


Past Mid-term Management Plans

Management Plan 

Mid-term Management Plan 2012 (FY2010–2012)

Rebuilding Management Recovery

1

Created a product-based company system clarifying responsibilities and authority

Clarified responsibility and authority through introduction of an in-house company system

Consolidated business into six groups, focused on growth fields under an integrated system of operations and accelerated management

2

Rebuilt/Withdrew from low-profit businesses

Automotive systems business: Rebuilt through structural reform

Flat-panel TV business: Withdrew from in-house production

HDD business: Divestiture

3

Strengthened cost competitiveness

Started the Hitachi Smart Transformation Project for cost structure reform

Expanded centralized purchasing and global procurement

Optimized and consolidated manufacturing sites

Mid-term Management Plan 2015 (FY2013–2015)

Building a Foundation for GrowthThe Swapping Out of Businesses

1

Promoted the Social Innovation Business on a global basis by strengthening frontline functions

Expanded service businesses through the use of digitalization

Strengthened digital capabilities through the acquisition of Pentaho

2

Reviewed non-core businesses

Thermal power business: Established a joint-venture firm with Mitsubishi Heavy Industries

Air-conditioning business: Established a joint-venture firm with Johnson Controls

Batteries business: Relisted Hitachi Maxell, drew down Hitachi's stake in the company

3

Promoted globalization

Relocated the railway systems business headquarters to the United Kingdom

Introduced Global Performance Management aimed at enhancing the use of global human capital

Mid-term Management Plan 2018 (FY2016–2018)

Strengthening the Social Innovation BusinessLeveraging Digital Technologies

1

Transitioned away from a product-based company system to a three-level structure comprising frontline, platform and product tiers

Accelerated decision-making with the introduction of a business unit system

2

Strengthened the global front line

Bolstered global frontline operations through acquisitions (Ansaldo STS [now Hitachi Rail STS], Sullair [now Hitachi Global Air Power])

3

Expanded the digital solutions business with Lumada

Launched Lumada

Established Hitachi Vantara to deliver digital solutions

Lumada business revenues grew to 1 trillion yen

4

Executed ongoing business reviews

Divestiture and deconsolidation of listed subsidiaries (Divestiture of Hitachi Koki and Clarion, Sold a part of shares in Hitachi Transport System, Hitachi Capital and Hitachi Kokusai Electric)

Reduced/Withdrew from low-profit businesses such as the information and telecommunications equipment business and the overseas EPC business

Mid-term Management Plan 2021 (FY2019–2021)

Realized Social Innovation with DigitalizationBuilt a Platform for Global Growth

1

Launched the digital business platform and achieved growth

Launched the Lumada Solution Hub and the Lumada Alliance Program

Expanded the Lumada business revenues to 1.6 trillion yen

2

Enhanced efforts toward digital and environmental growth

2019: Acquired JR Automation

2020: Made Hitachi High-Tech a wholly owned subsidiary

Established Hitachi ABB Power Grids (now Hitachi Energy)

2021: Established Hitachi Astemo (now Astemo)

Acquired GlobalLogic

Transferred the diagnostic imaging-related business

Participated in COP26 as a principal partner

3

Reinforced and improved the business foundation by resolving management issues

Made progress in reviewing the capital policies of listed subsidiaries

Divestiture of Hitachi Chemical and Hitachi Metals*1

Sale of a part of shares in Hitachi Construction Machinery and Hitachi Transport System*1

Responded to management issues

Settled with Mitsubishi Heavy Industries on South Africa projects

Withdrew business operations on the U.K. nuclear power stations construction project

Promoted diversity, increased digital talent and enhanced risk management

Mid-term Management Plan 2024 (FY2022–2024)

Mode Change to Organic GrowthMoved to next stage aimed at sustained growth

Financial Indicators	MMP 2024 Targets (as announced in April 2023)	FY2024 Results
Revenues CAGR (FY2021–2024)	5–7%	14%
Adj. EBITA Margin*2	12%	11.7%
EPS Growth Rate CAGR*3 (FY2021–2024)	10–14%	18%
Core FCF (3-year cumulative) (FY2022–2024)	1.2 trillion yen	1.8 trillion yen
ROIC	10%	10.9%

1

Changed mode to organic growth

Increased in orders and revenue growth driven by DX and GX

Expanded the Lumada business revenues to 3.0 trillion yen and driving improved profit margins

Stabilized net income through risk management

Increased EPS growth rate

Deconsolidation of Hitachi Astemo (now Astemo)

