

Corporate Governance Guidelines

Mitsui Chemicals, Inc. (“MCI”)

Chapter 1 General Provisions

1. **Basic View on Corporate Governance**

The Mitsui Chemicals Group (“MCI Group”) is constantly engaged in business activities to realize our Corporate Vision, which is comprised of our Corporate Mission, Corporate Target and Our Ideal Vision for 2030. We recognize that efforts to achieve effective corporate governance as part of that process will allow us:

- (i) to maintain and develop trusting relationships with MCI shareholders and all other diverse stakeholders of the MCI Group, and
- (ii) to create a framework that can execute transparent, fair, timely, and decisive decision-making,

through which the MCI Group can achieve sustainable growth and increased corporate value over the mid- to long-term.

Accordingly, MCI holds the enhancement of our corporate governance to be one of our key management issues, and we will persevere in the efforts and measures laid out in these Guidelines.

Corporate Vision

Corporate Mission

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

Contributing to Society

- Promoting human well-being
- Contributing to the value of shareholders’ investments
- Increasing customer satisfaction
- Contributing to local communities
- Promoting the happiness and fulfillment of employees

Corporate Target

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

Our Ideal Vision for 2030

Chemistry for Sustainable World
A global solutions company that leads change
and contributes to a sustainable future

Chapter 2 Relationship with Shareholders

1. General Meeting of Shareholders

- (1) The General Meeting of Shareholders is both the supreme decision-making body of MCI and a valuable venue for direct and constructive dialogue with shareholders. As such, MCI will endeavor to take the following measures so that the will of the shareholders is appropriately reflected in our management:
 - (i) holding the Annual General Meeting of Shareholders on the day other than that on which most other companies hold their meetings;
 - (ii) sending convocation notices at least three weeks before the General Meeting of Shareholders and publishing electronic data on the MCI website in both English and Japanese prior to sending the notices;
 - (iii) ensuring convenience for our shareholders in exercising their voting rights by implementing online voting and using electronic voting platforms; and
 - (iv) consulting with trust banks to take appropriate measures when institutional investors that hold MCI shares under the name of the trust bank communicate in advance their wish to exercise voting rights at the General Meeting of Shareholders by themselves instead of the trust bank.
- (2) When a considerable number of votes have been cast against a proposal by MCI and the proposal was approved, MCI will analyze the reasons behind opposing votes and why many shareholders opposed, and will consider whether any measures are necessary in response.

2. Basic Strategy for Capital Policy

- (1) MCI recognizes that our most crucial priority is the increase of our corporate value through the growth and expansion of our businesses, and we also hold the return of profits to shareholders as one of our key management issues. Our distribution of profits will comprehensively take into account matters such as the return of profits to shareholders and the strengthening of retained earnings in consideration of future strategies for growth and expansion.
- (2) With regard to shareholder returns, MCI will target a total return ratio, which is the ratio of combined stable and continuous dividends and flexible share buybacks to net income attributable to owners of the parent, of at least 30%. In addition, with regard to dividends, MCI will target dividend on equity attributable to owners of the parent (DOE) of at least 3%.
- (3) MCI will endeavor towards improved business performance by allocating retained earnings for proactive investment to accelerate further growth, expansion, and the realization of our optimum business portfolio, for research and development to create innovative new technologies, and for other such initiatives.
- (4) MCI will include net D/E ratios, return on equity (ROE) ratios, return on invested capital (ROIC) ratios and others as management indicators in the management targets of the long-term business plan and conduct our management with an awareness of capital efficiency.
- (5) If MCI adopts a capital policy that results in the substantial dilution, we will seriously examine the necessity and rationale of that policy and provide sufficient explanation to our shareholders.

3. Policy on Cross-shareholdings¹

- (1) MCI will acquire and hold shares of our customers and suppliers when we conclude that such holdings would contribute to the mid- to long-term increase of our corporate value in consideration of the creation and strengthening of relationships and the development of business partnerships with them. Meanwhile, MCI will maintain a basic policy whereby it promptly disposes and reduces the number of shares that are no longer worth holding, and on an annual basis will accordingly have the Board of Directors examine whether or not it would be appropriate to continue holding such shares in view of the respective business alliance, status of business transactions, cost of capital and other such factors.
- (2) MCI will appropriately exercise the voting rights of shares we hold while comprehensively taking into account such factors as whether or not proposals by the issuer will contribute to our shareholding goals or harm shareholder value. In addition, under circumstances involving a longstanding slump in business performance, a serious compliance violation or other such development, MCI will sufficiently gather information in the course of paying particularly close attention to the types of proposals listed below, and accordingly will make decisions on whether to approve or disapprove of such proposals.

