

The New Medium-Term Management Plan “Forward 25”

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Hitachi Zosen Corporation
President and CEO
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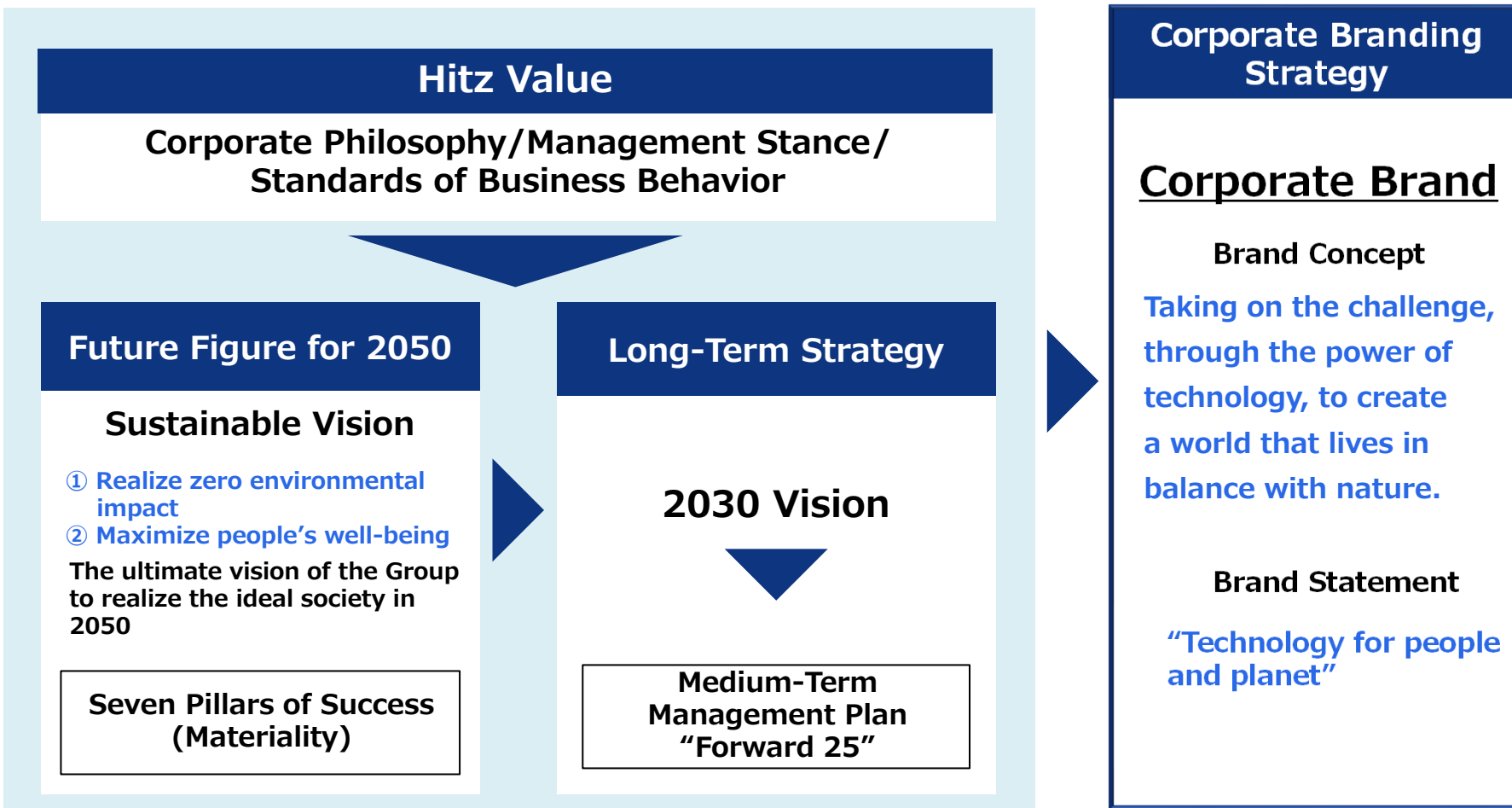
- **1. The Long-Term Vision**
- **2. Review of the Previous Medium-Term Management Plan “Forward 22”**
- **3. The New Medium-Term Management Plan “Forward 25”**
- **4. Supplementary Information**

■ **1. The Long-Term Vision**

① New management policy structure

Building new management structure consisting of:

- The Group’s basic philosophy “Hitz Value”
- Future figure for 2050 “Sustainable Vision”
- The long-term strategy for 2030 “2030 Vision”



1. The Long-Term Vision

② Sustainable Vision, Seven pillars of success (Materiality)

Seven pillars of success (Materiality)	Procurement of materials	Manufacturing (Incl. R&D)	Providing products and services	Disposal of products	Relevance to SDGs
		• Zero environmental impact throughout the supply chain			
Carbon Neutrality		<ul style="list-style-type: none"> • Development and commercialization of clean-energy products, such as client's fuel conversion, hydrogen, synthetic methane and ammonia, and other • Establishment and implementation of CCUS technology • Development of onshore/offshore wind power business 			
Complete circulation of resources		<ul style="list-style-type: none"> • Own fuel conversion, increase energy self-sufficiency and energy-saving equipment 	<ul style="list-style-type: none"> • Systematized recycling in the manufacturing process 	<ul style="list-style-type: none"> • Promotion of easy-to-recycle designs, utilization of long-life parts, and establishment of long-life technologies 	
Maximization of environment's recovery power		<ul style="list-style-type: none"> • Investment in forest management, tree-planting, offset development (afforestation, etc.) • Conservation and restoration of ecosystems in developed areas 	<ul style="list-style-type: none"> • Remediation technologies for air, water and soil pollution 	<ul style="list-style-type: none"> • Product recovery and recycle of valuable metals from waste 	
Response to Intensifying natural disasters		<ul style="list-style-type: none"> • Life science field related technology 			
Sustainable procurement	<ul style="list-style-type: none"> • Dissemination of the Group's Sustainable Procurement Policy 		<ul style="list-style-type: none"> • Creation of disaster prevention infrastructure technologies 	<ul style="list-style-type: none"> • Establishment of function as regional disaster prevention center, cooperation with local governments 	
Maximization of well-being of people		<ul style="list-style-type: none"> • Promotion of DE&I, Enhancement of human capital, Improvement of Job Satisfaction • Co-existence and co-prosperity at business sites with local communities • Dissemination of the human rights policies in the Group 			
Enhancement of corporate governance		<ul style="list-style-type: none"> • Systems led by the Sustainability Promotion Committee • Effective corporate governance and ensuring compliance 			

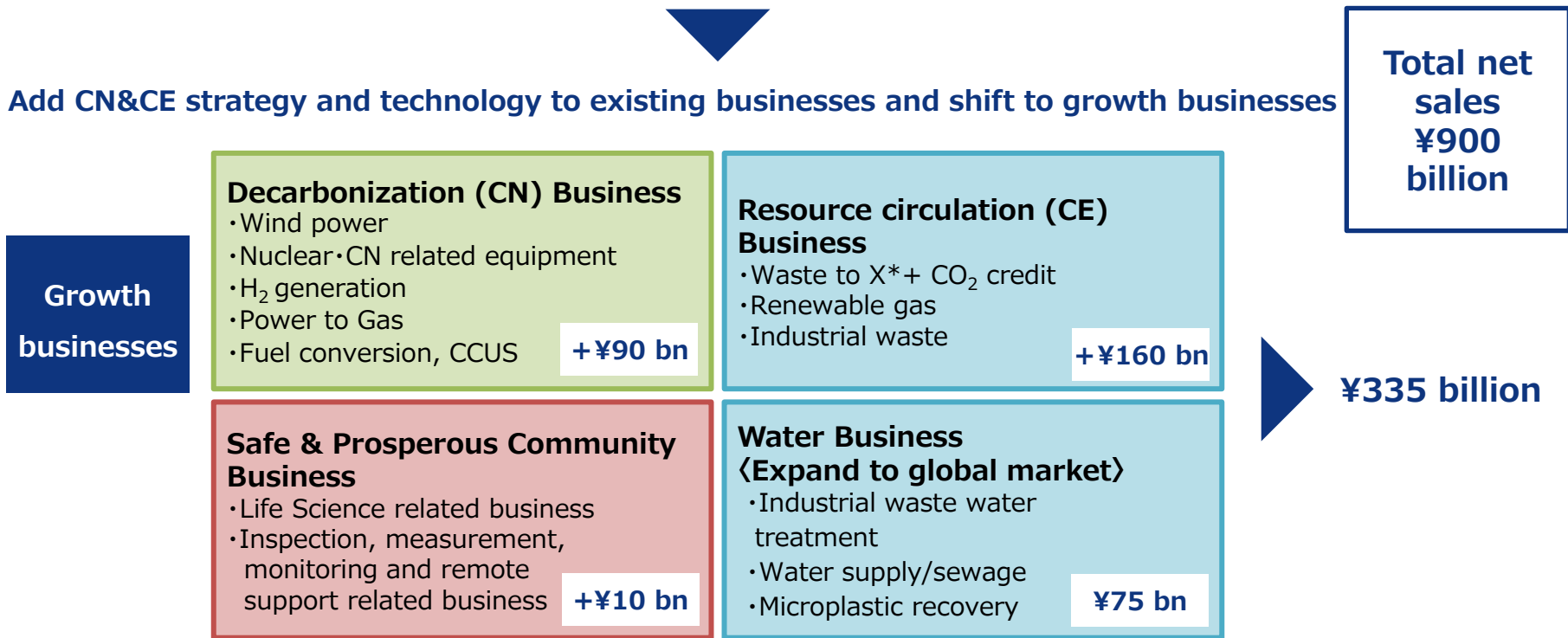
Review business domain along with Seven Pillars of Success (Materiality)

Group's business domain

To be a solution partner for realizing sustainable, safe and secure society



Business in 2030: Sustainable growth of existing businesses, and creation and expansion of growth businesses



* Waste to X = Energy, material, chemical, fuel, H₂, CO₂ storage, phosphorus recovery, etc.

