

Corporate Initiatives for Sustainability Growth / Innovation Strategy

[R&D and IP Strategies Briefing](#)

▶ Achieving Sustainable Growth through the Development of Enabling Technology

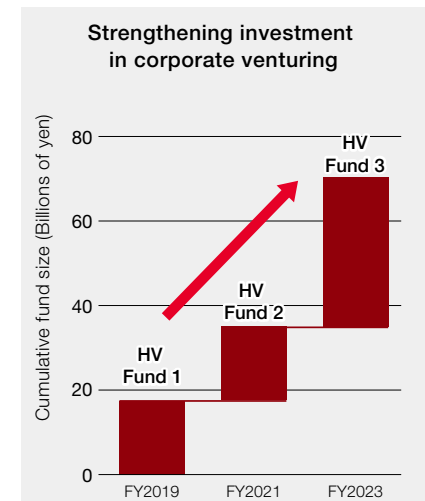
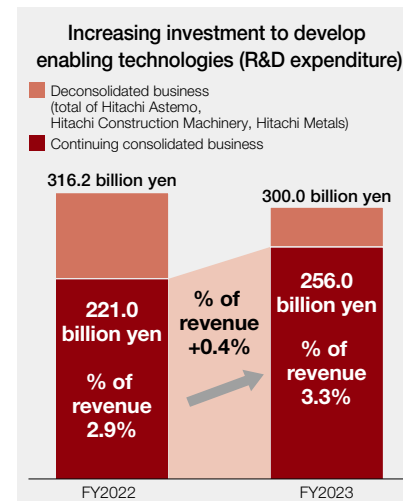
Our goal is to achieve the sustainable growth of business by firmly supporting co-creation capabilities as One Hitachi for each sector by developing enabling technologies that realize “innovation that addresses the real issues facing society” and drives “innovation that transforms the customer experience.”

Concretely, we are developing future Lumada solutions by taking a backcasting approach in R&D focusing on technology trends. Furthermore, we are supporting co-creation with customers in each sector through NEXPERIENCE, Hitachi’s original co-creation methodology. In addition, we are looking to solve society’s and our customers’ challenges by incorporating leading-edge technologies such as generative AI and future technologies for Hitachi’s growth through start-up investments by Hitachi Ventures.

We protect our enabling technology looking at technology trends and analyses of the competitive IP landscape to strategically build “value-driven” intellectual property portfolios based on customer benefit that our customers seek. We also provide global support to expand Lumada solutions in each sector by acquiring the patents needed to develop Lumada solutions for customers and the relevant market.



Open innovation hub “Kyōsō-no-Mori”



▶ Innovation Addressing the Real Issues in Society

We are capturing the issues and changes in society to backcast and drive innovation in the markets and businesses that can benefit from Lumada solutions.

In relation to an “environmentally neutral society,” a “society with a 100-year active life span,” and the “co-evolution of digital technologies, people and society” – challenges that need to be resolved by 2050—we will work toward solution for our customers’ future challenges through start-up investment and joint research with leading research institutes and universities. For example, for “co-evolution of digital technologies, people and society,” we are supporting human intellectual activities with generative AI and driving innovation to increase the efficiency of such activities, having also created the third “HV Fund.”

▶ Innovation That Transforms Customer Experience

We are supporting business growth as we facilitate innovative co-creation with customers in all sectors with the aim of solving customers’ management challenges. By using NEXPERIENCE, which systematizes know-how cultivated by Hitachi designers and researchers to solve societal issues, we envision our customers’ future growth together by catching “signs” of changes in society and in our customers. Cooperating with each sector, we will develop digital services that transform customer experience. Moreover, we are leveraging open innovation hubs such as the Lumada Innovation Hub Tokyo and Kyōsō-no-Mori to achieve co-creation with customers globally and support the expansion of Lumada businesses.

▶ Intellectual Property Strategy Supporting Innovation

Our business growth strategies are supported by developing and implementing global value-driven intellectual property strategies and portfolios. Under the leadership of our Chief Intellectual Property Officer, we are enhancing our global IP activities to include acquired and overseas group companies, to support and accelerate group innovation through, for example, globally sharing insights from intellectual property activities around the world. The expansion of Lumada businesses is supported by facilitating the use of group IP portfolios among the group businesses.

We are also strategically building intellectual property portfolios in cooperation with business divisions under group strategies. For example, for future Lumada solutions created through backcasting R&D, we develop the appropriate intellectual property portfolio to strategically protect relevant IP including applying for world wide patents and other measures to protect confidential and proprietary technologies.