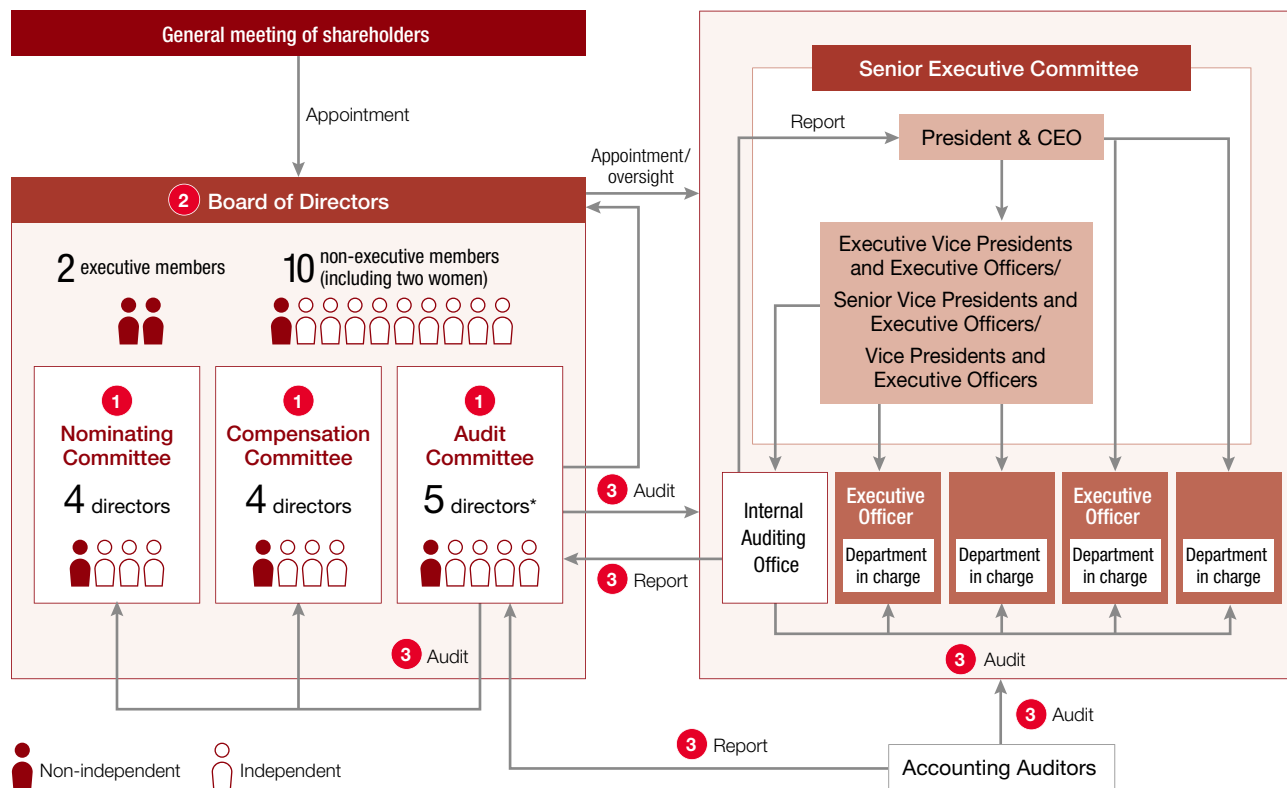


Corporate Governance

Hitachi views the expansion of long-term and overall returns to shareholders and investors as an important management objective. Hitachi, Ltd. and Hitachi Group companies maintain good relationships with a wide range of stakeholders, and we recognize that these relationships make up an important portion of our overall corporate value. Accordingly, we are striving to establish a system that will improve our corporate value primarily through the implementation of measures focused on promoting constructive dialogue. To advance these efforts effectively, we are working to improve our corporate governance by ensuring thorough separation between the oversight and execution of management, establishing a swift business execution system, and striving to achieve highly transparent management.

[History of Hitachi's Corporate Governance Reform](#)

▶ Hitachi's Corporate Governance Framework and Features (As of June 2023)



*One standing Audit Committee member

POINT 1 Transparency in Management

Transitioned to a company with committees (currently a company with a nominating committee, etc.) in 2003.

Hitachi established the Nominating Committee, the Compensation Committee and the Audit Committee, with independent directors comprising the majority of members and serving as chairpersons. This system ensures transparency in management, separates the oversight and execution of management, facilitates the full exercise of oversight functions, and enables discussions and reports to be conducted appropriately within these three committees.

POINT 2 Independence of the Board of Directors

Increased the number of independent directors, including non-Japanese directors, in 2012.