To be a Solution Partner for realizing Sustainable and Safe & Secure Society

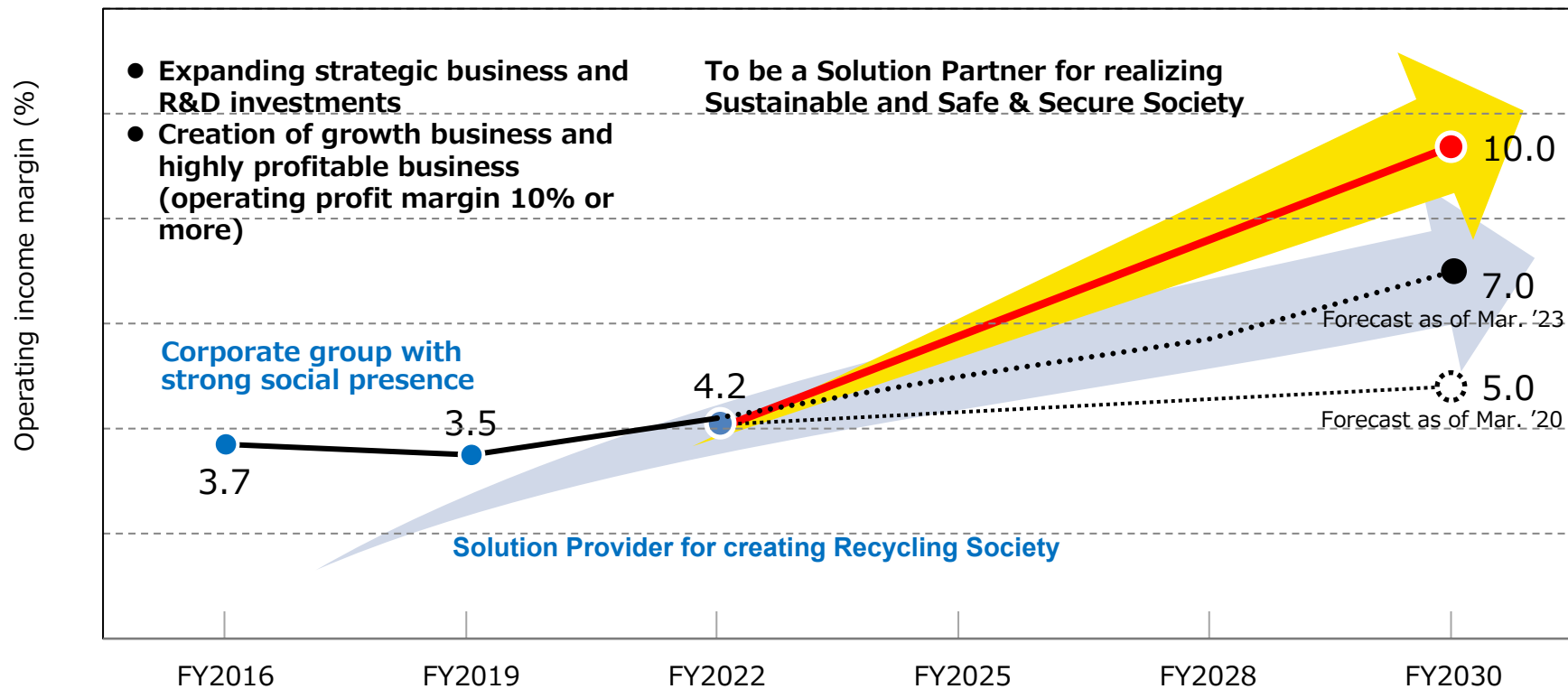
Fully dedicate ourselves to solve issues of the market and our customers



Create and develop new businesses and products by pursuing added-value for clients

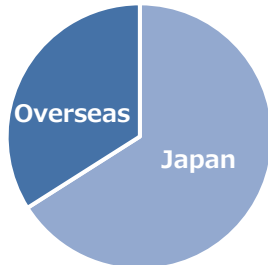
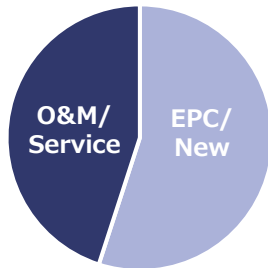
Additional 3% by growth driver on top of **7% by sustainable growth of existing businesses**

Aim for an operating income margin of 10% by 2030



Create growth and highly profitable businesses (operating income margin 10% or more) through increased strategic business and development investment, etc.

FY2022
Operating income margin 4.2%



“Continue Underperforming
Business Zero Mission”

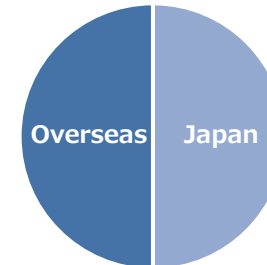
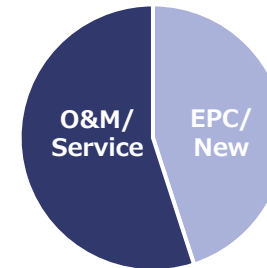
Expand O&M/ Service businesses



Expand overseas sales and profits



FY2030
Operating income margin 10%



Create and expand businesses in the areas of decarbonization, resource circulation and safe & prosperous community development

Stabilize the fundamental revenue base (Improve profitability of EPC/New businesses)

Create new products & businesses and new business models

Expand O&M/Service in all business segments

Optimize strategies by country and region
Strengthening global organizational structure

Strengthen competitiveness through strategic partnerships

Solutions through labor-saving, highly value-added, and multiple purpose use, etc.

Overseas business growth through group synergies

* EPC/New: Construction and manufacturing sales. A business that delivers new goods to customers.
O&M/Service: Business associated with services such as maintenance, operation and management after delivery of plants and products, and business based on long-term contracts such as power generation.

Revise some of the financial goals, make every effort for achievement “2030 Vision”

	FY2022 Forecast	2030 Former goals	2030 New goals
Operating income margin	4.2%	10%	10%
Net sales	¥480 billion	¥1 trillion	¥1 trillion ^{*1)}
Operating income	¥20 billion	¥100 billion	¥100 billion
Equity ratio	29%	40%	— ^{*2)}
ROE	8.5%	10%	10% or more
Overseas business ratio	Net sales 35%	Net sale 50%	Net sales / Operating income 50%

*1) Achieve as early as possible in the 2030s

*2) Total assets are expected to increase due to aggressive investment in growth area (See page 23), and therefore equity ratio will be considered in a flexible manner while maintaining a sound financial structure.

**■ 2. Review of the Previous Medium-Term
Management Plan “Forward 22”**

Order intake and sales increased steadily, but profit margin needs improvement.

(Unit: Billions of JPY)

	The former management plan "Forward 22"			
	FY2019 Results	FY2020 Results	FY2021 Results	FY2022 Forecast*
Order intakes (Backlog of orders)	454.1 (739.4)	429.4 (764.4)	677.9 (1,018.0)	660 (1,253.5)
Net sales	402.4	408.5	441.7	480
Operating income (Margin)	13.8 (3.5%)	15.3 (3.8%)	15.5 (3.5%)	20 (4.2%)
ROE	1.9%	3.5%	6.1%	8.5%

* "Forward 22" Goals for FY2022: Order intakes and Net sales of ¥400 billion level, Operating income margin of 5%

② Evaluation of policy initiatives

○:Progress as planned, △:Some challenges remain, – : Still many challenges

<p>Basic Policies (1)</p> <p>Increase the added value of products and services</p>	<p>① Utilization of cutting-edge technologies → DX strategy in progress ○</p> <hr/> <p>② Shifting business positioning and promoting dialogue with clients and the market → Slow progress due to the impact of COVID-19. Gradually recovering in 2022 △</p> <hr/> <p>③ Leverage the Group's collective strengths → Rebuild strategies to expand synergies with domestic and overseas group companies –</p>
<p>Basic Policies (2)</p> <p>Promoting business selection and concentration of businesses and shift resources to growth areas</p>	<p>① Implementation of Hitz Goal Achievement Monitoring System ○</p> <hr/> <p>② Further promotion of portfolio management → Alliance with Imabari Shipbuilding in marine engine business, Alliance with Kawasaki Heavy Industries in shield machine, JV with TEPCO for cask manufacturing, Acquisition of Steinmüller (by Inova), Transfer of 66.6% shares of a transport subsidiary to SENKO GHD ○</p>
<p>Basic Policies (3)</p> <p>Realizing work style reforms by improving operational efficiency and productivity</p>	<p>① Operational efficiency by reforming the group-wide management system → Continuous challenge in demonstrating functions such as operational efficiency △</p> <hr/> <p>② Review of manufacturing business → Alliance in marine engine (Ariake area), Reorganization of filter press and electrolyzer business from Kashiwa Works to Chikko Works, Others (production technology improvement in action) ○</p> <hr/> <p>③ Development of human resources and work style reform → Human resource strategy on-going (recruitment, development, retention, etc.) ○</p>

3. The New Medium-Term Management Plan
“Forward 25”

Name and slogan

New Plan's Name

“Forward 25”

The new plan succeeds the previous Medium-Term Management Plan “Forward 22” and is called “Forward 25” in anticipation of further growth.

