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	F	Reporting Boundary	Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Number of employees Hitachi Gro	oup Total		People	295,941	301,056	350,864	368,247	322,525
	(By region)*1	Japan		162,083	162,100	158,194	156,768	133,762
		China		40,784	41,673	51,903	50,707	43,410
		ASEAN, India, and the rest of Asia	— Doople	44,229	45,114	61,411	69,876	62,614
		North America	- People	20,985	22,034	27,122	27,914	22,863
		Europe		17,074	17,850	32,449	42,519	43,155
		Other areas		10,786	12,285	19,785	20,463	16,721
	Total		People	239,802	244,962	279,659	283,020	294,746
	(By gender)*	² Male	Dooplo	196,221	199,603	228,278	227,652	230,947
		Female	- People	43,581	45,359	51,381	55,368	63,799
	(By age)*2*3	15-19 years old	%	0.5	0.5	0.5	0.4	0.5
		Japan	— %	0.4	0.4	0.4	0.3	0.2
		Outside Japan		0.1	0.1	0.1	0.1	0.2
		20-29 years old	%	15.4	15.7	14.9	15.2	19.0
		Japan	0/	10.0	9.8	8.6	8.2	6.6
		Outside Japan	— %	5.4	5.9	6.3	7.0	12.4
		30-39 years old	%	27.5	26.8	27.5	27.8	29.5
		Japan	- %	17.8	16.5	13.9	12.7	9.8
		Outside Japan		9.7	10.1	13.6	15.1	19.6
		40-49 years old	%	30.8	30.4	29.1	28.5	26.2
		Japan	0/	25.1	23.8	19.4	17.5	13.0
		Outside Japan	— %	5.7	6.6	9.7	11.0	13.1
		50-59 years old	%	24.3	25.1	25.6	25.6	22.6
	_	Japan	— %	21.3	21.5	19.6	19.1	15.9
		Outside Japan	70	3.0	3.6	6.0	6.5	6.7

^{*1} Regional classifications were changed from fiscal 2020. *2 Approximately 20,000 manufacturing workers not registered in the employee database and approximately 8,000 employees of some newly consolidated companies are not included.

^{*3} Hitachi does not employ 0-14 years old children.

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		Repo	rting Boundary	Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Number of employees	Hitachi Group	(By age)*2*3	60-69 years old	%	1.5	1.6	2.4	2.4	2.
			Japan	0/	0.6	0.6	0.6	0.6	0.
			Outside Japan	— %	0.9	0.9	1.8	1.8	1.8
			Over 70 years old	%	0.0	0.0	0.1	0.1	0.
			Japan	— %	0.0	0.0	0.0	0.0	0.
			Outside Japan	— %	0.0	0.0	0.1	0.1	0.
	Hitachi, Ltd.	Total		People	33,490	31,442	29,850	29,485	28,67
		(By gender)	Male	Doonlo	27,828	25,628	24,100	23,749	22,93
			Female	- People	5,662	5,814	5,750	5,736	5,73
Average age	Hitachi Group*2	Total		Age	41.3	41.5	41.8	41.7	41.
		(By gender)	Male	Ago	41.9	41.9	42.2	42.1	41.
			Female	— Age	39.0	39.4	40.1	40.2	39.
	Hitachi, Ltd.	Total		Age	42.1	42.4	43.0	43.3	43.
		(By gender)	Male	Ago	42.6	43.0	43.5	43.8	43.
			Female	— Age	39.5	40.1	40.8	41.1	41.
-	Hitachi Group*2	Total		Years	15.1	15.0	13.6	13.5	12.
(years)		(By region)*1	Japan		18.8	18.8	18.9	18.1	18.
			China		8.8	8.4	8.4	9.2	10.
			ASEAN, India, and the rest of Asia	— Years	7.4	7.4	7.2	8.2	7.
			North America	— Years	7.1	7.2	6.4	7.5	8.
			Europe		7.6	8.3	6.0	5.7	9.
			Other areas	_	6.4	7.6	7.5	5.7	6.
		(By gender)	Male		15.8	15.7	14.2	13.8	13.
			Female	— Years	11.8	11.8	11.0	10.9	10.
	Hitachi, Ltd.	Total		Years	18.0	17.9	18.3	18.5	18.
		(By gender)	Male	\/	18.5	18.5	18.8	19.0	19.
			Female	— Years	15.6	15.6	16.0	16.2	16.
Turnover rate*4*5	Hitachi Group*2	Total		%	6.3	5.2	4.3	7.5	8.
		(By region)*¹	Japan	0/	2.2	2.5	2.0	3.3	2.
			Outside Japan	 %	15.4	10.9	7.4	13.1	13.

