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Governance

Directors As of July 1, 2022



Director President & CEO

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) Shareholder Representative Director of Dow Corning Toray Co., Ltd. (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)

MCG: Mitsubishi Chemical Group Corporation

MCHC: Mitsubishi Chemical Holdings Corporation*

MCC: Mitsubishi Chemical Corporation

MTPC: Mitsubishi Tanabe Pharma Corporation

LSII: Life Science Institute, Inc.

NSHD: Nippon Sanso Holdings Corporation

* Effective July 1, 2022, Mitsubishi Chemical Holdings Corporation (MCHC) changed its company name to Mitsubishi Chemical Group Corporation (MCG).



Director **Executive Vice President**

Ken Fujiwara

Apr. 1984 Joined Mitsubishi Chemical Industries Limited Apr. 2015 Executive Officer of MCHC

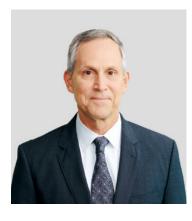
Apr. 2017 Executive Officer of MCC (until Mar. 2018)

Apr. 2018 Managing Corporate Executive Officer of MCHC

Jun. 2018 Director of the Board, Managing Corporate Executive Officer of MCHC

Jun. 2020 Director of the Board of MTPC (to present)

Apr. 2022 Director of the Board, Executive Vice President of MCHC (to present) Director of the Board of MCC (to present) Director of the Board of LSII (until Jun. 2022)



Director

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

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 (until Jun. 2022)

Governance

Directors



Outside Director

Takayuki Hashimoto

Apr.	1978	Joined IBM Japan, Ltd.
A	2000	Discourse City December

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 Chikatomo

Hodo

Independent Director

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. (until Aug. 2021)

Jun. 2019 Outside Director of the Board of MCHC (to present)



Outside Director Kiyomi

Kikuchi

Apr. 1986 Joined The Dai-Ichi Kangyo Bank, Ltd. (until Dec. 1990) Apr. 1999 Registered as a lawyer at 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

Sep. 2006 JPMorgan Securities Japan Co., Ltd.

Apr. 2008 TMI Associates (to present) Jun. 2019 Outside Director of MCHC

(to present)



Director

Tatsumi Yamada

Strengthening ESG Activities

Independent Director

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 (currently the Value Reporting Foundation) (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 the Financial Services Agency (until Mar. 2022) Jun. 2020 Outside Director of MCHC (to present)



Outside Director

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 (until Jun. 2021)

Jul. 2021 Outside Director of the Board of MCHC (to present)