

# Our Story

- 005 CEO message
- 007 Chief Sustainability Officer message
- 009 From our foundation to our future
- 010 Inspire the next
- 011 Business overview
- 012 Our sustainability journey

- 013 Sustainability initiatives and external evaluation
- 014 Management plan Inspire 2027
- 015 Our PLEDGES for the future
- 018 Delivering positive impact



A message from our CEO

# Carrying forward our 115-year-old purpose of “contributing to society” into the future—280,000 employees united to realize a harmonized society

Toshiaki Tokunaga  
President & CEO

## Our unchanging founding mission as the core of sustainable management

As CEO, I believe it is vital to continually reflect on a company’s reason for being—its purpose. History has shown us countless examples where even long-established companies can decline or be dissolved, once their purpose is forgotten or called into question.

For the Hitachi Group, our purpose lies in the founding philosophy articulated by our founder, Namihei Odaira: “Contribute to society through the development of superior, original technology and products.” For 115 years, Hitachi has grown by staying ahead of the times and evolving the value we deliver, while remaining firmly committed to our enduring purpose of contributing to society. Today, we are expanding our Social Innovation Business globally, using a unique integration of information technology (IT), operational technology (OT), and products to help solve challenges faced by our customers and society.

To continue fulfilling this purpose into the future, I believe that we must transform Hitachi into a digital-centric company and achieve sustainable growth. It was with this

determination that we announced our new management plan Inspire 2027, in April 2025. By leveraging Hitachi’s unique strength—our ability to integrate IT, OT, and products—and further deepening collaboration across businesses through digital technologies, we aim to contribute to the realization of a “harmonized society,” one in which environment, wellbeing, and economic growth are in balance.

## Overcoming trade-offs to transform social challenges into growth

Hitachi has always grown through contributing to society, enhancing its corporate value along the way. In past mid-term management plans, we have set financial targets while also committing to environmental conservation and to pursuit wellbeing of people. However, to realize these values all at the same time, which at times may seem to be in trade-off relationships, we must not treat them as separate goals but instead integrate them into a single vision. This firm belief of our management team was reflected in the vision of harmonized society set forth in Inspire 2027. By solving the issues facing our customers and society,





and contributing to the creation of a sustainable society, Hitachi can generate growth for both the company and its employees—and give back and deliver value to all stakeholders. I am committed to building this kind of virtuous cycle in realizing Hitachi’s sustainable growth.

For Hitachi, sustainability is the foundation of our business activities. To put it into practice, we need a clear strategy that is shared across all business units and pursued with consistency. With this in view, we established PLEDGES, our new strategy under Inspire 2027, designed to further strengthen sustainability management across the entire Group. PLEDGES consists of seven strategic pillars that underpin Hitachi’s sustainability efforts, along with the targets we aim to achieve over the next three years. Through this framework, we will further integrate sustainability and business, accelerating both our contributions to preserving the global environment and creating value for people and society, as well as our own sustainable growth.



Sharing our purpose globally across the Group and coming together as one company

One of the most important roles of a CEO is to embody the company’s purpose and encourage its people. This, in turn, drives corporate growth and enhances the sustainability of society.

Having been born in Hitachi City, Ibaraki Prefecture—the birthplace of our company—and having grown up with the Hitachi Group close to me, I view our purpose of “contributing to society” as the very foundation of my own professional identity. At the same time, as Hitachi has expanded its global business—with overseas operations now accounting for around 60% of both revenue and number of employees—I have, at times, wondered whether this purpose could truly resonate on a global scale.

That question was answered in 2021, when we acquired the Silicon Valley–based digital company GlobalLogic. They chose to join us because they believed that they could be a part of something meaningful to the society by joining the Hitachi Group. This gave me strong confidence that, despite differences in language and culture, Hitachi’s purpose and values can indeed be shared and empathized globally.

Since assuming the role of CEO in April, I have focused on communicating the belief in “contributing to society”—a principle deeply embedded in Hitachi’s DNA—with our colleagues around the world. The greatest transformation within an organization comes when people unite around a shared sense of empathy. If all employees across the Hitachi Group connect with this purpose and stand together, I am confident that we can generate unprecedented innovation and translate that into growth.

I firmly believe that by managing Hitachi as one company, we can continue to evolve and enhance our corporate value. Under the Mid-term Management Plan 2024, we achieved organic growth and strengthened the earning power of individual businesses, but deeper collaboration among business units is still a work in progress. Through what I call “True One Hitachi”—where diverse businesses collaborate more deeply using digital technologies—we can unlock Hitachi’s unique strength of integrating IT, OT, and products, and deliver new value capable of addressing society’s increasingly complex challenges. Since taking office, I have repeatedly emphasized the path to growth through True One Hitachi as well as reconfirming our purpose. I have seen firsthand changes of mindsets and behaviors—for example, leaders are more actively engaging beyond the boundaries of their own business units, and employees expressing their desire for more cross-functional collaboration. As CEO, I will continue working to foster this shared empathy among all 280,000 members of the Hitachi Group.