Proposals on the appropriation of surplus, proposals on electing directors and corporate auditors, proposals on granting retirement benefits, proposals on organizational restructuring, proposals on takeover defense measures, etc.

4. Dialogue with Shareholders and Other Related Parties

- (1) The MCI Group values constructive dialogue with our shareholders and other related parties, and will strive to facilitate such dialogue through various opportunities focused around senior and top management. Through this dialogue, we will endeavor to foster greater understanding of the MCI Group's business strategies and business plans, and we will listen sincerely to the voices of our shareholders and other related parties, absorbing and reflecting management analysis and opinions from the point of view of our capital contributors, thereby leading to the sustainable growth and mid- to long-term increase of corporate value for the MCI Group.
- (2) If shareholders or other related parties request meetings for the purpose of engaging in constructive dialogue that contributes to our sustainable growth and increased corporate value over the mid- to long-term, the suitable person among the senior management and officers of the MCI Group will, in consideration of the purpose of the meeting, respond to such requests and meet with those shareholders or other related parties.
- (3) The MCI Group officers in charge of IR, the Corporate Administration & Legal Division, the Finance & Accounting Division, the Human Resources Division, the Global Human Resources Division, and the Corporate Sustainability Division will handle the overall coordination of dialogue with shareholders and other related parties. Related departments such as IR, the Corporate Planning Division, the Corporate Administration & Legal Division, the Finance & Accounting Division, the Human Resources Division, and the Corporate Sustainability Division will work to achieve organic cooperation through such means as having certain staff members serve in multiple departments and regularly sharing information.

¹ Cross-shareholding: Cross-shareholdings here include not only mutual shareholdings but also unilateral ones for reasons other than pure investment purposes.

- (4) The MCI Group will proactively work to provide opportunities such as explanatory meetings for analysts and institutional investors, explanatory meetings for individual investors, explanatory meetings on our businesses, facility tours, and overseas IR, and we will promptly provide feedback to top management and other relevant departments regarding the opinions and concerns learned through dialogue with shareholders and other related parties at such events.
- (5) The MCI Group will endeavor to prevent insider information from being leaked during dialogue with shareholders and other related parties through our Rules for administration of insider trading and rules for administration of company information.
- (6) In order to contribute to constructive dialogue with our shareholders and other related parties, the MCI Group will regularly conduct beneficial shareholder identification surveys and endeavor to fully grasp the shareholder ownership structure.

Chapter 3 Relationship with Stakeholders Other Than Shareholders

1. Building Favorable Relationships with Stakeholders Other Than Shareholders

The MCI Group will endeavor to build and maintain smooth and favorable relationships with our stakeholders in full recognition that our sustainable growth and increased corporate value over the mid- to long-term are the results of the cooperation and contributions of customers, suppliers, creditors, local communities, employees, industry, government, academia, and all other diverse stakeholders.

2. Corporate Action Guidelines, Core Values

- (1) The MCI Group recognizes that the careful and conscious actions of each officer and employee add up, allowing us to earn the trust of our stakeholders. Therefore, we have established the “Mitsui Chemicals Group Action Guidelines” (Always in Good Faith, For People and Society, and Dream-Inspiring Innovation) that set forth our basic views and ideal actions so that we always act in respect of the law and in accordance with corporate ethics.
- (2) The MCI Group has established three Core Values (Challenge, Diversity, and One Team) to capture the spirit of our officers and employees working at sites around the world, to act as a unifying force that ensures we work toward the same goals, and to be a foundation, instilled in each of our officers and employees, for making decisions and carrying out operations on a global scale.
- (3) The MCI Group will ascertain as appropriate the degree to which the Action Guidelines and Core Values permeate the Group through two-way communication and other such means at each location.

3. Addressing Sustainability Issues

The MCI Group practices triple bottom line management, balancing the economy, the environment and society, and promotes efforts to address social issues through its business activities. In its Long-Term Business Plan “VISION 2030” formulated in fiscal 2021, the MCI Group has cited aspirations that involve helping to realize a future society in terms of “a circular society in harmony with the environment”, “a comfortable society in which people can enjoy healthy lives and well-being”, and “an inclusive society creating diverse value”. Furthermore,

in order to achieve this, the MCI Group identifies material topics to be addressed by the MCI Group and then reviews them as needed in the operation.

