

# A healthy global environment





# People's happiness





# Economic growth



# Achieving sustainable economic growth



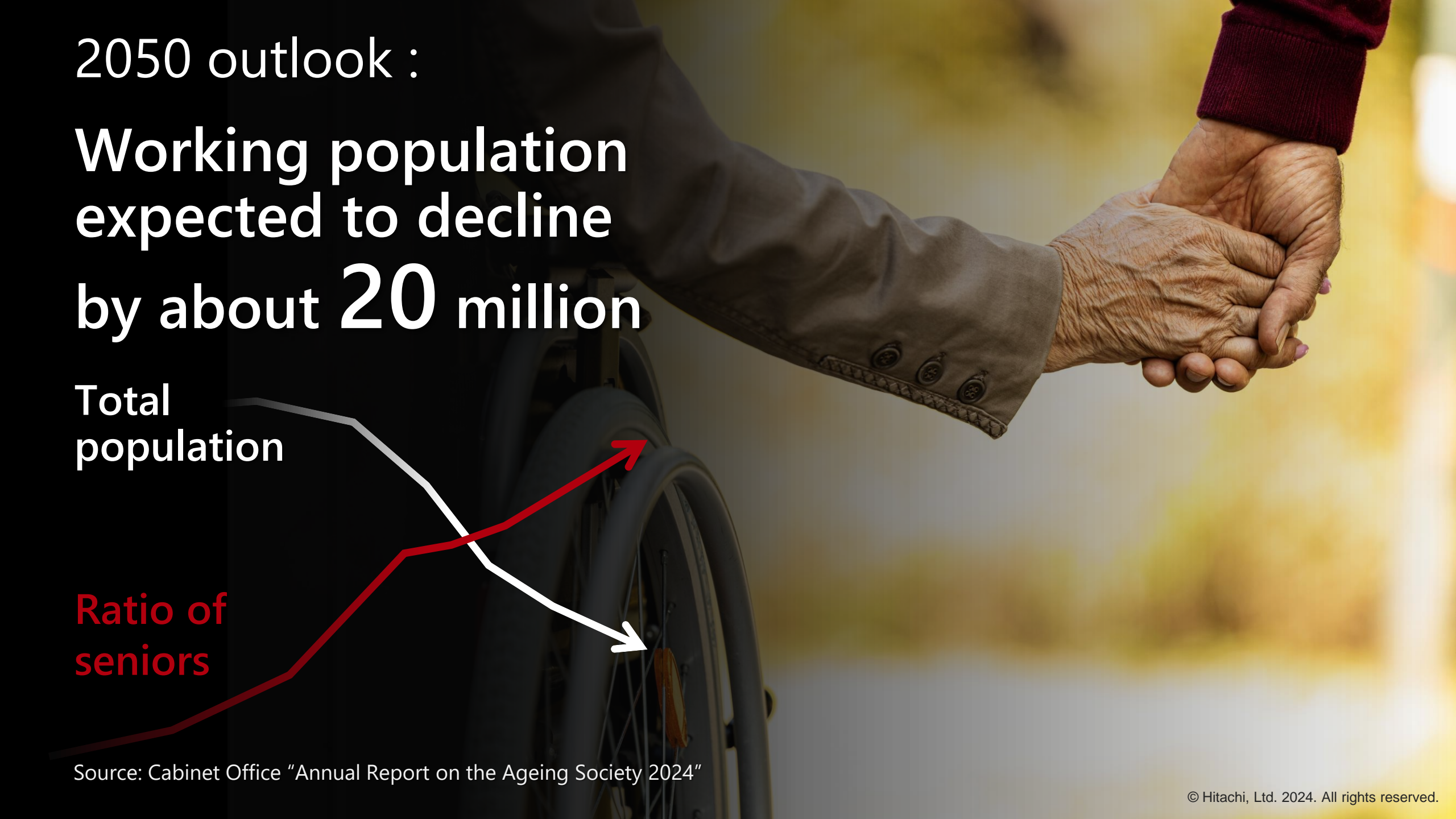
2050 outlook :

Working population  
expected to decline  
by about **20 million**

Total  
population

Ratio of  
seniors

Source: Cabinet Office "Annual Report on the Ageing Society 2024"







# Labor shortages in the “Gemba”

Gemba: a Japanese word  
meaning “actual workplace”



# Innovating the Gemba with data and technology



# Hitachi's vision for innovation in the Gemba



Japan is wonderful!



