

2012 Medium-Term Business Plan (2012-2014)

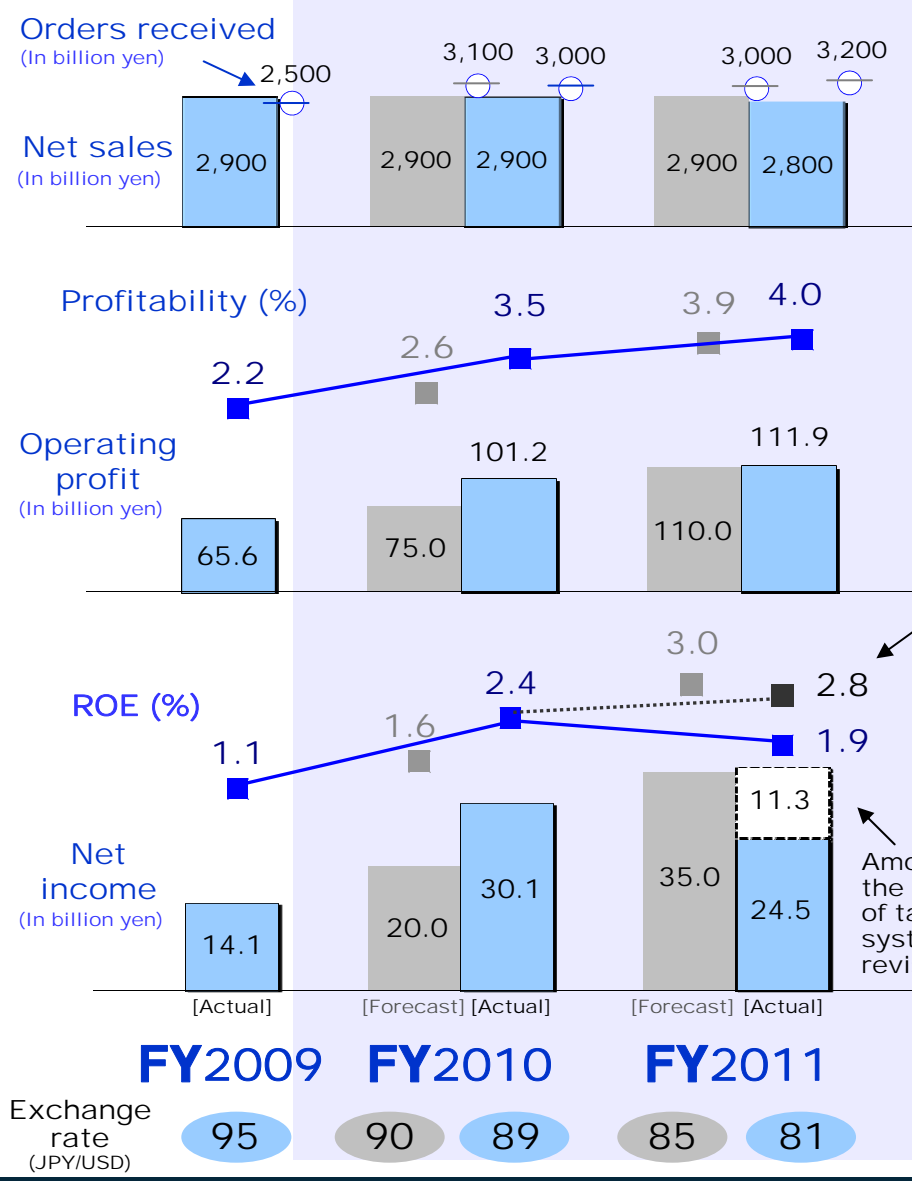
May, 2012

Hideaki Omiya,
President

I. Review of 2010 Mid Term Business Plan	-----	2
II. 2012 Mid Term Business Plan	-----	7
• Financial Targets, Analysis of Operating Profit Changes		8
• Positioning of 2012 Plan, Strategies to Achieve Targets		11
• Target 1: Expand Business Scale		13
- Strategy 1: Consolidate and Restructure Business Segments (into Four Domains) to Realize Strengths and Synergies		14
- Strategy 2: Accelerate Global Expansion		30
• Target 2 : Improve Capital Efficiency and Net Income Levels		43
- Strategy 3: Manage Business Portfolio Based on Strategic Evaluation		44
- Strategy 4: Institute Corporate Reform and Efficiency Improvements (Optimize Shared Resources)		47
- Strategy 5: Manage Innovations in Corporate Governance and Operations		48
• Vision: Drive to Become a Highly-Profitable 5 Trillion Yen Enterprise		53
III. Supplementary Materials	-----	55
• Financial Targets by Domain		56
• Financial Targets by Segment		57
• Resource Planning		58

