

# Governance

## Directors

(As of July 1, 2021)

MCHC: Mitsubishi Chemical Holdings Corporation  
MCC: Mitsubishi Chemical Corporation  
MPI: Mitsubishi Plastics, Inc.  
MTPC: Mitsubishi Tanabe Pharma Corporation  
LSII: Life Science Institute, Inc.  
TNSC: Taiyo Nippon Sanso Corporation  
NSHD: Nippon Sanso Holdings Corporation

- Lead Independent Outside Director
- Independent Director
- ◆ Chairperson of the Nominating Committee
- ◆ Member of the Nominating Committee
- Chairperson of the Audit Committee
- Member of the Audit Committee
- ▲ Chairperson of the Compensation Committee
- ▲ Member of the Compensation Committee



**Director of the Board,  
Corporate Executive Officer,  
President and Chief Executive Officer**

### Jean-Marc Gilson

Aug. 1989 Joined Dow Corning Corp.  
Jun. 2005 Corporate Vice President & General Manager of Specialty Chemicals Business, President Asian Area of Dow Corning Corp. (until Jun. 2009)  
Jun. 2009 Executive Vice President & General Manager of Specialty Chemicals Business of Dow Corning Toray Co., Ltd. (until Dec. 2010)  
Feb. 2011 Chief Executive Officer of Avantor Performance Materials, Inc. (until Dec. 2011)

Feb. 2012 Vice Chairman & Chief Operating Officer of NuSil Technology LLC (until Jun. 2014)  
Sep. 2014 Chief Executive Officer of Roquette Frères S.A. (until Dec. 2020)  
Feb. 2021 Executive Advisor of MCHC  
Apr. 2021 Corporate Executive Officer, President and CEO of MCHC  
Jun. 2021 Director of the Board, Corporate Executive Officer, President and CEO of MCHC (to present)



**Director of the Board, Managing Corporate Executive Officer,  
Chief Financial Officer**

### Hidefumi Date

Apr. 1982 Joined Mitsubishi Chemical Industries Limited  
Apr. 2013 Executive Officer of MCC (until Mar. 2015)  
Apr. 2015 Executive Officer of MCHC  
Apr. 2018 Managing Corporate Executive Officer of MCHC  
Jun. 2019 Director of the Board, Managing Corporate Executive Officer of MCHC (to present)  
Director of the Board, TNSC (currently NSHD) (to present)



**Director of the Board, Managing Corporate Executive Officer,  
Chief Group Compliance Officer**

### Ken Fujiwara

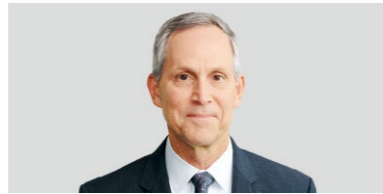
Apr. 1984 Joined Mitsubishi Chemical Industries Limited  
Apr. 2015 Executive Officer of MCHC  
Apr. 2017 Executive Officer of MCC (until Mar. 2018)  
Apr. 2018 Managing Corporate Executive Officer of MCHC  
Jun. 2018 Director of the Board, Managing Corporate Executive Officer of MCHC (to present)  
Jun. 2020 Director of the Board of MTPC (to present)



**Director of the Board**

### Yoshimitsu Kobayashi

Dec. 1974 Joined Mitsubishi Chemical Industries Limited  
Jun. 2003 Executive Officer of MCC  
Apr. 2005 Managing Executive Officer of MCC  
Jun. 2006 Director of the Board of MCHC (to present)  
Feb. 2007 Director of the Board, Managing Executive Officer of MCC  
Apr. 2007 Director of the Board, President and CEO of MCHC  
Director of the Board, President and CEO of MCC  
Apr. 2012 Director of the Board, Chairperson of MCC (until Mar. 2017)  
Apr. 2015 Director of the Board, Chairperson of MCHC (until Jun. 2021)



**Director of the Board**

### Glenn H. Fredrickson

Jan. 1990 Associate Professor, Departments of Chemical Engineering and Materials, University of California, Santa Barbara (UCSB)  
Jul. 1991 Distinguished Professor, Departments of Chemical Engineering and Materials, UCSB (to present)  
May 1998 Chairperson, Department of Chemical Engineering, UCSB (until Jul. 2001)  
Mar. 2001 Director of Mitsubishi Chemical Center for Advanced Materials at UCSB (to present)  
Apr. 2014 Managing Executive Officer of MCHC  
Jun. 2014 Director of the Board, Managing Executive Officer of MCHC  
Jun. 2015 Director of the Board, Managing Corporate Executive Officer of MCHC  
Apr. 2017 Director of the Board of MCHC (to present)



