

**Notification regarding the disclosure of materials for Hitachi Investor Day 2026
(Connective Industries Business Strategy)**

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: Connective Industries Business Strategy

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Hitachi Investor Day 2026

Connective Industries Business Strategy

June 10, 2026

Noriharu Amiya
Senior Vice President and Executive Officer,
CEO of Connective Industries Sector,
Hitachi, Ltd.

Noriharu Amiya

Senior Vice President and Executive Officer,
CEO of Connective Industries Sector, Hitachi, Ltd.

After joining Hitachi, Ltd., engaged in the design of transit and signaling systems for the railway systems business. Led numerous overseas transportation system projects, including railway projects in China

Managed global railway operations as COO of the Railway Systems Business Unit, which included UK-based Hitachi Rail Europe

Involved in corporate-wide business strategies as General Manager of Management Planning Office at Headquarters

As CEO of the Building Systems Business Unit oversaw the entire business

Possesses extensive experience across a wide range of areas, from hands-on field management to corporate strategy, spanning railways systems, building systems, and corporate planning

Since last fiscal year, as COO of the Connective Industries Sector and CEO of the Urban Systems Business Unit, has driven the digitalization of business operations, including HMAX for Buildings

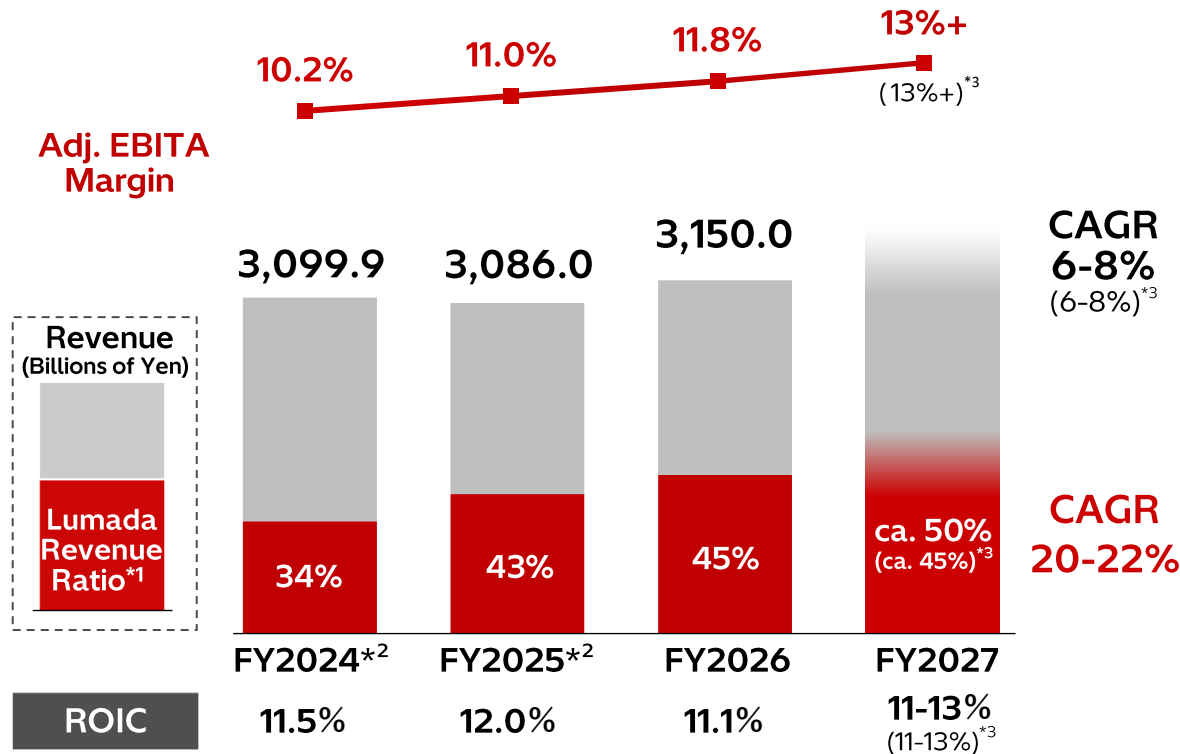
Driving global industrial transformation through
Strong Products × Deep Domain Knowledge × Physical AI

