For Immediate Release

Notification regarding the disclosure of materials for Hitachi Investor Day 2026 (CFO Session)

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: CFO Session

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Hitachi Investor Day 2026
CFO Session

June 10, 2026

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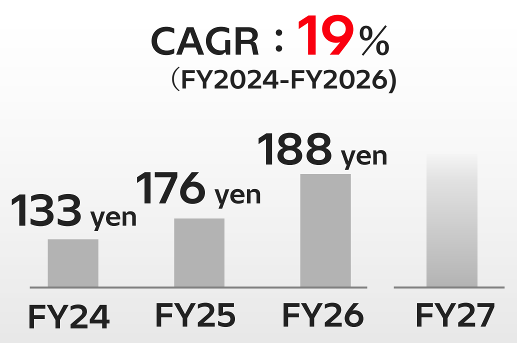
Continuously expand core FCF by increasing revenues and increasing margins through expansion of Lumada business

Increasing revenues and increasing margins

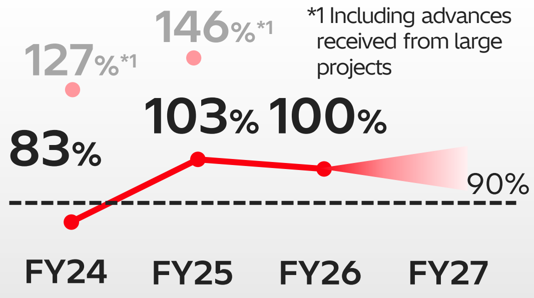
	Revenues CAGR (FY2024-26)	Growth of Lumada revenues ratio (FY2024-26)	Adj. EBITA margin increase (FY2024-26)
Consolidated total	+7%	+15%	+1.7 pts

