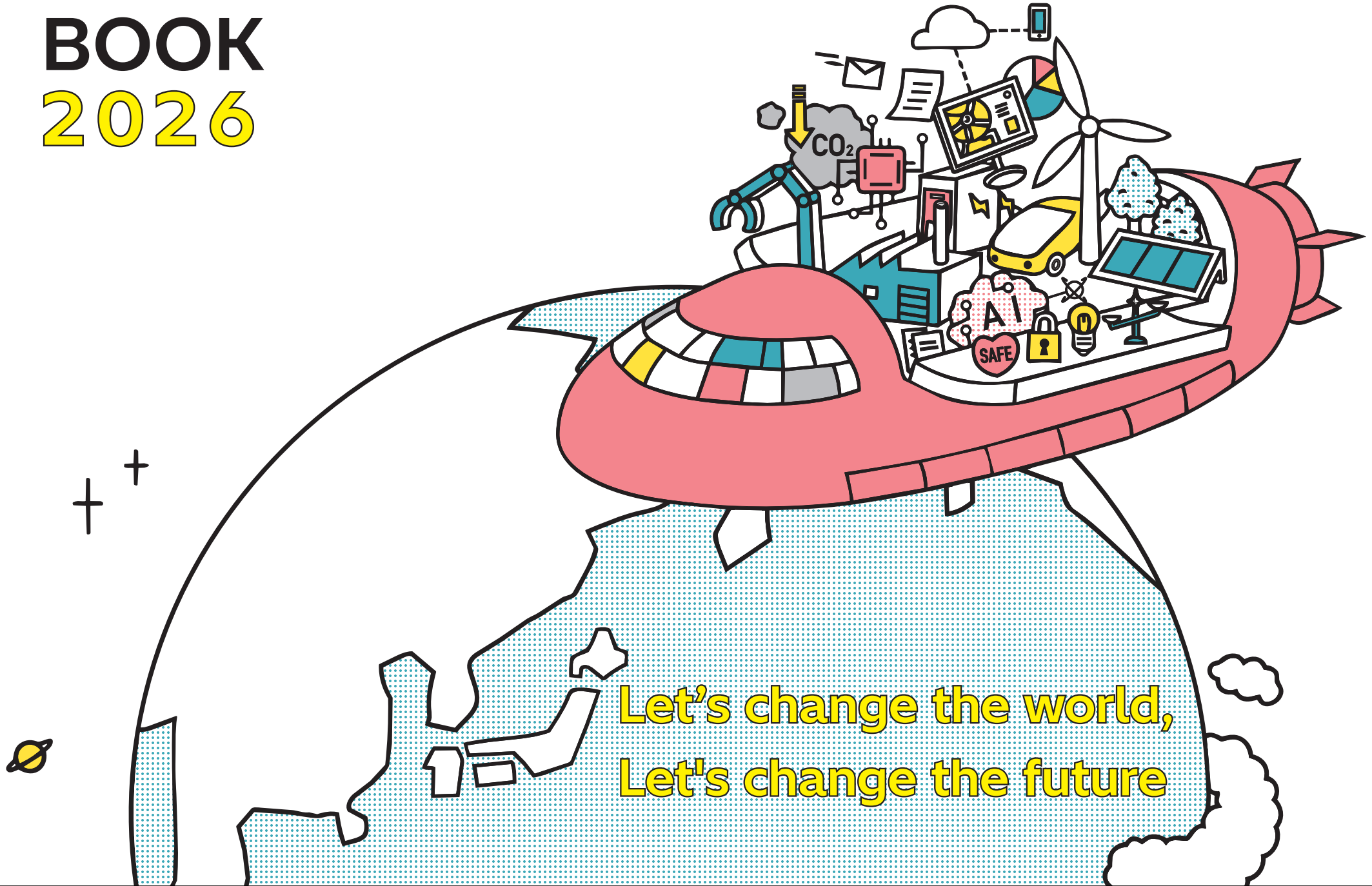
HITACHI

SUSTAINABILITY BOOK 2026



Contents

03 Top Message

05 Sustainability Value Creation

06 Metrics and Targets

07 Sustainability for all (Delivering Value to Society)

08 Bringing positive change to society through the Power of Knowledge — Hitachi High-Tech's social impact —

09 "Digitalized Assets" solving social issues with technology-driven "Power of Knowledge"

10 HMAX Industry use case POWREX Corporation/Renewing the materials development DX solution brand as "PROACCELA"

11 Creating Environmental Value through Eco-Design in Product Development

12 Case Study Contributing to CO_2 reductions in semiconductor manufacturing through the pursuit of eco-design "High-Precision Electron Beam Metrology System GT2000"

13 Cancer treatment enabling work-life and social participation

14 Case Study Expanding cancer treatment options with Hitachi High-Tech particle therapy

15 Ensuring Safety of Railway Users

16 Case Study Developing Japan's first Railway Overhead Line Monitoring System equipped with 4K cameras Reducing inspection workloads to support safe, secure, and reliable rail transport

17 Cultivating talent who pioneer the future with the power of science

18 Case Study Science education support activities centered on North America

19 Planet (Contributing to a Sustainable Global Environment)

20 Toward Decarbonization

21 Case Study Selected for CDP's top-rated "A List" in "Climate Change" and "Water Security" and as a "Supplier Engagement Leader" for the second consecutive year

22 **Pickup 1** Hands-on rice-planting event for employees/
Pickup 2 Sustainable menus in employee cafeterias

23 Leadership Empowerment Diverse perspectives (Developing and Empowering Diverse Talent)

24 **Special contents** "Contemporary Master Craftsman" × Next-Generation Leader

25 Recognizing people themselves as one of the assets of a company—enhancing each individual's value

26 Case Study Working in a way that suits you at every stage of life Support for balancing work and family

27 Case Study Turning differences into strengths and creating an environment where everyone can thrive

28 Governance Engagement (Establishing a Sound Management Foundation)

29 **Special contents** Design × Intellectual Property

30 Quality assurance that earns our customers' trust

31 Case Study Promoting use of AI/Recognized as a Certified Health and Productivity Management Organization for the ninth consecutive year/Awarded "Gold" in sustainability evaluation by EcoVadis/Partner briefings at each manufacturing site

General Inquiries : Hitachi High-Tech GLOBAL



Yoshimitsu Takagi

Hitachi High-Tech Corporation
Representative Director and President

Uncovering real issues with the Power of Knowledge—our drive to create social value

Creating social value under PLEDGES, starting with the Power of Knowledge

Under PLEDGES, the Hitachi Group's sustainability strategy, the Hitachi High-Tech Group is working to create social value through its businesses. Through our cutting-edge measurement and analysis technologies and global business foundation, we work with our stakeholders to help people live healthy, secure lives, reduce environmental burdens, and support the sustained development of industry.

Across fields including semiconductors, healthcare, advanced materials, and industry & social infrastructure, our businesses have worked closely with customers at their sites to deepen our understanding of the challenges they face. Our world-class products, equipped with a range of advanced sensing technologies, have captured conditions and changes as data, generating information that leads to new insights. Our strength is the Power of Knowledge: the ability to combine a deep understanding of customer sites with the data generated by our products to uncover not only the immediate challenges, but also the underlying issues that truly need to be addressed.

New possibilities unlocked by physical AI and digitalized assets

Digital-centric value creation is the key to resolving the real issues revealed by the Power of Knowledge. The Hitachi High-Tech Group's semiconductor manufacturing and metrology equipment, medical



analyzers, radiation therapy systems, analytical systems and analyzers, and other equipment are “digitalized assets” that generate data—the source of value. By combining real-world data obtained from our equipment with the domain knowledge we have built over many years and with AI, we will turn that data into new value. Under Lumada 3.0, we will create new value at customer sites through HMAX™ Industry, our suite of next-generation solutions for industrial fields.

To put that value to use at customer sites, “physical AI”—AI that understands the real world, makes decisions, and takes physical action—is playing an active role. Together with Hitachi, Ltd., the Hitachi High-Tech Group has developed edge AI semiconductors that can be embedded directly in equipment to strengthen the use of physical AI at customer sites. By making our products even smarter so that they can analyze data and make decisions where the data is generated, we will enhance the value of our digitalized assets and expand the use of AI from the cloud to customer sites.

Helping maximize customer lifetime value

The new value we create is fully realized when it delivers results at customer sites. Through our engineering expertise and products, we provide end-to-end support from research and development (Lab) to mass production (Fab), aiming to shorten development periods, improve quality and productivity, and enable efficient use of resources. We will also provide value throughout the entire life cycle, including the operation and maintenance of our customers’ products after mass production, helping maximize customer lifetime value across Lab to Fab.

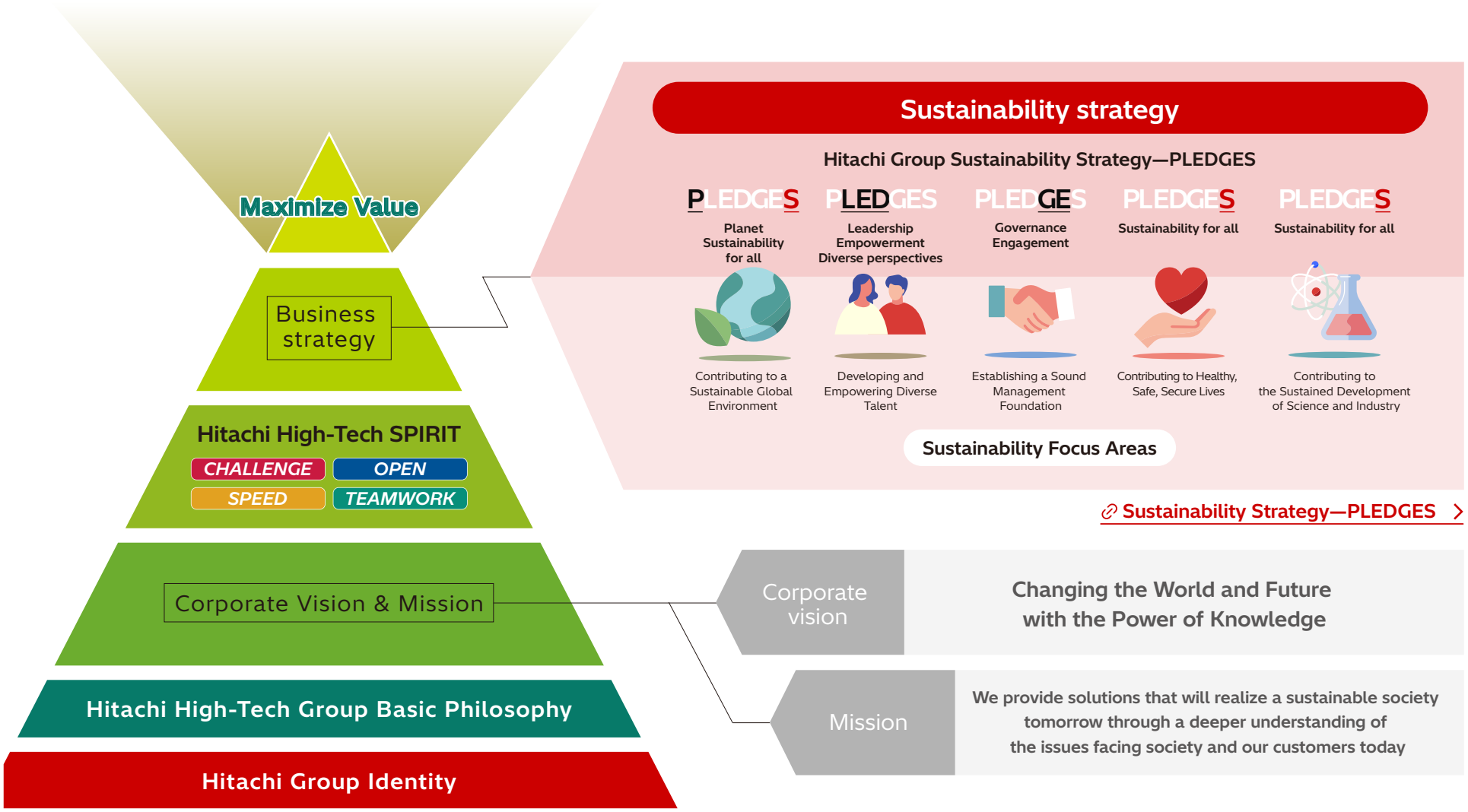
Toward a Harmonized Society

The social issues we face become more complex and challenging every year. Precisely because these issues have no easy answers, we value ongoing dialogue with our customers, using frontline feedback and data to understand the issues at their core and taking steady steps toward solutions. Always mindful of the social value that solving these issues can create, we will build on our existing knowledge and experience, remain open to new technologies and ideas, and continue taking on challenges without fear of failure.

Together with our stakeholders, we will put the value created through each of our efforts into practice in society, working toward a Harmonized Society where the environment, people’s happiness, and economic growth are in harmony.

Sustainability Value Creation

The Hitachi High-Tech Group defines the Sustainability Focus Areas based on the Hitachi Group sustainability strategy “PLEDGES.” By leveraging the Power of Knowledge to identify the issues that truly need to be addressed and developing our business based on the “Sustainability Focus Areas,” we will maximize both financial and pre-financial value and realize our corporate vision.



Metrics and Targets

To promote and monitor our efforts for the Sustainability Focus Areas, we set targets (aspirations) related to each focus area.

