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A Message From Our CEO

In FY24, we strengthened our market position and reinforced our purpose: to power mission-critical platforms with people and technology. Sustainability is central to that purpose, enabling us to address society's challenges and create meaningful impact through the innovative solutions we deliver.

Our world is changing rapidly, and our customers face inflationary pressures, rising costs, and the urgent need to modernize. We are committed to helping them transform their businesses and accelerate digitization, while advancing their environmental, social, and governance goals. In FY24, we reinforced our technology offerings and enhanced methodologies - for example, expanding partnerships in EV charging and advanced battery storage, and deploying IoT solutions to help customers optimize energy use. Together, we enabled customers to reduce emissions, cut costs, and gain competitive advantage.

I am proud of the progress we made in just one year. We implemented energy-efficient practices across our offices and completed our first full-year emissions baseline across Scopes 1, 2, and 3. We deepened our responsibility for our supply chain, doubling renewable energy procurement and expanding e-waste programs. And through it all, our people remained at the center: we drove employee initiatives, expanded learning and leadership development, and contributed thousands of volunteer hours worldwide.

Looking ahead, our ambition is clear. We will achieve carbon neutrality for Scopes 1 and 2 by FY2030 and net-zero across our value chain by FY2050. That means transitioning to 100% renewable electricity, engaging suppliers more deeply, and continuing to invest in innovations that deliver measurable outcomes.

Sustainability is how we build resilience, create long-term value for our customers and communities, and grow responsibly. I am grateful to our employees, customers, and partners for driving this progress with us. Together, we are shaping solutions that meet today's needs and secure tomorrow's success.

Roger Lvin

CEO, Hitachi Digital Services



A Message From Our Sustainability Director

This is our second annual Sustainability Report and the first to reflect a full year of operations since Hitachi Digital Services became a standalone business in April 2024. Over the past year, we moved quickly and purposefully to embed environmental, social and governance (ESG) as a core business priority. We focused on building the systems and data governance needed to support long-term impact. We are proud of the progress we have made designing a sustainability program from the ground up.

In FY2024, we launched our cross-functional Sustainability Committee ahead of schedule; completed our first full-year inventory for Scope 1, 2 and 3 emissions; and more than doubled our renewable energy procurement. We also introduced new climate goals, including achieving 100% of electricity used from renewable sources by FY2030. Beyond our internal work, we supported our customers in advancing their own ESG goals through services focused on decarbonization, data and reporting.

Looking ahead, we will continue to strengthen how we manage ESG internally by improving data quality, expanding supplier engagement and continuing to improve our reporting. We will also continue to evolve our customer-facing sustainability offerings with a focus on practical, measurable results.

We see ESG not just as a responsibility but as a critical element of our strategic long-term vision, one that reflects our values and helps us deliver for our customers and communities. This report captures what we have built so far and lays the foundation for what comes next.

Courtney Hadden

Courtney HaddenSustainability Director

About Hitachi Digital Services

Hitachi Digital Services (referred to as "Digital Services" throughout this report) is an edge-to-core digital consultancy and technology services provider helping organizations realize the full potential of AI-driven digital transformation with information technology (IT) and operational technologies (OT). The company serves key industry segments, including aerospace and defense; healthcare; automotive; financial services; communication, media and high-tech; energy and utilities; and manufacturing. Digital Services brings together real-world proficiency, transformative innovation and specialized knowledge to create a new generation of sustainable and secure digital solutions.

Playing a pivotal role in Hitachi's digital transformation strategy, Digital Services places a strong emphasis on AI (including generative AI) to deliver an integrated end-to-end digital transformation for enterprises. The company is strategically positioned within the Hitachi Digital portfolio of companies to leverage the synergies between IT and OT ecosystems. Such positioning allows Digital Services to work closely with other Hitachi group businesses to create integrated digital transformation solutions for enterprises.

Relationship With Hitachi, Ltd.

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Digital Services is a wholly owned subsidiary of Hitachi, Ltd. (referred to as "Hitachi" throughout this report), which began in 1910 with the mission to contribute to society through the development of superior, original technology and products. Digital Services draws upon Hitachi's global network of companies to create digital, green and innovative solutions that benefit the world. Hitachi is always finding new ways to amplify our impact for Powering Good.



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Our Sustainability Report

Our Approach

Our company's purpose-driven mission is to guide businesses, industries and society on a journey to identify and accelerate new opportunities. This ambition is deeply connected to our approach to sustainability, which includes the ESG factors most relevant to our long-term business success. To that end, we are pleased to share our FY2024 Sustainability Report, which outlines our current sustainability and ESG initiatives, practices and objectives and highlights our progress in areas fundamental to our business. This report is organized into four main sections: Sustainability Innovation, Environment, Social Capital and Corporate Governance.

This report is an important milestone in our journey, as FY2024 was the first full operational year of collecting and reporting on data and information for Digital Services. Unless otherwise noted, all quantitative data provided for Digital Services throughout this report covers our FY2024, reflecting data for the period from April 1, 2024, through March 31, 2025. Throughout the report, we guide readers to additional sources of information on our corporate website and other references for convenience.

The report is aligned with the accounting standards published by the International Sustainability Standards Board (ISSB), related to the software and IT services and hardware industries. We also have identified the United Nations Sustainable Development Goals (SDGs) that we believe best align with our business activities and the key priority areas in which we feel we can have the most impact. Both are included in the **Appendix** at the end of this report.



Our Sustainability Commitment and Focus Areas

Our Sustainability Governance Structure

Our sustainability work is aligned with Hitachi's sustainability policies and initiatives, led by its chief sustainability officer. At Digital Services, sustainability is overseen by the Executive Leadership team with sponsorship from the CEO and chief operations officer, who review and approve the company's program, strategy and targets. The sustainability director is responsible for spearheading the transformation of our sustainability strategy and program day-to-day. In partnership with the chief operations officer, the sustainability director leads our Sustainability Committee, which consists of a cross-functional group of leaders from the Legal, Finance, Supply Chain & Procurement, Human Resources (HR) and Product departments. The Sustainability Committee was formally launched in FY2024, a year ahead of our stated goal.

Materiality Assessment

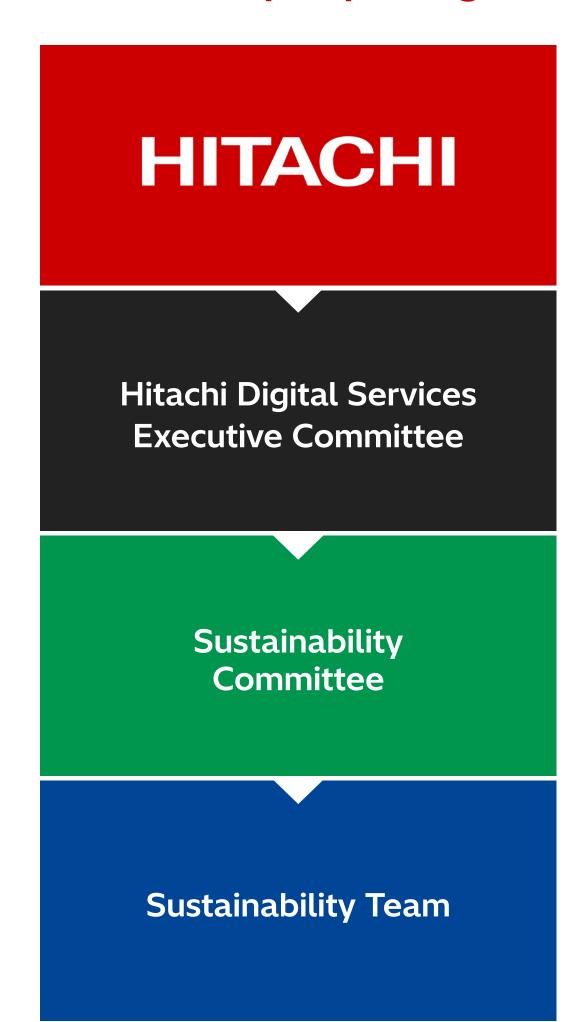
During FY2024, Digital Services conducted its first ESG Materiality Assessment as a standalone business, led by a third-party sustainability expert. This effort was designed to better understand the ways in which various ESG topics affect our long-term success and have an impact on society and the environment. It also examined the current state of our performance in those areas. Digital Services will use the results of the FY2024 Materiality Assessment to inform our sustainability strategy in the near term.

Approach

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The FY2024 Materiality Assessment process helped identify and define four core ESG topic areas across the 10 most relevant to Digital Services. To determine the importance of each topic area for external stakeholders, we analyzed key ESG ratings, relevant frameworks, standards and current industry best practices. The results of this portion of the assessment make up the x-axis of our Materiality Matrix pictured on the next page. For our internal stakeholders, we conducted a survey of a cross section of team members from various departments and seniority levels to provide a diversity of perspectives, in addition to benchmarking results. The outcomes of these inputs make up the y-axis of our Materiality Matrix.

Sustainability Reporting Line



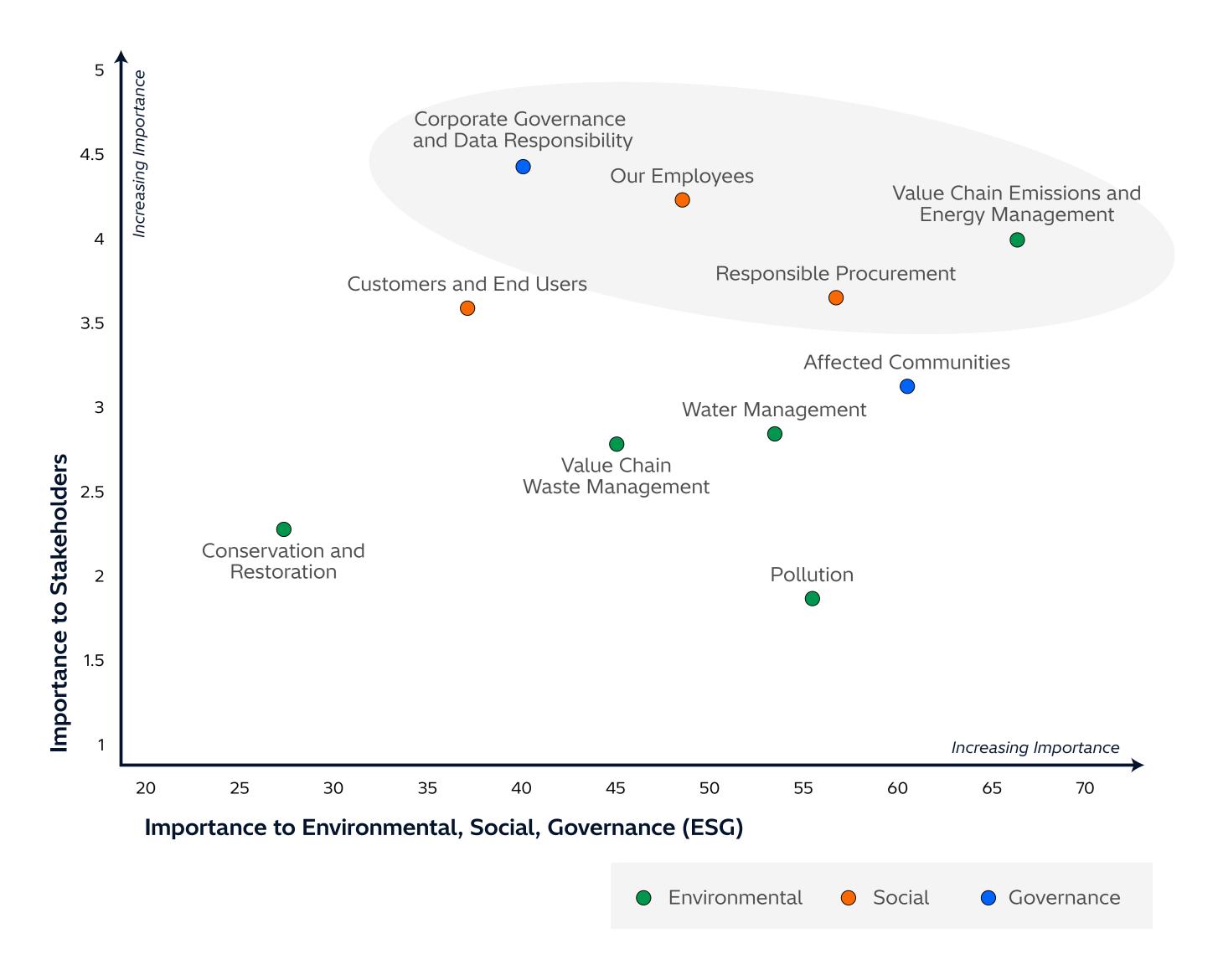
Findings and Outcomes

The assessment revealed overall consistency across both internal and external stakeholders and how they viewed the importance of each material topic area. Four topics rose to the top as the most important to both stakeholder groups:

- Value Chain Emissions and Energy Management
- Our Employees
- Responsible Procurement
- Corporate Governance and Data Responsibility

This report dives into each of these four key areas, including their governance and oversight structure, as well as any relevant initiatives that are under way or took place during FY2024.

FY2024 Materiality Matrix



Sustainability Goals

Digital Services' Executive Leadership team has approved 18 goals for the organization to demonstrate our commitment to increasing our impact. These goals align with the topic areas most relevant to the long-term financial sustainability of our business, as surfaced in the Materiality Assessment. We are committed to regularly and transparently sharing progress toward these goals as we move forward in our efforts.



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Environmental

Topic	Goal	Progress
	Commit to becoming net zero by FY2050.	DS has calculated a solid FY2024 baseline in Scope 1, 2 and 3 for future reductions
	Commit to setting a near-term goal aligned with the Science Based Targets initiative (SBTi) by FY2025.	Commitment Letter submitted in July 2024
Energy Management and Greenhouse Gas	Achieve 100% of electricity used from renewable sources by FY2030.	FY2024: 39% of electricity used from renewable sources
(GHG) Management	Develop a Reduction Roadmap in FY2025 and align goals aiming for SBTi submission focusing on the main emissions sources under Scope 3.	In FY2024, Scope 3 (market-based) was measured at 25,347.85 MtCO2e
	Achieve carbon neutrality in Scope 1 and 2 by FY2030.	39% of electricity used from renewable sources
Water Management	Increase recycled water usage at the Hyderabad campus water recycling plant to 80% by FY2030.	72% recycled water registered at the Hyderabad campus during FY2024
Value Chain Waste Management	Expand e-waste programs to 50% of offices by FY2030.	38% of offices have e-waste programs; 4,477 assets disposed globally
Conservation and Restoration	Foster environmental awareness and action through at least 20 in-person and virtual events during Earth Month.	20 in-person and virtual events hosted during Earth Month
Environmental Management	Publish an Environmental Policy in FY2025.	Reviewing the proposed policy with the Policy Steering Committee in FY2025

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Topic	Goal	Progress
Social Contribution Activities	Achieve 1,000 volunteer hours during our annual Global Giving Week by FY2025.	1,185 volunteer hours during Global Giving Week in FY2024
Customer Satisfaction	Expand Satisfaction Surveys for customers with \$1M+ in revenue by FY2027.	In FY2024, expanded outreach to customers and conducted awareness sessions on our Customer Satisfaction Framework
Our Employees	Target 30% completion of Core People Manager Training by people managers.	29% completion in FY2024
	Maintain more than 90% participation in performance reviews.	98% of employees received performance reviews in FY2024
Affected Communities	Deliver high-impact local initiatives through volunteering and giving campaigns.	Participated in 34 social impact opportunities, partnered with 11 nonprofits through India's CSR program, donated 1,592 volunteer hours, directed \$352,710 USD in funding to Indian charities



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Topic	Goal	Progress
Sustainability Governance	Launch a Sustainability Committee by FY2025.	Completed in FY2024
Cybersecurity	Continue to align cybersecurity practices with industry-leading standards and have board reviews regularly.	Cybersecurity policies aligned to International Organization for Standardization (ISO) 27001 and National Institute of Standards and Technology (NIST)
Sustainable Procurement	In FY2025, maintain annual supplier engagement on ESG surveys/audit and assess for modern slavery risk through periodic review of suppliers' ESG activities.	In FY2024, top 80% issued ESG survey; 80% assessed for modern slavery compliance
Supply Chain Management	Engage and educate 90% of our active supplier spend on reaching GHG reductions by FY2040.	In FY2025, we will include a dedicated section on "Greenhouse Gas Emissions Management and Reduction" in supplier guidelines

FY2024 Highlights



Sustainability Innovation

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- Expanded partnerships for electric vehicle (EV) charging infrastructure and advanced battery energy storage systems
- Leveraged Internet of Things
 (IoT) devices to help customers
 monitor and track electricity
 and gas usage



Environment

- Committed to carbon neutrality in Scope 1 and 2 emissions by FY2030
- Committed to net zero by FY2050
- Conducted first fiscal-year emissions baseline assessment for Scope 1, 2 and 3



Social Capital

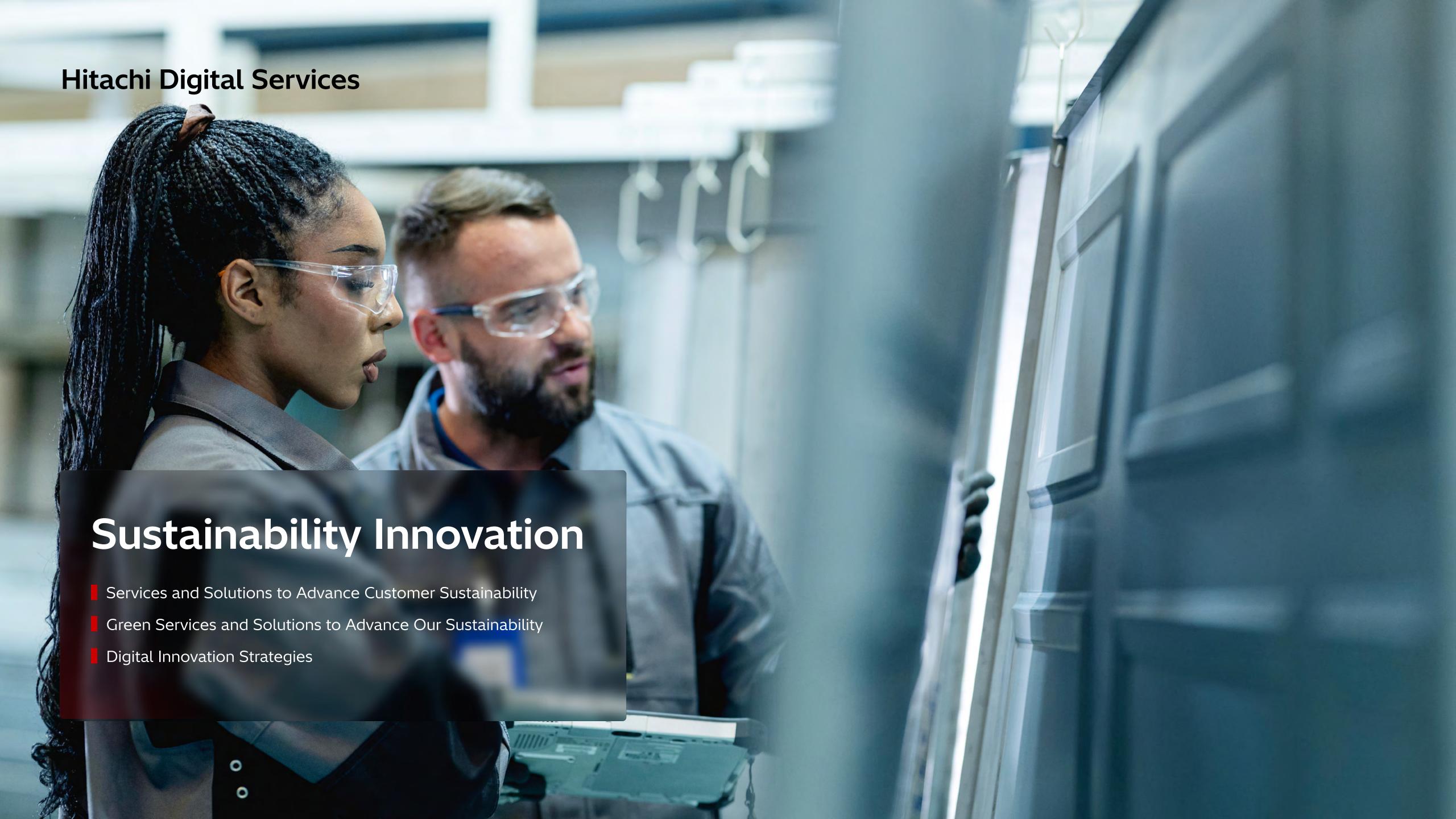
- Implemented a new and innovative onboarding experience to support people managers and new employees
- Engaged more than 83% of employees in training, averaging
 5.3 days of training per person
- More than 500 volunteer hours contributed by employees to support education initiatives in India



Governance

- Launched Sustainability
 Committee a full year ahead of schedule
- Set 18 goals aligned with strategic priorities
- Conducted a refreshed double materiality analysis to help inform corporate strategy

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As we advance our digital transformation journey, Digital Services is shaping a more sustainable future by harnessing innovative technologies, including artificial intelligence, to drive meaningful outcomes for people and the planet. We are leveraging AI to process complex ESG data at scale, uncover insights, and support faster, more accurate decision-making across our operations and solutions. From helping customers reduce their environmental footprint to enhancing how we measure and manage our own ESG performance, AI is a key enabler in our strategy to embed sustainability across every aspect of our business.

Services and Solutions to Advance Customer Sustainability

As part of our engineering and software delivery approach, we continue to innovate to help customers reduce carbon emissions and accelerate their sustainability transformation. Through Digital Services' end-to-end expertise, we provide practical, scalable solutions that enable organizations to embed sustainability across their operations.

