

Message from Mr Kojin Nakakita



Chairman, Hitachi Asia Ltd.

Dear Colleagues,

Season's Greetings!

The new year is always a good time for us to reflect on the past year's successes and failures. And as we enter the fourth quarter of FY2017 and prepare to welcome FY2018, let us look at all the lessons from FY2017 and learn positively from them.

Last Christmas, I had the opportunity to participate in the annual Orchard Road Christmas Light-Up in Singapore. We celebrated Hitachi's 27th year of sponsoring the Christmas Light-Up and I was proud to have been a part of it. In line with the annual Christmas event, Hitachi went further and hosted a group of children from selected beneficiaries at the Christmas Village, held outside Ngee Ann City. These children were treated to an afternoon of fun at the village where they each received a goodie bag, courtesy of Hitachi employees. This event was opened to the Hitachi Group of Companies in Singapore and response was overwhelming. Being a part of such an event warmed my heart as we came together as One Hitachi to give back to the community in which we serve.

FY2018 will be the final year of the 2018 Mid-term Management Plan. While Hitachi's financial results in the first half of FY2017 was positive, we must continue to press on in order to achieve our targets.

In March, I will be in Korea for the PyeongChang Olympics and Paralympic Winter Games 2018. I have been coaching the Japan National Para Ice Hockey Team for the past 16 years. Para Ice Hockey is a dynamic competitive sport for disabled people where the unity of the team is showcased through each game. The opportunity to coach the national team is a constant reminder that teamwork is imperative, whether in a company like Hitachi or in sports like ice hockey. As such, let me reiterate the importance of teamwork and my definition of teamwork:

T – Together
E – Everyone
A – Achieves
M – More

It is on this note that I urge each and every one of you in Hitachi not to despise your individual work. As I have mentioned before, each one of us have different gifts and talents to offer. Together, we are Team Hitachi and even the smallest task will propel us to achieve our targets for the 2018 Mid-term Management Plan. It is important that you act independently to represent Hitachi, while at the same time align your direction with the team, in order to maximise the team's strength. This unity, as we often term as "One Hitachi", is what will enable us to compete globally and emerge as one of the top companies in the world.

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I believe that as long as we work together as one when approaching issues, we will be able to see these issues in totality, and propose solutions that will improve the quality of life for people in each region. I look forward to greater results and a far more superior year in FY2018.

Hitachi Construction Machinery Thailand Co., Ltd. Hands Over 9 Units of the EX2600E-6LD to Sahakol Equipment Public Company Limited.



Mr Tatsuro Ishizuka addressing the audience at the handover ceremony.

On 7 December, Hitachi Construction Machinery (Thailand) Co., Ltd (HCMT) handed over 9 units of the EX2600E-6LD Mining Shovel model to Sahakol Equipment Public Company Limited for their coal mining operation in Maemoh, Lampang province. The handover ceremony was a great success with special attendance by Mr Banpot Theeravas, Deputy Governor of Electricity Generating Authority of Thailand (EGAT); Mr Noppun Muangkote, Chairman of Executive Committee of Sahakol; and Mr Tatsuro Ishizuka, Chairman, Executive Officer and Director of Hitachi Construction Machinery Co., Ltd (HCM).

These 9 units of the EX2600E-6LD will be utilised for the EGAT Project No. 8 which is a 10-year project awarded to Sahakol by EGAT. The handover ceremony marked the second largest delivery of Electric Mining Shovel to EGAT's Maemoh mine - the biggest open pit mine in Thailand which commenced its mining operation since 1972.

HCMT first delivered the electric shovel, EX2500E to EGAT's Maemoh mine in 1995. After 22 years, the machine is still in full operation at the Maemoh mine which proves the quality and durability of the Hitachi mining shovel. Furthermore the new Dash-6 model with added features such as Intelligent Multi-Function Display, Controller Area Network, New Cabin and Frame Box design etc., will ensure that the EX2600E-6LD will give superior performance.

The excellent after-sales support from HCMT to customers is one of the reasons why HCMT is able to continuously sustain the number one market share of mining excavators in the Thailand market.



- 1 Group photo of the handover ceremony. From left: Mr Vithavat Sirison, Chief Operating Officer (COO) of Sahakol; Mr Sasavat Sirison, Chief Executive Officer (CEO) of Sahakol; Mr Banpot Theeravas; Mr Noppun Muangkote; Mr Tatsuro Ishizuka; Mr Shunya Hashimoto, Managing Director of Hitachi Construction Machinery Asia & Pacific Pte Ltd; Mr Makoto Shiraishi, Managing Director of HCMT; and Mr Amnat Piyajittra, COO of HCMT.
- 2 Sahakol management, Mr Sasavat and Mr Vitavat together with HCMT management, Mr Shiraishi and Mr Amnat being interviewed by the media.

