

Outline of Consolidated Financial Results for the Second Quarter Ended September 30, 2025 [Fiscal 2025]

Hitachi, Ltd.
Senior Vice President and Executive Officer, CFO
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October 30th, 2025

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Highlights of Hitachi Group's Performance

1. Q2 FY2025 Results

- ✓ Solid momentum continued, driven by strong Energy's Power Grids business and solid DSS's Japanese IT business, with higher revenue and profit
- ✓ Adjusted EBITA reached a record high for Q2
- ✓ Core FCF significantly increased, driven by higher profits from Hitachi Energy and other businesses

Revenue	+8% [+8%] (*) 2,529.0 bn yen	Adj. EBITA	324.2 bn yen +86.2 bn yen	Adj. EBITA Margin	12.8% +2.6 pts
Net Income (Attributable to Hitachi, Ltd. Shareholders)	280.6 bn yen +163.7 bn yen	Core FCF	200.1 bn yen +102.4 bn yen	Core FCF (excl. one-time factors) 136.9 bn yen +39.2 bn yen	

2. FY2025 Outlooks

- ✓ In addition to strong performance in Energy driven by the Power Grids business, Mobility and CI have also been revised upward.
Overall upward revision for Hitachi Group:
Revenue: +200.0 bn yen, Adjusted EBITA: +100.0 bn yen, Net Income: +40.0 bn yen, Core FCF: +160.0 bn yen
- ✓ Even with increased strategic investments, revenue and profit growth is forecasted, driven by the business expansion in Energy, DSS, and Mobility

Revenue	+5% [+7%] 10,300.0 bn yen	Adj. EBITA	1,210.0 bn yen +126.4 bn yen	Adj. EBITA Margin	11.7% +0.6 pts
Net Income (Attributable to Hitachi, Ltd. Shareholders)	750.0 bn yen +134.2 bn yen	Core FCF	800.0 bn yen +19.4 bn yen	ROIC	11.5% +0.6 pts

Segment Highlights

- ✓ Q2 : Solid momentum continued in DSS's Japanese IT business and Energy's Power Grids business
- ✓ Full-year : In addition to upward revisions to Adj. EBITA in Energy and other sectors, business risks and tariff impacts, etc. previously factored into Corporate items & Elimination were partially revised

	Q2 FY2025				FY2025			
	Revenue	YoY	Adj. EBITA	YoY	Revenue	YoY	Adj. EBITA	YoY
DSS	708.8 bn yen	+4%	109.9 bn yen	+19.5 bn yen	2,950.0 bn yen	+4%	437.0 bn yen	+42.9 bn yen
Q2	Japanese IT business remained solid on DX/modernization demand. In overseas IT business, storage business's profitability improved via cost reduction							
Full-year	Revenue was revised downward by 70.0 bn yen by restrained customer investments in overseas businesses, Adjusted EBITA was maintained by cost reductions							
Energy	750.8 bn yen	+27%	94.2 bn yen	+50.0 bn yen	2,970.0 bn yen	+13%	368.0 bn yen	+115.9 bn yen
Q2	Power Grids business continued to show strong momentum, driven by robust demand for transmission upgrades and connections to renewable energy sources							
Full-year	Upward Revision: Revenue +130.0 bn yen, Adj. EBITA +22.0 bn yen							
Mobility	300.2 bn yen	+6%	19.0 bn yen	0.9 bn yen	1,260.0 bn yen	+8%	103.0 bn yen	+8.0 bn yen
Q2	Despite solid revenue growth in Lumada businesses (including signaling systems), profitability stayed flat due to an increase in PMI-related costs							
Full-year	Upward Revision: Revenue +60.0 bn yen, Adj. EBITA +5.0 bn yen							
CI	805.4 bn yen	±0%	99.9 bn yen	+15.8 bn yen	3,240.0 bn yen	(1)%	349.0 bn yen	+3.6 bn yen
Q2	Profitability increased due to strong demand of semiconductor manufacturing equipment, despite weak China new installation demand of elevator/escalator							
Full-year	Upward Revision: Revenue +10.0 bn yen, Adj. EBITA +3.0 bn yen							
Corporate items & Elimination	(167.6) bn yen	(18.0) bn yen	(7.6) bn yen	(3.0) bn yen	(615.0) bn yen	+10.4 bn yen	(54.0) bn yen	(39.2) bn yen
Full-year	Some business risks and tariff impacts previously factored into 'Corporate items and Eliminations' were partially revised. Upward Revision: Revenue +60.0 bn yen, Adj. EBITA +65.0 bn yen							

DSS: Driving the Growth Strategy

- ✓ DSS remained solid in Q2, with orders up +6% YoY, consistent with revenue and profit. (posted record-high revenue and profit)
- ✓ The Japan business continued its solid sales momentum, driven mainly by DX/modernization projects
- ✓ For the overseas business, although revenue was revised downward due to restrained customer investment, profitability improved due to factors such as improved gross margin and cost reductions in the storage business

	Q1→Q2 Performance Change	Full-Year Outlook / Initiatives	
Front Business	<ul style="list-style-type: none"> ✓ Solid momentum continued for Japanese DX/modernization projects <ul style="list-style-type: none"> • All businesses, incl. finance, utility, public sector, transportation, and defense, remained solid, posting record-high Q2 revenue and Adj. EBITA ✓ The decline from the Q1 FY24 high base (ATM renewals for new banknotes) was resolved Financial Institutions BU Revenue in Q1: 110.4 bn yen (YoY (12)%) → Q2: 141.3 bn yen (YoY+8%) 	Full-Year	Continued Momentum in DX/modernization
		<ul style="list-style-type: none"> ✓ Strong order momentum (Front Business orders Q2 YoY +13%) ✓ Improved SI productivity by leveraging Generative AI and Agentic AI ✓ Expansion of DX/modernization business and services business 	
Storage Business	<ul style="list-style-type: none"> ✓ Restrained investment from European/U.S. customers continued ✓ Profitability recovered due to improved gross margin through disciplined deal governance and cost reductions, including the optimization of back-office operations Storage Business Revenue Q1: 575 MUSD (YoY (14)%) → Q2: 612 MUSD (YoY (6)%) Adj. EBITA recovered from Q1 to Q2 *Profitability also improved year-on-year (+3 pts) 	Full-Year	Accelerating Cost Optimization and Business Structural Reforms
		<ul style="list-style-type: none"> ✓ Focusing resources on high-growth areas like block storage and AI infrastructure solution (e.g., Hitachi iQ) ✓ Improving profitability through operational enhancements and fundamental structural reforms ✓ Exploring partnerships to strengthen market competitiveness 	
GlobalLogic	<ul style="list-style-type: none"> ✓ Although investment from European/U.S. customers remained restrained, profit margins improved due to higher utilization rates ✓ Creating synergies with each business sector (e.g., expansion of DX projects in the transportation and retail/distribution areas in Japan) GlobalLogic Adj. EBITA margin Q1: 16.6% → Q2: 18.0% (QoQ +1.4 pts) 	Full-Year	Strengthening High-Value-Added Service Business with AI
		<ul style="list-style-type: none"> ✓ Enhancing, Integrating, and Assetizing AI Technologies ✓ Creating synergies by supporting AI enhancement for other sectors ✓ Strengthening AI implementation capabilities by leveraging the customer base and partners 	

