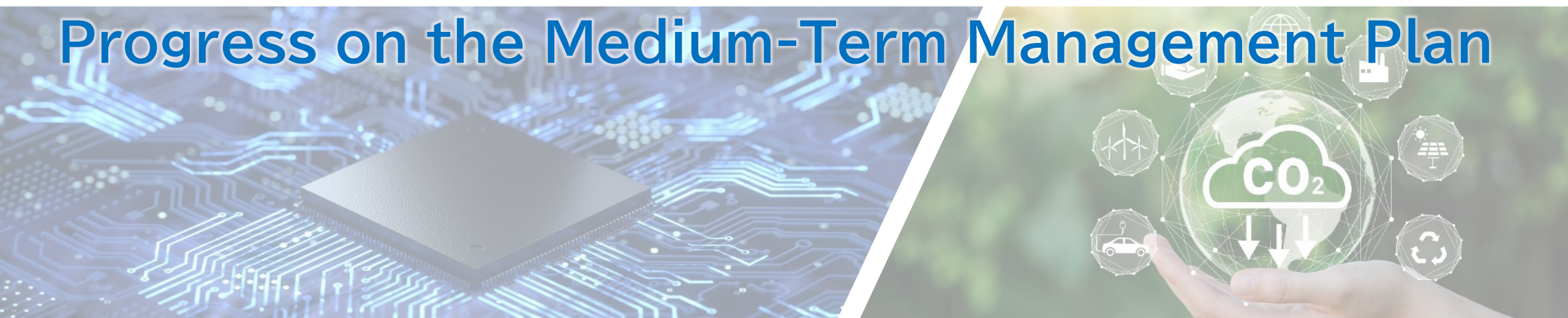




Management Overview Presentation



Progress on the Medium-Term Management Plan

Uniqueness & Presence — Becoming an excellent company with uniqueness and presence

 **MITSUBISHI GAS CHEMICAL COMPANY, INC.**

June 5, 2026

TSE Prime
Market
4182

1 Promoted significant investment in promising Uniqueness & Presence (U&P) businesses

- ✓ Completed capacity increase at the Thailand Plant manufacturing substrate materials for IC plastic packaging (BT materials), contributing to early transition to the sales expansion phase
- ✓ Currently increasing production capacity for chemicals for use in semiconductor manufacturing (EL chemicals). Investment reaping phase to be delayed until the next medium-term management plan period

2 Despite progress on business structure reforms, the bar for achieving medium-term management plan targets has risen

- ✓ The bar for achieving medium-term management plan targets has risen, with economic stagnation in Europe and China, intensifying competition, delays in reaping investments, etc.
 - ✓ In FY2025, ROIC and the operating profit margin declined. Thoroughly implemented management conscious of profit margin and ROIC at the individual BMU* level
- * Business Management Unit

3 Established the Business Portfolio Resilience Strengthening Task Force headed by the President to drive business structure reform

- ✓ Decided to discontinue MXDA project in Europe. Focused on discussions and execution of fundamental earnings improvement measures led by the task force
- ✓ Decided to discontinue polycarbonate (PC) production at the Kashima Plant
- ✓ Promoted sale of non-business assets and reduction of strategic shareholdings, etc. (FY2025 earnings improvement impact: Approx. 15.0 billion yen)

Accelerate transformation and steadily transition to results generation phase

- Thoroughly implement management that is conscious of profit margin and ROIC through resolute business portfolio transformation
- Steadily capture AI and semiconductor demand by leveraging existing large-scale investments and pave the way for solid growth

Introduction

- Medium-Term Management Plan 04

Progress on the Medium-Term Management Plan 06

- Progress on Companywide Numerical Targets and Initiatives 07
- Progress on Objective 1: Strengthen the Resiliency of Our Business Portfolio 11
- Objective 2: Promote Sustainability Management —Progress on Carbopath™ 26
- Capital Policy and Shareholder Returns 29
- Action to Implement Management Conscious of Cost of Capital and Stock Price 31
- Initiatives for the Final Year of the Medium-Term Management Plan (FY2026) 39



Vision for MGC in 2030

Planning with a back casting approach →

New Medium-Term Management Plan

Objective **1** Strengthen the resiliency of our business portfolio

Strategy 1

Focus on “Uniqueness & Presence”

Strategy 2

Build new value through innovation

Strategy 3

Restructure businesses requiring intensive management

Objective **2** Promote sustainability management

Strategy 1

Accelerate initiatives for realizing carbon neutrality

Strategy 2

Enhance human capital management

Strategy 3

Promote materiality management

Promotion of strategies to increase corporate value for “Implement Management Conscious of Cost of Capital and Stock Price”



Progress on the Medium-Term Management Plan

Progress on Companywide Numerical Targets

Progress on Companywide Numerical Targets



- Although the electronic materials business is performing well, due largely to the slowdown in growth of the semiconductor market (excluding cutting-edge semiconductors) and the sluggish European and Chinese markets, it is becoming increasingly difficult to achieve the medium-term management plan targets
- Due to factors including the recognition of an impairment loss on MXDA in Europe, FY2025 recorded a net loss

	Grow UP 2026			Grow UP 2026 FY2026 target
	FY2024 result	FY2025 result	FY2026 forecast	
Net sales	¥773.5 billion	¥738.2 billion	¥840.0 billion	¥850.0 billion
Operating profit	¥50.8 billion	¥45.2 billion	¥59.0 billion	¥85.0 billion
Operating profit margin	6.6%	6.1%	7.0%	10% or higher
Ordinary profit	¥60.3 billion	¥51.9 billion	¥66.0 billion	¥95.0 billion
Profit attributable to owners of parent	¥45.5 billion	¥(40.3) billion	¥46.0 billion	—
EBITDA	¥97.3 billion	¥92.8 billion	¥110.9 billion	¥150.0 billion
ROE	6.9%	—	7.1%	9% or higher
ROIC	6.4%	3.2%	6.0%	8% or higher

Progress on Companywide Numerical Targets — By Business Sector



- We are implementing various measures to bring both Green Energy & Chemicals (GEC) and Specialty Chemicals closer to their targets

	Grow UP 2026			Grow UP 2026 FY2026 target
	FY2024 result	FY2025 result	FY2026 forecast	
Net sales				
Green Energy & Chemicals	¥323.1 billion	¥286.9 billion	¥353.4 billion	¥350.0 billion
Specialty Chemicals	¥444.1 billion	¥448.3 billion	¥481.9 billion	¥490.0 billion
Operating profit				
Green Energy & Chemicals	¥12.7 billion	¥5.6 billion	¥12.3 billion	¥22.0 billion
Specialty Chemicals	¥41.3 billion	¥43.8 billion	¥51.7 billion	¥65.0 billion
Ordinary profit				
Green Energy & Chemicals	¥20.5 billion	¥3.8 billion	¥17.7 billion	¥32.0 billion
Specialty Chemicals	¥43.9 billion	¥49.1 billion	¥52.6 billion	¥65.0 billion

*This note does not include businesses outside these segments and adjustments

Impact of Middle East Situation

- No change from the previous disclosure at the time of the May 13 earnings announcement. The impact of the deteriorating situation in the Middle East is limited at present, except for our Saudi Arabia methanol plant
- In an environment of rising raw material and fuel prices, we are focusing on pass through costs and protecting margins
- We plan to update specific impacts on earnings at quarterly results presentations and other occasions as appropriate

Green Energy & Chemicals	Methanol and derivatives	<ul style="list-style-type: none"> ● Constraints have arisen on product shipments from our Saudi Arabia plant. We continue to sell to customers through reallocation of products from other sites. However, procurement costs have increased above usual levels, and we are working to pass them through to selling price ● Methanol derivatives have not been particularly impacted in production or sales
	Xylene separators and derivatives (including MXDA and its derivatives)	<ul style="list-style-type: none"> ● Mixed xylene is expected to remain procurable for the time being ● Xylene derivatives, including MXDA and its derivatives, have not been particularly impacted in production.
Specialty Chemicals	Inorganic chemicals/ Optical materials/ Electronic materials	<ul style="list-style-type: none"> ● Raw materials have been secured for the time being, and production and sales have not been particularly impacted
	Engineering plastics	<ul style="list-style-type: none"> ● For both polycarbonate (PC) and polyacetal (POM), raw materials have been secured for the time being, and production has not been particularly impacted ● We are working to pass through soaring prices for the primary materials BPA and methanol

Progress on Objective 1: Strengthen the Resiliency of Our Business Portfolio

Progress on Measures to Strengthen the Resiliency of Our Business Portfolio

- We are investing aggressively in the Uniqueness & Presence (U&P) businesses, but the reaping of investment returns has been delayed. Even within the U&P businesses, results are mixed
- In businesses requiring intensive management, further urgent measures are needed.

Strategy 1

**Focus on
“Uniqueness & Presence”**

- U&P businesses also showed mixed results (strong performance in electronic materials and optical materials, but poor performance in EL chemicals, MXDA, etc.)
- Despite large-scale investments, impairment losses were recorded in MXDA in Europe, etc.

Strategy 2

**Build new value through
innovation**

- Strengthening R&D, centered on MGC’s strategic research areas (mobility, ICT and medical/food)
- On the other hand, delays in new business and product creation continue to be an issue

Strategy 3

**Restructure businesses requiring
intensive management**

- PC-related business: Despite streamlining measures such as concentrating sheet film production sites and deciding to discontinue production at the Kashima Plant, earnings remained low due to only partial realization of MEP* reorganization effect
- Xylene separators and derivatives business: Withdrawal from OX-related chain. Currently considering earnings improvement measures for the entire MX chain, due to discontinuation of MXDA in Europe

*Mitsubishi Engineering-Plastics Corporation

Promote urgent measures to “strengthen the resiliency of our business portfolio”

- Given rapid external environmental changes and the recording of impairment losses, we are promoting structural reforms under the Business Portfolio Resilience Strengthening Task Force

Recognition of current challenges

- While the outlook for semiconductor market expansion remains unchanged, the external environment is harsh due to factors including stagnation in European and Chinese economies and intensification of competition, particularly in the general-purpose sector
- Due to recording impairment loss, net profit deteriorated sharply in FY2025



Fundamental structural reform, not merely a continuation of current practices, is necessary