EPS trends

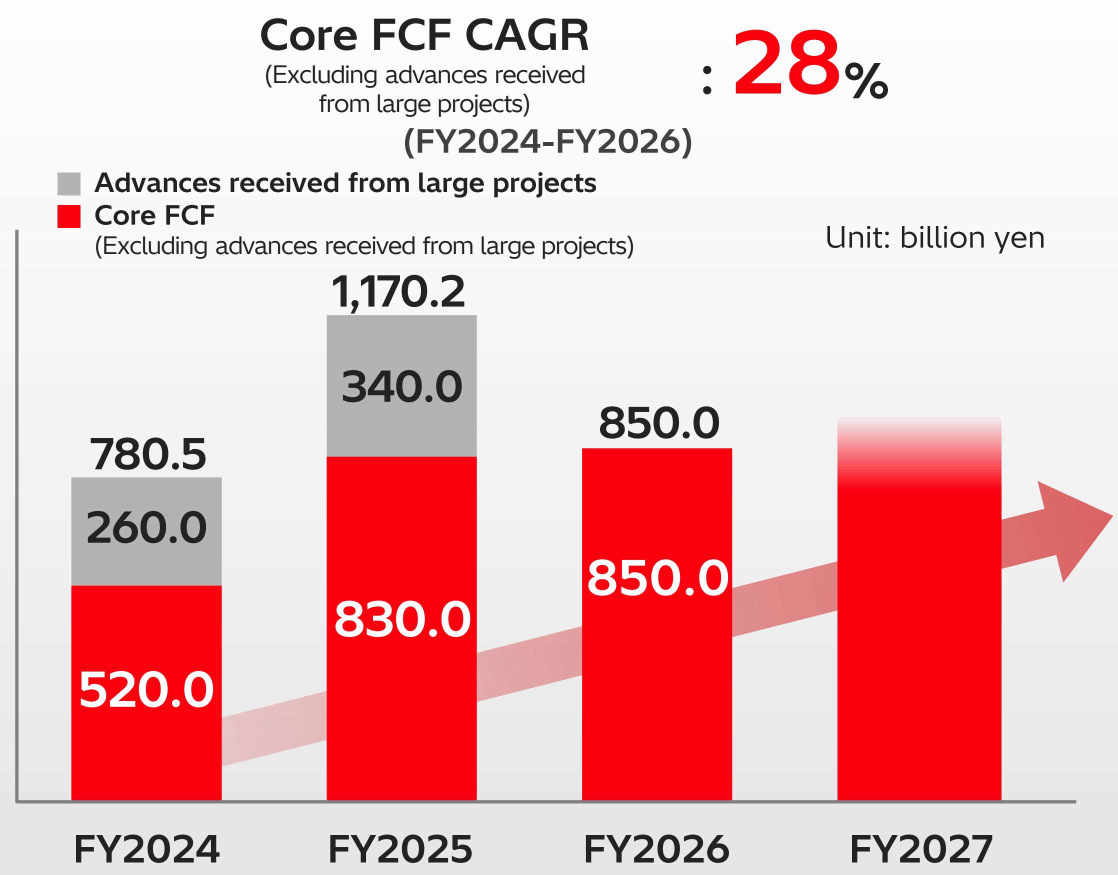


CF conversion trends

(Excluding advances received from large projects)



Cash generation trends



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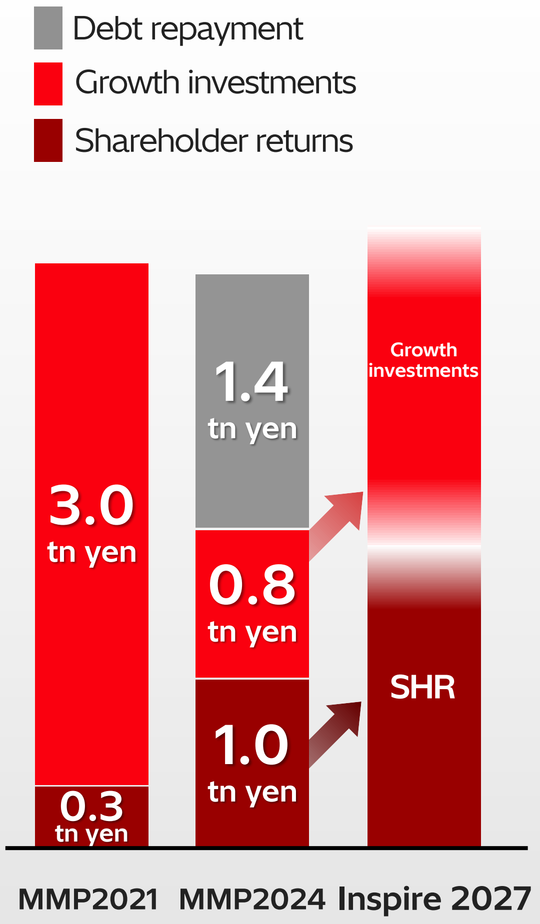
Return-focused, flexible and balanced capital allocation between growth investments and shareholder returns



