

Special
Feature

2

Further Enhancement of Human Capital Management



Vice President and
Executive Officer, CHRO,
and President,
Human Capital Group
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CHRO Message

Promoting Human Capital Management as an Integral Part of the Management and Business Strategies

Maximizing the Value of Human Capital in the VUCA era

Lots of industries, including the construction machinery industry, are experiencing rapid changes in their business environment. This is occurring against the backdrop of a rise in geopolitical risks as well as the progress of DX and GX, which are causing changes to the industrial structure, and the intensification of global competition across industries and in new business fields. In order for the Hitachi Construction Machinery Group to continue to achieve growth in these circumstances, it needs to maximize the performance of its human capital.

The Human Capital Group is upholding, “Where every *Kenkijin* can be themselves in Harmony” as its vision for 2030. We are striving to help all *Kenkijin* to fully express and demonstrate their individuality and strengths in ways that will lead to the transformation of their company and business operations, thereby creating new value for customers and increasing our corporate value. In order to execute and lead human capital management, we are ensuring balanced incorporation of (1) a top management perspective; (2) a business unit manager perspective; and (3) a general employee perspective.

First, from a top management perspective, we are planning and implementing human capital strategies as an integral part of our management and business strategies and in both an “offensive” and “defensive” perspective. In terms of the “offensive” perspective, we are working on the organizational structure, human capital allocation, and development of educational infrastructure in response to the transformation of the business portfolio, in order to lead the transformation of the Company and its businesses. In terms of the “defensive” perspective, we are working to reduce business risks by ensuring safety management and compliance.

Second, from the manager’s perspective, we are supporting the materialization of the basic philosophy regarding human capital management of “the company and the individual in an equal relationship” and “winning as a team,” as well as the implementation of management and business strategies. In order for the relationship between the Company and the individual to be a “relationship to choose and to be chosen,” the manager is responsible for creating dialogue between the top management and the employees, bridging any gaps, and creating an environment that draws out the strengths of all employees. We are supporting managers in improving their management skills so that they can fulfill this role. From the perspective of “winning as a team,” we will support managers in leading their general organizations to provide better value and service to customers.

Third, from the perspective of general employees, we are making efforts based on the concept of “equity”^{*1} so that diverse human capital can maximize their individuality and strengths, and everyone can work independently and actively, placing themselves in the position of the leader “Lead the self.” We are providing an optimal workplace environment in terms of office and operations environment as well as systems and structures. We will also foster a culture in which employees learn and challenge themselves by taking in our core value of the *Kenkijin* Spirit, and encouraging autonomous career development.

^{*1} “equity”: where everyone can demonstrate their existent and potential individuality and strengths

Visualizing Human Capital and Enhancing Human Capital Management

In the BUILDING THE FUTURE 2025 medium-term management plan that we launched in FY2023, we express our commitment to growing

CHRO Message

as a true solutions provider by delivering innovative solutions. We are also upholding “Strengthening human capital and corporate capabilities” as one of the core management strategies that we will implement in response to changes in our business environment. We have thereby made it clear that we are linking our human capital strategies more closely to our management strategies.

In November 2023, we became the first machine manufacturer to obtain certification for “ISO 30414”^{*2}, which is one of the management system standards of the International Organization for Standardization. “ISO 30414” provides international guidelines for human capital reporting, according to which organizations quantify and analyze human capital information about their own employees and disclose the results to the public.

We also published *Human Capital Report 2023*, which summarizes quantitative information about our human capital. We will continue to disclose relevant information in line with the “ISO 30414” guidelines and review and improve our human capital strategies based on feedback received from both within and outside the company, thereby improving our corporate value on a medium- to long-term basis.

*2 The guidelines consist of 11 areas and 58 metrics such as productivity and diversity, etc.



Human Capital Report
<https://www.hitachicm.com/global/en/sustainability/>

Promoting the success of diverse individuals globally

The mission as CHRO is to enhance the happiness (well-being) of each and every employee and link this to the growth of our business. The number of *Kenkijin* exceeds 26,000 people globally, and these individuals are a tremendous source of strength for the Hitachi Construction Machinery Group. I believe that we can create a virtuous cycle that not only increases our customer and corporate value but also boosts *Kenkijin* pride and our organizational health (in terms of employee engagement) by aligning individual employees’ dreams and aspirations with what they do in their work to achieve the unique aims of the Group as well as with the ideal society we envision for the future. To this end, I would urge all Group employees to make every possible effort to increase their own social and market value to become the individuals they aspire to be.