GlobalLogic: Contribution to Lumada Business Expansion

1. Key Initiatives

GlobalLogic enhances its AI capabilities and supports AI implementation both within and outside the Hitachi Group, thereby contributing to the expansion of the Lumada business

Enhancing, Integrating, and Assetizing AI Technologies	Creating synergies by supporting AI enhancement for other sectors	Strengthening AI implementation capabilities by leveraging the customer base and partners
<ul style="list-style-type: none">• Strengthening capabilities and acquiring AI talent (M&A + robust hiring)• Providing high-value-added services by integrating and assetizing AI technologies	<ul style="list-style-type: none">• Leveraging AI to drive the digitalization of business assets and services in each sector	<ul style="list-style-type: none">• Developing high-value-added AI solutions through co-creation with a high-quality customer base and business partners

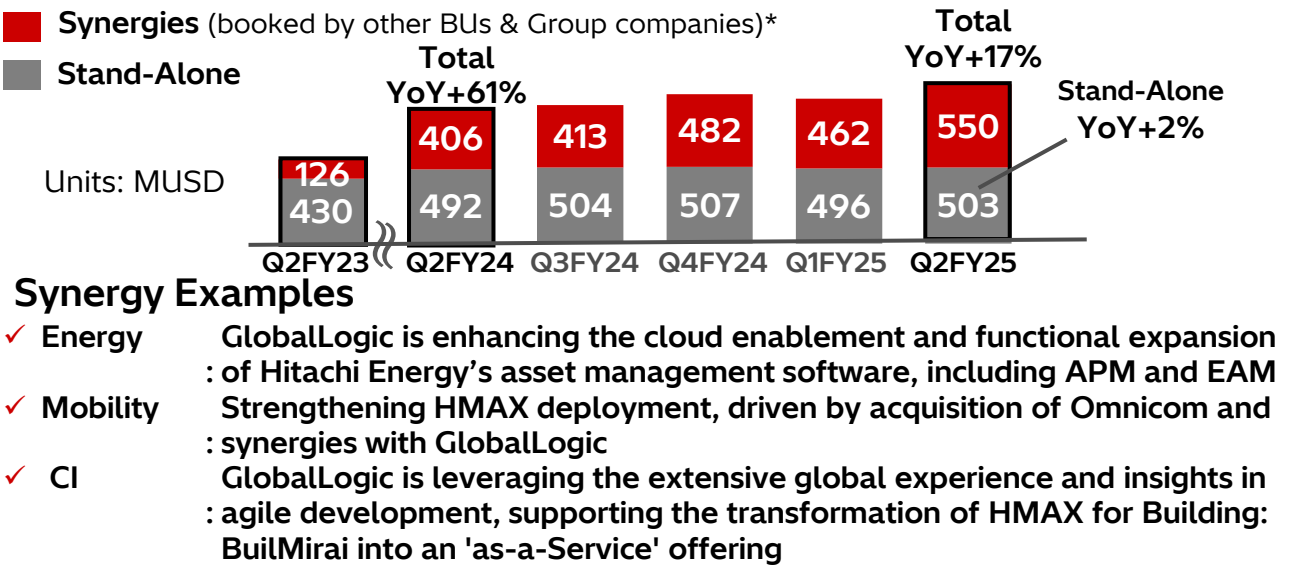
2. Acquisition of synvert

Acquired synvert, a company with strengths in data advisory and data platform design/architecture. This integration with GlobalLogic's capabilities will strengthen solution development for Agentic AI and Physical AI. Contributing to global business expansion by accelerating HMAX rollout and other initiatives

Data Value Chain Capabilities	GlobalLogic	synvert	Post-Integration
Data Advisory			
Data Platform Design/Architecture			
Data Insights and Products			
Data Management and Operations			

3. Synergy and Stand-Alone Revenue Trends

(the total is included in Lumada business revenue)



Progress on Initiatives to Enhance Enterprise Value

1

Growth Investments for Lumada Expansion (Enhancing Digital Services / Accelerating Physical AI Implementation)

- ✓ Pursuing M&A to strengthen HMAX / Physical AI technologies
 - Mobility : Omnicom (Railway Infrastructure Monitoring System)
 - DSS : synvert (AI Services)
 - Energy : Shermco^(*) (Maintenance, repair, testing, commissioning,
and design services for critical energy infrastructure)

(*)A leading provider of electrical services in North America

2

Completion of Capital Reorganization of HVAC Joint Venture

- ✓ Transferred the shares of the joint venture “JCH^(*)” to Bosch, recording net gain on business reorganization and others, etc. of 154.9 billion yen (sales proceeds of 211.2 billion yen) in H1 FY2025
- ✓ Acquired the Shimizu Factory, a key base for commercial air conditioning equipment. Going forward, we will leverage the factory’s cooling technologies, etc. to develop HMAX solutions that embody Lumada 3.0, and accelerate their deployment into growth markets such as green buildings and data centers

(*)JCH: Johnson Controls-Hitachi Air Conditioning Holding (UK) Ltd

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Progressing as planned toward 500.0 billion yen in shareholder returns

- ✓ Share buyback (planned amount): 300.0 billion yen (announced on April 28) is progressing as planned (progress rate: 57%, as of September 30)
- ✓ Interim dividend: 23 yen per share, unchanged from the plan announced on April 28 (+2 yen YoY)

