Medium-term management plan

formulating the plan to reflect

different scenarios for global

socioeconomic changes and

global economic recovery

Social trends

Environmental

and social issues

formulated in two steps Stepwise approach to

Formulating a New Medium-Term Management Plan to Realize KAITEKI Vision 30

Major global socioeconomic changes

Including trade friction between China and the United States and COVID-19 impacts

Politics and diplomacy

Conflict between totalitarianism and democracy

- Rising nationalism and fraying international
- cooperation
- Growing geopolitical risks
- from fragmentation Swifter setting of carbon-neutral targets and

tighter regulations

 Switching to remote interactions through e-commerce Significant improvements in work style reforms and operational efficiency Accelerating green transformation (GX) and

to hedge risks

digital transformation (DX)

Economy and business

Diversifying supply networks

Individuals and society

- Societies increasingly valuing the environment
- People increasingly seeking safety and security
- More opportunities to enjoy services virtually
- Remote activities becoming commonplace
- Growing health consciousness

Global economy

Varying pace of recovery to pre-COVID-19 levels in different countries and regions

New Medium-Term Management Plan (FY2021-FY2025)

APTSIS 25

New material issues > P. 37-38

Step 1

(during the COVID-19 pandemic)

Plan formulated for FY2021-FY2022 > P. 27 MOE Indices P. 28

New MOS Indices P. 39–42

Step 2

New MOT Indices

(after the pandemic) Scheduled formulation of plan for FY2023-FY2025

> **Projecting to** the medium-term management plan

KAITEKI Vision 30 (KV30) is our medium- to long-term basic management strategy, formulated by backcasting from our vision for 2050 in order for the MCHC Group to achieve sustainable growth. With the COVID-19 pandemic, risks related to social issues specified in KV30 are starting to emerge, so the MCHC Group is responding to changing social needs and accelerating business model reformation and innovation in order to swiftly commercialize growth businesses (see P. 31). We have taken a stepwise approach to the formulation of the medium-term management plan based on KV30 in order to reflect the impacts brought about by COVID-19. By executing Step 1 of the APTSIS 25 medium-term management plan, we will strengthen our business foundation in order to accelerate growth and make steady progress toward achieving our vision.

KAITEKI Vision 30 is presented in detail on our website

https://www.mitsubishichem-hd.co.jp/english/group/kv30/index.html

Emergence of social issues specified in KV30

Prospective

solutions

Responding to changing social needs and accelerating business model reformation and innovation for swift commercialization

Backcasting approach

Medium- to long-term basic management strategy **KAITEKI Vision 30**

MCHC Group's vision for 2030

Solve social issues for a sustainable future through leadership as a global solutions provider

- Accelerate growth and enhance corporate value by making the resolution of social issues a business opportunity
- Establish an innovative R&D structure and keep providing solutions to social issues
- Build infrastructure to ensure environmental impact neutrality by reinforcing sustainability management
- Create flexible human resources systems that embrace the diversity, expertise, and mobility of its people
- Foster digital natives who are sufficiently skilled to accelerate growth
- Intensify our global management structure to meet regional needs and accelerate growth

Three perspectives leading to the vision

1. Business portfolio transformation > P. 29–32

- Specify social issues that the MCHC Group should help to resolve as business areas
- Expand growth businesses (businesses that contribute to solving social issues) through business model transformatior

2. Thorough sustainability management > P. 43-44

- GHG emissions: Seek to lower emissions in line with national and regional government targets
- Building a foundation for achieving environmental impact neutrality by 2050

3. Human capital system and framework reforms > P. 47-50

• Reforms to create flexible human resources systems and organizations that embrace diversity, expertise and mobility



2050

Social vision

An optimized recycling-oriented society Sustainable well-being

Corporate approach

Identify new social issues and provide ongoing solutions