The MCI Group promotes basic strategies based on material topics in “VISION 2030”, and will promote the following activities aiming to become a corporate group that continues to grow through solving social challenges and creating diverse value with the power of chemistry:

- (1) With product design based on full life-cycle considerations in mind, MCI will work to solve social challenges identified in the sustainable development goals (SDGs) and other such initiatives including reduction of environmental load and realization of an affluent society while also achieving business growth, by expanding its Blue Value[®] and Rose Value[®] products which have environmental contribution value and QOL improvement contribution value, respectively.
- (2) MCI will earnestly address problems pertaining to climate change and plastics waste, which are serious challenges for society, through efforts to mitigate climate change, promote recycle resources, achieve a circular economy, etc. by promoting a Carbon Neutral Strategy and Plastics Strategies. Furthermore, with regard to climate change, the MCI Group will take advantage of the risks and opportunities in the management after the impact on the MCI Group is analyzed based on the recommendations issued by the Task Force on Climate-related Financial Disclosures (TCFD) and others. Moreover, the MCI Group will work to release disclosures of an appropriate quality and quantity based on the TCFD or equivalent framework.
- (3) The MCI Group will strive to create new innovations from a social issue perspective in all areas of its business portfolio. In addition, it will implement intellectual property strategies to accomplish a sustained competitive advantage.
- (4) Caring for the health of employees and the work environment, respect for human rights, fair and appropriate transactions with business partners, and risk management for natural disasters and others are basic points in operating businesses globally, and prerequisites for sustainable development of the MCI Group. Based on this understanding, the MCI Group will operate and manage each policy, system and measure appropriately.
- (5) The Board of Directors and Management Committee will discuss challenges relating to sustainability with respect to society and the MCI Group from the perspective of opportunities and risks, and will accordingly integrate their findings into management. In addition, the Corporate Sustainability Committee will deliberate on policies and strategy for addressing such challenges and promote initiatives in that regard. Separate committees established within the Corporate Sustainability Committee will promote specific initiatives related to risk compliance and responsible care.

4. Ensuring Workforce Diversity

- (1) The MCI Group believes that various ideas conceived by a diverse pool of human resources are the source of innovation that underpins sustainable growth, and recognizes that diversity is essential in ensuring sustainable growth both for the MCI Group and society. In addition, as global Group-wide-minded human resources management becomes increasingly important, the MCI Group will promote inclusive talent management regardless of gender, race or nationality under the principle of “the right person in the right position” in order to acquire and develop employees with the potential to become globally active leaders across countries, regions and companies.
- (2) The MCI Group will set in the Group strategically critical positions to provide training for human resources who are able to work on the global Group-wide stage from a long-term perspective or training positions that contribute to human resource development, and

appoint human resources from inside and outside the Group who possess the competencies, experience and credentials required for the position in a timely manner. In addition, with a view toward further development of its human capital, the MCI Group will also implement leadership training by employee level and other programs, on a global Group-wide scale, and provide opportunities to learn literacy necessary for management and skills, etc. required in the exercise of leadership.

- (3) In recognition that employees are important stakeholders in achieving our Corporate Mission, the MCI Group wishes to create a relationship in which MCI and our employees stimulate and actively enhance one another in achieving that goal. As part of that, we have developed an employee-friendly working environment with a full range of childcare and family care systems, including reduced working hours, nursing care leave, family care leave, subsidies for babysitting and home-care services, leisure support systems, teleworking program, as well as a system in which employees are able to work side jobs, etc. We will respect the increasingly diverse values of our employees and continue developing the environment necessary for our employees to maintain a work-life balance.

5. Risk Hotline

- (1) As a point of contact for reporting “risk information” such as potentially unlawful activities by MCI employees or employees of supplier corporations, including raw material suppliers, the MCI Group will establish the Risk Hotline to serve as a system for reporting and seeking consultation on such matters both internally and externally (such as to law firms). Risk information gained through the Risk Hotline will be shared with the corporate auditors, and the Risk and Compliance Committee will investigate that information and examine measures in response thereto.
- (2) MCI’s “Risk Management Rules” will clearly stipulate that no employee will receive any disadvantageous treatment due to reporting or seeking consultation on risk information through the Risk Hotline.

6. Transactions with Related Parties

Transactions between MCI and our directors or transactions involving a conflict of interest will be deliberated and subject to the approval in advance by the Board of Directors before being carried out, and after the transaction has been completed, the result will be reported to the Board. Transactions with related parties such as major shareholders, subsidiaries, and affiliates will be handled in the same way as transactions with third parties: after examining whether the transaction price and other conditions are reasonable, MCI will follow the necessary approval procedures based on our internal regulations, and the Internal Control Division will regularly audit the transactions.

7. Roles of Corporate Pension Funds as Asset Owners

- (1) MCI has adopted a contract-type defined benefit corporate pension plan and a defined contribution corporate pension plan. With respect to the contract-type defined benefit corporate pension plan, MCI will establish the Pension Fund Committee whose membership consists of parties who are familiar with personnel affairs, finance and other such operations. The committee’s functions will involve regularly engaging in deliberations, making decisions on key matters, and affirming soundness of fund management overall.
- (2) MCI entrusts multiple investment management institutions located both in Japan and abroad with the task of managing pension reserves, upon having appropriately evaluated

their expertise in that regard. Moreover, MCI also draws on the opinions of external experts in order to ensure a high level of expertise and objectivity with respect to managing its pension funds.