What matters most in times of uncertainty

Today’s global landscape is undergoing rapid and unprecedented shifts. Businesses face disruptive changes on multiple fronts. Generative AI has advanced at an extraordinary pace, fundamentally transforming the business environment. Meanwhile, the ideal of a “flat world” once heralded in global affairs has given way to growing fragmentation—driven by trade tensions, conflicts, and other divides emerging across the globe. In such a world, it is increasingly difficult, even for leaders, to foresee what lies ahead.

In my view, one answer to navigating this high-uncertainty environment is “agility”, that is, the ability to respond to change quickly and decisively. Unpredictable change can be a threat, but if we can react swiftly, we can also turn it into opportunity. Even if a quick decision leads to failure, we can course correct and find a better path forward.

At the same time, in an era marked by constant change, I believe it is more important to “do the right thing” than to simply “do things right.” For Hitachi, “the right thing” is to transform ourselves into a digital-centric company and continue enhancing our corporate value—while contributing to the realization of a harmonized society. At a time when divisions are deepening around the world, I believe Hitachi—rooted in Japan’s cultural emphasis on harmony and with a long history of tackling global challenges—has a unique responsibility to promote the creation of a more balanced, inclusive society. By uniting the power of all 280,000 employees across the Hitachi Group and steadily building the trust of our stakeholders, we will continue to fulfill our enduring purpose of “contributing to society” for generations to come.

A message from our Chief Sustainability Officer

# Our pledges for realizing sustainable business growth and delivering value to society

**Lorena Dellagiovanna**  
Senior Vice President and Executive Officer, Chief Sustainability Officer,  
CHRO, CDEIO

Today’s world is rapidly evolving, and sustainability is a key driver for the innovation, resilience, and growth needed to keep pace. At Hitachi, we’re committed to contributing to society through our products and technologies, leveraging our Social Innovation Business and over a century of expertise to help solve some of the world’s greatest challenges.

In 2025, we strengthened and formalized this focus into a new sustainability framework: PLEDGES.

PLEDGES is our holistic plan for sustainability, designed to inspire collective, transformative action to build a more sustainable future for our societies.

## Transforming for the future

PLEDGES defines the direction to future-proof our business, unify cross-business efforts to stay competitive, and deliver positive impact for our customers, communities, and planet while ensuring Hitachi’s continued growth. It aligns with our new Inspire 2027 management plan that places sustainability at the heart of our wider business strategy.

Taking action is important, but to meet the needs of today without compromising those of future generations, we must first lay the proper groundwork. Creating PLEDGES started with assessing our financial and social impacts, as well as engaging stakeholders and analyzing current social trends. We then defined our key priorities, bringing clarity, focus, and ambition to our sustainability efforts. The framework is built around seven distinct strategic pillars: Planet, Leadership, Empowerment, Diverse perspectives, Governance, Engagement, and Sustainability for all – each with targets for long-term value creation and sustainable transformation.





Turning strategy into  
real-world impact

PLEDGES is our vision for a more sustainable future – an actionable, group-wide system that will help us advance real-world change. We’re embedding this framework across every part of Hitachi through internal communications, enhanced sustainability governance across the organization, and executive compensation tied to PLEDGES targets. We’re also taking pillar-specific action.

For the Planet pillar, we’re taking concrete steps toward decarbonization, circular economy, and nature positive, in line with our Environmental Vision. In fiscal 2025, the Science Based Targets initiative (SBTi) has verified our science-based target to achieve net zero by fiscal 2050. We also achieved a CDP climate score of A, and our initiative addressing avoided emissions has been recognized by the World Business Council for Sustainable Development (WBCSD) as a concrete example of emissions reduction impact, signaling our dedication to transparency and accountability. We will continue group-wide environmental initiatives to achieve our long-term environmental targets.

The pillars of Leadership, Empowerment and Diverse perspectives reflect our belief that people are the key to our success. Through implementing our human capital strategy aligned with our business strategy, we are aiming to secure and develop the passionate and driven individuals and create the optimal environment to advance our sustainable growth.

We are focused on developing leaders to foster business creation, incentivizing people, and stimulating high performance, as well as building inclusive workplaces where we unlock innovation and strengthen collaboration across teams.

It is also necessary to build a robust HR platform as an enablement to accelerate synergy and provide employees with attractive career and growth opportunities across the Hitachi Group.

As we foster reskilling and upskilling of employees, we aim to strengthen AI expertise to boost productivity and effectiveness, enhance talent mobility, and set common global HR policies to foster collaboration.

Sustainable transformation requires going beyond business-as-usual, taking a systemic view of what we do, how we do it, and our impact on the world. Through our Governance pillar, we’re enhancing how we operate, prioritizing employee and contractor health and safety, strengthening risk management systems, and encouraging a strong culture of shared responsibility for ethics and compliance. Our commitment to honest, transparent operations was recognized in 2025 as we were named one of the World’s Most Ethical Companies® by Ethisphere. And, with a strong focus on stakeholder engagement, we are also fostering supply chain sustainability and respect for human rights throughout our wider value chain under the Engagement pillar.

The seventh pillar – Sustainability for all – underpins everything we do. By taking action against our first six pillars and accelerating our Social Innovation Business, we can deliver true, lasting value.