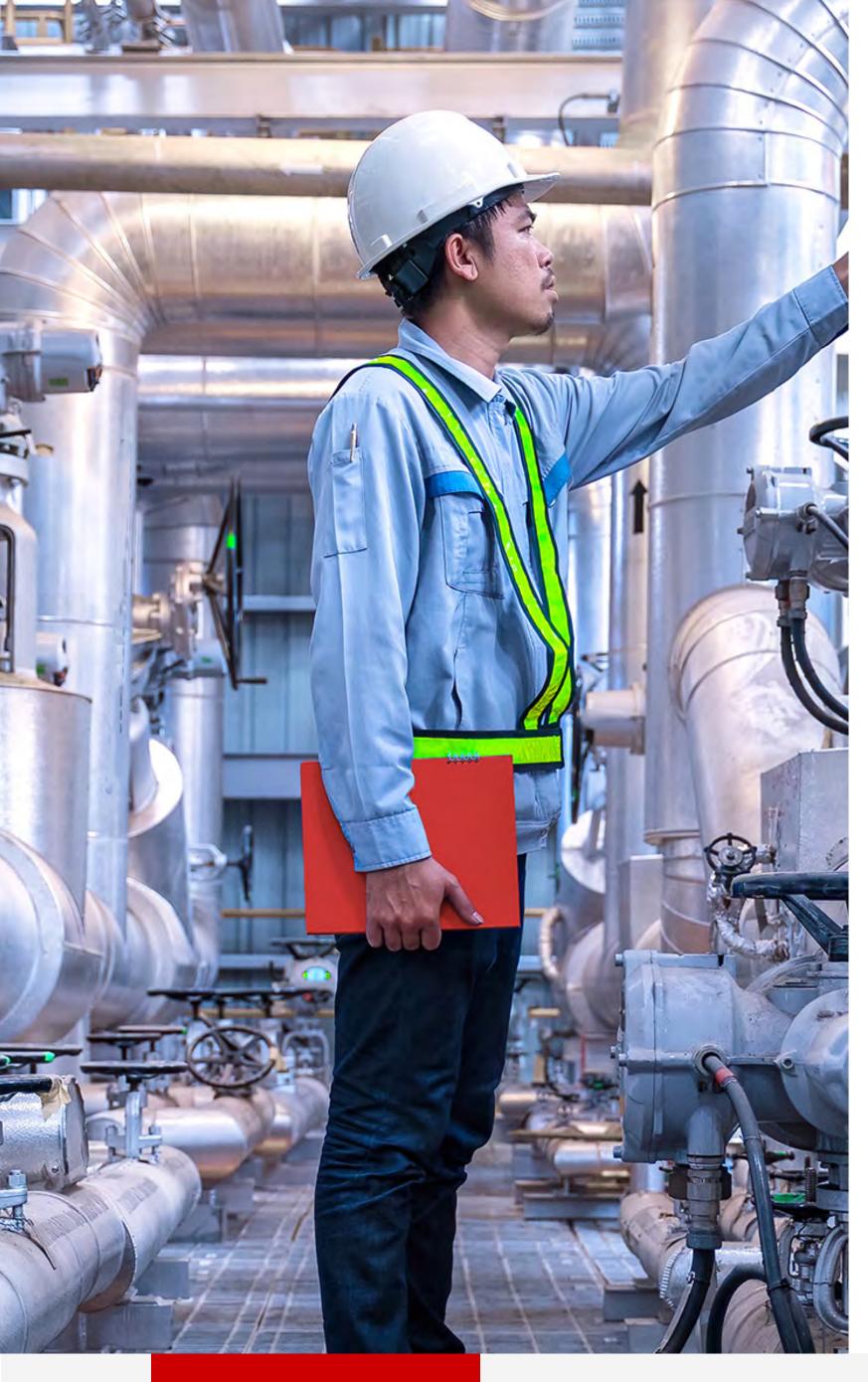
Over time, we have matured our sustainability offering by deepening our sector-specific knowledge and refining our methodologies through real-world project experience. This evolution allows us to better support companies at every stage of their sustainability journey across three core focus areas:

- **Decarbonization:** Implementing effective decarbonization strategies across operations and value chains
- Co-creation: Driving sustainability innovation through close co-creation with customers
- Data Analytics: Using data and analytics to generate actionable insights and track sustainability performance

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Decarbonization

Our core decarbonization services empower businesses to effectively reduce their carbon footprint, specifically within manufacturing, facilities and IT operations.

Manufacturing Decarbonization

Manufacturing decarbonization requires a combination of capabilities that provide fundamental building blocks for realizing business growth through lower carbon intensity and resource efficiency. Through Hitachi's 100+ years of expertise in manufacturing and 60+ years of IT competencies, we at Digital Services continue to develop innovative solutions in the sustainable manufacturing landscape.

Focus Areas

- Sustainable, Smart Manufacturing Industrial process optimization requires I4.0 expertise via IoT, AI/ML and domain knowledge. The ability to analyze data across various streams provides insights to optimize the business while achieving new levels of resource efficiency.
- Energy Transition and Electrification The transition to renewable energy, energy storage and digital energy management realizes business savings and reduced carbon dioxide equivalent. Electrification of industrial processes provides another avenue for reducing carbon intensity and reducing costs.
- **Intelligent and Transparent Supply Chains -** We bring advanced capabilities in digital supply chain visibility, enabling companies to optimize operations across complex industrial environments. Our expertise supports end-to-end value chain monitoring and provides the foundation for materials traceability, which is increasingly essential for meeting regulatory requirements.
- **Sustainable Product Design -** We offer advanced capabilities in sustainable design by leveraging deep expertise in bill of materials analysis and supplier assessment. Our proficiency in AI-driven life cycle assessment enables companies to identify environmental impacts and make informed and actionable design decisions.
- **Circular Economy -** The shift to circularity requires a combination of capabilities from materials traceability, demand forecasting and even, in some cases, the creation of a digital marketplace for second-life parts and products. We are pioneering in the implementation of Digital Product Passports that align with the stringent requirements of the Ecodesign for Sustainable Products Regulation.
- **Compliance and Reporting -** As regulatory requirements continue to evolve, organizations need robust, end-to-end capabilities to collect, monitor, validate and report ESG data. Our solutions enable streamlined, audit-ready reporting and enhanced visibility into performance against sustainability targets, making compliance a driver of transparency, trust and continuous improvement.

Our analytics capabilities help organizations understand the energy consumption and carbon emissions of their manufacturing processes to contribute to continuous improvement. We focus on material traceability, product passports, life cycle assessments and emissions tracking throughout the value chain.

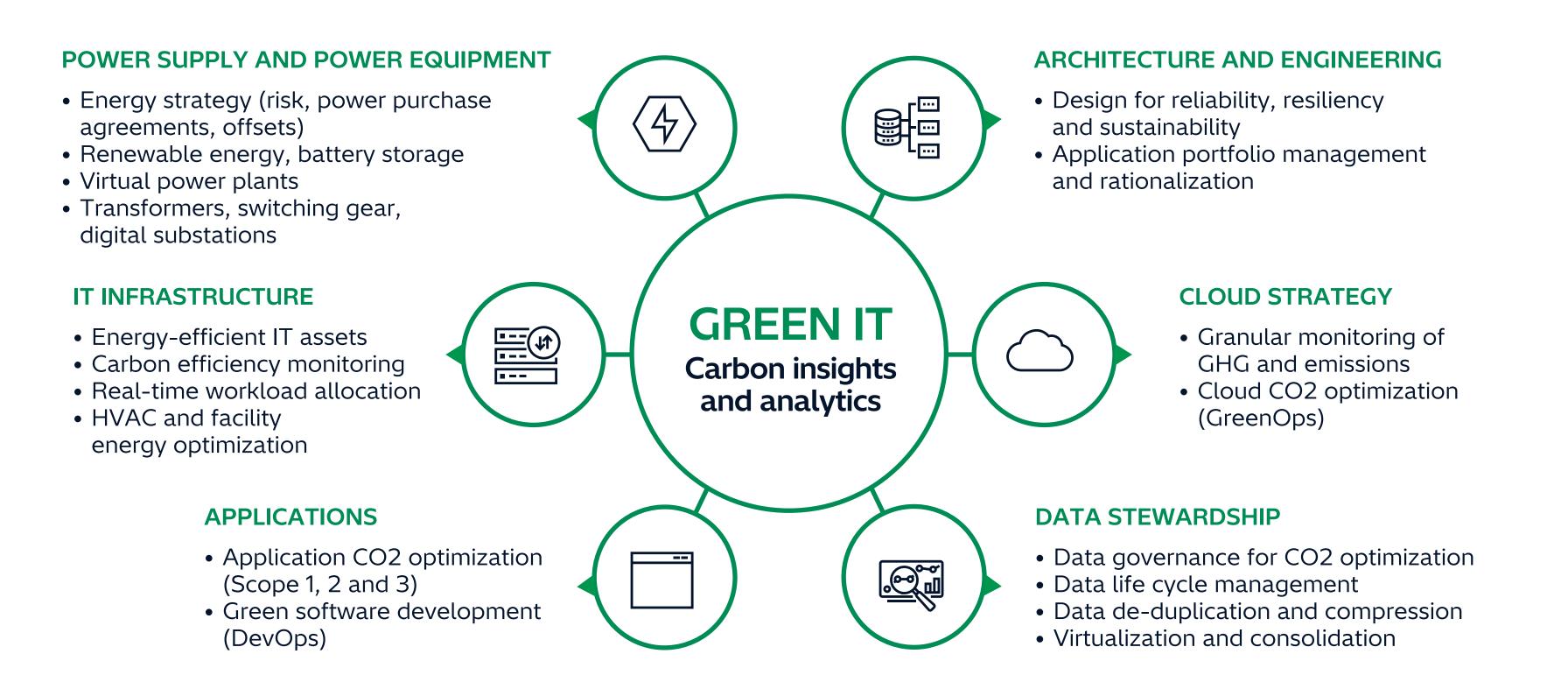
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IT Decarbonization

Our IT decarbonization strategy takes a holistic look into the IT footprint, and hence we have created a systemic approach that hinges on six core pillars: power supply and power equipment, IT infrastructure, applications, architecture and engineering, cloud strategy, and data stewardship. We bring a holistic understanding of the IT footprint to consider all applications and infrastructure, helping organizations lower carbon emissions.

This focus necessitates building a foundation for data center emissions analytics and coordinating across functions to enhance collaboration, building visibility and transparency with greater understanding and more accurate and granular carbon accounting across all scopes. This allows identification of carbon reduction initiatives, building a real-time response system to take immediate actions responding to demand shifts, minimizing energy consumption and carbon emissions, and ultimately helping optimize investments with ROI assessments that consider carbon reduction as a key criterion.

Our Six Pillars of IT Decarbonization

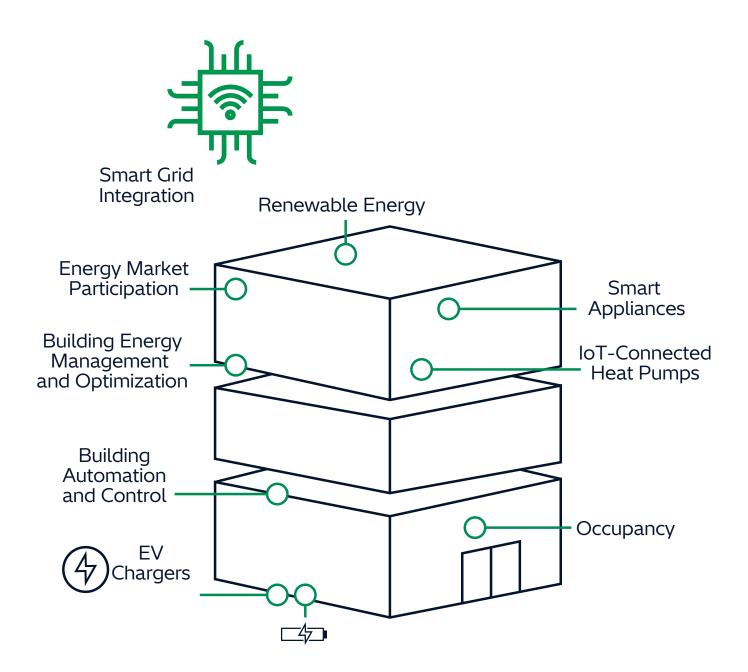


Facility Decarbonization

To exist within a sustainable world, industrial facilities and buildings must realize new operational capabilities that extend the traditional set of smart facility capabilities, including energy management, net zero achievement and resource efficiency.

Our focus on driving deep facility decarbonization is centered around three core areas:

- Resource Efficiency and Optimization Using data from IoT devices, sensors and digital twins, we enable continuous monitoring and optimization of energy, water and other critical resources. Our capabilities help companies uncover inefficiencies, benchmark performance and implement data-driven strategies to reduce consumption and operational costs.
- **Energy Transition and Electrification** We guide companies through the shift toward low-carbon energy systems by integrating renewable energy, on-site energy storage and intelligent energy management platforms. Our expertise also extends to electrification of facility infrastructure, such as industrial heating and mobility, enabling a tangible reduction in carbon intensity and long-term energy cost savings.
- Operational Efficiency Improvement We help companies reduce facility-level emissions by identifying and addressing inefficiencies in day-to-day operations. Through in-depth analysis of energy use, equipment performance and facility workflows, we uncover opportunities to lower carbon intensity. Our approach combines process optimization, automation and advanced analytics to reduce waste, improve system performance and deliver measurable gains in both emissions reduction and operational efficiency.



Data-Driven Analysis

Through a detailed analysis of your energy consumption patterns, we identify areas for improvement.

IoT-Enabled Solutions

Identify and address energy inefficiencies quickly with our real-time IoT solutions.

Machine Learning and Al

With our advanced analytics and machine learning algorithms, you can optimize energy use, reduce waste and increase operational efficiency.

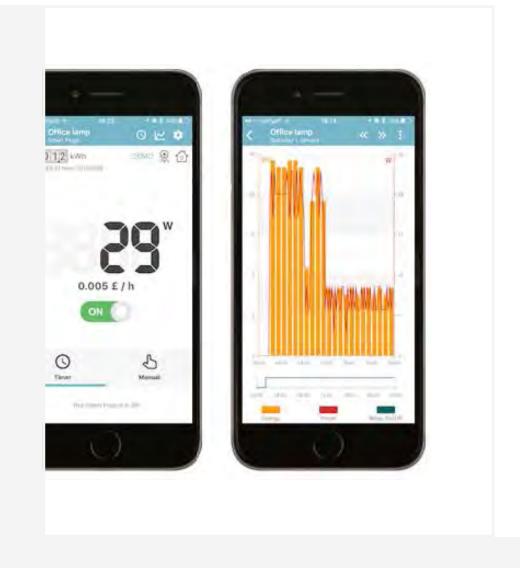
Digital Energy Suite

Our digital energy suite provides the ability to easily integrate and optimize renewable energy sources, battery energy storage systems, EV charging infrastructure and distributed energy resources with building operations.

Case Study: Advancing Net Zero Goals in Professional Service

One example of how we are helping advance net zero goals across industries is through our partnership with a leading professional services firm. We have leveraged the use of IoT devices across their office locations to help monitor and track electricity and gas usage. Additionally, we have implemented a centralized system for temperature and energy management.

This enhanced monitoring has indicated results of a downward trend in energy use and carbon emissions. Due to the success of this partnership, we are now focused on scaling the solution and enhancing data-driven decision-making to support long-term net zero targets across other sectors and businesses.



Renewables and EV Transition

At Digital Services, we are driving the global shift toward zero-carbon mobility by delivering comprehensive solutions that help decarbonize commercial vehicle fleets. Our end-toend services include fleet electrification, battery management and energy optimization, all supported by advanced data analytics and digital technologies.

We guide organizations through every phase of their sustainability journey, from strategic planning and financing to real-time fleet monitoring and charging infrastructure deployment. Our solutions aim to reduce total cost of ownership, extend battery life and unlock new revenue streams, enabling businesses to meet their net zero goals effectively.

Key capabilities and benefits include:

- Smart charging solutions to optimize energy use and reduce costs
- Battery health analytics that extend battery life-span and improve reliability
- Depot decarbonization strategies tailored to specific operational needs
- Real-time fleet monitoring for enhanced operational efficiency
- Support across sectors such as public transportation and logistics
- Leveraging the Lumada digital platform and Hitachi's global expertise to deliver customized solutions

By combining deep industry knowledge with cutting-edge technology, we empower organizations to make data-driven decisions, improve sustainability performance and contribute to a cleaner, greener future.

Case Study: Powering Sustainability and Innovation at Major Theme Parks

Digital Services is proud to partner with Universal Destinations & Experiences to bring sustainability-driven, cutting-edge digital solutions to Universal Orlando Resort and Universal Studios Hollywood. As part of this strategic collaboration, Digital Services will be a preferred provider of clean technology for Universal Orlando Resort and Universal Studios Hollywood. Our contributions, in partnership with Hitachi Energy, include:

- EV charging infrastructure
- Advanced battery energy storage systems
- Comprehensive energy management and optimization solutions
- Power consulting services

This partnership reflects Digital Services' commitment to delivering innovative and sustainable technology solutions. By uniting the physical and digital worlds, we enable transformative solutions that drive sustainability and efficiency while enhancing the experiences of millions of theme park visitors each year.

Comcast NBCUniversal has a goal to be carbon neutral by 2035 for Scope 1 and 2 emissions across its global operations. Universal Destinations & Experiences' sustainability initiatives are focused on clean energy and maximizing energy efficiency, reducing and recycling waste, and conserving resources.



SUSTAINABILITY INNOVATION ENVIRONMENT

Sustainability Innovation Through Co-creation

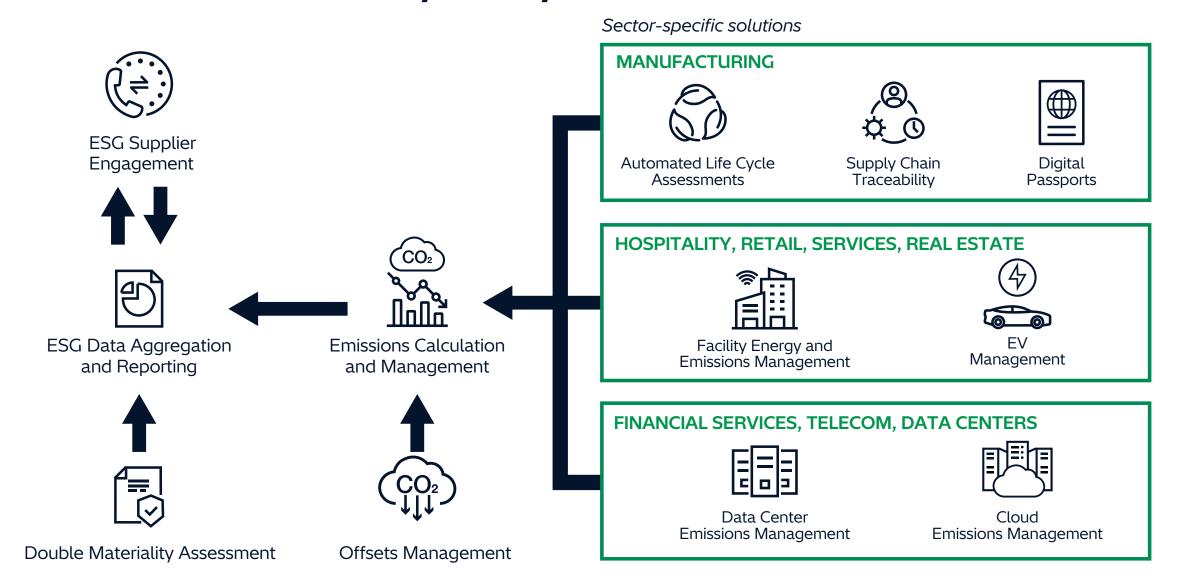
We partner with organizations to create tailored sustainability solutions by leveraging our broad technology experience. This includes robotics, IoT, big data, digital twins, AI, blockchain and other novel technologies.

Data and Analytics for Sustainability

We help organizations discover, catalogue, analyze and report with confidence through our ESG software solutions. This includes services such as:

- ESG Data Aggregation and Reporting With compliance requirements evolving, our ESG reporting solution helps businesses identify, assess and manage ESG risks, which can have a significant impact on their long-term viability.
- GHG Emissions Reporting Our GHG emissions platform, aligned to the Greenhouse Gas Protocol, helps organizations establish a carbon emissions reporting capability. Data is easy to export for standard frameworks, such as GRI, CDP, Nasdaq ESG, TCFD, SASB and SECR:
- → Automated emission factor allocation and continuous factor updating
- → Incorporation of supplier's private and public decarbonization data via data ingestion
- → Supplier engagement via the platform and engagement monitoring
- → Simulation of the impact of decarbonization initiatives and assessment of their effectiveness
- Advanced Data Management and Analytics In certain cases, sustainability-related data is scattered across an organization. We provide the means to intelligently discover and catalogue data to provide the insights and automated reports required to operationalize sustainable business practices.

Hitachi's Sustainability Analytics Suite



Case Study: Streamlining ESG Reporting for a Global Transportation Leader

A global transportation technology company needed to streamline ESG data collection and align with emerging sustainability reporting standards. Manual processes and fragmented data sources created inefficiencies and risked noncompliance. Through a digital sustainability reporting platform, the company automated data validation, centralized stakeholder input and standardized disclosures. This improved data quality, reduced reporting time and increased readiness for regulatory audits. The solution is now supporting a wider sustainability strategy and performance tracking across multiple geographies.



Green Services and Solutions to Advance Our Sustainability

As a provider, we support innovation around green software coding. We have incorporated sustainable practices into the engineering and delivery phases of the software development and integration life cycle.

Here are a few optimized energy-saving techniques we are carefully investigating through the end-to-end product design life cycle:

- Energy-Aware Software Design We are integrating energyaware software design principles into the development process, which involves writing code that is optimized for minimal energy consumption. This includes reducing redundant processes, optimizing algorithms and managing power usage effectively.
- Efficient Algorithms and Data Structures Using appropriate data structures and sorting algorithms for real-world data can significantly reduce the number of operations and can be more energy efficient.
- Code Optimization and Refactoring Techniques like loop optimization and memory management practices can save processing power.
- Energy Profiling and Monitoring Using energy profiling tools to monitor and analyze the energy consumption of software and implementing dynamic power management techniques, such as putting idle components into low-power states, can significantly reduce energy usage.
- Adopting Asynchronous Processing Implementing non-blocking input/output (I/O) operations can reduce the energy consumed by making better use of system resources and avoiding idle CPU cycles. Employing concurrency models can help manage resource utilization more efficiently, reducing energy consumption.

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• Eco-Friendly Coding Practices – Using practices like modular code and creating reusable components and libraries means that less new code needs to be written, compiled and executed, saving energy in the long run. Ensuring that applications release resources, such as threads, database connections and file handles, when they are no longer needed can prevent unnecessary energy consumption.

