

**Outline of Consolidated Financial Results
for the Second Quarter
ended September 30, 2014**

October 29, 2014

Hitachi, Ltd.

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for the Second Quarter ended September 30, 2014**
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for the Next Growth**

1. Outline of Consolidated Financial Results for the Second Quarter ended September 30, 2014

1-1. Highlights of 1st Half FY2014 Financial Results

Revenues	<p>4,496.7 billion yen (up 1% / 26.0 billion yen YoY, up 1% compared to previous forecast*1)</p> <ul style="list-style-type: none"> ● Higher in the Information & Telecommunication Systems, Social Infrastructure & Industrial Systems, Electronic Systems & Equipment, Automotive Systems and High Functional Materials & Components segments, etc.
Operating income	<p>214.0 billion yen (up 23% / 40.5 billion yen YoY, up 29.0 billion yen compared to previous forecast*1)</p> <ul style="list-style-type: none"> ● Higher in the Electronic Systems & Equipment, Social Infrastructure & Industrial Systems, Smart Life & Ecofriendly Systems, Automotive Systems and Information & Telecommunication Systems segments, etc.
EBIT (Earnings before interest and taxes)*2	<p>217.3 billion yen (up 53% / 75.3 billion yen YoY, up 47.3 billion yen compared to previous forecast*1)</p> <ul style="list-style-type: none"> ● Higher in the Automotive Systems, Electronic Systems & Equipment, Social Infrastructure & Industrial Systems, High Functional Materials & Components and Smart Life & Ecofriendly Systems segments, etc.
Net income attributable to Hitachi, Ltd. Stockholders	<p>91.5 billion yen (up 179% / 58.7 billion yen YoY, up 31.5 billion yen compared to previous forecast*1)</p>
Total Hitachi, Ltd. stockholders' equity ratio (Manufacturing, Services and Others)	<p>28.0% (up 0.6 of a point from March 31, 2014)</p>
Core free cash flows*3 (Manufacturing, Services and Others)	<p>37.5 billion yen (up 31.1 billion yen YoY) [Free cash flows (Manufacturing, Services and Others): 51.1 billion yen (up 21.4 billion yen YoY)]</p>

*1 Previous forecast announced on July 31, 2014

*2 Presented as income before income taxes less interest income plus interest charges.

*3 Operating cash flows plus collection of investments in leases less cash outflows for the purchase of property, plant and equipment, intangible assets, software, and the assets to be leased.

1-2. Consolidated Statements of Operations

Billions of yen

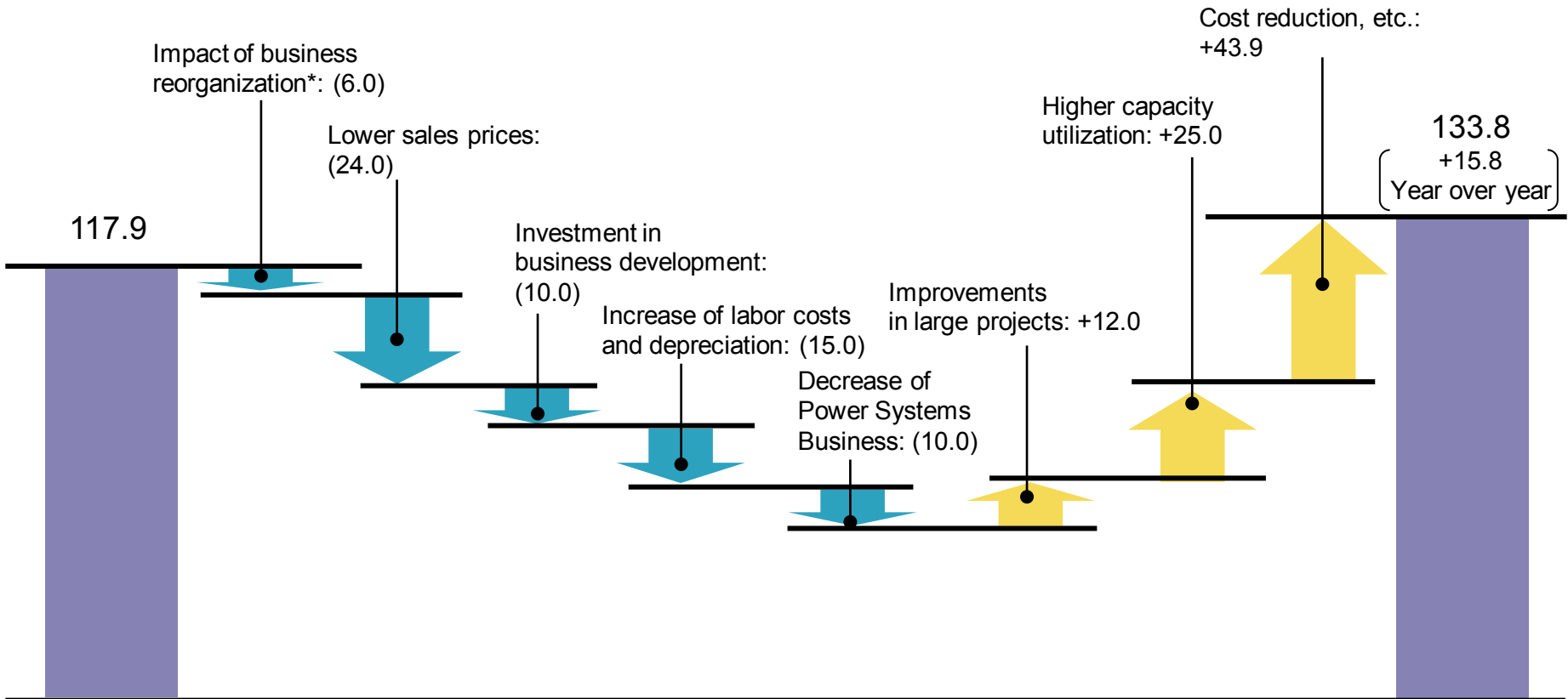
	FY2013		FY2014		Year over year		Previous forecast* comparison
	2Q	1H	2Q	1H	2Q	1H	1H
Revenues	2,387.7	4,470.6	2,360.4	4,496.7	(27.3) [99%]	+26.0 [101%]	+46.7 [101%]
Operating income	117.9	173.4	133.8	214.0	+15.8	+40.5	+29.0
EBIT	83.4	142.0	132.1	217.3	+48.7	+75.3	+47.3
Net other income (deductions)	(37.8)	(37.9)	(5.6)	(4.5)	+32.1	+33.4	+15.4
Income before income taxes	80.1	135.5	128.1	209.5	+47.9	+73.9	+44.5
Income taxes	(33.4)	(66.1)	(35.4)	(64.6)	(1.9)	+1.5	(4.6)
Net income	46.7	69.3	92.7	144.8	+46.0	+75.4	+39.8
Net income attributable to noncontrolling interests	(24.7)	(36.5)	(30.0)	(53.2)	(5.3)	(16.6)	(8.2)
Net income attributable to Hitachi, Ltd. stockholders	21.9	32.7	62.6	91.5	+40.6	+58.7	+31.5

