



Virtue is Harmony

Pythagoras

A Harmonized Society



HITACHI

Hitachi Social Innovation

総本店

門店

新世界遊技場

新世界遊技場

横綱

射的

日本の串かつ 横綱

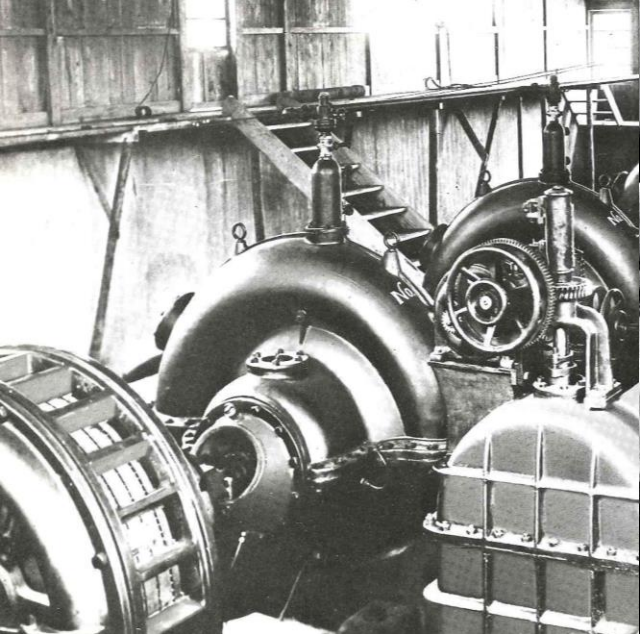
珍味

半田屋

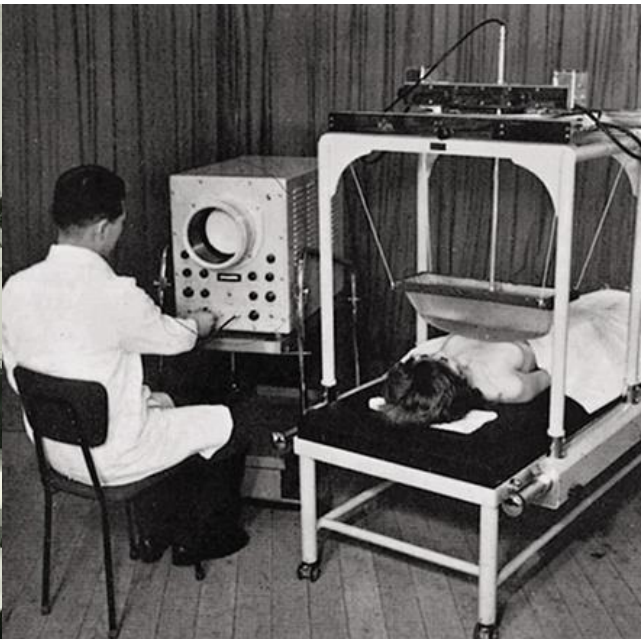
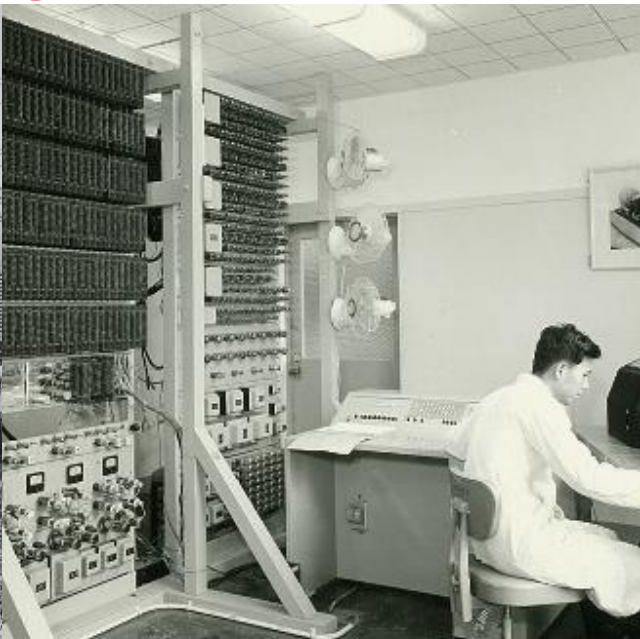
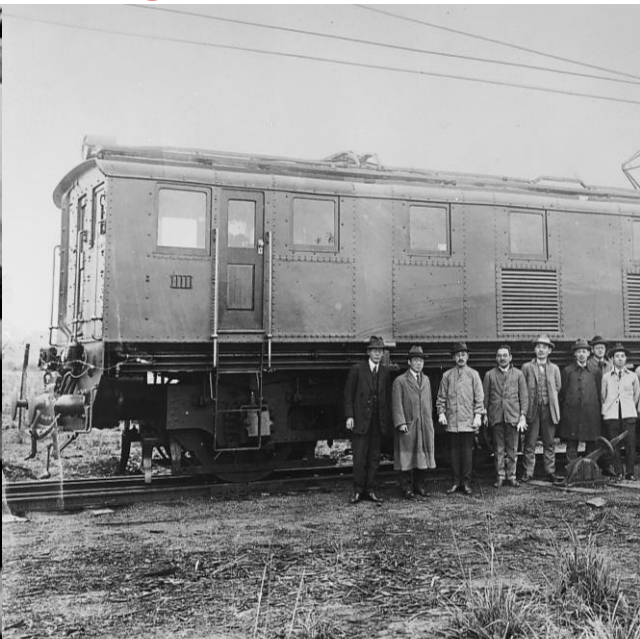


