

Hitachi ESG Data Book 2026

Overview of the data book

Period	This report mainly covers fiscal 2025 (April 1, 2025, to March 31, 2026) Note: Some data from April 2026 onward is also included.
Companies	Hitachi, Ltd. and its consolidated subsidiaries
Reporting boundary	Environmental data: 607 companies, namely Hitachi, Ltd. and 606 consolidated subsidiaries. Based on the Environmental Management Classification Criteria, all Hitachi Group sites are classified into three categories (A, B and C)*1. The reporting boundary for environmental data is determined in accordance with the environmental risks associated with each category. The reporting boundary for each item is specified in the notes to the relevant section. Social and governance data : Boundary of individual data indicated.
Publication date	September 2026

*1 A: High environmental risk, B: Medium environmental risk, C: Low environmental risk

Third-party limited assurance

To enhance the credibility of the disclosed sustainability data, the Hitachi ESG Data Book 2026 received third-party limited assurance from Ernst & Young ShinNihon LLC for environmental performance indicators. The assurance was conducted in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised), and assurance over greenhouse gas emissions was conducted in accordance with ISAE 3410. The indicators that were assured are marked with a .

Performance Indicators Assured

- Energy inputs
- Greenhouse gas emissions Scope 1 (Energy-related CO2 emissions, and GHG emissions other than energy-related CO2)
- Greenhouse gas emissions Scope 2 (Energy-related CO2 emissions) *Calculated based on the market-based method.
- Greenhouse gas emissions Scope 3 Category 1 (Purchased goods and services)
- Greenhouse gas emissions Scope 3 Category 11 (Use of sold products)
- Total water withdrawal, Total water effluents discharged, Water quality (Biochemical Oxygen Demand (BOD) and Chemical Oxygen Demand (COD))

Environmental data

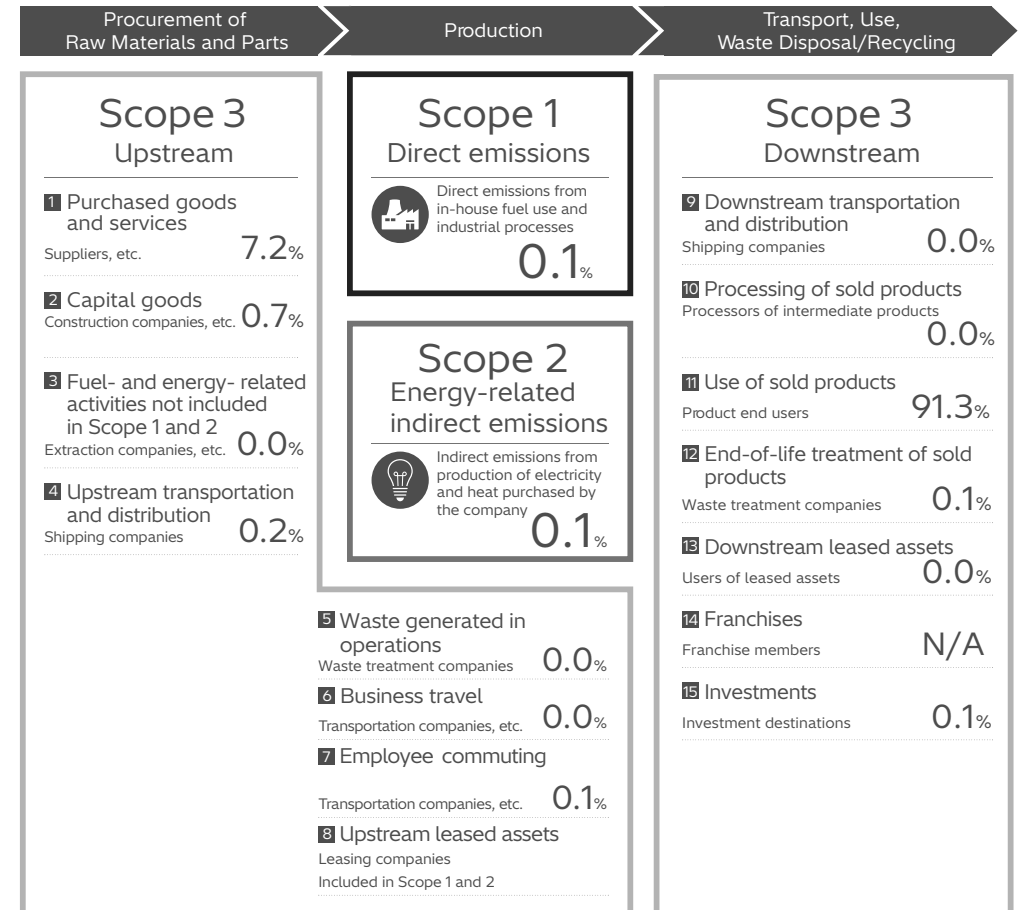
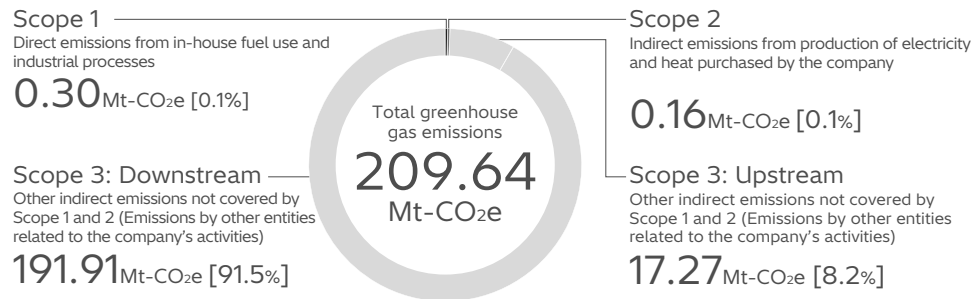
2027 Environmental Action Plan (fiscal 2025–2027)