* Previous forecast announced on July 31, 2014

1-3. 2Q FY2014 Factors for Change in Operating Income (Year over year)

Billions of yen

Benefits of Hitachi Smart Transformation Project: +22.0



FY2013/2Q

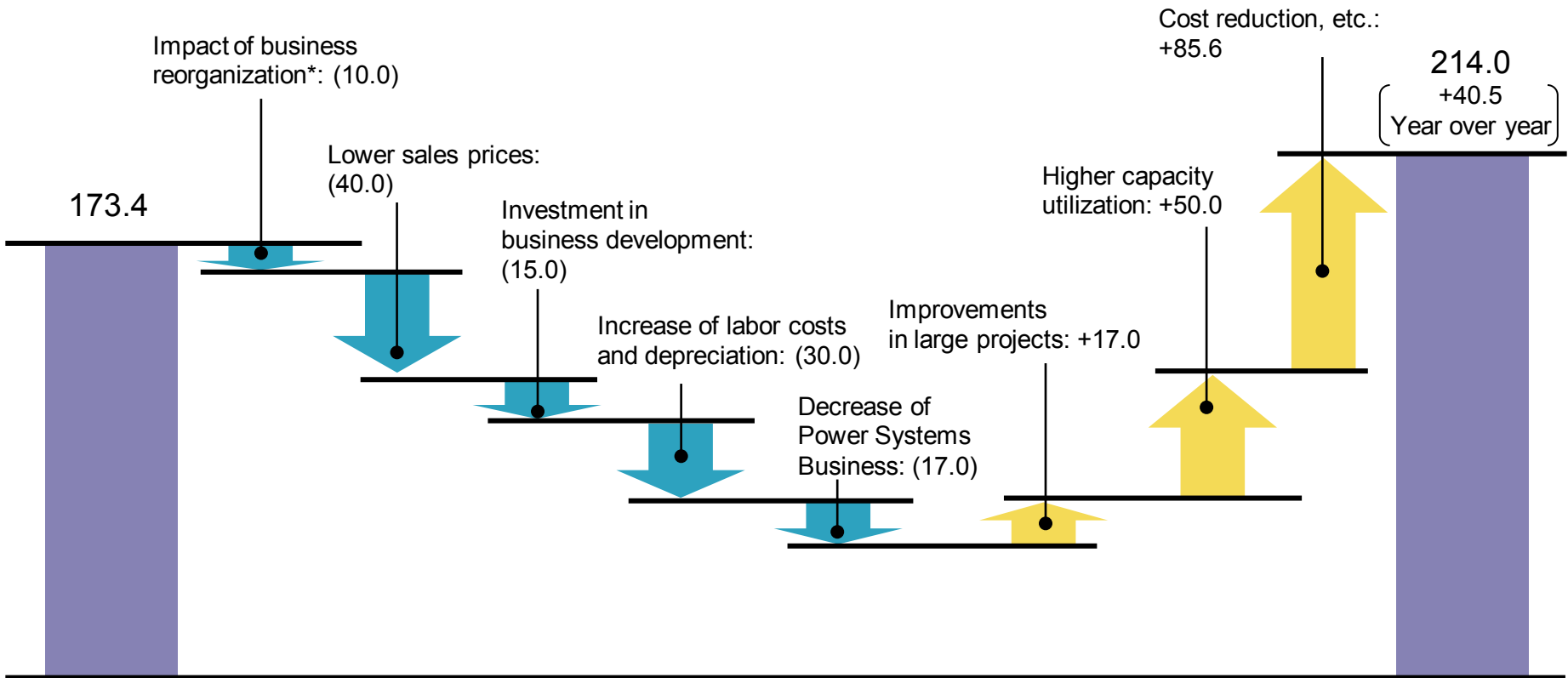
* The integration of the thermal power generation systems business with Mitsubishi Heavy Industries, Ltd., and the conversion of Hitachi Maxell, Ltd. into an equity-method affiliate.

