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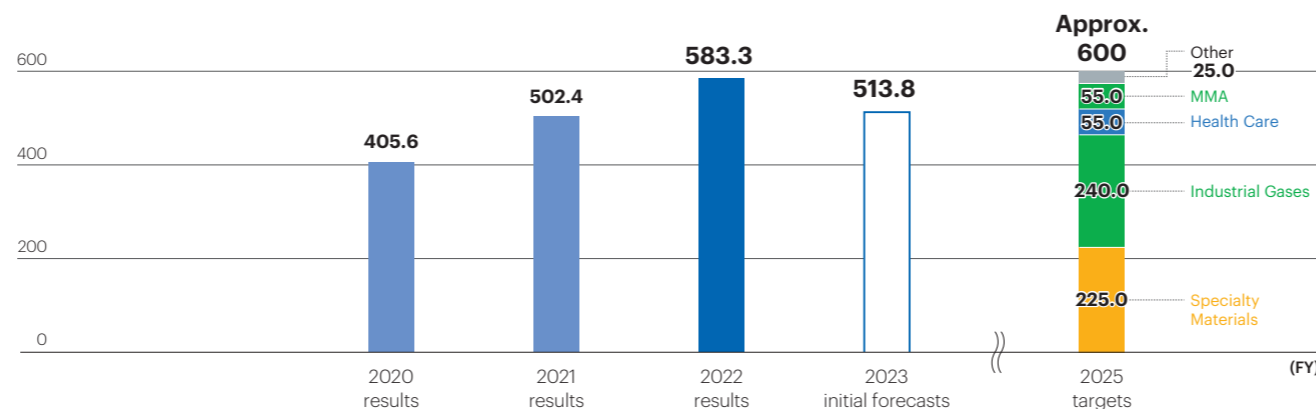
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Activity Report for Fiscal 2022

MOE Financial Results and Targets

EBITDA

(Billions of yen)
800

	2020 results	2021 results	2022 results	2023 initial forecasts	2025 targets
Sales revenue (billions of yen)	3,257.5	3,976.9	4,634.5	4,555.0	Approx. 3,375.0
Core operating income (billions of yen)	174.7	272.3	325.6	250.0	Approx. 365.0
EBITDA (billions of yen)	405.6	502.4	583.3	513.8	Approx. 600.0
Core operating margin (%)	5.4	6.8	7.0	5.5	Approx. 11
EBITDA margin (%)	12.5	12.6	12.6	11.3	Approx. 18

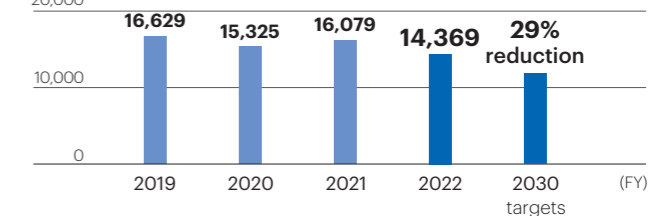
Increased sales and profits despite challenging business conditions

In fiscal 2022, the overall world economy saw a continued, gradual recovery in line with the steady return to normal social and economic activity. The business environment of the Mitsubishi Chemical Group, however, was marked by the risk of an economic slowdown heightened by factors such as sharply rising raw material and fuel prices, supply chain disruptions, and the monetary tightening policy adopted by many countries to control inflation.

In response to these conditions, the MCG Group continued to actively pass on price rises and posted a 17% year-on-year increase in sales revenue. The Performance Products segment was impacted by trends affecting products in the display- and semiconductor-related markets, as well as by declining demand for MMA, petrochemical, and carbon products. Overall however, core operating income increased 20% year on year due to the solid performance of the Industrial Gases segment and the recognition of royalty revenue in the Health Care segment

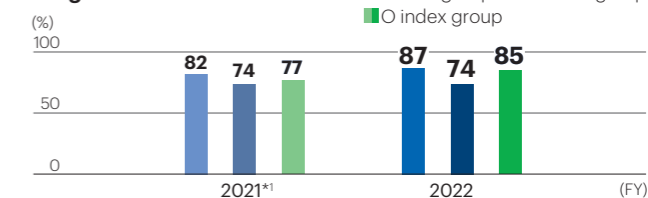
MOS Sustainability Results and Targets

GHG emissions (Scope 1 + Scope 2)

(Thousand metric tons-CO₂e)
20,000

MOT Innovation Results

Progress with MOT indices



Index name*2	Examples of items measured
I index group	Ratio of R&D expenditures to sales revenue
P index group	Degree of progress with key R&D themes and DX
O index group	Sales of new products, number of patent applications, patent value

*1 In order to facilitate comparison with the partially revised MOT indices for fiscal 2022, some MOT figures differ from those published in the fiscal 2022 report.

*2 The innovation process is divided into three component index groups: input (I), process (P), and output (O).

following the outcome of arbitration proceedings relating to *Gilenya*, a treatment agent for multiple sclerosis.

Progress with initiatives in sustainability and innovation

Toward our targets of achieving carbon neutrality in 2050 and a 29% reduction in GHG emissions by fiscal 2030 compared to fiscal 2019, we reduced these emissions by approximately 14% in fiscal 2022.

