②日立建機株式会社

Hitachi Construction Machinery Co., Ltd.

Corporate Profile 会社案内





ナナイト

Global site

日立建機株式会社 Hitachi Construction Machinery Co., Ltd.



日立建機グループアイデンティティ

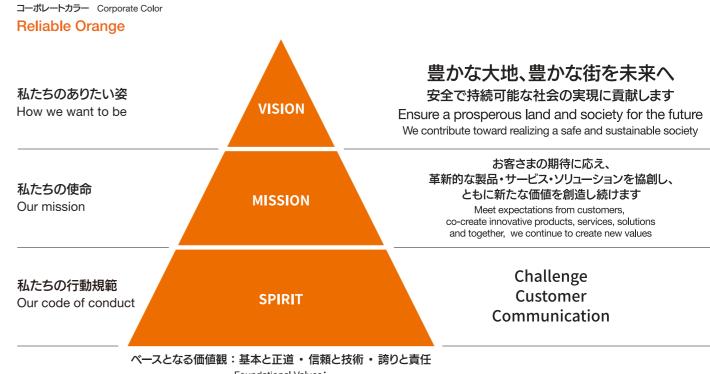
Hitachi Construction Machinery Group Identity

コーポレートステートメント Corporate Statement

Reliable Solutions

私たちは、お客さまの課題をともに解決する、 身近で頼りになるパートナーです

We are a reliable solutions partner with/for our customers



ハースとなる||画世観・ 基本と正道 ・ 1言頼と技術 ・ 誇りと貝: Foundational Values: Basics and Ethics, Trust and Technology, Pride and Responsibility

世界中のお客さまに社会・環境・経済的に価値のある ソリューションを提供し続けます

We continue to provide solutions with social, environmental, and economic value to customers around the world



日立建機グループは、主に油圧ショベル、ホイールローダ、鉱山機械の分野で事業をグローバルに展開する建設機械メーカーです。「豊かな大地、豊かな街を未来へ 安全で持続可能な社会の実現に貢献します」をビジョンとし、「お客さまの期待に応え、革新的な製品・サービス・ソリューションを協創し、ともに新たな価値を創造し続けます」をミッションとして、成長を続けてきました。

建設機械は大地を耕し、道路を作り、きれいな水を運ぶ水道管を埋設し、世界各国・地域を発展させ、そこに住む人々の生活を豊かにします。またひとたび災害が起これば、その復旧に貢献します。鉱山機械は、人々の生活や世界経済に必要な鉱物を掘り、運びます。まさしく、ビジョン「豊かな大地、豊かな街を未来へ」は、日立建機グループの企業活動そのものであり存在意義になっています。

現在、日立建機グループを取り巻く事業環境は大きく変化しています。これまで、建設機械メーカーは、高性能で高品質な建設機械を開発・製造し、販売することが求められてきました。近年では、少子高齢化、機械の所有から利用へのシフト、デジタル技術の進展を背景に、建設機械のライフサイクル全体での運用方法の提案が求められ、安全性の向上・生産性の向上・ライフサイクルコストの低減といった

お客さまの課題を解決する、最適なソリューションの提供が期待されています。

また、気候変動問題に世界が直面する中、日立建機グループは、製品の製造プロセスでの環境負荷への配慮はもちろん、カーボンニュートラルの実現に貢献する環境配慮型製品の拡充をはじめ、ICT・IoTを活用した部品・サービスの提供、使用済み部品や機械の再生、レンタル・中古車といったバリューチェーン事業の拡大を通じて、製品のライフサイクルを伸ばし、お客さまに提供する価値の最大化と安全で持続可能な社会の実現に向けたサーキュラーエコノミーへの取り組みを両立してまいります。

このような大きな変化の中でも、これまで培ってきた自社技術に加え、世界中のパートナーが持つ技術を活用するオープンイノベーションによって、世界中のさまざまなお客さまに、社会・環境・経済的に価値のあるソリューションを提供し続けていきたいと考えています。

今後の日立建機グループの発展にぜひご期待いただくとともに、 皆さまの厚いご支援をお願いいたします。 The Hitachi Construction Machinery Group is a construction machinery manufacturer that is globally expanding its business primarily in the hydraulic excavator, wheel loader, and mining machinery fields. Guided by the vision of "Ensure a prosperous land and society for the future; we contribute toward realizing a safe and sustainable society" and the mission of "Meet expectations from customers, co-create innovative products, services, solutions and together, we continue to create new values," we have continued to grow.