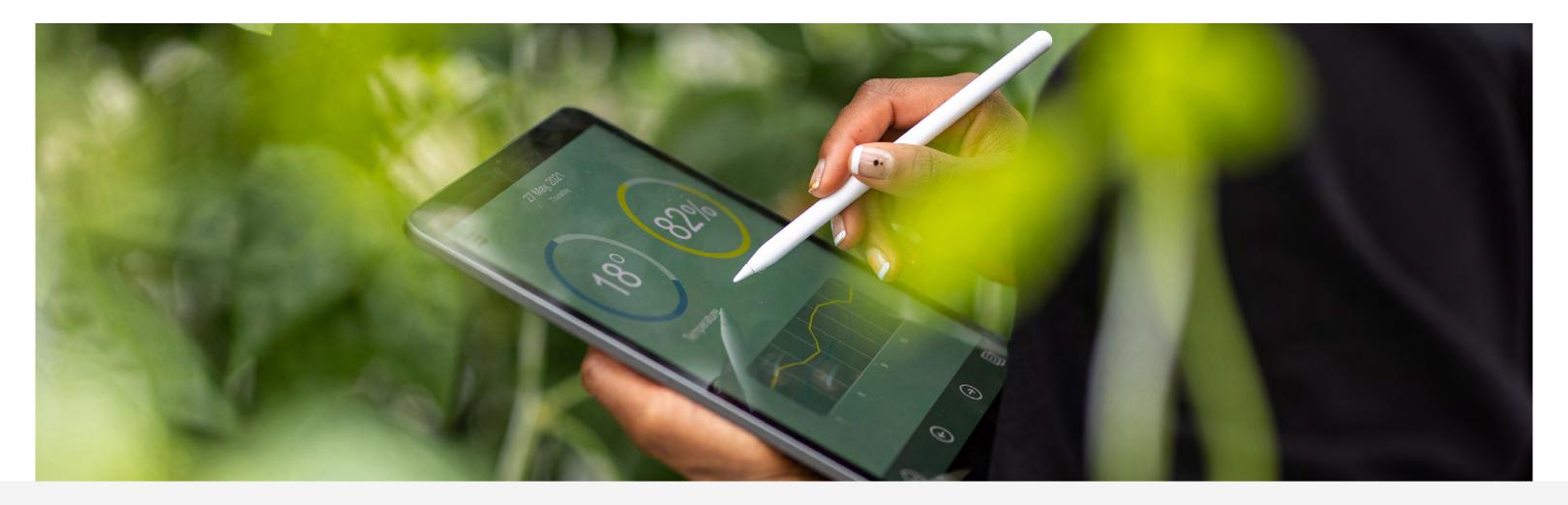
Implementing these energy-aware software design principles can lead to the development of more sustainable and efficient software, ultimately contributing to the reduction of the environmental impact of the digital software solutions that we design, build and operate for our customers.

Goal:

Expand Satisfaction Surveys for customers with \$1M+ in revenue by FY2027

Culture of Sustainability

Long-term success across our green software initiatives requires nurturing a culture of sustainability within the company. We provide training and resources on sustainable coding practices to support and encourage employees to contribute to green projects. By promoting awareness and collaboration, we strive to ensure sustainability is a core consideration in all projects. Regularly sharing best practices also allows teams to continuously improve and adopt greener methodologies.



Digital Innovation Strategies

Digital Twin Technology

Supporting innovation around digital green OT efforts involves leveraging advanced digital technologies to enhance sustainability and energy efficiency in industrial and operational environments. We are innovating around digital twin technology that lets us create a virtual replica of physical assets, systems or processes, allowing for real-time monitoring, simulation and optimization. This helps analyze the performance of customer operations in detail, identify inefficiencies and test improvements without disrupting actual production to save energy and reduce environmental impact.

Al and Machine Learning

Utilizing AI and machine learning for predictive analytics allows us to assess vast amounts of operational data, predict equipment failures and optimize maintenance schedules. This prevents unplanned downtime and reduces energy by ensuring that equipment is running optimally. We are investing in AI to help optimize production processes so that parameters can be adjusted dynamically to minimize energy use while maintaining product quality. This reduces waste and improves overall sustainability in industrial operations.

Agentic Al

Through our Agentic AI solutions and collaboration with NVIDIA technologies, we are embedding sustainability into the core of industrial operations. Our systems learn from complex data patterns to predict and prevent inefficiencies, reducing energy consumption and cutting emissions. By dynamically adjusting production parameters, we help clients minimise waste, protect product quality and strengthen safety standards. These capabilities not only improve operational resilience but also create workplaces that are more harmonious, productive and aligned with long-term sustainability ambitions.

IT/OT Convergence

We are also assessing IT/OT convergence to help build cloud-based systems and centralize the monitoring and controlling of OT systems, providing scalability, flexibility and advanced data analytics capabilities. Cloud-based systems enable remote monitoring and management, allowing for real-time adjustments that can enhance energy efficiency and reduce emissions.

Our investment into these digital innovation strategies helps enhance green OT efforts for our customers, not only reducing environmental impact but also driving cost savings and energy-efficient operational improvements.





We recognize our role in driving climate action not just in the services and solutions we offer but also in our direct operations. This year, we formalized the elements of our climate strategy to continue working toward a less carbon-intensive future.

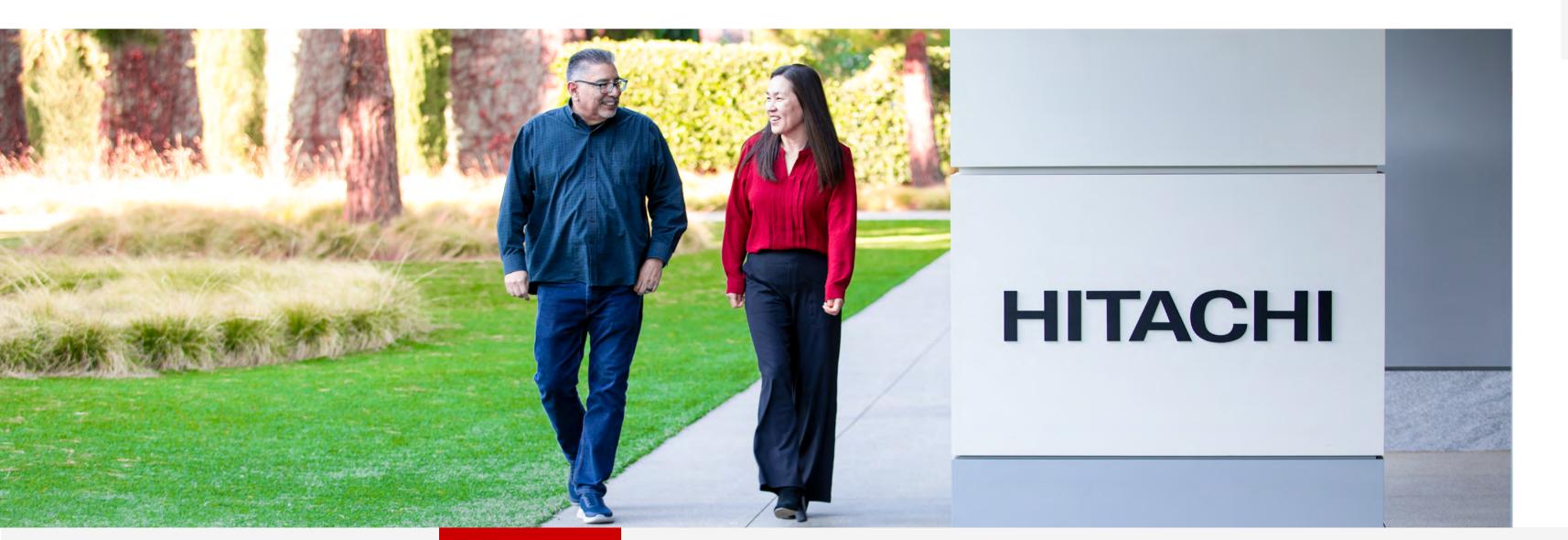
Environmental Impact of Our Operations

Green Facilities

Digital Services seeks to operate in facilities that maintain efficiency and reduce impact on the surrounding environment. We actively work with partners, including real estate brokers and Hitachi companies, to increase the number of Digital Services facilities with green building certifications and environmentally friendly measures. To date, our headquarters in Santa Clara, California, is LEED Gold certified and our London Facility in the U.K. is ISO 14001 certified.

Portfolio Optimization

Hitachi Real Estate teams collaborate to ensure that vacancies in the portfolio are kept to a minimum by consolidating group companies in shared office spaces and closing sites that are no longer required. This increases the efficiency of our leased spaces and the usage of utilities.



Environmental Features at Our HQ

- LEED Gold certified
- Public transportation access
- Water-efficient landscaping
- Innovative waste technologies
- Enhanced refrigerant management
- New high-efficiency HVAC equipment
- Indoor chemical and pollutant source control
- Green power through the Sunwave solar system
- EV charging stations
- Title 24 lighting and fixtures, including high-efficiency LED lighting and smart lighting controls
- Indoor water-efficiency technology
- High-efficiency plumbing conversions
- ENERGY STAR® designed
- UL Verified Healthy Building Mark for indoor air

Goal:

Achieve 100% of electricity used from renewable sources by FY2030

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Environmental Initiatives at Global Offices

Energy Efficiency

To increase energy efficiency across our global offices, we have implemented targeted initiatives in lighting, HVAC and solar panel upgrades. Across our facilities, high-efficiency LED lighting and smart controls like motion sensors minimize energy consumption. In the U.K. and U.S., our Bracknell and Santa Clara offices utilize hot and cold aisle containment to optimize energy consumption. Facilities in Hyderabad and Bangalore are thoughtfully designed to harness natural light, minimize heat penetration and reduce cooling demands.

Waste Management

Sustainable waste management practices are at the core of our global operations. Waste sorting stations and e-waste programs facilitate responsible disposal and reuse across 38% of our global offices. At our office in Singapore, we collaborate with a third-party provider to recycle packaging materials, further reducing our environmental impact. We liaise closely with our landlords and building management teams to ensure, where possible, the waste segregation in our leased spaces matches the waste management for the building.

Water Conservation

Our focus on water conservation is evident at our Hyderabad campus in India, where water is recycled. The recycled water is effectively utilized for horticulture, contributing to greener and more sustainable landscapes. We proactively utilize water-saving methods through various means, such as water sensors and energy-efficient bathroom fixtures.



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Achieve carbon neutrality in Scope 1 and 2 by FY2030



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Environmental Employee Training and Programs

Earth Alliance Employee Resource Group (ERG)

Digital Services Earth Alliance ERG aims to activate the company's environmental mission by engaging employees in global campaigns like Earth Month, facilitating environmental education through Earth Alliance Quarterly Connects and a Speaker Series, and raising awareness of sustainable practices within the company and our employee base.

The ERG consists of 12 global Earth Alliance leaders who meet monthly to discuss local office engagement and raise awareness of Earth Alliance and Digital Services environmental efforts. The Earth Alliance leaders also support internal communications on Digital Services environmental commitments and achievements, coordinate volunteer opportunities around the world, and serve as a resource for employees to get more involved with environmental efforts.

Earth Alliance Activities in 2024

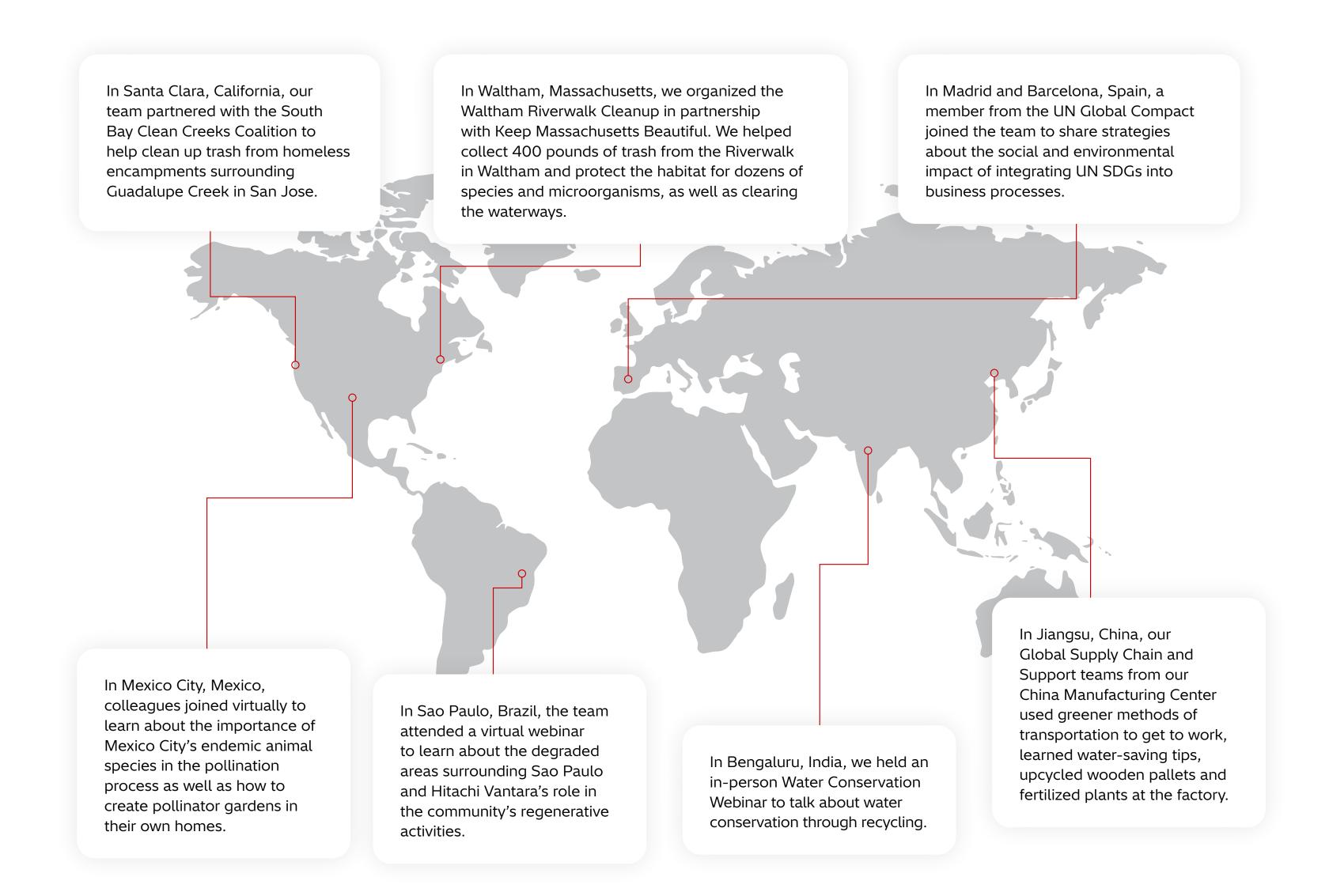
In celebration of Earth Month, Earth Alliance leaders organized around 20 in-person and virtual events this year on sustainability topics, such as reducing energy consumption, minimizing waste and planting trees.

Goal:

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Foster environmental awareness and action through at least 20 in-person and virtual events during Earth Month

The following were notable Earth Month events in 2024:



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Environmental Compliance

Compliance is measured against local and country government requirements, such as the Energy Savings Opportunity Scheme in the U.K. and the Article 8 Energy Efficiency Directive in the EU. We also monitor findings and follow best practices from globally recognized organizations, such as the International Energy Agency and the World Resources Institute, as well as ASHRAE.

Goal:

Publish an Environmental Policy in FY2025

Case Study: Hitachi Europe's Sustainability Summit

Hitachi holds three annual sustainability summits in the Americas, Japan and Europe. The European Sustainability Summit was held in October 2024, with a focus on regulatory compliance. The summit was a great way for all Hitachi business units to unite and share their experiences. By forging stronger connections, we can learn from each other, helping drive the company's shared sustainability agenda.



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Energy Management and GHG Management

Our GHG Reduction Strategy

We recognize our role in driving climate action, not just in the products and services we offer but also in our direct operations. Building on our climate strategy, in FY2024 Digital Services completed our baseline for Scope 3 emissions, increased our procurement of renewable energy through reputable energy attribute certificates and advanced our strategy to formalize a GHG emissions reduction road map to inform our target setting and validation through SBTi. We are currently in the process of submitting to SBTi for targets validation, which we aim to complete in FY2025. Hitachi was honored to be among an elite group of Carbon Disclosure Project (CDP) respondents that received an A on their CDP response for the fourth consecutive year.

Procuring Renewable Energy

Purchased electricity accounts for the largest portion of our Scope 1 and 2 footprints, which is why we understand the importance of Digital Services transitioning to renewable energy through on-site renewable energy production and through sourcing energy covered by credible renewable energy certificates (RECs) and other market-based mechanisms that align with our business operations.

Measurement and Transparency

Each year, we quantify our emissions, and our commitment to transparency means regular reporting that showcases our progress. We understand that getting a complete picture of our emissions across our entire value chain (Scope 1, 2 and 3) is an iterative process, and we aim to continue improving our monitoring to account for a complete inventory as we pursue

stronger data quality. FY2024 marks the first year Digital Services is reporting Scope 3 emissions. As part of this process, Digital Services was established as a standalone company, resulting in measurable changes to our energy consumption and associated emissions profile. FY2024 represents the first year of comprehensive data collection and reporting for the restructured Digital Services, providing a robust baseline for future emissions tracking and reduction efforts.

Optimizing Efficiency

Digital Services operates with a mission to drive innovation, not just with our customers but in our operations too. Ensuring we promote cloud solutions and efficient IT systems that minimize resource consumption is core to our strategy.

Engaging Our Value Chain

Collaborating with our customers, suppliers and other value chain partners who share our commitment to the environment will not only reduce our footprint but also drive systemic climate action across our industry.



Commit to becoming net zero by FY2050

Scope 1, 2 and 3 **Emissions Overview**

Scope 1, 2 and 3 GHG emissions are calculated by a third-party provider and reviewed by the Hitachi Digital Services sustainability department in accordance with the GHG Protocol, the globally recognized standard for preparing corporate GHG emissions inventories. To enhance the accuracy and credibility of our reporting, we have subjected our emissions inventories to third-party limited assurance. This ensures our data is both reliable and reflective of our actual environmental impact.

To ensure full alignment with the GHG Protocol and readiness for assurance, the emissions data collection and calculation process followed a structured five-phase approach. The first phase focused on understanding our business operations and defining the organizational and operational boundaries for reporting. Simultaneously, a Scope 3 screening assessment was conducted to identify the relevant emissions categories, based on the characteristics of the Digital Services value chain.

In the second phase, the Sustainability team collaborated with internal subject matter experts (SMEs) from across departments to gather operational insights and support accurate data collection. This cross-functional approach was critical to ensuring data completeness and traceability.

The third phase involved the collection of activity data across all relevant emissions scopes and categories. SMEs submitted the necessary data, which was compiled, reviewed and organized by the Sustainability team for further analysis.

During the fourth phase, the collected data was processed and validated. Regular alignment meetings with SMEs helped ensure accuracy, consistency and transparency. For the reporting period covering April 1, 2024, to March 31, 2025, data for Q4 was estimated using averages from Q1 to Q3, with adjustment factors applied to improve the reliability of the estimates.

In the final phase, emissions were calculated using methodologies fully aligned with the GHG Protocol. This comprehensive approach resulted in Digital Services' first robust Scope 3 emissions inventory, alongside dedicated Scope 1 and 2 calculations.

As of April 1, 2024, Digital Services operates as a newly established, standalone business unit. Consequently, FY2024 emissions were reported independently for Hitachi Vantara Group and Digital Services. Scope 1 and 2 emissions were allocated based on facilitylevel headcount percentages to reflect the updated organizational structure and ensure an accurate representation of each entity's operational footprint.

Scope 1 and 2 Emissions Methodology

We define our organizational boundary using the operational control approach, as outlined by the GHG Protocol. This approach includes emissions from operations over which we have full authority to introduce and implement operating policies. Scope 1 emissions, or direct emissions, include stationary combustion (such as fuel used on-site for heating or generators), mobile combustion (fuel used by our vehicle fleet) and fugitive emissions (including refrigerant leaks from HVAC systems and fire suppression equipment). To maintain a comprehensive and accurate inventory, we prioritize the use of primary data wherever available and apply best-practice estimation methods where data is limited.

Scope 2 emissions, or indirect emissions, arise from the purchase of electricity for all facilities within our operational control boundary. In accordance with the GHG Protocol, we report Scope 2 emissions using location-based and market-based methodologies. Purchased electricity continues to be the largest contributor to our combined Scope 1 and 2 footprint. As a result, expanding our renewable energy procurement is a central pillar of our

emissions reduction strategy. It is important to note that year over year (YOY) fluctuations in Scope 1 and 2 emissions may occur due to changes in energy consumption across facilities, variations in operational activity levels, site consolidations or closures, regional differences in energy sourcing, and ongoing improvements in data quality or emission factors.

Scope 1 and 2 emissions were calculated based on energy consumption data at the facility level and aligned with our operational control boundary. Where direct usage data was available, emissions were calculated using actual consumption values. In instances where data was incomplete or unavailable, we used estimates based on averages from other time periods or normalized values relative to building size (square footage). Fugitive emissions, such as refrigerant leaks and losses from fire suppression systems, were estimated using guidance from the U.S. Environmental Protection Agency (EPA), including equipment-specific data and emission factors provided by the EPA's hydrofluorocarbons (HFC) Accounting Tool.

Goal:

Commit to setting a near-term goal aligned with SBTi by FY2025

To ensure consistency across facilities and regions, all data was categorized under a standardized methodology developed in collaboration with our consultancy partner. Four data quality categories were used: (1) Known Use, where actual activity data was available and used directly; (2) Known Average, where data was missing for part of the year but available for another period and used as an estimate; (3) Average Intensity, where estimates were made using average energy consumption values normalized by building size; and (4) Fugitive Leakage Rate, where emissions were estimated using standard leakage rates and technical specifications for refrigeration and fire suppression systems.

The Average Intensity approach relied primarily on publicly available energy intensity data from the U.S. Commercial Buildings Energy Consumption Survey, adjusted for building type and climate zone. For international sites, values from Hinge & MacDonald (2004) were applied. Air-conditioning emissions were estimated using U.S. Department of Energy guidelines on cooling demand per square foot and Intergovernmental Panel on Climate Change refrigerant capacity factors. Generator fuel use was calculated using annual operating hours and fuel consumption at full load. Fugitive emissions were further estimated by classifying equipment according to EPA standards and applying corresponding leakage

rates for the installation, use and disposal phases. Default refrigerant types were sourced from the EPA's HFC Accounting Tool.

Based on all available data, approximately 83% of our Scope 1 and 2 emissions were calculated using Known Use data at the facility level, ensuring a high degree of accuracy. However, the data collection process did encounter challenges — particularly when obtaining information from landlord-managed sites — which limited full data coverage in certain locations. We continue to refine our processes to improve data completeness and ensure accurate YOY tracking.