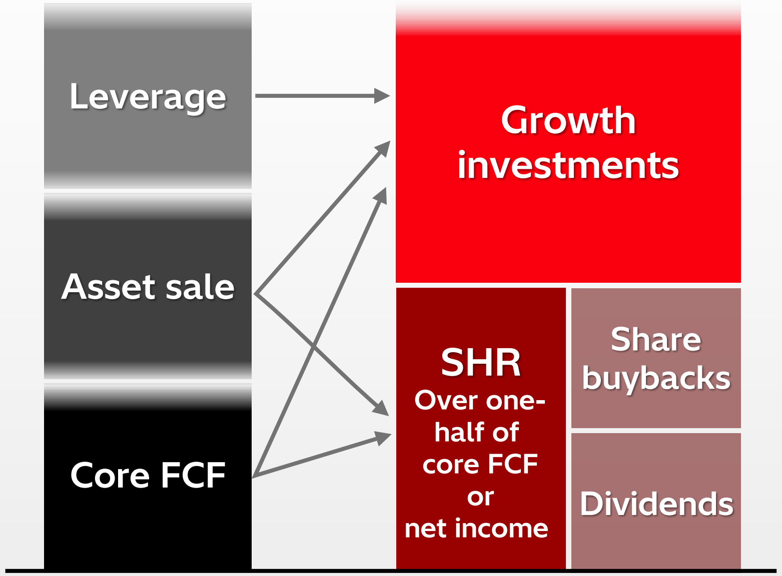
Investment in inorganic growth

- **Focused investment in digital enhancement and service expansion**
  - ･Technology-related (Digital, software, sensing, etc.)
  - ･Service-related (Footprint, etc.)
  - ･Human resources-related (Specialists, etc.)
- **Execution on strategic alignment, risk, return, ROIC-WACC spread, etc.**
  - ･Hurdle rate: Financial KPIs under Inspire 2027 (Adj. EBITA: 13-15% and ROIC: 12-13%)
- **Leverage is utilized under financial discipline**
  - ･D/E ratio: 0.5 times
  - ･Net Debt/EBITDA multiple: 1-2 times

Shareholder returns

- **Continuously increase return to shareholders over mid-to-long term**
- **Over one-half of core FCF or net income**
- **Stable dividend growth in line with business growth**
- **Flexible share buybacks**

Capital allocation policy



Priority : 1. Dividends
2. Growth investments
Share buybacks
3. Debt repayment

In the absence of growth investment opportunities, excess cash will be returned to shareholders

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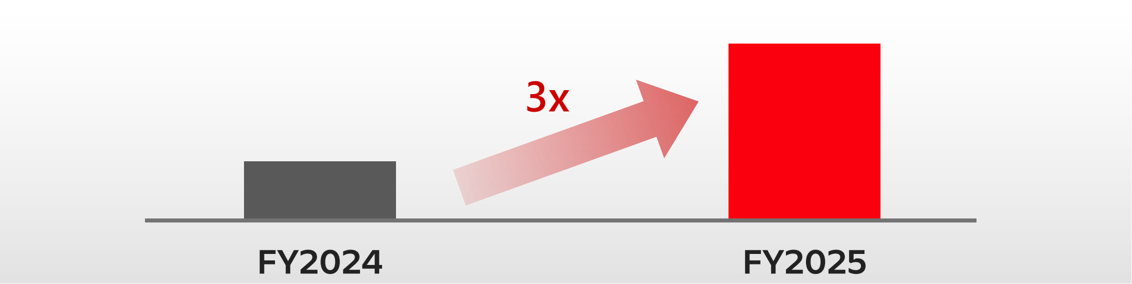
Accelerate portfolio reform to expand Lumada business

Growth investments are executed under the discipline of strategic alignment, risk, return, ROIC-WACC spread, etc.

Number of internal deliberations related to portfolio reform



Asset sales (Business restructuring)

Projects
Astemo
Hitachi Global Life Solutions
Hitachi Construction Machinery
Hitachi Channel Solutions
Johnson Controls-Hitachi Air Conditioning

Inorganic growth investments (Acquisitions)

Projects	Purpose	Lumada expansion	
		Digital Services	Digitalized Assets
Clever Devices	: Marking its growth as a global digital mobility player	√	
Omnicom	: Supporting the growth of Hitachi Rail's HMAX digital asset management platform, which optimizes railway operations and maintenance	√	√
Shermco	: Expanding its Service footprint, launching new digital service solutions with HMAX Energy	√	
synvert	: Strengthening GlobalLogic's data and consulting capabilities	√	√