I. Review of 2010 Mid Term Business Plan

Steady progress against 2010 Plan, with challenges clearly identified



Achievements

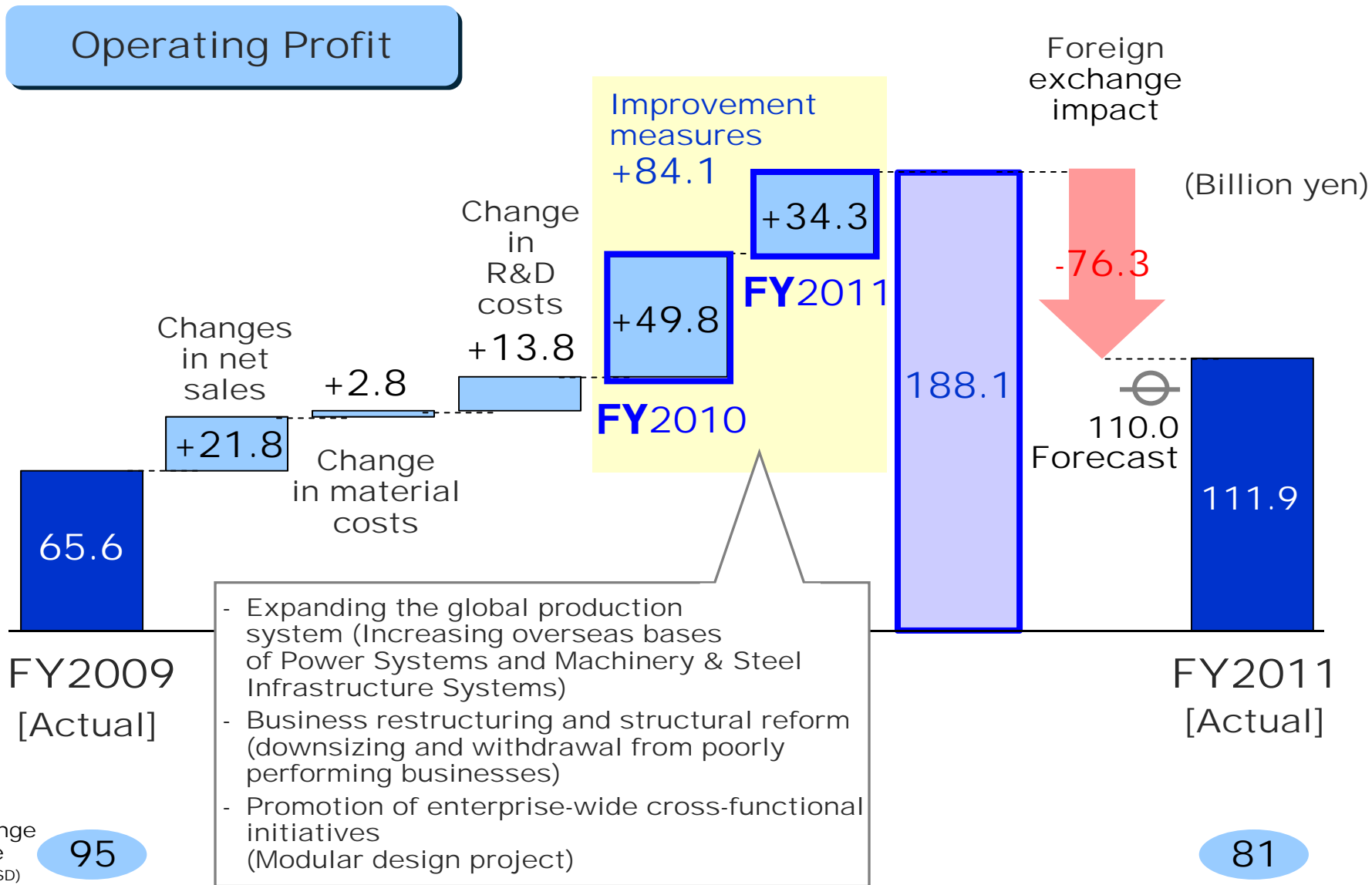
- (1) Improved profitability
- (2) Shifted to flexible and agile management structure
- (3) Introduced key performance indicators to drive corporate value (Strategic Added Value per SBU)

