
Hiroshi Katayama				●		●	●
Takayuki Hashimoto	●				●		●
Chikatomo Hodo	●		●				●
Kiyomi Kikuchi				●		●	●
Tatsumi Yamada		●		●			●
Takako Masai		●		●			●

Notes: 1. For each director, up to three areas where MCG expects particular expertise are indicated.

2. Directors indicated with the symbol (◆) act in an executive function.

Policies on the nomination of director candidates

For the nomination of outside and internal director candidates, the specified appointment process is implemented following interview of the candidates by the Nominating Committee, on which outside directors form a majority. The Nominating Committee nominates as director candidates persons who fulfill the following criteria:

- Possess deep insight, as well as objective and fair judgment, which are necessary to fulfill the responsibilities of a director of a company with a nominating committee, etc.;
- Possess high ethical standards and a law-abiding spirit;
- Are healthy enough to fulfill the responsibilities of a director.
- For outside directors: Fulfill the standards for independence of outside directors (▶ Page 55), are able to secure enough time to execute business, and, additionally, are able to contribute to diversity among the outside directors.

Training for directors

Outside directors are constantly briefed on the MCG Group's business and organizations and are regularly given the opportunity to visit the Group's business locations in Japan and abroad and to discuss with the management team. Internal directors are also given opportunities to develop the qualities required of directors through training sessions on compliance and internal control and a range of seminars held by external organizations.

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Standards for independence of outside directors

The Company appoints as outside directors persons who do not fall under any of the items listed below and are capable of overseeing the Company's management from a fair and neutral standpoint free of conflict of interest with general shareholders.

1. Related party of the Company

- (1) A person engaged in the execution of MCG Group operations (executive director, corporate executive officer, executive officer, manager, employee, partner, etc. The same shall apply hereafter.)
- (2) A person who has been engaged in the execution of MCG Group operations in the last 10 years

2. Major shareholder

A person who directly or indirectly holds 10% or more of MCG's total voting rights or a person engaged in the execution of operations of a company that directly or indirectly holds 10% or more of MCG's total voting rights

3. Major business partner

- (1) A person engaged in the execution of operations of a company*¹ whose major business partners include MCG or any of its Group operating companies (Mitsubishi Chemical Corporation, Mitsubishi Tanabe Pharma Corporation, Life Science Institute, Inc., and Taiyo Nippon Sanso Corporation. The same shall apply hereafter.)
- (2) A person engaged in the execution of operations of a major business partner*² of MCG or any of its Group operating companies

4. Accounting auditor

An accounting auditor of the MCG Group or an employee thereof

5. Transaction as an individual

A person who receives money or other financial benefits of ¥10 million or more per year from MCG or any of its Group operating companies

6. Donation

A person who receives a donation or financial assistance of ¥10 million or more per year from MCG or any of its Group operating companies or a person engaged in the execution of operations of a company that receives a donation or financial assistance of ¥10 million or more per year from MCG or any of its Group operating companies

7. Reciprocal assumption of the position of director

A person engaged in the execution of operations of a company that has appointed as director any MCG Group director or employee

8. Close relative, etc.

- (1) A close relative, etc., of a person engaged in the execution of important MCG Group operations (spouse, relative within the second degree of relationship, or any person who shares the same livelihood. The same shall apply hereafter.)
- (2) A close relative, etc., of any person who meets the definition of any of items 3 to 7 above

*1 If the said business partner received from MCG or any of its Group operating companies an amount equivalent to 2% or more of its annual consolidated net sales in the latest fiscal year, it shall be considered as one whose major business partners include MCG.

*2 If MCG or any of its Group operating companies received from the said business partner an amount equivalent to 2% or more of MCG's annual consolidated net sales revenue in the latest fiscal year or the said business partner has lent to the MCG Group an amount equivalent to 2% or more of MCG's total consolidated assets, the business partner shall be considered as a major business partner of MCG.

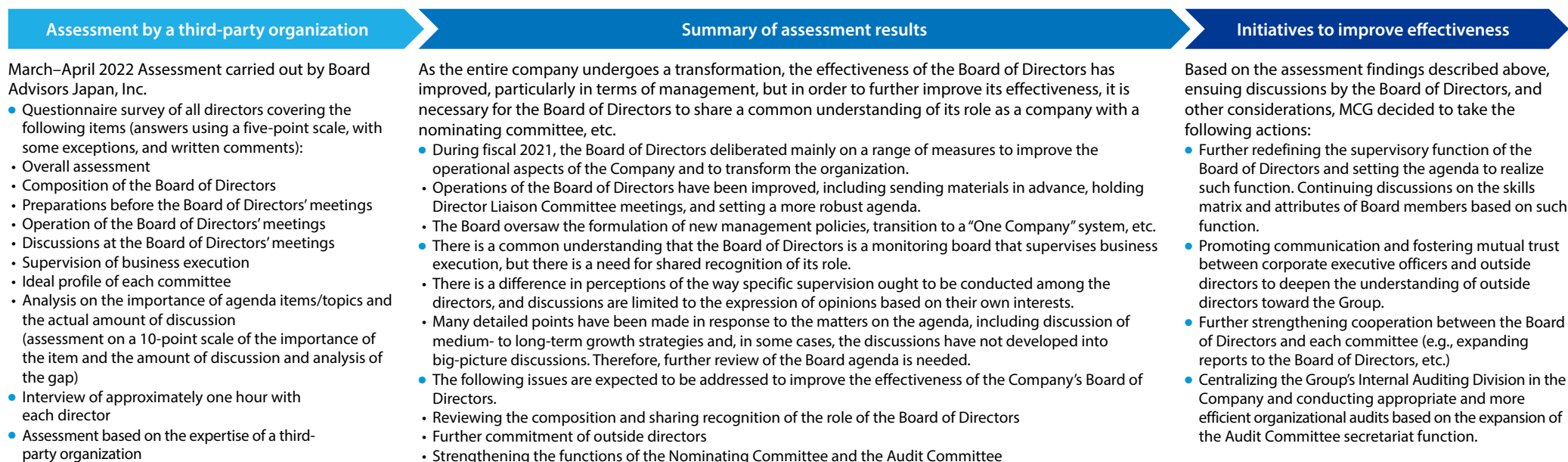
Note: The party is deemed to fall under one of items 3 to 7 above if the relevant condition has been met at any time in the past three years.

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Corporate Governance

Fiscal 2021 assessment of the Board's effectiveness

From March to April 2022, an assessment of the effectiveness of the Board of Directors was carried out by a third-party organization. Based on the assessment results, the Board discussed and decided on initiatives to improve effectiveness going forward. MCG will continue working to improve the effectiveness of the Board of Directors, taking due account of the assessment results and the various proposals made by the directors.



Efforts promoted based on the previous effectiveness assessment

Based on the findings from the effectiveness assessment conducted and directors' suggestions provided in fiscal 2020, MCG implemented the following measures:

- Redefining the roles of the Board of Directors and reviewing the setting of the agenda
 - In addition to enhancing the provision of information to outside directors through Director Liaison Committee and individual meetings, part of the agenda was reviewed in the light of the roles of the Board of Directors.
 - Outside directors selected a lead independent outside director by mutual vote, and the lead independent outside director organized meetings attended only by outside directors and set an effective agenda for the Board of Directors through close cooperation with the chairperson and secretariat.
 - In light of the transition to a "One Company" system, outside directors discussed the role and the ideal state of the Board of Directors at meetings attended only by outside directors and sought a common understanding.
- Reviewing the composition of the Board of Directors
 - From the point of view of strengthening the supervisory function of the Board of Directors, the ratio of internal and outside directors was reviewed, and outside directors became the majority.
- Further strengthening of Nominating Committee functions
 - Lively discussions were held on the establishment of a new management system in conjunction with the transition to a "One Company" system, as well as the allocation of corporate executive officers.

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Outside officers' main activities and attendance at Board of Directors' meetings and committee meetings

Name	Status of activities and summary of duties executed in relation to expected roles	Attendance		
Takayuki Hashimoto	At Board of Directors' meetings, Mr. Hashimoto provided input mainly on global management, business portfolio strategy, and risk management, drawing on his extensive experience in company management and profound insights into digital business. As chairperson of the Nominating Committee, where the main agenda items during the fiscal year under review were the composition of the Board of Directors, succession plans, and the nomination of candidates for the positions of director and corporate executive officer, he fulfilled his duties by playing a leading role in highly impartial and transparent decision-making. As a member of the Compensation Committee, he executed his duties by providing appropriate input on the major agenda items of the fiscal year under review, such as the consideration of an appropriate remuneration structure and levels of remuneration for corporate executive officers.	Board of Directors' meetings	9/9	100%
		Nominating Committee meetings	8/8	100%
		Compensation Committee meetings	7/7	100%
Chikatomo Hodo	At Board of Directors' meetings, Mr. Hodo provided input on such matters as global management, portfolio management, and corporate value enhancement from the perspective of ESG, drawing on his extensive experience in company management and profound insight in management knowhow. Furthermore, as chairperson of the Compensation Committee, where the main agenda items of the fiscal year under review were the consideration of an appropriate remuneration structure and levels of remuneration for corporate executive officers, he fulfilled his duties by playing a leading role in highly impartial and transparent decision-making. As a member of the Nominating Committee, he executed his duties by providing appropriate input on the major agenda items of the fiscal year under review, such as the composition of the Board of Directors, succession plans, and the nomination of candidates for the positions of director and corporate executive officer.	Board of Directors' meetings	9/9	100%
		Nominating Committee meetings	8/8	100%
		Compensation Committee meetings	7/7	100%
Kiyomi Kikuchi	At Board of Directors' meetings, Ms. Kikuchi provided input on such matters as the functions and responsibilities of the Board of Directors, assessment of legal risk, and global governance, drawing on her experience and profound insight as a lawyer. As a member of the Nominating Committee, she executed her duties by providing appropriate input on the major agenda items of the fiscal year under review, such as the composition of the Board of Directors, succession plans, and the nomination of candidates for the positions of director and corporate executive officer. On the Audit Committee, she appropriately fulfilled her assigned duties as an outside member in the conduct of audits based on audit plans, which focused in the fiscal year under review on matters such as the development and operation of the internal control system and intensive auditing of progress in the first year of the <i>APTSIS 25 Step 1</i> medium-term management plan.	Board of Directors' meetings	9/9	100%
		Nominating Committee meetings	8/8	100%
		Audit Committee meetings	14/14	100%
Tatsumi Yamada	At Board of Directors' meetings, Mr. Yamada provided input on such matters as finance and accounting, disclosure, and market valuation, drawing on his experience and profound insight as a certified public accountant and an international accounting expert. Furthermore, as a member of the Compensation Committee, he executed his duties by providing appropriate input on the major agenda items of the fiscal year under review, such as the consideration of an appropriate remuneration structure and levels of remuneration for corporate executive officers. On the Audit Committee, he appropriately fulfilled his assigned duties as an outside member in the conduct of audits based on audit plans, which focused in the fiscal year under review on matters such as the development and operation of the internal control system and intensive auditing of progress in the first year of the <i>APTSIS 25 Step 1</i> medium-term management plan. Since April 1, 2022, Mr. Yamada has served as chairperson of the Audit Committee.	Board of Directors' meetings	9/9	100%
		Audit Committee meetings	14/14	100%
		Compensation Committee meetings	7/7	100%
Takako Masai	At Board of Directors' meetings, Ms. Masai provided input on such matters as finance and market risk management, drawing on her experience and profound insight in the areas of analysis of financial and economic conditions and the administration of monetary policy. Furthermore, as a member of the Nominating Committee, she executed her duties by providing appropriate input on the major agenda items of the fiscal year under review, such as the composition of the Board of Directors, succession plans, and the nomination of candidates for the positions of director and corporate executive officer. On the Audit Committee, she appropriately fulfilled her assigned duties as an outside member in the conduct of audits based on audit plans, which focused in the fiscal year under review on matters such as the development and operation of the internal control system and intensive auditing of progress in the first year of the <i>APTSIS 25 Step 1</i> medium-term management plan.	Board of Directors' meetings	6/6	100%
		Nominating Committee meetings	5/5	100%
		Audit Committee meetings	10/10	100%

Note: After her appointment as director in July 2021, Takako Masai recorded attendance at Board of Directors' and other meetings held during fiscal 2021.

Governance

Corporate Governance

Director remuneration

Policy for deciding the remuneration of directors and corporate executive officers for fiscal 2022

Principle of remuneration

The systems for directors and for corporate executive officers are separate, and remuneration is determined by the Compensation Committee based on the concepts outlined below.

Basic policy for deciding remuneration, etc., for directors

- Given their role of overseeing and auditing the management of the Company from an independent and objective standpoint, remuneration for directors shall be basic remuneration (fixed remuneration) only.
- In order to secure personnel suitable for executing the responsibilities of a director of a company with a nominating committee, etc., the level of remuneration shall be determined by considering the levels set by other companies, the expected role and function, the hours required to complete the duties, and other factors.

Basic policy for deciding the remuneration, etc., of corporate executive officers

- The remuneration plan shall be such as to make officers conscious of the integrated practice of the three axes of KAITEKI Management toward the MCG Group's vision, "Realizing KAITEKI" (MOS, MOT, and MOE).
- The remuneration plan shall be designed to function effectively as an incentive to enhancing short-term and medium- and long-term performance and improving sustainable corporate value and shareholder value.
- Remuneration shall be set at a level competitive enough to attract and retain high-quality management personnel to lead the sustainable growth of the MCG Group.

