

Management Structure

Directors



Setsuo Iwashita
President and Chief Executive Officer

Expertise/
experience

Corporate management

Global

Sales/
marketing

March 1984
August 1992
September 1995
July 1998
March 2006
October 2006
September 2011
July 2012
September 2013
July 2015
July 2016
September 2016
July 2017
January 2019
July 2020

Joined the Company
Manager of Beijing Business Office and Shanghai Business Office, Overseas Operation Division
Director and Chief Executive Officer of ULVAC (NINGBO) CO., Ltd.
General Manager of Chinese Region, Asia Division of the Company
Director and Chief Executive Officer of ULVAC (CHINA) HOLDING CO., LTD.
Chairman of ULVAC (Shanghai) Trading Co., Ltd.; Chairman of ULVAC (SUZHOU) CO., LTD.
Director of the Company
Director and Executive Officer
Managing Executive Officer
Senior Managing Executive Officer of the Company; Chairman of ULVAC (CHINA) HOLDING CO., LTD.
Senior Managing Executive Officer and Senior Manager of Management Planning Department of the Company
Director and Senior Managing Executive Officer, Senior Manager of Management Planning Department
President and Chief Executive Officer
President and Chief Executive Officer and General Manager of Human Resource Center
President and Chief Executive Officer (current position)



Sadao Aoki
Managing Executive Officer

Expertise/
experience

Finance/
accounting

April 1986
July 2002
March 2006
April 2009
May 2011
December 2014
August 2015
May 2016
July 2016
July 2017
September 2019
July 2020
July 2021
July 2023
September 2024

Joined The Dai-ichi Kangyo Bank, Limited (currently Mizuho Bank, Ltd.)
Deputy Head of Uchisaiwaicho Sales Department No. 5, Mizuho Corporate Bank, Ltd. (currently Mizuho Bank, Ltd.)
Corporate Examiner, Corporate Promotion Department No. 1, Mizuho Corporate Bank, Ltd. (currently Mizuho Bank, Ltd.)
Examiner of Corporate Examination Department No. 1, Mizuho Bank, Ltd.
General Manager of Shinjuku-Shintoshin Branch, Mizuho Bank, Ltd.
Seconded to Forum Engineering Inc. as Managing Executive Officer
Joined Forum Engineering Inc. as Managing Director
Joined the Company as Assistant Staff Manager to Senior Manager of Finance Department
General Manager of Finance Department
Executive Officer, General Manager of Finance Department
Director and Executive Officer, General Manager of Finance & Accounting Department
Senior Executive Officer, General Manager of Finance Department
Managing Executive Officer, General Manager of Finance Department
Managing Executive Officer, Head of Administration HQ
Managing Executive Officer, Head of Administration HQ Responsible for Compliance (current position)



Hiroyuki Nishi
Director

External

Independent

Expertise/
experience

Corporate management

Global

Legal affairs/risk
management

April 1983
March 2007
March 2010
July 2011
March 2014
March 2017
March 2018
March 2018
March 2020
April 2020
September 2020

Joined Nippon Life Insurance Company
General Manager of International Planning & Operations Dept. and General Manager of China Office
Executive Officer, General Manager of Europe, Deputy Director-General and General Manager of London Representative Office
Director and Executive Officer, General Manager of the Americas, General Manager of Europe, Deputy Director-General, and General Manager of New York Representative Office
Director and Managing Executive Officer, General Manager of International Planning & Operations Dept., General Manager of the Americas, General Manager of Europe, and General Manager of Asia
Director and Senior Managing Executive Officer, General Manager of the Americas, General Manager of Europe, and General Manager of Asia
Director
President and Chief Executive Officer of Nissay Asset Management Corporation
Advisor of Nissay Credit Guarantee Co., Ltd.
President and Chief Executive Officer (current position)
External Director of the Company (current position)



Norio Uchida
Director

External

Independent

Expertise/
experience

Corporate management

Global

Sales/
marketing

April 1973
June 1980
February 1989
October 1994
July 1999
June 2003
July 2003
June 2005
June 2007
June 2010
June 2011
June 2013
June 2015
September 2015

Joined Tokyo Optical Co., Ltd. (currently TOPCON CORPORATION)
General Manager of Topcon Singapore Pte. Ltd.
President of Topcon Australia Pty Ltd.
Senior Vice President of Topcon Laser Systems, Inc. (currently Topcon Positioning Systems, Inc.)
President of Topcon Laser Systems Japan, Inc.
Executive Officer of TOPCON CORPORATION
Director and President of Topcon Sales Corporation (currently TOPCON SOKKIA POSITIONING JAPAN CO., LTD.)
Director and Executive Officer of TOPCON CORPORATION
Director and Managing Executive Officer
Director and Senior Managing Executive Officer
Representative Director, President & CEO
Advisor to the Board
External Director of Nabtesco Corporation
External Director of the Company (current position)



Dr. Kozo Ishida
Director

External

Independent

Expertise/
experience

Corporate management

Global

R&D/technology/
manufacturing

March 1970
June 1982
March 1985
June 1988
June 1991
June 1996
July 2001
June 2002
June 2005
March 2011
March 2014
March 2016
September 2016
March 2017
April 2018

Joined HORIBA, Ltd.
General Manager of Product Department I, Development and Sales Division
President and Director of HORIBA Europe GmbH (Germany)
Director of HORIBA, Ltd.
Managing Director
Senior Managing Director
President and Director (CEO) of ABX, S.A. (currently HORIBA ABX SAS) (France)
Vice President and Director of HORIBA, Ltd.
Executive Vice President and Representative Director
Director and Advisor of HORIBA STEC Co., Ltd.
Vice Chairman and Representative Director of HORIBA, Ltd.
Senior Advisor
External Director of the Company (current position)
External Director of Seiko Electric Co., Ltd. (current position)
Fellow of HORIBA, Ltd.



