HITACHI
Inspire the Next

Hitachi Integrated Report 2019

Year ended March 31, 2019

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.

Contents

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, strategies and business foundation we will utilize to achieve this vision, while also looking back on Hitachi's progress up until fiscal 2018 and discussing 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 raise 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's) 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. The cover of this report portrays 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)
Companies:	Hitachi, Ltd., and its domestic consolidated subsidiaries
Boundary of Data:	
Social data:	Boundary of data indicated under each indicator
Environmental data:	804 companies, namely Hitachi, Ltd., and 803 consolidated subsidiaries However, for environmental performance data associated with Hitachi's business operations, Hitachi, Ltd., and consolidated subsidiaries whose environmental load comprises 90% of the total (based on Hitachi calculations) are included.
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.

Inquiries Regarding the Integrated Report

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

U.S.A.
Hitachi America, Ltd.
50 Prospect Avenue, Tarrytown, NY 10591
TEL: +1-914-333-2994

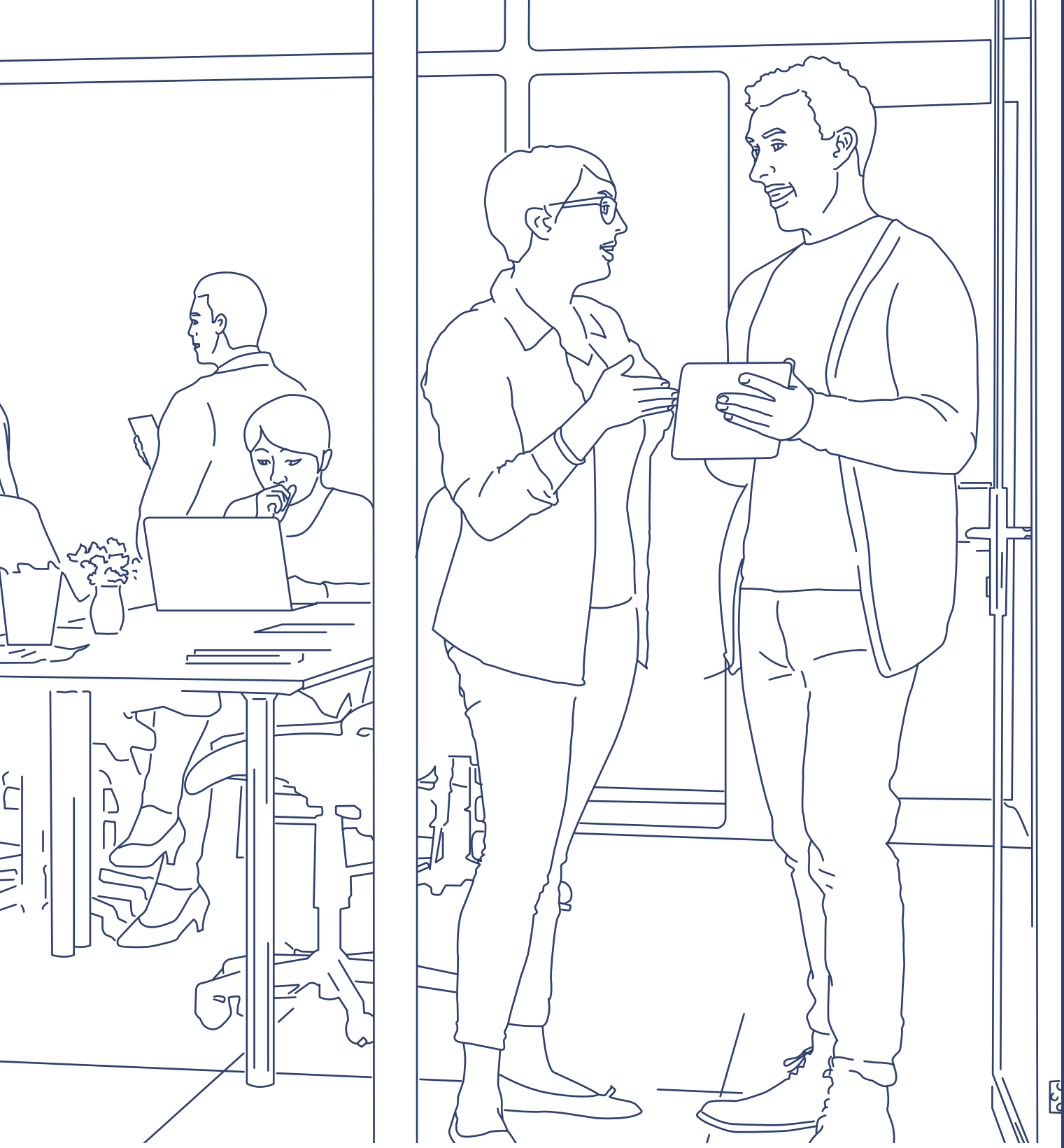
U.K.
Hitachi Europe Ltd.
Whitebrook Park, Lower Cookham Road, Maidenhead, Berkshire SL6 8YA
TEL: +44-1628-585384

Investor Relations
https://www.hitachi.co.jp/IR/ (Japanese)
https://www.hitachi.com/IR-e/ (English)

Sustainability
https://www.hitachi.co.jp/sustainability/ (Japanese)
https://www.hitachi.com/sustainability/ (English)

Disclaimer Regarding Forward-looking Statements

Certain statements regarding the future of the Company set forth in this Report may constitute "forward-looking statements," such as "plan," "forecast," "target," and "strategy." 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 materially from those anticipated in such statements. For the major factors regarding these differences, please see "Addressing Risks and Opportunities" on page 65 of this Report.



IT solutions

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.

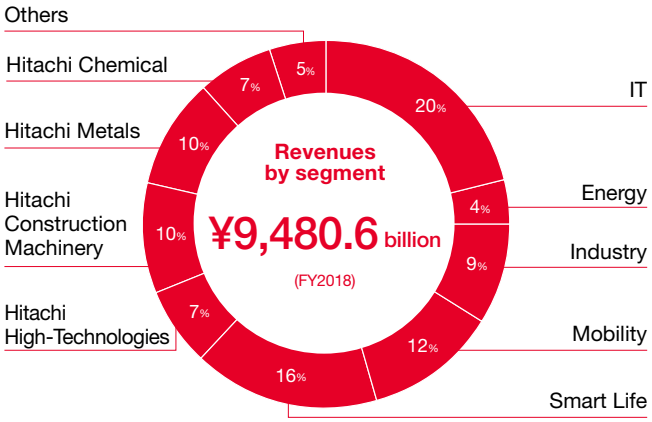
About the Hitachi Group

Business of the Hitachi Group

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 customers' data and supports the rapid delivery of solutions.

Revenues

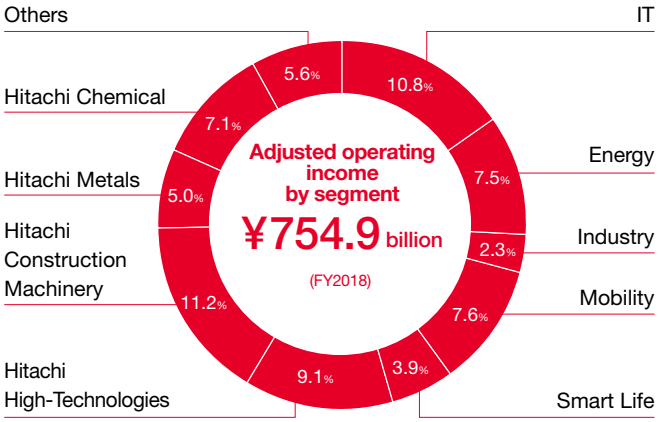
Composition ratio (%)



Note: Figures for each subsegment include intersegment transactions.

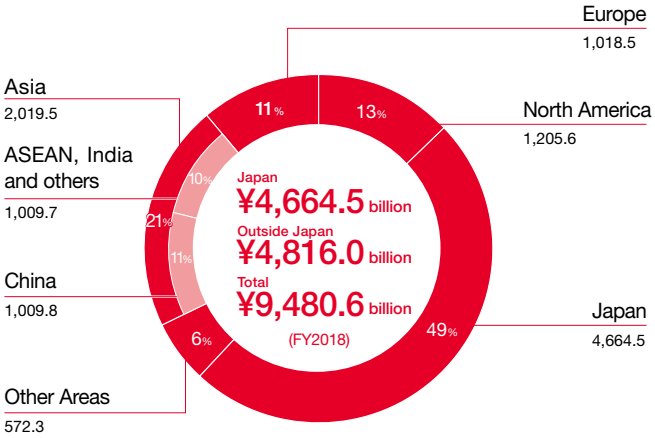
Adjusted Operating Income

Adjusted operating income ratio (%)

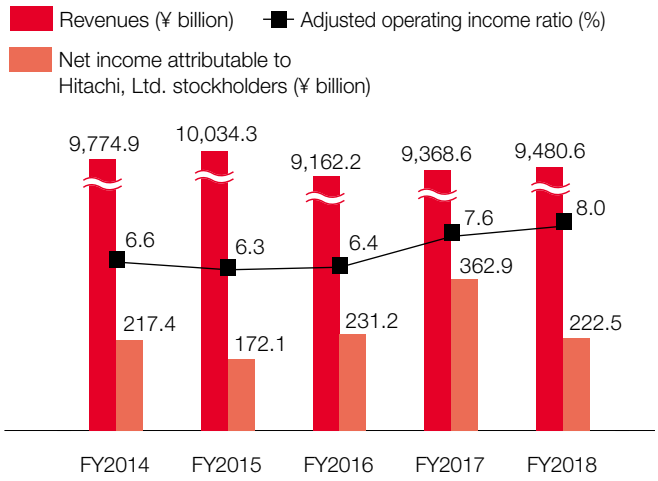


Revenues by Region

Composition ratio (%)



Revenues/Adjusted Operating Income Ratio/ Net Income



IT

- Consulting
- Systems integration
- Cloud services
- Software
- IT products (storage, servers)
- Control systems
- ATMs

Energy

- Energy solutions
- Power grid system

Industry

- Industry & distribution system
- Water & environment system
- Industrial products

Mobility

- Building services (Elevators, escalators)
- Railway system

LUMADA

Revenues of Lumada Business

¥1,127.0 billion

(FY2018)

P.48 Strengthen Lumada

Smart Life

- Medical equipment
- Smart life & eco-friendly system (Refrigerator, washing machine, air conditioner, commercial air conditioning system)
- Automotive systems (Powertrain, chassis parts, advanced driving assistance system)

Hitachi High-Technologies

Ownership percentage of voting rights: **51.8%**

Main products and services

- Medical and Life Science Products
- Analytical Equipment
- Semiconductor Processing Equipment
- Manufacturing and Inspection Equipment
- Advanced Industrial Products

Hitachi Construction Machinery

Ownership percentage of voting rights: **51.5%**

Main products and services

- Hydraulic Excavators
- Wheel Loaders
- Mining Machinery
- Maintenance and Services
- Construction Solutions
- Mine Management Systems

Hitachi Metals

Ownership percentage of voting rights: **53.5%**

Main products and services

- Specialty Steel Products
- Functional Components and Equipment
- Magnetic Materials and Applications
- Power Electronics
- Wires, Cables, and Related Materials

Hitachi Chemical

Ownership percentage of voting rights: **51.4%**

Main products and services

- Functional materials (Electronics materials, printed wiring board materials, electronic components)
- Advanced components and systems (Mobility components, energy storage devices and systems, life science related products)

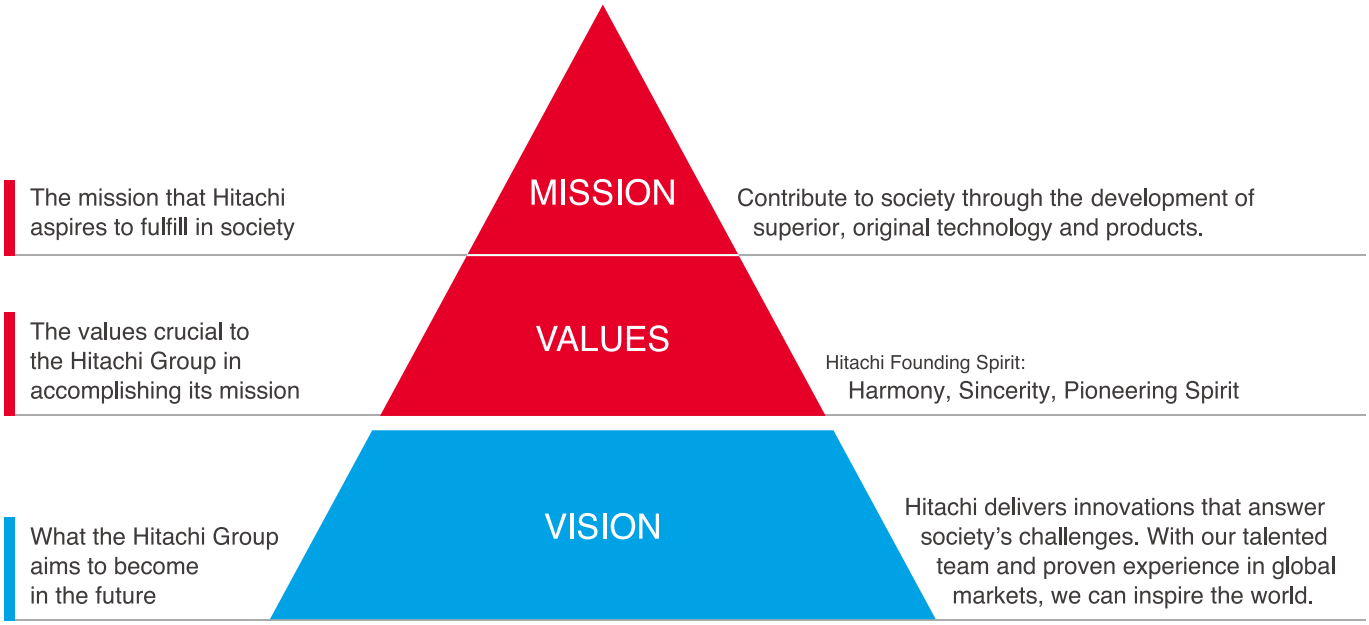
The Hitachi Group Identity and Social Innovation Business

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 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.



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.

MISSION

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.

VALUES

Harmony

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.

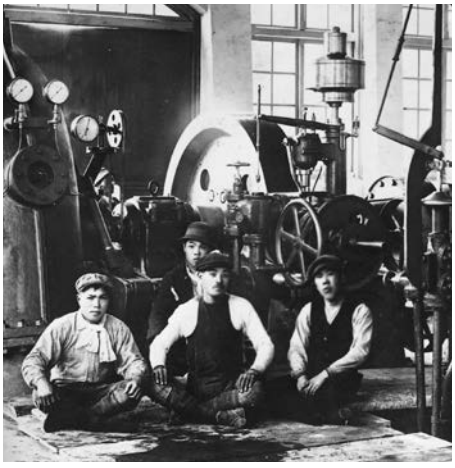
Sincerity

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.

Pioneering Spirit

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.

The power station at the Hitachi mine (1916)



Six years after its establishment, Hitachi employees proudly sit in front of a generator and a 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.

Growth History

1910 ▸ 1945 (founding period)

Challenges faced by Hitachi's pioneers

Major events

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

Changes in management

Founding

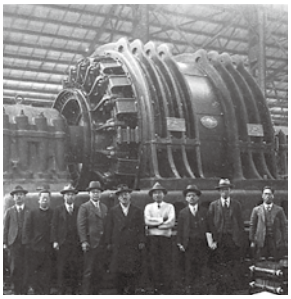
Namihei Odaira, the founder of Hitachi, Ltd., wanted to utilize his own abilities to contribute to society by producing electric machines and developing Japan's machinery industry. In accordance with these desires, he founded our company after constructing a power station at Hitachi mine and directing 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.

OT and product development

1910
A five-horsepower induction motor, one of the products we offered during our founding period (motor)

1924
The ED15, the first large electric locomotive manufactured in Japan

1932
Our first electric refrigerator



1933
The world's largest mill motor at the time (DC motor for metal rolling)

1942
Electron microscope (first for commercial use produced in Japan)

OT, IT and product development

Together with society

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 competitors due to their high levels of education. Despite this, Mr. Odaira always stated that “Our goal should be to train talented technicians and industrialists.” The Apprenticeship Training School was renamed “Hitachi Industrial College” in 1928 and continues to operate under this name today. Each year, this institution produces human resources that handle manufacturing for the Hitachi Group.

Class being conducted at the Apprenticeship Training School (1917)

1946 ▸ 1960 (postwar reconstruction period)

Path to reconstruction

1947 Chikara Kurata becomes our 2nd president
1958 Won the grand prize at the World Exposition
1959 HITAC 301 computer is completed
1960 MARS-1 seat reservation system is completed

1961 ▸ 1970 (rapid growth period)

Fostering comprehensive strength

1961 Kenichiro Komai becomes our 3rd president
1964 The Tokaido Shinkansen and Tokyo Monorail cars are completed
1966 Development of metal oxide semiconductor (MOS) transistors

Achievements produced through our original technologies and our adoption of new technologies

Hitachi lost 40% of its production capacity due to war damage, and the war's impact on the Hitachi factory, which lost 80% 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.

Rapid progress toward becoming a comprehensive electrical machinery manufacturer

Kenichiro Komai, who became our president in 1961, 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.
It was at this time that the “3C (color TVs, coolers [air conditioners], cars) Boom” occurred, spurring substantial growth for Hitachi in terms of home appliances and automotive parts. Thanks to this growth, Hitachi developed into a comprehensive manufacturer of electrical machinery.

1949
Escalators that became vertical metropolitan pathways

1964
The world's first Shinkansen (bullet train) cars to reach 200 km/h

1965
Hitac 5020 system (produced in Japan)

1969
Developed and mass-produced all-transistor color televisions

1968
The fastest elevators in Japan at the time (in the high-rise Kasumigaseki Building)

The “Hitachi Car,” the world's first vehicle for mass stomach screenings

In 1960, we launched the “Hitachi Car,” 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.

The “Hitachi Car,” the world's first vehicle for mass stomach screenings (1960)

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 had 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.

Growth History

1971 ▸ 1985 (transitional period)
Focus on growth sectors

1986 ▸ 2008
Strengthening of

Major events

1971 Hirokichi Yoshiyama becomes our 4th president
COMTRAC, Computer Aided Traffic Control System for Shinkansen, is completed
1974 Operation begins at Chugoku Electric Power Company's Shimane Nuclear Power Station, Japan's first domestic nuclear power plant
1975 HITAC M-series, large-scale computer is completed
1981 Katsushige Mita becomes our 5th president
1982 We become a listed company on the New York Stock Exchange

1991

1995
1999
2006

Changes in management

Hitachi's restructuring

In the 1970s, the entire industry was forced to undergo major structural changes due to events that shock 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. Hirokichi Yoshiyama, who became president of Hitachi in 1971, launched a policy of “lightweight management” in anticipation of changes in the industrial structure and a 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. Katsushige 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

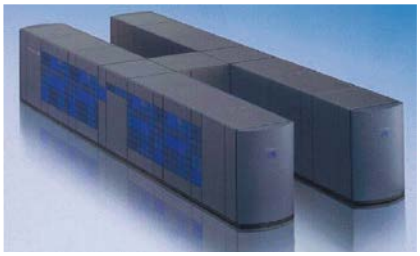
In an era of global competition, the Japanese economy was hit by trade friction and a high yen rate and, suffering from the aftereffects of the collapse of the bubble economy, entered a long period of sluggish performance. During this period, Hitachi focused on restructuring its business. Under Tsutomu Kanai, who assumed the position of president in 1991, Hitachi implemented a 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. HITACHI Plan II. Under these plans, we reviewed our business

OT, IT and product development

1972
COMTRAC, Computer Aided Traffic Control System for Shinkansen, operations launched

1974
Shimane Nuclear Power Station, Japan's first commercial-use nuclear power station

1975
HITAC M-series, large-scale computer



1999
Super technical server (world's fastest at the time)

Together with society

Contribution to social living and industry in China

The year 1978 marked the signing of the Japan-China Peace and Friendship Treaty. As part of this agreement, a steel mill construction project was launched in Shanghai. Hitachi also participated in the project and established a high level of trust with the Chinese authorities. Since then, Hitachi has gradually built a system of cooperation in China that ranges from plant construction to the establishment of joint ventures. Over the years, we have contributed to industry development, enhanced technological capabilities and improved lifestyles in China through our business.

Social Contribution as a corporate citizen

Hitachi's social contribution activities were inspired by the sentiments of its founder, Namihei 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).

(reform period)

Group management

Tsutomu Kanai becomes our sixth president
Environmental Division is established.
Enacted the Hitachi Environmental Protection Principles.
Implemented a Group system
Etsuhiko Shoyama becomes our 7th president
Kazuo Furukawa becomes our 8th president

2009 ▸ 2018 (regeneration period)

Toward a global Hitachi

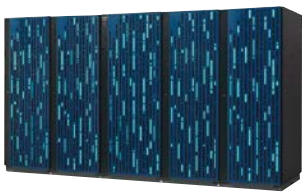
2009 Takashi Kawamura becomes our 9th president
Implemented a Company system
2010 Hiroaki Nakanishi becomes our 10th president
2014 Toshiaki Higashihara becomes our 11th president
2016 Implemented a Business Unit system
Launched Lumada

from the perspectives of consolidated management and global expansion 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, Hiroaki Nakanishi took over as president while Mr. Kawamura remained in the position of chairman. 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.

2001
Proton therapy system
(University of Tsukuba Hospital)



2004
The World's first storage system equipped with virtualization functions

2017
Class 800 train for the Intercity Express Programme (IEP)

Omika Works ▶ P.51

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 symbiotic & 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 future.

*1 STEM education is education in Science, Technology, Engineering and Mathematics.

Children learning through STEM education

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

7 AFFORDABLE AND CLEAN ENERGY

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.

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

Toshiaki Higashihara
President & CEO

Returning to Our Roots

Reaffirming Our Strengths Based on the Lessons of the Past

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 sinking giant"? I believe this situation came about due to there being no real sense of crisis at the Company. That said, after posting this huge loss, management did move to rebuild itself and spur an earnings recovery through a major reshuffling of the Company's businesses and reforms to Hitachi's corporate governance structure.

Having witnessed the Company's struggles, I learned the importance of simultaneously implementing "peacetime structural reforms" and a "sustainable growth strategy." Crafting bold and decisive strategies when an emergency arises is one thing, but if, in periods of relative calm, a company is not looking likely to become a world-class competitor, its leadership needs to take steps, including shrinking or withdrawing from struggling businesses. I have taken to heart the lesson that if a business fails to act boldly and with speed, there is a very real risk of it not being able to survive, especially in these uncertain times.

So the question is how best to create a growth strategy. Faced with truly dire conditions, we decided to "return to our roots." Since its founding, Hitachi has focused on contributing to the improvement of people's lives by following a corporate philosophy based on the desire to "contribute to society through the development of superior, original technology and products." Established as a manufacturer of five-horsepower induction motors, Hitachi has not only developed its ability to create products, but has honed its abilities in control and operational technologies (OT) in the more than 100 years it has operated as a manufacturer, as well as its knowledge in information technologies (IT) over the past 50 years. Hitachi's strengths lie in its ability to combine OT, IT, and its products to create new value and provide solutions that meet the needs of its customers and society. I believe the creation of an organization that makes full use of this strength allows us to contribute to the resolution of various social issues, which in turn contributes to sustainable growth at Hitachi.

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 spurring improvements in low-profit businesses, we also shrunk 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 unnecessary 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 Hitachi's advanced digital solutions, services, and technologies for turning customers' data into insights to drive digital innovation. Lumada-based revenues have already expanded to exceed ¥1 trillion.

While promoting the reshuffling 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 Sullair, which has a global footprint especially in North America, 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, is it 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 I feel 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 really lived?" 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 look around the world shows an unending series of changes impacting people's lives. These include resource shortages and climate change, demographic changes brought on by the aging of society, and the issues accompanying urbanization. Amid such an environment, there are growing efforts around the world, including the Society 5.0[*1] initiative in Japan, to resolve through innovation the social issues outlined in the United Nations Sustainable Development Goals (SDGs). Hitachi's corporate philosophy for the past 109 years has been to "contribute to society through the development of superior, original technology and products" and if each of its 300,000 employees around the world can find satisfaction in resolving social and environmental issues through advancing the Social Innovation Business and broadening the field of related activities, I believe it would surely contribute to continued growth for Hitachi. Of course, it is important to improve economic value, but I also believe it is important at the same time to improve social and environmental value. We aim to pursue this goal based not only on leadership from the top, but also through bottom-up participation from employees who find real purpose in their work. If we can accomplish this, I believe Hitachi will be all the stronger for it.

*1 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.

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

pioneering spirit." For historical perspective, Namihei Odaira, who founded Hitachi at age 36, noted that the motors and generators he repaired at the copper mines in what is now Hitachi City, Ibaraki Prefecture were all imported from abroad, and that Japanese industry could never develop if people in the country didn't learn to make these devices on their own. With that idea, he founded Hitachi alongside a number of fellow engineers. I believe the founding of the Company was largely the result of Mr. Odaira's desire to change Japan and contribute to the development of society and the country as a whole.

That kind of drive still exists in Hitachi today. Our focus is not only on economic value, revenues and income, but also on using innovation to resolve the many challenges facing society. We believe that Hitachi should be synonymous with Social Innovation Business, and with that kind of presence, we hope to widely contribute to society as a global leader. Even though times have changed, I believe the founder's spirit continues to guide our management as part of Hitachi's unchanging values.

I believe global leaders must have a clear vision of what they should be and that they should take the lead in creating history. I also believe employees should do more than just fulfill the goals of leadership and that they should also focus on how their work can contribute to improving social and environmental value. Whenever I engage in direct communication, I am continually pushing for this kind of shift in the mind-set of our employees. The approach is not based on instilling a sense of crisis, but rather on raising awareness of the importance of social and environmental contribution.

Expressing sentiments such as "today we were able to supply safe water to people in the area" and "we contributed to the treatment of cancer patients," our 300,000 employees worldwide are well aware of their contributions to the environment and society, as well as their connection to society in their daily work. I believe that this builds motivation in our employees, and through the combined efforts of all, it contributes to the creation of higher social and environmental value, and ultimately economic value for the Company.

Charting a Path to Growth: Launching the 2021 Mid-term Management Plan

Realizing Our Three Values and Establishing Goals for the Future

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 resolution of issues that cross industry and geographic boundaries.

The image of toy blocks provides a good analogy for better understanding. As with the variety of colors and shapes of a child's blocks coming together to form a unique structure, we can provide a variety of solutions, such as energy management, human flow simulations, and autonomous driving solutions, in a unique customized package to meet the specific needs each customer.

An example of this is the Copenhagen Metro project, for which Hitachi is supplying 24-hour driverless trains and related systems. The Dynamic Headway solution used in testing these systems focuses on train station congestion, using data from mounted sensors to measure fluctuations in the number of passengers arriving. 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,

sincerity, and the pioneering spirit that make up the Hitachi founding spirit.

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

Hitachi will invest more aggressively in growth, including M&A, over the next three years from fiscal 2019 to fiscal 2021 as part of its effort to become a true global leader. More specifically, we target a 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[*2] target of 30% or higher and an SG&A ratio[*3] 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%.

*2 Gross profit margin: The percentage of gross profit to revenues. [(revenue – cost of sales)/ revenues] x 100
*3 The SG&A ratio: The ratio of the sum of all direct and indirect selling expenses and all general and administrative expenses to revenues. SG&A expenses/revenues

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 speedy management continues to grow. Conversation at both the World Economic Forum in Davos at the beginning of the year and the G20 Summit in June centered on Data Free Flow with Trust (DFFT), with 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 customers with solutions, and should encounter more opportunities to both improve economic value and resolve social issues.

Of course, an opportunity is only an opportunity if we are properly prepared to take advantage of it. With a venturing spirit backed by the Company's "contribute to society" mission and its corporate philosophy grounded in "Harmony, Sincerity, and a Pioneering Spirit," each of our employees is committed to building a relationship of trust with our customers and the wider society. Moreover, with the higher goal of contributing to a better world, Hitachi and its employees will continue to work tirelessly to quickly 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

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.

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.

Independent Director* Dialogue

Harufumi Mochizuki
Chairman of the Board
Chair of the Nominating Committee
Chair of the Compensation Committee

×

Hiroaki Yoshihara
Chair of the Audit Committee

Board of Directors' Activities that Make Us a Global Leader

Board of Directors

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 wore 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 this 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 risk 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.

* The "Independent Directors" are the directors who fulfill the qualification requirements to be outside directors as provided for the Companies Act of Japan and also meet the independence criteria defined by the Company and those provided by Japanese stock exchanges where the Company is listed.

How was the Board of Directors involved in profitability improvement and business portfolio revision, two major themes of the 2018 Mid-term Management Plan?

Director Yoshihara: In fiscal 2018, the final year of the 2018 Mid-term Management Plan, we achieved both an adjusted operating income ratio of 8% and record-high profit. When excluding impact from the suspension of the Horizon Project, we also exceeded the plan's targets for net income attributable to Hitachi, Ltd. stockholders and ROA. Looking back on the three years covered by the plan, I realize that we achieved the targets we set for each year of the plan ("Prepare for growth" in fiscal 2016, "Change gears toward growth" in fiscal 2017 and "Achieve mid-term management plan to be a globally integrated enterprise" in fiscal 2018) and sense a very strong momentum.

However, these are just results. The Board of Directors holds discussions concerning topics such as whether the direction the Company is taking is in line with its vision of becoming a global leader or what is necessary to achieve this vision. When investment, including R&D expenditure, decreases, we conduct intense reviews to make sure that appropriate mid- to long-term growth strategies, including R&D strategies, are not being neglected, even for departments that are meeting their short-term targets. We also demand that even departments with particularly high results, such as adjusted operating income ratios of 8% or 10%, raise and meet their goals when they are being outperformed by global competitors. As for less profitable businesses, we routinely confirm their progress in terms of improving profitability. When businesses are continued despite not meeting targets for improved profitability, we conduct ongoing follow-ups concerning the reasons for their continuation, as well as future countermeasures.

Director Mochizuki: Even if we establish plans and implement them perfectly, external environments never conform to our expectations exactly. When faced with changes in business environment, how quickly we can react and how hard we work to meet our initial targets are important factors. Evaluations concerning this speed, time frames and results are primarily conducted by our independent directors, who have experience in managing global companies. Our Board of Directors is characterized by strictness that is unprecedented when it comes to Japanese companies, and I believe that this toughness had a significant impact on the improvement of our results.

Hitachi manages multiple large-scale businesses, so it can be extremely difficult from the outside to figure out what what kind of company it is. This means that analyzing Hitachi takes time, which reduces the amount of opportunity for people to become interested. It would be a waste for us to reduce our own level of opportunity to be positively evaluated by capital markets and would also be undesirable from a governance point of view. We have repeatedly discussed and asked executive officers what kind of company we would like to become and why we engage in the businesses we do. As a result, revisions to our portfolio have picked up speed over the past few years.

What is the background or the system that allows for frank and effective discussions?

Director Yoshihara: One reason cited for our ability to conduct frank and effective discussions is the management team's wonderful Tone at the Top approach. In particular, I feel that Executive Chairman Nakanishi and CEO Higashihara's Tone at the Top approaches are providing us with an environment that encourages frank and sincere discussions and enable quick access to information and people within Hitachi. Our top management's attitude of sincerely working together to create a bright future based on our fundamental principles regularly appears in their words and conduct. This attitude is what forms the cornerstone of good governance at Hitachi and encourages our independent directors to adopt attitudes that will spare no opportunity to support Hitachi's proper success.

Director Mochizuki: Hitachi's system of holding annual Board of Director meetings overseas in line with its goal of becoming a global leader may also be unique. The goals of these overseas meetings are for all directors to visit locations important to our global businesses together, provide local residents with a deeper understanding concerning our businesses and raise the awareness of local employees. During the previous fiscal year, we held this meeting in San Francisco, where we met with senior management from Hitachi Vantara and other Group companies to discuss overseas business strategies related to IT. We also invited experts on local circumstances and lecturers from organizations such as the World Economic Forum Center for the Fourth Industrial Revolution Japan (C4IR), who provided us with the opportunity to understand front-line trends.

Furthermore, we ensure that annual evaluations of the effectiveness of the Board's activities are done to completion by holding meetings in which independent directors discuss their results with the goal of improving them. Although the opinions of individual directors may vary, we feel a strong sense of unity in that we all share the desire to contribute to the success of Hitachi. I believe that this sense of unity is an essential component of the Board of Directors.