Contents

- 1. Progress on Inspire 2027 / FY2025 Review**
- 2. Connective Industries Sector Vision**
- 3. Growth Strategy Centered on Physical AI Business**
- 4. Summary**

1. Progress on Inspire 2027 / FY2025 Review

Further Improving Profit Margins Through Robust Lumada Growth by Capturing AI Demand



DC: Data Center UPS: Uninterruptible Power Supply
^{*1} Calculated based on revenue from the new reporting segments, excluding certain restructuring operations.
^{*2} Revenue, Adj. EBITA margin, and ROIC for FY2024-FY2025 are restated figures based on the new reporting segments.
^{*3} () : Previous target announced at Hitachi Investor Day 2025 (as of June 11, 2025). Restated based on the new reporting segments.
^{*4} Business areas targeting social infrastructure and facilities that require high reliability, such as data center equipment, elevators and escalators, industrial HVAC, and industrial equipment (compressors, etc.)
^{*5} Healthcare business (diagnostics and treatment) + Pharmaceutical manufacturing business

FY2025 Results

1. Facilities Business^{*4}:

Expanding related services such as UPS, leveraging DC demand

Revenue: Record High

Expansion of Connected Services

Number of Connected Units Service Business Ratio

¥762.2bn YoY +23% YoY +15% YoY +10pts

2. Semiconductor Business:

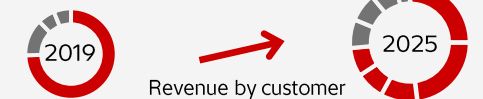
Diversifying the customer base and growing by capturing AI demand

Revenue: Record High

Process Equipment Customer Base Diversification

Approx. 70% from single company Approx. 70% from 5 companies

¥305.7bn YoY +26%



3. Life Sciences Business^{*5}:

Revolutionizing diagnostic and pharmaceutical processes with AI

Record-high Diagnostic equipment shipments

Expanding Pharmaceutical Manufacturing Business

Diagnostics & treatment business

Units shipped

Pharmaceutical manufacturing business

Biopharmaceuticals maintenance (sub-segment)

