

## Board of Directors



Photo (from left to right) Koichi Tanaka Hiroki Higuchi Osamu Endo Takahiro Hiraiwa Keigo Matsubara Shoichi Taguchi Takao Tanaka

Ryoichi Oka Tetsuro Koga Toru Tokuhsa Takeyuki Takahashi Toshikazu Tanaka Shigeru Tokumaru Yuji Kozai

### Directors

Chairman, Representative Director  
CEO

#### Takao Tanaka

##### Reason for appointment

Having outstanding insight into the machinery and systems business, as well as excellent managerial ability cultivated through experience and proven track record as General Manager of Machinery & Systems Headquarters, in charge of Corporate Planning Dept., and Human Resources & General Affairs Dept., and as President, etc., Takao Tanaka is well-qualified to take on the leading role as Chairman dealing with major issues while continuing to promote structural reforms of the Group.

Director  
President and Representative Director,  
Mitsui E&S Shipbuilding Co., Ltd.

#### Tetsuro Koga

##### Reason for appointment

Having outstanding insight into the ship and ocean business, as well as excellent managerial ability cultivated through experience and proven track record as General Manager of the Planning Management Dept. of Ship & Ocean Project Headquarters, General Manager of Ship & Specialized Machinery Managing Dept., General Manager of Ship & Ocean Project Headquarters, Director of MES, and President of Mitsui E&S Shipbuilding Co., Ltd, etc. Tetsuro Koga is well-qualified to be Director.

President, Representative Director  
COO\*1 and in charge of Auditing Dept.

#### Ryoichi Oka

##### Reason for appointment

Having outstanding insight into the machinery and systems business, as well as excellent managerial ability cultivated through experience and proven track record as General Manager of Machinery & Systems Headquarters, Director, and as President of Mitsui E&S Machinery Co., Ltd., etc., Ryoichi Oka is well-qualified to be President promoting structural reforms of the Group.

Director  
President and Representative Director,  
Mitsui E&S Machinery Co., Ltd.

#### Takeyuki Takahashi

##### Reason for appointment

Having outstanding insight into the machinery and systems business, Corporate Planning Dept., and Corporate Planning Headquarters, as well as excellent managerial ability cultivated through experience and proven track record as Head of Strategic Planning Office of the Corporate Planning Dept., Corporate Planning Headquarters, Assistant General Manager of operational headquarters, Machinery & Systems Headquarters, and as Executive Officer of Mitsui E&S Machinery Co., Ltd. Takeyuki Takahashi is well-qualified to be Director.

Vice President, Director  
Assistant to President, CFO\*2, and in charge of Finance & Accounting Dept. and in charge of IR Dept.

#### Keigo Matsubara

##### Reason for appointment

Having vast insight with regards to business activities and general management based on his experience as manager of a general trading company, as well as expert knowledge cultivated through years of experience in finance and accounting, Keigo Matsubara is well-qualified to be Vice President and Director responsible for strengthening the Group's financial and profit structure.

Director  
President and Representative Director,  
Mitsui E&S Engineering Co., Ltd.

#### Shigeru Tokumaru

##### Reason for appointment

Having outstanding insight into the engineering business, as well as excellent managerial ability cultivated through experience and proven track record as Assistant General Manager of operational headquarters, Engineering Headquarters, General Manager of the Environment & Energy Business, Engineering Business Headquarters, and Director of Mitsui E&S Engineering Co., Ltd, etc., Shigeru Tokumaru is well-qualified to be Director.

Director  
CISO\*3, CCO\*4 and in charge of Corporate Planning Dept., Technical Co-ordination Dept., Human Resources & General Affairs Dept. and Legal Dept.

#### Shoichi Taguchi

##### Reason for appointment

Having outstanding insight into the machinery and systems business, as well as excellent managerial ability cultivated through experience and proven track record as General Manager of Machinery Factory, Machinery & Systems Headquarters, General Manager of Tamano Works, President of Mitsui E&S Business Services Co., Ltd., and as Director of Showa Aircraft Industry Co., Ltd, etc., Shoichi Taguchi is well-qualified to be Director.

Director  
President and Representative Director,  
MODEC, Inc.

#### Yuji Kozai

##### Reason for appointment

Having outstanding insight into the machinery and systems business, Corporate Planning Dept., and Corporate Planning Headquarters, as well as excellent managerial ability cultivated through experience and proven track record as General Manager of the Corporate Planning Dept., Director of Showa Aircraft Industry Co., Ltd., Director of MODEC, Inc., and Director of MES, etc., Yuji Kozai is well-qualified to be Director.

Outside Director

#### Toru Tokuhsa

##### Reason for appointment

With extensive knowledge and results in international finance and overseas investment cultivated over many years as a staff member of a government-affiliated financial institution and as a manager of an investment and lending firm in overseas mines, Toru Tokuhsa has been appointed as an Outside Director to utilize his experience in the areas of business assessment and risk management in the Group's overseas development, and to expect monitoring and supervisory functions of management from an independent standpoint.

Outside Director

#### Toshikazu Tanaka

##### Reason for appointment

Having extensive knowledge and results in business activities and overall business management both at home and overseas cultivated over many years running a major synthetic chemical company, Toshikazu Tanaka has been appointed as an Outside Director to receive his advice from a broad perspective with regards to overall management of the Group, and to expect monitoring and supervisory functions of management from an independent standpoint.

### Corporate Auditor

Corporate Auditor

#### Takahiro Hiraiwa

##### Reason for appointment

Takahiro Hiraiwa has been appointed for his ability to conduct appropriate audits by taking advantage of his understanding of the realities of the Group by being a part of the management team as a Director and Managing Executive Officer, and for his insights into the machinery and systems business.

Corporate Auditor

#### Hiroki Higuchi

##### Reason for appointment

Hiroki Higuchi has been appointed for his ability to conduct appropriate audits by taking advantage of his understanding of the realities of the Group from his experience and results as General Manager of the Auditing Dept., and for his insights into the Auditing Dept.

Outside Corporate Auditor

#### Osamu Endo

##### Reason for appointment

Osamu Endo has been appointed as an Outside Corporate Auditor for his ability to conduct appropriate audits from an objective standpoint, utilizing his vast insight on economic trends and overall management based on his many years of experience as a financial institution manager.

Outside Corporate Auditor

#### Koichi Tanaka

##### Reason for appointment

Koichi Tanaka has been appointed as an Outside Corporate Auditor for his ability to conduct appropriate audits from an objective standpoint based on his considerable knowledge of finance and accounting from his many years in those fields, and for his vast insight on business activities and overall management based mainly on his experience as a manager of a general trading company.

\*1 COO : Chief Operating Officer  
\*2 CFO : Chief Financial Officer  
\*3 CISO : Chief Information Security Officer  
\*4 CCO : Chief Compliance Officer