

AI Strategy Update Session

Vice President and Executive Officer,
CEO of AI & Software Services Business Unit,
General Manager of AI Transformation Division
Hitachi, Ltd.

Yoshinori Hosoya

October 10th, 2025

Vice President AI Strategy
AI & Software Services Business Unit,
Hitachi, Ltd.

Rio Kurokawa

Contents

- 1. Hitachi's focus on Physical AI**
- 2. Hitachi's AI Strategy: Key Focus Areas and Latest Initiatives**
- 3. Q&A**



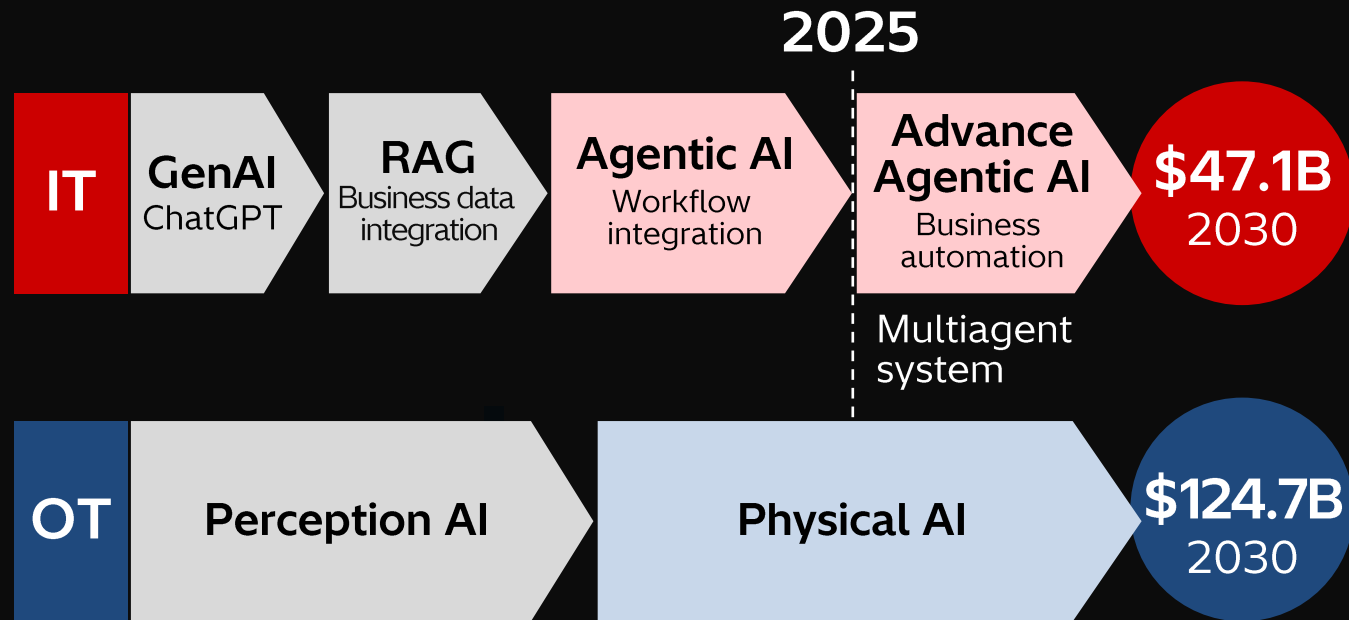
Engaged in building mission-critical systems for government and municipalities, with extensive experience in AI technologies such as rule-based analysis and statistical methods for large-scale search systems.

I believe Hitachi's greatest strength lies in its deep domain knowledge and decades of experience supporting critical social infrastructure through both IT and OT.

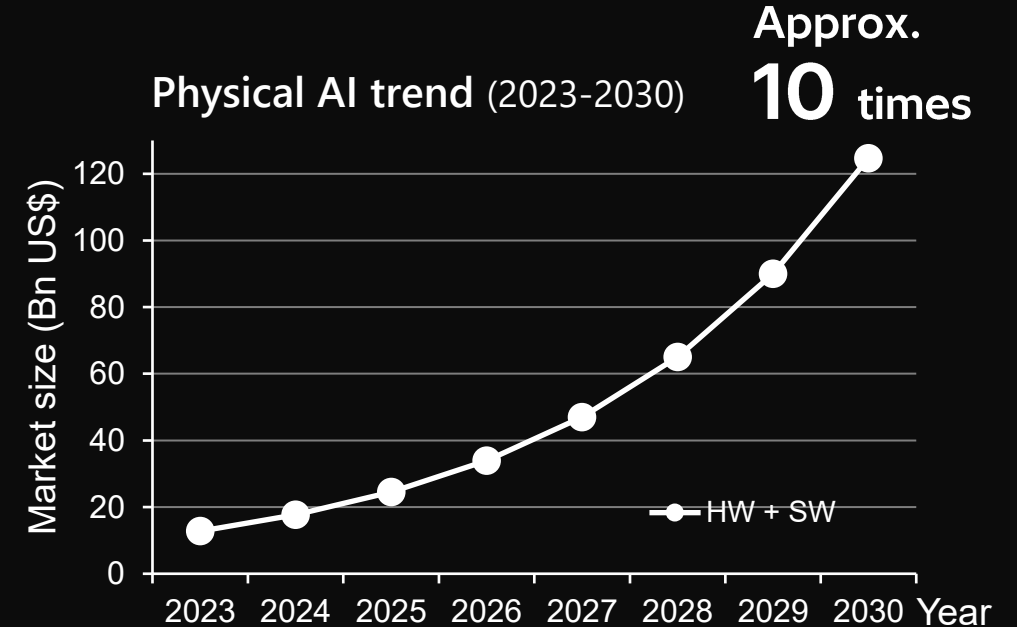
Currently driving a global, AI-centered digital business under the "One Hitachi" approach through seamless co-creation across regions.

