

# Governance <G>



**Toru Koyama**  
Director, Senior Managing Officer

## Building and operating transparent management systems for thorough Group-wide compliance

The entire Toyoda Gosei Group is striving to enhance corporate governance so that we can continue as a company of integrity that is trusted by society. To build and maintain fair and transparent corporate governance systems, we are increasing the effectiveness of the monitoring and auditing of corporate management by external directors and auditors, while also installing internal control systems company-wide to ensure the propriety and efficiency of work. Through Group-wide compliance activities we are pursuing thorough legal compliance and business ethics.

We are identifying risks with the potential to have a huge impact on our operations, and implementing risk management activities to prevent future problems.

### Corporate governance

#### Basic philosophy

We view the enhancement and strengthening of corporate governance with the aim of ensuring sound and efficient corporate management to be crucial in achieving sustainable growth. We are building and maintaining organizational systems that can respond precisely to environmental changes, and implementing and fair and transparent management

systems.

Toyoda Gosei supports the Corporate Governance Code formulated by the Financial Services Agency and the Tokyo Stock Exchange, and has voluntarily implemented various policies based on the letter and spirit of those principles and rules to enhance our corporate governance.

#### Corporate governance system

Toyoda Gosei has adopted an audit and supervisory board system and set up the shareholders' meeting, Board of Directors, Board of Auditors, and accounting auditors as statutory entities. We have also installed internal auditors and other internal control systems.

The Board of Directors consists of nine directors, and holds regular monthly meetings (extraordinary meetings held as needed), where matters prescribed by law and important matters related to corporate management are reported, discussed, and decided.

A system of corporate officers is used to speed up decision-making and business execution. For important business

matters, monthly management meetings are held. Functional conferences and committee meetings relevant to key areas such as technology, costs, and personnel are also held as needed for good management decisions.

The Board of Auditors consists of five auditors and holds regular meetings. Auditors also attend important meetings such as Board of Directors' meetings and audit each department and subsidiary, through which they fulfill their function of auditing corporate management.

Accounting auditors are external auditors who combine auditing functions with ensuring an independent and fair auditing system.

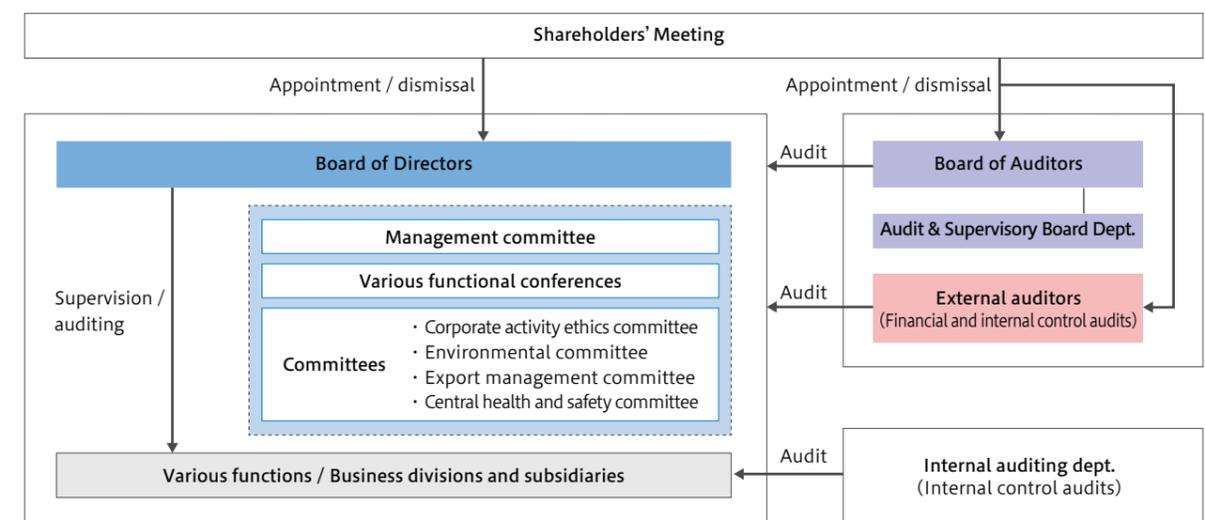
in line with this policy, we are striving to build and operate systems to ensure business propriety. The establishment and operational status of internal controls is examined each year at a Board of Directors' meeting, and continuous efforts are made to improve and strengthen these controls.