This pillar is critical for Hitachi, as at the heart of Inspire 2027 is our relentless ambition to create real-world impact. Through our healthcare solutions and security technologies, we help to keep people healthy and safe. Our developments in transportation and connectivity bring people better transport, while our sustainable infrastructure and renewable energy solutions are key to building resilient communities with a lower environmental impact.

Looking to what’s next

Sustainability has always been at the core of Hitachi. Now, with the PLEDGES framework, we are building on that foundation. By combining our spirit of innovation with domain knowledge and AI-powered technologies, we strengthen our businesses and support a harmonized society in which environment, wellbeing, and economic growth are in balance. By leveraging the diverse talent of our 280,000 employees, we have the power to deliver positive impact in various ways. But we also know that no one person, company, or country can do this alone.

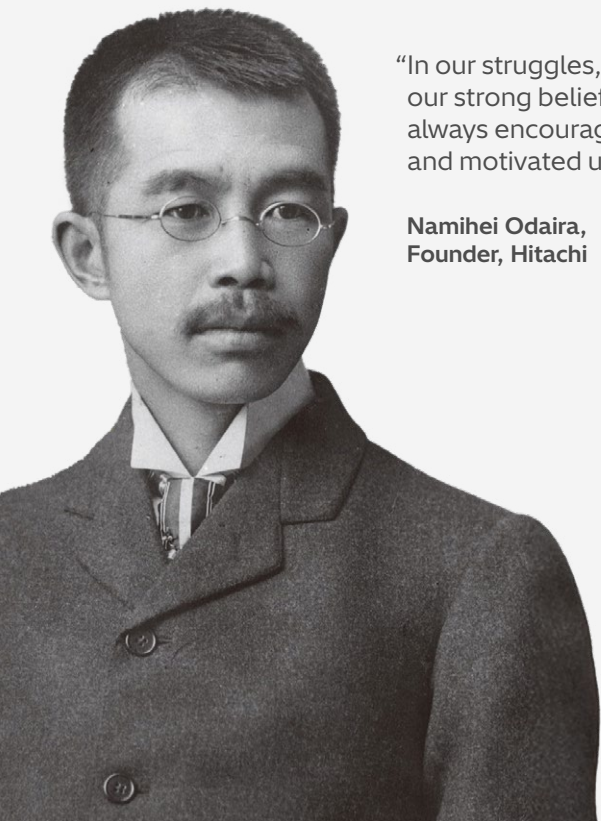
The size and scale of the transformation the world needs is historic, and the only way to achieve it is through collaboration. That’s why we work with partners who share our passion and our purpose, teaming up to advance society and deliver Sustainability for all. Everyone can play a critical role and, through PLEDGES, we invite all our stakeholders to join us in acting for a more sustainable, inclusive, and resilient future.





# From our foundation to our future

Namihei Odaira founded Hitachi on the philosophy of “contributing to society through the development of superior, original technology and products.” Today, we continue to operate on this philosophy, pushing the boundaries of technological innovation and always looking to the future to solve the world’s most formidable challenges.



“In our struggles, it was our strong beliefs that always encouraged and motivated us.”

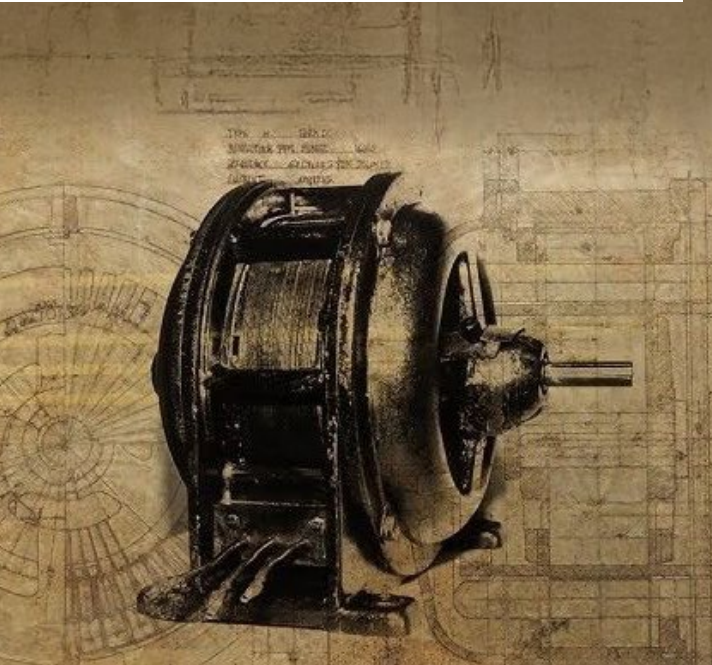
Namihei Odaira, Founder, Hitachi

## Where we started

Odaira, born during a time of social and industrial revolution, aspired to contribute to the advancement of society and the improvement of people’s lives. With strong determination to develop electric machinery through his own efforts, he took on the challenge of machine development at the Hitachi mine — the birthplace of what would become Hitachi.

In 1910, following years of challenges and learnings, Odaira and a small team of creative-minded innovators developed a five-horse-power motor — Japan’s first locally made motor of its kind and the start of our journey as Hitachi.

