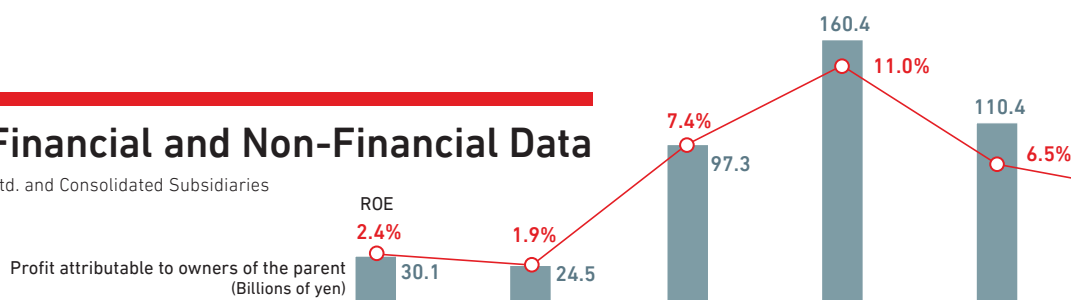


Eleven-Year Financial and Non-Financial Data

Mitsubishi Heavy Industries, Ltd. and Consolidated Subsidiaries
Years ended March 31



	2011/3	2012/3	2013/3	2014/3	2015/3
(Years ended March 31 or as of March 31)	2010 Medium-Term Business Plan		2012 Medium-Term Business Plan		
Billions of yen					
Orders received	¥ 2,995.4	¥ 3,188.8	¥ 3,032.2	¥ 3,420.0	¥ 4,699.1
Revenue	2,903.7	2,820.9	2,817.8	3,349.5	3,992.1
Profit from business activities	101.2	111.9	163.5	206.1	296.1
Profit before income taxes	39.4	69.8	155.4	214.4	232.6
Profit attributable to owners of the parent	30.1	24.5	97.3	160.4	110.4
Research and development expenses	¥ 123.2	¥ 121.4	¥ 120.0	¥ 138.5	¥ 145.5
Capital investment	126.6	120.7	118.8	148.6	156.1
Depreciation	134.4	126.2	119.4	134.9	157.0
Total assets	¥ 3,989.0	¥ 3,963.9	¥ 3,935.1	¥ 4,886.0	¥ 5,520.3
Total equity	1,312.6	1,306.3	1,430.2	1,774.2	2,120.0
Interest-bearing debt	1,325.6	1,157.1	1,031.2	957.4	975.5
Cash flows from operating activities	¥ 337.8	¥ 200.3	¥ 288.3	¥ 296.2	¥ 212.8
Cash flows from investing activities	(137.2)	(47.0)	(76.7)	(151.5)	(174.1)
Free cash flows	200.5	153.3	211.6	144.6	38.6
Cash flows from financing activities	(169.7)	(183.6)	(154.2)	(136.6)	(45.8)

Per share information of common stock² Yen

	2011/3	2012/3	2013/3	2014/3	2015/3
Profit attributable to owners of the parent—basic	¥ 89.74	¥ 73.15	¥ 290.09	¥ 478.13	¥ 329.04
Total equity	3,761.68	3,740.84	4,109.00	4,599.86	5,306.47
Cash dividends	40.00	60.00	80.00	80.00	110.00

Ratios

	2011/3	2012/3	2013/3	2014/3	2015/3
Overseas sales ratio	49.0%	41.9%	44.8%	49.3%	53.4%
Ratio of profit from business activities	3.5%	4.0%	5.8%	6.2%	7.4%
Return on equity ³	2.4%	1.9%	7.4%	11.0%	6.5%
Return on assets ⁴	0.7%	0.6%	2.5%	3.6%	2.1%
Current ratio	167.9%	153.9%	155.0%	139.2%	146.2%
D/E ratio ⁵	101%	89%	72%	54%	46%
Equity ratio ⁶	31.6%	31.7%	35.0%	31.6%	32.3%
Dividend payout ratio ⁷	44.6%	82.0%	27.6%	16.7%	33.4%

MHI Group has adopted the International Financial Reporting Standards (IFRS) from fiscal 2018. Actual financial numbers for fiscal 2017 are also shown here in accordance with IFRS. The IFRS categories under Japanese GAAP are as follows: revenue corresponds to net sales; profit from business activities corresponds to operating income; profit (loss) attributable to owners of the parent corresponds to net income (loss) attributable to owners of the parent; total equity corresponds to total net assets; earnings (losses) per share correspond to profit (loss) per share; and ratio of equity attributable to owners of the parent corresponds to shareholders' equity ratio.

