

February 5, 2026

Company name: Mitsui Chemicals, Inc.
HASHIMOTO Osamu,
Name of representative: Representative Director and President
(Securities code: 4183 :Prime Market)

TAKATAMA Yoshinori,
Inquiries: General Manager of Corporate Communications
Division (Telephone: +81-3-6880-7500)

Notice Regarding Change of Representative Directors and Structure of Members of the Board / Audit and Supervisory Board Members

Mitsui Chemicals, Inc. (“the Company”) hereby announces that, at its Board of Directors meeting held today, the Company resolved to change its Representative Directors and structure of Members of the Board / Audit and Supervisory Board members effective on or after April 1, 2026 as described below.

1. Change in Representative Directors

(1) The reason for the change

To further accelerate the execution of our key strategies—including the transformation of our business portfolio to achieve our Long-Term Business Plan “VISION 2030”—and to drive the Group’s sustainable growth and enhancement of corporate value, we will implement changes in Representative Directors and revise our management structure.

(2) Change details (As of April 1, 2026)

Name	New Position	Current Position
HASHIMOTO Osamu	Representative Director, Member of the Board, Chairman	Representative Director, Member of the Board, President & CEO
ICHIMURA Satoshi	Representative Director, Member of the Board, President & CEO	Member of the Board, Managing Executive Officer

(3) Career Summary of the newly appointed Representative Director

As outlined in 3, “Profiles of newly appointed Members of the Board and Audit and Supervisory Board Member”.

2. Changes in structure of Members of the Board / Audit and Supervisory Board Members

We will revise the structure of our Members of the Board and Audit and Supervisory Board Members as outlined below. Furthermore, in order to enhance the effectiveness of our corporate governance, we plan to increase the number of Outside Members of the Board by one, subject to approval at the 29th Annual General Meeting of Shareholders scheduled for June 24, 2026 (hereinafter, “the June 2026 AGM”). As a result, the proportion of Outside Members of the Board and Outside Audit and Supervisory Board Members (7) will account for half of the total number of Members of the Board and Audit and Supervisory Board Members (14).

(1) Structure of Members of the Board / Audit and Supervisory Board Members (As of April 1, 2026)

Position	Name	Current Position
Representative Director, Member of the Board, Chairman	HASHIMOTO Osamu	Representative Director, Member of the Board, President & CEO
Representative Director, Member of the Board, President & CEO	ICHIMURA Satoshi	Member of the Board, Managing Executive Officer
Representative Director, Member of the Board, Senior Managing Executive Officer	HIRAHARA Akio	The same as above
Member of the Board	TANNOWA Tsutomu (NOTE)	Member of the Board, Chairman
Member of the Board	ANDOU Yoshinori (NOTE)	Member of the Board, Senior Managing Executive Officer
Outside Member of the Board	MABUCHI Akira	The same as above
Outside Member of the Board	MIMURA Takayoshi	The same as above
Outside Member of the Board	KIHARA Tami	The same as above
Full-time Audit and Supervisory Board Member	NISHIO Hiroshi	The same as above
Full-time Audit and Supervisory Board Member	HOSOMI Yasuhiro	The same as above
Outside Audit and Supervisory Board Member	GOTOH Yasuko	The same as above
Outside Audit and Supervisory Board Member	ONO Junshi	The same as above
Outside Audit and Supervisory Board Member	KIKUCHI Shin	The same as above

(NOTE) TANNOWA Tsutomu and ANDOU Yoshinori will retire from their positions as Members of the Board at “the June 2026 AGM”.

(2) Structure of Members of the Board / Audit and Supervisory Board Members (As of June 24, 2026) (NOTE1)

Position	Name	Current Position
Representative Director, Member of the Board, Chairman	HASHIMOTO Osamu	Representative Director, Member of the Board, President & CEO
Representative Director, Member of the Board, President & CEO	ICHIMURA Satoshi	Member of the Board, Managing Executive Officer
Representative Director, Member of the Board, Senior Managing Executive Officer	HIRAHARA Akio	The same as above
Member of the Board, Managing Executive Officer (Newly appointed)	OMOTE Toshihiko	Managing Executive Officer
Member of the Board, Managing Executive Officer (Newly appointed)	YOSHIDA Osamu	Managing Executive Officer
Outside Member of the Board	MABUCHI Akira	The same as above
Outside Member of the Board	MIMURA Takayoshi	The same as above
Outside Member of the Board	KIHARA Tami	The same as above
Outside Member of the Board (Newly appointed) (NOTE2)	SHU Ungyong	-
Full-time Audit and Supervisory Board Member	HOSOMI Yasuhiro	The same as above
Full-time Audit and Supervisory Board Member (Newly appointed)	FUNAKOSHI Hiromitsu	Executive Officer, Business Sector Vice President of Basic & Green Materials

