

Corporate Governance

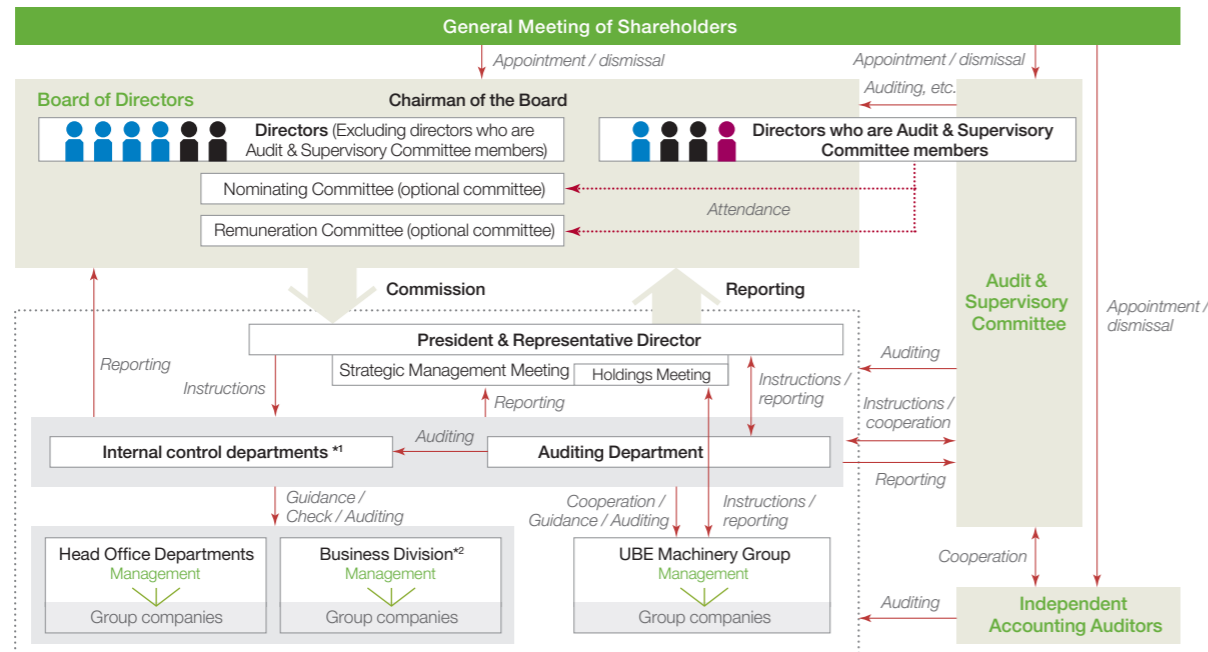
Corporate Governance Initiatives in Fiscal 2022

- Better supervised progress with key management matters linked to achieving business plans over medium and long terms and swiftly implemented initiatives
- As a chemicals company, constantly enhanced Groupwide internal controls and risk management systems while more closely overseeing their effectiveness
- As a holding company, bolstered oversight of effective governance system operations for machinery and cement-related businesses

Detailed information on UBE's corporate governance is available on the UBE Group's website: https://www.ube.co.jp/ube/en/corporate/management/governance_report.html



Overview of Corporate Governance and Internal Controls



Directors: Inside (blue circle), Outside (black circle), Female (pink circle).
 *1 Internal control departments: Working Committees (Compliance, Restricted Cargo and Export Management, Information Security, and Crisis Management), Head Office Departments Working on Internal Control
 *2 Business Division, etc.: Four Business Divisions, Production & Technology Division, and Research & Development Division

Basic Approach to Corporate Governance

Our basic mission is to deliver sustainable growth Groupwide and increase corporate value over the medium to long terms. We accordingly deemed it vital to take the following steps to ensure effective corporate governance and operate sustainably to fulfill our responsibilities to all stakeholders, including shareholders, customers, business partners, employees, and communities, and gain their trust.

