



# **Well-being Report 2025**

The Mitsubishi Chemical Group Our Health

## Greetings

At the Mitsubishi Chemical Group, we aim to realize our Purpose, which is to “lead with innovative solutions to achieve KAITEKI, the well-being of people and the planet.” To accomplish this, we need each and every one of our employees to fulfill their potential. Based on this awareness, we are pushing ahead with measures to offer our diverse personnel an environment in which they can demonstrate their abilities to the fullest.

Physical and mental health is the crucial cornerstone that must be set firmly in place if we are to thrive at work and lead fulfilling lives. As we enter the era of the 100-year lifespan, it is important for each of us to monitor our own health and choose and follow an appropriate course of action to promote and maintain our physical and mental well-being in order to be able to enjoy healthy longevity.

The Mitsubishi Chemical Group promotes health and productivity management centering on initiatives pursued under the three pillars of “healthy lifestyle,” “mental health,” and “supportive workplace environment.” Accordingly, we are implementing group-wide policies, processes, and systems to support employees in their pursuit of a healthy life. The objective is to ensure that each and every employee can enjoy sound mental and physical health and be productive at work, thereby achieving both job satisfaction and personal happiness.

We are aiming to create a company that all employees are truly happy to be a part of. To achieve this, let’s join forces to build a supportive environment and make the Mitsubishi Chemical Group a healthy and energetic place to work while also taking care of our own health.



October 2025  
Masahiko Tanaka  
Chief Human Resource Officer

## Health Pledge

The Mitsubishi Chemical Group leads with innovative solutions to achieve KAITEKI and the well-being of people and the planet.

To accomplish this, each of us must maintain good mental and physical health and work with enthusiasm.

By promoting our own health and creating fulfilling work environments for all, we will enhance each individual's well-being and help the organization and its people to flourish in every way possible.

## Health and Productivity Management by the Mitsubishi Chemical Group

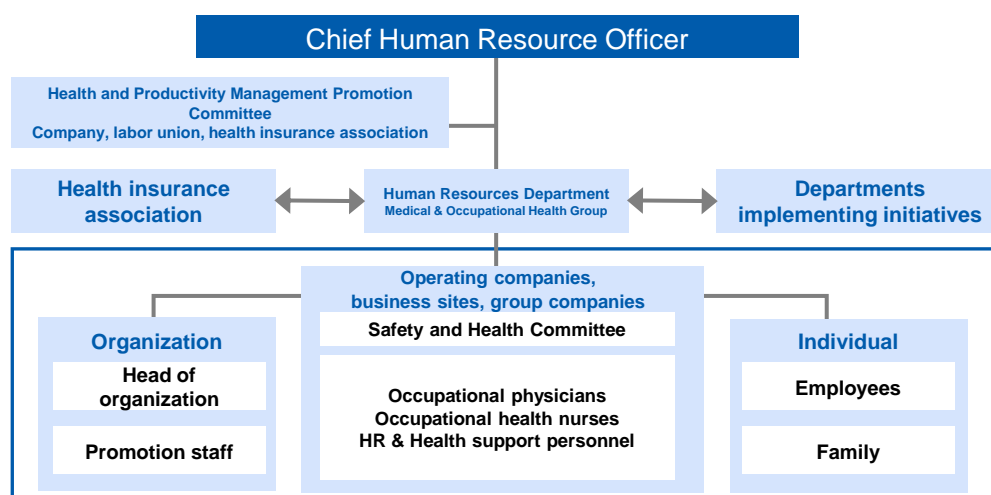
### Definition

Our workforce is one of our most valuable assets. Health and Productivity Management refers to initiatives designed to maximize active participation from the perspective of health.

### Basic Principles

- We will promote our own health to realize our Purpose.
- We will develop empowering work environments that allow each individual to achieve their full potential and play an active role.

### Promotion Structure



# Overview of health and productivity management initiatives

## Three Pillars of Our Initiatives

### Healthy lifestyle

- Appropriate actions based on health checkup results
- Health guidance
- Preventing aggravation
- Promoting cancer screening
- Improving lifestyles (e.g., quitting smoking, exercise, sleep, diet), etc.

