

Employee engagement

| | FY2022 |
|---------------------------------------|--------|
| Degree of actively engaged employees* | 68 |

* Employee engagement is measured on a 5-point scale, with the top two response options being favorable responses. The employee outcome score is the sum of the favorable responses. The survey consists of nine questions..

Customer satisfaction

| | FY2022 |
|-------------------------|--------|
| Satisfied customers (%) | 82 |

Public policy

| Spending for public policy (million yen) | FY2019 | FY2020 | FY2021 | FY2022 |
|--|--------|--------|--------|--------|
| Interest representation or similar | 121 | 122 | 125 | 136 |
| Political contributions | 25 | 19 | 19 | 19 |
| Trade associations | 0 | 0 | 0 | 0 |
| Others | 0 | 0 | 0 | 0 |

| Spending by issues (million yen) | Description | FY2022 |
|------------------------------------|---|--------|
| Circular economy | Mitsubishi Chemical Holdings Corporation supports activities towards circular economy through organizations such as the World Business Council for Sustainable Development. | 39.4 |
| Industry 4.0 | We support activities that contribute the fourth industrial revolution through organizations such as the World Economic Forum. | 22.2 |
| Climate change | We engage in various activities that could indirectly influence public policy on climate change through organizations such as the World Business Council for Sustainable Development. | 19.7 |
| Other sustainability issues | We engage in a range of sustainability issues other than climate change and circular economy through some organizations. | 1.0 |

CEO-to-Employee Pay Ratio*

| | FY2022 |
|--|--------|
| The ratio between the total annual compensation of the Chief Executive Officer and the mean employee compensation: | 63.0 |

*Ratio calculated based on information disclosed in the Financial Statement

Remuneration by gender*

| | | Ratio (Female / Male) |
|--------------------------|--------------------|-----------------------|
| Management | Base salary | 0.92 |
| | Total remuneration | 0.92 |
| Non-management employees | | 0.92 |

* The compensation system is the same for male and female employees and the differences are accounted for by age and rank distributions.

Hiring

| | FY2019 | FY2020 | FY2021 | FY2022 |
|---|--------|--------|--------|--------|
| Total number of new employee hires | 859 | 895 | 893 | 500 |
| Percentage of open positions filled by internal candidates (internal hires) | 96.1 | 90.6 | 83.3 | 94.9 |

Employee Turnover Rate

| | FY2019 | FY2020 | FY2021 | FY2022 |
|----------------------------------|--------|--------|--------|--------|
| Voluntary employee turnover rate | 1.27 | 1.10 | 1.40 | 1.70 |

Workforce Breakdown: Gender

| Share (%) | FY2022 |
|---|--------|
| Women in top management positions | 5.7 |
| Women in junior management positions | 14.7 |
| Women in all management positions | 10.6 |
| Women in total workforce | 16.9 |
| Women in management positions in revenue-generating functions | 6 |
| Women in STEM-related positions | 21.8 |

Workforce Breakdown: Nationality*

| Breakdown based on Nationality | Share in total workforce (%) | Share in all management positions (%) |
|--------------------------------|------------------------------|---------------------------------------|
| Japan | 99 | 99 |
| China | 0.19 | 0.43 |
| Korea | 0.04 | 0.08 |

*Scope of data aggregation: The figures show those employed by the operating company (MCC), including those seconded to other companies

Training & Development Inputs

| | FY2022 |
|--|--------|
| Average hours per FTE of training and development | 31.66 |
| Average amount spent per FTE on training and development (JPY-Yen) | 29,394 |

Ratio of employees by region*

| Asia | North America | Europe | Others | Total |
|------|---------------|--------|--------|-------|
| 91% | 4% | 5% | 0.7% | 100% |

*Data coverage 71%

Environmental Impacts

| | FY2022 |
|--|---------|
| Total renewable energy consumption (MWh) | 312,000 |
| Total waste generated (metric ton) | 371,000 |
| Total waste recycled/reused (metric ton) | 278,000 |

Environmental Violations *

| | FY2019 | FY2020 | FY2021 | FY2022 |
|---|--------|--------|--------|--------|
| Number of violations of legal obligations/regulations | 0 | 0 | 0 | 0 |

* Number of environmental incidents monitored by MCHC as KPIs

Occupational health and safety

| | FY2019 | FY2020 | FY2021 | FY2022 |
|-------------------------------------|--------|--------|--------|--------|
| Number of Fatalities : Contractors* | 0 | 0 | 0 | 0 |

* Data of Mitsubishi Chemical Corporation