# ESG Presentation

| MCI Group’s Promotion of ESG | HASHIMOTO Osamu  
Representative Director, Member of the Board, President & CEO |
|-----------------------------|---------------------------------------------------------------|
| 1. KPI Management           | IZAWA Kazumasa  
Managing Executive Officer & CSO |
| 2. Human Capital            | ANDOU Yoshinori  
Member of the Board, Senior Managing Executive Officer & CHRO |
| 3. Governance               | MABUCHI Akira  
Member of the Board |
MCI Group’s Promotion of ESG

HASHIMOTO Osamu
橋本 修
Representative Director, Member of the Board, President & CEO
Mitsui Chemicals, Inc.

July 12, 2023
Corporate Mission

Contribute broadly to society by providing high-quality products and services to customers through innovation and the creation of materials, while keeping in harmony with the global environment.

Corporate Target

To be a corporate group that continues to grow through solving social challenges and creating diverse value with the power of chemistry.

VISION 2030

Ideal future society

Material topics

Financial KPIs

Non-financial KPIs

A strong company with economic value; a good company with social value

ESG promotion ≈ source of value creation
We are pursuing sustainable growth for both society & the MCI Group by incorporating ESG elements into our management practice and strategies and bolstering related efforts.

Today, we will focus on KPI management, human capital and governance, and give an overview of how our efforts in these areas are going.

Material topics

- Contributing to a sustainable society
  - Product design based on full life-cycle considerations
  - Climate change
  - Circular economy
  - Health and livelihood
  - Highly livable communities
  - Food security

- Prerequisites for business continuity
  - Safety
  - Respect for human rights
  - Risk & compliance management
  - Product quality
  - Stable production

- Abilities essential to business continuity
  - Corporate culture
  - Human capital
  - Innovation
  - Partnerships
  - Digital transformation

The ultimate aim of our KPI reviews: Improved corporate value
IZAWA Kazumasa
伊澤 一雅
Managing Executive Officer & CSO
Mitsui Chemicals, Inc.

1. KPI Management
1. Introduction
2. Improving Our Risk Management System
3. Progress on KPI Management
1. Introduction
Efforts for KPI Management: Overview

<table>
<thead>
<tr>
<th>Efforts for KPI management</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 2022: ESG Presentation</td>
</tr>
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</table>
| - Our approach to KPI management  
  - Setting KPIs based on material topics  
  - Updating our efforts based on changes to the business environment (material topics/KPI reviews) |

<table>
<thead>
<tr>
<th>June 2022, November 2022, June 2023: CEO Presentation</th>
</tr>
</thead>
</table>
| - Review of our risk management system & process  
  - Monitoring operations from both financial & non-financial perspectives |

<table>
<thead>
<tr>
<th>July 2023: ESG Presentation</th>
</tr>
</thead>
</table>
| - Improving our risk management system  
  - Progress on KPI management  
    - KPI reviews  
    - Analysis of the relationship between financial & non-financial metrics  
    - Links with risk management |

Examples of our efforts

- Plans for increasing revenue from Blue Value™ and Rose Value™ products
- Carbon neutral strategy  
  - Transitioning to alternative fuels  
  - Helping reduce GHG emissions with Blue Value™ products  
  - Utilizing biomass & pursuing recycling  
  - Utilizing digital technologies  
  - Branding and more
- Human resources strategy

- Sales revenue & gross income from Blue Value™ & Rose Value™ products
- Implementing our carbon neutral strategy  
  - Biomass materials & recycled products  
  - Carbon footprints  
  - Cracker transformation  
  - Path for technological development through to 2050  
  - Collaborative R&D with academia
- Human capital
  - etc.
- Digital transformation
- Innovation
  - etc.

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Risk management is the very core of business. We will look to minimize threats to our growth and make the most of opportunities, helping us in turn to get a grasp on the changing business environment and maintain & improve our corporate value.

