

Directors															
Name Position Age	Years of Service Kawasaki Shares Held	Reasons for Appointment	Board of Directors Meetings Attended*	Nomination Advisory Committee		Compensation Advisory Committee		Name Position Age	Years of Service Kawasaki Shares Held	Reasons for Appointment	Board of Directors Meetings Attended*	Nomination Advisory Committee		Compensation Advisory Committee	
				Member- ship	Meetings Attended*	Member- ship	Meetings Attended*					Member- ship	Meetings Attended*		
 Yoshinori Kanehana Representative Director Chairman of the Board 66 years old	8 years 22,700 shares	Mr. Kanehana worked in technology and development in the Company's rolling stock and overseas businesses for many years. He assumed the office of Senior Vice President in 2012, Senior Executive Vice President in April 2016, President in June 2016, and Chairman of the Board in 2020. Presently, as Chairman of the Board, he demonstrates outstanding leadership, contributing significantly to the Company's business growth and the enhancement of its enterprise value.	17/17	-	11/11	-	6/6	 Hiroshi Nakatani Director 59 years old	Newly appointed 3,000 shares	Mr. Nakatani worked in technical development and planning for many years. He was appointed Executive Officer in 2016 and Managing Executive Officer 2019. Presently, as Managing Executive Officer and General Manager of the Corporate Technology Division, he demonstrates outstanding leadership, and is in charge of overall Corporate Planning, Digital Transformation, and the Ship & Offshore Structure Company, contributing significantly to the Company's business growth and the enhancement of its enterprise value.	-	-	-	-	-
 Yasuhiko Hashimoto Representative Director 63 years old	2 years 8,000 shares	Mr. Hashimoto worked in technology and development in the Company's industrial robots business unit for many years. He was appointed Director and Managing Executive Officer in 2018 and Director, Vice President, and Senior Executive Officer in April 2020. He has served as President and Chief Executive Officer since June 2020. In this role, he demonstrates outstanding leadership, contributing significantly to the Company's business growth and the enhancement of its enterprise value.	17/17	✓	-	✓	-	 Yoshiaki Tamura Outside Director 65 years old	2 years 900 shares	Mr. Tamura has served as Representative Director and Executive Vice President of Asahi Glass Co., Ltd. (now AGC Inc.), Deputy Leader of Overall Business Management, General Manager of Technology General Division, Deputy Leader of AGC Group Improvement Activities, and Executive Vice President, President of Glass Company, and in other important positions. He provides helpful opinions and advice on important management decisions based on his abundant management experience and deep insight into manufacturing from a standpoint independent from the Company's business execution.	17/17	✓ (Presiding officer)	11/11	✓ (Presiding officer)	6/6
 Sukeyuki Namiki Representative Director 65 years old	2 years 9,400 shares	Mr. Namiki worked in technology and development in the Company's aerospace business for many years. He was appointed Director and Managing Executive Officer in 2018. Presently, as Director, Vice President and Senior Executive Officer, he is in charge of Company-wide Technology, Production, and Procurement, as well as Company-wide TQM, General Administration, and the Rolling Stock Company, contributing significantly to the Company's business growth and the enhancement of its enterprise value.	17/17	-	-	-	-	 Jenifer Rogers Outside Director 57 years old	2 years 1,100 shares	Ms. Rogers has served as an in-house lawyer and counsel at a technology services company and financial institutions in Japan and overseas for many years. She provides helpful opinions and advice on important management decisions based on her extensive international experience and deep insights into legal affairs, compliance, and risk management from a standpoint independent from the Company's business execution.	16/17	-	-	-	-
 Katsuya Yamamoto Representative Director 62 years old	3 years 8,200 shares	Mr. Yamamoto worked in planning and finance and accounting in the Company's plant and infrastructure business as well as its precision machinery business for many years. He was appointed Senior Vice President in 2017 and Director, Vice President, and Senior Executive Officer in 2020. Presently, as Director, Vice President, and Senior Executive Officer, he is in charge of Company-wide Finance & Accounting and Human Resources in addition to Sustainable Development, Investor Relations, and Corporate Communication, contributing significantly to the Company's business growth and the enhancement of its enterprise value.	17/17	✓	-	✓	-	 Hideo Tsujimura Outside Director 66 years old	Newly appointed -	Mr. Tsujimura has served as Senior Managing Director, in charge of Intellectual Property Department and R&D Division of Suntory Holdings Limited, Representative Director, President & Chief Executive Officer of Suntory Business Expert Limited, Director, Executive Vice President, Chief Operating Officer, MONOZUKURI Division, and Senior General Manager, Research & Development Department of Suntory Beverage & Food Limited, and in other important positions. He provides helpful opinions and advice on important management decisions based on his abundant management experience and deep insight into product development and intellectual property from a standpoint independent from the Company's business execution.	-	✓	-	✓	-

