

# HITACHI

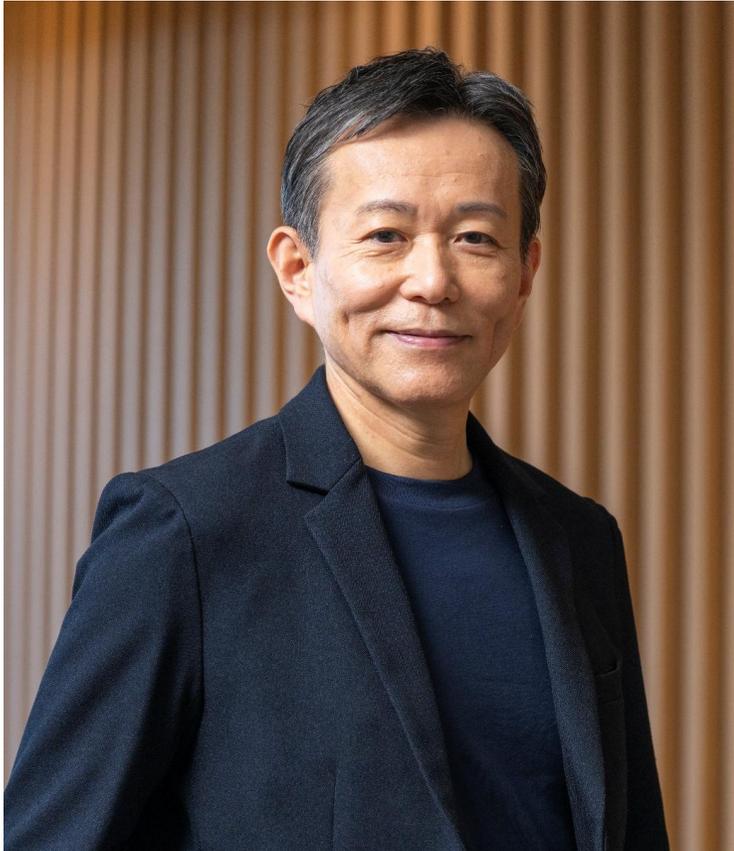
## Outline of Hitachi

Introduction:

HITACHI

# A Global Leader in **Social Innovation**

## We are committed to **shaping the future**



Hitachi Group was founded in 1910 with the production of a 5-horsepower motor. Since then, we have expanded into power turbines, electric locomotives, elevators, and IT systems, continuously responding to society's needs. Guided by our Mission—***“Contribute to society through the development of superior, original technologies and products”***—we have delivered our Social Innovation Business to solve complex challenges faced by customers and society.

Now, after more than 110 years since our founding, society is undergoing unprecedented change. AI technology is advancing rapidly, and its impact extends beyond the digital world to physical worlds such as power grids. This is exactly where our expertise in IT, OT (Operational Technology), and diverse products can live up to its fullest potential. Combining our broad domain knowledge with AI, we can deliver tailored solutions to answer society's needs.

By listening to the diverse needs of local communities and connecting the digital with physical, we strive to create a better future and drive transformation. At Hitachi, we ask what's next so we can create it.

**Toshiaki Tokunaga**  
President & CEO of Hitachi, Ltd.

Asking **what's next** inspires Hitachi  
to find answers to the world's  
biggest challenges

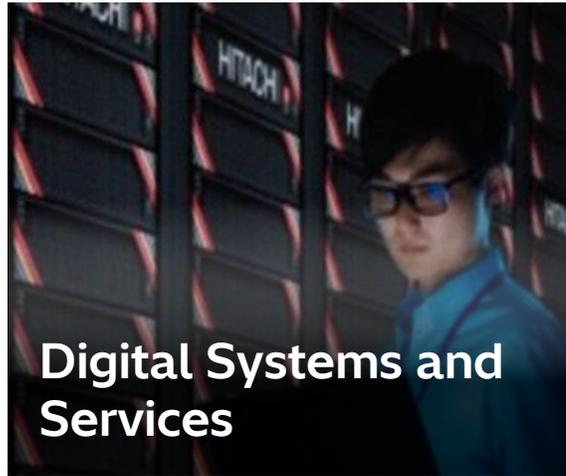
**Inspire the next**

## Our Business:

HITACHI

Hitachi combines digital and AI technologies into real-world systems to **transform businesses and society more sustainably**.

Our domain knowledge and mission-critical IT/OT integration is unique.



Transform social infrastructure through the integration of **digital and OT**



Provide **sustainable energy** to all



Offer safe, **comfortable and green mobility**



Improve on-site productivity with **products and OT knowledge**



# Transforming Your Operations with Hitachi's AI-Driven Digital Expertise



## Accelerating Digital Transformation & Operational Efficiency

Driving infrastructure DX through **AI-powered IT/OT/Product integration**, achieving **30% productivity improvements** in manufacturing and **3x maintenance productivity**.

AI-driven digital asset management contributes to reducing railway service delays by up to 20% and maintenance costs by up to 15%.



