

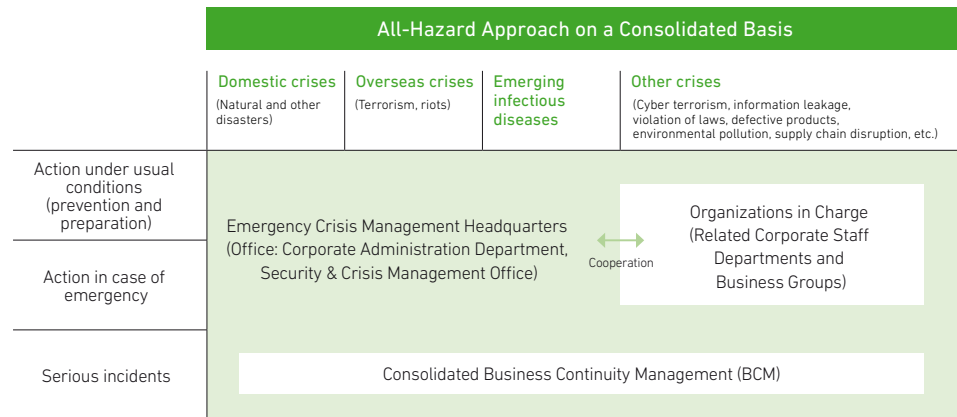
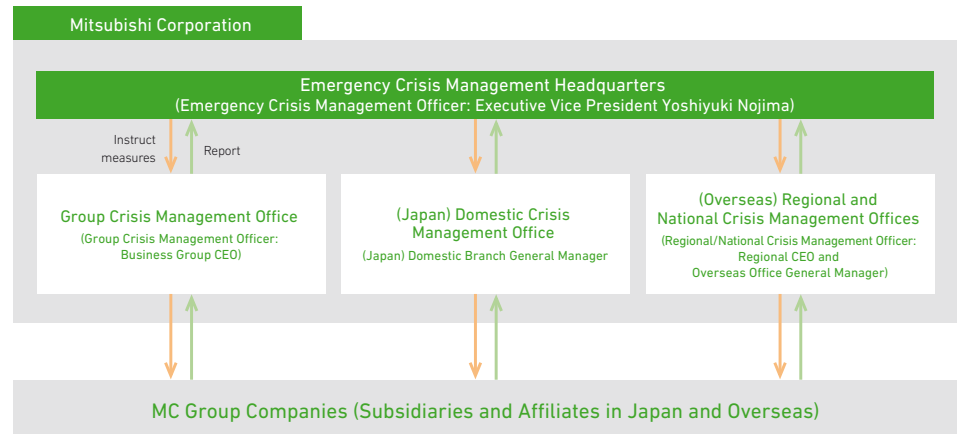
Crisis Management and Business Continuity Management on a Consolidated Basis

MC has built up a structure for securing the lives and safety of employees and their families as we respond on a consolidated basis to all crises that impact our profit and business continuity by linking together each Business Group and Regional National Crisis Management Office under the management and supervision of the Emergency Crisis Management Officer.

Based on MC's "all-hazard approach," this structure anticipates all kinds of risks, such as major natural disasters, acts of terrorism, riots, emerging infectious diseases, supply chain disruptions, legal transgressions, and cyber incidents, and carries out on a consolidated basis response measures under usual conditions and in the event that a crisis does occur. In particular, in the event of a serious incident impacting the lives and safety of our employees, as well as the continuity of critical business operations, we will respond under the company-wide direction of the Emergency Crisis Management Officer.

In FY2018, MC adopted "Business Continuity Management (BCM)" for its core business companies (selected from among MC Group companies) to establish and strengthen our consolidated framework designed to equip us with the business continuity capabilities needed to respond appropriately to major crisis situations.

BCM refers to comprehensive management activities based on an all-hazard risk and impact analysis that takes into account the business characteristics (business type and location) of the operating company, which include the formulation of initial response and BCP, establishment of a structure, and implementation of an ongoing PDCA cycle through education and training.



Note: While companywide action to deal with serious incidents shall be taken under the direction of the Emergency Crisis Management Officers, compliance-related incidents shall be dealt with under the direction of the Chief Compliance Officers.