FY2014/2Q

1-4. 1H FY2014 Factors for Change in Operating Income (Year over year)

Billions of yen

Benefits of Hitachi Smart Transformation Project: +48.0



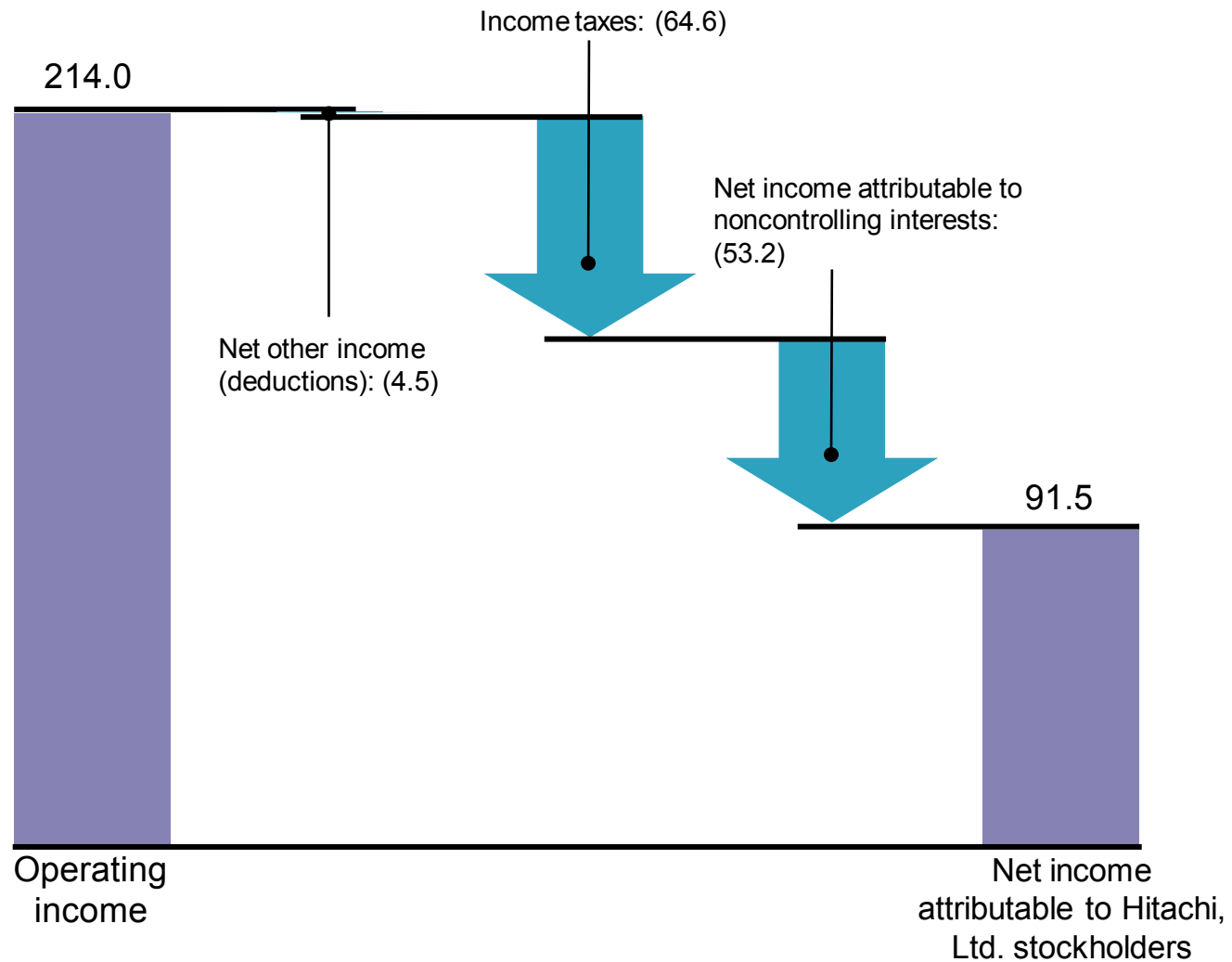
FY2013/1H

* The integration of the thermal power generation systems business with Mitsubishi Heavy Industries, Ltd., and the conversion of Hitachi Maxell, Ltd. into an equity-method affiliate.

