Hitachi ESG Data Book 2025

Overview of the data book

Period	This report mainly covers fiscal 2024 (April 1, 2024, to March 31, 2025) Note: Data of April 2025 and after is also included
Companies	Hitachi, Ltd. and its consolidated subsidiaries
Reporting boundary	Environmental data: 619 companies, namely Hitachi, Ltd. and 618 consolidated subsidiaries. Data covers Category A business sites*1 which have large environmental loads. Some data applies only to designated sites classified as All Manufacturing and A/B Non-Manufacturing, as indicated in the notes for each section. Other data related information is provided in the notes to each section. Social and governance data : Boundary of individual data indicated.
Publication date	September 2025

*1 All Hitachi Group business sites are classified as A, B, or C (A: Major environmental risk, B: Medium environmental risk, C: Minor environmental risk) based on the Criteria for Classification of Environmental Management established by Hitachi. We engage in the most suitable management for each location in accordance with the respective level of environmental risk

Independent assurance

To enhance the credibility of the disclosed sustainability data, the Hitachi ESG Data Book 2025 received third-party assurance for environmental and social performance indicators by KPMG AZSA Sustainability Co., Ltd. in accordance with the International Standard on Assurance Engagements (ISAE) 3000 and 3410.
The indicators that were assured are marked with a ✓.
The standards, guidelines, and calculation methods used in collecting environmental data are posted on our website.

Calculation methods for environmental load data>

Third party assurance >

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Environmental data

Environmental action plan

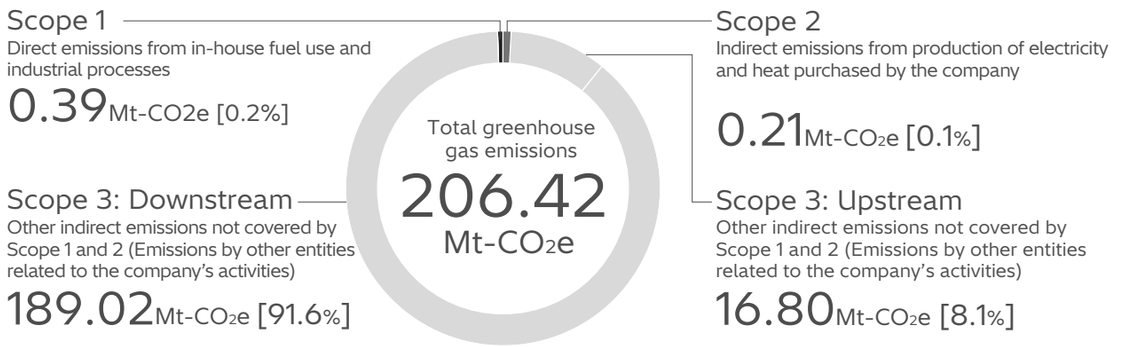
2024 Environmental Action Plan　2027 Environmental Action Plan

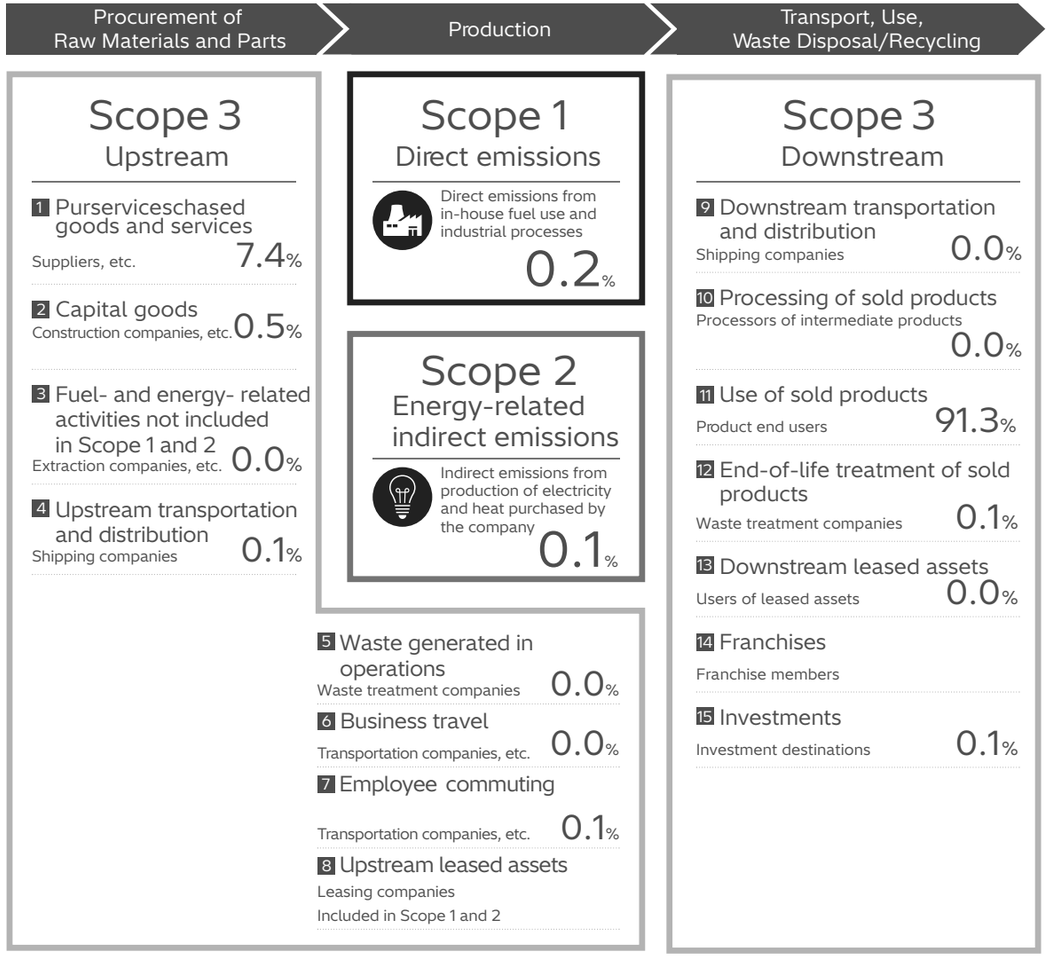
GHG emissions throughout the value chain

Calculating GHG emissions throughout the value chain (Fiscal 2024)

Hitachi calculates GHG emissions throughout the value chain by referencing GHG Protocol standards. This gives us a good grasp of where and how much emissions occur in our value chain, with which we can establish effective targets and implement reduction measures. Most of the greenhouse gases emitted by Hitachi as a whole are energy-related CO_2.An extremely high share of our value chain emissions comes from the use of the products andservices we sell.

We thus believe that we can make a major contribution to decarbonization through our businesses by giving priority to enhancing the efficiency and energy-saving features of our products and services.





