

Hitachi's Value Creation Model

Hitachi creates economic, social, and environmental value and contributes to the realization of a sustainable society by tackling a variety of social issues through its Social Innovation Business.

Global Trends

- Acceleration of digitalization
- Era of uncertainty
- Paradigm shift

Object ▶ Thing

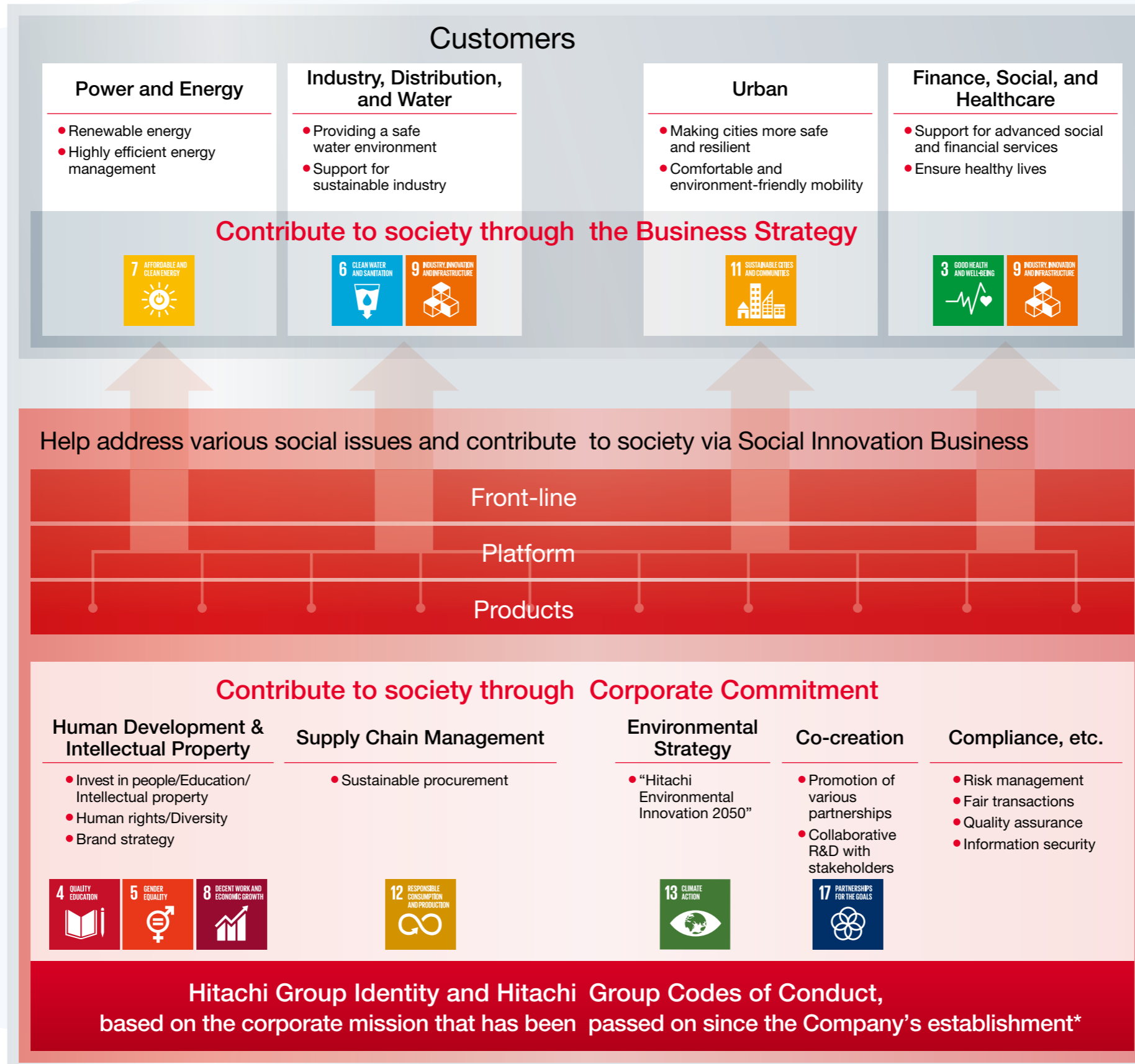
Possession ▶ Share

Closed ▶ Open

Specific optimization ▶ Total optimization

Social Issues

- Energy and environmental issues
- Water scarcity
- Rapid urbanization
- Aging society
- Lack of infrastructure
- Security



Realize a sustainable society and enhance the Company's value

Economic Value (FY2017 results)

■ Revenue: **9,368.6 billion yen**

■ Adjusted operating income: **714.6 billion yen**

Social Value

Safety and security, Zero accidents, Trusted products and services, Decent work and economic growth, Healthy and prosperous lives

Environmental Value (FY2017 results)

■ Reduction in CO₂ emissions: **33%** (base: FY2010)

■ Reduction in water usage per unit: **32%** (base: FY2005)

* The guidelines for ethical behavior and decision-making shared by all executives and employees of the Hitachi Group. (revised in April 2018) <http://www.hitachi.com/corporate/about/conduct/>