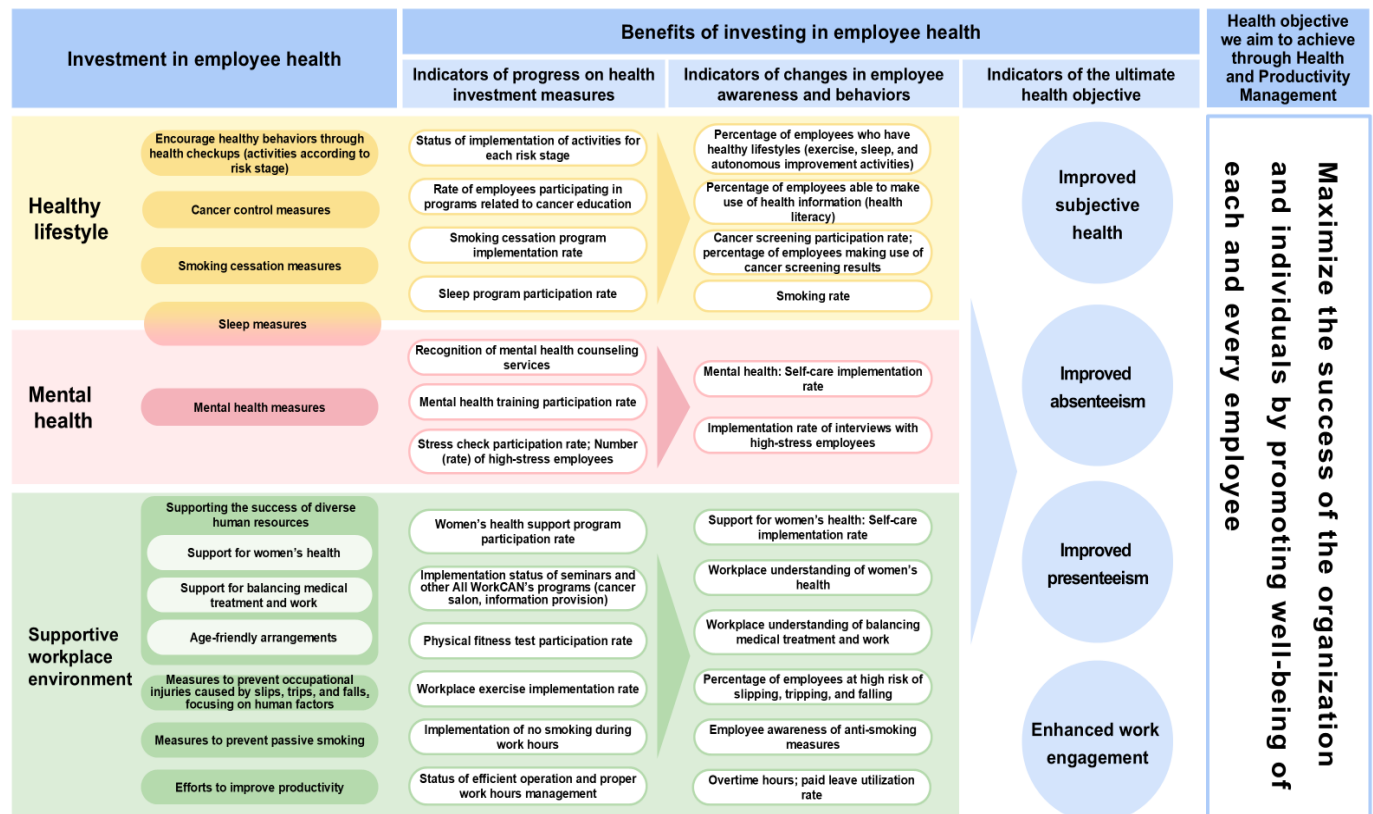
### Mental health

- Supporting employees with mental health issues
- Enhancing stress management skills
  - Self-care
  - Line care, etc.

### Supportive workplace environment

- Supporting the success of diverse human resources
- Preventing occupational injuries caused by slips, trips, and falls (STF)
- Preventing second-hand smoke
- Managing chemical substances
- Managing working hours
- Work-life balance
- Promoting communication, etc.

## Strategy Map



# Overview of health and productivity management initiatives

The Mitsubishi Chemical Group proactively complies with Japan's legal and regulatory requirements regarding health and hygiene-related issues, such as establishing safety and health management systems and providing health checkups and stress checks for employees. At the same time, the Group is also engaging in activities to promote and maintain the physical and mental health of its employees as well as support the provision of a fulfilling work environment.

Additionally, we are working with the health insurance association (under a collaborative health promotion initiative) to accurately assess the condition of individual employees and workplaces and to identify health issues and implement improvement measures effectively and efficiently while also ensuring the protection of privacy.

The Mitsubishi Chemical Group is implementing specific health and productivity management initiatives under the three pillars of "Healthy lifestyle," "Mental health," and "Supportive workplace environment." We are conducting basic activities to promote these through the Health Monitoring Survey and the Health Information Garden, as shown below. In addition, since fiscal 2024, we have been enhancing our "sleep measures," "support for women's health," "measures to prevent occupational injuries caused by slips, trips, and falls (STF) as part of safety measures and age-friendly arrangements," and "autonomous chemical substance management," regarding them as priority issues.

## Health Monitoring Survey

This is the internal survey performed every year to determine the state of employees' lifestyle habits and health consciousness and the progress of health initiatives implemented by workplaces (average response rate: 92.2%). Survey results are used to accurately grasp the overall state of health of employees and workplaces, identify specific issues, and develop improvement strategies.

For "sleep," which we have been regarding as a priority issue since fiscal 2024, we have added questions on the hours and quality of sleep to the questionnaire survey form. Furthermore, we have also added "diet" as a new survey item in an effort to improve the questions so that we can understand employees' situations even more accurately.

Survey results are also made available to employees via the intranet in a bid to help each person pay attention to health issues present in their own workplace as well as their own health.

## Health Information Garden

The Health Information Garden is our intranet page offering health-related information on a variety of topics (in the form of videos and links). It is directed at employees who are seeking to lead healthy working lives. On this webpage, we upload seasonal health information every month. Specifically, we provide information that helps employees improve their lifestyles (concerning drinking, smoking, infectious diseases, and sleep) as well as information about mental health (self-care and line care). We also provide information to support women's health and information about cancer and age-friendly arrangements. Furthermore, we provide links to the health insurance association's website, so that employees can obtain various internal and external health-related information all through this webpage, and can take the lead in conducting health promotion activities for themselves and their workplaces.

## Autonomous Chemical Substance Management

In Japan, a range of laws and regulations related to industrial safety and health have been revised in a phased manner and new systems for chemical substance management (autonomous chemical substance management) were enforced from April 2023.

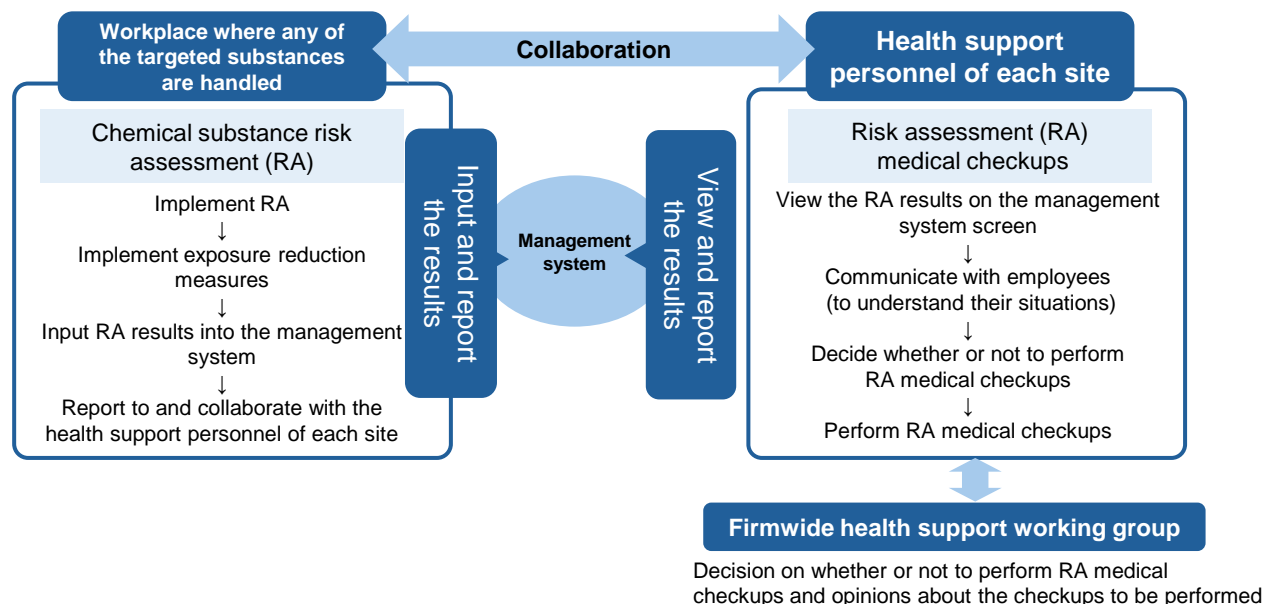
In response, Mitsubishi Chemical Corporation, as a chemicals manufacturer that is aware of its corporate responsibility for reducing environmental impacts and protecting ecosystems and other natural environments as well as for ensuring workplace safety, is examining plans to build, operate, and maintain systems for autonomous chemical substance management. It is doing this by collecting relevant administrative information and facilitating cooperation among the Product Stewardship and Quality Assurance Department, the Environment & Safety Department, and the Medical & Occupational Health Group of the Human Resources Department.

