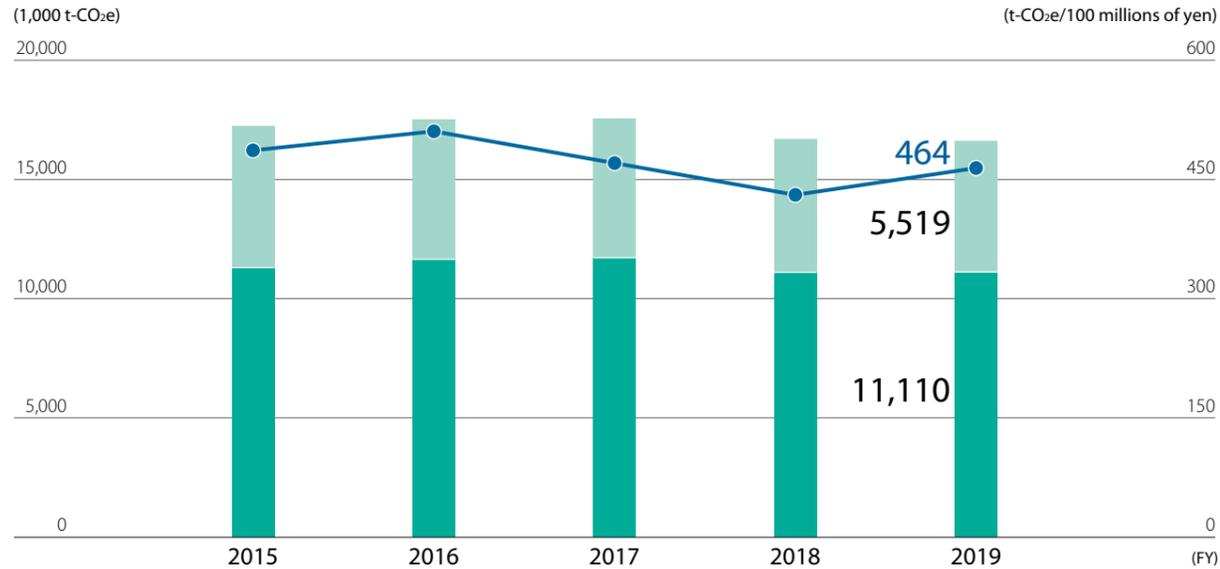


Non-Financial Indicators

GHG emissions

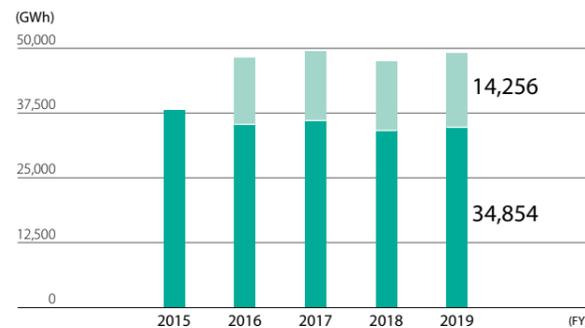
■ Japan ■ Outside Japan (left axis) ● Per unit of revenue (right axis)



Along with the formulation of the medium- to long-term basic management strategy KAITEKI Vision 30 (KV30), we retrospectively reviewed the boundaries for the indicators in line with the range of activities. The fiscal 2019 emissions have been assured by a third party based on the revised boundary. In fiscal 2019, our GHG emissions (Scope 1 + Scope 2) were nearly flat year on year at 16,629 thousand t-CO₂e, partly due to the acquisition of large businesses, despite repeated emission reduction activities. GHG reduction is viewed as one of the most important social issues under KV30. In addition to contributing to the reduction of emissions through our products and services, we are considering and working to further accelerate the reduction of GHG emissions from business activities including production.

Energy consumption

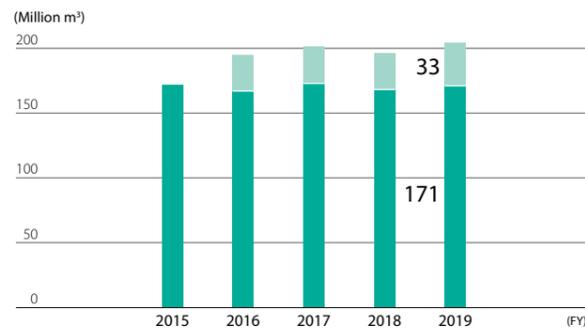
■ Japan ■ Outside Japan



The boundaries were expanded to include global activities as well from fiscal 2016. Along with the formulation of KV30, we retrospectively reviewed the boundaries for the indicators in line with the range of activities, and the fiscal 2019 consumption has been assured by a third party based on the revised boundary. Our energy consumption was nearly flat year on year in fiscal 2019 thanks to energy conservation activities through the installation of equipment, despite the acquisition of large businesses. Because improving production efficiency by implementing energy-saving activities and stabilizing process operations is directly linked to GHG reductions, we will continue to reduce energy consumption as an important initiative to realize KV30.

Water withdrawal (excluding seawater)

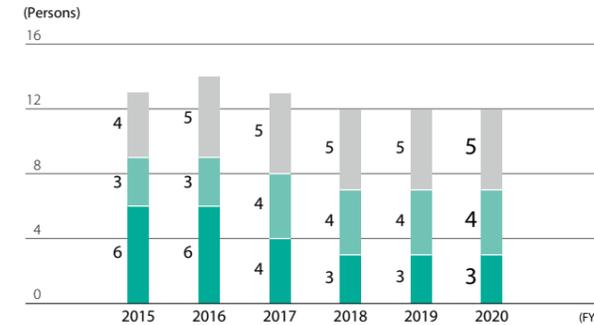
■ Japan ■ Outside Japan



The boundaries were expanded to include global activities as well from fiscal 2016. Along with the formulation of KV30, we retrospectively reviewed the boundaries for the indicators in line with the range of activities, and the fiscal 2019 water withdrawal has been assured by a third party based on the revised boundary. Alleviating global water supply concerns is viewed as one of the most important social issues under KV30. We will continue to promote effective use of water resources and reduction of water intake to ensure that our use of water resources does not place a significant burden on the region.