- Remuneration shall be determined through a fair and reasonable decision-making process that fulfills the duty of accountability to all stakeholders including shareholders, customers and, employees.

Basic policy for deciding the remuneration, etc., of officers recruited from outside

- The remuneration, etc., of officers recruited from outside shall be determined in accordance with the basic policies outlined above, but with consideration given on a case-by-case basis to the remuneration levels and practices thought to prevail in the place or country of origin or residence of the officer recruited and other relevant factors.

Remuneration system

Directors

The remuneration of directors shall be basic remuneration (fixed remuneration) only. When a director serves concurrently as a corporate executive officer, the remuneration system for corporate executive officers shall apply.

Corporate executive officers

The composition of the remuneration of corporate executive officers shall be as set out below.

Type of remuneration		Description	
Fixed	Short-term / Cash	Basic remuneration	<ul style="list-style-type: none"> • Basic remuneration paid for the execution of responsibilities and duties • Determined by the role and degree of responsibility of each corporate executive officer
		Annual bonus	<ul style="list-style-type: none"> • Monetary remuneration paid in proportion to KAITEKI value assessment and individual appraisal (achievement of initiative targets under the medium-term management plan, leadership quality, etc.) for each fiscal year
Variable	Long-term / Stock	Performance share unit (PSU)	<ul style="list-style-type: none"> • Stock allocation based on Company share price growth* over a three-year period * Relative to JPX-Nikkei Index 400 and peer group (domestic and overseas chemical/healthcare companies with global operational presence)
		Restricted transfer stock (RS)	<ul style="list-style-type: none"> • Restricted transfer stock is allocated each fiscal year in an amount depending on the office title. The transfer restriction is removed on the officer's retirement.

Note: For corporate executive officers of non-Japanese nationality, fringe benefits and severance pay may be paid in addition to the above, to the extent appropriate, based on consideration of the remuneration levels and practices believed to prevail in the place or country of origin or residence of the officer recruited.

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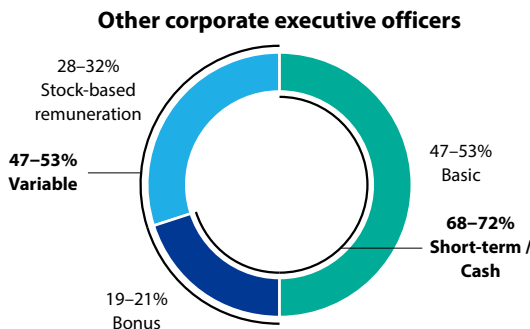
Corporate Governance

Method of setting the levels/percentage of remuneration
Directors

The basic remuneration level for directors shall be determined by considering the remuneration level for non-executive directors and outside directors at other companies of similar size in terms of domestic sales, market capitalization and other indicators, the role and functions of the director (e.g., member/chairperson of Nominating/Compensation/Audit Committee), and the hours required to complete the duties (full-time/part-time distinction).

Corporate executive officers

The remuneration, etc., of corporate executive officers shall be of a level that is competitive, in terms of the amount of remuneration and the degree of performance linkage, based on comparison with the remuneration level and degree of performance linkage set by other companies of similar size in terms of market capitalization and domestic sales (for officers of non-Japanese nationality, however, of similar size in terms of market capitalization and sales in the officer's place or country of origin or residence or in another region relevant when considering recruitment of talent).



*The ratio of basic remuneration to bonus to stock-based remuneration is set at 1:1:1.5 for the corporate executive officer, president and CEO, and at 1:0.35-0.45:0.53-0.68 for other corporate executive officers, with the ratio of variable remuneration increasing with seniority of position.

Composition of stock-based remuneration*1

*1 The composition of stock-based remuneration shown is for the corporate executive officer, president and CEO. For other corporate executive officers, the composition is determined separately for each office title.
*2 PSU: Performance share unit
*3 RS: Restricted transfer stock

Annual bonus

The amount of individual bonus for corporate executive officers is determined in proportion to the KAITEKI value assessment (achievement of annual targets under the MCG Group's three axes of KAITEKI Management: MOS, MOT, and MOE) and individual appraisal (achievement of initiative targets set individually under the medium-term management plan, leadership quality, etc.).

$$\text{Individual bonus amount} = \text{Base amount for office title} \times \left(\frac{\text{KAITEKI value assessment} + \text{Individual appraisal}}{0-200\%} \right) \times \text{Final adjusting assessment } (\pm 20\%)$$

Basis for assessment

KAITEKI value assessment

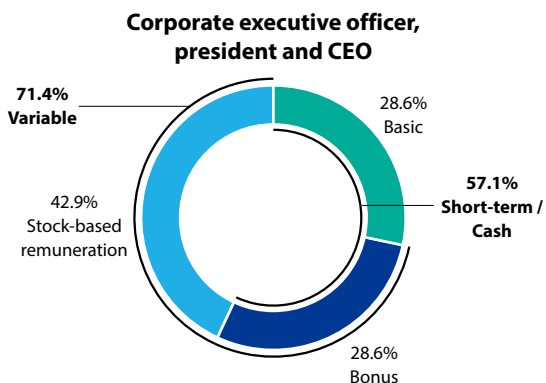
To make officers conscious of the practice of KAITEKI Management to achieve the Company's vision, "Realizing KAITEKI," the Company directly applies indicators for the three axes of KAITEKI Management (MOS, MOT, and MOE) as indicators for assessing bonuses.

Specific indicators for KAITEKI value assessment are selected every fiscal year, primarily from those listed below.

KAITEKI Management axis	Management indicator for axis = Indicator for determining bonus	% weight in assessment
MOS	Indicator associated with reduction of GHG and other environmental impacts, contribution to health/medical treatment and social issues, compliance, accident/fire prevention, etc.	20%
MOT	Indicator associated with R&D efficiency, technological superiority, and alignment with social needs	10%
MOE	Indicator associated with core operating income, ROE, ROIC, operating cash flow, etc.	70%

Individual appraisal

For the corporate executive officer, president and CEO, targets declared by the corporate executive officer, president and CEO at the beginning of the fiscal year are reviewed and assessed by the Compensation Committee and Nominating Committee. For assessment, a self-assessment is reviewed and assessed at the end of the fiscal year by the Compensation Committee and the Nominating Committee.



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Regarding targets and assessment for other corporate executive officers, these are determined through an interview between the individual officer and the corporate executive officer, president and CEO, then reviewed and approved by the Compensation Committee. In cooperation with the Nominating Committee, the Compensation Committee verifies the fairness and reasonableness of the targets and assessments for each corporate executive officer.

Final adjusting assessment

Where a notable success has been achieved or a serious loss incurred that were not foreseeable at the beginning of the fiscal year, and only in such cases, the Compensation Committee and the Nominating Committee examine the details, assess the need to take account thereof, and adjust the final assessment accordingly.

Performance share unit (PSU)

In fiscal 2021, the Company discontinued the stock-based remuneration plan using the Board Incentive Plan (BIP) trust and introduced a PSU-based system. Under this system, which is intended to promote awareness of sustainable improvement in corporate value and shareholder value, common stock of the Company is allocated, in principle annually, in an amount calculated in proportion to the Company's share price growth (total shareholder return [TSR]) over a three-year period. The method of calculating the number of individual shares allocated is as follows:

TSR assessment period

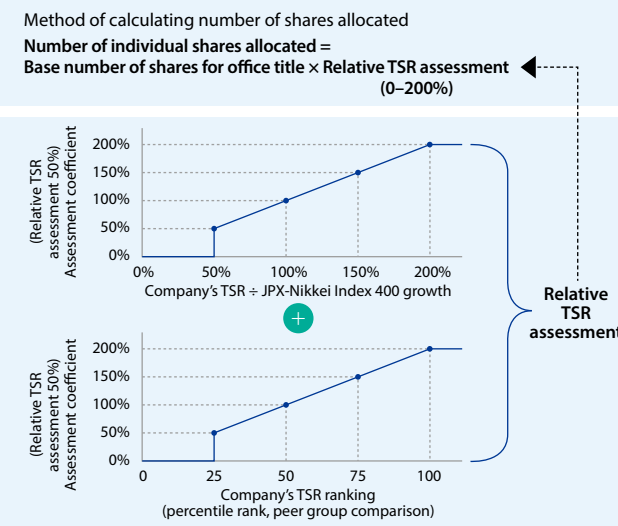
The amount for fiscal 2022 will be based on assessment of the period from fiscal 2022 to fiscal 2024.

	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
FY2022 PSU	TSR assessment period			Stock allocation		
FY2023 PSU		TSR assessment period			Stock allocation	
FY2024 PSU			TSR assessment period			Stock allocation

TSR assessment category

The Company's TSR is assessed by comparison with the index growth rate and the peer group TSR.

Assessment category	% weight in assessment	Assessment method
Comparison of index growth	50%	Determination of assessment coefficient reflecting performance of the Company's TSR relative to growth of the JPY-Nikkei Index 400 (incl. dividends)
Comparison with peer group TSR	50%	Determination of assessment coefficient based on ranking of the Company's TSR relative to the peer group (other domestic and overseas chemical/healthcare companies of similar size in terms of sales revenue, market capitalization, etc.)



Stock-based remuneration with restricted transfer stock (RS)

Based on a yearly agreement between the Company and the corporate executive officers on the allocation of restricted transfer stock, an allocation of the Company's common stock is made in line with the base value for the office title. In order to share shareholder value and achieve growth in share price in the medium to long term, the period of transfer restriction shall be from the date of allocation to the date of retirement as a corporate executive officer of the Company.

Remuneration clawback and other important matters

The Company may apply other special remuneration and benefits, where necessary, after a case-by-case review by the Compensation Committee. In addition, if a director or corporate executive officer is found to have committed misconduct or other infringement, the Company may, subject to a review by the Compensation Committee, make a claim against the director or corporate executive officer to withdraw the right to receive remuneration ("malus clause") or to reclaim the remuneration ("clawback clause").

Governance

Corporate Governance

Aggregate amount of remuneration of company officers

Aggregate amount of remuneration of officers for fiscal 2021

Category of officer	Aggregate amount of consolidated remuneration, etc. (millions of yen)					Number of officers
	Basic remuneration, etc.	Performance-linked remuneration		Restricted transfer stock	Total	
		Cash bonus	Stock-based remuneration			
Directors (internal)	169 (169)	—	—	—	169 (169)	5
Directors (outside)	86	—	—	—	86	6
Corporate executive officers	366 (355)	67 (67)	80 (80)	267 (267)	780 (769)	8
Total	621 (610)	67 (67)	80 (80)	267 (267)	1,034 (1,023)	19

- Notes: 1. The aggregate amount of remuneration, etc., above is stated as consolidated remuneration, etc. (the sum of remuneration paid or to be paid, or expenses, etc., borne by the Company and its subsidiaries). For directors (internal) and corporate executive officers, the amounts in brackets are the sum of remuneration, etc., paid by the Company. For outside directors, the aggregate amount of consolidated remuneration, etc., is paid fully by the Company.
2. MCG directors who serve concurrently as corporate executive officers are remunerated as corporate executive officers.
3. The amounts of basic remuneration, etc., and cash bonus are the sum of remuneration, etc., paid during the fiscal year under review (all monetary remuneration).
4. The amount shown for basic remuneration, etc., includes fringe benefits for corporate executive officers of overseas nationality (covering costs for short home country visits, children's education, increase in gross fringe benefits, etc.). Furthermore, in the case of such officers, MCHC bears expenses of ¥33 million for housing, medical insurance, etc., as fringe benefits, i.e., non-monetary remuneration, in addition to the above remuneration.
5. The performance-linked remuneration of corporate executive officers includes amounts paid during the fiscal year under review to corporate executive officers who retired in the previous fiscal year. Moreover, corporate executive officers who retired in the previous fiscal year while remaining in post as directors are classified as directors (internal) for basic remuneration, etc., and as corporate executive officers for performance-linked remuneration.
6. The amount stated above for stock-based remuneration is the sum of relevant expenses recorded for fiscal 2021 (expenses for the performance share units (PSU); ▶ Page 60) introduced in fiscal 2021 and expenses for the BIP trust-based stock-based remuneration that was applied up to fiscal 2020).
7. The amount stated above for restricted transfer stock is the sum of relevant expenses recorded for fiscal 2021 (sum of expenses for allocation of restricted transfer stock at the base value for the office title whose transfer restriction is removed on the officer's retirement and expenses for a restricted transfer stock allocation to the corporate executive officer, president and CEO as a sign-on bonus).

Method of calculating performance-linked remuneration paid during fiscal 2021

The Company's performance-linked remuneration is decided mainly on the basis of the assessment of KAITEKI value (the achievement of annual targets under the MCG Group's three axes of KAITEKI Management: MOS, MOT, and MOE).

Cash bonus

Individual remuneration amount =
Base amount for office title × KAITEKI value assessment (0–200%)

Stock-based remuneration

Number of Individual points awarded for stock allocation =
Base points for office title × KAITEKI value assessment (0–200%)

Results of KAITEKI value assessment

The result of the assessment of KAITEKI value for fiscal 2020 was B (50%).

The major indicators used in the assessment of KAITEKI value and their weight in the assessment are indicated below.

