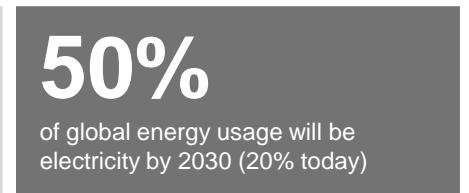
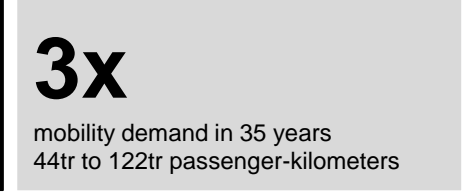
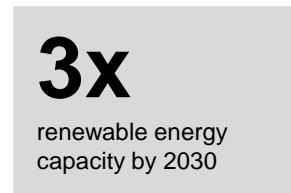
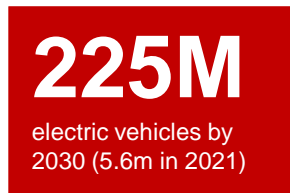
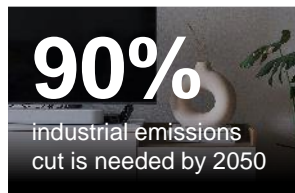
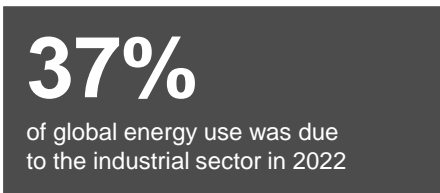
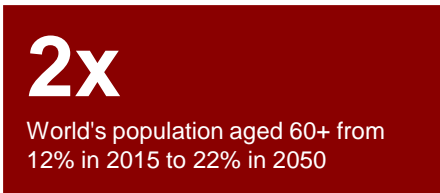
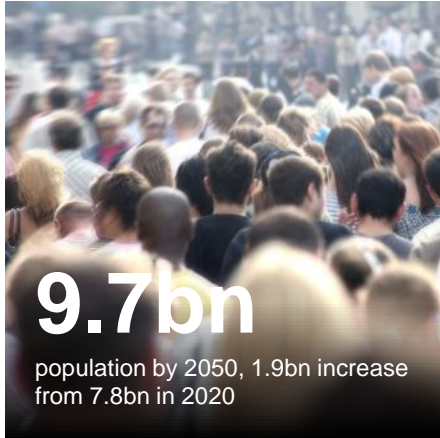




/// HITACHI OVERVIEW ///

We live in a dynamic world



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**

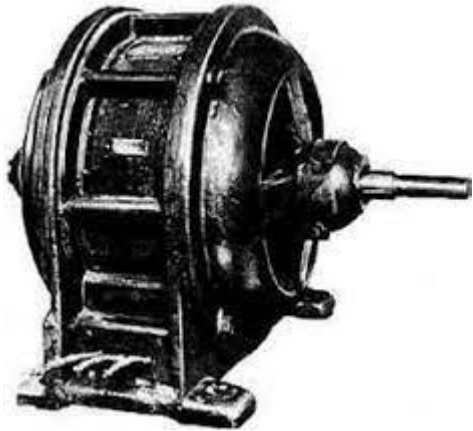
Our values

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



OVER 110 YEARS OF INNOVATION TO SUPPORT SOCIETY



1910 – 5HP electric motor

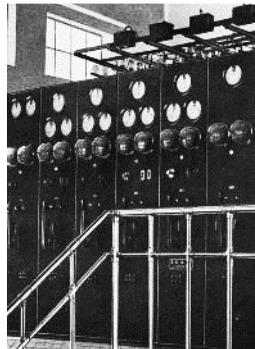
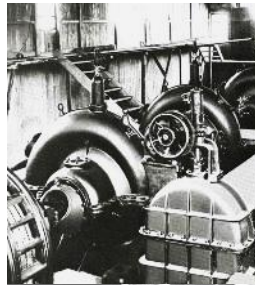


Photo provided by JR Systems

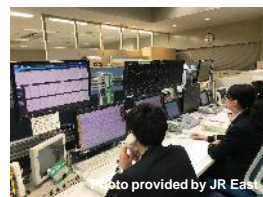
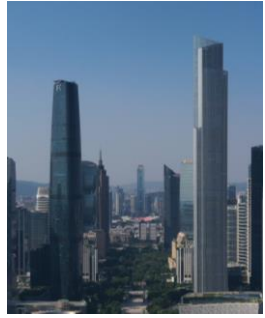


Photo provided by JR East



Hitachi has **actively transformed** to meet the needs of today

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

**SOCIAL
INNOVATION**

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



A sustainability strategy to **deliver impact across 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