GHG emissions throughout the value chain

Calculating GHG emissions throughout the value chain (Fiscal 2025)

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 CO₂. An extremely high share of our value chain emissions comes from the use of the products and services 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 2025)

Category	Description	Reporting boundary	Emissions (Mt-CO ₂ e)	Percentage (%)
Total Scope 1, 2, and 3		Hitachi Group	209.64	100.00
Total Scope 1 and 2*1		Hitachi Group	0.46	0.22
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	0.30 	0.14
Of which, category A	Direct emissions from in-house fuel use and industrial processes (aggregated for category A only)	Hitachi Group	0.29	0.14
Scope 2*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	0.16 	0.07
Of which, category A	Indirect emissions from production of electricity and heat purchased by the company (aggregated for category A only)	Hitachi Group	0.11	0.05
Scope 3 Total		Hitachi Group	209.18	99.78
Scope 3 Upstream (other indirect emissions)				
1 Purchased goods and services*4	Emissions from the resource extraction stage to the manufacturing stage, including raw materials, parts, supplied products, and sales	Hitachi Group	15.09 	7.20
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	Hitachi Group	1.44	0.69
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	Hitachi Group	0.06	0.03
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	Hitachi Group	0.50	0.24
5 Waste generated in operations	Emissions from the transportation, disposal, and treatment of waste generated from the company's operations	Hitachi Group	0.02	0.01
6 Business travel	Emissions generated from the fuel and electricity used by employees for business travel	Hitachi Group	0.05	0.02
7 Employee commuting	Emissions generated from the fuel and electricity used by employees commuting	Hitachi Group	0.11	0.05
8 Upstream leased assets	Emissions from the operation of assets leased by the company, excluding those counted in Scope 1 and 2	Hitachi Group	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	0.01	0.00
10 Processing of sold products	Emissions by downstream companies during the processing of intermediate products	Hitachi Group	0.02	0.01
11 Use of sold products*5	Emissions from the use of products by end users, such as consumers and businesses	Hitachi Group	191.46 	91.33
12 End-of-life treatment of sold products	Emissions from the transportation, waste disposal, and treatment of products by end users, such as consumers and businesses	Hitachi Group	0.22	0.10
13 Downstream leased assets	Emissions from the operating of assets owned by the reporting company as the lessor, which are leased to other entities	Hitachi Group	0.02	0.01
14 Franchises	Emissions by franchises under Scope 1 and 2	Hitachi Group	N/A	—
15 Investments	Emissions related to the management of investments	Hitachi Group	0.18	0.09

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 CO₂ emissions from electricity consumption is calculated using a market-based calculation method. CO₂ 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 Scope 3 Category 1 emissions are calculated for externally procured goods and services managed through respective procurement systems of Hitachi Group companies, using data collected through Hitachi's procurement data aggregation system

*5 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 SF₆ leakage are also included in the calculations for certain products, such as transformers and switchgear. CO₂ emission factors are based on IEA country-specific emission factors (mainly 2023 version)

Environmental load from operations

Energy inputs and GHG emissions during business operations

Energy inputs

			Reporting boundary	Unit	FY2021	FY2022*1	FY2023*2	FY2024	FY2025
			Hitachi Group	GWh	9,957	5,387	3,353	3,178	2,948 
Energy inputs	Electricity	Total	Hitachi Group	GWh	193	706	769	863	1,045
		(Self-generated amount: Includes on-site PPA)	Hitachi Group	GWh	34	25	29	41	56
		(Purchases: Includes non-fossil certificates)	Hitachi Group	GWh	159	681	741	822	989
		Fuel and heat*3	Biofuel*4	GWh (PJ)	—	—	62 (0.2)	66 (0.2)	64 (0.2)
Non-renewable energy	Electricity	Electricity	Hitachi Group	GWh	4,584	2,218	715	510	355
	Fuel and heat*3	City gas	Hitachi Group	GWh (billion m³)	1,373 (0.11)	767 (0.06)	665 (0.06)	631 (0.05)	89 (0.01)
		LPG, LNG	Hitachi Group	GWh (kt)	1,705 (118)	1,217 (82)	989 (65)	971 (64)	969 (64)
		Other natural gas	Hitachi Group	GWh (billion m³)	319 (0.03)	261 (0.02)	46 (0.004)	52 (0.005)	286 (0.027)
		Fuel oil (heavy oil, kerosene, etc.)	Hitachi Group	GWh (ML)	495 (47)	197 (19)	95 (9)	74 (7)	78 (7)
		Solid fuel (coke)	Hitachi Group	GWh (kt)	1,278 (156)	—	—	—	—
		Steam, hot water and cold water	Hitachi Group	GWh (PJ)	10 (0.04)	21 (0.08)	12 (0.04)	12 (0.04)	62 (0.22)

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 Past figures have been partly revised

