

## Employee engagement

	FY2023
Degree of actively engaged employees*	69

\* 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

	FY2023
Satisfied customers (%)	80

## Public policy

Spending for public policy (million yen)	FY2020	FY2021	FY2022	FY2023
Interest representation or similar	122	125	136	170
Political contributions	19	19	19	19
Trade associations	0	0	0	0
Others	0	0	0	0

Spending by issues (million yen)	Description	FY2023
<b>Circular economy</b>	Mitsubishi Chemical Group Corporation supports activities towards circular economy through organizations such as the World Economic Forum for Sustainable Development.	9.9
<b>Climate change</b>	We engage in various activities that could indirectly influence public policy on climate change through organizations such as the World Economic Forum for Sustainable Development.	9.9
<b>Energy</b>	We support activities towards energy through organizations such as the World Economic Forum for Sustainable Development.	9.9
<b>Other sustainability issues</b>	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\*

	FY2023
The ratio between the total annual compensation of the Chief Executive Officer and the mean employee compensation:	58.5

\*Ratio calculated based on information disclosed in the Financial Statement

### Remuneration by gender\*

		Ratio (Female / Male)
Management	Base salary	0.94
	Total remuneration	0.95
Non-management employees		0.79

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

### Hiring

	FY2020	FY2021	FY2022	FY2023
Total number of new employee hires	895	893	500	466
Percentage of open positions filled by internal candidates (internal hires)	90.6	83.3	94.9	95.1

### Employee Turnover Rate

	FY2020	FY2021	FY2022	FY2023
Voluntary employee turnover rate	1.13	1.52	2.12	2.48

### Workforce Breakdown: Gender

Share (%)	FY2023
Women in top management positions	4
Women in junior management positions	15
Women in all management positions	5.0
Women in total workforce	18.9
Women in management positions in revenue-generating functions	20.7
Women in STEM-related positions	16.6

### Workforce Breakdown: Nationality\*

Breakdown based on Nationality	Share in total workforce (%)	Share in all management positions (%)
Japan	99.5	99.5
China	0.29	0.25
Korea	0.07	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

	FY2023
Average hours per FTE of training and development	1.63
Average amount spent per FTE on training and development (JPY-Yen)	30,715

**Ratio of employees by region\***

Japan	APAC	(China)	Americas	Europe	Others	Total
68%	10%	(5%)	8%	9%	0.2%	100%

\*Data coverage 71%

**Environmental Impacts**

	FY2023
Total renewable energy consumption (MWh)	227,000
Total waste generated (metric ton)	368,000
Total waste recycled/reused (metric ton)	396,000

**Environmental Violations \***

	FY2020	FY2021	FY2022	FY2023
Number of violations of legal obligations/regulations	0	0	0	0

\* Number of environmental incidents monitored by MCHC as KPIs

**Occupational health and safety**

	FY2020	FY2021	FY2022	FY2023
Number of Fatalities : Contractors*	0	0	0	0

\* Data of Mitsubishi Chemical Corporation

**Number of call center receptions (Unit: cases)**

	FY2023	
Total of number receptions	10,905	
Product Inquiry	3,563	
General Inquiry	2,439	Including 41 inquiries from local community
Sales Promotion	4,557	
Other	346	