In-house: Within the scope of the company's organizational boundaries. In principle, all business activities of the company itself and activities within or controlled by its consolidated subsidiaries
Upstream: In principle, activities related to products and services that are purchased
Downstream: In principle, activities related to products and services that are sold

Detailed data on GHG emissions throughout the hitachi value chain (Hitachi Group, Fiscal 2024)

Category	Description	Reporting Boundary	Emissions (Mt-CO_2e)	Percentage (%)
Total Scope 1, 2, and 3		Hitachi Group	206.42	100.0
Total Scope 1 and 2*1		Hitachi Group	0.60	0.3
Scope 1*2				
Direct emissions*1	Direct emissions from in-house fuel use and industrial processes (aggregate of all manufacturing sites and non-manufacturing sites for category A and B)	Hitachi Group	0.39 ✓	0.2
Of which, category A	Direct emissions from in-house fuel use and industrial processes (aggregated for category A only)		0.28	—
Scope2*3				
Energy-related indirect emissions*1	Indirect emissions from production of electricity and heat purchased by the company (aggregate of all manufacturing sites and non-manufacturing sites for category A and B)	Hitachi Group	0.21 ✓	0.1
Of which, category A	Indirect emissions from production of electricity and heat purchased by the company (aggregated for category A only)		0.13	—
Scope 3 Total		Hitachi Group	205.82	99.7
Scope 3 Upstream (other Indirect Emissions)				
1 Purchased goods and services	Emissions from the resource extraction stage to the manufacturing stage, including raw materials, parts, supplied products, and sales	Hitachi Group	15.37	7.4
2 Capital goods	Emissions generated in the construction, manufacture, and shipping of the company's own capital goods, such as equipment, devices, buildings, facilities, and vehicles		1.10	0.5
3 Fuel- and energy- related activities not included in Scope 1 and 2	Emissions from procuring the fuel necessary for electricity and other energy production, including resource extraction, production, and shipping		0.05	0.0
4 Upstream transportation and distribution	Emissions from the distribution of raw materials, parts, products supplied, and sales prior to the delivery of materials to the company, as well as other distribution activities of products for which the company bears the expense		0.11	0.1
5 Waste generated in operations	Emissions from the transportation, disposal, and treatment of waste generated from the company's operations		0.02	0.0
6 Business travel	Emissions generated from the fuel and electricity used by employees for business travel		0.04	0.0
7 Employee commuting	Emissions generated from the fuel and electricity used by employees commuting		0.11	0.1
8 Upstream leased assets	Emissions from the operation of assets leased by the company, excluding those counted in Scope 1 and 2		Included in Scope 1 and 2	—
Scope 3: Downstream (other indirect emissions)				
9 Downstream transportation and distribution	Emissions from the transportation, storage, loading and unloading, and retail sales of products	Hitachi Group	0.05	0.0
10 Processing of sold products	Emissions by downstream companies during the processing of intermediate products		0.03	0.0
11 Use of sold products*4	Emissions from the use of products by end users, such as consumers and businesses		188.55 ✓	91.3
12 End-of-life treatment of sold products sold	Emissions from the transportation, waste disposal, and treatment of products by end users, such as consumers and businesses		0.23	0.1
13 Downstream leased assets	Emissions from the operating of assets owned by the reporting company as the lessor, which are leased to other entities		0.02	0.0
14 Franchises	Emissions by franchises under Scope 1 and 2		N/A	—
15 Investments	Emissions related to the management of investments		0.14	0.1

Note: GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials

*1 Aggregated according to Hitachi's internal categories; all manufacturing sites and non-manufacturing sites for category A and B. The row labeled "Of which, category A" is aggregated for category A only. In the text, unless otherwise noted, the aggregation pertains to category A, which is subject to environmental management

*2 Including SF6, PFC, HFC, N2O, NF3, CH4, and C4-FN. The gas and fuel oil conversion factors are based on the List of calculation methods and emission factors used in the Greenhouse Gas Emissions Calculation, Reporting and Publication System. The gas conversion factors not specified in the list are based on the values stipulated by Hitachi on technical literature

*3 CO_2 emissions from electricity consumption is calculated using a market-based calculation method. CO_2 electrical power conversion factors: We used adjusted conversion factors for individual power businesses based on the Act on Promotion of Global Warming Countermeasures in Japan. In China, we used the average emissions factor published by the government for the regional power grid. For other countries, we used the latest values for each fiscal year supplied by the International Energy Agency (IEA) for individual countries or by power supply companies

*4 Emissions are calculated based on the annual energy consumption of each final product manufactured by Hitachi, multiplied by the number of units sold, the product's lifetime, and the CO2 emission factor. GHG emissions from SF_6 leakage are also included in the calculations for certain products, such as transformers and switchgear. CO_2 emission factors are based on IEA country-specific emission factors (mainly 2022 version)

Environmental load from operations

Energy inputs and GHG emissions during business operations

Energy inputs

			Reporting boundary	Unit	FY2020	FY2021	FY2022*1	FY2023*2	FY2024
Energy inputs			Hitachi Group	GWh	9,674	9,957	5,387	3,353	**3,178**
Renewable energy	Electricity	Total	Hitachi Group	GWh	138	193	706	769	**863**
		(Self-generated amount)	Hitachi Group	GWh	22	34	25	29	**41**
		(Purchases: Includes non-fossil certificates)	Hitachi Group	GWh	116.0	159	681	741	**822**
	Fuel and heat*3	Biofuel*4	Hitachi Group	GWh (PJ)	—	—	—	62 (223)	**66 (238)**
Non-renewable energy	Electricity	Electricity	Hitachi Group	GWh	4,498	4,584	2,218	715	**510**
	Fuel and heat*3	City gas	Hitachi Group	GWh (billion m^3)	1,339 (0.11)	1,373 (0.11)	767 (0.06)	665 (0.06)	**631 (0.05)**
		LPG, LNG	Hitachi Group	GWh (kt)	1,646 (111)	1,705 (118)	1,217 (82)	989 (65)	**971 (64)**
		Other natural gas	Hitachi Group	GWh (billion m^3)	276 (0.02)	319 (0.03)	261 (0.02)	46 (0.004)	**52 (0.005)**
		Fuel oil (heavy oil, kerosene, etc.)	Hitachi Group	GWh (ML)	653 (61)	495 (47)	197 (19)	95 (9)	**74 (7)**
		Solid fuel (coke)	Hitachi Group	GWh (kt)	1,111 (137)	1,278 (156)	—	—	**—**
		Steam, hot water and cold water	Hitachi Group	GWh (PJ)	13 (0.05)	10 (0.04)	21 (0.08)	12 (0.04)	**12 (0.04)**

Note: Aggregated for category A only until fiscal 2022 according to Hitachi's internal categories. Aggregated for all manufacturing sites and non-manufacturing sites for category A and B for fiscal 2023 according to Hitachi's internal categories
*1 Significant decrease for fiscal 2022 due to deconsolidation of materials-related and construction machinery-related companies
*2 In fiscal 2023, the amount decreased due to the deconsolidation of the auto parts-related companies
*3 Used 3.6MJ/kWh in the conversion from calorific value
*4 Since biofuels have been included in the energy input from the FY2024 results, the figures for FY2023 have been retroactively revised

