

**CAPITAL SOUTHWEST CORPORATION**  
**BOARD OF DIRECTORS**  
**CORPORATE GOVERNANCE GUIDELINES**

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The following Corporate Governance guidelines have been adopted by the Board of Directors (the “Board”) of Capital Southwest Corporation (the “Company”) to assist the Board in the exercise of its responsibilities to the Company and its shareholders. These guidelines should be interpreted in the context of all applicable laws and the Company’s Certificate of Incorporation, Bylaws and other corporate governance documents and are intended to serve as a flexible framework within which the Board may conduct its business and not as a set of legally binding obligations. These guidelines are subject to modification and the Board shall be able, in the exercise of its discretion, to deviate from these guidelines from time to time, as the Board may deem appropriate or as required by applicable laws and regulations.

**DIRECTOR QUALIFICATIONS**

The Board will have a majority of directors who is not an “interested person” (as defined in the Investment Company Act of 1940, as amended) of the Company and meet the criteria for independence required by NASDAQ. In determining independence, each year the Board shall affirmatively determine whether each director is not an “interested person” (as defined in the Investment Company Act of 1940, as amended) of the Company and meet the criteria for independence required by the Nasdaq Stock Market Rules. To help maintain the independence of the Board, all directors shall deal at arm's length with the Company and its subsidiaries and disclose all circumstances material to the director that might be perceived as a conflict of interest.

The Nominating/Corporate Governance Committee is responsible for reviewing with the Board, on an annual basis, the requisite skills and characteristics that the Board seeks in Board members as well as the composition of the Board as a whole, including an annual evaluation of whether members qualify as independent under applicable standards. During the course of a year, directors are expected to inform the Board of any material changes in their circumstances or relationships that may impact their designation by the Board as independent. The Nominating/Corporate Governance Committee also acknowledges that Nasdaq-listed companies, like the Company, will be required to publicly disclose board-level diversity statistics on or after August 8, 2022 and have or explain why they do not have at least two diverse directors by August 6, 2025.<sup>1</sup>

The Nominating/Corporate Governance Committee is responsible for establishing criteria for election of potential directors, taking into consideration the following desired attributes: leadership; independence; interpersonal skills; financial acumen; business experience; industry knowledge; and diversity of viewpoints. The Board will not discriminate on the basis of race, color, national origin, gender, religion or disability in selecting nominees.

Directors will be shareholders and/or become shareholders either directly or beneficially of the Company as soon as practicable following their appointment and comply with the Independent Director Stock Ownership Requirement (as described below), as applicable. Nominees for directorship will be recommended by the Nominating/Corporate Governance Committee to the full Board in accordance with

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<sup>1</sup> Companies listed on the Nasdaq Global Select Market will be required to have or explain why they do not have at least one diverse director by August 7, 2023.

the policies and principles in its charter. The invitation to join the Board should be extended by the Board itself, by the Chairman or his designee.

It is the sense of the Board that individual directors who significantly change responsibilities or job positions should volunteer to resign from the Board. It is not the sense of the Board that in every instance the directors who retire or change from the position they held when they came on the Board should necessarily leave the Board. There should however, be an opportunity for the Board, through the Nominating/Corporate Governance Committee, to review the continued appropriateness of Board membership under the circumstances.

Directors should advise the Chairman of the Board and the Chairman of the Nominating/Corporate Governance Committee in advance of accepting an invitation to serve on another public company board.

## **DIRECTOR RESPONSIBILITIES**

The basic responsibility of the directors is to exercise their business judgment to act in what they reasonably believe to be in the best interest of the Company and its shareholders. In discharging that obligation, directors should be entitled to rely on the honesty and integrity of the Company's senior executives and its outside advisors and auditors, to the fullest extent permitted by law. At the Board's discretion the Company may purchase reasonable directors' and officers' liability insurance on their behalf and indemnify the directors to the fullest extent permitted by law and the Company's articles of incorporation, bylaws and any indemnification agreements.