Clean





# Safe & Convenient





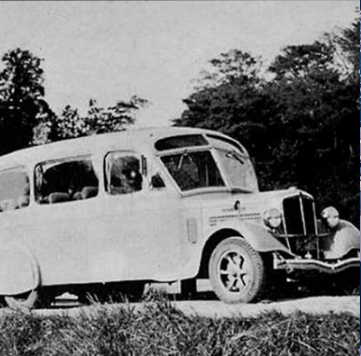
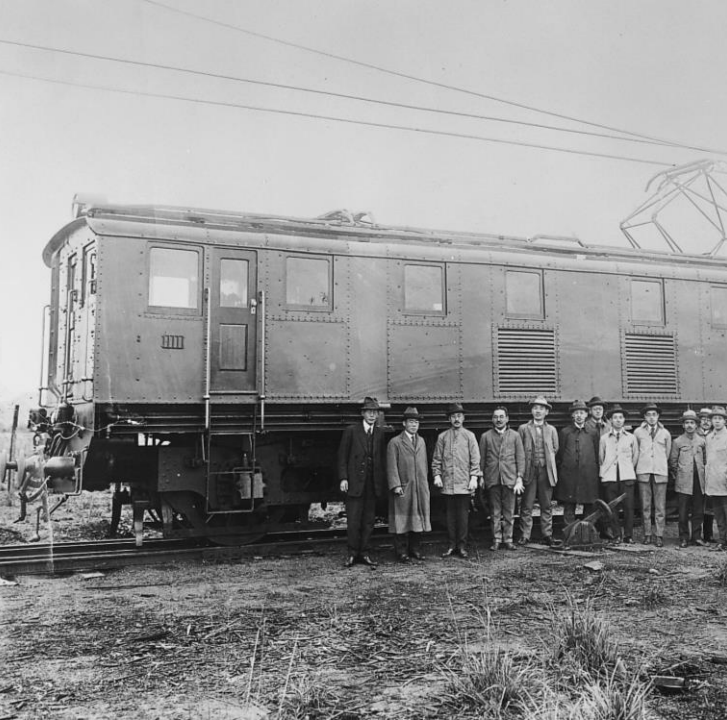
# Food











# Capabilities of craftsmanship





















**“ How can we create better products? ”**

**“ How can we provide better services? ”**



**The strength of the Gemba is  
Japan's pride in the global arena**

















Making full use of both body and mind  
in the Gemba









# Frontline workers in the Gemba

Safety

Productivity

Quality

Environmental consideration

Changing work environments

Changing physical/mental conditions





# Frontline workers in the Gemba

Safety

Productivity

Extremely  
complex  
activities

Quality

Environmental  
consideration

Changing work environments

Changing physical/mental conditions



# Frontline workers in the Gemba

Safety

Productivity

Quality

Environmental consideration

Changing work environments

Changing physical/mental conditions

**Physical/mental  
burden**





**To reduce physical and mental burden**



**Innovation in the Gemba:  
Creating the lively Gemba where  
frontline workers are empowered**





**4 human abilities**





**Think**

**Communicate**

**Work**

**4 human abilities**

**Sense**





Consideration



Instruction



Action



Perception





Simultaneously demonstrating the human abilities



Key technology

Generative AI

5G / 6G

Think

Communicate



4 human abilities

Work

Sense

Robotics

VR / AR

Sensing



Gather/provide information

**Think**

Generative AI

Key technology

5G / 6G

Robotics

VR / AR

Sensing



Gather/provide  
information

**Think**

Instantly draw out various types of information,  
such as audio and video, and  
utilize them in on-site decision-making





Key technology

Generative AI

5G

6G

Enhance capabilities and speed

Communicate

Robotics

VR/AR

Sensing



A person in a blue uniform is using a tablet computer. The background is a blurred hospital or clinical setting with other people and equipment.