FY2014/1H

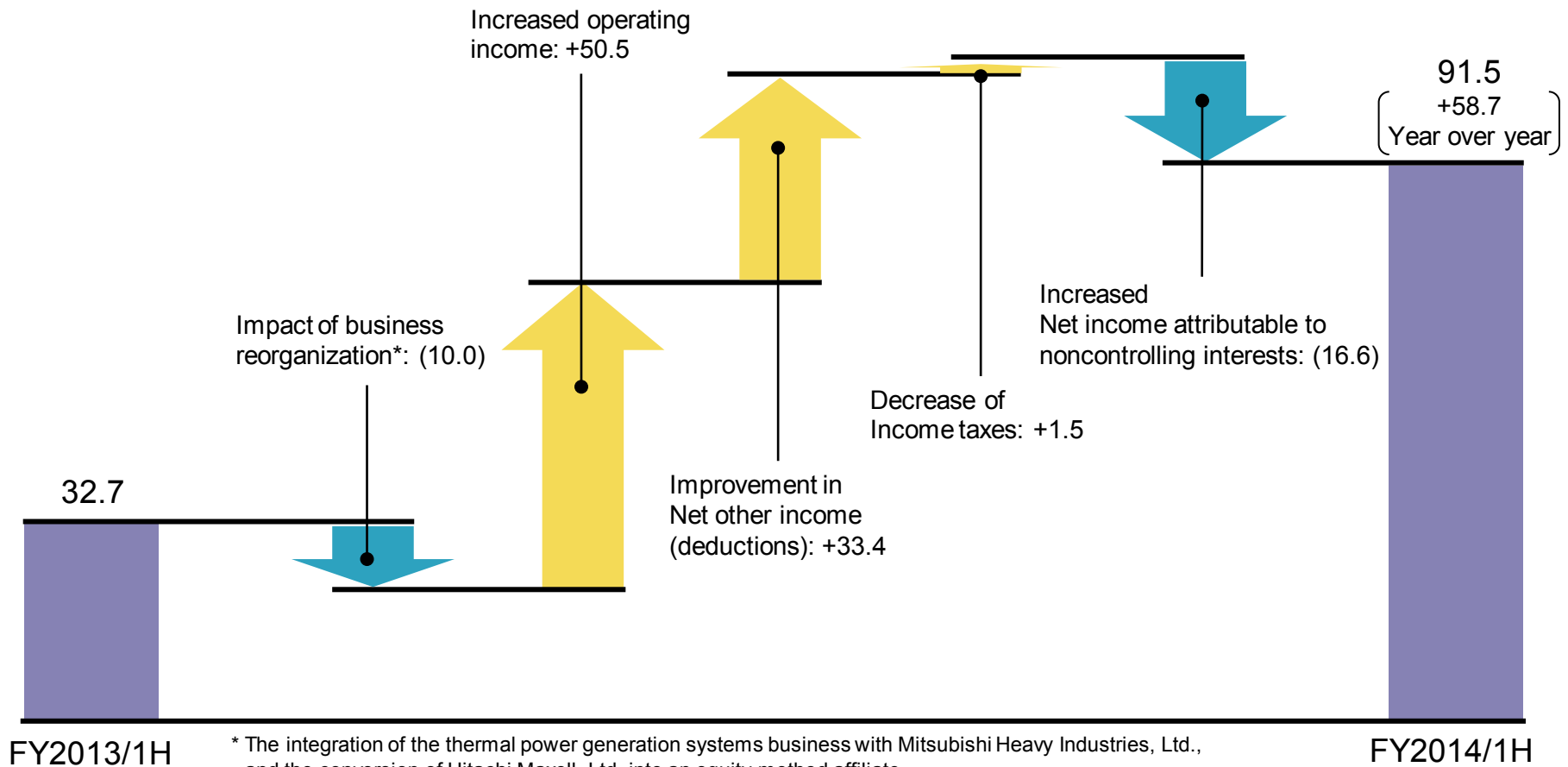
1-5. 1H FY2014 Factors for Change in Net Income Attributable to Hitachi, Ltd. Stockholders

Billions of yen



1-6. 1H FY2014 Factors for Change in Net Income Attributable to Hitachi, Ltd. Stockholders (Year over Year)

Billions of yen



* The integration of the thermal power generation systems business with Mitsubishi Heavy Industries, Ltd., and the conversion of Hitachi Maxell, Ltd. into an equity-method affiliate.

1-7. Revenues by Market

Billions of yen

	FY2013/1H		FY2014/1H		Year over year
		Ratio		Ratio	
Japan	2,413.0	54%	2,401.8	53%	100%
Outside Japan	2,057.6	46%	2,094.9	47%	102%
Asia	994.0	22%	992.1	22%	100%
China	494.3	11%	507.4	11%	103%
North America	443.4	10%	454.4	10%	102%
Europe	355.4	8%	419.4	10%	118%
Other Areas	264.6	6%	228.8	5%	86%
Total	4,470.6	100%	4,496.7	100%	101%

Ratio of overseas revenues: 46% → 47%

1-8. Summary of Consolidated Statements of Operations by Manufacturing, Services and Others and Financial Services

■ Summary of Consolidated Statements of Operations

Billions of yen

	FY2013/1H	FY2014/1H	Year over year
Revenues	4,470.6	4,496.7	+26.0 [101%]
Operating income	173.4	214.0	+40.5
EBIT	142.0	217.3	+75.3

■ Summary of Consolidated Statements of Operations (Manufacturing, Services and Others)*

Billions of yen

	FY2013/1H	FY2014/1H	Year over year
Revenues	4,366.1	4,380.1	+13.9 [100%]
Operating income	158.1	194.4	+36.2
EBIT	126.7	198.0	+71.2

■ Summary of Consolidated Statements of Operations (Financial Services)*

Billions of yen

	FY2013/1H	FY2014/1H	Year over year
Revenues	163.6	181.8	+18.1 [111%]
Operating income	16.0	18.5	+2.4
EBIT	17.4	20.0	+2.6

* Figures here represent unaudited information prepared by the Company

1-9. Summary of Consolidated Balance Sheets

Billions of yen

	As of March 31, 2014	As of September 30, 2014	Change from March 31, 2014
Total assets	11,016.8	11,375.1	+358.2
Trade receivables and Inventories	4,204.9	4,317.6	+112.6
Total liabilities	7,164.4	7,350.1	+185.7
Interest-bearing debt	2,823.0	3,108.1	+285.0
Total Hitachi, Ltd. stockholders' equity	2,651.2	2,759.7	+108.5
Noncontrolling interests	1,201.2	1,265.2	+64.0
Total Hitachi, Ltd. stockholders' equity ratio	24.1%	24.3%	0.2 points increase
D/E ratio (Including noncontrolling interests)	0.73 times	0.77 times	0.04 points increase

1-10. Summary of Consolidated Balance Sheets by Manufacturing, Services and Others and Financial Services