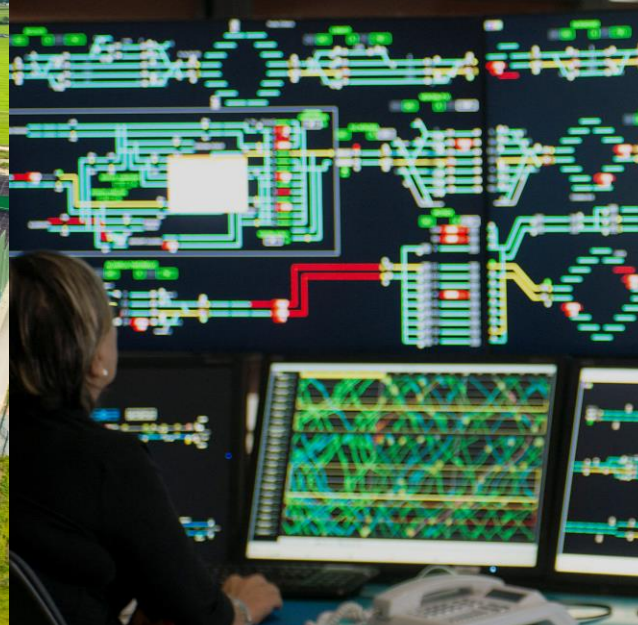
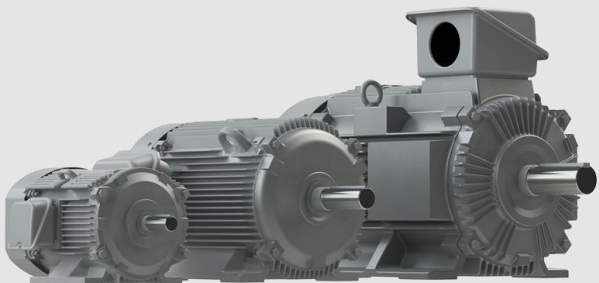
Products × OT × IT





