

# CSO Introduction

June 11, 2024

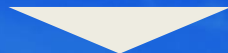
**Brice Koch**

Executive Vice President and Executive Officer,  
CSO & CRMO,  
Head of Regions Strategies,  
Hitachi, Ltd.



Executive Vice President  
and Executive Officer,  
CSO & CRMO,  
Head of Regions Strategies  
Dr. Brice Koch

- Delivered corporate profitable growth as Executive / CEO ABB Ltd., OC Oerlikon Ltd. and Hitachi Astemo, Ltd.
- Drove regional and cross business growth, managing risks President of ABB (China) Ltd., Head of marketing and solutions ABB Ltd., and Chairman of the board of Hitachi Europe Ltd.
- Knowledge of various businesses aligned with Hitachi's IT x OT x Product Energy, Industry, Automotive, Digital



- Accelerate global growth leveraging Hitachi's diversified regional assets
- Design and drive corporate strategy with global and regional perspectives
- Balance capturing growth opportunities and managing risks

## Regional Opportunities

Energy transition, Data centers,  
Sustainable transportation

North  
America

Energy transition,  
Sustainable transportation

Europe

Semiconductors, Batteries,  
Healthcare

Asia

Energy transition,  
Building services, Healthcare

China

DX & IT modernization,  
Semiconductors, Pharma

Japan

## Seamless Integrated GTM Strategies

One Hitachi  
CRM

- Key Accounts
- Key Segments

## Growth Strategies

Digital

- Growth with digital
- Innovation of Lumada with Gen-AI

Green

- Service and digital business growth
- Deliver what we've promised
- Growth through strategic M&A

Connective

- Capture growth opportunities
  - Manufacturing
  - Healthcare
  - O&M Service

## Regional Risks

Political transition,  
Inflation

North  
America

Cyber, Tightening regulations  
(e.g. Generative AI)

Europe

Unstable political situation,  
Semiconductor supply chain

Asia

US-China relations,  
Economic stagnation

China

Higher interest rates,  
Exchange rate fluctuations,  
Natural disasters

Japan

## Seamless Integrated Risk Management

### One Hitachi ERM

- Corporate
- Sectors
- Regions

## Growth Strategies

### Digital

- Growth with digital
- Innovation of Lumada with Gen-AI

### Green

- Service and digital business growth
- Deliver what we've promised
- Growth through strategic M&A

### Connective

- Capture growth opportunities
  - Manufacturing
  - Healthcare
  - O&M Service



**Boost global and regional synergies  
among Digital, Green and Connective  
to accelerate One Hitachi growth  
balancing opportunities and risks**



Hitachi Social Innovation is  
**POWERING GOOD**



# Cautionary Statement

Certain statements found in this document may constitute “forward-looking statements” as defined in the U.S. Private Securities Litigation Reform Act of 1995. Such “forward-looking statements” reflect management’s current views with respect to certain future events and financial performance and include any statement that does not directly relate to any historical or current fact. Words such as “anticipate,” “believe,” “expect,” “estimate,” “forecast,” “intend,” “plan,” “project” and similar expressions which indicate future events and trends may identify “forward-looking statements.” Such statements are based on currently available information and are subject to various risks and uncertainties that could cause actual results to differ materially from those projected or implied in the “forward-looking statements” and from historical trends. Certain “forward-looking statements” are based upon current assumptions of future events which may not prove to be accurate. Undue reliance should not be placed on “forward-looking statements,” as such statements speak only as of the date of this report.

Factors that could cause actual results to differ materially from those projected or implied in any “forward-looking statement” and from historical trends include, but are not limited to:

- economic conditions, including consumer spending and plant and equipment investment in Hitachi’s major markets, as well as levels of demand in the major industrial sectors Hitachi serves;
- exchange rate fluctuations of the yen against other currencies in which Hitachi makes significant sales or in which Hitachi’s assets and liabilities are denominated;
- uncertainty as to Hitachi’s ability to access, or access on favorable terms, liquidity or long-term financing;
- uncertainty as to general market price levels for equity securities, declines in which may require Hitachi to write down equity securities that it holds;
- fluctuations in the price of raw materials including, without limitation, petroleum and other materials, such as copper, steel, aluminum, synthetic resins, rare metals and rare-earth minerals, or shortages of materials, parts and components;
- credit conditions of Hitachi’s customers and suppliers;
- general socioeconomic and political conditions and the regulatory and trade environment of countries where Hitachi conducts business, particularly Japan, Asia, the United States and Europe, including, without limitation, direct or indirect restrictions by other nations on imports and differences in commercial and business customs including, without limitation, contract terms and conditions and labor relations;
- uncertainty as to Hitachi’s ability to respond to tightening of regulations to prevent climate change
- uncertainty as to Hitachi’s ability to maintain the integrity of its information systems, as well as Hitachi’s ability to protect its confidential information or that of its customers;
- uncertainty as to Hitachi’s ability to attract and retain skilled personnel;
- uncertainty as to Hitachi’s ability to continue to develop and market products that incorporate new technologies on a timely and cost-effective basis and to achieve market acceptance for such products;
- exacerbation of social and economic impacts of the spread of COVID-19;
- the possibility of disruption of Hitachi’s operations by natural disasters such as earthquakes and tsunamis, the spread of infectious diseases, and geopolitical and social instability such as terrorism and conflict;
- estimates, fluctuations in cost and cancellation of long-term projects for which Hitachi uses the percentage-of-completion method to recognize revenue from sales;
- increased commoditization of and intensifying price competition for products;
- fluctuations in demand of products, etc. and industry capacity;
- uncertainty as to Hitachi’s ability to implement measures to reduce the potential negative impact of fluctuations in demand of products, etc., exchange rates and/or price of raw materials or shortages of materials, parts and components;
- uncertainty as to the success of cost structure overhaul;
- uncertainty as to Hitachi’s ability to achieve the anticipated benefits of its strategy to strengthen its Social Innovation Business;
- uncertainty as to the success of acquisitions of other companies, joint ventures and strategic alliances and the possibility of incurring related expenses;
- uncertainty as to the success of restructuring efforts to improve management efficiency by divesting or otherwise exiting underperforming businesses and to strengthen competitiveness;
- the potential for significant losses on Hitachi’s investments in equity-method associates and joint ventures;
- uncertainty as to the outcome of litigation, regulatory investigations and other legal proceedings of which the Company, its subsidiaries or its equity-method associates and joint ventures have become or may become parties;
- the possibility of incurring expenses resulting from any defects in products or services of Hitachi;
- uncertainty as to Hitachi’s access to, or ability to protect, certain intellectual property; and
- uncertainty as to the accuracy of key assumptions Hitachi uses to evaluate its employee benefit-related costs.

The factors listed above are not all-inclusive and are in addition to other factors contained elsewhere in this report and in other materials published by Hitachi.

\* This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.