



# **/// HITACHI OVERVIEW ///**

# We live in a dynamic world



**68%**

Population living in cities  
55% in 2018 > 68% in 2050

\*UN(2018)

**43**

Megacities (20m+ people)  
33 in 2023 > 43 in 2023

\*UN(2018)

**3x**

Mobility demand  
44 tr passenger-km in 2015 >  
122tr passenger-km in 2050

\*OECD(2019)



**2x**

World's population aged 60+  
12% in 2015 > 22% in 2050

\*WHO(2022)



**9.6bn**

Industrial and infrastructure  
IOT devices connected by 2032

\*Gartner(2023)

**37%**

Proportion of the industrial sector in the  
global energy consumption  
34% in 2002 > 37% in 2022

\*IEA(2023)

**90%**

Required industrial  
emissions cut by 2050,  
compared to 2021

\*IEA(2021)

**230M**

electric vehicles by  
2030

\*IEA(2021)

**3x**

Renewable energy  
capacity by 2030  
compared to 2023

\*IRENA(2023)

**50%**

Proportion of electricity in the total energy  
consumption  
20% in 2020 > 50% in 2050

\*IEA(2021)

## 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**

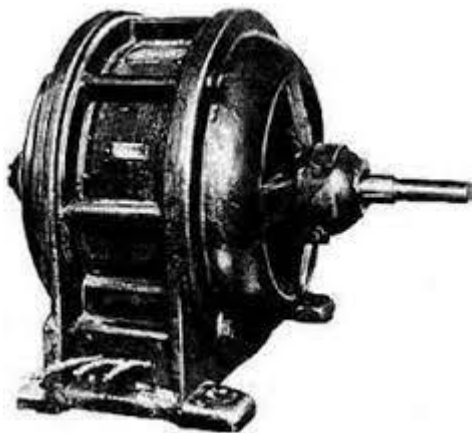
## Our values

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

## OVER 110 YEARS OF INNOVATION TO SUPPORT SOCIETY



1910 – 5HP electric motor

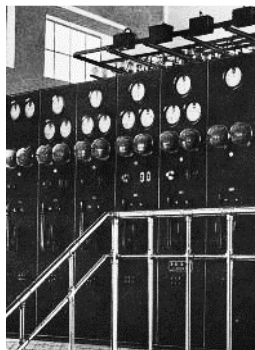
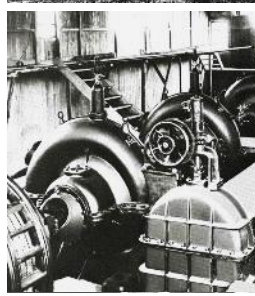
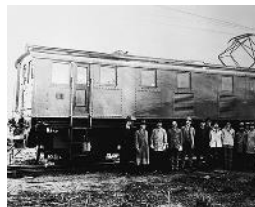


Photo provided by JR Systems

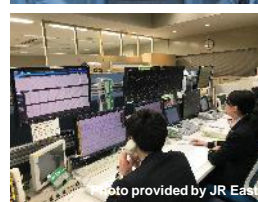


Photo provided by JR East



**SINCE 2009  
HITACHI HAS  
FOCUSED  
ON...**

**SOCIAL  
INNOVATION**

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



## 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**



**Link two nations' grids**

**We're ready to accelerate change**

**HITACHI**  
Inspire the Next



**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



**READY TO  
ACCELERATE CHANGE**

**We're ready to accelerate change**

**HITACHI**  
Inspire the Next



**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 DELIVER REAL IMPACT

**Over 268,655 employees worldwide** (as of March 2024)

**10<sup>th</sup> largest tech company in the world\*** (as of 2021)

**182,000 global patents** (as of April 2022)

**¥ 316.2B JPY (\$2.35B USD\*) annual investment in R&D** (FY2022)

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

# Our capability to implement at scale

DIGITAL SYSTEMS  
& SERVICES

28%

GREEN ENERGY  
& MOBILITY

33%

CONNECTIVE  
INDUSTRIES

33%

**DIGITAL**



**ENERGY**



**MOBILITY**



**INDUSTRY**



With cutting-edge CPS, improve the efficiency of systems which underpin society. Centred on Lumada and turning data into insights and actions.



Support the energy shift for decarbonization and provide safe, comfortable, and clean mobility