¥285.4bn Approx. 16,000 units

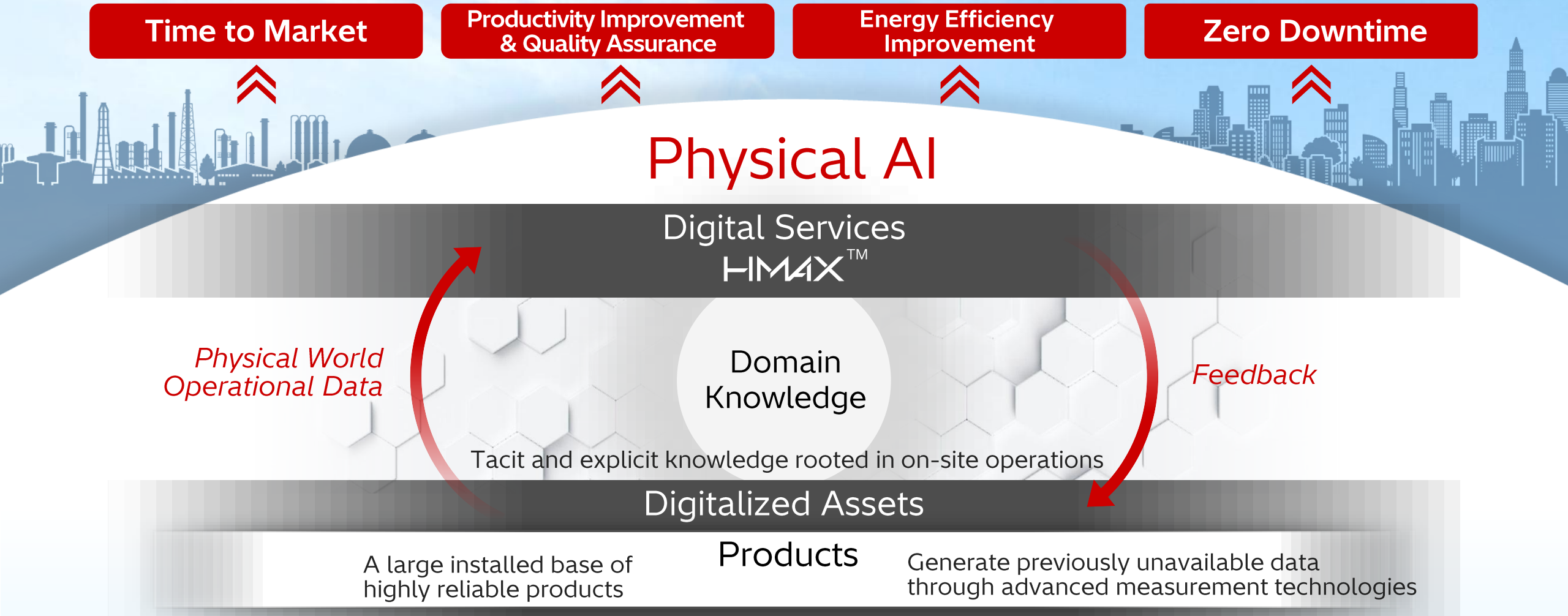
¥63.7bn

Approx. 2x
FY2023-FY2025

Contents

1. Progress on Inspire 2027 / FY2025 Review
- 2. Connective Industries Sector Vision**
3. Growth Strategy Centered on Physical AI Business
4. Summary

To Become the Leading Physical AI Company for the Industrial Area



Shortening Time to Market by Physical AI Based on Strong Products

Changing Customer Challenges Due to Technological Complexity

Semiconductor
Verification Time

50% increase^{*1}

Types of Genetic Testing
and Diagnostics

Approx. 189X^{*2}
2010-2022

Efficacy testing
for Biopharmaceuticals

11% increase^{*3}

Advanced Data Utilization
Driven by Deeper Customer
and Partner Co-creation

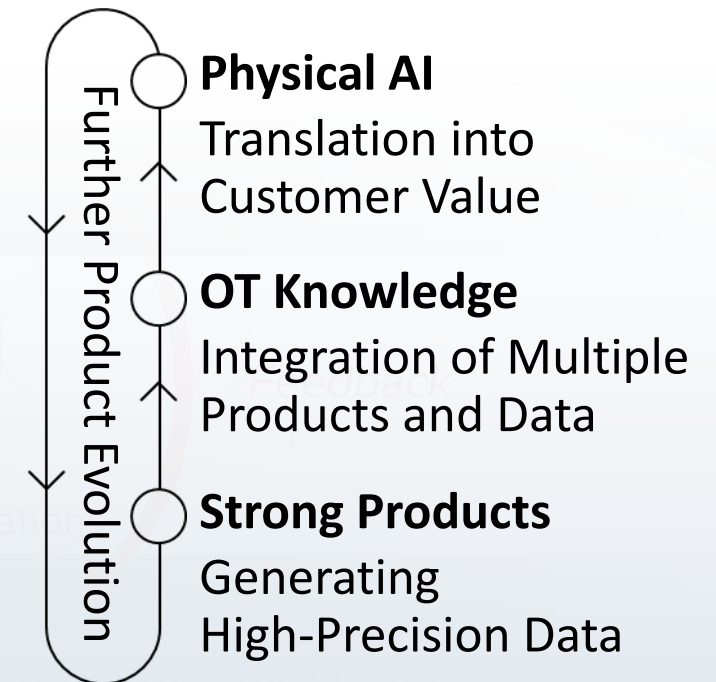
Implementation of Physical AI
through Measurement + Control

Combinations of multiple
measurement devices and data

Further Advancements
in Measurement Technology

Why Hitachi?

Shortening Time to Market



^{*1} McKinsey Growth rate of test and verification time in semiconductor development and manufacturing over the past few years

^{*2} NIH Genetic Testing Registry Comparison of the number of genetic testing and diagnostic menus available in the U.S. from 2010 to 2022

^{*3} McKinsey / Tufts CSDD Comparison of the average duration of biopharmaceutical clinical trials conducted from 2011 to 2015 versus 2016 to 2021

Contents

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2. Connective Industries Sector Vision
- 3. Growth Strategy Centered on Physical AI Business**
4. Summary

3-1. Focus Areas of the CI Sector

HITACHI

Driving Growth Through Our Physical AI Business by Focusing Management Resources on Areas with Strong AI Investment

