

Messages from New Outside Directors

I Aim to Contribute to the Realization of the Company's "Dream as a Manufacturer"

Message

After joining Tosoh Corporation, I started in accounting and then moved to sales, full-time labor union roles, procurement, a position in the Netherlands and upon returning to Japan, I was assigned to a business division. Over the course of my career, I have gained experience in nearly all administrative departments, serving as a business division head and director.

Every four or five years, just as I would grow accustomed to my role, I would be transferred, making me feel like a new employee each time. This repeated exposure to new roles made me see every task as a challenge, and I felt motivated by the opportunity to shape the future with foresight.

In 2016, I was made president of Tosoh Corporation, in which position I served for six years. With the livelihood of all employees in mind, we managed to achieve debt-free management, repaying all of the company's debt, which, in 1979, the year I joined, was as large as its net sales.

In day-to-day management, I have always aimed for a free-spirited company culture that values friendly competition, challenges and an open and inclusive environment.

Hitachi Construction Machinery must continue to

evolve in order to meet various demands in society.

Today, striking a balance between enhancing corporate value and addressing various social issues is of the utmost importance. It is not enough to excel in just one area; Hitachi Construction Machinery must take a holistic and balanced approach.

Manufacturers have dreams unique to their position as a manufacturer and strive to make these dreams a reality. The company's Board of Directors consists of individuals with diverse expert knowledge, and I intend to leverage the expertise I gained from working at a manufacturer to help Hitachi Construction Machinery achieve its dreams.

Having been involved in corporate management at a Japanese company for a long time, I think that the current composition of shareholders at Hitachi Construction Machinery may appear complicated from an external perspective. Looking ahead, as an outside director, I intend to thoroughly discuss issues with everyone and contribute to enhancing corporate governance.



Outside Director

Toshinori Yamamoto

Profile

Mr. Yamamoto joined Tosoh Corporation in 1979, where he served as Managing Director and President of the Chlor-alkali Group and the Petrochemical Group; Managing Director and President of the Chlor-alkali Group and Representative of China Operations; and Representative Director and President, Advisor and Corporate Advisor (current position) of Tosoh Corporation. He was appointed as an outside director of Hitachi Construction Machinery in June 2023.

Major Opportunities for the Hitachi Construction Machinery Group

Message

I am convinced that major business opportunities are in store for Hitachi Construction Machinery. People around the world recognize the Hitachi Brand, and the company is dedicated to producing excellent products while earnestly addressing issues related to a circular economy and carbon neutrality. Furthermore, the company not only manufactures products but also develops businesses that can contribute to sustainable life cycles in the economy and at customers.

Being involved in the management of a growth-oriented company like Hitachi Construction Machinery is a great opportunity for me as well. I am deeply honored and truly excited to be here.

I came to Japan with my family when I was 13 years old and have lived here for a total of 37 years. Professionally, I began my career at a management consulting firm, moved on to start an IT venture, worked in the entertainment and financial sectors and eventually served as the Senior Advisor to the Ambassador at the U.S. Embassy in Tokyo. Throughout my career, I have accumulated diverse experience and built a strong network of connections.

For example, I believe I can contribute by setting

detailed KPIs for sales organizations and revising compensation systems as well as by offering advice on geopolitical issues, which are crucial to global expansion, and leveraging my connections.

Since Hitachi Construction Machinery is a rapidly growing company, it is essential that each employee, as a united team, understands their goals clearly. Knowing to what extent the company wants to grow and what each individual needs to do is the first step in solidifying the foundation for growth. I aspire to draw on my experience to ensure the Hitachi Construction Machinery Group seizes upon this great opportunity.

I understand that Hitachi Construction Machinery is on the verge of a significant leap, one akin to a *second founding*. As a leading example of a Japanese company with a high ratio of business overseas, I believe capital market participants are likely to expect more from Hitachi Construction Machinery. With my past experience, perspective as a foreign national and my role as an independent outside director in mind, I am committed to making significant contributions to Hitachi Construction Machinery.



Outside Director

Joseph P. Schmelzeis, Jr.

Profile

Mr. Schmelzeis joined Bain & Company in 1984. His career includes serving as Vice President of American Express International and Senior Advisor to the Ambassador, U.S. Embassy in Tokyo. He currently holds such positions as Executive Manager of Cedarfield Godo Kaisha, Outside Director of DENSO CORPORATION, Vice Chairman of International High-speed Rail Association and Outside Director of Central Japan Railway Company. He became an outside director of Hitachi Construction Machinery in June 2023.