
Introduction of Railway Systems Business Unit (RSBU)

January, 2021

**Hitachi, Ltd.
Railway Systems Business Unit
HR & General Affairs**

1. Society is changing and so is the way we think about Mobility

Global trends and challenges....



Population Growth

Global population is forecast to grow to approximately **9.7 billion by 2050** from 7.6 billion in 2018^{*1}



Urbanization

The proportion of people living in urban areas will reach **68% by 2050**, up from 55% today^{*2}



Climate Change

The negative impact from climate change causes **environmental, economic and social damage**

^{*1} World Bank data ^{*2} United Nations: World Urbanization Prospects 2018

...driving different Mobility solutions

Faster, cleaner intercity transport



Reduced reliance on cars within city centres

Smart solutions needed to manage people flow as population density increases within cities



Progressing towards Mobility as a Service

2. RSBU is a global, full line-up rail solutions provider. Our products helped over 18 billion people travel last year*1

HITACHI
Inspire the Next



Andrew Barr – RSBU CEO

- 15 years of Hitachi Group experience, with 26 years in the rail industry overall
- CEO of Ansaldo STS since May 2016, successfully leading over 4,000 people worldwide



Interlocking



Satellite Train Control



CBTC



Components



TMS



ETCS

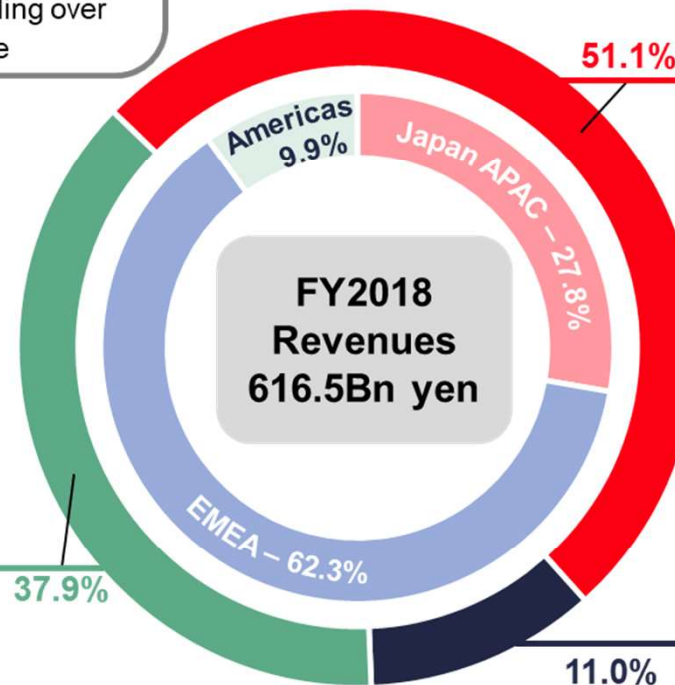


Driverless



Facility Control

Signalling & Turnkey



SDGs



4 QUALITY EDUCATION



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Rolling Stock



Very High Speed



Shinkansen



Commuter



Intercity



LRV



Metro



Monorail



Components

Service & Maintenance



RS Maintenance



RS Refurbishment



Signalling O&M



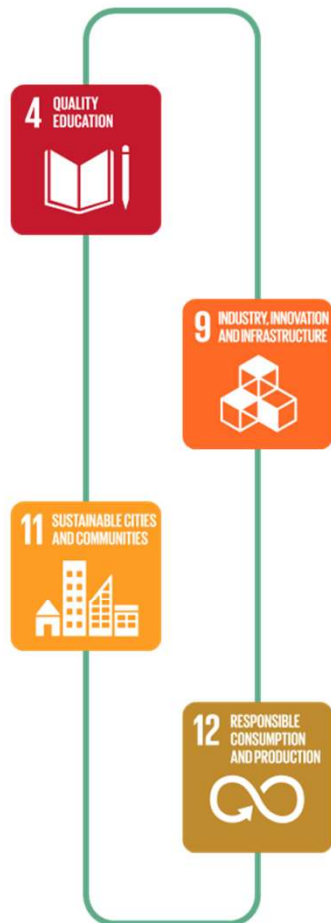
Asset Management

1 Hitachi internal estimate *2 ©2019 East Japan Railway Company

3. Our products, solutions and operations support the United Nations Sustainable Development Goals

Mobility sector is committed on Social Innovation Business with a positive impact on society

