For Immediate Release

Notification regarding the disclosure of materials for Hitachi Energy Investor Day (CEO presentation)

Tokyo, November 2, 2026, Hitachi, Ltd. (TSE:6501) today announced the disclosure of the presentation materials for "Hitachi Energy Investor Day," which will be held on Tuesday, November 3, 2026, from 5:00 p.m. GMT (Wednesday, November 4, 2026, from 2:00 a.m. JST).

Attached materials: CEO presentation "Powering growth: Strategic outlook"

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Hitachi Energy Investor Day 2026

HITACHI

Powering growth: Strategic outlook

Andreas Schierenbeck

Senior Vice President and Executive Officer,
CEO of Energy Sector, CEO of Power Grids Business Unit,
Hitachi Ltd.
CEO of Hitachi Energy Ltd.

Date
November 3, 2026

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HITACHI

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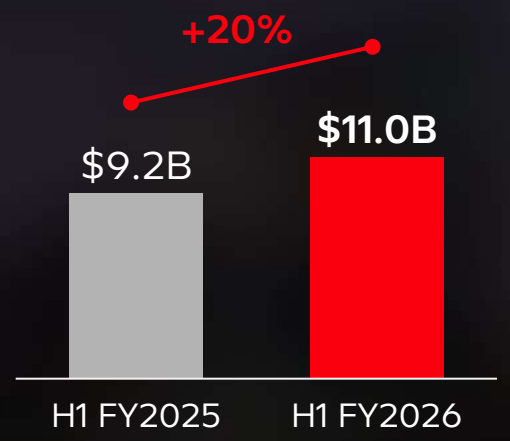
Future ambition 04

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Continued profitable growth and accelerated cash conversion in H1

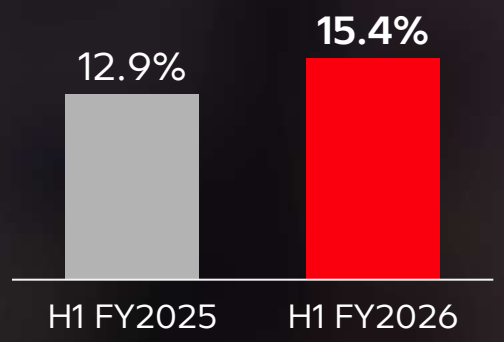
HITACHI

Revenue[1] (B USD)



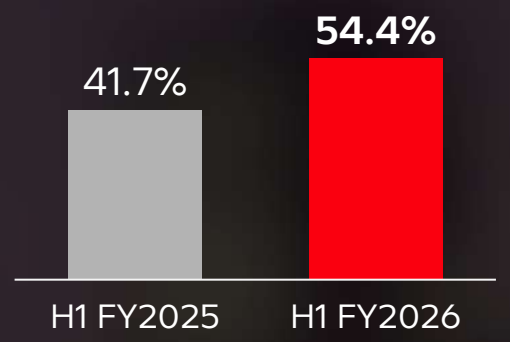
High growth across our portfolio and geographies

Adj. EBITA[2] (%)



Margin accretion through disciplined execution

ROIC[3] (%)



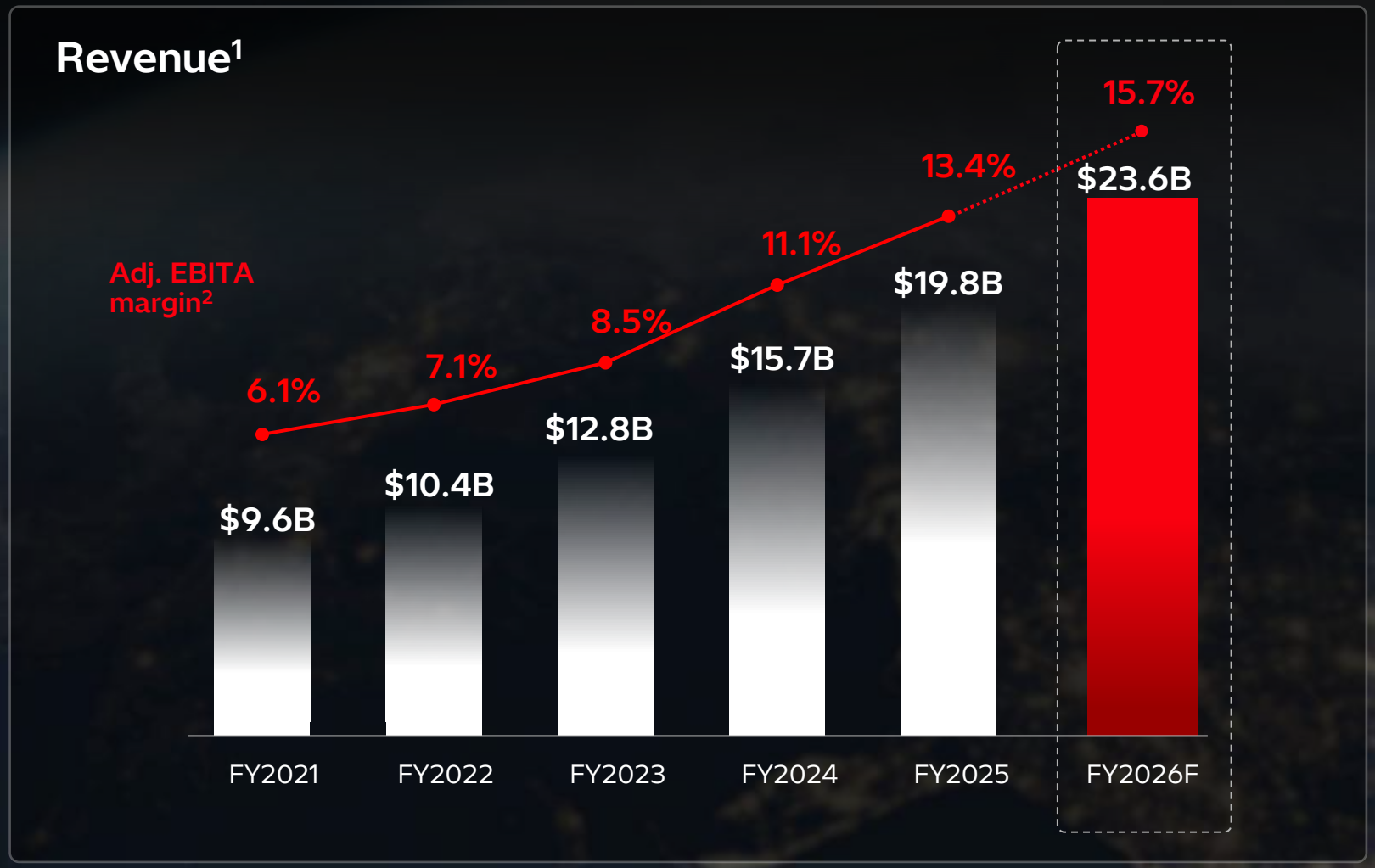
Record high returns on capital

[1] In nominal rate; [2] Adj. EBITA: adjusted operating income plus acquisition-related amortization;
[3] Hitachi Energy standalone Return on Invested Capital (ROIC)