Construction machinery cultivates the earth, builds roads, and lays the water pipes which carry clean water to develop countries and regions around the world and enrich the lives of the people who live there. Moreover, when a disaster occurs, it contributes to the recovery efforts. Mining machinery excavates and transports the minerals which are necessary for people's lifestyles and the global economy. The vision of "Ensure a prosperous land and society for the future" truly forms the basis of the corporate activities of the Hitachi Construction Machinery Group and is the reason for its existence.

Currently, the business environment surrounding the Hitachi Construction Machinery Group is significantly changing. Until now, construction machinery manufacturers were required to develop, manufacture, and sell high-performance and high-quality construction machinery. Against a backdrop of changes such as the decreasing birthrate and aging population, the shift from machinery ownership to usage, and the advances in digital technologies in recent years, proposals for operation methods across the

entire construction machinery lifecycle are being sought, and manufacturers are expected to provide the optimal solution to solve the customer issues of improving safety, improving productivity, and reducing lifecycle costs.

Moreover, as the world confronts the problem of climate change, the Hitachi Construction Machinery Group is extending the product lifecycle through the expansion of the value chain business such as the provision of parts and services utilizing ICT and IoT, remanufacturing of used parts and machinery, rental and used equipment including, of course, the consideration of the environmental load in our product manufacturing processes and the expansion of our environmentally conscious products which contribute to the realization of carbon neutrality, and we will balance the maximization of the value provided to customers and our commitment to the circular economy aimed at the realization of a safe and sustainable society.

Even under such significant changes, we hope to continue to provide solutions with social, environmental, and economic value to various customers around the world through open innovation that leverages the technologies of our global partners in addition to the in-house technologies which we have cultivated to date.

I hope you will share my excitement about the future developments of the Hitachi Construction Machinery Group, and I appreciate your kind support.

執行役会長兼CEO

平野 掛太郎

Chairman and Executive Officer, CEO
Kotaro Hirano

K. Ki

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「第二の創業」として、さらなる飛躍をめざし 新たな時代を切り拓きます

Aiming for further progress and ushering in a new era as the "second start-up" of the company



日立建機には、1950年に機械式ショベルの量産を開始して以来、70年を超える歴史があります。

当時の日本は、国土再建と経済復興を図るために、機械化による工事の効率化が喫緊の社会課題でした。そのニーズに応えるべく、日立建機の前身である日立製作所の建設機械部門が、日本で初めて純国産技術による機械式ショベルを開発し、量産化へと舵を切ったのです。それ以来私たちは、現場やそこで働く人に寄り添い、時代や地域ごとに変化する社会課題に向き合いながら、建設機械を進化させてきました。

その歴史の中で、2022年には、経営戦略をさらに強化し企業としての成長を確実なものにするため、新たな株主パートナーを迎え入れた「筆頭株主の異動」と、長年の業務提携の解消による「米州市場における本格的な独自事業開始」という、大きな二つの経営環境の変化がありました。70年以上の歴史において、今は「第二の創業」とも呼ぶべき新たな出発点・転換期にあります。

2023年4月にスタートした中期経営計画「BUILDING THE FUTURE 2025 未来を創れ」では、お客さまに寄り添う革新的なソリューションの提供、従来から進めている部品・サービス、使用済み部品や機械本体の再生、レンタル・中古車といったバリューチェーン事業の拡充、新たに

大きく扉を開いた米州事業の拡大を核としたグローバル事業の伸長、人・企業力の強化を経営戦略の柱に据えて、「真のソリューションプロバイダー」としての成長をめざします。また、気候変動が世界で深刻かつ喫緊の課題になっていることから、安全で持続可能な社会の実現に貢献するため、サーキュラーエコノミーやカーボンニュートラルへの対応を強化してまいります。

日立建機グループには、世界中の全従業員が共有している「Kenkijin スピリット」という行動規範があります。Kenkijinスピリットを貫く思想として、「Challenge」、「Customer」、「Communication」という「3つの C」を掲げており、日立建機グループのコーポレートステートメントである「Reliable Solutions」には、お客さまにとって、課題をともに解決する身近で頼りになるパートナーでありたいという当社の願いが込められています。

今後、「第二の創業」としてさらなる飛躍をめざし、新たな時代を切り拓いていくため、世界中の全従業員が、この「Kenkijinスピリット」を胸に秘め、創業以来受け継いできたコーポレートカラーの「Reliable Orange」に輝く建設機械に想いを乗せて、積極的に取り組んでまいります。これからの日立建機グループに、どうぞご期待ください。

Hitachi Construction Machinery has a history of over 70 years since the start of mass production of its cable-operated shovel in 1950.

