

Directors & Executive Officers

Directors (AS of June 29, 2023)



Mitoji Yabunaka

Outside Director Independent Director

- Status of attendance at Board of Directors' meetings 100%
- The number of shares owned 15,600
- Period of Service 11 years

April 1969 Joined the Ministry of Foreign Affairs of Japan
 January 2008 Vice-Minister, Ministry of Foreign Affairs of Japan (Retired in August 2010)
 October 2010 Advisor, Nomura Research Institute, Ltd. (Retired in September 2017)
 June 2012 Director, Member of the Nomination Committee and Member of the Compensation Committee, Mitsubishi Electric Corporation
 June 2020 Director, Chairman of the Nomination Committee and Member of the Compensation Committee, Mitsubishi Electric Corporation
 October 2021 Chairman of the Board of Directors, Chairman of the Nomination Committee and Member of the Compensation Committee, Mitsubishi Electric Corporation
 June 2023 Chairman of the Board of Directors, Member of the Nomination Committee and Member of the Compensation Committee, Mitsubishi Electric Corporation (current position)



Kazunori Watanabe

Outside Director Independent Director

- Status of attendance at Board of Directors' meetings 100%
- The number of shares owned 9,700
- Period of Service 8 years

April 1975 Joined Showa Audit Corporation (currently Ernst & Young ShinNihon LLC)
 September 1978 Registered as a certified public accountant (current position)
 March 1980 Registered as a tax account (current position)
 May 2002 Partner, Shin Nihon & Co. (currently Ernst & Young ShinNihon LLC)
 August 2008 Executive Partner, Ernst & Young ShinNihon LLC (Retired in March 2010)
 March 2010 Chief, Kazunori Watanabe Certified Public Accountant & Tax Account Office (current position)
 June 2015 Directors, Member of the Audit Committee and Member of the Compensation Committee, Mitsubishi Electric Corporation
 June 2020 Directors, Chairman of the Compensation Committee and Member of the Audit Committee, Mitsubishi Electric Corporation (current position)



Hiroko Koide

Outside Director Independent Director

- Status of attendance at Board of Directors' meetings 100%
- The number of shares owned 15,100
- Period of Service 7 years

May 1993 Joined Nippon Lever K.K. (currently Unilever Japan K.K.)
 April 2001 Director Nippon Lever K.K. (Retired in March 2006)
 April 2006 Joined Masterfoods Ltd. (currently Mars Japan Limited)
 April 2008 Chief Operating Officer (COO), Mars Japan Limited (Retired in August 2010)
 November 2010 President and Director, Parfums Christian Dior Japan K.K. (Retired in January 2012)
 April 2013 Senior Vice President, Global Marketing, Newell Rubbermaid (U.S.) (currently Newell Brands Inc. (U.S.)) (Retired in February 2018)
 June 2016 Director, Member of the Nomination Committee and Member of the Compensation Committee, Mitsubishi Electric Corporation (current position)
 April 2018 Director Vicela Japan Co., Ltd. (Retired in March 2019)



Tatsuro Kosaka

Outside Director Independent Director

- Status of attendance at Board of Directors' meetings 100%
- The number of shares owned 2,000
- Period of Service 1 years

April 1976 Joined Chugai Pharmaceutical Co., Ltd.
 March 2012 Representative Director, President & COO of Chugai Pharmaceutical Co., Ltd.
 March 2018 Representative Director, President & CEO of Chugai Pharmaceutical Co., Ltd.
 March 2020 Representative Director, Chairman & CEO of Chugai Pharmaceutical Co., Ltd.
 March 2021 Representative Director, Chairman of Chugai Pharmaceutical Co., Ltd.
 March 2022 Senior Advisor of Chugai Pharmaceutical Co., Ltd. (current position)
 June 2022 Director, Member of the Nomination Committee and Member of the Compensation Committee, Mitsubishi Electric Corporation
 June 2023 Director, Chairman of the Nomination Committee and Member of the Compensation Committee, Mitsubishi Electric Corporation (current position)



Hiroyuki Yanagi

Outside Director Independent Director

- Status of attendance at Board of Directors' meetings 90%
- The number of shares owned 5,000
- Period of Service 1 years