Collaborate remotely from different locations  
with tight information sharing,  
even during an emergency

Enhance capabilities  
and speed

**Communicate**





Key technology

Generative AI

5G / 6G

Robotics

VR / AR

Sensing

**Sense**

Enhance,  
extend, share





A person wearing a VR headset is shown from the side, interacting with a futuristic digital interface. The interface features various data visualization elements such as a globe, a bar chart, a circular gauge, and a line graph. The overall color scheme is blue and white, with a red button highlighted in the lower right.

Early detection of abnormalities and risks  
by sensing sound, video and biometric data,  
to protect health and prevent accidents

**Sense**

Enhance,  
extend, share





Generative AI

Key technology

5G  
6G

Work

Enhance/substitute capabilities

Robotics

VR/AR

Sensing







## Work

Enhance/substitute  
capabilities

Increase safety and efficiency in the Gemba  
and create environments where  
diverse people can work



Key technology

Generative AI

5G / 6G

Gather/provide information

Enhance capabilities and speed

Think

Communicate



4 human abilities

Work

Sense

Enhance/substitute capabilities

Enhance, extend, share

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Key technology

Generative AI

5G

6G

Gather/provide information

Enhance capabilities and speed

**Think**

**Communicate**

Enhance human abilities

**Work**

**Sense**

Enhance/substitute capabilities

Enhance, extend, share

Robotics

VR / AR

Sensing





Think

Communicate

Integrate  
human abilities

Work

Sense









HITACHI  
Inspire the Next





**HITACHI**  
Inspire the Next



**How to pass on skills to the next generation...**



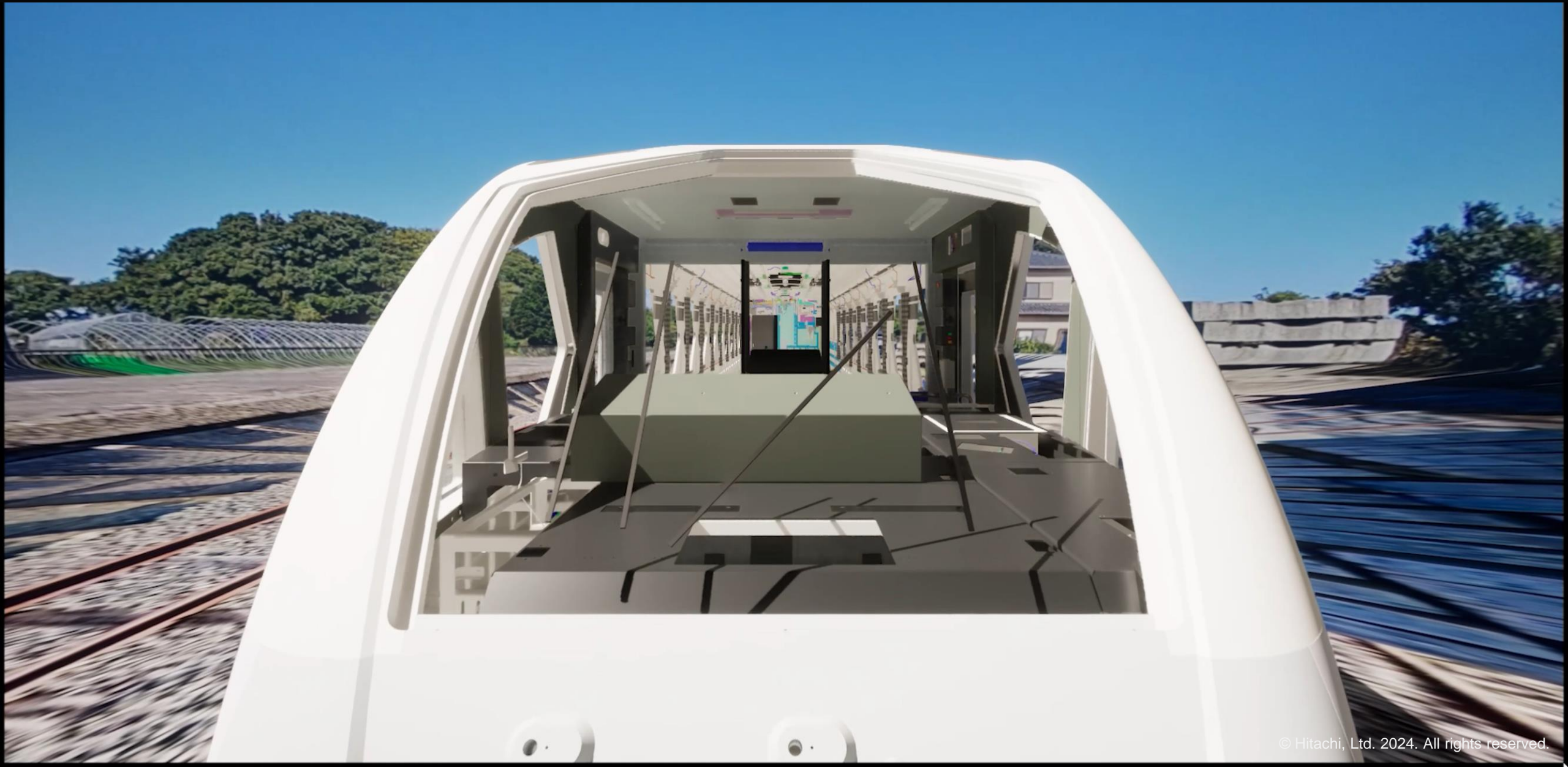
# SPACIA X

Tobu Limited Express





# Digitally replicated rolling stock with the actual wiring or equipment layout

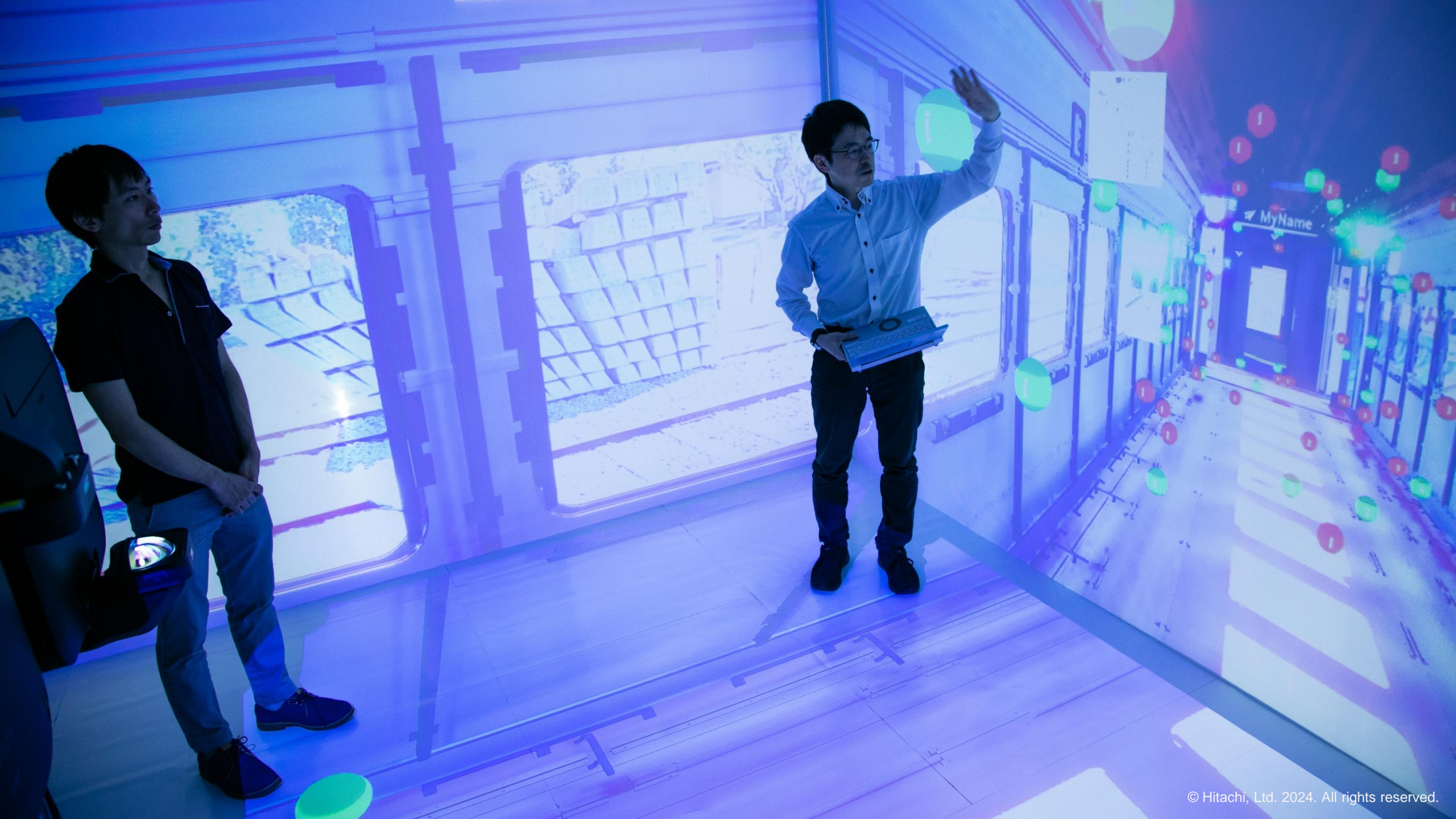




# **“Railway metaverse”**

**Enables intuitive and smooth training and skill transfer  
while communicating with colleagues**







# Provide information quickly using generative AI



Waiting...

