



Respecting and Enhancing Human Assets

We engage in various efforts to enable diverse personnel to fully demonstrate their abilities in a relaxed way.

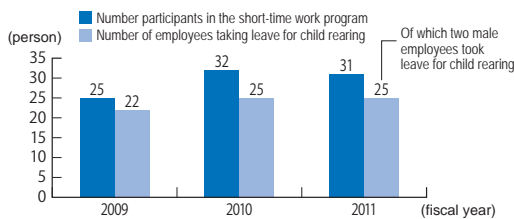
Support for balancing work and family life

We have launched a working group named "Life Revolution 17" that is intended to promote activities for establishing or expanding a program for supporting the realization of a good balance between work and child rearing/nursing care, as well as work-life balance from the perspective of a good balance between a "sound and comfortable life" and "rewarding and fulfilling work," with employees voluntarily addressing various related activities. By seeking harmony between work and private life from diversified viewpoints including a good balance between work and family, employees are working to build up workplaces where all employees can enjoy lively work and play active roles.

Expansion of a program for promoting the realization of a good balance between work and life (initiated on April 1, 2012)

- (1) Reemployment program for employees who retired to undertake child care or nursing care
- (2) Suspension of employment, short-time work, exemption from overtime work and midnight shifts
- (3) Program for flexible working time in order to undertake child rearing or nursing care

■ Numbers of employees taking leave for child rearing and of participants in the short-time work program (the Company only)



Acquisition of the Kurumin mark

Our Company was granted a certification (the "Kurumin" certification logo) under the "Act on Advancement of Measures to Support Raising Next-Generation Children" in April 2011. The Ministry of Health, Labor and Welfare grants the certification to corporations that have established an action plan having recognized results in support of child rearing by their employees under the "Act on Advancement of Measures to Support Raising Next-Generation Children." Our efforts in addressing measures to support the realization of a good balance between work and family have been evaluated by the outside institution.



Voice

I took leave for child rearing when my first child was born in May 2011. I think that people in my workplace were surprised, but I was able to dedicate myself to child rearing, thanks to the understanding and support of my boss and colleagues. Our Company has various programs in place for supporting a good balance between work and family. Through my experience of taking leave for child rearing, I feel confident in being able to practice a virtuous circle from "enriching private life and home" to "enriching work." I also feel that the understanding of people in the workplace of male employees taking leave for child rearing has been further deepened.



Shinobu Ohira
Human Capital Dept.
Human Resources & Corporate Administration Division

Employment of diverse human resources

The Hitachi Kokusai Electric Way prescribes that our Company "respects human rights" and establishes a "clean corporate culture that is admired by society," while our Guidelines and Commitments prescribe that we "respect the diversity, character, and individuality of all employees, provide a mentally and physically rewarding, safe and healthy work environment as well as opportunities for further training and growth."

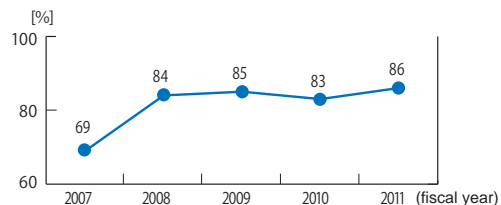
Based on those policies, we promote the employment of people with disabilities and the reemployment of elderly colleagues.

Regarding employment of the elderly, we introduced in fiscal 2005 a reemployment program that extends the employment of retiring colleagues to up to the age of 65. We thus convey the skills of experienced personnel to younger personnel, while providing a rewarding workplace.

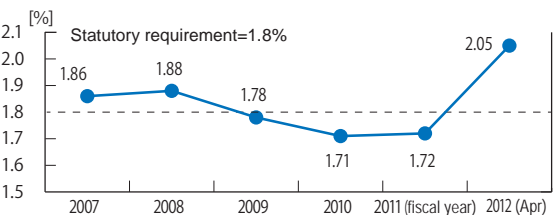
Regarding the employment of people with disabilities, we recruited six new employees last fiscal year, and are promoting positive employment. As a result, we achieved an employment rate of 2.05% as of April this year, well surpassing the legally mandated rate. We will work on an ongoing basis to further increase employment opportunities.

We intend to continue our efforts to arrange a lively workplace environment by making much of the personalities of individual workers in order to gain the satisfaction of each and every colleague.

■ Employment ratio of elderly colleagues reemployed (the Company only)



■ Employment ratio of people with disabilities (the Company only)



Voice

Since being employed in 2011, I have been in charge of general affairs in the Quality Assurance Department. As I am handicapped in hearing, I communicate with other employees by using in-house e-mail, sign language, and lip reading. Thanks to the kind consideration of the people around me, I am working with pleasure. I also play futsal and softball games after working hours, so as to consciously enhance communications with others to improve my work.



