

Management System

Independent Directors* At the end of the Annual General Meeting of Shareholder held in June 2019



Katsumi Ihara

Share ownership: 300 shares

Term of office as Independent Director: 1 year

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.



Cynthia Carroll

Share ownership: 1,000 shares

Term of office as Independent Director: 6 years

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



Joe Harlan

Share ownership: 300 shares

Term of office as Independent Director: 1 year

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



George Buckley

Share ownership: 5,300 shares

Term of office as Independent Director: 7 years

1993 Chief Technology Officer, Motors, Drives and Appliances, Emerson Electric Company
 1994 President, US Electrical Motors, Emerson Electric Company
 1997 President, Mercury Marine Division and Corporate Vice President, Brunswick Corporation
 2000 President and Chief Operating Officer, Brunswick Corporation, Chairman and Chief Executive Officer, Brunswick Corporation
 2005 Chairman of the Board, President and Chief Executive Officer, 3M Company
 2012 Executive Chairman of the Board, 3M Company (Retired in May 2012)
 Chairman, Arie Capital Partners Limited (Retired in December 2015)
 Director, Hitachi, Ltd.



Louise Pentland

Share ownership: 700 shares

Term of office as Independent Director: 4 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 and Legal Officer, PayPal Holdings, Inc. (currently in office)



Harufumi Mochizuki

Share ownership: 2,900 shares

Term of office as Independent Director: 7 years

Chairman of the Board
 Chair of the Nominating Committee
 Chair of the Compensation Committee
 2002 Director-General for Commerce and Distribution Policy, Minister's Secretariat, Ministry of Economy, Trade and Industry of Japan ("METI")
 2003 Director-General, Small and Medium Enterprise Agency, METI
 2006 Director-General, Agency for Natural Resources and Energy, METI
 2008 Vice-Minister of Economy, Trade and Industry of Japan
 2010 Special Advisor to the Cabinet of Japan (Retired in September 2011)
 Senior Advisor to the Board, Nippon Life Insurance Company (Retired in April 2013)
 2012 Director, Hitachi, Ltd.
 2013 President and Representative Director, Tokyo Small and Medium Business Investment & Consultation Co., Ltd. (Currently in office)

* The "independent directors" are the directors who fulfill the qualification requirements to be outside directors as provided for the Companies Act of Japan and also meet the independence criteria defined by the Company and those provided by Japanese stock exchanges where the Company is listed.



Takatoshi Yamamoto



Share ownership: 7,700 shares

Term of office as Independent Director: 3 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



Share ownership: 1,800 shares

Term of office as Independent Director: 5 years

Chair of the Audit Committee
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.

- Nominating Committee
- Audit Committee
- ▲ Compensation Committee
- ✦ Representative Executive Officer

Directors At the end of the Annual General Meeting of Shareholder held in June 2019



Hiroaki Nakanishi



Share ownership: 70,600 shares

1970 Joined Hitachi, Ltd.
2003 Vice President and Executive Officer
2004 Senior Vice President and Executive Officer
2005 Chairman and Chief Executive Officer,
Hitachi Global Storage Technologies, Inc.
(Retired as CEO in March 2009)
2006 Executive Vice President and Executive Officer, Hitachi, Ltd.
(Retired in December 2006)
2009 Executive Vice President and Executive Officer, Hitachi, Ltd.
Chairman of the Board, Hitachi Global Storage Technologies, Inc.
(Retired in March 2010)
2010 President, Hitachi, Ltd., President and Director, Hitachi, Ltd.
2014 Chairman & CEO and Director, Hitachi, Ltd.
2016 Executive Chairman and Representative Executive Officer,
Hitachi, Ltd.
2018 Executive Chairman and Executive Officer, Hitachi, Ltd.



