

Corporate Officers (As of June 26, 2025)

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	
				Membership	Meetings attended*	Membership	Meetings attended*					Membership	Meetings attended*		
 Yoshinori Kanehana Chairman of the Board 71 years old	13 years 62,200 shares	Mr. Kanehana has been mainly engaged in the planning and execution of business strategies and operations related to technology and development of the rolling stock segment of the Company as well as the management of overseas subsidiaries for many years. He assumed the office of President of the Company in 2016. He has demonstrated outstanding leadership and a wealth of skills and experience as a manager. As Chairman of the Board since 2020, he has chaired the meetings of the Board of Directors, incorporated diverse opinions from outside the company, and operated the Board of Directors in an effective manner, thereby making a significant contribution to the Company's business growth and enhancing its enterprise value. In addition, he holds important positions in various industrial associations and engages in a wide range of activities for the development of the entire industry outside the Company.	22/22	—	—	—	—	 Jenifer Rogers Outside Director 62 years old	7 years 3,700 shares	Ms. Rogers served as an in-house lawyer and counsel at financial institutions in Japan and overseas for many years. She has global experience and deep insight into governance. Since 2018, as Outside Director of the Company, she has provided helpful opinions and advice on important management decisions, particularly in the area of risk management, from a standpoint independent from the Company's execution of duties, thereby contributing to ensuring the soundness of management and enhancing enterprise value.	22/22	—	—	—	—
 Yasuhiko Hashimoto Representative Director 68 years old	7 years 60,700 shares	Mr. Hashimoto has been mainly engaged in the planning and execution of business strategies and operations related to technology and development of the robot segment of the Company as well as the management of overseas subsidiaries for many years. He has demonstrated outstanding leadership and a wealth of skills and experience as a manager. As President and Chief Executive Officer since 2020, he formulated Group Vision 2030, which outlines the future ideal toward which the Group is aiming, reformed the Company's business portfolio to achieve a business profit ratio of over 10%, and strengthened the Company's governance system, including compliance across the entire Group, thereby making a significant contribution to the Company's business growth and enhancing its enterprise value. He also serves as a member of the Nomination Advisory Committee and the Compensation Advisory Committee.	22/22	✓	12/12	✓	13/13	 Hideo Tsujimura Outside Director 71 years old	5 years 1,000 shares	Mr. Tsujimura has not only extensive management experience but also deep insights into product development and intellectual property, having served as Senior Managing Director in charge of the Intellectual Property Department of Suntory Holdings Limited and other important positions. Since 2020, as Outside Director of the Company, he has provided helpful opinions and advice on important management decisions in terms of overall management based on his past experience, from a standpoint independent from the Company's execution of duties, thereby contributing to ensuring the soundness of management and enhancing enterprise value. In addition, as presiding officer of the Nomination Advisory Committee and the Compensation Advisory Committee, he fulfills important responsibilities in revising the remuneration and evaluation systems for officers, discussing succession plans, and submitting recommendations to the Board of Directors.	21/22	✓	12/12	✓	13/13
 Katsuya Yamamoto Representative Director 67 years old	8 years 39,000 shares	Mr. Yamamoto has been mainly engaged in the planning and execution of business strategies and operations related to corporate planning and finance & accounting of the plant & infrastructure segment and the precision machinery segment of the Company as well as the management of overseas subsidiaries for many years. He has demonstrated outstanding leadership and a wealth of skills and experience as a manager. He has served as Representative Director and Senior Corporate Executive Officer since 2020. While serving as Assistant to the President, he maintained a sound financial position by reforming the organization and culture to respond to changes in the business environment and by developing and implementing financial strategies with the goal of achieving the Group Vision 2030, which outlines the future ideal of the Group, thereby making a significant contribution to the Company's business growth and enhancing its enterprise value. He also serves as a member of the Nomination Advisory Committee and the Compensation Advisory Committee.	22/22	✓	12/12	✓	13/13	 Katsuhiko Yoshida Outside Director 71 years old	3 years 3,500 shares	Mr. Yoshida has served in such roles as Representative Director, Senior Managing Executive Officer, with overall responsibility for Consumer Products Business Department at Kao Corporation, where he gained extensive management experience and deep insights into sales and marketing. Since 2022, as Outside Director of the Company, he has provided helpful opinions and advice on important management decisions, particularly in the area of marketing, from a standpoint independent from the Company's execution of duties, thereby contributing to ensuring the soundness of management and enhancing enterprise value. He also serves as a member of the Nomination Advisory Committee and the Compensation Advisory Committee.	22/22	✓	9/9	✓	10/10
 Hiroshi Nakatani Representative Director 64 years old	5 years 29,500 shares	Mr. Nakatani is mainly engaged in TQM, manufacturing (technology, development, production, quality, etc.), operations related to IT, DX, and security at the Company. He has demonstrated outstanding leadership and a wealth of skills and experience as a manager. He has served as Representative Director and Senior Corporate Executive Officer since 2022. He created synergy through cross-business collaboration and strengthening organizational functions, and lead the hydrogen project, one of our key businesses, with the goal of achieving the Group Vision 2030, which outlines the future ideal of the Group, thereby making a significant contribution to the Company's business growth and enhancing its enterprise value.	22/22	—	—	—	—	 Melanie Brock Outside Director 61 years old	2 years 200 shares	Ms. Brock has been involved in international business support for many years, and has extensive international experience as well as deep insights into business strategy and marketing from a global perspective. Since 2023, as Outside Director of the Company, she has provided helpful opinions and advice on important management decisions, particularly in the area of overseas business development, from a standpoint independent from the Company's execution of duties, thereby contributing to ensuring the soundness of management and enhancing enterprise value.	22/22	—	—	—	—