Greenhouse gases emitted

		Reporting boundary	Unit	FY2021	FY2022* ¹	FY2023* ²	FY2024	FY2025* ⁶
Total greenhouse gases* ³		Hitachi Group	kt-CO ₂ e	3,412	1,565	676	601	460 
Energy-related total CO ₂ emissions	Total	Hitachi Group	kt-CO ₂	3,384	1,538	618	533	425 
	(Direct emissions)	Hitachi Group	kt-CO ₂	1,245	459	339	325	268 
	(Indirect emissions)	Hitachi Group	kt-CO ₂	2,139	1,079	279	208	157 
Total other than energy-related CO ₂ greenhouse gas emissions* ⁴	Total	Hitachi Group	kt-CO ₂ e	28.2	26.7	58.6	68.3	35.4 
	Sulfur hexafluoride (SF ₆)	Hitachi Group	kt-CO ₂ e	20.4	22.0	33.2	39.6	32.2
	Perfluorocarbons (PFC)	Hitachi Group	kt-CO ₂ e	1.9	1.3	0.9	0.1	0.4
	Hydrofluorocarbons (HFC)	Hitachi Group	kt-CO ₂ e	3.3	2.4	22.5	26.6	1.4
	Dinitrogen monoxide, nitrogen trifluoride, methane (N ₂ O, NF ₃ , CH ₄)	Hitachi Group	kt-CO ₂ e	2.5	0.9	1.9	1.7	1.1
	CO ₂ from non-energy sources	Hitachi Group	kt-CO ₂ e	0.1	0.2	0.2	0.2	0.2
	C ₄ -fluoronitrile (C ₄ -FN)* ⁵	Hitachi Group	kt-CO ₂ e	—	—	—	0.0	0.0

Note: CO₂ emissions from electricity consumption is calculated using a market-based calculation method. CO₂ 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 CO₂, are as follows: carbon dioxide from cooling and welding applications, methane used for research purposes, hydrofluorocarbons (HFC), perfluorocarbons (PFC), sulfur hexafluoride (SF₆), methane, nitrogen trifluoride (NF₃), dinitrogen monoxide (N₂O) 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 SF₆, which has a high greenhouse effect

*6 From fiscal 2025, HFC emissions for a recycling-related company have been calculated based on actual measured values

Raw material inputs and waste and valuables generation during business operations

Raw material inputs

			Reporting boundary	Unit	FY2021	FY2022*1,2	FY2023*3	FY2024*4	FY2025*4
Total amount of raw materials			Hitachi Group	kt	3,235	788	3,345	1,617	750
Raw materials	Metals	Total metals	Hitachi Group	kt	3,083	685	2,430	1,126	499
		New materials	Hitachi Group	kt	909	614	2,428	1,124	400
		Recycled materials, etc.	Hitachi Group	kt	2,175	71	2	2	99
	Plastics	Total plastics	Hitachi Group	kt	74	43	148	113	38
		New materials	Hitachi Group	kt	72	40	146	111	32
		Recycled materials, etc.	Hitachi Group	kt	2	3	2	2	6
	Other materials	Total other materials	Hitachi Group	kt	77	61	767	377	214
		New materials	Hitachi Group	kt	76	54	766	377	197
		Recycled materials, etc.	Hitachi Group	kt	1	7	0.1	0.1	16.6

Waste and valuables generated

		Reporting boundary	Unit	FY2021	FY2022*1,5	FY2023*6	FY2024	FY2025
Total waste and valuables generated	Total / (hazardous)	Hitachi Group	kt	1,111 /(61)	356 /(57)	164 /(13)	154 /(14)	162 /(14)
Waste reduction		Hitachi Group	kt	74 /(10.5)	47 /(23.1)	11 /(4.4)	7 /(3.3)	9 /(3.5)
Recycle	Reuse	Hitachi Group	kt	36 /(18.7)	18 /(6.2)	7 /(0.3)	7 /(0.4)	10 /(0.2)
	Materials recycled	Hitachi Group	kt	784 /(19.3)	256 /(16.7)	131 /(6.0)	122 /(6.9)	122 /(7.1)
	Thermal recovery	Hitachi Group	kt	13 /(6.5)	16 /(4.6)	11 /(1.6)	14 /(2.7)	17 /(3.0)
Landfill		Hitachi Group	kt	204 /(5.7)	20 /(6.5)	4 /(0.6)	4 /(0.4)	4 /(0.3)

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, the significant decrease is 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 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

Water Inputs and effluent discharges and consumption during business operations

Water input

		Reporting boundary	Unit	FY2021	FY2022*2,3	FY2023*4	FY2024	FY2025
Total water withdrawal*1	All areas / (Areas with water stress)	Hitachi Group	Million m ³	26.03	14.23	10.59	9.20/(1.26)	9.46  /(1.38)
Surface water	Tap water (water for drinking and other household uses)	Hitachi Group	Million m ³	5.23	5.53	2.37	2.23/(0.53)	2.53/(0.65)
	Industrial water, river water	Hitachi Group	Million m ³	12.47	5.17	5.28	4.33/(0.38)	3.99/(0.40)
	Rain water*5	Hitachi Group	Million m ³	0.01	0.01	0.01	0.16/(0.09)	0.09/(0.05)
Groundwater	All areas / (Areas with water stress)	Hitachi Group	Million m ³	8.32	3.52	2.93	2.48/(0.26)	2.85/(0.28)
Recycled water (Recycled from the wastewater of other organizations)	All areas / (Areas with water stress)	Hitachi Group	Million m ³	0.01	0.00	0.00	0.00/(0.00)	0.00/(0.00)

Water intensity

	Reporting boundary	Unit	FY2021	FY2022*2	FY2023	FY2024	FY2025
Water intensity*6	Hitachi Group	Million m ³ / billions of yen	0.0025	0.0013	0.0012	0.0009	0.0009