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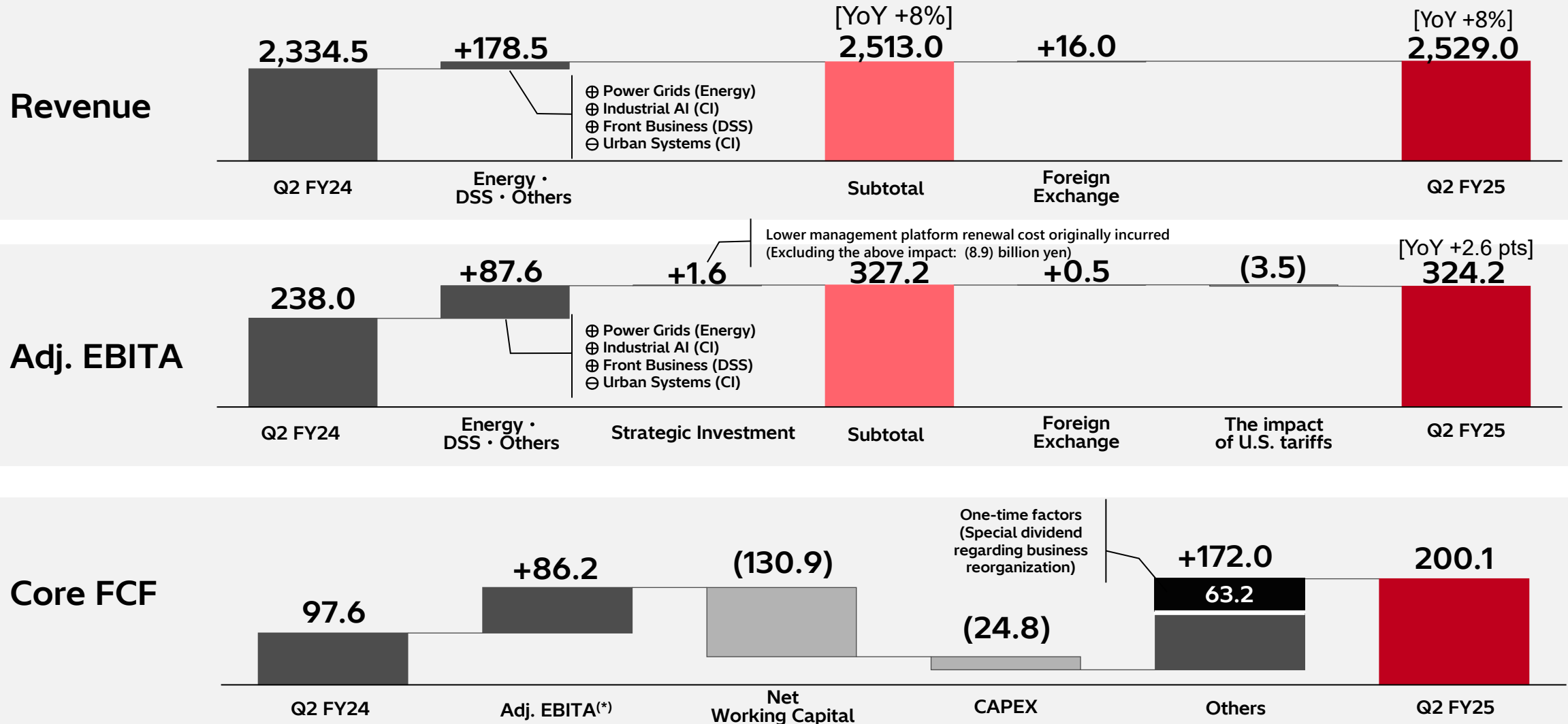
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- | Billions of yen | Consolidated Total |
|---|--------------------|
| Revenue | 2,529.0 |
| YoY [YoY excl. FX impact] | +8% [+8%] |
| Adj. EBITA | 324.2 |
| YoY | +86.2 |
| Adj. EBITA margin | 12.8% |
| YoY | +2.6 pts |
| Net income
attributable to Hitachi, Ltd. Shareholders | 280.6 |
| YoY | +163.7 |
| Core FCF including one-time factors | 200.1 |
| YoY | +102.4 |

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Breakdown of YoY Changes in Revenue, Adj. EBITA, and Core FCF in Q2 FY2025

Billions of yen



Financial Position and Cash Flows

Summary of Consolidated Financial Position

Billions of yen	As of March 31, 2025	As of September 30, 2025	Difference from March 31, 2025
Total assets	13,284.8	13,887.1	+602.3
Cash and cash equivalents	866.2	1,278.9	+412.6
Trade receivables and contract assets	3,496.3	3,373.2	(123.1)
Total liabilities	7,253.3	7,595.4	+342.0
Interest-bearing debt	1,206.1	1,208.4	+2.3
Total Hitachi, Ltd. shareholders' equity	5,847.0	6,119.7	+272.6
Non-controlling interests	184.3	171.9	(12.3)
Cash Conversion Cycle	48.3 days	36.0 days	(12.3) days
D/E ratio	0.20 times	0.19 times	(0.01) pts

Summary of Consolidated Statement of Cash Flows

Billions of yen	Q2 FY2024	Q2 FY2025	YoY	H1 FY2024	H1 FY2025	YoY
Cash flows from operating activities	180.2	307.5	+127.3	323.3	749.6	+426.2
Cash flows from investing activities	(77.4)	87.7	+165.2	(311.8)	13.3	+325.2
Core FCF	97.6	200.1	+102.4	168.6	551.5	+382.9

Regional Revenues in Q2 FY2025

- ✓ The business in Europe and North America expanded:
Energy, driven by robust demand for transmission upgrades and connections to renewable energy sources, and Mobility, driven by robust performance of signaling systems projects
- ✓ The business in China declined:
In CI, demand for new elevator and escalator installations declined

Billions of yen	Japan	North America	Europe	China	ASEAN, India, other areas	Other areas	Overseas Revenue
DSS	499.0	85.3	51.7	5.6	53.2	13.8	209.7
YoY	+8%	(7)%	(7)%	(31)%	+8%	±0%	(4)%
Energy	52.9	214.8	233.3	51.0	58.7	139.9	697.8
YoY	+4%	+22%	+50% ^(*)	+7%	+11%	+28%	+29%
Mobility	16.5	29.6	186.5	2.4	23.8	41.1	283.7
YoY	(18)%	+15%	+6%	(38)%	+9%	+15%	+8%
CI	402.6	69.1	50.5	184.7	88.2	10.0	402.8
YoY	+2%	+1%	(11)% ^(*)	(10)%	+24%	+8%	(2)%
Consolidated Total	930.0	399.6	519.4	246.2	228.1	205.4	1,599.0
YoY	+5%	+10%	+17%	(8)%	+13%	+22%	+11%
Ratio	37%	16%	20%	10%	9%	8%	63%

Orders Results by Business Segment in Q2 FY2025

- ✓ **DSS** : Orders in Japan remained solid in Front Business and IT Services, supported by projects focused on DX/modernization. Overseas orders in Services and Platforms continued to be impacted by restrained investment from customers in Europe and the U.S., however, order profitability improved due to strictly selective order intake
- ✓ **Energy** : Orders in the Power Grids business continued, supported by robust demand for transmission upgrades and grid connections to renewable energy sources
- ✓ **Mobility** : Orders in the Railway business declined, reflecting the absence of last year's large overseas railway vehicle maintenance project
- ✓ **CI** : Orders increased, driven by factors such as the contribution from the acquisition of MA micro automation (a robotics Sler) and the booking of large-scale OT(*) projects in the steel area

(*)OT:Operational Technology

Billions of yen	Q2 FY25	YoY	H1 FY25	YoY
DSS	686.2	+6%	1,606.9	+6%
Front Business	283.9	+13%	765.5	+8%
IT Services	276.7	+3%	597.9	+5%
Services & Platforms	260.2	(3)%	495.9	(8)%
Energy	1,065.1	+13%	2,086.0	(2)%
Power Grids	1,007.9	+12%	1,975.0	±0%
Nuclear Energy	57.7	+18%	119.2	(30)%
Mobility	238.5	(67)%	692.7	(24)%

