

Sustainability Report 2025

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Editorial Policy

Mitsubishi Chemical Corporation discloses information with the aim of reporting to as many stakeholders as possible on its initiatives aimed at its vision, realizing KAITEKI.

Reporting period

Fiscal 2024 (April 1, 2024 to March 31, 2025)

The report also covers some activities undertaken in fiscal 2025.

Scope of the report

The basic scope of reporting covers Mitsubishi Chemical and its Group companies.

Guidelines referenced

- GRI Standards of the Global Reporting Initiative
- Recommendations of the Task Force on Climate-related Financial Disclosures

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Sustainability Management



Published in October 2025

Message from the CSuO

We will create new value through the realization of KAITEKI Vision 35 and meet the expectations of society as we aim to achieve sustainability.

Noriyuki Mita

Executive Officer,
Chief Sustainability Officer(CSuO)

Aiming to Realize Both a Sustainable Society and the Group's Further Growth

At the Mitsubishi Chemical Group, our Purpose is to “lead with innovative solutions to achieve KAITEKI, the well-being of people and the planet.” This concept “KAITEKI” is deeply connected to sustainability and has been rooted in our employees around the world as a way of thinking and a guiding principle, having become a solid foundation for realizing sustainability since it was announced in 2011. Meanwhile, the external environment is changing at an astonishing pace and society’s expectations for the role we must fulfill are becoming even greater.

In November 2024, after reviewing our Purpose and the external environment, we formulated KAITEKI Vision 35 to show in detail how we aim to realize the concept of KAITEKI

through our business activities. Based on our Purpose, we identified business focus areas in which we will leverage our strengths to address key social issues. With our view that all businesses and employees play a key role in realizing sustainability, our management and employees will strive toward the same goals, and we will further embed sustainability into our business strategies and operations with the aim of realizing both a sustainable society and the further growth of our business.

Promoting Sustainability by Accelerating Innovation and Implementing Solutions

To achieve carbon neutrality and promote the transition to a circular economy, the Mitsubishi Chemical Group is enhancing the sustainable value of its products through fuel conversion, the utilization of biomass and recycled materials, and the optimization of manufacturing processes. In addition, we will contribute to the sustainability efforts of customers and society through the functionality of our products. To this end, we will accelerate innovation and implement solutions, such as the operation of the chemical recycling facility at the Ibaraki Plant.

To maximize the value we provide to society through these implementations, we must constantly review our activities from a sustainability perspective, make timely decisions based on objective data, and communicate information externally. Going forward, in addition to efficiently monitoring environmental data, we will disclose information on our sustainability initiatives, which is becoming mandatory in various countries. Furthermore, we will improve foundation for life cycle assessment (LCA), including calculations of product carbon footprints, and utilize them as a management tool as well as visualize the environmental impact and value of products and strategically employ the collected data in traceability systems to enhance reliability.

Achieving Sustainability Through the Commitment of Society as a Whole

Achieving sustainability through our business activities entails not only the efforts of the Group alone but also collaboration with a wide range of stakeholders and the efforts of society as a whole. We will strive to strengthen collaborations with industry peers, business partners, and supply chain partners from upstream to downstream. To create sustainable markets, we will advance policy formation and stakeholder collaboration and create an environment for the visualization of sustainable value and the internalization of externality. We will strive to meet the expectations of stakeholders while fulfilling our duty of accountability and enhancing the transparency of our sustainability initiatives. By continuing to engage in dialogues with a wide range of stakeholders, including shareholders, investors, customers, business partners, employees and their families, and local communities, we will respond to the expectations of all our stakeholders, create new value, and contribute to a better society.

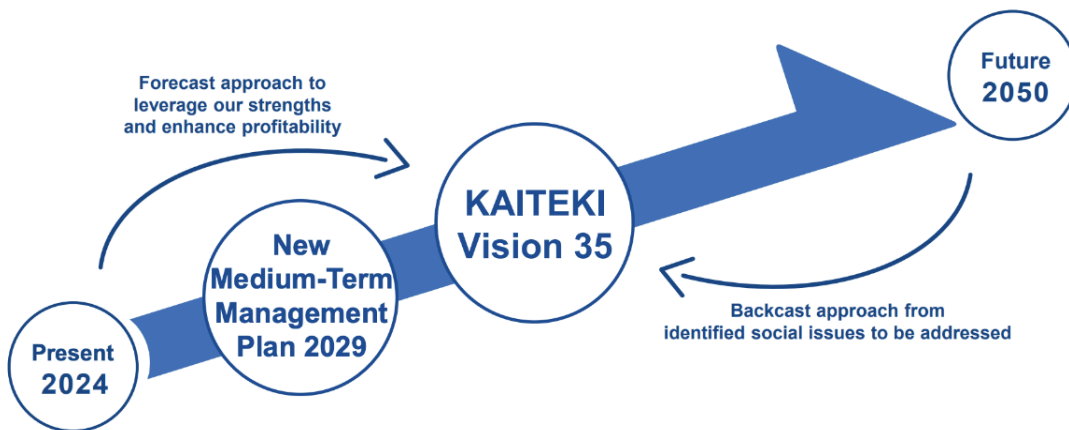
Sustainability Approach

The Mitsubishi Chemical Group recognizes sustainability a core component of our corporate activities, guided by our Purpose: to lead with innovative solutions to achieve KAITEKI, the well-being of people and the planet. Management of Sustainability (MOS) is one of our key management principles. We pursue sustainable growth by meeting targets for identified material issues under the leadership of our CEO and other members of the management team.

Realizing KAITEKI Through Business: KAITEKI Vision 35

In November 2024, we established KAITEKI Vision 35, which outlines our goals for 2035 and details how we will realize the KAITEKI concept through our business.

To develop this vision, we analyzed future social issues using both forecasting and backcasting. We then identified address these issues from a sustainability perspective and pinpointed areas to enhance our strengths and profitability. Ultimately, we defined five business focus areas and our vision for each.



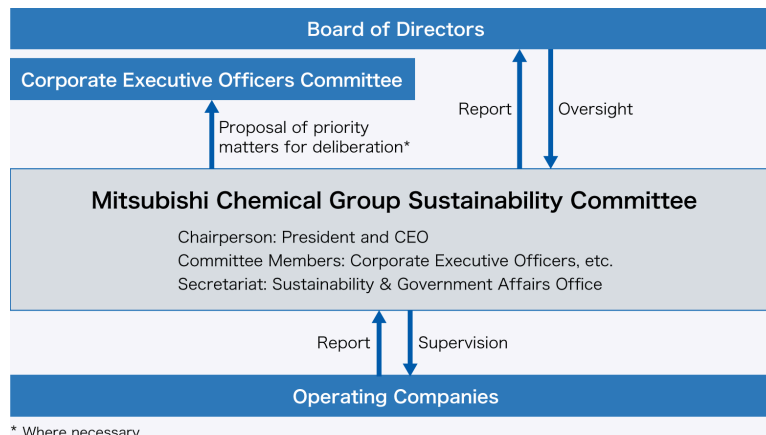
Promoting Sustainability to Achieve Our Vision

We view sustainability as integral to our five business focus areas and will advance initiatives in carbon neutrality, sustainable products and services, human capital development, and corporate governance.

Structure for Implementing Sustainability

The MCG Group has established the Sustainability Committee, chaired by the CEO and with committee members drawn from the corporate executive officers. It acts as a forum for discussion of the Group's sustainability policy and targets along with related matters, and supervises and monitors progress in various activities. The Board of Directors receives reports on the status of sustainability initiatives and oversees activities to ensure they are carried out appropriately.

Structure for Implementing Sustainability



Material Issues and Sustainability (MOS) Indices

The Mitsubishi Chemical Group has identified the material issues to be addressed by the Group. For the material issues it has identified, the Group has set targets and measures progress with the Management of Sustainability (MOS) Indices.

Identification Process of Material Issues

Step 1

Selection of Material Issue Candidates	Taking into account the medium- to long-term direction of the Group, we have closely examined the material issues identified in the previous assessment ^{*1} and added new ones that reflect the Group's philosophy, key policies, megatrends, SDGs, and so forth.
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Step 2

Discussion on Classification and Structuring of Material Issues	The selected candidates for material issues were then discussed internally in light of the policies and actions of the medium-term management plan, to identify the final material issues. The Group classified material issues from the perspectives it considers important, such as business strategy, business foundations, and impact on the environment and society.
Assessment from Stakeholders' Perspectives	The classified material issues were reviewed from a wide range of perspectives through interviews with external experts and discussions by the Director Liaison Committee ^{*2} .

Step 3

Setting of Targets and Indices	Targets were set for activities related to the material issues along with indicators to measure their progress (MOS Indices).
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Step 4

Decision and Approval	The material issues were resolved by the Corporate Executive Officers Committee and the Board of Directors, along with the medium-term management plan
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*1 Assessments are conducted each time a medium-term management plan is formulated (approximately every five years).

*2 Formerly, the Outside Director Liaison Committee.

Overview of Material Issues



The MCG Group identifies material issues based on the double materiality concept. For example, with regard to climate change, we have identified both "Reduction of GHG and environmental impact" which aims to mitigate our impact on climate change by reducing our GHG emissions, and "effective energy use and decarbonization," which aims to expand our businesses that help combat climate change, as material issues.

Material Issues and Sustainability (MOS) Indices

For the material issues identified by the Mitsubishi Chemical Group, targets are set and progress is measured with the Management of Sustainability (MOS) Indices. We will proceed steadily with initiatives on material issues by monitoring the yearly progress of each indicator.

Issues Related to Business Foundations and Organization

Material Issues	Direction of Initiatives
Talent recruitment, development, and training	In order to adapt to uncertain environmental changes and accelerating technological innovation, we will encourage and provide opportunities for our human resources to continue self-improvement and personal growth.
Diversity and inclusion	We will increase diversity in our workforce based on gender, values, nationality, career background, age composition, and other characteristics, while also establishing inclusiveness and utilizing it in our corporate activities.
Stakeholder engagement	To be a company that is trusted by stakeholders, we will respect them, communicate closely with them, and work together with them to not only benefit corporate activities but to create a better society.
Use of digital technologies	By utilizing digital technology to reform all aspects of our business, including improving business processes such as research and development and manufacturing, and responding to customer and societal needs, we will not only optimize operations, but also develop new businesses and create services, continuously creating new value for companies, customers, and society.
Global expansion and regional strategy	Taking into account geopolitical changes, we will develop our business with strategies that are tailored to the trends and characteristics of each region.
Collaboration between markets, technology, and manufacturing	In order to resolve our customers' challenges more quickly, we will work to increase added value by thoroughly linking societal needs with optimal solutions.

Contributing to and accelerating growth by strengthening and improving our foundations

MOS indices
Employee engagement
Diversity at the decision-making level
Evaluation related to the ESG stock index

Issues Related to Environment and Social Impacts

Material Issues	Direction of Initiatives
Product stewardship	To ensure that customers can use our products and services reliably and without concern, we will ensure quality and safety throughout their life cycle and work to minimize their environmental impact.
Reduction of GHG and environmental impact	We will work to reduce environmental impact caused by GHG emissions, water usage, and waste to help resolve climate change and water resource issues and create a recycling-oriented society.
Realization of a circular economy	Aiming for an optimized recycling-oriented society, we will work towards the smart use of resources, materials, and energy and create new value through innovation and business model transformation.
Preservation of biodiversity	We will understand the impact of our business activities on biodiversity and strive to minimize negative impact, while also working to contribute to the preservation of biodiversity through the advancement of environmental conservation activities and the provision of products and services.

Reducing negative impacts and properly assessing impacts

MOS indices
Rate of reduction of GHG emissions
COD ^{*3} reduction amount
Rate of reduction of landfill waste

*3 Chemical Oxygen Demand (COD) | An indicator of the level of water pollution caused by organic matter, etc. (The amount of oxidizing agent consumed when oxidizing agent reacts (oxidizes) with organic matter in water is expressed as a value corresponding to the concentration of oxygen)

Issues Related to Companywide Risks

Material Issues	Direction of Initiatives
Cybersecurity	In our corporate activities, we recognize the importance and responsibility of protecting information assets, and will strive to properly manage information and improve security awareness to prevent the leakage of confidential information of our customers, business partners, and our own company.
Geopolitical risks and economic security	We will investigate, collect information, and assess country risks in the countries and regions where we operate, upgrade action plans to respond to risks, and strengthen the establishment and operation of safety management systems and business continuity plans (BCPs) in preparation for contingencies.
Sustainable supply chains	We will build sustainable supply chains by deepening our business partners' understanding of the Group's management philosophy and working together to resolve environmental and social issues.

Responsible risk management

MOS indices
Number of serious information security incidents

Issues Related to Existence

Material Issues	Direction of Initiatives
Safety	Recognizing that health and safety represents the foundation for the very existence of the company and that we have a corporate social responsibility to assure health and safety, we will prevent accidents from occurring and continue to ensure safe business operations.
Compliance	Based on high ethical standards, we will comply with laws, international standards, and company regulations, and will always conduct our business activities in a fair, impartial, and honest manner.
Governance	We will strengthen corporate governance by improving management transparency and fairness, strengthening management oversight functions, and increasing management agility through faster decision-making.

Avoiding existential threats

MOS indices
Lost-time injury frequency rate
Number of serious Tier 1 accidents and Tier 1 accidents
Number of serious compliance violations and compliance violations related to the environment and safety
Number of serious compliance violations

Initiatives to Help Achieve the SDGs

Towards a Circular Economy

Mitsubishi Chemical Corporation



Relevant SDG

SDG 13: Take urgent action to combat climate change and its impacts

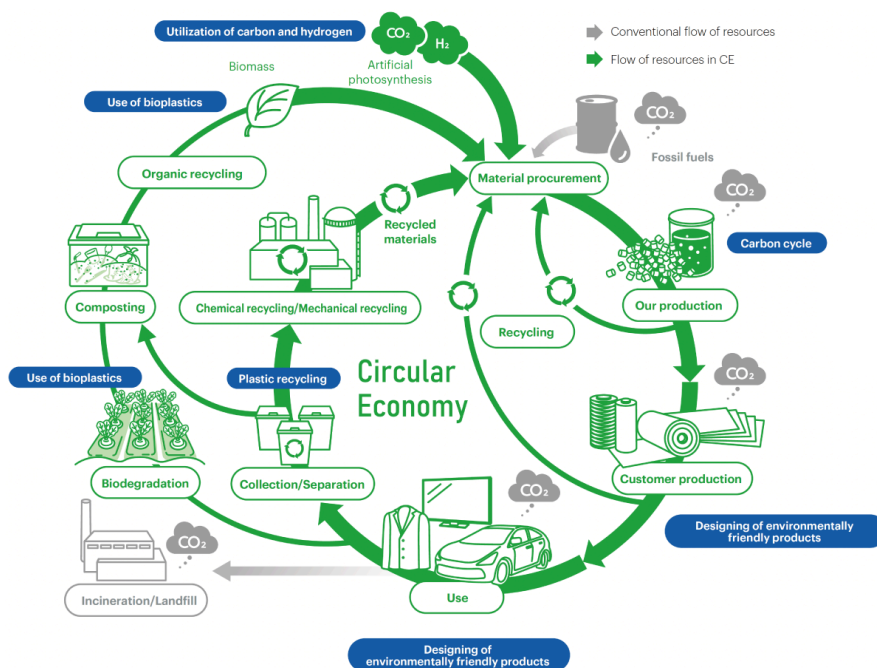


Relevant SDG

SDG 12: Ensure sustainable consumption and production patterns

Offering New Business Solutions by Pursuing a Circular Economy

Mitsubishi Chemical Corporation (MCC) is accelerating efforts to help realize a circular economy (CE) with a focus on plastic and carbon recycling. We aim to further grow our business by expanding the use of recycled plastics, converting to the use of biomass materials, promoting carbon recycling through biodegradation, and expanding our line of products that reduce GHG emissions from their use. Through the use of life cycle assessment (LCA) in quantitatively determining the environmental impact and carbon footprint of our products, we play a leading role in reducing environmental impact in various stages, including R&D, manufacturing, and product proposal. Furthermore, through open innovation and the establishment of recycling systems in cooperation with stakeholders, we are promoting efforts to realize a recycling-oriented society that contributes to more comfortable and secure lifestyles and the environment.



Plastic Recycling

- Establish a recycling model for mechanical recycling
- Consider business opportunities for chemical recycling

Use of Bioplastics










- Various plastics made from biomass
- Biodegradation

Utilization of Carbon and Hydrogen

Use of LCA

- Strengthen products and services that contribute to reducing environmental impact throughout the value chain

Open Innovation and Collaboration with Stakeholders

- [Alliance To End Plastic Waste \(AEPW\)](#) 
- [International Council of Chemical Associations \(ICCA\)](#) 
- [Value Balancing Alliance \(VBA\)](#) 
- [Global Impact Coalition \(GIC\)](#) 
- [Global Compact Network Japan \(GCNJ\) \(in Japanese only\)](#) 
- [The University of Tokyo Center for Global Commons \(CGC\) \(in Japanese only\)](#) 
- [Japan Clean Ocean Material Alliance \(CLOMA\) \(in Japanese only\)](#) 
- [Japan Partnership For Circular Economy \(J4CE\) \(in Japanese only\)](#) 
- [Carbon Recycling Fund Institute \(in Japanese only\)](#) 

Others

Advancing Partnerships to Build a Plastic Recycling Scheme

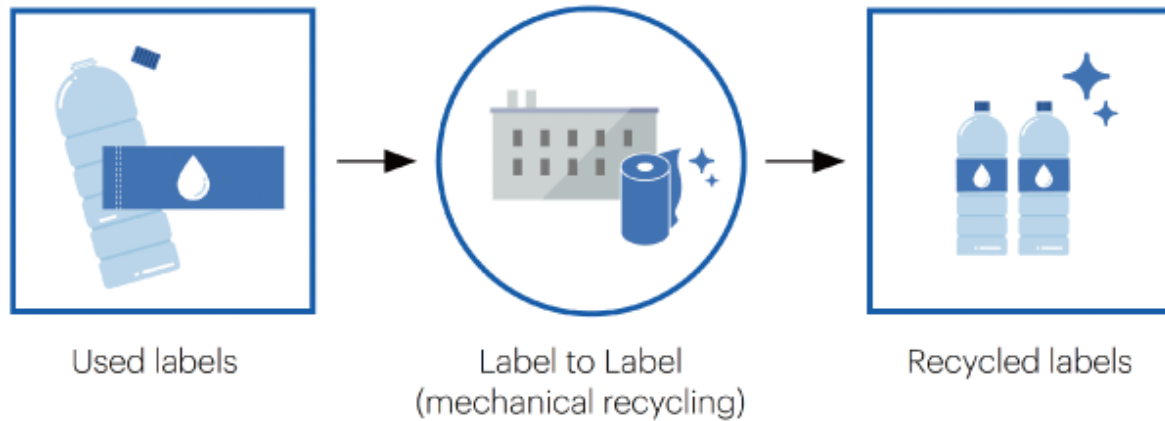
The recycling of waste plastics into raw materials can be divided into two categories: 1) mechanical recycling, in which the recovered waste plastics are turned into granular raw materials through a process in which they are physically crushed, and 2) chemical recycling, in which the recovered waste plastics are turned into oil, gas, and raw materials through a chemical decomposition process. MCC is working with partners in the value chain to develop, demonstrate, and commercialize technologies for both types of recycling according to the application. Traditionally, waste plastics were simply incinerated or landfilled, but we are developing and strengthening a system to recycle them into resources and raw materials. In addition, we have acquired International Sustainability and Carbon Certification (ISCC) PLUS for several of our production sites and products and are working to ensure traceability for recycled materials throughout the supply chain.

Mechanical recycling: Beverage label recycling

The Group's proposal for the establishment of a resource recycling model to recycle beverage labels was accepted for a program for measures tackling marine plastic pollution conducted by Hiroshima Prefecture. We are introducing resource recycling (Label to Label^{*1}) shrink sleeve labels to encourage consumers to recycle beverage labels, establishing a recovery scheme in the market, and verifying the stages (distribution, recovery, transportation, sorting, and recycling) through to the relabeling process. By conveying a meaningful message to consumers through the recycling of labels, we aim to establish technologies and develop a resource recovery scheme in communities.

*1 The resource-recycling (Label to Label) shrink sleeve label is manufactured by combining Fuji Seal, Inc.'s technology for removing printing ink and our film-forming technology.

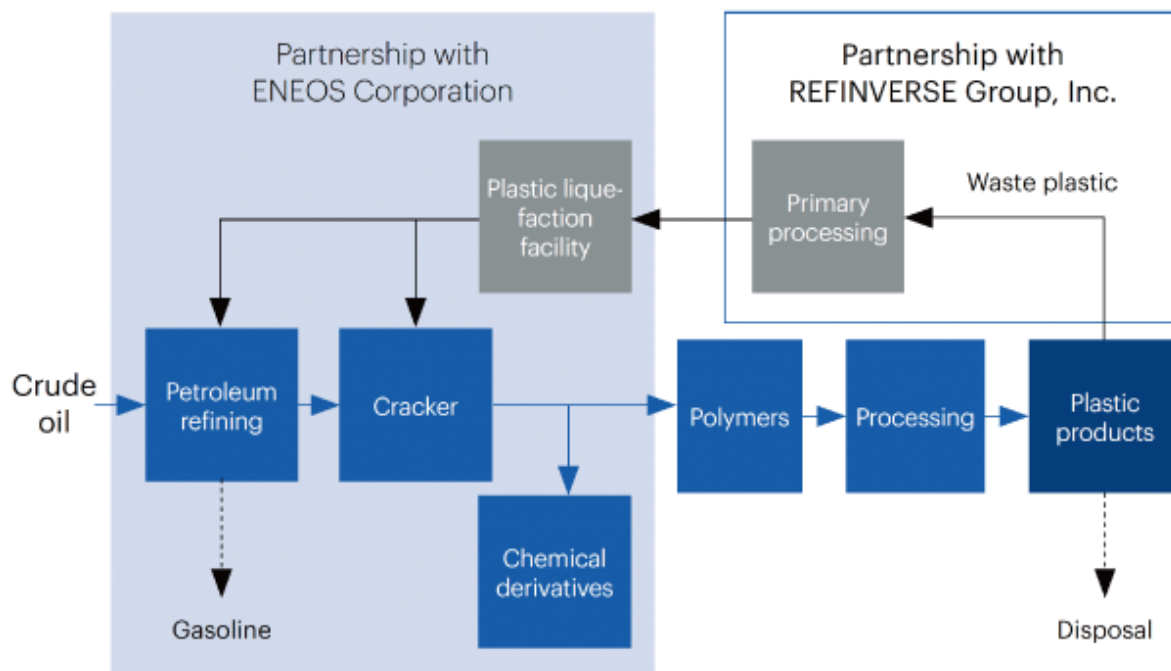
Beverage label recycling flow



Chemical recycling: Recycling of waste plastics into oil

At our Ibaraki Plant, we are constructing a facility with ENEOS Corporation that will convert waste plastics into oil with an annual processing capacity of 20,000 tons, the largest of its kind in Japan. It is scheduled to commence operation in fiscal 2024. For the conversion process, we will install the supercritical water treatment technology from Mura Technology Limited of the United Kingdom, and the recycled oil will be used as a raw material in existing facilities, such as petroleum refineries and naphtha crackers, and will be reprocessed into petroleum products, chemicals, and various plastics. In addition, we will create a cycle for chemical recycling through alliances with other companies, such as our partnership with REFINVERSE, Inc. for stable procurement of waste plastics for raw materials.

We then plan to obtain certification for recycling chemicals using the mass balance approach^{*2} to prepare for establishment of a plastic chemical recycling plant and target widespread use of the mass balance method in society.

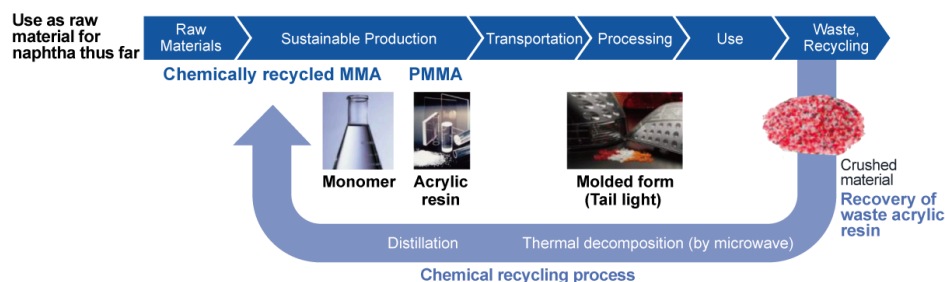


*2 Mass balance approach: A method of controlling a value chain in which a percentage of used recycled materials are voluntarily allocated to products by obtaining third-party certification for products manufactured by combining petroleum-derived raw materials and raw materials recycled from plastic waste. MCC promises and declares that it will comply with the requirements for ISCC PLUS certification, under the latest International Sustainability and Carbon Certification (ISCC) rules.

Chemical Recycling: Recycling of acrylic resin

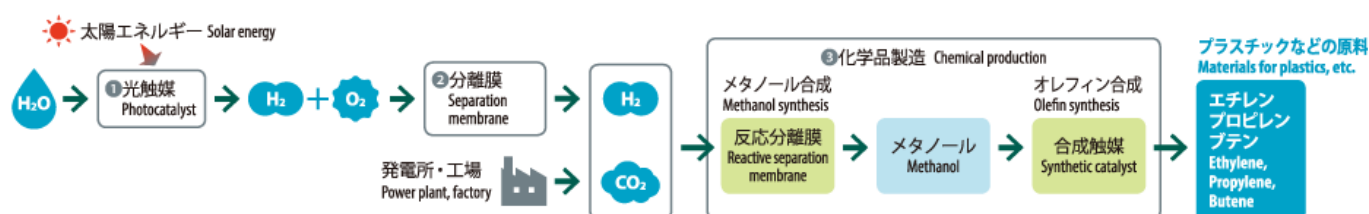
MCC and Mitsubishi Chemical Methacrylates Ltd. have been investigating the recycling of polymethyl methacrylate (PMMA, or acrylic resin) for some time. In June 2021, we worked with Microwave Chemical Co., Ltd, our partner in investigating acrylic resin recycling technology, and built a new proof-of-concept (PoC) trial facility on the premises of its Osaka Plant. We are also performing a PoC trial in cooperation with the Japanese auto manufacturer, Honda Motor Co., Ltd. Tail lights and other parts made of acrylic resin are recovered from scrapped vehicles and recycled into raw material through thermal decomposition and refining using microwaves. This trial is verifying whether the raw material can be reused to produce acrylic resin for reuse in tail lights, without issues. At present, we have confirmed that acrylic resin produced through chemical recycling technology is transparent and performs at a level equivalent to conventional products.

We also expect the CO₂ emissions from process of manufacturing chemically recycled products can reduce emissions by 70% compared to conventional products. This technology makes a substantial contribution to reducing CO₂ emissions during manufacturing and the environmental impact, in addition to reducing the volume of waste acrylic resin.



Reducing GHGs through an Artificial Photosynthesis Project

Artificial photosynthesis is a promising approach to reducing GHGs that uses CO₂ emitted from power plants and factories as a raw material for chemical products. Since 2012, MCC has participated as a member of ARPC³, a NEDO⁴ project aimed at realizing artificial photosynthesis, and is involved in the development of core technologies for all of the following three processes.



1. A photocatalyst splits water into gaseous hydrogen and oxygen; 2. the hydrogen is then safely separated out of the mixed hydrogen and oxygen gas using a separation membrane; and 3. the hydrogen is used as a raw material together with CO₂ recovered from the gas emissions of power plants or factories to produce chemical products.

The project's target for photocatalyst solar energy conversion efficiency has been set at 10%. In fiscal 2019, an efficiency of 7% was achieved in a laboratory setting. Outdoor demonstrations of the water splitting systems began in fiscal 2020. Our proposal on Commercial Development of Artificial Photosynthesis-based Chemical Raw Material Production was selected as a Green Innovation Fund Project by NEDO in February 2022. This has advanced the artificial photosynthesis project into the next stage, aiming for practical implementation in communities. We will combine the petrochemical manufacturing technology and catalyst development technology we have developed thus far and will continue to pursue development of plastic manufacturing technology using CO₂.

^{*3} ARPC³: Japan Technological Research Association of Artificial Photosynthetic Chemical Process, comprised of 11 member companies—INPEX CORPORATION, JX Advanced Metals Corporation, Dai Nippon Printing Co., Ltd., Dexerials Corporation, TORAY INDUSTRIES, INC., TOYOTA MOTOR CORPORATION, NIPPON STEEL CORPORATION, FURUYA METAL Co., Ltd., Mitsui Chemicals, Inc., Mitsubishi Chemical Corporation (MCC), and KYOCERA Corporation.

^{*4} NEDO: New Energy and Industrial Technology Development Organization

Establishing a Long-term Vision for the Chemical Industry

MCC and the Center for Global Commons (CGC) at the University of Tokyo have formed an industry-academia partnership with the aim of formulating a long-term vision of the chemical industry's approach to sustainability with an eye toward society in 2050.

To ensure the sustainability of global environmental systems, CGC aims to scientifically demonstrate pathways for the fundamental transformation of socio-economic systems based on modelling and indices. In collaboration with a wide range of stakeholders, including private enterprises, CGC aims to drive this fundamental transformation through international cooperation.

MCC and CGC began joint research on April 1, 2021 to identify the social needs (particularly in the areas of products, services and social systems) of 2050, as well as those expected to emerge along the way by 2030 and 2040, and, given such needs, the role the chemical industry must play in protecting the Global Commons.^{*5}

In September 2022, we published a report outlining the path toward net zero for the global chemical industry resulting from this joint research. The University of Tokyo subsequently published Planet Positive Chemicals in Japan (hereafter, "the Report") on October 7, 2024 as the subsequent version. The newly published Report focuses on the chemical industry in Japan. It details the path for Japan's chemical industry to achieve net zero in Scopes 1, 2, and 3 in quantitative terms. The Report also presents strategies and actions necessary to achieve net zero and make progress amid the many uncertainties such as future demand for net zero chemical derivatives and the appropriate manufacturing technology for them, in light of Japan's strengths and weaknesses.

We will not keep these research results within our Group, but will share them widely with the public and will continue to pursue a new role in the chemical industry in a net zero world, as we build cooperative relationships with a broad range of partners.

*5 Global Commons: The global environmental system upon which the sustainable development of humankind is founded.

Development of Plant-Derived Materials

Mitsubishi Chemical Corporation



Relevant SDG

SDG 12: Ensure sustainable consumption and production patterns

Striving toward Sustainable Consumption

We are now facing such global-scale risks as accelerating climate change, the depletion of natural resources, disparities in water resource distribution, expanding and graying populations, and food and agricultural issues. Given this critical situation, as a chemical company, we believe it is our mission to realize, through innovation, the efficient use of natural resources and energy, the utilization of renewable resources and the reduction of environmental burden and to thereby enhance environmental and social sustainability.

Initiatives to replace non-renewable petroleum with renewable biomass as the raw material for plastic production are helping to more efficiently use resources and greatly contribute to ensuring sustainable production, part of one of the SDGs.

Developing Plant-derived MMA Manufacturing Technology

Mitsubishi Chemical Corporation (MCC) is developing the technology to manufacture Methyl methacrylate (MMA) monomer using plant-derived materials.

MMA is a raw material for acrylic resin and is used in a wide range of areas, including automotive parts, construction materials, and paints. Conventional MMA manufacturing uses petroleum-derived materials and the substitution of plant-derived materials is expected to reduce the environmental impact.

Advances in development of new manufacturing technology suitable for use of plant-derived materials in existing MMA monomer manufacturing processes were seen in 2022, and led to the commencement of a new pilot plant design. Because this new technology has enabled the use of plant-derived materials in existing processes, it offers potential to manufacture MMA with 100% bio-based carbon content.

We began operating the pilot plant in 2023 and aim to apply this technology to an existing commercial-scale plant in 2026, after verifying the quality and technology.

As the manufacturer with the world's leading market share in MMA and acrylic resin, the MCC Group will continue to pursue the potential of this business and aim to take an active lead in initiatives aimed at realizing a circular economy.

Achieving the SDGs

MCC is working to replace petroleum-based plastic raw materials with bio-based ones. We are taking actions to help achieve “SDG 12: Ensure sustainable consumption and production patterns” at an even higher level by utilizing reusable bio-based raw materials to make plastics. MCC is putting its full strength—including advancing R&D, establishing production technologies, ensuring quality that meets demands, developing markets, and developing global business—into realizing these goals.

Contributing to the Supply of Purified Water for Disasters and Developing Countries with the Decentralized Water Treatment & Supply System

Mitsubishi Chemical Corporation



Relevant SDG

SDG 6: Ensure availability and sustainable management of water and sanitation for all

Safe Water for the World

While approximately 70% of the Earth's surface is ocean, fresh water accounts for just 2.5% of all water on the planet. Most of this fresh water is in glaciers and ice sheets, groundwater or otherwise difficult to access; readily available surface water* in such forms as lakes and streams is estimated to make up just 0.01% of all water on Earth.

Furthermore, this readily usable water is unevenly distributed. According to the report on "Progress on household drinking water, sanitation and hygiene 2000–2022" published in July 2023 by the World Health Organization (WHO) and United Nations Children's Fund (UNICEF) Joint Monitoring Programme for Water Supply, Sanitation and Hygiene, some 2.2 billion people around the world (one in four) do not have safely managed drinking water services in their households and some 3.4 billion people (two in five) do not have safely managed sanitation facilities (toilets). Moreover, some 2.0 billion people (one in four) do not have basic handwashing facilities in their homes to wash their hands with soap and water. Achieving the SDG "Ensure availability and sustainable management of water and sanitation for all" will bring immeasurable benefits to people and society, saving lives by improving public sanitation, thereby helping prevent the spread of infectious disease and reducing infant mortality, while also reducing the gap between rich and poor, creating educational opportunities and contributing to regional economic development.