^{*1} Regional classifications were changed from fiscal 2020. *2 Approximately 20,000 manufacturing workers not registered in the employee database and approximately 8,000 employees of some newly consolidated companies are not included.

^{*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.



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	Reporting Boundary			Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Turnover rate*4*5	Hitachi Group*2	(By gender)	(By gender) Male		5.8	4.8	4.1	7.1	7.8
			Female	%	8.4	7.2	5.2	8.9	10.8
	Hitachi, Ltd.	Total		%	1.6	1.7	1.4	1.8	2.0
		(By gender)	Male	0/	1.4	1.5	1.3	1.7	1.8
		Female		%	3.0	2.8	2.1	2.3	2.8

^{*2} Approximately 20,000 manufacturing workers not registered in the employee database and approximately 8,000 employees of some newly consolidated companies are not included.

Diversity, Equity and Inclusion

		Repo	rting Boundary	Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Number and ratio of	Hitachi Group*2	Total number of r	registered employees	%	242,994	251,016	285,857	291,028	301,320
registered employees*	1	Number and F	Ratio of female employees	People (%)	45,580 (18.8)	48,665 (19.4)	54,719 (19.1)	58,830 (20.2)	67,224 (22.3)
		(By region)	Japan		25,076 (14.9)	26,203 (15.6)	26,106 (16.0)	26,773 (16.5)	24,832 (17.9)
			China		6,733 (39.5)	6,856 (37.5)	7,232 (34.1)	7,594 (35.7)	7,869 (35.1)
			ASEAN, India, and the rest of Asia		6,231 (24.6)	6,828 (25.3)	6,990 (20.7)	9,120 (20.6)	15,851 (25.2)
			North America	— People (%)	3,176 (26,2)	3,955 (24.9)	4,298 (22.7)	4,954 (25.7)	5,076 (25.1)
	_		Europe		2,348 (21.5)	2,361 (21.3)	6,903 (22.0)	6,761 (23.8)	9,705 (23.6)
			Other areas		2,016 (22.1)	2,462 (23.4)	3,190 (18.2)	3,628 (23.4)	3,891 (24.6)
	Hitachi, Ltd.	Total number of registered employees		People	37,489	34,997	33,198	32,713	32,086
		Number and F	Ratio of female employees	People (%)	6,678 (17.8)	6,649 (19.0)	6,537 (19.7)	6,595 (20.2)	6,584 (20.5)
Number and Ratio of	Hitachi Group*1*2	Total number of managers		People	47,831	48,336	48,712	48,690	65,171
managers*3		Number and Ratio of female managers		People (%)	3,975 (8.3)	4,302 (8.9)	4,641 (9.5)	4,762 (9.8)	8,461 (13.0)
	Hitachi, Ltd.*4	Total number of r	Total number of managers		13,332	12,694	11,881	11,584	11,188
		Number and F	Ratio of female managers	People (%)	635 (4.8)	700 (5.5)	768 (6.5)	785 (6.8)	826 (7.4)
		(By rank)	General manager or above	D 1 (0/)	135 (3.4)	147 (3.9)	156 (4.5)	146 (4.3)	160 (5.0)
			Section manager	People (%)	500 (5.3)	553 (6.2)	612 (7.3)	639 (7.8)	666 (8.4)
Wage Ratio of	Hitachi, Ltd.	All employees					_		66.4
Women to Men*1*5		Permanent and full-time employees Part-time and fixed-term employees		Female/Male			_		66.7
				(%)	_		_		55.3

^{*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 Approximately 20,000 manufacturing workers not registered in the employee database and approximately 8,000 employees of some newly consolidated companies are not included. *3 The increase in the number and percentage of female managers over time reflects improved coverage of our human capital databases and changes in the number of consolidated companies. And, does not include subsidiaries with unregistered employees at certain grades (positions). *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 "All employees" is the sum of "Permanent and full-time employees" and "Part-time or fixed-term employees." The "Permanent and full-time employees in full-time employees in full-time employees, who are either part-time or fixed-term employees." The "Permanent and full-time employees in full-time employees." The "Permanent and full-time employees in full-time employees." The "Permanent and full employees. There are no gender-based differences in the employee compensation system. The difference in per capita wages for men and women is mainly due to higher proportion of men at higher employee grades, including management positions, and higher proportion of women who work shorter hours.

^{*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.

