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# Value Chain Management

GRI 103-2

Relevant SDGs



## Why

— Why it matters —

As businesses become more globalized, procurement risk is also increasing in supply chains. That is why the Hitachi Group is going beyond mere supply chain risk management to pursue sustainable procurement instead. We recognize that we must actively work with our suppliers to improve social, environmental, and economic value for our customers. Specifically, we thoroughly screen new suppliers based on the Hitachi Group Global Procurement Code and implement sustainable procurement by conducting CSR monitoring and audits at suppliers. Going forward, we will be working with suppliers to achieve carbon neutrality throughout our value chain.

Hitachi was founded on the principles of “Harmony, Sincerity, and Pioneering Spirit.” We ensure product quality and safety by adhering to these principles, along with the basics and ethics, and by putting right and wrong before profit and loss. All employees embrace our policy of making quality and reliability a top priority, and this strengthens our quality assurance activities. By continuing to provide high-quality, thoroughly safe products, Hitachi will maintain the trust of customers and society.

Note: Hitachi normally refers to its suppliers as “procurement partners” who build business together on an equal footing, but we use the term “suppliers” in consideration of the search ability of external evaluation bodies in this report.



## Responsible Procurement

### What

— What we are doing —

- Strengthening global partnerships
- Sharing responsible procurement policies with suppliers
- Improving support for sustainable procurement including CSR monitoring, audits, and procurement briefings for suppliers
- Responsible mineral procurement measures

### How

— How we are doing it —

#### Policy and promotion structure

Positioning the Hitachi Group Global Procurement Code as the highest code, Hitachi promotes sustainable procurement based on Hitachi Group Sustainable Procurement Guidelines and other accompanying guidelines. We are also working to ensure sustainable procurement for the entire Hitachi Group. This is done under the guidance of the Hitachi Group CSR/BCP Procurement Committee which is made up of representatives from the business units (BUs), CSR/BCP Procurement Committees at major Group companies, and the Value Integration Division which reports directly to the president. In fiscal 2021, the committee made a new start as the Sustainable Procurement Council.

#### Achievements in Fiscal 2020

Share the responsible procurement policy	Continued distributing the Hitachi Group CSR Procurement Guideline to suppliers
CSR monitoring/ auditing	Implemented CSR monitoring for suppliers using check sheets (Target: 271 suppliers)
	Conducted CSR audits in China and other Asian countries (Target: 27 suppliers) Prepared a questionnaire on forced labor and migrant labor to help manage human rights risks
Hold CSR Seminar for Suppliers	Explained Hitachi Group CSR measures using e-learning, and held CSR Seminar for Suppliers (Target: 450 suppliers)
Responsible mineral procurement measures	Continued surveys on supply chains and the countries of mineral origin using the Conflict Minerals Reporting Template (CMRT)

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# Hitachi Sustainability Report 2021



### Quality and Product Safety Management

#### What — What we are doing —

- Practicing our policy of making quality and reliability a top priority
- Adhering to basics and ethics, and putting right and wrong before profit and loss

#### How — How we are doing it —

**Policy and promotion structure**  
We are promoting quality and safety as part of the Hitachi Group Code of Conduct, and our basic quality assurance principles are outlined in the relevant section of the company rules. In order to thoroughly promote quality governance, we are strengthening our promotion structure to put the safety and security of our customers first. This is being achieved by making the quality assurance departments of Hitachi business units and Group companies independent from the business divisions.

Achievements in Fiscal 2020	
<b>Improve product reliability and customer satisfaction</b>	Strengthened customer satisfaction (CS) and organizational structure for quality assurance
	Carried out technical law compliance activities
	Promoted product safety activities
	Promoted quality assurance activities globally
	Promoted accident prevention activities and emergency responses to product accidents
Conducted quality and reliability education	



### Customer Satisfaction

- Improving CS by reflecting customers' voices in our business
- Digital marketing that is always based on personal information protection rules
- Promoting advertising activities
- Providing comprehensive customer support online
- Improving CS in home appliances

**Policy and promotion structure**  
Dedicated account managers serve as gateways for corporate customers to deal with Hitachi Group companies in Japan. The entire Group works with these managers to build even closer relationships with clients and to improve customer satisfaction (CS).

