

Kawasaki Heavy Industries, Ltd.

May 12, 2026

Notice Concerning Changes of Directors

Kawasaki Heavy Industries, Ltd. announces that at the Board of Directors meeting held on May 12, 2026, the Company has resolved on the following changes of Directors. These changes are scheduled to be officially approved at the 203rd Annual General Meeting of Shareholders, scheduled for late June 2026, and subsequently at the Board of Directors meeting.

1. Reason for Changes

To further enhance the supervisory function of the Board of Directors through a review of its composition.

2. Details of Changes

(1) Candidates for Director (excluding Directors Serving as Audit and Supervisory Committee Members)

[Scheduled for late June 2026]

{New Appointment}

Name	New job titles	Previous job titles
Setsuko Ino	Outside Director, Member of the Board	-

{Reappointment due to expiration of term}

Name	New job titles	Previous job titles
Yoshinori Kanehana	Chairman of the Board	Same as left
Yasuhiko Hashimoto	Representative Director, President and Chief Executive Officer	Same as left
Katsuya Yamamoto	Representative Director, Senior Corporate Executive Officer	Same as left
Hiroshi Nakatani	Representative Director, Senior Corporate Executive Officer	Same as left
Hideo Tsujimura	Outside Director, Member of the Board	Same as left
Katsuhiko Yoshida	Outside Director, Member of the Board	Same as left

Name	New job titles	Previous job titles
Melanie Brock	Outside Director, Member of the Board	Same as left

(2) Candidate for Director Serving as Audit and Supervisory Committee Member
[Scheduled for late June 2026]

[New Appointment]

Name	New job titles	Previous job titles
Ichiro Imai	Director, Member of the Board (Audit & Supervisory Committee Member)	Executive Officer

[Reappointment due to expiration of term]

Name	New job titles	Previous job titles
Atsuko Kakihara	Director, Member of the Board (Audit & Supervisory Committee Member)	Same as left
Susumu Tsukui	Outside Director, Member of the Board (Audit & Supervisory Committee Member)	Same as left
Tomoko Amaya	Outside Director, Member of the Board (Audit & Supervisory Committee Member)	Same as left

(3) Candidate for Substitute Director Serving as Audit and Supervisory Committee Member
[Scheduled for late June 2026]

[Reappointment due to expiration of term]

Name	New job titles	Previous job titles
Yuka Hada	Substitute Outside Director, Member of the Board (Audit & Supervisory Committee Member)	Same as left

* Scheduled to be appointed in preparation for a contingency in which the Company does not have the number of Directors serving as Audit and Supervisory Committee Members required by laws and regulations.

(4) Retiring Director

[Scheduled for late June 2026]

Name	New job titles	Previous job titles
Jenifer Rogers	-	Outside Director, Member of the Board

3. Board Structure [Scheduled for late June 2026]

(1) Directors (excluding Directors Serving as Audit and Supervisory Committee Members)

Name	New job titles
Yoshinori Kanehana	Chairman of the Board
Yasuhiko Hashimoto	Representative Director, President and Chief Executive Officer
Katsuya Yamamoto	Representative Director, Senior Corporate Executive Officer

Hiroshi Nakatani	Representative Director, Senior Corporate Executive Officer
Hideo Tsujimura	Outside Director, Member of the Board
Katsuhiko Yoshida	Outside Director, Member of the Board
Melanie Brock	Outside Director, Member of the Board
Setsuko Ino	Outside Director, Member of the Board

(2) Audit and Supervisory Committee Members

Name	New job titles
Atsuko Kakihara	Director, Member of the Board (Audit & Supervisory Committee Member)
Ichiro Imai	Director, Member of the Board (Audit & Supervisory Committee Member)
Susumu Tsukui	Outside Director, Member of the Board (Audit & Supervisory Committee Member)
Tomoko Amaya	Outside Director, Member of the Board (Audit & Supervisory Committee Member)
Toshiaki Itagaki	Outside Director, Member of the Board (Audit & Supervisory Committee Member)

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- Attachment
Biography of Newly Appointed Directors

Name Setsuko Ino

Date of birth March 18, 1964

Career summary

Mar. 1988	Graduated from Faculty of Law at Kyoto University
Apr. 1988	Joined Suntory Ltd.
Jun. 1994	Completed the Master of Business Administration (MBA) program at Harvard Business School
Sep. 1994	Joined PepsiCo, Inc. (U.S.A.)
July. 2003	Director and General Manager of Accounting & Finance Division at Sun Microsystems Japan
Nov. 2006	Representative Director and CFO at SAP Japan
Mar. 2012	CFO of Retail Division at Amazon Japan
Jun. 2017	CFO at Asurion Japan K.K.
Jan. 2024	Venture Partner at Eight Roads Ventures Japan (Present)
Jun. 2024	Outside Director, Yamato Holdings Co., Ltd. (Present)
Mar. 2025	Outside Director, Kubota Corporation (Present)

Number of the Company's shares: 0 shares (As of March 31, 2026)

Name Ichiro Imai

Date of birth June 22, 1963

Career summary

Mar. 1987	Graduated from Department of Commerce, School of Business Administration at Kobe University
Apr. 1987	Joined Kawasaki Heavy Industries, Ltd.
May. 1988	Cost Section of Business Management Department, Planning Office, Aircraft Business Division
July. 2009	Seconded to NIPPI Corporation, Ltd.
July. 2011	Manager, Corporate Control Section, Corporate Control Department, Corporate Planning Division, Aerospace Systems Company
Apr. 2012	Deputy Senior Manager, Corporate Control Department, Corporate Planning Division, Aerospace Systems Company
Apr. 2014	Deputy Senior Manager, Corporate Planning Department, Corporate Planning Division, Aerospace Systems Company
Apr. 2015	Senior Manager, Corporate Control Department, Corporate Planning Division, Aerospace Systems Company
Mar. 2016	Deputy Senior Manager, Corporate Planning Department, Corporate Planning Division, Headquarters
Aug. 2016	Senior Manager, Corporate Planning Department, Corporate Planning Division, Headquarters
Apr. 2017	Executive, Senior Manager, Corporate Planning Department, Corporate Planning Division, Headquarters
Apr. 2019	Executive, Deputy General Manager, Finance & Control Division, Headquarters
Apr. 2022	Executive Officer, General Manager, Finance & Control Division
Apr. 2026	Executive Officer, In charge of President's Special Assignments (Present)

Number of the Company's shares: 8,600 shares (As of March 31, 2026)