The Board of Directors, which is chaired by an independent director, has 12 members, including nine independent directors, two directors who are also serving as executive officers, and one director who is not serving as an executive officer. In addition, we have established a system that facilitates the full exercise of oversight functions by maintaining a separation between management oversight and execution.





POINT 3 Enhanced Collaboration through Tripartite Auditing

Hitachi's Audit Committee and internal audit sections collaborate with third-party accounting auditors to strengthen Tripartite Auditing aimed at increasing the effectiveness of internal controls.

► Experience, Knowledge and Capabilities Required for Directors

Hitachi Directors need to have a wide range of experience and knowledge in global and diverse fields to be worthy of leading Hitachi's management to expand the Social Innovation Business globally, and have the qualities of broad experience and expertise in management.

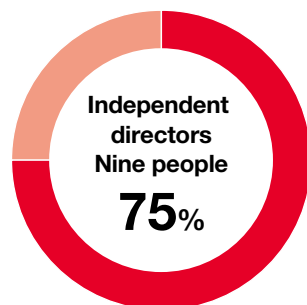
The experience, knowledge, capabilities and other qualities required for Hitachi directors are as follows.

Core Skills		Number of applicable directors
Core qualities that ensure management oversight efficiency and decision-making functions		
 Corporate management	Corporate management experience and knowledge	12 people
 Global business	Business experience outside Japan or management experience at a company that develops business globally	12 people
 Risk management	Knowledge of risk assessment and management necessary to maintain operations	12 people
 Finance and accounting	Knowledge and management experience pertaining to financial accounting necessary for medium- to long-term corporate value creation from a financial perspective	12 people

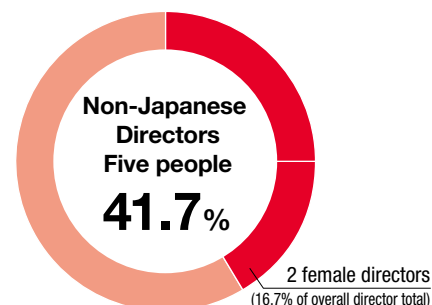
Professional Skills		Number of applicable directors
Expertise and experience that enhance discussions pertaining to the promotion of the Social Innovation Business		
 Governments and international organizations	Leadership experience in government, governmental agencies, international organizations or economic associations that facilitates an understanding of and response to regulations and social issues, as well as practical experience at educational institutions	4 people
 Legal affairs	Expertise and practical experience in legal affairs indispensable for global business and the development of new business	1 person
 R&D and intellectual property	Expertise and practical experience in R&D or intellectual property facilitating the utilization of technology and the incorporation of new technologies	2 people
 Digital	Practical experience in industrial fields vital for promoting digital transformation (DX) in the Social Innovation Business	4 people

► Board of Directors Composition (As of June 2023)

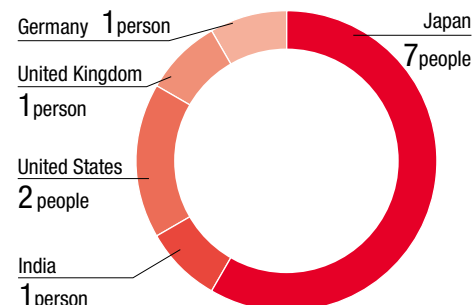
Independence (ratio of independent directors)



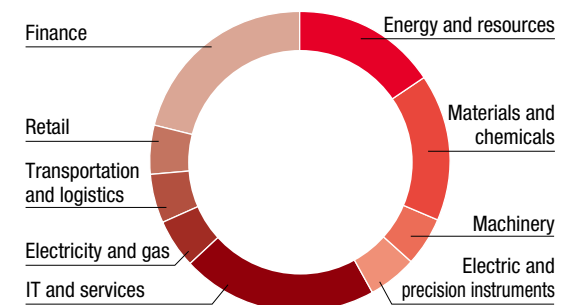
Diversity (ratio of non-Japanese and female directors)



Diversity (by country of origin)