At the time, Japan was grappling with the urgent social task of having to make construction work more efficient through mechanization in order to rebuild the country and revitalize our economy. To address this need, the construction machinery division of Hitachi, Ltd., the predecessor of Hitachi Construction Machinery Co., Ltd. developed Japan's first cable-operated shovel using entirely from domestic technology and started mass production.

Since then, we have been developing construction machinery while staying close to the job sites and the people who work there, and facing the social issues that change with each era and region.

In the course of that history, 2022 marked two significant changes in the management environment to further strengthen the corporate strategy and ensure our reliable growth as a company which consisted of a "change in the largest shareholder" that welcomed a new shareholder partner and the "start of a full-scale independent business in the markets of the Americas" through the dissolution of a long-standing business partnership. Within our history of more than 70 years, the present time represents a new starting point and a transition period which should also be called the "second start-up" of the company.

Under the "BUILDING THE FUTURE 2025" medium-term management plan started in April 2023, we aim to grow as a "true solutions provider" by

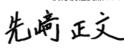
focusing on the provision of innovative customer-oriented solutions, the expansion of the value chain business consisting of parts and services, remanufacturing of used parts and machinery, and rental and used equipment that we have promoted thus far, the extension of our global business centered around the expansion of the Americas business that has newly opened a huge door, and the enhancement of human resources and corporate strength, as the pillars of our management strategy. Moreover, due to the serious and urgent issue of climate change in the world, we will strengthen our efforts for the circular economy and carbon neutrality to contribute to the realization of a safe and sustainable society.

The Hitachi Construction Machinery Group has a code of conduct called the "Kenkijin Spirit" which is shared by all of our employees around the world. We have set forth the "three Cs" of "Challenge," "Customer," and "Communication" as the underlying ideology of the Kenkijin Spirit, and the "Reliable Solutions" corporate statement of the Hitachi Construction Machinery Group encapsulates our wish to become a close and reliable partner who solves issues together with our customers.

Going forward, all of our employees around the world will take this "Kenkijin Spirit" to heart, put the thoughts into our construction machinery products shining in our corporate color the "Reliable Orange" that has been passed on since our founding, and actively usher in a new era with the goal of further progress as the "second start-up" of the company.

Please look forward to future developments in the Hitachi Construction Machinery Group.

執行役社長兼COO



President and Executive Officer, COO

M. Las

独創的な技術とバリューチェーンの深化 Original technologies and enhancing value chain

日本初の純国産技術による油圧ショベルを開発して以来、人が行う作業を より快適に、高度に、効率的にするための技術を培ってきました。

新車販売とともに、部品・サービスから再生(部品・本体)、レンタル、中古車におよぶ

バリューチェーンを深化させ、お客さまに提供する価値を高めています。

建設機械メーカーとして、技術力、製品力、販売・サービス力のすべてを結集し、

お客さまの課題である「安全性向上」、「生産性向上」、「ライフサイクルコスト低減」の解決に貢献していきます。

Since developing Japan's first hydraulic excavator based exclusively on Japanese technology,

Hitachi Construction Machinery has been creating technologies to make the work of people easier,

We have been enhancing our value chains, which encompass new machinery sales,

parts and services, remanufacturing (parts & machines), rental and used equipment.

to constantly increase the value offered to customers.

We are a manufacturer of construction machinery that brings extensive technological, product, marketing and service capabilities that will help resolve customers' needs for improved safety

and productivity and reduced lifecycle costs.