Scope 3 Emissions Methodology

We recognize that a significant portion of our climate impact occurs outside our direct operations. In FY2024, Digital Services used the results of a Scope 3 emissions screening to calculate emissions in categories relevant to our business, in alignment with the GHG Protocol. As part of this process, we developed a value chain engagement strategy to drive GHG reductions across our operations and supply chain. Value chain engagement forms the cornerstone of our Scope 3 strategy and emissions reduction roadmap, particularly due to the importance of Scope 3, Category 1: Purchased Goods and Services, which accounts for the largest share of our Scope 3 emissions.



Goal:

Develop a Reduction Roadmap in FY2025 and align goals aiming for SBTi submission focusing on the main emissions sources under Scope 3

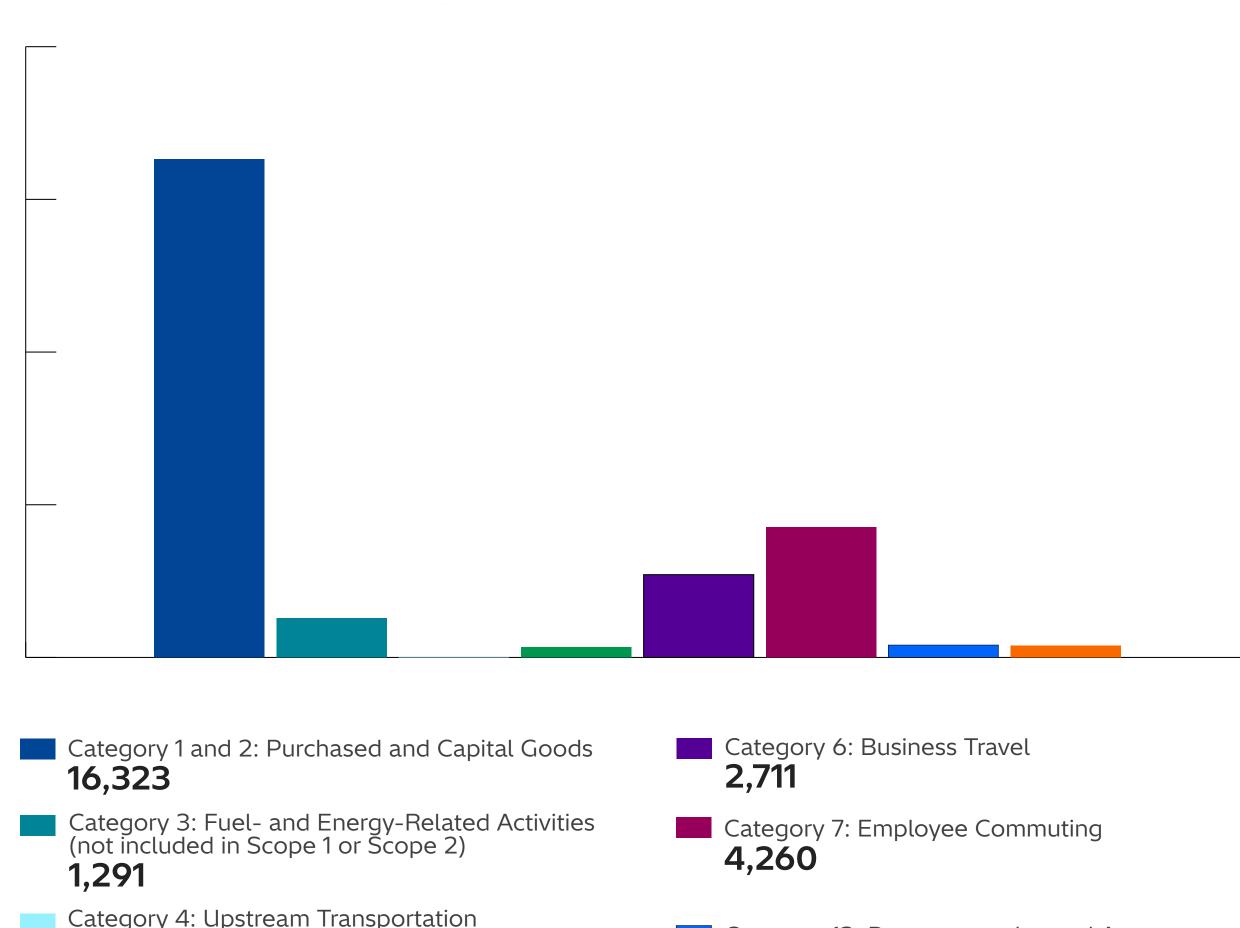
Through the Scope 3 screening assessment, seven of the 15 GHG Protocol categories were identified as relevant to Digital Services' operations. For several categories, Q4 emissions were estimated using average values from Q1-Q3. This approach was applied to Purchased Goods and Services, Upstream Transportation and Distribution, and Business Travel. Fuel- and Energy-Related Activities were calculated using the same methodology as Scope 1 and 2. Waste and Employee Commuting emissions were estimated based on FY2024 headcount data and standard estimation factors.

Category 1: Purchased Goods and Services represented approximately 57% of Digital Services' total emissions footprint. Emissions in this category were calculated using a hybrid method that combined supplier-specific emission factors — used when available and verified — with a spend-based approach leveraging Environmentally Extended Input-Output emission factors from the EPA. Digital Services provided detailed expense data covering the top 90% of purchases and capital expenditures for Q1-Q3. After applying GHG Protocol boundaries and screening for double counting, 83% of total spending was analyzed. The remaining 17% of spending was estimated proportionally.

To assign appropriate emission factors, North American Industry Classification System industry codes were used. These were then adjusted for inflation, using the U.S. Consumer Price Index to reflect FY2024 dollars. Final emissions were calculated by multiplying the inflation-adjusted spend by the corresponding supply chain emission factors, effectively capturing upstream impacts from raw material extraction through product delivery.

This methodology enabled the delivery of a transparent, comprehensive Scope 3 GHG inventory. It provides a strong foundation for future emissions reduction initiatives and ensures alignment with third-party limited assurance requirements.

Scope 3 Emissions by Category*



Category 4: Upstream Transportation and Distribution

14

Category 5: Waste Generated in Operations 342

Category 13: Downstream Leased Assets (Market-Based)

407

Category 13: Downstream Leased Assets (Location-Based)

388

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^{*} Scope 3, Categories 8, 9, 10, 11, 14 and 15 were found not to be applicable to Digital Services' FY2024 footprint.

Total Organization Emissions*

FY2024 (mtCO2eq)

Total Scope 1 and 2 (Market-Based)

3,012.16

Total Scope 1 and 2 (Location-Based)

3,664.63

Total Scope 3 (Market-Based)

25,347.85

Total Scope 3 (Location-Based)

25,328.93

Total Scope 1, 2 and 3 emissions (Market-Based)

28,360.01

Total Scope 1, 2 and 3 emissions (Location-Based)

28,993.56

Note: Figures in these tables have been rounded to two decimal places. Apparent discrepancies in totals are due to calculations being performed on unrounded values.

Scope 1

Scope 1 Emissions*	FY2024 GHG Emissions (mtCO2eq)
Stationary Combustion	85.27
Fugitive Sources	163.91
Total Scope 1 Emissions	249.18

Scope 2

Scope 2 Emissions*	FY2024 GHG Emissions (mtCO2eq)
Scope 2 (Market-Based)	2,762.98
Scope 2 (Location-Based)	3,415.45

Scope 3**

Scope 3 Emissions*	FY2024 GHG Emissions (mtCO2eq)
Category 1: Purchased Goods and Services	16,323.11
Category 2: Capital Goods	Included in Scope 1
Category 3: Fuel- and Energy- Related Activities (not included in Scope 1 or Scope 2)	1,290.95
Category 4: Upstream Transportation and Distribution	14.00
Category 5: Waste Generated in Operations	341.77
Category 6: Business Travel	2,711.01
Category 7: Employee Commuting	4,260.32
Category 12: Downstream Leased Assets (Market-Based)	406.69
Category 13: Downstream Leased Assets (Location-Based)	387.76

^{*} Data represents the legacy Digital Services business as it was structured in FY2023, which includes Digital Services. Refer to our press release for more information on the global reorganization.

^{**} Scope 3, Categories 8, 9, 10, 11, 14 and 15 were found not to be applicable to Digital Services' FY2024 footprint.

Managing and Monitoring Energy in Our Operations

The majority of our energy consumption occurs in our data centers. At these locations, we have monitoring systems to show usage and provide alerts when consumption goes over a certain threshold. Where we manage main mechanical and electrical plants, we track our consumption against design parameters and implement measures to ensure all plants run as efficiently as possible. We are implementing internal targets at these locations to ensure we minimize our impact. We are constantly innovating and expanding our data collection efforts to other locations, including offices, where we have control over energy systems.

Renewable Energy Production and Procurement

Digital Services generates and procures renewable energy across many of our most energy-intensive business sites. In FY2024, we expanded our REC purchasing strategy, working to develop a roadmap that will help us build up to 100% renewable energy by FY2030. Our efforts to generate and procure renewable energy contribute to our goal of achieving carbon neutrality in our Scope 1 and 2 emissions by FY2030. This roadmap to drive progress went into effect in FY2024, and we are pleased to share that 39% of our electricity was sourced from renewable energy this fiscal year. This represents more than double the amount of renewable energy purchased in FY2024. This includes the purchase of more than 2,395.02 MWh of energy attribute certificates (EACs) allocated to Digital Services, including U.S. Green®-e certified RECs and EU Guarantees of Origin, from a leading global climate solutions provider. When renewable generation replaces standard grid electricity, the climate benefits are substantial.

Energy Partnership

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As part of our commitment to carbon neutrality within our own operations, Digital Services partners with organizations such as the Clean Energy Buyers Association (CEBA), whose mission is to achieve a 90% carbon-free U.S. electricity system by 2030. Digital Services is a member of CEBA, joining a community of energy customers and partners in accelerating the clean energy transition.



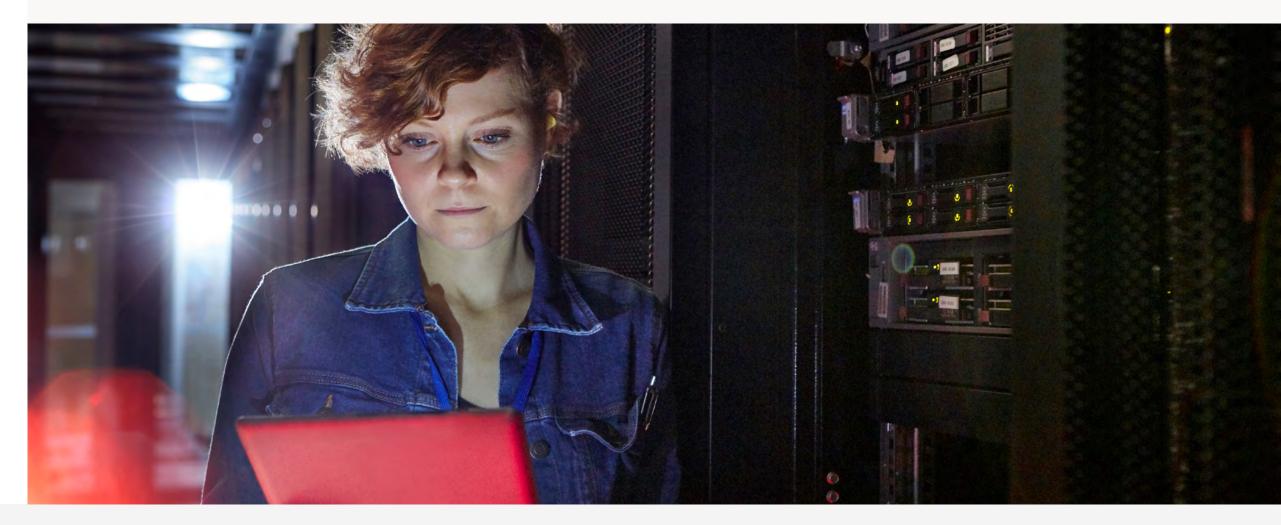
Case Study: Utilizing Innovative Cooling Technology to Shrink our Carbon Footprint in Data Centers

Digital Services is continuously looking for ways to leverage technology to operate in a more sustainable way. One strategy to accomplish this is through the use of adiabatic coolers in data centers instead of traditional chillers, as provided by our colocation provider in the Denver Datacenter.

Adiabatic coolers use the natural process of water evaporation to cool the air. This means that there are no compressors or chemical refrigerants. As a result of this cutting-edge technology, adiabatic coolers can help deliver significant environmental and operational improvements:

- Up to 90% less electricity use
- Elimination of harmful refrigerants
- Lower carbon footprint
- Improved air quality

This is just one example of how Digital Services continues to embrace technology to demonstrate how innovation and sustainability can go hand in hand.



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GHG Intensity Metrics by Revenue

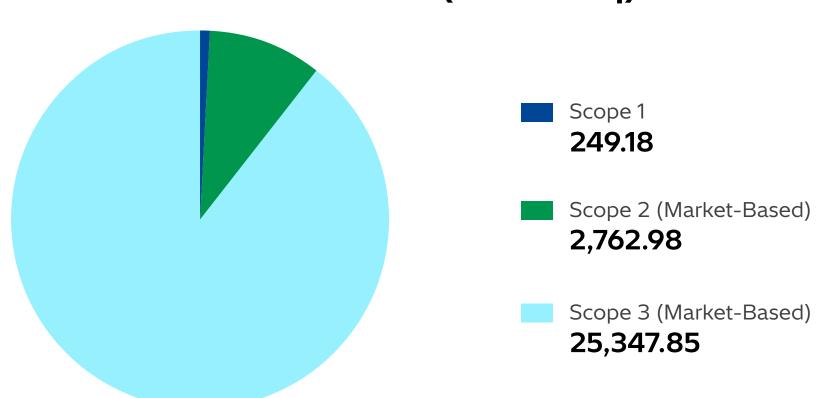
The GHG intensity metric for FY2024 was calculated using the total consolidated revenue of Digital Services. All revenue figures were collected and consolidated to accurately reflect the company's financial performance. This ensured a reliable basis for assessing emissions in relation to business output.

This metric measures the amount of GHG emissions generated per unit of revenue, offering valuable insight into the efficiency of our operations. By normalizing emissions against revenue, we aim to provide stakeholders with a transparent and consistent view of our environmental impact relative to business growth.

To ensure full transparency, we have included a detailed breakdown of emissions across Scope 1, 2 and 3 categories, as well as the total emissions used in the intensity calculation. This comprehensive approach reflects our ongoing commitment to improving sustainability performance and ensuring accuracy in our reporting.

FY2024 GHG Emissions (mtCO2eq)

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GHG Intensity Metrics by Scope

Scope	FY2024 (mtCO2eq)
Scope 1	0.0005
Scope 2 (Market-Based)	0.0061
Scope 2 (Location-Based)	0.0075
Scope 1 & 2 (Market-Based)	0.0066
Scope 1 & 2 (Location-Based)	0.0080
Scope 3 (Market-Based)	0.0556
Scope 3 (Location-Based)	0.0555
Scope 1, 2 & 3 (Market-Based)	0.0622
Scope 1, 2 & 3 (Location-Based)	0.0635

Energy Consumption FY2024*

6,545.86

Total energy consumption (MWh)

2,395.02

Total energy from renewable sources (MWh)

4,150.83

Total non-renewable energy generated (MWh)

0.014346

Total energy consumption per net revenue (energy intensity - MWh/thousand USD)

93%

Percentage of total energy from grid electricity

39%

Percentage of total energy from renewables

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^{*} Data represents the legacy Digital Services business as it was structured in FY2023, which includes Digital Services. Refer to our <u>press release</u> for more information on the global reorganization.

Recycling, Waste and Water Management

Waste Management

Digital Services is committed to minimizing waste and waste-related impacts across our operations. We maintain regional recycling programs to ensure the proper treatment of waste streams and reduction of waste to landfill. All waste streams are identified at the source, segregated and collected according to legal requirements and in consultation with our waste-handling companies.

As a global business, we recognize the importance of minimizing our operational footprint across our offices. In our Dallas location, for example, we have replaced paper cups with reusable mugs to reduce single-use and disposable waste. Additionally, we prioritize the use of recycled materials for stationery, washroom supplies and pantry paper products areas that represent a significant portion of our office waste. These efforts reflect our ongoing commitment to responsible resource consumption and sustainability in the workplace.

Beyond day-to-day operations, we are also making meaningful progress in managing electronic waste. One way we are addressing this is through our global partnership with Lenovo Asset Recovery Services for the responsible disposal of IT assets. This partnership ensures certified data destruction and provides detailed reports, while giving our retired equipment a second life through responsible remarketing.

In FY2024, the total computer assets that were disposed of across Digital Services were as follows:

• APAC: 1,854 assets • EMEA: 1,029 assets • AMER: 1,594 assets We will continue to monitor our waste and partner with organizations that can help reduce our impact on the environment.

Water Management

During FY2024, Digital Services collected water usage data from its headquarters in Santa Clara and the Digital Services Hyderabad campus building, which together represent approximately 47% of the company's total square footage. These two locations were prioritized due to their strategic importance and relevance to water-related impacts. We recognize the importance of comprehensive water data and are actively working to expand our data collection efforts. We will continue to monitor all operational sites where water usage is measurable in an attempt to better understand our water footprint over time.

Goal:

Expand e-waste programs to 50% of offices by FY2030

Goal:

Increase recycled water usage at the Hyderabad campus water recycling plant to 80% by FY2030

Case Study: Promoting Energy and Water Efficiency in India

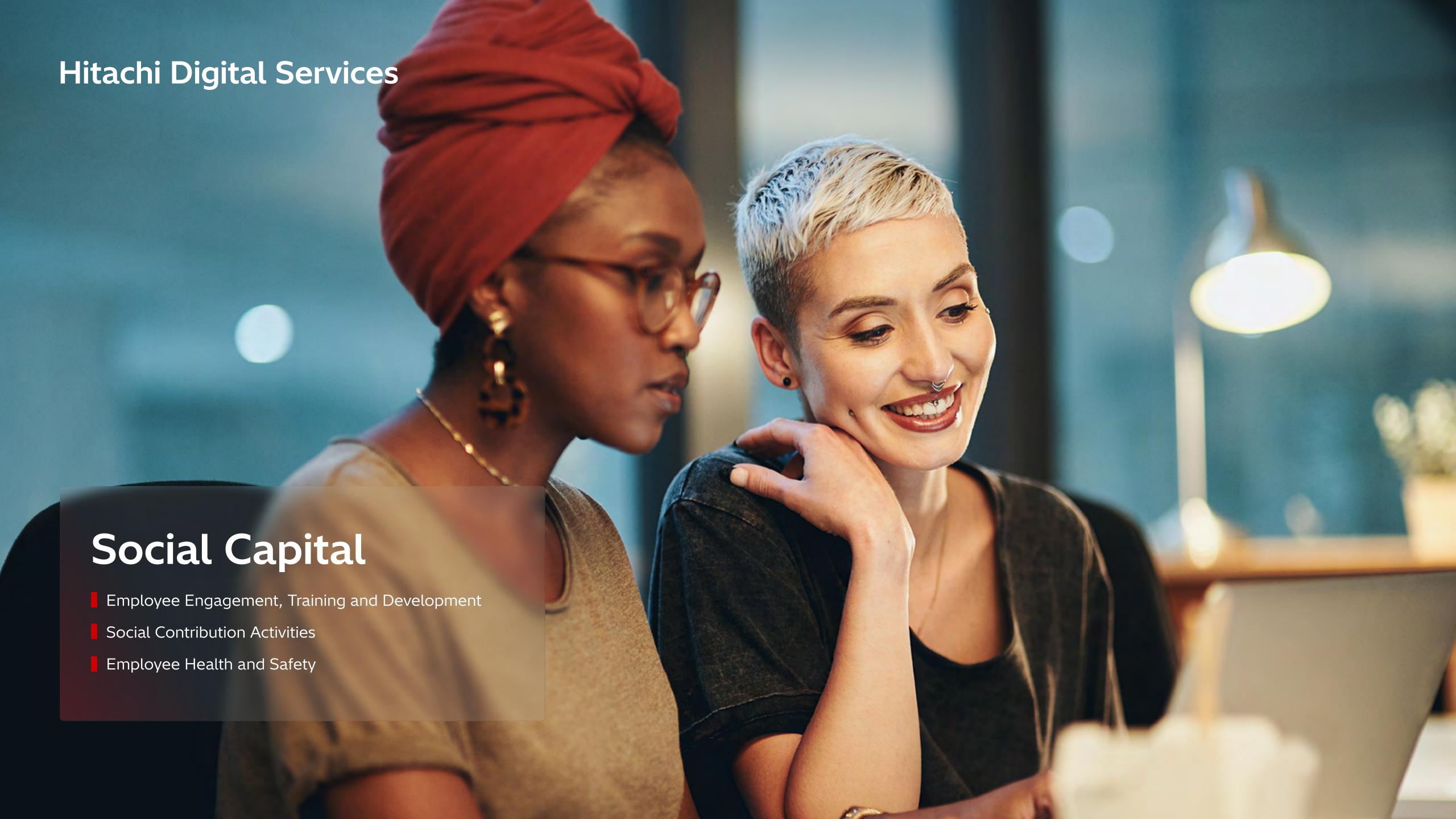
Digital Services takes seriously the responsibility of using our resources and energy efficiently. One example of how we do this is at our Hyderabad campus in India. With more than 1,500 workstations across five floors and approximately 2,000,000 square feet, we have implemented sustainability initiatives to diminish our footprint as much as possible.

Part of our strategy in reducing energy consumption at this location was to install variable refrigerant flow air-conditioning systems. These systems offer flexibility to operate individual cassettes based on occupancy, thereby enhancing energy efficiency. To further reduce the amount of energy we consume as an organization, we have also installed motion sensors in the offices to promote energy savings.

To reduce the strain on local water sources, we installed a water recycling plant with the capacity to treat more than 100 m³ of water per day. This system enables Digital Services to produce an average of 25 m³ of recycled water daily, significantly reducing our water footprint at this location. During FY2024, 72% of the total water used at the site, equivalent to 4,654 m³, was recycled, marking a meaningful contribution to our sustainability goals.

Location	FY2024 Water Consumption (m³)
U.S. (Santa Clara) Headquarters	13,855
Hyderabad Campus	11,680

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At Digital Services, we remain dedicated to Powering Good for our employees, partners and communities. Our commitment to an inclusive culture and diverse perspectives is essential in delivering data-driven, human-centric solutions.