"Profit from business activities" on the consolidated statement of profit or loss is presented as a measure that enables continuous comparison and assessment of the Group's business performance. "Profit from business activities" is calculated by subtracting "cost of sales," "selling, general and administrative expenses," and "other expenses" from "revenue" and adding "share of profit (loss) of investments accounted for using the equity method" and "other income" to the resulting amount. "Other income" and "other expenses" consist of dividend income, gains or losses on sales of fixed assets, impairment losses on fixed assets, and others.

*1 U.S. dollar amounts in this report are translated from yen, for convenience only, at the rate of ¥110.71 = U.S.\$1, the exchange rate prevailing at March 31, 2021.

*2 The Company conducted a 1-for-10 reverse stock split on common shares on October 1, 2017. The interim dividend for fiscal 2017 and data for fiscal 2016 and earlier is calculated as if the reverse stock split had been conducted at the beginning of the respective fiscal years. Calculations of per-share data are based on these assumptions.

*3 Return on equity = profit attributable to owners of the parent / (total equity—share subscription rights—non-controlling interests)

*4 Return on assets = profit attributable to owners of the parent / total assets

*5 D/E ratio = interest-bearing debt / total equity

*6 Equity ratio = (total equity—share subscription rights—non-controlling interests) / total assets

*7 Dividend payout ratio = dividends / profit attributable to owners of the parent

*8 People in positions of section manager or higher as of April 1 of each year. In principle, data are for MHI on a non-consolidated basis and Mitsubishi Hitachi Power Systems, Inc. (Company name was changed to Mitsubishi Power Ltd. in September 2020).

*9 Data are for MHI on a non-consolidated basis. However, data for FY2017 (CY2018) onward include 23 Group companies.

*10 Base lines were determined (base year/comparison target) in accordance with the characteristics of each product. Using these base lines, the amount of CO₂ reduced through product use was calculated in accordance with such factors as the number of products in operation and the number of units sold in the relevant fiscal year.

*11 Data are for MHI on a non-consolidated basis (production plants and offices).

*12 Data are for MHI on a non-consolidated basis.

*13 Data are for MHI on a non-consolidated basis and 163 Group companies.

*14 Data are for MHI on a non-consolidated basis and 157 Group companies.

*15 Data are for MHI on a non-consolidated basis and 156 Group companies.

Non-financial indexes

Number of employees

Number of overseas employees

Number of female managers⁸

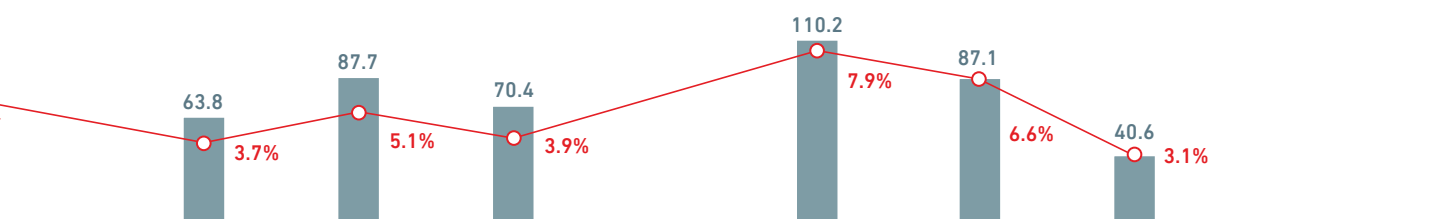
Industrial accident frequency rate⁹

Reduction in CO₂ from using MHI's products¹⁰ (Kilotons)