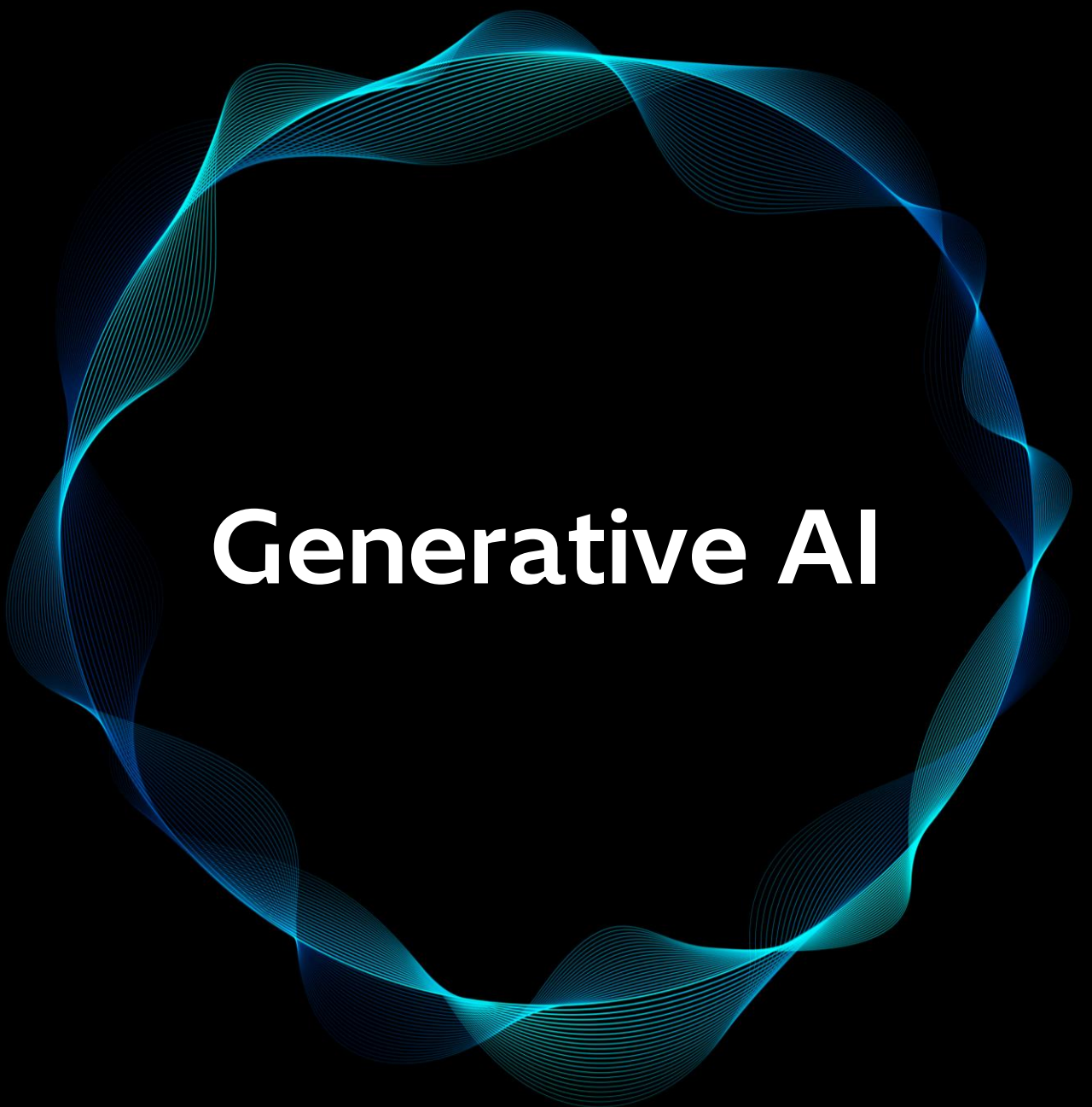
**Contribute to society through the development of superior,
original technology and products**





What's next?



The image features a central text element surrounded by a decorative frame. The frame is composed of numerous thin, overlapping, wavy lines in a vibrant blue color, creating a sense of motion and depth. These lines are arranged in a roughly circular pattern, with some areas appearing more dense than others, giving it an ethereal, smoke-like or liquid-like quality. The background is a solid, deep black, which makes the blue lines and the white text stand out prominently.