Major indicators		% weight in assessment
MOS	Reduction of GHG and other environmental impacts	10%
	Contribution index for pharmaceutical provision	
	Employee wellness index	
MOT	New product creation rate	10%
	Patent examination request/claims rate	
	Core technology evolution rate	
MOE	Core operating income	80%
	ROE	
	Free cash flow	

- Notes: 1. KAITEKI value assessment: Performance is rated on a five-level scale with "A" (100%) as the base value, "SS" (200%) when the target is surpassed by a significant margin, "S" (150%) when the target is surpassed, "B" (50%) when the target is missed, and "C" (0%) when the target is missed by a significant margin (figures in brackets: percentage payout).
2. Stock-based remuneration: Points are awarded each year in proportion to the KAITEKI value assessment. An amount of the Company's common stock, etc., equivalent to the accumulated points together with the dividends accrued on such stocks is paid on the officer's retirement. Under the fiscal 2021 plan for the PSU system introduced in fiscal 2021 (▶ Page 60), a number of shares, calculated based on the Company's share price growth in the three-year period to fiscal 2023 and other factors, is due to be allocated in 2024. The result of the assessment and the number of shares to be allocated are thus yet to be decided.

Governance

Message from an Outside Director of the Board

**Tatsumi Yamada**

Outside Director
Chairperson of the Audit Committee
Certified Public Accountant

Monitoring the operational status of the organization from an outside perspective and supervising decision-making to maximize corporate value

Oversight of management policy formulation and business execution to increase shareholder value

Mitsubishi Chemical Group Corporation has worked to formulate a new management policy in the short time since Jean-Marc Gilson was appointed president in April 2021. Such rapid and decisive progress was achieved through dedicated efforts by the executive officers and the leadership of the president, plus lively discussions at Board of Directors' meetings.

All five strategic priorities hammered out in the "Forging the future" management policy, announced in December 2021, reflect our goal of streamlining businesses to maximize corporate value. MCG has long focused on finding business opportunities that address social issues to develop a sustainable business, but using "carbon neutrality" as an assessment criteria for selecting markets will make this sustainability focus even more tangible.

From April 2022, MCG has moved to a globally integrated structure for the Group's businesses and corporate functions. This new organization is expected to make MCG more efficient, enabling faster decision-making and lower cost structures, but it will only function if all employees fully understand the "One Company, One Team" concept and communicate with each other effectively to achieve it. In the new structure, we seek to oversee all aspects of operational execution by the executive officers. From a business perspective, we will be closely monitoring whether we have the right processes and investment decisions in place to achieve key financial targets and how we are progressing. As for corporate management, we will be

monitoring operational matters including workplace safety and corporate governance, compliance, internal controls, and human resources development. There will also be rigorous debate by the Board of Directors on the approach to risks taken by the executive team, including the president, and whether the business portfolio transformation is sustainable.

Expressing views based on external perspectives, and enhancing the auditing structure

My appointment as chairperson of the Audit Committee in April 2022 marks the first time an outside director has taken on this role at MCG. The Audit Committee members are responsible for auditing the execution of duties by the executive officers, preparing audit reports, and evaluating the execution of duties by the accounting auditors. To fulfill these duties, we need to gather information from diverse sources and investigate matters from wide-ranging perspectives, while making appropriate decisions on important matters in a timely manner. The Audit Committee secretariat supports us in the execution of our duties. I am heartened by MCG's decision to increase the number of secretariat staff from three to six people (as of October 2022) in order to enhance our ability to gather information. With this new organizational structure, I expect to utilize my position as an outside director in the chairperson role by bringing external perspectives not confined by standard business practice in the industry, and also by drawing on my expertise in accounting and auditing. I look forward to discharging our Audit Committee duties in a fair and transparent manner through active debate.

Governance

Directors As of July 1, 2022

Director
President & CEO

Jean-Marc Gilson

- Aug. 1989 Joined Dow Corning Corp.
- Jun. 2005 Corporate Vice President & General Manager of Specialty Chemicals Business, President Asian Area of Dow Corning Corp. (until Jun. 2009)
Shareholder Representative Director of Dow Corning Toray Co., Ltd. (until Jun. 2009)
- Jun. 2009 Executive Vice President & General Manager of Specialty Chemicals Business of Dow Corning Toray Co., Ltd. (until Dec. 2010)
- Feb. 2011 Chief Executive Officer of Avant Performance Materials, Inc. (until Dec. 2011)
- Feb. 2012 Vice Chairman & Chief Operating Officer of NuSil Technology LLC (until Jun. 2014)
- Sep. 2014 Chief Executive Officer of Roquette Frères S.A. (until Dec. 2020)
- Feb. 2021 Executive Advisor of MCHC
- Apr. 2021 Corporate Executive Officer, President and CEO of MCHC
- Jun. 2021 Director of the Board, Corporate Executive Officer, President and CEO of MCHC (to present)



Director
Executive Vice President

Ken Fujiwara Member of
the Nominating Committee

- Apr. 1984 Joined Mitsubishi Chemical Industries Limited
- Apr. 2015 Executive Officer of MCHC
- Apr. 2017 Executive Officer of MCC (until Mar. 2018)
- Apr. 2018 Managing Corporate Executive Officer of MCHC
- Jun. 2018 Director of the Board, Managing Corporate Executive Officer of MCHC
- Jun. 2020 Director of the Board of MTPC (to present)
- Apr. 2022 Director of the Board, Executive Vice President of MCHC (to present)
Director of the Board of MCC (to present)
Director of the Board of LSII (until Jun. 2022)



Director

Glenn H. Fredrickson

- Jan. 1990 Associate Professor, Departments of Chemical Engineering and Materials, University of California, Santa Barbara (UCSB)
- Jul. 1991 Distinguished Professor, Departments of Chemical Engineering and Materials, UCSB (to present)
- May 1998 Chairperson, Department of Chemical Engineering, UCSB (until Jul. 2001)
- Mar. 2001 Director of Mitsubishi Chemical Center for Advanced Materials at UCSB (to present)
- Apr. 2014 Managing Executive Officer of MCHC
- Jun. 2014 Director of the Board, Managing Executive Officer of MCHC
- Jun. 2015 Director of the Board, Managing Corporate Executive Officer of MCHC
- Apr. 2017 Director of the Board of MCHC (to present)



Director

Hiroshi Katayama Member of
the Audit Committee

- Apr. 1983 Joined Mitsubishi Chemical Industries Limited
- Apr. 2014 Executive Officer of MCC
- Apr. 2017 Executive Officer of MCC
- Apr. 2018 Managing Executive Officer of MCC (until Mar. 2020)
- Jun. 2020 Director of the Board of MCHC (to present)
Corporate Auditor of LSII (until Jun. 2022)

MCG: Mitsubishi Chemical Group Corporation
MCHC: Mitsubishi Chemical Holdings Corporation*
MCC: Mitsubishi Chemical Corporation
MTPC: Mitsubishi Tanabe Pharma Corporation
LSII: Life Science Institute, Inc.
NSHD: Nippon Sanso Holdings Corporation

* Effective July 1, 2022, Mitsubishi Chemical Holdings Corporation (MCHC) changed its company name to Mitsubishi Chemical Group Corporation (MCG).

Governance

Directors



Outside Director

Lead Independent
Outside Director

Chairperson of
the Nominating Committee

Member of
the Compensation Committee

**Takayuki
Hashimoto**

Apr. 1978 Joined IBM Japan, Ltd.
Apr. 2000 Director of the Board of IBM Japan, Ltd.
Apr. 2003 Managing Executive Officer of IBM Japan, Ltd.
Jan. 2007 Senior Managing Executive Officer of IBM Japan, Ltd.
Apr. 2008 Director of the Board, Senior Managing Officer of IBM Japan, Ltd.
Jan. 2009 Director of the Board, President of IBM Japan, Ltd.
May 2012 Director of the Board, Chairperson of IBM Japan, Ltd.
Apr. 2014 Chairperson of IBM Japan, Ltd.
Jan. 2015 Vice Chairperson of IBM Japan, Ltd.
Jun. 2016 Outside Director of MCHC (to present)
May 2017 Honorary Executive Advisor of IBM Japan, Ltd. (to present)



Outside Director

Independent Director

Chairperson of
the Compensation Committee

Member of
the Nominating Committee

**Chikatomo
Hodo**

Sep. 1982 Joined Accenture Japan Ltd
Sep. 2005 Representative Director of Accenture Japan Ltd
Apr. 2006 Representative Director and President of Accenture Japan Ltd
Sep. 2015 Director and Chairperson of Accenture Japan Ltd
Sep. 2017 Director and Senior Corporate Advisor of Accenture Japan Ltd
Jul. 2018 Senior Corporate Advisor of Accenture Japan, Ltd. (until Aug. 2021)
Jun. 2019 Outside Director of the Board of MCHC (to present)



Outside Director

Independent Director

Member of
the Nominating Committee

Member of
the Audit Committee

**Kiyomi
Kikuchi**

Apr. 1986 Joined The Dai-Ichi Kangyo Bank, Ltd. (until Dec. 1990)
Apr. 1999 Registered as a lawyer at Asahi Law Offices
Sep. 2002 Allen & Overy LLP (London)
May 2003 Admitted to the bar of the State of New York
Oct. 2003 Asahi Law Offices
Sep. 2004 Taiyo Law Office
Sep. 2006 JPMorgan Securities Japan Co., Ltd.
Apr. 2008 TMI Associates (to present)
Jun. 2019 Outside Director of MCHC (to present)



Director

Independent Director

Chairperson of
the Audit Committee

Member of
the Compensation Committee

**Tatsumi
Yamada**

Apr. 1976 Joined Sumitomo Corporation (until Jun. 1993)
Mar. 1980 Registered as a Certified Public Accountant
Jul. 1993 Chuo Audit Corporation (until Mar. 2001)
Apr. 2001 Board Member of the International Accounting Standards Board (until Jun. 2011)
Sep. 2011 KPMG AZSA LLC (until Jun. 2018)
Jan. 2012 Board Member of KPMG AZSA LLC (until Jun. 2015)
Feb. 2014 Founding member of International Integrated Reporting Council (currently the Value Reporting Foundation) (to present)
Oct. 2014 Trustee of International Valuation Standards Council (until Oct. 2020)
Sep. 2015 Specially Appointed Professor of Faculty of Commerce, Chuo University (to present)
Apr. 2016 Member of the Certified Public Accountants and Auditing Oversight Board for the Financial Services Agency (until Mar. 2022)
Jun. 2020 Outside Director of MCHC (to present)



Outside Director

Independent Director

Member of
the Nominating Committee

Member of
the Audit Committee

**Takako
Masai**

Nov. 1988 Joined Tokyo Branch, The Bank of Nova Scotia
May 2007 Head of Capital Markets Division, Shinsei Bank, Limited
Oct. 2011 Head of Markets Sub-Group, Shinsei Bank, Limited
Apr. 2013 Executive Officer, Head of Markets Research Department, Markets Sub-Group, Shinsei Bank, Limited
Jul. 2015 Executive Officer, General Manager of Markets Research Division, Shinsei Bank, Limited
Apr. 2016 Executive Officer, General Manager of Financial Research Division, Shinsei Bank, Limited
Jun. 2016 Member of the Policy Board, Bank of Japan (until Jun. 2021)
Jul. 2021 Outside Director of the Board of MCHC (to present)

Governance

Risk Management

Risk management system

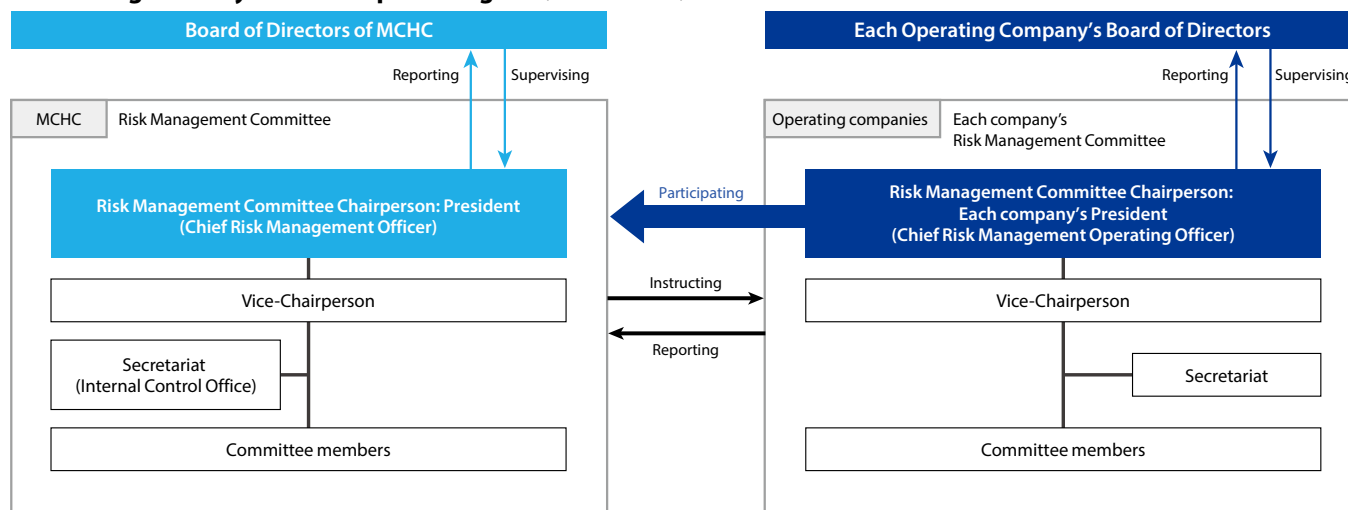
The Mitsubishi Chemical Group is engaged in corporate activities with the objective of improving corporate value. These activities are related to social conditions, the global environment, and various other externalities, and they involve potential risks.

