

Corporate Governance

Board of Directors



Back row, from left	Masatsugu Kawase	Toshiyasu Horie	Hiroki Ideguchi	Tsuyoshi Okamoto	Chieko Matsuda	Yoshinori Yamashita	Yuko Maeda	Kazushi Kuse
Front row, from left	Koshiro Kudo	Hideki Kobori						

Corporate Governance

Directors and Audit & Supervisory Board Members (as of June 25, 2024)

Directors

<div></div> <div>Hideki Kobori Chairman & Director</div>	<div></div> <div>Koshiro Kudo President & Representative Director Presidential Executive Officer</div>	<div></div> <div>Kazushi Kuse Director Vice-Presidential Executive Officer</div>	<div></div> <div>Toshiyasu Horie Representative Director Primary Executive Officer</div>	<div></div> <div>Hiroki Ideguchi Director Senior Executive Officer</div>
<div><div>April 1978</div><div>Joined Asahi Kasei</div></div> <div><div>April 2008</div><div>Asahi Kasei Microdevices Director, Senior Executive Officer</div></div> <div><div>April 2009</div><div>Asahi Kasei Microdevices Director, Primary Executive Officer</div></div> <div><div>April 2010</div><div>Asahi Kasei Microdevices President & Representative Director, Presidential Executive Officer</div></div> <div><div>April 2012</div><div>Asahi Kasei Senior Executive Officer</div></div> <div><div>June 2012</div><div>Asahi Kasei Director (position held at present)</div></div> <div><div>April 2014</div><div>Asahi Kasei Representative Director, Primary Executive Officer</div></div> <div><div>April 2016</div><div>Asahi Kasei President and Director, Presidential Executive Officer</div></div> <div><div>April 2022</div><div>Asahi Kasei Chairman and Director (position held at present)</div></div>	<div><div>April 1982</div><div>Joined Asahi Kasei</div></div> <div><div>April 2013</div><div>Asahi Kasei Fibers Executive Officer</div></div> <div><div>April 2016</div><div>Asahi Kasei Lead Executive Officer</div></div> <div><div>April 2017</div><div>Asahi Kasei President of Fibers & Textiles SBU, Senior General Manager, Osaka Office</div></div> <div><div>April 2019</div><div>Asahi Kasei Senior Executive Officer, President of Performance Products SBU</div></div> <div><div>June 2021</div><div>Asahi Kasei Director (position held at present)</div></div> <div><div>April 2022</div><div>Asahi Kasei Representative Director (position held at present), President and Director (position held at present), Presidential Executive Officer (position held at present)</div></div>	<div><div>April 1987</div><div>Joined IBM Japan</div></div> <div><div>April 2005</div><div>IBM Japan Executive Officer</div></div> <div><div>January 2008</div><div>IBM Vice President</div></div> <div><div>January 2017</div><div>IBM Japan Chief Technology Officer</div></div> <div><div>July 2020</div><div>Joined Asahi Kasei, Asahi Kasei Executive Officer, Asahi Kasei Executive Fellow</div></div> <div><div>April 2021</div><div>Asahi Kasei Senior Executive Officer, Asahi Kasei Digital Value Co-Creation Senior General Manager</div></div> <div><div>April 2022</div><div>Asahi Kasei Primary Executive Officer</div></div> <div><div>June 2022</div><div>Asahi Kasei Director (position held at present)</div></div> <div><div>April 2024</div><div>Asahi Kasei Vice-Presidential Executive Officer (position held at present)</div></div>	<div><div>April 1985</div><div>Joined Asahi Kasei</div></div> <div><div>April 2015</div><div>Asahi Kasei Chemicals Corporate Planning & Coordination General Manager</div></div> <div><div>April 2016</div><div>Asahi Kasei Petrochemicals SBU Planning & Coordination Senior General Manager</div></div> <div><div>April 2019</div><div>Asahi Kasei Executive Officer</div></div> <div><div>April 2020</div><div>Asahi Kasei Lead Executive Officer</div></div> <div><div>April 2022</div><div>Asahi Kasei Senior Executive Officer</div></div> <div><div>June 2022</div><div>Asahi Kasei Director (position held at present)</div></div> <div><div>April 2023</div><div>Asahi Kasei Representative Director (position held at present)</div></div> <div><div>April 2024</div><div>Asahi Kasei Primary Executive Officer (position held at present)</div></div>	<div><div>April 1985</div><div>Joined Asahi Kasei</div></div> <div><div>April 2016</div><div>Asahi Kasei Pharma Corporate Planning & Coordination Senior General Manager</div></div> <div><div>April 2017</div><div>Asahi Kasei Pharma Executive Officer</div></div> <div><div>April 2019</div><div>Asahi Kasei Executive Officer Asahi Kasei Corporate Strategy Senior General Manager</div></div> <div><div>April 2020</div><div>Asahi Kasei Lead Executive Officer</div></div> <div><div>April 2022</div><div>Asahi Kasei Senior Executive Officer (position held at present)</div></div> <div><div>June 2023</div><div>Asahi Kasei Director (position held at present)</div></div>