Employee Engagement, Training and Development

Our People

At Digital Services, our greatest value lies in our people. We are committed to a philosophy of continuous growth and development, ensuring competitiveness, positive results for clients and the company, and support for employees' career aspirations. We cultivate a growth mindset and encourage active pursuit of opportunities for education and skills enhancement by providing access to a suite of learning platforms and resources.

Onboarding

In FY2024, Digital Services implemented an improved onboarding experience to support people managers and new employees. Through enhanced technology, more human touchpoints and educational material, we aim to set both people managers and other employees up for success.

The new onboarding experience, Navigate Your Hitachi, is designed to prepare, enable, connect and integrate new employees across the globe. It aims to swiftly immerse new employees into the organization, provide clarity on local nuances and connect employees to the rich history and culture of Hitachi.

HR plays a big part in supporting and providing guidance to all new employees through HR Connect, both in person and virtually, across each operating country.

In some specific locations, such as India and Vietnam, we welcome new employees in person with a daylong induction where they meet key leaders and new team members and learn more about the company.

A global virtual induction is provided twice monthly for new employees around the world, connecting employees to offerings across Digital Services from a community and career opportunity perspective, as well as building their awareness of the wider Hitachi and Digital Systems and Services Sector.

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Learning at Digital Services

The ongoing pursuit of education is a core principle at Digital Services and is emphasized from the moment an employee is onboarded. Our team offers several learning systems and resources for our employees, including internal training delivered in-house, live boot camps, career navigation, self-directed learning guides and region-specific tuition reimbursement.

Learning Platforms

There are three main learning platforms available to all employees globally. We are proud to say that in FY2024, more than 83% of Digital Services employees engaged in training/learning activities, averaging 5.3 days of training investment per person.

Learning Platforms

Hitachi University

Learning management system

- Custom and vendor-provided e-learning and registration for live virtual and in-person training opportunities.
 This includes curriculum offerings for individual contributors, managers and leaders. Some courses are offered for intact teams or are aligned with a business cycle (such as Goal Setting).
- Mandatory annual compliance training for all employees is housed here. 100% of employees completed this training.

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LinkedIn Learning

Skills training platform

- Broad scope of courses to develop skills in a wide variety of areas, including professional development, technology and project management.
- Training and exam preparation helps lead to successful achievement of certifications on Project Management Professional certification, Google Cloud Engineer certification, AWS certification and more.

goFLUENT

Platform for language learning

- Range of language learning options to strengthen communication with colleagues and clients across our global workforce.
- Typically utilized more heavily by employees in EMEA and APAC to learn English, the company's primary language used in daily operations.





ENVIRONMENT

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Managing People

People Manager Influence

People managers at Digital Services play a critical role in developing a diverse, inclusive and high-performance culture. We have developed five key areas of influence, along with resource links and tools on our internal intranet, to help managers excel in their roles.

Core Areas of Influence for People Managers

- Attract and interview.
- 2 Onboard and transition.
- 3 Engage and excite.
- Grow and develop.
- Recognize and reward.

Our managers embrace a "coaching mindset," prioritizing a deep understanding of employees' individual talents and their diverse work styles to optimize their contributions. We actively engage in meaningful conversations about performance and career aspirations and provide constructive feedback. Despite occasional ambiguity, we collaboratively define goals and strategies that support continuous learning. Each of these steps requires a manager to uphold the Digital Services values to not only bring in the top talent but also foster their abilities to help them thrive.

People Manager Training

We know our people managers play a critical role in organizational success. Gallup research shows that teams with strong managers are more engaged, retain talent better and deliver higher productivity and profitability. Talented managers lead with a coaching mindset, which is why Hitachi developed the Sakura program, a custom and interactive learning journey designed to grow people leadership at every stage, from new to experienced managers.

The program includes several virtual live courses, workshops and independent study on topics such as the coaching mindset, the official Gallup CliftonStrengths® assessment, delegation for growth, interviewing and onboarding conversations, how to foster change resilience, and more.

In FY2024, 422 seats were filled by Digital Services employees.

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People Manager Core Curriculum -The Hitachi Sakura Program

What People Managers Do

Impact the employee experience through five key areas of influence.

How People Managers Do It

By adopting a "coaching mindset," people managers engage in rich conversations with each employee, providing appropriate support and guidance to foster growth and development and enable employees to adapt, innovate and contribute their best.



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Target 30% completion of Core People Manager Training by people managers



The Five Areas of Influence and the Core Curriculum





Feedback for Growth

Cultivating Leadership

We are a people business. Empowering our employees as dynamic individuals allows us to cultivate powerful leadership skills across the company. We provide several programs to foster and grow these abilities.

Mentorship Program

Digital Services' Global Talent Enablement Mentorship program is available to all employees and is intentionally designed to build and nurture inspiring relationships across the company.

We believe the program is a more informational mechanism for growth, allowing participants to learn and feel supported without barriers. Trust and confidentiality within the program enable participants to better understand our company by connecting with others across the business and learning more about our culture, values and unique contributions.

In FY2024, there were 14 active mentorships.

Amplify Leadership Development

The Hitachi Amplify program is an exclusive, by-nomination leadership development program designed to transform leadership and communication impact and increase visibility for future leaders.

Designed and delivered for Digital Services by Ginger Leadership Communications, Hitachi Amplify highlights talent for career

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sponsorship prospects and improves diversity at leadership levels.

We value equitable gender representation and seek to create space for our diverse and top talent to be seen, heard and connected with opportunities.

In FY2024, 12 high-potential employees from Digital Services were selected to participate in this exclusive opportunity.

Hitachi Amplify is built around seven modules to enhance the already promising skill sets brought in by the cohort.

Module 1: Your idea worth amplifying

Module 2: Structure and the journey method

Module 3: Amplifying your storytelling

Module 4: Making your ideas stick

Module 5: Speaking with confidence

Module 6: Bringing personality and impact to your talk

Module 7: Amplifying your impact and inhabiting the role of evangelist

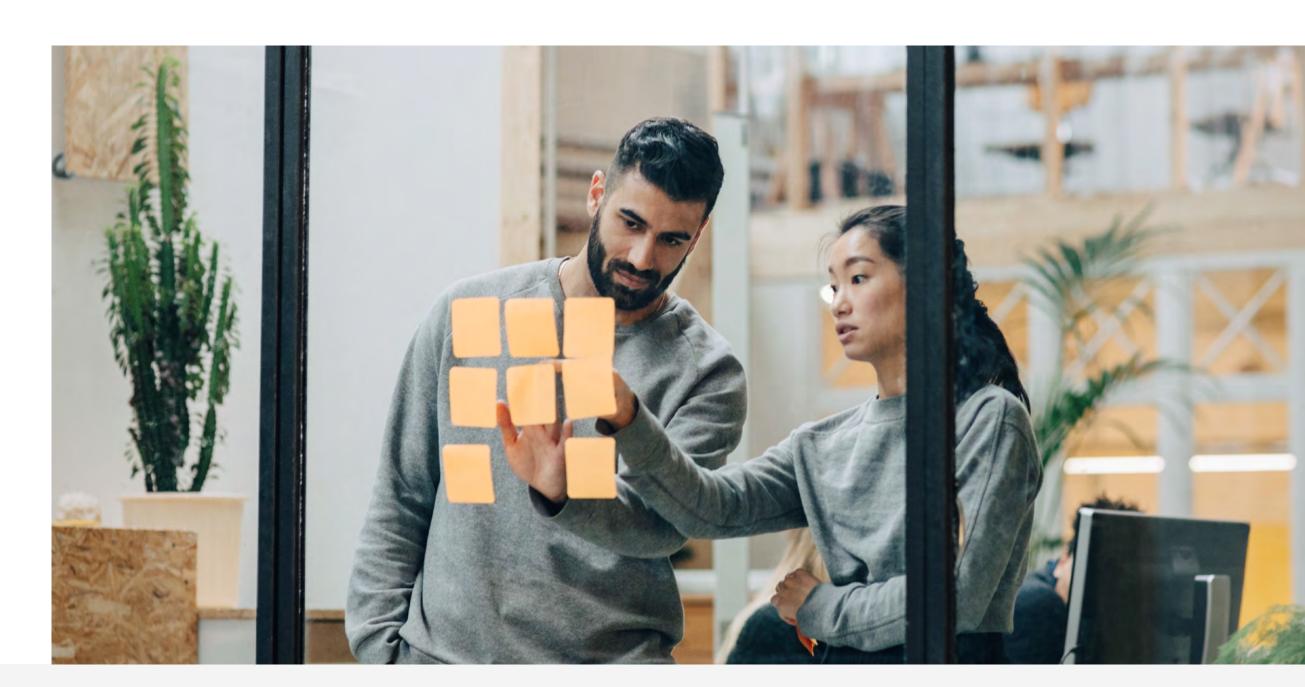
Additional Leadership Development

Digital Services is committed to developing our leaders in partnership with Hitachi, sending select employees to Hitachi global leadership development programs. These exclusive programs broaden employees' understanding of Hitachi while providing networking opportunities with leaders across the enterprise.

Beyond these programs, we offer a suite of leadership assessments for insights into current strengths, growth areas and potential. Assessment of knowledge is used to support individual development and improve leadership, which leads to positive organizational transformation.

In addition, we offer formal leadership coaching to improve self-awareness, increase leadership effectiveness and unlock potential.

We are continuously expanding our portfolio of offerings and are excited to watch our leaders flourish.





INTRO

Employee Engagement

Employee Engagement Survey

Each year, Hitachi sends out an employee engagement survey, called the Hitachi Insights Survey, to capture feedback, insights and perspectives from hundreds of thousands of Hitachi employees across the globe.

The survey addresses Hitachi's strengths, opportunities and areas for improvement; the company's vision; areas of strategic importance to achieving Hitachi company goals; the workplace environment; management effectiveness; health and safety; as well as other employee-impacting initiatives and programs. Responses are anonymous.

The goal is to collect employee feedback, analyze that data with internal and external benchmarks and convert that feedback and analysis into actionable plans that will improve employee performance and satisfaction as well as business performance. The survey, available in 21 languages, is conducted by a third-party partner, ensuring anonymity.

Each member of Digital Services' Executive Committee reviews the survey results with their respective teams to understand employee sentiment and create relevant action plans to address the key insights. This helps promote a culture of trust and transparency and drives positive changes throughout the organization.

Company Engagement

While surveys are a valuable tool for capturing broad, anonymized insights, we take great pride in fostering meaningful in-person engagement across our company. Our year-round employee engagement program is dedicated to celebrating our inclusive culture, while encouraging active participation at both global and local levels.

From Global Giving Week to in-person Town Halls to the annual Digital Services' kick-off, employees are invited to come together to celebrate achievements, align on near-term priorities and take part in local initiatives that strengthen our sense of community.

Over the past year, we've hosted more than 90 events — a dynamic mix of virtual and in-person gatherings — engaging more than 3,000 employees worldwide.

Talent Enablement and Feedback

In FY2024, we shifted from traditional performance management to talent and performance enablement. We continue to make strides in implementing this new approach, which encourages employees to set developmental and aspirational goals to foster career growth and impactful contributions.

We align individual and team goals with key performance indicators that support Digital Services' priorities. To prioritize promoting from within, we conduct talent reviews to facilitate mobility across Hitachi companies. In FY2024, we launched a communication campaign to foster a culture of continuous, meaningful performance discussions, building trust and inspiring growth through regular interactions between employees and managers.

We promote immediate feedback and coaching, enabling proactive evaluations and meaningful dialogues. This approach helps employees shape their future impact and significantly contribute to the organization's success. This year, we are proud to report that 98% of all employees received performance and career development reviews.

Throughout the year, managers also engage with employees in constructive conversations to provide directed feedback. Looking back, up and forward, these conversations explore achievements, organizational goals and career aspirations.

Goal:

Maintain more than 90% participation in performance reviews

Benefits

We are proud to provide benefits that support various aspects of our employees' lives — their health and well-being, financial stability, family resources and time away. Read more below and in our Hitachi 2024 Benefits Guide.

Health and Well-Being

Unique Health Benefits

We maintain comprehensive medical, dental and vision insurance for all employees. To remain vigilant in our care for employees whose health benefits may be at risk, we have updated our U.S. healthcare to provide out-ofstate coverage for all health benefits.

The shift supports those who would have otherwise been denied access to certain medical care programs due to their state regulations, such as gender-affirming care and reproductive healthcare. Additionally, we fulfill the diverse needs of our employees by bringing in the recommendations of our ERGs.

Our U.K. offices exhibited this prioritization by adding prayer spaces and feeding rooms for women.

Wellness Benefits

To support physical and mental well-being, we offer live and on-demand physical fitness courses, information about nutrition, Digital Services sleep center information and meditation sessions.

While these are offered to all, we recognize that our employees may require a different approach to wellness. To provide our employees with the freedom to choose the wellness program that best suits them, we allocate \$650 per year to U.S. employees to use how they want. They can purchase personal gym equipment, take exercise courses or sign up for a gym membership.

Mental Health

We prioritize mental well-being alongside physical health, recognizing the significance of mental health first aid. All employees have the opportunity to undergo training, including programs like Mental Health First Aid certification and QPR (Question, Persuade, Refer), to identify and aid those dealing with mental health issues.

Fostering a culture of awareness, we provide webinars and courses on topics like emotional fitness, breathwork, meditation and mental health in the workplace. Free sessions are offered, and employees are compensated for related health and safety courses taken externally, reinforcing our commitment to mental health wellness and support.

Financial Stability

Compensation and Bonuses

At Digital Services, we want everyone to share our success. Therefore, all permanent employees are eligible for a bonus. Our 401(k) match for U.S. employees, up to 6% with no

cap, garnered enthusiastic participation from 89% of our employees in FY2024.

Commitment to Pay Equity

Pay equity is a priority at Digital Services. As an organization, we promote fair compensation for all employees and ensure our Global Reward Policies are unbiased and consistently applied across our male and female population in similar pay grades. We hire a third-party legal firm to periodically analyze our pay structure.

Family Resources

Child and Elder Care

To support our employees caring for children or elderly family members, we offer resources such as care coaches, education and homework help, backup care and more.

Disability

We offer a comprehensive disability benefits program featuring a yearlong short-term disability program that provides U.S. employees with 80% of their salary.

Time Away

Time-Off and Leave Programs for U.S. Employees

Work-life balance is safeguarded by our unlimited time-off program, of which Digital Services was an early adopter, and our leaveof-absence policies. Other examples of our generous leave policies include the following:

- 1. Medical leave Allows up to 52 weeks off with a doctor's approval
- 2. Parental leave Collectively provides 24 weeks of time away
- 3. Bereavement leave Offers 40 paid hours
- 4. Jury duty Provides 10 paid days each year
- 5. Military duty Protects jobs under the Uniformed Services Employment and Reemployment Rights Act (USERRA)
- 6. Personal leave Offers six months of unpaid leave to pursue personal interests
- 7. Volunteer time off (VTO) Provides full-time employees with eight hours of VTO per calendar year

Flexible Work

Committed to flexibility, Digital Services allows employees to choose work locations based on business needs, country regulations and personal preferences. The flexible work policy, applicable to all employees, empowers them to decide their optimal work environments. This approach, initiated during the pandemic, reflects adaptability and understanding. Employees are free to determine where they can excel, whether in the office or at home, aligning with our hybrid working expectations, which have been positively received by our staff. This philosophy promotes mutual benefit for both the company and its employees.



Labor Practices and Contingent Work

Contingent Workforce Policy

Digital Services' Global Contingent Worker Policy reflects our commitment to recognizing and appreciating the contributions of every member of our workforce, including contractors, consultants and external workers. This policy ensures the accurate classification, utilization and tracking of contingent workforce members. When engagement managers identify the need for external resources to meet business requirements, this policy must be followed in the treatment and engagement of contingent workforce members. In FY2024, Digital Services' contingent workforce numbered 3,177.

Creating a Unique Culture

Corporate Strategy

At Digital Services, the company respects and values each employee's uniqueness. By creating an environment where we collaborate and support each other, our culture becomes integral to the success of our mission to contribute to society. Because together, we are stronger.

As a global company operating across a wide range of industries and regions, one of the things that sets Digital Services apart is the diversity of our business and people, which drives our innovation and growth. We are committed to creating an inclusive environment where everyone feels valued, respected and enabled to contribute their best.

By working together and supporting each other, we create a culture that is essential to achieving our mission of contributing to society. "Together, we are stronger" reflects how we work, grow and succeed: by bringing together different perspectives, supporting one another and creating shared value through collaboration. This mindset drives our innovation and our impact on society.

Corporate Policy

The Hitachi Global Policy on Diverse Perspectives sets behavioral expectations, guidelines and commitments across Hitachi's business units. For a comprehensive review of the company's official policy, see more here.

Recruitment Practices

Digital Services understands that to be a leading organization, we must continue to attract the best and brightest talent globally. In June 2024, Hitachi rolled out a practical guide to improve the finding, interviewing, hiring and onboarding of talent. The toolkit can be used by anyone bringing new talent into Hitachi, such as hiring managers, HR or Talent Acquisition. It includes guidance and resources on preparing to recruit, generating candidates, assessing and measuring progress.

Job Advertisements

Our job advertisements are crafted with language to remove the barrier of a "boxchecking" mindset. Selecting the ideal candidate for a role goes beyond mere checklist evaluation, and we want candidates to apply if they are excited by the opportunity.

Recruitment staff members are trained regularly to create impactful and descriptive job postings. We also added the ability for applicants to provide their pronouns and name recordings as part of the application process.

Our Interview Process

Grounded in the belief that streamlined interviewing is central to hiring quality candidates, we utilize a third-party applicant tracking system with built-in functionality to support assessment and selection practices. The system incorporates predetermined selection criteria, consistent interview questions and a common rating scale to remove potential bias. We also leverage a specific tool that prompts recruiters and interviewers to raise awareness about potential biases in the moment.

To enhance our visibility as an LGBTQ+friendly workplace and to actively promote this commitment, we joined myGwork, a global recruitment and networking hub for LGBTQ+ professionals.

Hiring Manager Training

To strengthen our hiring practices, foundational interview skills training and more in-depth Critical Behavior Interview training is available to all hiring managers.

We also launched a new course in November 2024 called Hiring and Engaging Talent, which is part of the Sakura People Manager Development program. This interactive course includes recognizing and avoiding unconscious bias in hiring.

Compliance and Awareness

We conduct annual compliance training on harassment and antidiscrimination, among other issues. Available in nine languages, this training course educates employees about the importance and value of an inclusive workplace. Digital Services' mission and vision training participation was 100% in FY2024.

High-potential talent at Digital Services has the opportunity to participate in the Hitachi Amplify program, which focuses on storytelling training and amplifying a message. The FY2024 program culminated in a global finale with more than 1,200 employees showing support and an inspiration score of 4.7/5.

Read more about Amplify in the Learning at **Digital Services** section of this report.



SOCIAL CAPITAL

ERGs

INTRO

Hitachi's ERGs are employee-led communities that unite individuals with shared backgrounds, experiences or interests. These groups foster support, networking and advocacy, while aligning closely with the company's values and strategic goals. ERGs create inclusive spaces where employees can connect, share perspectives and uplift one another — cultivating a culture of innovation, collaboration and mutual respect. Currently, there are eight ERGs within Digital Services, all of which are open to every employee.

Black Employee Resource Group	DiversAbility	Earth Alliance	HOLA! ERG
 Fosters a sense of community, inclusion and allyship Promotes networking, professional development and leadership opportunities 	Offers support and education to address challenges and leverage strengths	 Addresses environmental issues for higher quality of life Actively fights climate change Leverages technology leadership to address challenges 	 Uplifts Hispanic and Latin employee voices to achieve full potential Connects employees to resources on cultural awareness, career growth and community outreach Fosters relationships between employees in tech and educational organizations
Mental Health First Aiders	Rainbow Connection	Veterans ERG	Women of Hitachi
 Trains employees in active listening and providing direction to professional services for individuals facing mental health challenges Hosts monthly safe-space discussions 	 Provides visibility for LGBTQ+ employees Promotes inclusive and safe culture Establishes business goals to improve LGBTQ+ hiring, provide gender-affirming healthcare and establish gender-affirming content Extends to allies to foster community 	 Enhances work environment for veteran employees and job seekers Supports and engages with community through sharing experiences and resources for professional growth 	Offers allyship and programs to help women develop skills in financial literacy, career development, negotiation and ways to address imposter syndrome

ERG Impact

8

Number of Digital Services ERGs, which has doubled since 2022, to offer community and engagement

10% Increase in ERG membership YOY



INTRO

Our HOLA! ERG is a vibrant community supporting Hispanic and Latino employees as well as their allies. HOLA! has networked with Fortune 500 and Fortune 1000 organizations, Hitachi companies and universities in Latin America, building bridges to talent sources for Digital Services.

The group has created opportunities to engage with senior leaders and showcased its work on social media, earning uncommonly high reach across social platforms for the organization. For example, HOLA!'s Leadership Secrets event spotlighted six Latino leaders, represented 36 countries and had almost 700 attendees.

HOLA! is actively creating leadership opportunities for members, demonstrating to the broader company and communities we work in that Digital Services is an inclusive and supportive workplace.



APPENDIX





SUSTAINABILITY INNOVATION | ENVIRONMENT SOCIAL CAPITAL CORPORATE GOVERNANCE

Social Contribution Activities

Digital Services is committed to conducting all business operations and activities in a manner that promotes the safety and health of colleagues and visitors and minimizes risk to Digital Services property. Our Global Environmental, Health and Safety (EHS) Policy outlines processes, monitoring and oversight of health and safety across the company. We also maintain a Health and Safety Committee, which consists of global facilities and security managers who report to senior leadership. The committee is currently developing a Global EHS Management Plan, which will support the policy and provide an operational framework. We track metrics such as incident reports at our distribution centers and work-related ill health cases in our offices. In FY2024, 11 work-related ill health cases were reported globally.

Powering Good

For more than a century, Hitachi companies have remained committed to Powering Good through their social innovation efforts, connecting to co-create and innovate toward advancing a more sustainable future for all. Employees around the globe are also doing their part, actively contributing through volunteer service projects that help Hitachi achieve global targets, such as the UN SDGs.

As part of Hitachi, Digital Services is committed to investing in, developing, nurturing and empowering future generations, together with our employees and diverse stakeholders, in the following areas:

- STEAM (science, technology, engineering, arts and mathematics)
- The environment

INTRO

• Community engagement

Digital Services' Community Action Committees and functional teams choose their partner organizations based on proximity to the Hitachi offices and alignment with our vision to co-create a better world for us all.