Generative AI

The Global Gen AI Market

Source: Ministry of Internal Affairs and Communications, Bloomberg (Statista)

2032 Forecast

1 trillion USD

2025 Forecast

0.2 trillion USD







GX

DX

Wellbeing

2020

2021

2022

2023

2024

Social Innovation
in a World with Limitations

Achieving Sustainability
with Digital Infrastructure

Innovation
for Frontline Workers

Human-centric Society
with Digital Infrastructure

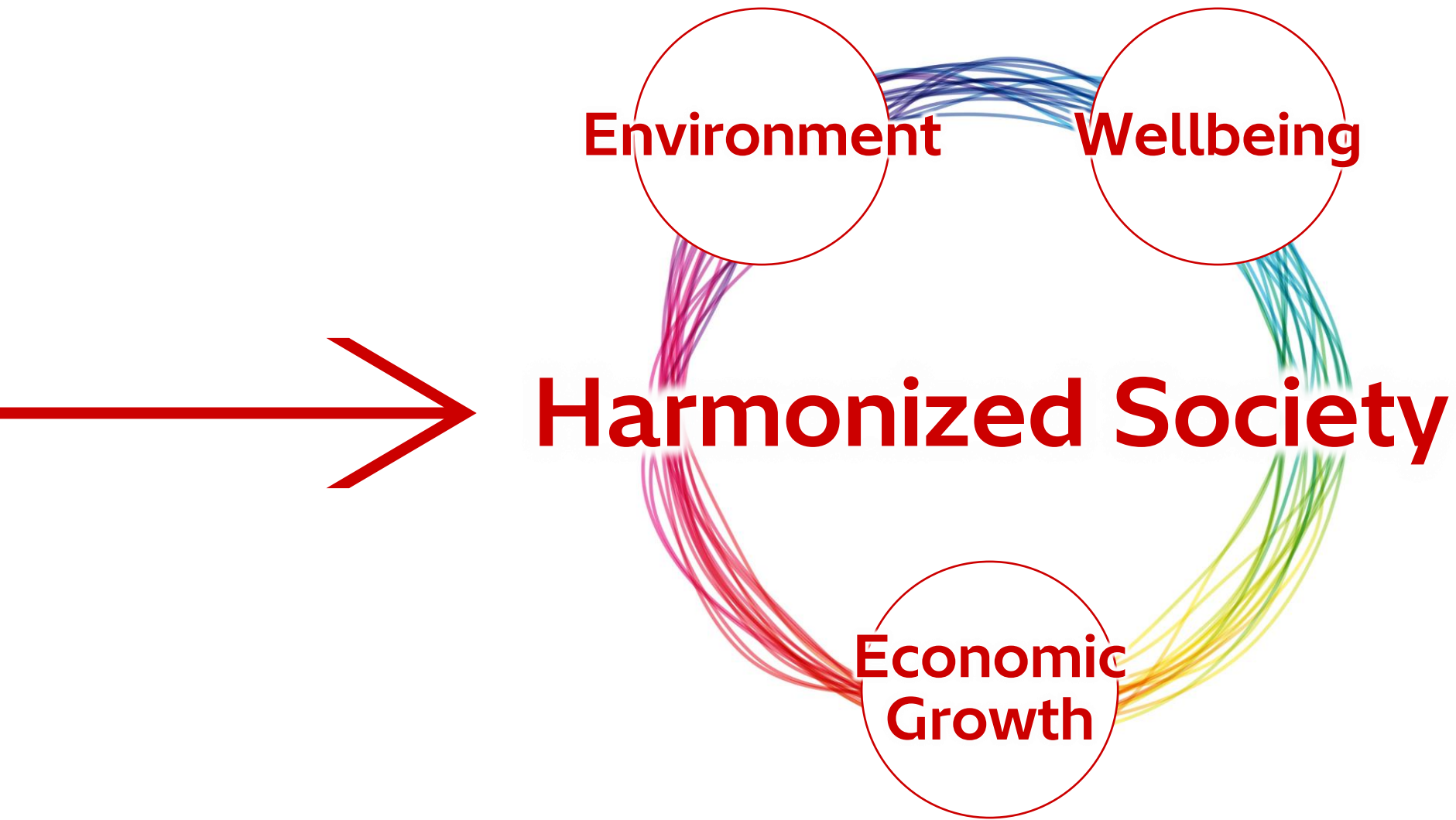
Implementing
Gen AI to business

A black and white photograph of a cracked asphalt surface. A prominent, dark, wavy crack runs horizontally across the middle of the frame, dividing the textured pavement into two halves. The text "The Divided World" is overlaid in white, centered on the crack.