Achievements in Fiscal 2020	
<b>Continue CS activities</b>	Held seminars and forums to improve CS
<b>Conduct suitable advertising activities for products and services</b>	Promoted communication activities based on our Advertisement Guidelines and Social Media Policy
<b>Promote CS activities using customer inquiry personnel and questionnaires</b>	Website inquiries to comprehensive customer support: 5,220
	Conducted a customer satisfaction survey using the Evaluation Survey for Customer Repair Services (Satisfaction rate: 94.6%)

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## Responsible Procurement

## Basic Procurement Guidelines

Policy

GRI 102-9

The Hitachi Group attaches great importance to conduct sustainable business (ESG) for increasing the values of environmental, social, and economic goals. In our value chains, we also believe that developing our business with sustainability will lead to prosperity for suppliers and the Hitachi Group. Amid rising risks as businesses globalize, to proactively avoid risks inherent in the supply chains, we are taking steps to reinforce risk identification and management. In addition, we are addressing the sustainable procurement initiatives with suppliers to increase environmental, social, and economic value.

In April 2019, Hitachi instituted the Hitachi Group Global Procurement Code. Based on the framework of our sustainable procurement, this is our highest code for procurement activities. It calls on Group companies and suppliers to give due consideration to human rights, labor practices, safety, ethics, quality, and security in the supply chain. All Group companies follow the code, and we share global supply chain issues within the Group as we engage in procurement activities. Suppliers are also selected strictly in accordance with the code's provisions.

Procurement activities are also carried out according to the Hitachi Group CSR Procurement Guidelines, which are based on the results of human rights due diligence (HRDD) performed by procurement divisions and globally recognized standards. We reviewed the guidelines in fiscal 2021 and produced a revision retitled the Hitachi Group Sustainable

Procurement Guidelines.

We will also revise all our policies and procedures regularly in the future to ensure that they always reflect global demands regarding corporate supply chain management.

[Hitachi Group Sustainable Procurement Guidelines](#)

## Sustainable Procurement Management Framework

Structure

GRI 412-1

With the global expansion of Hitachi's business, Hitachi places great importance on the promotion of sustainable management (ESG) in order to improve environmental, social, and economic value throughout the supply chain, and it engages in discussions at all procurement conferences and meetings.

CSR supply chain management, responsible minerals procurement, and green procurement policies and initiatives are discussed within Hitachi's Value Integration Division, which reports directly to the president of Hitachi, Ltd. Policies and initiatives adopted after this discussion are shared throughout the Group through the Hitachi Group CSR/BCP Procurement Committee, which includes CSR/BCP Procurement Committees members from business units and key Group companies.

In fiscal 2020, in order to strengthen the sustainable procurement management framework, Hitachi, Ltd. decided to rename and redefine the Hitachi Group CSR/BCP Procurement Committee. This was done based on a multi-faceted discussion of the Group's management

system for enhancing sustainable procurement. As of fiscal 2021, the committee has established the Sustainable Procurement Council. The committee members consist of the heads of procurement divisions at business units and major Group companies.

The members will investigate and share strategies for improving ESG value, while enabling procurement divisions to further improve supply chain management.

Number of Hitachi Group suppliers (as of March 2021) **Approx. 30,000 companies** (66 countries)

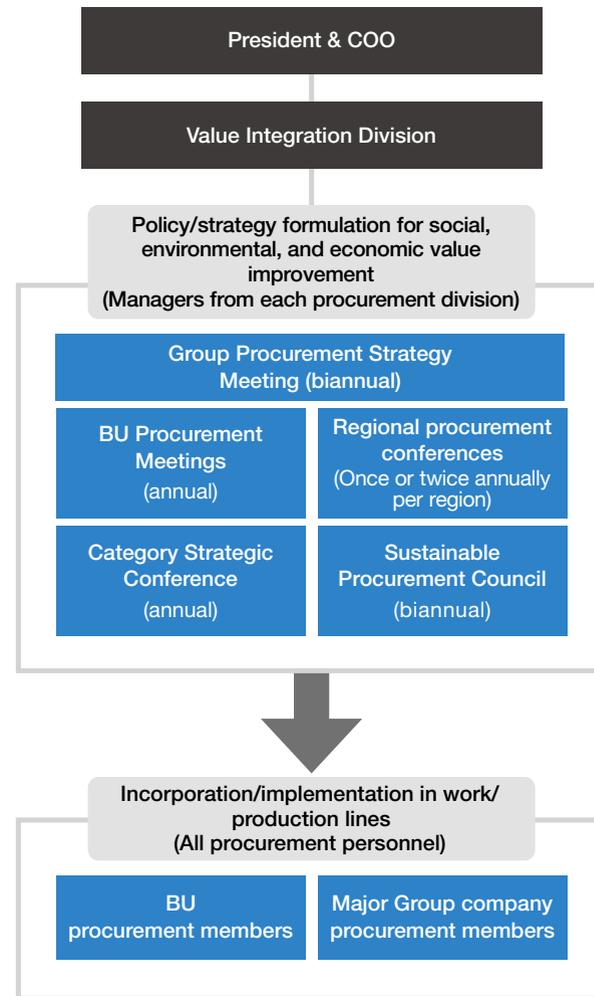
[Sustainable Procurement](#)