Water effluents discharged

		Reporting boundary	Unit	FY2021	FY2022*2,3	FY2023*4,7	FY2024	FY2025
Total water effluents discharged	All areas / (Areas with water stress)	Hitachi Group	Million m ³	21.25	12.15	9.14	8.22/(0.98)	8.29  /(1.03)
Public water	All areas / (Areas with water stress)	Hitachi Group	Million m ³	15.40	8.26	6.30	5.80/(0.35)	5.33/(0.35)
Sewerage	All areas / (Areas with water stress)	Hitachi Group	Million m ³	5.31	3.76	2.75	2.26/(0.62)	2.58/(0.67)
Groundwater	All areas / (Areas with water stress)	Hitachi Group	Million m ³	0.54	0.12	0.09	0.16/(0.00)	0.38/(0.01)
Water quality*8	BOD (biochemical oxygen demand)	Hitachi Group	t	156	77	9	7	5 
	COD (chemical oxygen demand)	Hitachi Group	t	301	137	2	2	3 

Consumption

		Reporting boundary	Unit	FY2021	FY2022 ^{*2,3}	FY2023 ^{*4}	FY2024	FY2025
Total consumption	All areas / (Areas with water stress)	Hitachi Group	Million m ³	4.78	2.08	1.45	0.98 / (0.28)	1.17 / (0.35)
Contained in products	All areas / (Areas with water stress)	Hitachi Group	Million m ³	0.00	0.00	0.00	0.00 / (0.00)	0.00 / (0.00)
Contained in waste	All areas / (Areas with water stress)	Hitachi Group	Million m ³	0.01	0.00	0.00	0.00 / (0.00)	0.00 / (0.00)
Evaporation, etc.	All areas / (Areas with water stress)	Hitachi Group	Million m ³	4.77	2.08	1.45	0.98 / (0.28)	1.17 / (0.35)

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 at locations other than manufacturing sites. Figures for fiscal 2022 through fiscal 2024 represent water usage in manufacturing processes and general daily usage at Category A manufacturing sites. Figures for fiscal 2025 represent water usage in manufacturing processes and general daily usage at all 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	FY2021	FY2022 ^{*3}	FY2023 ^{*4}	FY2024	FY2025
Total chemical substances handled ^{*1}	Chemical substances handled	Hitachi Group	kt	26.20	1.70	0.97	0.68	0.65

Chemical substances discharged

		Reporting boundary	Unit	FY2021	FY2022 ^{*2}	FY2023 ^{*3}	FY2024 ^{*5}	FY2025
Total chemical substances discharged		Hitachi Group	kt	3.50	1.39	0.65	0.49	0.55
Chemical substances discharged	Chemical substances discharged ^{*4} (VOC, etc.)	Hitachi Group	kt	2.50	1.09	0.62	0.47	0.45
	SOx (sulfur oxides)	Hitachi Group	kt	0.2	0.01	0.00	0.00	0.04
	NOx (nitrogen oxides)	Hitachi Group	kt	0.8	0.29	0.03	0.02	0.06

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 in fiscal 2022 due to deconsolidation of materials-related and construction machinery-related companies

*3 In fiscal 2023, the amount decreased due to the deconsolidation of the auto parts-related companies

*4 Approximately 100% of chemical emissions classified as VOCs

*5 Past figures have been partly revised

Environmental management data

Number of ISO 14001 certified companies

	Reporting boundary	Unit	FY2021	FY2022* ¹	FY2023* ^{2,3}	FY2024	FY2025
Total	Hitachi Group	Companies	185	281	178	184	181
Japan	Hitachi Group	Companies	66	66	45	44	44
China	Hitachi Group	Companies	43	61	34	29	29
ASEAN, India and the rest of Asia	Hitachi Group	Companies	43	50	27	36	29
North America	Hitachi Group	Companies	9	13	15	16	14
Europe	Hitachi Group	Companies	15	52	47	44	49
Other	Hitachi Group	Companies	9	39	10	15	16

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

Number of regulatory violations and complaints

		Reporting boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Regulatory violations	Water quality	Hitachi Group	Cases	2	0	1	0	3
	Air quality	Hitachi Group	Cases	0	2	0	0	1
	Waste materials	Hitachi Group	Cases	3	0	2	2	1
	Other (equipment registration, etc.)	Hitachi Group	Cases	3	0	0	1	0
		Hitachi Group	Cases	3	0	1	0	0
Complaints		Hitachi Group	Cases	3	0	1	0	0

Environmental accounting

Environmental protection costs

			Reporting boundary	Unit	FY2021	FY2022*2	FY2023*3	FY2024	FY2025
Total			Hitachi Group	Billion Yen	79.97	57.21	44.35	41.28	60.83
Expenses	Business area	Maintenance costs for equipment with low environmental loads, depreciation, etc.*1	Hitachi Group	Billion Yen	19.56	6.30	4.55	4.47	4.88
	Upstream/Downstream	Green procurement expenses, recovery and recycling of products and packaging, recycling expenses	Hitachi Group	Billion Yen	0.64	0.08	0.06	0.06	0.05
	Administration	Labor costs for environmental management and the implementation and maintenance of environmental management systems	Hitachi Group	Billion Yen	5.40	3.06	3.14	2.83	3.09
	Research and development	Costs of research and development and product designs to reduce the environmental burden caused by products and production processes	Hitachi Group	Billion Yen	53.79	47.55	36.37	33.66	52.56
	Social activities	Planting, beautification and other environmental improvement costs	Hitachi Group	Billion Yen	0.26	0.11	0.15	0.18	0.25
	Environmental remediation	Environmental mitigation costs, contributions and charges	Hitachi Group	Billion Yen	0.32	0.11	0.08	0.08	0.01