Business Portfolio Resilience Strengthening Task Force

Promoting companywide performance improvements and business structure reform

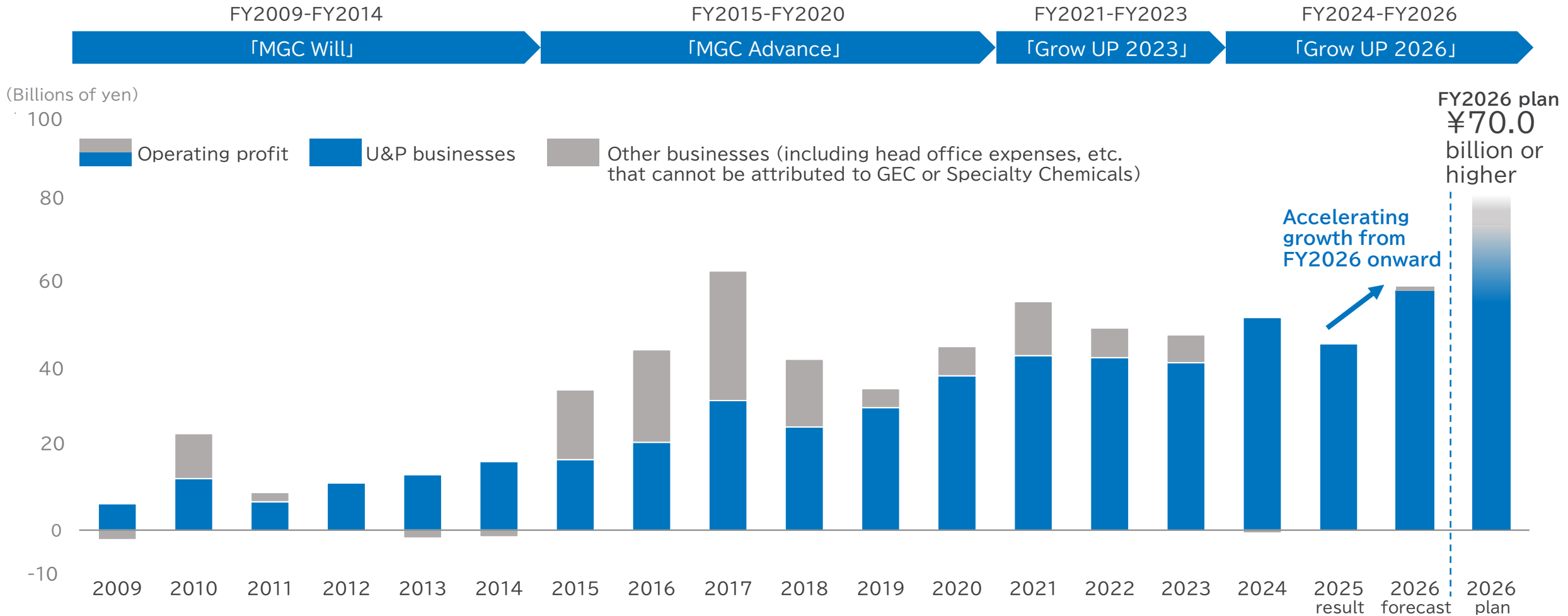
Status of promoting performance improvements

- ✓ Cost cutting without exceptions, further promotion of asset-light strategy (sale of non-business assets including social welfare facilities), and further reduction of strategic shareholdings
 - **FY2025: Earnings improvement impact of approx. ¥15 bn. In FY2026, we will continue to promote reduction of strategic shareholdings**
- Businesses requiring intensive management (PC-related products, xylene separators and derivatives): Promote initiatives with a sense of speed
 - **Decided to discontinue PC production at the Kashima Plant and terminate offtake agreements for PCs with partners. Decided to discontinue MXDA project in Europe. Continuing further structural reforms from a best-owner perspective**
- Strengthening of investment discipline
 - **Strengthening resource allocation management and improving the investment structure, such as revising investment profitability indicators, with a view to promoting disciplined growth investment**

Strategy 1: Operating Profit Trend of Uniqueness & Presence (U&P) Businesses



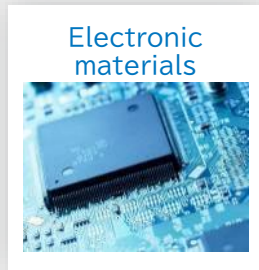
- Although the electronic materials business is performing well, the hurdle to achieving the medium-term management plan target (over 70.0 billion yen) is rising due to factors such as delays in expanding sales of EL chemicals
- We will firmly capture the growth of the AI and semiconductor markets and accelerate our growth rate starting in FY2026



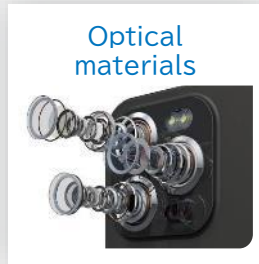
Strategy 1: Focus on U&P Businesses (1)

Promoting the Three ICT Businesses

- Large-scale investments for the future (electronic materials: Thailand Plant expansion, EL chemicals: new construction and expansion in Japan and overseas, and optical materials: new construction in Japan) are progressing as planned
- Despite sales expansion of BT materials, OPE[®], and optical materials driving steady growth, delays in EL chemicals are expected to result in a slight shortfall compared to the target



- BT materials: Thailand Plant expansion completed and contributing to sales expansion
- OPE[®]: Continued strong demand

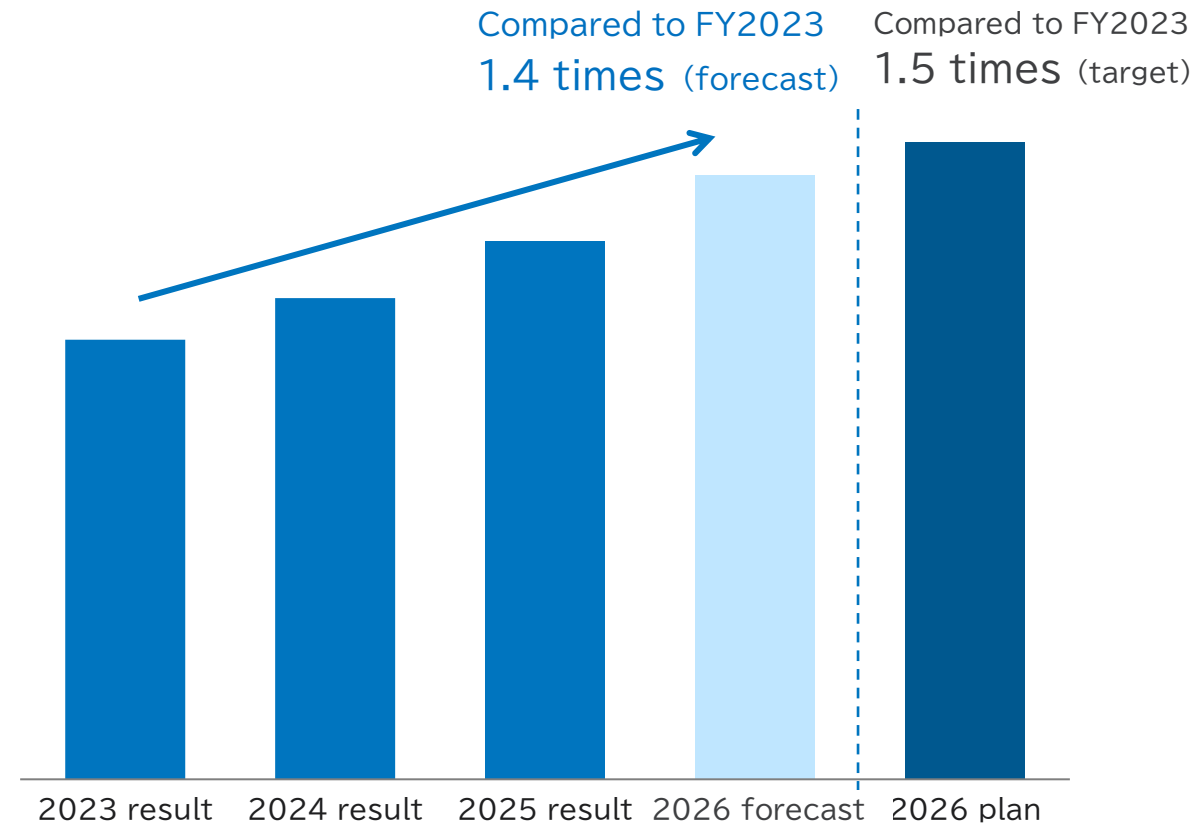


- Optical polymers demand is brisk
- Progress on new facility plan for lens monomers



- Demand is falling short of the plan, and targets are expected to be missed
- Firmly capture the growth of the semiconductor market and accelerate the reaping of investment returns

■ Net sales of the three ICT businesses



Strategy 1: Focus on U&P Businesses (2)

Promoting the Three ICT Businesses — Electronic Materials

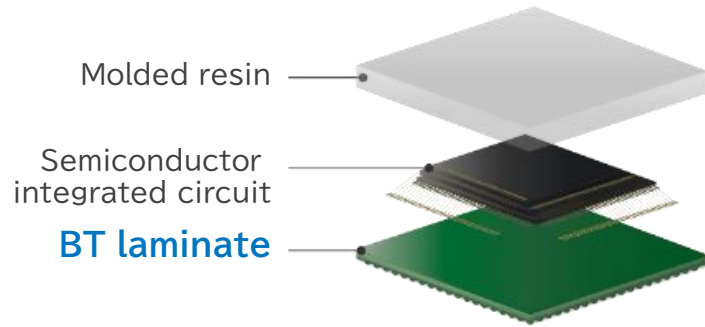
Electronic materials

BT materials: Thailand plant started up as planned. Strengthen the development of applications for next-generation FC-BGA, etc.

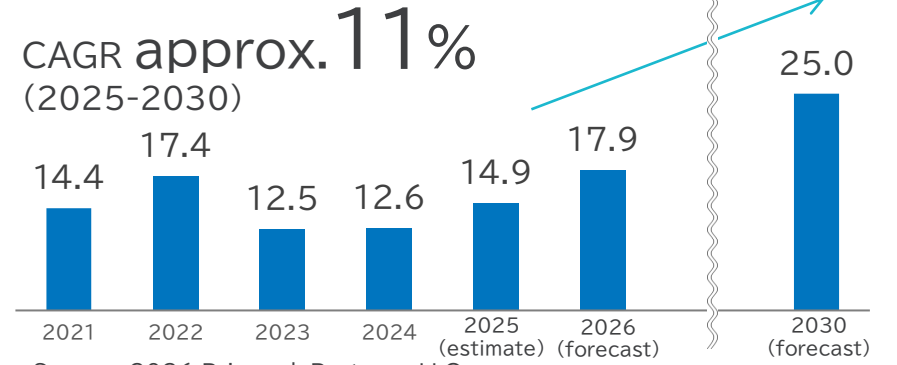
OPE®: Demand is growing faster than planned for use as a substrate material for generative AI servers. Currently considering building new manufacturing sites

- FY2025 achieved record-high sales due to market expansion and the effect of increased production in Thailand. Expected to achieve the medium-term management plan targets as well
- We are targeting FC-BGA applications around AI semiconductors as well and promoting further sales expansion

BT laminate

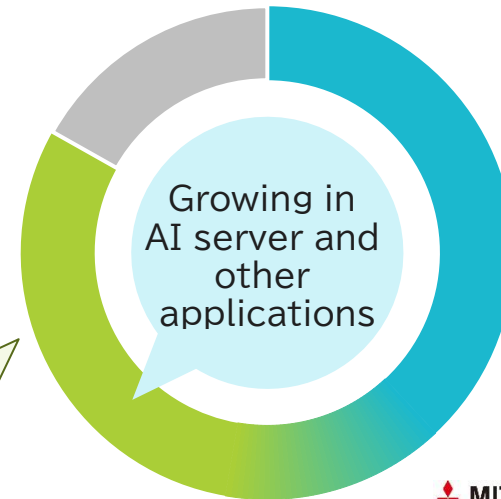


Outlook for semiconductor packaging substrate market (US\$ billion)



Ratio by end use (FY2026 forecast)

PCs, servers, etc.