The Rise of Physical AI

Generative AI, now with 800M ChatGPT users, is expanding through Agentic AI integration
Physical AI connects real-world data with advanced models—driving large-scale, long-term growth

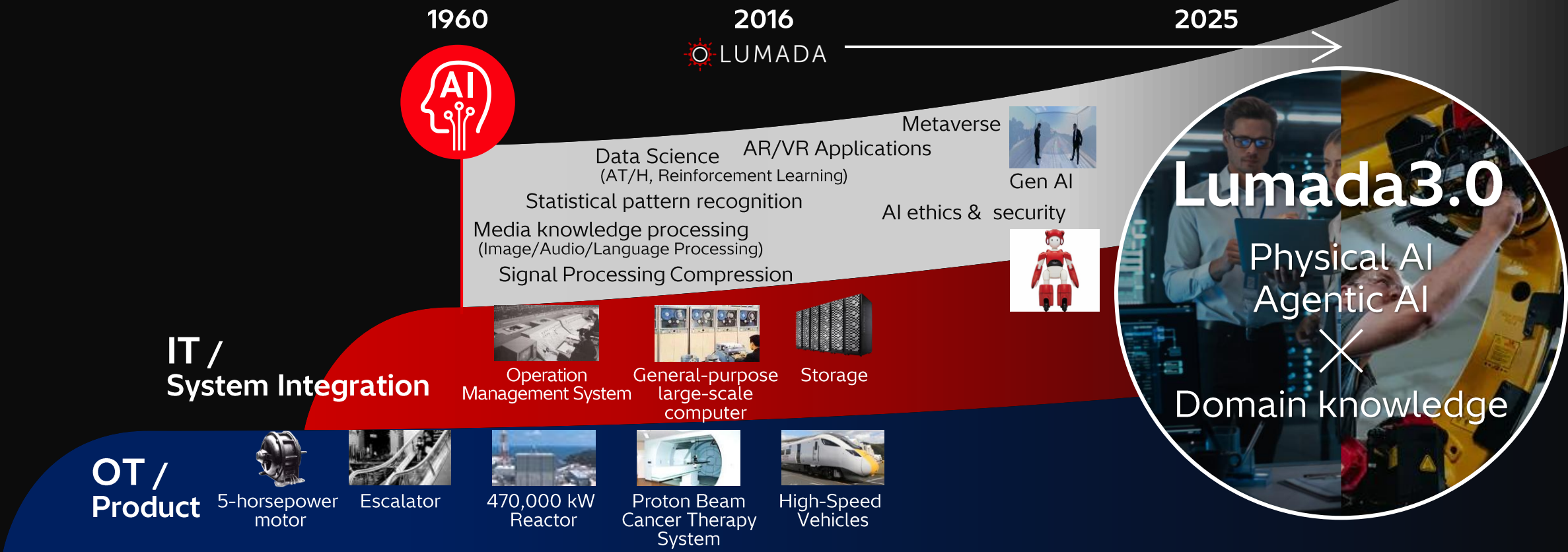


AI development is shifting from text and images to modeling physical laws



Transforming Social Infrastructure with Advanced AI and Domain Expertise

Hitachi continues to support mission-critical social infrastructure through its products, control and operational technologies, system integration expertise, and AI research, and is taking on the challenge of innovating sustainable social infrastructure with Lumada 3.0.



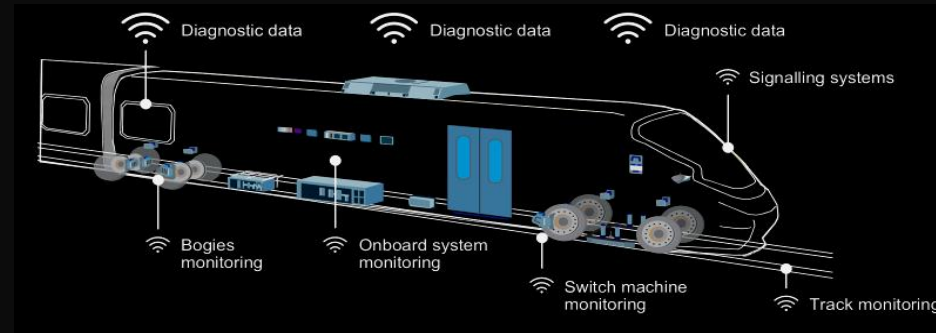
HMAX as the Embodiment of Lumada 3.0

Exhibition Available

HMAX: Expanding from Mobility to Energy

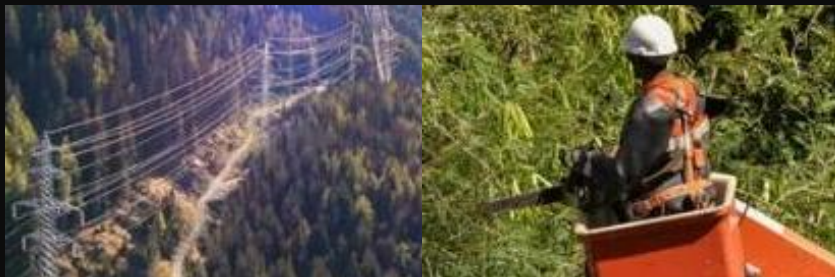
Mobility | Energy consumption reduced by **15%** / Train delays reduced by **20%** / Maintenance costs reduced by **15%**

