
**Schedule for Announcement of
Consolidated Financial Results for fiscal 2019
Hitachi's Activity in the Spread of COVID-19
and the 2021 Mid-term Management Plan**

1. Schedule for Announcement of Consolidated Financial Results for fiscal 2019

- Accounting procedures have been delayed due to the spread of COVID-19. Announcement of financial results for fiscal 2019 are expected from mid-May onwards.
- Fiscal 2020 forecast will be announced as soon as the impact of COVID-19 is assessed.

2. Sufficient liquidity and financial stability

- Consolidated cash and cash equivalents : approx. 694.5 billion yen*¹
- Issued unsecured straight bonds totaling 200 billion yen for growth investment.
- Maintaining 500 billion yen*² commitment lines unused.

3. Hitachi's activity in the spread of COVID-19

- Making maximum efforts to support customers and maintain social infrastructure functions around the world, placing safety and health first and foremost.
- In accordance with Japanese government's declaration of a state of emergency, implementing measures for safety and health, and prevention of infection spread by teleworking. Approx. 80% of employees at major locations are remote.
- In China, majority of consolidated subsidiaries resumed operations. In regions overseas where lockdowns are occurring, we continue to support customers by working remotely. Some plants are prepared to resume operations quickly and maintain systems to support social infrastructure functions.

*1 As of the end of the third quarter of the fiscal year ended March 31, 2020

*2 as of March 31, 2020

4. 2021 Mid-term Management Plan

● Achievements in fiscal 2019 :

- Strengthened the foundation to accelerate digital solution delivery utilizing Lumada.
- Enriched our business portfolio by entering robotics SI business in North America through JR Automation acquisition and reviewing of listed subsidiaries.
- Promoted structural reforms; management with higher awareness of ROIC and transformation of back-office operation.

● Activities in fiscal 2020 :

- Strengthening business portfolio; making Hitachi High-Tech a wholly-owned subsidiary, acquiring ABB's Power Grid business, and establishing an integrated company with three affiliated auto-parts companies of Honda.
- "Enhancing corporate strength to cope with any economic environment"
 - Growth strategy centered on Lumada; alignment among companies in the U.S., strengthening business portfolio, etc.
 - Structural reforms; optimizing cost structure and back-office operation, etc.
 - Capital policy; managing capital cost, etc.
- Evolve 2021 Mid-term Management Plan to grow together with customers and partners in the new management environment after COVID-19.

● Become a global leader, transform business portfolio, strengthen management base, and contribute to increasing customers' social, environmental, and economic value.

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