

The Value Creation Process

Our Advantages and Resources

Global and diverse organization*1 and human capital

- DEI promotion for diverse human resources
- Compensation structure supporting growth mindset
- Global top-tier board

Overseas employee ratio	58%
Ratio of women executive and corporate officers	12%
Ratio of non-Japanese executive and corporate officers	25%
Digital talent	95,000
Engagement score	68.6

Global assets capturing technology trends

- Three business segments matching trends
- Four strategic cross-sector functions
- Overseas regional headquarters capturing global markets

Global asset ratio*2	70%
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Innovating technologies

- Backcast corporate R&D that develops the next Lumada solutions
- Start-up investments

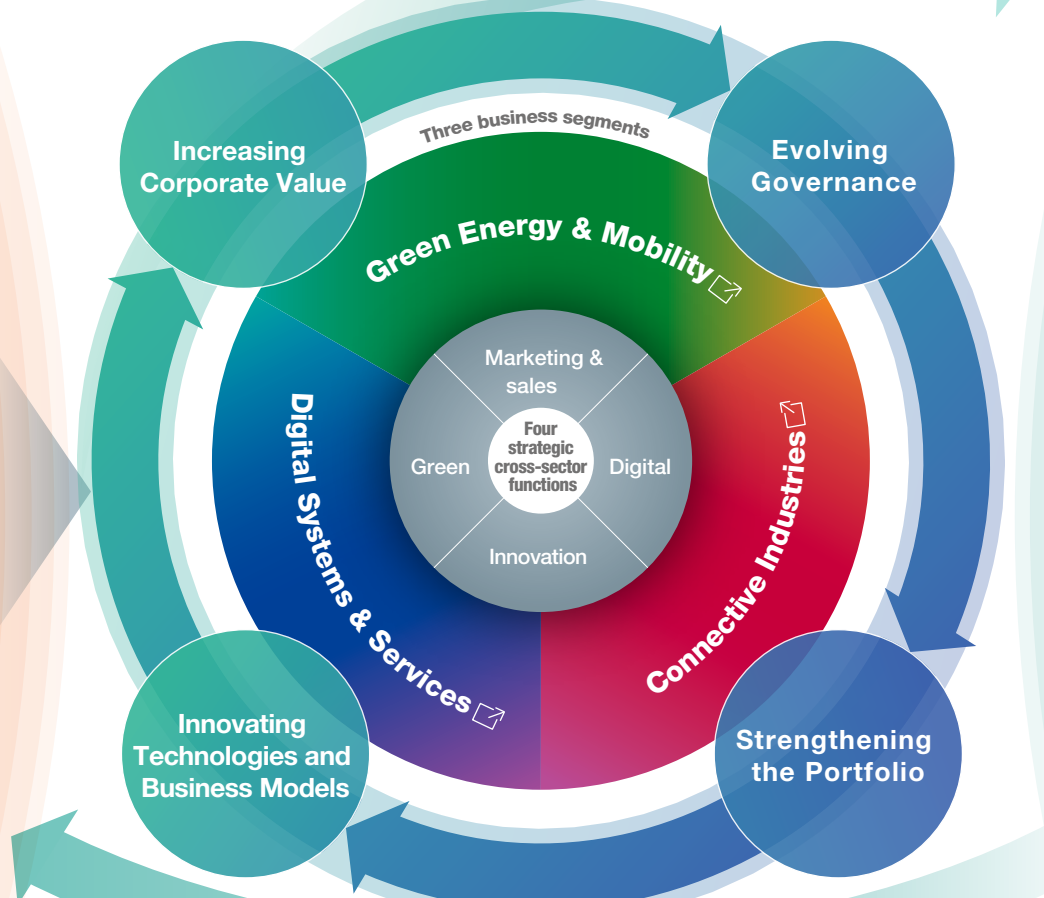
R&D investments*1	290.1 billion yen
Investments in start-ups	\$600M in total under management

Unique business model

- Lumada's customer co-creation framework
- One Hitachi framework that enables approach to global customers

Lumada use cases (cumulative)	1,409
Solutions (cumulative)	221
Lumada Innovation Hub Tokyo*1	
Number of visitors	21,000
Collaborative creation cases with customers	130
Alliance program partners	70

Sustainable Growth in the Social Innovation Business



Creative Value

Support people's quality of life with data and technology that fosters a sustainable society



Contribute to customers' decarbonization
153.0 million metric tons/year*3

Lumada drives growth by contributing to DX/GX

Revenues growth (YoY)*4	+12%
Adj. EBITA margin*4	10.1%
Lumada revenues ratio	27%
Adj. EBITA margin	Approx. 15%
EPS*5	634 yen
CFPS*5	614 yen
Total shareholder return	186.9% (past three years)

Materiality

Environment	Resilience	Safety & Security	Quality of Life	Business with Integrity	DEI
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Resilient organization | Corporate governance | Risk management

Mission

Contribute to society through the development of superior, original technology and products.

*1 The figures described on this page are FY2023 performance
 *2 FY2021
 *3 Three-year average during the period of the Mid-term Management Plan 2024 (forecast)
 *4 Figures shown reflect the three sectors of Hitachi (excluding Hitachi Astemo), derived by deducting the equity method earnings of Hitachi Astemo and pre-equity-method consolidated figures of subsidiaries from the consolidated totals.
 *5 Calculated based on the number of shares before the stock split (effective July 1, 2024)