



Directors and audit & supervisory board members

Directors (As of June 30, 2022)



Chairman of the Board
Tetsuji Ohashi

Number of Year(s) in Office **13 years**
 Attendance of the Meetings of the Board of Directors 15/15 (100%)
 Number of Shares of the Company Held **191 thousand shares**
 Important Concurrent Positions Held in Other Organizations:
 Outside Director of Yamaha Motor Co., Ltd.
 Outside Member of the Board of Nomura Research Institute, Ltd.
 Outside Director of Asahi Group Holdings, Ltd.
 Special Interests Between the Candidate and the Company: **None**

4/1977 Joined the Company
 4/2022 Took office as Chairman of the Board (current)

Number of Year(s) in Office **3 years**
 Attendance of the Meetings of the Board of Directors 15/15 (100%)
 Number of Shares of the Company Held **72 thousand shares**
 Important Concurrent Positions Held in Other Organizations: **None**
 Special Interests Between the Candidate and the Company: **None**

4/1982 Joined the Company
 4/2022 Took office as Representative Director and Senior Executive Officer (current)

President of Mining Business Division

Representative Director and Senior Executive Officer

Masayuki Moriyama



Director and Senior Executive Officer

Takeshi Horikoshi

Number of Year(s) in Office **1 year**
 Attendance of the Meetings of the Board of Directors 11/11 (100%)
 Number of Shares of the Company Held **31 thousand shares**
 Important Concurrent Positions Held in Other Organizations: **None**
 Special Interests Between the Candidate and the Company: **None**

4/1985 Joined the Company
 6/2021 Took office as Director and Senior Executive Officer (current)

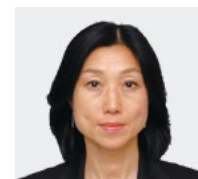
CFO

Outside Director

Takeshi Kunibe

Number of Year(s) in Office **2 years**
 Attendance of the Meetings of the Board of Directors 15/15 (100%)
 Number of Shares of the Company Held **None**
 Important Concurrent Positions Held in Other Organizations:
 Chairman of the Board of Sumitomo Mitsui Financial Group, Inc.
 Chairman of the Board of Sumitomo Mitsui Banking Corporation
 Outside Member of the Board of TAISHO PHARMACEUTICAL HOLDINGS CO., LTD
 Outside Director/Audit & Supervisory Committee Member of Nankai Electric Railway Co., Ltd.
 Special Interests Between the Candidate and the Company: **None**

4/1976 Joined The Sumitomo Bank, Ltd. (currently Sumitomo Mitsui Banking Corporation, hereinafter "SMBC")
 6/2003 Took office as Executive Officer of SMBC
 10/2006 Took office as Managing Executive Officer of SMBC
 4/2007 Took office as Managing Executive Officer of Sumitomo Mitsui Financial Group, Inc. (hereinafter "SMFG")
 6/2007 Took office as Director of SMFG
 4/2009 Took office as Director and Senior Managing Executive Officer of SMBC
 4/2011 Took office as Representative Director, President and Chief Executive Officer of SMBC
 4/2017 Took office as Representative Director and President of SMFG
 Retired from Director of SMBC
 6/2017 Took office as Director, President and Representative Executive Officer of SMFG
 4/2019 Took office as Chairman of the Board of SMFG (current)
 6/2020 Took office as Director of the Company (current)
 10/2021 Took office as Chairman of the Board of SMBC (current)



Outside Director

Naoko Saiki

Number of Year(s) in Office **1 year**
 Attendance of the Meetings of the Board of Directors 11/11 (100%)
 Number of Shares of the Company Held **None**
 Important Concurrent Positions Held in Other Organizations:
 Outside Director of Sojitz Corporation
 Outside Audit & Supervisory Board Member of Development Bank of Japan Inc
 Outside Director of Sankyu Inc.
 Special Interests Between the Candidate and the Company: **None**

4/1982 Joined the Ministry of Foreign Affairs (hereinafter "MOFA")
 7/2014 Took office as Director-General, Economic Affairs Bureau and Councillor, Cabinet Secretariat
 10/2015 Took office as Director-General, International Legal Affairs Bureau
 7/2017 Took office as Director-General, Foreign Service Training Institute, MOFA
 1/2019 Retired from MOFA
 4/2020 Took office as Visiting Professor, Graduate School of Public Policy, The University of Tokyo
 6/2021 Took office as Director of the Company (current)



