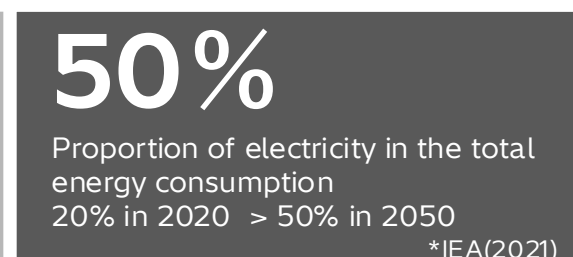
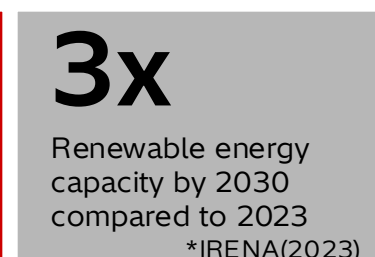
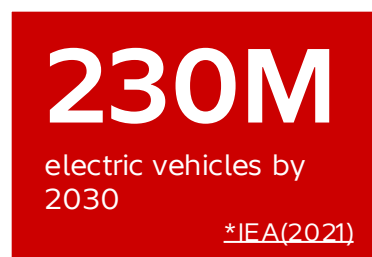
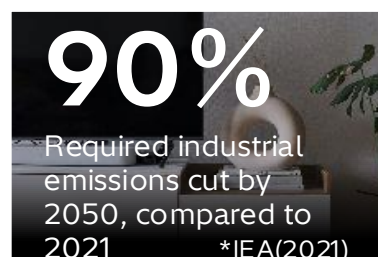
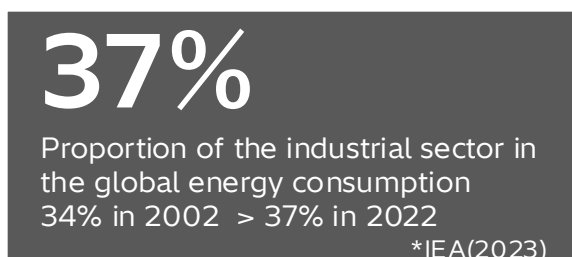
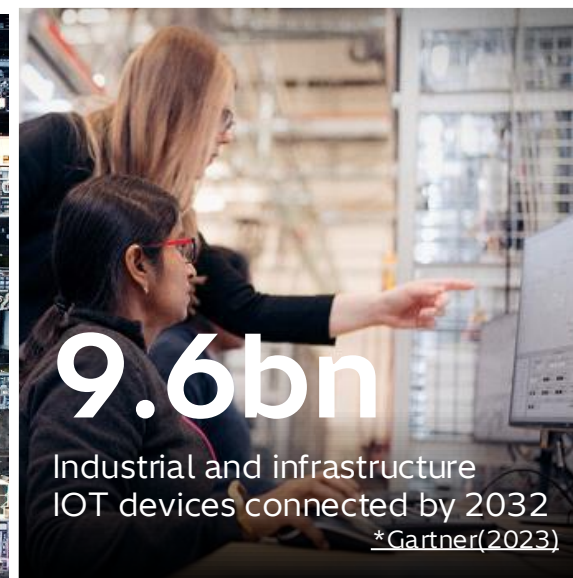
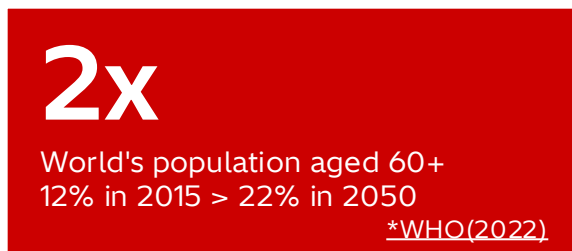
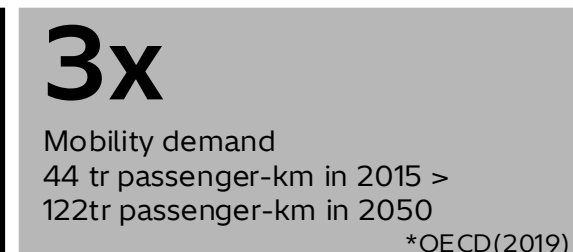
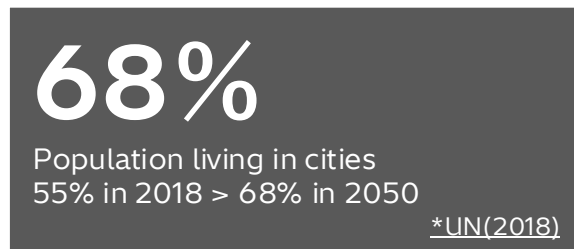