The overall framework of our systems for autonomous chemical substance management is designed to address the following three issues: (1) central control of the entire company's chemical substance risk assessment (RA) results; (2) long-term storage of RA results; and (3) how to take swift and efficient actions to decide whether or not to perform risk assessment-related medical checkups (RA medical checkups). To develop capabilities to address the three issues effectively, the Medical & Occupational Health Group and the Environment & Safety Department are working together to build new management systems.

Particularly for RA medical checkups, occupational physicians and occupational health nurses as well as health support personnel at manufacturing sites, research centers, and the head office are forming working groups to engage in discussion and planning with the objective of fulfilling the mission to "achieve zero health problems related to the handling of chemical substances".

In 2024, we were mandated by law to conduct RA medical checkups, appoint persons to be in charge of the management of chemical substances, and designate persons responsible for ensuring that employees wear the necessary personal protective equipment. In response, we built a system under which health support personnel, the environment and safety department, on-site operations, and employees at each site engage in sufficient evidence-based risk communication as one united team to decide whether or not to perform RA medical checkups and to register the processes and results of those performed. In addition, in reference to the examples included in the collection of risk assessment cases provided by the Ministry of Health, Labour and Welfare, we held a practical and useful study meeting by using safety data sheets (SDS) and a risk assessment tool (CREATE-SIMPLE).

In 2025, we are conducting activities to smoothly make use of the newly introduced management system, including providing explanations and sharing information about the registration of RA medical checkup records. Also, to precisely manage RA medical checkups, we are asking each of our sites to make a firmwide report about their decisions on whether or not to perform RA medical checkups. Going forward, we will work to collect actual examples of RA medical checkups and share them across the board.





## Encourage healthy behaviors through health checkups

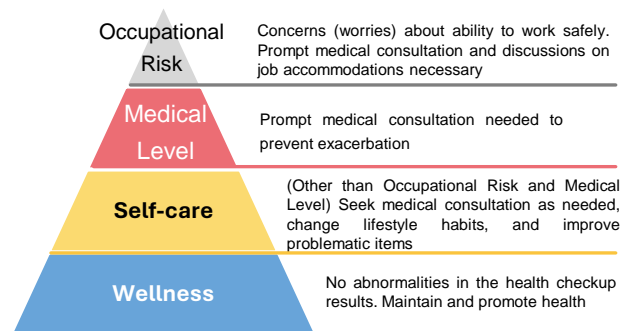
### Promoting Health Actions by Healthcare Stage

The Mitsubishi Chemical Group is carrying out initiatives to help individual employees understand their health status and independently take appropriate actions for their health.

One of such initiatives is to encourage and support employees to take actions according to **four healthcare stages** based on health checkup results.

Out of the four stages, the two needing higher-level responses—Occupational Risk and Medical Level—are subject to the company's proactive intervention and support in order to enable applicable employees to continue working with a sense of safety and security. Related systems have been established to assist the autonomous health management of such employees based on internal standards and by seeking cooperation with related persons as needed.

#### Four healthcare stages



Regardless of which of the four healthcare stages they are in, we help all employees develop a healthier lifestyle in reference to their health checkup results, by posting videos related to lifestyle habits on the Health Information Garden page. For example, one program explains: “What to do when you receive your health checkup results.” Employees can also access links to the homepage and portal site of the health insurance association, which provides information and quizzes on various topics such as diet, exercise, oral care, diseases, and treatments in an effort to accommodate different needs of individual employees.



## Encourage healthy behaviors through health checkups

### Exercise Habits / Step Challenge

The Mitsubishi Chemical Group collaborates with the health insurance association to help employees become more health-conscious and voluntarily take actions to maintain and promote their health.

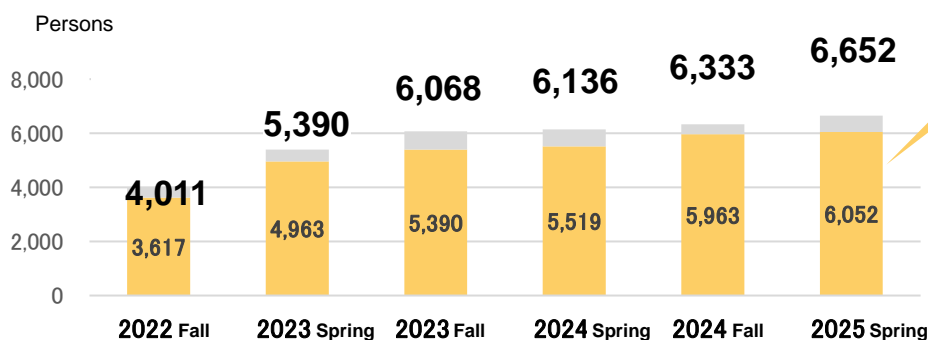
Among the activities conducted by the Group to this end, the step campaign is particularly popular. Held with the participation of many employees and their families, the participants can enjoy walking for their health. The number of participants in this event has been increasing each time, and we have received positive comments from participants, such as “I got into the habit of walking thanks to the campaign,” and “I have continued walking because I was inspired by the efforts of my colleagues.”

In 2023, we also introduced a health points incentive scheme for logging lifestyle habits and taking e-learning courses to encourage employees to make healthy behavioral changes on their own as well as support them in maintaining their motivation for ongoing efforts.



Poster for the step campaign

### Number of participants in the step campaign



Those who walked 4,000 or more steps per day on average



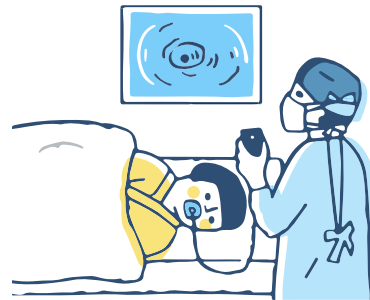
## Cancer Control Measures

The Mitsubishi Chemical Group and the Mitsubishi Chemical Health Insurance Association are promotional partners for the Corporate Action to Promote Cancer Control (a project commissioned by the Ministry of Health, Labour and Welfare). As such, we provide cancer education to employees and encourage them to undergo cancer screening.

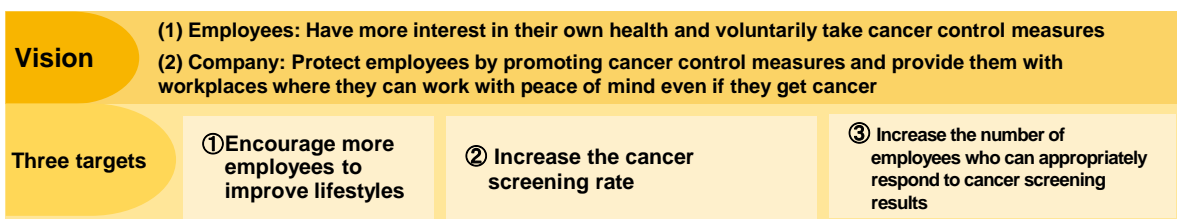
In fiscal 2023, the health insurance association increased the amount of financial support to be provided to employees for health checkups and (stomach and gynecological, and other) cancer screenings to make it easier for them to undergo these examinations.