The Divided World

Wa Harmony







Pre-financial Value





Financial Value



Evolution of Lumada



True One Hitachi

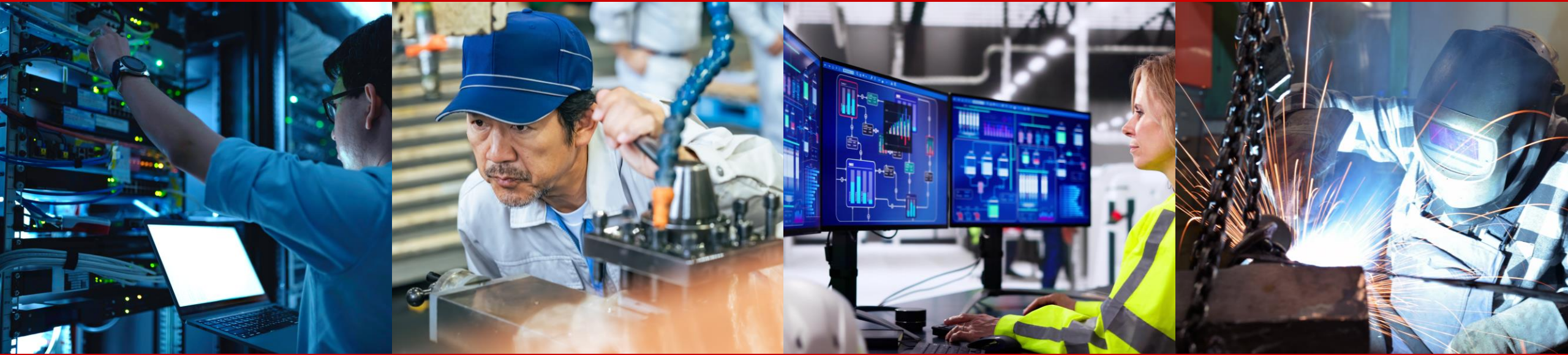


Co-creation With Society



Evolution of Lumada

Fusion of Domain Knowledge and AI



Energy
consumption
15%↓

Train delays
20%↓

Transforming Railway Maintenance

Maintenance
costs
15%↓



HMAX for Energy



HMAX for Industry



Innovating the “Gemba” for Frontline Workers



True One Hitachi

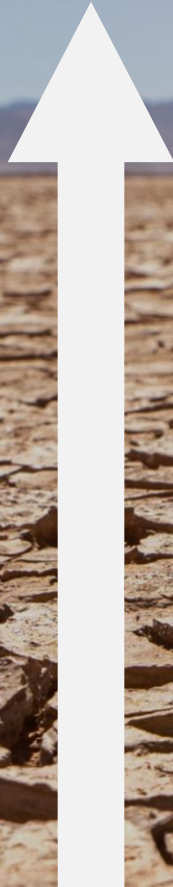
An abstract graphic on the left side of the slide. It features a large, tilted, semi-transparent blue cube. Inside and around this cube is a dense, complex pattern of smaller blue cubes and dots, creating a sense of depth and digital complexity. The background is a light blue gradient.

**Create new value
by integrating Hitachi's
businesses**

Average Global Temperatures

1.6 °C +

Source: World Meteorological Organization (WMO)