Moreover, given the frequency of major natural disasters around the world, securing water supply lifelines in times of disaster is a major issue facing developed countries, as well.

Mitsubishi Chemical Aqua Solutions Co., Ltd. (MCAS; formerly Wellthy Corporation) has been working to solve these problems for more than 20 years. Focusing on groundwater, which accounts for 0.76% of the planet's water, MCAS strives to contribute to the supply of safe water using the decentralized water treatment & supply systems it has developed. These systems are currently supplying water—an essential for daily life—both in Japan and overseas.

* Surface water: Water that originates mainly from precipitation and is present entirely above ground in such bodies as rivers and lakes.

What is a Decentralized Water Treatment & Supply System?

Capable of processing water from a wide range of sources, MCAS's decentralized water treatment & supply systems employ the company's accumulated membrane filtration technologies. MCAS handles everything from development and manufacture to the management and maintenance of these systems. MCAS systems are mainly used with groundwater in Japan and with surface water overseas. Their compatibility with diverse water sources gives the systems a major advantage. In addition, these systems offer the following advantages.

- The system can be installed on an area the size of a few parking spaces and requires less investment than a large-scale centralized water purification plant
- Customers can select the optimal system configuration for the type and characteristics of their water source and the usages and required supply capacity of treated water
- A remote monitoring system ensures a safe and stable water supply
- The system can reduce water supply costs

Furthermore, because these water supply systems are decentralized and enable local production for local consumption, they also offer the following merits.

- Construction does not take long, so the lead time from the start of installation to the start of water supply is short
- Maintenance requires little cost or labor
- The training necessary for upkeep and management is simple
- As a secondary water supply in addition to public water supply, the system can provide a water supply lifeline that is resilient to disasters
- The system can fill gaps in public water supply systems in rural or remote areas of developing countries



Decentralized water treatment & supply system

Applications of the Decentralized Water Treatment & Supply System

MCAS's decentralized water treatment & supply system business is aimed at realizing safe, stable water supply for everyday use, helping secure an uninterrupted water supply at times of natural disaster and supporting the business continuity of its customers.

Groundwater Membrane Filtration System Used During Disasters

Our groundwater membrane filtration system is a decentralized water supply system that uses the sophisticated membrane filtration treatment that MCAS has developed to process groundwater into safe, reliable drinking water. Used as a secondary water source alongside a public water utility, this system can provide a water supply lifeline during times of disaster. The system offers the following merits.

- The system facilitates operational continuity in times of disaster, most notably at medical institutions and nursing care facilities, where water supply is essential, as well as at retail facilities, hotels, schools and other important public facilities, and at factories
- The system enables social contribution by enabling the user to supply neighboring residents with water when public water supply is cut off, such as at times of disaster
- Using groundwater in the course of regular operations can help reduce water utility costs
- By using groundwater, which has a stable temperature year-round, the system can increase cooling tower efficiency in the summer and fuel efficiency for hot water supply in the winter, reducing both cost and environmental burden

In areas where public water supply was cut off after the Kumamoto Earthquake in 2016 and Northern Osaka Prefecture Earthquake in 2018, these systems stayed operational. As a result, hospitals that had groundwater membrane filtration systems had no interruption in water supply and were able to continue operating. We also heard from many customers that they were able to contribute socially by providing water to nearby residents, and more than 1,400 systems have been installed.

Addressing the Problem of Per- and Polyfluoroalkyl Substances (PFAS)

Response to PFAS testing at MCAS

MCAS is actively addressing the problem of PFAS, which has been detected in groundwater and elsewhere, and is designated as having an adverse impact on health.

Because water quality testing is essential to our groundwater membrane filtration system business, MCAS has established a company-operated water analysis center in Higashimurayama City, Tokyo. In addition to analyzing the water quality of MCAS, the center has been certified by local authorities and is known as a water quality testing organization that can also accept external requests. Customer requests for PFAS testing have increased in recent years.

MCAS has long focused on the problem of PFAS and had installed water quality analysis equipment capable of PFAS analysis. We have increased our equipment to accommodate the increase in requests for testing and are performing testing with two analyzers. In October 2023, we established a page dedicated to PFAS on our website to respond to a notification from the Ministry of Health, Labour and Welfare on water quality testing, and are accepting consultations.

In this way, MCAS has further strengthened its initiatives aimed at solving the PFAS problem and is contributing to the realization of an environment with safe water.

Mitsubishi Chemical research on PFAS removal

A joint research group consisting of Mitsubishi Chemical, Kanazawa University Graduate School, Kanazawa University, and Chuo University presented their research results on PFAS removal with anion exchange resin at the 58th annual conference of the Japan Society on Water Environment (March 6-8, 2024, at Kyushu University). The purpose of the research was to find the optimal adsorbent material properties for PFAS removal.

This research investigated useful resin properties for PFAS removal in the presence of different coexisting substances. The Group performed laboratory-scale column water flow tests using PFAS-infused river water on three types of adsorbent materials, two types of strongly basic anion exchange resins and granular activated carbon. They also compared the PFAS removal performance of anion exchange resins and granular activated carbon.

The results on the three types of adsorbents confirmed the superiority of the strongly basic anion exchange resins used in this research over granular activated carbon, and suggested that porous anion exchange resins could potentially be used in removal of Perfluorooctanoic acid (PFOA). They also inferred that coexisting materials in the water environment could easily inhibit the adsorption of PFOA, compared to PFOS.

These results are expected to facilitate technological research aimed at solving the PFAS problem.

Achieving the SDGs

Safe water is a limited resource; even those of us who enjoy its benefits every day are reminded how precious it is when a natural disaster strikes. As such, although achieving the SDG “Ensure availability and sustainable management of water and sanitation for all” will be extremely difficult, its realization will help not only ensure safety and peace of mind in everyday living for people around the world, but contribute greatly to the sustainable development of people and society.

We at the MCC Group will persistently work toward the achievement of this challenging task through innovation and global business development.

Contributing to Safe Supply and Preservation of Food Quality

Mitsubishi Chemical Corporation



Relevant SDG

SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Striving for a Sustainable Food Supply

Currently, 11.3%* of the global population suffers from food insecurity. They do not have anything to eat for the day, and are unsure if they can obtain food in the coming days.

The factors underlying hunger are complex and intertwined, and include conflicts, climate change, natural disasters, and economic disparities.

Frequent droughts and flooding due to climate change have a major impact on food production and there have been steep increases in the price of food due to the COVID-19 pandemic and the crisis in Ukraine, causing more rapid growth in hunger.

Meanwhile, one-third of the food produced globally is discarded, enough food to feed around 2 billion people. Such imbalances in food are causing food loss in developed countries even as hunger worsens in developing countries.

The Mitsubishi Chemical Group develops materials that preserve food flavor and quality longer and help to reduce food loss, thereby contributing to solving such social issues.

Through these initiatives, we will continue to contribute to achieving SDG 2 and achieving Zero Hunger by shrinking the gap between global food demand and supply, and reducing food loss.

* Source: The State of Food Security and Nutrition in the World 2023, UNICEF

Reducing Food Loss and Contributing to Resource Recycling with Nichigo G-Polymer™

Developed by Mitsubishi Chemical, Nichigo G-Polymer™ is a vinyl alcohol resin that excels in being water soluble, creating a gas barrier, and being biodegradable. It is used as barrier packaging that preserves food flavor and quality longer. This material can be melt processed and its properties allow it to be dissolved in water to coat film. It is used as packaging for dehydrated foods and combined with biodegradable resin as barrier packaging. Demand for it is growing, especially in Europe, because it can be expected to reduce food loss.

Nichigo G-Polymer™ also addresses the demand for recyclability of food packaging. Polyvinyl alcohol (PVOH) is typically not very suitable for recycling in polyethylene-based multilayered packaging. However, Nichigo G-Polymer™ BVE8049P has been certified by cyclos-HTP, an organization in Europe that evaluates recyclability, and has been proven to be recyclable when used in polyethylene-based multilayered packaging at 5% or less by weight. Including it not only reduces food loss, it is also expanding the potential as a material that can contribute to resource recycling.

Given the growing demand, MCC began operating a new plant at its Okayama Plant in October 2024, and plans to double the production capacity for Nichigo G-Polymer™ from the current level. This expansion in production capacity will enable MCC to supply more performance products that add high value and continue to contribute to the realization of a sustainable society.



Examples of Nichigo G-Polymer™ use (food packaging material)

Achieving the SDGs

There are many problems that we must solve in order to achieve Zero Hunger, the goal of SDG 2, including stabilization of global food supply, reducing food loss, and uneven distribution of food. If achieved, however, this will contribute to improvement in health and development of a sustainable society, in addition to providing stability in the lives of people worldwide.

The Mitsubishi Chemical Group is working to build sustainable food production and distribution systems through Nichigo G-Polymer™ and other technologies. We will continue to tackle the challenge of realizing a world without hunger by developing solutions globally.

Products Contributing to Longer Healthy Lives and Infection Control

Mitsubishi Chemical Corporation



Relevant SDG

SDG 3: Ensure healthy lives and promote well-being for all at all ages

Supporting Advances in the Medical Field

As per capita medical expenses in advanced nations increased by 1.3 times* from 2018 to 2022, longer healthy lifespans have become a social issue. Mitsubishi Chemical (MCC) will continue to support new medical treatments with medical-grade high-performance materials to address the growing need for chemical materials as the population grows older.

* OECD Health Statistics

Providing high-performance engineering plastics that provide the flexibility to meet different medical needs

Our high-performance engineering plastics business, which operates from sites in 17 countries worldwide, has for many years supplied the ultra-high molecular weight polyethylene materials Chirulen and Extrulen to implant manufacturers around the world for use as artificial joint materials. We will target growth in the high-performance engineering plastics business by combining the wide range of technologies and experience available within the MCG Group.



Dental products



Artificial joint

[KAITEKI Solution Center: Implantable Engineering Plastics](#)

[Supporting Advancements in Artificial Joints Through High-performance Materials and Technical Support](#)

Social Contributions of MCC to Infectious Disease Control

We believed we could use the materials and technologies that MCC and its Group companies possess to reduce the risk factors that cause disease and impair health due to infectious diseases that can occur anywhere in the world. We therefore leveraged ideas and networks with the Group and the diversity and versatility of its chemicals to provide the following products to society.

Face shields

MCC created face shields by applying polyester sheet manufacturing technologies used to produce food packaging trays along with curved creasing technologies developed for cosmetics case processing.



Standard face shield

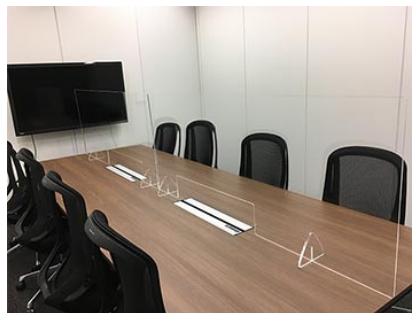


Low-glare face shield

Face shields help to prevent transmission at medical institutions and other facilities that need to exercise caution toward infectious diseases.

Partitions made from SHINKOLITE™ cast acrylic sheet

MCC offers SHINKOLITE™ continuous cast acrylic sheets that are used to make partitions now commonly used to help prevent droplet spread and airborne transmission of infectious diseases. Due to their excellent transparency, these products are being used in a wide array of settings, such as at the registers and counters of stores and restaurants; in offices; service counters at public service facilities; and on TV filming sets.



Partitions made from
SHINKOLITE™ cast acrylic sheet

HISHITANK™ water tanks

HISHITANK™ is a water tank made of fiber-reinforced plastic developed primarily to provide clean drinking water and featuring outstanding performance in terms of seismic resistance, hygiene, durability and workability.



HISHITANK™ water tanks

Wasaouro™ antibacterial, anti-mold film

Wasaouro™ is an antibacterial, freshness-maintaining agent, the principal component of which is allyl mustard oil (allyl isothiocyanate, “AIT”), the main compound responsible for the spicy flavor of wasabi and Chinese mustard. AIT-impregnated transparent films gradually release AIT, providing an easy and safe way of maintaining food freshness and quality by suppressing the growth of bacteria and mold. This product is well suited to maintaining the quality of products with short shelf lives, such as boxed lunches, and opportunities for its use have grown as demand for takeout has grown.



Wasaouro™ antibacterial, anti-mold film

Main Products Helping Combat the Spread of Infectious Diseases and Related Group Companies

Face shields	J-Film
Partitions made from SHINKOLITE™ cast acrylic sheet	Mitsubishi Chemical Methacrylates Ltd.
HISHITANK™	Mitsubishi Chemical Infracore
Wasaouro™	Mitsubishi Chemical Corporation

Structural Repair and Strengthening Carbon Fiber Fabric REPLARK™

Mitsubishi Chemical Corporation



Relevant SDG

SDG 11: Make cities inclusive, safe, resilient and sustainable

Targeting Sustainable Infrastructure

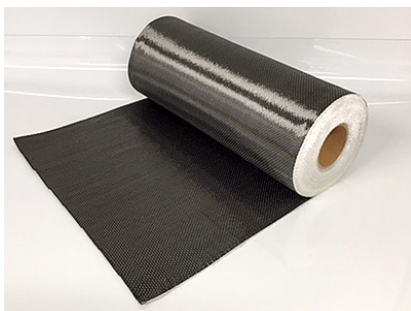
Recent years have seen numerous heavy rains, earthquakes, volcanic eruptions, tsunamis, droughts and other natural disasters around the world. Typhoons, heavy rains, and the subsequent flooding are becoming more frequent and more severe, and damage from earthquakes is unending. In addition to the harm they inflict in terms of human life, the economic toll of such disasters is a major barrier to the realization of a sustainable society. Natural disasters significantly impact highly developed countries and, in countries where infrastructure is underdeveloped, can wreak even greater harm.

As bridges, expressways, tunnels and other such infrastructure components age, their safety becomes harder to ensure; incidents involving collapsing or failing infrastructure in and outside Japan have been occurring one after another. Furthermore, the decreased utility of aging structures and the expense of repairing and strengthening them are major social issues.

The Mitsubishi Chemical (MCC) and its group companies provides a range of products and services that aid in addressing the critical state of infrastructure and contribute greatly to the realization of the SDG “Make cities inclusive, safe, resilient and sustainable.” One such product is the structural repair and reinforcement carbon fiber fabric REPLARK™ offered by Mitsubishi Chemical Infratec Co., Ltd.

Features of REPLARK™

Carbon fiber boasts many advantageous features: It has a specific gravity just 1/4 that of iron, yet approximately 10 times the strength of steel, and it is highly chemically stable, making it resistant to salt damage. REPLARK™ is a repair and reinforcement material made of unidirectional carbon fiber for steel and concrete structures. As a fabric, REPLARK™ can be applied to structures of various shapes and offers excellent workability. The grade of REPLARK™ made with PAN-based carbon fibers can be used to enhance the load bearing capacity of such structures as bridge columns, while the high-elastic-modulus grade made with pitch-based carbon fibers can greatly reduce rebar stress. In addition to REPLARK™ fabric, we offer a range of formed carbon-fiber reinforced polymer (CFRP) products, such as e-Plate (strips) or LEADLINE™ (rods), to meet the needs associated with various applications.



REPLARK™



e-Plate



LEADLINE™

Applications of REPLARK™

REPLARK™ provides the following functions when used with existing structures.

- It reinforces bridge girders against bending and enhances the fatigue durability of bridge deck slabs
- It improves the seismic resistance of bridge columns and other structures by absorbing energy from earthquakes
- It prevents concrete stripping from tunnel surfaces

In addition to offering the lightness, strength and elasticity of carbon fiber, REPLARK™ is simple to install; fabric impregnated with epoxy resin need only be applied to the structure surface. As such, it offers the following advantages for repairing and strengthening structures.

- Because it is lightweight and simple to install, carrying and handling the necessary materials at the worksite is easy
- It enables repairs in tight spaces where maneuvering and installing steel components is difficult
- It adds almost no weight to the structure being repaired or strengthened, helping reduce the load on the existing structure

The development of REPLARK™ goes back to the 1980s. Recognition of the need for such a product and its usefulness has gradually increased, and today it is starting to be used not only in Japan, but also in Southeast Asia and Europe.

Installation on Genta Bridge

Genta Bridge, located in Tottori City, Tottori, was completed in 1951. While in relatively good repair, the bridge was narrow, making passage difficult for large vehicles, and its load capacity was no longer sufficient due to the increasing size of vehicles on the road.

To address these issues, Tottori Prefecture sought to broaden and strengthen the bridge, but doing so by conventional methods would significantly increase the bridge's weight, requiring large-scale construction. Instead, the bridge's reinforced concrete girders were replaced with steel; external cables and REPLARK™ carbon fiber fabric were used for strengthening; and LEADLINE™ carbon fiber rods were used to strengthen the deck slabs. As a result, the overall cost was approximately halved from what it would have been using conventional construction methods. In recognition of these achievements, the bridge received the Japan Society of Civil Engineers 2014 Tanaka award.



Genta Bridge under construction

Test of Bridge Deck Slab Strengthening Using e-Plate

In recent years, to save on-site labor, the use of e-Plate carbon fiber-reinforced plastic strips (carbon fiber yarn processed into strips at a plant) to strengthen deck slabs has been increasing. This construction method entails bonding e-Plate strips that have been impregnated with epoxy resin at a plant to the underside of deck slabs. Unlike deck slab underside reinforcement using REPLARK™, this method does not cover the entire underside of the slab, leaving the concrete visible, which makes it easier to observe the condition of the slab after reinforcement. The Public Works Research Institute's Civil Engineering Research Institute for Cold Region (based in Hokkaido) carried out a wheel load running test on slabs reinforced with this method and found that fatigue durability showed a more than tenfold improvement compared with unreinforced slabs.



Wheel load running test



Deck slab reinforced with e-Plate

Working toward the SDGs

As expressed by the SDG “Make cities inclusive, safe, resilient and sustainable,” building safe, reliable infrastructure is among the most important tasks we face. However, securing the funding and manpower needed to renovate infrastructure remains difficult. The MCC Group strives to find solutions to these two difficult and conflicting issues through innovation and global business development.

Responsible Care Activities

Basic Policy

Mitsubishi Chemical Corporation

Mitsubishi Chemical carries out Responsible Care (RC) activities^{*1}, which are voluntary activities in the chemical industry for ensuring environmental conservation, health and safety. We aim to realize KAITEKI by pursuing RC activities in accordance with the [Mitsubishi Chemical Group Charter of Corporate Behavior](#).

*1 Responsible care activities: Voluntary activities undertaken by companies that handle chemical substances to protect the environment, health and safety across all related processes, from the development of such substances to their manufacturing, distribution, use, final consumption and disposal. These activities also encompass the publishing of the results of such efforts and dialogue and communication with society.

Implementation Framework

Every year, the department responsible for overseeing RC activities drafts an RC activity plan. The contents are discussed and approved by the Environment and Safety, Quality Assurance, Product Safety, and Export Control promotion committees, on which executive officers, business unit representatives, and the heads of plants serve as members. Executive officers promptly share the approved activity plan with employees and direct that business offices and business units produce activity plans based on that plan. The department responsible for oversight of RC activities checks the plant and business unit activity plans and the status of implementation, and endeavors to improve all RC activities of Mitsubishi Chemical and its Group companies by providing support and instruction to improve them.

Environment and Safety

Mitsubishi Chemical Corporation

Basic Policy

Mitsubishi Chemical (MCC) has established the Environment and Safety Principles as well as Policies Related to Environment and Safety, and it implements activities related to process safety and disaster prevention, occupational safety and health, and environmental conservation.

Environment and Safety Principles

1. Safety lies at the foundation of the company's very existence, and ensuring safety is the company's social responsibility.
2. The company has an obligation to conserve and improve the environment and become an entity that is friendly to both people and the planet.

Policies Related to Environment and Safety

1. We will comply with any and all rules and standards in our society, including corporate ethics in addition to applicable laws.
2. We will pursue zero accidents and zero occupational injuries.
3. We will reduce the environmental impact to prevent climate change and protect the natural environment.
4. We will identify and reduce environmental and safety risks.
5. We will educate our employees about environment and safety, so that they can act with awareness of their own responsibilities.
6. We will communicate closely with society to enhance understanding and trust.
7. We will continue making improvements by utilizing the latest technologies and available internal and external information.

MCC has established the MCG Group Basic Safety Behaviors, three behaviors for all employees to practice in order to prevent employee behavior-related accidents. We aim to foster an interdependent mindset throughout the organization; to this end, employees not only work to internalize the basic behaviors themselves, but remind one another and raise each other's awareness.

MCG Group Basic Safety Behaviors

1. Hold the handrail on the stairs
2. Do not bring your hand close to a moving object
3. Do not walk around while looking at something in your hands

Based on the above environment and safety principles and policies, every year, MCC creates a Group environment and safety action plan. The plan reflects the results of the previous year's plan and audits and lays out yearly targets, policies and key measures.

Audits of Environment and Safety Activities

MCC conducts head office safety audits and head office environmental audits. We check and evaluate the plan-do-check-act (PDCA) cycle for the Environment and Safety activities of the business units being audited from the perspective specified in the audit plan and direct that equipment renovation, revision of standards, and other necessary improvements be carried out. After the audit, we check and follow up on the status of improvements by the business unit audited.

Process Safety and Disaster Prevention, Occupational Safety and Health

Mitsubishi Chemical Corporation

Basic Policy

Mitsubishi Chemical (MCC) creates action plans comprising annual targets, annual policies and key measures reflecting the status of activities and results of the previous fiscal year and uses said plans to carry out process safety and disaster prevention and occupational safety and health activities.

Preventing Process Safety Incidents and Occupational Injuries, Key Measures

■ Thoroughness and Continuation of Safety Activities

In addition to efforts to thoroughly ensure the Basic Safety Behaviors and operations, we work to ensure adherence to safe procedures and necessary safety equipment use in construction and other operations, management of changes, risk assessment, and effective utilization of information to prevent the recurrence of incidents and occupational injuries as well as the occurrence of similar incidents and accidents.

To minimize and contain harm in the event of an accident or natural disaster, such as an earthquake, we have in place systems for rapid response within our plants and preventing the spread of damage to surrounding areas, and conduct disaster drills and other preparation accordingly.

■ Thoroughness and Continuation of Facility Management

To prevent incidents and occupational injuries, we properly inspect facilities for age-related deterioration and repair and replace them as needed while steadily performing regular monitoring to ensure that signs of irregularities in facilities are quickly detected and dealt with appropriately.

■ Human Resources Training

We strive to train people who prioritize safety at all times and who can think for themselves, have good judgment and take action. Furthermore, to enhance risk assessments, we are proactively developing human resources with specialized risk assessment knowledge and skills.

■ Enhancing Safety Culture

We are implementing initiatives aimed at realizing an interdependent* organization, in which employees remind each other to practice safe behaviors, such as the MCG Group Basic Safety Behaviors. To comprehensively understand the safety culture and particular characteristics of specific workplaces, we also conduct safety culture surveys of all employees at specific workplaces every three years and analyze the results with the help of third-party experts to improve on the weaknesses of the surveyed workplaces.

* The Bradley Curve™'s four stages of cultural maturity as it relates to safety:

Reactive: People don't take responsibility and believe incidents will happen.

Dependent: People view safety as following the rules. In a Dependent culture, incident rates decrease, then plateau.

Independent: People take responsibility and believe their actions make a difference, helping further reduce incidents.

Interdependent: Teams across the organization work together and feel ownership for safety performance. They believe zero injuries is possible when everyone contributes to that goal.

Focus: Promoting the Consistent Practice of the MCG Group Basic Safety Behaviors

MCC and its Group companies are working to raise awareness to ensure that all employees consistently practice the MCG Group Basic Safety Behaviors.

We continually work to ensure that these basic safety practices are firmly established by displaying posters, digital signage, and other such efforts.

Risk Assessment

MCC conducts robust risk assessments of processes, equipment, operation, work procedures, construction, chemicals, and other aspects in an effort to prevent process safety accidents and occupational injuries. During the risk assessment process, we identify, evaluate, and take steps to reduce risks from the perspectives of process safety, personal safety, environment, and health. We endeavor to increase the comprehensiveness by identifying risks not only during routine operations but also during non-routine situations, such as when responding to problems. Furthermore, to effectively reduce risks related to changes, we use mechanisms for identifying all changes and conduct risk assessments and otherwise manage change under the supervision of expert technicians.

Enhancing Self-Directed Process Safety

MCC's three plants in Ibaraki, Tokai (Mie), and Okayama are accredited by the Minister of Economy, Trade and Industry as having high-level process safety under the High Pressure Gas Safety Act. These plants continually improve the level of process safety by creating mechanisms in line with the requirements for accreditation under the High Pressure Gas Safety Act, such as 1. Process safety management and inspection frameworks, 2. Continuous improvement of process safety systems via PDCA cycles, 3. Risk assessments, and 4. Education and training.

In addition, we are proactively working to advance smart process safety to address changes in the environment and social issues, including dramatic advances in technology, such as IoT, big data (BD), AI and drones and other disruptive technological innovation; increasingly serious and frequent disasters; the risk of major earthquakes; the aging of plant facilities; and decreasing numbers of process safety personnel. We are leveraging the latest in digital transformation (DX) to further improve the level of process safety management and enable people to make more refined decisions based on accumulated data.

Focus: Conducting joint patrols by multiple business units and internal section patrols

MCC's Mie Plant implements joint patrols involving facility management departments and operational management departments to address the desire of employees to learn about specialized maintenance and apply that perspective in patrols. This helps to more quickly detect signs of irregularities. In addition, to share expertise and provide reinforcement for weaknesses caused by differences in levels of experience with specific facilities, we are implementing departmental patrols in which employees make explicit and share their know-how, including key points to inspect during patrols and methods for checking places where changes have occurred. For these activities, the Mie Plant received the Outstanding Award in the Fiscal 2020 Responsible Care (RC) Awards of the Japan Chemical Industry Association (JCIA). This award is bestowed in recognition of process safety management enhancement activities (in the areas of infrastructure development, facility stabilization and human resource development) that serve as a model for other organizations.



Sectional patrol



Outstanding Award from the JCIA

Working Environment Management

Some employees within the MCC Group perform work that requires occupational health considerations, such as the handling of specified chemical substances and organic solvents and operations performed in hot or noisy conditions. To prevent health problems in these employees, the MCC Group manages working environments based on ongoing working environment measurement performed in accordance with relevant laws and guidelines and its own rules. In addition, MCC carries out a range of occupational health measures, such as implementing specialized health checkups, workplace inspections by industrial physicians and initiatives to reduce risks identified by chemical substance risk assessments.

Human Resource Development Initiatives

MCC implements human resource development using educational plans tailored to specific types of work and levels of seniority. We carry out education and drills for employees who conduct operations at manufacturing sites to ensure that they can correctly carry out basic practices and operations and follow rules about prohibited behaviors. We also use creative techniques to help employees apply the knowledge gained through education at actual work sites. Furthermore, we carry out experiential education using facilities that provide simulated experiences of process safety incidents and occupational injuries to increase employees' sensitivity to danger. For technical staff, we also provide chemical engineering education and carry out such initiatives as mandatory participation in safety assessments of processes at their respective work sites. Through such efforts, we are developing chemical process safety engineers with specialized knowledge of chemical substances and reactions and risk assessment methods.

Focus: Training Using VR Technology

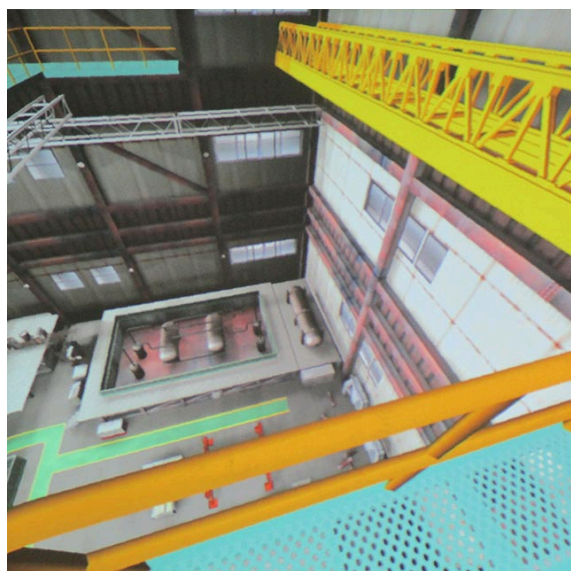
MCC's manufacturing sites are introducing a training and drill system that utilizes virtual reality (VR). This system allows employees to virtually experience accidents, such as falls and being caught or entangled in equipment, to heighten their sensitivity to danger and help prevent occupational injuries. The system can be used to practice on-site work (such as opening and shutting valves) as well as to drill employees in basic operations, such as the handling of tools and correct work posture and position. We expect it to be very useful for developing plant operators.

MCC's Okayama Plant operates a VR danger simulation training system. We have introduced the VR system to recreate dangerous circumstances and provide simulated experiences that are difficult to achieve using conventional practical safety training equipment.

By having employees experience simulations with the system, we are striving to further enhance their sensitivity to danger.



Lesson selection menu



Simulated experience of fall danger



An employee during training

At MCC's Mie Plant, to enhance employee training, we have created and operate a VR training program for implementing an emergency response to a stop the plant's raw material feed. The program uses video from the actual site and helps employees learn how to implement emergency measures, such as opening and closing valves. Employees who have undergone the training

have responded positively, noting that it allows them to train by themselves whenever they have time, clearly indicates which actions are correct and incorrect, making it easier to learn, and allows them to undergo training appropriate to their knowledge level. We thus expect that the system will help save time and accelerate employee training.



VR training using video of the plant

Accident and Natural Disaster Response

MCC has in place a range of countermeasures to minimize and contain harm due to accidents and natural disasters. We evaluate potential external effects, including impact on surrounding areas, and establish response procedures to be implemented in the event of a disaster. We also conduct training based on scenarios in which accidents occur simultaneously at multiple facilities or plants due to large-scale natural disasters or other factors. Through such efforts, we maintain an emergency response system.

Earthquake-Resistant High-Pressure Gas Equipment

MCC uses earthquake resistance design standards to evaluate the earthquake resistance of such facilities as spherical storage tanks with welded steel pipe braces and high-pressure gas facilities designated as vital in terms of earthquake-resistant design. Based on such evaluation, MCC draws up plans to improve facilities where necessary and advances earthquake countermeasures in line with said plans.

(1) Spherical storage tanks with welded steel pipe braces

We completed earthquake countermeasures for the nine tanks found to require them.

(2) High-pressure gas facilities designated as vital in terms of earthquake-resistant design

We completed earthquake countermeasures for the 28 tanks found to require them.

Environmental Conservation

Mitsubishi Chemical Corporation

Basic Policy and Key Measures

Aiming to contribute to the global environment, Mitsubishi Chemical (MCC) proactively works to reduce its greenhouse gas emissions, conserve resources and energy, prevent contamination of the air, water and soil, limit waste generation, encourage reuse and recycling, engage in activities and develop technologies that help conserve the natural environment, and develop and produce environmentally friendly products. In these ways, MCC strives to reduce its environmental burden at every level of its business activities.

In addition, to ensure legal compliance, we carry out training on environmental laws and regulations, conduct environmental audits and hold twice annual liaison meetings at which MCC Group managers in charge of environmental issues exchange the latest information about legal amendments and other issues.

■ Reducing Environmental Risk

We establish mechanisms for environmental management and work to identify environmental risks and reduce them. We provide regular training on environmental laws and regulations, conduct environmental audits, and endeavor to maintain and improve the level of environmental management.

■ Reducing Environmental Impact

We are working to reduce our environmental impact through such means as cutting greenhouse gas emissions, conserving resources and energy, and reducing emissions of environmental pollutants and waste.

■ Coexisting Harmoniously with Local Communities

We are letting local communities know about our environmental conservation initiatives and promoting harmonious coexistence through communication.

Addressing Climate Change

MCC is working to cut its greenhouse gas emissions in line with the targets set by Mitsubishi Chemical Group Corporation (MCG) of reducing greenhouse gas emissions 29% by fiscal 2030 (compared to fiscal 2019) and achieving net zero carbon neutrality (CN) by 2050.

Focus: Reducing GHG Emissions Using Biomass Fuel at the Hiroshima Plant

The on-site power generation facilities of MCC's Hiroshima Plant use coal-fired boilers to produce and supply electricity and steam. These boilers previously accounted for approximately 90% of the plant's CO₂ emissions. To reduce this significant environmental burden, we have been using wood chips in mixed combustion of biomass fuel to help reduce CO₂ emissions since 2008. Going forward, we aim to further increase the co-firing rate and thereby enhance the CO₂ reduction effect.

Balancing CO₂ emission reduction with fuel cost, we will continue to work as one to realize KAITEKI using environmentally friendly technologies.



Biomass boiler at the Hiroshima Plant

Life Cycle Assessment

Life cycle assessment is an approach that enables the quantitative evaluation of the environmental burden generated by a product or service over its entire life cycle (from resource collection through raw material production, product manufacturing, distribution, consumption, disposal and recycling) or at specific stages of said life cycle. The evaluation of the environmental impact of MCC's products and services over their entire life cycles better enables the company to develop environmentally friendly products and services and provide them to society.

Preventing Air, Water and Soil Pollution

MCC handles a wide range of chemical substances and therefore maintains ongoing measures to reduce emissions of hazardous air pollutants and of pollutants into public bodies of water through such means as installing and improving emission gas and wastewater treatment facilities.

We have been reducing or maintaining at a steady level the environmental burden our businesses place on atmospheric and water quality, as measured by NO_x, SO_x and dust emissions as well as chemical oxygen demand (COD). MCC's emissions of PRTR-regulated substances^{*1} and VOCs^{*2} have also been declining.