Slogan for The New Plan

“Act now for the future”

All members of the Group act and move forward now toward a bright future!

Financial goals of the new medium-term management plan

(Unit: Billions of JPY)

	FY2022 Forecast		FY2025 Goal
Order intakes	'20-'22 average 589	➔	600
Net sales	480		560
Operating income (margin)	20 (4.2%)		28 (5.0%)
ROE	8.5%		9.5%

"Forward 22" Goals for FY2022: Order intakes and Net sales of ¥400 billion level, Operating income margin of 5%

Basic policies and priority measures

	Priority measures
<p>Basic Policies (1)</p> <p>Sustainable growth of existing businesses</p>	<ol style="list-style-type: none"> ① Expanding overseas businesses ② Promoting structural reform ③ Expanding O&M/Service, improving profitability of EPC/New production
<p>Basic Policies (2)</p> <p>Creation and expansion of growth businesses</p>	<ol style="list-style-type: none"> ① Promoting investment strategies ② Promoting investment in priority areas <ul style="list-style-type: none"> ●Decarbonization (CN) business: Wind Power, Nuclear and CN Related, H₂ generation and Power to Gas, Fuel conversion, CCUS ●Resource circulation (CE) business: Waste to X*+ carbon credit, Renewable gas production/use/sales, Industrial waste disposal business ●Water business: Industrial wastewater, Water supply and sewage ●Life science related business: Various devices for drug discovery, regenerative medicine, and next-generation medicine ●Inspection, measurement, monitoring and remote support related business
<p>Basic Policies (3)</p> <p>Promoting sustainable management (Enhancement of corporate value)</p>	<ol style="list-style-type: none"> ① Strengthening human capital ② Decarbonization in business activities ③ Promoting DX Strategies ④ Thorough risk management

* Waste to X = Energy, material, chemical, fuel, H₂, CO₂ storage, phosphorus recovery, etc.

3. The New Medium-Term Management Plan

Basic policies 1.

Sustainable growth of existing businesses

Priority measures (1) Expanding overseas businesses

Aggressive investment and system reinforcement for global business expansion

**KPI
(2025)**

KPI: 40% of Group's sales from overseas

Key existing market : Europe, East Asia

Key growth market : Southeast Asia, South Asia

New market development : North America, Middle East

Waste to Energy*
business strategy

Expansion to emerging markets
based on the main markets,
Japan and Europe

**Growth in nuclear related
business**

Acceleration of synergies
among group companies

Water business

Building and deploying
a global strategy

Reinforcement of organizational structure for global business organization in 2030

“Review of the organizational structure to unify the global business strategy
with a view to the entire overseas business”

Focus on improving profit (margin) to achieve “2030 Vision” goals

Priority measures

Promoting structural reform

1. Accelerate selection and concentration of businesses and shift management resources to growth areas

Implement selection and concentration of businesses. Building strategic partnerships

→ Concentrate resources in growth areas

Priority measures

Expanding O&M/Service, improving profitability of EPC/New

KPI
(2025)

O&M/Service sales ratio of 50%
Profitability of EPC/New businesses

1. Expand O&M/Service businesses

Further expand O&M/Service business with high profit margins for whole group

→ Profit targets set and followed by each of business units and group companies

2. Improve profitability of EPC/New production businesses

Improve profitability of relatively low profitability businesses (including cost reductions)

→ To create new business models (shift business positioning), increase added value by promoting DX (utilization of AI and IoT), reduce defective costs through design reviews, and reduce material costs

Policies by business segment

Strengthen the competitiveness of existing businesses by building outstanding technological capabilities.

Environment

Lead the Group's growth continuously

- Steady orders and earnings of waste-to-energy and water treatment businesses in Japan through selective deals and proposal-based sales activities
- Inova (waste to energy, renewable gas production and sale)
- Osmoflo (wastewater treatment) to expand globally

Machinery & Infrastructure

Focuses on improving profitability as top priority

- Press (H&F), boilers, engines (IMEX), and special valves (VTEX) will grow further by leveraging their respective strengths
- Bridges expand renewal and repair and water gates accelerate overseas business expansion

Carbon Neutral solutions

Shift to growth businesses by adding decarbonization technologies to existing products

- Marine engines, SCR, process equipment ➡ GHG reduction, fuel-conversion
- Cask for spent nuclear fuel containers ➡ Expand business for nuclear power plants
- Wind power and hydrogen generation/Power to Gas ➡ Contribute to renewable energy power supply for decarbonization

3. The New Medium-term Management Plan

Basic policies 2.

Creation and expansion of growth businesses

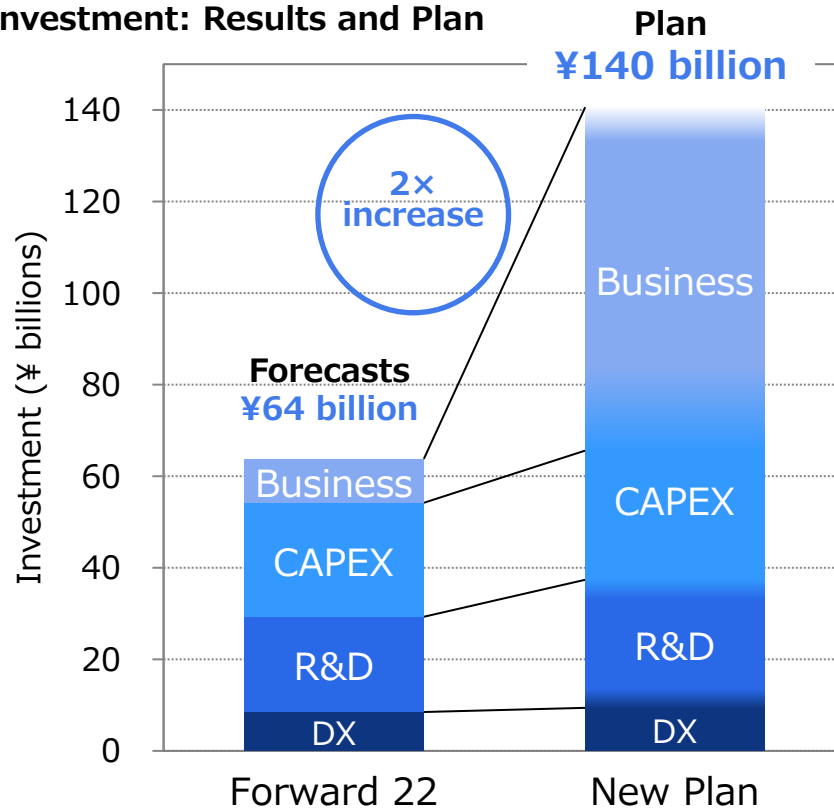
Priority measures (1) Promoting investment strategies

Accelerate the creation and expansion of growth businesses by strategic investments in business and R&D

Investment policy

Promoting investment in priority areas over the 3-year period to 2025. Active investment in promising projects while paying attention to profitability and risks. Also, increase CAPEX, R&D, and Informatization (DX) investments.