## Internal controls for the Toyoda Gosei Group

To cultivate a healthy internal control environment at Toyoda Gosei and its subsidiaries, all Group companies share established Corporate Principles. The Toyoda Gosei Group Charter for Business Ethics, a shared guideline for compliance, has also been instituted and systems are being spread to subsidiaries. While respecting the independence of subsidiary

management, we receive regular business reports and set up systems to confirm the propriety and legality of subsidiaries' businesses through advance approval reports. We also send non-executive directors and auditors to key subsidiaries in a system to monitor and act as a check on their business execution.

### Corporate governance system



## Internal audits, auditors' audits, accounting audits

An Audit Division consisting of eight people has been set up for internal audits. With the aims of both achieving business objectives and preventing dishonest practices or falsification, internal audits are conducted across the entire business from the perspective of legality and rationality based on an internal auditing plan approved by corporate managers at the beginning of each term. This includes audits of the internal control design and operation status in each department.

The results of internal audits are reported to corporate managers via officers in charge of internal audits, and recommendations for improvements in the audited departments are given based on the audit results. The effectiveness of internal audits is increased by confirming the improvement plans and results. Audit plans are prepared through the exchange of opinions with Audit & Supervisory Board members, while at the same time reports on the status of internal audits and their results are made to Audit & Supervisory Board members as required to share information.

To increase the effectiveness of auditors' audits, criteria for auditors' audits have been enacted that establish the basic related items. Audits are then conducted based on the pertinent criteria. Each auditor follows the auditing policy and audit plan

established by the Audit & Supervisory Board in conducting surveys and interviews in the company and affiliates. They actively participate in Board of Directors meetings, management meetings, and other important meetings and committees, listen to reports on the business from directors and others, view financial statements and other important documents, visit and audit offices and subsidiaries, ensure legality and propriety, and audit the execution of business by directors from the perspectives of protecting assets and rights and preventing loss. A special section has been established to assist the auditors' audits.

The certified public accountants who perform the accounting audits of Toyoda Gosei are Eiichi Yamanaka and Tomohiro Nishimura of the firm PricewaterhouseCoopers Aarata LLC. They are assisted in the accounting audits of Toyoda Gosei by 11 certified public accountants, 5 accountants who have passed the accountant examination, and 6 others.

Audit & Supervisory Board members, internal auditing department, and accounting auditors regularly meet with regard to their respective auditing systems, auditing policy, auditing plans, implementation status, and audit results. They also contact each other as needed to exchange ideas and share information, and cooperate in performing efficient and effective audits.



## Outside directors, audit & supervisory board members

Toyoda Gosei appointed two outside directors, Sojiro Tsuchiya and Kimio Yamaka, at its annual stockholders' meeting on June 15, 2018. Two outside audit & supervisory board members, Takeshi Uchiyamada and Masami Hadama, were also appointed. Together with current outside audit & supervisory board member Hideomi Miyake, the total number of outside audit & supervisory board members that have been appointed is now three.

When electing outside directors, emphasis is placed on extensive experience in corporate management and other areas, plus deep insight. This is in addition to outside requirements from the Companies Act. The outside audit & supervisory board members elected are people with deep experience and knowledge in their field of specialty and management. They stand as outsiders with little direct vested interest and a certain distance from the management team.

Outside audit & supervisory board members attend directors' meetings and serve to raise the viability of management oversight, such as seeking proper explanations for the status of the performance of the Board of Directors. They also visit offices and subsidiaries as appropriate to conduct direct audits while coordinating with other auditors. They meet regularly with accounting auditors and the internal auditing department, which includes an internal control auditing function, with regard to their

respective auditing plans, implementation status, and auditing results, and contact them as needed to exchange opinions and share information for efficient and effective auditing.