Mobility SDGs



Hitachi Rail was a founding member of UTC* South Durham, a **technical school for up to 600 pupils** aged 14 – 19 years old



UTC South Durham

New rolling stock platform built from **95% recyclable material**



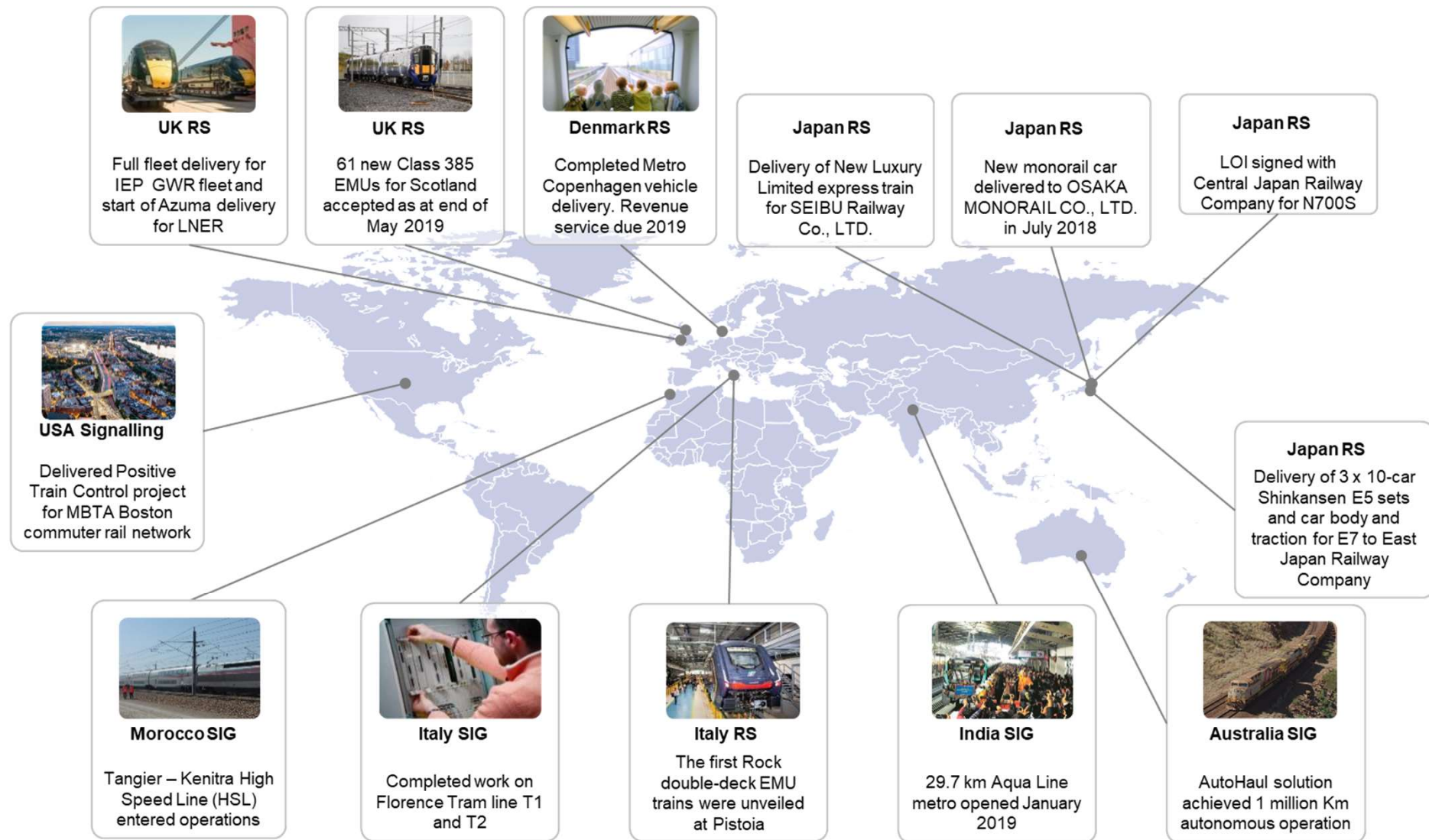
New double-deck EMU "Caravaggio"

Our products have a **positive economic, environmental and social impact** on millions of people across the world every day

"Lovely leg room on the new LNER Azuma trains. And complimentary WiFi. Recommended!"

