



# Hitachi Vision Book

**Hitachi delivers innovations that answer society's challenges. With our talented team and proven experience in global markets, We Can Inspire the World.**

**1910** founded  
**330,000<sup>+</sup>** employees  
**982** companies  
**\*28** languages  
**5** regional HQs

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**One Hitachi**

\* The number of languages used in Hitachi's portal site



# **Today, the world is undergoing a vast transformation.**

**At Hitachi, we aspire to drive innovation together with all of our stakeholders in ways that make positive contributions to society.**

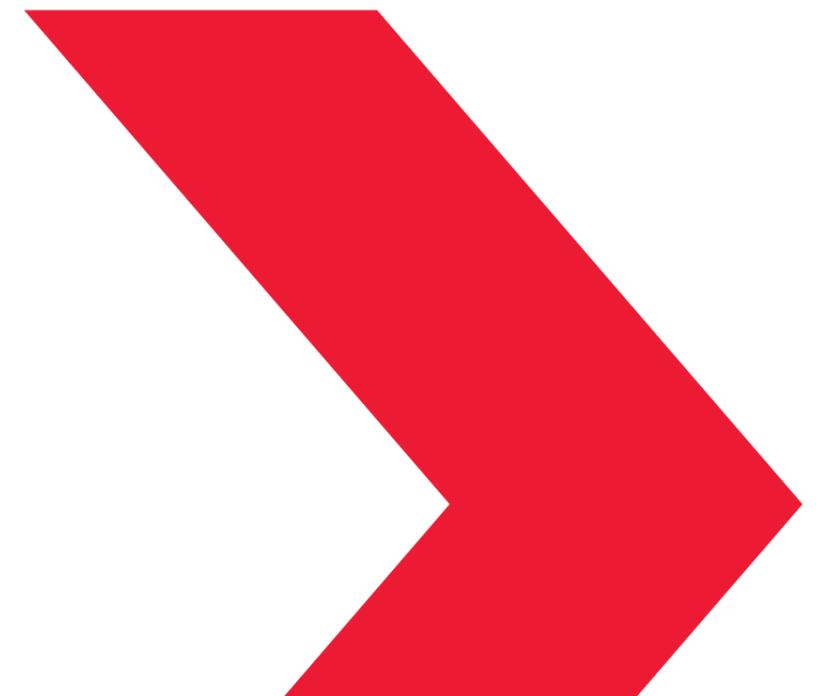
**We seek to inspire a world that provides safety, comfort and convenience to people throughout the planet, as well as for future generations.**

A new chapter in Hitachi's history is now beginning as we work towards our new Vision; a vision aimed to inspire the world that enables all people to live together more comfortably and safely.



# Our Identity

**The Origin of Our Story**



# Hitachi Group Identity

Since its founding, the Hitachi Group has carefully passed down Hitachi's **Mission** and **Values** to future generations of employees.

Now, we have created a new **Vision** as a fresh expression of what the Hitachi Group aims to become in the future.

The Vision will enable the Hitachi Group to once again demonstrate its Mission and Values as it rises to the challenge of tackling important social issues on a global scale.

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

**MISSION**

**VALUES**

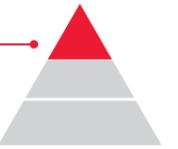
**Hitachi Founding Spirit:**

Harmony (Wa), Sincerity (Makoto),  
Pioneering Spirit (Kaitakusha-seishin)

**VISION**

Hitachi delivers innovations that answer society's challenges. With our talented team and proven experience in global markets, we can inspire the world.

The Hitachi Group Identity articulates the Mission, Values and Vision that are shared by the Hitachi Group worldwide. Bonded by this identity, the Hitachi Group is able to demonstrate outstanding teamwork that transcends the boundaries of geographical regions and business fields.



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



Namihei Odaira



The Initial Workshop

## Mission

# The Mission that Hitachi Aspires to Fulfill in Society

In 1910, Hitachi was founded as a mining machinery repair shop.

At a time when Japan was relying on imported products and technology, one team chose to rely on a different resource - themselves.

With unrelenting effort and enduring passion, the team created, developed and delivered original products and technologies.

The team was bound together by Hitachi founder Namihei Odaira's belief: **“Contribute to society through the development of superior, original technology and products.”**

This belief has been handed down to the Hitachi Group today to form Hitachi's Mission.



Harmony (Wa), Sincerity (Makoto), Pioneering Spirit (Kaitakusha-seishin)

## Values

# The Values Crucial to the Hitachi Group

These Values emulate **the founding spirit** of Hitachi; embraced with care and guided by our predecessors for over a century.

These Values have been **passed along to each and every Hitachi Group member**, regardless of time or country, as we deliver innovations that answer society's challenges.

This spirit resonates through the way we think and operate as we collectively strive to deliver solutions that create new value globally.



.....  
Hitachi delivers innovations that answer society's challenges. With our talented team and proven experience in global markets, we can inspire the world.  
.....

## Vision

# What the Hitachi Group Aims to Become in the Future

Holding the Mission and Values close to our heart, the Hitachi Group will continuously endeavor to resolve social issues on a global scale.

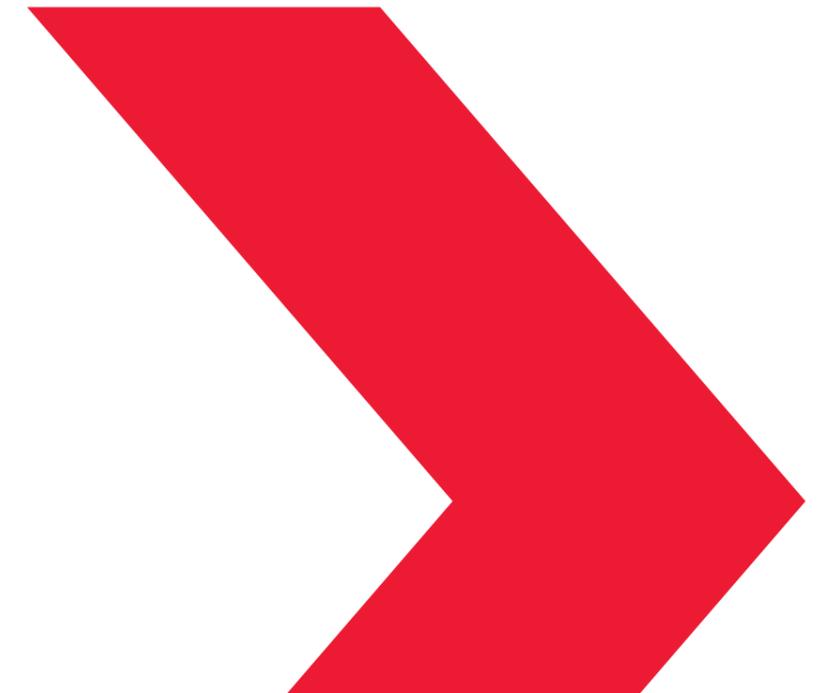
The Hitachi Group has articulated its **new Vision** with the aim of advancing the Group forward towards its next stage of development and creating an inspiring world.

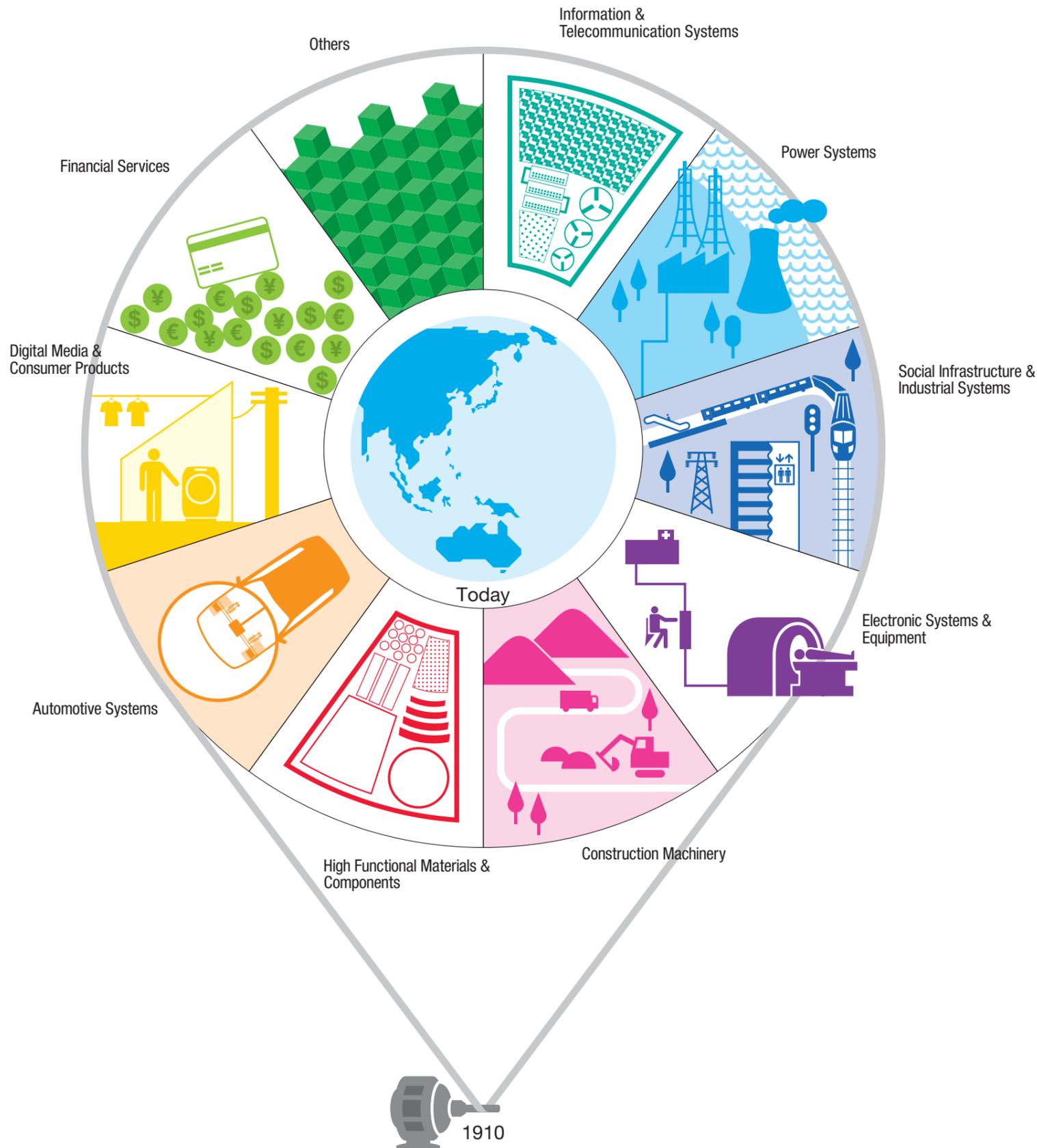
“**Inspire the Next**” is an expression of the Group's desire to make this Vision a reality.

Now, this new chapter in our history will begin as we take steps to realize this Vision.

# Our Experience

100+





# 100+

**More than 100** years have passed since Hitachi completed its first 5HP electric motor, which embodied the aspirations of its founder.

Through the years, the Hitachi Group has seen and responded to significant societal changes and the evolution of industrial frameworks around the world.

And through it all, the Hitachi Group has resolutely stood by our Mission and Values and endeavored to better respond to social issues through industry-leading technology.

At times in our history, we've had to make changes to our own business structure in order to adapt and respond to these evolving needs.

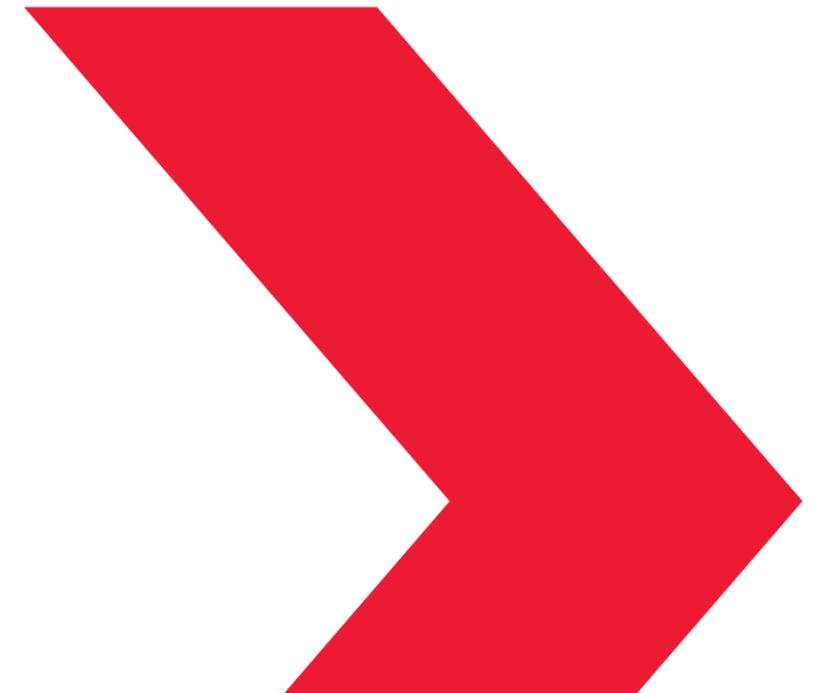
Over the years, the Hitachi Group has supplied power generation systems, railway systems, home appliances, computers, electronic devices, electronic materials and components, construction machinery and much more.