バリューチェーン Value Chain

バリューチェーン事業でさらなる価値を創造

社会課題やお客さまの事業が変化する中、日立建機グループは、機械のライフサイクル全体を通じて、お客さまに最適なソリューションを提供しています。その取り組みの一環として、部品・サービス、再生(部品・本体)、レンタル、中古車の4つの事業をバリューチェーン事業と位置づけ、経営戦略の重要施策として強化を図っています。





再生(部品·本体) Remanufacturing (parts & machines)



Creating greater value through value chain business

Hitachi Construction Machinery Group is striving to provide customers

As part of those initiatives, we have positioned four business, namely

parts and services, remanufacturing (parts & machines), rental and

used equipment as value chain businesses that we are working to

enhance as important measures in our management strategy.

with optimum solutions through the entire lifecycle of machinery.

Amid changing social issues and customer businesses,

レンタル Rental Service



中古車 Used Equipment



製品 Products

コンパクト Compact

■ミニショベル Mini Excavators

機械·運転質量10t未満

Operating weight of less than 10t



ミニホイールローダ Mini Wheel Loaders エンジン出力50kW未満 Engine outputs of less than 50kW

コンストラクション Construction

■油圧ショベル Hydraulic Excavators

運転質量 10t以上100t未満

Operating weight 10t or more to less than 100t



■ホイールローダ Wheel Loaders エンジン出力50kW以上

Engine outputs of 50kW and higher



■道路機械 Compaction Equipment



マイニング Mining

■大型・超大型油圧ショベル

Large Hydraulic Excavators / Ultra-large Hydraulic Excavators

運転質量 大型:40t以上

超大型:100t以上

Large:
Operating weight of
40t and greater
Ultra-large:
Operating weight of
100t and greater



■リジッドダンプトラック Rigid Dump Trucks



応用開発製品 Applied Development Products





·仕様機 n Machine



Solution Linkage

日立建機では、お客さまの課題である「安全性向上」、「生産性向上」、「ライフサイクルコスト低減」をお客さまとともに解決するICT・IOT ソリューション「Solution Linkage (ソリューションリンケージ)」を提供しています。Solution Linkageは、サービスソリューションConSite、ダンプトラック自律走行システム、鉱山運行管理システム、ICT施工ソリューションを軸に、ビジネスパートナーとのエキスパート技術を融合したオープンイノベーションの技術を活用して、ご提案します。

To work together with customers to solve the issues they face in terms of improving safety, increasing productivity and reducing lifecycle costs, Hitachi Construction Machinery offers Solution Linkage, its suite of ICT and InT solutions

Solution Linkage is based on the ConSite service solution, autonomous haulage system (AHS), fleet management system and the ICT construction solution. To develop proposals, Solution Linkage leverages with open innovation combining the expert technologies of our business partners.

サービスソリューション ConSite

「ConSite(コンサイト)」は、長年にわたり蓄積された建設機械の稼働情報などのビッグデータを利活用し、お客さまにとって価値のある情報を自動で解析・抽出して提供する独自技術で、2013年にサービスを開始しています。2017年には建設機械業界初となるセンシングによるオイルモニタリングを実現しています。今後もセンシング技術やAI技術をはじめとしたさまざまな技術を活用して、建設機械の不具合を未然に検知することで、お客さまの課題である「ライフサイクルコスト低減」に貢献していきます。



ConSite is a unique technology of Hitachi Construction Machinery. It uses big data, including operational information of construction equipment accumulated over many years, and automatically analyzes, extracts, and provides information that is valuable for customers. This service was launched in 2013. In 2017, we launched a service for monitoring oil conditions using sensors, which is the first of its kind in the construction machinery industry. We will continue to apply sensing technologies, AI technologies, and other technologies for predicting failures in construction equipment.

ダンプトラック自律走行システム(AHS) Autonomous Haulage System (AHS)

鉱山現場の自動化が進む中、日立建機では鉱山用ダンプトラックの無人自動運転に向けて自律走行システム (Autonomous Haulage System: AHS) の開発試験を行っています。

AHSは、ダンプトラックが鉱山運行管理システムの指示に基づき自律走行することで、生産性や安全性に寄与するシステムです。積み込み場所から、降ろす場所までの道をいくつかの区間に分け、1区間にダンプトラックが1台のみ走行可能とするAHS交通管制システムを導入することで、安全性向上と制御可能な車両台数を左右する通信量の減少に寄与しています。



Amid the ongoing automation of mining sites, we at Hitachi Construction Machinery are conducting development tests for an Autonomous Haulage System (AHS) to enable the unmanned, autonomous operation of mining dump trucks.