Q and A

User

自動ドアの動作が異常です。  
トラブルの確認のため、保守  
員による過去の作業点検表を  
見せて下さい

AI

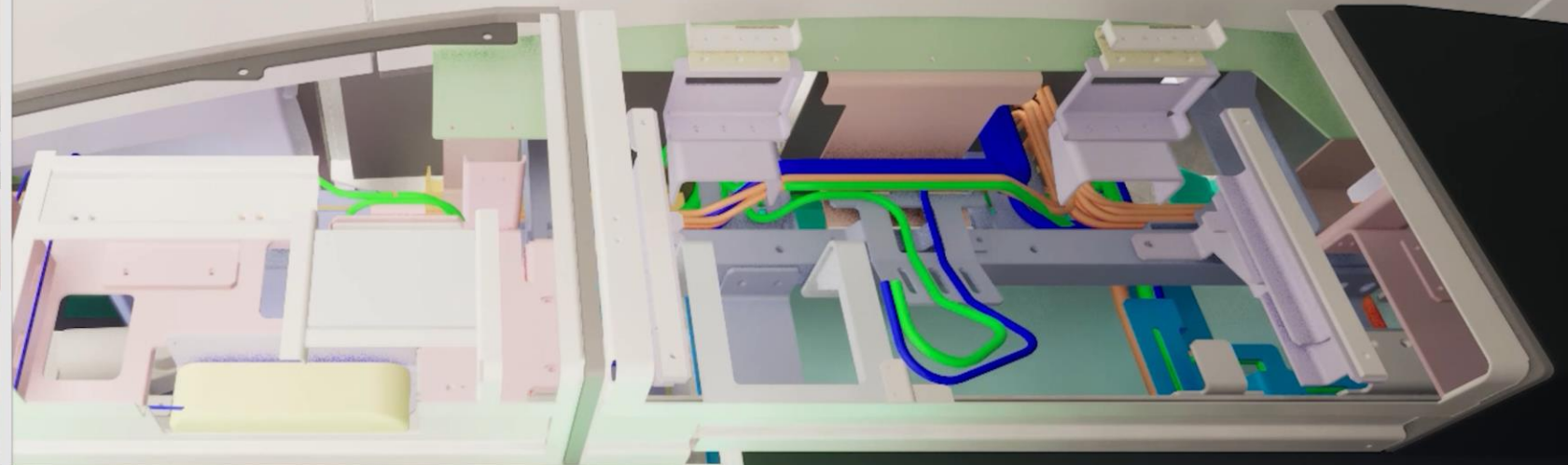
過去の作業点検表をご確認く  
ださい。

User

自動ドアの部品構造を確認す  
るため、カバーを開けて見せ  
てください

AI

自動ドアの部品構造を確認す  
るため、カバーを開けて内部  
データを表示します。



# Automatic Door



10101010  
10101010  
10101010  
10101010  
10101010

## Parts Lis



*T O B U*

**HITACHI**  
Inspire the Next



# Collaborations with technology partners







# Strategically investing in startups, in various technology areas including robotics





# Hitachi's strengths

**A broad range of knowledge and technologies  
across IT, OT, and products**