- (3) MCI will regularly monitor stewardship activities of the investment management institutions and otherwise provide support from an asset owner's perspective.
- (4) MCI will ensure that conflict of interest does not arise between beneficiaries of the corporate pension fund and MCI by entrusting to the investment management institutions matters involving selecting individual investments and exercising voting rights of investment shares.

Chapter 4 Corporate Governance Framework

1. Overview of Corporate Governance Framework

The Board of Directors of MCI makes key management decisions and oversees the operations of each individual director, and as a company with a Board of Corporate Auditors, the status of each director's performance of his or her duties is audited by the corporate auditors and the Board of Corporate Auditors independently from the Board of Directors. Additionally, MCI has implemented an executive officer system in order to clearly divide the roles of overseeing management and executing operations, and positions the president as the highest of executive officers. Furthermore, as consultative bodies to the Board of Directors, MCI has established the Human Resource Advisory Committee in order to ensure the suitability and transparency of procedures for electing directors and corporate auditors, and also the Executive Compensation Advisory Committee in order to ensure the suitability of director compensation levels and the transparency of performance evaluations.

Section 1 Board of Directors

2. Role of the Board of Directors

- (1) The Board of Directors decides business strategies, business plans, and all other important matters related to the management of MCI pursuant to law, ordinance, MCI's Articles of Incorporation, and our Rules For Meetings of the Board of Directors. The Board also oversees the overall management of the MCI Group through reporting on matters such as the performance of duties of individual directors, important operations of subsidiaries and affiliates, and the implementation status of compliance and risk management systems by MCI and our subsidiaries and affiliates. In addition, the Board of Directors works to strengthen its management oversight role by discussing the important policies related to the running of the Company from an intermediate stage while providing advice to the persons executing business.
- (2) MCI will appoint each executive director as executive officers also and clearly divide the roles of each. In conjunction with that, MCI will endeavor to increase the speed of our decision-making process and further strengthen and enhance our management framework by delegating approval authority for matters not decided by the Board of Directors to the executive officers and lower positions under MCI's Authorization Rules.
- (3) The Board of Directors announces management targets set in the long-term business plan and exerts its utmost efforts in order to accomplish the long-term business plan. To that end, it reviews MCI's three-year business plan on a rolling basis every year when a budget

is formulated, with the aim of enhancing MCI's ability to respond to business environment while also maintaining its long-perspective. In addition, the Board of Directors provides explanations to the shareholders on measures for accomplishing the long-term business plan and the status of progress of the plan.

3. Structure and Operation of the Board of Directors

- (1) The number of directors of MCI will be 12 or less, as stipulated in the Articles of Incorporation, and the appropriate number within that range will be decided at each opportunity in consideration of the status of authorities delegated to executive officers and the need to streamline decision making in response to business expansion. MCI will select in principle independent outside directors at a ratio of one third or more of the members in order to appropriately reflect the opinions of individuals from outside MCI with rich experience and insight, such as corporate managers, academics, and legal professionals, in the management policies of MCI and to increase the effectiveness of the oversight of director operations.
- (2) MCI will select its directors in consideration of the specific characteristics of our businesses and without regard for gender, race, nationality, age, or other such factors so that the directors as a whole possess balanced business experience in areas including business planning, operations, production and technology, research and development, accounting and finance, and general, personnel, and legal affairs. Furthermore, in addition to the above principle, MCI shall also select individuals who have corporate management experience in other companies as independent outside directors.
- (3) The Board of Directors will be operated with due attention to each of the following items in order to achieve more active deliberations.
 - (i) Unless under special circumstances, materials for Board of Directors meetings will be distributed in advance, ensuring a reasonable amount of time necessary to examine them.
 - (ii) The contents of materials for Board of Directors meetings will be explained to outside directors and outside corporate auditors in advance.
 - (iii) The schedule of Board of Directors meetings for the following fiscal year will be determined by December of each year, and notification of the meeting schedule and expected items for deliberation will be provided in advance.
 - (iv) Meetings will be held about once per month and about 11 times per year (including remote meetings), and when action is required to prevent a delay in decision making, in addition to holding extraordinary Board of Directors meetings, the passing of resolutions by written consent and the holding of telephone conferencing or web conferencing, etc. will also be utilized.
 - (v) Each meeting will ensure at least 120 minutes for deliberation.
- (4) In order to affirm and improve the effectiveness of its decision making, the Board of Directors will analyze and evaluate the effectiveness of the Board as a whole every year through such methods as self-evaluation by each director and disclose a summary of the results. In addition, a third-party organization shall be appointed on a regular basis to ensure transparency and appropriateness in the evaluation of the effectiveness of the Board of Directors.