Hitachi Overview

We live in a dynamic world

HITACHI



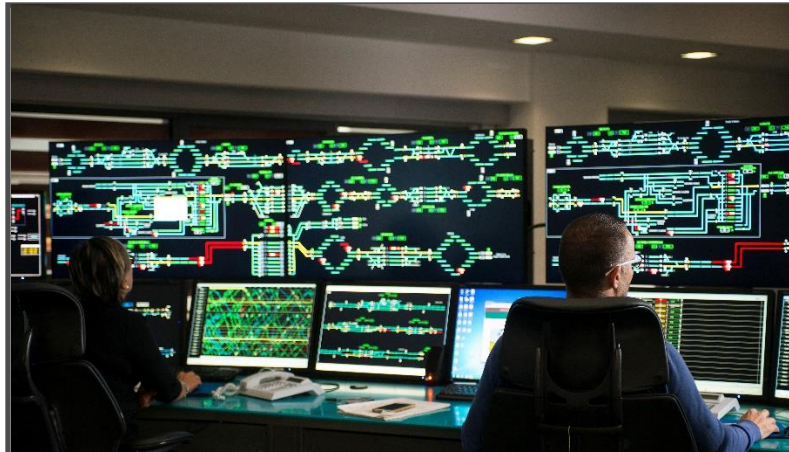
Society and Industry are Seeing Huge Changes

HITACHI

Changes that ask new questions
and need new solutions



**SUSTAINABLE
DEVELOPMENT**
for the planet and for people



**DIGITAL
TRANSFORMATION**
a new era with new challenges



**GLOBAL
PARTNERSHIPS**
new rules and new opportunities

Our Mission

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

Our values

Harmony
Sincerity
Pioneering Spirit

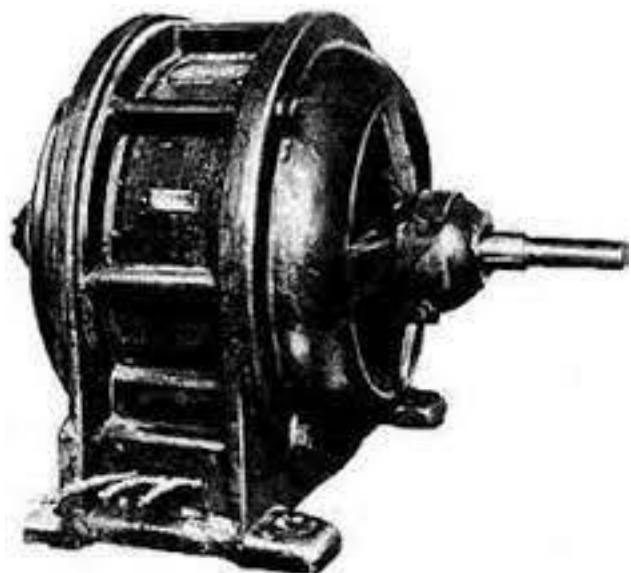
Together these hold our responsibility to deliver real and positive impact

