# Sustainability Strategy

Hitachi has spent more than 110 years addressing societal challenges, guided by a founding commitment to solving them through its corporate philosophy. Our management plan, Inspire 2027, builds on this same commitment: by leveraging our strengths in IT, OT and products more than ever before, we aim to contribute to a Harmonized Society where the environment, wellbeing and economic growth are in balance, and to sustainably enhance our corporate value.

**PLEDGES contributes to all elements of Hitachi's Corporate Value Enhancement Formula.**
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Enhancing Corporate Value = Maximizing Value Creation ↑ / (Reducing the Cost of Capital ↓ − Enhancing Growth ↑)

| | |
|---|---|
| • Expand business opportunities by strengthening human capital and creating environmental and social value | ↑ Maximizing Value Creation |
| • Achieve sustainable growth by developing human resources with a growth mindset andcreating innovation originating from social challenges | ↑ Enhancing Growth |
| • Gain and improve trust from the market through highly transparent and resilient management | ↓ Reducing the Cost of Capital |

# CHRO and CSuO Message

## Delivering sustainable growth through PLEDGES

Lorena Dellagiovanna
Senior Vice President and Executive Officer,
Chief Human Resources Officer and Chief Sustainability Officer

### PLEDGES in action

Creating long-term corporate value requires disciplined execution and an organization equipped to adapt. As we advance Inspire 2027, PLEDGES guides how we lead and manage our business and embed sustainability into our decision-making and operations to create long-term value for our customers, society and shareholders.

Our people are central to our success. By investing in leadership, critical skills and an inclusive high-performance culture, we are building the agility and resilience needed to innovate, respond to changing market expectations and deliver sustainable growth.

### Turning commitments into progress

In fiscal 2025, we made measurable progress across the PLEDGES pillars. We advanced decarbonization circular economy and nature positive initiatives, reinforced governance and human rights across our value chain, and continued to focus on health and safety as our highest priority. We are also further embedding sustainability in business planning and operational decision-making, with consistent execution across the Group.

External recognition—including the AAA MSCI ESG rating, the Catalyst Award for advancing inclusion and recognition as one of the World's Most Ethical Companies—reflects the progress we are making and reinforces confidence in our long-term approach.

### Building the organization of the future

Delivering Inspire 2027 depends on our people's capabilities and the resilience of our organization.

In fiscal 2025, we strengthened our leadership pipeline, expanded internal mobility and invested in the skills required to respond to rapidly evolving business and societal demands, while fostering greater collaboration across the Group.

These efforts are helping us operate as One Hitachi and respond to customers with greater speed, agility and innovation.

### Accelerating AI adoption

At Hitachi AI is both a significant business opportunity and an important organizational capability. In fiscal 2025, we accelerated the responsible adoption of AI by expanding AI literacy, developing workforce capabilities and scaling practical applications. Our objective is not simply to deploy new technology, but to combine AI with human expertise to improve productivity, support decision-making and accelerate innovation.

### Looking ahead

Our priorities are clear: we will continue embedding PLEDGES across our business, executing with discipline, building the capabilities required for future growth, creating an organization in which people and technology can perform at their best and deliver the greatest impact, and scaling responsible AI. Through these priorities, we will strengthen Hitachi's competitiveness and deliver sustainable, long-term value for customers, society and shareholders.