## Ensuring Sustainable and Resilient Infrastructure

Leveraging **AI analytics** to shorten power grid interconnection impact assessment periods by **80%**, enabling a stable energy supply.

**Achieving energy savings through data analysis**, with an 8% reduction in railway operations, supporting customers' **GX** with carbon-reducing products.



## Building Future-Ready Talent and Innovation

Strengthening our **digital workforce to 107,000** in FY2024. Developing **50,000 GenAI professionals** and **investing 1.3 trillion yen** in AI and next-gen technologies by FY2027.

Accelerating digital solutions with partners to support customers in solving challenges and driving innovation.

Transforming Data into Value through **Hitachi's Domain Knowledge and AI expertise.**  
Driving innovation and creating sustainable value for society and customers

### Integration of Domain Knowledge and AI

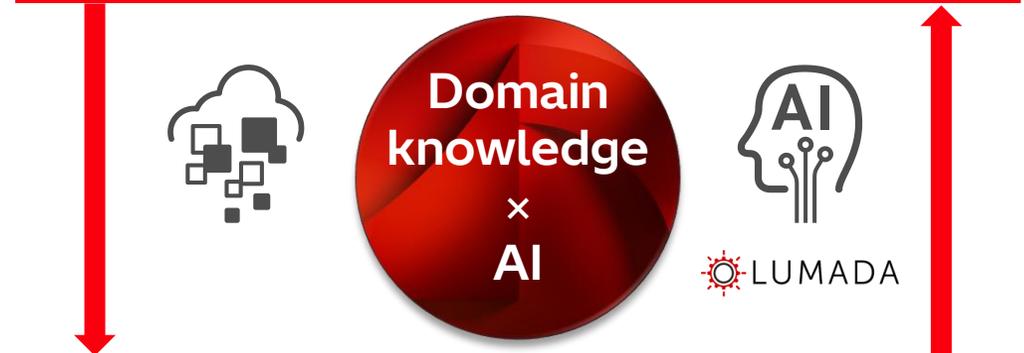
Hitachi combines its deep domain knowledge, accumulated over many years, with digital technologies such as AI, edge computing, and big data analytics. This fusion enables the development of tailored solutions that effectively address unique challenges across various sectors, ensuring practical and impactful digital transformation.

### Real-World Impact

By collecting and analyzing real-time data from physical assets and processes, we support optimized operations, predictive maintenance, and innovative business models. These solutions improve efficiency, reduce environmental impact, and improve quality of life, delivering tangible value to both customers and society.

### Enabling a Harmonized Society

By embedding digital and AI technologies seamlessly into everyday social systems. This integration fosters sustainable development, economic growth, and social well-being, promoting a balance between technological advancement and human-centric values for a resilient and inclusive future.



Our Business:

Hitachi's  
Core Technologies  
make a **positive impact  
on society**



**AI &  
Data Science**



**Digital service  
platforms**



**Software &  
Systems**



**Electronics**



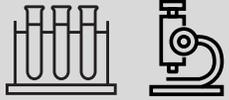
**Control systems  
& Mechatronics**



**Measurement  
& Analyses**



**Materials Science  
& Production  
engineering**



**Life Sciences**



**Energy**



**Design &  
User experience**

We're helping  
advance society through  
**technological innovation**,  
delivering solutions  
that improve daily life,  
empower businesses, and  
promote sustainability.

Help society harmonize  
the **environment, well-being,**  
and **economic growth**

# Societal Shifts and the Transformation Now Required



## Social Infrastructure × Digital Technology



Through further **integration of sustainability and business activities**, we aim to build a society that harmonizes environment, well-being, and economic growth.



- Deliver value through advanced green technologies that enhance the use of renewable energy and electrification
- Support customers in achieving a carbon-neutral, circular economy



- Deliver system solutions for immediate response to risks such as disasters, pandemics, and cyberattacks
- Contribute to maintaining social infrastructure and enabling rapid recovery to help people live safely



- Provide innovative solutions in the building, mobility, and security fields
- Contribute to the realization of comfortable and active lifestyles through safe and secure society-building



- Promote healthcare innovation by improving testing capabilities of healthcare professionals and accelerating patient diagnoses with AI.
- Support physical and mental wellness and a prosperous life

## Sustainable Data Centers

Achieving a **data-driven and sustainable society** through the decarbonization of data centers.

### Our Approach:

Enhance energy efficiency with high-performance storage, optimized operations, and eco-friendly cooling and UPS systems.

Accelerate the energy transition by developing carbon-free energy sources and promoting sustainable power solutions.



### One Hitachi Strength:

Integrated capabilities across IT, OT, and energy sectors deliver comprehensive, innovative solutions for sustainable data center transformation.

## Sustainable Energy

Driving the transition to a sustainable society through the three Ds:  
**Decarbonization, Decentralization,  
and Digitalization.**

### Our Approach:

Develop reliable power distribution systems to integrate renewable energy and ensure grid stability.

