Hitachi Social Innovation is
POWERING GOOD

The challenges we face as a society are unprecedented, but so are the opportunities. Together, let’s start powering good. Let’s call on our heritage, our spirit of collaboration and our technology to do better for generations to come.

Hitachi Integrated Report 2019 Editorial Policy

Editorial Policy

While preparing the 2019 edition of the Report, we concentrated on explaining Hitachi’s vision moving forward, as well as the competitive advantages and business foundation we will utilize to achieve this vision. The Report also discusses Hitachi’s progress up until fiscal 2018 and outlines the results and challenges of related measures.

We placed a particular emphasis on including easily understandable explanations regarding Hitachi’s goals of co-creation with customers and society to realize social, environmental and economic value, as well as achieve a sustainable society. These objectives are primarily aimed at accomplishing Hitachi’s vision of becoming a global leader in the Social Innovation Business, one of the central themes of its 2021 Mid-term Management Plan, which began in fiscal 2019. When editing this Report, we ensured that it conforms to the International Integrated Reporting Council’s (IIRC) International Integrated Reporting Framework and the Ministry of Economy, Trade and Industry’s Guidance for Collaborative Value Creation.

About Cover Page

Hitachi is working to improve the quality of people’s lives by utilizing its many strengths, including some of the latest digital technology, within a wide range of business domains, primarily including social infrastructure, e.g., IT services, energy-related businesses, industrial systems and railway systems. This cover of the report comprises several examples of Hitachi businesses that contribute to people’s lives.

Boundary of Reporting

Period: April 1, 2018 to March 31, 2019
(some activities detailed herein occurred after April 2019)
Hitachi, Ltd. and its domestic consolidated subsidiaries

Social data: Boundary of data indicated under each indicator
Environmental data: 804 companies, namely Hitachi, Ltd., and its domestic consolidated subsidiaries excluding Hitachi, Ltd.

Accounting Standard

Unless otherwise noted, this report is prepared in accordance with U.S. GAAP through fiscal 2013 and with the International Financial Reporting Standards (IFRS) from fiscal 2014.

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Disclaimers

Forward-looking Statements

Certain statements regarding the future of the Company set forth in this Report may constitute “forward-looking statements,” such as statements that express certain plans, forecasts, targets and strategies. Although forward-looking statements contained in this report are based upon what the Company has determined to be reasonable assumptions at the time of disclosure, actual performance and other results may differ from those projected. For more information, please refer to the Part V, “Operating and Financial Review.” When dealing with such statements, the reader is encouraged to consider carefully the factors set forth in “Risk Factors” described in the Report.

About the Hitachi Group

Along with Vietnam Post, we are expanding electronic services related to the distribution of public funds. Starting in 2020, we will contribute to improved convenience for six million subsidy recipients.
In April 2019, Hitachi announced its three-year 2021 Mid-term Management Plan, positioning IT, Energy, Industry, Mobility and Smart Life as growth sectors, assigning relevant business units to each of them. Hitachi is characterized by two strengths: The first is our ability to provide solutions that use digital technology to resolve issues facing customers and society through our cutting-edge IT and our operational technology (OT), which moves social infrastructure such as equipment and systems at production sites, railways and power plants. The second is our highly reliable and superior products. In these five sectors, Lumada will function as a platform that creates value from customer data and supports the rapid delivery of solutions.
The present world is said to be an era of volatility, uncertainty, complexity and ambiguity (VUCA) in which the future is difficult to predict. Looking around the world, we can see a wide variety of steadily approaching change that will have an impact on people’s lives, including climate change, resource shortages, demographic changes due to aging and problems related to urbanization.

Since its establishment, Hitachi has operated under the Mission expressed by its founder: “Contribute to society through the development of superior, original technology and products.” In accordance with this Mission, we have solved challenges facing society during each era through the development of social infrastructure technologies while raising people’s quality of life (QoL) and, in recent years, contributing to the achievement of a sustainable society.

Originally set by Hitachi founder Namihei Odaira, the Mission has been carefully passed on to generations of employees and stakeholders throughout the Company’s 100-year history. The Values reflect the Hitachi Founding Spirit, which was shaped by the achievements of our company predecessors as they worked hard to fulfill Hitachi’s Mission. The Vision has been created based on the Mission and Values. It is an expression of what the Hitachi Group aims to become in the future as it advances to its next stage of growth. The Mission, Values and Vision are made to be shared in a simple concept: Hitachi Group Identity.

Grounded in the Hitachi Group Identity, we will raise the social, environmental and economic value we provide to customers and aim to achieve a sustainable society by focusing on our Social Innovation Business.

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The Hitachi Group Identity and Social Innovation Business

In 1910, Hitachi was founded as a mining machinery repair shop in Ibaraki Prefecture, Japan. At a time when Japan was relying on imported products and technology, Hitachi founder Namihei Odaira formed a team that chose to rely on a different resource—themselves. With perseverance and enduring passion, the team created, developed, and delivered original products and technologies. The driving force behind the team was Odaira’s noble belief: “Contribute to society through the development of superior, original technology and products.” This belief was the starting point for the Hitachi Group. Today, it forms Hitachi’s Mission, which is the overarching concept of the Hitachi Group Identity.

<table>
<thead>
<tr>
<th>MISSION</th>
<th>VALUES</th>
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<tr>
<td>Contribute to society through the development of superior, original technology and products.</td>
<td>The willingness to respect the opinions of others and discuss matters in a manner that is thorough and frank, but fair and impartial, and once a conclusion has been reached, to cooperate and work together to achieve a common goal.</td>
</tr>
<tr>
<td>Harmony, Sincerity, Pioneering Spirit</td>
<td>To act with a sense of ownership and honesty at all times and never pass the buck. The spirit to meet society’s expectations and generate credibility for Hitachi.</td>
</tr>
<tr>
<td>Hitachi delivers innovations that answer society’s challenges. With our talented team and proven experience in global markets, we can inspire the world.</td>
<td>To work creatively, using novel approaches to enter new areas. To always act as a pioneer within our areas of expertise and to have the passion to pursue higher goals beyond our capabilities.</td>
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Six years after its establishment, Hitachi employees proudly sit in front of a generator and water turbine installed at the power station of the Hitachi mine. From this photo, we can distinctly feel their senses of accomplishment and fulfillment, as well as their hopes for the future. However, shortly after the station started operating, the generator broke down due to defective parts, which had a serious impact on the operation of the mine, leading our founder, Namihei Odaira, to prepare an unofficial resignation. The employees worked tirelessly to restore the generator and investigate the cause of the breakdown. In addition to problems involving the generator, our employees faced difficult issues every time they set about making products. They raised quality, cultivated technology and gained trust through their devoted and resolute work on solving each and every one of these issues. These efforts crystallized into Hitachi’s Founding Spirit, which remains alive and well to this very day.

Grounded in the Hitachi Group Identity, we will raise the social, environmental and economic value we provide to customers and aim to achieve a sustainable society by focusing on our Social Innovation Business.

The power station at the Hitachi mine (1916)
Founding
Namshi Odaira, the founder of Hitachi, Ltd., wanted to utilize his own abilities to contribute to society by producing electric machines and developing Japan’s machinery industry. In accordance with these desires, he founded our company after constructing a power station at Hitachi mine and directing the production of mining equipment.

At the time of our founding, our mistakes were as numerous as the number of products we produced, but we improved our technical capabilities by focusing on our own technologies and strengthening our testing and research. In 1918, we launched a technical journal and appointed a full-time patent authority in 1921. Later, in 1934, we established a research laboratory.

Mr. Odaira placed an emphasis on cost accounting since our founding and created a system allowing for regular cost estimation meetings employees working in sales and in factories. Through this system, we secured orders based on careful cost accounting. Overcoming many failures and difficulties since its establishment, Hitachi has grown into a technological powerhouse that has gained the trust of its customers; in 1937, we had more than 10,000 stockholders. At that time, we produced a wide variety of major products, including power generation equipment, large industrial machines, railway cars, elevators, escalators, electric fans, ventilating fans, well pumps, electric refrigerators, air conditioners and diesel buses.

Challenges faced by Hitachi’s pioneers
1910 Founded as a repairing yard attached to Kuhara Mining Co., Ltd.’s Hitachi mine
1920 Split off independently as Hitachi, Ltd.
1934 Listed on the Tokyo Stock Exchange and established Hitachi Research Laboratory

1910 A five-horsepower induction motor—one of the products we offered during the founding period (motor)
1920 Our first electric refrigerator
1930 The world’s largest induction motor at the time (CC motor for mining industry)
1942 Electron microscope (first for commercial use produced in Japan)
1949 Escalators that became vertical metropolitan pathways

Major events
1910 Split off independently as Hitachi, Ltd.
1920 Founded a repair and maintenance business with university students.
1934 Listed on the Tokyo Stock Exchange and established Hitachi Research Laboratory.
1938 Hitachi’s first production line.
1942 Development of world’s first commercial electron microscope.
1944 3C (color TVs, coolers [air conditioners], cars) Boom.
1959 Construction of the first power-generating station at Hitachi mine.
1964 Development of the Hitachi 301 computer.
1966 Development of Hitachi’s first Shinkansen (bullet train) cars.
1970 Creation of the first high-rise building in Japan.

1910 Established the Apprenticeship Training School in 1910.
1917 The first Hitachi mining school.
1928 “Hitachi Industrial College”.

1910 The ED15, the first large induction motor produced in Japan
1924 The 1015, the first electric locomotive manufactured in Japan.
1930 The world’s largest induction motor at the time (CC motor for mining industry)
1942 Electron microscope (first for commercial use produced in Japan)
1949 Escalators that became vertical metropolitan pathways

School-based education that began with our founding
At the time of our founding, we were experiencing difficulty in securing orders due to the recession that occurred following the Russo-Japanese War. Working to acquire promising human resources and educate employees, we established the Apprenticeship Training School in 1910. This institution recruited human resources from all over Japan and trained them for two years. We often lost graduates from the school to industrialists. The Apprenticeship Training School was renamed “Hitachi Industrial College” in 1928 and continues to operate under this name today.

For the development of electrical machinery industry
Since its founding, Hitachi has emphasized patents as an important indicator of a company’s technological capabilities. In September 1970, we decided to make our patents publicly available for sale to contribute to technological improvement throughout the industry. Newspapers throughout Japan reported this move as “the nation’s first full-scale public opening of patents,” making Hitachi a pioneer of technical exchange in the electrical machinery industry.

Rapid progress toward becoming a comprehensive electrical machinery manufacturer
Kenichiro Komai, who became our president in 1981, worked to strengthen our international competitiveness by proactively raising funds overseas. Under his direction, we focused on priority goals of strengthening our financial structure, raising production efficiency, enhancing sales and export systems, promoting technological development and improving training. In terms of operations, we made bold investments in growth sectors, including electronics and information devices, such as semiconductors and computers, nuclear power plants and control devices, while increasing our international competitiveness through proactive efforts to adopt new technologies.

At the time of our founding, 1910

- Hitachi lost 40% of its production capacity due to war damage, and the war’s impact on the Hitachi factory, which lost 60% of its capacity, was particularly strong. Despite these setbacks, under Mr. Kurata, our second president, we grew into a company not only involved in energy businesses, such as hydroelectric and thermal power generation, but also in railways systems, social infrastructure, such as elevators and escalators, and consumer electronics. In particular, we created a mass production system and sales network using our “three sacred treasures,” TVs, refrigerators and washing machines, becoming a major player in the industry.

- At the Brussels World’s Fair in 1958 (in Belgium), Hitachi’s electron microscope won the grand prize, while its portable analog computer received first prize. By winning these awards, these products became symbolic of our capacity for developing original technologies and our ability to keep up with cutting-edge advancements by adopting new technologies.

- In 1960, we launched the “Hitachi Car,” the world’s first vehicle for mass stomach screenings. In 1969, the “Hitachi Car” was the world’s first vehicle for mass stomach screenings targeting the early detection of stomach cancer. Since then, Hitachi has developed medical equipment that has helped improve people’s health, including ultrasound system reflectoscopes, X-ray CT scanners and magnetic resonance imaging (MRI) systems.

- Hitachi’s commitment to technological exchange is evident in the development of the world’s first Shinkansen (bullet train) cars.

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- For the development of electrical machinery industry.
Hitachi's restructuring

In the 1970s, the entire industry was forced to undergo major structural changes due to events that shocked the Japanese economy, such as the Nixon shock, the transition to a free-floating exchange rate system and the oil crises of 1973 and 1979. Hiroshi Yoshizawa, who became president of Hitachi in 1971, launched a policy of “lightweight management” in anticipation of changes in the industrial structure and period of slow growth. Under his direction, Hitachi strengthened its business structure by restructuring factories and reducing overhead costs while focusing on the electronics-related business, which was an important growth sector at the time. Katsumi Mita, who was appointed president in 1981, promoted product planning based on market needs, rejecting policies aimed at pleasing every single individual. During his tenure, he emphasized the importance of expanding growth products designed to meet future needs.

As a result of this period of restructuring, we became a comprehensive electrical machinery manufacturer with well-balanced electrical equipment and machinery and electronics businesses.

Reorganization initiatives

In an era of global competition, the Japanese economy was hit by trade friction and a high yen rate and, suffering from the aftereffects of the collapse of the bubble economy, entered a long period of sluggish performance. During this period, Hitachi focused on restructuring its business. Under Tsutomo Kanai, who assumed the position of president in 1991, Hitachi implemented Groupwide system aimed at speeding up management and integrating development, manufacturing and sales processes. During the tenure of Etsuhiko Shoyama, who took office as president in 1999, we formulated two Mid-term Management Plans: i.e. HITACHI Plan and i.e. HITACH Plan II. Under these plans, we reviewed our business from the perspectives of consolidated management and global separation while actively engaging in M&A and business collaboration. Later, Kazuo Furukawa, who was appointed president in 2006, further implemented these reforms under his policy of “collaboration and profit management.” Hitachi became a company with more than 1,000 consolidated subsidiaries, and its Group companies expanded business through independent and creative management. However, Hitachi recorded its largest loss ever in fiscal 2008, due to rising crude oil and raw material prices and global financial instability.

Evolution of our Social Innovation Business

Takashi Kawamura was appointed chairman and president in 2009, as global economic growth further slowed. In 2010, which marked the 100th anniversary of our founding, Hitachi’s board of directors set the vision of transforming Hitachi into a group that combines its own strengths with those of others. Under this leadership structure, we launched initiatives aimed at reviving the Hitachi Group and developing the Social Innovation Business. Further reforms were implemented and we introduced a Company system under the 2012 Mid-term Management Plan (FY2010 - FY2012) in an effort to clarify responsibilities and authorities. In 2012, we started a Group system that consolidated strongly related businesses into five groups (later six). We have also promoted business reforms, severing non-core businesses and performing restructuring. Through the 2018 Mid-term Management Plan (FY2016 - FY2018), we have determined our business areas of focus and, with primary support from our Social Innovation Business, are aiming to become a leading global innovation partner for the IoT era and to transform into a comprehensive digital solutions company.

Contributions to social living and industry in China

Hitachi’s social contribution activities were inspired by the sentiments of its founder, Namihira Odaira. Mr. Odaira dedicated himself to his employees and to the development of the City of Hitachi, where we were founded. His spirit of social contribution was adopted by all successive management teams, leading to the establishment of seven charitable corporate foundations in Japan and overseas (now merged into the Hitachi Global Foundation).

The Hitachi Global Foundation complements Hitachi’s social contribution activities by conducting initiatives with a wide range of aims, including the promotion of academic research, science and technology, the development of next-generation human resources and building multicultural social & diversity societies. In 2002, Hitachi developed the principles and policies that govern its social contribution activities and has since focused on activities that take advantage of its unique characteristics, concentrating primarily on human development, the environment and community support.

Promoting STEM education*1 as One Hitachi

With the rapid development of information technology using artificial intelligence (AI) and big data, the development of IT personnel has become a major issue. Under these circumstances, STEM education is being regarded as important around the world as an education method that aims to nurture human resources who are capable of using cutting-edge technologies, primarily including IT, to demonstrate their creativity, power of expression and problem-solving skills. Hitachi is conducting a variety of social contribution activities involving STEM education to develop next-generation human resources who will provide leadership in the 21st century.

*1 STEM education is education in Science, Technology, Engineering and Mathematics.
In 2020, Hitachi will celebrate the 110th anniversary of its founding as a manufacturer of electrical machinery. In all that time, one of the biggest turning points was the management crisis. The Company at the time posted the largest loss ever for a Japanese manufacturer, with stockholders’ equity of about ¥2–¥3 trillion being adversely impacted to fall at about ¥1 trillion. Hitachi had been called an “unsinkable giant” in the past, so how did things become so bad that it found itself being ridiculed as a “sinkable giant”?

Returning to Our Roots
Reaffirming Our Strengths Based on the Lessons of the Past

Becoming a Global Leader in the Social Innovation Business

Hitachi will transform rapidly to achieve the innovations required by the times. Reaching a record high for the second consecutive year, fiscal 2018 adjusted operating income* at Hitachi came in at ¥754.9 billion, with the adjusted operating income ratio for the year meeting the Mid-term Management Plan target of 8%. Total Hitachi, Ltd. stockholders’ equity on the balance sheet during the period covered by the plan was up approximately ¥500 billion, backed by the Company improving its ability to generate cash. Having achieved a V-shaped recovery after recording losses of ¥787.3 billion in fiscal 2008, Hitachi is now moving into a new stage of development.

Toshiaki Higashihara
President & CEO

* Adjusted operating income is defined as total revenues less cost of sales and selling, general, and administrative (SG&A) expenses.

The Hitachi Group Value Creation Story
Energy solutions
We manage 25% of the world’s substations and supply stable energy to 1.8 billion people

CEO Message
Completing the V-Shaped Recovery

Initiatives to Improve Profitability and Achieve Our Mid-term Management Plan Targets

I became Hitachi’s president and COO in 2014 and president and CEO in fiscal 2016, when we launched the 2018 Mid-term Management Plan. Hitachi was unable to achieve the income ratio targets in its 2015 Mid-term Management Plan, and we were determined not to let that happen again during the period covered by the new plan. So what was the best way to achieve our minimum adjusted operating income ratio target of 8% and the creation of a structure supporting margins in the double digits?

Our first move, launched in April 2016, was to overhaul our organizational structure. This involved dividing up our large in-house company system into small business units, allowing us to clearly identify the challenges and issues in each business. While enacting measures aimed at improving profitability in low-profit businesses, we also shrinked or withdrew from businesses where these measures appeared unlikely to work. Our efforts to tighten project management and review fixed costs on a companywide basis contributed to a reduction in unessential costs, and we lifted on-site awareness of cash flow by making the cash conversion cycle (CCC) a key management indicator. I believe the organizational overhaul allowed us to see issues that were previously difficult to see, and with the ability to make quick management decisions, I soon began to see results.

In terms of our growth strategy, we launched Lumada, which incorporates the sum of our technological knowhow, in May 2016, and established a system providing digital solutions throughout the group. Lumada is a collective term for the solutions, services, and technologies that leverage Hitachi’s advanced digital technologies to create value from customer data and accelerate digital innovation. Lumada-based revenues have already expanded to exceed ¥1 trillion. While promoting the restructuring of our businesses, including the sale of listed subsidiaries, we are also actively working to incorporate businesses within the group that could be expected to generate synergies with Lumada. As examples of this, in 2017 we acquired air compressor firm Sulzer, which is centered in North America but has a global footprint, and we aim to complete the acquisition of ABB’s power grid business in the first half of 2020. The intent of the ABB power grid business acquisition is the greater provision of innovative energy solutions through an expansion in global sales channels. And to take it one step further, we also aim to incorporate the philosophy and know-how of this globally successful company into Hitachi in order to spur further positive changes. I believe acquisitions of this type can provide Hitachi with a stepping-stone toward its goal of creating greater value on a global scale as it moves into its next growth stage.

The View after Rebirth

Exploring the Purpose of Our Business

If I were to summarize the 2018 Mid-term Management Plan, I would say its biggest achievements included instilling a shared sense of crisis in employees throughout the Company and fostering a growing focus on income and cash. These changes resulted in Hitachi achieving its Mid-term Management Plan target for an adjusted operating income ratio of 8%, as well as a growing perception that Hitachi as a global company should naturally produce income margins in the double digits, and that the Company should be a global leader in the Social Innovation Business.

After having achieved a V-shaped recovery, it is really necessary for the Company to push income ratios to 10% or higher? I have for some time been saying, “Show me the cash!” to our employees, in part as it is necessary to focus on what comes before profit. In this sense, I will never forget the first factory manager at Omika Works with whom I worked after joining the Company quoting from Yuzo Yamamoto’s novel, A stone by the Roadside. A line in the novel essentially says, “There is only one you and you have only one life, so if you don’t really use it, are you really human? Have your ‘real life’? To apply that to today, if you spend more than half your life at work, then it is through that work that you have the opportunity to feel the happiness of people and society. It is through the job in front of you that you can help people and society. In other words, I think contributing to building social and environmental value is a major driver behind our personal growth and our job satisfaction.”

A Vision for a New Leap Forward

Aiming to be a Global Leader in the Social Innovation Business

The modern age has been called the era of VUCA (Volatility, Uncertainty, Complexity, Ambiguity), where it is increasingly difficult to predict the future. This is why it is important to maintain focus on what we value, and on the standards we use when making decisions. With Hitachi, these are grounded in our corporate mission and our values, which are based on the concepts of “harmony, sincerity, and a
Charting a Path to Growth: Launching the 2021 Mid-term Management Plan

Our 2021 Mid-term Management Plan, launched in April 2019, focuses on simultaneously improving social value, environmental value, and economic value, and establishes five business sectors (IT, energy, industry, mobility and smart life) for the creation of social innovation. To put it differently, these are areas in which Hitachi can make use of the technological know-how it has built up through its many years of developing social infrastructure. Moreover, in each of these business sectors, Lumada can be used as a common platform to achieve the goals of improving people’s quality of life (QOL) as well as corporate value at our client companies.

Strengthening Lumada, which can accelerate innovation, is key to growth moving forward. Indeed, the creation of multiple reusable solutions in each of the key business fields can lead to the growth moving forward. Indeed, the creation of multiple reusable solutions in each of the key business fields can lead to the growth moving forward. Based on this information, the system then optimizes the number of trains in operation. Hitachi’s efforts are focused on solving customer issues by combining solutions such as human flow simulations, automated timetable generation, and operational management optimization as customizable blocks. Amid the trend toward growing urbanization, better public transportation is increasingly required to prevent traffic congestion and create comfortable public spaces, and given that the Copenhagen Metro project also optimizes operational efficiency and conserves energy, it is contributing to improvements in social, environmental and economic value.

Accelerating Innovation to Spur Growth

Building an Innovation Ecosystem with Lumada at Its Core

So the question now is how to strengthen and evolve Lumada. I believe this requires the building of an “innovation ecosystem” that accelerates collaboration with business partners, universities, research institutes, and customers around the world.

The Company is already working with research institutions and domestic universities such as the University of Tokyo to create solutions to social issues. As example is the “Hitachi The University of Tokyo Laboratory.” We are also focused on expanding these kinds of collaborative relationships to include overseas universities, research institutions, and customers. In April 2019, Hitachi launched the collaborative creation project Kyoso-no-Mori at its Central Research Laboratory, inviting customers and partners from all over the world to create new ideas alongside Hitachi researchers and designers.

We are also actively working on initiatives designed to contribute to the acceleration of innovation around the world. These efforts include acting as a supporting partner to start-ups as they create new innovations, and establishing a corporate venture capital fund. We will continue to work toward improving the social, environmental, and economic value of our customers by creating an ecosystem for co-creation and establishing Lumada as the driving force behind the accelerated development of the Social Innovation Business.

Building a Global “Delivery” System

Front-Line Personnel with the Hitachi DNA Hold the Key to Success

After focusing on solutions to customer issues and assessing feasibility and profitability, the framework for building on Lumada’s foundation is now complete. There are already about 650 Lumada customer cases, and we believe this shared base will assist us in providing solutions that truly satisfy our customers. However, for the sake of our customers, I believe it is vital to develop front-line personnel who can provide even higher-added-value solutions. Hitachi’s collaborative efforts with its customers are not based on a vertical relationship, with one party acting above the other, but instead are based on side-by-side cooperation with the aim of improving social value. It’s important for those involved to always think with a sense of ownership and be at the forefront of discussions. If the direction of the organization or team is different, our employees will work together in line with the final decision in the spirit of “harmony,” leaving aside their previous opinions. Moreover, they will put forth their most “sincere” efforts for our customers and partners, and even should they fail, they will never give up on their “pioneering spirit.” I believe securing and fostering frontline personnel exhibiting these qualities is a key to our success.

By combining the common solutions accumulated through Lumada, we can customize solutions for customers in different parts of the world. Moreover, to strengthen our front-line human resources so that we can realize this kind of “innovation ecosystem,” we are not only training in-house employees, but also actively recruiting personnel from outside the Company. Given that cultures and business practices vary according to region and country, we are working to cultivate human resources in each of those areas. As an example, we have been able to secure human resources in areas such as California’s Silicon Valley who are not only talented and experienced, but share a deep commitment to harmony,
Hitachi will invest more aggressively in growth, including M&A, over the three years from fiscal 2019 to fiscal 2021 as part of its effort to become a true global leader. More specifically, we target total investment of ¥2.5 trillion during the period, including about ¥1 trillion for the already-announced acquisition of ABB’s power grid business. Growth investment will be focused on the IT and industry sectors, where we will enact unprecedented investment in both human resources and R&D. To carry out large-scale investment, we will use financial leverage to reduce capital costs (WACC) and improve ROE, while at the same time fostering management awareness of capital efficiency by establishing return on invested capital (ROIC) as a new KPI.

Hitachi will also strengthen its business foundation to accelerate development of the Social Innovation Business. In addition to operational reforms based on data accumulated thanks to advancements in production systems and business processes, as well as the promotion of digital transformation by expanding the scope of Lumada’s in-house use, we are working to reduce fixed costs and improve efficiency in sales and indirect operations.

Maintaining an awareness of what is appropriate for a global company, we will continue to work toward improving profitability, with a gross profit margin target of 30% or higher and an SG&A ratio target of under 20%. I believe an acceleration in the Social Innovation Business requires Hitachi to further improve the level of trust it enjoys from society. With this in mind, we will promote compliance, quality assurance, and safety by utilizing digitalization and Lumada to reduce manual tasks. Based on these efforts, our fiscal 2021 earnings targets include average annual revenues rising organically by more than 3%, an adjusted operating income ratio above 10%, and cumulative operating cash flow for the three years greater than ¥2.5 trillion. Moreover, we target ROIC of above 10%, with the overseas revenue ratio climbing from 51% at present to better than 60%.

I worked at the Omika Works in Ibaraki Prefecture for about 29 years after joining the Company in 1977. The plant was created in 1969 to house the combined control departments that were split off from the Hitachi and Kokubu plants, and for some time after I was assigned to the facility, there was still a lot of talk about from which of the original plants you came. That said, my time there allowed me to experience the creation of a shared culture, as gradual integration brought with it the spirit of building a “Greater Omika” plant. In my opinion, the more background diversity there is, the better. I believe human resources recruited from around the world will be instrumental in sharing Hitachi’s values and resolving the social issues impacting our customers. I have high expectations as well as great confidence in this effort.

Total Growth Investment of ¥2.5 Trillion
Aggressively Pursuing Growth Opportunities While Maintaining an Eye on Capital Costs

Communication is essential in building relationships of trust with external parties. It has been said by some that Hitachi’s share price and market capitalization are rather low, and when looking back, it certainly appears that shareholder returns have for a long time not been at a level of which we could be proud. Given these circumstances, I strongly believe it necessary to bolster communication with those in the capital markets to deepen trust. There are likely a substantial number of stakeholders who still have the impression of Hitachi as a manufacturer of heavy electrical machinery, something carried over from many years ago. However, the Company is undergoing rapid change, and that change is likely to accelerate moving forward. With the goal of improving stakeholder understanding of Hitachi as it stands now, as well as its future course, we will continue to work to increase opportunities for communication while simultaneously improving transparency, including in the disclosure of ROIC, adjusted operating income, and revenues by sector.

Keywords for Survival in the Age of Data Capitalism:
Speed, Trust, Transparency and Customer Perspective

There is a paradigm shift taking place as we move from the age of products to the age of digitalization and the importance of speed. The expectation of improvements in private information banks and national databases. While the free trade of cross-border data requires trust, I believe there can be no trust without transparency. In this age of data, Hitachi, with its sensors and analysis technologies essential for data collection, will likely find more opportunities to promptly provide solutions tailored to the customer’s needs. I believe these efforts will lead to more opportunities for Hitachi to become a global leader in the Social Innovation Business.

Pursuing Dialogue with Stakeholders to Further Their Understanding of Hitachi’s True Value

In regard to shareholder returns, Hitachi targeted a low consolidated payout ratio of 20%–30% during the period covered by the 2018 Mid-term Management Plan, and it paid dividends at this level except in fiscal 2018, when after-tax net income was particularly low due to transitory factors. Our goal moving forward is to increase dividends paid to our shareholders to a higher level. Based on the “Hitachi Social Innovation is Powering Good” campaign tagline that launched this year, we will strive to provide social, environmental, and economic value in line with our efforts to contribute to enhanced value for our corporate customers and an improved quality of life for people in general. We thank you and look forward to your continued support as we move forward.

September 2019

Toshiaki Higashihara
President & CEO
Hitachi, Ltd.
In what ways is the Board of Directors at Hitachi, a company with nominating committee, etc., conducting managerial oversight?

Director Mochizuki: Hitachi’s directors may have richly diverse backgrounds, but they all are united in their focus on world-class governance. Based on my personal perception, if the executive officers were swords, the directors would function like a whetstone. We hold extensive discussions as if we were grinding swords against this whetstone until it wears down, thereby creating shimmering swords. I think it is an important vision for us as directors.

The Board of Directors narrows topics of discussions down to matters of key importance, including budgets, financial results, the Mid-term Management Plan, M&A and high-risk investments. Our discussions are focused, but almost every member of the Board has something to say about each matter on the agenda, which frequently results in discussion regarding a single topic lasting more than an hour. This may be unique to Hitachi, but we sometimes hear explanations regarding important matters in advance at Audit Committee meetings, where we proactively make inquiries concerning matters we hold in question. Depending on the situation, we sometimes also ask for executive officers to make preparations at Board of Director meetings.