Born from a spirit of “Wa” (harmony), “Makoto” (sincerity) and “Kaitakusha-seishin” (pioneering spirit), Hitachi continued to expand its portfolio of cutting-edge, Japanese-made technologies that helped push the nation’s industries — and society — forward.



## Where we are now

This dedication to invention and constantly looking to what’s next has continued to drive Hitachi’s growth to this day.

We know that Hitachi’s diverse business can create innovation that leads to positive impact — from scalable energy solutions that enable a renewable future to solutions to keep people healthy, provide better transport, and build a more sustainable future. This enduring commitment to progress drives us to keep reimagining what’s possible for society today and for generations to come. We have preserved Odaira’s founding spirit for more than 115 years, even as we have expanded and evolved Hitachi to continue providing future-focused solutions that deliver positive impact to people and the planet.



## Where we are heading

Sustainability and social impact have always been a part of Hitachi’s DNA. As we look ahead, we will continue to enhance our approach — harnessing a refreshed strategy and our commitment to continuously innovating at the frontier of technological development — to advance a world that is fit for the future.

 **Our PLEDGES for the future**





# Inspire the next

In a world of constant progress, Hitachi is keeping pace, evolving and improving how we do things to solve some of society’s most complex challenges.



## We’re creating change that inspires the world

By bringing together a talented team and our global market experience, we’re uncovering cutting-edge solutions. It’s how we’ll realize our mission of contributing to society through the development of superior, original technology and products.



## We rise to meet new possibilities

United by a company-wide commitment to harmony, sincerity and — above all — pioneering spirit, we work together to inspire the next.

## This mindset of continuous growth has driven us for more than 115 years

It will continue guiding us into the future, placing innovation at the heart of our DNA as we harness the power of data and technology to advance a more sustainable society.





# Business overview

Through its Social Innovation Business (SIB), which brings together IT, OT (Operational Technology) and products, Hitachi contributes to a harmonized society where the environment, wellbeing and economic growth are in balance.

Hitachi operates globally in four sectors — Digital Systems & Services, Energy, Mobility, and Connective Industries — and the Strategic SIB Business Unit for new growth businesses. With Lumada at its core, Hitachi generates value from integrating data, technology and domain knowledge to solve customer and social challenges. Revenues for FY2024 (ended March 31, 2025) totaled 9,783.3 billion yen, with 618 consolidated subsidiaries and approximately 280,000 employees worldwide.

## Hitachi by numbers

282,743  
Number of employees

618  
Consolidated subsidiaries

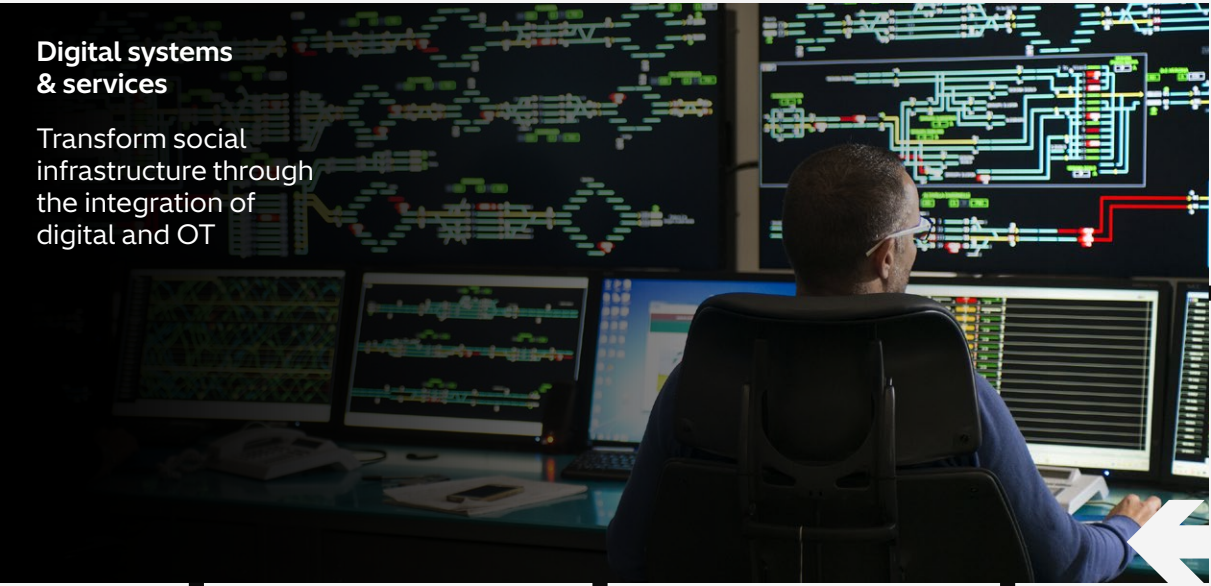
JPY ¥  
9,783.3B  
(USD \$63.94B\*1)  
Global revenue

