

### III. Systems for board members as of April 1, 2015 and after the 92nd Ordinary General Meeting of Shareholders

#### 1. Directors

Effective April 1, 2015	
Chairman	Kanshiro Toyoda
President	Fumio Fujimori* <sup>1</sup>
Executive Vice Presidents, Member of the Board	Toshikazu Nagura* <sup>1</sup>
	Makoto Mitsuya* <sup>1</sup>
	Naofumi Fujie* <sup>1</sup>
Directors	Kazumi Usami
	Takashi Enomoto
	Toshiyuki Mizushima
	Takeshi Kawata
	Mutsumi Kawamoto
	Yasuhide Shibata
	Toshio Kobayashi
	Tsunekazu Haraguchi
* <sup>1</sup> Also hold the position of Representative Director (Total 13)	

Executive lineup following 92nd General Shareholders Meeting	
Chairman	Kanshiro Toyoda
Vice Chairman of the Board	Fumio Fujimori* <sup>1</sup>
President	Yasumori Ihara* <sup>1</sup>
Executive Vice Presidents, Member of the Board	Toshikazu Nagura* <sup>1</sup>
	Makoto Mitsuya* <sup>1</sup>
	Naofumi Fujie* <sup>1</sup>
Directors	Kazumi Usami
	Takashi Enomoto
	Kazuhisa Ozaki
	Takeshi Kawata
	Mutsumi Kawamoto
	Yasuhide Shibata
	Toshio Kobayashi* <sup>2</sup>
	Tsunekazu Haraguchi* <sup>2</sup>
* <sup>1</sup> Also hold the position of Representative Director (Total 14)	

\*<sup>2</sup> Outside Board Member under Japanese corporate law

#### 2. Audit & Supervisory Board Members

Effective April 1, 2015	
	Takashi Morita
	Masayoshi Hotta
	Shoichiro Toyoda
	Ryo Kobayashi
	Hikaru Takasu
(Total 5)	

Executive lineup following 92nd General Shareholders Meeting	
	Takashi Morita
	Masayoshi Hotta
	Mitsuhisa Kato
	Ryo Kobayashi
	Hikaru Takasu
( Total 5)	

### 3. Operating Officers

Effective April 1, 2015	
Senior Managing Officers	Takashi Enomoto* Kazumi Usami* Shinsuke Yagi Masayasu Saito Yoshiaki Kato Hitoshi Okabe Seiichi Takahashi Takahisa Hirose Yoshihiko Matsuda Ryuji Nakamura Motohiro Takemura Masahiro Nishikawa Kazuhisa Ozaki Shinji Mio
Managing Officers	Naoki Katsurayama Masanobu Ishikawa Hitoshi Tauchi Hiroaki Tatematsu Shintaro Ito Shigeki Fuji Hirotoshi Ito Akira Nakamura Makoto Yoshida Shingo Sanjo Koji Aoki Katsuhiko Eguchi Satoshi Maenuma Aritsune Kawasaki Yoshio Sakamoto Morito Oshita Hiroshi Uenaka Manabu Tanaka Shunji Sakakibara Makoto Kamiya
*Also hold the position of director (Total 34)	

Executive lineup following 92nd General Shareholders Meeting	
Senior Managing Officers	Takashi Enomoto* Kazumi Usami* Shinsuke Yagi Masayasu Saito Yoshiaki Kato Hitoshi Okabe Seiichi Takahashi Takahisa Hirose Yoshihiko Matsuda Ryuji Nakamura Motohiro Takemura Masahiro Nishikawa Kazuhisa Ozaki* Shinji Mio
Managing Officers	Naoki Katsurayama Masanobu Ishikawa Hitoshi Tauchi Hiroaki Tatematsu Shintaro Ito Shigeki Fuji Hirotoshi Ito Akira Nakamura Makoto Yoshida Shingo Sanjo Koji Aoki Katsuhiko Eguchi Satoshi Maenuma Aritsune Kawasaki Yoshio Sakamoto Morito Oshita Hiroshi Uenaka Manabu Tanaka Shunji Sakakibara Makoto Kamiya
*Also hold the position of director (Total 34)	