4. Election of Directors and Other Such Matters

- (1) MCI's election standards for directors are as follows.
 - (i) Executive directors
 - Possess knowledge and experience enabling the director to accurately and fairly oversee the management of MCI for the realization of the Corporate Vision
 - Possess excellent insight, a broad perspective, strong ethics, fairness, and integrity
 - (ii) Outside directors
 - Possess excellent insight and rich knowledge and experience in areas such as corporate management, legal compliance, finance and accounting, corporate ethics, scientific and chemical technology, global management, and crisis and risk management
 - Be able to view MCI's management as a whole, objectively evaluate it, and grasp the essential issues and risks
 - Be able to provide beneficial, unreserved advice on increasing MCI's corporate value from the point of view of an external stakeholder
- (2) MCI's procedures for electing directors are as follows.
 - (i) To ensure the suitability and transparency of procedures for electing directors and corporate auditors, MCI establishes the Human Resource Advisory Committee as a consultative body to the Board of Directors. The president will serve as the chair of the Human Resource Advisory Committee, which will be comprised of the chairman and outside directors, all of whom meet MCI's independence standards.
 - (ii) The Human Resource Advisory Committee deliberates the list of candidates for directors proposed by the president based on the above standards for election of directors, and reports the results of the deliberation to the Board of Directors.
 - (iii) The Board of Directors decides upon the final list of the candidates for directors with maximum respect given to the results report of the Human Resource Advisory Committee.
- (3) MCI's procedures for dismissal of the CEO and those in other key positions are as follows.
 - (i) The Human Resource Advisory Committee will deliberate on dismissal of the CEO and others in key positions in cases, for instance, where it is deemed that the individual has not adequately carried out his or her role in light of business performance or other such results, or where there has been a serious compliance violation.
 - (ii) If the Board of Directors receives findings from the Human Resource Advisory Committee constituting grounds for dismissal of a representative director, CEO or those in other key positions, then the Board of Directors will make a decision regarding such dismissal upon having examined the results report.
- (4) The Board of Directors will continually and systematically oversee matters regarding succession planning for the CEO and those in other key positions, in consideration of the Corporate Vision and the long-term business plan and in consultation with the Human Resource Advisory Committee.

In addition, the Key Talent Management system is positioned as a framework for succession planning encompassing the senior management ranks. It entails clearly specifying attributes required of managers, fast tracking candidates to fill future senior management ranks, and strategically training such candidates. Every year specific divisions and company-wide committees will select candidates and help them develop by establishing training plans for each candidate, performing assessments, and carrying out

training. In addition, every year the Board of Directors will receive reports on the status of such initiatives and will provide oversight.

5. Policies and Procedures for determining Compensation for Directors and Corporate Auditors

- (1) MCI's basic policies regarding the determination of compensation for directors (excluding outside director) are as follows.
 - (i) Compensation will be commensurate with the entrustment of MCI's management and will be tied to the growth and performance improvement of the MCI Group.
 - (ii) Compensation schemes will be devised to reflect both corporate performance and the performance of the individual director.
 - (iii) Compensation for higher positions will more strongly reflect their contributions to mid- and long-term corporate growth, and deepen the sharing of values with shareholders.
 - (iv) We will ensure transparency and maintain accountability to our shareholders and other related parties regarding the determination of compensation for directors.
- (2) Compensation for directors (excluding outside directors) will be comprised of monthly compensation (a fixed amount), bonuses and the restricted stock compensation. The proportion of compensation comprised of bonuses and the restricted stock compensation will be appropriately set to function as an appropriate incentive for the sustained growth of MCI and a tool for sharing values with shareholders.
- (3) Compensation for outside directors and corporate auditors will be comprised solely of monthly compensation (a fixed amount), the level of which will be established referring to third-party surveys regarding compensation for corporate managers in Japan and other information.
- (4) MCI has established the Executive Compensation Advisory Committee as a consultative body to the Board of Directors in order to ensure the suitability of director compensation levels and the transparency of performance evaluations. The chairman will serve as the chair of the Executive Compensation Advisory Committee, which will be comprised of the president, representative directors, as well as the outside directors and outside corporate auditors all of whom meet MCI's independence standards.
- (5) The Board of Directors will determine the compensation for MCI's directors after consulting with the Executive Compensation Advisory Committee.

