

Message from the President of Global Marketing Group

We will globally meet the requests of customers under the new “LANDCROS” concept.



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I am Tooru Takatani. I became President of the Global Marketing Group in April 2025. I joined Hitachi Construction Machinery 29 years ago, and since then have worked in the production department for a total of 26 years and also worked as an expatriate in the Netherlands and India, so this is my first time to be in charge of sales strategies. However, since I am new to this field, I believe I can create new value by fostering innovations from a perspective that is different from that of sales personnel.

Market Trends and Growth Strategies

Demand for hydraulic excavators has been decreasing in the global market and there are also serious risks caused by the U.S. tariff measures and so on. These issues are making it difficult for us to be optimistic about the market environment. However, the Hitachi Construction Machinery Group still aims to boost both its sales revenue and operating income under these circumstances. We regard expanding our business on our own in the Americas, which we started in FY2022, as one of our strategic mainstays. We have steadily

increased our share in the hydraulic excavator market from 5% in FY2023 to 7% in FY2024 and aim to reach 10% in FY2025, although it is a very ambitious target. Toward this goal, we will embrace challenges with a refreshed determination.

We aim to boost our market share and business performance in the European market as well as in the Americas. To this end, we are deepening collaboration with local dealers who are close to local customers and building a system to flexibly respond to the specifications required by customers. I am convinced that these efforts will bear fruit in and after FY2025.

We are also developing economy models as another strategic mainstay. In addition to high-performance premium models, we have started to export two economy model hydraulic excavators and one economy model backhoe loader, all of which were developed and produced in India. We started to sell these three highly cost-competitive and reliable models successfully in Southeast Asia and are also beginning to sell them in the Middle East and Africa. Indeed, it gives greatest pleasure to local staff to receive positive responses directly from local customers. We will continue to sell new machines and increase our contact points with customer, thereby gaining more profit from the value chain business, including the parts and services business.

Progress toward the Medium-term Management Plan

The Hitachi Construction Machinery Group upholds, “Growing as a true solutions provider by delivering innovative solutions” in its medium-term management plan. I define “solutions” in this context to mean “solutions for all kinds of problems faced by customers, not only those related to equipment but also to software.” Issues faced by customers differ by region, but our basic attitude of carefully listening to customers to provide them with optimal solutions remains

the same across the globe.

We had long been offering solutions to customers in consideration of their needs, but two years ago we conducted a survey to check to what extent we had been able to meet their needs through these solutions. This survey revealed that we would need to have a team composed of some 100,000 people to solve each of the hundreds of problems faced by customers. In response, we created the new “LANDCROS” concept. LAND means land, which we refer to in our vision statement and CROS stands for “Customer Reliable Open Solutions.” This concept implies our commitment to helping customers solve their problems by making proactive use of open resources beyond the framework of our company.

The LANDCROS Connect, which made its debut at the bauma 2025 trade fair in Europe, is a solution developed by using open resources to help customers increase their on-site operational efficiency. Through agile development, we have accumulated successful examples in the early adopter market toward the prompt provision of solutions. LANDCROS Connect serves as a hub to widely and structurally connect the advantages that we can offer to customers and enables customers to centrally manage their assets. I am sure that it will be extensively used by customers across the globe very soon and would like you to look forward to seeing us add new LANDCROS solutions.

In the process of giving shape to this concept, I was able to clarify the path that we should follow to achieve growth hand in hand with our partners. By making use of the feature of our business unit system, which enables us to manage each business throughout its supply chain from upstream to downstream sections in an integrated manner, we will meet the needs of our customers even more speedily, with our development and design staff receiving feedback directly from customers. We will continue to evolve from being a manufacturer of competitive products to a company that can also offer a range of solutions. Please look forward to the further growth of Hitachi Construction Machinery.