

# Management System



## Independent Outside Directors\* As of June 30, 2018

### 01 Katsumi Ihara

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.

### 02 Cynthia Carroll

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.

### 03 Joe Harlan

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.

### 04 George Buckley

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, Arle Capital Partners Limited (Retired in December 2015)  
 Director, Hitachi, Ltd.

### 05 Louise Pentland

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)

### 06 Harufumi Mochizuki

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)

### 07 Takatoshi Yamamoto

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.

### 08 Hiroaki Yoshihara

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

\* As all of the outside directors meet the independence criteria defined by the Company and those provided by Japanese stock exchanges where the Company is listed, they are referred to as independent outside directors in this report.

## Directors As of June 30, 2018

### 09 Kazuyuki Tanaka

1977 Joined Hitachi Chemical Company, Ltd.  
 2005 Executive Officer, Hitachi Chemical Company, Ltd.  
 2006 Senior Executive Director, Hitachi Media Electronics Co., Ltd.  
 Representative Director and President, Hitachi Media Electronics Co., Ltd.  
 2008 Vice President and Executive Officer, Hitachi Chemical Company, Ltd.  
 2009 Representative Executive Officer, President & Chief Executive Officer, Hitachi Chemical Company, Ltd.  
 Director, Representative Executive Officer, President & Chief Executive Officer, Hitachi Chemical Company, Ltd.  
 2016 Chairman of the Board, Hitachi Chemical Company, Ltd. (Currently in office)  
 Director, Hitachi, Ltd.

### 10 Hiroaki Nakanishi

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 Chairman of the Board and Representative Executive Officer, Hitachi, Ltd.  
 2018 Chairman of the Board and Executive Officer, Hitachi, Ltd.

### 11 Toyoaki Nakamura

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

### 12 Toshiaki Higashihara

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, Kazuyuki Tanaka, Toyoaki Nakamura

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

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

## Executive Officers

As of June 30, 2018

### President & CEO



**Toshiaki Higashihara\***  
Overall management

### Executive Vice Presidents and Executive Officers



**Masakazu Aoki\***  
Assistant to the President (business for industry and distribution sectors, water business and industrial products business)



**Keiji Kojima\***  
Assistant to the President (building systems business, railway systems business, smart life & ecofriendly systems business and automotive systems business) and information security management



**Keiichi Shiotsuka\***  
Assistant to the President (systems & services business, healthcare 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



**Toshikazu Nishino\***  
Assistant to the President (nuclear energy business and power business)



**Shinichiro Omori**  
Cost structure reform and information technology strategies



**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



**Alistair Dormer**  
Railway systems business



**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, healthcare business, and defense systems business)

**Jun Abe**  
Business for industry & distribution sectors

**Hitoshi Ito**  
Governments & external relations

**Kenji Urase**  
Water business

**Ryuichi Otsuki**  
Regional strategies

**Atsushi Oda**  
Power business

**Kohei Kodama**  
Legal matters, risk management, and corporate auditing

**Keizo Kobayashi**  
Industrial products business

**Norihiro Suzuki**  
Research & development

**Hidetoshi Takehara**  
Nuclear energy business

**Osamu Naito**  
Governments & external relations, CSR & environmental strategy, and executive support

**Katsuya Nagano**  
Business for government, public corporation, and social infrastructure systems

**Isao Narukawa**  
Marketing & sales (nuclear energy business and power business)

**Kentaro Masai**  
Supply chain management (MONOZUKURI and quality assurance)

**Yasushi Manabe**  
Marketing & sales (business for industry & distribution sectors, water business, building systems business, and railway systems business)

**Shinya Mitsudomi**  
Railway systems business

**Mamoru Morita**  
Management strategies

**Tsugio Yamamoto**  
Business for financial institutions

**Masaya Watanabe**  
Healthcare business

### 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.