6. Director and Corporate Auditor Training Policy

- (1) MCI will provide newly elected outside directors and outside corporate auditors with opportunities to deepen their understanding of MCI's businesses through explanations on those businesses before assuming office, tours of MCI business locations, and other such methods and will continue providing similar training opportunities as necessary during their terms of office.
- (2) MCI will provide newly elected internal directors and corporate auditors with opportunities to sufficiently understand the roles and duties expected of directors and corporate auditors and will provide, introduce, and offer aid for expenses for training opportunities to suit each individual director or corporate auditor during their term of office with the goal of continually updating the initial training.

Section 2 Board of Corporate Auditors

7. Role and Structure of Board of Corporate Auditors

- (1) As a body independent from the Board of Directors, the Board of Corporate Auditors will conduct audits on such matters as the directors' performance of duties, internal corporate control, business performance, and financial status through such means pursuant to law and ordinance as requesting reports on MCI's businesses, exercising its authority in the election and dismissal of accounting auditors, and investigating the status of operations and assets.
- (2) The number of MCI's corporate auditors will be six or less, as stipulated in the Articles of Incorporation, of which at least half will be outside corporate auditors.

8. Enhancing the Functions of Corporate Auditors

- (1) Corporate auditors will attend management meetings and other key internal meetings to regularly exchange opinions with the president and other management and will check approval forms from executive directors and minutes from key meetings.
- (2) Corporate auditors, the accounting auditor, and the Internal Control Division will cooperate among themselves through such means as exchanging opinions on each body's annual audit plans and audit results and will conduct their respective audits.
- (3) MCI's corporate auditors will conduct audits of subsidiary and affiliate companies and exchange information with the corporate auditors of those companies as necessary based on the results of audits by the Internal Control Division and the corporate auditors of each company.
- (4) Full-time employees with expert knowledge in fields such as law and accounting will be assigned directly under the corporate auditors to support the corporate auditors' duties.

9. Election of Corporate Auditors

- (1) MCI's election standards for corporate auditors are as follows. Additionally, at least one person with knowledge of finance and accounting will be elected.
 - (i) Full-time corporate auditors
 - Possess knowledge and experience enabling the corporate auditor to conduct audits of the operations of MCI's directors accurately, fairly, and efficiently
 - Possess strong ethics, fairness, and integrity
 - (ii) Outside corporate auditors
 - Possess excellent insight and rich knowledge and experience in areas such as legal compliance, finance and accounting, corporate ethics, and crisis and risk management
 - Possess knowledge and experience enabling the corporate auditor to conduct audits of the operations of MCI's directors
- (2) The president creates the list of candidates for corporate auditors after consulting with full-time corporate auditors in advance.
- (3) The Human Resource Advisory Committee deliberates the list of candidates for corporate auditors proposed by the president based on the above standards for election of corporate auditors, and reports the results of the deliberation to the Board of Directors.

- (4) The Board of Directors decides upon the final list of the candidates for corporate auditors after an agreement is obtained by the Board of Corporate Auditors, with maximum respect given to the results report of the Human Resource Advisory Committee.

Section 3 Independent Outside Directors and Independent Outside Corporate Auditors

10. Independence Standards

The independence standards for independent outside directors and independent outside corporate auditors designated by MCI are as appended.

11. Cooperation with Management and Corporate Auditors

- (1) MCI will regularly hold meetings between the representative directors, corporate auditors, and outside directors to serve as a venue in which to share general conditions and issues of management and to exchange a wide range of other opinions.
- (2) MCI will regularly hold meetings of only independent outside directors and independent outside corporate auditors to facilitate the exchange of information and sharing of understanding from an independent and objective perspective.
- (3) The general manager of the Corporate Administration & Legal Division will serve as the point of contact for outside directors, respond to any requests from them, and function as a coordinator between the outside directors and other bodies such as the senior management and the Board of Corporate Auditors.

Section 4 External Accounting Auditor

12. External Accounting Auditor

- (1) MCI recognizes that the external accounting auditor ensures the reliability of MCI's financial reports and bears other such duties towards shareholders and investors, and we will cooperate with the external accounting auditor to implement measures to ensure appropriate audits.
- (2) The Board of Corporate Auditors will establish standards for appropriately selection of external accounting auditor candidates and for appropriately evaluating external accounting auditors.
- (3) MCI will implement the following measures to ensure the effectiveness of audits by the external accounting auditor.
 - (i) MCI will ensure sufficient time to allow high-quality audits.
 - (ii) MCI will establish regular opportunities for the external accounting auditor to speak to the president and the director in charge of the Finance & Accounting Division in person.
 - (iii) MCI will facilitate cooperation and set up regular meetings between the external accounting auditor and the corporate auditors, Internal Control Division, and outside directors.
 - (iv) If the external accounting auditor discovers any misconduct, they will contact the corporate auditors and the director in charge of the Finance & Accounting Division. That director will then take the central role in implementing measures and seeking

to resolve the issue, and the corporate auditors will confirm on each necessary occasion whether appropriate measures are being taken.