<div></div> <div>Masatsugu Kawase Director Senior Executive Officer</div>	<div></div> <div>Tsuyoshi Okamoto Outside Director</div>	<div></div> <div>Yuko Maeda Outside Director</div>	<div></div> <div>Chieko Matsuda Outside Director</div>	<div></div> <div>Yoshinori Yamashita Outside Director</div>
<div><div>April 1990</div><div>Joined Asahi Kasei</div></div> <div><div>April 2016</div><div>Asahi Kasei Chemicals Basic Chemicals Division Senior General Manager</div></div> <div><div>April 2018</div><div>Asahi Kasei Production Center Planning & Coordination Senior General Manager</div></div> <div><div>April 2020</div><div>Asahi Kasei Senior Managing Executive</div></div> <div><div>April 2021</div><div>Asahi Kasei Lead Executive Officer Asahi Kasei Production Center Senior General Manager</div></div> <div><div>April 2023</div><div>Asahi Kasei Senior Executive Officer (position held at present)</div></div> <div><div>June 2023</div><div>Asahi Kasei Director (position held at present)</div></div>	<div><div>April 1970</div><div>Joined Tokyo Gas Co., Ltd.</div></div> <div><div>June 2002</div><div>Tokyo Gas Co., Ltd. Executive Officer</div></div> <div><div>April 2004</div><div>Tokyo Gas Co., Ltd. Senior Executive Officer</div></div> <div><div>June 2004</div><div>Tokyo Gas Co., Ltd. Director</div></div> <div><div>April 2007</div><div>Tokyo Gas Co., Ltd. Representative Director, Executive Vice President</div></div> <div><div>April 2010</div><div>Tokyo Gas Co., Ltd. Representative Director, President</div></div> <div><div>April 2014</div><div>Tokyo Gas Co., Ltd. Director, Chairman</div></div> <div><div>April 2018</div><div>Tokyo Gas Co., Ltd. Director, Senior Corporate Advisor</div></div> <div><div>June 2018</div><div>Asahi Kasei Director (position held at present)</div></div> <div><div>July 2018</div><div>Tokyo Gas Co., Ltd. Senior Corporate Advisor</div></div> <div><div>June 2023</div><div>Tokyo Gas Co., Ltd. Honorary Counselor (position held at present)</div></div>	<div><div>April 1984</div><div>Joined Bridgestone Corporation</div></div> <div><div>September 2003</div><div>Tokyo Medical and Dental University Director of Technology Transfer Center and Intellectual Property Manager of Intellectual Property Right Department</div></div> <div><div>October 2009</div><div>Tokyo Medical and Dental University Visiting Professor</div></div> <div><div>October 2011</div><div>Kyoto Prefectural University of Medicine Specially Appointed Professor</div></div> <div><div>May 2013</div><div>Bridgestone Corporation Executive Officer</div></div> <div><div>April 2014</div><div>Japan Agency for Marine-Earth Science and Technology Auditor</div></div> <div><div>January 2017</div><div>CellBank Corp. Director (position held at present)</div></div> <div><div>October 2020</div><div>Kyushu University Executive Vice President (position held at present)</div></div> <div><div>June 2021</div><div>Asahi Kasei Director (position held at present)</div></div>	<div><div>April 1987</div><div>Joined The Long-Term Credit Bank of Japan, Limited</div></div> <div><div>October 1998</div><div>Joined Moody's Japan K.K.</div></div> <div><div>September 2001</div><div>Corporate Directions, Inc. Partner</div></div> <div><div>October 2006</div><div>Booz & Company, Inc. Vice President (Partner)</div></div> <div><div>April 2011</div><div>Tokyo Metropolitan University Faculty of Economics and Business Administration Professor (position held at present) Tokyo Metropolitan University Graduate School of Management Professor (position held at present)</div></div> <div><div>June 2023</div><div>Asahi Kasei Director (position held at present)</div></div>	<div><div>March 1980</div><div>Joined Ricoh Company, Ltd.</div></div> <div><div>February 1995</div><div>Ricoh UK Products Ltd. Business Planning Division General Manager</div></div> <div><div>April 2008</div><div>Ricoh Electronics, Inc. President</div></div> <div><div>April 2010</div><div>Ricoh Company, Ltd. Group Executive Officer</div></div> <div><div>April 2011</div><div>Ricoh Company, Ltd. Corporate Senior Vice President</div></div> <div><div></div><div>Ricoh Company, Ltd. Corporate Planning Division General Manager</div></div> <div><div>June 2012</div><div>Ricoh Company, Ltd. Director Ricoh Company, Ltd. Corporate Executive Vice President</div></div> <div><div>April 2014</div><div>Ricoh Company, Ltd. Business Solutions Group General Manager</div></div> <div><div>April 2015</div><div>Ricoh Company, Ltd. In charge of core business</div></div> <div><div>June 2016</div><div>Ricoh Company, Ltd. Deputy President</div></div> <div><div>April 2017</div><div>Ricoh Company, Ltd. Representative Director (position held at present) Ricoh Company, Ltd. President Ricoh Company, Ltd. CEO</div></div> <div><div>April 2020</div><div>Ricoh Company, Ltd. CHRO</div></div> <div><div>April 2023</div><div>Ricoh Company, Ltd. Chairperson (position held at present)</div></div> <div><div>June 2024</div><div>Asahi Kasei Director (position held at present)</div></div>