Outreach Programme for Promoting Safe Use in Lifts and on Escalators Goes Public!

On 15 October, Hitachi Elevator Asia Pte Ltd. (HEA) held its first public programme for its Corporate Social Responsibility (CSR) Campaign: Outreach Programme for Promoting Safe Use in Lifts and on Escalators Amongst Children. It was held in conjunction with the Land Transport Authority (LTA)'s Downtown Line 3 Open House at Kaki Bukit Station, with two shows scheduled that day.

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This public programme marked HEA's first show under the Singapore Lift and Escalator and Manufacturers Association's (SLECMA) collaboration with the Building and Construction Authority (BCA), an agency under the Ministry of National Development (MND), along with the support of the Singapore Kindness Movement (SKM).

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The crowd at the new station open house.

HEA's CSR Campaign started due to an increasing number of incidents relating to lifts and escalators in Singapore, especially amongst children. HEA was committed and took a stand in hopes of preventing more incidents through this programme, which was delivered as a show-and-tell with interactive songs. The programme's pilot run was first held on 31 August 2015, with the target audience being lower primary school students (Primary 1 – 3). Since then, more than 52 runs have been completed, reaching out to over 40,000 students in more than 40 primary schools.

As this outreach programme received very positive feedback, HEA decided to spread the messages of safety to more people, particularly pre-school children. Together with SLECMA, BCA, and SKM, HEA was able to bring the programme to a much wider audience. Since the first show on 15 October, HEA has been in talks with BCA to continue bringing the show to the general public. To date, more than five shows have been held in shopping malls around Singapore, with more underway.



The skit was able to engage little children who readily volunteered to be "actors".



Overall, the skit was very entertaining and held the attention of both adults and children within the short 15 minutes.

Hitachi Elevator Philippines Corporation's New Service Centre Opens at Quezon City



The new service centre located at Quezon City.

The happy occasion started with a ribbon cutting ceremony initiated by Mr Johnny Yeo, President of HEP, together with Mr Tetsuro Ono, Vice President of HEP, and Mr Ricardo Roxas, Maintenance Manager of HEP.

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One of the key messages by Mr Yeo was about "health and success". His message focused on HEP's commitment to serve customers by ensuring quality and safety. Employees' dedication to respond quickly to customers' needs can often translate to a more successful partnership between Hitachi and customers where both may co-create better and more solutions in the near future.

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From left: Mr Tetsuro Ono, Mr Johnny Yeo and Mr Ricardo Roxas jointly cutting the ribbon.



The HEP team who attended the opening ceremony.

In a bid to reach out to more customers, much efforts have been made to make Hitachi Elevator Philippines Corporation (HEP) more accessible. On 8 December, HEP launched a new service centre in one of the most bustling commercial and business districts in Quezon City. The opening ceremony was attended by HEP's top executives, management team and the engineering maintenance team.

Hitachi Universal Design Educational Programme 2017

The annual Hitachi Universal Design Educational Programme (UDP) was held on 25 October at the Library Hall of SMK Cochrane Kuala Lumpur. In its sixth year running, the aim of the UDP is to create awareness and to spur creative thinking amongst young students on the importance of product design that would improve the quality of lives for people, especially those who are physically challenged.

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This year, the Hitachi Group of Companies in Malaysia played host to a total of 48 Form Three students and two teachers. There were seven representatives from the Hitachi Group.

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The programme started with an introduction of Hitachi and its Group of Companies in Malaysia, followed by highlighting the importance, concept and elements of universal design. Thereafter, the students were split into six teams. Each team was then tasked to design an item, and present their ideas to the floor.