The specific duties and responsibilities of the Board will include, among other things, overseeing the management of the business and affairs of the Company; monitoring the key business risks facing the Company and overseeing the key risk decisions by management; providing investment guidance and approval of significant actions by the Company (including declaration of dividends) and major transactions; selecting and recommending to shareholders appropriate candidates for election to the Board, as recommended by the Nominating/Corporate Governance Committee; appointing the Company's independent public accounting firm, as recommended by the Audit Committee; reviewing and, where appropriate, approving the business plans, major strategies and financial objectives of the Company; evaluating Board processes and performances and the overall effectiveness of the Board; evaluating the performance of the Company and of senior management; requiring, approving and overseeing the implementation of the Company's succession plans; reviewing compliance policies and procedures to ensure compliance with applicable laws and regulations, in consultation with the Company's outside legal counsel, and to ensure maintenance of necessary accounting, financial, and other controls; and showing, through its actions, its awareness that the Company's long-term success depends upon its strong relationship with its shareholder.

## **DIRECTORS ARE EXPECTED TO SERVE ON BOARD COMMITTEES**

Directors are expected to attend regularly scheduled Board meetings and meetings of committees on which they serve, and to spend the time necessary to discharge properly their responsibilities. Information and data that are important to the Board's understanding of the business to be conducted at a Board or committee meeting generally should be distributed in writing to the directors before the meeting, and directors should review these materials in advance of the meeting. Directors are also expected to attend the Company's Annual Meeting of Shareholders.

The Board will meet at least four times per year and will hold additional meetings, either in person, by teleconference, or by videoconference, when needed to address issues of special concern or urgency.

Management will prepare Board agendas with concurrence of the Chairman. Each Board member is free to suggest the inclusion of items on the agenda. Each Board member is free to raise subjects at any Board meeting that are not on the agenda for that meeting. The Board will review the Company's strategic plans and the principal issues that the Company will face in the future during at least one Board meeting each year. All meetings of the Board shall be held pursuant to the bylaws of the Company with regard to notice and waiver thereof, and written minutes of each meeting, in the form approved by the Board, shall be duly filed in the Company's records.

The directors may meet in executive session at each meeting of the Board without the presence of the Company's management. The chairman who presides at these meetings will be the Chairman of the Nominating/Governance Committee or his designee. The Company will also disclose in the proxy statement a method for interested parties to contact the presiding director, or the independent directors as a group, directly.

The Board should ensure that all required reporting is provided by management to shareholders, potential shareholders and the investment community.

The Board believes that management speaks for the Company. Individual Board members may, from time to time, meet or otherwise communicate with various constituencies that are involved with the Company. It is expected, however, that Board members would do this with the knowledge of the management and, absent unusual circumstances or as contemplated by the committee charters, only at the request of management. Generally, directors should refer investors, market professionals and the media to the President or another individual designated by the Company.

## **BOARD COMMITTEES**

The Board will have at all times, an Audit Committee, a Nominating/Corporate Governance Committee and a Compensation Committee. The members of the Audit Committee, the Nominating/Corporate Governance Committee and the Compensation Committee will be independent directors under the criteria established by the Nasdaq Stock Market Rules and any other applicable rules or regulations. Committee members will be appointed annually by the Board upon recommendation of the Nominating/Corporate Governance Committee with consideration of the desires of individual directors.

Each committee will have its own charter. The charters will set forth the purposes, goals and responsibilities of the committees as well as qualifications for committee membership, procedures for committee member appointment and removal, committee structure and operations and committee reporting to the Board. The charters will also provide that each committee will annually evaluate its performance.

The chairman of each committee, in consultation with the committee members, will determine the frequency and length of the committee meetings consistent with any requirements set forth in the committee's charter. During the year, the chairman of each committee, in consultation with the appropriate members of the committee and management, will develop the agenda for each meeting. All meetings of each committee shall be held pursuant to the bylaws of the Company with regard to notice and waiver thereof, and written minutes of each meeting, in the form approved by the relevant committee, shall be duly filed in the Company records.

