

A man in a blue shirt and glasses is sitting at a desk, looking at a large monitor displaying lines of code. A laptop is open on the desk to his right. A desk lamp is visible on the left side of the desk. The background shows a window with blinds.

# HITACHI

Year ended March 31, 2025

## Hitachi Group IT Performance Report 2025

## Message from CIO



Our IT departments are transforming our IT operations to contribute to the global expansion of the Social Innovation Business.

In line with Hitachi Group's New Management Plan titled "Inspire 2027", we have formulated a new three-year IT plan to deepen our existing initiatives and accelerate further IT transformation. This plan focuses on strengthening the digital management platform, restructuring IT assets, operations, governance, and resources, and empowering employees. It aims to improve productivity, agility, and risk management, contributing to the realization of superior digital management and operations on a global scale.

In strengthening the digital management platform, we will achieve data-driven management and support swift and accurate decision-making by aggregating business data from across the entire company and using AI to conduct performance and risk prediction simulations.

Furthermore, by advancing the structural reform of IT assets, operations, governance, and resources, we aim to reduce regular IT costs, provide IT services more rapidly, promote carbon neutrality, and further enhance robustness. At the same time, we will transition to a global IT organizational structure and strengthen the collaboration of IT functions to achieve robust governance.

In addition, we will maximize the use of new technologies such as generative AI to improve employee productivity, stepping up our activities from experimental use of advanced technologies to company-wide utilization.

Through these initiatives, we aim to achieve co-creation with our customers and contribute to enhancing their business value.

It is my hope that you find the information within this report useful.

CIO, and General Manager of the IT Strategy & Digital Integration Division  
Vice President and Executive Officer,  
Hitachi, Ltd.

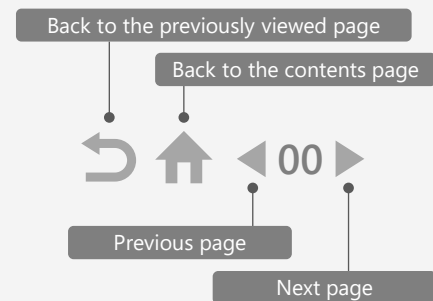
A handwritten signature in black ink, appearing to read 'S. Nishi'.

# Contents

Basic IT Policies	p.3	Basic IT Policies	p.4
Digital Transformation	p.5	<ol style="list-style-type: none"> <li>1 Overview of DX Initiatives p.6</li> <li>2 Data Utilization, Support for Decision Making p.7</li> <li>3 Optimizing Business Processes p.8</li> <li>4 Utilizing Generative AI p.9</li> <li>5 Initiatives for Accelerating DX p.10</li> </ol>	
Digital Management Platform	p.11	<ol style="list-style-type: none"> <li>1 Group-wide CRM Platform p.12</li> <li>2 Global Shared ERP Platform p.13</li> </ol>	
Employee Empowerment	p.14	<ol style="list-style-type: none"> <li>1 Improvement of Employee Productivity, Motivation, and Skills p.15</li> <li>2 Achieving Seamless Communication p.16</li> </ol>	
Assets and Operations	p.17	<ol style="list-style-type: none"> <li>1 IT Asset Optimization and Cost Efficiency p.18</li> <li>2 Standardizing and Consolidating IT Operation Processes p.19</li> <li>3 Enhancing Security through the Provision of Device Sets p.20</li> <li>4 Initiatives for the Environment p.21</li> </ol>	
Governance and Resources	p.22	<ol style="list-style-type: none"> <li>1 Establishing IT Rules and Standards p.23</li> <li>2 Thorough Compliance with IT Controls p.24</li> <li>3 IT-BCP : Supporting Business Continuity through IT p.25</li> <li>4 Promoting Global IT-PMI p.26</li> <li>5 Enhancement of Global IT Functions p.27</li> <li>6 Contributions to Regional Business Strategies in Global Areas p.28-29</li> <li>7 Global IT Human Resources Management p.30</li> </ol>	

## How to Navigate this Report

Navigation buttons on each page facilitate movement between pages.





## Basic IT Policies

Hitachi will accelerate value creation with digital at its core through “True One Hitachi”, and will achieve sustainable growth and work towards further enhancing corporate value.

Our IT departments have formulated a new three-year IT plan in line with “Inspire 2027”, Hitachi Group’s New Management Plan, and will transform IT to contribute to Hitachi’s growth strategy.

# Basic IT Policies

We have formulated a new three-year IT plan in line with "Inspire 2027", Hitachi Group's New Management Plan. In the new three-year IT plan, we will contribute to the global expansion of social innovation businesses and achieve outstanding digital management and operations through the construction of a digital management platform, IT structural reform, and employee empowerment.

## Results of the 2024 Hitachi Group IT Medium-Term Plan

To achieve the goals of the 2024 Hitachi Group IT Medium-Term Plan, which sets forth the construction of a digital management platform and IT structural reform as major initiatives, the IT departments have been implementing the formulated measures.

**Through the development of infrastructure and tools to promote a standardized shared IT platform and data utilization, we accelerated the realization of digital management and advanced the transformation to highly efficient internal processes.**

**In addition, we implemented structural reforms in IT assets, costs, resources, and governance, reducing regular IT costs as planned.**

Furthermore, we swiftly responded to the transformation of our business portfolio, strengthened collaboration among global IT departments, and contributed to work style reforms for employees by establishing a safe and secure generative AI<sup>#1</sup> environment.

#1 AI: Artificial Intelligence

## Key initiatives in the new three-year IT plan

### 1 Digital management platform

Expand digital coverage and provide accurate information for timely management decisions

### 2 Employee empowerment

Adopt IT technologies to transform employee productivity, accelerate expansion, and maximize implementation effects

## New Three-Year IT Plan

To support Hitachi's management vision and growth strategy, the IT departments have formulated a new three-year IT plan.

**In this new three-year IT plan, we have set forth the following missions: building and evolving a digital Platform to support faster and more precise management decisions, lean operations and utilization of new technologies to contribute to improved business profitability, and promoting DX and revitalizing resources to enhance employee engagement.**

By promoting the four initiatives set as key measures, namely digital management platform, employee empowerment, assets and operations, and governance and resources, we will produce definite results and contribute to business expansion and the realization of digital management.

### 3 Assets and operations

Improve efficiency in IT asset management and achieve better utilization

### 4 Governance and resources

Create a global resource pool and develop excellent human resources

## Implementing Hitachi growth strategies

Hitachi accelerates value creation with digital at its core through "True One Hitachi", and pursues sustainable growth and strives to enhance corporate value.

**The IT departments will support these growth strategies and contribute to their execution through the utilization of IT, digital and advanced technologies, the establishment of shared platforms, work style reforms, and human resource development.**

In order to achieve sustainable growth in the future where the business environment is uncertain, it is necessary to strengthen the management foundation, accurately assess risks, and implement necessary measures with high agility. The IT departments are working to strengthen risk management by utilizing digital technologies and AI to visualize and detect management risks early, thereby enabling swift management decisions and contributing to the reinforcement of the management foundation.

## Smart Home

### Room Lighting



Off ——— On

### Alarm system



Disarmed  
1 2 3  
4 5 6  
7 8 9  
\* 0 #

### Video Security



cam 1   
cam 2   
cam 3

### Room Temperature



—————

Living room Bedroom Nursery

# Digital Transformation

Through digital transformation (DX) initiatives such as promoting data utilization and generative AI adoption, streamlining business processes, and the democratization of DX, we will improve employee productivity and effect the transformation from information aggregation to advanced information utilization, contributing to further business expansion of the Hitachi Group.

- 1 Overview of DX Initiatives
- 2 Data Utilization, Support for Decision Making
- 3 Optimizing Business Processes
- 4 Utilizing Generative AI
- 5 Initiatives for Accelerating DX

# 1 Overview of DX Initiatives

The IT departments are promoting various DX initiatives to contribute to the expansion of the Hitachi Group's business.

We will accelerate DX by providing an environment that can utilize digital technologies and AI, while fostering a corporate culture where all employees can practice DX.

## DX initiatives undertaken by Corporate IT

The Hitachi Group is shifting from information aggregation to advanced information utilization for business expansion, and is promoting process standardization, DX solutions, and data utilization through generative AI. We are building and strengthening our digital management platform by improving business process efficiency and democratizing DX. While enhancing the data aggregation rate across the entire Hitachi Group, we are strengthening information provision functions such as predictive analytics for risk early detection and dashboards, supporting strategic decision-making and sales activities.

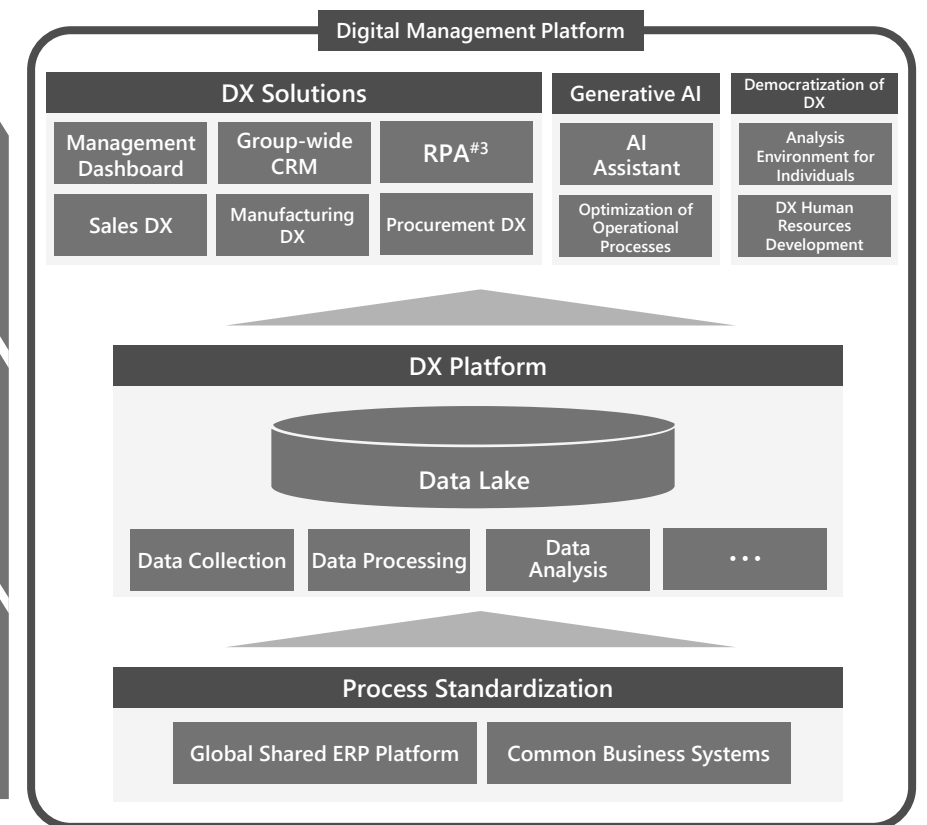
To accelerate the aggregation of information, we are developing globally shared CRM<sup>#1</sup> and ERP<sup>#2</sup> platforms. By standardizing business processes and implementing a globally shared ERP platform, we have achieved IT asset optimization and cost reduction while enabling swift decision-making through information aggregation.

Furthermore, by accumulating the aggregated data in the DX platform and utilizing DX solutions, we will improve not only management decision-making but also the quality and speed of operations such as sales, manufacturing, and procurement.