And to accelerate the move to a thriving and sustainable society

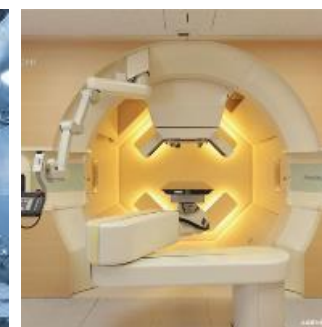
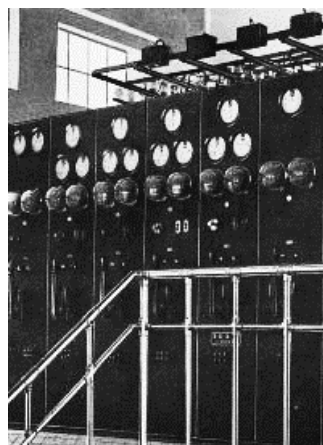
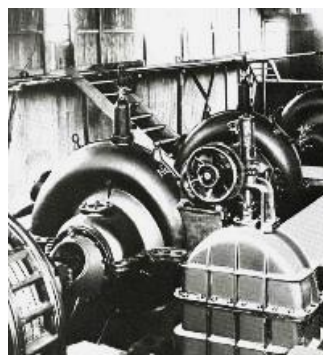
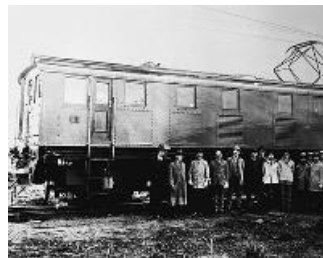
A track record of continual innovation

HITACHI

Over 110 years of innovation to support society



1910 – 5HP electric motor



Hitachi has actively transformed to meet the needs of today

HITACHI

Since 2009
Hitachi has
focused on...

Social Innovation



Innovating and transforming
some of the key infrastructures
that advance the sustainable
development of society

Sustainable initiatives to deliver impact across society

HITACHI

Long term commitment

Driven by our mission and our responsibility to advance a sustainable future for all

Beyond one company

Our belief in transformation has reshaped our business to accelerate the pace of change

We collaborate to bring impact to customers, partners and society at large

Real impact – planet & people

Reduce emissions, protect resources, increase circularity, advance DEI, maximize safety and transparency



Sustainable farming



Battery powered train



Energy transition

A long-exposure photograph of a city street at night, showing light trails from cars and buildings, with the text "Ready to accelerate change" overlaid.

Ready to accelerate change

We're ready to accelerate change

HITACHI



**We partner and
collaborate**

Today's problems are bigger than one team,
one company and one country

Co-creation is crucial to finding new ways of
thinking and solutions that make a difference

We're ready to accelerate change

HITACHI



We innovate and transform

110+ years' track record of design thinking and innovation

We're not afraid to adapt and transform to what's next

We're ready to accelerate change

HITACHI

We deliver real impact

283,000 employees worldwide (as of March 2025)

12th largest tech company in the world* (as of 2024)

¥ 259.4B JPY (\$1.70B USD*) annual investment in R&D (FY2024)

"Clarivate Top 100 Global Innovator" for 14 Consecutive Years
with Outstanding IP Activities (2012-2025)