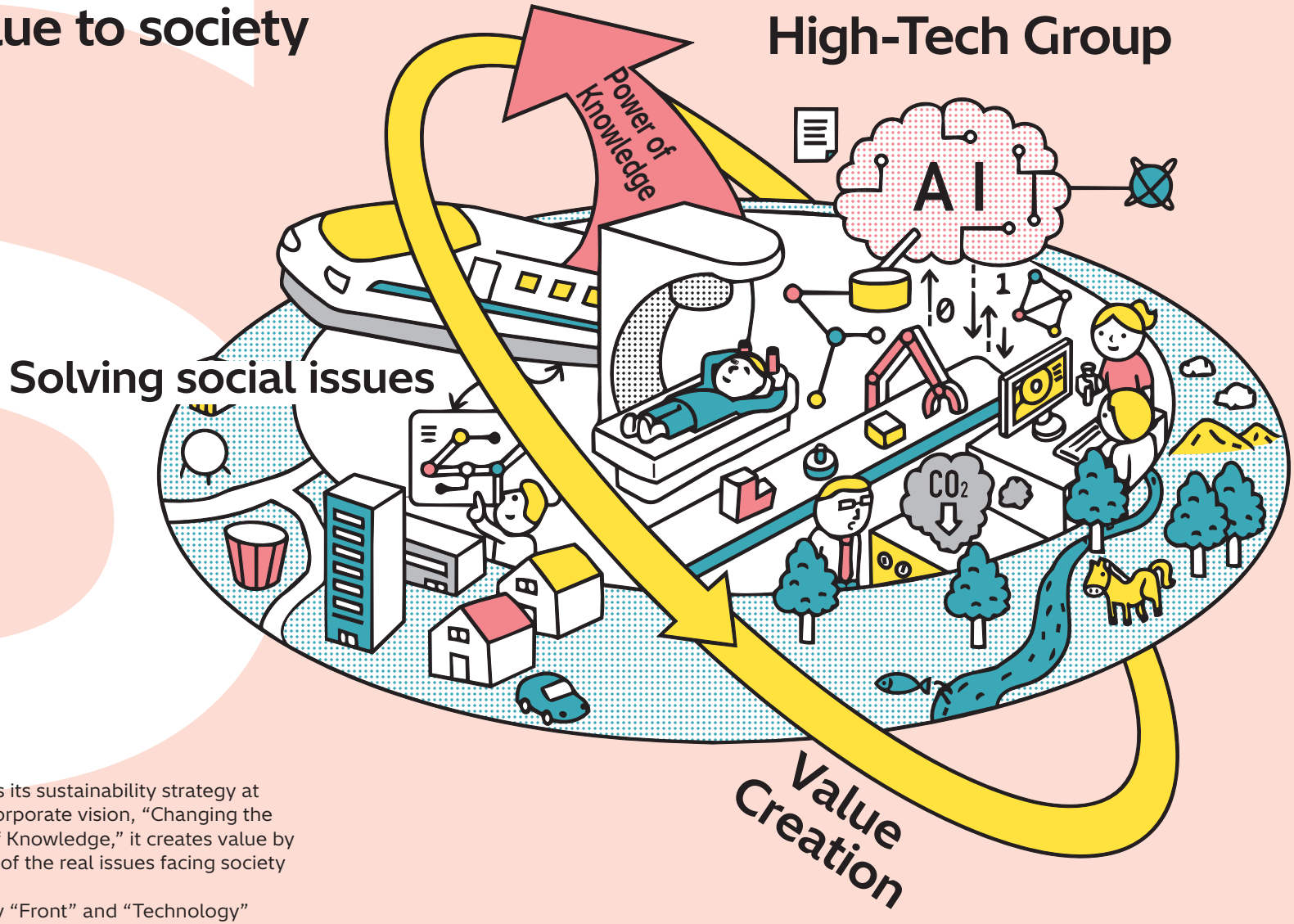
PLEDGES	Sustainability Focus Areas	Included Themes	Aspirations
PLEDGES **Planet**	Contributing to a Sustainable Global Environment	Decarbonization Circular Economy Nature Positive	2025-2027 Environmental Action Plan Promotion*1
PLEDGES **Leadership Empowerment Diverse perspectives**	Developing and Empowering Diverse Talent	Talent acquisition and development, Individual leadership	Raise value for each person through human capital investment: Employee growth mindset score (FY27_70 points)
		Employee engagement, fostering culture	Raise value for each person through human capital investment: Employee engagement score (FY27_80 points)
		Inclusive workplaces and growth opportunities	Create opportunities for diverse human resources
PLEDGES **Governance Engagement**	Establishing a Sound Management Foundation	Corporate ethics and compliance	Raise awareness of corporate ethics and compliance and promote ethical behavior
		Occupational Health & safety	Establish a safe and secure workplace environment: Total recordable injury frequency rate [per 200,000 work hours] (FY27: 0.1 or lower) Number of serious accidents (FY27: 0 cases)
		Quality and product safety	Executive participation rate (including Hitachi executives and business site senior management) in review sessions for product-related incidents (OCHIBO-HIROI) 100%
		Information security	Thorough information security
		AI governance	AI utilization promotion and thorough risk management
		Risk management	Sophistication of risk management
		Sustainable procurement	Achieve a sustainable supply chain together with procurement partners
		Human rights	Respect human rights in value chain
		Creating innovation	Technological innovation and ideas that generate innovation
		Digital platforms	Leverage new technologies and digital tools to accelerate business

PLEDGES	Sustainability Focus Areas	Included Themes	Aspirations
PLEDGES **Sustainability for all**	Contributing to a Sustainable Global Environment	Decarbonization	GHG emission reduction through environmentally conscious design in product development*1 contribution GX-contributing products, services, and solutions: Annual sales expansion*1 Reducing environmental impact through advanced technology and value chain
		Circular Economy	Battery development, manufacturing, and recycling toward circular transformation Promoting effective use of resources in the value chain
		Nature Positive	Contributing to biodiversity conservation
	Contributing to Healthy, Safe, Secure Lives	Healthcare	Cancer treatment enabling work-life and social participation Implement healthcare services tailored to individuals
		Improving QoL	Ensuring safety of railway users Develop infrastructure for digital society
		Secure lives	Ensuring safety in daily life through analytical technologies
	Contributing to the Sustained Development of Science and Industry	Development of science and industry	"Digitalized Assets" solving social issues with technology-driven "Power of Knowledge" Improve productivity at industrial sites Strengthen resilience of entire supply chain Semiconductor innovation and stable supply
		Cultivating talent for the future	Cultivating talent who pioneer the future with the power of science
			Delivering value to society

*1 Environmental Action Plan for FY2025-2027

Sustainability for all

Delivering value to society



The Hitachi High-Tech Group places its sustainability strategy at the core of its business. Under its corporate vision, “Changing the World and Future with the Power of Knowledge,” it creates value by starting with a deep understanding of the real issues facing society and its customers.
Through strong products created by “Front” and “Technology” and the effective use of data, we will contribute to realizing a Harmonized Society in which the environment, people’s happiness, and economic growth are in harmony.

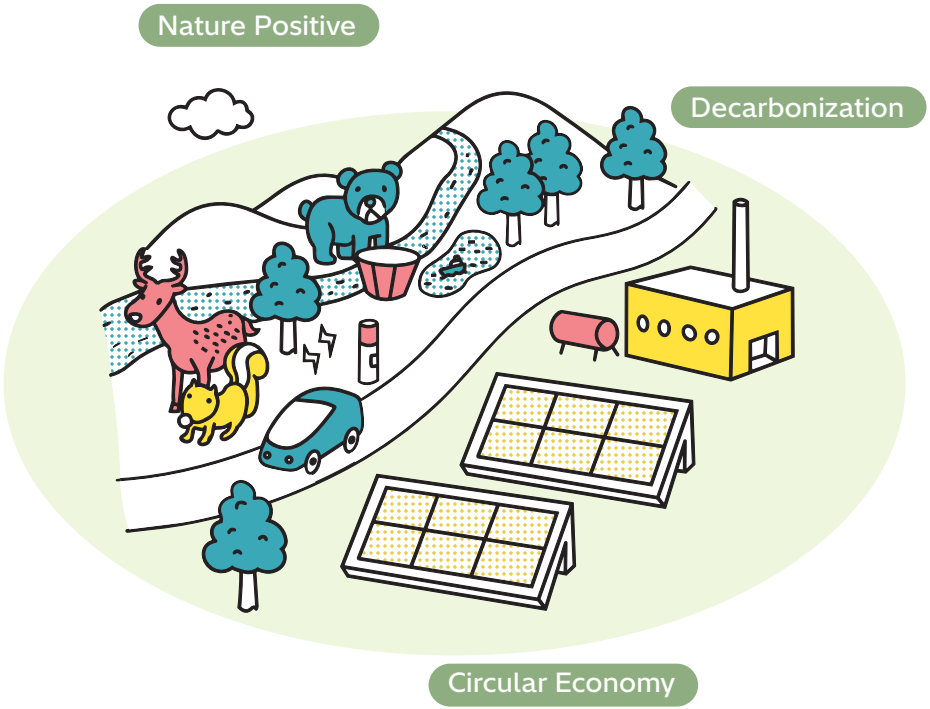
Realization of a Harmonized Society

Bringing Positive Change to Society through the Power of Knowledge

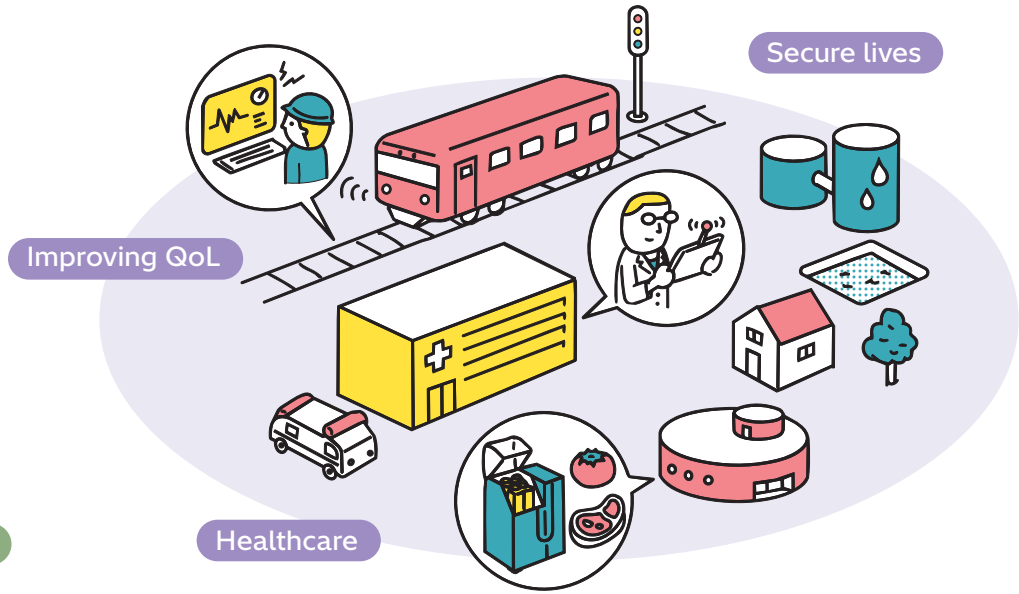
— Hitachi High-Tech's social impact —

Under PLEDGES, the Hitachi Group's sustainability strategy, we have designated important management issues as "Sustainability Focus Areas" and are translating them into concrete initiatives through our businesses. Among these, we will contribute to solving social issues through our business activities in three areas related to delivering value to society: "a sustainable global environment," "healthy, safe, secure lives," and "the sustained development of science and industry."

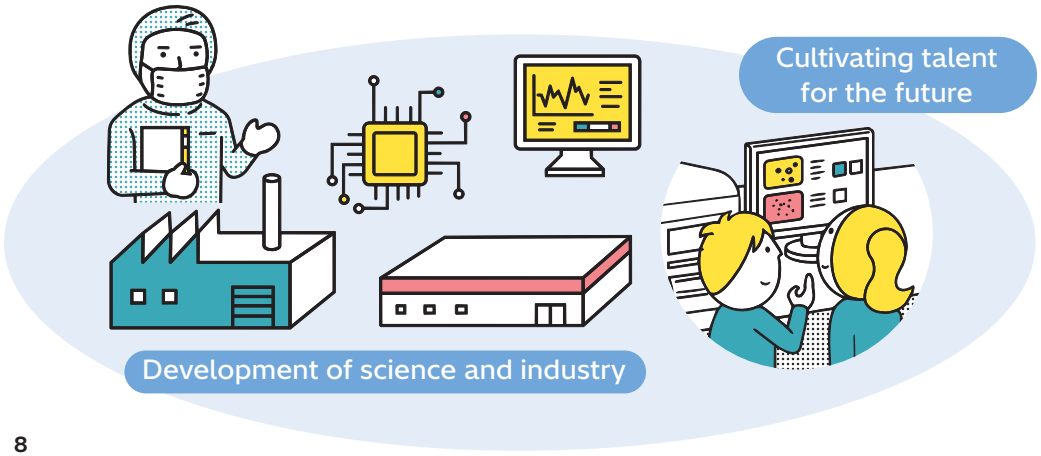
❶ Contributing to a Sustainable Global Environment



❷ Contributing to Healthy, Safe, Secure Lives



❸ Contributing to the Sustained Development of Science and Industry



“Digitalized Assets” solving social issues with technology-driven “Power of Knowledge”

Toward a society where frontline workers can make new discoveries and create value

HMAX™ Industry is a suite of next-generation AI solutions for buildings, factories, and other settings. By enhancing safety, productivity, quality, and environmental sustainability, it helps transform frontline workplaces and improve people’s well-being.

At manufacturing and industrial sites, we combine data from our Group's products, devices, equipment, and other assets with the domain knowledge we have built over many years, our customers' expertise, and AI technologies. This helps people on site make the best possible decisions quickly, accelerate research and development, improve productivity, and keep equipment running reliably. We will use the value created by combining data, domain knowledge, and AI to drive innovation in frontline operations through HMAX Industry.

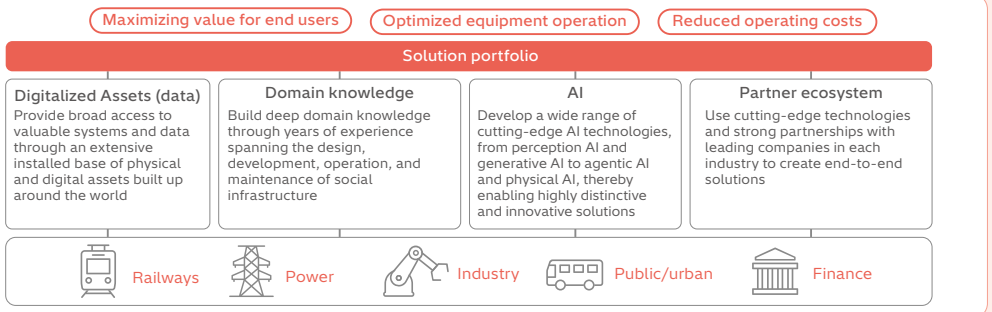
HMAX™ by Hitachi: A suite of next-generation AI solutions

HMAX draws on data from both physical and digital assets and enhances advanced AI with the depth of domain knowledge unique to Hitachi. This enables it to tackle complex social infrastructure challenges and deliver the best possible outcomes and value for customers and society.

What is HMAX Industry?