■ Summary of Consolidated Balance Sheets (Manufacturing, Services and Others)*

Billions of yen

	As of March 31, 2014	As of September 30, 2014	Change from March 31, 2014
Total assets	9,067.9	9,213.8	+145.9
Trade receivables and Inventories	3,558.4	3,522.7	(35.6)
Total liabilities	5,512.0	5,502.7	(9.2)
Interest-bearing debt	1,418.2	1,511.0	+92.7
Total Hitachi, Ltd. stockholders' equity	2,483.8	2,581.8	+98.0
Noncontrolling interests	1,072.0	1,129.1	+57.1
Cash Conversion Cycle	81.3 days	79.0 days	(2.3) days
Total Hitachi, Ltd. stockholders' equity ratio	27.4%	28.0%	0.6 points increase
D/E ratio (Including noncontrolling interests)	0.40 times	0.41 times	0.01 points increase

■ Summary of Consolidated Balance Sheets (Financial Services)*

Billions of yen

	As of March 31, 2014	As of September 30, 2014	Change from March 31, 2014
Total assets	2,446.1	2,658.0	+211.9
Trade receivables and Inventories	878.3	1,010.9	+132.5
Total liabilities	2,138.1	2,333.6	+195.4
Interest-bearing debt	1,647.1	1,850.4	+203.3
Total Hitachi, Ltd. stockholders' equity	178.4	187.4	+9.0
Noncontrolling interests	129.5	136.9	+7.4
Total Hitachi, Ltd. stockholders' equity ratio	7.3%	7.1%	0.2 points decrease
D/E ratio (Including noncontrolling interests)	5.35 times	5.70 times	0.35 points increase

* Figures here represent unaudited information prepared by the Company

1-11. Summary of Consolidated Statements of Cash Flows

■ Summary of Consolidated Statements of Cash Flows

Billions of yen

	FY2013/1H	FY2014/1H	Year over year
Cash flows from operating activities	203.1	167.1	(36.0)
Cash flows from investing activities	(245.5)	(264.3)	(18.8)
Free cash flows	(42.3)	(97.2)	(54.8)
Core free cash flows	(98.3)	(115.8)	(17.5)

■ Summary of Consolidated Statements of Cash Flows (Manufacturing, Services and Others)*

Billions of yen

	FY2013/1H	FY2014/1H	Year over year
Cash flows from operating activities	238.0	245.8	+7.7
Cash flows from investing activities	(208.3)	(194.6)	+13.7
Free cash flows	29.7	51.1	+21.4
Core free cash flows	6.4	37.5	+31.1

■ Summary of Consolidated Statements of Cash Flows (Financial Services)*

Billions of yen

	FY2013/1H	FY2014/1H	Year over year
Cash flows from operating activities	(21.8)	(57.7)	(35.8)
Cash flows from investing activities	(53.0)	(77.0)	(24.0)
Free cash flows	(74.8)	(134.7)	(59.8)
Core free cash flows	(99.6)	(140.2)	(40.5)

* Figures here represent unaudited information prepared by the Company

1-12. Consolidated Capital Expenditure, Depreciation and R&D Expenditure

■ Consolidated Capital Expenditure (Completion basis, including Leasing Assets)

Billions of yen

	FY2013/1H	FY2014/1H	Year over year
Manufacturing, Services and Others	198.0	168.2	85%
Financial Services	224.8	237.8	106%
Total*	417.3	392.4	94%

* Total figures exclude inter-segment transactions.

■ Consolidated Depreciation

Billions of yen

	FY2013/1H	FY2014/1H	Year over year
Manufacturing, Services and Others	129.0	128.4	100%
Financial Services	32.5	35.0	108%
Total	161.6	163.5	101%

■ Consolidated R&D Expenditure

Billions of yen

	FY2013/1H	FY2014/1H	Year over year
Total	175.1	164.9	94%

■ Composition of Business Group

Business Group	Segment and Subsidiary
Infrastructure Systems Group	Social Infrastructure & Industrial Systems segment, Electronic Systems & Equipment segment, Smart Life & Ecofriendly Systems segment
Information & Telecommunication Systems Group	Information & Telecommunication Systems segment, Hitachi Transport System
Power Systems Group	Power Systems segment
Construction Machinery Group	Construction Machinery segment
High Functional Materials & Components Group	High Functional Materials & Components segment
Automotive Systems Group	Automotive Systems segment
Financial Services	Financial Services segment

Some businesses are not included in the table above.

1-14. Revenues, Operating Income and EBIT by Business Group (1)*1

Billions of yen

		FY2013/1H	FY2014/1H	Year over year	Previous forecast comparison*2
Infrastructure Systems†1, 2	Revenues	1,492.8	1,576.8	106%	99%
	Operating income	19.7	60.4	+40.7	+14.4
	EBIT	25.0	64.1	+39.1	+18.1
Information & Telecommunication Systems†1	Revenues	1,163.4	1,258.3	108%	102%
	Operating income	39.0	44.6	+5.6	(6.3)
	EBIT	36.9	43.9	+7.0	(2.0)
Power Systems	Revenues	376.3	205.1	55%	98%
	Operating income	2.1	(22.6)	(24.7)	+4.3
	EBIT	3.4	(23.9)	(27.4)	+1.0
Construction Machinery	Revenues	358.0	373.2	104%	110%
	Operating income	29.4	25.0	(4.4)	+4.0
	EBIT	26.6	25.9	(0.7)	+2.9

*1 Figures here represent unaudited information prepared by the Company

*2 Previous forecast announced on July 31, 2014

†1, 2 See notes concerning individual business groups and business segments (page 32)

