

# Directors & Executive Officers

## Directors (as of June 25, 2024)



**Tatsuro Kosaka**

Outside Director Independent Director

- Status of attendance at Board of Directors' meetings: 100%
- The number of shares owned: 5,300
- Period of service: 2 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, Chairperson of the Nomination Committee and Member of the Compensation Committee, Mitsubishi Electric Corporation  
 June 2024 Director, Chairperson of the Nomination Committee and Chairperson of the Compensation Committee, Mitsubishi Electric Corporation (current position)



**Hiroyuki Yanagi**

Outside Director Independent Director

- Status of attendance at Board of Directors' meetings: 100%
- The number of shares owned: 5,000
- Period of service: 2 years

April 1978 Joined Yamaha Motor Co., Ltd.  
 March 2010 President, Chief Executive Officer and Representative Director 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, Chairperson of the Audit Committee and Member of the Nomination Committee, Mitsubishi Electric Corporation  
 June 2024 Chairperson of the Board of Directors, Member of the Nomination Committee and Member of the Compensation Committee, Mitsubishi Electric Corporation (current position)



**Masako Egawa**

Outside Director Independent Director

- Status of attendance at Board of Directors' meetings: 100%
- The number of shares owned: 900
- Period of service: 1 year

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, Seikei Gakuen (current position)  
 June 2023 Director, Member of the Nomination Committee and Member of the Compensation Committee, Mitsubishi Electric Corporation (current position)



**Haruka Matsuyama**

Outside Director Independent Director

- Status of attendance at Board of Directors' meetings: 100%
- The number of shares owned: 900
- Period of service: 1 year

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 and Member of the Audit Committee, Mitsubishi Electric Corporation  
 June 2024 Director and Chairperson of the Audit Committee, Mitsubishi Electric Corporation (current position)



**Kunihito Minakawa**

Outside Director Independent Director

- The number of shares owned: 0

April 1978 Joined Ricoh Co., Ltd.  
 October 1997 Senior Vice President and CFO, Ricoh Americas Corporation  
 June 2010 Outside Corporate Auditor, Ricoh Leasing Company, Ltd.  
 April 2012 Corporate Senior Vice President, General Manager of Finance and Accounting Division, Ricoh Co., Ltd.  
 June 2013 Audit & Supervisory Board Member (Full-time), Ricoh Co., Ltd. (Retired in June 2017)  
 April 2019 Commissioner of the Certified Public Accountants and Auditing Oversight Board, Financial Services Agency (current position)  
 June 2024 Director and Member of the Audit Committee, Mitsubishi Electric Corporation (current position)

## Directors (as of June 25, 2024)



Peter D. Pedersen

Outside Director

Independent Director

● The number of shares owned: 0

September 2000 President, E-Square Inc. (Retired in November 2011)  
 January 2015 Executive Director, Next Leaders' Initiative for Sustainability (NELIS), general incorporated association (currently NELIS, nonprofit organization) (current position)  
 February 2020 Professor (full-time), Graduate School of Leadership and Innovation, Shizuoka University (current position)  
 June 2024 Director and 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: 125,229

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 and Senior Vice President, Corporate Strategic Planning and Operations of Associated Companies  
 June 2020 Director, Representative Executive Officer and 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 and CSO  
 July 2021 Director, Representative Executive Officer, President & CEO  
 June 2023 Director, Member of the Nomination Committee, Representative Executive Officer, and President & CEO (current position)



Kuniaki Masuda

● Status of attendance at Board of Directors' meetings: 100%  
 ● The number of shares owned: 33,623

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 and 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), and CHRO (in charge of General Affairs and Human Resources)  
 April 2023 Director, Member of the Nomination Committee, Member of the Compensation Committee, Executive Officer and CFO (in charge of Accounting and Finance)  
 June 2023 Director, Member of the Compensation Committee, Executive Officer and CFO (in charge of Accounting and Finance)  
 April 2024 Director, Member of the Compensation Committee, Executive Officer, CFO (in charge of Financial Strategy, Accounting and Finance), in charge of Corporate IR and SR (current position)



Satoshi Takeda

● Status of attendance at Board of Directors' meetings: 100%  
 ● The number of shares owned: 24,623

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 Div. of Factory Automation Systems Group  
 April 2022 Executive Officer, Industry & Mobility Business Area Owner (in charge of 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)  
 October 2023 Director, Executive Officer, CSO (in charge of Corporate Strategic Planning, Corporate IR and SR, Operations of Associated Companies, Three Key Reforms, and Sustainability), CDO (in charge of DX; Vice President, Business Innovation)  
 April 2024 Director, Executive Officer, CSO (in charge of Corporate Strategic Planning, Operations of Associated Companies and Three Key Reforms), and CDO (in charge of DX; Vice President, Business Innovation) (current position)