Facilities

Customer Market
CAGR 2025-2030

12%

2030 : ¥201tn

Revenue

¥762.2_{bn}

Revenue CAGR

16%

Semiconductors

Customer Market
CAGR 2025-2030

13%

2030 : ¥240tn

Revenue

¥305.7_{bn}

Revenue CAGR

15%

In Vitro Diagnostics

Customer Market
CAGR 2025-2030

10%

2030 : ¥52tn

Revenue^{*1}

¥285.4_{bn}

Revenue CAGR^{*1}

11%

Pharmaceutical Manufacturing

Customer Market
CAGR 2025-2030

10%

2030 : ¥120tn

Revenue

¥63.7_{bn}

Revenue CAGR

17%

3-2. Physical AI in the Facilities Area

Optimizing Operational Efficiency with Globally Top-Class Connected Elevators & Escalators and Physical AI

FY2025
Revenue **¥762.2bn**

FY2025
Adj. EBITA margin **16%**

FY2025–FY2030
Revenue CAGR **16%**

Digitalized Assets

Connected Elevators & Escalators

Number and rate of
connected elevators & escalators
Global Top-Class*1
(650,000 units)



HVAC



UPS For Data Centers



Physical AI Value

Optimizing Equipment Operations and Facility Management

HMAX for Buildings
Optimization Solution for Building Management

BuilMirai*2



- Maintenance/Operational Efficiency
(Predictive maintenance, control & congestion relief, high operational efficiency)
- Facility Operations Optimization
(HVAC, industrial equipment, security, energy, robot integration)

Energy Consumption

Approx. **16%***3
reduction

Facility Management Costs

Approx. **3%***3
improvement per building

Customer and Service Expansion

Key Customers



Service Rollout to Partners

Co-Creation Partners



[Co-creation through AI and Digital Solutions]

3 million units*4

Energy optimization
connected to Bosch's HVAC equipment

Facilities Market
(AI and Software Area)

CAGR 22%

2025–2030
Market Size: Approx. ¥5tn (2030)*5

3-3. Physical AI in the Semiconductor Manufacturing Area

Improving Productivity in Semiconductor Manufacturing Through Physical AI,

Starting from Global No.1 Measurement Equipment

HITACHI

FY2025 Revenue

¥305.7 bn

FY2025 Adj. EBITA margin

17%

FY2025–FY2030 Revenue CAGR

15%

Digitalized Assets

CD-SEM



Acquiring quality benchmark data through high-precision measurement

Global market share

Approx. 76%^{*1}

- World-class 2nm measurement technology
- Industry standard for cutting-edge processes

Physical AI Value

Integrated Process Optimization: Deposition, Lithography, and Etching

ExTOPE^{*2}

IoT Integration Platform

Support AI

for Maintenance of Process Monitoring

Recipe AI^{*3}

for Process Recipe Optimization

Core process accounting for 80%^{*4} of the front-end process

100+ cycles

A single-cycle defect can result in massive wafer loss

Deposition

Lithography

Etching

Inspection Systems

X-ray

Manufacturing Equipment

Deposition Equipment

CD-SEM

Manufacturer [Co-creation Partners]

CD-SEM

In-house Equipment

umec [Co-creation Partners]

Use Cases

Development Time

Approx. 50% Reduction

Utilization Rate

Approx. 90% Maximizing and sustaining

Customer and Service Expansion

Key Customers and Co-Creation Partners

SAMSUNG

[Digital solutions development partner for semiconductor manufacturing]

Accelerating productivity improvement and process optimization through equipment data integration

intel

[Strategic collaboration to accelerate AI transformation]

Process optimization through high-precision data, achieving higher manufacturing yield and improved quality

Semiconductor Manufacturing Market (AI and Software Area)

CAGR 22%

2025–2030 Market Size: ¥3tn (2030)^{*5}

10

*1 Source : Hitachi, Ltd.