Additionally, we are actively promoting the use of digital tools and generative AI to improve employee productivity and streamline business processes. By establishing an environment within the Hitachi Group where employees can use generative AI with peace of mind and at low cost, we are contributing to the efficiency of internal operations by leveraging accumulated knowledge.

We are also focusing on activities to improve DX literacy among employees, aiming for the widespread adoption and establishment of DX. We are creating an environment where employees can think about and implement DX without relying on specialists, and promoting the provision of a DX environment where anyone can analyze and visualize on the spot, as well as practice-oriented human-resources development.

#1 CRM: Customer Relationship Management  
#2 ERP: Enterprise Resource Planning  
#3 RPA: Robotic Process Automation



## 2 Data Utilization, Support for Decision Making

By implementing a management dashboard, we support swift and high-quality decision-making and strengthen collaboration between business units. In addition to creating templates for data utilization cases and know-how, and expanding them both internally and externally, we will contribute to further improvement of management decisions and business activities through the provision of AI-powered prediction and analysis information, as well as strengthening data governance.

No. of DX cases (cumulative):

395 cases

DX cases that use Lumada<sup>#1</sup>'s internal environment  
Results are from the end of FY 2024

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### Realizing data-driven management that enables quick business decisions

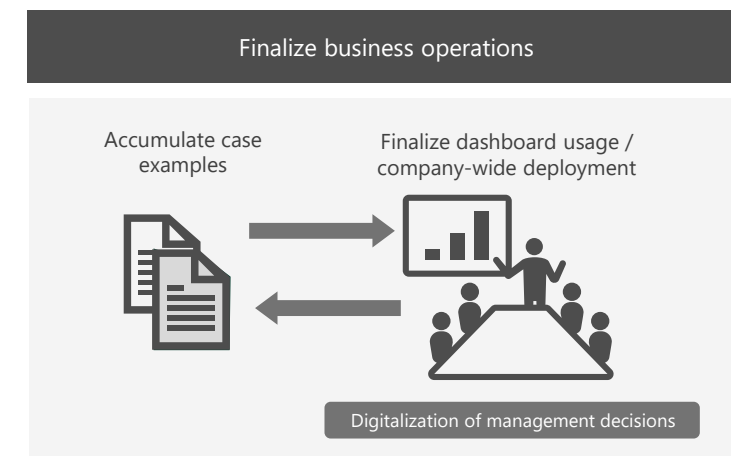
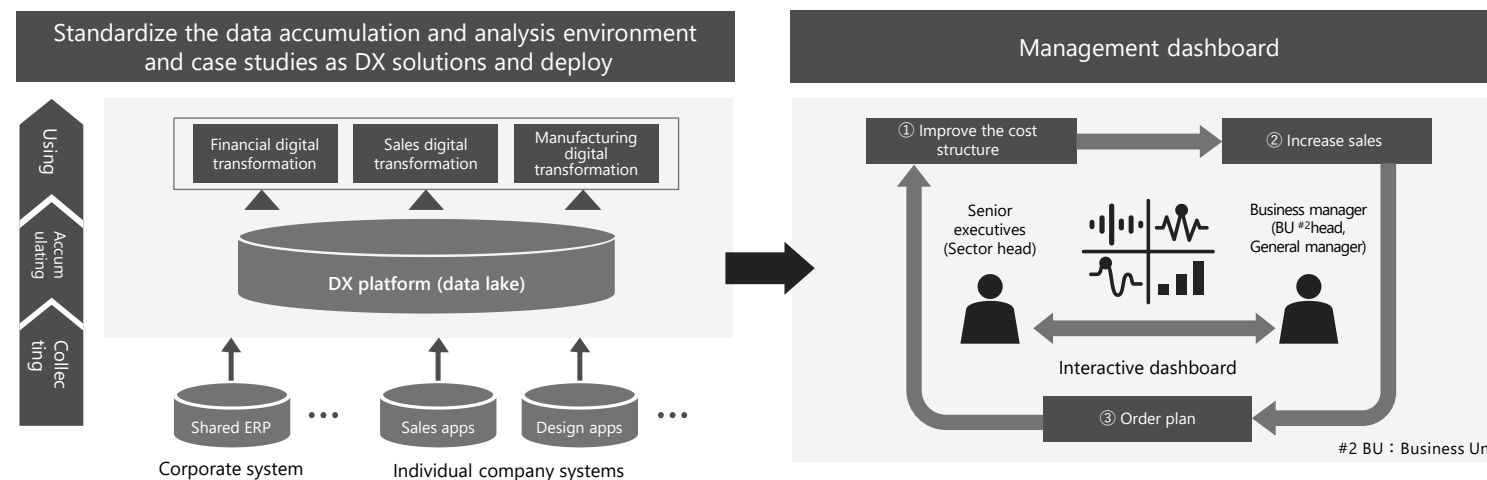
The Hitachi Group is promoting its transformation into a digital-centric company against the backdrop of "Inspire 2027", which aims for long-term growth. In this transformation, the IT departments are providing support through DX initiatives. **We aim to provide necessary information to the management in a timely manner to enhance the speed and quality of strategic decision-making.** Additionally, we will monitor the achievement status of KPIs for each business division and support appropriate improvement measures. In FY 2024, we began providing a management dashboard that supports multi-faceted decision-making for business sectors, enabling the management team to make business decisions while sharing the same data.

Going forward, we will promote the company-wide implementation of management dashboards, particularly strengthening dashboards that span across business sectors. This will deepen the connections between businesses and accelerate the realization of "True One Hitachi". We also plan to work on providing predictions and analytical information using AI, risk confirmation, and personalization.

**We will strengthen data governance and maintain and improve data quality through the development of a data lake.** This will promote the utilization of global management information and support the sustainable growth of the entire Hitachi Group.

Furthermore, by converting data utilization cases and know-how into solutions and providing them to customers, we will meet customer needs.

To effectively implement and utilize the management dashboard throughout the company, it is important to establish it through business applications. We aim to not only deploy the digital management platform but also to establish its utilization in business processes. **We will support the improvement of management decisions and business activities through digital means by compiling success stories of utilizing the management dashboard and deploying them company-wide.**



#1 Lumada: A collection of solutions, services, and technologies developed through the use of Hitachi's cutting-edge digital technologies. Lumada is intended to create value from customer data and accelerate digital innovations.

### 3 Optimizing Business Processes

We are moving forward with efforts to establish and widely distribute digital tools and solutions for business reforms and for making business more efficient. We continue to provide support for the standardization of core operational processes and for making ongoing operations more efficient. These goals are accomplished, for example, through the use of tools such as generative AI and RPA, the sharing of case studies and knowledge, and the expansion of templates.

No. of work hours reduced through the introduction of RPA

About **740,000** hours

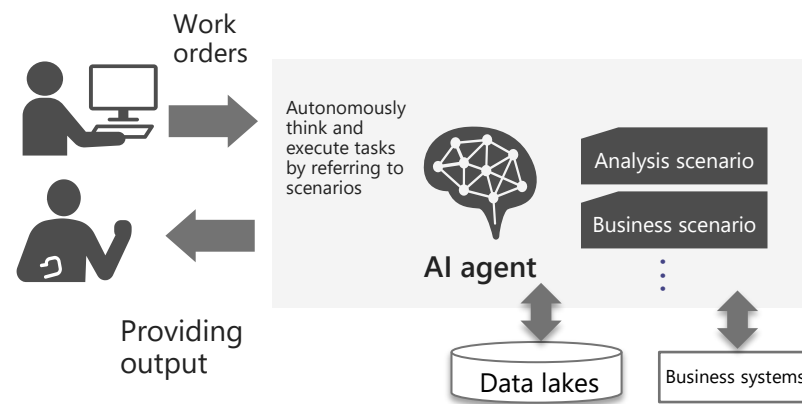
Cumulative total through FY 2024  
Calculated based on log data obtained from servers managed through the common RPA platform

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#### Automating and enhancing business processes by utilizing generative AI

Developed countries are facing a decline in their working-age populations, making it an urgent matter to improve productivity by utilizing digital technologies such as generative AI and RPA. Against this backdrop, Hitachi has set a goal of simultaneously improving front-line productivity and reducing the burden on workers. To promote sustainable growth, Hitachi Group is advancing efforts to improve efficiency of business processes for its employees through generative AI. **By utilizing AI agents, which are the core technology of generative AI, to achieve integration with existing business systems, specialized AI for business operations, various data lakes, and office environments, we aim to automate and accelerate business processes to produce greater results.**

Verification of this initiative began in FY 2024, and based on the technologies and insights gained, we plan to gradually establish an environment where AI agents can be utilized within the Hitachi Group starting from FY 2025.

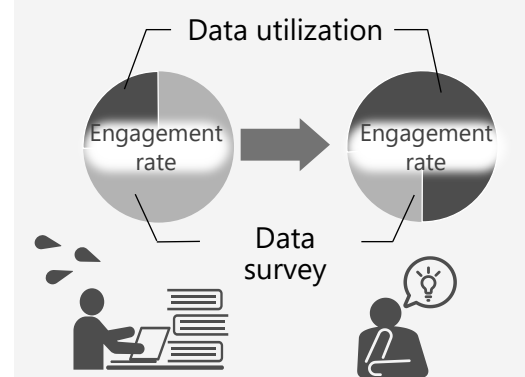


#### Added value brought by optimization of business processes

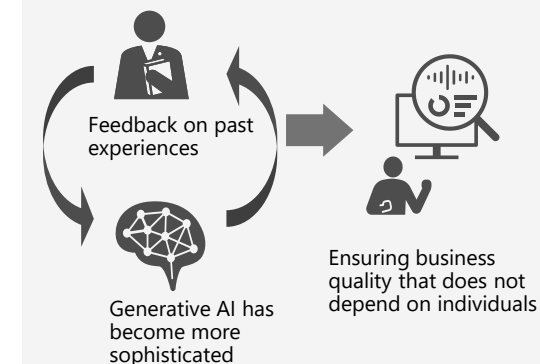
Daily business processes that have been made more efficient through generative AI and RPA simultaneously enable front-line employees to engage in tasks that provide higher added value. In the past, we spent a lot of time gathering knowledge from the past and information scattered throughout the market. However, through numerous interfaces, including generative AI, it has become possible to access data more quickly and easily. This allows us to dedicate more time to considering more advanced and value-added strategies.

Furthermore, by continuously accumulating and providing feedback on operational know-how, which has previously been dependent on individual skills, into generative AI and data lakes, it is expected that a consistent level of work quality can be maintained regardless of who performs the task.

#### Changes in engagement rates brought about by improved efficiency



#### Operational knowledge accumulated in generative AI



## 4 Utilizing Generative AI

We are leading the way in rapidly developing generative AI technologies and promoting the creation of an environment in which our employees can utilize them.

We will deploy an AI assistant within the Hitachi Group. This allows users to use a generative AI safely, securely, and at low cost. By providing functionality that enables users to reference knowledge accumulated throughout the Hitachi Group, we can form a collective set of knowledge and contribute to the creation of better business results.

Assistant  
chat  
count:

**4.27** million times

Number of times the generative AI assistant, developed for use within the Hitachi Group, was used  
Actual results from December 2023 to March 2025

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### Utilizing generative AI to improve internal business efficiency

As generative AI technology continues to draw global attention, **the Hitachi Group is providing an environment where employees can utilize generative AI safely, securely, and at low cost.** The AI assistant exclusively for Hitachi Group employees, was used by approximately 60,000 people and reached a total of about 4.27 million chats by the end of March 2024. The AI assistant is equipped with features that allow users to use tools such as automatic translation and automatic creation of meeting minutes at the touch of a button, improving work efficiency and promoting the digitalization of products and services utilizing AI.