Train operation data is collected via sensors and combined with weather and wear conditions to optimize parts replacement, assign maintenance staff, reduce costs, and improve workstyles



Energy | Risk model accuracy **90%** / Frontline productivity improved by **60%**

By sharing weather data, satellite data, APIs, and architecture across businesses, Hitachi is shifting from individual product sales to collaborative digital service models



Cut Planner



Field Patrol



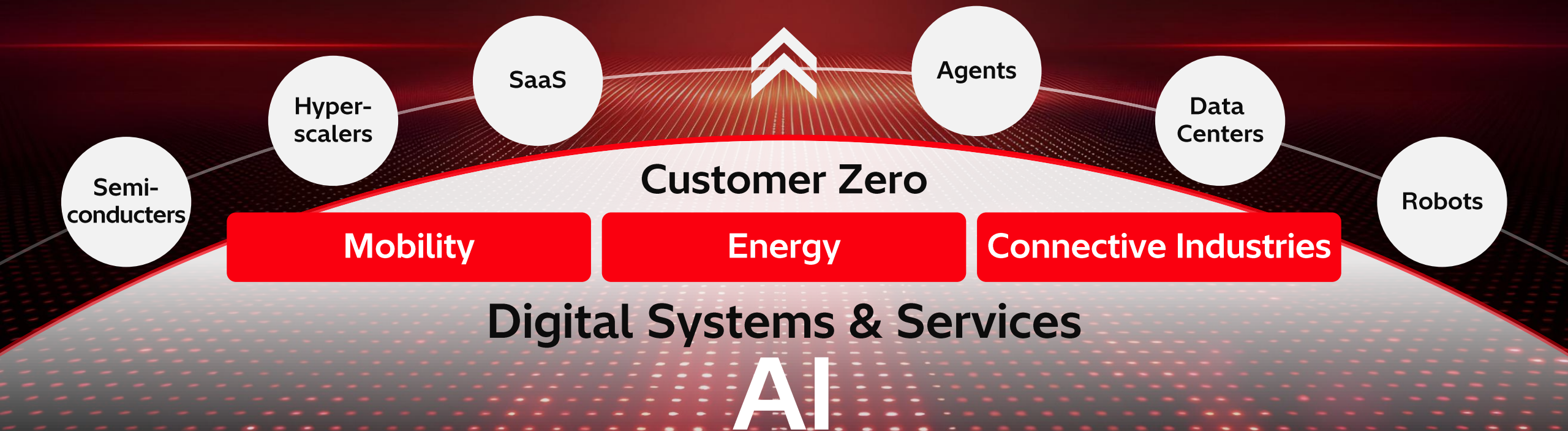
Field Planner



Transforming into a Digital-Centric Enterprise as “Customer Zero”

Leveraging our transformation to build an AI Ecosystem and contribute to society
Hitachi aims to become the world’s leading practitioner of Physical AI

Together with customers and partners, Hitachi is expanding its AI ecosystem



Contents

1. Hitachi's focus on Physical AI
- 2. Hitachi's AI Strategy: Key Focus Areas and Latest Initiatives**
3. Q&A



Rio Kurokawa

Vice President AI Strategy
AI & Software Services Business Unit
Hitachi, Ltd.

Current Mission

Responsible for promoting AI transformation, technology planning, and stakeholder engagement both internally and externally within the Hitachi Group. Driving Lumada and AI as Chief Lumada Business Officer in the AI and Software Services Business Unit. Working with customers, partners, and top experts to deliver world-first innovation from Japan.

Career History

Prior to current role, held positions at Amazon developing Generative AI business, at IBM managing NVIDIA GPU-equipped hardware/IaaS business, Data and AI software/SaaS business (including Watson), and served as President's Assistant.

1. Self-Introduction

HITACHI

As a member of Hitachi, a global company originating in Japan



As an Amazonian

Key achievement: Established a generative AI business domain tailored for builders

AI Product Lead: Promoted generative AI adoption across the group, led business planning and stakeholder engagement, managed rapid feature expansion and user growth, and collaborated with global experts including US development teams, EU regulatory leads, and legal, tax, and communications specialists in multiple countries

As an IBMer

Key achievement: Expanded AI business in collaboration with strategic partners

Client engagement: Served actuaries, financial markets, and clients across various industries

Executive Assistant to the President during a period of strong yen and low Nikkei index (¥75 per dollar, Nikkei around 7,800)

AI Product Lead: Oversaw IT infrastructure for machine learning and managed Data and AI product services