Investment: Results and Plan



Priority investment objectives

Investments focusing on Decarbonization (CN), Resource circulation (CE), Water businesses, Life science related, and others

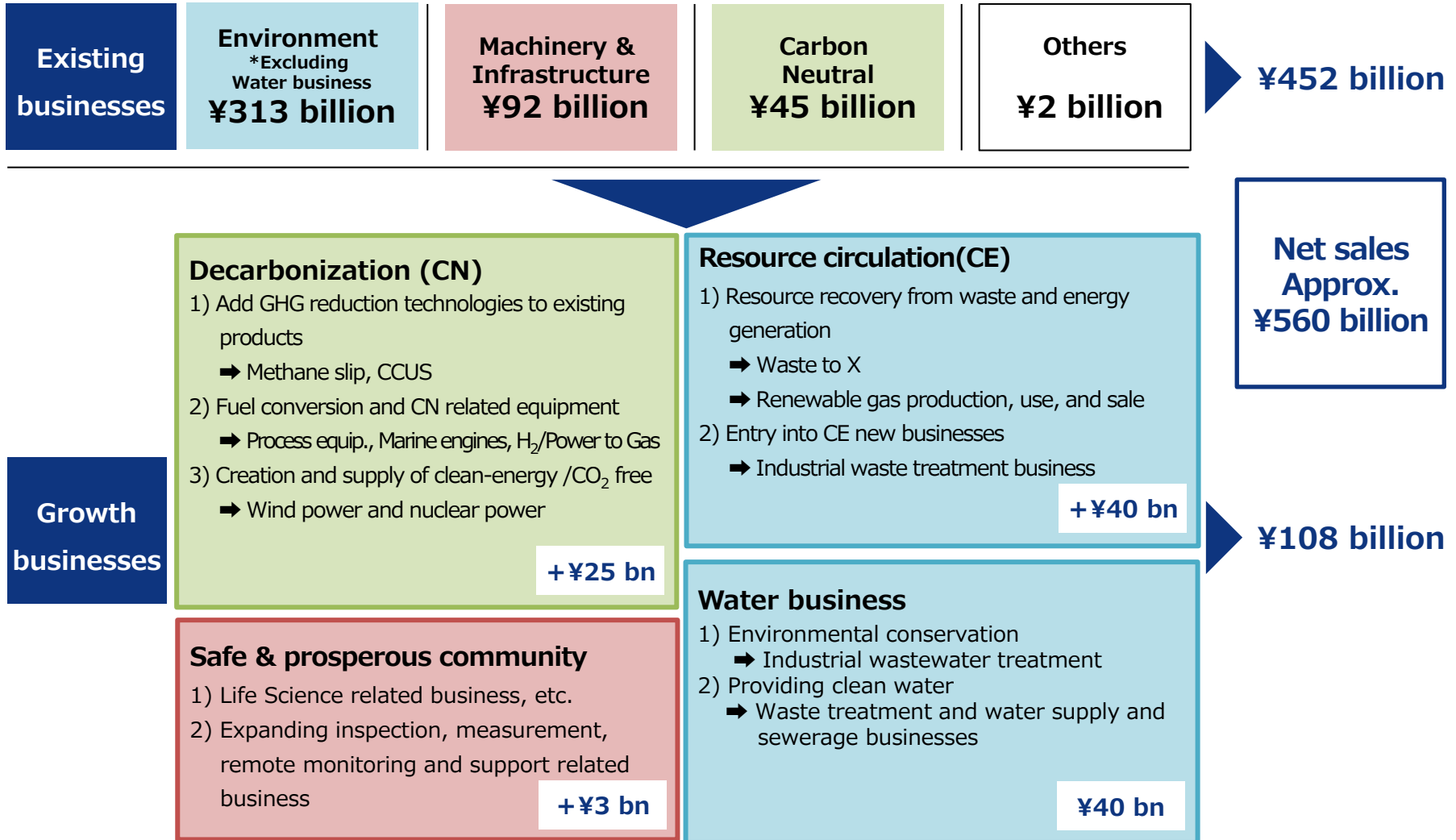
Policies of each investment

- Business for growth : ¥75 billion level
- CAPEX : ¥28 billion level
- R&D : ¥28 billion level
- Informatization (DX) : Increase DX investment in line with business expansion

*Business for growth : Wind power, Waste to X such as renewable gas, Water business, etc. Including M&A.

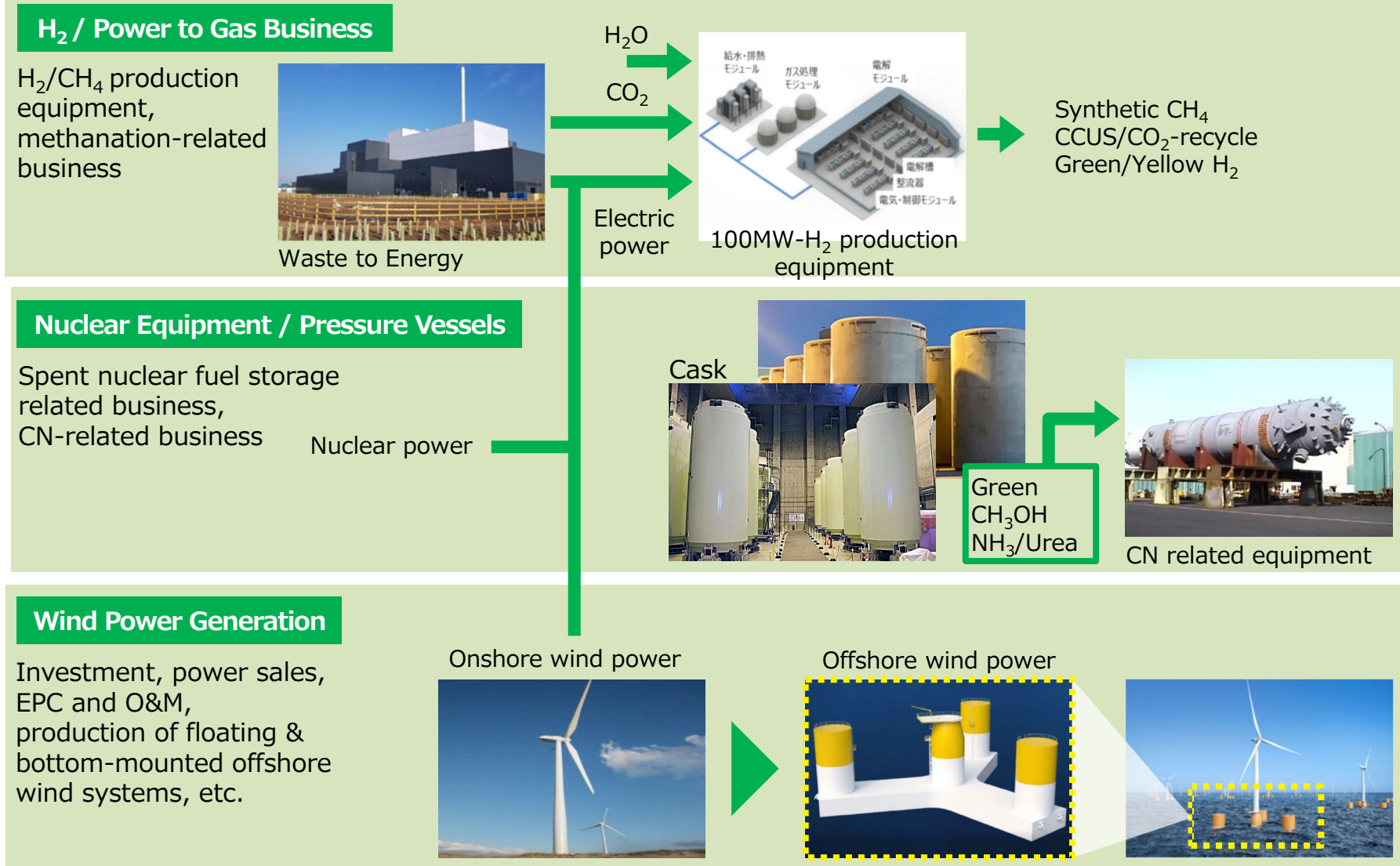
Priority measures (2) Promoting investment in priority areas

Create and expand growth businesses, while sustaining growth of existing businesses



