



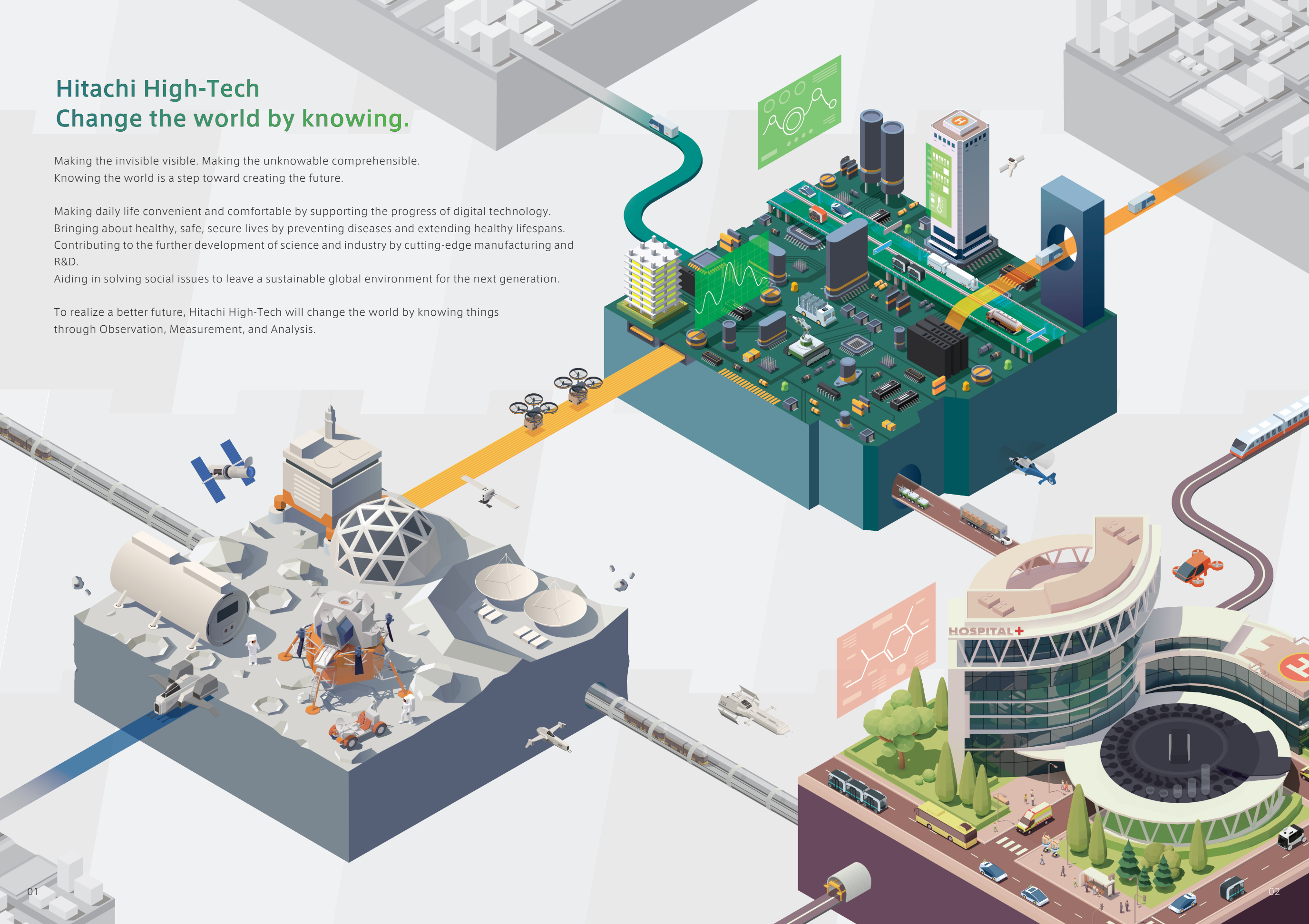
# Hitachi High-Tech

## Change the world by knowing.

Making the invisible visible. Making the unknowable comprehensible.  
Knowing the world is a step toward creating the future.

Making daily life convenient and comfortable by supporting the progress of digital technology.  
Bringing about healthy, safe, secure lives by preventing diseases and extending healthy lifespans.  
Contributing to the further development of science and industry by cutting-edge manufacturing and R&D.  
Aiding in solving social issues to leave a sustainable global environment for the next generation.

To realize a better future, Hitachi High-Tech will change the world by knowing things  
through Observation, Measurement, and Analysis.







President and Chief Executive Officer

*Takashi Sijumi*

# Aiming to be a company regarded as indispensable, we will continue to help resolve various social issues with our core Observation, Measurement and Analysis technologies.

Hitachi High-Tech Group was established in 2001 through a merger between Nissei Sangyo (a specialized electronics trading company) and Hitachi, Ltd.'s Instruments Group and Semiconductor Manufacturing Equipment Group, creating a unique company that functions as both a trading company and a manufacturer. Since its launch, the company has operated on a global scale in various fields that support people and society.

In the healthcare field, we have been furthering high-quality, efficient testing with our product lineup, which includes world-class clinical chemistry and immunoassay analyzers and life sciences products. In the semiconductor field, we support developing digital technologies through provision of products for the semiconductor manufacturing process, including the global top-selling CD-SEM\*. We also contribute to efforts to realize a sustainable society, resolving social issues through our core Observation, Measurement and Analysis technologies by providing measurement and inspection solutions that support the development of science and industry, and solutions that focus on customer issues that support people's lives and society.

The future of the world has become uncertain due to unpredictable circumstances; natural disasters, geopolitical problems, pandemics, and so on. Assuming that our world will continue experiencing such

drastic changes, we need to enhance our ability to flexibly respond to future changes, and our ability to address social issues through our business. Whatever happens in the world around us, our core Observation, Measurement and Analysis technologies, which are our strengths, possess the potential to solve many different types of social issues. We aim to continue to demonstrate our strengths, providing greater value and continuing our evolution without fear of change, in order to contribute to social progress.

Hitachi High-Tech Group has set forth a Corporate Vision to "Simplify our customers' high-tech processes," and a Mission that states "Our mission is to help our customers be fast-moving, successful, cutting-edge businesses". We aim to build relationships around co-creation with our customers and grow together as we address social changes, through our efforts to make difficult things easy, make complicated things simple, and change customers' processes into simple ones.

Being useful and necessary to society is our *raison d'être*. Going forward, regardless of the changes in the world around us, we will continue to contribute toward solutions to various social issues in order to keep Hitachi High-Tech a company regarded as indispensable.

\*SEM: Scanning Electron Microscope

Corporate Vision	Simplify our customers' high-tech processes
Mission	Our mission is to help our customers be fast-moving, successful, cutting-edge businesses
Explanatory Phrase	Our observation, measurement and analysis systems maximize yields while minimizing waste and safeguarding profit. Our processes, production systems, components and materials help our customers stay ahead of the curve.





## Responsibility

# Our Responsibility

Aiming to be a company deemed essential to society by creating societal issue-driven value to help realize a more prosperous society.