We have an industrial breadth and technical capacity
designed to build at scale

Our capability to implement at scale

Strengthen four main businesses with Lumada at its core

**Digital
Systems and
Services 27%**



Transform social infrastructure through the integration of digital and OT



Energy 25%



Provide sustainable energy to all



Mobility 11%



Offer safe, comfortable and green mobility



**Connective
Industries 32%**



Improve on-site productivity with products and OT knowledge



Establishing a growing presence globally

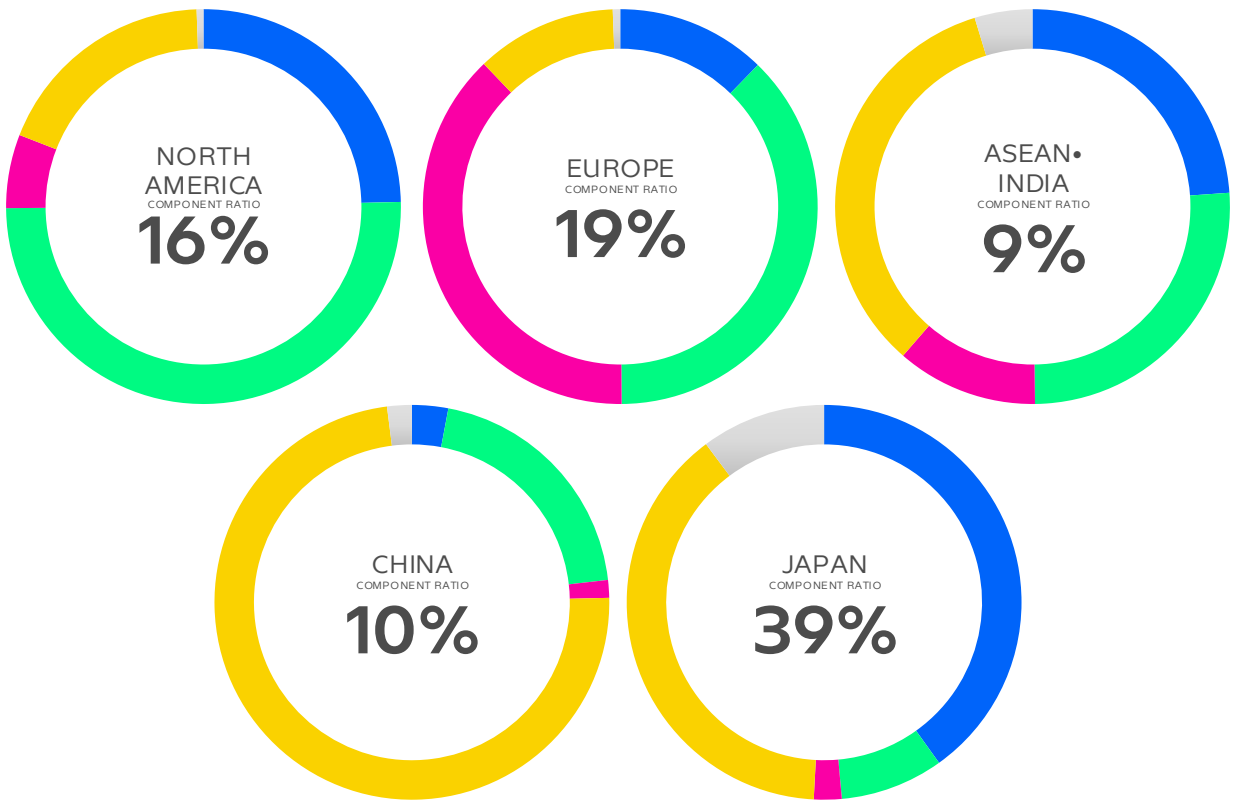
REVENUES BY REGION (FY2024)

GLOBAL TOTAL

JPY ¥ 9,783.3B

USD \$63.94B*

* Based on exchange rate 153 JPY to USD



- DIGITAL SYSTEMS & SERVICES
- ENERGY
- MOBILITY
- CONNECTIVE INDUSTRIES
- OTHERS

OTHER AREAS:
REVENUE SHARE 7%



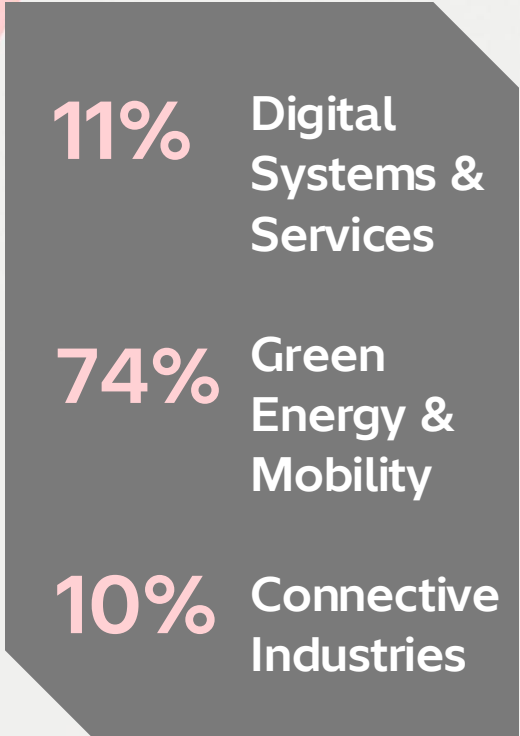
Introduction to Hitachi's Business in EMEA

The Hitachi Group in EMEA generates revenue of ¥2.346.0 billion, operates through 155 legal entities, and employs approximately 53,443 people (as of March 31, 2025).