* University Technical College

4. RSBU's major project delivery last year demonstrates the breadth of products and geographies the business covers



*1 © 2019 SEIBU Railway Co., LTD.

*3 © 2019 Central Japan Railway Company

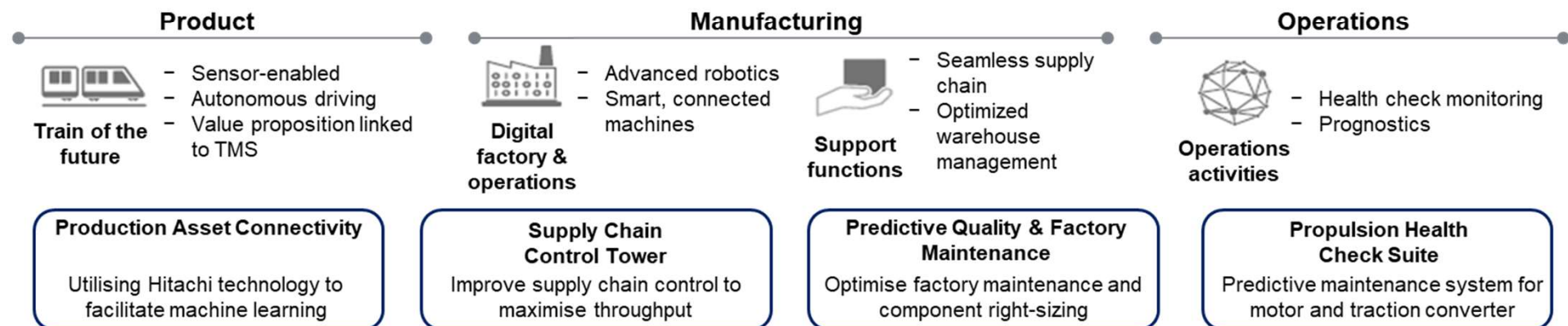
*2 © 2019 OSAKA MONORAIL CO., LTD.

*4 © 2019 East Japan Railway Company

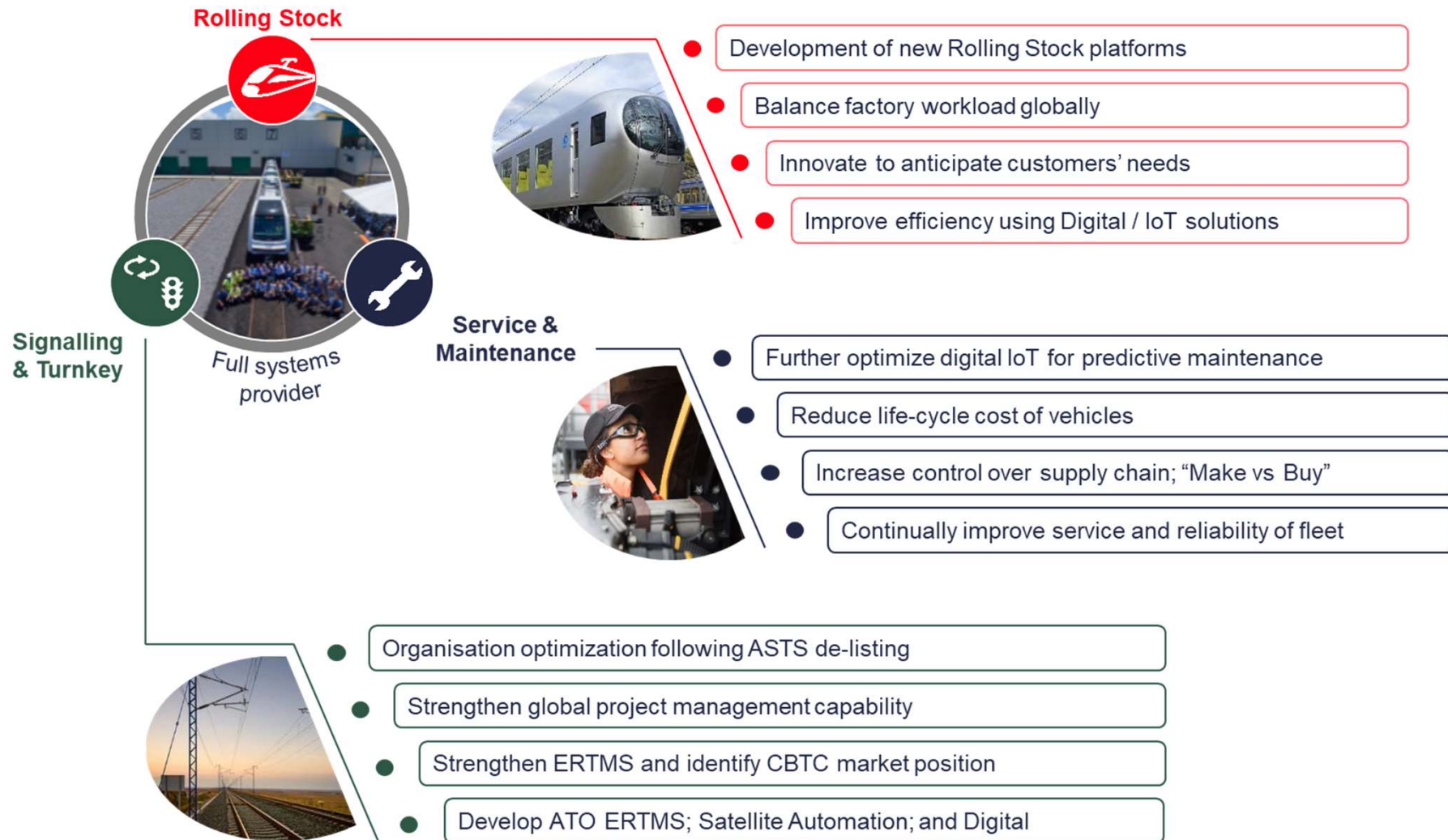
5. Utilising Hitachi technology for digital solutions to improve processes and create new revenue streams