Mobile

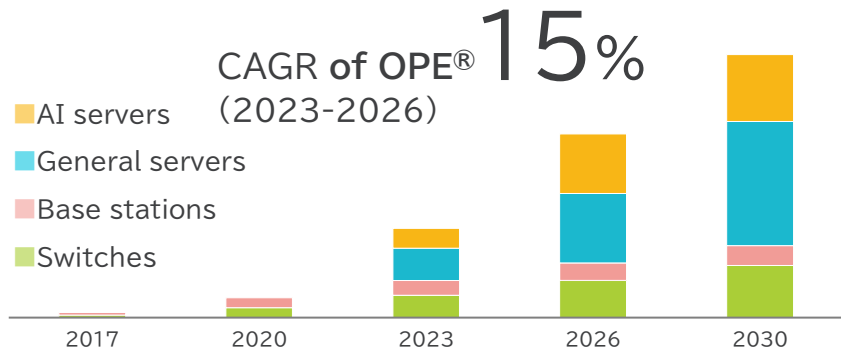


Development of OPE[®] for Next-Generation High-Speed Communications Applications

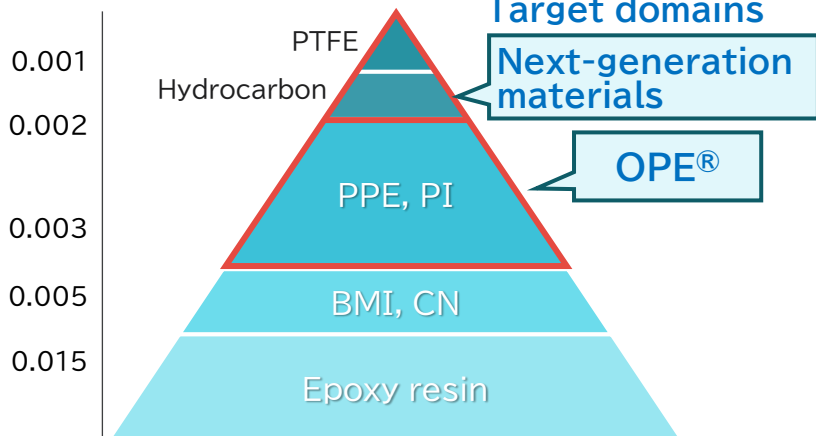


- Currently, 112G class high-speed transmission is mainly needed by AI servers and high-speed communications infrastructure
- 112G class transmission will also be vital for the next generation of general servers, LEO communications, and in-vehicle HPCs due to increasing computational load, connection density, and real-time capability
- Proven in AI servers, OPE[®] is becoming widely used for these next-generation applications, and demand is expected to expand

Changes in domains using OPE[™] in the electronic devices market



Dielectric factor (Df) requirement class: Suitable resins



Expansion of OPE[®] target domains

Up to 2025
Dawning of AI



800G switch



AI GPU (training)

AI ASIC (inference)

- Higher speed (112G)
- High density
- Multilayered

Up to 2028
Full-scale data center era



General servers
PCIe Gen 6



LEO high-speed
communications
base station

- Low latency

Developing next-generation products with an eye to future markets

2030
Eve of photonics-electronics convergence

2030 onward
Photonics era



CPO peripheral
substrates



Automated
driving

- Composite requirement for high speed and low latency

Strategy 1: Focus on U&P Businesses (3)

Promoting the Three ICT Businesses — Optical Materials

Optical materials

Optical polymers:

- Launched a new ultra-high refractive index grade for high-end models. Adoption by major customers is progressing, resulting in strong sales
- Increasing sophistication of smartphone camera functionality, mainly due to the trend toward thinner smartphones and an increase in models with periscope lenses. Expected to exceed the plan
- Demand for automotive cameras, security cameras, smart glasses, etc. is also expected to grow

Lens monomers:

- Steady progress toward new lens monomer production facility. Production is expected to start within this fiscal year
- Launched Episleaf™ biomass lens monomer and focusing on expanding sales

Expand applications beyond smartphone lenses



Automotive cameras



Smart glasses



Security cameras

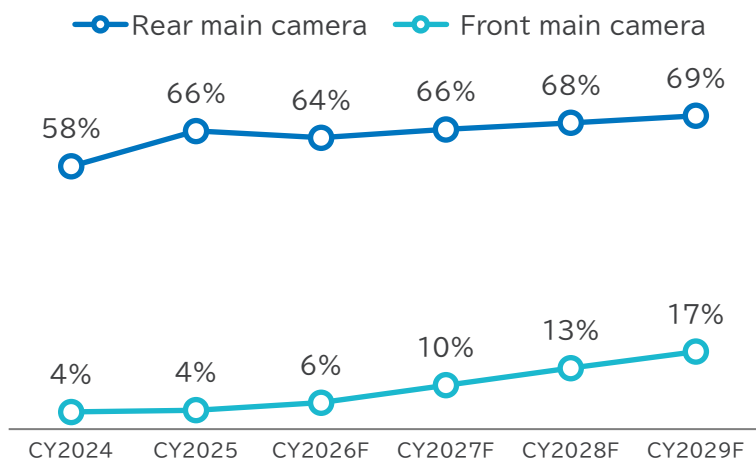
Biomass lens monomer



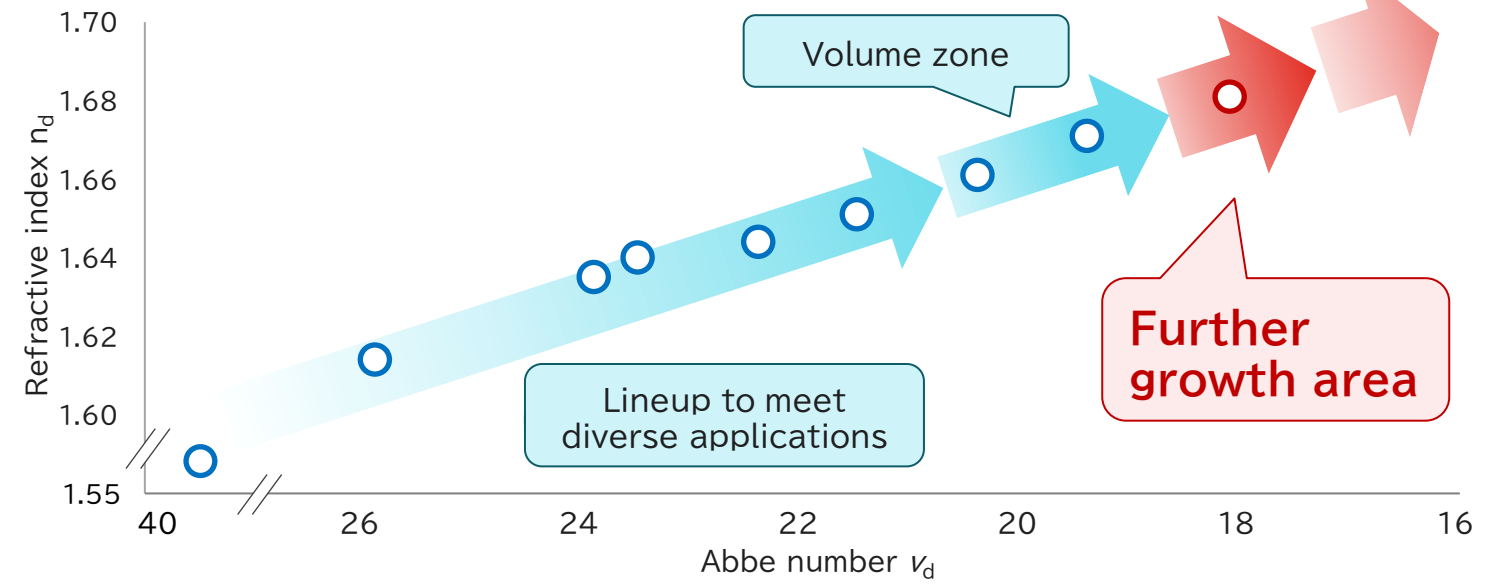
Episleaf™

Smartphone camera resolution increase trend forecast (ratio of 50 MP+)

Source: Materials by Techno Systems Research Co., Ltd. published in June 2025



Optical polymers: Focus area for the Company



Strategy 1: Focus on U&P Businesses (4)

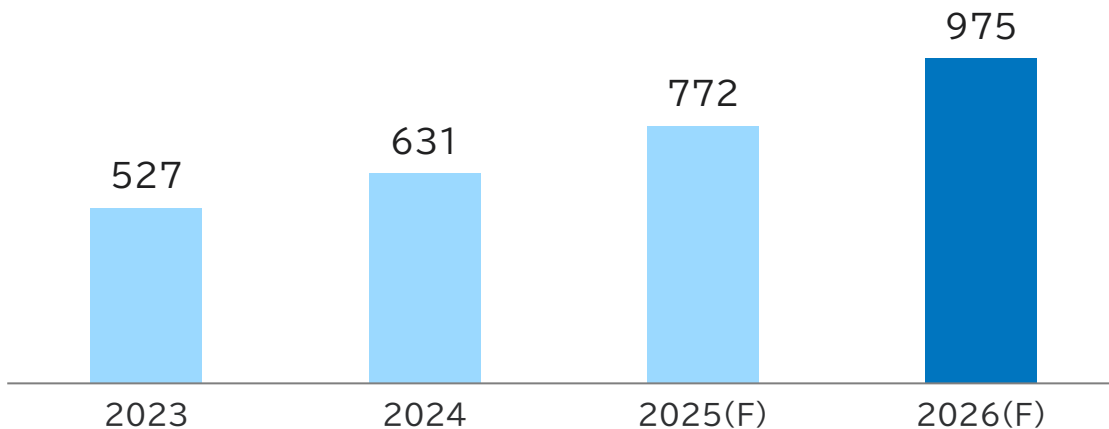
Promoting the Three ICT Businesses — EL Chemicals

Electronic chemicals (EL chemicals)

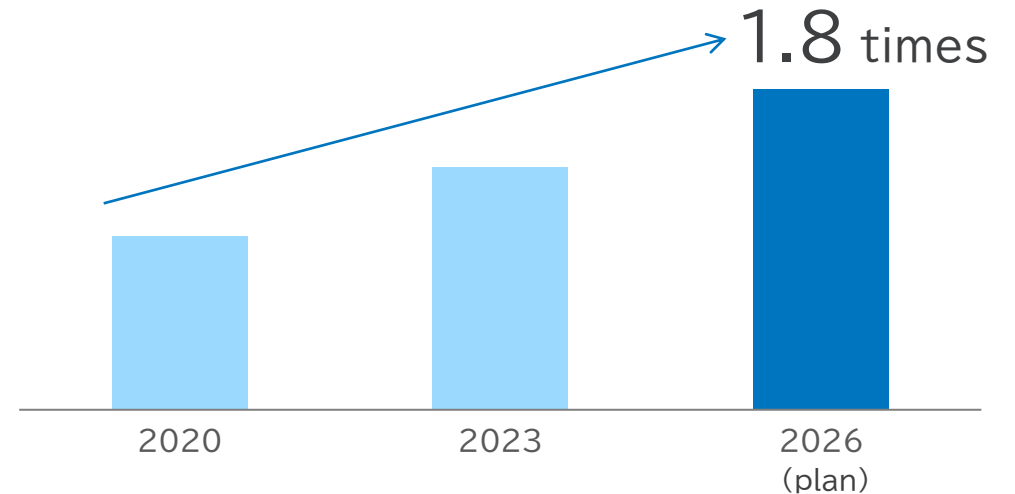
- Demand significantly below plan; target expected to be missed
- However, high medium- to long-term growth is expected for the semiconductor market. Aiming to increase utilization of production facilities acquired through upfront investment during the current medium-term management plan and move early to the investment-reaping phase
- Recorded impairment losses at bases in Taiwan and China. Reviewing strategies for each region

■ Outlook for semiconductor market growth (US\$ billion)

Source: WSTS 2025 Autumn announcement



■ Total production capacity of EL chemicals



Strategy 1: Focus on U&P Businesses (5)