One of HMAX’s domain-specific solution suites, designed for industrial settings such as buildings and factories

Components of HMAX

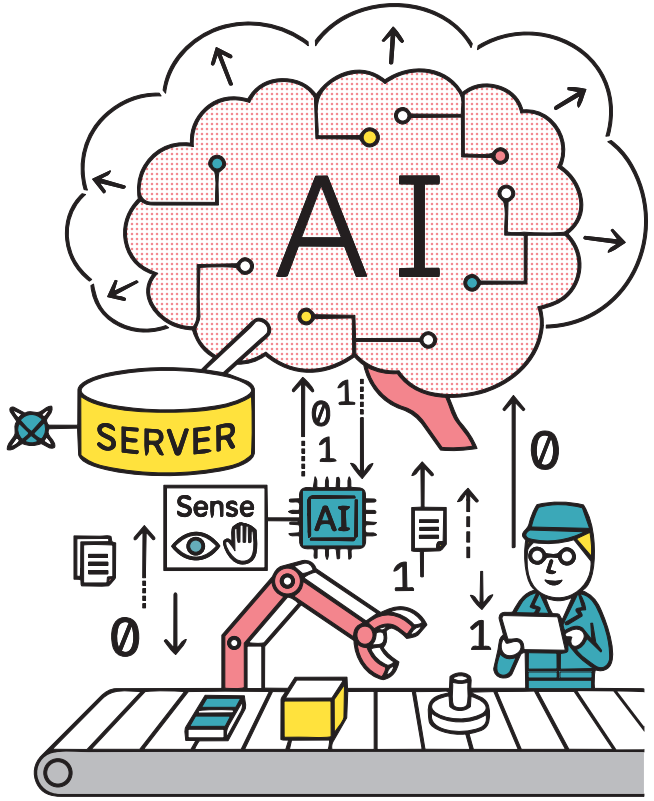


Developing an edge AI semiconductor as a foundational physical AI technology supporting HMAX Industry

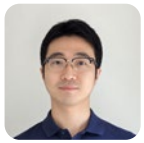
What is physical AI?

Technology that uses cameras and sensors installed on machinery to understand surrounding conditions, enables AI to make real-time decisions, and controls actual machines and robots

Hitachi and Hitachi High-Tech have developed an edge AI semiconductor that can be installed in industrial equipment and other devices as a foundational physical AI technology supporting HMAX Industry. With more than 10 times the power efficiency of conventional products, it analyzes on-site data such as images and vibration in real time within the equipment, thereby enabling advanced processing without a dedicated server and contributing to stable quality and improved yield and productivity.



My PLEDGES



Mr. Chen
Business Strategy Planning Div.

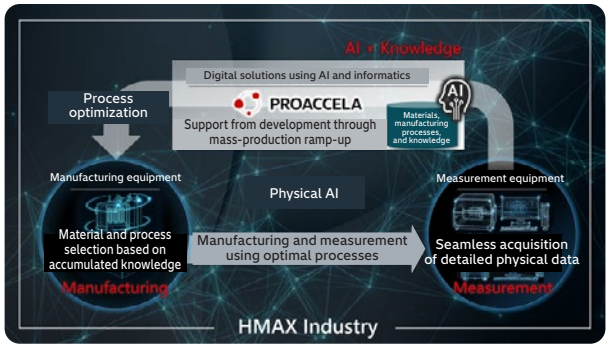
Connecting the value of advanced measurement to contribute to science and industry

Through the “Power of Knowledge” of our electron microscopes, we support our customers’ technology development and help them improve production yields. By translating insights into markets, customers, and competitors into product and technology strategy, we will further accelerate technological innovation in semiconductors and advanced materials, contributing to a more prosperous way of life and a sustainable society.

HMAX Industry use case

POWREX Corporation

Using Physical AI to Optimize the Coating Process for All-Solid-State Batteries



All-solid-state batteries use solid electrolytes instead of liquid electrolytes and are expected to offer high safety and high energy density. In the manufacturing process, optimizing the coating process for cathode active material[*1] requires advanced expertise and experience, and reliance on individual expertise when identifying conditions has been a major challenge. To address this challenge, Hitachi High-Tech began collaborating with POWREX.

The initiative uses physical AI that combines the coating technology, domain knowledge, and extensive operational data accumulated over many years by POWREX, a leading company in powder processing technology, with Hitachi High-Tech's analytical technologies, AI, and informatics technology. We worked to optimize coating conditions for cathode active materials. By developing a method for quantitatively evaluating coating conditions and exploring conditions through process informatics[*2], we efficiently identified high-quality, highly reproducible coating conditions. We aim to offer the results of this demonstration as part of the HMAX Industry lineup, helping shorten the development and mass-production ramp-up periods for all-solid-state batteries in Lab to Fab[*3] and contributing to a stable supply of high-quality all-solid-state batteries.

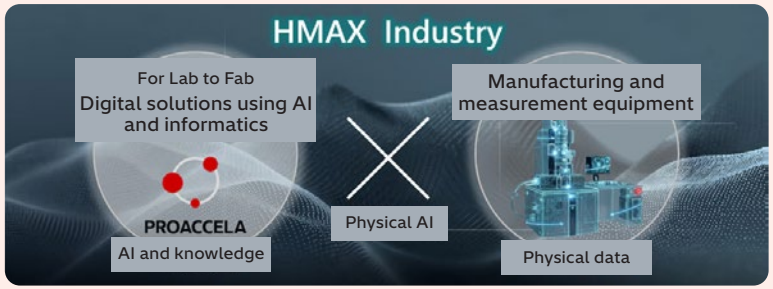
Going forward, we will promote the commercialization of optimal coating process proposals through HMAX Industry. Beyond the battery field, we will also explore expansion into areas such as high-performance materials, pharmaceuticals, and chemicals, thereby contributing to realizing high-value-added manufacturing that uses data and AI.

*1 A material that accepts electrons in the battery reaction; metal oxides containing lithium ions are primarily used
*2 A technology that integratively analyzes conditions, measurement data, and other information from manufacturing and experimental processes and uses data-driven methods to predict performance and identify optimal manufacturing process conditions
*3 A business model that provides integrated support from R&D through mass production, creating value such as shortening the time from development to market launch (Time to Market)

Expected benefits of the verification

- Reduced prototyping and verification workload
- More efficient and advanced evaluation of coating conditions
- Consistent achievement of high-quality coating
- Shorter development and mass-production ramp-up periods
- Stable quality and improved productivity

Integrated support from R&D through mass-production design Renewing the materials development DX solution brand as "PROACCELA"

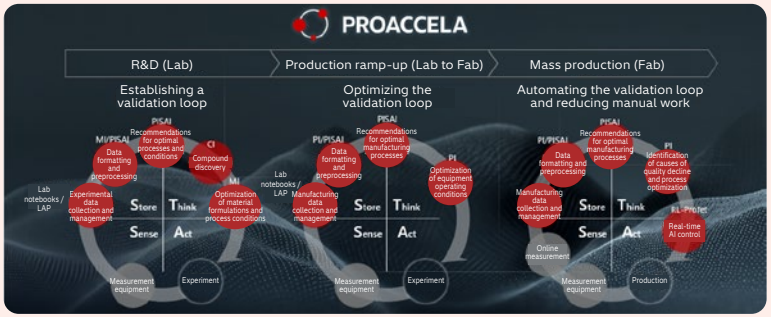


Hitachi High-Tech has renewed its materials development DX solution brand that uses AI and informatics technology as "PROACCELA." By integrating functions that had previously been offered separately, PROACCELA supports consistent use and advancement of data from R&D (Lab) through mass production (Fab).

PROACCELA draws on publicly available information, such as patents and academic papers, as well as knowledge and experimental data accumulated within companies. It uses these resources to recommend mass-production processes and enable simulation and optimization in virtual environments.

It streamlines the entire workflow, from collecting data and managing it in an AI-ready form to putting that data to use, helping researchers and engineers focus more on their core work. Along with tools, we provide support from Forward Deployed Engineers (FDEs)[*4], who work closely with customers throughout the process, from solving problems to creating value.

*4 A team of specialists who work directly at customer sites, providing end-to-end support from identifying business challenges and validating value early through proof-of-concept (PoC) projects to agile implementation in day-to-day operations

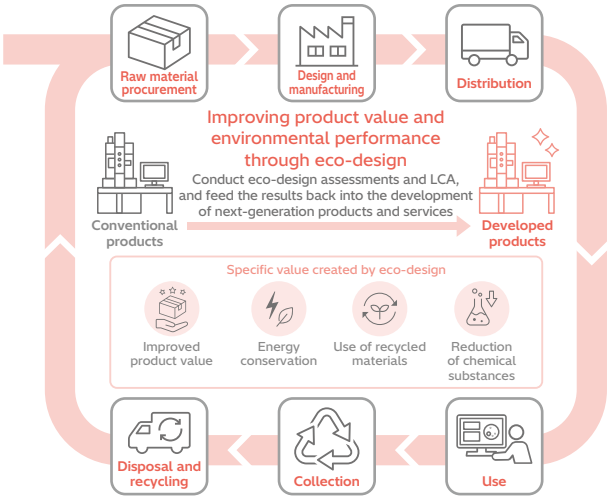


Creating Environmental Value through Eco-Design in Product Development

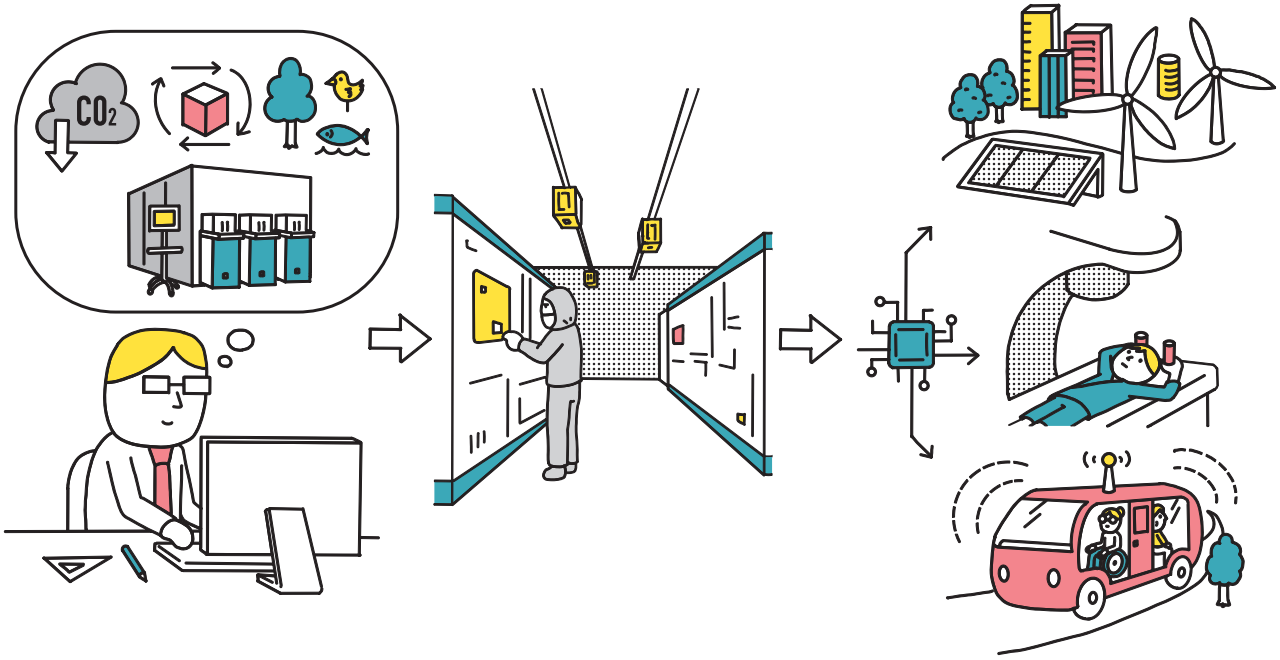
Creating environmental value with customers and the society beyond them in mind

To support sustainable business activities of our customers, Hitachi High-Tech is developing environmentally conscious products and services. From the early stages of development, we consider environmental impact across the entire life cycle and pursue both improved product performance and reduced environmental impact. Since FY2016, we have incorporated an eco-design (environmentally conscious design) approach into all newly developed products involving design work, conducting an eco-design assessment and a life cycle assessment (LCA). Through eco-design, we aim to create environmental value from multiple perspectives, including reducing GHG emissions when customers use our products, improving resource circularity, and reducing hazardous chemical substances. For example, in semiconductor manufacturing equipment, by bringing this environmental value to the manufacturing processes of customers, we contribute to a sustainable society supported by semiconductors in areas such as renewable energy, healthcare, and mobility.

Eco-design across the entire product life cycle



Lab to Fab, Fab to Society



My PLEDGES



Mr. Sasaki
Electron Beam Systems Design Dept.

Working together to develop the world's best environmentally conscious CD-SEM

We will bring together the strengths of everyone involved to develop the world's best environmentally conscious CD-SEM that excels in both environmental and metrology performance. We aim to develop products that everyone involved can be proud of.



Mr. Terauchi
Process Equipment Design Dept.

Simplifying high-tech processes with products that reduce environmental impact

We evaluate environmental impact across the entire product life cycle, from parts procurement to equipment disposal. Our goal is to develop equipment with a lower environmental impact than previous models. We are working hard to improve both etching performance and environmental value!

Case Study

Contributing to CO_2 reductions in semiconductor manufacturing through the pursuit of eco-design
"High-Precision Electron Beam Metrology System GT2000"



An "ultra-precise ruler" supporting semiconductor manufacturing

With advances in generative AI, autonomous driving, and next-generation communications, demand for semiconductors is expanding rapidly. At the same time, circuit patterns are becoming ever finer and more complex as performance improves, making highly precise measurements at the nanometer level (one millionth of a millimeter) indispensable to semiconductor manufacturing.

Playing a key role here is Hitachi High-Tech's CD-SEM (Scanning Electron Microscope). A CD-SEM measures the dimensions of semiconductor devices formed on silicon wafers—in other words, it serves as an "ultra-precise ruler" for semiconductor manufacturing. Since launching the world's first CD-SEM in 1984, Hitachi High-Tech has maintained a world-leading market share.

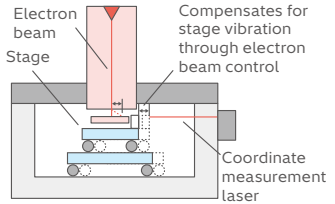
"GT2000": Combining high precision with low environmental impact

Launched in 2023, the latest model, the "High-Precision Electron Beam Metrology System GT2000," meets the high-precision metrology requirements of advanced 2-nanometer-generation semiconductors while also helping reduce environmental impact.

