

Value Creation Process

Mission Statement: We courageously pursue technical innovation while contributing to enhancement of our company's capabilities.

the betterment of mankind, development of individuals and

Materiality (Important issues)

Capital (as at March 31, 2022)



Financial capital
 • Consolidated net assets
54,938,509 (Thousand yen)



Manufacturing capital
 • Production facilities (Space that can realize entire production lines)
16 plants (in nine countries/regions)
 • Sales bases (Global)
29 (in nine countries/regions)



Human capital
 • Number of employees
2,233
 (Non-consolidated 1,350, Group companies 833)



Intellectual capital
 • Number of registered patents
617
 • Production facility construction know-how



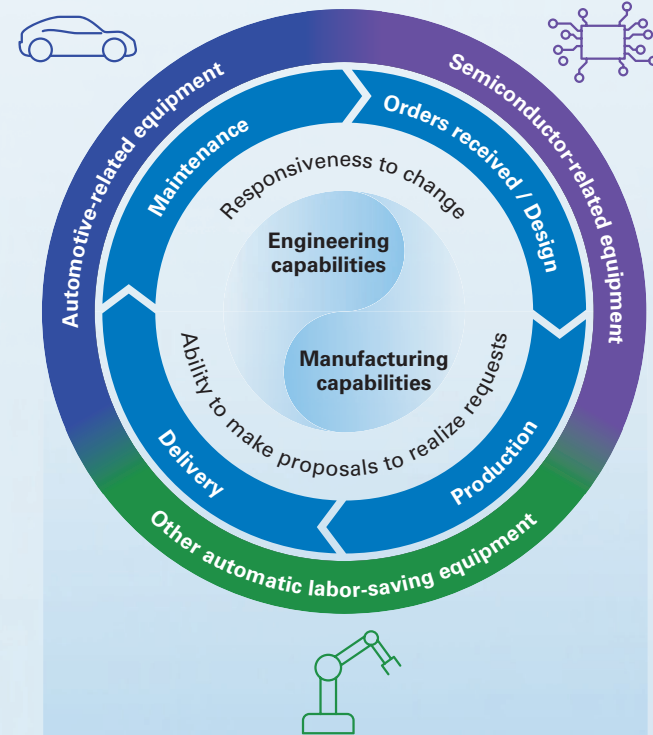
Social/relationship capital
 • Strong relationships of trust with customers
 • Hirata build-to-order business model



Natural capital
 • Energy usage
4,169 (kl)
 • Water usage
35,365 (m³)

Business Model/Output

Production facility/systems construction



World-class production facilities

Global customer network of approx. 1,000 companies in 40 countries



Deepening of business model

- Mass-produced products (products for increasing electrification of automobiles) manufacturing business

Provided Value

Directly Provided Value

- Customers**
- Improved safety, productivity, convenience and comfort
 - Reduced environmental impact
- Employees**
- Self-realization through growth
 - Safe and secure work environments
- Suppliers**
- Stable trading
 - Opportunities for business expansion into new areas

Shareholders/Investors

- Stable shareholder returns

Local communities

- Tax payments, co-prosperity with local communities

Global environment

- Saving of energy and resources
- Reduction of GHG emissions

Indirectly Provided Value

Social value

- Realization of smart society

Environmental value

- Contribution to carbon neutral society

Economic value

- Sustained corporate value enhancement

Jin-Gi-Kou-Ken 人技幸献

To make **everyone** involved in Hirata content and **contribute** to society by means of **technology**