Advance decarbonized energy sources, including next-generation nuclear and hydrogen technologies.

Optimize energy usage through decentralized generation and smart energy management systems.

HITACHI

### One Hitachi Strength:

With the world's largest T&D installed base, a global service network in over 55 countries, and leading OEM expertise, Hitachi drives innovation by delivering AI-driven solutions that improve power grid management and build sustainable energy infrastructure.

## Sustainable Mobility

**Innovating for the mobility of the future** through enhanced efficiency and reliability, and community well-being.

### Our Approach:

Improve efficiency of urban and long-distance travel with battery trains, solutions for EV buses/trucks, and MaaS for seamless multimodal journeys

Enhance reliability and reduce costs using the HMAX digital platform with AI and data from trains, signaling, infrastructure, and power substations.

### One Hitachi Strength:

Operating in over 50 countries and serving more than 300 customers worldwide, Hitachi leverages OT, IT, and a strong product installed base to deliver comprehensive, innovative mobility solutions.



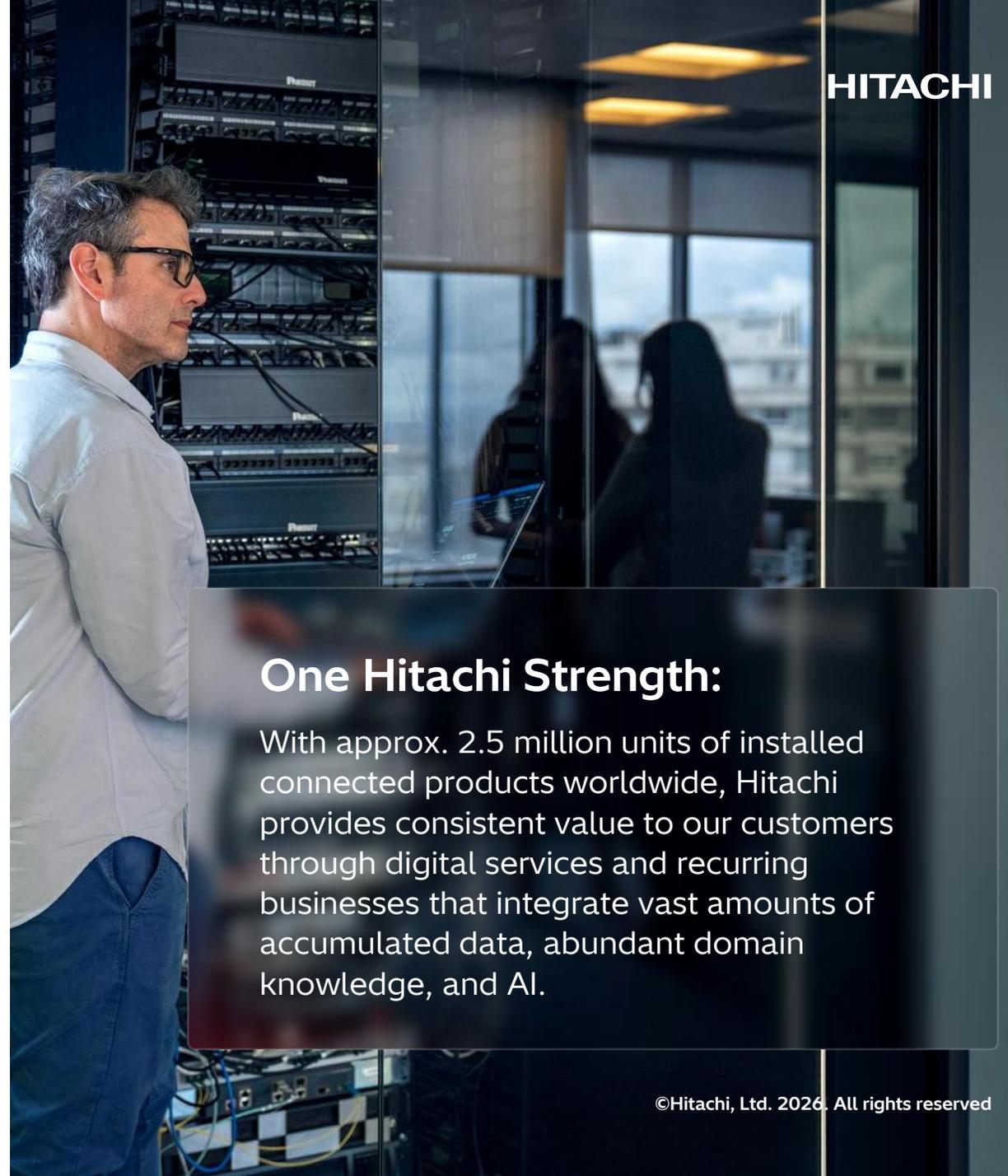
## Sustainable Manufacturing

Enhancing manufacturing productivity and sustainability through AI-enabled integration of mission-critical products, OT, and IT.

### Our Approach:

Boost productivity and advance decarbonization & circularity in manufacturing by integration of mission-critical products, abundant OT domain knowledge, and advanced IT with AI.