One feature is a 25% improvement in throughput compared with the previous model. Throughput refers to the number of wafers that can be measured within a given amount of time. By measuring more wafers in the same amount of time as the previous model, the GT2000 helps reduce power consumption and GHG emissions per wafer.

Because CD-SEMs require nanometer-order measurement accuracy, conventional systems applied the brakes to suppress vibration each time an image was acquired. The GT2000, however, achieves high-precision measurement without braking by tightly integrating Hitachi High-Tech's control and metrology technologies (Figure 1). In addition, Hitachi Group's analysis technologies were used to optimize the structure and control, improving stage travel speed as well.

Figure 1



Electron beam control system that compensates for stage vibration

Achieving a smaller footprint and lower power consumption

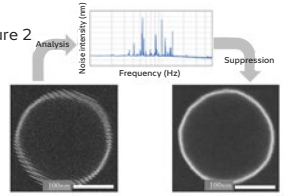
The GT2000 uses a compact, high-efficiency "switching power supply," reducing the equipment footprint by approximately 20% compared with the previous model.

Although switching power supplies are highly energy efficient, they tend to generate noise that can affect measurement accuracy, making their application to CD-SEMs challenging. The development team therefore established technology for detailed noise analysis and developed an electron beam control system to suppress its effects. This maintained high-precision metrology performance while reducing power consumption and making the system more compact (Figure 2).



The "Marine Site" achieves carbon neutrality by using electricity from solar and hydropower generation, along with geothermal energy.

Figure 2



Example of analysis results (top center) and suppression results (bottom right) for an SEM image with switching-power-supply noise superimposed (bottom left)

Reducing environmental impact in manufacturing and development processes as well

The GT2000's environmental considerations extend beyond the system itself. It is manufactured at the "Marine Site," a smart factory in Hitachinaka, Ibaraki Prefecture. The factory uses renewable energy and other measures to achieve net-zero GHG emissions during manufacturing.

At the design stage, MR (mixed reality) technology is also used to reduce the number of prototypes. By reducing the amount of materials required during development, we are working to lower environmental impact throughout the entire process from development through commercialization.

Supporting sustainable growth of the semiconductor industry

Semiconductor fabs may have several hundred CD-SEMs installed. For that reason, improvements in energy efficiency and processing capacity for each system can have a substantial overall impact.

While serving as an "ultra-precise ruler" that supports semiconductor quality and productivity, the GT2000 also helps reduce CO_2 emissions at manufacturing sites. The growth of the semiconductor industry that supports our digital society, and the realization of a sustainable society. The GT2000 plays an important role in supporting both.

Cancer treatment enabling work-life and social participation

Toward a society where people can continue treatment while living life on their own terms

To help realize a society where people can continue living life on their own terms—working, studying, participating in community activities, and more—even while facing cancer, Hitachi High-Tech contributes to improving each patient's QoL through particle therapy systems and X-ray therapy systems designed to reduce physical burden while delivering highly precise irradiation. We envision a future in which people can balance treatment with daily life, stay connected to society, and live with a positive outlook.

Providing next-generation radiation therapy systems that reduce physical burden

By providing minimally invasive radiation therapy systems with low radiation exposure, Hitachi High-Tech aims to reduce patient discomfort and enable cancer treatment with fewer hospital visits.

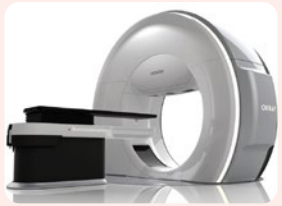
Particle therapy system

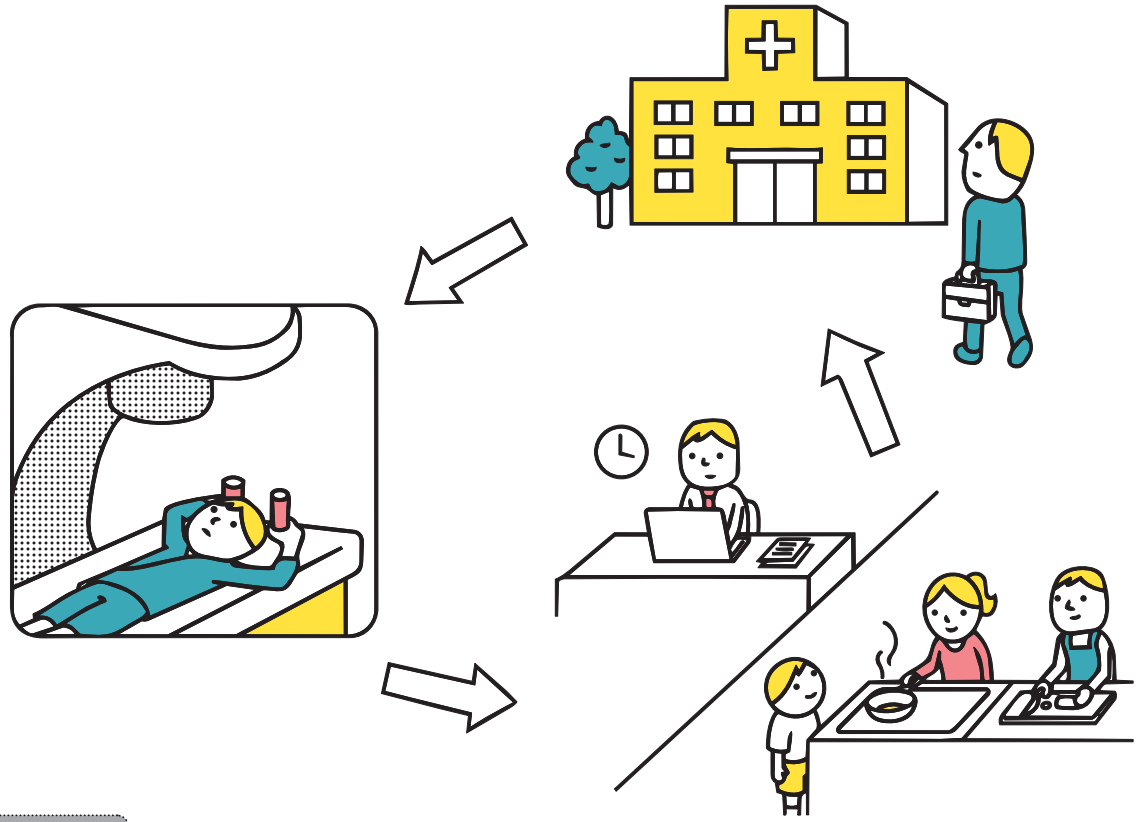
To enable medical institutions to choose the best treatment for different types of cancer, we offer hybrid systems capable of delivering proton beams, heavy ion beams, and beams using multiple ion species. They feature spot scanning technology and a motion tracking function.



X-ray therapy system

We offer the image-guided, high-precision X-ray therapy system "OXRAY." Its O-ring structure and two-axis rotation mechanism enable irradiation from multiple directions without moving the treatment couch. Combining image guidance and motion tracking technology, it delivers highly precise, pinpoint irradiation to lesions.





My PLEDGES



Mr. Nomoto
Business Promotion Dept.

Making particle therapy an option for a society without fear of cancer

Expanding treatment options brings greater peace of mind to society. While supporting proton therapy sites, we will communicate its effectiveness and value and work toward a society where people can face cancer with confidence.



Mr. Fujiwara
Design Dept.

Supporting an environment where patients can receive treatment with peace of mind

Being able to continue treatment as scheduled provides patients with significant peace of mind. By pursuing highly reliable design, we support an environment where patients can receive treatment with peace of mind.

Case Study

Expanding cancer treatment options with Hitachi High-Tech particle therapy

Cancer treatment must be delivered while minimizing the physical burden on patients. Particle therapy for cancer is attracting attention as one such option.
Hydrogen nuclei and carbon ions are accelerated to about 70% of the speed of light by an accelerator and focused on tumors (proton therapy uses accelerated hydrogen nuclei, while heavy-ion therapy uses accelerated carbon ions).
Because it causes virtually no pain during treatment and fewer side effects than other forms of radiation therapy, particle therapy is attracting attention as a treatment that allows patients to maintain their quality of life (QoL) while continuing both treatment and social life.
Hitachi High-Tech supports cancer treatment tailored to each patient through highly precise irradiation technology and the development of treatment environments.

Renewal of the proton therapy facility at University of Tsukuba Hospital

Together with TODA CORPORATION, BIKEN TECHNO CORPORATION, and Mitsubishi HC Capital Inc., Hitachi High-Tech is advancing a project under the PFI method[*1] to develop and operate a proton therapy facility at University of Tsukuba Hospital. This project marks Japan's first renewal of a proton therapy facility. The new facility was equipped with a proton therapy system featuring spot scanning irradiation technology, an accelerator, and two rotating gantry treatment rooms, and treatment began on September 29, 2025.

One distinctive feature is that the facility was renewed on a space-constrained site while medical services continued. A compact accelerator room and treatment rooms were built on a site adjacent to the existing facility, and renovation work was also carried out so that part of the existing facility could remain in use during construction of the new facility. A construction sequence was adopted that allowed medical services to continue as usual. This initiative provides a model for renewing a proton therapy system on a space-constrained site.

For 20 years after completion, the four companies will continue to use their respective expertise to support a stable treatment environment as partners of University of Tsukuba Hospital. As the representative company, Hitachi High-Tech is responsible for everything from procurement of the proton therapy system to its operation and maintenance.

University of Tsukuba Hospital has been a pioneer in proton beam cancer treatment research since 1983 and has provided treatment to 9,166 patients to date (as of the end of July 2026). Through operation and maintenance of the proton therapy system under this project, Hitachi High-Tech will help maintain a stable treatment environment.

*1 PFI (Private Finance Initiative) method: A method of using private-sector funding, management capabilities, and technology to construct, operate, and maintain public facilities and similar infrastructure.



Exterior of the Proton Therapy Center



Inside a treatment room

Installation of a proton therapy system at Tokyo Metropolitan Komagome Hospital

Hitachi High-Tech has received an order for a complete proton therapy system to be newly installed at Tokyo Metropolitan Komagome Hospital. For this project, a consortium comprising Takenaka Corporation, Hitachi High-Tech, and YOKOGAWA Architects & Engineers, Inc. was selected as the project operator. We will procure and install proton therapy equipment and help establish the new treatment environment.

As a Prefectural Designated Cancer Care Hospital, Tokyo Metropolitan Komagome Hospital plays a central role in cancer care in Tokyo. A new proton therapy facility will be established at the hospital, which also works to raise medical standards across Tokyo and strengthen the healthcare delivery system.

The new facility will have a compact layout, with a complete accelerator system and two rotating gantry treatment rooms. It will make effective use of the limited site to create an environment for providing proton therapy.

Hitachi High-Tech has supplied particle therapy systems for cancer treatment to medical institutions around the world, with more than 120,000 patients[*2] treated to date, demonstrating a strong record of reliability and performance. Leveraging this technology and track record, we will contribute to creating an environment that expands patients' treatment options through the development of this new proton therapy facility.



Exterior of the Proton Therapy Center

*2 Compiled from data through December 2024 published on the website of the PTCOG (Particle Therapy Co-Operative Group).

Ensuring safety of railway users

Supporting a society where everyone can travel by rail with peace of mind

People who use railways every day for commuting, school, travel, and other purposes expand their connections with society and local communities through safe and comfortable mobility. This essential railway infrastructure for society is supported from the ground up by advanced inspection and measurement technologies that precisely monitor the condition of railway equipment such as rails and overhead lines. For railway operators that require efficient, high-precision inspection equipment—and for everyone who uses railways—Hitachi High-Tech is advancing cutting-edge technology development not only in track inspection and trolley wire (overhead wire) inspection, but also in other areas.

Hitachi High-Tech's railway-related products

Peripheral equipment measurement

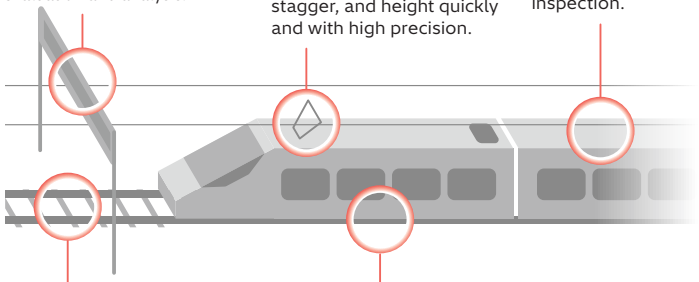
Measures items required for safe operation, such as surrounding obstacles, structures, and tunnel cross-sections, while the train is running. Camera images can also be used together with the measurement data for result evaluation and analysis.

Trolley wire (overhead wire) inspection

Overhead lines supply electricity; abnormalities can damage trains and surrounding equipment. To prevent abnormalities in overhead lines, the system measures wear, stagger, and height quickly and with high precision.

Inspection of train track equipment

A 4K camera installed on the roof of an in-service train on a conventional line records video of train track equipment, enabling desk-based inspection.