Keeping our eyes fixed on social/customer needs and issues in order to solve deepening social issues or global-scale risks. Creating societal issue-driven value, to realize healthy, safe, and secure lives with higher QoL (Quality of Life) for all people in a sustainable global environment, and to contribute toward the sustained development of science and industry. This is our responsibility at Hitachi High-Tech.

Based on a firm management foundation that can flexibly respond to social changes, we have cultivated our strengths. The first is our technological capabilities of Observation,

Measurement and Analysis. The second is our global front office and business finding capabilities that allow us to provide solutions anticipating customer needs with an eye on market fluctuations. The last third is our co-creation with customers and partners that create new products and solutions through robust relationships of trust based on close communication and collaboration. Leveraging our strengths, we will operate globally in our four business fields and strive to provide increased value for society and customers, and to help ensure a more prosperous society.

## Provide value to our customers and society

### A sustainable global environment

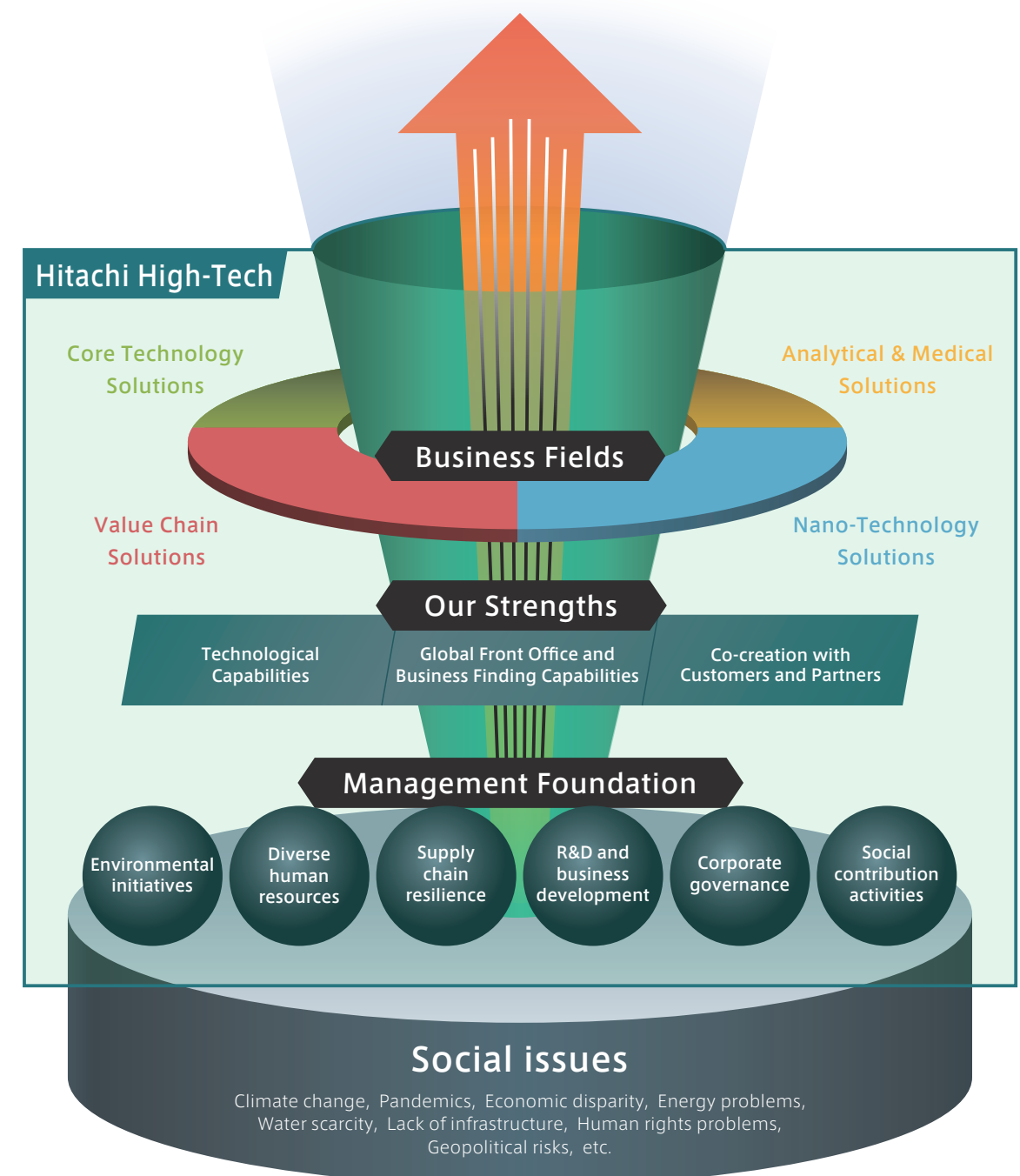
- Realizing a decarbonized society
- Realizing a recycling-oriented society
- Realizing a society in harmony with nature

### Healthy, safe, secure lives

- Expand access to preventive medicine
- Ensure the safety of water and food
- Ensure the safety of social infrastructure

### Sustained development of science and industry

- Development of science and technology
- Achieving resilience at production sites





## Strengths

# Our Accumulated Strengths

Hitachi High-Tech Group uses our accumulated strengths in Technological Capabilities, Global Front Office and Business Finding Capabilities and Co-creation with Customers and Partners to provide value for customers and society and contribute toward the realization of a sustainable society.



## Global Front Office and Business Finding Capabilities

We leverage the personal and business relationships and know-how that we have cultivated around the globe to provide solutions that anticipate market needs with an eye on market fluctuations.



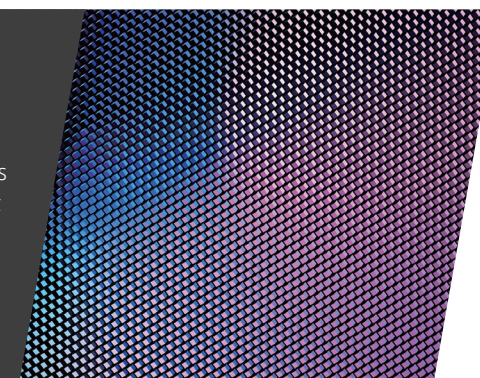
## Overseas revenue ratio

More than **70%**

Hitachi High-Tech Group operates a global network covering 25 countries and regions. We leverage the personal and business relationships and know-how that we have cultivated around the globe with overseas revenue ratio making up more than 70%. We also have a history extending many years into the past of providing support for manufacturing as a trading company specializing in the field of advanced industry. We utilize global customer sites and our supply chain through robust relationships of trust with accumulated performance and know-how to provide high added value solutions that help to solve issues for our customers and society.

## Technological Capabilities

We provide excellent products and services using manufacturing capabilities that combine our core Observation, Measurement and Analysis technologies with automation and control technologies and craftsmanship.



## Patents Owned

**8,900**

The number of patents acquired by the Hitachi High-Tech Group serve as an advantage in our business, and also as a numerical indicator of our strength in advanced technological capabilities. Our overseas patent application rate is more than 70%. Going forward, we will continue to refine our core technologies while advancing with open innovation and co-creation with Hitachi, Ltd. R&D divisions, our customers, and our partners.

