

Social Data

Innovation Management

Research and Development

| R&D Expenditure | | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
|-----------------------------------|--------------------|---------|---------|---------|---------|---------|
| | Reporting Boundary | | | | | |
| R&D expenditure (billions of yen) | Hitachi Group | 333.7 | 323.9 | 332.9 | 323.1 | 293.7 |
| R&D expenditure as % of revenue | Hitachi Group | 3.3 | 3.5 | 3.6 | 3.4 | 3.4 |

| Top-Class Digital Talent in the AI Field | | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
|--|--------------------|---------|---------|---------|---------|---------|
| | Reporting Boundary | | | | | |
| Top-class AI digital talent | Hitachi Group | — | — | — | 226 | 306 |

Notes: Disclosure began in fiscal 2018.

Human Capital

Employee Data

| | | 102-7 | 102-8 | 401-1 | 401-3 | 403-9 | 403-10 |
|---------------------------|--------------------|---------|---------|---------|---------|---------|--------|
| | Reporting Boundary | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | |
| Number of employees | Hitachi Group | 335,244 | 303,887 | 307,275 | 295,941 | 301,056 | |
| | Male*1 | 217,707 | 195,645 | 199,193 | 196,221 | 199,603 | |
| | Female*1 | 47,676 | 42,460 | 41,870 | 43,581 | 45,359 | |
| | Japan | 187,936 | 169,744 | 168,086 | 162,083 | 162,100 | |
| | Asia | 95,496 | 86,649 | 88,616 | 85,013 | 86,787 | |
| | North America | 21,026 | 20,071 | 21,884 | 20,985 | 22,034 | |
| | Europe | 19,984 | 14,808 | 16,517 | 17,074 | 17,850 | |
| | Other areas | 10,802 | 12,615 | 12,172 | 10,786 | 12,285 | |
| Number of employees | Hitachi, Ltd. | 37,353 | 35,631 | 34,925 | 33,490 | 31,442 | |
| | Male | 31,536 | 29,921 | 29,220 | 27,828 | 25,628 | |
| | Female | 5,817 | 5,710 | 5,705 | 5,662 | 5,814 | |
| Average age*2 | Hitachi, Ltd. | 41.1 | 41.4 | 41.8 | 42.1 | 42.4 | |
| | Male | 41.6 | 41.9 | 42.3 | 42.6 | 43.0 | |
| | Female | 38.2 | 38.7 | 39.2 | 39.5 | 40.1 | |
| Average service (years)*1 | Hitachi Group | 14.4 | 15.0 | 14.9 | 15.1 | 15.0 | |
| | Male | 15.2 | 15.8 | 15.4 | 15.8 | 15.7 | |
| | Female | 11.0 | 11.6 | 12.6 | 11.8 | 11.8 | |
| | Japan | 17.6 | 18.4 | 18.0 | 18.8 | 18.8 | |
| | Asia | 6.7 | 7.2 | 7.9 | 7.9 | 7.7 | |
| | North America | 8.2 | 8.4 | 8.7 | 7.1 | 7.2 | |
| | Europe | 6.5 | 7.9 | 8.4 | 7.6 | 8.3 | |
| | Other areas | 6.8 | 4.5 | 7.3 | 6.4 | 7.6 | |
| Average service (years) | Hitachi, Ltd. | 15.6 | 17.5 | 17.8 | 18.0 | 17.9 | |
| | Male | 15.9 | 17.9 | 18.3 | 18.5 | 18.5 | |
| | Female | 13.8 | 15.2 | 15.5 | 15.6 | 15.6 | |
| Turnover ratio (%)**3 | Hitachi Group | 4.2 | 5.3 | 5.5 | 6.3 | 5.2 | |
| | Male | 3.9 | 4.7 | 5.0 | 5.8 | 4.8 | |
| | Female | 5.6 | 7.8 | 7.8 | 8.4 | 7.2 | |
| | Japan | 2.4 | 2.3 | 2.1 | 2.2 | 2.5 | |
| | Outside Japan | 9.0 | 12.9 | 13.4 | 15.4 | 10.9 | |
| Turnover ratio (%)**3 | Hitachi, Ltd. | 1.3 | 1.5 | 1.5 | 1.6 | 1.7 | |

*1 Hitachi Group figures exclude approximately 40,000 manufacturing workers.

*2 Beginning in fiscal 2019, the scope of reporting shifted from full-time, regular employees to all employees across the organization; figures for previous years have been adjusted to match this new scope.

*3 Figures include only voluntary resignations.