We also considered proposals from executive officers when forming the three-year 2021 Mid-term Management Plan that we announced in May. We discussed these proposals on five occasions spanning an entire year, first focusing on their aims and then moving on to their main points before working on formulating drafts. This process gave depth to discussions regarding the key elements of the mid-term management plan, which include global leadership; social, environmental and economic value; capital allocation; and capital cost. All related parties, including the Executive Vice Presidents, attended the meeting of the Board of Directors held on the day we announced the mid-term management plan, during which we discussed how we should inform individuals both inside and outside of the Company regarding the plan.

Director Yoshihara: Additionally, in fiscal 2018, we made business judgements on important matters impacting the entire Company after holding active discussions within the Board of Directors and Audit Committee and hearing additional explanations from individual executive officers on an as-needed basis. These important matters included decisions regarding the acquisition of ABB’s Power Grids business and the suspension of the Horizon Project, a nuclear power plant construction project in the U.K. Every time it faces decisions like these, the Board of Directors conducts analyses and discussions concerning issues such as market trends, business strategies, acquisition prices, post-merger integration (PMI) processes and potential risks from a variety of perspectives. In the past, we have encouraged reconsideration of the projects that are inconsistent with our overall strategy or lack accountability in terms of economic rationality.

Next, please tell us about the activities of each committee. First, how does the Nominating Committee select director candidates?

Director Mochizuki: After thoroughly discussing the ideal composition for the Board of Directors based on considerations of management issues, we try to compose images of the individual candidates we believe to be necessary. We then request that external consulting companies compile a list of potential candidates based on these images and then hold discussions regarding this list. After narrowing down the number of potential candidates, 4 members of the Nominating Committee then hold interviews individually with each of them. The committee then discusses these results before finally drafting a list of final candidates, which is submitted to the General Meeting of Shareholders. Each member of the committee takes pride in Hitachi’s Board of Directors and participates in the establishment of its ideal vision. For these reasons, committee members sometimes have different opinions regarding this list.
Looking Ahead

Finally, could you explain the key points of Hitachi’s governance? Also, please tell us about the challenges you will tackle and the points on which you will focus to meet targets in the 2021 Mid-term Management Plan.

Director Yoshihara: The executive officers and directors that make up our management share common targets and work together to refine their abilities and maximize their performance as managers. I believe that this sharing of goals and teamwork define governance at Hitachi.

To become a global leader, we must always think about what is necessary and continuously improve ourselves. In terms of medium- to long-term targets in the 2021 Mid-term Management Plan, the most important task facing the Board of Directors is to reliably follow up on and support the implementation and progress of the plan.

The Nominating Committee will aim to continue to adjust the composition of the Board of Directors in accordance with our management issues. As for our CEO succession plan, all members of the committee are focusing their full efforts toward selecting our next CEO. However, starting from this year, we have decided to strengthen the involvement of the entire Board of Directors by including directors who are not Nominating Committee members in the process. As the Compensation Committee has just implemented new compensation structures, we will continue to verify whether they have truly increased effectiveness and whether they contribute to our goal of becoming a global leader.

Director Yoshihara: Generally, when people talk about governance, we tend to pay attention to the compliance aspect (e.g., legal compliance). However, the essential purpose of compliance is to fulfill the expectations of the shareholders who have placed their trust in us and to raise our corporate value by practicing good management. Therefore, it goes without saying that Hitachi’s governance strategy must involve compliance countermeasures aimed at preventing issues such as anomalous transactions and legal violations. However, from the perspective of sustainability, our directors must hold timely discussions with our management team when they make important decisions aimed at raising corporate value and participate in the process of implementing these decisions.

The support and supervision our directors provide is essential toward making sure Hitachi is on track to success.

In our 2021 Mid-term Management Plan, we have identified three key challenges we must face to achieve our goal of becoming a true global leader. First, we must further strengthen our hiring and development processes to secure diverse human capital in a more sustainable manner. Second, we must build a more effective and efficient global ecosystem that will support our digital solutions business, which is primarily based in Lumpada. Third, the Hitachi Group must continuously revise and accelerate the development of its business portfolio so that it will enable the Group to maximize its synergies on a global scale and function as One Hitachi.

We are currently experiencing an era of volatility, uncertainty, complexity and ambiguity (VUCA) in which changes occur daily and quickly and many opportunities and risks exist alongside each other. The Audit Committee is prioritizing further enhancement of our global risk management. For example, it is extremely important for us to work to reduce risk by strengthening our monitoring of overseas acquisitions. As an independent director, I will continue to support and supervise the management team in executing its duties in accordance with Hitachi’s founding corporate philosophy of contributing to society. These efforts will serve to assist Hitachi as it aims to raise the three values (social, environmental, economic) targeted in its 2021 Mid-term Management Plan and become a global leader of social innovation.

Director Mushizuki: Both the management environment and the issues facing our management are continuously changing at a dizzying pace. Under these conditions, ideal governance for Hitachi is continuously changing, presenting a perpetual challenge for our management. Moving forward, I will continue to support Hitachi in its goal of becoming a global leader by continuously working to improve the management of its Board of Directors and all of its committees, as well as the systems they decide upon, while maintaining a trial-and-error approach.
Comprehend social issues and global trends while identifying customer issues through collaboration with those same customers.

Social issues
- Climate change
- Issues concerning energy, water and other natural resources
- Population growth and urbanization
- Aging infrastructure
- Cybersecurity

Global trends
- Accelerating digitalization
- Appearance of geopolitical risks due to the globalization of politics and the economy
- Paradigm shifts (shifting from possession to sharing, from objects to things and from closed to open strategies)

Customer issues
- Safety and security
- Reduction of energy consumption
- Response to diversifying consumer needs
- Improvement of productivity

Value Creation Process

Vision: Improving the Quality of People’s Lives, Raising Customers’ Corporate Value and Achieving a Sustainable Society

Social value
- Healthy lives and a safe, secure, comfortable and efficient society

Environmental value
- High-quality and environmentally conscious manufacturing
- Reduction of environmental burden through the value chain

Economic value
- Redistribution of added economic value to stakeholders

Input
- Human capital
  - Strengthens front-line and digital talents
  - Promote diversity
  - Establish a globally unified evaluation standard and training system for the development of human resources
  - Consolidated number of employees (number of overseas employees): 295,000 (133,000)

- Intellectual capital
  - An IoT platform Lumada with more than 100 years’ worth of operational technology (OT) and more than 50 years’ worth of information technology (IT), and accumulated know-how
  - Open Innovation Industry-academia-government cooperation
  - R&D investment: ¥323.1 billion

- Manufacturing capital
  - Lead time reduction by enhancement of supply chain management

- Social capital
  - Establishment of NEXPERIENCE, a collaborative creation process
  - Enhance disclosure to investors
  - CSR audits of suppliers
  - Improve dialogue between management and employees

- Natural capital
  - Total energy input: 9.671 TWh (equivalent to 1,272 Gcal)
  - Raw material input: 6.440 Mt
  - Total water input: 37.02 million m³

- Financial capital
  - At the start of the 2015 Mid-term Management Plan (April 1, 2016)
    - Total Hitachi, Ltd., stockholders’ equity: ¥3,262.6 billion
    - Total Hitachi, Ltd., stockholders’ equity ratio: 21.8%
    - Free cash flow: ¥118.4 billion

Output/Outcomes
- Human capital
  - Ratio of female executive and corporate officers: 5%
  - Ratio of non-Japanese executive and corporate officers: 8.8%
  - Number of female managers: ¥35 (Hitachi, Ltd.)

- Intellectual capital
  - Number of Lumada customer cases: over 650

- Manufacturing capital
  - Lead time reduction 20% from order receiving to shipment for large industrial products. (Compared with FY2016)

- Social capital
  - Number of meetings with institutional investors and analysts: 555
  - Number of town hall meetings: 20
  - Number of suppliers who received CSR audits: 24

- Natural capital
  - Reduction in CO₂ emissions through improved environmental performance of products and services: 39% compared with FY2010
  - Reduction in energy use per unit: 14% compared with FY2002
  - Reduction in water use per unit: 34% compared with FY2002
  - Reduction in waste and valuable generation, per unit: 18% compared with FY2005

- Financial capital
  - Total Hitachi, Ltd. stockholders’ equity: ¥3,262.6 billion
  - Total Hitachi, Ltd. stockholders’ equity ratio: 21.8%
  - Free cash flows: ¥118.4 billion
  - TSR over past 10 years: 209.6%

Accumulation of Lumada customer cases

Value Creation Story

Value Creation Process

LT solutions
- Energy solutions
- Industry solutions
- Mobility solutions
- Smart Life solutions

Lumada platform (system for converting data into value)

Accumulation of diverse industrial and business expertise

Source of value (competitive advantage)

Social value
- Environmental value
- Economic value

Growth
- Sustainably
- Safely
- Effectively
- Efficiently

Goals to which we contribute through our business strategies

Business expertise

Customer cases

3S solutions

Corporate Governance

Compliance

Engaging in Responsible Procurement

Standards on Occupational Safety

Information Security

Risks and Opportunity Management

Financial Risk Management

Goals to which we contribute through all of our corporate activities

* Total Shareholder Return (Return obtained from stock investments over a certain period of time; calculated as dividends+capital gains÷share price)
Capital Utilization and Value Creation

**Human Capital**

Creating new innovations by fusing ecosystems that stimulate open innovation with cutting-edge technology.

Creating strong relationships with stakeholders, including tie-ups between industry, academia and government, as well as collaborative creation with customers, maximizes business opportunities on a global scale and reduces risk.

Guided by our Environmental Vision, we strive to create value while also contributing to the resolution of environmental issues to realize a low-carbon society, a resource efficient society and a harmonized society with nature.

Hitachi can realize growth, centered on the Social Innovation Business, through flexibility in its operations thanks to a solid financial base and appropriate financial strategies.

**Intellectual Capital**

A Global Leader in Production Efficiency and Quality

Strengthened governance by revising framework for quality assurance.

* Reduced CO2 emissions from the use of our products and services, expanded Hitachi’s decarbonization business
  - Reduction rate of CO2 emissions per unit compared to FY2010: more than 20%.

* Reduced CO2 emissions from factories and offices by introducing renewable energy and high-efficiency equipment
  - Reduction rate of CO2 emissions per unit compared to FY2010: 30%.

* Enhanced efficiency in the use of water
  - Reduction rate in water use per unit compared to FY2010: 30%.

* Enhanced efficiency in the use of resources, reduced and recycled waste materials
  - Reduction rate in waste generation per unit compared to FY2010: 12%.

**Financial Capital**

Achieving the targets set forth in the Environmental Action Plan for 2050 looking toward the Hitachi Environmental Innovation 2050 long-term environmental targets.

- ROA: above 5%
- D/E ratio: 0.23x (0.21x)
- Cash flow margin: 9.1%
- CCC (Cash Conversion Cycle): 70.0 days

**Natural Capital**

Hitachi Group Value Creation Story
Value Creation Story

Hitachi offers a host of solutions to the problems society faces. To develop these solutions, we maximize our strengths, OT, IT, products we have accumulated over the years, along with the technological capabilities, knowledge and know-how we have amassed through projects. Here, we introduce a global co-creation project in which Hitachi reduces CO2 emissions and helps resolve the issues customers face.

“AI Captain” to Curtail Fuel Costs and Optimize Travel Routes

Co-Creation with Stena Line, One of Europe’s Leading Shipping Lines, to Optimize Fuel Efficiency and Voyage Planning

Here, we introduce a flagship project that demonstrates how Hitachi is cultivating social innovation. For this project, Hitachi has partnered with ferry operator Stena Line to reduce ships’ fuel consumption costs and minimize environmental impact by introducing artificial intelligence (AI) technology.

Integrating Digital Technologies and Hitachi’s Products

Hitachi has created value by capitalizing on its three core competencies: operating technologies (OT), which the Company has built up over more than a century of manufacturing; cutting-edge information technologies (IT), which have a solid track record dating back more than half a century; and products, which the Company has developed and manufactured since the time of establishment based on its own technologies.

On top of these value sources, Hitachi has developed the Lumada IoT platform as a system for deriving value from data. Making use of its cutting-edge AI technology, the Company is providing various solutions even in new fields and industries where it does not play a direct role.

In June 2018, Hitachi partnered with Stena Line, one of Europe’s largest ferry operators, to introduce AI and machine-learning in shipping.

In this project, although Hitachi does not manufacture the vessels themselves, it is developing an effective solution for Stena Line based on its solid understanding of IT requirements (such as edge-processing capabilities), its AI and machine-learning capabilities, and operating technologies developed and accumulated through the manufacture of other Hitachi products.

Delivering Global Solutions through Collaboration with Customers

Stena Line, which transports 7.6 million passengers, 1.7 million cars and 2 million cargo units each year, has taken on the huge challenge of becoming the world’s leading cognitive shipping company by 2021. To this end, optimizing fuel and voyage planning are two of the highest priorities. While shepherding ships from a voyage’s start to finish, crews are tasked with minimizing fuel consumption and respecting the expected time of arrival (ETA).

Fuel represents a major cost for shipping companies, so controlling consumption is a vital concern. Also, less fuel used means lower emissions. Stena Line is at the forefront of the shipping industry’s efforts to reduce its environmental footprint.

Accordingly, pursuing fuel efficiency and optimized shipping serves the dual purpose of improving financial performance and environmental impact. This is well in line with Stena Line’s vision of “Connecting Europe for a Sustainable Future”.

In 2017, Hitachi and Stena Line started discussing ways to improve operational performance through advances in artificial intelligence and machine learning. This collaborative project involved three Hitachi entities: the Social Innovation Business Unit, which has data scientists experienced in marine analytics, initiated discussion with the customer. Hitachi Consulting acted as a project management partner, providing data scientists with experience in data analytics and visualization. The Center for Social Innovation Europe’s Automotive and Industry Lab developed the core AI model for the project based on its vast experience in AI, deep/machine learning and general data analytics.

To develop a practical, feasible solution, Hitachi’s team has conducted multiple rounds of workshops to better understand the customer, potential problem areas and the operating environment. The team accessed historical shipping data, applying machine learning algorithms to generate insights on how to reduce fuel consumption. In these ways, the team sought to identify common characteristics of fuel-efficient operations and extrapolate these findings across the fleet.

The team discovered that weather conditions and the action of captains were major contributors to fuel consumption. Collaborating closely with Stena Line, Hitachi inspired Stena Line to create an AI-based technology that learns captains’ practices, such as operating parameters corresponding to low fuel consumption, and then recommends fuel-efficient operating parameters for upcoming trips.

With the help of AI, Stena Line’s captains can simultaneously consider several variables, such as currents, weather conditions, shallow water, and speed through water, all of which would be impossible to do manually. Once installed in a vessel, the crew monitors the ship and AI system, intervening only when necessary—such as reducing vessel speed due to traffic. The technology, dubbed AI Captain, recommends fuel-efficient voyage plans in terms of propulsion power and speed for given weather and environmental conditions (such as winds, sea current, waves and sea depth), as well as vessel characteristics (such as loading conditions and hull roughness). Initial trials of the AI-based model have been very successful and Stena Line’s current goal is to roll out AI across the entire fleet by 2021.

Values Hitachi Delivers

Modern-day society faces major changes and a host of challenges, from energy and environmental issues to water scarcity, rapid urbanization, an aging society, insufficient infrastructure and security needs. Amid these circumstances, Hitachi is committed to providing value to stakeholders by improving quality of life (QoL) and realizing a sustainable environment.

With the Stena Line Project, Hitachi has inspired Stena Line to create a cross-functional team that combines seamanship, mathematics and technology and to deliver social, environmental and economic value through AI and machine-learning.

Optimizing shipping reduces fuel consumption, lowering emissions of CO2, NOx, and SOx. Rather than replacing the captain and crew, the AI technologies aim at extending their expertise to allow for better decision-making and execution.

In addition to social and environmental value, considering the success of AI Captain, Hitachi is developing a core solution that can be scaled across the industry, which could drive revenues and profit for Hitachi. The solution could also help Hitachi gain market recognition in a new business segment and to develop cutting-edge AI technology.

Going forward, Hitachi will keep providing innovative solutions and creating social, environmental and economic value.
In May 2019, Hitachi Rail STS S.p.A, a Hitachi subsidiary operating in the railway systems business, entered an agreement with Trentino Trasporti S.p.A to carry out proof of concept (PoC) of a new digital ticketing solution for the public transportation operated by Trentino Trasporti, including Trento-Malè-Mezzana Railway and buses in the vicinity of Trento, Italy. The digital ticketing, which uses smartphones as tickets, leverages the Hitachi Group’s experience in ticketing and digital technology.

With this solution, passengers install an app on their smartphones that allows position information to be read by vehicles (such as train cars and buses) and at waypoints (train stations and buses). The ticketing solution then determines when a person is using public transportation, automatically calculates the fare, and charges that fare to the passenger in a cashless transaction.

The solution allows passengers to ride multiple types of public transportation without the need for paper tickets or IC cards, making movement seamless and more convenient. For operators of public transportation systems, the system reduces the need for ticket machines, ticket wickets and other equipment, lowering equipment investment and maintenance costs. With this proof of concept, we are making travel more convenient for passengers by allowing them to seamlessly take multiple modes of public transportation in comfort.

Once the digital ticketing solution is approved by Trentino Trasporti and the service launches officially, Hitachi Rail STS will start selling tickets for the public transportation system, receiving a share of the revenues from ticket sales.
Initiatives and Results

(1) Creating a product-specific system with clear lines of responsibility and authority
   • Defined responsibilities and authority through introduction of an in-house company system
   • Consolidated businesses into six groups, focused on growth fields under an integrated system of operations, and accelerated management

(2) Rebuilding or withdrawing from unprofitable businesses
   • Automotive systems business: Rebuild through structural reform
   • Rail-panel TV business: Close in-house production
   • HD Hollywood: Sold off after rebuilding

(3) Strengthening cost competitiveness
   • Launched Hitachi Smart Transformation Project
   • Expanded contracted purchasing and global procurement
   • Consolidated and optimized production base placement

Looking Back and the Challenges Ahead

Looking Back
After looking at its largest losses ever in fiscal 2008, Hitachi during the period covered by the 2012 Mid-term Management Plan advanced its rebuilding of the business. The rebuilding of the automobile systems business, the withdrawal from the initial manufacturing of in-house panel TV business, and the transfer of this HD Hollywood business all improved profitability, allowing Hitachi to concentrate on the Social Innovation Business that so effectively leverages the Company’s strengths. In fiscal 2012, Hitachi consolidated operations into six strong groups and worked to speed up management through an integration of operations. Hitachi’s operating income ratio in fiscal 2012, this first year of the Mid-term Management Plan, fell short of the 5% target due to a sharp drop in panel TV prices, as well as the booking of structural reform costs and reduced capacity utilization amid economic slowdown in China and Europe. However, it did improve to 4.7% thanks to cost structure reforms, Hitachi’s Smart Transformation Project, in line with the Smart Transformation Project. In addition, after dropping to 11.2% in fiscal 2008, the shareholders’ equity ratio recovered to 21.2% in fiscal 2012, while the D/E ratio narrowed to 0.75x over the same period, indicating a clear improvement in Hitachi’s financial strength. In fiscal 2012, Hitachi consolidated operations into six strong groups and worked to speed up management through an integration of operations.

Challenges Ahead
• Accelerating management to more quickly respond to changes in the market environment
• Strengthening the service businesses
• Global business development and establishment of a management base that makes that possible

History of Management Reforms and Hitachi’s Mid-term Management Plans

2012 Mid-term Management Plan 2010-2012
Rebuilding Management
Recovery

Building a Foundation for Growth
The Swapping out of Businesses

2018 Mid-term Management Plan 2016-2018
Achieving Growth in Social Innovation
Utilizing Digital Technologies

Management Plans

(1) Transforming into a three-level structure, composed of front-line, platform, and product tiers
   • Introduced business unit system

(2) Strengthening of global front-line functions
   • Bolstered global front-line operations through acquisitions (Ansaldo STS, Sullair)

(3) Launching Lumada to expand the digital solutions business
   • Launched Lumada

(4) Conducting an ongoing review of company businesses
   • Logistics business: Partial sell-off of Hitachi Transport System stock
   • Financial services business: Partial sell-off of Hitachi Capital stock
   • Power tools business: Sell-off of Hitachi Koki
   • SPE business: Partial sell-off of Hitachi Kokusai Electric stock
   • Automotive systems business: Sell-off of Clarion

Looking Back
With the goal of strengthening front-line functions, including the number of sales, system engineers, and consultants, and creating a system of collaborative cooperation with our customers, Hitachi from fiscal 2016 moved from a product specific-company system to a three-level system, composed of front-line, platform, and product tiers. With the three-level system, Hitachi bolstered the management speed. Specifically, business units (BU), which had been subordinated from the former in-house companies to develop and provide services closely to the customer, and group companies including local subsidiaries, were positioned to each level. We also strengthened project management and worked to improve profitability at individual businesses. With the aim of enhancing on a global basis the front-line functions centered on the Social Innovation Business, we acquired 100% stakes in Ansaldo STS (Sullair), which supplies signal equipment and control systems to 30 or more countries and regions, and Sullair, which manufactures, sells, and services air compressors to about 4,000 customers, mainly in North America. In December 2018, we signed an agreement for the acquisition of ABB’s power grid business. The goal of each of these is the acquisition of a robust global sales network and the expansion of the Social Innovation Business. To add to this, we launched Lumada in May 2016. Lumada takes the essential technologies for delivering advanced solutions, including AI, analytics, security, robotics and control technologies distributed across the company and applies them to a common platform, creating a system that comprehensively and organically leverages the resources of the entire Hitachi Group to quickly and flexibly create new innovations. Thanks to a steady increase in customer collaborations, Lumada business revenues are trending as planned and have already exceeded ¥1 trillion. Moreover, in addition to reorganizing our business portfolio, including selling off listed subsidiaries with little connection to the core Social Innovation Business, we continued to reform our cost structure, which contributed to the adjusted operating income ratio meeting our Mid-term Management Plan target and reaching a record level.

Challenges Ahead
• Aggressive investment in key areas of focus
• Improved capital efficiency
• Accelerated innovation and active use of digital technologies with a focus on Lumada
Outline of the 2021 Mid-term Management Plan

In May 2019, Hitachi announced its new Mid-term Management Plan, covering the three years from April 2019.

Key Points in Hitachi’s New Mid-term Management Plan

Aiming to be a global leader in the Social Innovation Business, Hitachi is focused on moving into a “growth mode” during the period covered by the 2021 Mid-term Management Plan.

Hitachi since its founding has contributed to improvements in people’s quality of life by focusing on the social innovation business to resolve issues confronting society.

During the period covered by the 2021 Mid-term Management Plan, Hitachi will continue to advance the Social Innovation Business, placing an emphasis on improving social, environmental, and economic value for its customers.

We believe there are three factors that could accelerate growth. The first of these is aggressive investment, including in M&A. We are increasing investment 4x-5x from the previous Mid-Term Management Plan to ¥2.0-¥2.5 trillion. Second, to ensure implementation of this kind of large-scale investment, we will, while maintaining financial discipline, utilize financial leverage, and improve management awareness of capital costs by introducing ROIC as a management indicator. Finally, we will expand our digital solutions offerings on a global scale, centered on Lumada, and accelerate innovation through enhanced collaboration with our customers.

Goals

- Improve the quality of people’s lives, raise customers’ corporate value and achieve a sustainable society
- Increasing the three values of social, environmental and economic by five-sector business and technology solutions

Increasing the three values of social, environmental and economic by five-sector business and technology solutions

Social Value

- Accelerate customer’s innovation with advanced IT solutions
- Provide stable, high-efficiency energy and its management systems
- Increase the efficiency of customer’s production and processing systems, and provide the supply of safe, secure city water, and sewerage water systems
- Design smart cities to be more convenient and environmentally-friendly
- Provide with safe, comfortable transportation systems and services

Environmental Value

- Reduce CO₂ emissions through the value chain
- Enhance efficiency in the use of water
- Enhance efficiency in the use of resources

Economic Value

- Realize collective of economic value added to stakeholders
- Improve profits at customer companies
- Enhance employee compensation
- Share earnings with partners, others

The Hitachi Group’s Growth Strategy

- Increasing the three values of social, environmental, and economic by five-sector business and technology solutions
- Three types of value: IT, Energy, Industry, Mobility, Smart-life
- Domains

Focused on Five Business Domains

We have established five business sectors where we can simultaneously improve the three values of IT, Energy, Industry, Smart-life, and Mobility.

Providing and Enhancing Solution Cores

Lumada provides solutions as a cyber-physical system connecting the digital to the real by leveraging Hitachi’s years of experience in IT, OT, and products. The accumulation of customer cases allows us to develop and build up solution cores that can be used throughout the Company.

Global Development of Solution Cores

Hitachi is improving social, environmental, and economic value for customers by creating and providing rapid solutions through the combination of solution cores based on customer needs and issues as clarified through collaborative creation efforts.

Aggressively Invest in Key Areas of Focus: Targeting Investment

- Including for M&A, of ¥2.0-¥2.5 trillion over the next three years. (vs. ¥1.5 trillion over the three years in the 2018 Mid-term Plan)
- In addition to acquiring the ABB power grid business, we intend to invest in the IT and Industry sectors.
- Hitachi will further strengthen to an unprecedented degree R&D and human resources development.

Introduce ROIC to Boost Capital Efficiency

- The 2021 Mid-term Management Plan introduces ROIC as a KPI as part of our effort to improve management awareness of capital efficiency.
- In order to enable large-scale investment, Hitachi will utilize financial leverage to reduce the weighted average cost of capital (WACC).

Accelerate Innovation

- Hitachi is supporting and accelerating open innovation through collaboration with start-ups, universities, and activities at “Yokohama-land Minato.”
- Based on our 2021 human resources strategy, we are promoting the hiring, training of diverse human resources and the creation of diverse organizations.

Expand Our Decarbonization Business

- We are promoting the expansion of our decarbonization business in line with our long-term environmental targets

Strengthen Lumada

- We will use collaborative creation with our customers to expand the provision of digital solutions, centered on Lumada.

Performance targets (consolidated)

<table>
<thead>
<tr>
<th>Sector</th>
<th>FY2018 results</th>
<th>FY2019 forecast</th>
<th>FY2021 targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>¥8,486 billion</td>
<td>¥9 trillion</td>
<td>CAGR more than 10%</td>
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<tr>
<td>Adjusted operating income / Adjusted operating income ratio</td>
<td>¥753.9 billion (9.0%)</td>
<td>¥750.0 billion (8.3%)</td>
<td>More than 10%</td>
</tr>
<tr>
<td>EBIT (EBIT margin)</td>
<td>¥103.3 billion (1.2%)</td>
<td>¥750.0 billion (8.3%)</td>
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<tr>
<td>Operating cash flows (5-year cumulative)</td>
<td>¥1,986.7 billion</td>
<td>—</td>
<td>More than ¥2,591 million</td>
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<tr>
<td>ROA</td>
<td>5.0%</td>
<td>8.0%</td>
<td>More than 10%</td>
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<tr>
<td>ROIC</td>
<td>5.3%</td>
<td>6.0%</td>
<td>More than 60%</td>
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</table>

Performance targets by sector

<table>
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<tr>
<th>Sector</th>
<th>Item</th>
<th>FY2018 results</th>
<th>FY2019 forecast</th>
<th>FY2021 targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT</td>
<td>revenues</td>
<td>¥2,174.6 billion</td>
<td>¥2,325.0 billion</td>
<td>¥2,600.0 billion</td>
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<tr>
<td></td>
<td>Adjusted operating income</td>
<td>¥221.1 billion (10.4%)</td>
<td>¥220.0 billion (10.7%)</td>
<td>¥230.0 billion (10.3%)</td>
</tr>
<tr>
<td></td>
<td>Adjusted operating income ratio</td>
<td>10.4%</td>
<td>10.7%</td>
<td>10.3%</td>
</tr>
<tr>
<td>Energy</td>
<td>revenues</td>
<td>¥454.0 billion</td>
<td>¥463.6 billion</td>
<td>More than ¥1,760 billion</td>
</tr>
<tr>
<td></td>
<td>Adjusted operating income</td>
<td>¥43.0 billion (9.1%)</td>
<td>¥42.6 billion (9.0%)</td>
<td>More than ¥1,440 billion</td>
</tr>
<tr>
<td></td>
<td>Adjusted operating income ratio</td>
<td>9.1%</td>
<td>9.0%</td>
<td>More than 72%</td>
</tr>
<tr>
<td>Industry</td>
<td>revenues</td>
<td>¥583.6 billion</td>
<td>¥594.8 billion</td>
<td>¥1,300.0 billion</td>
</tr>
<tr>
<td></td>
<td>Adjusted operating income</td>
<td>¥56.4 billion (9.6%)</td>
<td>¥56.4 billion (9.6%)</td>
<td>¥91.0 billion (9.1%)</td>
</tr>
<tr>
<td></td>
<td>Adjusted operating income ratio</td>
<td>9.6%</td>
<td>9.6%</td>
<td>10.0%</td>
</tr>
<tr>
<td>Mobility</td>
<td>revenues</td>
<td>¥1,208.1 billion</td>
<td>¥1,155.1 billion</td>
<td>¥1,270.0 billion</td>
</tr>
<tr>
<td></td>
<td>Adjusted operating income</td>
<td>¥100.2 billion (8.4%)</td>
<td>¥94.2 billion (8.1%)</td>
<td>¥134.8 billion (8.0%)</td>
</tr>
<tr>
<td></td>
<td>Adjusted operating income ratio</td>
<td>8.4%</td>
<td>8.1%</td>
<td>8.0%</td>
</tr>
<tr>
<td>Smart-life</td>
<td>revenues</td>
<td>¥1,209.1 billion</td>
<td>¥1,343.1 billion</td>
<td>¥1,360.0 billion</td>
</tr>
<tr>
<td></td>
<td>Adjusted operating income</td>
<td>¥101.4 billion (8.1%)</td>
<td>¥106.7 billion (8.0%)</td>
<td>More than ¥1,360 billion</td>
</tr>
<tr>
<td></td>
<td>Adjusted operating income ratio</td>
<td>8.1%</td>
<td>8.0%</td>
<td>More than 15%</td>
</tr>
</tbody>
</table>

*1 It includes the control systems business reported on IT sector. *2 It includes the healthcare business of Hitachi High Technologies. *3 Figures for FY2018 except one-time expenses.