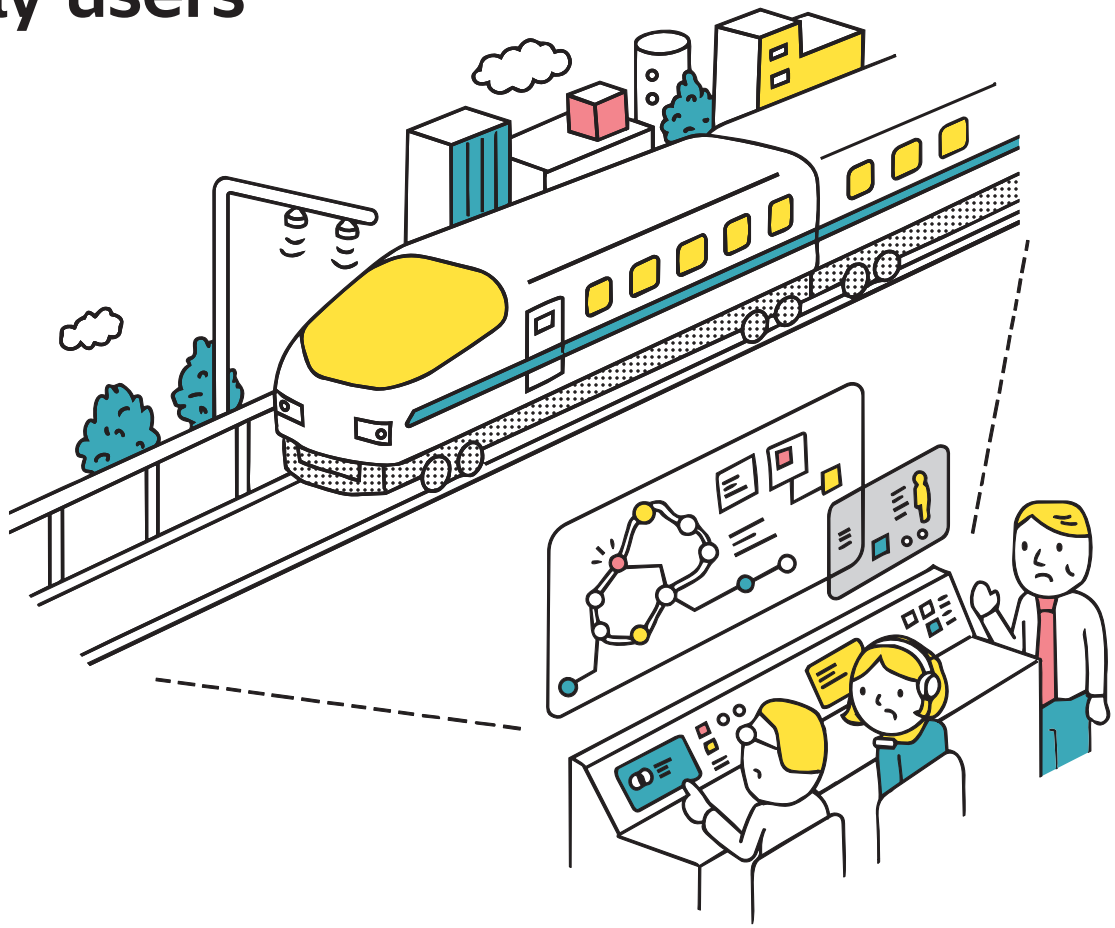


Rail (track) inspection

By detecting rail abnormalities such as twist and distortion, the system contributes to early repairs and prevention of accidents such as derailments, while also helping maintain smooth track and improve ride comfort.

Track component inspection

Using two-dimensional sensors, the system acquires profile data of track components and other equipment without contact and detects abnormalities with a ground-based analysis system.



My PLEDGES



Mr. Ogihara
Inspection System Sales Dept.

A sustainable future for railways begins with dialogue

Through dialogue with our customers, we identify the true challenges they face on site and provide the optimal solutions. By delivering the full value of our railway track inspection technology, we will achieve both labor savings and automation, as well as safe and stable transportation, and continue to contribute to building sustainable railway infrastructure and to the development of society.



Mr. Sakakibara
Inspection System Design Dept.

Supporting safe, secure rail transport through trusted inspection technology

We pursue highly reliable design, always focused on enabling customers to carry out inspections with confidence using our equipment and, in turn, protecting the safety of railway users.

Case Study

Developing Japan's first Railway Overhead Line Monitoring System equipped with 4K cameras Reducing inspection workloads to support safe, secure, and reliable rail transport

Regular inspections and maintenance of railway equipment are essential for railway operators to provide safe and secure rail transport. However, these inspections rely largely on visual checks, such as patrols on foot and close-up inspections from dedicated vehicles, requiring considerable labor and sometimes involving hazards. With the cooperation of Kyushu Railway Company (JR Kyushu), we developed the Railway Overhead Line Monitoring System. The system improves worker safety and maintenance efficiency.
In recognition of its initiatives and achievements in ensuring and improving electrical safety, JR Kyushu received the 70th Shibusawa Award from the Japan Electric Association. We also received the award jointly as JR Kyushu's technology development partner.

Monitoring overhead line equipment from the roof of an in-service train

The Railway Overhead Line Monitoring System uses cameras mounted on the roofs of in-service trains on conventional lines to record video of overhead line equipment, enabling monitoring from a desk. Eight roof-mounted cameras record video according to recording schedules configured in advance. The 4K cameras capture high-definition images of overhead line components—including trolley wires, hangers, and connectors—as well as equipment such as pull-off arms and tensioning devices. GNSS (Global Navigation Satellite System) data is acquired alongside the images, allowing equipment locations to be identified. The recorded image data is processed by a ground processing system, and an easy-to-use inspection application reduces the inspection workload.

For overhead line equipment inspections previously carried out visually by workers, the system has improved safety and reduced variations in inspection quality caused by weather and other factors. Five years after entering service, the system continues to help ensure a stable power supply for railways and safe working conditions.

The Hitachi High-Tech Group's Power of Knowledge and "One Hitachi" behind the challenge

As we ventured into the image processing field, technical support from Hitachi's research and development division enabled us to develop the system. In particular, we drew on the Hitachi Group's broad technological expertise for machine learning-based image extraction and H.265* encoding technology, both of which were still at an early stage at the time. At the start of operations, staff seconded from the system's design organization provided on-site support while deepening their understanding of the customer's work. As a result, within two years of introduction, the inspection coverage expanded to all of JR Kyushu's AC electrified sections, helping improve operational efficiency and inspection quality. We believe this commitment to working closely with customers in their actual operations to solve problems exemplifies the Hitachi High-Tech Group's Power of Knowledge.

Commenting on the award, the staff responsible said: "It is a great honor for this system, which I have worked on since joining the company, to receive such a prestigious award. We will continue to advance our technology to support safe, secure, and reliable rail transport." Hitachi High-Tech will continue its efforts to support the safety of railway infrastructure.

* The international standard for efficient video compression. It can reduce the data volume to about half that of conventional formats while maintaining the same image quality, significantly reducing storage requirements and network load. It is particularly suitable for high-resolution video such as 4K and 8K, and is used in a wide range of applications, including video streaming, surveillance systems, and railway monitoring.

System features

Remote operation
- Control of recording start/stop via wireless communication
- Remote monitoring of the system's recording status

Position information acquisition
- Acquisition of latitude/longitude data from GNSS positioning signals
- Position correction by synchronizing pole position detection with distance pulse signals

Viewing functions
- Supports display switching, playback speed selection, split-screen layout selection, and image zoom

Automatic control
- Automatic control of recording start/stop based on train speed
- Self-diagnosis and automatic recovery functions

Equipment extraction
- Automatically extracts frames containing the inspection target
- Displays an equipment list based on the pole number and distance from the pole

Flexible split-screen display (1–4 panes) and zoom function for specific areas to suit the inspection task



Railway Overhead Line Monitoring System delivered to Kyushu Railway Company

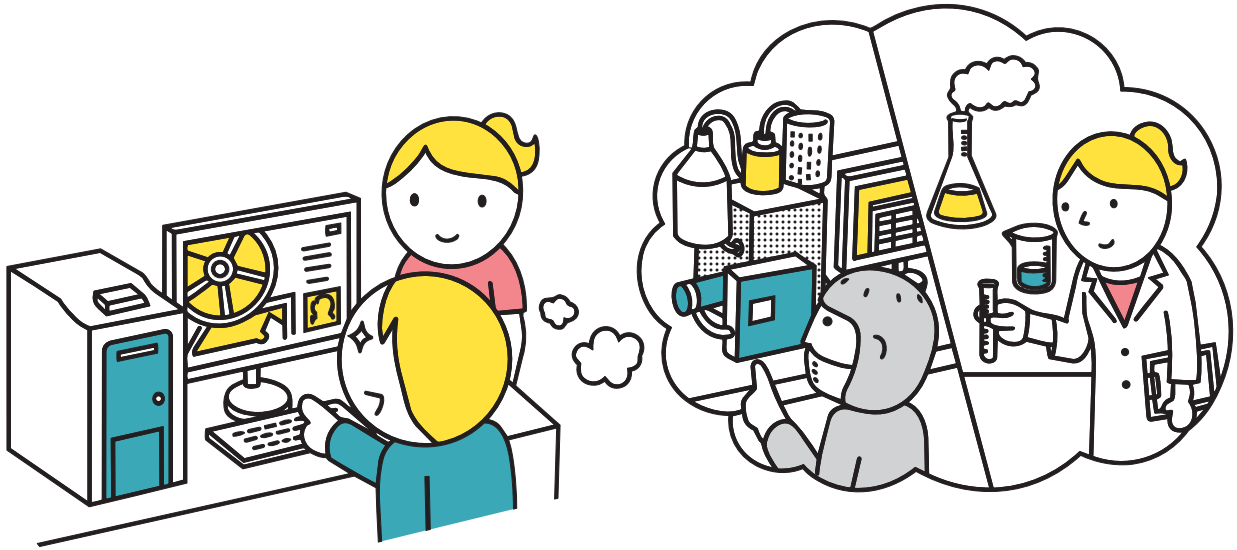


At the Japan Electric Association's 70th Shibusawa Award ceremony
Mr. Fukaya (left), Mr. Kameda (right)
[Inspection System Business Div., Industrial & Social Infrastructure Business Group]

Cultivating talent who pioneer the future with the power of science

Toward a society where the next generation can use science to thrive in the future

To help realize a society where children and students who will shape the next generation can develop an interest in and curiosity about science and forge their own futures, Hitachi High-Tech is advancing science education support activities. In collaboration with local communities in Japan and overseas, we create learning opportunities where participants can engage with science, think for themselves, and make discoveries through cutting-edge science and technology and our products and solutions. We hope the surprise and excitement gained through deeper learning will become a core motivation, inspiring them to keep aiming higher as innovators who will solve future social issues.



Hitachi High-Tech's science education support activities

We conduct science education support activities around the world using the Hitachi Tabletop Microscope Miniscope® Series. Through outreach classes and remote microscopic observation experiences, we have introduced a cumulative total of 540,000 children and students worldwide to the excitement of science.

Outreach classes

Employees serve as instructors at elementary and junior high schools, conducting classes that use electron microscope observations.



Exhibiting at events

We exhibit equipment at science events, where employees explain the equipment and offer visitors hands-on opportunities to operate it.



Equipment loans

We loan equipment to educational institutions such as high schools and universities, as well as science museums, for medium- to long-term use in curricula and events.

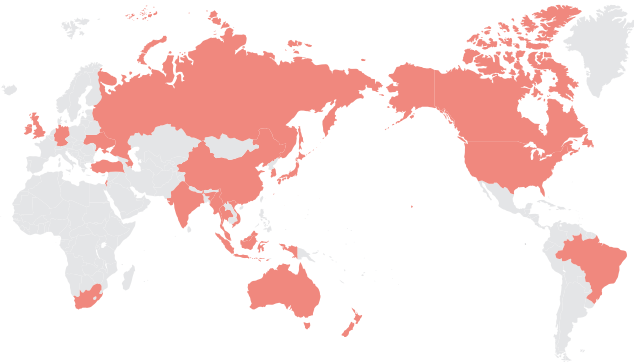


Information sharing

We publish activity reports, interviews with participants, learning content, collaboration videos, and more on our website and social media.



Activities in 31 countries and regions, reaching a cumulative total of 540,000 children and students



Case Study

Science education support activities centered on North America

Overview of the Inspire STEM Education Outreach Program

In the United States, a leader in STEM education, Hitachi High-Tech America, Inc. (HTA) has promoted the “Inspire STEM Education Outreach Program,” a science education support initiative centered on equipment loans, since 2011.

To efficiently expand activities across this vast region, we have developed programs that leverage the unique characteristics of each local community. We have built a STEM community with a broad network of educational institutions and NPOs, along with a library of resources created by educators. By establishing infrastructure for online activities and developing teaching kits, we have minimized barriers to using the latest technologies and steadily increased the number of participants in our activities.

The primary goal of our North American activities is for participating students to become STEM citizens and gain the confidence, skills, and mindset not only to prepare for careers but also to succeed and lead in modern society.

My PLEDGES



Ms. Harvey,
Hitachi High-Tech America

Contributing to the realization of a sustainable and resilient society through meaningful STEM education.

We create and deliver sustainable value through strategic STEM programs that raise awareness of sustainability, expand participation among diverse students, strengthen the future workforce pipeline, and advance corporate CSR goals.



Ms. Hamilton,
Hitachi High-Tech America

To expand access to meaningful STEM education and support the development of the next generation of talent.

Build relationships across education, industry, and community organizations to expand access to meaningful STEM experiences and connect learners to technology, innovation, and future career opportunities.

Examples of regions where initiatives are underway

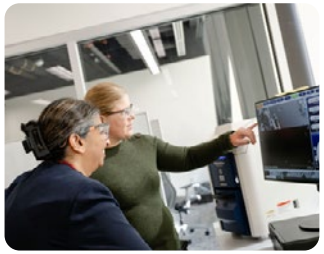
Victoria, British Columbia
(University of Victoria)



We held online demonstrations for educators using remote SEM operation, showing practical ways to use the technology in the classroom. We also published SEM images of familiar materials as educational content, providing ongoing learning opportunities.

Houghton, Michigan
(Michigan Technological University)

We installed an SEM in the mineral museum and provided local clubs with opportunities to image specimens. To further contribute to local education, we developed a “semiconductor sample kit” and are sharing these resources with other regions and communities.



San Francisco, California
(Exploratorium)

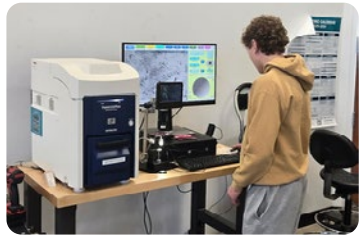
We provided visitors of all ages with opportunities to observe samples in real time through remote operation and to image samples they prepared themselves. By combining predictions of what samples would look like before observation with hands-on activities, we foster visitors’ curiosity and critical thinking.





Cleveland, Ohio
(Youth Technology Academy)

We built a foundation for collaboration with local stakeholders and loaned an SEM to a high school. Students gained hands-on experience analyzing material surface properties, while expert lectures and the program’s first-ever student assistant appointment further enhanced the educational effect.