Transform installed-base data into predictive maintenance, failure diagnostics, and line optimization.



### One Hitachi Strength:

With approx. 2.5 million units of installed connected products worldwide, Hitachi provides consistent value to our customers through digital services and recurring businesses that integrate vast amounts of accumulated data, abundant domain knowledge, and AI.

# Driving Future Value through Sustainable Innovation



## R&D: Promoting Innovation that Supports Society

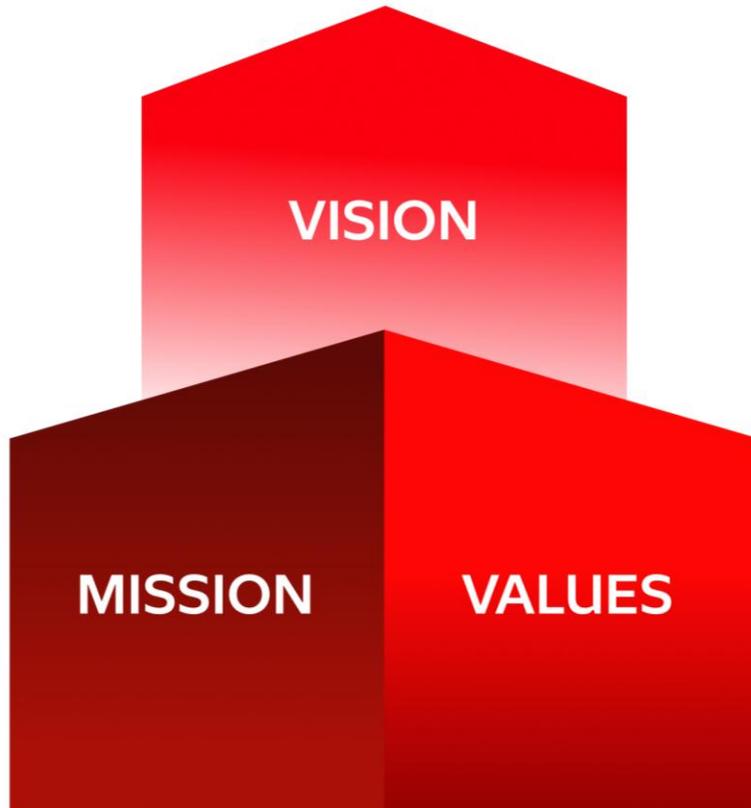
- **Innovation Approach:**
  - Forecasting for current businesses through wide range of research fields
  - Backcasting from 2050 to pursue disruptive innovation for future societal needs
- Annual R&D investment (FY2024) : ¥259.4B (\$1.70B USD\*1)
- Clarivate Top 100 Global Innovator for 14 consecutive years (2012–2025)

## Corporate Venturing: Accelerating Open Innovation

- Collaborating with startups for advanced technologies and new domains
- 1 billion USD in total assets under management, managed at a top-tier global scale across 4 global funds
- Collaboration with 150+ startups and investment in 43 companies
- Key areas: industrial AI, bio, quantum, nuclear fusion, space, etc.

# Hitachi transforms social infrastructure through digital technology

Guided by our **MISSION**, **VALUES** and **VISION**,  
Hitachi Group employees worldwide work together to create value for society.



What the **Hitachi Group**  
**aims to become**  
in the future

**We transform social infrastructure through digital technology, building a future where environment sustainability, human well-being, and economic growth advance together.**

The **mission** that Hitachi  
aspires to fulfill in society

**Contribute to society through the developments of superior, original technology and products.**

The **values** crucial to  
the Hitachi Group in  
accomplishing its mission

**Harmony, Sincerity, Pioneering Spirit**

What the Hitachi Group aims to become

# VISION

We transform social infrastructure through digital technology, building a future where environmental sustainability, human wellbeing, and economic growth advance together.

To propel ourselves towards a sustainable future and boldly tackle global challenges like resource scarcity, energy demands, and environmental issues, we look to our **vision**—an inspiring blueprint for the future we are committed to creating.

The mission that the Hitachi Group  
aspires to fulfill in society.

# MISSION

Contribute to society through the  
development of superior, original  
technology and products.

At a time when Japan relied on imported products and technologies, the founder Namihei Odaira believed in his peers' technological capabilities and created a team to manufacture products independently. Odaira's aspiration became our **mission**, the highest priority of the Hitachi Group Identity, reflecting our commitment to society.

The values crucial to the Hitachi Group in accomplishing our mission.

# VALUES

Harmony  
Sincerity  
Pioneering Spirit

The three values of Harmony, Sincerity and Pioneering Spirit were carefully embraced by our founders and predecessors. To keep rising to challenges, Hitachi will continue to uphold our **values**.