In addition, through the Health Monitoring Survey, we have collected employees' opinions about their overall understanding of cancer screening and the reasons why they hesitate to get cancer screenings and identified the actual cancer screening rate.

For cancer control, we will use the findings to create better collaborative measures involving both the company and the association and support individual employees in taking one step forward to protect their own health.



### The Mitsubishi Chemical Group's Basic Plan to Promote Cancer Control



**We will support each employee in taking one step forward for proactive cancer control!**

**Primary prevention**

**Secondary prevention**

**Tertiary prevention**

Support cancer control efforts

Provide an opportunity to get a cancer screening

Build an environment conducive to cancer screening

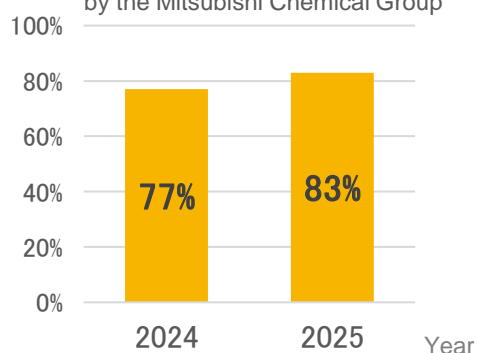
Help employees appropriately respond to screening results

## Measures for Quitting Smoking and against Second-Hand Smoke

In April 2020, the Mitsubishi Chemical Group prohibited employees from smoking during working hours at all its sites, including the headquarters. Through this initiative, we aim to create workplaces where all employees can work with comfort and peace of mind, and without being exposed to any health risks caused by second-hand smoke. In the Health Monitoring Survey conducted in fiscal 2025, 83% of respondents answered, “I am aware of the measures implemented for quitting smoking and against second-hand smoke.” Thanks to the understanding and support extended by stakeholders, in particular those who smoke, we have been able to implement the measures as a groupwide rule and make them a part of our corporate culture.

Since the introduction of the in-house non-smoking rule, many smokers have strived to quit smoking. Now, the overall smoking rate at the Mitsubishi Chemical Group is 24%. We will continue to support those who say, “I know smoking is not good for my health,” and “I would like to quit smoking if it is possible” in embracing the challenge of quitting smoking.

Rate of employees who are aware of the measures implemented for quitting smoking and against second-hand smoke implemented by the Mitsubishi Chemical Group



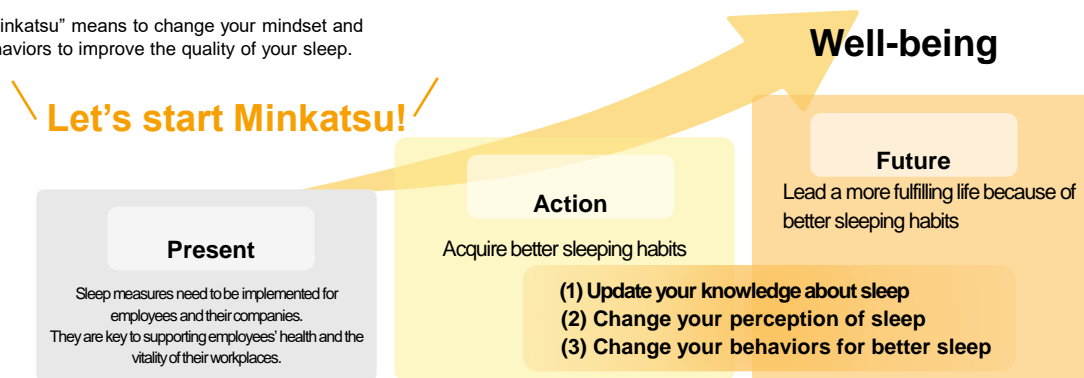
## Sleep Measures

In the Health Monitoring Survey conducted in fiscal 2023, roughly 40% of respondents reported dissatisfaction with sleep. It was also found that sleep satisfaction is correlated with subjective health. Furthermore, “lack of sleep” was the most common reason chosen by respondents who reported that their health was affecting their work performance. Based on these findings, we identified sleep improvement as a priority issue and began to implement appropriate measures in fiscal 2024.

### Vision for sleep measures

In fiscal 2024, we started to conduct activities under the catchphrase, “Let’s start Minkatsu.”\*

\*“Minkatsu” means to change your mindset and behaviors to improve the quality of your sleep.



### Promotion of Minkatsu

We held a “sleep seminar” to kick off Minkatsu, and it attracted many participants, including employees who viewed the archived video of the seminar. In the post-seminar questionnaire survey, 54% of respondents answered, “I plan to start taking measures for better sleep within a month,” which implies that they are now more willing to take specific actions to change their behaviors, in addition to having their knowledge about sleep updated through the seminar.

#### Examples of comments made by respondents to the questionnaire survey

“The seminar helped me recognize that I am unintentionally hurting myself by not getting enough sleep every day.”  
(Employee in their 40s who works during the daytime)  
“I am working on shifts, and would like to improve my sleep for my nighttime work.”  
(Employee in their 50s who works on shifts)

- Number of online participants: 741 people
- Number of views for the archived video: 519 times
- Satisfaction rate among participants in the seminar: 98%

Furthermore, we opened the Minkatsu webpage on the intranet, where we will post a range of sleep-related information and the results of the Health Monitoring Survey for the benefit of employees, accommodating various job types and working styles.

The seminar on the basic knowledge about sleep was launched in fiscal 2024, and we are now taking the next step forward by holding practical seminars for better sleep as well as events to help employees improve their sleep.

## Initiatives at Our Sites: Central Japan Plant



### Organization of a Sleep Seminar

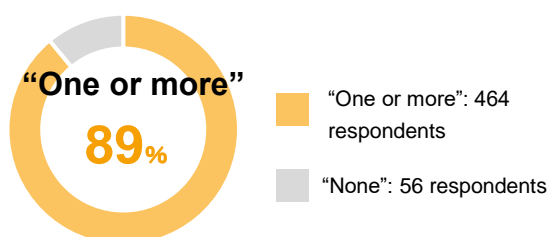
The Central Japan Plant held a seminar to help employees working at the plant understand important tips on good sleep and to encourage them to follow tips to improve their sleep. In the seminar, participants viewed a video on good sleep, which was designed to introduce important tips in a short time so that more employees of the plant, including those working on shifts, could view it easily.