*1 Pollutant Release and Transfer Register (PRTR):

A system for filing notifications of the amounts of chemical substances released and transferred. This system enables the identification, aggregation and publishing of data on the types, sources and amounts of hazardous chemical substances that have been released into the environment or transferred outside facilities as waste.

*2 Volatile organic compound (VOC):

Typical substances include toluene and xylene. These compounds became subject to regulation by the amended Air Pollution Control Act of 2006 as source substances of photochemical oxidants (photochemical smog).

Focus: Environmental Conservation Initiatives at the Shiga Plant

MCC's Shiga Plant uses a great volume of plastic pellets as raw materials. The plant takes steps to prevent these pellets from spilling into public waterways, such as setting up pellet-catching nets in rainwater drainage channels.

In addition, every year, the Shiga Plant takes part in a day of mass-cleanup activities around Lake Biwa and Lake Yogo coordinated by Nagahama City and a Nagahama beautification group, working to conserve the environment in the local area. We will continue to implement initiatives to protect the environment and the area's natural beauty.




Mass cleanup activities at Lake Biwa and Lake Yogo

Waste Reduction and Recycling

MCC is advancing 3R activities (reduce, reuse, recycle) in an effort to reduce its waste. Going forward, we will continue working to improve our waste recycling rate by strictly enforcing sorted collection and strengthening coordination with disposal contractors.

Biodiversity Conservation

Based on the [Mitsubishi Chemical Group Biodiversity Preservation Policy](#) , MCC pursues initiatives that contribute to the global environment and thus conserve biodiversity. Through these initiatives, we work to reduce environmental risk and impact and thereby lessen our business activities' impact on biodiversity. In addition, we strive to conserve the natural environment by cleaning up neighboring areas and coastal areas and protecting our plants' green areas.

Environmental Accounting

MCC uses environmental accounting, based on the Ministry of the Environment's guidelines, to better understand the costs and effects of its environmental burden reduction and conservation efforts.

Security Export Control

Mitsubishi Chemical Corporation

Basic Policy

At present, ongoing efforts are being made via international initiatives, mainly through the United Nations, to reduce the threat of weapons of mass destruction. At the same time, however, tensions between the United States and China and other countries and regions are intensifying in the name of ensuring national economic security, and the international security environment is changing rapidly.

Japan is working toward a rules-based international order and to that end has been leading the formulation and use of multilateral agreements, such as the EU-Japan Economic Partnership Agreement (EU-Japan EPA).

Mitsubishi Chemical Corporation (MCC) believes that security-related risk management and the effective use of economic partnership agreements are important to realizing sustainability. To that end, based on the MCC Group Export Control Policy below, we strive to ensure thorough security export controls by complying not only with the Foreign Exchange and Foreign Trade Act of Japan but also with similar laws of various countries, including the United States' export-related laws.

MCC Group Export Control Policy

1. We shall recognize, confirm, and study that there are various risks involved in transactions, and shall not engage in transactions that threaten the maintenance of international peace and security.
2. We shall comply with and implement laws, regulations, agreements, etc. that are applied to the countries/regions where we are located, where we do business, and those outside of those countries/regions, to facilitate international transactions.
3. We shall establish structures and procedures to ensure the reliable execution of our business and thoroughly comply with export-related laws and regulations.

Security Export Control System

MCC has established a tiered export control system based on its Security Export Control Rules. The chief executive of this system is MCC's president. Through this system, we work to prevent legal violations and avoid reputation risk using such means as thorough export screening, notifications about legal changes, raising internal awareness about security export control and internal audits of exporting departments. In 2020, we began to build a network in each region to reinforce the export control functions of our regional headquarters. In addition, we decided to apply this system to effectively utilize existing frameworks in the determination of product origin as required under economic partnership agreements.

Export Control Mechanisms

MCC implements three screening steps using the export screening system; namely, item classification, customer screening and transaction verification. Recent years have seen numerous restrictions placed on foreign companies, such as sanctions imposed by the United States, and we monitor and appropriately respond to such rules.

We also apply this system to meet the requirements of trading under economic partnership agreements.

Training and Education

MCC provides both regular and as-needed internal education to business units, Corporate functions, business offices, R&D centers, and branches to ensure thorough compliance with laws, regulations and internal rules in the areas of export control and economic partnership agreements. We also conduct security export control training via e-learning. Going forward, we will continue to carry out training and education that covers the basics of legal compliance while finding new ways to increase the effectiveness of our programs, such as by introducing content important to the real-life practice of compliance and new educational tools as needed. In addition, we will gather the necessary information from governments and other actors regarding economic security (a topic of growing importance) and the establishment and amendment of laws in other countries and share it with employees in a timely manner while working to implement appropriate responses in coordination with related departments.

Chemicals Management

Mitsubishi Chemical Corporation

Basic Policy

Through better innovation, Mitsubishi Chemical Corporation (MCC) provides value to all stakeholders, contributes to healthy living for people and the sustainability of society and the planet, and leads the way in realizing KAITEKI.

As product stewardship initiatives, we will further strengthen the product risk assessments, which we conduct from the R&D stage throughout the product life cycle, to ensure the products we manufacture and supply are safe for their intended use and in doing so do not cause harm to human health or the environment. This includes the commitment to reducing exposure to substances considered to be of very high concern.



Management System and Rules

MCC maintains a system, including internal management rules and systematic checks, that ensures the rigorous product stewardship-based product safety in all its business domains.

To effectively utilize the favorable properties of its chemical raw materials, MCC seeks out, aggregates and shares within the company information on all substances related to its products, including that on chemical hazards, applicable domestic and international regulations, and the results of risk assessments. In addition, we have built a structure to better enable the business domains to implement proper chemicals management.

Because chemical regulations vary by country and region, MCC has appointed persons responsible for overseeing Product Safety at the regional headquarters to reinforce the global management system.

We have laid out the essentials of product safety in our Product Safety Regulations. Furthermore, we have created guidelines and manuals that provide concrete methods for working within regulations, compiling and issuing SDSs^{*1} and implementing voluntary chemicals management. These efforts help ensure proper management.

In FY2024, MCC established Standards for Notification and Reporting of Incidents Concerning Product Safety.

In FY2025, we promoted more active sharing of case studies of product safety incidents across organizations in order to strengthen our efforts to prevent chemical management incidents.

*1 Safety data sheet (SDS): A document for providing information on the properties, hazards and toxicity, safety measures and emergency responses concerning chemical substances when transferring or providing chemicals to other business entities.

Compliance with Product Safety Regulations

Japanese Laws and Regulations

MCC complies with wide-ranging laws concerning chemicals, including the Chemical Substances Control Law (CSCL), the Industrial Safety and Health Act's requirements concerning filing new chemical substance notifications, and the Poisonous and Deleterious Substances Control Law's requirements concerning the registration and management of manufacturing, importing and sale businesses as well as record maintenance. To ensure that such compliance is thorough and comprehensive, MCC has established internal guidelines related to compliance with domestic laws and carries out centralized management using a database of notifications filed.

Overseas Laws and Regulations

Countries around the world are establishing laws regulating chemicals aimed at accomplishing the United Nations 2030 Agenda for Sustainable Development.

To respond to such changes, we are working with the regional headquarters and overseas Group companies to collect the latest information on legal requirements in each region or location and develop two systems to ensure a more accurate response to regulations.

Product Supply Chain Communication (SDS, etc.)

MCC gathers information on hazardous properties and regulations relating to substances contained in chemicals to ensure that customers can handle and manage products safely. We provide information on product hazardous properties on SDSs following the GHS^{*2} required by each country.

*2 Globally Harmonized System of Classification and Labelling of Chemicals (GHS): A system for classifying chemicals by the type and degree of their hazardous properties based on globally harmonized rules and communicating this information using labeling and the provision of SDSs.

Voluntary Chemicals Management Initiatives

Product Risk Assessment

As part of its product risk assessment measures, MCC has prepared a checklist on product safety-related laws and regulations and has introduced mechanisms to confirm compliance with domestic and international laws and regulations from the research and development stage through to response to changes after product launch. By avoiding risks from the research and development stage, we aim to speed up the process to market launch.

Voluntary Management for Enhancing Prevention of Misuse and Theft of Chemicals

To prevent the theft and/or abuse of chemicals, MCC has established its own list of MCC voluntarily controlled chemicals, which includes voluntarily designated substances in addition to legally designated or restricted substances. We have established safety management guidelines for managing these substances at plants and laboratories, during logistics operations and during transfer to customers. In this way, we are working to reinforce the management of such substances.

In-House Product Safety Training

In addition to basic chemicals management education, MCC hosts the Product Safety Seminar on a monthly basis at MCC Group headquarters. This seminar serves to teach employees, including Group company employees, about increasingly stringent regulations in and outside Japan and how to address them.

Every month, between 200 and 300 people attend MCC's Product Safety Seminar. In FY2025, this seminar covered themes on laws and regulations of each country, including basic information on the dangers of fire and explosions caused by chemical substances and risk assessments under Japan's Industrial Safety and Health Act. MCC also holds individual seminars for its business sites, R&D centers, and Group companies regarding the Poisonous and Deleterious Substances Control Law and the Industrial Safety and Health Act. We also host theme-specific liaison meetings such as the National Chemical Regulation Liaison Meeting to provide detailed guidance on specific legal compliance.



Product Safety Seminar

Quality Assurance

Mitsubishi Chemical Corporation

Basic Policy

Mitsubishi Chemical Corporation (MCC) and its group companies believe that implementing thorough quality control (QC) is important to ensure product safety and continuously improve quality so that MCC Group customers can use MCC Group products safely and with confidence. As an integrated chemical company that provides a wide array of products and services to customers in a broad range of industries, it is MCC's duty to prevent quality and product liability issues while working to further increase customer satisfaction by offering safe, reliable products and services.

- In order to realize KAITEKI for customers, we provide products and services that customers can use with confidence.
- We listen carefully to each customer's requests and respond rapidly and sincerely.
- In accordance with the basis of our responsible care activities, we strive to achieve continuous improvement in quality.
- We identify risks related to quality assurance and take appropriate actions.

Quality Assurance Initiatives

The MCC Group established new rules and policies at the time of the merger that formed the new MCC in April 2017 and has since been working to ensure awareness of the basic policy throughout the company. We are building appropriate quality management systems (based on ISO 9001,^{*1} GMP,^{*2} etc.) at our manufacturing sites and working to strengthen our quality assurance framework. Furthermore, we hold regular quality assurance meetings to share and effectively utilize information about quality within the Group as part of continuous efforts to improve quality. At the same time, we are focusing on quality assurance training.

In FY2024, we held a lecture with outside instructors for executives and management, including Group companies inside and outside of Japan. A cumulative total of 2,000 people have attended, and this is increasing awareness of quality.

*1 ISO 9001: An international standard for quality management published by the International Organization for Standardization.

*2 Good Manufacturing Practice (GMP): Quality management standards for the production management of pharmaceuticals and related products.

Product Information Disclosure

Around the world, corporations are facing growing demand to exercise the proper management of chemical substances in products throughout entire product life cycles as well as to disclose information on such chemical substances. To accurately respond to these demands, MCC has established management standards for chemical substances in products and continues to contribute to the smooth operation of chemSHERPA^{*3} through the CMP Consortium^{*4}. Furthermore, with regard to conflict minerals,^{*5} which present possible human rights issues, we have established a policy and strive to meet customer requests.

MCC is working with its business partners and customers to contribute to the creation of a social system capable of managing chemicals throughout the supply chain.

*3 chemSHERPA: A private-public information communication scheme aimed at standardizing communications about the chemicals included in products.

*4 CMP Consortium: A cross-industry organization that operates the Chemical & Circular Management Platform (CMP) and chemSHERPA, aiming to promote the proper and efficient management and transmission of information on chemical substances contained in products and resource circulation information.

*5 Conflict minerals: Tantalum (Ta), tin (Sn), gold (Au), tungsten (W), cobalt (Co) extracted in the Democratic Republic of the Congo and neighboring countries that are used to fund armed groups.

Handling Product Complaints

Information about complaints related to products is compiled in a quality complaint database so that it can be effectively utilized. Business domains take the main role in quickly responding to customers as needed, striving to enhance customer satisfaction. Significant complaints are aggregated at the company-wide level and analyzed to prevent recurrences.

Logistics

Mitsubishi Chemical Corporation

Basic Policy

Mitsubishi Chemical (MCC) strives to put safety first and promote strict compliance, risk management, respect for human rights and communication with business partners in order to realize KAITEKI. Based on a product stewardship approach, we are promoting KAITEKI logistics to earn the trust of customers and society in logistics operations.

Hazardous Materials Transport Initiatives and System to Prevent External Harm in Case of an Accident

MCC focuses considerable effort on ensuring the safe transport of hazardous materials.

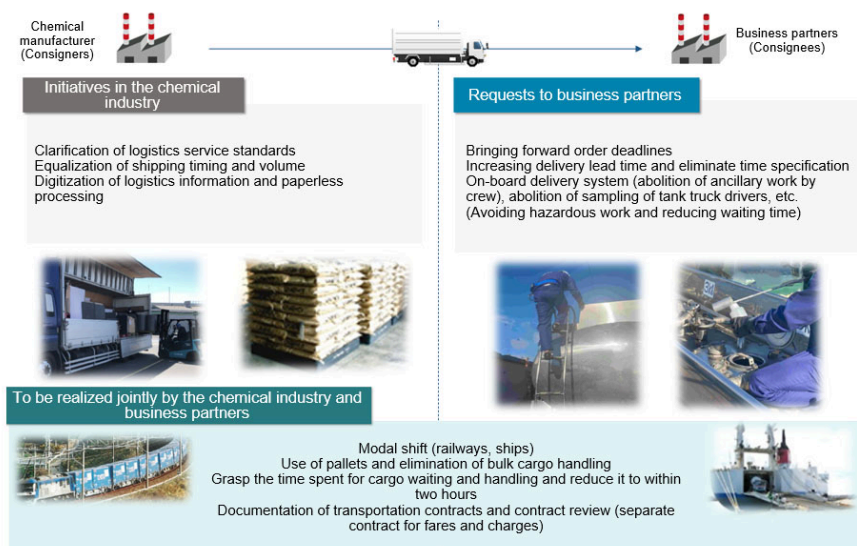
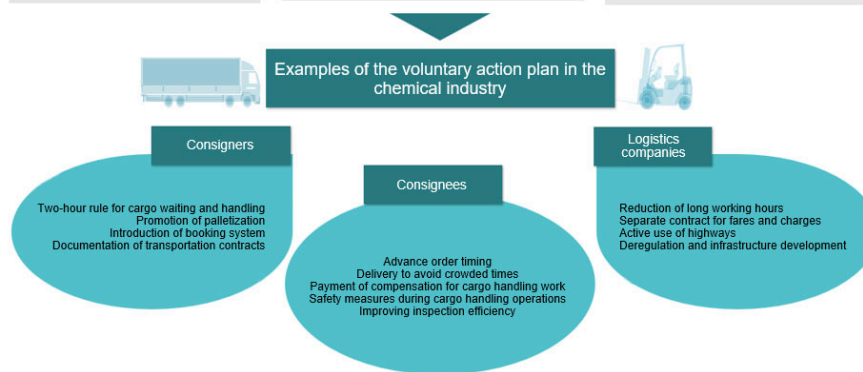
Related MCC departments and logistics subsidiaries collaborate closely through meetings on responsible care and risk management, and implement measures aimed at reducing problems, accidents, and occupational injuries.

In addition to initiatives aimed at preventing accidents, we also conduct regular disaster drills with logistics subsidiaries and are taking steps to address the risk of a serious road accident through a contract and drills with the Maritime Disaster Prevention Center. For products that present particularly high risk if stolen or lost, we have established our own management standards that we use in the transportation and storage of such products. We work with logistics subsidiaries to ensure that all shipments are accompanied by yellow cards^{*1} and educate our business partners about the chemical properties of our products and safety. In these ways, we work to enhance understanding of the products being transported and sensitivity to safety.

*1 Yellow card: A document that contains emergency safety procedures to be taken in the event of a transportation accident and contact information for MCC.

Participation in the Chemicals Working Group as Part of the Solution to Logistics Problems

MCC is participating as one of the companies serving as the Secretariat for the Chemicals Working Group^{*3}, established in the Physical Internet^{*2} Realization Council led by the Ministry of Economy, Trade and Industry and the Ministry of Land, Infrastructure, Transport and Tourism. The Chemicals Working Group announced joint voluntary action plans^{*4} for logistics involving chemical manufacturers and logistics companies in December 2023 to address the 2024 problem in logistics. They are pursuing reduction in the workload of drivers and stabilization of the supply chain. The working group has also formulated action plans for reforming commercial practices in logistics, standardization, pursuit of digital transformation (DX) and is educating stakeholders and implementing these and other measures with the aim of realizing sustainable logistics that achieves both productivity and safety and reduction in CO₂ emissions in the medium to long term.



Source: Materials published by the Chemicals Working Group

*2 Physical Internet: A concept that aims to improve logistics efficiency by standardizing various interfaces and sharing information on logistics resources across different companies and industries to optimize storage and transportation routes.

*3 Chemical Working Group: Established in July 2023 (Working group chair: Yuji Yano, Professor, Ryutsu Keizai University/Secretariat: Mitsubishi Chemical Group, Mitsui Chemicals, Inc., Tosoh Corporation, and Toray Industries, Inc.). There are 80 participating organizations, mainly consisting of cargo owners and logistics companies (79 companies and one university as of May 2024). Relevant divisions of the Japan Chemical Industry Association, Japan Petrochemical Industry Association, Ministry of Economy, Trade and Industry (METI) and Ministry of Land, Infrastructure, Transport and Tourism (MLIT) also participate.

*4 [Voluntary action plans for chemicals to streamline logistics and improve productivity \(in Japanese only\)](#)

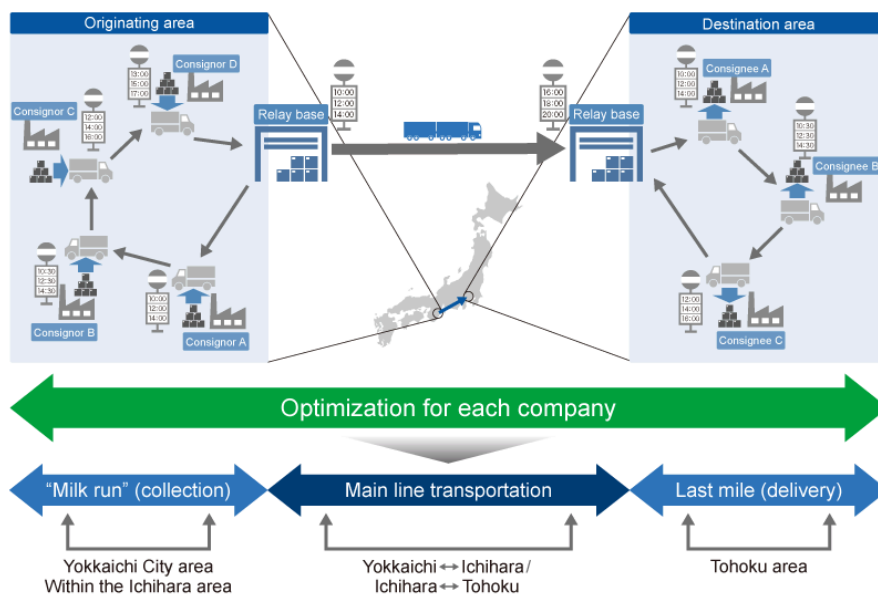
Pursuing Joint Logistics with Other Companies in the Same Industry

The shortfall in capacity for logistics transport and storage is a serious problem in the chemical industry and the 2024 problem in logistics is emblematic of this.

Trial calculations indicate a shortfall in commercial truck transport capacity of 34% in 2030 if nothing is done to address the problem.

Chemical logistics has a wide range of transportation methods and conditions, owing to the special characteristics of the physical properties, form of packaging, weight, and other characteristics of cargo. Because companies can be both originating and destination cargo owners in their relationships with each other, there are limits to what one company can do to solve the 2024 problem and other problems in logistics. MCC is therefore striving to standardize and optimize logistics and is pursuing joint logistics across companies.

The Chemicals Working Group launched a demonstration test aimed at realizing joint logistics in October 2024. They aim to build a transportation model that can be expanded nationwide in Japan in the future and are using digital technology to build a platform for joint logistics to optimize transportation, based on the transportation data of the four companies serving as the Secretariat.



One example of a joint transportation model
(Case A: Yokkaichi—Ichihara—Tohoku)

Water Management

Approach and Policy

Of all the water resources on Earth, the available amount of fresh water is only about 0.01%. The water crisis is becoming increasingly serious because of the increase in water consumption due to population growth and economic development and the expansion of areas suffering from water shortages caused by climate change, etc. In response, global companies must play a greater role in the effective use of water and improvement of water quality in their business activities.

The Mitsubishi Chemical Group views preserving water resources as an important part of environmental preservation and advances initiatives accordingly. The Group makes efforts to reduce its business activities' impact on water resources and to contribute to resolving water supply-and-demand issues through its products that help preserve water resources.

Structure

Structure for implementing sustainability



Core Measures

Water Management

The MCG Group is conducting risk assessments through on-site interview surveys and other means to the sites deemed to have high water risks. We identified the plants with potential high water risks by using the Aqueduct Water Risk Atlas of World Resources International (WRI) and assessing more than 100 sites. Through surveys, we evaluate the level of Water Management and water use reduction measures implemented by the plants considering social needs, such as contribution to local communities and prevention of water pollution. Today, as a result of taking appropriate risk control measures, none of our plants have water risks that could adversely affect our activities, even those where drought and other water issues used to pose a risk. We will continue to conduct on-site surveys to reduce water risks and conserve water resources.

Efforts to Reduce the Group's Impact on Water Resources

Efforts to reduce the Group's impact on water resources include lowering water intake by reusing cooling water rigorously, which results in preserving water sources. For example, since chemical manufacturing process uses large amounts of cooling water, in order to reduce the amount of freshwater withdrawn from local water resources, the plant reuses the cooling water several dozen times. Also by managing discharged water quality appropriately results in maintaining the water quality of seas and rivers.

Efforts to Contribute to Resolving Water Supply-and-Demand Issues through the Group's Products that Help Preserve Water Resources

Furthermore, to contribute to solving water supply-and-demand issues through our products, the Group develops and markets products with water purification capabilities. The Group's products enable water resources that were unusable previously to be usable industrially and water that used to be discharged as wastewater to be reusable within operating sites; as a result, the Group helps to preserve water resources.

Company Data (Environment and Safety)

Mitsubishi Chemical Corporation

Safety Data

Mitsubishi Chemical and its Group companies Audits of environment and safety activities

Sites audited: 9 sites, 5 plants, 2 R&D centers, and 162 domestic and overseas Group company sites

	FY2024 audits performed	Total issues identified	FY2024 audit subjects
Safety audits by MCC	<ul style="list-style-type: none"> • MCC: 9 sites • Group companies: 34 sites 	294	<ul style="list-style-type: none"> • Confirmation of the content of environment and safety activity plans as well as implementation status of environment and safety activities of the entities audited, based on key measures in the fiscal year ended March 31, 2025 • Confirmation of implementation status of roll-out of such activities Companywide • Confirmation of status of compliance with laws, regulations, and internal standards
Environmental audits by MCC	<ul style="list-style-type: none"> • MCC: 3 sites and 1 plant • Group companies: 12 sites 	23	<ul style="list-style-type: none"> • Confirmation of compliance with environmental laws • Confirmation of the content of environment and safety activity plans and the implementation status of activities

Mitsubishi Chemical Corporation and its Group companies Process safety incidents in Japan

(Number of incidents)

Classification	FY2020	FY2021	FY2022	FY2023	FY2024
Tier 1 Incidents	3	4	7	5	9
Serious Tier 1 Incidents	0	0	0	0	0

Process safety incidents^{*1} classified in one of the categories of Tier 1^{*2} process safety incidents as defined in the Process Safety Metrics Guide for Leading and Lagging Indicators by the Center for Chemical Process Safety

*1 Includes fires not due to process substances, and equipment damage without discharges and leaks

*2 Incidents with a severity level of 18 points or higher are defined as Serious Tier 1 Incidents, all others are defined as Tier 1 Incidents.

Mitsubishi Chemical and its Group companies Occupational injuries in Japan

(Number of incidents)

Classification	FY2020	FY2021	FY2022	FY2023	FY2024
Medical treatment injuries	83	94	92	90	84
Lost time injuries	39	55	36	43	30
Serious occupational injuries	1	2	2	1	0

Mitsubishi Chemical and its Group companies Lost time injury frequency rate

(Number of lost time injuries per 1 million total working hours)

Classification	FY2020	FY2021	FY2022	FY2023	FY2024
Mitsubishi Chemical and its Group companies	0.31	0.62	0.45	0.67	0.46
Japan Chemical Industry Association member companies	0.28	0.41	0.43	0.47	0.47
Chemical industry (Source: Ministry of Health, Labour and Welfare)	0.93	1.07	1.16	1.04	1.23

Mitsubishi Chemical and its Group companies Lost time injuries by classification

(Number of incidents)

Classification	FY2020	FY2021	FY2022	FY2023	FY2024
Cuts	1	5	2	5	3
Being caught and entangled in equipment	8	13	4	9	5
Falling to same level	6	9	7	7	4
Contact with hazardous substances	1	5	3	3	4
Contact with high/low temperatures	6	2	2	2	1
Reaction to motion/improper motion	6	6	12	8	5
Collisions	4	5	2	2	2

Classification	FY2020	FY2021	FY2022	FY2023	FY2024
Fall from height	3	2	2	2	0
Struck by flying/falling objects	2	3	0	1	4
Others	3	6	4	4	2

Management of chemicals

Mitsubishi Chemical and its Group companies in Japan establish guidelines to appropriately manage chemicals that pose a high risk of abuse, mainly due to theft or loss.

The necessary training on handling chemical substances appropriately is provided in accordance with the Industrial Safety and Health Act and other relevant laws and regulations. We also perform working environment measurements, provide specialized health checkups, and take other steps to make sure there are no issues with the work environment.

In fiscal 2023, we established guidelines on chemical risk assessment (hazards) to ensure that risk assessments of chemicals are performed properly, in accordance with the Industrial Safety and Health Act. Training is provided to those in charge of risk assessments to enable them to evaluate risks quantitatively and consider and implement measures to prevent exposure, depending on the risk.

Employee participation in preventing occupational injuries

To prevent occupational injuries and process safety incidents, Mitsubishi Chemical and its Group companies strive to create work environments that enhance psychological safety and encourage employees to raise each other's awareness. We perform risk assessments. The people who actually perform the work participate in various ways to prevent recurrence of safety process incidents and occupational injuries, mainly through meetings in which preventive measures are considered. We strive to reflect their opinions in the workplace. Mitsubishi Chemical and its Group companies in Japan also hold regular committee meetings on safety and health, and other meetings. Employees and employers participate in these meetings and share and discuss information on occupational safety and health, in accordance with the Industrial Safety and Health Act.

Environmental Data

Mitsubishi Chemical and its Group companies Greenhouse gas emissions (Scope 1 and Scope 2)

(1,000 metric t)

Category	FY2020	FY2021 ^{*3}	FY2022	FY2023 ^{*4}	FY2024
Greenhouse gas emissions	8,000	10,100	8,600	8,200	7,600

*3 Figures for MCC and its Group companies in Japan up to fiscal 2020. The boundaries changed in fiscal 2021 and figures from this point onward are for MCC and its Group companies both in Japan and overseas.

*4 The figures for Scope 1 of fiscal 2023 have been retroactively corrected following the identification of miscalculations in certain reported values.

Mitsubishi Chemical and its Group companies Greenhouse gas emissions (Scope 3)

(Thousand metric t-CO₂e)

Category	FY2021	FY2022	FY2023	FY2024
Greenhouse gas emissions	46,000	44,900	42,800	33,680

Mitsubishi Chemical and its Group companies Energy consumption

(1,000 metric t)

Category	FY2020	FY2021	FY2022	FY2023	FY2024
Energy consumption	32,600	34,200	29,500	30,400	27,400

Mitsubishi Chemical and its Group companies Waste generated and recycling rate

Category	FY2020	FY2021	FY2022	FY2023	FY2024
Waste generated (t)	398,000	403,000	349,000	350,000	331,000
Recycling rate (%)	77	76	76	76	73

Mitsubishi Chemical and its Group companies Waste disposed of in landfills and landfill disposal rate

Category	FY2020	FY2021	FY2022	FY2023	FY2024
Waste disposed of in landfills (t)	21,000	21,000	19,000	16,000	9,000
Landfill disposal rate (%)	5.2	5.3	5.4	4.6	2.8

Mitsubishi Chemical and its Group companies Emissions of pollutants into the atmosphere and water systems

(t)

Pollutant	FY2020	FY2021	FY2022	FY2023	FY2024
NOX	7,600	7,800	6,700	6,000	5,400
SOX	3,000	3,100	2,300	2,300	1,600
Dust	180	190	160	140	160
VOC ^{*5}	5,800	5,900	4,400	4,000	4,200
BOD	200	300	200	200	100
COD	1,650	1,680	1,460	1,310	1,100
Total phosphorus	100	90	40	40	40
Total nitrogen	4,900	4,800	4,400	3,900	3,400

*5 VOC: Substances subject to aggregation in Japan are substances regulated by the Law concerning Pollutant Release and Transfer Register (PRTR Law), VOCs subject to the PRTR survey by the Japan Chemical Industry Association, and ethylene, propylene, and ethanol. Overseas, figures include VOCs specified in the laws and regulations of each country, in addition to those listed above.

Mitsubishi Chemical and its Group companies PRTR-regulated substance emissions

(t)

Category	FY2020	FY2021	FY2022	FY2023	FY2024
PRTR-regulated substance emissions ^{*6}	1,100	1,060	900	880	1,100

*6 PRTR-regulated substance: The substances specified in the laws and regulations of each country

Mitsubishi Chemical and its Group companies Water withdrawal and discharge volumes

(km³)

Category		FY2020	FY2021	FY2022	FY2023	FY2024
Withdrawal	City water	3,100	3,200	3,200	4,600	4,500
	Surface water	55,800	54,200	51,300	49,800	46,800
	Groundwater	24,700	29,200	28,800	28,500	28,900
	Industrial water	99,800	82,700	78,600	76,000	71,900
	Seawater	648,500	641,100	642,800	598,900	447,000
Discharge	Oceans	718,800	710,100	711,900	667,700	517,300
	Streams and wetlands	50,800	51,200	49,700	47,700	46,000
	Sewage	9,300	15,800	16,100	15,800	13,400

ISO 14001 Certified Mitsubishi Chemical manufacturing sites and R&D centers

Site/Center	Certification body	Registration date
Ibaraki Plant	JCQA ^{*7}	March 2001
Toyama Plant	LRQA ^{*8}	July 2016
Tokai Plant (Aichi)	LRQA	July 2016
Tokai Plant (Mie)	JCQA	July 1999
Central Japan Plant (Shiga)	JQA ^{*9}	December 1999
Okayama Plant	JCQA	March 2000
Hiroshima Plant	LRQA	March 2016
Kagawa Plant	LRQA	December 2000
Kyushu Plant (Fukuoka)	JQA	July 2000

Site/Center	Certification body	Registration date
Onahama Plant	JCQA	March 2003
Kanto Plant (Tsukuba)	JCQA	February 2000
Kanto Plant (Tsurumi)	LRQA	October 2016
Kanto Plant (Hiratsuka)	JQA	March 2000
Central Japan Plant (Ogaki)	SGS ^{*10}	July 2001
Kyushu Plant (Kumamoto)	SGS	July 2001

As of March 31, 2025

*7 JCQA: Japan Chemical Quality Assurance Ltd.

*8 LRQA: Lloyd's Register Quality Assurance Limited

*9 JQA: Japan Quality Assurance Organization

*10 SGS: SGS Japan Inc.

Environmental risk assessment

Mitsubishi Chemical and its Group companies perform environmental risk assessments using an environmental management system. Sites that have obtained ISO 14001 certification confirm assessment results annually and perform reassessments as necessary.

Mitsubishi Chemical Environmental Accounting

Mitsubishi Chemical uses environmental accounting, based on the Ministry of the Environment's guidelines, to better understand the costs and effects of its environmental burden reduction and conservation efforts.

Environmental conservation costs

(Millions of yen)

Classification		Main initiatives	FY2024	
			Investment	Expenses
Costs within business areas	Pollution prevention costs	Air pollution prevention, dust countermeasure reinforcement, dust collection system replacement, water pollution prevention, activated sludge consolidation, wastewater management reinforcement, response to deterioration of wastewater facilities and pipes, etc.	1,547	23,106
	Global environmental conservation costs	CO ₂ emissions reduction, operational improvement, etc.	294	964
	Resource-recycling costs	Industrial waste reduction, proper waste disposal, resource conservation, energy conservation, etc.	2,560	8,886
Upstream/downstream costs		Waste reclamation, green purchasing, etc.	0	0
Environmental conservation costs in management activities		Operation of units to address environmental conservation, ISO 14001 compliance and renewal, national exams, environmental education, etc.	0	1,763
Environmental conservation costs in R&D activities		R&D for increased productivity	1	4,563
Environmental conservation costs in social contribution activities		Construction and upkeep of factory green spaces	0	543
Costs of dealing with environmental damage		Cleanup of contaminated soil, etc.	0	51
Other environmental conservation-related costs			0	421
Total			4,402	40,296

Positive economic effects

(Millions of yen)

Category	FY2024
Income from recycling	1,002
Energy cost savings	856
Income from resource conservation	554
Total	2,412

Together with Stakeholders

Basic Policy

Mitsubishi Chemical Corporation

The Mitsubishi Chemical Group identifies its stakeholders as its customers, shareholders, investors, communities, employees, business partners and everyone else who supports its corporate activities, as well as society at large and the foundation upon which it is built, the Earth. Based on this understanding, Mitsubishi Chemical (MCC) works to earn the trust of its stakeholders by valuing and respecting them, engaging in dialogue and proper disclosure, and reflecting the fruits of such efforts in all its corporate activities.