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	Repor	ting Boundary	Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Number and Ratio of Hitachi Group*2	Total		People	17,120	14,997	17,963	29,539	32,733
new employees hired	Number and R	atio of new female employees hired	People (%)	4,574 (26.7)	3,943 (26.3)	4,269 (23.8)	6,489 (22.0)	9,593 (29.3)
Tilled	(By region)	Japan		1,438 (23.1)	1,372 (23.0)	1,329 (23.9)	2,051 (15.7)	1,275 (25.8)
		China		432 (35.6)	400 (30.9)	371 (31.9)	449 (38.3)	377 (29.0)
		ASEAN, India, and the rest of Asia	- People (%) -	793 (25.3)	1,002 (27.7)	595 (22.2)	1,402 (22.0)	4,314 (30.4)
		North America		1,002 (32.8)	635 (29.7)	574 (23.2)	927 (27.9)	1,212 (28.3)
		Europe		313 (23.8)	147 (22.9)	970 (26.5)	971 (27.9)	1,482 (28.8)
		Other areas		596 (27.3)	387 (28.9)	430 (17.8)	689 (27.4)	933 (32.7)

^{*2} Approximately 20,000 manufacturing workers not registered in the employee database and approximately 8,000 employees of some newly consolidated companies are not included.

	Reporting I	Boundary	Unit	June 2019	July 2020	June 2021	June 2022	June 2023
female and non-Japanese executive and	Number of female executive and corporate officers		People	4	5	7	9	9
	Ratio of female executive and corporate officers	Littophi: Ltd	%	5.0	7.1	10.1	12.2	11.4&
	Number of non-Japanese executive and corporate officers	Hitachi, Ltd.	People	7	6	8	13	16
	Ratio of non-Japanese executive and		%	8.8	8.6	11.6	17.6	20.3€

		Reporting Boundary	Unit	June 2019	July 2020	June 2021	June 2022	June 2023
Number and Ratio of	Total		People	11	13	13	12	12
female and non-Japanese Directors	Male		People	9	11	11	10	10
		180 1111	%	81.8	84.6	84.6	83.3	83.3
	Female	——————————————————————————————————————	People	2	2	2	2	2
			%	18.2	15.4	15.4	16.7	16.7
	Japan		People	7	7	7	7	7
Outsid			%	63.6	53.8	53.8	58.3	58.3
	Outside Japan	——————————————————————————————————————	People	4	6	6	5	5
			%	36.4	46.2	46.2	41.7	41.7



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		Reporting Boundary		Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Maternity/partner's leave	Hitachi, Ltd.	Utilization rate*6	Male		37.8	38.1	33.8	32.9	43.9
			Female	_	100.0	100.0	100.0	100.0	100.0
		Return rate for	Male		100.0	100.0	100.0	100.0	100.0
		recipients*7	Female	— %	100.0	100.0	99.7	100.0	98.3
		Retention rate for recipients*8	Male		99.7	96.9	97.7	97.5	99.4
			Female	_	100.0	100.0	99.7	98.5	100.0
Childcare leave	Hitachi, Ltd.	Utilization rate*9	Male		2.7	4.0	7.3	9.9	18.4
			Female	_	100.0	99.6	99.6	100.0	100.0
		Return rate for	Male	_	94.3	100.0	100.0	100.0	100.0
		recipients*10	Female	— %	97.4	97.4	98.9	100.0	99.3
		Retention rate for	Male	_	90.9	84.8	71.4	94.4	100.0
		recipients*11	Female	_	99.4	95.5	98.0	96.6	95.9
Childcare or partner maternity leave	Hitachi, Ltd.	Utilization rate*12	Male	%	34.5	37.2	35.4	40.6	56.8

^{*6} Total number of employees who took maternity leave or partner's maternity leaves/Total number of employees with newborn children

^{*12} 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

	Reporting Boundary	Unit	June 2019	June 2020	June 2021	June 2022	June 2023
Employment of people with disabilities	Litashi Cyaun sampanias in Japan*13	People	1,899	2,403	2,575	2,767	2,650
Employment rate of people with disabilities	Hitachi Group companies in Japan*13	%	2.26	2.33	2.37	2.43	2.48

^{*13} It includes special subsidiaries and related Group companies. (There were one special subsidiary and 21 related Group companies in June 2023.)