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### Supply Chain Management Organizational Structure



### Strengthening Global Partnerships

Structure Activities GRI 204-1

A key element of the Hitachi Group Vision is to strengthen our partnerships with suppliers.

In order to promote procurement based on local production for local consumption in line with our business policy of international expansion, we have appointed procurement officers to oversee local procurement in China, the rest of Asia, Europe, and the Americas. These officers carry out activities such as CSR audits, CSR monitoring (self-checks), and CSR Seminar for Suppliers in their respective regions to strengthen sustainable procurement.

Local procurement officers in China are also responsible for addressing environmental risks in China. Through the Institute of Public and Environmental Affairs, an environmental NGO, the officers obtain information about polluting enterprises made public by China's central and regional government bodies. They use this information not only for screening businesses which have transactions with these enterprises but also for urging the enterprises themselves to make improvements.

### Sharing Responsible Procurement Policies with Suppliers

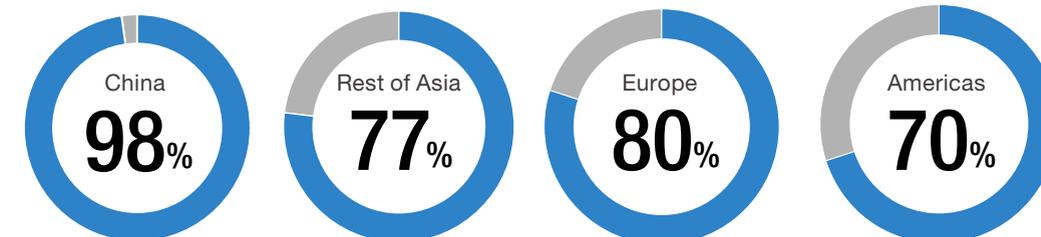
Activities

To share procurement policies with the approximately 30,000 suppliers of Hitachi business units and Group companies, Hitachi, Ltd. is undertaking the following initiatives.

### Distributing the Hitachi Group CSR Procurement Guidelines

To ensure that the guidelines are strictly followed, Hitachi, Ltd. makes them available in Japanese, English, Chinese, and Thai and distributes them to approximately 30,000 suppliers around the world. We also request acknowledgment in writing by suppliers that they understand them. We reviewed the guidelines in fiscal 2021 and produced a revision retitled the Hitachi Group Sustainable Procurement Guidelines.

### Rate of Local Procurement of Materials for Main Regions



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### Sharing Our Green Procurement Policies and Related Initiatives

We distribute guidelines that define our basic position on procuring environmentally friendly parts and products as well as our requirements of suppliers.

The guidelines set out requirements, such as establishing environmental management and recommend obtaining environmental certificates. They also include environmental conservation—reducing the impact of products supplied to Hitachi, such as conserving resources and energy, recycling, managing chemical substances in products, and fully disclosing related information.

To address the issue of chemical substances in products, we recommend using chemSHERPA\*1 CI/AI, a standardized format for communicating information on chemical substances in products throughout the supply chain.

Also, as an initiative aimed at realizing carbon neutrality, we plan to request that 70% of our suppliers (based on the total amount of our transactions and does not include publicly listed subsidiaries) have CO<sub>2</sub> reduction plans.

\*1 chemSHERPA: Developed by the Japanese Ministry of Economy, Trade, and Industry to facilitate the management of chemical substances in products by creating a standardized format throughout the supply chain. The chemSHERPA-CI standard is applicable to chemical substances contained in chemical products and chemSHERPA-AI to those contained in molded products.

[Green Procurement Guidelines Ver. 11.2](#)

[Supplementary Data Ver. 4.1](#)

### Implementing Sustainable Procurement

#### Activities

Hitachi considers the development of business with an emphasis on sustainability to be an activity that will lead to mutual prosperity for the Hitachi Group as well as our suppliers. Based on this philosophy, we engage in CSR monitoring, CSR audits, and CSR Seminar for Suppliers to promote and implement sustainable procurement.

