

Directors (AS of June 29, 2021)

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| Masaki Sakuyama | Chairman |
| Takeshi Sugiyama | |
| Masahiko Sagawa | Member of the Audit Committee |
| Tadashi Kawagoishi | Member of the Compensation Committee |
| Takashi Sakamoto | Member of the Audit Committee |
| Kei Uruma | |
| Kuniaki Masuda | Member of the Nomination Committee Member of the Compensation Committee |
| Mitoji Yabunaka | Chairman of the Nomination Committee Member of the Compensation Committee |
| Hiroshi Obayashi | Chairman of the Audit Committee Member of the Nomination Committee Attorney-at-Law |
| Kazunori Watanabe | Chairman of the Compensation Committee Member of the Audit Committee Certified Public Accountant Registered Tax Accountant |
| Hiroko Koide | Member of the Nomination Committee Member of the Compensation Committee |
| Takashi Oyamada | Member of the Nomination Committee Member of the Audit Committee Senior Advisor, MUFG Bank, Ltd. |

Executive Officers (AS of April 1, 2021)

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| Takeshi Sugiyama | Representative Executive Officer President & CEO CEO |
| Kei Uruma | Representative Executive Officer Senior Vice President In charge of Export Control, Corporate Strategic Planning and Operations of Associated Companies, CSO |
| Tadashi Matsumoto | Representative Executive Officer Senior Vice President In charge of Building Systems |
| Satoshi Matsushita | Senior Vice President In charge of Business Innovation, Chief Business DX Officer |
| Yoshikazu Miyata | Senior Vice President In charge of Factory Automation Systems |
| Jun Nagasawa | Senior Vice President In charge of Auditing, Legal Affairs & Compliance and Corporate Communication (Sustainability, Public Relations and Advertising), CCO |
| Koichi Orito | Senior Vice President In charge of Information Systems & Network Service |
| Tadashi Kawagoishi | Executive Officer In charge of Accounting and Finance, CFO |
| Juichi Shikata | Executive Officer In charge of Purchasing |
| Yoshihisa Hara | Executive Officer In charge of Electronic Systems |
| Atsuhiko Yabu | Executive Officer In charge of Automotive Equipment |
| Satoshi Kusakabe | Executive Officer In charge of Government & External Relations, Economic Security, Export Control and Intellectual Property |
| Yoji Saito | Executive Officer In charge of Global Strategic Planning & Marketing |
| Hideki Fukushima | Executive Officer In charge of Public Utility Systems |
| Noriyuki Takazawa | Executive Officer In charge of Energy & Industrial Systems |
| Yuzuru Saito | Executive Officer In charge of Semiconductor & Device |
| So Suzuki | Executive Officer In charge of Living Environment & Digital Media Equipment |
| Eiichiro Mitani | Executive Officer In charge of Process & Operation Reform and IT, Chief Operation DX Officer, CIO |
| Shozui Takeno | Executive Officer In charge of Information Security and Total Productivity Management & Environmental Programs, CISO |
| Kunihiko Kaga | Executive Officer In charge of Research & Development, CTO |
| Katsuya Furuta | Executive Officer In charge of Domestic Marketing |
| Kuniaki Masuda | Executive Officer In charge of General Affairs and Human Resources |