Hitachi Digital: sustainable farming



Hitachi Rail: Battery powered train



Hitachi Energy: Link two nations' grids

**READY TO
ACCELERATE CHANGE**

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

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 320,000 employees worldwide
10th largest tech company in the world*
182,000 global patents (as of April 2022)
¥ 316.2B JPY (\$2.35B USD*) annual investment in R&D
We have an industrial breadth and technical capacity designed to build at scale

Our capability to implement at scale

DIGITAL SYSTEMS
& SERVICES

29%

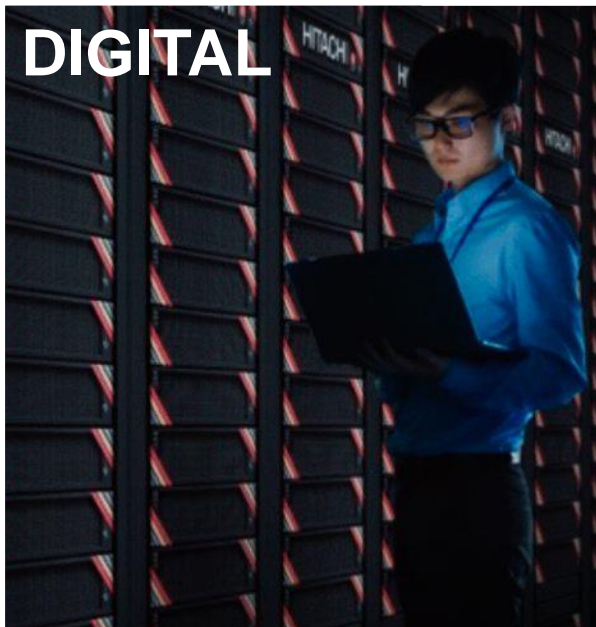
GREEN ENERGY
& MOBILITY

30%

CONNECTIVE
INDUSTRIES

36%

DIGITAL



ENERGY



MOBILITY



INDUSTRY



Improve the efficiency of systems that underpin society. Centred on Lumada and turning data into insights.



Advance the energy transition, provide safe and comfortable mobility



Create a resilient supply chain, innovate industries and cities



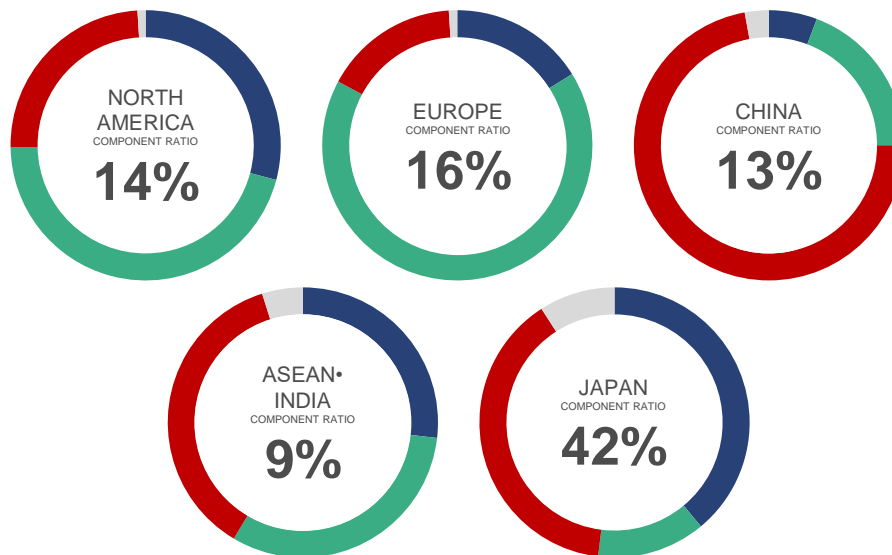
Establishing a growing presence globally

REVENUES BY REGION (FY2022)

GLOBAL TOTAL

JPY ¥7,638.2B

USD \$57.00B*



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

OTHER AREAS:
REVENUE SHARE 6%

* Based on exchange rate 134.00 yen to US dollar. All figures relate to the continuing consolidated business excluding divested businesses.