Students were encouraged to think about:

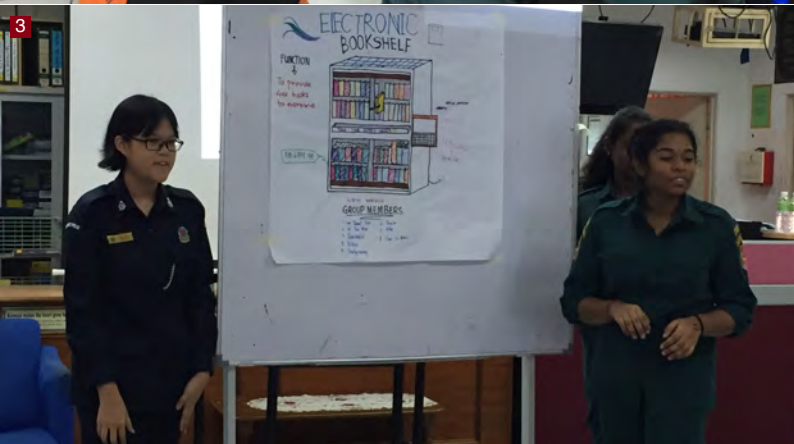
- Their plan to design products, objects, signs, buildings and services in a creative way.
- The aesthetics and functionality of the product
- Product design that is user-friendly for everyone, regardless of age, gender, cultural background or physical condition.



Students deep in discussion.

One team presented a robot with a solar energy panel, complete with different types of sensor, speaker, and a global positioning system (GPS) which would help the visually-impaired to be more independent. All the presentations attracted many questions from the other groups members.

The UDP was clearly a good platform that encourages students' thinking process. Through this programme, it is evident that the younger generation can think of out-of-the-box ideas when given the opportunity to express their creativity and Hitachi hopes to continue supporting this programme.



- 1 Ms May Chong (extreme left), General Manager of Hitachi Asia (Malaysia) Sdn. Bhd. represented the Hitachi Group of Companies in Malaysia at the UDP.
- 2 A group photo of all the participants. 3 Some of the ideas presented were very creative.

Inspiration of the Year Global Award 2017 – Southeast Asia Region Commendation Ceremony

On 10 November, Chairman of Hitachi Asia Ltd. (HAS), Mr Kojin Nakakita played host to the Inspiration of the Year Global Award (IYGA) 2017 - Southeast Asia Region Award Ceremony.

In all, there was a total of 32 entries from 18 companies in the SEA region, and six winners were honoured at the ceremony. More than 50 attendees consisting of representatives from the winning teams, and fellow colleagues from the Hitachi Group of Companies witnessed the event.

Due to time constrain, the top three winners were given the opportunity to present their winning projects to the audience in hope of inspiring more quality entries in the next IYGA 2018. Chairman Nakakita presented the trophies and certificates to all winners.

Prize	Company Name	Entry Title
Grand Prix Prize	Hitachi Asia Ltd. - Philippine Branch	Game Changing Marketing Strategy that Revived Hitachi Power Transformer Business in the Philippines after a 50-Year Stagnation
Second Prize	Hitachi Asia Ltd.	Green Building Innovation Cluster – National Building Energy Efficiency Repository
Third Prize	Hitachi Asia Ltd.	Smart Surveillance System at Health Sciences Authority (HSA)
Special Prize	Hitachi Infrastructure Systems (Asia) Pte. Ltd.	Energy Saving and Security Solutions at Northpoint City Mixed Development Project
Special Prize	Hitachi Consulting Singapore Pte. Ltd.	hybris e-Commerce Implementation for Razer Inc.
Special Prize	Hitachi Terminal Solutions (Thailand) Co., Ltd.	Achievement over 1,300 units of Hitachi Brand Cash Recycle ATM order in Thailand Market.

At his closing speech, Chairman Nakakita highlighted on the importance of working together as One Hitachi and further encouraged everyone to promote the Hitachi brand through this award.

All winners were invited to the Orchard Road Christmas Light-Up Ceremony in Singapore the following day and witnessed the transformation of Orchard Road with the lights sponsored by Hitachi for the 27th year running.

To view the event day video, please click here: <https://www.youtube.com/watch?v=hbkIjN8usHU>

The "Inspiration of the Year" started as a brand award in 2003 to promote the Hitachi brand within Hitachi and its Group of Companies. Since 2012, local screenings were held in each region to enhance awareness of the scheme outside of Japan. Many activities that contributed to improving Hitachi's brand value were seen, as well as activities that embody the Hitachi Group Identity. Each region, namely China, Europe, India, Japan, Southeast Asia, and the United States have since selected their respective winners. Over the past five years, the Southeast Asia (SEA) region has received over hundreds of high-quality entries, and all of these entries are testament to the "One Hitachi" spirit.



Grand Prix Winner: Ms Lourdes Yap (centre), Director of Sales and Marketing, and Ms Johanna Uy (left) from Hitachi Asia Ltd. Philippine Branch receiving the mock boarding pass from Chairman Nakakita (right). Lourdes is the new and first female brand ambassador in this region where she will endeavour to promote the Hitachi brand through her daily work.