*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 FY2025 activities	Reporting boundary	Unit	FY2021	FY2022*2	FY2023*3	FY2024	FY2025
Total		Hitachi Group	Billion Yen	19.20	11.95	1.65	1.30	1.17
Net income effects	Recovering value from waste by sorting and recycling	Hitachi Group	Billion Yen	15.15	7.89	1.15	0.83	0.98
Cost reduction effects	Installing high-efficiency equipment (lighting, power supply, etc.)	Hitachi Group	Billion Yen	4.05	4.06	0.50	0.47	0.19

*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 2026, we recorded 3.0 billion yen in costs for the disposal of waste containing PCBs and 0.8 billion yen to clean up contaminated soil.

Social data

Human capital

Employee data

	Reporting boundary		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees (by region)	Hitachi Group	Total	People	368,247	322,525	268,655* ¹	282,743	287,901
		(By region)						
		Japan	People	156,768	133,762	113,737	112,749	115,544
		China	People	50,707	43,410	33,167	33,735	35,088
		ASEAN, India and the rest of Asia	People	69,876	62,614	52,704	55,655	54,026
		North America	People	27,914	22,863	17,906	19,683	18,866
		Europe	People	42,519	43,155	42,240	50,657	53,295
		Other areas	People	20,463	16,721	8,901	10,264	11,082
Number of employees (by gender and age)	Hitachi Group* ²	Total	People	283,020	294,746	237,160	246,797	256,007
		(By gender)						
		Men	People	227,652	230,947	185,607	191,444	198,034
		Women	People	55,368	63,799	51,553	55,353	57,973
		(By age)* ³						
		15–19 years old	%	0.4	0.5	0.4	0.3	0.4
		Japan	%	0.3	0.2	0.2	0.2	0.2
		Outside Japan	%	0.1	0.2	0.2	0.2	0.2
		20–29 years old	%	15.2	19.0	19.9	19.5	19.7
		Japan	%	8.2	6.6	7.3	7.5	7.8
		Outside Japan	%	7.0	12.4	12.5	12.0	12.0
		30–39 years old	%	27.8	29.5	28.1	28.1	28.2
		Japan	%	12.7	9.8	10.1	9.6	9.4
		Outside Japan	%	15.1	19.6	18.0	18.5	18.8
		40–49 years old	%	28.5	26.2	25.1	25.3	25.5
		Japan	%	17.5	13.0	13.1	12.2	11.6
		Outside Japan	%	11.0	13.1	12.0	13.2	13.9
		50–59 years old	%	25.6	22.6	23.9	23.7	23.2
		Japan	%	19.1	15.9	17.2	16.2	15.7
		Outside Japan	%	6.5	6.7	6.7	7.4	7.5
		60–69 years old	%	2.4	2.2	2.6	2.9	3.0
		Japan	%	0.6	0.4	0.5	0.5	0.4
		Outside Japan	%	1.8	1.8	2.1	2.5	2.6
		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	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees (by gender and age)	Hitachi, Ltd.	Total	People	29,485	28,672	28,111	25,892	25,934
		(By gender)						
		Men	People	23,749	22,939	22,375	20,340	20,229
		Women	People	5,736	5,733	5,736	5,552	5,705
Average age	Hitachi Group*2	Total	Age	41.7	40.4	40.6	40.8	40.9
		(By gender)						
		Men	Age	42.1	40.9	41.2	41.3	41.4
		Women	Age	40.2	38.5	38.5	38.8	39.2
	Hitachi, Ltd.	Total	Age	43.3	43.4	43.4	42.9	42.3
		(By gender)						
		Men	Age	43.8	43.9	43.9	43.4	42.9
		Women	Age	41.1	41.2	41.3	40.8	40.3
Average service (years)	Hitachi Group*2	Total	Years	13.5	12.6	12.9	12.6	11.8
		(By region)						
		Japan	Years	18.1	18.3	19.2	18.7	17.6
		China	Years	9.2	10.2	11.2	11.1	10.6
		ASEAN, India and the rest of Asia	Years	8.2	7.1	5.0	5.0	4.8
		North America	Years	7.5	8.3	8.2	8.0	7.8
		Europe	Years	5.7	9.1	8.8	9.3	8.8
		Other areas	Years	5.7	6.7	6.8	6.7	6.2
		(By gender)						
		Men	Years	13.8	13.4	13.7	13.3	12.5
		Women	Years	10.9	10.1	10.1	10.0	9.4
	Hitachi, Ltd.	Total	Years	18.5	18.6	18.5	18.1	17.0
		(By gender)						
		Men	Years	19.0	19.2	19.1	18.7	17.6
		Women	Years	16.2	16.3	16.4	15.8	14.9
Turnover rate*4,5	Hitachi Group*2	Total	%	7.5	8.5	6.3	5.8	6.0
		(By region)						
		Japan	%	3.3	2.6	2.6	2.4	2.2
		Outside Japan	%	13.1	13.5	9.7	8.7	9.0
		(By gender)						
		Men	%	7.1	7.8	6.1	5.9	5.8
		Women	%	8.9	10.8	6.9	5.5	6.4
	Hitachi, Ltd.	Total	%	1.8	2.0	2.1	2.0	2.1
		(By gender)						
		Men	%	1.7	1.8	2.1	1.9	2.0
		Women	%	2.3	2.8	2.6	2.4	2.6