Global Human Capital Management

| Approval Rating in Global Employee Survey | | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
|---|--------------------|---------|---------|---------|---------|---------|
| | Reporting Boundary | | | | | |
| Engagement indicator (%) | Hitachi Group | 56 | 58 | 58 | 60 | 60 |
| Overall (%) | Hitachi Group | 58 | 60 | 61 | 60 | 61 |

Note: Questions change slightly each year. Above figures not adjusted for change in questions. Comparing fiscal 2019 results with previous years for unchanged questions only, overall approval has improved for five straight years.

Talent Development

| Number of Participants of Global Management Training Programs | | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
|---|--------------------|---------|---------|---------|---------|---------|
| | Reporting Boundary | | | | | |
| | Hitachi Group | 3,362 | 3,530 | 3,821 | 3,844 | 4,063 |

| Digital Talent Headcount | | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
|--------------------------|--------------------|---------|---------|---------|---------|---------|
| | Reporting Boundary | | | | | |
| | Hitachi Group | — | — | — | — | 30,000 |

Note: Disclosure began in fiscal 2019.

| Number of Data Scientists | | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
|---------------------------|--------------------|---------|---------|---------|---------------|---------------|
| | Reporting Boundary | | | | | |
| | Hitachi Group | — | — | 700 | Approx. 1,000 | Approx. 2,000 |

Note: Disclosure began in 2018.

| Average Amount Invested in Education per Employee | | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
|---|----------------------------------|---------|---------|-----------------------|-----------------------|-----------------------|
| | Reporting Boundary | | | | | |
| (yen) | Hitachi Group companies in Japan | — | — | 118,500 ^{*1} | 127,800 ^{*2} | 128,000 ^{*3} |

*1 Hitachi, Ltd. and 14 major Group companies in Japan.

*2 Hitachi, Ltd. and 13 major Group companies in Japan.

*3 Hitachi, Ltd. and 12 major Group companies in Japan.

Note: Disclosure began in fiscal 2017.

| Number of Young Employees Participating in Training Outside Japan | | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
|---|----------------------------------|---------|---------|---------|---------|---------|
| | Reporting Boundary | | | | | |
| | Hitachi Group companies in Japan | 674 | 382 | 378 | 392 | 320 |

Diversity and Inclusion

| | Reporting Boundary | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
|--|--------------------------|-------------|-------------|-------------|---------------|---------------|
| Ratio of female employees (%) ^{*1} ✓ | Hitachi Group | 18.5 | 18.3 | 18.2 | 18.8 | 19.4 |
| Ratio of female employees (%) | Hitachi, Ltd. | 16.5 | 16.8 | 17.2 | 17.8 | 19.0 |
| Ratio (number) of female managers ^{*1*2*3} ✓ | Hitachi Group | 6.5 (2,688) | 6.7 (2,562) | 7.3 (3,325) | 8.3 (3,975) | 8.9 (4,302) |
| Ratio (number) of female assistant managers ^{*1*3*4} | Hitachi Group | — | — | — | 16.6 (14,909) | 17.8 (18,028) |
| Ratio (number) of female managers ^{*3*5} ✓ | Hitachi, Ltd. | 4.0 (474) | 4.1 (509) | 4.2 (577) | 4.8 (635) | 5.5 (700) |
| | General manager or above | 3.2 (104) | 3.3 (113) | 3.2 (128) | 3.4 (135) | 3.9 (147) |
| | Section manager | 4.3 (370) | 4.4 (396) | 4.6 (449) | 5.3 (500) | 6.2 (553) |
| Basic salary ratio of female to male managers ^{*6} | Hitachi, Ltd. | — | — | 100 : 102 | 100 : 103 | 100 : 104 |
| Total individual compensation ratio of female to male managers ^{*6} | Hitachi, Ltd. | — | — | 100 : 104 | 100 : 105 | 100 : 106 |
| Ratio of new female employees hired (%) ^{*1} | Hitachi Group | 24.4 | 24.2 | 22.1 | 26.7 | 26.3 |
| | Japan | 18.4 | 18.8 | 19.4 | 23.1 | 23.0 |
| | Asia | 30.4 | 30.4 | 24.5 | 28.2 | 28.5 |
| | North America | 33.0 | 22.0 | 26.2 | 32.8 | 29.7 |
| | Europe | 29.0 | 20.5 | 19.6 | 23.8 | 22.9 |
| | Other areas | 12.9 | 29.2 | 22.8 | 27.3 | 28.9 |
| Ratio of new female graduates hired (%) ^{*7} | Hitachi, Ltd. | 22.8 | 26.3 | 26.6 | 24.2 | 25.3 |
| | Technical | 17.3 | 20.8 | 17.2 | 17.9 | 17.8 |
| | Administrative | 45.5 | 42.1 | 53.8 | 51.6 | 48.9 |

*1 Hitachi Group figures exclude approximately 40,000 manufacturing workers.