- Reinforce the Board's business oversight by establishing a framework in which directors who are Audit & Supervisory Committee members with rights to audit and express their opinions can also vote in Board of Directors' meetings
- Expedite implementation by delegating important business decisions to the President & Representative Director

Board of Directors

In principle, a director who is not concurrently an executive officer serves as Chairman of the Board of Directors. In accordance with laws, regulations

and the Articles of Incorporation, the Board of Directors stipulates key management matters, encompassing basic corporate policies and key financial and risks based on the Regulations of Board of Directors and makes decisions about these. It also oversees that directors and executive officers carry out their duties appropriately and efficiently. As a Company with Audit & Supervisory Committee, we are accelerating operational execution by delegating a part of decision-making on important operations to the President and CEO while consistently reinforcing supervision.

Key Agenda Items in Fiscal 2022

Progress in Implementing Medium-Term Management Plan

- Overseeing progress in executing growth strategies and sustainability management (business structure reforms that prioritize addressing global environmental issues and such measures as bolstering human capital and digitizing business processes buttressing such reforms)

Directors' Attendance at Board and Committee Meetings

From April 1, 2022 to March 31, 2023

	Name	Board of Directors	Audit & Supervisory Committee	Nominating Committee	Remuneration Committee
Directors	Yuzuru Yamamoto	13/13 (100%)		4/4 (100%)	3/3 (100%)
	Masato Izumihara	13/13 (100%)			
	Makoto Koyama*1	3/3 (100%)			
	Hideo Tamada*2	10/10 (100%)			
	Masayuki Fujii	13/13 (100%)			
	Outside Directors	Keikou Terui*1	3/3 (100%)	2/2 (100%)	2/2 (100%)
	Tetsuro Higashi*3	8/9 (89%)	3/3 (100%)	3/3 (100%)	
	Takefumi Fukumizu*2	10/10 (100%)	2/2 (100%)	1/1 (100%)	
Director, Member of the Audit & Supervisory Committee	Atsushi Yamamoto	13/13 (100%)	18/18 (100%)		
Outside Directors, Members of the Audit & Supervisory Committee	Takashi Shoda	13/13 (100%)	18/18 (100%)	1/1 (100%)	
	Tadahiko Fukuhara*1	3/3 (100%)	4/4 (100%)		
	Tamesaburo Yamamoto*2	9/10 (90%)	14/14 (100%)		
	Satoko Suzuki*2	10/10 (100%)	14/14 (100%)		

*1 Retired as of June 29, 2022
 *2 Appointed as of June 29, 2022
 *3 Retired as of January 4, 2023

Group Governance

- Oversee the effectiveness of Groupwide internal controls and risk management systems
- Supervise new administrative structure as a holding company for machinery and cement-related businesses
- Assess effectiveness of Board of Directors and debate initiatives to address issues
- Discuss disclosure content in Corporate Governance Report reflecting UBE's commitment to all 83 principles of the Corporate Governance Code
- Evaluation of the economic rationality of cross-shareholdings, etc.

Audit & Supervisory Committee

The Audit & Supervisory Committee monitors and verifies the establishment and operations of internal control systems and supervises directors and others executing business in line with laws and regulations and committee regulations by implementing such initiatives as below.

- Cooperating with the Auditing Department and Independent Auditors
- Exchanging views with the President and CEO
- Auditing executive directors, executive officers, and business divisions, including subsidiaries, and the Internal Control Departments, and expressing opinions as needed

Audit & Supervisory Committee	Name	Role
	Tamesaburo Yamamoto (Chairman)	Outside Director, Independent Director
	Satoko Suzuki	Outside Director, Independent Director
	Tatsuya Tanaka	Outside Director, Independent Director
	Masayuki Fujii	Non-Executive Inside Director, Full-time



Outside directors in the Audit & Supervisory committee attend Nominating Committee and Remuneration Committee meetings to confirm details and procedures and supervise selections and dismissals of directors (excluding those on the Audit & Supervisory committee) and their remuneration.

Nominating Committee	Name	Role
	Takefumi Fukumizu (Chairman)	Outside Director, Independent Director
	Tsugio Mitsuoka	Outside Director, Independent Director
	Yuzuru Yamamoto	Chairman of the Board, Non-Executive Inside Director



Remuneration Committee	Name	Role
	Tsugio Mitsuoka (Chairman)	Outside Director, Independent Director
	Takefumi Fukumizu	Outside Director, Independent Director
	Yuzuru Yamamoto	Chairman of the Board, Non-Executive Inside Director



Outside Directors

UBE has appointed outside directors to add independent, third-party viewpoints to the decision-making



Number of Directors



process and to the monitoring of management to ensure efficiency, transparency, and objectivity from June 2005. In addition, UBE employs a Nominating Committee and Remuneration Committee as advisory bodies to the Board of Directors. Each comprises three members—two outside directors (excluding members of the Audit & Supervisory Committee) and one non-executive inside director (Chairman of the Board)—and is chaired by an outside director.