Order backlog As of September 30, 2025

DSS	: 1.8 tn yen	(compared to the end of FY2024 +18%)
Hitachi Energy	: 7.3 tn yen	(compared to the end of FY2024 +13%)
	49.7 bn USD	(compared to the end of FY2024 +14%)
Mobility	: 6.6 tn yen	(compared to the end of FY2024 +6%)

	Q2 FY25	YoY	H1 FY25	YoY
CI	834.3	+2%	1,632.1	+3%
Urban Systems	320.0	+1%	605.7	(2)%
Building Systems	227.6	+2%	432.0	(2)%
Industrial Products & Services	175.8	(6)%(*)	348.0	+2%
Industrial AI	338.5	+8%	678.4	+8%
Measurement & Analysis Systems (Hitachi High-Tech)	186.2	+3%	384.2	+9%
Industrial Digital	102.6	+16%	204.0	+5%

(*) : Decline due to the absence of large-scale projects recorded in the previous year

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FY2025 Highlights

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Overall upward revision for Hitachi Group:
Revenue: +200.0 bn yen, Adjusted EBITA: +100.0 bn yen, Net Income: +40.0 bn yen, Core FCF: +160.0 bn yen
- ✓ Even with increased strategic investments, revenue and profit growth is forecasted, supported by the business expansion in Energy, DSS, and Mobility

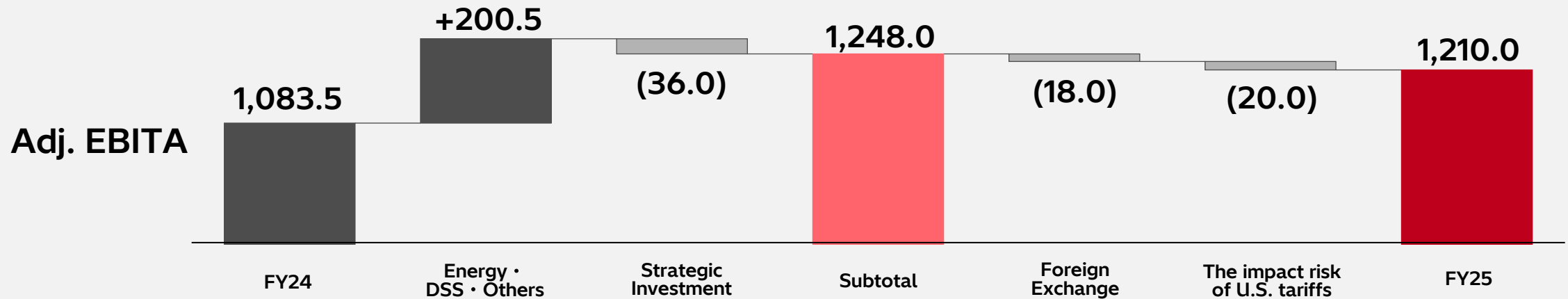
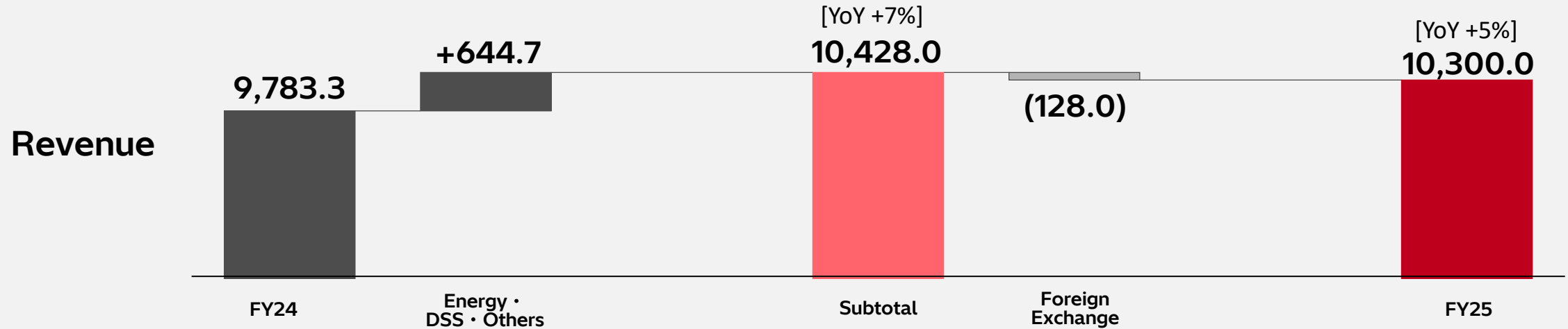
Billions of yen	Consolidated Total		
	Previous Forecast	Present Forecast	vs Previous Forecasts
Revenue YoY	10,100.0	10,300.0 +5 %	+200.0
Adj. EBITA YoY	1,110.0	1,210.0 +126.4	+100.0
Adj. EBITA margin YoY	11.0 %	11.7 % +0.6 pts	+0.7 pts
Net income attributable to Hitachi, Ltd. Shareholders YoY	710.0	750.0 +134.2	+40.0
EPS	155.39 yen	164.83 yen	+9.44 yen
Core FCF YoY	640.0	800.0 +19.4	+160.0
ROIC YoY	11 %	11.5 % +0.6 pts	—

Assumed FX rate		FX sensitivity ^(*) (Q3-Q4 FY2025)	
		Revenue	Adj. EBITA
US \$	145 yen	+7.0 bn yen	+0.8 bn yen
€	170 yen	+4.0 bn yen	+0.4 bn yen