April 1978 Joined Yamaha Motor Co., Ltd.
 March 2010 President, Chief Executive Officer and Representative Director of Yamaha Motor Co., Ltd.
 January 2012 President, Chief Executive Officer, Representative Director, and Chief General Manager of Motorcycle Business Operation of Yamaha Motor Co., Ltd.
 January 2018 Chairman and Representative Director of Yamaha Motor Co., Ltd.
 March 2021 Chairman and Director of Yamaha Motor Co., Ltd.
 January 2022 Director of Yamaha Motor Co., Ltd.
 March 2022 Advisor of Yamaha Motor Co., Ltd. (current position)
 June 2022 Director, Member of the Nomination Committee and Member of the Compensation Committee, Mitsubishi Electric Corporation
 June 2023 Director, Chairman of the Audit Committee and Member of the Nomination Committee, Mitsubishi Electric Corporation (current position)



Masako Egawa

Outside Director Independent Director

- The number of shares owned 0

April 1980 Joined Tokyo Branch, Citibank, N.A.
 September 1986 Joined New York Headquarters, Salomon Brothers Inc.
 June 1988 Joined Tokyo Branch, Salomon Brothers Asia Limited (currently Citigroup Global Markets Japan Inc.)
 December 1993 Joined Tokyo Branch, S.G. Warburg Securities (currently UBS Securities Japan Co., Ltd.)
 November 2001 Executive Director, Japan Research Center, Harvard Business School (Retired in March 2009)
 April 2009 Executive Vice President, The University of Tokyo (Retired in March 2015)
 September 2015 Professor, Graduate School of Commerce (currently Graduate School of Business Administration), Hitotsubashi University (Retired in March 2020).
 July 2019 Vice-Chairperson, The Japan Securities Dealers Association (current position)
 April 2020 Specially Appointed Professor, Graduate School of Commerce (currently Graduate School of Business Administration), Hitotsubashi University (Retired in March 2022)
 April 2022 Chancellor, School Juridical Person Seikei Gakuen (current position)
 June 2023 Director, Member of the Nomination Committee and Member of the Compensation Committee, Mitsubishi Electric Corporation (current position)

Directors (AS of June 29, 2023)



Haruka Matsuyama

Outside Director Independent Director

● The number of shares owned 0

April 1995 Assistant Judge to the Tokyo District Court
 July 2000 Attorney-at-law (current position)
 July 2000 Joined Hibiya Park Law Offices
 January 2002 Partner of Hibiya Park Law Offices (current position)
 June 2023 Director, Member of the Audit Committee, Mitsubishi Electric Corporation (current position)



Kei Uruma

● Status of attendance at Board of Directors' meetings 100%
 ● The number of shares owned 99,223

April 1982 Joined Mitsubishi Electric Corporation
 April 2017 Executive Officer, Public Utility Systems
 April 2018 Senior Vice President, Public Utility Systems
 April 2020 Representative Executive Officer, Senior Vice President, Corporate Strategic Planning and Operations of Associated Companies
 June 2020 Director, Representative Executive Officer, Senior Vice President, Corporate Strategic Planning and Operations of Associated Companies
 April 2021 Director, Representative Executive Officer, Senior Vice President, Export Control, Corporate Strategic Planning and Operations of Associated Companies, CSO
 July 2021 Director, Representative Executive Officer, President & CEO
 June 2023 Director, Member of the Nomination Committee, Representative Executive Officer, President & CEO (current position)



Tadashi Kawagoishi

● Status of attendance at Board of Directors' meetings 100%
 ● The number of shares owned 42,800

April 1983 Joined Mitsubishi Electric Corporation
 April 2015 Senior General Manager, Corporate Finance Div.
 April 2018 Executive Officer, Accounting and Finance
 June 2018 Director, Member of the Compensation Committee, Executive Officer, Accounting and Finance
 April 2021 Director, Member of the Compensation Committee, Executive Officer, Accounting and Finance, CFO
 April 2022 Director, Member of the Compensation Committee
 June 2022 Director, Member of the Audit Committee (current position)



Kuniaki Masuda

● Status of attendance at Board of Directors' meetings 100%
 ● The number of shares owned 23,440

April 1987 Joined Mitsubishi Electric Corporation
 April 2015 Senior General Manager, Planning & Administration Div. of Semiconductor & Device Group
 October 2020 Senior General Manager, Corporate Human Resources Div.
 April 2021 Executive Officer, General Affairs and Human Resources
 June 2021 Director, Member of the Nomination Committee and member of the Compensation Committee, Executive Officer, General Affairs and Human Resources
 April 2022 Director, Member of the Nomination Committee, Member of the Compensation Committee, Executive Officer, CFO (in charge of Accounting and Finance), CHRO (in charge of General Affairs and Human Resources)
 April 2023 Director, Member of the Nomination Committee, Member of the Compensation Committee, Executive Officer, CFO (in charge of Accounting and Finance)
 June 2023 Director, Member of the Compensation Committee, Executive Officer, CFO (in charge of Accounting and Finance) (current position)



