

Ikuro Sugawara *Member of the Board of Directors Toyota Motor Corporation*

Date of birth: March 6, 1957

Nationality: Japan

Education: Bachelor's degree in economics, University of Tokyo, 1981

Career (* denotes currently held non-TMC position)

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Apr. 1981	Joined Ministry of International Trade and Industry
Jul. 2010	Director-General, Industrial Science and Technology Policy
	and Environment Bureau, Ministry of Economy, Trade and
	Industry (METI)
Sep. 2012	Director-General, Manufacturing Industries Bureau, METI
Jun. 2013	Director-General, Economic and Industrial Policy Bureau, METI
Jul. 2015	Vice-Minister of Economy, Trade and Industry
Jul. 2017	Advisor, METI
Aug. 2017	Executive Advisor, Cabinet Secretariat
Jun. 2018	Member of the Board of Directors, Toyota Motor Corporation
Jun. 2022	Member of the Board of Directors, Hitachi Ltd.+
Jun. 2022	Member of the Board of Directors, FUJIFILM Holdings
	Corporation•