

Main Groups in Which Hitachi Participates

Approach

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Hitachi's Social Innovation Business is particularly intertwined with the public interest. As part of developing that business on a global scale, we view government institutions and related organizations in Japan and other countries around the world as important partners, both as customers and supporters. Our Government & External Relations Group leads our efforts to strengthen ties with these bodies. The Group also works with the Hitachi Corporate Office in Washington DC; the Hitachi Corporate Office, Europe; and other business locations in the Americas, Europe, the Middle East,

Africa, and the Asia-Pacific region and Japan. Dealing with governments and organizations as a unified Group lets us not only seek mutual benefit with local communities but also explore new business opportunities for Hitachi within each country's unique social issues and policies.

In Japan, we are increasingly asked for proposals by the Japanese government. By making requests directly as well as proposing solutions through economic organizations and industrial bodies, we help build a better society.

Participation in Government Councils by Hitachi Executives

Council	Participant	Activities
Council on Investments for the Future (Cabinet Secretariat)	Executive Chairman Hiroaki Nakanishi as a private sector expert	<ul style="list-style-type: none"> • Making proposals in areas including the use of data, open innovation, and development of human capital to realize "Society 5.0," Japan's growth strategy
Committee for the Formulation of New Strategies Related to Deploying Infrastructure Outside Japan (Cabinet Secretariat)	President and CEO Toshiaki Higashihara as a private sector member	<ul style="list-style-type: none"> • Making proposals on new infrastructure development measures that assume business models using digital technologies and co-creation with local partners
Industrial Structure Council/Trade Committee (METI)	President and CEO Toshiaki Higashihara as a council/committee member	<ul style="list-style-type: none"> • Making proposals on using data to realize a human-centric society, as envisaged for Society 5.0, from the commerce and trade perspective

Participation in Business and Industry Associations

Group	Participant	Activities
Japan Business Federation (Keidanren)	Executive Chairman Hiroaki Nakanishi as chair	<ul style="list-style-type: none"> • Making policy recommendations for achieving the SDGs through realizing Society 5.0 under the theme of "Society 5.0 for SDGs" • Promoting Japan-led value-creating digital transformation (DX) with close collaboration among industry, government, and academia around the world to formulate systems and rules
Communications and Information Network Association of Japan (CIAJ)	President and CEO Toshiaki Higashihara as a senior steering committee member	<ul style="list-style-type: none"> • Promoting information and communication technology solutions that could contribute to resolving a range of social issues by exchanging views and opinions with relevant ministries and agencies
Japan Electronics and Information Technology Industries Association (JEITA)	President and CEO Toshiaki Higashihara as vice chair	<ul style="list-style-type: none"> • Examining and making proposals on promotion of digital technology and data use and market creation under the mission to achieve Society 5.0 • Offering insights into paradigms of international legislation, agreements, and standards to develop digital trade and strengthen international competitiveness
Japan Electrical Manufacturers' Association (JEMA)	President and CEO Toshiaki Higashihara as vice chair	<ul style="list-style-type: none"> • Promoting the sustainable development of electrical manufacturing by submitting opinions on various governmental and administrative policies and promoting product safety awareness, international standardization and compatibility evaluation, statistical research work, and the development of human capital for STEM fields
Japan-US Business Council	Executive Chairman Hiroaki Nakanishi as an Executive Committee member	<ul style="list-style-type: none"> • Exchanging opinions and proposing policies regarding various issues in Japan-US economic relations from the point of view of the entire Japan-US economic world
National Association of Manufacturers	Hitachi Corporate Office in Washington DC	<ul style="list-style-type: none"> • Lobbying and making policy proposals, as the largest association of manufacturers in the United States, to support the international competitiveness of member corporations
Japan Business Council in Europe (JBCE)	Hitachi Corporate Office, Europe as CSR Committee chair	<ul style="list-style-type: none"> • Making policy proposals to contribute to the further development of EU-Japan relations and the EU economy, as the body representing Japanese corporations in the EU