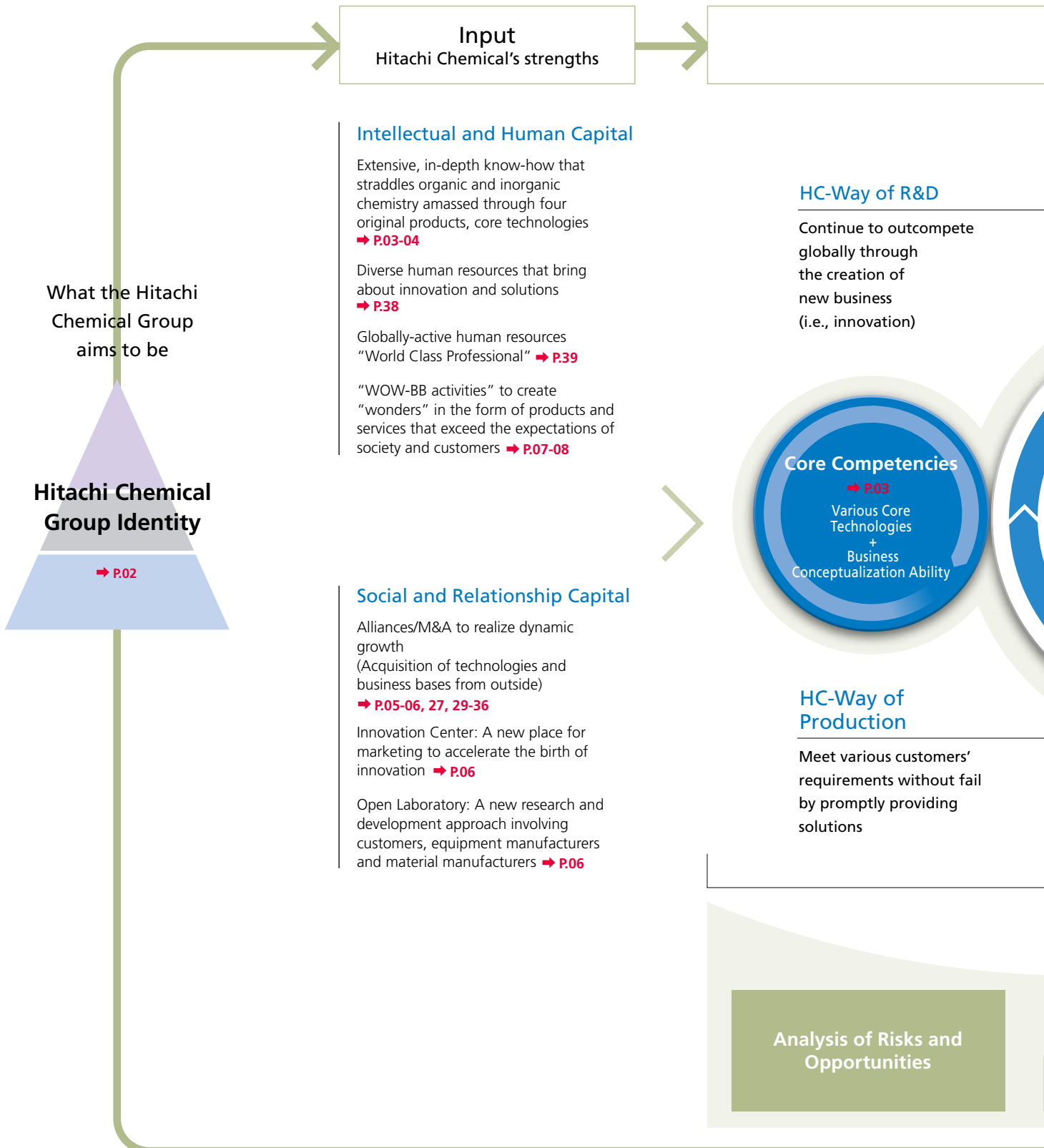


Value Creation Process

To realize the Hitachi Chemical Group Vision, Hitachi Chemical is refining its core competencies and creating a wide range of technologies. Driven by this, we will implement “Working On Wonders” through our four businesses and provide value to stakeholders in terms of “Improve Quality of Life (QOL)” and “Realize Sustainable Environment.”



