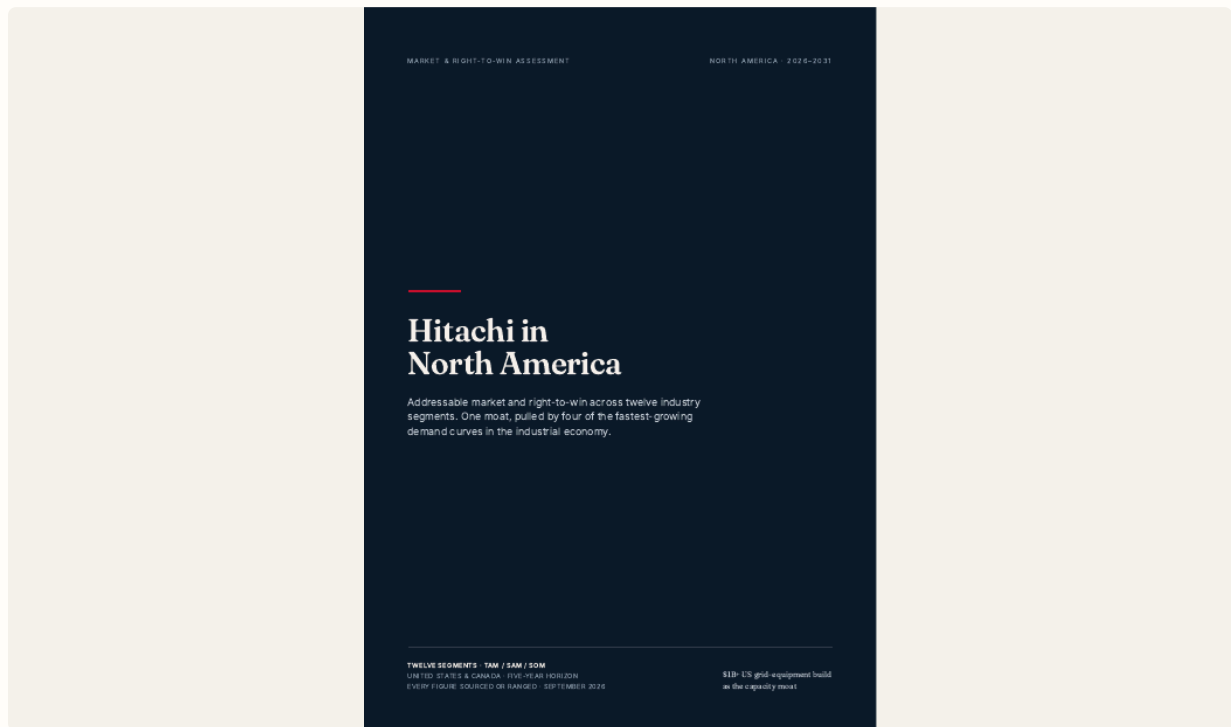


Start here



This is Roxanna's brief: Hitachi's addressable market across all twelve segments in North America, sized TAM/SAM/SOM out to 2031, grounded in what Hitachi actually does and who it's up against, with a clear read on where it wins.

The argument holds one line: Hitachi's real North American opportunity isn't twelve markets, it's one moat — its transformer and grid capacity — pulled by four of the fastest-growing demand curves at once (Energy, Grid Modernization, and the power slices of Data Centers and AI Infrastructure). The brief ranks every segment on how attractive the market is against how strong Hitachi's position is, so the concentration argument is visible at a glance, and it calls the weak segments honestly — Health Care narrow because Hitachi sold its imaging business to Fujifilm in 2021, EV components an exit story because Astemo is going to Honda. Naming those plainly is what lets the strong claims stand without flinching.

Every market figure traces to a named research house or a public filing, and the ones the whole argument leans on were read on the source's own page, not a search snippet. Where two houses genuinely disagreed, the number is written as an honest range rather than dressed up as fact — the methodology and sources appendix at the back lets Roxanna defend every figure in the room. Nameless throughout, no studio mark anywhere; a document she walks in with as her own.

What is in the kit

1 **Hitachi in North America — Market & Right-to-Win Assessment** (open this first)

[strategy/hitachi-na-market-brief.pdf](#)

Opens in any PDF reader (Preview, Acrobat, or a browser).

The brief itself. 24 designed pages: the one-moat thesis, the attractiveness × right-to-win matrix, the twelve-segment scorecard, all twelve segment spreads with TAM/SAM/SOM, the recommendation layer, and a methodology + sources appendix built to defend every number.

Open this first.