FY2019 Pilots to Improve Operational Efficiency



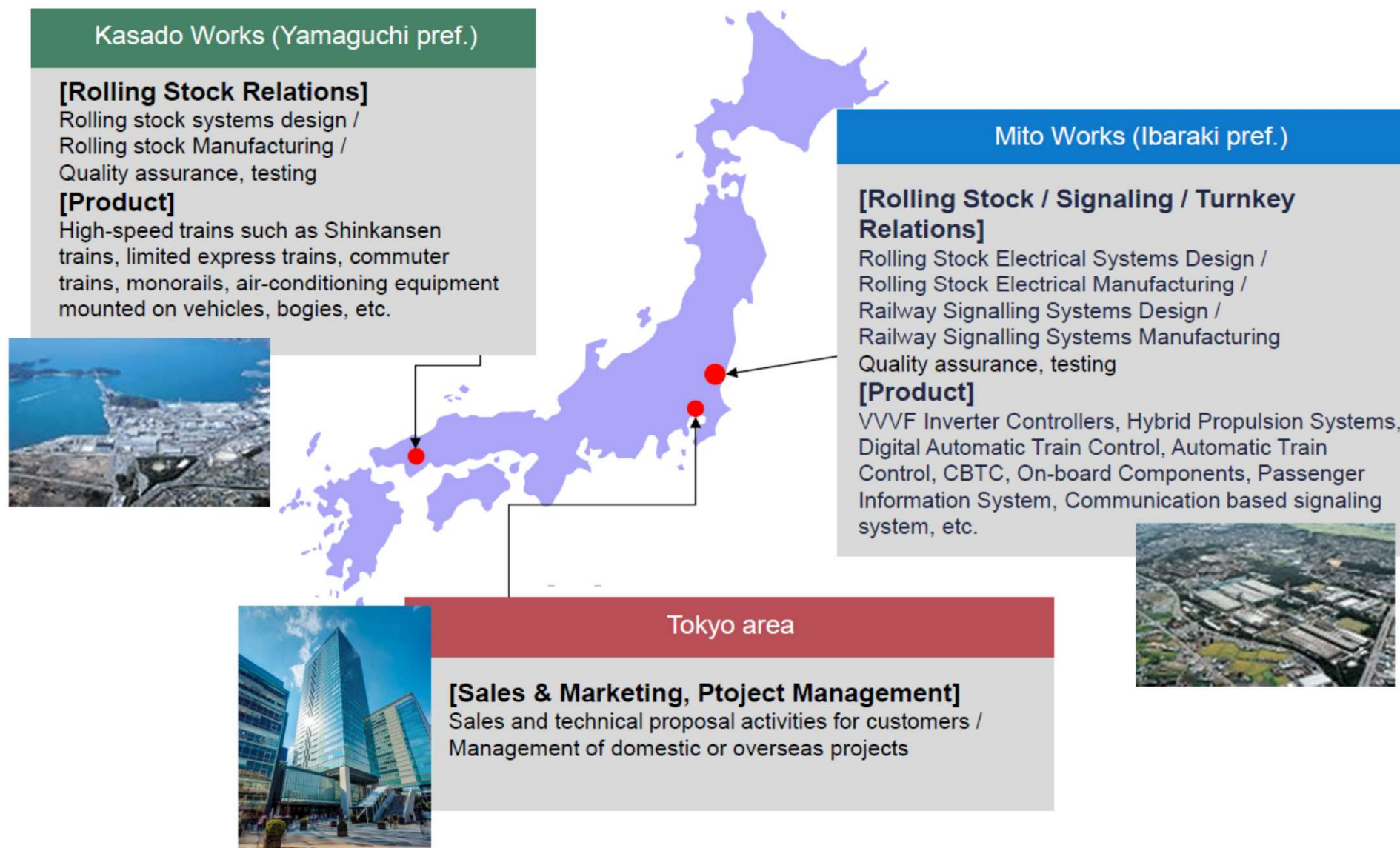
6. Investment in core products and technology will enhance RSBU's offering for customers, and increase competitiveness



