Hitachi Energy Investor Day 2026

HITACHI

Driving optimization through **Digital & Physical AI**

Urs Dogwiler

Chief Transformation Officer,
Chief Lumada Business Officer, and
Global Head of Operations, Digital, Supply Chain, Quality,
HSE & Common Shared Services, Hitachi Energy

Date
November 3, 2026

© 2026 Hitachi Energy. All rights reserved.

HITACHI

Contents

AI-driven backlog delivery 01

Digital AI and context model 02

Physical AI and flagship factories 03

Conclusion and take aways 04

© 2026 Hitachi Energy. All rights reserved.

Accelerating backlog delivery from AI & strengthening our #1 position

HITACHI

Faster
Results

Converting backlog faster, from order to delivery

Better
Processes

Operating better by design, built to scale

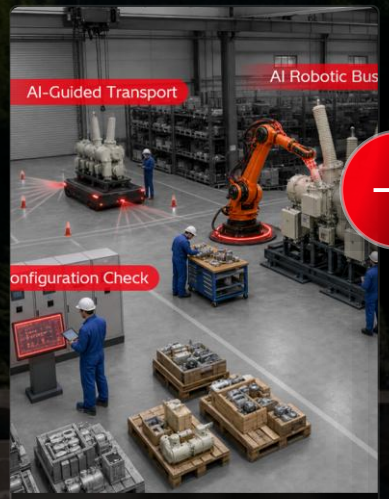
More
Value

Enhancing the customer experience and value

© 2026 Hitachi Energy. All rights reserved.

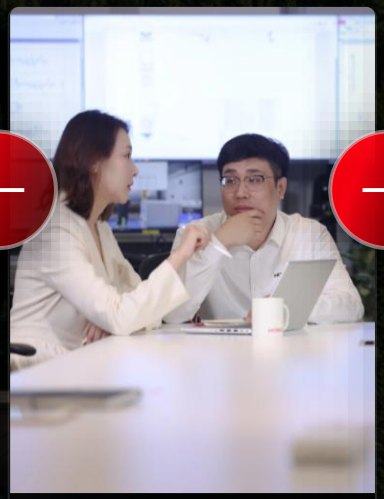
AI-driven optimization delivers $350M+ adj. EBITA from four value pools

HITACHI



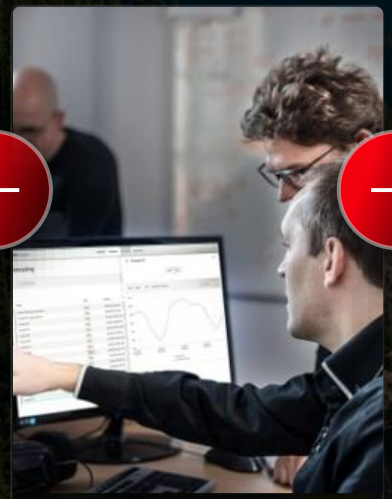
Improved utilization and throughput

Mount Pleasant Flagship factory, PA, US



Accelerated engineering

Dynamic performance studies



Flat G&A Structures

Long-term strategic planning simulation



Tailored Customer Experience

Intelligent tender assistant

$350M+

adj. EBITA[1] p.a. by FY2030

AI-driven Optimization

Raising our ambition announced at Hitachi's Investor Day in June 2026 by an additional **$100M**

[1] Adj. EBITA: adjusted operating income plus acquisition-related amortization
Note: AI-generated imagery included

© 2026 Hitachi Energy. All rights reserved.

Creating value, building on the foundation & leveraging ‘One Hitachi’

HITACHI



Responsible **AI governance, trust and risk management**

Secure **data protection, privacy and cybersecurity**

Enterprise-wide, **scalability, adoption and value creation**

© 2026 Hitachi Energy. All rights reserved.

Dual execution scales Digital & Physical AI across end-to-end operations

HITACHI

Digital AI

turning data into decisions and actions across digital operations

Physical AI

sensing, deciding and moving autonomously in the physical world

OUR AMBITION

AI-driven optimization with Digital and Physical AI

$350M+

Adj. EBITA contribution p.a. by FY2030

PAIRED WITH

Factory Execution

+20%

Throughput gains

© 2026 Hitachi Energy. All rights reserved.

HITACHI

Contents

AI-driven backlog delivery 01

Digital AI and context model 02

Physical AI and flagship factories 03

Conclusion and take aways 04

© 2026 Hitachi Energy. All rights reserved.