Three Committees

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 at 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 which they hold active and frank discussions.

Independent Director Dialogue

What about the selection and training of CEO candidates?

Director Mochizuki: The selection of the next CEO is the Board of Directors' largest mission. The Nominating Committee deliberates concerning the succession plan after hearing reports from executive officers. First, while maintaining a common awareness regarding the qualifications that Hitachi requires from a CEO, the Nominating Committee first discusses what kind of human resources will be needed and at what time. Through discussions and individual coaching, the committee narrows down candidates for leadership positions, including CEO, from an unfixed pool of human resources that it attempts to revise at the conclusion of each fiscal year for a period of several years. This process enables members of the Nominating Committee to understand the candidates while providing candidates with the opportunity to learn a lot from the Nominating Committee. We do not limit our consideration to the next CEO but also consider subsequent CEOs in the near and more distant future. Accordingly, we work to train management from a mid- to long-term perspective as well, which we do through a variety of efforts, including awareness-raising activities. These activities include lectures conducted by independent directors targeting young employees referred to as the "Future 50."

Director Yoshihara: For sure, members of the Nominating Committee are deeply involved in Hitachi's leader development program. Committee members hold discussions with candidates for leadership positions regarding actual management issues and contribute to concrete training plans that involve the creation of opportunities for candidates to acquire actual work experience through overseas assignments and involvement with various business units. Hitachi promotes diversity as a driver of growth, and the diversification of all levels of its management, in terms of nationality, gender and age, has picked up speed, particularly since Director Cynthia Carroll joined the Nominating Committee, bringing proactive initiatives along with her.

How does the Compensation Committee make decisions regarding remuneration?

Director Mochizuki: Our executive compensation comprises basic remuneration, short-term incentive compensation and medium- and long-term incentive compensation. We decide payment levels based on considerations of economic environment, market trends and levels at other companies.

When deciding upon executive compensation that will objectively satisfy the corporate officers who receive it, we make every possible effort to avoid being arbitrary, as we believe that it is important for this compensation to lead to the desire to work toward maximizing Hitachi's corporate value. Based on this point of view, we have been promoting reforms for several years. In fiscal 2019, we increased the ratio of variable compensation to overall compensation. A distinguishing feature of this change is the reflection of personal target evaluations in short-term incentive compensation. Additionally, we adopted a restricted stock compensation system for executive officers with the goal of providing an incentive for our management team to work toward continuous growth in corporate value from a medium- to long-term point of view while sharing a common perspective with our shareholders. Eligibility for mid-term stock-based compensation incentives may be partially reduced depending on how total shareholder return measures up compared to the TOPIX growth rate.

We are continuously conducting reviews aimed at optimizing our systems as our management team becomes more diverse, with a growing number of foreign members, and faces changing management issues.

Please tell us about Hitachi's tripartite audit approach, which involves close collaboration among the Audit Committee, the internal audit section and external third-party auditing firm.

Director Yoshihara: The establishment and maintenance of appropriate audit systems are extremely important matters for companies like Hitachi that are expanding businesses globally. The Audit Committee primarily identifies, assesses and deals with the various risks that face the entire Hitachi Group, which includes about 800 consolidated subsidiaries worldwide. To perform these activities, the Audit Committee, the internal audit section and external third-party auditing firm cooperate closely to perform their tripartite audit function. This cooperation is based on mutual trust, transparency and a shared sense of vigilance.

Moving forward, Hitachi will aim for further growth overseas. An increase in global growth opportunities also means a simultaneous related increase in potential risk. For this reason, we must be more prepared than ever to verify and cautiously consider this varied range of risks. Accordingly, it will become important for us to further intensify our tripartite audit approach on a global scale. To enable all members of the Audit Committee to more accurately understand global risks, we will provide instructions concerning matters of priority to the internal audit section while gathering information from related business departments and proactively visiting important sites both in Japan and overseas, including those of acquired companies, to conduct inspections.

Other than through on-site inspections, how do you identify risks?

Director Yoshihara: Members of the committee also request that executive officers provide explanations regarding other projects that are deemed to carry a high degree of risk. In fiscal 2018, the committee requested explanations concerning scandals and information security, confirming the validity of response measures as well as progress on improvement efforts. When considering projects that have resulted in comparatively large-scale monetary losses, the committee receives explanations regarding the cause of these losses and recurrence prevention measures.

As original measures, Audit Committee members hold audit reporting sessions targeting all corporate divisions and verify the status of initiatives aimed at raising the corporate value of back-office sections. At least once per year, responsible parties from about 20 divisions, including human resources, procurement, IT and brands, provide explanations concerning the execution of these initiatives to the committee, which, having gained an understanding of the issues these divisions face, provides operational advice as well as other support.

How does Hitachi's tripartite audit approach differ from similar approaches employed at other companies with nominating committees, etc.?

Director Yoshihara: I cannot speak for what other companies are doing but, generally, I can say that no matter how magnificent the organizations and structures you build happen to be, when it comes to practical implementation, their

abilities to perform tasks and the amount of enthusiasm they put into them often determine their actual efficacy. The three parties that help Hitachi implement its tripartite audit approach continuously work earnestly to achieve ideal auditing that is more effective and efficient. All members of the tripartite audit team work to plan and implement audits in a manner that is respectful and disciplined while remaining keenly aware of each other's roles. Before, we mentioned our top management's Tone at the Top approach; our management team, our finance department and other organizations that receive audits have high levels of understanding and awareness regarding governance, which creates a very cooperative environment. Each year, the Audit Committee receives feedback from the internal audit section, the finance department and external auditing firm. It then holds discussions regarding this feedback and earnestly engages in initiatives aimed at further strengthening and improving Hitachi's tripartite audit system and framework.

Could you explain your thoughts regarding future improvements to the Audit Committee?

Director Yoshihara: We are conducting a variety of ongoing initiatives aimed at enhancing the effectiveness and efficiency of the committee's oversight function. For example, starting from the current fiscal year, we are appointing sector auditors who provide support by constructing tripartite audit frameworks for their individual sectors of responsibility. This support contributes to the further enhancement of our governance. We are also discussing the use of digital technology to raise the efficiency of our auditing operations, which require a great deal of time. Furthermore, we are continuously aiming to enhance our auditing function by working to uncover human resources with audit capabilities within the Hitachi Group. At the same time, we hold training and brainstorming sessions targeting personnel throughout the Group who are involved with audits.

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 Mochizuki: 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 continue to develop our governance sustainably. In terms of meeting 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 continuously 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 compensations 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 true governance, 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 toward 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 resources capable of performing globally. Second, we must build a global ecosystem that will support our digital solutions business, which is primarily based in Lumada. 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 the execution of 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 Mochizuki: 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 its 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.

Value Creation Process

Comprehension of Issues and Trends

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

Comprehend social issues and global trends while identifying customer issues through collaboration with those same customers

Input ▶P.24

Human capital
- Strengthen 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)

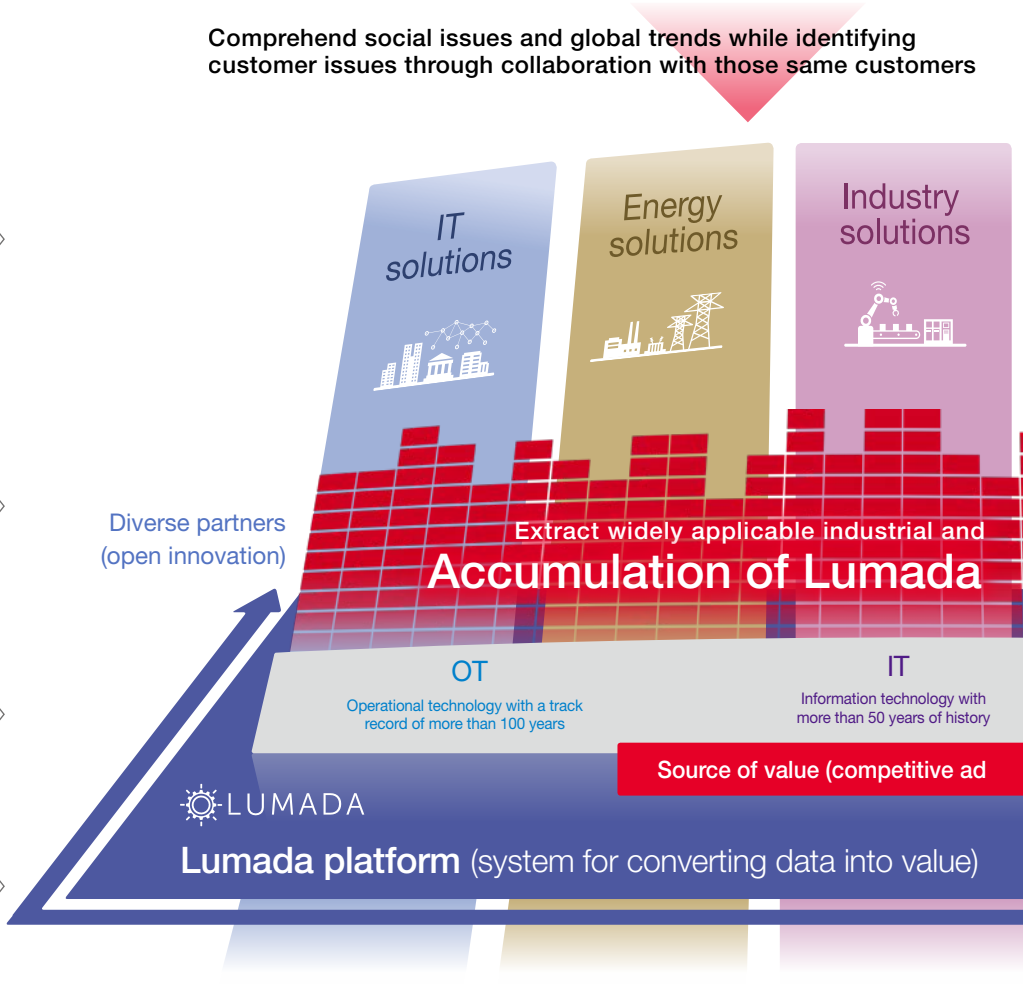
Intellectual capital
- An IoT platform (Lumada) with more than 100 years' worth of operational technology (OT) and more than 50 years' worth of information technology (IT), and accumulated know-how
- Open innovation industry-academia-government cooperation
- R&D investment: ¥323.1 billion

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

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

Natural capital
- Total energy input (crude oil equivalent): 2.27 GL
- Raw material input: 4,403 kt
- Total water input: 37.02 million m^3

Financial capital
At the start of the 2018 Mid-term Management Plan (April 1, 2016)
- Total Hitachi, Ltd., stockholders' equity: ¥2,735.0 billion
- Total Hitachi, Ltd. stockholders' equity ratio: 21.8%
- Free cash flows: ¥81.4 billion



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

Simultaneously improve three types of customer value through five solutions

Mobility solutions

Smart Life solutions

business expertise

customer cases

Platform expansion

Products

We have developed and manufactured products with our own technology since our founding

vantage) Value Creation Story ▶P.26

Innovation ecosystems that constantly create groundbreaking new value

Accumulation of diverse industrial and business expertise

Environmental Vision and the Decarbonization Business ▶P.46

Strengthen Lumada ▶P.48

gies

Goals to which we contribute through our business strategies

Engaging in Responsible Procurement ▶P.71

Compliance ▶P.73

Corporate Governance ▶P.18 P.78

growth

Goals to which we contribute through all of our corporate activities

Output/ Outcomes ▶P.24

(as of end-FY2018)

Human capital

- Ratio of female executive and corporate officers: **5%**
- Ratio of non-Japanese executive and corporate officers: **8.8%**
- Number of female managers: **635** (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: **550**
- Number of town hall meetings: **20**
- Number of suppliers who received CSR audits: **24**

Natural capital

- Reduction in CO_2 emissions through improved environmental performance of products and services: **34%** compared with FY2010
- Reduction in energy use per unit: **14%** compared with FY2005
- Reduction in water use per unit: **34%** compared with FY2005
- Reduction in waste and valuables generation per unit: **16%** compared with FY2005

Financial capital

- Total Hitachi, Ltd. stockholders' equity: **¥3,262.6 billion**
- Total Hitachi, Ltd. stockholders' equity ratio: **33.9%**
- Free cash flows: **¥447.1 billion**
- TSR* over past 10 years: **209.6%**

* 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	Intellectual capital	Manufacturing capital
Contribution to Value Creation	Working as a team, a diverse and global workforce contributes to global growth of the Social Innovation Business.	Creating new innovations by fusing ecosystems that stimulate open innovation with cutting-edge technologies.	In addition to the manufacturing capabilities gained so far, manufacturing capital contributes to improved customer productivity and operational efficiency by making full use of advanced technologies such as IoT, big data, and AI.
Targets (For fiscal 2021, in principle)	**Creating a Workplace That Supports the Active Participation of a Diverse Workforce** (1) Attract, retain, and develop diverse talent to lead business growth • Strengthening the front-line and digital talents • Developing mindset and skills to become global leaders • Promoting diversity: Targeting 10% for both female and non-Japanese in executive and corporate officer positions, and 800 female managers by fiscal 2020 (Hitachi, Ltd.) (2) Transforming organizational culture and employee mindset to encourage proactivity and individual growth • Building Hitachi culture globally • Fostering a culture of career ownership (3) Reform organization and transform employment policies to adapt to environmental changes; take action on organizational reshuffling • Ensuring safety, health, and compliance • Shifting to job and role-based human resources management	**Building New Technologies and Business Models through Collaborative Creation** (1) Accelerating innovation • Strengthening collaborative creation on a global basis • Creating new values through open initiatives such as "*Kyōsō-no-Mori*" and corporate venturing • Creating innovations by strengthening solution inventions (2) Creating the world's No. 1 technologies • Focusing investment in the five key sectors and Lumada • Creating intellectual properties that support the world's No. 1 technologies (3) Promoting R&D and intellectual property activities to resolve social issues • Explore new business opportunities and disruptive technologies through open innovation • Drive activities to achieve "IP for Society," an IP strategy for the new era ▶P.38 Accelerate Innovation	**A Global Leader in Production Efficiency and Quality** <Manufacturing> Improving the efficiency of global manufacturing operations 30% through enhancement of the ECM*1 and SCM*2 systems. *1 Engineering chain management *2 Supply chain management <Quality Assurance> • Further strengthening the framework for quality assurance • Strengthening global quality assurance operations • Promoting digitization of product certificates • Strengthening quality assurance in services, software, and security • Training quality assurance personnel
Major Initiatives in Fiscal 2018	• Improved visibility of human resources-related information by introducing "HR Management Integrated Platform" https://www.hitachi.com/New/cnews/month/2017/11/171128.html • Started Hitachi Academy in April 2019 to foster human resources that drives digital transformation • Promoted diversity among executives (diversifying the decision-making level) • Held events such as the Global Women's Summit to motivate female workers http://www.hitachi.com/New/cnews/month/2018/10/181003.html • Globalizing our management training programs • Established Safety Management Division in April 2019	• Investment in R&D: ¥323.1 billion • Promoted collaborative creation activities with customers and open co-evolution activities (open forums, Ideathons, Hackathons, etc.) • Expanded the field for open innovation globally • Build our global patent portfolio • Implement appropriate IP strategies according to business domains - competitive strategy (product business) and collaborative strategy (digital solution businesses) • Promoted industry and academia collaboration (Hitachi Cambridge Lab., Hitachi Kobe Lab.,Hitachi The University of Tokyo Lab., Hitachi Kyoto University Lab., Hitachi Hokkaido University Lab.) • Participating in the setting on international standards and rules.	<Manufacturing> Lead time reduction for Large Industrial products by enhancing SCM • Trained IE*3 engineers • Trained Skilled workers Placed three participants in the 45th WorldSkills Competition, with one silver medal, one bronze medal, and one medallion for excellence. *3 Industrial Engineering <Quality Assurance> • Revised the framework for quality assurance • Strengthened quality assurance in embedded software • Strengthened global quality assurance • Training quality assurance personnel
Fiscal 2018 Results	• Number of female managers (Hitachi, Ltd.): 635 • Ratio for female executive and corporate officers (Hitachi, Ltd.) : 5.0% • Ratio for non-Japanese executive and corporate officers (Hitachi, Ltd.): 8.8% • Number of participants in global management training programs: 3,844 • Average educational investment per employee: ¥127,800 Number of fatal accidents: 0 *1 Global occurrence rate: 4.20% *1, *2 *1 Calendar year 2018 *2 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.	• Lumada customer cases: more than 650 • Patent application ratio outside Japan: 58% • Recognized as the Clarivate Analytics Top 100 Global Innovators Award for eight consecutive years • Awarded the National Commendation for Invention "Japan Patent Attorneys Association President's Prize" by the Japan Institute of Invention and Innovation for the Hitachi X-ray fluoroscopy system. * Hitachi in fiscal 2019 was awarded the National Commendation for Invention "Imperial Invention Prize" for the design of the Class 800 high-speed train for the UK.	<Manufacturing> • Lead Time Reduction 20% for Large Industrial products at Japan sites (vs. FY2016) • Lead Time Reduction 20% for Large Industrial products at China sites (vs. FY2016) • Started the qualification program of IE engineers <Quality Assurance> • Strengthened governance by revising framework for quality assurance • Enhanced system development methods within the Hitachi Group by strengthening the software quality assurance system • Developed Quality Assurance Standards within the Hitachi Group • Implemented quality and reliability training

Social capital

Building 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.

Earning the Trust of Stakeholders

(1) Enhance feedback to management based on dialog with stakeholders (government, investors, shareholders, customers, employees, local communities)

(2) Strengthen human rights due diligence (HRDD) and CSR, green procurement
- Promote HRDD
- Strengthen supplier compliance

(3) Promote social contribution activities
- Training, including STEM (see p. 9) training for those in the younger global generation likely to be the future leaders

(4) Proactive engagement and disclosure of information

<Customer Competition Events>
- Held the Hitachi Social Innovation Forum, an event creating opportunities for collaborative creation with customers that includes lectures and exhibitions on the results of social innovation businesses around the world as well as future prospects
- Held the Hitachi IR Day, which included business briefings for shareholders, investors, and analysts
- Held town hall meetings for executives and employees to interact and exchange views
- Promoted HRDD
- Conducted audits during visits to suppliers
- Hosted 6 participants in the Hitachi-DST Scholarship Program for South African Engineers

- Hitachi Social Innovation Forum 2018 TOKYO, etc.
  https://hsiftokyo.hitachi/en/
- Institutional investor and analyst meetings: 550
- Executive town hall meetings: 20
- Human rights for employees at each BU and group company division were assessed and prioritized, with consideration given to the formulation of medium-term action plans
- Conducted CSR audits at 24 suppliers (130 suppliers in the fiscal 2012–2018 period)
- Spending on social contribution activities: ¥1,888 million

Natural capital

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.

Achieve the targets set forth in the Environmental Action Plan for 2021 looking toward the Hitachi Environmental Innovation 2050 long-term environmental targets.

(1) Reduce CO_2 emissions from the use of our products and services, expand Hitachi's decarbonization business
- Reduction rate of CO_2 emissions compared to FY 2010: more than 20%

(2) Reduce CO_2 emissions of factories and offices by introducing renewable energy and high-efficiency equipment
- Reduction rate of CO_2 emissions per unit compared to FY2010: 9%

(3) Enhance efficiency in the use of water
- Reduction rate in water use per unit compared to FY 2010: 9%

(4) Enhance efficiency in the use of resources, reduce and recycle waste materials
- Reduction rate in waste and valuables generation per unit compared to FY 2010: 12%

Implemented environmental activities aimed at achieving a low-carbon society, a resource efficient society, and a harmonized society with nature outlined in our Environmental Vision and the Hitachi Environmental Innovation 2050
- Reduced CO_2 emissions from the use of our products and services, expanded Hitachi's decarbonization business
- Reduced CO_2 emissions of factories and offices by introducing renewable energy and high-efficiency equipment
- Clarified climate-related risks and opportunities based on the TCFD recommendations
- Enhanced efficiency in the use of water in factories and offices
- Enhanced efficiency in the use of resources, reduced and recycled waste materials in factories and offices

- Improve environmental performance of products and services
  Reduction rate in CO_2 emissions compared to FY 2010: 34%
- Reduce energy use of factories and offices
  Reduction rate in energy use per unit compared to FY 2005: 14%
- Reduced waste generation
  Reduction rate in waste and valuables generation per unit compared to FY 2005: 16%
- Enhance efficiency of water usage
  Reduction rate in water use per unit compared to FY 2005: 34 %

Financial capital

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.

Building the Financial Base Necessary to Achieve Value Creation

(1) Enhanced profitability and generation of cash
- Promotion of business restructuring

(2) Improving capital efficiency
- Restructuring or selling off unprofitable assets
- Acquiring highly profitable assets
- Promoting financial strategies with an eye toward capital costs

Fiscal 2018 Targets
- ROA: above 5%
- D/E ratio: under 0.5 times
- Operating cash flow margin: above 9%
- CCC (Cash Conversion Cycle): 70.0 days

Total Hitachi, Ltd. stockholders' equity: ¥3.262.6 billion

Total Hitachi, Ltd. stockholders' equity ratio: 33.9% (35.9%)
- ROA: 3.3% (6.2%)
- D/E ratio: 0.23x (0.21x)
  Free cash flow: ¥447.1 billion
- Operating cash flow margin: 6.4%
- CCC: 69.3 days
- ROIC: 8.5% (10.1%)

* Figures in parentheses exclude the effects from the Horizon Project consolidation

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 CO_2 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 CO_2, NOx, and SOx. Rather than replacing the captain and crew, the AI technologies aimed 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.

Value Creation Story

Ride a Train or a Bus, Using Only Your Smartphone

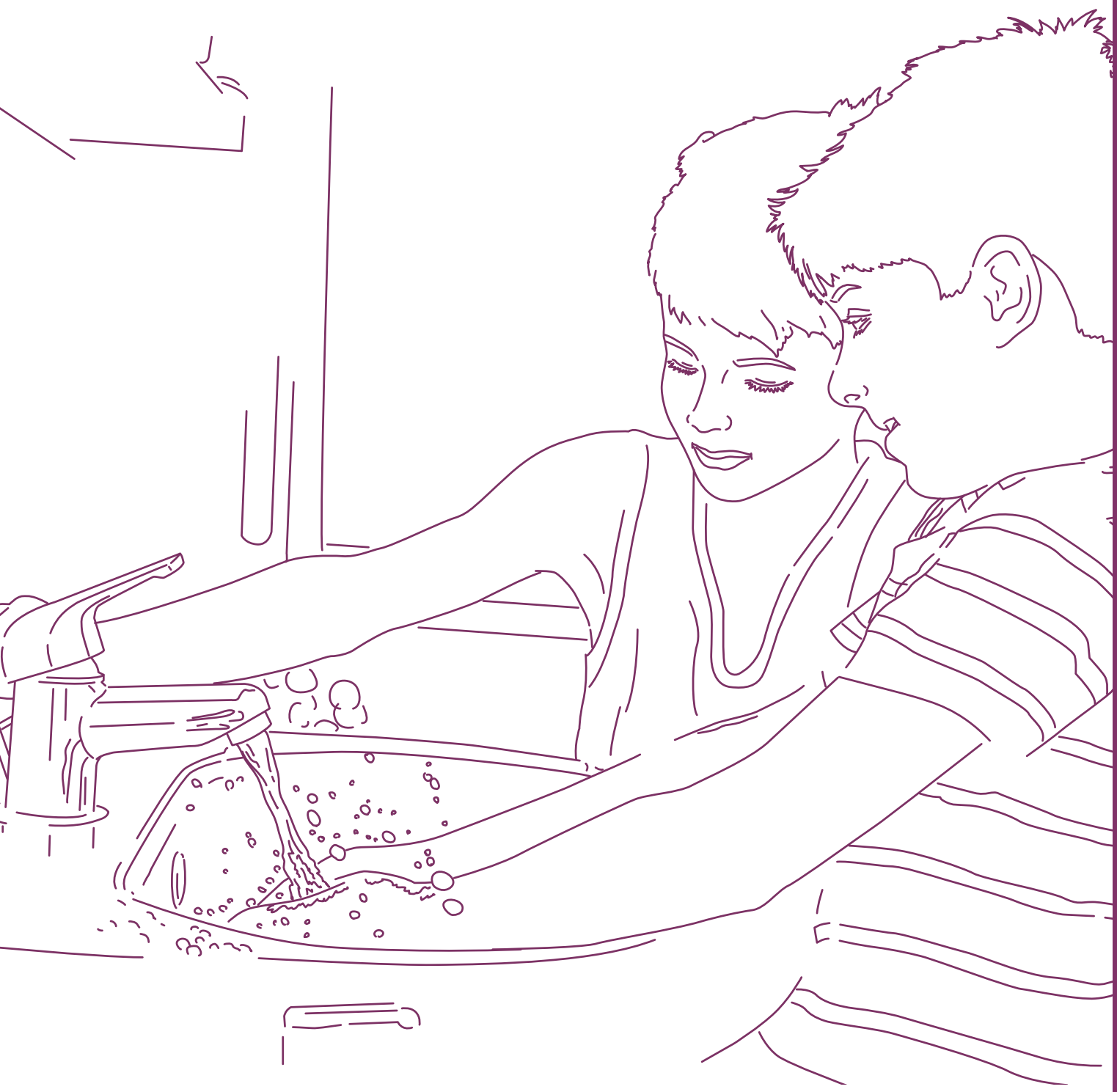
Hitachi Rail STA Starts Proof of Concept of a Digital Ticketing Solution for a Public Transportation Operator in Italy

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-Malé-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.



Industry solutions

We provide safe and secure water environments to **70 million** people per day worldwide through water, sewage and seawater desalination technologies.

The Hitachi Group's Growth Strategy

History of Management Reforms and Hitachi's Mid-term

2012 Mid-term Management Plan 2010-2012

Rebuilding Management
Recovery

2015 Mid-term Management Plan 2013-2015

Building a Foundation for Growth
The Swapping Out of Businesses

Initiatives and Results

(1) Creating a product-specific system with clear lines of responsibility and authority
- Clarified responsibility 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: Rebuilt through structural reform
- Flat-panel TV business: Ceased in-house production
- HDD business: Sold off after rebuilding

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

(1) Promoting the Social Innovation Business on a global basis by strengthening front-line functions
- Expanded service businesses using digital technologies
- Strengthened digital capabilities through the acquisition of Pentaho

(2) Reviewing non-core businesses
- Thermal power business: Established joint-venture firm with Mitsubishi Heavy Industries
- Air conditioning business: Established joint-venture firm with Johnson Controls
- Batteries business: Hitachi Maxell relisted, with Hitachi drawing down its stake in the company

(3) Promoting the globalization of Hitachi
- Shifted rail business headquarters to the UK
- Launched Global Performance Management to more effectively utilize global human resources

Looking Back and the Challenges Ahead

Looking Back

After booking its largest losses ever in fiscal 2008, Hitachi during the period covered by the 2012 Mid-term Management Plan advanced the rebuilding of its business. The rebuilding of the automotive systems business, the withdrawal from the internal manufacturing of flat-panel TV business, and the transfer of the HDD business all served to improve 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, the final year of the Mid-term Management Plan, fell short of the 5% target due to write-off associated with a sharp drop in material prices, as well as the booking of structural reform costs and reduced capacity utilization amid economic slowdown in China and Europe. However, it improved to 4.7% thanks to cost structure reforms, Hitachi Smart Transformation Project, in line with the Smart Transformation Project. In addition, after dropping to 11.2% in fiscal 2008, the stockholders' 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 position as the company worked toward the establishment of a stable earnings base.

Challenges Ahead

- Further improvements in business profitability
- Strengthening the service businesses
- Global business development and establishing a management base that makes that possible

Looking Back

Hitachi during the period covered by the 2015 Mid-term Management Plan substantially revised its business portfolio as if sought to build a foundation for growth. The Company acquired Pentaho, which develops and markets big data analytics software, as part of its aim to strengthen and expand the global value chain in big data utilization, while also removing from consolidation its thermal power, air-conditioning, and batteries businesses. In addition, Hitachi moved its rail business headquarters to the UK as part of its effort to promote the globalization of the Company, appointing Alistair Dormer, currently serving as executive vice president, as the global CEO of the Company's rail business. In personnel evaluation systems, Hitachi introduced "Global Performance Management" as a mechanism under which compensation directly reflects personal performance assessments as well as the global common standards for job roles.

In fiscal 2015, the last year in the mid-term plan, the target was not achieved due to a delayed response to changing market conditions, including in the telecommunication and networks business, as well as losses due to insufficient management at a large overseas project. Another factor contributing to underperformance was the greater-than-expected increase in structural reform costs due to an acceleration in structural reforms following a deterioration in the market environment for the infrastructure systems, power distribution, and construction machinery businesses. However, operating income reached ¥600 billion, with the operating income ratio at 6%, signaling stability in the profitability and an improved ability to generate cash.

Challenges Ahead

- Accelerate management's speed to more quickly respond to changes in the market environment
- Strengthen project management
- Take action regarding unprofitable businesses

	2012 Mid-term Management Plan*1				2015 Mid-term Management Plan*1			
	2010	2011	2012	2012 (target)	2013	2014	2015	2015 (target)
Revenues (¥ billion)	9,315.8	9,665.8	9,041.0	10,000.0	9,563.7	9,774.9	10,034.3	10,000.0
Overseas revenue ratio (%)	43	43	41	—	45	47	48	More than 50%
Adjusted operating income (¥ billion)	444.5	412.2	422.0	—	538.2	641.3	634.8	—
Adjusted operating income ratio (%)	4.8	4.3	4.7	More than 5%	5.6	6.6	6.3	More than 7%
EBIT (¥ billion)	443.8	573.2	358.0	—	585.6	534.0	531.0	—
EBIT margin (%)	4.8	5.9	4.0	—	6.1	5.5	5.3	More than 7%
Net income (loss) attributable to Hitachi, Ltd. stockholders (¥ billion)	238.8	347.1	175.3	200.0 level	264.9	217.4	172.1	More than 350.0
Total Hitachi, Ltd. stockholders' equity (%)	15.7	18.8	21.2	20	24.1	23.7	21.8	More than 30%*2
Return on assets (%)	3.3	4.4	2.5	—	3.5	2.9	2.4	—
Return on equity (%)	17.5	21.6	9.1	—	11.2	7.8	6.1	—
D/E ratio (Including non-controlling interests) (times)	1.03	0.86	0.75	Less than 0.8 times	0.73	0.83	0.87	—
Operating cash-flow margin (%)	9.0	4.6	6.5	—	4.6	4.6	8.1	—

*1 The above figures are prepared in accordance with U.S. GAAP through fiscal 2013 and with the International Financial Reporting Standards (IFRS) from fiscal 2014.
*2 Manufacturing and services, etc.

