As one of the strategies in its 2012 Medium-Term Business Plan, the MHI Group is making progress in consolidating and restructuring its business segments and shifting to a four-domain business structure capable of challenging in the global market.

By doing so, the Group plans to achieve a business scale of ¥4 trillion in fiscal 2014, with a future target of ¥5 trillion.

### Accelerate Growth in Four Business Domains

#### Shift to a four-domain business structure capable of challenging in the global market, with the aim of becoming a highly profitable ¥5-trillion enterprise

As one of the strategies in its 2012 Medium-Term Business Plan, the MHI Group is making progress in consolidating and restructuring its business segments and shifting to a four-domain business structure capable of challenging in the global market.

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Consolidate and restructure into four business domains

The MHI Group reorganized into four business domains to leverage its strengths and synergies.

By clarifying business-specific strategies, the Group will promote more proactive business development.

### Strategies

**Strategies**

- **Rapidly expand Energy & Environment Business** by concentrating management resources into gas turbine combined cycle (GTCC) and integrated coal gasification combined cycle (IGCC) and large-scale coal-fired thermal power plants, for which there is buoyant global demand.
- **Contribute to early restart of existing Japanese nuclear plants** in compliance with new regulatory standards and accelerate overseas expansion of Japanese nuclear safety technology.
- **Promote the development of large-scale infrastructure projects**, smart communities and other new businesses, centered around the Engineering Headquarters.

**Progress of strategies**

- Concluded basic agreement with Hitachi on business integration in the thermal power generation systems field.
- Acquired PWPS, the small- and medium-sized gas turbine business unit of the aeroengine manufacturer, Pratt & Whitney (P&W).
- Cooperation agreement concluded between Japanese and Turkish governments: Japan acquires preferential negotiating rights based on adoption of ATMEA1.
- MHI and Sojitz Receive Order for New Acrylic Acid Plant.

**Achievements**

- Supporting the World’s Energy with Environmentally Friendly, High-Efficiency Thermal Power

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**Strategies**

- **Reinforce production and sales in emerging markets** in which such core industries are rapidly expanding, and aim to increase market shares and expand profitability.
- **Establish dedicated operating companies**, form alliances and carry out mergers and acquisitions, and build world-class businesses by engaging in agile and flexible organizational management.

**Progress of strategies**

- Company for marketing and servicing compressors in the United States began operations in October 2012.
- Mitsubishi-Hitachi Metals Machinery, Inc. acquired Concast (India) Limited.
- Joint venture company for manufacturing and marketing industrial-use diesel engines in China began operations in March 2013.
- Operations to Launch at Mitsubishi Nichiyu Forklift Co., Ltd., entity Integrating the Forklift Truck Businesses of MHI and Nippon Yusoki began operations in March 2013.

**Achievements**

- MEGANINJA gas engine generator

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**Strategies**

- **Achieve high safety level**, complying with stringent regulations.
- **Optimize common business models**.
- **Accelerate construction of optimal mass production system**.

**Progress of strategies**

- Established a joint venture company with Imabari Shipbuilding Co., Ltd. for designing and marketing LNG carriers to respond to large-scale projects.
- MHI Ships Composite-material Wing Box for 100th Boeing 787 — Measures Being Taken to Increase In-house Production Rate.

**Achievements**

- New transportation systems that help eliminate urban congestion.

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**Strategies**

- **Propose integrated defense systems** by coordinat-ing businesses for land, sea and air defenses.
- **Promote the mutual application of defense and space technologies and civilian technologies**.
- **Bolster launch capabilities and cost competitiveness** through the development of a next-generation primary launch vehicle.

**Progress of strategies**

- Established the Integrated Defense & Space Systems Planning Department in January 2013, unifying defense and space business operations.
- Successful launch of the “KOUNOTORI3” (HTV3) transfer vehicle to the International Space Station, using H-IIB Launch Vehicle No. 3.
- Concluded agreement with JAXA to provide launch services business, starting with H-IIB Launch Vehicle No. 4.

**Achievements**

- H-IIB rockets used for launching large-size satellites.