* Figures for fiscal 2024.

Corporate Officers (As of June 26, 2025)

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 Committee meetings attended ²	Membership	Meetings attended ²	Membership	Meetings attended ²
 Nobuhisa Kato Director (Audit & Supervisory Committee Member) 65 years old	3 years 7,500 shares	Mr. Kato worked chiefly in the areas of finance and accounting and control at the Company and has a wealth of skills and experience. As a Director who serves as a full-time Audit & Supervisory Committee Member since 2022, he provides helpful opinions and advice on finance and accounting and governance for important management decisions, thereby contributing to ensuring the soundness of the Company's management and enhancing its enterprise value.	22/22	—	—	—	—
			18/18				
 Atsuko Kakiyara Director (Audit & Supervisory Committee Member) 62 years old	2 years 6,700 shares	Ms. Kakiyara worked chiefly in the areas of marketing, legal affairs and compliance, and sustainability at the Company for many years and has a wealth of skills and experience. As a Director who serves as a full-time Audit & Supervisory Committee Member since 2024, she provides helpful opinions and advice on marketing and governance across the entire Group including overseas sites for important management decisions, thereby contributing to ensuring the soundness of the Company's management and enhancing its enterprise value.	17/17	—	—	—	—
			11/11				
 Susumu Tsukui Outside Director (Audit & Supervisory Committee Member) 56 years old	3 years 900 shares	Mr. Tsukui served in positions including President of the Hyogo Bar Association and has abundant experience as a lawyer and a wealth of insights into judicial affairs. As an Outside Director who serves as a full-time Audit & Supervisory Committee Member since 2022, he provides helpful opinions and advice on judicial affairs and compliance for important management decisions, thereby contributing to ensuring the soundness of the Company's management and enhancing its enterprise value.	22/22	—	—	—	—
			18/18				
 Tomoko Amaya Outside Director (Audit & Supervisory Committee Member) 62 years old	2 years 100 shares	Ms. Amaya served in key positions including as the Deputy Director-General, Planning and Coordination Bureau, Financial Services Agency; Secretary-General, Executive Bureau, Certified Public Accountants and Auditing Oversight Board, Financial Services Agency; and Vice Minister for International Affairs, gaining deep insight into financial supervision and international financial regulation. As an Outside Director who has served as a full-time Audit & Supervisory Committee Member since 2024, she provides helpful opinions and advice on finance, banking and compliance for important management decisions, thereby contributing to ensuring the soundness of the Company's management and enhancing its enterprise value.	17/17	—	—	—	—
			11/11				
 Toshiaki Itagaki Outside Director (Audit & Supervisory Committee Member) 64 years old	Newly appointed —	Mr. Itagaki has successively held positions as Head of Finance & Accounting Department, Head of Marketing Planning Department, Head of IT Supervisory Division, and Chief Financial Officer (CFO) at CHUGAI PHARMACEUTICAL CO., LTD., where he gained deep insights into the finance and accounting, marketing, IT and digital fields. He has demonstrated his skills in building management and financial strategies through collaborations with other companies and M&A and in promoting IT solutions. He also has extensive management experience as an executive officer and director.	—	—	—	—	—
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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 2024.

