Corporate Officers As of July 2025

Director

Tsugio Mitsuoka



Date of birth: October 13, 1954

Apr. 1980 Joined IHI

Apr. 2010 Executive Officer: Vice President of Aero-Engine & Space Operations, IHI

Apr. 2013 Managing Executive Officer; President of Aero-Engine & Space Operations, IHI

Jun. 2014 Director; Managing Executive Officer; President of Aero-Engine & Space Operations, IHI

Apr. 2016 Representative Director and President; Chief Operating Officer, IHI

Apr. 2017 Representative Director and President; Chief Executive Officer, IHI

Apr. 2020 Representative Director and Chairman of the Board and President: Chief Executive Officer, IHI

Jun. 2020 Representative Director and Chairman of the Board; Chief Executive Officer, IHI

Apr. 2021 Representative Director and Chairman of the Board, IHI

Apr. 2024 Director and Chairman of the Board, IHI (incumbent)

[Significant Concurrent Positions]

Representative Director, Japanese Aero Engines Corporation

Outside Director, UBE Corporation

Hiroshi Ide

Date of birth: February 16, 1961



Apr. 1983 Joined IHI

Apr. 2013 Managing Director, Jurong Engineering Limited

Apr. 2017 Executive Officer; Vice President of Resources, Energy and Environment Business Area, IHI

Apr. 2019 Managing Executive Officer; President of Resources, Energy & Environment Business Area, IHI

Apr. 2020 Chief Operating Officer and President of Resources, Energy & Environment Business Area, IHI

Jun. 2020 Representative Director and President; Chief Operating Officer, IHI

Apr. 2021 Representative Director and President; Chief Executive Officer and General Manager of Strategic Technologies Division, IHI

Apr. 2023 Representative Director and President; Chief Executive Officer, IHI (incumbent)

Hideo Morita

Date of birth: October 20, 1961

BUSINESS STORY



Apr. 1986 Joined IHI

Apr. 2017 Division Director of Civil Aero-Engine Division, Aero Engine, Space & Defense Business Area, IHI

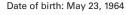
Apr. 2018 Executive Officer; Vice President of Aero Engine, Space & Defense Business Area, IHI

Apr. 2021 Managing Executive Officer; President of Aero Engine, Space & Defense Business Area, IHI

Jun. 2021 Director; Managing Executive Officer; President of Aero Engine, Space & Defense Business Area, IHI

Apr. 2024 Representative Director, Senior Executive Officer, IHI (incumbent)

Jun Kobayashi





Apr. 1988 Joined IHI

Apr. 2019 General Manager of Global Business Development Group, Strategy Development Department, Social Infrastructure & Offshore Facilities Business Area, and Assistant General Manager of Corporate Business Development & Solution Headquarters, and General Manager of Rome Office, Global Marketing & Sales Headquarters, IHI

Apr. 2020 Vice President of Social Infrastructure & Offshore Facilities Business Area, and Assistant General Manager of Corporate Business Development & Solution Headquarters, and General Manager of Rome Office, Global Marketing & Sales Headquarters, IHI

Apr. 2021 Executive Officer; General Manager of Solution & Business Development Division, IHI

Apr. 2023 Managing Executive Officer; General Manager of Business Development Division IHI

Jun. 2023 Director; Managing Executive Officer; General Manager of Business Development Division, IHI

Apr. 2025 Representative Director and Senior Executive Officer, and General Manager of Business Development Division, IHI (incumbent)

Akihiro Seo

Date of birth: October 21, 1963



Apr. 1987 Joined IHI

Dec. 2007 President, ALPHA Automotive Technologies LLC

Apr. 2013 Manager of Planning & Control Department, Global Marketing Headquarters, IHI

Apr. 2017 Manager of Corporate Business Development Division, IHI

Apr. 2018 General Manager of Corporate Planning Division, IHI

Apr. 2021 Executive Officer; General Manager of Corporate Planning Division, IHI

Apr. 2022 Managing Executive Officer; General Manager of Human Resources Division, IHI

Jun. 2022 Director; Managing Executive Officer; General Manager of Human Resources Division, IHI

Apr. 2024 Director, Managing Executive Officer, IHI (incumbent)



Atsushi Sato

Date of birth: January 17, 1967



Apr. 1991 Joined IHI

Apr. 2018 General Manager of Engine Technology Department, Research & Engineering Division, Aero-Engine, Space & Defense Business Area, IHI

Apr. 2019 Division Director of Defense Systems Division, Aero-Engine, Space & Defense Business Area, IHI

Apr. 2022 Vice President of Aero-Engine, Space & Defense Business Area, IHI

Apr. 2023 Executive Officer; Vice President of Aero-Engine, Space & Defense Business

Apr. 2024 Managing Executive Officer; President of Aero-Engine, Space & Defense Business Area, IHI

Jun.2025 Director, Managing Executive Officer; President of Aero-Engine, Space & Defense Business Area, IHI (incumbent)

Director

Yoshiyuki Nakanishi

Date of birth: November 3, 1954



Apr. 1978 Joined Dainippon Ink and Chemicals, Incorporated (now DIC Corporation) Apr. 2010 Executive Officer; In Charge of Corporate Strategy Division and Kawamura

Memorial Museum of Art, DIC Corporation

Jun. 2011 Director; Executive Officer; In Charge of Corporate Strategy Division and Kawamura Memorial DIC Museum of Art. DIC Corporation

Apr. 2012 Representative Director; President and CEO, DIC Corporation

Jan. 2018 Chairman of the Board of Directors, DIC Corporation

Jun. 2020 Director, IHI (incumbent)

Jan. 2021 Director, DIC Corporation

Mar. 2021 Executive Advisor, DIC Corporation

[Significant Concurrent Positions]

Outside Director, The Japan Steel Works, Ltd.