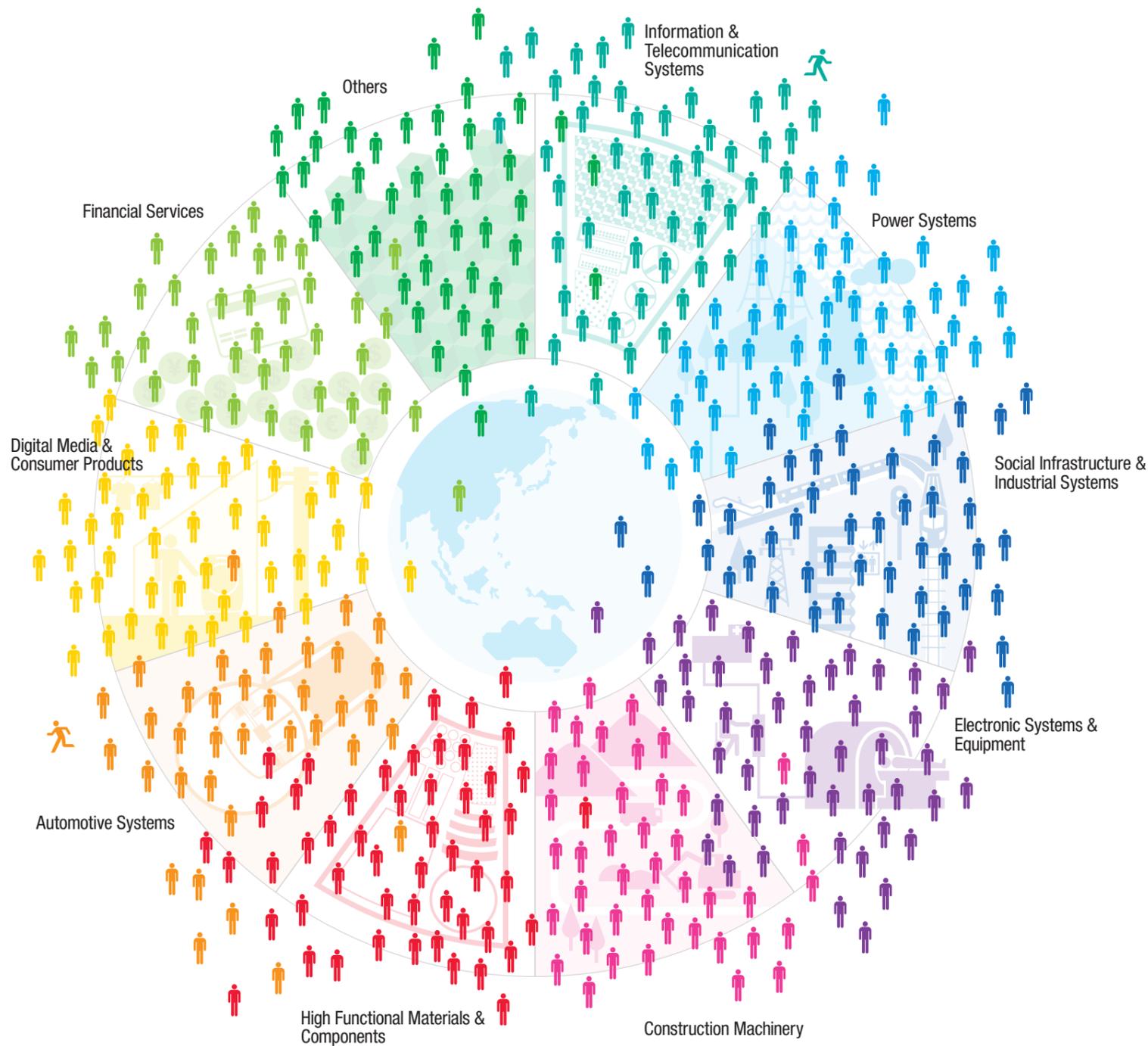
And today, as a result of our depth and breadth of experience, the Hitachi Group is now in a prime position to drive **our Social Innovation Business** on a global scale both now and well into the future.

Using advanced Information Technology (IT), the Hitachi Group is able to provide social infrastructure to the world while continuing to drive innovation that will improve convenience, comfort and safety in people's everyday lives.

# Our Team

**330,000+**





The Hitachi Group is comprised of a **group of experts** who collectively contribute to society.

Regardless of country, region or business area, **we work as a team** - united under one global Vision.

Each of our employees shares this Vision with our partners, customers, stakeholders and those in our local communities as we work towards creating a sustainable future.

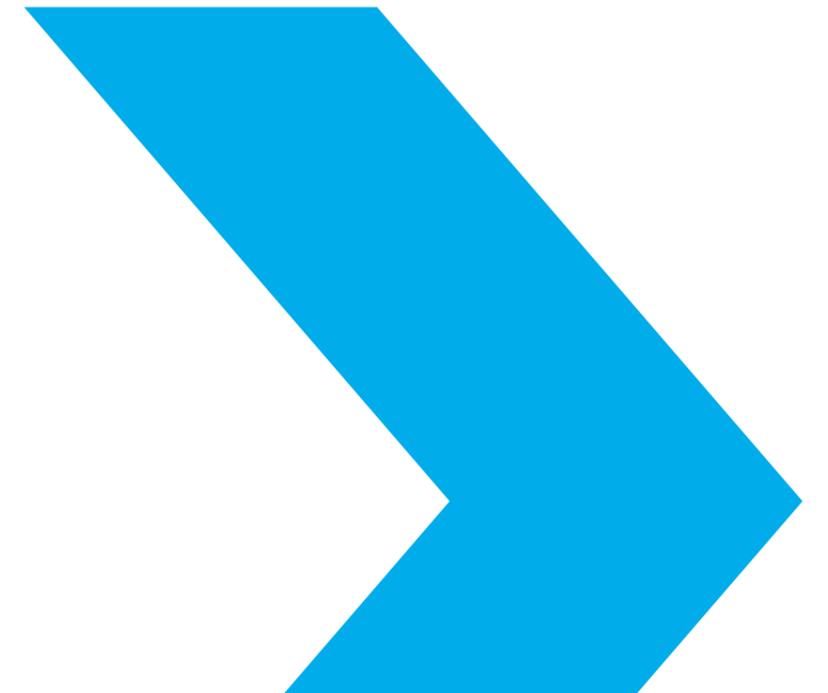
Further collaboration with even more partners will create success that is not only meaningful, but enduring as well.

“**One Hitachi**”, this is the foundation for creating new social value.

**330,000+**

# Our Actions

## 2015 Mid-term Management Plan



# 2015 Mid-term Management Plan

## Innovation / Global / Transformation

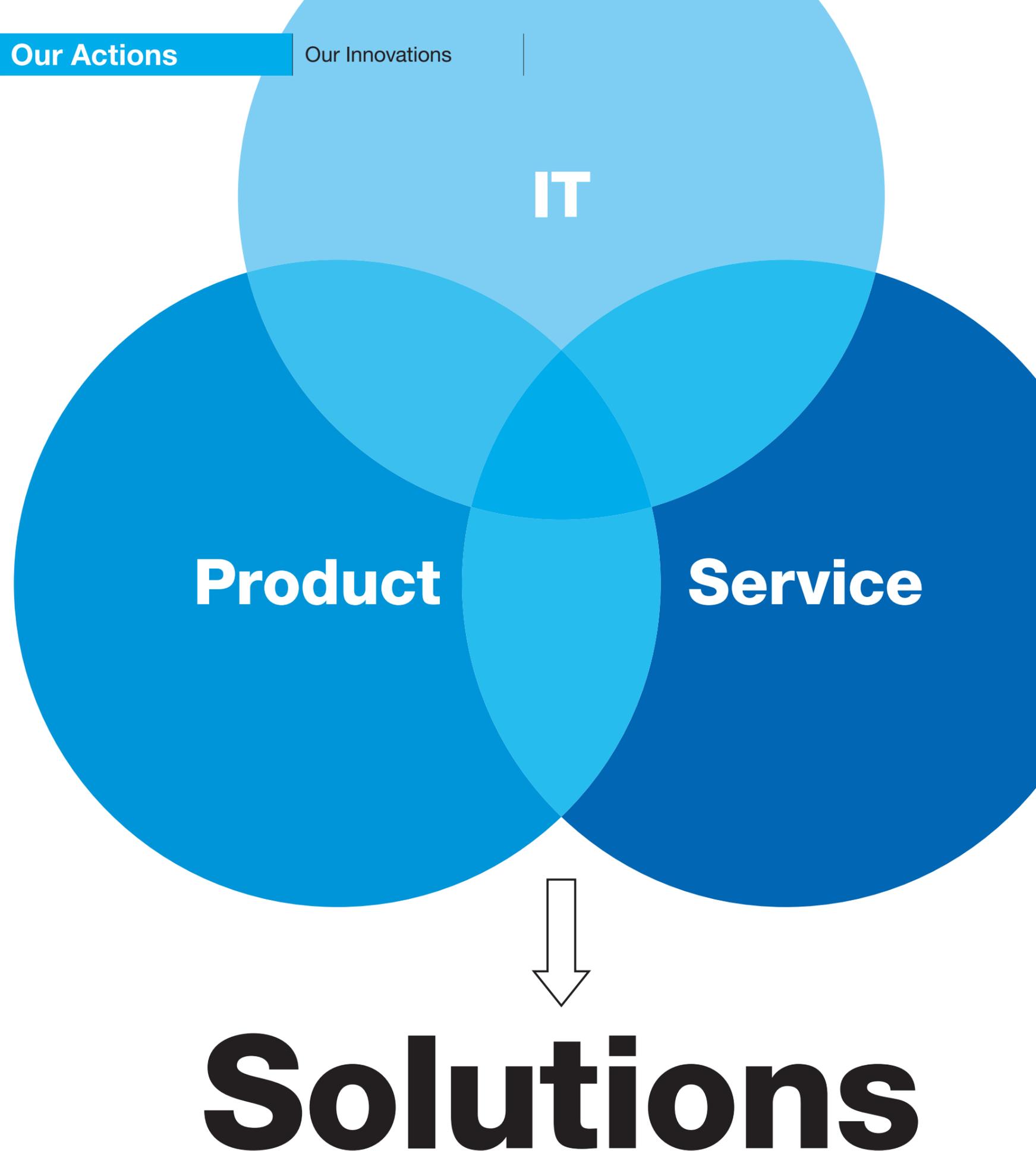
May 2013—

Hitachi announced the **2015 Mid-term Management Plan** as an action plan to achieve the new Vision.

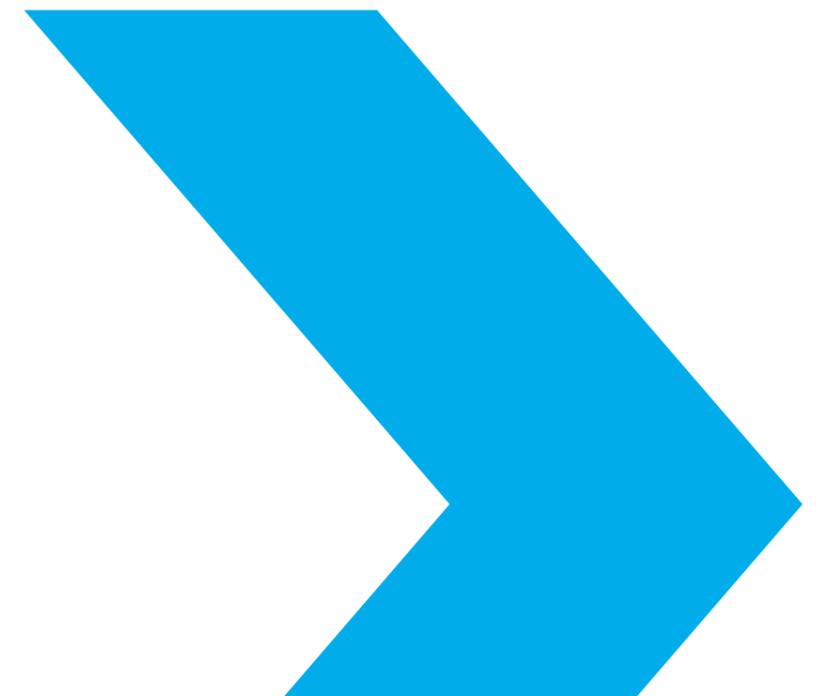
In addition to supplying **products** backed by highly reliable technologies, the Hitachi Group plans to strengthen its **service** businesses and **IT** capabilities in order to answer a diverse array of needs.