* Figures for fiscal 2019.

Directors (Audit & Supervisory Committee Members)

Name Position Age	Years of Service ¹ Kawasaki Shares Held	Reasons for Appointment	Board of Directors Meetings Attended ²	Nomination Advisory Committee		Compensation Advisory Committee	
			Audit & Supervisory Board Meetings Attended ²	Member-ship	Meetings Attended ²	Member-ship	Meetings Attended ²
 Katsuyoshi Fukuma Director Audit & Supervisory Committee Member 62 years old	4 years 1,100 shares	Mr. Fukuma worked in the Company's planning administration and finance and accounting operations for many years. He was appointed an Audit & Supervisory Board Member in 2016. Presently, as a full-time Audit & Supervisory Committee Member, he contributes significantly to ensuring the soundness of the Company's management and enhancing its enterprise value.	17/17				
			17/17	-	-	-	-
 Akio Nekoshima Director Audit & Supervisory Committee Member 61 years old	2 years 5,100 shares	Mr. Nekoshima gained wide-ranging experience working for Mizuho Bank, Ltd., including in international operations. Beginning in 2012, he worked for the Company in finance and accounting as well as marketing and overseas-related operations. He was appointed an executive officer in 2014 and an Audit & Supervisory Board Member in 2018. Presently, as a full-time Audit & Supervisory Committee Member, he contributes significantly to ensuring the soundness of the Company's management and enhancing its enterprise value.	17/17				
			17/17	-	-	-	-
 Satoru Kohdera Outside Director Audit & Supervisory Committee Member 61 years old	3 years 1,200 shares	Mr. Kohdera has served as President of the Hyogo-ken Bar Association, Vice President of the Japan Federation of Bar Associations, and in other important positions, and possesses abundant experience as an attorney and deep insight into legal affairs. He was appointed an Audit & Supervisory Board Member of the Company in 2017. Presently, as an Audit & Supervisory Board Committee Member, he contributes significantly to ensuring the soundness of the Company's management and enhancing its enterprise value.	17/17				
			17/17	-	-	-	-
 Atsuko Ishii Outside Director Audit & Supervisory Committee Member 62 years old	3 years 300 shares	Ms. Ishii has served in important positions at the Ministry of Health, Labour and Welfare, including as Director-General of the Osaka Labour Bureau, Deputy Director-General, Director-General of the Equal Employment, Child and Family Policy Bureau, Director-General for General Policy and Evaluation, and Director-General of Social Welfare and War Victims' Relief Bureau, and possesses abundant experience in and deep insight into Japan's labor administration. She was appointed an Audit & Supervisory Board Member of the Company in 2017. Presently, as an Audit & Supervisory Committee Member, she contributes significantly to ensuring the soundness of the Company's management and enhancing its enterprise value.	17/17				
			17/17	-	-	-	-
 Ryoichi Saito Outside Director Audit & Supervisory Committee Member 70 years old	1 year 200 shares	Mr. Saito has served in important positions at NSK Ltd., including Senior Vice President, Head of Corporate Planning Division HQ, Director, Representative, Executive Vice President, Head of Corporate Strategy Division HQ, and Crisis Management Committee Chairperson, and possesses abundant management experience and deep insights into business planning, finance and accounting, and risk management. He was appointed an Audit & Supervisory Board Member of the Company in 2019. Presently, as an Audit & Supervisory Board Committee Member, he contributes significantly to ensuring the soundness of the Company's management and enhancing its enterprise value.	14/14				
			13/13	✓	8/8	✓	4/4

1. Years of service include years of service as Audit & Supervisory Board Members when Kawasaki was a company with an Audit & Supervisory Board.
 2. Figures for fiscal 2019.