## Number of Skills Competition Medals Won

(Cumulative Total) Japan:100 World:7

**107**

## National Abilympics

**6**

(Cumulative Total)

The products of the Hitachi High-Tech Group are supported by the constant development in cutting-edge technology and the high level of skill which goes into our production and we believe this is reflected in our success in National and International Skills Competitions. We aim to be a world leading manufacturer by endeavoring to transfer skills from veterans to younger technicians for their development.

## Co-creation with Customers and Partners

We build strong relationships with customers and partners through close communication and co-creation, giving rise to new products and solutions that solve social issues.



## Main Global R&D Bases

**24**

In addition to maintaining routine close communication with customers and partners, Hitachi High-Tech Group establishes R&D Bases and runs demos in close partnership with customers for deeper co-creation. We go beyond simple collaboration on system development with our partners; we build comprehensive cooperative relationships in sales and service operations, providing customers with competitive systems.



# Promoting Sustainable Management

## Contributing to the realization of a sustainable society by accelerating initiatives for Materiality

Hitachi High-Tech Group has identified five themes of Materiality to be addressed through our business activities, while keeping in mind the SDGs that are positioned as the common rules and goals for international society in the 21st century. For the Hitachi High-Tech Group to respond to changes in the social environment and aim to be a company that continues to be needed by society, we must accelerate our initiatives for Materiality. Therefore, we formulated a "Sustainability 2030" declaration in 2022. Through this declaration, the Hitachi High-Tech Group clearly identifies our ideal state both internally and externally, thereby helping to heighten each employee's awareness of the need to create value driven by societal issues. At the same time, we promote business strategies and plan proposals that link all businesses to sustainability.



## Sustainability 2030

We, the Hitachi High-Tech Group, will contribute to the realization of "a sustainable global environment", "healthy, safe, secure lives" and "sustained development of science and industry". We will keep growing with our customers and partners by utilizing our Observation, Measurement, and Analysis systems on the basis of a sound management foundation which enables diverse human resources to actively participate and thrive.



### Materiality 1



## Contributing to a Sustainable Global Environment

- We aim to achieve carbon neutrality in our offices by FY2027, via shifts to renewable energy for business use at our manufacturing sites and offices worldwide.
- We are also contributing to reduced environmental burdens by limiting waste generation and reducing CO<sub>2</sub> emissions during product use (a major source of emissions within the supply chain) by adoption of environmentally conscious design (eco-design) in products.

### Materiality 2



## Contributing to Healthy, Safe, Secure Lives

- We help to reduce burdens on medical service providers and increase opportunities for the number of people who can be tested by providing products and services that support the increased efficiency and speed of testing operation.
- We contribute toward prevention efforts relating to the buildup of hazardous substances in water, food, and the human body, and support a safe lifestyle for people through manufacturing and sale of testing devices optimized for specialty markets.

### Materiality 3



## Contributing to the Sustained Development of Science and Industry

- By developing and providing electron microscopes that enable high-precision observation and analysis, we contribute to materials and device engineering and the advancement of testing and research of scientific theory. In addition, through supporting science education using tabletop electron microscopes, we contribute to resolution of social issues such as the trend of children losing interest in studying science and the advancement of science and technology.
- We improve the efficiency of production sites and build flexible and robust production systems. We aim to contribute to the improvement of productivity and product quality of manufacturing companies.

### Materiality 4



## Establishing a Sound Management Foundation

- As a member of the Hitachi Group, we endeavor to strengthen our governance and work to develop sustainable growth and social trust by fostering awareness of compliance.
- By providing products that comply with laws and regulations and by working to eliminate product accidents, the Group aims to provide highly safe products and thereby enhance competitiveness and increase the level of trust from society.

### Materiality 5

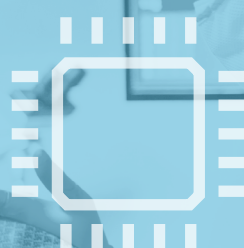


## Developing and Utilizing Diverse Human Resources

- We are generating innovation and advancing with diverse management through the utilization and cultivation of diverse human resources, as well as through deepening working style reforms.
- We aim to train human resources to compete in the global market by carrying out continuous education and training.
- We strive to ensure a healthy, safe and comfortable working environment by working on occupational safety and health with the highest priority on workplace safety and maintaining and promoting the health of each employee.



# How We Will Realize the Future



## Creating business with our core Observation, Measurement and Analysis technologies to solve social issues, we aim to be a company regarded as indispensable 10 to 20 years in the future

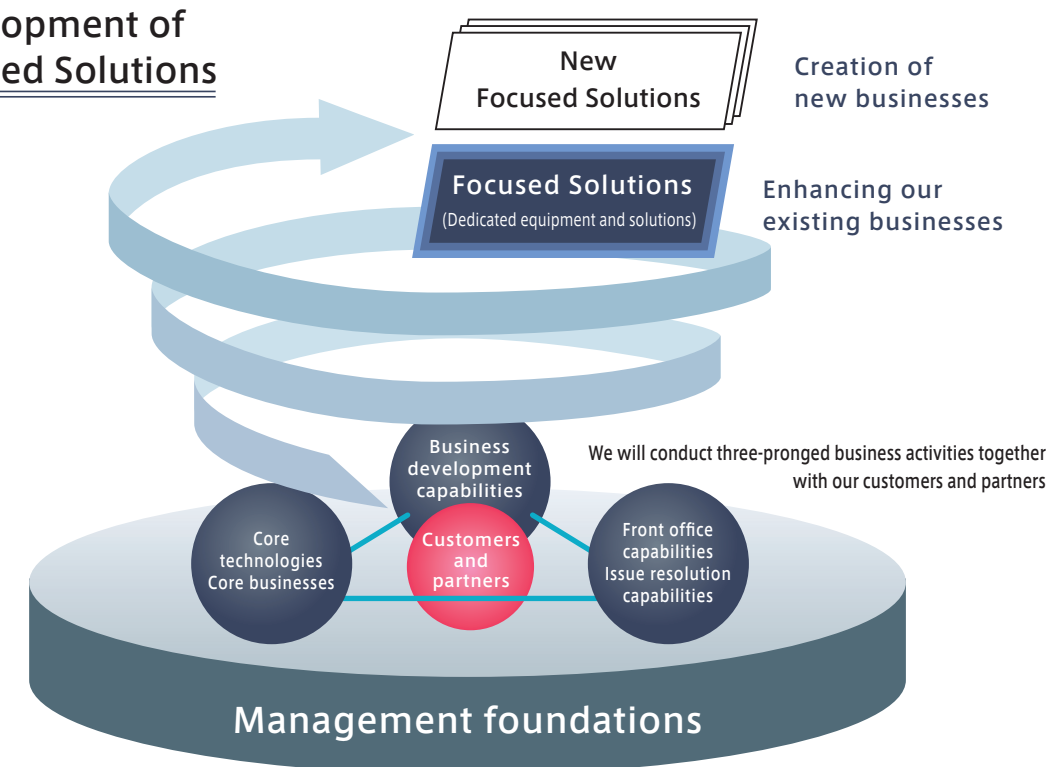
Hitachi High-Tech Group has achieved growth with business created by developing dedicated equipment designed specifically to address our customer issues from general-purpose equipment. We have been working to enhance our social and environmental value in addition to our economic value, and to become a company that will continue to be seen as essential by society. At the same time, we must continue to develop technology, create new business, and co-create with partners to keep providing valuable solutions in the face of complex, diversifying issues faced by customers and society in a rapidly changing world. Hitachi High-Tech Group's core Observation, Measurement and Analysis technologies can facilitate solving a variety of social issues generated by social change, by functioning as an essential foundation for social activities. We must further evolve Focused Solutions\*1 optimized for individualized, sophisticated customer issues and needs in order to ensure