Human Rights Policy

MCC has established the [Mitsubishi Chemical Corporation and its group companies Human Rights Policy](#) as its topmost policy on human rights. Based on an approach to human rights due diligence compliant with the United Nations Guiding Principles on Business and Human Rights, we advance initiatives to identify, prevent, mitigate and account for negative human rights impacts arising from business activities.

Mitsubishi Chemical Corporation and Its Group Companies Human Rights Policy

Mitsubishi Chemical Corporation

Mitsubishi Chemical aims to contribute to the sustainable development of people, society and the Earth by providing solutions to environmental and social issues. Respect for human rights is a fundamental element in achieving our vision. The Human Rights Policy (the “Policy”) of Mitsubishi Chemical and its group companies, governs all other human rights-related policies within the Group, complements our Mission and Basic Management Policy, and outlines our approach to human rights in all of our business activities.

The Policy applies to all officers and members of Mitsubishi Chemical and its group companies. We expect all our business partners to understand and act in line with the principles in this Policy.

Respecting Human Rights

We understand our business may have human rights impacts both inside and outside the company throughout our business activities, including from research and development, procurement of raw materials, manufacturing, sales of products and services, distribution and disposal. We strive not to cause human rights infringement itself, nor to contribute to infringement of human rights caused by others, such as our business partners.

We are committed to respecting human rights understood as, at a minimum, those set out in the International Bill of Human Rights, and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work. In addition, we support the United Nations “Guiding Principles on Business and Human Rights” and the ten principles of the United Nations Global Compact, and conduct business activities based on these principles.

We comply with the laws of the countries and regions where we operate. If local law requirements contradict internationally recognized human rights standards, we seek ways to honor the principles of international human rights without violating local laws.

Human Rights Due Diligence

Based on the concept of “human rights due diligence”, we work to identify, prevent, mitigate, and account for negative impacts on human rights in which we may be involved. We comply with country-specific laws and regulations related to human rights due diligence, such as the UK Modern Slavery Act, wherever applicable to our operations. This includes mitigating specific human rights risks that fall within the scope of legislation, such as risks related to modern slavery or child labor.

If we identify that we have caused or contributed to human rights infringements, we endeavor to remediate them through appropriate means and processes. Where we find negative impacts on human rights directly linked to our business, we will use our knowledge and expertise, in collaboration with relevant stakeholders, to help mitigate such impacts even if we have not caused or contributed to them.

We recognize the importance of understanding negative impacts on human rights from the perspectives of stakeholders, in particular, affected stakeholders. We are committed to engaging with stakeholders when we consider our action to address potential and actual adverse human rights impacts linked to our business.

Human Rights Related to Our Business Activities

We recognize that addressing the following human rights issues related to our business activities forms an important part of our human rights responsibility.

Discrimination

We strive to maintain workplaces that are free from discrimination based on race, color, gender, age, nationality or national origin, ethnic or social origin, caste, belonging to an indigenous people, family status, disability, health conditions such as HIV/AIDS status, marital status, pregnancy, language, sexual orientation, gender identity, religion, trade union affiliation, political or other opinions.

Harassment

We shall not engage in any behavior that would impair the dignity of an individual, such as harassment in the workplace. We do not tolerate any words or actions that can be constituted as physical or mental harassment, which could make a person feel degraded.

Forced Labor

We shall not engage in forced labor, nor tolerate any form of modern slavery, including bonded labor and human trafficking.

Child Labor

We shall not employ any child under the legal working age as prescribed in national and/or local laws and regulations. We prohibit assigning hazardous or harmful work to young workers.

Freedom of Association and Recognition of the Right to Collective Bargaining

We respect freedom of association and the right to collective bargaining, and other civil and political rights. We shall continue to develop a favorable relationship between employers and employees through engagement and open dialogue and shall create a workplace culture and environment that places a high value on communication, transparency and teamwork.

Occupational Health and Safety

We shall endeavor to prevent workplace hazards by prioritizing safety over anything else. We shall ensure a safe occupational environment by exercising safety management in accordance with applicable national and/or local laws, and through the voluntary and proactive efforts of each employee. All employees are encouraged to report, without fear of detrimental treatment, any safety issues or concerns.

Working Hours and Wages

We comply with applicable laws and regulations concerning working hours and wages, in countries and regions where we operate. We are committed to setting an appropriate limit on maximum working hours in accordance with local laws, ensuring reasonable rest breaks and holidays, paying allowances in accordance with relevant laws, and prohibiting unfair wage reductions. We strive to create a comfortable working environment and pay due attention to the security and health of employees.

Privacy Protection

We shall respect and protect the privacy of individuals. In handling personal information, we shall implement procedures to prevent any information loss or leakage in compliance with related laws and regulations.

Product Use

We conduct thorough quality control to ensure product safety and continuously improve quality. We will listen to the requests of our customers and related stakeholders sincerely, and will continue our efforts to ensure that our products can be used safely and securely in accordance with the basics of Responsible Care activities.

Business Partners

We will share our position on human rights with all business partners and are committed to working with suppliers and other relevant stakeholders to promote respect for human rights throughout our business activities. We endeavor to integrate consideration of human rights risk during the process of mergers and acquisitions.

Community

We understand that our business activities may impact the human rights of local communities, such as land rights, access to water, health of individuals in the community, and the rights of indigenous peoples. In addition to understanding local cultures and customs, we are committed to respecting human rights and acting as a good corporate citizen in communities, to meet the expectations of the local communities.

Human Rights in High-Risk Situations

Based on the basic philosophy of respect for human rights, we endeavor with particular care to prevent human rights infringement when we are faced with circumstances with heightened risk, including areas affected by conflicts, natural disasters or a culture of corruption. Furthermore, we seek to responsibly procure minerals, including managing the risks associated with conflict minerals, by giving due consideration to possible related human rights impacts or environmental burden.

Grievance Mechanisms

If one of our members suspects that there has been an actual or potential violation of applicable laws and regulations, or a violation of an internal policy, including this Human Rights Policy, then they can report the case to their supervisor, or through our whistle-blowing systems. Received reports are investigated so that corrective actions and recurrence prevention measures can be taken in the event of a compliance violation.

We will continue our efforts to improve the effectiveness of our grievance mechanisms in order to respond appropriately to potential negative impacts on human rights related to our business activities.

Education and Training

We work to raise awareness of human rights within the organization and endeavor to ensure that each member understands issues related to human rights. In addition, we work to integrate human rights in our relevant corporate procedures so that this Policy is embedded throughout our business activities. We will further provide the necessary education and training to our officers and members to provide them with the knowledge and capability to effectively implement this Policy.

Utilization of Human Resources and Efforts to Ensure Diversity and Inclusion in the Workplace

We strive to create an organization where a diverse workforce is able to work in a lively and inclusive manner.

We apply an equal opportunities approach in recruitment, job assignment, promotion, employability and occupational development, and endeavor to develop and utilize human resources.

We aim at creating an environment where each employee is aware of their role, enhances necessary capabilities and respects diverse ways of working.

Reporting and Communication

We will monitor the status of policy implementation, including the status of human rights due diligence, and regularly disclose the progress of our efforts related to our human rights commitments.

This Policy has been approved by the Board of Directors of Mitsubishi Chemical Corporation.

Effective as of March 23, 2020

Customers

Mitsubishi Chemical Corporation

Basic Policy

In line with the [Mitsubishi Chemical Group Charter of Corporate Behavior](#), Mitsubishi Chemical (MCC) constantly strives to achieve customer satisfaction by keeping the promises made in contracts with them, ensuring the safety and quality of all the products and services it supplies, engaging in close customer communications and advancing R&D.

Making Information Available to Customers

Over 720 [product information](#) entries (approximately 320 in Japanese, 240 in English and 160 in Chinese), including information on the products of Group companies, are available on MCC's website (as of December 2024). [Safety Data Sheets \(SDSs\) \(in Japanese only\)](#) can also be accessed through the website.

In addition to product information, MCC uses its website to provide information about business-related topics, such as product development and production facility expansion, and information about non-business corporate activities and exhibitions as well as special feature articles.

The [Contact Us](#) page of the website offers contact information for inquires about various topics.

If you are unsure which department to contact, please contact the call center for guidance.

Inquiries via the call center are directed to the relevant departments and logged in a database. Members of management also can check the contents of the database.

We respond sincerely to each opinion concerning the Group's business activities received via the call center.

Inquiries and personal information received are handled appropriately, in accordance with our Privacy Policy.

Call center

(+81) 3-6748-7300

Call center hours

9:00–12:00, 13:00–17:45 (Closed Saturdays, Sundays and national holidays)

Enhancing Customer Satisfaction

The Mitsubishi Chemical Group (MCG) believes that close customer communication is essential to achieving accurate insight into social issues and the challenges that customers face and to finding solutions together. Accordingly, the Group has been conducting customer satisfaction surveys since fiscal 2012. Specifically, we survey customers in and outside Japan about products handled by our core businesses, covering such topics as quality, supply systems, sales promotion and technical support, as well as the attitudes and reliability of individual operating companies. By analyzing the results of these surveys and implementing a PDCA cycle, MCC strives to provide even better customer service and improve customer satisfaction.

Procurement

Mitsubishi Chemical Corporation

As a member of the Mitsubishi Chemical Group, we conduct procurement activities based on “[the Mitsubishi Chemical Group Charter of Corporate Behavior](#)” for aiming to achieve KAITEKI, an original concept of the Mitsubishi Chemical Group. We promote and reinforce procurement activities to fulfill our corporate social responsibilities not only in our group but also an entire supply chain with our business partners.

Basic Procurement Policy

1. Fairness, Equitability and Transparency

We conduct procurement activities in a fair, equitable and transparent manner. We are aware of the importance of accountability for our procurement activities and disclose relevant information as appropriate.

We select suppliers based on comprehensive evaluations using appropriate criteria in the areas of cost competitiveness, technical skill and corporate stance (compliance with laws and social norms, environmental consideration, respect for human rights, etc.). We maintain a posture of openness in procurement to all companies in Japan and abroad.

2. Partnerships and Mutually Beneficial Relationships

Based on the recognition that all our suppliers are our partners in business, we strive to enhance mutual understanding and build relationships of mutual trust while striving to carry out procurement activities that advance mutual business development.

3. Compliance with Laws and Regulations

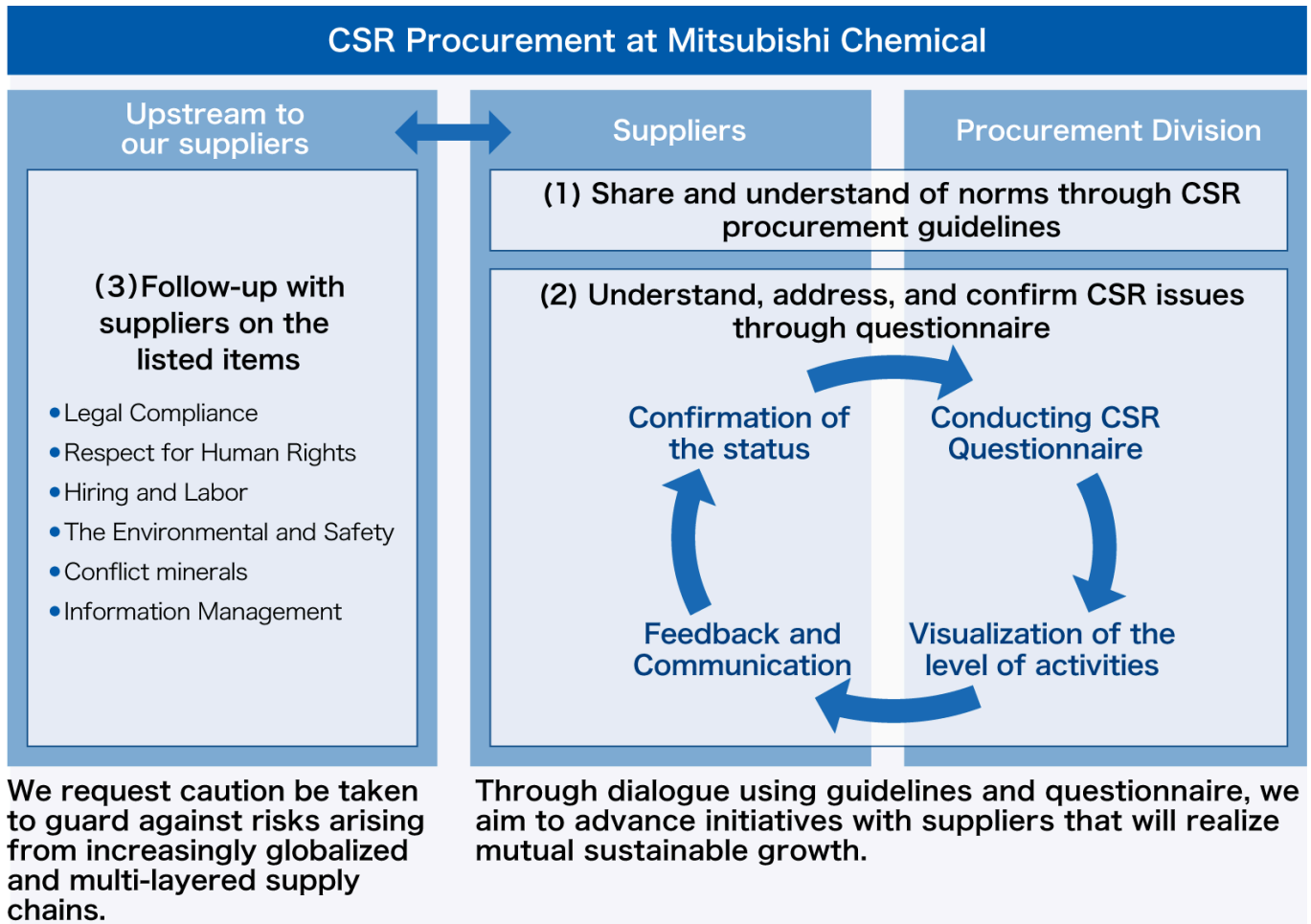
In procurement activities, we comply with social norms and the letter and spirit of applicable laws and regulations.

4. CSR Procurement

Constantly keeping the spirit of corporate social responsibility in mind, we conduct sustainable procurement activities with due consideration given to resource protection, environmental conservation, safety, human rights and other such factors.

Toward Promotion of CSR Procurement (Sustainable Procurement)

We believe it is very important to establish mutual trust-based partnerships and act on the entire supply chain. We also believe it is essential to have suppliers' cooperation on procurement activities. Such initiatives cannot be completed by our efforts alone. We think that delivering results requires enlisting the understanding and cooperation of our business partners and suppliers. We share our standards with direct business partners through our CSR Procurement Guideline and promote activities through initiatives arising from CSR surveys. We also ask our business partners to share and follow up on the standards mentioned above with their upstream suppliers. We will continue our efforts to engage in responsible CSR procurement throughout the supply chain.



Request for Suppliers

Developing Cooperative Business Practices with Suppliers and Business Partner (Guidebook)

1. Awareness and Responsibility

Based on the fundamental understanding that the foundation of corporate activities should be built on trust of the society, be aware of one's corporate social responsibility and seek to build a better relationship with the human race, the society, and the global environment through the business of each party.

2. Accountability and Transparency

Recognize the importance of accountability in corporate activities, preserve transparency in such activities, disclose information appropriately, and always maintain a stance of openness, both internally and externally.

3. Legal Compliance and Fairness, Equitability, and Integrity

Always comply with laws and international standards, and ensure fair, equitable and sincere treatment of stakeholders and employees. This attitude shall also apply to dealings among employees.

4. Valuing Stakeholders

Respect and communicate closely with all stakeholders including customers, suppliers, shareholders, business partners, government agencies, local communities, and employees, and consider the outcomes of such communication in corporate activities.

5. Respect for Human Rights

Respect the dignity and rights of all people, and shall not discriminate against people unfairly based on any reason whatsoever.

6. Employment and Labor

Prevent engagement in any form of forced, compulsory, or child labor. Managements at all levels shall respect human diversity and create working environments where employees can exercise their abilities to the utmost in safe and healthy settings, in order to make optimal use of human resources. Managements shall build sound relations with its employees through close dialogue, and shall respect employees' rights, including freedom of association and the right to collective bargaining.

7. Environment and Safety

Strive to reduce environmental impact and protect the environment and ecosystems in its operations, in addition to supplying environmentally friendly products and services. Recognizing that the health and safety of its employees and communities in which the company do business form the foundation for the very existence of the company and that it has a corporate social responsibility to assure the health and safety of others, it shall continue to ensure safe business activities.

8. Fair Business Practices

Conduct business fairly and sincerely, adhering to ethical principles and refraining from unfair trade practices and any form of bribery or corruption, to contribute to sound social and economic development through fair competition in the market.

Handle any approaches from anti-social forces and groups (such as organized criminals or organizations subject to government-mandated business restrictions) in a determined manner and refuse to have any business relationship with them.

9. Customer Satisfaction

Constantly strive to satisfy the company's customers by keeping the promises made in contracts with them, doing its utmost to ensure the safety and quality of the products and services it supplies, and engaging in dialogue and R&D.

10. Information Management

In the course of the company's corporate activities, maintain appropriate records and make reports as required by law and regulation. The company shall manage information carefully to prevent leakage of confidential data relating to customers, business partners, or its own business.

11. Science and Technology

Recognize the importance of the company's own and others' intellectual property rights and respect such rights.

12. Community Involvement

Contribute broadly to society through our businesses. In addition, the company shall respond to the desires and expectations of local communities by enhancing our understanding of their cultures and customs and acting as a good corporate citizen.

13. Sharing Standards

Recognize that the suppliers and other firms with which you do business are your important partners, and willingly disclose and share business philosophies and codes of conduct with each other to deepen mutual understanding.

Human rights due diligence in the supply chain

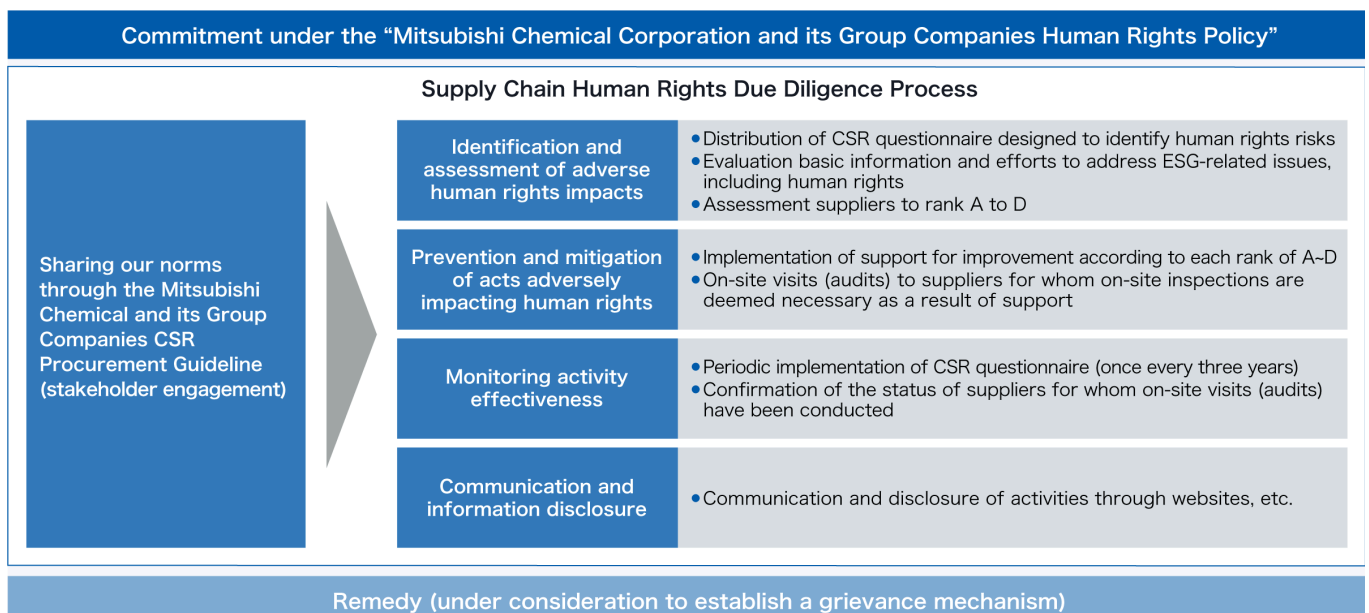
MCC and its Group companies established the Human Rights Policy for Mitsubishi Chemical and its Group Companies in 2020 to guide initiatives related to respect for human rights in our business activities. We perform due diligence on human rights in our supply chain to fulfill our corporate responsibility of respect for human rights, based on this Human Rights Policy.

Management



Supply Chain will oversee human rights due diligence activities in the supply chain and extend these activities to Mitsubishi Chemical (MCC) and its group companies.

Human rights due diligence process in the supply chain

We are in the process of establishing a human rights due diligence process in line with what is detailed in the United Nations “Guiding Principles on Business and Human Rights”.



Sharing our norms through CSR procurement guideline (stakeholder engagement in the supply chain)

As a tool for promoting CSR procurement (sustainable procurement) based on our procurement policy, we have created the [CSR Procurement Guideline \(PDF: 438KB\)](#) , which summarizes the corporate activity approach of MCC and its group companies and our requests to our suppliers. We have summarized our standards in the [Guidebook \(PDF: 452KB\)](#) , on things we want to share with our business partners and suppliers, which explains the standards in detail. The Guidebook can be downloaded from the link attached on the bottom of this page.

Identification and assessment of adverse human rights impacts

We confirm the status of initiatives with significant suppliers^{*1} and through the CSR questionnaire^{*2}. We analyze and evaluate the results of CSR questionnaire responses (basic information and initiatives on ESG-related issues) and classify suppliers into four ranks: A, B, C, and D^{*3}. We also send a feedback letter to all suppliers who respond to the questionnaire. For new suppliers, we ask them to respond to the questionnaire before we start doing business with them.

*1 Significant suppliers
Significant suppliers are those suppliers whose efforts are deemed necessary to be verified in terms of ESG-related risks such as legal compliance, respect for human rights, employment, labor, environment, and safety, and also country-specific risk, industry-specific risk, and commodity-specific risks. At supplier screening, we also consider the relationship between the supplier and our business.

*2 MCC and its Group Companies CSR Questionnaire

Item	Description
Basic Information	Company profile, location, industry, employee composition, certification status, etc.
Initiatives for ESG-related issues	Status of initiatives for each ESG-related issue listed in the Mitsubishi Chemical Group Charter of Corporate Behavior (consisting of 104 questions in total, covering legal compliance, respecting human rights, employment and labor, environment and safety, etc.)

*3 Rank Classification

Rank	Definition
A	Suppliers who have made sufficient efforts and are considered unlikely to commit acts adversely affecting human rights
B	Suppliers who have made certain efforts but need further continuous improvements
C	Suppliers who have made efforts, but are considered to have some concerns
D	Suppliers considered whose efforts are not enough and whose status we would like to check

Prevention and mitigation of acts adversely impacting human rights

Based on the results of the CSR questionnaire, we hold CSR procurement Training sessions for suppliers in rank B,C and D to share our policy and request their cooperation in our activities. For suppliers in rank C and D, we confirm the details of their specific initiatives through individual interviews. If we find further investigation is necessary, we request on-site visits (audits) to suppliers.

In the on-site visit (audit), we provide feedback to suppliers on the results, including good points, and ask them to submit plans for improvement. We believe that these efforts will foster a healthy relationship between suppliers and MCC as business partners and help to build a relationship that enables mutual growth and improvement.

Monitoring activity effectiveness

For suppliers who have submitted corrective action plans in on-site visits (audits), we regularly track the status of these plans to ascertain the effectiveness of measures and encourage improvements. We also conduct a CSR questionnaire once every three years.

Communication and information disclosure

We will disclose the status of this initiative through the "Mitsubishi Chemical Group Sustainability Report" published annually and through this website.


Access to Remedy

We will continue to consider the establishment and introduction of an effective grievance mechanism to appropriately address acts that negatively impact human rights in our supply chain as it relates to our business activities.

Initiatives and Results

Initiatives		Fiscal 2021 Results	Fiscal 2022 Results	Fiscal 2023 Results	Fiscal 2024 Results
Percentage of purchases that was covered by the CSR questionnaire		92%	91%	83%	93%
Number of Suppliers evaluated based on CSR questionnaire in the current fiscal year		186 suppliers	416 suppliers	559 suppliers	1,101 suppliers (FY21-24 total 2,262 suppliers)
Supplier education through CSR procurement training sessions (Target rank: B, C, D)	Number of suppliers	31 suppliers	104 suppliers	170 suppliers	343 suppliers (FY21-24 total 648 suppliers)
Capacity building through Individual Interview (Target rank: C, D)	Number of suppliers	16 suppliers	47 suppliers	97 suppliers	124 suppliers (FY21-24 total 284 suppliers)
	Implementation rate	100%	100%	100%	94%
Implementation of on-site visit (audit) for target suppliers* ³ * ³ Suppliers whose efforts were deemed insufficient through individual interviews		Not applicable suppliers	Not applicable suppliers	5 suppliers	1 supplier
Implementation of human rights due diligence training for internal procurement departments.		Done	Done	Done	Done

Responsible Mineral Procurement

In conflict and high-risk areas of the world, profits from mineral mining and trade are used to finance armed groups and rebel groups. The use of minerals from such areas can contribute to conflict, human rights abuses, and environmental destruction. Recognizing that these mineral issues are important social issues, we have formulated the [the "MCC and its Group Companies Responsible Mineral Procurement Policy" \(PDF : 221KB\)](#)  based on our basic policy of not procuring minerals that are clearly involved in conflicts or human rights abuses in conflict zones or high-risk areas. Based on this policy, we will work to promote sustainable and responsible mineral procurement throughout our supply chain.

Internal training programs for employees

MCC believes that human resource development is important for the promotion of purchasing and procurement that takes into account CSR-related considerations.

Procurement Department hold the KAITEKI Promotion Conference for their employees twice a year to teach about and explain CSR.

We provide training on the tenets of the Basic Procurement Policy (namely, Fairness, Equitability and Transparency; Partnerships and Mutually Beneficial Relationships; Compliance with Laws and Regulations; and CSR Procurement) for new recruits or transferees assigned to the Procurement Department.

In addition, we encourage junior employees to acquire Certified Procurement Professional (CPP)^{*1} certification as a way of improving individuals' skills on an ongoing and systematic basis. As social concern regarding CSR procurement grows, we will continue to focus efforts on human resource development in this area.

*1 Certified Procurement Professional (CPP): A privately operated system of certification by the All Japan Federation of Management Organizations. The certification is granted to individuals involved in corporate purchasing and procurement who possess sufficient specialized knowledge in the field of purchasing and procurement.

Training programs run in fiscal 2024

Program	Description	Percentage of targeted division personnel who completed training (%)
Training for new recruits, transferred employees	Target: New recruits and newly transferred employees at the Head Office Procurement Department • basic training on the range of procurement policy (as needed)	100%
General Meeting	Target: Personnel in Procurement Department • Overview of compliance, information sharing on other CSR matters (twice a year)	100%

Declaration of Partnership Building

MCC published a Declaration of Partnership Building in April 2021 and updated in June 2025 in agreement with the objectives of the Council on Promoting Partnership Building for Cultivating the Future. This council comprises the Chairman of the Keidanren, Chairman of the Japan Chamber of Commerce and Industry and President of the Japanese Trade Union Confederation as well as related government ministers (from the Cabinet Office, Ministry of Economy, Trade and Industry, Ministry of Health, Labor and Welfare, Ministry of Agriculture, Forestry and Fisheries and Ministry of Land, Infrastructure, Transport and Tourism). By working with business partners in our supply chain and value-creating businesses to foster mutually beneficial relationships, we aim to build new partnerships.

Compliance with the Act Against Delay in Payment of Fees, etc. to Small and Medium-sized Entrusted Business Operators in Manufacturing and Other Specified Fields

To maintain sound relationships with its business partners, MCC has clarified a system for ensuring compliance with the Act and established internal rules, including Compliance Regulations, which indicate the specific scope of application and compliance requirements of the Act. To ensure that transactions are conducted pursuant to such internal rules, MCC periodically implements internal training and audits of related departments.

End of Notes

Employees

Mitsubishi Chemical Corporation

Basic Policy and Personnel Strategy

Mitsubishi Chemical (MCC) is implementing a range of initiatives aimed at enabling employees—upon whom realizing KAITEKI depends—to exercise their abilities to the fullest as well as at achieving sustainable corporate development based on a relationship of trust between employees and management.

Basic Policy

Mitsubishi Chemical (MCC) and its Group companies will practice health and productivity management and conduct business by empowering all Group members to engage in their work with enthusiasm, self-motivation and initiative and to demonstrate their individual capabilities to the fullest as we promote diversity in human resources as a positive force.

Personnel Strategy for Sustainable Corporate Development

MCC is mainly implementing the following initiatives.

- Health and Productivity Management
- Respect for Human Rights and the Development of Diversity
- Effective Placement and Human Resource Development

In implementing initiatives related to the first of these, Health and Productivity Management, we are focusing on both health support and workstyle reforms, aiming to improve health at the individual and workplace levels. That is, we are working to realize workstyles that facilitate health and job satisfaction for every employee as well as workplace environments that allow each individual to thrive and utilize their abilities to the fullest. MCC is working strategically—investing and building frameworks—to make this happen. We are encouraging every employee to proactively examine their own health, work and workplace, ask what they can do to enhance their own health and vigor at work, and take action accordingly. We believe that this approach will help each employee achieve a greater sense of satisfaction and achievement both at work and in their everyday lives. Furthermore, individuals and organizations backed up by health exert a positive influence in their families and communities. In this way, we are confident that we can contribute to society through our businesses and thus contribute to realizing KAITEKI.

As for the second issue, respect for human rights and promoting diversity, we want the MCC Group to be an organization in which all employees respect one other's diverse individuality and values, including nationality, race, religion, age, gender, gender identity, sexual orientation and disability or lack thereof, and together fulfill the Group's corporate social responsibility while enabling every individual in the Group to exercise their abilities to the fullest. Aiming to lay the foundations and create support to enable diverse human resources to thrive, we are further developing our existing initiatives related to respect for human rights, hiring people with disabilities, enabling women to succeed, and providing support for child care and nursing care. At the same time, we are working to create environments that are accommodating of all employees, regardless of nationality, and to foster understanding and provide support for LGBT individuals and other sexual minorities.

The third issue is effective placement and human resource development, an area in which we aim to enable every employee to work with enthusiasm, motivation and initiative and to exercise their abilities to the fullest. To be more specific, we will continue to encourage employees to pursue self-directed growth while also implementing optimal personnel placement on a Group-wide basis to meet the demands of globalization.

Aiming for “Sustainable Engagement”: The MCC & me Survey

In fiscal 2019, MCC and its group companies launched the MCG & me Survey, an engagement survey replacing the Employee Perception Surveys implemented in years past, on a global basis. In fiscal 2023, approximately 57,000 Group employees answered the survey, for a response rate of 84%.

We aim to use the survey to understand the state of “sustainable engagement”—a term we use to refer to the intensity of employees’ connection to their organization, marked by committed effort to achieve goals (being engaged) in environments that support productivity (being enabled) and maintain personal well-being (feeling energized). We believe that understanding and bolstering sustainable engagement will help enhance employee performance and thereby improve customer satisfaction and business performance.

Personnel System Aimed at the Growth of Both the Company and Employees

We believe that, even in an environment changing as rapidly as the one we find ourselves in today, if each employee takes up new challenges and demonstrates creativity, it will lead to corporate growth. To that end, we must ensure that the Company and employees build relationships in which they both choose to engage with and energize each other and develop a corporate culture through which they can grow together. As the foundation for such relationships, MCC has built a personnel system focused on the three key themes of self-directed career development; transparent working conditions and compensation structures; and promoting and supporting workforce diversity. We will bolster a shared value of mutual respect and thereby develop a culture that will help realize KAITEKI through career development support that includes a combination of internal open recruitment and company- as the main means of employee transfer, consideration for employee preferences in location transfers and more frequent meetings; more frequent meetings; a compensation system that is better linked to responsibilities and results and not dependent on age, years of service or family structure; and welfare and benefits that accommodate diversity and the differing circumstances of each individual.

Health and Productivity Management Initiatives

Health Declaration

We, the Mitsubishi Chemical Group, lead with innovative solutions to achieve KAITEKI, the well-being of people and the planet. The driving force behind this is for each and every employee to 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 flourish to the fullest.

Health and Productivity Management by the Mitsubishi Chemical Group

Definition

Health and Productivity Management refers to initiatives that maximize the active participation of “workers”—one of our most valuable assets—from the perspective of health.

Basic Principles

- We will promote our own health to realize our Purpose.
- We will develop enabling work environments for each individual to reach their full potential and play an active role.

Health and Productivity Management Initiatives

We make efforts to help employees maintain and promote their physical and mental health and the creation of fulfilling workplace environments by actively complying with relevant Japanese laws and regulations pertaining to health, including the establishment of a health and safety management system and the implementation of health checkups and stress checks. We also coordinate and collaborate with the health insurance association (collaborative health initiatives) to correctly understand health issues faced by employees and workplaces, while fully respecting employees’ privacy, and will promote measures accordingly in a more effective and efficient manner.

Three Pillars of Our Initiatives

We have established the three pillars of “Healthy lifestyle,” “Mental health,” and “Supportive workplace environment” for health and productivity management in the Mitsubishi Chemical Group and pursue concrete measures in these areas.

