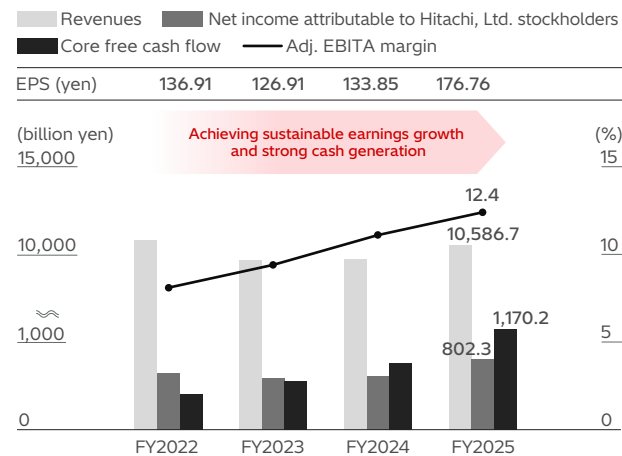


Key Financial Indicators

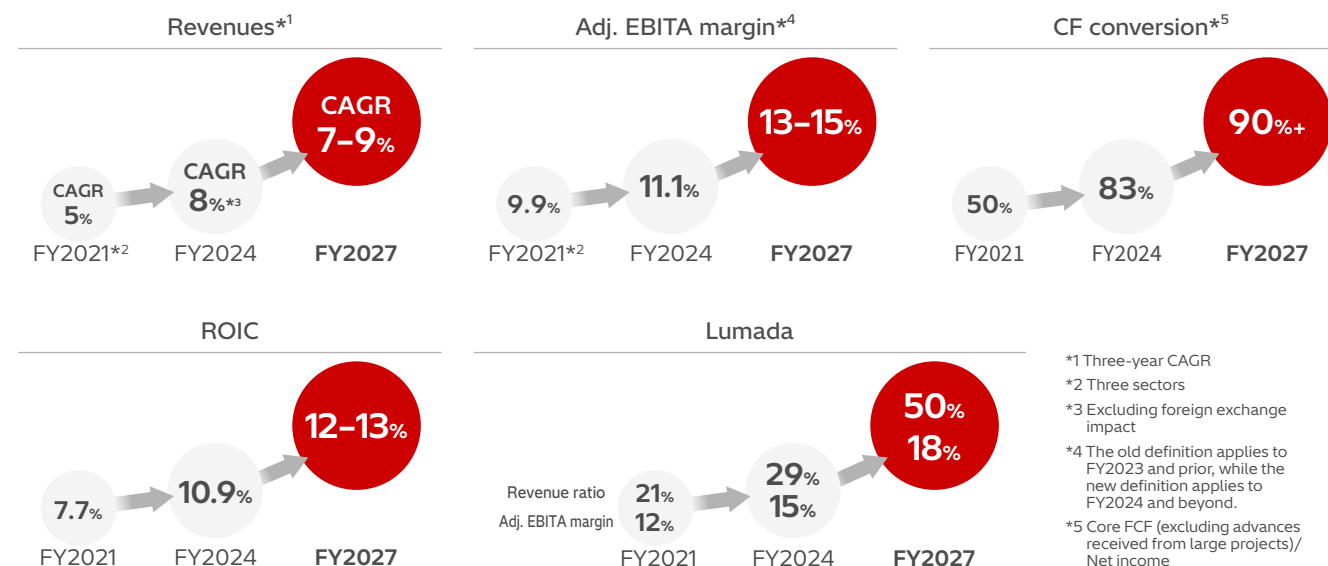
Financial Performance Trends



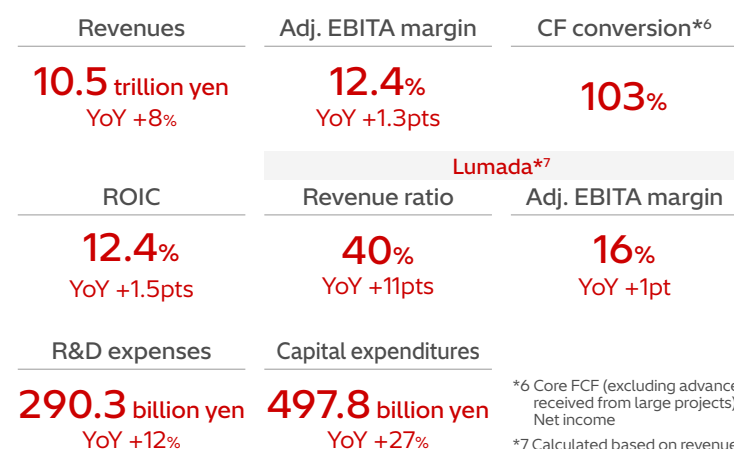
*The decrease in revenues for FY2023 includes the impact of business portfolio restructuring (Hitachi Construction Machinery, Hitachi Metals and Hitachi Astemo).

*Adj. EBITA margin: The old definition applies to FY2022 and FY2023, while the new definition applies to FY2024 and FY2025. For details of the old and new definitions, see [p. 41](#).

Inspire 2027 Targets



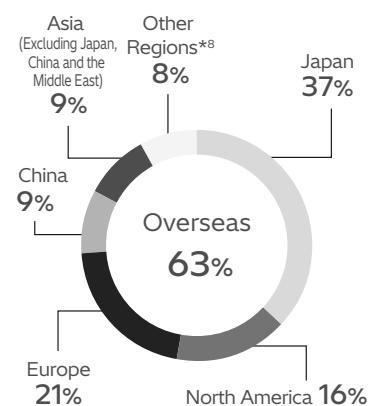
FY2025 Results



*⁶ Core FCF (excluding advances received from large projects)/ Net income

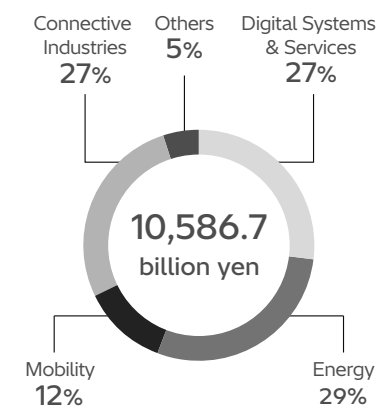
*⁷ Calculated based on revenues excluding certain businesses undergoing structural reforms.

Revenues by region



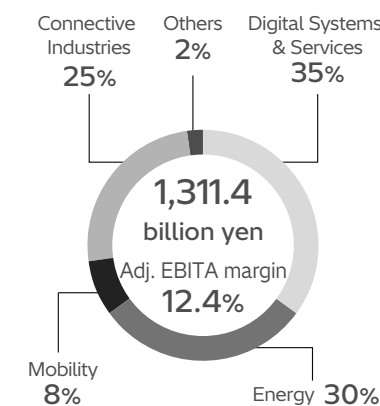
*⁸ Middle East, Latin America, Africa and Oceania

Revenues by business segment*⁹



*⁹ Based on the FY2026 reportable segment structure

Adj. EBITA by business segment*⁹



*⁹ Based on the FY2026 reportable segment structure