Effectiveness Assessment of the Board of Directors

UBE convenes an annual Evaluation Meeting for Effectiveness of the Board of Directors composed of all directors to hold deliberations on evaluating the effectiveness of the Board of Directors, based on directors' self-assessment of the Board of Directors (to be obtained through questionnaires, etc.). The Board of Directors conducts an evaluation of its effectiveness based on these deliberations. In the April 2023 meeting of Board of Directors, the board concluded that the effectiveness of the Board of Directors is ensured because it was functioning effectively in view of an assessment that its composition and operation was effective and that it had engaged in vigorous discussions and deliberations.

Key challenges for fiscal 2022 were as follows.

Challenges

- Better supervise progress with key management matters linked to achieving business plans over medium and long terms and swiftly implement initiatives.
- As a holding company, bolster oversight of effective governance system operations for machinery and cement-related businesses.

Major Initiatives

- The Board stepped up efforts to supervise progress with key management matters linked to achieving

business plans over medium and long terms and the effectiveness of Groupwide internal controls and risk management systems by requesting executives to constantly improve reporting and instructing them to accelerate their efforts.

- The Board supervised operational progress with a new administrative structure as a holding company for the machinery business cement-related businesses.
- In an Executive Management Workshop, Board members drew on information from external experts in the global business environment and corporate strategies in the chemicals industry to discuss UBE's issues in seeking to drive specific initiatives to reach medium- and long-term management plan objectives.

At the same time, the Board of Directors is becoming more diverse as outside directors changed. It was in view of that transition that members presented prospective issues and improvement proposals to enhance the Board's effectiveness. These included providing more business and organizational information to outside directors, enhancing business reports, and broadening preliminary explanations so deliberations in Board gatherings could be more comprehensive. The Board accordingly decided to improve its effectiveness by stepping up efforts to address basic and material issues that it identified in fiscal 2022.

Director Skills Matrix

Members of the Board of Directors have a wealth of experience and advanced expertise in general business management and sustainability, finance and accounting, manufacturing, technology and R&D, sales and marketing, compliance and risk management, human resources management, and global business. We ensure diversity in gender as well as other areas, and choose directors who are members of the Audit & Supervisory Committee for their experience, capabilities, and knowledge of finance, accounting, and legal matters.

Skills Matrix for Directors

		General Business Management / Sustainability	Finance / Accounting	Manufacturing / Technology / R&D	Sales / Marketing	Compliance / Risk Management	Human Resources Management	Global Business
Directors	Yuzuru Yamamoto	●		●		●		
	Masato Izumihara	●			●			●
	Hideo Tamada	●				●	●	
	Hirohisa Ishikawa	●	●				●	
Outside Directors	Takefumi Fukumizu	●		●		●		
	Tsugio Mitsuoka	●		●		●		
Director, Member of the Audit & Supervisory Committee	Masayuki Fujii	●	●					●
Outside Directors, Members of the Audit & Supervisory Committee	Tamesaburo Yamamoto	●				●	●	
	Satoko Suzuki	●	●			●		
	Tatsuya Tanaka	●			●			●

Note: Up to three skills expected of director are indicated.

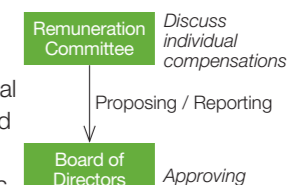
Anticipated Areas and Roles

General business management/sustainability Oversee efforts to resolve UBE's business issues and improve corporate value by leveraging corporate management experience at companies and knowledge of organizational operations and management strategies to drive sustainability management