\*1 Based on exchange rate 153 JPY to USD

## Business sectors

**Digital systems & services**

Transform social infrastructure through the integration of digital and OT



**Strategic social innovation business**

Consolidate the capabilities as One Hitachi to deliver new social innovations

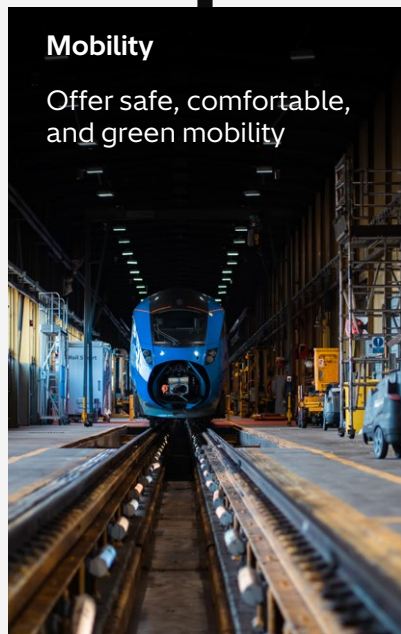
**Energy**

Provide sustainable energy to all



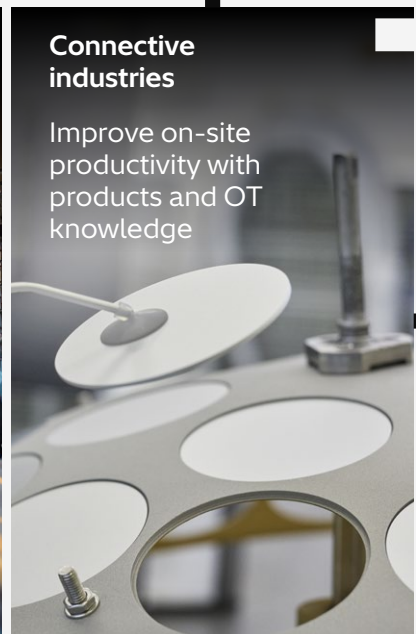
**Mobility**

Offer safe, comfortable, and green mobility



**Connective industries**

Improve on-site productivity with products and OT knowledge





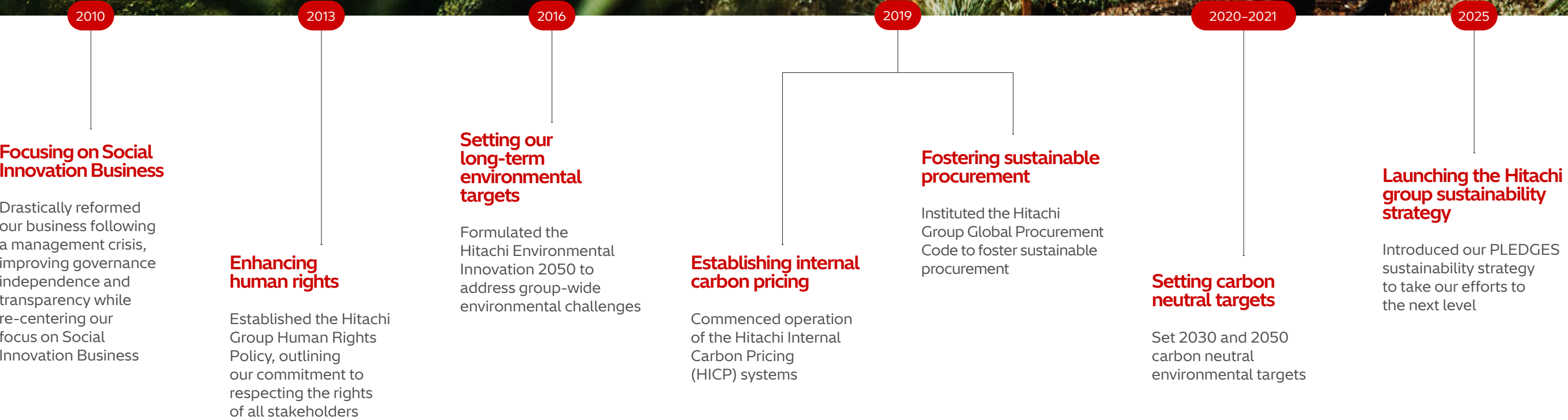
# Our sustainability journey

~To a more sustainable tomorrow~

Like innovation, sustainability is a never-ending journey, and, at Hitachi, we are continuously evolving how we operate to deliver better for people, the planet and the future.

2010s

2020s





# Sustainability initiatives and external evaluation

We aspire to support the development of sustainable societies. To amplify our efforts, we engage in external initiatives and evaluations that help enhance our sustainability performance.

## Sustainability initiatives

We actively contribute to a range of international initiatives and groups which exist to drive sustainability on a global scale.

**1995**  
Became a member in 1995  
Adopted SOS 1.5 project in 2020



**2014**  
Contributor to the Davos Forum since 2014



**2020**  
Founding member of the ESG Disclosure Study Group



**2007**  
Became a member in 2007 and has participated in the Human Rights Working Group (HRWG) since 2016



**2018**  
Became a member in 2018  
Joined the JCI Race to Zero Circle established in 2021



**2021**  
Supporter of inclusion for people with disabilities



**2009**  
Committed to enhancing our corporate activities using the UN principles as guidelines



**2020**  
Signatory with common vision to limit the global temperature increase to 1.5°C above preindustrial levels



**2025**  
The SBTi has verified Hitachi's net-zero science-based target by fiscal 2050



## External evaluation

We look to internationally recognized external assessments to confirm our current efforts and seek for improvements.