- Implementation of VISION 2030
- Expectations and requests from shareholders/investors, the Corporate Governance Code, and the board of directors

**Key points of the review**

1. Definition of risk management
   - Aiming to not only minimize risks but also maximize opportunities

2. Governance
   - Established the Risk Management Committee
   - Made risk owners clearer to give management a more comprehensive understanding of risks and help establish priorities across the Group

3. Monitoring system
   - Incorporated into our business systems to help visualize where we are at in dealing with risks
   - Evaluates the effectiveness of our risk management
2. Improving Our Risk Management System

Diagram of Risk Management at MCI

- Getting the most out of our existing company-wide risk management system while we move to a system that will give us a more comprehensive, high-level understanding.
- Holding discussions among management to identify important company-wide risks and decide on plans for dealing with them.

- Executive officers (EOs) in charge = risk owners
- Place for the EOs in charge to bring together risks from the areas under their respective jurisdictions = Risk Management Committee
2. Improving Our Risk Management System
Risk Management System & Process

Important company-wide risks identified by the Risk Management Committee are recognized by the Board of Directors and incorporated into the business planning system.

1. Discussions are held about company-wide priorities and their order
2. Group-wide & global management
3. Risks are dealt with flexibly by utilizing the PDCA cycle to help visualize our response
4. Literacy improvements allow employees to think for themselves and build an organizational culture of taking necessary risks

Key Group-wide risks finalized
- Draft report on key Group-wide risks

Board of Directors
- Implemented in management planning system

Stakeholders
- Disclosure

Divisions across the Group
- Annual budget

Implementation
- Monitoring
- Revision & improvement

Headquarters functional divisions

1st Risk Management Committee, June 2023:
- Discussed importance, severity, countermeasures etc. for 29 important Group-wide risk candidates for 2023
- Provided managers & workplace leaders with training/instruction relating to risk management

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3. Progress on KPI Management
Review of Materiality & Non-Financial KPIs (FY2022)

- Our promotion of ESG aims to seize opportunities and leverage them to improve our corporate value (i.e. using opportunities as a source of value creation)
- We are striving toward a management system that combines financial and non-financial metrics.

Start of VISION 2030 / setting non-financial KPIs based on our 16 material topics and assigning individuals in charge of making each a reality

KPI reviews

- Over June–August 2022, Strategy Committee members (i.e. all Executive Officers with particular responsibilities, up to the CEO) carried out a total of six reviews of all of MCI’s non-financial KPIs.
- Discussions were held about the operations of the company’s functional divisions, with particular regard to how these operations relate to financial metrics, the storing of related data, reviews of goal-setting, etc.

Analysis of the relationship between financial & non-financial metrics

- We have visualized how the short-term, medium-term and long-term efforts of all 22 functional divisions relate to our financial metrics (i.e. how each effort leads to financial results).

*Logic tree (depiction)*

*Slide from June 2022 CEO Presentation*
Advancing effective KPI management for both financial and non-financial metrics to improve corporate value

3. Progress on KPI Management
Review of Materiality & Non-Financial KPIs (Future Plans)

Pursuing risk management

- Leveraging Group-wide risk management to review our material topics & our non-financial KPIs and plan out multilayered measures in response

Pursuing an analysis of the relationship between financial & non-financial metrics

- Utilizing logic trees to thoroughly explore and visualize the organic relationship between financial & non-financial metrics

Making steady progress on verifying “progress toward achieving our KPIs + validity of our process for doing so”
2. Human Capital

ANDOU Yoshinori
安藤 嘉規
Member of the Board, Senior Managing Executive Officer & CHRO
Mitsui Chemicals, Inc.
1. Corporate Culture Including Diversified Individuals
2. History of Human Resources Strategy
3. Practices for Human Capital management
4. Restructuring Our Nomination Committee and Our Executive Compensation Committee
1. Corporate Culture Including Diversified Individuals

- Seizing on the social issues of each new era and responding to them with material creation & innovation, we have transformed ourselves into a solution provider
- We have included diversified Talents over the more than 110 years since our establishment

1912: Mitsui Coal Mine starts chemical operations
1946: Miike Gosei Kogyo
1941: Mitsui Chemical Industry
1933: Toyo Koatsu Industries
1968: Mitsui Toatsu Chemicals
1955: Mitsui Petrochemical Industries
2001: Acquired urethane business from Takeda Chemical Industries
2001: Acquired PP business from Ube Industries
2007: Acquired agrochemical business from Daiichi Sankyo
2008: Acquired SDC Technologies
2013: Acquired dental business from Heraeus Holdings
2014: Acquired Kyowa Industrial
2018: Acquired ARRK
2022: Acquired agrochemical business from Meiji Seika Pharma
2023: Acquired pellicle business from Asahi Kasei