Election of outside directors and outside audit & supervisory board members

Appointment	Name	Independent director	Reason for appointment
Outside directors	Sojiro Tsuchiya	○	To reflect his extensive experience and deep insight as a corporate manager in the management of Toyoda Gosei
	Kimio Yamaka	○	To reflect his extensive experience and deep insight in policy finance and the environmental and energy fields in the management of Toyoda Gosei
Outside audit & supervisory board members	Takeshi Uchiyamada		To reflect his extensive experience and deep insight as a corporate manager in the auditing of Toyoda Gosei
	Masami Hadama	○	To reflect his extensive experience and deep insight in law in the management of Toyoda Gosei
	Hideomi Miyake	○	To reflect his extensive experience and deep insight as a corporate manager in the auditing of Toyoda Gosei

## On executive compensation

Director compensation consists of base compensation and bonuses. The base compensation is within a range with an upper limit decided at the general shareholders' meeting, and determined with consideration of the duties of each position. The amount of bonuses is calculated with consideration of business performance, and determined through a resolution at the general shareholders' meeting.

The base compensation of audit & supervisory board members is determined in consultation with the audit & supervisory board members and within a range with an upper limit decided at the general shareholders' meeting.

### Officer compensation

The total compensation for each officer class, the total by each type of compensation, and the number of officers receiving the compensation

Officer class	Total executive compensation (Millions of yen)	Total amount by type of compensation (Millions of yen)		Number of subject officers (People)
		Base compensation	Bonuses	
Directors (excluding outside directors)	467	342	125	10
Audit & supervisory board members (excluding outside audit & supervisory board members)	74	74	-	3
External officers	58	58	-	5

\* Bonuses are the provision of allowance in the given fiscal year.

## Ensuring the effectiveness of the Board of Directors

At Toyoda Gosei, the Board of Directors Office conducts annual interviews of all directors and audit & supervisory board members, including external ones, on the effectiveness of the Board of Directors. The roles and responsibilities of the Board of Directors, the level of discussions, opportunities to improve effectiveness and other matters are assessed from

multiple perspectives and the results are reported to the Board of Directors.

The results of the assessment for FY2017 showed that the Board displayed a sufficient level of effectiveness. Meaningful opinions were expressed in the assessment process, and efforts to improve the effectiveness will continue.

## Communication with stockholders and investors

For constructive dialogue with shareholders and investors, we have established a system for conducting such dialogue in a coordinated manner, planning opportunities and sharing necessary information.

This dialogue is carried out through financial results briefings or small meetings for institutional investors with explanations by the company president or relevant officer; plant tours for institutional investors with explanations by the officer in charge; direct visits by people in charge of IR to institutional investors, and other means. Based on the opinions and desires of shareholders and investors obtained, further opportunities for dialogue are being enhanced.

In the period before earnings reports, dialogue with shareholders and investors is restricted during a silent period and information is thoroughly controlled in the company. If insider information emerges in the company, the said

insider information is controlled and information control is thoroughly implemented.

### Main IR activities

Targeted persons	IR activities	
Domestic institutional investors, securities analysts	Individual discussions, financial briefings, plant tours, telephone conferences	<ul style="list-style-type: none"> <li>• Issuance of the "Toyoda Gosei Report"</li> <li>• Dissemination of financial and IR information on website</li> </ul>
Overseas institutional investors	Individual discussions, participation in IR events	
Individual shareholders and investors	<ul style="list-style-type: none"> <li>• Briefings for individual investors</li> <li>• Plant tours after annual shareholders' meeting</li> <li>• Issuance of "Report on Business Results"</li> </ul>	

## Compliance

### Basic philosophy

Toyoda Gosei's management philosophy states that, "we will build systems for thorough legal compliance and corporate ethics, and undertake business activities with integrity." We strive for thorough compliance in all areas.

The Toyoda Gosei Group Charter for Business Ethics sets forth shared values and behavioral standards for the entire

Toyoda Gosei Group worldwide, and Group companies in Japan and other countries incorporate this Charter into their own behavioral guidelines. Toyoda Gosei Co., Ltd. has established the Toyoda Gosei Behavioral Ethics Guidelines, which it expects every employee to follow, and has worked to familiarize all employees with these guidelines.

### Message from outside director

## I would like to see Toyoda Gosei continue contributing to society through manufacturing

Since I was appointed as an outside director in June 2015, Toyoda Gosei's business environment has changed greatly. During this time the company has needed to make decisions quickly and flexibly to achieve sustainable growth. At directors' meetings, I have done my best to give objective advice utilizing my past experience and knowledge so that the decision-making at those meetings is transparent.