Agentic AI



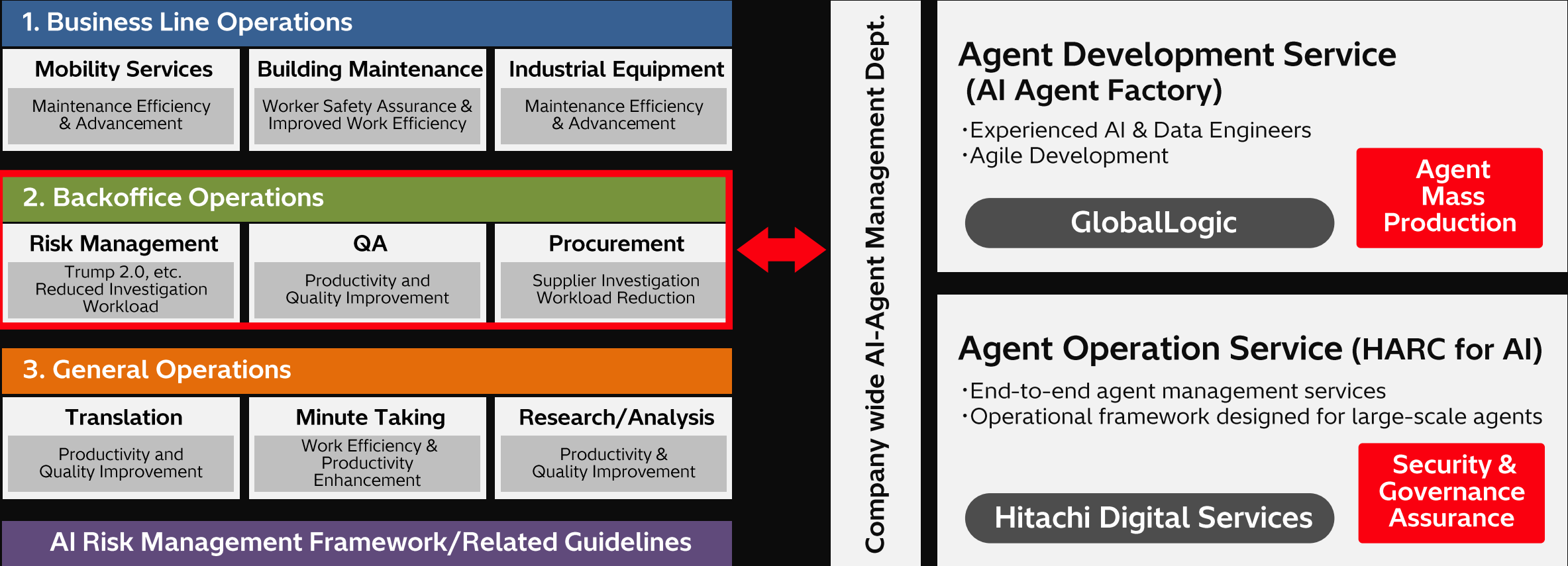
Applying domain knowledge from management to the field to achieve business transformation through Agentic AI

Expanding from **over 200** operational use cases to 100,000



Strategic use of AI agents in indirect operations across three business layers of the Hitachi Group Company-wide AI agent division enables workflow integration and autonomy with agentic AI under One Hitachi

Three Layers of Agentic AI Application



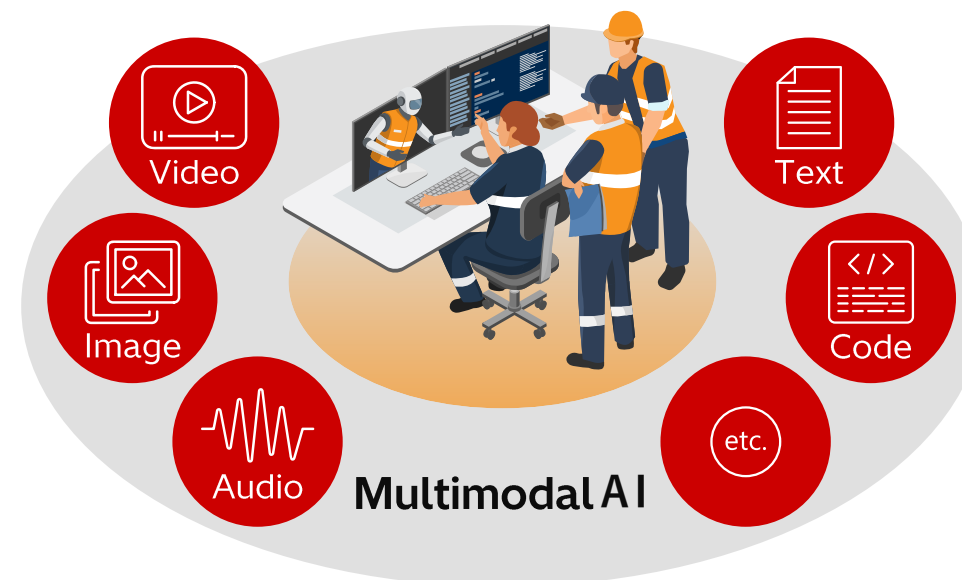
2. Hitachi's Agentic AI

HITACHI | Google Cloud

HITACHI

Exhibition Available

Accelerating frontline transformation through strategic alliances and developing AI agents tailored to on-site needs



- Hitachi Power Solutions, in collaboration with Google Cloud, is redefining the future of frontline workers
- With easy-to-use AI tools like image capture, on-site workers can automate tasks themselves and proactively address customer issues. These efforts are being deployed as part of the HMAX solution