Expanding Digital Core foundation to enable Industrial-scale AI

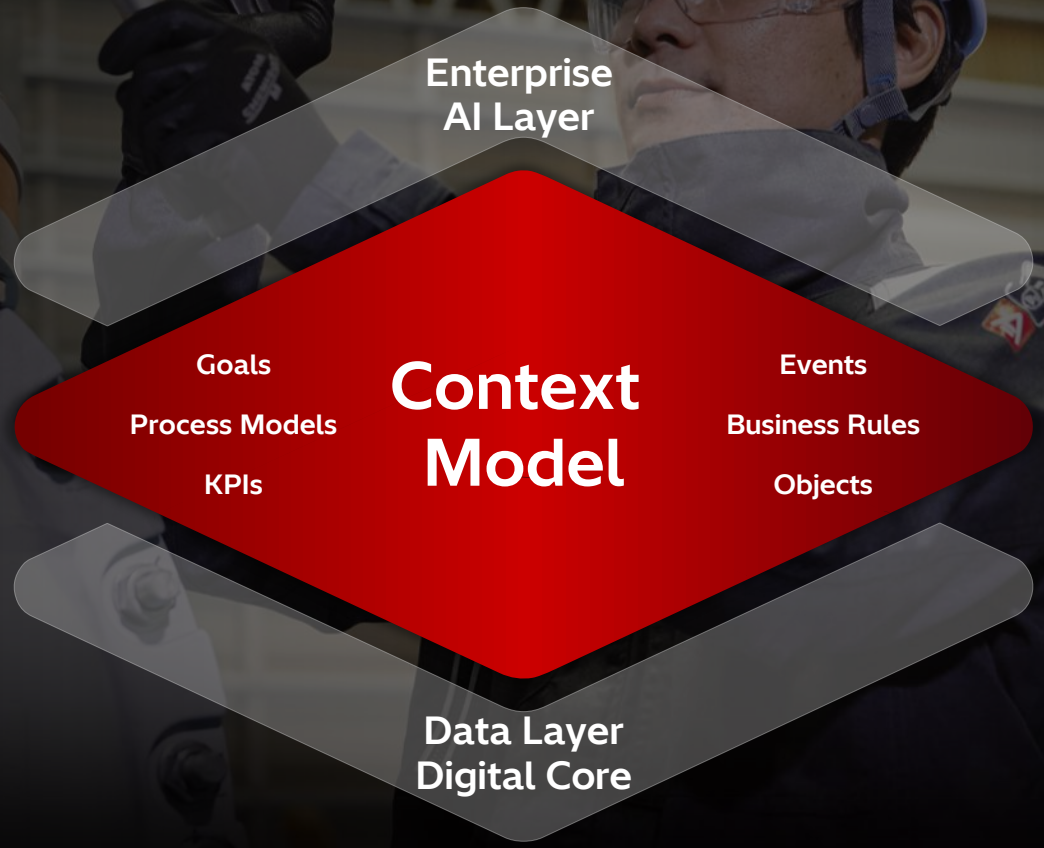
HITACHI

The brain of our factory operations

Enable AI agents to reason, decide, and act at scale

Enhance data with business context and intelligence

Connect data into a living model of operations



Hitachi Energy + celonis

© 2026 Hitachi Energy. All rights reserved.

Expanding Digital Core foundation to enable Industrial-scale AI

The Context Model



STATUS

HITACHI

On time · rerouted

CONTEXT MODEL

Next best actions

Recommendation applied: C

A Use stock from other factory in Sweden

B New supplier in Thailand

C Reroute via qualified supplier in Korea

SITES CHECK 12 of 12 in flow

- Assembly Factory · CH
- Feeder Factory · BG
- Feeder Factory · CZ
- Feeder Factory · VN
- Supplier · UK
- Supplier · SE
- Supplier · ES
- Supplier · PL
- Supplier · TR
- Supplier · CN
- Supplier · PH
- Supplier · TH
- Alt. qualified supplier · KR

IMPACT

Delivery days	on time
Cost	on plan

Frontline Transformation: How AI is changing daily factory operations

HITACHI



Ludvika, Sweden

Flagship Factory



© 2026 Hitachi Energy. All rights reserved.

HITACHI

Contents

AI-driven backlog delivery 01

Digital AI and context model 02

Physical AI and flagship factories 03

Conclusion and take aways 04

© 2026 Hitachi Energy. All rights reserved.

Expanding into Physical AI to strengthen $65B[1]+ backlog delivery

HITACHI

End-to-end value stream

Receiving and Inspection → **Warehousing and Staging** → **Production and Assembly** → **Quality and Testing** → **Packing and Shipping**

Value creation focus areas

+20% Throughput

HSE[2]

Ensuring safety, before risk takes shape

Quality

Premium quality at every step

Efficiency

Faster, leaner, less scrap

Flagship factories[3]

- **Mt Pleasant** HV
- **Ludvika** GI
- **Dilovasi** TR
- **Halle** SV
- **Västerås** GA
- **Otelfingen** GI, GA, SV, TR
- **São Paulo** TR

[1] In nominal rate
[2] Health, Safety, Environment
[3] GA = Grid Automation, GI = Grid Integration, HV = High Voltage Products, SV = Service, TR = Transformers

© 2026 Hitachi Energy. All rights reserved.