For autonomous career development, we will implement measures to help employees clarify their own ideal and take actions to achieve it, including promoting dialogue in one-on-one meetings, enhancing coaching training, launching career training by age group and assigning career consultants. While enhancing the learning content that we offer, we will also make more investments in human capital development to help employees acquire the skills to become the individuals they aspire to be, with a particular focus on data scientists and project management professional (PMP^{*3}) qualifications.

Furthermore, we will globally visualize the skills and abilities of individual employees and promote appropriate talent management. By making effective use of digital tools, we will centrally manage the related data to clarify the career path of each employee, thereby helping them pursue their own development, which will in turn serve as a driving force for the growth of the entire Group.

In pursuing their own growth, I expect employees to also come

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up with innovations that will enhance our organizational productivity and create new value. Through these measures, we will fulfill our corporate social responsibility and contribute to the realization of a sustainable future.

*3 PMP: International certification for project management given by Project Management Institute, Inc.

Human Capital Management

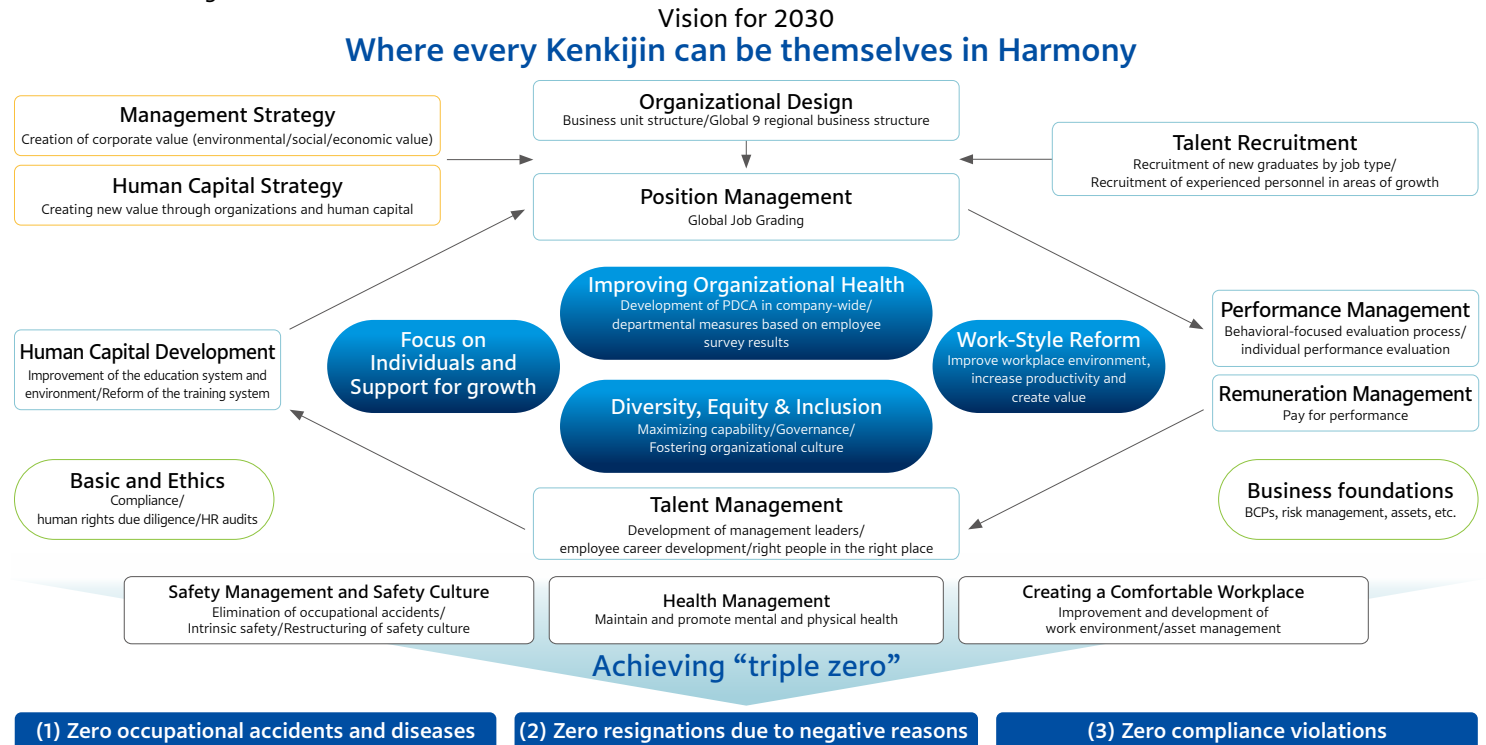
Visualization and Reinforcement of Human Capital on a Global Basis

