

Outline of Results of the Evaluation on the Effectiveness of the Board of Directors
in Fiscal Year 2025

1. Evaluating the effectiveness of the Board of Directors

Under the Mitsubishi Chemical Group Corporate Governance Guidelines, the Board of Directors is required to evaluate its effectiveness and disclose the summary of evaluation results every year. The methods and findings of the effectiveness evaluation conducted in fiscal year 2025 are summarized below.

2. Evaluation methods and processes

In fiscal year 2025, the effectiveness of the Board of Directors was evaluated by the following methods and processes

- The FY 2025 evaluation was conducted by an independent external review organization (Board Advisors Japan, Inc.) in December 2025 to January 2026. The methods used for the evaluation are as follows: collecting responses from all directors through a questionnaire covering the questions (Status of Responses to Issues Identified Last Year, the Board of Directors (Role and Function, Composition, Agenda, Deliberation and Discussions, Operation), Committees, Executive Structure, Directors' Contributions, Gap Analysis Between the Importance of Agenda Items and the Depth of Discussion), conducting interviews with each director, and providing an evaluation based on the reviewer's professional knowledge.
- The Board discussed the current status of the Board of Directors and the policy for further improvement based on the results of the effectiveness evaluation, comparing the results with those from the previous year's evaluation and assessing the progress made in addressing existing issues. (March 2026)
- Regarding future challenges, the chairperson of the Board reported the issues to be addressed to the Board of Directors based on the Board's discussions (April 2026).

3. Outline of the evaluation findings

The findings from the evaluation of the Board of Directors' effectiveness conducted by the independent review organization are summarized as follows.

(1) Summary

- The Board of Directors has been steadily undertaking practical initiatives toward rebuilding an appropriate relationship of mutual trust between the executive side and the supervisory side, while the executive side steadily advances bold management reforms including the selection

and concentration of businesses.

- It was confirmed that the Board of Directors is generally functioning effectively. On the other hand, many of the issues presented in last year's self-evaluation remain at a stage that requires continued efforts as fundamental challenges.
- In order to further enhance the effectiveness of the Board of Directors, it is expected that efforts will be made to address the following key issues:
 - ① Building consensus regarding the role of the Board of Directors
 - ② Deepening discussions at the Board of Directors
 - ③ Strengthening coordination between the Nominating Committee and the Board of Directors

(2) Status of Responses to Issues Identified Last Year

As a result of initiatives undertaken to address the issues identified in the previous fiscal year, a certain level of improvement was achieved. To further enhance effectiveness, it is expected that continuous efforts will be made through the following initiatives.

- Regarding the approach to discussions on management strategy and monitoring of the status of business execution

[Observations]

It was confirmed that steady discussions have been conducted on important matters related to business portfolio strategy, such as structural reforms and individual M&A projects.

Going forward, it is expected that discussions will be further deepened on issues directly linked to enhancing the corporate value of the entire group.

- Regarding the roles of independent outside directors and executive management

[Observations]

Many voices were heard calling for more substantial opportunities for dialogue that go beyond formal information sharing, in order to foster mutual understanding and trust.

It is expected that opportunities for dialogue regarding the roles expected of the Board of Directors will continue to be created among directors and between the supervisory side and the executive side, thereby further deepening mutual understanding.

- Regarding the operation and agenda setting of the Board of Directors and coordination with each committee

[Observations]

Through securing discussion time for priority issues and establishing an annual agenda plan, the agenda management of the Board of Directors has been gradually improving.

In terms of coordination between the Nominating Committee and the Board of Directors, significant issues still remain, such as clarifying the scope and level of matters for deliberation and information to be shared.

4. Current issues and the direction of responses

Following discussions at the Board of Directors meeting regarding the above evaluation findings, we will address fiscal year 2026's challenges based on the following approach.

- Building consensus regarding the role of the Board of Directors
 - Align on enhancing the Board's oversight function through advisory input
 - Establish a monitoring approach that contributes to enhancing our corporate value and facilitate forums for discussion
- Deepening discussions at the Board of Directors
 - i) Improvement of agenda setting and meeting facilitation
 - Design agenda items with Board involvement
 - Discuss the group's future vision based on multiple scenarios
 - ii) Further building trust among directors
 - Hold regular off-site meetings and site visits as well as executive sessions composed exclusively of independent outside directors
- Strengthening coordination between the Nominating Committee and the Board of Directors
 - Reviewing the division of responsibilities between the Nomination Committee and the Board of Directors and clarifying operational procedures
 - Reviewing mechanisms for information sharing between the Nomination Committee and the Board of Directors

End