Bringing AI into the physical world, from screen to shop floor

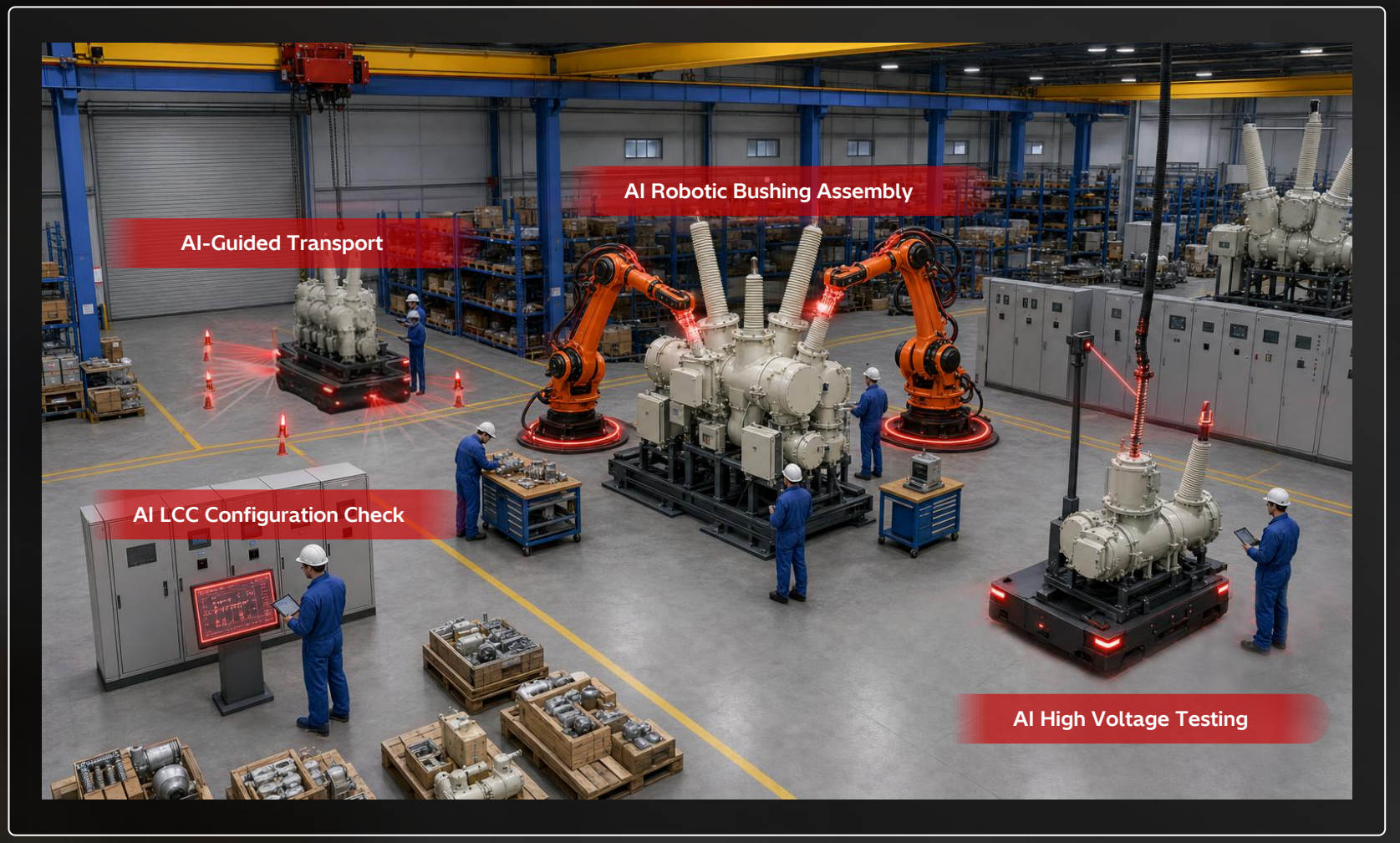
HITACHI



Mount Pleasant, PA, USA

The High Voltage Products Flagship Factory

+20% Throughput



Note: AI-generated imagery included

© 2026 Hitachi Energy. All rights reserved.

HITACHI

Contents

AI-driven backlog delivery 01

Digital AI and context model 02

Physical AI and flagship factories 03

Conclusion and take aways 04

© 2026 Hitachi Energy. All rights reserved.

Past investments enable a phased AI-driven optimization journey

HITACHI

FY2020-2024	One digital core	$150M Adj. EBITA p.a.	Delivered
FY2024-2025	Automation and analytics	$200M Adj. EBITA p.a.	Delivered
FY2026	AI foundation		Delivered
FY2026-2027	Industrialization		Started
FY2028-2030	Global scale	$350M+ Adj. EBITA p.a. by FY2030	In preparation

© 2026 Hitachi Energy. All rights reserved.

Accelerating order backlog delivery from AI and fueling our #1 position

HITACHI

More.
Better.
Faster.

Scaling AI across **every product, process, and decision**

01 AI (Digital and Physical) accelerates Hitachi Energy's high-quality and growing order **backlog execution** (**$65B[1]+**)

02 AI-driven optimization unlocks **$350M+ adjusted EBITA p.a. by FY2030,** from +20% manufacturing throughput and efficiency gains

03 **We have successfully built the foundation** to industrialize and scale AI across the enterprise, e.g., Digital Core, Automation & Analytics

[1] In nominal rate

© 2026 Hitachi Energy. All rights reserved.

HITACHI

The future won't wait – are you in?

© 2026 Hitachi Energy. All rights reserved.


HITACHI