Outside Director, SHIMADZU CORPORATION



Chieko Matsuda

Date of birth: November 18, 1964



Apr. 1987 Joined The Long-Term Credit Bank of Japan, Limited

Oct. 1998 Joined Moody's Japan K.K.

Sep. 2001 Partner, Corporate Directions, Inc.

May 2006 Representative Director, Matrix, Inc.

Oct. 2006 Vice President (Partner), Booz & Company, Inc.

Apr. 2011 Professor, Faculty of Economics and Business Administration, Tokyo Metropolitan University (incumbent) Professor, Graduate School of

Management, Tokyo Metropolitan University (incumbent)

Jun. 2020 Director, IHI (incumbent)

[Significant Concurrent Positions]

Professor, Faculty of Economics and Business Administration,

Tokyo Metropolitan University

Professor, Graduate School of Management, Tokyo Metropolitan University

Outside Director, Asahi Kasei Corporation

Outside Members of the Board, Toyota Tsusho Corporation

External Independent Director, Isetan Mitsukoshi Holdings, Ltd.

Toshihiro Uchiyama

Date of birth: November 28, 1958



Apr. 1981 Joined NSK Ltd.

Jun. 2008 Vice President; Deputy Head of Corporate Planning Division HQ, NSK Ltd.

Jun. 2009 Vice President; Head of Corporate Planning Division HQ, NSK Ltd.

Jun. 2010 Senior Vice President; Head of Corporate Planning Division HQ, NSK Ltd.

Jun. 2012 Director; Senior Vice President; Head of Corporate Planning Division HQ, NSK I td

Jun. 2013 Director; Representative, Executive Vice President; Head of Corporate Strategy Division HQ, NSK Ltd.

Jun. 2015 Director; Representative, President and Chief Executive Officer, NSK Ltd.

Jun. 2017 Director; Representative, President and Chief Executive Officer, NSK Ltd.

Apr. 2021 Chairman of the Board of Directors, NSK Ltd.

Jun. 2022 Director, IHI (incumbent)

Jun. 2023 Advisor, NSK Ltd. (incumbent)

[Significant Concurrent Positions]

Advisor, NSK Ltd.

Outside Director, Sapporo Holdings Limited



Apr. 1982 Joined Nippon Kogaku K.K. (now NIKON CORPORATION)

Oct. 2006 Associate Professor, National Institution for Academic Degrees and University Evaluation*

Jan. 2007 Member of Fiscal System Council, Ministry of Finance

Apr. 2007 Associate Professor of Department of Research for University Evaluation, National Institution for Academic Degrees and University Evaluation*

Feb. 2013 Civilian Member of Administrative Reform Promotion Council, Cabinet Secretariat

Apr. 2013 Professor of Research Department, National Institution for Academic Degrees and University Evaluation*

Apr. 2015 Member of Policy Evaluation Council, Ministry of Internal Affairs and Communications

Jun. 2017 Independent Director, IHI

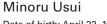
Sep. 2019 Commissioner, Board of Audit of Japan

Jan. 2024 President, Board of Audit of Japan

Jun. 2025 Director, IHI (incumbent)

* Now National Institution for Academic Degrees and Quality Enhancement of Higher Education [Significant Concurrent Positions]

Outside Director, Japan Exchange Group, Inc.







Nov. 1979 Joined Shinshu Seiki Co., Ltd. (now Seiko Epson Corporation)

BUSINESS STORY

Nov. 2004 Director: Deputy General Administrative Manager, Corporate Research & Development Division; and Deputy Chief Operating Officer, Imaging & Information Products Operations Division, Seiko Epson Corporation

Nov. 2005 Director; General Administrative Manager, Production Engineering & Development Division, Seiko Epson Corporation

Jul. 2007 Director; General Administrative Manager, Corporate Research & Development Division, and General Administrative Manager, Production Engineering & Development Division, Seiko Epson Corporation

Oct. 2007 Managing Director; General Administrative Manager, Corporate Research & Development Division, and General Administrative Manager, Production Engineering & Development Division, Seiko Epson Corporation

Jun. 2008 President and Representative Director; Chief Executive Officer, Seiko Epson Corporation

Apr. 2020 Chairman and Director, Seiko Epson Corporation

Jun. 2021 Director, IHI (incumbent)

[Significant Concurrent Positions]

Outside Director, Sumitomo Pharma, Co., Ltd

Kenichiro Yoshida

Date of birth, March 9, 1963



Apr. 1985 Joined Nikko Securities Inc. (now SMBC Nikko Securities Inc.)

Mar. 2006 Managing Director of Investment Research Department, Goldman Sachs Japan Co., Ltd.

Aug. 2010 General Manager of Equity Research, Nikko Cordial Corporation (now SMBC Nikko Securities Inc.)

Jan. 2014 Vice President of Ichigo Asset Management, Ltd.

May.2014 Outside Director of Ichigo Group Holdings Co., Ltd. (now ICHIGO Inc.)

Apr. 2021 Director and CFO of Uhuru Corporation

Oct. 2022 Advisor of Engagement Investment Division, Aozora Bank, Ltd. (incumbent)

Jun. 2023 Outside Director, Cuorips Inc. (incumbent)

Jun. 2025 Director, IHI (incumbent)

[Significant Concurrent Positions]

Outside Director, Cuorips Inc.