I have worked in a manufacturing company similar to Toyoda Gosei, and have found one thing to be crucial in corporate management of a manufacturing company—contributing to society through manufacturing. The string of corporate scandals that have been revealed in recent years has shaken trust in Japanese manufacturing, and has unfortunately betrayed the expectations of society.

Manufacturing consists of the consolidation of many functions, including technical development, sales, procurement, production, and quality control. If activities in each of these areas are carried out in good faith, work will proceed comprehensively and products with quality and cost that satisfy customers can be delivered in a timely manner.

The leading role in manufacturing is played by the production plant. I have actively visited Toyoda Gosei's plants and the plants of Group companies in Japan and other countries. There I talk with the plant personnel as much as possible, and communicate to them the things I notice from the perspective of an outsider so that they can carry out their essential roles.

I would like to support the Toyoda Gosei Group in continuing to contribute to society through suggestions with a detailed focus on manufacturing.



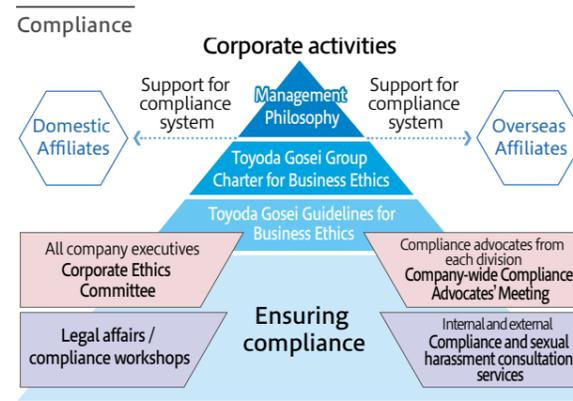
**Sojiro Tsuchiya**  
Outside Director  
(Independent)



## Compliance system

Toyoda Gosei has established a Corporate Ethics Committee with the company president serving as chairman and all company officers as members. Together with compliance advocates in each division, the committee works for thorough compliance with a unified approach between management and the workplace.

In Japan, regular compliance liaison conferences are held with Group companies. Group companies in other countries have established compliance committees, appointed compliance advocates, or set up other compliance systems suited to the circumstances in their region and company. Compliance activities are carried out in coordination with Toyoda Gosei.



## Specific efforts

### ● Compliance consultation office

To identify and resolve compliance problems at an early stage, Toyoda Gosei has established internal and external compliance consultation offices and an internal harassment consultation office.

Group companies in Japan have their own consultation offices, in addition to which they have established a joint external compliance consultation office together with Toyoda Gosei. Group companies in other countries have established external or internal consultation offices.

### ● Compliance activity checks and *kaizen*

Toyoda Gosei conducts “compliance entrenchment questionnaires” of all employees each year to confirm compliance transparency and whether there are signs of violations. *Kaizen* activities are then conducted based on the results.

A voluntary check sheet is used for Group companies in Japan and other countries to check their basic policy and systems for compliance, the status of compliance with important laws including competition laws and bribery and corruption laws, and risks in key areas including human resources, finance, sales, procurement, safety and quality. *Kaizen* activities are then conducted based on the results.

### ● Efforts to prevent violations of competition laws

Guidelines have been prepared for Japan and key regions where Group companies are located (USA, EU, China, Thailand, India, Brazil, others), and efforts are undertaken globally to prevent anti-competitive acts at Toyoda Gosei Group companies.

Specific behavioral guidelines that Toyoda Gosei expects employees to follow in various business activities, especially sales activities, are embodied in the Codes of Conduct for Antitrust Law Compliance in the company’s internal regulations, and thorough compliance is expected of employees.

Continuing education activities are also conducted through special training in competition law and regular compliance training for each level within the company.

### ● Anti-bribery efforts

Toyoda Gosei has formulated Global Anti-Bribery Guidelines as a common guide to conducting transparent and sound business activities globally, and is doing its utmost to prevent bribery and corruption at all Toyoda Gosei Group companies. Continuing education activities are conducted for employees through training for each level and risk.