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, 12 funiculars/ public lifts and 1 cable car, e-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 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 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 (FY2022)

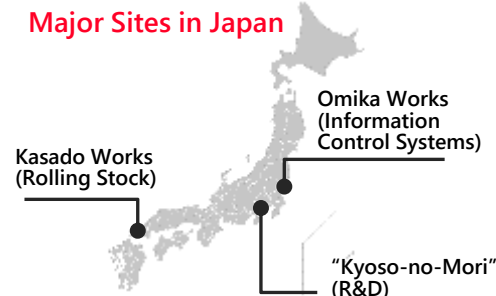
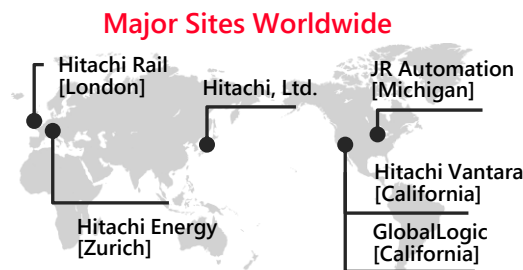
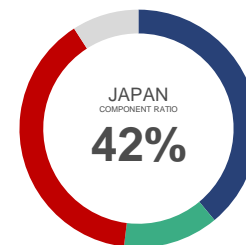
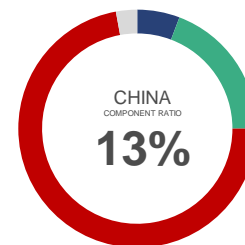
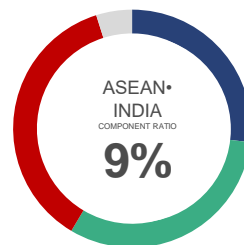
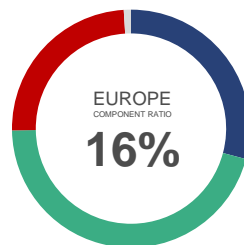
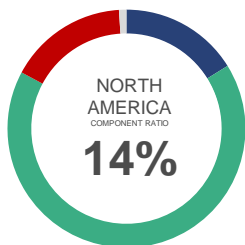
Global revenue: JPY ¥ 7,638.2B (USD \$57.00B*)

Employees: 320,000+

BY SECTOR

DIGITAL SYSTEMS & SERVICES	29% revenue
GREEN ENERGY & MOBILITY	30% revenue
CONNECTIVE INDUSTRIES	36% revenue
OTHERS	6% revenue

BY REGION – Other areas: component ratio 6%




*Based on exchange rate 134.00 yen to US dollar.
All figures relate to the continuing consolidated business excluding divested businesses.

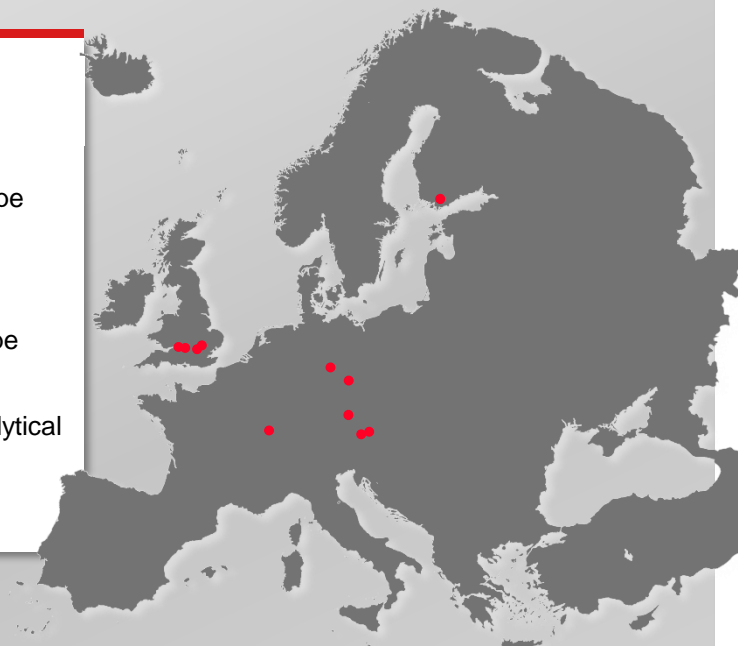








With 1,535.9 billion yen revenues, 138 legal entities and around 43,000 employees (as of March 31st 2023) the Hitachi Group in Europe is expanding its already significant presence through the growth of its 3 strategic sectors...




Hitachi Group Companies' Headquarters in Europe

	STOKE POGES	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








	MUNICH	Hitachi Ventures
	KREFELD	Hitachi High-Tech Europe
	UEDEM	Hitachi High-Tech Analytical Science GmbH
	SWITZERLAND	Hitachi Energy Hitachi Systems Security Europe
	BESANÇON	JR Automation
	ESPOO	Hitachi High-tech Analytical Science Finland OY

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 2021, AI, Optimisation, Security & trust)



SOPHIA ANTIPOLIS

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



ZURICH

Swiss Branch (Since 2022, Energy strategy)





Hitachi Social Innovation is
POWERING GOOD