*2 Beginning in fiscal 2019, the scope of reporting shifted from full-time, regular female managers, excluding those dispatched to non-Group companies, to all female managers including those dispatched from Hitachi, Ltd. to other companies and those accepted from other companies; figures for previous years have been adjusted to match this new scope.

*3 Rising numbers of female managers and female assistant managers in part reflect improved coverage of our human capital databases.

*4 Disclosure began in fiscal 2018.

*5 Since fiscal 2017, "Female managers" has included managerial employees dispatched from Hitachi, Ltd. to other companies and those accepted from other companies by Hitachi, Ltd. Earlier figures include regular managerial employees dispatched to other companies but exclude those accepted from other companies.



*6 Benefits for men and women are identical. Differences between male and female salary and compensation are due to age distribution, grade distribution, etc. Disclosure began in fiscal 2017.

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

Social Data

| | Reporting Boundary | | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
|--|--------------------|------------------------|---------|---------|---------|---------|---------|
| Number of employees taking maternity/paternity leave | Hitachi, Ltd. | Male | 307 | 352 | 426 | 464 | 445 |
| | | Female | 524 | 664 | 724 | 720 | 680 |
| Return rates after maternity/paternity and child-care leave*1 | Hitachi, Ltd. | Male | — | 97.1 | 98.5 | 97.4 | 97.4 |
| | | Female | — | 96.7 | 100.0 | 94.3 | 100 |
| Retention rates after maternity/paternity and child-care leave*1 | Hitachi, Ltd. | Male | — | 98.6 | 98.0 | 99.4 | 95.5 |
| | | Female | — | 100.0 | 96.6 | 90.9 | 84.8 |
| Number of employees using shorter working hours for child care | Hitachi, Ltd. | Male | 3 | 2 | 2 | 5 | 9 |
| | | Female | 668 | 822 | 887 | 893 | 866 |
| Number of employees taking nursing-care leave | Hitachi, Ltd. | Male | 9 | 8 | 14 | 9 | 10 |
| | | Female | 8 | 7 | 7 | 9 | 11 |
| Number of employees using shorter working hours for nursing care | Hitachi, Ltd. | Male | 3 | 3 | 3 | 2 | 4 |
| | | Female | 9 | 9 | 12 | 11 | 6 |
| Paid leave | Hitachi, Ltd. | Average number of days | 15.6 | 16.3 | 17.2 | 18.7 | 18.8 |
| | | Ratio (%) | 65.3 | 68.1 | 72.0 | 78.3 | 78.7 |
| Average overtime hours/month | Hitachi, Ltd. | | 11.9 | 12.8 | 10.9 | 9.3 | 7.7 |

*1 Disclosure began in fiscal 2016.

| Ratios for Female and Non-Japanese Executive and Corporate Officers (Hitachi, Ltd.) | | | | | | | |
|--|--------------------|--|-----------|-----------|-----------|-----------|--|
| | Reporting Boundary | | June 2017 | June 2018 | June 2019 | June 2020 | |
| Number of female executive and corporate officers | Hitachi, Ltd. | | 2 | 2 | 4 | 5 | |
| Ratio of female executive and corporate officers (%)  | Hitachi, Ltd. | | 2.4 | 2.6 | 5.0 | 7.1 | |
| Number of non-Japanese executive and corporate officers | Hitachi, Ltd. | | 3 | 5 | 7 | 6 | |
| Ratio of non-Japanese executive and corporate officers (%)  | Hitachi, Ltd. | | 3.7 | 6.4 | 8.8 | 8.6 | |


Note: Disclosure began in 2017, when initiatives for increasing diversity among executive and corporate officers started.