FTSE4Good



FTSE Blossom Japan Index



FTSE Blossom Japan Sector Relative Index

2024 CONSTITUENT MSCI JAPAN  
ESG SELECT LEADERS INDEX

2024 CONSTITUENT MSCI NIHONKABU  
ESG SELECT LEADERS INDEX

Learn more about our [Sustainability initiatives and external evaluation](#)



# Management plan Inspire 2027

~Charting our next steps~

Hitachi, a globally unique company that combines IT, OT, and products, has the strength to transform social infrastructure by integrating technology and domain knowledge. Inspire 2027, Hitachi Group’s new management plan, seeks to further increase corporate value by fully displaying these strengths. Additionally, to demonstrate an unwavering commitment to transforming into a digital-centric company, we have newly set ambitious long-term goals, “80% Lumada revenue ratio and 20% Lumada Adj. EBITA margin,” as our “target level.” In an unpredictable business environment, we aim to identify risks and take agile actions while maintaining a steady long-term direction in management to achieve sustainable growth and elevate Hitachi to the next stage.

Through Inspire 2027, we are targeting a clear forward-looking vision:

Grow sustainably while contributing to a harmonized society where environment, wellbeing and economic growth are in balance



## Enhancing sustainable growth

Social innovation has long been at the heart of our business, as we combine our products with information technology and operational technology to drive impact for society. Guided by our Inspire 2027 vision, we strive to evolve our position as a digital-centric company — leveraging that position to future-proof our financial performance and tie it to sustainable progress. To support us in this endeavor, we have established a series of targets aimed at increasing corporate value through sustainable growth.

### Delivering value to society

We seek to advance society by harnessing the full value of our solutions to enhance wellbeing, address global environmental challenges and foster economic growth. Under Inspire 2027, we will endeavor to strengthen our business with Lumada as core, enhanced by domain knowledge and AI. And, with our group-wide sustainability strategy PLEDGES, we’re also incorporating cross-business sustainability considerations, aiming to accelerate our positive impact on people and planet.

Learn more about [Inspire 2027](#)

Financial KPIs targeted in Inspire 2027

Revenues  
CAGR  
7-9%

Adj. EBITA margin  
13-15%

Cash flow conversion  
Over 90%

ROIC  
12-13%

Lumada  
Revenue ratio  
50%

Adj. EBITA margin  
18%



# Our PLEDGES for the future

Hitachi launched its new group sustainability strategy PLEDGES, which include our commitment, aspirations and targets for sustainability.

## Hitachi sustainability strategy





# A closer look into our PLEDGES

The sustainability strategy, PLEDGES, consists of seven strategic pillars that are key to achieving a sustainable society and advancing Hitachi’s business growth.

## PLEDGES

### Planet

**Green Transformation (GX)** — Hitachi believes that it is essential to address environmental issues that are becoming increasingly serious around the world from a long-term perspective, and has established its environmental vision, which sets out the direction of the Hitachi Group. Under this vision, Hitachi has set three strategic pillars of Decarbonization, Circular economy and Nature positive, and will foster group-wide initiatives with the aim to become a global leader in GX to help protect our Planet and achieve wellbeing for People.

#### FY2027 KPI/target

75%

GHG emission reduction rate at operational sites (factories and offices) (compared to FY2019)

#### Included themes

**Planet**  
Decarbonization,  
Circular economy,  
Nature positive

## PLEDGES

### Leadership/Empowerment/ Diverse perspectives

**Strengthening human capital, Cultivating organizational culture and Leveraging diverse perspectives** — To create innovation, Hitachi believes it is essential to strengthen human capital and cultivate an organizational culture that encourages challenges and growth. Based on this approach, Hitachi will strive to strengthen the development of next-generation leaders who will lead transformation and also enhance cultivating an organizational culture that encourages individual challenges and growth. In addition, Hitachi respects and values diverse perspectives, and by fostering an inclusive culture where employees can grow together, it aims to deliver value to society.

#### FY2027 KPIs/targets

##### Leadership

70 points

Employee growth mindset score

##### Empowerment

80 points

Employee engagement score

#### Included themes

**Leadership**  
Human capital acquisition and development,  
Individual leadership

**Empowerment**  
Employee engagement,  
Organizational culture

**Diverse perspectives**  
Inclusive workplace and opportunities for all

**Diverse perspectives**  
Realize innovative ideas through the new “Make a Difference!” program\*1

\*1 A program to support bottom-up idea proposals and implementation aimed at Hitachi Group employees.



PLEDGE

Governance

**Building a resilient organizational foundation** — The Hitachi Group’s business environment is changing day by day, thus strengthening the resilience of the organization is critical to achieving sustainable growth. Hitachi will enhance safe and secure workplaces throughout the Group and foster a corporate culture in which each and every employee acts with honesty and fairness. In addition, Hitachi will continue to strengthen global risk management as well as governance, with the aim of remaining a company that is trusted by society.




