

# News Release

FOR IMMEDIATE RELEASE

## **2017 New Year's Greetings from the President A Year for Each of Us to "Make Changes" and to "Change Personally"**

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.

2016 was the first year of the Mid-Term Management Strategy and we took a step toward the formation of a growth cycle for the future. In addition, we also started to make moves to transform ourselves, including innovating the ways we work. In 2017, we will push forward various transformations at a faster pace.

At the start of 2017, I would like to give you the following three key messages.

- 1. Let's Try to "Change" Conventional Ways**
- 2. Have the Courage to Take a Step Forward**
- 3. Create Synergies within the Organization by Taking Action with a Mindset of "Give & Given"**

### **1. Let's Try to "Change" Conventional Ways**

In order to remain a company that is needed by customers and the broader society, we must "transform to a more customer-centric organization" that gives thorough thought to customer needs. At the same time, we ourselves must also change so as to be able to deal with globalization, computerization, diversification, and change speed up. What is need for the entire Hitachi High-Tech Group to transform is for us to stop acting without thinking – that is, following the conventional approach in the conventional way – to think about the meaning of daily tasks one-by-one, and for each and every one of us to embrace the Challenge.

### **2. Have the Courage to Take a Step Forward**

Courage and energy are needed to change something. So I want to ask once again that you find within yourself "the courage to change and be changed." Start with the things around you and take a step with courage toward taking action to change conventional ways. If we all individually make changes to things around us, those changes will certainly spread to other people, causing a new wave, which will eventually lead to big transformations throughout the Hitachi High-Tech Group.

### **3. Create Synergies within the Organization by Taking Action with a Mindset of "Give & Given"**

In order to form a growth cycle for the future, it is also necessary to create synergies within the Hitachi High-Tech Group. For that reason, I want you to "do the extra" above and beyond your own roles. To do "the extra," you should not expect something in return; this requires taking action with a mindset of "give & given" instead of "give & take". If everyone starts doing things not only for himself or herself but also for colleagues, then there will be lively exchange of people and information within the Hitachi High-Tech Group, which will become a source for creating synergies and lead to the realization of "total optimization," which means doing things that benefit the Hitachi High-Tech Group as a whole.

Moreover, in order to remain a company that is needed by the world, it is important to contribute to the resolution of social issues to meet the expectations of society in addition to fulfilling our corporate social responsibility (CSR). For that reason, we must quickly change all those things that should be changed, in response to the changes in the world. This year, please join us and take action for the Challenge to Change. For my part, I will do what I can to make it easier for everyone to take that step forward with “the courage to change and be changed.”

Lastly, I wish you and your family a healthy 2017 and pray that this will be a fruitful year for the Hitachi High-Tech Group.

**For Media Inquiries**

Shota Sano, Aiko Matsumoto  
Corporate Communications Dept., CSR Div.,  
Hitachi High-Technologies Corporation  
Tel: +81-3-3504-3933