Editorial Policy

Editorial policy

The Hitachi Integrated Report is compiled to further stakeholders' understanding of Hitachi's business model and foster dialogue through which we can further enhance corporate value and realize a virtuous cycle of value co-creation. In the 2026 edition, we focus on Hitachi's management strategies and initiatives to become the world-leading Digital Infrastructure Company and contribute to the realization of a Harmonized Society, centered on our strategies set forth in Inspire 2027, our management plan. In editing this report, we referred to the IFRS Foundation's International Integrated Reporting Framework and the Japanese Ministry of Economy, Trade and Industry's Guidance for Collaborative Value Creation.

Reporting scope

Period:
Fiscal 2025 (April 1, 2025–March 31, 2026)
Note: Includes activities and other information occurring after April 1, 2026.

Companies:
Hitachi, Ltd. and consolidated subsidiaries

Accounting Standard:
This report is prepared in accordance with International Financial Reporting Standards (IFRS).

Disclaimer regarding forward-looking statements

Certain statements regarding the future of the Company included in this report may constitute forward-looking statements, such as plans, forecasts and strategies. Although forward-looking statements contained in this report are based upon what the Company has determined to be reasonable assumptions at the time of disclosure, actual performance and other results could differ materially from those anticipated in such statements.

*All company names and product names are the trademarks or registered trademarks of their respective companies.

Production structure

Key Messages of Integrated Report 2026

POINT 01

Strong earnings foundation supporting sustainable growth

As the need for innovation in social infrastructure continues to grow world-wide, our four core business sectors, aligned with these trends, are delivering steady growth. Even amid an uncertain business environment, in fiscal 2025 we achieved record highs in profits, core FCF, ROIC, and order backlog, building a strong earnings foundation that supports sustainable growth.

POINT 02

Growth accelerated by AI

The rapidly expanding AI market will accelerate Hitachi's growth. By leveraging the IT, OT, product technologies and domain knowledge cultivated through 116 years of supporting social infrastructure, we will safely implement AI in social infrastructure, expand the Lumada business, and achieve further growth.

POINT 03

Balancing an unwavering commitment to growth with disciplined management

To respond to a rapidly changing business environment, we will enhance the quality and speed of management. By swiftly translating opportunities into growth while maintaining balanced capital allocation, rigorous risk management, and highly effective governance, we will achieve sustainable growth.

Our reporting universe

Hitachi publishes three corporate reports: the Integrated Report, the Sustainability Report and the Annual Securities Report. Each report discloses information that differs in terms of content (from quantitative information to strategic information) and time horizon (from past results to medium- to long-term perspectives). In particular, the Integrated Report and the Sustainability Report, which are released on the same day, can be read together to confirm sustainability initiative progress and data in addition to management strategies. We also invite you to visit our websites for additional information.

Readership	
Integrated Report	Institutional investors and other stakeholders
Sustainability Report	All stakeholders including ESG investors
Annual Securities Report	Shareholders and investors