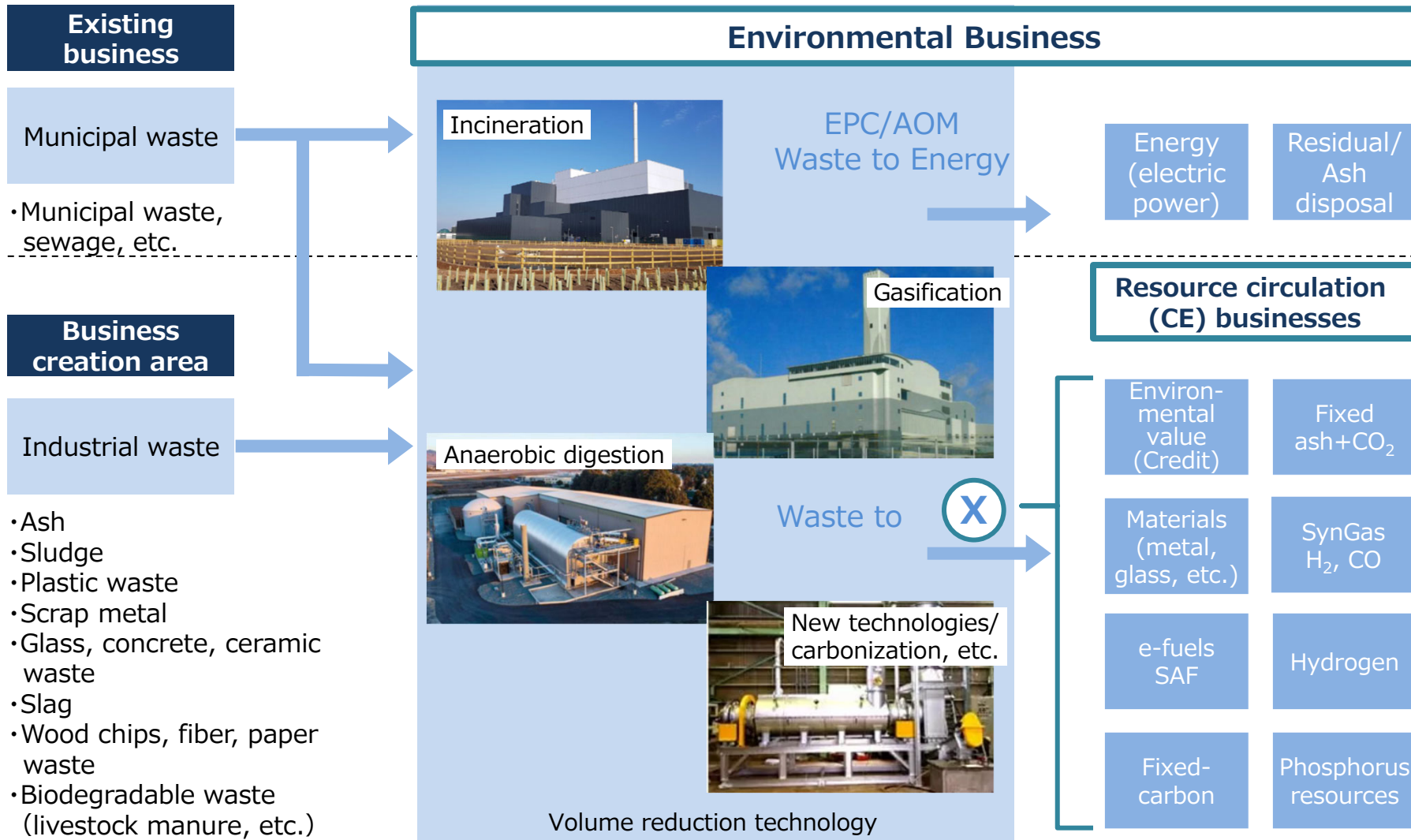
*Figures are sales targets for FY2025.

Key initiatives for decarbonization (CN) business



Business scale: ¥70 billion (2025) → ¥140 billion (2030)

Key initiatives for resource circulation (CE) business



Business expansion Waste to X
Business scale: ¥353 billion (2025) → ¥550 billion (2030)

Key initiatives for water treatment & supply businesses

- Maintain No.1 position in sewage treatment business (Japan)
- Expand sales of water purification systems in Southeast Asia
- Expand the onshore cyclical aquaculture business

Sludge Recycling Plant



Onshore Aquaculture Plant (Water Treatment System)



We will challenge the global market with the Group's collective strength, comprehensive technology from desalination equipment to wastewater treatment equipment.

Strengthen bases in the Middle East

UAE
Saudi Arabia



RO Unit



Osmoflo

- Maintain No.1 market share in wastewater treatment business in Australia
- Expand from mine wastewater treatment using RO technologies to water treatment in different sectors

Expansion from Australia and Japan to the global market
Business scale: ¥40 billion (2025) → ¥75 billion (2030)

Key initiatives for Life Science related business in safe and prosperous community

Entry into Life Science (drug discovery and medical) area amid growing interest in health

- **Future potential of the Life Science area**
People want to live healthier and safer lives, the Life Science (the drug discovery and medical) area will grow over the long term



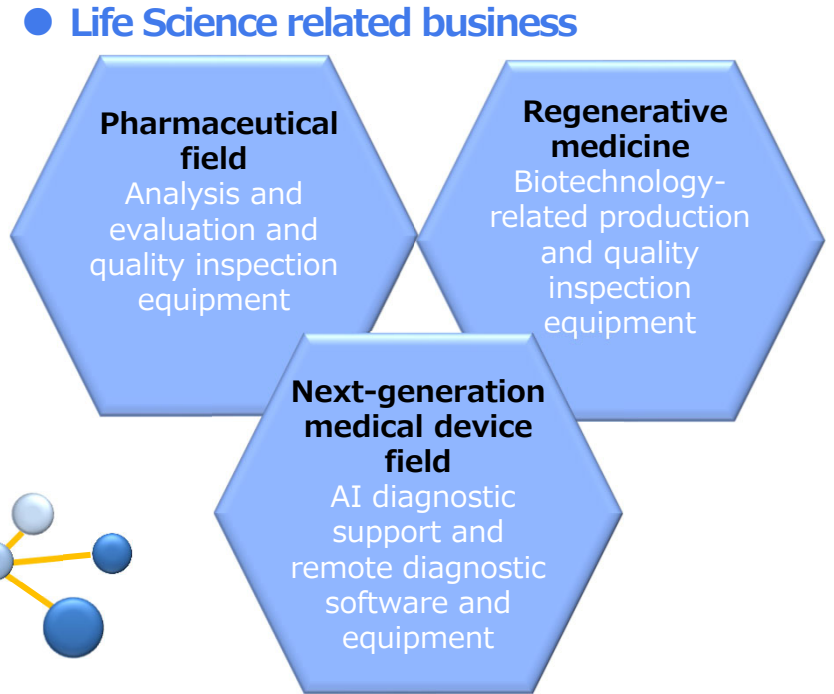
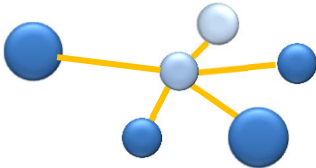
- **The Group's policy**
Newly enter into the Life Science area, by repositioning to "safe and prosperous community" from the former "disaster resilient and prosperous community"

- **The Group's strengths and opportunities**

Strengths
For supporting drug discovery research, regenerative medicine, and medical diagnostics, our cumulative technologies in mechanical engineering, electrical control, optical, sterilization, and AI analysis can be applied



Opportunities
Joint development is ongoing with universities and venture companies with expertise



■ 3. The New Medium-term Management Plan

**Basic policies 3.
Promoting sustainable management
(Enhancement of corporate value)**

Priority measures (1) Strengthening human capital

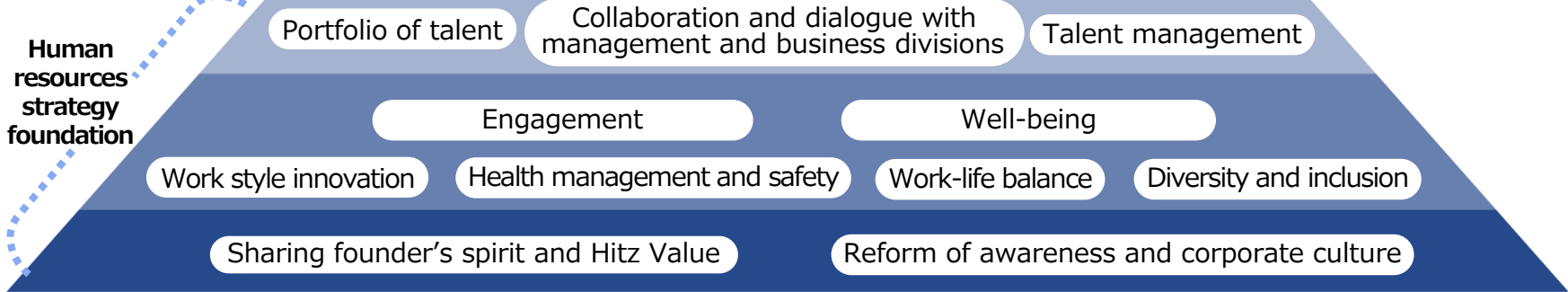
Human resources: recruitment, deployment, development and retention

KPI (2025) Women in new graduate hires: 50% for administrative jobs and 10% for technical jobs
 Men taking childcare leave: 100%, Employee engagement index: 70%,
 Prevalence of lifestyle disease: 21%

- [Issues]**
- Difficulty in securing human resources
 - Response to globalization
 - Diversification of values regarding work styles



Priority Measures for Human Resources Strategy



Priority measures (2) Decarbonization of business activities

Aiming to achieve carbon neutrality in 2050, steady implementation of decarbonization of business activities based on the Sustainable Vision roadmap

**KPI
(2025)**

CO₂ Emissions (Medium-term KPI) Scope 1, 2: 34% reduction in 2025 (compared to 2013) *1)

Sustainable Vision Roadmap (extracted)

FY2023–2025

Measures ①

Fuel conversion (hydrogen, etc.), electrification of vehicles, introduction of energy-saving equipment

Measures ②

Improving the ratio of renewable energy to power consumption

Measures ③

Understanding CO₂ emissions in Scope 3*2) and reducing supply chain emissions

CO₂ Emissions (Long-term KPI) Scope 1, 2, 3

**50% reduction by 2030 (compared to FY2013) *1)
Net Zero in 2050**

*1) 77% of CO₂ emissions (387kt) in FY2013 will come from thermal power plant (Ibaraki plant).

