

Member of the Board of Directors * indicates Representative Director

Tsuneo Murata 1

Chairman of the Board and President* Nomination Advisory Committee Member (Committee Chairperson) Remuneration Advisory Committee Member

Tsuneo Murata has been involved in the running and management of domestic and overseas business and sales divisions, accumulating a wealth of experience and a solid record of achievement.

Hiroshi Iwatsubo 5

Member of the Board of Directors

Hiroshi Iwatsubo has been involved in technology development and business management, planning, and sales, accumulating a wealth of experience and a solid record of achievement.

Yoshiro Ozawa 🛽

Member of the Board of Directors Audit and Supervisory Committee Member (Full-time/Committee Chairperson)

Yoshiro Ozawa has been involved in accounting, finance, and personnel affairs in Japan and overseas, and has extensive experience and insight in these fields.

Yoshitaka Fujita 🛽 Vice Chairman of the Board Nomination Advisory Committee Member

Yoshitaka Fujita has been involved in accounting and financial duties and management, accu-mulating a wealth of experience and a solid record of achievement.

Remuneration Advisory Committee Member

Yoshito Takemura 6 Member of the Board of Directors

Yoshito Takemura has been involved in accounting and financial duties, planning, and business management in the USA and Greater China, accumulating a wealth of experience and a solid record of achievement.

Hiroshi Ueno 🔟

Outside Director Audit and Supervisory Committee Member Remuneration Advisory Committee Member (Committee Chairperson)

Hiroshi Ueno has abundant experience and insight in government administration of such fields as tax and finance, as well as operation of Antimonopoly Act.

Toru Inoue 3 Member of the Board of Directors*

Toru Inoue has been involved in business management, planning, and accounting, accumulating a wealth of experience and a solid record of achievement.

Hiroaki Yoshihara 🔽

Outside Director Nomination Advisory Committee Member

Hiroaki Yoshihara has worked as an executive and consultant at an international consulting firm, has extensive experience solving management problems for global companies, and has specialized insight in accounting.

Hyo Kambayashi 🗓

Outside Director Audit and Supervisory Committee Member

Hyo Kambayashi has been engaged in affaires concerning financial auditing, internal control advising, risk management, and strengthening governance for many years as a certified public accountant and executive and has extensive experience and insight in corporate accounting, auditing and internal control.

Takashi Shigematsu 8 Outside Director Nomination Advisory Committee Member

Norio Nakajima 🖪

Member of the Board of Directors*

Norio Nakajima has been involved

in technology development and

business management, accumu-

lating a wealth of experience and

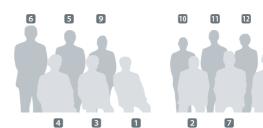
a solid record of achievement.

Takashi Shigematsu has extensive experience and insight as an executive in the manufacturing industry and the automotive industry in particular.

Yuko Yasuda 🛽

Outside Director Audit and Supervisory Committee Member Remuneration Advisory Committee Member

sessing, and developing CEOs and evaluating the effectiveness of the Board of Directors for many years as a Japan Director at companies that search for corporate executive candidates, and she has extensive experience and insight in fields concerning executive personnel assessment, development and corporate governance.



Seni Exec Vice Pres Exec Vice Pres

Seni Vice Pres

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Vice Presidents (24, of whom four concurrently serve as Member of the Board of Directors)

Vice

President

nior ecutive e sident	Toru Inoue
	Norio Nakajima
е	Satoshi Sonoda
	Hiroshi Iwatsubo
	Yoshito Takemura
	Norio Sakai
	Masahiro Ishitani
nior e sident	Kenichi Mizuno
	Hideki Maruyama
	Ryuji Miyamoto

Takehiro Konoike Yutaka Tada Toshikazu Sasaki Etsuo Hayakawa Nagato Omori Ken Tonegawa Shinji Nomura Takaharu Sakai Noriyuki Kubodera Hiroichi Kawahira Toshihiko Okamoto Yoshihiro Yamada Toshinobu Yamazaki Masanori Minamide