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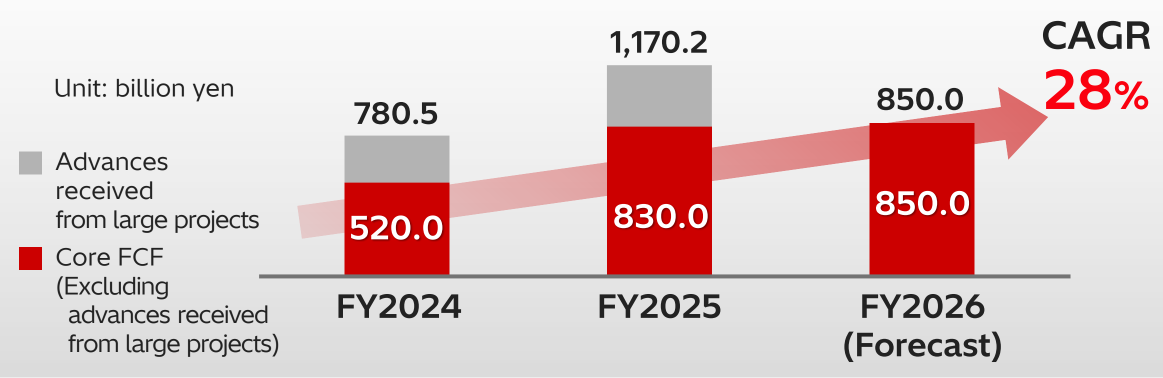
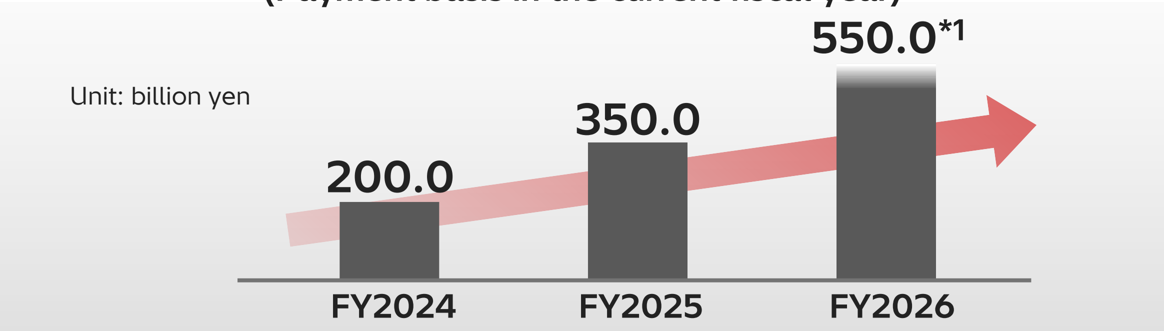
- **Dividends : Stable dividend growth** (Cumulative dividend growth continues over 10 years since FY2017)
- **Share buybacks : Flexible share buybacks based on cash generation capabilities, financial condition, asset sale, etc.**

Cash generation



Share buybacks

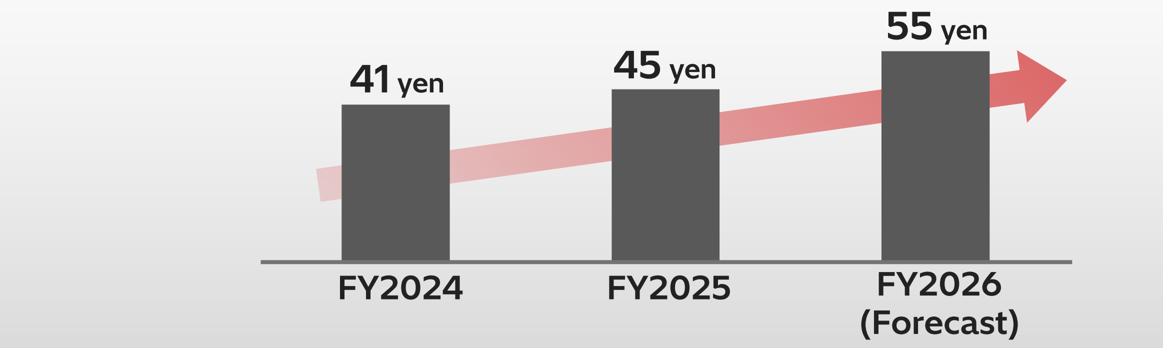
(Payment basis in the current fiscal year)



*1 Portion acquired in April (50.0 bn yen) out of the amount resolved on January 29, 2026, and the amount resolved on April 27 (500.0 bn yen)

