For Immediate Release

Notification regarding the disclosure of materials for Hitachi Investor Day 2026 (CEO Remarks)

Tokyo, June 9, 2026 Hitachi, Ltd. (TSE:6501) today announced the disclosure of the presentation materials for “Hitachi Investor Day 2026,” which will be held on Wednesday, June 10, 2026, from 3:00 p.m. JST.

Attached materials: CEO Remarks

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Hitachi Investor Day 2026
CEO Remarks

June 10, 2026

Toshiaki Tokunaga
President & CEO
Hitachi, Ltd.

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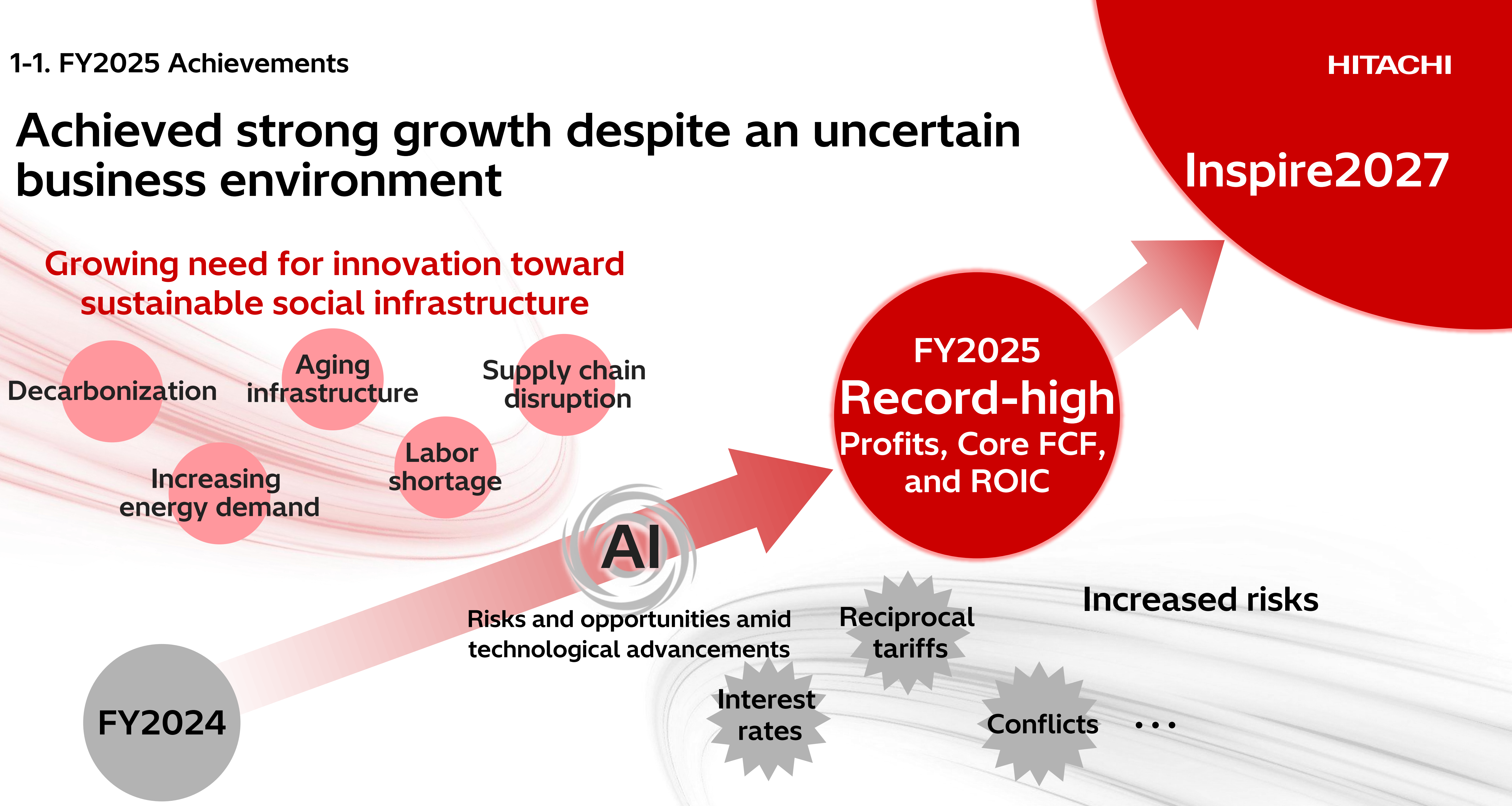
HITACHI