Toyoaki Nakamura



Share ownership: 16,200 shares

1975 Joined Hitachi, Ltd.
2006 General Manager, Finance Department
2007 Senior Vice President and Executive Officer
2010 Senior Vice President, Executive Officer and Director
2009 Senior Vice President and Executive Officer
2012 Executive Vice President and Executive Officer
(Retired in March 2016)
2016 Director



Toshiaki Higashihara



Share ownership: 69,900 shares

1977 Joined Hitachi, Ltd.
2007 Vice President and Executive Officer (Retired in March 2008)
2008 President, Hitachi Power Europe GmbH
2010 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 President & COO, Hitachi, Ltd.
President & COO and Director, Hitachi, Ltd.
2016 President & CEO and Director, Hitachi, Ltd.

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

Nominating Committee: Harufumi Mochizuki, Cynthia Carroll, Hiroaki Yoshihara, Hiroaki Nakanishi

Audit Committee: Hiroaki Yoshihara, Katsumi Ihara, Harufumi Mochizuki, Takatoshi Yamamoto, Toyoaki Nakamura

Compensation Committee: Harufumi Mochizuki, Katsumi Ihara, Takatoshi Yamamoto, Toshiaki Higashihara

Executive Officers As of June 30, 2019

President & CEO



Toshiaki Higashihara*

Overall management

Executive Vice Presidents and Executive Officers



Masakazu Aoki*

Assistant to the President (business for industry & distribution sectors, water & environment business, and industrial products business)



Keiji Kojima*

Assistant to the President (smart life & ecofriendly systems business, automotive systems business, and healthcare business) and smart life & ecofriendly systems business



Keiichi Shiotsuka*

Assistant to the President (systems & services business and defense systems business), systems & services business and social innovation business promotion



Hideaki Takahashi*

Assistant to the President (cost structure reform and supply chain management), cost structure reform and supply chain management (MONOZUKURI and quality assurance)

Senior Vice Presidents and Executive Officers



Alistair Dormer*

Assistant to the President (building systems business, and railway systems business)



Toshikazu Nishino*

Assistant to the President (nuclear energy business and energy business)



Atsushi Oda

Nuclear energy business and energy business



Yoshihiko Kawamura

Management strategies, investment strategies, and strategies for next-generation business



Kenichi Kokubo

Regional strategies (China)



Setsuo Shibahara

Services & platforms business



Hideaki Seki

Building systems business



Yoshitaka Tsuda*

Marketing & sales, regional strategies, and social innovation business promotion



Hidenobu Nakahata*

Corporate communications, legal matters, risk management, corporate auditing, and human capital



Mitsuaki Nishiyama*

Finance and corporate pension system

Vice Presidents and Executive Officers

Keiichi Akino

Marketing & sales (business for financial institutions, government, public corporation and social infrastructure systems, and defense systems business)

Jun Abe

Business for industry & distribution sectors

Hitoshi Ito

Governments & external relations

Kenji Urase

Energy business

Ryuichi Otsuki

Investment strategies

Kohei Kodama

Legal matters, risk management, and corporate auditing

Norihiro Suzuki

Research & development

Yoji Takeuchi

Marketing & sales (business for industry & distribution sectors, water & environment business, building systems business, railway systems business and healthcare business)

Hidetoshi Takehara

Nuclear energy business

Toshiaki Tokunaga

Services & platforms business

Osamu Naito

Governments & external relations, CSR & environmental strategy and executive support

Kojin Nakakita

Regional strategies (APAC)

Katsuya Nagano

Business for government, public corporation, and social infrastructure systems

Seiichiro Nukui

Business for industry & distribution sectors

Yasushi Nomura

Information technology strategies

Andrew Barr

Railway systems business

Kentaro Masai

Supply chain management (MONOZUKURI and quality assurance)

Shinya Mitsudomi

Railway systems business

Masashi Murayama

Supply chain management (procurement)

Mamoru Morita

Management strategies

Tsugio Yamamoto

Business for financial institutions

Takashi Yoda

Marketing & sales (nuclear energy business and energy business)

Masaya Watanabe

Information security management and cost structure reform

Executive Officer

Hiroaki Nakanishi

General

Note: Executive officers are listed by position and in Japanese alphabetical order within each grouping. * Denotes executive officers who are representative executive officers.