Management Plans

2018 Mid-term Management Plan
2016-2018

Achieving Growth in Social Innovation
Utilizing Digital Technologies

(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
- Established Hitachi Vantara to deliver digital solutions
- Lumada business revenues grew to about ¥1 trillion

(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 (BUs), which had been subdivided from the former in-house companies to develop and provide services closely to the customer, and group companies, including listed 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 central to the Social Innovation Business, we acquired 100% stakes in Ansaldo STS, 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 Midterm 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

	2018 Mid-term Management Plan[*1]			
	2016	2017	2018	2018 (target)
Revenues (¥ billion)	9,162.2	9,368.6	9,480.6	10,000.0
Overseas revenue ratio (%)	48	50	51	More than 55%
Adjusted operating income (¥ billion)	587.3	714.6	754.9	—
Adjusted operating income ratio (%)	6.4	7.6	8.0	More than 8%
EBIT (¥ billion)	475.1	644.2	513.9	—
EBIT margin (%)	5.2	6.9	5.4	More than 8%
Net income (loss) attributable to Hitachi, Ltd. stockholders (¥ billion)	231.2	362.9	222.5	More than 400.0
Total Hitachi, Ltd. stockholders' equity (%)	30.7	32.4	33.9	—
Return on assets (%)	3.0	5.0	3.3	More than 5%
Return on equity (%)	8.1	11.6	6.8	—
D/E ratio (Including non-controlling interests) (times)	0.29	0.23	0.23	Less than 0.5 times
Operating cash-flow margin (%)	6.9	7.8	6.4	More than 9%

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

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 sewage water systems
- Design smart cities to be more convenient and environmentally-friendly
- Provide with safe, comfortable transportation systems and services

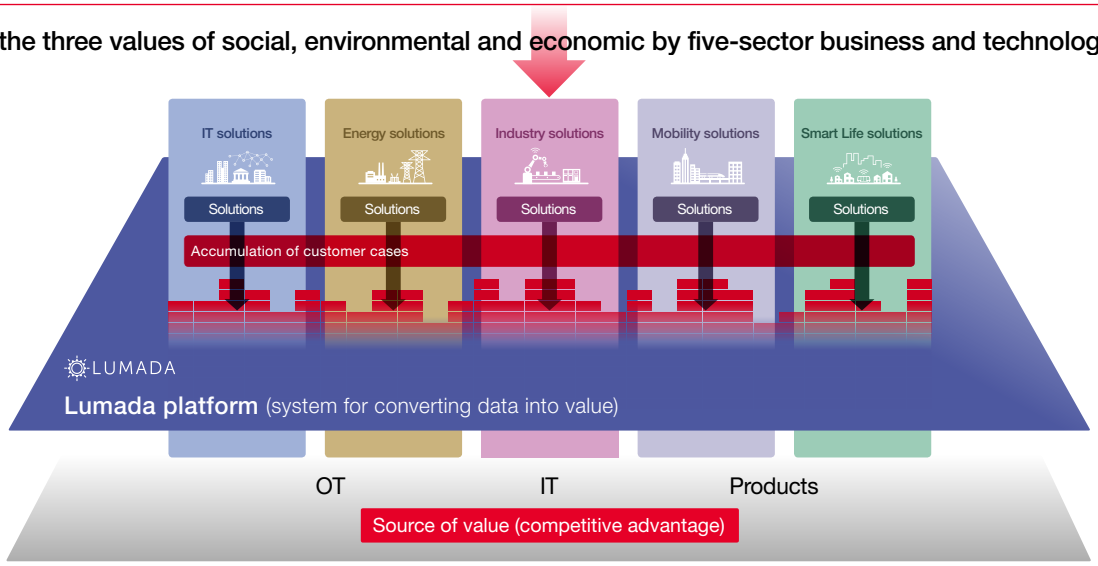
Environmental Value

- Reduce CO_2 emissions through the value chain
- Enhance efficiency in the use of water
- Enhance efficiency in the use of resources

Economic Value

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

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



Lumada-Based Model for Providing Solutions

Focused on Five Business Domains

We have established five business sectors where we can simultaneously improve the three types of value: 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 OT, IT, 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. ¥0.5 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.

Capital Allocation Strategy ▶P.34

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 largescale investment, Hitachi will utilize financial leverage to reduce the weighted average cost of capital (WACC).

Financial and Capital Strategy ▶P.36

Accelerate Innovation

- Hitachi is supporting and accelerating open innovation through collaboration with start-up firms, universities, and activities at "*Kyōsō-no-Mori*."
- Based on our 2021 human resources strategy, we are promoting the hiring, training of diverse human resources and the creation of diverse organizations.

Accelerate Innovation ▶P.38

Expand Our Decarbonization Business

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

Environmental Vision and the Decarbonization Business ▶P.46

Strengthen Lumada

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

Strengthen Lumada ▶P.48

Performance targets (consolidated)

	FY2018 results	FY2019 forecast	FY2021 targets
Revenues	¥9,480.6 billion	¥9 trillion	**CAGR more than 3%**
Adjusted operating income*1 (Adjusted operating income ratio)	¥754.9 billion (8.0%)	¥765.0 billion (8.5%)	**More than 10%**
EBIT (EBIT margin)	¥513.9 billion (5.4%)	¥750.0 billion (8.3%)	–
Operating cash flows (3-year cumulative)	¥1,966.7 billion	–	**More than ¥2.5 trillion**
ROIC	8.5%	10.3%	**More than 10%**
ROA	3.3%	–	–
Overseas revenue ratio	51%	–	**More than 60%**

Performance targets by sector

Sector	Item	FY2018 results	FY2019 forecast	FY2021 targets
IT	Revenues	¥2,121.6 billion	¥2,060.0 billion	**¥2,600.0 billion**
	Adjusted operating income (Adjusted operating income ratio)	¥230.1 billion (10.8%)	¥220.0 billion (10.7%)	**¥338.0 billion (13.0%)**
	ROIC	19.6%	15.9%	**15.0%**
Energy *1 *3	Revenues	¥456.6 billion	¥384.9 billion	**More than ¥1,700.0 billion**
	Adjusted operating income (Adjusted operating income ratio)	¥35.9 billion (7.9%)	¥24.9 billion (6.5%)	**More than ¥170.0 billion (More than 10%)**
	ROIC	5.8%	6.0%	**7.5%**
Industry *1 *3	Revenues	¥843.6 billion	¥839.6 billion	**¥1,000.0 billion**
	Adjusted operating income (Adjusted operating income ratio)	¥58.2 billion (6.9%)	¥58.4 billion (7.0%)	**¥91.0 billion (9.1%)**
	ROIC	9.0%	10.1%	**10.8%**
Mobility *1	Revenues	¥1,238.1 billion	¥1,155.0 billion	**¥1,270.0 billion**
	Adjusted operating income (Adjusted operating income ratio)	¥100.2 billion (8.1%)	¥96.2 billion (8.3%)	**¥124.8 billion (9.8%)**
	ROIC	13.6%	11.6%	**13.1%**
Smart-life *2	Revenues	¥1,816.0 billion	¥1,723.2 billion	**More than ¥2,100.0 billion**
	Adjusted operating income (Adjusted operating income ratio)	¥93.4 billion (5%)	¥119.0 billion (7%)	**More than ¥210.0 billion (More than 10%)**
	ROIC	10.0%	10.0%	**More than 15%**

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

Capital Allocation Strategy

2018 Mid-term Management Plan Achievements and Issues 2018

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.

Retained earnings increased, while the dividend payout ratio and labor's share of income remained at the same level. To achieve further growth going forward, we must strategically allocate capital in investment areas.

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 than ever of capital costs, engage in a financial strategy aimed at further reductions in capital costs and monitor stock risk 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 ascertainment of capital cost.

Measures Under the 2021 Mid-term Management Plan

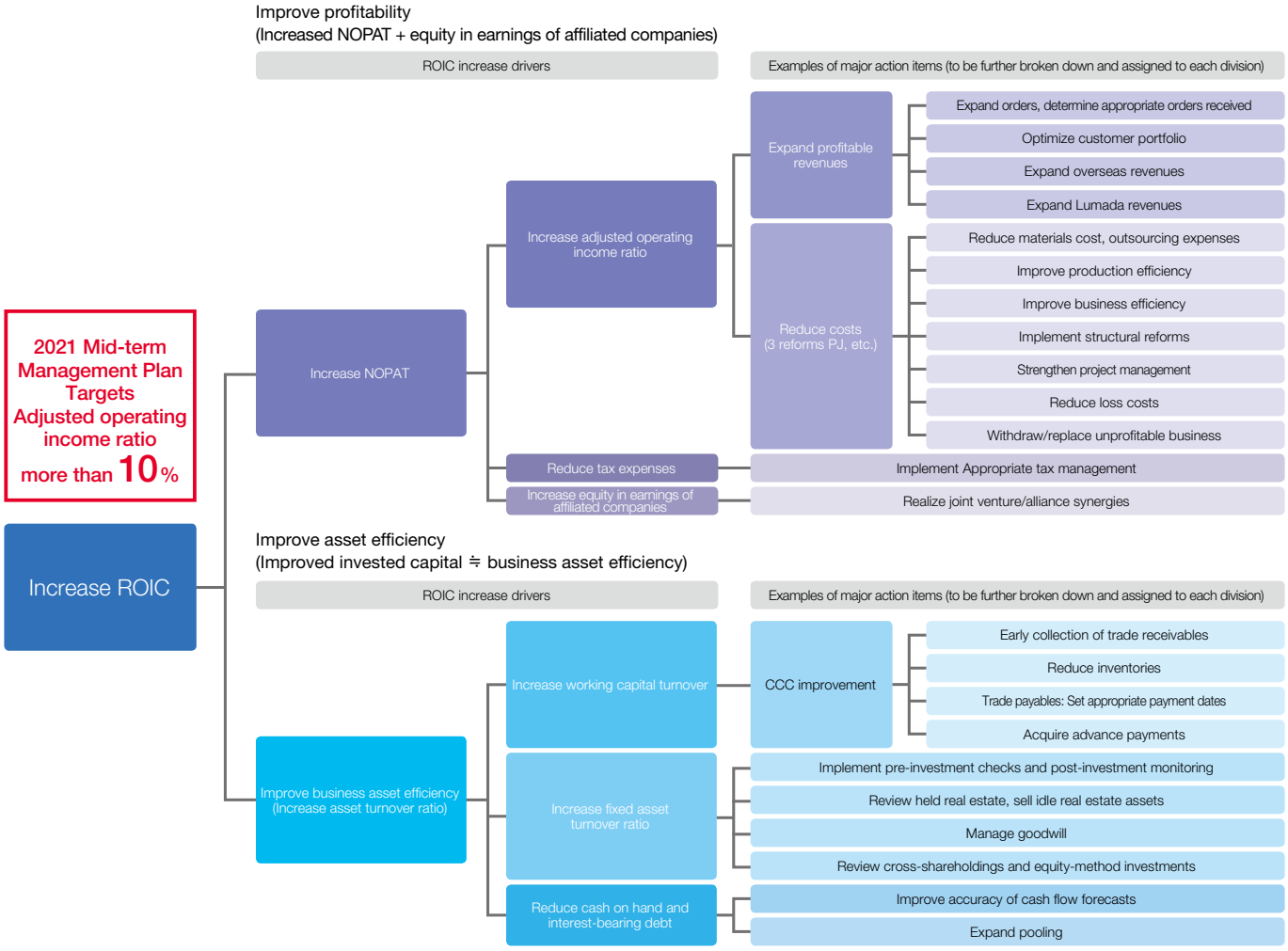
Promoting ROIC Management with a Higher Awareness of Capital Costs

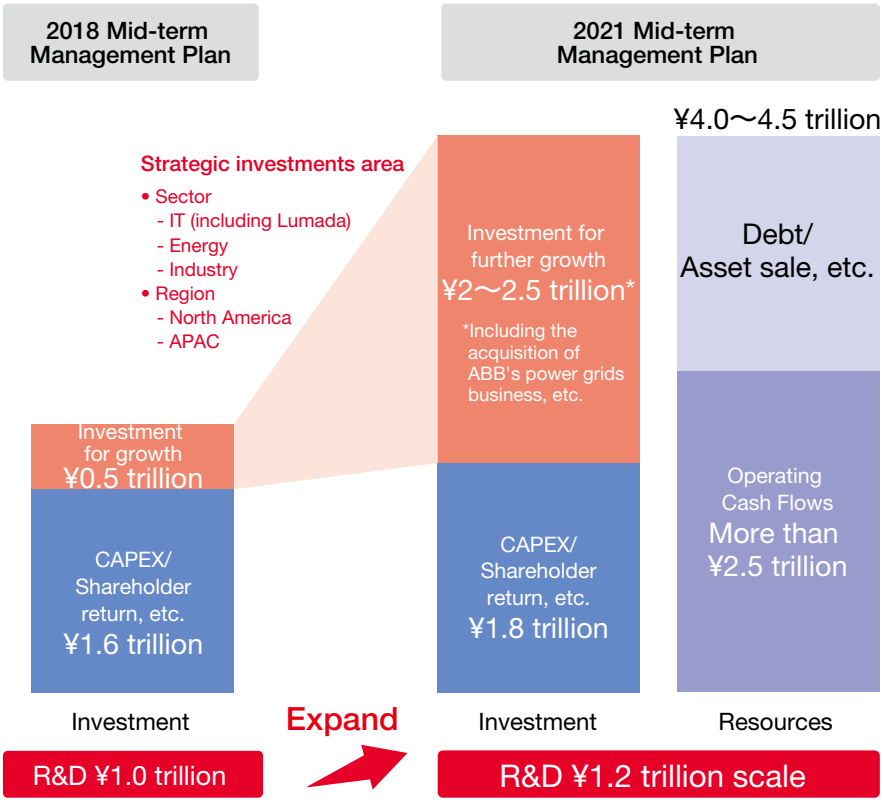
Under the 2021 Mid-term Management Plan, Hitachi Group will introduce Return on Invested Capital (ROIC) as a management indicator and promote the improvement of capital efficiency and the growth of highly profitable businesses through our management. ROIC is an indicator that evaluates returns generated 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 ¥2.55 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.

(¥ billion)

	FY2014	FY2015	FY2016	FY2017	**FY2018**
Revenues	9,774.9	10,034.3	9,162.2	9,368.6	**9,480.6**
Adjusted operating income	641.3	634.8	587.3	714.6	**754.9**
EBIT	534.0	531.0	475.1	644.2	**513.9**
Net income (loss) attributable to Hitachi, Ltd. stockholders	217.4	172.1	231.2	362.9	**222.5**
Total assets	12,433.7	12,551.0	9,663.9	10,106.6	**9,626.5**
Cash and cash equivalents	701.7	699.3	765.2	697.9	**807.5**
Total Liabilities	8,137.3	8,425.4	5,566.9	5,594.9	**5,212.1**
Interest-bearing debt	3,557.3	3,604.4	1,176.6	1,050.2	**1,004.7**
Total Equity	4,296.3	4,125.5	4,096.9	4,511.6	**4,414.4**
Non-controlling interests	1,354.0	1,390.4	1,129.9	1,233.6	**1,151.8**
Total Hitachi, Ltd. stockholders' equity	2,942.2	2,735.0	2,967.0	3,278.0	**3,262.6**
Total Hitachi, Ltd. stockholders' equity ratio	23.7%	21.8%	30.7%	32.4%	**33.9%**
D/E ratio (Including non-controlling interests) (times)	0.83	0.87	0.29	0.23	**0.23**
Capital expenditures (Completion basis)	431.2	528.5	377.5	374.9	**414.7**
Depreciation	350.7	366.5	302.7	265.4	**271.6**
R&D expenditures	334.8	333.7	323.9	332.9	**323.1**
Ratio to revenues	3.4%	3.3%	3.5%	3.6%	**3.4%**
Net cash provided by operating activities	451.8	812.2	629.5	727.1	**610.0**
Net cash used in investing activities	(612.5)	(730.7)	(337.9)	(474.3)	**(162.8)**
Free cash flows	(160.7)	81.4	291.6	252.8	**447.1**
Net cash provided by (used in) financing activities	233.2	(26.4)	(209.5)	(321.4)	**(320.4)**
Dividends to Hitachi, Ltd. stockholders*	55.5	57.9	57.9	67.5	**77.2**
Dividends to non-controlling interests*	32.5	39.5	38.2	34.3	**42.9**
Total cash dividends paid	88.1	97.4	96.2	101.9	**120.2**

* Those figures are reported in the Consolidated Statement of Changes in Equity presented on P.100.

As a result of the above, in terms of formulating strategy going forward, Hitachi will maintain an 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 and (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.

Ensuring Financial Stability

Hitachi recognizes that ensuring the stability of our financial base is an important management issue in terms of realizing the growth investments (approximately ¥2.0 –¥2.5 trillion over three years) and continuous return of profits targeted in the 2021 Mid-term Management Plan. To this end, we must maintain an A-rating on our corporate bonds and a D/E ratio of about 0.5 times.

The Hitachi Group's ability to generate cash has increased steadily over the past five years with improvements in our financial structure leading to ratings improvements as shown in the table on the right, with S&P upgrading its ratings from A- to A and from A-2 to A-1 in August 2018, and Moody's maintaining its rating of A3 and P-2, while R&I changed its ratings from A+ to AA- and a-1 to a-1+ in August 2019.

Rating Company	Long term	Short term
Standard & Poor's Ratings Japan (S&P)	A	A–1
Moody's Japan K.K. (Moody's)	A3	P–2
Rating and Investment Information, Inc. (R&I)	AA-	a–1+

As of August 31, 2019

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

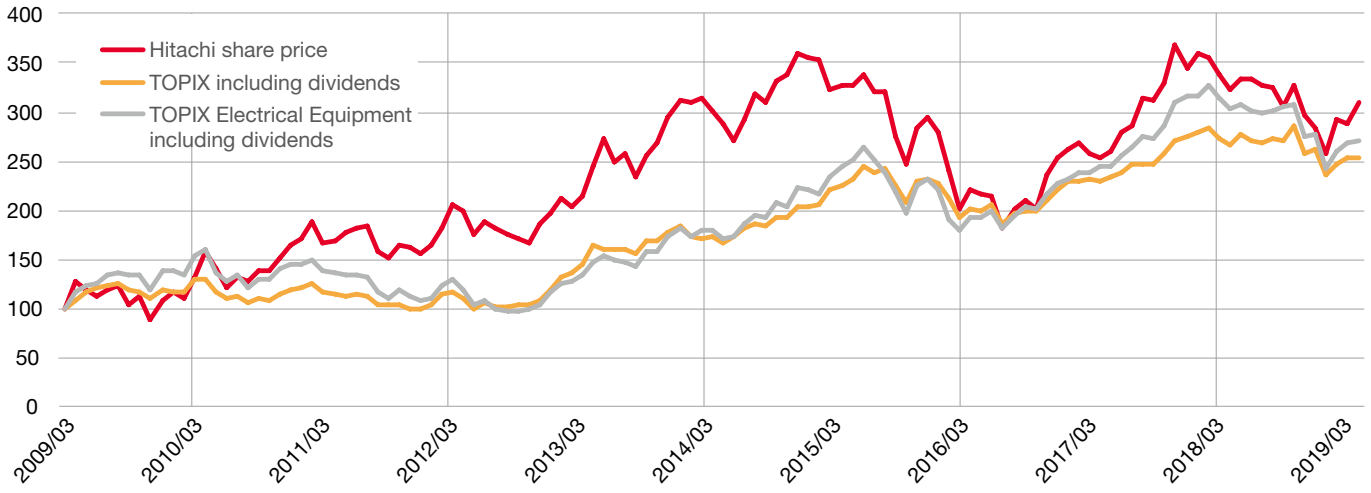
Regarding the cost of capital (hurdle rate) used for individual investment decisions, calculations are made on a case-by-case basis in light of interest rates, country risks and the expected stock market returns in the country where the investment will be made.

Basic Approach to Shareholder Returns

Returning profits to shareholders through the medium- to long-term enhancement of corporate value and ongoing dividends 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.

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

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



	Past 1 Year	Past 3 Years		Past 5 Years		Past 10 Years	
	Cumulative/annual rate	Cumulative	Annual rate	Cumulative	Annual rate	Cumulative	Annual rate
Hitachi share price	-4.6%	44.9%	13.2%	3.3%	0.6%	209.6%	12.0%
TOPIX	-5.0%	26.2%	8.1%	47.1%	8.0%	153.3%	9.7%
TOPIX Electrical Equipment	-10.8%	40.9%	12.1%	51.3%	8.6%	170.6%	10.5%

Note: The graph and table above show return on investment for investments made from the fiscal year ended March 31, 2009, taking into account dividends and stock prices as of the fiscal year ended March 31, 2019. Hitachi, Ltd., investment performance, including stock prices and dividends, is indexed using 100 as investment amount as of March 31, 2009. The TSE Stock Price Index (TOPIX), which is a comparative indicator, is similarly indexed using data including dividends for electrical equipment.

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

Looking at the past 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 efforts to improve shareholder value with management and financial strategies enabling us to realize a TSR that exceeds the cost of shareholders' equity.

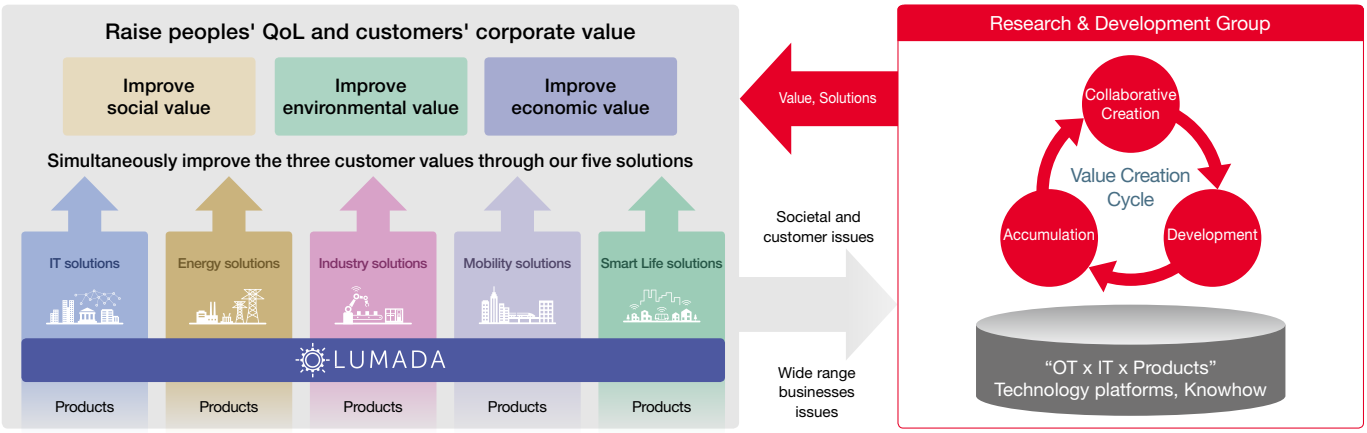
Accelerate Innovation

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 though 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



1. The Evolution of Collaborative Creation to Accelerate Innovation

The Evolution of Collaborative Creation Accelerating Innovation

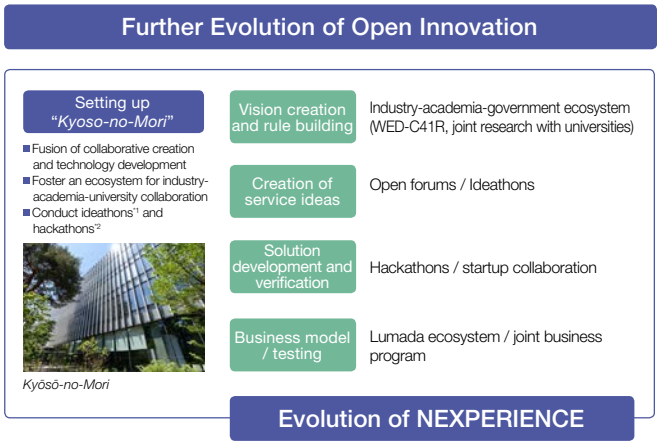
Building an Innovation Ecosystem

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 knowledge, as we work to create the three values of social, environmental, and economic value by raise peoples' quality of life and customers' corporate value.

To accomplish this, we are developing NEXPERIENCE, Hitachi's original customer collaborative 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 Venturing Office to promote collaboration with external startups, and in June established a corporate venture capital fund. By promoting investment in and collaborative creation with startups, especially in Europe and the US, we are bringing in disruptive technologies and business models.

Evolving Collaborative Creation through Open Innovation with Stakeholders



*1 Ideathon: A competitive event to generate ideas
*2 Hackathon: A competitive event to develop commodities such as services, systems, and applications

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 2050m 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, ideathons[*1] and hackathons[*2] are being held both in and outside of 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.*

2. Enhancing Core Technologies to Expand the Lumada Business

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 maximize customer KPIs through the seamless connection of on-site operations with management. Notably, we have achieved practical predictive maintenance technologies to improve the operating efficiency of industrial and medical equipment, which represents 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 autonomous driving and software updates via Over the Air (OTA).

Accelerate Innovation

Sector	IT	Energy	Industry	Mobility	Smart Life
Solution examples	• Financial solutions • Predictive maintenance simulations	• System stabilization • Automated power distribution • Energy management • P2P Electric power trading	• Next-generation manufacturing • Next-generation maintenance • Next-generation logistics	• Building/facility solutions • Smart ticketing	• Connected cars • Smart therapies • Smart cities
Lumada (core technologies)	AI, Video analysis Sensing Electrification	Cyber Space Data / LUMADA / OT for Real Physical Space			5G Robotics Security
Products	• Storage	• High voltage transmission systems • HVDC • Circuit breakers, transformers • Large centralized power sources	• Air compressors • Marking • 3D printing	• Global railway vehicles • Railway vehicle inverters • High-speed elevators • Service robots	• EV components • Diagnostic and treatment systems • Home electronics and air-conditioning equipment

HVDC: High Voltage Direct Current

To strengthen Lumada core technologies, our efforts are directed towards realizing Lumada CPS (Cyber Physical System) which connects cyberspace with the real world, focusing on AI and audiovisual analytics, sensing, electrification, 5G, robotics and security.

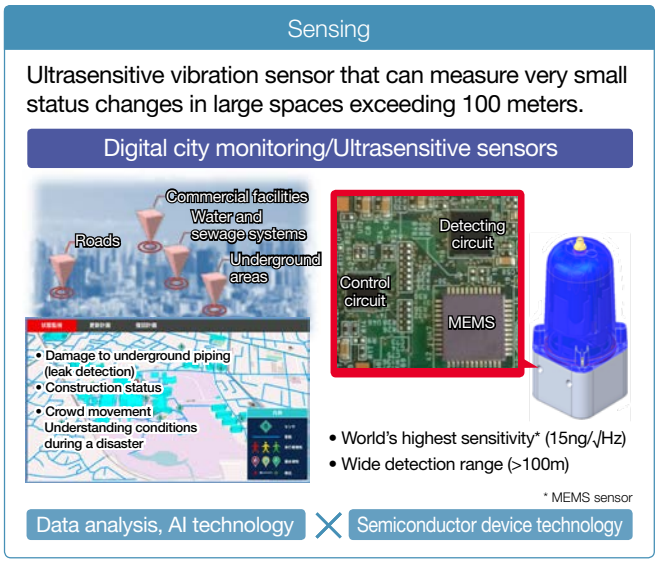
The strength of Hitachi's AI is that its development is based on equipment control technology, product design, and maintenance technology that the Hitachi Group has built-up over the years. For example, in predictive maintenance technology for industrial equipment, the AI visualizes the difference between a normal state or an abnormal state which could lead to material degradation or failure, from real-world operational data. This helps to determine whether there is a high probability of industrial equipment failure. This technology already has a good track record in Hitachi's medical equipment and is being used in regions such as North America.

In the area of audiovisual analytics, video images from stations and buildings are analyzed in real time, allowing specific people to be searched or tracked, as well as human flow analysis. In sensing, we have realized an extremely sensitive vibration sensor that can detect and measure very small signals even in large spaces exceeding 100 meters by applying MEMS*1 technology based on semiconductor device technology fostered at the Central Research Laboratory. We are currently proceeding with water leakage detection field tests using this device. Such technologies will be key in realizing safety and security in smart cities.

With regard to products, we are aiming to deliver world No. 1 technology. For example, with inverter technology which is central to electrification, we have created and commercialized the world's most efficient full SiC inverters for use in railway cars. For diagnostic and treatment systems, Hitachi has developed the world's smallest particle accelerator for the treatment of cancer, and it is currently in operation at a heavy ion therapy center in Japan. Furthermore, we have realized wear- and corrosion-resistant material which was unachievable with existing alloys, and have started applying it in the 3D printing of industrial machinery parts.

By accelerating such efforts, we hope to contribute to the global expansion of Lumada business based on OT x IT x Products.

*1 MEMS : Micro Electro Mechanical Systems



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*2 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 respective strengths to create disruptive technology and enhance technology platforms. For example, in the area Fintech, 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 consortiums in areas such as blockchain and edge computing. Also, through participation in organizations such as WEF-C4IR,[*3] we are also actively involved in forming rules.

*2 Quantum bit: the smallest unit of encoded quantum information, including in the direction of the electron spin
*3 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 Products strengths, we have drafted an intellectual property masterplan that defines areas of focus and bolsters 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 will 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 Medium-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 development 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 challenge of resolving 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

	FY2014	FY2015	FY2016	FY2017	**FY2018**	**FY2019 (forecasts)**
R&D expenditures (¥ billion)	334.8	333.7	323.9	332.9	**323.1**	**335.0**
Share of revenues (%)	3.4%	3.3%	3.5%	3.6%	**3.4%**	**3.7%**

R&D spending has remained generally flat due to portfolio restructuring, including the sell-off of listed subsidiaries, and the fact that investment has been carefully focused in targeted areas.
Moving forward, we will continue to focus investment in the field of digital solutions, including Lumada.

[Recognition for Outstanding Technology and Design]

Hitachi was bestowed the Imperial Invention 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 fluoroscopy 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.

Accelerate Innovation

Human Resource Strategies Supporting Innovation Creation

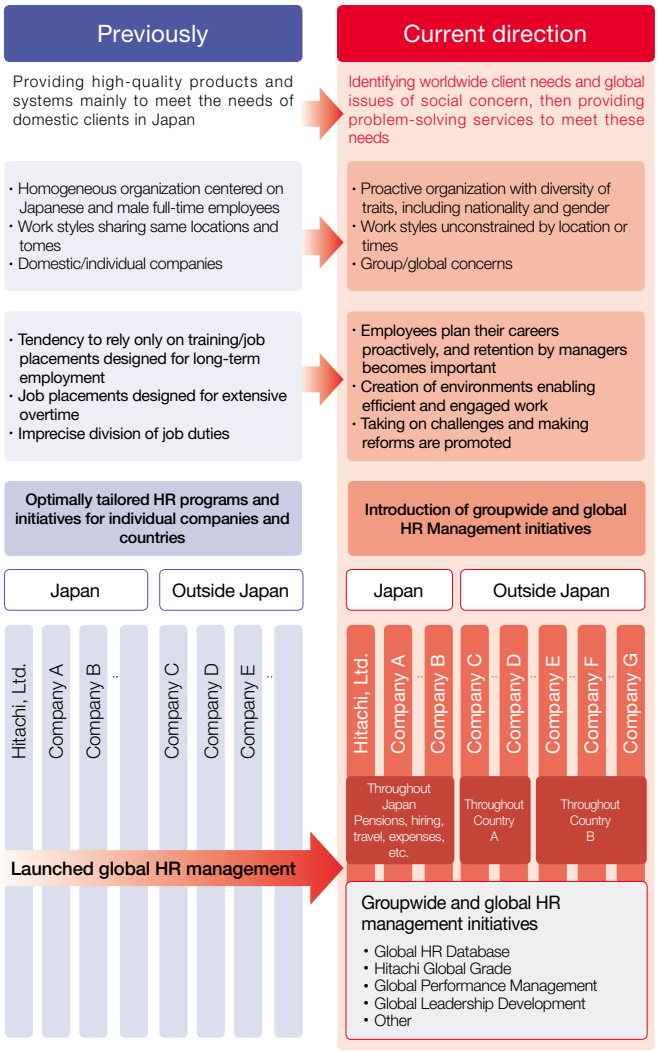
With the goal of creating innovation and new value in the global and digital era, Hitachi is focused on securing and fostering a diverse workforce and the organizations capable of driving sustainable growth. We have established a firm relationship between employees and the Company by providing places 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 resources 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



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 in full human capital management integrated platform in January 2018, centralizing processes and measures enacted to date. The three main benefits of this platform are as follows.

(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 placements and provide training suited to a particular individual, to find and develop future leaders, and facilitate better communication between managers and employees.

(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) Improving Speed and Efficiency

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

Human Resources Management Initiatives

Fiscal 2012
Global Human Resources Database
Goal: Create a database of human resources information
Global Leadership Development
Goal: Create a pool of leading global talent and foster their development
Fiscal 2013
Hitachi Global Grade
Goal: Use of a uniform Group standard to assess position weightings for managers and those in higher job positions
Hitachi Insights (Employee survey)
Goal: Improve employee engagement
Fiscal 2014
Global Performance Management
Goal: Promote growth and sustained improvement in both the business and the individual by linking the goals of the two
Fiscal 2015–2018
Hitachi University (educational platform for Hitachi Group employees all over the world)
Goal: Use HR development to contribute to sustainable global growth
Global Hiring Support System
Goal: Ensure hiring of the best individuals as business expands, improve efficiency in hiring, lower costs
Human capital management integrated platform
Goal: Improve HR visibility, strengthen the "I will" culture, improve speed and efficiency

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 diverse 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,[*1] 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.

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

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 employees 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 Next Generation of Leaders

In addition to Hitachi University, the Group's global learning management system, we have developed a variety of educational programs tailored to different jobs and positions. We are also focusing resources on selective training courses aimed at developing future managerial candidates at an early stage. In these courses, participants discuss what is necessary for the growth of Hitachi. The opportunity to generate ideas to present to senior management helps to cultivate the next generation of leaders—people with a unique perspective and determination.

In addition, we have identified a group of about 50 employees from around the Hitachi Group with next-generation development potential. People in this "Future 50" group are selected on merit, regardless of age, gender, or nationality.