#### CSR Monitoring (Self-Checks)

We ask key suppliers to conduct CSR monitoring (self-checks) using checklists based on the Hitachi Group CSR Procurement Guidelines. After collecting and analyzing the results, we provide feedback for related business operations to suppliers, and then work with those involved in the operations to resolve issues related to the suppliers. We are also reinforcing our onboarding procedures for new suppliers in Japan, including providing them with the guidelines and asking them to complete a checklist. In fiscal 2020, the Human Rights Due Diligence (HRDD) Promotion Project Team established at the headquarters of Hitachi, Ltd. created a questionnaire concerning the use of forced labor and immigrant labor. This issue has been defined as a human rights risk that the entire Hitachi Group must address. In fiscal 2021, the Group will require suppliers to take the questionnaire, and will strive to ascertain the actual risk situations at suppliers. We want to help suppliers improve their efforts in this area, including addressing any human rights issues they may have.

GRI 308-2/414-2

#### Implementation of CSR Audits

Hitachi, Ltd. has been auditing the manufacturing bases of its and Group companies' suppliers in China and the rest of Asia. For these audits, we engaged external evaluators such as the experienced CSR auditing company Intertek Certification.\*1 Our audits are based on the international SA8000 certification standard developed by Social Accountability International (SAI), an American CSR evaluation institution. These audits investigate our workplace practices, and an Responsible Business Alliance (RBA)-recognized auditor checks suppliers' CSR initiatives from the perspectives of labor and human rights, health and safety, the environment, and ethics. Suppliers needing improvement were requested to submit improvement action plans, and Hitachi, Ltd., together with Group companies, will work with and advise the suppliers until they complete the planned improvements.

\*1 Intertek Certification: With a presence in over 100 countries across the globe, the Intertek Group provides a wide array of certification services in every industrial field.

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### Violations in Fiscal 2020

In fiscal 2020, audits were conducted of 27 suppliers in China and the rest of Asia. Though there were no significant violations, the following minor problems were identified with some suppliers, which were accordingly asked to remedy the issues.

- Failure to comply with legal working hours including overtime: 18 suppliers
- Failure to provide sufficient emergency exits, or to provide or repair exit signage: 27 cases
- Failure to provide appropriate discharge methods for wastewater/exhaust gases from production processes: 7 suppliers

### Hold CSR Seminar for Suppliers

In order to share the philosophy of Hitachi among our suppliers, we provide suppliers directly with information. Specifically, we hold a CSR Seminar for Suppliers for Hitachi Group's suppliers in China and the rest of Asia.

### Activities in Fiscal 2020

In fiscal 2020, in consideration of factors including travel restrictions put in place to prevent the spread of COVID-19, we decided to use e-learning to explain the Hitachi Group's CSR policies to suppliers in China rather than holding a face-to-face seminar. For suppliers elsewhere in Asia, we held a webinar on CSR which was attended by 84 participants from 78 companies. In the webinar, we showed Group-wide CSR procurement activities and CSR-related initiatives and indicated CSR monitoring results (as averages) for suppliers in Asia, separated by category, to raise awareness with the aim of strengthening each company's CSR activities in the future. Through this meeting, we received feedback such as "I would like to share information on CSR policies from companies other than Hitachi," and "I would like to discuss what we should do to help CSR culture take root in our company." We believe that the webinar helped participants deepen their understanding of our efforts on CSR and green procurement activities. Also, in a survey we conducted following the webinar, we received an 88% approval rating regarding the online format and a 97% approval rating regarding the content of Hitachi's CSR monitoring questionnaires.

### CSR Procurement Activities Implementation Status Fiscal 2020

CSR monitoring (self-checks)	CSR audits 	CSR Seminar for Suppliers
<b>271</b> companies	<b>27</b> companies	<b>450</b> companies

### Increasing Green Purchasing of Office Supplies

#### Activities

Hitachi is improving our green purchasing rate\*1 by using a Group-wide online procurement system called the E-sourcing Mall. This system has a range of environmental friendly products and promotes procurement by clearly labeling these products. In fiscal 2020, our green purchasing rate reached 83%.

\*1 Green purchasing rate: The percentage, by monetary value, of products with the Eco Mark among all products purchased subject to the Act on Promoting Green Procurement.