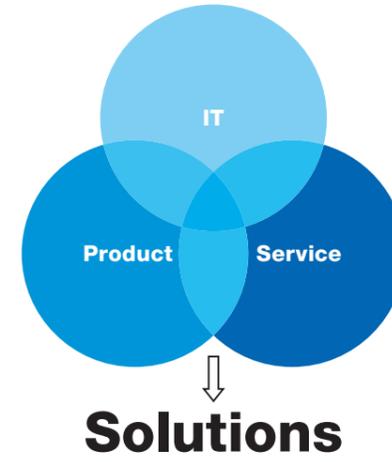
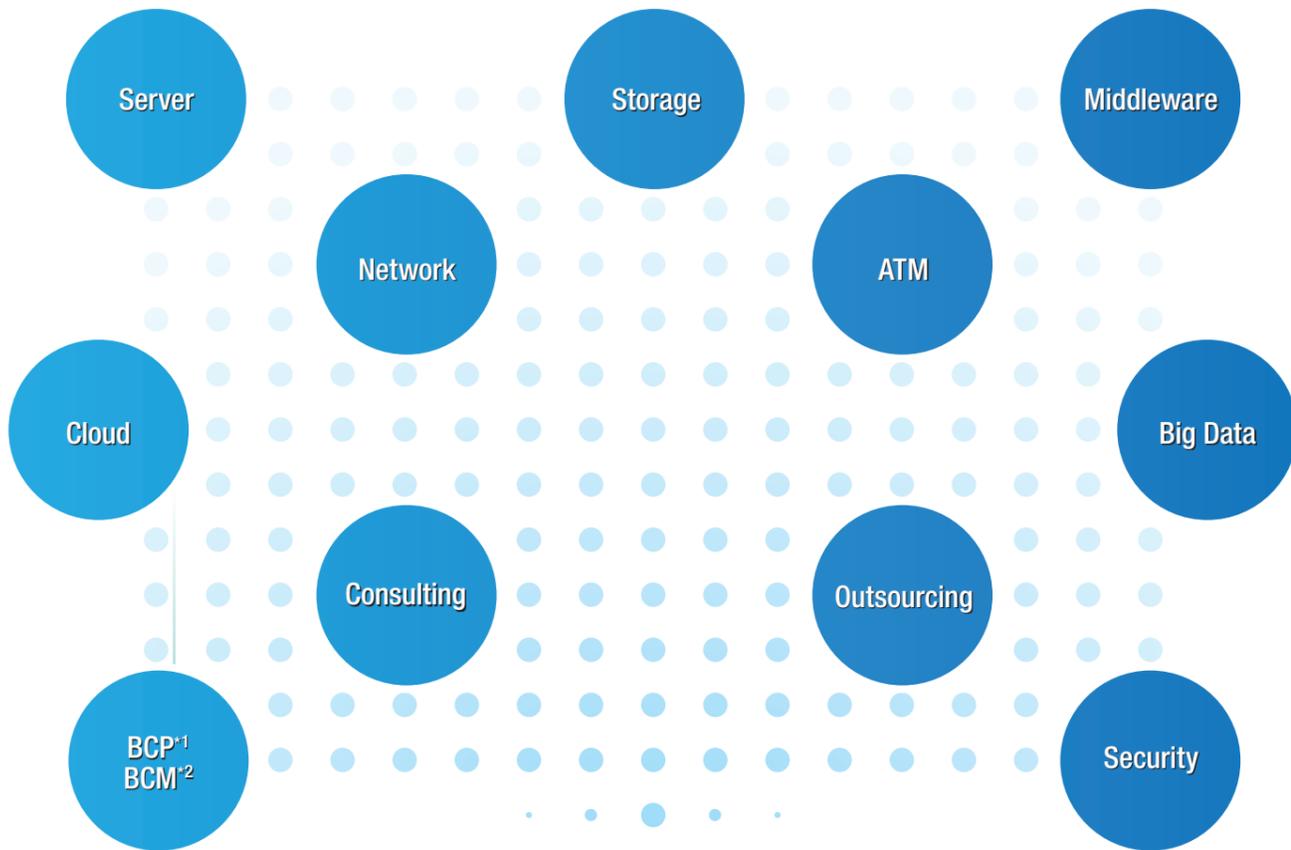
Furthermore, the Hitachi Group plans to have its **330,000 experts** integrate these products, businesses and capabilities into solutions that generate new value, with a view towards driving further innovation in society.

The Hitachi Group has already taken its first steps toward achieving this new Vision.



# Our Innovations





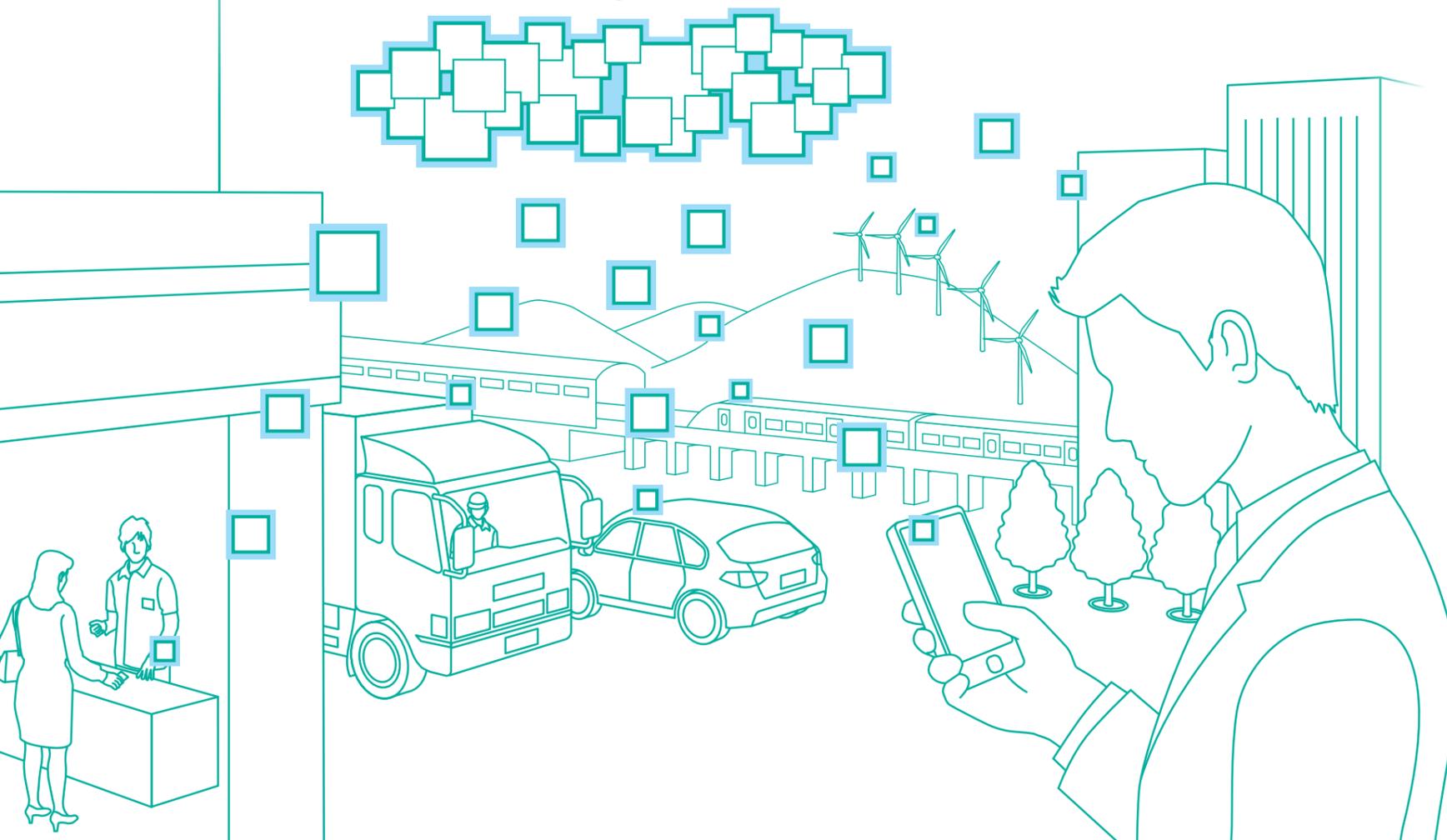
# Realizing a Sustainable Society by Leveraging IT to Connect and Optimize

Example: Our IT Solutions.

The Hitachi Group contributes to the growth of customers' businesses and delivers new value for society. This value is delivered through various solutions such as **highly reliable cloud-based services**, advanced **security technologies** and **effective utilization of Big Data** obtained from various aspects of society.

These proposals are based on our deep knowledge of both social infrastructure and IT.

From energy, transportation and construction to agriculture, manufacturing, logistics, finance, local government and healthcare, our innovation is already making a mark in a whole host of fields.



\*1 Business Continuity Plan  
\*2 Business Continuity Management

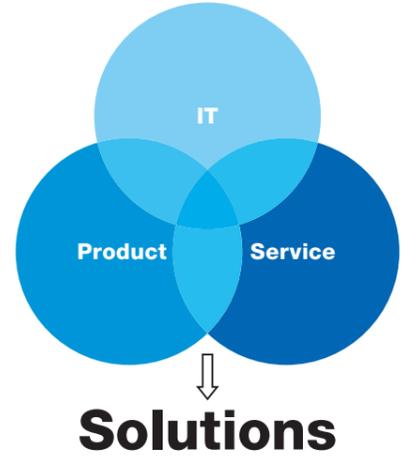
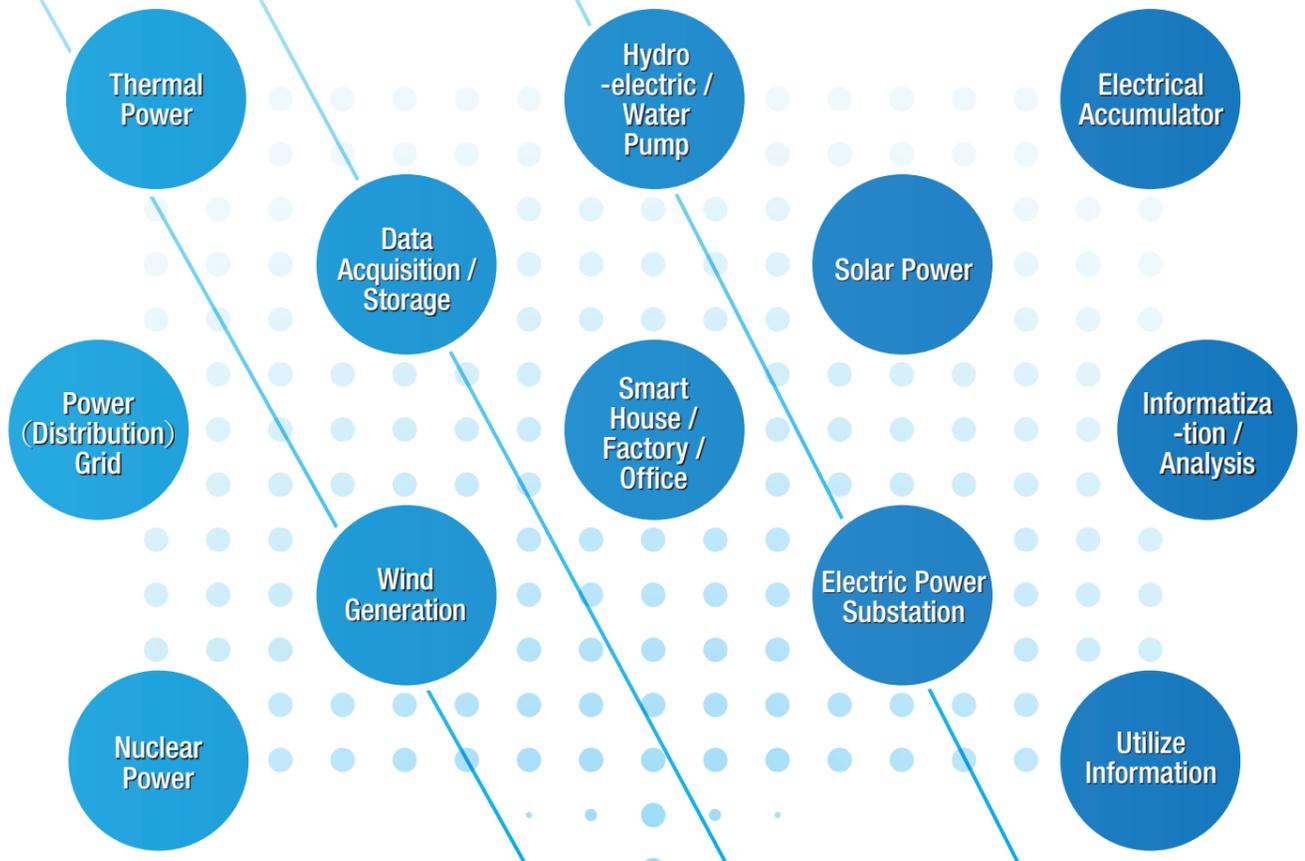
Our Identity

