

News Release

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2016 New Year's Greetings from the President Let's All Make This a Year When We Accelerate Our Challenge to Change

The following speech was delivered by President and CEO Masahiro Miyazaki to all employees during his New Year greeting.

A Happy New Year to You All.

Looking back at last year, although the U.S. economy continued to be in good shape, the economies of emerging nations did not grow as much as expected as a result of a global dip in the prices of resources. Due to these and other factors, 2015 was a year in which the business environment of the Hitachi High-Tech Group varied according to the regions. If we are to cope with the ongoing globalization, computerization, diversification, and with the speed at which things change, we need to accelerate and implement our "Challenge to Change."

At the start of 2016, I would like to give you the following three key messages.

- 1. Pursuing "Individualization" and "Specialization", Based on Our Customers' Perspective**
- 2. Converting into an Autonomous-Decentralized Organization Run by Us All**
- 3. Growing by Having the Courage to Change and Be Changed**

1. Pursuing "Individualization" and "Specialization", Based on Our Customers' Perspective

Being able to respond in detail to individualized needs and providing highly specialized solutions is an essential requirement for beating off stiff global competition and achieving growth. We can only respond to customers' needs when we are able to put ourselves in their shoes and make suggestions regarding particular and specific challenges they are facing, such as the latest technology or market trends. That is why we need to consciously "put ourselves in each customer's place." I want you to think in detail about what the customer in front of you is looking for, constantly hone your skills to respond to their demands, and avidly make every effort to enhance your expertise. Hitachi High-Tech will surely become an even stronger company when each of us aims to be a true professional.

2. Converting into an Autonomous-Decentralized Organization Run by Us All

If we are going to pursue the individualization and specialization, we need to create a work environment where each employee can think for himself/herself, make a decision and act upon it, according to the situation in which he/she is placed. To promote this kind of autonomous-decentralized operation, I want all of you out there on the front lines to have a value that sees your actions as "for the sake of the entire Hitachi High-Tech Group" and to tackle your work which is "above and beyond" your original duties with initiative.

3. Growing by Having the Courage to Change and Be Changed

If the Hitachi High-Tech Group is to continue to grow as a global corporation, we need to become a company where even more talented people from all over the world will flock to play an active role. Increasing options in the way we work is the first step in our diversity management that will boost the quality of the human resources sustaining the Hitachi High-Tech Group. Although changing the way we have been doing things will entail great difficulties and changing itself requires great courage, I want everyone to improve himself/herself and become a human resource with a high market value by using his/her time efficiently and implementing appropriate work-life management. Innovations in the way we work, which is for that each employee review flexibly how they work and increase the productivity, will enrich your lives and help you to achieve personal growth, and that will contribute to the Hitachi High-Tech Group's growth.

I consider it is the most important duty as President to create an environment where you can move about freely with excitement. In addition, I intend that our company will continue to play an active role in society and repay the debt of gratitude we owe to the various local communities which enable us to carry out our business activities.

I sincerely hope that you will all have the courage to change and be changed in the coming year. Let us challenge to change together.

I would like to conclude with the wish that 2016 will be a year of good health for you and your families, and a prosperous one for the Hitachi High-Tech Group.

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