Industrial field



▶ Administrative Performance of the Board of Directors

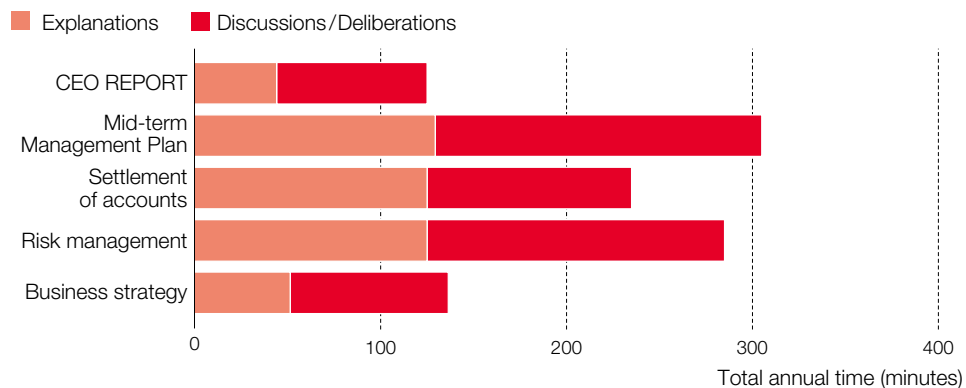
The Board of Directors approves the basic management policy for the Hitachi Group and oversees the execution of the duties of executive officers and directors in order to sustainably enhance corporate value and shareholders' common interests. The basic management policy includes the Mid-term Management Plan and annual budget compilation. The Board of Directors focuses on strategic issues related to the basic management policy, as well as other items to be resolved that are provided in laws, regulations, the Articles of Incorporation, and the Board of Directors Regulations.

In fiscal 2022, CEO Keiji Kojima reported on the progress of the Mid-term Management Plan 2024, including overall priority items and progress in each sector, and confirmed consistency with the plan. In promoting the execution of management strategies, more time is spent discussing and deliberating than is used to explain quarterly financial reports and business strategies. In addition, at the Board meeting CEO Kojima reports and discusses important topics for the executive side that were discussed at the Senior Executive Committee, facilitating a shared understanding with the executive side.

Board of Directors Meetings in FY2022

FY2022 Board of Directors Meeting Results	
Meetings held	Nine days
Average number of agenda items	7.6 per meeting
Average meeting length	3.1 hours (longest meeting 5.3 hours)

Discussion of Major Themes



▶ Providing Information to Independent Directors

The Board of Directors holds individual meetings and site visits to improve the effectiveness of the Board of Directors and increase opportunities for information sharing. In fiscal 2022, with the relaxation of border measures for COVID-19, we held a Board of Directors meeting overseas for the first time in three years (in the United States), as well as lectures by local experts and visits to local subsidiaries. Online participation in the Hitachi Social Innovation Forum, and attendance at the Internal Business Conference and the Research Presentation Meeting held at research institutes, including online, as well as visits to Hitachi Origin Park, provided opportunities to deepen understanding of the business and engage in dialogue with senior management and front line employees.



December 13, 2022: Board of Directors meeting in the United States



January 18, 2023: Visit to Hitachi Energy (Switzerland) by Audit Committee members



October 27, 2022: Visit to Hitachi Origin Park

► Analysis and Evaluation of the Effectiveness of the Board of Directors

Hitachi evaluates the effectiveness of its Board of Directors each year in a continuous effort to maintain and improve its functions.

Fiscal 2022 Evaluation Process

	Points of evaluation
1. Questionnaire-based self-assessment by each director (February to March 2023)	<ul style="list-style-type: none"> • Composition: diversity on the Board, the number and proportion of Inside and Outside directors, etc. • Visibility of responsibilities and roles of the Board • Meeting operation: meeting frequency, deliberation time, agenda setting, quality of deliberation, Chairman's role, etc. • Contribution: contribution to strategy building and change of company culture, contribution to constructive discussions, utilization of Director's knowledge and experience, discussions contribution to CEO succession plan, etc. • Understanding of the company: Hitachi Group Identity, risk factors, potential challenges and opportunities. • Three committees: composition, responsibilities and roles, coordination with the Board, etc. • Supporting system for the Board: provision of necessary information such as the Board materials, etc.
2. Discussions among independent directors (March 2023)	<ul style="list-style-type: none"> • Independent directors had a meeting and discussed the Board effectiveness there referring to the Board's activities in each evaluation items set out in the above 1.
3. Discussions at the Board meeting (May 2023)	<ul style="list-style-type: none"> • The Board analyzed and evaluated its effectiveness as a whole and confirmed the policy on approaches to further enhance the Board's effectiveness based on the results of the preceding process, considering comparison to the evaluation results for previous year and measures taken for improving its effectiveness.

Evaluation Results and Future Initiatives

Evaluation results	
Overall evaluation in FY2022	<ul style="list-style-type: none"> • The Board assessed that Board members are diverse and make use of their knowledge and expertise to speak out, having vigorous discussions especially on matters related to business strategies such as the Mid-term Management Plan targeting the mid/long-term growth of corporate value. The Board, therefore, concluded that the effectiveness of the Board as a whole is maintained.
Future initiatives	
Further enhancement of corporate governance	<ul style="list-style-type: none"> • Based on discussions at the Board meetings, set up meetings to provide feedback and confirm future action items with executives to further promote shared recognition between the Board members and the executives. • The Board will respond to requests for dialogue from investors to the extent possible.
Enhancement of the Board support system and improvement of practical issues in operations	<ul style="list-style-type: none"> • Increase opportunities to have meetings with BU CEOs, etc. and expand to provide Independent Directors with information on opportunities of visiting sites and events of Hitachi Group. • Further improve structure and content of materials for the Board meeting and operation of provision of materials well in advance of the Board meeting.

