

Employee engagement

	FY2021
Degree of actively engaged employees*	3.7

* We measure employee engagement on a scale of 1 to 5, with 5 as the maximum (best) possible score. Employees' results are an average value of the scores (1-5) with which they respond to the survey. The survey consists of 6 questions.

Customer satisfaction

	FY2021
Satisfied customers (%)	77

Public policy

Spending for public policy (million yen)	FY2018	FY2019	FY2020	FY2021
Interest representation or similar	115	121	122	125
Political contributions	31	25	19	19
Trade associations	0	0	0	0
Others	0	0	0	0

Spending by issues (million yen)	Description	FY2021
Circular economy	Mitsubishi Chemical Holdings Corporation supports activities towards circular economy through organizations such as the World Business Council for Sustainable Development.	31.4
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.	15.7
Other sustainability issues	We engage in a range of sustainability issues other than climate change and circular economy through some organizations.	1.0

Status of voting rights

as of March 31, 2022

Category	Number of shares	Number of voting rights
Non-voting shares	—	—
Share with restricted voting right (treasury shares)	—	—
Share with restricted voting right (others)	—	—
Voting shares (treasury shares)	(Treasury shares) Common shares: 82,366,500	—
	(Crossholding shares) Common shares: 175,100	—
Voting shares (others)	Common shares: 1,421,006,000	14,210,060
Shares less than one unit	Common shares: 2,740,507	—
Total number of issued shares	1,506,288,107	—
Total number of voting rights	—	14,210,060

Note 1: Shares less than one unit includes 30 common shares as treasury shares and 67 common shares as crossholding shares (Mitsubishi Chemical Corporation: 50 common shares, Mitsubishi Pharma Corporation: 17 common shares).

Note 2: Voting shares (others) includes 36,800 common shares and 368 voting rights in the name of Japan Securities Depository Center. Shares less than one unit includes 80 common shares in the name of Japan Securities Depository Center.

Note 3: Voting shares (others) includes 2,833,300 common shares within the executive compensation BIP (Board Incentive Plan) trust. Shares less than one unit includes 14 common shares within the executive compensation BIP (Board Incentive Plan) trust.

CEO-to-Employee Pay Ratio*

	FY2021
The ratio between the total annual compensation of the Chief Executive Officer and the mean employee compensation:	46.9

*Ratio calculated based on information disclosed in the Financial Statement

Remuneration by gender*

		Ratio (Female / Male)
Management	Base salary	0.94
	Total remuneration	0.94
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

	FY2018	FY2019	FY2020	FY2021
Total number of new employee hires	700	859	895	893
Percentage of open positions filled by internal candidates (internal hires)	95.4	96.1	90.6	83.3

Employee Turnover Rate

	FY2018	FY2019	FY2020	FY2021
Voluntary employee turnover rate	0.90	1.27	1.10	1.40

Workforce Breakdown: Gender

Share (%)	FY2021
Women in top management positions	3.7
Women in junior management positions	11
Women in all management positions	8.1
Women in total workforce	16.7
Women in management positions in revenue-generating functions	6
Women in STEM-related positions	18

Workforce Breakdown: Nationality*

Breakdown based on Nationality	Share in total workforce (%)	Share in all management positions (%)
Japan	99	99
China	0.2	0.3

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

Training & Development Inputs

	FY2021
Average hours per FTE of training and development	22.3
Average amount spent per FTE on training and development (JPY-Yen)	29,912

Ratio of employees by region*

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

*Data coverage 71%

Environmental Impacts

	FY2021
Total renewable energy consumption (MWh)	351,000
Total waste disposed (metric ton)	116,000

Environmental Violations *

	FY2018	FY2019	FY2020	FY2021
Number of violations of legal obligations/regulations	0	0	0	0

* Number of environmental incidents monitored by MCHC as KPIs

Occupational health and safety

	FY2018	FY2019	FY2020	FY2021
Number of Fatalities : Contractors*	0	0	0	0

* Data of Mitsubishi Chemical Corporation