The Hitachi Construction Machinery Group is promoting human capital management to maximize organizational and individual performance based on its Global Human Capital Management Policy formulated in 2020.

Specifically, we are working to continuously review and improve the respective schemes of “position management,” “performance management,” “talent management” and “human capital development,” which make up the human capital strategy linked to our business strategies. We strive to promote human capital investment to enhance our corporate value by identifying issues in line with the indicators defined by ISO 30414 and other standards in the areas of “improving overall organizational health (engagement),” “job satisfaction and ease of work,” “diversity, equity & inclusion” and “support for growth,” which form the foundation of these schemes.

Furthermore, we strive to promote the further visualization and strengthening of human capital through measures such as enhancing the Human Capital Report and strengthening dialogue with internal and external stakeholders, with the aim of achieving our vision for 2030: “Where every *Kenjin* can be themselves in Harmony.”

Global HR Management Chart



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Human Capital Management

Improving Organizational Health (Engagement)

Organizational health, also as known as “corporate culture” or “employee awareness,” is an indicator of the condition of an organization. In order for a company to grow and develop, it is important to improve organizational health, in addition to improving business performance. Based on the results of annual employee surveys, the Hitachi Construction Machinery Group is working to improve its organizational health by steadily executing the PDCA cycle of identifying issues, planning and implementing measures, and confirming and reflecting on the effects. After identifying issues and planning measures, we are working to materialize the measures through workshops involving not only executives but also employees.

Through milestone management and follow-ups, we are getting closer to achieving our goals.

We will work to enhance our organizational health on a continuous basis with a view to building an organizational culture in which employees with diverse backgrounds can play an active role and achieve results.

Employee Survey Results

		Coverage		Unit	FY2021	FY2022	FY2023
Response rate	Hitachi Construction Machinery Group	Indirect employee	%		91.2	95.0	95.1
Positive response rate					63.7	62.3	63.3
Response rate	Hitachi Construction Machinery Co., Ltd.	Indirect employee			96.3	96.9	96.7
Positive response rate					58.2	55.9	57.9
Response rate	Direct employee				100	100	99.9
Positive response rate					53.2	56.5	61.5

Workplace Environment in which Everyone Can Work with Vitality and Enthusiasm

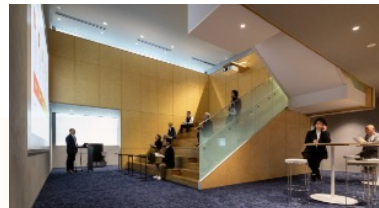
As a part of measures to enhance our organizational health, we are fostering a worker-friendly environment in accordance with the actual conditions of each factory and workplace. For example, the Orange Innovation Plaza (the new engineering building) at Tsuchiura Works, which became operational in May 2023, was designed around diversity, comfort and communication—concepts proposed by junior employees as a result of a series of workshops and discussions.

To realize the three concepts, we have proposed strengthening the office neighborhood (optimization within departments), enhancing Activity Based Working (ABW), and enriching third places as the framework for a new ideal way of working.

We are committed to further improving the workplace environment and enhancing internal and external communication.

Diversity: Anyone can work from anywhere at any time
Comfort: Fostering physical and mental well-being
Communication: Connecting people and creating collaboration

Communication space in the engineering building



Diversity, Equity & Inclusion (DE&I)

While respecting the diversity of our workforce and the values of individual employees, it is important to integrate these diverse values in order to generate innovation. Based on the concept of “equity,” we are strengthening our efforts in DE&I from the perspectives of women’s empowerment, globalization and work engagement.