What the Hitachi Chemical Group aims to be

Hitachi Chemical Group Identity

→ P.02

Input
Hitachi Chemical's strengths

Intellectual and Human Capital

Extensive, in-depth know-how that straddles organic and inorganic chemistry amassed through four original products, core technologies → P.03-04

Diverse human resources that bring about innovation and solutions → P.38

Globally-active human resources “World Class Professional” → P.39

“WOW-BB activities” to create “wonders” in the form of products and services that exceed the expectations of society and customers → P.07-08

Social and Relationship Capital

Alliances/M&A to realize dynamic growth (Acquisition of technologies and business bases from outside) → P.05-06, 27, 29-36

Innovation Center: A new place for marketing to accelerate the birth of innovation → P.06

Open Laboratory: A new research and development approach involving customers, equipment manufacturers and material manufacturers → P.06

HC-Way of R&D

Continue to outcompete globally through the creation of new business (i.e., innovation)

Core Competencies

→ P.03

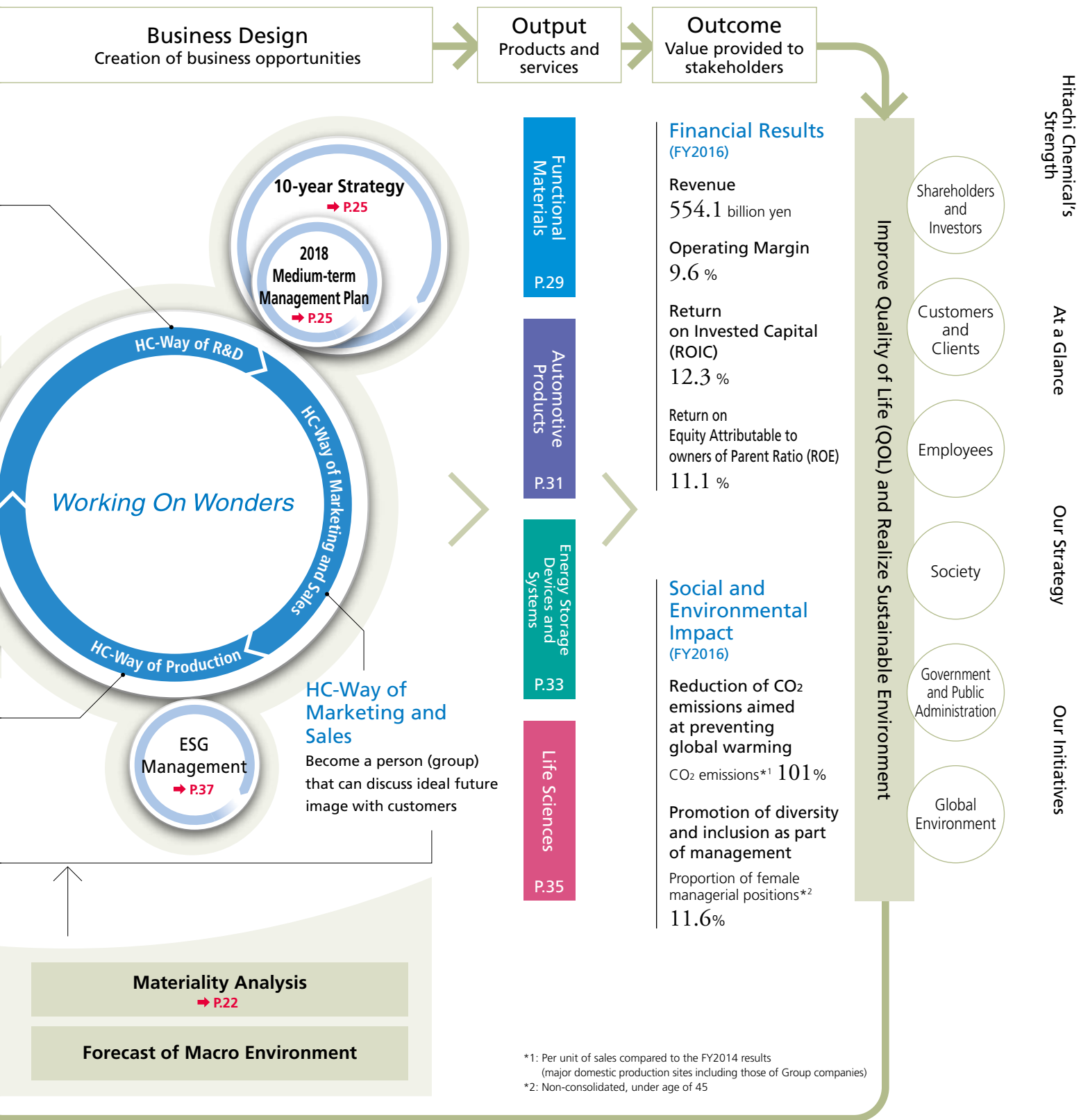
Various Core Technologies + Business Conceptualization Ability

HC-Way of Production

Meet various customers' requirements without fail by promptly providing solutions

Analysis of Risks and Opportunities

→ For other indicators, please refer to P.09-10.



*1: Per unit of sales compared to the FY2014 results (major domestic production sites including those of Group companies)
*2: Non-consolidated, under age of 45