Energy Resources and Environmental Business

- Demand for iodine, including for medical contrast agents, remains strong, and market prices remain at a high level
- At TOHO EARTHTECH, INC., we expanded natural gas production facilities and an iodine concentration plant in 2024 and commenced operations.
We have subsequently continued to pursue the construction of additional facilities in phases. We are aiming for operation of all facilities during FY2027
- The Company has also commenced construction for the new development of water-dissolved natural gas in the current fiscal year, and we will promote research and development toward the rollout of iodine-based products

Iodine market price trend (US\$/kg)

Source: Prepared by the Company based on the Ministry of Finance's "Trade Statistics" and other sources



Expansion of natural gas production facilities and iodine concentration plant

Water-dissolved natural gas production facility



Iodine concentration plant



Strategy 2: Build New Value through Innovation — Progress

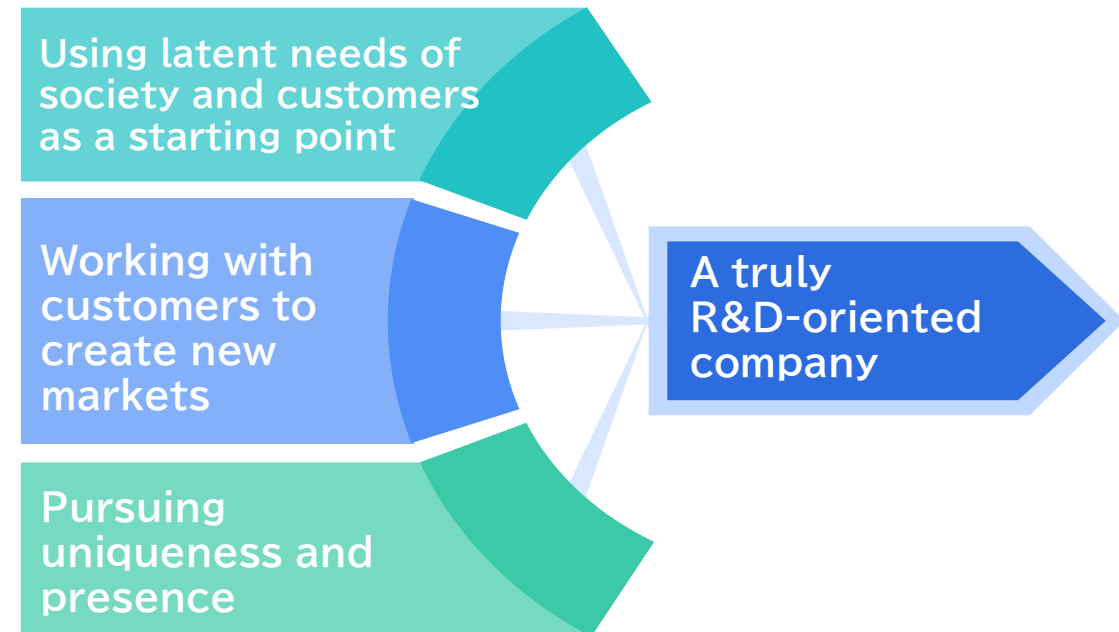
- Transitioning to a market-driven, truly R&D-oriented company to promote new business creation

Vision for MGC: A “market-out”, truly R&D-oriented company

- In addition to our in-house technology, conduct R&D based on latent needs of society and customers
- Work with customers to create new markets
- Pursue uniqueness and presence to maintain a distinctive advantage

Future initiatives for realization

- Correctly understand customers’ true needs, engage in repeated dialogue, and permeate the entire Group with market-driven thinking to create new product groups together with customers
- Further strengthen the in-house development capabilities of the unique technologies we have developed as the source of the Group’s competitive advantage
- Focus on customer challenges; connect technologies, product groups, and knowledge both inside and outside the Group; and accelerate solution-oriented business development



ICT

BT materials for FC-BGA substrates



FC-BGA substrates are used in AI processors, data centers, autonomous vehicles, and 5G/6G communications equipment, which require high-speed, high-capacity processing.

Our new RS material product, with revised resin composition, can use both low CTE glass and E-glass as raw materials. Even when using E-glass, it realizes a lower coefficient of thermal expansion than conventional products.

We are currently expanding sales targeting FC-BGA.

Specialty

New semiconductor cleaning solution



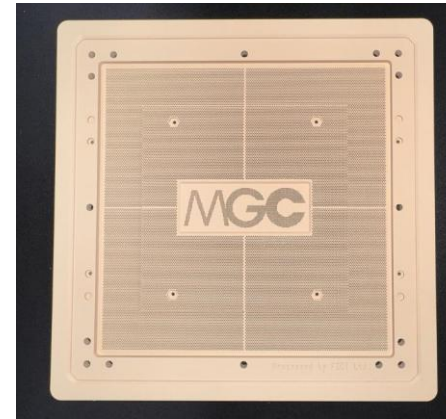
We developed a new cleaning solution vital for front- and back-end semiconductor manufacturing processes, contributing to increasing the speed and reducing the power consumption of state-of-the-art semiconductors.

We have developed various chemicals for the advanced packaging field using our knowledge of cleaning solution development, and we are proposing these to customers.

HBC(Hybrid Chemicals) was adopted for a specific process of a major Taiwanese foundry company.

Specialty

Low-dielectric test socket material



A semiconductor test socket* material made using Therplim™ thermoplastic polyimide resin offers high thermal resistance and dimensional stability, along with excellent formability.

This material can have micropores formed using a drill or laser, and is currently being evaluated for application as a next-generation test socket material leveraging its low-dielectric properties.

GEC

Medical/Food

OXYCAPT™



OXYCAPT™ is a three-layered drug container combining the characteristics of glass and plastic.

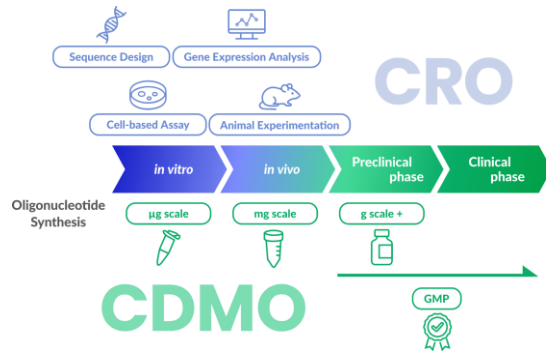
Market development as a container for use in the recently developing field of cell and gene therapies. Adoption for use with oxygen- and carbon dioxide sensitive drugs is being accelerated.

Corporate

* A testing component used to temporarily mount semiconductor chips or packages and electrically connect them to testing equipment to evaluate their characteristics and operation

Medical/Food

Oligonucleotide CRDMO service



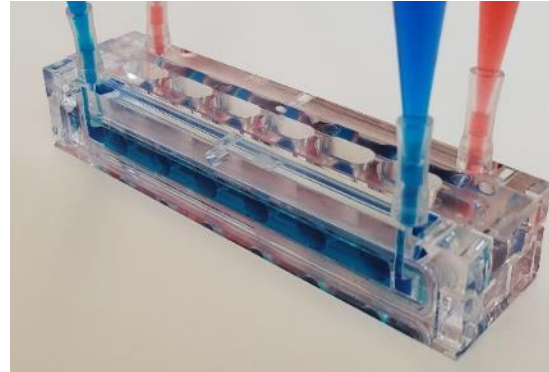
MGC and Hokkaido System Science Co., Ltd. jointly launched the contract research, development, and manufacturing organization (CRDMO) service AXELPHEX™ for oligonucleotide drugs.

Through an integrated framework that supports a seamless transition from research through various types of testing to GMP-compliant manufacturing, this service combines drug discovery process acceleration with quality assurance.

This platform provides flexible services from ad-hoc assignment to end-to-end projects.

Corporate

Microphysiological System (MPS)



MGC and Ehime University established the Drug Discovery Platform Development Program in April 2025, and we are promoting the development of human disease models toward clinical translation of our Microphysiological System (MPS).

In January 2026, an international joint research project in which MGC participated published a scientific paper on a 3D chip platform for cancer research called ASTEROIDS, and transfer of the technology to Ehime University also commenced. Work continues on practical application of this technology.

Corporate

Mobility

Continuous carbon fiber composite materials



We developed prepreg with an advanced combination of carbon fiber and resin fiber (brand name: XBRAID™). The flexibility of this prepreg enables a braided form of intermediate material that can be used to form components with complex shapes in a short time.

We established NEXX Technologies Inc. in the United States. We will accelerate sales expansion of prepreg products, mainly thermoset resin and fabric prepreg (product name: ENDUREGE®).

GEC

Carbon fiber recycling



CFRP trays for in-flight meals*

We have accelerated product development through collaboration with other companies on the use of recycled carbon fiber.

By creating a compound with the biobased polyamide resin LEXTER®, we achieved both low environmental impact and high rigidity.

* Photo: ShinMaywa Industries, Ltd.

GEC

Strategy 3: Restructure Businesses Requiring Intensive Management (1) PC-Related (Polycarbonate resin, Sheet film)

- Promoting various structural reforms in a harsh market environment. Accelerate various initiatives with the Business Portfolio Resilience Strengthening Task Force

Strategy implementation status

- Decision to discontinue production at the Kashima Plant's PC production facility in March 2028 since it has remained unprofitable
Promoting production capacity optimization (End of March 2028: Approx. 25% reduction)
- Offtake agreements for PCs with partners will be terminated as of the end of March 2028
- Profitability improved vs. the plan due to progress in line with our high-value-added strategy (increased sales for EVs in China, etc.) and cost reductions at sites in China
- Concentrate sheet film production sites (withdrawal from Osaka Plant of MGC Filmsheet Co., Ltd.): Completed at end of March 2026 as planned
- Effect from MEP reorganization not yet fully realized



Future initiatives

- Promote radical structural reforms assuming a continued harsh business environment
- Continue discussion with the Business Portfolio Resilience Strengthening Task Force. Plan a pathway to achieve ROIC exceeding the cost of capital in the PC-related chain
- Promote restructuring of overseas sales sites and technical service and R&D systems. Accelerate realization of effect from MEP reorganization
- Advance strategy to add higher value and reduce costs at sites in China
- With production consolidation in the sheet film business completed, narrow target fields and aim for further productivity improvement

Strategy 3: Restructure Businesses Requiring Intensive Management (2)

Xylene separators and derivatives

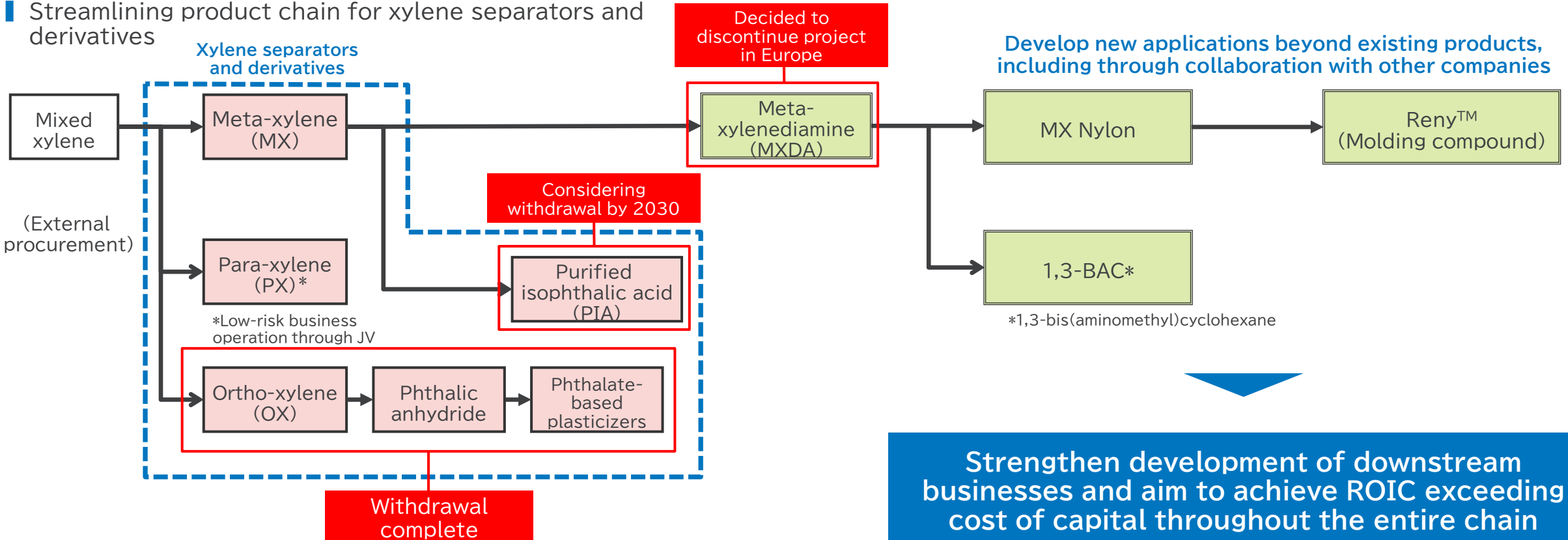
Strategy implementation status

- Completed withdrawal from OX chain business
- Decided to discontinue MXDA project in Europe, now considering strategies for profit improvement across the entire MX chain