1-15. Revenues, Operating Income and EBIT by Business Group (2)*1

Billions of yen

		FY2013/1H	FY2014/1H	Year over year	Previous forecast comparison*2
High Functional Materials & Components†3	Revenues	669.5	688.6	103%	100%
	Operating income	49.2	52.9	+3.7	+0.9
	EBIT	49.2	62.6	+13.3	+10.6
Automotive Systems	Revenues	426.7	446.2	105%	97%
	Operating income	20.8	28.1	+7.3	+0.1
	EBIT	2.0	19.6	+17.6	(8.3)
Financial Services	Revenues	163.6	181.8	111%	101%
	Operating income	16.0	18.5	+2.4	+1.5
	EBIT	17.4	20.0	+2.6	+2.0
Total	Revenues	4,470.6	4,496.7	101%	101%
	Operating income	173.4	214.0	+40.5	+29.0
	EBIT	142.0	217.3	+75.3	+47.3

*1 Figures here represent unaudited information prepared by the Company

*2 Previous forecast announced on July 31, 2014

†3 See notes concerning individual business groups and business segments (page 32)

1-16. Revenues, Operating Income and EBIT by Business Segment (1)

Billions of yen

		FY2013/1H	FY2014/1H	Year over year	Previous forecast comparison*
Information & Telecommunication Systems†4	Revenues	876.1	934.9	107%	103%
	Operating income	30.7	36.8	+6.0	(3.1)
	EBIT	28.7	35.3	+6.6	+0.3
Power Systems	Revenues	376.3	205.1	55%	98%
	Operating income	2.1	(22.6)	(24.7)	+4.3
	EBIT	3.4	(23.9)	(27.4)	+1.0
Social Infrastructure & Industrial Systems†4	Revenues	620.1	659.7	106%	98%
	Operating income	3.2	18.2	+14.9	+3.2
	EBIT	6.6	20.2	+13.5	+7.2
Electronic Systems & Equipment	Revenues	499.8	528.8	106%	100%
	Operating income	10.6	27.9	+17.2	+8.9
	EBIT	9.3	26.0	+16.7	+8.0
Construction Machinery	Revenues	358.0	373.2	104%	110%
	Operating income	29.4	25.0	(4.4)	+4.0
	EBIT	26.6	25.9	(0.7)	+2.9
High Functional Materials & Components	Revenues	669.5	688.6	103%	100%
	Operating income	49.2	52.9	+3.7	+0.9
	EBIT	49.2	62.6	+13.3	+10.6

* Previous forecast announced on July 31, 2014

†4 See notes concerning individual business groups and business segments (page 32)

1-17. Revenues, Operating Income and EBIT by Business Segment (2)

Billions of yen

		FY2013/1H	FY2014/1H	Year over year	Previous forecast comparison*
Automotive Systems	Revenues	426.7	446.2	105%	97%
	Operating income	20.8	28.1	+7.3	+0.1
	EBIT	2.0	19.6	+17.6	(8.3)
Smart Life & Ecofriendly Systems†5	Revenues	372.8	388.3	104%	100%
	Operating income	5.8	14.3	+8.4	+2.3
	EBIT	8.9	17.8	+8.9	+2.8
Others (Logistics and Other services) †5	Revenues	664.0	593.8	89%	101%
	Operating income	11.8	15.2	+3.3	+1.2
	EBIT	12.5	14.8	+2.3	+1.8
Financial Services	Revenues	163.6	181.8	111%	101%
	Operating income	16.0	18.5	+2.4	+1.5
	EBIT	17.4	20.0	+2.6	+2.0
Corporate items & Eliminations	Revenues	(556.7)	(504.0)	-	-
	Operating income	(6.7)	(0.6)	+6.0	+5.3
	EBIT	(22.9)	(1.3)	+21.6	+18.6
Total	Revenues	4,470.6	4,496.7	101%	101%
	Operating income	173.4	214.0	+40.5	+29.0
	EBIT	142.0	217.3	+75.3	+47.3

* Previous forecast announced on July 31, 2014

†5 See notes concerning individual business groups and business segments (page 32)

2. Outlook for Fiscal 2014

■ Business Environment

- Japan Gradual economic growth driven mainly by improving employment and the recovery of capital investment
- U.S. Continued moderate economic recovery on the back of recovering consumer spending and housing investment due to improving employment and income levels
- Europe Protracted economic slowdown with financial instability centered on southern Europe and declining exports to Russia due to the Ukraine crisis spreading to the euro zone economy
- China Slowdown of economic growth due to the sluggish recovery of investment and production

■ Summary of the FY2014 Forecast

[Projections for the FY2014/2H assume an exchange rate of 100 yen to the U.S. dollar and 130 yen to the euro.]

Billions of yen

	FY2013	Previous forecast* (A)	Revised forecast (B)	Year over year	(B) - (A)
Revenues	9,616.2	9,400.0	9,500.0	(116.2) [99%]	+100.0 [101%]
Operating Income	532.8	560.0	580.0	+47.1	+20.0
EBIT	580.1	520.0	540.0	(40.1)	+20.0
Net income	364.0	340.0	360.0	(4.0)	+20.0
Net income attributable to Hitachi, Ltd. stockholders	264.9	230.0	250.0	(14.9)	+20.0

* Announced on July 31, 2014

2-2. Outlook for FY2014: Revenues, Operating income and EBIT by Business Group (1)*1

Billions of yen

		FY2013	FY2014 (Forecast)	Year over year	Previous forecast*2 comparison
Infrastructure Systems ^{†1, 2}	Revenues	3,358.2	3,480.0	104%	100%
	Operating income	137.9	184.0	+46.0	+10.0
	EBIT	139.4	179.0	+39.5	+6.0
Information & Telecommunication Systems ^{†1}	Revenues	2,546.2	2,630.0	103%	101%
	Operating income	123.0	159.0	+35.9	(3.0)
	EBIT	109.7	148.0	+38.2	(3.0)
Power Systems	Revenues	777.3	500.0	64%	100%
	Operating income	16.7	(14.0)	(30.7)	±0.0
	EBIT	152.9	2.0	(150.9)	±0.0
Construction Machinery	Revenues	767.3	700.0	91%	101%
	Operating income	73.9	58.0	(15.9)	+2.0
	EBIT	63.3	59.0	(4.3)	+3.0