In AHS, dump trucks travel autonomously by following commands from the FMS, thereby contributing to productivity and safety. We have introduced the AHS traffic control system, under which the path between the loading place and discharging place is divided into several sections so that only one dump truck travels in one section.

This system contributes to improving safety and reducing the communication volume, which determines the number of controllable vehicles.

鉱山運行管理システム(FMS) Fleet Management System (FMS)

操業の効率化と安全性が高い水準で求められる中、ダンプトラックを効率よく運行、管理することが鉱山経営の重要な課題の一つです。日立建機グループの Wenco International Mining Systems Ltd. (ウェンコ・インターナショナル・マイニング・システムズ社) が提供する鉱山運行管理システム (FMS) は、ダンプトラック1台1台をリアルタイムにモニタリングし最適に配車することで、ディスパッチャーと呼ばれる配車管理者の効率的な運行管理をサポートします。

さらに、ダンプトラックのメンテナンスや部品交換時期の最適化、鉱物の含有率から生産高を予測するなど幅広いアプリケーションで、鉱山運営を総合的に支えることができます。



While a high level of operating efficiency and safety is required at such a site, the efficient operation and management of dump trucks is an important task in mining operations.

The Fleet Management System (FMS), which is provided by Wenco International Mining Systems Ltd., a Hitachi Construction Machinery Group company, monitors each dump truck on a real-time basis and dispatches trucks optimally. It aids the dispatcher in managing the operation efficiently. In addition, FMS is capable of providing comprehensive support for mining operations with a wide range of applications, covering dump truck maintenance, time optimization for parts replacement, and output prediction based on mineral content.

ICT施工ソリューション ICT Construction Solution

日立建機のICT施工ソリューションは、ICT建機の提供にとどまらず、起工測量から検査、納品に至る施工プロセス全体の最適化をシームレスにつなぐクラウドプラットフォームを構築、お客さまのニーズに合わせ最適なソリューションを提案することで従来の工程を大幅に短縮し、安全性と生産性を向上します。

3次元マシンコントロールに対応するICT油圧ショベルは、独自に開発した制御機能を搭載し、衛星測位システムなどから得た機械の位置情報やフロントの姿勢情報を基に、3次元施工データに従ってリアルタイムに機械を半自動制御することで、オペレータの熟練度に左右されることなく効率的な作業を可能にします。



Hitachi Construction Machinery's ICT construction solution goes beyond simply the provision of ICT construction equipment. We have built a cloud platform that seamlessly optimizes the entire construction process from survey work to inspection and delivery, enabling us to provide the optimal solutions to customer needs while significantly reducing conventional processes and improving safety and productivity.

ICT hydraulic excavators support 3D machine control. Equipped with a control function developed independently by the company, the machine is semi-automatically controlled on a real-time basis in accordance with 3D design data, based on the machine's location information and front posture

information obtained from a navigation satellite system, etc., thereby ensuring efficient operation regardless of the skill level of the operator.

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日立建機が思い描く将来の施工現場 Our envisioned future construction sites

「協調安全」と「協調型建設機械」

「協調安全」とは、施工現場内の人と機械の位置や状態を「見える化」 するだけでなく、その情報に基づいて人に注意を促したり、建設機械の 動きを制御したりすることで、現場全体の安全性、生産性の向上を 図るための概念です。

日立建機グループでは、協調安全の実現に向けて、自律稼働する建設機械を「協調型建設機械」と呼び、次世代建設機械のモデルとして構想しています。

"Collaborative Safety" and "Collaborative Construction Equipment"

The concept of "Collaborative Safety" is designed to enhance the safety and productivity of the entire site by not only "visualize" the location and condition of people and machines but also alert people and control the movement of construction equipment based on this information. Hitachi Construction Machinery Group calls construction equipment that operates autonomously to achieve Collaborative safety "Collaborative Construction Equipment" envisioning this as a model for the next generation of construction machinery.