Employee Volunteering

Digital Services provides paid time off during the workweek for employees to perform volunteer work at schools, sponsored community events or nonprofit charitable organizations.

In the U.S., full-time employees receive eight hours of VTO and part-time employees receive four hours of VTO for the calendar year.

Goal:

Deliver high-impact local initiatives through volunteering and giving campaigns

Giving Week FY2024

Empowering Change Through Social Giving

Giving Week FY2024 marks the third year of Hitachi's global campaign to drive meaningful action in environmental sustainability and learning and in reducing inequalities. This annual initiative underscores the company's commitment to making a difference through collective efforts, bringing together employees across the globe to participate in projects that align with its values and the UN SDGs.

Giving Week Highlights

Participation:

- Employees dedicated an impressive 1,185 hours of volunteering across multiple regions, surpassing their goal of 1,000 for the year.
- Teams virtually and in person engaged in hands-on activities, fundraising and community building projects.

Environmental Initiatives:

• In Vietnam, employees led a battery recycling drive that collected 2,547 used batteries, advancing safe waste management and reinforcing sustainable workplace habits.

Learning and Development:

- We supported 110 students through mentoring and educational resource donations.
- We hosted three skill-building workshops for underrepresented communities.

Social Equality:

• We partnered with local organizations to deliver more than 26,000 meals across the globe.

Part of Digital Services' giving efforts more broadly also include a budget for local environmental nonprofits selected by our Earth Alliance ERG members that focus on climate change management, waste mitigation and clean water access.

Demonstrating Impact

We maintain an online form to capture where and how our employees contribute to their communities. This helps inform Digital Services teams working on the ground with nonprofit organizations who assess need, impact and potential adjustments to our support on an ongoing basis. A few examples are highlighted below.



EmpowerHER: Uplifting Future Leaders in India

In India, our efforts centered on inspiring and supporting young minds to achieve their potential. In partnership with Katalyst, volunteers in Pune and Bengaluru hosted career-focused sessions, skill-building workshops and networking opportunities with professionals for young women from low-income backgrounds. In Hyderabad, we hosted Teach for India students at our office, offering a meaningful and creative experience that positively impacted their educational journeys and inspired them to dream big. Employees contributed more than 500 volunteer hours to support these efforts.



Supporting Hunger Relief Efforts

Employees stepped up to fight food insecurity in their local communities with impactful efforts. In Dallas, teams packed more than 17,000 meals, providing nutritious meals for 48 children for an entire year. In Lisbon, volunteers helped transform a support center for cancer patients and their families. In London, teams assembled 600 hygiene kits for local nonprofits and wrapped more than 200 gifts for a charity supporting the homeless. In Ho Chi Minh City, employees recycled more than 2,500 batteries and joined an online workshop promoting e-waste reduction. Another Vietnam-based team provided supplies and hosted activities for children living at SOS Village. In Bangkok, volunteers served lunch and spent time with more than 230 children with disabilities, creating a day of connection and encouragement. These are only a few examples of efforts our employees take to support organizations in our communities that work tirelessly to support those in need.

Goal:

INTRO

Achieve 1,000 volunteer hours during our annual Global Giving Week by FY2025

FY2024 Worldwide Impact

45

Number of organizations supported/partnered with

\$352,710

Total charitable contributions

1,592
Total hours of employee volunteering

^{*} Data represents the legacy Digital Services business as it was structured in FY2023, which includes Digital Services. Refer to our <u>press release</u> for more information on the global reorganization.



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Employee Health and Safety

Digital Services is committed to conducting all business operations and activities in a manner that promotes the safety and health of colleagues and visitors and minimizes risk to Digital Services' property. Our Global EHS Policy outlines processes, monitoring and oversight of health and safety across the company. We also maintain a Health and Safety Committee, which consists of global facilities and security managers who report to senior leadership. The committee is currently developing a Global EHS Management Plan, which will support the policy and provide an operational framework. We track metrics such as incident reports at our distribution centers and work-related ill health cases in our offices. In FY2024, 11 work-related ill health cases were reported globally.

Health and Safety at Our Offices

Safety and Compliance

As a global organization, Digital Services operates in multiple jurisdictions, each with unique legal requirements. We recognize that local regulations are subject to change, which is why our EHS Management System has been built to be adaptable and responsive to a complex global regulatory environment. We remain committed to meeting and exceeding relevant EHS requirements.

Risk Assessment and Management

Once risks have been assessed and appropriate controls identified, implementation is coordinated through the Global Protective Services (GPS) team with the support of the regional and local property teams. Controls are embedded into day-to-day operations through risk registers, activity-specific procedures and emergency plans.

Monitoring of control effectiveness is achieved through regular inspections, incident reporting, contractor performance reviews and internal audits. Any deficiencies or nonconformities are recorded and addressed through corrective actions. Emergency response plans, evacuation drills, and system and equipment tests are used to assess operational readiness and validate preparedness measures.

Emergency Preparedness, Response and Incident Reporting

Employees are encouraged to report all incidents, including injuries, near misses and health-related concerns, promptly via the D3 E Alert System.

We promote a no-blame culture to ensure transparency and learning. Reports are logged, reviewed and investigated proportional to the risk or severity. Root causes are identified, and corrective actions are implemented and tracked. Findings are shared internally where relevant to prevent recurrence and support continuous improvement.

Certifications and Audits

Local compliance reviews are conducted regularly to evaluate the effectiveness of our adherence to the applicable laws. The process is delivered via the planned audit schedule, which helps identify areas for improvement and ensures continuous compliance with local and global standards.

Audits are led by internal and external auditors using the process to identify gaps in compliance and issue corrective actions for the relevant persons to implement within a defined time frame. All actions, including those involving legal nonconformities, are tracked to ensure sufficient action is taken to address matters promptly and to prevent recurrence. The objective of inspections, assessments and audits is for Hitachi's teams to proactively identify unsafe conditions, ensure compliance with internal and external requirements and drive continuous improvement in health and safety performance across all Hitachi projects and workplaces.

This procedure applies to all Hitachi-operated facilities, project sites and temporary work environments globally. It includes routine inspections, formal health and safety assessments, and internal audits.

Hitachi Digital Services

Corporate Governance

- Sustainable Procurement
- Governance Structure
- Risk Management and Business Continuity
- Business Ethics
- Competitive Behavior
- Cybersecurity and Data Privacy



Operating ethically is the foundation of how we deliver for our customers, employees and communities. Digital Services maintains a resilient infrastructure, safeguards data and effectively manages risk.

Sustainable Procurement

Supply Chain Operations

Digital Services' global business operations focus on service offerings. At the highest level, suppliers are grouped into the IT/technology category or the service category. In addition to aligning with Hitachi Group's Code of Ethics and Business Conduct, the Global Procurement department undergoes annual mandatory training on sustainable procurement, with a 100% completion rate in FY2024.

Supplier/Vendor Code of Ethics and Business Conduct

We believe that high ethical standards not only for employees but also all business partners are the foundation of a successful business and a great work environment. Hitachi's Expectations of Business Partners (Business Partner Code) articulates Digital Services' commitment to upholding responsible and ethical business practices throughout the value chain and outlines the expectations of all our suppliers and distribution channel partners. The Business Partner Code is incorporated by reference within the Hitachi Master Procurement Services Agreement and distribution channel partner agreements as part of our onboarding process.

Due Diligence and Qualification

SUSTAINABILITY INNOVATION

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Our supplier selection and onboarding procedures include due diligence checks and compliance with applicable laws and regulations. The supplier qualification process includes, when required, reputational due diligence, financial viability assessment, and validation of business ethics and potential

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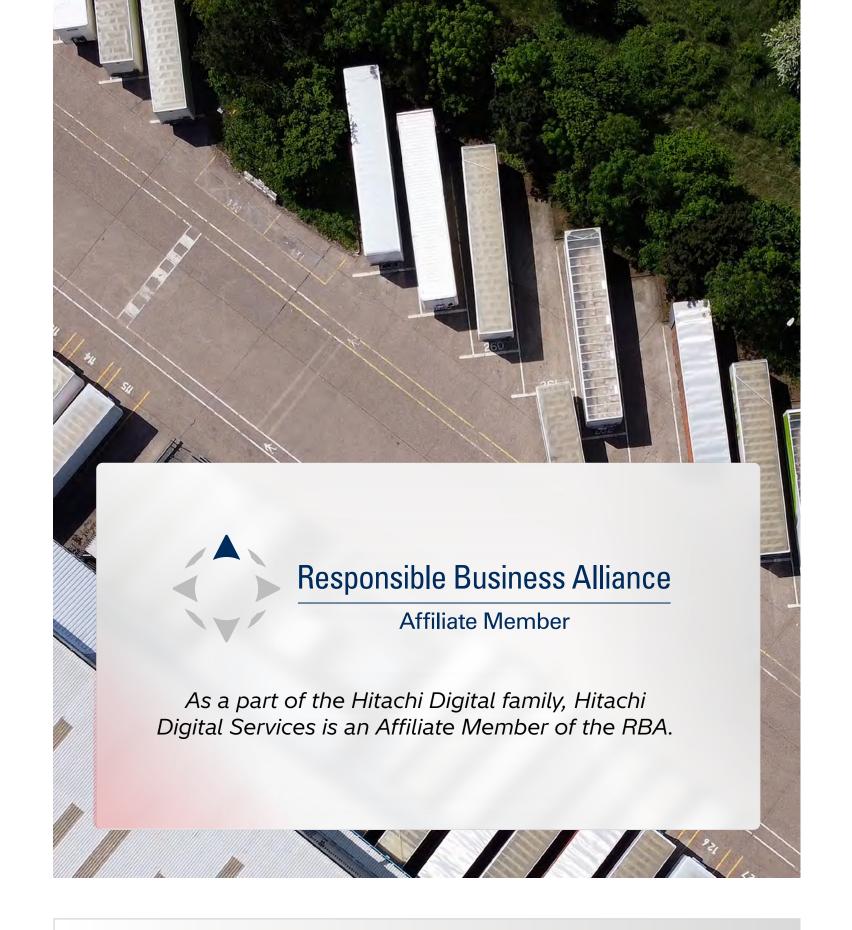
conflicts. During the supplier qualification process, suppliers are required to review and comply with the terms and conditions of Hitachi's Expectations of Business Partners.

In FY2024, 100% of Digital Services' new suppliers agreed to comply with the terms and conditions of Hitachi's Expectations of Business Partners. In any instance where this was not the case, we were able to provide a like-code of conduct, approved by Hitachi's legal counsel.

In addition to service quality, cost and product specifications, Digital Services' qualification process assesses suppliers' efforts to adequately address:

- Environmental sustainability
- Business continuity
- Service and product security
- Data privacy protection
- Diversity
- Global trade compliance
- Human rights

In undertaking responsible partnerships with business partners, our qualification process also requests suppliers to disclose their external sustainability rating as verified by such organizations as EcoVadis, the Responsible Business Alliance (RBA) and the CDP.



Goal:

Engage and educate 90% of our active supplier spend on reaching GHG reductions by FY2040

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In FY2024, a new Procurement Agreement was implemented in the Americas and APAC regions. This Procurement Agreement is a master contract document that was expanded to include ESG clauses. The EMEA region is working on localization of these documents which will be released in FY2025.

Third-Party Risk Assessments and Audits

We maintain a robust due diligence process for assessing and addressing risks in the supply chain.

Our risk classification system for suppliers starts by determining the risk based upon the item category. For categories that are required to be assessed, a request is sent to the Business Continuity Management (BCM), Data Privacy and Cybersecurity departments, which conduct appropriate reviews. All new suppliers are subject to a vendor risk assessment, as are existing suppliers that add new products or services to the business relationship. In addition, enhanced desktop due diligence and online monitoring are performed on existing suppliers.

We also use a risk-based approach when performing due diligence for distribution channel partners, with a particular focus on trade compliance, ownership verification and reputational due diligence that examines financial crimes, other serious crimes, diversion risks, business continuity, intellectual property claims or misuse, and other potential threats. A risk-based approach consistent with frameworks identified by the U.S. Department of Justice and other regulatory authorities is used to assess the level of due diligence required.

Third-Party Information Security

Security in Supplier Relationships

Confidentiality Agreements

External parties (such as suppliers, vendors or subprocessors) performing services on or requiring access to Digital Services or our data hosting and data processing facilities are required to commit to contractual confidentiality language, which may include a nondisclosure agreement. When applicable, external parties must also sign a data protection agreement and EU Model

Clauses. All agreements in which a third party may be given such access must also incorporate approved confidentiality standards and security provisions into their downstream suppliers' contracts as relevant.

Third-Party Evaluation and Monitoring

Digital Services evaluates third-party services, assesses the information security risk associated with them, and identifies remedial actions to mitigate the risk and lower it to an acceptable level. Existing third-party services are periodically evaluated for security risks, and risk mitigation measures are instigated.

Part of our approach toward third-party evaluation and monitoring is through our third-party risk assessment questionnaire. This tool allows us to assess how secure a potential partner will be in terms of data privacy, business continuity, security and data loss/protection. Below are some of the specific parameters and questions that we investigate prior to engaging with service providers:

- Data Privacy Confirms types of data used, countries of storage and transfer of data, and location of services provided
- Business Continuity Includes service-level availability and typical business process recovery time, including objective and recovery point objective
- Service and Product Security Analyzes publicly available security information, thirdparty attestation and certifications, penetration tests and data encryption, security logging and auditing, and records retention
- Third-Party's Security Practices Discloses information security process, checklists, employee screening, segregation of duties, system hardening, malware and threat management
- **Data Loss Prevention -** Confirms processes in place to prevent and monitor the exfiltration of Digital Services' data

Third-Party Service Delivery Management

Digital Services maintains master service agreements with various vendors for services and products. In these agreements, specific security and privacy controls are defined and agreed upon prior to the onset of service.

Supplier Sustainability

We assess the environmental commitments of top-tier suppliers to ensure alignment with Digital Services' environmental requirements.

In FY2024, we continued to enhance sustainability efforts within our supply chain by developing and issuing a Supplier Sustainable Procurement Survey to Digital Services' suppliers that represent the top 80% of our spending.

As part of this survey, we ask suppliers about their ESG and sustainability programs, progress, and commitments. Our sustainability questionnaire covers areas such as:

- Energy consumption and GHG emissions
- Climate targets
- Supplier environmental practices
- ESG and sustainability rating frameworks
- Conflict minerals
- Human rights audits
- Employee health and safety policy and certifications
- Information security
- Supplier audit history

Trusted Ally Program

Digital Services Trusted Allies are a selective group of suppliers that meet a high level of performance, quality, service, flexibility and contracting guidelines to provide global services, tools and

support. The purpose of this program, launched in late FY2023, is to create a global ecosystem of suppliers that have a vested interest in growing Digital Services' business and strengthening its infrastructure. These suppliers must have preferable commercial and legal terms and be considered high performing in the areas of technology, cost, quality, sustainability, flexibility and services provided. Supplier scorecards have been developed and made available to all sourcing managers to evaluate each supplier in these areas.

Human Rights in the Supply Chain

Digital Services recognizes the importance of identifying and preventing modern slavery in our business and supply chain. The Modern Slavery Transparency Statement sets out the steps we have taken to minimize the risk of modern slavery and human trafficking in our global business operations and supply chain. The statement is compliant with the requirements of the Australian Modern Slavery Act, the U.K. Modern Slavery Act, the California Supply Chain Act and various other regulations, and it is reviewed and updated annually.

Our commitment to the identification and prevention of modern slavery covers various exploitative activities, such as forced labor, slavery, child labor and human trafficking. By promoting awareness and understanding of the risks within our own sector, improving collaboration across our organization and strengthening supply chain transparency, Digital Services continues to combat the risk of human trafficking and modern slavery entering our supply chain. Recent actions are summarized below:

• We incorporated learnings related to modern slavery, unfair labor practices and the identification of any association with trafficking into a framework to consider these issues in our vendor risk assessment process.

 We continued to enhance our processes to evaluate supplier compliance with Digital Services' standards for preventing trafficking and modern slavery. In FY2024, suppliers that represent the top 80% of spend, as well as all new suppliers, were assessed for compliance.

As our operating context continues to evolve and change, so will our approach to human rights, including modern slavery. As such, Digital Services will be updating and refining our modern slavery policy in the coming year.

Goal:

In FY2025, maintain annual supplier engagement on ESG surveys/audit and assess for modern slavery risk through periodic review of suppliers' ESG activities

Supplier Diversity

At Digital Services, we consider working with diverse suppliers to be an integral part of our strategic sourcing and procurement processes, and we continually seek to build mutually beneficial relationships with a broad and diverse supplier base. This base includes owners of small businesses, as well as businesses with minority, women, LGBTQ+ or disabled owners. Our requests for proposals ask prospective suppliers to identify their diversity classification, indicate whether they have a supplier diversity policy and provide supplier diversity spend reporting.

Across Digital Services, we tracked diverse suppliers and associated spend. As FY2024 was the first year of operation for Digital Services, we measured baseline spend for supplier diversity, totaling \$1,126,630.

Governance Structure

To promote the interests of and deliver for our customers, employees, communities and other stakeholders, we maintain a strong corporate governance structure that starts with our board of directors, Audit Committee, and Digital Services directors. We consider the diversity of backgrounds, skills and experience when selecting our leadership. We will continue to seek future candidates whose talents and background reinforce our culture and enhance our long-term business success.

Risk Management and Business Continuity

Oversight

Digital Services' BCM department is responsible for the company's risk management and business continuity programs and planning. The department's leadership includes the BCM Steering Committee, which consists of senior members across the company in core functions, such as product, legal, HR, security, IT, cybersecurity, internal audit, supply chain, global services, sales operations and sustainability. The BCM Steering Committee reports to Digital Services' Executive Committee on a periodic basis and conducts crisis management training and simulation exercises for the Executive Committee every two years.

BCM leadership also coordinates and collaborates closely with the Hitachi Global Crisis Management Division (previously known as the Corporate Risk Management department), with meetings held on a monthly basis.

Enterprise Risk Identification and Management

Our risk assessment process follows the Committee of Sponsoring Organizations' (COSO's) enterprise risk management (ERM) framework when identifying and assessing the likelihood or severity of relevant risks. Based on input from relevant stakeholders, risks are identified that might prevent Digital Services from achieving strategic objectives in consideration of the expected impact, likelihood and velocity of a risk to the company. The risk assessment also gives consideration to the following aspects:

- New developing risks according to research institutions
- Identification of industry-specific risks based on competitors' financial reports

ENVIRONMENT

Regulatory changes

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Macroeconomic developments

SUSTAINABILITY INNOVATION

Digital Services' Internal Audit department conducts audits to assess the effectiveness of our established controls at managing the risks presented.

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Climate Risk

We recognize the warming climate increases the likelihood of climate-related risks that may impact our business. Climate change has been an important topic at BCM Steering Committee meetings, diving deeper in FY2024-2025 to integrate climate activism and ESG challenges as specific areas in Digital Services' enterprise-wide business disruption risk assessment process.

BCM Program

Through our Global BCM program, we conduct enterprise-wide business disruption risk assessments that identify core risks across the business, reviewed and approved by the BCM Steering Committee. The risk assessment methodology considers historical incident trends and internal and external emerging trends. Risks are identified and rated by identified department owners, and mitigation plans are developed.

Digital Services' BCM team follows internationally accepted standards through alignment with ISO 22301 and with professional practices from the Business Continuity Institute and Disaster Recovery Institute. The Global BCM Policy guides how the company monitors risk and maintains recovery procedures

in the event that business operations are threatened. Mandatory training exercises and awareness sessions are conducted with different teams across all locations to ensure understanding and compliance with the policy. This happens annually or whenever there are major changes to the policy. The policy is reviewed and approved by the BCM Steering Committee.

Digital Services maintains a redundant and resilient infrastructure, with the ability to recover services in the event of a significant disaster or disruption. For critical business functions, Digital Services provides for the recovery and reconstitution of our production-computing environment to the most recent available state following a disaster. Digital Services has established alternate processing sites to accommodate full operating capability in the event of loss of service at a primary facility.

Crisis Management and Major Incident Management Plan

Digital Services' BCM team maintains the crisis management framework, which includes crisis management and major incident management plans. These plans provide a playbook to respond to all types of major incidents or crisis situations. The primary objective is to ensure employees are safe, followed by continuation of business activities.

We also maintain an emergency preparedness plan that provides instructions and guidance for emergency response at our distribution centers. Emergency preparedness activities are conducted to ensure that employees are properly prepared to handle safety or environmental incidents or accidents that happen on-site. Emergency response activities are periodically tested and exercised through drills that are evaluated to identify improvement opportunities.

Tabletop Exercises

On an annual basis, business continuity plans for selected information systems are tested as a live exercise or a tabletop test. The tests are used for training Digital Services users and are coordinated with all personnel responsible for contingency planning and execution. The tests verify that online backups can be recovered and that the procedures for shifting a service to the alternate processing site are adequate and effective. Test plans are developed in accordance with industry best practices. Results of the testing are used to improve the process and initiate corrective actions.

