

Outline of Results of the Evaluation on the Effectiveness of the Board of Directors
in Fiscal Year 2024

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 2024 are summarized below.

2. Evaluation methods and processes

In fiscal year 2024, the effectiveness of the Board of Directors was evaluated by the following methods and processes

i. Evaluation methods

- In accordance with the above Guidelines, regular evaluations were conducted by a third-party organization to ensure the expertise of the evaluation methods and the objectivity of the evaluation process. However, to concentrate on addressing various issues identified in the recent evaluations, the Board of Directors decided to conduct their own evaluation for the fiscal year 2024, specifically focusing on the progress in resolving these issues, without using a third-party organization.

ii. Evaluation processes

- Regarding the current issues and the direction of responses, a written questionnaire consisting of the following items was conducted for the directors in May 2025:
 - The state of deliberations on management strategies, and the monitoring of business execution
 - The roles of independent outside directors and executive management
 - The operation and agenda setting of the Board of Directors' meetings, as well as the coordination with the respective Committees, etc.
- Based on the results of the questionnaire, etc., the Board of Directors shared the identified issues and discussed various initiatives, including steps to improve effectiveness, in June 2025.

3. Efforts promoted based on the previous effectiveness evaluation

Based on the findings from the effectiveness evaluation conducted and directors' suggestions provided in fiscal year 2023, the Company implemented the following measures in fiscal year 2024.

■ Discussions on management strategies and monitoring methods for business execution

- The new management vision and medium-term management plan announced in November 2024 were formulated through careful and constructive discussions between the executive management team and the Board of Directors.
- The content of the CEO's report on the status of business execution has been enhanced, and specific and tangible execution status has been reported to the Board of Directors.

■ Roles of independent outside directors and executive management

- For certain important matters, prior explanations to outside directors and responses to individual questions were implemented, and operations were improved to ensure that sufficient discussion was conducted at the Board of Directors' meeting.
- Communication opportunities were increased through the implementation of off-site meetings between outside directors and executive management team and the attendance of outside directors at global conferences (programs that bring together senior executives from group companies located in Japan and overseas to communicate management policies, exchange opinions, and foster relationships).
- Outside directors' visit of our domestic business sites was conducted to deepen their understanding of our business, providing opportunities to exchange opinions with operational staff

■ Operation of the Board of Directors' meetings, agenda setting, and coordination with the Committees

- Efforts were made to improve the operation of the Board of Directors, including establishing guidelines for resolutions on individual matters and formulating an annual agenda.
- We increased the frequency of reports from each Committee to the Board of Directors and enhanced the content of those reports.
- Returning to the basics of company law, the Nominating Committee's operating policies were clarified and the matters subject to resolution were reviewed.

4. Current issues and the direction of responses

In fiscal year 2024, we implemented the above measures to improve the effectiveness of our Board of Directors. To further improve the effectiveness of the Board of Directors, we have identified the following issues and directions for addressing them. Specific methods for improvement and progress will be reviewed as needed and discussed by the Board of Directors to address these issues.

■ Discussions on management strategies and monitoring methods for business execution

[Issues in fiscal year 2025]

We have identified the following issues: the fiscal year 2024 is a period of transformation in

line with the medium-term management plan etc., and as a result, a significant amount of time was spent discussing numerous individual proposals submitted by the executive management, and consequently, discussions on the portfolio strategy, which is the basis for determining the approval or rejection of individual projects, were insufficient and discussions remained focused on individual projects and did not become sufficiently deep. Also, there were cases where individual projects were suddenly proposed, and discussion had to be rushed due to time constraints.

[Direction of responses]

- Deepening discussions on portfolio strategy, etc.
- Proceeding with deliberation for individual projects at an early stage

■ Roles of independent outside directors and executive management

[Issues in fiscal year 2025]

We have identified the following issues: there were differences in the frequency of communication between outside directors and corporate executive officers, resulting in some imbalances in information sharing. Additionally, there was a need for further improvement in the response to issues raised by outside directors at Board of Directors' meetings.

[Direction of responses]

- Enhancing information sharing among the Board of Directors
- Promoting and optimizing communication between the Board of Directors and executive management

■ Operation of the Board of Directors' meetings, agenda setting, and coordination with the Committees

[Issues in fiscal year 2025]

We have identified the following issues: first, due to the time spent discussing individual projects proposed from the executive side, it was not possible to operate according to the annual agenda as originally planned, resulting in some items that should have been discussed being carried over. Second, there is room for improvement in providing information specific to each Committee to directors who are not members of the Committee.

[Direction of responses]

- Setting an appropriate agenda and exercising self-control
- Strengthening the coordination both between the Board and the Committees as well as among the Committees themselves

Mitsubishi Chemical Group Corporation will continue to work toward building a more effective Board of Directors, fully considering the findings from the evaluation of the Board effectiveness and

incorporating various suggestions from the directors.

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