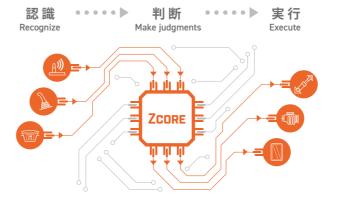
自律型建設機械向けシステムプラットフォーム「ZCORE」

ZCORE System Platform for Autonomous Construction Equipment

建設業においては、生産労働人口の減少や熟練技能者の高齢化を背景として、省人化による生産性の向上が課題となっています。その解決策のひとつとして、自律運転する建設機械や、遠隔操作による作業に期待が寄せられています。日立建機グループは、現場の多種多様な要求への対応を目的として、オペレータによる「認識・判断・実行」を、機械システムが行うシステムプラットフォーム「ZCORE(ズィーコア)」を開発しました。

Given the declining production workforce and the aging of skilled workers, the challenge in the construction industry is to increase productivity with less man-power. One promising solution to this problem is autonomous construction equipment and remote operations.

Hitachi Construction Machinery Group developed the ZCORE, a system platform to enable the equipment system to "recognize, make judgments, and execute," which operators conventionally do at construction sites.





ZCOREを適用した協調型建設機械のプロトタイプ機 Prototype excavator applied with ZCORE

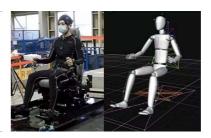
シミュレーション技術によるスマートな製品開発

Simulation Technology to Achieve Smart Product Development

日立建機グループは、現実の事象をリアルタイムでサイバー空間上に再現するデジタルツイン技術を用いた解析に注力しています。 短期間での的確な製品の開発評価を可能にするほか、お客さまの機械から得た稼働情報を基に、サイバー上で機械の動きや負荷を再現し、機械の適切な保守・メンテナンス時期を提案することにも応用しています。

Hitachi Construction Machinery Group focus on analysis that uses digital twin technology to recreate real phenomena in cyberspace. In addition to enabling quick and accurate evaluation in product development, the technology is also applied to recreate the movements and loads placed on machinery in cyberspace based on operation data received from machinery of our customers, and to propose an appropriate maintenance schedule of machinery.



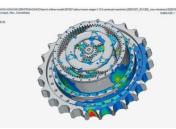


熱流体および 周囲騒音解析技術 Thermal Fluid Simulation and Ambient Noise Analysis

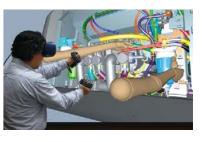
Technology



FEM*を用いた強度解析 Strength Analysis Using FEM



VR技術の活用 Utilizing Virtual Reality (VR) Technology



* Finite Element Method:有限要素法

11



サステナビリティ Sustainability

日立建機グループは、4つのマテリアリティ(重要課題)を特定し、「社会 Hitachi Construction Machinery Group has identified four materiality 価値」と「環境価値」を追求しています。SDGsやESGの視点に加えて、 自社の企業価値の向上および毀損につながる課題を重視して事業計画 と紐づけました。

themes and is pursuing "social value" and "environmental value." In addition to the perspectives of SDGs and ESG, emphasize issues that are connected to improving and damaging Hitachi Construction Machinery's enterprise value, tied them to the business plan.

気候変動に挑む 製品•技術開発

Product and technology development contributing to climate change mitigation and adaptation





建設機械の電動化 バッテリー駆動式ミニショベルの

Electrification of construction Development of a battery-powered mini-excavator

資源循環型ビジネスへの

Conversion to recycling-oriented business model





再生技術による部品の長寿命化 を通じて、資源投入量を抑制

Limit the volume of resource utilization by prolonging the lifetime of parts through remanufacturing technologies

社会基盤を支える 個客課題の解決

Creating innovative solutions for challenges faced by customers supporting social infrastructure





「協調安全」と高度な自律運転を 両立するシステムプラットフォー ム「ZCORE」を開発

Developed "ZCORE", a system platform that realizes both collaborative safety and advanced autonomous operation

グローバルガバナンスの

Strengthening global governance







長期的に企業価値向上につなが る組織体制の確立をめざす

Aim to establish an organizational structure that will lead to increased corporate value in the

Our Culture

Kenkijinスピリット

「Kenkijinスピリット」は日立建機グループ社員の共通の価値基準・ 行動規範を明文化したもので、これを貫く思想は、「Challenge」 「Customer」「Communication」の3つです。世界中の従業員一人 ひとりがお客さまの立場に立ち、価値ある技術や製品、サービス、 ソリューションの創造にチャレンジできる企業風土の醸成をめざし ています。

「Kenkijin スピリット」の 3 つのC Ideology of the 3Cs

"Kenkijin Spirit"

The Kenkijin Spirit codifies the shared values and codes of conduct for all Hitachi Construction Machinery Group employees. The underlying commitment behind this spirit are the three words "Challenge," "Customer" and "Communication." Each and every one of our employees around the world is committed to putting ourselves in our customers' shoes and providing valuable technology, products, services and we aim to foster a corporate culture that allows us to take on the challenge of creating solutions.