Achieved strong growth despite an uncertain business environment



HITACHI

Steadily executed the CEO priorities presented last year

Expand the Lumada business

Accelerated transformation toward Lumada 80-20[*1]

Lumada revenue ratio
YoY +11pts

Lumada Adj. EBITA margin
YoY +1pts

HMAX global launch
(Recurring digital services)

Capital allocation

Disciplined investment, Record-high shareholder returns

Growth investments
175.3 billion yen
- Expanding Energy's service business in North America
- Strengthening AI development capabilities for HMAX expansion

Shareholder returns
557.2 billion yen
(YoY +167.8 billion yen)

Deepen governance

Enhanced risk management, Commitment to capital markets

Accelerated responses to geopolitical risks

Introduced equity compensation for employee leaders

Strengthened dialogue with capital markets

Continued reinforcement of the Board of Directors' oversight

*1 Long-term management goal: 80% revenue ratio and 20% adjusted EBITA margin for the Lumada business

HITACHI

Capturing growth opportunities across 4 sectors, driving significant order backlog growth

Building a strong earnings base for sustainable value creation

HITACHI

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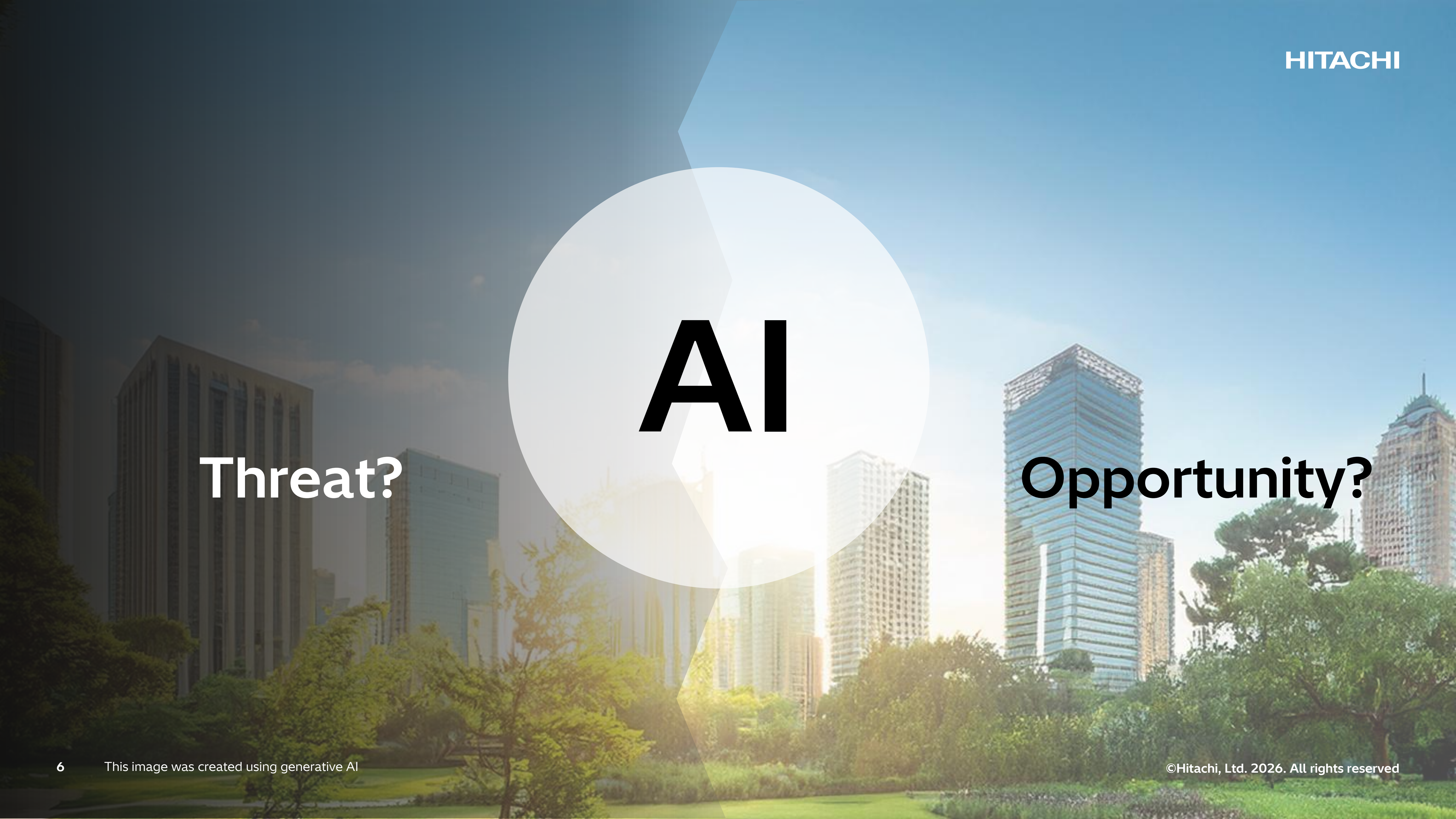