### Response to the Conflict Mineral Issue

#### Policy Structure Activities

In fiscal 2013, Hitachi formulated its Conflict Minerals Procurement Policy, declaring its stance and commitments regarding conflict minerals. The policy was revised in fiscal 2016 to explicitly lay out measures to be implemented to ensure responsible procurement. Expanding the scope of corporate responsibilities for the procurement of minerals is a global trend, with companies increasingly expected to address the overall risks to human rights as well as conflict risks, and recognize responsibilities that extend beyond the countries adjoining the Democratic Republic of the Congo to a wider area where the risks are high. In consideration of this, in fiscal 2021 we revised this policy to formulate the Hitachi Group's policy the Responsibility Supply Chain of Minerals.

Sales divisions, business groups, plants, procurement divisions, and other divisions within individual business units and Hitachi Group companies work together to respond to investigation requests and inquiries relating to conflict minerals. We also strive to grasp developments in conflict

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mineral-related laws and regulations in each country and region and what global society demands of enterprises, and work to share information within the Group.

Each Hitachi business unit and Group company investigates its use of conflict minerals and reports the results to customers when requested. Supply chain investigations are carried out with the cooperation of the relevant entities' sales, procurement, and CSR divisions. In addition, Hitachi, Ltd., a member of the Japan Electronics and Information Technology Industries Association (JEITA)'s Responsible Minerals Trade Working Group, has been addressing the issues of conflict minerals with other members of the association.

In fiscal 2020, we checked on the investigation and reply results on Hitachi, Ltd. and key Group companies through January to December 2019. As a result, we have noticed that Hitachi, Ltd. and three key Group companies (Hitachi Metals, Hitachi High-Technologies, and Hitachi Astemo) performed investigations and replied to a total of 1,645 requests from customers.

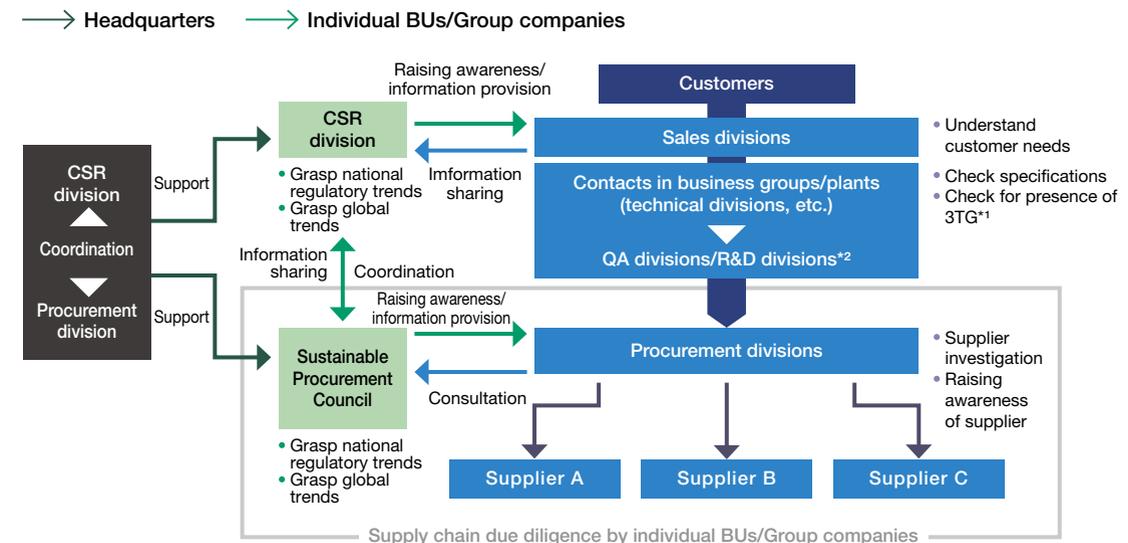
## Hitachi Group's Policy for the Responsible Supply Chain of Minerals

The Hitachi Group is committed to responsible procurement activities as its policy to ensure that the procurement of materials containing conflict minerals (tin, tantalum, tungsten, and gold) and cobalt does not encourage the activities of armed groups, human rights violations including child labor, corruption, and environmental destruction in the conflict and high-risk regions.

The Group also respects the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas and conducts more detailed investigations based on the Guidance while understanding social issues and the expected roles of companies in the regions.