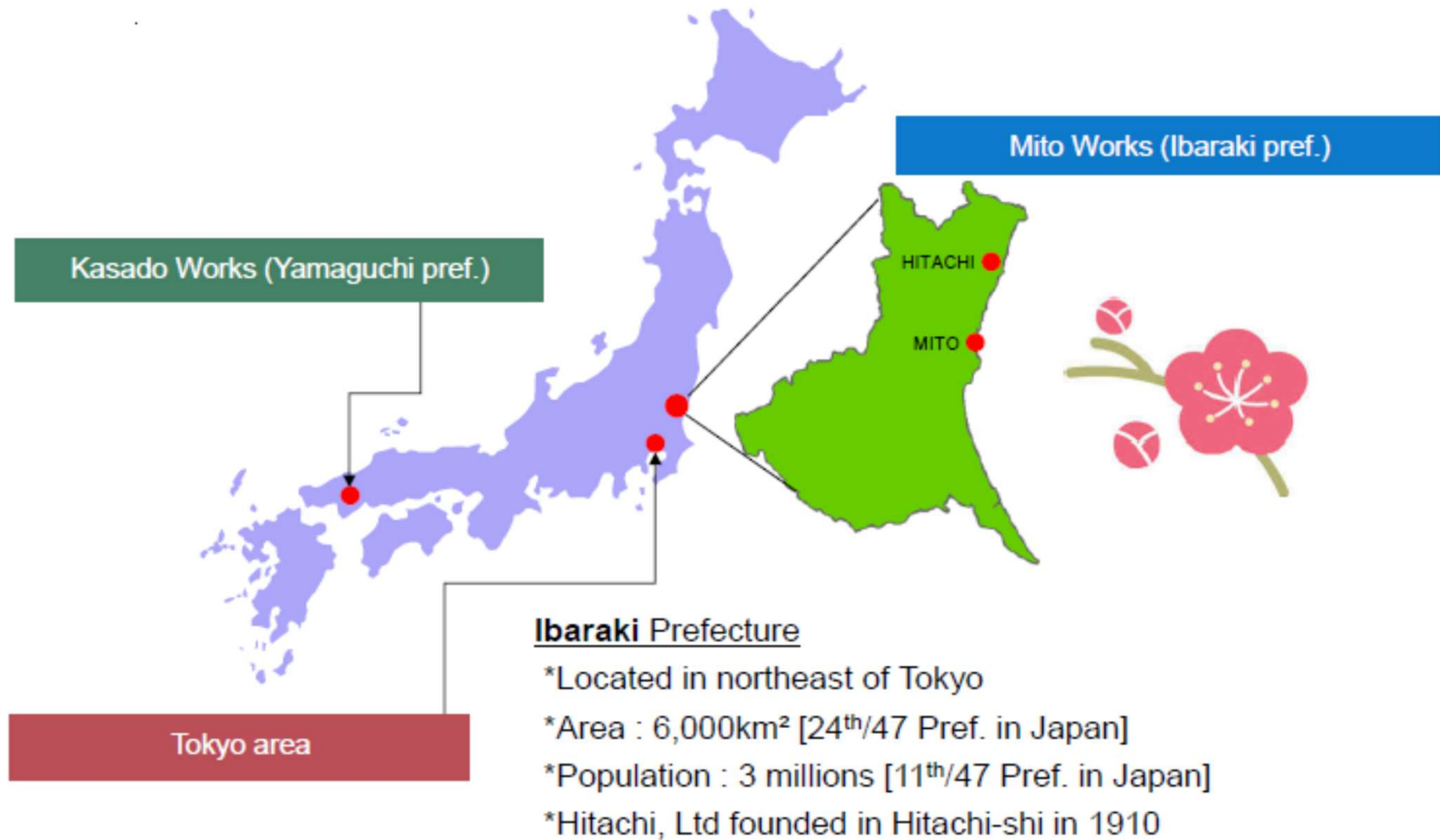
7. Targeting continued growth through strong customer relationships in core markets, and expansion in new geographies

