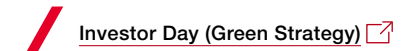


## Executive Vice President Messages

### Ensure the Happiness of People around the Globe through Advancing a Sustainable “Greener” Future for All



#### Our Vision

The transition to “Green” is perhaps the greatest global shift since the industrial revolution. Hitachi is embracing this unparalleled challenge as an opportunity. I believe that Hitachi’s portfolio is well positioned to contribute to the realization of a carbon-neutral society. This is evident by the transformation of Hitachi’s portfolio and how it has accelerated in recent years like never before.

We have made major investments in Green, starting with the acquisition of the Ansaldo\* companies. This was followed by large investments in the Power Grids business from ABB, whilst divesting non-core businesses and businesses with a less promising market outlook. The acquisition of GlobalLogic further accelerates our Green strategy, materialising our DX x GX approach through embedded digital technologies. For example, in the next few years we see unparalleled opportunity in the electrification of mobility. Electric vehicles are not only a greener means of transport, in the future, they will rapidly become a catalyst for carrying and storing energy. This could contribute to the stabilisation of the grid with increased renewables further supported by second-life battery energy storage and energy management systems, expanding the EV ecosystem to energy and industry. This is a great example of how the worlds of Mobility, Energy and Digital combine. In this regard, Hitachi has unique insight, and through our far-reaching contributions, we will work to ensure the happiness of people worldwide by advancing a sustainable and greener future for all.

\*The Ansaldo companies are two rail systems companies that Hitachi acquired (100%) in 2015 and 2019.

#### Business Strategy (Lumada Expansion)

The Green transition remains a critical global challenge driving the transition to clean energy and the decarbonization of mobility and industry. This is being fuelled by enormous investments in both the public and private sectors worldwide, such as the Inflation Reduction Act in the United States or the REPowerEU funds in Europe. To support the transition, we are ready to deliver unique offerings.

Our short-term strategy is very simple but robust. We will support customers’ demands by delivering products and systems (e.g., HVDC for interconnections, Green rail systems). The growth of the Order Backlog has been at record highs over the last few years, and one of our key focuses is to deliver it as planned. Through this execution, we will improve profitability of our key product businesses.

In addition, we are closely collaborating with Hitachi Digital to leverage our huge installed base worldwide. Hitachi’s uniqueness and strengths include (1) Enormous domain knowledge and experience in many industries such as “OT and Products;” (2) Cutting-edge IT capability and expertise to resolve customers’ challenges, and (3) Offerings combining “IT x OT x Products” solutions to many different customers. Our business growth strategy in Green is to deliver sustainable, digitally enabled solutions throughout the product/system life cycle – from design to decommissioning.

#### The Story of Value Co-creation

Digital is the great enabler for the Green Transition. [One good example is the smart mobility in Genoa, Italy.](#) Here, Lumada Intelligent Mobility Management has digitally connected all transportation networks in the city, while the “360Pass” mobile app offers hands-free payment for both public transportation and car sharing. These solutions are founded in creating a digital twin of Genoa’s entire transport network, enabling real-time understanding of people flow and operation data.

In further opportunities, we are building enhanced capability in multiple domains with Hitachi Digital and GlobalLogic. By delivering Green solutions, we will contribute to invaluable social and industrial transformation. The resulting positive cycle of change will give our portfolio a new level of depth and aptitude for the future. The market is ready – the green light is on – and we’re prepared to drive continued success.



“360Pass” in Genoa, Italy



**Alistair Dormer**

Executive Vice President and Executive Officer,  
General Manager of Green Energy &  
Mobility Strategy Planning Division