



MGC REPORT 2025

Integrated Report

Uniqueness & Presence

MISSION

Creating value to share with society

Advanced electronic devices, communication systems, fossil-alternative energy, advanced medicine, and food management—to these industries, which hold the keys to achieving the Sustainable Development Goals (SDGs), the evolution of materials and technologies to process ingredients is essential. Through chemical ingredients and materials, our products are deeply involved in both industrial and social innovation. We will pursue new materials, ingredients, and technologies that can help to transform society while always bearing in mind our Mission.

Contribute to development of ICT/mobility society

Chemical ingredients and raw materials are becoming increasingly important for supporting the development of the ICT/mobility society in areas such as ICT, AI, robotics, blockchain, and CASE. We will respond by strengthening our development of materials and proposal of solutions.

Global market share #1

BT products



Proprietary materials with superior low-warpage and electrical properties, able to keep pace with the evolution of the semiconductor market

Global market share #1

Super-pure hydrogen peroxide



Global production capability ensures a stable supply of high-quality products to meet the needs of the most technologically advanced customers

Global market share #1¹

Optical polymers



Balances high refractive index with low birefringence, contributing to enhanced camera functionality

*1 As a highly refractive resin

Solve energy and climate change problems

The Mitsubishi Gas Chemical Group is a unique corporate group as a chemical company with a history of resource development. We are working to achieve the implementation of a carbon-neutral society by deploying our own distinctive capabilities.

Production capacity #3²

Methanol



Promoting a circular carbon platform as the world's only comprehensive methanol manufacturer

*2 Total for all affiliates using MGC technology

Global market share #1

Meta-xylenediamine (MXDA)



Superior rapid curing, anticorrosion, and chemical resistance

Only 1 as a chemical company

Geothermal power generation



Contributing to GHG emissions reduction through the supply of clean electricity

Solve medical and food problems

In response to accelerating global population growth and aging, we are expediting development of product groups that will contribute to sustainable food management and lead directly to the enhancement of preventive and predictive medicine and the improvement of medical productivity.

Global market share #1

MX-Nylon (MXD6)



High gas barrier properties contribute to weight reduction of PET bottles

Global market share #1

Aromatic aldehydes



Customized to customers' requirements using proprietary production methods that are efficient and have low environmental impact

Global market share #1

Oxygen absorbers (AGELESS™)



Helping to reduce food disposal loss and address the problem of hunger

VISION

An excellent company with uniqueness and presence built on chemistry

Often called the staple of all industries, chemistry has limitless potential for application to human life, environmental preservation, and social infrastructure. In our modern world of accelerating social change, we pursue sustainable growth while changing our own approach dynamically by demonstrating “Uniqueness” and “Presence.” Our Vision of “an excellent company with uniqueness and presence built on chemistry” describes what we aim to be in the future.

Vision for MGC in 2030

Financial targets



Net sales

¥1.2 trillion

FY2024 result: ¥773.5 billion

Operating profit margin

10% or higher

FY2024 result: 6.6%

ROIC*3

10% or higher

FY2024 result: 6.4%

Operating profit

¥120.0 billion

FY2024 result: ¥50.8 billion

ROE

12% or higher

FY2024 result: 6.9%

*3 ROIC = (operating profit - income taxes + equity in earnings of affiliates) / invested capital

Non-financial targets



GHG emissions (compared to FY2013)

Reduction of

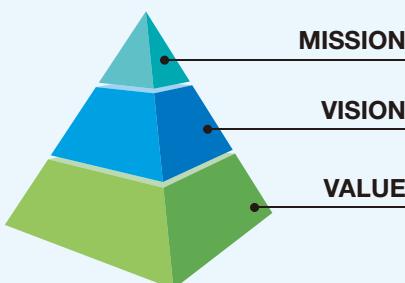
39% or higher

FY2024 result: reduced by 31% (estimated)

Sales of “Sharebeing” (Sales of eco-friendly products)

¥500.0 billion or higher

FY2024 result: ¥214.3 billion



MGC Way

We are an R&D-oriented chemical manufacturer that contributes to positive social change with original materials and technologies. Our social Mission, “creating value to share with society,” is also our reason for existence. To realize this Mission, we aim to be an excellent corporate group that continues to be a preferred choice around the world by embodying our Value and demonstrating the uniqueness and presence articulated in our Vision.

VALUE

Conduct Philosophy

As a professional group: A professional is someone who has a high level of trustworthy knowledge and ability, and a strong sense of responsibility. Our aim is to assemble a group in which each member is a reliable professional.

1 Courage that does not shy away from change

Do not be content with the status quo, try new things, and have the courage to break with convention. When the situation changes, don't merely adapt yourself to it—have the courage to try to change your environment toward creating a better state of affairs.

2 Aim for lofty goals

Always set goals that are above where you are now, and be motivated to tackle these goals.

3 Perseverance in achieving goals

Overcome anything that confronts you with strong perseverance until you have reached your goal and gotten results.