*2) Long-term KPI target range setting

2030

2050

Set ICP and financially quantify carbon debt

- From business activities, recording of carbon debt (CO₂ emissions) :
(Carbon debt amount) / (Sales)
- By decarbonization measures and credits, creation of carbon assets (CO₂ absorption) :
(Carbon assets amount) / (Sales)

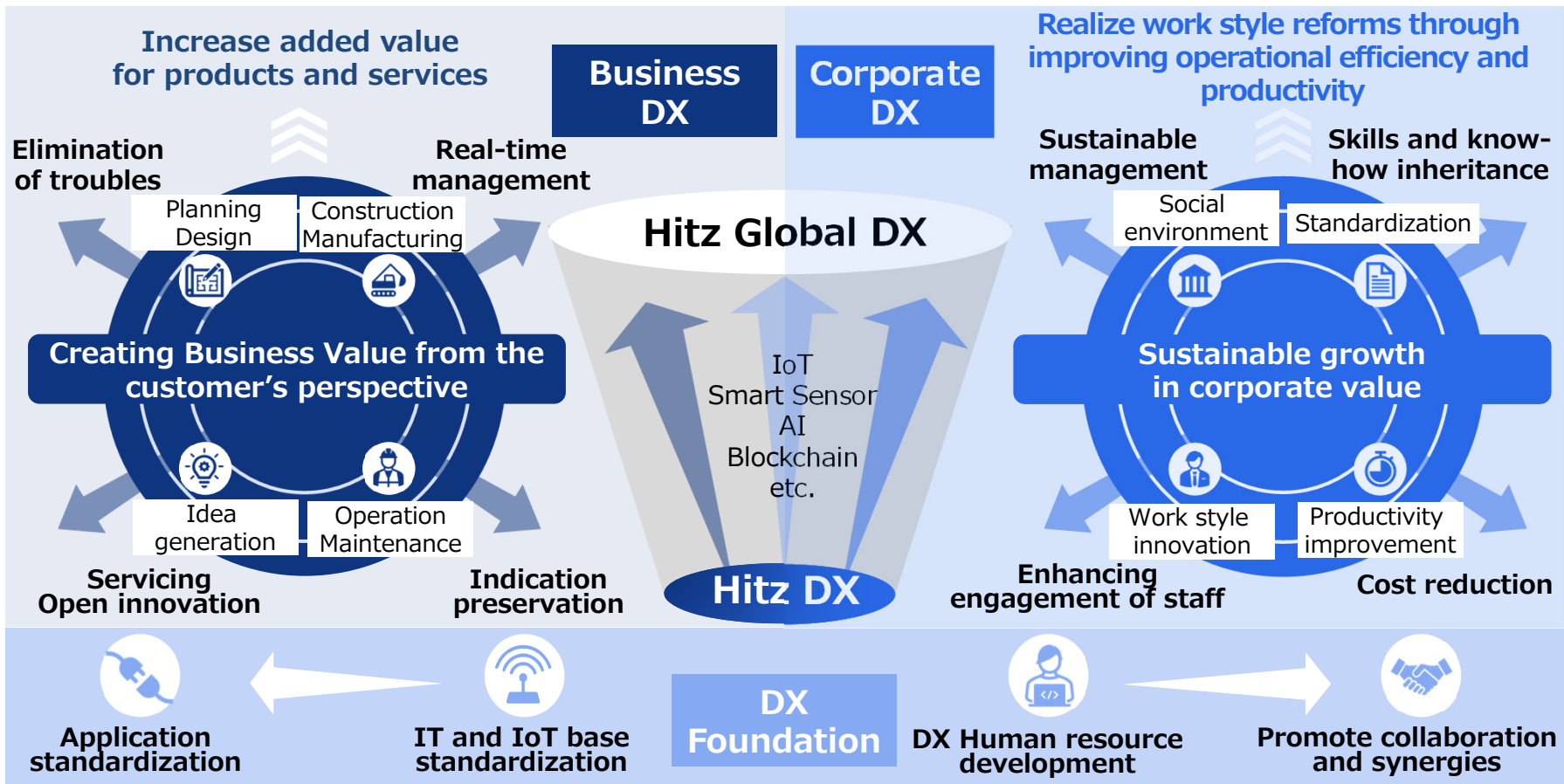


Net Zero

Priority measures (3) Promoting DX strategies

For the expansion of Hitz DX Globally promoting Business DX and Corporate DX, working on DX Foundation

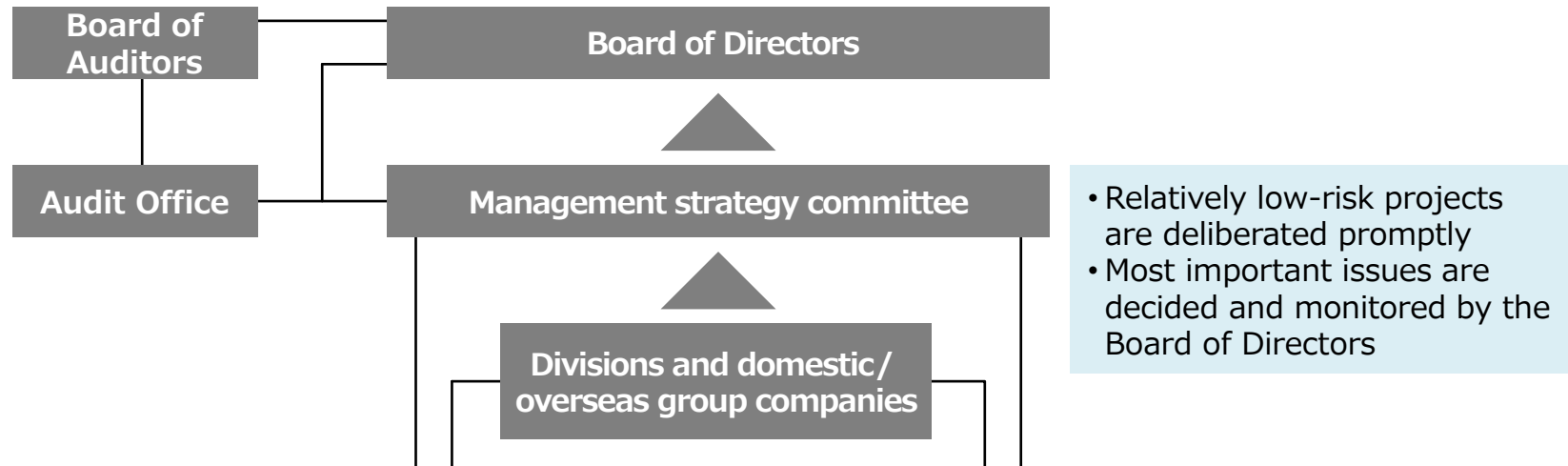
KPI (2025)	Production IoT ratio: 60%
	Number of DX personnel development: 500



Priority measures (4) Thorough risk management

Establish an optimal risk-taking system through risk management related to projects

KPI (2025)
 Number of accidents resulting in lost work time: Zero
 Defective cost ratio to sales: 0.5% or less
 Profit, yield: Actual value > Planned value



- Relatively low-risk projects are deliberated promptly
- Most important issues are decided and monitored by the Board of Directors

Business investment: Investment Committee

- Increasing opportunities for business participation related to CN&CE strategies such as wind power generation and Waste to X
- Eager to invest in overseas business including the overseas group companies

➔ Enhance Process to scrutinize pre-investment decisions, post-investment checks, and exit strategies