sustainable growth for the Hitachi High-Tech Group and contribute value for customers and society 10 to 20 years in the future. First, we will further enhance Focused Solutions provided by existing mainstay businesses such as healthcare and nanotechnology (semiconductor field) by deepening the integration of digital capabilities and co-creation with customers. Next, we will accelerate business development and create new Focused Solutions through three-pronged activities centered around enhancing our core Observation, Measurement and Analysis technologies, utilizing front office capabilities and issue resolution capabilities, creating business development capabilities that thoroughly understand and develop solutions to social and customer issues in collaboration with universities and research institutes. We will also develop a firm management foundation with our ability to respond to society for flexible adaptation to social changes in order to ensure stable and continuous growth

of business, through measures such as advancing DX (digital transformation), enhancing supply chain resilience, promoting initiatives to create environmental value, and advancing DEI\*2. We provide Focused Solutions through global business in our four business fields (Analytical &

Medical Solutions, Nano-Technology Solutions, Value Chain Solutions, and Core Technology Solutions), resolving social issues through Observation, Measurement and Analysis and contributing toward a sustainable society.

## Development of Focused Solutions



\*1 Focused Solutions : We identify the increasingly individualized and sophisticated issues of customers in general-use markets, then leverage our core competencies to systematize and provide specialized solutions, including dedicated systems, services and business models, focused on those issues.

\*2 DEI : Diversity, Equity and Inclusion



# Analytical & Medical Solutions

We provide new value to the healthcare field that support healthy, safe, and secure lives by integrating cutting-edge analysis and automation technologies with digital technology. We contribute to improving quality and efficiency of testing through our many products which includes world-class clinical chemistry and immunoassay analyzers and capillary electrophoresis

sequencers collaboration with leading global companies and academia. We will expand our business into molecular diagnostics and contribute to improving QoL (Quality of Life) through "personalized cancer medicine" and "sophisticated diagnosis of intractable diseases".

## Analytical & Medical Solutions



## Business Vision

**Provide new value in the healthcare field by integrating cutting-edge analysis and automation technologies with digital technology**  
**Enter in molecular diagnostics business to improve people's QoL through "personalized medicine" and the "sophisticated diagnosis of intractable diseases"**

Along with the aging society and increasing medical expenses, demand for value-based healthcare through data usage from the laboratory test process is increasing, as well as efficiency and growth in the clinical testing.

We will integrate conventional high-performance, high-quality testing equipment with digital capabilities providing new value to the healthcare sector, while also accelerating efforts in the field of molecular diagnostics, which measures biomolecules of individuals such as DNA, RNA<sup>\*1</sup>, and protein, providing information necessary for diagnosis and selection of therapeutic agents to healthcare professionals.

\* 1 RNA : Ribonucleic Acid

## Main Products



cobas pro integrated clinical chemistry and immunoassay analyzer



Compact Capillary Electrophoresis Sequencer Hitachi DS3000

## Strengths



### Technological Capabilities (Core Technologies)

- Optical technology
- Automation technology



### R&D

- Collaboration with R&D dep. of Hitachi, Ltd.
- Open innovation with universities and research institutions



### Product Development Foundation and Manufacturing Capabilities

- Balance both high-reliability and high efficiency production
- World-class technicians in manufacturing (Skills Competitions)



### Co-creation with Partners

- SCB<sup>\*2</sup> in the Biotechnology and Medical Products Business
- Strategic partnerships with US life sciences companies

\* 2 SCB (System Collaboration Business) : A business model that provides the best solutions through equal business partnerships with competitive reagent companies.

## Creating Social / Environmental Value

The aging society and increasing medical expenses due to advances in medical technology becomes serious issues worldwide. In addition to expanding the clinical chemistry and immunoassay business, which is the base of IVD<sup>\*3</sup> we will increase the medical value of

clinical testing by providing molecular diagnostic solutions that make full use of genetic testing and genome information analysis technologies. And we will contribute to the society through Value-Based Healthcare.

\* 3 IVD : In-Vitro Diagnostics





# Nano-Technology Solutions

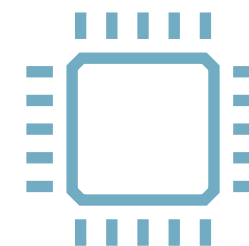
Together with our customers we will create new value on the front lines of semiconductor device manufacturing, which underpins the evolution of digital technologies such as PCs, smartphones, and other electronic devices in addition to IoT, AI, 5G, remote networking and autonomous vehicles. Our product lineup spans the processing, measurement and inspection processes involved in

semiconductor manufacturing, and includes global top-selling CD-SEM\*, plasma etching systems for high-precision microfabrication, and defect inspection devices. We provide world-class, digitally enhanced product solutions in order to solve our customers' issues and create value by shortening development times, reducing costs and increasing productivity.

\*SEM: Scanning Electron Microscope



## Nano-Technology Solutions

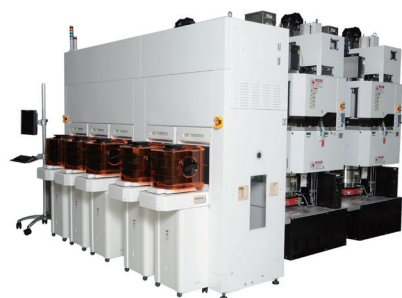


## Business Vision

### Create and grow together with our customers

Our vision for Nano-Technology Solutions is "Create and grow together with our customers." We will meet diverse customer needs in the semiconductor manufacturing process by integrating products with digital technologies through co-creation with customers, creating new value and resolving customer issues to improve QoL (Quality of Life) for people.

## Main Products



Conductor Etch  
System 9000 Series



Advanced CD Measurement  
SEM CG7300



Wafer Surface Inspection  
System LS9600

## Strengths



### Technological Capabilities (Core Technologies)

- Electron beam technology (CD-SEM)
- High-precision plasma etching technology (etch systems)
- Optical technology (defect inspection tools)



### Manufacturing Capabilities

- Greater use of IT, mechanization, and AI in production processes
- World-class technicians in manufacturing (Skills Competitions)



### Co-creation with Customers and Partners

- Application development capabilities through co-creation with customers and partner companies

## Creating Social / Environmental Value

As digitalization progresses and the use of semiconductors expands, semiconductors are required to have higher performance, lower power consumption, and reduced power consumption during manufacturing. The shift to EVs (Electric Vehicles) will also accelerate with decarbonization. We are promoting the business in semiconductors and lithium-ion battery manufacturing systems and are aiming to

contribute to a decarbonized/recycling-oriented society by advancing development of high processing performance products. We will also contribute to sustainable industrial development to support a digital society, via provision of the development, manufacturing and sale of devices that meets diverse customer needs, and integrated processing-testing-measurement-analysis solutions.