2024 COP Targets

World Energy Storage Capacity
by 2030

15.1 trillion watts



EV Battery

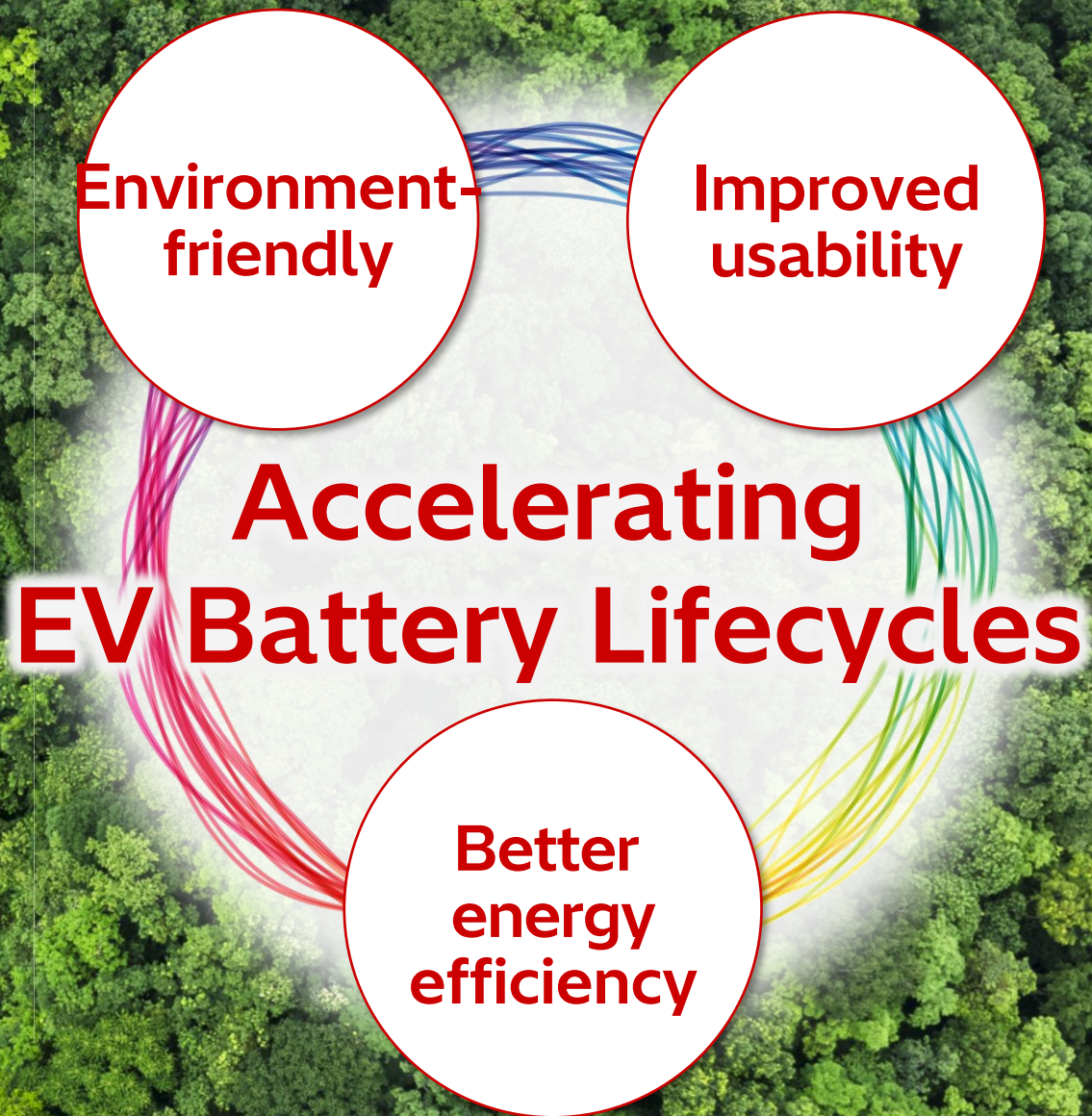




Manufacture

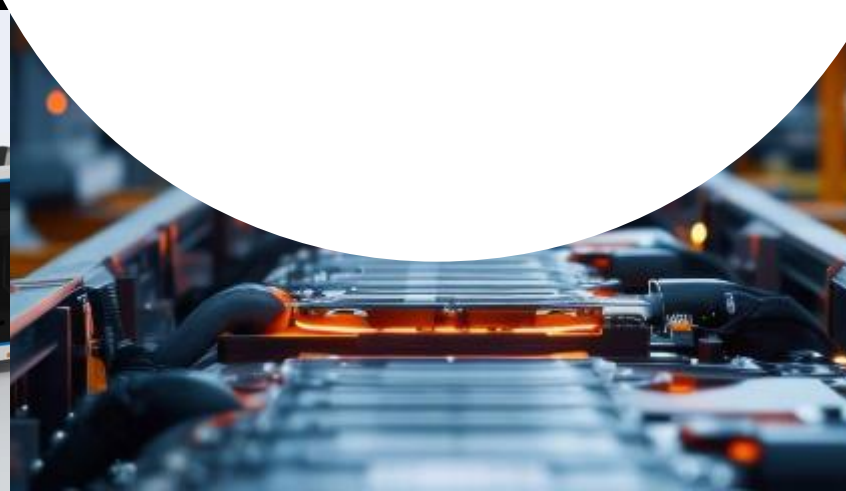
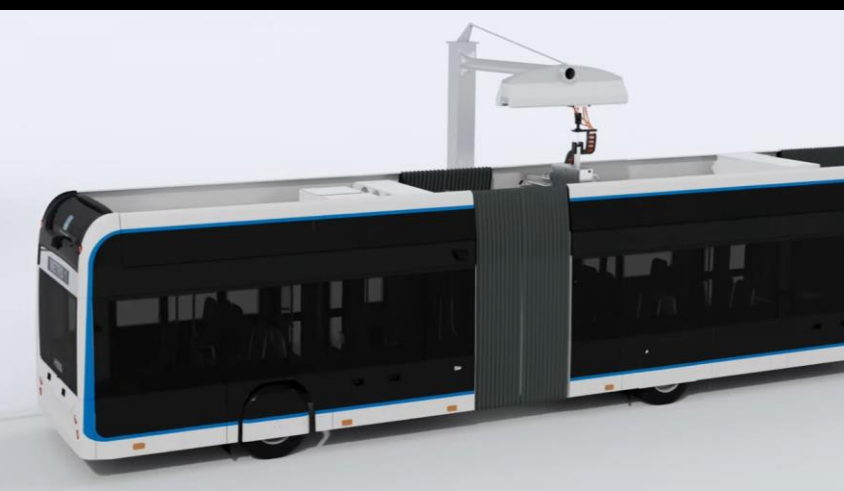
Reuse

Use





Integrating Hitachi Group's Solutions





Co-creation With Society



**Vision for
the future society**

**Data and
Technology**

**Voice of
residents**

Year 2040 : About 35% of the population to be age 65 or older

Source: Ministry of Health, Labour and Welfare
National Institute of Population and Social
Security Research "Population Projections
