Corporate Governance

Hitachi, Ltd. (the “Company”) and its 16 publicly owned group companies have adopted the Committee Systems under the Company Law of Japan. By demarcating responsibilities for management oversight and those for the execution of business operations, Hitachi is working to create a framework for quick business operation, while making management highly transparent by having outside directors on the Board of Directors. In terms of the basic policy for corporate governance of the Hitachi Group, Hitachi, Ltd.’s Standards of Corporate Conduct is positioned as the basis for the Hitachi brand and CSR activities. Underpinned by this basic policy, Hitachi aims to foster shared values throughout the group as well as a shared understanding of the social responsibilities a corporation must fulfill. In accordance with this policy, some of Hitachi’s directors and executive officers serve concurrently as directors and committee members at group companies. In addition, through the Hitachi Group Headquarters, Hitachi is strengthening integrated management of the group, improving management oversight of group companies and executing business strategies formulated to enable the Hitachi Group to demonstrate its collective strengths. The goal is higher corporate value.

Board of Directors

The Board of Directors determines basic management policies and supervises executive officers in the performance of their duties while entrusting to executive officers considerable authority to make decisions with respect to Hitachi’s business affairs. As of June 23, 2009, the Board of Directors was made up of 12 directors, five of whom are from outside Hitachi. Two directors serve concurrently as executive officers. The Chairman of the Board does not concurrently serve as an executive officer. Executive officers execute Hitachi’s business affairs and decide on matters pertaining to the same in accordance with the division of duties stipulated by resolutions of the Board of Directors.

Within the Board of Directors, there are three statutory committees—the Nominating Committee, Audit Committee and Compensation Committee—with outside directors accounting for the majority of members of each committee. The Board of Directors met on 9 separate occasions during the fiscal year ended March 31, 2009, and the attendance rate of directors at those meetings was 96%. Full-time staff, who do not take orders from executive officers, have been assigned to assist the activities of the Board of Directors and these committees.

(1) Nominating Committee

The Nominating Committee has the authority to decide on the particulars of proposals submitted to the General Meeting of Shareholders for the appointment and dismissal of directors. The Nominating Committee consists of four directors, three of whom are outside directors.

The Nominating Committee met 6 times during the fiscal year ended March 31, 2009.

(2) Audit Committee

The Audit Committee audits the performance of directors and executive officers and has the authority to decide on proposals submitted to the General Meeting of Shareholders for the appointment and dismissal of accounting auditors. The Audit Committee consists of five directors: three outside directors and two other directors who are full-time Audit Committee members.

The Audit Committee met 12 times during the fiscal year ended March 31, 2009.

(3) Compensation Committee

The Compensation Committee has the authority to determine remuneration policies for directors and executive officers and remuneration for individuals based on them. The Compensation Committee consists of four directors, three of whom are outside directors.

The Compensation Committee met 8 times during the fiscal year ended March 31, 2009.

Director and Executive Officer Compensation

The compensation of directors and executive officers is set commensurate with the ability required of, and the responsibilities to be borne by these executives, after taking into consideration compensation packages at other companies.

The compensation of directors consists of a monthly salary and a year-end allowance. The year-end allowance is a pre-determined amount equivalent to about 20% of the director’s annual income based on the monthly salary, although this amount may be reduced depending on the Company’s performance. Directors serving concurrently as executive officers are not paid compensation as directors.

The compensation of executive officers consists of a monthly salary and a performance-linked component. The performance-linked component is set within a range equivalent to about 30% of the executive officer’s annual income, adjusted based on Company and individual performance.

The compensation structure for directors and executive officers was re-examined starting with the compensation for the fiscal year ended March 31, 2009 and the retirement allowance was abolished.

