**Realize a Sustainable Society through Improving Quality of Life and Adding Value for Customers**

**Provide solutions focusing on three fields:**
- the Environment, Resilience, and Security & Safety

**Co-creation with customers and society**

**Human capital**
- Diverse and global talent that can resolve social issues
  - Number of employees (consolidated) 301,056
  - Overseas employee ratio 46%
  - Investment in education per employee 66,900 yen

**Intellectual capital**
- Technologies/co-creation platforms to ensure global competitiveness
  - R&D investments 293.5 billion yen
  - R&D staff* 2,650
  - Customer co-creation centers* 11

**Manufactured capital**
- Production/business processes enhanced through IT
  - Capital expenditure 359.8 billion yen
  - Manufacturing bases approximately 400

**Social and relationship capital**
- Partnerships for creating value through co-creation
  - Lumada Alliance Program partners More than 40 companies
  - Investments in start-ups cumulative 7 companies
  - Funding for social contribution activities 1.9 billion yen

**Natural capital**
- Efficient use of resources
  - Total energy input 61 projects (equivalent to 153.84 million m³)
  - Raw material input 3,066 kt
  - Total water input 26.35 million m³
  - Total chemical substances handled 56.4 kt

**Financial capital**
- Financial platforms and investments for creating value
  - Hitachi, Ltd. 3,525.5 billion yen
  - Interest-bearing debt 2,397.3 billion yen
  - Growth investment 1,700 billion yen

**Source of value creation and competitive superiority**

- **Co-creation Methods**
- **Industrial and Business Expertise**
- **Digital Innovation Platform**

**Mission**
Contribute to society through the development of superior, original technology and products.

**Vision**
Simultaneously increase social, environmental, and economic value

**Input**
- Overseas employee ratio 46%
- Investment in education per employee 66,900 yen

**Output**
- Lumada business revenues 1.1 trillion yen
- Lumada solution core More than 85
- Lumada customer cases More than 1,000
- Lumada solution core More than 85
- Lumada in-house Application cases for internal IT services 257 cases
- Number of published patent applications approx. 10,000

**Note:** The total number of employees on a consolidated basis, the number of R&D staff, and the number of customer co-creation centers are as of the end of fiscal 2019. The number of manufacturing bases is as of April 2020.