Future initiatives

- Focus on discussions and execution of fundamental earnings improvement measures (including discussion of withdrawal from PIA) within the Business Portfolio Resilience Strengthening Task Force

Streamlining product chain for xylene separators and derivatives



Strengthen development of downstream businesses and aim to achieve ROIC exceeding cost of capital throughout the entire chain

**Objective 2:
Promote Sustainability Management —
Progress on Carbopath™**

Road map for realizing the circular carbon methanol concept Carbopath™

2024

- Started manufacturing biomethanol at the Niigata Plant.
- Started manufacturing and supplying ISCC PLUS-certified products

2025–2030

- Domestic manufacturing plan (up to 50 KT)
- New plan overseas (100 KT)
- Supply expansion through use of overseas JV, etc.
- Secure products to supply to market through procurement of overseas products
- Secure markets for the advanced marine fuel market
- Contribute to carbon neutrality of LPG as a supplier of rDME
- Expand the Carbopath™ brand and collaborate with early movers in various industries to create and stimulate the environmental value market

Specific initiatives for FY2025 are described on page 28

2030 onward

Promote supply to the growing fuel and chemicals markets and establish a plant of the same scale as conventional methanol production (1 million MT/year)

Aim to further expand the green methanol market and end dependence on naphtha as a supplier of carbon neutrality solutions

MGC's initiatives to develop the marine fuel market

Further growth in orders for dual-fuel vessels. Amid advances in social implementation of methanol as a next-generation fuel paving the way to carbon neutrality in the future, MGC is also working to build a supply system.

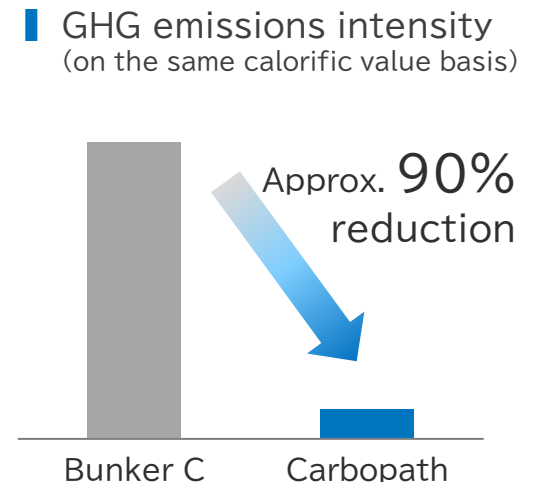


Photo courtesy of Mitsui O.S.K. Lines, KOKUKA SANGYO, Mitsubishi Gas Chemical, Idemitsu Kosan, and Yokohama City

GHG emissions reduction contribution volume

- Quantification of GHG emissions from conventional marine fuel (bunker C) and Carbopath™*
- Results indicate a potential reduction of approximately 90% in GHG emissions throughout the life cycle

*When using green methanol that meets certain GHG reduction criteria



Conclusion of a sales and purchase agreement for low-carbon methanol



- In November 2025, we concluded a sales and purchase agreement for low-carbon methanol with Transition Industries LLC of the United States
- This contract is our first large-scale, long-term low-carbon methanol purchase agreement, under which we plan to offtake approximately 1 million tons annually from 2029 after FID
- This project is one of the world's largest, aiming to produce 2.15 million tons of low-carbon methanol annually, and we are participating as a major off-taker
- In addition to fuel applications, we will supply methanol for various chemical products, thereby promoting the decarbonization of methanol in Asia, centered on Japan

Methanol bunkering using the ship-to-ship method



- In February 2026, we conducted the first domestic ship-to-ship methanol bunkering at an anchorage at the Keihin Ports in the Port of Yokohama
- We supplied fuel from KOKUKA SANGYO's *Eika Maru* to the methanol dual-fuel vessel *Kohzan Maru No. 7* operated by Mitsui O.S.K. Lines under our charter
- The supplied fuel also includes domestically produced biomethanol manufactured at the Niigata Plant, which is scheduled for use in actual operations
- This project was realized through collaboration with Yokohama City, KOKUKA SANGYO, Idemitsu Kosan, and Mitsui O.S.K. Lines, following simulations and safety measure reviews in 2024

Utilization of CO₂ captured by the DAC unit at the Osaka-Kansai Expo



- Implemented CCUS initiatives as a model case in collaboration with RITE*
- RITE conducted a demonstration test of DAC technology at the Osaka-Kansai Expo. Of the recovered CO₂, approximately 1 ton was accepted at our Niigata Plant
- The CO₂ will be used as a raw material for methanol and is anticipated to be utilized for CCS implementation planned for the future

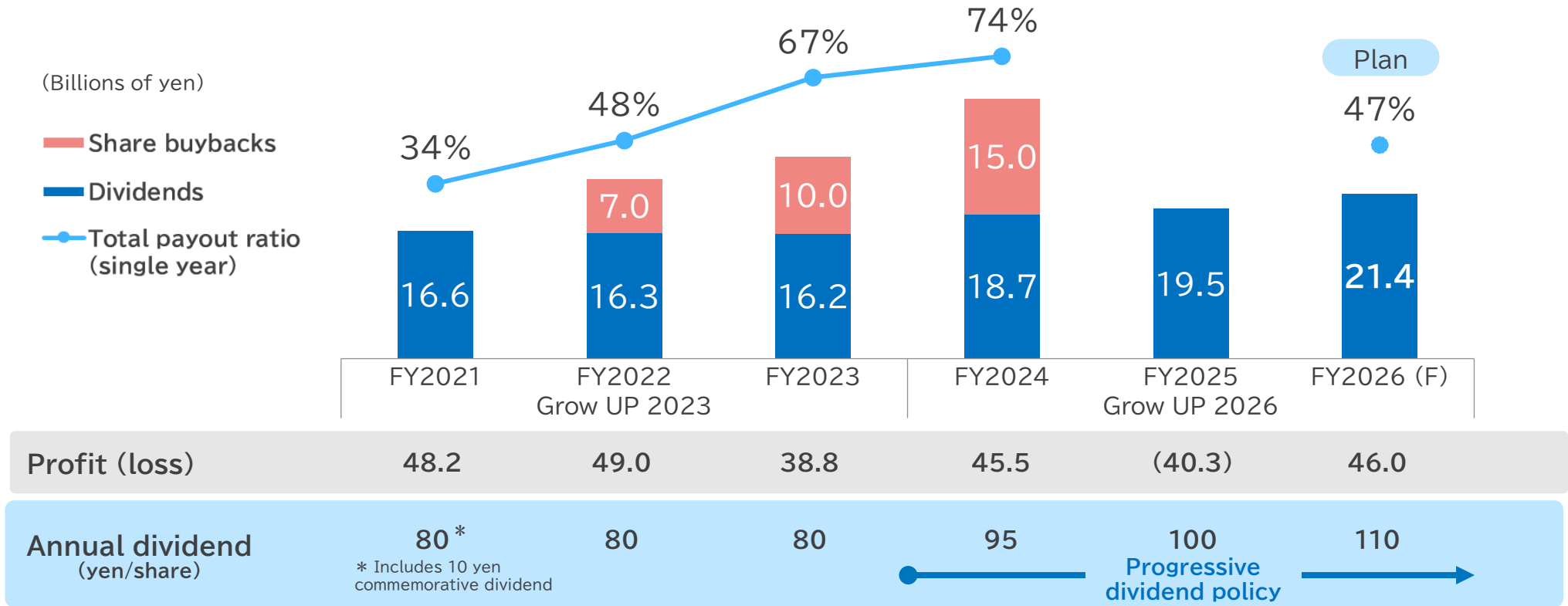
*RITE: Research Institute of Innovative Technology for the Earth

Capital Policy and Shareholder Returns

Investment Policy and Shareholder Returns

- The return policy under the current medium-term management plan is for the adoption of a progressive dividend policy, a target total payout ratio of 50%, and a DOE (dividend on equity) target of 3%
- Despite recording a net loss in FY2025, the Company retains a sound financial position. The forecast for the annual dividend for FY2025 remains unchanged at 100 yen (an increase of 5 yen from the previous fiscal year)
- In FY2026, the final fiscal year of the medium-term management plan, since we expect to recover earnings and return to profitability, we plan to increase the annual dividend by 10 yen based on the above policy

**The annual dividend for FY2026 is planned to be ¥110 per share
 (an annual increase of 10 yen per share on an ordinary dividend basis)**



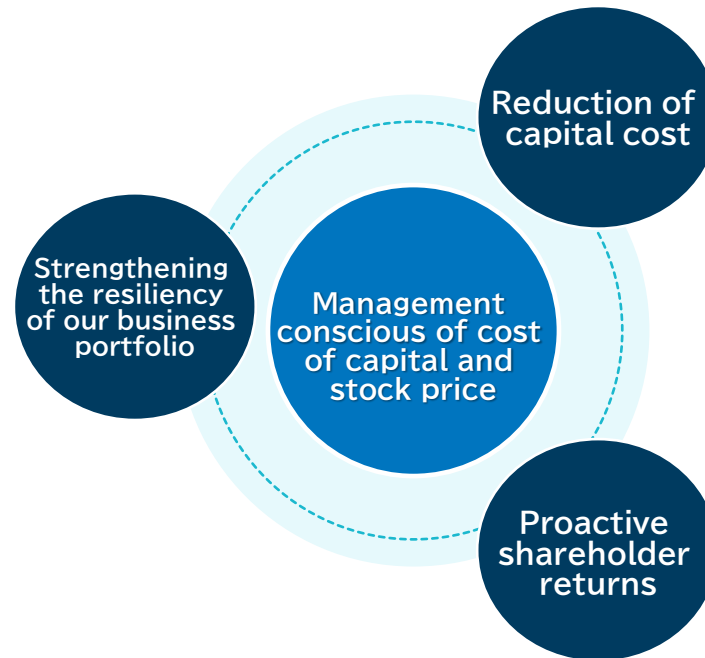
Action to Implement Management Conscious of Cost of Capital and Stock Price