2

Established cash flow and ROIC oriented management

Expanded cash generation capability

Core FCF (3-year cumulative) 0.9 trillion yen → 1.8 trillion yen

Core FCF conversion 50% → 83%

Improved ROIC 7.7% → 10.9%

3

Increased shareholder returns

Total share buybacks (3-year cumulative) 500 billion yen

Increased total shareholder return ratio (against core FCF, 3-year cumulative) from 35% to 54%

4

Strengthened sustainable management including evolving governance

Aligned executive compensation with shareholder value

Revised director and executive officer compensation system (incorporated TSR growth against global peers into a reward metric)

Enhanced digital talent: 107,000 / Engagement score: 71.5



*1 Completed in fiscal 2022

^{*1} Completed in fiscal 2022


^{*2} Adj. EBITA (Old Definition): Adj. operating income plus acquisition-related amortization

^{*3} Impact of one-time factors is excluded from net income in fiscal 2021

10-Year Financial Data

Annual Securities Report Information for Shareholders and Investors (Financial Information) 



million yen

Fiscal year (IFRS)	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Revenues	10,034,305	9,162,264	9,368,614	9,480,619	8,767,263	8,729,196	10,264,602	10,881,150	9,728,716	9,783,370
Adjusted operating income	634,869	587,309	714,630	754,976	661,883	495,180	738,236	748,144	755,816	971,606
Adjusted EBITA (updated definition)	—	—	—	—	—	—	—	—	—	1,083,525
Adjusted EBITA (old definition)	—	—	—	—	—	609,107	855,380	884,606	918,184	1,141,845
EBIT	531,003	475,182	644,257	513,906	183,614	850,287	850,951	845,632	857,942	977,607
EBITDA	—	—	—	885,318	619,001	1,343,067	1,392,840	1,373,468	1,310,702	1,409,337
Net income attributable to Hitachi, Ltd. stockholders	172,155	231,261	362,988	222,546	87,596	501,613	583,470	649,124	589,896	615,724
Net cash provided by (used in) operating activities	812,226	629,582	727,168	610,025	560,920	793,128	729,943	827,045	956,612	1,172,240
Net cash provided by (used in) investing activities	(730,799)	(337,955)	(474,328)	(162,872)	(525,826)	(458,840)	(1,048,866)	151,063	(131,543)	(573,650)
Net cash provided by (used in) financing activities	(26,467)	(209,536)	(321,454)	(320,426)	2,837	(184,838)	202,739	(1,142,966)	(1,024,907)	(424,122)
Core free cash flows	113,371	100,215	283,593	136,079	135,441	419,848	290,082	416,460	571,467	780,592
Capital expenditures (CF basis)	485,932	417,150	440,312	472,249	421,276	372,945	439,861	410,585	385,145	391,648
Depreciation	366,547	302,757	265,413	271,682	342,450	345,201	382,922	358,412	280,306	238,784
Amortization	141,243	112,426	99,019	96,362	90,708	146,462	157,330	167,898	171,234	192,750
R&D expenditures	333,730	323,963	332,920	323,145	293,799	293,571	317,383	316,280	290,145	259,431
Total assets	12,551,005	9,663,917	10,106,603	9,626,592	9,930,081	11,852,853	13,887,502	12,501,414	12,221,284	13,284,813
Total Hitachi, Ltd. stockholders' equity	2,735,078	2,967,085	3,278,024	3,262,603	3,159,986	3,525,502	4,341,836	4,942,854	5,703,705	5,847,091
Interest-bearing debt	3,604,455	1,176,603	1,050,294	1,004,771	1,485,042	2,397,356	3,126,712	2,213,348	1,180,022	1,206,116
Adjusted EBITA margin (updated definition) (%)	—	—	—	—	—	—	—	—	—	11.1
Adjusted EBITA margin (old definition) (%)	—	—	—	—	—	7.0	8.3	8.1	9.4	11.7
Earnings per share attributable to Hitachi, Ltd. stockholders, basic (EPS) (yen)	35.65	47.90	75.19	46.09	18.14	103.86	120.75	136.91	126.91	133.85
Core free cash flows per share, basic (CFPS) (yen)	23.48	20.76	58.74	28.18	28.05	86.93	60.03	87.84	122.95	169.70
Return on invested capital (ROIC) (%)	—	—	—	8.5	9.4	6.4	7.7	7.6	8.7	10.9
Return on equity (ROE) (%)	6.1	8.1	11.6	6.8	2.7	15.0	14.8	14.0	11.1	10.7
D/E ratio (Including non-controlling interests) (times)	0.87	0.29	0.23	0.23	0.35	0.54	0.58	0.41	0.20	0.20
Total shareholder return (payment basis)	57,941	57,937	67,591	77,246	91,761	96,653	111,210	329,146	244,460	389,206
including share buybacks	0	0	0	0	0	0	0	199,999	99,999	199,999
Dividend per share (yen)	12.0	13.0	15.0	18.0	19.0	21.0	25.0	29.0	36.0	43.0
Dividend payout ratio (%)	33.7	27.1	20.0	39.1	104.8	20.2	20.7	21.0	28.3	32.0
Strategic shareholding status 										
Number of shares / the ratio of strategic shareholdings (total amount recorded on the balance sheet) of net assets (consolidated)	332 / 5.8%	309 / 7.9%	288 / 6.0%	272 / 4.0%	233 / 3.3%	217 / 4.5%	198 / 5.1%	177 / 4.4%	157 / 1.1%	143 / 1.0%