From FY2023, we have incorporated DE&I training into our rank-based training. We are also encouraging managers to take courses to help them deepen their understanding of diversity management. We believe that if we can get each manager to recognize the importance of DE&I, this will facilitate innovation based on different perspectives and ideas, and lead to enhanced corporate competitiveness.

Diversity

	Coverage	Unit	FY2021	FY2022	FY2023
Ratio of Management Positions by Gender (Consolidated)	Hitachi Construction Machinery Group	%	Female 10.4 Male 14.9	Female 11.2 Male 16.0	Female 10.8 Male 15.8
Ratio of Locals in General Manager or Higher Positions at Overseas Group Companies			71	72	71

Strengthening Global Human Capital Development and Support for Growth

In order to achieve sustainable growth, we are strengthening and expanding our human capital development measures on a global basis in line with our business strategies. From FY2023, we are focusing on developing a workforce that can drive change by providing training to strengthen the business skills of leadership personnel at overseas Group companies to encourage a change in mindset and behavior.

In the priority fields of digital, technology and skills, we will develop a platform able to provide the optimal learning experience to suit each employee’s needs, and will support each person’s autonomous learning and growth.

Average hours of training and amount invested in training per employee

	Coverage	Unit	FY2021	FY2022	FY2023
Average training time	Hitachi Construction Machinery Co., Ltd.	Hours	44.0	52.0	58.7
	Hitachi Construction Machinery Group		—	27.8	34.4
Investment in training	Hitachi Construction Machinery Co., Ltd.	Yen	99,000	134,100	149,500

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Human Resource Development

Group-wide Global Workshop

With the aim of creating an organizational culture that helps us to thrive in this current era of change, we have been implementing a workshop called the Self-Improvement Program for all group employees worldwide. This workshop provides an overview of the basic strengths of businesses belonging to the Group and aims to enable participants to acquire the skills and mindset needed to achieve goals. The workshop consists of five programs (16 topics) that provide the basic necessary skills for business execution.

All employees of Hitachi Construction Machinery Co., Ltd., including management, and all employees of domestic group companies at the assistant manager level and above have completed the Program according to the training plan. Currently, the Program is mainly being offered at overseas group companies. As of March 31, 2024, 5,990 employees, including 1,610 from overseas group companies, have participated in the Program.

In line with our digital human resource development plan, we will continue to roll out the Self-Improvement Program across the entire group from FY2024 onwards.

■ Attendance at Self-Improvement Program (Persons)

	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Hitachi Construction Machinery Co., Ltd.	490	898	973	223	120	2,704
Domestic Group companies	206	238	538	397	297	1,676
Overseas Group companies	0	0	128	385	1,097	1,610
Total	696	1,136	1,639	1,005	1,514	5,990

Developing Digital Human Resources

We are working to develop digital human resources in order to be able to respond to rapid technological innovation and implement management strategies.

For group companies in Japan, the period from FY2022 to the end of FY2023 was designated as a period for strengthening the development of digital human resources, and training related to digital literacy was implemented. In addition, a program was implemented to develop digital promotion leaders through practical experience by forming teams across the business division and DX division. A total of 1,152 employees have participated in the program.

In addition to these programs, from FY2024 we have also started programs to train project managers and data scientists in order to promote the development of human resources with the kind of digital expertise that is required across all departments.

■ Attendance at Digital Programs (Persons)

	FY2022*	FY2023	Total
Hitachi Construction Machinery Co., Ltd. + Domestic Group companies	538	614	1,152

* The figure for FY2022 includes the number of employees who participated in trial programs conducted in FY2021.

Enhancement of Management and Leadership Skills

Hitachi Construction Machinery provides hierarchical education courses for employees from their first year to their sixth year, as well as for newly appointed assistant managers, newly appointed managers and newly appointed general managers, in order to clarify the roles and responsibilities of each level (rank) and to enable efficient work execution and decision-making. Following the separation from the Hitachi Group in 2022, we reviewed the content of our training in view of our new management strategies and human resource requirements, and began implementing new programs in October 2023.