Building on its strong foundation, the Group is expanding its significant presence across EMEA region by driving growth in its three strategic sectors.

Hitachi's Business in EMEA Overview

<div>¥2,346Bn</div> <div>(12Bn GBP)</div> <div>FY24 Revenue</div>	<div>24%</div> <div>Of Global Revenue</div>	<div>1982</div> <div>Established in EMEA</div>
<div>11</div> <div>R&D Centres</div>	<div>53,443k</div> <div># Of Employees (As of March 31, 2025)</div>	<div>3</div> <div>Key sector Focus Areas (FY24)</div>
<div>15</div> <div>Key Manufacturing Sites</div>	<div>155</div> <div>Companies in EMEA</div>	<div>38</div> <div>EMEA Countries with Hitachi Presence</div>



Hitachi Group Companies' Headquarters in EMEA

HITACHI

EGYPT

Cairo

Regional Hub for North Africa

FRANCE

Besancon

JR Automation

GERMANY

Munich

Hitachi Ventures

SWITZERLAND

Zurich

Hitachi Energy

Sierre

Hitachi Systems Security Europe

UNITED ARAB EMIRATES

Dubai

Regional Headquarters and
service centers

UNITED KINGDOM

Datchet

Hitachi Vantara EMEA
Hitachi Europe

London

Hitachi Rail
Hitachi Solutions Europe
GlobalLogic

Bradford-on-Avon

Hitachi Information Control
Systems Europe

Oxford

Hitachi High-Tech Analytical
Science



Key Manufacturing Sites in EMEA

HITACHI

BULGARIA Sevlievo	Hitachi Energy (High Voltage Products)
FINLAND Vaasa Espoo	Hitachi Energy (Transformers) Hitachi High Tech Analytical Science GmbH
FRANCE Riom	Hitachi Rail STS (Signalling System)
GERMANY Uedem	Hitachi High-Tech Analytical Science
ITALY Genoa Turin Pistoia Naples Tito Scalo Reggio Calabria	Hitachi Rail (Rail Control) Hitachi Rail (Rail Control) Hitachi Rail (Rolling Stock) Hitachi Rail (Rolling Stock & Rail Control) Hitachi Rail (Rail Control) Hitachi Rail (Rolling Stock)



POLAND Lodz	Hitachi Energy (Transformers)
SAUDI ARABIA Dammam	Power Transformers and High- Voltage Products
SOUTH AFRICA Modderfontein	Engineering, Manufacturing, and Service Operations
SWEDEN Ludvika	Hitachi Energy (Grid Integration, Transformers & High Voltage Products)
SWITZERLAND Zurich Baden Lenzburg	Hitachi Energy (Headquarters, High Voltage Products) Hitachi Energy (Grid Automation & R&D) Hitachi Energy (Power Semiconductor)
UNITED KINGDOM Newton Aycliffe	Hitachi Rail (Rolling Stocks)

Hitachi EMEA Research & Development Centre

HITACHI



LONDON

European R&D Centre Headquarters

Sustainability Lab (Since 2021, Energy, Carbon Management, Environment)

Digital Mobility System Lab – DMSL (since 2025, Digital, Data and Technology to shape future mobility system)

Design Lab (Since 1989, Design Thinking, Systems Thinking, Future Design)

CAMBRIDGE

Hitachi Cambridge Lab (Since 1989, Quantum Computing, Synthetic biology)

PISTOIA

Digital Mobility System Lab (Since 2018, Mobility Solution, Rail)

COPENHAGEN

Digital Mobility System Lab (Since 2015, AI, Optimisation, Security & Trust)

MUNICH

Digital & Data Innovation Lab (Since 2005, Autonomy for Transport, Circular Industry, Data-Driven Services)

Autonomy & Circularity Lab (automotive green powertrains, smart and circular manufacturing supply chain, and data-driven services)

SOPHIA ANTIPOLIS

Autonomy & Circularity Lab (Since 2000, Autonomy for Transport, Circular Industry, Data-Driven Services)

ZURICH

Swiss Branch (Since 2022, Energy Strategy)



Customer Partnerships Delivering Real Impact



NordLink | Accelerating Europe's energy transition

HITACHI



“We are transforming the whole energy system in Europe from thermal-based power to renewables. There's no doubt that the electricity grid is the backbone of the energy transition and without it we will not be successful.”

