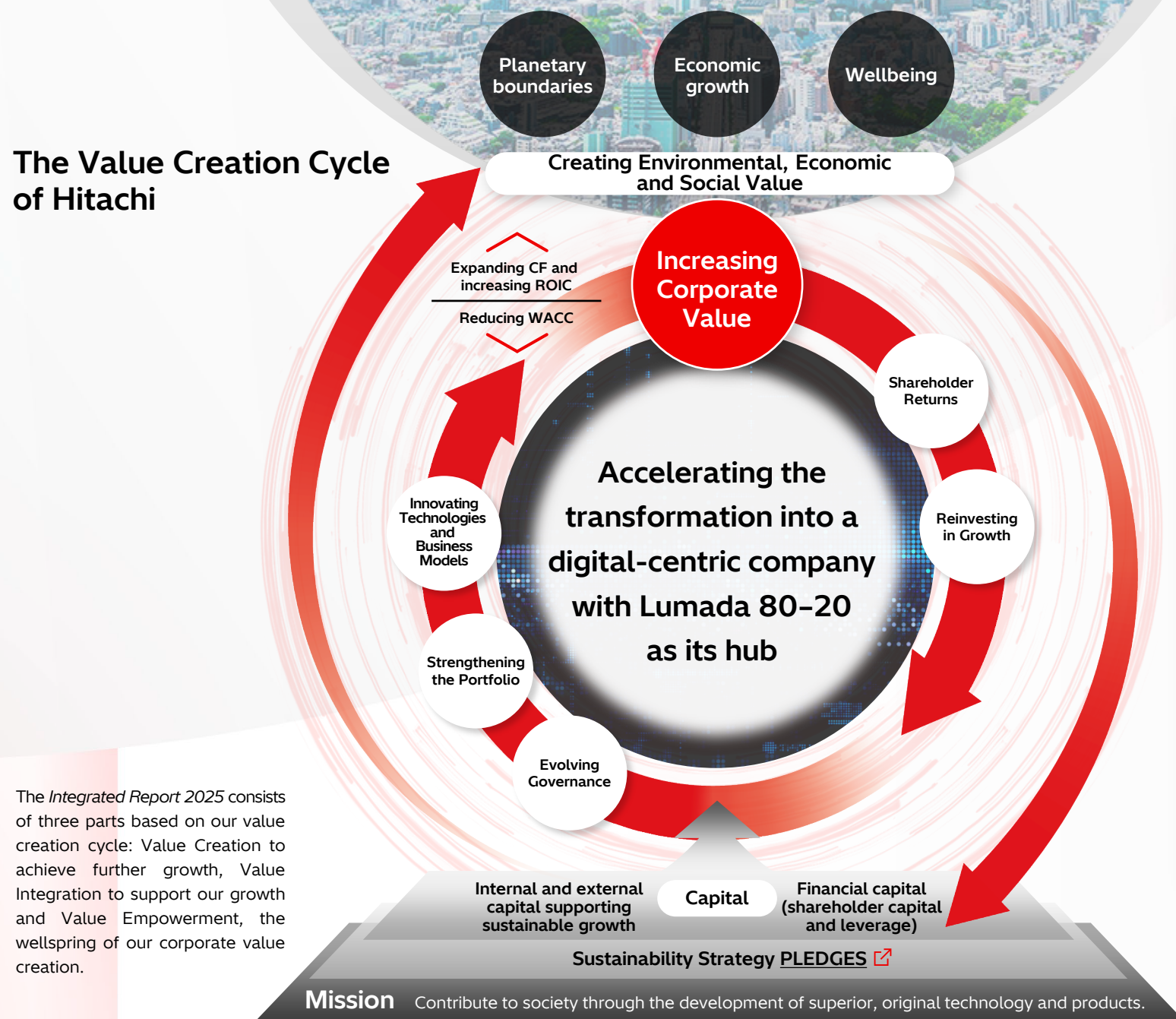


## Contributing to the Realization of a Harmonized Society through the Social Innovation Business

### The Value Creation Cycle of Hitachi



The *Integrated Report 2025* consists of three parts based on our value creation cycle: Value Creation to achieve further growth, Value Integration to support our growth and Value Empowerment, the wellspring of our corporate value creation.

### Contents

Editorial Policy/ Our Reporting Universe	01
---	----

### Who We Are

The Value Creation Cycle of Hitachi	02
Hitachi at a Glance	03
Corporate Philosophy/ Hitachi Founding Spirit	04
Hitachi's Journey	05

### Value Creation

CEO Message	06
Inspire 2027, the Hitachi Group's Management Plan	12
Executive Officers	13

### Value Integration

Evolution of Lumada	14
Research & Development Strategy/ Intellectual Property Strategy	15
Four Core Business Strategies	17
CFO and CRMO Message	25

### Value Empowerment

Chief Sustainability Officer, CHRO, and CDEIO Message	30
Sustainability Strategy PLEDGES	31
Human Capital Strategy	32

### Corporate Governance

Message from the Chairman of the Board	34
Messages from the Newly Appointed Directors	35
Corporate Governance	36

### Data

Past Mid-term Management Plans	43
10-Year Financial Data	44
5-Year ESG Data	45
Corporate Data and Stock Information	46