Specifically, we have incorporated DE&I training into our hierarchical programs and are encouraging all section and department managers to take coaching training to enable them to support the growth of their subordinates. We will continue these efforts in FY2024.

We are also developing business leaders who can plan and implement management strategies over the medium to long term to achieve sustainable growth and improve our competitiveness as a global enterprise. In FY2022, we reorganized our development program to include contents designed to strengthen management skills and external human networks. In FY2023, we also began offering these programs for business leaders at overseas locations.

■ Attendance at Business Leader Training (Total)

	FY2021	FY2021	FY2023
Hitachi Construction Machinery Group	88%	84%	82%

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Occupational Safety and Health/Health Management

Securing Occupational Safety and Health through Rebuilding a Culture of Safety and Establishing a Mechanism

Hitachi Construction Machinery Group, we prioritize based on the basic philosophy that “safety and health are all priorities.” the Group’s Safety and Health Promotion Committee oversees safety and health activities aimed at ensuring that all employees can work in a safe and secure environment. The specific measures we are focusing on are “Rebuilding a culture of safety,” “Promoting inherent safety” and “Promoting autonomous operation of the management system.” The first is about establishing the widespread adoption of a safety-first mindset and safety-first behavior. The second is about promoting automation and visualization in order to reduce the risk of work-related accidents and manage workloads. The third is about promoting awareness of each department’s responsibilities and ensuring the appropriate evaluation of activity results.

In FY2023, we worked to revitalize exchanges and strengthen governance through the Global Safety and Health Conference. We held an online meeting with 85 participants from 31 bases in Japan and overseas. Attendees learned about how to implement effective safety and health activities across the Group.

■ Frequency of lost-workday injuries (frequency rate*)

	FY2020	FY2021	FY2022	FY2023	FY2024 (target)
Hitachi Construction Machinery non-Consolidated	0.15%	0.29%	0.30%	0.29%	50% reduction from FY2023
Domestic group companies	0.27%	0.39%	0.30%	0.48%	

* Frequency rate: The number of incident per 1,000,000 employee-hours worked. It is an indicator of the state of health and safety at a workplace. (These statistics only count lost-time-incidents of at least one day)

Enhancing Individual Performance through the Promotion of Health Management

In 2017, we formulated the Health Management Declaration in the name of the president to demonstrate our commitment to health management and its importance to the management team. In the post-COVID era, we view health as being the foundation of initiatives related to work-style reform, work-life balance and other reforms. In order to enhance the creativity of the organization going forward, we will focus on employee happiness and aim to achieve a positive and pleasant workplace environment for all employees. In 2024, Hitachi Construction Machinery was certified as a Health & Productivity Management Outstanding Organization by Nippon Kenko Kaigi, the company’s seventh such certification.

* Health Management is a registered trademark of the Health Management Research Association of NPO



Initiatives for Mental Health

Recognizing the importance of mental health care, the Hitachi Construction Machinery Group has been conducting activities centered on four types of care based on the Ministry of Health, Labour and Welfare guidelines on an ongoing basis. We are offering training programs on topics related to the prevention of harassment and coping with stress in the wake of the pandemic.

Stress checks have been conducted every year prior to the enactment of the law and have led to the awareness of stress by employees, the creation of a comfortable working environment, and PR and promotion of the use of consultation desks by specialized counselors. In FY2023, approximately 10,000 employees, including those at domestic group companies, took the stress checks conducted in July.

In addition, through self-care training for all employees, line-care training for managers including workplace improvement considerations, support for employees who have lost their jobs, and EAP (Employee Assistance Program), we are engaged in health-related consultation support for employees and their families.

■ Attendance rate in Mental Health Training

	FY2021	FY2022	FY2023	FY2024 (target)
Hitachi Construction Machinery non-Consolidated	20.5%	91.5%	86.6%	Improvement from FY2023

* Number of employees who participated in self-care training/ Number of employees eligible for self-care training x 100

■ Ratio of people with high stress found in stress checks

	FY2020	FY2021	FY2022	FY2023	FY2024 (target)
Hitachi Construction Machinery Co., Ltd. (Including Domestic Group Companies)	14.5%	16.5%	16.4%	16.2%	Improvement from FY2023

* The percentage of eligible employees at all domestic companies who were determined to be under high levels of stress (High-stress rating: Evaluation criteria based on the Ministry of Health, Labour and Welfare’s score conversion table)

Roundtable Meeting of Young Employees *Special Feature 2 Further Enhancement of Human Capital Management*

What Kind of Future Do We Envision for Hitachi Construction Machinery?