Compliance training

## Crisis Management Project in anticipation of large-scale earthquake disasters

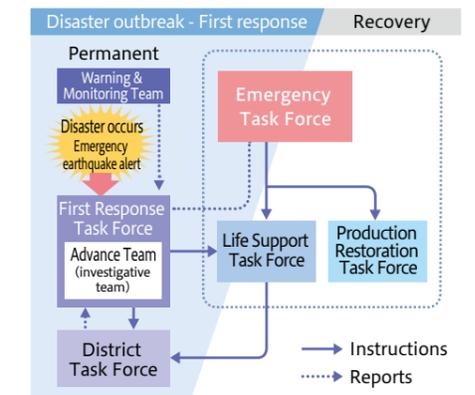
Japan is a land of earthquakes, and we have put into place a crisis management system for the event of a massive earthquake based on the principles of human life first, community support, and early recovery. Specifically, we are carrying out a Crisis Management Project to strengthen our ability to deal with disasters, focusing on the two areas of developing and enhancing first responses and clarifying response procedures for quick restoration of production. Since 2013 we have conducted resilience training more than 80 times for directors and members of anti-disaster departments, based on the idea that in addition to infrastructure and system measures, improving the skills of response personnel is essential. We

have also established specific procedures for the recovery of affected buildings, facilities, and processes and for alternative production in a production recovery system. Recovery training for design drawings and other data is also carried out so that product development can be continued even after disasters. In addition, workshops to strengthen crisis management not only in our own companies but also at affiliates and suppliers are conducted regularly. Assessments using “anti-earthquake measures implementation status check sheets,” clarification of weak points with graphs, introduction of responses taken at Toyoda Gosei and other companies, and cooperative preparation of business continuation plans are carried out.

### Efforts to date

Classification	Measures
Facility and equipment measures	<ul style="list-style-type: none"> <li>• Earthquake resistance measures for buildings and facilities</li> <li>• Establishment of a disaster prevention center to serve as an operations base for anti-disaster department operations</li> <li>• Equipping all locations with a multi-channel access radio system (which is used in Japan for various purposes, from daily work to emergency and disaster situations) and satellite phones</li> <li>• Installation of a crisis management server (earthquake-resistant structure) and emergency power generators</li> <li>• Operation of a disaster recovery system for restoration of damaged systems and data centers (special facilities equipped with and operating computers, data communications, and other devices)</li> </ul>
System measures	<ul style="list-style-type: none"> <li>• Introduction of site and building safety decisions</li> <li>• Maintenance of supply chain information</li> <li>• Teleconference system for multiple locations using tablet computers</li> <li>• Earthquake bulletin and employee safety information system training</li> <li>• Employee safety follow-up system incorporating arrival and departure times at company and business trip data</li> <li>• Preparation of a business continuation plan</li> </ul>

### Disaster response



## Strengthening information security measures and raising awareness

To strengthen the control of confidential information, annual checks of the compliance status of each division based on company confidentiality management regulations are conducted together with onsite audits. Self-inspections are also done at Group companies in Japan and affiliates in other countries. Confidentiality officers are assigned in all

departments, and confidentiality education activities are conducted based on information system security operating standards and a confidential information management manual. Security control education is also conducted for new employees.

### Enhanced measures

Classification	Measures	
Prevention of leaks from negligence	Hard	• Printing restrictions with ID card authentication on multifunction machines, dedicated drawing printers
	Soft	• Data encryption of all PCs • Security measures when sending emails out of the company (cc to superiors, encryption of attached files)
Prevention of malicious unauthorized leaks	Hard	• Increased surveillance cameras • Installation of wire locks for prevent PC theft • Restrictions on writing onto external storage media
	Soft	• Confidentiality pledge • Stricter applications for removing items from premises • Restricted file server access • System use records • Strengthened hacking prevention measures (Internet) • Prevention of unauthorized connection of terminals brought in from outside
Educational activities (ethics)	• New employee education • Companywide security control voluntary inspections using check sheets • On-site checks of each department • Training in responding to standard email	

## Risk management

### Basic philosophy

With the aims of preventing risks that can have huge impacts on management and to minimize damage in the event that adverse events do occur, we are identifying risk in each function in cross-departmental meetings and making decisions on how to respond. For each type of risk in safety, quality, and other areas, the department in charge has established regulations and key points and conducts proper

business management, such as implementing measures as needed based on assessments of operational status.

Risk Management and Response Guidelines have also been established. These Guidelines summarize basic matters related to risks and show the behaviors to adopt to prevent potential risks and to respond appropriately and quickly in the event that problems occur.