They are given challenges to help expand their horizons and build their perspective, including tough assignments, different types of work, and internal and external training opportunities. The Future 50 group members receive one-on-one mentoring opportunities with independent directors to benefit directly from their extensive business experience and global perspective. Our aim is to change mind-sets so that we can develop people for important positions in the future.

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 digital 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 preparatory 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-learnings 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 digital workforce, including front-line workers, Hitachi newly launched Hitachi Academy in April 2019, which will now be charged with training the human resources expected to drive digital transformations. The new entity will combine measures designed to foster digital human resources with on-the-job-training as it seeks to build a new digital transformation training system and accelerate the Social Innovation Business.

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 sustainable 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.

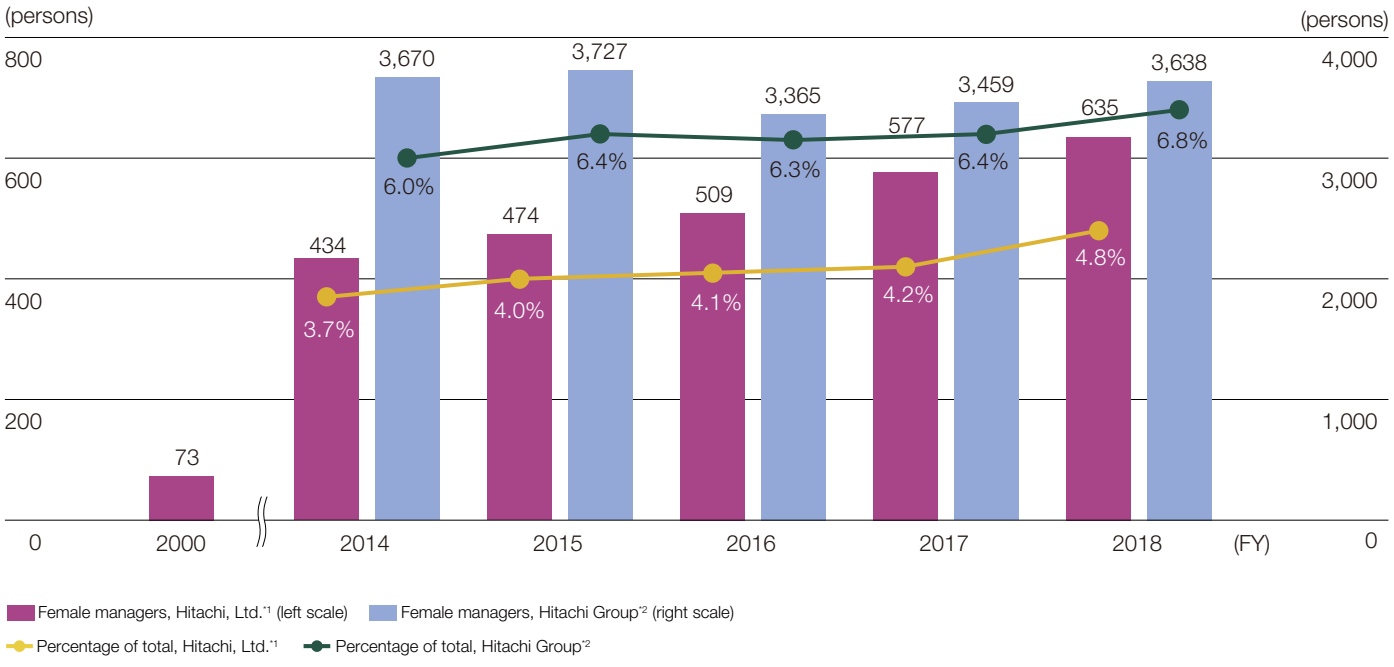
Diversity Activities and Developing Women's Careers

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 the many female employees attending.

Number and Ratio of Female Managers



Note: Figures include section chiefs and above.
*1 "Female managers" in fiscal 2017 include managerial employees dispatched from Hitachi, Ltd. to non-Group companies and those accepted from non-Group companies by Hitachi, Ltd. Figures prior for fiscal 2016 and earlier include regular managerial employees dispatched to non-Group companies but exclude those accepted from non-Group companies.
*2 All full-time, regular female managers excluding those dispatched to non-Group companies.

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

	June 2017	June 2018	June 2019
Number of female executive and corporate officers (persons)	2	2	4
Ratio of female executive and corporate officers	2.4%	2.6%	5.0%
Number of non-Japanese executive and corporate officers (persons)	3	5	7
Ratio of non-Japanese executive and corporate officers	3.7%	6.4%	8.8%

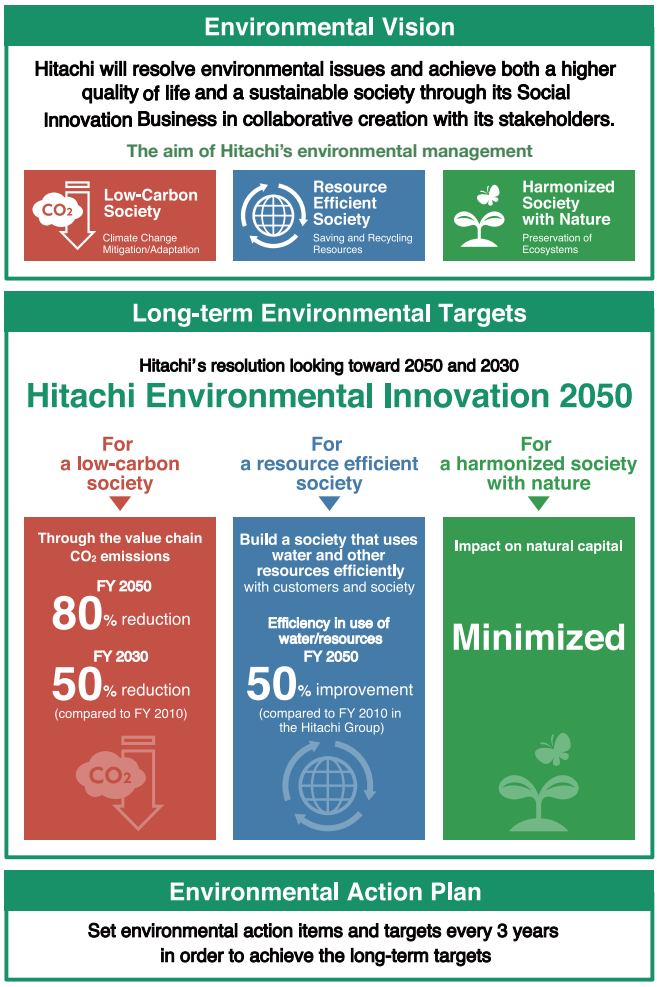
Environmental Vision and the Decarbonization Business

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.

Hitachi's Environmental Vision
http://www.hitachi.com/environment/vision/index.html



Efforts to Achieve a Low-Carbon Society

Hitachi Environmental Innovation 2050 sets targets for reducing CO_2 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—from the procurement of raw materials and parts to production, transportation, use, disposal, and recycling—result from the use of our products and services after they were sold. For this reason, reducing CO_2 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 CO_2 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 CO_2 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 CO_2 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.

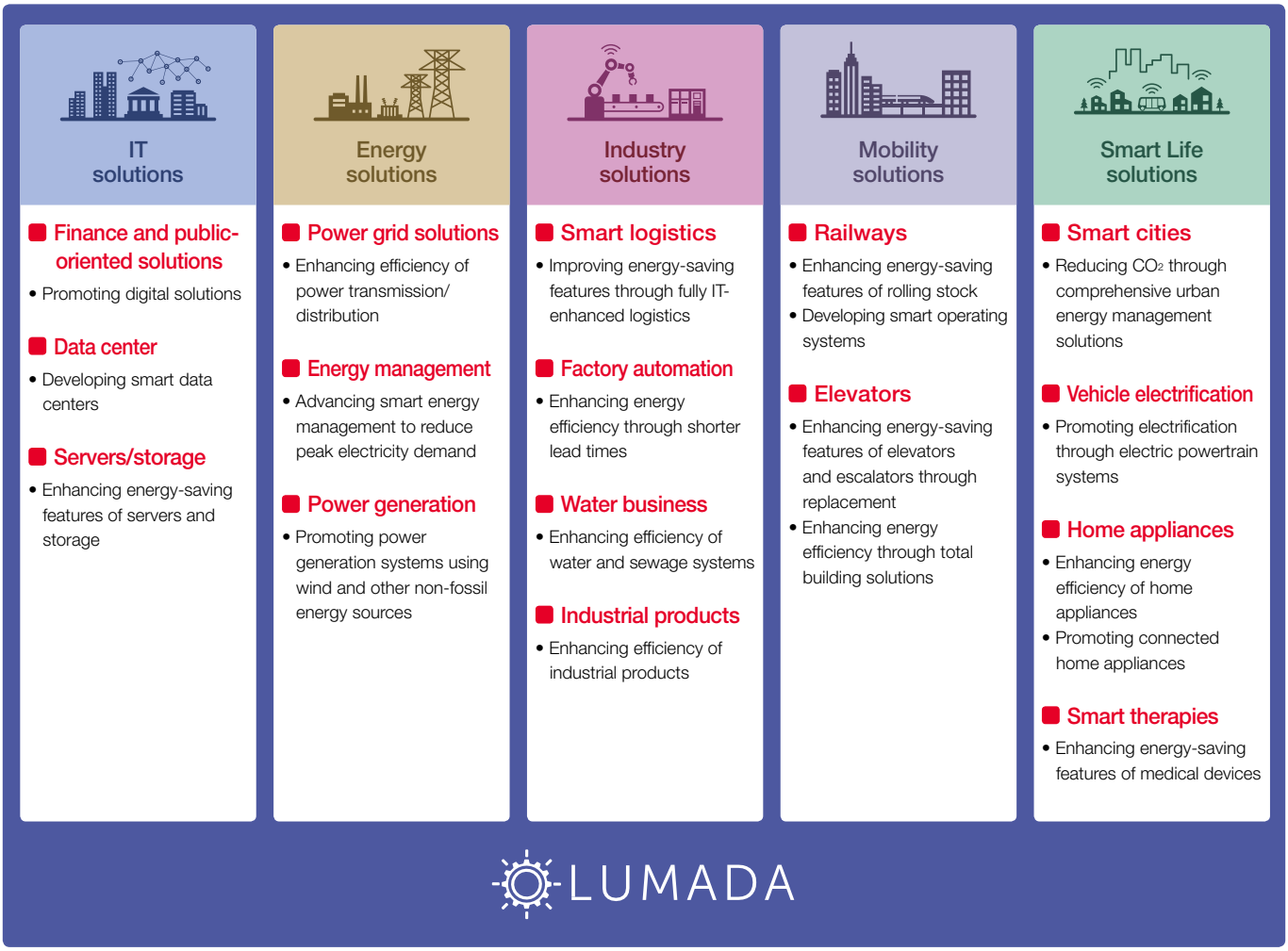
With regard to energy, we are contributing to CO_2 emission reductions through the provision of power generation systems using non-fossil energy, such as renewable energy and nuclear power, and creating smart grids that transmit and distribute power efficiently and stably and can optimize local supply 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 CO_2 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.

Decarbonization Business: A Hitachi Focus



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 has grown 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.

What is Lumada?

Lumada creates value from customers' data and drives 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 resolve 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 customers' data and drive 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 products cultivated within Hitachi. Along with the development of 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 collaborate efforts to build new ecosystems with our customers and partners.

Lumada Revenues

	FY2016	FY2017	FY2018	FY2019 (Forecast)	FY2021 (Target)
Revenues (¥ billion)	9,162.2	9,368.6	9,480.6	—	—
Lumada revenues (¥ billion)	900.0	1,006.0	1,127.0	1,170.0	1,600.0
Share of total revenues (%)	10%	11%	12%	—	—

* Lumada revenue is included within Hitachi's consolidated revenue.
The IT sector comprises about 80% of Lumada revenue while the Industry sector accounts for about 20%.

Strengthening our overseas business structure

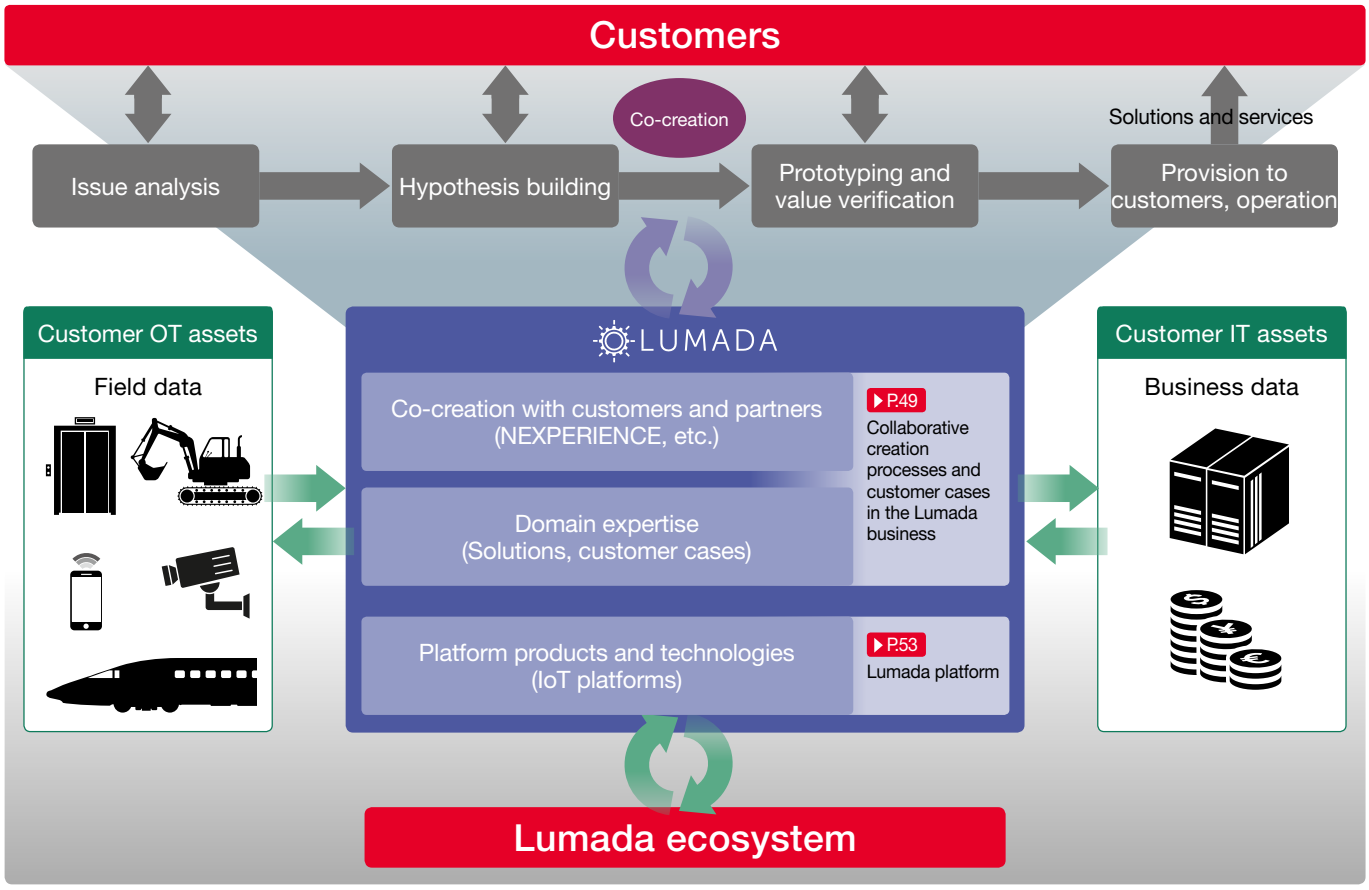
Currently, about 90% of Lumada business revenue comes from Japan. We are strengthening our overseas business structure, primarily in North America and Asia, with the goal of accelerating the global expansion of the Lumada business moving forward. In the future, we will continue to recruit new personnel 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.

Collaborative creation processes and customer cases in the Lumada business

Here, we will introduce collaborative creation processes of the Lumada business, as well as customer cases that are models of the digital solutions that we have cultivated thus far.

Concept of Lumada



Methodology and services aimed at accelerating collaboration with customers and partners

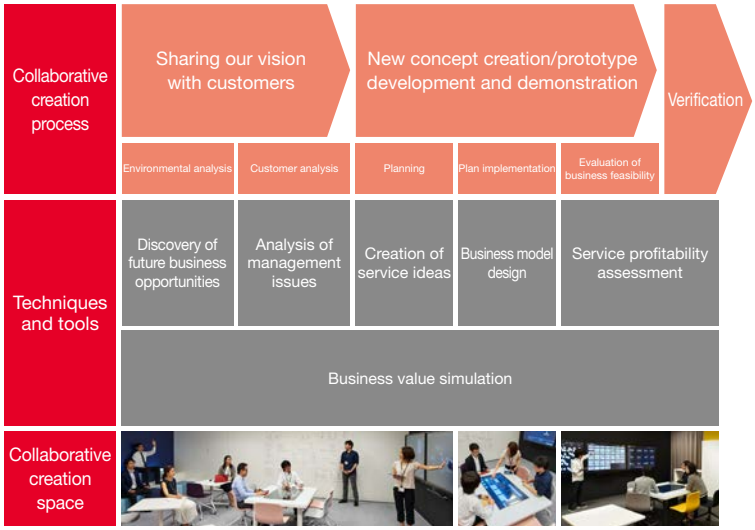
Support ranging from the discovery of potential issues and strategic planning to value verification

(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 involves 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.

Overview and Process of NEXPERIENCE



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 their 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[*1] 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[*2]; and Hitachi AI Technology/H, our own artificial intelligence technology.

*1 Proof of concept
*2 A group of development methods employed in software engineering with the goal of achieving rapid and adaptive software development.

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.

(2) 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 generating 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

Customer Case	Industries	Goals and issues
Revenue/Loss simulation	Manufacturing industry	Manufacturing plan, inventory management
Streamlining of cybersecurity monitoring operations	Common across industries	Security enhancement
digitalization of refined skills	Manufacturing industry	Improvement of product quality
Customer-centered marketing	Retail industry	Marketing
Improve credit analysis	Financial industry	Decision-making support
Inventory optimization	Wholesale, retail and manufacturing industries	Manufacturing plan, inventory management
Analysis of fan club member information	Service industry	Marketing
Crop growth analysis	Agriculture	Productivity improvement
Predictive maintenance	Common across industries	Preventive maintenance
Improvement of operating rates and fault diagnosis	Electricity, gas, heat and water supply industry	Facility management
Delivery optimization	Transportation industry	Delivery and transformation management

(3) Lumada customer cases

CASE 1

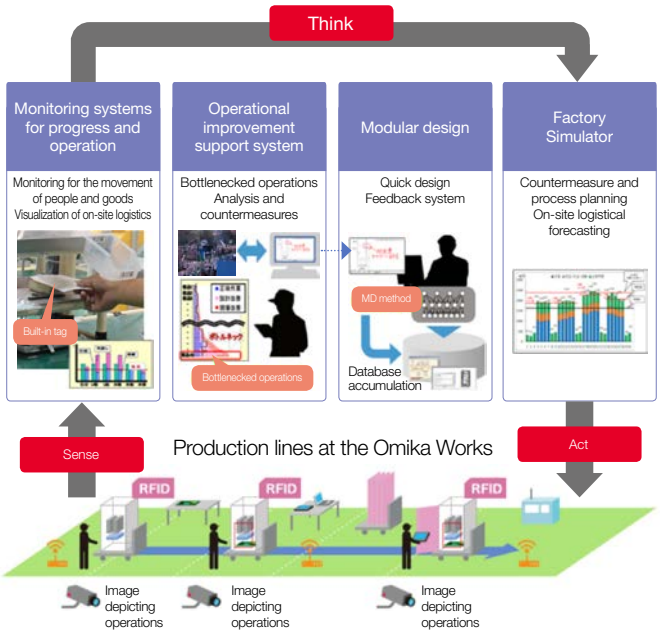
Overall optimization of production sites used for high-mix, low-volume production in the manufacturing industry

Collect and analyze various data on people and other elements of the production process to improve its efficiency

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%.

Overall optimization of production sites using Lumada



CASE 2

Predictive maintenance for machinery and equipment

Collecting data from sensors installed in machinery and equipment to diagnose and detect issues, thereby avoiding failure and reducing maintenance costs

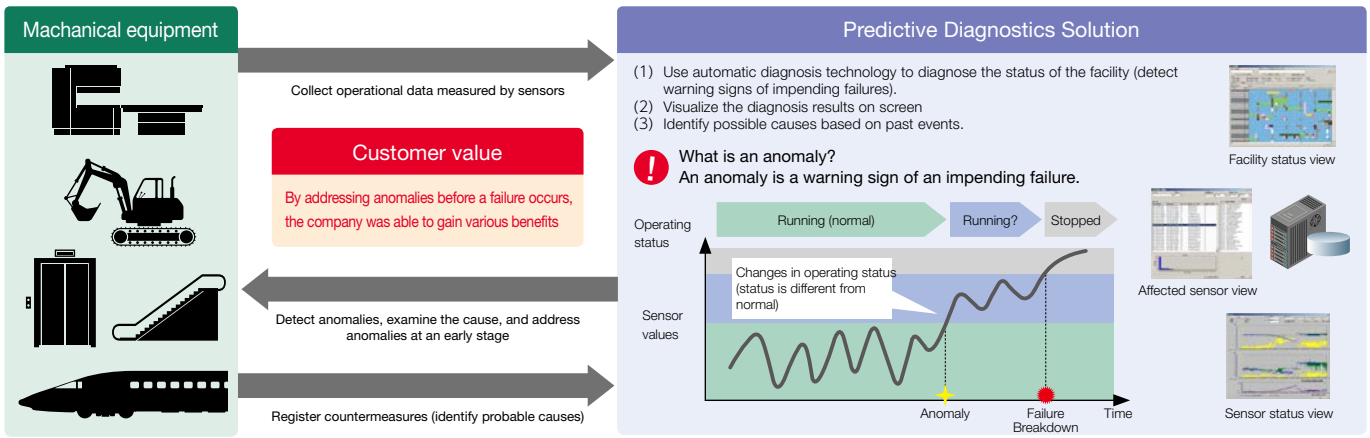
Failures and unplanned downtime at facilities that compose our industrial and social infrastructures have a major impact not only on our businesses but also on society. Accordingly, we recognize the need to ensure the continuous and stable operation of these facilities, which requires proper equipment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

Note: P. 39-41 "Strengthening core technologies supporting Lumada."



Strengthen Lumada

CASE 3

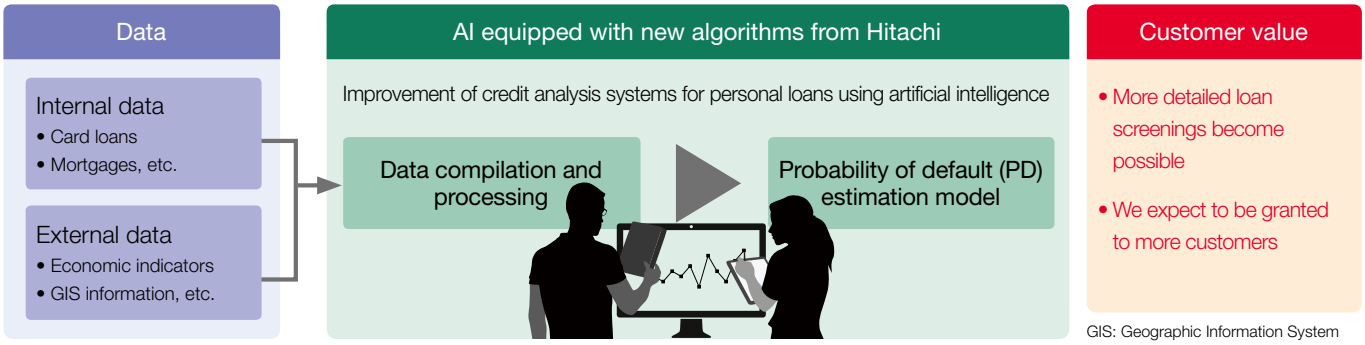
Raising credit analysis accuracy through the use of AI

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 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 Dayta 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.



GIS: Geographic Information System

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.

Lumada platform

Quickly build appropriate systems by utilizing open and secure IoT platforms

(1) IoT platform architecture

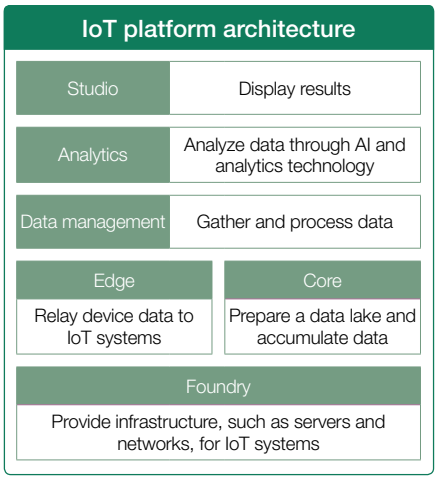
Lumada has established an open and secure IoT platform that can quickly provide digital solutions by swiftly combining advanced products and technologies from both inside and outside Hitachi Group. This platform enables us to comprehensively provide a variety of mechanisms, such as advanced analytics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

The platform's structure for flexibility combining technologies is defined by six elements. These elements make the achievement of an open and flexible platform possible with architectural specifications and connection methods that meet global and industrial standards.

Thanks to these attributes, digital solutions utilizing Lumada's IoT platform are intelligent, composable, secure and flexible.

Features of Lumada's digital solutions

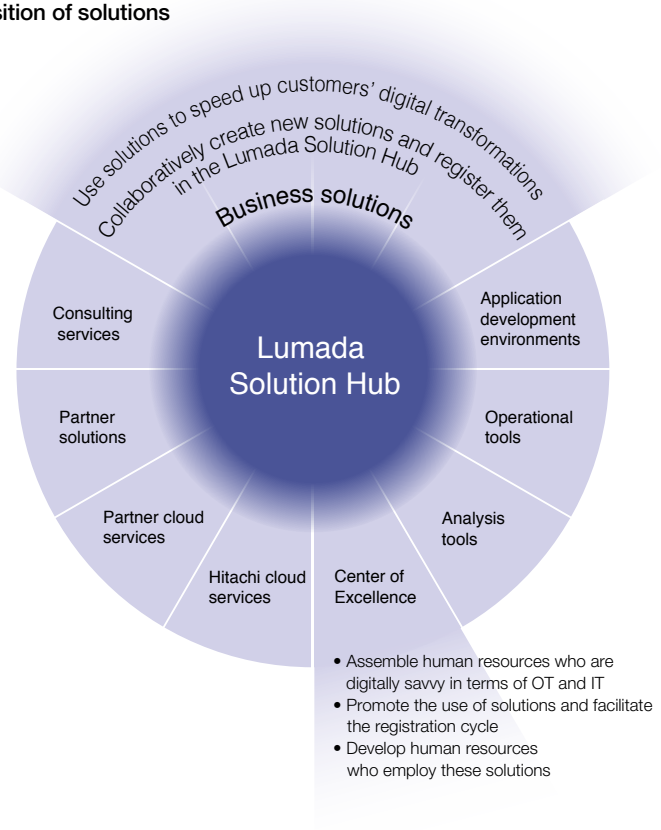
Intelligent	Analytics technology such as machine learning and artificial intelligence allow for deep insight and awareness that leads to action.
Composable	Hitachi's core technologies can be widely combined with OSS* and third-party technologies to maximize outcomes (results). * Open Source Software
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*. * Involves installing equipment inside company facilities and implementing and operating 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.

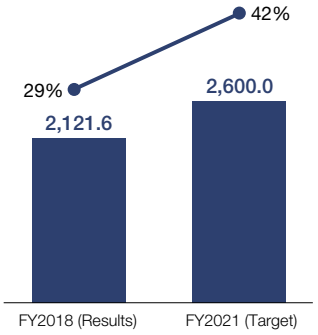


Story of Value Creation in the IT Sector

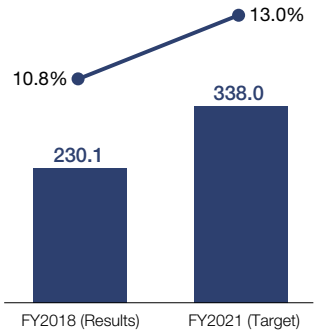
The use of digital technologies such as 5G, AI, IoT and robots is essential for companies aiming to continuously raise their corporate value amid dramatic environmental changes and a focus on digital transformation, or the revolutionization of corporate management through digital technology, is rising 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.

Results and Targets

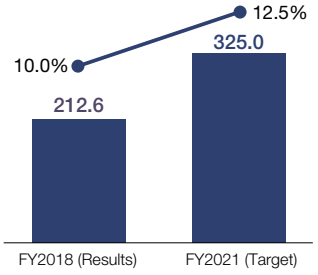
Revenues (¥ billion)/ Overseas revenue ratio (%)



Adjusted operating income (¥ billion)/ Adjusted operating income ratio (%)

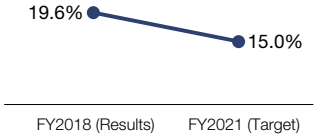


EBIT (¥ billion)/EBIT ratio (%)



ROIC

Maintaining high level despite the investment to expand global digital business



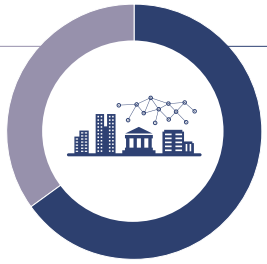
Note: Figures for each subsegment include intersegment transactions.

Principal Products and Services

FY2018 Revenues ¥2,121.6 billion

Services & Platforms 35%

- IoT platform
- Data analytics
- AI
- Cloud service
- Security
- IT products (storage server)
- Control systems



Front Business 65%

- Financial systems
  IT for banking, insurance and securities
- Public systems
  IT for public offices, municipalities and educational institutions
- Systems for social infrastructure
  IT for power generation/energy, transport and communication carriers
- Defense systems
- IT functions commonly used for all companies
  Application development, engineering, operation and maintenance, project management and quality assurance

* Defense systems are included in "others" for accounting

Vision and Targets under the 2021 Mid-term Management Plan

Accelerate customer innovation with advanced IT

In the IT Sector, we will meet the expectations of customers in Japan and overseas with the power of digital technology, achieve a sustainable society and aim to become a top-class global solution provider. Moving forward, we will aim to improve social value through advanced digital solutions operations in the financial and social infrastructure fields. At the same time, we will strive to create environmental value by raising environmental efficiency throughout the lifecycle of our products and services.

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.

Lumada'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 30,000.

Acceleration of Global Expansion

Previously, in the IT Sector, we established Hitachi Vantara in 2017, followed by Hitachi Global Digital Holdings in 2018. Also, in 2018, we acquired REAN Cloud, a cloud-related service provider in the United States, and, in 2019, we started collaboration in the digital business with Virtusa, a global IT service company in the United States. We have also established a joint venture with State Bank of India, the largest state-owned commercial bank in India, and are working to develop platforms for cutting-edge next-generation digital payment services. Over the three years covered by the 2021 Mid-term Management Plan, we will invest approximately ¥830 billion into efforts aimed at further strengthening our overseas business and will target further business expansion through M&A and other initiatives.

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.

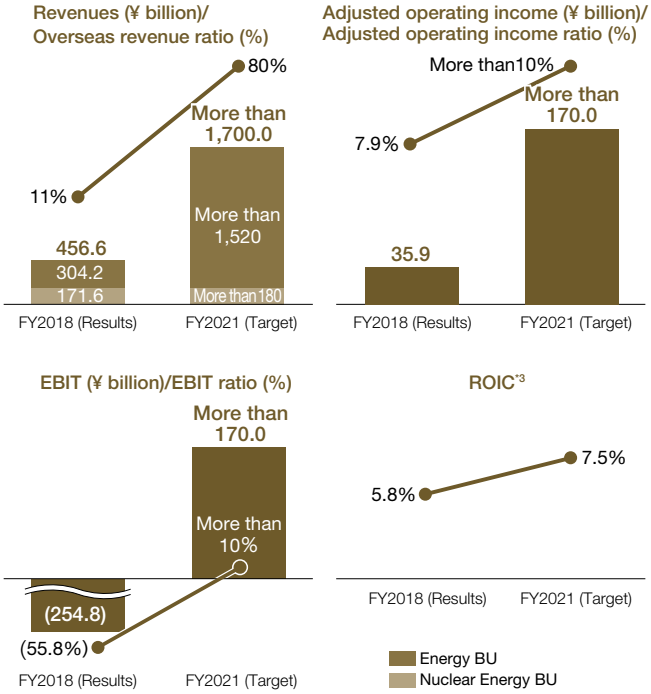
For example, since 2017, we have been supporting the digitization of subsidy payment operations and other financial services offered by the state-owned Vietnam Post. In fiscal 2018, we expanded the scope of this digitization to include social security subsidy and pension payment operations and are currently 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.