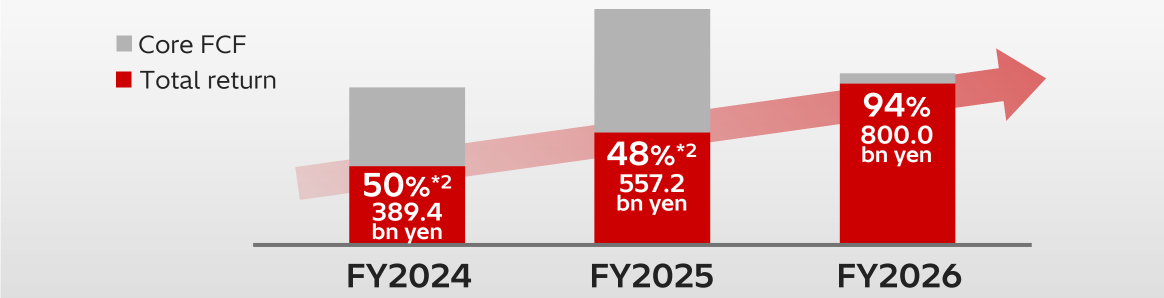
Annual dividend per share

(Payment basis in the current fiscal year)



Total shareholder return ratio

(To core FCF, payment basis)



*2 Including advances received from large projects in Core FCF

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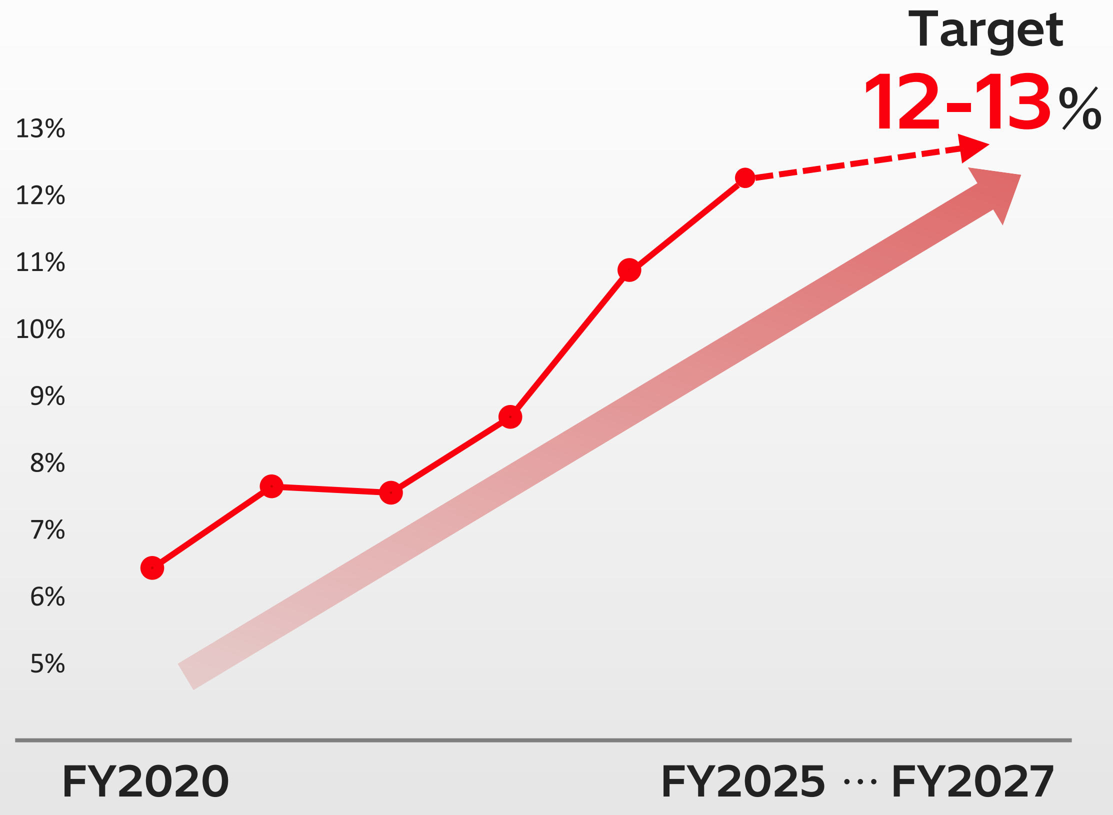
Improve ROIC by expanding returns through Lumada expansion and optimizing invested capital
Facilitate early recovery of ROIC (spread) after inorganic investments, through promoting both ROIC improvement and WACC reduction

