

Introducing Members of the Board As of July 1, 2025



Chairman of the Board

Seiji Izumisawa

(DOB: September 3, 1957)

Number of years in office: 8 years

Number of MHI shares owned:

315,800 shares

Career summary

Apr. 1981 Joined MHI
Apr. 2008 Senior General Manager, Technology Management Department of Technical Headquarters
Apr. 2011 Senior General Technology Management Department of 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, CSO¹
Apr. 2019 President and CEO² (Member of the Board), CSO
Apr. 2020 President and CEO (Member of the Board)
Apr. 2025 Chairman of the Board (Present position)



President and CEO

Eisaku Ito

(DOB: October 19, 1963)

Number of years in office: Newly appointed

Number of MHI shares owned:

148,100 shares

Career summary

Apr. 1987 Joined MHI
Apr. 2016 General Manager, Business Intelligence & Innovation Department of Marketing & Innovation Headquarters
Apr. 2018 Fellow, Deputy Head of Research & Innovation Center
Apr. 2019 Senior Vice President, CoCTO
Apr. 2020 Executive Vice President, CTO³
Apr. 2022 Executive Vice President, CTO, CoCSO
Apr. 2025 President and CEO
Jun. 2025 President and CEO (Member of the Board) (Present positions)



Director, Executive Vice President, CSO

Masayuki Suematsu

(DOB: August 25, 1963)

Number of years in office: Newly appointed

Number of MHI shares owned:

65,300 shares

Career summary

Apr. 1986 Joined MHI
Jan. 2016 CEO, President, Mitsubishi Mahindra Agricultural Machinery Co., Ltd.
Apr. 2019 Senior Vice President, Head of Business Strategy Office
Apr. 2022 Senior Vice President, Head of Business Strategy Office, Vice President, Logistics, Thermal & Drive Systems
Apr. 2023 Executive Vice President, CSO
Jun. 2025 Director (Member of the Board), Executive Vice President, CSO (Present positions)



Director, Senior Vice President, CFO⁴

Hiroshi Nishio

(DOB: January 5, 1968)

Number of years in office: Newly appointed

Number of MHI shares owned:

4,600 shares

Career summary

Apr. 1990 Joined MHI
Jan. 2020 Executive Vice President, Mitsubishi Heavy Industries America, Inc.
Apr. 2022 Senior General Manager, Financial Planning Division
Apr. 2025 Senior Fellow, CoCFO
Jun. 2025 Director (Member of the Board), Senior Vice President, CFO (Present positions)



Director Outside Independent

Ken Kobayashi

(DOB: February 14, 1949)

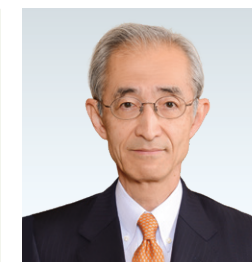
Number of years in office: 9 years

Number of MHI shares owned:

24,000 shares

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)



Director Outside Independent

Nobuyuki Hirano

(DOB: October 23, 1951)

Number of years in office: 6 years

Number of MHI shares owned:

37,200 shares

Career summary

Apr. 1974 Joined The Mitsubishi Bank, Limited
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)

1 CSO: Chief Strategy Officer

2 CEO: Chief Executive Officer

3 CTO: Chief Technology Officer

4 CFO: Chief Financial Officer

Note: "Number of years in office" is calculated as of the conclusion of the General Meeting of Shareholders on June 27, 2025; "Number of MHI shares owned" is as of May 31, 2025

Introducing Members of the Board



Director Outside Independent

Mitsuhiro Furusawa

(DOB: February 20, 1956)

Number of years in office: 2 years
Number of MHI shares owned: 5,500 shares

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)



Director
Full-time Audit and Supervisory Committee Member

Masayuki Fujisawa

(DOB: August 23, 1960)

Number of years in office: 1 year
Number of MHI shares owned: 68,400 shares

Career summary

- Apr. 1983 Joined MHI
- Apr. 2017 Vice President, Power Systems
- Oct. 2018 Senior Vice President, Vice President, Power Systems
- Apr. 2020 Director, Executive Vice President, CFO and CAO⁵, Mitsubishi Hitachi Power Systems, Ltd.
- Sept. 2020 Director, Executive Vice President, CFO and CAO, Mitsubishi Power, Ltd.
- Apr. 2021 Director, Executive Vice President, CSO, CFO and CAO, Mitsubishi Power, Ltd.
- Oct. 2021 Senior Vice President, Vice President, Energy Systems
- Jun. 2024 Director (Member of the Board), Full-time Audit and Supervisory Committee Member (Present positions)



Director
Full-time Audit and Supervisory Committee Member

Hisato Kozawa

(DOB: April 2, 1962)

Number of years in office: 5 years
Number of MHI shares owned: 97,500 shares

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
- Jun. 2025 Director (Member of the Board), Full-time Audit and Supervisory Committee Member (Present positions)



Director Outside Independent
Audit and Supervisory Committee Member

Hiroo Unoura

(DOB: January 13, 1949)

Number of years in office: 6 years
Number of MHI shares owned: 43,900 shares

Career summary

- Apr. 1973 Joined Nippon Telegraph and Telephone Public Corporation (NTT)
- 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
- Jul. 2025 Senior Advisor, NTT, Inc. (Present position)



Director Outside Independent
Audit and Supervisory Committee Member

Noriko Morikawa

(DOB: October 18, 1958)

Number of years in office: 5 years
Number of MHI shares owned: 6,100 shares

Career summary

- Apr. 1981 Joined CHORI CO., LTD.
- Aug. 1988 Joined Daiwa Securities America, Inc.
- Sept. 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)



Director Outside Independent
Audit and Supervisory Committee Member

Masako Ii

(DOB: February 8, 1963)

Number of years in office: 4 years
Number of MHI shares owned: 7,800 shares

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)

5 CAO: Chief Administrative Officer