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Strong financial performance at the start of Inspire 2027

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Achievements

Continuous significant revenue growth

De-risked strategy, leading to better margin and risk profile in order backlog

Operational excellence

[1] In nominal rate; [2] Hitachi Energy Adj. EBITA – excluding structural reform expenses (FY2021-FY2024) including equity in earnings (losses) of affiliates; Adj. EBITA (FY2025-FY2026): Adj. operating income plus acquisition-related amortization

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Hitachi Energy leads across electrification sectors and technologies

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Transformers

Installed 1 out of 6 transformers in the world

#1 market share



High Voltage

Installed 1 in 4 high-voltage switchgear in the world; leader in SF6-free high-voltage switchgear

#1 market share



Grid Integration (HVDC & Power Quality)

>175 GW[1] of HVDC[2] links integrated into power system

#1 market share



Grid Automation

Supporting 50% of the top 250 global electric utilities

#1 market share



Service

Access to world's largest installed base with >500,000 assets, $240b value in >190 countries

#1 installed base



Nuclear

Supporting 2/3 of BWR[3] units in Japan, involved in all ABWR (Gen III+)[4] constructions

#2 market share in Japan

Continue investing for innovation, technologies, and solutions while maintaining and modernizing the world's largest installed base

[1] Gigawatt; [2] High-Voltage Direct Current; [3] Boiling Water Reactor, including under construction and decommissioning;
[4] Advanced Boiling Water Reactor, Generation III+; BU market share based on internal estimates on unconsolidated market

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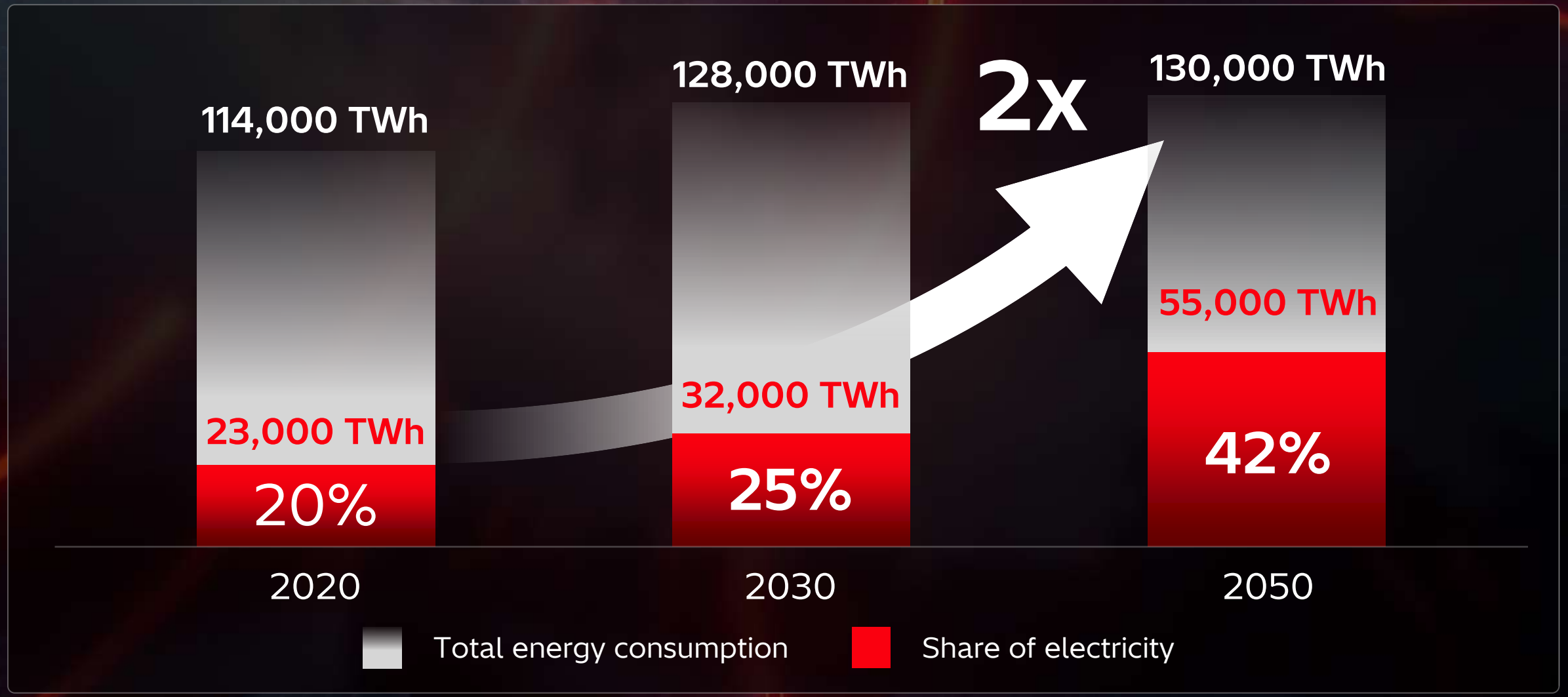
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From molecules to electrons – the ‘Age of Electricity’ is here

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Source: World Energy Outlook report by the International Energy Agency (IEA)

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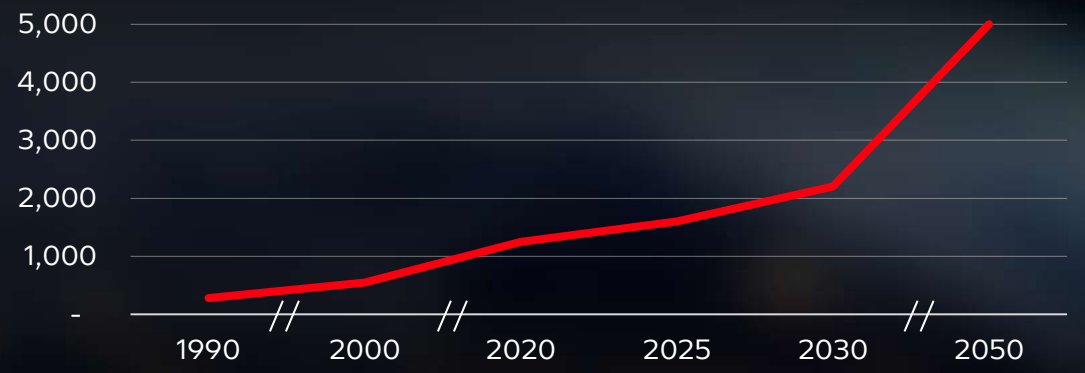
Electricity demand across regions is surging