Hitachi Construction Machinery has been proactively investing in human capital. What do employees think about this? In the roundtable meeting, four young employees who belong to the next generation of the company talked about the future that they envision for Hitachi Construction Machinery.

1 Jake Chesser

Assistant manager, Dealer Support Dept., Global Marketing Group

In charge of developing and implementing sales education programs for overseas dealers

2 Seunghui Ju

Assistant manager, Business Development Office, New Business Creation Unit

In charge of finding and partnering with overseas startups that have new technologies and ideas for the mining industry

3 Shogo Kunioka

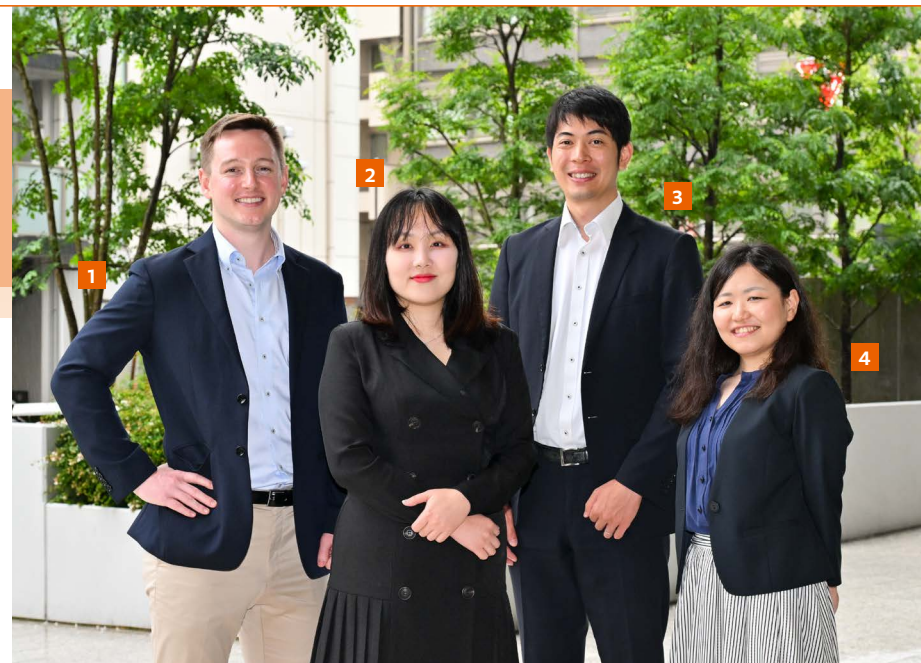
Assistant manager, ConSite Development Promotion Dept., Customer Support Div., Spare Parts & Service Business Unit

In charge of developing new ConSite solutions to be mounted on next-generation models

4 Saho Sugiyama

Engineer, New Products Development Dept., Development Div., Construction Business Unit

In charge of designing and developing excavator-based machines for demolition work as well as for foundation work



Employees Feel that Hitachi Construction Machinery's Corporate Culture Values People While Giving First Priority to Quality and Safety

Jake: Nice to meet you, everybody.

Kunioka: Hello. I joined the company in 2014 concurrently with Ms. Sugiyama and my workplace is near hers.

Sugiyama: I engage in product design, and my workplace has its strongest relationships with factories. When I was job hunting, I was told by a recruiter here that the company “is like a large ver-

sion of a town factory.” I found this to be true after I joined the company. I was surprised to see how friendly everyone is.

Ju: I am from South Korea and joined the company in January 2023. When I was interviewed by one of the senior staff members whom I now work with, I was impressed by their considerate attitude and could see they sincerely cared about my future career. That’s why I decided to join the company. It might be my own prejudice, but before joining Hitachi Construction Machinery I thought that being a long-established Japanese company it might have a kind of closed corporate culture. However, I have found that I can turn to those around me for advice about any-

thing. Everyone is very considerate.