President and CEO Representative Director

Hiroyuki Ogawa

Number of Year(s) in Office **4 years**
 Attendance of the Meetings of the Board of Directors 15/15 (100%)
 Number of Shares of the Company Held **94 thousand shares**
 Important Concurrent Positions Held in Other Organizations: **None**
 Special Interests Between the Candidate and the Company: **None**

4/1985 Joined the Company
 4/2019 Took office as President and Representative Director (current) CEO (current)

CEO



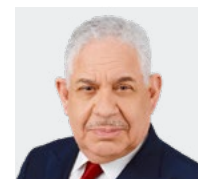
Representative Director and Senior Executive Officer

Kiyoshi Mizuhara

Number of Year(s) in Office **3 years**
 Attendance of the Meetings of the Board of Directors 15/15 (100%)
 Number of Shares of the Company Held **55 thousand shares**
 Important Concurrent Positions Held in Other Organizations: **None**
 Special Interests Between the Candidate and the Company: **None**

4/1983 Joined the Company
 4/2022 Took office as Representative Director and Senior Executive Officer (current) CMO (current)

CMO



Outside Director

Arthur M. Mitchell

Number of Year(s) in Office **2 years**
 Attendance of the Meetings of the Board of Directors 15/15 (100%)
 Number of Shares of the Company Held **None**
 Important Concurrent Positions Held in Other Organizations:
 Foreign lawyer of White & Case LLP
 Outside Director of Sumitomo Mitsui Financial Group, Inc.
 Special Interests Between the Candidate and the Company: **None**

7/1976 Registered as attorney at law in New York State, USA (current)
 1/2003 Took office as General Counsel of Asian Development Bank
 9/2007 Joined White & Case LLP
 1/2008 Registered as registered foreign lawyer in Japan (current)
 Registered foreign lawyer of White & Case LLP (current)
 6/2020 Took office as Director of the Company (current)



Outside Director

Michitaka Sawada

Number of Shares of the Company Held **None**
 Important Concurrent Positions Held in Other Organizations:
 Director, Chair of Kao Corporation
 Outside Director of Panasonic Holdings Corporation
 Outside Director of Nitto Denko Corporation
 Special Interests Between the Candidate and the Company: **None**

4/1981 Joined Kao Soap Co., Ltd. (currently Kao Corporation)
 6/2006 Took office as Executive Officer of Kao Corporation
 6/2008 Took office as Director, Executive Officer of Kao Corporation
 6/2012 Took office as Representative Director, President and Chief Executive Officer of Kao Corporation
 1/2021 Took office as Director, Chair of Kao Corporation (current)
 6/2022 Took office as Director of the Company (current)

Audit & supervisory board members (As of June 30, 2022)



Standing Audit & Supervisory Board Member

Terumi Sasaki

Number of Year(s) in Office **2 years**
 Attendance of the Meeting of the Audit & Supervisory Board 15/15 (100%)
 Number of Shares of the Company Held **22 thousand shares**
 Important Concurrent Positions Held in Other Organizations: **None**
 Special Interests Between the Candidate and the Company: **None**

4/1983 Joined the Company
 6/2020 Took office as Standing Audit & Supervisory Board Member (current)



Standing Audit & Supervisory Board Member

Yasuhiro Inagaki

Number of Year(s) in Office **1 year**
 Attendance of the Meeting of the Audit & Supervisory Board 11/11 (100%)
 Number of Shares of the Company Held **49 thousand shares**
 Important Concurrent Positions Held in Other Organizations: **None**
 Special Interests Between the Candidate and the Company: **None**

4/1984 Joined the Company
 6/2021 Took office as Standing Audit & Supervisory Board Member (current)



Outside Audit & Supervisory Board Member

Eiko Shinotsuka

Number of Year(s) in Office **7 years**
 Attendance of the Meeting of the Audit & Supervisory Board 15/15 (100%)
 Number of Shares of the Company Held **None**
 Important Concurrent Positions Held in Other Organizations:
 Professor emeritus at Ochanomizu University
 Special Interests Between the Candidate and the Company: **None**

4/1993 Took office as Professor at Ochanomizu University
 4/2008 Took office as Professor Emeritus at Ochanomizu University (current)
 6/2015 Took office as Audit & Supervisory Board Member of the Company (current)



Outside Audit & Supervisory Board Member

Kotaro Ohno

Number of Year(s) in Office **5 years**
 Attendance of the Meeting of the Audit & Supervisory Board 15/15 (100%)
 Number of Shares of the Company Held **None**
 Important Concurrent Positions Held in Other Organizations:
 Attorney at law, Special Counsel of Mori Hamada & Matsumoto
 Outside Director of AEON Co., Ltd.
 Special Interests Between the Candidate and the Company: **None**

