

Board of Directors and Audit & Supervisory Board Members

As of June 23, 2015

Board of Directors

Chairman of the Board of Directors

Takayuki Sasaki

Directors

Tadashi Ishikawa¹

Special Counsel, OH-EBASHI
LPC & PARTNERS

Yumiko Sato¹

Professor, Faculty of
Regional Development
Studies, Otemon Gakuin
University

Yuzo Murayama¹

Vice President, Doshisha
University

Norihiko Saito¹

Chairman, KINDEN
CORPORATION

Hideo Miyahara¹

Specially-Appointed
Professor,
Graduate School of
Information Science and
Technology, Osaka University

President, Representative Director,
and Executive Officer



Seiji Manabe

Vice Presidents, Representative Directors, and Executive Officers



Akiyoshi Yamamoto



Shizuka Yabuki



Tatsuo Kijima

Directors and Senior Executive Officers

Akihiro Horisaka

Kazuaki Hasegawa

Norihiko Yoshie

Nobutoshi Nikaido

Audit & Supervisory Board Members

Yasutaka Kikuchi²

Mikiya Chishiro^{2,3}

Yasumi Katsuki³

Certified Public Accountant,
Katsuki Office

Yoshinobu Tsutsui³

President and Representative
Director, Nippon Life Insurance
Company

¹ External Director ² Full-Time Auditor ³ External Auditor

Message from the External Director



Yuzo Murayama

I am a professor at Doshisha Business School where I lecture on corporate social responsibility and the invigoration of Kyoto's local industries. At the same time, I'm involved in the management of the university as vice president. As vice president, last year I carried out the reform of Doshisha University's governance system and organization based on the new policy announced by the Ministry of Education, Culture, Sports, Science and Technology.

There are many similarities between corporations and universities when it comes to governance. One shared challenge is

how to build a system for balancing government policy with the unique characteristics of the company or university. If you only follow government policy, you cannot create a governance system that works well for a particular organization. On the other hand, if you build a system too dependent on the unique characteristics of the organization, checks on management will lose effectiveness. Currently, the government of Japan is placing greater pressure on companies to act on governance, as evidenced by the Corporate Governance Code. This is why now is the time to establish a JR-West style governance system by balancing government policy with JR-West's unique characteristics.

Career

April 1982 Joined Nomura Research Institute, Ltd.
June 1985 Deputy Chief Research Fellow, Economic Investigation Division, Nomura Research Institute, Ltd.
July 1985 London Branch, Nomura Research Institute, Ltd.
April 1989 Full-time Lecturer, Department of English and American Languages, Kansai Gaidai University
Oct. 1993 Assistant Professor, American Studies, Department of Area Studies, Osaka University of Foreign Studies

Jan. 2001 Professor, Osaka University of Foreign Studies
April 2004 Professor, Doshisha Business School
April 2009 Professor and Dean, Doshisha Business School
June 2010 Director of the Company (present post)
April 2011 Professor, Doshisha Business School (present post)
April 2014 Vice President, Doshisha University (present post)