Tim Meyerjürgens
COO, TenneT



Challenge

Reliably, efficiently and affordably exchange hydro power from Norway with wind and solar from Germany to ensure meeting the European power demand in a transitioning energy system based primarily on electricity from renewable sources.

Solution

The 623-km NordLink interconnects the German and Norwegian power grids to enable the large-scale integration and exchange of renewables, overcoming issues with intermittency. It is the world's first HVDC Light® bi-pole installation to perform at a record level of 525 kV and 1,400 MW.

Impact

NordLink increases energy security in both countries and supports the integration of renewable energy into their grids. By nearly doubling the power transmission capacity compared with earlier systems, it can deliver enough power to supply approximately 3.6 million homes in Germany.

A man and a woman, both wearing black Hitachi work shirts and safety glasses, are in a factory setting. They are holding green and black Hitachi work lights, illuminating the machinery around them. The background shows a complex industrial environment with metal structures and overhead lights.

HITACHI

We Collaborate

The challenges of today are bigger than one team, one company and one country. Through co-creation with customers and partners the right solutions will be found.

We Innovate

We apply the learnings of over 110 years of innovation to solve the problems society is facing. Our expertise in connecting the digital and physical worlds brings the next answers.

We Deliver

Over 320,000 employees worldwide and an industrial breadth and depth designed to build at scale. We are committed to delivering real impact and accelerating the move to a sustainable future.

HITACHI

Hitachi Group at a glance

The location information provided is an example and may be modified according to your needs.

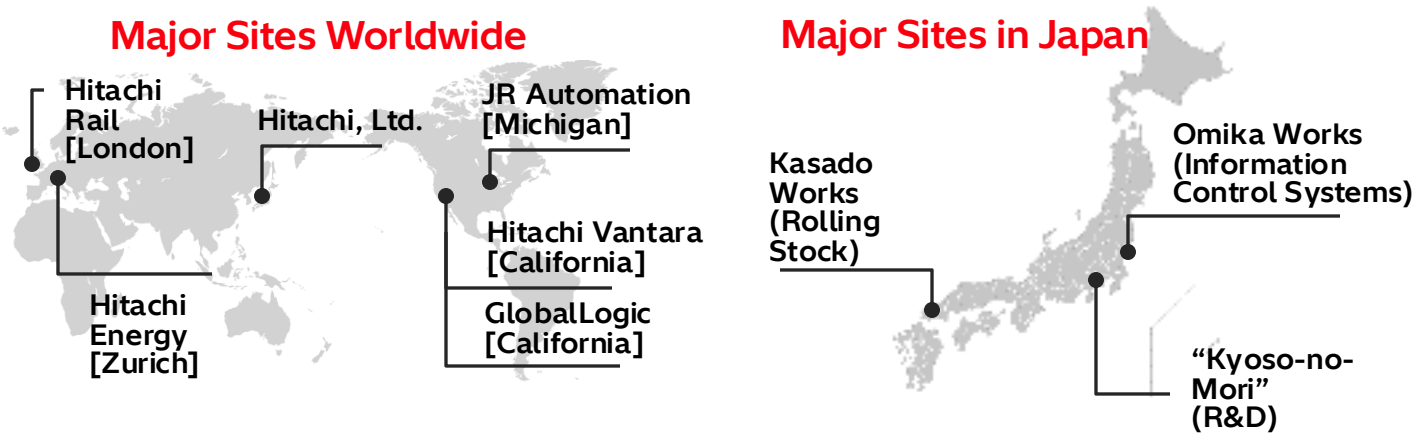
HITACHI

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)



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%