Section 5 Committees

13. Establishment of Committees

MCI has established various committees to contribute to the enhancement of our corporate governance.

(1) **Corporate Sustainability Committee**

The MCI Group has established the Corporate Sustainability Committee to further enhance its efforts with regard to ESG (the abbreviation for environment, social, and governance). The Corporate Sustainability Committee deliberates on the MCI Group's groupwide policies, strategies, and plans for promoting ESG. We are aiming for the sustainable development of both society as a whole and the MCI Group. To that end, we are addressing the ESG-related challenges identified in the SDGs and elsewhere by seeking out business opportunities in order to resolve issues through its business activities, as well as recognizing and tackling future risks for the MCI Group, and fulfilling its social responsibility as a company.

(2) **Risk Compliance Committee**

MCI has established the Risk Compliance Committee as a separate committee within the Corporate Sustainability Committee in order to establish separate policies, strategies, and plans related to risk management and legal and regulatory compliance. The Risk Compliance Committee endeavors to identify risks at an early stage and prevent them from materializing by steadily implementing the PDCA process on risk, such as by identifying, analyzing, and taking measures against key risks regarding fiscal year targets for each company and division of the MCI Group.

(3) **Responsible Care Committee**

MCI has established the Responsible Care Committee as a separate committee within the Corporate Sustainability Committee in order to ensure environmental conservation, disaster prevention, chemical safety, labor safety, labor health, and quality throughout the entire life cycle of our chemical products, from development and manufacturing to transport, use, consumption, and disposal. The Responsible Care Committee establishes policies, strategies, and plans for responsible care activities and evaluates the results of those activities.

Section 6 Group Governance

14. Group Governance

- (1) MCI establishes supervisory divisions in charge of each subsidiary's operational management. In order to maintain adequate management of the subsidiaries, the supervisory divisions take extensive steps to inform the subsidiaries of which they are in charge about MCI's management policies and the division's management strategies, and to grasp the relevant subsidiaries' operational statuses properly. In addition, MCI guides the supervisory divisions to appropriately and efficiently execute decision-making procedures, including matters where the subsidiaries require prior approval from MCI, based on "the Regulations on Management of Subsidiaries and Affiliates" and other company regulations.

- (2) The MCI Group will carry out risk management with three lines of defense. Each line of defense reports information on risks and auditing status according to the type and severity of the risks to the Board of Directors, Management Committee, Corporate Sustainability Committee, Risk & Compliance Committee, Responsible Care Committee and others.
- (i) First line of defense
All our divisions (Head Office, Works, laboratories, branch offices and subsidiaries) conduct risk assessments within the annual budget. Having appropriately identified the risks, they design and implement a management system to address the risks within the organization.
 - (ii) Second line of defense
To ensure that risk management is fully implemented in each division, the risk management support divisions with specialized knowledge provide support to each division and may conduct audits or give guidance when necessary.
 - (iii) Third line of defense
The Internal Control Division, which is in an independent position, conducts business audits and responsible care audits for both the first and second lines of defense to maintain and strengthen the level of internal control in the entire MCI Group and works to keep existing business risks at an acceptable level. At the same time, the Division conducts continual inspections and assessments of the design and operation of internal controls relating to financial reporting for the entire MCI Group, as required under the Financial Instruments and Exchange Act, as the J-SOX assessment as a part of the statutory audit and directs its efforts to ensuring the correct and efficient execution of operations.

The Internal Control Division reports the results of these internal audits directly to the Board of Directors and the Board of Corporate Auditors in order to coordinate with directors and corporate auditors, and realize effective and valid audits.
- (3) As a part of the support and guidance of the second line of defense to the first line of defense, MCI deploys the “Mitsui Chemicals Group Global Policy Platform” (M-GRIP) and strengthens its corporate governance across the global Group-wide. M-GRIP is the foundation designed to deploy policies, measures, matters to be complied with, etc. related to decision-making, personnel, accounting, purchasing, logistics, etc. to subsidiaries from the perspective of risk management and business support. The functional departments of MCI establish each global policy and support their deployment to subsidiaries, and subsidiaries accept these global policies. By ensuring that they implement those measures, it allows the execution of proper business operations and ongoing improvements.
- (4) MCI individually sets the scope of matters approved in advance based on “the Regulations on Management of Subsidiaries and Affiliates” and global policies based on M-GRIP for listed subsidiaries from the perspective of respecting the independence and autonomy of listed subsidiaries.

Chapter 5 Information Disclosure Policy

1. Basic Policy on Information Disclosure

In order to maintain and develop trusting relationships with shareholders, investors, customers, suppliers, employees, local communities, and all other diverse stakeholders of the MCI Group, we will provide fair and highly transparent information disclosure in a timely and appropriate manner and engage in proactive communication efforts throughout the whole of MCI, including top management.