Furthermore, in FY 2024, we added a shared knowledge function

that organizes and makes accessible common knowledge within the group, a Hitachi dictionary function that interprets Hitachi-specific terms, and an image-file recognition function (multimodal support). These additions aim to promote business utilization and improve convenience.

Going forward, we will continue to deploy the AI assistant to global locations, promote the creation of regional businesses based on the One Hitachi philosophy, and support literacy improvement and increase in Lumada sales to provide high-quality products and services utilizing generative AI to customers outside the Hitachi Group.

### Streamlining service desk operations

**At the employee service desk, we aim to improve employee satisfaction and operator efficiency by utilizing generative AI.** We are achieving an increase in self-resolution rates by having generative AI refer to FAQs, specifications, and manuals to present optimal answers to employees.

Furthermore, by having generative AI perform real-time transcription and summarization of the content received by operators over the phone, we achieve reduced response times and improved operational efficiency. By allocating the time saved to supporting more employees, we are also improving the overall satisfaction with the service desk.

#### Examples of improving business efficiency by using the AI assistant



- I don't know where the information is.
- The information is scattered.
- I don't know who to ask.

Various types of approvals and requests

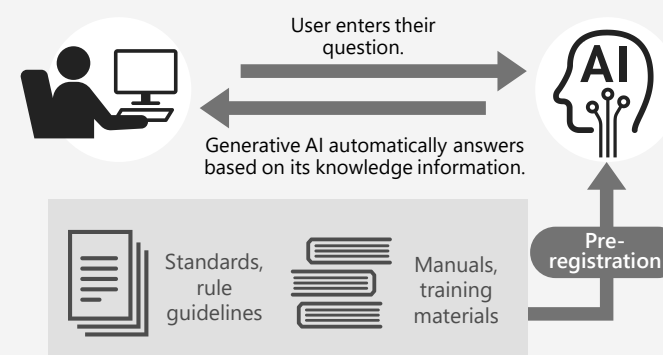
Responses to various audits

Procurement procedures

Project management

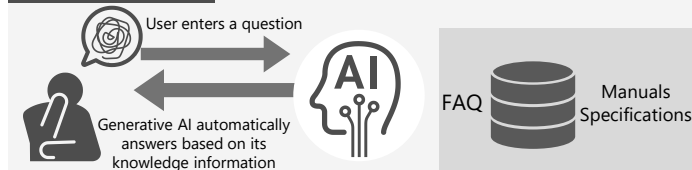
Export control

Quality management

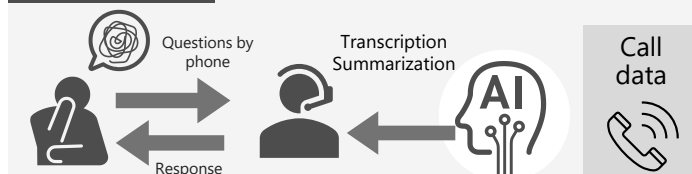


#### Example of AI assistant improving service desk efficiency

##### Web inquiries



##### Phone inquiries



## 5 Initiatives for Accelerating DX

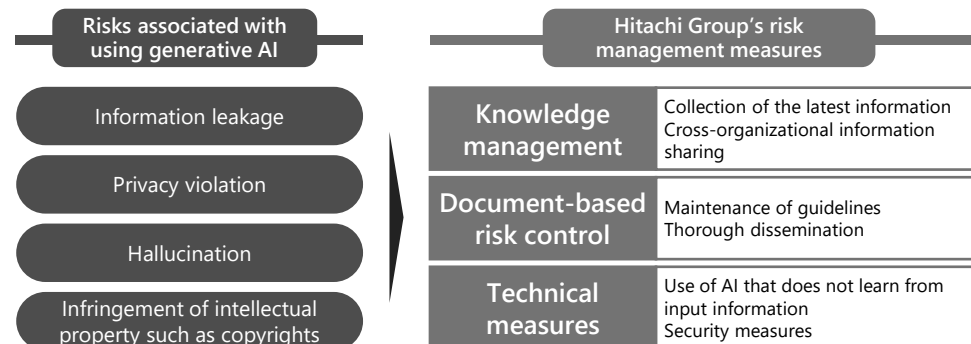
To promote DX and contribute to accelerating business growth across the entire Hitachi Group, we are working to address the risks of new technologies (such as generative AI) and implement DX initiatives organized by the Ministry of Economy, Trade and Industry to enhance corporate competitiveness.

### Addressing risks associated with generative AI (new technology)

To enable employees to safely and securely use AI within the company, we conduct cross-organizational knowledge management by timely collecting and sharing information on the latest models, domestic and international regulations, policies, and other relevant information. We are conducting cross-organizational information sharing on AI risks with headquarters-controlled organizations that oversee AI governance within the company, as well as with various BUs/Group companies, and we are also focusing on addressing AI risks on a global scale.

Since establishing our Principles Guiding the Ethical Use of AI in 2021, we have continued to develop and regularly update related documents such as guidelines for the use of generative AI. We aim to improve employees' literacy regarding AI risks by announcing and thoroughly communicating the matters to be observed when using AI to the entire company each time, striving for company-wide awareness.

As a technical measure, we are working to reduce risks by thoroughly implementing security measures such as the use of generative AI that does not learn from input information, multi-factor authentication, and encryption to address risks of confidential information leakage, privacy/copyright infringement, and the generation of harmful information or hallucinations.



### Compliance with Ministry of Economy, Trade and Industry's DX initiatives

Based on the guidelines (Digital Governance Code) formulated by the government, the Ministry of Economy, Trade and Industry has implemented initiatives such as the DX Certification system, which certifies businesses with excellent practices, and the DX Stocks program, which selects listed companies that have established mechanisms for promoting DX and demonstrated outstanding digital utilization achievements. Hitachi participates in these initiatives, promoting internal DX while enhancing its brand image among stakeholders and showcasing Hitachi's capabilities.

Hitachi is registered as a DX Certified business operator and was selected among the "DX Platinum Companies 2024-2026" in the "DX Stocks 2024", becoming the first in the electrical equipment industry to receive this recognition. The top management itself is driving DX, and is recognized for transforming operations and business, collaborating with external partners, and delivering value to customers and society.



DX Platinum Companies  
2024-2026  
Digital Transformation

## Digital Management Platform

By deploying the global shared Enterprise Resource Planning (ERP) platform and Customer Relationship Management (CRM) platform as well as aggregating business data from the entire Hitachi Group, we will achieve both expanded data coverage and rapid information provision, enabling data-driven management that allows for timely and precise management decisions.

- 1 Group-wide CRM Platform
- 2 Global Shared ERP Platform

# 1 Group-wide CRM Platform

We have built a CRM platform that aggregates and visualizes market, customer, and project information globally, contributing to company-wide marketing information provision and sales activities. This platform has been fully operational as an IT service since April 2025.

We will comprehensively visualize the relationship between the Hitachi Group and our customers, and strengthen marketing and sales activities across the entire Group.

Sales coverage ratio

# 100%

Sales coverage ratio =  $\frac{\text{Net sales of companies that have already deployed the platform}}{\text{Net sales of companies that have been requested to deploy the platform}}$ \*

\*Top 18 companies accounting for 83% of the net consolidated sales in FY 2022 and 3 RCs\*<sup>1</sup>

#1 RC: Region Company

1 Group-wide CRM Platform

2 Global Shared ERP Platform

## Company-wide deployment and visualization of information about customers and projects in all our companies

The group-wide CRM platform was released in Japan in August 2022 and released overseas in January 2023, however, it was rolled out to some overseas Group companies in advance. Full-scale operation as an IT service began in FY 2025, and the platform is now being used by over 9,500 users.

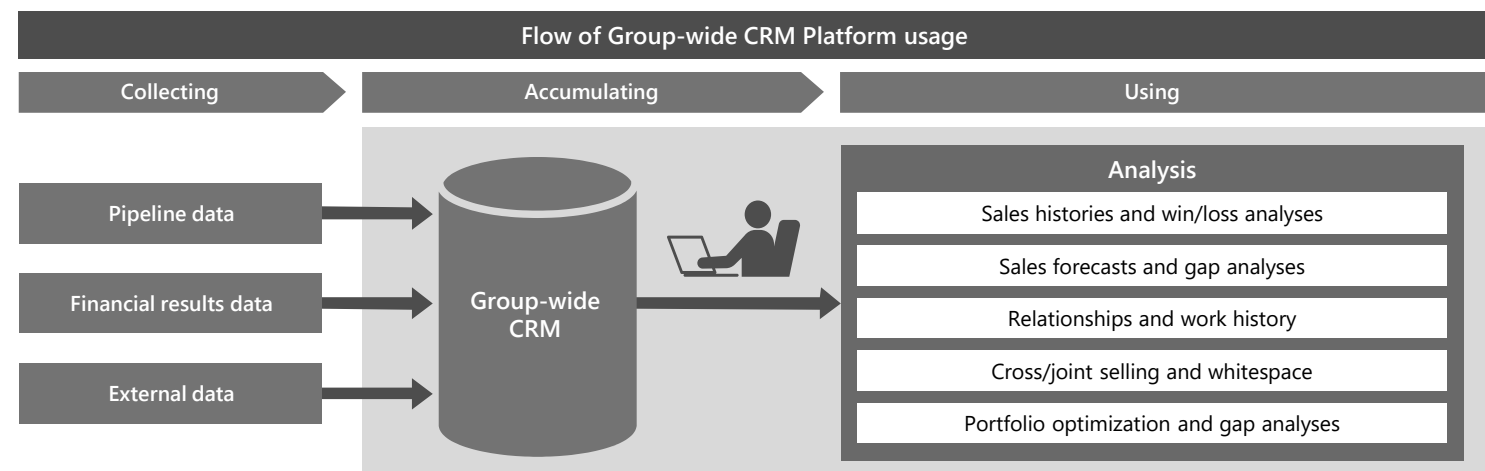
To strengthen our marketing and sales activities, it is important to make the state of business at all companies visible in real time, as well as to gather and store data that is the same level of quality globally. As a result, we will share information across the Group and visualize data such as customer contact histories, order data, negotiation pipelines, competitor landscape, and macro market conditions.

## Providing insights gleaned from data analysis

We provide data-analysis functionality to achieve sophisticated utilization of aggregated data. Previously, searches were limited to the order and procurement records of individual BUs or Group companies, and their industry, region, customers, etc. The group-wide CRM platform combines external information (such as market size and growth rates) with internal information (such as orders, sales amount, and gross profits), enabling exploration from multiple perspectives.

## Deepening sales activities by putting data to use

By assigning priorities to different opportunities and visualizing the status of projects, we will support cross-sales expansion and the creation of social innovation businesses across multiple departments. By exploring “white space” (unmet customer needs) through analysis of internal and external information, we can visualize information that previously could not be seen, and support the enhancement of proposals through analyzing orders made and received, and sharing customer data. In addition, by reducing the level of effort required to prepare proposals via the use of aggregated customer-relevant data and case examples, we will promote stronger sales activities. This will enable efficient sales activities while allowing us to make proposals that maximize the value of the Hitachi Group for our customers, contributing to the resolution of a wide variety of challenges through One Hitachi.



## 2 Global Shared ERP Platform

By standardizing core operational processes and introducing a global shared ERP platform, we can slim down IT assets, strike a balance between lower IT costs and greater flexibility, and make rapid decisions through the consolidation of data.