Healthy lifestyle

- Appropriate actions based on health checkup results
- Health guidance
- Preventing aggravation
- Promoting cancer screening
- Improving lifestyles (e.g., smoking cessation, 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
Supporting women’s health, work-life balance, age-friendly arrangements
- Preventing fall accidents
- Preventing second-hand smoke
- Managing chemical substances
- Managing working hours and reducing long hours
- Work-life balance
- Promoting communication, etc.

Concrete Initiatives

Well-being Report 2025 Mitsubishi Chemical Group Our Health



Well-being Report 2024 Mitsubishi Chemical Group Our Health



Well-being Report 2023 Mitsubishi Chemical Group Our Health



Workstyle reforms

Work Reform

By achieving radical innovations at the workplace level under the leadership of on-site managers, we are eliminating inefficiencies and freeing up time. Through these efforts, we aim to pursue more value-creating work and improve work-life balance. The corporate function domains, such as human resources and administration, publish guidelines for running meetings and preparing documents and e-mails. At the same time, we are supporting such work reforms by providing enhanced IT communication tools. We are advancing work reforms in coordination with various projects.

Proper Management of Working Hours

As part of workstyle reforms under KAITEKI Health and Productivity Management and to prevent excessive working hours and ensure compliance, MCC is striving to appropriately manage working hours.

Eliminating Excessive Working Hours and Increasing the Paid Vacation Usage Rate

To accurately track actual working hours, our attendance system records when employees log on and off the computers they use. This helps prevent discrepancies between actual and reported working hours. Implementing measures that help solve different issues at different sites is leading to shorter total working hours.

Furthermore, we are working to make it easier for employees to take time off using such programs as the refresh leave system^{*1} and by setting planned annual days off.^{*2} Also, to support employees' self-directed social contribution efforts, we have established a volunteer leave system (up to five days per year) and donor leave system (as many days as needed).

*1 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, or 55 years old as of April 1 of said year).

*2 A system that makes it easier for daytime employees to use their annual paid vacation by designating certain days for everyone in the company to take off at once. Up to three days per year.

Between-Shift Intervals

To help ensure that employees get adequate rest and do not begin a new day before recovering from the fatigue of the previous, and to avoid health risks stemming from overwork as a result of long working hours, we have established the 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. We have also made it easy to check if employees have secured this interval on their attendance charts.

Promoting Flexible Workstyles

Remote Work System

This system is designed to enable employees to work productively, and Mitsubishi Chemical promotes flexible workstyles that include remote work as well as working at the office.

As part of our approach to optimizing productivity, employees may work from home or other appropriate off site locations.

Overview of Leave Systems

MCC has established the following leave systems to enable employees to balance their work and private lives.

Main Leave Systems (Besides Child Care and Nursing Care Leave)

Leave to accompany a spouse on overseas assignment; volunteer leave with the Japan Overseas Cooperation Volunteers; fertility treatment leave

Livelihood Support Leave

Employees can accumulate up to 40 expired annual paid vacation days (which are valid for two years after being granted) as days they can use under the livelihood support leave system. These days can be used by employees if they are ill or injured, pregnant, engaged in nursing or child care, undergoing fertility treatment, victims of a natural disaster or volunteering.

Principal Special Types of Time Off

Bereavement/memorial service leave; marriage leave; menstrual leave; leave for employees directly affected by or unable to get to work due to a natural disaster; volunteer leave; donor leave; workplace transfer leave; home visit leave; refresh leave; jury duty leave; public service leave; maternity leave; paternity leave; nursing care leave

Respect for Human Rights and the Development of Diversity

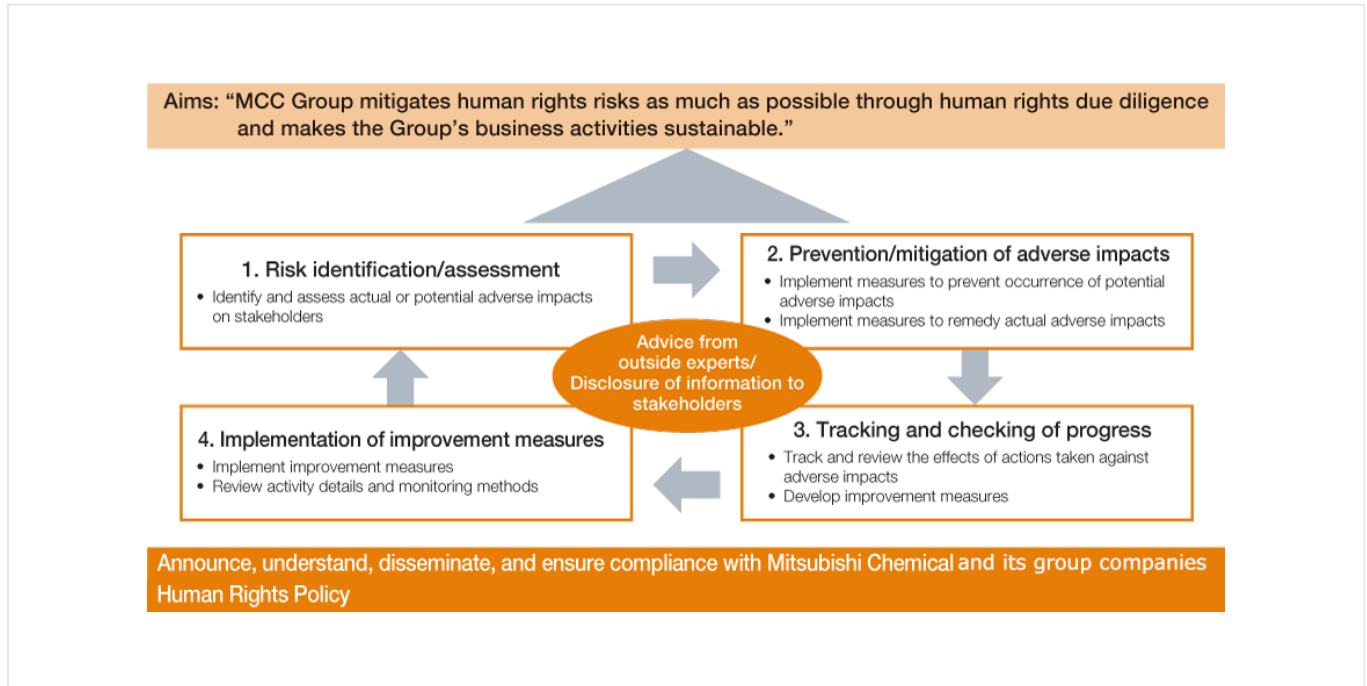
Mitsubishi Chemical (MCC) regards respect for human rights as the basis of its management and the development of diversity as part of its management strategy and focuses efforts on these issues.

Respecting Human Rights

MCC established the [Mitsubishi Chemical Corporation and its group companies Human Rights Policy as its paramount policy](#) on human rights to complement its mission and basic management policy and to guide initiatives related to respect for human rights in business activities. This policy was published in February 2021. Building on an understanding of human rights as defined in the International Bill of Human Rights and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work, we uphold and conduct business activities based on the United Nations Guiding Principles on Business and Human Rights and the ten principles of the United Nations Global Compact. In addition to providing the necessary employee education to ensure respect for individual dignity and rights, MCC forbids child labor and forced labor and strives to maintain proper working conditions. Through these efforts, MCC seeks to fulfill its corporate social responsibility to ensure that the rights of all its stakeholders are respected.

Our core initiatives in this area comprise the promotion of human rights due diligence in line with the United Nations Guiding Principles on Business and Human Rights. In addition to providing education on business and human rights based on the [Mitsubishi Chemical Corporation and its group companies Human Rights Policy](#), we monitor internal human rights risks and ensure preparedness to remediate any issues that may arise.

Human Rights Due Diligence Initiatives



Furthermore, to enhance its understanding of initiatives to identify, prevent, mitigate and account for negative human rights impacts arising from business activities, MCC participates in human rights initiatives through its parent company, Mitsubishi Chemical Group Corporation. In fiscal 2020, we participated in the Human Rights Due Diligence working group organized by Global Compact Network Japan as well as the Caux Round Table Japan's Stakeholder Engagement Program.

Within the company, we maintain systems for appropriately dealing with human rights issues in order to create environments in which employees can exercise their abilities with peace of mind. Specifically, we are implementing a variety of educational and other initiatives, including rank-specific training and e-learning, aimed at deepening awareness and knowledge of human rights. In addition, we are promulgating a clear message of zero tolerance for harassment and are working to improve awareness and mindsets. At each plant, we have appointed harassment counselors that employees seeking help or guidance related to harassment or human rights issues can consult.

Enabling Women to Succeed

MCC is working to nurture female managers, provide career development support for female employees, implement workstyle reforms and develop its workplace culture through a range of initiatives.

Since 2021, we have been holding monthly Career Encouragement Seminars. During the initial year and fiscal 2022, women who are leaders in various fields spoke about their own careers and what they feel is important. This provided employees with opportunities to find role models inside and outside of the company and think about their careers with a positive view toward the future. From fiscal 2023 onward, top management has communicated the reasons why they promote diversity and the importance of diversity management to encourage a sense of ownership in promoting diversity and the advancement of women, particularly among men. Male and female managers also described their own careers and diversity management. In fiscal 2024, we incorporated the perspective of developing subordinates and had foreign nationals and mid-career hires speak, along with their superiors and others. This afforded an opportunity to learn how to create a comfortable working environment and devise ways for members who cannot work long hours because they provide nursing care or childcare, or are undergoing medical treatment to contribute effectively. All employees and managers, regardless of position or gender, can participate in these seminars. We have also produced a video on DE&I and distribute signage to help employees understand why they need to promote diversity.

MCC is providing support to enable its female employees to achieve greater success as part of efforts to utilize its people's capabilities. At the same time, we continue to build a foundation to ensure that women and all employees can succeed in their own ways by providing accurate evaluations and increasing awareness of flexible workstyles.

We have formulated the action plan below based on the Act on Promotion of Women's Participation and Advancement in the Workplace.

MCC's Action Plan

1. Plan Duration

April 1, 2021–March 31, 2026 (five years)

2. Targets

- (1) Maintain a rate of 20% women among hires
- (2) Raise the rate of eligible male employees taking child care leave to 50% by March 31, 2026

3. Initiatives

Hiring initiatives

- Continue to hire and appoint capable women to various job types and levels
- Implement external PR related to hiring (revamp hiring-related PR methods, implement PR targeting high school students)
- Improve work environments (reduce mental and physical stress, improve bathrooms and changing rooms)

Retention initiatives, etc.

- Study mechanisms for retaining female employees (supporting networking, etc.)
- Increase opportunities for employees to broaden their perspectives, enhance their skills and acquire role models through support for internal and external networking
- Continue support for employees balancing work and home life (such as child care and nursing care responsibilities)

Career Support Initiatives

To encourage employees to proactively develop their careers, we conduct career design interviews, in which an employee discusses their career with a superior, from medium and long-term perspectives. To encourage employees to take an interest in their careers, we host lectures by external experts, participatory planning and other events, career counseling by qualified experts, and career workshops by age range for employees in the same age range to think about their careers.

Balancing Work and Home Lives

MCC not only offers support to employees who have child care and nursing care responsibilities, but considers each individual's life plan and offers systems that enable diverse employees to remain highly motivated in their work to support employees in balancing their work and home lives.

Initiatives Related to Child Care

We have created an environment that supports employees with children from a long-term perspective to make it easier to work while raising children. To help avoid difficulties related to taking and returning from child care leave, we have made pre-child care leave (or for women, pre-maternity leave) meetings between employees and their line managers mandatory and, to facilitate an earlier return from child care leave, set up a "concierge service" to assist parents in finding and securing spots in daycare facilities.

To facilitate fathers' active participation in child care, we have extended the period during which they can take paternity leave and allowed the use of expired annual paid vacation days for child care. We are also working to foster a corporate culture that encourages the use of child care leave by such means as providing awareness-raising videos that expecting fathers and their supervisors can watch together and handbooks on balancing work and child care.

We have formulated the action plan below based on the Act for the Promotion of Measures to Support the Nurturing of the Next Generation.

MCC's Action Plan

To facilitate balanced work and personal lives for employees and enable all employees to exercise their abilities by creating accommodating work environments, we have established the following action plan.

1. Plan Duration

April 1, 2021–March 31, 2026 (five years)

2. Targets

- (1) Raise the rate of eligible male employees taking child care leave to 50% by March 31, 2026
- (2) Develop a workplace culture that enables diverse employees to fully utilize their abilities

3. Initiatives

- Promote workplace understanding of the importance of diversity and women's professional success (advance workplace understanding of the need to promote and retain women, etc.)
- Promote understanding of diverse workstyles
- Support self-directed career development (operate personnel systems that presuppose autonomous career development, including open recruitment and proactive efforts toward career advancement, and provide career workshops and other opportunities for employees to consider their own careers)
- Continue workstyle reforms

Initiatives Related to Nursing Care

Aiming to eliminate retirement due to the need to provide nursing care for a family member, MCC works to raise awareness of the importance of advance preparation for providing nursing care by offering a handbook on balancing work and nursing care and holding seminars. Through such efforts, we are creating environments that allow employees to work with confidence.

From fiscal 2020, we are working to make the information employees need readily available and accessible by, for example, publishing the handbook and a video on measures employees should take when the need to provide nursing care arises. We are also working to raise the quality of nursing care support services.

Consideration of Employee Work Location Preferences

MCC gives consideration to employees' work location preferences in a number of ways, aiming to enhance productivity through the accommodation of diverse workstyles.

Work Location Continuation

Employee transfers that entail moving residence are carried out only after checking with the individual about such transfer and with consideration given to their life plan. For management position employees who may be ordered to accept a transfer that entails moving due to business management requirements, we have established a system by which they can register their desire remain in their current work location, guaranteeing that they will remain there for up to six years.

Preferred Work Location

Employees can register their preferred work location and job type when they would like to move from their current work location to another for such reasons as to accompany their spouse on a work transfer or to provide nursing care to a parent. Using this system, MCC does its utmost to find ways to align the needs of the individual and the company.

Working in a Remote Location

We permit employees who live outside commuting range for their workplace to work from home to avoid transferring employees away from their families or return them to their families, avoid transferring single employees, and for employees who are providing nursing care or childcare.

Main Systems to Support Employees in Balancing Their Work and Personal Lives

- Temporary retirement for child care: Until the April 30 after the child's third birthday
- Reduced work hours/work days for child care: As long as approved by the company
- Injury/illness nursing care leave: Up to 10 days per year (can be used in half-day units)
- Temporary retirement for family care: Three years per qualifying family member
- Reduced working hours/work days for nursing care: As long as approved by the company
- Nursing care leave: Up to 20 days per year (can be used in half-day units)
- Livelihood support leave (system for accumulating expired annual paid leave): Can be used for recovery from illness or injury, child care, nursing care, etc.
- Temporary retirement for spouse's overseas service: Allows employees to take leave of up to three years to accompany their spouse on an overseas work assignment
- Day care information service
- Nursing care allowances
- Establishment of external nursing care consultation points

Hiring People with Disabilities

MCC's basic policy is to ensure that the individuality of every employee, disabled or not, is respected and that all employees can thrive. In accordance with this policy, MCC is advancing initiatives to promote the hiring of people with disabilities and enable them to exercise their abilities. Each business site partners with special-needs schools and institutions to proactively provide work experience opportunities. We also strive to develop working environments that are accommodating to employees with disabilities and seek to retain such employees. As of June 2024, the employment rate for people with disabilities was 2.63%.

In 1993, we established a link on a separate tab for the special subsidiary [Kasei Frontier Service, Inc. \(in Japanese only\)](#), which mainly provides PC data entry and printing services, to help people with disabilities achieve growth by taking on work responsibilities and thus contribute to society.

In April 2020, MCC signed on to The Valuable 500, an international initiative aimed at promoting disability inclusion. The entire Group, including Kasei Frontier Service, will continue to promote the employment of people with disabilities as it strives to meet the expectations and requirements of today's increasingly diverse society.



Effective Placement and Human Resource Development

Basic Policy

At Mitsubishi Chemical (MCC), we aim to achieve our vision—realizing KAITEKI. To that end, we strive to secure, retain and effectively place human resources who are understanding of diverse values, identify issues on their own and involve those around them as they continually take on new challenges.

Recruiting and Hiring

MCC does not hire individuals younger than 18 years old and practices fair, non-discriminatory hiring.

Specifically, we take thoroughgoing measures to enforce a stance of respecting human rights such that matters unrelated to the applicant's suitability and capabilities are neither asked about nor investigated in the course of the recruiting and hiring process, including in interviews, and that such matters do not factor into hiring decisions. These measures include training for interviewers to promote understanding among those in charge of hiring decisions. Unrelated matters include detailed information about a person's name on their family register, their current address, nationality, religion, gender, gender identity, sexual orientation, disability and pregnancy.

We strive to ensure fairness in recruiting and hiring new graduates, regardless of where the applicant lives or when they graduate, by such means as holding job fairs and interviews online and hiring in both the spring and autumn. Furthermore, by offering internships for which students can receive college credit, we provide work experience opportunities and support the development and research activities of the next generation.

Furthermore, to secure human resources with broad experience at other companies and specialized knowledge, we also focus efforts on mid-career hiring. By hiring human resources with varying backgrounds and values, we aim to further bolster diversity and our businesses.

Effective Placement and Human Resource Development

We aim to realize optimal personnel placement and human resource development on a Group-wide basis to meet the demands created by changes in the business environment and globalization while encouraging employees to pursue self-directed growth.

“Utilizing people's capabilities” is a component of MCC's basic management policy. We carry out management with the aim of empowering every Group member to work with enthusiasm, motivation and initiative, allowing each individual to exercise their abilities to the fullest while promoting diversity and viewing the diversity of human resources as a strength. With employees thinking ever more autonomously about their own careers and working lives lengthening, we are striving to proactively provide career development support so that every individual is able to flexibly adapt to changes in their environment and find professional fulfillment in their work.

As a part of career development support measures, we conduct career design interviews. Such interviews involve an employee and their supervisor discussing the employee's current situation and how the employee plans to grow over the medium to long term. This approach is designed to help employees take the initiative and grow. Each employee works to identify their own strengths and consider for themselves how they can hone and utilize those strengths to, ultimately, contribute to society. At the same time, the company systematically examines ways to utilize and enhance each individual's strengths in order to achieve corporate growth.

In recognition of these initiatives, MCC received the Innovation Prize in the Ministry of Health, Labour and Welfare's Good Career Company Awards 2019.



Across the entire MCC Group, including overseas sites, we are working to effectively place and develop promising human resources in each region^{*1} and the next generation of executive management candidates for the MCC Group.

With regard to promising human resources in each region, the regional headquarters established in April 2017 implement systematic human resource development and placement within their respective regions. At the same time, regarding the next generation of executive management candidates, we are working with the regional headquarters to implement unified global management, identifying key positions and preparing succession plans for them as well as monitoring the placement of management candidates who are expected to fill such positions in the future.

The company-wide HR Committee convenes on a regular basis to manage such efforts. Furthermore, we are applying these initiatives across the entire MCC Group, including overseas companies, working to implement more systematic and effective human resource development and placement.

^{*1} Refers to the four regions that the MCC Group has designated as its units for global business development, namely the Americas; Europe, the Middle East and Africa; the ASEAN region, India and Australia; and China and Hong Kong.

Human Resource Development System

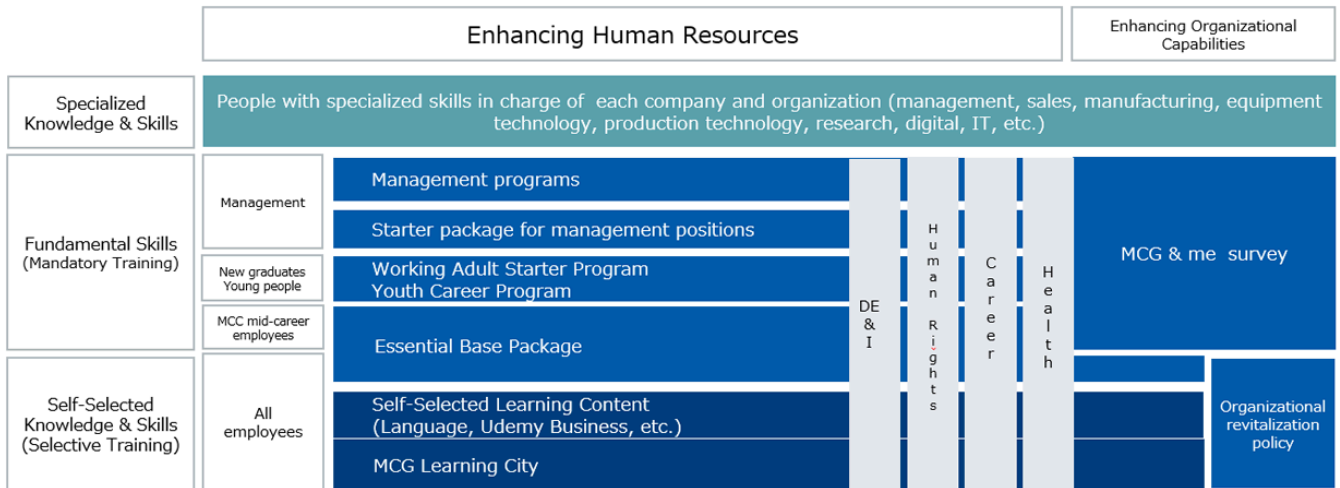
MCC believes that on-the-job training—learning through actual, on-site work experience—is the foundation of employee growth. We expect on-the-job training to lead employees to grow autonomously through the process of identifying issues in the course of their ordinary work and solving said issues with support from those around them.

To support and reinforce this process, we have introduced measures that enable employees to proactively design their own careers. We also maintain an off-the-job training program that enables employees to learn how to fulfill the roles expected of them.

Furthermore, we support both human resource development and organizational development. In doing so, we aim to help strengthen individuals and the organization by both supporting the individual efforts of employees to develop their abilities through, for example, the acquisition of skills needed to carry out their duties, and by increasing engagement. In this way, we seek to build win-win relationships that empower each employee to autonomously learn and work with vigor.

In addition to the human resource development initiatives implemented by the Human Resources Department, each business department implements measures tailored to its unique characteristics. For example, technical departments carry out uniform education and training through internal projects, aiming to develop engineers with abilities in a wide range of fields and advanced professional safety skills. Such initiatives at the business department level are a tremendously important part of company-wide human resource development.

Human Resource Development System Chart



At the same time, Mitsubishi Chemical Group Corporation holds such programs as Group New Executive Training. The MCC Group actively sends its employees to participate in these programs, which offer opportunities for them to develop themselves through friendly competition within the MCC Group.

Global Executive Development

The MCC Group is forcefully globalizing its management structure. To encourage the development of the human resources needed to handle global management, we are carrying out a range of training and other programs in and outside Japan.

The development of globally oriented management personnel requires the cultivation of global mindsets and amassing of global experience. To this end, we offer programs to develop global mindsets in Japan as well as mutual personnel exchange programs between locations in Japan and overseas.

We also encourage growth of candidates for management positions in future generations into true global leaders by providing opportunities for them to test their skills against other candidates for senior executive management dispatched from each company and country.

Relationship between Employers and Employees

Labor-Management Relations Based on Mutual Trust

In line with the [Mitsubishi Chemical Group Charter of Corporate Behavior](#) and [Mitsubishi Chemical Corporation and its group companies Human Rights Policy](#), Mitsubishi Chemical (MCC) respects employees' rights, including freedom of association and the right to collective bargaining, and strives to build sound relations with employees through close dialogue.

MCC is working to build labor-management relations based on mutual trust with its employees' labor union through such means as maintaining close ongoing dialogue and holding regular biannual joint management council meetings with the labor union in line with a labor agreement to exchange opinions.

Members of management engaged in dialog with employees on the theme of safety at the December 2023 joint management council, providing an opportunity for direct communication.

Communities and Society

Mitsubishi Chemical Corporation

Basic Policy

In line with the [Mitsubishi Chemical Group Corporate Citizenship Activities Policy](#) and [Mitsubishi Chemical Corporation and its group companies Human Rights Policy](#), Mitsubishi Chemical (MCC) and its group companies conduct corporate citizenship activities in such areas as creating an inclusive society, fostering the development of the next generation, protecting the global environment, communicating with local communities and supporting regions hit by natural disasters.

The Mitsubishi Chemical Group Corporate Citizenship Activities Policy

As good corporate citizens, the Mitsubishi Chemical Group will continue to lead the realization of KAITEKI with a better understanding of the culture and customs in communities and countries where we operate. We actively respond to real needs and demands of the communities in various ways, including our business activities where we are located.

Group sites in each country and region take the lead on corporate citizenship activities to advance these efforts.

- Deepen our understanding of social needs through communication with various stakeholders and other organizations.
- Conduct activities together with employees and encourage their positive participation.
- Support employees in their volunteer activities.

Corporate Citizenship Activities

Creating an Inclusive Society

MCC agrees with the mission of the Japanese Para Sports Association of creating a vibrant, inclusive society and has participated in activities as an official partner since 2017.

By helping to further spread and develop sports for people with disabilities, we seek to contribute to the realization of an inclusive society that is healthy, both physically and mentally, and where each person's individuality is respected.



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Development and education for future generations

At various sites, the MCC Group conducts chemistry experiment workshops, provides on-site lessons at schools, and helps to educate students on careers to spark an interest in chemistry and science among children, who represent the next generation. Furthermore, we perform chemistry experiment shows for children at events held by the Yume Kagaku-21 Committee. (The Yume Kagaku-21 Committee comprises the Chemical Society of Japan; Society of Chemical Engineers, Japan; Japan Association for Chemical Innovation; and Japan Chemical Industry Association.)



On-site lesson at an elementary school
(Hiroshima Plant)



On-site lesson at an elementary school
(Ibaraki Plant)

Protecting the Global Environment

In line with our purpose, “Leading the realization of KAITEKI where well-being of people, society and the planet Earth will continue through innovative solutions,” we have long contributed to solving social issues through our businesses, such as the provision of the biodegradable biomass plastic BioPBS™.

In addition to the contributions we make through such business activities, we promote clean-up activities along the shorelines of oceans, rivers, lakes, and other bodies of water to enable each employee to do their part voluntarily through corporate citizenship activities. This helps reduce the waste flowing into the ocean.



Cleaning up the ocean shoreline, using biodegradable garbage bags made from BioPBS™ (Kagawa Plant, Okayama Plant)

Engaging with communities to contribute development

At each site, we participate in local events, invite local residents to events at plants, and open our sports fields and athletic facilities to the public as part of our ongoing efforts to communicate with local communities.



A plant event (Kyushu Plant)



Making button badges from plastic bottles (Central Japan Plant)



Making the parking lot available for Kawazu cherry blossom viewing

Supporting regions hit by natural disasters

In and outside Japan, we provide monetary and material donations to areas affected by natural disasters. Within Japan, we also actively provide human support to affected areas, including through employee volunteering.

In 2024, monetary donations were made through the Japanese Red Cross Society to support the areas affected by the earthquakes on the Noto Peninsula in January and the Hualien earthquake off the eastern coast of Taiwan in April.

Going forward, we will continue to support recovery directly and the recovery initiatives of local residents.

Company Data (Social)

Mitsubishi Chemical Corporation

Employee Composition

Employees Working at Mitsubishi Chemical

By gender		By employment type		By age group	
Male	11,713 (84.2%)	Open-ended	13,380	29 or younger	1,701
Female	2,191 (15.8%)	Fixed-term (rehired retirees, contractors)	446	30 to 39	2,804
		Other (part-time, etc.)	78	40 to 49	3,655
				50 to 59	4,532
				60 to 69	1,195
				70 or older	17
Total: 13,904					

As of March 2025

Employees Employed by Mitsubishi Chemical

By gender		By workplace		Average age
Male	13,830 (84.1%)	Mitsubishi Chemical	13,161	45.6
Female	2,616 (15.9%)	Group company	3,285	
		Auxiliary organizations		
Total: 16,446				

As of March 2025

* Regular employees and managers

Managers Employed by Mitsubishi Chemical

Male	4,855 (90.1%)
Female	498 (9.9%)
Total	5,353

As of March 2025

* MCC employees who are assistant manager level or above

New Hires to Mitsubishi Chemical

New Graduate Hires

	General employees	Percent of total
Male	142	88%
Female	20	12%
Total	162	100%

Mid-Career Hires

	General employees	Management positions	Total	Percent of total
Male	113	26	139	84%
Female	21	5	28	16%
Total	134	31	165	100%

Regular employees and managers who joined Mitsubishi Chemical from April 1 2024 to March 31, 2025

Employment of People with Disabilities

Full-time positions held by employees with disabilities	477.5
Total number of employees used to calculate the percentage of employees with disabilities	17,415
Percentage of employees with disabilities	2.74%
Employees with disabilities holding full-time positions in special-purpose subsidiary (Kasei Frontier Service, Inc.)	124 (Total number of employees: 118)

As of June 1, 2025

The number of people is calculated based on points.

Employee Union Membership Rate

	FY2023	FY2024
Employee union membership rate (as of the end of each fiscal year)	67.8%	67.1%

Percentage of All Employees under an Official Labor Agreement on Working Conditions

	FY2023	FY2024
Percentage of all employees under an official labor agreement on working conditions (as of the end of each fiscal year)	67.8%	67.1%

Percentage of All Employees Represented by an Officially Elected Employee Representative

	FY2023	FY2024
Percentage of all employees represented by an officially elected employee representative (as of the end of each fiscal year)	67.8%	67.1%

Human Resources Development

Percentage of Employees who Have Undergone a Regular Evaluation for Performance or Career Development

	As of March 31, 2024
Percentage of Employees who Have Undergone a Regular Evaluation for Performance or Career Development	96.3%

Percentage of All Employees who have Undergone Career or Skills Training

	FY2023	FY2024
Percentage of all employees who have undergone career or skills training (as of the end of each fiscal year)	100%	97.3%

Work-Life Balance

Total Working Hours

Average total annual working hours	1,909
Average monthly overtime pay	¥64,775

As of March 31, 2025

Average total annual working hours: Paid vacation is not included in the calculation of actual hours worked

Leave Taken

Paid leave utilization rate	80.97%	
Maternity leave taken	68	
Employees who took childcare leave	Male	351
	Female	142

As of March 31, 2025

(The period of annual paid leave is from April 2024 to March 2025)

Human Rights

Human-Rights Related Training

FY2024

Workplace Bullying Prevention Training (for Japan region)

By workplace	In-house training	
	Sessions	Participants
MCC	1	14,648
Group company	1	13,416
Total		28,064

FY2023

Training on Employing People with Disabilities (for Japan region)

By workplace	In-house training	
	Sessions	Participants
MCC	1	15,618
Group company	1	11,390
Total		27,008

Percentage of All Employees Who Have Undergone Training on Diversity, Discrimination, and Harassment

	FY2023	FY2024
Percentage of All Employees ^{*1} Who Have Undergone Training on Diversity, Discrimination, and Harassment	94% ^{*2}	96.5% ^{*3}

*1 Participants from Mitsubishi Chemical and its Group companies

*2 As of December 31, 2023

*3 As of September 30, 2024

Human rights due diligence in the supply chain

Category		Fiscal 2021 results	Fiscal 2022 results	Fiscal 2023 results	Fiscal 2024 results
Percentage of purchases that was covered by the CSR questionnaire		92%	91%	83%	93%
Number of Suppliers evaluated based on CSR questionnaire in the current fiscal year		186 suppliers	416 suppliers	559 suppliers	1,101 suppliers (FY21-24 total 2,262 suppliers)
Supplier education through CSR procurement training sessions (Target rank: B, C, D)	Number of suppliers	31 suppliers	104 suppliers	170 suppliers	343 suppliers (FY21-24 total 648 suppliers)
Capacity building through Individual Interview (Target rank: C, D)	Number of suppliers	16 suppliers	47 suppliers	97 suppliers	124 suppliers (FY21-24 total 284 suppliers)
	Implementation rate	100%	100%	100%	94% (implementation ongoing)
Implementation of on-site visit (audit) for target suppliers ^{*4}		Not applicable	Not applicable	5 suppliers	1 supplier
Implementation of human rights due diligence training for internal procurement departments.		Done	Done	Done	Done

*4 Suppliers whose efforts were deemed insufficient through individual interviews

Governance

Corporate Governance

Basic Approach to Corporate Governance

Upholding “We lead with innovative solutions to achieve KAITEKI, the well-being of people and the planet” as its Purpose, the Mitsubishi Chemical Group Corporation (MCG) Group aims to become Green Specialty Company that continues to provide optimal solutions to social problems and deliver impressive results to customers with the power of materials.