Lumada-Based Model for Providing Solutions

- IT solutions
- Energy solutions
- Industry solutions
- Mobility solutions
- Smart-life solutions

Source of value (competitive advantage)

Lumada platform (system for converting data into value)
Capital Allocation Strategy

2018 Mid-term Management Plan

- Profitability Improves, Leading Toward Further Growth in Corporate Value

Under the 2018 Mid-term Management Plan, Hitachi promoted structural reforms in unprofitable businesses, enhanced project management and engaged in other efforts aimed at improving profitability. The company also disposed of assets with earnings not expected to generate a return on equity or invested capital and implemented measures aimed at improving the Cash Conversion Cycle (CCC). These efforts resulted in ROA, a financial indicator, reaching 6.2% (excluding the temporary impact of a nuclear power station project in UK), which exceeded the 5.0% target set for fiscal 2018. In addition, the D/E ratio, a measure of financial discipline, was maintained at a level well below 0.5 times. However, we recognize that there are further challenges to maximize corporate value.

- Shareholder Returns in Excess of Capital Costs

To increase capital efficiency, we will further reduce assets not expected to meet investment capital, promote utilization of external capital markets using financial leverage, make an effort to understand risks according to changes in the business environment and attempt to strike a balance between efficiency and risk management.

Furthermore, we will promote management that is more aware of the need to reduce capital costs, engage in a financial strategy aimed at further reductions in capital costs and monitor stock trend and return indicators represented by the β-value and manage them with the goal of optimizing them.

Corporate Governance Code revisions have been in effect since June 2018 and the way of dialogues with capital markets has changed, thus we recognize the necessity of innovation in conventional management methods. In addition to our basic approach to earnings plans and capital policies, we will indicate targets related to profitability and capital efficiency and explain how much shareholder returns in excess of capital costs we will generate over the medium to long term in light of business portfolio reorganization and the strategic allocation of management resources based on precise assessment of capital cost.

2019 Mid-term Management Plan

- Profitability Improves, Leading Toward Further Growth in Corporate Value

Under the 2019 Mid-term Management Plan, Hitachi will introduce Return on Invested Capital (ROIC) as a management indicator and promote the improvement of capital efficiency and the growth of highly profitable businesses through our management. ROIC is an indicator that evaluates returns generated by invested capital calculated by dividing business profit after taxes by invested capital. To increase returns, ROIC needs to exceed the weighted average cost of capital (WACC), which is the cost of raising invested capital.

Going forward, aiming for ROIC above 10%, we will strive to increase the difference between ROIC and WACC (ROIC spread) and increase shareholder value by strengthening profitability and reducing WACC through the use of financial leverage. To achieve this, we will improve adjusted operating income, while at the same time continuing to promote the disposition and sales of owning shares as well as real estate and other idle assets aimed at improving business asset efficiency with the aim of appropriately structural reforms of unprofitable businesses and countermeasures to businesses with challenges.

Proactive Investment in Growth Areas

While promoting management with an awareness of capital costs, we will make large-scale growth investments of approximately ¥2.0 to ¥2.5 trillion over the next three years using financial leverage that targets an optimal capital structure. Of this amount, we have already announced the investment of ¥1 trillion in the ABB power grid business, and positioning IT and industry as priority investment areas, we will attempt to expand our digital solutions business focused on Lumada, while at the same time targeting growth by strengthening services and products required for the provision of solutions. In terms of regional strategies, we will make the necessary investments focusing on the North American and Asia-Pacific regions, making bigger investments than ever before in an attempt to strengthen R&D and human resource development.

Basic Investment Policy

- M&A
  - Expand the digital solutions business while strengthening products and services and securing human resource development, which are efforts essential to providing solutions

- R&D
  - Strengthen development focused on AI (image analysis, voice recognition, machine learning, etc.), robotics, electrification and security to establish a Cyber Physical System (CPS)

- Human Resources
  - Produce and strengthen human resources who can create new innovation using digital technology and provide optimal digital solutions to customers through external recruitment and internal human resource development.
Financial and Capital Strategy

Financial Analysis of Past Five Years

The following is a summarized financial analysis of the Hitachi Group over the past five years.

- In addition to the adoption of CCC as a management indicator, the strategic reorganization of Group companies has led to the realization of streamlined assets over the past five years.
- Specifically, this includes an approximately ¥2.0-2.5 trillion reduction in interest-bearing debt and an improvement in the D/E ratio from 0.83 to 0.23.
- Although the cumulative dividend payout ratio was below 30%, the total amount of dividends paid increased. Most of operating cash flow was used to repay debt.

The Hitachi Group's ability to generate cash has increased steadily over the last five years, resulting in a D/E ratio of about 0.5 times.

A-rating on our corporate bonds and a D/E ratio of about 0.5 times.

The total amount of shareholder returns over the past three years up to fiscal 2021 is planned to exceed levels in the previous three years.

Ensuring Financial Stability

Hitachi recognizes that ensuring the stability of our financial base is an important management priority for Hitachi. With regard to dividends, our policy is to attempt to provide stable dividend growth, while ensuring funding necessary for investments. Under this policy, we make decisions based on overall consideration for performance trends, financial conditions, dividend payout ratios and other factors.

Share buybacks are conducted flexibly to supplement dividends in accordance with funding demand and the business environment. Internal reserves are used for M&A, R&D, capital investments and other activities to ensure Hitachi's competitiveness and growth as a global company based on medium- to long-term strategies.

As a result of the above, in terms of formulating strategy going forward, Hitachi will maintain awareness of three issues:

1. Further improvements to profitability and capital efficiency through ROIC management.
2. Lowering WACC using moderate leverage within appropriate financial discipline.
3. Reducing capital costs and increasing Total Shareholder Returns (TSR) through the execution of rational shareholder return measures with consideration for share buybacks in addition to dividends.

Financial and Capital Strategies and Shareholder Returns Going Forward

Basic Approach to Funding Procurement

Funding procurement is conducted by the most appropriate means in light of a variety of conditions, including the timing and funding required for business. When procuring funds through borrowing, our financial discipline policy is to maintain a D/E ratio of less than 0.5 times and an interest bearing debt/EBITDA ratio of less than 2.0 times.

Furthermore, over the next three years leading up to fiscal 2021, we plan to make large-scale growth investments of around ¥2.0–2.5 trillion, which will be procured through our own capital, borrowings and asset sales amounting to approximately ¥4.0–4.5 trillion.

Basic Approach to Capital Costs

Regarding the cost of capital (hurdle rate) used for individual investment decisions, calculations are made on a case-by-case basis in light of interest rates, country risks and the expected stock market returns in the country where the investment will be made.

Total Shareholder Returns (TSR) for Hitachi, Ltd., Over the Past 10 Years

As of August 31, 2019

<table>
<thead>
<tr>
<th>Year</th>
<th>Past 1 Year</th>
<th>Past 3 Years</th>
<th>Past 5 Years</th>
<th>Past 10 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hitachi share price</td>
<td>4.5%</td>
<td>44.5%</td>
<td>12.5%</td>
<td>3.3%</td>
</tr>
<tr>
<td>TOPIX</td>
<td>5.0%</td>
<td>20.4%</td>
<td>8.1%</td>
<td>47.1%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>10.0%</td>
<td>44.9%</td>
<td>12.1%</td>
<td>51.3%</td>
</tr>
</tbody>
</table>

Note: The past 10 years refers to the returns on investment for investments made from the fiscal year ended March 31, 2009. The past 5 years refer to the returns on investment for investments made from the fiscal year ended March 31, 2014. The past 3 years refer to the returns on investment for investments made from the fiscal year ended March 31, 2017. The TSE Stock Price Index (TOPIX), which is a comparative indicator, is similarly indexed using data excluding dividends for electrical equipment.

Total shareholder returns (TSR), including dividends and stock price, are shown above.

Looking back at the last 10 years, the annual rate of return is 12.0%, which is higher than the market average (Tokyo Stock-Price Index and Tokyo Stock Price Electrical Equipment Index). In the most recent fiscal year 2018, the market share price fell, resulting in almost the same negative return as the TOPIX. Also, although the stock price has entered an adjustment phase due to declines in business performance over the past five years in the fiscal years ended March 31, 2016, and March 31, 2017, the stock price recovered in line with stronger performance and TSR has exceeded the market average over the past three years.

Hitachi will continue to improve shareholder value management and financial strategies enabling us to realize a TSR that exceeds the cost of shareholders’ equity.

Hitachi Integrated Report 2019
The Hitachi Group’s Growth Strategy

Accelerate Innovation

An R&D Strategy to Accelerate the Global Creation of Value

For more than 100 years since the Company’s foundation, Hitachi’s R&D has been putting the Hitachi Mission – “Contribute to society through the development of superior, original technology and products” into practice, developing the most cutting-edge technologies and fostering innovations that ushered in the future. As part of our 2021 Mid-term Management Plan, Hitachi aims to become a global innovation leader advancing the realization of the United Nations’ Sustainable Development Goals (SDGs) and Society 5.0. Moreover, to contribute to enhancing social, environmental, and economic value for our customers, the Hitachi Group will invest ¥1.2 trillion in R&D to establish an ecosystem for driving innovation and enhance our core technologies to expand Lumada business during the three years covered by the Plan.

The strength of Hitachi’s R&D lies in its centralized ownership of the technology platforms and knowhow integral to the Hitachi Group’s operational technology (OT), IT, and products, as well as the five Hitachi sectors, allowing the Company to establish a value creation cycle that extends from collaborative creation to development, and further accumulation. Moreover, as Hitachi creates solutions that provide value to our customers, R&D efficiency continues to improve through the value creation cycle.

To become a global innovation leader advancing the realization of SDGs and Society 5.0, Hitachi is fostering innovation globally from Japan in areas such as FinTech and blockchain applications. In parallel, Hitachi is cooperating with Kokubunji City to evaluate local digital currencies, while in North America, the Company has started developing technology such as remote control for 5G solutions, and will continue to expand open innovation globally from Kyōsō-no-Mori.

1. The Evolution of Collaborative Creation to Accelerate Innovation

Building an Innovation Ecosystem

In the 2021 Mid-term Management Plan, we will accelerate open innovation where we will grow together with partners by using Hitachi’s technology platforms and knowhow, and bringing in external value by raise peoples’ quality of life and customers’ corporate value.

To accomplish this, we are developing NEXPERIENCE, Hitachi’s original customer collaboration creation methodology to promote delivery of Lumada solutions. We expect to realize this through Kyōsō-no-Mori, the new research initiative launched from the Central Research Laboratory, and through stronger collaboration with industry-academia-government initiative and startups.

In April 2019, we established a new Corporate Venture Office to promote collaboration with external startups, and in June established a corporate venture capital fund. By working from Europe and the US to invest in and promote collaborative creation projects with startups, we are bringing in disruptive technologies and business models.

Evolving Collaborative Creation through Open Innovation with Stakeholders

Further Evolution of Open Innovation

Research & Development Group

- Building an Innovation Ecosystem
- Improving social value
- Improving environmental value
- Improving economic value
- Simultaneously improve the three customer values through our five solutions

1. The Evolution of Collaborative Creation to Accelerate Innovation

2. Enhancing Core Technologies to Expand the Lumada Business

Creating Visions through Industry-Academia-Government Collaboration

Joint laboratories were established with the University of Tokyo, Kyoto University, and Hokkaido University in 2016 for the purpose of creating value to resolve future societal issues. The Hitachi The University of Tokyo Laboratory holds open forums under the themes covering societal issues such as “urban planning” and “energy” to publish books and policy proposals to share visions, as well as conducting verification trials in Matsuyama City, Ehime Prefecture, to resolve regional challenges. The Hitachi-Kyoto University Laboratory developed a “policy-proposing AI” focusing on issues in society in the year 2050 and is verification trials in Nagano Prefecture. The Hitachi-Hokkaido University Laboratory is also working on themes such as “regional issues” and “food and health.” Further, in 2018, we also signed a collaboration agreement with Tsinghua University to resolve future societal challenges in China. Through such efforts, we hope to gain insight into future societal issues, and by innovation, we will communicate to the world new visions to achieve both the resolution of those challenges and while realizing economic development.

Launching Kyōsō-no-Mori to Accelerate Collaborative Creation with Partners and Customers

To foster an innovation ecosystem, Hitachi launched a new research and development initiative, Kyōsō-no-Mori, from the Central Research Laboratory in Kokubunji, Tokyo. The Company consolidated the customer collaboration functions of the Akasaka facility in Kokubunji, to facilitate agile development of value by deepening the fusion with cutting-edge research.

At the Kyōsō-no-Mori Opening Ceremony, a panel discussion was held on “smart city initiatives” with the ambassadors from Thailand and Australia participating in dialog on the value and significance of smart city initiatives. Further, to generate ideas and accelerate innovation, ideathon1 and hackathon2 are being held both in and outside of Japan in areas such as FinTech and blockchain applications.

Strengthening Core Technologies Supporting Lumada

In addition to promoting innovation through collaborative creation, we are focusing investment on the “5 sectors x Lumada,” Lumada core technologies and strengthening products, to expand Lumada business.

Lumada is being deployed in each sector. For the IT sector, we are focusing on data utilization solutions for financial, social, and public systems. In the financial area, we are working with state-owned banks in India for next-generation digital payment platforms and developing solutions based on next generation blockchain technology in North America. In the energy sector, we are aiming for a low-carbon or decarbonized society through system stabilization solutions suitable for introducing renewable energy. Meanwhile, in the industry sector, to realize the “smartification” of priority areas such as manufacturing, maintenance and logistics, we are working to promote collaboration with external startups, and in June established a corporate venture capital fund. By working from Europe and the US to invest in and promote collaborative creation projects with startups, we are bringing in disruptive technologies and business models.

Successes that we are achieving through OT X IT X Products. In the mobility sector, “Dynamic Headway” which is currently undergoing field tests will be further advanced so that it can be provided to not only trains but also as an facility planning optimization solution for building facilities such as elevators. In the smart life sector, we are focusing on smart therapies, smart cities, and connected cars, including automated driving and software updates via Over the Air (OTA).
Accelerate Innovation

Sensing

Ultrasensitive vibration sensor that can measure very small status changes in large spaces exceeding 100 meters.

Creating Disruptive Technologies

Solving societal issues also requires the creation of disruptive technologies. In collaboration with the University of Cambridge in the UK and CEA-LETI in France, Hitachi has successfully demonstrated the world’s first silicon quantum bit\(^*\) system which promising advantages for system integration for quantum computers. In the near future, we believe this will contribute to resolving complex societal issues. In 2017, the Hitachi established the Hitachi Kobe Laboratory in the Kobe Biomedical Innovation Cluster to achieve practical applications in regenerative medicine. The Laboratory has already created technologies contributing to a healthy society, including the world’s first successful automated culture of retinal cells derived from human iPS cells.

Globally, we are promoting joint research with many universities based on their research strengths to create disruptive technology and enhance technology platforms. For example, in the area of ITS, we are working with Stanford University and in the smart manufacturing area, with a research institute in Germany.

We are also actively participating in the open communities, contributing to open projects and consortia in areas such as blockchain and edge computing. Also, through participation in organizations such as WEF-C4IR,\(^*\) we are also actively involved in forming rules.

\(^*\) WEF-C4IR: World Economic Forum, Center for the Fourth Industrial Revolution Network

Initiatives in Intellectual Property

Amid an ongoing international pro-patent shift, Hitachi is strengthening its intellectual property activities in products and solutions. To demonstrate our OT x IT x Product strengths, we have drafted an intellectual property masterplan that defines areas of focus and echoes our patent creation activities. This has resulted in Hitachi being awarded the National Invention Award three years in a row, including for railway cars and particle beam cancer treatment equipment. Under the 2021 Mid-term Management Plan, we will be accelerating the creation of solutions to further drive the global deployment of Lumada solutions. We aim to move ahead of other companies to acquire intellectual property rights for core technologies supporting Lumada, centering on Lumada CPS. We will also promote an open policy for intellectual property related to public matters to contribute to the design of future societies, and the maintenance and progress of societal norms. Further, we aim to establish an intellectual property strategy for a new era, “IP for Society,” by working with international organizations.

3. R&D Investment, Portfolio and R&D structure

With the goal of enhancing competitiveness in the five core Social Innovation Business sectors, the Hitachi Group’s R&D investment amounts to about 4% of total revenue. Approximately ¥1 trillion was invested in R&D during the period covered by the 2018 Mid-term Management Plan and the aim is to increase this to ¥1.2 trillion during the 2021 Mid-term Management Plan. This includes corporate-led R&D investment focused on collaborative creation with our customers, global No. 1 technology, and exploratory research, as well as investment to accelerate the global deployment of Lumada business which is our engine for growth. To realize this, we are establishing a common digital platform for efficient global development, as well as enhancing our research resources worldwide.

The R&D structure to achieve these goals includes the Global Center for Social Innovation (CSI) that will lead through ideation and solution development, the Center for Technology Innovation (CTI), responsible for building world No. 1 technology platforms, and the Center for Exploratory Research (CER), addressing the challenges of developing challenges faced by future societies, together with the research bases in North America, Europe, China, and Asia. In FY2019, a North American employee was appointed to be head of CSI to further accelerate the global deployment of Social Innovation Business. Through such measures, Hitachi will aim to simultaneously realize improvements in social, environmental, and economic value.

Trends in R&D Spending

\[\begin{array}{ccccccc}
\text{FY2014} & \text{FY2015} & \text{FY2016} & \text{FY2017} & \text{FY2018} & \text{FY2019 (forecast)} \\
\text{R&D expenditures (¥ billion)} & 334.8 & 333.7 & 325.0 & 332.9 & 323.1 & 339.0 \\
\text{Share of revenues (%)} & 3.4 & 3.3 & 3.5 & 3.6 & 3.4 & 3.7 \\
\end{array}\]

R&D spending is not necessarily good due to portfolio restructuring, including the sell-off of business subsidiaries, and the fact that investment has been mostly focused in targeted areas.

[Recognition for Outstanding Technology and Design]

Hitachi was bestowed the Imperial Inventor Prize in the National Commendations for Inventions for its global railway vehicles, which was highly evaluated for design and technologies focused on analyzing comfort and safety. In addition, Hitachi has been granted prestigious awards for semiconductor measuring equipment, X-ray fluorescence equipment, open MRI equipment, and storage equipment, with Kazuo Hiramoto receiving the Medal with Purple Ribbon award for his development of an innovative particle therapy system.

[Examples of R&D Activities]

- Lumada
  - AI, Video analysis
  - Sensing
  - Electrification
  - Cyber Space
  - Physical Space
- Products
  - Storage
  - High voltage transmission systems
  - HVDC
  - Circuit breakers, transformers
  - Large centralised power systems
  - Air compressors
  - Making
  - High-speed elevators
  - Service robots
  - UV components
  - Railway vehicle systems
  - Home electronics and air-conditioning equipment

MEMS: Micro Electro Mechanical Systems

\(^*\) MEMS: Micro Electro Mechanical Systems
Accelerate Innovation

Human Resource Strategies Supporting Innovation Creation

With the goal of creating innovation and new value in the global and digital era, Hitachi is focused on securing and fostering a diverse workforce and the organizations capable of driving sustainable growth. We have established a firm relationship between employees and the Company by providing places of employment that offer a favorable work-life balance, focusing on worker safety and health, and respecting the basic rights of employees and ensuring equal opportunities. Hitachi is also proactively engaged with all its employees regarding compensation and career advancement.

Transforming Human Resources Management

The development of the Social Innovation Business requires us to actively investigate social and customer issues, and then cooperate with customers to create all new solutions.

Hitachi is working to transform human resource management with the aim of placing the right person in the right position anywhere in the world. Clarifying through a global standard the role, responsibilities, and reporting lines of each position, and embracing a common understanding serves to accelerate the creation of a solid global structure for Hitachi. In addition, it fosters an organizational culture that recognizes and makes best use of its diverse and self-motivated individual workers.

The Transformation in Human Resources Management

1. Human Resource Strategies Supporting Innovation Creation

   - Providing high-quality products and systems mainly to meet the needs of domestic clients in Japan
   - Homogeneous organization centered on domestic operations
   - Work styles sharing same locations and forms
   - Domestic individual companies

   - Transforming to rely only on training job placements designed for long-term employment
   - Job placements designed for extensive overtime
   - Improving division of job duties

   - Optimally tailored HR programs and initiatives for individual companies and countries

2. Current direction

   - Identifying worldwide client needs and global reforms are promoted
   - Creating environments enabling employees to think and act for themselves
   - This expands the likelihood of employees taking on challenges in work areas of interest, resulting in the creation of a workforce of proactive employees able to think and act for themselves.

3. 2021 Human Resources Strategy

   - The mission of the human resources division is “contributing to the business through talent and the organization.” The division formulated its 2021 HR Strategy based on the goals of the 2021 Mid-term Management Plan announced in May 2019. The HR strategy focuses on achieving growth throughout the world through a diverse workforce that is happy and proud to work at Hitachi and creating for all employees a safe and vibrant workplace that respects a wide range of values.

   - Hitachi is committed to building a company where employees with different cultural backgrounds, as well as experiences and ways of thinking can work together. We aim to instill in all our employees around the world a shared sense of values, including the “Harmony, Sincerity, and Pioneering Spirit” values central to the Hitachi Group identity, with the “One Hitachi” idea crossing national, regional, and departmental borders and contributing to the betterment of society. We are also promoting measures aimed at the optimal placement of personnel through the visualization of HR data, the use of analytics based on accumulated data and HR technologies, and improved efficiency. Finally, we are focused on advancing initiatives for fiscal 2021 based on the four key concepts of Talent, Culture, Organization, and HR Transformation.

   - Ensuring Fair Evaluations and Compensation

     Amid the ongoing globalization of business, there is an increased need to establish a global human resources system that ensures fair evaluations and compensation. In order to attract a diverse and highly engaged workforce, Hitachi is focused on building a consistent management system and accordingly follows a common “Global Compensation Philosophy” based on “maintaining market competitiveness,” “pay for performance,” and “ensuring transparency.”

     We are developing a compensation system that is fair and competitive in the context of each country or region’s labor market, with an individual’s compensation determined after an evaluation of their performance. Individual assessments are conducted annually to set each employee’s compensation, and feedback on their performance results is provided to inspire them to develop and grow even further.

     We ensure compliance with the laws and regulations of each country in which we operate when determining compensation. Starting pay for new graduates in Japan—representing about half of all new graduates recruited each year across the Group’s global operations—was roughly 20% higher than the weighted average of Japan’s regional minimum wages.

   - Fostering the “I will” culture

     The platform allows employees to enter their own experiences and skills, with all employees having access to that information at all times. This expands the likelihood of employees taking on challenges in work areas of interest, resulting in the creation of a workforce of proactive employees able to think and act for themselves.

   - Improving Speed and Efficiency

     The use of global common data allows us to quickly and efficiently launch a new project by rapidly and efficiently placing the human resources necessary to that project.

Global Human Resources Management

To create a global common platform for HR management, Hitachi has introduced a Global HR Database, as well as Hitachi Global Grade and Global Performance Management since 2012.

- Hitachi launched full human capital management integrated platform in January 2014, centralizing processes and measures enacted to date. The three main benefits of this platform are as follows.

1. (1) Improving Talent visibility

   Until very recently, it was quite difficult to quickly get a handle on the skills and abilities of employees in a given country, region, or company. Improved visibility in this respect allows us to make appropriate appropriations and provide training suited to a particular individual, to find and develop future leaders, and facilitate better communication between managers and employees.

2. (2) Strengthening the “I will” culture

   The platform allows employees to enter their own experiences and skills, with all employees having access to that information at all times. This expands the likelihood of employees taking on challenges in work areas of interest, resulting in the creation of a workforce of proactive employees able to think and act for themselves.

3. (3) Improving Speed and Efficiency

   The platform allows employees to enter their own experiences and skills, with all employees having access to that information at all times. This expands the likelihood of employees taking on challenges in work areas of interest, resulting in the creation of a workforce of proactive employees able to think and act for themselves.

2021 Human Resources Management

- Goal: Create a database of human resources information

- Goal: Create a platform for leading global talent and foster their development

- Fiscal 2013

  - Hitachi Global

  - Use of a uniform Group standard to assess position weightings for managers and those in higher job positions

  - Hitachi Insights: Employee survey

  - Improve employee engagement

- Fiscal 2014

  - Global Leadership Development

  - Global Human Resources Database

  - Goal: Ensure growth and sustained improvement in both the business and the individual by linking the goals of the two

  - Hitachi Global

  - Use HR development to contribute to sustainable global growth

  - Hitachi Global

  - Global Human Resources Database

  - Ensure value to the best individuals as business expands, improve efficiency in hiring, lower costs

  - Hitachi Global

  - Global Human Resources Database

  - Improve HR visibility, strengthen the “I will” culture, improve speed and efficiency

*1 HR technology refers to technologies using new forms of IT, including big data and AI in human resources to create new value.
Accelerate Innovation

**Strengthening Front-Line HR and Establishing a Digital HR Training Policy**
Hitachi in April 2016 shifted to a business structure with strengthened front-line functions to accelerate collaborative creation with our customers as part of the drive to advance the Social Innovation Business. Hitachi’s technologies and know-how must be developed so that they can be provided as a service by front-line personnel, who are closest to our customers. With this in mind, we have strengthened the front-line talents we expect to drive the Social Innovation Business moving forward.

While there are a number of companies focused on achieving a digital transformation through data technologies such as AI, IoT, and big data, one key challenge throughout the world is the shortage of data scientists specializing in data analysis. In addition to its digital solutions focusing on the fusion of OT (operational technology) and IT, Hitachi has launched measures to foster a digital workforce that can be expected to drive digital transformations.

With a target of increasing the number of data scientists to 3,000 by fiscal 2021, Hitachi’s strengthening of its data scientist workforce at group companies in Japan and overseas will allow us to further support our customers and drive the expansion in digital solutions.

**Strengthening Front-Line HR and the Digital HR Training System**
Before the 2016 start of the new front-line structure, discussions on bolstering front-line talents were initiated by a prepared committee, which includes officers and business unit managers and was created in 2015. The committee defined front-line functions, roles, and personnel qualifications necessary to bolster the front-line workforce. Based on these discussions, the Company also identified the need to develop human resources, from leaders to practitioners, to promote the Social Innovation Business, and in 2016 created the Social Innovation Business Front Talent Development Program, consisting of four phases, as well as action learning, group training, and e-learning programs. Phase 1 and Phase 2 focused on action learning using real-world projects for leaders expected to drive the collaborative creation business, with Phase 3 and Phase 4 focusing on employees in the Hitachi Group as a whole based on the results of the first two phases.

Integrating its training institutions to further strengthen and foster its business, with Phase 3 and Phase 4 focusing on employees in the Hitachi Group as a whole based on the results of the first two phases.

**Diversity & Inclusion**
Diversity is the wellspring of innovation at Hitachi and our growth engine. Hitachi regards personal differences—gender, nationality, race, religion, background, age, and sexual orientation—as facets of people’s individuality. By respecting our employees’ individualities and positioning them as an advantage, Hitachi frames its diversity and inclusion as conducive to both the individual’s and the Company’s sustained growth. We will adapt to the diverse needs of our customers by using our diverse capabilities, our outstanding teamwork, and our extensive experience in the global market.

We are promoting diversity management as a key management strategy under the initiative slogan “Diversity for the Next 100.” We believe it important to share opinions and recognize diverse values if we are to provide optimal solutions based on an accurate understanding of the complex issues confronting society and our customers. With the goal of having members with different values on the same team sharing the same goals, we are working not only to secure and train a diverse workforce, but also to create an environment where each of these individuals can work to the best of their abilities.

Hitachi, Ltd., and 15 major Group companies jointly operate the Advisory Committee and the Diversity Development Council, which focus on accelerating the promotion of diversity across the Hitachi Group as a whole, including in regard to supporting diverse human resources and providing work-life management. The Advisory Committee implements to the fullest the Company’s diversity management policies, while the Diversity Development Council shares best practices and discusses specific diversity-related activities. Each committee meets every six months. Group companies and business groups/sites have also set up their own diversity-promotion organizations and projects, such as those to help develop women’s careers, to enhance initiatives geared to the challenges faced by individual workplaces. Hitachi from fiscal 2018 has broadened the sharing of diversity promotion policies across the entire group, with Group companies around the world working together to accelerate implementation.

**Diversity Activities and Developing Women’s Careers**
With the goal of promoting participation in management decision-making by people with differing backgrounds and enabling as many female employees as possible to take up leadership positions, Hitachi, Ltd., has created two key performance indicators (KPIs) for the appointment of women in executive and managerial positions.

In fiscal 2013, Hitachi set a goal of promoting women to executive positions by fiscal 2015. In April 2015, the Company appointed its first female corporate officer, a position equivalent to the executive level. We will continue to promote this goal to ensure that diverse views and values will be reflected in our management. In November 2017, we publicly announced our commitment to increasing the rate of female executive and corporate officers to 10% by fiscal 2020. We are also working to promote more female employees to managerial positions, aiming to double the number of female managers to 800 by the end of fiscal 2020 compared with fiscal 2012. These efforts demonstrate our commitment both internally and to the world to improve our diversity management.

As part of our efforts in this area, we have been hosting since 2016 the Global Women’s Summit, inviting 100 or more female employees from Hitachi Group companies around the world. The event is held in different areas of the world and is focused on improving awareness in leadership and career planning, and to enhance motivation through the formation of a global support network. The day the summit is held features a message from President and CEO Toshiaki Higashihara, the participation of executives, and the exchange of opinions among many female employees attending.

<table>
<thead>
<tr>
<th>Number and Ratio of Female Managers</th>
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<tr>
<td>(persons)</td>
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<tr>
<td><strong>Female managers, Hitachi, Ltd.</strong> (left scale)</td>
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<thead>
<tr>
<th>Percentage of total, Hitachi, Ltd.</th>
<th>Percentage of total, Hitachi Group</th>
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<td>0%</td>
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<tr>
<th>Ratios for Female and Non-Japanese Executives and Corporate Officers (Hitachi, Ltd.)</th>
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<tr>
<td>June 2017</td>
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<td>Number of female executive and corporate officers (persons)</td>
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<td>Ratio of female executive and corporate officers</td>
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<td>Number of non-Japanese executive and corporate officers (persons)</td>
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<td>Ratio of non-Japanese executive and corporate officers</td>
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Environmental Vision and the Decarbonization Business

The Environmental Vision and Hitachi Environmental Innovation 2050

As climate change, resource depletion, ecosystem destruction, and other environmental issues grow more serious, the responsibilities and contributions of companies are growing, given the increasing demands and expectations for reductions in the environmental burden of their business activities.