- Finance/accounting** Draw on experience and expertise in finance and accounting to deliver sound judgments and advice regarding capital policies, financial strategies, and financial reporting.
- Manufacturing/technology/R&D** Draw on experience and expertise in technological fields to determine the suitability and advice regarding policies, strategies, and management resource investments in product manufacturing, technology development, and R&D
- Sales/marketing** Harness experience and expertise in sales and marketing to assess and advise on sales and marketing policies, strategies, and business resource investments
- Compliance/risk management** Oversee and advise on compliance and risk management initiatives based on experience and expertise in compliance and risk management
- Human resources management** Employ experience and expertise in human resources, labor relations, and human resources development to evaluate and advise on Group human resources management initiatives
- Global business** Draw on experience and expertise in global business to oversee and advise on the Group's global deployment and issue resolution efforts

Director and Executive Officer Remuneration

The Remuneration Committee advises the Board of Directors and comprises the chairman and a majority membership of outside directors. This body deliberates on the compensations of individual directors (excluding those of Audit & Supervisory Committee members) and executive officers, and presents its findings to the Board of Directors, which then makes decisions. Audit & Supervisory Committee members discuss and determine remunerations for directors who are committee members.



Director and Executive Officer Remuneration System and Method of Calculation

Fixed Compensation/ Performance-linked Remuneration	Structure of Remuneration	Name of Remuneration	Method of Calculation
Fixed Compensation	Base Compensation	Fixed remuneration for each position	Fixed remuneration for each position
Performance-linked Remuneration	Annual incentives	Company performance-linked remuneration	Consolidated ordinary profit in the previous fiscal year × Coefficient for each position
		Remuneration based on evaluation of achievement of annual individual performance targets	Level of achievement of annual targets for each officer
	Long-term incentives	Remuneration based on evaluation of achievement of medium- to long-term individual performance targets	Level of achievement of 3–5 year medium- to long-term targets for each officer
		Restricted stock remuneration	Ordinary year: Base amount for each position / Average share price during the previous fiscal year + Number of shares carried over from the previous fiscal year Adjusted year: Base amount for each position / Average share price during the previous fiscal year × (100% + Grant ratio - 20–30%*) + Number of shares carried over from the previous fiscal year

Note: Directors who are Audit & Supervisory Committee members and outside directors receive base compensation only, at a fixed amount.

* Adjusted in a range from 80% to 130% depending on the level of achievement of the management indicators

Ratios of Base Compensation and Annual and Long-Term Incentives of Directors (Excluding Members of the Audit & Supervisory Committee and Outside Directors) and Executive Officer Remuneration

Fixed remuneration	Performance-linked remuneration		
Base compensation	Annual incentives	ESG-related initiatives	Long-term incentives
Approx. 50%	Approx. 30%	Approx. 10%	Approx. 20%

Note: The ratios of annual incentives for the President and the Chairman are higher, and base compensation lower, compared to those for other directors and executive officers.

Total Amounts of Remuneration, etc., for Each Category of Officer, Total Amounts for Each Type of Remuneration, etc., and the Number of Eligible Officers