► CEO Appointment, Dismissal, and Succession Plan

After a preliminary report to the Nominating Committee, Hitachi's Board of Directors decides upon the appointment and dismissal of executive officers with the goal of constructing an optimal business execution system for management. As stipulated in our Corporate Governance Guidelines, our basic policy concerning the CEO requires that individuals serving in the position of CEO have extensive experience and achievements in the field of company management. They must also be considered optimally suited for conducting management aimed at achieving Hitachi's goals of continuously raising its corporate value and further serving the common interests of its shareholders. Decisions regarding the appointment or dismissal of the CEO shall be made based on prior deliberations and proposals by the Nominating Committee.

Regarding our CEO Succession Plan, as the speed of change in the management environment accelerates, we are striving to build a system that enables us to appropriately and promptly secure and develop (both internally and globally) necessary management personnel who will provide leadership that will allow us to realize our growth strategies. Accordingly, we are also concentrating on providing training for selected employees while targeting the early development of candidates for future management positions. Through this, participants discuss what is necessary for Hitachi's future growth, and by providing a forum for making recommendations to management, we foster next-generation leaders capable of acting authoritatively and resolutely.

Reflecting Sustainability Targets in Executive Compensation Evaluation (Sustainability Report)

▶ Director and Executive Officer Compensation

Fiscal 2023 Revision of Executive Compensation System

At a meeting of the Compensation Committee, Hitachi discussed the executive compensation system to enable continued growth over the next ten years, through a modal change toward growth in MMP 2024. A decision was made to amend the executive compensation system to establish a system that can secure competitive superiority over global companies, ensure effective Pay-for-Performance that rewards contributions to growth and innovation, and increase corporate value by strengthening sustainable management. For specific details, please see the following page.

With regard to employee compensation as well, Hitachi has introduced a framework in which individual targets are linked to the company's targets, and compensation is determined according to the achievement of those targets. The management targets put forward in MMP 2024 are applied as evaluation indexes when deciding compensation for individual employees. Hitachi will cultivate a growth mindset among both executives and employees and strive to achieve global growth as One Hitachi.

Compensation structure


(1) Directors

Compensation for Directors is Basic compensation as fixed pay. The amount of Basic compensation is decided by adjusting a basic amount to reflect full-time or part-time status, committee membership and position, and travel from place of residence, etc. A Director concurrently serving as an Executive Officer is not paid compensation as a Director.

(2) Executive Officers

Compensation for Executive Officers consists of Basic compensation as fixed pay and short-term incentive compensation and medium- and long-term incentive compensation as variable pay. The basic amount of Basic compensation, short-term incentive compensation and medium- and long-term incentive compensation is set based on the ratio of compensation for the President & CEO, which in the past was 1:1:1, but has been changed to 1:1.2:2, increasing the ratio of variable pay with a focus on LTI, which takes the form of stock compensation, and the compensation ratios for other executives have also been set based on this ratio. This takes into account the composition of executive compensation for major global companies including European and the United States companies, in order to increase corporate value through the growth of global businesses.

If it is found that an executive officer has engaged in misconduct during their term of office, any compensation already paid shall be returned to the company (clawback provision).

For details of Compensation to Directors and Executive Officers, please refer to page 108 of the Annual Securities Report (the 154th business term). 

Basic Policy of the New Executive Compensation System

Key Principles: New Incentive Plan

Aiming for growth, profitability, and cash generation

Accelerate sustainable management

Emphasize alignment with shareholder value

Ensure global competitiveness in business and compensation

- Aligned with mid or long-term growth of corporate value and business performance
- Corp. value growth through Pay-for-Performance

Linkage with the Mid-term Management Plan 2024

Mid- or long-term growth beyond the mid-term plan

Attract and retain key talent

Transparency, objectivity and fairness

1 Alignment with the Mid-term Management Plan 2024

- In the Short-term incentive compensation and Medium- and long-term incentive compensation, set performance metrics toward the Mid-term Management Plan as Key Performance Indicator ('KPI') to encourage executives to achieve them.

2 Establishment of compensation program and corporate performance program that foster a growth mindset

- Pursue an optimal balance between short and medium- to long-term performance about "growth," "improving profitability" and "cash generation", aiming for improvement of short-term performance and medium- to long-term growth in corporate value.
- Establish a compensation program that significantly rewards performance by setting stretched goals and commensurate compensation levels.