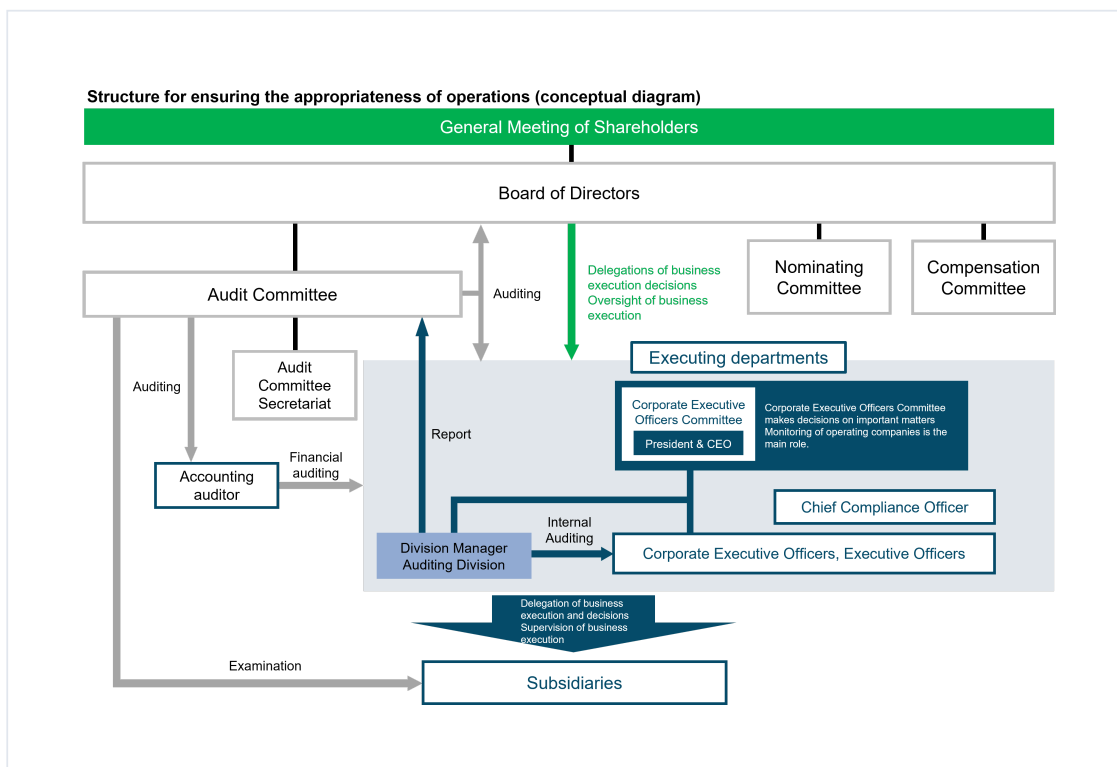
For Realizing KAITEKI, MCG shall establish a system to enhance both the soundness and efficiency of business administration, improve the transparency of its business administration through suitable disclosure of information and dialogue with stakeholders, and endeavor to establish a better suitable corporate governance system.

[Corporate Governance Guidelines](#)

[Corporate Governance Report](#) ↓

Governance System

MCG, as a company with a nominating committee, etc., separates functions for the supervision and execution of business in a bid to enhance management transparency and openness, strengthens management oversight functions, and improves management agility by accelerating decision-making. While management supervision is now undertaken by the Board of Directors and three committees comprised of the Nominating Committee, Audit Committee, and Compensation Committee, corporate executive officers make business decisions and are in charge of business execution.



History of strengthening Corporate Governance

Date	Initiatives	Objective
June 2013	Appointment of an outside director	Strengthening of management supervision functions
June 2014	Appointment of a director of overseas nationality	Increased diversity of the Board of Directors
June 2015	Appointment of a female director Transition to a company with a nominating committee, etc.	Increased diversity of the Board of Directors Improvement of management transparency and fairness as well as management supervision functions
June 2016	Increase in the number of outside directors	Strengthening of management supervision functions
June 2021	Appointment of the leading independent outside director	Enhancement of the independence of the Board of Directors and strengthening of cooperation between executive and outside directors
June 2024	Realization of an outside director majority on the Board of Directors	Strengthening of management supervision functions

Roles and Responsibilities

Board of Directors

The Board of Directors determines basic management policies (group philosophy, medium-term management plans, annual budgets, etc.), and supervises the overall management. In principle, the Board of Directors delegates authority to corporate executive officers to make business execution decisions based on the basic management policies.

In order to establish the Group's basic management policies and oversee management appropriately, MCG appoints directors from a multifaceted viewpoint by defining expected universal skills—corporate management, global business, and risk management—and skills required for medium- to long-term management—legal affairs, compliance, finance, our industry and related industries, and technology/science/digital knowledge. In addition, in order to strengthen the supervisory function of the Board of Directors, the majority of Directors do not concurrently serve as Executive Officers, and we have established a system to ensure appropriate supervision of business execution.

That being said, the Articles of Incorporation stipulate that there shall be no more than 20 directors at one time. As of June 25, 2025, there are a total of 8 directors (of which 2 directors are also corporate executive officers), including the 6 outside directors.

With a view to strengthen the independence of the Board of Directors and strengthening cooperation between executive officers and outside directors, MCG appoints the leading independent outside director by mutual selection of outside directors. Leading independent director collects the opinions of outside directors and hold discussions with the chairman of the Board of Directors and the president of executive officers, and presides over a conference body consisting only of outside directors.

Constitution of the Board of Directors

Name	Position	General Skills*1			Specialty Skills*2			
		Corporate Management	Global Business	Risk Management	Legal and Compliance	Finance	Industry and Related Business	Technology, Science and Digital
Nobuo Fukuda	Director of the Board, Chairperson		●	●			●	
Manabu Chikumoto	Director of the Board (Corporate Executive Officer)	●	●	●			●	
Kiyomi Kikuchi	Independent Outside Director of the Board		●	●	●			
Tatsumi Yamada	Independent Outside Director of the Board		●	●		●		
Akihiro Eto	Independent Outside Director of the Board	●	●	●		●	●	
Shuichi Sakamoto	Independent Outside Director of the Board		●	●		●	●	
Geoffrey W. Coates	Independent Outside Director of the Board		●	●			●	●
Seiji Kuraishi	Independent Outside Director of the Board	●	●	●			●	

*1 General skills are skills that are universally required of Directors of the Board of MCG, and “Global Business” and “Risk Management” are common skills required of all directors of the Board.

*2 Specialty skills are skills that are required from a medium- to long-term perspective, and are professional skills that each Director of the Board has particular strengths.

*3 The “Corporate management” category is for individuals who have served as an executive manager (President, CEO, etc.) in a private company of a certain size or larger. Within the Group, it is for individuals who have served as an executive manager (President, CEO, etc.) in the Company or in the Group’s major subsidiaries.

Nominating Committee

The Nominating Committee determines the contents of the proposal for the election and dismissal of Directors to the general meeting of shareholders, and the contents of the proposal to the Board of Directors regarding the selection and dismissal of the President. An outside director serves as the chairperson to enhance the transparency and soundness of the nominating process.

Nominating Committee (as of June 25, 2025)

	Outside Directors	Inside Director
Chairperson	Kiyomi Kikuchi	
Members	Akihiro Eto Seiji Kuraishi	Nobuo FuKuda

Audit Committee

The Audit Committee is responsible for auditing the execution of duties by the corporate executive officers and directors, preparing audit reports, gathering information from the Representative Executive Officer, etc., establishing a system for cooperation with the Internal Audit Department, reviewing the Group's internal control system and conducting audits and investigations of the corporate group. As a general rule, the committee meets once a month. Together with selecting full-time members, the internal audit department and the internal control department that formulates and promotes policies on establishing internal control systems collaborate closely to enhance the audit system administered by the Audit Committee. In consideration of transparency and fairness in the audit, the chairperson of the committee is the outside director. Tatsumi Yamada has considerable knowledge of finance and accounting, as he is qualified as Certified Public Accountant. Shuichi Sakamoto has considerable knowledge of finance and accounting as he has served as a chief financial officer of a listed company.

Audit Committee (as of June 25, 2025)

	Outside Directors	Inside Director
Chairperson	Tatsumi Yamada	
Members	Shuichi Sakamoto Seiji Kuraishi	Nobuo Fukuda

Compensation Committee

The Compensation Committee designs the compensation system for directors and corporate executive officers and determines the individual amount of compensation for each director and corporate executive officer at the Company. An outside director serves as the chairperson to enhance transparency and fairness of the decision-making process.

Compensation Committee (as of June 25, 2025)

	Outside Directors	Inside Directors
Chairperson	Akihiro Eto	
Members	Tatsumi Yamada Shuichi Sakamoto	—

Corporate Executive officers

The corporate executive officers decide the execution based on basic management policies (medium term business strategies and annual budgets, etc.).

Regarding important matters in the management of the Group, deliberations are made at the corporate executive officers, which is the council by the corporate executive officers. In addition to determining the division of duties of each corporate executive officer for other matters, we make it appropriate and efficient decision-making by clarifying the authority to decide the corporate executive officer in charge.

Corporate Executive Officers Committee

The Corporate Executive Officers Committee is composed of all corporate executive officers, deliberates and decides on important matters concerning the management of the Company and the Group, and also monitors the Group's business based on the medium-term management plan, annual budget etc.

That being said, the Member of the Audit Committee can attend the Corporate Executive Officers Committee at any time to express freely.

Standards for Independence of Outside Directors

The Company shall elect those as Outside Directors who do not fall under any of the following and are capable of overseeing the Company's management from a fair and neutral standpoint, free of a conflict of interest with general shareholders.

1.Related party of the Company

(1)Person engaged in execution of operation of the MCG Group (Executive Director, Corporate Executive Officer, Executive Officer, Manager, employee, partner, etc. The same shall apply hereafter.)

(2)A person who has been engaged in execution of operation of the MCG Group in the past 10 years

2.Major shareholder

A person who directly or indirectly holds 10% or more of MCG's total voting rights or a person engaged in execution of operation of a company that directly or indirectly holds 10% or more of MCG's total voting rights

3.Major business partner

(1)A person engaged in execution of operation of a company^{*1} whose major business partner includes MCG and Group Major Subsidiaries (Mitsubishi Chemical Corporation and Nippon Sanso Holdings Corporation. The same shall apply hereafter.)

(2)A person engaged in execution of operation of a major business partner^{*2} of MCG and Group Major Subsidiaries

4.Accounting Auditor

Accounting Auditor of the MCG Group or an employee thereof

5.Transaction as an individual

A person who receives money and other financial benefits of 10 million yen or more per year from any of MCG and Group Major Subsidiaries

6.Donation

A person who receives a donation or financial assistance of 10 million yen or more per year from any of MCG and Group Major Subsidiaries or a person engaged in execution of operation of a company that receives a donation or financial assistance of 10 million yen or more per year from any of MCG and Group Major Subsidiaries

7.Reciprocal assumption of the position of Director

A person engaged in execution of operation of a company that has elected any of the Directors and employees of the MCG Group as its Director

8.Close relatives, etc.

(1)Close relatives, etc. of a person engaged in execution of important operations of the MCG Group (spouse, relatives within the second degree of relationship or any person who shares the same livelihood. The same shall apply hereafter.)

(2)Close relatives, etc. of any person who meets the definition of items 3 through 7 above

*1 If the said business partner receives from MCG and Group Major Subsidiaries an amount equivalent to 2% or more of its annual consolidated net sales in the latest fiscal year, this company shall be considered as the one whose major business partner includes MCG.

*2 If MCG and Group Major Subsidiaries receives from the said business partner an amount equivalent to 2% or more of MCG's annual consolidated net sales in the latest fiscal year or the said business partner loans to the MCG Group an amount equivalent to 2% or more of MCG's total consolidated assets, the said business partner shall be considered as a major business partner of MCG.

*3 The party is deemed to fall under the items 3. to 7. when the relevant conditions were met any time in the past three years.

Policy on deciding remuneration for directors and corporate executive officers

Systems for Directors and for Corporate Executive Officers are separate, and remuneration is determined by the Compensation Committee based on the following concepts:

(Directors)

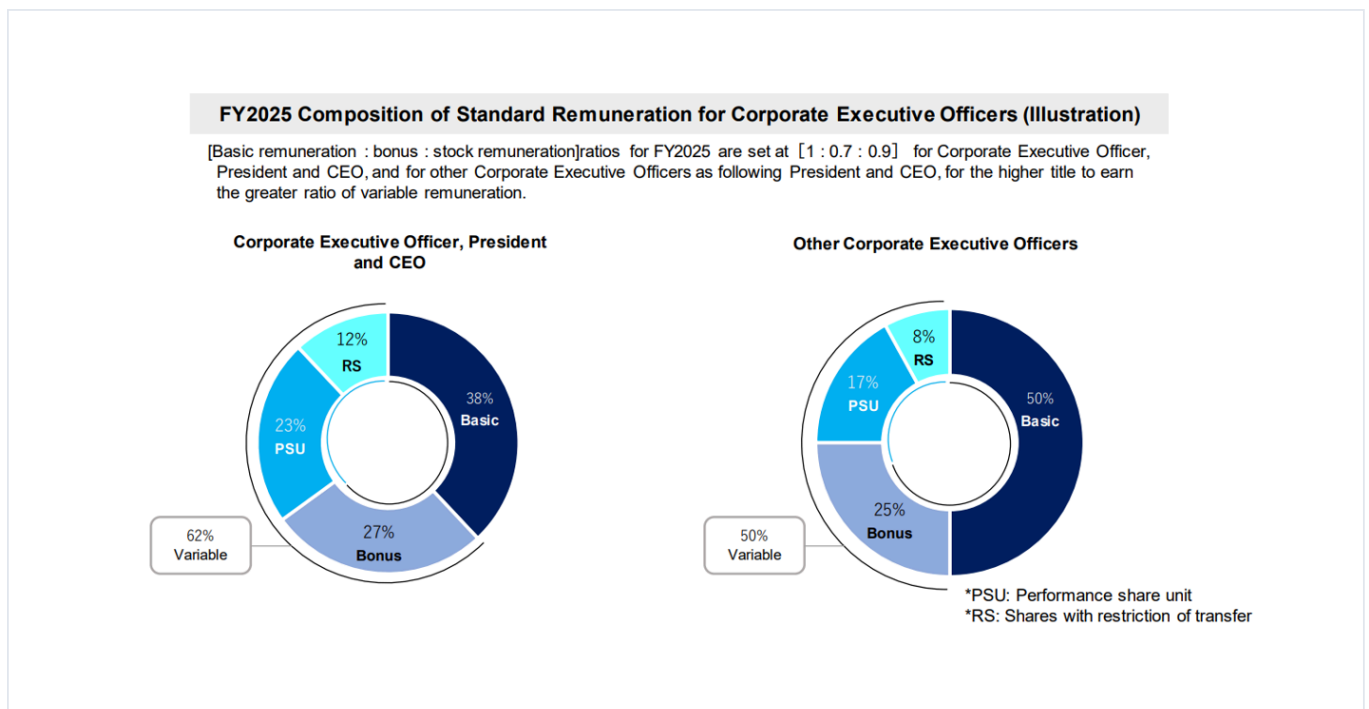
- Given their role of overseeing and auditing management of the Company from an independent and objective standpoint, remuneration for Directors shall be mainly consist of basic remuneration (fixed remuneration). In order to encourage supervising and providing advice on management from the viewpoint of shareholders and investors with an eye to enhancing corporate and shareholder value, stock remuneration not linked to performance shall be paid in addition to basic remuneration.
- In order to secure personnel suitable for executing the responsibilities of Directors of the Company with a Nominating Committee, etc., the level of remuneration shall be determined by considering the levels of other companies, expected roles/functions, hours required to execute their duties, and other factors.

(Corporate Executive Officers)

- A remuneration plan shall be the one that makes officers conscious of the integrated practice of the three axes (MOS/MOT/MOE) for realizing the MCG Group's Purpose.
- A remuneration plan shall be the one that effectively functions as an incentive to enhance short-term and medium and long-term performance and improve sustainable corporate value and shareholder value.
- The level of remuneration shall be a level competitive enough to acquire and keep good management personnel who lead the sustainable growth of the MCG Group.
- Remuneration shall be determined through a fair and reasonable decision-making process that can fulfill accountability for all stakeholders including shareholders, customers, and employees.

Composition of the Remuneration of Corporate Executive Officers

In light of the basic policy, the remuneration of corporate executive officers is set as follows.



Compliance

For the Mitsubishi Chemical Group, the word “compliance” encompasses not only basic adherence to the applicable laws and regulations but also observance of corporate ethics and general social norms. We engage in a range of initiatives to foster a corporate culture of compliance.

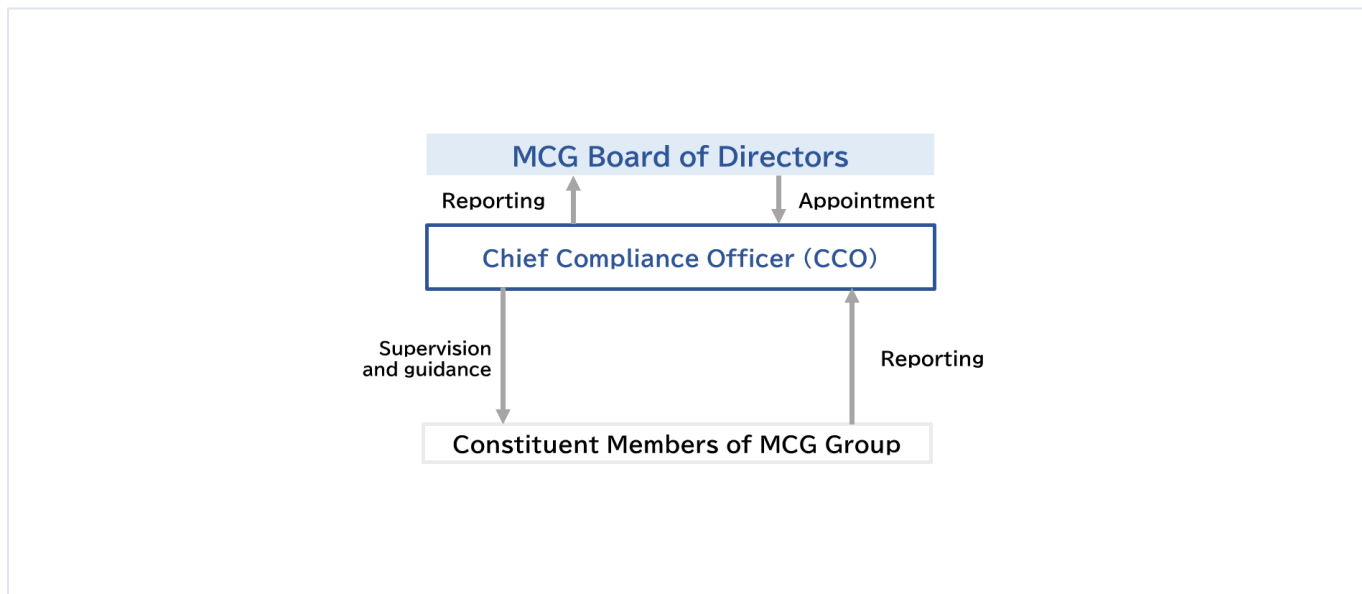
Compliance Structure

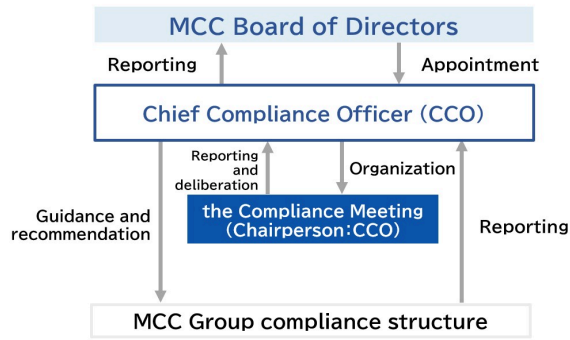
The Chief Compliance Officer (CCO), appointed by the Board of Directors, is the person responsible for overall compliance management and the establishment and operation of compliance systems at Mitsubishi Chemical Group Corporation and its subsidiaries. A CCO has also been appointed at Mitsubishi Chemical Corporation, a major subsidiary, under the guidance of whom a compliance system has been established in each business group and corporate function unit.

To promote compliance on a global scale, Mitsubishi Chemical Corporation has established the Global Compliance Regulations and divided the world into five regions and formulated the Compliance Program to standardize and enhance the quality of compliance activities in each region. Through this program, we implement standardized measures globally, such as training and perception surveys, as well as activities tailored to the local culture and characteristics of each region. We verify and improve activities each time they are implemented and strengthen the plan–do–check–act cycle for compliance management. The details and progress of these compliance activities are deliberated and reported at the Compliance Meeting chaired by the CCO.

If a compliance violation is foreseen or occurs at Mitsubishi Chemical Corporation, it is reported to the CCO via the compliance department in the region of occurrence. The relevant departments and the compliance department will then work with Specialized Departments to take appropriate preventive or corrective actions and measures to avoid recurrence.

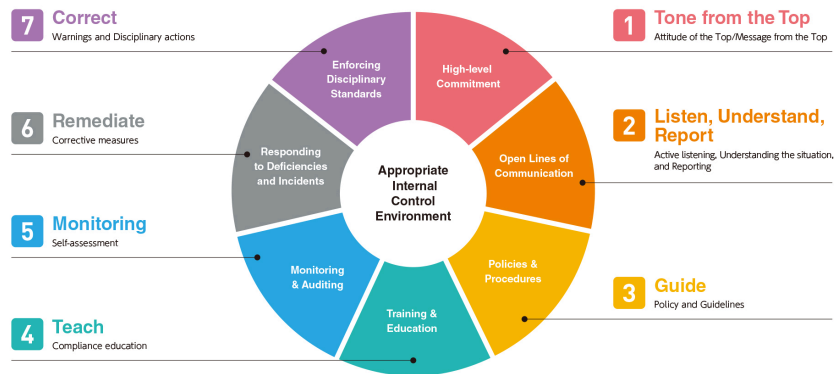
For more information on Nippon Sanso Holdings Corporation, another major subsidiary, please refer to [the following page on its corporate website.](#) 





[Click here for more information on Nippon Sanso Holdings Corporation.](#) 

[Compliance Program]



Disclosure of Compliance Violations, etc.

Compliance violations, etc., across the MCG Group are disclosed as news releases on this website when deemed necessary.

Whistleblowing Systems

The MCG Group operates whistleblowing systems in each region, with the compliance departments of the region, external lawyers, or specialized service providers as contact points. In fiscal 2024, a total of 506 allegations were reported globally, as shown in the chart below. In response to these allegations, each Group company has taken prompt action and corrective measures in accordance with applicable rules. We strive to prevent recurrence through compliance training and other measures.



Charter of Corporate Behavior

The Mitsubishi Chemical Group Charter of Corporate Behavior

We shall, as shown below, always act with high sense of ethics and socially-recognized decency in every aspect of our corporate activities by innovative solutions, under a purpose that “we will lead the realization of KAITEKI where people, society and the planet can continue to exist in a comfortable way.

Awareness and Responsibility

We shall contribute to the realization of KAITEKI through our business with a keen sense of corporate social responsibility, based on the fundamental understanding that the foundation of our corporate activities is society's trust and confidence in us.

Accountability and Transparency

We shall, recognizing the importance of accountability in corporate activities, preserve transparency in such activities, disclose information appropriately, and always maintain a stance of openness, both internally and externally.

Legal Compliance and Fairness, Equitability, and Integrity

We shall comply with laws and international standards and shall hold ourselves to the highest ethical conduct at all times. In addition, we shall always adopt an attitude of fairness, equitability, and integrity towards customers, business partners, shareholders, government agencies, local communities, and other stakeholders. This attitude shall also apply to our dealings with each other.

Valuing Stakeholders

We shall respect and communicate closely with all stakeholders including customers, suppliers, shareholders, business partners, government agencies, local communities, and employees, and consider the outcomes of such communication in our corporate activities.

Respecting Human Rights

We shall respect the dignity and rights of all people, and shall not discriminate against people unfairly on the basis of race, sex, religion or other protected status. We shall also expect our suppliers and other contractors to refrain from any infringement of human dignity and rights or discriminatory practices.

Employment and Labor

We shall not engage in any form of forced, compulsory, or child labor, and shall require our suppliers and other contractors to adhere to the same standards. The Mitsubishi Chemical Group managers at all levels shall respect human diversity and create working environments where employees can exercise their abilities to the utmost in safe and healthy settings, in order to make optimal use of human resources. Managers shall build sound relations with employees through close dialogue, and shall respect employees' rights, including freedom of association and the right to collective bargaining.

Environment and Safety

We shall strive to reduce environmental impact and protect the environment and ecosystems in our operations, in addition to supplying environmentally friendly products and services. Recognizing that the health and safety of our employees and communities in which we do business form the foundation for the very existence of our company and that we have a corporate social responsibility to assure the health and safety of others, we shall continue to ensure safe business activities.

Fair Business Practices

We shall conduct business fairly and sincerely, adhering to ethical principles and refraining from unfair trade practices and any form of bribery or corruption, to contribute to sound social and economic development through fair competition in the market. We shall refuse to work with any group, organization or individual engaged in unlawful activities, and under no circumstances shall we have any relations with anti-social influences.

Customer Satisfaction

We shall constantly strive to satisfy our customers by keeping the promises made in contracts with them, doing our utmost to ensure the safety and quality of the products and services we supply, and engaging in dialogue and R&D.

Information Management

We shall, in the course of our corporate activities, maintain appropriate records and make reports as required by law and regulation. We shall manage information carefully to prevent leakage of confidential data relating to customers, business partners, or our own business.

Science and Technology

We shall advance R&D by bringing together outstanding researchers from Japan and overseas, and contribute to the realization of KAITEKI through innovation. We shall recognize the importance of our own and others' intellectual property rights and respect such rights.

Community Involvement

We shall contribute broadly to society through our businesses. In addition, we shall respond to the desires and expectations of local communities by enhancing our understanding of their cultures and customs and acting as a good corporate citizen.

Shared Standards

The Mitsubishi Chemical Group managers shall recognize their responsibility to embody the spirit of this charter and shall ensure that employees are fully aware of its content. We shall expect our suppliers and other business partners to share all the standards set out in this charter, including but not limited to standards relating to human rights, employment, and labor.

Legal Compliance

The Mitsubishi Chemical Group recognizes the word "Compliance" as a broader definition covering corporate ethics and general social norms, not staying at basic legal adherence. The Group regards compliance as one of its top management priorities in order to continue to be a company that stakeholders and society as a whole can trust. At overseas Group companies, as well as domestic Group companies, we have formulated codes of conduct and regulations in line with each country's laws and rules and social standards, based on a common basic rule.

Structure

To steadily incorporate compliance into the Mitsubishi Chemical Group, Mitsubishi Chemical Group Corporation has established the Internal Control Div. to manage compliance, as well as either a Compliance Promotion Committee or a Corporate Ethics Committee at operating companies, under the supervision of the Group Chief Compliance Officer (Group CCO) appointed by the Board of Directors of Mitsubishi Chemical Group Corporation.

[Compliance Promotion Structure](#)

Main Activities

The Mitsubishi Chemical Group operating companies are pushing ahead with activities to strengthen compliance, such as formulating rules of conduct based on standards established by Mitsubishi Chemical Group Corporation.

Implementing Training Courses

Every year, operating companies conduct compliance-related training courses and seminars for the group companies they manage. Mitsubishi Chemical Group Corporation dispatches instructors to lead seminars, along with producing training tools and other materials, to support the training activities of the operating companies.

Preparing Compliance Guidebooks

Operating companies prepare compliance guidebooks for practicing compliance according to the characteristics of the businesses of each company.

Implementing Operational Auditing and Monitoring

The Internal Audit Office of Mitsubishi Chemical Group Corporation conducts annual Control Self Assessments (CSA) at Group companies. As part of these efforts, the Company ascertains the extent of compliance promotion at each Group company based on a series of compliance-related questions.

Establishing and Managing Compliance Hotline Systems

Operating companies establish and operate their own compliance hotline systems, through which employees can talk with either the internal control promotion department manager of each company or an outside attorney. The operating companies regularly report to Mitsubishi Chemical Group Corporation on the implementation status of the compliance hotline systems. Mitsubishi Chemical Group Corporation also provides a compliance hotline system for employees at Group companies and is working to promote the system and ensure that it continues to be operated appropriately.

An investigative team led by the internal control promotion department manager of each company processes all information that is provided. If it is deemed that there is a problem, the team will take swift action to remedy the situation, under the supervision of the CCO of each company. In addition, to those employees seeking advice or filing reports, each company vows to keep the facts and contents of their consultation and reports confidential, and guarantees that they will not suffer any discriminatory or unjust treatment, including dismissal, on account of these facts. If anyone should act unjustly toward such an employee, that person will be disciplined in accordance with internal rules.

Disclosure of Compliance Violations and Unfair Practices

Necessary disclosure of compliance violations and unfair practices in the Mitsubishi Chemical Group will be completed appropriately via news releases on Mitsubishi Chemical Group Corporation's website or the operating companies' websites.

Establishment of MCG Group Global Tax Policy

The Mitsubishi Chemical Group manages its tax affairs in an appropriate and highly transparent manner in line with its Global Tax Policy to ensure that it complies with the law and that taxes are paid as due and on time. Through these activities, we seek to strengthen our relationships of trust with stakeholders.

[MCG Group Global Tax Policy](#) 

Taxes Paid by Region ^{*1}

(Billions of yen)					
FY ^{*2}	2019	2020	2021	2022	2023
Japan	43.6	24.0	20.2	60.5	△6.6
Asia Pacific	16.2	7.6	9.5	13.5	10.5
North America	2.5	1.5	0.4	4.4	13.6
Europe	10.7	9.4	9.5	10.8	18.0
Other	0.1	0.0	0.1	0.1	0.1
Total	73.1	42.5	39.7	89.3	35.6

*1 Sum of central and local government income taxes

*2 Taxes paid by region based on the Country-by-Country Report submitted to the Japanese tax authorities

Prevention of Corruption

The Mitsubishi Chemical Group is vigorously pushing ahead with the globalization of its business activities to drive sustainable growth together with stakeholders worldwide. Notably, the Group handles numerous types of materials that are used in infrastructure that underpins social prosperity. For this reason, the Group's business activities and supply chains now extend beyond developed countries to certain emerging countries and regions where legal systems are still being developed. The Mitsubishi Chemicals Group is determined to conduct fair business practices in any country or region around the world. To this end, guided by its basic regulations, the Group is working to implement bribery prevention measures and measures against anti-social forces, along with conducting awareness-raising and training activities to enhance knowledge of antitrust laws and other rules, and establishing standards and rules to maintain fairness. The Mitsubishi Chemical Group also recognizes that one of our corporate social responsibilities is to return profits from business successes to local societies in the form of taxes. As such, we make our tax payments in keeping with the spirit and letter of local legislation and a desire to contribute to local societies in all areas where we have operations.

Anti-Bribery and Corruption

In 2006, the Mitsubishi Chemical Group pledged its support for the United Nations Global Compact. Accordingly, we are striving to comply with the 10 Principles of the United Nations Global Compact, including Principle 10, which states that "Businesses should work against corruption in all its forms, including extortion and bribery." In 2014, we compiled the Mitsubishi Chemical Group Global Anti-Bribery Policy. We will take measures to ensure not only adherence to the relevant laws in each country, but also to prevent bribery from a global perspective.

Main Activities

Employee Training

The Mitsubishi Chemical Group conducts regular in-house training to prevent corruption and bribery, with efforts focused particularly on on-site training in Asia.

Anti-Trust and Unfair Trade

The Antimonopoly Act is made up of three main principles, which are the prohibition of private monopolization, the prohibition of unreasonable restraints on trade such as cartels and bid-rigging, and the prohibition of unfair trade practices. The Act aims to promote the development of market economies through free and fair competition and is a fundamental rule to comply with in conducting business activities. The Mitsubishi Chemical Group deeply understands the importance of compliance with the antitrust laws and is working to ensure this compliance.

Main Activities

Implementation and Compliance with Regulations

We prepare various rules and manuals on compliance with the antitrust laws provisions and other regulations and work to ensure compliance.

Management and Oversight of Antimonopoly Act Antitrust Laws Compliance

We regard violations of the antitrust laws as a serious business risk and regular monitoring compliance status.

Conducting Workshops and Lectures

We conduct workshops and lectures led by lawyers and other experts regarding the Antimonopoly Act. Operating companies also encourage employees to improve their awareness and knowledge of the Antitrust Act through e-learning programs.

Measures against Anti-Social Influences

The Mitsubishi Chemical Group promotes avoidance of relationships with anti-social forces throughout the organization, from management to all employees.

Main Activities

Training and Awareness-Raising Activities for Employees

The Mitsubishi Chemical Group conducts regular training and awareness-raising activities for employees.

Gathering of Information Regarding Anti-Social Forces and Checks on Business Partners

Through close partnerships with relevant administrative organizations and others, the Mitsubishi Chemical Group gathers information regarding anti-social forces and performs checks on its business partners.

Risk Management

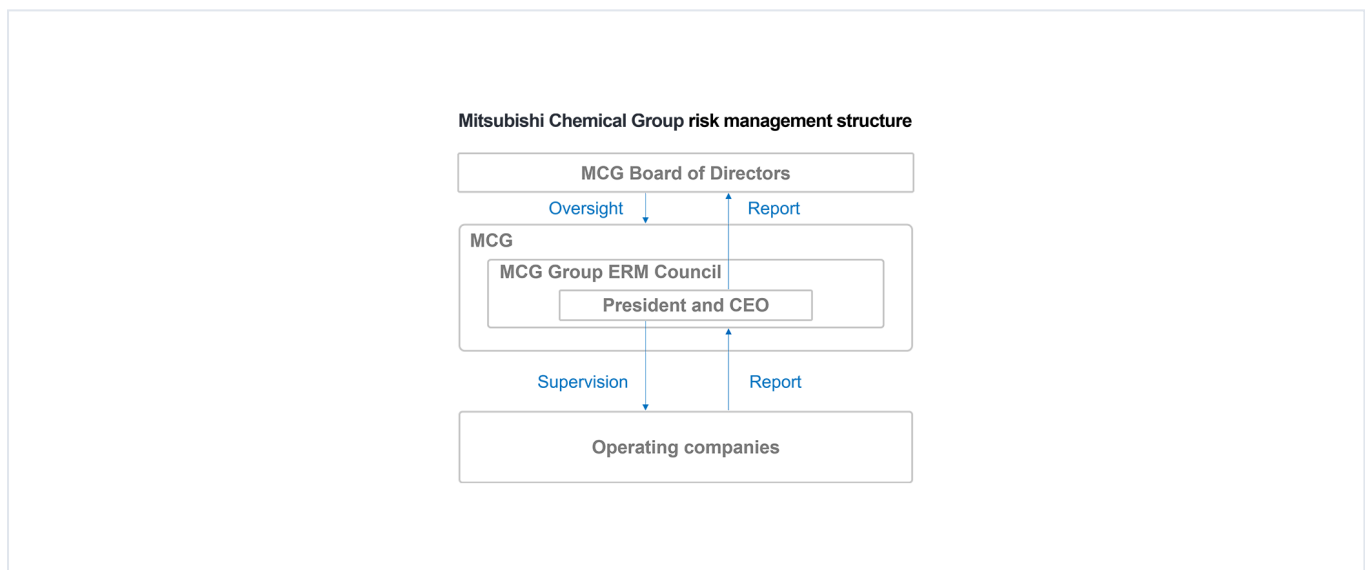
The Mitsubishi Chemical Group defines risks as uncertain events that may have an upside or downside impact on the achievement of the goals of its corporate activities. Through healthy risk-taking by management and optimization of risk response, the MCG Group is striving to maintain and enhance its corporate value.