- Notes:
- Adjusted operating income is presented as revenues less selling, general and administrative expenses, as well as cost of sales.
 - Adjusted EBITA (updated definition) = Adjusted operating income + Acquisition-related amortization. Adjusted EBITA (old definition) = Adjusted operating income + Acquisition-related amortization + Share of profits (losses) of investments accounted for using the equity method.
 - Core free cash flows are net cash provided by operating activities minus capital expenditures.
 - On October 1, 2018, the Company completed the share consolidation of every 5 shares into 1 common share. On July 1, 2024, the Company completed the share split into 5 shares for every 1 common share. The figures of EPS, CFPS and dividend per share from FY2018 to FY2024 are calculated based on the adjusted number of shares due to the share consolidation and split. EPS and CFPS are calculated based on the weighted average number of ordinary shares outstanding during the period.
 - TSR (Total Shareholder Return) show the investment return for an investment made at the end of March 2015, considering the dividends and share price at the end of March 2025. To ensure the investment performance of Hitachi's share price including dividends, we set the investment value at the end of March 2015 at a numerical index of one hundred. The indexed data for TOPIX, the Tokyo Share Price Index, in the same way is served as a comparison index.

	Previous year	Past 3 years		Past 5 years		Past 10 years	
	TSR	TSR	Annual TSR	TSR	Annual TSR	TSR	Annual TSR
Hitachi	25.9%	189.2%	42.5%	474.6%	41.9%	357.4%	16.4%
TOPIX (including dividends)	(1.5)%	47.2%	13.8%	113.4%	16.4%	117.4%	8.1%

5-Year ESG Data

Environmental Data Social Data Governance Data 

Employee Data (Hitachi Group)

		FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees	Hitachi Group	350,864	368,247	322,525	268,655* ¹	282,743
	Hitachi, Ltd.	29,850	29,485	28,672	28,111	25,892
Average service (years)	Hitachi Group* ²	13.6	13.5	12.6	12.9	12.6
Turnover rate (%) ^{*3,4}	Hitachi Group* ²	4.3	7.5	8.5	6.3	5.8

Employee Engagement Score*⁵ (Hitachi Group)

Global average (point)		62	65	69.5	68.6	71.5
By region (point)	Japan	—	56	61.2	61.6	63.2
	Outside Japan	—	80	82.3	80.2	80.9

Digital Talent*⁶ (Hitachi Group)

Global (persons)		35,000	67,000	83,000	95,000	107,000
By region	Japan	23,000	29,000	42,000	50,000	56,000
	Outside Japan	12,000	38,000	41,000	45,000	51,000

Registered Employees, Managers

Ratio of women employees (%) ^{*3}	Hitachi Group* ²	19.1	20.2	22.3	22.5	23.2
Ratio of women managers (%) ^{*7}	Hitachi Group* ^{2,3}	9.5	9.8	13.0	14.1	15.8
	Hitachi, Ltd.* ⁸	6.5	6.8	7.4	7.8	8.5

Ratio of women and ethnically/culturally diverse executive and corporate officers† (Hitachi, Ltd.)