Jake: As I am from the United States, I tend to compare the company with those back home. I think Hitachi Construction Machinery is a company that develops human resources from a long-term viewpoint. In fact it focuses on human resource development as part of its corporate culture. In the United States, you are basically expected to acquire qualifications and improve yourself in your own time. Of course, we also make our own efforts for self-improvement here, but the company supports us in doing so by providing us with opportunities to enhance our skills in an organized manner. I was able to learn about the construction



machinery market during my four-year stint at the Planning and Administration Dept. in the Global Marketing Group, where I was assigned when I first started. Thanks to this, I am now engaged in employee development for our dealers outside Japan, having been granted my wish to be transferred to the department responsible for education.

Kunioka: The company has long been developing and mass-manufacturing construction machines and is sincerely committed to quality and safety and highly aware of the importance of ensuring compliance. Also, as it makes nearly 80% of its sales outside Japan, employees are well aware of the need to identify local needs through on-site interviews and incorporate the identified needs into our products and services. I majored in mechanics and I love machines. I joined the company because I was attracted to its construction machines used for construction and civil engineering work that could never be conducted using

manual tools. During my first year at the company I worked at Hitachi Construction Machinery Japan Co., Ltd., visiting construction sites to see and learn how our products were used there. Then I was reassigned to the Technical Support Dept., where I provided technical support for the maintenance of our machines in Europe.

Ju: Hitachi Construction Machinery gives first priority to quality and safety, and all employees take great pride in that fact, I think.

Sugiyama: I am now engaged in design aimed at remodeling excavators into machines for disassembly and basic construction work. I often face difficulties in the development process, but I have reliable colleagues at the production site who are eager to help me shape my ideas. Even if it is a bit inefficient, our workplace culture tends to encourage an enthusiastic passion to help out and get involved. I sometimes think it is necessary to speed up the development process, but not at the expense of the good “analogue” aspects of our work.

Challenges to Meet and Changes to Make Identified at Each Workplace: “No Result, No Progress” and “No Risk, No Return”

Kunioka: It might be a typical issue for a machinery manufacturer, but I think it is sometimes difficult to make progress without having specific numerical targets, such as those for performance. I am currently engaged in the development of solutions, for which I need to understand the challenges faced by customers. The

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Roundtable Meeting of Young Employees

company might not be good at this kind of task on an organizational level.

Ju: Whenever I give out my business card to someone outside the company at an overseas exhibition or a seminar, they praise us as a “reliable brand” and a “global company,” which makes me feel very proud. However, I feel that the company does have problems regarding how to deal with risk. Startups are naturally



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Roundtable Meeting of Young Employees

unstable and therefore have great potential. Investing in startups is a typical high-risk and high-return investment, but when I propose an investment in a certain startup, I often find it is rejected by the company for the reason that the feasibility of the business is unforeseeable. The risks that the company has to consider are becoming more complex and sophisticated, but unless it takes such risks proactively, it cannot achieve further growth. This is what I sometimes think.

Jake: I agree with you. We should make attempts by deeming failure a natural occurrence. The number of Japanese companies that take this kind of approach has actually been gradually increasing.

Kunioka: We need to specify its monetary effect in order to implement a development project, but we need to implement it in order to calculate the effect. It's a chicken-and-egg scenario. The company recognized this as a serious issue and has started to provide all employees with solutions training. In developing a solution, I think it is necessary to make a series of small achievements to achieve a visible result, which will help change the mindset of employees at the company.

Sugiyama: In designing a product, we must not think light of risks, as they have impacts on safety and quality. However, when I want to design something, my managers let me do it rather than stopping me. When I fail halfway through a project, I sometimes have to redo it again from the beginning. In order to design a product, I therefore need to have both the physical and mental strength to keep going through repeated failures until it is finally commercialized. It is not easy to meet this requirement. Moreover, we sometimes repeat the same discussions, like, "We need to add this function to promote sales." "But it will raise production costs." I think we need to make improvements on this kind of approach.

Jake: We also need to meet the challenge regarding how we

work. Our personnel division is working to foster reforms, but there are still many people who think they have cornered the market on the best way to work. We need to have a more flexible workplace environment. If we cannot do this, we might not be able to retain outstanding young employees.