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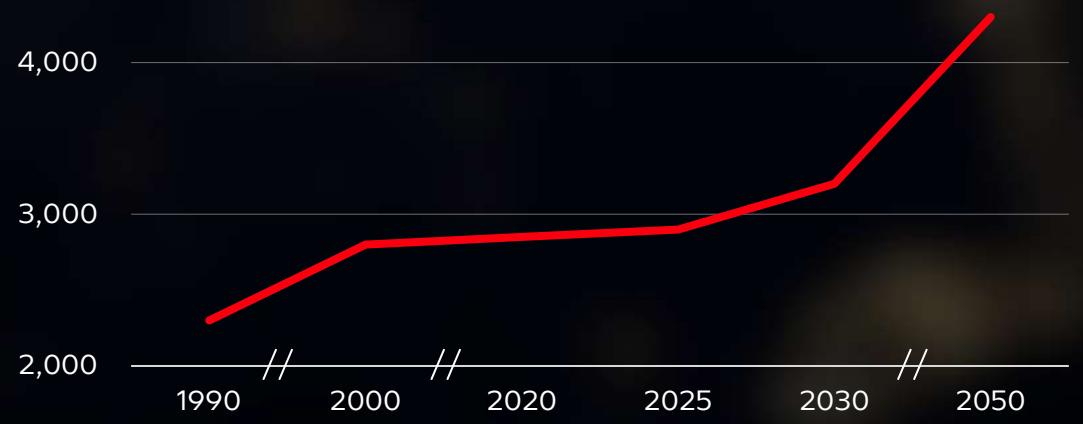
U.S (in TWh)



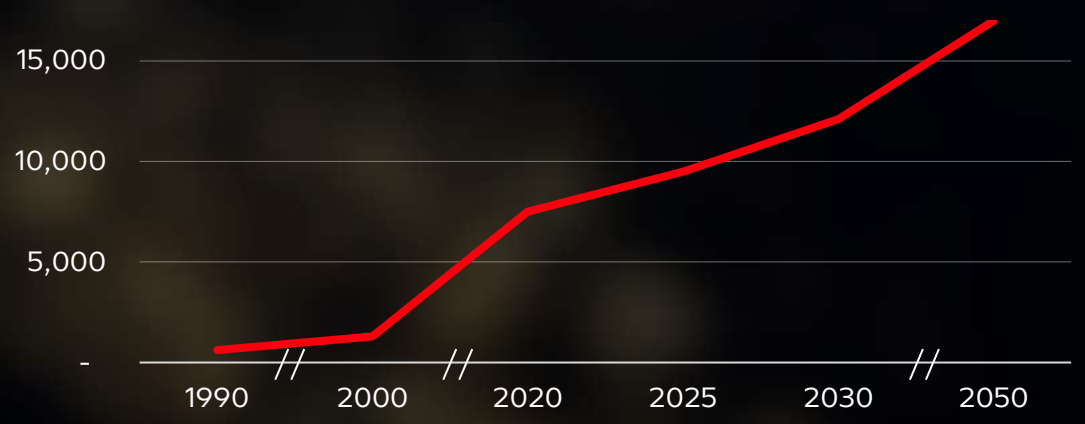
India (in TWh)



EU27+UK (in TWh)



China (in TWh)

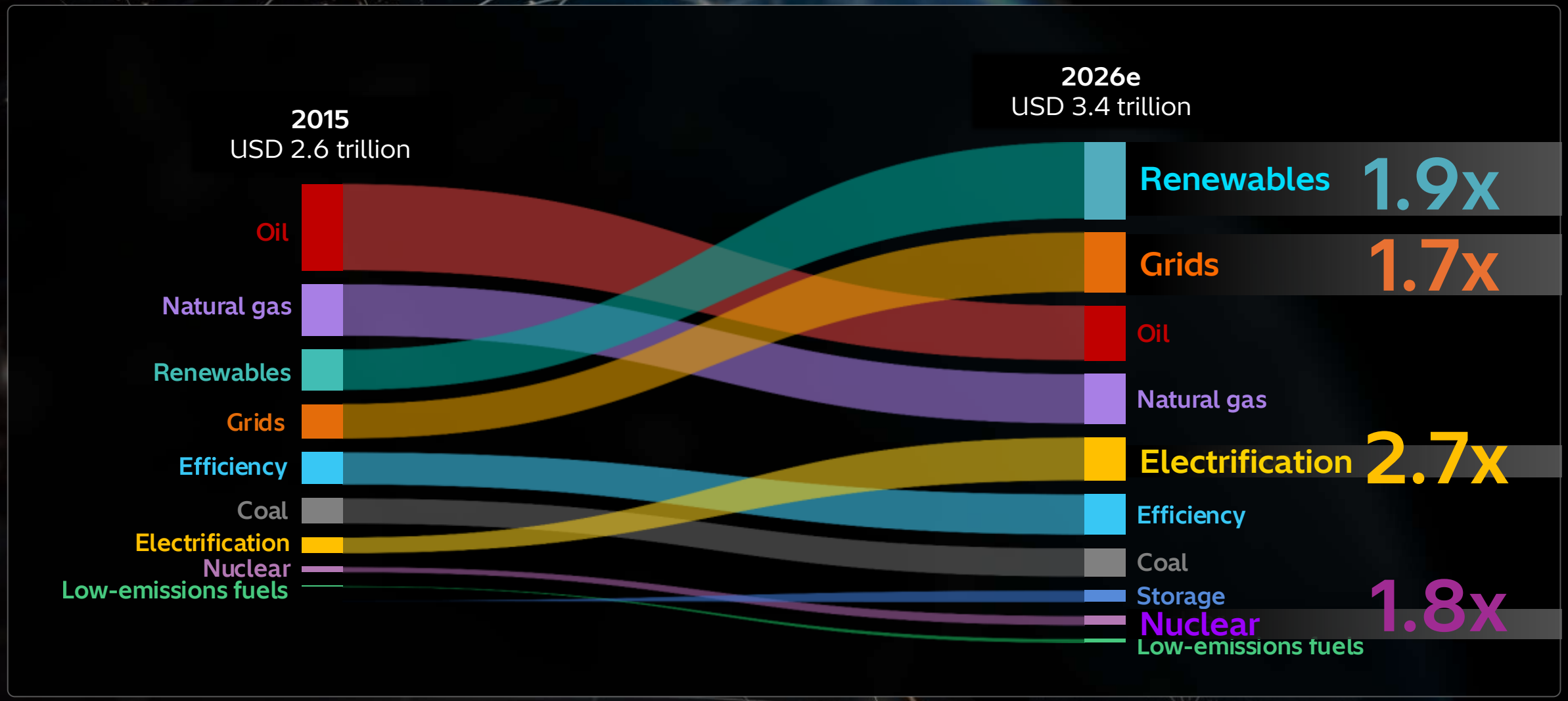


Source: Historical values, approximate projections based on forecasts of the International Energy Agency (IEA)

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Global capital is shifting toward electrification

