

Introducing Members of the Board

As of July 1, 2023



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), Senior Executive Vice President, Assistant to President and CEO
Hitoshi Kaguchi
(DOB: February 15, 1960)

Career summary

- Apr. 1984 Joined MHI
- 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
- Apr. 2023 Director (Member of the Board), Senior Executive Vice President, Assistant to President and CEO (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, handling overall planning of the Company's management policy. Since April 2023, he has been leading MHI's Energy Transition and the expansion of its business into growth areas, and has participated in MHI's management decision-making as a person drawing up and promoting growth strategy for MHI.

*1 CEO: Chief Executive Officer

*2 CSO: Chief Strategy Officer

*3 CFO: Chief Financial Officer



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.



Director

Ken Kobayashi

Corporate Advisor, 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
Jun. 2016	Director (Member of the Board), MHI (present position)
Apr. 2022	Member of the Board, Corporate Advisor, Mitsubishi Corporation
Jun. 2022	Corporate Advisor, Mitsubishi Corporation (present position)

Rationale behind appointment

Mr. Kobayashi has extensive knowledge and experience obtained as a top executive in a global company and because of his expertise in various business 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.



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 obtained as a top executive at an international financial institution, having served as President and Chairman 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.

Introducing Members of the Board



Director

Mitsuhiro Furusawa

President, Institute for Global Financial Affairs, Sumitomo Mitsui Banking Corporation

(DOB: February 20, 1956)

Career summary

Apr. 1979	Joined Ministry of Finance
Aug. 2012	Director-General of the Financial Bureau, Ministry of Finance
Mar. 2013	Vice Minister of Finance for International Affairs, Ministry of Finance
Jul. 2014	Special Advisor to the Prime Minister, Special Advisor to the Minister of Finance
Mar. 2015	Deputy Managing Director, the International Monetary Fund (IMF)
Dec. 2021	President, Institute for Global Financial Affairs, Sumitomo Mitsui Banking Corporation (present position)
Jun. 2023	Director (Member of the Board), MHI (present position)

Rationale behind appointment

Mr. Furusawa 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

Full-time Audit and Supervisory Committee Member

Setsuo Tokunaga

(DOB: October 20, 1958)

Career summary

Apr. 1984	Joined MHI
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. He 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.



Director

Full-time Audit and Supervisory Committee Member

Ryutaro Takayanagi

(DOB: August 26, 1958)

Career summary

Apr. 1981	Joined MHI
Feb. 2014	Statutory Auditor (Full-time), Mitsubishi Hitachi Power Systems, Ltd.
Sep. 2020	Statutory Auditor (Full-time), Mitsubishi Power, Ltd.
Jun. 2021	Advisor Fellow, Statutory Auditors' Office, Mitsubishi Power, Ltd.
Oct. 2021	Advisor Fellow, Internal Control Department of Energy Systems, MHI
Jun. 2022	Director (Member of the Board), Full-time Audit and Supervisory Committee Member (present positions)

Rationale behind appointment

Mr. Takayanagi has long experience in finance and accounting divisions at MHI, and has served in various important positions in administrative divisions, and has also served as the full-time statutory auditor of major subsidiaries. He has been Director serving as an Audit and Supervisory Committee member since June 2022. 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
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 obtained as a top executive of a company with cutting-edge businesses, 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 ensuring effective audits and ensuring the soundness and appropriateness and improving the 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 ensuring effective audits and ensuring the soundness and appropriateness and improving the 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 healthcare 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 ensuring effective audits and ensuring the soundness and appropriateness and improving the 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.