4/1976 Appointed as Prosecutor
 7/2009 Took office as Vice-Minister of Justice
 7/2012 Took office as Superintending Prosecutor of Tokyo High Public Prosecutors Office
 7/2014 Took office as Prosecutor-General of Supreme Public Prosecutors Office
 9/2016 Retired from the position of Prosecutor-General of Supreme Public Prosecutors Office
 11/2016 Attorney at law, Special Counsel of Mori Hamada & Matsumoto (current)
 6/2017 Took office as Audit & Supervisory Board Member of the Company (current)



Outside Audit & Supervisory Board Member

Tatsuro Kosaka

Number of Shares of the Company Held **None**
 Important Concurrent Positions Held in Other Organizations:
 Outside Director of Mitsubishi Electric Corporation
 Special Interests Between the Candidate and the Company: **None**

4/1976 Joined Chugai Pharmaceutical Co., Ltd.
 10/2002 Took office as Vice President, General Manager of Corporate Planning Dept. of Chugai Pharmaceutical Co., Ltd.
 10/2004 Took office as Senior Vice President, General Manager of Corporate Planning Dept. of Chugai Pharmaceutical Co., Ltd.
 3/2005 Took office as Senior Vice President, Deputy Managing Director of Sales & Marketing Group of Chugai Pharmaceutical Co., Ltd.
 7/2005 Took office as Senior Vice President, Head of Strategic Marketing Unit of Chugai Pharmaceutical Co., Ltd.
 3/2008 Took office as Senior Vice President, Head of Lifecycle Management & Marketing Unit of Chugai Pharmaceutical Co., Ltd.
 3/2010 Took office as Director, Executive Vice President of Chugai Pharmaceutical Co., Ltd.
 3/2012 Took office as Representative Director, President & COO of Chugai Pharmaceutical Co., Ltd.
 3/2018 Took office as Representative Director, President & CEO of Chugai Pharmaceutical Co., Ltd.
 3/2020 Took office as Representative Director, Chairman & CEO of Chugai Pharmaceutical Co., Ltd.
 3/2022 Took office as Senior Advisor (current)
 6/2022 Took office as Audit & Supervisory Board Member of the Company (current)

Skill matrix for directors and audit & supervisory board members of the company

		Corporate management	Finance / economics	Innovative technologies / digital transformation / environments	Sales & marketing	Human rights / human resources & human resource development	Legal affairs & compliance	Global
Directors	Tetsuji Ohashi	●		●			●	●
	Hiroyuki Ogawa	●	●	●		●	●	●
	Masayuki Moriyama			●				●
	Kiyoshi Mizuhara				●			●
	Takeshi Horikoshi		●				●	●
	Takeshi Kunibe	●	●	●				
	Arthur M. Mitchell						●	●
	Naoko Saiki					●	●	●
Audit & Supervisory Board Members	Michitaka Sawada	●		●	●	●		
	Terumi Sasaki		●					●
	Yasuhiro Inagaki						●	●
	Eiko Shinotsuka					●	●	
	Kotaro Ohno					●	●	
Tatsuro Kosaka	●		●	●				

Note: This skill matrix presents categories of skills that the Board of Directors has deemed particularly worthy of focus and oversight by the respective Directors and Audit & Supervisory Board Members with respect to management of the Company, upon having taken into account the primary abilities and expertise of each individual.

Directors and audit & supervisory board members

Executive Officers (Japan)

Senior Executive Officer (Senmu)

President, Production Division

Masaki NobuharaChief Technology Officer (CTO)
President, Development Division**Seiichi Fuchita**

Senior Executive Officer (Jomu)

GM, Business Coordination Department

Masatoshi Morishita

President, Construction Equipment Marketing Division

Korekiyo YanagisawaSupervising Human Resources,
Education and Safety & Health Care**Koichi Honda**

President, Sustainability Promotion Division

Mitsuko Yokomoto

Supervising Legal, General Affairs & Compliance

Hiroshi MakabePresident, Construction Equipment Solution Division
GM, Business Reform Department,
Construction Equipment Solution Division**Keiko Fujiwara**

President, Quality Assurance Division

Masami Naruse

Executive Officer

President, Smart Construction Promotion Division

Chikashi ShikeVice President, Production Division
President, Parts & Reman Promotion Division, Production Division**Yasuo Suzuki**