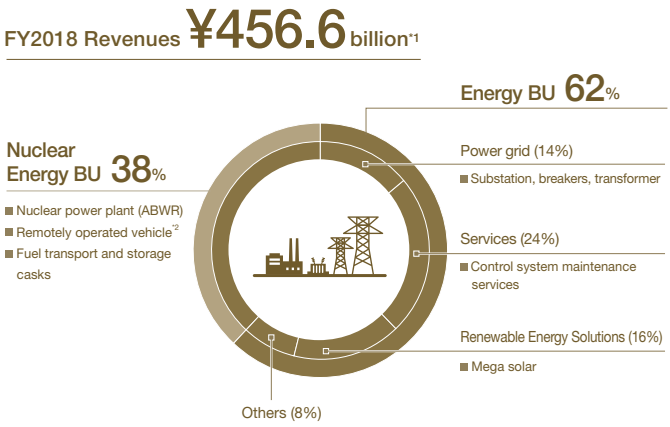
Story of Value Creation in the Energy Sector

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 CO_2 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.

Results and Targets



Principal Products and Services



*1 Includes the control systems business, which is posted in IT Sector
*2 Developed as operations of International Research Institute for Nuclear Decommissioning. This development was conducted using business expense subsidies provided by the Agency for Natural Resources and Energy in connection with decommissioning efforts and water pollution countermeasures.
*3 FY2018 figures except one-time expenses.

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 transforming, 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 CO_2 emissions, as we work toward a low carbon or decarbonized society.

The Chugoku Electric Power Company, Inc.'s Shimane Nuclear Power Station Unit 3, under construction

Ultra-high voltage gas insulated switchgear (UHV GIS)

Growth Strategies under the 2021 Mid-term Management Plan

Previously, in the Energy Sector, we have been converting our business portfolio in response to changes in the market environment surrounding energy while promoting the launch of high-value-added service businesses and the enhancement of the solution business. In the future, the power transmission and distribution market is expected to expand significantly both in Japan and globally against a backdrop of 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.

Enhancement and Expansion of the Solution and Service Businesses Using Lumada

In the energy solution business, we received orders for a management platform for high-temperature parts for gas turbines used in privately owned industrial power generation equipment in 2019. This platform uses Lumada to improve the efficiency of inspection and maintenance work while raising the maintenance capabilities of operators. Following the acquisition of ABB's power grid business, we will aim to develop solutions on a global scale by utilizing its customer base, engineering, technologies and systems.

Service business

In 2017, we concluded contracts in the service business with customers. Through these agreements, we will provide solutions that combine power generation systems with integrated energy and equipment management services to provide total solutions for energy conservation issues. Moving forward, we will combine Lumada with our on-site capabilities and digital technologies to develop a variety of service solutions that improve the efficiency of inspection planning upgrade and accelerate maintenance and provide predictive diagnostics aimed at preventing failure, as well as remote monitoring.

In the renewable energy business, Hitachi will strengthen its partnership with Germany-based wind turbine manufacturer Enercon, combining its services and Enercon's wind turbines to develop wind power solution business, 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.

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.

Collaborative Creation of Value within the Energy Sector

Promotion of open innovation

Hitachi is promoting industry-academia collaboration in pursuit of new value creation in the Energy Sector. Targeting the realization of Society 5.0, we are working to create a new vision and produce new innovation at the "Hitachi the University of Tokyo Laboratory", which we established with the University of Tokyo in 2015. In the Energy Sector, we are building a platform with the goal of simulating long-term energy supply and demand. These simulations will allow different renewable energy implementation methods to be evaluated and verified, enabling authorities to determine which method is most effective in terms of achieving the goals of the Paris Agreement.

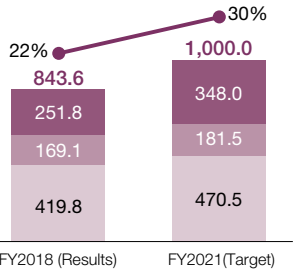
Hitachi will contribute to social, environmental and economic values by expanding its provision of energy solutions that utilize Lumada, including grid and renewable energy solutions, energy management solutions and energy conservation and decarbonization solutions. Furthermore, we will aim to contribute to the management of 25% of the world's substations and the supply of stable energy to about 1.8 billion people.

Story of Value Creation in the Industry Sector

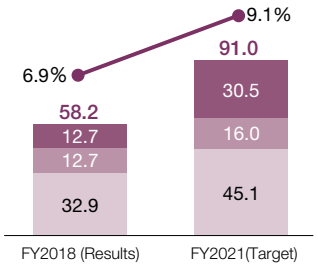
In the world of industry, the speed and complexity of market changes caused by factors such as climate change and resource shortages are increasing along with the working-age population decreases and global competition intensifies. Under these circumstances, the creation of new services and innovations 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.

Results and Targets[*1]

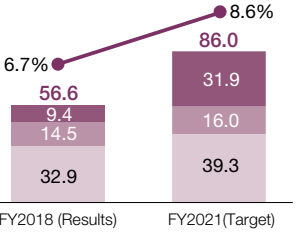
Revenues (¥ billion)/ Overseas revenue ratio (%)



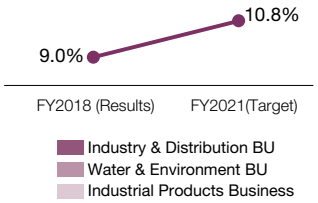
Adjusted operating income (¥ billion)/ Adjusted operating income ratio (%)



EBIT (¥ billion)/EBIT ratio (%)

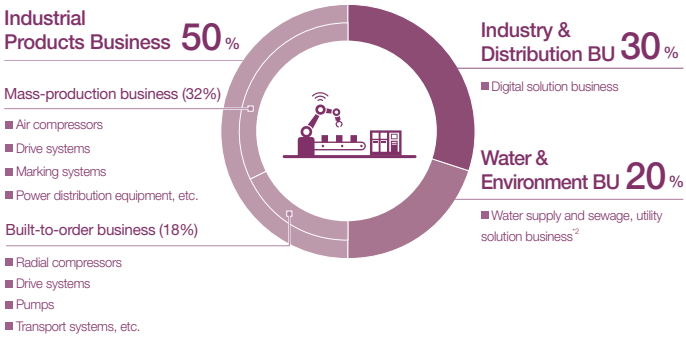


ROIC



Principal Products and Services

FY2018 Revenues ¥843.6 billion



*1 The impact of a large-scale overseas Engineering, Procurement, Construction (EPC) project of the Industry & Distribution BU has been excluded. Figures for Hitachi Plant Services and Hitachi Plant Mechanics, which were transferred in FY2019 from the Industry & Distribution BU to the Water & Environment BU and Hitachi Industrial Products, respectively, were revised retroactively. Figures for each subsegment include intersegment transactions. Figures for each BU include the control systems business, which is posted in the IT Sector.

*2 Air conditioning and water treatment facilities for factories, social infrastructure, etc.

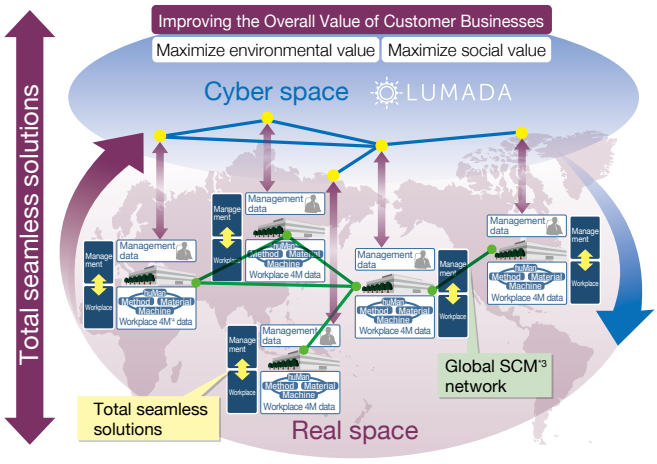
Vision and Targets under the 2021 Mid-term Management Plan

"Increasing the efficiency of customers' production and processing systems," "providing safe and secure water environments" and "reducing CO_2 emissions"

In the Industry Sector, we aim to become the best solution partner for customers in the industrial field by utilizing our strengths in "Products × OT × IT." Furthermore, we will create social and environmental value by "increasing the efficiency of customers' production and processing systems" through the provision of solutions that contribute to productivity and quality improvements in the manufacturing and distribution fields; "providing safe and secure water environments" to 70 million people per day worldwide using water and sewage infrastructure and seawater desalination technology; and "reducing CO_2 emissions" through energy-saving products.

Growth Strategies under the 2021 Mid-term Management Plan

As the world changes and customer needs diversify and become more high-level, we face various issues that arise between the workplace, management and the supply chain. In the Industry Sector, we recognize these issues as "boundaries." By connecting cyber spaces and real spaces using digital technology, we will solve "boundary" issues and provide total seamless solutions that achieve overall optimization. The keys to achieving these goals are the Industry Sector, which is a business entity that simultaneously possesses products, OT and IT; the use of Lumada and robotic SI, which drives digital innovation; and the construction of value chains that range from management to workplace and from procurement to manufacturing while spanning across fields such as logistics, sales, services and maintenance. With these keys in place, we will aim to become the best solution partner for customers in the field of industry.



Vision of the Industry Sector

*3 Supply Chain Management (SCM)

*4 4M: huMan, Machine, Material and Method

Collaborative Creation of Value within the Industry Sector

Total Seamless Solutions that Solve “Boundary” Issues

In the Industry Sector, we will provide total seamless solutions while focusing on four next-generation solutions (manufacturing, logistics, maintenance and utility) and connected products, thereby helping to improve the overall value of our customers’ businesses.

One Lumada solution contributing to the achievement of these goals is the digital twin solution, which was launched in November 2018. The solution facilitates AI analysis and simulation by using an advanced data model to link manufacturing workplace OT and IT data in cyber space, supporting the optimization of the entire production process.

Data Modeling of Business Operations and 4M and the Optimization of Production Processes through Digital Twin

Conceptual diagram of the digital twin solution

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.

Assembly Navigation System at the AMADA Group’s Fujinomiya Works

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 Sullair, an air compressor manufacturer in the United States.

Strengthening of OT Area through the Acquisition of the Robotic SI Business

In the Industry Sector, we believe that the manufacturing industry will evolve from “manufacturing through people and machines” to “manufacturing through people and robots” before progressing to “manufacturing that connects management with the workplace.” Under these circumstances, we have decided that OT areas related to the Robotic SI business, which accumulates field data, will become increasingly important in addition to rising needs for advanced and optimized manufacturing conducted using robots. In accordance with this judgment, we reached acquisition agreements in 2019 with JR Automation, a United States-based robotic SI business operator, and Japan-based KEC.

The industrial world is facing a growing need for automation due to labor shortages and rising labor costs, and the robotic SI market is expected to grow rapidly as a result. In the Industry Sector, we will work to expand the Robotic SI business on a global scale by mutually utilizing the resources of JR Automation, KEC and Hitachi Industrial Equipment Systems and the research and development capabilities of Hitachi.

In the Industry Sector, we will globally develop Lumada solutions that utilize digital technology based on 4M data obtained workplace from customers by acquiring technology, expertise and customer bases from these two companies in the robotic SI market. This will enable us to contribute to the improvement of our customers' management and to help raise the overall values of their businesses through seamless collaboration between workplace and management.

KEC’s Robotic SI business

In Pursuit of Further Growth in the Industry Sector

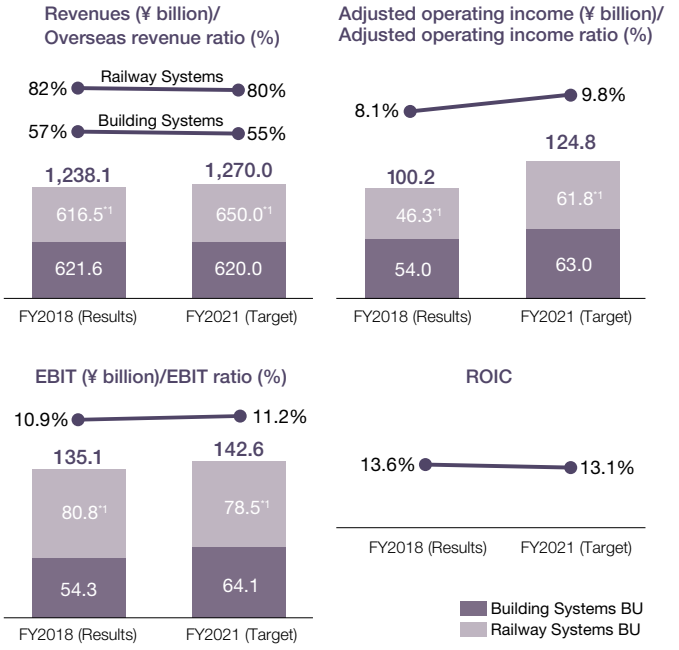
In the Industry Sector, we will strengthen and expand total seamless solutions that leverage the strengths of “Products × OT × IT” and accelerate and enhance global expansion in pursuit of further growth. Furthermore, we will aim to become a business entity that provides high added value by expanding recurring business*5 and improving capital efficiency.

*5 Cycling business that exists after sale service market and continual replace demand such as replacement parts.

Story of Value Creation in the Mobility Sector

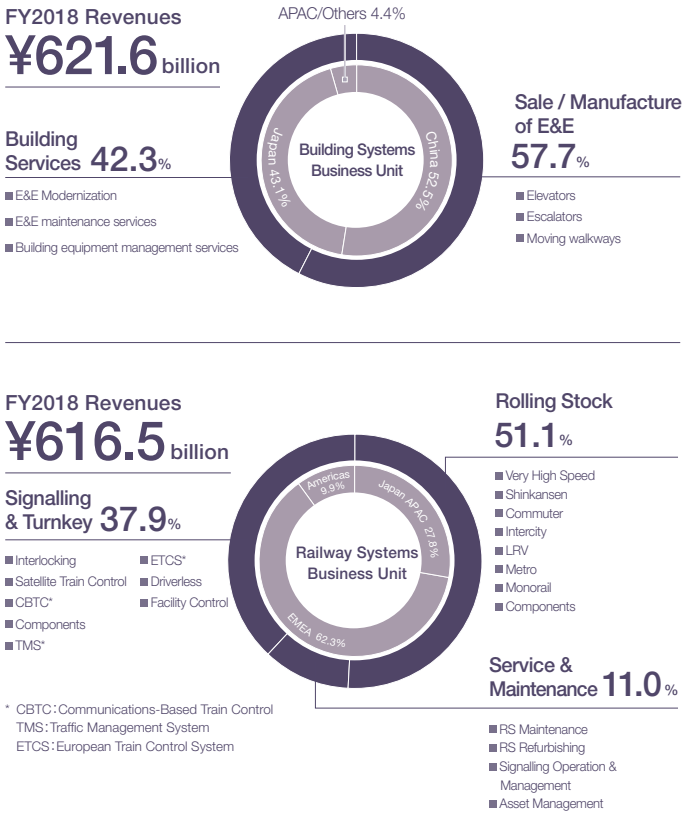
Global population is growing and urbanization is advancing rapidly, so that the proportion of people living in urban areas is expected to rise to 68% by 2050, from around 55% today. In addition, the negative impact from climate change is causing environmental, economic and social damages. Against this 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.

Results and Targets



*1 Figures for Railway Systems BU include the control systems business, which is posted in the IT segment.

Principal Products and Services



* CBTC: Communications-Based Train Control
TMS: Traffic Management System
ETCS: European Train Control System

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 CO_2 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.

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 been 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 centering 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 which 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.

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 delisting 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.

Value Co-Creation in the Mobility Sector

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.

By positioning the global control center as a core competence and deploying new solutions leveraging Lumada to the customer base we have built in E&E business, we aim to develop our business further and realize the expansion of building service business other than E&E and differentiation from manufacturers specializing in E&E.

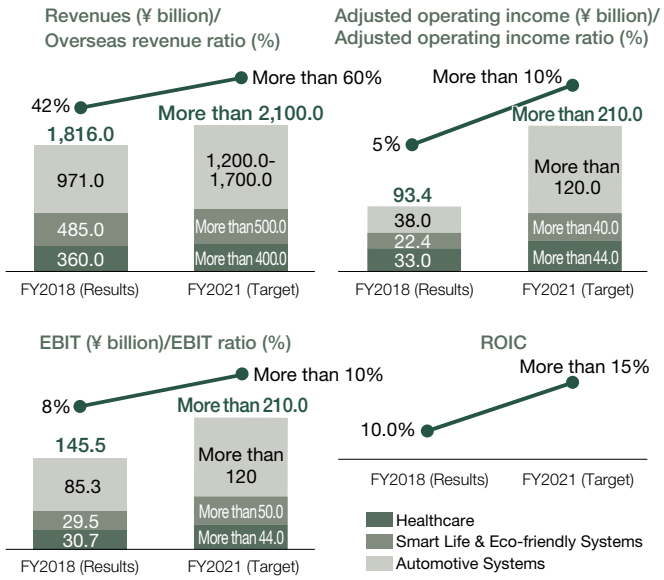
In the Railway Systems Business Unit, for Denmark's Copenhagen Metro we are working on the maximization of transportation capability, congestion alleviation and cost reduction through detecting demand based on the number of people waiting at station platforms and realizing autonomous and flexible operation. 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.

In the Mobility Sector, through social innovation businesses such as these, we will provide people around the world with products and services that are safe, secure, comfortable and environmentally friendly.

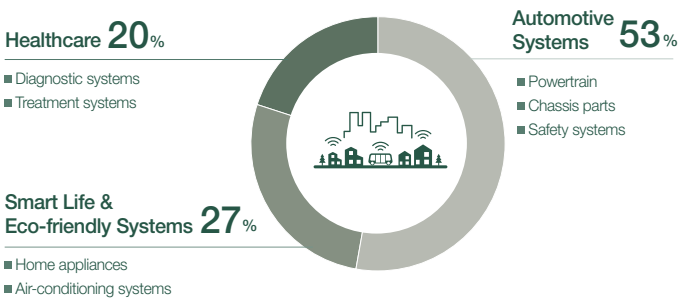
Story of Value Creation in the Smart Life Sector

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 on 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.

Results and Targets



Principal Products and Services



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

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, leading us into our next stage of growth.

Growth Strategies under the 2021 Mid-term Management Plan

Significant Improvement in Profitability through Business Replacement and Operational Restructuring

Automotive Systems business

Chief Executive Officer Koch assumed his position at Hitachi Automotive Systems, Ltd., during fiscal 2018, ushering in structural reforms. He promoted the classification of core and non-core businesses, establishing the powertrain, chassis and safety systems businesses as core businesses. Meanwhile, the energy station, car navigation, automotive lithium-ion battery and cargo handling materials businesses were sold as non-core businesses.

In terms of core business products, we will form strategic alliances and conduct M&A with the goal of achieving one of the world's top three market shares and improve profitability by pursuing economies of scale in both procurement and manufacturing. As a first step toward these goals, we decided to acquire Chassis Brakes International in June 2019 in an effort to strengthen the competitiveness of the chassis and safety systems businesses. We will expand the safety systems business, which integrates electric steering and suspensions, while giving due consideration to the market environment, where the shift to electric brakes is under way.

Competition in product development utilizing electrification and automation technologies is intensifying both in the automotive system business and throughout the industry. For this reason, rising research and development costs are proving to be a primary cause of reduced profitability. As a corporate organization, the Research & Development Group of Hitachi acts as a common foundation for research and development, reducing investment overlap between businesses and improving efficiency.

In addition, we are promoting the use of Lumada customer cases with the goal of streamlining operations such as marketing, design, procurement, production and quality improvement using digital technologies.

We will achieve our target adjusted operating income ratio of more than 10%

by boosting business efficiency through scale expansion, raising research and development efficiency and improving operations through the use of Lumada.

Smart Life & Eco-friendly Systems business

The Smart Life & Eco-friendly Systems business, which has a long history of developing products from consumer perspectives, is a core business aiming to improve the quality of people's lives in 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 app 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 the 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, MRI, CT, mass spectrometry, DNA sequencing, bioimmune 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 business on the basis of a measurement and analysis technology portfolio, which the Research and Development Group of Hitachi and Hitachi High-Technologies have 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 CO_2 emissions of our products through electrification and IoT technology.

A Business Foundation that Supports Sustainable Growth

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.

7 AFFORDABLE AND CLEAN ENERGY

Addressing Risks and Opportunities

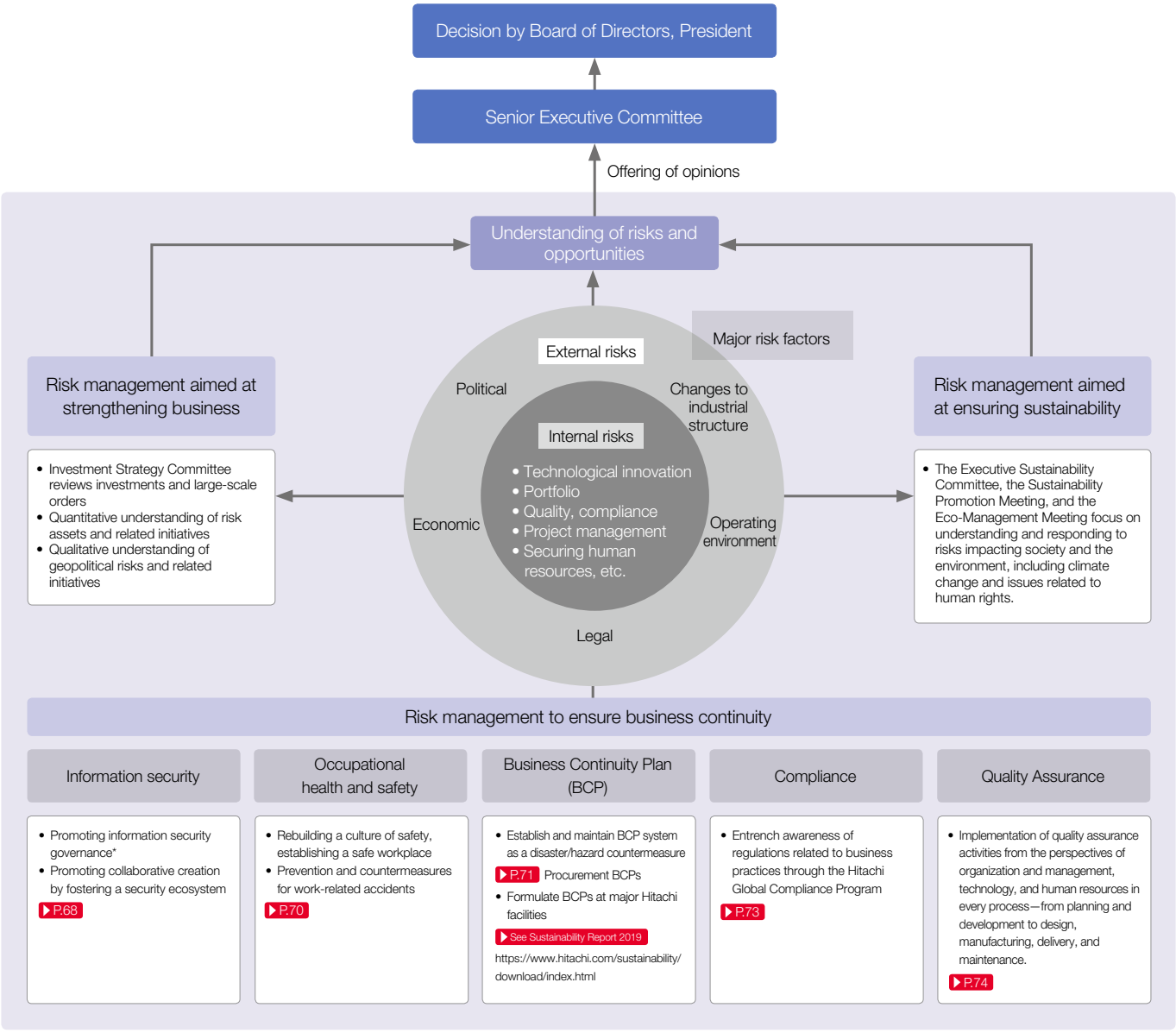
Risks and Opportunities

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 day by 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.



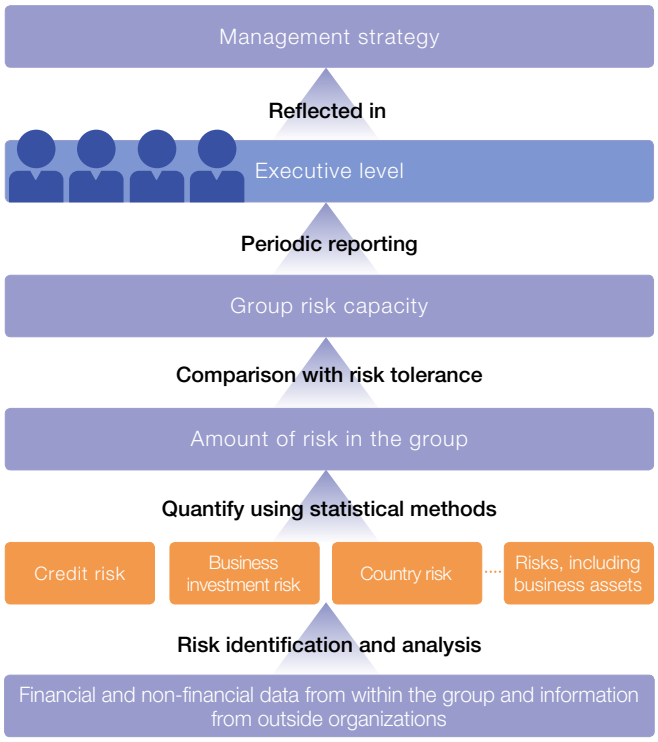
* Information security governance works in support of corporate governance by building and maintaining an organization's internal control mechanisms related to information security.

Understanding and Responding to Quantitative Risk

In regard to quantitative risk, assumed maximum risk (value at risk) is calculated using statistical methods based on the type of asset held. More specifically, value at risk measures the maximum expected loss based on price movements over a specified period of time (observation period) at a given confidence level for a defined period of time moving forward. Visualizing the strength of a company's balance sheet and whether that company has the potential for growth, including by focusing on whether the maximum expected loss is within the range of net assets or whether there is room to invest in growth, limits the likelihood that opportunities for growth will be missed, while continued monitoring ensures that risks do not exceed management capabilities.

Moreover, analyzing risk by country and sector, while also taking into account future trends, allows a quantitative understanding of the concentration of risks in a given country or sector relative to profitability.

The Flow of Quantitative Risk Assessment



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 curtailment 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 engaged 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

https://www.hitachi.com/IR-e/library/stock/index.html

Major Risks and Opportunities

Major risk factors	Details on risks and opportunities	Company actions
Fluctuations in product supply and demand, exchange rates and resource prices; insufficient raw materials, components	Risks • Price fluctuations, including for products, exchange rate impact and excess inventory • Exchange rate impact and price fluctuations, including for raw materials and components • Impact from significant disasters on supply chain	• Building close relationships with multiple suppliers • Ensuring an appropriate response to changes in demand in each region by promoting a local production and local consumption model for products and services • Heightening resistance to business interruption risks by formulating BCPs at domestic and major overseas facilities ▶P.71 Engaging in Responsible Procurement
Rapid technological innovation	Risks • Decreased competitiveness if development of cutting-edge technology, or application to product/service does not progress as expected • Reduction or elimination of existing market due to technological innovation Opportunities • Development of advanced technology leads to new business opportunities	• Promoting open innovation through industry-academia-government cooperation • Bolstering the digital workforce • Strengthen Lumada • Fostering an innovation ecosystem through the above ▶P.38 Accelerate Innovation ▶P.48 Strengthen Lumada
Securing human resources	Risks • Impact on new hires and worker retention due to increased competition to hire and retain the highly skilled workers Opportunities • Growth opportunities on the recruitment and retention of highly skilled workers that share the Hitachi vision	• Securing the highly skilled global workers using a global common standard for personnel • Securing and training the highly skilled workers through in-house educational systems, include Hitachi Academy, and Hitachi University, the group's global common learning management system ▶P.42 Accelerate Innovation
Occupational health and safety	Risks • Impact on business due to inability to create healthy, safe and secure work environments	• Establishing a global occupational health and safety system that includes lessons learned from global operations, entrenchment of global norms, and the sharing of success stories ▶P.70 Occupational health and safety, worker health
M&A, investment in new projects, etc.	Risks • M&A aimed at strengthening the Social Innovation Business, investment in new projects, R&D investment/capex, failure related to insufficient project management in large-scale orders Opportunities • Building a foundation for growth through the acquisition of new management resources	• Implementing phase-gate management in each business unit (BU), analysis and discussion of market trends, strategies, acquisition prices, and the post-merger integration process at Investment Strategy Committee, Senior Executive Committee, Board of Directors, and Audit Committee ▶P.18 Independent Director Dialogue ▶P.78 Corporate Governance
Geopolitical risks	Risks • Impact on Hitachi's overseas businesses due to global political, economic and social trends	• Regularly updating our understanding of global political and economic trends, analyzing the impact on our business, and swiftly implementing countermeasures on a groupwide basis
Tighter laws and regulations	Risks • Tighter laws and regulations in regard to investment, exports, and customs duties Example: The effects on business activities from the introduction of new laws and regulations related to the protection of personal data, such as the General Data Protection Regulation (GDPR) in Europe	• Operating of personal information protection systems in line with Hitachi's personal information protection policy • Identifying businesses subject to GDPR, assessing risk, implementing appropriate safety management measures in line with those risks, implementing worker training ▶P.68 Promoting Information Security
Compliance	Risks • Reduced trust and a decline in corporate value as a result of corporate behavior that deviates from social norms and violates laws, including relating to bribery and anti-competitive activities	• Implementing groupwide compliance programs and establishing the highest values in the Codes of Conduct • Strengthening measures to prevent bribery and violation of competition laws ▶P.73 Compliance
Product quality and responsibility	Risks • Reduced trust and claims for damages due to defects or a deterioration in product and service quality as a result of the increased complexity/sophistication of products or services, or the diversification of production sites or suppliers	• Strengthening the quality assurance system • Activities aimed at preventing accidents • Activities aimed at ensuring compliance with laws and regulations related to technology • Intensive risk assessment • Implementing measures to handle product accidents • Conducting quality and reliability-related training ▶P.74 Quality Assurance
Climate change/ significant disasters	Risks • Impact on business activities due to measures in line with the tightening of international regulations to curb greenhouse gas emissions and the depletion of energy and resources • Impact on business activities, from production to sales, due to significant disaster affecting major Hitachi facilities in Japan or overseas Opportunities • Expansion in the decarbonization business through offering climate-change-related solutions	• Strengthening measures aimed at achieving the CO_2 reduction targets in the Hitachi Environmental Innovation 2050 • Enacting measures in line with an analysis of Hitachi risks and opportunities based on climate-related scenarios • Formulating BCPs to strengthen our ability to respond to business disruption risks ▶P.71 Responsibilities in the Value Chain ▶P.46 Environmental Vision and the Decarbonization Business ▶P.76 Climate-Related Information Disclosure (based on TCFD recommendations)
Information security	Risks • Computer viruses or other factors adversely impacting information systems Opportunities • Expansion in revenue opportunities through increased demand for information security measures	• Promoting cybersecurity strategies through risk management and value creation ▶P.68 Promoting Information Security ▶P.54 Story of Value Creation in the IT Sector

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

Previously at Hitachi, Ltd., the CIO[*1], 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 CISO[*2] 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.

*1 CIO: Chief information officer
*2 CISO: Chief information security officer

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 SOC[*1] monitors security 24/7, so cyberattacks can be detected and countermeasures initiated right away. The CSIRT[*2] collects and develops security-related data and manages response to any security incidents.

*1 SOC: Security Operation Center
*2 CSIRT: Computer Security Incident Response Team

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.

*As of March 31, 2019

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 annually 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 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 ecologies. 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.

