

Introducing Members of the Board

As of July 1, 2021



Chairman of the Board
Shunichi Miyanaga
(DOB: April 27, 1948)

Career summary

- Apr. 1972 Joined MHI
- Apr. 2006 Senior Vice President, Deputy Head of Machinery Headquarters
- May 2006 Senior Vice President, Deputy Head of Machinery & Steel Structures Headquarters
- Apr. 2008 Executive Vice President, Head of Machinery & Steel Structures Headquarters
- Jun. 2008 Director (Member of the Board), Executive Vice President, Head of Machinery & Steel Structures Headquarters
- Apr. 2011 Director (Member of the Board), Senior Executive Vice President, Head of the Presidential Administration Office
- Apr. 2013 President and CEO (Member of the Board)
- Apr. 2014 President and CEO (Member of the Board)
- Apr. 2019 Chairman of the Board (present position)

Rationale behind appointment

Having been involved in operations of Machinery & Steel Structures, Mr. Miyanaga served as President and CEO from April 2013 to March 2019, and promoted management reforms including the shift to a domain business structure and led the expansion in the scope of MHI's business. From April 2019, he has been serving as Chairman of the Board and conducting MHI's management oversight and invigorating activity at the Board of Directors.



President and CEO*1
Seiji Izumisawa
(DOB: September 3, 1957)

Career summary

- Apr. 1981 Joined MHI
- Apr. 2008 Senior General Manager, Technology Management Department, Technical Headquarters
- Apr. 2011 Senior General Manager, Technology Management Department, Technology & Innovation Headquarters
- Apr. 2013 Senior Executive Officer, Mitsubishi Motors Corporation
- Jun. 2013 Director, Mitsubishi Motors Corporation
- Apr. 2016 Senior Vice President, Senior General Manager, Technology Strategy Office
- Jun. 2017 Director (Member of the Board), Full-time Audit and Supervisory Committee Member
- Jun. 2018 Director (Member of the Board), Executive Vice President, CSO*2
- Apr. 2019 President and CEO (Member of the Board), CSO
- Apr. 2020 President and CEO (Member of the Board) (present position)

Rationale behind appointment

Mr. Izumisawa has engaged in research and development, technology management and operations related to strategic technology development, and has made significant contributions to strengthening and developing MHI's technology infrastructure. From June 2017 to June 2018, he filled the role of Director serving as an Audit and Supervisory Committee Member. Since April 2019 he has served as President and CEO (Member of the Board), in which roles he has drawn up and promoted strategy for MHI as a whole, and driven the development of a global structure. He participates in MHI's management decision-making, providing management direction.



Director (Member of the Board), Executive Vice President, CFO*3
Hisato Kozawa
(DOB: April 2, 1962)

Career summary

- Apr. 1986 Joined MHI
- Oct. 2019 Senior Vice President, CoCFO
- Apr. 2020 Senior Vice President, CFO
- Jun. 2020 Director (Member of the Board), Senior Vice President, CFO
- Apr. 2021 Director (Member of the Board), Executive Vice President, CFO (present positions)

Rationale behind appointment

Mr. Kozawa has been engaged for many years in the financial and accounting operations of MHI, and has served as general manager of finance and accounting departments at a major subsidiary. He served as CoCFO from October 2019, and has been serving as CFO since April 2020, and promoting financing activities that respond to economic conditions and the business environment. He participates in MHI's management decision-making as a person with expertise in the finances of MHI.