3 Setting indicators to promote sustainable management

- Develop specific indicators and goals related to "Environments," "Business with Integrity" and "Quality of life" under its sustainability strategy, and encourage their implementation.

4 Expansion of stock compensation that rewards growth in corporate value over the medium to long term

- Expand stock compensation to better align with medium-to long-term corporate value.

5 Competitive compensation levels with a global perspective

- Ensure competitive compensation levels to attract and retain key executives in the global market, regardless of their residence or origin, who lead global management of a global organization.

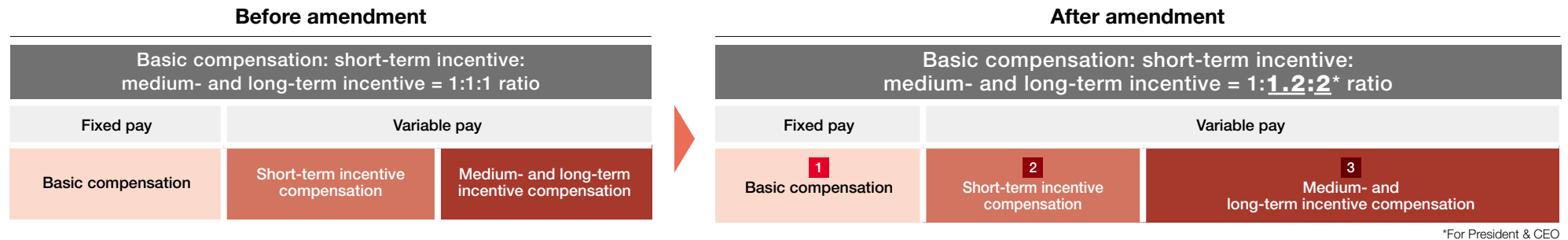
6 Compensation benchmarking with objectivity and transparency

- Reference the benchmarks in the US and European markets in addition to the benchmarks in the Japanese market for analysis and level-setting from multiple perspectives.

7 Transparency and objectivity through enhanced compensation disclosure and shareholder engagement

- Endeavor to gain investors' understanding and support through sufficient disclosure of the compensation program with a global perspective and ongoing shareholder engagement, and continuously improve the program based on the insights gained through the engagement.

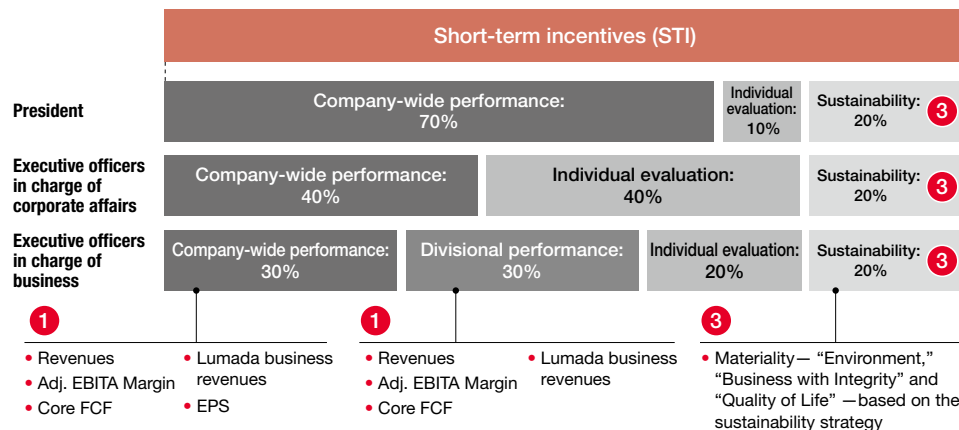
► Compensation to Executive Officers (Fiscal 2023)



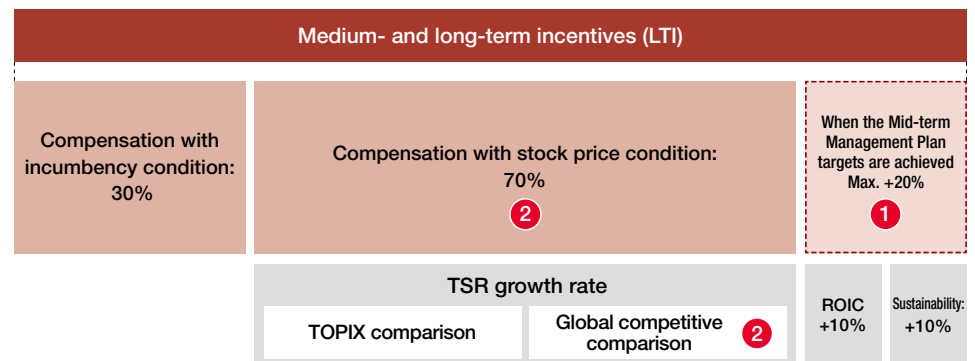
1 Basic compensation

Set according to the relevant position by adjusting that amount to reflect financial results and individual performance.

