

Source of Value Creation

HCM has fostered strengths during the course of its 70-year history. These strengths are vital elements for meeting the expectations of stakeholders and the source of the Group's ability to sustainably create social, environmental, and economic value.

One Hitachi

Innovative technologies created from the Hitachi Group's collective strengths

The Hitachi Group centered around Hitachi, Ltd. has established a cooperative system for sharing technologies in areas where it excels within the Group. This system is referred to as "One Hitachi." HCM fully capitalizes on this approach and applies a broad range of cutting edge technologies to various products and services across industry lines.

Examples of technologies born from One Hitachi

- **Autonomous haulage system for mining dump trucks**
System is controlled automatically based on commands from the mine operation management system.
The railway operation management know-how of Hitachi, Ltd. forms the foundation of this system.
- **ConSite® Health Check**
An application that diagnoses the condition of construction machinery using the proprietary ICT and AI technologies of Hitachi Group companies.



Value Chain

Providing optimal solutions throughout the entire life cycle of construction machinery

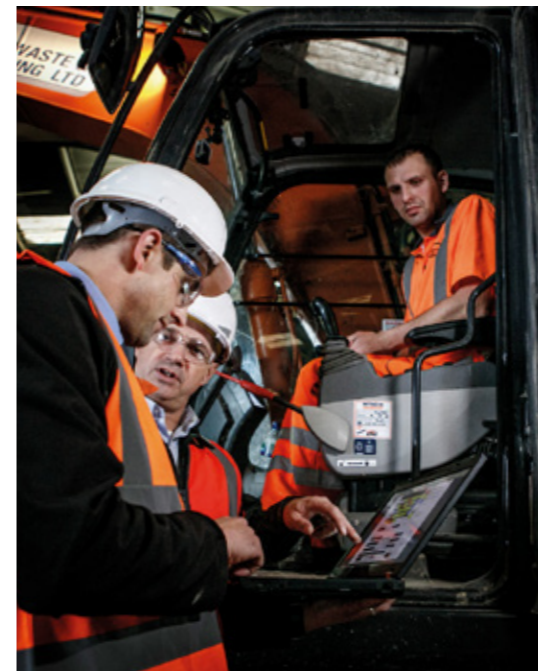
Amid changes in social issues and customer needs, the HCM Group is providing optimal solutions throughout the entire life cycle of construction machinery. As part of this initiative, we have positioned five businesses segments as the value chain business and we are taking steps to strengthen this business as an important aspect of our management strategy.

HCM's value chain business

- **Parts and service**... Provide parts and services that contribute to the stable operation of customers' machinery
- **Used machinery**... Sales of high quality certified used machinery with warranty
- **Rentals**... Supply the optimal machinery tailored to the customers' project size and duration
- **Parts remanufacturing**... Recover used parts and remanufacture them as parts with the same quality and performance as new ones
- **Finance**... Provide financial planning focused on construction machinery



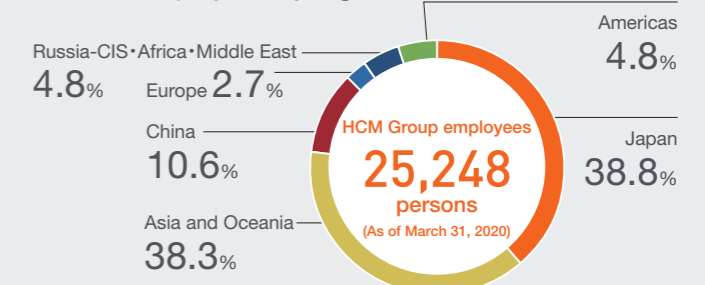
Kenkijin



Human resource capabilities for passing down HCM's corporate culture

At HCM, we employ Kenkijin, employees who follow the common values and behavioral standards known as Kenkijin Spirit. The Kenkijin Spirit and our respect for one another, compliance, and response to social needs such as CSR represent the driving force for achieving our medium- to long-term vision and mid-term management plan.

Number of employees by region



Network



Network supplying products and services to customers around the world

HCM has business know-how from its operations in more than 100 countries and regions around the world. We will create new values by sharing and using data from the operation and maintenance of customers construction machinery along with our knowledge built up over the years.

Consolidated companies of the Hitachi Construction Machinery Group

80
companies*

* Includes two companies categorized as other.