| Ratios for Male/Female and Japanese/Non-Japanese Directors (Hitachi, Ltd.) | | | | | | | |
|--|--------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| | Reporting Boundary | | June 2016 | June 2017 | June 2018 | June 2019 | June 2020 |
| Male | Hitachi, Ltd. | Number | 11 | 11 | 10 | 9 | 11 |
| | | Ratio (%) | 84.6 | 84.6 | 83.3 | 81.8 | 84.6 |
| Female | Hitachi, Ltd. | Number | 2 | 2 | 2 | 2 | 2 |
| | | Ratio (%) | 15.4 | 15.4 | 16.7 | 18.2 | 15.4 |
| Japanese | Hitachi, Ltd. | Number | 8 | 8 | 8 | 7 | 7 |
| | | Ratio (%) | 61.5 | 61.5 | 66.7 | 63.6 | 53.8 |
| Non-Japanese | Hitachi, Ltd. | Number | 5 | 5 | 4 | 4 | 6 |
| | | Ratio (%) | 38.5 | 38.5 | 33.3 | 36.4 | 46.2 |
| Total | | | 13 | 13 | 12 | 11 | 13 |

| Employment of People with Disabilities and Employment Ratio (Hitachi, Ltd.*1) | | | | | | | |
|---|------------------------------------|--|-----------|-----------|-----------|-----------|-----------|
| | Reporting Boundary | | June 2016 | June 2017 | June 2018 | June 2019 | June 2020 |
| Employment of people with disabilities | Hitachi Group companies in Japan*1 | | 1,370.5 | 1,437 | 1,848 | 1,899 | 2,403 |
| Employment ratio (%) | Hitachi Group companies in Japan*1 | | 2.11 | 2.15 | 2.23 | 2.26 | 2.33 |

*1 Includes special subsidiaries and related Group companies. (Two special subsidiaries and 17 related Group companies in fiscal 2020.)

Occupational Health and Safety

| | Reporting Boundary | 2015 | 2016 | 2017 | 2018 | 2019 |
|--|------------------------------------|------|------|------|------|------|
| Number of fatal accidents | Hitachi Group | 4 | 3 | 5 | 0 | 4 |
| Occupational accident severity rate*1 | Hitachi Group companies in Japan*1 | 0.07 | 0.18 | 0.17 | 0.11 | 0.03 |
| Occupational accident frequency rate*1  | Hitachi Group companies in Japan*1 | 0.22 | 0.18 | 0.25 | 0.20 | 0.17 |

Notes: • January to December each year.

• Work-related accidents are defined as those involving fatality or work-time loss of one day or more.

*1 Hitachi Group figures for Japan, including Hitachi, Ltd., are for 240 Group companies in 2015; for 200 Group companies in 2016; for 202 Group companies in 2017; for 188 Group companies in 2018; and for 169 Group companies in 2019.

| Hitachi Group's Global Safety Figures (Occurrence Rate)*1 | | | | | |
|---|--------------------|-------|-------|-------|-------|
| | Reporting Boundary | 2016 | 2017 | 2018 | 2019 |
| North America | Hitachi Group | 27.65 | 24.33 | 27.96 | 20.76 |
| Central and South America | Hitachi Group | 2.33 | 1.62 | 0.44 | 0.57 |
| Europe | Hitachi Group | 10.70 | 10.82 | 6.08 | 4.78 |
| India | Hitachi Group | 2.07 | 1.44 | 1.44 | 1.63 |
| China | Hitachi Group | 1.59 | 1.53 | 1.46 | 1.17 |
| Asia (excluding India, China, and Japan) | Hitachi Group | 5.43 | 4.41 | 3.34 | 2.63 |
| Oceania | Hitachi Group | 39.07 | 24.41 | 21.94 | 29.07 |
| Africa | Hitachi Group | 17.26 | 9.93 | 11.76 | 9.72 |
| Overseas total | Hitachi Group | 7.76 | 7.42 | 7.43 | 5.78 |
| Japan | Hitachi Group | 1.57 | 1.85 | 1.64 | 1.53 |
| Global total | | 3.95 | 4.22 | 4.20 | 3.45 |

*1 Occurrence rate is the rate of workplace accidents per 1,000 directly contracted employees resulting in fatality or work-time loss of one day or more.

Note: • Collection of statistics began in 2016.

• January to December each year.

| Absences | | | | | | |
|--------------|--------------------|------|------|------|------|------|
| | Reporting Boundary | 2015 | 2016 | 2017 | 2018 | 2019 |
| Mental (%) | Hitachi, Ltd. | 0.52 | 0.56 | 0.60 | 0.64 | 0.65 |
| Physical (%) | Hitachi, Ltd. | 0.24 | 0.24 | 0.26 | 0.24 | 0.25 |

Note: Percentage of employees taking sick leave for seven or more consecutive days, or formally taking leave (Number of employees taking sick leave per month ÷ Number of employees per month × 100).