Executive Officers (As of September 1, 2020)

President and Chief Executive Officer

Yasuhiko Hashimoto Chief Executive Officer

Vice Presidents and Senior Executive Officers

Sukeyuki Namiki Assistant to the President, in charge of Technology, Production, Procurement, TQM, General Administration, and the Rolling Stock Company
 Katsuya Yamamoto Assistant to the President, in charge of Finance & Accounting, Human Resources, Sustainable Development, Investor Relations and Corporate Communication

Managing Executive Officers

Tatsuya Watanabe President, Energy System & Plant Engineering Company
 Kazutoshi Honkawa President, Rolling Stock Company
 Hiroyoshi Shimokawa President, Aerospace Systems Company
 Hiroshi Nakatani In charge of Corporate Planning, Digital Transformation, and the Ship & Offshore Structure Company, and General Manager, Corporate Technology Division
 Yuji Horiuchi President, Motorcycle & Engine Company
 Ichiro Kono President, Ship & Offshore Structure Company
 Hidehiko Shimamura President, Precision Machinery & Robot Company, in charge of promoting automation

Executive Officers

Eiichi Harada Deputy General Manager, Corporate Technology Division
 Akira Matsufuji Vice President, Rolling Stock Company, and General Manager, North America Business Division
 Mitsumasa Sato General Manager, Aerospace Business Division, Aerospace Systems Company
 Makoto Shiota General Manager, Marketing Division
 Keigo Imamura Vice President, Ship & Offshore Structure Company, and General Manager, Corporate Planning Division
 Nobuhisa Kato General Manager, Finance & Control Division
 Kouzou Tomiyama General Manager, Human Resources Division
 Hiroshi Ito Deputy General Manager, Marketing Division, and Senior Manager, Market Research Department
 Yu Koshiyama General Manager, Aero Engine Business Division, Aerospace Systems Company
 Hiroshi Murao In charge of Sales Management, staff officer to Rolling Stock Company, and General Manager, Domestic & Asia Business Division
 Osamu Kobayashi Deputy General Manager, Aerospace Business Division, Aerospace Systems Company
 Akiyoshi Saiki Deputy General Manager, Corporate Technology Division, and General Manager, System Technology Development Center
 Naoki Murakami General Manager, Energy Solution Business Division, Energy System & Plant Engineering Company
 Motohisa Amako General Manager, Plant Engineering Business Division, Energy System & Plant Engineering Company
 Yasushi Kawakami Vice President, Motorcycle & Engine Company, and General Manager, Corporate Planning Division
 Yoshinari Tobinaga Staff officer to Aerospace Systems Company (on assignment at NIPPI Corporation)
 Noboru Takagi General Manager, Robot Business Division, Precision Machinery & Robot Company
 Kouji Ogata General Manager, Precision Machinery Business Division, Precision Machinery & Robot Company
 Yoshinori Kai General Manager, Marine Machinery Business Division, Energy System & Plant Engineering Company, and General Manager, Procurement Division
 Naoshi Kato General Manager, Manufacturing Division, Motorcycle & Engine Company
 Atsuko Kakihara General Manager, Sustainable Development Division
 Kenji Sanada Deputy General Manager, Plant Engineering Business Division, Energy System & Plant Engineering Company, and Group Manager, Industrial Plant Engineering Group
 Takeshi Kaneko General Manager, Corporate Planning Division
 Katsunori Hosokawa General Manager, General Administration Division
 Etsuro Mishima Deputy General Manager, Aero Engine Business Division, Aerospace Systems Company, and Group Manager, Commercial Engine Project Group
 Tatsuya Motoi General Manager, Engineering Division, Ship & Offshore Structure Company

Fellows

Shinji Koga In charge of Production Improvement, Corporate Technology Division
 Toru Nohisa In charge of Aircraft Engineering, Aerospace Systems Company
 Tsutomu Fujigaki In charge of Helicopter Projects, Aerospace Systems Company
 Tatsuhiko Goi In charge of Gear System Technology, Aerospace Systems Company
 Tetsuji Yuasa In charge of Submarine & AUV Technology, Ship & Offshore Structure Company
 Akihito Sakai In charge of Composite Materials, Aerospace Systems Company