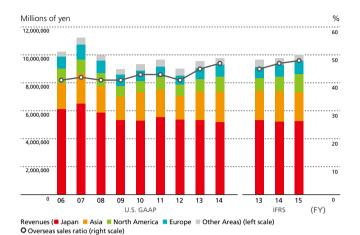
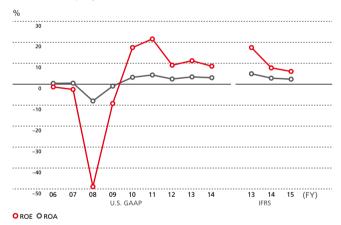
Financial and Non-Financial Highlights

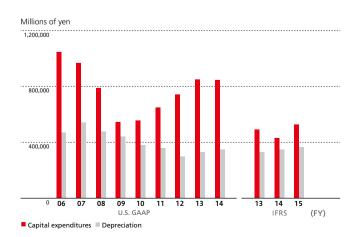
Revenues / Overseas sales ratio



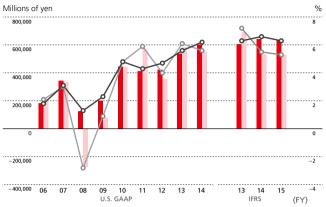
Return on equity (ROE) / Return on assets (ROA)



Capital expenditures*1 / Depreciation

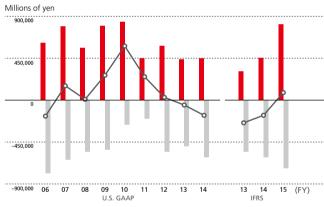


Operating income (Adjusted operating income) / Operating income (Adjusted operating income) ratio / EBIT / EBIT ratio



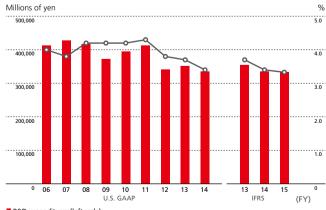
- Operating income (Adjusted operating income) (left scale)
 EBIT (left scale)
 Operating income ratio (Adjusted operating income) (right scale)
 EBIT ratio (right scale)

Cash flows



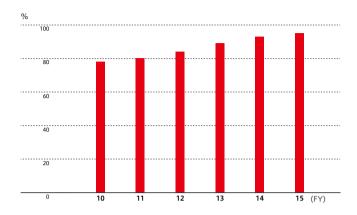
■ Cash flows from operating activities ■ Cash flows from investing activities ○ Free cash flows

R&D expenditures / R&D expenditures as a percentage of consolidated revenues

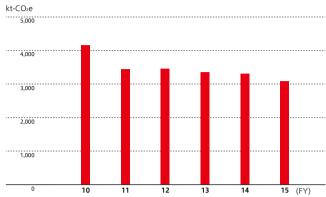


- R&D expenditures (left scale)
- R&D expenditures as a percentage of consolidated revenues (right scale)

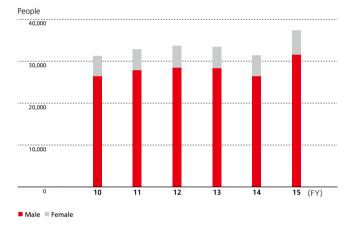
Eco-product sales ratio (sales revenues)



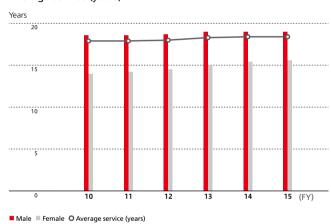
CO₂ emissions



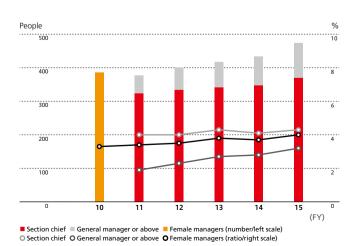
Number of employees*2*3



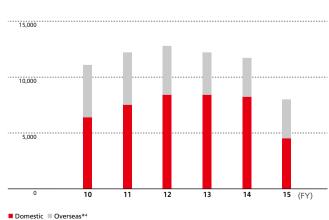
Average service (years)*3



Number and ratio of female managers*3



Number of registrations



- *1 From fiscal 2013, capital investment is stated exclusive of investment in lease assets classified as finance leases.
 *2 Number of full-time employees
- *3 Hitachi, Ltd.
- *4 Total number of patents registered in the United States, Europe, and China. The number of patents registered in Europe is based on European patent applications under European Patent Convention (EPC).