ROIC trend



ROIC-up initiatives

Maximize return

- Strengthen four sectors with Lumada at its core (Expand profitable digital service business)
- Improve productivity (Utilizing AI)

Optimize Invested capital

- Asset Light
  - Continue asset sale from perspective of asset efficiency, and promote cash generation and ROIC improvement through portfolio restructuring

Scope	:	Low profit/low growth business, and non-core assets (Exit policy of Lumada strategy)
Criteria	:	Growth potential as Lumada business, rationality of possession, and ROIC

- Optimize equity ratio
  - Balance among capital efficiency, asset risks, and debt

Reduce WACC

- Utilizing leverage
- Optimize β by stabilizing profitability through the expansion of digital services

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Promote the advancement of ERM*1 through collaboration across the sectors, regional units, and corporate functions amidst a rapidly changing business environment
In risk management, focus on capturing growth opportunities while mitigating losses caused by threats

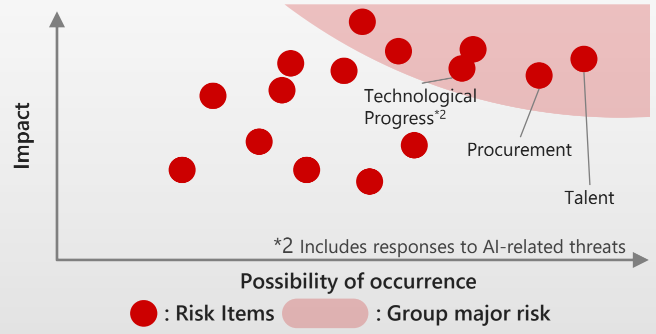
*1 Enterprise Risk Management

ERM advancement measures

Comprehensiveness	Establish Group-wide risk items, selection processes, and evaluation methods (Identify "Key Risks" to be addressed across Hitachi)
Immediacy	Report the status of "Key Risks" at monthly executive committee meetings and discuss additional countermeasures (Respond rapidly to changes in the business environment)
Organizational Responsiveness	Assign RMO (Risk Management Officer) across the sectors, regional units, and corporate functions

Risk heat map (Illustrative)

Identify "Key Risks" based on "Impact" and "Possibility of occurrence" using Group-wide risk items and evaluation methods



Response to individual risks

(1) The Middle East Situation

Collaborate across the sectors, regional units, and corporate functions to quickly visualize predicted business impacts and accelerate future countermeasures

(2) AI

Capture growth opportunities by applying Physical AI to mission-critical social infrastructure and driving AI transformation for customer operations

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Pursue relentless growth and disciplined management in a rapidly evolving business environment
Become a global leader in continuously transforming social infrastructure through digital

Upholding the following policies to enhance Enterprise Value

- ✓ Enhance Cash Flow Generation Capabilities
- ✓ Balanced Capital Allocation - Growth and Shareholder Return
- ✓ Improve Capital Efficiency
- ✓ Reinforce Risk Management

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Impact of the Middle East Situation (as of April 27, 2026)

(Reattach: Consolidated Financial Results for the Fiscal Year Ended March 2026)

- ✓ While some production process delays and other issues have occurred in the Middle East, the impact at the moment is limited
- ✓ Only the direct impacts on Q1 currently anticipated are factored into the forecast
- ✓ The Middle East situation remains fluid; continued monitoring of direct and indirect impacts on performance from Q2 onward

Priorities

- Support business continuity for customers and partners
- Ensure the safety of employees working in the region

Supply Chain

- Continued monitoring of direct and indirect impacts

Factored-in Risk Impacts and Exposure	
Assumption	• Only the direct impacts on Q1 currently anticipated
Risk Amount (FY26)	• Factored in Corporate Items and Eliminations • Revenue: (40.0) bn yen • Adj. EBITA: (20.0) bn yen
Main Impacts	• Delays in deliveries and execution of large-scale projects in the region • Shortages for some raw materials and increased costs • Sectors: Energy, CI, and Mobility
Exposure to the Middle East (FY25)	• Revenue: c. 470.0 bn yen • Number of employees: c. 2,900 • Main countries: Saudi Arabia, UAE, and others

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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.

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