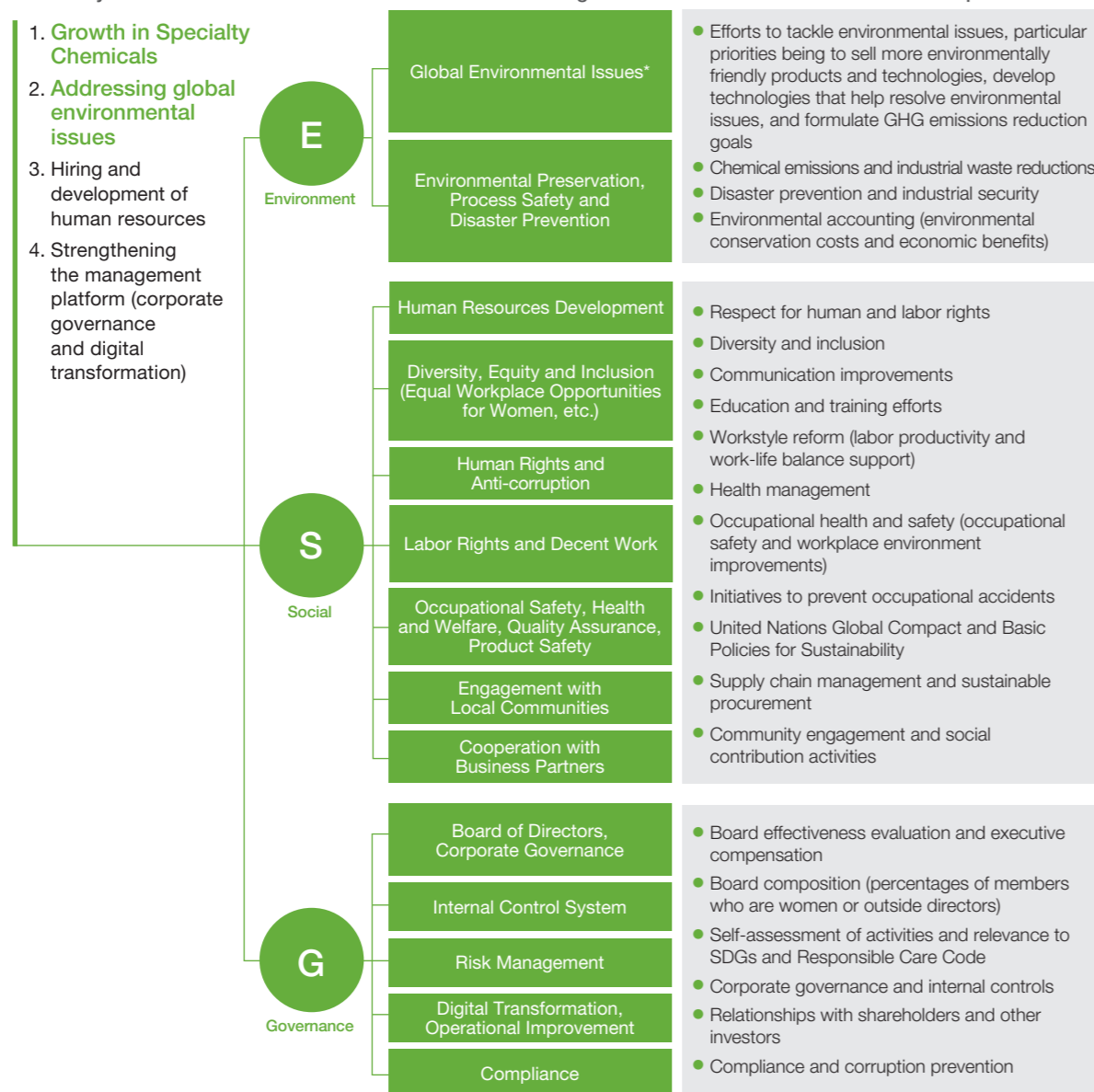
(Millions of yen)	Total Remuneration	Base Compensation	Breakdown				Number of Eligible Officers
			Fixed Remuneration	Performance-Linked Remuneration			
				Annual Incentives	Of Which, Share Compensation	Long-Term Incentives	
Directors (Excluding directors who are Audit & Supervisory Committee members)	301	147	92	62	30	8	
(Of which, outside directors)	(21)	(21)	(—)	(—)	(—)	(3)	
Directors who are Audit & Supervisory Committee members	78	78	—	—	—	5	
(Of which, outside directors)	(40)	(40)	(—)	(—)	(—)	(4)	
Total	379	225	92	62	30	13	
(Of which, outside directors)	(61)	(61)	(—)	(—)	(—)	(7)	

● ESG Targets

Our annual and medium- to long-term targets include ESG-related initiatives. We draw on ESG initiatives in tackling the pivotal challenges of growth in specialty chemicals and addressing global environmental issues. We set ESG targets for each director, evaluating performance and calculating compensation to build incentives to reach. ESG goals differ among directors. In fiscal 2022, progress with ESG targets accounted for approximately 10% of total compensation for directors. A similar setup applies to executive officers.

Fiscal 2022 ESG Targets

Materiality



* Global environmental issues: Set guidelines in three priority areas in response to changes in the external environment.
 1. Addressing climate change (carbon neutrality)
 2. Contributing to a circular society (circular economy)
 3. Contribute to nature conservation and restoration (Nature Positive)

Executive Officers

UBE has been using an executive officer system to separate supervision and business execution since June 2001. The President and Representative Director delegates authority to executive officers, who perform their duties based on management policies decided by the Board of Directors.