Americas	EMEA	Japan & APAC
Key Facts <ul style="list-style-type: none"> – FTEs – 933 – 3 manufacturing sites – 10% of revenue <div>   </div> <p>Baltimore, USA Lima, Peru</p> Strategic Priorities <ul style="list-style-type: none"> Increase engineering capacity to facilitate growth Enhance S&M presence and establish local bases Target wins in Turnkey PPP and CBTC markets Actively seek the right M&A opportunities 	Key Facts <ul style="list-style-type: none"> – FTEs – 8,322 – 6 manufacturing sites – 62% of revenue <div>   </div> <p>London, UK Riyadh, Saudi Arabia</p> Strategic Priorities <ul style="list-style-type: none"> Entry into UK Signalling and IoT market Expand Services revenue in UK & Italy Target 'jumbo' turnkey projects in Middle East Balance factory loading 	Key Facts <ul style="list-style-type: none"> – FTEs – 4,377 – 2 manufacturing sites – 28% of revenue <div>   </div> <p>Tokyo, Japan Taipei, Taiwan</p> Strategic Priorities <ul style="list-style-type: none"> Maintain and strengthen order intake in Japan (e.g. TMS/CBTC, Shinkansen) Group-wide collaboration on Signalling, TMS, IoT and Digital Continue to develop and deliver cutting-edge technologies (e.g. automation, traction, battery)

8. Office in Japan



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9. Office in Japan

Mar. 31 2018

ESTABLISHED	1940	
SHOP AREA	• TOTAL GROUND AREA	462,600 m ²
	• WORK-SHOP AREA	189,700 m ²
COMPANY	• Hitachi, Ltd. Building Systems Business Unit • Hitachi Building Systems Co., Ltd.	• Hitachi, Ltd. Railway Systems Business Unit
NUMBER OF EMPLOYEES	1,085	810
MAIN PRODUCTS	• Elevators • Escalators • Moving Walk	• Traction System • Signalling System • Train Control and Monitoring System • Traffic Management System • DC-Switchgear • Control Equip. for Railway Power Supply
PRODUCTIVE CAPACITY (MONTHLY)	• Elevator 600 • Escalator 80	• Traction System, On-board Signalling System 130 set • Train Control and Monitoring System 10 set • Traffic Management System 1 syst. • Passenger Information System 7 sta. • Ground Side Signalling System 5 sta. • DC-Switchgear for Railway Power Supply 5 set. • Control Equip. for Railway Power Supply 15 pcs.
PRODUCTION RECORDS () ; Exported	• Elevator 300,708 (29,462) • Escalator 44,947 (10,346)	• Electric Locomotive 2,474 set (687 set) • Traction System, On-board Signalling System, Train Control and Monitoring System 51,092 set (9,228 set) • Traffic Management System 95 syst. • Passenger Information System 735 sta. • Ground Side Signalling System 439 sta. • DC-Switchgear 4,273 set. • Control Equip. for Railway Power Supply 1,670 pcs.

10. Products



Hitachi Social Innovation is

POWERING GOOD

世界を輝かせよう。