

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

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

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
 Asahi Kasei Medical President & Representative Director, Presidential Executive Officer
 April 2016 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
 Asahi Kasei Homes Senior Executive Officer
 April 2016 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	★	★				★	
Yoshinori Yamashita	Independent	★				★	★	★	
Audit & Supervisory Board Members	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.