CORPORATE GOVERNANCE

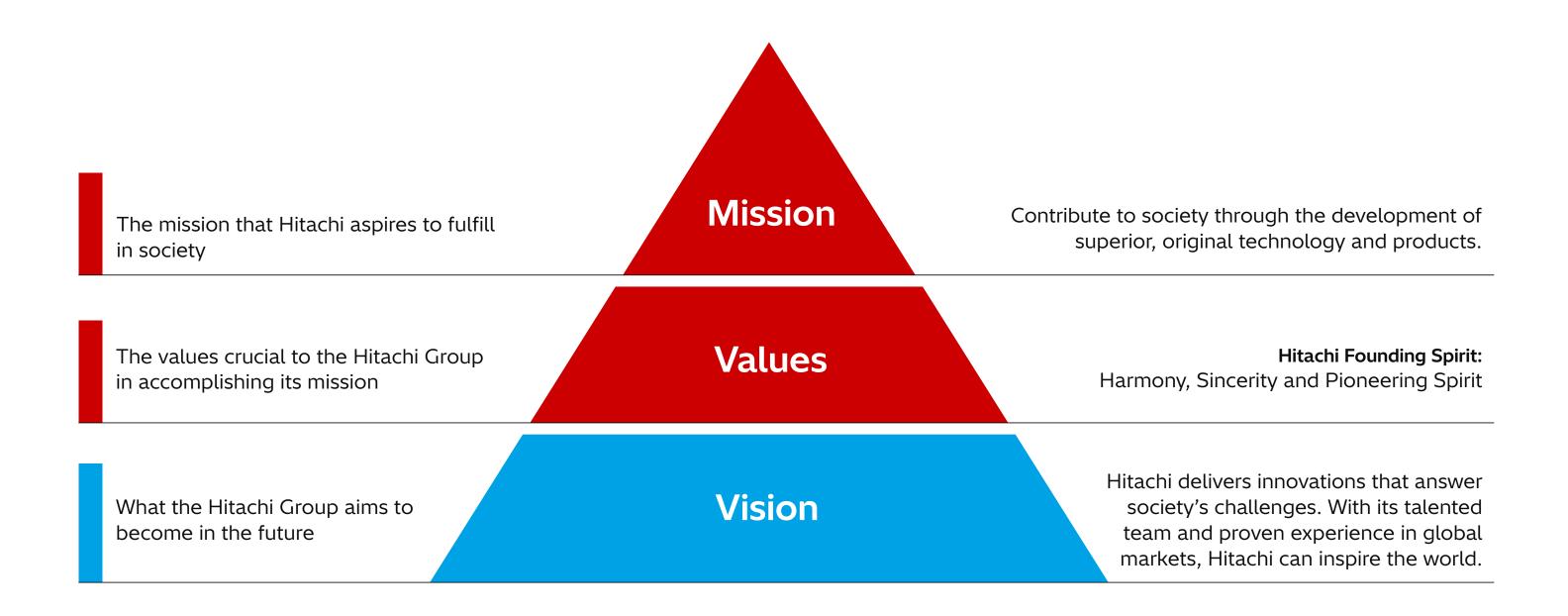
Business Ethics

Digital Services is committed to the highest standards of ethical, moral and legal business conduct. Operating ethically is the foundation of how we deliver for our customers, employees and communities. Hitachi Group's core values of Harmony, Sincerity and Pioneering Spirit guide the development of our ethics philosophy and program.

The Values Crucial to the Hitachi Group

Harmony, Sincerity and Pioneering Spirit

These values emulate the founding spirit of Hitachi and have been embraced with care and guided by our predecessors for more than a century. This spirit resonates through the way we think and operate, as we collectively strive to deliver solutions that create new value globally.



Policies

Code of Ethics and Business Conduct

We recognize that our complex business environment can create uncertainty about how to uphold the company's ethical standards. Digital Services' Code of Ethics and Business Conduct (the Code) articulates the company's commitment to ethical business practices and helps our employees and third parties acting on Digital Services' behalf (e.g., contractors, distribution channel partners and supplier/vendors; collectively, "Business Partners") navigate potentially challenging situations.

The Code focuses on five areas:

- Personal conduct
- Lawful and ethical behavior, including fraud, anti-bribery, anti-corruption, antitrust and fair competition
- Company assets, including intellectual property
- Data protection
- Conflicts of interest, including insider trading and political contributions

We also align with the Hitachi Group's Code of Ethics and Business Conduct, which is issued for implementation by all Group companies and reviewed annually unless major regulatory changes necessitate expedited updates. The Hitachi Group Code is acknowledged and certified on an annual basis by Digital Services' employees and contractors as part of the annual compliance training initiative.

Digital Services has also adopted <u>Hitachi's Expectations of Business Partners</u>, which outlines the guiding principles, values and rules for our vendors, suppliers and service providers to abide by when conducting business on Digital Services' behalf. This third-party code of conduct is incorporated by reference into our standard vendor, supplier and service provider terms and conditions.

Anti-Money Laundering, Anti-Bribery and -Corruption, Fair Competition, and Conflict of Interest Policies

To ensure that Digital Services remains compliant with applicable anti-bribery, anti-corruption, anti-money laundering and fair competition laws, we have established standalone policies, managed by the chief legal and compliance officer. In addition to these core policies, Digital Services has issued several other subject-matter-specific supporting compliance policies to educate employees and contractors regarding more targeted rules and controls used to prevent financial crimes or misconduct or detect it in a timely fashion. Examples of these policies include our Donations and Charitable Giving Policy; Third-Party Gifts, Travel and Entertainment Policy; Third-Party Due Diligence Policy; and Conflicts of Interest Policy.

These policies, available in nine languages, include scenarios and frequently asked questions to guide employees and contractors, giving them the tools they need to identify and report red flags indicative of misconduct without fear of retaliation. Employees and business partners report suspected compliance and integrity breaches to their managers, the HR department, the Legal and Compliance department or the Digital Services Ethics Hotline.

In addition, in FY2024, Digital Services launched a Managers' Ethical Toolkit, providing written guidance to our people managers regarding how to instruct our staff about ethical decision-making and reporting concerns. The toolkit includes several ethical dilemma scenarios for Digital Services' managers to share with their teams to generate discussion about parallel challenges employees may confront on the job.

Equal Employment Opportunity Policy

Digital Services adheres to equal opportunity principles in employment decisions, considering all individuals without discrimination. We strive to provide a work environment based on trust, respect and fairness. Our Global Equal Opportunity Policy applies to all Digital Services employees and is approved by the chief HR officer and chief legal officer. We take equal employment opportunity concerns and allegations of discrimination very seriously. Digital Services prohibits retaliation of any kind for employees seeking guidance or reporting suspected violations.

Global Grievance Policy

As outlined in the Hitachi Global Grievance Policy, Hitachi Vantara prohibits harassment, discrimination and retaliation against any current or former employee who raises concerns

in good faith about unlawful or unethical conduct. Team members can confidently and anonymously raise their concerns, when the law permits, through the <u>Hitachi Global Compliance</u>

<u>Hotline</u>, which is available 24 hours a day, seven days a week.

Policy Steering Committee

Digital Services maintains a cross-functional Policy Steering Committee, which reviews new and updated policies across the entire company in addition to legal and compliance policies. The team meets weekly to discuss new and updated policies.



Whistleblower Program and Ethics Hotline

An essential characteristic of our open culture is the availability of appropriate channels for Digital Services' employees and other stakeholders to report concerns in good faith and the ability to do so without fear of retaliation. Our Whistleblower Policy applies worldwide to Digital Services and its subsidiaries, affiliates and anyone doing business with or on behalf of the company. It provides an avenue for our employees, business partners, customers and the general public to raise concerns or report suspected misconduct in good faith.

Key Components of Digital Services' Whistleblower Program

Anonymous reporting

- Concerns can be reported anonymously through the Hitachi Global Compliance Hotline, available 24 hours a day, 365 days per year, where permissible by law. The hotline reflects the current local reporting requirements and is available internationally. Reporters may raise concerns in approximately 50 languages either online or via telephone. Anonymity may be maintained using either the telephone or online reporting options provided by the hotline platform.
- Other typical channels to report concerns include line managers and the HR, Legal and Compliance departments.

Zero-tolerance policy for retaliation

• Digital Services has a zero-tolerance policy for retaliation of any kind against persons who report concerns in good faith.

Confidentiality

• Strict confidentiality is applied, to the extent possible, when handling concerns, including investigation details and the identity of the person making the allegation.

Investigation

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• Digital Services is committed to following up appropriately, promptly and confidentially where possible, led by different investigative teams, dependent on the issue.

Ethics and Compliance Training

Our annual online compliance training program, mandatory for all employees and contractors, raises awareness of our integrity and compliance policies and sets expectations regarding the standards of conduct expected of all who represent Digital Services in the marketplace and within the communities in which we participate. It also helps us demonstrate our commitment and adherence to our policies.

In FY2024, employees and contractors took separate, subject-matter-specific courses in addition to the General Code of Conduct training course. This additional training covered the following topics: anti-harassment, discrimination and retaliation, cybersecurity, data privacy, human rights, and procurement (an overview of the Procurement Policy).

Code of Conduct Training Topics

- Business ethics
- Bribery and corruption
- Anti-money laundering laws
- Fraud
- Fair competition
- Export control

- Company assets
- Information owned by others
- Data protection
- Conflict of interest
- Reporting and nonretaliation
- Ethics hotline

Our online training is supplemented with targeted face-to-face and webinar-based training, typically provided by function, role and geography on a rolling basis to employees and select channel partners throughout the year. These programs provide deeper dives into areas of concern specific to Digital Services' business, frequently using case studies pulled from the company's own experiences. Using this more interactive and facilitated discussion format allows Digital Services' employees, contractors and business partners to engage in meaningful dialogue about decisionmaking tactics used when confronting ethics and compliance gray areas and reinforcing the importance of speaking up when suspected misconduct is observed.

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Ethics and Compliance Risk Assessments

In FY2023 and FY2024, Hitachi used an independent third party, Ethisphere, to launch a blind Ethical Culture Survey for all Hitachi Group companies.

In addition to Hitachi's efforts to measure employee speak-up culture, Digital Services' Compliance and Internal Audit departments conduct periodic risk assessments and audits to detect and evaluate areas of increased risk based on a variety of factors, including evolution in business models, systems and controls, and governance structures, as well as changes to regulatory schemes and enforcement.

Following an assessment of our overall compliance program in FY2023, we focused on closing control gaps identified from the assessment as well as increasing compliance training across the organization in FY2024. Implementation of these controls' improvements remains ongoing.

Our Internal Audit team has performed audits that cover the following categories: customer-facing operations, Digital Services' internal processes and country-specific audits. Country-specific audits focus on processes that fulfill local needs and requirements and are performed mostly by local employees. Selection of the countries is based on a separate risk assessment methodology, which is revised on a regular basis. The Internal Audit team tracks and reports on management action plans to make sure risks are addressed.

In addition to structured risk assessment methods, the Compliance department prioritizes gaps detected and takes appropriate corrective actions when matters requiring improvement are identified through routine business learnings and concerns raised via the hotline and other speak-up channels.

Public Policy and Government Relations

The Hitachi Washington Corporate Office (WASHI) is Hitachi's North American Government Relations team. Based in Washington, D.C., the team works with federal, state and local governments to promote Hitachi's business across all sectors. Cooperation between the private and public sectors is necessary to encourage and support innovation, confront society's most urgent challenges and realize a sustainable and equitable future. To this end, WASHI works closely throughout Hitachi to address challenges it faces doing business in the U.S. and build bridges between group companies and policymakers.

WASHI supports U.S. government policies that enable Hitachi to achieve its goals of a more sustainable, connected and secure society. The team engages with government at every level — state governors and legislators, Congress, and federal government agencies — to educate it on Hitachi's work and impact. WASHI also advocates with industry association partners, such as the Consumer Technology Association and the National Association of Manufacturers, to collaborate with like-minded companies and build awareness in the U.S.

Digital Services does not participate in political advocacy activities. Employees are not permitted to make financial contributions or provide other support to political parties, politicians or candidates for election to public office in the name of Digital Services or on our behalf.



Competitive Behavior

Actions in place to prevent anti-competitive practices include:

- Anti-Trust/Fair Competition Policy
- Supplemental training that includes Anti-Trust/Fair competition training
- Appointment of Global Competition Counsel in FY2023

Digital Services reported zero monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations during FY2024.*

Cybersecurity and Data Privacy

Cybersecurity

INTRO

Digital Services understands how critically important information protection is to our customers. Our security practices are designed to protect the confidentiality, integrity and availability of customer information. We continually work to strengthen and improve these security practices.

Digital Services implements, maintains and monitors a cybersecurity program appropriate to:

- The risks of Digital Services' operations and mission
- Generally accepted information and cybersecurity practices
- Applicable legal and regulatory requirements

The Digital Services Cybersecurity Charter describes our approach to protecting the confidentiality, integrity and availability of sensitive data and systems. It applies to all employees, contingent workers, partners, vendors, customers or guests who access and utilize Digital Services' information and information resources.

Governance and Oversight

Cybersecurity is a cross-functional effort at Digital Services and includes oversight from:

- Executive level
- Corporate-wide Cybersecurity Council Governance Committee
- Cybersecurity, product security and physical security organizations

Management actively supports security initiatives, requirements and compliance objectives through strategic planning, ongoing compliance and audit measures, as well as a commitment to maintaining a secure service environment. Cybersecurity responsibilities and activities are defined and coordinated by personnel trained in cybersecurity practices applicable to their role or job function.

Appropriate cybersecurity management necessitates a flexible and effective governance structure that supports the proper execution of roles and responsibilities throughout Digital Services and its subsidiaries, as well as corporate oversight capabilities. Digital Services' governance is structured with regulatory and legal requirements in mind. These bodies, described in the following table, promote a clear, effective decision-making process as well as transparency in the allocation of responsibilities.

Goal:

Continue to align cybersecurity practices with industry-leading standards and have board reviews regularly

APPENDIX



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^{*} Data represents the legacy Hitachi Vantara business as it was structured in FY2023, which includes Digital Services. Refer to our <u>press release</u> for more information on the global reorganization.

Digital Services Cybersecurity Governance Entities and Responsibilities

Hitachi (Corporate Cybersecurity Functions)

- Define and communicate cybersecurity requirements applicable to Digital Services.
- Align the Digital Services
 Cybersecurity program with
 the corporate cybersecurity
 strategy.

Executive Committee

- Maintain oversight of cyber risk for Digital Services and ensure the risk is managed per its risk appetite.
- Ensure proper priority and resources are allocated to the protection of systems and data in accordance with cybersecurity requirements, policies, risk appetite, and applicable legal, regulatory, and contractual requirements.

Internal Audit

- Verify follow-up procedures after a cyber incident to prevent or avert recurrence.
- Verify the results of cyber risk indicator evaluations.

Risk Management, Policies and Audits

Rather than focusing on individual components, Digital Services takes a holistic approach to cybersecurity, implementing a layered defense security strategy. We ensure that network, operating system, database and application security practices complement one another, with strong internal controls, governance and oversight.

We use a systematic approach to cybersecurity risk management, considering organizational and business needs, the cybersecurity threat landscape, the state of controls within the organization and industry best practices. Our methodology also includes a prescribed approach to treating risk at various levels, risk assessments, and the monitoring, review, and reevaluation of cybersecurity risk.

Digital Services' cybersecurity policies and control requirements are developed and refreshed periodically, taking into account globally recognized frameworks, including NIST and ISO. All Digital Services personnel (including full-time employees, temporary employees and contingent workers) are subject to our cybersecurity policies.

Digital Services and Hitachi conduct security reviews, assessments and audits annually to confirm compliance with Digital Services' cybersecurity policies, procedures and practices. The internal controls of Digital Services are subject to periodic testing by audit organizations, such as Hitachi Digital Internal Audit and Hitachi.

Digital Services promotes security awareness on a companywide basis and educates personnel through security awareness efforts, including phishing tests, periodic internal news articles and role-based security trainings.

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Cybersecurity team members pursue professional industrysecurity certifications and participate in industry-security forums to stay current with emerging threats and security trends.

Employee Compliance Training

All Digital Services employees and contractors are required to complete a compliance training course upon employment and annual compliance training throughout their tenure. The course includes data privacy principles and proper data handling practices.

Customer Compliance

Customers remain solely responsible for regulatory compliance in their use of any Digital Services product or service. Customers must make Digital Services aware of any technical requirements that result from any regulatory obligations prior to contract signing. Selected Digital Services organizations and services are audited to industry standards, and International Organization for Standardization/International Electrotechnical Commission (ISO/IEC) 27001:2013 certifications or System and Organization Controls attestation reports may be available for such selected services. Customers should check with their respective Digital Services representatives to confirm the availability and applicability of such certifications or attestations.

Unless specifically mutually agreed to, customers must not provide Digital Services with personally identifiable information, personal health information, personal financial information or other similar information that requires specific regulatory, legal or industry data security obligations for the processing of such data.

Where available, Digital Services may offer customers the option to purchase additional services designed for the processing of regulated data within its environment. Note that such additional services are not available for all Digital Services

products and services. Digital Services understands that some customers may have regulatory audit requirements. In those cases, Digital Services will cooperate with customers as described in Digital Services' Data Processing Agreement.

Cybersecurity Incident Management

Digital Services monitors security events and responds to anomalies, alerts and incidents. We evaluate and respond to incidents of suspected or confirmed unauthorized access to any data. Digital Services' Cybersecurity Organization is informed of security incidents and events and, depending on the circumstances, defines escalation paths and response teams to address those incidents.

Our cybersecurity approach works with the customer, the appropriate technical teams and other third parties, where necessary, to respond to incidents. The goal of the incident response is to restore the confidentiality, integrity and availability of the Digital Services' computing environment, as well as to establish root causes, take appropriate remediation actions and comply with applicable data protection laws. Digital Services regularly tests the efficiency and effectiveness of its cybersecurity incident response plan.

Digital Services' Cybersecurity Organization is responsible for ongoing security management and improvements. As part of a risk management program, team members use a riskbased methodology to assess and prioritize risks and make recommendations for continuous improvements.

Senior management reviews these recommendations and provides approvals to allocate resources to implement them. Projects also undergo a security review to formally evaluate the architecture and security controls of new, upgraded or replacement technologies and third-party services. In addition, as part of annual planning, roadmaps are reviewed and

updated to proactively plan security investments that align with strategy, operational performance and regulatory compliance requirements.

Data Privacy

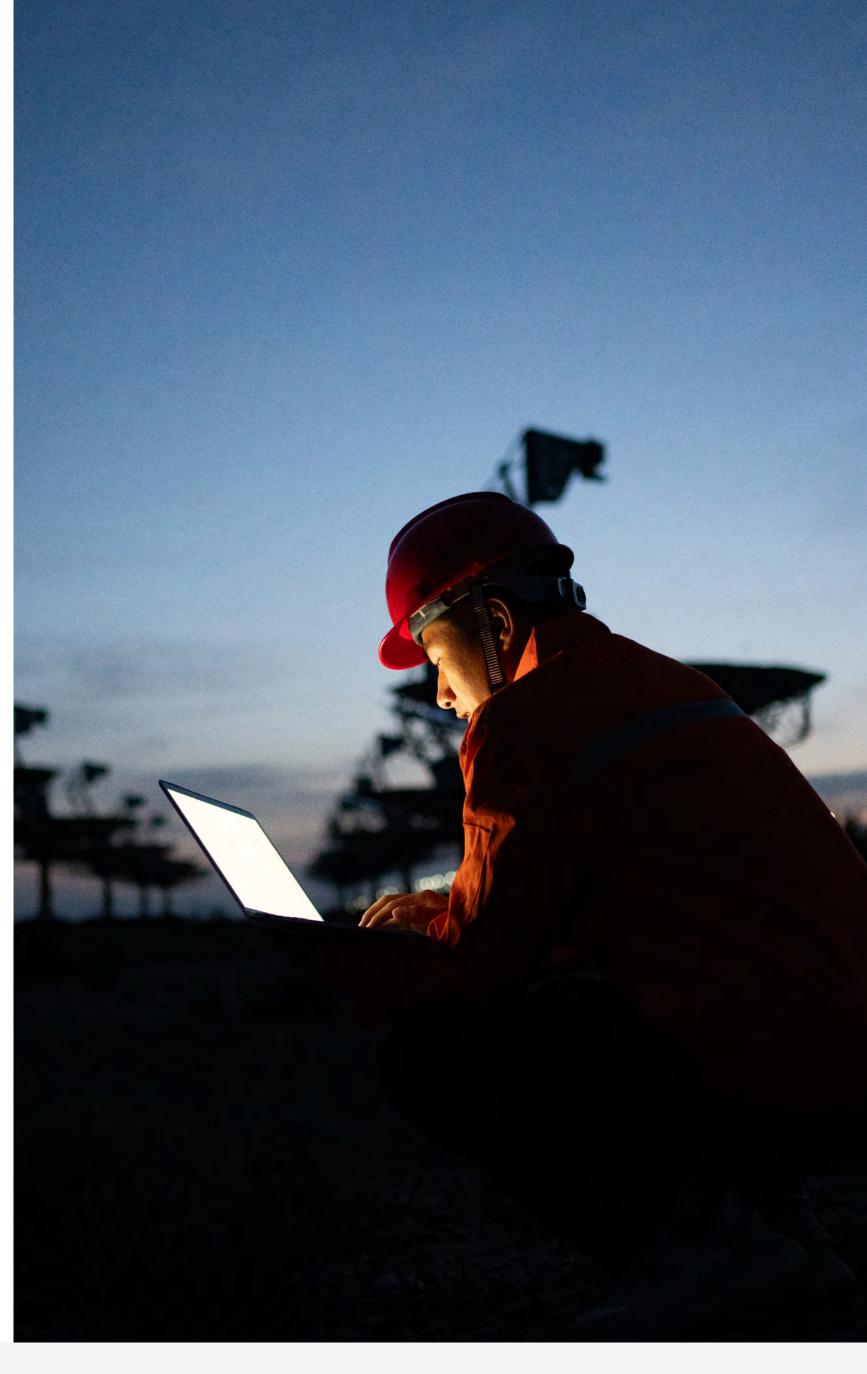
Governance and Oversight

Digital Services has a global Data Privacy Office to support corporate and employee functions, product development, customer engagements, and supplier enablement. Digital Services' Privacy team consists of privacy professionals in the U.S., Europe, South America, India and China who are charged with meeting the most rigorous standards in existing privacy regulations.