Additionally, items that promote better sleep (bath additives, hot eye masks, etc.) were distributed to participants to help them find easy ways to improve their sleep and incorporate them into their daily lives. Comments included, "The brief explanations made in the video helped me understand important tips on good sleep," "I would like to use the items," and "The video was short and useful to understanding the tips."



Video created for  
the sleep seminar

#### ■ Tips to improve the quality of sleep introduced in the video



Tips that you can follow (Multiple answers allowed)

**Most popular tip:** Be careful about caffeine intake timing and amount

**Second popular:** Refrain from using your smartphone before going to bed

**Third popular:** Do moderate physical exercise

## Mental Health Measures

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### Self-care / Line care

The Mitsubishi Chemical Group addresses mental health issues as one of the three pillars of its health and productivity management initiatives. We work on three main areas, with a particular emphasis on the first: primary prevention (prevention of mental health problems), secondary prevention (early detection of mental health problems and prompt intervention), and tertiary prevention (support for returning to work).

We have been holding mental health training (e-learning) annually since fiscal 2021 to allow for continuous learning activities. We run two major courses: one for self-care and one for line care. The self-care course focused on steps for noticing signs of stress, determining the causes, and seeking advice while the line care program taught supervisors how to observe their subordinates on a routine basis, listen attentively to their concerns, and refer to expert advice as appropriate.

Also, we have been conducting stress checks concurrently with the mental health training (self-care) in order to encourage employees to effectively use findings from stress checks to conduct appropriate self-care. In the questionnaire survey conducted six months after the training, 64% of respondents answered, "I have used the results of the stress checks to conduct self-care." We will continue to work to support employees in applying what they learned from the training to take appropriate actions.



### Promotion of Consultation Desks

We set up easy-to-access internal health consultation desks at each site for employees to use as needed. Information on the relevant system and contact is disseminated through the Health Committee and the intranet, and occupational physicians and nurses are ready to provide support according to the situation.

Additionally, in April 2023, we established a common external consultation desk for the entire Mitsubishi Chemical Group in collaboration with the health insurance association. The desk can be used by employees and their families in pursuing their individual health management activities. Employees of each group company, temporary personnel, and family members are all eligible for the service, which is provided by professional counsellors via any of three channels: in-person, online, or by telephone. Information about both the new system and the internal consultation desk is being introduced across the Group, with the aim of facilitating the prevention, early detection, and appropriate response to potential mental health problems by increasing the number of options for consultation.



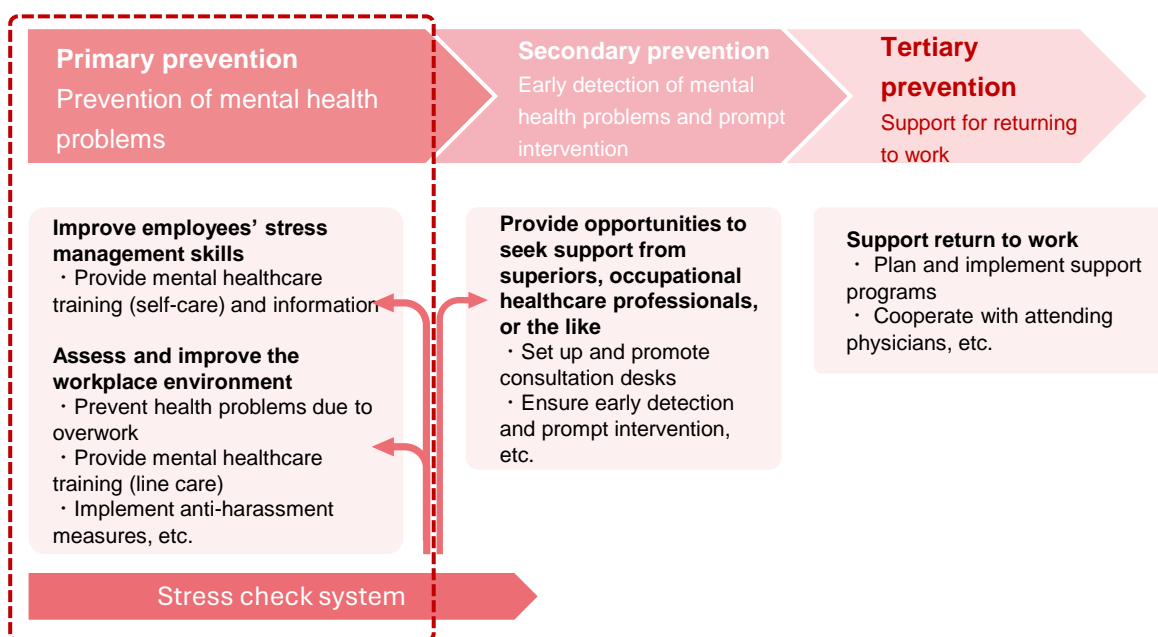
# Mental health

## The Mitsubishi Chemical Group's System for Mental Health Preventive Measures

### Framework

- Surveys and deliberations conducted by the Health Committee, etc.
- Formulation of mental health promotion plans

### Specific measures





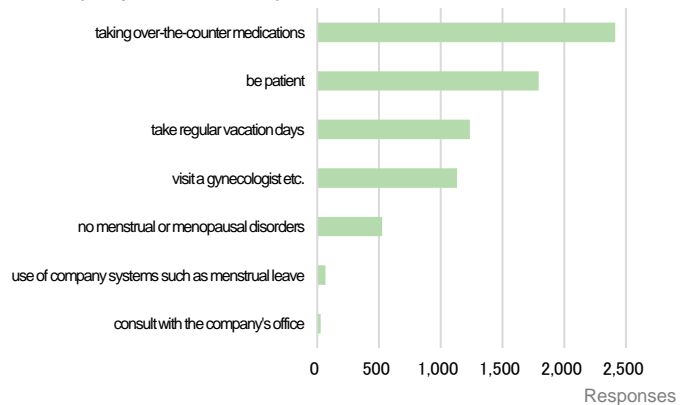
# Supportive workplace environment

## Support for Women's Health

Positioning women's health as a priority issue, the Mitsubishi Chemical Group has been implementing a range of initiatives to enhance understanding of women's health issues across the entire workplace in an effort to create an environment where each individual can work with energy and enthusiasm.

Based on the results of internal surveys, we have been supporting female employees in conducting self-care activities and also implementing three-step measures to raise the awareness of women's health at each workplace.

**Measures to address women-specific health issues**  
(Multiple answers allowed)



In fiscal 2024, upholding “Start by understanding the issue” as the first-step target, we held an online seminar for which we invited an external female physician as a lecturer to help employees improve their understanding of the importance of health support measures for women and of the challenges they face. Also, after the end of the seminar, we held an e-learning session on women's health for all employees (with the participation rate of 87.1%) to help participants retain relevant knowledge. In addition, we disclose women's health-related information on the intranet and hold a physical exercise seminar at the offices, so that we can move to the next stage and shift from understanding to action. Furthermore, at each of our sites, activities such as those listed below are conducted to support women in each of their life stages:

- Organizing a seminar on menopause, in which both men and women can participate, and
- Increasing the cancer screening rate among female employees through various means, including introducing mobile checkups for gynecological diseases.

