

April 1, 2020

**Message to New Employees by Hitoshi Ochi,
President and Chief Executive Officer of Mitsubishi Chemical Holdings**

Mitsubishi Chemical Holdings Corporation

Assessing the Operating Climate

We expect the global economic conditions to remain extremely adverse through the end of the year owing to such risks as the emergence of protectionism and the challenges of COVID-19. Global warming and the accumulation of plastic in the oceans are among several major existing problems, and we need to provide solutions for such social issues while contributing to sustainable growth not just for the Mitsubishi Chemical Holdings Group but also society and the planet.

We are experiencing remarkable scientific and technological progress. In some respects, artificial intelligence has evolved well beyond the capabilities of humans. The Internet of Things is connecting everything through data, eroding the boundaries between what is virtual and real. In the real world, we must think hard about the strengths we will need to survive.

Pushing Forward with KAITEKI Management

We are pushing ahead with KAITEKI Management, which encompasses three corporate value improvement drivers. The first is the Management of Economics (MOE), which is about enhancing our capital efficiency. The second is the Management of Technology (MOT), through which we are creating revolutionary products and services. The third is the Management of Sustainability (MOS), which entails delivering solutions that enhance the sustainability of humankind, societies, and our planet.

On the MOE front, we have improved profitability and have built a stable business structure by reforming our business portfolio while implementing our growth strategies. In the final year of *APTSIS 20*, our medium-term management plan, we seek to keep progressing while strengthening our underpinnings and building clear strategies for our successor plan.

Improving the MOT is essential to growing in a multipolar world. One major assumption is that we will strengthen proprietary technologies. At the same time, we must embrace external collaboration to swiftly accommodate market needs. We need to acquire knowledge about digital technologies as foundations for everything we do.

The spirit of the KAITEKI Management approach that we have pursued since 2011 aligns perfectly with the United Nations Sustainable Development Goals that are in the spotlight these days. We backcasted from where we seek to position ourselves in society by 2050 in formulating KAITEKI Vision 30, which guides our endeavors through 2030. It will be vital for each and every one of you to see global shifts as opportunities, identifying issues and coming up with new ideas to work out the challenges you will pursue and the solutions you will create and determine whether you can attain sustainable growth.

Building Our Future

As we embark on our journey toward 2030, I have high hopes for the fresh new ideas, vitality, and daring of you, our young employees, and your willingness to start things from scratch. The following three qualities as you build our future will be particularly important in this respect.

- (1) Be curious about capitalizing on every opportunity to learn and overcome fierce competition.
- (2) Become a professional by amassing deep insights into your role in business and acting responsibly.
- (3) Think hard and be decisive, fearlessly pursuing challenges in new fields and continuously generating value.

(Number of new employees: 329)

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