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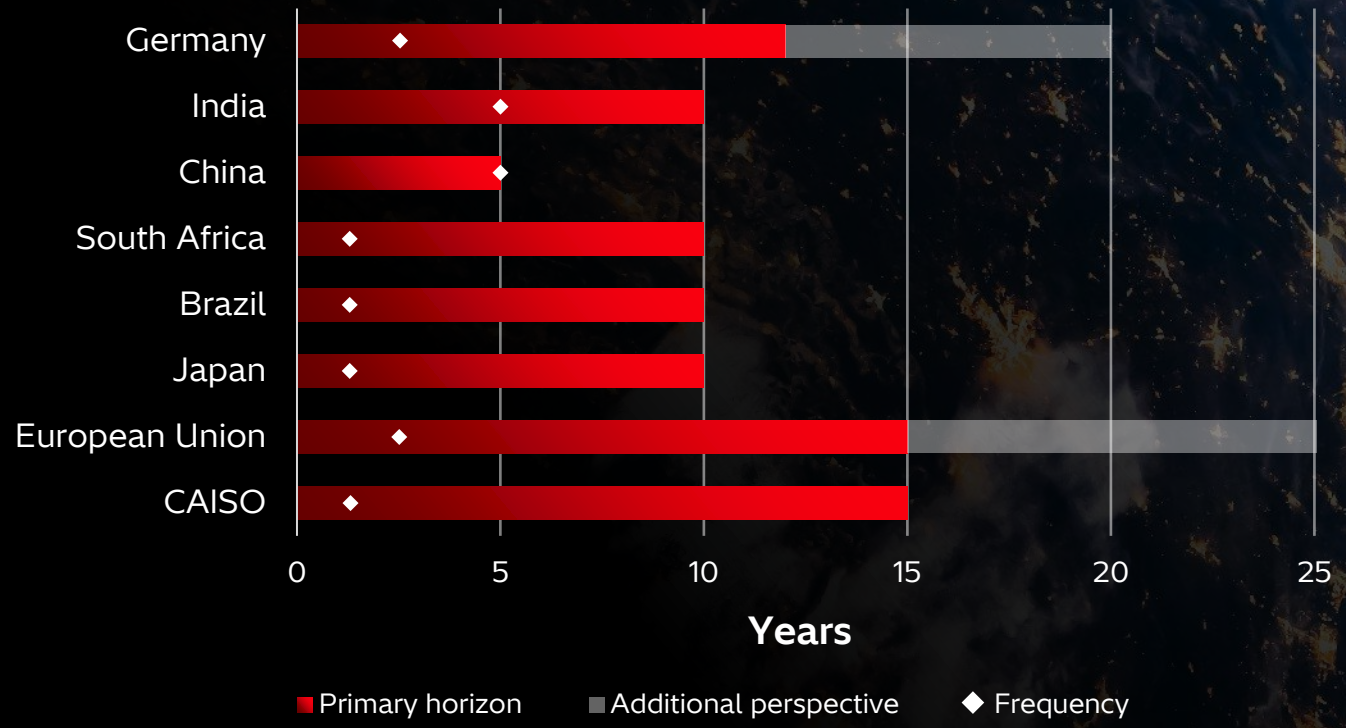
Source: International Energy Agency (IEA)

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Governments extend planning horizons, TSO scale networks

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IEA Report: Planning horizons significantly extended[1]



$2.4 trillion TSO capex for 2026-2035[2]

Across regions, leading transmission operators are scaling their networks

$864B APAC	$840B Europe
$504B NAM	$120B Middle East

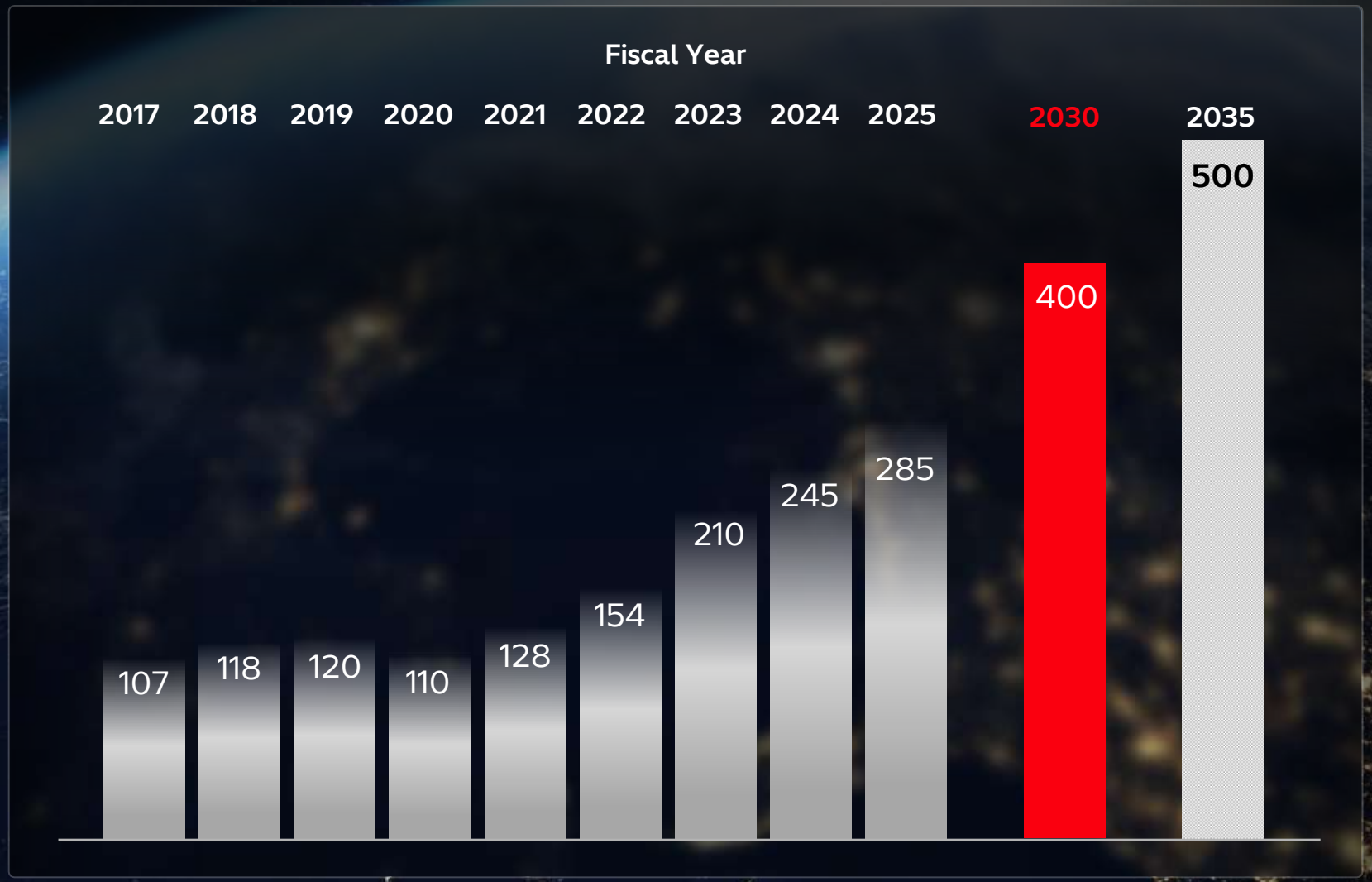
The global energy supercycle will continue for ~10-15 years

Source: [1] National Electricity Transmission plans (from 2024, 2025, 2026 respectively); [2] Global Transmission (based on 201 TSOs)

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Market size for Hitachi Energy is expected to nearly double 2025-2035