Benefits from building a shared ERP platform

**70** billion yen

Cumulative benefits through FY 2027

1 Group-wide CRM Platform

2 Global Shared ERP Platform

### Integration and consolidation into a shared ERP platform

Individual Hitachi Group companies implemented and operate the current ERP systems, which will reach the end of their maintenance period in 2027. We will take this opportunity to **integrate and consolidate the ERP systems within the Hitachi Group onto a shared ERP platform, thereby enabling us to shift human resources and assets to competitive business areas and to respond more quickly to issues such as business restructuring.**

The shared ERP platform will increase the ratio of Core areas<sup>#1</sup> and Common areas<sup>#2</sup> while also appropriately allocating Distinct areas<sup>#3</sup> that support business competitiveness. In addition, we will build the minimum ERP instances necessary for each business model and carry out efficient migration and implementation using the Fit to Standard methodology.

### Lightening of IT assets, reducing IT costs, and accelerating management

Implementing the capabilities of the legacy systems, which were individually developed and operated at various Hitachi Group companies, and incorporating them into a shared ERP platform will accelerate the reduction of IT assets. Furthermore, by keeping the development scope to the minimum required level, we can both maintain business competitiveness and keep IT costs down.

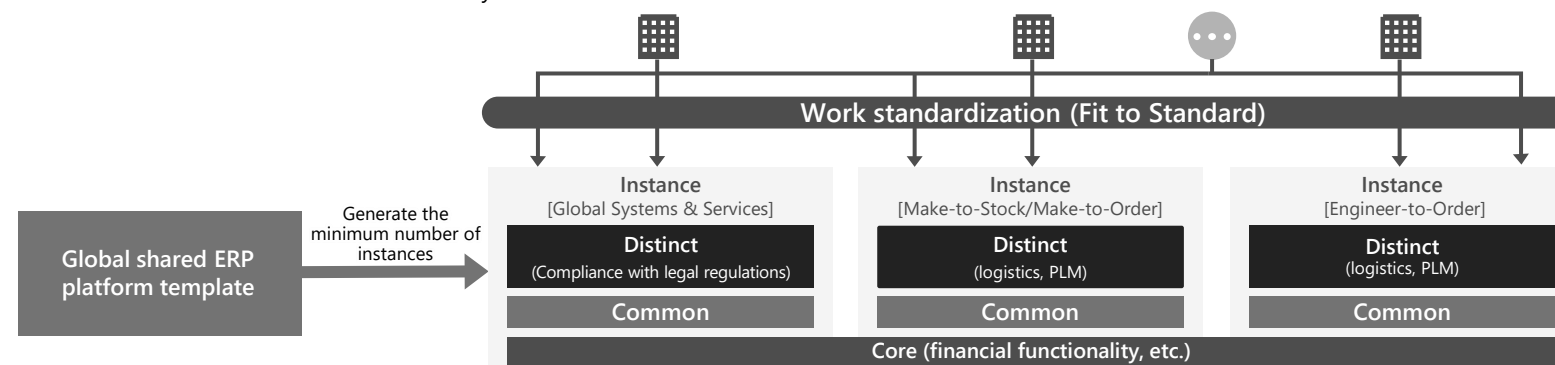
The shared ERP platform will centrally manage the Hitachi Group's management data and organically link with other shared IT platforms, contributing to data-driven management and regional autonomous decentralized management. Also, by proactively utilizing cutting-edge technologies and cloud services and solutions, we will contribute quickly and flexibly to changes in the business environment and the realization of a sustainable society.

### Promoting the introduction of pilot projects, and the status of deployment

For companies where the system has already been implemented, stable operation continues. In FY 2025, subsequent companies for Global System & Service model, as well as the first pilot companies for Make-to-Stock/Make-to-Order model and Engineer-to-Order model, will officially begin operations.

Additionally, we are reducing costs by consolidating all ERP instance operations and maintenance into AMO<sup>#4</sup>, which handles them in a unified, uniform, and scalable manner.

We aim to utilize the knowledge gained through this implementation to the maximum extent possible in subsequent projects, and to build a digital management platform that contributes to DX and AI utilization for group consolidated management and risk management.



#1 Core area: Used in common for all business entities

#2 Common area: Used in common for each business model

#3 Distinct area: Used independently by each BU or Hitachi Group company

#4 AMO: Application Management Outsourcing

## Employee Empowerment

We will greatly improve employee productivity and empowerment by leveraging the latest technologies, including generative AI, to the greatest extent possible.

Furthermore, by removing language barriers through technology, we enable global and interactive communication, contributing to the creation of effects through group synergy.

- 1 Improvement of Employee Productivity, Motivation, and Skills
- 2 Achieving Seamless Communication

# 1 Improvement of Employee Productivity, Motivation, and Skills

We are advancing the efficiency of business processes and improving the quality of work by utilizing AI agents in indirect operations such as procurement, quality assurance, and IT support. Furthermore, to accelerate the effective utilization of the digital management platform and global management information, we are working to instill DX in our employees through education and other means, while also striving to strengthen data governance.

AI adoption rate among employees

90%

AI adoption rate = Sales of companies that can use AI / Sales of companies targeted for implementation  
Target value as of the end of March 2028

1 Improvement of Employee Productivity, Motivation, and Skills

2 Achieving Seamless Communication

## Utilization of AI agents

We are promoting initiatives to streamline business processes by leveraging AI agents, which are the key technology of generative AI, to achieve interconnectivity with existing business systems, specialized AI for business operations, various data lakes, and office environments. This initiative has begun verification in FY 2024, and we will gradually provide an environment where AI agents can be utilized within the Hitachi Group starting from FY 2025.

We have been promoting verification for business application since FY 2024, focusing on indirect operations such as procurement, quality assurance, and IT.

[Examples of application to business]

**Procurement Operations:** Create an agent to retrieve historical data stored in data lakes to support procurement strategy planning

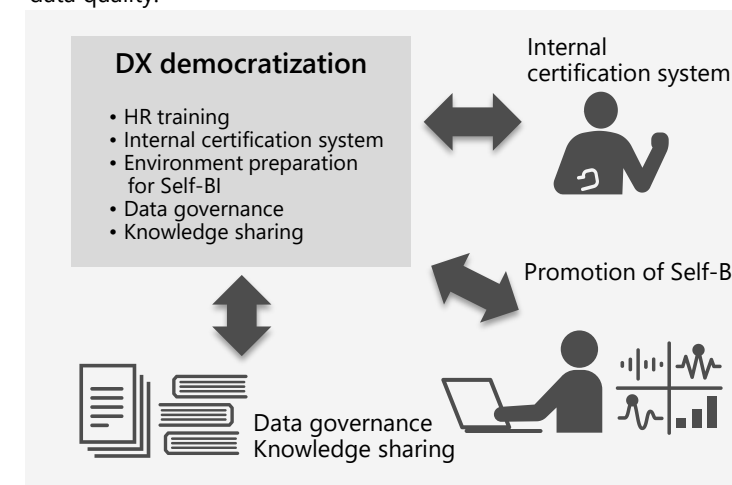
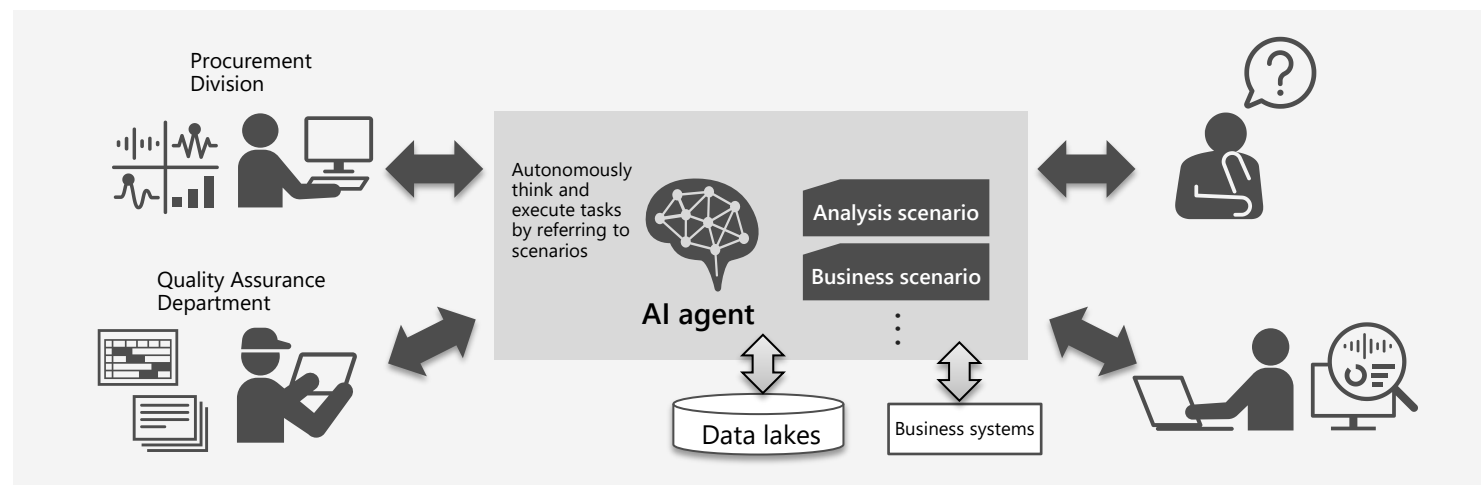
**Quality Assurance:** The agent compares deliverables with QA knowledge, checks for any deviations from standards, and improves design quality

**IT User Support:** The agent interprets inquiry content, collaborates with the incident management system to guide users to appropriate support, and improves response quality and satisfaction

## DX democratization

We are working on improving DX literacy to make effective use of the digital management platform throughout the company. By developing our human resources and establishing an internal certification system, we will work to promote the wide-spread use of DX as a usual process among employees in charge of various operations, including IT and finance.

Data governance is extremely important for accumulating and utilizing data, which requires accuracy, comprehensiveness, and consistency. To accelerate the usage of management information globally, we are establishing common rules in the Hitachi Group regarding the use of management data. In addition, to maintain and improve quality, we will put in place a system for monitoring data quality.



## 2 Achieving Seamless Communication

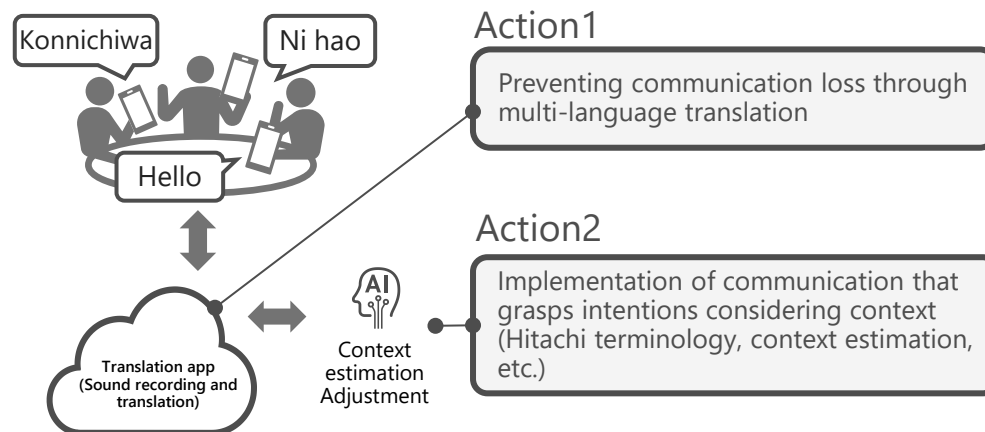
In order to achieve "True One Hitachi" and promote cross-functional communication beyond the boundaries within the Hitachi Group, we are considering and introducing new technologies and providing a shared communication platform for the Hitachi Group.