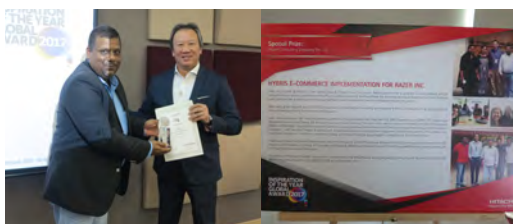
2nd Prize winner: Mr Billy Tjong (right), Senior Executive, ICT, Hitachi Asia Ltd. together with his team. This project was a collaboration between ICT and R&D.



3rd Prize winner: Ms Wong Jingwen (second from right), Executive, Social Innovation Business Unit (SIBU), Hitachi Asia Ltd. together with her fellow team members. Similarly, this project was also a collaboration between ICT and SIBU.



Special Prize winner: Mr Han Tze Yuan representing Hitachi Infrastructure Systems (Asia) Pte Ltd.



Special Prize winner: Mr Vaibhav Gupta representing Hitachi Consulting Singapore Pte. Ltd.



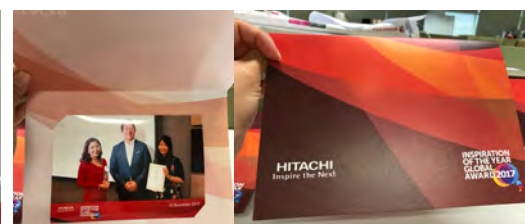
Special Prize winner: Mr Jiamburapalert Ekkarat representing Hitachi Terminal Solutions (Thailand) Co., Ltd.



Group photo of all the winners.



There was a mini exhibition of the winning projects at the ceremony.



This year, a specially designed photo sleeve with the winners' photo was printed and given to each winner as a memento of the IYGA 2017.

Hitachi Sponsors the Orchard Road Christmas Light-Up 2017 in Singapore and Plays Santa to Selected Beneficiaries!



Christmas Light-Up along Orchard Road.

The yuletide season saw Singapore's favourite shopping street transformed into an enthralling world of enchanting galaxy from 11 November to 1 January!

Stretching from Tanglin Mall shopping centre to Plaza Singapura, the 2.88 km was, as suggested by this year's theme, an "Endless Wonder" of fun and fantasy where visitors immersed into a different world. This year was the first time that the Christmas lights were turned on earlier at 3pm, instead of 6.30pm, allowing visitors along Orchard Road to have a different experience to enjoy better day effects of the Christmas lights. Each of the 1,200 hanging globes that were strung on trees consisted of coloured fabric intertwined with LED fairy lights.

For the 27th year running, Hitachi was delighted to sponsor the iconic Christmas Light-up in Singapore. The Christmas Light-up reflects Hitachi's commitment to the Singapore community as a responsible corporate citizen where the yearly donation tied with the Christmas Light-Up further showcases Hitachi's commitment to contribute back to the society.

The switch-on ceremony took place at Orchard ION on 11 November where it was officiated by President Halimah Yacob, Singapore's new President. This year, Mr Kojin Nakakita, Chairman for Hitachi Asia Ltd., represented the Hitachi Group of Companies in Singapore to present a cheque of S\$230,000 to President Halimah and Mr Philip Tan, Chairman of Community Chest, the fund-raising arm of the National Council of Social Services. The Hitachi Group has been one of the major donors for the past 27 years, and these funds are used for empowering families in need.

Chairman Nakakita, together with President Halimah and other distinguished guests initiated the light-up where more than 200 double-sided lampposts inscribed with Hitachi's Corporate Statement logo were immediately lighted.

In addition to the celebrations this year, Orchard Road debuted its Christmas Village, located at Ngee Ann City Civic Plaza from 25 November to 25 December where Hitachi sponsored a Santa House. Hitachi played Santa to selected beneficiaries at the Christmas Village on 8 December.

Jointly organised by Orchard Road Business Association (ORBA) and Community Chest, these selected children beneficiaries together with their family members were invited to the village for an afternoon of fun where the village was closed exclusively for this event.

The beneficiaries enjoyed unlimited free rides, free food, performances and photo opportunities with Santa at Hitachi Santa House. Everyone received a goodie bag that was put together by Hitachi staff. As Hitachi faithfully spreads the Christmas cheer through 27 years of sponsorship, Hitachi hopes to affirm its commitment to the community by co-creating solutions with stakeholders to improve the sustainability and quality of life for Singaporeans.