Yoshimi Nakajima
Director

External

Independent

Expertise/
experience

Corporate management

Global

Sales/
marketing

April 1980
February 1982
May 1997
June 2000
April 2002
August 2011
February 2014
April 2014
June 2017
June 2018
September 2018
April 2021

Joined The Yasuda Trust and Banking Co., Ltd. (currently Mizuho Trust & Banking Co., Ltd.)
Joined AVON PRODUCTS CO., LTD.
Joined Citibank, N. A. as Vice President
Joined Societe Generale Securities Services as Senior General Manager
Joined American Express International, Inc. as Vice President in charge of Global Traveler's Check & Prepaid Card Service, Japan Branch
Country Manager in Singapore (President)
Senior Vice President of Japan Branch
President and Representative Director of American Express Japan Co., Ltd.
External Director of Yamaha Corporation; External Director of AEON Financial Service Co., Ltd. (current position)
External Director of Japan Freight Railway Company (current position)
External Director of the Company (current position)
Outside Director of Sekisui House, Ltd. (current position)
Specially-Appointed Professor of the Graduate School of Project Design (current position)

Auditors



Yuji Morijiri
Auditor

Expertise/
experience

Finance/
accounting

April 1990
March 2012
March 2017
March 2019
April 2023
September 2023

Joined Nippon Life Insurance Company
General Manager of 2nd Tokai Corporate Relations Management Department
General Manager of Group Annuities Department
General Manager of 1st Corporate Relations Management Department
Joined the Company
Senior Manager, Assigned to Management Planning Department
Full-time Auditor (current position)



Kazuya Saito
Auditor

Expertise/
experience

R&D/technology/
manufacturing

April 1983
July 1996
October 2000
July 2005
September 2009
July 2012
September 2013
July 2018
July 2021
September 2022

Joined the Company
Manager of Vacuum Materials Laboratory, Tsukuba Institute for Super Materials
Senior Manager of No. 3 Research Department, Chiba Institute for Super Materials
General Manager of Chiba Institute for Super Materials
Director, General Manager of Chiba Institute for Super Materials
Director and Executive Officer, General Manager of Technology Planning Department
Executive Officer, General Manager of Technology Planning Department, General Manager of Institute for Super Materials
Senior Executive Officer, General Manager of Institute for Semiconductor and Electronic Technology
Officer, Assigned to Strategic Planning Department
Full-time Auditor (current position)



Isao Utsunomiya
Auditor

External

Independent

Expertise/
experience

Finance/
accounting

April 1997
July 1999
June 2011
June 2012
June 2013
June 2015
June 2017
September 2017
June 2019

Registered as Certified Public Tax Accountant
Opened Isao Utsunomiya Certified Public Tax Accountant Office
Manager of Welfare Department of Kyobashi Branch, Tokyo Certified Public Tax Accountants' Association
Representative Partner of Tsukiji Accounting Tax Corporation (current position)
Director of Tokyo Certified Public Tax Accountants' Association
Director and Deputy Manager of General Administration Department
Manager of General Administration Department of Kyobashi Branch
External Auditor of the Company (current position)
Deputy General Manager of Kyobashi Branch, Tokyo Certified Public Tax Accountants' Association (current position)



Soya Honda
Auditor

External

Independent

Expertise/
experience

Legal affairs/risk
management

December 2007
April 2008
April 2012
April 2016
September 2016
November 2021
April 2022
September 2023

Registered as an attorney
External assistant teacher of Chuo Law School (current position)
Auditor of Tokyo Judo Federation (current position)
Secretary-General of Certification and Evaluation Department of Japan Law Foundation
External Corporate Auditor of bBreak Systems Co., Ltd. (current position)
External Corporate Auditor of Ides Co., Ltd. (current position)
Founder and Director of Soya Honda Law Office (current position)
External Auditor of the Company (current position)

Composition of Key Organizations and Skills Matrix

Position	Name	Composition of key organizations				Expertise/experience*2					
		Board of Directors	Board of Corporate Auditors	Management Council*1	Committee for Appointment and Remuneration, etc.	Corporate management	Global	Sales/ marketing	R&D/ technology/ manufacturing	Finance/ accounting	Legal affairs/risk management
President and Chief Executive Officer	Setsuo Iwashita	●		●	●	●	●	●			
Managing Executive Officer	Sadao Aoki									●	
External Director	Hiroyuki Nishi	●			●	●	●				●
External Director	Norio Uchida	●			●	●	●	●			
External Director	Dr. Kozo Ishida	●			●	●	●		●		
External Director	Yoshimi Nakajima	●			●	●	●				
Full-time Auditor	Yuji Morijiri	●	●	●						●	
Full-time Auditor	Kazuya Saito	●	●	●					●		
External Auditor	Isao Utsunomiya	●	●		●					●	
External Auditor	Soya Honda	●	●		●						●

● Chairperson ● Chairperson ● Observer

*1 In addition to the above, executive officers are members of the Management Council.

*2 Main expertise and experience of each director and auditor are indicated. The above table summarizes the areas regarding which the Company has particular expectations, and is not a description of all their expertise and experience.