*1 Figures here represent unaudited information prepared by the Company

*2 Announced on July 31, 2014

†1, 2 See notes concerning individual business groups and business segments (page 32)

2-3. Outlook for FY2014: Revenues, Operating income and EBIT by Business Group (2)*1

Billions of yen

		FY2013	FY2014 (Forecast)	Year over year	Previous forecast*2 comparison
High Functional Materials & Components†3	Revenues	1,363.2	1,480.0	109%	106%
	Operating income	101.7	120.0	+18.2	+12.0
	EBIT	96.5	109.0	+12.4	+12.0
Automotive Systems	Revenues	892.1	930.0	104%	99%
	Operating income	47.3	60.0	+12.6	±0.0
	EBIT	4.9	53.0	+48.0	(7.0)
Financial Services	Revenues	338.5	350.0	103%	100%
	Operating income	33.1	35.0	+1.8	+2.0
	EBIT	34.6	35.0	+0.3	+1.0
Total	Revenues	9,616.2	9,500.0	99%	101%
	Operating income	532.8	580.0	+47.1	+20.0
	EBIT	580.1	540.0	(40.1)	+20.0

*1 Figures here represent unaudited information prepared by the Company

*2 Announced on July 31, 2014

†3 See notes concerning individual business groups and business segments (page 32)

2-4. Outlook for FY2014: Revenues, Operating income and EBIT by Business Segment (1)

Billions of yen

		FY2013	FY2014 (Forecast)	Year over year	Previous forecast*1 comparison
Information & Telecommunication Systems†4	Revenues	1,934.9	1,980.0	102%	102%
	Operating income	106.5	136.0	+29.4	±0.0
	EBIT	96.3	126.0	+29.6	±0.0
Power Systems	Revenues	777.3	500.0	64%	100%
	Operating income	16.7	(14.0)	(30.7)	±0.0
	EBIT	152.9	2.0	(150.9)	±0.0
Social Infrastructure & Industrial Systems†4	Revenues	1,501.4	1,590.0	106%	101%
	Operating income	59.0	95.0	+35.9	+5.0
	EBIT	61.1	90.0	+28.8	+4.0
Electronic Systems & Equipment	Revenues	1,116.7	1,150.0	103%	99%
	Operating income	59.1	63.0	+3.8	+3.0
	EBIT	52.6	59.0	+6.3	±0.0
Construction Machinery	Revenues	767.3	700.0	91%	101%
	Operating income	73.9	58.0	(15.9)	+2.0
	EBIT	63.3	59.0	(4.3)	+3.0
High Functional Materials & Components	Revenues	1,363.2	1,480.0	109%	106%
	Operating income	101.7	120.0	+18.2	+12.0
	EBIT	96.5	109.0	+12.4	+12.0

*1 Announced on July 31, 2014

†4 See notes concerning individual business groups and business segments (page 32) © Hitachi, Ltd. 2014. All rights reserved.

2-5. Outlook for FY2014: Revenues, Operating income and EBIT by Business Segment (2)

Billions of yen

		FY2013	FY2014 (Forecast)	Year over year	Previous forecast*1 comparison
Automotive Systems	Revenues	892.1	930.0	104%	99%
	Operating income	47.3	60.0	+12.6	±0.0
	EBIT	4.9	53.0	+48.0	(7.0)
Smart Life & Ecofriendly Systems†5	Revenues	740.0	740.0	100%	100%
	Operating income	19.8	26.0	+6.1	+2.0
	EBIT	25.4	30.0	+4.5	+2.0
Others (Logistics and Other services)†5	Revenues	1,388.9	1,180.0	85%	94%
	Operating income	30.8	36.0	+5.1	(2.0)
	EBIT	19.7	38.0	+18.2	+2.0
Financial Services	Revenues	338.5	350.0	103%	100%
	Operating income	33.1	35.0	+1.8	+2.0
	EBIT	34.6	35.0	+0.3	+1.0
Corporate items & Eliminations	Revenues	(1,204.6)	(1,100.0)	-	-
	Operating income	(15.4)	(35.0)	(19.5)	(4.0)
	EBIT	(27.6)	(61.0)	(33.3)	+3.0
Total	Revenues	9,616.2	9,500.0	99%	101%
	Operating income	532.8	580.0	+47.1	+20.0
	EBIT	580.1	540.0	(40.1)	+20.0

*1 Announced on July 31, 2014

†5 See notes concerning individual business groups and business segments (page 32)

3. Development of the Social Innovation Business for the Next Growth

**Top Line Growth + Cash Generation
= Earning Power Reinforcement**

1. Steady Progress on the “2015 Mid-term Management Plan” and Further Growth

- Japan
 - Delivered optimizing control system for heat-source equipment to the Abeno Harukas skyscraper to reduce CO2 emissions and energy usage
 - Registered to adopt the proposal of the Organization for Cross-regional Coordination of Transmission Operators system
- North America
 - Hitachi Metals will acquire Waupaca Foundry, which is engaged in the iron casting business for transportation machinery (Scheduled for October 2014)
 - Began joint research with three American universities targeting RBWR (Resource-renewable Boiling Water Reactors)
- UK
 - Selected by Abellio as preferred bidder to supply 234 AT-200 rolling stocks as well as long-term maintenance of the trains (Plan to deliver by 2017)
 - Hitachi-GE Nuclear Energy achieved major progress in the GDA (Generic Design Assessment) of ABWR (Advanced Boiling Water Reactor) for UK
- Singapore
 - Hitachi Consulting acquired Stone Apple Solutions
- Malaysia
 - Hitachi Systems acquired Free Net Business Solutions, a data center management company
- Iraq
 - Won contract to build pretreatment facilities for large-scale water desalination plant in Basrah