Customer

We are Kenkijin

日立建機グループでは、多様な人財が活躍できる職場づくりとグローバルでの人財育成を推進しています。

Hitachi Construction Machinery Group promotes creating a workplace where it's diverse workforce can fully contribute it's skills and developing global human resources



グローバル人財の育成 Developing global human resources



Promoting diversity



働く人にやさしい製造ライン Friendly production line for workers

Company Outline

Global Network

As of March 31, 2023

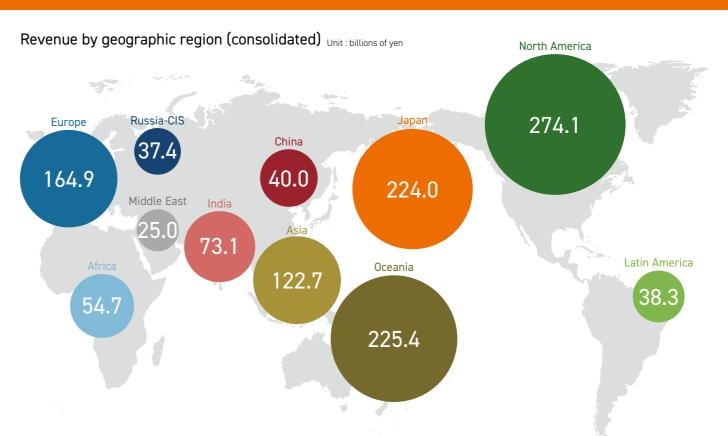
Global Network

Company Name	Hitachi Construction Machinery Co., Ltd.		
Capital	81,577 million yen (Total Number of Shares Issued : 215,115,038)		
Business Results	Consolidated revenue : 1,279.5 billion yen Adjusted operating income : 135.7 billion yen Net income attributable to owners of the parent : 70.2 billion yen		

Ratio of Consolidated revenue Earnings structure by region China Others -Construction machinery Rental Russia-CIS L.America Solution business* Consolidated revenue Value chain ratio of revenue Construction parts & services N.America Value chain FY2022 billion yen Mining parts & services FY2022 Mining machinery * In FY2023, "Solution business" was renamed "Specialized Parts & Service Business". Europe

Head Office	16-1, Higashiueno 2-chome, Taito-ku, Tokyo, 110-0015 Japan		
Established	October 1, 1970		
Representative	Masafumi Senzaki Representative Executive Officer, President and Executive Officer, COO		
Number of Employees	Consolidated 25,430 Non-consolidated 5,621		
Major Operations	Manufacturing , sales and service of construction machinery, transportation machinery, and other machines and devices.		
Business Locations in Japan	Tsuchiura Works Kasumigaura Works Hitachinaka-rinko Works Hitachinaka Works Ryugasaki Works Banshu Works Tsukuba Parts Center Ami Parts Center		
Subsidiaries & Affiliates	Subsidiaries : 79 companies (Japan: 7 companies, Overseas: 72 companies) Affiliates : 23 companies (Japan: 3 companies, Overseas: 20 companies)		





Directors and Executive Officers

As of June 26,2023

Board of Directors

Outside Director Toshiko Oka Kazushige Okuhara Maoko Kikuchi Takatoshi Hayama Hidemi Moue

Toshinori Yamamoto Joseph P. Schmelzeis, Jr.

Director Keiichiro Shiojima Masafumi Senzaki Kotaro Hirano

Note: Directors are listed in the Japanese syllabic order. $% \label{eq:control} % \label{eq:controlled} % \la$

