The Value Creation Process

Our Advantages and Resources*1

Global and diverse organization and human capital
- DEI promotion for diverse human resources
- Compensation structure supporting growth mindset
- Global top-tier board
- Overseas employee ratio: 59%
- Ratio of female executive and corporate officers: 11%
- Ratio of non-Japanese executive and corporate officers: 20%
- Digital talent: 83,000
- Engagement score: 69.5%

Global assets capturing technology trends
- Three business segments matching trends
- Four strategic cross-sector functions
- Overseas regional headquarters capturing global markets
- Global asset ratio*2: 70%

Innovating technologies
- Back-cast corporate R&D that develops the next Lumada solutions
- Start-up investments
- R&D investments: 316.2 billion yen
- Investments in start-ups: 300M$ in total

Unique business model
- Lumada’s customer co-creation framework
- One Hitachi framework that enables approach to global customers
- Lumada use cases: 1,330
- Solutions: 202
- Number of visitors: 15,000
- Collaborative creation cases with customers: 75
- Alliance program partners: 62

Sustainable Growth in the Social Innovation Business

Green Energy & Mobility

Evolving Governance

Increasing Corporate Value

Innovating Technologies and Business Models

Strengthening the Portfolio

Creative Value

Support people’s quality of life with data and technology that fosters a sustainable society

Planetary Boundaries
Protect the earth while maintaining social infrastructure

Wellbeing
A society where every individual is comfortable and active

People

Contribute to customers’ decarbonization
126.1 million metric tons/year*3

Lumada drives growth by contributing to DX/GX

Revenue growth (YoY)*4: +14%
Adj. EBITA margin*: 9.5%
Lumada revenue ratio: 26%
Adj. EBITA margin: Approx. 14%
EPS*: 676 yen
CFPS: 439 yen
Total shareholder return: 142.7% (past three years)

*1 The figures described on this page are FY2022 performance
*2 FY2021
*3 Three-year average during the period of the Mid-term Management Plan 2024 (forecast)
*4 Continuing consolidated business (three sectors) excluding listed subsidiaries and Hitachi Astemo

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