In response to global demands for a reduced environmental burden, we created a management strategy called the Environmental Vision, which declares, “Hitachi will resolve environmental issues and achieve both a higher quality of life and a sustainable society through its Social Innovation Business in collaborative creation with its stakeholders.” We aim to achieve a low-carbon society, a resource efficient society, and a harmonized society with nature in accordance with this Vision. To guide our efforts toward 2030 and 2050, in September 2016 we established long-term environmental targets called Hitachi Environmental Innovation 2050. To achieve these long-term goals, we have been updating our Environmental Action Plan every three years. We are strengthening and promoting our environmental activities under the Environmental Action Plan for 2021 (covering fiscal 2019-21), created in line with the 2021 Mid-term Management Plan.

Efforts to Achieve a Low-Carbon Society

Hitachi Environmental Innovation 2050 sets targets for reducing CO₂ emissions to help the world meet the challenge of climate change. In line with a scenario to keep the increase in global temperatures below 2°C, we have established reduction targets of 50% by fiscal 2030 and 80% by fiscal 2050 (compared to fiscal 2010 levels) throughout the value chain.

Approximately 90% of the value-chain emissions of our products and services—this is a significant amount—are due to carbon emissions. In the case of our products and services, CO₂ emissions are generated throughout the process, including production, transportation, use, disposal, and recycling—result from the use of our products and services after they were sold. For this reason, reducing CO₂ emissions during the stage of use is crucial to reducing emissions across the value chain.

We will further enhance the energy efficiency of our products and services to reduce CO₂ emissions during their use. We will also seek to expand our decarbonization business, utilizing IT and other innovative technologies to offer system solutions that collectively contribute to decarbonization.

We are advancing reduction measures for CO₂ emissions during production and other stages as well, introducing the Hitachi Internal Carbon Pricing (HICP) framework in fiscal 2018 to provide incentives for raising production efficiency at factories and offices and making energy-saving investments. And we are taking a variety of steps to accelerate the shift to renewable energy sources at our business sites both in and outside Japan.

In light of heightening investor interest in the financial impact of climate change on corporate operations, in June 2018 we announced our support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). We are actively disclosing climate-related information in accordance with these recommendations and conducting dialogues with investors.

Expanding the Decarbonization Business to Address Climate Change

To help build a sustainable society through the Social Innovation Business, the 2021 Mid-term Management Plan cites the goal of simultaneously increasing social, environmental, and economic value for our customers by supplying solutions in the five sectors of IT, energy, industry, mobility, and smart life. It also sets a reduction target of more than 20% for our value-chain CO₂ emissions by fiscal 2021 compared to fiscal 2010.

We are utilizing Lumada to expand our decarbonization business. Through collaborative creation, we will help the world mitigate and adapt to climate change.

In the IT sector, we are contributing to building a low-carbon society by transforming social systems and lifestyles by providing innovative digital solutions.

With regard to energy, we are contributing to CO₂ emission reductions through the provision of power generation systems using non-fossil energy, such as renewable energy and nuclear power, and creating smart grids that transmit and distribute power efficiently and stably and can optimize local supply and demand.

In the industry sector, along with improving the overall efficiency of clients’ factories through the provision of high-efficiency industrial products, we are using IoT and AI to optimize entire factory operations and helping our customers reduce their CO₂ emissions.

In the mobility sector, we are promoting energy savings by making trains lighter and introducing operating systems that use cutting-edge IT technologies to improve overall efficiency.

For smart life solutions, we are providing clean-energy vehicles, smart home appliances, and other highly efficient, energy-saving products and services to make people’s lives safer, more convenient, and comfortable by improving connectivity through the use of IT. In addition, we are working with our business partners to build smart cities and smart mobility systems that bring those technologies together, thereby helping to create decarbonized cities that improve the lives of all residents.
Strengthen Lumada

As society and business continue to generate more data, Hitachi’s Lumada acts as an engine that creates new value from these data and accelerates innovation. We launched the Lumada business in 2016, and its revenue grew rapidly in three years, from ¥900.0 billion in fiscal 2016 to ¥1,127.0 billion in fiscal 2018. Under the 2021 Mid-term Management Plan, we are promoting measures aimed at expanding our business with the goal of achieving revenue of ¥1,600.0 billion.

Lumada creates value from customer data and accelerates digital innovation

Hitachi will develop a global Social Innovation Business that will improve the quality of people’s lives, raise corporate value for our customers and contribute to the resolution of social issues. We will accelerate innovation in each of the five business sectors, creating solutions that provide new value.

Lumada is a general term for the solutions, services and technologies that utilize Hitachi’s advanced digital technologies to create value from customer data and accelerate digital innovation. It is derived from the words “illuminate” and “data” and was created based on the idea of combining the strengths of the operational technology (OT), IT and information technology (IT) and the Internet of things (IoT), social and business activities continue to generate data at an increasing rate of speed. Hitachi has focused on these data as a new source of value in future society and launched the Lumada business in 2016 with the goal of using large volumes of data to create innovation for the world.

With Lumada as a common platform, we will create new value and establish an advanced cyber-physical system that links digital and real spaces (actual physical things) in real time.

Lumada business model

The Lumada business provides value by analyzing business issues and combining Hitachi’s digital technologies to solve customer problems, with the lowest amount of customization as possible. In fiscal 2018, revenue in the Lumada business was ¥1,127.0 billion, and its adjusted operating income ratio had already exceeded 8%, the level of the entire Hitachi Group. Rather than relying merely on product sales, we will build a profit model based on value created through the provision of solutions, such as income from fees. To this end, Hitachi will leverage its strengths in OT x IT x Products to commoditize its expertise in various industries and operations. At the same time, we will make the shift to digital solutions that can be provided to a number of customers, thereby expanding the Lumada business. Furthermore, we will intensify our collaborative efforts to build new ecosystems with our customers and partners.

Strengthening our overseas business structure

Currently, about 90% of Lumada business revenue comes from Japan. We are strengthening our overseas business structure, primarily in North America and Asia, with the goal of accelerating the global expansion of the Lumada business moving forward. In the future, we will continue to recruit new personnel while acquiring companies capable of collaborating with customers to produce digital solutions and investing in partners. These efforts will contribute to our goal of nearly doubling our number of relevant overseas personnel from its current level of 23,000 to 40,000.

As an example of collaboration with overseas partners, in January 2019, we established a joint venture with India’s largest state-owned commercial bank, State Bank of India (SBI). Through this venture, we aim to build a digital payment service platform for the next generation. By collaborating with SBI, which has about 400 million customers (equivalent to roughly one third of India’s population), we are analyzing and utilizing vast amounts of digital payment data obtained from point-of-sale POS systems, e-commerce and transportation fare payment systems in an effort to provide high value-added services in India.

Methodology and services aimed at accelerating collaboration with customers and partners

Support ranging from the discovery of potential issues and strategic planning to value verification

(1) Issue analysis and hypothesis building through NEXPERIENCE, a collaborative creation process

Before creating innovation, one must first discover potential issues. However, corporate issues are becoming more complex as society globalizes and diversifies. When collaborating using Lumada, Hitachi uses NEXPERIENCE, its unique collaborative creation process, discover issues, propose solutions and verify value.

To solve a variety of issues through collaboration with customers, NEXPERIENCE combines the perspectives of service engineering researchers and designers and systematizes methods and IT tools that support the entire collaborative creation process. Specifically, NEXPERIENCE includes analyzing issues related to management and business operations through workshops with customers and partners and designing measures, such as new services and business, that solve these issues.
Strengthen Lumada

(2) Prototyping and value verification conducted through the Lumada Competency Center

If we can clarify issues facing customers and society, as well as hypothesized solutions, through NEXPERIENCE, we can use resources including the Lumada Competency Center to determine whether we are capable of solving these issues by using them to build solution prototypes that help us analyze whether proposed solutions will produce the intended results.

The Lumada Competency Center provides system testing environment services that support rapid prototyping conducted through the use and application of data and hypothesis verification. We support the speedy establishment of the system environments necessary for PoC that follows hypothesis planning by offering a variety of services, including Pentaho, a data integration and analysis platform that is also Lumada's core software; services with development and management tool environments that support agile development; and Hitachi AI Technology-H, our own artificial intelligence technology.

Accumulation of industrial and operational expertise

Quickly providing reliable digital solutions to customers’ management issues by utilizing our abundant cache of customer cases

(1) Customer cases
Hitachi has accumulated a wide range of industry and business expertise and knowledge in the form of Lumada customer cases with the goal of rapidly utilizing them to collaborate with customers in a variety of fields. Lumada customer cases are models of digital solutions that have created new value through collaborative creation with customers. Each customer case organizes elements such as how value was created using data and which technologies were applied in terms of artificial intelligence and analytics.

When promoting new collaborative creation with customers, Hitachi makes use of Lumada customer cases that fit customers’ management issues, as well as Lumada solutions based on an abundance of expertise, to establish appropriate mechanisms for each customer and swiftly achieve digital solutions that create true value.

(3) Customer cases that support the entire value chain
As of the end of March 2019, we have established more than 650 customer cases and are continuing to steadily expand this number. We are also pushing forward with our establishment of customer cases that can be used by customers to support efforts common to a wide variety of industries, such as predictive maintenance for equipment and devices. Examples include cases related to medical devices, power generation equipment and other machinery equipment.

In the future, we will continue to conduct investment aimed at further strengthening our lineup of reusable solutions while working to solve customer problems throughout the value chain, including in management, sales, planning, design, procurement, manufacturing, logistics and maintenance.

Customer Case Examples

<table>
<thead>
<tr>
<th>Customer Case</th>
<th>Industries</th>
<th>Goals and issues</th>
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<tr>
<td>Revenue/Loss simulation</td>
<td>Manufacturing industry</td>
<td>Manufacturing plan, inventory management</td>
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<td>Steaming of cybersecurity monitoring operations</td>
<td>Common across industries</td>
<td>Security enhancement</td>
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<td>Digitalization of refined skills</td>
<td>Manufacturing industry</td>
<td>Improvement of product quality</td>
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<td>Customer-oriented marketing</td>
<td>Retail industry</td>
<td>Marketing</td>
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<td>Improve credit analysis</td>
<td>Financial industry</td>
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<td>Inventory optimization</td>
<td>Wholesale, retail and manufacturing industries</td>
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<td>Analysis of fan club member information</td>
<td>Service industry</td>
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<tr>
<td>Crop growth analysis</td>
<td>Agriculture</td>
<td>Productivity improvement</td>
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<td>Predictive maintenance</td>
<td>Common across industries</td>
<td>Preventive maintenance</td>
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<tr>
<td>Improvement of operating rates and fault diagnosis</td>
<td>Electricity, gas, heat and water supply industry</td>
<td>Facility management</td>
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<tr>
<td>Delivery optimization</td>
<td>Transportation industry</td>
<td>Delivery and transformation management</td>
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(3) Lumada customer cases

(3-1) Overall optimization of production sites using Lumada

Customer needs are diversifying and digitalization is progressing at a rapid rate while global competition intensifies. These trends have resulted in demand for high-mix, low-volume production that reaches the same level of productivity as mass production through mass customization. Hitachi’s Omika Works handles controls systems manufactured for social infrastructure such as electric power, railways and water and sewage systems through high-mix, low-volume production, and, under these circumstances, faces the need to monitor the progress of production processes in real time. In response, the Omika Works installed about 80,000 RFID tags and approximately 450 RFID readers, collecting detailed data concerning the progress of work conducted by employees and the flow of goods. Furthermore, the Omika Works combined and shared a variety of information gathered by existing systems, including process and production management systems, and analyzed the movement of people and goods throughout its production site. This enabled the establishment of a more precise production plan.

Furthermore, the Omika Works improved the efficiency of its design process through the effective use of design assets and improved the precision of its production plans using a factory simulator. Through these efforts, the Omika Works established a high-efficiency production model using IoT technology and succeeded in reducing the production lead times of its flagship products by 50%.

(3-2) Predictive maintenance for machinery and equipment

Failures and unplanned downtime at facilities that compose our industrial and social infrastructures have a major impact not only on our businesses but also on society. Accordingly, we recognize the need to ensure the continuous and stable operation of these facilities, which requires proper equipment maintenance and quality control.

However, many operators do not have analysis methods despite having gathered data indicating the status of their equipment and resort to conducting analysis manually. This results in a large workload that prevents the proper use of valuable data.

With this customer case, we examine and analyze large volumes of data collected from sensors attached to equipment and detect signs of abnormalities. We also color code and display various information, including equipment operation statuses, relevant changes and indications of possible defects, making it easier to view and identify.

This will enable the customer to detect situations in which equipment statuses or product quality differ from the norm at an early stage, thereby preventing breakdowns and unplanned downtime. As a result, we can expect to be able to reduce maintenance costs by raising equipment operation rates and ensuring the suitability of replacement parts.

Customer value

(1) Use automatic diagnosis technology to diagnose the status of the facility (detect warning signs of impending failures).
(2) Visualize the diagnosis results on screen.
(3) Identify possible causes based on past events.

What is an anomaly? An anomaly is a warning sign of an impending failure.
Strengthen Lumada

CASE 3  Raising credit analysis accuracy through the use of AI

Improve the accuracy of personal loan screenings through AI-based data analysis

Upon understanding customer income and financial conditions, it becomes necessary for financial institutions to predict future credit losses based on factors such as global economic trends. This requires high-level expertise. Mortgages have been particularly difficult to predict using conventional data analysis methods due to their long payback periods.

With this customer case, Hitachi utilizes internal data from financial institutions (e.g., card loans, mortgages), as well as external data (e.g., economic indicators, GIS information) using "Hitachi AI Technology". Prediction of Rare Case," an artificial intelligence it developed in-house, is used to predict the occurrence of rare events, thereby ensuring highly accurate screenings. This allows for more detailed screenings, which we expect will allow loans to be granted to more customers than was previously possible.

One developmental effort involving this customer case is Hitachi's May 2019 establishment of DataS Consulting Co., Ltd., a joint venture formed through collaboration with SBI Sumishin Net Bank, Ltd., that provides screening services using artificial intelligence. The company plans to provide screening services for various types of lending, including mortgages and card loans, to financial institutions including regional financial institutions.

Development of an AI-based production planning system through collaborative creation with Suntory Beverage & Food Ltd.

In recent years, beverage manufacturers have faced the need for prompt and flexible product supply in response to diversifying consumer requirements and fluctuations in demand caused by changes in weather and climate. In addition to fulfilling these needs, it is necessary for these manufacturers to formulate optimal production plans that account for complex constraints, such as delivery times, production capacity and production and transportation costs. Suntory Beverage & Food Ltd. (“Suntory”) has been basing its production plans on the experience of responsible staff. However, creating plans that account for complicated restraints requires a high level of planning ability and a huge amount of time. Furthermore, production plans are drawn up for each area, which means that the most optimal conditions will differ for each location. For these reasons, Suntory has been unable to formulate an optimal plan that effectively utilizes all of its production resources.

Under these circumstances, Suntory and Hitachi have begun collaborative creation based on the concept of "Harmony between People and AI," combining the former’s expertise regarding planning and the latter’s AI technology to develop a system that enables the creation of optimal production plans in the face of changing demand and complex constraints. We applied this system to production planning conducted at Suntory’s actual manufacturing bases and verified that it was possible to reduce the amount of work time put into planning from its previous average of approximately 40 hours per week to approximately 1 hour. Aiming to optimize its production plans throughout Japan, Suntory launched full-scale operation of this system in January 2019 and is currently working to build a stable supply system that can provide immediate response to fluctuating demand and to improve productivity by raising operational efficiency.

Development of AI-equipped production planning system through collaborative creation with Suntory Beverage & Food Ltd.

<table>
<thead>
<tr>
<th>Data</th>
<th>Customer value</th>
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<tbody>
<tr>
<td>Internal data</td>
<td>Data compilation and processing</td>
</tr>
<tr>
<td>• Card loans</td>
<td>Probability of default (PD) estimation model</td>
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<tr>
<td>• Mortgages, etc.</td>
<td>Improvement of credit analysis systems for personal loans using artificial intelligence</td>
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<tr>
<td>External data</td>
<td>Data compilation and processing</td>
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<tr>
<td>• Economic indicators</td>
<td>Probability of default (PD) estimation model</td>
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<tr>
<td>• GIS information, etc.</td>
<td>Improvement of credit analysis systems for personal loans using artificial intelligence</td>
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(1) IoT platform architecture

Lumada has established an open and secure IoT platform that can quickly provide digital solutions by swiftly combining advanced products and technologies from both inside and outside Hitachi Group. This platform enables us to comprehensively provide a variety of mechanisms, such as advanced analytics technology and asset management functions, thereby allowing for the prompt realization of appropriate digital solutions.

Features of Lumada’s digital solutions

- Intelligent: Hitachi’s core technologies can be widely combined with OSS and third-party technologies to maximize outcomes (results).
  * Open Source Software

- Composable: We expect to be granted screening services for various types of lending, including mortgages and card loans, to financial institutions including regional financial institutions.

- Secure: Users can ensure high levels of security by confirming the appropriateness of connecting equipment, managing the security of stored data and controlling access.

- Flexible: We can provide flexible solutions that fit equipment, devices and IT environments currently in operation both through the cloud and on-site.
  * Includes installing required made-to-order facilities and implementing on-site systems from within.

(2) Lumada Solution Hub, a mechanism enabling the speedy composition of solutions

Launched in 2019, the Lumada Solution Hub is a system that packages Lumada solutions and application development environments in forms that are easy to implement and then registers and provides them on cloud platforms. Easy-to-reuse packages that combine business solutions and application development environments are registered and stored in the Lumada Solution Hub catalog. This system enables smooth transitions from the speedy verifications of solutions, which are conducted through collaboration with customers, to production environments. Furthermore, it allows for efficient rollout to multiple locations, including those that are situated overseas.

In the future, the Lumada Solution Hub will be opened up to partners and register solutions that they have developed, in addition to the Hitachi solutions that are already a part of the Hub’s catalog. With these solutions, Hitachi will accelerate the creation, distribution and utilization of digital solutions while speeding up the construction of Lumada ecosystems.

Lumada platform

Quickly build appropriate systems by utilizing open and secure IoT platforms

Increased credit analysis accuracy through use of AI

Improvement of credit analysis systems for personal loans using artificial intelligence

Data compilation and processing

Probability of default (PD) estimation model

GIS: Geographic Information System

Hitachi Integrated Report 2019

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Hitachi Integrated Report 2019

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The use of digital technologies such as 5G, AI, IoT and robots is essential for companies aiming to continuously raise their corporate value amid dramatic environmental changes and a focus on digital transformation, or the revolutionization of corporate management through digital technology, is rising even further. In Japan, where the birthrate is rapidly declining and the population is aging at an alarming rate, IT-related market is expected to be necessary for improvement in productivity and work-style reforms.

In the IT Sector, we will meet the expectations of customers in Japan and overseas with the power of digital technology, achieve a higher level of social value amid dramatic environmental changes and a focus on digital transformation, or the revolutionization of corporate management through digital technology, is rising even further. In Japan, where the birthrate is rapidly declining and the population is aging at an alarming rate, IT-related market is expected to be necessary for improvement in productivity and work-style reforms.

The use of digital technologies such as 5G, AI, IoT and robots is essential for companies aiming to continuously raise their corporate value amid dramatic environmental changes and a focus on digital transformation, or the revolutionization of corporate management through digital technology, is rising even further. In Japan, where the birthrate is rapidly declining and the population is aging at an alarming rate, IT-related market is expected to be necessary for improvement in productivity and work-style reforms.

Growth Strategies under the 2021 Mid-term Management Plan

Digital transformation, which involves attempting to produce reforms in corporate management and business models, is receiving an increasing amount of attention. Under these conditions, mobile payment systems utilized in mobile phone networks, which have a global penetration rate of more than 100%, are becoming commonplace in people's lives and are becoming gigantic infrastructures that generate large amounts of data every day. In addition, new discoveries and expansion are expected in a wide range of domains within the X-Tech (crosstech) market, where FinTech, HR Tech and other digital technologies are used to develop new services in various fields and industries and transform industry structure itself. Furthermore, we anticipate growth in the Information and communication technology-related market moving forward. Under these circumstances, we have steadily improved profitability and created the cash necessary for growth investment in the IT Sector by reinforcing front functions and manufacturing capabilities through reorganization of SI businesses; withdrawing from or concluding low-profit businesses such as the communication network equipment business; and reducing loss cost through thorough and enhanced project management.

Moving forward, we will continue to expand the Lumada business, which acts as the core of growth, and invest one trillion yen over the three years covered by the 2021 Mid-term Management Plan to accelerate global expansion.

Expansion of the Lumada Business

The Lumada business will serve as a growth engine for all of Hitachi through the utilization of data and co-creation with customers and partners. The digital tools and wide-ranging industry and business expertise used to make this possible are being condensed into customer cases adjusted so they can be reused by many customers.

Lucada's customer cases have been accumulated as "workplace knowledge" of "OT × IT × Products," which Hitachi has refined through its customer-centered policies. By using Lumada as a starting point, we can minimize customization and develop and implement speedy solutions. Furthermore, the ability to expand Lumada into a wide range of areas, such as mobility, smart life, energy and industry, is a major factor that distinguishes Hitachi from its competitors.

We worked to expand digital solutions using Lumada during the three years covered by the 2018 Mid-term Management Plan, launching the business globally in 2016 and investing about ¥100 billion into the launch of related businesses. Currently, we have amassed more than 650 customer cases (as of the end of fiscal 2018), which are examples of co-creation with users. On the other hand, we must refine Lumada's customer cases and the solutions that embody them on an ongoing basis as the management and business issues facing our customers continue to change constantly. As we move forward, we will strive to expand the Lumada business by accumulating new customer cases and solutions through co-creation with customers and partners.

Over the three years covered by the 2021 Mid-term Management Plan, we will continue to invest ¥150 billion in the Lumada business and related projects, aiming to expand the use of Lumada in other sectors and to develop and expand the digital specialists/human capital essential to the acceleration of the Lumada business. In fiscal 2021, we will increase our number of digital specialists to 60,000.

Collaborative Creation of Value within the IT Sector

Lumada plays a core role in our efforts to provide social, environmental and economic value and to achieve social innovation. On the other hand, Hitachi cannot achieve objectives related to the SDGs and Society 5.0 on its own. We believe that these objectives can only be achieved through co-creation with a wide range of customers and partners.

For example, since 2017, we have been supporting the digitization of subsidy payment operations and other financial services offered by the state-owned Vietnam Post. In fiscal 2018, we expanded the scope of this digitization to include social security subsidy and pension payment operations and are currently promoting further expansion on a nationwide scale. Through this co-creation, Hitachi will combine its technologies with Vietnam Post's services to improve the quality of people's lives. We aim to help improve convenience for 6 million subsidy recipients starting in 2020.

Together with our customers and partners, we will form a Lumada-centered ecosystem that enables expertise, resources and skills to be shared while further accelerating social innovation.
The world’s energy demand continues to expand against a backdrop of population growth and economic development, as well as social innovation such as the recent expansion in the scale of data centers and the spread of electric vehicles. On the other hand, serious power shortages in developing countries remain a problem and one billion or more people are forced to live without electricity. Furthermore, movements to reduce CO₂ emissions and decarbonize are picking up speed throughout the world in the midst of response to global climate change. Hitachi will respond to these issues with energy solutions that leverage the strengths of “OT × IT × Products” in business fields such as renewable energy and power grids.

**Principal Products and Services**

<table>
<thead>
<tr>
<th>Energy BU</th>
<th>Nuclear Energy BU</th>
<th>Others (8%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2018 Revenues</td>
<td>¥456.6 billion¹</td>
<td></td>
</tr>
<tr>
<td>FY2018 (Results)</td>
<td>FY2021 (Target)</td>
<td>FY2021 (Target)</td>
</tr>
<tr>
<td>Adjusted operating income (¥ billion)/Adjusted operating income ratio (%)</td>
<td>More than 170.0</td>
<td>More than 170.0</td>
</tr>
<tr>
<td>ROIC*²</td>
<td>7.5%</td>
<td>7.0%</td>
</tr>
<tr>
<td>More than 10%</td>
<td>More than 10%</td>
<td>More than 10%</td>
</tr>
<tr>
<td>EBIT (¥ billion)/EBIT ratio (%)</td>
<td>More than 35.9</td>
<td>More than 35.9</td>
</tr>
<tr>
<td>FY2018 (Results)</td>
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<td>Energy BU</td>
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³ FY2018 figures except one-time expenses.

In the renewable energy business, Hitachi will strengthen its partnership with Germany-based wind turbine manufacturer Enerson, combining its services and Enerson’s wind turbines to develop wind power solution businesses, which will stabilize operation and reduce maintenance costs.

**Power grid business**

In the power grid business, we will promote the expansion of businesses in industrial fields, including the expanding data centers and electrification of factories and the provision of solutions related to electric vehicles. In the HVDC (High Voltage Direct Current) transmission business, we will conduct active development related to the offshore wind power market and interregional and international DC power transmission. In addition, we will work on the development and deployment of new solutions that fuse DC transmission and digital technologies.

In the energy solution business, we have been converting our business portfolio in response to changes in the market environment and the spread of renewable energy, and the expansion of distributed power supply. In response to these projections, we plan to acquire ABB’s power grid business during the first half of 2020. Digital technology is indispensable for the achievement of advanced energy management, and power grids are an area in which Hitachi can fully utilize its digital technology. Hitachi’s energy business had been primarily concentrated in Japan. However, we will accelerate global business expansion by utilizing the expertise and resources of the power grid business of ABB, which has the largest share of the global power grid market. At the same time, we will also focus on strengthening and expanding our solution and service businesses using Lumada. In addition, Hitachi will continue to engage in initiatives aimed at providing a stable energy source through its nuclear energy business while using its advanced technological capabilities and abundant knowledge to contribute to the decommissioning of the Fukushima Daiichi Nuclear Power Plant. Furthermore, we will use these same attributes to promote construction that is compliant with new regulatory standards and aims to support the early resumption of operations at domestic nuclear power plants.

**Further Demonstration of Our Competitive Advantage**

Taking advantage of its “OT × IT × Products” strengths, Hitachi will provide solutions, including power generation and power grid systems, to all customers involved in energy production, distribution, and consumption. Furthermore, following the acquisition of ABB’s power grid business, which has the largest share in the global market, we will accelerate new innovation by combining its products and software with Lumada.

**Vision and Targets under the 2021 Mid-term Management Plan**

Providing energy solutions that contribute to a stable energy supply and efficient facility management. The energy business forms the core of the Social Innovation Business and contributes to the achievement of the SDGs. In the Energy Sector, we will provide energy solutions that make use of the strengths of “OT × IT × Products,” such as nuclear power generation systems, renewable power generation systems, power grid systems for receiving and transmitting, transmitting and distributing electricity, predictive diagnostics for equipment and remote monitoring services. Providing these solutions will enable us to contribute to a stable energy supply for customers, efficient facility management and the cutting of CO₂ emissions, as we work toward a low carbon or decarbonized society.

**Results and Targets**

<table>
<thead>
<tr>
<th>Results and Targets</th>
<th>FY2021 (Target)</th>
<th>FY2018 (Results)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overseas revenue ratio (%)</td>
<td>85%</td>
<td>80%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>More than 1,520</td>
<td>More than 1,520</td>
</tr>
<tr>
<td>Services (24%)</td>
<td>More than 170.0</td>
<td>More than 170.0</td>
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<td>EBIT (¥ billion)/EBIT ratio (%)</td>
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**Energy BU**

Nuclear Energy BU

- Nuclear power plant (NPP)
- Reactor vessel, heat exchanger, piping
- Control systems
- Electric power generation systems

Power grid

- High voltage grid
- High tension grid
- Megawatt class grid
- Integrated DC power transmission

Energy BU 62%

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In the world of industry, the speed and complexity of market changes caused by factors such as climate change and resource shortages are increasing along with the working-age population decreases and global competition intensifies. Under these circumstances, the creation of new services and innovations using advanced digital technologies, such as AI, IoT and big data analysis technologies, is in demand in a variety of different fields. As a result of this demand, the global IoT market is expected to experience a high rate of growth.

One example of the application of Lumada at manufacturing workplace is our collaboration with the AMADA Group, a major metalworking machinery manufacturer. After delivering servo motors used in pressing machines, we constructed a tooling IoT production line by applying robotics in 2017. We also contributed to the improvement of productivity and operational efficiency in 2019, when we built Assembly Navigation System with the goal of upgrading manufacturing workplaces.

Furthermore, because of the importance of connected products in the Industry Sector, in 2017, we worked to increase our global strength in terms of connected products by acquiring Sulair, an air compressor manufacturer in the United States.
Story of Value Creation in the Mobility Sector

Global population is growing and urbanization is advancing rapidly, so that the proportion of people living in urban areas is expected to rise to 68% by 2050, from around 55% today. In addition, the negative impact from climate change is causing environmental, economic and social damages. Against this backdrop, in the mobility realm, the demand for clean and highly efficient mobility solutions such as one for faster and more environmentally friendly intercity transportation and alleviation of dependency on car use within city centers, and smart solution to manage the people flow in high-rise buildings.

Principal Products and Services

<table>
<thead>
<tr>
<th>FY2018 Revenues</th>
<th>FY2021 (Target)</th>
</tr>
</thead>
<tbody>
<tr>
<td>621.6 billion</td>
<td>650.0*1</td>
</tr>
</tbody>
</table>

Revenue Breakdown:
- Building Systems Business Unit: 57.7%
- Railway Systems BU: 42.3%

Growth Strategies under the 2021 Mid-term Management Plan

In the Building Systems Business Unit, we are working on enhancing our products and services through the analysis of the data gathered from elevators, escalators and building equipment, increasing added value of maintenance services such as sophisticated remote monitoring and control, providing data to building owners and managers, and creating new businesses leveraging Lumada.

In the Railway Systems Business Unit, for Denmark's Copenhagen Metro we are working on the maximization of transportation capability, congestion alleviation and cost reduction through detecting demand based on the number of people waiting at station platforms and realizing autonomous and flexible operation. With core products such as this, we aim to expand business in the urban transport market in Europe, where business volume is the highest in the world. Demand is also expected to flourish in Americas. There, we aim to secure growth opportunities by utilizing existing manufacturing bases and leveraging our market presence in services and maintenance.

