



Management Approach

Activities

Performance Data

Overview of Financial Results, Board Members,
and Employee Data

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An overview of the consolidated financial results, board members, and employee data is shown below.

Most data are Hitachi, Ltd. figures.

Financial Results (Consolidated IFRS)

	(billion yen)		
	FY 2013	FY 2014	FY 2015
Revenue	9,666.4	9,774.9	10,034.3
Adjusted operating income	604.7	641.3	634.8
EBIT*1	691.2	534.0	531.0
Income from continuing operations, before income taxes	678.4	518.9	517.0
Net income attributable to Hitachi, Ltd. stockholders	413.8	217.4	172.1
Capital investment (completion basis)	849.8	374.3	528.5
R&D spending	351.4	335.5	333.7

*1 EBIT: Income from continuing operations before income tax, less interest income, plus interest charges.

Board Members

	Total	Gender		Nationality	
		Male	Female	Japan	Outside Japan
Directors*1	13 ²	11	2	8	5
Executive officers*1	35	35	0	33	2

*1 As of June 2016.

*2 Including nine external directors (four from Japan and five from outside Japan).

Composition of Employees

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Number of employees*1	32,908	33,665	33,500	31,375	37,353
Male	27,805	28,437	28,273	26,428	31,536
Female	5,103	5,228	5,227	4,947	5,817
Ratio of female employees (%)	15.9	16.0	16.6	16.3	16.5
Average age (years)	40.0	40.2	40.7	41.0	41.2
Male	40.6	40.8	41.3	41.6	41.7
Female	36.8	37.1	37.6	38.0	38.4
Average service (years)	17.9	18.0	18.3	18.4	18.4
Male	18.6	18.7	19.0	19.0	19.0
Female	14.2	14.5	15.0	15.4	15.6
Number and ratio of female managers*2 ✓	377 3.4%	401 3.5%	418 3.8%	434 3.7%	474 4.0%
General manager or above	54 1.9%	68 2.3%	77 2.7%	87 2.8%	104 3.2%
Section chief	323 4.0%	333 4.0%	341 4.3%	347 4.1%	370 4.3%
Employment ratio of people with disabilities (%)*3 ✓	2.00	2.02	2.02	2.03	2.08

*1 Number of full-time employees.

*2 See Key Indicators for Group global figures.

*3 Data compiled in June of each fiscal year.



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Hiring Ratios

	April 2012	April 2013	April 2014	April 2015	April 2016
Ratio of new female graduates hired*1 (%)	20.3	18.0	19.4	21.7	22.8
Technical	14.7	11.6	14.7	18.3	17.3
Administrative	43.9	43.4	43.4	41.0	45.5

*1 Graduates from universities or colleges (including postgraduate schools and technical colleges).

Number of Employees Using Work-Life Balance Support Systems

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Number of employees taking child care leave/spouse child care leave					
Female	518	525	539	508	524
Male	224	245	238	236	307
Number of employees using shorter working hours for child care					
Female	608	617	683	663	668
Male	6	8	5	4	3
Number of employees taking nursing care leave					
Female	6	10	8	8	8
Male	6	7	12	9	9
Number of employees using shorter working hours for nursing care					
Female	6	7	4	7	9
Male	2	3	2	3	3

Working Conditions

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Paid leave					
Average number of days	15.9	15.3	15.5	15.4	15.6
Ratio (%)	66.8	64.0	64.7	64.3	65.3
Average overtime hours/month	12.8	14.1	13.5	12.2	11.9
Occupational health and safety					
Number of fatal accidents	1	3	1	1	2

Social Contribution Activities

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Social contribution activities					
Number of voluntary social contribution programs	32	34	43	39	38
Participants in voluntary social contribution programs	2,087	2,479	2,744	2,344	2,166