

MHI GROUP THROUGH THE YEAR

Management Topics

April 1	Operations of product businesses centralized into a single Business Segment system Corporate organization also reorganized	June 15	Announced intent to establish a power system procurement and engineering subsidiary in Austria
April 28	FY2010 financial results and status of 2010 Medium-Term Business Plan announced	June 23	86th Ordinary General Meeting of Shareholders held
May 23	MHI Compressor Corporation establishes subsidiary in Saudi Arabia, further enhancing operations in the Middle East	July 14	Established an Advanced Plant Safety Department to enhance response to safety measures for Pressurized Water Reactor (PWR) nuclear power plants
May 27	MHI JV with the Electricity Generating Authority of Thailand (EGAT) and Mitsubishi Corporation (MC) completes a new plant in Thailand for maintenance of gas turbine high-temperature components to respond to needs in Asia	August 4	Financial results for first 3 months of FY2011 announced
June 1, 6	Business presentations held	September 6	Announced intent to establish an engineering company in India jointly with Oman's Suhail Bahwan Group (SBG)

FY2011 1Q		YoY		2Q		YoY	
Consolidated net sales	¥613.6 billion	-7.6%	Consolidated net sales	¥680.0 billion	-1.8%		
Consolidated operating income	¥ 38.7 billion	-0.8%	Consolidated operating income	¥ 34.4 billion	+34.9%		

2011

April

May

June

July

August

September

Topics by Segment

■ Shipbuilding & Ocean Development
 ■ Power Systems
 ■ Machinery & Steel Infrastructure Systems
■ Aerospace Systems
 ■ General Machinery & Special Vehicles
 ■ Others

April 5	Commenced Mitsubishi Regional Jet assembly work with start of tack work at the MHI Tobishima Plant		August 26	MHI-led consortium conducts feasibility study with India's Tata Group for creation of a Smart Community under the Delhi-Mumbai Industrial Corridor Development Plan	
April 15	Received order from PGS of Norway for 2 vessels for 3D sea bottom resource exploration		September 1	Order received for 3 coal-fired, supercritical power generation units from Taiwan Power Company	
April 27	Delivered special heavy-duty forklifts with radiation shielded cabins to contribute to safer handling of contaminated rubble near Fukushima Daiichi Nuclear Power Station		September 9	Dubai Metro Green Line started commercial operation. Dubai Metro, the first urban rail system in GCC region and world's longest driverless transportation system has been completed.	
May 26	Achieved 1,600°C turbine inlet temperature in test operation of the world's highest thermal efficiency "J-Series" gas turbine		September 27	Held ceremony marking delivery of final F-2 fighter jet to the Japan Air Self-Defense Force on September 27, 2011	
June 14	Successfully started operation of world-class 500 tons/day carbon capture demonstration plant for coal-fired power plants jointly with U.S.-based Southern Company		September 28	Participated in an international collaboration program to develop the next-generation PW1100G-JM engine for the Airbus A320neo	

- October 31** Financial results for first 6 months of FY2011 announced
- November 10** Announced intent to establish a heavy-duty material handling equipment manufacturing company in India, jointly with Anupam Industries targeting enhanced cost competitiveness with sights on the Asia and MEA markets
- November 25** “4th MHI Business Partners Conference” convened, with focus on reforming the supply chain through enhanced cooperation
- November 30** Transferred the Mechatronics System Product Business to Mitsubishi Heavy Industries Mechatronic Systems, Ltd. to enhance operational efficiency by integrating new installations through to after-sale services
- November 30** Announced intent to establish an operating company to handle industrial machinery business, including material handling systems and rubber & tire machinery, aiming for an agile and resilient business structure

- January 1** Established a new organization, the “Engineering Headquarters,” to integrate country-wide Engineering, Procurement Construction (EPC) operations
- January 31** Mitsubishi Heavy Industries Environmental & Chemical Engineering Co., Ltd. establishes MHIEC Environment (Beijing) Co., Ltd., an environmental equipment marketing company in China to enhance sales activities closely tailored to the local market
- February 1** Established the Mitsubishi Wakasa Nuclear Plant Technical Support Office in Fukui Prefecture (Japan) to reinforce PWR nuclear power plant support structure
- February 3** Financial results for the first 9 months of FY2011 announced
- March 29** Transferred small-size air-cooled gasoline engine business to Mitsubishi Heavy Industries Engine Systems Co., Ltd. (MES) to develop a leaner, more effective operational structure

3Q		YoY	
	Consolidated net sales	¥665.3 billion	-9.0%
	Consolidated operating income	¥ 24.9 billion	+52.8%

4Q		YoY	
	Consolidated net sales	¥862.0 billion	+5.6%
	Consolidated operating income	¥ 13.9 billion	-31.9%

2011			2012		
October	November	December	January	February	March

- October 6** Received order for ammonia and urea fertilizer plant in Malaysia, a joint project with APEX Energy and PT ReKayasa Industri
- October 28** Received orders for the first “*Sayaendo*” new-generation LNG carrier, with two ships earmarked for Osaka Gas/Mitsui O.S.K. Lines
- November 2** Received order for two 125,000-ton cruise ships for Carnival Corporation & plc, the largest cruise vacation group in the world
- November 28** Unveiled the world’s first 7MW hydraulic driven offshore wind turbine at EWEA OFFSHORE 2011, Europe’s largest offshore wind turbine exhibition, on November 28, 2011.
- December 8** Announced development of the world’s first gear grinding machine able to grind internally toothed, externally toothed, and stepped gears in one device



- January 11** Received compressor and power generation system order for the world’s first floating liquefied natural gas facility for Shell project in Australia
- January 27** Launched Smart Community System Demonstration Project in Spain with Hitachi and Mitsubishi Corporation to verify businesses for next-generation transportation infrastructure to accommodate expanded use of EVs
- February 9** Announced launch 17 models of residential-use air conditioners offering “energy-saving through technology”
- March 9** Christened and launched last commercial vessel at MHI Kobe Shipyard: EMERALD ACE—a pure car carrier for delivery to Mitsui O.S.K.
- March 22** Orders won for state-of-the-art M501J gas turbines from Korea, 10 units total, in response to receiving the world’s highest rating for efficiency and capacity