Minami Aizu
Quality Assurance Dept.
Defense Electronics Division

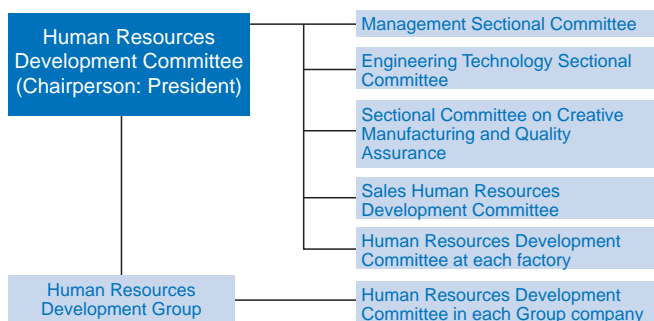
We take measures to develop human resources who can realize the "HiKQ Mind."

1. Our basic philosophy on developing human resources and basic principle for the present fiscal year

Our basic philosophy is to train human resources who "learn on their own, think on their own, and act on their own." The basic principle for the present fiscal year presents the following four points in an attempt to realize HiKQ innovation:

- I. Training human resources able to create new business
- II. Training human resources with the ability of performance
- III. Training human resources able to activate the organization
- IV. Training human resources able to conduct their basic tasks securely

Human resource development system



N.B. Roles of the second tier committees of the Human Resources Development Committee

- The sectional committees are for common or intersectional training measures to the whole corporation.
- The Sales Human Resources Development Committee and those committees listed below are responsible for implementing training measures in the each section.

2. Training of global human resources

We are implementing the full-scale training of human resources as geared toward expanding global business. We have set up the following four measures:

(1) Business training at an overseas subsidiary

For this program, in addition to the six trainees selected by the heads of divisions from among employees with over two years of service as in the past, we called for candidates from among the new employees in fiscal 2011 and selected a trainee. The trainee has begun training by undergoing "knight-errantry" in Frankfurt, Germany.

Voice

The work of our Corporate Communication and Legal Center includes assisting our Group in conducting businesses inside and outside Japan, and all such business assisting work requires knowledge about laws and basic knowledge on management, including knowledge about taxes and accounting. In supporting overseas business, good English ability and an understanding of each country's inherent culture are also important. Therefore, I participated in the "speaking ability enhancement program" organized by the Company to strengthen these abilities and knowledge.



Wakako Ono
Corporate Communication & Legal Center

(2) Overseas training for young people

We dispatched 13 employees as young overseas trainees to various worldwide locations in line with the overseas dispatch program of Hitachi, Ltd., in order to have them acquire various experiences.

(3) Enlightening employees of overseas subsidiaries with regard to compliance, etc.

During this fiscal year, we will reinforce the common enlightening courses for overseas subsidiaries including those acquired in Brazil last year, by making the most of e-learning and other means.

(4) Strengthening language ability

For the purpose of strengthening language ability, we are implementing an English speaking ability enhancement program in which 28 level-up steps are set up, in addition to a program focusing on TOEIC® tests. Furthermore, we have introduced a Portuguese course for supporting business promotion in Brazil.

N.B. TOEIC is a registered trademark of Educational Testing Service.

3. Reinforcing of management abilities

A table listing the ability levels of project leaders (shown below) that was introduced to groups ranging from managers to general managers last fiscal year has been established as a human resource training measure. This fiscal year, we intend to formulate and implement a measure focused on management for the managers of product development, so as to enhance product quality and customer satisfaction.

Table of ability levels of project leaders (ability to engage stakeholders)

Description of levels for evaluating ability to engage customers	
Level 5	Has built up a long-standing relationship with customers, makes proposals that will increase value for the customer toward the future on an ongoing basis, and can implement such proposals.
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Level 1	Has not analyzed customers and is passive.

Safety and hygiene activities

Our Company has established a company-wide safety and health policy. In the policy for fiscal 2012, we have set the targets of "zero accidents causing a medical leave" and "eliminating careless mistakes and preventing the reoccurrence of similar accidents" under the basic principle of "protecting safety and health comes before everything else." And in order to reinforce



Safety education at a construction site office

preventive measures against mental and physical disorders, we have also increased the number of our public health nursing staff from two to four, thereby achieving the goal of providing health guidance to 100% of employees who have been given any remark as a result of a health checkup, no matter where they work.

As part of our disaster prevention measures, on the other hand, we have also improved our disaster prevention system, including reviewing the large-scale disaster countermeasure manual and the structure of our company-wide Emergency Headquarters for adding the persons responsible at all bases and Group companies to its membership, improving the company-side emergency network, reviewing each reconstruction headquarters, clarifying related roles and taking other measures, based on reflections over last year's Great East Japan Earthquake.

Lastly, with regard to work sites outside the premises, the staff members of the Construction Center assume responsibility as an original contractor and bear the task of ensuring the safety and health of all workers at such sites, by making monthly tours to inspect the sites, conducting various types of safety training programs, and so forth.