	June 2021	June 2022	June 2023	June 2024	June 2025
Number of women executives	7	9	9	9	11
Ratio of women executives (%)	10.1	12.2	11.4	11.8	15.9
Number of non-Japanese executives	8	13	16	19	18
Ratio of non-Japanese executives (%)	11.6	17.6	20.3	25.0	26.1

†Executive Officers and Corporate Officers

[Scope of Data]

- *1 The decrease in the number of group employees from the previous fiscal year is mainly due to the deconsolidation of Hitachi Astemo (now Astemo).
- *2 Manufacturing workers not registered in the employee database and employees of some newly consolidated companies are not included. As of the end of fiscal 2024, the number of manufacturing workers not registered in the employee database was 28,000.
- *3 The figures are based on enrolled employees with employment contracts including those seconded from Hitachi Group to other companies and those taking leave, and excluding those seconded from other companies to Hitachi Group (as of March 31).
- *4 Figures include only voluntary resignations.
- *5 Employee engagement score measures the positive response rate of 4 factors—pride in working for Hitachi; whether it is a workplace one would recommend to others as a great place to work; job satisfaction and sense of accomplishment; and desire to continue working for Hitachi for the foreseeable future.
- *6 We define digital talent as those who possess any of the 12 capabilities required for digital business, including design thinking, data science, and security. The number of digital talents is the total number of persons under each capability (total number of people, in thousands).
- *7 The increase in the number and percentage of women managers over time reflects improved coverage of our employee database and changes in the number of consolidated companies. Also, employees whose grades (job titles) are not registered in the employee database are not included in the number of managers.
- *8 The figures are based on the number of employees including those seconded from Hitachi Group to other companies, those taking leave, and those seconded from other companies to the Hitachi Group (as of March 31). Figures for fiscal 2021 exclude those seconded from other companies to the Hitachi Group.

Total Recordable Injury Frequency Rate*⁹ (TRIFR*¹⁰) (Hitachi Group)

	CY2020	CY2021	FY2021	FY2022	FY2023	FY2024
Global total	0.29	0.28	0.27	0.26	0.16	0.13
Japan	0.14	0.12	0.12	0.14	0.13	0.11
Asia (excluding Japan)	0.17	0.12	0.11	0.09	0.05	0.05
North America, Central and South America	1.54	1.36	1.20	1.10	0.38	0.30
Europe	0.45	0.38	0.45	0.39	0.32	0.26

Number of Fatal Accidents

Hitachi Group (including contractors)	3	2	2	5	4	2
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[Scope of Data]

*9 We used the statistical period between January and December of each year in the past. However, in accordance with the safety targets set under our Mid-term Management Plan 2024, we changed the statistical period to April through March beginning in fiscal 2021.

*10 Total Recordable Injury Frequency Rate (casualties per 200,000 work hours)

Sustainable Procurement Activities (Hitachi Group)

	FY2020	FY2021	FY2022	FY2023	FY2024
Sustainability risk assessment (companies)	271	[Human rights] 2,524* ¹¹ [Environment] 708* ¹¹	1,374* ¹²	3,227	4,029
Sustainability audits (companies)	27	25	128* ¹³	150	153
Sustainability procurement seminars (companies)	450	359	520	269* ¹⁴	156

*11 Sustainability monitoring in fiscal 2021 was focused on human rights and environmental risk assessment.

*12 Sustainability monitoring from fiscal 2022 onwards has been focused on environment, labor and human rights, ethics and sustainable procurement.

*13 Included the number of companies audited by Hitachi Energy beginning fiscal 2022.

*14 Procurement partners of Hitachi Astemo (now Astemo) not included in the Sustainable Procurement Seminars for fiscal 2023.

Environment (Hitachi Group)

CO ₂ emissions at business sites (factories and offices) (kt-CO ₂ e)	3,313	3,412	1,565	676	601
Waste and valuables generated (kt)	1,061	1,111	356	164	154
Water usage (million m ³)	26.35	26.03	14.56	10.92	9.83
Atmospheric emissions of chemical substances (kt)	2.37	2.50	1.09	0.62	0.47

CO₂ Avoided Emissions through Products and Services: 142 million metric tons/year
(three-year average from FY2022 to FY2024)

[Scope of Data]

Data on the Environment (Hitachi Group) applies to business sites with a large environmental load that are classified as category A*. From fiscal 2023, CO₂ emissions at business sites (factories and offices) include non-energy-related greenhouse gases (kt-CO₂e) in the reported amount. From fiscal 2023, CO₂ emissions at business sites (factories and offices) covers all manufacturing and A/B Non-manufacturing.

*All Group business sites are classified into one of three categories: A, B, or C, based on the Criteria for Classification of Environmental Management established by Hitachi, and the most suitable management is then conducted for each in accordance with the respective level of environmental risk.