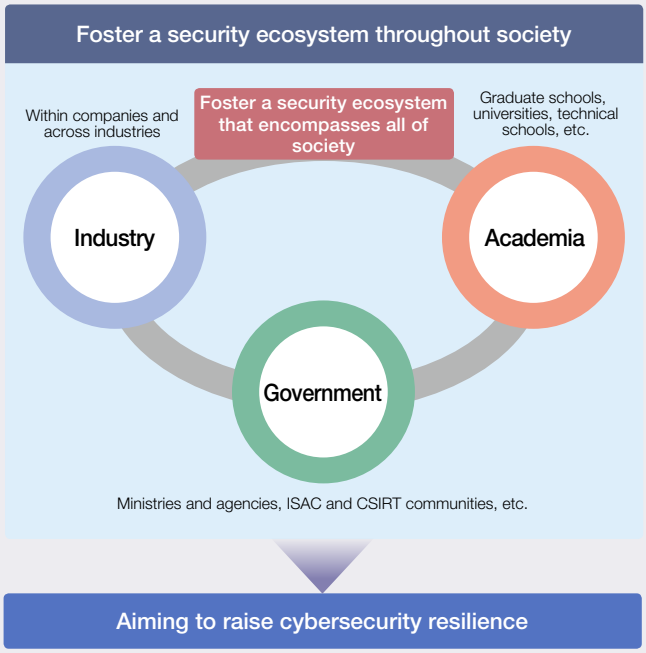
Under these conditions, Hitachi has launched comprehensive global cybersecurity countermeasures (formulated principles and guidelines specific to each environment, etc.) that will cover all types of environments as a wide range of things develop interconnectivity.

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 transcends organizational and positional barriers. These efforts help us promote activities that connect people and organizations by reigniting 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 collaboration with industry, academia and government.

*1 Society 5.0: According to the Cabinet Office website, Society 5.0 is a society centered on people that simultaneously supports economic development and the resolution of social issues through the high-level merging of cyber space (virtual space) with the real world (real space).
*2 Ransomware: A type of computer virus that places certain limits on computer systems following infection and demands monetary or other compensation in exchange for their removal
*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)

Occupational Health and Safety, Employee Health

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 Framework

Ensuring the health and safety of all employees is the basic principle underlining 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 the Safety Management Division, which reports 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 share 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 Work-related Accidents

Based on the policy above, to prevent work-related 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 work-related 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 recurrence.

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 work-related 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 work-related 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*2)

Region	2016	2017	2018
North America	27.65	24.33	27.96
South and Central America	2.33	1.62	0.44
Europe	10.70	10.82	6.08
India	2.07	1.44	1.44
China	1.59	1.53	1.46
Asia (excluding India and China)	5.43	4.41	3.34
Oceania	39.07	24.41	21.94
Africa	17.26	9.93	11.76
Overseas total	7.76	7.42	7.43
Japan	1.57	1.85	1.64
Global total	3.95	4.22	4.20

* 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.

Value Chain Responsibilities

Achieving a Sustainable Value Chain

We are deeply involved in social infrastructures in areas where risks can affect society as a whole. We acknowledge our responsibility to minimize the impact of such risks. Also, the global expansion of our value chain means that we come into direct contact with diverse work environments, business customs and practices in a variety of countries and regions. Accordingly, we need to make a conscious effort to conduct business in a manner that respects the human rights of all people involved. Furthermore, we are reinforcing business continuity plans (BCPs) and tightening our information security to ensure a stable supply of our products and services and to prevent threats to our networks that could severely disrupt business operations.

We also recognize that human rights are an important management priority. We 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 we procure products and services from suppliers and partners in a variety of countries and regions around the globe.

Procurement BCPs Policies and Framework

To minimize heavily impact from disasters, the procurement divisions in business units and key Group companies have created procurement BCPs that (1) standardize and use generic parts to make procurement as flexible as possible; (2) cultivate multiple suppliers; (3) distribute production across several locations; (4) budget inventory strategically; and (5) consider substitute products.

To see whether or not procurement BCPs would be effective, we held desktop exercises to discuss in a group what should be done during and after a disaster, making further improvements as a result.

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.

CSR Procurement Policies and Framework

Creating and Sharing Procurement Policies

We base our procurement activities on the *Hitachi Guidelines for Procurement Activities*, while sharing global supply chain issues within the Group. All Group companies follow these guidelines. The guidelines were created in line with the United Nations Global Compact and include the elimination of discrimination in employment and occupation, the rejection of all forms of child and forced labor, and environmental protection activities.To ensure that the *Hitachi Group CSR Procurement Guidelines'* provisions are strictly followed, we distribute to the approximately 30,000 suppliers of Hitachi business units and Group companies, from whom we request acknowledgment of suppliers' understanding in writing. Tier 1 suppliers are further asked to confirm that tier 2 suppliers also follow the provisions in the guidelines. To procure parts and materials manufactured with reduced environmental impact, so that suppliers help to protect the environment, we led the industry in developing *Green Procurement Guidelines*. These define our basic position on procuring parts and products that do not have a negative impact on the global environment, as well as our requirements of suppliers, so that we can work together to promote green procurement.

Framework

CSR supply chain management and green procurement policies and initiatives are discussed within Hitachi's Value Chain Integration Division, which is headed by the chief procurement officer (CPO) and reports directly to the president of Hitachi, Ltd. Policies and initiatives adopted after this discussion are shared throughout the Group through the Hitachi Group CSR/BCP Procurement Committee, which includes members from business units and CSR/BCP Procurement Committees at key Group companies.

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 *JEITA Supply Chain CSR Deployment Guidebook* 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 in the operations to resolve issues related to the suppliers. In fiscal 2018 we asked 345 suppliers inside and outside Japan to conduct CSR monitoring (self-checks) and received survey replies from them.

Implementation of CSR Audits

Since July 2012, Hitachi, Ltd. has been auditing the manufacturing bases of its and Group companies' suppliers in China and the rest of Asia.

In fiscal 2018, we conducted CSR and environment audits of 24 suppliers in China. For these audits, we engaged external evaluators such as the experienced CSR auditing company Intertek Certification.*

No major infringements were found at the suppliers audited, but some small areas needing improvement were noted. The relevant suppliers were requested to submit improvement action plans, and Hitachi, Ltd., together with Group companies, will work with and advise the suppliers until they complete the planned improvements.

* Intertek Certification: With a presence in over 100 countries across the globe, the Intertek Group provides a wide array of certification services in every industrial field.

Human Rights Due Diligence in Procurement

Basic Policy

Hitachi believes that respecting human rights is our responsibility as a global company and indispensable in conducting business. To this end, in May 2013 we formulated the Hitachi Group Human Rights Policy. In this policy, we clarify our understanding of human rights as being, at a minimum, those outlined in the International Bill of Human Rights and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work. This policy shapes Hitachi's approach to meeting the responsibility to respect human rights, including implementing human rights due diligence* in line with the UN Guiding Principles on Business and Human Rights, providing appropriate education to employees, adhering to laws and regulations in all the regions and countries where we operate, and seeking ways to honor the principles of international human rights when faced with conflicts between internationally recognized human rights standards and national laws.

* Human rights due diligence: An ongoing process to identify and assess potential and actual human rights negative impacts, take appropriate action to prevent or mitigate potential impacts, track the effectiveness of actions to address impacts and communicating externally.

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

Hitachi Group Human Rights Policy
https://www.hitachi.com/sustainability/renew/pdf/human_rights_policy.pdf

Starting in fiscal 2015, the Hitachi Group Procurement Division began implementing human rights due diligence based on the Hitachi Group Human Rights Policy. In fiscal 2017, we incorporated the results of human rights due diligence into the revision of our CSR procurement guidelines for suppliers while also thoroughly revising the questions on the check sheet used in supplier CSR monitoring (self-checks), to better grasp the issues.

Addressing the Risks of Child and Forced Labor

The Hitachi Group Codes of Conduct clearly express Hitachi's firm stance against the use of child labor or forced labor along our supply chain. Hitachi's CSR procurement guidelines for suppliers also clearly forbid the use of child labor or forced labor, as part of our efforts to raise awareness all along the supply chain.

In fiscal 2018 we assessed the risks of forced labor at about 100 offices of Hitachi Group companies located in seven Southeast Asian countries (Indonesia, Malaysia, Myanmar, the Philippines, Singapore, Thailand, and Vietnam). The assessment was conducted with the cooperation of Verité Southeast Asia (VSEA), an internationally active nonprofit organization, using a checklist for suppliers revised in fiscal 2017 based on the Responsible Business Alliance (RBA) Code of Conduct, formerly the Electronic Industry Citizenship Coalition (EICC).

Response to the Conflict Minerals Issue

Hitachi released a Conflict Minerals Procurement Policy in September 2013. Our *Request to Our Suppliers*, based on this policy, is published on our website as a clear statement of our position.

Based on these policies, each Hitachi business unit and Group company investigate its use of conflict minerals and reports the results to customers when requested.

Hitachi Group Conflict Minerals Procurement Policy:
https://www.hitachi.com/procurement/csr/csr/index.html

Compliance

Thorough Compliance

As the economy becomes more global and corporate activities become more borderless, business activities spanning across countries and regions with different administrative and economic systems, trading practices and values are picking up. Globally shared initiatives and guidance are increasingly important in terms of conducting proper international business and preparing for all types of risks that could potentially hinder business activities.

Hitachi promotes business globalization in accordance with "Basics and Ethics," and has established its own set of rules concerning important business practices, such as preventing bribery, ensuring fair competition and establishing tax compliance, that are compliant with widely recognized and approved international standards. We are also working to ensure thorough awareness and practice of these rules throughout the entire Group. We will respond appropriately to the demands of society while reviewing and updating these rules as needed based on an awareness that required corporate behavior and interpretations of standards and regulations continue to evolve due to ongoing global discussion concerning compliance.

Our Basic Policy and Promotion System

We established the Hitachi Group Codes of Conduct as a standard of behavior for the entire Group and have translated them from Japanese into 13 different languages, including English and Chinese, sharing them with employees throughout the world. Hitachi also works to foster a sound corporate culture in terms of awareness of corporate ethics and compliance and conducts related employee surveys throughout the Group annually.

In 2016, Hitachi reconstituted its rules and guidelines related to matters such as compliance with competition law and the prevention of transactions with antisocial groups, corruption and bribery, repackaging them into the Hitachi Global Compliance Program (HGCP), a system of regulations falling under the Hitachi Group Codes of Conduct. We are seamlessly implementing these rules at all business sites within Japan.

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-level 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.

Hitachi, Ltd. also convenes an Advisory Committee of outside experts to gain new insights into compliance and apply them proactively in its own efforts.

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 infractions, 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.

Primary Initiatives

Policies for Preventing Bribery and Corrupt Practices

Preventing bribery and corrupt practices is a big challenge for a company today. In 2008 Hitachi established rules against bribery and corruption for the HGCP along with guidelines indicating specific spending thresholds for entertainment, gifts, and other arrangements provided to public officials. We have striven to ensure strict compliance with these rules. In 2016 we introduced a policy banning facilitation payments, which had not been explicitly regulated, along with revisions including clarification of due diligence procedures for business partners.

Preventing Violations of Competition Law

Hitachi engages in business based on the principles of conformance with the law and business ethics and fair and open competition, while at the same time ensuring that we comply with the HGCP's rules concerning competition law and other related business standards and guidelines. In 2017, to enhance awareness of ethical principles and practices globally, we created a global version of our standards regarding contact with competitors based on the standards originally prepared for use in Japan. We have been providing a collection of case studies for workplace discussion to Group companies since 2012, and in 2018 we added case studies about competition law in three languages, Japanese, English, and Chinese, to raise employee awareness.

Eliminating violations of competition laws is among our top priorities for regaining trust, and so Hitachi will continue its efforts to prevent the recurrence of any such incident.

Tax Compliance Initiatives

To ensure risk management for taxation in response to globalization, Hitachi follows relevant tax-related regulations applicable to the Group as a whole as well as rules for transfer pricing management. We also manage transfer pricing in accordance with the OECD Transfer Pricing Guidelines and the laws and regulations on transfer pricing in each country or region where Group companies are located.

Violations of Laws and Regulations

In fiscal 2018, there were no incidents in which Hitachi violated or was penalized under laws or regulations regarding bribery or corrupt practices and competition.

Quality Assurance

Thorough Implementation of Quality Assurance

Providing products and services that our customers can use with confidence, along with meeting the requirements and quality standards of our customers in order to achieve this, are important values shared by all our employees and codified in the Hitachi Group Codes of Conduct. To ensure that quality and reliability are maintained, we are strengthening our quality assurance activities from the perspectives of organization and management, technology, and human resources in every process—from planning and development to design, manufacturing, delivery, and maintenance.

Quality Assurance Initiatives

Maintaining the values of "Harmony", "Sincerity", and "Pioneering Spirit "that comprise the Hitachi Founding Spirit, as well as adhering to "Basics and Ethics" and "Putting Right and Wrong before Profits and Losses", we place great emphasis on "Sincerity" in quality assurance activities as part of earning trust in our products.

One integral aspect of this is our unique and longstanding practice of *ochibo hiroi* which means "gleaning" in English and involves learning from failure to further develop our technologies. When an incident occurs, our executive officers take the lead in examining things from the customer's perspective, not only investigating the technical causes but also thoroughly discussing the process, framework, and motivating factors leading up to occurrence, along with ways to prevent reoccurrence, in order to improve our product reliability and customer satisfaction.

Framework for Quality Assurance

To ensure full control over quality governance, we have separated the quality assurance division from the manufacturing division in every business unit (BU) and Group company, creating a framework for activity in which our customers' safety and trust are the top priorities. Since fiscal 2018, in order to strengthen this framework further, we

have reinforced the report lines from BU and Group company quality assurance divisions to the quality assurance division at our head office, independent from all business divisions, establishing systems for close information sharing between the two. We have also strengthened governance by giving greater authority to the quality assurance division at our head office.

Accident Prevention Activities

Under our approach of making prevention the duty of quality assurance, we are working beyond recurrence prevention and striving towards preventing accidents from occurring in the first place.

Closely following the changes in a range of business activities, we anticipate quality issues on the horizon across the entire Group and plan our quality activities accordingly.

As a part of these activities, we aim to increase trust in our embedded software even further by bringing the software development capabilities and expertise in strengthening trust of our solutions divisions to our product divisions (embedded software development divisions).

Furthermore, we are promoting the digitalization of test and inspection data and working to construct processes for acquiring, assessing and reporting on this data without manual intervention.

Complying with Technical Laws

We have created guidelines for assessment of technical laws and quality assurance systems, sharing them throughout the Group. The guidelines include information on the two themes of (1) clarifying product-specific laws (the product-specific laws map) and (2) regulatory compliance activities and continuous improvement of processes, based on our product compliance management system.

Thorough Risk Assessment

We conduct product safety risk assessment as well as testing worst-case scenarios—for example, deliberately setting a fire inside a consumer appliance to confirm that the fire will not spread outside it.

Handling Product Accidents

When a product accident occurs, the division responsible acts swiftly to resolve the problem and ensure absolute safety from the customer's perspective. For an especially severe accident, we report to government agencies in line with legal requirements and publish the incident information on our website and through other channels. At the same time, we promptly submit a status report to top management, ensuring fast and appropriate action at all companies across the Group.

When we determine that retroactive action is necessary, we notify customers via newspaper advertising and websites in order to carry out the necessary repair or replacement program.

Quality and Reliability Education

We conduct field-specific technical lectures for engineers engaged in *monozukuri* craftsmanship at a range of levels from beginner to expert.

Each business unit also conducts specialized technical courses regarding manufacturing, quality assurance, and maintenance at their quality assurance training centers.

Global Quality Assurance Personnel Training in Asia

We undertake personnel training as part of maintaining Hitachi's global quality standards. In China and Thailand, where many of the Group's manufacturing sites are concentrated, we organize educational seminars aimed at improving our quality management technology. We also host conferences for quality assurance managers to raise quality awareness regarding Hitachi's *monozukuri* craftsmanship, and to share information and best practices.

Climate-Related Information Disclosure (based on TCFD

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.

Governance

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 CO_2 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 environment-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 CO_2 reductions required globally, we have set in our long-term environmental targets called Hitachi Environmental Innovation 2050 CO_2 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 CO_2 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 CO_2 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.

(1) Risks related to the transition to a low-carbon economy (mainly 2°C scenario)			
Category	Major risks	Time span	Main initiatives
Policy and legal	Increased business costs from the introduction of carbon taxes, fuel/energy consumption taxes, emissions trading systems, and other measures	Short to long term	Avoid or mitigate increases in business costs, such as from carbon taxes, by further enhancing production and transport efficiency and promoting the use of non- or low-carbon energy sources
Technology	Loss of sales opportunities due to delays in technology development for products and services	Medium to long term	Contribute to reducing CO_2 emissions by developing and marketing innovative products and services that lead to the achievement of long-term environmental targets and expanding the decarbonization business

(2) Risks related to the physical impacts of climate change (4°C scenario)			
Category	Major risks	Time span	Main initiatives
Acute and chronic	Climate-related risks to business continuity, including increased severity of typhoons, floods, and droughts (acute risks) as well as rising sea level and chronic heat waves (chronic risks)	Short to long term	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 strengthened in the future based on the results of a water risk assessment now being conducted.

CO_2 emissions during the use of our products and services by our customers account for 90% 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 CO_2 during their use can satisfy customer needs and also help address social issues.

Climate-related opportunities		
Category	Major opportunities	Main initiatives
Products/services and markets	Increased market value and revenue from expanded sales of products and services with innovative technology that can contribute to the mitigation and adaptation of climate change	Expand the decarbonization business, develop and market products and services that contribute to a low-carbon society, and promote the development of innovative devices and materials that contribute to reducing the environmental burden

recommendations)

Responding to the Business Risks and Opportunities of Climate Scenarios

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.

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

Target businesses	Railway systems	Automotive systems	Water systems	Power generation and power grids	IT systems
Responses to future business risks and opportunities	Continue to strengthen the railway business, as global demand for railways will increase under either scenario	Enhance response to new markets, such as for electric vehicles, under the 2°C scenario, and also to existing technologies like internal combustion engines under the 4°C scenario	Strengthen provision of seawater desalination facilities and other water generation systems in response to increased water demand from global economic growth, urbanization, and population growth under either scenario	Continue to enhance responses to relevant markets in view of expected higher demand for non-fossil energy under either scenario	Continue to develop innovative digital technologies and enhance digital service solutions that generate new value in view of expected market expansion under either scenario

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 CO_2 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 CO_2 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 CO_2 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 CO_2. At the same time, we will seek to further reduce CO_2 emissions during production.

This section on "Climate-Related Information Disclosure (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.

https://www.hitachi.com/sustainability/download/index.html

Corporate Governance

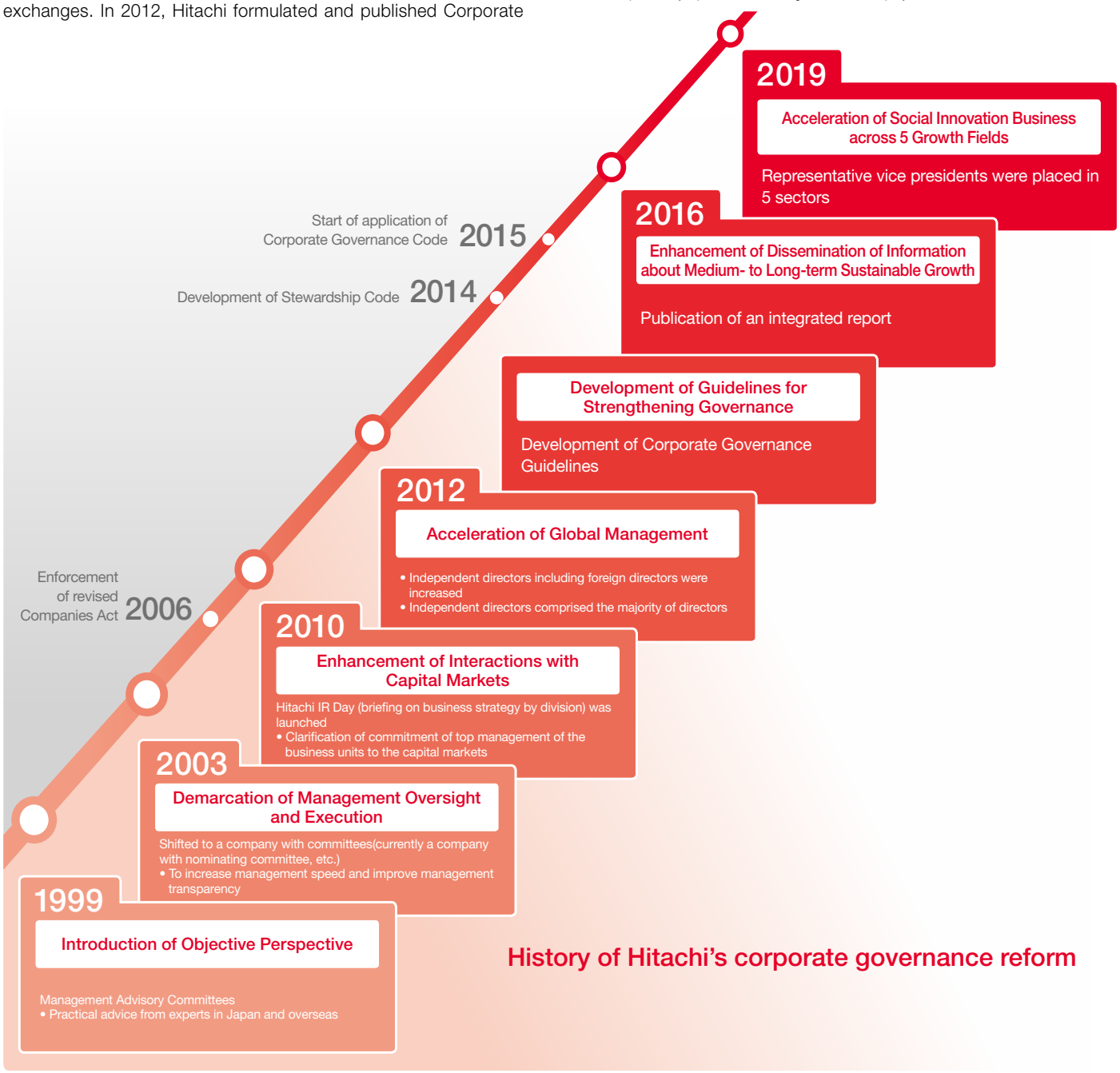
Hitachi is a company with nominating committee, etc. under the Companies Act of Japan. In June 2003, we changed our organizational design, separating the oversight of management from execution of management. By demarcating responsibilities for management oversight and those for the execution of business 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 the Companies Act of Japan and also meet the independence criteria defined by the Company and those provided by Japanese stock exchanges where the Company is listed.



History of Hitachi's corporate governance reform

Implementing 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.

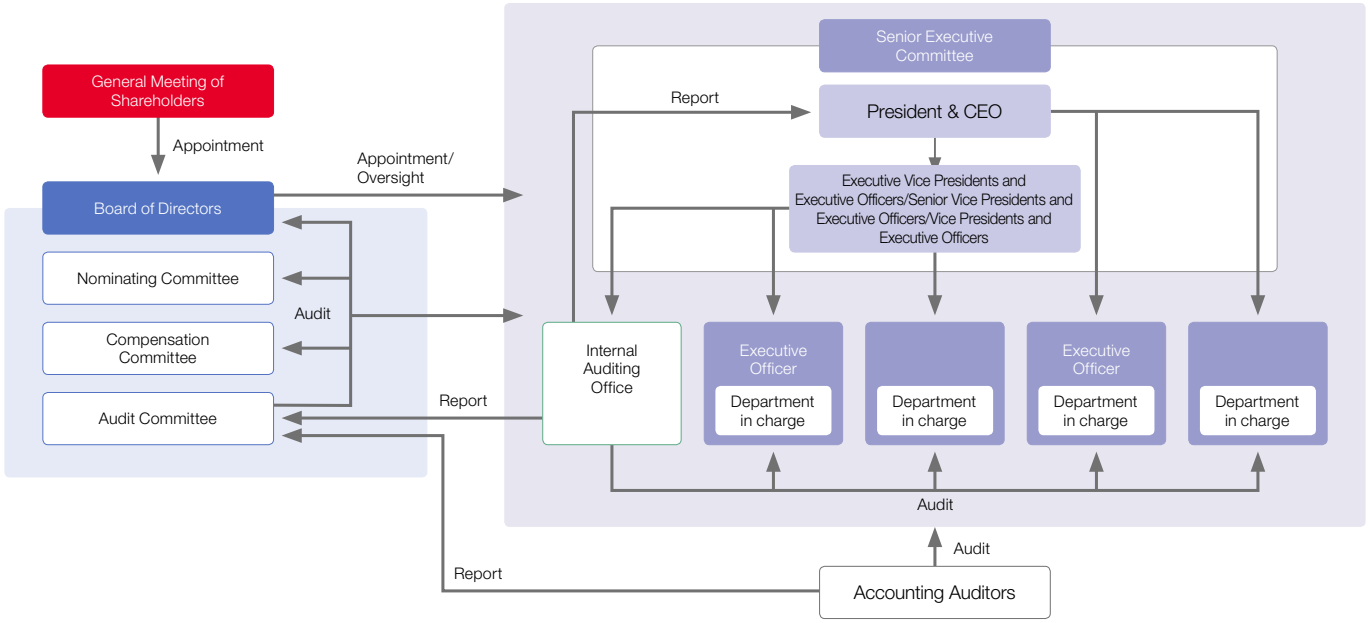
Fiscal 2018 Evaluation Process

1. Questionnaire-based self-assessment for each director (February–March 2019)	Points of evaluation · Composition of Board of Directors: Member diversity, numbers and ratios of independent directors and inside directors, etc. · Operation of Board of Directors: Meeting frequency, discussion time, proposal selection, role of chairperson, etc. · Contribution: Contribution to management strategy formulation and other matters, member demonstration of experience and knowledge, etc. · Status of committee activities: Composition, responsibilities and roles, collaboration with Board of Directors, etc. · Operation supporting system: delivery of information e.g., provision of documents for the Board
2. Discussions held by independent directors (March 2019)	· Independent directors held an exclusive meeting to discuss the effectiveness of the Board of Directors.
3. Discussion and review within the Board of Directors (May 2019)	· The Board of Directors holds a discussion based on the results of the questionnaire-based self-assessment and discussions conducted in the exclusive meeting attended by independent directors, comparing these results to those of the previous year and considering the statuses of related initiatives. Through this discussion the Board of Directors analyzes and evaluates its overall effectiveness and identifies policies through which it can increase this effectiveness.

Evaluation Results and Future Initiatives

Overall evaluation in fiscal 2018	
Overall 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	· Determine the Company's medium- to long-term strategic direction and further contribute to the formulation of business strategies · Raise contribution to CEO succession planning · Conduct thorough and continuous monitoring of important matters
Enhancement of support to operation of the Board of Director	· Continue to create opportunities to share information, including independent directors visit to Group locations · Apply ingenuity to improve the design and content of documents and work to consistently provide them in advance

Corporate Governance Framework



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 the 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, 2 of whom concurrently serve as executive officers. Hitachi aims to reinforce the oversight function of the Board of Directors, of which 8 independent directors, including non-Japanese, account for the majority, reflecting their global and diverse viewpoints. The term of office for directors is 1 year.

Within the Board of Directors, there are 3 statutory committees—the Nominating Committee, the Audit Committee, and the Compensation Committee—with independent directors accounting for the majority of members of each committee. The Board of Directors meetings were held on 12 days during the fiscal year ended March 31, 2019, and the attendance rate of directors at these meetings was 96%. The attendance rates for each independent director were as shown in the table on the right. To assist with the duties of the Board of Directors and each committee, staff who are not subject to orders and instructions from executive officers are assigned.

(1) Nominating Committee

The Nominating Committee has the authority to determine proposals submitted to the general meeting of shareholders for the election and dismissal of directors. The Nominating Committee consists of 4 directors, 3 of whom are independent directors. The Nominating Committee meetings were held on 9 days during the fiscal year ended March 31, 2019.

(2) Audit Committee

The Audit Committee has the authority to audit the execution of duties of directors and executive officers and to decide on proposals submitted to the general meeting of shareholders for the election and dismissal of accounting auditors. The Audit 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 6 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.

Corporate Governance Guidelines of Hitachi, Ltd.
https://www.hitachi.com/IR-e/corporate/governance/guidelines.html

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

Name	Attendance / Number of days on which the meetings were held*			
	Board of Directors	Nominating Committee	Audit Committee	Compensation Committee
Katsumi Ihara	100%	—	100%	100%
Cynthia Carroll	100%	100%	—	—
Joe Harlan	100%	—	—	—
George Buckley	100%	—	—	—
Louise Pentland	100%	—	—	—
Harufumi Mochizuki	◎100%	◎100%	100%	◎100%
Takatoshi Yamamoto	100%	—	100%	100%
Hiroaki Yoshihara	92%	100%	◎100%	—

* Number of days during term of office during on which Board of Director meetings were held: 12 (9 in the cases of Mr. Ihara and Harlan)
Number of days during term of office on which Nominating Committee meetings were held: 9 (7 in the case of Mr. Yoshihara)
Number of days during term of office on which Audit Committee meetings were held: 17 (11 in the case of Mr. Ihara)
Number of days during term of office on which Compensation Committee meetings were held: 6 (5 in the case of Mr. Ihara)
◎ Indicates role as board or committee chairperson

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.

Senior Executive Committee

The Senior Executive Committee is a council to ensure that 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 Directors and Executive Officers.
- 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 sustained 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 expert advice and an objective viewpoint, if 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).

Please refer to Compensation to Directors and Executive Officers on P.75-80 of Annual Securities Report.
https://www.hitachi.com/IR-e/library/stock/hit_sr_fy2018_4_en.pdf

Compensation to Executive Officers (FY2019)

<table>
<tr><th colspan="5">Total remuneration</th></tr>
<tr><th rowspan="2">Fixed pay (Basic remuneration)</th><th colspan="4">Variable pay</th></tr>
<tr><th colspan="3">Short-term incentive compensation
The amount of short-term incentive compensation is decided within the range of 0 to 200% of a basic amount set according to the relevant position by adjusting that amount to reflect financial results and individual performance.</th><th>Medium- and Long-term incentive compensation
The shares of restricted stock are granted in order to propel management from a medium- and longterm perspective and to provide incentives to bring about a sustainable increase in enterprise value by further promoting senior management's shared values with shareholders through the holding of shares during their term of office.</th></tr>
<tr><th rowspan="2">Individual target-linked component</th><th colspan="2">Performance-linked component</th><th rowspan="2">The shares of restricted stock</th></tr>
<tr><th>Company performance</th><th>Division performance</th></tr>
<tr><td>Set according to the relevant position by adjusting that amount to reflect financial results and individual performance.</td><td>Varies according to the evaluation of the level of achievement of individual target for each Executive Officer determined based on his/her responsibility.</td><td>Evaluated referring to consolidated revenues, adjusted operating income, EBIT, and net income attributable to Hitachi, Ltd. stockholders in order to measure the level of achievement of consolidated financial forecasts disclosed to stakeholders, including shareholders and investors.</td><td>Evaluated referring to adjusted operating income and operating cash flows for each division, among other indicators, to measure the level of achievement of targets under the Midterm Management Plan and the annual budgets for divisions.</td><td>· The restriction on transfer shall be lifted if executive officers resign from all of the positions of the Company's executive officer, director, and corporate officer.
· With regard to one-half of granted shares of restricted stock, the number of shares whose transfer restriction is lifted shall be determined after ex-post evaluation in which the total shareholder return of Hitachi stock is compared to growth rate of TOPIX. Lifting of transfer restrictions shall apply to all granted shares if the TSR/TOPIX Growth Rate Ratio is 120% or more. Lifting of transfer restrictions shall apply to part of granted shares if the TSR/TOPIX Growth Rate Ratio is between 80% or more but less than 120% (*). Transfer restrictions shall not be lifted for any shares if the TSR/TOPIX Growth Rate Ratio is less than 80%. Shares whose transfer restrictions are not lifted shall be acquired by the Company without consideration.
* Number of shares whose transfer restrictions are lifted
= Number of granted shares × {(TSR/TOPIX Growth Rate Ratio × 1.25) - 0.5</td></tr>
</table>

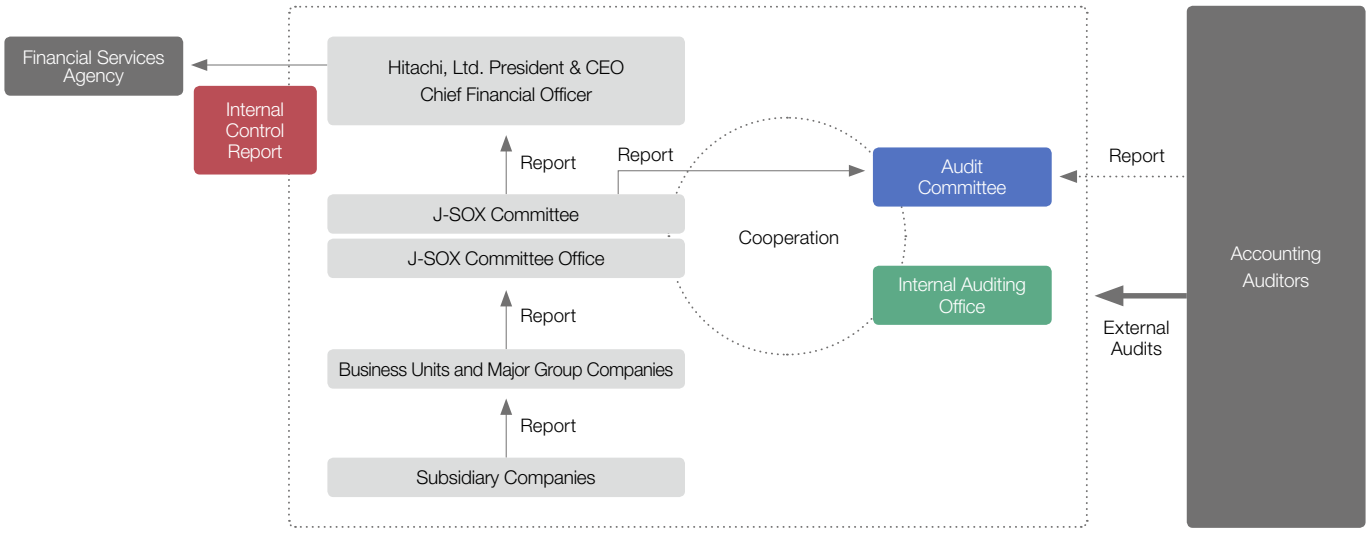
Corporate Governance

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 accepted 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.