Work Motivation and the Future of Hitachi Construction Machinery: Embracing More Challenges and Providing More Opportunities as a Company

Ju: This January, I had a very nice experience. When a startup that we partner with exhibited electric construction machines at CES 2024, which was held in Las Vegas and is one of the world's largest tech exhibitions, I received lots of messages from my friends saying, "I saw excavators made by Hitachi Construction Machinery at the event. They were great!" I felt very proud of the company, which is indeed a global player. I also often receive images of our machines from my friends living in South Korea, Kazakhstan, China and others via social media. For example, they might say, "I just saw an orange excavator." I often see our construction machines in urban areas, but as I am in charge of promoting open innovation for mining machinery, I would like to be able to see more mining machines and also be able to ride them.

Sugiyama: When I first started, I had the chance to ride a mining machine as part of my practical operation training, which I undertook at our testing facilities located in Urahoro, Hokkaido.

Jake: Everyone at the company loves construction machinery, which helps us feel connected. I have few opportunities to deal with machines directly, but providing training is tremendously



motivating for me because I can see its impact. It is nice to see trainees achieve growth as a result of the efforts I have made as their trainer, and this also helps me to grow. At a strategic meeting of managers from all over the world and on other occasions, I work as a facilitator between personnel in Japan and those outside the country, thereby helping to bring the entire Group together. It is quite an attractive aspect of my job.

Sugiyama: As a designer, I do not directly experience that very often. As our machines are sometimes used in very harsh environments, sometimes an unprecedented event happens. In such cases, I come up with a hypothesis through theoretical thinking and feel a sense of achievement when I can actually identify the causal factor. It is quite satisfying to solve a problem based on the expertise that you have been accumulating.

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Kunioka: I feel more like Jake. I can imagine on-site situations based on the hands-on service experience I had after joining the company and this helps me a lot at the ConSite Development Promotion Dept., which is my present workplace. I am most pleased when I can solve issues faced by our customers, dealers and regional headquarters and receive their thanks. We have a cloud database of operational data on our machines, which are sent from the sensors that are mounted on them. I want to provide our dealers with analysis data to support them in making reports

to their customers. I would like to help them in this manner.

Jake: Our service personnel all over the world fully understand ConSite, but some of our sales staff are yet to understand it, which is regarded as a serious problem for the training division. Mr. Kunioka, please help me think about how to help employees in this regard through education.

Kunioka: Yes, let's do it together.

Jake: The Career Development Div., has established a system to help employees to obtain the project management professional (PMP) qualification, and I am endeavoring to obtain it right now. In order to develop a new training program, we need to assign a budget, make a plan by asking for support from people both inside and outside the company, and finally give the training on-site. We also need to set KPIs to measure the results and effects of the project, for which PMP skills are very important. Once I have obtained the qualification, I would like to apply for the position of leader. People can achieve further growth by demonstrating leadership, and I think people in my own age group should take on more responsibility. I hope that the company will provide us with more of such opportunities.

Sugiyama: I want to address issues faced by customers on-site with more ownership. Under the current system, too many people are involved in the process to determine the specifications, which I am afraid is causing an information distortion. It would be a great loss if the technologies accumulated by the company are used in a way that differs even a little from the original intention. I would like to build an environment in which everyone, not just the people who develop machines, can share the true needs of customers without the information becoming distorted. To this end, I need to have a wider range of knowledge about our value chain in addition to my technological knowledge, and so I would like to study more going forward.

Kunioka: I also think it is necessary to have expertise in the field



of information as well as mechanical knowledge.

Ju: After I propose a partnership with a startup, I sometimes find a small gap between the technology our mining machines require and the technology possessed by the startup. This is because I do not have enough knowledge about our products and what is going on at construction sites. By acquiring more knowledge, I think I will become able to propose a partnership with a startup that has a technology that perfectly meets our technological development needs. Then I can encourage the company to make more proactive investments in new technologies. I would like to improve myself as early as possible to contribute to making Hitachi Construction Machinery a company that embraces one new challenge after another.

Kunioka: I believe Hitachi Construction Machinery can have a tremendous impact on society. I think it is important for each of us to have a broader outlook on society beyond the framework of construction machines. By enhancing our own abilities, I think we can then make the company one that can solve all kinds of issues, for which I will make even more efforts.