Until fiscal 2021, we operated a risk management system in which the president of the former Mitsubishi Chemical Holdings Corporation (MCHC) acted as Chief Risk Management Officer for the entire Group in accordance with risk-related regulations. The status of the management of significant risks and risk management policies that affect the entire Group were deliberated on and

decided by the Group's Risk Management Committee and reported as appropriate to the Board of Directors.

The presidents of operating companies established their company group's risk management system as Chief Risk Management Operating Officers for their group and conducted management through each company's Risk Management Committee. In our risk management system, all of our executives, managers, and employees in general were involved in risk management from their own standpoints, as we see the importance of fostering an awareness of risk management among them.

Risk management system conceptual diagram (As of March 2022)



Risk management process (As of March 2022)

- 1 Identification of risks**
 All operating companies of the Group regularly identify both internal risks associated with business types and models, and external risks such as country specific risks and economic risks.
- 2 Risk assessment and measures**
 Each operating company assesses the impact and frequency of each of the risks identified and establishes an order of priority using a uniform framework. Senior managers specify risks with significant impacts on the Group management as major risks. The relevant departments then implement appropriate risk mitigation measures as instructed.
- 3 Detailed examination of risk measures**
 Risk measures are periodically scrutinized. Countermeasures against the major risks, in particular, are reported to each Chief Risk Management Officer at operating companies.
- 4 Auditing**
 To ensure the proper administration of these risk management systems, the Internal Audit Office periodically conducts audits and reports to the Chief Risk Management Officers.

Governance

Risk Management

Measures against major risks

The MCG Group has categorized the following risks as high priority. In recognition of these risks, we strive to avoid the occurrence of such risks and minimize damage when they do occur.

Accidents, work injuries, and large-scale natural disasters

As a safety measure to prevent any accidents at each operating site, we enhance the quality of training for operators for maintaining appropriate operations and safe facilities. In the event of accidents, we analyze the cause, plan countermeasures, and verify the effectiveness of these countermeasures. We also strive toward advance prevention and recurrence prevention of accidents by sharing technical and operational measures among Group companies.

In preparation for large-scale natural disasters, we conduct special training customized based on the conditions for the head offices, branches, and offices of each operating company to minimize damages and to secure business continuity under such an event.

Compliance

To foster a culture of compliance within the Group, we have taken comprehensive necessary actions such as preparing the Group Charter of Corporate Behavior and rules and standards, distributing a compliance guidebook, providing training and seminars, implementing regular audits, and operating and maintaining a compliance hotline. We also strengthen compliance at overseas operations, by adjusting codes of conduct and implementation rules in accordance with the rules, regulations, and social norms of the country.

Human rights issues

In line with the commitments set out in our Global Policy on Respecting Human Rights, Employment and Labor, we work through dialogue with stakeholders and other activities based on the approach of human rights due diligence to monitor the value chain for human rights violations and high-risk situations. Where a high-risk workplace or other situation of concern is identified, we seek improvement to prevent adverse human rights outcomes. In the rare event of a human rights violation occurring, we take steps to resolve the issue at an early stage.

Group governance

MCG clarifies the responsibilities of corporate organizations and improves systematic approaches to minimize overall Group risks in Group governance in Japan and overseas. For example, to mitigate risks arising from laws and systems specific to the countries in which we operate, we have collected and disseminated cases of significant accidents and violation of laws in each country to raise awareness of those risks across the Group. Furthermore, in preparation for political or other changes in such countries, we have established a system of communication between the local area, the operating companies, and the Company to ensure awareness of governance issues.

Information security

To protect information assets, we have established information security-related regulations and are working to strengthen the maintenance and management of information security at business sites in Japan and overseas. We are also promoting awareness of strict compliance with the Group Information Security Policy among all employees by providing special training, including practical drills in response to targeted attack emails or other training via an e-learning system.

ACTION

MCG Group Policy with COVID-19

In January 2022, the MCG Group announced the COVID-19-related guidelines set out below. These were rolled out Group-wide, with flexible adjustment to changing conditions.

MCG Group Policy with COVID-19

1. We will give foremost priority to employee safety and health.
2. Each Group company will make provisions to allow diverse work styles in line with the characteristics of its operations.
3. Each workplace, meeting venue, etc., will pay close attention to infection prevention, for example, through social distancing, ventilation, mask wearing, hand hygiene, and monitoring of physical condition.
4. We will strongly encourage COVID-19 vaccination.

However, where this policy differs from practice under local law or regulation, the latter takes precedence.

Governance

Risk Management

Measures against future risks

The MCG Group is also addressing future risks by planning a medium- to long-term strategy.

Climate change

While the chemical industry is an industry with high GHG emissions, it can also contribute to the reduction of GHGs through its products. There is a risk that future earnings may be affected if we are unable to comply with customer requests regarding such products as automobiles and lighting fixtures, for which environmental standards and energy efficiency are important. The MCG Group has identified GHG reduction as a material issue under *APT/SIS 25*. As well as promoting products that contribute to improving energy efficiency, we are working on further adaptation and development.

Digital technologies

The digital technologies represented by artificial intelligence (AI) and the Internet of Things (IoT) are bringing dramatic change to business models and supply chains across the whole of industry. If the MCG Group fails to adapt appropriately to this change, it risks a decline in competitiveness. To maintain and reinforce competitiveness, we are applying AI and the IoT to digitize the customer interface for an enhanced customer experience, and using these technologies to optimize the supply chain, to automate process control and product analysis and quality inspection, and to promote new material and pharmaceutical development.

ERM initiatives

Introduction of ERM for more advanced risk management

To move toward more advanced risk management in line with the new system introduced in April 2022, we have decided to introduce enterprise risk management (ERM).* Currently, preparations for its introduction are in progress.

* Risk management based on the entire organization

ERM at the MCG Group

Unlike the previous system, where each Group operating company took charge of its own risk management, this system will achieve optimization across the Group. It works to manage and visualize the wide-ranging risks and opportunities in a company's environment, enabling management to take on healthy risk in order to maximize corporate value.

Key points of introduction

ERM will visualize uncertain factors with an impact on the strategic and financial targets of the MCG Group as a whole, allowing a Group-wide response.

- By expanding the scope of risk management, it will not only identify risk in the form of potential loss but also opportunities.
- Based on identification of risk connected with the Group's material issues, we will be able to select risks to be addressed as a priority.

Expected effects

More accurate planning based on risks and opportunities	<ul style="list-style-type: none"> • Taking account of risk in the external and internal environment will lead to more accurate business planning. • A more clearly defined policy in response to risks and opportunities will contribute to fulfillment of business plans.
Strengthened response to risks and opportunities	<ul style="list-style-type: none"> • The process of selecting risks and opportunities to be addressed as a priority will become more clearly defined, as will responsibility for individual risks and opportunities.
Stronger accountability	<ul style="list-style-type: none"> • ERM will bring greater clarity and improvement in information disclosure to stakeholders (disclosure on the status of response to risks and opportunities).

Governance

Compliance

For the Mitsubishi Chemical Group, the word compliance has a broad meaning encompassing not just basic adherence to the law but also observance of corporate ethics and general social norms. We regard compliance as one of the most important management issues and engage in a range of initiatives to instill a culture of compliance throughout the Group.

Charter of Corporate Behavior

The MCG Group Charter of Corporate Behavior declares explicitly our commitment to applying sound ethics and good common sense to every aspect of our corporate activities.

Among other things, the Charter sets out fundamental principles of conduct for achieving sustainable development in harmony with society and explains our approach to the main issues affecting our contribution to the realization of KAITEKI.

[Charter of Corporate Behavior](#)

Compliance promotion structure

The Group Chief Compliance Officer (CCO), who is appointed by the MCG Board of Directors, is responsible for implementing compliance. Internal control departments support the Group CCO, acting as secretariats for compliance-related matters.

The secretariats work through the overseas administrative headquarters established in the United States, Europe, the Asia-Pacific region, and China to ensure compliance in line with local information and conditions. In addition to developing shared educational tools, we provide training to overseas Group companies and help them to set up compliance hotlines. As secretariats, the internal control departments operate hotline systems and implement training courses and seminars, business

audits, compliance awareness surveys, and other activities in line with compliance promotion regulations.

In the case of an actual or potential compliance violation, the department affected reports to and consults with the Group CCO, receives guidance and directions, and takes appropriate preventive or corrective actions and measures to guard against recurrence.

Hotline systems

Hotline systems are managed and operated with the MCG internal control departments and external lawyers serving as contact points. In fiscal 2021, 175 cases were reported via the hotline systems. We respond to reported issues through our investigation teams, which are headed by the managers of the internal control departments. Corrective measures are taken promptly in line with the relevant regulations under the direction of the CCO.

Measures and results in fiscal 2021

In fiscal 2021, we commissioned an external agency to survey employees' awareness of compliance within the Group in Japan in order to continuously monitor the spread of compliance awareness. The survey results were presented as feedback to all Group companies and departments, who use them to enhance compliance awareness through education and training and other activities. At the same time, we have quantified the responses to questions related to matters such as individual awareness and behavior and the workplace climate as a compliance improvement awareness index and incorporated it into our MOS Indices.

ACTION

Compliance training

The MCG Group provides grade-specific compliance training every year in Japan and overseas. We provide a variety of learning settings, including lecture-style training for large groups and discussion-style training for small groups to enhance the effectiveness of such training.

In fiscal 2021, the president delivered a message to executives on the importance of compliance, using a live remote format. Using the same live remote format, a symposium for all employees was held on optimal compliance practice during the pandemic period as a way to encourage sharing of ideas on compliance.



Open Culture

I hope that everyone will feel free to share their opinions and contribute to the company. As one team, we can continue to make the company better and better.

To everyone who participated today

Tone from the Top

I would like to ask you to get your message out to your supervised business area that Compliance is as important as Safety at every opportunity.

Left: Sending a message on the importance of compliance through a live remote format

Above: Accompanying screen display

Sustainability

Message from the Officer Supervising Corporate Sustainability Management



We will aim for innovative business growth that balances market needs with the environmental and social impacts while delivering superior value to our stakeholders.

Joseph Rinaldi

Vice President
Chief Strategy Officer

Aiming for a balanced growth

For any company to be successful, it must make sustainable management one of its top priorities. It is no longer a question of whether a company's growth should be oriented toward environmental and social sustainability but how it should be put into practice. There is no doubt that sustainability has been a hallmark of the Mitsubishi Chemical Group for a long time and this will not change. Sustainability management will remain a critical issue under the new management structure and will continue to be housed within the strategy office to ensure its undiluted attention.

In line with the new management policy, "Forging the future" our objective is innovative business growth that balances market needs with the environmental and social impacts while delivering superior value to our stakeholders.

Progress on our material issues

The MCG Group has identified material issues, including perspectives from business foundations and environmental and social impacts. We have also set KPIs and targets to measure the progress of these issues (▶ Page 70). Under the "One Company, One Team" culture and flat organization, each corporate function division, business group, and strategy will work as one to accelerate initiatives, achieve targets, and strengthen our sustainability management. In addition, we aim for an operation that enables us to monitor progress easily and engage more actively with our stakeholders.

In fiscal 2021, we announced our policy to achieve carbon neutrality. In line with this, we are making progress in developing an LCA calculation system that will serve as a management tool for shifting our corporate activities toward

carbon neutrality and a circular economy (▶ Page 76). We have also reaffirmed our commitment by earmarking significant investment capital yearly to make the policy a reality.

Regarding employee engagement and diversity, we have increased opportunities for dialogue between management and employees to deepen our mutual understanding. Also, the increasing diversity among leadership will lay the groundwork for enhancing diversity and inclusion.

Superior safety and compliance are at the core of a company's existence. Therefore, we will place greater emphasis and work as one team to improve our performance in these areas.

Meeting the expectation of our stakeholders

Even though the future of the socio-economic situation is challenging to predict, the movement for building a standard framework for sustainability information disclosure is accelerating. We interpret this acceleration as a clear indication of our stakeholders and society's high expectations toward sustainability. Therefore, we will push for growth and value creation that meets those expectations. Furthermore, we will fulfill our accountability by disclosing our process and results and being transparent in our corporate activities.

Sustainability

Implementing Sustainability

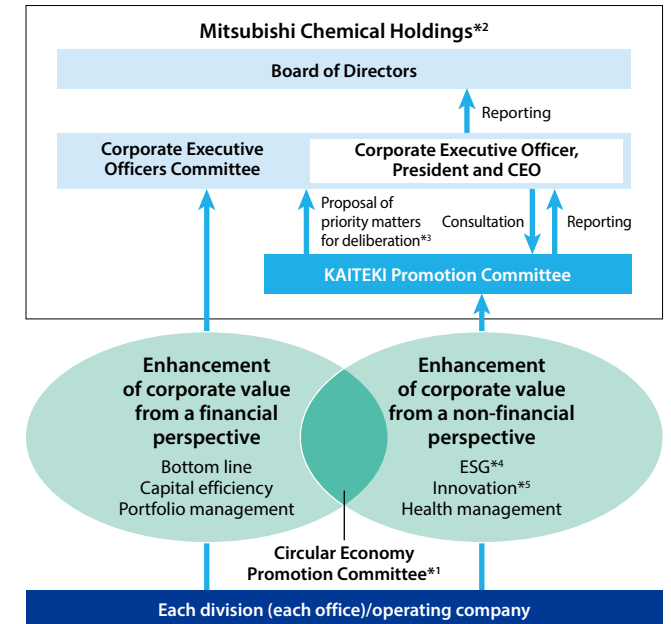
The Mitsubishi Chemical Group recognizes sustainability as an important management theme and is addressing the material issues identified in the formulation of the medium-term management plan by working to fulfill the targets set in connection with the issues.