Jun Nagasawa

● Status of attendance at Board of Directors' meetings 100%
 ● The number of shares owned 43,800

April 1983 Joined Mitsubishi Electric Corporation
 April 2016 Senior General Manager, Kansai Branch Office
 April 2018 Executive Officer, Advertising and Domestic Marketing
 April 2021 Senior Vice President (in charge of Auditing, and Legal Affairs & Compliance, Corporate Communication (Sustainability, Public Relations and Advertising)), CCO
 July 2021 Representative Executive Officer, Senior Vice President (in charge of Auditing, and Legal Affairs & Compliance, Corporate Communication (Sustainability, Public Relations and Advertising)), CCO
 April 2022 Senior Adviser
 June 2022 Director, Member of the Audit Committee (current position)



Satoshi Takeda

● The number of shares owned 16,740

April 1989 Joined Mitsubishi Electric Corporation
 January 2018 Deputy Senior General Manager, Nagoya Works
 April 2020 Senior General Manager, Overseas Marketing Div. of Factory Automation Systems Group
 April 2021 Senior General Manager, Planning & Administration Dept. of Factory Automation Systems Group
 April 2022 Executive Officer, Industry and Mobility Business Area Owner (Group President, Factory Automation Systems)
 April 2023 Executive Officer, in charge of Auditing, CSO (in charge of Corporate Strategic Planning, Corporate IR and SR, Operations of Associated Companies, Three Key Reforms and Sustainability)
 June 2023 Director, Executive Officer, in charge of Auditing, CSO (in charge of Corporate Strategic Planning, Corporate IR and SR, Operations of Associated Companies, Three Key Reforms and Sustainability) (current position)

List of Directors and skill matrix

Name	Independent Outside Director	Membership of Committee			Position	Skill matrix							
		Nomination Committee	Audit Committee	Compensation Committee		Corporate management and corporate strategies	ESG	Finance and accounting	Legal affairs and compliance	Human resources and human resources development	Global affairs	Engineering, DX and R&D	Business development and investment
Mitoji Yabunaka	○	○		○	Chairman of the Board, Member of the Nomination Committee, Member of the Compensation Committee		○			○	○		
Kazunori Watanabe	○		○	●	Director, Chairman of the Compensation Committee, Member of the Audit Committee		○	○		○			
Hiroko Koide	○	○		○	Director, Member of the Nomination Committee, Member of the Compensation Committee	○	○			○	○		○
Tatsuro Kosaka	○	●		○	Director, Chairman of the Nomination Committee, Member of the Compensation Committee	○	○			○	○	○	○
Hiroyuki Yanagi	○	○	●		Director, Chairman of the Audit Committee, Member of the Nomination Committee	○	○			○	○	○	○
Masako Egawa	○	○		○	Director, Member of the Nomination Committee, Member of the Compensation Committee	○	○	○			○		○
Haruka Matsuyama	○		○		Director, Member of the Audit Committee		○		○				
Kei Uruma		○			Director, Member of the Nomination Committee, President & CEO	○	○			○	○	○	○
Tadashi Kawagoishi			○		Director, Member of the Audit Committee	○	○	○					○
Kuniaki Masuda				○	Director, Member of the Compensation Committee, Executive Officer, CFO (in charge of Accounting and Finance)	○	○	○		○			○
Jun Nagasawa			○		Director, Member of the Audit Committee	○	○		○				○
Satoshi Takeda					Director, Executive Officer, in charge of Auditing, CSO (in charge of Corporate Strategic Planning, Corporate IR and SR, Operations of Associated Companies, Three Key Reforms and Sustainability)	○	○			○			○

*The Board of Directors is composed of twelve members (seven of whom are independent outside directors, three of whom are female directors). *● indicates the Chairperson.