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By 2030

$400B

CAGR 2025-2030

~7%

CAGR 2030-2035

~5%

11 Unconsolidated, constant currency, B USD

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High market growth across key products and solutions, 2020-2050

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Transformers	**HV Switchgear**	**HVDC**	**BESS**
3x	3-5x	4x	>10x
STATCOM	**Power electronics**	**Software solutions**	**Service**
5-10x	6-8x	>10x	>6x

HV: High Voltage; BESS: Battery Energy Storage System; HVDC: High Voltage Direct Current; STATCOM: Static Synchronous Compensator

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Entering the adjacent “Edge” market, unlocking a $130B market by 2035

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Utility customers

~75% of customers today[1], strong demand due to grid modernization

Industry customers

Increased electricity demand due to electrification and rise of renewables

New customers

E.g. data centers with a need for energy hubs

Edge market in 2035

~$130B

~$60B Core (substations) +
~$70B New offerings[2]

Source: [1] Customer data as of 2025; [2] Internal project with external support

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Our strategic priorities, enabling profitable growth

HITACHI

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Deliver backlog

Convert our $65B+ backlog into revenue, reinforcing market leadership

02

Capacity expansion

Scale capacity through Digital Core, AI and targeted investments

03

Operational efficiency

Leverage AI to increase engineering and SG&A productivity

04

Technology-enabled service

Expand service through HMAX, innovation and large installed base

05

New high-growth offerings

Deliver end-to-end edge solutions with partnerships and M&A

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Our strategic priorities, enabling profitable growth

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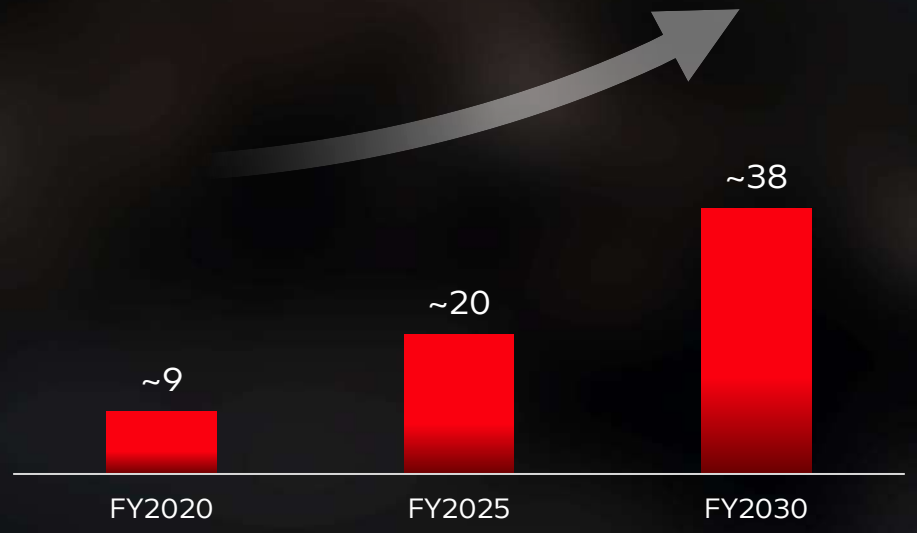
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New high-growth offerings

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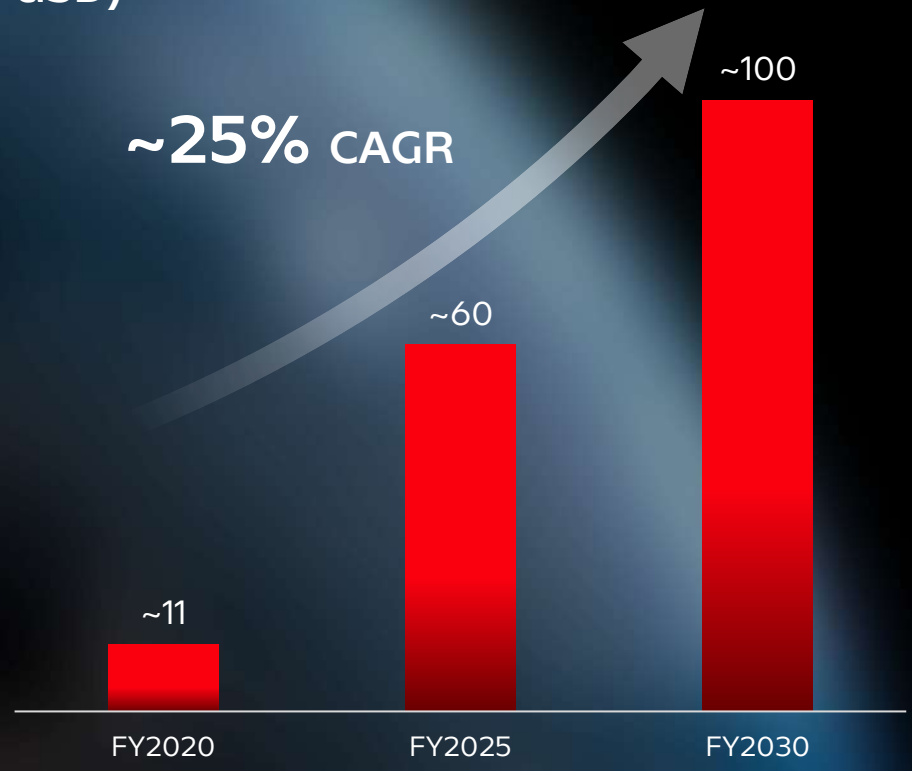
Revenue is increasing strongly – and our backlog even more

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Revenue growth driven by capacity expansion (B USD)[1]



Backlog evolution up to 2030 (B USD)[1]



[1] In constant currency

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Securing continued revenue and profitability growth

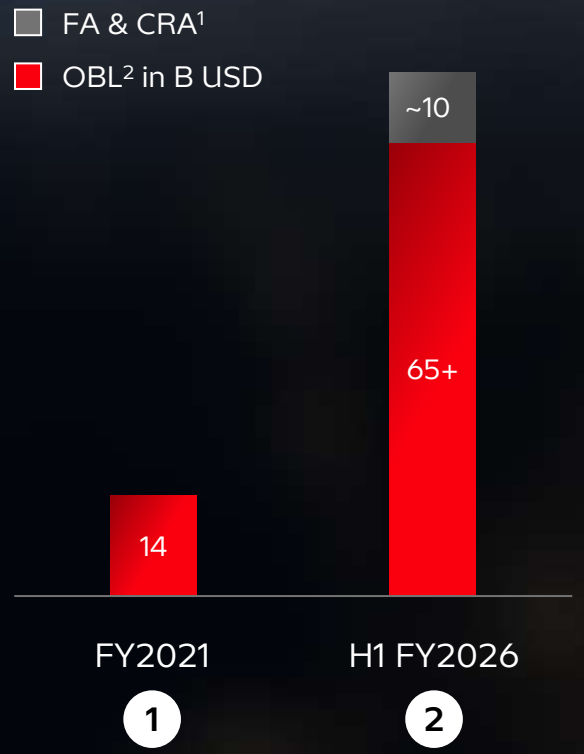
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Evolving customer behavior **provides longer-term visibility**

