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Mitsubishi Chemical Corporation Implements Next-stage Support Program for Employees

Mitsubishi Chemical Group Corporation (“MCG”) hereby announces that at the Executive Officers’ meeting held today, a decision was made to implement the Next-stage Support Program (“the Program”) for employees of Mitsubishi Chemical Corporation (“the Company”), one of its consolidated subsidiaries.

1. Reason for Implementing the Program

Based on the “Medium-term Management Plan 2029” announced last fiscal year, MCG has promoted various measures to reform the business portfolio and improve profitability with the aim of achieving profit growth in the Chemicals business. In terms of the liquidation and sale of businesses based on the “Three criteria for business selection,” MCG already completed decisions on businesses worth 290 billion yen as of the announcement of the full-year operating results for the fiscal year ended March 2025, in line with the plan to liquidate and sell non-core businesses worth 400 billion yen on a sales revenue basis by the fiscal year ending March 2030. Furthermore, in accordance with the “Three disciplined approaches in business operations,” MCG has focused on promoting growth investments in its businesses, structural reforms, and other measures by reinforcing a pricing policy commensurate with added value, strict investment decisions, and asset optimization, aiming at further increasing core operating income by 140 billion yen in the next five years until the fiscal year ending March 2030.

As part of these efforts, MCG decided to implement a voluntary retirement program for the purpose of accelerating these measures and further optimizing the organization, operations and human resources. In addition to the reduction of fixed costs and optimization of workforce composition, MCG will provide support for employees in making positive choices to take on new career challenges, even outside MCG Group, by leveraging their expertise and strengths.

2. Outline of the Program

(1) Qualifications of Applicants : Manager-level, full-time and reemployed employees who are

aged 50 years or older and have worked for the Company for three or more years
(Employees engaged in manufacturing are excluded from the scope, in principle.)

- (2) Number of Applicants : Not specified
- (3) Application Period : November 17, 2025 to November 28, 2025 (planned)
- (4) Date of Retirement : End of February 2026
- (5) Outline of Support : A lump-sum retirement payment and additional special payment will be provided.
Reemployment support will be also provided upon request.

3. Future Outlook

Restructuring charges arising from implementation of the Program are currently under detailed review and are expected to be approximately 30 billion yen, which will be recorded as a non-recurring loss for the consolidated fiscal year ending March 2026.

It should be noted, however, that the above-mentioned amount may vary depending on the actual number and composition of the applicants. Therefore, we will announce the final amount as soon as it is fixed.

The impact on operating results for the fiscal year ending March 2026 was factored into the fiscal year forecast announced on May 13, 2025, as part of the process of considering fixed cost reductions through standardization of operations and personnel downsizing, and no revisions to the forecast are currently planned. If any events requiring disclosure occur in the future, we will promptly disclose them.

(Reference) Consolidated earnings forecast for the current fiscal year announced on May 13, 2025 and consolidated results for the previous fiscal year

	Sales revenue	Core operating income	Operating income	Net income	Net income attributable to owners of the parent	Basic earnings per share
	millions of yen	millions of yen	millions of yen	millions of yen	millions of yen	yen
Consolidated earnings forecast for the current fiscal year ^(Note 1) (FY ending March 2026)	3,740,000	265,000	202,000	213,000	145,000	101.88
Consolidated results for the previous fiscal year (FY ended March 2025)	4,407,405	298,377	196,694	105,636	45,020	31.64



(Note 1) Following the approval of the Ordinary General Meeting of Shareholders (June 25, 2025) concerning the agreement of transfer of all shares and related assets of Mitsubishi Tanabe Pharma Corporation (MTPC) by means of an absorption-type split, MCG transferred the businesses of MTPC and its subsidiaries, etc., effective July 1, 2025. In the forecast for fiscal year ending March 2026, which was announced on May 13, 2025, the businesses of MTPC and its subsidiaries, etc. have been treated as a discontinued operation from the beginning of the fiscal year, and sales revenue, core operating income, and operating income present the amounts of continued operation, excluding those of discontinued operations.