## The Hitachi Metals Group's Value Creation Process

In these ever-changing times, the Hitachi Metals Group constantly monitors the requirements of customers and markets and supplies advanced new products and technologies that are at the forefront of their era. For us, creating value for our customers means providing help to solve social issues in various fields and leads to enhanced corporate value. Through this process of value creation, we embrace the challenge of becoming the world's leading high-performance materials company.

Leveraging its advanced technologies, intelligent human resources, and sound financial position, the Hitachi Metals Group demonstrates its ability to satisfy global customer needs. Supporting our uniqueness and competitive advantage are our core competencies, such as our expertise in design and planning consulting, ability to swiftly commercialize R&D successes, and capacity to launch new materials and products based on dialogue with customers.

Hitachi Metals'

Ability to satisfy global customer needs

- Expertise in design and planning consulting
- Ability to swiftly commercialize R&D successes
- Capacity to launch new materials and products based on dialogue with customers

**Business** base

Advanced technologie Intelligent human resources Sound financia position Market needs are becoming more diversified and sophisticated as customers demand greater levels of comfort, efficiency, and safety. In this context, we have a major role to play as a manufacturer of high-performance materials, and we have many opportunities to make a social contribution. In the industrial infrastructure, automotive, and electronics segments, we will continue advancing our R&D and business activities while monitoring ongoing market needs.

2.

Ongoing market needs

Energy saving, weight reduction, safety, etc.

- Industrial infrastructure
- AutomobilesElectronics
  - **Business activities**

R&D

Manufacturin

Sales

The Hitachi Metals Group is pursuing three growth strategies: Expand organic growth; Embrace new needs, markets, and business domains; and Restructure businesses. We will also utilize our strength of satisfying global customer needs to promote our growth strategies in our quest to become a new Hitachi Metals that is stronger and more innovative.

3.

**Growth strategies** 

For a new Hitachi Metals hat is stronger and more innovative

By creating new levels of value for customers and helping solve background social issues, the Hitachi Metals Group is targeting improved corporate value. In the process, we will broaden and upgrade our business base by developing and accumulating technologies, raising the skills of employees, and optimizing capital and financial management. The permanent continuation of this cycle represents our value creation process.

4.

Create value for customers
Solve social issues

Through such processes, the Hitachi Metals Group will help create value for customers. At the same time, we seek to realize sustainable growth and become the world's leading high-performance materials company.

5.

World's leading high-performance materials company

**Expand organic growth** 

Embrace new needs, markets, and business domains

Restructure businesses

Broaden and upgrade our business base

Develop and accumulate technologies

Raise the sk of employe

and financia managemen

Sustainable growth

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