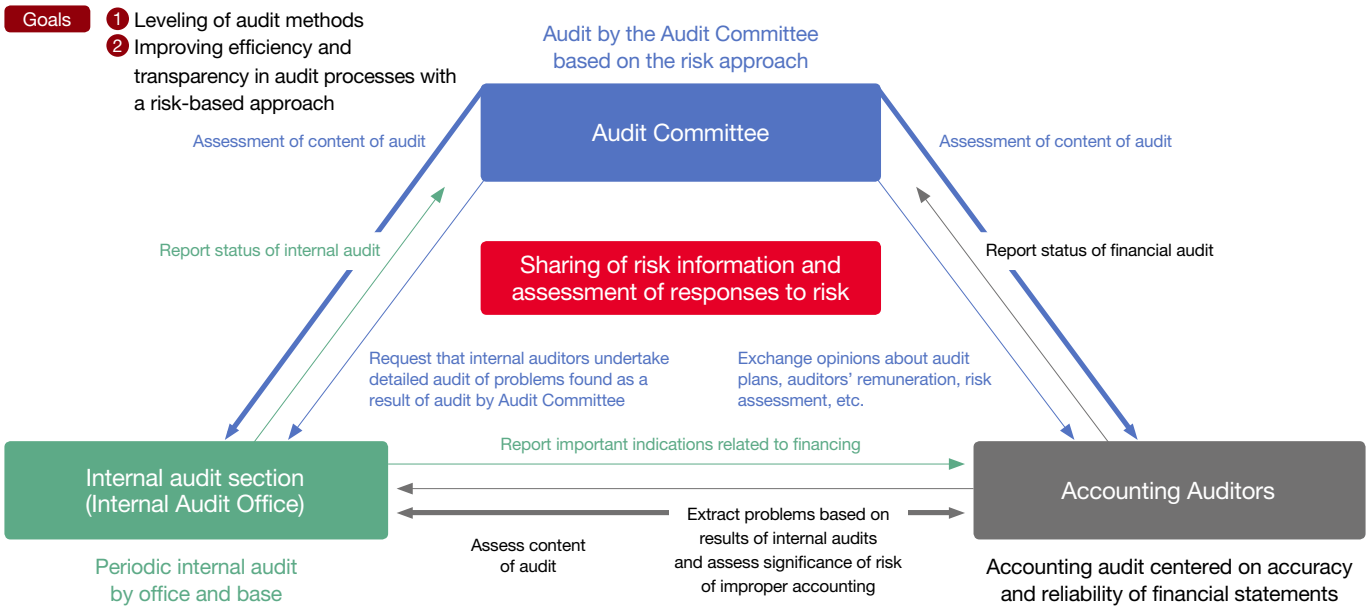
Internal Control Assessment Framework



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.

Improving Internal Control through a "Tripartite Audit" Function



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 expeditiously 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 cases, rather than performing test-checking through sampling.

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 IR 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 in North America, Europe and Asia, explaining our management strategies for achieving medium- to long-term growth. Including these visits, we held some 550 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/index.html

Disclosure Policy:
https://www.hitachi.com/IR-e/corporate/disclosure/index.html

Management System

Independent Directors* At the end of the Annual General Meeting of Shareholder held in June 2019

Katsumi Ihara

Share ownership: 300 shares

Term of office as Independent Director: 1 year

2005 Executive Deputy President, Representative Corporate Executive Officer, Member of the Board, Sony Corporation
2009 Executive Deputy President, Corporate Executive, Sony Corporation
Executive Vice President, Representative Director, Sony Financial Holdings Inc.
2010 President, Representative Director, Sony Financial Holdings Inc.
2011 President, Representative Director, Sony Life Insurance Co., Ltd.
2015 Chairman, Director, Sony Life Insurance Co., Ltd. (Retired in June 2017)
2016 Chairman, Director, Sony Financial Holdings Inc. (Retired in June 2017)
2018 Director, Hitachi, Ltd.

Cynthia Carroll

Share ownership: 1,000 shares

Term of office as Independent Director: 6 years

1991 General Manager, Foil Products, Alcan Inc.
1996 Managing Director, Aughinish Alumina Ltd., Alcan Inc.
1998 President, Bauxite, Alumina and Speciality Chemicals, Alcan Inc.
2002 President & CEO, Primary Metal Group, Alcan Inc.
2007 CEO, Anglo American plc. (Retired in April 2013)
2013 Director, Hitachi, Ltd.

Joe Harlan

Share ownership: 300 shares

Term of office as Independent Director: 1 year

1999 Vice President and Chief Financial Officer, Lighting Business, General Electric Company (USA)
2001 Vice President, Corporate Financial Planning and Analysis, 3M Company (USA)
2002 President and Chief Executive Officer, Sumitomo 3M Ltd.
2004 Executive Vice President, Electro and Communications Business, 3M Company (USA)
2009 Executive Vice President, Consumer and Office Business, 3M Company (USA)
2011 Executive Vice President, Performance Materials, The Dow Chemical Company (USA)
2012 Executive Vice President, Chemicals, Energy and Performance Materials, The Dow Chemical Company (USA)
2014 Chief Commercial Officer and Vice Chairman, Market Business, The Dow Chemical Company (USA)
2015 Vice Chairman and Chief Commercial Officer, The Dow Chemical Company (USA) (Retired in August 2017)
2018 Director, Hitachi, Ltd.

George Buckley

Share ownership: 5,300 shares

Term of office as Independent Director: 7 years

1993 Chief Technology Officer, Motors, Drives and Appliances, Emerson Electric Company
1994 President, US Electrical Motors, Emerson Electric Company
1997 President, Mercury Marine Division and Corporate Vice President, Brunswick Corporation
2000 President and Chief Operating Officer, Brunswick Corporation, Chairman and Chief Executive Officer, Brunswick Corporation
2005 Chairman of the Board, President and Chief Executive Officer, 3M Company
2012 Executive Chairman of the Board, 3M Company (Retired in May 2012)
Chairman, Arle Capital Partners Limited (Retired in December 2015)
Director, Hitachi, Ltd.

Louise Pentland

Share ownership: 700 shares

Term of office as Independent Director: 4 years

1997 Admitted as a Solicitor (UK)
2001 Senior Legal Counsel, Nokia Networks, Nokia Corporation
2007 Vice President, Acting Chief Legal Officer and Head of IP Legal, Nokia Corporation
2008 Senior Vice President and Chief Legal Officer, Nokia Corporation
2009 Admitted to New York State Bar Association
2011 Executive Vice President and Chief Legal Officer, Nokia Corporation (Retired in May 2014)
2015 General Counsel, PayPal, eBay Inc.
Director, Hitachi, Ltd.
Senior Vice President and Chief Legal Officer, PayPal Holdings, Inc.
2016 Executive Vice President, Chief Business Affairs and Legal Officer, PayPal Holdings, Inc. (currently in office)

Harufumi Mochizuki

Share ownership: 2,900 shares

Term of office as Independent Director: 7 years

Chairman of the Board
Chair of the Nominating Committee
Chair of the Compensation Committee
2002 Director-General for Commerce and Distribution Policy, Minister's Secretariat, Ministry of Economy, Trade and Industry of Japan ("METI")
2003 Director-General, Small and Medium Enterprise Agency, METI
2006 Director-General, Agency for Natural Resources and Energy, METI
2008 Vice-Minister of Economy, Trade and Industry of Japan
2010 Special Advisor to the Cabinet of Japan (Retired in September 2011)
Senior Advisor to the Board, Nippon Life Insurance Company (Retired in April 2013)
2012 Director, Hitachi, Ltd.
2013 President and Representative Director, Tokyo Small and Medium Business Investment & Consultation Co., Ltd. (Currently in office)

* The "independent directors" are the directors who fulfill the qualification requirements to be outside directors as provided for the Companies Act of Japan and also meet the independence criteria defined by the Company and those provided by Japanese stock exchanges where the Company is listed.

- Nominating Committee
- Audit Committee
- Compensation Committee
- Representative Executive Officer

Takatoshi Yamamoto

Share ownership: 7,700 shares

Term of office as Independent Director: 3 years

1995 Managing Director, Morgan Stanley Japan Limited
1999 Managing Director and Vice Chairman, Tokyo Branch, Morgan Stanley Japan Limited
2005 Managing Director and Vice Chairman, UBS Securities Japan Co., Ltd.
2009 Managing Director, CASIO COMPUTER CO., LTD.
2011 Advisor, CASIO COMPUTER CO., LTD. (Retired in June 2012)
2016 Director, Hitachi, Ltd.

Hiroaki Yoshihara

Share ownership: 1,800 shares

Term of office as Independent Director: 5 years

Chair of the Audit Committee
1978 Joined Peat Marwick Mitchell & Co.
1996 National Managing Partner, the Pacific Rim Practice, KPMG LLP
1997 The Board Member, KPMG LLP
2003 Vice Chairman and Global Managing Partner, KPMG International (Retired in April 2007)
2014 Director, Hitachi, Ltd.

Directors At the end of the Annual General Meeting of Shareholder held in June 2019

Hiroaki Nakanishi

Share ownership: 70,600 shares

1970 Joined Hitachi, Ltd.
2003 Vice President and Executive Officer
2004 Senior Vice President and Executive Officer
2005 Chairman and Chief Executive Officer, Hitachi Global Storage Technologies, Inc. (Retired as CEO in March 2009)
2006 Executive Vice President and Executive Officer, Hitachi, Ltd. (Retired in December 2006)
2009 Executive Vice President and Executive Officer, Hitachi, Ltd. Chairman of the Board, Hitachi Global Storage Technologies, Inc. (Retired in March 2010)
2010 President, Hitachi, Ltd., President and Director, Hitachi, Ltd.
2014 Chairman & CEO and Director, Hitachi, Ltd.
2016 Executive Chairman and Representative Executive Officer, Hitachi, Ltd.
2018 Executive Chairman and Executive Officer, Hitachi, Ltd.

Toyoaki Nakamura

Share ownership: 16,200 shares

1975 Joined Hitachi, Ltd.
2006 General Manager, Finance Department
2007 Senior Vice President and Executive Officer Senior Vice President, Executive Officer and Director
2009 Senior Vice President and Executive Officer
2012 Executive Vice President and Executive Officer (Retired in March 2016)
2016 Director

Toshiaki Higashihara

Share ownership: 69,900 shares

1977 Joined Hitachi, Ltd.
2007 Vice President and Executive Officer (Retired in March 2008)
2008 President, Hitachi Power Europe GmbH
2010 President and Chief Executive Officer, Hitachi Plant Technologies, Ltd. President and Representative Director, Hitachi Plant Technologies, Ltd.
2011 Vice President and Executive Officer, Hitachi, Ltd.
2013 Senior Vice President and Executive Officer, Hitachi, Ltd.
2014 President & COO, Hitachi, Ltd. President & COO and Director, Hitachi, Ltd.
2016 President & CEO and Director, Hitachi, Ltd.

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

Nominating Committee: Harufumi Mochizuki, Cynthia Carroll, Hiroaki Yoshihara, Hiroaki Nakanishi

Audit Committee: Hiroaki Yoshihara, Katsumi Ihara, Harufumi Mochizuki, Takatoshi Yamamoto, Toyoaki Nakamura

Compensation Committee: Harufumi Mochizuki, Katsumi Ihara, Takatoshi Yamamoto, Toshiaki Higashihara

Executive Officers As of June 30, 2019

President & CEO

Toshiaki Higashihara*
Overall management

Executive Vice Presidents and Executive Officers

Masakazu Aoki*
Assistant to the President (business for industry & distribution sectors, water & environment business, and industrial products business)

Keiji Kojima*
Assistant to the President (smart life & ecofriendly systems business, automotive systems business, and healthcare business) and smart life & ecofriendly systems business

Keiichi Shiotsuka*
Assistant to the President (systems & services business and defense systems business), systems & services business and social innovation business promotion

Hideaki Takahashi*
Assistant to the President (cost structure reform and supply chain management), cost structure reform and supply chain management (MONOZUKURI and quality assurance)

Senior Vice Presidents and Executive Officers

Alistair Dormer*
Assistant to the President (building systems business, and railway systems business)

Toshikazu Nishino*
Assistant to the President (nuclear energy business and energy business)

Atsushi Oda
Nuclear energy business and energy business

Yoshihiko Kawamura
Management strategies, investment strategies, and strategies for next-generation business

Kenichi Kokubo
Regional strategies (China)

Setsuo Shibahara
Services & platforms business

Hideaki Seki
Building systems business

Yoshitaka Tsuda*
Marketing & sales, regional strategies, and social innovation business promotion

Hidenobu Nakahata*
Corporate communications, legal matters, risk management, corporate auditing, and human capital

Mitsuaki Nishiyama*
Finance and corporate pension system

Vice Presidents and Executive Officers

Keiichi Akino
Marketing & sales (business for financial institutions, government, public corporation and social infrastructure systems, and defense systems business)

Jun Abe
Business for industry & distribution sectors

Hitoshi Ito
Governments & external relations

Kenji Urase
Energy business

Ryuichi Otsuki
Investment strategies

Kohei Kodama
Legal matters, risk management, and corporate auditing

Norihiro Suzuki
Research & development

Yoji Takeuchi
Marketing & sales (business for industry & distribution sectors, water & environment business, building systems business, railway systems business and healthcare business)

Hidetoshi Takehara
Nuclear energy business

Toshiaki Tokunaga
Services & platforms business

Osamu Naito
Governments & external relations, CSR & environmental strategy and executive support

Kojin Nakakita
Regional strategies (APAC)

Katsuya Nagano
Business for government, public corporation, and social infrastructure systems

Seiichiro Nukui
Business for industry & distribution sectors

Yasushi Nomura
Information technology strategies

Andrew Barr
Railway systems business

Kentaro Masai
Supply chain management (MONOZUKURI and quality assurance)

Shinya Mitsudomi
Railway systems business

Masashi Murayama
Supply chain management (procurement)

Mamoru Morita
Management strategies

Tsugio Yamamoto
Business for financial institutions

Takashi Yoda
Marketing & sales (nuclear energy business and energy business)

Masaya Watanabe
Information security management and cost structure reform

Executive Officer

Hiroaki Nakanishi
General

Note: Executive officers are listed by position and in Japanese alphabetical order within each grouping.
* Denotes executive officers who are representative executive officers.

Smart life solutions

We contribute to treatment for **80,000** cancer patients worldwide by providing our particle beam cancer treatment system.

Data Section

10-Year Financial Data

U.S. GAAP						Millions of yen
For the year:	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Revenues	¥8,968,546	¥9,315,807	¥9,665,883	¥9,041,071	¥9,563,791	¥9,761,970
Operating income	202,159	444,508	412,280	422,028	538,288	600,479
EBIT (Earnings before interest and taxes)	77,815	443,812	573,218	358,015	585,662	551,018
Net income (loss) attributable to Hitachi, Ltd. stockholders	(106,961)	238,869	347,179	175,326	264,975	241,301
Cash flows from operating activities	798,299	841,554	447,155	583,508	439,406	447,348
Cash flows from investing activities	(530,595)	(260,346)	(195,584)	(553,457)	(491,363)	(610,255)
Free cash flows	267,704	581,208	251,571	30,051	(51,957)	(162,907)
Cash flows from financing activities	(502,344)	(584,176)	(167,838)	(180,445)	32,968	250,335
Cash dividends declared	—	36,133	36,727	47,690	50,711	57,944
Capital expenditures (Property, plant and equipment)	546,326	556,873	649,234	742,537	849,877	848,716
Depreciation (Property, plant and equipment)	441,697	382,732	360,358	300,664	329,833	349,614
R&D expenditures	372,470	395,180	412,514	341,310	351,426	335,515
At year-end:						
Total assets	8,964,464	9,185,629	9,418,526	9,809,230	11,016,899	12,395,379
Property, plant and equipment	2,219,804	2,111,270	2,025,538	2,279,964	2,342,091	2,564,105
Total Hitachi, Ltd. stockholders' equity	1,284,658	1,439,865	1,771,782	2,082,560	2,651,241	2,930,309
Interest-bearing debt	2,367,143	2,521,551	2,396,454	2,370,079	2,823,049	3,354,616
						Yen
Per share data:						
Net income (loss) attributable to Hitachi, Ltd. stockholders:						
Basic	¥(29.20)	¥52.89	¥76.81	¥37.28	¥54.86	¥49.97
Diluted	(29.20)	49.38	71.86	36.29	54.85	49.93
Cash dividends declared	—	8.0	8.0	10.0	10.5	12.0
Total Hitachi, Ltd. stockholders' equity	287.13	318.73	382.26	431.13	549.02	606.87
						%
Financial ratios:						
Operating income ratio	2.3	4.8	4.3	4.7	5.6	6.2
EBIT ratio	0.9	4.8	5.9	4.0	6.1	5.6
Return on revenues	–1.2	2.6	3.6	1.9	2.8	2.5
Return on equity (ROE)	–9.2	17.5	21.6	9.1	11.2	8.6
Return on assets (ROA)	–0.9	3.3	4.4	2.5	3.5	3.1
D/E ratio (Including non-controlling interests) (times)	1.04	1.03	0.86	0.75	0.73	0.78
Total Hitachi, Ltd. stockholders' equity ratio	14.3	15.7	18.8	21.2	24.1	23.6

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 mainly represent special termination benefits incurred with the reorganization of our business structures and as the result of the Company and its subsidiaries reviewing and reshaping the business portfolio.

3 EBIT is presented as income before income taxes less interest income plus interest charges.

4 Effective from fiscal 2014, a part of the thermal power generation systems business is classified as a discontinued operation in accordance with the provision of ASC 205-20, "Presentation of Financial Statements—Discontinued Operations," which was not transferred to MITSUBISHI HITACHI POWER SYSTEMS, LTD. for the business integration in the thermal power generation systems with Mitsubishi Heavy Industries, Ltd. The results of the discontinued operation are reported separately from continuing operations. In line with this classification, "Revenues" and "Operating income" for fiscal 2013 are reclassified.

5 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

IFRS

Millions of yen

For the year:	FY2013	FY2014	FY2015	FY2016	FY2017	**FY2018**
Revenues	¥9,666,446	9,774,930	¥10,034,305	¥9,162,264	¥9,368,614	**¥9,480,619**
Adjusted operating income	604,798	641,325	634,869	587,309	714,630	**754,976**
EBIT	691,230	534,059	531,003	475,182	644,257	**513,906**
Net income attributable to Hitachi, Ltd. stockholders	413,877	217,482	172,155	231,261	362,988	**222,546**
Net cash provided by operating activities	306,777	451,825	812,226	629,582	727,168	**610,025**
Net cash used in investing activities	(550,179)	(612,545)	(730,799)	(337,955)	(474,328)	**(162,872)**
Free cash flows	(243,402)	(160,720)	81,427	291,627	252,840	**447,153**
Net cash provided by (used in) financing activities	228,840	233,206	(26,467)	(209,536)	(321,454)	**(320,426)**
Cash dividends declared	50,711	57,944	57,939	62,764	72,417	**86,905**
Capital expenditures (Property, plant and equipment)	491,170	431,201	528,551	377,545	374,901	**414,798**
Depreciation (Property, plant and equipment)	331,228	350,783	366,547	302,757	265,413	**271,682**
R&D expenditures	354,487	334,814	333,730	323,963	332,920	**323,145**
At year-end:						
Total assets	11,098,191	12,433,727	12,551,005	9,663,917	10,106,603	**9,626,592**
Property, plant and equipment	2,258,933	2,472,497	2,500,226	1,998,411	2,124,827	**1,956,685**
Total Hitachi, Ltd. stockholders' equity	2,668,657	2,942,281	2,735,078	2,967,085	3,278,024	**3,262,603**
Interest-bearing debt	3,033,985	3,557,356	3,604,455	1,176,603	1,050,294	**1,004,771**
						Yen
Per share data:						
Earnings per share attributable to Hitachi, Ltd. stockholders:						
Basic	¥85.69	¥45.04	¥35.65	¥47.90	¥75.19 ¥375.93	**¥230.47**
Diluted	85.66	45.00	35.62	47.88	75.12 375.60	**230.25**
Cash dividends declared	10.5	12.0	12.0	13.0	15.0 75.0	**90.0**
Total Hitachi, Ltd. stockholders' equity	552.62	609.35	566.48	614.56	679.00 3,395.00	**3,378.81**
						%
Financial ratios:						
Adjusted operating income ratio	6.3	6.6	6.3	6.4	7.6	**8.0**
EBIT ratio	7.2	5.5	5.3	5.2	6.9	**5.4**
Return on revenues	4.3	2.2	1.7	2.5	3.9	**2.3**
Return on equity (ROE)	17.5	7.8	6.1	8.1	11.6	**6.8**
Return on assets (ROA)	5.0	2.9	2.4	3.0	5.0	**3.3**
D/E ratio (Including non-controlling interests) (times)	0.78	0.83	0.87	0.29	0.23	**0.23**
Total Hitachi, Ltd. stockholders' equity ratio	24.0	23.7	21.8	30.7	32.4	**33.9**

Notes: 1 In order to be consistent with financial reporting principles and practices generally accepted in Japan, adjusted 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.
2 A part of the thermal power generation systems business is classified as a discontinued operation in accordance with the provision of IFRS 5, "Non-current Assets Held for Sale and Discontinued Operations," which was not transferred to MITSUBISHI HITACHI POWER SYSTEMS, LTD. for the business integration in the thermal power generation systems with Mitsubishi Heavy Industries, Ltd. The results of the discontinued operation are reported separately from continuing operations.
3 From fiscal 2013, capital investment is stated exclusive of investment in lease assets classified as finance leases.
4 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.
5 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

Segment Highlights

Revenues, Adjusted Operating Income and EBIT by Business Segment

¥ billion

Business Segment	Revenues		Adjusted operating income		EBIT	
	FY2017	**FY2018**	FY2017	**FY2018**	FY2017	**FY2018**
Information & Telecommunication Systems	2,008.9	**2,065.9**	189.2	**225.2**	139.2	**210.9**
Social Infrastructure & Industrial Systems	2,375.0	**2,539.8**	115.5	**151.3**	101.2	**(151.9)**
Electronic Systems & Equipment	1,086.5	**951.2**	86.9	**75.6**	88.8	**70.8**
Construction Machinery	959.1	**1,033.7**	92.5	**115.7**	97.0	**104.5**
High Functional Materials & Components	1,657.5	**1,704.4**	121.8	**99.9**	98.6	**86.4**
Automotive Systems	1,001.0	**971.0**	49.5	**38.0**	42.4	**85.3**
Smart Life & Ecofriendly Systems	540.1	**485.0**	25.1	**22.4**	33.3	**29.5**
Others	557.7	**534.4**	21.4	**26.8**	21.8	**25.6**
Subtotal	10,186.1	**10,285.6**	702.3	**755.3**	622.8	**461.3**
Corporate items & Eliminations	(817.5)	**(805.0)**	12.3	**(0.3)**	21.4	**52.5**
Total	9,368.6	**9,480.6**	714.6	**754.9**	644.2	**513.9**

Reclassification of Segment

BU: Business Unit

Previous Business Segment

Information & Telecommunication Systems	Financial Institutions BU
	Social Infrastructure Systems BU
	Services & Platforms BU
Social Infrastructure & Industrial Systems	Nuclear Energy BU
	Power BU
	Industry & Distribution BU
	Water BU
	Industrial Products BU
	Building Systems BU
	Railway Systems BU
	Defense Systems BU
Electronic Systems & Equipment	Healthcare BU
	Hitachi High-Technologies
Construction Machinery	Hitachi Construction Machinery
High Functional Materials & Components	Hitachi Metals
	Hitachi Chemical
Automotive Systems	Hitachi Automotive Systems
	Clarion
Smart Life & Ecofriendly Systems	Hitachi Appliances
	Hitachi Consumer Marketing

New Business Segment from FY2019

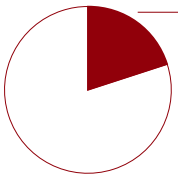
IT	Financial Institutions BU
	Social Infrastructure Systems BU
	Services & Platforms BU
	Defense Systems BU
Energy	Nuclear Energy BU
	Energy BU*1
Industry	Industry & Distribution BU
	Water & Environment BU*2
	Industrial Products Business*3
Mobility	Building Systems BU
	Railway Systems BU
Smart Life	Healthcare BU
	Smart Life & Ecofriendly Systems Business*4
	Automotive Systems Business*5
Hitachi High-Technologies	
Hitachi Construction Machinery	
Hitachi Metals	
Hitachi Chemical	

*1 As of April 1, 2019, Power BU changed its name to Energy BU.
*2 As of April 1, 2019, Water BU changed its name to Water & Environment BU.
*3 Industrial Products Business includes Hitachi Industrial Products, Ltd., which took over Industrial Products BU as of April 1 2019, and Hitachi Industrial Equipment Systems Co., Ltd.
*4 Smart Life & Ecofriendly Systems Business includes Hitachi Global Life Solutions, Inc., which was formed through a merger of Hitachi Appliances, Inc., and Hitachi Consumer Marketing, Inc.
*5 Automotive Systems Business includes Hitachi Automotive Systems, Ltd.

Information & Telecommunication Systems

Share of Revenues

20%



Overseas Revenue Ratio

29%

CAPEX by Business Segment
(Completion basis)

¥34.2 billion

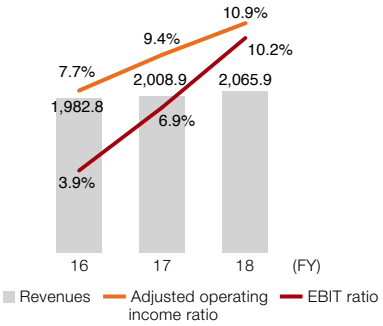
Depreciation by Business Segment

¥45.6 billion

R&D Expenditure by Business Segment

¥46.9 billion

Revenues and Profit (¥ 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.

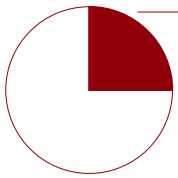
Adjusted operating income increased ¥36.0 billion to ¥225.2 billion, as compared with the year ended March 31, 2018, due mainly to improved profitability in system integration business and IT platform & products business.

EBIT increased ¥71.6 billion to ¥210.9 billion, as compared with the year ended March 31, 2018, due mainly to the increased adjusted operating income and posting of gains on sales of land formerly used as production site for telecommunication network products.

Social Infrastructure & Industrial Systems

Share of Revenues

25%



Overseas Revenue Ratio

46%

CAPEX by Business Segment
(Completion basis)

¥73.4 billion

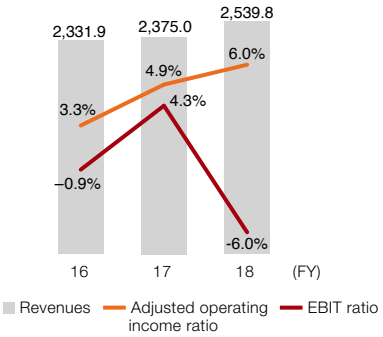
Depreciation by Business Segment

¥30.0 billion

R&D Expenditure by Business Segment

¥55.7 billion

Revenues and Profit (¥ billion)



Main products and services

Industrial Machinery and Plants, Elevators, Escalators, Railway Systems, Thermal, Nuclear and Renewable Energy Power Generation Systems, Transmission & Distribution Systems

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.

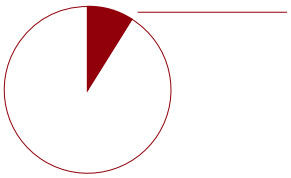
Adjusted operating income increased ¥35.7 billion to ¥151.3 billion, as compared with the year ended March 31, 2018, due mainly to revenue increase in the railway systems business, and a higher revenue and an improvement in profitability of the industrial products business.

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 partial sales of shares of Agility Trains West (Holdings) Limited stock. The decrease was due mainly to impairment losses recognized as the result of the suspension of the UK nuclear power stations construction project.

Electronic Systems & Equipment

Share of Revenues

9%



Overseas Revenue Ratio

59%

CAPEX by Business Segment
(Completion basis)

¥21.5 billion

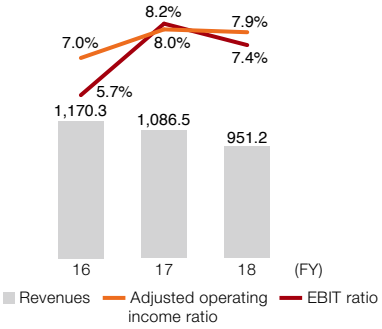
Depreciation by Business Segment

¥12.4 billion

R&D Expenditure by Business Segment

¥46.1 billion

Revenues and Profit (¥ billion)



Main products and services

Semiconductor Processing Equipment, Test and Measurement Equipment, Advanced Industrial Products, Medical Electronics 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.

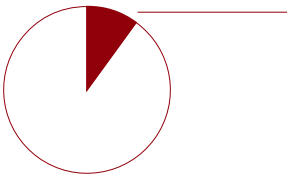
Adjusted operating income decreased ¥11.3 billion to ¥75.6 billion, as compared with the year ended March 31, 2018, due mainly to the effect of reorganization of Hitachi Kokusai Electric Inc.

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

Share of Revenues

10%



Overseas Revenue Ratio

80%

CAPEX by Business Segment
(Completion basis)

¥30.3 billion

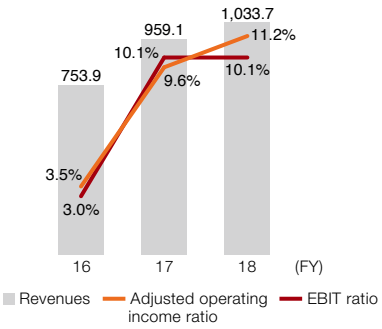
Depreciation by Business Segment

¥32.3 billion

R&D Expenditure by Business Segment

¥24.7 billion

Revenues and Profit (¥ billion)



Main products and services

Hydraulic Excavators, Wheel Loaders, Mining 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.

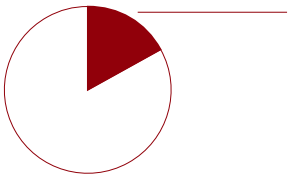
Adjusted operating income increased ¥23.2 billion to ¥115.7 billion, as compared with the year ended March 31, 2018, due mainly to the increased revenues.

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

Share of Revenues

17%



Overseas Revenue Ratio

59%

CAPEX by Business Segment
(Completion basis)

¥143.3billion

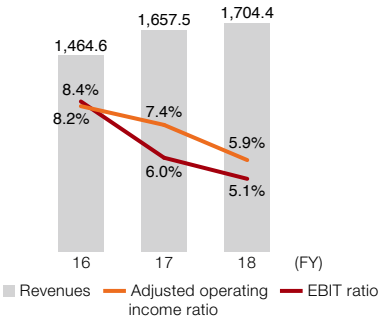
Depreciation by Business Segment

¥79.0billion

R&D Expenditure by Business Segment

¥51.1billion

Revenues and Profit (¥ billion)



Main products and services

Semiconductor and Display Related Materials, Circuit Boards and Materials, Automotive Parts , Energy Storage Devices, Specialty Steel Products, Magnetic Materials and Applications, Functional Components and Equipment, Wires, Cables and Related Products

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.