# Value Chain Solutions

We focus on customer issues primarily in the industrial fields that support lives and businesses, and provide optimal solutions aimed at creating social value with our customers. We will leverage our front office capabilities and issue resolution capabilities, which take advantage of our global customer base, and business creation capabilities we have built up as a

specialist trading company, and help solve our customers' issues through construction of cyclical value chains that integrate the manufacturing value chain (planning, R&D, design, manufacturing, maintenance, etc.) and the supply chain of procurement, manufacturing and sales with our collaborative partners.

## Value Chain Solutions



## Business Vision

### Take on the challenge of new business creation by enhancing our global front office capabilities

Our strengths are the global sales capabilities and customer base we have built up as a specialist trading company, issue resolution capabilities using our business creation capabilities, and our business partnerships. We will identify actual customer issues in their industry fields from mobility to communications, social infrastructure, and semiconductor devices, form an ecosystem that creates and provides solutions in partnership with the Hitachi Group using our core Observation, Measurement and Analysis technologies to contribute to our customer's economic value and social value.

## Strengths



### Global Sales Capabilities

- Building global business with diverse customers and suppliers using overseas branches



### Business Finding Capabilities

- Finding new business opportunities that arise from solving diverse issues in the value chain



### Ecosystem Formation

- Forming an ecosystem by utilizing Hitachi High-Tech Group core technologies and working together with the Hitachi Group and other partner companies for co-creation to resolve issues

## Main Fields



Mobility and connected



Environmental and energy



Industry and social infrastructure

## Creating Social / Environmental Value

Efforts to address social issues through business will be vital to the sustained progress of society and industry.

We will identify actual customer issues in the manufacturing and service base structures of industrial fields like mobility, communications,

social infrastructure and semiconductor devices – which are working toward a recycling-oriented, decarbonized society – and contribute toward a sustainable society by providing solutions via co-creation with partner companies.





# Core Technology Solutions

Making the most of our strengths in our core technologies: beam and analysis technology, we will contribute to solving social issues such as environmental problems, resilience, and safety and security.

We support the development and progress of science and industry by providing electron microscopes (SEM / TEM\*1 / FIB\*2) spectrophotometers, X-ray fluorescence analyzers, thermal analyzers,

liquid chromatographs and more for research and development, manufacturing and quality control processes in fields such as batteries, advanced materials, electronics, semiconductors and biopharmaceuticals. We will collaborate with universities and research institutes, etc., to refine our core technologies and create specialized measurement and inspection solutions required in growth market.

\*1 TEM : Transmission Electron Microscope

\*2 FIB : Focused Ion Beam

## Core Technology Solutions



## Business Vision

### Create new businesses based on our core technologies

We aim to create new business by refining our beam and analysis technologies that underpin Hitachi High-Tech Group's core Observation, Measurement and Analysis technologies and identifying sectors where we can contribute to solutions for social and customer issues. We anticipate increasingly complex and varied social issues, and use backcasting to focus on growth markets. We will also contribute toward solutions to social issues through improvements to our technological capabilities and efforts to create a platform or dedicated solution for customer issues.

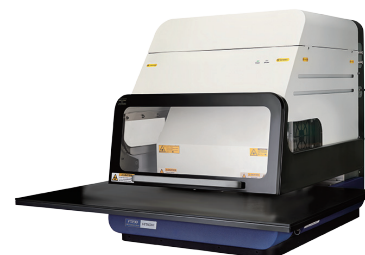
## Main Products



Field Emission  
Transmission Electron Microscope  
HF5000



Ultrahigh-Resolution Schottky Scanning  
Electron Microscope  
SU8700



X-ray (XRF) Coating  
Thickness Gauge FT230

## Strengths



### Technological Capabilities (Core Technologies)

- Charged particle beam technologies
- Optical technology
- X-ray technologies



### R&D

- Collaboration with research labs at Hitachi, Ltd.
- Open innovation with universities and research institutions
- Contribution to research of scientific technology



### Focused Solutions Development Capabilities

- Development of dedicated equipment designed specifically inspired by customer issues



### Product Development Foundation and Manufacturing Capabilities

- Balance both high-reliability and high-efficiency production
- World-class technicians in manufacturing (Skills Competitions)

## Creating Social / Environmental Value

With a critical role as a solution to social issues, the need for our core technologies will continue to rise in the future as the importance of solving environmental, safety and security issues grows. We will contribute toward decarbonization by providing solutions such as metal particle detection for materials and processes of rechargeable batteries. We

will also contribute toward a safe, secure and healthy lifestyle for people by providing such products as rapid microbial testing systems and quality control solutions for pharmaceuticals as well as developing technologies to speed-up and simplify testing for infectious diseases.

# Environment



In order to remain vital to society 10 to 20 years into the future, we aim to contribute to a sustainable global environment by generating environmental value continuously with environmentally conscious manufacturing and business creation, based on our value creation story.

Main  
external  
evaluations



Information Disclosure based on TCFD Recommendations: In June 2018, the Hitachi Group including Hitachi High-Tech declared support for the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). We disclose information regarding the climate change risks and opportunities of our business based on the TCFD framework.

## Realizing a Decarbonized Society

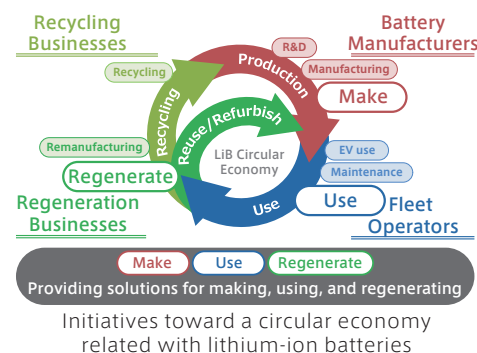
Hitachi High-Tech group aims to achieve carbon neutrality at all business sites (factories and offices) by FY2027 through measures including switching to renewable energy for all business sites and converting the company fleet to EVs(Electric Vehicles), in addition to continuing to promote investment in energy saving. We also aim to achieve carbon neutrality throughout the value chain by FY2050, from procurement of raw materials to disposal of products.



Naka Marine Site rooftop solar panels

## Realizing a Recycling-Oriented Society

We promote recycling of resources by limiting the amount of waste generated in manufacturing, and selecting highly resource-efficient partners for resource recycling. We are also striving to reduce use of water by improving equipment cooling water efficiency. In business, we are aiming to realize a circular economy by seeking business opportunities to expand applications for used lithium-ion batteries (LiB), by providing visualization solutions for the remaining capability of EV LiBs in partnership with recycling business and fleet operators.