Going forward, we will continue with these activities while monitoring the situation by conducting regular internal surveys, aiming to improve and support the well-being of all employees regardless of gender.

### STEP 3 Continue with your actions

- All employees understand women's health issues and can take appropriate actions, thus achieving a supportive workplace environment
- Women can maintain appropriate health management and thrive at work

### STEP 2 Take one step forward

- All employees understand women's health issues and can provide appropriate support
- Women can take necessary actions to manage their own health

### STEP 1 Start by understanding the issue

- All employees understand the need for the company to provide health support for women, related social issues, and women's health issues, and can identify what actions to take
- Women can gain necessary knowledge to manage their own health

Information available from  
the Health Information Garden page



# Supportive workplace environment

## Initiatives at Our Sites: Kagawa Plant, West Japan Branch, Chubu Branch, and Osaka R&D Center



### Seminar on menopause held jointly by four sites

The four sites jointly held a seminar on menopause for both men and women to raise employees' awareness of health issues peculiar to women and also build a comfortable working environment for all employees.

In the seminar, the fact that men also experience a form of menopause was clearly indicated, and explanations were made about the need for men and women to mutually increase their understanding of menopause to build a better support system and a workplace that is comfortable for all. Also, from the perspective of how menopause is related to sex hormones, we explained the functional differences between men's and women's sex hormones and compared menopause for men with menopause for women.

According to the results of the post-seminar questionnaire survey, the seminar helped participants understand more about their health situation and the differences and similarities between menopause for men with menopause for women.

We expect that the activity will help enhance support for women's health based on mutual understanding between men and women and contribute to the establishment of an even more comfortable workplace.



# Supportive workplace environment

## Initiatives at Our Sites: Onahama Plant



### Organization by female employees of a meeting to exchange opinions on women's health issues

The Onahama Plant of Mitsubishi Chemical Corporation held an in-person meeting for all female employees working at the plant (including temporary workers). The meeting was an initiative for Step 1, "Start by understanding the issue," and participants exchanged opinions about women's health.

Following a speech by the occupational health nurse in charge, all participants exchanged opinions and talked about topics they do not usually cover in their daily conversation even between women, such as how to spend the period of menstruation or menopause while working, as well as discussing gynecological examinations. They spoke frankly about these topics based on their own experiences and shared information about medical institutions and the methods to apply for financial assistance for relevant medical services.

According to the results of the post-meeting questionnaire survey, 93% of respondents answered, "It provided me with an opportunity to learn about women's health management," and 87% answered, "I would like to participate in a similar discussion again." The meeting was thus highly evaluated by participants as an opportunity for them to learn about the importance of women's health management and see that there are people around them who have similar problems.



Meeting materials



Opinion Exchange  
Meeting

# Supportive workplace environment

## Support for Employees Balancing Medical Treatment and Work

The Mitsubishi Chemical Group commits to creating a supportive workplace environment to enable employees undergoing medical treatment to continue working with peace of mind. The Health Monitoring Survey conducted in fiscal 2025 showed that 83% of employees recognized their workplace as being supportive toward those seeking to balance medical treatment with work, testifying to the effective implementation of our initiatives.

In order to step up assistance for employees balancing medical treatment and work, starting from fiscal 2023 we have been developing group-wide activities to support employees with cancer (All WorkCAN's<sup>\*1</sup>). The activities center on two major programs: Cancer Salon<sup>\*2</sup> and Cancer Education by Employees for Employees. In fiscal 2024, these programs came under the joint management of the company and WorkCAN's ambassadors. These "CAN-bassadors"<sup>\*3</sup> are willing to assist in providing information that only those who have experienced cancer can give.

Online Cancer Salon membership is expanding to other group companies, and these activities have attracted public and media attention.



<sup>\*1</sup>. A combination of the words "work" and "cancer," this term means that people can continue to work even if they get cancer. We have been using this term with the permission of the CSR Project, which is a general incorporated association that supports cancer patients in working.

<sup>\*2</sup>. This is a place to build connections for those affected by cancer, where they can talk about what they experience daily and share problems and useful ideas with one another.

<sup>\*3</sup> "CAN-bassadors" are employees who have survived cancer and are willing to assist in providing peer support.

# Supportive workplace environment

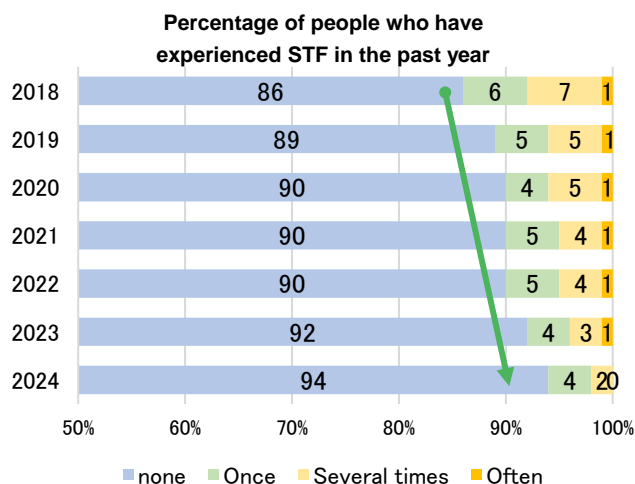
## Occupational Accident Countermeasures Focusing on Human Factors and Age-Friendly Measures

The Mitsubishi Chemical Group is making various efforts to prevent slips, trips, and falls (STF), which are classified as the most frequently occurring cause of injury both in Japan and within the company. While continuing with a number of previous measures, such as improving facilities, revising work procedures, and providing various forms of training, we have also introduced new programs that focus on human motor functions. Specifically, we promote the Mitsubishi Chemical Group Exercise, which consists of STF-prevention physical training, and perform safety fitness tests to scientifically assess employees' STF-related risks with the aim of helping them to continue to work in safety and good health.

These programs have produced noticeable effects since their fiscal 2017 introduction at Mitsubishi Chemical Corporation, where medical interviews have found that the number of times employees reported having experienced STF in the past year has declined year by year and fitness test results have shown a decreasing trend in the number of employees at high risk of STF.