*2 “ExTOPE” is a registered trademark of Hitachi High-Tech, Corp. in Japan, the United States, Europe, the United Kingdom, China, Taiwan, and South Korea

*3 “Recipe AI” is a registered trademark of Hitachi, Ltd. in Japan

*4 Composition ratio of major processes in the semiconductor manufacturing equipment (front-end) market (based on Technavio’s ratios)

*5 Source : DATAINTELO, MarketsandMarkets, Technavio, Virtue Market Research, market.us

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3-4. Physical AI in the In Vitro Diagnostics Area

Optimizing Diagnosis and Treatment with Global No.1 In Vitro Diagnostic Systems and Physical AI

FY2025 Revenue **¥285.4bn**

FY2025 Adj. EBITA margin **15%**

FY2025–FY2030 Revenue CAGR **11%**

Digitalized Assets

Clinical Chemistry and Immunoassay Analyzers



Global Market Share
No. 1^{*1}

cobas® pro integrated solutions
cobas is a registered trademark of Roche

Global installed base
of over **90,000 units**^{*2}

Genetic Testing Instruments (Capillary Electrophoresis DNA Sequencers)



Global Market Share
No. 1^{*1}

Applied Biosystems SeqStudio Flex
Applied Biosystems is a trademark of Applied Biosystems LLC.
SeqStudio is a trademark of Thermo Fisher Scientific Inc.

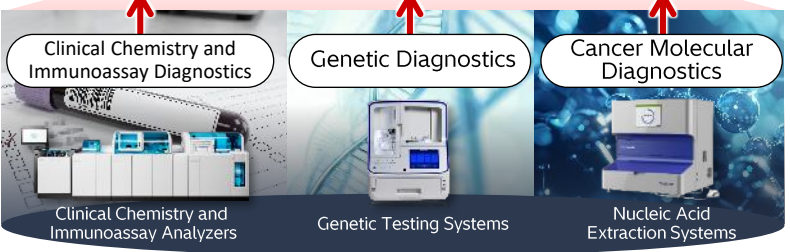
Physical AI Value

Accurate Treatment Selection and Healthcare Optimization Through High-precision, Multi-modal Diagnostics

HMAX for Healthcare
Supporting Digital Cancer Boards

Contributing to testing segments that account
for **80%**^{*3} of in vitro diagnostics

Connecting diagnostic data to expand into pathology and treatment,
enabling optimal cancer care



Co-creation Partners



[Cancer Molecular Diagnostics]

Testing
Standardization

Number of Biochemical
and Immunoassay Tests

Data generation of
1 bn
people per year

Testing
Automation

Scope of testing process
automation, starting from
biochemical testing

10 times more

Customer and Service Expansion

Key Customers and Co-Creation Partners



[Co-creation on
clinical chemistry
and immunoassay]



[Co-creation
on genetic testing]



**Seegene
Medical Foundation**

[Major Customers: Large-Scale
Clinical Laboratories]

Providing workflow optimization & automation
systems, including third-party analytical instruments,
in addition to clinical chemistry analysis

Diagnostics Market
(AI and Software Area)

CAGR 21%

2025–2030
Market Size: ¥1.1tn (2030)^{*4}

Financial figures are for the Healthcare Business (diagnostics and treatment) *1 Source : Hitachi, Ltd. *2 Current number of cobas Clinical chemistry and immunoassay analyzers in operation
*3 Composition ratio of major testing areas in the in vitro diagnostic devices market (based on Technavio's ratios) *4 Source : Grand View Research

3-5. Physical AI in Pharmaceutical Manufacturing (Future High-Growth Domain)

Accelerating Scale-up from Process Development to Commercial Production by Seamlessly Connecting Lab to Fab

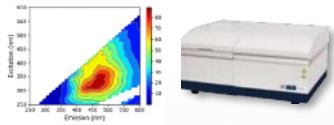
FY2025
Revenue **¥63.7 bn**

FY2025
Adj. EBITA margin **14%**

FY2025–FY2030
Revenue CAGR **17%**

Digitalized Assets

Spectrophotometers (Fluorescence Fingerprinting)



Early detection of abnormalities in cells, DNA, etc.