De-risked business model and **enhanced contractual terms**

Disciplined investments in capacity **drive revenue conversion**

Growing backlog with higher margin and increased visibility





Nominal rate; [1] Frame Agreement (Long-Term) and Capacity Reservation Agreement; [2] Order Backlog

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Capacity expansion for growth through bankable business cases

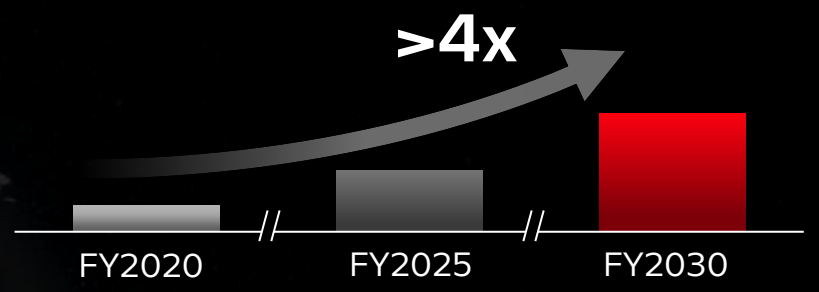
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40+ capacity expansion projects ongoing

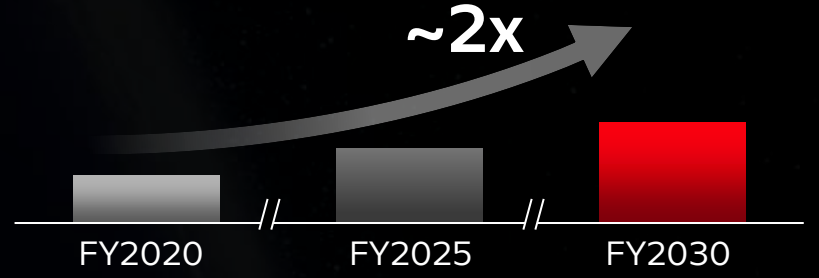


Investment: **$9B**[1] | Employees: **+5,000/y**[2]

Revenue



Workforce



[1] FY2020-2027 Investments in manufacturing, M&A and partnerships across all major markets. This includes investments to ramp up Hitachi Energy's global transformer manufacturing capacity; [2] FY2025-FY2027

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Faster backlog delivery enabled by AI

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One Digital Core

Implementing one single ERP following the carve-out

$150M p.a.
Adjusted EBITA uplift by FY2023

Automation & Analytics

Unlocking resilience and productivity in our supply chain

$200M p.a.
Adjusted EBITA uplift by FY2025

Digital & Physical AI

Executing faster, safer and better, enabled by AI

$350M+ p.a.
Adjusted EBITA uplift by FY2030

Value pools

- Improved utilization & throughput
- Accelerated engineering
- Flat G&A[1] structures

Raising our Adjusted EBITA ambition for FY2030 to $350M+ p.a.

[1] General & Administrative

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Service business expansion and performance in line with plan

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Strong revenue growth, building the pipeline for future years

HITACHI Blackstone

SHERMCO

Service innovation and Shermco synergies contributing to partnership-led expansion in North America

HMAX

Expansion of HMAX Energy portfolio and R&D investments to advance digitally enabled service, leveraging Hitachi Digital resources

15-20% CAGR **On track to deliver revenue growth through FY2030[1]**

[1]CAGR FY2024-FY2030

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HMAX Energy expands our customer reach and impact

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HYPERSCALER

HMAX Energy delivers resilience for hyperscalers in Thailand

Top 3 hyperscalers

- Resident engineers 24/7 in 3 sites
- Complete O&M coverage
- **<15min** emergency expert response

STORAGE

HMAX Energy guarantees performance for Akaysha in Australia

akaysha

- Predictive maintenance
- Availability commitments
- **98%** availability over 20 years

POWER PLANT

HMAX Energy reduced operational risk for Generadora Metropolitana in Chile

gm

- Real-time asset monitoring
- Predictive analytics
- **24/7** asset visibility and support