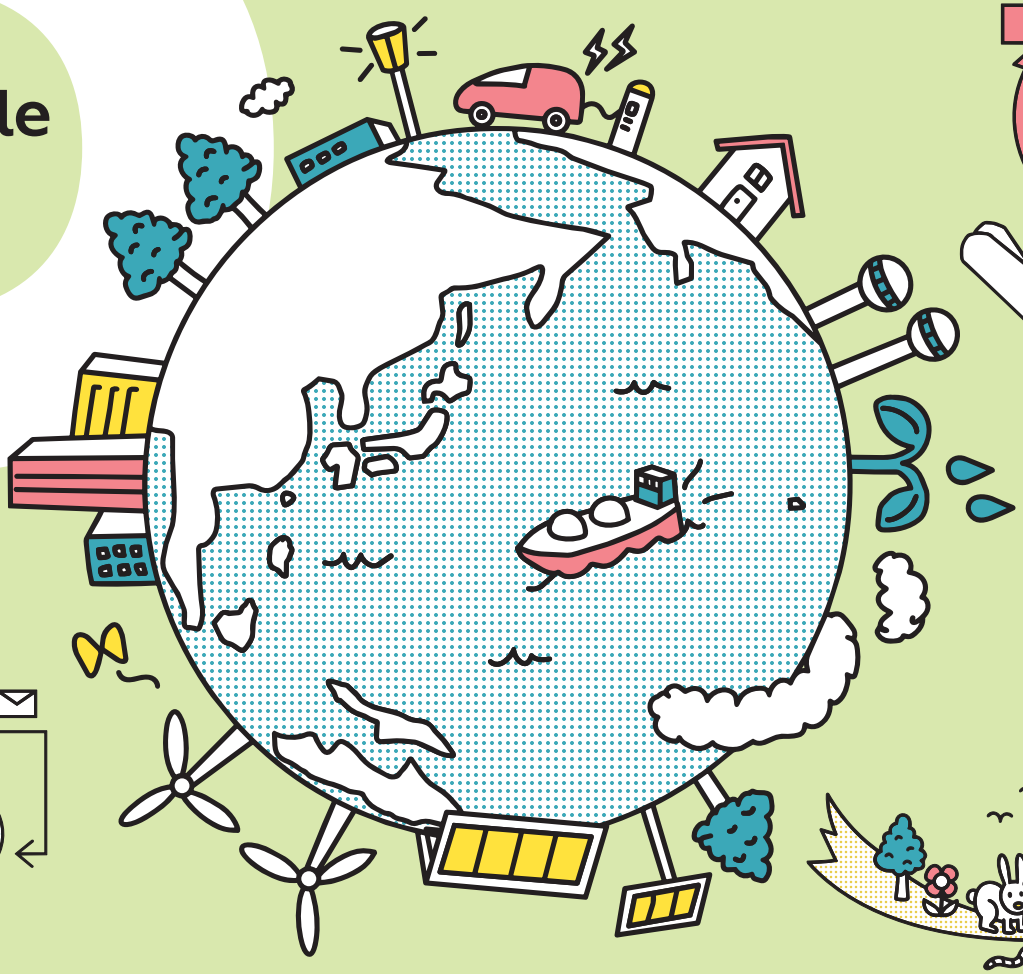
Chicago, Illinois
(Field Museum)

We installed an SEM in the Science Hub and provided around 19,000 visitors with opportunities to observe enlarged images of specimens. Through quiz-style interactive exhibits and demonstrations of microscope operation by researchers, we create opportunities to deepen understanding of microscopy technology.

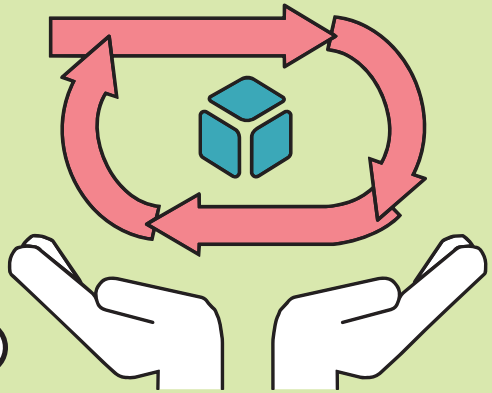


Planet

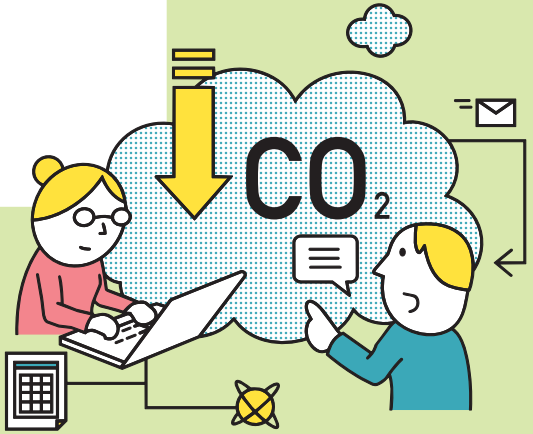
Contributing to a Sustainable Global Environment



Circular Economy



Decarbonization





Nature Positive

Corporate management in harmony with the global environment plays an important role in the sustainable development of society and companies.
The Hitachi High-Tech Group seeks to reduce resource and energy consumption and environmental impacts associated with business activities through advanced technologies, and aims to achieve decarbonization, circular economy, and nature positive by providing environmentally conscious products and services and through initiatives across the entire value chain.

Toward decarbonization

The Hitachi High-Tech Group emits greenhouse gases throughout its value chain, from procurement, manufacturing, logistics, sales, and services to product use and disposal. We therefore recognize addressing climate change as a key management issue and are pursuing initiatives to realize a decarbonized society, responding to expectations from customers and society that we reduce our environmental impact. As our medium- to long-term decarbonization targets, we aim to achieve carbon neutrality at all sites in Japan and overseas by FY2027 and net zero across the entire value chain by FY2050.
To meet these targets, we are using renewable energy, investing in environmental facilities such as energy-saving equipment, improving manufacturing processes, and incorporating environmentally conscious design. We are also working with procurement partners to reduce GHG emissions throughout the value chain. As a result, we achieved carbon neutrality at 44 sites in Japan and overseas in FY2025.

Pickup Site

Initiatives at Hitachi High-Tech's Kasado Area

A new manufacturing building for semiconductor manufacturing equipment (etch systems) was completed at the Kasado Area in Kudamatsu City, Yamaguchi Prefecture, on March 17, 2025. At the new manufacturing building, we are advancing carbon neutrality by using electricity from renewable energy and installing solar power generation systems. We are also digitalizing and automating production lines to both save energy and increase production capacity.

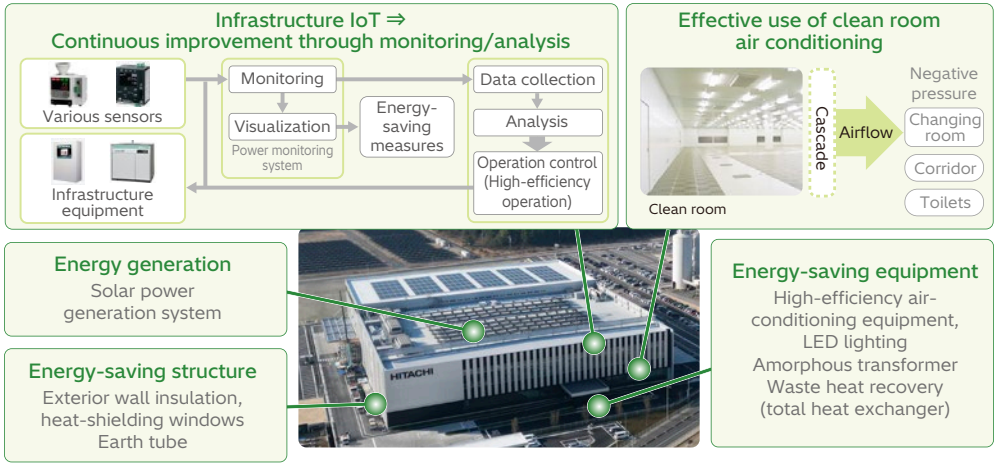
Circular economy initiatives
- Utilization of carpet tile waste at the new manufacturing building
- Continued waste sorting

Nature positive initiatives
- Removal of invasive species from on-site flower beds
- Cleanup activities at Hanaguri Beach
- Continued controls on the quantities of chemicals used


Example of carpet tile installation


Hanaguri Beach cleanup

Carbon neutrality initiatives




Awards ceremony

Received the Center Director's Award at the FY2025 Ibaraki Decokatsu Challenge Cup
Recognition for initiatives at the Naka Site, Marine Site, and Tarazaki Site in the Naka Area

At the FY2025 Ibaraki Decokatsu* Challenge Cup, a competition for initiatives contributing to CO_2 emissions reduction, Hitachi High-Tech received the Ibaraki Center for Climate Change Actions Director's Award. The award recognized the installation of solar power generation systems at Hitachi High-Tech's Naka Site, Marine Site, and Tarazaki Site in the Naka Area, which contribute to an annual reduction of approximately 743 metric tons of CO_2 emissions. Also recognized were the use of electricity from renewable energy and the achievement of carbon neutrality at the Marine Site and Tarazaki Site in the Naka Area.

* The popular name for the "national campaign to create new, fulfilling lifestyles that contribute to decarbonization."

What is the Ibaraki Decokatsu Challenge Cup?

The competition invites individuals, companies, and organizations to submit their Decokatsu action plans and results, together with CO_2 emissions reduction figures, to promote carbon neutrality in Ibaraki Prefecture. In FY2025, it received 350 entries.

Case Study

Selected for CDP's top-rated "A List" in "Climate Change" and "Water Security" and as a "Supplier Engagement Leader" for the second consecutive year

Hitachi High-Tech has responded to CDP*1 every year since 2010 while advancing initiatives to achieve decarbonization and nature positive outcomes. These efforts earned us a place on CDP's "A List," its highest rating in the "Climate Change" and "Water Security" categories. Our work with procurement partners to address climate change throughout the supply chain was also recognized, and we were selected as a "Supplier Engagement Leader." This marks the second consecutive year in which we have received the highest rating in three categories.

*1 An international non-governmental organization (NGO) established in the UK.

Case Study

Woodlands of Hitachi High-Tech Science retains the highest rating upon renewal of JHEP certification



The Woodlands of Hitachi High-Tech Science, located at the Fuji Oyama Works of Hitachi High-Tech Analysis Corporation, a Group company of Hitachi High-Tech, in Sunto District, Shizuoka Prefecture, once again received the highest rating of AAA (Triple A) under JHEP certification*2.

JHEP certification is a program administered by the Ecosystem Conservation Society-Japan to quantitatively assess and certify initiatives that contribute to biodiversity conservation, with certification requiring renewal every five years. This renewal recognized our sustained activities and steady results.

*2 Japan Habitat Evaluation and Certification Program. A certification program operated by the Ecosystem Conservation Society-Japan to objectively and quantitatively assess, certify, and make visible contributions to biodiversity conservation.

Woodlands of Hitachi High-Tech Science

The Woodlands of Hitachi High-Tech Science is a forest covering approximately 44,000 square meters within the site. Since FY2015, we have been converting coniferous forests to broadleaf forests, restoring grasslands of locally native Japanese silver grass, and removing invasive species to restore the traditional rural landscape that was once integral to local people's lives. At this renewal, we received the highest rating in recognition of our continued restoration and conservation of native plants through these activities, and the woodlands' important role as one of the local hubs for biodiversity conservation. Since FY2021, we have also been building and installing insect hotels to provide habitats for insects. The site was certified as a "Natural Symbiosis Site*3" in FY2023 and registered in an international database as an "OECM (other effective area-based conservation measures)*4" in FY2024. These and other initiatives have earned external recognition.

*3 News release (February 27, 2024): Woodlands of Hitachi High-Tech Science certified as a "Natural Symbiosis Site" by the Ministry of the Environment

*4 Areas that contribute to biodiversity conservation outside protected areas designated for nature conservation and biodiversity protection under the Natural Environment Conservation Act or prefectural ordinances.



Employee volunteers planting Japanese silver grass



Woodlands of Hitachi High-Tech Science (upper part of photo)



Pickup 1 Hands-on rice-planting event for employees

Making decarbonization tangible
—Hitachi High-Tech's goals for its rice-planting event

A unique initiative is underway on farmland in Hitachiomiya City, Ibaraki Prefecture, linking corporate carbon credit purchases with an agricultural technique called the prolonged mid-season drainage in rice cultivation. Hitachi High-Tech is participating in a J-Credit utilization scheme designed by NTT DOCOMO BUSINESS, Inc., combining it with hands-on rice planting for employees. By involving employees in the credit generation process rather than just purchasing credits, we are creating a new model that makes decarbonization visible and tangible. On May 23, 2026, we held a hands-on rice-planting event for employees with the cooperation of farmers in Ibaraki Prefecture.

Linking J-Credit purchases with hands-on farming to create a new model for decarbonization and coexistence with local communities

Hitachi High-Tech aims to achieve carbon neutrality for Scope 1 and 2 emissions by FY2027. As we expanded our use of carbon credits to achieve this target, we sought ways to go beyond simply purchasing credits and raise employees' environmental awareness by making decarbonization efforts more tangible. We identified J-Credits generated through prolonged mid-season drainage, which reduces greenhouse gas emissions from rice paddies, as a solution. Mid-season drainage is an agricultural technique in which water is drained from rice paddies once during the growing season to allow the soil surface to dry. Extending this drainage period suppresses the activity of methane-producing microorganisms and reduces emissions of methane gas, which has a greenhouse effect approximately 28 times that of CO_2.

Ibaraki Prefecture, where the farming activities took place, is home to many Hitachi High-Tech sites, including a core manufacturing plant. By using credits generated from farmland close to our workplaces, we are advancing decarbonization initiatives while strengthening our connections with local communities. These efforts go beyond simply offsetting emissions on paper: through hands-on rice planting, employees learn how environmental impacts are reduced. This approach holds promise as a new model that combines decarbonization with coexistence with local communities.



Our first environmental event with employee participation: A hands-on rice-planting experience

Making decarbonization a personal commitment



Mr. Nagae
Sustainability Management Dept.

Offsetting emissions through carbon credit purchases can easily be seen as solving the problem with money. That is why we launched this initiative: we wanted employees to take part where credits are generated, making decarbonization visible and personally meaningful. We plan to expand participation beyond employees responsible for environmental matters to include other employees and their families. By connecting the experiences of rice planting → harvesting → dining, we hope to make a personal commitment to decarbonization part of everyday life.

