Organization (As of April 1, 2023)

Corporate Transformation Group **Board of Directors** Three key Reforms Div. Corporate Auditing Div. Nomination Committee **Audit Committee** Corporate Strategic Planning Div. Compensation Committee Corporate IR and SR Div. Sustainability Planning Div. Audit Committee Office Corporate Information Security Div. Associated Companies Div. Executive Officers' Meeting Government & External Relations Div. Corporate Administration Div. Corporate Human Resources Div. Corporate Accounting Div. Corporate Finance Div. Public Relations Div. Corporate Advertising Div. Corporate Purchasing Div. Corporate Legal & Compliance Div. Corporate Risk Management Div. Corporate Economic Security Div.

Corporate Export Control Div. Corporate Licensing Div. Corporate Intellectual Property Div. DX Innovation Center Corporate Quality Assurance Reengineering Group Process & Operation Reengineering Group Corporate Marketing Group Global Strategic Planning & Marketing Group Regional Corporate Offices: Americas (U.S.A.) / Europe (U.K.)/ Asia (Singapore)/ China/ Corporate Total Productivity Management & **Environmental Programs Group** Corporate Research and Development Group **Business Innovation Group** Information Systems & Network Service Group - Infrastructure Business Area Strategic Planning Office E&F Solution Dept. Public Utility Systems Group Energy & Industrial Systems Group Defense & Space Systems Group

Industry & Mobility Business Area Strategic Planning Office OT Security Dept. Factory Automation Systems Group L Automotive Equipment Group Life Business Area Strategic Planning Office Building Systems Group Living Environment & Digital Media Equipment Group Business Platform Business Area Strategic Planning Office Semiconductor & Device Group

IR: Investor Relations

SR: Shareholder Relations

DX: Digital Transformation

BA: Business Area

E&F: Energy & Facility

OT: Operational Technology