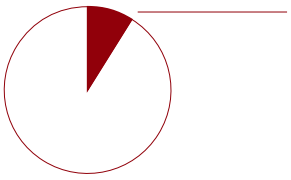
Adjusted operating income decreased ¥21.8 billion to ¥99.9 billion, as compared with the year ended March 31, 2018, due mainly to decrease in demand for factory automation-related materials and materials for semiconductors and electronics products at Hitachi Metals, Ltd. and effects of changes in product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

Share of Revenues

9%



Overseas Revenue Ratio

56%

CAPEX by Business Segment
(Completion basis)

¥73.5billion

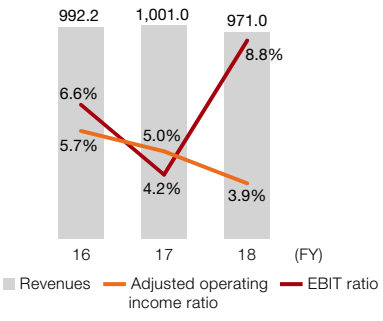
Depreciation by Business Segment

¥44.8billion

R&D Expenditure by Business Segment

¥64.1billion

Revenues and Profit (¥ billion)



Main products and services

Engine Powertrain Systems, Electric Powertrain Systems, Integrated Vehicle Control Systems

Segment Performance

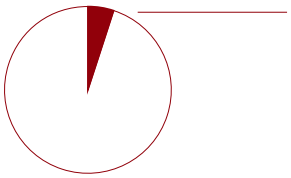
Revenues decreased 3% to ¥971.0 billion, as compared with the year ended March 31, 2018, due mainly to sales decrease in China and North America and lower revenues from car information systems business.

Adjusted operating income decreased ¥11.5 billion to ¥38.0 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.

Smart Life & Ecofriendly Systems

Share of Revenues



Overseas Revenue Ratio

20%

CAPEX by Business Segment
(Completion basis)

¥12.1 billion

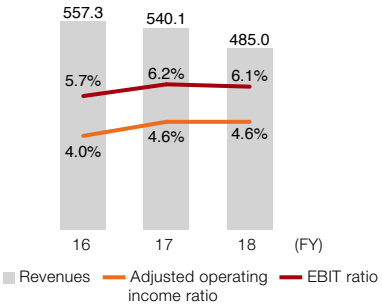
Depreciation by Business Segment

¥9.2 billion

R&D Expenditure by Business Segment

¥7.9 billion

Revenues and Profit (¥ billion)



Main products and services

Air-Conditioning Equipment, Room Air Conditioners, Refrigerators, Washing Machines

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, due mainly to the decline in revenues.

EBIT decreased ¥3.7 billion to ¥29.5 billion, as compared with the year ended March 31, 2018, due mainly to the decrease in adjusted operating income.

Operating and Financial Review

1 Operating Results

Summary

Years ended March 31:	2018	¥billion 2019	Percent change
Revenues	¥9,368.6	**¥9,480.6**	1%
Adjusted operating income	714.6	**754.9**	6%
EBIT	644.2	**513.9**	-20%
Income from continuing operations, before income taxes	638.6	**516.5**	-19%
Net income attributable to Hitachi, Ltd. stockholders	362.9	**222.5**	-39%

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 Clarion Co., Ltd. stock in the Automotive Systems segment and a part of shares of Agility 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 ¥13.6 billion and financial expenses (excluding interest charges) decreased ¥7.7 billion to ¥3.4 billion, as compared with the year ended March 31, 2018, respectively.

Share of loss of investments accounted for using the equity method was ¥15.0 billion, a deterioration of ¥77.4 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 decreased ¥122.1 billion to ¥516.5 billion, as compared with the year ended March 31, 2018.

Income taxes increased ¥54.6 billion to ¥186.3 billion, as compared with the year ended March 31, 2018, despite of decreased 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 decreased ¥169.8 billion to ¥321.0 billion, as compared with the year ended March 31, 2018.

Net income attributable to non-controlling interests decreased ¥29.4 billion to ¥98.4 billion, as compared with the year ended March 31, 2018.

As a result of the foregoing, net income attributable to Hitachi, Ltd. stockholders decreased ¥140.4 billion to ¥222.5 billion, as compared with the year ended March 31, 2018.

Revenues by Geographic Area

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

	¥billion		
Years ended March 31:	2018	**2019**	Percent change
Japan	¥4,643.0	**¥4,664.5**	0%
Overseas Revenues Subtotal	4,725.5	**4,816.0**	2%
Asia	2,081.1	**2,019.5**	-3%
North America	1,177.5	**1,205.6**	2%
Europe	964.4	**1,018.5**	6%
Other Areas	502.3	**572.3**	14%
Total Revenues	¥9,368.6	**¥9,480.6**	1%

Japan

Revenues in Japan was ¥4,664.5 billion, which was the same level as the year ended March 31, 2018. This was due mainly to increased revenues in the Information & Systems segment, the High Functional Materials & Components segment and the Construction Machinery segment, which offset decreased revenues in the Electronic Systems & Equipment owing to the effect of business reorganization of Hitachi Kokusai Electric Inc.

Overseas

(Asia)

Revenues in Asia decreased 3% to ¥2,019.5 billion, as compared with the year ended March 31, 2018. This was due mainly to reduced revenues in the Electronic Systems & Equipment segment owing to the effect of business reorganization of Hitachi Kokusai Electric Inc. and in the Automotive Systems segment, despite higher revenues in the Social Infrastructure & Industrial Systems segment owing to sales growth in the building systems business in China and in the Construction Machinery segment.

(North America)

Revenues in North America increased 2% to ¥1,205.6 billion, as compared with the year ended March 31, 2018. This was due mainly to the higher revenues in the Construction Machinery segment, the Social Infrastructure & Industrial Systems segment and the High Functional Materials & Components segment, despite reduced revenues in the Information & Systems segment and the Automotive Systems segment, etc.

(Europe)

Revenues in Europe increased 6% to ¥1,018.5 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 growth in the railway systems business, the Construction Machinery segment and the Information & Systems segment.

(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 owing to revenues recognized for overseas EPC project for industry and distribution field.

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.

2 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 ¥300.0 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, our unused commitment lines totaled ¥465.0 billion, most of which is the balance of unused loans.

We receive debt ratings from Moody's Japan K.K. (Moody's), S&P Global Rating Japan Inc. (S&P), as well as Rating and Investment Information, Inc. (R&I). Our debt ratings as of March 31, 2019 were as follows.

Rating Company	Long-term	Short-term
S&P	A	A-1
Moody's	A3	P–2
R&I	A+*	a–1*

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

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

(Cash Flows from Operating Activities)

Net cash outflow from a change in trade payables increased by ¥114.0 billion, as compared with the year ended March 31, 2018. Net cash inflow 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 inventories decreased by ¥31.7 billion, as compared with the year ended March 31, 2018.

As a result of the foregoing, net cash provided by operating activities was ¥610.0 billion in the year ended March 31, 2019, a decrease of ¥117.1 billion compared with the year ended March 31, 2018.

* Due to the implementation of IFRS 15, "change in trade receivables" is presented as "change in trade receivables and contract assets" from the year ended March 31, 2019.

(Cash Flows from Investing Activities)

Net amount of investments related to property, plant and equipment* was ¥410.6 billion in the year ended March 31, 2019. This net sum increased by ¥4.1 billion compared with the year ended March 31, 2018. Proceeds from sale of investments in securities and other financial assets (including investments in subsidiaries and investments accounted for using the equity method) in the year ended March 31, 2019 increased by ¥128.7 billion, as compared with the year ended March 31, 2018, due mainly to the sale of shares of Clarion Co., Ltd. Purchase of investments in securities and other financial assets (including investments in subsidiaries and investments accounted for using the equity method) in the year ended March 31, 2019 decreased by ¥170.7 billion, as compared with the year ended March 31, 2018, in which expenses related to acquiring Sullair business were paid.

As a result of the foregoing, net cash used in investing activities was ¥162.8 billion in the year ended March 31, 2019, a decrease of ¥311.4 billion compared with the year ended March 31, 2018.

* The sum of the purchase of property, plant and equipment and the purchase of intangible assets, less the proceeds from sale of property, plant and equipment, and intangible assets.

(Cash Flows from Financing Activities)

Net cash outflow related to purchase of shares of consolidated subsidiaries from non-controlling interests increased by ¥155.7 billion, due mainly to the additional acquisition of shares of Ansaldo STS S.p.A. Proceeds related to short-term debt in the year ended March 31, 2019 were ¥3.7 billion, as compared with ¥104.8 billion of payments related to short-term debt in the year ended March 31, 2018. Net cash outflow related to long-term debt* in the year ended March 31, 2019 decreased by ¥67.6 billion, as compared with the year ended March 31, 2018.

As a result of the foregoing, net 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.

* The proceeds from long-term debt, less the payments on long-term debt.

As a result of the foregoing, as of March 31, 2019, cash and cash equivalents were ¥807.5 billion, an increase of ¥109.6 billion from March 31, 2018. Free cash flows, the sum of cash flows from operating and investing activities, were an inflow of ¥447.1 billion in the year ended March 31, 2019, an increase of ¥194.3 billion from the year ended March 31, 2018.

Assets, Liabilities and Equity

As of March 31, 2019, total assets amounted to ¥9,626.5 billion, a decrease of ¥480.0 billion from March 31, 2018. 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 as of March 31, 2019 amounted to ¥807.5 billion, an increase of ¥109.6 billion from the amount as of March 31, 2018.

As of March 31, 2019, total interest-bearing debt, the sum of short-term debt and long-term debt, amounted to ¥1,004.7 billion, a decrease of ¥45.5 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 ¥68.0 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 ¥103.1 billion from March 31, 2018.

As of March 31, 2019, total Hitachi, Ltd. stockholders' equity amounted to ¥3,262.6 billion, a decrease of ¥15.4 billion from March 31, 2018. As a result, the ratio of total Hitachi, Ltd. stockholders'equity to total assets as of March 31, 2019 was 33.9%, compared with 32.4% as of March 31, 2018.

Non-controlling interests as of March 31, 2019 was ¥1,151.8 billion, a decrease of ¥81.8 billion from March 31, 2018.

Total equity as of March 31, 2019 was ¥4,414.4 billion, a decrease of ¥97.2 billion from March 31, 2018. The ratio of interest-bearing debt to total equity was 0.23 times, which was the same level as that as of March 31, 2018.

Consolidated Statement of Financial Position

March 31, 2019 and 2018

Millions of yen

Assets	2018	2019
Current assets		
Cash and cash equivalents	¥ 697,964	**¥ 807,593**
Trade receivables	2,501,414	—
Trade receivables and contract assets	—	**2,399,933**
Inventories	1,375,232	**1,356,762**
Investments in securities and other financial assets	373,324	**284,267**
Other current assets	203,866	**187,238**
Total current assets	5,151,800	**5,035,793**
Non-current assets		
Investments accounted for using the equity method	743,407	**724,461**
Investments in securities and other financial assets	716,431	**568,349**
Property, plant and equipment	2,124,827	**1,956,685**
Intangible assets	1,054,370	**960,016**
Other non-current assets	315,768	**381,288**
Total non-current assets	4,954,803	**4,590,799**
Total Assets	¥10,106,603	**¥9,626,592**

Liabilities		
Current liabilities		
Short-term debt	¥ 121,439	**¥ 111,031**
Current portion of long-term debt	117,191	**185,250**
Other financial liabilities	254,735	**257,792**
Trade payables	1,536,983	**1,406,012**
Accrued expenses	697,185	**653,676**
Advances received	551,182	—
Contract liabilities	—	**553,510**
Other current liabilities	516,679	**438,289**
Total current liabilities	3,795,394	**3,605,560**
Non-current liabilities		
Long-term debt	811,664	**708,490**
Retirement and severance benefits	575,156	**526,688**
Other non-current liabilities	412,718	**371,451**
Total non-current liabilities	1,799,538	**1,606,629**
Total Liabilities	5,594,932	**5,212,189**

Equity		
Hitachi, Ltd. stockholders' equity		
Common stock	458,790	**458,790**
Capital surplus	575,809	**463,786**
Retained earnings	2,105,395	**2,287,587**
Accumulated other comprehensive income	142,167	**56,360**
Treasury stock, at cost	(4,137)	**(3,920)**
Total Hitachi, Ltd. stockholders' equity	3,278,024	**3,262,603**
Non-controlling interests	1,233,647	**1,151,800**
Total Equity	4,511,671	**4,414,403**
Total Liabilities and Equity	¥10,106,603	**¥9,626,592**

Notes: 1 From the fiscal year ended March 31, 2019, the consolidated statement accounts were presented in detail.
2 In adoption of IFRS 15, "Trade receivables" which were included in "Current assets" have been changed to "Trade receivables and contract assets" and "Advances received" which were included in "Current liabilities" have been changed to "Contract liabilities".

Consolidated Statement of Profit or Loss

Years ended March 31, 2019 and 2018

	Millions of yen	
	2018	**2019**
Revenues	¥ 9,368,614	**¥ 9,480,619**
Cost of sales	(6,866,522)	**(6,964,635)**
Gross profit	2,502,092	**2,515,984**
Selling, general and administrative expenses	(1,787,462)	**(1,761,008)**
Adjusted operating income	714,630	**754,976**
Other income	12,068	**206,371**
Other expenses	(140,686)	**(442,659)**
Financial income	7,005	**13,693**
Financial expenses	(11,243)	**(3,459)**
Share of profits (losses) of investments accounted for using the equity method	62,483	**(15,016)**
EBIT (Earnings before interest and taxes)	644,257	**513,906**
Interest income	14,928	**23,122**
Interest charges	(20,539)	**(20,526)**
Income from continuing operations, before income taxes	638,646	**516,502**
Income taxes	(131,708)	**(186,344)**
Income from continuing operations	506,938	**330,158**
Loss from discontinued operations	(16,020)	**(9,136)**
Net income	¥ 490,918	**¥ 321,022**
Net income attributable to:		
Hitachi, Ltd. stockholders	362,988	**222,546**
Non-controlling interests	127,930	**98,476**
		Yen
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: 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

	Millions of yen	
	2018	**2019**
Net income	¥490,918	**¥321,022**
Other comprehensive income (OCI)		
Items not to be reclassified into net income		
Net changes in financial assets measured at fair value through OCI	1,530	**(45,356)**
Remeasurements of defined benefit plans	22,753	**(11,881)**
Share of OCI of investments accounted for using the equity method	3,302	**(1,964)**
Total items not to be reclassified into net income	27,585	**(59,201)**
Items that can be reclassified into net income		
Foreign currency translation adjustments	(8,042)	**(4,175)**
Net changes in cash flow hedges	5,703	**(6,274)**
Share of OCI of investments accounted for using the equity method	(45)	**12,009**
Total items that can be reclassified into net income	(2,384)	**1,560**
Other comprehensive income (OCI)	25,201	**(57,641)**
Comprehensive income	¥516,119	**¥263,381**
Comprehensive income attributable to:		
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

Millions of yen

2018

	Common stock	Capital surplus	Retained earnings	Accumulated other comprehensive income	Treasury stock, at cost	Total Hitachi, Ltd. stockholders' equity	Non-controlling interests	Total equity
As of March 31, 2017	¥458,790	¥577,573	¥1,793,570	¥141,068	¥(3,916)	¥2,967,085	¥1,129,910	¥4,096,995
Changes in equity								
Reclassified into retained earnings	—	—	16,428	(16,428)	—	—	—	—
Net income	—	—	362,988	—	—	362,988	127,930	490,918
Other comprehensive income	—	—	—	19,353	—	19,353	5,848	25,201
Dividends to Hitachi, Ltd. stockholders	—	—	(67,591)	—	—	(67,591)	—	(67,591)
Dividends to non-controlling interests	—	—	—	—	—	—	(34,395)	(34,395)
Acquisition of treasury stock	—	—	—	—	(292)	(292)	—	(292)
Sales of treasury stock	—	(27)	—	—	71	44	—	44
Changes in non-controlling interests	—	(1,737)	—	(1,826)	—	(3,563)	4,354	791
Total changes in equity	—	(1,764)	311,825	1,099	(221)	310,939	103,737	414,676
As of March 31, 2018	¥458,790	¥575,809	¥2,105,395	¥142,167	¥(4,137)	¥3,278,024	¥1,233,647	¥4,511,671

Millions of yen

2019

	Common stock	Capital surplus	Retained earnings	Accumulated other comprehensive income	Treasury stock, at cost	Total Hitachi, Ltd. stockholders' equity	Non-controlling interests	Total equity
As of March 31, 2018	**¥458,790**	**¥575,809**	**¥2,105,395**	**¥142,167**	**¥(4,137)**	**¥3,278,024**	**¥1,233,647**	**¥4,511,671**
Cumulative effects of changes in accounting policies	—	—	**3,209**	—	—	**3,209**	**(1,406)**	**1,803**
Restated balance	**458,790**	**575,809**	**2,108,604**	**142,167**	**(4,137)**	**3,281,233**	**1,232,241**	**4,513,474**
Changes in equity								
Reclassified into retained earnings	—	—	**33,683**	**(33,683)**	—	—	—	—
Net income	—	—	**222,546**	—	—	**222,546**	**98,476**	**321,022**
Other comprehensive loss	—	—	—	**(51,406)**	—	**(51,406)**	**(6,235)**	**(57,641)**
Dividends to Hitachi, Ltd. stockholders	—	—	**(77,246)**	—	—	**(77,246)**	—	**(77,246)**
Dividends to non-controlling interests	—	—	—	—	—	—	**(42,968)**	**(42,968)**
Acquisition of treasury stock	—	—	—	—	**(231)**	**(231)**	—	**(231)**
Sales of treasury stock	—	**(237)**	—	—	**448**	**211**	—	**211**
Changes in non-controlling interests	—	**(111,786)**	—	**(718)**	—	**(112,504)**	**(129,714)**	**(242,218)**
Total changes in equity	—	**(112,023)**	**178,983**	**(85,807)**	**217**	**(18,630)**	**(80,441)**	**(99,071)**
As of March 31, 2019	**¥458,790**	**¥463,786**	**¥2,287,587**	**¥56,360**	**¥(3,920)**	**¥3,262,603**	**¥1,151,800**	**¥4,414,403**

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

Consolidated Statement of Cash Flows

Years ended March 31, 2019 and 2018

	Millions of yen	
	2018	**2019**
Cash flows from operating activities		
Net income	¥ 490,918	**¥ 321,022**
Adjustments to reconcile net income to net cash provided by operating activities		
Depreciation and amortization	364,432	**368,044**
Impairment losses	48,656	**344,997**
Income taxes	131,659	**183,699**
Share of (profits) losses of investments accounted for using the equity method	(62,483)	**15,016**
Financial income and expenses	(862)	**(6,387)**
Net (gain) loss on business reorganization and others	(9,774)	**(184,630)**
(Gain) loss on sale of property, plant and equipment	2,395	**(18,966)**
Change in trade receivables	47,216	—
Change in trade receivables and contract assets	—	**1,793**
Change in inventories	(181,207)	**(149,500)**
Change in other assets	(17,321)	**(13,419)**
Change in trade payables	97,923	**(16,107)**
Change in retirement and severance benefits	(40,137)	**(38,461)**
Change in other liabilities	44,320	**(35,257)**
Other	(7,743)	**3,925**
Subtotal	907,992	**775,769**
Interest received	9,767	**22,343**
Dividends received	17,902	**22,710**
Interest paid	(21,582)	**(22,530)**
Income taxes paid	(186,911)	**(188,267)**
Net cash provided by (used in) operating activities	727,168	**610,025**
Cash flows from investing activities		
Purchase of property, plant and equipment	(352,047)	**(382,351)**
Purchase of intangible assets	(91,528)	**(89,898)**
Proceeds from sale of property, plant and equipment, and intangible assets	37,076	**61,623**
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	(474,328)	**(162,872)**
Free cash flows	252,840	**447,153**
Cash flows from financing activities		
Change in short-term debt, net	(104,819)	**3,706**
Proceeds from long-term debt	143,354	**87,636**
Payments on long-term debt	(256,944)	**(133,581)**
Proceeds from payments from non-controlling interests	3,953	**5,149**
Dividends paid to Hitachi, Ltd. stockholders	(67,568)	**(77,194)**
Dividends paid to non-controlling interests	(32,066)	**(43,375)**
Acquisition of common stock for treasury	(292)	**(231)**
Proceeds from sales of treasury stock	49	**211**
Purchase of shares of consolidated subsidiaries from non-controlling interests	(6,982)	**(162,692)**
Proceeds from partial sales of shares of consolidated subsidiaries to non-controlling interests	205	—
Other	(344)	**(55)**
Net cash provided by (used in) financing activities	(321,454)	**(320,426)**
Effect of exchange rate changes on cash and cash equivalents	1,336	**(17,098)**
Change in cash and cash equivalents	(67,278)	**109,629**
Cash and cash equivalents at beginning of year	765,242	**697,964**
Cash and cash equivalents at end of year	¥ 697,964	**¥ 807,593**

Notes: 1 From the fiscal year ended March 31, 2019, the consolidated statement items 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” or “Purchase of intangible assets”. “Proceeds from sale of leased assets”, which were separately presented, have been included in “Proceeds from sale of property, plant and equipment, and intangible assets”.
The consolidated statement of cash flows for the year ended March 31, 2018 has been reclassified in order to reflect these changes in presentation.

5-Year Non-Financial Data

Human Capital Development		FY2014	FY2015	FY2016	FY2017	FY2018
Number of employees	Consolidated	336,670	335,244	303,887	307,275	**295,941**
	Non-consolidated	31,375	37,353	35,631	34,925	**33,490**
Average service (years)*1		18.4	18.4	18.6	18.8	**19.0**
Turnover ratio (%)*1*2		1.4	1.3	1.5	1.5	**1.6**
Diversity and Inclusion						
Ratio of female employees (%)*1		16.3	16.5	16.8	17.2	**17.8**
Global ratio (number) of female managers*3		6.0	6.4	6.3	6.4	**6.8**
		(3,670)	(3,727)	(3,365)	(3,459)	**(3,638)**
Ratio (number) of female managers*1*4		3.7	4.0	4.1	4.2	**4.8**
		(434)	(474)	(509)	(577)	**(635)**
Hitachi Group's Global Safety Figures (Occurrence rate*5)						
Americas		—	—	27.65	24.33	**27.96**
Latin America		—	—	2.33	1.62	**0.44**
Europe		—	—	10.70	10.82	**6.08**
India		—	—	2.07	1.44	**1.44**
China		—	—	1.59	1.53	**1.46**
Asia (excluding India and China)		—	—	5.43	4.41	**3.34**
Oceania		—	—	39.07	24.41	**21.94**
Africa		—	—	17.26	9.93	**11.76**
Subtotal		—	—	7.76	7.42	**7.43**
Japan		—	—	1.57	1.85	**1.64**
Global total		—	—	3.95	4.22	**4.20**
Occupational Health and Safety						
Number of fatal accidents*6		3	4	3	5	**0**

Scope of Data
*1 Hitachi, Ltd. *2 Includes only voluntary resignations. *3 All full-time, regular female managers excluding those dispatched to non-Group companies.
*4 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.
*5 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. *6 January to December each year.

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

Research and Development	FY2014	FY2015	FY2016	FY2017	FY2018
Ratio of R&D expenditure to revenue (%)	3.4	3.3	3.5	3.6	**3.4**
Patent application ratio outside Japan (%)	59	59	57	56	**58**

Scope of Data
Hitachi, Ltd. and consolidated subsidiaries (including variable interest entities).
Number of companies: FY2014: 996; FY2015: 1,057; FY2016: 865; FY2017: 880; FY2018: 804.

Responsible Procurement, Status of CSR Procurement Policies	FY2018	Cumulative total
CSR monitoring (self-check)	345 companies	**1,510**[*1]
CSR audits	24 companies	**130**[*2]
Supplier briefings	126 companies	**235**[*3]

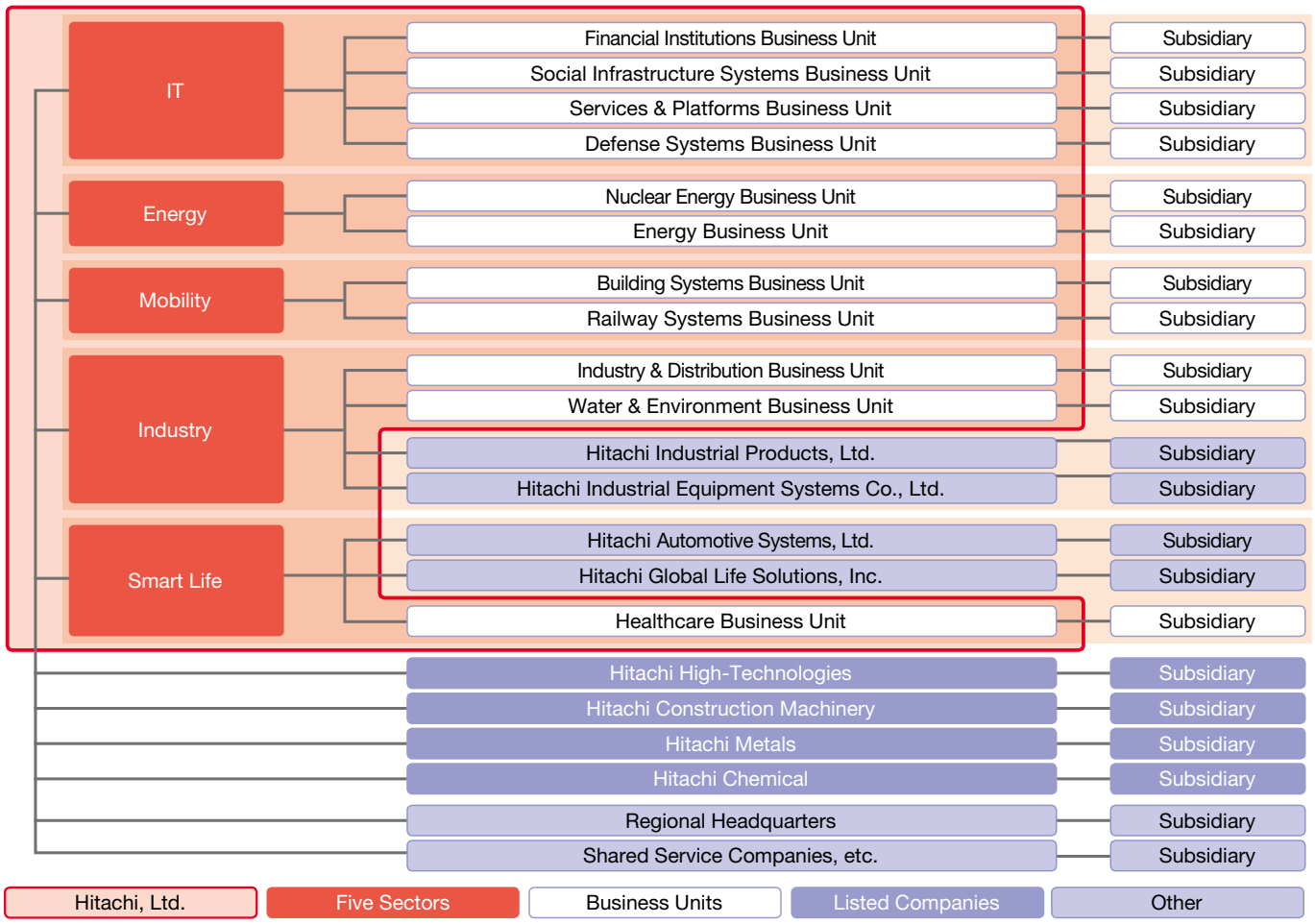
*1 Total number of companies during FY2012-2018 *2 Total number of companies during FY2012-2018 *3 Total number of companies during FY2015-2018

Environment	FY2014	FY2015	FY2016	FY2017	FY2018
Rate of reduction in CO_2 emissions from use of products and services (base: FY2010)*1 (%)	—	—	35	33	**34**
CO_2 emissions from factories and offices (kt-CO_2)	4,128	3,895	4,577*2	4,663*2	**4,470**[*2]
Water use (million m^3)	4,686	4,391	4,134*2	3,854*2	**3,702**[*2]
Waste and valuables generation (kt)	692	618	1,336*2	1,356*2	**1,384**[*2]
Atmospheric emissions of chemical substances (t)	4,415	3,615	4,380*2*3	4,223*2*3	**4,392**[*2*3]

Scope of Data
Hitachi, Ltd. and consolidated subsidiaries.
Number of companies: FY2014: 996; FY2015: 1,057; FY2016: 865; FY2017: 880; FY2018: 804.
Environmental performance data associated with Hitachi's business operations: Hitachi Group companies for which the environmental load accounts for 90% of the total (based on Hitachi calculations); data for each fiscal year indicates performance within the given scope for the fiscal year.
*1 New indicator established in fiscal 2016.
*2 Figures include a materials company that has become a consolidated member of the Hitachi Group since fiscal 2016.
*3 The management scope of chemical substances has been expanded from 41 to 50 substances since fiscal 2016.

Independent Assurance of Environmental and Social Data
To enhance the reliability of the data disclosed in the Hitachi Sustainability Report 2018, we have received independent assurance of key environmental and social performance indicators by KPMG AZSA Sustainability Co., Ltd.
Please refer to the Third-Party Assurance Report of the Hitachi Sustainability Report 2019.
https://www.hitachi.com/sustainability/download/index.html

Hitachi Group Business Operation Framework



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. 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.

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 Hitachi's advanced digital solutions, services, and technologies for turning customers' data into insights to drive 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.

NEXPERIENCE

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.

Corporate Data / Stock Information

As of March 31, 2019

Corporate Name

Hitachi, Ltd. (Kabushiki Kaisha Hitachi Seisakusho)

URL

https://www.hitachi.com/

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 Common Stock (including treasury stock)

966,692,677 shares

Number of Shareholders

327,497

Administrator of Shareholders' Register

Tokyo Securities Transfer Agent Co., Ltd.
6th Floor, NMF Takebashi Building,
3-11, Kanda Nishiki-cho,
Chiyoda-ku, Tokyo 101-0054, Japan

Stock Exchange Listings

Tokyo, Nagoya

Accounting Auditor

Ernst & Young ShinNihon LLC

Investor Relations Contacts

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

U.S.A.
Hitachi America, Ltd.
50 Prospect Avenue,
Tarrytown, NY 10591
TEL: +1-914-333-2994

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 505234	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."

Ratings

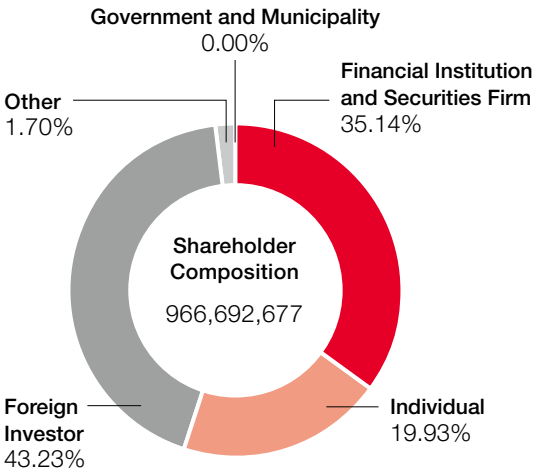
Rating Company	Long-term	Short-term
Standard & Poor's Ratings Japan (S&P)	A	A–1
Moody's Japan K.K. (Moody's)	A3	P–2
Rating and Investment Information, Inc. (R&I)	A+*	a–1*

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

Shareholder Composition

Class of Shareholders	Number of Shareholders	Share Ownership (shares)
Financial Institution and Securities Firm	338	339,660,799
Individual	322,738	192,695,071
Foreign Investor	1,423	417,931,258
Other	2,993	16,390,237
Government and Municipality	5	15,312
Total	327,497	966,692,677

* 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

Website Information

Detailed information is available on the Company's website.

About Hitachi Group

https://www.hitachi.co.jp/about/corporate/ (Japanese)

https://www.hitachi.com/corporate/about/ (English)

Investor Relations

https://www.hitachi.co.jp/IR/ (Japanese)

https://www.hitachi.com/IR-e/ (English)

Sustainability

https://www.hitachi.co.jp/sustainability/ (Japanese)

https://www.hitachi.com/sustainability/ (English)