Corporate Governance

Audit & Supervisory Board Members



Yutaka Shibata

Audit & Supervisory Board Member

April 1979

Joined Asahi Kasei

April 2008

Asahi Kasei Executive Officer

April 2009

Asahi Kasei Lead Executive Officer

April 2011

Asahi Kasei Kuraray Medical President & Representative Director, Presidential Executive Officer

April 2016

Asahi Kasei Medical President & Representative Director, Presidential Executive Officer

April 2017

Asahi Kasei Primary Executive Officer

April 2017

Asahi Kasei Pharma President & Representative Director, Presidential Executive Officer

June 2018

Asahi Kasei Director

April 2019

Asahi Kasei Vice-Presidential Executive Officer

June 2021

Asahi Kasei Audit & Supervisory Board Member (position held at present)



Takuya Magara

Audit & Supervisory Board Member

April 1982

Joined Asahi Kasei

April 2012

Asahi Kasei Homes Executive Officer

April 2014

Asahi Kasei Homes Director

April 2016

Asahi Kasei Homes Senior Executive Officer

April 2018

Asahi Kasei Homes Primary Executive Officer

April 2018


Asahi Kasei Homes Vice-Presidential Executive Officer

April 2022

Asahi Kasei Homes Advisor

June 2023

Asahi Kasei Audit & Supervisory Board Member (position held at present)



Akemi Mochizuki

Outside Audit & Supervisory Board Member

October 1984

Joined Aoyama Audit Corporation

March 1988

Certified as a Certified Public Accountant

August 1996

Joined Tohmatsu Audit Corporation (currently Deloitte Touche Tohmatsu LLC)

