

# News Release

FOR IMMEDIATE RELEASE

## 2024 Mid-Term Management Plan

*Creating Business from Our Core Measurement and Analysis Technologies,  
and Creating Societal Issue-Driven Value*

**Tokyo, June 14, 2022** – Hitachi High-Tech Corporation ("Hitachi High-Tech") has formulated its 2024 Mid-Term Management Plan encompassing FY2022 through FY2024 ("2024 Mid-Term Plan").

In light of the changing world and the growing importance of resolving social issues, we clearly declared our intention to create societal issue-driven value through our "Sustainability 2030" declaration<sup>\*1</sup> based on the results of and issues stemming from the 2021 Mid-Term Management Plan. We formulated the 2024 Mid-Term Plan by using backcasting from our Stated Aims for 2030 for the Hitachi High-Tech Group, in order to devise the direction of our initiatives for the three years covered by the Plan. By steadily implementing the initiatives emphasized in our 2024 Mid-Term Plan, we will resolve social issues with our Observation, Measurement, and Analysis and contribute to the realization of a sustainable society.

<sup>\*1</sup> "Sustainability 2030" declaration: For details, please see our "Sustainability 2030" declaration press release.

[https://www.hitachi-hightech.com/global/about/news/2022/nr20220614\\_2.html](https://www.hitachi-hightech.com/global/about/news/2022/nr20220614_2.html)

### ■ Background to Our Formulation of the 2024 Mid-Term Management Plan

The importance of solving social issues pertaining to the "environment, resilience, and safety & security," such as the increasing threat of climate change, pandemics, and geopolitical risks, is growing more intense in the world. In light of these circumstances, we at Hitachi High-Tech believe that the need for our strengths in Observation, Measurement, and Analysis (measurement and analysis technologies) will continue growing in the future, and that these strengths will be indispensable to solving social issues. In order to clarify our future stated aims, and to create societal issue-driven value, as our social environments change and our business opportunities grow, we upheld our "Sustainability 2030" declaration, and formulated our 2024 Mid-Term Plan by using backcasting from our Stated Aims for 2030.

### ■ About the 2024 Mid-Term Management Plan

We formulated our 2024 Mid-Term Plan based on the following policies.

#### [Corporate Policies]

Creating societal issue-driven value through the "Sustainability 2030" declaration

- In order to solve social issues, we will create business from our core measurement and analysis technologies, and form portfolios of high-profit businesses -

Hitachi High-Tech has created new business and achieved growth by developing dedicated equipment designed specifically to address our customer issues from general-purpose equipment. Even as our social environment changes, there will be many opportunities for Hitachi High-Tech Group to contribute to solving social issues using our strengths in Observation, Measurement, and Analysis technologies. In order for us to sustainably grow into a company that can contribute to society 10 or even 20 years into the future, we believe that, in addition to our existing businesses, starting with our healthcare and nanotechnology (semiconductor field) businesses, we will need to create new businesses that can contribute to solving social issues in various fields. Furthermore, to ensure stable and continuous growth, we believe it is crucial that we develop a strong management foundation that can flexibly respond to changes in the social environment.

Based on these ideas, the 2024 Mid-term Plan focuses on the following three points.

## ■ Main Initiatives Aimed at Realizing the 2024 Mid-Term Management Plan

### 1) Strengthen existing businesses

We will further enhance our existing mainstay businesses in healthcare and nanotechnology (semiconductor field) by furthering our integration with digital technology and co-creation with our customers.

- In addition to furthering co-creation with our key partners in the healthcare business in order to integrate analytical and automation technologies with digital capabilities to create new value, we will expand our testing areas through participation in fields such as molecular diagnostics to better expand our portfolio and thereby accelerate our growth.
- In the nanotechnology (semiconductor field) business, we will accelerate our growth by expanding and launching co-creation sites we can share with our customers, providing solutions that make active use of digital capabilities, and otherwise contributing to solving customer issues, such as improvement of development and manufacturing efficiency.
- We will further enhance solutions utilizing existing Observation, Measurement, and Analysis that we provide in various fields to solve customer and social issues, including social and industrial infrastructure, mobility, and the environment.

### 2) Strengthen business-creation capabilities

In order to contribute to the realization of a sustainable society, we will create new business through three-pronged activities centered around our “core technologies and business,” utilizing “front office capabilities and issue resolution capabilities” pertaining to global business expansions, and “business development capabilities” practice through customer co-creation, as well as the active use of Lumada.

- We will enhance development of advanced technologies and thoroughly refine our core analytical technologies and businesses in collaboration with universities and research institutes, and thereby strive to create dedicated measurement and inspection solutions for our target markets.
- We will strive to solve our customers’ issues by enhancing our front office capabilities and issue resolution capabilities, which take advantage of the global customer base and business creation capabilities we have cultivated as a trading company, while also utilizing our partnerships with our collaborative partners.
- We will identify actual customer issues, accelerate prototyping and customer-aided verification of solutions for solving problems, enhance business development capabilities to create high value-added solutions, and advance efforts to seek out new target areas and enhance business creation driven by societal and customers’ issues.

### 3) Strengthen Our Management Foundation

In order to create new value even as uncertainty rises in the world, we will build a firm management foundation that can flexibly respond to social changes.

- By integrating the global procurement functions that we have cultivated as a trading company and manufacturing procurement functions, we will enhance our supply chain resilience for stronger risk control throughout the supply chain.
- In order to create environmental value, we will promote initiatives to achieve decarbonization, such as reductions in CO2 emissions throughout the value chain, improve utilization efficiency in order to realize a society that recycles water and resources, and co-exist with nature by preserving ecosystems and forests.

- In order to promptly respond to changes of the business environment and diversifying customer challenges, we will advance digital transformation (DX) including the simplification of business processes, global standardization, and the digitalization of management, and thereby work to enhance the speed of management.
- In order to flexibly respond to a complex and rapidly changing social environment, we will advance diversity and inclusion (D&I) efforts, and utilize our diverse human resources to solve various management issues.

Through these three key initiatives, the Hitachi High-Tech Group will execute our 2024 Mid-term Plan. Furthermore, as a member of Hitachi, Ltd.'s Connective Industries Sector, we will digitally connect strong products in a wide range of fields using Lumada, and provide solutions through co-creation with customers to respond to complicated and complex social issues.

#### ■ Hitachi High-Tech Group's Vision

In order to create new value by strengthening existing businesses and business-creation capabilities, we will continue to strengthen our ability to flexibly respond to changes and be willing to change on our own. We will contribute to the realization of a sustainable society by solving social issues utilizing our strengths in Observation, Measurement, and Analysis.

#### **About Hitachi High-Tech's 2024 Mid-Term Management Plan**

<https://www.hitachi-hightech.com/global/about/corporate/philosophy/strategy.html>

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#### **About Hitachi High-Tech**

Hitachi High-Tech, headquartered in Tokyo, Japan, is engaged in activities in a broad range of fields, including manufacture and sales of clinical analyzers, biotechnology products, and analytical instruments, semiconductor manufacturing equipment and analysis equipment. and providing high value-added solutions in fields of social & industrial infrastructures and mobility, etc. The company's consolidated revenues for FY 2021 were approx. JPY 576.8 billion [USD 5.1 billion]. For further information, visit <http://www.hitachi-hightech.com/global/>

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Information contained in this news release is current as of the date of the press announcement, but may be subject to change without prior notice.

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