Under the new management policy, "Forging the future," the Group will target sustainable growth by further strengthening the business foundation, working to improve environmental and social sustainability, including in the area of carbon neutrality, and nurturing businesses that support the portfolio strategy.

Structure for implementing sustainability

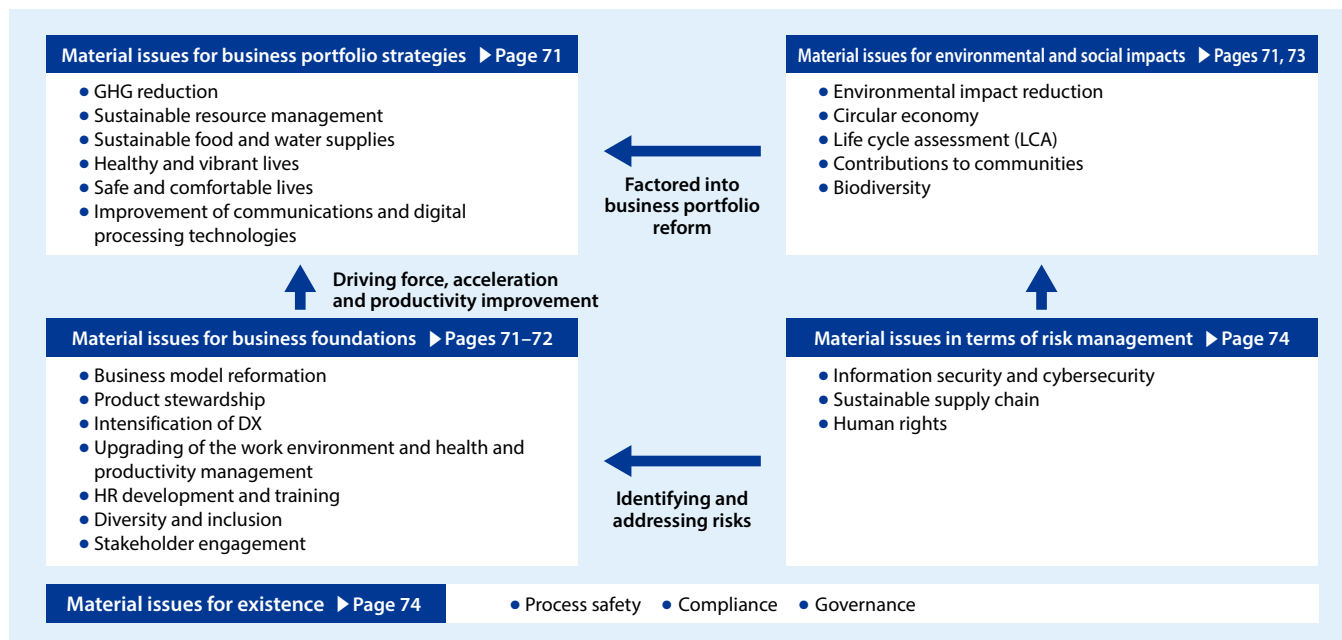
The MCG Group is taking measures to increase long-term corporate value and has established the KAITEKI Promotion Committee to coordinate the increase in corporate value from a non-financial perspective. Meanwhile, as a crossover between social and economic value, the Circular Economy Promotion Committee*1 has implemented Group-wide measures to advance the circular economy. Going forward, MCG will continue to steadily implement sustainability initiatives based on a structure aligned with the new management policy.

Structure for implementing sustainability in fiscal 2021



*1 Changed in 2022 to Green Transformation Promotion Committee
 *2 Currently Mitsubishi Chemical Group Corporation
 *3 Where necessary
 *4 Governance issues are mainly addressed by committees such as the Nominating Committee.
 *5 Determination of the direction of technologies, etc.

Overview of material issues [Identification process of material issues and related activities](#)



➡ For the material issues identified, a strategic response is formulated and indices (MOS Indices) and targets are set to measure progress (▶ Pages 71–74).

Discussions by the KAITEKI Promotion Committee

July 2021	<ul style="list-style-type: none"> • Progress of MOS activities • Exploring the path to carbon neutrality • Activities for KAITEKI Health and Productivity Management • Progress of MOT activities
February 2022	<ul style="list-style-type: none"> • Sustainability-related information disclosure • Activities related to MOS and human resources and work styles

Sustainability

Sustainability Indices

For the material issues identified by the Mitsubishi Chemical Group, targets are set and progress is measured with the Management of Sustainability (MOS) Indices.

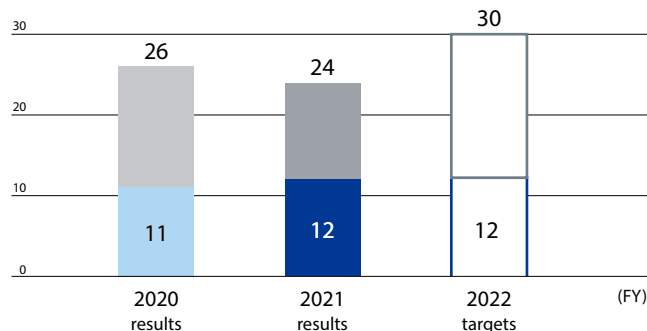
We will proceed steadily with initiatives on material issues by monitoring the yearly progress of each index.

Material issues for business portfolio strategies / Material issues for environmental and social impacts / Material issues for business foundation

Index

Percentage of sales revenue from the growth businesses (businesses that contribute to solving social issues)/ Percentage of sales revenue from products that contribute to the circular economy or mitigate and adapt to climate change*

■ Percentage of sales revenue from the growth businesses (businesses that contribute to solving social issues)
 ■ Percentage of sales revenue from products that contribute to the circular economy or mitigate and adapt to climate change
 (%)



* Products from growth businesses (businesses that contribute to solving social issues) that contribute specifically to the circular economy or mitigate and adapt to climate change.

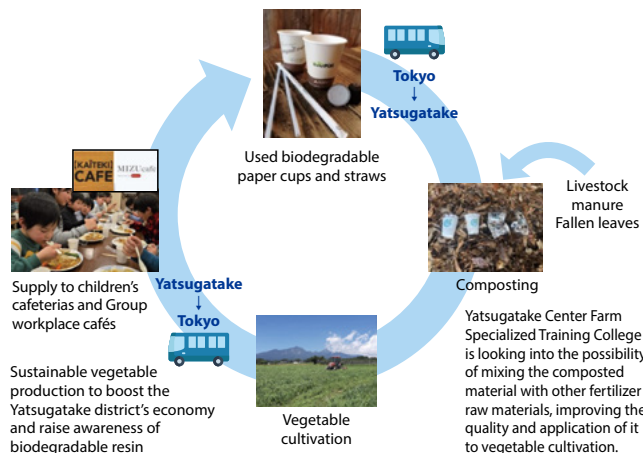
We will work steadily to achieve business growth by continuing to concentrate efforts on strategic focus markets where we have product strengths as a Group. Among these are products that contribute to wider use of EVs, products such as bioplastics that contribute to the circular economy, semiconductor materials, and healthcare products.



Finding solutions for a sustainable future

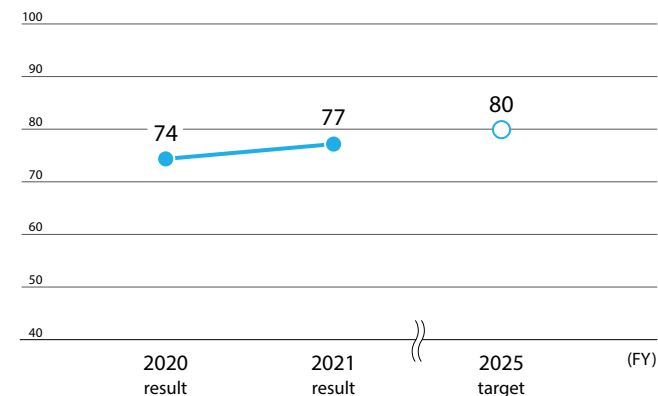
Building a recycling-oriented society through use of the biodegradable resin *BioPBS* and local resources

BioPBS is made with plant-based raw materials and can be fully biodegraded by soil microorganisms into water and CO₂. As a result, this material can contribute to reducing plastic waste and CO₂ emissions. Since 2020, Mitsubishi Chemical Corporation (MCC) has been engaged in a pilot study in the Yatsugatake district that takes *BioPBS* as the starting point for development toward a recycling-oriented society. In the study, paper cups and other items made with *BioPBS* are processed at Yatsugatake Center Farm Specialized Training College into compost for use by partner farms in the cultivation of vegetables.



Index

Level of customer satisfaction



The MCG Group is committed to showing respect for and maintaining close communication with customers and other stakeholders in order to build a better society together. The Group carries out a survey of customer satisfaction every year and analyzes the results as the basis for the PDCA cycle. This helps us to provide better services and improve customer satisfaction. In addition to satisfaction with services and products, the survey covers customer awareness of our sustainability initiatives and other items that allow us to track customer evaluation of the Group from multiple perspectives. Going forward, we will continue to strengthen relationships with customers by listening carefully to their voices, thereby promoting sustainable growth.

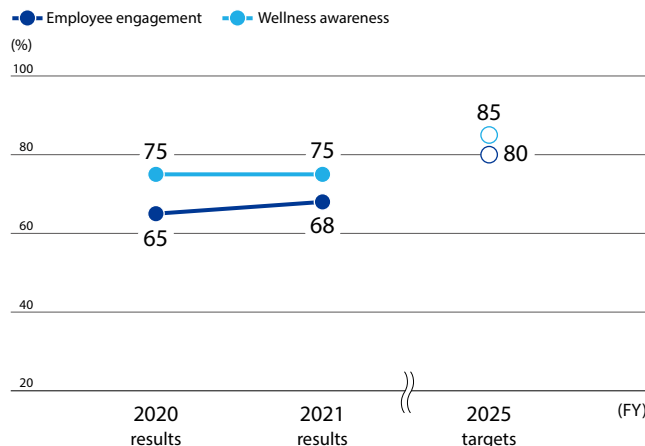
Sustainability

Sustainability Indices

Material issues for business foundations

Index

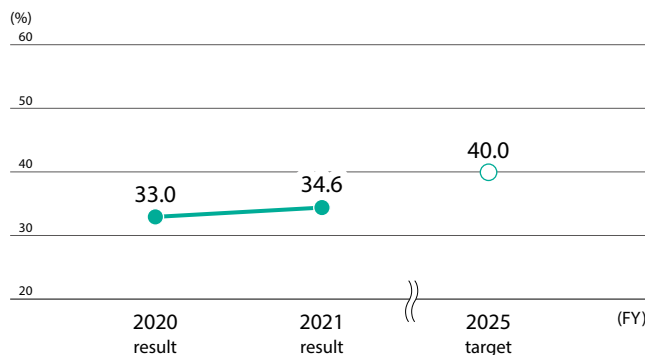
Employee engagement / Wellness awareness



The MCG Group attaches importance to creating an environment where employees are empowered to maximize their individual strengths and abilities. We believe that this results in high levels of creativity and productivity, which in turn strengthens the business foundation. The graph above shows the proportion of employees giving a favorable response under the items “Employee engagement” and “Wellness awareness” in the employee awareness survey. To reach the target for employee engagement, we have been holding town-hall meetings and creating opportunities for dialogue between management and employees to deepen mutual understanding. To raise wellness awareness, we provide an environment that enables diverse and flexible work styles and take measures to support employee health.

Index

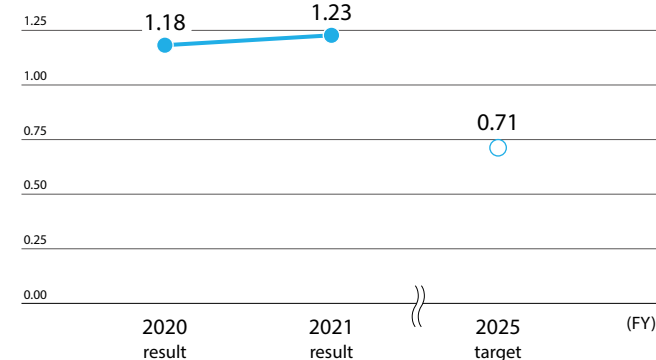
Diversity among management



Diversity among management means the proportion of managerial staff with a diversity attribute. Increasing diversity among management will result in management decision-making by human resources with wide-ranging experience.

Index

Lost-time injury frequency rate (LTIFR)



LTIFR, including overseas business sites, remains low. We will continue working to meet our target by strengthening measures to prevent occupational accidents, including ensuring strict compliance with basic safety practice and procedures, providing training, and conducting risk assessments.

Index

Evaluation related to the ESG stock index

In recognition of the MCG Group’s initiatives, we have been included continuously in the ESG stock indices indicated below (as of June 30, 2022).

