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Company name:	Mitsubishi Heavy Industries, Ltd.
Name of representative:	Eisaku Ito, President and CEO
Securities code:	7011
Listed on:	Tokyo, Nagoya, Fukuoka and Sapporo
Inquiries:	Tadashi Arakawa, Senior General Manager of Investor Relations & Shareholder Relations Department

MHI Announces Changes in Executive-level Personnel

Tokyo, February 4, 2026 – Mitsubishi Heavy Industries, Ltd. (MHI) today announced the following executive-level personnel changes effective March 31 and April 1, 2026 and made nominations for Members of the Board to be proposed to the 101st Ordinary General Meeting of Shareholders scheduled on June 26, 2026.

I . March 31 or April 1, 2026

1. Change of Executive-level Personnel

(1) Change of Chief Officers, GC, In charge of HR, Head of

Date	Name	New position	Current position
Apr.1	Masayuki Suematsu	Executive Vice President, CSO, President and CEO, Industrial Solution Systems	Executive Vice President, CSO, Head of Business Strategy Office (Note)
Apr.1	Takuya Murase	Executive Vice President, President and CEO, Energy Systems	Senior Vice President, President and CEO, Energy Systems
Apr.1	Hidehito Mimaki	Executive Vice President, Head of Nuclear Energy Systems	Senior Vice President, Head of Nuclear Energy Systems

Date	Name	New position	Current position
Apr.1	Hiroyuki Koguchi	Executive Vice President, Head of Commercial Aviation Systems, CoCSO (In charge of Value Chain)	Senior Vice President, Head of Commercial Aviation Systems
Apr.1	Kazuo Ogura	Senior Vice President, GC, Senior General Manager, Legal Department	Senior Vice President, GC

(2) Change of Senior Vice President and Senior Fellow

Date	Name	New position	Current position
Apr.1	Taro Fukazawa	Senior Vice President, Plants & Infrastructure Systems	Senior Vice President, Head of GX Solutions (Note)
Apr.1	Katsunori Tanaka	Senior Fellow, General Manager, Plants & Infrastructure Systems General Manager, Energy Systems (Jun. 26 Director (Member of the Board), Member of the Audit and Supervisory Committee)	Senior Fellow, Deputy Head of GX Solutions, General Manager, Energy Systems (Note)
Apr.1	Yoshihiro Ito	Senior Fellow, Vice President, Industrial Solution Systems, President of Mitsubishi Heavy Industries Thermal Systems, Ltd.	Senior Fellow, Vice President, Logistics, Thermal & Drive Systems, President of Mitsubishi Heavy Industries Thermal Systems, Ltd. (Note)

(3) Newly Appointed

Date	Name	New position	Current position
Apr.1	Takao Tsukui	Senior Fellow, President of Mitsubishi Heavy Industries America, Inc.	Senior General Manager, Strategy Planning Department of Energy Systems, Senior General Manager, Sales Strategy Department of Energy Systems
Apr.1	Takeshi Watanabe	Senior Fellow, Head of Business Strategy Office, Senior General Manager, Business Promotion Division	Senior General Manager, Business Promotion Division
Apr.1	Isao Miyake	Senior Fellow, Head of Value Chain Headquarters	Head of Value Chain Headquarters
Apr.1	Yusuke Sagara	Senior Fellow, Deputy Head of Nuclear Energy Systems	Senior General Manager, Nuclear Energy Systems Department of Nuclear Energy Systems
Apr.1	Akira Sugimoto	Senior Fellow, General Manager, Integrated Defense & Space Systems	General Manager, Aircraft & Missile Systems Division of Integrated Defense & Space Systems
Apr.1	Takeshi Hida	Senior Fellow, General Manager, Integrated Defense & Space Systems	Senior General Manager, Land Systems Division of Integrated Defense & Space Systems Senior Manager, Sagamihara Machinery Works

(4) Retiring of Chief Officers, Administrative Executive Officers

Date	Name	New position	Current position
Mar.31	Takajiro Ishikawa	Retiring	Executive Vice President, Assistant to President and CEO, President of Mitsubishi Heavy Industries America, Inc.