2 Short-term incentive compensation



3 Medium- and long-term incentive compensation



Points of amendment

① Strengthening the link with the Mid-term Management Plan 2024

- Adopt the key indicators set forth in the Mid-term Management Plan 2024 adopted as KPIs (STI)
- Introduce incentives for achieving the Mid-term Management Plan (LTI)

② Strengthening the link with Corporate Value Enhancement

- Increase the stock price condition compensation ratio (LTI)
- Establish a global competitive comparison (LTI)

③ Further evolving of Sustainable Management

- Separate sustainability evaluations and set at 20% (STI)
- Create new evaluations regarding our Materiality—“Environment,” “Business with Integrity” and “Quality of Life”—based on the sustainability strategy (STI)

► Leadership (As of June 21, 2023)

Independent Directors*



Katsumi Ihara (72) ● ● ▲

Share ownership: 1,300 shares
Term of office as Independent Director: 5 years

2005 Executive Deputy President, Representative Corporate Executive Officer, Member of the Board, Sony Corporation
2009 Executive Deputy President, Corporate Executive, Sony Corporation
Executive Vice President, Representative Director, Sony Financial Holdings Inc.
2010 President, Representative Director, Sony Financial Holdings Inc.
2011 President, Representative Director, Sony Life Insurance Co., Ltd.
2015 Chairman, Director, Sony Life Insurance Co., Ltd. (Retired in June 2017)
2016 Chairman, Director, Sony Financial Holdings Inc. (Retired in June 2017)
2018 Director, Hitachi, Ltd.



Ravi Venkatesan (60)

Share ownership: 500 shares
Term of office as Independent Director: 3 years

1999 Chairman of the Board of Directors, Cummins India Ltd. (Retired in March 2004)
2004 Chairman, Microsoft India Pvt. Ltd. (Retired in September 2011)
2011 Independent Director, Infosys Ltd. (Retired in May 2018, served as Co-Chairman from April 2017 to August 2017)
2013 Venture Partner, Unitus Ventures LLC. (Currently in office)
2015 Chairman (Non-Executive), Bank of Baroda (Retired in August 2018)
2018 Special Representative for Young People & Innovation, UNICEF (Retired in September 2022)
2020 Director, Hitachi, Ltd.



Cynthia Carroll (66) ●

Share ownership: 1,600 shares
Term of office as Independent Director: 10 years

1991 General Manager, Foil Products, Alcan Inc.
1996 Managing Director, Aughinish Alumina Ltd., Alcan Inc.
1998 President, Bauxite, Alumina and Specialty Chemicals, Alcan Inc.
2002 President & CEO, Primary Metal Group, Alcan Inc.
2007 CEO, Anglo American plc. (Retired in April 2013)
2013 Director, Hitachi, Ltd.



Ikuro Sugawara (66) ●

Share ownership: 400 shares
Term of office as Independent Director: 1 year

2010 Director-General of the Industrial Science and Technology Policy and Environment Bureau, Ministry of Economy, Trade and Industry of Japan (*METI*)
2012 Director-General of the Manufacturing Industries Bureau, METI
2013 Director-General of the Economic and Industrial Policy Bureau, METI
2015 Vice-Minister of Economy, Trade and Industry of Japan
2017 Special Advisor to the Cabinet of Japan (Retired in June 2018)
2022 Director, Hitachi, Ltd.



Joe Harlan (64) ▲

Share ownership: 1,300 shares
Term of office as Independent Director: 5 years

1999 Vice President and Chief Financial Officer, Lighting Business, General Electric Company
2001 Vice President, Corporate Financial, Planning and Analysis, 3M Company
2002 President and Chief Executive Officer, Sumitomo 3M Ltd.
2004 Executive Vice President, Electro and Communications Business, 3M Company
2009 Executive Vice President, Consumer and Office Business, 3M Company
2011 Executive Vice President, Performance Materials, The Dow Chemical Company
2012 Executive Vice President, Chemicals, Energy and Performance Materials, The Dow Chemical Company
2014 Chief Commercial Officer and Vice Chairman, Market Business, The Dow Chemical Company
2015 Vice Chairman and Chief Commercial Officer, The Dow Chemical Company (Retired in August 2017)
2018 Director, Hitachi, Ltd.



