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

Planetary boundaries

Economic growth

Creating Environmental, Economic

and Social Value

Wellbeing

The Value Creation Cycle

of Hitachi

Increasing Expanding CF and increasing ROIC **Corporate** Reducing WACC **Value** Shareholder Returns Accelerating the Innovating Technologies transformation into a Reinvesting and in Growth Business digital-centric company Models with Lumada 80-20 as its hub Strengthening the Portfolio Evolving Governance

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.

Who We Are The Value Creation Cycle of Hitachi 02 03 Hitachi at a Glance Corporate Philosophy/ Hitachi Founding Spirit Hitachi's Journey 05 Value Creation **CEO Message** 06 Inspire 2027, the Hitachi Group's Management Plan 12 13 **Executive Officers** Value Integration Evolution of Lumada 14 Research & Development Strategy/ Intellectual Property Strategy 15 17 Four Core Business Strategies 25 CFO and CRMO Message 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

Past Mid-term Management Plans

Corporate Data and Stock Information

45

10-Year Financial Data

5-Year ESG Data

Data

Contents

01

Editorial Policy/

Our Reporting Universe

Capital

Sustainability Strategy PLEDGES [2]

Mission Contribute to society through the development of superior, original technology and products.

Financial capital

and leverage)

(shareholder capital

Internal and external

capital supporting

sustainable growth