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|---|---|---|---|----------------------------------|-----------------------------------|------------------------------------|-----------------------------------|---|---|---|---|----------------------------------|-----------------------------------|------------------------------------|-----------------------------------|
| Name Position Age | Years of Service Kawasaki Shares Held | Reasons for Appointment | Board of Directors Meetings Attended ¹ | Nomination Advisory Committee | | Compensation Advisory Committee | | Name Position Age | Years of Service Kawasaki Shares Held | Reasons for Appointment | Board of Directors Meetings Attended ¹ | Nomination Advisory Committee | | Compensation Advisory Committee | |
| | | | | Member- ship | Meetings Attended ¹ | Member- ship | Meetings Attended ¹ | | | | | Member- ship | Meetings Attended ¹ | Member- ship | Meetings Attended ¹ |
|  Yoshinori Kanehana Chairman of the Board 67 years old | 9 years 28,400 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. | 14/14 | - | - | - | - |  Hiroshi Nakatani Director 60 years old | 1 year 6,200 shares | Mr. Nakatani worked in technical development and planning for many years. He was appointed Director and Managing Executive Officer in 2020. Presently, as Director, 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 Cyber Security, contributing significantly to the Company's business growth and the enhancement of its enterprise value. | 11/11 ² | - | - | - | - |
|  Yasuhiko Hashimoto Representative Director 64 years old | 3 years 13,700 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. | 14/14 | ✓ | 9/9 ² | ✓ | 9/9 ² |  Yoshiaki Tamura Outside Director 66 years old | 3 years 1,600 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. | 14/14 | ✓ (Presiding officer) | 12/12 | ✓ (Presiding officer) | 12/12 |
|  Sukeyuki Namiki Representative Director 66 years old | 3 years 13,200 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 and Director, Vice President, and Senior Executive Officer in 2019. 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, contributing significantly to the Company's business growth and the enhancement of its enterprise value. <i>Note: The areas Mr. Namiki is in charge listed above are as of October 1, 2021.</i> | 14/14 | - | - | - | - |  Jenifer Rogers Outside Director 58 years old | 3 years 1,900 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. | 14/14 | - | - | - | - |
|  Katsuya Yamamoto Representative Director 63 years old | 4 years 12,000 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. | 14/14 | ✓ | 9/9 ² | ✓ | 9/9 ² |  Hideo Tsujimura Outside Director 67 years old | 1 year 200 shares | 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. | 11/11 ² | ✓ | 9/9 ² | ✓ | 9/9 ² |

1. Figures for fiscal 2020.
2. Attendance at meetings held after these individuals assumed office on June 25, 2020.

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 | Member-ship | Meetings Attended ² | Member-ship | Meetings Attended ² |
|  Katsuyoshi Fukuma Director Audit & Supervisory Committee Member 63 years old | 5 years 1,200 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. | 14/14 | | | | |
| | | | 13/13 | - | - | - | - |
| | | | 5/5 | | | | |
|  Akio Nekoshima Director Audit & Supervisory Committee Member 62 years old | 3 years 6,400 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. | 14/14 | | | | |
| | | | 13/13 | - | - | - | - |
| | | | 5/5 | | | | |
|  Satoru Kohdera Outside Director Audit & Supervisory Committee Member 62 years old | 4 years 1,700 shares | Mr. Kohdera has served as President of the Hyogoken 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. | 14/14 | | | | |
| | | | 13/13 | - | - | - | - |
| | | | 5/5 | | | | |
|  Atsuko Ishii Outside Director Audit & Supervisory Committee Member 63 years old | 4 years 500 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. | 14/14 | | | | |
| | | | 13/13 | - | - | - | - |
| | | | 5/5 | | | | |
|  Ryoichi Saito Outside Director Audit & Supervisory Committee Member 71 years old | 2 years 500 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 | ✓ | 12/12 | ✓ | 12/12 |
| | | | 5/5 | | | | |

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 2020. Note that, during fiscal 2020, the Audit & Supervisory Board met five times before June 25, 2020, when Kawasaki transitioned to a company with an Audit & Supervisory Committee, and the Audit & Supervisory Committee met 13 times after that date.

Executive Officers (As of August 1, 2021)

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 North America Project Management Task Force

Katsuya Yamamoto Assistant to the President, in charge of Finance & Accounting, Human Resources, Sustainable Development, Investor Relations and Corporate Communication, and General Manager, Human Resources Division

Senior Managing Executive Officers

Tatsuya Watanabe President, Energy Solution & Marine Engineering Company

Hiroyoshi Shimokawa President, Aerospace Systems Company, and General Manager, Aero Engine Business Division, in charge of Kawasaki Railcar Manufacturing Co., Ltd.

Hidehiko Shimamura President, Precision Machinery & Robot Company, in charge of promoting automation, and Kawasaki Motors, Ltd.

Managing Executive Officers

Hiroshi Nakatani In charge of Corporate Planning, Digital Transformation, and Cyber Security, and General Manager, Corporate Technology Division

Ichiro Kono Vice President, Energy Solution & Marine Engineering Company, and General Manager, Ship & Offshore Structure Business Division

Mitsumasa Sato Vice President, Aerospace Systems Company, and General Manager, Aerospace Business Division, in charge of Company-wide project promotion

Eiichi Harada General Manager, Hydrogen Strategy Division

Hiroshi Murao President and Chief Executive Officer, Kawasaki Railcar Manufacturing Co., Ltd.

Hiroshi Ito President and Chief Executive Officer, Kawasaki Motors, Ltd.

Executive Officers

Yuji Horiuchi In charge of TQM, Corporate Technology Division

Makoto Shiota General Manager, Marketing Division

Keigo Imamura General Manager, Planning & Control Division, Energy Solution & Marine Engineering Company

Nobuhisa Kato General Manager, Finance & Control Division

Yu Koshiyama Deputy General Manager, Aero Engine Business Division, Aerospace Systems Company

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, on assignment at Mediaroid Corporation

Naoki Murakami General Manager, Energy Solution Business Division, Energy Solution & Marine Engineering Company

Motohisa Amako Senior Manager, Hydrogen Business Solutions Office, Energy Solution & Marine Engineering Company

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 Solution & Marine Engineering Company

Atsuko Kakiyama General Manager, Sustainable Development Division

Kenji Sanada General Manager, Plant Engineering Business Division, Energy Solution & Marine Engineering Company

Takeishi 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 Deputy General Manager, Ship & Offshore Structure Business Division, Energy Solution & Marine Engineering Company (in charge of commercial vessels), and Group Manager, Engineering Group

Masatoshi Ishida General Manager, Presidential Project Management Division, Group Manager, PCR Supervisory Department, Group Manager, Advanced Smart Mobility Supervisory Department, and Senior Manager, Global Marketing & Sales Department

Masataka Sudo Group Manager, Commercial Aircraft Project Group, Aerospace Business Division, Aerospace Systems Company

Motohiko Nishimura Deputy General Manager, Hydrogen Strategy Division, and staff officer to the Corporate Technology Division, on assignment at the CO₂-free Hydrogen Energy Supply-chain Technology Research Association

Fellows

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 Business Division, Energy Solution & Marine Engineering Company

Akihito Sakai In charge of Composite Materials, Aerospace Systems Company

Yasuhiro Kinoshita In charge of hydrogen aircraft technology, Aerospace Systems Company