Management Members (As of June 15, 2018)



**Naoki Miyazaki**  
President

1980 Joined Toyota Motor Company  
2008 Managing Officer, Toyota Motor Corp.  
2013 Senior Managing Officer, Toyota Motor Corp.  
2014 Executive Vice President, Toyoda Gosei  
2015 Appointed President, Toyoda Gosei (current)



**Masakazu Hashimoto**  
Executive Vice President

1980 Joined Toyota Motor Company  
2002 Joined Toyoda Gosei  
2005 General Manager for Technology, Safety Systems Business Unit, Toyoda Gosei  
2012 Corporate Officer, Toyoda Gosei  
2014 Managing Officer, Toyoda Gosei  
2016 Senior Managing Officer, Toyoda Gosei; Chief, Research & Development Headquarters Toyoda Gosei (current)  
2017 Director, Toyoda Gosei  
2018 Appointed Executive Vice President, Toyoda Gosei (current)



**Tomonobu Yamada**  
Director, Senior Managing Officer

1981 Joined Toyoda Gosei  
2007 General Manager, First Sales Division, Toyoda Gosei  
2010 Director, Toyoda Gosei  
2012 Corporate Officer, Toyoda Gosei  
2014 Managing Officer, Toyoda Gosei; Chief, Sales Headquarters, Toyoda Gosei (current)  
2016 Appointed Director, Toyoda Gosei (current); appointed President, Toyoda Gosei (Shanghai) Co., Ltd. (current)  
2017 Appointed Senior Managing Officer (current), Toyoda Gosei; oversees General Industry Products Div., Toyoda Gosei (current)



**Toru Koyama**  
Director, Senior Managing Officer

1982 Joined Toyoda Gosei  
2005 General Manager, Development Division, Safety Systems Business Unit, Toyoda Gosei  
2012 Corporate Officer, Toyoda Gosei; President, Toyoda Gosei North America Corp.  
2016 In charge of Corporate Planning Division, Toyoda Gosei (current); Appointed Director, Toyoda Gosei (current); Chief, Purchasing Headquarters, Toyoda Gosei (current)  
2018 Appointed Senior Managing Officer, Toyoda Gosei (current)



**Kimio Yamaka**  
Outside Director (Independent)

1980 Joined Japan Development Bank  
2007 Deputy Director-General, Development Bank of Japan  
2009 Appointed Director of the Energy Strategy Institute Co., Ltd. (current)  
2016 Appointed Director, Toyoda Gosei (current)



**Katsumi Tanabe**  
Audit & Supervisory Board Member (full-time)

1981 Joined Toyota Motor Sales Co., Ltd.  
2006 General Manager, European Business Dept., Toyota Motor Corp.  
2012 Project Senior Manager, TME-Japan, Toyota Motor Corp.  
2013 Auditor, Toyoda Gosei; Corporate Officer, Toyoda Gosei (current)  
2017 Appointed Full-Time Audit & Supervisory Board Member, Toyoda Gosei (current)



**Hitoshi Mizutani**  
Audit & Supervisory Board Member (full-time)

1982 Joined Toyoda Gosei  
2009 Deputy General Manager, Finance & Accounting Division, Toyoda Gosei  
2010 Executive Vice President, TG Missouri Corp.  
2015 General Manager, Finance & Accounting Division, Toyoda Gosei; Deputy General Manager, Finance & Accounting Division, Toyoda Gosei  
2016 Appointed Full-Time Audit & Supervisory Board Member, Toyoda Gosei (current)

Managing Officers

Yasushi Miyamoto  
Takashi Ishikawa  
Ryo Onishi  
Yoshiyuki Fujita

Corporate Officers

Kazuaki Maeda  
Junichiro Kako  
Hiroki Fukui  
Masahiko Ito  
Todd Huber  
Hiroyasu Hirayama  
Hiromasa Zaitso  
Yutaka Ogasawara  
Tadashi Yamamoto  
Makoto Hasegawa  
Misao Fukuda  
Katsumi Saito  
Mitsuhiro Nawashiro