**The power to integrate technologies**



# Creating the lively Gemba where frontline workers are empowered



**Japanese companies that have valued the Gemba,  
can get Japan back on a growth track**



**Increasing burden  
on infrastructures**

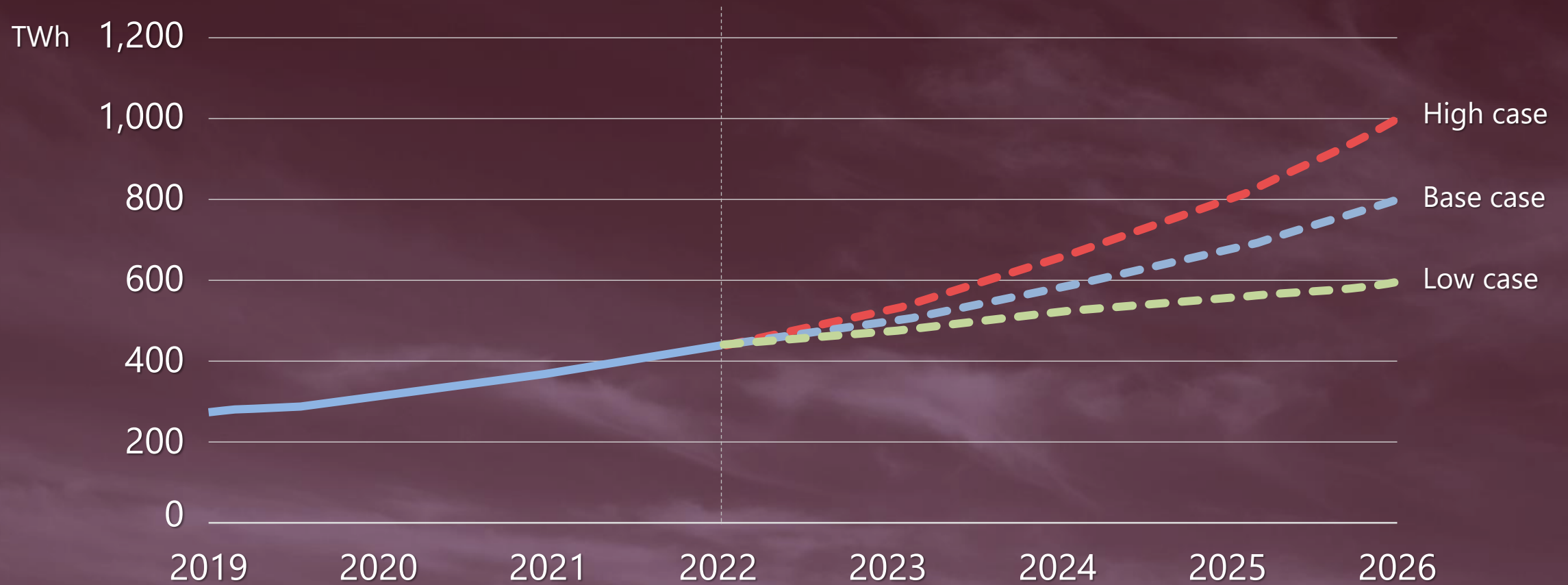
**Massive power consumption**

**Huge resource for manufacturing**

**Enhancement of power grids**



# Electric power demand for data centers/AI: Doubles 2022 > 2026



Source: IEA (International Energy Agency) "Electricity 2024"