We will achieve global and interactive communication, contributing to the creation of effects through group synergy.

### Seamless communication between internal and external parties

We aim to facilitate communication within the Hitachi Group and with external parties, and to build highly productive collaborative relationships with global members both inside and outside the company. **By leveraging new technologies and gadgets** such as AI-powered translation apps and earphones with automatic simultaneous interpretation functions **to remove language barriers, we will achieve stress-free communication that transcends differences in languages and cultures.**

#### Achieving stress-free communication that transcends language barriers



### Hitachi Group shared communication portal

To achieve cross-functional communication that transcends boundaries within the Hitachi Group, we have begun providing the Hitachi Group shared communication portal in April 2025 and are promoting its utilization across the entire Hitachi Group. This portal is built to allow all employees to access it safely, providing a shared platform with configurable levels of access. This contributes to the creation of a consistent One Hitachi brand by unifying the look and feel of internal portals across the entire Hitachi Group.

Furthermore, effective communication is essential for organizational success in today's business environment. **By sharing information with stakeholders through this portal and providing opportunities for employees to express their opinions, two-way communication is promoted, fostering an open organizational culture.** Through fostering such a culture, we will promote the establishment of Hitachi culture globally and create group synergies.

Moving forward, we will continue to implement enhancements with a focus on agility, aiming to contribute to business growth. We will address more needs and improve the user experience through the addition of community and survey functions, as well as the enhancement of personalization features.

1 Improvement of Employee Productivity, Motivation, and Skills

2 Achieving Seamless Communication

## Assets and Operations

We will achieve an appropriate IT cost ratio, rapid service delivery, further robustness, and carbon neutrality by promoting cloud migration, standardization, and streamlining of IT assets, as well as consolidating operations.

- 1 IT Asset Optimization and Cost Efficiency
- 2 Standardizing and Consolidating IT Operation Processes
- 3 Enhancing Security through the Provision of Device Sets
- 4 Initiatives for the Environment

# 1 IT Asset Optimization and Cost Efficiency

We will achieve more lightweight IT assets by advancing the visualization of Hitachi Group's IT assets, decluttering legacy IT, and consolidating and integrating IT assets into the digital management platform. While optimizing IT operation costs across the entire Hitachi Group, we will expand investments aimed at transformation and growth, contributing to the enhancement of business value.

## 1 IT Asset Optimization and Cost Efficiency

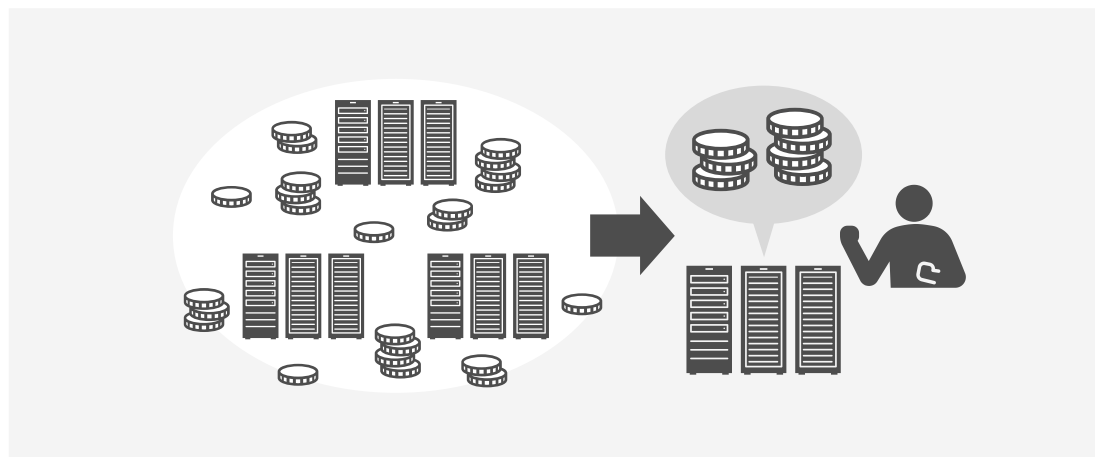
2 Standardizing and Consolidating IT Operation Processes

3 Enhancing Security Through the Provision of Device Sets

4 Initiatives for the Environment

## More lightweight IT assets

The Hitachi Group is working to visualize IT assets across the entire group, aiming to improve operational efficiency and achieve overall optimization of IT assets. By utilizing this data, we are promoting the streamlining of IT assets through measures such as avoiding duplicate investments and modernizing legacy IT systems. The new three-year IT plan aims to further strengthen corporate governance and consolidate and integrate IT assets that are independently owned and operated by each company into the digital management platform. In addition, the corporate division will regularly monitor the IT asset holdings of each company and implement a PDCA cycle for optimization across the entire Hitachi Group.



## Optimizing IT costs

Up until now, we have been reducing the costs associated with routine IT operations and the IT operational expenses necessary for maintenance while advancing IT investments for growth. In the new three-year IT plan, we will set the ratio of IT operating costs to sales and the ratio of investment for transformation and growth as KPIs. To achieve the target KPIs, the corporate department will regularly monitor and analyze the actual situation of each company, provide feedback, and make corrections if there are gaps with the targets. Through these activities, we will maintain IT operating costs at an appropriate level while contributing to management and business transformation and growth through IT investments, and achieve improved employee engagement.



## 2 Standardizing and Consolidating IT Operation Processes

We are providing advanced maintenance and operation services at lower costs by standardizing and consolidating IT services and IT operation processes.

We optimize the Hitachi Group's IT costs through unification of IT services at a global level, and are building a solid foundation for Hitachi to conduct business globally.

1 IT Asset Optimization and Cost Efficiency

2 Standardizing and Consolidating IT Operation Processes

3 Enhancing Security Through the Provision of Device Sets

4 Initiatives for the Environment

### Improving cost efficiency through service integration and automation

We will standardize IT operational processes on a global scale, and consolidate IT systems that were individually developed by Hitachi Group companies into shared IT services (IT infrastructure and ERP).

We provide low-cost IT services and optimize IT resources through consolidation of IT operations and automation of service delivery processes.

In addition, we strive to further reduce costs by carrying out operations at low-cost sites.

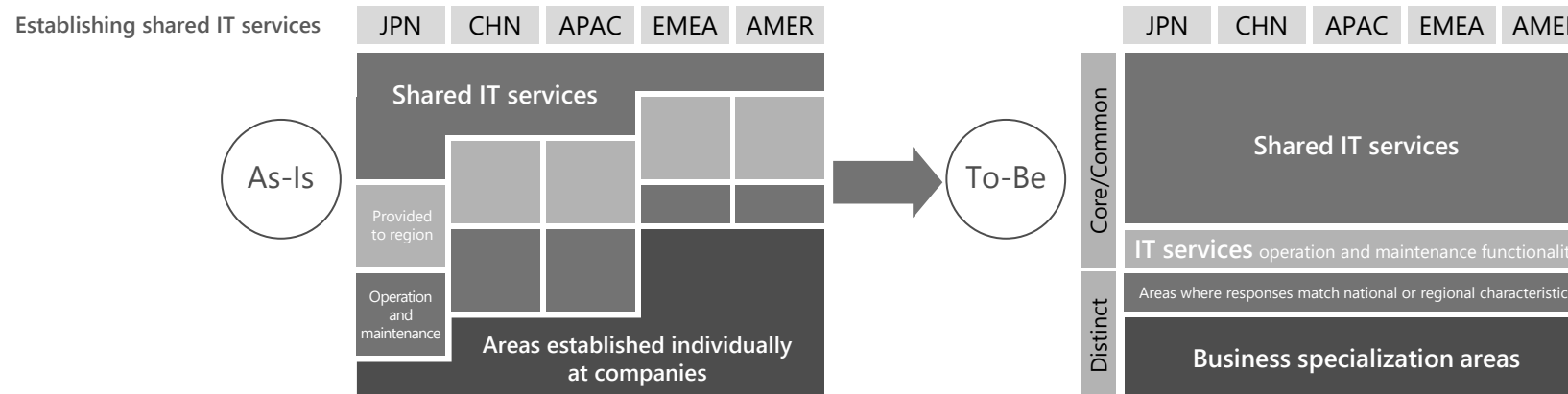
### Speeding up business launches and improving user convenience

To enable Hitachi Group employees to concentrate on their business without being concerned about where they work (country, region, etc.), we have been gradually providing shared IT services of uniform quality globally since FY 2023. In particular, we aim to simplify applications for IT services necessary for business operations, accelerate the speed of service provision, shorten lead times for OA equipment, and speed up troubleshooting by visualizing the status of IT services. Through these efforts, we are able to speed up the launch and expansion of business sites and to improve convenience for users along with global business deployment.

### Improving security through global unification

To ensure that Hitachi Group employees can concentrate on their business without being exposed to external threats, we will globally apply shared IT services that meet Hitachi's security standards and strengthen security for the entire Hitachi Group.

Also, for Hitachi Group companies where security measures are not yet fully implemented, we will provide support services, such as automating security measures, and work to unify security policies at a global level.



### 3 Enhancing Security through the Provision of Device Sets

By unifying IT operations and monitoring globally, we will standardize security and provide an environment where employees can work with peace of mind anywhere. We aim to enhance security further by globally deploying devices and software that comply with Hitachi Group's security standards.

- 1 IT Asset Optimization and Cost Efficiency
- 2 Standardizing and Consolidating IT Operation Processes
- 3 Enhancing Security Through the Provision of Device Sets
- 4 Initiatives for the Environment

#### Enhanced security through device procurement and automated kitting

We have begun the global deployment of a system that automatically kits devices and software in compliance with Hitachi's security standards, ensuring that Hitachi Group employees can work securely and confidently without worrying about security threats. We will promote the improvement and standardization of security levels.

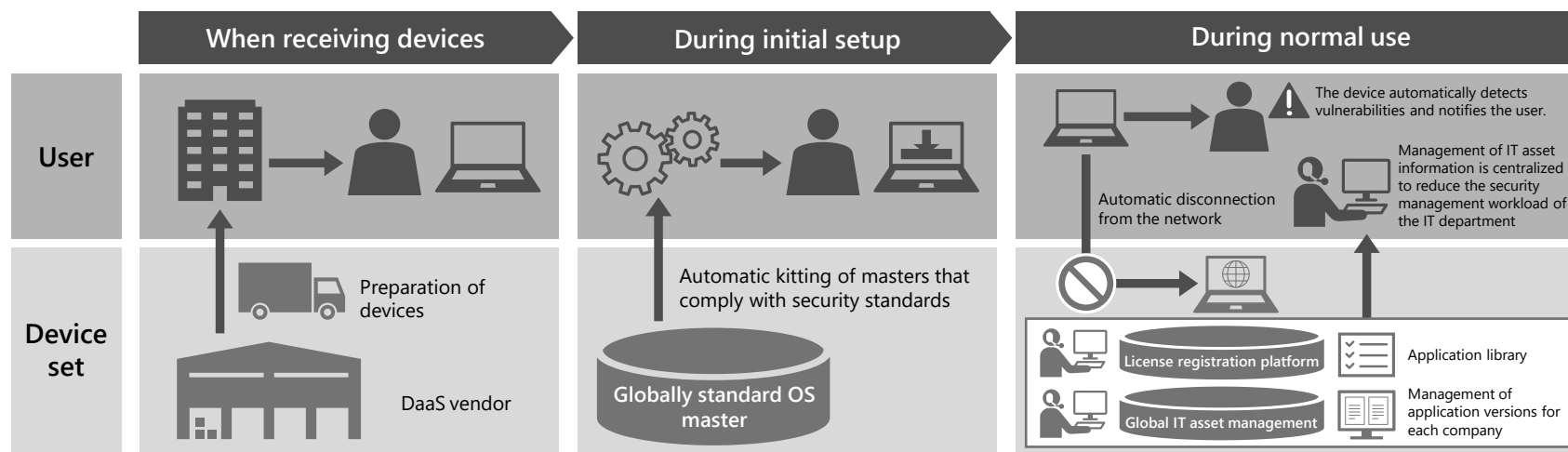
We are building a scheme to provide devices to the entire Hitachi Group by utilizing DaaS<sup>#1</sup> vendors that can provide services globally, and are promoting its deployment across the company. By combining Microsoft's Autopilot function with the provided devices and offering globally unified security services for employee-used devices, we will standardize security levels and suppress the occurrence of security incidents across all companies.