| Medical Exam and Screening Attendance Rates | | | | | | |
|---|--------------------|---------|---------|---------|---------|---------|
| | Reporting Boundary | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| General physical exam*1 (%) | Hitachi, Ltd. | 78.9 | 78.1 | 78.5 | 79.3 | 72.4 |
| Breast cancer screening*2 (%) | Hitachi, Ltd. | 47.0 | 50.0 | 51.1 | 53.2 | 58.2 |
| Uterine cancer screening*3 (%) | Hitachi, Ltd. | 33.2 | 35.3 | 35.6 | 37.1 | 41.5 |
| Stomach cancer screening*4 (%) | Hitachi, Ltd. | 80.9 | 78.4 | 80.7 | 80.6 | 74.5 |
| Intestinal cancer screening*4 (%) | Hitachi, Ltd. | 81.5 | 79.0 | 81.4 | 81.3 | 76.4 |
| Lung cancer screening*5 (%) | Hitachi, Ltd. | 91.0 | 93.2 | 92.9 | 93.2 | 90.6 |

*1 Men and women aged 35 and over. *2 Women aged 30 and over. *3 Women aged 25 and over. *4 Men and women aged 30 and over.

*5 In fiscal 2016–fiscal 2017, men and women aged 50 and over; from fiscal 2018, changed to men and women aged 35 and over.

Value Chain Management

Responsible Procurement

| CSR Procurement Activities Implementation Status | | | | | | | |
|--|--------------------|---------|---------|---------|---------|---------|----------------------------|
| | Reporting Boundary | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | Total for specified period |
| CSR monitoring (self-checks) | Hitachi Group | 218 | 316 | 131 | 345 | 291 | 1,801*1 |
| CSR audits (✓) | Hitachi Group | 20 | 20 | 18 | 24 | 19 | 149*2 |
| Supplier seminars | Hitachi Group | 12 | 29 | 65 | 126 | 59 | 291*3 |

*1 Total from fiscal 2011 to fiscal 2019.

*2 Total from fiscal 2012 to fiscal 2019.

*3 Total from fiscal 2015 to fiscal 2019.

| Rate of Local Procurement of Materials for Main Regions | | | | | |
|---|--------------------|---------|---------|---------|---------|
| | Reporting Boundary | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| China (%) | Hitachi Group | 64 | 78 | 88 | 90 |
| Europe (%) | Hitachi Group | 83 | 70 | 81 | 78 |
| Rest of Asia (%) | Hitachi Group | 64 | 71 | 71 | 71 |
| Americas (%) | Hitachi Group | 69 | 57 | 66 | 69 |

Note: Collection of statistics began in 2016.

Community

Social Contribution Activities

| Funding for Social Contribution Activities and Number of Participating Employees | | | | | | |
|--|---|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Reporting Boundary | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| Funding for social contribution activities (million yen) | Hitachi, Ltd. and the Hitachi Global Foundation | 889 | 527 | 948 | 841 | 776 |
| | Hitachi Group | 2,057 ^{*1} | 1,953 ^{*2} | 2,195 ^{*3} | 1,888 ^{*4} | 1,833 ^{*5} |
| | Of Hitachi Group funding, amount related to STEAM ^{*6} | | | | | |
| | Hitachi Group | — | — | 740 | 383 | 278 |
| Breakdown of funding for social contribution activities (%) ^{*7} | Human development (%) | — | — | 44.8 | 49.3 | 40.6 |
| | Environment (%) | — | — | 2.9 | 2.0 | 2.8 |
| | Community support (%) | — | — | 34.6 | 20.5 | 26.0 |
| | Other (number in parentheses: disaster relief) (%) | — | — | 17.7 (9.7) | 28.2 (6.9) | 30.6 (4.7) |
| Total employees participating ^{*8} | Hitachi Group | — | 32,116 | 53,749 | 54,629 | 88,134 |

^{*1} Japan: Hitachi, Ltd., 136 Group companies (including equity-method associates and joint ventures), and the Hitachi Global Foundation.

Outside Japan: 244 companies.

^{*2} Japan: Hitachi, Ltd., 134 Group companies, and the Hitachi Global Foundation.

Outside Japan: 159 companies.

^{*3} Japan: Hitachi, Ltd., 141 Group companies, and the Hitachi Global Foundation.

Outside Japan: 196 companies.

^{*4} Japan: Hitachi, Ltd., 141 Group companies, and the Hitachi Global Foundation.

Outside Japan: 152 companies.

^{*5} Japan: Hitachi, Ltd., 153 Group companies, and the Hitachi Global Foundation.

Outside Japan: 234 companies.

^{*6} Collection of statistics began in fiscal 2017.

^{*7} Disclosure broken down into current segments began in fiscal 2017.

^{*8} Collection of statistics began in fiscal 2016.