Value Co-Creation in the Mobility Sector

**Building Systems Business Unit**

The market for elevators and escalators (E&E) is expected to continue expanding steadily. Particularly high rates of growth are expected in the Asian market, especially in India, which has the world's second largest market scale. In the largest market, China, the expected growth area has shifted from new installation to maintenance and modernization of E&E. In Japan, the demand for E&E modernization is expanding and the expectation for new solutions leveraging digital technologies for workers and tenants in buildings is increasing.

Against this backdrop, the Building Systems Business Unit has achieved growth globally based on its sophisticated products and technologies, which are exemplified by the top share (Hitachi research) of order received in fiscal 2018 by unit in China, the world's largest market for new installation of E&E, accounting for more than 50% of the total. Going forward, we plan to combine manufacturing and sales of E&E with building services to realize business growth and increased profitability. To this end, we are stepping up investment centered on digitalization. Specifically, we are accelerating investment in a global control center that functions as a basement for providing leading-edge building services, such as a sophisticated remote-monitoring service that utilizes digital technologies and a solution which realizes efficient and comfortable movement by using sensors in buildings and analyzing the flow of people.

In addition, in Asia and Middle East, where demand for new installation of E&E is surging, we are deploying our sales and service bases, and expanding our business through maximizing the capacity utilization of factories in China and utilizing sophisticated maintenance and modernization technologies which we have developed in Japan.

Meanwhile, in the Railway Systems Business Unit, we continue to expand our global operations.

**Railway Systems Business Unit**

Demand in the railway market is expected to expand throughout the world thanks to economic development. Growth, mainly for rolling stock, signaling system and control system, is expected in Europe, Middle East, Africa and Americas.

In fiscal 2018, the Railway Systems Business Unit set records for rolling stock deliveries and orders, revenue and adjusted operating income ratio, highlighting our efforts to build a firm global business platform. In the future, we intend to move forward with rolling stock, signaling system and turnkey business as core businesses. We will also concentrate investment in digital technologies and IoT to enhance our competitiveness further. We are encouraging our Dynamic Headway, which optimizes operations based on demand, autonomous operation, and digital ticketing utilizing location information and other data to realize automatic payments via smartphones. In addition to further reinforcing services and solutions such as these, we will augment the value for customers and provide safe, secure and comfortable transportation services.

In January 2019, we acquired Ansaldo STS (now Hitachi Rail STS), an Italian leader in railway signaling systems, converting the company to a wholly owned subsidiary and deleting it. In addition to further enhancing our strength in the signaling and turnkey businesses, we expect this move to generate synergies through organizational optimization and increased production efficiency, allowing us to further expand our global operations.

Building Systems Business Unit

- Building Services
- Facility Control
- Driverless
- ETCS*
- TMS*
- Signalling
- Traffic Management System
- Communications-Based Train Control
- Interlocking
- Traffic Light
- Communications

Railway Systems Business Unit

- Rail Signaling
- Train Control
- Communications
- TMS
- Satelite Train Control
- Signalling
- Communications-Based Train Control
- Interlocking
- Traffic Light
- Communications

Our Ideal under the 2021 Mid-term Management Plan

Providing People with Safe, Secure and Comfortable Transportation Services

In the Mobility Sector, we deliver social value by providing people with safe, secure and comfortable transportation services, and products and services for urban spaces such as buildings. At the same time, we create environmental value by realizing transportation services that have a low environmental impact and contribute to, for example, reducing CO₂ emissions.

Growth Strategies under the 2021 Mid-term Management Plan

In the Building Systems Business Unit, we expand technologically advanced and competitive products and services, which include the world's fastest elevator (according to our research as of September 2019) with the speed of 1,260 meters per minute, and Lumada solutions leveraging Hitachi Group's robust resources on digital technologies such as Internet of Things (IoT) and artificial intelligence.

Meanwhile, in the Railway Systems Business Unit, we realize the differentiation from other competitors by providing total solutions spanning the manufacture of rolling stock to operational control, IC ticketing and seat reservation system, and solutions utilizing IoT and digital technologies for operation optimization, driverless operation and digital ticketing.
Story of Value Creation in the Smart Life Sector

While global economic development continues, societal issues such as global warming, traffic jams and accidents, aging and nursing care have become more prominent. Progress is being made in the development of technologies aimed at resolving these issues, including electrification, autonomous driving, AI, robotics and personalized medicine. This progress is giving rise to a variety of business opportunities. We are confident that IoT solutions related to daily life will be integrated within smart cities and will comprehensively support the lives of people living in urban areas. In fact, the global smart city market is expected to reach $2 trillion or more in 2025.

Vision and Targets under the 2021 Mid-term Management Plan

Accomplishing business structural reform in support of our next stage of growth through digital technology

We have promoted business structural reforms in the Smart Life Sector over the past several years, including the deconsolidation of the air-conditioning systems business and the sale of the car navigation and automotive battery businesses. During the period covered by the 2021 Mid-term Management Plan, we will accomplish business structural reform by improving profitability through business replacement and operational restructuring. At the same time, we will establish a business model for Lumada and develop our digital service business, focusing on the three themes of health, safety and comfort, the Smart Life Sector. We will create solution businesses using “design thinking,” which involves coming up with methods for improving our lives without being shackled by preconceptions.

In April 2019, Hitachi Consumer Marketing, Inc., which had been in charge of home appliance sales, merged with Hitachi Appliances, Inc., which had been handling design and manufacturing. This merger led to the establishment of Hitachi Global Life Solutions, Inc., which is venturing into challenging new fields.

We are already launching a lineup of new connected products, including robotic vacuum cleaners and refrigerators that can be controlled and managed using smartphones. Furthermore, we are accelerating efforts aimed at creating solution businesses, launching services such as “Doshiteru,” a monitoring service for elderly individuals who live alone, and “Peloridge,” a smartphone application for sharing experiences and emotions related to food.

In addition to expanding solution businesses, it is essential that we improve business efficiency. In October 2015, Hitachi’s air-conditioning systems business was merged with the air-conditioning systems business of Johnson Controls in the United States, creating Johnson Controls-Hitachi Air Conditioning, an unconsolidated subsidiary of Hitachi. By combining the sales channels, technical capabilities and research and development of these two businesses, we strengthened the global competitiveness of our air-conditioning systems business.

Additionally, in the home appliances business, we will promote collaboration with strategic partners overseas under a flexible capital policy and conduct business operations with an emphasis on investment efficiency.

Healthcare business

Many hidden and unmet needs exist within the healthcare business field, and high rates of growth are expected to continue in the future. On the other hand, technology in the existing diagnostic imaging systems business has matured, and the business has entered a stage of competing for business scale expansion. Accordingly, selection and concentration are becoming increasingly important.

The strength of the Hitachi Group in this field lies in its measurement and analysis technologies, which originated from research and development concerning electron microscopes that was continuously conducted from 1942, when the Group’s Central Research Laboratory was initially established. All of the major healthcare products that we have developed so far, including products related to X-ray and ultrasonic diagnostics, MR, CT, mass spectrometry, DNA sequencing, bioimaging analysis and optical topography, were all created from these technologies. Our basic strategy is to create innovative healthcare solutions by combining AI with our measurement and analysis technologies. Hitachi will develop healthcare businesses on the basis of a measurement and analysis technology portfolio, which the Research and Development Group of Hitachi and Hitachi High-Tech has built.

Hitachi’s top priority in the healthcare business is to minimize the invasiveness (generally, invasiveness refers to stimuli that can disrupt the homeostasis of the body’s internal environment) of diagnosis and treatment. In the medical treatment field, we are focusing on cancer treatment solutions using less invasive radiation. In accordance with this focus, we integrated Mitsubishi Electric Corporation’s particle therapy systems business in June 2018. Moving forward, we will continue to strengthen investment related to this business, including the development of technologies that greatly reduce equipment costs, with the goal of expanding the use of particle therapy.

Establishment of a Lumada Business Model

Machine data is collected via the Internet from Smart Life Sector products, including connected cars, connected home appliances and healthcare equipment. Using Lumada’s analytics and AI to process this big data, we can create new economic value by automating product operation, as has been done in the case of autonomous driving systems.

Once devices that support our daily lives are automated and various solutions are provided, subsequently these devices are integrated into smart cities and a new data economy is created. Under the 2021 Mid-term Management Plan, we will invest approximately ¥30 billion in the Smart Life Sector, focusing on the smart city market in Asia, a region that continues to urbanize. Furthermore, we will aim to secure ¥100 billion in orders of the Lumada business.

Collaborative Creation of Value within the Energy Sector

Focusing on the three themes of health, safety and comfort, the Smart Life Sector creates social, environmental and economic values by creating communities that are easy to live in, which helps improve the quality of people’s lives. We also provide particle therapy systems, allowing people to live normally while receiving cancer treatment, and contribute to the elimination of fatal traffic accidents through autonomous driving technologies. Furthermore, we will contribute to the prevention of global warming by reducing the CO2 emissions of our products through electrification and IoT technology.

Results and Targets

<table>
<thead>
<tr>
<th>FY2018 Results</th>
<th>FY2018 (Target)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues (¥ billion)/ Overheads (¥ billion)</td>
<td>More than 2,100.0</td>
</tr>
<tr>
<td>Adjusted operating income (¥ billion)/ Adjusted operating income ratio (%)</td>
<td>More than 120.0</td>
</tr>
<tr>
<td>EBIT (¥ billion)/EBIT ratio (%)</td>
<td>More than 145.0</td>
</tr>
<tr>
<td>ROIC</td>
<td>More than 15.0</td>
</tr>
</tbody>
</table>

FY2018 Revenue: ¥1.8 trillion

Principal Products and Services

- **Healthcare**: 20%
  - Diagnostic systems
  - Treatment systems
- **Automotive Systems**: 33%
  - Powertrains
  - Chassis parts
  - Safety systems
- **Smart Life & Eco-friendly Systems**: 27%
  - Home appliances
  - Air-conditioning systems

* The healthcare and related business includes revenues of healthcare-related businesses of Hitachi High-Technologies Corporation (Hitachi High-Tech)
Addressing Risks and Opportunities

Hitachi's 2021 Mid-term Management Plan, beginning in fiscal 2019, focuses on expanding our business while making the best use of the Company's competitive advantages. In particular, we target investment for growth in select, focused areas over the three years through fiscal 2021 of ¥2.0–¥2.5 trillion, compared to investment of about ¥500 billion in the three years through fiscal 2018. We believe taking advantage of growth business opportunities and implementing aggressive management requires a solid risk management system.

Hitachi established the Investment Strategy Committee to strengthen investment risk management in 2017 and continues to work to better understand risk and take appropriate action. The Company in the same year established the Executive Sustainability Committee to focus on the company's policies in regard to social and environmental issues. Our efforts in this area also included a move to identify issues that could be seen as business opportunities, as well as the negative effects on society and the environment from our business activities and the measures Hitachi is taking to address them.

Risk Management System

The business environment is changing by the day, impacted by the continued advance of information and communications technology, as exemplified by IoT, and geopolitical risks arising from complex shifts in political and economic conditions around the world. Hitachi aims to create new revenue opportunities while controlling risk. To do this, we maintain a clear understanding and analysis of the operating environment, taking into account social issues as well as our competitive advantages and management resources, and conduct risk management with an eye toward the many risks the Company should be prepared for as well as opportunities for growth.

Risk management to ensure business continuity

- Mobility solutions
  Each year, we provide safe, secure, comfortable and environmentally friendly railway services to a total of 18.5 billion people throughout the world.

A Business Foundation that Supports Sustainable Growth

- Addressing Risks and Opportunities 65
- Promoting Information Security 68
- Occupational Health and Safety, Employee Health 71
- Value Chain Responsibilities 73
- Compliance 74
- Quality Assurance 74

- Climate-Related Information Disclosure 76
- Corporate Governance 79
- Management Systems 84

- Value Chain Responsibilities 71
- Compliance 73
- Quality Assurance 74

- Information security
- Occupational health and safety
- Business Continuity Plan (BCP)
- Compliance
- Quality Assurance

- Promoting information security governance
- Promoting collaborative creativity by fostering a security ecosystem
- Relating a culture of safety, establishing an effective risk management system
- Workplace accident prevention and countermeasures
- Promoting information security governance
- Establishing a culture of safety, workplace accident prevention and countermeasures
- Rebuilding a culture of safety, worker protection
- 2021 Risk Management Strategy
- Building an effective risk management system

- Implementation of quality assurance activities for the promotion of organization and management, technology, and human resources in every process—i.e., planning and development to design, manufacturing, delivery, and maintenance.

- The Executive Sustainability Committee, the Sustainability Promotion Meeting, and the Eco-Management Meeting focus on understanding and responding to risks impacting society and the environment, including climate change and issues related to human rights.

- Understanding of risks and opportunities
- Major factors
- Operating environment
- Internal risks
- Changes to industrial structure
- External risks
- Technological innovation
- Portfolio
- Quality, compliance
- Project management
- Earning human resources, etc.

- Risk management aimed at strengthening business
- Investment Strategy Committee reviews investments and large-scale orders
- Quantitative understanding of risk assets and related initiatives
- Qualitative understanding of geopolitical risks and related initiatives

- Risk management aimed at ensuring sustainability
- The Executive Sustainability Committee, the Sustainability Promotion Meeting, and the Eco-Management Meeting focus on understanding and responding to risks impacting society and the environment, including climate change and issues related to human rights.

* Information security governance works in support of corporate governance by building and maintaining an organization's internal control mechanisms related to information security.
Understanding and responding to qualitative risk
In regard to qualitative risk, including geopolitical risk, we maintain a focus on the global political and economic situation by taking advantage of research from external organizations, and use this information to analyze the potential risks and opportunities for Hitachi so that we may take action to improve our corporate value. In addition, the Investment Strategy Committee examines investment projects and large orders, taking into account qualitative factors in addition to quantitative factors such as those listed below.
- Related technological innovations and competitive conditions
- Hitachi’s past performance in the business
- Trends and market conditions, including prices and costs
- Business performance from ordering parties and their transaction history with Hitachi, etc.
- Contractual rights and obligations (transaction terms, reasons and details for damages and penalties)
- Local laws and labor practices in countries in which the business operates

Understanding and responding to risks and opportunities related to sustainability
Social and environmental issues, including climate change, resource depletion, the curtailing of business activity due to significant disasters, and social instability due to growing inequality, are having a substantial impact on corporate value creation and business models.

Amid such a drastic change in the business environment, companies must have a clear understanding of opportunities and risks and take appropriate measures if they are to achieve sustainable growth over the long term.
Hitachi is able to gain a clear understanding of sustainability-related risks, and accordingly take appropriate action, thanks to the efforts of the Executive Sustainability Committee and other related committees.
We remain actively involved in promoting our own sustainable growth while contributing to the realization of a sustainable society by seeking out business opportunities contributing to the resolution of important domestic and overseas issues, including those relevant to the UN Sustainable Development Goals (SDGs) and Society 5.0.
https://www.hitachi.com/sustainability/

Risk factors
We conduct business on a global scale across a broad range of business areas and utilize sophisticated, specialized technologies to carry out our operations. Therefore, we are exposed to a wide range of risks related to our operations. The following risks are based on the assumptions we consider reasonable as of the date this report was issued.
For more information on business risks and other risks, please refer to our 150th Annual Securities Report 2019.
https://www.hitachi.com/IR-e/library/sec/information.html

The Flow of Quantitative Risk Assessment

<table>
<thead>
<tr>
<th>Management strategy</th>
<th>Reflected in</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive level</td>
<td></td>
</tr>
<tr>
<td>Periodic reporting</td>
<td></td>
</tr>
<tr>
<td>Group risk capacity</td>
<td></td>
</tr>
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</table>

Comparison with risk tolerance

Amount of risk in the group

Quantify using statistical methods

Financial and non-financial data from within the group and information from outside organizations

The Flow of Quantitative Risk Assessment

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Price fluctuations, including for products, exchange risks impact and excess inventories</td>
</tr>
<tr>
<td>Exchange rate impact and price fluctuations, including for raw materials and components</td>
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<tr>
<td>Impact from significant disasters on supply chain</td>
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Major Risks and Opportunities

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<th>Major risk factors</th>
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<tr>
<td>Fluctuations in product supply and demand, exchange rates and resource prices; insufficient raw materials, components</td>
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<td>Information security</td>
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Details on risks and opportunities

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<tr>
<th>Company actions</th>
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<tbody>
<tr>
<td>Building close relationships with suppliers</td>
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<tr>
<td>Ensuring an appropriate response to changes in demand in each region by planning a local production and local consumption model for products and services</td>
</tr>
<tr>
<td>Enhancing resistance to business interruption risks by formulating BC plans at domestic and major overseas facilities</td>
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<tr>
<td>Promoting innovation in Responsible Procurement</td>
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<tr>
<td>Promoting open innovation through industry-academia-government cooperation</td>
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<tr>
<td>Boosting the digital workforce</td>
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<td>Strengthening Lumada</td>
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<td>Fostering an innovation ecosystem through the above</td>
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<td>Accelerate Innovation</td>
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<tr>
<td>Strengthen Lumada</td>
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<tr>
<td>Securing the highly skilled global workers using a global common standard for personnel</td>
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<tr>
<td>Securing and training the highly skilled workers through in-house educational systems, including Hitachi Academy and Hitachi University, the group’s global common learning management system</td>
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<tr>
<td>Accelerate Innovation</td>
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<tr>
<td>Establishing a global occupational health and safety system that includes lessons learned from global operations, implementation of global norms, and the sharing of success stories</td>
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<tr>
<td>Occupational health and safety, worker health</td>
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<tr>
<td>Implementing peer-gain management in each business unit (BD), analysis and discussion of market trends, strategies, acquisition prices, and the post-merger integration processes at Investment Strategy Committee, Senior Executive Committee, Board of Directors, and Audit Committee</td>
</tr>
<tr>
<td>Independent Director Dialogue</td>
</tr>
<tr>
<td>Corporate Governance</td>
</tr>
<tr>
<td>Regularly updating our understanding of global political and economic trends, analyzing the impact on our business, and safely implementing countermeasures on a group-wide basis</td>
</tr>
<tr>
<td>Operating of personal information protection systems in line with Hitachi’s personal information protection policy</td>
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<tr>
<td>Identifying businesses subject to GDPR, assessing risk, implementing appropriate safety management measures in line with those risks, implementing worker training</td>
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<tr>
<td>Privacy Information Security</td>
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<tr>
<td>Implementing groupwide compliance programs and establishing the highest standard in the Order of Conduct</td>
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<tr>
<td>Strengthening measures to prevent bribery and violation of competition laws</td>
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<td>Compliance</td>
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<tr>
<td>Strengthening the quality assurance system</td>
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<tr>
<td>Activities aimed at preventing accidents</td>
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<td>Activities aimed at ensuring compliance with laws and regulations related to technology</td>
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<tr>
<td>Intensive risk assessment</td>
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<td>Implementing measures to handle product accidents</td>
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<td>Conducting quality and reliability-related training</td>
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<td>Quality Assurance</td>
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<td>Strengthening measures aimed at achieving the CO2 reduction targets in the Hitachi Environmental Innovation 2050</td>
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<tr>
<td>Enacting measures in line with an analysis of Hitachi’s risks and opportunities based on climate-related scenarios</td>
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<tr>
<td>Formulating BC plans to strengthen our ability to respond to business disruption risks</td>
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<tr>
<td>Responsibilities in the Value Chain</td>
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<tr>
<td>Environmental Vision and the Decarbonization Business</td>
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<td>Climate-Related Information Disclosure (based on TCFD recommendations)</td>
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<tr>
<td>Promoting cybersecurity strategies through risk management and value creation</td>
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<tr>
<td>Privacy Information Security</td>
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<tr>
<td>Story of Value Creation in the IT Sector</td>
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Promoting Information Security

Information Security Policies

Connectivity is increasing as internet of things (IoT) technology develops, giving rise to new value. At the same time, increasingly intricate cyberattacks that previously targeted IT systems are widening their target range to include IoT and operational technology (OT). Managing information security risks is one of the most critical issues for companies that aim to minimize the risk of business disruption caused by factors such as leaks of information or operational stoppages.

Under these conditions, Hitachi is expanding its Social Innovation Business while practicing information security governance from the standpoint that efforts aimed at strengthening cyber security measures are a key management issue in terms of both value creation and risk management.

Information Security Framework

Prevalently at Hitachi, Ltd., the CIO1, assumed responsibility for, and authority over, the implementation and application of information security and personal privacy protection measures. The CIO was also responsible for the formulation of information tactics in line with management strategies, as well as IT investment policy. However, we appointed a new CISO2 in October 2017 in an effort to strengthen and consolidate information security governance throughout the Hitachi Group. The CISO promotes information security for all of Hitachi's products and internal facilities. The CISO also serves as chairperson of the Information Security Committee, which determines policies and measures related to information security and informs all Hitachi Group business sites and companies. Subsequently, these policies and measures are implemented in the workplace by information security officers.

Information Security Management

Information Security Management

We have established Global Information Security Administration Rules that conform to the international ISO/IEC 27001 standard and are globally promoting an ongoing information security management system to strengthen our information security management. Previously, these relevant policies had been distributed from the parent company in Japan to Group companies worldwide. However, starting in fiscal 2019, we have begun to further augment our security globally by stationing information security experts in the Americas, Europe, Southeast Asia and China.

Security Monitoring

At Hitachi, the SOC1 monitors security 24/7, so cyberattacks can be detected and countermeasures initiated right away. The CSIRT* collects and develops security-related data and manages response to any security incidents.

*1 CISO: Chief Information Security Officer

Preventing Leaks of Confidential Information

Hitachi, Ltd., pays careful attention to the handling of confidential information to prevent leaks and other related incidents.

Specific measures aimed at preventing information leaks include PC encryption, access control and ID management through the establishment of an authentication infrastructure and the creation of multi-layered (entrance and exit) cyberattack defense measures.

We also review and investigate the information security status of suppliers based on our internal standards.

Protecting Personal Information

Hitachi, Ltd., has established a personal information protection management system based on its own Personal Information Protection Policy. Furthermore, Hitachi, Ltd. and 42 other Hitachi Group companies in Japan have received Privacy Mark accreditation and are working to safeguard personal information.

As shown by the EU's enforcement of the General Data Protection Regulation (GDPR) in May 2018, consumer privacy laws and regulations are evolving on a global basis. Hitachi's GDPR initiatives include identifying which operations are impacted by GDPR, evaluating risks, implementing safety management in response to these risks and providing relevant training to all employees.

Information Security Audits

Information security audits are independently carried out by the information security chief auditor, who is appointed by the president and CEO of Hitachi, Ltd. Hitachi Group companies in Japan conduct audits in the same way as Hitachi, Ltd., which reviews all results. For Hitachi Group companies outside Japan, we use a “common global self-check” approach. These audits and self-checks are conducted once per year at all departments and Group companies.

Information Security Education

Hitachi holds annual e-learning programs concerning information security and personal information protection for all directors, employees and temporary employees. We also offer varied educational courses on information security with different goals tailored to specific target audiences. In 2012, we began simulation training to educate employees about e-mail phishing and other targeted malicious cyberattacks.

Fostering a Security Ecosystem aimed at Raising Cyber Security Resilience

Fostering a Security Ecosystem as a New Security Strategy

Recently, cyberattack techniques are becoming more sophisticated than ever before. Cyberattacks are also increasing in number and their range of targets is steadily expanding. Hitachi has launched a new strategy for responding to these threats. This strategy involves the construction of a security ecosystem.

The word “ecosystem” describes a state in which plants, animals and the environments in which they live depend on each other to maintain and preserve their own ecosystems. As we applied this way of thinking to security, we came to the conclusion that mutual cooperation between departments, even if their operations do not appear to be related, with the common goal of conducting security activities will ultimately enable the maintenance and expansion of business activities throughout all of our organizations.

“Connection” [Tsu-Na-Ga-Ru] within the Security Ecosystem

1. Between Things

In Japan, Society 5.0*1 has been established as an ideal future society for which we should all aim. Once attained, this society will create new value and resolve social issues through a variety of connections. To make Society 5.0 and these connections a reality, our environment will become one in which things such as devices and systems connect with each other, as represented by the IoT.

In May 2017, Hitachi was infected by WannaCry ransomware.*2 This infection was the result of testing equipment that was not maintained with an “awareness regarding the necessity of security countermeasures” and had an impact on all Hitachi locations worldwide. Although we had already been applying security countermeasures to internal IT environments, this incident taught us about the additional need for security countermeasures in production and manufacturing areas that had previously been insular.

Under these conditions, Hitachi has launched comprehensive global cybersecurity countermeasures (formulated principles and guidelines specific to each environment, etc.) that will cover all types of environments as a wide range of things develop interconnectivity.

2. Between People and Organizations

Moving forward, all corporate business units must mutually cooperate to connect things that had previously been separate while also ensuring security. To support this goal, we are regulating adherence to countermeasures and are holding seminars and workshops targeting communication that transends organizational and positional barriers. These efforts help us promote activities that connect people and organizations by regaining awareness regarding individual roles and intensifying cooperation between employees working in the same environments.

3. Within Society

These connections will not be confined to Hitachi. We believe in the necessity of forming communities in which industry, academia and government working to promote cybersecurity transcend established frameworks to share important data, such as information regarding threats and issues faced when implementing countermeasures.

Accordingly, Hitachi has proactively launched activities aimed at relating society. Examples of these activities include companies and organizations applying the expertise they acquire from the aforementioned communities to their own security management cycles and further expansion of data sharing.

Aiming to Raise Security Resilience throughout Society

In pursuit of Society 5.0 and to raise cybersecurity resilience,*3 Hitachi will promote to foster a security ecosystem that encompasses society in its entirety, enabling people to live more safely and securely. We will construct this ecosystem through cooperation within the corporate world, as well as collaborations with industry, academia and government.

Foster a security ecosystem throughout society

Within companies and across industries

Foster a security ecosystem that encompasses all of society

Government

Academia

Aiming to raise cybersecurity resilience

Ministries and agencies, SAC and CISFT communities, etc.

Industry

Foster a security ecosystem in the context of society

Within and across communities in which industry, academia and government working to promote cybersecurity transcend established frameworks to share important data, such as information regarding threats and issues faced when implementing countermeasures.

*1 Society 5.0: According to the Cabinet Office website, Society 5.0 is a society centered on people that simultaneously resolves social issues through the high-level merging of cyber space (virtual space) with the real world (real space).

*2 WannaCry: A type of computer virus that spreads across computers by exploiting vulnerabilities in Windows operating systems. It extorts ransom from infected computer owners to exchange for their recovered files.

*3 Resilience: The ability of organizations to adapt to complex and changing environments (from JIS Q 22300, an industrial standard released by the Japanese Standards Association).

*4 Tsu-Na-Ga-Ru: One of the Three Great Principles of Kansei, or a word is a state or condition in which things or persons complement each other. "Tsu-Na-Ga-Ru" is a metaphor for the harmonious relationships among things, persons, or factors, and for the integration of various factors, which is also the spirit of "Society 5.0."
Creating safe and secure work environments

As a corporate group with a globally developing business, we must deal with the management issue of creating healthy, safe and secure work environments at each and every work site. Hitachi believes that its organizational culture, which prioritizes safety, is an important foundation for creating corporate value and is working to establish a global health and safety system.

Our Basic Policy and Promotion System

Ensuring the health and safety of all employees is the basic principle underpinning the Hitachi Group Health and Safety Policy, which is shared by all Hitachi Group companies around the world. Employees work together to create safe, secure work environments that aim to be accident-free.

In April 2019, aiming to become an organization whose employees spontaneously promote safety activities with the direct participation of management, Hitachi, Ltd. established a strategic Safety Management Division reporting directly to the president on matters of safety management. This division will hold an annual Safety Strategy Congress, attended by safety officers from each Group company and representatives from each division. The congress will set budgets and objectives for company-wide safety strategy and review the structural situation of the Hitachi Group’s safety management systems, making them an opportunity for top management to shape its own commitment to safety as the highest priority.

Furthermore, we hold a monthly “The Safety Strategy Promotion Council”, attended by safety department managers from each business unit and Group company. This meeting provides an opportunity for us to examine the promotional frameworks for safety activities and education in each division alongside standards to be shared across the Group.

Since 2012, the Hitachi Group Health and Safety Portal System has allowed every Hitachi Group company in Japan to track the occupational health and safety performance of the entire Hitachi Group. When a work-related accident occurs in Japan, depending on its level, the results of analysis on its causes and examples of countermeasures are registered in the system and shared with the entire Group as part of the knowledge base. Know-how gained in this way is used globally. By analyzing from many angles the detailed information about accidents gathered in the system, similar accidents can be prevented.

Initiatives for Preventing Workplace Accidents

Based on the policy above, to prevent workplace accidents among our roughly 300,000 Group employees worldwide, we set and apply our own safety standards to be observed at manufacturing sites around the globe, where the risks of workplace accidents are high, as well as advancing health and safety measures tailored to the operations of individual companies. In particular, since the establishment in April 2019 of the Safety Management Division, we have worked to improve our safety measures in terms of both policy, by examining and improving our risk assessment frameworks, and technology, by using IT and digital technology to prevent accidents.

We had already introduced the Hitachi Group Key Safety Management Designation System, which promotes the improvement of safety measures and reinforcement of safety activities at Hitachi Group companies and business sites that have experienced serious work-related accidents. Under the leadership of top executives, these companies and business sites take on both management-driven and bottom-up initiatives to formulate specific plans, and the progress of these plans is monitored by safety officers, who also lead initiatives to prevent recurrences.

Additionally, because the risk of accident is higher for workers not yet accustomed to their work or environment, employees and temporary workers receive individual health and safety training and on-the-job training before work begins, to help prevent accidents by ensuring that they understand work procedures and dangers. At the same time, on occasions of business restructuring, we share the details of the health and safety management frameworks and initiatives of the organizations to be merged in advance, and, paying all due respect for the safety cultures on both sides, ensure that safety is always preserved during the execution of a smooth business launch.

In Japan, a health and safety commission—composed of business owners, labor union officials, and employees—is convened at each business site every month to discuss and share information related to such issues as workplace accident cause analysis and countermeasures and health and safety activities in light of the situation regarding employees who have taken sick leave.

This initiative allowed us to achieve zero fatal workplace accidents worldwide in 2018, but we have not yet eliminated accidents altogether. Taking an honest view of our present situation, we are continuously striving to improve our safety management system, making use of external consultants to bring in objective, third-party perspectives, improving our ability to determine the cause of accidents, and reviewing our risk assessments.