*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 2025, the number of manufacturing workers not registered in the employee database was 22,000

*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

Talent development

	Reporting boundary		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of participants of management training programs	Hitachi Group	For management leaders	People	76	87	72	74	48
		For managers	People	3,900	4,191	3,871	4,186	3,831
Training hours per employee	Hitachi Group*1		Hours	25.9	27.9	30.4	32.5	31.6
Average amount invested in training per employee	Hitachi Group*1		Yen	58,300	77,400	86,405	84,513*2	82,600

*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 The past figure has been revised

AI professional talents

	Reporting boundary		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of AI professional talents*1	Hitachi Group		People	—	—	—	22,000	39,000

*1 The figures are the cumulative count of achievements meeting the prescribed criteria, including completion of internal development programs and acquisition of vendor-certified AI-related qualifications. Figures are shown in thousands

Employee engagement

	Reporting boundary		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Employee engagement score*1	Hitachi Group	Global average	Points	65	69.5	68.6	71.5	73.3
		(By region)						
		Japan	Points	56	61.2	61.6	63.2	65.6
		Outside Japan	Points	80	82.3	80.2	80.9	81.6

*1 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	FY2021	FY2022	FY2023	FY2024	FY2025
Number and ratio of registered employees*1	Hitachi Group*2	Total number of registered employees	People	291,028	301,320	241,504	253,983	263,171
		Number and ratio of women employees	People (%)	58,830 (20.2)	67,224 (22.3)	54,315 (22.5)	58,801 (23.2)	61,645 (23.4)
		(By region) Japan	People (%)	26,773 (16.5)	24,832 (17.9)	22,815 (19.4)	23,590 (20.2)	24,648 (20.8)
		China	People (%)	7,594 (35.7)	7,869 (35.1)	4,504 (34.3)	4,666 (33.5)	4,887 (33.3)
		ASEAN, India and the rest of Asia	People (%)	9,120 (20.6)	15,851 (25.2)	11,359 (25.7)	11,785 (26.0)	12,322 (25.7)
		North America	People (%)	4,954 (25.7)	5,076 (25.1)	4,049 (24.3)	4,689 (25.3)	4,647 (25.0)
		Europe	People (%)	6,761 (23.8)	9,705 (23.6)	9,707 (24.0)	11,868 (24.6)	12,756 (24.7)
		Other areas	People (%)	3,628 (23.4)	3,891 (24.6)	1,881 (19.8)	2,203 (19.9)	2,385 (20.2)
	Hitachi, Ltd.	Total number of registered employees	People	32,713	32,086	31,565	29,381	29,186
		Number and ratio of women employees	People (%)	6,595 (20.2)	6,584 (20.5)	6,563 (20.8)	6,356 (21.6)	6,482 (22.2)
Number and ratio of managers*3	Hitachi Group*1,2	Total number of managers	People	48,690	65,171	61,291	74,135	86,417
		Number and ratio of women employees	People (%)	4,762 (9.8)	8,461 (13.0)	8,639 (14.1)	11,739 (15.8)	15,040 (17.4)
		(By region) Japan	People (%)	1,540 (4.5)	1,609 (5.0)	1,669 (5.7)	1,821 (6.3)	1,979 (6.8)
		Outside Japan	People (%)	3,222 (22.4)	6,852 (20.8)	6,970 (21.7)	9,918 (21.9)	13,061 (22.7)
	Hitachi, Ltd.*4	Total number of managers	People	11,584	11,188	11,049	10,152	10,004
		Number and ratio of women employees	People (%)	785 (6.8)	826 (7.4)	866 (7.8)	863 (8.5)	894 (8.9)
		(By region) Department manager or above	People (%)	146 (4.3)	160 (5.0)	170 (5.3)	179 (6.0)	194 (6.5)
		Section manager	People (%)	639 (7.8)	666 (8.4)	696 (8.9)	684 (9.5)	700 (10.0)
Wage ratio of women to men*1, 5, 6	Hitachi Group*2	All employees	%	—	—	80.1	82.6	82.4
		Permanent and full-time employees	%	—	—	80.6	83.5	83.5
		Managerial level	%	—	—	92.3	92.8	90.8
		Non-managerial level	%	—	—	86.2	86.7	86.7
		Part-time or fixed-term employees	%	—	—	74.0	73.7	67.1
	Hitachi Group companies in Japan*7	All employees	%	—	—	69.4	71.7	72.9
		Permanent and full-time employees	%	—	—	70.2	72.3	73.9
		Managerial level	%	—	—	95.7	95.0	95.4
		Non-managerial level	%	—	—	79.2	80.1	81.7
		Part-time or fixed-term employees	%	—	—	61.5	62.4	65.1
	Hitachi Group companies outside Japan*2,8	All employees	%	—	—	89.9	92.2	91.2
		Permanent and full-time employees	%	—	—	89.5	92.3	91.3
		Managerial level	%	—	—	88.8	90.5	86.7
		Non-managerial level	%	—	—	91.9	91.3	90.6
		Part-time or fixed-term employees	%	—	—	97.2	91.4	83.7