To watch the CLU Ceremony that took place on 11 November 2017, please click here: <https://www.youtube.com/watch?v=z0aNBf BXtw>

To view the video on *Hitachi Plays Santa*, please click here: <https://www.youtube.com/watch?v=l20flr5mmFE>



Left: Hitachi staff from various GOCs came together as One Hitachi and volunteered their time to pack goodie bags for children and guardians.

Right: Chairman Nakakita and Managing Director of HAS, Mr Kosuke Horiuchi (left) also took time off their busy schedules to help out in this meaningful event.



Left: Representing the Hitachi Management on the event day, Mr Atsushi Konno, General Manager of the Corporate Communications Group welcomed everyone.

Right: This was followed by Ms Clarice Tan, Corporate Communications Manager, giving the administrative and safety instructions.



Hitachi's Santa House where Santa Claus was available for photography at selected timings.



Left: Distribution of goodie bags took place towards the end of the event.

Right: This event concluded successfully as the various Hitachi Group of Companies came together as One Hitachi.

1 Mr Nakakita presenting a cheque of S\$230,000 to President Halimah.

2 Mr Kosuke Horiuchi, Managing Director of Hitachi Asia Ltd., received a commemorative gift from Mr Desmond Lee, Minister for Social and Family Development.

3 The 12-metre-high main arch is the tallest in history.

4 Lampposts inscribed with Hitachi's Corporate Statement logo

Hitachi Social Innovation Forum 2017 JAKARTA and KUALA LUMPUR

November marked a busy month for Hitachi's flagship event, the Hitachi Social Innovation Forum (HSIF). Two events were held on 8 and 30 November, at Raffles Jakarta and Shangri-La Hotel, Kuala Lumpur, respectively. Both events attracted over 620 guests.

Following the first successful inception of HSIF in both capitals in previous years, both HSIFs in November were the second rendition in Jakarta and Kuala Lumpur. Guests were able to develop a better understanding of Hitachi's Social Innovation Business and better comprehend Hitachi's continued endeavour in supporting the national push towards becoming a smart and sustainable economy. Essentially, both forums showcased Hitachi's Social Innovation achievements in the global market through hosted seminars, exhibitions and panel discussions which holistically outlined how Hitachi can address a range of challenges through collaborative co-creation.

Hitachi Social Innovation Forum 2017 JAKARTA



Mr Takashi Ikematsu, President Director, PT. Hitachi Asia Indonesia, delivering his welcome speech.



Ms Maritje Hutapea, Director of Various New Energy and Renewable Energy, Minister of Energy and Mineral Resources, graced the event as Guest-of-Honour.



Mr Kozo Honsei, Deputy Chief of Mission, Embassy of Japan in Indonesia, delivering a guest speech.



Mr Sahat Parulian, Assistant Deputy Governor for Industry and Trades, The Provincial Government of Special Capital Region of Jakarta, delivering a guest speech.



Mr Teruo Nakamura, Senior Technology Evangelist, Service Producing Division, Service Platform Business Unit, Hitachi, Ltd., delivering a presentation on IoT.



From left: Mr Teruo Nakamura, Mr Takashi Ikematsu, Ms Maritje Hutapea, Mr Kozo Honsei and Mr Sahat Parulian posing for a group photo.



Panel discussions delved into solutions for power and energy infrastructure development associated with economic growth, as well as urban innovation.



Guests expanding their understanding of Hitachi's Social Innovation Business at the exhibition area, through quality interactions with Hitachi executives.

To find out more about HSIF-JAKARTA, please click here: <http://www.hitachi.co.id/eng/about/hitachi/activities/hsifjkt2017/index.html>

Hitachi Social Innovation Forum 2017 JAKARTA and KUALA LUMPUR

Hitachi Social Innovation Forum 2017 KUALA LUMPUR



Dato' Ng Wan Peng, Chief Operating Officer, Malaysia Digital Economy Corporation (centred) exchanging name cards with Mr Hiroyuki Orikasa, Minister Counsellor, Embassy of Japan, Malaysia (left) and Mr Chew Huat Seng, Managing Director, Hitachi Asia (Malaysia) Sdn. Bhd. (right) upon arrival.



Dato' Ng Wan Peng, giving a keynote speech on behalf of YB Dato' Sri Jailani Johari Deputy Minister, Ministry of Communications and Multimedia Malaysia.



Mr Hiroyuki Orikasa delivering a guest speech.



Panel discussion featuring the benefits and challenges in the adoption of IoT and Malaysia's Industry 4.0.



Mr Andrew Hamilton (right), Global Client Partner, Hitachi Consulting, elaborating on key ideas during the panel discussion.