Hitachi Group’s Global Safety Figures (Occurrence rate)

<table>
<thead>
<tr>
<th>Country/Region</th>
<th>Occurrence Rate</th>
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<tbody>
<tr>
<td>Japan</td>
<td>1.64</td>
</tr>
<tr>
<td>North America</td>
<td>27.97</td>
</tr>
<tr>
<td>Europe</td>
<td>13.70</td>
</tr>
<tr>
<td>Asia-Pacifict</td>
<td>0.59</td>
</tr>
<tr>
<td>Total</td>
<td>11.64</td>
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* Occurrence rate is the occurrence rate per 1,000 directly or indirectly employed employees per day or work from loss of one day or more.

Achieving a sustainable value chain

Hitachi is deeply engaged in the social infrastructure business as its value chain expands on a global scale. Given these circumstances, we acknowledge our responsibility to ensure that the risks we face do not have a heavy impact on society. The global expansion of our value chain means that we must directly contend with diverse work environments, business customs and practices in a variety of countries and regions. Accordingly, we must conduct business in a manner that shows respect for the human rights of all people involved. Furthermore, we are keenly aware that new challenges arise for Business Continuity Plan (BCP) initiatives covering our entire supply chain and CSR procurement policies that involve considering social and environmental factors when selecting suppliers.

Hitachi places great importance on ensuring a stable supply of products and services and is working to enhance its BCPs. We recognize that human rights represent an important management issue and work to ensure respect for the human rights of all of our stakeholders, including employees and individuals throughout our supply chain, in all countries and regions in which we conduct business. At the same time, we are quickly implementing and promoting detailed CSR production policies at all Group companies as a company that procures products and services from suppliers and partners in a variety of countries and regions around the globe.

Principles and Promotion Systems Underlying Our Procurement BCPs

Hitachi is formulating and maintaining procurement BCPs aimed at minimizing the impact of workplace accidents in procurement divisions at its business units (BU) and key Group companies. These BCPs involve drastically reducing procurement and maintenance risks by (1) standardizing and thoroughly utilizing generic parts, (2) cultivating multiple suppliers, (3) distributing production across multiple locations, (4) budgeting inventory strategically, (5) considering substitute products.

Hitachi also pushes for further improvement through desktop exercises aimed at confirming the effectiveness of its procurement BCPs. These activities involve group-based discussions and exercises related to the appropriate response to hypothetical seismic disasters.

In fiscal 2018, all major Group business sites with production lines (approximately 210 sites in total) took steps to maintain and strengthen the procurement BCPs they had created by the previous fiscal year, thereby contributing to the continuation of Hitachi’s global operations.

Principles and Promotion Systems Underlying Our CSR Procurement

In accordance with the principles of the UN Global Compact, we have established the Hitachi Guidelines for Procurement Activities as our fundamental procurement policy and are implementing them throughout the Group. These guidelines include activities aimed at eliminating both employment and career discrimination, rejecting child and forced labor and protecting the environment. Additionally, we have distributed the Hitachi Group CSR Procurement Guidelines to about 30,000 suppliers utilized by our business units and Group companies in an effort to ensure thorough understanding and have received written notifications of understanding from these suppliers. Moreover, we ask primary suppliers to confirm that secondary suppliers are also complying with these guidelines. In terms of the environment, we are working with suppliers to promote green procurement and have established a set of Green Procurement Guidelines that represent a concentrated effort to increase procurement of parts and materials with low environmental impacts. These guidelines consist of our basic philosophies concerning the procurement of environmentally friendly parts and products and the conditions that we demand from our suppliers.

Implementation of CSR monitoring (self-checks)

To monitor how well Hitachi’s CSR supply chain management philosophy has been adopted by our suppliers, since fiscal 2007 we have asked key suppliers to conduct CSR Monitoring (self-checks) using the JETI Supply Chain CSR Deployment Guideline and detailed checklists. After collecting and analyzing the results, we provide feedback for the business operations related to the suppliers and then work with those involved to resolve supplier-related issues. In fiscal 2018, we asked 345 suppliers inside and outside Japan to conduct CSR Monitoring and received survey replies from them.

Value Chain Responsibilities
Implementation of CSR audits
Since July 2012, Hitachi has been conducting CSR audits of its own suppliers and suppliers doing business with Group companies. These audits are conducted on-site at these suppliers’ manufacturing bases, which are located in China and elsewhere in the Asian region.
In fiscal 2018, with support from Intertek Group plc, we performed Intertek Certification CSR audits on 24 suppliers in China and the rest of Asia. The audits uncovered no serious violations but did unearth some details that were in need of correction. After requiring the relevant suppliers to submit improvement plans, Hitachi and its Group companies have continued to follow up with these suppliers and provide advice.

Initiatives in response to risks involving child and forced labor
In the Hitachi Group Codes of Conduct, we have made it clear that we do not tolerate child or forced labor in either our own business activities or anywhere in our supply chain. Furthermore, we have expressly prohibited child and forced labor through our CSR procurement guidelines for suppliers and are working to ensure thorough awareness throughout our supply chain.
In fiscal 2018, we collaborated with Venté Southeast Asia (VSEA), an international NGO, to evaluate risks related to forced labor at Hitachi Group suppliers using our supplier checklist, which we revised in fiscal 2017 based on the contents of the Responsible Business Alliance (RBA; formerly EICC) Code of Conduct. This evaluation targeted approximately 100 suppliers in 7 Southeast Asian countries (Indonesia, Malaysia, Myanmar, the Philippines, Singapore, Thailand and Vietnam).

Due diligence in our procurement divisions
Basic policy
Hitachi formulated the Hitachi Group Human Rights Policy in May 2013 based on its belief that respecting human rights is both essential to its business activities and its responsibility as a global company. This policy is based on the understanding that human rights recorded in the International Bill of Rights and the International Labour Organization’s (ILO) “Declaration on Fundamental Principles and Rights at Work” represent the bare minimum standard for human rights in the world. Within this policy, we have included clear stipulations that require the development of methods for performing human rights due diligence (HRDD) and appropriate employee training based on the UN’s Guiding Principles on Business and Human Rights, as well as compliance with laws and ordinances in various countries and regions, as long as they do not contradict internationally recognized governing human rights.

Hitachi Group Codes of Conduct
https://www.hitachi.com/corporate/about/conduct/index.html
Hitachi Group Human Rights Policy

In fiscal 2015, we began implementing human rights due diligence (HRDD) in procurement divisions throughout the Hitachi Group based on the Hitachi Group Human Rights Policy, and, in fiscal 2017, we reflected the results of this move in revisions we made to our CSR procurement guidelines for suppliers. At the same time, we made relevant issues more concrete and understandable for suppliers by providing them with CSR Monitoring (self-check) checklists.
Moving forward, we will continue to work with outside experts while working to help suppliers understand what procurement divisions within the Hitachi Group expect from them and supporting these efforts with essential capacity-building initiatives.

Response to the conflict minerals issue
Hitachi formulated the Hitachi Group Conflict Minerals Procurement Policy in September 2013. Based on this policy, we produced requests to our suppliers and posted them on our website, making the approach of our initiatives clear.
Also in accordance with this policy, we investigate the usage of conflict minerals at each business unit and Group company and make related reports in response to customer demand.

Hitachi Group Conflict Minerals Procurement Policy:
https://www.hitachi.co.jp/corporation/csr/index.html

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Strengthening our global compliance framework
To implement the HGCP, we have appointed a senior executive as the head of risk management for the entire Hitachi Group, to supervise management of risk management executives from business units and key Group companies. Under this system, policies and measures are shared through the Compliance Management Conference, composed of these risk management executives. Each executive is assisted by a compliance manager who implements practical support measures.
We also support Group companies outside Japan and have appointed compliance heads in 11 regions, responsible for implementing education and sharing information as well as arranging consultation services with outside attorneys.
Issues in the promotion of compliance measures are clarified through individual dialogue with business units and key Group companies, while the internal audit section regularly conducts Group-wide reviews to verify that each area of compliance is being appropriately operated. In cases where these reviews identify necessary improvements, corrective measures are swiftly implemented.

Compliance reporting system
Hitachi, Ltd. has instituted a Compliance Reporting System allowing reports to be made to the compliance section or directly to external lawyers to prevent illegal and unethical behavior, to promptly address inaccurations, and to enhance our ability to self-regulate. This system can be used not only by employees within the Hitachi Group but also by temporary staff and business partners, such as suppliers and distributors. In fiscal 2018, we received 462 reports from all Group companies in Japan and around the world. In addition, we have implemented the Channel to the Board of Directors system to allow all Hitachi, Ltd. employees to directly report problems anonymously or under their real names to Hitachi directors in cases where they see any illegality or extreme inappropriateness in business conduct by division heads, executive officers, or other management personnel.

Response to technical intern training program issues
In 2018, the Organization for Technical Intern Training conducted on-site inspections at Hitachi, Ltd. and 10 Group companies. These inspections identified violations of the Act on Proper Technical Intern Training and Protection of Technical Intern Trainees, and the relevant companies were provided with recommendations for improvement regarding intern training. Additionally, in September 2019, Hitachi, Ltd. received an order for improvement from Immigration Services Agency of Japan and Ministry of Health, Labour and Welfare, regarding the construction of its systems for carrying out proper technical intern training according to authorized plans. Companies that received recommendations or orders for improvement have already taken corrective measures. We have taken strict measures to ensure that no further violations will take place throughout the entire Group, such as constructing Group-wide policies, guidelines, and check systems for technical intern training, and we continue to strive to carry out appropriate technical intern training in accordance with relevant laws and the aims of the Technical Intern Training Program.
Quality Assurance Initiatives

Hitachi maintains its founding values of harmony, sincerity and a pioneering spirit while thoroughly embracing an approach of sticking to fundamentals, adhering to principles and prioritizing virtue over self-interest. Hitachi is developing human resources capable of securing its unique quality on a global scale as local production expands in the Asian region. In China and Thailand, where many of our manufacturing sites are concentrated, we organize educational seminars aimed at improving our quality management technology. We also conduct specialized technical training at the quality assurance training centers that are located within each of our business units with the goal of improving manufacturing, quality assurance and maintenance technologies.

Global quality assurance personnel training in Asia

Hitachi is developing human resources capable of securing its unique quality on a global scale as local production expands in the Asian region. In China and Thailand, where many of our manufacturing sites are concentrated, we hold Quality Assurance Officer Council meetings and offer a variety of educational courses as we work to raise awareness regarding the unique quality of Hitachi and share information concerning best practices.

Bribery prevention policy

Currently, preventing business corruption is a major challenge for companies throughout the world. In 2008, Hitachi established rules against bribery and corruption within the Hitachi Global Compliance Program, along with guidelines delineating specific thresholds for entertainment, gifts and other arrangements, and has worked to enforce these rules and guidelines. In 2016, we introduced a revised policy to explicitly forbid any facilitation payments, which had previously been governed by vague policies, and to clarify due diligence procedures for business partners.

Preventing violations of fair competition laws

Hitachi engages in business based on principles of conformance with the law and ethics and fair and open competition. Accordingly, we have established rules concerning competition law, as well as related business standards and guidelines, within the Hitachi Global Compliance Program and are working to ensure thorough enforcement and compliance. In 2017, we created overseas standards related to competition law that had centered on Japan and are currently working to inform all concerned parties regarding points that require attention when implementing these standards. In 2018, we aimed to raise employee awareness concerning competition law by adding related case examples in Japanese, English and Chinese to our worksite discussion casebook, which we have provided to Group companies since 2012.

Hitachi recognizes that eradicating competition law violations is vital to restoring trust and will continue conduct initiatives aimed at preventing recurrence moving forward.

Tax compliance initiatives

In response to globalization, Hitachi is ensuring thorough tax risk management by establishing Group-wide tax regulations and transfer price management rules. Furthermore, we have implemented transfer price management based on the OECD’s transfer pricing guidelines and transfer pricing regulations in the respective countries and regions of our Group companies.

Legal violations

In fiscal 2018, Hitachi recorded no violations or penalties related to bribery or competition laws.

Thorough implementation of quality assurance

Through the Hitachi Group Codes of Conduct, we have established the importance of ensuring that customers can safely and securely use our products and services by meeting the specifications and quality standards that they demand, a value that is also cherished by our employees. To implement this philosophy of “quality and reliability first,” Hitachi is working from the standpoint of organization, management, technology and human resources to strengthen quality assurance in every process, from planning and development to design, manufacturing, delivery and maintenance.

Quality Assurance

When a product accident occurs, the division responsible acts prioritizing customer safety and security. In fiscal 2018, we worked to strengthen this system by making quality assurance divisions independent from business divisions at Group companies and business units; enhancing reporting lines to our headquarters; and establishing a framework through which both business units and Group companies can closely share information. Furthermore, we endeavored to enhance our overall governance by increasing the authority of our corporate quality assurance headquarters.

Accident prevention activities

Hitachi is going beyond preventing accident recurrence by further prioritizing accident prevention activities, which it believes are the primary duty related to quality assurance. Keeping a close eye on changing business activities, we are anticipating issues concerning quality and promoting quality assurance activities.

As a part of these activities, we are horizontally expanding our product systems division (embedded software development division) to enable us to use the solutions department’s software development abilities and expertise regarding reliability enhancement to help prevent accidents. In addition, we are building and strengthening mechanisms through which we can share quality assurance activities and current issues related to our service businesses, which are expanding in scale.

Furthermore, we are promoting the digitalization of test and inspection data and working to construct processes for acquiring, assessing and reporting on this data that do not require human involvement.

Compliance with technical laws and ordinances

Hitachi works to inform all of its members concerning trends related to product safety regulations in each of the countries and regions in which it does business, as well as other pertinent information, including revisions to these regulations and their effective dates of enforcement. Furthermore, we have created Technical Law-Based Quality System Evaluation Guidelines, which include two themes: the clarification of laws and regulations related to each of our products (product and law map) and the continuous improvement of activities and processes related to legal compliance through a compliant product management system. We are currently sharing these guidelines throughout the entire Hitachi Group.

Handling product assessments

When a product accident occurs, the division responsible acts swiftly to resolve the problem and fulfill customer expectations. When faced with particularly serious accidents, we make reports to the proper government agencies in accordance with related laws and ordinances and disclose pertinent information to customers through our website. At the same time, we promptly inform our management concerning the conditions surrounding the accident and work together as a unified Hitachi Group to work out swift and appropriate response measures.

When we have determined that retroactive measures related to products are in order, we inform the public through media such as newspaper advertisements and our website and adopt appropriate measures, including product repair and exchange.

Quality and reliability training

Hitachi provides field-specific technical courses that are broken down by level (practical application, fundamentals, etc.), primarily to its engineers who are involved in manufacturing. We also conduct specialized technical training at the quality assurance training centers that are located within each of our business units with the goal of improving manufacturing, quality assurance and maintenance technologies.

Global quality assurance personnel training in Asia

Hitachi is developing human resources capable of securing its unique quality on a global scale as local production expands in the Asian region. In China and Thailand, where many of our manufacturing sites are concentrated, we organize educational seminars aimed at improving our quality management technology. We also conduct specialized technical training at the quality assurance training centers that are located within each of our business units with the goal of improving manufacturing, quality assurance and maintenance technologies.

A Business Foundation that Supports Sustainable Growth
Climate-Related Information Disclosure (based on TCFD recommendations)

In June 2018, Hitachi announced its endorsement of the Task Force on Climate-related Financial Disclosures (TCFD). The TCFD, established by the Financial Stability Board (FSB), published its final report on information disclosure in June 2017 noting that investors needed more clarity in corporate disclosures on climate-related risks and opportunities and governance measures. The following contains key climate-related information in line with the TCFD’s recommendations.

**Goverance**

Hitachi sees climate change and other environmental issues as important management issues. In September 2016, after discussions at the Board of Directors, we established and announced long-term environmental targets called Hitachi Environmental Innovation 2050 containing CO₂ reduction targets for 2030 and 2050 that are in line with our Environmental Vision defining the goals of environmental management from a broader perspective. In April 2017, we established the Executive Sustainability Committee, chaired by the president and CEO and staffed by other top executives, as the highest-ranking body to discuss and reach decisions on the Group’s sustainability strategy in accordance with our management and business strategies. Members meet twice a year to discuss material environmental-related policies and measures, including those in response to climate change, to share progress reports and achievements, and to set the course for further improvements and new initiatives.

We have adopted a committee system to separate the responsibilities for management oversight from the execution of business operations. Under this system, the Audit Committee of independent directors conducts an audit of sustainability-related operations once a year. Reports on climate-related material issues are made to the committee by Hitachi executive officers.

**Strategy**

Wishing to fulfill our responsibilities as a global company in achieving a low-carbon society and taking note of the total CO₂ reductions required globally, we have set in our long-term environmental targets called Hitachi Environmental Innovation 2050 CO₂ reduction targets for the entire value chain of 50% by fiscal 2030 and 80% by fiscal 2050, compared to fiscal 2010.

Our 2021 Mid-term Management Plan, meanwhile, calls for reducing CO₂ emissions throughout the value chain by more than 20% by fiscal 2021, compared to fiscal 2010.

**Climate-Related Risks and Opportunities**

As for climate-related risks, we have followed TCFD classification in considering (1) risks related to the transition to a low-carbon economy in the 2°C scenario and (2) risks related to the physical impacts of climate change in the 4°C scenario, which assumes that efforts to reduce global CO₂ emissions have failed. Risks are categorized into short term (over the next three years from fiscal 2019 to 2021), medium term (through fiscal 2030), and long term (through fiscal 2050), according to when the risks may materialize.

**Strategies for 2°C/4°C Scenarios Based on TCFD Recommendations (abridged)**

<table>
<thead>
<tr>
<th>Target businesses</th>
<th>Railway systems</th>
<th>Automotive systems</th>
<th>Water systems</th>
<th>Power generation and power grid</th>
<th>IT systems</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(1) Risks related to the transition to a low-carbon economy (mainly 2°C scenario)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Category</td>
<td>Major risks</td>
<td>Time-span</td>
<td>Main initiatives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
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<td>---</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policy and legal</td>
<td>Increased business risks from the introduction of carbon taxes, fuel energy consumption taxes, emissions trading systems, and other measures</td>
<td>Short to long term</td>
<td>Avoid or mitigate increases in business costs, such as from carbon taxes, by further improving energy efficiency and transport efficiency and promoting the use of non- or low-carbon energy sources</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technology</td>
<td>Loss of sales opportunities due to delays in technology development for products and services</td>
<td>Medium to long term</td>
<td>Contribute to reducing CO₂ emissions by developing and marketing innovative products and services that lead to the achievement of long-term environmental targets and expanding the diversification of business</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Acute and chronic**

**Climate-related risks to business continuity, including increased severity of typhoons, floods, and droughts (acute risk) as well as rising sea level and chronic heat waves (chronic risk)**

Take into account the possibility of flood damage when deciding on the location or equipment layout of a new plant. Measures tailored to the water risks of each manufacturing site will be planned in the future based on the results of a water risk assessment now being conducted.

CO₂ emissions during the use of our products and services by our customers account for 95% of total emissions in our value chain. This represents a business opportunity for us in the short, medium, and long-term, since developing and providing products and services that emit zero or very little CO₂ during their use can satisfy customer needs and also help address social issues.

**Climate-related opportunities**

Expand the decarbonization business, develop and market products and services that contribute to the mitigation and adaptation of climate change

We are examining the impact of the 2°C and 4°C scenarios for five businesses that have a relatively high likelihood of being affected by climate change.

Our Social Innovation Business contributes to improving people’s quality of life and enhancing the value of our business customers. Utilizing our strengths in OT and IT as well as in energy technologies, we seek to help users of our products and services to reduce their CO₂ emissions. Because we pay close attention to market trends and develop our business flexibly and strategically, we believe we have high climate resilience in the medium to long term under either the 2°C or 4°C scenario.

**Risk Management**

The Hitachi Group is engaged in many different businesses, with each having its own set of risks and opportunities. The impact of those pertaining to climate change is evaluated for each business unit and Group company in accordance with the Environmental Action Plan, updated every three years. The results are tabulated by the Sustainability Promotion Division of Hitachi, Ltd., and their importance is checked at Sustainability Promotion Meetings. Those risks and opportunities perceived as being particularly important for the Group as a whole are deliberated by the Executive Sustainability Committee, chaired by the president and CEO of Hitachi, Ltd.

**Metrics and Targets**

Our environmental activities are managed through the Environmental Action Plan, for which the indicators and targets are updated every three years, including those to measure and manage climate-related risks and opportunities.

The 2021 Mid-term Management Plan cites a reduction target of at least 20% for CO₂ emissions across our value chain by fiscal 2021 compared to fiscal 2010. To achieve this goal, targets for each business unit and Group company were established in line with the 2021 Environmental Action Plan, and progress is being monitored on a Group wide basis. Total greenhouse gas emissions (Scope 1, Scope 2, and Scope 3) across the value chain are calculated based on GHG Protocol standards and have been published in the Hitachi Sustainability Report since fiscal 2013.

Total CO₂ emissions can fluctuate greatly due to the restructuring of our operations, but given the nature of our business, some 90% of our emissions come from the use of sold products in Scope 3. Among our products and services featuring equivalent value, therefore, we give priority to providing customers and society with those that emit less CO₂. At the same time, we will seek to further reduce CO₂ emissions during production.

**This section on “Climate-Related Information Disclosure” is based on TCFD recommendations.” has been abridged due to space considerations. For a full discussion of our initiatives, refer to the Hitachi Sustainability Report 2019.**

Corporate Governance

Hitachi is a company with nominating committee, etc. under the Companies Act of Japan. In June 2003, we changed our organizational design, separating the oversight of management from execution of management. By democratising responsibilities for management oversight and those for the execution of business operations, Hitachi is working to create a framework for nimble operations, while making management highly transparent.

In June 2012, we ensured that 7 of the 13 members of our Board of Directors were independent directors*, and that some of these independent directors were non-Japanese. These changes will help us to establish management that reflects diverse global perspectives and strengthen our supervisory functions.

Starting in June 2015, Corporate Governance Code of Japan (the “Code”) was applied to companies listed on Japanese stock exchanges. In 2012, Hitachi formulated and published Corporate Governance Guidelines as a set of enhancing principles and as a framework for corporate governance that includes criteria for determining the roles and composition of the Board of Directors, director appropriateness and the independence of independent directors.

Hitachi agrees with the basic approach of the Code, which is that the Code’s appropriate implementation will contribute to the development and success of companies, investors and the Japanese economy as a whole through individual companies’ self-motivated actions, so as to achieve sustainable growth and increase corporate value over the medium- to long-term. Moving forward, Hitachi will work to further strengthen corporate governance.

* The “Independent Directors” are the directors who fulfill the qualification requirements to be outside directors as provided for under the Companies Act of Japan and also meet the independence criteria defined by the Company.

History of Hitachi’s corporate governance reform

Implementation of All of the Principles of the Corporate Governance Code

We are implementing all of the principles of the Corporate Governance Code.

Analysis and Evaluation of the Effectiveness of the Board of Directors

The Company evaluates the effectiveness of its Board of Directors as a whole each year, in a continuous effort to maintain and improve its functions.

Fiscal 2018 Evaluation Process

1. Questionnaire-based self-assessment for each director (February-March 2018)

2. Discussions held by independent directors (March 2018)

3. Discussion and review within the Board of Directors (May 2018)

Evaluation Results and Future Initiatives

Overal Evaluation in Fiscal 2018

Fiscal 2018 evaluations determined that membership in our Board of Directors was sufficiently diverse. They also indicated the Board of Directors’ overall effectiveness was satisfactory due in part to its active discussions aimed at medium- to long-term growth in corporate value. Each director was found to have contributed his or her own knowledge to these discussions, which were primarily focused on points related to management strategy, including the Mid-term Management Plan.

Future Initiatives

- Maintenance and improvement of Board of Director functions
- Enhancement of support to operation of the Board of Director

Corporate Governance Framework

- General Meeting of Shareholders
- Appointment
- Report
- Executive Officers
- President & CEO
- Audit Committee
- Nominating Committee
- Compensation Committee
- Internal Auditing Office
- Executive Officer/Vice Presidents and Executive Officers
- Accounting Auditors
Corporate Governance

Board of Directors

Summary

- Independent directors comprise 8 of the 11 Board members.
- Each of the Nominating, Audit, and Compensation Committees has been established with independent directors in the majority.
- Independent directors have extensive experience and insight in international business management and administration serve to strengthen the Board’s supervisory function.

The Board of Directors approves basic management policy for Hitachi Group and supervises the execution of duties of executive officers and directors in order to sustainably enhance corporate value and shareholders’ common interests. The basic management policy includes the Mid-term Management Plan and annual budget compilation. The Board of Directors focuses on strategic issues related to the basic management policy as well as other items to be resolved that are provided in laws, regulations, the Articles of Incorporation, and Board of Directors Regulations. The Board of Directors was made up of 11 directors, 9 of whom are independent directors, including non-Japanese, account for the majority, reflecting their global and diverse viewpoints. The term of office for directors is 1 year.

The Audit Committee consists of 5 directors, 3 of whom are independent directors. The Nominating Committee consists of 5 directors, including 4 independent directors and 1 standing Audit Committee member. The Audit Committee meetings were held on 17 days during the fiscal year ended March 31, 2019.

(3) Compensation Committee

The Compensation Committee has the authority to determine remuneration policies for directors and executive officers and remuneration for individuals (including amounts of remuneration) based on them. The Compensation Committee consists of 4 directors, 3 of whom are independent directors. The Compensation Committee meetings were held on 8 days during the fiscal year ended March 31, 2019.

The Board of Directors continuously supervises succession planning for the CEO. The CEO is appointed or dismissed in line with the proposal of the Nominating Committee in consideration of the matters: 1) that the candidate has the highest personal and professional ethics, integrity, insight, and leadership, and 2) that the candidate is believed to be the one most qualified to realize sustainable enhancement of the Company’s corporate value and shareholders’ common interests, with rich experience and a distinguished record in the area of corporate management.

Furthermore, Hitachi formulated and published Corporate Governance Guidelines outlining the framework of corporate governance, such as the function and composition of the Board of Directors, qualifications for directors, criteria for assessing the independence of independent directors, and rules on those serving concurrently as officers at other companies.


Attendance at meetings of the Board of Directors by independent directors in the fiscal year ended March 31, 2019

<table>
<thead>
<tr>
<th>Name</th>
<th>Board of Directors</th>
<th>Nominating Committee</th>
<th>Audit Committee</th>
<th>Compensation Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Katsuki Ikana</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Chiharu Oda</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Jurgen Harten</td>
<td>100%</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>George Buckley</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Christopher Smith</td>
<td>100%</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hiroaki Yoshihara</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Senior Executive Committee

The Senior Executive Committee is a council that ensures the President deliberately decides on important managerial matters, which may affect the business of Hitachi or the Hitachi Group, through discussion from diverse viewpoints. This committee consists of 12 members as of the end of June, 2019: the President & CEO, 6 Executive Vice President and Executive Officers, 4 Senior Vice President and Executive Officers, and 1 Vice President and Executive Officer.

Director and Executive Officer Compensation

Basic Policy

- Compensation shall be such that it enables the Company to attract necessary personnel to achieve an improvement in corporate value through global business growth.
- Compensation shall be commensurate with roles and responsibilities of each Director and Executive Officer.
- Compensation for Directors shall be such that it enables them to exercise functions of supervision of management effectively.
- Compensation for Executive Officers shall be such that it enables them to contribute to established improvement in corporate value through the execution of business and employs an appropriate balance between short-term performance and medium- and long-term performance.
- The level of compensation shall be determined taking into account compensation levels at other companies as well as economic and market trends.
- The Compensation Committee utilizes external experts to gain outside insight and advice where necessary, for considering the details and amounts of compensation.

Compensation Structure (1) Directors

Compensation for Directors is basic remuneration as fixed pay. The amount of basic remuneration is decided by adjusting a basic amount to reflect full-time or part-time status, committee membership and position, and travel from place of residence, etc. A Director concurrently serving as an Executive Officer is not paid compensation as a Director.

(2) Executive Officers

Compensation for Executive Officers consists of basic remuneration as fixed pay, and short-term incentive compensation and medium- and long-term incentive compensation as variable pay. The basic amount of each type of compensations is set based on the ratio of 1:1:1 as the standard from compensation for the fiscal 2019, taking into account the composition of executive compensation for major global companies, in order to improve corporate value through the growth of global businesses. The higher position of Executive Officers holds, the higher proportion of variable pay is set to the total annual compensation.

If it is found that an executive officer has been engaged in misconduct during his/her term of office, compensation for Executive Officers that has been already paid shall be returned to the Company (clawback provision).


Compensation to Executive Officers (FY2019)

<table>
<thead>
<tr>
<th>Name</th>
<th>Fixed pay</th>
<th>Total remuneration</th>
<th>Variable pay</th>
<th>Individual target-linked component</th>
<th>Performance-linked component</th>
<th>Division performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Officers</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Set according to the relevant position by adjusting that amount to reflect financial results and individual performance.

Executive Officers

Executive officers decide on matters delegated to them by the Board of Directors and execute Hitachi’s business affairs within the scope of assignments determined by the Board of Directors. As of the end of June, 2019, Hitachi has 39 executive officers.

Compensation to Executive Officers (FY2019)

<table>
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Executive Officers

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Internal control over financial reporting

To ensure the reliability of its consolidated financial reporting, the Hitachi Group is establishing and implementing relevant internal controls. We evaluate their effectiveness by adhering to standards for the evaluation of internal controls related to financial reporting that are generally adopted as fair and reasonable. Furthermore, we have established the J-SOX Committee with the goal of raising the effectiveness of these internal controls. This committee evaluates internal control effectiveness and establishes frameworks designed to improve and strengthen them.

Enhanced collaboration through tripartite audits

In pursuit of sustainable growth in corporate value, Hitachi’s Audit Committee and internal audit section collaborate with third-party accounting auditors to strengthen its “tripartite auditing,” which aims to increase the effectiveness of internal controls. Our Audit Committee takes the lead in this regard, as the three parties communicate closely to share risk information and assessments concerning risk response while securing transparency and ensuring appropriate checks and balances.