Bioreactors



AI analysis and simulation

Line Build



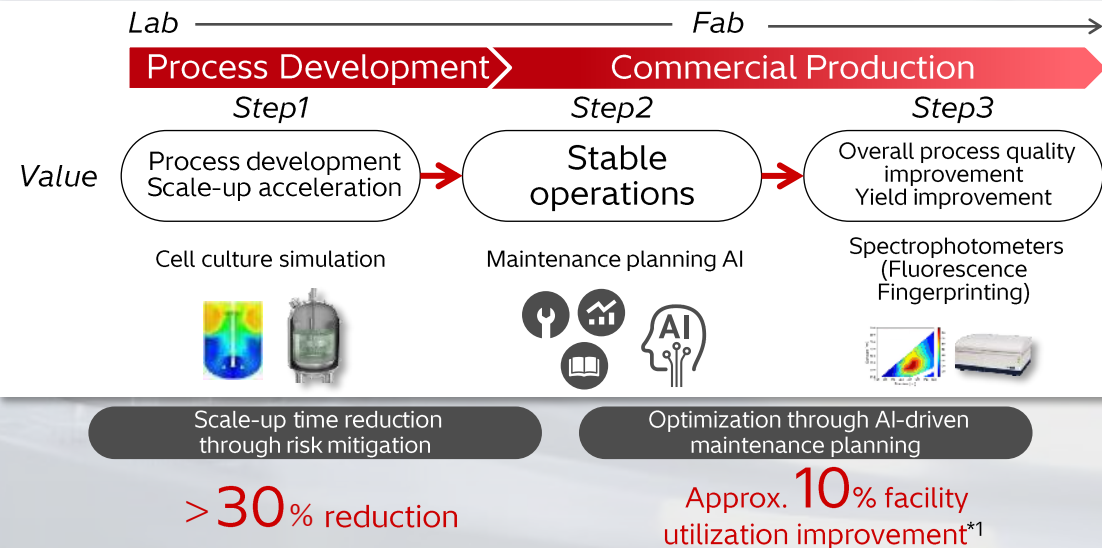
Industry-leading production and quality control digital solutions

Physical AI Value

Seamless Support from Lab to Fab Driven by Process Development

HMAX for Biopharma

Supporting the advancement of biopharmaceutical manufacturing



Customer and Service Expansion

Key Customers and Co-Creation Partners



FUJIFILM

Service Rollout to Pharmaceutical Companies

Pharmaceutical Industry
Customer Base

Approx. 350 companies

Significantly shortening the time from process development to stable commercial production quality through our Lab-to-Fab automation solutions

Pharmaceutical Manufacturing
Market (AI and Software Area)

CAGR 17%

2025–2030
Market Size: ¥0.6tn (2030) *2

*1 Hitachi estimates *2 Source : EXACTITUDE CONSULTANCY

3-6. Strategy for Expanding Physical AI

Further Strengthening No.1 Products with AI Semiconductors and Expansion of Physical AI Business Together with Partners

Developing Edge AI Semiconductors

Accelerating integration across a range of products



- Over 10 times more power-efficient than cutting-edge GPUs
- Real-time analytics without the need for dedicated servers
- Enables intelligent operation of various industrial machinery and robots



1. Integrating AI Semiconductors to Further Strengthen Our No. 1 Products

Analyzing diverse on-site data in real time to dramatically improve productivity



2. Deepening Co-Creation through AI Semiconductor Integration in Partner Products

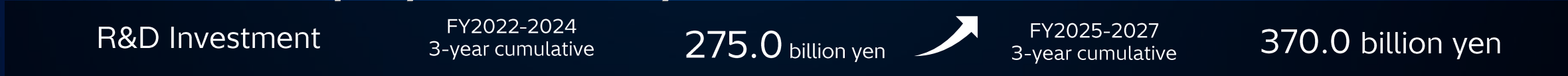
Maximizing customer value through the strategic integration of multiple products and data

3. Accelerating the Verification and Creation of Solutions through Customer Zero Model

Leveraging AI semiconductors to revolutionize internal manufacturing and drive customer deployment

3-7. Strengthening R&D to Expand the Physical AI Business

Enhancing and Intelligently Optimizing Products to Accelerate the Scalable Deployment of Physical AI



Advancements in Measurement Technology

Semiconductors and Advanced Materials

Accelerating the mass production of advanced materials
X-ray Measurement: Multi-element SDD*1

Pharmaceutical Manufacturing

Quality Enhancement Driven by High-Sensitivity Measurement
New Laser Spectroscopy Technology

