

Governance

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(Back row from left) Nobuo Fukuda, Glenn H. Fredrickson, Chikatomo Hodo, Kiyomi Kikuchi, Tatsumi Yamada  
 (Front row from left) Ken Fujiwara, Jean-Marc Gilson, Takayuki Hashimoto

## Governance

## Directors (As of July 1, 2023)

## Director

## President &amp; CEO

## ① 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 (now MCG)
Apr. 2021	Corporate Executive Officer, President & CEO of MCHC (now MCG)
Jun. 2021	Director of the Board, Corporate Executive Officer, President & CEO of MCHC (now MCG) (to present)

## Outside Director

## ⑤ Takayuki Hashimoto

Lead Independent Outside Director	Chairperson of the Nominating Committee	Member of the Compensation Committee
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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 (now MCG) (to present)
May 2017	Honorary Executive Advisor of IBM Japan, Ltd. (to present)

## Outside Director

## ⑥ Chikatomo Hodo

Independent Director	Chairperson of the Compensation Committee	Member of the Nominating Committee
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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 (now MCG) (to present)

## Director

## Executive Vice President

## ② Ken Fujiwara

Member of the Nominating Committee

Apr. 1984	Joined Mitsubishi Chemical Industries Limited
Apr. 2015	Executive Officer of MCHC (now MCG)
Apr. 2017	Executive Officer of MCC (until Mar. 2018)
Apr. 2018	Managing Corporate Executive Officer of MCHC (now MCG)
Jun. 2018	Director of the Board, Managing Corporate Executive Officer of MCHC (now MCG)
Jun. 2020	Director of the Board of MTPC (to present)
Apr. 2022	Director of the Board, Executive Vice President of MCHC (now MCG) (to present) Director of the Board of MCC (to present)

## Outside Director

## ⑦ Kiyomi Kikuchi

Independent Director	Member of the Nominating Committee	Member of the Audit Committee
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Apr. 1986	Joined The Dai-Ichi Kangyo Bank, Ltd. (now Mizuho 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 (now Paul Hastings LLP/Gaikokuho Kyodo Jigyō)
Sep. 2006	JPMorgan Securities Japan Co., Ltd.
Apr. 2008	TMI Associates (to present)
Jun. 2019	Outside Director of the Board of MCHC (now MCG) (to present)

## Director

## ③ 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 (now MCG)
Jun. 2014	Director of the Board, Managing Executive Officer of MCHC (now MCG)
Jun. 2015	Director of the Board, Managing Corporate Executive Officer of MCHC (now MCG)
Apr. 2017	Director of the Board of MCHC (now MCG) (to present)

## Outside Director

## ⑧ Tatsumi Yamada

Independent Director	Chairperson of the Audit Committee	Member of the Compensation Committee
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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 (now IFRS Foundation) (until Jun. 2022)
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 the Board of MCHC (now MCG) (to present)

MCG: Mitsubishi Chemical Group Corporation  
MCHC: Mitsubishi Chemical Holdings Corporation\*  
MCC: Mitsubishi Chemical Corporation

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

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