(*) Impact of FX rate fluctuation by one-yen depreciation from assumed rate

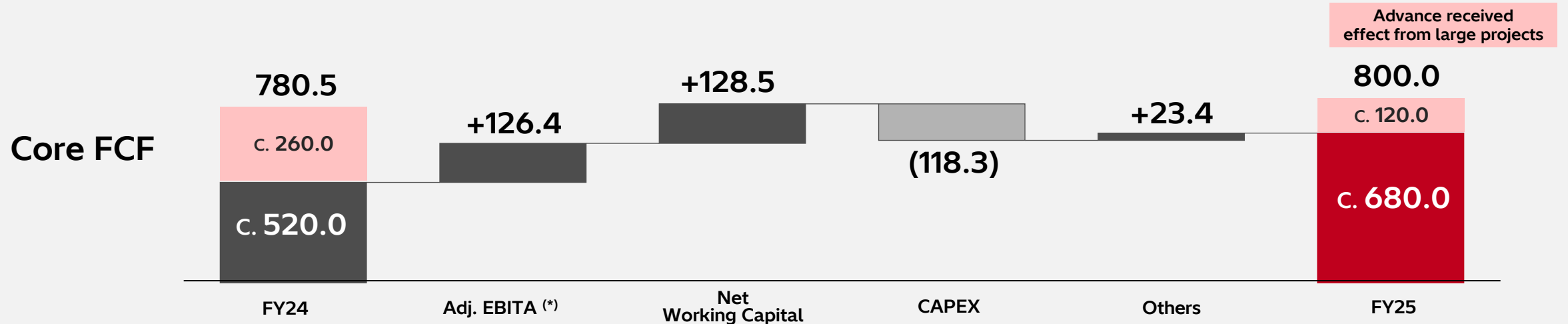
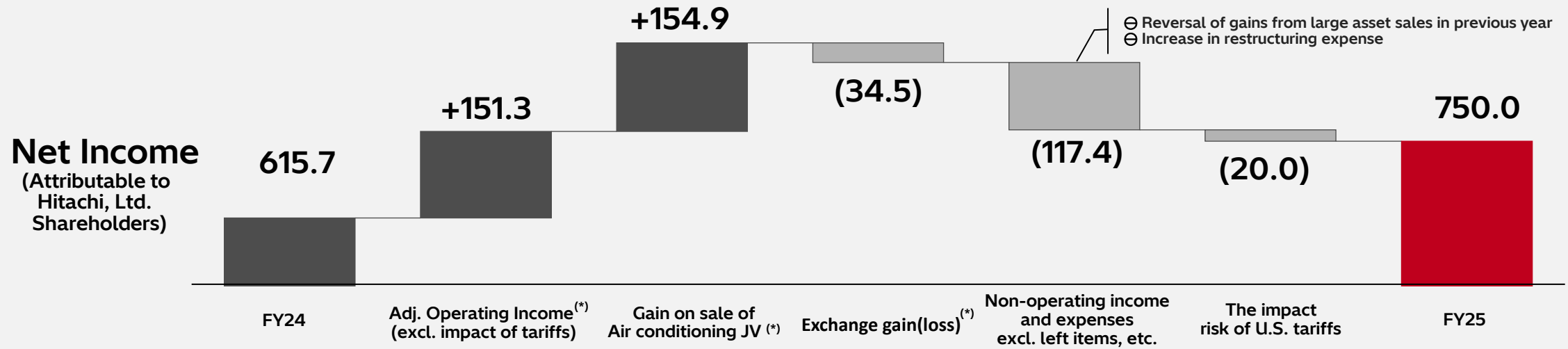
Breakdown of YoY Changes in Revenue and Adj. EBITA in FY2025

Billions of yen



Breakdown of YoY Changes in Net Income and Core FCF in FY2025

Billions of yen



(*) Pre-tax

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DSS: Performance by Business Segment in FY2025

Billions of yen	Q2 FY2025		YoY		FY2025		YoY		vs Previous Forecasts	
	Revenue	Adj. EBITA	Revenue	Adj. EBITA	Revenue	Adj. EBITA	Revenue	Adj. EBITA	Revenue	Adj. EBITA
Digital Systems & Services	708.8	109.9 15.5%	+4% [+5%] ^(*)	+19.5 +2.2 pts	2,950.0	437.0 14.8%	+4% [+6%]	+42.9 +0.9 pts	(2)%	±0.0 +0.3 pts
Front Business	314.2	47.3 15.0%	+7%	+14.7 +3.9 pts	1,295.0	172.5 13.3%	+5%	+19.3 +0.8 pts	±0%	±0.0 ±0.0 pts
IT Services	274.1	36.1 13.2%	+5%	+2.5 +0.3 pts	1,111.0	141.0 12.7%	+5%	+8.4 +0.2 pts	±0%	±0.0 ±0.0 pts
Services & Platforms	260.2	28.3 10.9%	(3)%	+6.2 +2.6 pts	1,070.0	124.0 11.6%	(5)%	+27.7 +3.0 pts	(6)%	(7.0) +0.1 pts

Q2 FY2025		FY2025	
Sector total	Revenue and profit increased. Solid momentum in the Japan business continued. In the overseas business, profitability : improved due to factors such as improved GM in the storage business and the promotion of cost reductions, despite continued restrained customer investment	Sector total	Revenue was revised downward by 70.0 billion yen due to continued restrained investment from European and U.S. customers : Adj. EBITA remained unchanged, supported by the acceleration of cost reductions leveraging Agentic AI and the structural reform of the storage business
Front Business	Revenue and profit increased, driven by the solid performance : of Japanese DX/modernization projects (in areas such as finance, utility, public sector, transportation, and defense)	Front Business	Revenue and profit increased, driven by the solid execution of large-scale : Japanese DX/modernization projects and the expansion of the Lumada business
IT Services	Revenue and profit increased, driven by the expansion of the : Lumada business, such as cloud, security-related services, and managed services	IT Services	Revenue and profit increased, driven by the expansion of the Lumada : business, such as cloud, security-related services, and managed services
Services & Platforms	In the overseas storage business, profit increased YoY due to improved GM and cost reductions, despite a decrease in revenue resulting from thorough disciplined deal governance. : GlobalLogic's revenue increased (YoY: LSD ^(*) on a USD basis), driven mainly by co-creation projects that create synergies with other sectors, despite the continued impact of restrained investment from European and U.S. customers	Services & Platforms	In the overseas storage business, profitability increased by strengthening the business structure through fundamental structural reforms, despite a decrease in revenue resulting from thorough disciplined deal governance. : GlobalLogic's revenue increased (YoY: HSD ^(*) on a USD basis), driven by synergies co-creation projects that create synergies with other sectors and accelerated AI service deployment, as well as the acquisition of synvert in Europe to strengthen its AI capabilities

Energy: Performance by Business Segment in FY2025

Billions of yen	Q2 FY2025		YoY		FY2025		YoY		vs Previous Forecasts	
	Revenue	Adj. EBITA	Revenue	Adj. EBITA	Revenue	Adj. EBITA	Revenue	Adj. EBITA	Revenue	Adj. EBITA
Energy	750.8	94.2	+27%	+50.0	2,970.0	368.0	+13%	+115.9	+5%	+22.0
		12.6%	[+25%]^(*)	+5.1 pts		12.4%	[+17%]	+2.8 pts		+0.2 pts
Power Grids	706.4	91.4	+29%	+48.6	2,783.3	358.7	+15%	+126.9	+5%	+21.8
		12.9%		+5.1 pts		12.9%		+3.3 pts		+0.2 pts
Nuclear Energy	44.1	-	+1%	-	186.5	-	(9)%	-	±0%	-
		-		-		-		-		-