Pickup 2 Sustainable menus in employee cafeterias

Spreading sustainability through employee cafeterias—practical environmental initiatives that are easy to sustain

Two employee cafeterias in Hitachi High-Tech's Naka Area offer sustainable menus featuring low-environmental-impact ingredients such as soy meat and sustainably sourced seafood, encouraging employees to consider environmental issues through food. In FY2025, these menus were offered five times—in June, August, October, December, and February—for one week each time, achieving a combined greenhouse gas emissions reduction of 3,069 kg across the two cafeterias. In developing the menus, we used familiar descriptions and flavors to help diners choose these meals naturally, without hesitation, while also finding ways to limit the burden on kitchen staff. We will continue to try new approaches, including set meals made entirely with plant-based ingredients, and expand practical, sustainable initiatives through our cafeterias.



Food Loss Reduction Month poster



Naka Site cafeteria



Marine Site cafeteria





Left: Deep-fried soy meat (Naka Site cafeteria)

Right: Rice topped with soy meat in a thick sweet-and-savory sauce (Marine Site cafeteria)

Leadership Empowerment Diverse perspectives

Developing and Empowering Diverse Talent



- Talent acquisition and development
- Individual leadership
- Employee engagement
- Fostering culture
- Inclusive workplaces and growth opportunities

It will be crucial to continuously provide creative and innovative value to customers and society in order to succeed against competition in the global market while realizing sustainable growth.
The Hitachi High-Tech Group regards the talent that delivers our value as one of our most important management resources, and we are committed to fostering a culture that respects diversity and to building systems and environments that enable every employee to fully achieve their potential.
We also aim to foster reform-minded human resources who are able to create continuous innovation.

Special contents

“Contemporary Master Craftsman” × Next-Generation Leader

Turning master craftsmanship into strength for people and the organization

—Passing on the “Power of Knowledge” that supports electron microscope manufacturing—

For many years, Hitachi High-Tech’s electron microscopes have visualized the invisible microscopic world across a wide range of fields—from cutting-edge R&D and semiconductor manufacturing to healthcare—contributing to the sustained development of science and industry. In addition to observation and analysis, electron microscopes also serve as Digitalized Assets that create new value by utilizing accumulated data through HMAX.
At the Hitachi High-Tech Group, guided by the principle that “people are a company’s greatest asset,” we also work to develop talent who can think independently and drive improvements, passing advanced expertise and judgment cultivated at manufacturing sites on to the next generation.
This time, we spoke with Mr. Watahiki, who has long been involved in electron microscope manufacturing and was selected as an “Outstanding Technician (commonly known as a Contemporary Master Craftsman)” in FY2025, and Mr. Yamana, who now leads a team and is responsible for developing talent.



We spoke with the two people involved in talent development!

—What are your responsibilities?

Watahiki: I am responsible for assembling and adjusting TEMs (Transmission Electron Microscopes). I currently work as a Senior Technician, helping improve skills across the entire workplace by raising production efficiency, ensuring quality, and providing guidance to procurement partners.

Yamana: Since joining the company in 2015, I have been involved in the assembly and adjustment of TEMs. I now lead the assembly team and, in addition to production and installation work, I am responsible for work process improvements and training junior staff. The roughly two years of direct instruction I received from Mr. Watahiki formed the foundation of my skills as a technician. Even after more than 10 years of experience, I still feel there is much more to learn about electron microscopy.



—What is most important in talent development?

Watahiki: With large TEMs, it is rare for every step of the work to proceed smoothly from the outset. When developing junior staff, I emphasize not just memorizing prescribed procedures but understanding why each task is necessary and learning to think for themselves.

Yamana: When equipment does not meet the target specifications, adjustment work alone may not solve the problem. We need to broaden our perspective to the entire system—including circuit boards and mechanical components—and identify the cause. Rather than only looking at the image on the screen, we sometimes have to listen carefully and draw on all five senses and our experience to think through what may be causing the problem.

Watahiki: What we want to develop is not simply the ability to perform tasks, but the “Power of Knowledge”—the ability to understand the essence of an issue and grasp the context behind a challenge. By developing this “Power of Knowledge,” people can form their own hypotheses and respond even when they encounter unexpected issues.

—What is your My PLEDGES commitment?



Watahiki: My PLEDGES commitment is “Strengthening on-site capabilities by passing skills and passion on to the next generation.” I want to further strengthen our on-site capabilities by passing skills and passion to the next generation and enabling every individual to contribute to quality improvement and continuous improvement activities.

Yamana: My PLEDGES commitment is “Exercising leadership to strengthen the production floor.” I believe my role as a leader is to improve my own skills by taking on new challenges and pass that experience on to younger colleagues. I build trust through everyday conversations about not only work but also our personal lives, aiming to create a strong team in which everyone can perform at their best.

Recognizing people themselves as one of the assets of a company—enhancing each individual's value

The Hitachi High-Tech Group regards people themselves as one of the assets of a company and we believe that improving the value of each and every individual as a human resource leads directly to sustainable value creation throughout the Group. Based on this view, we will continue to provide career development support that emphasizes the meaning, significance, and values of work for each employee. We will also continue to accelerate the early development of human resources who can thrive globally and to cultivate human resources who can demonstrate the highest level of skills in manufacturing. At the same time, we will help all employees become capable of making full use of generative AI and digital technology to improve productivity and create new value as we proceed with our human resource development. We also strive to foster a corporate culture and create an environment in which all employees can demonstrate their abilities and creativity to the greatest degree possible.

Key initiatives



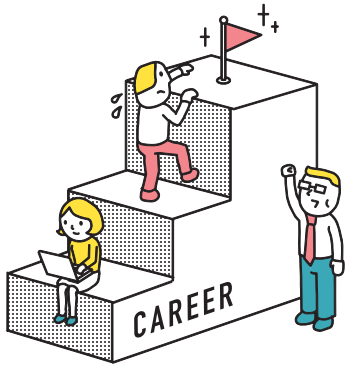
Cultivating Personnel with a Global Outlook

To accelerate the early development of human resources capable of handling business from a global perspective, we actively promote overseas assignments for young employees. We conduct overseas training using one-year overseas training programs and company-sponsored study abroad programs. We have also established common foundational education for national staff working at overseas bases, further enhancing efforts to develop global human resources.



Cultivating Skilled Manufacturing Personnel

Our high-tech products, such as semiconductor inspection equipment and analytical systems, are supported by the constant development of cutting-edge technology and the highest level of skill to turn it into products.
At Hitachi High-Tech, we actively foster skilled workers, and as a part of this, we have long participated in the National Skills Competition and the National Abilympics held annually. Over the years, including international competitions, we have produced many medalists. We will continue to develop human resources who can demonstrate the highest level of skills across a wide range of occupations.



Career development support

Hitachi High-Tech provides career development support that emphasizes the meaning, significance, and values of work for each employee, helping employees shape their careers on their own terms. Specifically, we offer career development training by age group, counseling by career counselors, and individual consultations at the in-house Career Consultation Office. Additionally, we have introduced systems for short working hours for career development approved by the Company, as well as leave systems for study abroad, self-development, and volunteering. We also hold "1on1" and "Will-Can-Must" interviews, in which managers discuss their team members' career goals and support their growth and progress toward those goals. In addition, we provide all employees with an online learning environment where they can acquire the latest knowledge and skills. Through these initiatives, we support each employee in taking ownership of their career development.

Pick up voice

Voices from overseas trainees

Hitachi High-Tech is developing global human resources through overseas training assignments, study abroad programs, and other opportunities. Here, we share the experiences of an employee who trained at Hitachi High-Tech Europe and an employee who studied at the Colorado School of Mines.



Mr. Ichihara
Sustainability Management Dept.

Hitachi High-Tech Europe head office (Germany)

Thinking more deeply about my role

I am based in Düsseldorf, Germany, where my work includes monitoring environmental regulations and drafting sustainability disclosures. My language skills are not perfect, but I focus more on getting my message across than on getting every word right. Since coming to Germany, I have started thinking more deeply about the purpose of each meeting and my role before taking part. I am truly grateful for the opportunity to train overseas.



Mr. Tajima
Process System Design Dept.

Colorado School of Mines (U.S.)

Taking initiative instead of striving for perfection

I went to the U.S. through an advanced technology exchange program to deepen my understanding of the fundamental phenomena involved in etching. At first, I struggled with the English spoken locally and the high cost of living. However, I made friends from many countries through an English class at a church and learned that taking initiative matters more than being perfect. Back in Japan, I hope to apply what I learned in the U.S. to my work, maintain my relationship with the laboratory, and build on that experience to publish research papers.

Case Study

Working in a way that suits you at every stage of life

Support for balancing work and family

At Hitachi High-Tech, we are developing and promoting support systems, mindful of legal reforms, so that employees involved in childcare or caregiving can balance work and family with peace of mind. We have expanded eligibility for working from home, satellite office work, and spot remote work to all employees. Under the flextime system, employees can choose their working hours autonomously and can even have three days off a week by setting a non-working day. We are promoting "hybrid work," which gives employees greater flexibility in where and when they work.

We are also promoting the "Full Support for Childcare Project" so that employees welcoming a child can take childcare leave for their desired period with peace of mind. By making these systems easier to use, we aim to create an environment where everyone can continue working in a way that suits them, regardless of life-stage changes such as childcare or caregiving responsibilities.

Support system for balancing work and childcare

Pregnancy	Pre-Dad and Pre-Mom Seminar Leave for infertility treatment (up to 1 year) Pre-Childcare Leave and Return-to-Work Support Seminar	Childcare Future Concierge	Hitachi High-Tech Childcare Support Website
	Prenatal medical appointment leave Pregnancy disability leave, etc.		
Childbirth	Maternity leave Spousal maternity leave		
Childcare leave	Childcare leave		
Return to workplace	Leave for nursing a child, etc. Shortened working hours Financial support for balancing childcare and work Childcare and caregiving support allowance, etc.		

Support system for balancing work and caregiving

Information provision
Establishment of a caregiving concierge (consultation desk) Work-caregiving balance seminar Distribution of handbook to support work-caregiving management
Financial support
Childcare/caregiving support allowance, work-caregiving balance financial support, work-caregiving system building support incentive
Leave system
Caregiving leave, annual caregiving leave

Flexible working system

- Flextime system
- Annual leave taken by the hour
- Satellite office work
- Spot remote work
- Efforts to eliminate transfer without family, etc.

Pick up voice

A mother of two shares her experience

Childbirth, childcare, work, and career—finding a balance without giving any of them up



Ms. Sugiyama
Corporate Strategy Dept.

While working in the Design Dept., I was appointed Senior Engineer during my first pregnancy. I was delighted, but I also worried that taking maternity and childcare leave would burden everyone around me. My colleagues said to me, "We'll take care of the work. Focus on having your baby!" I felt truly encouraged.

After giving birth, I wanted to establish a routine that balances work and childcare as soon as possible, so I returned to work two months after the birth. At the time, my supervisor said to me, "It's natural to rethink the way you work after having a child. Just find a way of working that suits you." Those words have stayed with me. I was also advised to develop my team members and raise the capabilities of the entire team so that fewer tasks will depend on me alone. Since then, I have made teamwork a priority in how we get things done.

I am now raising two children while working as a Manager in the Corporate Strategy Dept., making use of working from home and flextime. Having and raising children matters to me, but I would feel sad if that meant giving up my career. This workplace lets me value both and work in a way that suits me. For me, it is the best place to fulfill my potential.

A day in my life

04:30	Wake up, eat breakfast, pack lunches, and prep dinner
06:30	Wake up my children and husband
08:00	Daycare drop-off
08:30	Arrive at work and work in the office
13:30	Get a call from daycare saying my child has thrown up. Take hourly paid leave and go to daycare
14:30	Put my child to bed at home and start working from home
17:30	Finish work. Take my child to the hospital
19:00	Return home. Have dinner with my family
20:00	Bath time
21:00	Put my children to bed
22:00	Go to bed

A father of one shares his experience

"Enjoy parenting!" Those words gave me confidence



Mr. Sato
Metrology Systems Control-System Design Dept.

As soon as we learned that my wife was pregnant, I began preparing for the birth and for parenting. Several male colleagues around me had taken childcare leave, and they gave me advice on things like how long to take off and what preparations to make. Hearing their experiences helped me understand both the challenges and the joy of childbirth. I felt that I would do everything except breastfeeding!

I took two months of childcare leave, but because it coincided with the busiest stage of development, I felt guilty about being away. My manager and colleagues helped ease those feelings. I told my supervisor that my wife was pregnant. "Congratulations! When would you like to start your leave?" was the immediate response. My supervisor also helped me plan the handover. "Enjoy parenting!" my teammates said, sending me off with smiles. Thanks to their support, I could focus on the birth of our first child and on parenting without worrying about work.

Newborns grow every day. Watching that growth up close brought moments of joy, panic, and laughter. That time was irreplaceable. After returning to work, I put childcare at the center of my routine, working more efficiently and keeping overtime to a minimum. It was difficult to adjust at first, but I now find it very fulfilling.

A day in my life

06:00	Wake up
07:00	Give my child breakfast. Get ready for daycare
08:30	Arrive at work and work in the office
18:00	Leave the office
19:00	Have dinner with my child
20:00	Take a bath with my child
21:00	Work from home
22:00	Time to relax
23:00	Go to bed

Case Study

Turning differences into strengths and creating an environment where everyone can thrive

The business environment is changing at an ever-faster pace in the global markets where the Hitachi High-Tech Group operates. To stay competitive, we must continue to deliver creative, innovative value to customers and society through ongoing innovation. The Hitachi High-Tech Group places diversity management at the core of its business to harness diverse perspectives and values and energize the organization. With the commitment of top management, we are pursuing this as a key initiative for growth. We respect diversity in gender, age, nationality and ethnicity, sexual orientation (LGBTQIA+), disabilities, and neurodiversity*1, and actively foster a culture and enhance systems that enable every employee to fully demonstrate their abilities. We also collaborate with Group companies in Japan and overseas to promote diversity through a unified, global Group-wide effort.

*1 Neurodiversity (neurological diversity) is a concept created from the combination of the words "Neuro" (brain, nerve) and "Diversity", and refers to the idea of respecting and valuing differences in individual characteristics arising from the brain and nerves as diversity, and seeking to utilize these differences within society. In particular, the concept views traits associated with developmental disorders—such as autism spectrum disorder, attention-deficit/hyperactivity disorder, and learning disabilities—not as a lack of ability or a question of superiority or inferiority, but as "natural and normal variations in the human genome."
Source: "Promoting Neurodiversity" (METI/Ministry of Economy, Trade and Industry)

Efforts to promote understanding of LGBTQIA+

We are raising employee awareness by distributing practical guides to create an LGBTQIA+-friendly workplace and encouraging participation in various seminars. Employees from the Company also participated in Tokyo Pride*2, held in June 2026.