**Hiroshi Yasuda**  
Director, Senior Managing Officer

1982 Joined Toyoda Gosei  
2006 General Manager, Planning Division, Safety Systems Business Unit, Toyoda Gosei  
2010 President, Toyoda Gosei Czech, s.r.o.  
2012 Corporate Officer, Toyoda Gosei  
2016 Director, Managing Officer, Toyoda Gosei; Chief, Production Headquarters, Toyoda Gosei (current); General Manager, Plastic Parts Production Center, Toyoda Gosei; President, Tianjin Toyoda Gosei Co., Ltd.  
2017 Oversees Quality Assurance Headquarters, Toyoda Gosei  
2018 Appointed Director, Senior Managing Officer, Toyoda Gosei (current)



**Toshihiro Yokoi**  
Director, Managing Officer

1982 Joined Toyota Motor Company  
2008 Executive Vice President, PT Toyota Motor Manufacturing Indonesia  
2011 Project Senior Manager, Human Resources Development Division, Toyota Motor Corp.  
2012 Project General Manager, Corporate Planning Division, Toyoda Gosei  
2012 Corporate Officer, Toyoda Gosei  
2015 Appointed Managing Officer (current), Toyoda Gosei  
2017 Appointed Director, Toyoda Gosei (current); Chief, Corporate Management Headquarters, Toyoda Gosei (current)  
2018 Chief, General Administration and Human Resources Headquarters, Toyoda Gosei (current); in charge of Safety & Health Promotion Division, Toyoda Gosei (current); in charge of Environment Division, Toyoda Gosei (current)



**Masaki Oka**  
Director, Managing Officer

1985 Joined Toyota Motor Corp.  
2012 Project Senior Manager, Finance & Accounting Division, Toyota Motor Corp.  
2014 General Manager, Related Business Department, Toyota Motor Corp.  
2015 Adviser, Toyoda Gosei; Corporate Officer, Toyoda Gosei; General Manager, Finance & Accounting Division, Toyoda Gosei; in charge of IT Planning Division, Toyoda Gosei  
2016 Deputy Chief, Finance & Accounting Headquarters, Toyoda Gosei; in charge of Audit Division, Toyoda Gosei (current)  
2017 Chief, Finance & Accounting Headquarters, Toyoda Gosei (current)  
2018 Appointed Director, Managing Officer, Toyoda Gosei (current); Chief, IT Headquarters, Toyoda Gosei (current)



**Sojiro Tsuchiya**  
Outside Director (Independent)

1975 Joined Nippondenso Co., Ltd.  
2002 Director, Denso Corp.  
2004 Managing Officer, Denso Corp.  
2007 Senior Managing Director, Denso Corp.  
2011 Executive Vice President, Denso Corp.  
2013 Advising Executive Engineer, Denso Corp.  
2015 Appointed Director, Toyoda Gosei (current); Adviser, Denso Corp.



**Takeshi Uchiyamada**  
Outside Audit & Supervisory Board Member

1969 Joined Toyota Motor Company  
1998 Director, Toyota Motor Corp.  
2001 Managing Director, Toyota Motor Corp.  
2003 Senior Managing Director, Toyota Motor Corp.  
2005 Executive Vice President, Toyota Motor Corp.  
2012 Vice Chairman of the Board of Directors, Toyota Motor Corp.  
2013 Appointed Chairman of the Board of Directors, Toyota Motor Corp. (current)  
2018 Appointed Audit & Supervisory Board Member, Toyoda Gosei (current)



**Masami Hadama**  
Outside Audit & Supervisory Board Member (Independent)

1993 Appointed public prosecutor  
2006 Public Prosecutor, Special Investigation Dept., Tokyo District Public Prosecutors Office  
2007 Registered lawyer, partner at TMI Associates (current)  
2008 Professor, Sophia University Graduate School of Law  
2012 Representative, TMI Partners  
2014 Appointed Audit & Supervisory Board Member, Toyoda Gosei (current)



**Hideomi Miyake**  
Outside Audit & Supervisory Board Member (Independent)

1968 Joined Toyoda Iron Works Co., Ltd.  
1993 Director, Toyoda Iron Works Co., Ltd.  
1999 Managing Director, Toyoda Iron Works Co., Ltd.  
2003 Senior Managing Director, Toyoda Iron Works Co., Ltd.  
2005 President, Toyoda Iron Works Co., Ltd.  
2011 Chairman, Toyoda Iron Works Co., Ltd.  
2015 Appointed Audit & Supervisory Board Member, Toyoda Gosei (current)  
2016 Appointed Senior Adviser, Toyoda Iron Works Co., Ltd. (current)