Dow Jones Sustainability Indices
Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA

MSCI Japan ESG Select Leaders Index*
2022 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX
MSCI Japan Empowering Women Index*
2022 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

FTSE4Good Index Series

FTSE4Good

FTSE Blossom Japan Index

FTSE Blossom Japan Index

* The inclusion of the MCG Group in any MSCI Index, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement, or promotion of MCG by MSCI or any of its affiliates. The MSCI Indexes are the exclusive property of MSCI. MSCI and the MSCI index names and logos are trademarks or service marks of MSCI or its affiliates.

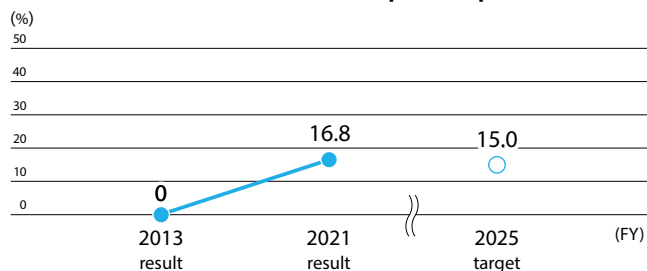
Sustainability

Sustainability Indices

Material issues for environmental and social impacts

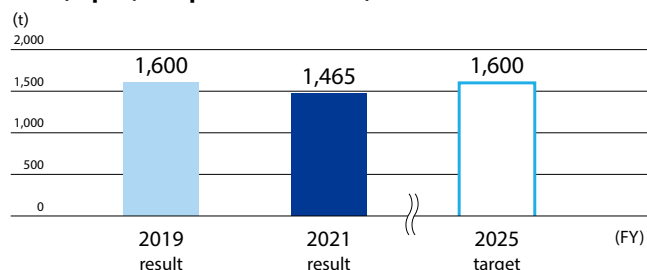
Index

Rate of reduction of GHG emissions (Japan, compared to FY2013)



Index

COD (Japan, compared to FY2019)



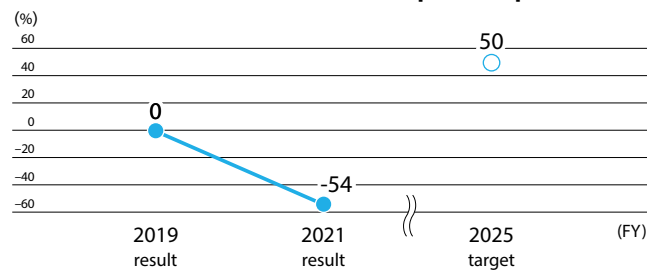
As a step toward reducing negative impacts on the global environment, resolving the issues of climate change and water resources, and building a recycling-oriented society, we have set indices to measure impact reduction in the atmosphere, water, and waste.

In fiscal 2021, due to increased production efficiency and facility upgrades, we achieved a 16.8% reduction in domestic GHG emissions compared to fiscal 2013 and a reduction in COD compared to fiscal 2019. To reduce the amount of landfill waste, we are working to improve production yield and boost the recycling rate. To continue reducing the environmental impact going forward, we will push ahead with reduction measures and consider setting new GHG and global targets for fiscal 2025.

Concurrently, we are progressing with an initiative to use LCA as a management tool and in fiscal 2021 we established a standard method for calculating the product carbon footprint (▶ Page 76).

Index

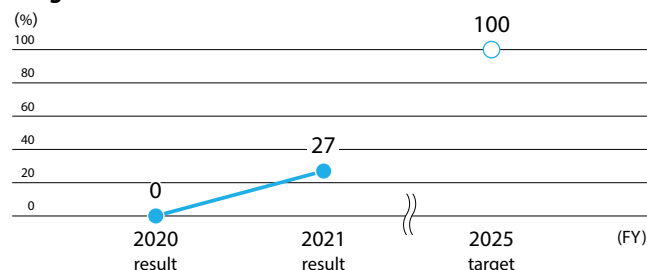
Rate of reduction of landfill waste* (Japan, compared to FY2019)



* Amount of landfill waste regularly generated in the Company's routine production and logistics activity

Index

Progress of LCA activities



Finding solutions for a sustainable future

Investment in GHG reduction

At the MCC Ogaki Plant, we installed a solar power generation facility in 2017. We plan to expand the facility and use the generated electric power within the plant to achieve an annual reduction of 40 to 50 tons in CO₂ emissions. Meanwhile, in March 2022 we purchased 20,000 kWh of environmental value (green power) from Ogaki City and received a Green Power Certificate from the city authorities.

Going forward, the MCG Group will promote wider use of solar power generation across its operations and drive global initiatives to realize carbon neutrality by 2050.



Sustainability

Sustainability Indices

Material issues for existence / Material issues in terms of risk management

Index

Number of serious compliance violations

3

(Fiscal 2025 target: 0)

We take a serious view of the outcome in fiscal 2021 and are taking far-reaching corrective action and measures to prevent a recurrence under the guidance and supervision of the Chief Compliance Officer. Under the “One Company, One Team” approach, we will roll out a compliance implementation program on a shared global platform and provide regular education and training for all employees, with ongoing monitoring of the progress in instilling a culture of compliance awareness.

Index

Number of accidents

Process safety accidents

17

(Fiscal 2025 target: 16)

Environmental accidents

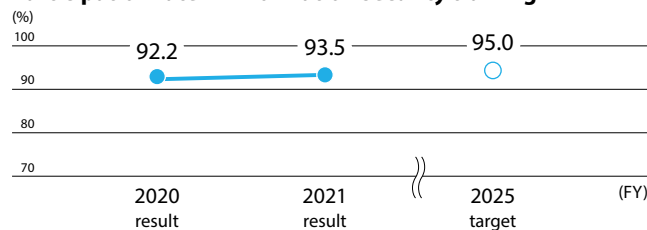
0

(Fiscal 2025 target: 0)

There were 17 process safety accidents in fiscal 2021. Recognizing safety assurance as a corporate social responsibility, we undertake risk assessment to prevent accidents and support ongoing stable operations. As in fiscal 2020, there were no environmental accidents in fiscal 2021.

Index

Participation rate in information security training



To cultivate in all staff members an awareness of the importance of protecting information assets as an employee responsibility, we work through annual training to enhance awareness of information security. Employees who have not yet undergone the training receive repeated invitations to participate in order to underline its importance. As a result, the participation rate for fiscal 2021 increased over the previous fiscal year.



Finding solutions for a sustainable future

Strengthening sustainable supply chains

We support our business partners to help them understand the MCG Group's corporate mission and work with them to address environmental and social issues in order to build and strengthen the sustainability of our supply chain.

We distribute to our business partners a guidebook entitled *Developing Cooperative Business Practices with Suppliers and Business Partners*, which summarizes our standards across a wide range of areas including respect for human rights, employment, environmental protection, and ensuring occupational health and safety. We use a questionnaire to check the status of related activities. By presenting the results of the questionnaire as feedback to business partners, we engage in dialogue to better identify risks and improve response to individual issues. In this way, we aim to cultivate healthy relationships that promote mutual growth.



Finding solutions for a sustainable future

Fostering a safety culture

Safety is the foremost priority of the MCG Group's business activities. An example of our activities in this area was the safety culture assessment carried out by a third-party organization at the MCC Toyama Plant. A questionnaire survey of all plant employees was conducted, with the results analyzed to identify issues. Addressing the issues head-on, we have discussed improvement strategies, put safety systems in place, worked to reform awareness, and enhanced educational facilities as part of wide-ranging measures to foster a safety culture. This initiative was recognized by the Japan Chemical Industry Association with the Jury's Special Award in the fiscal 2021 Responsible Care Awards.



Recital of safety guidelines at the morning meeting

Sustainability

Promoting a Circular Economy

In 2022, Mitsubishi Chemical Group Corporation expanded the mission of the Circular Economy Promotion Committee, established in 2019, to create the Green Transformation Promotion Committee. The committee promotes the circular economy on a Group-wide basis through a fusion of social and economic value. The main strands of this initiative are the cyclical use of carbon (CO₂), plastics and water resources, and the evolution of LCA tools.

Action rollout through alliances

One of Mitsubishi Chemical Corporation (MCC)'s activities to reduce pollution, waste emissions, and resource consumption throughout the supply chain is its participation in the Japan Clean Ocean Material Alliance (CLOMA*4).

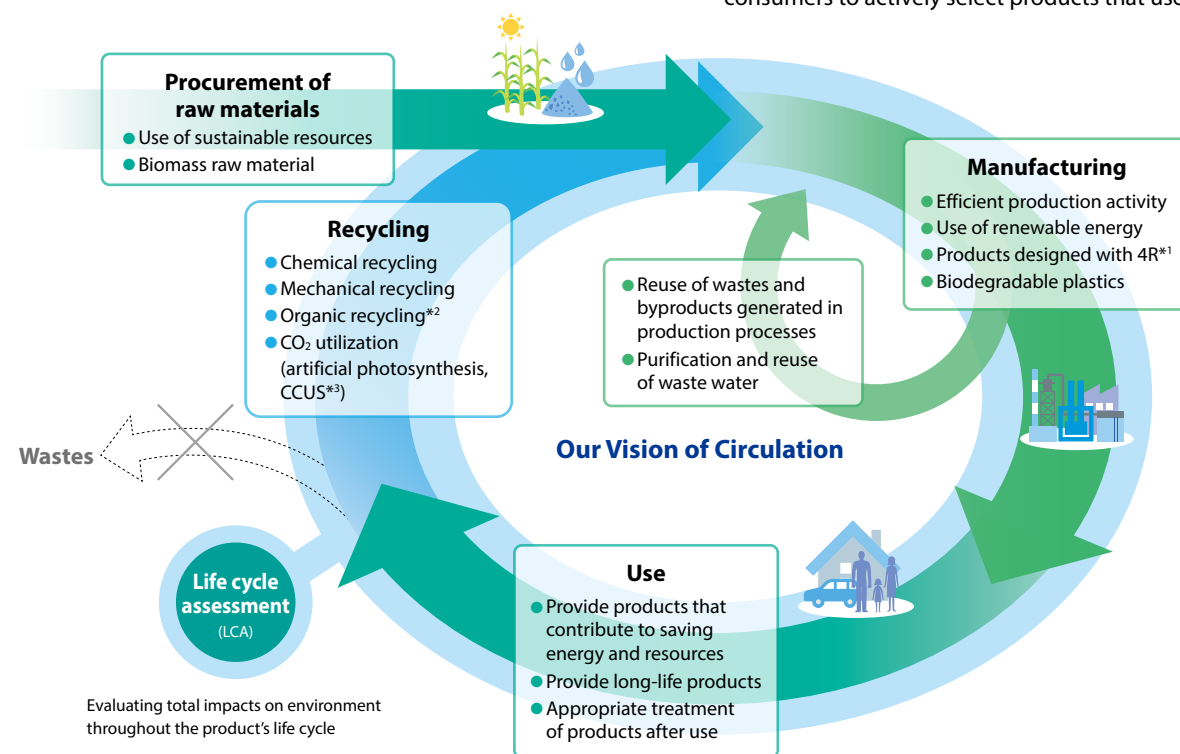
At the CLOMA Forum 2021, we gave a presentation on the development and utilization of biodegradable plastics such as biodegradable barrier packaging. We will continue working to promote the adoption of biodegradable plastics that contribute to environmental impact reduction and to expand their applications. We will also create an environment that encourages consumers to actively select products that use these materials.

Realizing sustainability throughout the life cycle: Utilization of biomass materials

MCC is working with Toyota Tsusho Corporation on a commercialization project with the aim of launching production and sales in fiscal 2025 of plant-based ethylene, propylene, and derivative products produced from bioethanol made with sugarcane or other source materials. We envisage their use across a wide range of sectors, including in products that are normally difficult to collect and recycle. The use of plant-based raw materials will enable us to contribute to realizing a sustainable life cycle.

Design of pilot plant for MMA monomers using plant-derived materials has begun

MMA is a raw material for acrylic resins, which are used in a wide range of products from automotive lamp covers, signs, and aquarium tanks to paint and construction materials. Global demand is expected to show solid growth. MCC has developed a manufacturing technology to produce MMA monomers from plant-derived materials and begun designing a pilot plant. The plant is due to begin operations in fiscal 2023. After demonstrating the technology's viability, we aim to apply it to a commercial-scale plant in 2026. We are also looking into the possibility of molecular recycling to reutilize acrylic resins through processing back into MMA monomer. In this way, we will continue working for environmental impact reduction across the supply chain (▶ Page 91).



*1 4R: Reuse, Reduce, Recycle, Renewable

*2 Technology to produce valuable products through composting and methane fermentation

*3 Carbon capture, utilization, and storage, a technology for capturing CO₂ and using or storing it to prevent its release into the atmosphere

*4 An organization set up within the Japan Environmental Management Association for Industry in 2019 to accelerate innovation to resolve the issue of marine plastic waste through cross-industry collaboration

Sustainability

Evolving LCA Systems Further

To achieve carbon neutrality by 2050, we will use life cycle assessment (LCA) systems to determine our priorities when selecting focus markets.

In order to use LCA systems as an advanced management tool in the chemicals industry, Mitsubishi Chemical Group Corporation is (1) laying foundations for the systems, (2) broadening the scope of calculation, and (3) developing new uses. By taking these steps, we will be able to make accurate comparisons not just at the product and service level, but also across the entire product value chain including businesses and manufacturing sites, which will inform our “selection and focus” efforts for businesses, investment, and R&D as we work to become carbon neutral.