Contributing to food-related issues (coal chemistry)
Modernizing industry (Petrochemicals)

Talents from each company has performed in a diversified range of roles throughout MCI Group

1997:
2021 onward: Striving for new heights as we work toward VISION 2030

Realizing green chemicals a reality
As we pursue our business portfolio transformation, we are expanding our Talents throughout the MCI Group around the world.

- **End of 2022**
  - Europe: 2,947
  - Americas: 1,565
  - Asia: 2,081
  - China: 902
  - Japan: 9,797

- **End of 2022 vs. 2011**
  - Americas: 790 (86% increase)
  - Asia: 1,634 (40% increase)

**Total head count**
- 2011: 12,868 (24% Overseas ratio)
- End of 2022: 18,933 (40% Overseas ratio)

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2. History of Human Resources Strategy

Interacting with corporate business strategy, we have developed our HR strategy and continuously invested on Human capital.

2011 & 2014 Mid-Term Business Plans

<table>
<thead>
<tr>
<th>Approach</th>
<th>Priorities of our human resources strategy</th>
<th>Main policies</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2011 – 2015</td>
<td>Investing corporate resources on target domains</td>
<td>Global human resources management</td>
</tr>
<tr>
<td></td>
<td>◆ Global human resources management</td>
<td>✓ localizing Talents</td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Investing on global leadership program</td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Bolstering leadership development skills</td>
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VISION 2025

<table>
<thead>
<tr>
<th>Approach</th>
<th>Priorities of our human resources strategy</th>
<th>Main policies</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2016 – 2021</td>
<td>Transition to customer-driven business models</td>
<td>◆ Strategic talent management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Bolstering acquisition &amp; development of Future executives</td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Acquiring diversified professional</td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Organizing platform to investigate MCI Group’s corporate culture &amp; employees engagement</td>
</tr>
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VISION 2030

<table>
<thead>
<tr>
<th>Approach</th>
<th>Priorities of our human resources strategy</th>
<th>Main policies</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2022 –</td>
<td>Rolling out a social issue perspective in all of our businesses</td>
<td>◆ Fully inclusive talent management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Acquiring diversified future executives</td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Transforming human capital portfolio</td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Embodying self-initiative, autonomy and collaboration</td>
</tr>
</tbody>
</table>

Vision 2030

<table>
<thead>
<tr>
<th>Main policies</th>
<th>Priorities of our human resources strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Human Resources Division + CoC* system</td>
<td>Diversification of future executives (2022)</td>
</tr>
<tr>
<td></td>
<td>Training program of digital transformation (2021)</td>
</tr>
<tr>
<td></td>
<td>Open calls for opportunities (2022)</td>
</tr>
<tr>
<td></td>
<td>Group-wide integrated human resources platform (2023)</td>
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</table>

*Center of Competence

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Since 2011, we have been focusing on building global HR network & trust across the MCI Group. We have structured a group-wide HR governance for all of HR functions.

- Each regional CoC reports to the global CoC
- Global & regional HR meetings held at regular intervals (starting 2011)
- Strengthens our ability to formulate & pursue an effective human resources strategy

CoC: Center of Competence

(1) Human Capital Portfolio (Acquisition)

Speeding up transformation by acquiring and appointing Diversified Talent, who have diversified knowledge, skills, values and backgrounds required for new business domains

**Mid-career recruitment rate**

- FY2022: Approx. 160 mid-career hires
  - Increase in business & research hires (approx. 70%)
  - Turnover rate*: 1.9%

**Plan for FY2023–FY2025**

- FY2023–FY2025: Approx. 250/year
  - Strengthening acquisition in areas of new R&D M&A and digital transformation

*Based on number of resignations from employees who joined since FY2015
   (1) Human Capital Portfolio (Development)

Since 2011, we have been constantly investing on the training of human capital for the prioritized area of our corporate business strategy.