		Business Sector
Outside Audit and Supervisory Board Member	GOTOH Yasuko	The same as above
Outside Audit and Supervisory Board Member	ONO Junshi	The same as above
Outside Audit and Supervisory Board Member	KIKUCHI Shin	The same as above

(NOTE1) Members of the Board and newly appointed Audit and Supervisory Board Member are scheduled to assume their positions subject to approval at “the June 2026 AGM”. The Skill Matrix about this structure is as described in the Appendix.

(NOTE2) SHU Ungyong does not satisfy the Company’s Independence Standards for Independent Outside Directors and Independent Outside Corporate Auditors, as The Core Value Management, Inc. for which he serves as representative, previously had certain business dealings with the Company, we have determined that his expertise in M&A strategy, financial and capital policy, together with his extensive experience as a corporate executive at financial institutions, is indispensable for the strategic oversight of our Company. Accordingly, he is being nominated as an Outside Director as defined in Article 2, Item 15 of the Companies Act.

- (3) Career summaries of newly appointed Members of the Board and Audit and Supervisory Board Member
As outlined in 3, “Profiles of newly appointed Members of the Board and Audit and Supervisory Board Member”.

3. Profiles of newly appointed Members of the Board and Audit and Supervisory Board Member

(1) Newly appointed Representative Director

Name (Birthday)	Career Summary			Number of Shares of the Company Owned
ICHIMURA Satoshi (January 4, 1967)	April	1992	Joined the Company	9,484 (Note)
	January	2004	Manager, Ammonia Sect, Manufacturing Dept.-2, Osaka Works	
	October	2012	Director, Business Planning Department, Planning & Coordination Div, Functional Chemicals Business Sector	
	October	2014	Director, Vision Care Materials Department, Health Care Materials Div, Functional Chemicals Business Sector	
	April	2019	General Manager, Planning & Coordination Div, Health Care Business Sector	
	April	2021	Senior Director, General Manager, Planning & Coordination Div, Health Care Business Sector	
	April	2022	Senior Director, General Manager, Corporate Planning Div.	
	April	2023	Executive Officer, General Manager, Corporate Planning Div.	
	April	2024	Managing Executive Officer, CSO, In charge of Corporate Planning Div, Corporate Sustainability DIV, Corporate Sustainability Committee and Risk Management Committee	
	April	2025	Managing Executive Officer, CSO, In charge of Corporate Planning Div, and Risk Management Committee	
	June	2025	Member of the Board, Managing Executive Officer, CSO, In charge of Corporate Planning Div, and Risk Management Committee (to present)	

(2) Newly appointed Directors

Name (Birthday)	Career Summary			Number of Shares of the Company Owned
OMOTE Toshihiko (December 3, 1958)	April	1983	Joined Nitto Electric Industrial Co., Ltd (currently Nitto Denko Corp.)	3,000 (Note)
	April	1995	Manager of Circuit Suspension Business Development Department	
	April	1996	Manager of MRH Group, Printed Circuits Department	
	April	2001	Director of Technology, Printed Circuits Department	
	April	2002	General Manager of Printed Circuits Department	
	July	2006	Director of Core Technology R&D, Corporate Technology Sector	
	July	2009	Vice President, Deputy CTO, General Manager of Corporate Technology Sector	
	July	2011	Director, Senior Vice President, CTO, General Manager of Corporate Technology Sector	
	July	2012	Director, Executive Vice President, CTO, General Manager of Corporate Technology Sector	
	July	2015	Senior Executive Vice President, CIO, Executive Director of Corporate Infrastructure	
	April	2018	Senior Executive Vice President, Senior Chief Engineer /	

	July 2021	Served on an overseas assignment in San Jose (U.S.) Executive Fellow	
	February 2022	Joined the Company	
	April 2022	Executive Advisor, In charge of New Business Incubation Center	
	April 2025	Managing Executive Officer, CTO, Supervising R&D Center, in charge of New Business Incubation Center, Fabrication Process Engineering Div and CTO office	
	October 2025	Managing Executive Officer, CTO, Supervising Research Center, in charge of New Business Incubation Center, Fabrication Process Engineering Div and Technology Strategy Division (to present)	