Corporate Data and Stock Information (as of March 31, 2025)

● Corporate Name

Hitachi, Ltd.
(Kabushiki Kaisha Hitachi Seisakusho)

● URL

<https://www.hitachi.com/en/>

● Head Office

6-6, Marunouchi 1-chome, Chiyoda-ku,
Tokyo 100-8280, Japan

● Founded

1910 (Incorporated in 1920)

● Capital Stock

464,384 million yen

● Number of Employees (consolidated)

282,743

● Number of Shares Issued (common stock, including treasury stock)

4,580,341,685

● Number of Shareholders

370,650

● Administrator of Shareholders' Register

Sumitomo Mitsui Trust Bank, Limited
4-1, Marunouchi 1-chome, Chiyoda-ku,
Tokyo 100-8233, Japan

● Stock Exchange Listings

Tokyo, Nagoya

● Accounting Auditor

Ernst & Young ShinNihon LLC

● Contact

Hitachi, Ltd.
TEL: +81-3-3258-1111

● 10 Largest Shareholders

Name	Share ownership (shares)	Shareholding ratio (%) ^{*1}
The Master Trust Bank of Japan, Ltd. (Trust Account)	788,876,600	17.23
Custody Bank of Japan, Ltd. (Trust Account)	270,599,100	5.91
STATE STREET BANK AND TRUST COMPANY 505001	143,436,447	3.13
STATE STREET BANK WEST CLIENT-TREATY 505234	98,697,835	2.16
MOXLEY & CO LLC ^{*2}	95,208,929	2.08
JP MORGAN CHASE BANK 385632	89,489,070	1.95
STATE STREET BANK AND TRUST COMPANY 505223	85,424,943	1.87
Nippon Life Insurance Company	84,499,995	1.85
Hitachi Employees' Shareholding Association	79,042,957	1.73
GOVERNMENT OF NORWAY	77,771,030	1.70

^{*1} Treasury stock (2,467,109 shares) is not included in the calculation of shareholding ratio.

^{*2} MOXLEY & CO LLC is the nominee name of the depositary bank, JP Morgan Chase Bank, N.A, for the aggregation of the Company's American Depositary Receipts (ADRs) holders.

● Ratings

(As of August 31, 2025)

Rating company	Long-term	Short-term
Standard & Poor's (S&P)	A	A-1
Moody's Japan K.K. (Moody's)	A2	P-1
Rating and Investment Information, Inc. (R&I)	AA	a-1+

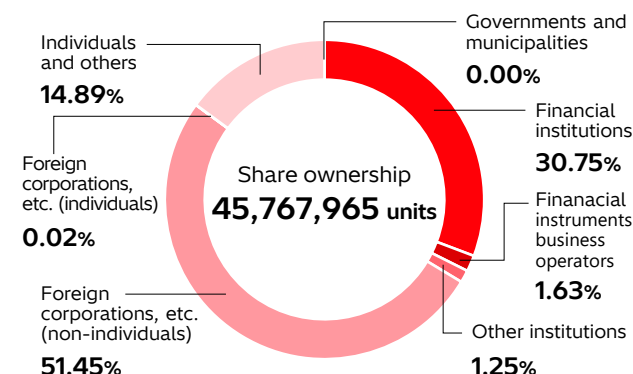
● Assurance

To enhance the reliability of information it discloses, Hitachi uses a combined assurance model that includes assurance obtained from executives and from external assurance providers. Please refer to production structure. [\(P.1\)](#) The supervisor of the *Hitachi Integrated Report 2025* is Tomomi Kato, Senior Vice President and Executive Officer, CFO and CRMO. Some of the environmental and social data in the *Hitachi ESG Data Book 2025* has undergone third-party verification by KPMG AZSA Sustainability Co., Ltd.

Indicators Subject to Independent Assurance

Hitachi Group Number and ratio of women managers, CO₂ emissions at business sites (factories and offices)

● Shareholder Composition



Engagement with Shareholders and Investors

Hitachi emphasizes engagement with shareholders and investors. In fiscal 2024, Directors and Executive Officers had meetings with major shareholders (representing 12% of total shareholdings). In other activities, the Investor Relations Division holds IR briefings and meets with analysts and investors about 900 times a year, discussing topics ranging from business strategies and financial strategies and results to governance, the executive compensation structure and sustainability strategies. Feedback received during these meetings is shared with top management and utilized in decision-making.

IR Briefings Conducted in Fiscal 2024

- [Mid-term Management Plan Progress Briefing](#) [\(April\)](#)
- [Financial Results Briefings](#) [\(quarterly\)](#)
- [Hitachi Investor Day](#) [\(June\)](#)
- [Presentation by the CEO of Hitachi Energy](#) [\(October\)](#)
- [Railway Systems Business Briefing and Sites Tour](#) [\(Europe, November\)](#)