Internal Control Assessment Framework

Audit by the Audit Committee based on the risk approach

- Assessment of content of audit
- Sharing of information and assessment of responses to risk
- Accounting Auditors
- Periodic internal audit by office and base
- Accounting audit centered on accuracy and reliability of financial statements
- Audit Committee
- Report status of internal audit
- Report status of financial audit
- Assess content of audit
- Extract problems based on results of internal audits and assess significance of risk of improper accounting
- Audit by the Audit Committee
- Based on a risk approach
- Support from the internal audit section
- Accounting Auditors due to their professionalism and independence
- Accountability and adaptability in terms of quality and quantity
- Better audits of business units and major group companies
- Effective and efficient understanding of data related to Hitachi’s finance department and each of its business segments
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Building a More Effective and Efficient Auditing System

Our Audit Committee formulates audit plans in accordance with its risk-based approaches and conducts audits for each consolidated business unit. Audit Committee members meet directly with business unit heads before the internal audit section’s audits are carried out. Then, these members inform the internal audit section about concerns and issues related to the implementation of business strategies aimed at achieving sustainable growth that require attention. At this time, Hitachi also verifies matters that carry high levels of risk in terms of quality, measuring these risks through employee awareness surveys and thorough implementation of business strategies. Hitachi’s internal audit section performs regular internal audits at each business site and location. This section reports directly to the CEO and is independent from organizations that are subject to its audits. The internal audit section also formulates audit plans based on past audit records and the most recent business circumstances. Additionally, this section performs audits upon receiving direction from the Audit Committee, ensuring their effectiveness.

The internal audit section at Hitachi is responsible for confirming the legality and appropriateness of all business operations, including those related to accounting, production management, sales, purchasing, IT systems, compliance and personnel labor. Furthermore, employees are well-versed in the ideas and policies of our management and, acting on behalf of our management team, confirm whether operations are being carried out based on these ideas and policies and if business strategies are being implemented in a way that will efficiently lead to sustainable growth.

To further raise audit effectiveness, we implemented a “executive auditor” system in each of our 5 growth sectors (IT, Energy, Industry, Mobility, Smart Life) in April 2019. We also established internal control systems which are headed by executive auditors who report to the vice presidents who manage each sector. Although these executive auditors do not act as legal agents under the Companies Act, they still assume responsibility for governance in each sector. They also function as a reporting line for statutory auditors at Hitachi subsidiaries who are legal agents under the Companies Act and are working to improve the efficiency of our internal control systems.

When conducting business audits, we use IT systems to expediently search for reference information contained within materials submitted prior to audit in an attempt to improve efficiency. We are currently building a system that will allow our internal audit section to share information with professional accounting auditors using the Lumada platform’s data lake and expect it to be complete sometime in fiscal 2020. When reading audit reports submitted by the internal audit section, our CEO must be able to quickly understand the issues identified by these reports and make prompt judgments concerning whether immediate action is required. In the future, our internal audit section will continue to maintain its transparency and independence while working to improve audit efficiency as one member of our tripartite audit system.

Our accounting auditors perform audits that focus on the accuracy and reliability of our financial statements. First, they adopt a risk-based approach in response to the Group’s overall financial status. Applying this approach, they then determine the scope and methods of the audit, formulate an audit plan and share opinions with the Audit Committee.

Next, based on the audit plan, they perform audits on each of the 5 growth sectors and the business units that comprise them, enabling effective and efficient understanding of data related to Hitachi’s finance department and each of its business segments. If, during the auditing process, our accounting auditors discover a degree of risk that could impact future financial statements significantly or issues that, even if monetarily small, could have a large qualitative effect, they share related information regarding these risks and issues and progress on response from related divisions with the Audit Committee and internal audit section. They also work to improve and raise the effectiveness of audits by submitting “management letters” containing points of concern and improvement suggestions through the accounting department. Recently, they have also been working to raise the efficiency of checks on the accuracy of numerical figures by using IT systems to investigate all matters that carry high levels of risk in terms of quality and quantity.

Dialogue with Shareholders and Investors

Hitachi, Ltd., believes in the importance of dialogue with a wide range of stakeholders, including institutional investors and analysts, and conducts extensive IR activities.

In fiscal 2018, we held quarterly results briefing sessions and a briefing on the progress of our 2018 Mid-term Management Plan. In addition, we held the Hitachi IR Day for the ninth consecutive year. At this R&D event, the people in charge of individual businesses explained principal business strategies and management measures in line with the Mid-term Management Plan.

We also held a briefing by the R&D Division, which is the source of our value creation, and members of our management team visited institutional investors and analysts, and conducted extensive IR activities.

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On our website that provides information for shareholders and investors, we hold some 50 one-on-one meetings for institutional investors and analysts in Japan and overseas. We reflect the opinions we obtain through these IR activities into our management and business operation as we strive to enhance corporate value.

On our website that provides information for shareholders and investors, in a timely manner we post materials used in briefing sessions, as well as videos of these briefings, plus graphs showing operating performance and our share price. We are improving the responsiveness of our website (making browsing from smartphones and tablets more convenient) as part of an ongoing effort to enhance disclosure.

Information for shareholders and investors: https://www.hitachi.com/IR-e/corporate/disclosure/index.html

**Management System**

**Independent Directors**

At the end of the Annual General Meeting of Shareholders held in June 2019

- **Katsumi Ihara**
  - Share ownership: 308 shares
  - Term of office as Independent Director: 7 years
  - 2000: Executive Deputy President, Representative Corporate Executive Director
  - 2002: Executive Vice President, Corporate Executive Director
  - 2003: Executive Vice President, Sony Corporation
  - 2015: President, Representative Director, Sony Life Insurance Holdings Inc., Limited
  - 2017: President, Representative Director, Sony Life Insurance Co., Ltd.
  - 2019: Chairman, Sony Financial Holdings Inc.

- **Cynthia Carroll**
  - Share ownership: 1,298 shares
  - Term of office as Independent Director: 4 years
  - 1994: President, US Electrical Motors, Emerson Electric Company
  - 2009: Vice-Chairman, The Dow Chemical Company (USA)
  - 2011: Executive Vice President, Corporate Affairs, The Dow Chemical Company (USA)
  - 2012: Executive Vice President, Corporate Affairs and Performance Materials, The Dow Chemical Company (USA)

- **Joe Harlan**
  - Share ownership: 308 shares
  - Term of office as Independent Director: 7 years
  - 1995: Vice President, Corporate Financial Planning and Analysis, General Electric Company
  - 2002: President and Chief Financial Officer, Lighting Business, General Electric Company
  - 2007: Executive Vice President, Corporate Financial Planning and Analysis, General Electric Company

- **Takatoshi Yamamoto**
  - Share ownership: 1,756 shares
  - Term of office as Independent Director: 3 years
  - 1988: Professor, Keio University
  - 1993: Managing Director, Hitachi Global Storage Technologies, Inc.
  - 1998: Managing Director, Hitachi Global Storage Technologies, Inc.
  - 2003: Director, Hitachi, Ltd.

- **Hiroyuki Yoshitaka**
  - Share ownership: 1,298 shares
  - Term of office as Independent Director: 3 years
  - 1998: Managing Director, Hitachi Global Storage Technologies, Inc.
  - 2003: Managing Director, Hitachi Global Storage Technologies, Inc.
  - 2007: Executive Director, Hitachi, Ltd.

- **George Buckley**
  - Share ownership: 308 shares
  - Term of office as Independent Director: 7 years
  - 1986: Chief Technology Officer, Matsushita Electric Industries Co., Ltd.
  - 1994: President, Matsushita Electric Industrial Company Ltd.
  - 1995: President, Matsushita Electric Co., Ltd.
  - 2002: Vice Chairman, Matsushita Electric Industrial Co., Ltd.
  - 2003: President and Chief Operating Officer, Matsushita Electric Industrial Co., Ltd.
  - 2012: Chairman of the Board, Matsushita Electric Industrial Co., Ltd.
  - 2019: President and Chief Operating Officer, The Dow Chemical Company (USA)

- **Louise Pentland**
  - Share ownership: 1,298 shares
  - Term of office as Independent Director: 4 years
  - 1985: Partner, Deloitte Touche Tohmatsu Ltd.
  - 1999: Managing Director, Deloitte Touche Tohmatsu Limited
  - 2001: Managing Director, Deloitte Touche Tohmatsu Limited
  - 2005: Member of the Board, Deloitte Touche Tohmatsu Limited

- **Harufumi Mochizuki**
  - Share ownership: 1,298 shares
  - Term of office as Independent Director: 7 years
  - 1984: President, Hitachi, Ltd.
  - 1991: President and Representative Director, Hitachi, Ltd.
  - 1998: President and CEO of Hitachi, Ltd.
  - 2002: Executive Chairman of the Board, Hitachi, Ltd.

- **Hiroyuki Nakanishi**
  - Share ownership: 2,078 shares
  - Term of office as Director: 5 years
  - 1972: Joined Hitachi, Ltd.
  - 2002: Chair of the Audit Committee
  - 2006: Senior Vice President and Executive Officer
  - 2008: Director and Chief Finance Officer

- **Toyoki Nakamura**
  - Share ownership: 7,776 shares
  - Term of office as Director: 5 years
  - 1977: Joined Hitachi, Ltd.
  - 2002: Senior Vice President and General Manager
  - 2005: Senior Vice President and Executive Officer
  - 2010: President and Director

- **Toshiaki Higashihara**
  - Share ownership: 3,288 shares
  - Term of office as Director: 7 years
  - 1977: Joined Hitachi, Ltd.
  - 1988: Managing Director, Hitachi Global Storage Technologies, Inc.
  - 1995: President and CEO of Hitachi, Ltd.
  - 2008: President and CEO of Hitachi, Ltd.

**Directors**

At the end of the Annual General Meeting of Shareholders held in June 2019

- **Katsuyuki Hasegawa**
  - Term of office: 2018
  - Director, Hitachi, Ltd.

- **Mitsuo Kato**
  - Term of office: 2021
  - Director, Hitachi, Ltd.

- **Takatoshi Watanabe**
  - Term of office: 2022
  - Director, Hitachi, Ltd.

- **Takatoshi Higashihara**
  - Term of office: 2022
  - Director, Hitachi, Ltd.

- **Haruyuki Nakamichi**
  - Term of office: 2023
  - Director, Hitachi, Ltd.

- **Katsuyuki Hasegawa**
  - Term of office: 2023
  - Director, Hitachi, Ltd.

Each Committee is composed of the following members (chair names underlined):

- **Nominating Committee**
  - 2020: Haruyuki Nakamichi

- **Audit Committee**
  - 2020: Hiroyuki Yoshitaka

- **Compensation Committee**
  - 2020: Haruyuki Nakamichi

- **Representative Executive Officer**
  - 2020: Toshiaki Higashihara

- **Chair**
  - 2020: Toshiaki Higashihara

* The “independent directors” are the directors who fulfill the qualifications required to be outside directors as prescribed by the Companies Act of Japan and also meet the independence criteria defined by the Company and those provided by Japanese stock exchanges and the Company’s boards.

**A Business Foundation that Supports Sustainable Growth**

Hitachi Integrated Report 2019
A Business Foundation that Supports Sustainable Growth

Executive Officers
As of June 30, 2019

President & CEO
Toshiaki Higashihara

Executive Vice Presidents and Executive Officers
Masakazu Aoki
Keiji Kojima
Keiichi Shiotaka
Hidesaki Takahashi

Senior Vice Presidents and Executive Officers
Allstar Dormer
Toshikazu Nishino
Atsushi Oda
Yoshikiko Kawamura
Kohei Kodama

Vice Presidents and Executive Officers
Setsuo Shibahara
Hidesaki Seki
Yoshitaka Touda
Hidenobu Nakahata
Mitsuki Nishiyama

Keiichi Akino
Jun Abe
Hitoshi Ito
Kenji Urase
Ryuichi Otsuki

Kohei Kodama
Nonhiro Suzuki
Yoji Takeuchi
Hidetoshi Takehara
Toshiaki Tokunaga

Osamu Naito
Kojin Nakakita
Katsuya Nagano
Seichiro Nukui
Yasushi Nomura

Andrew Barr
Kentaro Masai
Shinya Mitsudomi
Masashi Murayama
Mamoru Morita

Takugio Yamamoto
Hiroaki Nakanishi

Keiichi Akino: Marketing & sales (nuclear energy business)
Jun Abe: Building systems business
Hitoshi Ito: Energy business
Kenji Urase: Energy business
Ryuichi Otsuki: Transportation systems

Kohei Kodama: Legal matters, risk management, and corporate auditing
Nonhiro Suzuki: Research & development
Yoji Takeuchi: Marketing & sales
Hidetoshi Takehara: Nuclear energy business
Toshiaki Tokunaga: Services & platforms business

Osamu Naito: Governmental affairs, CEM & corporate external relations, and executive support
Kojin Nakakita: Regional strategies (APAC)
Katsuya Nagano: Business for government, public corporations, and social infrastructure systems
Seichiro Nukui: Business for industry & distribution sectors
Yasushi Nomura: Information technology strategies

Andrew Barr: Railroad systems business
Kentaro Masai: Supply chain management (MONOZUKURI and quality assurance)
Shinya Mitsudomi: Railroad systems business
Masashi Murayama: Supply chain management (procurement)
Mamoru Morita: Management strategies

Takugio Yamamoto: Business for financial institutions
Takugio Yoda: Material & sales (nuclear energy business in energy business)
Masaya Watanabe: Information technology management and cost control

Executive Officer
Hiroaki Nakanishi

Hitachi Integrated Report 2019

Data Section
Smart life solutions
We contribute to treatment for 80,000 cancer patients worldwide by providing our particle beam cancer treatment system.

Note: Executive officers are listed by position and in Japanese alphabetical order within each grouping.
*Denotes executive officers who are representative executive officers.
### 10-Year Financial Data

#### Financial Ratios

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>ROA</td>
<td>8.8%</td>
<td>9.2%</td>
<td>9.1%</td>
<td>9.2%</td>
<td>9.3%</td>
<td>9.6%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>11.2%</td>
<td>11.5%</td>
<td>11.4%</td>
<td>11.6%</td>
<td>11.8%</td>
<td>12.1%</td>
</tr>
<tr>
<td>EBIT</td>
<td>10.5%</td>
<td>10.8%</td>
<td>10.7%</td>
<td>10.9%</td>
<td>11.0%</td>
<td>11.3%</td>
</tr>
<tr>
<td>Net Income</td>
<td>8.6%</td>
<td>8.9%</td>
<td>8.8%</td>
<td>9.0%</td>
<td>9.2%</td>
<td>9.5%</td>
</tr>
</tbody>
</table>

#### Key Financials

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total Assets</th>
<th>Total Liabilities</th>
<th>Net Income</th>
<th>Cash Flow</th>
<th>Operating Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2009</td>
<td>9,886,546</td>
<td>9,915,807</td>
<td>9,014,893</td>
<td>306,777</td>
<td>283,919</td>
</tr>
<tr>
<td>FY2010</td>
<td>9,851,752</td>
<td>9,971,807</td>
<td>8,984,752</td>
<td>326,582</td>
<td>314,580</td>
</tr>
<tr>
<td>FY2011</td>
<td>9,785,683</td>
<td>9,847,452</td>
<td>8,927,683</td>
<td>347,365</td>
<td>333,452</td>
</tr>
<tr>
<td>FY2012</td>
<td>9,686,446</td>
<td>9,759,107</td>
<td>8,822,688</td>
<td>363,582</td>
<td>344,907</td>
</tr>
<tr>
<td>FY2013</td>
<td>9,683,614</td>
<td>9,761,907</td>
<td>8,716,268</td>
<td>389,582</td>
<td>354,988</td>
</tr>
</tbody>
</table>

#### Notes

1. In order to be consistent with financial reporting principles and practices generally accepted in Japan, operating income is presented as total revenues less cost of sales and selling, general and administrative expenses. The Company believes that this is useful to investors in comparing the Company’s financial results with those of other Japanese companies. Under accounting principles generally accepted in the United States of America, restructuring charges, net gain or loss on sales and disposal of rental assets and other property and impairment losses for long-lived assets are included as part of operating income.

2. The restructuring charges are related to a decision to realign our everyday business structure and the results of our business and the Company’s subsidiary reviewing and reorganizing

3. If EBITDA is presented as income before income tax interest income plus interest charges.

4. Adjusted operating income is defined as adjusted income before extraordinary items (net income attributable to Hitachi, Ltd. stockholders) plus extraordinary items.

5. 3.3% of Hitachi, Ltd. stockholder's equity per share data are calculated on the assumption that the Company conducted the share consolidation at the beginning of the previous fiscal year.

6. ROA (Return on Assets) = Net Income / Total Assets (Average between the end of current fiscal year and the end of previous fiscal year) x 100.

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Hitachi Integrated Report 2019
Segment Highlights

Revenues, Adjusted Operating Income and EBIT by Business Segment

<table>
<thead>
<tr>
<th>Business Segment</th>
<th>Revenues FY2017</th>
<th>FY2018</th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information &amp; Telecommunication Systems</td>
<td>2,036.9</td>
<td>2,065.9</td>
<td>199.2</td>
<td>225.2</td>
<td>139.2</td>
<td>210.9</td>
</tr>
<tr>
<td>Social Infrastructure &amp; Industrial Systems</td>
<td>2,375.0</td>
<td>2,539.8</td>
<td>115.5</td>
<td>151.3</td>
<td>101.2</td>
<td>(151.3)</td>
</tr>
<tr>
<td>Electronic Systems &amp; Equipment</td>
<td>1,086.5</td>
<td>951.2</td>
<td>86.9</td>
<td>75.6</td>
<td>88.8</td>
<td>70.8</td>
</tr>
<tr>
<td>Construction Machinery</td>
<td>951.9</td>
<td>1,033.7</td>
<td>92.5</td>
<td>115.7</td>
<td>97.0</td>
<td>104.5</td>
</tr>
<tr>
<td>High Functional Materials &amp; Components</td>
<td>1,657.5</td>
<td>1,704.4</td>
<td>121.8</td>
<td>99.9</td>
<td>98.6</td>
<td>88.4</td>
</tr>
<tr>
<td>Automotive Systems</td>
<td>1,001.0</td>
<td>971.0</td>
<td>49.5</td>
<td>38.0</td>
<td>42.4</td>
<td>85.3</td>
</tr>
<tr>
<td>Smart Life &amp; Ecofriendly Systems</td>
<td>540.1</td>
<td>485.0</td>
<td>25.1</td>
<td>22.4</td>
<td>33.3</td>
<td>29.5</td>
</tr>
<tr>
<td>Others</td>
<td>557.7</td>
<td>534.4</td>
<td>21.4</td>
<td>26.6</td>
<td>21.6</td>
<td>25.6</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>10,146.1</td>
<td>10,285.6</td>
<td>702.3</td>
<td>755.3</td>
<td>622.6</td>
<td>461.3</td>
</tr>
<tr>
<td>Corporate Items &amp; Eliminations</td>
<td>(817.5)</td>
<td>(805.0)</td>
<td>12.3</td>
<td>(0.3)</td>
<td>21.4</td>
<td>52.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>9,328.6</td>
<td>9,480.6</td>
<td>714.6</td>
<td>754.0</td>
<td>644.2</td>
<td>513.9</td>
</tr>
</tbody>
</table>

Revenues and Profit ($ billion)

- **Share of Revenues**
  - Overseas Revenue Ratio: 20%
  - CAPEX by Business Segment (Completion basis): ¥34.2 billion
  - Revenues and Profit: ¥46.9 billion

- **Depreciation by Business Segment**
  - Information & Telecommunication Systems: ¥45.6 billion
  - Industrial Infrastructure & Industrial Systems: ¥46.9 billion

Main products and services

- Systems Integration, Consulting, Cloud Services, Servers, Storage, Software, Telecommunications & Network, ATMs

Segment Performance

Revenues increased 3% to ¥2,065.9 billion, as compared with the year ended March 31, 2018, due mainly to higher revenues from system integration business, despite the effect of transfer of a subsidiary operating communication network equipment business.

Adjusted operating income increased ¥16.0 billion to ¥225.2 billion, as compared with the year ended March 31, 2018, due mainly to improved profitability in system integration business and IT platform & products business.

Information & Telecommunication Systems

- **Share of Revenues**
  - Overseas Revenue Ratio: 25%
  - CAPEX by Business Segment (Completion basis): ¥73.4 billion
  - Revenues and Profit: ¥55.7 billion

- **Depreciation by Business Segment**
  - IT: ¥30.0 billion
  - Industrial Infrastructure & Industrial Systems: ¥55.7 billion

Main products and services


Segment Performance

Revenues increased 7% to ¥2,539.8 billion, as compared with the year ended March 31, 2018, due mainly to revenue increase in railway systems business for Europe and revenues recognized for overseas EPC project for industry and distribution field.

Adjusted operating income increased ¥93.7 billion to ¥151.3 billion, as compared with the year ended March 31, 2018, due mainly to revenue increase in the railway systems business, and a higher revenue and an improvement in profitability of the industrial products business.

EBIT was worsened by ¥253.2 billion to the loss of ¥151.9 billion, as compared with the profit of ¥101.2 billion for the year ended March 31, 2018, despite posting of gains on sales of land formerly used as production site for telecommunication network products.
**Electronic Systems & Equipment**

**Segment Performance**
Revenues decreased 12% to ¥951.2 billion, as compared with the year ended March 31, 2018, due mainly to the effect of reorganization of Hitachi Kokusai Electric Inc., despite increased revenues at Hitachi High-Technologies Corporation owing to higher sales of clinical analyzers and semi-conductor processing equipment and increased revenues in healthcare business owing to higher sales of radiation therapy systems.

Adjusted operating income decreased ¥11.3 billion to ¥75.6 billion, as compared with the year ended March 31, 2018, due mainly to the effect of reorganization of Hitachi Kokusai Electric Inc.

EBIT decreased ¥18.0 billion to ¥70.8 billion, as compared with the year ended March 31, 2018, due mainly to decreased adjusted operating income.

**Construction Machinery**

**Segment Performance**
Revenues increased 8% to ¥1,033.7 billion, as compared with the year ended March 31, 2018, due mainly to increased sales in overseas countries mainly in North America and Asia-Pacific.

Adjusted operating income increased ¥1.3 billion to ¥59.3 billion, as compared with the year ended March 31, 2018, due mainly to increased adjusted operating income, despite of making a provision for concerns of collectability of VAT receivables which were overpaid by the subsidiary of Hitachi Construction Machinery Co., Ltd. in China in the year ended March 31, 2018 and the increased structural reform expenses.

EBIT increased ¥7.4 billion to ¥104.5 billion, as compared with the year ended March 31, 2018, due mainly to the increased adjusted operating income, despite of making a provision for concerns of collectability of VAT receivables which were overpaid by the subsidiary of Hitachi Construction Machinery Co., Ltd. in China in the year ended March 31, 2018 and the increased structural reform expenses.

**High Functional Materials & Components**

**Segment Performance**
Revenues increased 3% to ¥1,704.4 billion, as compared with the year ended March 31, 2018, due mainly to the effect of corporate acquisition by Hitachi Chemical Company, Ltd. and Hitachi Metals, Ltd., and sales price rise linked to higher raw material costs at Hitachi Metals, Ltd.

Adjusted operating income decreased ¥21.8 billion to ¥99.9 billion, as compared with the year ended March 31, 2018, due mainly to decrease in demand for factory automation-related materials and materials for semiconductors and electronics products at Hitachi Metals, Ltd. and effects of changes in product mix at Hitachi Chemical Company, Ltd.

EBIT decreased ¥12.2 billion to ¥86.4 billion, as compared with the year ended March 31, 2018, due mainly to posting gain on business reorganization and others at Hitachi Metals, Ltd. and a decrease in expenses related to competition law and others at Hitachi Chemical Company, Ltd.

**Automotive Systems**

**Segment Performance**
Revenues decreased 3% to ¥1,464.6 billion, as compared with the year ended March 31, 2018, due mainly to sales decrease in China and North America and lower revenues from car information systems business.

Adjusted operating income decreased ¥11.5 billion to ¥88.0 billion, due mainly to the decrease in revenues, changes in product mix and deteriorated operational productivity of the production bases in North America.

EBIT increased ¥42.9 billion to ¥85.3 billion, as compared with the year ended March 31, 2018, due mainly to posting gain on sales of the shares of Clarion Co., Ltd. and others.
Operating and Financial Review

Analysis of Statement of Operations

Revenues increased 1% to ¥9,480.6 billion, as compared with the year ended March 31, 2018, despite the effect of conversion of Hitachi Kokusai Electric Inc. into an equity-method associate. This increase was due mainly to an increase in revenues in the Social Infrastructure & Industrial Systems segment owing to an increased revenues from the railway systems business for Europe, in the Construction Machinery segment where sales rose mainly in North America and Asia-Pacific, in the Information & Telecommunications Systems segment where the system integration business remained firm and in the High Functional Materials & Components segment owing to corporate acquisitions by Hitachi Chemical Company, Ltd. and Hitachi Metals, Ltd.

Cost of sales increased 1% to ¥6,964.6 billion, as compared with the year ended March 31, 2018, and the ratio of cost of sales to revenues was 73%, which was the same level as for the year ended March 31, 2018. Gross profit increased 1% to ¥2,515.9 billion, as compared with the year ended March 31, 2018.

Selling, general and administrative expenses decreased 1% to ¥1,761.0 billion, as compared with the year ended March 31, 2018, and the ratio of selling, general and administrative expenses to revenues was 19%, which was the same level as for the year ended March 31, 2018.

Adjusted operating income increased by ¥40.3 billion to ¥754.9 billion, as compared with the year ended March 31, 2018. The increase was due mainly to higher profits owing to increased revenues and profitability improvement in the Information & Telecommunication Systems segment, the Social Infrastructure & Industrial Systems segment and the Construction Machinery segment. The increase was partially offset by decreased profits in the High Functional Materials & Components segment and the Automotive Systems segment.

Other income increased ¥194.3 billion to ¥206.3 billion and other expenses increased ¥301.9 billion to ¥442.6 billion, as compared with the year ended March 31, 2018, respectively. The details are as follows. Net gain on sales and disposal of fixed assets was improved by ¥20.9 billion and turned to gain of ¥18.4 billion, as compared with the year ended March 31, 2018. Impairment losses increased ¥296.3 billion to ¥344.9 billion, as compared with the year ended March 31, 2018. This mainly reflected impairment losses recognized as the result of the suspension of the UK nuclear power stations construction project in power and energy business. Net gain on business reorganization and others increased ¥174.8 billion to ¥184.6 billion, as compared with the year ended March 31, 2018, due mainly to net gain by selling shares of Hitachi Kokusai Electric Inc. stock, shares of Clariant Co., Ltd. stock in the Automotive Systems segment and a part of shares of Agilys Trains West (Holdings) Limited stock in the Social Infrastructure & Industrial Systems segment. Special termination benefits increased ¥6.6 billion to ¥22.3 billion, as compared with the year ended March 31, 2018. Expenses related to competition law and others decreased ¥12.5 billion to ¥1.7 billion, as compared with the year ended March 31, 2018. Financial income (excluding interest income) increased by 6.6 billion to ¥136.6 billion and financial expenses (excluding interest charges) decreased ¥7.7 billion to ¥13.4 billion, as compared with the year ended March 31, 2018, respectively.

Share of losses of investments accounted for using the equity method was ¥15.0 billion, a deterioration of ¥7.4 billion from the year ended March 31, 2018, due to an exchange loss at a foreign equity-method associate and impairment losses for investment on equity-method associates.

As a result of the foregoing, EBIT decreased ¥130.3 billion to ¥513.9 billion, as compared with the year ended March 31, 2018. Interest income increased ¥8.1 billion to ¥23.1 billion, as compared with the year ended March 31, 2018 and interest charges was ¥20.5 billion, which was the same level as for the year ended March 31, 2018.

Income from continuing operations, before income taxes owing mainly to impairment losses recognized as the result of the suspension of the UK nuclear power stations construction project. This increase was due mainly to increased taxable income due to such impairment losses being non-deductible.

Loss from discontinued operations decreased ¥6.8 billion to ¥9.1 billion, as compared with the year ended March 31, 2018. Net income attributable to non-controlling interests increased ¥169.8 billion to ¥231.0 billion, as compared with the year ended March 31, 2018. Net income attributable to Hitachi, Ltd. stockholders decreased ¥140.4 billion to ¥222.5 billion, as compared with the year ended March 31, 2018.

Segment Performance

Revenues decreased 10% to ¥485.0 billion, as compared with the year ended March 31, 2018, due mainly to decreased revenues both in Japan and overseas market.

Adjusted operating income decreased ¥2.6 billion to ¥22.4 billion, as compared with the year ended March 31, 2018, due mainly to the decrease in adjusted operating income.
Revenues by Geographic Area

The following is an overview of revenues attributed to geographic areas based on customer location.

<table>
<thead>
<tr>
<th>Region</th>
<th>2018 (¥Trn)</th>
<th>2019 (¥Trn)</th>
<th>Percent change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>4,643.0</td>
<td>4,664.5</td>
<td>0%</td>
</tr>
<tr>
<td>Overseas Revenues Subtotal</td>
<td>4,725.5</td>
<td>4,816.0</td>
<td>2%</td>
</tr>
<tr>
<td>Asia</td>
<td>2,081.1</td>
<td>2,019.5</td>
<td>-3%</td>
</tr>
<tr>
<td>North America</td>
<td>1,177.5</td>
<td>1,205.6</td>
<td>2%</td>
</tr>
<tr>
<td>Europe</td>
<td>964.4</td>
<td>1,018.5</td>
<td>6%</td>
</tr>
<tr>
<td>Other Areas</td>
<td>502.3</td>
<td>572.3</td>
<td>14%</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>9,309.6</td>
<td>9,440.6</td>
<td>1%</td>
</tr>
</tbody>
</table>

(Other Areas)

Revenues in other areas increased 14% to ¥572.3 billion, as compared with the year ended March 31, 2018. This was due mainly to higher revenues in the Social Infrastructure & Industrial Systems segment, reflecting sales revenues in the Information & Systems segment and the Automotive to the higher revenues in the Construction Machinery segment, the compared with the year ended March 31, 2018. This was due mainly for the effect of business reorganization of Hitachi Kokusai Electric Co., Ltd. and sales of shares of Clarion Co., Ltd. stock. Cash and cash equivalents of as of March 31, 2019 amounted to ¥87.5 billion, an increase of ¥10.6 billion from the amount of as of March 31, 2018.