Greenhouse gases emitted

		Reporting boundary	Unit	FY2020	FY2021	FY2022*1	FY2023*2	FY2024
Total greenhouse gases*3		Hitachi Group	kt-CO_2e	3,313	3,412	1,565	676	**601** ✓
Energy-related total CO_2 emissions	Total	Hitachi Group	kt-CO_2	3,296	3,384	1,538	618	**533** ✓
	(Direct emissions)	Hitachi Group	kt-CO_2	1,202	1,245	459	339	**325** ✓
	(Indirect emissions)	Hitachi Group	kt-CO_2	2,094	2,139	1,079	279	**208** ✓
Total other than energy-related CO_2 greenhouse gas emissions*4	Total	Hitachi Group	kt-CO_2e	17.2	28.2	26.7	58.6	**68.3** ✓
	Sulfur hexafluoride (SF_6)	Hitachi Group	kt-CO_2e	11.3	20.4	22.0	33.2	**39.6**
	Perfluorocarbons (PFC)	Hitachi Group	kt-CO_2e	0.3	1.9	1.3	0.9	**0.1**
	Hydrofluorocarbons (HFC)	Hitachi Group	kt-CO_2e	0.5	3.3	2.4	22.5	**26.6**
	Dinitrogen monoxide, nitrogen trifluoride, methane (N_2O, NF_3, CH_4)	Hitachi Group	kt-CO_2e	2.1	2.5	0.9	1.9	**1.7**
	CO_2 from non-energy sources	Hitachi Group	kt-CO_2e	3.0	0.1	0.2	0.2	**0.2**
	C4-fluoronitrile (C4-FN)*5	Hitachi Group	kt-CO_2e	—	—	—	—	**0.0**

Note: CO_2 emissions from electricity consumption is calculated using a market-based calculation method. CO_2 emission coefficients for Japan (including power plants) are the latest adjusted emission coefficients for each electric utility based on the Act on Promotion of Global Warming Countermeasures. For China, we use the average emissions factor for the regional power grid published by the government. For countries other than Japan and China, we use the latest IEA emission factors by country for each fiscal year or the latest factors provided by power supply companies

Note: The gas and fuel oil conversion factors are based on the List of calculation methods and emission factors used in the Greenhouse Gas Emissions Calculation, Reporting and Publication System. The gas conversion factors not specified in the list are based on the values stipulated by Hitachi on technical literature

Note: Aggregated for category A only until fiscal 2022 according to Hitachi's internal categories. Aggregated for all manufacturing sites and non-manufacturing sites for category A and B for fiscal 2023 according to Hitachi's internal categories

*1 Significant decrease for fiscal 2022 due to deconsolidation of materials-related and construction machinery-related companies

*2 In fiscal 2023, the amount decreased due to the deconsolidation of the auto parts-related companies. HFC emissions saw a significant increase as recycling-related companies were added to the aggregation scope

*3 Total GHGs: Scope 1 and 2 total

*4 The sources included in the calculation of greenhouse gas emissions other than energy-related CO_2, are as follows: carbon dioxide from cooling and welding applications, methane used for research purposes, hydrofluorocarbons (HFC), perfluorocarbons (PFC), sulfur hexafluoride (SF_6), methane, nitrogen trifluoride (NF_3), dinitrogen monoxide (N_2O) from the manufacture of semiconductor devices and testing of semiconductor inspection equipment, hydrofluorocarbons from the recovery of HFCs during the disposal of refrigeration and air conditioning equipment, sulfur hexafluoride from the production, filling, and testing of high-voltage transformers and power transmission and distribution equipment

*5 A gas, in mixture with carbon dioxide and oxygen, used as an insulating gas that serves as an alternative to SF_6, which has a high greenhouse effect

Raw material inputs and waste and valuables generation during business operations

Raw material inputs

			Reporting boundary	Unit	FY2020	FY2021	FY2022*1,2	FY2023*3	FY2024*4
Total amount of raw materials			Hitachi Group	kt	3,066	3,235	788	3,345	**1,617**
Raw materials	Metals	Total metals	Hitachi Group	kt	2,861	3,083	685	2,430	**1,126**
		New materials	Hitachi Group	kt	1,075	909	614	2,428	**1,124**
		Recycled materials, etc.	Hitachi Group	kt	1,786	2,175	71	2	**2**
	Plastics	Total plastics	Hitachi Group	kt	115	74	43	148	**113**
		New materials	Hitachi Group	kt	113	72	40	146	**111**
		Recycled materials, etc.	Hitachi Group	kt	2	2	3	2	**2**
	Other materials	Total other materials	Hitachi Group	kt	90	77	61	767	**377**
		New materials	Hitachi Group	kt	89	76	54	766	**377**
		Recycled materials, etc.	Hitachi Group	kt	1	1	7	0.1	**0.1**

Waste and valuables generated

			Reporting boundary	Unit	FY2020	FY2021	FY2022*1,5	FY2023*6	FY2024
Total waste and valuables generated		Total / (hazardous)	Hitachi Group	kt	1,061 /(49)	1,111 /(61)	356 /(57)	164 /(13)	**154 /(14)**
Waste reduction			Hitachi Group	kt	75 /(9.8)	74 /(10.5)	47 /(23.1)	11 /(4.4)	**7 /(3.3)**
Recycle	Reuse		Hitachi Group	kt	35 /(11.4)	36 /(18.7)	18 /(6.2)	7 /(0.3)	**7 /(0.4)**
	Materials recycled		Hitachi Group	kt	740 /(17.6)	784 /(19.3)	256 /(16.7)	131 /(6.0)	**122/(6.9)**
	Thermal recovery		Hitachi Group	kt	11 /(5.4)	13 /(6.5)	16 /(4.6)	11 /(1.6)	**14 /(2.7)**
Landfill			Hitachi Group	kt	200 /(4.9)	204 /(5.7)	20 /(6.5)	4 /(0.6)	**4 /(0.4)**

Note: Figures in parentheses indicate the amount of waste defined as hazardous under the Basel Convention. The amount of hazardous substances in parentheses is included in the total as a subtotal
*1 In fiscal 2022, significant decrease due to deconsolidation of materials-related and construction machinery-related companies
*2 In fiscal 2022, the amount includes the input of raw materials from auto parts-related companies that have been consolidated since fiscal 2020
*3 From fiscal 2023, the amount includes the input of raw materials from energy-related companies that have been consolidated since fiscal 2020. The input of raw materials from auto parts-related companies has been excluded due to their deconsolidation
*4 In fiscal 2024, the amount decreased due to a revision of the calculation method
*5 In fiscal 2022, the amount includes the waste and valuables generated by energy-related and auto parts-related companies that have been consolidated since fiscal 2020
*6 In fiscal 2023, the amount decreased due to the deconsolidation of auto parts-related companies

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Water Inputs and effluent discharges and consumption during business operations