Atsuhiko Yabu

● The number of shares owned: 37,564

April 1984 Joined Mitsubishi Electric Corporation  
 April 2016 Executive Vice President, Mitsubishi Electric US, Inc.  
 August 2018 CEO, Mitsubishi Electric Trane HVAC US LLC  
 April 2019 Executive Officer and Vice President, Corporate Total Productivity Management & Environmental Programs, Mitsubishi Electric Corporation  
 April 2020 Executive Officer (in charge of Information Security and Corporate Total Productivity Management & Environmental Programs) and Vice President, Corporate Total Productivity Management & Environmental Programs, Mitsubishi Electric Corporation  
 April 2021 Executive Officer and Group President, Automotive Equipment, Mitsubishi Electric Corporation (Retired in March 2024)  
 June 2024 Director and Member of the Audit Committee, Mitsubishi Electric Corporation (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, corporate strategies and global affairs	Sustainability	Finance and accounting	Legal affairs, compliance and governance	Human resources and human resources development	Engineering, DX and R&D	Business development and investment
Tatsuro Kosaka	○	●		●	Director, Chairperson of the Nomination Committee, Chairperson of the Compensation Committee	○	○			○	○	○
Hiroyuki Yanagi	○	○		○	Chairperson of the Board, Member of the Nomination Committee, Member of the Compensation Committee	○	○			○	○	○
Masako Egawa	○	○		○	Director, Member of the Nomination Committee, Member of the Compensation Committee	○	○	○	○			○
Haruka Matsuyama	○		●		Director, Chairperson of the Audit Committee		○		○			
Kunihito Minakawa	○		○		Director, Member of the Audit Committee	○		○				
Peter D. Pedersen	○		○		Director, Member of the Audit Committee	○	○			○		○
Kei Uruma		○			Director, Member of the Nomination Committee, Representative Executive Officer, President & CEO	○	○			○	○	○
Kuniaki Masuda				○	Director, Member of the Compensation Committee, Executive Officer, CFO (in charge of Financial Strategy, Accounting and Finance), in charge of Corporate IR and SR	○		○		○		○
Satoshi Takeda					Director, Executive Officer, CSO (in charge of Corporate Strategic Planning, Operations of Associated Companies and Three Key Reforms), CDO (in charge of DX; Vice President, Business Innovation)	○	○				○	○
Atsuhiko Yabu			○		Director, Member of the Audit Committee	○	○				○	○

\* The Board of Directors is composed of 10 members (six of whom are independent outside directors, two are female directors, and one is a non-Japanese national).

\* ● 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
<b>Corporate management, corporate strategies and global affairs</b>	The Group needs Directors with abundant management experience and achievements in corporate management at globally operating 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.	<b>Sustainability</b>	The Group needs Directors with experience, knowledge, and skills concerning sustainability in order to promote "addressing social challenges through our businesses," since we have positioned the realization of sustainability as the core of management.
<b>Finance and accounting</b>	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.	<b>Legal affairs, compliance and governance</b>	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 and enhancing corporate governance that form the fundamentals of corporate activities.
<b>Human resources and human resources development</b>	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.	<b>Engineering, DX and R&amp;D</b>	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.
<b>Business development and investment</b>	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.		

## Executive Officers (as of April 1, 2024)



**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 Chairperson, Mitsubishi Electric Building Solutions Corporation), in charge of Export Control



**Kunihiko Kaga**  
Representative Executive Officer  
Senior Vice President  
Industry & Mobility Business Area Owner (Senior General Manager, Industry & Mobility BA Strategic Planning Office; Group President, Automotive Equipment; Representative Director and President, Mitsubishi Electric Mobility Corporation)



**Noriyuki Takazawa**  
Senior Vice President  
Infrastructure Business Area Owner (Senior General Manager, Infrastructure BA Strategic Planning Office)



**Satoshi Kusakabe**  
Senior Vice President  
CRO (in charge of Legal Affairs & Intellectual Property & External Relations, Risk Management, Economic Security, Export Control and Government & External Relations)



**Yoji Saito**  
Executive Officer  
CMO (in charge of Global Marketing and Advertising; Vice President, Corporate Marketing)



**Eiichiro Mitani**  
Executive Officer  
CIO & Business Platform Business Area Owner (in charge of Information Security; Group President, IT Solution Business & Business Process Reengineering Group; Senior General Manager, Business Platform BA Strategic Planning Office)



**Kuniaki Masuda**  
Executive Officer  
CFO (in charge of Financial Strategy, Accounting, and Finance), in charge of IR and SR



**Tomonori Sato**  
Executive Officer  
CTO (in charge of Technology Strategies); Group President, Defense & Space Systems



**Yoshikazu Nakai**  
Executive Officer  
CPO (in charge of Manufacturing), CQO (Vice President, Corporate Quality Assurance Reengineering)



**Satoshi Takeda**  
Executive Officer  
CSO (in charge of Corporate Strategic Planning, Operations of Associated Companies, and Three Key Reforms), CDO (in charge of DX; Vice President, Business Innovation)



**Yasunari Abe**  
Executive Officer  
CHRO (in charge of Global Human Resources Strategy, Human Resources & General Affairs; Vice President, Corporate Human Resources Group), 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  
Vice President, Corporate Finance & Accounting



**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 President, Mitsubishi Electric Building Solutions Corporation



**Hiroshi Tsuchimoto**  
Executive Officer  
In charge of Auditing; Vice President, Corporate Strategic Planning Group



**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.



**Yusuke Shijiki**  
Executive Officer  
Vice President, Corporate Total Productivity Management



**Norikazu Yamaguchi**  
Executive Officer  
Vice President, Corporate Legal & Risk Management



**Seiji Oguro**  
Executive Officer  
In charge of Sustainability; Vice President, Sustainability Innovation Group