Louise Pentland (51)

Share ownership: 1,200 shares
Term of office as Independent Director: 8 years

1997 Admitted as a Solicitor (UK)
2001 Senior Legal Counsel, Nokia Networks, Nokia Corporation
2007 Vice President Acting Chief Legal Officer and Head of IP Legal, Nokia Corporation
2008 Senior Vice President and Chief Legal Officer, Nokia Corporation
2009 Admitted to New York State Bar Association
2011 Executive Vice President and Chief Legal Officer, Nokia Corporation (Retired in May 2014)
2015 General Counsel, PayPal, eBay Inc. Director, Hitachi, Ltd. Senior Vice President and Chief Legal Officer, PayPal Holdings, Inc.
2016 Executive Vice President, Chief Business Affairs & Legal Officer, PayPal Holdings, Inc.
2022 Executive Vice President and Senior Advisor, PayPal Holdings, Inc. (Retired in July 2022)

● Nominating Committee ● Audit Committee ▲ Compensation Committee

Each Committee is composed of the following members (chair names underlined)

Nominating Committee : Katsumi Ihara, Cynthia Carroll, Hiroaki Yoshihara, Toshiaki Higashihara

Audit Committee : Hiroaki Yoshihara, Katsumi Ihara, Ikuro Sugawara, Helmuth Ludwig, Mitsuo Nishiyama

Compensation Committee : Takatoshi Yamamoto, Katsumi Ihara, Joe Harlan, Keiji Kojima

* Independent directors are directors who fulfill the qualification requirements to be outside directors as stipulated in the Companies Act and also meet independence criteria defined by Hitachi and stipulated by Japanese stock exchanges where Hitachi is listed.


Takatoshi Yamamoto (70) ▲

Share ownership: 14,100 shares
Term of office as Independent Director: 7 years

1995 Managing Director,
Morgan Stanley Japan Limited
1999 Managing Director and Vice Chairman,
Tokyo Branch, Morgan Stanley Japan Limited
2005 Managing Director and Vice Chairman,
UBS Securities Japan Co., Ltd.
2009 Managing Director, CASIO COMPUTER CO., LTD.
2011 Advisor, CASIO COMPUTER CO., LTD.
(Retired in June 2012)
2016 Director, Hitachi, Ltd.


Hiroaki Yoshihara (66) ● ◆

Share ownership: 3,400 shares
Term of office as Independent Director: 9 years

1978 Joined Peat Marwick Mitchell & Co.
1996 National Managing Partner,
the Pacific Rim Practice, KPMG LLP
1997 The Board Member, KPMG LLP
2003 Vice Chairman and Global Managing Partner,
KPMG International (Retired in April 2007)
2014 Director, Hitachi, Ltd.


Helmuth Ludwig (60) ◆

Share ownership: 4,400 shares
Term of office as Independent Director: 3 years

2001 President, Software and System House Division,
Siemens AG
2002 President, Systems Engineering Division,
Automation and Drives Group, Siemens AG
2007 President, Siemens PLM Software, Inc.
2010 Global Head of Communications,
Industry Automation, Siemens Corp.
2011 President and CEO, Industry Sector,
North America, Siemens Industry, Inc.
2014 Executive Vice President and
Chief Digital Officer, Digital Factory Division,
Product Lifecycle Management, Siemens Corp.
2016 Chief Information Officer,
Siemens AG (Retired in December 2019)
2020 Professor of Practice
in Strategy and Entrepreneurship,
Cox School of Business, Southern Methodist
University (Currently in office)
Director, Hitachi, Ltd.

Directors


Keiji Kojima (66) ▲

Share ownership: 113,600 shares

1982 Joined Hitachi, Ltd.
2011 General Manager, Hitachi Research Laboratory
2012 Vice President and Executive Officer
2016 Senior Vice President and Executive Officer
2018 Representative Executive Officer,
Executive Vice President
2021 Representative Executive Officer,
President & COO and Director, Hitachi, Ltd.
2022 Representative Executive Officer, President & CEO
and Director, Hitachi, Ltd.


Mitsuaki Nishiyama (66) ◆

Share ownership: 26,660 shares

1979 Joined Hitachi, Ltd.
2008 General Manager, Finance Department I
2011 Executive Officer, Hitachi Cable, Ltd.
2012 Executive Officer, Board Director, Hitachi Cable, Ltd.
2013 Vice President and Executive Officer, Board Director,
Hitachi Cable, Ltd.
Vice President and Managing Officer,
Hitachi Metals, Ltd. (Currently Proterial, Ltd.)
2014 Vice President and Executive Officer,
Hitachi Metals, Ltd. (Retired in March 2015)
2015 Vice President and Executive Officer, Hitachi, Ltd.
2016 Representative Executive Officer, Senior Vice
President and Executive Officer, Hitachi, Ltd.
2020 Representative Executive
Officer, Chairperson and CEO, Hitachi Metals, Ltd.
Representative Executive Officer, Chairperson,
President and CEO, Hitachi Metals, Ltd.
Representative Executive Officer, Chairperson,
President and CEO, and Director, Hitachi Metals,
Ltd.
2023 Representative Director, Executive Chairman,
Proterial, Ltd. (Retired in March 2023)
Associate, Hitachi, Ltd.
Director, Hitachi, Ltd.