# Vision of Inspire 2027, Hitachi's Management Plan

Grow sustainably while contributing to a harmonized society where environment, wellbeing and economic growth are in balance



Mode change towards organic growth



MMP2024

**Sustainable growth through True One Hitachi Inspire 2027 (FY2025-FY2027)**



**Harmonized society**

Balance expansion of energy demand with decarbonization

**100** million tons/year<sup>\*1\*2</sup>

Decarbonization / Resource circulation

Balance social infrastructure development/advancement with secure and safe lives

**20** billion passenger trips/year<sup>\*1</sup>

Railways services

Balance productivity growth with reduction of worker burden

**2** billion people/year<sup>\*1</sup>

AI applications

Balance cancer treatment with work and social participation

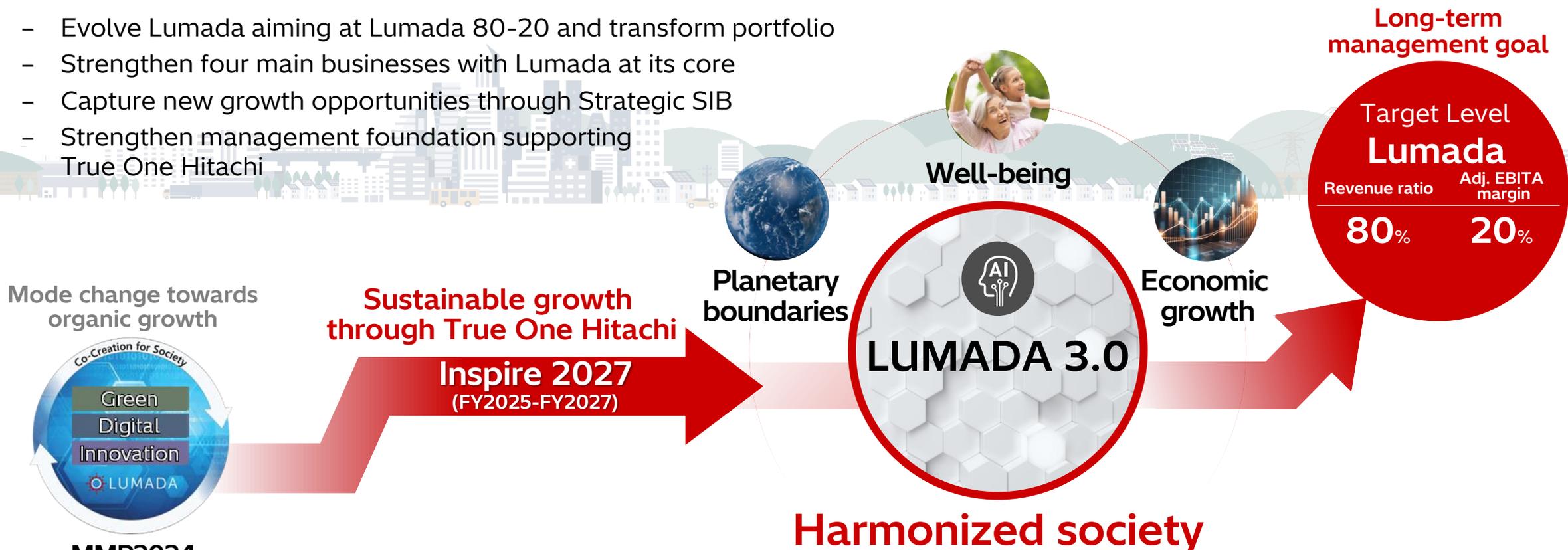
**1** billion people/year<sup>\*1</sup>

In vitro testing /diagnosis, Treatment

22 \*1 The value is based on Hitachi's estimated target level \*2 Greenhouse gas avoided emissions

# Contribute to a harmonized society by True One Hitachi and grow sustainably

- Evolve Lumada aiming at Lumada 80-20 and transform portfolio
- Strengthen four main businesses with Lumada at its core
- Capture new growth opportunities through Strategic SIB
- Strengthen management foundation supporting True One Hitachi



Mode change towards organic growth



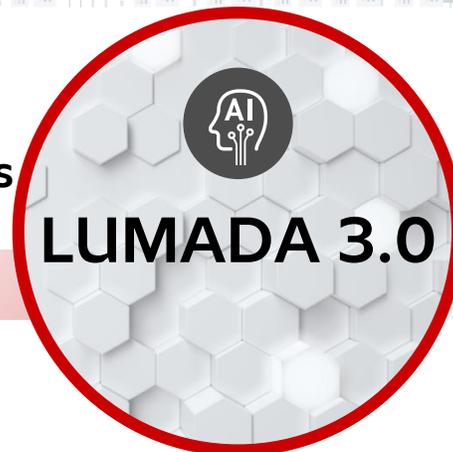
MMP2024

Sustainable growth through True One Hitachi

Inspire 2027 (FY2025-FY2027)

Planetary boundaries

Well-being



Economic growth

Harmonized society

Long-term management goal

Target Level Lumada

Revenue ratio	Adj. EBITA margin
80%	20%

Inspire 2027 targets	Revenues	Adj. EBITA margin	CF conversion <sup>*2</sup>	ROIC	Lumada	
	CAGR <sup>*1</sup>				Revenue ratio	Adj. EBITA margin
	7-9%	13-15%	Over 90%	12-13%	50%	18%

