

## Our Vision

“To pass on a productive environment and prosperous cities to future generations.” The corporate vision of Hitachi Construction Machinery Co., Ltd. is to contribute to the creation of congenial living spaces.

1. We are active in the evolution of “machinery” and the synergy between “human” and “business” that combines to create rich living spaces, making them more comfortable, highly developed and efficient.
2. We consistently develop and provide our customers with the technology, products and services that generate new value.
3. While maintaining profitable operations, we act as a “corporate citizen having good judgment” by staying in harmony with the environment, contributing to society and participating in cultural activities, striving for a symbiotic coexistence with society.

## Basic Management Policy

1. To improve the enterprise value and shareholder value of the HCM Group through a rigorous emphasis on consolidated management. To this end, Future Inspiration Value (FIV)\* management is being vigorously applied throughout the Group.  
\*FIV is an indicator of added value to increase corporate value based on the cost of capital formulated by Hitachi and is used by all members of the Hitachi Group.
2. To establish a firm position in global construction machinery markets by strengthening alliances both in Japan and overseas in order to provide a more comprehensive lineup of products as part of the ongoing development of global operations in the five regions comprising: Japan; the Americas; Europe, Russia-CIS, Africa and the Middle East; Oceania and Asia; and China.
3. In all areas of operation, to diversify and develop as a Group supplier of total solutions encompassing both hardware and software.

To ensure the ability to achieve these objectives Group-wide, there is a strong emphasis on developing global personnel and building a global IT strategy to implement “total management,” “accelerated decision-making of management” and “information management.”

## Medium-term Management Plan “SOH 2010 – For the New Stage”

In April 2007, the HCM Group embarked upon “SOH 2010–For the New Stage,” a medium-term management plan running through to the fiscal year ending March 31, 2011. The keywords for growth are “technology creation” and “demand creation,” two challenges that have long been undertaken within HCM’s operations. Based on this consistent approach, HCM is promoting various plans to build a solid market position as one of the world’s leading comprehensive manufacturers of construction machinery in moving forward as a 21st century global company.

### Basic Management Policies

#### Targets

- HCM will be trusted by customers worldwide as a major global player
- Realizing an industry-leading profit structure

#### Market Position

- To establish an unshakeable position as a comprehensive manufacturer among the world’s top three construction machinery manufacturers

#### Management Indicator Targets

- Net sales: Exceeding ¥1 trillion
- Ordinary income: Exceeding ¥100 billion (Profit margin exceeding 10%)

### Key Points

#### Products

- Strengthening our already strong line of products
- Cultivating next core products with cutting-edge technology

#### Services

- Enhancing and strengthening the value chain

#### Regions

- Expanding presence in established markets
- Further strengthening position in emerging markets

#### Management Foundation

- Strengthening production worldwide
- Nurturing human resources throughout the Group
- Strengthening our financial structure