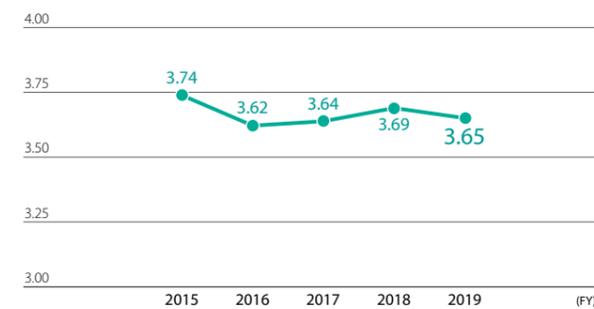
Number of directors and outside directors

■ Directors (executive) ■ Directors (non-executive) ■ Independent (outside) directors



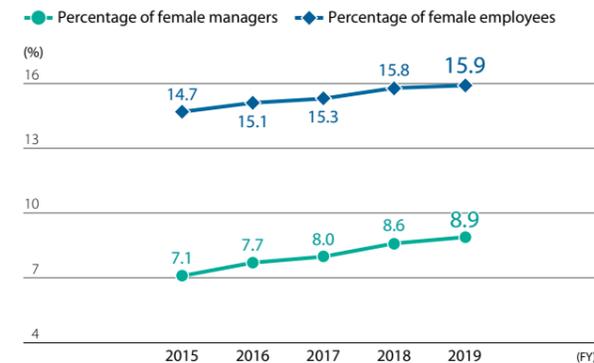
Mitsubishi Chemical Holdings Corporation transitioned to a company with nominating committee, etc., in June 2015.

Employee satisfaction



The level of employee satisfaction fell 0.04 points from the previous fiscal year to 3.65. We will foster health and productivity management and work style reforms to further raise the level of satisfaction.

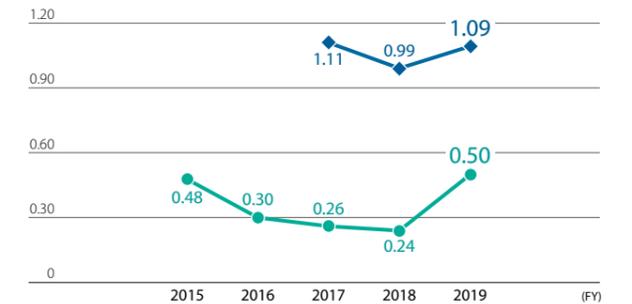
Percentage of female employees and percentage of female managers*



The percentage of female employees increased by 0.1 points to 15.9% from the previous fiscal year while the percentage of female managers was 8.9%, up 0.3 points from the previous fiscal year. We are continuing to implement measures for the empowerment of women. * For the scope of data aggregation, see page 189.

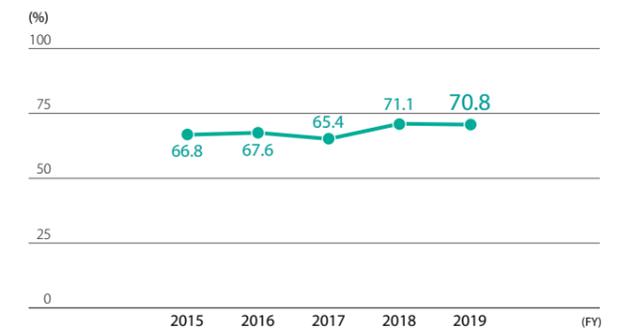
Lost-time injury frequency rate (LTIFR)

● Japan ● Global



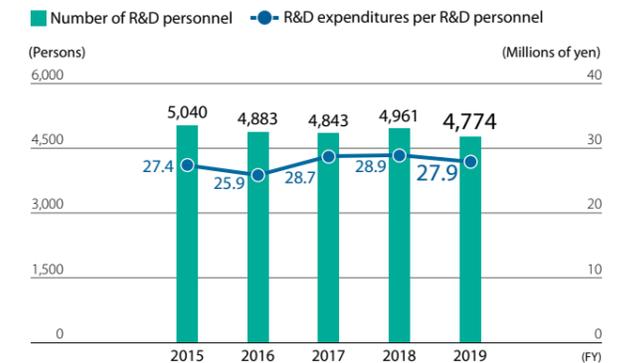
The LTIFR in Japan was 0.50, a deterioration from the previous fiscal year. Meanwhile, the global LTIFR, for which data started to be gathered and calculated in fiscal 2017, was 1.09. Although we have been working to improve the LTIFR at overseas business locations, the rate is still high compared to the rate in Japan. We will strive to reduce the LTIFR by stepping up efforts to prevent occupational accidents through measures such as ensuring compliance with basic behavioral and operational rules for safety, sharing information on occupational accidents through a database, and undertaking risk assessments.

Paid leave utilization rate*



The paid leave utilization rate was much the same as the previous fiscal year. We will continue to implement measures aimed at achieving a work-life balance. * For the scope of data aggregation, see page 189.

Number of R&D personnel and R&D expenditures per R&D personnel



For fiscal 2019, the number of R&D personnel decreased by 187 persons from the previous fiscal year to 4,774 persons. R&D expenditures per R&D personnel remained at the same level as the previous fiscal year, ¥27.9 million. (Note) IFRS basis since fiscal 2016