#1 DaaS: Device as a Service

#### Enhanced security through global unified management and operational support

To ensure that Hitachi Group employees can engage in their work with peace of mind even when transferred between workplaces or sites, we aim to globally unify the management and operation of security-vulnerability detection and mitigation. Previously such tasks were handled individually by each company's IT department.

In the past, when end users continued to use devices in a state with security risks, each company had to implement vulnerability detection and notification, and individual responses were required from each person. The mechanism we are developing will reduce the risk of information security incidents within the Hitachi Group by allowing devices to restrict connections to high-risk networks on their own, and by checking the usage status of applications with vulnerabilities and taking measures to prevent their activation.



## 4 Initiatives for the Environment

Hitachi has developed its Environmental Vision and long-term environmental targets, "Hitachi Environmental Innovation 2050", which outline the company's direction and ambitions toward FY 2050.

At IT departments, we are continuing and expanding the promotion of "IT operations with low environmental impact" to contribute to company-wide CO<sub>2</sub> reduction activities. We also conducted educational activities aimed at fostering environmental awareness among employees.

Rate of reduction in CO<sub>2</sub> emissions due to server reductions at Hitachi data centers

100%

Results for reductions in FY 2024 (compared to FY 2010)

1 IT Asset Optimization and Cost Efficiency

2 Standardizing and Consolidating IT Operation Processes

3 Enhancing Security Through the Provision of Device Sets

4 Initiatives for the Environment

### Promoting IT operations that have a low environmental impact

To achieve the company's environmental goals, our IT departments are focusing on reducing the CO<sub>2</sub> emissions from IT itself. **We continue to promote CO<sub>2</sub> reduction through the Review of IT Equipment Usage and Operation, which targets servers, data centers, and user devices (PCs, monitors, and smartphones).**

As part of our efforts to reduce the environmental impact of servers and data centers, we are promoting cloud lift & shift in collaboration with public cloud vendors, as well as energy conservation and the use of renewable energy in data centers. By the end of FY 2024, the Corporate IT department completed the cloud consolidation of servers owned in the in-house data centers and achieved a 100% carbon neutrality (CN) rate. Going forward, with the goal of achieving a 100% carbon neutrality rate for servers and data centers owned by IT departments of Hitachi Group companies by the end of FY 2030, we will promote the lift & shift of servers to environmentally-friendly cloud services and accelerate carbon neutrality across the entire company.

As part of our efforts to reduce the environmental impact of user devices (PCs, monitors, and smartphones), we are encouraging users to switch to newer, more environmentally-friendly device models. To facilitate the switch, newer models of PCs and monitors that come with the right to offset CO<sub>2</sub> emissions over the entire product lifecycle will be provided as an IT service within Hitachi. As for smartphones, encouraging the switch from older models to newer 5G-compatible models will lead to the use of carriers' 5G




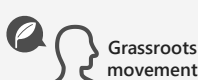
equipment and base stations, which run on renewable energy, thereby contributing to a reduction in CO<sub>2</sub> emissions. The carbon neutrality rate for user devices provided through the Corporate IT department services achieved 100% by the end of FY 2024.

**We will investigate the IT devices used by BUs and Group companies and provide solutions that support the switch to environmentally-friendly IT services.** This will accelerate efforts to reduce the environmental impact of the Hitachi Group as a whole.

### Fostering environmental awareness

The Corporate IT department is **implementing initiatives where employees vote to select actions that everyone can engage in, chosen from ideas proposed by various workplaces**, to practice environmentally friendly behaviors and work styles in the office.

For example, we are also working on initiatives such as distributing reusable bottles, promoting eco-bags, and waste sorting campaigns. Through these events, **we foster environmental awareness among our employees and motivate them to take environmental action.**

Measures	Details	Goals
<p>1 Reducing the environmental impact of servers and data centers</p>  <p>Servers, data centers</p>	<ul style="list-style-type: none"> <li>Eliminate unnecessary servers</li> <li>Lift/shift servers to a green-energy cloud</li> <li>Conserve energy and use renewable energy at the Hitachi Group's data centers</li> </ul>	<p><b>Reducing CO<sub>2</sub> emissions</b></p> <ul style="list-style-type: none"> <li>Reduce unnecessary power consumption</li> <li>Improve energy efficiency through intensified consolidation</li> <li>Curb CO<sub>2</sub> emissions by using renewable energy</li> </ul>
<p>2 Reducing the environmental impact of user devices</p>  <p>PCs, monitors</p>  <p>Smartphones</p>	<ul style="list-style-type: none"> <li>Switch to the latest carbon-neutral models</li> <li>Perform PC kitting online</li> </ul> <ul style="list-style-type: none"> <li>Switch to the latest carbon-neutral models</li> </ul>	
<p>3 Fostering environmental awareness</p>  <p>Grassroots movement</p>	<ul style="list-style-type: none"> <li>Selecting and implementing environmental actions together as all employees</li> <li>Discussions on the environment at each workplace</li> <li>Regularly disseminate information related to the environment</li> </ul>	<p><b>Changing our behaviors to be more eco-friendly</b></p> <ul style="list-style-type: none"> <li>Create opportunities to learn and think about environment-related information and market trends that can be put into practice in the workplace and in our private lives</li> </ul>

#1 Carbon offset: Offsetting your own CO<sub>2</sub> emissions through various methods, such as investing in reforestation or biofuel development businesses or donating an amount comparable to the amount of emissions

## Governance and Resources

We are working to strengthen IT governance to ensure information security, IT compliance, and business continuity across the entire Hitachi Group.

In addition, we are accelerating the reallocation of IT resources, training, and the securing of diverse talent, and advancing the globalization of IT talent.

- 1 Establishing IT Rules and Standards
- 2 Thorough Compliance with IT Controls
- 3 IT-BCP: Supporting Business Continuity through IT
- 4 Promoting Global IT-PMI
- 5 Enhancement of Global IT Functions
- 6 Contributions to Regional Business Strategies in Global Areas
- 7 Global IT Human Resources Management

# 1 Establishing IT Rules and Standards

Aiming to reduce internal IT risks, we have established requirements for IT controls and IT architecture for BUs and Hitachi Group companies as IT rules and standards to achieve information security, IT compliance, and business continuity.

## 1 Establishing IT Rules and Standards

### 2 Thorough Compliance with IT Controls

### 3 IT-BCP: Supporting Business Continuity through IT

### 4 Promoting Global IT-PMI

### 5 Enhancement of Global IT Functions

### 6 Contributions to Regional Business Strategies in Global Areas

### 7 Global IT Human Resources Management

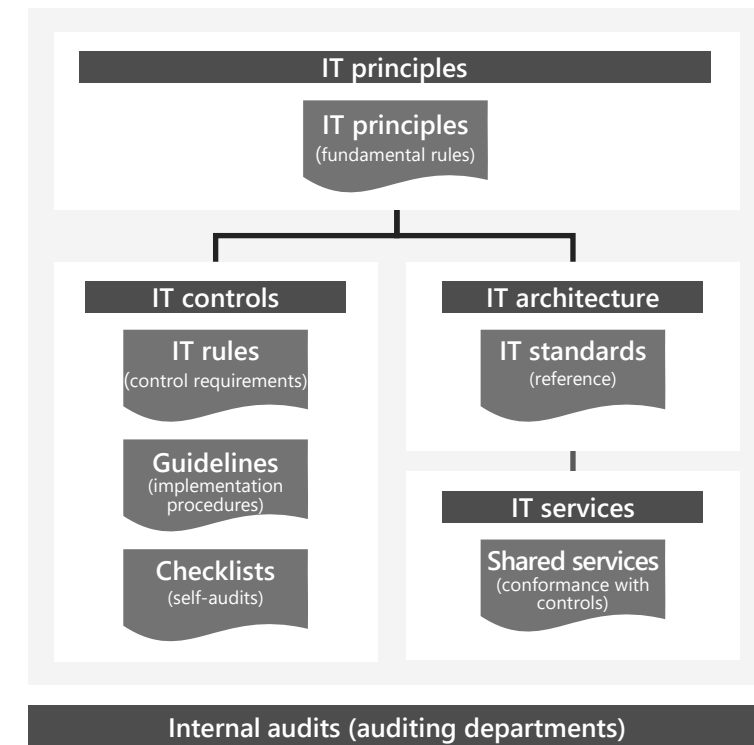
## Ensuring IT governance throughout the entire Hitachi Group

To support global business through internal IT, it is important to meet requirements such as information security, IT compliance, and business continuity, while reducing IT risks and costs. The Hitachi Group has BUs and Group companies of various industries and sizes located worldwide. To implement effective governance for these companies, it is essential to establish consistent requirements.

**Therefore, we have formulated “IT Principles” as universal guidelines that can be accepted by the IT departments of all BUs/Group companies, regardless of region, industry, or scale. Furthermore, we have established IT rules and standards for the entire Hitachi Group, which include requirements for “IT controls” focusing on IT risk measures, and “IT architecture” for IT standardization.**

Furthermore, we have formulated and are operating the Hitachi Group IT Governance Framework, which is a framework to ensure IT governance across the entire Hitachi Group. This includes the provision of IT services based on standards and verification through internal audits.

Hitachi Group IT controls framework



## 2 Thorough Compliance with IT Controls

Throughout the entire Hitachi Group, including companies resulting from business reorganizations and companies that have been integrated as a result of M&As, we are working to ensure information security, IT compliance, and business continuity for internal IT, and are encouraging the standardization and sharing of IT.

We are engaged in a thorough application of IT controls, by establishing IT rules and standards as well as by performing self-diagnostics and internal audits.

Self-diagnostic  
implementation rate

98%

From the percentage of self-diagnostic results submitted regarding IT controls for FY 2024 (BUs and Hitachi Group companies)

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### Promoting compliance with IT controls

To mitigate internal IT risks, we require BUs and Group companies to comply with IT rules that define essential requirements for IT controls, focusing on areas such as information security, IT compliance, and business continuity. In addition, to promote compliance with regulations, we have created self-inspection checklists to verify the level of compliance with IT rules and guidelines, and have introduced a system that requires each BU/Group company to regularly conduct self-inspections of their own IT and take necessary corrective measures. Furthermore, if deficiencies are identified through internal audits conducted by the auditing department, we request corrective actions from BUs and Group companies to strengthen IT controls.