(1) Standardizing methods to lay the foundations

We have standardized the methods we use to calculate product carbon footprints. This information allows us to appropriately quantify and report the environmental and social impact of our products and services, as well as how our products and services contribute to reduced environmental impacts.

(2) Broadening the scope of calculation to include Scope 3 emissions

As well as calculating carbon footprints for each product and service, we are applying these calculations to quantify how far we have reduced the environmental impact across the product and service life cycle and to specify GHG emissions (Scopes 1, 2, and 3) for each business, process, and manufacturing site.

By continuing these efforts to accurately evaluate business activities using such LCA systems, we will build up expertise and regularly review and improve the systems to further evolve our LCA tools and expand their scope.

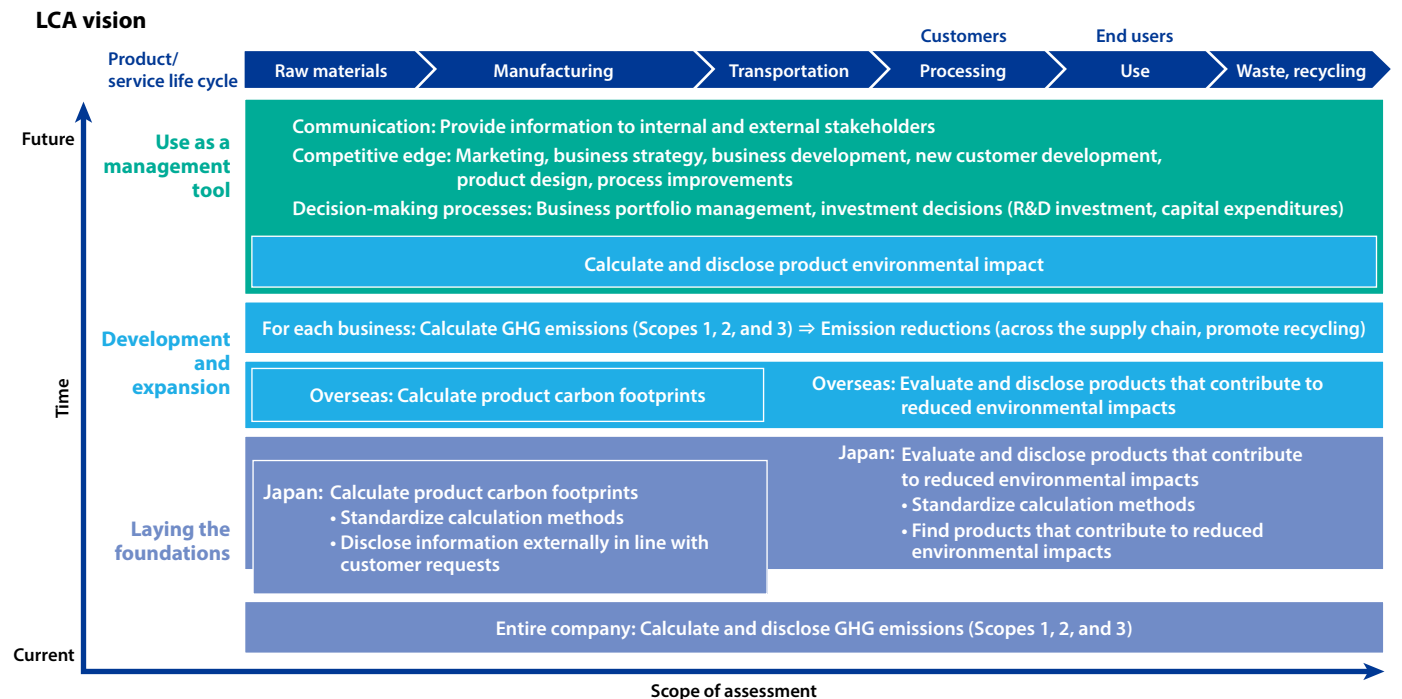
(3) Use as a management tool

In the future, we will use the results from these LCA calculations as an advanced management tool in the following three ways:

- **Fostering communication:** Provide information to internal and external stakeholders and gather feedback from these stakeholders
- **Improving our competitive edge:** Use as evidence to support accurate marketing, product design, and process improvements

- **Rationalizing decision-making processes:** Apply to decision-making processes for business portfolio management and investment programs

Through the comprehensive implementation of these systems, we aim to quantify the social contributions made by the MCG Group and achieve the new management policy, “Forging the future.”



Sustainability

Reporting in Line with the TCFD Recommendations

In October 2018, Mitsubishi Chemical Group Corporation announced its support for the final recommendations prepared by the Task Force on Climate-related Financial Disclosures (TCFD)*.

The Mitsubishi Chemical Group is working to enhance its climate change-related measures in areas such as environmental impact reduction, driving energy-saving activities, promoting renewable energy use, and adding to the range of products that contribute to GHG emissions reduction. Through these measures and progressive enhancement of information disclosure, we are targeting increase in our corporate value.

* The TCFD is a body established by the Financial Stability Board in 2015. In June 2017, it announced the final recommendations concerning disclosure of information to encourage companies to voluntarily disclose to investors the impacts of climate change-related risks and business opportunities on corporate finances.

[🔗 The report in line with the TCFD recommendations](#)

Governance

At MCG, we have identified GHG reduction, environmental impact reduction, and circular economy as the material issues (▶ Page 70) to be addressed in our medium-term management plan, *APTSIS 25*. In parallel, we have set management indicators and targets (▶ Page 79) to measure progress with these initiatives to mitigate and adapt to climate change. Monitoring of progress toward the target values takes place with the involvement of the MCG president and other members of the management team.

Director remuneration

The performance-based evaluation of the remuneration of corporate executive officers and executive officers is determined based on the degree of achievement of the targets for each fiscal year. In addition to economic benefit and capital efficiency, the evaluation considers indices relating to improvement in sustainability and other factors, including GHG emissions reduction. For detailed information, please see the Securities Report.

For reference:

Corporate Governance: Director remuneration (▶ Pages 58–61)

Strategy and risk management

Transition plan

In December 2021, MCG announced a new management policy entitled “Forging the future.” The policy includes a plan for the transition to carbon neutrality in line with the basic policy for the realization of carbon neutrality that had been announced in October of the same year.

The plan sets the new targets of a 29% reduction in GHG emissions by fiscal 2030 compared to fiscal 2019, and a further reduction to net zero in 2050 to achieve carbon neutrality. It also sets out a concrete roadmap. Going forward, our portfolio management will include a carbon-neutral perspective, which will enable us to remain competitive in a society that is in transition to carbon neutrality.

For reference:

New Management Policy, “Forging the future” (▶ Pages 23–29)

Business opportunities and risks from perceived social issues

In the formulation of its medium- to long-term basic management strategy KAITEKI Vision 30 (KV30), the MCG Group identified the business opportunities and risks arising from the challenges facing society in the period up to 2030. As part of this, KV30 gives a quantitative evaluation of the risks envisaged if the social issues are left unmanaged (▶ Page 78).

A climate change-related risk that we recognize as having a particularly large impact is a decrease in product demand and profitability due to factors such as an increased carbon tax burden and regulation of the usage of plastic products.

Meanwhile, to prepare for major natural disasters, in addition to taking steps to minimize damage and ensure business continuity, we will work to realize a safe and secure society by presenting solutions that contribute to disaster prevention and mitigation.

For reference:

Sustainability: Overview of material issues (▶ Page 70)

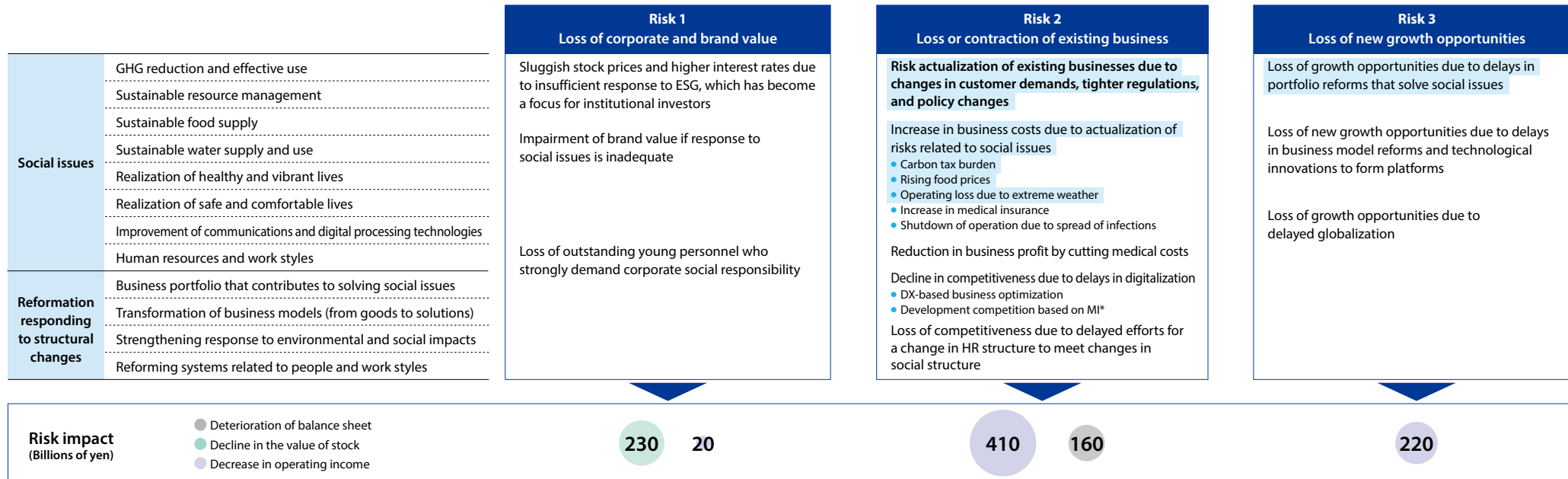
Risk management: Measures against major risks (▶ Page 66)

Sustainability

Reporting in Line with the TCFD Recommendations

Evaluation of risk in the case of social issues, including climate change-related issues, being left unmanaged (identified in KV30)

Climate change-related risk



* Materials informatics: AI-based method to design new materials and explore alternative materials rapidly and efficiently.

Overview of risk based on scenario analysis (focusing on risks with a heavy impact)

Risks recognized	Outline of risk based on the scenario*	Impact on MCG	Response to potential risk
Regulation of usage of plastic-products	Decreased demand for virgin petrochemical products due to an increase in the plastic collection rate	Reduced demand for petrochemical products	Focus on businesses that contribute to achieving carbon neutrality
Rise in carbon price	Increase in operating costs due to a carbon price rise	Rise in operating costs	GHG emissions reduction in line with the basic policy for realizing carbon neutrality
Operating loss due to extreme weather	Increased impact on manufacturing sites due to increased flood risk in Asia	Shut-down of plant operations in coastal areas due to disaster	Measures to prepare for major natural disasters to minimize damage and ensure business continuity

* Based on the World Energy Outlook (WEO) Sustainable Development Scenario (SDS) and other sources:

The SDS scenario is one outlined by the International Energy Agency (IEA) in line with the Paris Agreement target, where the global mean temperature rise compared to pre-industrial levels is kept to well below 2°C, with efforts to reduce it to 1.5°C.

Sustainability

Reporting in Line with the TCFD Recommendations

Business opportunities

As set out in our new management policy, we will also devote resources to businesses that contribute to realizing carbon neutrality based on portfolio management with a focus on growth, performance, and sustainability.

We will progressively expand the business scale and strengthen the profitability of specific focus businesses that offer climate change-related business opportunities, including lighter mobility materials, vehicle-mounted battery materials, bioplastics, and carbon fiber and composite materials.

Impact of business opportunities and risks from perceived social issues

- In fiscal 2022, the target year of *Step 1* of the medium-term management plan *APTSIS 25*, we aim to raise to 12% the proportion of sales revenue from products that contribute to the circular economy or mitigate and adapt to climate change.
- We estimate risk associated with social issues and structural change in 2030 at around ¥1 trillion.

For reference:

New Management Policy, "Forging the future" (▶ Pages 23–29)
Overview of Business Domains (Performance Products Domain) (▶ Pages 87–89)

Process of risk identification, evaluation, and management

Portfolio management

As announced in the new management policy, MCG has designated carbon neutrality as a selection criterion for its focus businesses. Incorporating a carbon-neutral perspective, our portfolio management will focus on growth markets where we have a competitive advantage.

For reference:

Portfolio for the New Management Policy "Forging the future" (▶ Pages 24–26)

Risk management

We will strive to avoid the occurrence of major risks and minimize losses when they occur under our risk management system.

In addition, we have begun studying the introduction of Enterprise Risk Management (ERM), which comprehensively manages risk relating to Group business activities that are linked to significant issues identified from the perspective of material issues, and promotes minimization of loss and appropriate risk acceptance from a Company-wide standpoint.

For reference:

Risk Management (▶ Pages 65–67)

Metrics and targets

Metrics and targets to assess risks and opportunities

The management indices (MOS Indices) set to measure progress with material issues include the GHG emissions reduction rate and the percentage of sales revenue from products that contribute to the circular economy or mitigate and adapt to climate change.

We have also established medium-term targets and will measure progress year by year (▶ Page 77, "Strategy and risk management"). As indicated under Strategy, the GHG emissions reduction targets have been changed to targets for the realization of carbon neutrality.

For reference:

Risk Management (▶ Pages 65–67)
Sustainability Indices (▶ Pages 71–74)

Scope 1, 2, 3 GHG emissions

Please see GHG emissions in "Non-Financial Highlights" for the performance in fiscal 2021. We have received independent assurance for GHG emissions, and are working to disclose highly reliable information.