Our Experience

Our Team

Our Actions

# Our Innovations

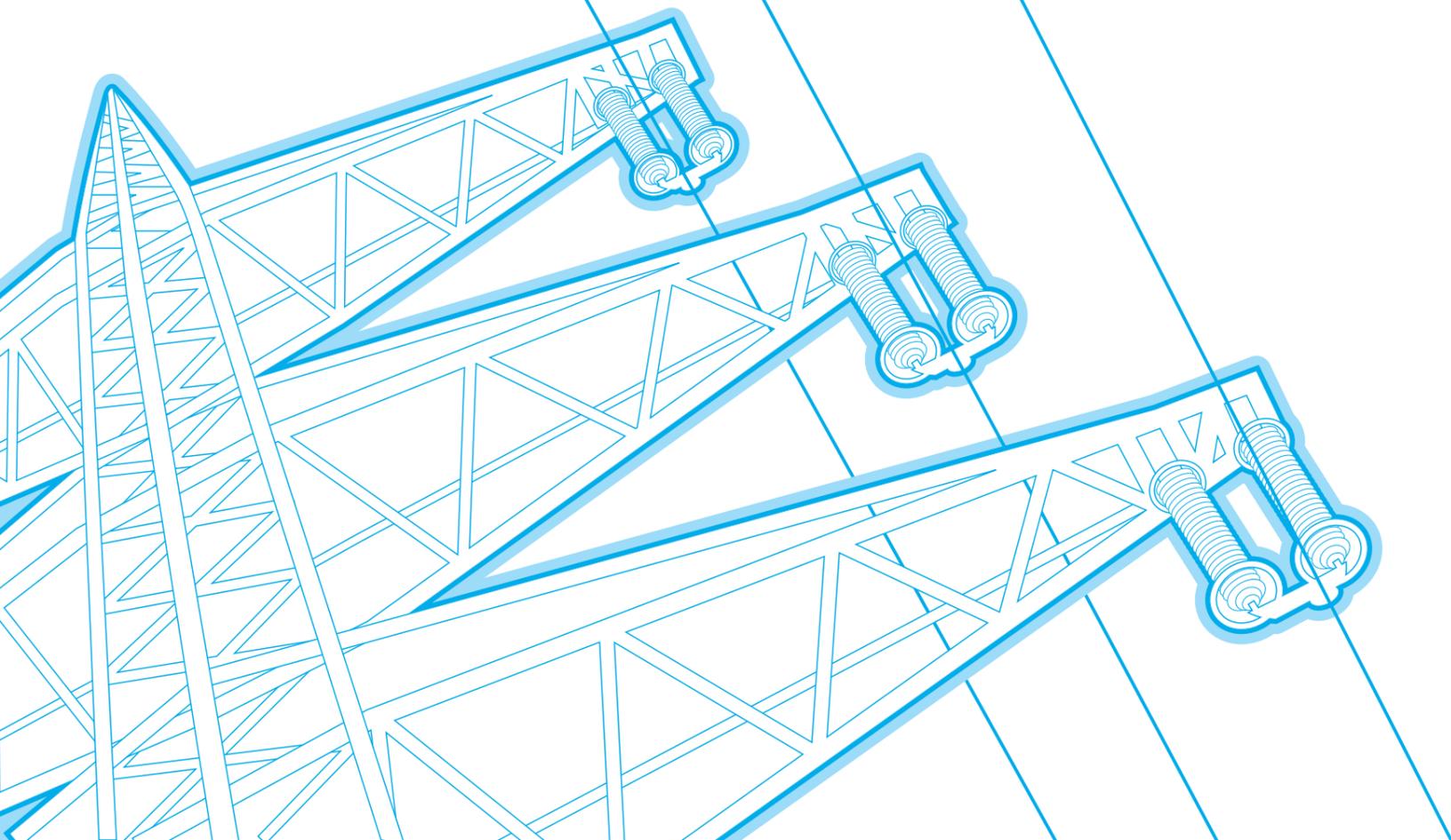


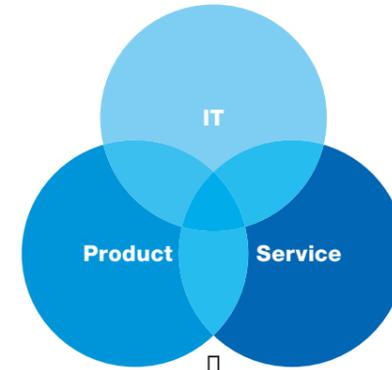
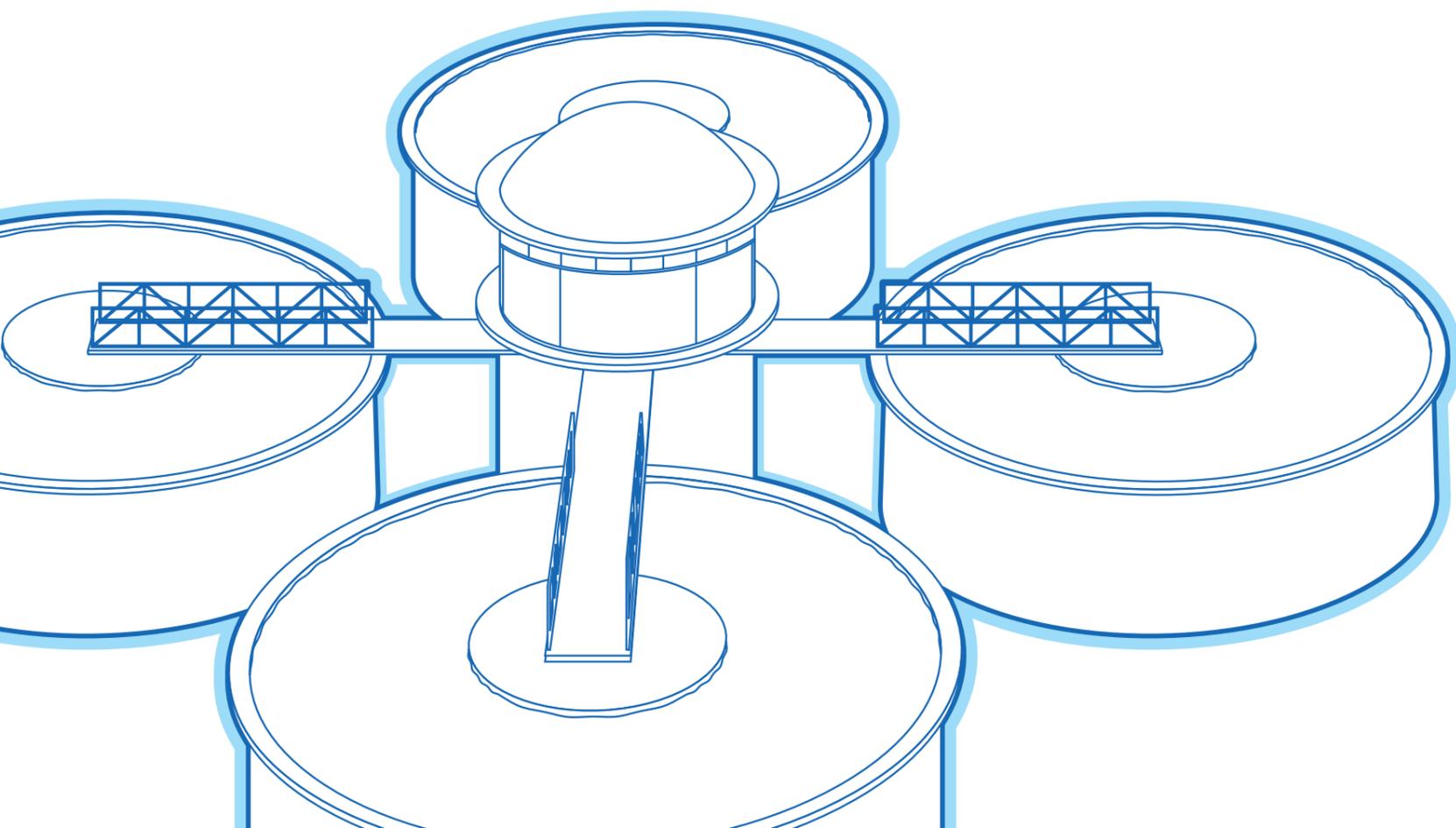
## Creating the Future of Global Society With Advanced Energy Technology

Example: Our Power Systems.

The Hitachi Group provides power generation systems such as thermal, nuclear, hydroelectric, solar and wind power, along with the transmission and distribution systems needed to efficiently transport the stable power that is generated.

In homes, offices, and in factories, even to the way that power is used, the Hitachi Group is combining its expertise with our IT to propose an **energy solution** which contributes to ensuring the security of the supply of electric power and realization of low-carbon society.





**Solutions**

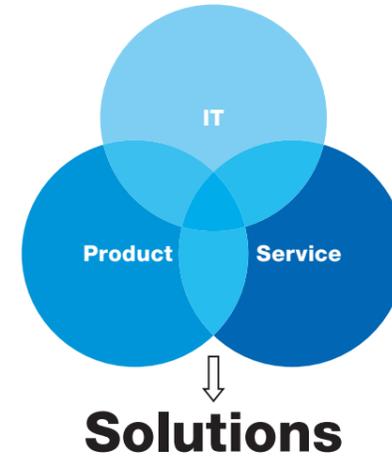
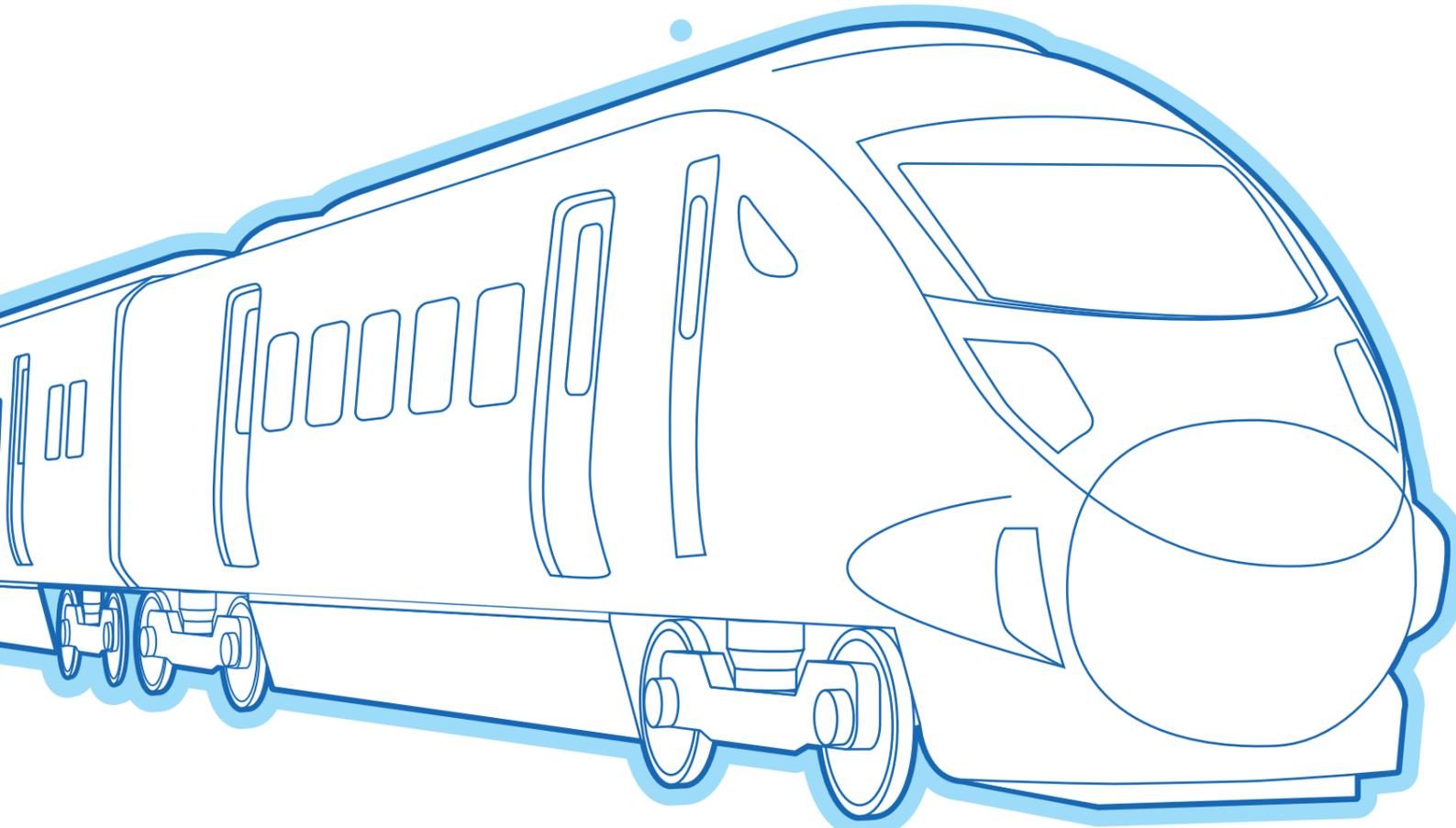
# Providing Water Solutions that are More Environmentally-conscious