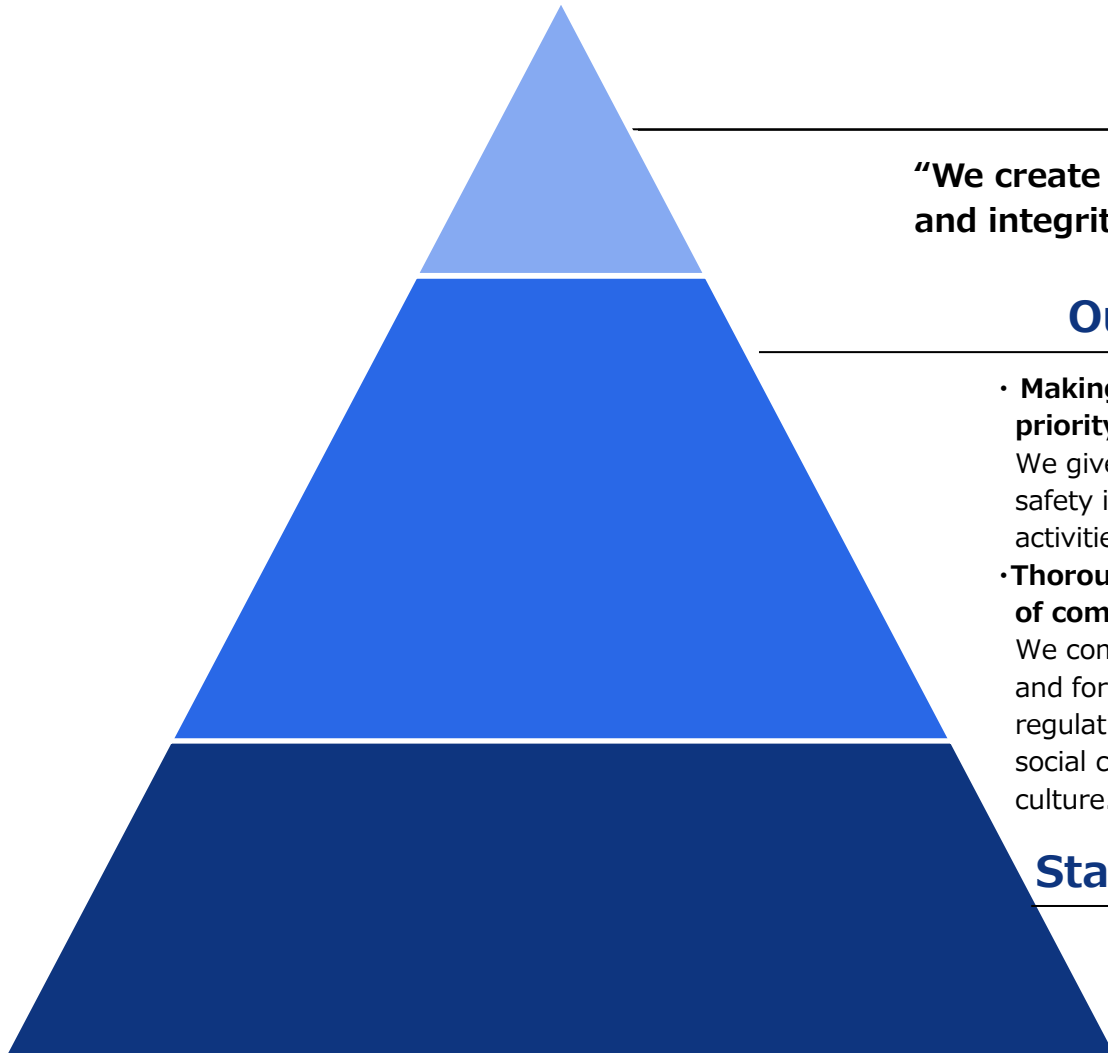
Project order intake: Project Risk Management Department

- Improving trust and improving profits by thoroughly preventing occupational accidents and quality problems

➔ Thorough follow-up process of prevention of various risks, pre-order risk management, and implementation project

■ **4. Supplementary Information**

Our Group’s basic philosophy “Hitz Value”



Corporate Philosophy

“We create value useful to society with technology and integrity to contribute to a prosperous future”

Our Management Stance

- **Making safety the first priority**
We give top priority to safety in all business activities.
- **Thorough implementation of compliance**
We comply with domestic and foreign laws and regulations, and respect social conventions and culture.
- **Coexistence with society**
We value coexistence with all stakeholders, including enhancing employee satisfaction, and live up to their trust.
- **Always pursuing quality**
We are always aware of the improvement of technology and pursue quality that satisfies our customers.

Standards of Business Behavior

- **Strive boldly to achieve success**
- **Dialogue with sincerity**
- **Learn widely, think deeply**

Corporate Philosophy

[Branding strategy]

Corporate Brand Brand Concept

~ Taking on the challenge, through the power of technology,
to create a world that lives in balance with nature. ~

The Earth we all inhabit is life, shelter, and promise. That it can be both kind and cruel simply means that we do not control it and cannot presume to force our will upon it.

Through its unique technologies, Hitachi Zosen will realize a society in harmony with the planet. It will act carefully and decisively to **use** the world's resources wisely, **support** the environment, and **mitigate** the threats of an uncertain future.

This is Hitachi Zosen's way to enable our coming generations to enjoy happier lives in unity and with total peace of mind.

Symbol Mark

Brand Statement

~ **Technology for people and planet** ~

**The value creation by our
business**

Began reviewing long-term vision to respond to rapid changes in the environment

External environment

1. Acceleration of disaster and climate change measures (2050 Carbon Neutral (CN) Declaration)
 - ➔ Clarify long-term social issues
2. Emergence of new business environmental risks due to the Russia/Ukraine situation, COVID-19, etc.
 - ➔ Energy and raw material shortages, soaring prices, and supply chain
3. Progress of Digital Transformation (DX), Society5.0, etc.
 - ➔ Changes in customer and market needs
4. Difficulty in securing human resources, changes in work styles

Impact of the management strategies

- Efforts for measures toward the realization of CN are required more than ever.
- It is also necessary to address issues related to the circular economy (CE).
- It is necessary to build a strong management foundation that can deal with various risks.

Opportunity for growth while coping with risks. Further strategic allocation of management resources and speeding up are required.

1. Review of “Hitz 2030 Vision”

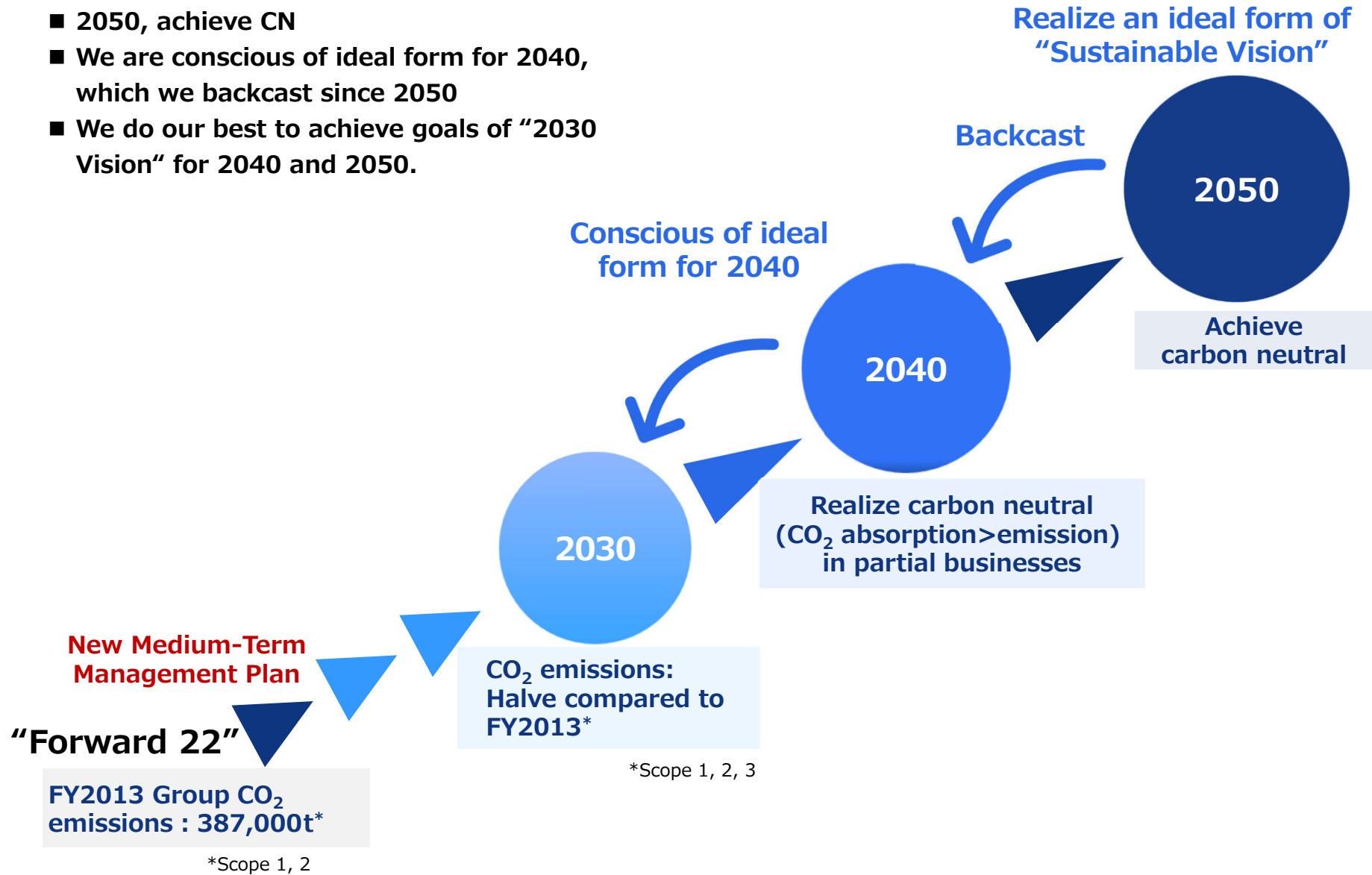
- ① Ideal form 8 years later
- ② Responding to new risks (strengthening resilience)
- ③ Pursuit of value sought by customers and markets

2. Responding super long-term issues (2050 and beyond)

In response to the 2050 CN Declaration and growing international demands regarding “United Nations Global Compact”, we will present its vision for 2050.

The Long-Term Vision "Overview"

- 2050, achieve CN
- We are conscious of ideal form for 2040, which we backcast since 2050
- We do our best to achieve goals of "2030 Vision" for 2040 and 2050.



“2030 Vision”: Review as a milestone for realizing “Sustainable Vision (2050)”

New positioning of “2030 Vision”

“2030 Vision” is a milestone toward the realization of the newly formulated “Sustainable Vision,” and presents the ideal form and financial goals for 2030.