## Realizing a Society in Harmony with Nature

Striving to create a rich future for both humans and nature, we promote biodiversity conservation activities, implementing forest conservation and nature observation. We have been conducting activities continuously to restore the local natural ecosystem, with projects such as the Woodlands of Hitachi High-Tech Science (Shizuoka Prefecture) – an area surrounding R&D facilities at Hitachi High-Tech Science, the Hitachi High-Tech Yasato Forest – a national forest on loan from Ibaraki Prefecture, and the Takao Forest Nature School in Tokyo, which we participate in forest maintenance and making crafts at home using materials left over from the activities.



Insect hotel at Takao Forest Nature School\*

\*Insect hotel : Biotope that provides a home for insects, helping to create fertile woodlands where diverse life forms can live. This activity has a particularly high profile in European countries.

# Human Resources



In order to flexibly respond to a complex and rapidly changing social environment and continue to create new value globally, we carry out DEI initiatives and are aim to grow by utilizing our diverse human resources to solve various management issues.

Main  
external  
evaluations



J-Win  
Diversity Award



Platinum Kurumin  
Certification



Eruboshi  
Stage 3



Health & Productivity  
Management  
Organization

## Diversity Management

By respecting diverse sensibilities and values, and by placing Diversity Management, which leads to the organizational dynamics, at the core of our management, we incorporate them as our major initiatives to achieve growth with the commitment of top management. We regard gender, nationality, age, race, personality, values, sexuality, career background as part of a person's individuality. To ensure that each employee can make the most of their own, we are actively striving to foster a culture of respect and enhance mechanisms within the Group.



LGBT lecture

## Human Resource Development

We regard people themselves as one of the assets of a company and believe that improving the value of each individual as a human resource leads directly to sustainable value creation. Based on this view, we are cultivating personnel who are capable of acting independently in a global context, through overseas training program for young employees and varied education programs for all employees. In addition, we have taken on the challenge entering the annual National Skills, Abilympics and WorldSkills competitions as our initiatives to nurture technicians and have produced many medalists.



Developing young technicians through the challenge of Skills Competitions

## Initiatives to realize work-life balance

We are implementing various support systems to accommodate diversifying lifestyles and a changing social environment, and to ensure all employees can balance childcare and family caregiving with satisfying work, such as raising a slogan of 100% paternity leave by male employees in Japan. In addition, in order to maximize the performance of organizations and individuals, we have instituted a flexible work and leave system regardless of working hours or places, and promoting "hybrid work" in which employees can choose their work style autonomously.



Head office suitable for hybrid work



# Supply Chain



We are advancing efforts to build collaborative partnerships with all of our customers and partners (suppliers), and to maintain a sustainable supply chain in light of various societal demands, including respect for the environment and international rules.

## Enhancing Supply Chain Resilience Promoting Sustainability

We are making efforts to reduce potential procurement and supply risks by making our entire supply chain visible based on our global networks, and by understanding our distribution channels, technology, and manufacturing cultivated over time. We are improving supply chain resilience through timely detection and prompt response to economic, political and environmental changes by constructing stable procurement and supply systems in collaboration with suppliers, customers, in-house design/development departments, and manufacturing sites.

We have shared our values with our partners and are advancing with efforts to ensure sustainability over the entire supply chain. We are particularly focused on responsible transactions with respect to people, communities, and the environment, such as avoiding conflict minerals in parts and raw materials, assessing greenhouse gas emissions over the supply chain and legal compliance based in good corporate ethics.

# R&D × Business Development

We are working to develop advanced technologies and create a new business model that resolves social issues in order to provide new value from our core Observation, Measurement and Analysis technologies.

## R&D

We work closely with the Hitachi, Ltd. R&D Group to develop advanced technology that demonstrates synergies within the Hitachi Group. We also focus on solution development related to social issues, using external partnerships with universities, institutions, and other highly specialized organizations.



Received an award from Okochi Memorial Foundation for technological development with Hitachi Ltd.

## Business Development

Co-creation with partners and customers as a means of identifying new focus sectors and high-revenue new business creation utilizing Observation, Measurement and Analysis to find real customer needs, design new business models while prototyping and testing solutions, and construct digital and monetization mechanisms.



Business development meeting

# Corporate Governance



We are further improving the effectiveness of governance to increase mid-to-long term corporate value, while enhancing our internal control systems to be a company that is trusted and needed.

## Risk Management System

Hitachi High-Tech Group regards events or problems that may significantly interfere with the achievement of its business goals as risks. We have developed risk management systems according to the risk traits. Potential risks such as financial, data management, disaster and safety risks are managed by relevant departments under the supervision of general committees.

## Compliance

Based on ethics and integrity, and putting right and wrong over profit and loss, we are striving to ensure thorough compliance (complying with laws, company rules, social justice, and public order) with the aim of building an enterprise trusted by all our stakeholders. In order to surely practicing judgement and conduct based on this philosophy, we operate an internal reporting system and implement compliance education and awareness activities for employees, promoting compliance activities throughout the Group.

# Communication with Local Society



We build relationships of trust with local communities, enhance brand value and secure human resources by increasing corporate recognition through social contribution activities utilizing employee skills and insights, as well as science outreach programs using products and technologies we have developed for business.

## Science Outreach Program

We use our tabletop electron microscopes for science outreach programs. We stimulate children's interest in science and technology and provide many children the opportunity to experience the world at a microscopic scale through on-site lessons for elementary and junior high schools all over the world, and online course content such as experiment videos and teaching materials, as well as loaning devices to science museums and other exhibitions.

## Contributing to Local Society

Based on the desire to be a needed local presence as a corporate citizen, we build solid relationships by contributing to communities through business activities and deploying resources to help communities develop and resolve issues. In addition, we also engage in ongoing communication with our local communities and stakeholders in order to build a fanbase for Hitachi High-Tech.

## Sports promotion activities by the Hitachi High-Tech Cougars

Hitachi High-Tech Cougars is a team that plays in the Women's Japan Basketball League. Since their establishment in 1961, the Cougars has made basketball a sport that is symbolic of the Group, backed by the support of employees. They also encourage interest in sports and promote a healthy lifestyle to children through community events and basketball programs for nursery schools, elementary and junior high school children.



Contributing to communities through basketball

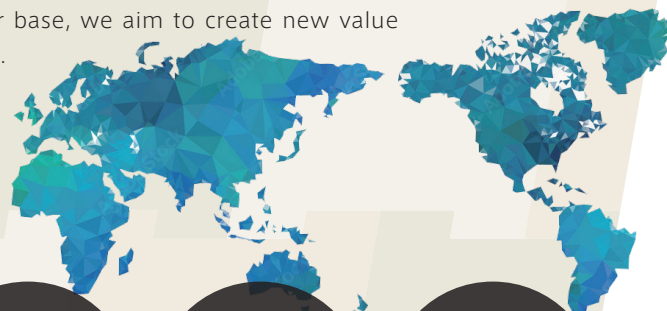
# Global Network

The Hitachi High-Tech Group is a global network covering 25 countries and regions, including 17 locations in Japan. Through the strong relationships we have built with our suppliers and longstanding global customer base, we aim to create new value through co-creation with customers and partners.