Included themes

Business ethics and compliance, Health and safety, Quality and product safety, Information security, AI governance, Risk management

FY2027 KPI/target

0.1 or less

Total recordable injury frequency rate

-  [Governance](#)
-  [Health and safety](#)
-  [Quality and product safety](#)

PLEDGE

Engagement

**Enhancing a sustainable value chain** — As a company that operates its business around the globe, engaging with diverse stakeholders, Hitachi believes it is its responsibility to enhance sustainability initiatives throughout the entire value chain. To achieve this, Hitachi will foster business activities that address environmental and human rights issues at all stages of the value chain, and focus on sustainable procurement activities in cooperation with its procurement partners, particularly in the upstream. Through collaborative creation along with stakeholders, Hitachi aims to realize a sustainable society and business growth.

Included themes



Sustainable procurement, Human rights

FY2027 KPI/target

1.5 times

(6,000+ procurement partners)

Number of procurement partners taking action on environment and human rights (compared to FY2024)

-  [Respect for human rights](#)
-  [Sustainable procurement](#)

PLEDGE

Sustainability for all

**Delivering value to society** — The seventh pillar represents Hitachi’s commitment to deliver value to society through business activities based on the above six pillars. With the sustainability strategy at the core of its business, Hitachi aims to deliver value to every corner of the world by further accelerating its social innovation business centered on Lumada.

 [Delivering positive impact](#)





# Delivering positive impact

~Aiming for a harmonized society~

We will deliver positive impact to people and planet through our social innovation business with Lumada as core, aiming for a harmonized society.

## Providing Better Transport

- Powering efficient, high-speed public transport
- Developing smart traffic management for more seamless, sustainable transport
- Advancing electric vehicle and battery technology

## Keeping People Healthy

- Advancing healthcare innovation
- Enhancing clinical testing accuracy
- Improving hospital efficiency
- Supporting medicine development

## Keeping Society Safe and Resilient

- Supporting disaster preparedness and response
- Powering resilient data center operation
- Enhancing cybersecurity to protect valuable information
- Increasing safety and security of buildings

## Making Living More Comfortable and Convenient

- Contributing to better living with smart home appliances
- Supporting urban development with sustainable infrastructure
- Increasing comfort and convenience of buildings

## Supporting the Development of Industries

- Reducing environmental impact and worker burden while improving productivity
- Improving manufacturing process with high-quality equipment
- Driving smarter and safer ways of working for frontline workers with AI and IoT
- Optimizing data infrastructure and solutions

## Delivering Sustainable Energy

- Providing leading renewable energy solutions
- Making grids smarter and more resilient
- Developing high-performance energy storage for a reliable, low-carbon future

## Building a More Sustainable Future

- Fostering decarbonization across the value chain
- Driving circular economy initiatives
- Protecting food safety
- Providing clean air, water and waste management solutions
- Designing future-proof and safe agricultural solutions



# Innovation in action

We're helping advance society through technological innovation, uncovering solutions that support quality of life, respect planetary boundaries and realize wellbeing for everyone. Here are just a few examples of those solutions in action.

## Case study

### Transforming global healthcare

Nearly 50 years ago, Hitachi High-Tech teamed up with Roche Diagnostics to advance in-vitro diagnostic solutions that improve accuracy, efficiency and patients' quality of life (QoL). In 2024, we further extended this valuable partnership for the next decade, enhancing our capabilities to uncover ever-greater solutions that combine Roche's diagnostic solutions with Hitachi High-Tech's analytics expertise.

Throughout our long-standing collaboration, we have launched a variety of solutions — from integrated clinical chemistry and immunoassay analyzer systems to fully integrated mass spectrometry systems — designed to streamline lab diagnostics, increase testing capacity and even transform our customers' operations as they navigate rising demand and limited resources. Our co-created solutions empower healthcare professionals to deliver accurate test results to patients quickly, enabling more timely diagnosis that can improve the lives and health of millions around the world.

To date, Hitachi High-Tech and Roche have installed over 84,000 diagnostic platforms globally — scaling and accelerating the testing capabilities of healthcare professionals.





Case study

# Harnessing the protective power of bubbles

More than 80 years ago, a Dutch engineer came up with a clever solution to keep salt water from entering the Netherlands’ canal network — the pneumatic barrier. Formed by pumping air through a perforated pipe that is anchored to the ground, the resulting curtain of bubbles acts as an effective block to contaminants, salt water and sediments. It also performs the useful role of minimizing underwater noise pollution.

In a world where renewable energy is critical to safeguarding a more responsible, resilient future, offshore wind farms will be needed to meet global energy demands. However, the construction

process is a noisy endeavor, and one that can pose a serious threat to marine animals — like whales and dolphins — that rely on sound for navigation and communication. Hitachi Global Air Power provides legendary air end solutions as well as oil-free, energy-efficient compressors that support the deployment of bubble curtain technology — enabling renewable energy production to coexist harmoniously with marine protection.