Action to Implement Management Conscious of Cost of Capital and Stock Price

- In FY2025, we promoted the following measures based on the three pillars of strengthening the resiliency of our business portfolio, reducing cost of capital, and maintaining proactive shareholder returns while implementing management that is conscious of the cost of capital and stock price
- Recently, we recovered to a PBR of above 1. Growth expectations for electronic materials have also become a tailwind, leading to improvement in corporate value
- In terms of performance, although FY2025 recorded negative ROE and ROIC below the cost of capital due to impairment losses from business structural reforms and other factors, we expect ROIC and ROE to improve in FY2026, supported by factors including continued strong demand for electronic materials, progress in structural reforms, and the passing on of rising raw material costs to sales prices

Initiatives to strengthen the resiliency of our business portfolio

- Promotion of measures to improve ROIC and ROE
→ Steady execution of measures to strengthen business portfolio resiliency
- Decided to discontinue MXDA plant construction in Europe
- Decided to discontinue PC production at the Kashima Plant
- Completed concentrating PC sheet film production sites
- Strengthening investment discipline
- Ruthless cost reductions without exceptions
- Transition to reaping returns from growth investments
- BT materials: Completed capacity expansion at the Thailand Plant
- EL chemicals: Expansion projects underway at multiple sites in North America
- Lens monomers: New facility construction underway



Initiatives to reduce cost of capital

- Promotion of asset lightening
→ Sale of non-business assets and strategic shareholdings
- Dialogue with investors and analysts
→ Strengthening response to increasing interview requests
- Utilization of financial leverage
- Promotion of sustainability management

Initiatives for proactive shareholder returns

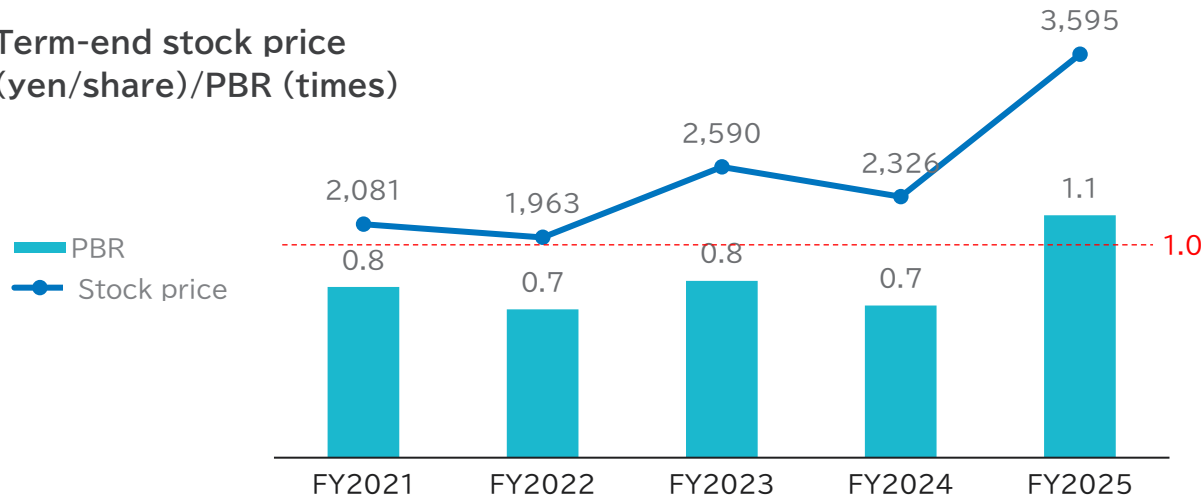
- Medium-term target of 50% total payout ratio
- Dividend policy in line with the “progressive dividend policy”
- DOE target of 3.0% (during the period of the current medium-term management plan)
→ Annual dividend:
FY2025 100 yen (5 yen increase from previous year)
FY2026 110 yen (planned; 10 yen increase from previous year)

Analysis of the Current Status for Improving Corporate Value (1)

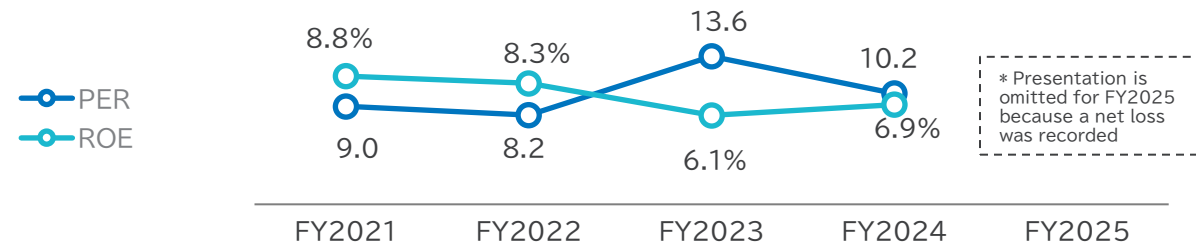
Market valuation

- From the second half of FY2025 onward, due to factors including heightened growth expectations for electronic materials, the term-end PBR recovered to a level exceeding 1 for the first time in five years
- Although a net loss was recorded due to impairment losses and other factors in terms of performance, the stock price level rose due to factors including heightened growth expectations for electronic materials

Term-end stock price (yen/share)/PBR (times)



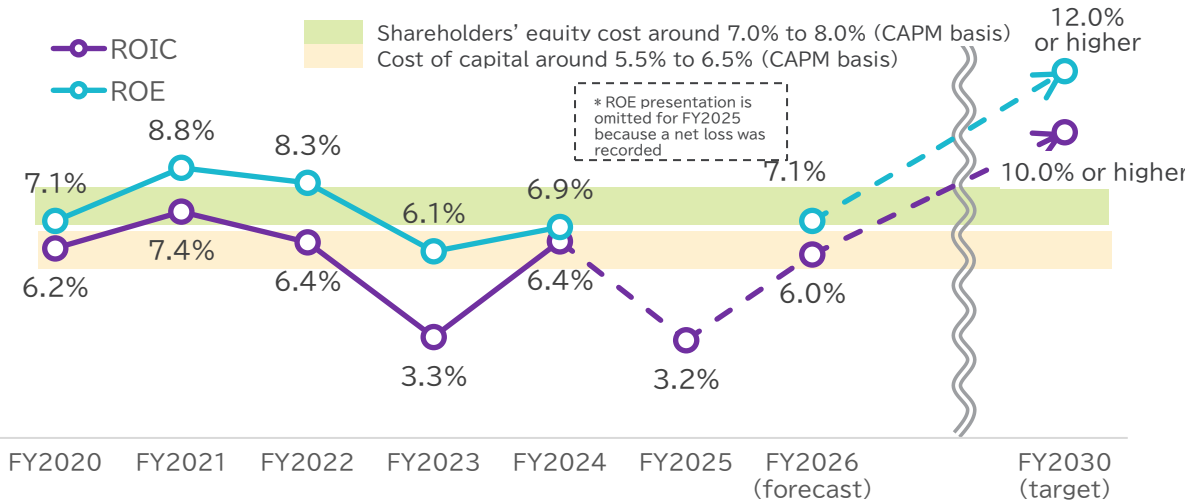
Term-end PER (times) and ROE (%)



Capital profitability

- In FY2025, both ROIC and ROE deteriorated, falling below the cost of capital and shareholders' equity cost, due to factors including a decline in product market prices, in addition to extraordinary losses
- In FY2026, we expect to achieve profit growth mainly due to electronic materials and structural reforms. ROIC and ROE are expected to improve and reach levels comparable to the cost of capital and shareholders' equity cost
- In addition to strengthening the resiliency of the business portfolio, we will reduce the cost of capital and pursue further improvement and enhancement of capital profitability

ROE, ROIC trends

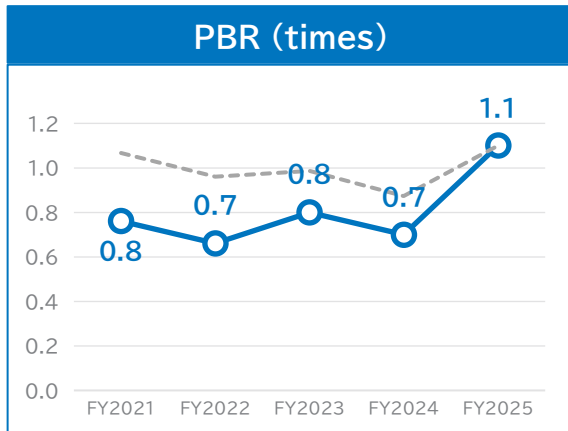


Analysis of the Current Status for Improving Corporate Value (2)

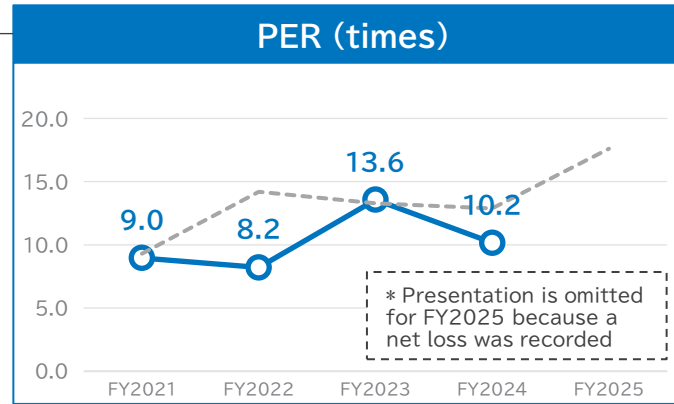
Breakdown and analysis of PBR and ROE components

Although a net loss was recorded in FY2025, **the performance of the electronic materials business was growing**. Amid rising market interest in generative AI and semiconductors, **heightened growth expectations for this business are viewed as having led to improvement in the Company's market evaluation, driving the increase in PBR and PER since the Q3 earnings announcement**

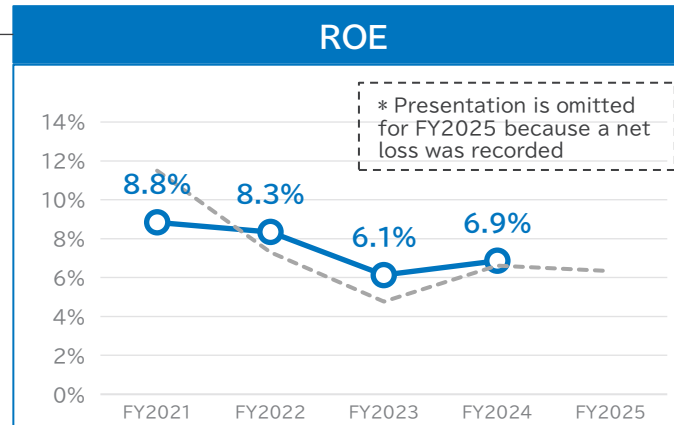
- MGC
- Industry peers (15 companies, chosen by MGC)



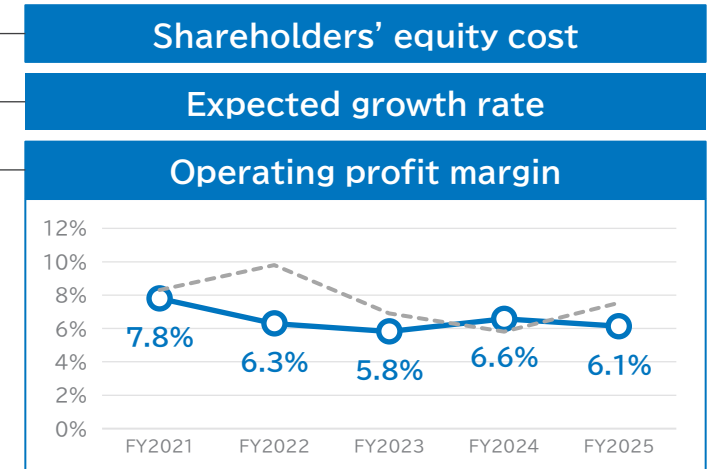
- Despite significant improvement year on year thanks to the stock price increase, PBR is level with industry peers due to an overall upward trend in the market
- As of the end of April 2026, the Company's PBR is **1.3 times**



