

Business Model / Important Performance (Financial & Non-financial Highlights)

Providing customers with value through six segments

OUTPUTS

Business overview by segment

<Four domains>



Energy & Environment



Machinery, Equipment & Systems



Commercial Aviation & Transportation Systems



Integrated Defense & Space Systems



Share of net sales



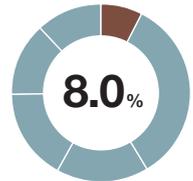
Shipbuilding & Ocean Development



For details, see p. 35.

MAIN BUSINESSES

Manufacturing, installation, sale and service of LNG carriers, LPG carriers, cruise ships, car ferries, car carriers, crude oil carriers, container ships and various other ships, defense and patrol vessels, marine structures, etc.



Power Systems



For details, see p. 37.

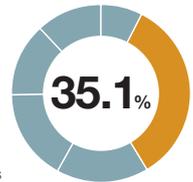
MAIN BUSINESSES

Power Systems

Manufacturing, installation, sale and service of boilers, steam turbines, gas turbines, water turbine plants, wind turbine plants, geothermal power plants, SCR (DeNOx) systems, marine machinery, pumps, desalination plants, lithium-ion secondary batteries, etc.

Nuclear Energy Systems

Manufacturing, installation, sale and service of pressurized water reactor (PWR) nuclear power plants and equipment, advanced reactor plants, nuclear fuel cycle plants, etc.



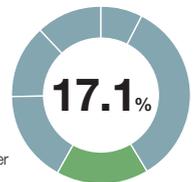
Machinery & Steel Infrastructure Systems



For details, see p. 39.

MAIN BUSINESSES

Manufacturing, installation, sale and service of transportation systems, toll and fare collection machinery and other ITS equipment, petrochemical plants, flue gas desulfurization systems, flue gas CO₂ recovery plants and various other environmental and chemical plants, oil and gas production systems, waste treatment equipment, compressors and turbines, iron and steel machinery, medical systems, transportation equipment, cranes and material handling systems, rubber and tire machinery, bridges, hydraulic gates, stacks, vertical parking garages, social infrastructure, injection molding machines, food and packing machinery, printing machinery, packaging machinery, etc.



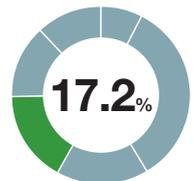
Aerospace Systems



For details, see p. 41.

MAIN BUSINESSES

Manufacturing, installation, sale and service of jet fighters, helicopters, commercial transport aircraft and various other aircraft, structural parts and components of aircraft, aeroengines, missiles, torpedoes, space systems, etc.



General Machinery & Special Vehicles



For details, see p. 43.

MAIN BUSINESSES

Manufacture, installation, sale and service of forklift trucks, construction machinery, engines, turbochargers, agricultural machinery, tractors and special vehicles, etc.



Others



For details, see p. 45.

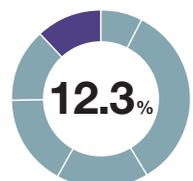
MAIN BUSINESSES

Air-Conditioning & Refrigeration Systems

Manufacturing, installation, sale and service of commercial- and residential-use air conditioners, automotive thermal systems, transport refrigeration units and centrifugal chillers, etc.

Machine Tool, Others

Manufacturing, installation, sales and service for machine tools, precision cutting tools, power transmissions, etc.



INPUTS

VALUE ADDED BY ORGANIZATION

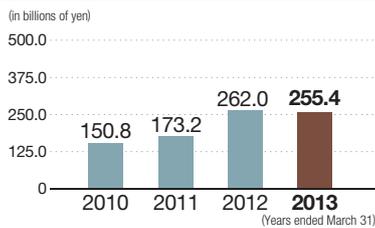
OUTPUTS & OUTCOMES

* Change in method of calculating operating income

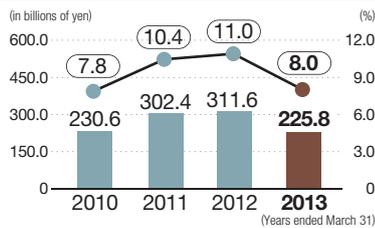
In line with management system changes, since the fiscal year ended March 31, 2013, certain Company-wide R&D expenses and headquarters administration costs, which had been fully distributed over each segment, have been recorded under "inter-group consolidation adjustments." Operating income or loss for the fiscal year ended March 31, 2012, shown here has also been recalculated on this basis.



Orders received

Net sales /
Share of net sales

■ Net sales —● Share of net sales

Operating income
(loss)*