*1 Silicon drift detector *2 This image was created using generative AI

Physical AI Enablers

Common

Making products smarter
Expanding the portfolio of edge AI semiconductors*2

Common

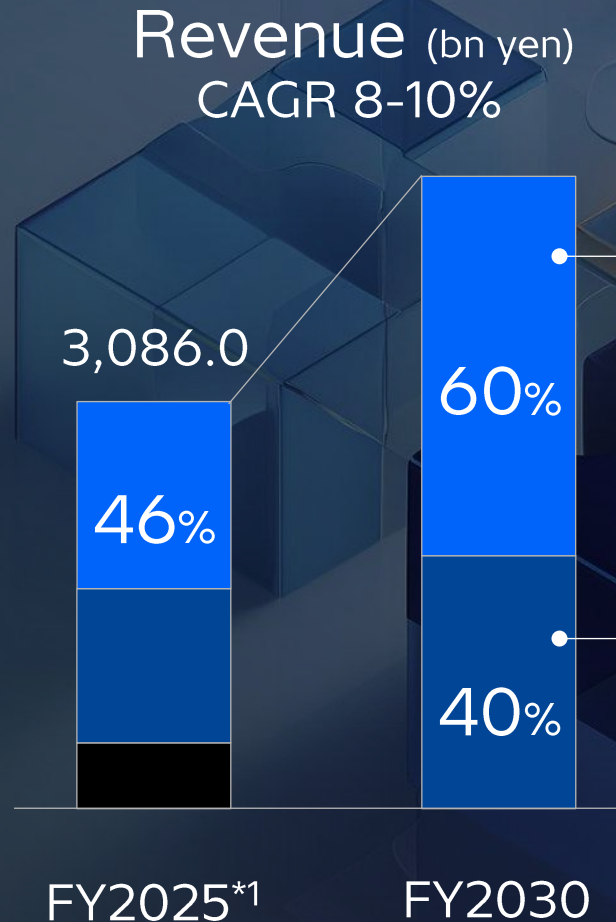
Robot Autonomy powered by Edge AI Semiconductors
Promoting collaboration with robot manufacturers

Product Evolution

Strengthening data center products
UPS with SiC components and high-efficiency air-cooled chillers

Expansion of Green Products
High-efficiency products and the Circular Economy

3-8. Portfolio Transformation for Growth Leveraging Physical AI Building a Business Portfolio Centered on Physical AI and Generating Next Global Top Products



1. Expanding the Physical AI business centered on global top products

Driven by facilities, semiconductors, in vitro diagnostics, and pharmaceutical manufacturing businesses

Focused investments in key areas

- Expansion of the measurement portfolio
- Strengthening OT
(Advanced Physical AI engineering capabilities driven by multi-measurement data integration)

2. Further expansion of Physical AI business through the generation of our next global top products

Data Centers
High-power-consumption
cooling and UPS

Robotics
Edge AI Automation

Advanced Materials
Cutting-edge
measurement equipment

Circular Economy
Green products,
traceability

3. Structural reform of non-Lumada businesses

In April 2026, announced the transfer of an 80.1% stake in the new home appliance company to Nojima Corporation
Maximizing business value through succession to the best owner

*1 Restated figures for FY2025 based on new reporting segments

Contents

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2. Connective Industries Sector Vision
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4. Summary

4. The Future Ambition in Figures

Inspire 2027 on Track: Targeting 6-8% Revenue Growth Through the Expansion of Physical AI Business

- Clear focus on Physical AI business by leveraging our strong products portfolio
- Accelerating business portfolio transformation
- Scaling Customer Zero initiatives by leveraging our strengths as a manufacturer
- Global business expansion (FY2027 overseas revenue ratio 55%)

	FY2024* ³	FY2025* ³	FY2026	FY2027
Revenue Growth* ¹	YoY +3% [+1%]	YoY ±0% [(1%)]	YoY +2% [+2%] (YoY +6%)* ²	6-8% (6-8%)* ⁴ FY2024-FY2027 CAGR
Adj. EBITA Margin	10.2%	11.0%	11.8%	13%+ (13%+)
ROIC	11.5%	12.0%	11.1%	11-13% (11-13%)
Lumada Revenue Ratio* ²	34%	43%	45%	ca. 50% (ca. 45%)

*1 Figures in [] exclude the impact of foreign exchange fluctuations *2 Calculated based on revenue from the new reporting segments, excluding certain structural reform businesses

*3 Revenue growth, Adj. EBITA margin, and ROIC for FY2024-FY2025 are restated figures based on the new reporting segments

*4 FY2027 figures in () are figures announced at Hitachi Investor Day 2025 (as of June 11, 2025). Restated based on the new reporting segments

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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 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;
- 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.