Example: Our Water Systems.

We are contributing to the sustainable sourcing and advanced use of water.

Besides purifying water through biotechnology and nanotechnology utilizing seawater and rivers, the Hitachi Group has integrated IT to manage efficient water usage.

In this manner, the Hitachi Group is proposing more **environmentally-conscious ways of using water** resources that encompass how water can be used.



## Contributing to New Rail Infrastructure by Integrating Products and Services

Example: Our Rail Systems.

The Hitachi Group is engaged in all aspects of rail systems, from manufacturing and supplying rolling stock to signalling systems, traffic management systems, and seat reservation systems, along with rolling stock maintenance and leasing services.

By providing **safe and comfortable rail solutions**, the Hitachi Group will work together with customers as their partner.

Furthermore, the Hitachi Group's network of experts are proposing ever more advanced rail systems by integrating increasingly sophisticated IT and incorporating power systems and electronics technologies into those rail systems.

Elevators

Escalators

Moving Sidewalk

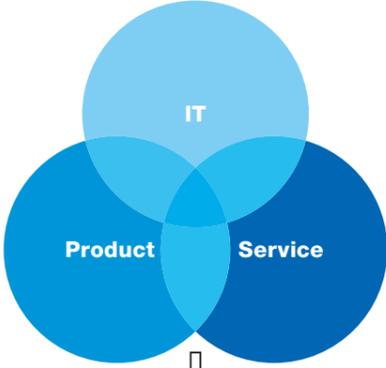
Disaster Countermeasures

Security

Maintenance

Modernization

Energy Conservation



**Solutions**

# Integrating IT for Safer, More Comfortable Urban Transport

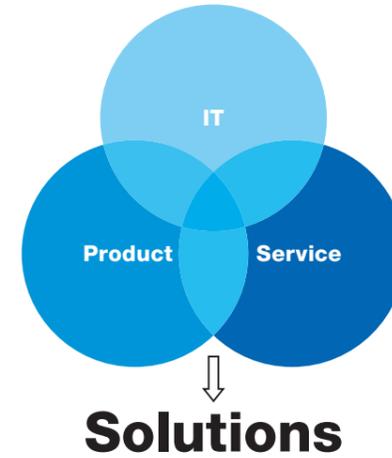
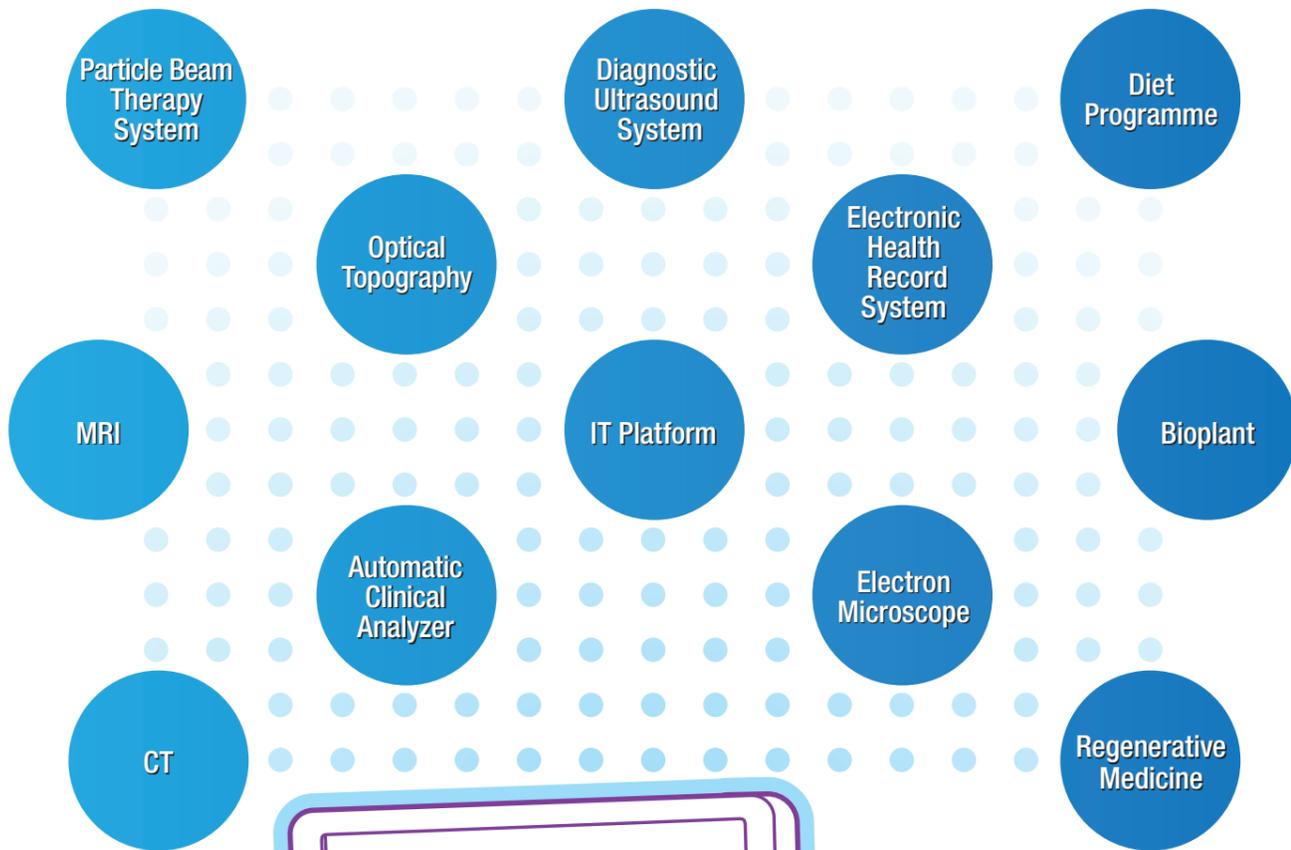
Example: Our Elevators and Escalators.

Elevators and escalators are used every day and are often taken for granted. However, they indeed serve as crucial infrastructure supporting the functionality of our cities.

To operate elevators and escalators safely and comfortably, we use IT to remotely monitor and assess their operating status, which helps us to perform the preventive maintenance needed to stop breakdowns from happening.

Furthermore, we are harnessing advanced technologies to achieve goals such as responding swiftly in the event of a large-scale disaster and creating energy conservation and security solutions.

Elevators and escalators play a vital role in many places around the world, including condominiums, retail facilities and hospitals, and contribute to the realization of a safe and comfortable **urban environment**.



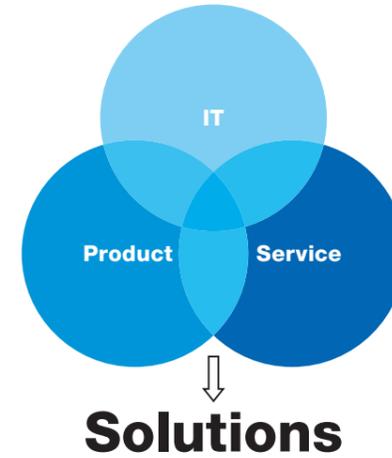
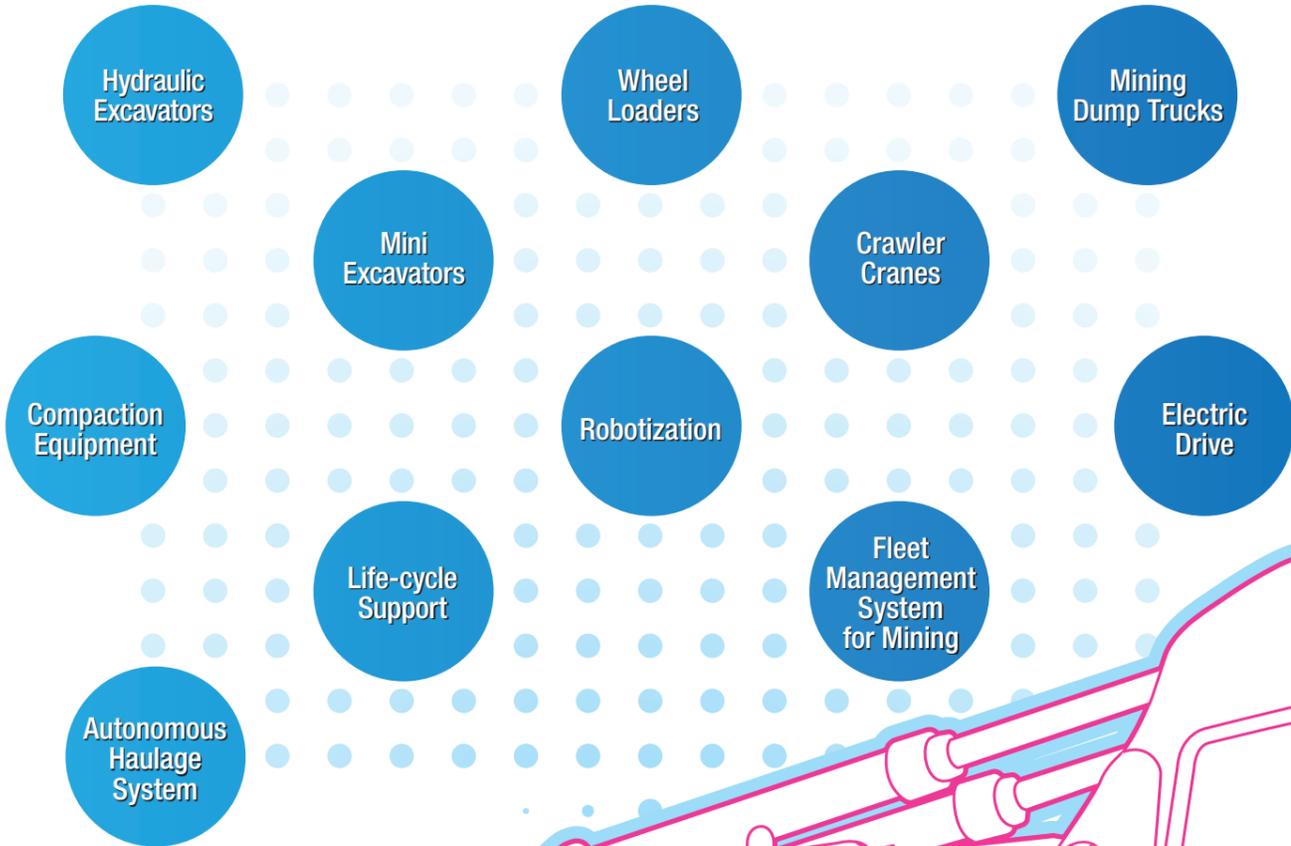
## Aiming to Support People's Essential Healthcare Needs with Innovation

Example: Our Healthcare Technology.