For reference:

Non-Financial Highlights (▶ Page 97)
Environmental Data / Independent Assurance Report (▶ Pages 107, 109)

Human Resources

Message from the CHRO



Value creation begins with our people, so we are making changes to maximize their potential.

Tomoyo Hiraoka

Vice President
Chief Human Resource Officer

Creating an environment where everyone can embrace ongoing personal development

The Mitsubishi Chemical Group believes that our people are the source of value creation, and we position our human resources as the driver of company growth and the realization of KAITEKI. Every single employee has limitless potential. My mission is to move our Company continuously forward to create an environment in which the MCG Group can unlock the potential of its people and all our employees can embrace ongoing personal development.

In order to achieve this mission, under the policy set forth in the medium- to long-term basic management strategy KAITEKI VISION 30 (KV30), we are working toward reforming the human resource systems at all Group companies. We have put in place systems to realize diversity, equity, and inclusion, proactive career development, and work-style reforms.

I feel that these changes have created opportunities for employees to reconsider the value of their work and the career paths that might interest them, and to volunteer for new challenges. We are also investing proactively in human resources and corporate culture reforms to help our people grow in tandem with the ongoing

developments at the Company. We are expanding programs to train the next generation of leaders to drive change, setting up e-learning platforms, running seminars on diversity and inclusion to drive changes in our corporate culture, and implementing mentoring programs. Our overall goal is to create an environment whereby the Company respects individual aspirations and encourages personal development. We aim to achieve this by providing greater choice in available training programs that match individual career interests as well as strengthening leadership and management problem-solving. Company growth can be thought of as the sum total of the contributions made by, and personal development of, each employee. Looking ahead, we want to roll out programs across the entire Group to enhance our human capital, as our people are the starting point for value creation.

Accelerating initiatives to implement the “One Company, One Team” concept

Fiscal 2022 will see the implementation of the “One Company, One Team” concept in our new organizational structure, as we work to execute the new management policy, “Forging the

future.” This concept is aimed at moving away from business optimized for individual companies and developing instead a management structure that operates across company borders at the level of the business domain or geographical region. We are changing our systems with the goal of promoting collaboration and accelerating information transfer and decision-making. In terms of the corporate functions, we will integrate reporting lines globally and consolidate Group company governance systems to improve operational efficiency. We will roll out this new management structure to become “One” global organization. We will invest in systems for an integrated human resources platform to visualize, on a global level, our employees, organizations, positions, and job roles, making our human resources processes more sophisticated and efficient. We will develop programs to identify and train our talent and develop succession plans. We will foster a corporate culture that attracts diverse talents and allows them to reach their full potential. All of these initiatives are aimed at achieving both growth and greater efficiency. For succession planning, in particular, we are working more closely with the Nominating Committee to incorporate ideas from external stakeholders, with the goal of implementing bold programs unlike anything done before for executive placement and development.

Each individual employee needs to change their mindset and behavior if we are to execute such a huge transformation. Therefore, we will strive for communication to foster expectations and confidence that taking on the challenge of this transformation will increase the motivation and satisfaction of employees themselves, and lead to a sense of personal growth for each and every employee. In fiscal 2022, we will continue to pursue the five pillars outlined in KV30, and position the realization of the “One Company, One Team” concept as the highest priority, working with our employees to steadily execute these programs.

Human Resources

Human Resources Strategy

The Mitsubishi Chemical Group is working on a global level to make its organization more diverse.

Diversity, equity, and inclusion as a human resources strategy

Mitsubishi Chemical Group Corporation introduced a new management structure in April 2022.

In this new environment, we will promote the transformation of the organization into one where diverse individuals are respected and valued for their contributions and are able to fulfill their potential.

We are creating more diverse leadership teams so that we can achieve this human resource strategy, and we will engage in lively discussions with broadly experienced people both inside and outside the Company in order to inform our business decisions. In practical terms, we are bringing in more people from overseas, as well as providing focused training for the local employees who could become their successors. In the future, we plan to introduce new training programs, developed in partnership with world-class human resource training institutions, to visualize and focus training for our top management.

Obviously, if we are to pursue greater diversity and inclusion, we need measures to address a multitude of challenges while also ensuring diversity in our management team. We will continue working to eliminate stereotyping, shine a light on unconscious bias*, and change awareness in all employees. We want each employee to understand that combining the wisdom of a diverse range of people makes our organization stronger, and we aim to foster an organizational culture that allows people to embody this concept every day and uncover new value.

* Unconscious assumptions and prejudices

Developing the next generation of leaders to drive transformation

In the past, in-house training focused on achieving operational certainty and stability through staff postings to different departments for a period of time to build up experience. This method of staff development through accumulated experience is no longer sufficient if we are to respond in a timely fashion to changes in the market or demands from society. We also need to put systems in place to continue building a rich and diverse pipeline of talent. We have therefore established two new human resource training programs: The Top Leader’s College (TLC), to develop the next generation of management executives, and the Future Leader’s College (FLC), to train team

leaders with the potential to move into top leadership ranks. Our goal is to build a diverse management team of winners who are capable of anticipating social change, driving transformation, and articulating their vision for the Company’s future.

Top Leader’s College (TLC) Program

Based on the concept of developing leaders for transformation, we have introduced a program to train those with potential to become the next generation of management leaders, in terms of skills related to “wisdom” and “focus” that will allow them to lead the Company on the path of sustained growth. The program includes direct interactions with people in managerial roles inside and outside the Company, as well as external coaches, to nurture participants’ views. Participants are asked to describe their vision for the Company not in terms of what should be, but rather in terms that express their own determination. They are asked to create a real, all-encompassing company strategy, take on challenges, and make recommendations with preparation and purpose, as if they are managing the organization themselves.

Future Leader’s College (FLC) Program

This program aims mostly to change team leaders’ mindsets to prepare them to act as leaders who are driving transformation of the entire company, not just their own position. In this program, participants are asked to go beyond the current trajectory of their daily work tasks, with the goal of developing a broader perspective, eliminating a subordinate mindset, and focusing outward. Moreover, engaging in friendly competition with colleagues at the college can make ongoing learning a habit. We have received a great deal of feedback from participants, who said that this program was a watershed moment in their lives. We expect these talented people to drive change in the future.

Defining what we need in our management leaders

Basic qualities	<ul style="list-style-type: none"> • Personal attributes (reliability, ambition, honesty, inquisitiveness), courage • Embodies our vision, mission, and values • Cooperative ability (collaboration, relationships with stakeholders)
Management competencies	<ul style="list-style-type: none"> • Market insights • Strategic thinking • Ability to drive transformation based on a future-oriented approach • Organizational and human resource management capabilities (psychological stability, receptivity to diversity, ability to create a vision, resilience) • Results focused
Expertise, experience	<ul style="list-style-type: none"> • Acute skills and expertise in social issues beyond conventional business boundaries • Wide range of experience, including outside the Company • Broad knowledge
Results, track record	<ul style="list-style-type: none"> • Business track record through bold decision-making based on medium- and long-term perspectives • Outstanding track record of driving transformation

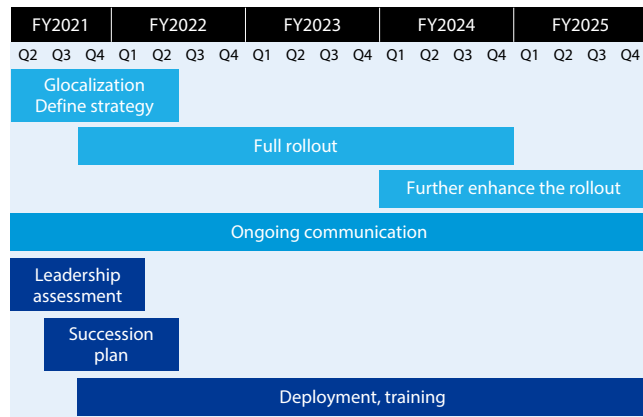
Human Resources

Human Resources Strategy

Training management leaders at overseas subsidiaries

At MCG, we are accelerating the development of potential management leaders on a global level. In some regions, we are working to promote local employees to the top positions, and the management teams in each region are taking the initiative and implementing measures to achieve this. We are using assessments to visualize the potential of the human resources within the region, while setting localized KPIs relevant for promotion to key positions, implementing focused human resource development and human resource assessments, and investigating and executing plans for promotion. Through these initiatives, we aim to transition to group companies that are managed by people who know the region best and are best placed to maximize corporate value in their region. For the local employees as well, these initiatives may prompt them to think through their own career path from a medium- or long-term perspective.

Plans for management successor training at overseas subsidiaries (Five-year plan, with the China region as an example)



Programs to change employee mindsets

To foster a corporate culture that is open and energetic and where diverse human resources can maximize their potential, we must do more than just establish the right working environment; we need to change existing employee mindsets as well. We have a number of projects and training programs underway to achieve this.

In fiscal 2018, Mitsubishi Chemical launched a cross-departmental project called the Mitsubishi Chemical Women’s Council. Managers take on the role of sponsors and employees from different departments receive real feedback from on-site workers via open discussions on diversity where ideas are put forward in a bottom-up approach. This allows us to get on-site perspectives to incorporate in programs to change our workplace culture. The council opens up various lines of communication, providing a direct route for feedback for management from on-site workplaces.

Unconscious bias training

When laying the foundations for everyone to thrive, it is important that all employees, regardless of whether they are in managerial or non-managerial roles, be aware of unconscious bias.

Mitsubishi Chemical started providing e-learning programs and workshops on unconscious bias in fiscal 2021, with programs tailored to employees, managers, and executives. More than 3,000 employees have taken these courses, deepening their understanding of unconscious bias.

Week of events for International Women’s Day

Mitsubishi Chemical held a five-day online event to mark the United Nations International Women’s Day on March 8, based on the concept of making Mitsubishi Chemical a fulfilling workplace where people can be themselves. During this event, we operated a range of programs, including roundtable sessions for discussions between management and workers, as well as conversations with male employees who had taken childcare leave. The sessions featured lively exchanges of opinion among participants and provided opportunities for reflection on how diversity and inclusion affects everyone.

We will continue our efforts to create workplaces that maximize the overall value created by individual employees, where all people respect and appreciate each other’s difference.



Online event web page

Event activities

	Activities	Description
DAY 1	Eliminating unconscious stereotyping	Discussions with management
DAY 2	Eliminating childcare stereotyping	Conversations with male employees who take childcare leave
DAY 3	Eliminating stereotyping on women’s views about careers	Career lectures by outside speakers
DAY 4	Eliminating “grass is greener” stereotyping	Examples of in-house stereotypes
DAY 5	Eliminating “not my problem” stereotyping	Review of how to utilize what we have learned in the workplace

Human Resources

Building a Fulfilling Workplace Environment

We are working to ensure that one of the Company's most precious resources (our people) can make the most of their talents and participate fully, through initiatives on health support and work-style reforms.

Health support initiatives

Mitsubishi Tanabe Pharma Corporation has worked to understand and address the decline in physical activity by employees following the sudden increase in teleworking and restrictions on movement brought about by the pandemic. For teleworkers who are experiencing lower back pain, shoulder problems, or VDT symptoms,* we have provided an app-based program to help with back and shoulder problems and have run online training sessions and private consultations on how to improve home working environments. Our workers have been particularly satisfied with the app for back and shoulder problems, with participants in private consultations giving a satisfaction rating of 4.7 out of five points and the data showing a reduction in the number of symptoms logged after app use.

Taiyo Nippon Sanso Corporation, a member of the Nippon Sanso Holdings Group, is offering health measurement sessions, health news, and health webinars to raise awareness among employees of health matters and prevention of lifestyle disease. The company has also distributed wearable devices that visualize exercise habits and sleep patterns and connect with a health management system to allow analysis of this information alongside previous health check-up data.

As a result, the percentage of employees engaging in regular exercise has risen from 25.5% to 30.6%. Because these programs are implemented each year, employees can compare their health with previous years and obtain a detailed understanding of their physical health status today.

These health initiatives have been a contributing factor in Nippon Kenko Kaigi's ranking of Mitsubishi Tanabe Pharma and Taiyo Nippon Sanso as among the top 500 large enterprises ("White 500") recognized under the Outstanding Enterprise in Health and Productivity Management Certification System, run by the Ministry of Economy, Trade and Industry (METI).

Going forward, we aim to implement more programs to maintain and improve employee health to support better performance by individual employees and create a more dynamic organization.

* Symptoms caused by physical issues arising from long hours spent working at visual display terminals (VDTs) on PCs and other devices.



Programs to support new work styles

One of the many changes thrust upon us by the pandemic was the rapid diversification of work styles. In response, we have initiated a cross-departmental operational reform project to promote switching to paperless procedures, use of digital tools, and more efficient, improved operational processes. This project has also implemented proposals to create comfortable work environments at home or in satellite offices as well as introduce new electronic approval systems, thereby providing further support for teleworking.

We have also consolidated our sites near the Tokyo Head Office and changed office layouts to suit the new work styles. Using the concept of activity-based working (ABW), we have introduced a free addressing system for our office spaces so that

employees can select where they work depending on what they need to do that day. By combining this free addressing office system with work from home (WFH) and satellite offices, we aim to achieve work styles that allow employees to choose more effective time slots and locations for their work and be self-directed in how they manage their work-life balance.



New Head Office layout to promote ABW

New office concept