	Reporting boundary		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number and ratio of new employees hired	Hitachi Group*1,2	Total	People	29,539	32,733	25,696	26,482	27,448
		Number and ratio of new women employees hired	People (%)	6,489 (22.0)	9,593 (29.3)	7,003 (27.3)	7,280 (27.5)	7,441 (27.1)
		(By region)						
		Japan	People (%)	2,051 (15.7)	1,275 (25.8)	1,346 (26.0)	1,646 (27.2)	1,740 (26.8)
		China	People (%)	449 (38.3)	377 (29.0)	179 (23.4)	225 (25.3)	284 (24.7)
		ASEAN, India and the rest of Asia	People (%)	1,402 (22.0)	4,314 (30.4)	2,900 (27.9)	2,820 (28.1)	2,746 (28.5)
		North America	People (%)	927 (27.9)	1,212 (28.3)	897 (30.8)	848 (29.6)	685 (26.9)
		Europe	People (%)	971 (27.9)	1,482 (28.8)	1,217 (27.2)	1,304 (26.4)	1,577 (28.0)
		Other areas	People (%)	689 (27.4)	933 (32.7)	464 (23.6)	374 (21.9)	409 (21.5)
	Hitachi, Ltd.	Total	People	911	1,088	1,207	1,301	1,587
		Number and ratio of new women employees hired	People (%)	195 (21.4)	247 (22.7)	277 (22.9)	307 (23.6)	371 (23.4)

*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 2025, the number of manufacturing workers not registered in the employee database was 22,000

*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 there is a higher proportion of women employees working shorter hours 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 2022	June 2023	June 2024	June 2025	June 2026
Ratio of women and ethnically/culturally diverse executive and corporate officers	Hitachi, Ltd.	Women	Number	9	9	9	11	11
			Ratio	12.2	11.4	11.8	15.9	15.9
		Non-Japanese	Number	13	16	19	18	16
			Ratio	17.6	20.3	25.0	26.1	23.2

	Reporting boundary		Unit	June 2022	June 2023	June 2024	June 2025	June 2026
Ratio of women and ethnically/culturally diverse directors	Hitachi, Ltd.	Total	People	12	12	12	12	11
		Gender	Men	10	10	10	10	8
				83.3	83.3	83.3	83.3	72.7
			Women	2	2	2	2	3
				16.7	16.7	16.7	16.7	27.3
		Nationality	Japanese	7	7	7	8	7
				58.3	58.3	58.3	66.7	63.6
			Non-Japanese	5	5	5	4	4
				41.7	41.7	41.7	33.3	36.4

Maternity / partner's leave, child-care leave

	Reporting boundary		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Maternity / partner's leave	Hitachi, Ltd.	Utilization rate*1	Men	%	32.9	43.9	51.3	58.3
			Women	%	100.0	100.0	100.0	100.0
		Return rate for recipients*2	Men	%	100.0	100.0	100.0	100.0
			Women	%	100.0	98.3	99.5	97.5
		Retention rate for recipients*3	Men	%	97.5	99.4	97.3	100.0
			Women	%	98.5	100.0	100.0	98.5
Child-care leave	Hitachi, Ltd.	Utilization rate*4	Men	%	9.9	18.4	26.3	36.0
			Women	%	100.0	100.0	100.0	99.5
		Return rate for recipients*5	Men	%	100.0	100.0	92.3	100.0
			Women	%	100.0	99.3	98.5	99.5
		Retention rate for recipients*6	Men	%	94.4	100.0	96.3	98.2
			Women	%	96.6	95.9	96.7	98.7
Child-care or partner maternity leave	Hitachi, Ltd.	Utilization rate*7	Men	%	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 voluntarily without returning

*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 child-care 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 2022	June 2023	June 2024	June 2025	June 2026
Employment of people with disabilities	Hitachi, Ltd.*1	People	2,767	2,650	2,290	2,334	2,560
Employment rate of people with disabilities	Hitachi, Ltd.*1	%	2.43	2.48	2.64	2.66	2.74

*1 It includes special subsidiaries and related group companies (One special subsidiary and 22 related group companies as of June 2026)

Health and safety

	Reporting boundary		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Total recordable injury frequency rate (TRIFR* ¹)	Hitachi Group	Total	—	0.27	0.26	0.16	0.13	0.15
		(By region)						
		Japan	—	0.12	0.14	0.13	0.11	0.11
		Asia (excluding Japan)	—	0.11	0.09	0.05	0.05	0.07
		North America, Central and South America	—	1.20	1.10	0.38	0.30	0.32
		Europe	—	0.45	0.39	0.32	0.26	0.30
Number of fatal incidents	Hitachi Group (including contractors)		Cases	2	5	4	2	4
Number of fatalities	Hitachi Group	Employees	People	1	3	0	2	3
	Hitachi, Ltd.	Employees	People	0	0	0	0	0
	Contractors	Contractors	People	1	2	5	0	1
Lost time injury frequency rate (LTIFR* ²)	Hitachi Group		—	0.11	0.10	0.07	0.06	0.07
Number of lost time injuries	Hitachi Group		Cases	432	372	175	161	192
	Hitachi Group companies in Japan		Cases	44	51	25	14	23
	Hitachi, Ltd.		Cases	1	4	3	2	2

*1 Total Recordable Injury Frequency Rate (number of recordable injuries per 200,000 work hours)

*2 Lost Time Injury Frequency Rate (number of recordable injuries per 200,000 working hours)

	Reporting boundary		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Absence rate	Hitachi Group companies in Japan	(By health type)	Mental* ¹	—	—	0.85	0.90	0.95
			Physical* ²	—	—	—	—	0.18