In an increasingly complex and unstable business environment, the Group has introduced Enterprise Risk Management (ERM) to enhance risk management, ensuring executive-level oversight of the identification, assessment, and response to risks which could have a material impact on the Group's business operations.

Risk management structure

The MCG Group has appointed the president & chief executive officer as the supervising officer for ERM of the Group. The Company has established the ERM Council, which consists of the President & CEO and Corporate Executive Officers among others. The council deliberates on important matters such as the Group's ERM and basic risk management policies, determines material risks that could have a significant impact on the Group as a whole, and monitors the status of risk management.

The status of risk management is reported to and supervised by the Board of Directors.



ERM process

1. Risk identification, risk scenario creation and risk assessment

In the Group's risk management, risks are identified based on risk categories defined by strategy, function and process.

The division responsible for each risk under the supervision of a supervising officer develops risk scenarios for identified risks, assumes specific situations and events based on the scenario, and assesses the risk based on both its impact and likelihood.

2. Determination of MCG Group material risks

The ERM Council selects and determines material risks based on material risk selection standards taking into consideration the risk assessment results by strategy, function and process, and external environment analysis results.

3. Planning and implementation of risk response measures

The division responsible for each risk develops and manages a risk response plan. Each organization, in addition to implementing the plan, formulates an action plan to address organization-specific risks.

4. Monitoring

The division responsible for each risk monitors implementation of the risk response plan at each organization and requests additional response measures to be implemented as necessary.

Response to Material Risks

The ERM Council endeavors to ensure appropriate management of material risks through receiving reports on the status of responses, assessing the effectiveness of risk response plans, and requesting each organization to take additional measures as necessary.

In FY2025, the Council identified geopolitical issues, natural disasters and cybersecurity as material risks among others. The Company is taking measures tailored to each specific circumstance to avoid and mitigate impacts on our business performance and financial position.

Information Security

Approach and Policy

The Mitsubishi Chemical Group is taking on the challenge of utilizing digital technologies and digital business models to transform business processes and collaborate across business divisions to create value. On the other hand, information security risks are increasing, including more sophisticated and stealthy cyberattacks. As a result, strengthening information security has become one of the most important issues that must be addressed on an ongoing basis. Given this, we recognize the importance and responsibility of protecting information assets, and strive to prevent loss of social credibility and business interruptions due to information leaks, falsification, or other risks.

Structure

As part of our management structure, we have established the Information Management Committee, a company-wide organization with responsibilities for information asset management, data governance, personal information management, information system security, control system security, and R&D system security, which works to maintain, manage, and improve information security.

Core Measures

We have formulated information security policies and regulations, protect and manage information assets, and promote various security measures on a global scale.

We have also established an incident response structure (CSIRT^{*1} organization) to respond to information security incidents. Furthermore, in the event of a serious security risk that could have a significant impact on business continuity, social credibility, corporate value, or other areas, we will respond to the crisis event across the organization under our crisis management system in accordance with our Crisis Management Regulations.

*1 CSIRT : Computer Security Incident Response Team

Implementing Security Training and Drills

We regularly implement awareness-raising and training activities for all Group employees, both in Japan and overseas, to ensure that they have thorough knowledge of information management. We also regularly conduct targeted email attack drills for all employees. In addition, we implement company-wide training to prepare for incidents if they do occur.

GRI Guidelines

Statement of Use

Mitsubishi Chemical Group refers to the GRI Standards and reports information for the period from April 1, 2024 to March 31, 2025 as listed in this GRI Content Index.

GRI 2: General Disclosures 2021

Number	Disclosure	Reporting requirements	Page(s)
GRI 2: General Disclosures 2021			
1. The organization and its reporting practices			
2-1	Organizational details	<ul style="list-style-type: none"> a. report its legal name; b. report its nature of ownership and legal form; c. report the location of its headquarters; d. report its countries of operation. 	Corporate Information > Corporate Profile / Access Corporate Information > Number of Subsidiaries Corporate Information > Global Network
2-2	Entities included in the organization's sustainability reporting	<ul style="list-style-type: none"> a. list all its entities included in its sustainability reporting; b. if the organization has audited consolidated financial statements or financial information filed on public record, specify the differences between the list of entities included in its financial reporting and the list included in its sustainability reporting; c. if the organization consists of multiple entities, explain the approach used for consolidating the information, including: <ul style="list-style-type: none"> i. whether the approach involves adjustments to information for minority interests; ii. how the approach takes into account mergers, acquisitions, and disposal of entities or parts of entities; iii. whether and how the approach differs across the disclosures in this Standard and across material topics. 	Corporate Information > Global Network Securities Report P.6-8 (in Japanese only) ↓ Fiscal 2024 data sheet ↓

Number	Disclosure	Reporting requirements	Page(s)
2-3	Reporting period, frequency and contact point	<ul style="list-style-type: none"> a. specify the reporting period for, and the frequency of, its sustainability reporting; b. specify the reporting period for its financial reporting and, if it does not align with the period for its sustainability reporting, explain the reason for this; c. report the publication date of the report or reported information; d. specify the contact point for questions about the report or reported information. 	<p>Reporting period: April 1, 2024– March 31, 2025</p> <p>Reporting frequency: Once a year</p> <p>Securities Report P.37(in Japanese only) ↓</p> <p>Fiscal 2024 data sheet (Cover) ↓</p> <p>Contact Us</p>
2-4	Restatements of information	<ul style="list-style-type: none"> a. report restatements of information made from previous reporting periods and explain: <ul style="list-style-type: none"> i. the reasons for the restatements; ii. the effect of the restatements. 	Not applicable
2-5	External assurance	<ul style="list-style-type: none"> a. describe its policy and practice for seeking external assurance, including whether and how the highest governance body and senior executives are involved; b. if the organization’s sustainability reporting has been externally assured: <ul style="list-style-type: none"> i. provide a link or reference to the external assurance report(s) or assurance statement(s); ii. describe what has been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process; iii. describe the relationship between the organization and the assurance provider. 	Fiscal 2024 data sheet P.6-7 ↓
2. Activities and workers			
2-6	Activities, value chain and other business relationships	<ul style="list-style-type: none"> a. report the sector(s) in which it is active; b. describe its value chain, including: <ul style="list-style-type: none"> i. the organization’s activities, products, services, and markets served; ii. the organization’s supply chain; iii. the entities downstream from the organization and their activities; c. report other relevant business relationships; d. describe significant changes in 2-6-a, 2-6-b, and 2-6-c compared to the previous reporting period. 	<p>Corporate Information > Global Network</p> <p>Sustainability > Social > Supply Chain Management</p>

Number	Disclosure	Reporting requirements	Page(s)
2-7	Employees	<p>a. report the total number of employees, and a breakdown of this total by gender and by region;</p> <p>b. report the total number of:</p> <ul style="list-style-type: none"> i. permanent employees, and a breakdown by gender and by region; ii. temporary employees, and a breakdown by gender and by region; iii. non-guaranteed hours employees, and a breakdown by gender and by region; iv. full-time employees, and a breakdown by gender and by region; v. part-time employees, and a breakdown by gender and by region; <p>c. describe the methodologies and assumptions used to compile the data, including whether the numbers are reported: i. in head count, full-time equivalent (FTE), or using another methodology; ii. at the end of the reporting period, as an average across the reporting period, or using another methodology;</p> <p>d. report contextual information necessary to understand the data reported under 2-7-a and 2-7-b;</p> <p>e. describe significant fluctuations in the number of employees during the reporting period and between reporting periods.</p>	<p>Securities Report P.9-14(in Japanese only) ↓</p> <p>Fiscal 2024 data sheet P.4-5 ↓</p>
2-8	Workers who are not employees	<p>a. report the total number of workers who are not employees and whose work is controlled by the organization and describe:</p> <ul style="list-style-type: none"> i. the most common types of worker and their contractual relationship with the organization; ii. the type of work they perform; <p>b. describe the methodologies and assumptions used to compile the data, including whether the number of workers who are not employees is reported:</p> <ul style="list-style-type: none"> i. in head count, full-time equivalent (FTE), or using another methodology; ii. at the end of the reporting period, as an average across the reporting period, or using another methodology; <p>c. describe significant fluctuations in the number of workers who are not employees during the reporting period and between reporting periods.</p>	—

Number	Disclosure	Reporting requirements	Page(s)
3. Governance			
2-9	Governance structure and composition	<p>a. describe its governance structure, including committees of the highest governance body;</p> <p>b. list the committees of the highest governance body that are responsible for decisionmaking on and overseeing the management of the organization's impacts on the economy, environment, and people;</p> <p>c. describe the composition of the highest governance body and its committees by:</p> <ul style="list-style-type: none"> i. executive and non-executive members; ii. independence; iii. tenure of members on the governance body; iv. number of other significant positions and commitments held by each member, and the nature of the commitments; v. gender; vi. under-represented social groups; vii. competencies relevant to the impacts of the organization; viii. stakeholder representation. 	<p>Corporate Information > Corporate Governance (Governance System) Sustainability > Structure for Implementing Sustainability</p> <p>Corporate Information > Corporate Governance</p> <p>Corporate Governance Report ↓</p>
2-10	Nomination and selection of the highest governance body	<p>a. describe the nomination and selection processes for the highest governance body and its committees;</p> <p>b. describe the criteria used for nominating and selecting highest governance body members, including whether and how the following are taken into consideration:</p> <ul style="list-style-type: none"> i. views of stakeholders (including shareholders); ii. diversity; iii. independence; iv. competencies relevant to the impacts of the organization. 	<p>Corporate Information > Corporate Governance</p>
2-11	Chair of the highest governance body	<p>a. report whether the chair of the highest governance body is also a senior executive in the organization;</p> <p>b. if the chair is also a senior executive, explain their function within the organization's management, the reasons for this arrangement, and how conflicts of interest are prevented and mitigated.</p>	<p>Corporate Information > Leadership</p>

Number	Disclosure	Reporting requirements	Page(s)
2-12	Role of the highest governance body in overseeing the management of impacts	<p>a. describe the role of the highest governance body and of senior executives in developing, approving, and updating the organization's purpose, value or mission statements, strategies, policies, and goals related to sustainable development;</p> <p>b. describe the role of the highest governance body in overseeing the organization's due diligence and other processes to identify and manage the organization's impacts on the economy, environment, and people, including:</p> <p>i. whether and how the highest governance body engages with stakeholders to support these processes;</p> <p>ii. how the highest governance body considers the outcomes of these processes;</p> <p>c. describe the role of the highest governance body in reviewing the effectiveness of the organization's processes as described in 2-12-b, and report the frequency of this review.</p>	<p>Sustainability > Structure for Implementing Sustainability Sustainability > Material Issues and Sustainability(MOS) Indices</p>
2-13	Delegation of responsibility for managing impacts	<p>a. describe how the highest governance body delegates responsibility for managing the organization's impacts on the economy, environment, and people, including:</p> <p>i. whether it has appointed any senior executives with responsibility for the management of impacts;</p> <p>ii. whether it has delegated responsibility for the management of impacts to other employees;</p> <p>b. describe the process and frequency for senior executives or other employees to report back to the highest governance body on the management of the organization's impacts on the economy, environment, and people.</p>	<p>Corporate Information > Leadership Sustainability > Structure for Implementing Sustainability</p>
2-14	Role of the highest governance body in sustainability reporting	<p>a. report whether the highest governance body is responsible for reviewing and approving the reported information, including the organization's material topics, and if so, describe the process for reviewing and approving the information;</p> <p>b. if the highest governance body is not responsible for reviewing and approving the reported information, including the organization's material topics, explain the reason for this.</p>	<p>Sustainability > Material Issues and Sustainability(MOS) Indices</p>

Number	Disclosure	Reporting requirements	Page(s)
2-15	Conflicts of interest	<p>a. describe the processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated;</p> <p>b. report whether conflicts of interest are disclosed to stakeholders, including, at a minimum, conflicts of interest relating to: i. cross-board membership; ii. cross-shareholding with suppliers and other stakeholders; iii. existence of controlling shareholders; iv. related parties, their relationships, transactions, and outstanding balances.</p>	Corporate Information > Corporate Governance (Standards for Independence of Outside Directors)
2-16	Communication of critical concerns	<p>a. describe whether and how critical concerns are communicated to the highest governance body;</p> <p>b. report the total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period.</p>	Corporate Information > Risk Management Corporate Information > Compliance
2-17	Collective knowledge of the highest governance body	<p>a. report measures taken to advance the collective knowledge, skills, and experience of the highest governance body on sustainable development.</p>	—
2-18	Evaluation of the performance of the highest governance body	<p>a. describe the processes for evaluating the performance of the highest governance body in overseeing the management of the organization's impacts on the economy, environment, and people;</p> <p>b. report whether the evaluations are independent or not, and the frequency of the evaluations;</p> <p>c. describe actions taken in response to the evaluations, including changes to the composition of the highest governance body and organizational practices.</p>	Evaluation on the Effectiveness of the Board of Directors

Number	Disclosure	Reporting requirements	Page(s)
2-19	Remuneration policies	<p>a. describe the remuneration policies for members of the highest governance body and senior executives, including:</p> <ul style="list-style-type: none"> i. fixed pay and variable pay; ii. sign-on bonuses or recruitment incentive payments; iii. termination payments; iv. clawbacks; v. retirement benefits; <p>b. describe how the remuneration policies for members of the highest governance body and senior executives relate to their objectives and performance in relation to the management of the organization's impacts on the economy, environment, and people.</p>	<p>Corporate Information > Corporate Governance (Policy on Deciding Compensation for Senior Management) Corporate Governance Report (Exhibit 4) P.39-52 ↓</p>
2-20	Process to determine remuneration	<p>a. describe the process for designing its remuneration policies and for determining remuneration, including:</p> <ul style="list-style-type: none"> i. whether independent highest governance body members or an independent remuneration committee oversees the process for determining remuneration; ii. how the views of stakeholders (including shareholders) regarding remuneration are sought and taken into consideration; iii. whether remuneration consultants are involved in determining remuneration and, if so, whether they are independent of the organization, its highest governance body and senior executives; <p>b. report the results of votes of stakeholders (including shareholders) on remuneration policies and proposals, if applicable.</p>	<p>Corporate Information > Corporate Governance (Policy on Deciding Compensation for Senior Management) Corporate Governance Report (Exhibit 4) P.39-52 ↓</p>
2-21	Annual total compensation ratio	<p>a. report the ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual);</p> <p>b. report the ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual);</p> <p>c. report contextual information necessary to understand the data and how the data has been compiled.</p>	<p>Fiscal 2023 Data Sheet Appendix P1 ↓</p>

Number	Disclosure	Reporting requirements	Page(s)
4. Strategy, policies and practices			
2-22	Statement on sustainable development strategy	<p>a. report a statement from the highest governance body or most senior executive of the organization about the relevance of sustainable development to the organization and its strategy for contributing to sustainable development.</p>	<p>Corporate Information > Message from the President</p>
2-23	Policy commitments	<p>a. describe its policy commitments for responsible business conduct, including:</p> <ul style="list-style-type: none"> i. the authoritative intergovernmental instruments that the commitments reference; ii. whether the commitments stipulate conducting due diligence; iii. whether the commitments stipulate applying the precautionary principle; iv. whether the commitments stipulate respecting human rights; <p>b. describe its specific policy commitment to respect human rights, including:</p> <ul style="list-style-type: none"> i. the internationally recognized human rights that the commitment covers; ii. the categories of stakeholders, including at-risk or vulnerable groups, that the organization gives particular attention to in the commitment; <p>c. provide links to the policy commitments if publicly available, or, if the policy commitments are not publicly available, explain the reason for this;</p> <p>d. report the level at which each of the policy commitments was approved within the organization, including whether this is the most senior level;</p> <p>e. report the extent to which the policy commitments apply to the organization's activities and to its business relationships;</p> <p>f. describe how the policy commitments are communicated to workers, business partners, and other relevant parties.</p>	<p>Corporate Information > Charter of Corporate Behavior</p> <p>Sustainability > Policy on Sustainability</p> <p>Sustainability > Material Issues and Sustainability(MOS) Indices</p> <p>Sustainability > Social > Human Rights</p> <p>Sustainability > Social > Supply Chain Management</p> <p>Corporate Information > Corporate Profile / Access > Mitsubishi Chemical Corporation > Procurement</p>

Number	Disclosure	Reporting requirements	Page(s)
2-24	Embedding policy commitments	<p>a. describe how it embeds each of its policy commitments for responsible business conduct throughout its activities and business relationships, including:</p> <p>i. how it allocates responsibility to implement the commitments across different levels within the organization;</p> <p>ii. how it integrates the commitments into organizational strategies, operational policies, and operational procedures;</p> <p>iii. how it implements its commitments with and through its business relationships;</p> <p>iv. training that the organization provides on implementing the commitments.</p>	<p>Sustainability > Social > Supply Chain Management Corporate Information > Corporate Profile / Access > Mitsubishi Chemical Corporation > Procurement</p>
2-25	Processes to remediate negative impacts	<p>a. describe its commitments to provide for or cooperate in the remediation of negative impacts that the organization identifies it has caused or contributed to;</p> <p>b. describe its approach to identify and address grievances, including the grievance mechanisms that the organization has established or participates in;</p> <p>c. describe other processes by which the organization provides for or cooperates in the remediation of negative impacts that it identifies it has caused or contributed to;</p> <p>d. describe how the stakeholders who are the intended users of the grievance mechanisms are involved in the design, review, operation, and improvement of these mechanisms;</p> <p>e. describe how the organization tracks the effectiveness of the grievance mechanisms and other remediation processes, and report examples of their effectiveness, including stakeholder feedback.</p>	<p>Sustainability > Environment > Towards a Circular Economy Sustainability > Environment > Coexistence with the Environment Corporate Information > Compliance (Whistleblowing Systems)</p>
2-26	Mechanisms for seeking advice and raising concerns	<p>a. describe the mechanisms for individuals to:</p> <p>i. seek advice on implementing the organization's policies and practices for responsible business conduct;</p> <p>ii. raise concerns about the organization's business conduct.</p>	<p>Corporate Information > Compliance (Whistleblowing Systems)</p>

Number	Disclosure	Reporting requirements	Page(s)
2-27	Compliance with laws and regulations	<p>a. report the total number of significant instances of non-compliance with laws and regulations during the reporting period, and a breakdown of this total by:</p> <ul style="list-style-type: none"> i. instances for which fines were incurred; ii. instances for which non-monetary sanctions were incurred; <p>b. report the total number and the monetary value of fines for instances of noncompliance with laws and regulations that were paid during the reporting period, and a breakdown of this total by:</p> <ul style="list-style-type: none"> i. fines for instances of non-compliance with laws and regulations that occurred in the current reporting period; ii. fines for instances of non-compliance with laws and regulations that occurred in previous reporting periods; <p>c. describe the significant instances of non-compliance;</p> <p>d. describe how it has determined significant instances of non-compliance.</p>	<p>Sustainability > Sustainability (MOS) results (Number of serious compliance violations)</p> <p>*The compliance violations, etc., in the MCG Group, which deems necessary are disclosed at the news releases on this website.</p>
2-28	Membership associations	<p>a. report industry associations, other membership associations, and national or international advocacy organizations in which it participates in a significant role.</p>	<p>Sustainability > Governance > Initiative and Leadership</p>
5. Stakeholder engagement			
2-29	Approach to stakeholder engagement	<p>a. describe its approach to engaging with stakeholders, including:</p> <ul style="list-style-type: none"> i. the categories of stakeholders it engages with, and how they are identified; ii. the purpose of the stakeholder engagement; iii. how the organization seeks to ensure meaningful engagement with stakeholders. 	<p>Sustainability > Social > Stakeholder Engagement</p>
2-30	Collective bargaining agreements	<p>a. report the percentage of total employees covered by collective bargaining agreements;</p> <p>b. for employees not covered by collective bargaining agreements, report whether the organization determines their working conditions and terms of employment based on collective bargaining agreements that cover its other employees or based on collective bargaining agreements from other organizations.</p>	<p>Fiscal 2024 data sheet P.4 ↓</p>

GRI 3: Material Topics 2021

Number	Disclosure	Reporting requirements	Page(s)
GRI 3: Material Topics 2021			
Guidance to determine material topics			
3-1	Process to determine material topics	a. describe the process it has followed to determine its material topics, including: <ul style="list-style-type: none"> i. how it has identified actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights, across its activities and business relationships; ii. how it has prioritized the impacts for reporting based on their significance; b. specify the stakeholders and experts whose views have informed the process of determining its material topics.	Sustainability > Material Issues and Sustainability(MOS) Indices (Identification process of material issues)
3-2	List of material topics	a. list its material topics; b. report changes to the list of material topics compared to the previous reporting period.	Sustainability > Material Issues and Sustainability(MOS) Indices (Overview of material issues)

Number	Disclosure	Reporting requirements	Page(s)
3-3	Management of material topics	<p>a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;</p> <p>b. report whether the organization is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;</p> <p>c. describe its policies or commitments regarding the material topic;</p> <p>d. describe actions taken to manage the topic and related impacts, including:</p> <p>i. actions to prevent or mitigate potential negative impacts;</p> <p>ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</p> <p>iii. actions to manage actual and potential positive impacts;</p> <p>e. report the following information about tracking the effectiveness of the actions taken:</p> <p>i. processes used to track the effectiveness of the actions;</p> <p>ii. goals, targets, and indicators used to evaluate progress;</p> <p>iii. the effectiveness of the actions, including progress toward the goals and targets;</p> <p>iv. lessons learned and how these have been incorporated into the organization’s operational policies and procedures;</p> <p>f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</p>	<p>Sustainability > Material Issues and Sustainability(MOS) Indices</p> <p>Sustainability > Sustainability (MOS) results</p> <p>Corporate Information > Charter of Corporate Behavior</p> <p>Sustainability > Policy on Sustainability</p>

200: Economic

Number	Disclosure	Reporting requirements	Page(s)
Economic			
GRI 201: Economic Performance 2016			
201-1	Direct economic value generated and distributed	<p>a. Direct economic value generated and distributed (EVG&D) on an accruals basis, including the basic components for the organization’s global operations as listed below. If data are presented on a cash basis, report the justification for this decision in addition to reporting the following basic components:</p> <ul style="list-style-type: none"> i. Direct economic value generated: revenues; ii. Economic value distributed: operating costs, employee wages and benefits, payments to providers of capital, payments to government by country, and community investments; iii. Economic value retained: ‘direct economic value generated’ less ‘economic value distributed’. <p>b. Where significant, report EVG&D separately at country, regional, or market levels, and the criteria used for defining significance.</p>	<p>Securities Report P.115-122(in Japanese only) ↓</p>
201-2	Financial implications and other risks and opportunities due to climate change	<p>a. Risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue, or expenditure, including:</p> <ul style="list-style-type: none"> i. a description of the risk or opportunity and its classification as either physical, regulatory, or other; ii. a description of the impact associated with the risk or opportunity; iii. the financial implications of the risk or opportunity before action is taken; iv. the methods used to manage the risk or opportunity; v. the costs of actions taken to manage the risk or opportunity. 	<p>Investor Relations > IR Library > Report in Line with the Recommendations of the TCFD</p>

Number	Disclosure	Reporting requirements	Page(s)
201-3	Defined benefit plan obligations and other retirement plans	<p>a. If the plan's liabilities are met by the organization's general resources, the estimated value of those liabilities.</p> <p>b. If a separate fund exists to pay the plan's pension liabilities:</p> <p>i. the extent to which the scheme's liabilities are estimated to be covered by the assets that have been set aside to meet them;</p> <p>ii. the basis on which that estimate has been arrived at;</p> <p>iii. when that estimate was made.</p> <p>c. If a fund set up to pay the plan's pension liabilities is not fully covered, explain the strategy, if any, adopted by the employer to work towards full coverage, and the timescale, if any, by which the employer hopes to achieve full coverage.</p> <p>d. Percentage of salary contributed by employee or employer.</p> <p>e. Level of participation in retirement plans, such as participation in mandatory or voluntary schemes, regional, or country-based schemes, or those with financial impact.</p>	<p>Securities Report P.49 (in Japanese only) ↓</p>
201-4	Financial assistance received from government	<p>a. Total monetary value of financial assistance received by the organization from any government during the reporting period, including:</p> <p>i. tax relief and tax credits;</p> <p>ii. subsidies;</p> <p>iii. investment grants, research and development grants, and other relevant types of grant;</p> <p>iv. awards;</p> <p>v. royalty holidays;</p> <p>vi. financial assistance from Export Credit Agencies (ECAs);</p> <p>vii. financial incentives;</p> <p>viii. other financial benefits received or receivable from any government for any operation.</p> <p>b. The information in 201-4-a by country.</p> <p>c. Whether, and the extent to which, any government is present in the shareholding structure.</p>	<p>Securities Report P.126 (in Japanese only) ↓</p>

Number	Disclosure	Reporting requirements	Page(s)
GRI 202: Market Presence 2016			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	<p>a. When a significant proportion of employees are compensated based on wages subject to minimum wage rules, report the relevant ratio of the entry level wage by gender at significant locations of operation to the minimum wage.</p> <p>b. When a significant proportion of other workers (excluding employees) performing the organization's activities are compensated based on wages subject to minimum wage rules, describe the actions taken to determine whether these workers are paid above the minimum wage.</p> <p>c. Whether a local minimum wage is absent or variable at significant locations of operation, by gender. In circumstances in which different minimums can be used as a reference, report which minimum wage is being used.</p> <p>d. The definition used for 'significant locations of operation'.</p>	—
202-2	Proportion of senior management hired from the local community	<p>a. Percentage of senior management at significant locations of operation that are hired from the local community.</p> <p>b. The definition used for 'senior management'.</p> <p>c. The organization's geographical definition of 'local'.</p> <p>d. The definition used for 'significant locations of operation'.</p>	—
GRI 203: Indirect Economic Impacts 2016			
203-1	Infrastructure investments and services supported	<p>a. Extent of development of significant infrastructure investments and services supported.</p> <p>b. Current or expected impacts on communities and local economies, including positive and negative impacts where relevant.</p> <p>c. Whether these investments and services are commercial, in-kind, or pro bono engagements.</p>	Sustainability > Mitsubishi Chemical Corporation > Initiatives to Help Achieve the SDGs > Products Contributing to Longer Healthy Lives and Infection Control Sustainability > Mitsubishi Chemical Corporation > Initiatives Initiatives to Help Achieve the SDGs > Contributing to the Supply of Purified Water for Disasters and Developing Countries with the Decentralized Water Treatment & Supply System

Number	Disclosure	Reporting requirements	Page(s)
203-2	Significant indirect economic impacts	<p>a. Examples of significant identified indirect economic impacts of the organization, including positive and negative impacts.</p> <p>b. Significance of the indirect economic impacts in the context of external benchmarks and stakeholder priorities, such as national and international standards, protocols, and policy agendas.</p>	—
GRI 204: Procurement Practices 2016			
204-1	Proportion of spending on local suppliers	<p>a. Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally).</p> <p>b. The organization's geographical definition of 'local'.</p> <p>c. The definition used for 'significant locations of operation'.</p>	—

Number	Disclosure	Reporting requirements	Page(s)
GRI 205: Anti-corruption 2016			
205-1	Operations assessed for risks related to corruption	<p>a. Total number and percentage of operations assessed for risks related to corruption.</p> <p>b. Significant risks related to corruption identified through the risk assessment.</p>	Corporate Information > Risk Management
205-2	Communication and training about anti-corruption policies and procedures	<p>a. Total number and percentage of governance body members that the organization's anticorruption policies and procedures have been communicated to, broken down by region.</p> <p>b. Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category and region.</p> <p>c. Total number and percentage of business partners that the organization's anticorruption policies and procedures have been communicated to, broken down by type of business partner and region. Describe if the organization's anti-corruption policies and procedures have been communicated to any other persons or organizations.</p> <p>d. Total number and percentage of governance body members that have received training on anti-corruption, broken down by region.</p> <p>e. Total number and percentage of employees that have received training on anticorruption, broken down by employee category and region.</p>	Corporate Information > Compliance Sustainability > Governance > Prevention of Corruption Sustainability > Social > Supply Chain Management
205-3	Confirmed incidents of corruption and actions taken	<p>a. Total number and nature of confirmed incidents of corruption.</p> <p>b. Total number of confirmed incidents in which employees were dismissed or disciplined for corruption.</p> <p>c. Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.</p> <p>d. Public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases.</p>	—

Number	Disclosure	Reporting requirements	Page(s)
GRI 206: Anti-competitive Behavior 2016			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	<p>a. Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant.</p> <p>b. Main outcomes of completed legal actions, including any decisions or judgements.</p>	—
GRI 207: Tax 2019			
207-1	Approach to tax	<p>a. A description of the approach to tax, including:</p> <ul style="list-style-type: none"> i. whether the organization has a tax strategy and, if so, a link to this strategy if publicly available; ii. the governance body or executive-level position within the organization that formally reviews and approves the tax strategy, and the frequency of this review; iii. the approach to regulatory compliance; iv. how the approach to tax is linked to the business and sustainable development strategies of the organization. 	<p>Sustainability > Governance > Legal Compliance (Main Activities) MCG Group Global Tax Policy ↓</p>
207-2	Tax governance, control, and risk management	<p>a. A description of the tax governance and control framework, including:</p> <ul style="list-style-type: none"> i. the governance body or executive-level position within the organization accountable for compliance with the tax strategy; ii. how the approach to tax is embedded within the organization; iii. the approach to tax risks, including how risks are identified, managed, and monitored; iv. how compliance with the tax governance and control framework is evaluated. <p>b. A description of the mechanisms to raise concerns about the organization’s business conduct and the organization’s integrity in relation to tax.</p> <p>c. A description of the assurance process for disclosures on tax including, if applicable, a link or reference to the external assurance report(s) or assurance statement(s).</p>	<p>MCG Group Global Tax Policy ↓ Securities Report P.30(in Japanese only) ↓</p>

Number	Disclosure	Reporting requirements	Page(s)
207-3	Stakeholder engagement and management of concerns related to tax	<p>a. A description of the approach to stakeholder engagement and management of stakeholder concerns related to tax, including:</p> <ul style="list-style-type: none"> i. the approach to engagement with tax authorities; ii. the approach to public policy advocacy on tax; iii. the processes for collecting and considering the views and concerns of stakeholders, including external stakeholders. 	<p>MCG Group Global Tax Policy ↓</p>
207-4	Country-by-country reporting	<p>a. All tax jurisdictions where the entities included in the organization’s audited consolidated financial statements, or in the financial information filed on public record, are resident for tax purposes.</p> <p>b. For each tax jurisdiction reported in Disclosure 207-4-a:</p> <ul style="list-style-type: none"> i. Names of the resident entities; ii. Primary activities of the organization; iii. Number of employees, and the basis of calculation of this number; iv. Revenues from third-party sales; v. Revenues from intra-group transactions with other tax jurisdictions; vi. Profit/loss before tax; vii. Tangible assets other than cash and cash equivalents; viii. Corporate income tax paid on a cash basis; ix. Corporate income tax accrued on profit/loss; x. Reasons for the difference between corporate income tax accrued on profit/loss and the tax due if the statutory tax rate is applied to profit/loss before tax. <p>c. The time period covered by the information reported in Disclosure 207-4.</p>	<p>Sustainability > Governance > Legal Compliance (Taxes Paid by Region)</p>

300: Environmental

Number	Disclosure	Reporting requirements	Page(s)
Environmental			
GRI 301: Materials 2016			
301-1	Materials used by weight or volume	<p>a. Total weight or volume of materials that are used to produce and package the organization's primary products and services during the reporting period, by:</p> <p>i. non-renewable materials used;</p> <p>ii. renewable materials used.</p>	Sustainability > Environment > Towards a Circular Economy (Initiatives for Raw Materials Conversion)
301-2	Recycled input materials used	<p>a. Percentage of recycled input materials used to manufacture the organization's primary products and services.</p>	Sustainability > Environment > Towards a Circular Economy (Initiatives for Raw Materials Conversion)
301-3	Reclaimed products and their packaging materials	<p>a. Percentage of reclaimed products and their packaging materials for each product category.</p> <p>b. How the data for this disclosure have been collected.</p>	—

