

# News Release

FOR IMMEDIATE RELEASE

## **2018 New Year's Greetings from the President With the "Courage to Change and Be Changed," Let's All Work Together to Build a Strong Hitachi High-Tech Group**

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.

The year 2017, as the second year of our Mid-Term Management Strategy, was positioned as an important period in the formation of a growth cycle toward 2020. We made vigorous R&D investments, capital investments, and business investments aimed at business expansion; and we have made steady progress making "change" for future growth, including workstyle reforms in Japan.

At the start of 2018, I would like to give you the following three key messages.

- 1. Let's Create Markets Where Our Strengths Will Shine Through a More Customer-Centric Approach**
- 2. Let's Take a New Step Forward by Putting in "Extra Energy"**
- 3. Let's Aim to Be a Hitachi High-Tech Group That Contributes to Society by Continuing to Take on Further Challenges**

### **1. Let's Create Markets Where Our Strengths Will Shine Through a More Customer-Centric Approach**

In the midst of this global competition, in order for the Hitachi High-Tech Group to continue growing in the future, we must respond to customers' needs quickly and continue to refine the Hitachi High-Tech Group's strengths. Specifically, we will change the general market into a niche market where the Hitachi High-Tech Group can be important and where we will make our existence indispensable. We must seek to leverage our strong core technologies to turn general-purpose equipment into specialized equipment, ideally to create the market itself. Furthermore, by multiplying the strong global sales force and procurement strength that has been cultivated through our trading company activities, we will expand the market to each region, even if it is a narrow niche in our business. I would like all of you to do more to put yourselves in your customer's shoes, think thoroughly what the customer needs, and pursue to the limit the value that can be provided to the customer.

### **2. Let's Take a New Step Forward by Putting in "Extra Energy"**

I want you to have the "courage to change and be changed" to create a strong Hitachi High-Tech Group. Doing so will require each and every one of us to put in "extra energy" "to change" and "be changed," with a mindset of "Give & Given," which begins with giving and continuing to give, beyond our own departments and roles, without expecting any return. By providing others with your own information and networks, and taking a moment to think again about how the meaning of each of your routine tasks will become the driving force of the Hitachi High-Tech Group's growth and lead to enhanced organizational capability and higher corporate value, please take a step forward with courage.

### **3. Let's Aim to Be a Hitachi High-Tech Group That Contributes to Society by Continuing to Take on Further Challenges**

There are things that must be observed and never changed. Those are our commitments to “safety first” and “compliance,” which are fundamental in all business activities. I would like all of you to observe what should be observed, from the standpoints of “safety and health” and “product safety.” I also ask that you advance our business with awareness of compliance. This means “Never lie at work” and “Don’t do what you don’t want others to know at work.” Please take our corporate social responsibility (CSR) as our “ability to respond to society,” and aim to contribute through our business to the resolution of social issues, centered on the SDGs (sustainable development goals).

I wish you and your family a healthy 2018 and pray that this will be a fruitful year for the Hitachi High-Tech Group.

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