Water input

		Reporting boundary	Unit	FY2020	FY2021	FY2022*2,3	FY2023*4	FY2024
Total water withdrawal*1	Total / (water withdrawal from all areas with water stress)	Hitachi Group	Million m^3	26.35	26.03	14.23	10.59	**9.20✓/(1.26)**
Surface water	Tap water (water for drinking and other household uses)	Hitachi Group	Million m^3	5.1	5.23	5.53	2.37	**2.23/(0.53)**
	Industrial water, river water	Hitachi Group	Million m^3	12.62	12.47	5.17	5.28	**4.33 /(0.38)**
	Rain water*5	Hitachi Group	Million m^3	0.01	0.01	0.01	0.01	**0.16 /(0.09)**
Groundwater		Hitachi Group	Million m^3	8.60	8.32	3.52	2.93	**2.48 /(0.26)**
Recycled water (Recycled from the wastewater of other organizations)		Hitachi Group	Million m^3	0.01	0.01	0.00	0.00	**0.00 /(0.00)**

Water intensity

	Reporting boundary	Unit	FY2020	FY2021	FY2022*2	FY2023	FY2024
Water intensity*6	Hitachi Group	Million m^3/ billions of yen	0.0030	0.0025	0.0013	0.0012	**0.0009**

Water effluents discharged

		Reporting boundary	Unit	FY2020	FY2021	FY2022*2,3	FY2023*4,7	FY2024
Total water effluents discharged	Total / (water effluents discharged from all areas with water stress)	Hitachi Group	Million m^3	21.24	21.25	12.15	9.14	**8.22✓/(0.98)**
Public water		Hitachi Group	Million m^3	15.28	15.40	8.26	6.30	**5.80 /(0.35)**
Sewerage		Hitachi Group	Million m^3	5.44	5.31	3.76	2.75	**2.26 /(0.62)**
Groundwater		Hitachi Group	Million m^3	0.52	0.54	0.12	0.09	**0.16 /(0.00)**
Water quality*8	BOD (biochemical oxygen demand)	Hitachi Group	t	204	156	77	9	**7** ✓
	COD (chemical oxygen demand)	Hitachi Group	t	406	301	137	2	**2** ✓

Consumption

		Reporting boundary	Unit	FY2020	FY2021	FY2022*2,3	FY2023*4	FY2024
Total consumption	Total / (consumption from all areas with water stress)	Hitachi Group	Million m^3	5.11	4.78	2.08	1.45	**0.98 /(0.28)**
Contained in products		Hitachi Group	Million m^3	0.14	0.00	0.00	0.00	**0.00 /(0.00)**
Contained in waste		Hitachi Group	Million m^3	0.01	0.01	0.00	0.00	**0.00 /(0.00)**
Evaporation, etc.		Hitachi Group	Million m^3	4.96	4.77	2.08	1.45	**0.98 /(0.28)**

Note: Figures in parentheses are the amount from all areas with water stress
*1 Figures through fiscal 2021 represent water usage in manufacturing processes and general daily usage at manufacturing sites classified as Category A within Hitachi, as well as general daily usage in locations other than manufacturing sites. Figures for fiscal 2022 and onward represent water usage in manufacturing processes and daily general usage at Category A manufacturing sites
*2 Fiscal 2022 water usage of an energy-related and auto parts-related companies included in the scope of consolidation since fiscal 2020 is included in the reported figures above
*3 Significant decrease in fiscal 2022 due to deconsolidation of materials-related and construction machinery-related companies
*4 In fiscal 2023, the amount decreased due to the deconsolidation of the auto parts-related companies
*5 From FY2024, if the amount of water withdrawal exceeds the sum of water effluents discharged and consumption (water withdrawal > water effluents discharged + consumption), the difference is added to the consumption. If the amount of water withdrawal is less than the sum of water effluents discharged and consumption (water withdrawal < water effluents discharged + consumption), the difference is added to the rainwater in the water withdrawal
*6 Water withdrawal divided by Hitachi's revenue in billions of Japanese yen
*7 For fiscal 2023, the above reported values include BOD/COD of energy companies that have been consolidated since fiscal 2020
*8 Water quality for fiscal 2023 decreased due to a revision in the aggregation method. This revision excluded discharges to sewage systems and counted only either BOD or COD for the same discharge destination

Inputs and discharges of chemical substances during business operations

Chemical substances handled

		Reporting boundary	Unit	FY2020*2	FY2021	FY2022*3	FY2023*4	FY2024
Total chemical substances handled*1	Chemical substances handled	Hitachi Group	kt	47.49	26.20	1.70	0.97	**0.68**

Chemical substances discharged

		Reporting boundary	Unit	FY2020	FY2021	FY2022*3	FY2023*4	FY2024
Total chemical substances discharged		Hitachi Group	kt	3.27	3.50	1.39	0.65	**0.47**
Chemical substances discharged	Chemical substances discharged*5 (VOC, etc.)	Hitachi Group	kt	2.37	2.50	1.09	0.62	**0.47**
	SOx (sulfur oxides)	Hitachi Group	kt	0.2	0.2	0.01	0.00	**0.00**
	NOx (nitrogen oxides)	Hitachi Group	kt	0.7	0.8	0.29	0.03	**0.01**

Note: Sulfur oxides (SOx) and nitrogen oxides (NOx) are chemical emissions that are released from the combustion of fuel, not due to the chemicals used
*1 We selected 50 substances from the perspective of hazards and atmospheric emissions
*2 Significant decrease due to deconsolidation of a materials-related company
*3 Significant decrease in fiscal 2022 due to deconsolidation of materials-related and construction machinery-related companies
*4 In fiscal 2023, the amount decreased due to the deconsolidation of the auto parts-related companies
*5 Approximately 100% of chemical emissions classified as VOCs

Environmental management data

Number of ISO 14001 certified companies

	Reporting boundary	Unit	FY2020	FY2021	FY2022*1	FY2023*2,3	FY2024
Total	Hitachi Group	Companies	202	185	281	178	**184**
Japan	Hitachi Group	Companies	85	66	66	45	**44**
China			43	43	61	34	**29**
ASEAN, India, and the rest of Asia			42	43	50	27	**36**
North America			10	9	13	15	**16**
Europe			17	15	52	47	**44**
Other			5	9	39	10	**15**

Note: Companies with at least one certified business site
*1 Significant changes in fiscal 2022 resulting from both the increase caused by the consolidation of an energy-related company and the decrease caused by the deconsolidation of materials-related and construction machinery-related companies
*2 In fiscal 2023, the amount decreased due to the deconsolidation of the auto parts-related companies
*3 Past figures have been partly revised

Number of regulatory violations and complaints

		Reporting boundary	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Regulatory violations	Water quality	Hitachi Group	Cases	5	2	0	1	**0**
	Air quality			0	0	2	0	**0**
	Waste materials			4	3	0	2	**2**
	Other (equipment registration, etc.)			1	3	0	0	**1**
Complaints		Hitachi Group	Cases	3	3	0	1	**0**

