

Hitachi announces selection of director candidates

Tokyo, March 31, 2026 – Hitachi, Ltd. (TSE: 6501, “Hitachi”) today announced director candidates to be proposed at its annual general meeting of shareholders to be held on June this year, in accordance with a resolution at a meeting of the Nominating Committee convened today.

Hitachi is a company with committees and strives to achieve an execution system that enables rapid business operations and highly transparent management thorough demarcation of supervision and execution. In addition, since 2012, the majority of its directors have been independent directors, allowing Hitachi to bring their diverse viewpoints to management and securing management oversight.

To continuously secure the management oversight function of the Board of Directors, the Nominating Committee selected new director candidates in addition to the 10 re-nominated candidates. Ilham Kadri, who has extensive experience and insight in corporate management and sustainability, has served as CEO of global chemical companies and as chair of leading international business and industry organizations. Masahiko Chino, who has extensive experience and insight in the areas of corporate management, accounting, auditing, and consulting, has served as Co-Chairman of an international accounting firm.

Out of the 12 director candidates, 9 are independent director candidates of which 5 are Non-Japanese and 3 are females.

Hitachi will continue to reflect its global and diverse viewpoints in its management to realize a transformation into “One Hitachi” with digital at its core and to increase corporate value through sustainable growth.

1. Director Candidates [© New]

Classification of directors	Chair of the Board of Directors / Committees (Planned)	Name	Current position
Independent Director	Chair of the Board of Directors, Nominating (Chair), Audit, Compensation	Ikuro Sugawara	Currently Independent Director of Hitachi, Ltd., Outside Director of FUJIFILM Holdings Corporation
© Independent Director	Nominating	Ilham Kadri	Currently Director of A.O. Smith Corporation (USA), Director of L'Oréal S.A. (France)
Independent Director	Nominating, Audit	Takashi Nishijima	Currently Independent Director of Hitachi, Ltd., Outside Director of Murata Manufacturing Co., Ltd.
© Independent Director	Audit (Chair)	Masahiko Chino	Currently Co-Chairman of KPMG Japan

Independent Director	Audit	Helmuth Ludwig	Currently Independent Director of Hitachi, Ltd., Professor of Practice in Strategy and Entrepreneurship, Cox School of Business, Southern Methodist University (USA), Senior Advisor of Bridgepoint, LLC (USA), Director of Myers Industries Inc. (USA)
Independent Director	Compensation (Chair)	Eriko Sakurai	Currently Independent Director of Hitachi, Ltd., Outside Director of Kao Corporation, Outside Director of Astellas Pharma Inc.
Independent Director	Compensation	Isabelle Deschamps	Currently Independent Director of Hitachi, Ltd., Chief Legal, Governance & Corporate Affairs Officer, Rio Tinto plc (UK)
Independent Director	Compensation	Joe Harlan	Currently Independent Director of Hitachi, Ltd.
Independent Director		Ravi Venkatesan	Currently Independent Director of Hitachi, Ltd., Chairman of Global Energy Alliance for People and Planet (USA), Venture Partner of Capria Ventures Advisors LLP. (India)
Director	Nominating	Toshiaki Higashihara	Currently Director, Executive Chairman, Representative Executive Officer of Hitachi, Ltd.
Director	Audit	Mitsuaki Nishiyama	Currently Director of Hitachi, Ltd.
Director		Toshiaki Tokunaga	Currently Director, Representative Executive Officer, President & CEO of Hitachi, Ltd.

2. Resignation of Directors

Katsumi Ihara	Currently Independent Director of Hitachi, Ltd.
Takatoshi Yamamoto	Currently Independent Director of Hitachi, Ltd., Outside Director of Murata Manufacturing Co., Ltd.

3. Biography of New Director Candidates

Ilham Kadri

1. Date of Birth February 14, 1969
2. Birthplace Morocco
3. Education
 - February, 1997 Ph.D. (Physics and Chemistry), L'Université Louis Pasteur de Strasbourg, France
 - July, 1993 Bachelor of Chemical Engineer, L'Ecole d'Application des Hauts Polymères de Strasbourg, France
 - September, 1991 Master of Chemistry and Physics, Université Claude Bernard, Lyon, France
4. Professional Experience
 - December, 2023 CEO of Syensqo SA (Stepped down on December 31, 2025)
 - June, 2020 Director of L'Oréal S.A. (Present)
 - March, 2019 CEO of Solvay S.A.
 - September, 2017 President and CEO of Diversey, Inc.
 - January, 2017 Senior Vice President of Sealed Air Corporation
 - December, 2016 Director of A.O. Smith Corporation (Present)
 - January, 2013 President of Diversey Care, Vice President of Sealed Air Corporation
 - September, 2009 General Manager of the Dow Advanced Materials Division (Middle East and Africa), and the Europe, Middle East and Africa Commercial Director for Dow Water & Process Solutions of The Dow Chemical Company
 - January, 2007 Marketing Director of The Dow Chemical Company (Morges, Switzerland)