### Thoroughly implementing the self-inspection system

The self-inspection system is not limited to Group companies in Japan, it also applies to Group companies outside Japan. To ensure that the system is thoroughly implemented at BUs and Group companies, we clearly defined in advance the target companies for each business group and specified that the business group is responsible for ensuring their subsidiary companies conduct self-inspections. As a result, the self-inspection implementation rate has remained above 90% since FY 2020. Aiming for an implementation rate of 100%, we are continually enhancing our efforts through cooperation with business group leaders.

Also, Hitachi provides BUs and Group companies with services (such as authentication and antivirus measures) that are necessary for compliance with IT rules and guidelines. In response to the increase in cyberattacks in recent years, we clarified guidelines on measures against software vulnerabilities that pose particularly high risks, and are providing services that support BUs and Group companies in implementing the measures. We are also using these services to help BUs and Group companies that find it difficult to take adequate measures on their own to improve their response capabilities.

### Responding to business integration resulting from M&A and other events

As business integration through M&A and other events increase, we are strengthening measures to reduce IT risks at an early stage for related BUs and Group companies. Specifically, from the aforementioned self-inspection checklist, we will select priority items (such as vulnerability countermeasures) that integrated companies should comply with as a matter of priority. We require the parent company of the business group that conducts M&A to ensure that the self-inspection of priority items is performed by the integrated company and, if any deficiencies are found, ensure that corrections are made by the specified deadline.

### 3 IT-BCP<sup>#1</sup> : Supporting Business Continuity through IT

With respect to large-scale earthquakes (such an earthquake is said to have a high probability of occurring in Japan in the near future) and natural disasters arising from global warming, as well as various other kinds of emergencies, such as pandemics and cyberattacks, we are formulating and operating IT-BCPs that enable us to support business continuity for the Hitachi Group through IT.

In addition, we are continually revising our plans so that we will be able to support the latest IT architecture.

1 Establishing IT Rules and Standards

2 Thorough Compliance with IT Controls

3 IT-BCP: Supporting Business Continuity through IT

4 Promoting Global IT-PMI

5 Enhancement of Global IT Functions

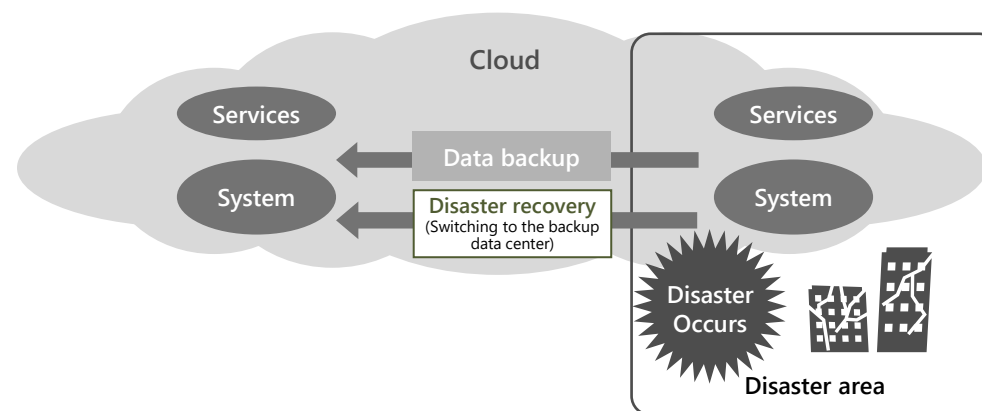
6 Contributions to Regional Business Strategies in Global Areas

7 Global IT Human Resources Management

#### Responding to disasters

In preparation for large-scale disasters, we select cloud services that can enable us to continuously provide services if a disaster occurs. Also, we have set recovery time objectives for each service and defined disaster prevention levels accordingly. In addition, we have established secondary servers and data backup environments to ensure data preservation, while also implementing a system that enables early disaster recovery by deploying systems for services critical to business continuity across multiple cloud regions. Also, to prepare for emergency situations, we regularly conduct training in line with the BCP (Business Continuity Plan).

In response to new work styles and the expansion of cloud usage, we established and improved our remote work environment. By using the remote work environment, we are able to continue our business even in the event of a pandemic. In addition, we defined priorities for necessary system operations according to the degree of impact on the social function maintenance business and created operation plans.

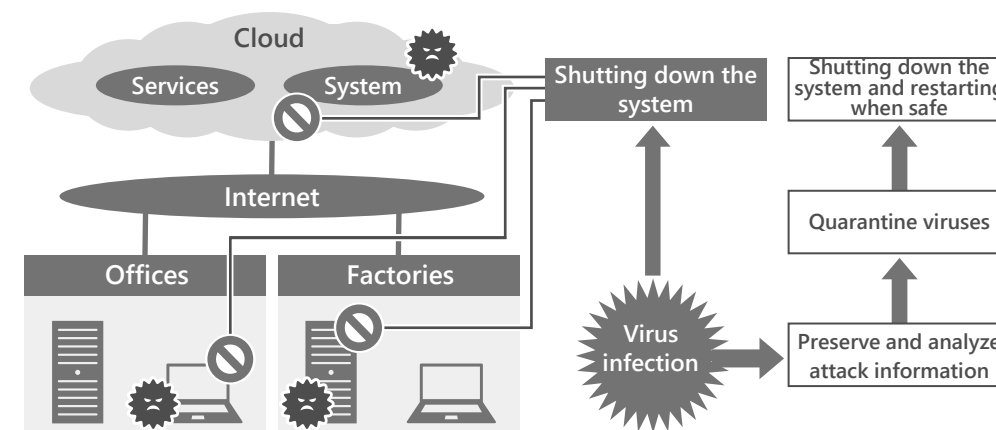


#1 BCP: Business Continuity Plan

#### Responding to cyberattacks

To address cyberattacks, we are implementing robust security measures by transitioning to an architecture based on zero-trust security. In anticipation of cyberattacks such as ransomware, targeted email attacks, worm-type viruses, and unauthorized access to servers open to the public, we have prepared response methods, from initial action to recovery, that are tailored to each type of attack. For example, these methods include isolating infected systems by shutting down the systems and suppressing the startup of applications, preserving and analyzing attack information, quarantining viruses, and shutting down the systems and restarting them when safe. We are working hard to ensure safe system operation and rapid recovery.

Furthermore, to firmly establish and improve our BCP, we regularly review our measures, for example, by conducting training aligned with anticipated cyberattacks and the latest IT architecture, and by preparing for new threats.



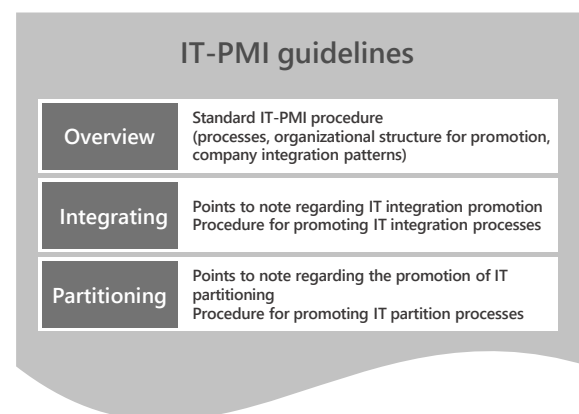
## 4 Promoting Global IT-PMI<sup>#1</sup>

In preparation for the investment in priority business fields and reorganization of businesses under "Inspire 2027", Hitachi Group's New Management Plan, we are enhancing the capability to support the integration and partitioning of IT, which will be key points for successful M&A, and are engaged in initiatives to lower risks and increase efficiency via IT-PMI globally.

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### Reducing risks and improving efficiency via IT-PMI

IT departments in the Hitachi Group are promoting IT-PMI, which involves IT integration and separation activities associated with business restructuring. In recent years, we have carried out large-scale global integrations such as the integration with GlobalLogic, as well as divestitures of companies such as Hitachi Transport System, Hitachi Metals, and Hitachi Construction Machinery. We are currently implementing PMI (Post-Merger Integration) following the acquisition of Thales' railway signaling-related business, and we are proceeding with smooth and efficient IT integration and separation. **To reduce risks associated with IT-PMI and improve efficiency, the Hitachi Group has created IT-PMI guidelines to systematize the processes to be performed as standard.**

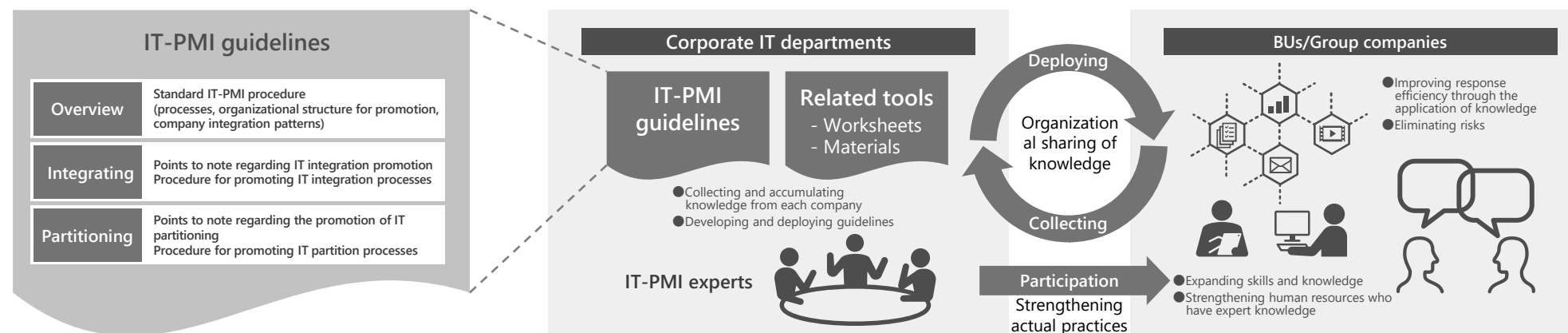


### Continually expanding the IT-PMI guidelines

Companies newly joining the Hitachi Group are required to comply with Hitachi Group IT regulations and to establish IT management structures immediately after the acquisition is complete. In recent years, **we have enhanced our security check items in response to increased security risks associated with M&A.** This initiative not only speeds up the IT-PMI process, but also improves the effectiveness of IT-PMI from an IT control perspective.

### Enhancing the capability to support IT-PMI projects

**To achieve business income and expenditure plans in M&A, it is important to minimize the discrepancy between the planned and actual costs related to IT-PMI.** To ensure that all parties involved in M&A have a common understanding, we take steps such as holding IT-PMI briefing sessions both inside and outside Japan. In addition, IT-PMI experts are invited to strategically participate in actual projects to further consolidate skills and knowledge. We are improving our project-support capabilities by enhancing resources.



## 5 Enhancement of Global IT Functions

To strengthen global strategy formulation and decision-making, we have established a “Deputy CIO of ITSD for Special Mission” for each role, with three leaders participating. (As of August 2025, “Regional CIO US” is vacant.) We have established a Global One Team operation structure, in which IT departments in each region are organized into CoEs by function, to lead global IT.

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### Timothy Coles

Deputy CIO of ITSD for Special Mission  
(Regional CIO EU)



As the Regional CIO for Europe, I am responsible for supporting the alignment and growth through enhanced communication and collaboration across the region. By leveraging state-of-the-art technologies and automation, I am committed to delivering exceptional business value, bolstering operational efficiency, and boosting productivity.

In FY 2024, we had several initiatives running across the region, including investigating the role of IT in digitalization, fostering best practices in Cyber Security, and creating multiple projects to share best practices in our region under the umbrella of a program called Matterhorn.