For its suppliers, the Group will continue to inquire into their minerals' country of origin and supply chains using the Conflict Minerals Reporting Template (CMRT) issued by the Responsible Minerals Initiative (RMI), and request its suppliers to procure minerals from smelters certified under RMI's Responsible Minerals Assurance Program (RMAP).

### ▶ Hitachi's Conflict Minerals Response Framework



\*1 3TG: Collective term for four commonly used conflict minerals: tin, tantalum, tungsten, and gold.  
 \*2 May differ depending on business unit or Group company

[Hitachi Group's Policy for a Responsible Supply Chain of Minerals](#)

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Hitachi  
Sustainability  
Report  
2021Quality and Product Safety Management GRI 417-1

## Hitachi's Approach to Quality Assurance Activities

## Approach

As stipulated in the Hitachi Group Codes of Conduct, we aim to meet customer needs and specifications when providing products and services. We strive to ensure quality and safety by setting independent standards as necessary, in addition to complying with all relevant laws and standards. The Quality Assurance Standards in our corporate regulations also set out our basic principles for quality assurance. Embracing the Hitachi Founding Spirit of “Harmony, Sincerity, and Pioneering Spirit,” we adhere to basics and ethics and put right and wrong before profits and losses, with all employees sharing our policy of prioritizing quality and reliability above all else. We are strengthening the organization and management, technology, and human capital aspects of our quality assurance activities in every process—from planning and development to design, manufacturing, testing, delivery, and maintenance. Furthermore, under our approach of making prevention the duty of quality assurance, we are strengthening beyond reoccurrence prevention and striving toward preventing incidents from occurring in the first place.

Our unique practice of OCHIBO-HIROI, which means “gleaning” in English, involves analyzing and learning from failure to further develop our technologies. When an incident occurs, we not only investigate the technical causes but also thoroughly discuss the process, framework, and motivating factors leading up to the occurrence, along with ways to prevent reoccurrences, in order to improve our product reliability and customer satisfaction.

[Hitachi Group Codes of Conduct](#)

## Framework for Quality Assurance and Quality Assurance Activities

## Structure

To ensure full control over quality governance, Hitachi has separated the quality assurance division from the manufacturing division in every business unit and Group company, creating a framework for activity in which its customers' safety and trust are the top priorities. In order to strengthen this framework further, we have made BU and Group company quality assurance divisions independent of business divisions and reinforced their reporting lines to the Quality Assurance Division at our head office, establishing systems for close information sharing between the two sides. We are also strengthening governance by giving greater authority to the Quality Assurance Division at our head office.

Regarding our services business, which continues to grow in scale, we have established a Service and Software Quality Enhancement Division and are sharing quality activities and current challenges, while also enhancing the reliability of our embedded software as the field becomes more advanced and complex by applying our solutions division's software development capabilities and expertise to strengthen the reliability of our product divisions (embedded software development divisions).

## Technical Law Compliance Activities

- Distribute product regulations worldwide, along with amendment trends and enforcement dates, among Hitachi Group companies.
- Clarify product-specific laws (the product-specific laws map); regulatory compliance activities, and continuous process improvements based on our product compliance management system.

## Product Safety Activities

- Ensure safety by reducing risks through design (fundamental safety design), protective measures (safeguards), and usage information (such as user instruction manuals).
- Conduct risk assessments from a wide perspective in collaboration with related business units and research laboratories.
- Make the safety of our customers' life, health, and property the top priority in product development and verify safety at every step, from development and production to sales and maintenance.
- Use the Guide for Preparing User Instruction Manuals to improve risk communication with our customers.

## Global Quality Assurance Activities

- The Hitachi Group is building a worldwide quality assurance system by globally deploying Hitachi's basic principles of quality assurance along with its Quality Assurance Standards. We are receiving accident reports from Group companies outside Japan, and as in Japan, we are also establishing international quality assurance reporting lines that are independent of the business divisions, as well as practicing OCHIBO-HIROI. Through these activities, we promote the establishment of a global quality assurance framework.

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### Responding to Product Incidents

#### Structure

When a product incident occurs, the division responsible acts swiftly to resolve the problem. In the case of a severe incident, we report to government agencies in line with legal requirements and disclose information about the incident to customers on our website and through other communication channels. At the same time, we ensure a status report is promptly submitted to top management, ensuring fast and appropriate action at all companies across the Group.

In the case we determine that retroactive action is necessary, we notify customers via newspaper advertising and websites in order to carry out the necessary repair or replacement program.

