

Corporate officers (As of October 1, 2019)

Directors															
Name Position Age	Years of Service	Reasons for appointment	Board of Directors Meetings attended*	Nomination Advisory Committee		Compensation Advisory Committee		Name Position Age	Years of Service	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*	Member- ship	Meetings attended*
 Shigeru Murayama Chairman of the Board 69 years old	9	Mr. Murayama worked in technology and development in the Company's aerospace business for many years. He assumed the office of Senior Vice President in 2010 and President in 2013. He has served as Chairman of the Board since 2016. 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	-	-	-	-	 Yasuhiko Hashimoto Director 62 years old	1	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. Presently, as Director, Managing Executive Officer and President of the Precision Machinery & Robot Company, he demonstrates outstanding leadership and is responsible for promoting Company-wide automation, contributing significantly to the Company's business growth and the enhancement of its enterprise value.	14/14	-	-	-	-
 Yoshinori Kanehana Representative Director 65 years old	7	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 and Senior Executive Vice President in April 2016. He has served as President since June 2016. Presently, as President and Chief Executive Officer, he demonstrates outstanding leadership, contributing significantly to the Company's business growth and the enhancement of its enterprise value.	17/17	✓	12/12	✓	11/11	 Hiroyoshi Shimokawa Director 59 years old	Newly appointed	Mr. Shimokawa worked in manufacturing and quality assurance in the Company's aerospace business for many years. He was appointed Executive Officer in 2017 and has served as Managing Executive Officer since 2019. Presently, as Director, Managing Executive Officer, and President of the Aerospace Systems Company, he demonstrates outstanding leadership, contributing significantly to the Company's business growth and the enhancement of its enterprise value.	-	-	-	-	-
 Kenji Tomida Representative Director 64 years old	5	Mr. Tomida worked in finance and accounting and corporate planning at the Company and its overseas businesses for many years. He was appointed Senior Vice President in 2014 and Senior Executive Vice President in 2017. Presently, as Director, Vice President and Senior Executive Officer, he is in charge of Company-wide finance, accounting, and human resources, contributing significantly to the Company's business growth and the enhancement of its enterprise value.	17/17	✓	12/12	✓	11/11	 Michio Yoneda Outside Director 70 years old	3	Mr. Yoneda has served as President & CEO (Member of the Board) of Osaka Securities Exchange Co., Ltd., and Director & Representative Executive Officer and Group COO of Japan Exchange Group, Inc., 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 corporate governance from a standpoint independent from the Company's business execution.	17/17	✓	12/12	✓	11/11
 Sukeyuki Namiki Representative Director 64 years old	1	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, Quality Control, and the Rolling Stock Company, contributing significantly to the Company's business growth and the enhancement of its enterprise value.	14/14	-	-	-	-	 Yoshiaki Tamura Outside Director 64 years old	1	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. We have received 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.	14/14	✓ (Presiding officer)	8/9	✓ (Presiding officer)	8/8
 Tatsuya Watanabe Director 62 years old	3	Mr. Watanabe worked in technology and development in the Company's plant and infrastructure business for many years. He was appointed Senior Vice President in 2016. Presently, as Director, Managing Executive Officer, and President of Energy System & Plant Engineering Company, he demonstrates outstanding leadership, contributing significantly to the Company's business growth and the enhancement of its enterprise value.	15/17	-	-	-	-	 Jenifer Rogers Outside Director 56 years old	1	Ms. Rogers has served as an in-house lawyer and counsel at 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 insight into legal affairs, compliance and risk management from a standpoint independent from the Company's business execution.	14/14	-	-	-	-
 Katsuya Yamamoto Director 61 years old	2	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. Presently, as Director, Managing Executive Officer, and General Manager of the Corporate Planning Division, he is in charge of overall corporate planning and investor relations, Corporate Communication, and the Ship & Offshore Structure Company, contributing significantly to the Company's business growth and the enhancement of its enterprise value.	17/17	-	-	-	-								

* Figures for fiscal 2018.