^{*7} 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

^{*8} 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

^{*9} Total number of employees who took child-care leave/Total number of employees with newborn children

^{*10} 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

^{*11} Total number of employees continuously working one year after returning from child-care leave/Total number of employees returning from child-care leave





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Employee Engagement

		Reporting Bound	ary	Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Percentage of positive responses to	Hitachi Group	Global average		%	60	60	62	65	69.5
employee engagement questions		(By region)	Japan	2/	_	_	_	56	61.2
			Outside Japan	%				80	82.3

Note: Questions change slightly each year. Above figures are not adjusted for changes in questions. In fiscal 2022, the composition of questions measuring employee engagement was revised. The percentage was calculated from the average of the percentage of positive responses to the following four questions: pride in working for Hitachi; whether it is a great place to work that one would recommend to others; job satisfaction and sense of accomplishment; and desire to continue working for Hitachi for the foreseeable future.

Talent Development

	Reporting Boundary		Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Number of participants of management training programs	Hitachi Group	For management leaders	People	83	90	78	76	87
		For managers	People	3,761	3,973	3,481	3,900	4,191
Training hours per employee	Hitachi Group		Hours	_		_	25.9	29.0
Average amount invested in training per	Hitachi Group		Yen	_	_	61,700*2	58,300* ³	62,700*4
employee*1	Hitachi Group companies in Japan		Yen	127,800*5	128,000*6	_		_

^{*1} The scope of data was changed from the Hitachi Group in Japan to the Hitachi Group from fiscal 2020.

^{*6} Hitachi, Ltd. and 12 major Group companies in Japan

	Reporting Boundary			FY2018	FY2019	FY2020	FY2021	FY2022
Digital talent headcount*7 Hitachi Group	Total	Total		_	30,000	35,000	67,000	83,000
	(By region) Japan Outside Japan		DI-	_	19,000	23,000	29,000	42,000
			People -	_	11,000	12,000	38,000	41,000

^{*7} Disclosure initiated in fiscal 2019. 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).

^{*2} Hitachi, Ltd., 44 Group companies in Japan, and 54 Group companies outside Japan, total 99.

^{*3} Hitachi, Ltd., 44 Group companies in Japan, and 63 Group companies outside Japan, total 108.

^{*4} Hitachi, Ltd., 37 Group companies in Japan, and 66 Group companies outside Japan, total 104.

^{*5} Hitachi, Ltd. and 13 major Group companies in Japan

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Occupational Health and Safety

		Reporting Boundary	1	Unit	CY2018	CY2019	CY2020	CY2021	FY2021	FY2022
Total Recordable Injury Frequency Rate (TRIFR*1)	Hitachi Group	Total	Total		_	0.37	0.29	0.28	0.27	0.26
		(By region)	Japan		_	0.17	0.14	0.12	0.12	0.14
			Asia (excluding Japan)	—	_	0.30	0.17	0.12	0.11	0.09
			North America, Central and South America			1.66	1.54	1.36	1.20	1.10
			Europe			0.53	0.45	0.38	0.45	0.39
Number of fatal accidents	Hitachi Group (including	contractors)		Cases	0	5	3	2	2	5
Number of deaths	Hitachi Group	Employees		·	0	4	1	1	1	3
	Hitachi, Ltd.	Employees		People	0	0	0	0	0	0
	Contractors	Contractors			0	1	2	1	1	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 for total recordable injury frequency rate and injuries/fatal injuries to April through March beginning in fiscal 2021.

	Reporting Boundary	Unit	CY2018	CY2019	CY2020	CY2021	CY2022
Lost-time accidents	Hitachi Group		506	396	314	434	419
	Hitachi Group companies in Japan*2	Cases	64	57	52	54	51
	Hitachi, Ltd.		6	6	4	3	2
Occupational accident severity rate*3	Hitachi Group companies in Japan*2	_	0.11	0.03	0.00	0.00	0.02
Occupational accident frequency rate*3	Hitachi Group companies in Japan*2	_	0.20	0.17	0.17	0.17	0.16*4

Notes: The period for each year is from January to December.

^{*1} TRIFR: Total Recordable Injury Frequency Rate (injuries per 200,000 work hours)

^{*2} Hitachi Group figures for Japan, including Hitachi, Ltd., are for 188 Group companies in 2018; 169 companies in 2019; 136 companies in 2020; 131 companies in 2021; and 142 companies in 2022.

^{*3} Occupational accidents are defined as those involving a fatality or work-time loss of one day or more.

^{*4} For management purposes, the figures for companies that became affiliated companies during 2022 are aggregated for the year from January to December.