Environmental accounting

Environmental protection costs

			Reporting boundary	Unit	FY2020	FY2021	FY2022*2	FY2023*3	FY2024
Total			Hitachi Group	Billion Yen	86.62	79.97	57.21	44.35	**41.28**
Expenses	Business area	Maintenance costs for equipment with low environmental loads, depreciation, etc.*1	Hitachi Group	Billion Yen	19.14	19.56	6.30	4.55	**4.47**
	Upstream/ Downstream	Green procurement expenses, recovery and recycling of products and packaging, recycling expenses			0.62	0.64	0.08	0.06	**0.06**
	Administration	Labor costs for environmental management and the implementation and maintenance of environmental management systems			5.88	5.40	3.06	3.14	**2.83**
	Research and development	Costs of research and development and product designs to reduce the environmental burden caused by products and production processes			60.64	53.79	47.55	36.37	**33.66**
	Social activities	Planting, beautification, and other environmental improvement costs			0.22	0.26	0.11	0.15	**0.18**
	Environmental remediation	Environmental mitigation costs, contributions, and charges			0.12	0.32	0.11	0.08	**0.08**

*1 Equipment depreciation costs are calculated using the straight-line method over five years
*2 In fiscal 2022, the amount decreased significantly due to deconsolidation of materials-related and construction machinery-related companies. The costs of an energy-related company which has been consolidated since fiscal 2020 are not included
*3 In fiscal 2023, the amount decreased due to the deconsolidation of the auto parts-related companies

Environmental protection effects

Economic effects*1

	Major FY2024 activities	Reporting boundary	Unit	FY2020	FY2021	FY2022*2	FY2023*3	FY2024
Total		Hitachi Group	Billion Yen	14.28	19.20	11.95	1.65	**1.30**
Net income effects	Recovering value from waste by sorting and recycling	Hitachi Group	Billion Yen	9.66	15.15	7.89	1.15	**0.83**
Cost reduction effects	Installing high-efficiency equipment (lighting, power supply, etc.)			4.62	4.05	4.06	0.50	**0.47**

*1 Economic effects include the following:
Net income effects: Real income from the sale of valuable materials and environmental technology patents
Cost reduction effects: Reductions in electricity, waste treatment, and other expenses through activities that reduce environmental loads
*2 In fiscal 2022, the amount decreased significantly due to deconsolidation of materials-related and construction machinery-related companies. The costs of an energy-related company which has been consolidated since fiscal 2020 are not included
*3 In fiscal 2023, the amount decreased due to the deconsolidation of the auto parts-related companies

Environmental liability

As the amounts that we can reasonably project as future environmental liabilities as of end of April 2025, we recorded 3.2 billion yen in costs for the disposal of waste containing PCBs and 0.9 billion yen to clean up contaminated soil.

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Social data

Human capital

Employee data

	Reporting boundary				Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees (by region)	Hitachi Group	Total			People	350,864	368,247	322,525	268,655[*1]	**282,743**
		(By region)	Japan		People	158,194	156,768	133,762	113,737	**112,749**
			China			51,903	50,707	43,410	33,167	**33,735**
			ASEAN, India, and the rest of Asia			61,411	69,876	62,614	52,704	**55,655**
			North America			27,122	27,914	22,863	17,906	**19,683**
			Europe			32,449	42,519	43,155	42,240	**50,657**
			Other areas			19,785	20,463	16,721	8,901	**10,264**
Number of employees (by gender and age)	Hitachi Group[*2]	Total			People	279,659	283,020	294,746	237,160	**246,797**
		(By gender)	Men		People	228,278	227,652	230,947	185,607	**191,444**
			Women			51,381	55,368	63,799	51,553	**55,353**
		(By age)[*3]	15–19 years old		%	0.5	0.4	0.5	0.4	**0.3**
				Japan	%	0.4	0.3	0.2	0.2	**0.2**
				Outside Japan		0.1	0.1	0.2	0.2	**0.2**
			20–29 years old		%	14.9	15.2	19.0	19.9	**19.5**
				Japan	%	8.6	8.2	6.6	7.3	**7.5**
				Outside Japan		6.3	7.0	12.4	12.5	**12.0**
			30–39 years old		%	27.5	27.8	29.5	28.1	**28.1**
				Japan	%	13.9	12.7	9.8	10.1	**9.6**
				Outside Japan		13.6	15.1	19.6	18.0	**18.5**
			40–49 years old		%	29.1	28.5	26.2	25.1	**25.3**
				Japan	%	19.4	17.5	13.0	13.1	**12.2**
				Outside Japan		9.7	11.0	13.1	12.0	**13.2**
			50–59 years old		%	25.6	25.6	22.6	23.9	**23.7**
				Japan	%	19.6	19.1	15.9	17.2	**16.2**
				Outside Japan		6.0	6.5	6.7	6.7	**7.4**
			60–69 years old		%	2.4	2.4	2.2	2.6	**2.9**
				Japan	%	0.6	0.6	0.4	0.5	**0.5**
				Outside Japan		1.8	1.8	1.8	2.1	**2.5**
			Over 70 years old		%	0.1	0.1	0.1	0.1	**0.1**
				Japan	%	0.0	0.0	0.0	0.0	**0.0**
				Outside Japan		0.1	0.1	0.1	0.1	**0.1**

	Reporting boundary			Unit	FY2020	FY2021	FY2022	FY2023	FY2024
	Hitachi, Ltd.	Total		People	29,850	29,485	28,672	28,111	**25,892**
		(By gender)	Men	People	24,100	23,749	22,939	22,375	**20,340**
			Women		5,750	5,736	5,733	5,736	**5,552**
Average age*6	Hitachi Group*2	Total		Age	41.8	41.7	40.4	40.6	**40.8**
		(By gender)	Men	Age	42.2	42.1	40.9	41.2	**41.3**
			Women		40.1	40.2	38.5	38.5	**38.8**
	Hitachi, Ltd.	Total		Age	43.0	43.3	43.4	43.4	**42.9**
		(By gender)	Men	Age	43.5	43.8	43.9	43.9	**43.4**
			Women		40.8	41.1	41.2	41.3	**40.8**
Average service (years)	Hitachi Group*2	Total		Years	13.6	13.5	12.6	12.9	**12.6**
		(By region)	Japan	Years	18.9	18.1	18.3	19.2	**18.7**
			China		8.4	9.2	10.2	11.2	**11.1**
			ASEAN, India, and the rest of Asia		7.2	8.2	7.1	5.0	**5.0**
			North America		6.4	7.5	8.3	8.2	**8.0**
			Europe		6.0	5.7	9.1	8.8	**9.3**
			Other areas		7.5	5.7	6.7	6.8	**6.7**
		(By gender)	Men	Years	14.2	13.8	13.4	13.7	**13.3**
			Women		11.0	10.9	10.1	10.1	**10.0**
	Hitachi, Ltd.	Total		Years	18.3	18.5	18.6	18.5	**18.1**
		(By gender)	Men	Years	18.8	19.0	19.2	19.1	**18.7**
			Women		16.0	16.2	16.3	16.4	**15.8**
Turnover rate*4,5	Hitachi Group*2	Total		%	4.3	7.5	8.5	6.3	**5.8**
		(By region)	Japan	%	2.0	3.3	2.6	2.6	**2.4**
			Outside Japan		7.4	13.1	13.5	9.7	**8.7**
		(By gender)	Men	%	4.1	7.1	7.8	6.1	**5.9**
			Women		5.2	8.9	10.8	6.9	**5.5**
	Hitachi, Ltd.	Total		%	1.4	1.8	2.0	2.1	**2.0**
		(By gender)	Men	%	1.3	1.7	1.8	2.1	**1.9**
			Women		2.1	2.3	2.8	2.6	**2.4**