Q2 FY2025

Power Grids (incl. Hitachi Energy)	Revenue	Revenue increased due to solid execution of strong order backlog as well as a favorite lifecycle mix of large-scale projects, etc.
	Profit	Profit increased, driven by revenue growth, improved revenue profile, operational excellence, solid project execution, expansion of the Lumada business and lower IT platform renewal costs
Hitachi Energy	Revenue : 4.8 BUSD [YoY: +1.1 BUSD / +31%] Adj. EBITA / margin 0.63 BUSD / 13.2%[YoY: +0.33 BUSD / +5.0 pts]	
Nuclear Energy	Revenue increased despite the impact of a certain large project, driven by the solid business performance of others including Japanese projects to comply with new regulatory requirements	

FY2025

Sector total	Upward revision: Revenue +130.0 bn yen and Adj. EBITA +22.0 bn yen
Power Grids	Demand for transmission upgrades and renewable energy connections continues to grow globally. Revenue is expected to increase with demand growth across the portfolio and solid execution, slightly dampened upon yen conversion. Profit is expected to increase, driven by revenue growth, improved margin profile, operational excellence, solid project execution, as well as lower IT platform renewal costs
Hitachi Energy	Revenue 19.0 BUSD (YoY: +3.3 BUSD / +21%) Adj. EBITA / margin 2.50 BUSD / 13.2% (YoY: +1.01 BUSD / +3.7 pts)
Nuclear Energy	Revenue is expected to decrease due to the absence of a large project recorded in the previous fiscal year and others, despite solid business performance driven by Japanese projects to comply with new regulatory requirements

Mobility: Performance by Business Segment in FY2025

Billions of yen	Q2 FY2025		YoY		FY2025		YoY		vs Previous Forecasts	
	Revenue	Adj. EBITA	Revenue	Adj. EBITA	Revenue	Adj. EBITA	Revenue	Adj. EBITA	Revenue	Adj. EBITA
Mobility	300.2	19.0	+6%	+0.9	1,260.0	103.0	+8%	+8.0	+5%	+5.0
		6.3%	[+1%] ^(*)	(0.1) pts		8.2%	[+5%]	+0.1 pts		±0.0 pts
Mobility	300.2	22.6	+6%	+3.2	1,260.0	115.9	+8%	+13.1	+5%	+6.0
(Exclude related cost)^(*)		7.5%		+0.7 pts		9.2%		+0.4 pts		±0.0 pts
Related cost^(*)	-	(3.6)	-	(2.2)	-	(12.9)	-	(5.0)	-	(1.0)

Q2 FY2025

Mobility (excl. related cost)

Revenue and profit increased, driven by the effects of FX impact and the expansion of the Lumada business (including signaling systems)

FY2025

Sector total

Upward revision driven by FX impact:
Revenue +60.0 bn yen and Adj. EBITA +5.0 bn yen

Mobility (excl. related cost)

Revenue and profit are expected to increase, driven by the acquisition of Thales' railway signaling business, the effects of FX impact and steady growth primarily in the signaling system business

Former Thales' railway signaling business (excl. Related cost)
FY2025 forecast
Revenue: 374.3 bn yen, Adj. EBITA: 43.8 bn yen

(*) []: Estimated YoY changes excl. FX impact (*) Exclude related cost does not include related cost

(*) Related cost includes PMI related costs associated with acquisition

CI: Performance by Business Segment in FY2025

Billions of yen	Q2 FY2025		YoY		FY2025		YoY		vs Previous Forecasts	
	Revenue	Adj. EBITA	Revenue	Adj. EBITA	Revenue	Adj. EBITA	Revenue	Adj. EBITA	Revenue	Adj. EBITA
Connective Industries	805.4	99.9	±0%	+15.8	3,240.0	349.0	(1)%	+3.6	+0%	+3.0
		12.4%	[±0%] ^(*)	+2.0 pts		10.8%	[±0%]	+0.3 pts		+0.1 pts
Urban Systems	305.6	32.5	(9)%	(2.5)	1,205.0	118.5	(7)%	(11.2)	±0%	±0.0
		10.6%		+0.2 pts		9.8%		(0.2) pts		±0.0 pts
Building Systems	213.2	26.2	(12)%	(5.0)	847.0	97.4	(9)%	(13.1)	±0%	±0.0
		12.3%		(0.6) pts		11.5%		(0.4) pts		±0.0 pts
Industrial Products & Services	149.9	14.5	+3%	+1.7	649.0	73.6	+2%	+8.8	+2%	+0.4
		9.7%		+0.9 pts		11.3%		+1.1 pts		(0.2) pts
Industrial AI	356.9	55.1	+8%	+17.1	1,425.0	167.5	+3%	+8.4	±0%	+3.0
		15.4%		+3.9 pts		11.8%		+0.3 pts		+0.3 pts
Measurement & Analysis Systems (Hitachi High-Tech)	211.9	35.2	+17%	+14.7	790.0	91.0	+4%	+3.0	±0%	+3.0
		16.6%		+5.3 pts		11.5%		(0.1) pts		+0.4 pts
Industrial Digital	102.1	14.8	+1%	+1.8	410.0	50.0	+3%	+2.4	±0%	±0.0
		14.5%		+1.7 pts		12.2%		+0.3 pts		±0.0 pts

- Sector total** : In Q2, revenue was flat due to weaker demand for new elevator and escalator installations in China and FX headwinds, despite solid performance in the semiconductor manufacturing equipment business. Profit increased, driven by Lumada business expansion.
Full-year forecast revised upward: Revenue +10.0 bn yen and Adj. EBITA +3.0 bn yen due to Industrial AI and Industrial Products & Services.
Full-year profit is expected to increase YoY, driven by service expansion and cost reductions in Industrial Products & Services and Industrial AI
- Building Systems** : In Q2, revenue and profit decreased due to weaker demand for new elevator and escalator installations in China and FX headwinds, despite the growth in the building services business and profitability initiatives such as cost reduction. Same trends are expected to continue in **full-year**
- Industrial Products & Services** : In Q2, revenue and profit increased due to higher sales of industrial products.
Full-year profit is expected to increase, driven by service expansion and cost reductions
- Measurement & Analysis Systems** : In Q2, revenue and profit increased due to the front-loading of products in semiconductor manufacturing equipment business from the second half
Full-year profit is expected to remain flat, as a result of increased strategic investments in Healthcare Solutions business
- Industrial Digital** : In Q2, revenue was flat due to the impact of last year's large project, while profitability improved, driven by expansion of the digital solutions business (Lumada) in the industrial field.
Full-year revenue and profit are expected to increase, driven by the expansion of the digital solutions business

