We live in a dynamic world

9.7bn population by 2050, 1.9bn increase from 7.8bn in 2020

68% of the population will live in cities by 2050 up from 55% in 2018

43 megacities (20m+ people) by 2030 up from 33 in 2023

3x mobility demand in 35 years 44tr to 122tr passenger-kilometers

9.6bn industrial and infrastructure IOT devices connected by 2032

2x World’s population aged 60+ from 12% in 2015 to 22% in 2050

68% of the population will live in cities by 2050 up from 55% in 2018

World’s population aged 60+ from 12% in 2015 to 22% in 2050

3x mobility demand in 35 years 44tr to 122tr passenger-kilometers

9.6bn industrial and infrastructure IOT devices connected by 2032

37% of global energy use was due to the industrial sector in 2022

90% industrial emissions cut is needed by 2050

225M electric vehicles by 2030 (5.6m in 2021)

3x renewable energy capacity by 2030

50% of global energy usage will be electricity by 2030 (20% today)

Data from multiple sources – UN, WHO, IEA, OECD, IRENA, Gartner
Society and industry are seeing huge changes

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
Hitachi’s mission & values – unchanged since our founding

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
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

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**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

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

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

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

*by revenue, Fortune Global 500. Based on exchange rate 134.00 yen to US dollar
Our capability to implement at scale

DIGITAL
DIGITAL SYSTEMS & SERVICES 29%

ENERGY
GREEN ENERGY & MOBILITY 30%

MOBILITY
CONNECTIVE INDUSTRIES 36%

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

ENERGY
Advance the energy transition, provide safe and comfortable mobility

MOBILITY
Create a resilient supply chain, innovate industries and cities

Percentages are by revenue – component ratio. All figures relate to the continuing consolidated business excluding divested businesses.
Establishing a growing presence globally

REVENUES BY REGION (FY2022)

GLOBAL TOTAL

JPY ￥7,638.2B
USD $57.00B*

- NORTH AMERICA
  - COMPONENT RATIO
  - 14%

- EUROPE
  - COMPONENT RATIO
  - 16%

- CHINA
  - COMPONENT RATIO
  - 13%

- ASEAN•INDIA
  - COMPONENT RATIO
  - 9%

- JAPAN
  - COMPONENT RATIO
  - 42%

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
Powering smart ticketing for multi-modal travel in Genoa

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

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
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 Collaborate

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 Innovate

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.

We Deliver
Hitachi Group at a glance

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

<table>
<thead>
<tr>
<th>Sector</th>
<th>Revenue Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>DIGITAL SYSTEMS &amp; SERVICES</td>
<td>29%</td>
</tr>
<tr>
<td>GREEN ENERGY &amp; MOBILITY</td>
<td>30%</td>
</tr>
<tr>
<td>CONNECTIVE INDUSTRIES</td>
<td>36%</td>
</tr>
<tr>
<td>OTHERS</td>
<td>6%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Location</th>
<th>Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>STOKE POGES</td>
<td>Hitachi Vantara EMEA Hitachi Europe</td>
</tr>
<tr>
<td>LONDON</td>
<td>Hitachi Rail Hitachi Solutions Europe GlobalLogic</td>
</tr>
<tr>
<td>BRADFORD-ON-AVON</td>
<td>Hitachi Information Control Systems Europe</td>
</tr>
<tr>
<td>OXFORD</td>
<td>Hitachi High-Tech Analytical Science</td>
</tr>
<tr>
<td>MUNICH</td>
<td>Hitachi Ventures</td>
</tr>
<tr>
<td>KREFELD</td>
<td>Hitachi High-Tech Europe</td>
</tr>
<tr>
<td>UEDEM</td>
<td>Hitachi High-Tech Analytical Science GmbH</td>
</tr>
<tr>
<td>SWITZERLAND</td>
<td>Hitachi Energy Hitachi Systems Security Europe</td>
</tr>
<tr>
<td>BESANÇON</td>
<td>JR Automation</td>
</tr>
<tr>
<td>ESPOO</td>
<td>Hitachi High-tech Analytical Science Finland OY</td>
</tr>
</tbody>
</table>

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### Key Manufacturing sites in Europe

<table>
<thead>
<tr>
<th>Country</th>
<th>Hitachi Rail (Rolling Stock)</th>
</tr>
</thead>
<tbody>
<tr>
<td>NEWTON</td>
<td></td>
</tr>
<tr>
<td>AYCLIFFE</td>
<td></td>
</tr>
<tr>
<td>RIOM</td>
<td>Hitachi Rail STS (Signalling systems)</td>
</tr>
<tr>
<td>GENOA</td>
<td>Hitachi Rail (Rail Control)</td>
</tr>
<tr>
<td>TURIN</td>
<td>Hitachi Rail (Rail Control)</td>
</tr>
<tr>
<td>PISTOIA</td>
<td>Hitachi Rail (Rolling stock)</td>
</tr>
<tr>
<td>NAPLES</td>
<td>Hitachi Rail (Rolling stock &amp; Rail Control)</td>
</tr>
<tr>
<td>TITO SCALO</td>
<td>Hitachi Rail (Rail Control)</td>
</tr>
<tr>
<td>REGGIO CALABRIA</td>
<td>Hitachi Rail (Rolling Stock)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Country</th>
<th>Hitachi Energy</th>
</tr>
</thead>
<tbody>
<tr>
<td>ZURICH</td>
<td>(Headquarters, High Voltage products)</td>
</tr>
<tr>
<td>BADEN</td>
<td>(Grid Automation &amp; R&amp;D)</td>
</tr>
<tr>
<td>LENZBURG</td>
<td>(Power Semiconductors)</td>
</tr>
<tr>
<td>LUDVIKA</td>
<td>(Grid Integration, Transformers &amp; High Voltage Products)</td>
</tr>
<tr>
<td>VAASA</td>
<td>(Transformers)</td>
</tr>
<tr>
<td>SEVLIEVO</td>
<td>(Transformers)</td>
</tr>
<tr>
<td>LODZ</td>
<td>(Transformers)</td>
</tr>
<tr>
<td>Location</td>
<td>Lab Type</td>
</tr>
<tr>
<td>------------</td>
<td>---------------------------------------------------</td>
</tr>
<tr>
<td>LONDON</td>
<td>European R&amp;D Centre Headquarters</td>
</tr>
<tr>
<td></td>
<td>Sustainability Lab</td>
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<tr>
<td></td>
<td>Mobility System Lab</td>
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<tr>
<td></td>
<td>Digital &amp; Data Innovation Lab</td>
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<tr>
<td></td>
<td>Design Lab</td>
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</tr>
<tr>
<td>CAMBRIDGE</td>
<td>Hitachi Cambridge Lab</td>
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<tr>
<td>PISTOIA</td>
<td>Mobility System Lab</td>
</tr>
<tr>
<td>COPENHAGEN</td>
<td>Digital &amp; Data Innovation Lab</td>
</tr>
<tr>
<td>MUNICH</td>
<td>Digital &amp; Data Innovation Lab</td>
</tr>
<tr>
<td>SOPHIA</td>
<td>Autonomy &amp; Circularity Lab</td>
</tr>
<tr>
<td>ANTOPOLIS</td>
<td>Swiss Branch</td>
</tr>
<tr>
<td>ZURICH</td>
<td>Swiss Branch</td>
</tr>
</tbody>
</table>

**Note:** The labs are dedicated to different areas of research and innovation, with some focusing on specific technologies or industries.