*1 The decrease in the number of group employees from the previous fiscal year is mainly due to the deconsolidation of Hitachi Astemo
*2 Manufacturing workers not registered in the employee database and employees of some newly consolidated companies are not included. As of the end of fiscal 2024, the number of manufacturing workers not registered in the employee database was 28,000
*3 Hitachi does not employ 0–14 years old children
*4 The figures are based on enrolled employees with employment contract including those seconded from Hitachi Group to other companies and those taking leave, and excluding those seconded from other companies to Hitachi Group (as of March 31)
*5 Figures include only voluntary resignations
*6 Past figures have been partly revised

Talent development

	Reporting boundary			Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Number of participants of management training programs	Hitachi Group	For management leaders		People	78	76	87	72	**74**
		For managers			3,481	3,900	4,191	3,871	**4,186**
Training hours per employee*2	Hitachi Group*1			Hours	—	25.9	27.9	30.4	**32.5**
Average amount invested in training per employee*2	Hitachi Group*1			Yen	61,700	58,300	77,400	86,405	**84,682**

*1 Targets of the survey are Hitachi, Ltd., group companies with more than 500 employees, some major group companies, and regional headquarters. We compiled the results of the companies that responded
*2 Past figures have been partly revised

Digital talent

	Reporting boundary			Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Digital talent headcount	Hitachi Group	Total		People	35,000	67,000	83,000	95,000	**107,000**
		(By region)	Japan	People	23,000	29,000	42,000	50,000	**56,000**
			Outside Japan		12,000	38,000	41,000	45,000	**51,000**

Note: We define digital talent as those who possess any of the 12 capabilities required for digital business, including design thinking, data science, and security. The number of digital talents is the total number of persons under each capability (total number of people, in thousands)

Employee engagement

	Reporting boundary			Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Employee engagement score	Hitachi Group	Global average		Points	62	65	69.5	68.6	**71.5**
		(By region)	Japan	Points	—	56	61.2	61.6	**63.2**
			Outside Japan		—	80	82.3	80.2	**80.9**

Note: Employee engagement score measures the positive response rate of 4 factors - pride in working for Hitachi; whether it is a workplace one would recommend to others as a great place to work; job satisfaction and sense of accomplishment; and desire to continue working for Hitachi for the foreseeable future

Registered employees, managers, wage, new hires

	Reporting boundary			Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Number and ratio of registered employees*1	Hitachi Group*2	Total number of registered employees		People	285,857	291,028	301,320	241,504	**253,983**
		Number and ratio of women employees		People (%)	54,719 (19.1)	58,830 (20.2)	67,224 (22.3)	54,315 (22.5)	**58,801 (23.2)**
		(By region)	Japan	People (%)	26,106 (16.0)	26,773 (16.5)	24,832 (17.9)	22,815 (19.4)	**23,590 (20.2)**
			China		7,232 (34.1)	7,594 (35.7)	7,869 (35.1)	4,504 (34.3)	**4,666 (33.5)**
			ASEAN, India, and the rest of Asia		6,990 (20.7)	9,120 (20.6)	15,851 (25.2)	11,359 (25.7)	**11,785 (26.0)**
			North America		4,298 (22.7)	4,954 (25.7)	5,076 (25.1)	4,049 (24.3)	**4,689 (25.3)**
			Europe		6,903 (22.0)	6,761 (23.8)	9,705 (23.6)	9,707 (24.0)	**11,868 (24.6)**
			Other areas		3,190 (18.2)	3,628 (23.4)	3,891 (24.6)	1,881 (19.8)	**2,203 (19.9)**
	Hitachi, Ltd.	Total number of registered employees		People	33,198	32,713	32,086	31,565	**29,381**
		Number and ratio of women employees		People (%)	6,537 (19.7)	6,595 (20.2)	6,584 (20.5)	6,563 (20.8)	**6,356 (21.6)**
Number and ratio of managers*3	Hitachi Group*1, 2	Total number of managers		People	48,712	48,690	65,171	61,291	**74,135**
		Number and ratio of women managers		People (%)	4,641 (9.5)	4,762 (9.8)	8,461 (13.0)	8,639 (14.1)	**11,739 (15.8)**
		(By region)	Japan	People (%)	—	1,540 (4.5)	1,609 (5.0)	1,669 (5.7)	**1,821 (6.3)**
			Outside Japan		—	3,222 (22.4)	6,852 (20.8)	6,970 (21.7)	**9,918 (21.9)**
	Hitachi, Ltd.*4	Total number of managers		People	11,881	11,584	11,188	11,049	**10,152**
		Number and ratio of women managers		People (%)	768 (6.5)	785 (6.8)	826 (7.4)	866 (7.8)	**863 (8.5)**
		(By rank)	Department manager or above	People (%)	156 (4.5)	146 (4.3)	160 (5.0)	170 (5.3)	**179 (6.0)**
			Section manager		612 (7.3)	639 (7.8)	666 (8.4)	696 (8.9)	**684 (9.5)**
Wage ratio of women to men*1, 5, 6	Hitachi Group*2	All employees		%	—	—	—	80.1	**82.6**
		Permanent and full-time employees		%	—	—	—	80.6	**83.5**
			Managerial level	%	—	—	—	92.3	**92.8**
			Non-Managerial level		—	—	—	86.2	**86.7**
		Part-time or fixed-term employees		%	—	—	—	74.0	**73.7**
	Hitachi Group companies in Japan*7	All employees		%	—	—	—	69.4	**71.7**
		Permanent and full-time employees		%	—	—	—	70.2	**72.3**
			Managerial level	%	—	—	—	95.7	**95.0**
			Non-Managerial level		—	—	—	79.2	**80.1**
		Part-time or fixed-term employees		%	—	—	—	61.5	**62.4**
	Hitachi Group companies outside Japan*2, 8	All employees		%	—	—	—	89.9	**92.2**
		Permanent and full-time employees		%	—	—	—	89.5	**92.3**
			Managerial level	%	—	—	—	88.8	**90.5**
			Non-Managerial level		—	—	—	91.9	**91.3**
		Part-time or fixed-term employees		%	—	—	—	97.2	**91.4**

	Reporting boundary				Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Number and ratio of new employees hired*1	Hitachi Group*2	Total			People	17,963	29,539	32,733	25,696	**26,482**
		Number and ratio of new women employees hired*1			People (%)	4,269 (23.8)	6,489 (22.0)	9,593 (29.3)	7,003 (27.3)	**7,280 (27.5)**
		(By region)	Japan		People (%)	1,329 (23.9)	2,051 (15.7)	1,275 (25.8)	1,346 (26.0)	**1,646 (27.2)**
			China			371 (31.9)	449 (38.3)	377 (29.0)	179 (23.4)	**225 (25.3)**
			ASEAN, India, and the rest of Asia			595 (22.2)	1,402 (22.0)	4,314 (30.4)	2,900 (27.9)	**2,820 (28.1)**
			North America			574 (23.2)	927 (27.9)	1,212 (28.3)	897 (30.8)	**848 (29.6)**
			Europe			970 (26.5)	971 (27.9)	1,482 (28.8)	1,217 (27.2)	**1,304 (26.4)**
			Other areas			430 (17.8)	689 (27.4)	933 (32.7)	464 (23.6)	**374 (21.9)**