The Hitachi Group promotes healthcare by **supporting the entire healthcare value chain through innovation**. Our healthcare value chain extends from illness prevention to examination, therapy and care.

We use cutting-edge IT for everything from preventing illnesses to managing clinical data. We are improving the accuracy of testing and diagnosis with outstanding analytical technologies, while achieving high-precision treatment with advanced control technologies. We are even shedding new light on the workings of the human brain.

Through collaborative creation with local communities and medical professionals, Hitachi's healthcare business strives to remain an integral part of each individual's health.



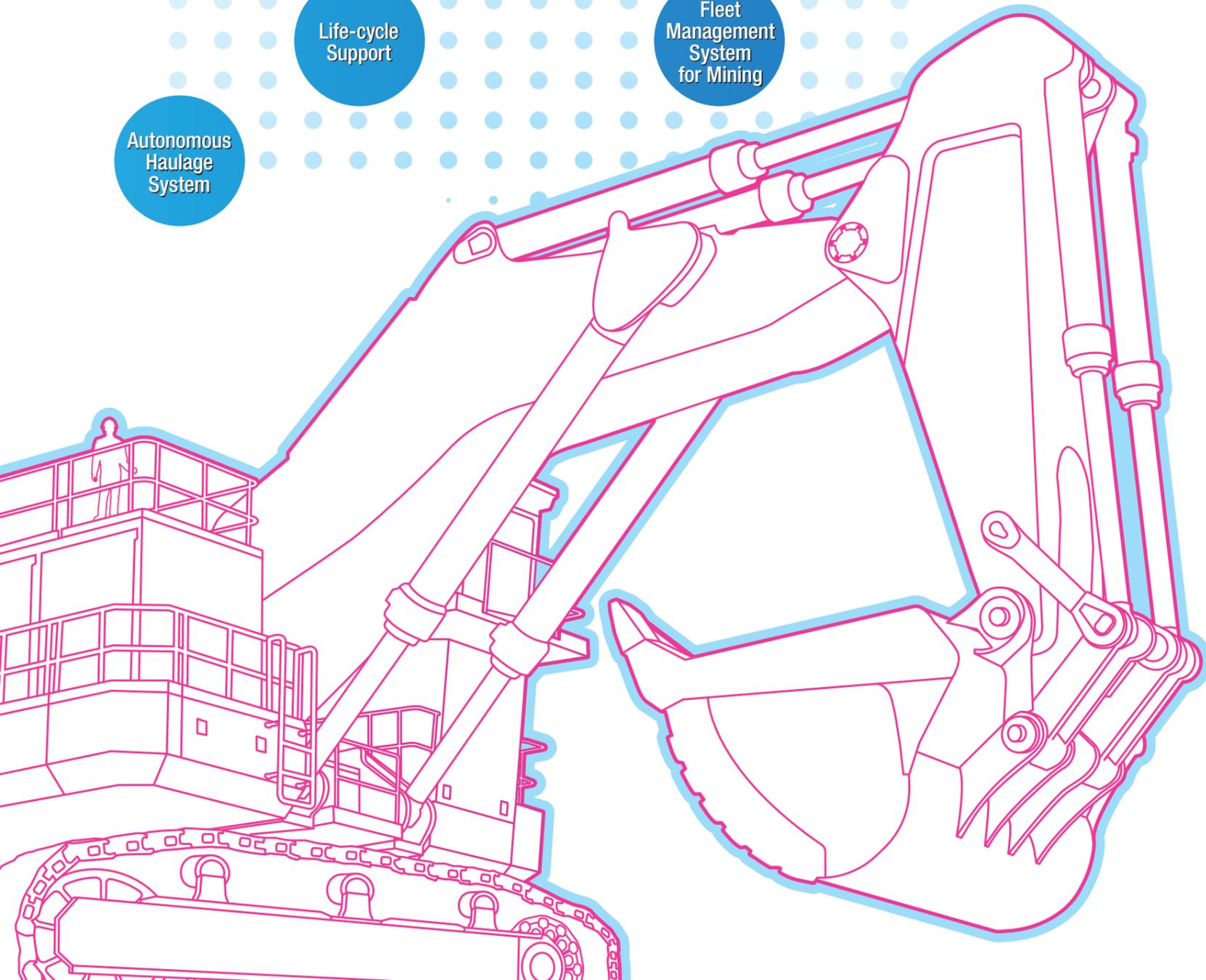
# Pioneering New Frontiers with Advanced Construction Machinery

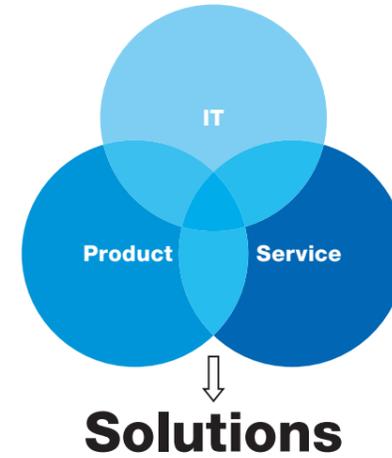
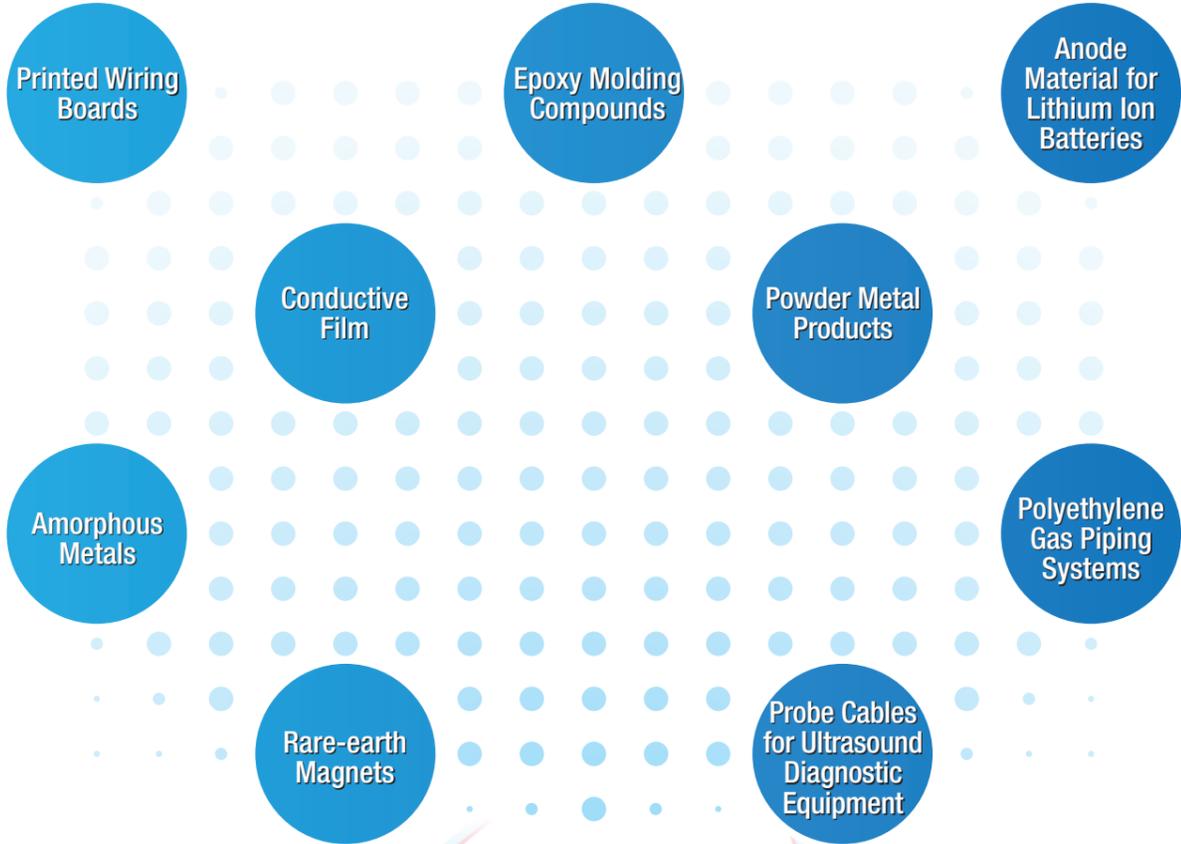
Example: Our Construction Machinery.

The Hitachi Group's cutting-edge construction machinery technology includes body stability control system, motor drive and safety confirmation support, in addition to safety, durability and fuel economy as a matter of course. Making the most of these advanced technologies, we are opening up new possibilities for construction machinery.

Furthermore, by **combining these technologies with IT**, we are supporting the entire life-cycle of construction machinery, ranging from position data on construction machinery worldwide to operational data as well as trouble diagnosis.

Hitachi's construction machinery is always hard at work in **many places around the world**, creating infrastructure that supports safe and comfortable lives, helping develop natural resources, and supporting disaster recovery efforts.