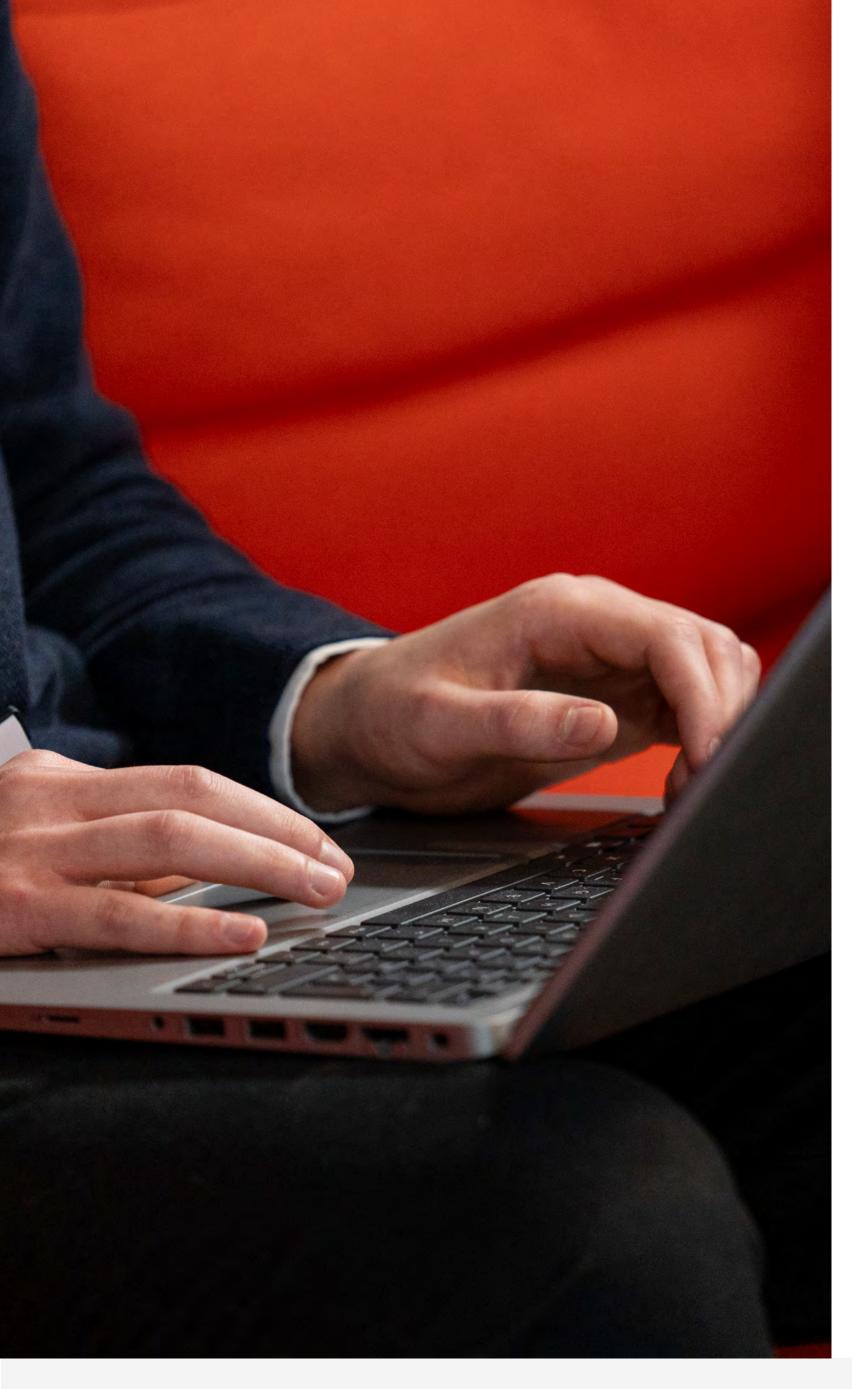
Privacy Program Cornerstones

The mission of Digital Services' Privacy Program is designed around seven cornerstones of compliance:

- Data subject rights There is a global process for data subjects to exercise geo-specific rights.
- Article 30 reports We track data flows through reports of processing.
- External privacy notices We maintain a public-facing notice of privacy rights as well as a notice specific to job applicants.
- Internal privacy policies Every employee expressly acknowledges a geo-specific privacy notice.
- Workforce training Digital Services administers yearly privacyspecific training to our global workforce.
- **Privacy vendor review -** We perform a detailed review of data flows of new and existing vendors.
- **Privacy review of products -** We conduct a detailed review of new product offerings in the go-to-market process.



CORPORATE GOVERNANCE



To enable ongoing compliance with new and emerging privacy regulations, Digital Services leverages our compliance efforts in meeting the demands of, among others, the General Data Protection Regulation (GDPR) and the California Consumer Privacy Act.

Policies and Procedures

Digital Services' Global Data Protection and Privacy Policy Digital Services respects and values the privacy of our customers. Our Global Data Protection and Privacy Policy discusses our methods and approach to earning their trust.

Our policy is not to share personal information with third parties except as provided for in this policy, to facilitate our internal information processing activities or to comply with applicable law. We recognize that our customers' personal information is confidential, and we take steps intended to protect their personal information while it is in our possession.

Global Record Retention and Destruction Policy

Proper records management is an important function of every successful corporation, and we have a policy to outline our approach. We strive for an effective records management program to ensure that all records that are required for us to conduct business, fulfill our legal responsibilities and support our tax and accounting functions are properly maintained and available.

Data Subject Request Policy

This policy sets out Digital Services' guidelines for responding to a data subject rights request under applicable data protection laws, including the GDPR. Digital Services welcomes all reasonable requests for information. We will review and, when appropriate, respond to these requests within the time period specified by applicable law.

Data Privacy and Security Terms

Our Data Privacy and Security Terms document outlines the contractual terms related to the data privacy Digital Services offers to our customers. It includes our approach to personal data and confidentiality, our responsibilities as the data controller, and the process for third-party data requests.

Hitachi Digital Services

Appendix

- United Nations Sustainable Development Goals (SDGs)
- International Sustainability Standards Board (ISSB)
- Data Appendix
- Limited Assurance Statement



United Nations Sustainable Development Goals (SDGs)

The UN SDGs are a collaborative, global effort to achieve a better and more sustainable future for all by addressing challenges of poverty, inequality, climate change, environmental degradation, peace and justice. We have identified the key areas where we have the greatest influence and impact through our business strategy, products and services.

Goal	Description	Alignment to Digital Services	Report Reference
7 AFFORDABLE AND CLEAN ENERGY	Ensure access to affordable, reliable, sustainable and modern energy for all.	We are committed to increasing the share of our energy consumption coming from renewable sources and contributing to increasing the global rate of energy efficiency through our decarbonization programs, our transition to EVs and the integration of environmental impact into business strategy, led by the sustainability director. [Targets 7.2 and 7.3]	Environmental Impact of Our Operations Energy Management and GHG Management
8 DECENT WORK AND ECONOMIC GROWTH	Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all.	Pay equity and employee learning and development, made available to all employees globally, are priorities at Digital Services. [Targets 8.2 and 8.5] We are committed to conducting all work activities in a manner that promotes the safety and health of colleagues and visitors and minimizes risk to Digital Services' property. [Target 8.8] Through sustainable digital design, we optimize the life cycle of our services and solutions, reducing environmental impact while delivering long-term value across the value chain. [Target 8.4]	Employee Engagement, Training and Development Employee Health and Safety
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.	We provide end-to-end sustainability expertise and solutions to help our customers reduce their carbon emissions, develop innovative digital processes and drive sustainability transformation. [Target 9.4 and 9.5]	Sustainability Innovation
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Ensure sustainable consumption and production patterns.	Digital Services supports waste prevention, including food, material and e-waste, by optimizing our recycling process and reducing waste that goes to the landfill. [Targets 12.3 and 12.5] We have adopted sustainability into our reporting and are committed to carbon neutrality in our Scope 1 and 2 emissions by FY2030. [Target 12.6]	Sustainability Innovation Energy Management and GHG Management
PEACE, JUSTICE AND STRONG INSTITUTIONS	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels.	Digital Services complies with all anti-bribery/anti-corruption laws and sets expectations regarding the standard of conduct for all who represent Digital Services in the marketplace, managed by the chief ethics and compliance officer. [Targets 16.5 and 16.6] Digital Services adheres to equal opportunity principles in employment decisions, considering all individuals without discrimination. [Target 16.b]	Governance Structure Business Ethics

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International Sustainability Standards Board (ISSB)

Our report is aligned with the accounting standards from the ISSB of the International Financial Reporting Standards Foundation (formerly part of SASB) related to the software and IT services industry. Information on each accounting metric is included below.

Topic	Accounting Metric	ISSB Code	Response	Report Reference
Environmental Footprint of Hardware Infrastructure	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	TC-SI-130a.1	 6,545.86 MWh 93% 39% These numbers represent operations for Digital Services, which includes Hitachi Digital, in FY2024. 	For more information, please see the Energy Management and GHG Management section of our Sustainability Report.
	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with high or extremely high baseline water stress	TC-SI-130a.2	1. In FY2024, Digital Services collected water data from the Santa Clara headquarters and the Hyderabad campus in India. These two sites represent 47% of the company's total operational floor area, with total water withdrawal of 25,535 m³. 2.At the Hyderabad campus, water consumption totaled 11,680 m³ in FY2024, of which 72% came from recycled sources. In coming years, we will disclose data for Digital Services' operations only.	For more information, please see the Recycling, Waste and Water Management section of our Sustainability Report.
	Discussion of the integration of environmental considerations into strategic planning for data center needs	TC-SI-130a.3	As part of Digital Services' resource and energy management strategies, we have built management systems and other monitoring systems to show continuous usage and provide alerts when consumption goes over a certain threshold. We are implementing internal targets at these locations to ensure we minimize our impact.	For more information, please see the Energy Management and GHG Management section of our Sustainability Report.
Data Privacy and Freedom of Expression	Description of policies and practices relating to targeted advertising and user privacy	TC-SI-220a.1	Digital Services' global Data Privacy Office oversees and supports corporate and employee functions, product development, customer engagements. and supplier enablement as they relate to privacy matters. Digital Services' Privacy Program is designed around seven cornerstones of compliance: data subject rights, article 30 reports, external privacy notices, internal privacy policies, workforce training, vendor privacy reviews and privacy reviews of products.	For more information, please see the Cybersecurity and Data Privacy section of our Sustainability Report.
	Number of users whose information is used for secondary purposes	TC-SI-220a.2	Digital Services does not report this information.	For more information, please see the Cybersecurity and Data Privacy section of our Sustainability Report.
	Total amount of monetary losses as a result of legal proceedings associated with user privacy	TC-SI-220a.3	Digital Services does not report this information.	For more information, please see the Cybersecurity and Data Privacy section of our Sustainability Report.
	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested and (3) percentage resulting in disclosure	TC-SI-220a.4	Digital Services does not report this information.	For more information, please see the Cybersecurity and Data Privacy section of our Sustainability Report.
	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering or censoring	TC-SI-220a.5	Digital Services does not report this information.	For more information, please see the Cybersecurity and Data Privacy section of our Sustainability Report.

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ISSB - continued

Topic	Accounting Metric	ISSB Code	Response	Report Reference
Data Security	(1) Number of data breaches, (2) percentage that are personal data breaches and (3) number of users affected	TC-SI-230a.1	Digital Services does not report this information.	For more information, please see the Cybersecurity and Data Privacy section of our Sustainability Report.
	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	TC-SI-230a.2	Digital Services takes a holistic approach to cybersecurity, implementing a layered defense security strategy. We ensure that network, operating system, database and application security practices complement one another with strong internal controls, governance and oversight. Digital Services' cybersecurity policies and control requirements are reviewed periodically and aligned with NIST's Cybersecurity Framework and ISO/IEC 27001/27002:2013. Digital Services and Hitachi conduct internal security reviews, assessments and audits annually to confirm compliance with Digital Services' cybersecurity policies, procedures and practices. The internal controls of Digital Services are subject to periodic testing by audit organizations, such as Digital Services' Internal Audit and Hitachi.	For more information, please see the Cybersecurity and Data Privacy section of our Sustainability Report.
Recruiting and Managing a Global, Diverse and Skilled Workforce	Percentage of employees who require a work visa	TC-SI-330a.1	Digital Services does not report this information.	For more information, please see the Labor Practices and Contingent Work section of our Sustainability Report.
Workforce	Employee engagement as a percentage	TC-SI-330a.2	Digital Services does not report this information.	For more information, please see the Employee Engagement, Training and Development section of our Sustainability Report.
	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) nonexecutive management, (c) technical employees and (d) all other employees	TC-SI-330a.3	Digital Services does not report this information publicly.	For more information, please see the Creating a Unique Culture section of our Sustainability Report.
Intellectual Property Protection and Competitive Behavior	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	TC-SI-520a.1	Digital Services reported zero monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations during FY2024.	For more information, please see the Competitive Behavior section of our Sustainability Report.
Managing Systemic Risks From Technology	Number of (1) performance issues and (2) service disruptions, plus (3) total customer downtime	TC-SI-550a.1	Digital Services does not report this information.	For more information, please see the Risk Management and Business Continuity section of our Sustainability Report.
Disruptions	Description of business continuity risks related to disruptions of operations	TC-SI-550a.2	Digital Services' risk assessment process follows the COSO ERM framework when identifying and assessing likelihood or severity of relevant risks. Based on input from relevant stakeholders, risks are identified that might prevent Digital Services from achieving strategic objectives in consideration of the expected impact, likelihood and velocity of a risk to the company. Furthermore, Digital Services' BCM team maintains the crisis management framework, which includes crisis management and major incident management plans. These plans provide a playbook to respond to all types of major incidents or crisis situations. The primary objective is to ensure employees are safe, followed by continuation of business activities.	For more information, please see the Risk Management and Business Continuity section of our Sustainability Report.

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Data Appendix

ENVIRONMENT	
Metric	FY2024 Data
GENERAL	
Waste sorting and e-waste programs responsible disposal and reuse across operations	38% of global offices
Global Earth Alliance leaders	12 individuals
Earth Alliance events hosted	20 in-person and virtual
Number of Annual Sustainability Summits	Three
GHG EMISSIONS BY SCOPE (mtCO2eq)	
Scope 1 Emissions: Stationary Combustion	85.27
Scope 1 Emissions: Fugitive Sources	163.91
Total Scope 1 Emissions	249.18
Scope 2 Emissions: Scope 2 (Market-Based)	2,762.98
Scope 2 Emissions: Scope 2 (Location-Based)	3,415.45
Total Scope 1 and 2 (Market-Based)	3,012.16
Total Scope 1 and 2 (Location-Based)	3,664.63
Total Scope 3 (Market-Based)	25,347.85
Total Scope 3 (Location-Based)	25,328.93
Total Scope 1, 2 and 3 Emissions (Market-Based)	28,360.01
Total Scope 1, 2 and 3 Emissions (Location-Based)	28,993.56

ENVIRONMENT (CONT.)		
Metric	FY2024 Data	
SCOPE 3 EMISSIONS		
Category 1: Purchased Goods and Services	16,323.11	
Category 2: Capital Goods	Included on Category 1	
Category 3: Fuel- and Energy-Related Activities (not included in Scope 1 or Scope 2)	1,290.95	
Category 4: Upstream Transportation and Distribution	14.00	
Category 5: Waste Generated in Operations	341.77	
Category 6: Business Travel	2,711.01	
Category 7: Employee Commuting	4,260.32	
Category 8: Upstream Leased Assets	N/A	
Category 9: Transportation and Distribution of Sold Products	N/A	
Category 10: Use of Sold Products	N/A	
Category 11: End-of-Life Treatment of Sold Products	N/A	
Category 12: Downstream Leased Assets (Market-Based)	406.69	
Category 13: Downstream Leased Assets (Location-Based)	387.76	

ENVIRONMENT (CONT.)		
Metric	FY2024 Data	
REC purchasing strategy renewable energy goal	100% by FY2030	
Percentage of electricity sourced from renewable energy	39%	
Number of EACs purchased	2,395.02 MWh	
CEBA's mission	90% carbon-free U.S. electricity system by 2030	
GHG INTENSITY METRICS (by mtCO2eq)		
Scope 1: By Revenue	0.0005	
Scope 2 (Market-Based): By Revenue	0.0061	
Scope 2 (Location-Based): By Revenue	0.0075	
Scope 1 and 2 (Market-Based): By Revenue	0.0066	
Scope 1 and 2 (Location-Based): By Revenue	0.0080	
Scope 3 (Market-Based): By Revenue	0.0556	
Scope 3 (Location-Based): By Revenue	0.0555	
Scope 1, 2 and 3 (Market-Based): By Revenue	0.0622	
Scope 1, 2 and 3 (Location-Based): By Revenue	0.0635	

Data Appendix (cont.)

INTRO

ENVIRONMENT (CONT.)		
Metric	FY2024 Data	
GENERAL		
Total energy consumption (MWh)	6,545.86	
Total energy from renewable sources (MWh)	2,395.02	
Total nonrenewable energy generated (MWh)	4,150.83	
Total energy consumption per net revenue (energy intensity - MWh/thousand USD)	0.014346	
Percentage of total energy from grid electricity	93%	
Percentage of total energy from renewables	39%	
Total computer assets that were disposed of across Digital Services	APAC: 1,854 assets EMEA: 1,029 assets AMER: 1,594 assets	
Water consumption at U.S. (Santa Clara) headquarters	13,855 m ³	
Water consumption at Hyderabad campus	11,680 m³	

SOCIAL CAPITAL		
Metric	FY2024 Data	
Percentage of Digital Services employees engaged in training/learning activities	83%	
Average number of days of training investment per person	5.3 days	
Percentage of employees completing mandatory annual compliance training	100%	
Number of seats filled by Digital Services employees in the Hitachi Sakura program	422	
Number of active mentorships from Digital Services' Global Talent Enablement Mentorship program	14	
Number of high-potential employees from Digital Services selected to participate in the Hitachi Amplify program	12	
Number of languages the employee engagement survey is available in	21	
Number of company events hosted	90	
Number of employees worldwide engaged with through company events	3,000	
Percentage of employees who received performance and career development reviews	98%	
Amount allocated to U.S. employees for wellness benefits	\$650/year	
401(k) match for U.S. employees	Up to 6% with no cap	

APPENDIX

SOCIAL CADITAL (CONT.)	
SOCIAL CAPITAL (CONT.)	EV2024 Data
Metric	FY2024 Data
Percentage of employees who participated in the 401(k) match for U.S. employees	89%
Yearlong short-term disability program	Provides U.S. employees with 80% of their salary
TIME OFF FOR DIGITAL SERVICES	EMPLOYEES
Medical leave	Allows up to 52 weeks off with a doctor's approval
Parental leave	Collectively provides 24 weeks of time away
Bereavement leave	Offers 40 paid hours
Jury duty	Provides 10 paid days each year
Military duty	Jobs protected under USERRA
Personal leave	Offers six months of unpaid leave to pursue personal interests
VTO	Provides full-time employees with eight hours of VTO per calendar year
WORKFORCE METRICS	
Total Digital Services contingent workforce	3,177
Number of languages annual compliance training is available in	9

SUSTAINABILITY INNOVATION ENVIRONMENT | SOCIAL CAPITAL | CORPORATE GOVERNANCE

Data Appendix (cont.)

SOCIAL CAPITAL (CONT.)		
Metric	FY2024 Data	
Percentage of the Digital Services mission and vision training participation	100%	
Number of employees showing support for the global finale of the Hitachi Amplify program	1,200	
Inspiration score from the Hitachi Amplify program global finale	4.7/5	
Number of members of HOLA! ERG	More than 100	
Number of countries represented in HOLA!'s Leadership Secrets event	36	
Number of attendees for HOLA!'s Leadership Secrets event	700	
Number of Digital Services ERGs	8	
Time provided for Digital Services' part-time employees for VTO	4 hours	
GIVING WEEK AND VOLUNTEER EVENTS		
Number of employee volunteer hours for Giving Week	1,185	
Number of pounds of waste removed from local parks and neighborhoods during Giving Week	300 pounds	
Number of locations that hosted DIY workshops and educational webinars during Giving Week	6 locations	

SOCIAL CAPITAL (CONT.)	
Metric	FY2024 Data
Number of students supported through mentoring and educational resource donations during Giving Week	110 students
Number of skill-building workshops hosted for underrepresented communities during Giving Week	3
Number of meals delivered across the globe through partnerships with local organizations during Giving Week	26,000 meals
Number of employee volunteer hours for EmpowerHER	500 hours
Number of meals packed by team members in Dallas	17,000
Number of children provided nutritious meals in Dallas	48
Number of hygiene kits for local nonprofits assembled in London	600
Number of gifts for a charity supporting the homeless in London	200
Number of batteries recycled by employees in Ho Chi Minh City	2,547
Number of children with disabilities volunteers served lunch and spent time with	Over 230

SOCIAL CAPITAL (CONT.)		
Metric	FY2024 Data	
Number of organizations supported/ partnered with	45	
Total charitable contributions	\$352,710	
Total hours of employee volunteering	1,592	
Number of work-related ill health cases reported globally	11	

Data Appendix (cont.)

CORPORATE GOVERNANCE		
Metric	FY2024 Data	
Availability of the Hitachi Global Compliance Hotline	24 hours a day, seven days a week, 365 days per year, where permissible by law	
Number of languages reporters may raise concerns in for the Hitachi Global Compliance Hotline	50 languages	
Number of business ethics-related audits conducted by Digital Services	12	
Number of on-site, distribution channel partner compliance audits conducted	8	
Percentage for goal of cybersecurity training completion rate for employees by FY2025	100%	
Completion rate for the Global Procurement department's annual mandatory training on sustainable procurement	100%	
Percentage of new suppliers agreeing to comply with the terms and conditions of Hitachi's Expectations of Business Partners	100%	
Number of countries audits or site visits were conducted in with channel partners	At least eight different countries	
Percentage of our active supplier spend to engage and educate on reaching GHG reductions by FY2040	90%	

CORPORATE GOVERNANCE		
Metric	FY2024 Data	
Percentage of top suppliers by spend issue according to ESG Survey	80%	
Percentage of top suppliers assessed for compliance with Modern Slavery Transparency Statement	80%	
Baseline spend for supplier diversity	\$1,126,630	

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Hitachi Digital Services Limited Assurance Statement

To enhance the reliability and transparency of our GHG emissions reporting, Digital Services' FY2024 Sustainability Report will undergo third-party limited assurance for Scope 1, Scope 2 and Scope 3 emissions.

This independent review will be conducted by Ernst & Young Audyt Polska Spółka z ograniczoną odpowiedzialnością sp. k. (EY) in accordance with the International Standard on Assurance Engagements 3000 and 3410, issued by the International Auditing and Assurance Standards Board.

The assurance will cover the following categories of emissions:

- **Scope 1:** Direct emissions from owned or controlled sources
- **Scope 2:** Indirect emissions from purchased electricity (market-based method)
- Scope 3: Indirect emissions from the value chain, covering the 9 categories identified as material to Digital Services' business model

The methodologies and calculation approaches used are aligned with the GHG Protocol standards.

The assured FY2024 Sustainability Report will be published on our website, providing stakeholders with verified emissions data that reinforces our commitment to sustainability and climate action.

For more information on Digital Services' assurance attestation, please visit https://doi.org/linear.com/sustainability.

Forward-Looking Statements:

This Sustainability Report contains forward-looking statements regarding our GHG emissions and sustainability goals, initiatives, and commitments. These statements are based on current expectations and assumptions and are subject to risks and uncertainties.

Actual results may differ materially from those projected due to factors such as changes in environmental regulations, technological challenges, climate change impacts, economic conditions, supply chain disruptions and other unforeseen events. All forward-looking statements should be evaluated with an understanding of these inherent uncertainties.

APPENDIX

Hitachi Digital Services



About Hitachi Digital Services

We are Hitachi Digital Services, a company with a bold vision of our world's potential. We're building a world where we guide businesses, industries and society on a journey to identify and accelerate new opportunities through the power of acceleration.