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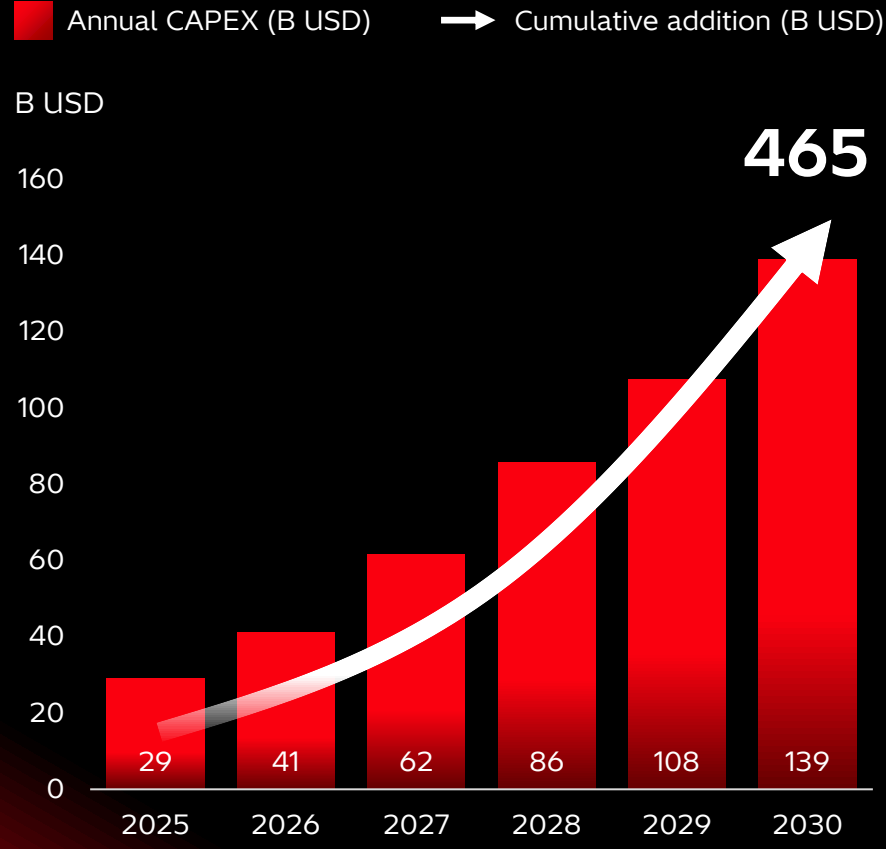
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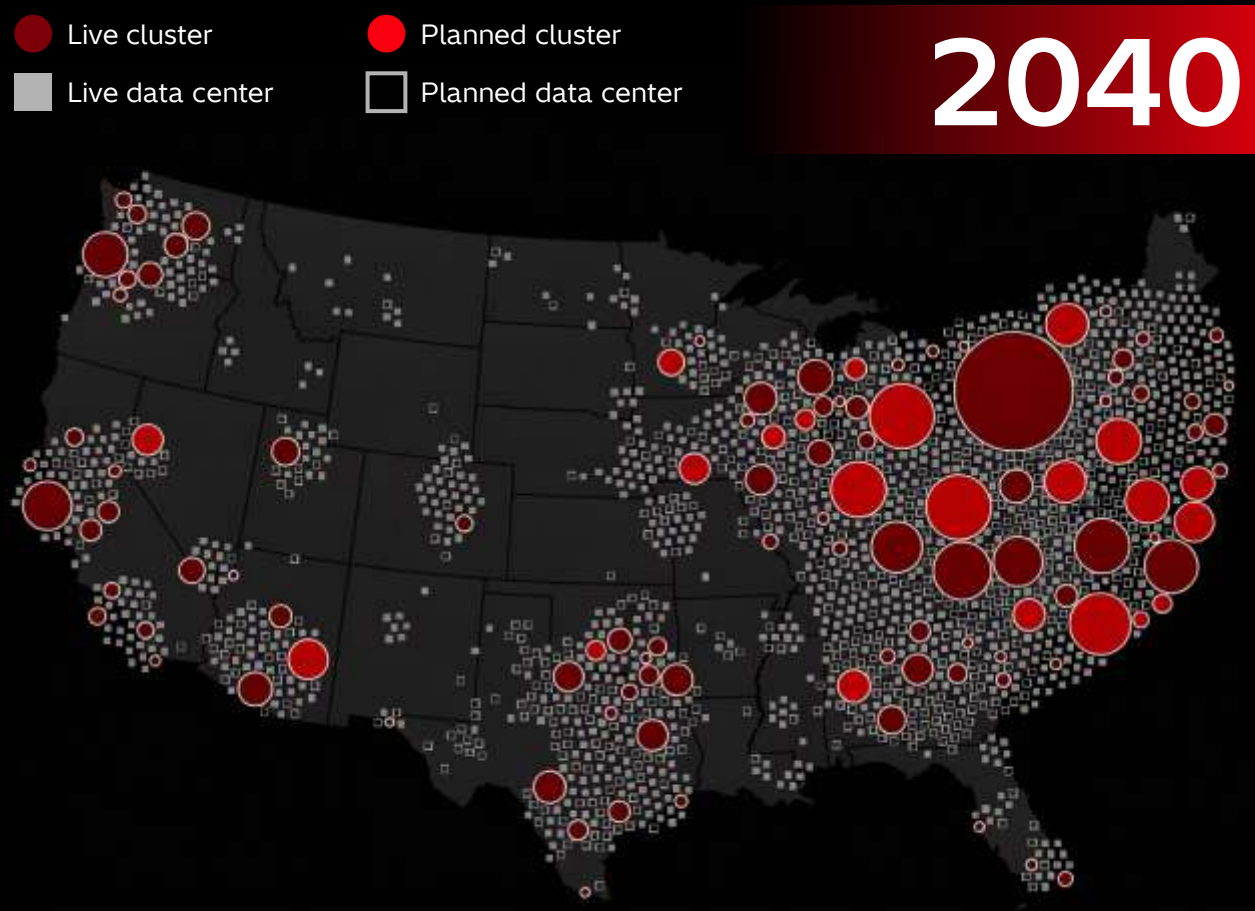
Data center buildout by 2040

HITACHI

Annual U.S. CAPEX spending in power equipment and cumulative addition[1]



Projected in 2040[2]



Source: [1] Internal U.S. Data Center Market Model | 80 GW Incremental Capacity, 2026-2030, cumulative addition by McKinsey analysis; [2] Bloomberg, September 2026

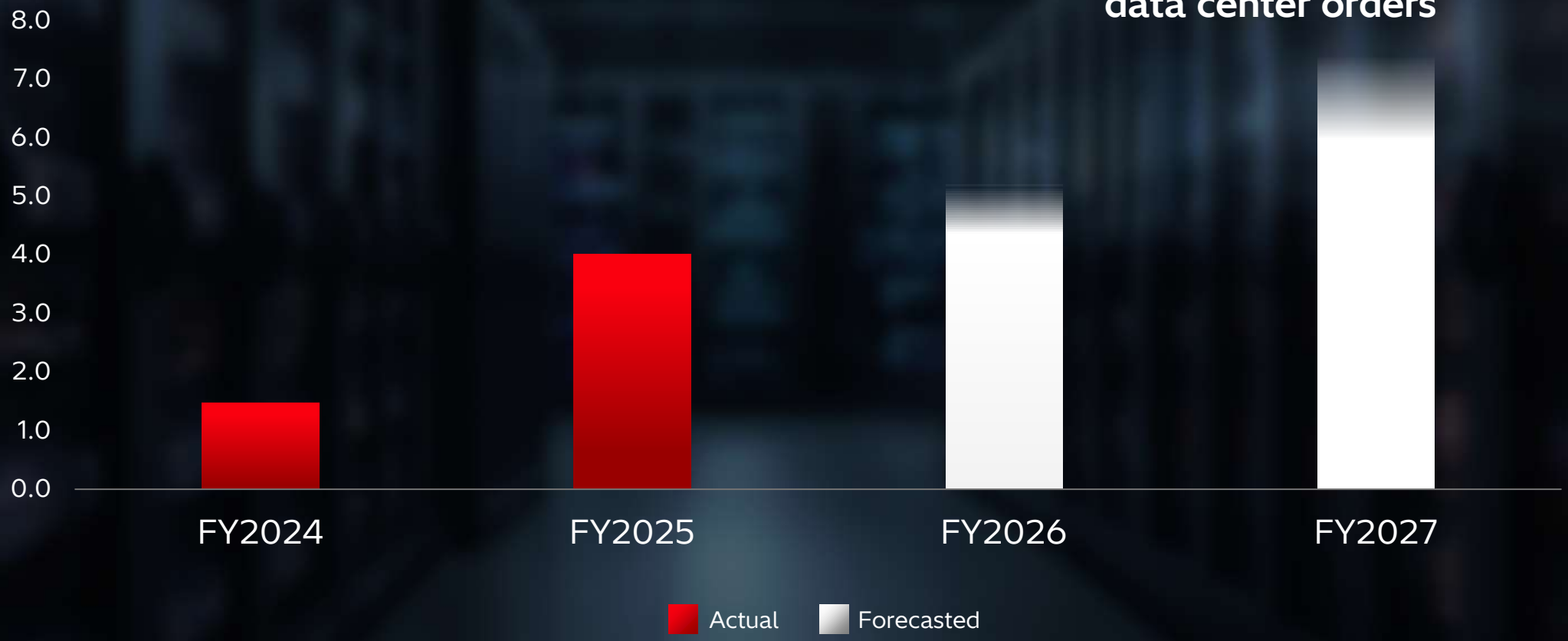
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Data center customers are a key growth driver

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Hitachi Energy data center orders (B USD)[1]

Targeting **5x growth in data center orders**



[1] In constant currency

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Power infrastructure is a critical bottleneck for data center growth

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Until now in the U.S.