Toshiaki Higashihara (68) ●

Share ownership: 207,900 shares

1977 Joined Hitachi, Ltd.
2007 Vice President and Executive Officer
(Retired in March 2008)
2008 President, Hitachi Power Europe GmbH
2010 Representative Executive Officer, President and
Chief Executive Officer,
Hitachi Plant Technologies, Ltd.
President and Representative Director,
Hitachi Plant Technologies, Ltd.
2011 Vice President and Executive Officer, Hitachi, Ltd.
2013 Senior Vice President and Executive Officer, Hitachi,
Ltd.
2014 Representative Executive Officer and President &
COO, Hitachi, Ltd.
Representative Executive Officer, President & COO
and Director, Hitachi, Ltd.
2016 Representative Executive Officer, President & CEO
and Director, Hitachi, Ltd.
2021 Representative Executive Officer, Executive
Chairman, President & CEO and Director, Hitachi,
Ltd.
Representative Executive Officer, Executive
Chairman & CEO and Director, Hitachi, Ltd.
2022 Executive Chairman, Representative Executive
Officer and Director, Hitachi, Ltd.

▶ Executive Officers

President & CEO



Keiji Kojima*

Overall management

Executive Vice Presidents and Executive Officers



Masakazu Aoki*

Assistant to the President (business for industrial digital, water & environment business, industrial products business, industrial equipment systems business, building systems business, smart life & ecofriendly systems business, measurement and analytical systems business, and healthcare business)



Yoshihiko Kawamura*

Assistant to the President (finance strategies, corporate pension system, investment strategies, investor relations strategies, cost structure reform, risk management, corporate auditing and corporate export regulation)



Alistair Dormer*

Assistant to the President (railway systems business, nuclear energy business, energy business, power grids business)



Toshiaki Tokunaga*

Assistant to the President (cloud services platforms business, digital engineering business, business for financial institutions, business for government, public corporation and social infrastructure systems, defense systems business, social innovation business promotion and digital strategies)

Senior Vice Presidents and Executive Officers



Jun Abe

Cloud services platforms business



Lorena Dellagiovanna

Sustainability strategies, environmental strategies and diversity, equity & inclusion strategies



Katsuya Nagano

Business for government, public corporation and social infrastructure systems and defense systems business



Hidenobu Nakahata*

Human capital strategies, diversity, equity & inclusion strategies, corporate communications strategies and safety and health management



Masahiko Hasegawa*

Marketing & sales and regional strategies



Claudio Facchin

Power grids business



Giuseppe Marino

Railway systems business



Mamoru Morita

Management strategies



Toshiaki Higashihara*

General

Executive Officer

Vice Presidents and Executive Officers

Atsuhiro Aketa

Regional strategies (China)

Takashi Iizumi

Healthcare business and measurement and analytical systems business

Yasunori Inada

Nuclear energy business

Kenji Urase

Energy business

Tadashi Kume

Supply chain management (manufacturing strategies and quality assurance), environmental strategies and safety and health management

Takashi Saito

Marketing & sales strategies (business for connective industries)

Jun Taniguchi

Digital strategies and digital engineering business

Hideshi Nakatsu

Water & environment business

Seiichiro Nukui

Information technology strategies

Yoshinori Hosoya

Cloud services platform business

Shinya Mitsudomi

Urban business strategies and building systems business

Kazunobu Morita

Business for industrial digital

Noriharu Amiya

Railway systems business

Hitoshi Ito

Government & external relations

Tatsuro Ueda

Business for financial institutions

Tomomi Kato

Finance strategies and corporate pension system

Kohei Kodama

Legal matters, risk management and corporate auditing

Kenichi Tanaka

Human capital strategies

Kojin Nakakita

Regional strategies (APAC)

Itaru Nishizawa

Research & development

Andrew Barr

Regional strategies (EMEA)

Chie Mashima

Marketing & sales strategies (business for digital systems & services) and social innovation business promotion

Masashi Murayama

Cost structure reform and information security management

Takashi Yoda

Marketing & sales strategies (business for energy)

Note: Executive officers are listed by position and in Japanese alphabetical order within each grouping. The asterisk (*) denotes executive officers who are representative executive officers.