*1 The figures are based on enrolled employees with employment contract including those seconded from Hitachi Group to other companies and those taking leave, and excluding those seconded from other companies to Hitachi Group (as of March 31)
*2 Manufacturing workers not registered in the employee database and employees of some newly consolidated companies are not included. As of the end of fiscal 2024, the number of manufacturing workers not registered in the employee database was 28,000
*3 The increase in the number and percentage of women managers over time reflects improved coverage of our employee database and changes in the number of consolidated companies. Also, employees whose grades (job titles) are not registered in the employee database are not included in the number of managers
*4 The figures are based on the number of employees including those seconded from Hitachi Group to other companies, those taking leave, and those seconded from other companies to Hitachi Group (as of March 31). Figures for fiscal 2021 exclude those seconded from other companies to Hitachi Group
*5 We apply the same system of compensation and benefits regardless of the employee's gender. The gender pay gap is resulting from factors including a high proportion of men employees in senior positions including managers and especially in Japan, the proportion of women employees in managerial position is low and a higher proportion of employees working shorter hours being women rather than men
*6 Calculated in accordance with the laws and regulations of the country where each company is located, basically based on assumed cash compensation including annual basic bonuses, allowances and variable bonuses
*7 Hitachi Group companies in Japan and the assumptions for these calculation are based on the Act on the Promotion of Women's Active Engagement in Professional Life
*8 Companies with 250 or more employees

Diversity in the executive and corporate officers, and directors

	Reporting boundary				Unit	June 2021	June 2022	June 2023	June 2024	June 2025
Ratio of women and ethnically/ culturally diverse executive and corporate officers	Hitachi, Ltd.		Women	Number	People	7	9	9	9	**11**
				Ratio	%	10.1	12.2	11.4	11.8	**15.9**
			Non-Japanese	Number	People	8	13	16	19	**18**
				Ratio	%	11.6	17.6	20.3	25.0	**26.1**

	Reporting boundary				Unit	June 2021	June 2022	June 2023	June 2024	June 2025
Ratio of women and ethnically/ culturally diverse directors	Hitachi, Ltd.	Total			People	13	12	12	12	**12**
			Gender	Men	People	11	10	10	10	**10**
					%	84.6	83.3	83.3	83.3	**83.3**
				Women	People	2	2	2	2	**2**
					%	15.4	16.7	16.7	16.7	**16.7**
			Nationality	Japanese	People	7	7	7	7	**8**
					%	53.8	58.3	58.3	58.3	**66.7**
				Non-Japanese	People	6	5	5	5	**4**
					%	46.2	41.7	41.7	41.7	**33.3**

Maternity / partner's leave, childcare Leave

	Reporting boundary			Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Maternity / partner's leave	Hitachi, Ltd.	Utilization rate*1	Men	%	33.8	32.9	43.9	51.3	**58.3**
			Women		100.0	100.0	100.0	100.0	**100.0**
		Return rate for recipients*2	Men	%	100.0	100.0	100.0	100.0	**100.0**
			Women		99.7	100.0	98.3	99.5	**97.5**
		Retention rate for recipients*3	Men	%	97.7	97.5	99.4	97.3	**100.0**
			Women		99.7	98.5	100.0	100.0	**98.5**
Childcare leave	Hitachi, Ltd.	Utilization rate*4	Men	%	7.3	9.9	18.4	26.3	**36.0**
			Women		99.6	100.0	100.0	100.0	**99.5**
		Return rate for recipients*5	Men	%	100.0	100.0	100.0	92.3	**100.0**
			Women		98.9	100.0	99.3	98.5	**99.5**
		Retention rate for recipients*6	Men	%	71.4	94.4	100.0	96.3	**98.2**
			Women		98.0	96.6	95.9	96.7	**98.7**
Childcare or partner maternity leave	Hitachi, Ltd.	Utilization rate*7	Men	%	35.4	40.6	56.8	65.2	**71.9**

*1 Total number of employees who took maternity leave or partner's maternity leaves / Total number of employees with newborn children
*2 Total number of employees not resigning on the day after completing maternity leave or partner's maternity leaves / Total number of employees who took maternity leave or partner's maternity leave
*3 Total number of employees who did not resign within one year after maternity leave or partner's maternity leave / Total number of employees who took maternity leave or partner's maternity leave
*4 Total number of employees who took child-care leave / Total number of employees with newborn children
*5 Total number of employees returning from child-care leave / Total number of employees who planned to return from child-care leave. Number of employees returning excludes those who planned to return and resigned voluntary without retuning
*6 Total number of employees continuously working one year after returning from child-care leave / Total number of employees returning from child-care leave
*7 Total number of employees who took childcare leave or partner maternity leave, or the number of employees taking both / Total number of employees with newborn children

Employment of people with disabilities

	Reporting boundary	Unit	June 2021	June 2022	June 2023	June 2024	June 2025
Employment of people with disabilities	Hitachi, Ltd.*1	People	2,575	2,767	2,650	2,290	**2,334**
Employment rate of people with disabilities		%	2.37	2.43	2.48	2.64	**2.66**

*1 It includes special subsidiaries and related group companies. (There were one special subsidiary and 21 related group companies in June 2025.)

Health and safety

	Reporting boundary			Unit	CY2020	CY2021	FY2021	FY2022	FY2023	FY2024
Total recordable injury frequency rate (TRIFR*1)	Hitachi Group	Total		—	0.29	0.28	0.27	0.26	0.16	**0.13**
		(By region)	Japan	—	0.14	0.12	0.12	0.14	0.13	**0.11**
			Asia (excluding Japan)		0.17	0.12	0.11	0.09	0.05	**0.05**
			North America, Central and South America		1.54	1.36	1.20	1.10	0.38	**0.30**
			Europe		0.45	0.38	0.45	0.39	0.32	**0.26**
Number of fatal incidents	Hitachi Group (including contractors)			Cases	3	2	2	5	4	**2**
Number of deaths	Hitachi Group	Employees		People	1	1	1	3	0	**2**
	Hitachi, Ltd.	Employees		People	0	0	0	0	0	**0**
	Contractors	Contractors		People	2	1	1	2	5	**0**
Lost time injury frequency rate (LTIFR*2)	Hitachi Group	Total		—	0.11	0.11	0.11	0.10	0.07	**0.06**
Lost-time incidents	Hitachi Group			Cases	314	434	432	372	175	**161**
	Hitachi Group companies in Japan			Cases	52	54	44	51	25	**14**
	Hitachi, Ltd.			Cases	4	3	1	4	3	**2**