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Leadership development program</th>
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<tbody>
<tr>
<td></td>
<td>✓ Leadership development, including affiliates</td>
</tr>
<tr>
<td></td>
<td>✓ Invested in more than 1,000 individuals (30 hours/person) since 2011</td>
</tr>
<tr>
<td></td>
<td>✓ Undertaken by a diverse range of executives and directors, including company presidents</td>
</tr>
<tr>
<td></td>
<td>✓ Invested in more than 60 individuals (approx. 10 months/person) since 2013</td>
</tr>
</tbody>
</table>

| Executive coaching | ✓ Undertaken by approx. 100 individuals since 2012. Those who took the program have been appointed to directors, heads of global sites, etc. |

<table>
<thead>
<tr>
<th>Global leadership program</th>
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</thead>
<tbody>
<tr>
<td>✓ Undertaken by approx. 100 individuals since 2012. Those who took the program have been appointed to directors, heads of global sites, etc.</td>
</tr>
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<table>
<thead>
<tr>
<th>Digital tech</th>
<th>Training plan for DX personnel</th>
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<tbody>
<tr>
<td></td>
<td>✓ Four levels, from Level 0 to Level 3 (Level 3 = DX specialists)</td>
</tr>
<tr>
<td></td>
<td>✓ Original content covering use cases based on the chemical industry &amp; MCI’s operations</td>
</tr>
<tr>
<td></td>
<td>✓ Approximately 11,000 individuals, including directors and employees of affiliates, have finished Level 0, while approximately 900 individuals in our sales &amp; marketing divisions have finished Level 1</td>
</tr>
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<table>
<thead>
<tr>
<th>Culture</th>
<th>MANNHEIM BUSINESS SCHOOL</th>
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<tr>
<td></td>
<td>The Global Knowledge Hub in Tokyo</td>
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<table>
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<th>Culture</th>
<th>ICS HITOTSUBASHI</th>
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<tbody>
<tr>
<td></td>
<td>The Global Knowledge Hub in Tokyo</td>
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</tbody>
</table>
We will aim to have more than “50%/ Highly Engaged” encouraging our management to make our employees align their purpose with Corporate Mission and Vision.

2030 target: Engaged = 50%
(Highest level among Japanese-owned global companies)

Recently carried out our third survey (June 2023). Surveys will be carried out annually from FY2024.

Employee engagement score: incorporated into our executive compensation formulation
Management taking initiative in implementing a wide range of post-survey efforts

**Engagement Factor Scores**

<table>
<thead>
<tr>
<th>Management</th>
<th>A Productive Business Environment</th>
<th>Learning &amp; Self-development</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Total of more than 50 online sessions with the president (2021 onward), with more than 6,000 participants</td>
<td>✓ Adopting casual dress code (August 2020 onward)</td>
<td>✓ Global learning platform (April 2022 onward)</td>
</tr>
<tr>
<td>✓ Hashimoto Radio (April 2023 onward)</td>
<td>✓ Workstyle discussions with all employees (June 2023; more details on next slide)</td>
<td></td>
</tr>
<tr>
<td>✓ SHIBA-tackle (July 2021 onward)</td>
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</table>

**Center Executive, R&D Center:** SHIBATA Shingo

- Polo shirt & chinos
- Blouse
- Skirt of safe length
- Shirt, chinos & loafers
- Jeans & sneakers

Safety will be an important criterion for clothing. Example: Sandals could be unsafe (due to e.g., getting caught when going up or down stairs), so cannot be worn.
Conduct workstyle discussions with all employees*1 for the post-COVID era
Maximizing output by leveraging flexible workstyles based on each role and responsibilities

Organizational culture & engagement factor scores

Workstyle discussions with all employees

- Maximizing output (Challenge)
- Flexibility based on role & responsibilities (“Best Mix”)
- Autonomy & delegation of authority (freedom & commitment)
- Showing all of the workstyles within company (transparency)

Setting workstyle-related rules and manners at a workplace level*2

More than 500 workstyles from 100 workplaces

- Team-building initiatives
- Going out for lunch together on office days
- Improving digital literacy
- Sangen Principals (actual place, part and situation)

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*1 Initially carried out at head office divisions & research sites. Will also be gradually rolled out to business sites, etc.
*2 Work regulation (at MCI): need to be in the office/workplace four or more days per month
(3) Group-Wide Integrated Human Resources Platform (Infrastructure)

- System go-live in February 2023 (integrating all organization and HR operations across MCI Group)
- Aiming to realize fully inclusive talent management throughout MCI Group toward business portfolio transformation

1. Platform can be accessed by approximately 18,000 individuals, including permanent employees of subsidiaries subject to consolidation

2. Real-time head count management that includes information on diversity, specialization, ratio of management positions etc.

