



MANAGEMENT &

Independent Outside Directors* As of June 30, 2017

01 Baba Kalyani

1972 Joined Bharat Forge Limited
1983 Joint Managing Director, Bharat Forge Limited
1994 Managing Director, Bharat Forge Limited
1997 Chairman & Managing Director, Bharat Forge Limited (Currently in office)
2016 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 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.

03 Sadayuki Sakakibara

2002 President and Representative Member of the Board, Toray Industries, Inc.
2010 Chairman of the Board and Representative Member of the Board, Toray Industries, Inc.
2013 Director, Hitachi, Ltd.
2014 Chairman of the Board, Toray Industries, Inc.
2015 Chief Senior Advisor and Chief Senior Counselor, Toray Industries, Inc.
2017 Senior Advisor, Toray Industries, Inc. (Currently in office)

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.

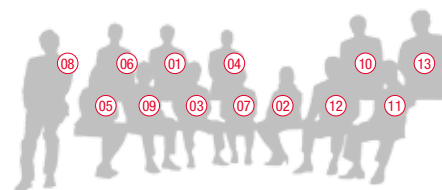
08 Philip Yeo

1970 Joined Ministry of Defense of Singapore
1979 Permanent Secretary, Ministry of Defense of Singapore
1986 Chairman, Economic Development Board of Singapore
2001 Chairman, Agency for Science, Technology and Research of Singapore
2007 Senior Advisor for Science and Technology to the Ministry of Trade & Industry, Singapore (Retired in September 2008)
Special Advisor in Economic Development, Prime Minister's Office, Government of Singapore (Retired in August 2011)
Chairman, SPRING Singapore (Currently in office)
2012 Director, Hitachi, Ltd.

09 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 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, 2017

10 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.

11 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.
 2006 Executive Vice President and Executive Officer, Hitachi, Ltd. (Retired in December 2006)
 2009 Executive Vice President and Executive Officer, Hitachi, Ltd.
 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.

12 Toyoaki Nakamura

1975 Joined Hitachi, Ltd.
 2006 General Manager, Finance Department
 2007 Senior Vice President and Executive Officer
 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

13 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.

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

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

Nominating Committee:

Harufumi Mochizuki, Cynthia Carroll, Sadayuki Sakakibara, Hiroaki Nakanishi

Audit Committee:

Hiroaki Yoshihara, Harufumi Mochizuki, Takatoshi Yamamoto, Kazuyuki Tanaka, Toyoaki Nakamura

Compensation Committee:

Harufumi Mochizuki, Sadayuki Sakakibara, Takatoshi Yamamoto, Toshiaki Higashihara