Change this time

(1) Financial goals

Review some financial goals according to business environment and performance progress.

(2) Business areas

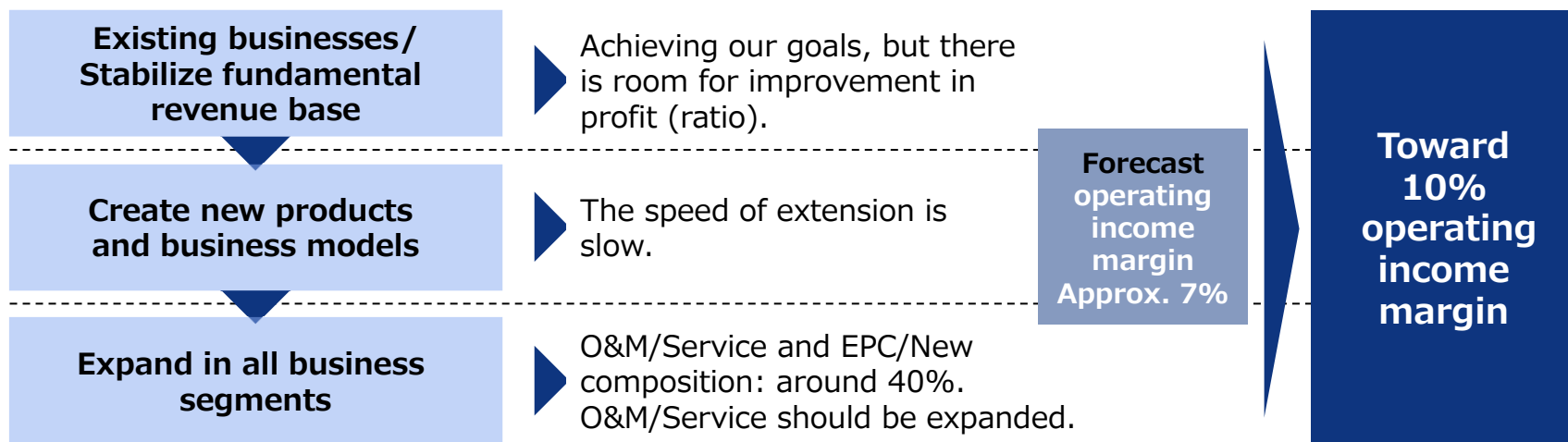
Review business areas in response to changes in the external environment. In addition, we will achieve both sustainable growth of existing businesses and the creation and expansion of growth businesses.

(3) Name

The name will be changed from “Hitz 2030 Vision” to “2030 Vision” in line with the review of the management policy structure.

Probability evaluation result of financial goals for FY2030 (10% operating income margin, ¥1 trillion in sales, etc.)

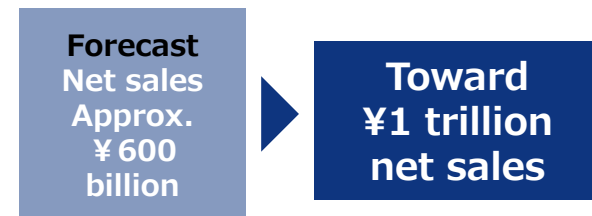
1. Operating income margin 10% or more. Status of "Approach to improving profitability"



2. Net sales ¥1 trillion. Status of "Business expansion"

The forecast reflects expectations for growth in existing businesses and structural reforms.

*Long-term operation orders → Sales are divided and booked over multiple years.



3. Overseas sales ratio of 50% or more

▶ Trends in the low 30% range. Need more expansion

4. Equity ratio 40% or more

▶ Staying below 30%. Need financial balance

Maintained operating profitability in the three main segments during “Forward 22.”
In particular, recovery accelerated in fiscal 2022

Environment

Environmental business accounted for 70% of consolidated net sales and 80-90% of gains, and continues to drive group performance.

- Inova (waste incineration) continues to improve performance, becoming a growth driver for the group
- Osmoflo (water treatment) performance operating profitability in fiscal 2021 and earnings growth
- Steady domestic orders and earnings (waste incineration and water treatment)
- Energy (power generation EPC, electricity sales) is an issue for profitability

Machinery & Infrastructure

In the Machinery & Infrastructure business, performance was relatively firm in both the public and private sectors, despite a difficult phase. Contributing to the safe and prosperous community now and in future.

- Press(H&F) improved results due to a recovery in the automotive press market
- Steady progress in bridges and watergates, supported by government-mandated measures to strengthen national land

Carbon Neutral Solutions

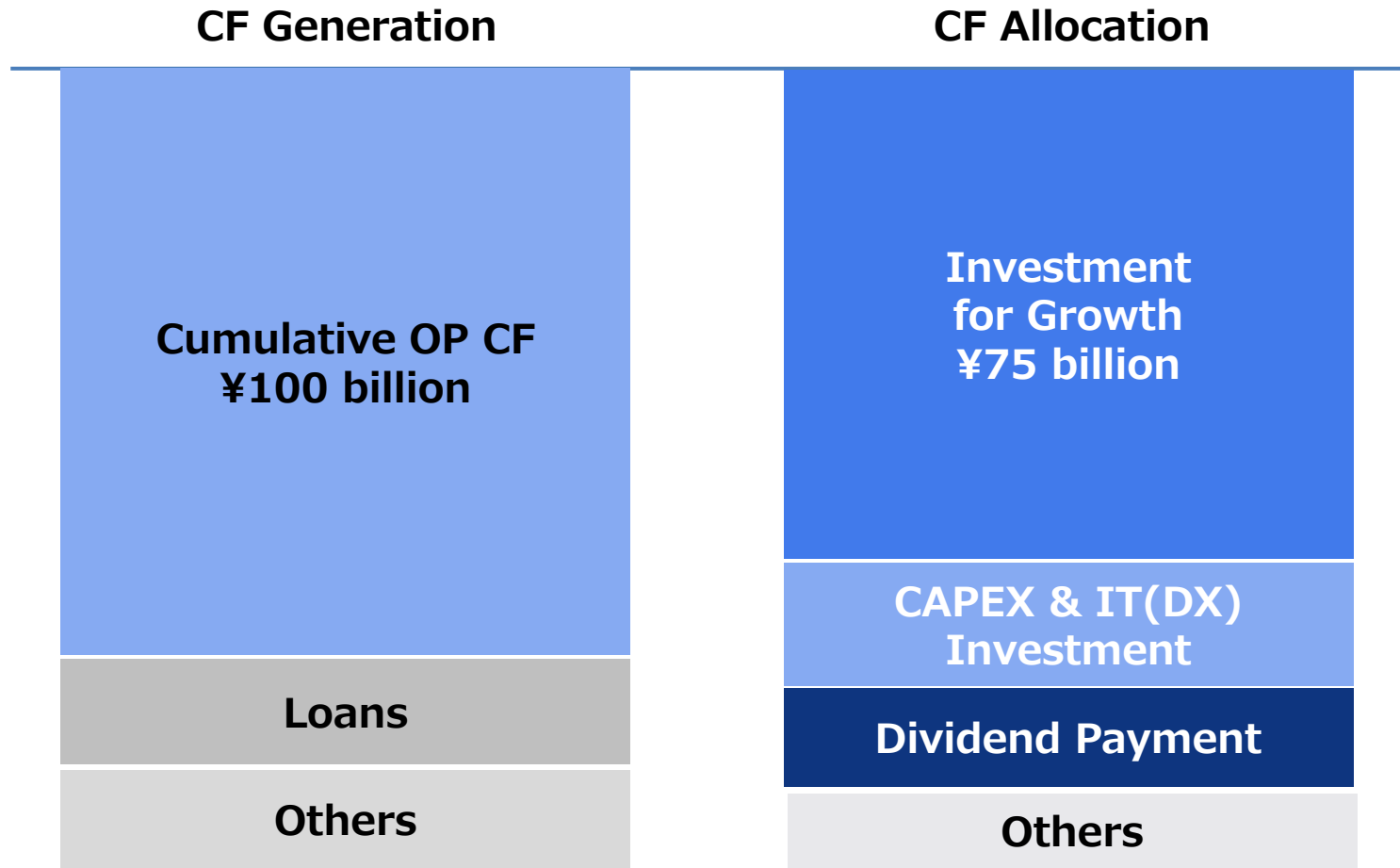
In the carbon neutral business, although overall conditions remained severe in terms of orders intakes, this segment has promising products for decarbonization and is working to establish a business foundation.

- Alliance for marine engine business with Imabari Shipbuilding (Hitachi Zosen Marine Engine Co.)
- JV for nuclear cask manufacturing business with TEPCO (Tousou Mirai Manufacturing Co.)
- Wind power generation will solidify its footing in onshore & offshore power
- Promoting H₂ generation and Power to Gas related R&D and business development

Next Medium-Term Management Plan “Cash allocation”

Invest cash accumulated by improving profitability of existing businesses in the creation and expansion of growth businesses

FY2023-2025





Technology for People, the Earth, and the Future

Hitachi Zosen creates links between mother nature and our future



Hitachi Zosen Corporation

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