HITACHI

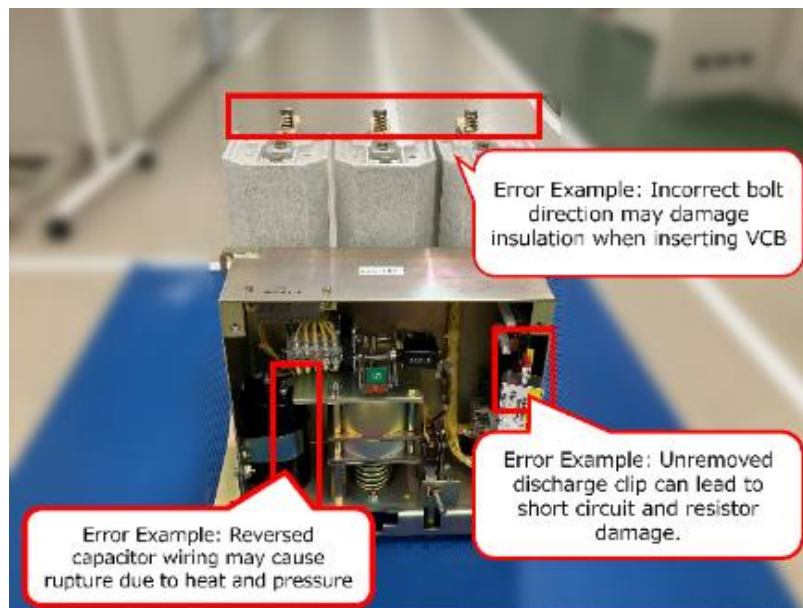
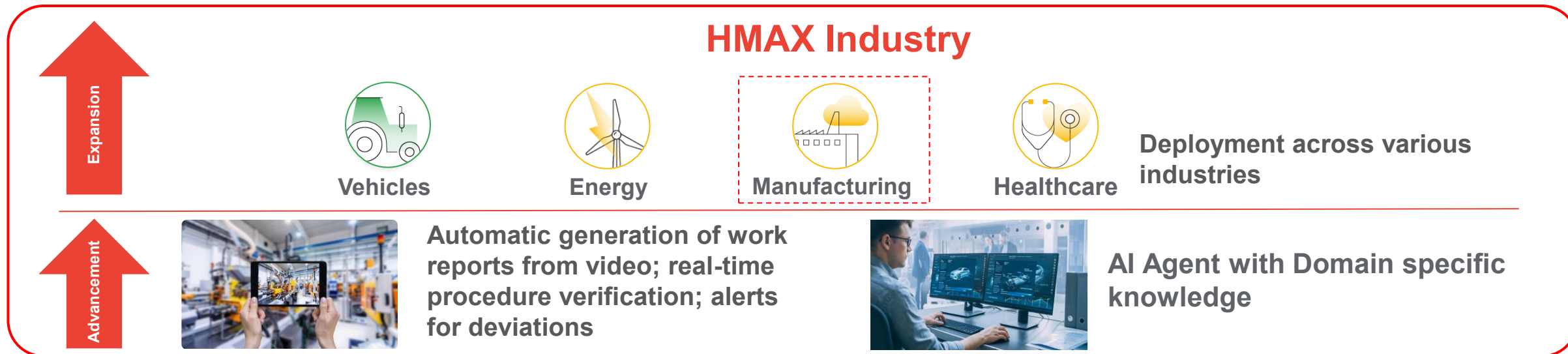
| **Google** Cloud

Mr. Hiroyuki Koike

Managing Director,
Customer Engineering, Japan
Google Cloud Japan G.K.



Technical Evaluation “Gemini for Frontline worker”



AI Agent finds maintenance operation error of frontline workers

- **Multimodal AI** detects operational errors from after-maintenance images.
- **Gemini generates** the details of the missing tasks and provides feedback.

 **Gemini Enterprise**

Gemini Enterprise

Deliver the best of Google AI to all employees, including frontline workers



The Brains

Immediate access to
Google's most advanced Gemini
models



The Workbench

Gemini chat platform with
tools for all employees to build,
orchestrate & use agents



The Taskforce

A suite of specialized, Google-
built & third-party agents from
research to coding

The Context

All grounded in the reality of your own
systems and data, wherever they live



and many more...



The Governance: A central place to visualize, secure, and audit all your agents

The value Google Cloud brings to the strategic alliance with Hitachi.

Leveraging Google AI to keep Hitachi at the forefront of innovation and technology.

Continuous Innovation

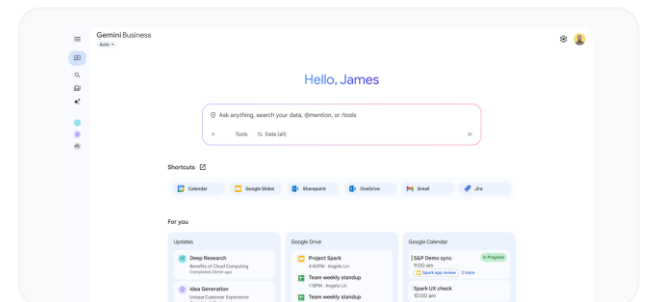
The speed at which Google DeepMind's research is brought to reality far surpasses that of other industry players.

Full stack AI services

The only vendor to build and deliver the complete AI-optimized stack on the cloud needed to power agentic platforms.

Gemini Enterprise

Gemini Enterprise is built on Google's AI Full Stack, providing superior performance, access to future AI advancements, robust security, and scalability.



Google Cloud

Thank You

ありがとうございました !



A composite image showing two female industrial workers in white hard hats and blue-and-white gloves working on a machine. The image is overlaid with a semi-transparent digital interface. On the right, a hand is shown interacting with a laptop, with various AR-style data panels floating around it. These panels include a brain-like circuit diagram with 'AI' in the center, a clock showing '00:00:15:09', and several circular progress indicators with numbers like '17' and '95'. The word 'HMAX' is prominently displayed in the center in a large, white, sans-serif font.