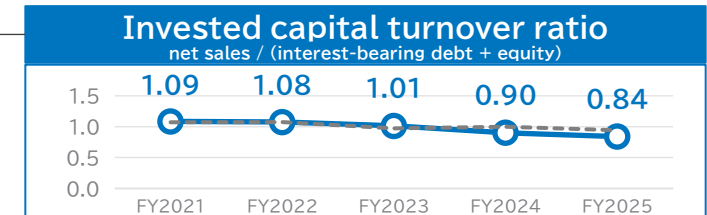
- Although a net loss was recorded in FY2025, the Company's PER is expected to improve compared to the previous fiscal year due to growth expectations going forward
- As of the end of April 2026, the Company's PER is **18.6 times**



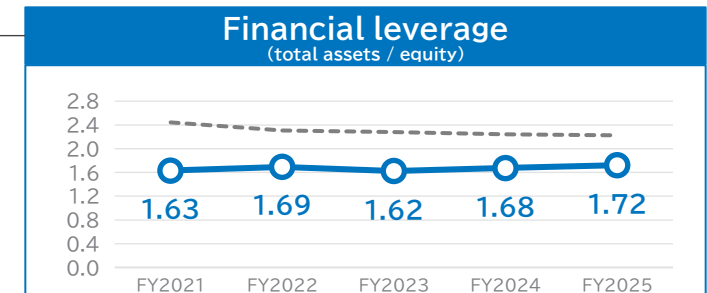
- A net loss was recorded in FY2025, causing ROE to turn negative
- FY2026 forecast: ROE of **7.1%**



- FY2025 results slightly lower
- FY2026 forecast: operating profit margin of **7.0%**



- Average level



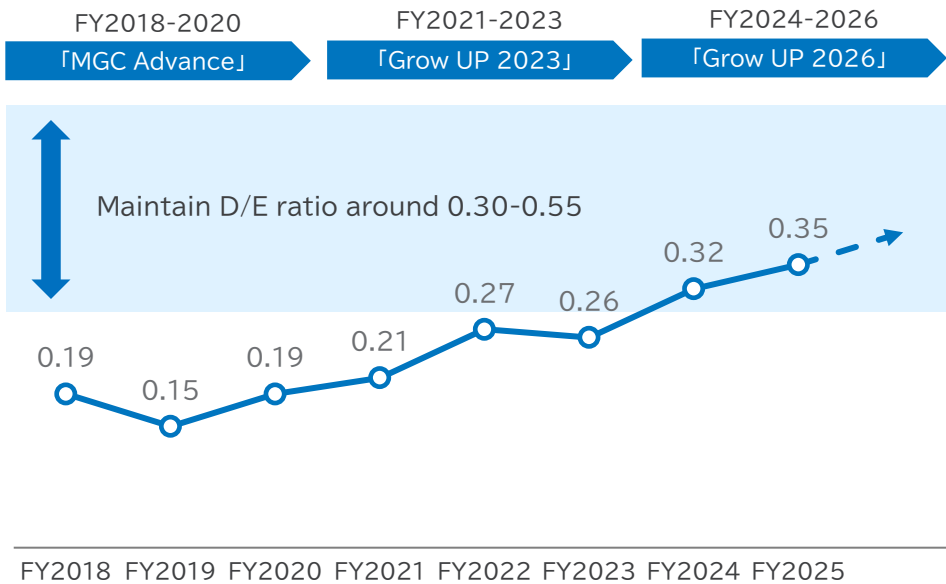
- Below average level due to high equity ratio

Specific Initiatives for Improving Corporate Value (1)

Utilize financial leverage for optimal capital structure

- Control the balance sheet through the D/E ratio to strengthen ROIC management. With a view to balancing capital efficiency and financial soundness, a range of around 0.30 to 0.55 is assumed during the period of the current medium-term management plan
- While paying attention to financial soundness, we will utilize debt as financing for growth investments in order to improve capital efficiency. As a result, the D/E ratio at the end of FY2025 rose to 0.35
- Continue to maintain financial discipline and aggressive use of debt going forward

Trends in D/E ratio



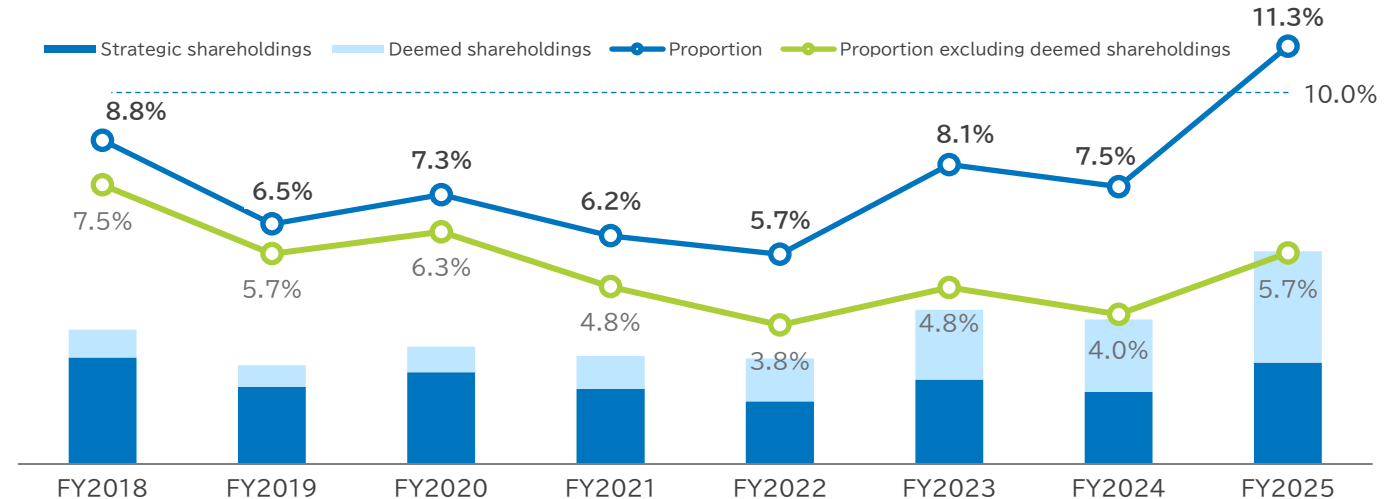
Promotion of asset lightening

- In FY2025, as a short-term intensive measure to improve performance, we promoted the sale of non-business assets and strategic shareholdings
- Regarding non-business assets, a gain on sale of approximately 9 billion yen was recorded through the sale of former welfare facilities and other assets
- Regarding strategic shareholdings, 7 stocks (full sale of 3 stocks) sold in FY2025, amounting to approximately 6 billion yen
- Despite progress in reducing strategic shareholdings, these occupy a proportion of consolidated net assets that, at the moment, is rising due to increasing market value of publicly traded shares
- Going forward, our policy is to accelerate the sale of stocks that are deemed to exceed reasonable levels of shareholding, following annual examination of the purpose and meaning of holding individual stocks by the Board of Directors

Proportion of strategic shareholdings in consolidated net assets (%)

28 stocks sold over the past eight years (full sale of 20 stocks);
cumulative sale of roughly 30 billion yen*

* Based on actual results. Includes partial sale of some shareholdings and sale of deemed shareholdings



Specific Initiatives for Improving Corporate Value (2)

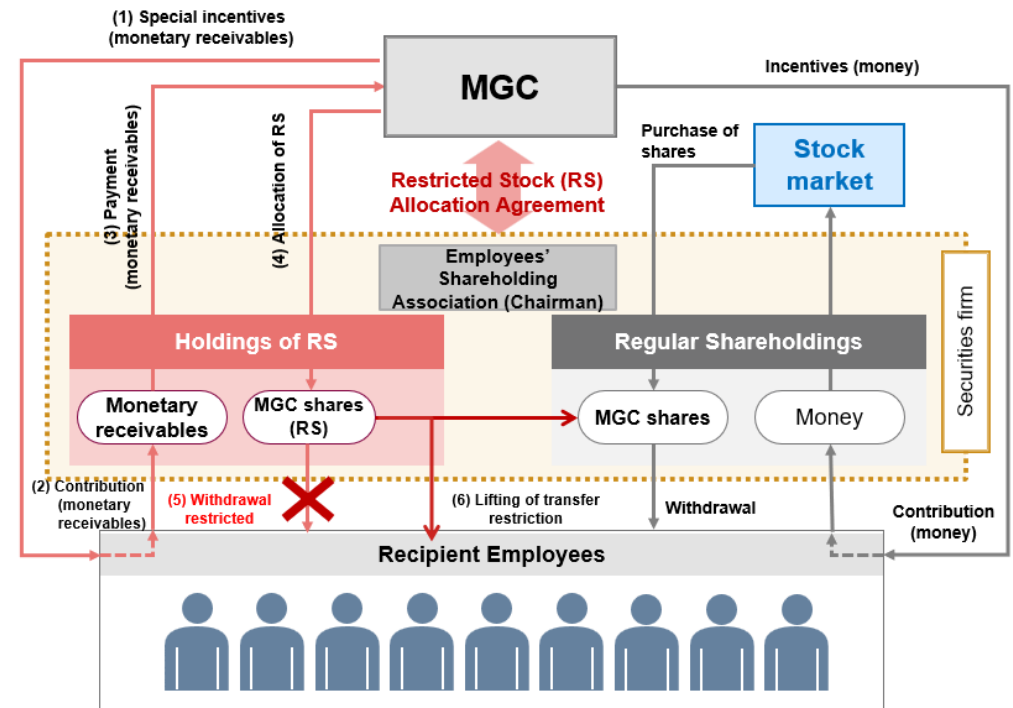
Initiatives to improve the effectiveness of the Board of Directors

- We plan to reduce the number of directors from 12 to 10 at the general meeting of shareholders this June
- The heads of both the GEC and Specialty Chemicals Business Sectors will step down from the Board of Directors, with the aim of strengthening the separation of management and execution. Accordingly, the ratio of outside directors on the Board of Directors will also increase (from 33.3% to 40.0%)
- We will continue to promote initiatives to improve the effectiveness of the Board of Directors going forward

Introduction of restricted stock compensation system for the employees' shareholding association

- In November 2025, we introduced a restricted stock compensation system for the employees' shareholding association
- By utilizing treasury stock and granting the Company's shares with transfer restrictions for a certain period, we will promote business operations from a shareholder perspective and link this to sustainable growth and enhancement of corporate value
- This is an initiative that raises employees' awareness of medium- to long-term enhancement of corporate value and contributes to improving job satisfaction through support for asset formation

Overview diagram of restricted stock compensation system



Overview of disposal of treasury stock as stock compensation (implemented in April 2026)

Disposal date	April 30, 2026
Number of shares disposed	251,020 shares of the Company's common stock
Disposal price	2,888 yen per share (closing price on November 7, 2025)
Total disposal amount	Approximately 700 million yen

Specific Initiatives for Improving Corporate Value (3)