General Meeting of Shareholders and Exercise of Voting Rights

The Notice of Convocation is sent out three weeks prior to the General Meeting of Shareholders, but its contents are posted on the UBE Group's website earlier. UBE provides access to mobile phone and internet voting in addition to voting by

mail so that shareholders unable to attend can also exercise their voting rights. UBE also uses an electronic voting platform for institutional investors.

We are live streaming the gathering to make it accessible for shareholders unable to attend in person.

At the General Meeting of Shareholders held on June 29, 2022, a total of 20,725 shareholders exercised their voting rights (including 20,625 shareholders who exercised voting rights in writing and via the internet), representing 78.7% of total voting rights.

Engagement with Shareholders

● Two-Way Communication through IR Activities

We aim to fairly disclose timely and appropriate information. We engage closely with investors and draws on their feedback to improve corporate value. We accordingly provide extensive opportunities for investors to speak directly with the president and CEO and other members of the management team.

Detailed information is available in the Investor Relations section of the UBE Group's website:
<https://www.ube.co.jp/ube/en/ir/>

Internal Control Systems

We have chief compliance and chief risk officers, and undertake Groupwide internal controls and risk management through the Legal Department, Risk Management Department, Environment & Safety Department, QA Department, and other internal control bodies, and through a range of operational

committees and risk management committees overseeing compliance, information security, export controls, and crisis management.

Detailed information on the Basic Policy for Establishing Internal Control is available on the UBE Group's website:
<https://www.ube.co.jp/ube/en/corporate/management/internalcontrol.html>

Compliance

UBE established the UBE Group Action Guidelines as a code of conduct guiding basic behavior within the UBE Group and among constituent members. The guidelines outline the standards and criteria for compliance in corporate activities, which directors and employees are expected to adhere to.

UBE is working to upgrade and strengthen structures and frameworks for compliance. Initiatives include the introduction of the "UBE C-Line," a hotline that allows executive officers and employees to directly report compliance issues without going through normal channels. This encourages the rapid finding and swift correction of workplace harassment and labor problems, embezzlement and other misconduct, corruption such as bribery, collusion, and other compliance issues. By providing compliance-related information, e-learning, team coaching, and other programs, UBE continuously educates and enlightens its employees.

In fiscal 2022, we conducted legal training to educate about the Anti-Monopoly Act, Subcontract Act, Unfair Competition Prevention Act, and other legislation by in-house and outside instructors. We also conducted compliance training for Group

Key investor relations activities in fiscal 2022

	Main representatives	Times held
Management Overview Briefing	President and CEO	1 (After the announcement of financial results for the fiscal year)
Earnings briefings	CFO	4 (Quarterly)
Overseas road shows	President and CEO, and CFO	3 (Individual meetings with investors in United States and Asia and teleconferences with European investors owing to pandemic)
Small meetings	President and CEO, and executive officers	2 (one meeting with sell- and buy-side analysts)
Individual meetings with institutional investors and securities analysts Of which, accounted for by ESG meetings	CFO and Accounting & Finance Dept.	About 160 times (130 with domestic investors and 30 with foreign investors) Approx. 10 times

Key topics and areas of interest

- Specialty business growth strategies and business structure reforms
- Initiatives to tackle environmental issues, particularly climate change
- Performance trends and outlook for cement-related businesses
- Shareholder return policy direction

Feedback to management

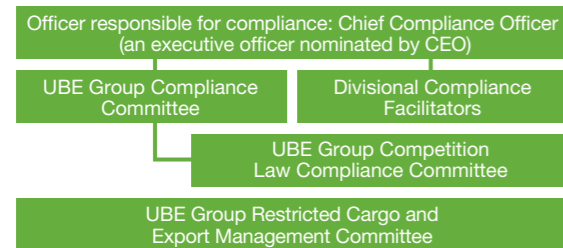
- Sharing feedback from meetings with analysts and investors in Board and other gatherings
- Distributing securities firm analyst reports by email and other channels

Outcomes from engaging with shareholders and other investors

- Investor request: While your cement-related business is now a separate unit, I would like to see you maintain user-friendly disclosure regarding that area.
 → From fiscal 2023, we have held management briefings and other gatherings regarding cement-related businesses in which representatives of Mitsubishi UBE Cement take part.
- Investor request: Please present a coherent rationale for your growth strategies.
 → We have improved disclosure to focus on priority businesses, starting with medium-term management plan and other materials in fiscal 2023.

company managers and online meetings with people at overseas offices to foster compliance Groupwide.