HMAX

Lumada 3.0 powered by AI

Tacit knowledge and domain expertise digitized through Lumada are connected to agentic and physical AI applications via edge AI and data engineering, driving dramatic transformation in service quality, cost, response speed, and frontline operations

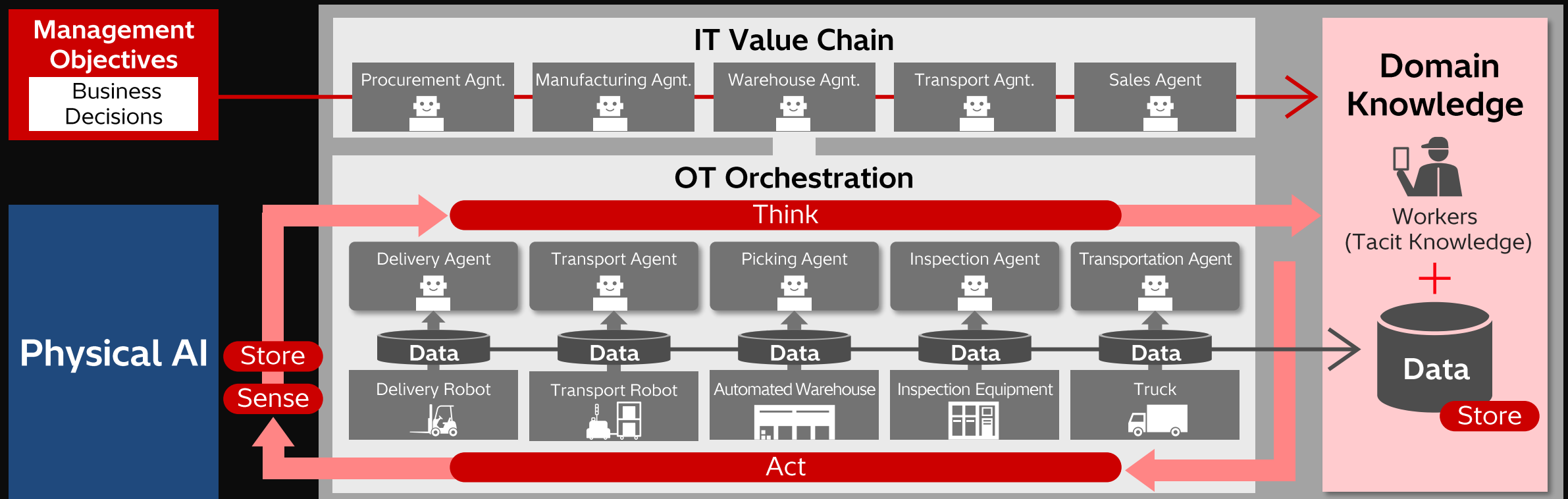


3. Hitachi's AI Strategy

Hitachi's Physical AI: HMAX

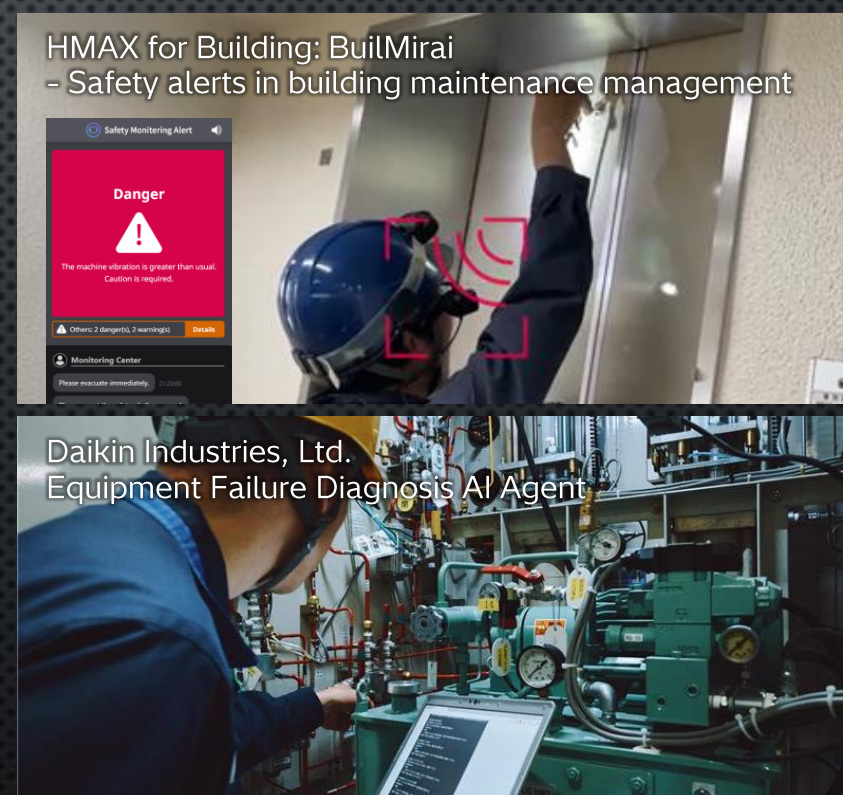
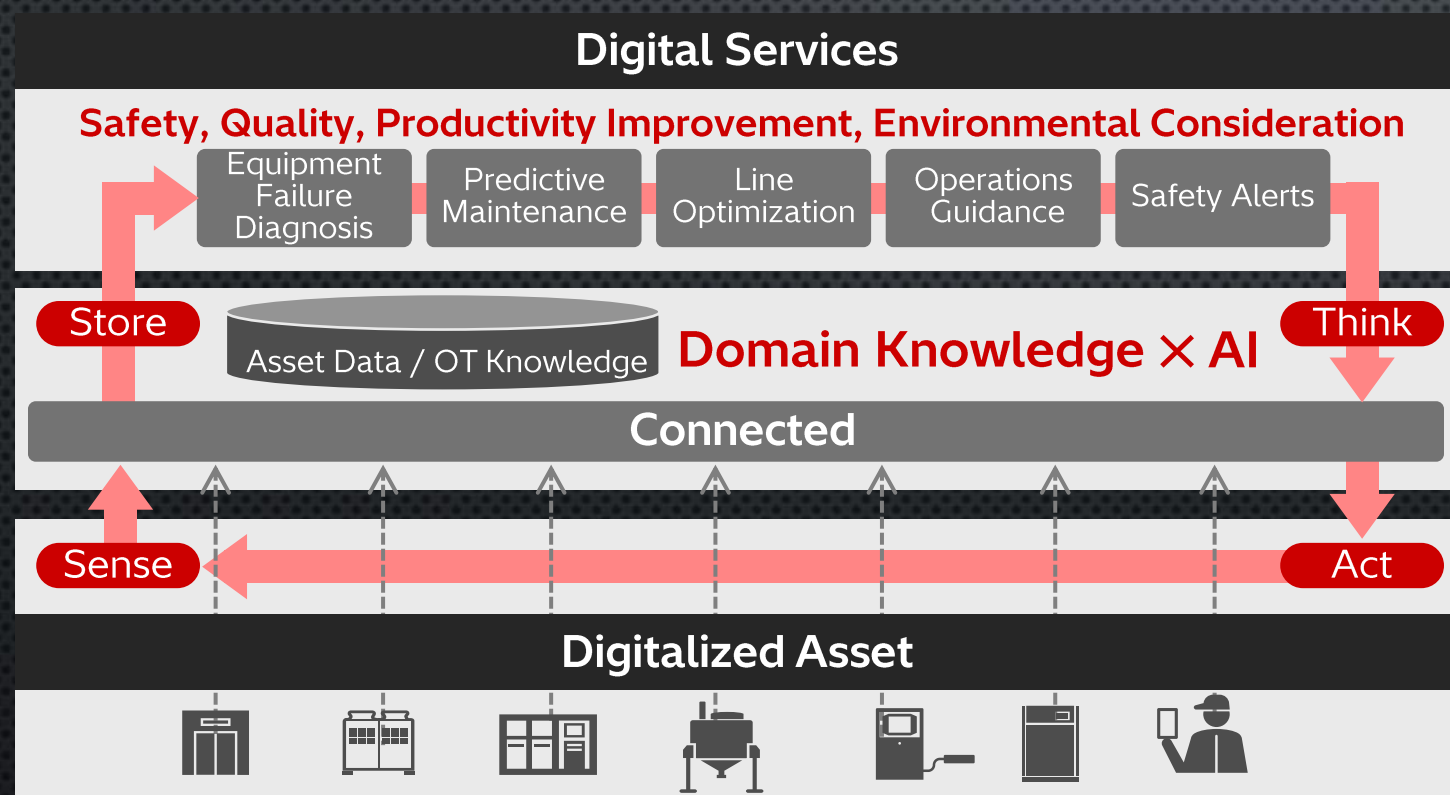
HMAX meticulously aggregates data from physical and digital spaces as domain knowledge. Physical AI and operational agents deliver optimal solutions on-site via robots. Designs autonomous operations optimized for the entire OT/IT environment.