Cautionary Statement

Certain statements found in this document may constitute “forward-looking statements” as defined in the U.S. Private Securities Litigation Reform Act of 1995. Such “forward-looking statements” reflect management’s current views with respect to certain future events and financial performance and include any statement that does not directly relate to any historical or current fact. Words such as “anticipate,” “believe,” “expect,” “estimate,” “forecast,” “intend,” “plan,” “project” and similar expressions which indicate future events and trends may identify “forward-looking statements.” Such statements are based on currently available information and are subject to various risks and uncertainties that could cause actual results to differ materially from those projected or implied in the “forward-looking statements” and from historical trends. Certain “forward-looking statements” are based upon current assumptions of future events which may not prove to be accurate. Undue reliance should not be placed on “forward-looking statements,” as such statements speak only as of the date of this report.

Factors that could cause actual results to differ materially from those projected or implied in any “forward-looking statement” and from historical trends include, but are not limited to:

- economic conditions, including consumer spending and plant and equipment investment in Hitachi’s major markets, as well as levels of demand in the major industrial sectors Hitachi serves;
- exchange rate fluctuations of the yen against other currencies in which Hitachi makes significant sales or in which Hitachi’s assets and liabilities are denominated;
- uncertainty as to Hitachi’s ability to access, or access on favorable terms, liquidity or long-term financing;
- uncertainty as to general market price levels for equity securities, declines in which may require Hitachi to write down equity securities that it holds;
- fluctuations in the price of raw materials including, without limitation, petroleum and other materials, such as copper, steel, aluminum, synthetic resins, rare metals and rare-earth minerals, or shortages of materials, parts and components;
- credit conditions of Hitachi’s customers and suppliers;
- general socioeconomic and political conditions and the regulatory and trade environment of countries where Hitachi conducts business, particularly Japan, Asia, the United States and Europe, including, without limitation, direct or indirect restrictions by other nations on imports and differences in commercial and business customs including, without limitation, contract terms and conditions and labor relations;
- uncertainty as to Hitachi’s ability to respond to tightening of regulations to prevent climate change;
- uncertainty as to Hitachi’s ability to maintain the integrity of its information systems, as well as Hitachi’s ability to protect its confidential information or that of its customers;
- uncertainty as to Hitachi’s ability to attract and retain skilled personnel;
- uncertainty as to Hitachi’s ability to continue to develop and market products that incorporate new technologies on a timely and cost-effective basis and to achieve market acceptance for such products;
- the possibility of disruption of Hitachi’s operations by natural disasters such as earthquakes and tsunamis, the spread of infectious diseases, and geopolitical and social instability such as terrorism and conflict;
- estimates, fluctuations in cost and cancellation of long-term projects for which Hitachi uses the percentage-of-completion method to recognize revenue from sales;
- increased commoditization of and intensifying price competition for products;
- fluctuations in demand of products, etc. and industry capacity;
- uncertainty as to Hitachi’s ability to implement measures to reduce the potential negative impact of fluctuations in demand of products, etc., exchange rates and/or price of raw materials or shortages of materials, parts and components;
- uncertainty as to the success of cost structure overhaul;
- uncertainty as to Hitachi’s ability to achieve the anticipated benefits of its strategy to strengthen its Social Innovation Business;
- uncertainty as to the success of acquisitions of other companies, joint ventures and strategic alliances and the possibility of incurring related expenses;
- uncertainty as to the success of restructuring efforts to improve management efficiency by divesting or otherwise exiting underperforming businesses and to strengthen competitiveness;
- the potential for significant losses on Hitachi’s investments in equity-method associates and joint ventures;
- uncertainty as to the outcome of litigation, regulatory investigations and other legal proceedings of which the Company, its subsidiaries or its equity-method associates and joint ventures have become or may become parties;
- the possibility of incurring expenses resulting from any defects in products or services of Hitachi;
- uncertainty as to Hitachi’s access to, or ability to protect, certain intellectual property; and
- uncertainty as to the accuracy of key assumptions Hitachi uses to evaluate its employee benefit-related costs.

The factors listed above are not all-inclusive and are in addition to other factors contained elsewhere in this report and in other materials published by Hitachi.

* This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Information contained in this news release is current as of the date of the press announcement, but may be subject to change without prior notice.