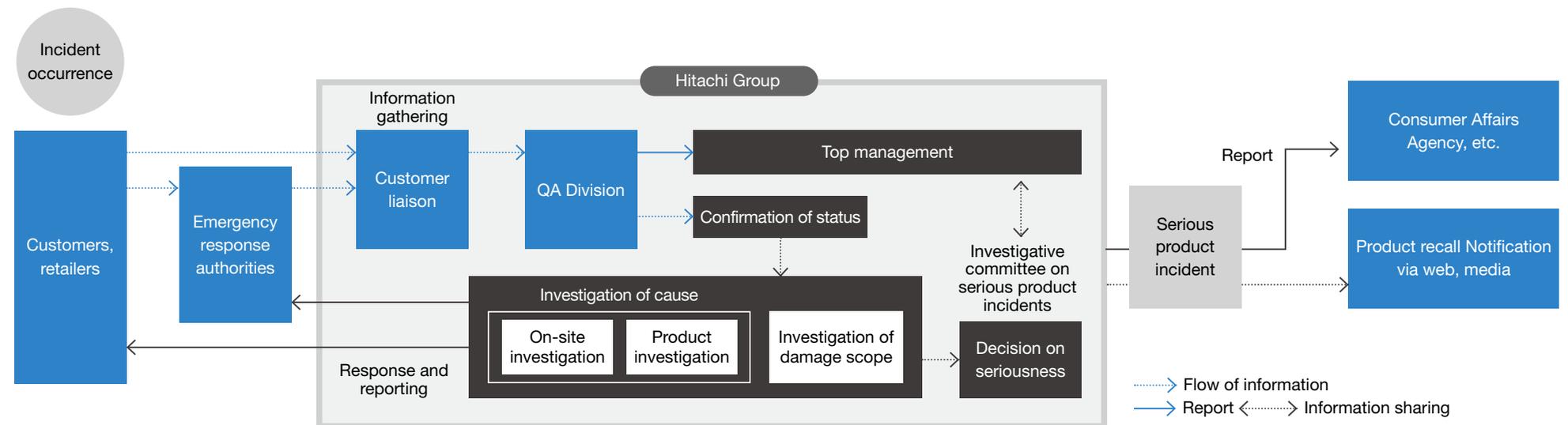
### Quality and Reliability Education

#### Employee Engagement

We conduct field-specific technical lectures for engineers engaged in MONOZUKURI (craftmanship) at a range of levels from basic to expert.

Each business unit also conducts specialized technical courses regarding manufacturing, quality assurance, and maintenance at their quality assurance training centers.

#### ▶ Response Flow in the Event of Product Incident



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Customer Satisfaction GRI 103-2

## Structure for Reflecting Customers' Voices

## Structure

The sales and marketing divisions at Hitachi, Ltd. use customer input in developing management, product, and solution strategies. We identify key customers who will help grow our business, then assign an account manager to each one. These account managers serve as customers' "portals" into Hitachi Group companies in Japan, and the whole Group works with them to build closer relationships with customers, including the following initiatives for improving customer satisfaction (CS).

## Initiatives for Improving CS

Initiative	Location	Outline
Executive seminars	Headquarters and branches in Japan	Engage in direct dialogue with customers to learn their expectations of Hitachi and opinions about product strategies, and use this knowledge to create sales activity proposals based on customer needs
Hitachi Social Innovation Forum	Global	Accelerate collaborative creation with customers in Hitachi's Social Innovation Business
Technology Community program	R&D sites in Japan	Create opportunities for researchers to speak directly with customers and contribute to collaborative creation of new businesses based on customer needs and Hitachi technology

## Digital Marketing

## Activities

Based on strict personal information protection rules, Hitachi collects and analyzes customer information acquired from participants in various online seminars and events, and from website browsing history data. Our digital marketing activities are used for product development, improvement of customer service, and sales promotion activities linked with a sales support system (SFA).

## Advertising Activities

## Policy

Because Hitachi, Ltd. believes that advertising activities must show proper consideration for society as a whole as well as complying with laws and regulations, it has established a set of Advertisement Guidelines which are followed and updated in line with social developments.

To ensure that these guidelines are strictly followed at all business locations globally even where languages and customs may vary an Advertising Material Checklist is included. All items on the checklist are confirmed when creating advertisements.