HITACHI

AI

Threat?

Opportunity?

This image was created using generative AI

Further growth opportunities brought by AI

Energy
Power grid maintenance service market
15 trillion yen (2035)

Mobility
Railway AI application market
3 trillion yen (2030)

Connective Industries
Frontline workers support market
10 trillion yen (2030)

Digital Systems & Services
IT systems modernization opportunities
15,000 systems (Customer systems in operation)

Deployment of Physical AI to Mission-Critical Social Infrastructure

AI Transformation

Domain knowledge for resilient social infrastructure operations × On-the-ground data × AI

A solid business foundation underpinned by a growing order backlog

- 110 years -
Social infrastructure development

- 190 countries -
On-the-ground expertise

- 80 years -
IT Business

Market size based on internal analysis using industry reports and customer data

HITACHI

Continuously update social infrastructure through physical AI deployment in mission-critical domains

Physical AI FDE*1, with its domain expertise, contributes to the innovation and stable operation of social infrastructure

Enhance on-site operations and maintenance by deploying Physical AI across a vast installed base

Domain knowledge built on supporting infrastructure × AI

Continuously upgrade infrastructure operations

Digitalize social infrastructure

Stable growth driven by infrastructure renewal demand

*1 Forward Deployed Engineer: Specialists who work directly with clients on the ground, leveraging AI and other technologies to provide end-to-end support—from defining challenges to implementation, operations, and continuous improvement.

HITACHI

Drive AI transformation of customer operations through large-scale system modernization

Digital Energy

Digital Mobility

Digital Industries

Digital Transformation

AI Transformation

FDE, with mission-critical expertise, drives high-reliability, high-quality AX*1

Continuously upgrade infrastructure operations

Enable the AI-ready modernization of extensive IT system assets

35,000 system engineers (Japan) × AI

Digitalize social infrastructure

Stable growth driven by infrastructure modernization demand

*1 AI Transformation

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HITACHI

Pursue relentless growth and disciplined management in a rapidly evolving business environment

	Expand the Lumada business	Capital allocation	Deepen governance
FY2025	Accelerated transformation toward Lumada 80-20	Disciplined investment, Record-high shareholder returns	Enhance risk management, Commitment to capital markets
FY2026	Expand HMAX and strengthen strategic investments	Adhere to the policy Return-focused, flexible and balanced capital allocation to growth investments and shareholder returns	Reinforce risk management
	Continuous portfolio reforms	Accelerate disciplined growth investments	Deepen "One Hitachi" management

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HITACHI

Driving sustainable growth by digitalizing social infrastructure, and providing "OS[*1]" to enable its stable operations

2024MTMP | Inspire 2027 | Beyond

Lumada 80-20
Increase enterprise value

Hitachi's growth domain "Digital Infrastructure"

HMAX

Digital Services
【OS】

Digitalized Assets
【Social infrastructure】

Non-Lumada

This graph is for illustrative purposes only.