*1 Percentage of employees who took seven or more consecutive days of sick leave or a leave of absence due to a mental illness (Number of cases of sick leave or leave of absence due to a mental illness ÷ average monthly number of employees × 100)

*2 Percentage of employees who took seven or more consecutive days of sick leave or a leave of absence due to a physical illness (Number of cases of sick leave or leave of absence due to a physical illness ÷ average monthly number of employees × 100)

	Reporting boundary		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Medical exam and screening attendance rates	Hitachi Group companies in Japan	(By exam type)	General physical exam* ¹	%	80.6	82.4	92.8	92.4
			Lung cancer screening* ¹	%	98.0	98.7	97.2	97.2
			Intestinal cancer screening* ²	%	85.5	87.3	86.4	85.5
			Stomach cancer screening* ²	%	84.7	86.5	85.5	84.5
			Breast cancer screening* ³	%	57.1	58.4	61.0	60.1
			Uterine cancer screening* ⁴	%	39.3	40.9	42.1	47.5
Smoking rate* ⁵	Hitachi Group companies in Japan		%	27.6	27.0	26.3	24.6	24.1

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

Sustainable procurement

Sustainable procurement activities

	Reporting boundary	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Sustainability assessment	Hitachi Group	Companies	(Human rights) 2,524* ¹ (Environment) 708* ¹	1,374* ²	3,227	4,029	5,090
Sustainability audits	Hitachi Group	Companies	25	128* ³	150	153	142
Sustainable procurement seminars	Hitachi Group	Companies	359	520	269* ⁴	156	388

*1 Sustainability assessment in fiscal 2021 was focused on human rights and the environment

*2 Sustainability assessment 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	FY2021	FY2022* ¹	FY2023* ²	FY2024	FY2025
Rate of local procurement of materials for main regions	Hitachi Group (By region)	China	%	95	93	95	96
		Asia (excluding China and Japan)	%	87	85	81	76
		Europe	%	83	83	82	91
		Americas	%	83	74	82	77

*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	FY2021	FY2022	FY2023	FY2024	FY2025
Green purchasing rate* ¹	Hitachi Group companies in Japan	%	83	81	81	82	88

*1 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	FY2021	FY2022	FY2023	FY2024	FY2025
Funding for social contribution activities	Hitachi Group and The Hitachi Global Foundation*1	Total	Million yen	1,869	1,490	2,441	3,273	2,091
		(By area)*2						
		STEAM	Million yen (%)	201 (10.8)	193 (12.9)	433 (17.8)	497 (15.2)	452 (21.6)
		Environment	Million yen (%)	36 (1.9)	65 (4.3)	49 (2.0)	112 (3.4)	88 (4.2)
		Community support	Million yen (%)	295 (15.8)	444 (29.8)	360 (14.7)	1,636 (50.0)	430 (20.6)
		Other	Million yen (%)	1,337 (71.5)	789 (52.9)	1,599 (65.5)	1,028 (31.4)	1,121 (53.6)
		Of which, disaster relief and humanitarian aid	Million yen (%)	143 (7.7)	163 (11.0)	105 (4.3)	44 (1.3)	74 (3.6)
Total employees participating	Hitachi Group and The Hitachi Global Foundation*1		People	33,585	23,576	28,398	32,493	33,968

*1 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 and The Hitachi Global Foundation. Outside Japan: 207 companies
FY2025 Japan: Hitachi, Ltd., 70 Group companies and The Hitachi Global Foundation. Outside Japan: 163 companies

*2 Area classifications were changed from fiscal 2022

Governance data

Corporate governance

Leadership demographics

	Unit		Gender		Nationality	
		Total	Men	Women	Japanese	Non-Japanese
Directors	People	11*1	8	3	7	4
Executive officers	People	36	31	5	31	5
Executive officers and corporate officers	People	69	58	11	53	16
Ratio of women and ethnically/culturally diverse executive and corporate officers	%			15.9		23.2

Note: As of June 2026
*1 Including 8 independent directors (4 from Japan and 4 from outside Japan)

Business ethics and compliance

Business ethics and compliance training

	Reporting boundary	Unit	FY2021	FY2022	FY2023*2	FY2024	FY2025
Number of participants of business ethics and compliance training	Hitachi Group*1	People	341,888	331,525	293,985	291,849	316,164
Participation rate of business ethics and compliance training	Hitachi Group*1	%	99.1	95.1	79.2	94.6	96.9

*1 Participants of Hitachi Group employees of this training include temporary and part-time workers

*2 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

Hitachi Global Compliance Hotline (Whistleblower system)

	Reporting boundary		Unit	FY2021	FY2022	FY2023*1	FY2024	FY2025
Number of compliance reports	Hitachi Group	Total	Cases	1,023	1,276	1,613	1,974	1,950
		(By category)						
		HR issues (Labor management, travel expenses, commuting costs, etc.)	Cases	226	294	281	287	297
		Harassment	Cases	341	457	669	865	777
		Financial	Cases	27	34	69	88	134
		Procurement	Cases	26	29	8	21	19
		Competition law	Cases	3	2	7	11	5
		Bribery	Cases	30	31	43	35	31
		Others	Cases	370	429	536	667	687
		(By area)						
		Americas	Cases	238	343	389	479	432
		Europe	Cases	98	202	218	296	409
		Middle East/North Africa	Cases	54	59	46	55	58
		Sub-Sahara	Cases	13	4	7	9	9
		APAC (excluding Japan)	Cases	234	240	336	388	277
		Japan	Cases	386	428	617	747	765

*1 Past figures have been partly revised