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Reporting Boundary			Unit	CY2018	CY2019	CY2020	CY2021	CY2022
Absence rate*5	te ^{⋆5} Hitachi Group companies in Japan (By health type) Mental		9/	0.64	0.65	0.62	0.66	0.74
	Physical			0.24	0.25	0.22	0.21	0.24

^{*5} The percentage of employees taking sick leave per month/number of employees per month × 100)

	Reporting Boundary				FY2018	FY2019	FY2020	FY2021	FY2022
Medical Exam and Screening Attendance Rates	Hitachi Group companies in Japan	(By exam type)	General physical exam*6		79.3	81.2	81.1	80.6	82.4
			Breast cancer screening*7	%	53.2	56.3	56.6	57.1	58.4
			Uterine cancer screening*8		37.1	38.7	39.1	39.3	40.9
			Stomach cancer screening*9		80.6	82.7	82.2	84.7	86.5
			Intestinal cancer screening*9		81.3	83.5	83.0	85.5	87.3
			Lung cancer screening*10		93.2	95.8	96.8	98.0	98.7
Smoking Rate*11	Hitachi Group companies in Japan			%	30.9	29.8	28.4	27.6	27.0

^{*6} Men and women aged 35 and over

^{*7} Women aged 30 and over

^{*8} Women aged 25 and over

^{*9} Men and women aged 30 and over

^{*10} Men and women aged 35 and over

^{*11} Employees aged 35 and over (results of specific medical examinations)



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Sustainable Procurement Activities

	Reporting Boundary	Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Sustainability monitoring			345	291	271	(Human rights) 2,524*1 (Environment) 708*1	1,374*2
Sustainability audits	Hitachi Group	Companies	24	19	27	25	128*3
Sustainability Procurement Seminars	_		126	59	450	359	520

^{*1} Sustainability monitoring in fiscal 2021 was focused on human rights and environmental risk assessment

Rate of Local Procurement of Materials for Main Regions

	Reporting Boundary	Unit	FY2018	FY2019	FY2020	FY2021	FY2022*4
China			88	90	98	95	93
Asia (excluding China and Japan)	L litaalai Ova va	%	71	71	80	87	85
Europe	—— Hitachi Group		81	78	77	83	83
Americas			66	69	70	83	74

^{*4} Hitachi Metals and Hitachi Construction Machinery were excluded in FY2022, and Hitachi Energy was included in FY2022.

Green Purchasing

	Reporting Boundary	Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Green purchasing rate*5	Hitachi Group	%	86	84	83	83	81

^{*5} 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.

Conflict Mineral Issue

	Reporting Boundary	Unit	CY2018	CY2019	CY2020	CY2021	CY2022
Number of surveys on conflict minerals conducted from customer requests	Hitachi Group*6	Cases	1,874	1,645	1,836	2,002	*7

Note: Reported statistics is from January to December every year

^{*2} Sustainability monitoring in fiscal 2022 was focused on environment, labor and human rights, sustainable procurement, and ethics.

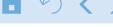
^{*3} Including the number of companies audited by Hitachi Energy beginning fiscal 2022

^{*6} Among all Business Units (BUs) and Group companies, there are a total of 20 BUs and Group companies that have a registered CSR manager. Among these 20, the boundary covered some BUs and Group companies that conducted the survey from customer requests. *7 The data for 2021 are the most recent available, due to the timing of data compilation.

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*2 Area classifications were changed from fiscal 2022.





Social

Human Capital

Diversity, Equity and Inclusion

Human Rights

Responsible Procurement

Quality and Customer Satisfaction

Social Contribution Activities

Social Data

Human Capital

Responsible Procurement



Social Contribution Activities

Funding for Social Contribution Activities and Total Employees Participating

	Re	porting Bounda	ary	Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Funding for social contribution activities	Hitachi Group and	Total	Million Yen		1,888	1,833	1,910	1,869	1,490
	The Hitachi Global Foundation*1	By area*2	STEAM		383 (20.3)	278 (15.2)	325 (17.1)	201 (10.8)	193 (12.9)
			Environment		38 (2.0)	51 (2.8)	23 (1.2)	36 (1.9)	65 (4.3)
			Community support	Million Yen	387 (20.5)	477 (26.0)	206 (10.8)	295 (15.8)	444 (29.8)
			Other	(%)	1,080 (57.2)	1,027 (56.0)	1,356 (71.0)	1,337 (71.5)	789 (52.9)
		-	Of which, disaster relief and humanitarian aid		130 (6.9)	86 (4.7)	220 (11.5)	143 (7.7)	163 (11.0)
Total employees participating	Hitachi Group and The Hitachi Global Foundation*1			Participants	54,629	88,134	39,982	33,585	23,576

^{*1} FY2018 Japan: Hitachi, Ltd., 141 Group companies, and The Hitachi Global Foundation. Outside Japan: 152 companies FY2019 Japan: Hitachi, Ltd., 153 Group companies, and The Hitachi Global Foundation. Outside Japan: 234 companies 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