Use Cases in Logistics Warehouses



Expanding HMAX Industry Business

Leveraging domain knowledge from building management and manufacturing (sensor data, site footage, yield data) for worker safety, equipment diagnostics, and line optimization. Combined with Physical AI to enable automated and semi-automated operations



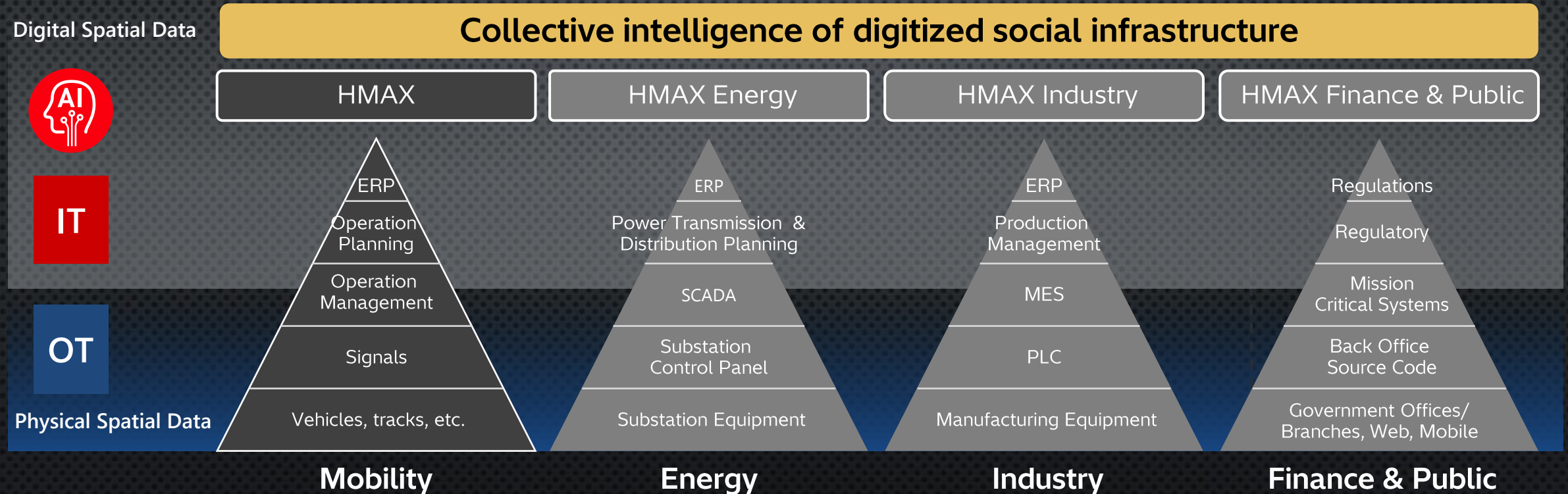
4. HMAX

HITACHI

HMAX Solutions Accelerated by Lumada 3.0

Hitachi integrates data from physical spaces and industry domain knowledge to offer HMAX solutions with Physical AI.