As of March 31, 2019, total interest-bearing debt, the sum of short-term and long-term debt, amounted to ¥1,004.7 billion, a decrease of ¥40.5 billion from March 31, 2018 as a result of repayment of borrowings. As of March 31, 2019, short-term debt, consisting mainly of borrowings from banks and commercial paper, amounted to ¥111.0 billion, a decrease of ¥10.4 billion from March 31, 2018. As of March 31, 2019, current portion of long-term debt amounted to ¥185.2 billion, an increase of ¥80.8 billion from March 31, 2018. As of March 31, 2019, long-term debt (excluding current portion), consisting mainly of debentures, and loans principally from banks and insurance companies, amounted to ¥708.4 billion, a decrease of ¥131.3 billion from March 31, 2018.

As of March 31, 2019, total assets amounted to ¥9,626.5 billion, a decrease of ¥248.0 billion from March 31, 2018. As a result of the foregoing, our cash used in financing activities was ¥320.4 billion in the year ended March 31, 2019, a decrease of ¥1.0 billion compared with the year ended March 31, 2019. This was due mainly to impairment losses recognized for the suspension of the UK nuclear power stations construction project, the conversion of Hitachi Kokusai Electric Inc. to an equity-method associate, and sales of shares of Clarion Co., Ltd. stock. Cash and cash equivalents of as of March 31, 2019 amounted to ¥87.5 billion, an increase of ¥10.6 billion from the amount of as of March 31, 2018.

With our current ratings, we believe that our access to the global capital markets will remain sufficient for our financing needs. We seek to improve our credit ratings in order to ensure financial flexibility for liquidity and capital management, and to continue to maintain access to sufficient funding resources through the capital markets.

Cash Flows

Net cash outflow from a change in trade receivables and contract assets decreased by ¥45.4 billion, as compared with the year ended March 31, 2018. Net cash outflow from a change in trade receivables and contract assets decreased by ¥45.4 billion, as compared with the year ended March 31, 2018.

As a result of the foregoing, net cash provided by operating activities was ¥101.0 billion in the year ended March 31, 2019, a decrease of ¥17.1 billion compared with the year ended March 31, 2018.

Summary of Financial Condition, etc.

Liquidity and Capital Resources

Our management considers maintaining an appropriate level of liquidity and securing adequate funds for current and future business operations to be important financial objectives. Through efficient management of working capital and selective investment in new plants and equipment, we are working to optimize the efficiency of capital utilization throughout our business operations. We endeavor to improve our group cash management by centralizing such management among us and our overseas financial subsidiaries. Our internal sources of funds include cash flows generated by operating activities and cash on hand. Our management also considers short-term investments to be an immediately available source of funds. In addition, we raise funds both in the capital markets and from Japanese and international commercial banks in response to our capital requirements. Our management’s policy is to finance capital expenditures primarily by internally generated funds and to a lesser extent by funds raised through the issuance of debt and equity securities in domestic and foreign capital markets. In order to flexibly access funding, we maintain our shelf registration with the maximum outstanding balance of ¥500.0 billion.

We maintain commitment line agreements with a number of domestic banks under which we may borrow in order to ensure efficient access to necessary funds. These commitment line agreements generally provide for a one-year term, renewable upon mutual agreement between us and each of the lending banks, as well as another commitment line agreement with a contract term of three years ending on July 29, 2019. As of March 31, 2019, we had unused commitment lines totaling ¥460.5 billion, most of which is the balance of unused loans.

<table>
<thead>
<tr>
<th>Rating Company</th>
<th>Long-term</th>
<th>Short-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>S&amp;P</td>
<td>A+</td>
<td>A-1</td>
</tr>
<tr>
<td>Moodys</td>
<td>A3</td>
<td>P-2</td>
</tr>
<tr>
<td>RH</td>
<td>A+**</td>
<td>a-1*</td>
</tr>
</tbody>
</table>

*R&I changed its rating from A+ to AA- and a-1 to a-1+ in August 2019.

As a result of the foregoing, overseas revenues increased 2% to ¥4,816.0 billion, as compared with the year ended March 31, 2018, and the ratio to total revenues was 51%, which was 1% increase as compared with the year ended March 31, 2018.

As a result of the foregoing, overseas revenues increased 2% to ¥4,816.0 billion, as compared with the year ended March 31, 2018, and the ratio to total revenues was 51%, which was 1% increase as compared with the year ended March 31, 2018.

As a result of the foregoing, overseas revenues increased 2% to ¥4,816.0 billion, as compared with the year ended March 31, 2018. This was due mainly to revenues recognized for overseas EPC project for industry and distribution field.

Data Section

<table>
<thead>
<tr>
<th>Years ended March 31: 2018</th>
<th>2018 (¥Trn)</th>
<th>2019 (¥Trn)</th>
<th>Percent change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>964.4</td>
<td>1,018.5</td>
<td>6%</td>
</tr>
<tr>
<td>North America</td>
<td>1,177.5</td>
<td>1,205.6</td>
<td>2%</td>
</tr>
<tr>
<td>Asia</td>
<td>2,081.1</td>
<td>2,019.5</td>
<td>-3%</td>
</tr>
<tr>
<td>Overseas Revenues Subtotal</td>
<td>4,725.5</td>
<td>4,816.0</td>
<td>2%</td>
</tr>
<tr>
<td>Japan</td>
<td>4,643.0</td>
<td>4,664.5</td>
<td>0%</td>
</tr>
</tbody>
</table>
### Consolidated Statement of Financial Position

**March 31, 2019 and 2018**

**Notes:**
1. From the fiscal year ended March 31, 2019, the consolidated statement accounts were presented in detail.

#### Data Section

<table>
<thead>
<tr>
<th>Assets</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>¥ 697,064</td>
<td>¥ 807,593</td>
</tr>
<tr>
<td>Trade receivables</td>
<td>2,501,414</td>
<td>—</td>
</tr>
<tr>
<td>Trade receivables and contract assets</td>
<td>—</td>
<td>2,399,933</td>
</tr>
<tr>
<td>Inventories</td>
<td>1,375,332</td>
<td>1,356,762</td>
</tr>
<tr>
<td>Investments in securities and other financial assets</td>
<td>373,324</td>
<td>284,267</td>
</tr>
<tr>
<td>Other current assets</td>
<td>203,866</td>
<td>187,238</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>¥5,151,800</td>
<td>¥5,205,793</td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investments accounted for using the equity method</td>
<td>743,407</td>
<td>724,461</td>
</tr>
<tr>
<td>Investments in securities and other financial assets</td>
<td>716,431</td>
<td>568,349</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>2,124,827</td>
<td>1,055,685</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>1,054,370</td>
<td></td>
</tr>
<tr>
<td>Other non-current assets</td>
<td>315,768</td>
<td>381,288</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td>¥4,954,803</td>
<td>¥4,590,799</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>¥10,106,603</td>
<td>¥9,626,592</td>
</tr>
</tbody>
</table>

#### Liabilities

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Short-term debt</td>
<td>¥121,439</td>
<td>¥111,031</td>
</tr>
<tr>
<td>Current portion of long-term debt</td>
<td>117,191</td>
<td>185,250</td>
</tr>
<tr>
<td>Other financial liabilities</td>
<td>254,735</td>
<td>267,792</td>
</tr>
<tr>
<td>Trade payables</td>
<td>1,536,983</td>
<td>1,406,012</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>697,185</td>
<td>653,676</td>
</tr>
<tr>
<td>Advances received</td>
<td>551,182</td>
<td>—</td>
</tr>
<tr>
<td>Contract liabilities</td>
<td>—</td>
<td>553,510</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>516,673</td>
<td>438,289</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>¥3,795,394</td>
<td>¥3,605,560</td>
</tr>
<tr>
<td><strong>Non-current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long-term debt</td>
<td>811,664</td>
<td>708,490</td>
</tr>
<tr>
<td>Retirement and severance benefits</td>
<td>575,156</td>
<td>526,888</td>
</tr>
<tr>
<td>Other non-current liabilities</td>
<td>412,718</td>
<td>371,451</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td>¥1,799,538</td>
<td>¥1,606,829</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>¥5,594,932</td>
<td>¥5,212,189</td>
</tr>
</tbody>
</table>

### Consolidated Statement of Profit or Loss

**Years ended March 31, 2019 and 2018**

<table>
<thead>
<tr>
<th>Years ended March 31, 2019 and 2018</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td>¥9,368,614</td>
<td>¥9,460,819</td>
</tr>
<tr>
<td>Cost of sales</td>
<td>(6,866,322)</td>
<td>(6,964,636)</td>
</tr>
<tr>
<td>Gross profit</td>
<td>2,502,092</td>
<td>2,515,084</td>
</tr>
<tr>
<td>Selling, general and administrative expenses</td>
<td>(1,787,462)</td>
<td>(1,797,000)</td>
</tr>
<tr>
<td>Adjusted operating income</td>
<td>714,630</td>
<td>754,976</td>
</tr>
<tr>
<td>Other income</td>
<td>12,068</td>
<td>206,371</td>
</tr>
<tr>
<td>Other expenses</td>
<td>(440,696)</td>
<td>(442,659)</td>
</tr>
<tr>
<td>Financial income</td>
<td>7,005</td>
<td>13,653</td>
</tr>
<tr>
<td>Financial expenses</td>
<td>(11,243)</td>
<td>(3,450)</td>
</tr>
<tr>
<td>Share of profits (losses) of investments accounted for using the equity method</td>
<td>62,483</td>
<td>(15,019)</td>
</tr>
<tr>
<td>EBIT (Earnings before interest and taxes)</td>
<td>644,257</td>
<td>513,000</td>
</tr>
<tr>
<td>Interest income</td>
<td>14,928</td>
<td>23,132</td>
</tr>
<tr>
<td>Interest charges</td>
<td>(20,539)</td>
<td>(20,526)</td>
</tr>
<tr>
<td>Income from continuing operations, before income taxes</td>
<td>(89,946)</td>
<td>516,507</td>
</tr>
<tr>
<td>Income taxes</td>
<td>(131,708)</td>
<td>(106,344)</td>
</tr>
<tr>
<td>Income from continuing operations</td>
<td>326,508</td>
<td>330,158</td>
</tr>
<tr>
<td>Loss from discontinued operations</td>
<td>(16,020)</td>
<td>(5,136)</td>
</tr>
<tr>
<td><strong>Net income</strong></td>
<td>¥490,918</td>
<td>¥321,027</td>
</tr>
</tbody>
</table>

**Net income attributable to:**

- **Hitachi, Ltd. stockholders** | 362,988 | 222,545 |
- **Non-controlling interests** | 127,930 | 98,476 |

**Earnings per share from continuing operations, attributable to Hitachi, Ltd. stockholders:**

- **Basic** | ¥392.52 | ¥239.93 |
- **Diluted** | 392.17 | 239.70 |

**Earnings per share attributable to Hitachi, Ltd. stockholders:**

- **Basic** | 375.93 | 230.47 |
- **Diluted** | 375.60 | 230.25 |

Notes:
1. On October 1, 2018, the Company completed the share consolidation of every five shares into one share for its common stock. The figures for basic and diluted earnings per share attributable to Hitachi, Ltd. stockholders are calculated on the assumption that the Company conducted this consolidation at the beginning of the previous fiscal year.

### Consolidated Statement of Comprehensive Income

**Years ended March 31, 2019 and 2018**

<table>
<thead>
<tr>
<th>Years ended March 31, 2019 and 2018</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net income</strong></td>
<td>¥490,918</td>
<td>¥321,027</td>
</tr>
<tr>
<td><strong>Other comprehensive income (OCI)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Items not to be reclassified into net income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net changes in financial assets measured at fair value through OCI</td>
<td>1,530</td>
<td>(45,356)</td>
</tr>
<tr>
<td>Remeasurements of defined benefit plans</td>
<td>22,753</td>
<td>(11,981)</td>
</tr>
<tr>
<td>Share of OCI of investments accounted for using the equity method</td>
<td>3,302</td>
<td>(5,964)</td>
</tr>
<tr>
<td><strong>Total items to be reclassified into net income</strong></td>
<td>27,585</td>
<td>(59,201)</td>
</tr>
<tr>
<td><strong>Items that can be reclassified into net income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foreign currency translation adjustments</td>
<td>(8,042)</td>
<td>(4,175)</td>
</tr>
<tr>
<td>Net changes in cash flow hedges</td>
<td>5,703</td>
<td>(8,274)</td>
</tr>
<tr>
<td><strong>Total items that can be reclassified into net income</strong></td>
<td>2,384</td>
<td>(11,881)</td>
</tr>
<tr>
<td><strong>Other comprehensive income (OCI)</strong></td>
<td>25,201</td>
<td>(57,405)</td>
</tr>
<tr>
<td><strong>Comprehensive income</strong></td>
<td>¥516,119</td>
<td>¥263,381</td>
</tr>
</tbody>
</table>

**Non-controlling interests** | | |
| **Hitachi, Ltd. stockholders** | 382,341 | 171,140 |
| **Non-controlling interests** | 133,778 | 92,241 |
## Consolidated Statement of Changes in Equity

**Years ended March 31, 2019 and 2018**

<table>
<thead>
<tr>
<th>Common stock</th>
<th>Capital surplus</th>
<th>Retained earnings</th>
<th>Accumulated other comprehensive income</th>
<th>Treasury stock, at cost</th>
<th>Total/Hitachi Ltd. stockholders’ equity</th>
<th>Non-controlling interests</th>
<th>Total equity</th>
</tr>
</thead>
<tbody>
<tr>
<td>As of March 31, 2017</td>
<td>¥458,790</td>
<td>¥577,573</td>
<td>¥1,729,570</td>
<td>¥141,068</td>
<td>¥2,9316</td>
<td>¥2,097,085</td>
<td>¥1,129,010</td>
</tr>
</tbody>
</table>

### Changes in equity

- **Reclassified into retained earnings**
- **Net income**
- **Other comprehensive income**
- **Dividends to Hitachi, Ltd. stockholders**
- **Dividends to non-controlling interests**
- **Acquisition of treasury stock**
- **Sales of treasury stock**
- **Changes in non-controlling interests**

### As of March 31, 2018

<table>
<thead>
<tr>
<th>Common stock</th>
<th>Capital surplus</th>
<th>Retained earnings</th>
<th>Accumulated other comprehensive income</th>
<th>Treasury stock, at cost</th>
<th>Total/Hitachi Ltd. stockholders’ equity</th>
<th>Non-controlling interests</th>
<th>Total equity</th>
</tr>
</thead>
</table>

### Cumulative effects of changes in accounting policies

- **Restated balance**

### As of March 31, 2018

<table>
<thead>
<tr>
<th>Common stock</th>
<th>Capital surplus</th>
<th>Retained earnings</th>
<th>Accumulated other comprehensive income</th>
<th>Treasury stock, at cost</th>
<th>Total/Hitachi Ltd. stockholders’ equity</th>
<th>Non-controlling interests</th>
<th>Total equity</th>
</tr>
</thead>
</table>

### Changes in equity

- **Reclassified into retained earnings**
- **Net income**
- **Other comprehensive loss**
- **Dividends to non-controlling interests**
- **Acquisition of treasury stock**
- **Sales of treasury stock**
- **Changes in non-controlling interests**

### As of March 31, 2019

<table>
<thead>
<tr>
<th>Common stock</th>
<th>Capital surplus</th>
<th>Retained earnings</th>
<th>Accumulated other comprehensive income</th>
<th>Treasury stock, at cost</th>
<th>Total/Hitachi Ltd. stockholders’ equity</th>
<th>Non-controlling interests</th>
<th>Total equity</th>
</tr>
</thead>
</table>

## Consolidated Statement of Cash Flows

**Years ended March 31, 2019 and 2018**

<table>
<thead>
<tr>
<th>Cash flows from operating activities</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income</td>
<td>¥ 490,918</td>
<td>¥ 321,022</td>
</tr>
<tr>
<td>Adjustments to reconcile net income to net cash provided by operating activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>384,332</td>
<td>398,044</td>
</tr>
<tr>
<td>Impairment losses</td>
<td>48,656</td>
<td>344,997</td>
</tr>
<tr>
<td>Income taxes</td>
<td>131,659</td>
<td>183,899</td>
</tr>
<tr>
<td>Share of (profits)/losses of investments accounted for using the equity method</td>
<td>(82,463)</td>
<td>15,016</td>
</tr>
<tr>
<td>Financial income and expenses</td>
<td>(692)</td>
<td>(9,367)</td>
</tr>
<tr>
<td>Net (gain)/loss on business reorganization and others (Gain) loss on sale of property, plant and equipment</td>
<td>(9,774)</td>
<td>(184,630)</td>
</tr>
<tr>
<td>Changes in other assets</td>
<td>2,395</td>
<td>(18,986)</td>
</tr>
<tr>
<td>Change in trade receivables</td>
<td>47,216</td>
<td>1,795</td>
</tr>
<tr>
<td>Change in trade receivables and contract assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in inventories</td>
<td>(181,207)</td>
<td>(149,500)</td>
</tr>
<tr>
<td>Change in other assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in trade payables</td>
<td>29,923</td>
<td>(16,107)</td>
</tr>
<tr>
<td>Change in retirement and severance benefits</td>
<td>(40,137)</td>
<td>(38,481)</td>
</tr>
<tr>
<td>Change in other liabilities</td>
<td>(34,395)</td>
<td>4,354</td>
</tr>
<tr>
<td>Other</td>
<td>(7,743)</td>
<td>3,925</td>
</tr>
<tr>
<td>Subtotal</td>
<td>907,992</td>
<td>775,769</td>
</tr>
<tr>
<td>Interest received</td>
<td>9,787</td>
<td>22,740</td>
</tr>
<tr>
<td>Dividends received</td>
<td>17,002</td>
<td>22,710</td>
</tr>
<tr>
<td>Interest paid</td>
<td>(21,582)</td>
<td>(22,536)</td>
</tr>
<tr>
<td>Income taxes paid</td>
<td>(186,911)</td>
<td>(188,267)</td>
</tr>
<tr>
<td>Net cash provided by (used in) operating activities</td>
<td>727,168</td>
<td>610,025</td>
</tr>
</tbody>
</table>

### Cash flows from investing activities

| Purchase of property, plant and equipment | (392,047) | (382,351) |
| Purchase of intangible assets | (91,528) | (89,899) |
| Proceeds from sale of property, plant and equipment, and intangible assets | 37,076 | 61,823 |
| Purchase of investments in securities and other financial assets (including investments in subsidiaries and investments accounted for using the equity method) | (243,124) | (72,422) |
| Proceeds from sale of investments in securities and other financial assets (including investments in subsidiaries and investments accounted for using the equity method) | 178,188 | 306,971 |
| Other | (2,893) | 13,205 |
| Net cash provided by (used in) investing activities | (674,326) | (162,872) |

### Free cash flows

<table>
<thead>
<tr>
<th>Cash flows from financing activities</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in short-term debt, net</td>
<td>(104,819)</td>
<td>3,706</td>
</tr>
<tr>
<td>Proceeds from long-term debt</td>
<td>(143,354)</td>
<td>87,636</td>
</tr>
<tr>
<td>Payments on long-term debt</td>
<td>(299,348)</td>
<td>(133,581)</td>
</tr>
<tr>
<td>Proceeds from payments from non-controlling interests</td>
<td>3,293</td>
<td>5,149</td>
</tr>
<tr>
<td>Dividends paid to Hitachi, Ltd. stockholders</td>
<td>(57,568)</td>
<td>(77,194)</td>
</tr>
<tr>
<td>Dividends paid to non-controlling interests</td>
<td>(32,066)</td>
<td>(43,375)</td>
</tr>
<tr>
<td>Acquisition of common stock for treasury</td>
<td>(231)</td>
<td>(231)</td>
</tr>
<tr>
<td>Proceeds from sale of treasury stock</td>
<td>49</td>
<td>211</td>
</tr>
<tr>
<td>Purchase of shares of consolidated subsidiaries from non-controlling interests</td>
<td>(8,062)</td>
<td>(162,692)</td>
</tr>
<tr>
<td>Proceeds from partial sales of shares of consolidated subsidiaries to non-controlling interests</td>
<td>205</td>
<td>--</td>
</tr>
<tr>
<td>Other</td>
<td>(344)</td>
<td>(95)</td>
</tr>
<tr>
<td>Net cash provided by (used in) financing activities</td>
<td>(327,454)</td>
<td>(320,426)</td>
</tr>
</tbody>
</table>

### Effect of exchange rate changes on cash and cash equivalents

| 1,336 | 17,098 |

### Change in cash and cash equivalents at end of year

| ¥ 697,964 | ¥ 807,593 |

Notes:
1. From the fiscal year ended March 31, 2019, the consolidated statements were presented in detail.
2. Changes in presentation have been made due to materiality of some cash-flow items as a result of business reorganization and others. “Purchase of leased assets”, which was separately presented, has been included in “Purchase of property, plant and equipment,” “Proceeds from sale of leased assets”, which were separately presented, have been included in “Proceeds from sale of property, plant and equipment.”
3. The consolidated statement of cash flows for the year ended March 31, 2019 has been reclassified in order to reflect these changes in presentation.
5-Year Non-Financial Data

Hitachi Group Business Operation Framework

Society 5.0
Society 5.0 expresses a new idea of society and related efforts to achieve this, as advocated by the Japanese government. The aim is to develop the economy while addressing societal issues by deploying AI, IoT, robots and other forms of advanced science and technology to make use of various data creating an affluent, human-centered society. The name refers to the evolution of a fifth form of society, continuing from the hunter-gatherer, agrarian, industrial, and information societies.

Social Innovation Business
Our Social Innovation Business accelerates collaborative creation with customers using the latest digital technologies in a wide range of fields, including social infrastructure. It also solves various issues faced by society and customers by taking advantage of the Hitachi Group’s business bases; its total solutions, which combine the operational technology (OT), IT, products and systems it has cultivated over many years; digital solutions such as Lumada; and open innovation achieved through partnerships with operators worldwide.

Keywords to Understand Hitachi Value Creation

5-Year Non-Financial Data

<table>
<thead>
<tr>
<th>Human Capital Development</th>
<th>FY2014</th>
<th>FY2015</th>
<th>FY2016</th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of employees</td>
<td>336,670</td>
<td>335,444</td>
<td>303,887</td>
<td>307,275</td>
<td>305,247</td>
</tr>
<tr>
<td>Average service (years)</td>
<td>16.6</td>
<td>16.7</td>
<td>16.8</td>
<td>17.1</td>
<td>17.8</td>
</tr>
<tr>
<td>Turnover ratio (%)</td>
<td>45.2</td>
<td>45.6</td>
<td>45.3</td>
<td>45.6</td>
<td>45.4</td>
</tr>
</tbody>
</table>

Scope of Data
Hitachi, Ltd. and consolidated subsidiaries (excluding variable share holdings).

Number of fatal accidents 3 4 3 5 0

Scope of Data
Hitachi, Ltd. and consolidated subsidiaries (excluding variable share holdings).

Ratios for Female and Non-Japanese Executive and Corporate Officers (Hitachi, Ltd.)

<table>
<thead>
<tr>
<th>June 2017</th>
<th>June 2018</th>
<th>June 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratio of female executive and corporate officers</td>
<td>2.4%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Ratio of non-Japanese executive and corporate officers</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Ratio of non-Japanese executive and corporate officers</td>
<td>3.7%</td>
<td>6.4%</td>
</tr>
</tbody>
</table>

Scope of Data
Hitachi, Ltd. and consolidated subsidiaries (excluding variable share holdings).

Research and Development

<table>
<thead>
<tr>
<th>FY2014</th>
<th>FY2015</th>
<th>FY2016</th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patent application ratio outside Japan (%)</td>
<td>59</td>
<td>59</td>
<td>57</td>
<td>56</td>
</tr>
<tr>
<td>Ratio of R&amp;D expenditure to revenue (%)</td>
<td>3.8</td>
<td>3.3</td>
<td>3.6</td>
<td>3.6</td>
</tr>
</tbody>
</table>

Scope of Data
Hitachi, Ltd. and consolidated subsidiaries (excluding variable share holdings).

Environmental Performance Data

<table>
<thead>
<tr>
<th>FY2014</th>
<th>FY2015</th>
<th>FY2016</th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO2 emissions from factories and offices (kton CO2)</td>
<td>4,128</td>
<td>3,895</td>
<td>4,577</td>
<td>4,683</td>
</tr>
<tr>
<td>Water use (million m3)</td>
<td>4,686</td>
<td>4,391</td>
<td>4,134</td>
<td>3,654</td>
</tr>
<tr>
<td>Waste and valuations (unit)</td>
<td>692</td>
<td>618</td>
<td>1,356</td>
<td>1,356</td>
</tr>
</tbody>
</table>

Scope of Data
Hitachi, Ltd. and consolidated subsidiaries.

Keywords to Understand Hitachi Value Creation

Society 5.0
Society 5.0 expresses a new idea of society and related efforts to achieve this, as advocated by the Japanese government. The aim is to develop the economy while addressing societal issues by deploying AI, IoT, robots and other forms of advanced science and technology to make use of various data creating an affluent, human-centered society.

Social Innovation Business
Our Social Innovation Business accelerates collaborative creation with customers using the latest digital technologies in a wide range of fields, including social infrastructure. It also solves various issues faced by society and customers by taking advantage of the Hitachi Group’s business bases; its total solutions, which combine the operational technology (OT), IT, products and systems it has cultivated over many years; digital solutions such as Lumada; and open innovation achieved through partnerships with operators worldwide.

Hitachi strengths: OT x IT x Products
Hitachi works to provide solutions that utilize digital technology to resolve issues facing customers and society by applying its operational technology (OT), which boasts a track-record of more than 100 years; its information technology (IT), which has continued to develop for more than 50 years; and its products, which it has developed and manufactured using its own technology since its founding.

Lumada Business
Lumada is a general term for the solutions, services and technologies that utilize Hitachi's advanced digital technologies to create value from customer data and accelerate digital innovation. It is derived from the words “illuminate” and “data.” Customer cases refer to collaborative creation processes of the Lumada business, as well as those of which are models for the digital solutions that we have cultivated thus far. Lumada Solution Hub is a system that packages Lumada solutions and application development environments in forms that are easy to implement and provides them on cloud platforms.

NXPERIENCE
This is a methodology for collaborative creation with customers advocated by Hitachi. It develops new businesses while visualizing various insight from multiple perspectives through workshops with customers. The approach comprises of "methods" for creating new businesses, "IT tools" that support the methods and "collaborative creation spaces for customers" that support discussions at workshops.
Data Section

Corporate Data / Stock Information
As of March 31, 2019

Corporate Name
Hitachi, Ltd. (Kabushiki Kaisha Hitachi Seisakusho)
URL
https://www.hitachi.co.jp/
Principal Office
6-6, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-8280, Japan
Founded
1910 (Incorporated in 1920)
Capital Stock
458,790 million yen
Number of Employees
295,941
Number of Shares Issued
966,692,677 shares
Number of Shareholders
327,497
Administrator of Shareholders’ Register
Tokyo Securities Transfer Agent Co., Ltd.
Stock Exchange Listings
Tokyo, Nagoya
Accounting Auditor
Ernst & Young ShrinNhon LLC

Investor Relations Contacts
JAPAN
Hitachi, Ltd.
6-6, Marunouchi 1-chome,
Chiyoda-ku, Tokyo 100-8280
TEL: +81-3-3258-1111
E-mail: irinfo.hq@hitachi.com

U.S.A.
Hitachi America, Ltd.
50 Prospect Avenue,
Tarrytown, NY 10591
TEL: +1-914-333-2987
E-mail: investor.info@hal.hitachi.com

U.K.
Hitachi Europe Ltd.
Whitebrook Park,
Lower Cookham Road,
Maidenhead, Berkshire SL6 8YA
TEL: +44-1628-585384

10 Largest Shareholders
Name Number of Shares (shares) Percentage of Total (%)
The Master Trust Bank of Japan, Ltd. (Trust Account) 71,017,400 7.35
Japan Trustee Services Bank, Ltd. (Trust Account) 61,402,500 6.36
Hitachi Employees’ Shareholding Association 20,694,676 2.14
Japan Trustee Services Bank, Ltd. (Trust Account 9) 20,016,500 2.07
Nippon Life Insurance Company 18,652,999 1.93
Japan Trustee Services Bank, Ltd. (Trust Account 5) 17,676,200 1.83
STATE STREET BANK WEST CLIENT-TREATY 505254 16,620,287 1.72
STATE STREET BANK AND TRUST COMPANY 505001 15,466,269 1.60
JP MORGAN CHASE BANK 385151 15,016,920 1.56
STATE STREET BANK AND TRUST COMPANY 505223 14,728,535 1.53

Note: Treasury stock (1,086,667 shares) is not included in the calculation of “Shareholding Ratio.”

Shareholder Composition

<table>
<thead>
<tr>
<th>Class of Shareholders</th>
<th>Number of Shareholders</th>
<th>Share Ownership (shares)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Institution and Securities Firm</td>
<td>338</td>
<td>339,860,790</td>
</tr>
<tr>
<td>Individual</td>
<td>322,738</td>
<td>192,695,071</td>
</tr>
<tr>
<td>Foreign Investor</td>
<td>1,423</td>
<td>417,301,258</td>
</tr>
<tr>
<td>Other</td>
<td>2,993</td>
<td>16,390,237</td>
</tr>
<tr>
<td>Government and Municipality</td>
<td>5</td>
<td>15,312</td>
</tr>
<tr>
<td>Total</td>
<td>327,497</td>
<td>966,692,677</td>
</tr>
</tbody>
</table>

* Treasury stock is included in “Other.”

Publication of the Hitachi Integrated Report 2019

Please allow me the opportunity to share a few words as the supervisor overseeing the publication of Hitachi Integrated Report 2019.

Since fiscal 2016, Hitachi has been publishing an integrated report with the goal of creating deeper understanding concerning how the Hitachi Group will create value over the medium to long term.

In the 2019 edition, our fourth edition, we introduce the visions and goals outlined in our new 2021 Mid-term Management Plan, which was announced in May 2019, as well as initiatives that aim to raise corporate value by achieving the plan’s goals. Our CEO has also included a signed message at the top of the report on behalf of our management team.

I hope that this integrated report will help stakeholders, including customers, shareholders and investors, to better understand the Hitachi Group and provide an opportunity for constructive discussion. Furthermore, we plan to enhance our disclosure and raise transparency moving forward, so please feel free to share any opinions you may have without reserve.

September 2019

Hidenobu Nakahata
Representative Executive Officer,
Senior Vice President and Executive Officer,
Head of Legal, Risk Management and Corporate Communications,
CHRO, General Manager of Human Capital Group, and Deputy Manager of Safety Management Division