Feature (Organization chart):
Contains all companies and organizations across the MCI Group

Feature (Gigs)*1:
Provides opportunities to create new ideas and get broader experience in a way that crosses the boundaries of countries and/or entities

*1 Set up so that employees can raise their own hands for opportunities for the purposes of self-development and broadening their experience (slated for a trial launch in FY2023)
4. Restructuring Our Nomination Committee and Our Executive Compensation Committee

Encouraged by independent directors, we re-built a structure that gives us more effective supervision and advice (restructured in FY2022)

<table>
<thead>
<tr>
<th>Nomination Committee</th>
<th>Executive Compensation Committee</th>
</tr>
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<tbody>
<tr>
<td>✓ <strong>Five</strong> committee meetings (two in FY2021)</td>
<td>✓ <strong>Eight</strong> committee meetings (three in FY2021)</td>
</tr>
<tr>
<td>✓ <strong>Four</strong> executive sessions*1</td>
<td></td>
</tr>
<tr>
<td>✓ Committee restructuring</td>
<td>✓ Committee restructuring</td>
</tr>
<tr>
<td>✓ CEO succession plan</td>
<td>✓ Executive compensation levels/structure</td>
</tr>
<tr>
<td>✓ Skills matrix and board succession for the board of directors</td>
<td>✓ Bonuses/stock compensation</td>
</tr>
<tr>
<td>✓ Work on defining requirements for committee chair duties</td>
<td>✓ Committee chair to be an outside director</td>
</tr>
<tr>
<td>✓ Evaluation standards/process for the CEO position profile</td>
<td>✓ Increase performance bonus/stock compensation rates</td>
</tr>
<tr>
<td>✓ Skills matrix for the board of directors</td>
<td>✓ <strong>Introduce non-financial KPIs</strong></td>
</tr>
</tbody>
</table>

Linked to board succession

Improving our monitoring capabilities

MABUCHI Akira, committee chairman

Linked to VISION 2030

*1 Executive sessions see members (i.e. outside directors) gather outside of committee meetings to discuss nominations (especially CEO succession plans) on a case-by-case basis

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MABUCHI Akira
馬渕　晃
Member of the Board
Mitsui Chemicals, Inc.
1. Self-Introduction

**Outside Director**

**MABUCHI Akira**

<table>
<thead>
<tr>
<th>Date</th>
<th>Position and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 1979</td>
<td>Joined Fuji Heavy Industries Ltd. (currently SUBARU CORPORATION)</td>
</tr>
<tr>
<td>April 2005</td>
<td>Executive Officer &amp; Senior General Manager of Subaru Engineering Division, Fuji Heavy Industries</td>
</tr>
<tr>
<td>June 2007</td>
<td>Senior Vice President &amp; Chief General Manager of Subaru Engineering Division, Fuji Heavy Industries</td>
</tr>
<tr>
<td>April 2009</td>
<td>Senior Vice President &amp; Chief General Manager of Strategy Development Division (in charge of corporate planning &amp; affiliates), Fuji Heavy Industries</td>
</tr>
<tr>
<td>June 2010</td>
<td>Director of the Board, Executive Vice President (in charge of corporate planning, Subaru Engineering Division, Subaru Purchasing Division, Subaru Quality Assurance Division, etc.), Fuji Heavy Industries</td>
</tr>
<tr>
<td>June 2015</td>
<td>Corporate Auditor, Fuji Heavy Industries</td>
</tr>
<tr>
<td>June 2021</td>
<td>Member of the Board (Outside Director), Mitsui Chemicals</td>
</tr>
</tbody>
</table>