Mr Chew Huat Seng, Managing Director, Hitachi Asia (Malaysia) Sdn. Bhd., giving a closing speech.



Guests crowding around the foyer area to view the exhibition.



Hitachi staff explaining mock-up details to guest.



Speaker Mr Julian Ang Chun Liang, Senior Technical Manager, Social Innovation Business Unit, Hitachi Asia Ltd., networking with guests during the cocktail reception.



Guests expanding their understanding of Hitachi's Social Innovation Business at the exhibition area, through quality interactions with Hitachi executives.



To find out more about HSIF-KUALA LUMPUR, please click here: <http://www.hitachi.com.my/about/hitachi/activities/hsifkl2017/index.html>

Meralco Technology and Innovation Summit 2017: Journey to Tomorrow



Hitachi's highly engaging booth setup complete with the LED wall, hologram and interactive touchscreen displays.

In its third year running, the Meralco Technology and Innovation Summit (MTECH) 2017 successfully concluded after a three-day event on 24 November. The much awaited annual event recorded many guests such as top management from Meralco and its Group of Companies, engineers, business partners, and academe.

The theme "Journey to Tomorrow" is part of Meralco's initiative to highlight and showcase various technology solutions from selected business partners as the company embarks on digital transformation and customer experience. This year, Meralco featured various ICT solutions in partnership with selected technology partners globally on smart cities, customer interaction, distribution technology and digital workplace.

In line with the theme, Hitachi promoted various technologies for ICT, Power and Energy, Infrastructure and Industrial sectors and further highlighted Lumada, Energy Storage Solutions, Artificial Intelligence (AI) through an LED wall and interactive touchscreen displays. Hitachi creatively featured the AI technology of EMIEW 3 robot over a hologram display which served both as an introduction of AI and a teaser of Hitachi's presentation topic for the MTECH 2017 Forum. This year, Hitachi was one of the Platinum Sponsors of the MTECH as it hopes to further enhance the Hitachi's corporate branding in the Philippines.

Throughout the three day event, Hitachi's executives - Mr Mitsuhiro Shimizu, General Manager of Hitachi Asia Ltd. Philippine Branch; Mr Yutaka Sano, Chief Lumada Officer – Energy Business Unit and Department Manager, Energy Solutions Business Unit of Hitachi, Ltd.; as well as Dr Kazuo Yano, Corporate Officer and Corporate Chief Scientist of Hitachi, Ltd. – took turns to present on Hitachi's Social Innovation Business. In particular, Dr Yano presented on, "Artificial Intelligence: How It will Change Society" which was well-received by the audience.

Hitachi also took this opportunity to concurrently organise high-level business meetings at the MTECH with Meralco's top management and key officers to discuss upcoming project collaborations. The MTECH 2017 received strong support from Hitachi Ltd.'s Chief Lumada Officer for Power Business Unit and General Manager, Global Planning Operations Division – Planning and Business Development, Power Business Unit, Mr Yutaka Kimura as well as other Japanese executives.

The MTECH is one of the many avenues that Hitachi's 50 years of business relations with Meralco of First Pacific and Metro Pacific Group of Companies is continually being revived and intensified. Through MTECH, Hitachi hopes to co-create Social Innovation and transform the future of the Philippines together with Meralco.

To view more happenings at the MTECH 2017, click on the link below to access the Meralco MTECH Youtube Channel: https://www.youtube.com/channel/UCUtz-rxLQqIV0S5Qh_XJmEQ



MTECH 2017 Forum panel discussion with Meralco's Chief Technology Advisor, Mr Gavin Barfield (second from left).



Dr Yano (centred) receiving the plaque of appreciation by Meralco's Chief Technology Advisor, Mr Gavin Barfield (left) for being one of the distinguished forum speakers at the MTECH 2017.



Engaging presentation by Dr Yano on "Artificial Intelligence: How It will Change Society".



Mr Oscar S. Reyes (left), President and CEO of Meralco presenting the Certificate of Appreciation for Hitachi's Platinum Sponsorship and participation in MTECH 2017 to Mr Shimizu (second from left).



Discussion between Mr Reyes (left) from Meralco and Mr Takayuki Hisada (centred), Manager of Energy Solutions Business Unit, Hitachi Ltd. on EMIEW 3 hologram display featuring Hitachi's AI technology.

Interview with Mr Min Lagon Aine, Business Development Manager, Hitachi Asia Ltd. Myanmar Branch



Winner of Nearest Pin, Min Lagon Aine, Business Development Manager, Hitachi Asia Ltd. Myanmar Branch.

