Annex

The organization chart of Mitsui Chemicals, Inc. (before the reorganization, until March 31, 2025)

Target department of organization

- Board of Directors
  - President & CEO
    - Management Committee
  - Audit & Supervisory Board
    - Audit & Supervisory Board Member
- Life & Healthcare Solutions Business Sector
  - Vision Care Materials Division
  - Personal Care Materials Division
  - Oral Care Business Division
  - (Mitsui Chemicals Crop & Life Solutions)
  - **(Mitsui Chemicals Asahi Life Materials)**
  - Medical Business Development Division
  - Planning & Coordination Division
- Mobility Solutions Business Sector
  - Elastomers Division
  - Performance Compound Division
  - PP Composites Division
  - (Mitsui Elastomers Singapore)
  - Composite Materials Business Development Division
  - Mobility Solutions Development Division
  - Planning & Coordination Division
- ICT Solutions Business Sector
  - Semiconductor & Optical Materials Division
  - Coatings & Engineering Materials Division
  - (Mitsui Chemicals ICT Materia)
  - ICT Materials Business Division
  - Planning & Coordination Division
- Basic & Green Materials Business Sector
  - Phenols Division
  - Industrial Chemicals Division
  - Sustainable Feedstocks Division
  - Licensing Division
  - Polyurethanes Division
  - (Prime Polymer)
  - Planning & Coordination Division
- New Business Incubation Center
- Green Sustainable Chemicals Division
- Nagoya Branch
- Osaka Branch
- Fukuoka Branch
- Representative in Asia
- Representative in China
- Representative in the Americas
- Representative in Europe
- (Mitsui Chemicals Asia Pacific)
- (Mitsui Chemicals China)
- (Mitsui Chemicals America)
- (Mitsui Chemicals Europe)
- R&D Center
  - R&D Planning & Coordination Division
  - (Mitsui Chemicals Singapore R&D Centre)
  - Synthetic Chemicals Laboratory
  - Polymers & Composite Materials Laboratory
  - Process Technology Laboratory
  - Mobility Development Center
  - Innovative Solutions Center for Information & Communication Technology
  - Frontier Technology Center
- Intellectual Property Division
- Production & Technology Center
  - Planning & Coordination Division
  - Engineering Division
  - Overseas Technical Coordination Division
  - Safety & Environment Technology Division
  - Advanced Production Technology Promotion Division
- Fabrication Process Engineering Division
- Ichihara Works
- Nagoya Works
- Osaka Works
- Iwakuni-Ohtake Works
- Omuta Works
- Digital Transformation Sector
  - Purchasing Division
  - Logistics Division
  - Information System Division
  - Business Transformation Division
  - Digital Transformation Planning and Coordination Division
- RC & Quality Assurance Division
- Corporate Administration & Legal Division
- Human Resources Division
- Global Human Resources Division
- Corporate Planning Division
- CTO Office
- **Affiliates Coordination Division**
- Finance & Accounting Division
- Corporate Communications Division
- Corporate Sustainability Division
- Internal Control Division

The organization chart of Mitsui Chemicals, Inc. (after the reorganization, as of April 1, 2025)

Target department of organization

- Board of Directors
  - President & CEO
    - Management Committee
  - Audit & Supervisory Board
    - Audit & Supervisory Board Member
- Life & Healthcare Solutions Business Sector
  - Vision Care Materials Division
  - Personal Care Materials Division
  - Oral Care Business Division
  - (Mitsui Chemicals Crop & Life Solutions)
  - Medical Business Development Division
  - Planning & Coordination Division
- Mobility Solutions Business Sector
  - Elastomers Division
  - Performance Compound Division
  - PP Composites Division
  - (Mitsui Elastomers Singapore)
  - Composite Materials Business Development Division
  - Mobility Solutions Development Division
  - Planning & Coordination Division
- ICT Solutions Business Sector
  - Semiconductor & Optical Materials Division
  - Coatings & Engineering Materials Division
  - (Mitsui Chemicals ICT Materia)
  - **(Mitsui Chemicals Asahi Life Materials)**
  - ICT Materials Business Division
  - Planning & Coordination Division
- Basic & Green Materials Business Sector
  - Phenols Division
  - Industrial Chemicals Division
  - Sustainable Feedstocks Division
  - Licensing Division
  - Polyurethanes Division
  - (Prime Polymer)
  - Planning & Coordination Division
- New Business Incubation Center
- Green Sustainable Chemicals Division
- Nagoya Branch
- Osaka Branch
- Fukuoka Branch
- Representative in Asia
- Representative in China
- Representative in the Americas
- Representative in Europe
- (Mitsui Chemicals Asia Pacific)
- (Mitsui Chemicals China)
- (Mitsui Chemicals America)
- (Mitsui Chemicals Europe)
- R&D Center
  - R&D Planning & Coordination Division
  - (Mitsui Chemicals Singapore R&D Centre)
  - Synthetic Chemicals Laboratory
  - Polymers & Composite Materials Laboratory
  - Process Technology Laboratory
  - Mobility Development Center
  - Innovative Solutions Center for Information & Communication Technology
  - Frontier Technology Center
- Intellectual Property Division
- Production & Technology Center
  - Planning & Coordination Division
  - Engineering Division
  - Overseas Technical Coordination Division
  - Safety & Environment Technology Division
  - Advanced Production Technology Promotion Division
- Fabrication Process Engineering Division
- Ichihara Works
- Nagoya Works
- Osaka Works
- Iwakuni-Ohtake Works
- Omuta Works
- Digital Transformation Sector
  - Purchasing Division
  - Logistics Division
  - Information System Division
  - Business Transformation Division
  - Digital Transformation Planning and Coordination Division
- RC & Quality Assurance Division
- Corporate Administration & Legal Division
- Human Resources Division
- Global Human Resources Division
- Corporate Planning Division
- CTO Office
- **Regional Strategy Division**
- Finance & Accounting Division
- Corporate Communications Division
- Corporate Sustainability Division
- Internal Control Division