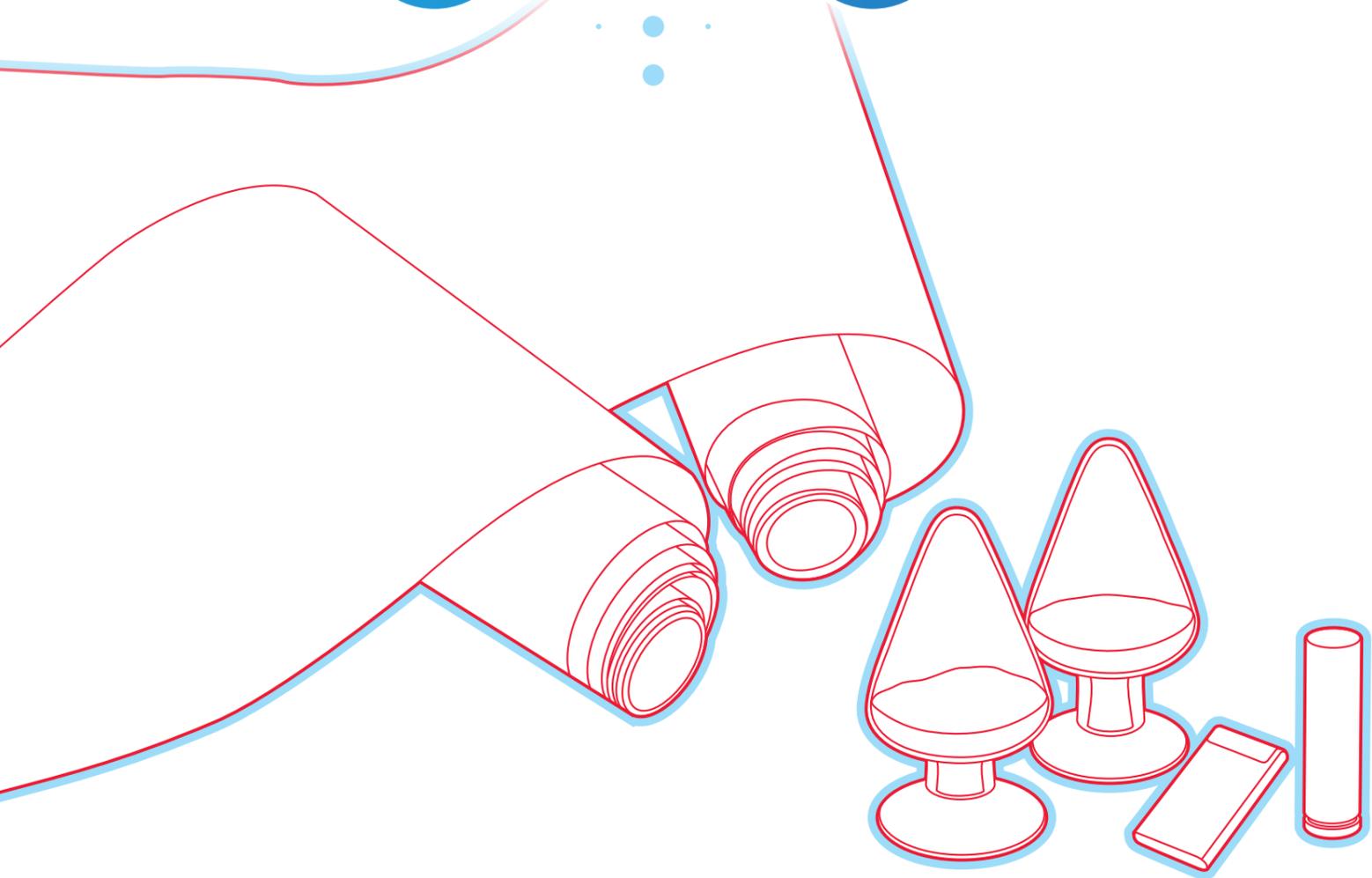


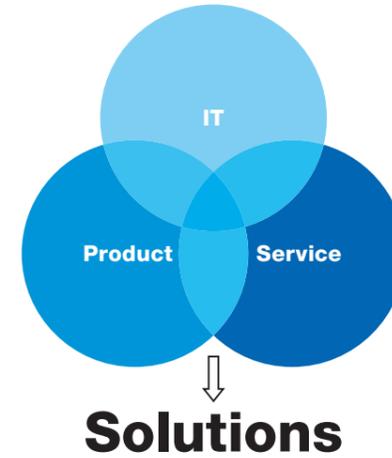
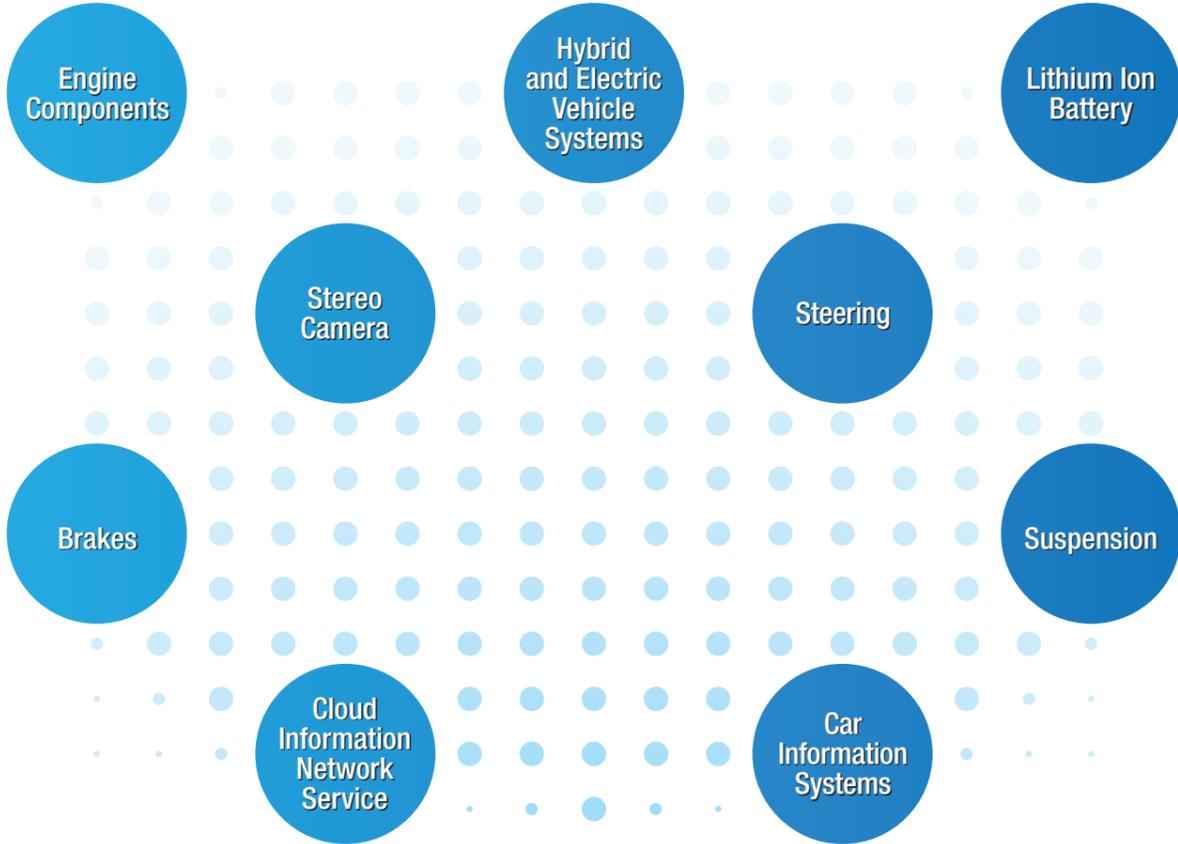
## Social Infrastructure for High-function, Highly Reliable Materials

Example: Our High Functional Materials and Components.

A social infrastructure that provides communities with access to clean energy, safe transportation systems, comfortable communication networks, and offers them peace of mind, is supported by advanced technologies and is **created using materials** that encapsulate the finest aspects of technology.

The Hitachi Group supplies a multitude of materials and components in many places around the world such as functional materials used in semiconductors, LCDs, fuel cells, metal components for automobiles and medical equipment, and cables for efficient power transmission. Although we do not usually encounter them directly, they play a vital role in our everyday lives.



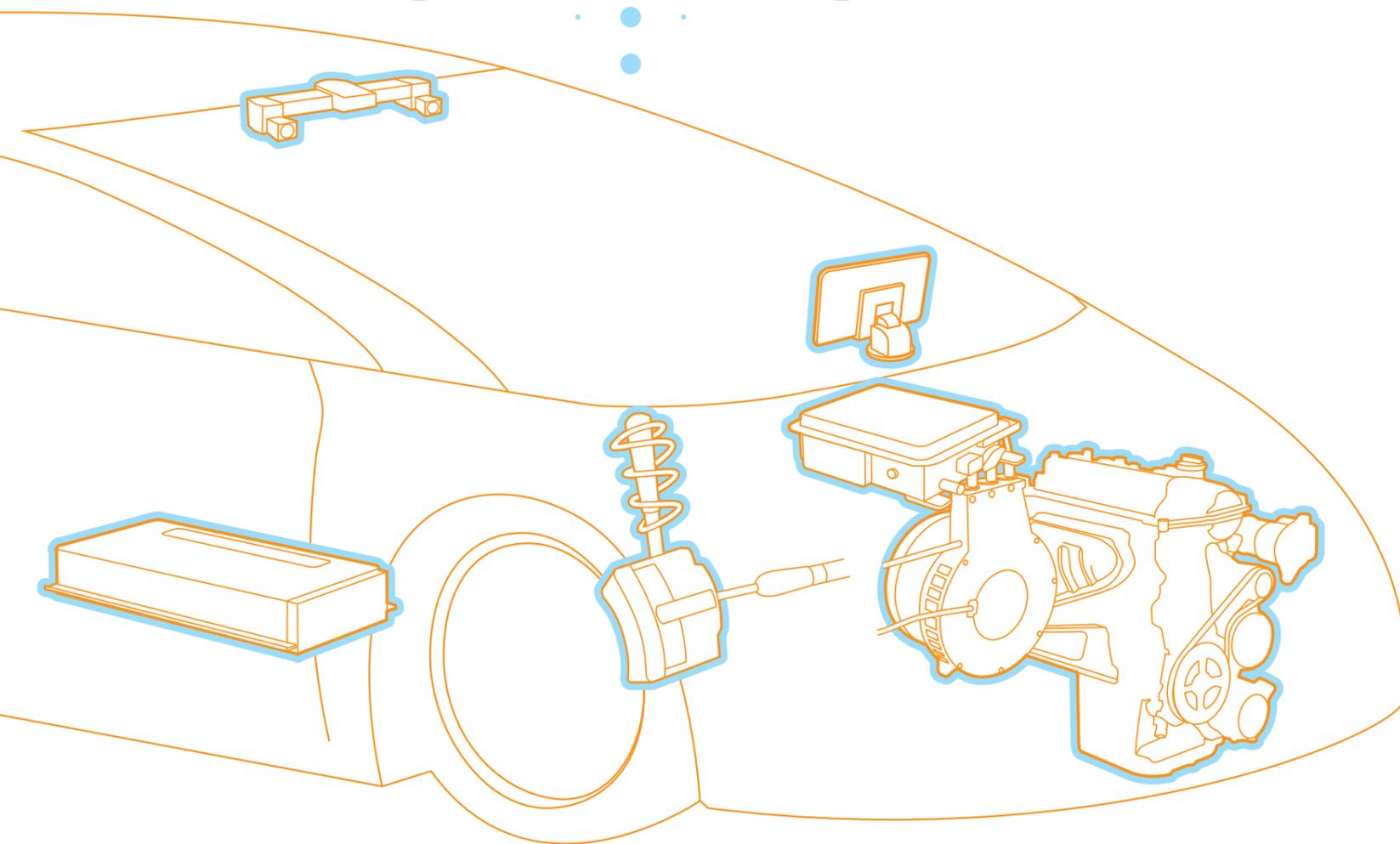


# Accelerating Onboard Performances in the Areas of Environment, Safety and Comfort

Example: Our Automobiles.

Hitachi is increasing **environmental** performance by expanding the use of electronic control and electric drive to enhance fuel efficiency; taking **safety** performance to new heights through collision avoidance technologies and pedestrian protection; linking automobiles with **IT** to provide comfortable and convenient transportation with peace of mind; and thinking from an automobile perspective about smart cities where the cities and automobiles are linked.

Hitachi will provide global support for the creation of attractive automobiles that will form part of a society where **automobiles, people, and towns** are linked in this way.



3PL  
(Third Party  
Logistics)

Global Logistics  
Information  
Management

Freight  
Forwarding

Logistics  
Engineering  
(LE)

Logistics  
Big Data

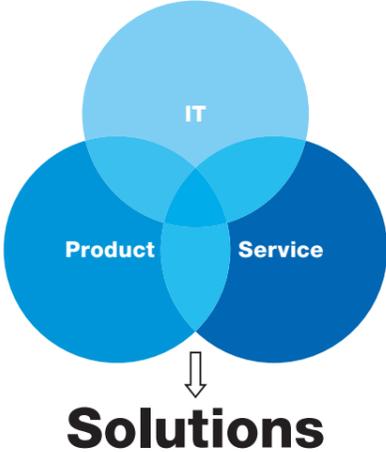
Consulting

Green  
Logistics

Modal Shift

Global  
Network

Transport Plan



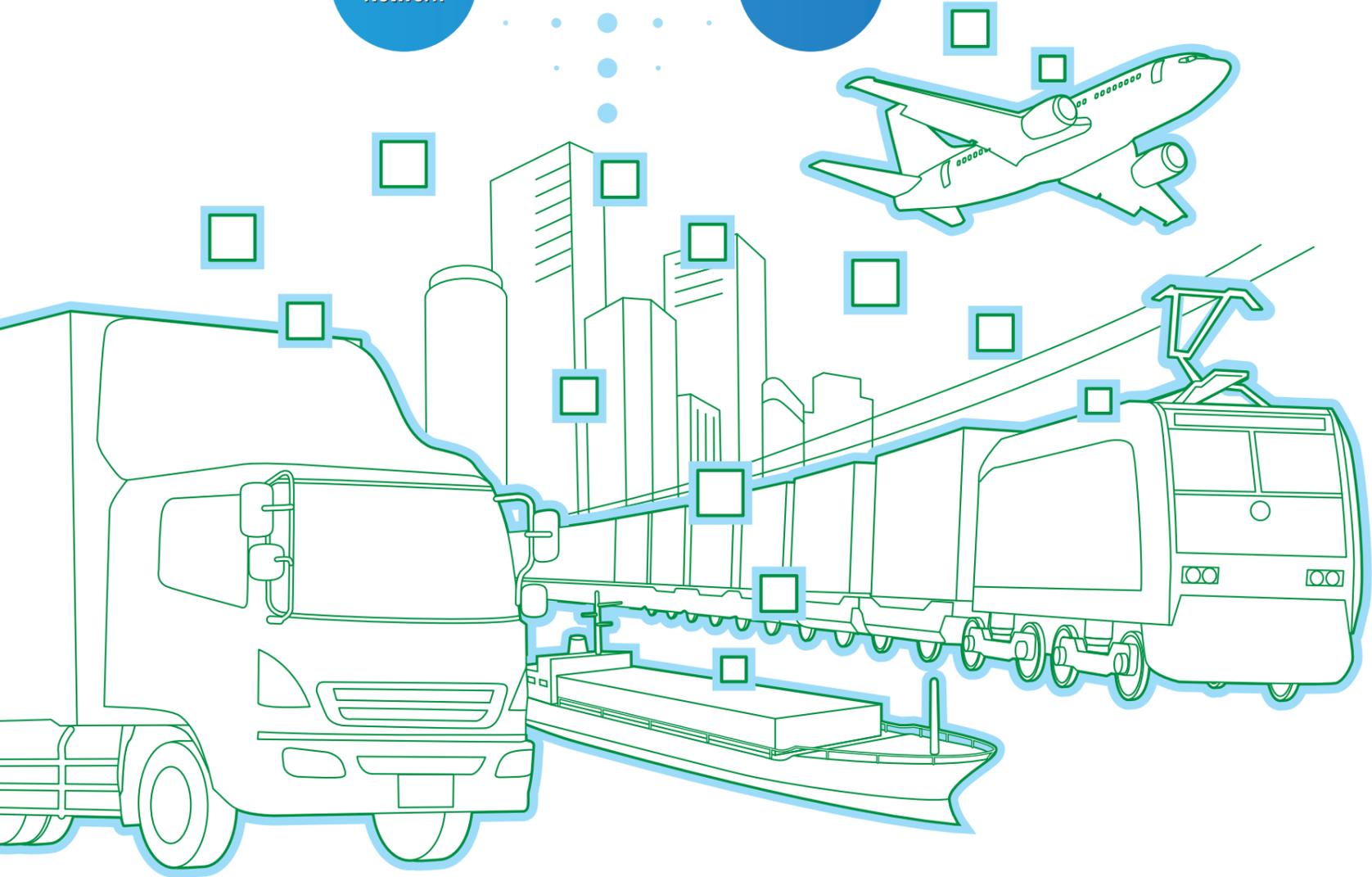
# Bringing Innovation to the World with Advanced Logistics Solutions