1. Tell us a little about what you do.

I am the Business Development Manager at Hitachi Asia Ltd. Myanmar Branch (HAS-MM). I have two key roles to play on a day-to-day basis. Firstly, I share my experiences with the local staff and ensure that they understand how to do international business. Simultaneously, I also help to expand the Social Innovation Business (SIB) for Hitachi.

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In Myanmar, tendering is a very competitive process. To avoid price competition, we look into becoming consultants and solution providers instead by addressing end users' challenges. This allows us to penetrate better into the market.
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2. What is the most interesting thing that happened in your career with Hitachi?

Since I have been with Hitachi for a little over a decade now, I actually have a lot of answers to this question. If I have to choose one, it will be when I went for the Global Leader Workshop (GLW) programme in Japan. During that trip we visited Hitachi City where I saw the 5 Horsepower Induction Motor created by Hitachi's Founder, Mr Namihei Odaira for the first time in my life. Seeing the relic overwhelmed me with pride and I felt very privileged to be part of Hitachi. It humbled me to know that one man's dream of serving societies' needs can be transformed into one of the biggest companies in the world today.

3. What are you most looking forward to this year?

We have a few exciting SIB projects coming up. Traffic Management System and Geospatial Mapping System are two projects that we are currently working on now. We believe that our technical know-how will contribute to Myanmar's growth.

On a personal level, I hope to improve my golfing skills. Many business people play golf because you get to spend a minimum of five hours with the customer. This is a good way to know your customer better, and the reason why I want to improve on it.

4. What is your philosophy in life?

You have to think big to make it big, and perseverance yields success.

5. Prior to your current post in Myanmar, you worked for a decade in Singapore. What are some of the key differences between the two countries?

The culture is drastically different. Burmese are very friendly and they smile a lot as compared to Singaporeans. Singaporeans pride themselves in getting things done efficiently whereas the pace of life is much slower in Myanmar. I think we have a lot to learn from each other.

One significant change that I had to make is to be more patient.

6. What is your favourite traditional local delicacy in Myanmar?

It has to be *Nan Gyi Thoke* from Rangoon Tea house.



Wine tasting at a vineyard in Virginia.



Mott MacDonald Singapore's charity golf event 2016 for The Straits Times School Pocket Money Fund with HIA colleagues in Singapore.



Lagon's favourite Nan Gyi Thoke from Yangon Tea House.

Company Feature: Hitachi Automotive Systems Asia, Ltd.

Selected Country: Thailand

In January's issue, we feature Hitachi Automotive Systems Asia, Ltd. (HIAMS)AS. The company is the regional headquarter (RHQ) of Asia, and produces high quality automotive parts and supplies these spare parts to several renown car makers such as Toyota, Nissan, GM, Ford and so on. HIAMS does not make cars, but they power everything inside a car.

Company Background

(HIAMS)AS is located in Bangkok, Thailand. In all, there are six group companies in the Asia region:

1. Hitachi Automotive Systems Asia, Ltd.: (HIAMS)AS-GW (Thailand)
2. Hitachi Automotive Systems Chonburi Ltd.: (HIAMS)AS-TC (Thailand)
3. Hitachi Automotive Systems Korat Ltd.: (HIAMS)AS-TK (Thailand)
4. Hitachi Automotive Systems (India) Pvt. Ltd.: (HIAMS)AS-IN (India)
5. PT Hitachi Automotive Systems Indonesia: (HIAMS)AS-IB (Indonesia)
6. Hitachi Automotive Systems Singapore Ltd.: (HIAMS)AS-SN (Singapore)

Under the HIAMS Group, the other regions include Japan, China, America, Mexico, Europe and Asia.

Product(s)

HIAMS pride themselves on their main product offering – Shock Absorbers, which operate under the brand name TOKICO. TOKICO is the trademark of Hitachi Automotive Systems, Ltd. where it provides the same high quality products worldwide, regardless of the country of manufacture.

The reason the company is able to maintain the same high quality products worldwide is due to three keywords:

1. Perfect fit
2. Perfect performance
3. Durability

Did you know that the Twin Tube Shock Absorber (Gas Type) was originally developed by TOKICO as the first in the world? This absorber gives better vehicle control and quieter operation by eliminating cavitation. All shock absorbers produced by HIAMS are put under rigorous durability testing before the product is deemed suitable for use.

Future Goals of (HIAMS)AS

Currently, (HIAMS)AS is the leader in quality within the HIAMS Group.