2. Evolution of the Social Innovation Business

- Information & Telecommunication Systems
 - Integrate system solutions business in the social infrastructure, financial and government & public sectors, and strengthened its ability to provide solutions
- Power Systems / Social Infrastructure & Industrial Systems
 - Established the front engineering division for energy solutions, transmission & distribution, and renewable energy related business
- Social Infrastructure & Industrial Systems
 - Established an integrated engineering base of infrastructure business in Singapore
 - Established a regional headquarters for industrial equipment business in China

3. Creation of Corporate Culture for Growth

- Revised the compensation system for middle management in Japan based on the Global Performance Management system

Benefits of the Hitachi Smart Transformation Project for FY2014/1H: 48.0 billion yen

Making steady progress to achieve increased FY2014 cost reduction target of 100 billion yen, up from 90 billion yen

Main initiatives and progress in FY2014/1H

2nd phase of the project: Accelerate process-focused-reforms for the overall optimization of E2E

- Improved cash generation capacity
Cash conversion cycle: As of end of FY2013 81.3 days → As of end of FY2014/2Q 79.0 days
- Enhance ability of project management to share cross-functional knowledge and know-how
- Promote reform of global logistics
Inventory optimization with Hitachi Transport System's IT infrastructure (ATM in China, etc.)
- Operational reform
Transfer financial and accounting operations in Japan to Genpact with BPO (Scheduled for November 2014)

■ Individual Business Groups

- †1 Effective on April 1, 2014, Hitachi Information & Control Solutions and Ibaraki Hitachi Information Service (both companies merged and changed its corporate name to Hitachi Industry & Control Solutions on April 1, 2014), which were previously included in the “Information & Telecommunication Systems”, have been included in the “Infrastructure Systems”.
Figures for each group, including figures for the previous fiscal year, reflect the changed segmentation.
- †2 Effective on April 1, 2014, Hitachi-LG Data Storage, Hitachi Consumer Electronics and Hitachi Media Electronics, which were previously included in the “Infrastructure Systems”, have not been included in the group.
Figures for each group, including figures for the previous fiscal year, reflect the changed segmentation.
- †3 Effective on April 1, 2014, Hitachi Maxell, which were previously included in the “High Functional Materials & Components”, has not been included in the group.
Figures for each group, including figures for the previous fiscal year, reflect the changed segmentation.

■ Individual Business Segments

- †4 Effective on April 1, 2014, Hitachi Information & Control Solutions and Ibaraki Hitachi Information Service (both companies merged and changed its corporate name to Hitachi Industry & Control Solutions on April 1, 2014), which were previously included in the “Information & Telecommunication Systems”, have been included in the “Social Infrastructure & Industrial Systems”.
Figures for each segment, including figures for the previous fiscal year, reflect the changed segmentation.
- †5 Effective on April 1, 2014, Hitachi-LG Data Storage, Hitachi Consumer Electronics and Hitachi Media Electronics, which were previously included in the “Digital Media & Consumer Products”, have been included in “Others (Logistics and Other services)”. The “Digital Media & Consumer Products” has been renamed to the “Smart Life & Ecofriendly Systems” based on these changes, and Hitachi Appliances and Hitachi Consumer Marketing have been included in this segment.
Figures for each segment, including figures for the previous fiscal year, reflect the changed segmentation.

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 document.

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, particularly Japan, Asia, the United States and Europe, as well as levels of demand in the major industrial sectors Hitachi serves, including, without limitation, the information, electronics, automotive, construction and financial sectors;
- 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, particularly against the U.S. dollar and the euro;
- 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;
- 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;
- rapid technological innovation;
- the possibility of cost fluctuations during the lifetime of, or cancellation of, long-term contracts for which Hitachi uses the percentage-of-completion method to recognize revenue from sales;
- 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;
- fluctuations in product demand and industry capacity;
- uncertainty as to Hitachi’s ability to implement measures to reduce the potential negative impact of fluctuations in product demand, exchange rates and/or price of raw materials or shortages of materials, parts and components;
- increased commoditization of and intensifying price competition for products;
- 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 restructuring efforts to improve management efficiency by divesting or otherwise exiting underperforming businesses and to strengthen competitiveness;
- uncertainty as to the success of cost reduction measures;
- 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 the success of alliances upon which Hitachi depends, some of which Hitachi may not control, with other corporations in the design and development of certain key products;
- uncertainty as to Hitachi’s access to, or ability to protect, certain intellectual property rights, particularly those related to electronics and data processing technologies;
- uncertainty as to the outcome of litigation, regulatory investigations and other legal proceedings of which the Company, its subsidiaries or its equity-method affiliates have become or may become parties;
- the possibility of incurring expenses resulting from any defects in products or services of Hitachi;
- the potential for significant losses on Hitachi’s investments in equity-method affiliates;
- the possibility of disruption of Hitachi’s operations by earthquakes, tsunamis or other natural disasters;
- 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 the accuracy of key assumptions Hitachi uses to evaluate its significant employee benefit-related costs; and
- uncertainty as to Hitachi’s ability to attract and retain skilled personnel.

The factors listed above are not all-inclusive and are in addition to other factors contained in other materials published by Hitachi.

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