for Japan (2023 Estimates)"



Hitachi City, Ibaraki Prefecture

Population decreased by more than 40,000 since its peak in 1983

206,260

Source: Population Changes in Hitachi City
Administrative Division, General Affairs Department, Hitachi City

1983

163,300

2024





HITACHI CITY



HITACHI

"The Second Founding"



Encouraging everyone to take ownership of the future







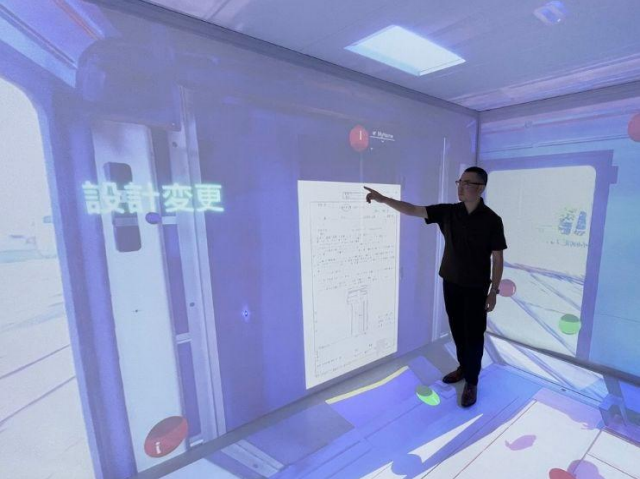
Evolution of Lumada



True One Hitachi



Co-creation With Society







Courtesy : The Japan Association for the 2025 World Exposition



What's next?