Countries and regions  
where we operate

Total **25** countries and regions

As of June 1, 2023



Europe

9

countries and regions  
(7 companies)

Americas

4

countries and regions  
(6 companies)

Asia

9

countries and regions  
(18 companies)

Japan

(12 companies)

Other

2

countries and regions  
(1 company)

## Main Co-Creation Sites



### Nanotechnology Innovation Center Portland / Taiwan / Korea

Overseas technology development site for semiconductor manufacturing equipment supporting customers' R&D and production in cutting-edge fields



### Healthcare Innovation Center Tokyo

An integrated lab providing a place to co-create with customers and share information through a showroom, as well as device training and demonstrations. Aimed at creating new healthcare business



### Advanced-Technology Innovation Center Naka

A co-creation hub for demonstrations of analytical systems such as electron microscopes, and the creation of new analytical and metrological solutions with domestic and overseas customers



### Hitachi High-Tech Science Science Solution Laboratory Tokyo

A co-creation hub where products including analytical systems are installed to conduct measurement demonstrations, application development, and contracted measurements for customers

## Main Design/Development/Manufacturing Sites



### Naka Area

Core factory of the Hitachi High-Tech Group where, based on spectroscopic analytical technology and electron beam technology, the design, development and manufacturing of clinical analyzers, DNA sequencers, semiconductor metrology and inspection equipment, electron microscopes, and analytical systems takes place



### Naka-Marine Site

Development and manufacturing of semiconductor manufacturing devices such as CD-SEMs and defect inspection systems, and of electron microscopes. A cutting-edge, carbon-neutral plant that runs on 100% renewable energy



### Kasado Area

Design, development, and manufacturing of etch systems enabling low-damage processing with high precision at the atomic and molecular level using plasma technology and vacuum control technology cultivated over many years



### Hitachi High-Tech Solutions Saitama Office

Design, development, and manufacturing of railway inspection systems that measure tracks or wires with high speed and accuracy through optical technology and image processing technology

### Hitachi High-Tech Saitama Site

Design, development, and manufacturing of hard disk inspection equipment. Manufacturing of semiconductor manufacturing equipment



### Hitachi High-Tech Solutions Mito Office

Design and development of productivity improving systems for industrial and social infrastructure fields, such as control systems that conserve energy and manpower while improving safety, production management systems and industrial measuring equipment



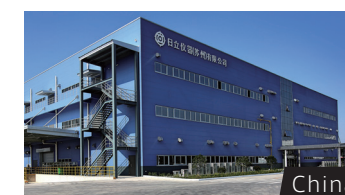
### Hitachi High-Tech Science Fuji Oyama Works

Design, development, and manufacturing of measurement and analytical systems that contribute to a wide range of industrial fields, universities and research institutes through new technologies, product development, quality control, environmental preservation and more



### Hitachi High-Tech Kyushu

Design, development and manufacturing of clinical analyzers, bio systems and consumable products



### Hitachi Instrument (Suzhou)

Design, development and manufacturing of clinical analyzers and electron microscopes



### Hitachi High-Tech Analytical Science Finland

Design, development and manufacturing of handheld and mobile analytical instruments, mainly for quality inspection



# Company Outline



<b>Trade Name</b>	Hitachi High-Tech Corporation
<b>Representative</b>	Takashi Iizumi, Representative Director, President and Chief Executive Officer
<b>Established</b>	April 12, 1947
<b>Headquarters Location</b>	Toranomon Hills Business Tower, 1-17-1 Toranomon, Minato-ku, Tokyo 105-6409, Japan Phone: +81-3-3504-7111

## Locations (As of June 1, 2023)



Group Sites in Japan



Japanese Group Companies



Group Companies outside Japan

### Japan

Hitachi High-Tech Corporation

#### Group Sites in Japan

Head Office (Tokyo)  
Hokkaido Branch Office  
Tohoku Branch Office  
Naka Area  
Advanced-Technology Innovation Center Naka  
Naka-Marine Site  
Hitachinaka Sales Office  
Tochigi Sales Office  
Healthcare Innovation Center Tokyo

Harumi Office  
Saitama Site  
Chubu Branch Office  
Yokkaichi Sales Office  
Kansai Branch Office  
Kasado Area  
Kyushu Branch Office  
Omuta Center

#### Japanese Group Companies

Hitachi High-Tech Solutions Corporation  
Hitachi High-Tech Nexus Corporation  
Hitachi High-Tech Support Corporation  
Hitachi High-Tech Fielding Corporation  
Hitachi High-Tech Manufacturing & Service Corporation  
Hitachi High-Tech Science Corporation

Hitachi High-Tech Kyushu Corporation  
Giesecke & Devrient Kabushiki Kaisha  
Chorus Call Asia Corporation  
NeU Corporation  
e-Associates Inc.

### Europe

Hitachi High-Tech Europe GmbH  
Hitachi High-Tech RUS Limited Liability Company  
Hitachi High Tech Ireland Limited  
Hitachi High-Tech Analytical Science Ltd.

Hitachi High-Tech Analytical Science GmbH  
Hitachi High-Tech Analytical Science Finland Oy  
VLC Photonics, S.L.

### Americas

Hitachi High-Tech America, Inc.  
Applied Physics Technologies, Inc.  
Nabsys 2.0 LLC

Hitachi High-Tech Canada, Inc.  
Hitachi High-Tech Mexico, S.A. de C.V.  
Hitachi High-Tech do Brasil Ltda.

### Asia

Hitachi High-Tech (Singapore) Pte. Ltd.  
Hitachi High-Tech IPC (Malaysia) Sdn. Bhd.  
Hitachi High-Tech (Thailand) Ltd.  
Smart Factory & Services Holdings (Thailand) Co., Ltd.  
Hitachi High-Tech Amata Smart Services Co., Ltd.  
PT. Hitachi High Tech Indonesia  
Hitachi High-Tech India Private Limited  
Hitachi High-Tech (Shanghai) Co., Ltd.  
Hitachi High-Tech Diagnostics (Shanghai) Co., Ltd.

Hitachi High-Tech Hong Kong Limited  
Hitachi High-Tech (Shenzhen) Co., Ltd.  
Hitachi High-Tech Analytical Science Shanghai Co., Limited  
Hitachi High-Tech Korea Co., Ltd.  
Hitachi High-Tech Taiwan Corporation  
Hitachi Instrument (Suzhou), Ltd.  
Hitachi Instruments (Dalian) Co., Ltd.  
Hitachi High-Tech Scientific Solutions Co., Ltd.  
Hitachi High-Tech Scientific Solutions (Beijing) Co., Ltd.

### Other

Hitachi High-Tech Israel, Ltd.