Executive Officers (As of June 26, 2025)

President and Chief Executive Officer

Yasuhiko Hashimoto
 Chief Executive Officer

Senior Corporate Executive Officers

Katsuya Yamamoto Assistant to the President, Chief Financial Officer, in charge of Corporate Communications, Planning & Control, Finance & Control, and Marketing & External Affairs	Hiroshi Nakatani Assistant to the President, in charge of Technology, Production, Procurement, TQM, and Digital Transformation (DX) Strategy
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Senior Managing Executive Officers

Hiroyoshi Shimokawa President, Aerospace Systems Company, in charge of Kawasaki Railcar Manufacturing Co., Ltd.	Hiroshi Ito President and Chief Executive Officer, Kawasaki Motors, Ltd.
Motohiko Nishimura President, Energy Solution & Marine Engineering Company	

Managing Executive Officer

Takeshi Kaneko In charge of Legal Affairs, Compliance, Human Resources, and General Administration, General Manager, Human Resources Division	Yoshimoto Matsuda President, Precision Machinery & Robot Company, in charge of Hydrogen Strategy, Presidential Project Management
Masatoshi Ishida General Manager, Corporate Defense Business Management Division and Vice President, Aerospace Systems Company in charge of supervising sales for the Ministry of Defense	Hiroshi Murao President and Chief Executive Officer, Kawasaki Railcar Manufacturing Co., Ltd.
Takumi Kawasaki General Manager, Corporate Technology Division	

Executive Officer

Hideki Hiramatsu General Manager, Corporate Planning Division	Etsuro Mishima General Manager, Aero Engine Business Division, Aerospace Systems Company
Ichiro Imai General Manager, Finance & Control Division	Naoki Murakami Vice President, Energy Solution & Marine Engineering Company
Kenji Totoki General Manager, Marketing & External Affairs Division	Yasuo Akita General Manager, Planning & Control Division, Energy Solution & Marine Engineering Company
Takashi Torii General Manager, General Administration Division and Group Manager, Corporate Communication Group	Motohisa Amako General Manager, Hydrogen and Carbon Neutral Division, and Senior Manager, Hydrogen Business Solutions Office, Energy Solution & Marine Engineering Company
Naoto Sakai Group Manager, Technical Institute, Corporate Technology Division	Tomohiko Sugimoto General Manager, Energy Business Division, Energy Solution & Marine Engineering Company
Mikihiko Kataoka Group Manager, System Technology Development Center, Corporate Technology Division	Kenji Sanada General Manager, Plant Engineering Business Division, Energy Solution & Marine Engineering Company
Hironobu Urabe General Manager, DX Strategy Division	Takamasa Ogino General Manager, Ship & Offshore Structure Business Division, Energy Solution & Marine Engineering Company
Hiroaki Kagaya General Manager, Presidential Project Management Division, and Senior Manager, PNT Promotion Department, and Senior Manager, Social Robot Business Strategy Department	Tatsuya Motoi Deputy General Manager, Ship & Offshore Structure Business Division, Energy Solution & Marine Engineering Company (in charge of commercial vessels)
Kenya Takaha President, NIPPI Corporation, Ltd	Kazuhiro Abe General Manager, Planning & Control Division, and Senior Manager, Compliance Department, Precision Machinery & Robot Company, Compliance Department, Legal & Compliance Division, Head Office
Yu Koshiyama General Manager, Planning & Control Division, Aerospace Systems Company	Hideo Marui General Manager, Precision Machinery Business Division, Precision Machinery & Robot Company
Hisashi Sugitani General Manager, Defense & Aerospace Business Division, Defense business Development, Driving organizational reform in the Aerospace Group, Aerospace Systems Company, Promoting new businesses	Kenji Bando General Manager, Robot Business Division, Precision Machinery & Robot Company
Masataka Sudo General Manager, Commercial Aircraft Business Division, and in charge of Development for hydrogen-powered aircraft, Aerospace Systems Company, Aero engine business reform promotion, in charge of Kawasaki Railcar Manufacturing Co., Ltd.	
Shoji Kasahara General Manager, Helicopter & MRO Business Division, Aerospace Systems Company	

Executive Fellows

Eiichi Harada Senior Executive Fellow (in charge of promoting the Hydrogen Business)	Noriaki Kanai In charge of Aircraft System Engineering, Aerospace Systems Company
Junji Matsuhira In charge of Defense Engine Technology, Aerospace Systems Company	Masahide Kazari In charge of Hydrogen Aircraft Core Technology, Aerospace Systems Company
Naoki Kodama In charge of Defense Aircraft Development Planning and Technology, Aerospace Systems Company	