Create a resilient supply chain and innovate industries and cities

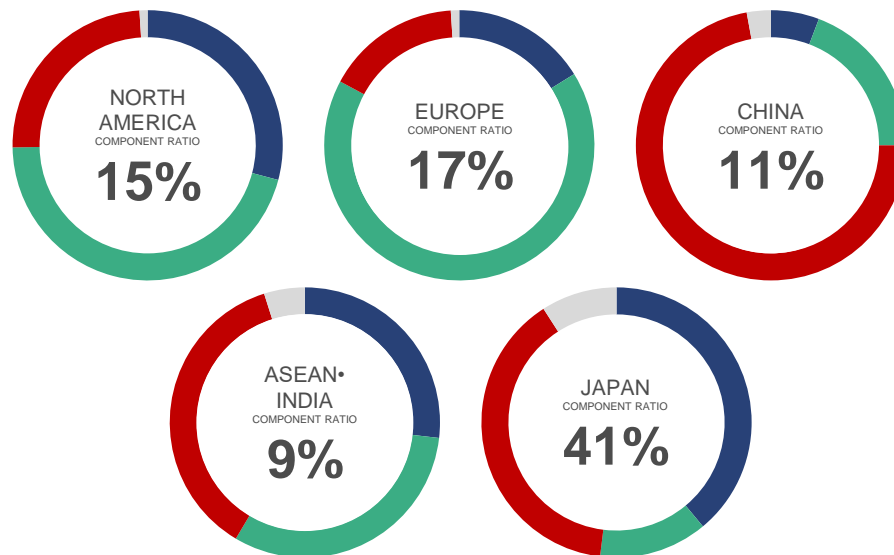


# Establishing a growing presence globally

## REVENUES BY REGION (FY2023)

GLOBAL TOTAL

JPY ¥8,564.3B



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

OTHER AREAS:  
REVENUE SHARE 7%

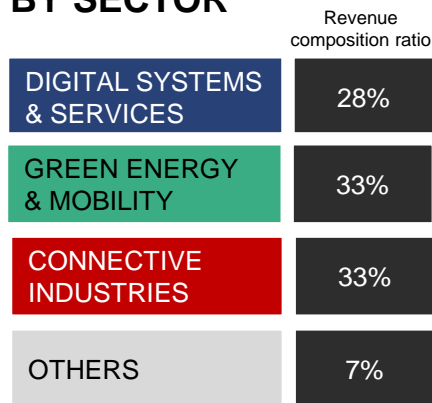
Hitachi has 100+ years' track record of innovation and transformation guided by our longstanding mission and values. We have structured our business across the globe, to make the biggest impact on the challenges facing society today. Through collaboration with our partners and customers, and by bringing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

## KEY FACTS (FY2023)

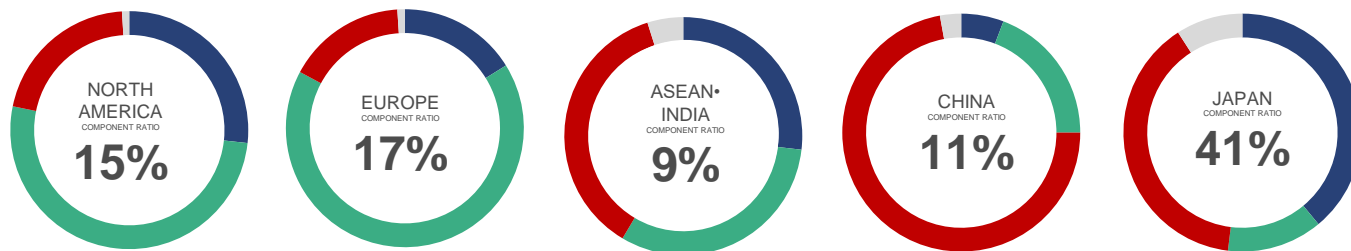
**Global revenue:** 8,564.3 Billion JPY

**Employees:** 268,655 (as of March 31, 2024)

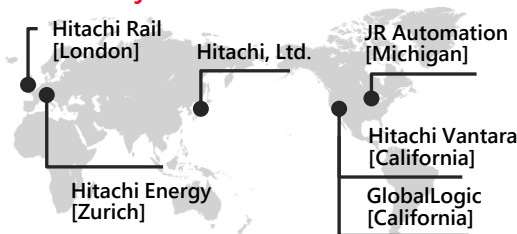
## BY SECTOR



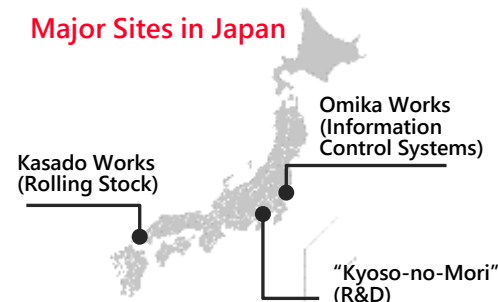
## BY REGION – Other areas: component ratio 7%



### Major Sites Worldwide



### Major Sites in Japan



\*Figures for the Three sectors, which is calculated by subtracting Hitachi Astemo from Consolidated Total. Hitachi Astemo was deconsolidated in October 2023.



# INTRODUCTION OF EUROPEAN BUSINESS



With 1,450.0 billion yen revenues, 122 legal entities and around 42,000 employees (as of March 31<sup>st</sup> 2024) the Hitachi Group in Europe is expanding its already significant presence through the growth of its 3 strategic sectors...