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Lumada Business

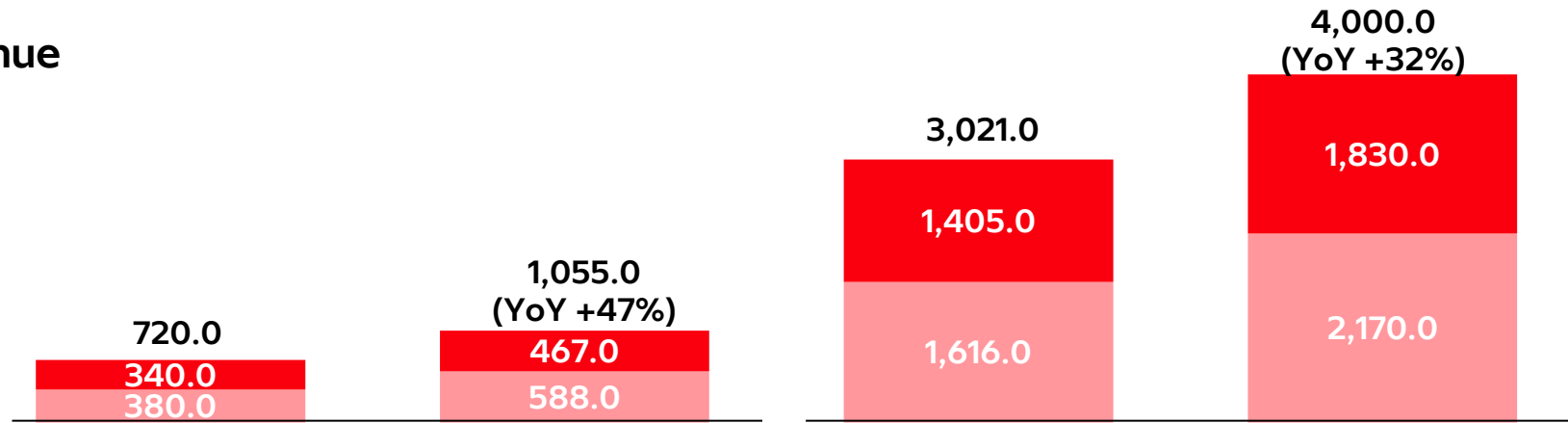
	Q2 FY2024	Q2FY2025	FY2024	FY2025
Hitachi Total Adjusted EBITA margin	10.2%	12.8%	11.1%	11.7%
Lumada business revenue ratio	31%	42%	31%	39%
Lumada business Adj. EBITA margin			15%	16%

Lumada business revenue

Billions of yen

■ Digital Services

■ Digitalized Assets



Lumada business revenue by sector

	Q2 FY2025	YoY	revenue ratio
DSS	439.0 bn yen	+44%	62%
Energy	175.0 bn yen	+147%	23%
Mobility	100.0 bn yen	+52%	33%
CI	341.0 bn yen	+23%	42%

	FY2025	YoY	revenue ratio
	1,700.0 bn yen	+33%	58%
	727.0 bn yen	+162%	24%
	396.0 bn yen	+14%	31%
	1,223.0 bn yen	+10%	38%

Initiatives to Expand the Lumada Business

Expanding the AI Ecosystem: Strengthening Collaboration with Partners

- ✓ **NVIDIA** : Launching the 'NVIDIA AI Factory' as a development environment for Physical AI solutions to expand HMAX use cases
- ✓ **Google Cloud** : Applying Gemini Enterprise to the OT domain based on the strategic alliance, transforming frontline worker operations with no-code AI agent development
- ✓ **OpenAI** : Starting a strategic partnership to build next-generation AI infrastructure and leverage OpenAI technology

Driving Solution Development: Accelerating Internal AI Deployment with the 'Customer Zero(*)' Approach

Release Date

- October 7** : **Developed a risk prediction support system to enhance worksite safety, leveraging the next-generation AI agent 'Naivy'**
The system integrates, searches, and visualizes knowledge, and reproduces the worksite in the metaverse. By analyzing past cases, it supports the visualization of hazardous areas and the examination of countermeasures, contributing to improved safety and efficiency
- October 10** : **Developed the 'HMAX for Building : BuilMirai' AI Safety Solution**
AI trained using manuals and expert engineers' procedures analyzes real-time video feeds from field engineers' wearable cameras. By providing task guidance and alerts for hazardous areas, it aims to achieve efficient safety management during building equipment maintenance
- October 14** : **Developed Edge AI technology to enhance the field application of Lumada 3.0.**
Developed edge AI technology that analyzes diverse field data with 1/10th the power consumption of conventional systems. This enables real-time analysis even at sites with power and space constraints, contributing to stable equipment operation and advanced quality control through composite detection by analyzing images, sounds, vibrations, and more

(*) A method of developing high-value-added solutions based on insights gained by deploying Hitachi's AI-powered products and services across various sites in DSS, Energy, Mobility, and CI, treating the company as "Customer Zero"

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Consolidated Total: Performance by Business Segment in FY2025

Billions of yen	Q2 FY2025		YoY		H1 FY2025		YoY		FY2025		YoY		vs Previous Forecasts	
	Revenue	Adj. EBITA	Revenue	Adj. EBITA	Revenue	Adj. EBITA	Revenue	Adj. EBITA	Revenue	Adj. EBITA	Revenue	Adj. EBITA	Revenue	Adj. EBITA
Digital Systems & Services	708.8	109.9	+4%	+19.5	1,326.2	176.3	+1%	+7.2	2,950.0	437.0	+4%	+42.9	(2)%	±0.0
		15.5%	[+5%] ^(*)	+2.2 pts		13.3%	[+3%]	+0.4 pts		14.8%	[+6%]	+0.9 pts		+0.3 pts
Energy	750.8	94.2	+27%	+50.0	1,418.3	172.7	+17%	+64.5	2,970.0	368.0	+13%	+115.9	+5%	+22.0
		12.6%	[+25%]	+5.1 pts		12.2%	[+19%]	+3.3 pts		12.4%	[+17%]	+2.8 pts		+0.2 pts
Mobility	300.2	19.0	+6%	+0.9	585.7	40.7	+12%	+5.8	1,260.0	103.0	+8%	+8.0	+5%	+5.0
		6.3%	[+1%]	(0.1) pts		7.0%	[+10%]	+0.3 pts		8.2%	[+5%]	+0.1 pts		±0.0 pts
Connective Industries	805.4	99.9	±0%	+15.8	1,516.8	168.2	(2)%	+12.7	3,240.0	349.0	(1)%	+3.6	+0%	+3.0
		12.4%	[±0%]	+2.0 pts		11.1%	[(1)%]	+1.0 pts		10.8%	[±0%]	+0.3 pts		+0.1 pts
Others	131.3	8.7	+7%	+2.8	251.7	12.6	+6%	+7.0	495.0	7.0	(1)%	(4.9)	+2%	+5.0
		6.7%	[+7%]	+1.9 pts		5.0%	[+6%]	+2.7 pts		1.4%	[±0%]	(1.0) pts		+1.0 pts
Corporate items & Elimination	(167.6)	(7.6)	-	(3.0)	(311.5)	(8.9)	-	+1.9	(615.0)	(54.0)	-	(39.2)	-	+65.0
Consolidated Total	2,529.0	324.2	+8%	+86.2	4,787.4	561.8	+5%	+99.4	10,300.0	1,210.0	+5%	+126.4	+2%	+100.0
		12.8%	[+8%]	+2.6 pts		11.7%	[+6%]	+1.5 pts		11.7%	[+7%]	+0.6 pts		+0.7 pts