# Evolve to Lumada 3.0 with AI enhanced by Hitachi's domain knowledge

## Lumada 1.0

IoT Platform

Evolve customers' operations with data driven approaches

## Lumada 2.0

Digital engineering

Evolve the entire value chain of customers by digital

## Lumada 3.0

Powered by AI

Evolve social infrastructure through AI strengthened with domain knowledge

Digital capabilities

Domain knowledge

Installed base

Hitachi Rail STS

JR Automation

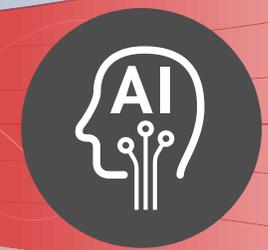
Hitachi Global Air Power

Hitachi Energy

GlobalLogic

Hitachi Digital Services

Hitachi Rail GTS



Expand four main businesses across six global regions, create One Hitachi growth businesses through the Strategic SIB

Regions autonomously deliver the value of One Hitachi



### Digital Systems & Services

Transform social infrastructure through the integration of digital and OT  
108,000 employees

### Energy

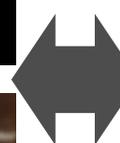
Provide sustainable energy to all  
53,000 employees

### Mobility

Offer safe, comfortable, and green mobility  
23,000 employees

### Connective Industries

Improve on-site productivity with products and OT\*2 knowledge  
84,000 employees



### Strategic SIB

Consolidate the capabilities as One Hitachi to deliver new social innovations

25 \*SIB: Social Innovation Business \*OT: Operational Technology  
The figures listed for each region represent FY2024 regional revenues  
The number of employees does not include the headquarters staff and other 15,000 employees

# Management Leadership



President & CEO  
**Tokunaga Toshiaki**

## Digital Systems & Services

## Energy

## Mobility

## Connective Industries

## Strategic SIB BU



Executive Vice President  
and Executive Officer  
**Jun Abe**

- Digital Services BU
- AI & Software Services BU
- Digital Engineering & AI Solutions BU
- Hitachi Systems
- Hitachi Solutions



Senior Vice President and  
Executive Officer  
**Andreas Schierenbeck**

- Power Grids BU
- Nuclear Energy BU



Senior Vice President and  
Executive Officer  
**Giuseppe Marino**

- Railway Systems BU



Senior Vice President and  
Executive Officer  
**Noriharu Amiya**

- Industrial Products BU
  - Hitachi Industrial Equipment Systems
  - Hitachi Industrial Products
- Industrial Solutions BU
  - Hitachi High-Tech
  - Industrial OT Solutions Business Div.
- Urban Solutions & Services BU
  - Hitachi Building Systems
  - Hitachi Global Life Solutions
  - Hitachi Power Solutions



Senior Vice President and  
Executive Officer  
**Jun Taniguchi**

## Align sustainability indicators with executive compensation to continuously commit to providing value to society

<b>P</b> lanet	<b>Lead Green Transformation globally</b> to achieve a decarbonized society
<b>L</b> eadership	<b>Lead transformation with people</b> who can boldly tackle societal issues and pave the way for a brighter future
<b>E</b> mpowerment	Build a culture that praises learning and encourages <b>challenge and growth</b>
<b>D</b> iverse perspectives	Drive innovation by <b>maximizing capabilities and performance of diverse talents</b>
<b>G</b> overnance	<b>Build a resilient foundation</b> with safety and ethics as priority
<b>E</b> ngagement	Build sustainable value chain <b>along with stakeholders</b>
<b>S</b> ustainability for all	<b>Accelerate value delivery to society and Hitachi's sustainable growth through PLEDGE</b>