- I provide objective evaluations of overall management based on my extensive experience as a corporate executive and auditor in the mobility sector, which Mitsui Chemicals is focusing on.
- In board meetings, I proactively comment on discussions from the perspective of business strategy validity, governance, etc.
- In my role as part of the Nomination Committee, I help ensure transparency and validity when the committee nominates people for management positions.
- In my role as part of the Executive Compensation Committee, I have been serving as committee chairman since October 2022, helping to improve the effectiveness of discussions.
2. Evaluating the Board’s Effectiveness: Evaluation Process

1. Carry out survey
   • Survey of directors and corporate auditors
   • Use service of third-party organization for survey planning and data aggregation

2. Evaluate & analyze
   • Evaluate & analyze the results of the survey and summarize the results & issues covered

3. Discuss
   • Discuss findings only among outside directors and outside auditors
   • Discuss findings with board members

4. Report to board of directors
   • Share future challenges and measures with the board

Main items evaluated:
✓ Structure
✓ Management
✓ Discussions
✓ Monitoring capabilities
✓ Performance
✓ Support system for board members & auditors
✓ Training
✓ Communication with shareholders (investors)
✓ Own efforts
✓ Management of the Executive Compensation Committee & Nomination Committee
✓ Summary
2. Evaluating the Board’s Effectiveness: FY2022 Results

- Self-assessed scores from board members and auditors are largely unchanged from the previous fiscal year (overall average up by 0.1 points)
- “Discussion” and “committee management” appear particularly notable when looking at the effectiveness of Mitsui Chemicals’ board of directors

<table>
<thead>
<tr>
<th>Item evaluated</th>
<th>Vs. other companies*</th>
<th>Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>+</td>
<td>Appropriate decision &amp; dissemination of the annual meeting schedule &amp; overview of items expected to be discussed</td>
</tr>
<tr>
<td>Discussion</td>
<td>-</td>
<td>Specific scrutiny of e.g. whether the benefits from cross-shareholdings stack up against the risks and capital costs</td>
</tr>
<tr>
<td></td>
<td>+</td>
<td>Discussions of earning power &amp; capital efficiency when deciding on management strategy &amp; management plans</td>
</tr>
<tr>
<td></td>
<td>+</td>
<td>Responsible involvement in the formulation &amp; application of succession plans for the CEO and other executives</td>
</tr>
<tr>
<td>Support system</td>
<td>-</td>
<td>Provision of a system for coordination between board members/auditors and the Internal Control Division</td>
</tr>
<tr>
<td>Communication with shareholders</td>
<td>+</td>
<td>Feedback on the state of communications with investors</td>
</tr>
<tr>
<td>Own efforts</td>
<td>-</td>
<td>Communication between inside executives &amp; outside executives</td>
</tr>
<tr>
<td>Committee management</td>
<td>+</td>
<td>Discussions, or exchanges of ideas, that are free, open and constructive, rather than formal</td>
</tr>
<tr>
<td></td>
<td>+</td>
<td>Effectiveness of voluntary committees</td>
</tr>
<tr>
<td></td>
<td>+</td>
<td>Discussions to set standards for CEO selection (including CEO succession plans, clarification of dismissal processes, etc.)</td>
</tr>
</tbody>
</table>

*For items where Mitsui Chemicals’ score is at least 0.3 points higher or lower than the average score of other companies*
3. Hopes for Mitsui Chemicals From an Outside Director’s Perspective

➢ ESG promotion efforts
   • High opinion of the company’s proactive efforts to quantify non-financial metrics, have systems for following up on those metrics, create risk management systems, etc.
   • Hopes for the company to further level up its ESG-related activities & efforts and tie them into improved earning power

➢ Business portfolio transformation brings the welcome challenge of reforming corporate culture
   • Hopes for the company to go beyond simply achieving its numerical targets and transform into an entity that continues to strive for new corporate goals

➢ “What is Mitsui Chemicals?”: Improving the company’s brand power
   • Improved brand power would offer a powerful force that has significant overlap with the direction the MCI Group should be headed in
   • Hopes for MCI to unify its group-wide transformation efforts in the same direction to speed up the path to its ideal vision for the future