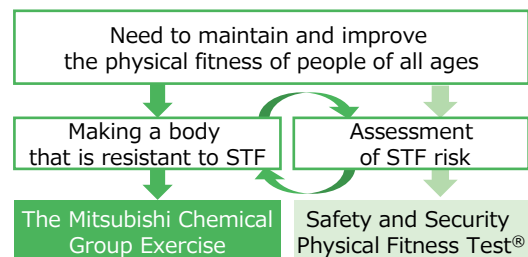
Encouraged by the measurable effect of the Mitsubishi Chemical Group Exercise, we have introduced the exercise at group companies in Japan and also at those outside the country. In recognition of the efforts, Mitsubishi Chemical Group Corporation won the Gold prize at the third SAFE Consortium Awards (for fiscal 2024) held by the Ministry of Health, Labour and Welfare, which was the highest prize in the "safe workplace building" division.

Furthermore, we organized a seminar in which participants could learn how to conduct the Mitsubishi Chemical Group Exercise in an appropriate manner, shared the video of the seminar across the board, and changed the evaluation criteria set for the safety fitness tests so that the tests could be carried out in an even safer way. We have thus been continuously implementing measures while changing them as necessary. Going forward, we will step up efforts to help employees of all ages throughout the Mitsubishi Chemical Group with developing the physical strength and skills to prevent STF, with a view to enhancing the Group's safety and age-friendly performance.



Over 90% reported no STF, and the trend is improving

### Prevention of STF injuries in the Mitsubishi Chemical Group



Prevent and reduce the risk of STF from the perspectives of managing STF-related risks and raising the STF-related risk awareness of individuals to make improvements

Won the Gold Prize in the safe workplace building division at the SAFE Consortium Awards



# Supportive workplace environment

## Initiative at Our Sites: Kanto Plant Hiratsuka District



### Acceptance of a study visit for the Japan-EU Symposium

In July 2025, the Kanto Plant Hiratsuka District of Mitsubishi Chemical Corporation accepted a study visit of a delegation, which was made as part of the official program of the Japan-EU Symposium held by the Ministry of Health, Labour and Welfare and the European Commission. The plant was selected to be the destination of the visit as an exemplary site for a safe and healthy working environment, which was the major theme of the symposium, in light of the fact that Mitsubishi Chemical Group Corporation won the Gold prize at the SAFE Consortium Awards for fiscal 2024.

The delegation was briefed on the Mitsubishi Chemical Group's safety measures including those to prevent occupational injuries caused by slips, trips, and falls (STF) and observed the implementation of basic safety actions, warnings about differences in floor level, risk mitigation for elderly workers, and heat stroke prevention measures in the actual work environment. The visitors showed special interest in the Mitsubishi Chemical Group Exercise and safety fitness tests. They enthusiastically asked questions, listened to the answers, and tried the exercise themselves.





# Efforts to improve productivity

As part of efforts to maximize the vitality of our organizations and people, Mitsubishi Chemical Corporation is promoting initiatives to improve productivity by reducing overtime and ensuring sufficient time to rest. In fiscal 2025, as in the previous year, each in-house organization of the company is promoting initiatives in accordance with its own issues and characteristics, including industry and business type as well as working arrangements. In the meantime, all the Mitsubishi Chemical Group companies in Japan are also implementing the Guidelines for Efficient Work Performance, which present concepts related to the management of working hours and daily tasks.

## Initiatives by Mitsubishi Chemical Corporation

### Eliminating Excessive Working Hours and Increasing the Rate of Use of Paid Vacation Days

To accurately track actual working hours, the company's attendance system records when employees log on and off the computers they use. This helps prevent discrepancies between actual and reported working hours. In order to reduce total hours worked, each site is carrying out measures to address its specific issues. Furthermore, the company is working to make it easier for employees to take time off using programs such as the refreshment leave system<sup>1</sup> and by setting planned annual days off<sup>2</sup>.

In addition, the company encourages managers to take consecutive days off, as we believe it will contribute to building a corporate culture that allows employees to view taking consecutive holidays as normal and to do so in an established and planned manner. Also, to support employees' self-directed social contribution efforts, the company has established a volunteer leave system (up to five days per year) and a donor leave system (as many days as needed).



<sup>1</sup> Refreshment leave system: Employees who take two or more consecutive annual paid vacation days can receive one additional day off on the following business day once a year (up to three days a year for employees who are 20, 25, 30, 35, 40, 45, 50, 55, or 60 years old as of April 1 of the said year).

<sup>2</sup> Planned annual days off: A system that makes it easier for daytime employees to use their annual paid vacation by designating certain days on which everyone in the company takes leave at the same time. Up to three days per year.

### Ensuring Between-Shift Intervals

To help ensure that employees get adequate rest so that their fatigue from previous days does not carry over into the next day and to avoid health risks stemming from overwork as a result of long working hours, the company has established Between-Shift Interval Guidelines. These guidelines recommend that employees try to secure an interval of at least 11 hours between the time they finish work one day and begin work the next day. The company has also made it easy to check if employees have secured this interval on their attendance charts.



## “Connect” to Support Well-being of All Employees

The Mitsubishi Chemical Group is involved in a range of activities, upholding “Connect” as a keyword for KAITEKI Vision 35. Also, for health and productivity management, we are conducting activities to “connect” colleagues across workplaces and areas to increase the well-being of each and every employee. The following are examples of activities promoted at each of our sites to “connect” employees for the KAITEKI future.



### Initiative at the Okayama Plant

In 2024, in commemoration of the 60th anniversary of its launch, the Okayama Plant organized a cross-departmental event at the voluntary initiative of employees, in which people of different ages and in different positions could participate. The event involved multiple team competitions, and employees who had just met for the first time formed teams. Many of the participants later commented, “The event provided me with an opportunity to connect with people I would normally not come into contact with in my daily job,” and “I made new acquaintances through the event, and now I can consult with them on my job.” The event thus helped employees enhance their mutual ties across departments and increase their sense of integrity across the plant.

In 2025, the plant formed a regular repair support team for employees to make a concerted effort for the repair. The team asked on-site employees to provide support messages and posted the messages received at various places within the plant. In addition, the team visited the department directly involved in the repair work during its breaktime to hand out goods designed for recovery from fatigue as well as thank-you and support messages. Members of the department said, “I was pleased by their kindness” and “I recovered from the fatigue caused by the repair work thanks to them.” The team will continue to conduct this activity in fiscal 2025.



### Initiative by the occupational health staff group (Kanagawa and Kanto areas)

Among the plants located in the Kanagawa and Kanto areas, the voluntary establishment of a network for occupational health nurses, who each work alone at one of the plants, is being promoted so that they can get connected with one another.