Reference: Skill items required for Director

Skill item	Reason for selection of the skill item	Skill item	Reason for selection of the skill item
Corporate management and corporate strategies	The Group needs Directors with abundant management experience and achievements in corporate management at companies as well as experience, knowledges and skills for formulating a sustainable growth strategy, in order to sustainably increase corporate value amid a drastic change in the business environment surrounding the Group.	ESG	The Group needs Directors with experience, knowledge, and skills concerning ESG in order to realize "addressing social challenges through our businesses", positioning the realization of sustainability as the core of management, as well as to fulfill responsibilities to stakeholders including society, customers, shareholders, and employees.
Finance and accounting	The Group needs Directors with experience, knowledge, and skills concerning finance and accounting for building a strong financial base and realizing appropriate returns to shareholders as well as maintaining the discipline and governance of finance and accounting.	Legal affairs and compliance	The Group needs Directors with experience, knowledge, and skills concerning these items in order to globally develop the business, while thoroughly ensuring the legal and ethical compliance that forms the fundamentals of corporate activities.
Human resources and human resources development	The Group needs Directors with experience, knowledge, and skills concerning these items in order to promote human capital management, positioning human resource strategies as one of the important policies of business strategies.	Global affairs	The Group needs Directors with management experience from a global perspective and specialized knowledge and experience concerning international affairs in order to further grow in the global market.
Engineering, DX and R&D	The Group needs Directors with specialized knowledge and experience concerning engineering, DX and R&D in order to advance its "integrated solutions," strengthening core components, field knowledge, and advanced digital technologies that are the Group's advantages, as well as to promote open innovation and R&D strategies toward future growth.	Business development and investment	The Group needs Directors with experience, knowledge, and skills concerning these items as the implementation of growth strategies including promotion of business portfolio strategies, development of new businesses, and M&As is necessary for transforming itself into a "Circular Digital-Engineering" company and increasing corporate value in a sustainable way.

Representative Executive Officers and Executive Officers (AS of October 1, 2023)



Kei Uruma

Representative Executive Officer
President & CEO



Tadashi Matsumoto

Representative Executive Officer,
Executive Vice President

Life Business Area Owner (Senior General Manager, Life BA Strategic Planning Office, Representative Director and President, Mitsubishi Electric Building Solutions Corporation), In charge of Export Control



Kunihiro Kaga

Representative Executive Officer,
Senior Vice President

Industry and Mobility Business Area Owner (Senior General Manager, Industry and Mobility BA Strategic Planning Office), CTO (In charge of Technology Strategies)



Noriyuki Takazawa

Senior Vice President

Infrastructure Business Area Owner (Senior General Manager, Infrastructure BA Strategic Planning Office)



Atsuhiko Yabu

Executive Officer

Group President,
Automotive Equipment



Satoshi Kusakabe

Executive Officer

CRO (In charge of Legal Affairs & Compliance, Risk Management, Economic Security and Export Control)



Yoji Saito

Executive Officer

CMO (In charge of Global Marketing and Advertising, Vice President, Corporate Marketing), In charge of Government & External Relations



Eiichiro Mitani

Executive Officer

Business Platform Business Area Owner (Senior General Manager, Business Platform BA Strategic Planning Office, Group President, Information Systems & Network Service), CIO (In charge of Information Security and IT, Vice President, Corporate Process & Operation Reengineering)



Kuniaki Masuda

Executive Officer

CFO (In charge of Accounting and Finance)



Tomonori Sato

Executive Officer

Group President, Defense & Space Systems



Yoshikazu Nakai

Executive Officer

CPO (In charge of Manufacturing, Vice President, Corporate Total Productivity Management & Environmental Programs), CDO (Vice President, Corporate Quality Assurance Reengineering)



Satoshi Takeda

Executive Officer

CSO (In charge of Corporate Strategic Planning, IR and SR, Operations of Associated Companies, Three Key Reforms, and Sustainability), CDO (In charge of DX, Vice President, Business Innovation)



Yasunari Abe

Executive Officer

CHRO (In charge of General Affairs and Human Resources, Senior General Manager, Corporate Human Resources Div.), In charge of Public Relations



Yasumichi Tazunoki

Executive Officer

Group President, Living Environment & Digital Media Equipment



Shigeki Kawaji

Executive Officer

In charge of Purchasing, Senior General Manager, Corporate Purchasing Div.



Kenichiro Fujimoto

Executive Officer

Overseeing Accounting and Finance, Senior General Manager, Corporate Accounting Div.



Masayoshi Takemi

Executive Officer

Group President, Semiconductor & Device



Hideto Negoro

Executive Officer

Group President, Public Utility Systems



Masahiro Oya

Executive Officer

Vice President, Global Strategic Planning & Marketing



Iwao Oda

Executive Officer

Group President, Building Systems, Representative Director and Vice President, Mitsubishi Electric Building Solutions Corporation



Hiroshi Tsuchimoto

Executive Officer

In charge of Auditing, Senior General Manager, Corporate Strategic Planning Div.



Toshie Takeuchi

Executive Officer

Group President, Factory Automation Systems



Soichi Hamamoto

Executive Officer

Group President, Energy & Industrial Systems



Toru Oka

Executive Officer

In charge of Intellectual Property, Vice President, Corporate Research and Development



Michael Corbo

Executive Officer

Representative of Americas, Global Strategic Planning & Marketing President, Mitsubishi Electric US Holdings, Inc. President & CEO, Mitsubishi Electric US, Inc.