4 Build team spirit with communication

Expand your circle of communication in order to cooperate, build mutual trust, and share goals.

MGC Corporate Behavior Principles Sustainability Promotion Principle

The base supporting the MGC Group's diverse businesses comprises a technological foundation built up over more than half a century, a corporate culture that supports this, strategic partnerships, and a culture of safety, which is fundamental in the manufacturing industry. We will utilize these management resources to the fullest extent and put our Value into practice as we take on the challenge of creating new value that anticipates the future beyond the changes that are unfolding.

Technological Foundation



Products based on technologies developed in-house

90% or more
(by product category)

Corporate Culture



Number of countries and regions with business locations

16

Partnerships



Number of projects related to carbon neutrality

About 60

A Culture of Safety



Lost-time injury frequency rate^{*5}
(non-consolidated)

0.29

Percentage of MGC products that hold the largest share of their respective global markets

About 40%

Employee satisfaction^{*4}

75%

*4 From employee awareness survey results. The subjects were all employees of MGC (non-consolidated), excluding those seconded to subsidiaries (effective replies: 71.9%).

Number of Group companies

116

ISO 9001 acquisition rate
(non-consolidated)

100%

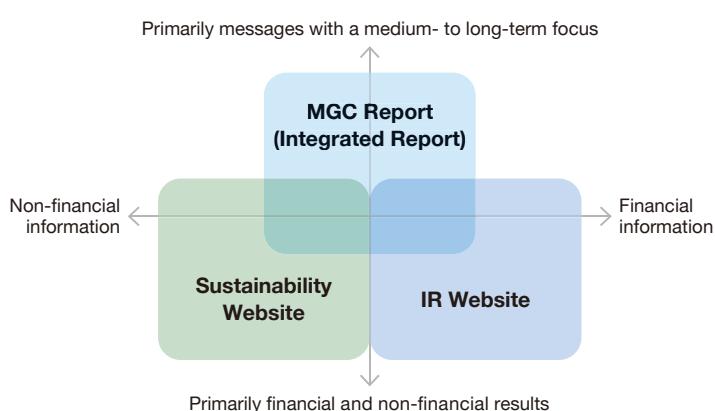
*5 Total number of deaths and injuries caused by labor accidents per one million actual hours worked

*The above information is current for fiscal 2024 and March 31, 2025.

Contents

1	Introduction	Point Our new president, Yoshinori Isahaya, explains the key aspects of the MGC Group's Vision and its sustainable increase in corporate value.	Editorial Policy MGC Report 2025 was compiled as an integrated report with a focus on stories of how we have been creating value aiming for sustainable growth based on the theme of Uniqueness & Presence. We established a companywide system under the leadership of the CSR & IR Division to compile and share information, and worked to provide a broad variety of quality content that we hope will help our diverse stakeholders deepen their understanding of the MGC Group.
10	Value Creation Section	Point This section explains our growth system, based on promoting MGC's distinctive approach to innovation and Uniqueness & Presence (U&P).	Guidelines Referenced <ul style="list-style-type: none">International Integrated Reporting Council (IIRC) "Integrated Reporting <IR>"Ministry of Economy, Trade and Industry "Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation"Global Reporting Initiative (GRI) "Sustainability Reporting Standards"Task Force on Climate-related Financial Disclosures (TCFD) recommendationsTaskforce on Nature-related Financial Disclosures (TNFD) recommendationsSustainability Accounting Standards Board (SASB) standards
32	Management Strategy Section	Point Directors in charge of respective business and corporate sectors offer a review and explanation of progress regarding plans developed by backcasting from the vision for MGC in 2030, based on our mechanisms for value creation.	Reporting Period April 1, 2024–March 31, 2025 (fiscal 2024) Note: Some activities taking place before or immediately after the fiscal year are also noted.
68	Governance Section	Point This section explains MGC's initiatives for enhancing the effectiveness of corporate governance in order to support value creation and sustainably increase corporate value.	Report Scope Mitsubishi Gas Chemical Company, Inc. and the MGC Group Note: Where the scope of reporting differs, it is noted in the data.
			In Charge of Publishing Motoyasu Kitagawa, Director, Senior Managing Executive Officer in charge of CSR & IR Division
			Published October 2025
			Disclaimer Plans, goals, and other forward-looking statements included in this report are determined based on information available to MGC as of the end of the consolidated fiscal year under review, as well as on certain assumptions MGC has judged to be reasonable, and may include uncertainties. Actual results may differ significantly from these forward-looking statements due to a variety of factors.

Information Disclosure System



Please refer to our website for details.

IR Website	
<ul style="list-style-type: none">• Securities Reports• Medium-Term Management Plan Materials• Quarterly Financial Reports• Presentation Materials	

Sustainability Website
<ul style="list-style-type: none">• Sustainability Data Book• Corporate Governance Report

*Clicking on the QR code will link to the website.