Number	Disclosure	Reporting requirements	Page(s)
GRI 302: Energy 2016			
302-1	Energy consumption within the organization	<ul style="list-style-type: none"> a. Total fuel consumption within the organization from non-renewable sources, in joules or multiples, and including fuel types used. b. Total fuel consumption within the organization from renewable sources, in joules or multiples, and including fuel types used. c. In joules, watt-hours or multiples, the total: <ul style="list-style-type: none"> i. electricity consumption ii. heating consumption iii. cooling consumption iv. steam consumption d. In joules, watt-hours or multiples, the total: <ul style="list-style-type: none"> i. electricity sold ii. heating sold iii. cooling sold iv. steam sold e. Total energy consumption within the organization, in joules or multiples. f. Standards, methodologies, assumptions, and/or calculation tools used. g. Source of the conversion factors used. 	<p>Sustainability > Environment > Initiatives for Carbon Neutrality Fiscal 2024 data sheet P.1 ↓</p>
302-2	consumption outside of the organization	<ul style="list-style-type: none"> a. Energy consumption outside of the organization, in joules or multiples. b. Standards, methodologies, assumptions, and/or calculation tools used. c. Source of the conversion factors used. 	<p>Fiscal 2024 data sheet P.1 ↓</p>
302-3	Energy intensity	<ul style="list-style-type: none"> a. Energy intensity ratio for the organization. b. Organization-specific metric (the denominator) chosen to calculate the ratio. c. Types of energy included in the intensity ratio; whether fuel, electricity, heating, cooling, steam, or all. d. Whether the ratio uses energy consumption within the organization, outside of it, or both. 	<p>—</p>

Number	Disclosure	Reporting requirements	Page(s)
302-4	Reduction of energy consumption	<p>a. Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples.</p> <p>b. Types of energy included in the reductions; whether fuel, electricity, heating, cooling, steam, or all.</p> <p>c. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it.</p> <p>d. Standards, methodologies, assumptions, and/or calculation tools used.</p>	—
302-5	Reductions in energy requirements of products and services	<p>a. Reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples.</p> <p>b. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it.</p> <p>c. Standards, methodologies, assumptions, and/or calculation tools used.</p>	—
GRI 303: Water and Effluents 2018			
303-1	Interactions with water as a shared resource	<p>a. A description of how the organization interacts with water, including how and where water is withdrawn, consumed, and discharged, and the water-related impacts the organization has caused or contributed to, or that are directly linked to its operations, products, or services by its business relationships (e.g., impacts caused by runoff).</p> <p>b. A description of the approach used to identify water-related impacts, including the scope of assessments, their timeframe, and any tools or methodologies used.</p> <p>c. A description of how water-related impacts are addressed, including how the organization works with stakeholders to steward water as a shared resource, and how it engages with suppliers or customers with significant water-related impacts.</p> <p>d. An explanation of the process for setting any water-related goals and targets that are part of the organization's approach to managing water and effluents, and how they relate to public policy and the local context of each area with water stress.</p>	<p>Sustainability > Environment > Water management</p> <p>Fiscal 2024 data sheet P.2 ↓</p> <p>Sustainability > Environment > Natural Capital and Biodiversity</p>

Number	Disclosure	Reporting requirements	Page(s)
303-2	Management of water discharge related impacts	<p>a. A description of any minimum standards set for the quality of effluent discharge, and how these minimum standards were determined, including:</p> <ul style="list-style-type: none"> i. how standards for facilities operating in locations with no local discharge requirements were determined; ii. any internally developed water quality standards or guidelines; iii. any sector-specific standards considered; iv. whether the profile of the receiving waterbody was considered. 	<p>Fiscal 2024 data sheet P.2 ↓</p>
303-3	Water withdrawal	<p>a. Total water withdrawal from all areas in megaliters, and a breakdown of this total by the following sources, if applicable:</p> <ul style="list-style-type: none"> i. Surface water; ii. Groundwater; iii. Seawater; iv. Produced water; v. Third-party water. <p>b. Total water withdrawal from all areas with water stress in megaliters, and a breakdown of this total by the following sources, if applicable:</p> <ul style="list-style-type: none"> i. Surface water; ii. Groundwater; iii. Seawater; iv. Produced water; v. Third-party water, and a breakdown of this total by the withdrawal sources listed in i-iv. <p>c. A breakdown of total water withdrawal from each of the sources listed in Disclosures 303-3-a and 303-3-b in megaliters by the following categories:</p> <ul style="list-style-type: none"> i. Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids); ii. Other water ($> 1,000$ mg/L Total Dissolved Solids). <p>d. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.</p>	<p>Fiscal 2024 data sheet P.2 ↓</p>

Number	Disclosure	Reporting requirements	Page(s)
303-4	Water discharge	<p>a. Total water discharge to all areas in megaliters, and a breakdown of this total by the following types of destination, if applicable:</p> <ul style="list-style-type: none"> i. Surface water; ii. Groundwater; iii. Seawater; iv. Third-party water, and the volume of this total sent for use to other organizations, if applicable. <p>b. A breakdown of total water discharge to all areas in megaliters by the following categories:</p> <ul style="list-style-type: none"> i. Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids); ii. Other water ($> 1,000$ mg/L Total Dissolved Solids). <p>c. Total water discharge to all areas with water stress in megaliters, and a breakdown of this total by the following categories:</p> <ul style="list-style-type: none"> i. Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids); ii. Other water ($> 1,000$ mg/L Total Dissolved Solids). <p>d. Priority substances of concern for which discharges are treated, including:</p> <ul style="list-style-type: none"> i. how priority substances of concern were defined, and any international standard, authoritative list, or criteria used; ii. the approach for setting discharge limits for priority substances of concern; iii. number of incidents of non-compliance with discharge limits. <p>e. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.</p>	<p>Fiscal 2024 data sheet P.2 ↓</p>

Number	Disclosure	Reporting requirements	Page(s)
303-5	Water consumption	<p>a. Total water consumption from all areas in megaliters.</p> <p>b. Total water consumption from all areas with water stress in megaliters.</p> <p>c. Change in water storage in megaliters, if water storage has been identified as having a significant water-related impact.</p> <p>d. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used, including whether the information is calculated, estimated, modeled, or sourced from direct measurements, and the approach taken for this, such as the use of any sector-specific factors.</p>	<p>Sustainability > Mitsubishi Chemical Corporation > Responsible Care Activities > Company Data (Environment and Safety), (Water withdrawal and discharge volumes)</p>
GRI 304: Biodiversity 2016			
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	<p>a. For each operational site owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas, the following information:</p> <p>i. Geographic location;</p> <p>ii. Subsurface and underground land that may be owned, leased, or managed by the organization;</p> <p>iii. Position in relation to the protected area (in the area, adjacent to, or containing portions of the protected area) or the high biodiversity value area outside protected areas;</p> <p>iv. Type of operation (office, manufacturing or production, or extractive);</p> <p>v. Size of operational site in km2 (or another unit, if appropriate);</p> <p>vi. Biodiversity value characterized by the attribute of the protected area or area of high biodiversity value outside the protected area (terrestrial, freshwater, or maritime ecosystem);</p> <p>vii. Biodiversity value characterized by listing of protected status (such as IUCN Protected Area Management Categories, Ramsar Convention, national legislation).</p>	—

Number	Disclosure	Reporting requirements	Page(s)
304-2	Significant impacts of activities, products and services on biodiversity	<p>a. Nature of significant direct and indirect impacts on biodiversity with reference to one or more of the following:</p> <ul style="list-style-type: none"> i. Construction or use of manufacturing plants, mines, and transport infrastructure; ii. Pollution (introduction of substances that do not naturally occur in the habitat from point and non-point sources); iii. Introduction of invasive species, pests, and pathogens; iv. Reduction of species; v. Habitat conversion; vi. Changes in ecological processes outside the natural range of variation (such as salinity or changes in groundwater level). <p>b. Significant direct and indirect positive and negative impacts with reference to the following:</p> <ul style="list-style-type: none"> i. Species affected; ii. Extent of areas impacted; iii. Duration of impacts; iv. Reversibility or irreversibility of the impacts. 	—
304-3	Habitats protected or restored	<ul style="list-style-type: none"> a. Size and location of all habitat areas protected or restored, and whether the success of the restoration measure was or is approved by independent external professionals. b. Whether partnerships exist with third parties to protect or restore habitat areas distinct from where the organization has overseen and implemented restoration or protection measures. c. Status of each area based on its condition at the close of the reporting period. d. Standards, methodologies, and assumptions used. 	—
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	<ul style="list-style-type: none"> a. Total number of IUCN Red List species and national conservation list species with habitats in areas affected by the operations of the organization, by level of extinction risk: <ul style="list-style-type: none"> i. Critically endangered ii. Endangered iii. Vulnerable iv. Near threatened v. Least concern 	—

Number	Disclosure	Reporting requirements	Page(s)
GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	<ul style="list-style-type: none"> a. Gross direct (Scope 1) GHG emissions in metric tons of CO₂ equivalent. b. Gases included in the calculation; whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all. c. Biogenic CO₂ emissions in metric tons of CO₂ equivalent. d. Base year for the calculation, if applicable, including: <ul style="list-style-type: none"> i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. f. Consolidation approach for emissions; whether equity share, financial control, or operational control. g. Standards, methodologies, assumptions, and/or calculation tools used. 	<p style="text-align: right;">Fiscal 2024 data sheet P.1 ↓</p>
305-2	Energy indirect (Scope 2) GHG emissions	<ul style="list-style-type: none"> a. Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO₂ equivalent. b. If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO₂ equivalent. c. If available, the gases included in the calculation; whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all. d. Base year for the calculation, if applicable, including: <ul style="list-style-type: none"> i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. f. Consolidation approach for emissions; whether equity share, financial control, or operational control. g. Standards, methodologies, assumptions, and/or calculation tools used. 	<p style="text-align: right;">Fiscal 2024 data sheet P.1 ↓</p>

Number	Disclosure	Reporting requirements	Page(s)
305-3	Other indirect (Scope 3) GHG emissions	<p>a. Gross other indirect (Scope 3) GHG emissions in metric tons of CO₂ equivalent.</p> <p>b. If available, the gases included in the calculation; whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all.</p> <p>c. Biogenic CO₂ emissions in metric tons of CO₂ equivalent.</p> <p>d. Other indirect (Scope 3) GHG emissions categories and activities included in the calculation.</p> <p>e. Base year for the calculation, if applicable, including:</p> <ul style="list-style-type: none"> i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. <p>f. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.</p> <p>g. Standards, methodologies, assumptions, and/or calculation tools used.</p>	<p>Fiscal 2024 data sheet P.1, 3 ↓</p>
305-4	GHG emissions intensity	<p>a. GHG emissions intensity ratio for the organization.</p> <p>b. Organization-specific metric (the denominator) chosen to calculate the ratio.</p> <p>c. Types of GHG emissions included in the intensity ratio; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3).</p> <p>d. Gases included in the calculation; whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all.</p>	—
305-5	Reduction of GHG emissions	<p>a. GHG emissions reduced as a direct result of reduction initiatives, in metric tons of CO₂ equivalent.</p> <p>b. Gases included in the calculation; whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all.</p> <p>c. Base year or baseline, including the rationale for choosing it.</p> <p>d. Scopes in which reductions took place; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3).</p> <p>e. Standards, methodologies, assumptions, and/or calculation tools used.</p>	<p>Sustainability > Sustainability (MOS) Results</p> <p>Sustainability > Environment > Initiatives for Carbon Neutrality (Roadmap to Carbon Neutrality by 2050)</p>

Number	Disclosure	Reporting requirements	Page(s)
305-6	Emissions of ozone-depleting substances (ODS)	a. Production, imports, and exports of ODS in metric tons of CFC-11 (trichlorofluoromethane) equivalent. b. Substances included in the calculation. c. Source of the emission factors used. d. Standards, methodologies, assumptions, and/or calculation tools used.	—
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	a. Significant air emissions, in kilograms or multiples, for each of the following: i. NOx ii. SOx iii. Persistent organic pollutants (POP) iv. Volatile organic compounds (VOC) v. Hazardous air pollutants (HAP) vi. Particulate matter (PM) vii. Other standard categories of air emissions identified in relevant regulations b. Source of the emission factors used. c. Standards, methodologies, assumptions, and/or calculation tools used.	Fiscal 2024 data sheet P.2 ↓
GRI 306: Waste 2020			
306-1	Waste generation and significant waste-related impacts	a. For the organization's significant actual and potential waste-related impacts, a description of: i. the inputs, activities, and outputs that lead or could lead to these impacts; ii. whether these impacts relate to waste generated in the organization's own activities or to waste generated upstream or downstream in its value chain.	Sustainability > Environment > Towards a Circular Economy
306-2	Management of significant wasterelated impacts	a. Actions, including circularity measures, taken to prevent waste generation in the organization's own activities and upstream and downstream in its value chain, and to manage significant impacts from waste generated. b. If the waste generated by the organization in its own activities is managed by a third party, a description of the processes used to determine whether the third party manages the waste in line with contractual or legislative obligations. c. The processes used to collect and monitor waste-related data.	Sustainability > Environment > Towards a Circular Economy

Number	Disclosure	Reporting requirements	Page(s)
306-3	Waste generated	<p>a. Total weight of waste generated in metric tons, and a breakdown of this total by composition of the waste.</p> <p>b. Contextual information necessary to understand the data and how the data has been compiled.</p>	<p>Fiscal 2024 data sheet P.2 ↓</p>
306-4	Waste diverted from disposal	<p>a. Total weight of waste diverted from disposal in metric tons, and a breakdown of this total by composition of the waste.</p> <p>b. Total weight of hazardous waste diverted from disposal in metric tons, and a breakdown of this total by the following recovery operations:</p> <ul style="list-style-type: none"> i. Preparation for reuse; ii. Recycling; iii. Other recovery operations. <p>c. Total weight of non-hazardous waste diverted from disposal in metric tons, and a breakdown of this total by the following recovery operations:</p> <ul style="list-style-type: none"> i. Preparation for reuse; ii. Recycling; iii. Other recovery operations. <p>d. For each recovery operation listed in Disclosures 306-4-b and 306-4-c, a breakdown of the total weight in metric tons of hazardous waste and of non-hazardous waste diverted from disposal:</p> <ul style="list-style-type: none"> i. onsite; ii. offsite. <p>e. Contextual information necessary to understand the data and how the data has been compiled.</p>	<p>Fiscal 2024 data sheet P.2 ↓</p>

Number	Disclosure	Reporting requirements	Page(s)
306-5	Waste directed to disposal	<p>a. Total weight of waste directed to disposal in metric tons, and a breakdown of this total by composition of the waste.</p> <p>b. Total weight of hazardous waste directed to disposal in metric tons, and a breakdown of this total by the following disposal operations:</p> <ul style="list-style-type: none"> i. Incineration (with energy recovery); ii. Incineration (without energy recovery); iii. Landfilling; iv. Other disposal operations. <p>c. Total weight of non-hazardous waste directed to disposal in metric tons, and a breakdown of this total by the following disposal operations:</p> <ul style="list-style-type: none"> i. Incineration (with energy recovery); ii. Incineration (without energy recovery); iii. Landfilling; iv. Other disposal operations. <p>d. For each disposal operation listed in Disclosures 306-5-b and 306-5-c, a breakdown of the total weight in metric tons of hazardous waste and of non-hazardous waste directed to disposal:</p> <ul style="list-style-type: none"> i. onsite; ii. offsite. <p>e. Contextual information necessary to understand the data and how the data has been compiled.</p>	<p>Fiscal 2024 data sheet P.2 ↓</p>

Number	Disclosure	Reporting requirements	Page(s)
GRI 308: Supplier Environmental Assessment 2016			
308-1	New suppliers that were screened using environmental criteria	a. Percentage of new suppliers that were screened using environmental criteria.	Sustainability > Social > Supply Chain Management
308-2	Negative environmental impacts in the supply chain and actions taken	<p>a. Number of suppliers assessed for environmental impacts.</p> <p>b. Number of suppliers identified as having significant actual and potential negative environmental impacts.</p> <p>c. Significant actual and potential negative environmental impacts identified in the supply chain.</p> <p>d. Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment.</p> <p>e. Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment, and why.</p>	Sustainability > Social > Supply Chain Management

400: Social

Number	Disclosure	Reporting requirements	Page(s)
Social			
GRI 401: Employment 2016			
401-1	New employee hires and employee turnover	<p>a. Total number and rate of new employee hires during the reporting period, by age group, gender and region.</p> <p>b. Total number and rate of employee turnover during the reporting period, by age group, gender and region.</p>	Fiscal 2024 data sheet P.4 ↓
401-2	Benefits provided to full-time employees that are not provided to temporary or parttime employees	<p>a. Benefits which are standard for full-time employees of the organization but are not provided to temporary or part-time employees, by significant locations of operation. These include, as a minimum:</p> <ul style="list-style-type: none"> i. life insurance; ii. health care; iii. disability and invalidity coverage; iv. parental leave; v. retirement provision; vi. stock ownership; vii. others. <p>b. The definition used for 'significant locations of operation'.</p>	—
401-3	Parental leave	<p>a. Total number of employees that were entitled to parental leave, by gender.</p> <p>b. Total number of employees that took parental leave, by gender.</p> <p>c. Total number of employees that returned to work in the reporting period after parental leave ended, by gender.</p> <p>d. Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender.</p> <p>e. Return to work and retention rates of employees that took parental leave, by gender.</p>	Fiscal 2024 data sheet P.5 ↓ Securities Report P.10-11 (in Japanese only) ↓

Number	Disclosure	Reporting requirements	Page(s)
GRI 402: Labor/Management Relations 2016			
402-1	Minimum notice periods regarding operational changes	<p>a. Minimum number of weeks' notice typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them.</p> <p>b. For organizations with collective bargaining agreements, report whether the notice period and provisions for consultation and negotiation are specified in collective agreements.</p>	Sustainability > Social > Human Resources Management
GRI 403: Occupational Health and Safety 2018			
403-1	Occupational health and safety management system	<p>a. A statement of whether an occupational health and safety management system has been implemented, including whether:</p> <p>i. the system has been implemented because of legal requirements and, if so, a list of the requirements;</p> <p>ii. the system has been implemented based on recognized risk management and/or management system standards/guidelines and, if so, a list of the standards/guidelines.</p> <p>b. A description of the scope of workers, activities, and workplaces covered by the occupational health and safety management system, and an explanation of whether and, if so, why any workers, activities, or workplaces are not covered.</p>	Sustainability > Social > Process Safety and Disaster Prevention, Occupational Safety and Health

Number	Disclosure	Reporting requirements	Page(s)
403-2	Hazard identification, risk assessment, and incident investigation	<p>a. A description of the processes used to identify work-related hazards and assess risks on a routine and non-routine basis, and to apply the hierarchy of controls in order to eliminate hazards and minimize risks, including:</p> <p>i. how the organization ensures the quality of these processes, including the competency of persons who carry them out;</p> <p>ii. how the results of these processes are used to evaluate and continually improve the occupational health and safety management system.</p> <p>b. A description of the processes for workers to report work-related hazards and hazardous situations, and an explanation of how workers are protected against reprisals.</p> <p>c. A description of the policies and processes for workers to remove themselves from work situations that they believe could cause injury or ill health, and an explanation of how workers are protected against reprisals.</p> <p>d. A description of the processes used to investigate work-related incidents, including the processes to identify hazards and assess risks relating to the incidents, to determine corrective actions using the hierarchy of controls, and to determine improvements needed in the occupational health and safety management system.</p>	<p>Sustainability > Social > Process Safety and Disaster Prevention, Occupational Safety and Health Sustainability > Mitsubishi Chemical Corporation > Responsible Care Activities > Process Safety and Disaster Prevention, Occupational Safety and Health</p>
403-3	Occupational health services	<p>a. A description of the occupational health services' functions that contribute to the identification and elimination of hazards and minimization of risks, and an explanation of how the organization ensures the quality of these services and facilitates workers' access to them.</p>	<p>Sustainability > Social > Process Safety and Disaster Prevention, Occupational Safety and Health Sustainability > Mitsubishi Chemical Corporation > Responsible Care Activities > Process Safety and Disaster Prevention, Occupational Safety and Health</p>

Number	Disclosure	Reporting requirements	Page(s)
403-4	Worker participation, consultation, and communication on occupational health and safety	<p>a. A description of the processes for worker participation and consultation in the development, implementation, and evaluation of the occupational health and safety management system, and for providing access to and communicating relevant information on occupational health and safety to workers.</p> <p>b. Where formal joint management-worker health and safety committees exist, a description of their responsibilities, meeting frequency, decision-making authority, and whether and, if so, why any workers are not represented by these committees.</p>	<p>Sustainability > Social > Process Safety and Disaster Prevention, Occupational Safety and Health Sustainability > Mitsubishi Chemical Corporation > Responsible Care Activities > Process Safety and Disaster Prevention, Occupational Safety and Health</p>
403-5	Worker training on occupational health and safety	<p>a. A description of any occupational health and safety training provided to workers, including generic training as well as training on specific work-related hazards, hazardous activities, or hazardous situations.</p>	<p>Sustainability > Social > Process Safety and Disaster Prevention, Occupational Safety and Health Sustainability > Mitsubishi Chemical Corporation > Responsible Care Activities > Process Safety and Disaster Prevention, Occupational Safety and Health</p>
403-6	Promotion of worker health	<p>a. An explanation of how the organization facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided.</p> <p>b. A description of any voluntary health promotion services and programs offered to workers to address major non-work-related health risks, including the specific health risks addressed, and how the organization facilitates workers' access to these services and programs.</p>	<p>Corporate Information > Health and Productivity Management</p>
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p>a. A description of the organization's approach to preventing or mitigating significant negative occupational health and safety impacts that are directly linked to its operations, products, or services by its business relationships, and the related hazards and risks.</p>	<p>Corporate Information > Health and Productivity Management</p>

Number	Disclosure	Reporting requirements	Page(s)
403-8	Workers covered by an occupational health and safety management system	<p>a. If the organization has implemented an occupational health and safety management system based on legal requirements and/or recognized standards/guidelines:</p> <ul style="list-style-type: none"> i. the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system; ii. the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system that has been internally audited; iii. the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system that has been audited or certified by an external party. <p>b. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded.</p> <p>c. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.</p>	<p>Sustainability > Social > Process Safety and Disaster Prevention, Occupational Safety and Health</p>

Number	Disclosure	Reporting requirements	Page(s)
403-9	Work-related injuries	<p>a. For all employees:</p> <ul style="list-style-type: none"> i. The number and rate of fatalities as a result of work-related injury; ii. The number and rate of high-consequence work-related injuries (excluding fatalities); iii. The number and rate of recordable work-related injuries; iv. The main types of work-related injury; v. The number of hours worked. <p>b. For all workers who are not employees but whose work and/or workplace is controlled by the organization:</p> <ul style="list-style-type: none"> i. The number and rate of fatalities as a result of work-related injury; ii. The number and rate of high-consequence work-related injuries (excluding fatalities); iii. The number and rate of recordable work-related injuries; iv. The main types of work-related injury; v. The number of hours worked. <p>c. The work-related hazards that pose a risk of high-consequence injury, including:</p> <ul style="list-style-type: none"> i. how these hazards have been determined; ii. which of these hazards have caused or contributed to high-consequence injuries during the reporting period; iii. actions taken or underway to eliminate these hazards and minimize risks using the hierarchy of controls. d. Any actions taken or underway to eliminate other work-related hazards and minimize risks using the hierarchy of controls. e. Whether the rates have been calculated based on 200,000 or 1,000,000 hours worked. f. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded. g. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used. 	<p>Sustainability > Social > Process Safety and Disaster Prevention, Occupational Safety and Health Fiscal 2024 data sheet P.5 ↓</p> <p>Sustainability > Sustainability (MOS) Results</p> <p>Sustainability > Mitsubishi Chemical Corporation > Responsible Care Activities > Process Safety and Disaster Prevention, Occupational Safety and Health</p>

Number	Disclosure	Reporting requirements	Page(s)
403-10	Work-related ill health	<p>a. For all employees:</p> <ul style="list-style-type: none"> i. The number of fatalities as a result of work-related ill health; ii. The number of cases of recordable work-related ill health; iii. The main types of work-related ill health. <p>b. For all workers who are not employees but whose work and/or workplace is controlled by the organization:</p> <ul style="list-style-type: none"> i. The number of fatalities as a result of work-related ill health; ii. The number of cases of recordable work-related ill health; iii. The main types of work-related ill health. <p>c. The work-related hazards that pose a risk of ill health, including:</p> <ul style="list-style-type: none"> i. how these hazards have been determined; ii. which of these hazards have caused or contributed to cases of ill health during the reporting period; iii. actions taken or underway to eliminate these hazards and minimize risks using the hierarchy of controls. <p>d. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded.</p> <p>e. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.</p>	<p>Sustainability > Social > Process Safety and Disaster Prevention, Occupational Safety and Health Fiscal 2024 data sheet P.5 ↓</p> <p>Sustainability > Sustainability (MOS) Results</p> <p>Sustainability > Mitsubishi Chemical Corporation > Responsible Care Activities > Process Safety and Disaster Prevention, Occupational Safety and Health</p>
GRI 404: Training and Education 2016			
404-1	Average hours of training per year per employee	<p>a. Average hours of training that the organization's employees have undertaken during the reporting period, by:</p> <ul style="list-style-type: none"> i. gender; ii. employee category. 	—
404-2	Programs for upgrading employee skills and transition assistance programs	<p>a. Type and scope of programs implemented and assistance provided to upgrade employee skills.</p> <p>b. Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment.</p>	<p>Corporate Information > Human Resource Strategy > Working Environments That Maximize Potential</p>

Number	Disclosure	Reporting requirements	Page(s)
404-3	Percentage of employees receiving regular performance and career development reviews	a. Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.	Sustainability > Mitsubishi Chemical Corporation > Company Data (Social)
GRI 405: Diversity and Equal Opportunity 2016			
405-1	Diversity of governance bodies and employees	<p>a. Percentage of individuals within the organization's governance bodies in each of the following diversity categories:</p> <p>i. Gender;</p> <p>ii. Age group: under 30 years old, 30-50 years old, over 50 years old;</p> <p>iii. Other indicators of diversity where relevant (such as minority or vulnerable groups).</p> <p>b. Percentage of employees per employee category in each of the following diversity categories:</p> <p>i. Gender;</p> <p>ii. Age group: under 30 years old, 30-50 years old, over 50 years old;</p> <p>iii. Other indicators of diversity where relevant (such as minority or vulnerable groups).</p>	Corporate Information > Leadership Fiscal 2024 data sheet P.4 ↓ Securities Report P.10 (in Japanese only) ↓
405-2	Ratio of basic salary and remuneration of women to men	<p>a. Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation.</p> <p>b. The definition used for 'significant locations of operation'.</p>	Fiscal 2024 data sheet P.4 ↓ Securities Report P.10, 12-14 (in Japanese only) ↓
GRI 406: Non-discrimination 2016			
406-1	Incidents of discrimination and corrective actions taken	<p>a. Total number of incidents of discrimination during the reporting period.</p> <p>b. Status of the incidents and actions taken with reference to the following:</p> <p>i. Incident reviewed by the organization;</p> <p>ii. Remediation plans being implemented;</p> <p>iii. Remediation plans that have been implemented, with results reviewed through routine internal management review processes;</p> <p>iv. Incident no longer subject to action.</p>	Corporate Information > Compliance (Whistleblowing Systems)

Number	Disclosure	Reporting requirements	Page(s)
GRI 407: Freedom of Association and Collective Bargaining 2016			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<p>a. Operations and suppliers in which workers' rights to exercise freedom of association or collective bargaining may be violated or at significant risk either in terms of:</p> <ul style="list-style-type: none"> i. type of operation (such as manufacturing plant) and supplier; ii. countries or geographic areas with operations and suppliers considered at risk. <p>b. Measures taken by the organization in the reporting period intended to support rights to exercise freedom of association and collective bargaining.</p>	Sustainability > Social > Supply Chain Management
GRI 408: Child Labor 2016			
408-1	Operations and suppliers at significant risk for incidents of child labor	<p>a. Operations and suppliers considered to have significant risk for incidents of:</p> <ul style="list-style-type: none"> i. child labor; ii. young workers exposed to hazardous work. <p>b. Operations and suppliers considered to have significant risk for incidents of child labor either in terms of:</p> <ul style="list-style-type: none"> i. type of operation (such as manufacturing plant) and supplier; ii. countries or geographic areas with operations and suppliers considered at risk. <p>c. Measures taken by the organization in the reporting period intended to contribute to the effective abolition of child labor.</p>	Sustainability > Social > Supply Chain Management
GRI 409: Forced or Compulsory Labor 2016			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<p>a. Operations and suppliers considered to have significant risk for incidents of forced or compulsory labor either in terms of:</p> <ul style="list-style-type: none"> i. type of operation (such as manufacturing plant) and supplier; ii. countries or geographic areas with operations and suppliers considered at risk. <p>b. Measures taken by the organization in the reporting period intended to contribute to the elimination of all forms of forced or compulsory labor.</p>	Sustainability > Social > Supply Chain Management

Number	Disclosure	Reporting requirements	Page(s)
GRI 410: Security Practices 2016			
410-1	Security personnel trained in human rights policies or procedures	<p>a. Percentage of security personnel who have received formal training in the organization's human rights policies or specific procedures and their application to security.</p> <p>b. Whether training requirements also apply to third-party organizations providing security personnel.</p>	—
GRI 411: Rights of Indigenous Peoples 2016			
411-1	Incidents of violations involving rights of indigenous peoples	<p>a. Total number of identified incidents of violations involving the rights of indigenous peoples during the reporting period.</p> <p>b. Status of the incidents and actions taken with reference to the following:</p> <p>i. Incident reviewed by the organization;</p> <p>ii. Remediation plans being implemented;</p> <p>iii. Remediation plans that have been implemented, with results reviewed through routine internal management review processes;</p> <p>iv. Incident no longer subject to action.</p>	—

Number	Disclosure	Reporting requirements	Page(s)
GRI 413: Local Communities 2016			
413-1	Operations with local community engagement, impact assessments, and development programs	<p>a. Percentage of operations with implemented local community engagement, impact assessments, and/or development programs, including the use of:</p> <ul style="list-style-type: none"> i. social impact assessments, including gender impact assessments, based on participatory processes; ii. environmental impact assessments and ongoing monitoring; iii. public disclosure of results of environmental and social impact assessments; iv. local community development programs based on local communities' needs; v. stakeholder engagement plans based on stakeholder mapping; vi. broad based local community consultation committees and processes that include vulnerable groups; vii. works councils, occupational health and safety committees and other worker representation bodies to deal with impacts; viii. formal local community grievance processes. 	<p>Sustainability > Mitsubishi Chemical Corporation > Sustainability Report Downloads (RC Report) (in Japanese only).</p>
413-2	Operations with significant actual and potential negative impacts on local communities	<p>a. Operations with significant actual and potential negative impacts on local communities, including:</p> <ul style="list-style-type: none"> i. the location of the operations; ii. the significant actual and potential negative impacts of operations. 	—
GRI 414: Supplier Social Assessment 2016			
414-1	New suppliers that were screened using social criteria	<p>a. Percentage of new suppliers that were screened using social criteria.</p>	—

Number	Disclosure	Reporting requirements	Page(s)
414-2	Negative social impacts in the supply chain and actions taken	<p>a. Number of suppliers assessed for social impacts.</p> <p>b. Number of suppliers identified as having significant actual and potential negative social impacts.</p> <p>c. Significant actual and potential negative social impacts identified in the supply chain.</p> <p>d. Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment.</p> <p>e. Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment, and why.</p>	Sustainability > Social > Supply Chain Management
GRI 415: Public Policy 2016			
415-1	Political contributions	<p>a. Total monetary value of financial and in-kind political contributions made directly and indirectly by the organization by country and recipient/beneficiary.</p> <p>b. If applicable, how the monetary value of in-kind contributions was estimated.</p>	Fiscal 2024 data sheet P.5 ↓
GRI 416: Customer Health and Safety 2016			
416-1	Assessment of the health and safety impacts of product and service categories	<p>a. Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.</p>	—
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	<p>a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period, by:</p> <p>i. incidents of non-compliance with regulations resulting in a fine or penalty;</p> <p>ii. incidents of non-compliance with regulations resulting in a warning;</p> <p>iii. incidents of non-compliance with voluntary codes.</p> <p>b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.</p>	—

Number	Disclosure	Reporting requirements	Page(s)
GRI 417: Marketing and Labeling 2016			
417-1	Requirements for product and service information and labeling	<p>a. Whether each of the following types of information is required by the organization's procedures for product and service information and labeling:</p> <ul style="list-style-type: none"> i. The sourcing of components of the product or service; ii. Content, particularly with regard to substances that might produce an environmental or social impact; iii. Safe use of the product or service; iv. Disposal of the product and environmental or social impacts; v. Other (explain). <p>b. Percentage of significant product or service categories covered by and assessed for compliance with such procedures.</p>	<p>Sustainability > Governance > Chemicals management Sustainability > Mitsubishi Chemical Corporation > Responsible Care Activities > Chemicals management</p>
417-2	Incidents of non-compliance concerning product and service information and labeling	<p>a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labeling, by:</p> <ul style="list-style-type: none"> i. incidents of non-compliance with regulations resulting in a fine or penalty; ii. incidents of non-compliance with regulations resulting in a warning; iii. incidents of non-compliance with voluntary codes. <p>b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.</p>	—
417-3	Incidents of non-compliance concerning marketing communications	<p>a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by:</p> <ul style="list-style-type: none"> i. incidents of non-compliance with regulations resulting in a fine or penalty; ii. incidents of non-compliance with regulations resulting in a warning; iii. incidents of non-compliance with voluntary codes. <p>b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.</p>	Not applicable

Number	Disclosure	Reporting requirements	Page(s)
GRI 418: Customer Privacy 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<p>a. Total number of substantiated complaints received concerning breaches of customer privacy, categorized by:</p> <ul style="list-style-type: none"> i. complaints received from outside parties and substantiated by the organization; ii. complaints from regulatory bodies. <p>b. Total number of identified leaks, thefts, or losses of customer data.</p> <p>c. If the organization has not identified any substantiated complaints, a brief statement of this fact is sufficient.</p>	Not applicable

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