**Director of the Board**

### Shigeru Kobayashi

Apr. 1980 Joined Mitsubishi Chemical Industries Limited  
Apr. 2013 Executive Officer of MPI  
Apr. 2015 Director of the Board, Executive Officer of MPI  
Apr. 2016 Director of the Board, Managing Executive Officer of MPI  
Apr. 2017 Managing Executive Officer of MCC (until Mar. 2019)  
Jun. 2019 Director of the Board of MCHC (to present)  
Corporate Auditor of LSII (until Jun. 2020)  
Jun. 2020 Corporate Auditor of MCC (to present)



**Director of the Board**

### Hiroshi Katayama

Apr. 1983 Joined Mitsubishi Chemical Industries Limited  
Apr. 2014 Executive Officer of MCC  
Apr. 2017 Executive Officer of MCC  
Apr. 2018 Managing Executive Officer of MCC (until Mar. 2020)  
Jun. 2020 Director of the Board of MCHC (to present)  
Corporate Auditor of LSII (to present)



**Outside Director of the Board**

### Takayuki Hashimoto

Apr. 1978 Joined IBM Japan, Ltd.  
Apr. 2000 Director of the Board of IBM Japan, Ltd.  
Apr. 2003 Managing Executive Officer of IBM Japan, Ltd.  
Jan. 2007 Senior Managing Executive Officer of IBM Japan, Ltd.  
Apr. 2008 Director of the Board, Senior Managing Officer of IBM Japan, Ltd.  
Jan. 2009 Director of the Board, President of IBM Japan, Ltd.  
May 2012 Director of the Board, Chairperson of IBM Japan, Ltd.  
Apr. 2014 Chairperson of IBM Japan, Ltd.  
Jan. 2015 Vice Chairperson of IBM Japan, Ltd.  
Jun. 2016 Outside Director of MCHC (to present)  
May 2017 Honorary Executive Advisor of IBM Japan, Ltd. (to present)



**Outside Director of the Board**

### Chikatomo Hodo

Sep. 1982 Joined Accenture Japan Ltd  
Sep. 2005 Representative Director of Accenture Japan Ltd  
Apr. 2006 Representative Director and President of Accenture Japan Ltd  
Sep. 2015 Director and Chairperson of Accenture Japan Ltd  
Sep. 2017 Director and Senior Corporate Advisor of Accenture Japan Ltd  
Jul. 2018 Senior Corporate Advisor of Accenture Japan Ltd (to present)  
Jun. 2019 Outside Director of MCHC (to present)



**Outside Director of the Board**

### Kiyomi Kikuchi

Apr. 1986 Joined The Dai-ichi Kangyo Bank, Ltd. (currently Mizuho Bank, Ltd.) (until Dec. 1990)  
Apr. 1999 Registered as a lawyer  
Asahi Law Offices  
Sep. 2002 Allen & Overy LLP (London)  
May 2003 Admitted to the bar of the State of New York  
Oct. 2003 Asahi Law Offices  
Sep. 2004 Taiyo Law Office (currently Paul Hastings LLP/Gaikokuho Kyodo Jigyō)  
Sep. 2006 JPMorgan Securities Japan Co., Ltd.  
Apr. 2008 TMI Associates (to present)  
Jun. 2019 Outside Director of MCHC (to present)



**Outside Director of the Board**

### Tatsumi Yamada

Apr. 1976 Joined Sumitomo Corporation (until Jun. 1993)  
Mar. 1980 Registered as a Certified Public Accountant  
Jul. 1993 Chuo Audit Corporation (until Mar. 2001)  
Apr. 2001 Board Member of The International Accounting Standards Board (until Jun. 2011)  
Sep. 2011 KPMG AZSA LLC (until Jun. 2018)  
Jan. 2012 Board Member of KPMG AZSA LLC (until Jun. 2015)  
Feb. 2014 Founding member of International Integrated Reporting Council (to present)  
Oct. 2014 Trustee of International Valuation Standards Council (until Oct. 2020)  
Sep. 2015 Specially Appointed Professor of Faculty of Commerce, Chuo University (to present)  
Apr. 2016 Member of the Certified Public Accountants and Auditing Oversight Board for FSA (to present)  
Jun. 2020 Outside Director of MCHC (to present)



**Outside Director of the Board**

### Takako Masai

Nov. 1988 Joined Tokyo Branch, The Bank of Nova Scotia  
May 2007 Head of Capital Markets Division, Shinsei Bank, Limited  
Oct. 2011 Head of Markets Sub-Group, Shinsei Bank, Limited  
Apr. 2013 Executive Officer, Head of Markets Research Department, Markets Sub-Group, Shinsei Bank, Limited  
Jul. 2015 Executive Officer, General Manager of Markets Research Division, Shinsei Bank, Limited  
Apr. 2016 Executive Officer, General Manager of Financial Research Division, Shinsei Bank, Limited  
Jun. 2016 Member of the Policy Board, Bank of Japan  
Jul. 2021 Outside Director of MCHC (to present)