

CEO Remarks

June 13, 2022

Keiji Kojima
President & CEO
Hitachi, Ltd.

CEO Remarks

1. Positioning of the Mid-term Management Plan 2024
2. Developing Process
3. Feedback from Capital Markets
4. Today's Agenda

- **Social Innovation Business**
- **Transformation Journey of Hitachi**
- **Mode Change for Growth**

- Internal Project Team
- Discussions at Board Meetings
- Inputs from Investors

- Framework for the Mid-term Management Plan 2024
- Target Levels
- Ongoing Engagements

1 CEO Remarks

Achieving
Mid-term Management
Plan 2024

Keiji Kojima
President & CEO

2 Green / Innovation Strategy

Leading Society through
Green and Innovation

Lorena Dellagiovanna
VP, Chief Sustainability Officer
Norihiro Suzuki
VP, CTO

3 3 Sectors' Strategies

Realizing Transformation
and Growth

Toshiaki Tokunaga, EVP
Keiji Kojima, President & CEO
Masakazu Aoki, EVP

4 Independent Directors Session

Views from
Independent Directors

Harufumi Mochizuki
Independent Director
Helmuth Ludwig
Independent Director
Yoshihiko Kawamura
EVP, CFO



Hitachi Social Innovation is
POWERING GOOD