Note: We used the statistical period between January and December of each year in the past. However, in accordance with the safety targets set under our Mid-term Management Plan 2024, we changed the statistical period to April through March beginning in fiscal 2021
*1 TRIFR: Total Recordable Injury Frequency Rate (casualties per 200,000 work hours) *2 LTIFR: Lost Time Injury Frequency Rate (LTIFR per 200,000 work hours)

	Reporting boundary			Unit	CY2020	CY2021	CY2022	CY2023	CY2024
Absence rate*1	Hitachi Group companies in Japan	(By health type)	Mental	%	0.62	0.66	0.74	0.84	**0.90**
			Physical		0.22	0.21	0.24	0.21	**0.20**

Notes: The period for each year is from January to December
*1 The percentage of employees taking sick leave for seven or more consecutive days or formally taking leave (number of employees taking sick leave per month/number of employees per month × 100)

	Reporting boundary			Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Medical exam and screening attendance rates	Hitachi Group companies in Japan	(By exam type)	General physical exam*1	%	81.1	80.6	82.4	92.8	**92.8**
			Breast cancer screening*2		56.6	57.1	58.4	61.0	**60.8**
			Uterine cancer screening*3		39.1	39.3	40.9	42.1	**41.9**
			Stomach cancer screening*4		82.2	84.7	86.5	85.5	**85.2**
			Intestinal cancer screening*4		83.0	85.5	87.3	86.4	**86.2**
			Lung cancer screening*5		96.8	98.0	98.7	97.2	**97.4**
Smoking rate*6	Hitachi Group companies in Japan			%	28.4	27.6	27.0	26.3	**24.6**

*1 Men and women aged 35 and over *2 Women aged 30 and over *3 Women aged 25 and over *4 Men and women aged 30 and over *5 Men and women aged 35 and over *6 Employees aged 35 and over (results of specific medical examinations)

Sustainable procurement

Sustainable procurement activities

	Reporting boundary	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Sustainability risk assessment	Hitachi Group	Companies	271	(Human rights) 2,524*1 (Environment) 708*1	1,374*2	3,227	**4,029**
Sustainability audits	Hitachi Group		27	25	128*3	150	**153**
Sustainability procurement seminars	Hitachi Group		450	359	520	269*4	**156**

*1 Sustainability monitoring in fiscal 2021 was focused on human rights and environmental risk assessment
*2 Sustainability monitoring from fiscal 2022 onwards has been focused on environment, labor and human rights, ethics, and sustainable procurement
*3 Included the number of companies audited by Hitachi Energy beginning fiscal 2022
*4 Procurement partners of Hitachi Astemo not included in the Sustainable Procurement Seminars from fiscal 2023

Rate of local procurement of materials for main regions

	Reporting boundary			Unit	FY2020	FY2021	FY2022*1	FY2023*2	FY2024
Rate of local procurement of materials for main regions	Hitachi Group	(By region)	China	%	98	95	93	95	**95**
			Asia (excluding China and Japan)		80	87	85	81	**81**
			Europe		77	83	83	82	**91**
			Americas		70	83	74	82	**80**

*1 Hitachi Metals and Hitachi Construction Machinery were excluded from fiscal 2022, and Hitachi Energy was included from fiscal 2022
*2 Excluded Hitachi Astemo from the second half of fiscal 2023

Green purchasing

	Reporting boundary	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Green purchasing rate*1	Hitachi Group companies in Japan	%	83	83	81	81	**82**

*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

Social contribution activities

Funding for social contribution activities and total employees participating

	Reporting boundary			Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Funding for social contribution activities	Hitachi Group and The Hitachi Global Foundation*1	Total		Million yen	1,910	1,869	1,490	2,441	**3,273**
		(By area)*2	STEAM	Million yen (%)	325 (17.1)	201 (10.8)	193 (12.9)	433 (17.8)	**497 (15.2)**
			Environment		23 (1.2)	36 (1.9)	65 (4.3)	49 (2.0)	**112 (3.4)**
			Community support		206 (10.8)	295 (15.8)	444 (29.8)	360 (14.7)	**1,636 (50.0)**
			Other		1,356 (71.0)	1,337 (71.5)	789 (52.9)	1,599 (65.5)	**1,028 (31.4)**
			Of which, disaster relief and humanitarian aid		220 (11.5)	143 (7.7)	163 (11.0)	105 (4.3)	**44 (1.3)**
Total employees participating	Hitachi Group and The Hitachi Global Foundation*1			People	39,982	33,585	23,576	28,398	**32,493**

*1 FY2020 Japan: Hitachi, Ltd., 119 Group companies, and The Hitachi Global Foundation. Outside Japan: 209 companies
FY2021 Japan: Hitachi, Ltd., 103 Group companies, and The Hitachi Global Foundation. Outside Japan: 252 companies
FY2022 Japan: Hitachi, Ltd., 86 Group companies, and The Hitachi Global Foundation. Outside Japan: 183 companies
FY2023 Japan: Hitachi, Ltd., 85 Group companies, and The Hitachi Global Foundation. Outside Japan: 166 companies
FY2024 Japan: Hitachi, Ltd., 78 Group companies (79 companies total), and The Hitachi Global Foundation. Outside Japan: 207 companies
*2 Area classifications were changed from fiscal 2022

HITACHI

Governance data

Corporate governance

Leadership demographics

	Unit	Gender			Nationality	
		Total	Men	Women	Japanese	Non-Japanese
Directors	People	12*1	10	2	8	4
Executive officers	People	33	31	2	25	8
Executive officers and corporate officers	People	69	58	11	51	18
Ratio of women and ethnically/culturally diverse executive and corporate officers	%			15.9		26.1

Note: As of June 2025
*1 Including 9independent directors (5 from Japan and 4 from outside Japan)

Business ethics and compliance

Business ethics and compliance training

	Reporting boundary	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Number of participants of business ethics and compliance training	Hitachi Group*1	People	–	341,888	331,525	293,985	**291,849**
Participation rate of business ethics and compliance training	Hitachi Group*1	%	–	99.1	95.1	79.2	**94.6**

Note: Since fiscal 2023, only the number of participants who completed the training and the participation rate during the training period set in conjunction with the Hitachi Group Ethics & Compliance Month have been disclosed
*1 Participants of Hitachi Group employees of this training include temporary and part-time workers

Hitachi Global Compliance Hotline (Whistleblower system)

	Reporting boundary			Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Number of compliance reports	Hitachi Group	Total		Cases	639	1,023	1,276	1,619	**1,974**
		(By category)	HR issues (Labor management, travel expenses, commuting costs, etc.)	Cases	–	226	294	265	**287**
			Harassment		–	341	457	673	**865**
			Financial		–	27	34	69	**88**
			Procurement		–	26	29	8	**21**
			Competition law		–	3	2	6	**11**
			Bribery		–	30	31	46	**35**
			Others		–	370	429	552	**667**
		(By area)	Americas	Cases	–	238	343	392	**479**
			Europe		–	98	202	217	**296**
			Middle East/North Africa		–	54	59	46	**55**
			Sub-Sahara		–	13	4	7	**9**
			APAC (excluding Japan)		–	234	240	335	**388**
			Japan		–	386	428	622	**747**

Note: Breakdown numbers are disclosed from fiscal 2021