Date	Name	New position	Current position
Mar.31	Masahiko Sasakura	Retiring	Senior Vice President, President and CEO, Logistics, Thermal & Drive Systems

(5) Retiring of Senior Vice President and Senior Fellow

Date	Name	New position	Current position
Mar.31	Shinjiro Kishimoto	Retiring	Senior Fellow, Deputy Head of Nuclear Energy Systems
Mar.31	Hitoshi Shiraishi	Retiring	Senior Fellow, General Manager, Integrated Defense & Space Systems

2. Officers (as of April 1, 2026)

Position	Name	Duties
Chairman of the Board	Seiji Izumisawa	Chairman of the Board
Chief Officers (Promotion)	Eisaku Ito	President and CEO
	Masayuki Suematsu	Executive Vice President, CSO, President and CEO, Industrial Solution Systems
	Hiroshi Nishio	Senior Vice President, CFO
	Tomoaki Omura	Senior Vice President, CTO
	Takuya Murase	Executive Vice President, President and CEO, Energy Systems
	Chibumi Kimura	Executive Vice President, President and CEO, Plants & Infrastructure Systems

Position	Name	Duties
GC	Kazuo Ogura	Senior Vice President, GC, Senior General Manager, Legal Department
In charge of HR	Junichiro Kakihara	Executive Vice President, In charge of HR
Head of (Promotion)	Hidehito Mimaki	Executive Vice President, Head of Nuclear Energy Systems
	Satoshi Kojima	Senior Vice President, Head of Machinery Systems, President of Mitsubishi Heavy Industries Machinery Systems, Ltd.
	Masayuki Eguchi	Executive Vice President, Head of Integrated Defense & Space Systems
	Hiroyuki Koguchi	Executive Vice President, Head of Commercial Aviation Systems, CoCSO (In charge of Value Chain)
Senior Vice President	Hiroshi Matsuda	Chief Regional Officer, Europe, Middle East & Africa, Chief Executive Officer of Mitsubishi Heavy Industries EMEA, Ltd.
	Takafumi Yoshida	Senior General Manager, Research & Innovation Center
	Akira Arita	Vice President, Energy Systems
	Masahiko Hokano	Vice President, Energy Systems
	Taro Fukazawa	Vice President, Plants & Infrastructure Systems
Senior Fellow (New)	Takao Tsukui	President of Mitsubishi Heavy Industries America, Inc.
	Fumi Hara	Chief Regional Officer, China, President of Mitsubishi Heavy Industries (China) Co., Ltd.
	Takehiko Kikuchi	Chief Regional Officer, Asia Pacific, Chief Regional Officer, India, Director of Mitsubishi Heavy Industries Asia Pacific Pte. Ltd.
	Takeshi Watanabe	Head of Business Strategy Office Senior General Manager, Business Promotion Division
	Koichi Ishizaka	General Manager, Research & Innovation Center

Position	Name	Duties
Senior Fellow (New)	Yoichi Tasaki	Head of Digital Innovation Headquarters
	Isao Miyake	Head of Value Chain Headquarters
	Masanori Yuri	Senior General Manager, GTCC Business Division of Energy Systems, Head of Takasago Machinery Works
	Shuichi Shibata	General Manager, GTCC Business Division of Energy Systems, Head of Hitachi Works
	Makoto Fujita	Senior General Manager, Steam Power Business Division of Energy Systems Head of Nagasaki Shipyard & Machinery Works
	Koji Sakatani	Vice President, Plants & Infrastructure Systems
	Katsunori Tanaka	General Manager, Plants & Infrastructure Systems General Manager, Energy Systems
	Yoshihiro Ito	Vice President, Industrial Solution Systems, President of Mitsubishi Heavy Industries Thermal Systems, Ltd.
	Kaname Shibato	Deputy Head of Nuclear Energy Systems, Head of Kobe Shipyard & Machinery Works
	Yoshinari Iwasa	Deputy Head of Nuclear Energy Systems
	Yusuke Sagara	Deputy Head of Nuclear Energy Systems
	Hiroko Sato	General Manager, Integrated Defense & Space Systems
	Yoshihiro Sera	General Manager, Integrated Defense & Space Systems
	Syōjiro Furuya	General Manager, Integrated Defense & Space Systems
	Akira Sugimoto	General Manager, Integrated Defense & Space Systems
	Takeshi Hida	General Manager, Integrated Defense & Space Systems
	Hiroaki Yamamoto	Deputy Head of Commercial Aviation Systems