A report regarding each committee meeting will be provided to the full Board, as appropriate. Directors will be given copies of the minutes of any committee meeting.

In addition, the chairman of each committee will report to the full Board regarding matters that should be brought to the attention of the Board.

The Board and each committee have the power to hire independent legal, financial or other advisors, as they may deem necessary, without consulting or obtaining the approval of any officer of the Company in advance.

The Board may, from time to time, establish, eliminate or maintain additional committees as necessary or appropriate.

### **DIRECTOR ACCESS TO OFFICERS, EMPLOYEES AND OUTSIDE ADVISORS**

Directors have full and free access to officers and other employees of the Company and the Company's outside advisors. Any meetings or contacts that a director wishes to initiate may be arranged through the President or the Secretary or directly by the director. The directors will use their judgment to ensure that any such contact is not disruptive to the business operations of the Company. It is the expectation of the Board that directors will keep the President informed of communications between a director and an officer or other employee of the Company, as appropriate.

At least once per year management will report to the Board regarding management development and succession, including progress and strategic planning.

Other executive officers and employees may attend Board meetings or committee meetings at the invitation of the Chairman of the Board or Committee, the President, or the Chief Financial Officer to provide information and insight to the Board or Committee.

### **DIRECTOR COMPENSATION**

The Compensation Committee shall have the responsibility for recommending to the Board appropriate compensation for non-employee directors. The Compensation Committee will annually review director compensation. The Compensation Committee will consider that directors' independence may be jeopardized if director compensation and perquisites exceed customary levels, if the Company makes substantial charitable contributions to organizations with which a director is affiliated, or if the Company enters into consulting contracts with (or provides other indirect forms of compensation to) a director or an organization with which the director is affiliated. Compensation of directors will be disclosed annually in the Company's proxy statement.

### **DIRECTOR CONTINUING EDUCATION**

Each director is expected to maintain the necessary level of expertise to perform his or her responsibilities as a director. The Company may, from time to time, offer continuing education programs to assist the directors in maintaining such level of expertise.

### **INDEPENDENT DIRECTOR STOCK OWNERSHIP REQUIREMENT**

Each independent director of our Board is required to own shares of the Company's common stock equal to 3.5 times the annual director retainer. The Board acknowledges that the stock ownership requirement allows new directors a reasonable amount of time to comply.

### **DIRECTOR RETIREMENT AND TERM LIMITATION POLICY**

No person may be nominated to stand for election or re-election to the Board as an independent director if the election would take place after such person has (1) reached age 72 and/or (2) served on our Board for an aggregate of 12 years. The Director Retirement and Term Limitation Policy provides that each independent director that reaches age 72 and/or an aggregate of 12 years of service on our Board must deliver a letter of resignation to be effective at the next annual meeting of shareholders following such delivery.

## **PRESIDENT EVALUATION AND MANAGEMENT SUCCESSION**

The Nominating/Corporate Governance Committee will conduct an annual review of the President's performance, as set forth in its charter. The Board will review the Nominating/Corporate Governance Committee's report in order to ensure that the President is providing the best leadership for the Company in the long-and short-term.

The Nominating/Corporate Governance Committee should make an annual report to the Board on succession planning. The entire Board will work with the Nominating/Corporate Governance Committee to nominate and evaluate potential successors to the President. The President should, at all times, make available his or her recommendations and evaluations of potential successors, along with a review of any development plans recommended for such individuals.

## **ANNUAL PERFORMANCE EVALUATION**

The Board will conduct an annual self-evaluation to determine whether it and its committees are functioning effectively. The Company's outside legal counsel will engage in a one-on-one discussion with each director on an annual basis and report such results to the Board with an assessment of the performance of the Board and each of its committees. This will be discussed with the full Board following the end of each fiscal year. The assessment will focus on the Board's contribution to the Company and specifically focus on areas in which the Board, each of its committees, or management believes that the Board could improve.

**Revised: January 2022**