When conducting communications and promotional activities on social media channels, we abide by the Hitachi Social Media Policy to not only protect our brand but also avoid violating the rights of others. It stipulates our policies for social media use and specific promotional methods. To raise awareness of this policy among members of the company, we carry out e-learning activities in Japanese, English, and Chinese about the use of social media and addressing associated risks.

## Providing Customer Support Online

## Activities

Hitachi offers comprehensive global customer support on its website to respond to customer inquiries, opinions, requests, and complaints.

We also conduct training courses like our Web Inquiry Responsiveness Improvement Course to improve our

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handling of these inquiries. The course has been held since fiscal 2009. Going forward, we will continue to utilize our websites as important ways to communicate with our customers. The Hitachi Group will work to strengthen and improve cooperation among its member companies in order to respond more quickly and accurately.

### Customer Support Activities in Fiscal 2020

Inquiries to comprehensive customer support	5,220
Web Inquiry Responsiveness Improvement Course attendees	Not held in fiscal 2020 due to the pandemic (858 attendees in total since fiscal 2009)

### Improving CS in Home Appliances

#### Activities

The Home Appliances Customer Satisfaction Division provides services and solutions to improve the quality of life for people of all ages and regions. In Japan, these initiatives are carried out under the slogan, “360° Happiness: More smiles to life for one and all.”

Our call center and website handle about 2.10 million customer inquiries, repair requests, and complaints about washing machines, refrigerators, and other appliances per year.\*1 We have undertaken a number of initiatives to better respond to inquiries and to reflect customer feedback in our monozukuri (craftmanship), including improving the contact success rate by using outsourcing; creating a database of customer feedback including consultations, inquiries, and complaints; and enhancing our website’s FAQ section.

We also conduct semiannual customer service

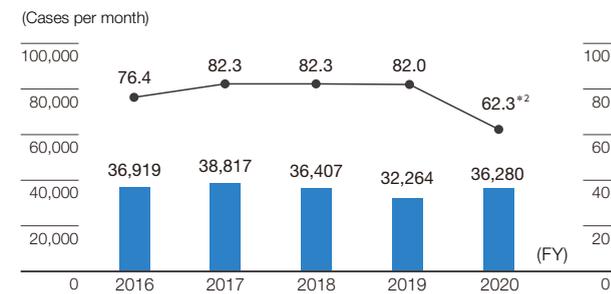
evaluation surveys at approximately 90 service centers in Japan. Based on the answers, we improve services through CS training courses and other programs.

In fiscal 2020, more than 20,000 customers responded to the questionnaire, and 94.6% of them expressed satisfaction with our customer service.

With the expansion of Hitachi’s markets, sales offices and manufacturing sites have been opened mainly in Asia, and the Near East and Middle East. We are also working on unifying management of operations outside Japan.

\*1 Since fiscal 2013, technical inquiries from suppliers and parts orders have been excluded from these statistics.

### Customer Contact Cases, Call Completion Rate\*1

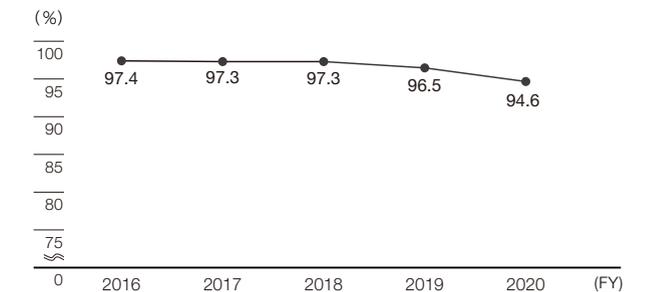


■ White goods (electrical home appliances and other products) and brown goods (electronic equipment) (left scale)  
● Call completion rate (right scale)

\* 1 Call center call completion rate

\* 2 The reason for the significant change in the completion rate is due to call center staff reductions as part of measures to prevent the spread of COVID-19 and due to the double-digit increase in the number of calls received compared to the previous year.

### Results of Evaluation Survey for Customer Repair Services (CS)



Notes: Target scope: Customers for whom repairs services are provided (approx. 100,000 cases a year)  
Response rate: 32% (20,705 responded out of a total of 64,200)  
Question: How satisfied were you with the service from the repair request to completion?  
Responses: Satisfied/Somewhat satisfied/Somewhat dissatisfied/Dissatisfied (4 levels)  
Satisfaction level: Percentage of respondents who answered “Satisfied” or “Somewhat satisfied”

### Flow of Customer Service