Compliance System



Preventing Corruption

Chapter 3 of the UBE Group Action Guidelines for Business Conduct, titled Fairness and Integrity, states a commitment to maintaining healthy relationships with governments and regulators. The objective is to prevent the bribery of public officials in Japan or abroad as well as other forms of corruption. We accordingly formulated the UBE Group Policy on Bribery Prevention, and provide e-learning and collective training courses for executives and employees. We maintain a framework that if such matters of concern as suspected bribery of public officials, excessive entertainment with business partners, exchanges of money and goods, or collusion come to light through our internal hotline, compliance officers and departments collaborate to swiftly inquire into the facts and take the necessary measures.

In fiscal 2022, there were no incidences of corruption, which would be subject to disciplinary

action, or any penalties or other charges for corruption.



Please visit the Compliance section of the UBE Group's website for the UBE Group Policy on Bribery Prevention.
<https://www.ube.co.jp/ube/en/sustainability/compliance/compliance.html#bribery>

Information Security

Cyberattacks and other information security threats have surged in recent years as digitization has advanced and social conditions have changed. These considerations prompted us to create a suitable structure to safeguard our operations. This effort entailed appointing a chief information security officer (the executive officer overseeing the Information Systems Department). We additionally set up the Information Security Committee to advise that officer and plan and deliberate on key related matters. On top of that, we formulated our Information Security Guidelines to ensure that we rigorously disclose, use, preserve, and manage information properly and implement and constantly review information security measures on an ongoing basis.

Also, we conduct regular in-house training for all executives and employees to ensure that they understand the importance of information security. Through these and other initiatives, we strive to safeguard information and enhance our standing as a good corporate citizen.



Please visit the Information Protection and Management section of the UBE Group's website for details on our information security management structure and information security guidelines.
<https://www.ube.co.jp/ube/en/sustainability/compliance/compliance.html#information>

Directors (As of June 29, 2023)



Tsugio Mitsuoka <i>Outside Director</i>	Takefumi Fukumizu <i>Outside Director</i>	Hideo Tamada <i>Representative Director CRO and CCO</i>	Yuzuru Yamamoto <i>Director Chairman of the Board</i>	Masato Izumihara <i>President & Representative Director CEO</i>	Tamesaburo Yamamoto <i>Outside Director Member of the Audit & Supervisory Committee</i>	Satoko Suzuki <i>Outside Director Member of the Audit & Supervisory Committee</i>	Tatsuya Tanaka <i>Outside Director Member of the Audit & Supervisory Committee</i>
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Chairman of the Board and Director Yuzuru Yamamoto 1977 Joined the Company 2001 Executive Officer, UBE Machinery Corporation, Ltd. 2003 Representative Director, President of UBE Machinery Corporation, Ltd. Executive Officer 2007 Managing Executive Officer 2010 Senior Managing Executive Officer 2013 Representative Director, and Senior Managing Executive Officer 2015 President & Representative Director, President & Executive Officer, and Group CEO 2019 Chairman of the Board of Directors & Representative Director Chairman of the Board of Directors & Director (current position)	President and Representative Director Masato Izumihara 1983 Joined the Company 2006 General Manager, Corporate Planning Dept. and Investor Relations & Public Relations Dept. 2010 Executive Officer 2011 Director, and Executive Officer 2013 Director, and Managing Executive Officer 2018 Director, and Senior Managing Executive Officer 2019 President & Representative Director, President & Executive Officer, CEO (current position)	Representative Director Hideo Tamada 1981 Joined the Company 2009 General Manager of Planning and Management Dept. of Ube Industries Central Hospital 2015 Executive Officer 2018 Managing Executive Officer 2021 Senior Managing Executive Officer 2022 Representative Director, Senior Managing Executive Officer (current position)	Director Hirota Ishikawa 1989 Joined the Company 2022 General Manager of Accounting & Finance Dept. (current position) 2023 Director, Executive Officer (current position)	Director, Audit and Supervisory Committee Member Masayuki Fujii 1985 Joined the Company 2010 General Manager, Corporate Planning Dept. 2015 Executive Officer 2019 Director, and Managing Executive Officer 2023 Director, Audit and Supervisory Committee Member (current position)
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Outside Directors