2. Standards for Information Disclosure

The MCI Group will provide timely and appropriate information disclosure under the principles of transparency and fairness in accordance with the Financial Instruments and Exchange Act, all other relevant laws and ordinances, and the Tokyo Stock Exchange's "Timely Disclosure Regulations" (the "Timely Disclosure Regulations").

The MCI Group will also proactively and fairly disclose information that we find to be important or beneficial in furthering our stakeholders' understanding of MCI, even if such information is not subject to the relevant laws and ordinances or the Timely Disclosure Regulations.

3. Methods for Information Disclosure

The MCI Group will disclose the information prescribed in the Timely Disclosure Regulations through the TDnet (Timely Disclosure Network) provided by the Tokyo Stock Exchange in accordance with those regulations, after which we will promptly publish the same information on the MCI website. We will also disclose information that we find to be important or beneficial through such means as publishing it on our website, even if such information is not subject to the Timely Disclosure Regulations.

4. Quiet Period

In order to prevent the leaking of financial information (including quarterly financial information) and to ensure the fairness of information disclosure, the MCI Group will designate the period from the day immediately following the final day of the fiscal term to the day on which fiscal results are announced as a quiet period. During this period, MCI will refrain from commenting or replying to questions on finances or expected business results. However, if a large change in the results outlook is found to be likely during the quiet period, MCI will provide public notice to that effect as appropriate in accordance with the Timely Disclosure Regulations.

Chapter 6 Revision and Abolishment

1. Establishment, Revision, and Abolishment

The establishment, revision (except minor revisions), or abolishment of these Guidelines requires a resolution of the Board of Directors.

Supplementary Provisions

1. These Guidelines are effective from September 16, 2015.
2. The revisions of these guidelines are effective from June 24, 2016.
3. The revisions of these guidelines are effective from May 12, 2017.
4. The revisions of these guidelines are effective from June 27, 2017.
5. The revisions of these guidelines are effective from June 1, 2018.
6. The revisions of these guidelines are effective from December 18, 2018.
7. The revisions of these guidelines are effective from April 1, 2020.
8. The revisions of these guidelines are effective from November 30, 2021.

Independence Standards for Independent Outside Directors and Independent Outside Corporate Auditors

In order to be designated by Mitsui Chemicals, Inc. (MCI) as an independent outside director and an independent outside corporate auditor such director or corporate auditor must not fall under any of the following items.

- (1) A person who currently is or has been in the past an executive (such as an executive director, executive officer, senior director, general manager, or other such officer who executes operations) of MCI or a subsidiary of MCI.
- (2) A person for whom MCI is a major business partner* or, if that person is a juridical person, an executive of that person.
*If a business partner has received payments of 2% or more of its annual sales from MCI in any of the past three fiscal years, then MCI is a major business partner thereto.
- (3) A major business partner* of MCI or, if that partner is a juridical person, an executive of that partner.
*If MCI has received payments of 2% or more of its annual sales from a business partner in any of the past three fiscal years, or if a business partner has loaned a monetary amount of 2% or more of MCI's total assets to MCI in any of the past three fiscal years, then that business partner is a major business partner to MCI.
- (4) A large shareholder (a person directly or indirectly holding 10% or more of total voting rights) of MCI or, if that shareholder is a juridical person, an executive of that shareholder.
- (5) An executive of a juridical person for whom MCI is a large shareholder (directly or indirectly holding 10% or more of total voting rights).
- (6) An accounting auditor of either MCI or a consolidated subsidiary of MCI, or a person who is in charge of auditing either MCI or a consolidated subsidiary of MCI as an employee of such accounting auditor.
- (7) An attorney-at-law, judicial scrivener, patent attorney, certified public accountant, certified public tax accountant, consultant, or other such professional who has received money or other assets, other than officer remuneration, from MCI exceeding an annual amount of JPY 10 million in any of the past three fiscal years (if a group such as a corporation or association receives such assets, this includes any person belonging to such group for which the assets received from MCI exceed 2% of the group's annual revenue).
- (8) A person who has received donations from MCI exceeding an annual amount of JPY 10 million in any of the past three fiscal years (if a group such as a corporation or association receives such donations, this includes any executive of such group for which the donations received from MCI exceed 2% of the group's annual revenue).
- (9) A person whose close relative (meaning a spouse or a relative within the second degree of kinship) falls under any item of (1) to (8) above.
- (10) A person who has fallen under any item of (2) to (9) above in the past three years.
- (11) Notwithstanding the provisions of each preceding item, a person regarding whom there are found to be special circumstances that may cause a conflict of interest with MCI.

End