Abbreviation

CEO	: <i>Chief Executive Officer</i>	CTO	: <i>Chief Technology Officer</i>
CSO	: <i>Chief Strategy Officer</i>	GC	: <i>General Counsel</i>
CoCSO	: <i>Co-Chief Strategy Officer</i>	HR	: <i>Human Resources</i>
CFO	: <i>Chief Financial Officer</i>		

Notes

The planned organizational changes effective April 1 are as follows:

1. The Plants & Infrastructure Systems and the GX Solutions will be integrated into a single Plants & Infrastructure Systems.
 - Centered on the project engineering functions of the GX Solutions, the expertise and resources of both organizations will be unified to further expand the business and strengthen competitiveness.
2. The Data Center & Energy Management Department of the Growth Strategy Office will be transferred to the Logistics, Thermal & Drive Systems, which will be renamed the Industrial Solution Systems.
 - The data center business handled by the Growth Strategy Office's Data Center & Energy Management Department is expanding rapidly due to the swift proliferation of generative AI. Seizing this opportunity, by collaborating with the cooling systems and power generation systems businesses, we aim to maximize synergy effects and achieve independence as a business division.

II . June 26, 2026

1. Reappointment to Directors*1

Name
Seiji Izumisawa
Eisaku Ito
Masayuki Suematsu
Hiroshi Nishio

2. Reappointment to Outside Directors*1

Name
Ken Kobayashi
Nobuyuki Hirano
Mitsuhiro Furusawa

3. New Appointment to Director(Audit and Supervisory Committee Member)*1

Name
Katsunori Tanaka

* Hisato Kozawa will continue as the Director(Audit and Supervisory Committee Member).

4. Reappointment to Representative Directors*2

Name
Eisaku Ito
Masayuki Suematsu
Hiroshi Nishio

5. Retiring from Director(Audit and Supervisory Committee Member)*3

Name
Masayuki Fujisawa

6. Member of the Board of Directors (as of June 26, 2026)

Title	Name	Duties	
Chairman of the Board	Seiji Izumisawa		
President	Eisaku Ito	CEO	*4
Director	Masayuki Suematsu	Executive Vice President, CSO, President and CEO, Industrial Solution Systems	*4
	Hiroshi Nishio	Senior Vice President, CFO	*4
Outside Director	Ken Kobayashi	(Senior Executive Adviser of Mitsubishi Corporation)	
	Nobuyuki Hirano	(Advisor of Mitsubishi UFJ Financial Group, Inc.)	
	Mitsuhiko Furusawa	(President, Institute for Global Financial Affairs SUMITOMO MITSUI BANKING CORPORATION)	

Title	Name	Duties	
Director (Audit and Supervisory Committee Member) (New)	Hisato Kozawa		
	Katsunori Tanaka		
Outside Director (Audit and Supervisory Committee Member) (Substitute)	Hiroo Unoura	Audit and Supervisory Committee Member (Senior Advisor of NTT, Inc.)	
	Noriko Morikawa	Audit and Supervisory Committee Member	
	Masako Ii	Audit and Supervisory Committee Member (Professor of Hitotsubashi University, School of International and Public Policy, Professor of Hitotsubashi University, Graduate School of Economics/Faculty of Economics)	
	Nobuhiro Oka	Audit and Supervisory Committee Member (Oka-Partners Law Office representative)	

*1: Subject to approval at the 101st Ordinary General Meeting of Shareholders.

*2: Subject to approval at the meeting of the Board of Directors following the 101st Ordinary General Meeting of Shareholders.

*3: Effective at the end of the 101st Ordinary General Meeting of Shareholders.

*4: Indicates representative directors to be appointed as of June 26, 2026.