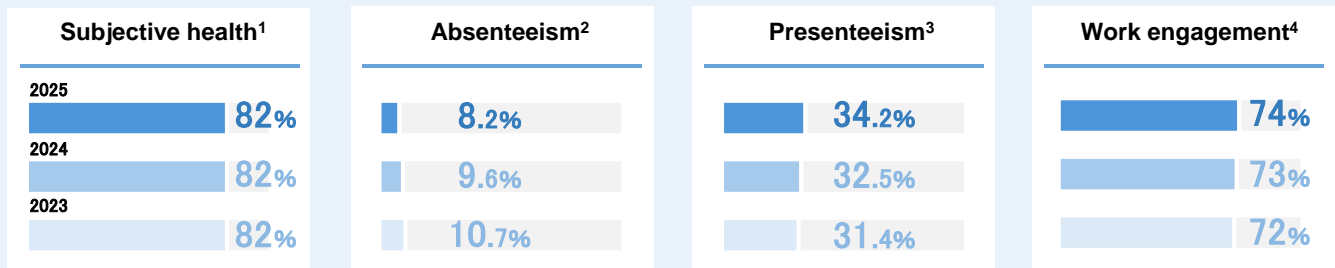
As a major activity of this initiative, the nurses made study visits to the R&D and manufacturing facilities of the neighboring plants to learn about other plants and have dialogues to build better mutual relationships for easier consultation. Furthermore, in addition to the visits, they regularly participate in an online liaison meeting to exchange opinions and share information about the relevant measures implemented at the plants.

Through these measures, the nurses will broaden their views as professionals, while being connected with one another for easier consultation.

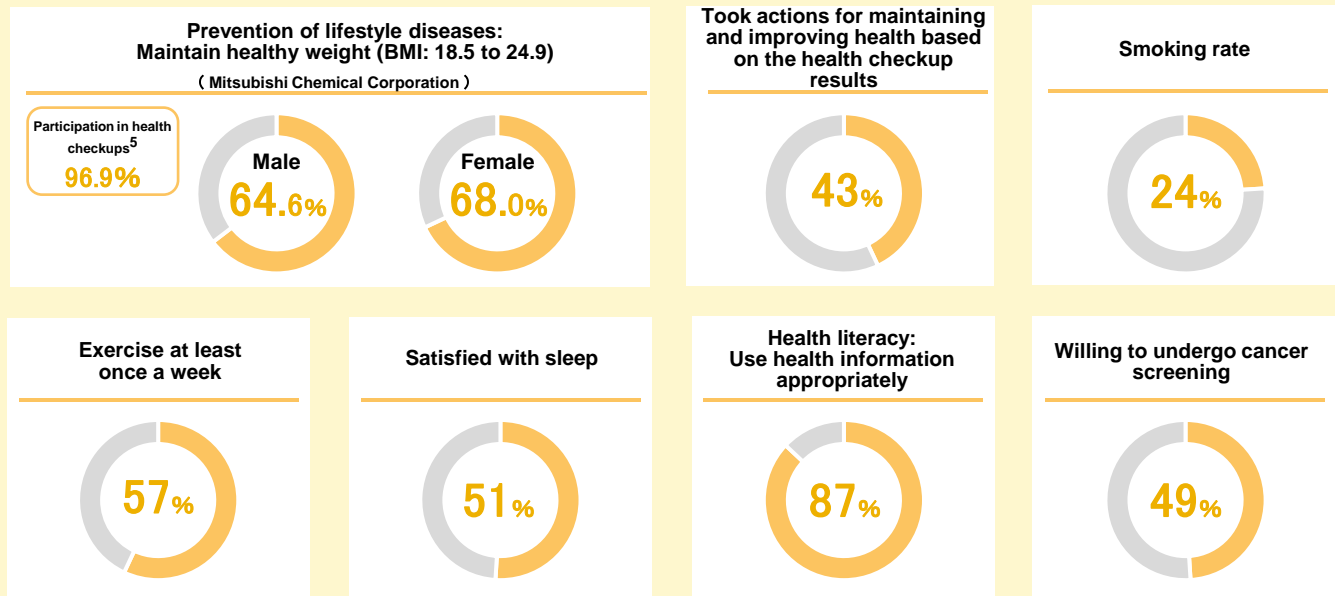


# Health and Productivity Management by the Mitsubishi Chemical Group (Fiscal 2024 Results)

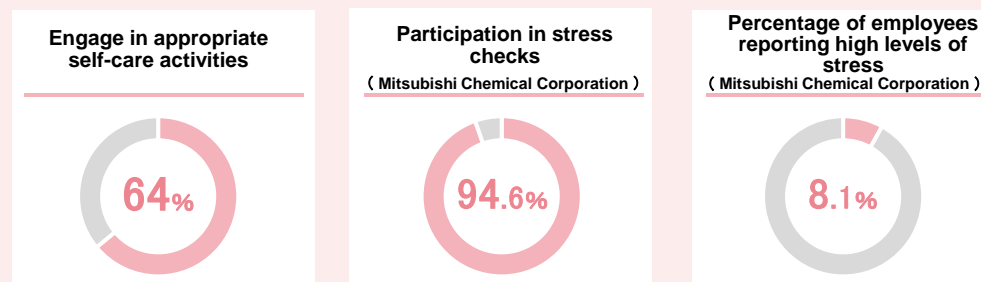
## ● Indicators for ultimate health objectives



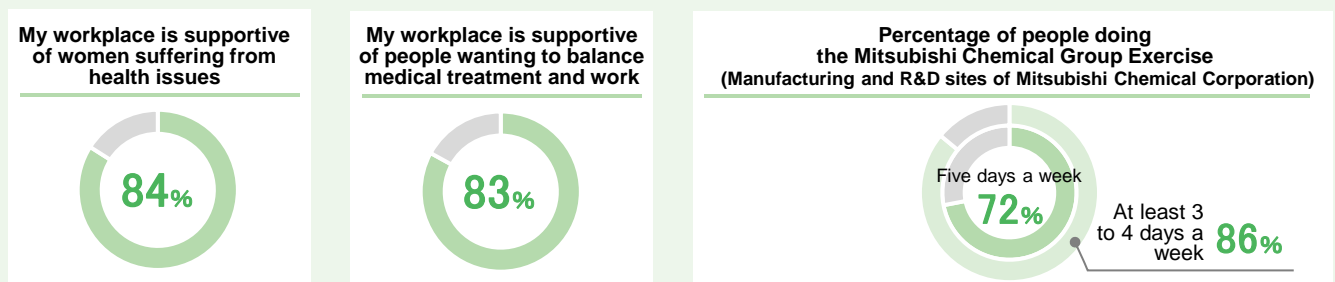
## ● Healthy lifestyle



## ● Mental health



## ● Supportive workplace environment



1 Percentage of those reporting a self-evaluation of overall good health status

2 Percentage of those taking seven or more days off (including paid leave) due to illness in the past year

3 Percentage of those reporting a self-evaluation of work performance for the past four weeks of 80 or below, relative to the base performance of 100 as the level achieved when they are in a healthy condition

4 Percentage of those responding positively to questions about "sustainable engagement" in the engagement survey (conducted globally). Figures indicate results of surveys conducted in 2022, 2023 and 2024.

5 Due to the delayed import of some data during the period of transition to the new health management system, the calculated health checkup rate was lower than the actual rate for fiscal 2024.

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