(*) []: Estimated YoY changes excl. FX impact

For details of EBIT, EBITDA, etc. for each sector, refer to [“Supplemental Material” for the relevant quarter](#)

Summary of Consolidated Statement of Profit & Loss

Billions of yen		Q2 FY24	Q2 FY25	YoY	H1 FY24	H1 FY25	YoY	FY24	FY25	YoY	vs Previous Forecasts
Revenue		2,334.5	2,529.0	+8%	4,545.9	4,787.4	+5%	9,783.3	10,300.0	+5%	+2%
Adj. Operating Income		207.1	297.0	+89.9	404.7	508.0	+103.3	971.6	1,103.0	+131.3	+98.0
	Acquisition-related amortization to be added back	+30.9	+27.2	(3.6)	+57.6	+53.7	(3.8)	+111.9	+107.0	(4.9)	+2.0
Adjusted EBITA		238.0	324.2	+86.2	462.3	561.8	+99.4	1,083.5	1,210.0	+126.4	+100.0
	Acquisition-related amortization	(30.9)	(27.2)	+3.6	(57.6)	(53.7)	+3.8	(111.9)	(107.0)	+4.9	(2.0)
	Equity in earnings of affiliates	(13.5)	+5.3	+18.9	+4.6	+12.9	+8.2	+58.3	+38.0	(20.3)	+3.0
	Net gain on business reorganization and others	+15.1	+94.7	+79.5	+32.1	+95.9	+63.8	+29.6	(21.0) ^(*)	+31.3	(41.0)
	Structural reform expenses ^(*)	(5.6)	(4.2)	+1.4	(7.7)	(14.1)	(6.4)	(102.6)			
	Others	(12.9)	+15.2	+28.1	+14.4	+79.0	+64.6	+20.7			
EBIT		190.1	408.1	+218.0	448.3	681.8	+233.5	977.6	1,120.0	+142.3	+60.0
	Interest	(3.1)	±0.0	+3.1	(8.9)	(1.7)	+7.2	(14.8)	(10.0)	+4.8	+10.0
	Income taxes [Effective income tax rate]	(58.3)	(114.9)	(56.6)	(123.9)	(186.6)	(62.6)	(305.8) [31.8%]	(320.0) [28.8%]	(14.1)	(25.0)
	Deduction for non-controlling interests	(11.6)	(12.4)	(0.7)	(23.1)	(20.6)	+2.4	(41.1)	(40.0)	+1.1	(5.0)
Net income attributable to Hitachi, Ltd. Shareholders		116.9	280.6	+163.7	292.2	472.8	+180.5	615.7	750.0	+134.2	+40.0

(*) Structural reform expenses include impairment loss and special severance pay

(*) Figures for FY2025 are the sum of “Net gain on business reorganization and others”, “Structural reform expenses” and “Others”

For details of EBITDA, depreciation, amortization, amortization of intangible assets associated with acquisitions, etc., refer to [“Supplemental Material” for the relevant quarter](#)

Topics (U.S. Reciprocal Tariff Impacts)

1. Q2 FY2025 (Actual)

- ✓ Direct and indirect impact amounts (after offsetting effects of countermeasures):
Adj. EBITA (3.5) billion yen, Net Income (5.5) billion yen
- ✓ Hitachi Energy implemented efforts to mitigate the direct impact on performance through countermeasures such as price pass-through
- ✓ Direct impacts showed an improving trend compared to Q1.
Indirect impacts continued due to restrained investment from some DSS customers

2. FY2025 (Outlooks)

- ✓ Partially revised the risks factored into the earnings forecast
- ✓ Estimated direct and indirect impacts (after offsetting effects of countermeasures):
Adj. EBITA c. (20.0) billion yen (vs previous forecast +10.0 billion yen)
Net Income c. (20.0) billion yen (vs previous forecast +15.0 billion yen)

Estimated Risks: c. (20.0) bn yen
in Adj. EBITA (illustrative)

		Indirect Impact (Loss of sales opportunities, etc.)	Direct Impact (Increase in tariff costs)
Importing Countries	U.S.		
	Others		

Main businesses with risks	Risk	Countermeasures in progress	
Measurement & Analysis Systems	<ul style="list-style-type: none"> • Import of semiconductor manufacturing equipment from Japan • Customer investment restraint 	• Price pass-through	• Utilization of co-creation hubs and capturing business opportunities in response to expanded investment toward the U.S.
Industrial Products & Services	<ul style="list-style-type: none"> • Import of a part of finished products and components for air compressors from China • Customer investment restraint 		• Review supply chain (Expansion of local production and procurement)
Power Grids	<ul style="list-style-type: none"> • Import of some components used for HVDC system and other components from Europe, Canada, and other regions 		• Flexible production system leveraging global footprints (The majority of key products for the U.S. market are manufactured domestically in the U.S.)
Equity method affiliates (Astemo, Hitachi Construction Machinery, etc.)	<ul style="list-style-type: none"> • Import of certain components from Mexico, Japan, and other regions 		-

Items	Contents
DSS / CI	Digital Systems & Services / Connective Industries
Adj. EBITA	Adj. operating income plus acquisition-related amortization
Acquisition-related amortization	Amortization and depreciation of intangible assets and other assets allocated from goodwill recognized through fair-value evaluation of an acquired company's assets and liabilities. This cost is a non-cash cost and is included in the purchase price for the company
Adj. operating income	Revenues less selling, general and administrative expenses as well as cost of sales
EBIT	Income before income taxes less interest income plus interest charges
EBITDA	Income before income taxes less interest income plus interest charges, depreciation and amortization
ROIC (Return on Invested Capital)	(NOPAT + equity in earnings (losses) of affiliates) / "Invested Capital" x 100 *Invested Capital = interest-bearing debt + total equity NOPAT (Net Operating Profit after Tax) = Adj. operating income x (1 - tax burden rate)
Core free cash flows (Core FCF)	Cash flows presented as free cash flows excluding cash flows from M&A and asset sales, etc.
EPS (Earnings per share)	(Basic) Earnings per share attributable to Hitachi, Ltd. shareholders. On July 1, 2024, Hitachi conducted a 5-for-1 split of its common share Weighted average number of shares to calculate (basic) earnings per share for FY2025 forecast is 4,550,101,597

Business restructuring	
Connective Industries	Hitachi Global Life Solutions, Inc. transferred all of its shares in Johnson Controls-Hitachi Air Conditioning Holding (UK) Ltd., a joint venture with Johnson Controls International plc, to Robert Bosch GmbH on August 1 st , 2025 (JST)

Cautionary Statement

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;
- 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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