# Hitachi Group Companies' Headquarters in Europe



# Key Manufacturing sites in Europe



**NEWTON  
AYCLIFFE**

Hitachi Rail (Rolling Stock)



**RIOM**

Hitachi Rail STS (Signalling systems)



**GENOA**

Hitachi Rail (Rail Control)

**TURIN**

Hitachi Rail (Rail Control)

**PISTOIA**

Hitachi Rail (Rolling stock)

**NAPLES**

Hitachi Rail (Rolling stock & Rail Control)

**TITO SCALO**

Hitachi Rail (Rail Control)

**REGGIO  
CALABRIA**

Hitachi Rail (Rolling Stock)



**ZURICH**

Hitachi Energy (Headquarters, High Voltage products)

**BADEN**

Hitachi Energy (Grid Automation & R&D)

**LENZBURG**

Hitachi Energy (Power Semiconductors)



**LUDVIKA**

Hitachi Energy (Grid Integration, Transformers & High Voltage Products)



**VAASA**

Hitachi Energy (Transformers)



**SEVLIEVO**

Hitachi Energy (High Voltage Products)



**LODZ**

Hitachi Energy (Transformers)



LONDON

**European R&D Centre Headquarters**

**Sustainability Lab** (Since 2021, Energy, Carbon management, Environment)

**Mobility System Lab** (Since 2011, Mobility solution, Rail)

**Digital & Data Innovation Lab** (Since 2013, AI, Optimisation, Security & trust)

**Design Lab** (Since 1989, Design thinking, Systems thinking, Futures design)

CAMBRIDGE

**Hitachi Cambridge Lab** (Since 1989, Quantum computing, Synthetic biology)



PISTOIA

**Mobility System Lab** (Since 2018, Mobility solution, Rail)



COPENHAGEN

**Digital & Data Innovation Lab** (Since 2015, AI, Optimisation, Security & trust)



MUNICH

**Digital & Data Innovation Lab** (Since 2005, Autonomy for transport, Circular industry, Data-driven services)



SOPHIA ANTIPOLIS

**Autonomy & Circularity Lab** (Since 2000, Autonomy for transport, Circular industry, Data-driven services)



ZURICH

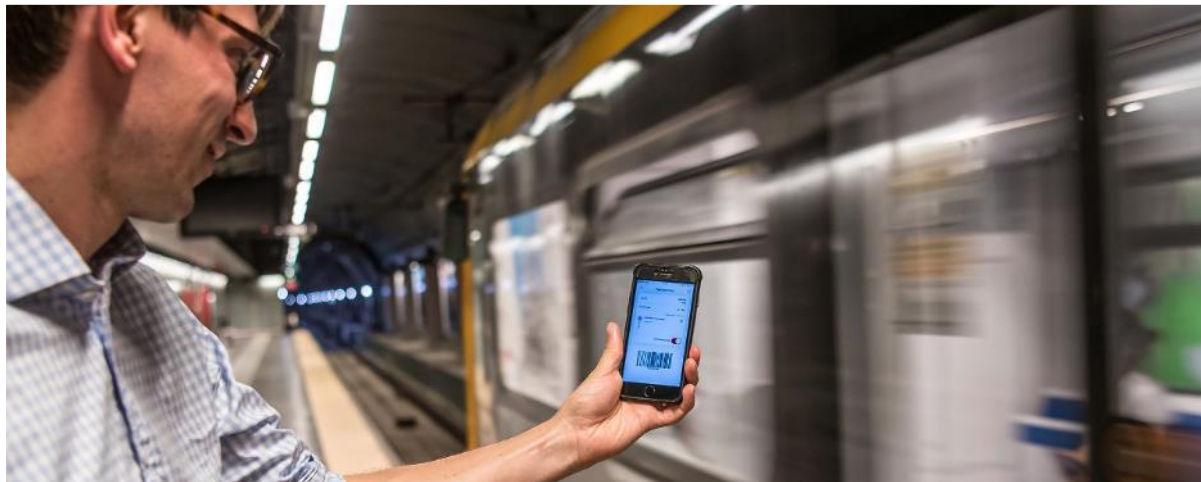
**Swiss Branch** (Since 2022, Energy strategy)





# **CUSTOMER PARTNERSHIPS DELIVERING REAL IMPACT**





Hitachi's Lumada Intelligent Mobility Management suite is a world first for smart mobility.

For the first time, passengers in Genoa can plan and access the most convenient, cheapest multi-modal journey.

Alessandro de Grazia, Group,  
Head of Smart Ticketing, Rail



Digital



Mobility

## Challenge

- Genoa Municipality + AMT operator needed to achieve:
- lower cost of congestion
- reduced emissions
- optimized operations
- a modal shift to public transport

## Solution

- 'Smart ticketing' passenger app gives access to 2500 bus stops, metro line with 15m users, two funiculars, 10 public lifts, one historic hillside railway, electric car sharing and e-moped services
- 7000+ Bluetooth sensors deployed in four months to enable 'hands free' ticketing

## Impact

- Improved passenger experience
- Decreased carbon emissions
- Municipality and third-party operators can now optimize end to end planning and operations through shared data source, visualisation and analytics



/// 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.



Hitachi Social Innovation is  
**POWERING GOOD**