

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

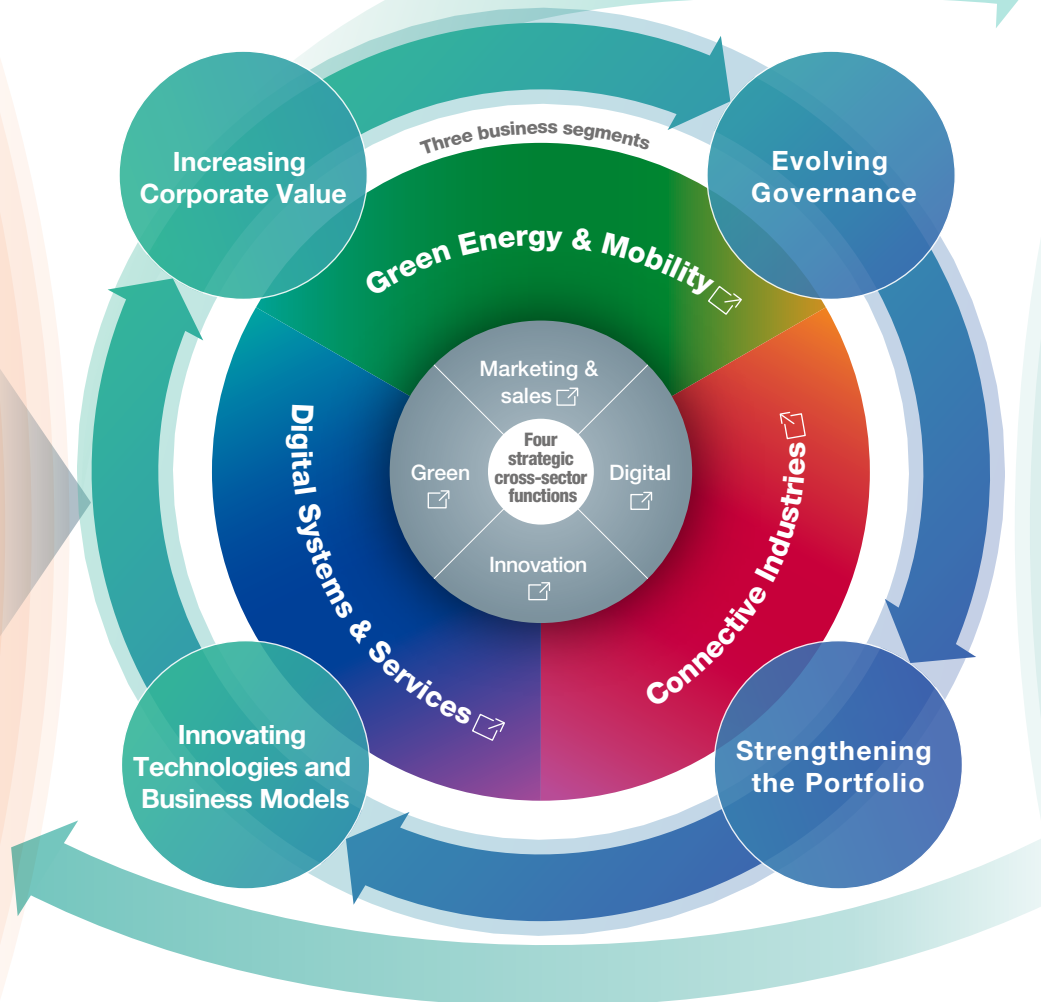
- Lumada's customer co-creation framework
- One Hitachi framework that enables approach to global customers

Lumada use cases	1,330
Solutions	202

Lumada Innovation Hub Tokyo

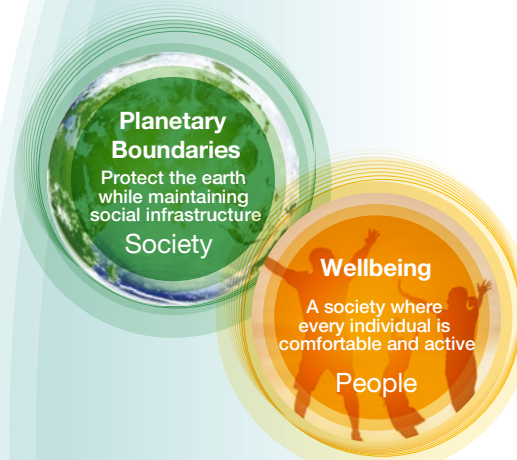
Number of visitors	15,000
Collaborative creation cases with customers	75
Alliance program partners	62

Sustainable Growth in the Social Innovation Business



Creative Value

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



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

Materiality

Environment	Resilience	Safety & Security	Quality of Life	Business with Integrity	DEI
-------------	------------	-------------------	-----------------	-------------------------	-----

Resilient organization | Corporate governance | Risk management

Mission

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

*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