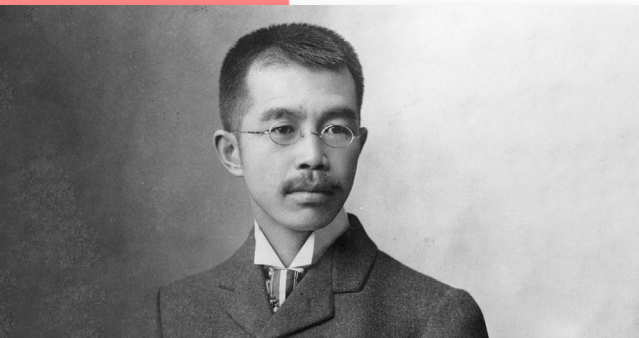


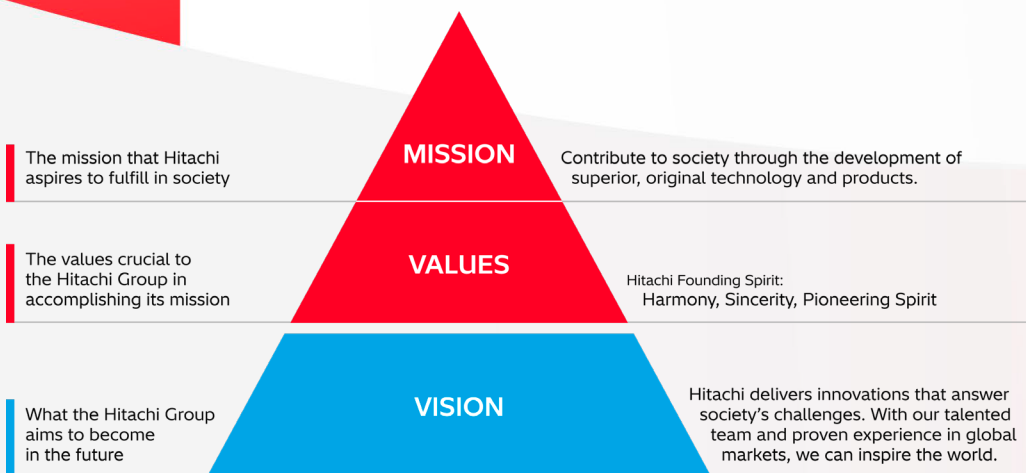
Founder  
Namihei Odaira



Sogyo goya (Hitachi's first factory)



## Hitachi Group Identity



## Corporate Philosophy

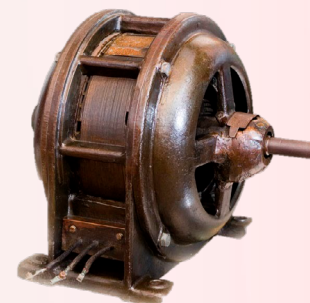
# Contribute to society through the development of superior, original technology and products

## Hitachi Founding Spirit

# Harmony, Sincerity, Pioneering Spirit

In 1910, Hitachi was founded as a mining machinery repair shop in Ibaraki Prefecture, Japan. At a time when Japan was relying on imported products and technology, the founder Namihei Odaira formed a team that chose to rely on a different resource—themselves. With perseverance and enduring passion, the team created, developed and delivered original products and technologies. The driving force behind the team was Odaira's noble belief: "Contribute to society through the development of superior, original technology and products." This belief was the starting point for the Hitachi Group, and it is the Corporate Philosophy (Mission) that has been passed down since our founding. The Hitachi Founding Spirit (Values) was shaped by our predecessors as they overcame multiple challenges while pursuing the fulfillment of Hitachi's Philosophy. The Vision was created based on the Mission and Values as an expression of what the Hitachi Group aims to become in the future as it advances to its next stage of growth. Hitachi Group Identity encompasses the Mission, Values and Vision.

# 1910



## Five-horsepower induction motor


Hitachi's first product, developed under Namihei Odaira's supervision to be used at the Hitachi mine. It represents the starting point of Hitachi's efforts to resolve the challenges facing society.

## Hitachi's Journey

Since our founding, Hitachi has endeavored to address various social challenges through the development of products and technologies that support social infrastructure. We undertake a Social Innovation Business that combines the OT (controls and operating technology), IT and product strengths we have cultivated across our 115-year history in order to create new value for society. Furthermore, by taking a long-term perspective and always pursuing an optimal business portfolio, we will respond to changing social challenges with flexibility. We will continue to contribute to the realization of a better society by building mission-critical social infrastructure and providing services, with digital technologies at the core.



Lumada is a term we coined by combining the word illuminate, with its meanings of lighting up, clarifying and making things shine, with data. The term covers all the solutions, services and technologies driven by Hitachi's advanced digital technology that we use to create value from our customers' data and accelerate digital innovation.

 [P.14 Evolution of Lumada](#)

**Founded  
in  
1910**

### IT

MARS-1, the first online seat reservation system in Japan



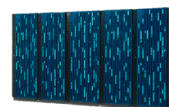
The HITAC series of mainframe computers



JP1, integrated system operations management



Storage systems equipped with virtualization functions



### Products and OT

The first large electric locomotive produced in Japan



The first electron microscope produced in Japan



Escalator with transparent side panels



Shinkansen that made reaching 200 km/h possible



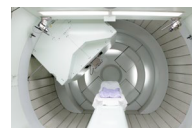
Shimane Nuclear Power Station, Japan's first commercial-use nuclear power station



Autonomous Decentralized Transport Operation Control System (ATOS)



Proton therapy system (University of Tsukuba Hospital)



# Digital

# IT

# Products and OT



**Strengthen the Social Innovation Business with digital at its core** 

### Strengthening the Portfolio

- Acquired JR Automation (2019)
- Acquired a power grids business from ABB (2020)
- Acquired GlobalLogic (2021)
- Acquired GTS business from Thales (2024)

### Strengthening Digital Capabilities

- Digital asset management solution, HMAX
- Strengthened service solutions that accelerate AI use (VelocityAI, Hitachi iQ, HARC for AI, etc.)
- A wealth of AI talent (GlobalLogic, Hitachi Digital Services, etc.)
- Strengthened partnerships with global tech companies and other parties

### MMP 2024 Results

Revenues CAGR (FY2021-2024)

**14%**

Lumada business revenue ratio

**31%**

Adj. EBITA margin\*

**11.1%**

ROIC

**10.9%**

\*Updated definition of Adj. EBITA: Adj. operating income plus acquisition-related amortization

 [P.43 Past Mid-term Management Plans](#)