

# Hitachi Construction Machinery Group Integrated Report 2024

## Contents

### Introduction

Hitachi Construction Machinery Group's VISION	1
Hitachi Construction Machinery Group's MISSION and SPIRIT	2
Editorial Policy	3
Contents, Our Communication Map	4

### Messages from Top Management

CEO Message	5
COO Message	9
About the new concept "LANDCROS"	13

### 01 Sustainably Enhancing Our Corporate Value

History of the Hitachi Construction Machinery Group	15
Strengths We Have Gained	16
Hitachi Construction Machinery Group's Materiality	17
Value Creation Process	20
Special Feature 1 Upgrading the Value Chain Business	21
Special Feature 2 Further Enhancement of Human Capital Management	25
• CHRO Message • Human Capital Management	
• Human Resource Development	
• Occupational Safety and Health/Health Management	
• Roundtable Meeting of Young Employees	

### 02 Strategies to Achieve the Medium-term Management Plan

Path toward Further Improvement of Corporate Value	36
CFO Message	37
Financial Results for FY2023	41
Medium-term Management Plan	43
Upgrading the Business Unit System	44
Technology Strategy	46
• CTO Message	

### 03 Global Business Expansion/Growth Strategy by Region

CMO Message	51
Americas	52
Europe	56
Russia, CIS, Africa and Middle East	58
Asia and Oceania	60
China	62
Japan	63

### 04 Sustainability Promotion Initiatives that Support Sustainable Growth

Sustainability Promotion Initiatives	65
Our Approach to Climate Change	66
Initiatives to Realize a Circular Economy Working Toward a Society in Harmony with Nature—Addressing Biodiversity	71
Human Rights/Supply Chains	73
Risk Management	74
Corporate Governance	75
Independent Outside Director Roundtable Discussion	84

### 05 Corporate Data

11-Year Consolidated Financial Highlights	91
Non-Financial Highlights/External Evaluation	93
IR Information	95
Company Profile/Investor Information	96

## Our Communication Map

In addition to publishing this integrated report, the Hitachi Construction Machinery Group fulfills its accountability responsibility and engages in more meaningful communications with stakeholders through media such as the *ESG Data Book* and Sustainability Website.

### ● ESG Data Book

We publish detailed information related to the ESG performance of the Hitachi Construction Machinery Group in our *ESG Data Book*.

### ● Sustainability Website

This site provides a comprehensive report on the sustainability activities of the Hitachi Construction Machinery Group.

### ● Corporate Governance Report

Our *Corporate Governance Report* describes the basic approach of the Hitachi Construction Machinery Group to corporate governance and capital structure.

### ● Human Capital Report

This report shares quantitative information related to the Hitachi Construction Machinery Group's human capital as well as its human capital strategy and initiatives.

### ● Investor Relations Website

This website shares financial results and IR news, as well as information for individual investors and various IR materials, in a timely manner.

### ● Annual Securities Report

This document reports on the company's corporate affairs, business overview and financial information in each fiscal year pursuant to the Financial Instruments and Exchange Act.

### ● Business Explanatory Meeting Materials

Materials used for explanatory meetings and ESG briefings for institutional investors and analysts are uploaded along with summaries of Q&A sessions.

### <Public Relations>

#### ● TIERRA+ (magazine)

*TIERRA+* is a quarterly magazine published to inform a wide range of stakeholders about the Hitachi Construction Machinery Group's activities in Japan and overseas.