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Activity Report for Fiscal 2022

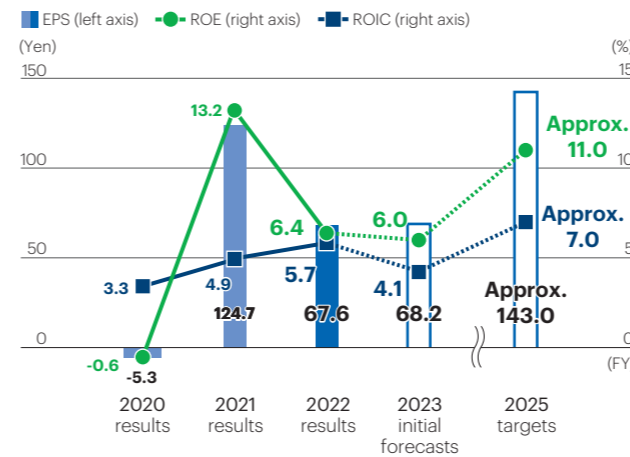
MOT indices are used to visualize and assess our technological and innovative capabilities. Achieving a solid performance level of approximately 80% of target, we exceeded the previous fiscal year's performance. We continue our discussions of management methods to achieve further improvements and value maximization.

Continuing Focus on Improvement of ROIC and Strengthening Financial Position

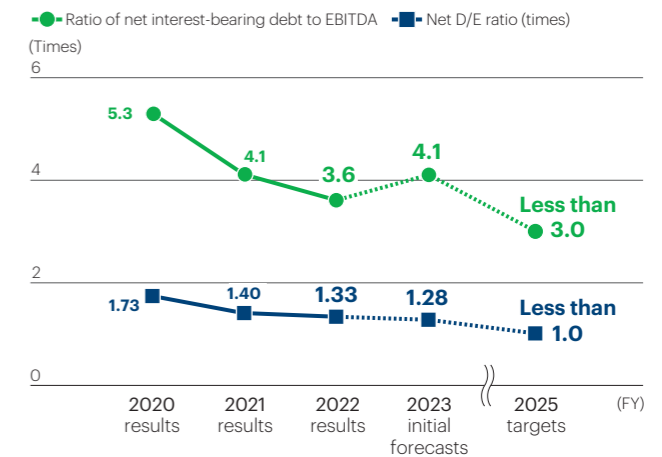
ROIC reached 5.7%, while net D/E ratio showed a 0.07-point improvement to 1.33 from 1.40 at the end of the previous fiscal year.

In addition to working to achieve our financial targets through cost reductions and the steady implementation of restructuring and other key measures, we will continue with the initiatives set out in our roadmap to carbon neutrality.

ROE, ROIC, and EPS



Ratio of net interest-bearing debt to EBITDA / Net D/E ratio



Updates to implementation plan for new management policy "Forging the future" and associated financial targets

Announcement of new Group Concept (Purpose, Slogan, Our Way)

Main business activities in fiscal 2022

1Q	2Q	3Q	4Q
<h4>Growth strategies</h4>			
<p>Health Care</p> <p>Launch of RADICAVA ORS in the United States We launched RADICAVA ORS, an oral suspension formulation of edaravone (U.S. product name: RADICAVA) for the treatment of amyotrophic lateral sclerosis (ALS).</p>		<p>Performance Products</p> <p>Decision to increase production capacity of ethylene vinyl alcohol copolymer resin Soarnol To meet expanding global demand for food packaging materials, we decided to increase production capacity at our U.K. plant (target operational start: fall 2025; production capacity: increased from 18,000 to 39,000 tons/year).</p>	
<p>Performance Products</p> <p>Decision to increase China production capacity of natural anode material To meet strong demand for LiB anode material, we decided to increase production capacity at our China base. The expansion is due to be completed in the first half of fiscal 2023 and will boost production capacity in China from 2,000 to 12,000 tons a year.</p>		<p>Industrial Gases</p> <p>Contract secured for U.S. HyCO project</p>	
<p>Industrial Gases</p> <p>Contract for HyCO project secured in Peru (South America)</p>		<p>Industrial Gases</p> <p>Following similar successes in South America and the United States, we secured the contract for a HyCO project in India, expanding our hydrogen production capacity on a global basis</p>	
<h4>Restructuring</h4>			
<p>Performance Products</p> <p>Decision to withdraw from the acrylic fiber business We decided to withdraw from the Vonnel and Vonnel M.V.P acrylic fiber business. Sales of the products, manufactured at our Hiroshima Plant, are due to be discontinued by the end of 2023.</p>		<p>Health Care</p> <p>Decision to discontinue development of regenerative medicine product CL2020 using Muse cells</p>	
<p>Health Care</p> <p>Decision to liquidate Medicago Inc. We decided to withdraw from all operations of Canada-based Medicago Inc., which included the ongoing development of a plant-based vaccine for indications including prevention of COVID-19 infection, and to proceed with the liquidation of the company.</p>		<p>Chemicals</p> <p>Production of MMA-related products discontinued at U.K. base To enhance the competitiveness of the MMA business and optimize the supply system, we discontinued the production of MMA-related products at our U.K. base in February 2023.</p>	