Energy input¹¹ (TJ)

Greenhouse gas (CO₂) emissions¹² (Kilotons)

Social contribution expenses (Billions of yen)



	2016/3	2017/3	← JGAAP 2018/3	IFRS → 2018/3	2019/3	2020/3	2021/3	2021/3	
	2015 Medium-Term Business Plan			2018 Medium-Term Business Plan		2021 Medium-Term Business Plan		Millions of U.S. dollars ¹⁾	
	¥ 4,485.5	¥ 4,275.6	¥ 3,875.7	¥ 3,868.7	¥ 3,853.4	¥ 4,168.6	¥ 3,336.3	\$30,135	
	4,046.8	3,914.0	4,110.8	4,085.6	4,078.3	4,041.3	3,699.9	33,419	
	309.5	150.5	126.5	58.1	200.5	(29.5)	54.0	487	
	132.6	169.7	128.0	39.2	195.0	(32.6)	49.3	445	
	63.8	87.7	70.4	(7.3)	110.2	87.1	40.6	366	
	¥ 150.6	¥ 160.7	¥ 176.8	¥ 176.8	¥ 152.1	¥ 146.8	¥ 125.7	\$ 1,135	
	175.5	204.4	158.4	158.4	147.3	161.5	125.5	1,133	
	158.7	172.7	176.1	176.1	135.6	144.6	139.2	1,257	
	¥ 5,500.7	¥ 5,481.9	¥ 5,487.6	¥ 5,248.7	¥ 5,240.3	¥ 4,985.6	¥ 4,810.7	\$43,457	
	1,999.7	2,104.1	2,164.4	1,693.8	1,728.6	1,290.0	1,439.3	13,000	
	1,052.1	925.5	813.1	813.1	665.1	598.2	905.6	8,179	
	¥ 270.0	¥ 95.9	¥ 345.1	¥ 405.7	¥ 420.3	¥ 452.5	¥ (94.9)	\$ (857)	
	(262.4)	8.7	(137.1)	(238.1)	(161.8)	(239.5)	(182.2)	(1,645)	
	7.5	104.6	207.9	167.5	258.4	212.9	(277.1)	(2,503)	
	(23.1)	(162.0)	(152.1)	(112.3)	(271.0)	(204.4)	221.7	2,002	
								U.S. dollars	
	¥ 190.17	¥ 261.24	¥ 209.82	¥ (21.79)	¥ 328.39	¥ 259.39	¥ 120.92	\$ 1,092	
	5,003.00	5,299.14	5,431.02	4,153.46	4,204.71	3,627.73	4,064.73	36,715	
	120.00	120.00	120.00	120.00	130.00	150.00	75.00	0,677	
	55.4%	53.5%	54.2%	55.1%	54.0%	52.0%	47.4%		
	7.6%	3.8%	3.1%	1.4%	4.6%	(0.7)%	1.5%		
	3.7%	5.1%	3.9%	(0.5)%	7.9%	6.6%	3.1%		
	1.2%	1.6%	1.3%	(0.1)%	2.1%	1.7%	0.8%		
	135.7%	139.4%	141.0%	122.2%	121.6%	101.1%	104.7%		
	53%	44%	38%	48%	38%	46%	63.0%		
	30.5%	32.5%	33.3%	26.6%	26.9%	24.4%	28.4%		
	63.1%	45.9%	57.2%	—	39.6%	57.8%	62.0%		
	83,932	82,728	80,652	80,652	80,744	81,631	79,974		
	28,941	28,751	27,954	27,954	28,875	30,501	29,425		
	102	126	149	149	171	204	258		
	0.11	0.28	0.18	0.18	0.17	0.19	0.22		
	46,067	62,592	49,791	49,791	65,331	61,438	49,130		
	7,398	5,976	5,179	5,179	14,723 ¹³⁾	14,671 ¹⁴⁾	12,449 ¹⁵⁾		
	406	317	270	270	794 ¹³⁾	711 ¹⁴⁾	547 ¹⁵⁾		
	2.1	2.5	1.7	1.7	1.6	1.3	1.2		