

# MANAGEMENT

(As of June 29, 1999)

We have implemented several measures aimed at increasing the effectiveness of SHI's corporate governance. These include separating the positions of SHI chairman of the board of directors and chief executive officer — a step we believe will allow the board to function with greater independence and objectivity, reducing the number of directors, and introducing a stronger executive officers' system.

With the chairman of the board no longer also serving as CEO, we believe that we will be able to strengthen the board's function as a supervisory body to maintain and enhance corporate values. In general, the board of directors

is charged with developing long-term corporate policy, supervising management performance, and ensuring that the company discharges its duty both to society and to investors.

On the management side, final responsibility for all decisions will rest with the president, while newly appointed executive officers concentrate on strengthening the company's earning power and competitiveness. Chosen from our most talented and able employees, these new executive officers will also ensure that the company always fulfills its obligations to customers, employees and suppliers.

## BOARD OF DIRECTORS

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**Mitoshi Ozawa**  
Chairman of the Board



**Yoshio Hinoh**  
President and  
Chief Executive Officer



**Hiroyasu Taniguchi**



**Takaji Nakanishi**



**Noriyuki Yamasaki**



**Eiichi Fujita**



**Naoki Takahashi**



**Shuji Toyoda**

## CORPORATE AUDITORS

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**Masakazu Ozaki**

Standing Auditor

**Tsuyoshi Saito**

Standing Auditor

**Tsutomu Nishimura**

Auditor

**Takako Yamada**

Auditor

## EXECUTIVE OFFICERS

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**Yoshio Hinoh**

President and Chief Executive Officer

**Hiroyasu Taniguchi**

Senior Executive Vice President

**Yasufumi Uenoyama**

Executive Vice President

**Toshisuke Kawamura**

Executive Vice President

**Takaji Nakanishi**

Executive Vice President

**Yukihito Takahashi**

Executive Vice President

**Noriyuki Yamasaki**

Executive Vice President

**Eiichi Fujita**

Executive Vice President

**Harumi Ikuta**

Senior Vice President

**Kenji Haruguchi**

Senior Vice President

**Shigeya Oishi**

Senior Vice President

**Masaaki Shiba**

Senior Vice President

**Takahiko Otani**

Senior Vice President

**Naoki Takahashi**

Senior Vice President

**Kensuke Shimizu**

Senior Vice President

**Junai Saito**

Senior Vice President

**Kohei Takase**

Senior Vice President