Name (Birthday)	Career Summary		Number of Shares of the Company Owned
YOSHIDA Osamu (May 1, 1965)	April 1989	Joined the Company	17,420 (Note)
	April 2008	Director, Accounting Department, Planning & Administration Div, PRIME POLYMER CO., LTD (a subsidiary of the Company)	
	April 2013	Director, IR Department, Corporate Communication Div of the Company	
	April 2016	Deputy General Manager, Corporate Communication Div, and Director, IR Department	
	January 2019	Deputy General Manager, Finance and Accounting Div, and Director, Finance Department	
	April 2020	Senior Director, General Manager, Finance and Accounting Div, and Director, Finance Department	
	June 2020	Senior Director, General Manager, Finance and Accounting Div	
	April 2022	Executive Officer, General Manager, Finance and Accounting Div	
	April 2025	Managing Executive Officer, CFO (to present)	

Name (Birthday)	Career Summary			Number of Shares of the Company Owned
SHU Ungyong (October 19, 1962)	April	1986	Joined Morgan Guaranty Trust Company of New York, Tokyo Office	-
	May	2001	Managing Director, J.P. Morgan Securities	
	July	2005	Head of Financial Institutions Division	
	May	2007	Chairman of Financial Institutions Group, Investment Banking Division, Merrill Lynch Japan Securities Limited	
	July	2010	Co-Head of Investment Banking Division, Merrill Lynch Japan Securities Limited	
	July	2011	Vice Chairman, Merrill Lynch Japan Securities Limited	
	November	2013	Representative Director, The Core Value Management, Inc. (to present)	
	June	2021	Outside Director, Sojitz Corporation (to present)	
	September	2022	Visiting Professor, Graduate School of Business Administration, Hitotsubashi University (to present)	

(3) Newly appointed Audit and Supervisory Board Member

Name (Birthday)	Career Summary			Number of Shares of the Company Owned
FUNAKOSHI Hiromitsu (January 8, 1966)	April	1988	Joined the Company	23,746 (Note)
	April	2013	Deputy General Manager, Planning & Coordination Div, Polyurethane Business Sector	
	April	2016	Deputy General Manager, Planning & Coordination Div, Basic Materials Business Sector	
	April	2018	General Manager, Planning & Coordination Div, Basic Materials Business Sector	
	April	2019	Senior Director, General Manager, Corporate Planning Div	
	April	2021	Executive Officer, General Manager, Corporate Planning Div	
	April	2022	Executive Officer, Sector Vice President, Life & Healthcare Solutions Business Sector and General Manager, Planning & Coordination Div, Life & Healthcare Solutions Business Sector	
	April	2023	Executive Officer, Sector Vice President, Life & Healthcare Solutions Business Sector	
	April	2024	Executive Officer, Sector Vice President, Basic & Green Materials Business Sector (to present)	

(※) The number of shares of the Company Owned is based on the shareholders' register as of December 31, 2025, and is presented after reflecting the stock split of the Company's common shares that took effect on January 1, 2026.

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Skills Matrix regarding structure of Members of the Board / Audit and Supervisory Board Members (As of June 24, 2026)

Skills and experience expected in particular	HASHIMOTO Osamu	ICHIMURA Satoshi	HIRAHARA Akio	OMOTE Toshihiko	YOSHIDA Osamu	MABUCHI Akira	MIMURA Takayoshi	KIHARA Tami	SHU Ungyong	HOSOMI Yasuhiro	FUNAKOSHI Hiromitsu	GOTOH Yasuko	ONO Junshi	KIKUCHI Shin
	Members of the Board					Outside Members of the Board				Full-time Audit & Supervisory Board Members		Outside Audit & Supervisory Board Members		
Corporate management and planning	●	●	●				●		●		●			
Business portfolio transformation			●			●	●	●			●			
R&D/production and technology		●		●		●		●		●				
New business creation/M&A	●	●	●	●			●		●				●	●
Global business			●	●			●		●					
Finance and accounting					●	●			●		●	●	●	
Risk management		●			●	●		●				●	●	●
Diversity/organization and HR management	●			●				●						
Sustainability	●									●		●		

※This skills matrix classifies the skills and experience particularly expected of Members of the Board and Audit and Supervisory Board Members into nine categories and certifies them with a limit on the number assigned to each individual. It does not represent all of the skills and experience possessed by each Member of the Board and Audit and Supervisory Board Member.

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