Linked to executive compensation

# Hitachi in Figures

Global presence with footprint in **100+ countries**



**Our Business in Numbers**

**618**  
Group Companies

USD  
**\$ 63.94B**

JPY  
**¥ 9,783.3B**  
Global Revenue

**61%**  
Overseas Revenue

**283k**  
Employees

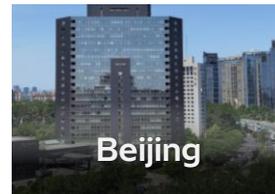
**107k**  
Digital experts  
Worldwide

**16**  
R&D Sites

**12th largest tech company in the world \*1**

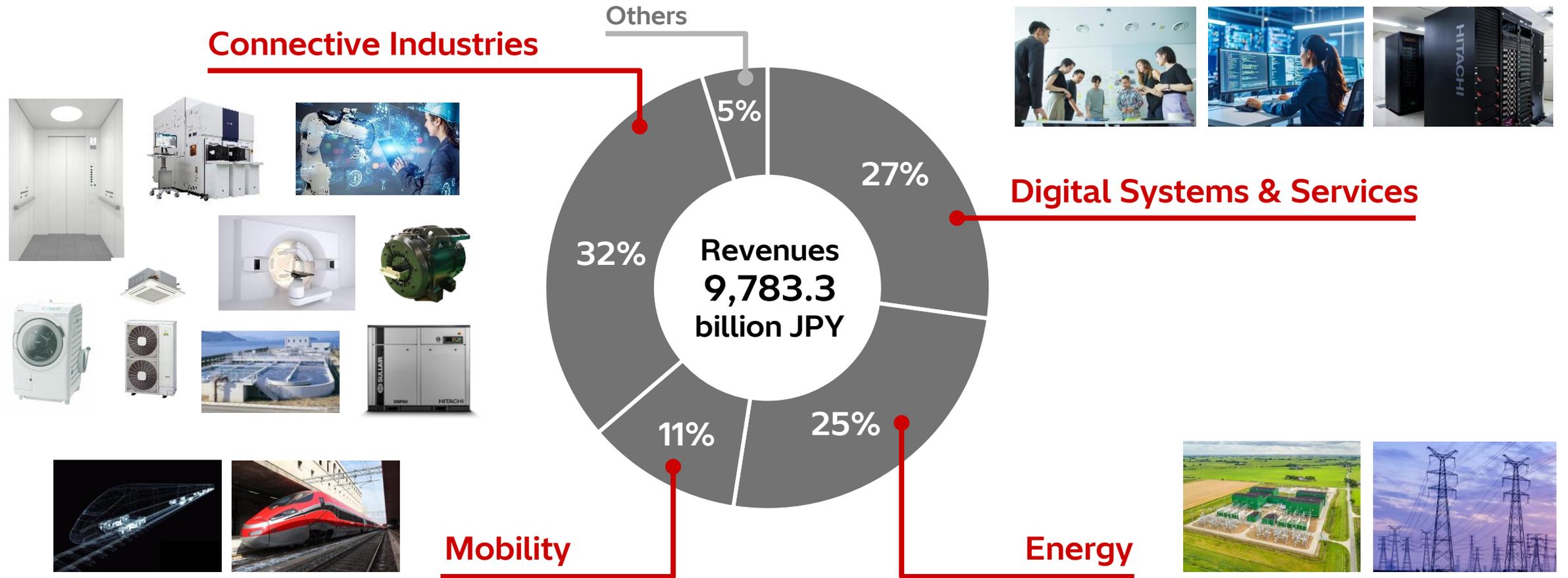
**2025 World's Most Ethical Companies® \*2**

**"Clarivate Top 100 Global Innovator" (2012-2025)**



29 \*1: by revenue, Fortune Global 500. Based on exchange rate 153 JPY to USD,  
\*2: \* "World's Most Ethical Companies" and "Ethisphere" names and marks are registered trademarks of Ethisphere LLC.