70-80%

large-scale AI campuses

New phase

Less

large-scale AI campuses

Higher number

of smaller data center locations

1-3 years setup time

Grid connection and power equipment



Power generation and storage



5-15 years setup time

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With our offering, we enable faster data center deployment

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Data centers face increasing energy infrastructure challenges

Grid capacity

Reliability and stability

Impact on communities

Uncertain future demand

Build large, grid dependent

Location constraints

Slow



Build a hybrid and flexible solution

Easier and faster deployment & grid connection

Buy power / sell power to energy market

Location optionality

Build off-grid

Higher costs

Higher technical complexity

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Grid-to-Rack power chain: We are closing the gaps

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Covered | Partially covered | White spots

HV Grid Connection	HV Substation[1]	Power Generation	BESS and e-STATCOM	MV to LV Distribution	Rack
				LV AC or 800V DC[2]	

Energy Management System / Power Management System

Service (incl. HMAX Energy)



[1] Incl. Automation, Protection & Control; [2] Includes solid-state transformer technology; developing with NVIDIA new 800V DC architectures for next-gen AI factories; HV, MV, LV: High, medium, low voltage, BESS: Battery energy storage system, AC: Alternating current, DC: Direct current

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Offering integrated power solutions with Ansaldo, focusing on DTC

Power Generation

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Strategic partnership:

- Ansaldo Energia heavy duty gas turbines (50 Hz)
- Hitachi Energy static frequency converter and grid technology

---

Addressing the US market needs (60 Hz) and beyond (50 Hz)

Strengthening the positions of both companies in the data center market, including Service offering, leveraging on Shermco

Extends Hitachi's data center value proposition to end-to-end solutions

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Connecting electricity systems operating at different frequencies for years

HITACHI



Generation: 50 Hz

Datteln 4 Power Station
1,100 MW | Operating since 2020



Digital gearbox: 50 Hz → 16 ⅔ Hz

Static Frequency Converter
413 MW

DB

Consumption: 16 ⅔ Hz Railway Network, Deutsche Bahn

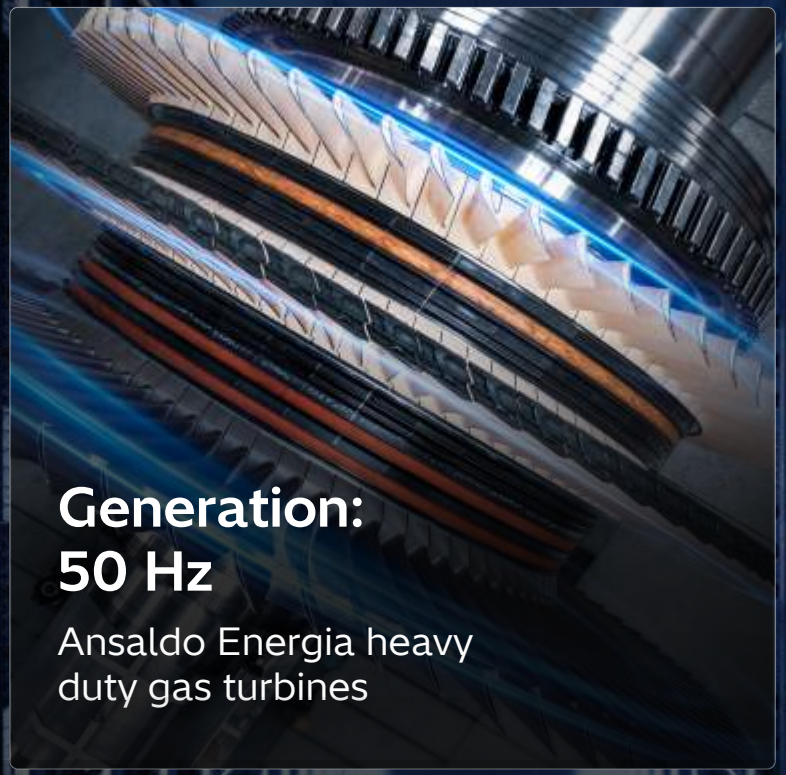
110 kV | Converter system supplies ~25% of peak traction-power demand | Operating since 2014

With our proven power electronics, we can convert frequency between generation and consumption

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Proven concept applied to connect generation with data centers in the US

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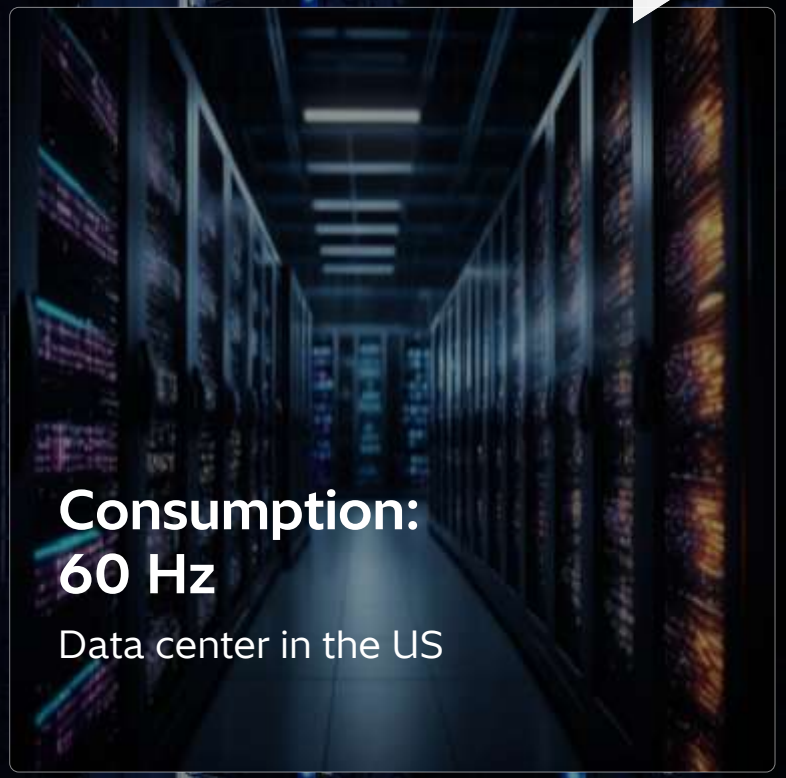
Generation:
50 Hz

Ansaldo Energia heavy duty gas turbines



Digital gearbox:
50 Hz → 60 Hz

Static Frequency Converter



Consumption:
60 Hz

Data center in the US

Extending our offering for data centers to end-to-end solutions through our digital gearbox

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Integrated power solutions for data centers’ challenges

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Combine grid and on-site generation for faster time-to-power

Provide additional capacity to the 60 Hz market, benefitting the grid and the community

Decouple the gas turbine from the grid to mitigate volatility and protect the turbine

Bring costs down and expand power capacity progressively, according to demand

Turning data centers into grid contributors, speeding up deployment and return on investment

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Our 2030 ambition

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Revenue CAGR FY2024-FY2030	Adjusted EBITA[1] FY2030	ROIC[2] FY2030
Mid-teens	19-21%	30-40%

Sustain profitable growth. Strengthen market leadership.

[1] Adj. EBITA: adjusted operating income plus acquisition-related amortization
[2] Hitachi Energy standalone ROIC

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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 document.

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 respond 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;
- 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 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 document 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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