*1 CEO: Chief Executive Officer

*2 CSO: Chief Strategy Officer

*3 CFO: Chief Financial Officer



Director (Member of the Board), Executive Vice President, CSO; President & CEO, Energy Systems

Hitoshi Kaguchi

(DOB: February 15, 1960)

Career summary

- Apr. 1984 Joined MHI
- Apr. 2015 General Manager, Nuclear Energy Systems Division, Energy & Environment
- Apr. 2017 General Manager, Nuclear Energy Systems Division, Power Systems
- Apr. 2018 Senior Vice President, Deputy Head of Business Strategy Office
- Apr. 2019 Senior Vice President, CoCSO, Head of Marketing & Innovation Headquarters
- Apr. 2020 Executive Vice President, CSO
- Apr. 2021 Executive Vice President, CSO; President and CEO, Energy Systems
- Jun. 2021 Director (Member of the Board), Executive Vice President, CSO; President and CEO, Energy Systems (present positions)

Rationale behind appointment

After working for many years in nuclear power generation systems technological development and operations, Mr. Kaguchi served as CoCSO from April 2019 and has served as CSO since April 2020. In these roles, he formulates and implements company-wide strategies under the CEO and is involved in management decision-making as the executive in charge of all planning functions related to MHI's management policies.

(Appointed to the Board on June 29, 2021)



Director

Naoyuki Shinohara

(DOB: February 8, 1953)

Career summary

- Apr. 1975 Joined Ministry of Finance
- Jul. 2006 Director-General of the International Bureau, Ministry of Finance
- Jul. 2007 Vice Minister of Finance for International Affairs, Ministry of Finance
- Jul. 2009 Special Advisor to the Minister of Finance
- Feb. 2010 Special Advisor to the International Monetary Fund (IMF)
- Mar. 2010 Deputy Managing Director, IMF (until February 2015)
- Jun. 2015 Director (Member of the Board), MHI (present position)
- Jul. 2015 Professor, Policy Alternatives Research Institute, The University of Tokyo (until March 2018)

Rationale behind appointment

Mr. Shinohara has a wide range of insights related to financial policy gained as a regulator and a global perspective gained as an international institution executive when he served as Vice Minister of Finance for International Affairs and Deputy Managing Director of the International Monetary Fund (IMF). He contributes to the improvement of the soundness and transparency of MHI's management decision-making through providing insightful views and frank assessments to MHI's management as an outside director.



Director

Ken Kobayashi

Chairman of the Board, Mitsubishi Corporation
(DOB: February 14, 1949)

Career summary

- Jul. 1971 Joined Mitsubishi Corporation
- Jun. 2007 Member of the Board, Executive Vice President, Mitsubishi Corporation
- Jun. 2008 Executive Vice President, Mitsubishi Corporation
- Apr. 2010 Senior Executive Vice President, Mitsubishi Corporation
- Jun. 2010 Member of the Board, President and CEO, Mitsubishi Corporation
- Apr. 2016 Chairman of the Board, Mitsubishi Corporation (present position)
- Jun. 2016 Director (Member of the Board), MHI (present position)

Rationale behind appointment

Mr. Kobayashi has extensive knowledge and experience as a top executive who can perform well in global markets and because of his expertise in various fields, having served as a Member of the Board, President and CEO, and Chairman of the Board of Mitsubishi Corporation. He contributes to the improvement of the soundness and transparency of MHI's management decision-making through providing insightful views and frank assessments to MHI's management as an outside director.

Introducing Members of the Board



Director

Nobuyuki Hirano

Senior Advisor, MUFG Bank, Ltd.
(DOB: October 23, 1951)