Audit & Supervisory Board Members

Name Position Age	Years of Service	Reasons for appointment	Board of Directors Meetings attended*	Audit & Supervisory Board Meetings attended*	Nomination Advisory Committee		Compensation Advisory Committee	
					Member- ship	Meetings attended*	Member- ship	Meetings attended*
 Katsuyoshi Fukuma Audit & Supervisory Board Member 61 years old	3	Mr. Fukuma worked in the Company's planning administration and finance and accounting operations for many years and has substantial knowledge about finance and accounting. He is also very knowledgeable about the Company's businesses, having worked in business planning related to the Company's management and operations as Deputy General Manager of the Corporate Planning Division.	17/17	17/17	-	-	-	-
 Akio Nekoshima Audit & Supervisory Board Member 61 years old	1	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 of the Company in 2014. He is very knowledgeable about the Company's businesses, having served as General Manager of the Finance & Accounting Division and General Manager of the Marketing Division, and he has substantial knowledge about finance and accounting.	14/14	13/13	-	-	-	-
 Satoru Kohdera Outside Audit & Supervisory Board Member 60 years old	2	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. He possesses a wealth of experience as an attorney and deep insight into legal matters. He is satisfactorily carrying out his role in auditing the Company from an independent standpoint as an outside audit & supervisory board member	17/17	17/17	-	-	-	-
 Atsuko Ishii Outside Audit & Supervisory Board Member 61 years old	2	Ms. Ishii has served in important positions at the Ministry of Health, Labour and Welfare, including 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. She possesses a wealth of knowledge and insight regarding Japan's labor administration and is satisfactorily carrying out her role in auditing the Company from an independent standpoint as an outside audit & supervisory board member.	17/17	17/17	-	-	-	-
 Ryoichi Saito Outside Audit & Supervisory Board Member 69 years old	Newly appoint- ed	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. He possesses extensive management experience and deep insight into business planning, finance and accounting and risk management and is satisfactorily carrying out his role in auditing the Company from an independent standpoint as an outside audit & supervisory board member.	-	-	✓	-	✓	-

* Figures for fiscal 2018.

Executive Officers

President and Chief Executive Officer

Yoshinori Kanehana Chief Executive Officer

Vice Presidents and Senior Executive Officers

Kenji Tomida Assistant to the President, in charge of Finance & Accounting and Human Resources
Sukeyuki Namiki Assistant to the President, in charge of Technology, Production, Procurement, Quality Control, and Rolling Stock Company

Managing Executive Officers

Tatsuya Watanabe President, Energy System & Plant Engineering Company
Katsuya Yamamoto In charge of Corporate Planning, Investor Relations, Corporate Communication, and Ship & Offshore Structure Company, and General Manager, Corporate Planning Division
Ikuhiro Narimatsu In charge of Risk Management, General Administration, CSR, and Compliance, and Senior Manager, Risk Management Office
Yoshinori Mochida President, Ship & Offshore Structure Company
Yasuhiko Hashimoto President, Precision Machinery & Robot Company, in charge of promoting automation
Takeshi Ohata Vice President, Energy System & Plant Engineering Company
Kazutoshi Honkawa President, Rolling Stock Company
Hiroyoshi Shimokawa President, Aerospace Systems Company
Hiroshi Nakatani General Manager, Corporate Technology Division, Technical Institute, and Manufacturing Improvement Center, in charge of IT Strategy
Yuji Horiuchi President, Motorcycle & Engine Company

Executive Officers

Eiichi Harada Deputy General Manager, Corporate Technology Division
Yoshihiro Uetake Vice President, Aerospace Systems Company (in charge of Engine Business), and, in charge of Quality Control and KPS, and staff officer to Rolling Stock Company
Ichiro Kono Vice President, Ship & Offshore Structure Company
Akihisa Yamamoto In charge of Plant Department and special mission staff officer to Energy System & Plant Engineering Company
Akira Matsufuji Vice President, Rolling Stock Company
Mitsumasa Sato Vice President, Aerospace Systems Company (in charge of Aerospace segment)
Makoto Shiota General Manager, Marketing Division
Keigo Imamura General Manager, Planning & Control Division, Ship & Offshore Structure Company
Nobuhisa Kato General Manager, Finance & Control Division
Hidehiko Shimamura General Manager, Precision Machinery Business Division, Precision Machinery & Robot Company
Shinji Fujita General Manager, Robot Business Division, Precision Machinery & Robot Company
Kouzou Tomiyama General Manager, Human Resources Division
Hiroshi Ito General Manager, Planning Division, Motorcycle & Engine Company
Yu Koshiyama General Manager, Commercial Engine Project Division, Aerospace Systems Company
Hiroshi Murao In charge of Sales Management, staff officer to Rolling Stock Company
Osamu Kobayashi General Manager, Commercial Aircraft Project Division, Aerospace Systems Company
Akiyoshi Saiki Deputy General Manager, Corporate Technology Division, General Manager, System Technology Development Center
Naoki Murakami Senior Manager, Energy System Division, and Senior Manager, CCPP Promotion Department, Energy System & Plant Engineering Company
Motohisa Amako In charge of Technology, Plant Department, staff officer to Energy System & Plant Engineering 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