Executive Officers

Kotaro Hirano	Representative Executive Officer, Chairman and Executive Officer, CEO	Eiji Fukunishi	Vice President and Executive Officer, President of Spare Parts and Service Business Unit
Masafumi Senzaki	Representative Executive Officer, President and Executive Officer, COO	Hidehiko Matsui	Vice President and Executive Officer, CMO, President of Rental & Used Equipment Business Unit and Global Marketing Group
Michifumi Tabuchi	Representative Executive Officer, Executive Vice President and Executive Officer, Officer responsible for MONOZUKURI and Security Trade Control and President of Production & Procurement Group	Hiroshi Kanezawa	Executive Officer, General Manager of Mining Development & Production Division, Mining Business Unit
		Tooru Sugiyama	Executive Officer, Vice President of Mining Business Unit
Naoyoshi Yamada	Executive Vice President and Executive Officer, CSO	Seimei Toonishi	Executive Officer, CDIO, President of New Business Creation Unit
Sonosuke Ishii	Senior Vice President and Executive Officer, President of Mining Business Unit and General Manager of America Business Division (Chairman of Hitachi Construction Machinery Americas Inc.)	Yoshihiro Narukawa	Executive Officer, CPO, Vice President of Production & Procurement Group
Yusuke Kajita	Senior Vice President and Executive Officer,	Tetsuya Hamabe	Executive Officer, President of Corporate Strategy Group
Keiichiro Shiojima	Vice President and Executive Officer, CFO, President of Financial Strategy Group	Masaaki Hirose	Executive Officer, General Manager of Japan Business Division and President & Representative Director of Hitachi Construction
Seishi Toyoshima	Vice President and Executive Officer, CHRO, President of Human Capital Group	Satoshi Yamanobe	Machinery Japan Co., Ltd. Executive Officer, General Manager of China Business Division
Kazunori Nakamura	Vice President and Executive Officer, CTO, President of Power & Info Control Platform Business Unit and Research & Development Group		and President & Director of Hitachi Construction Machinery (China) Co., Ltd.
		Sandeep Singh	Executive Officer, General Manager of India Business Division and President & Director of Tata Hitachi Construction
	Masafumi Senzaki Michifumi Tabuchi Naoyoshi Yamada Sonosuke Ishii Yusuke Kajita Keiichiro Shiojima Seishi Toyoshima	Chairman and Executive Officer, CEO Masafumi Senzaki Representative Executive Officer, President and Executive Officer, COO Michifumi Tabuchi Representative Executive Officer, Executive Vice President and Executive Officer, Officer responsible for MONOZUKURI and Security Trade Control and President of Production & Procurement Group Naoyoshi Yamada Executive Vice President and Executive Officer, CSO Sonosuke Ishii Senior Vice President and Executive Officer, President of Mining Business Unit and General Manager of America Business Division (Chairman of Hitachi Construction Machinery Americas Inc.) Yusuke Kajita Senior Vice President and Executive Officer, President of Construction Business Unit Keiichiro Shiojima Vice President and Executive Officer, CFO, President of Financial Strategy Group Seishi Toyoshima Vice President and Executive Officer, CHRO, President of Human Capital Group Kazunori Nakamura Vice President and Executive Officer, CTO, President of Power & Info Control Platform Business Unit	Chairman and Executive Officer, CEO Masafumi Senzaki Representative Executive Officer, President and Executive Officer, COO Michifumi Tabuchi Representative Executive Officer, COO Michifumi Tabuchi Representative Executive Officer, Executive Officer, Executive Vice President and Executive Officer, Officer, Executive Vice President and Executive Officer, Officer, Executive Vice President and Executive Officer, CSO Naoyoshi Yamada Executive Vice President and Executive Officer, CSO Seimei Toonishi Sonosuke Ishii Senior Vice President and Executive Officer, President of Mining Business Unit and General Manager of America Business Division (Chairman of Hitachi Construction Machinery Americas Inc.) Yusuke Kajita Senior Vice President and Executive Officer, President of Construction Business Unit Keiichiro Shiojima Vice President and Executive Officer, CFO, President of Financial Strategy Group Seishi Toyoshima Vice President and Executive Officer, CHRO, President of Human Capital Group Satoshi Yamanobe Kazunori Nakamura Vice President and Executive Officer, CTO, President of Power & Info Control Platform Business Unit

Note: Executive Officers are listed in the Japanese syllabic order.

Machinery Company Private Limited

CDIO : Chief Digital & Information Officer/CEO : Chief Executive Officer/CFO : Chief Financial Officer/CHRO : Chief Human Resources Officer/CMO : Chief Marketing & Sales Officer/COO : Chief Operating Officer/CPO : Chief Procurement Officer/CSO : Chief Strategy Officer/CTO : Chief Technical Officer