Career summary

Apr. 1974 Joined The Mitsubishi Bank, Limited (now MUFG Bank, Ltd.)
 Jun. 2005 Member of the Board of Directors, Managing Executive Officer, The Bank of Tokyo-Mitsubishi, Ltd.
 Member of the Board of Directors, Mitsubishi Tokyo Financial Group, Inc.
 Oct. 2008 Member of the Board of Directors, Senior Managing Executive Officer, The Bank of Tokyo-Mitsubishi UFJ, Ltd.
 Jun. 2009 Member of the Board of Directors, Deputy President, The Bank of Tokyo-Mitsubishi UFJ, Ltd.; Managing Executive Officer, Mitsubishi UFJ Financial Group Inc. (MUFG)
 Jun. 2010 Member of the Board of Directors, MUFG
 Oct. 2010 Member of the Board of Directors, Deputy President, MUFG
 Apr. 2012 President & CEO, The Bank of Tokyo-Mitsubishi UFJ, Ltd.
 Member of the Board of Directors, MUFG
 Apr. 2013 President & CEO, MUFG
 Jun. 2015 Member of the Board of Directors, President & Group CEO, MUFG
 Apr. 2016 Chairman of the Board of Directors, The Bank of Tokyo-Mitsubishi UFJ, Ltd.
 Apr. 2019 Member of the Board of Directors, Chairman (Corporate Executive), MUFG
 Member of the Board of Directors, MUFG Bank, Ltd. (until April 2020)
 Jun. 2019 Director (Member of the Board), Audit and Supervisory Committee Member, MHI
 Apr. 2021 Member of the Board of Directors, MUFG (until June 2021)
 Senior Advisor, MUFG Bank, Ltd. (present position)
 Jun. 2021 Director (Member of the Board), MHI (present position)

Rationale behind appointment

Mr. Hirano has extensive knowledge and experience as an executive at an international financial institution, having served as President of Mitsubishi UFJ Financial Group and President and Chairman of MUFG Bank. He contributes to the improvement of the soundness and transparency of MHI's management decision-making through providing insightful views and frank assessments to MHI's management as an outside director.



Director
Full-time Audit and Supervisory Committee Member

Koji Okura

(DOB: October 9, 1957)

Career summary

Apr. 1980 Joined MHI
 Oct. 2015 Senior Vice President, Vice President of Commercial Aviation & Transportation Systems
 Jan. 2017 Senior Vice President, Vice President of Commercial Aviation & Transportation Systems
 President and CEO, Mitsubishi Heavy Industries Shipbuilding Co., Ltd. (until December 2017)
 Apr. 2017 Senior Vice President, Senior General Manager of Shipbuilding & Ocean Development Division, Industry & Infrastructure
 Jan. 2018 Senior Vice President
 President and CEO, Mitsubishi Shipbuilding Co., Ltd.
 Jun. 2020 Director (Member of the Board), Full-time Audit and Supervisory Committee Member (present positions)

Rationale behind appointment

Mr. Okura has long experience in finance and accounting divisions at MHI, and has served in various important positions in administrative and business divisions, and has also served as the president of a major subsidiary. Mr. Okura has been Director serving as an Audit and Supervisory Committee Member since June 2020. He participates in MHI's management decision-making from the perspective of Full-time Audit and Supervisory Committee Member and contributes to ensuring effective audits and ensuring soundness and appropriateness and improving transparency of its management decision-making.



Director
Full-time Audit and Supervisory Committee Member

Setsuo Tokunaga

(DOB: October 20, 1958)

Career summary

Apr. 1984 Joined MHI
 Apr. 2015 General Manager, Research & Innovation Center, Technology & Innovation Headquarters
 Apr. 2016 General Manager, Research & Innovation Center
 Apr. 2017 Fellow, General Manager, Research & Innovation Center
 Jun. 2017 Fellow, Senior General Manager, Technology Strategy Office
 Apr. 2019 Senior Fellow, Senior Chief Researcher, Research & Innovation Center
 Jun. 2021 Director (Member of the Board), Full-time Audit and Supervisory Committee Member (present positions)

Rationale behind appointment

Mr. Tokunaga has been contributing to strengthening MHI's technological development organizations, partly through his long tenure at the Research & Innovation Center. Mr. Tokunaga has been Director serving as an Audit and Supervisory Committee Member since June 2021. He participates in MHI's management decision-making from the perspective of Full-time Audit and Supervisory Committee Member and contributes to ensuring effective audits and ensuring soundness and appropriateness and improving transparency of its management decision-making. (Appointed to the Board on June 29, 2021)