June 2001

Tohmatsu Audit Corporation Partner

July 2018

Akahoshi Audit Corporation Partner (position held at present)

June 2021

Asahi Kasei Audit & Supervisory Board Member (position held at present)



Haruyuki Urata

Outside Audit & Supervisory Board Member

April 1977

Joined Orient Leasing Co., Ltd. (currently ORIX Corporation)

February 2005

ORIX Corporation Executive Officer

August 2006

ORIX Corporation Managing Executive Officer

June 2007

ORIX Corporation Managing Director

January 2008

ORIX Corporation Director and Deputy President

January 2009

ORIX Corporation Director and Deputy President, and Group CFO

January 2011

ORIX Corporation Representative Director and Deputy President, and Group CFO

June 2015

ORIX Bank Corporation Representative Director and President

June 2020

ORIX Bank Corporation Director and Chairman

June 2021

ORIX Bank Corporation Special Adviser

June 2022

Asahi Kasei Audit & Supervisory Board Member (position held at present)



Yoshikazu Ochiai

Outside Audit & Supervisory Board Member

April 1986

Appointed as Public Prosecutor

October 2015

Tokyo District Public Prosecutors Office Deputy Superintending Prosecutor

April 2017

Saitama District Public Prosecutors Office Chief Prosecutor

February 2018

Supreme Public Prosecutors Office Director of Criminal Affairs Dept.

July 2020

Supreme Public Prosecutors Office Deputy Prosecutor-General

June 2022

Tokyo High Public Prosecutors Office Superintending Prosecutor

January 2023

Retired as Public Prosecutor

April 2023

Certified as an attorney-at-law Of Counsel, Nishimura & Asahi (position held at present)

June 2023

Asahi Kasei Audit & Supervisory Board Member (position held at present)

Fields in which expectations of Directors and Audit & Supervisory Board Members are particularly high

We have identified the knowledge, experience, and capabilities required to advance Group management and its supervision and auditing at a higher level in a discontinuous and uncertain business environment, and we have considered the composition of the Board of Directors with consideration to the balance of its diversity and independence.

In addition to “corporate management & strategy,” “finance & accounting,” “legal affairs, intellectual property & risk management,” and “R&D, manufacturing & technology,” which are indispensable for pursuing opportunities and reducing risks, we also emphasize “global” to align with the internationalization of markets and businesses, “digital” to advance digital transformation, “environment & society” to respond to changes in the social environment and the status of stakeholders with agility, and “human resource management” to utilize people as the foundation of business management.

To further enhance the monitoring function of the Board of Directors, Inside Directors are primarily Executive Officers responsible for corporate functions.

We expect that each Director and Audit & Supervisory Board Member will demonstrate their knowledge, experience, and capabilities, and will accordingly carry out important decision-making of group management and appropriate supervision and auditing comprehensively from diverse perspectives.

Skill Matrix (configuration from June 25, 2024)

		Corporate Management & Strategy	Finance & Accounting	Legal Affairs, Intellectual Property & Risk Management	R&D, Manufacturing & Technology	Global	Digital	Environment & Society	Human Resource Management
Directors	Hideki Kobori	★		★				★	
	Koshiro Kudo	★				★		★	★
	Kazushi Kuse				★	★	★	★	
	Toshiyasu Horie	★	★					★	
	Hiroki Ideguchi			★				★	★
	Masatsugu Kawase				★			★	
	Tsuyoshi Okamoto	Independent ★	★					★	
	Yuko Maeda	Independent		★	★			★	
	Chieko Matsuda	Independent ★	★					★	
Audit & Supervisory Board Members	Yoshinori Yamashita	Independent ★				★	★	★	
	Yutaka Shibata		★	★				★	
	Takuya Magara				★			★	
	Akemi Mochizuki	Independent	★					★	
	Haruyuki Urata	Independent ★	★					★	
	Yoshikazu Ochiai	Independent		★				★	

Note: Up to four fields with particularly high expectations are noted for each individual. The table above does not represent all of the knowledge, experience, and capabilities of each individual.