Bubble curtain cuts underwater noise from offshore wind farm development by up to 90%, showing how air power can be used to protect both the environment and future energy needs.

Through data optimization, real-time processing and Generative AI capabilities, GlobalLogic’s platform is transforming healthcare, connecting physicians to actionable, impactful insights.



Case study

# Shaping patient diagnostics with AI

AI has the potential to transform how we care for people, turning complex data into meaningful insights that optimize and accelerate treatment. When a global healthcare organization was struggling to navigate vast amounts of patient data, they turned to GlobalLogic to streamline information and improve care delivery. Harnessing the latest AI-driven technologies, GlobalLogic built a platform that automates and enhances medical data organization and analysis in real time.

By cutting manual processing and enabling fast, intelligent and predictive diagnostic insights, the organization cut medical report review and processing times by 30%. Response times for critical cases improved by 25% while missed details dropped by 20%, meaning healthcare professionals could get the right treatment to patients at the right time.



Case study

# Enabling the 24-hour news cycle

The saying goes that the news never sleeps and, in today’s globally connected world, people are looking for ways to stay informed on the latest social, political and environmental developments. Malayala Manorama, one of India’s largest media houses, needed an IT system that could keep up with the demand. In response, the organization teamed up with Hitachi Vantara to develop a resilient IT infrastructure — an interconnected network of four major data centers and 11 local sites — to support its print, broadcast and online media operations.

Malayala Manorama’s new setup included Hitachi Virtual Storage Platform E-Series technology and Hitachi Advanced Servers, which increased data center efficiency and maximized storage availability for their growing media archive. The result? Near-zero downtime, reduced storage management workload, enhanced performance and energy cost reductions of approximately 70%.

Our resilient, efficient storage solutions are playing a key role in supporting the 24-hour news cycle — while cutting its environmental footprint.



Case study

# Reimagining agriculture

From water scarcity and climate change to rising regulatory challenges, the agriculture industry is under pressure to advance more sustainable practices that will safeguard its future. In North America, we’ve partnered with Forever Feed Technologies™ on a new solution that could revolutionize modern agriculture, cutting environmental impacts and supporting farmer livelihoods.

Combining farming knowledge with technological expertise, this partnership has developed the next generation of indoor vertical feed growing systems — an innovative solution that makes it possible to produce food for livestock throughout

the year, regardless of weather or land quality. And, with lower space, fertilizer and irrigation requirements, the feed formula, growing protocols and grow system have the potential to dramatically cut input costs for farmers. In fact, using the system, farmers can deliver fresh, quality, nutrition-rich cattle feed year-round while using 95% less water and 99% less land compared to field-grown alfalfa forage.

This new feed formula and grow system uses less than 5% of the water needed for field-grown alfalfa forage, conserving vital resources while supporting farming communities.





Case study

# Connected solutions for rail

Rising energy costs in recent years have had serious knock-on effects for public transport operators. While this represents a significant challenge, it also creates a valuable opportunity for operators to explore energy efficiencies that drive down costs — and drive up passenger comfort.

In urban settings, the solution could lie in greater communication between onboard train equipment and trackside infrastructure. Hitachi Rail’s Green Communications-Based Trail Control (CBTC) package combines tools, technologies and services that, together, cut energy consumption by as much as 20%. The system tracks train performance data in real time, optimizing energy use by pinpointing when trains should accelerate, brake and coast. At the same time, passengers can still enjoy a seamless and comfortable public transport experience.

## The future of rail

The Hitachi Rail Hyper Mobility Asset Expert (HMAX) marks a significant milestone in the evolution of rail digitalization, as it enhances the management of rolling stock and infrastructure assets using big data.

HMAX is designed by combining the strength of the unique expertise of Hitachi in both the rail domain with Hitachi Rail and the digital environment with Hitachi Digital. This combination of operational technology and IT offers an improvement in reliability performance, a reduction in maintenance costs and an optimization of energy and network capacity, bringing the rail industry to the next step of sustainable mobility for the future.

With HMAX technology, train providers can achieve significant reductions in maintenance costs and train delays.

Hitachi Energy solutions are helping bring up to 960 megawatts of renewable power to the UK grid, driving the country toward a net-zero tomorrow.

Case study

# Powering a sustainable energy future

Across the globe, many countries are on a decarbonization journey, taking bold steps to achieve a net-zero future. One such country is the UK, and low-carbon power is a key part of its plan.

Step one in transitioning to clean energy is building the infrastructure that can harness the power of renewable sources such as solar, water and wind. ScottishPower Renewables is helping do that in the UK, with an offshore windfarm, located 32 km off the Suffolk coast of England, that has enough capacity to power around 950,000 homes in a single year.

The next step is connecting that energy to the national grid, which is where Hitachi Energy comes in. Using a range of Hitachi Energy solutions specifically designed to scale capacity and ensure a reliable, flexible, stable power supply — even when wind levels are low — ScottishPower Renewables’ East Anglia TWO windfarm will play a valuable role in meeting the UK’s renewable energy needs, powering a lower-impact future for hundreds of thousands of families.

These are a few examples among many. Through our innovations, we’re working to advance real-world impact for people and the planet.