**Adaptation to new environments**

**Training for new technologies**

**Safety and reliability of AI**

**Developing  
human resources**



Increasing burden on infrastructures

**Optimization of individual companies alone  
is limited**

Developing human resources



**Industrial  
sector**

**Financial  
sector**

**Build ecosystems with  
overall optimization**

**Educational  
institutions**

**Government**

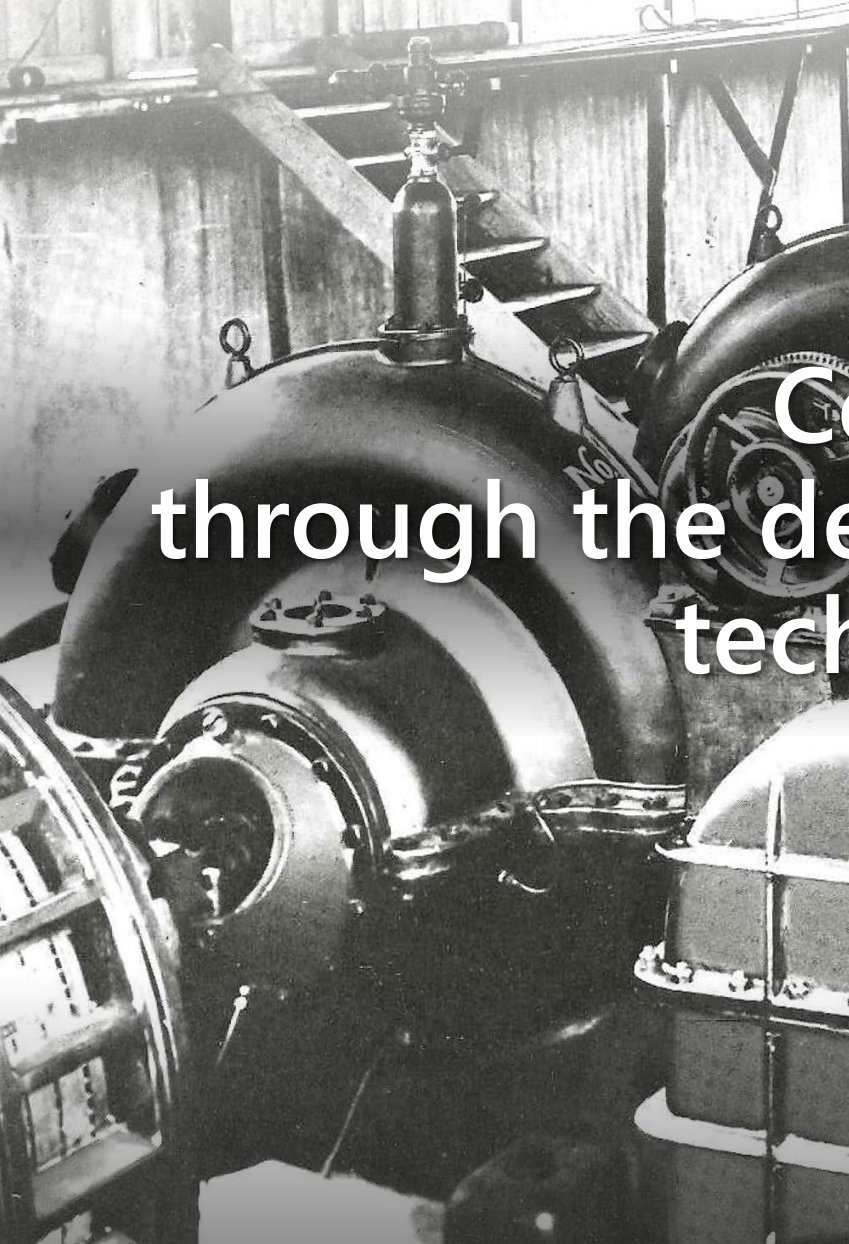
**Research  
institutes**



**Great change = Opportunity**



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





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





To overcome the challenges  
of an era of great change





# Hitachi Social Innovation is POWERING GOOD