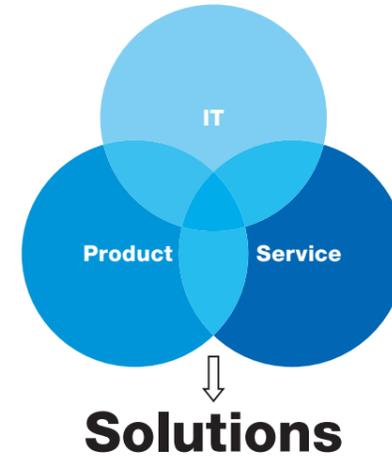
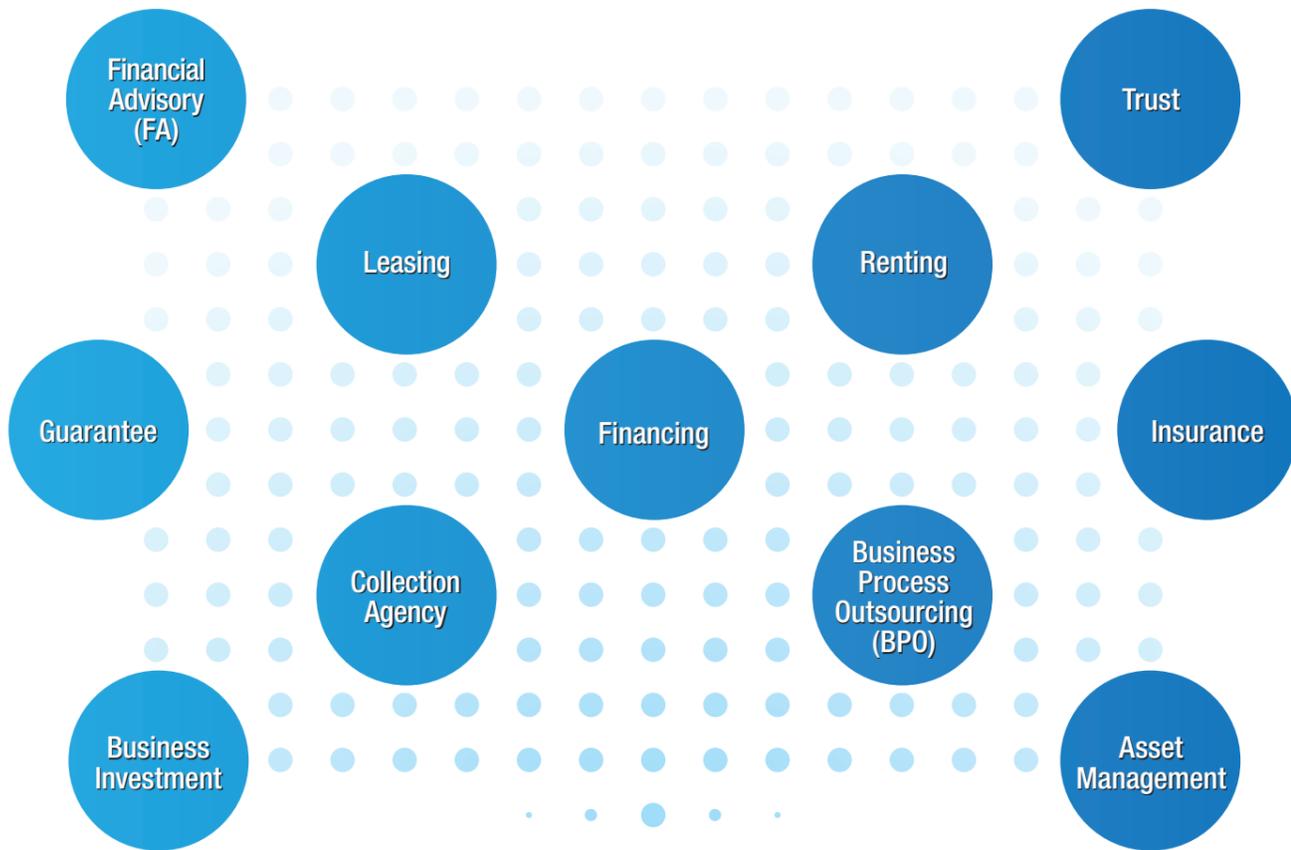
Example: Our Logistics.

Hitachi utilizes its **global logistics network** to transport customers' important material items, including power generation equipment, large scale industrial plants, train cars, electrical appliances and precision machinery. We even provide relocation and moving services.

Moreover, we also provide logistics solutions that are tailored to the specific needs of various businesses, from daily goods, food, and apparel, to industrial machinery and medical equipment, to support customers' inventory adjustments and increased logistics efficiency.

From manufacturing to transportation, Hitachi supports customers with advanced **logistics solutions** backed by IT systems to deliver products and services to users.





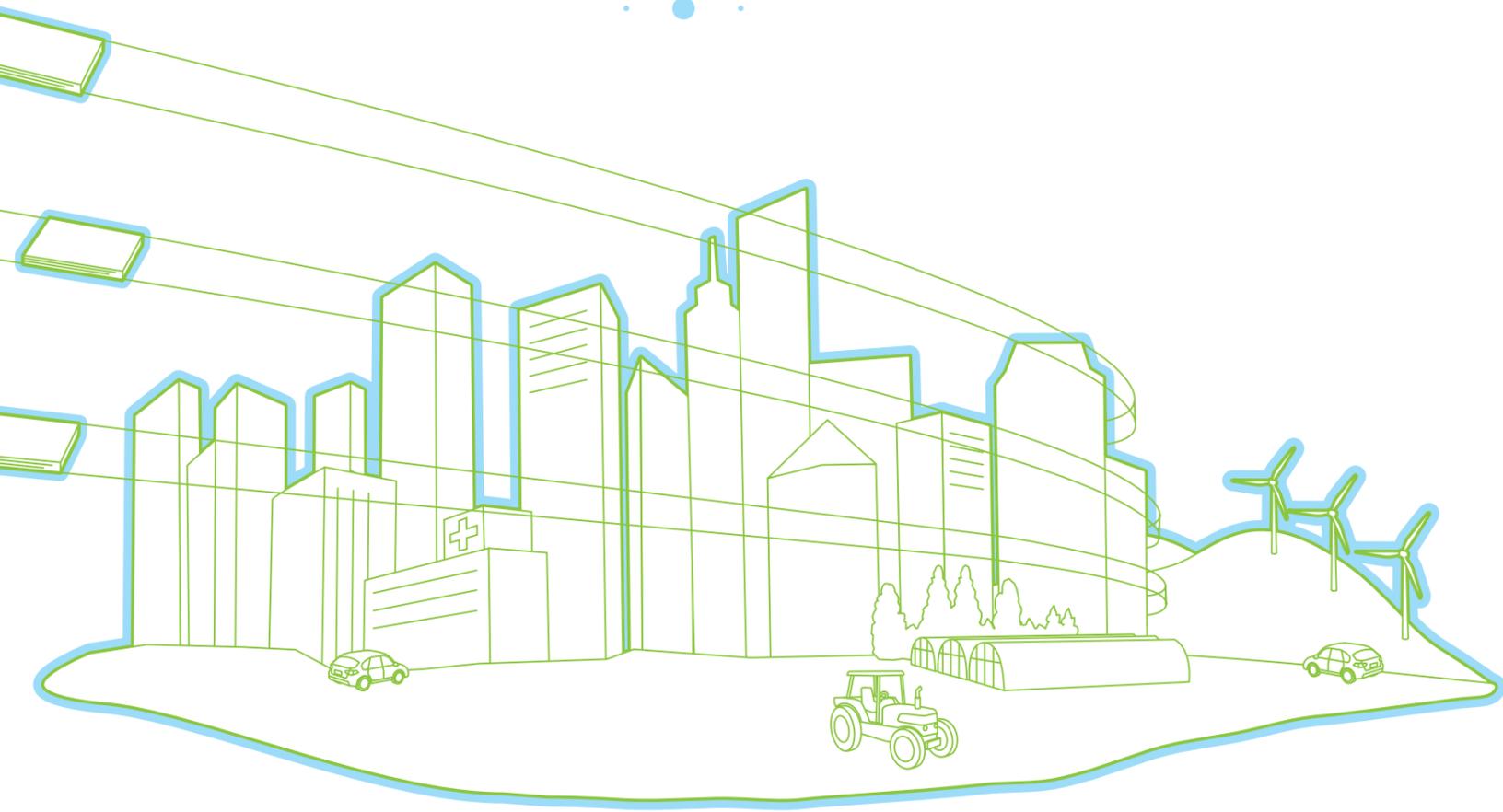
# Supporting the Development of the Social Innovation Business Through Financial Services

Example: Our Financial Services.

The Hitachi Group has supported the financial needs of many different customers primarily through financial services such as equipment leasing and automobile loans. Looking ahead, Hitachi will extend its focus on the Social Innovation Business to include formulating and assisting with funding plans, arranging financing and providing other financial services needed **to build the social infrastructure** that will help people lead safe, secure daily lives. Financial services like these will be offered in the fields of healthcare, agriculture and renewable energy, to name a few.

Our ability to provide these financial services is made possible by the financial experience built up within the Hitachi Group in the course of advancing manufacturing activities. Financial services are vital to building social infrastructure.

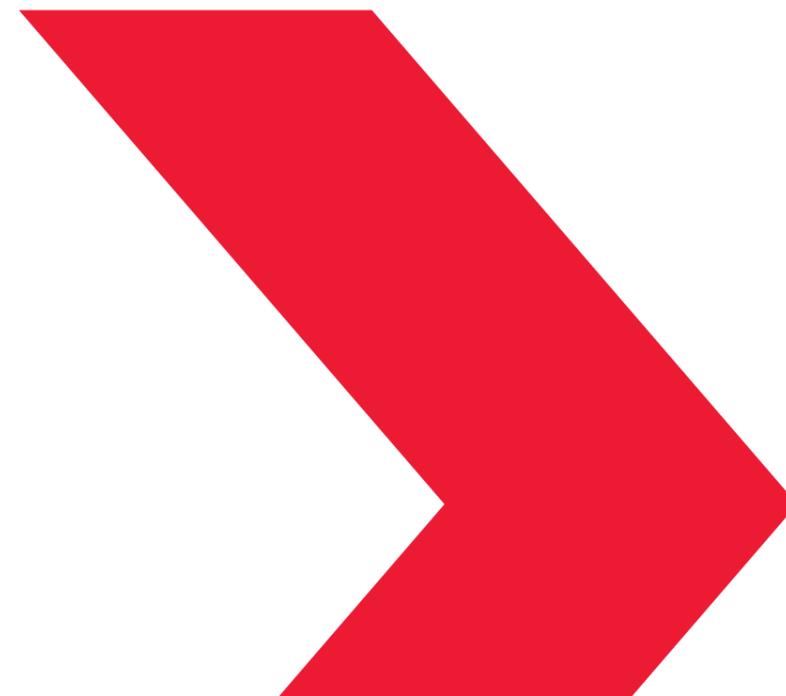
Hitachi will provide financial services as an integral part of its Social Innovation Business.



In order to exceed our Vision in this competitive global environment,  
the Hitachi Group will not be bound by convention or status quo.

We will accelerate our transformation, expand our Mission and broaden our expertise.

We can Inspire the World.



**HITACHI**  
Inspire the Next