Awazu Plant Manager, Production Division

Takashi Yasukawa

President, Product Marketing Division

Kosei Okamoto

President, Information Strategy Division

Shinji Maeda

Himi Plant Manager, Production Division

Norikatsu NishiyamaSupervising Industrial Machinery Business
Chairman of the Board, Komatsu NTC Ltd.**Hidefumi Obikane**President, Service Division,
Construction Equipment Solution Division**Toru Sunada**GM, Manufacturing Engineering Development Center,
Production Division
Supervising Simultaneous Engineering Planning**Takayuki Furukoshi**President, Aftermarket Business Division,
Construction Equipment Marketing Division**Kenichi Sato**

Ibaraki Plant Manager, Production Division

Naoyuki Sakurai

President, Defense Systems Division

Hiroaki OhnoPresident, Japanese Domestic Marketing,
Construction Equipment Marketing Division
Chairman of the Board, Komatsu Customer Support Japan Ltd.**Hideki Yoshizawa**

Vice President, Development Division

Terumasa ImajoVice President, Development Division
GM, Engine Technical Center, Development Division
President, Industrial Power Alliance Ltd.**Masaki Shinohara**GM, Komatsu Economic Strategy Research Center
Responsible for Economic Security**Toshiro Okada**

President, Procurement Division, Production Division

Goro SendaVice President, Japanese Domestic Marketing,
Construction Equipment Marketing Division
Representative Director, President,
Komatsu Customer Support Japan Ltd.**Atsushi Awai**Vice President, Development Division
GM, Vehicle Development Center 3, Development Division**Osamu Kitajima**Oyama Plant Manager, Production Division
President, Representative Director,
Komatsu Cummins Engine Co., Ltd.**Shinichi Araie**

Osaka Plant Manager, Production Division

Norihiko Tanigawa

Executive Officers (Global) * Executive officers overseas concurrently serve as global officers.

North America

Senior Executive Officer

Chairman & CEO, Komatsu America Corp.

Rodney Schrader

Executive Officer

President & COO, Komatsu America Corp.

Taisuke KusabaExecutive Vice President and President,
North America R&D Division,
Komatsu America Corp. Technical Director, Komatsu Mining Corp.**Yushi Oshikawa**

Executive Vice President, CFO, Komatsu America Corp.

Gary KasbeerVice President, Mining Business Division
President & CEO, Komatsu Mining Corp.**Peter Salditt**

Executive Vice President & COO, Komatsu Mining Corp.

Nozomu OkamotoVice President, Mining Business Division
Technical Director, Mining Technology Solutions**Jun Taniguchi**

South America

Senior Executive Officer

Representative of All Latin America* Operations President,
Komatsu Cummins Chile Ltda.
President, Komatsu Holding South America Ltda.*
Latin America does not include Brazil**Yasuji Nishiura**

Europe

Executive Officer

President and CEO, Komatsu Europe International N.V.

Tadashi Maeda

Chief Operating Officer, Komatsu Europe International N.V.

Göksel Güner

President, Komatsu Forest AB

Hiroyuki Umeda

Asia/Oceania

Executive Officer

President & CEO, PT Komatsu Indonesia

Pratjojo Dewo S.

President & MD, Komatsu Australia Pty. Ltd.

Sean Taylor

China

Senior Executive Officer (Jomu)

Representative of All China Operations
Chairman, Komatsu (China) Ltd.**Takuya Imayoshi**

Executive Officer

President & CEO, Komatsu (China) Ltd.

Quanwang Zhang

Africa

Executive Officer

President & MD, Komatsu South Africa (Pty) Ltd.

Michael Blom

Global Officers

North America

President, Surface Mining, Komatsu Mining Corp.

John Koetz

President & CEO, Modular Mining Systems, Inc.

Jorge Mascena

President & CEO, Hensley Industries, Inc.

John Fiedler

South America

CEO, Komatsu Cummins Chile Ltda.
CEO, Komatsu Holding South America Ltda. (KHSA)**Darko Louit**

Europe

President & MD, Komatsu UK Ltd.

Paul Blanchard

President and MD, Komatsu Germany GmbH

Ansgar TholeExecutive Vice President and President,
Construction Division, Komatsu Germany GmbH**Ingo Büscher**

President & MD, Komatsu Italia Manufacturing S.p.A.

David Bazzi

Asia/Oceania

President, Bangkok Komatsu Co., Ltd.

Charoen Ruengwilai

China

President, Komatsu (Shandong)
Construction Machinery Corp.**Fangchang Liu**President, Komatsu Machinery Manufacturing
(Shandong) Co., Ltd.**Dechun Tian**