Director
Audit and Supervisory
Committee Member

Hiroo Unoura

Senior Advisor, Nippon
Telegraph and Telephone
Corporation (NTT)
(DOB: January 13, 1949)

Career summary

Apr. 1973 Joined Nippon Telegraph and Telephone Public Corporation
Jun. 2002 Senior Vice President, Member of the Board, NTT
Jun. 2007 Executive Vice President, Member of the Board, NTT
Jun. 2008 Senior Executive Vice President, Representative Member of the Board, NTT
Jun. 2012 President and Chief Executive Officer, Representative Member of the Board, NTT
Jun. 2018 Advisor, NTT
Jun. 2019 Director (Member of the Board), Audit and Supervisory Committee Member, MHI (present positions)
Jul. 2021 Senior Advisor, NTT (present position)

Rationale behind appointment

Mr. Unoura has extensive knowledge and experience as a top executive active in cutting-edge fields, having served as President and CEO of Nippon Telegraph and Telephone Corporation and worked to strengthen domestic business competitiveness and earning power as well as expand international business. He contributes to the improvement of the soundness and transparency of MHI's management decision-making through providing insightful views and frank assessments to MHI's management as an outside director and Audit and Supervisory Committee member.



Director
Audit and Supervisory
Committee Member

Noriko Morikawa

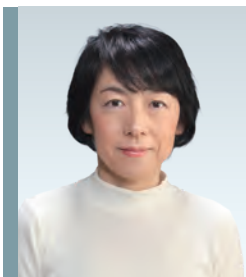
(DOB: October 18, 1958)

Career summary

Apr. 1981 Joined CHORI CO., LTD.
Aug. 1988 Joined Daiwa Securities America, Inc.
Sep. 1991 Joined ARTHUR ANDERSEN & CO.
Mar. 1995 Joined Motorola Inc.
Mar. 2005 Director of the Board, Motorola Inc.
Jun. 2009 Joined Bosch Corporation
Aug. 2010 Executive Vice President and Director, Bosch Corporation (until December 2018)
Jun. 2020 Director (Member of the Board), MHI
Jun. 2021 Director (Member of the Board), Audit and Supervisory Committee Member, MHI (present positions)

Rationale behind appointment

Ms. Morikawa has experience in internal audit and accounting operations at foreign companies operating in Japan, in addition to which she possesses extensive knowledge and experience in global companies related to business management and organizational operation, such as overseeing administration departments in the role of manager. She contributes to the improvement of the soundness and transparency of MHI's management decision-making through providing insightful views and frank assessments to MHI's management as an outside director and Audit and Supervisory Committee member.



Director
Audit and Supervisory
Committee Member

Masako Ii

Professor, School of International
and Public Policy, Hitotsubashi University
Professor, Graduate School of Economics/
Faculty of Economics,
Hitotsubashi University
(DOB: February 8, 1963)

Career summary

Jul. 1990 Researcher, The World Bank
Apr. 1995 Associate Professor, Department of Economics, Yokohama National University
Apr. 2004 Professor, Graduate School of International Corporate Strategy, Hitotsubashi University Business School
Apr. 2005 Professor, School of International and Public Policy, Hitotsubashi University (present position)
Professor, Graduate School of Economics/Faculty of Economics, Hitotsubashi University (present position)
Jun. 2021 Director (Member of the Board), Audit and Supervisory Committee Member, MHI (present positions)

Rationale behind appointment

Ms. Ii possesses a high level of expertise cultivated as a researcher and graduate school professor in the field of health-care economics. She also has a wealth of global experience, having served as a researcher at The World Bank and member of the Japan Broadcasting Corporation's Board of Governors. She contributes to the improvement of the soundness and transparency of MHI's management decision-making through providing insightful views and frank assessments to MHI's management as an outside director and Audit and Supervisory Committee member. (Appointed to the Board on June 29, 2021)