In order to maintain their market leadership in Asia, (HIAMS)AS aims to continually strengthen and improve on customer's trust in Hitachi's products and quality. To achieve this, (HIAMS)AS promoted the RHQ Quality Assurance (QA) Division and QA Cross Function Team (CFT) so that members of CFT will come from the QA departments of each company in (HIAMS)AS Group.

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In this way, members are given the opportunity to learn from one another, work together and support each other despite their cultural differences in order to further improve on quality in each (HIAMS)AS company.

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Achievements

As a whole, the HIAMS Group received a total of 29 awards in FY2017. (HIAMS)AS alone accounted for 11 awards for Customer Quality. So far, this is the highest record within the entire HIAMS Group globally and it is worth commending.

Other achievements include:

1. (HIAMS)AS-TC receiving zero customer line claim continually for 50 months (from 21 September 2013 until present).
2. (HIAMS)AS-TK is leader of quality in (HIAMS) Drive Control Systems (DCS) Division
3. (HIAMS)AS-TC and (HIAMS)AS-GW received the FY2017 (HIAMS) President Quality Prize from Mr Hideaki Seki, Chief Executive Officer and President of (HIAMS) in December 2017.

In conclusion, the (HIAMS)AS Group in Asia will continue to work hard to strengthen and establish the HIAMS Brand to become the highest quality globally.



Hitachi Automotive Systems Chonburi Ltd. (HIAMS)AS-TC received the "2016 GM Supplier Quality Excellence Award" from General Motor Thailand Co., Ltd.



Hitachi Automotive Systems Asia Ltd. (HIAMS)AS-GW received the "Excellence in Zero Defect in FY2016" from Mitsubishi Motor Thailand Co. Ltd.

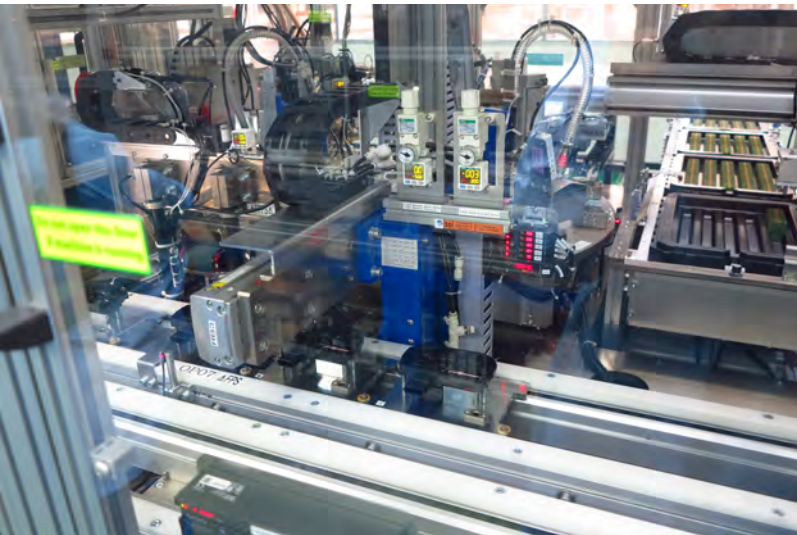


Hitachi Automotive Systems Korat Ltd. (HIAMS)AS-TK received the "Achievement of no customer claim in 6 months (2nd budget in FY2016)" from Mazda Motor Cooperation Ltd.

Company Feature: Hitachi Automotive Systems Asia, Ltd.

Factory Tour

Of the three factories in Thailand, we visited the Hitachi Automotive Systems Chonburi Ltd. factory. We witnessed the Gear Cover Sub Assembly Process, Starter Assembly Process, as well as some processes of the Electronic Throttle Body (ETB).



Gear Cover Sub Assembly Process



Electronic Throttle Body (ETB) Casting Process

The factory tour was indeed an eye-opening experience for us as we learnt about the tedious processes required in order to maintain such high quality in every product produced.

To find out more about HIAMS and especially their Shock Absorbers, please click here:

<http://www.hitachi-automotive.co.jp/en/products/shock/index.html>



Starter Assembly Process



Electronic Throttle Body (ETB) Assembly Process



Throttle Valve Stamping Process

The Editorial Team: Atsushi Konno, General Manager (Advisor), Clarice Tan, Corporate Communications Manager (Chief Editor), Wyllyn Chia, Corporate Communications Executive (Editor). If you have any feedback or comments that will help us improve on this newsletter, please send them ccg@has.hitachi.com.sg