As digitalization advances, we expand reusable HMAX solutions to drive social infrastructure transformation.





Yogesh Agrawal

NVIDIA
Vice President,
Data Center GPU Business,



Srini Shankar

GlobalLogic
President & CEO

4. HMAX



HITACHI



NVIDIA AI Factory powering HMAX accelerates the development and deployment of Physical AI solutions

Digital enablement of existing products with NVIDIA IGX edge and safety validation through VSS

*Industrial-Grade Edge AI platform **Video Search and Summarization (VSS) Agent

Hitachi NVIDIA AI Factories

US

EMEA

Japan

- Supports NVIDIA B200/Spectrum-X and other latest features
- Water-cooling system adopted for AI inference
- Hitachi Storage enabling seamless AI training
- Architecture deployable seamlessly across business sectors

Hitachi iQ

Powered by the latest RTX PRO servers

New

To further strengthen AI infrastructure, a strategic global collaboration with Supermicro was announced on October 9.

Improving operational efficiency with reusable Digital Twins via NVIDIA Omniverse

Supporting autonomous operation and robotics with NVIDIA Cosmos/GR00T

HITACHI



Yogesh Agrawal

Vice President,
Data Center GPU Business, NVIDIA



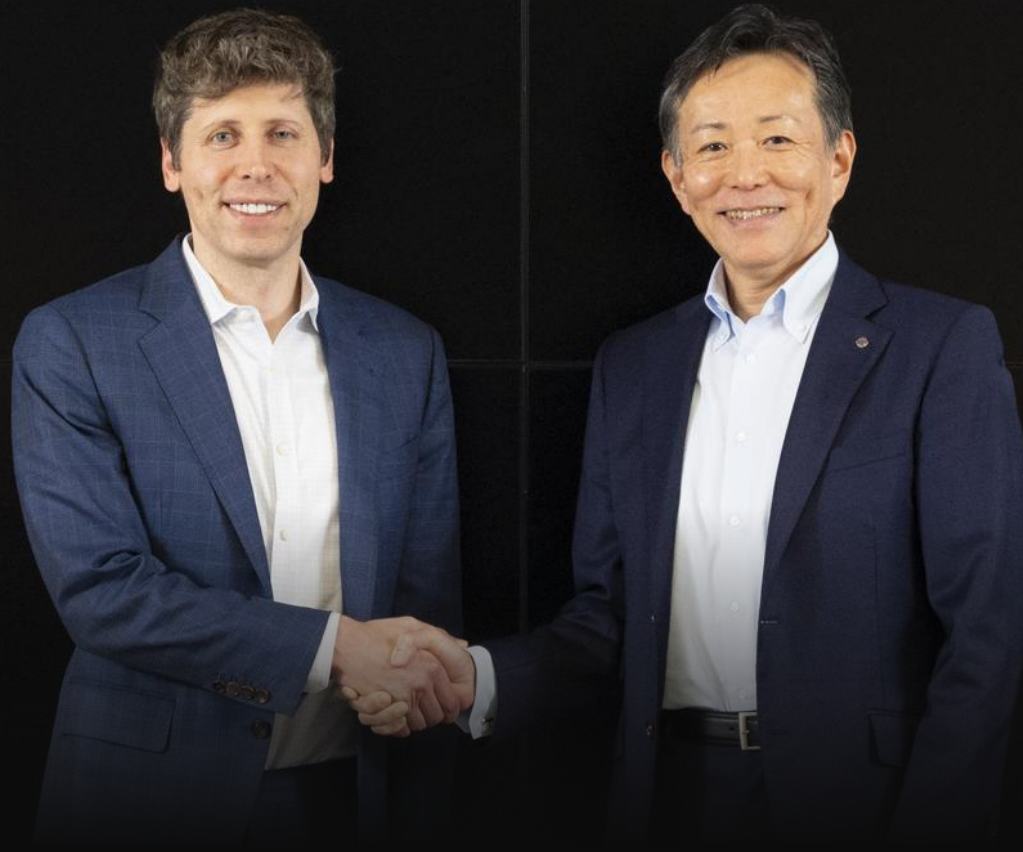


Further Expansion of the AI Ecosystem

5. Further Expansion of the AI Ecosystem

OpenAI | **HITACHI**

On October 2, 2025, Hitachi signed a strategic partnership with OpenAI to build next-generation AI infrastructure and leverage OpenAI technologies



Together with our partners, Hitachi is shifting from chasing AI trends to creating and supporting them
We will tackle challenges and create value for our customers and society



※Listed in alphabetical order

Hitachi, as a world-class AI practitioner, leverages its cultivated technologies and partner collaborations to expand HMAX use cases across all industries and drive transformation into a digital-centric enterprise

**Potential Deal Pipeline
FY30: 20,000 deals**

**Potential Deal Pipeline
FY27: 1,000 cases**

**HMAX Orders: 50
(September 2025)**

Mobility

Energy

Industry

Finance & Public

HITACHI