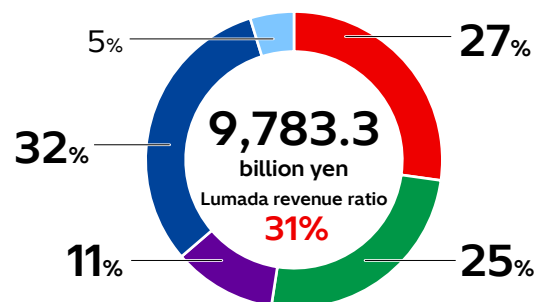


Hitachi at a Glance

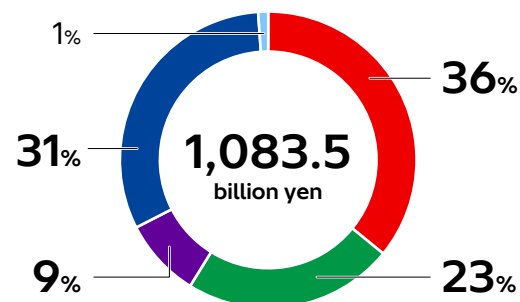
Financial Indicators (FY2024)

Revenues	Adj. EBITA margin*2	Net income (attributable to Hitachi, Ltd. stockholders)	EPS*3	CF conversion*4	Core FCF 3-year cumulative*5 (FY2022-2024)	ROIC
9,783.3 billion yen +14%*1 YoY	11.1% Lumada 15%	615.7 billion yen	133 yen	83%	1.8 trillion yen	10.9%

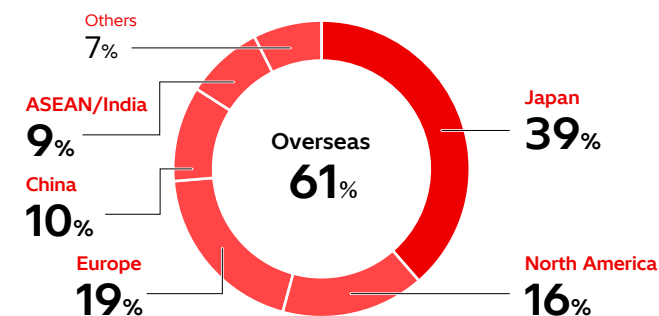
Revenues



Adj. EBITA



Revenues by region



● Digital Systems & Services ● Energy ● Mobility ● Connective Industries ● Others

*Changed to four sectors from April 1, 2025

Sustainability Management Indicators (FY2024)

CO ₂ avoided emissions (three-year average from FY2022 to FY2024)	Reduction rate of total CO ₂ *6 (compared with FY2010)	Digital talent	Engagement score	Percentage of women officers*7 (as of June 2025)	Ratio of non-Japanese executives*7 (as of June 2025)
142 million metric tons	81%	107,000 people	71.5 points	15.9%	26.1%

*1 Excluding Hitachi Astemo (now Astemo) *2 Updated definition of Adj. EBITA: Adj. operating income plus acquisition-related amortization *3 Calculated based on the number of shares after the stock split (effective July 1, 2024)

*4 Core FCF/Net income (excluding special factors) *5 Core FCF: Cash flows presented as free cash flows excluding cash flows from M&A and asset sales, etc. *6 Total CO₂ reduction rate at business sites (factories and offices)

*7 Ratios of women and non-Japanese executive officers and corporate officers