Director and executive officer compensation for the fiscal year ended March 31, 2009 was as follows:

Compensation for Directors and Executive Officers

<table>
<thead>
<tr>
<th></th>
<th>Number</th>
<th>Amount (Millions of yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directors (Outside directors)</td>
<td>13</td>
<td>408</td>
</tr>
<tr>
<td>Executive officers</td>
<td>26</td>
<td>1,133</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>1,542</td>
</tr>
</tbody>
</table>

Notes 1. The number of directors excludes the two directors who serve concurrently as executive officers.
2. The compensation of directors includes the monthly salary of the two directors who retired due to the expiration of their terms in office at the close of the 139th Ordinary General Meeting of Shareholders held on June 20, 2008, for their terms of office in the fiscal year ended March 31, 2009.
**Risk Management and Internal Audits**

Regarding risk management, each division implements countermeasures, such as the formulation of rules and guidelines. Furthermore, internal audits are conducted to monitor and assess the status of business operations, including efficiency in the execution of day-to-day operations and legal compliance, so that improvements can be made. Moreover, to ensure strict legal compliance, Hitachi has various committees and a whistle-blower system.

**Internal Control Over Financial Reporting**

Hitachi’s shares are listed on the New York Stock Exchange (the “NYSE”) in the form of American Depositary Shares (“ADSs”) and are registered with the U.S. Securities and Exchange Commission. Therefore, Hitachi is subject to the U.S. Sarbanes-Oxley Act, which requires a company’s management to establish, maintain, assess and report on internal control over financial reporting.

Effective from fiscal 2008, pursuant to the Financial Instruments and Exchange Law of Japan, the reporting and assessment of internal control over financial reporting is also required. The Hitachi Group will endeavor to improve the transparency and reliability of its business affairs and strengthen its management base by putting in place internal control over financial reporting not only for meeting legal and regulatory requirements, but also as an important social responsibility of a corporation. This will be done by establishing frameworks for clarifying, examining and visualizing management and operations.

Please refer to page 92 for a management report concerning the Company’s internal control over financial reporting.

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### Hitachi Group Internal Control Assessment Framework

![Diagram of internal control framework]

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**The New York Stock Exchange Corporate Governance Listing Standards**

Hitachi’s ADSs are listed on the NYSE. Hitachi is therefore required to comply with certain of the NYSE’s corporate governance listing standards (the “NYSE Standards”). As a foreign private issuer, Hitachi may follow its home country’s corporate governance practices in lieu of most of the NYSE Standards. Hitachi’s corporate governance practices differ in certain significant respects from those that U.S. companies must adopt in order to maintain NYSE listing and, in accordance with Section 303A.11 of NYSE’s Listed Company Manual, a brief, general summary of those differences is provided as follows.

(a) Director independence

The NYSE Standards require a majority of the membership of NYSE-listed company boards to be composed of independent directors. Hitachi’s Board of Directors consists of 12 members, five of whom are “outside directors,” as defined under the Company Law of Japan (the “Company Law”). The Company Law defines an outside director as a director who is not and has not been an executive director (a representative director or a director who executes such company’s business), executive officer, manager or any other employee of such company or its subsidiaries.

(b) Non-management directors’ executive sessions

The NYSE Standards require non-management directors of NYSE-listed companies to meet at regularly scheduled executive sessions without management. Neither the Company Law nor Hitachi’s Articles of Incorporation require Hitachi’s non-management directors to hold such meetings.

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(c) Committee member composition

The NYSE Standards require NYSE-listed companies to have a nominating/corporate governance committee, audit committee and compensation committee that are composed entirely of independent directors. Hitachi’s nominating committee, audit committee and compensation committee are composed of a majority of outside directors in accordance with the Company Law, while Hitachi’s Audit Committee complies with the NYSE standards.

(d) Miscellaneous

In addition to the above differences, Hitachi is not required: to make its nominating, audit and compensation committees prepare a written charter that addresses either purposes and responsibilities or performance evaluations in a manner that would satisfy the NYSE’s requirements; to acquire shareholder approval of equity compensation plans in certain cases, such as issuing stock acquisition rights as stock options without “specially favorable” conditions; to make publicly available one or more documents which purport to summarize all aspects of its corporate governance guidelines; or to adopt a code of business conduct and ethics for its directors, officers and employees that would comply fully with the NYSE’s requirements.