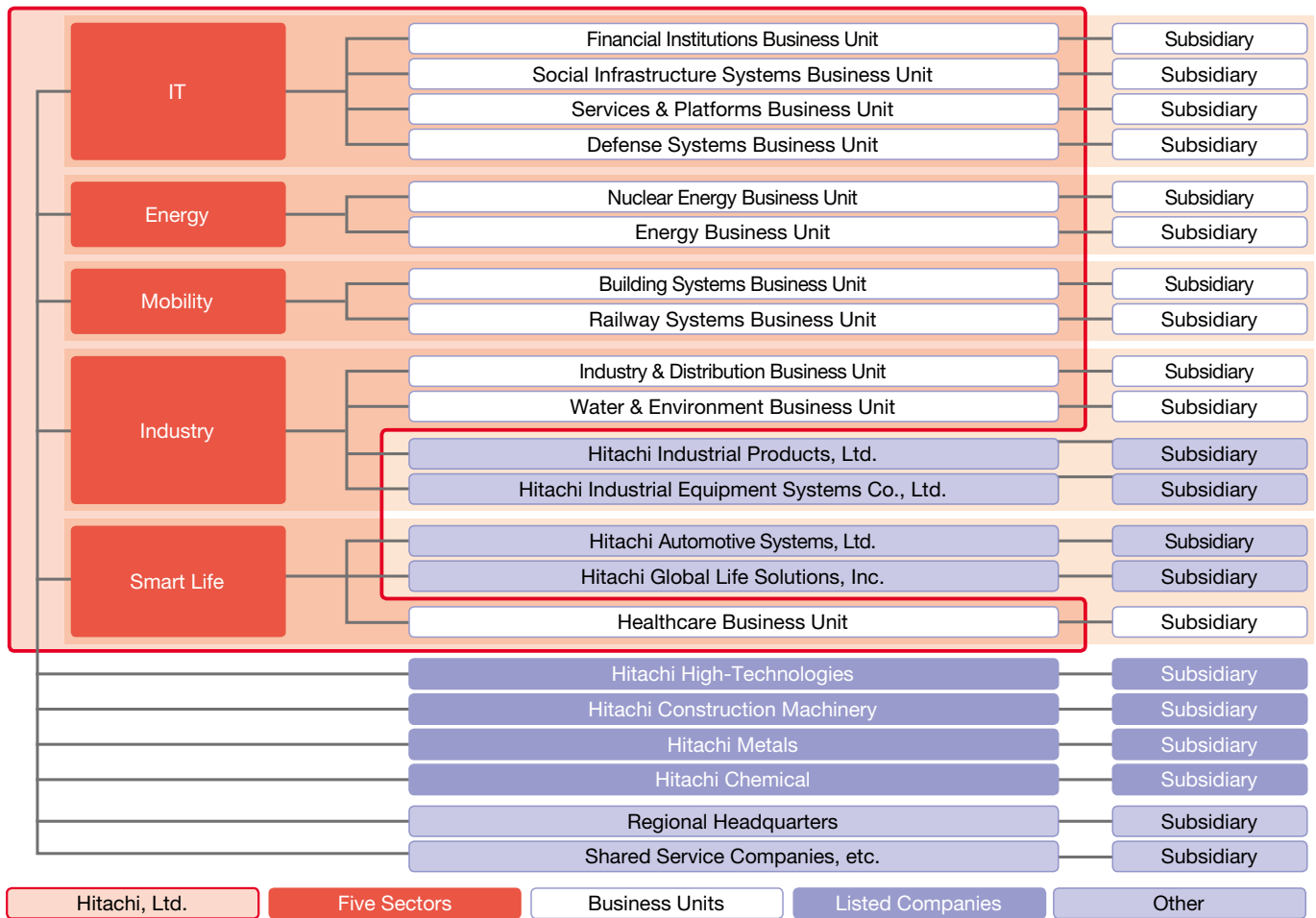


Hitachi Group Business Operation Framework



Keywords to Understand Hitachi Value Creation

Society 5.0

Society 5.0 expresses a new idea of society and related efforts to achieve this, as advocated by the Japanese government. The aim is to develop the economy while addressing societal issues by deploying AI, IoT, robots and other forms of advanced science and technology to make use of various data creating an affluent, human-centered society. The name refers to the evolution of a fifth form of society, continuing from the hunter-gatherer, agrarian, industrial, and information societies.

Social Innovation Business

Our Social Innovation Business accelerates collaborative creation with customers using the latest digital technologies in a wide range of fields, including social infrastructure. It also solves various issues faced by society and customers by taking advantage of the Hitachi Group's business bases; its total solutions, which combine the operational technology (OT), IT, products and systems it has cultivated over many years; digital solutions such as Lumada; and open innovation achieved through partnerships with operators worldwide.

Hitachi strengths: OT x IT x Products

Hitachi works to provide solutions that utilize digital technology to resolve issues facing customers and society by applying its operational technology (OT), which boasts a track record of more than 100 years; its information technology (IT), which has continued to develop for more

than 50 years; and its products, which it has developed and manufactured using its own technology since its founding.

Lumada Business

Lumada is Hitachi's advanced digital solutions, services, and technologies for turning customers' data into insights to drive digital innovation. It is derived from the words "illuminate" and "data." Customer cases refer to collaborative creation processes of the Lumada business, as well as those of which are models for the digital solutions that we have cultivated thus far. Lumada Solution Hub is a system that packages Lumada solutions and application development environments in forms that are easy to implement and provides them on cloud platforms.

NEXPERIENCE

This is a methodology for collaborative creation with customers advocated by Hitachi. It develops new businesses while visualizing various insight from multiple perspectives through workshops with customers. The approach comprises of "methods" for creating new businesses, "IT tools" that support the methods and "collaborative creation spaces for customers" that support discussions at workshops.