
Management Focus

Achieving Growth and Hitachi’s Transformation

Deliver innovation to customers and society globally

- Enhance engineering teams to strengthen solutions-provision structure and accelerate global business initiatives
- Sales growth in North America and China in addition to Asia
- Globalization of management and use of global resources in R&D

Strengthen service businesses that maximize the utilization of IT and bring about innovation

- Grow the Social Innovation Business by working with customers to identify their challenges and by providing innovative solutions
- Strengthen and expand service businesses by providing solutions for customers’ issues and product services

Transform to deliver innovation by standardized and speedy operation

- Advancing the Hitachi Smart Transformation Project, a cost structure reform project (reevaluating operations to strengthen competitiveness and generate cash)
- Leverage global talent to lead businesses

Drive business growth by strengthening the Social Innovation Business

*1 STP: Hitachi Smart Transformation Project
*2 CCC: Cash Conversion Cycle
Fiscal 2015 Forecast

### Revenues / Net income attributable to Hitachi, Ltd. stockholders

- **Revenues (Revenues (IFRS))**
  - FY2012 Result: ¥9,041.0 billion
  - FY2013 Result: ¥9,563.7 billion
  - FY2014 Result: ¥9,761.9 billion
  - FY2015 Forecast: ¥9,900.0 billion
  - FY2015 Initial Target: ¥9,9 trillion
  - ¥330.0 billion
  - ¥10 trillion

- **Net income attributable to Hitachi, Ltd. stockholders (Net income attributable to Hitachi, Ltd. stockholders (IFRS))**
  - FY2012 Result: ¥37.3 billion
  - FY2013 Result: ¥54.9 billion
  - FY2014 Result: ¥50.0 billion
  - FY2015 Forecast: ¥68.3 billion
  - FY2015 Initial Target: ¥60 billion

### EBIT margin / Operating income margin

- **EBIT margin**
  - FY2012 Result: 4.7%
  - FY2013 Result: 6.1%
  - FY2014 Result: 5.6%
  - FY2015 Forecast: 6.7%
  - FY2015 Initial Target: 6.6%

- **Operating income margin**
  - FY2012 Result: 4.0%
  - FY2013 Result: 6.1%
  - FY2014 Result: 5.6%
  - FY2015 Forecast: 6.6%
  - FY2015 Initial Target: 6.7%

### Net income attributable to Hitachi, Ltd. stockholders per share

- **Net income attributable to Hitachi, Ltd. stockholders per share**
  - FY2012 Result: ¥64.2
  - FY2013 Result: ¥68.3
  - FY2014 Result: ¥68.3
  - FY2015 Forecast: ¥68.3
  - FY2015 Initial Target: ¥70

### Stockholders' equity ratio (Manufacturing, Services and Others)

- **Stockholders' equity ratio**
  - FY2012 Result: 23.2%
  - FY2013 Result: 27.4%
  - FY2014 Result: 27.3%
  - FY2015 Forecast: 29.0%
  - FY2015 Initial Target: 30.0%