

- 3 Chapter 1 Our Vision
- 22 Chapter 2 Sustainable Growth Strategy
- 23 **Members of the One Global Leadership Team**
- 24 Executable Plan Based on the “Forging the future” Management Policy
- 31 Message from the CFO
 - Business Strategy
- 34 Message from the Business Unit Heads
- 35 Specialty Materials
- 39 Industrial Gases
- 40 Health Care
- 41 MMA
- 42 Petrochemicals and Carbon Products
- 43 Message from the Chief Supply Chain Officer
 - Innovation
- 44 Message from the CTO
- 45 Innovation Strategy
- 47 Intellectual Property Strategy
 - Digital
- 48 Message from the CDO
- 49 Digital Strategy
- 52 Message from the Chief Strategy Officer
- 53 Building an In-House Understanding of the Management Policy
- 56 Chapter 3 Strengthening ESG Activities
- 95 Chapter 4 Financial/Non-Financial Information

Members of the One Global Leadership Team



1 Representative Corporate Executive Officer, President & CEO
Jean-Marc Gilson

2 Representative Corporate Executive Officer, Senior Vice President Chief Supply Chain Officer
Kouji Eguchi

3 Executive Vice President Chief Financial Officer Supervising – Finance, Communication and IR
Yuko Nakahira

4 Executive Vice President Chief Compliance Officer General Counsel Supervising – Legal, Internal Control, Corporate Administration and Government Affairs
Ken Fujiwara

5 Executive Vice President Head of Specialty Materials
Frank Randall (Randy) Queen

6 Executive Vice President Head of Polymers & Compounds / MMA
Hitoshi Sasaki

7 Executive Vice President Head of Basic Materials
Manabu Chikumoto

8 Executive Vice President Head of Pharma
Akihiro Tsujimura

9 Senior Vice President Chief Technology Officer
Larry Meixner

10 Senior Vice President Supervising – Audit
Jin Iida

11 Senior Vice President Chief Digital Officer
Yuji Ichimura

12 Senior Vice President Supervising – Government Affairs
Shigeki Habuka

13 Senior Vice President Chief Human Resource Officer
Tomoyo Hiraoka

14 Vice President Chief Strategy Officer
Joseph Rinaldi

15 Vice President Director, Corporate Planning Dept. Strategy
Naoto Yabe