

Global Business Overview (As of March 31, 2022)

Overseas revenues account for 59% of total revenues for Hitachi.

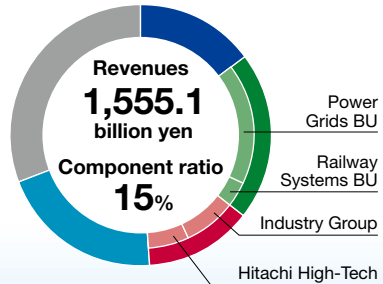
By combining Lumada with global business portfolios built up in each region and business, Hitachi will further accelerate its global rollout and expand the value created and realized through the Social Innovation Business on a global scale.

- Digital Systems & Services
- Green Energy & Mobility
- Connective Industries
- Automotive Systems Business
- Others (Including Hitachi Construction Machinery, Hitachi Metals)

North America

Number of employees
Approx. 28,000

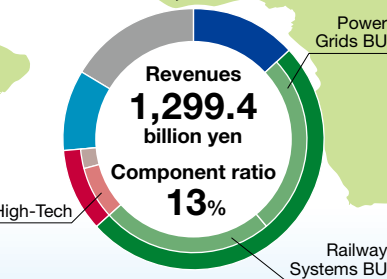
Number of subsidiaries
97



Europe

Number of employees
Approx. 43,000

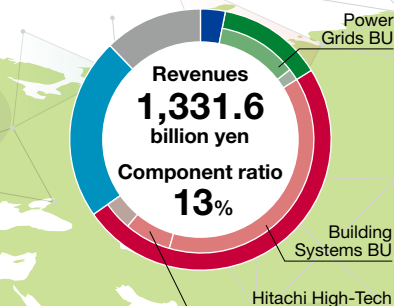
Number of subsidiaries
148



China

Number of employees
Approx. 51,000

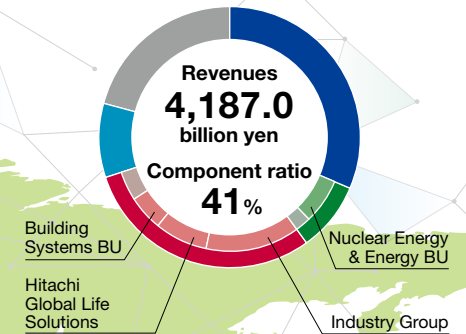
Number of subsidiaries
136



Japan

Number of employees
Approx. 157,000

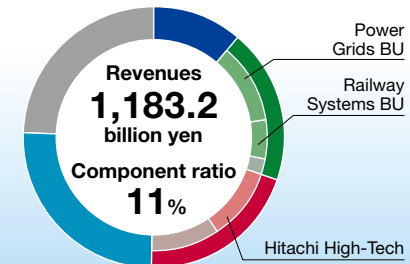
Number of subsidiaries
158



ASEAN, India, and other areas

Number of employees
Approx. 70,000

Number of subsidiaries
200



Other areas

Number of employees
Approx. 20,000

Number of subsidiaries
115

Revenues
708.1 billion yen

19 customer co-creation centers