In my role at Hitachi Group IT, we prioritize enriching the customer experience and achieving cost efficiency. We are dedicated to fostering a data-driven enterprise, minimizing security risks, and reducing superfluous costs through smart rationalization.

Our efforts have started to deliver enhanced sustainability practices, robust zero-trust security frameworks, and a thriving digital workplace that encourages seamless collaboration. Additionally, our proactive exploration of innovative technologies has ensured IT agility and driven progressive change across the organization, leading to measurable advancements in the previous MTP and will support the realization of “Inspire 2027”, the new management plan and beyond.



### Jeremy Tjebbes

Deputy CIO of ITSD for Special Mission  
(Shared ERP AMO)



As Deputy CIO, I am responsible for deploying and supporting our Global Digital Platform based on SAP’s S/4HANA. Through our transformation program, we are consolidating ERP systems, standardising processes, and merging application support.

We have successfully deployed a shared instance of our Digital Platform and are expanding our user base with industry-specific templates based on the same core.

Building on our initial successes, our focus is on innovation and business value, utilising the SAP Toolchain and other complementary Cloud solutions. We are leveraging our experience across Hitachi by establishing Communities of Interest and forming strategic group-wide partnerships with our suppliers.

Our goals are to reduce costs, increase innovative agility, realize the transformation into a digital-centric company, and drive our roadmap to Inspire 2027.

	Major Functions
Hitachi Europe Ltd.	Shared ERP AMO & SWAT-G (Shared Model)
Hitachi America Ltd.	Business Support (Digital & Industry)
Hitachi Asia Ltd.	Unified IT Development & Maintenance
Hitachi India Pvt. Ltd.	Unified IT Managed Services Providing

## 6 Contributions to Regional Business Strategies in Global Areas

The IT departments in each of the five global areas are contributing to the smooth and efficient management of business in the region through various measures tailored to each region's particular characteristics and business strategies.

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### Hitachi America Ltd.

Bala Krishnapillai



Hitachi America's IT organization is laser-focused on driving regional growth and innovation by building a private AI cloud infrastructure, enterprise AI digital platform and insights services, while unifying IT, OT and digital-transformation capabilities under the One Hitachi vision. In 2024 we expanded AI/DX services—launching enterprise AI applications, HR chatbots under IT shared services across the Americas resulting in improved operational efficiency by 20%. Using intelligent process automation and low-code platforms, Hitachi America's IT organization reduced service tickets by 30% and improved mean time to resolution by 18%. We also strengthened our cybersecurity posture and risk management through integrated SecOps<sup>#1</sup> and vulnerability management and achieved a 48% reduction in CO<sub>2</sub> emissions from FY 2023.

With collaboration with the Corporate IT department, Hitachi America's IT organization rolled out the group-wide CRM Platform initiative to reduce the IT cost of Global sales and marketing business unit. We collaborate with the America's Chief Growth Office, Strategic Social Innovation Business and regional BU's on new business incubation efforts and future innovative technologies.

### Hitachi Europe Ltd.

Jeremy Tjebbes



The strong growth trend for IT shared service uptake has continued in Europe, supporting increased value and IT cost reduction for our region. Our growth has been fuelled by increased adoption of our Global Digital Platform and our European Public Cloud offer.

As the region with global leadership to deploy and support the Global Digital Platform, we are expanding our activities and team members globally. While we lead on the Global Digital Platform, we support other regions in their own global leadership roles to drive continued globalisation of IT.

Our European Public Cloud offer, based on Microsoft Azure, has proven to be a valuable accelerator through DevOps<sup>#2</sup> for Cloud adoption. The Public Cloud offer ensures compliance with in-region regulations and meets our global security standards.

Alongside service expansion in these areas, we are also benefiting from stronger global commercials with our suppliers to support all companies operating in Europe.

### Hitachi (China), Ltd.

Bao Long



In China, we have a challenge in complying with three digital laws, as well as region-specific IT environment and business process standards, to efficiently support various kinds of Hitachi business requirements in China from an IT perspective.

Regarding the three digital laws, we implemented comprehensive Personal Information Protection Impact Assessments (PIA) for sensitive personal data processing and third-party data handling scenarios. By taking a centrally coordinating approach based on Hitachi policy, we lead group companies in China to improve data protection capability, and reduce operational risks, by optimized efficiency in all Hitachi.

Another key achievement is an advance in generative AI adoption. Based on headquarters' global strategy and policies, we collaborated with group companies in China to deploy a compliant generative AI management platform. By providing a unified AI-enabled toolkit under strict compliance controls, we empowered employees to streamline routine tasks.

Looking ahead to the three-year IT plan, we will deepen collaboration with group companies to expand generative AI applications for efficiency in each business, driving comprehensive integration of AI technologies with business processes.

## 6 Contributions to Regional Business Strategies in Global Areas

The IT departments in each of the five global areas are contributing to the smooth and efficient management of business in the region through various measures tailored to each region's particular characteristics and business strategies.

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### Hitachi Asis Ltd.

Anang Zainuddin



The Global Unified IT Platform, a secure access to Hitachi's information assets, went full-fledged with its User Set feature in Aug24'. Hitachi Asia Ltd. Information Technology Group(ITG), assigned to lead the promotion and deployment, successfully switchover Hitachi groups in Japan and APAC region onto the platform seamlessly without impacting their businesses. It is the first time, Hitachi Asia Ltd. ITG is given responsibility to lead a global implementation, and with the support from other Regional Companies, the collaboration shows our "True One Hitachi" effort to achieve a common goal.

At regional level, Hitachi Asia Ltd. ITG help to establish APAC branch office of the Information Security Risk Management Division(ISRD), and our leaders are also on ISRD advisory team, to advice and support the branch office. Our aim is to ensure each employee acquire correct understanding of security and importance of ownership. Hitachi Asia Ltd. ITG will continue to improve the security resilience of Hitachi groups.

On DX/AI, Hitachi Asia Ltd. ITG continue to expand the knowledge and services that benefit Hitachi groups. We have implemented small, focused system that address specific pain points within our internal processes. This has allowed us to expand for gradual adoption for Hitachi groups easier integration and ability to learn and refine AI usage as we go along. We are collaborating with the Corporate IT department and external partners to tap into new opportunities to allow us to move swiftly from experimenting with AI to making it a core element of our strategy. No company can go it alone in this era of AI and Hitachi Asia Ltd. ITG wants to ensure that no Hitachi group is left behind.

### Hitachi India Pvt. Ltd.

Prashant Ranjan



Hitachi India with over nine decades of burgeoning partnership has been colossally expanding its business footprints in India region, with presence of over 28 group companies spread across varied yet dynamic businesses.

Hitachi India IT team is an integral part of the organization's progression offering Global standard IT services and local IT solutions complimenting the nature of businesses and necessities from the respective Hitachi Group companies. Hitachi India IT team holds security sessions for all the employees at regular intervals and conduct the maturity level assessment to effectually gauge the current security awareness level and suggesting well-structured improvement plans.

Indian government has introduced the Digital Personal Data Protection Bill. As a proactive initiative we have already started knowledge sharing to support data protection management activity in each company. HIL is developing "Global Operation Centre" to provide 24x7 cost effective IT operation to Hitachi companies globally. Leveraging insource partner capabilities to achieve "True One Hitachi" mission

I hope that these initiatives and support will improve work efficiency, contributing to the Hitachi group business indirectly and would help in building a Secure IT Platform.

# 7 Global IT Human Resources Management

We will train human resources who have the capabilities to contribute via IT to the global business expansion of the Hitachi Group, transforming our IT talent portfolio.

We are working to improve employee engagement by enhancing work efficiency in a comfortable workplace environment, while also focusing on promoting individual development and skill improvement.

Percentage of human resources within the Corporate IT department who handle global matters

74%

Result value for FY 2024

Human resources who handle global matters: Human resources who fall into levels from 1 to 4 in the IT human resources portfolio

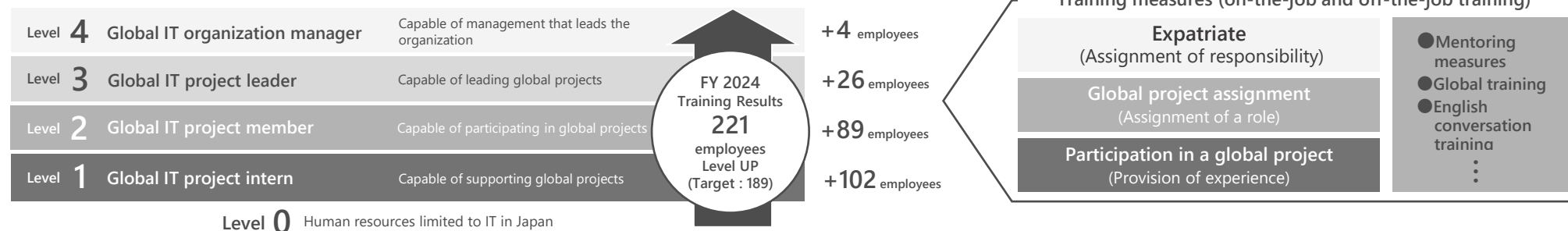
- 1 Establishing IT Rules and Standards
- 2 Thorough Compliance with IT Controls
- 3 IT-BCP: Supporting Business Continuity through IT
- 4 Promoting Global IT-PMI
- 5 Enhancement of Global IT Functions
- 6 Contributions to Regional Business Strategies in Global Areas
- 7 Global IT Human Resources Management

## Transforming our IT talent portfolio

To become world-class IT departments, we are working to acquire and develop global IT talent, including digital talent, and to improve our skills and technologies. Specifically, in line with the global business expansion of the Hitachi Group, we formulate a To-Be vision for our IT talent, review our IT talent portfolio, support career paths to achieve that vision, and work on strengthening our technological capabilities and skills. We are also cultivating highly skilled IT and DX talent through such projects as the application of generative AI (cutting-edge technology) to business operations. Furthermore, we aim to further strengthen our global response capabilities by having employees working in Japan participate in global IT projects. In FY 2023, we established the Global IT Talent Development Promotion Team (GITD), which is promoting the realization of development plans for global talent through both on-the-job training (OJT) and off-the-job training (OFF-JT). As one of the outcomes of our initiatives, we have been assessing the global level of individual employees, and each year, we have been increasing the number of employees who level up beyond our target.

## Improving employee engagement

We aim to enhance employee engagement by efficiently carrying out tasks and producing excellent results in a comfortable work environment. As specific initiatives, we are working to improve workplace environments by enhancing employee work efficiency and motivation, implementing measures to improve workplace communication, and improving workplace facilities and equipment. In terms of operational efficiency, we provided tools that utilize generative AI to improve efficiency, and conducted a competition where all employees competed in their utilization of these tools, thus promoting the use of generative AI. To enhance communication, we have been continuously encouraging the adoption of one-on-one communication between supervisors and subordinates. In FY 2024, we improved the implementation rate of one-on-one meetings and achieved increased employee satisfaction through these meetings by implementing support tools and posting manuals on the intranet. To improve the workplace environment, we are creating opportunities for communication across departments and job roles through company-wide recreational activities, fostering a sense of unity. Additionally, we continue our efforts to enhance the work environment by collecting employee feedback through suggestion boxes and implementing improvements based on their input.



## **Hitachi, Ltd.** IT Strategy & Digital Integration Division

Akihabara Daibiru Building, 1-18-13, Soto-Kanda, Chiyoda-ku, Tokyo, 101-8608, Japan

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