## History



- 1947** • Nissei Sangyo Co., Ltd. established. Growth as a trading company specializing in the field of advanced industrial through sales of physics- and chemistry-related equipment, industrial measuring devices and equipment, and materials
- 2001** • Nissei Sangyo Co., Ltd. takes over the Instruments Group and Semiconductor Manufacturing Equipment Group of Hitachi, Ltd., and Hitachi High-Technologies Corporation is established
- 2018** • Five themes of materiality to address social issues identified (See page 10 for details)
- 2019** • Corporate Vision changed to "Simplify our customers' high-tech processes"
- 2020** • Company name changed to Hitachi High-Tech Corporation, head office moved to Toranomon  
• Became a wholly owned subsidiary of Hitachi, Ltd.
- 2022** • Formulated "Sustainability 2030" Declaration  
• Formulated 2024 Mid-Term Management Plan

# Management Team (As of April 1, 2023)



## Directors

<b>■ Masakazu Aoki</b> Chairman of the Board	<b>■ Takashi Iizumi</b> Representative Director and President	<b>■ Masahiro Taniguchi</b> Representative Director	<b>■ Yoshito Nejime</b> Director
<b>■ Takeshi Iizuka</b> Director	<b>■ Masahiro Hashimoto</b> Director	<b>■ Masahiko Hasegawa</b> Director	<b>■ Yoshiaki Kagata</b> Director

## Audit & Supervisory Board Members

<b>■ Kazuhiro Sunayama</b> Audit & Supervisory Board Member	<b>■ Ryuichi Nakashima</b> Audit & Supervisory Board Member
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## Executive Officers

<b>■ Takashi Iizumi*</b> President and Chief Executive Officer	<b>■ Masahiro Taniguchi*</b> Senior Vice President and Executive Officer CMO, and General Manager, Value Chain Solution Business Group	<b>■ Yoshito Nejime*</b> Senior Vice President and Executive Officer CSO, and General Manager, Corporate Strategy Div.	<b>■ Yoshimitsu Takagi</b> Vice President and Executive Officer CDO, CLBO, General Manager, Digital Transformation Project, and General Manager, Analytical & Medical Solution Business Group
<b>■ Atsushi Takane</b> Vice President and Executive Officer CTrO, and General Manager, Manufacturing & Technology Business Group	<b>■ Takeshi Iizuka*</b> Vice President and Executive Officer CHRO, CRO, and General Manager, Human Resources & General Affairs Div.	<b>■ Osamu Komuro</b> Vice President and Executive Officer General Manager, Customer Success Business Group, and General Manager, Nano-Technology Solution Business Group	<b>■ Masahiro Hashimoto*</b> Vice President and Executive Officer CFO, Deputy General Manager, Digital Transformation Project, and General Manager, Accounting & Finance Div.
<b>■ Taku Sakazume</b> Executive Officer CTO, and Deputy General Manager, Manufacturing & Technology Business Group, and Deputy General Manager, Analytical & Medical Solution Business Group	<b>■ Go Shimazu</b> Executive Officer President, Hitachi High-Tech (Shanghai) Co., Ltd.	<b>■ Toshiaki Ishitani</b> Executive Officer General Manager, Supply Chain Platform Business Group, and Deputy General Manager, Value Chain Solution Business Group	<b>■ Craig Kerkove</b> Executive Officer, President & CEO, Hitachi High-Tech America, Inc.
<b>■ Nobuaki Takahashi</b> Executive Officer Deputy General Manager, Supply Chain Platform Business Group, and Deputy General Manager, Value Chain Solution Business Group	<b>■ Masaaki Hanawa</b> Executive Officer Deputy General Manager, Supply Chain Platform Business Group, and Deputy General Manager, Manufacturing & Technology Business Group	<b>■ Dawn Brooks</b> Executive Officer Managing Director of Hitachi High-Tech Analytical Science Ltd.	<b>■ Kazuyoshi Matsukaze</b> Executive Officer, President, Hitachi High-Tech Europe GmbH
<b>■ Ken Iizumi</b> Executive Officer General Manager, Coretechnology & Solutions Business Group	<b>■ Mitsuhiro Enomoto</b> Executive Officer Deputy General Manager, Digital Transformation Project		

\* Concurrently serves as Director

CMO : Chief Marketing Officer	CSO : Chief Strategy Officer
CDO : Chief Digital Officer	CLBO : Chief Lumada Business Officer
CTrO : Chief Transformation Officer	CHRO : Chief Human Resources Officer
CRO : Chief Risk management Officer	CFO : Chief Financial Officer
CTO : Chief Technology Officer	

# Financial Information (Millions of yen)



## Consolidated Statement of Financial Position

FY2022 (As of year-end March 31, 2023)

<b>Assets</b>		<b>Liabilities</b>	
Current assets		Current liabilities	
Cash and cash equivalents	178,907	Trade payables	130,858
Trade receivables	143,980	Income taxes payable	15,199
Inventories	261,898	Contract liabilities	86,164
Advance payments trade	3,441	Other current liabilities	66,103
Other current assets	19,042	Total current liabilities	298,324
Total current assets	607,268	Non-current liabilities	
Non-current assets		Retirement and severance benefits	18,811
Property, plant and equipment	123,960	Other non-current liabilities	16,967
Intangible assets	23,021	Total non-current liabilities	35,779
Other non-current assets	64,571	Total liabilities	334,103
Total non-current assets	211,553		
Total assets	818,821	<b>Equity</b>	
		Hitachi High-Tech Corporation stockholders' equity	
		Common stock, Capital surplus, and Retained earnings	433,775
		Accumulated other comprehensive income	49,510
		Total Hitachi High-Tech Corporation stockholders' equity	483,286
		Non-controlling interests	1,432
		Total equity	484,718
		Total liabilities and equity	818,821

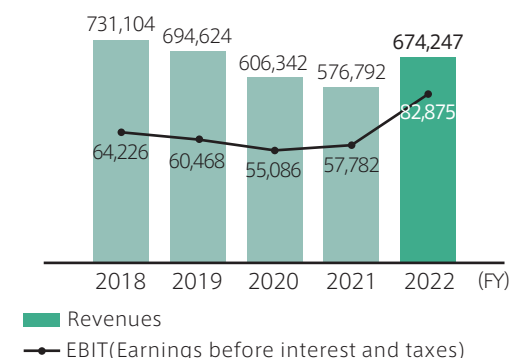
## Consolidated Statements of Profit or Loss

FY2022 (April 1, 2022 to March 31, 2023)

Revenues	674,247
Cost of sales	(426,294)
Gross profit	247,953
Selling, general and administrative expenses	(155,561)
Adjusted operating income	92,392
Other income	1,551
Other expenses	(4,058)
Operating income	89,885
Financial income	298
Financial expenses	(6,850)
Share of profits of investments accounted for using the equity method	(459)
EBIT (Earnings before interest and taxes)	82,875
Interest income	704
Interest expenses	(340)
Income before income taxes	83,239
Income taxes	(19,736)
Net income	63,503
Net income attributable to:	
Hitachi High-Tech Corporation stockholders	63,125
Noncontrolling interests	378
Total	63,503

Note : The Company voluntarily applies  
International Financial Reporting Standards (IFRS).

## Revenues and EBIT



## Revenues by Region (FY2022)

Japan	North America	Europe	Asia	Others
147,939	107,187	168,936	243,941	6,244
21.9%	15.9%	25.1%	36.2%	0.9%

## Revenues by Segment (FY2022)