# Business Segments



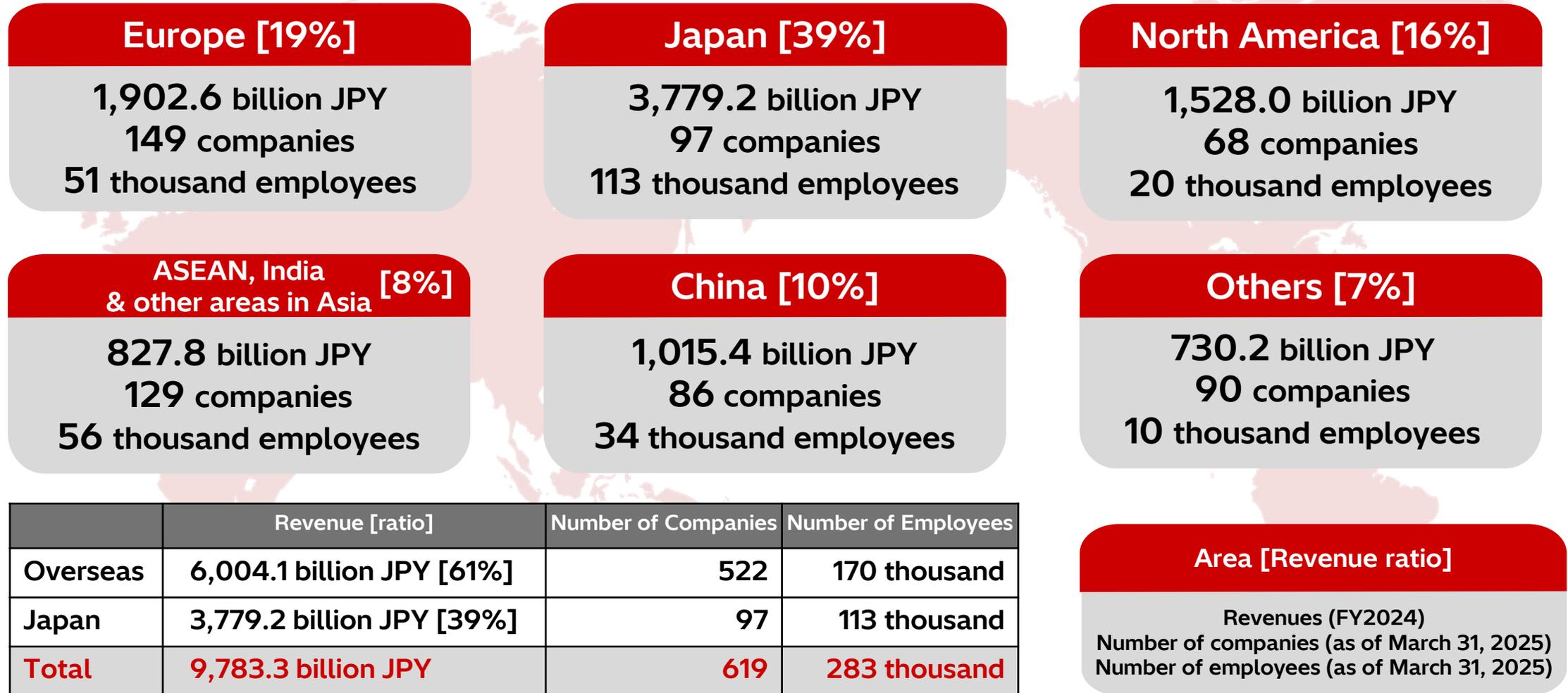
## FY2024 Results

(Billion JPY)	FY2023 Results	FY2024 Results
Revenues	8,564.3 <sup>*2</sup>	9,783.3 <sup>*2</sup>
Adjusted EBITA <sup>*1</sup> [margin]	867.4 <sup>*2</sup> [10.1%] <sup>*2</sup>	1,146.5 <sup>*2</sup> [11.7%] <sup>*2</sup>
Net income attributable to Hitachi, Ltd. stockholders	589.8	615.7
Core FCF	571.4	780.5
Return on invested capital (ROIC)	8.7%	10.9%

31 <sup>\*1</sup> Adj. operating income plus acquisition-related amortization and equity in earnings (losses) of affiliates.

<sup>\*2</sup> Excluding Astemo. Consolidated Total less equity in earnings of Astemo as an affiliated company and consolidated figures of Astemo prior to be accounted for using the equity method, includes "Others" and "Corporate items & Eliminations"

## Revenues, number of companies, and number of employees by region



Company Name: Hitachi, Ltd.

Foundation	1910
Headquarters	6-6, Marunouchi 1-chome, Chiyoda-ku, Tokyo, 100-8280, Japan
Representative	President & CEO Toshiaki Tokunaga
Number of Consolidated Employees	282,743 (as of March 31, 2025)
Number of Consolidated Subsidiaries	618 (as of March 31, 2025)
Business	Social Innovation Business, which combines Hitachi's IT, OT (operational technology) and Products

**HITACHI**

**Inspire the next**

**HITACHI**

Global presence with footprint in **100+** countries



**Our Business in Numbers**

**618**  
Group Companies

USD  
**\$ 63.94B**

JPY  
**¥ 9,783.3B**  
Global Revenue

**61%**  
Overseas Revenue

**282k**  
Employees

**107k**  
Digital experts  
Worldwide

**16**  
R&D Sites

**12th largest tech company in the world \*1**

**2025 World's Most Ethical Companies® \*2**

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37 \*1: by revenue, Fortune Global 500. Based on exchange rate 153 JPY to USD,  
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# Hitachi Group at a glance

Hitachi has 100+ years' track record of innovation and transformation guided by our longstanding mission and values. We have structured our business across the globe, to make the biggest impact on the challenges facing society today. Through collaboration with our partners and customers, and by bringing together the physical and digital worlds, we will deliver real impact and advance sustainable living.

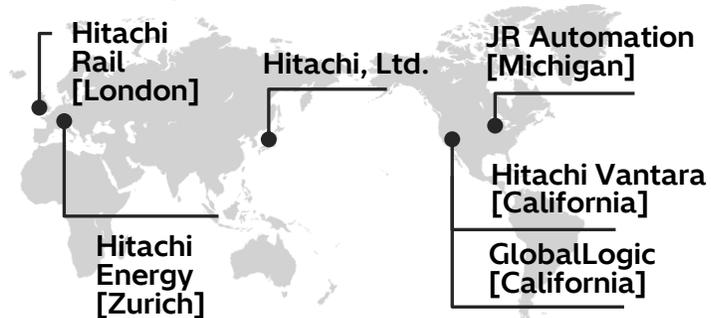
## KEY FACTS (FY2024)

**Global revenue:** JPY ¥ 9,783.3B  
(USD \$63.94B\*)

\*Based on exchange rate 153 JPY to USD.

**Employees:** 282,743 (as of March 2025)

### Major Sites Worldwide



### Major Sites in Japan



## BY SECTOR

	Revenue composition ratio
Digital Systems & Services	27%
Energy	25%
Mobility	11%
Connective Industries	32%
Others	5%

## BY REGION - Other areas: component ratio 7%