*2 One of Asia's largest events aiming to solve various human rights issues with a focus on LGBTQ+



Pick up voice

Interview with Juri Hashimoto of the Deaf Basketball Women's Japan National Team

Drawing Strength from Trust and Continuing to Take On Challenges in My Own Way



Ms. Hashimoto
Manufacturing Dept.,
Monozukuri DX Group,
Hitachi High-Tech Kyushu Corporation

At the Tokyo 2025 Deaflympics, the Deaf Basketball Women's Japan National Team won its first-ever gold medal. One of the players behind this achievement was Juri Hashimoto, a member of the Naka Human Resources and General Affairs Division who is currently seconded to Hitachi High-Tech Kyushu Corporation. Born with a hearing impairment, she has excelled as a shooting guard in Japan and overseas. She continues to compete while working at Hitachi High-Tech Kyushu Corporation. We spoke with Hashimoto about how they continue to challenge themselves and pursue their own path while balancing work and competitive sports.

I started playing basketball in third grade after a friend invited me to join, and I continued competing in the same environment as hearing players through high school. When I started playing deaf basketball at university, I was delighted to be able to play while communicating in sign language with teammates who also had hearing impairments, and I kept making new discoveries. Even when instructions could not be communicated instantly, we kept discussing them through sign language, eye contact, and signals, building trust along the way. In both sports and work, I make a point of seeing challenges not as reasons I cannot do something, but as opportunities to find creative solutions.



Ms. Hashimoto at work

I currently work in an administrative role in the Manufacturing Dept. at Hitachi High-Tech Kyushu Corporation, supporting manufacturing by arranging parts and materials and checking inventory. When hearing is difficult, such as in meetings or on phone calls, I find approaches that work for me, including communicating in writing, using text-based apps, and asking for meeting materials to be shared in advance. Support is also in place, including sign language interpreters for in-house training. Some colleagues even ask me to teach them sign language, which I really appreciate. Balancing work and sports is not easy, but I feel they have something in common: trust, communication, and fulfilling your role all contribute to the strength of the team.

To me, a society where everyone can shine is one where we recognize and respect one another as individuals, regardless of our ability to hear, rather than assuming that not being able to hear means not being able to do something. I think it is important to create an environment where different forms of communication—sign language, gestures, text, and captions—are used as a matter of course, and everyone can demonstrate their abilities. I hope others with hearing impairments will keep pursuing what they love without giving up. Rather than trying to handle everything alone, I hope they will accept support from those around them and keep moving toward their dreams and goals.



The moment she sank a three-pointer without hesitation

Looking ahead, I want to build on my experience at the Tokyo 2025 Deaflympics, contribute to the team as a key player at the international competitions in 2027 and 2029 and at the next Deaflympics, aiming to win consecutive titles. My goal is to sharpen my shooting and decision-making skills and become a role model for younger players. At work, too, I want to improve my planning and concentration so that others see me as someone they can rely on.

With the teammates who fought together every step of the way



Governance

Engagement

Establishing a Sound Management Foundation

- Corporate ethics and compliance
- Occupational Health & safety
- Quality and product safety
- Information security
- AI governance
- Risk management
- Human rights
- Digital platforms
- Sustainable procurement
- Creating innovation



Establishing a sound management foundation is essential for the sustainable growth of a company.
The Hitachi High-Tech Group will strengthen governance and strive to enhance risk management and promote respect for human rights throughout the value chain to enhance corporate value over the long term.
In addition, to accelerate our business, we will utilize new technologies and digital tools in our operations while pursuing innovation in our proprietary technologies and the expansion of ideas that serve as the source of innovation.
We will remain a company that is trusted and needed by society and that has a positive impact on society.

Special contents **Design × Intellectual Property**

Developing Compact Equipment to Support Sustainable Healthcare Delivery



As demand for healthcare grows, a shortage of personnel to perform testing has become one of the challenges facing medical settings in Japan and around the world. In particular, small and medium-sized hospitals and community medical settings are expected to perform more tests quickly and accurately with limited staff and space. Addressing these challenges not only reduces the burden on healthcare professionals, but also enables faster delivery of test results and shorter times until diagnosis and treatment, making it important for delivering necessary healthcare to those who need it.
To meet these needs in medical settings, Hitachi High-Tech developed the cobas pure integrated clinical chemistry and immunoassay analyzer through co-creation with Roche. The cobas c 303 clinical chemistry module, which forms part of the system, achieves approximately 1.5 times the processing speed of the previous model. For its core technology—a control technology that optimizes the movement of the reaction disk—the design and intellectual property teams worked closely together from the early stages of development to secure intellectual property rights, leading to a top-level patent award across the Hitachi Group. We will continue to create innovation through technology development and intellectual property activities rooted in frontline needs, thereby supporting a sustainable healthcare delivery system.

We spoke with the Design and Intellectual Property Team behind cobas pure!



—What are your responsibilities?
Yasui: When I was involved with cobas pure, I was responsible for tasks including system development for the cobas c 303 clinical chemistry module, defining the basic concept, and designing the hardware layout.
Otani: I have been with the Intellectual Property Dept. since joining the company, and as the person responsible for medical products, I was involved in all aspects of intellectual property work for cobas pure. I handled the process end to end, from a very early stage of concept development through patent acquisition.



cobas c 303

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—Tell us about your thoughts on the development process.
Yasui: Our goal was to achieve approximately 1.5 times the processing speed of the previous model. The turning point came when I tried expressing the change we wanted to achieve in mathematical formulas. Ultimately, we were able to achieve both higher processing capacity and measurement accuracy. As someone involved in the development, it meant a great deal to see technology born from a deep understanding of frontline challenges and repeated ingenuity receive such high recognition.
Otani: Because the technology patented in this case was central to the product concept, close collaboration with the Design Dept. was essential. We repeatedly discussed questions such as, “How is this different from conventional technology?” and “What has this change made possible?” From an intellectual property perspective, I want to do everything I can to support young designers so they can confidently pursue their ideas and bring the results to society.



—What is your My PLEDGES commitment?
Yasui: My PLEDGES commitment is “Improving workflows and enhancing the value of healthcare and testing.” As an engineer, I want to contribute to enhancing the value of healthcare and testing in society by continuing to create new technologies that accurately respond to the evolving needs of medical settings and clinical laboratories and improve workflows.
Otani: My PLEDGES commitment is “Turning the potential of technology into value for society through the power of IP.” I believe the mission of intellectual property is not only to legally protect technology, but also to identify and draw out how that technology can solve challenges for society and customers and continue generating maximum value.

Quality assurance that earns our customers' trust

The Hitachi High-Tech Group puts safety and quality before everything else, guided by the principle "Safety >> Quality > Delivery > Cost (S>>Q>D>C)." Our quality assurance division evaluates product and service quality independently of the design and manufacturing divisions, ensuring that we provide products our customers can use with confidence. Through consistent quality assurance activities from development and design to after-sales service following shipment, we build customer trust and contribute to safety in society.

Product development and quality assurance

Quality cannot be ensured through final inspection alone. At Hitachi High-Tech, we pursue quality at every stage, from product concept development, design, and prototyping and approval to production, shipment, installation, and after-sales service. The quality assurance division conducts quality reviews at each stage to verify compliance with laws, regulations, and standards, as well as product safety.



Product concept development

Customer feedback and failure cases involving previous products are shared. The findings are reflected in revisions to new product specifications.



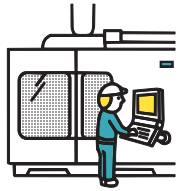
Design

Design reviews of new products help build quality into the design from an early stage.



Prototyping and approval

Type approval tests are conducted using prototypes. These tests verify compliance not only with Japanese laws and regulations, but also with applicable laws and regulations in other countries.



Production

Detailed tests on initial production lots assess variations in performance and quality between units and identify any issues in the manufacturing process.



Shipment

Every product must pass shipment tests conducted by the quality assurance division before it can be shipped. We take responsibility for the quality of every product we ship.



Installation

We verify that product specifications meet customer requirements and that the product is suited to the customer's operating environment.



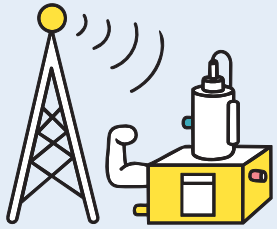
After-sales service

In addition to resolving issues smoothly at customer sites, we have the important responsibility of incorporating customer feedback into future product development.

Pick up Reliability evaluation to verify compliance with regulations in each country

During the prototyping and approval stages of new product development, our reliability evaluation facilities reproduce the temperature, humidity, vibration, electromagnetic, and air-pressure conditions found in operating environments around the world to evaluate safety, reliability, and regulatory compliance.

EMC testing



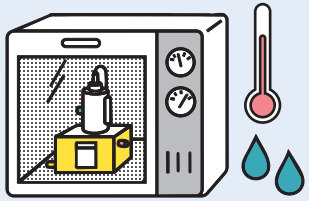
Preventing malfunctions caused by electromagnetic waves is essential to proper operation. We conduct EMC (electromagnetic compatibility) testing in an anechoic chamber in accordance with regulatory requirements in each country, including EU CE marking requirements and U.S. FCC regulations, to verify the safety and reliability required in global markets.

Reduced-pressure test



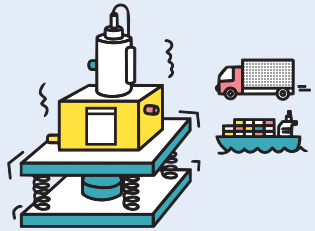
Low-pressure environments, such as those at high altitudes, place unusual stresses on the components, piping, and electronics inside a product. We recreate actual low-pressure conditions to verify that products operate safely and correctly.

Constant temperature and humidity test



We conduct environmental tests on medical and biotechnology products, as well as metrology and analysis products, in constant temperature and humidity chambers that reproduce conditions ranging from high to low temperatures and humidity levels. The Naka Area has eight large constant temperature and humidity chambers and one extra-large chamber.

Vibration test



Products are exposed to various types of vibration during transportation by truck or ship and in their operating environments after installation. We simulate these conditions using vibration testing equipment to verify that no abnormalities occur in mechanical structures or electronic components.

Life test

We operate products and units for extended periods to evaluate their durability and age-related deterioration. Anticipating long-term use in the field, we assess component wear and performance changes in advance to help prevent failures and optimize maintenance plans.

Combustion test

We conduct tests that reproduce incidents such as smoke generation and fires. By recreating actual incidents, we investigate their causes and verify the effectiveness of measures to prevent recurrence.

Case Study

Promoting responsible use of AI

The Hitachi High-Tech Group is promoting the use of AI technologies, including generative AI, while strengthening AI governance to ensure their appropriate use.

We have established an AI Ethics Committee to develop rules, manage risks, and conduct training and awareness activities based on Hitachi's AI Ethical Principles.

In parallel, the Generative AI Utilization Committee and other groups share use cases and hold training seminars to promote the safe and effective use of AI. By promoting AI use and strengthening governance in tandem, we aim to build trust in our use of AI and achieve sustainable value creation.



Employees taking part in a hands-on seminar

Recognized as a Certified Health and Productivity Management Organization (large enterprise category) for the ninth consecutive year

For the ninth consecutive year, Hitachi High-Tech has been recognized as a "2026 Certified Health and Productivity Management Organization (large enterprise category)" under the program jointly administered by the Ministry of Economy, Trade and Industry and the Japan Health Council. For the fifth consecutive year, all domestic Hitachi High-Tech Group companies, excluding equity-method affiliates, have also been recognized as Certified Health and Productivity Management Organizations. Hitachi High-Tech Fielding Corporation was named to the "White 500," which recognizes the top 500 organizations.

This recognition reflects organizational reforms led by managers with a focus on health and productivity management and efforts to embed these practices in each workplace, as well as measures to support employees' physical and mental health. We will continue to address employees' health needs based on trends in health examination findings, stress check results, and other information.

The Hitachi High-Tech Group will continue to create workplace environments where every employee can work safely, remain healthy, and thrive. By drawing on the strengths of diverse talent, we will contribute to creating new value and realizing a Harmonized Society.

2026
健康経営優良法人
KENKO Investment for Health
大規模法人部門

Awarded "Gold," placing in the top 5% in sustainability evaluation by EcoVadis, for the second consecutive year

Hitachi High-Tech received a "Gold" rating for the second consecutive year in the sustainability evaluation by EcoVadis, an international sustainability rating organization. This rating is awarded to the top 5% of companies assessed.

EcoVadis evaluates the sustainability initiatives of more than 150,000 companies and organizations across 185 countries and 250 industries in four areas: "Environment," "Labor and Human Rights," "Ethics," and "Sustainable Procurement." The Company was highly rated for its responsible business activities that consider local communities and the global environment, including greenhouse gas emissions reduction, initiatives for labor and human rights, and adherence to corporate ethics.

GOLD | Top 5%
ecovadis
Sustainability Rating
FEB 2026

The Company will continue to contribute to solving social issues throughout the entire value chain and realizing a sustainable society through co-creation with customers, partner companies, and other stakeholders.

Partner briefings at each manufacturing site

Sharing information and maintaining two-way communication with procurement partners are essential to building a common understanding of CSR. We therefore hold regular briefings for the procurement partners that supply our product manufacturing divisions. At each manufacturing site, we hold briefings twice a year to explain Hitachi Group-wide initiatives to promote green procurement and CSR activities throughout the supply chain. The Hitachi Group Sustainable Procurement Guidelines, published by Hitachi, Ltd., serve as the code of conduct we expect our procurement partners to follow and communicate the Hitachi High-Tech Group's policies and approach. We explain the social responsibilities set out in the guidelines—including ethical conduct, respect for human rights, labor practices, environmental issues, quality, and safety—and conduct joint reviews with our procurement partners to deepen mutual understanding and promote CSR procurement activities.

For green procurement, we use partner briefings to ask procurement partners to take specific actions on "prevention of global warming," "resource circulation," and "ecosystem conservation" in line with the Hitachi Group's Environmental Vision and policies. We are developing a framework for fulfilling our social responsibilities together with our procurement partners.



Partner Briefing (Naka Area)

Publisher

Hitachi High-Tech Corporation

Sustainability Management Dept., CSR Div.

Hitachi High-Tech General Inquiries