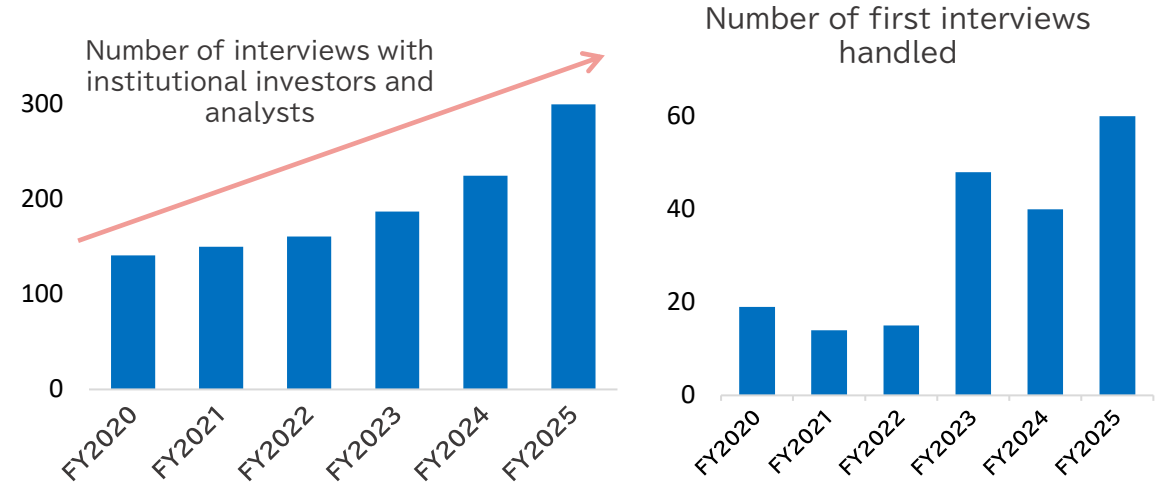


Status of dialogue with shareholders and investors

- Increase opportunities for dialogue between investors/analysts and management
(Proactively provide opportunities for management-level dialogue through overseas IR events, small meetings, etc.)
- Enhancement of various IR events (Management overview briefings, business briefings, facility tours, etc.)
- Improvement and enhancement of various disclosure information (including disclosure in English)
- Promote dialogue through ESG/stewardship code interviews, interviews with outside directors, etc.
- Regular holding of explanation meetings for individual investors

Main themes of dialogue and matters of interest to shareholders and investors

Medium-term management plan	<ul style="list-style-type: none"> •Growth story of U&P businesses, including the three ICT businesses •Progress status of structural reforms in businesses requiring intensive management •Progress status of major investment and financing projects, etc.
ESG	<ul style="list-style-type: none"> •GHG emission reduction targets, Carbon neutral achievement roadmap •Human resource strategy and human capital-related matters •Board of Directors effectiveness evaluation, etc.
Capital policy and financial strategy	<ul style="list-style-type: none"> •Investment and financing plans (capital investment, etc.) •Capital allocation •Policy for reducing strategic shareholdings •Initiatives for PBR improvement, etc.
Shareholder returns	<ul style="list-style-type: none"> •Dividend policy •Policy on share buybacks, etc.



Status of internal feedback

Reports and deliberations at Board of Directors meetings	<ul style="list-style-type: none"> •Sharing and deliberation of the current status of analysis and issue recognition regarding the promotion of management conscious of cost of capital and stock price •Reports on execution of duties related to IR activities and sustainability activities
Regular internal distribution and explanation of IR reports	<ul style="list-style-type: none"> •Quarterly distribution to management and relevant departments of IR reports compiling opinions and comments from shareholders and investors •Explanation of report contents to key officers, outside directors, etc.
Internal sharing of analyst reports	<ul style="list-style-type: none"> •Sharing of analysts' and investors' perspectives and external evaluations and expectations for the Company with relevant internal departments

Specific Initiatives for Improving Corporate Value (4)

Promotion of proactive shareholder returns

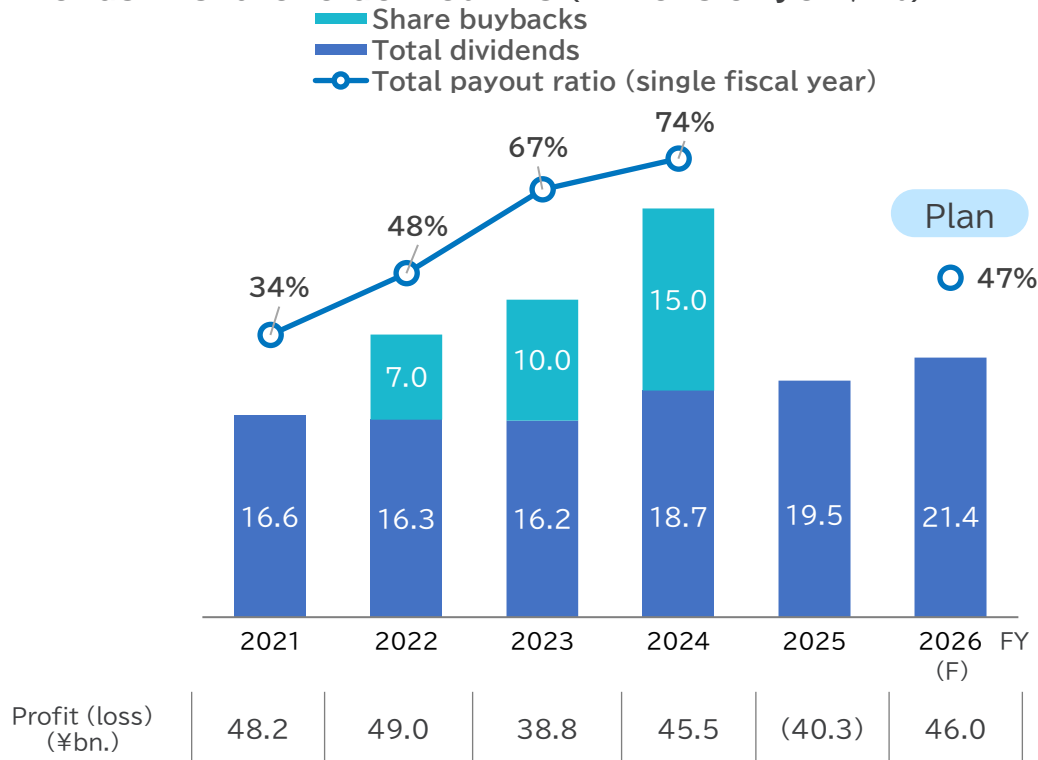
- Under the current medium-term management plan, the shareholder return policy has been strengthened through means including the adoption of a progressive dividend policy*1, total payout ratio target of 50%*2, and DOE*3 target of 3%
- Although a net loss was recorded in FY2025, financial soundness continues to be maintained. **The annual dividend for FY2025 was increased by 5 yen from the previous fiscal year to 100 yen**
- For FY2026 as well, based on the above policy, we **plan to increase the annual dividend by 10 yen**

*1 Covers the three-year period of the medium-term management plan. In principle, no reduction—either increase or maintain

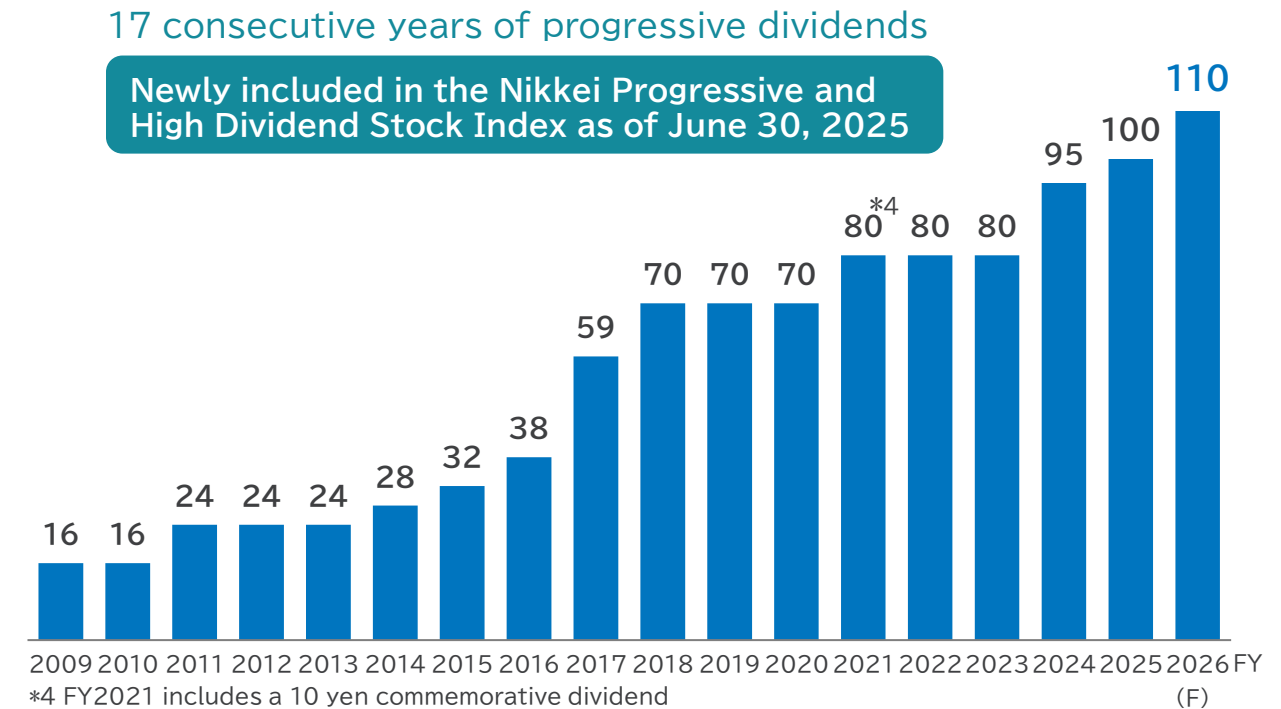
*2 Increase the medium-term target from 40% to 50%

*3 FY2024: 2.83%, FY2025: 2.96%, FY2026 (forecast): over 3.00%

Trends in shareholder returns (Billions of yen / %)



Trends in dividend per share (yen)



Initiatives for the Final Year of the Medium-Term Management Plan (FY2026)

- Rigorously implement management that is conscious of profit margin and ROIC. Resolute transformation of the business portfolio by the Business Portfolio Resilience Strengthening Task Force.
- Accelerate transformation, looking ahead to the next medium-term management plan. Early transition to the results generation phase

Future action plan = Unrelenting resolute business portfolio transformation

Unrelenting resolute business portfolio transformation:

- ✓ Business Portfolio Resilience Strengthening Task Force headed by the President to pursue steady realization of fundamental structural reform
- ✓ Under data-driven management based on data and facts, thoroughly implement management that is conscious of profit margin and ROIC at the BMU level
- ✓ Concentrate allocation of management resources in fields where the Group can win and grow, such as AI and semiconductors

Investment-reaping phase: Looking ahead to the next medium-term management plan period, leverage existing investments to actively capture AI and semiconductor demand

Strengthening of investment discipline: Strengthen monitoring during proposal and execution of investments. Restructure investment profitability indicators

New business creation: Become a truly R&D-oriented company engaged in a “market-out” approach to R&D based on customers’ latent needs



An excellent company centered on Uniqueness & Presence

Forward-looking Statements

These materials contain performance forecasts and other statements concerning the future. These forward-looking statements are based on information available at the time. These materials were prepared and on certain premises judged to be reasonable. None of these forward-looking statements are intended to be guarantees of future performance. Various factors may cause actual performance to differ significantly from forecasts.

 **MITSUBISHI GAS CHEMICAL COMPANY, INC.**

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