Takefumi Fukumizu
1976
Joined the Ministry of International Trade and Industry (currently the Ministry of Economy, Trade and Industry)
2004
Director-General, Kansai Bureau of Economy, Trade and Industry
2006
Director-General, Regional Economic and Industrial Policy
2007
Director-General, Small and Medium Sized Enterprise Agency
2008
Deputy Director, NEDO
2013
Vice President, Japan Alcohol Corporation
2017
Director, Japan Testing Center for Construction Materials
2021
Advisor, Japan Testing Center for Construction Materials (current position)
2022
Outside Director of the Company (current position)

Tsugio Mitsuoka
1980
Joined Ishikawajima-Harima Heavy Industries Co., Ltd. (currently IHI Corporation)
2010
Executive Officer, Vice President of Aero Engine & Space Operations, IHI Corporation
2013
Managing Executive Officer, President of Aero Engine & Space Operations
2014
Director, Managing Executive Officer, President of Aero Engine & Space Operations
2016
Representative Director and President, Chief Operating Officer
2017
Representative Director and President, Chief Executive Officer
2020
Representative Director and Chairman of the Board and President, Chief Executive Officer
2021
Representative Director and Chairman of the Board, Chief Executive Officer
2021
Representative Director, Japanese Aero Engines Corporation (current position)
Representative Director and Chairman of the Board, IHI Corporation (current position)
2022
Chairman, The Society of Japanese Aerospace Companies (current position)
2023
Outside Director of the Company (current position)

Outside Directors and Members of the Audit & Supervisory Committee

Tamesaburo Yamamoto
1998
Professor, Faculty of Law, Keio University
2006
Examiner, Certified Public Accountant Examination Examiner, New Bar Examination
2010
Director, Japan Association of the Law of Trust (current position)
2015
Director, Japan Association of Private Law
2022
Outside Director and member of the Audit & Supervisory Committee of the Company (current position)
2023
Professor Emeritus, Keio University (current position)

Satoko Suzuki
1996
Joined Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC)
2003
Registered certified public accountant
2005
Representative, opened Suzuki Satoko CPA Office (current position)
2006
Registered tax accountant
2012
Director, NPO Accounting & Tax Professionals Network
2015
Supervisory Director, Ichigo Hotel REIT Investment Corporation (current position)
2019
Outside Director, Bull-Dog Sauce Co., Ltd. (current position)
2022
Outside Director and member of the Audit & Supervisory Committee of the Company (current position)
2023
Outside Auditor, Helios Techno Holding Co., Ltd.

Tatsuya Tanaka
1980
Joined Fujitsu Limited
2005
Director of the Board & Vice President, Fujitsu (China) Holdings Co., Ltd.
2012
Corporate Executive Officer, Manufacturing Industry Business Unit, Fujitsu Limited
2013
General Manager, Manufacturing Industry Business Unit, Manufacturing Industry, Logistics, and Sales Group
2014
Corporate Senior Vice President, and General Manager, Asia Region
2015
Corporate Executive Officer, SEVP and General Manager, Asia Region
Corporate Executive Officer, SEVP Representative Director
2019
Chairman of the Board of Directors
2020
Chairman of the Board, Fujitsu Marketing Limited
Chairman of the Board, Fujitsu Japan Limited
2021
Outside Director, Nippon Light Metal Holdings Company, Ltd. (current position)
2022
Senior Adviser, Fujitsu Japan Limited Adviser, Tsukishima Kikai Co., Ltd., (currently Tsukishima Holdings Co., Ltd.)
2023
Outside Director and member of the Audit & Supervisory Committee of the Company (current position)

Executive Officers (As of June 29, 2023)

President & Executive Officer Masato Izumihara	Senior Managing Executive Officers Hideo Tamada Yuki Nishida Keiichi Nagata	Managing Executive Officers Hisaaki Yokoo Masayoshi Ota Yoichi Funayama	Senior Executive Officers Bruno de Bièvre Watchara Pattananijrundorn Futoshi Takase	Executive Officers Masahiro Naiki Hirofumi Nonaka Hirota Ishikawa	Executive Officers Kazunori Yukimoto Ryo Kawamura Shinya Takahashi
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