*1 Operating System

HITACHI

To be a global leader in continuously transforming social infrastructure through digital

1 CEO Remarks	President & CEO	Toshiaki Tokunaga
Growth Strategies		
2 Energy	Senior Vice President	Andreas Schierenbeck
3 Mobility	Senior Vice President	Giuseppe Marino
4 Connective Industries	Senior Vice President	Noriharu Amiya
5 Digital Systems & Services	Executive Vice President	Jun Abe
6 CFO Session	Senior Vice President, CFO	Tomomi Kato

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Cautionary Statement

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Certain statements found in this document may constitute “forward-looking statements” as defined in the U.S. Private Securities Litigation Reform Act of 1995. Such “forward-looking statements” reflect management’s current views with respect to certain future events and financial performance and include any statement that does not directly relate to any historical or current fact. Words such as “anticipate,” “believe,” “expect,” “estimate,” “forecast,” “intend,” “plan,” “project” and similar expressions which indicate future events and trends may identify “forward-looking statements.” Such statements are based on currently available information and are subject to various risks and uncertainties that could cause actual results to differ materially from those projected or implied in the “forward-looking statements” and from historical trends. Certain “forward-looking statements” are based upon current assumptions of future events which may not prove to be accurate. Undue reliance should not be placed on “forward-looking statements,” as such statements speak only as of the date of this report.

Factors that could cause actual results to differ materially from those projected or implied in any “forward-looking statement” and from historical trends include, but are not limited to:

- economic conditions, including consumer spending and plant and equipment investment in Hitachi’s major markets, as well as levels of demand in the major industrial sectors Hitachi serves;
- exchange rate fluctuations of the yen against other currencies in which Hitachi makes significant sales or in which Hitachi’s assets and liabilities are denominated;
- uncertainty as to Hitachi’s ability to access, or access on favorable terms, liquidity or long-term financing;
- uncertainty as to general market price levels for equity securities, declines in which may require Hitachi to write down equity securities that it holds;
- fluctuations in the price of raw materials including, without limitation, petroleum and other materials, such as copper, steel, aluminum, synthetic resins, rare metals and rare-earth minerals, or shortages of materials, parts and components;
- credit conditions of Hitachi’s customers and suppliers;
- general socioeconomic and political conditions and the regulatory and trade environment of countries where Hitachi conducts business, particularly Japan, Asia, the United States and Europe, including, without limitation, direct or indirect restrictions by other nations on imports and differences in commercial and business customs including, without limitation, contract terms and conditions and labor relations;
- uncertainty as to Hitachi’s ability to response to tightening of regulations to prevent climate change
- uncertainty as to Hitachi’s ability to maintain the integrity of its information systems, as well as Hitachi’s ability to protect its confidential information or that of its customers;
- uncertainty as to Hitachi’s ability to attract and retain skilled personnel;
- uncertainty as to Hitachi’s ability to continue to develop and market products that incorporate new technologies on a timely and cost-effective basis and to achieve market acceptance for such products;
- exacerbation of social and economic impacts of the spread of COVID-19;
- the possibility of disruption of Hitachi’s operations by natural disasters such as earthquakes and tsunamis, the spread of infectious diseases, and geopolitical and social instability such as terrorism and conflict;
- estimates, fluctuations in cost and cancellation of long-term projects for which Hitachi uses the percentage-of-completion method to recognize revenue from sales;
- increased commoditization of and intensifying price competition for products;
- fluctuations in demand of products, etc. and industry capacity;
- uncertainty as to Hitachi’s ability to implement measures to reduce the potential negative impact of fluctuations in demand of products, etc., exchange rates and/or price of raw materials or shortages of materials, parts and components;
- uncertainty as to the success of cost structure overhaul;
- uncertainty as to Hitachi’s ability to achieve the anticipated benefits of its strategy to strengthen its Social Innovation Business;
- uncertainty as to the success of acquisitions of other companies, joint ventures and strategic alliances and the possibility of incurring related expenses;
- uncertainty as to the success of restructuring efforts to improve management efficiency by divesting or otherwise exiting underperforming businesses and to strengthen competitiveness;
- the potential for significant losses on Hitachi’s investments in equity-method associates and joint ventures;
- uncertainty as to the outcome of litigation, regulatory investigations and other legal proceedings of which the Company, its subsidiaries or its equity-method associates and joint ventures have become or may become parties;
- the possibility of incurring expenses resulting from any defects in products or services of Hitachi;
- uncertainty as to Hitachi’s access to, or ability to protect, certain intellectual property; and
- uncertainty as to the accuracy of key assumptions Hitachi uses to evaluate its employee benefit-related costs.

The factors listed above are not all-inclusive and are in addition to other factors contained elsewhere in this report and in other materials published by Hitachi.

* This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.