Challenges

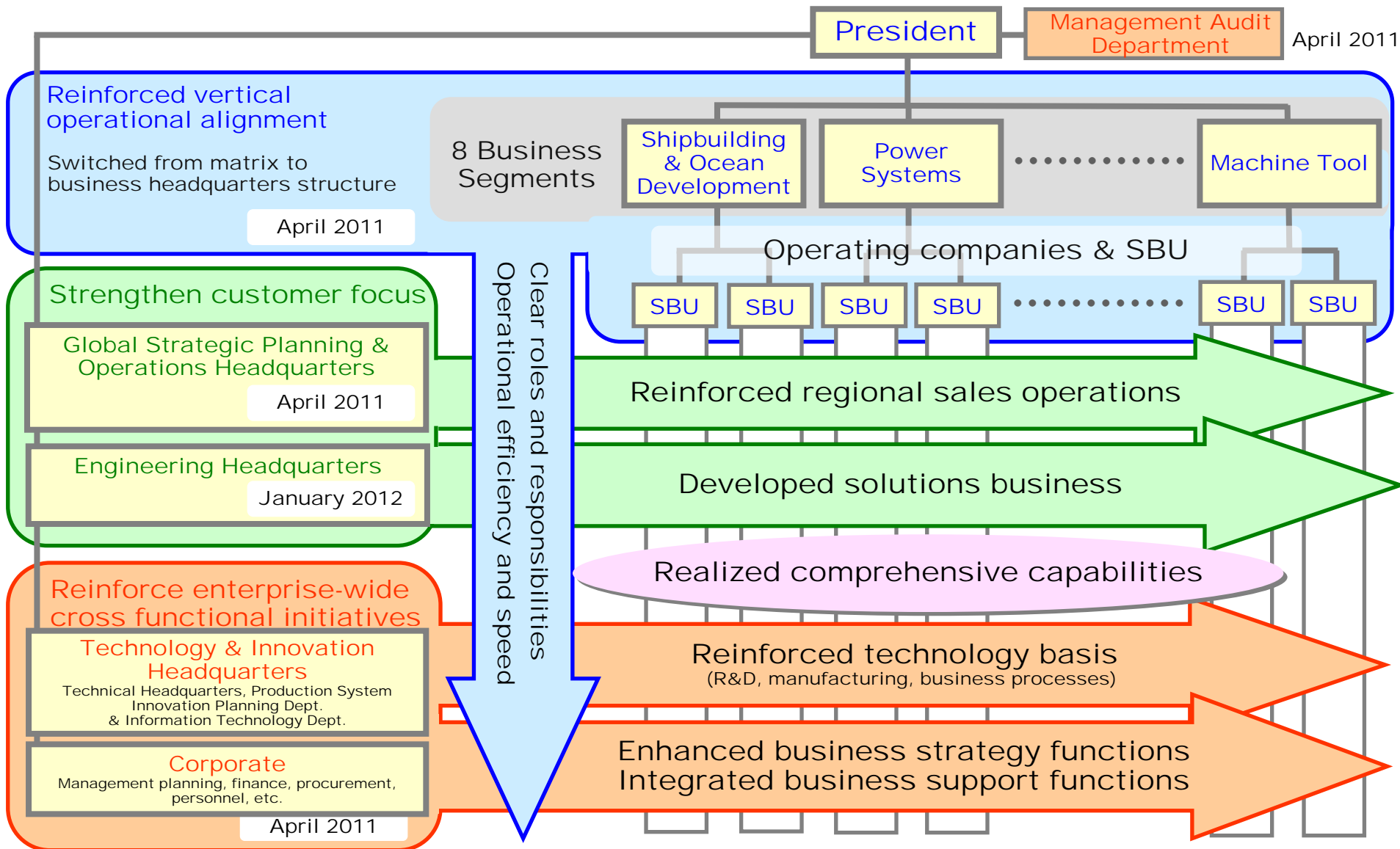
- (1) Sluggish growth in sales
- (2) Low levels of invested capital efficiency and net profit

SBU: Strategic Business Unit

Achievement (1): Improved profitability to overcome FX pressures



Achievement (2): Shifted to flexible and agile management structure 5



Achievement (3): Introduced key performance indicators to drive corporate value 6

2010 Business Plan

ROE as key performance indicator

-- Emphasis on invested capital efficiency --

Introduced "strategic business evaluations"

Evaluate SBU with
Strategic Added Value (SAV)



Portfolio management to maximize corporate value with limited resources

- Reconfigured 64 SBUs' business and financial profiles
- Decision criteria to strategically choose and focus

SAV: Strategic Added Value (valuation metrics combining business viability and efficiency)

II. 2012 Mid Term Business Plan

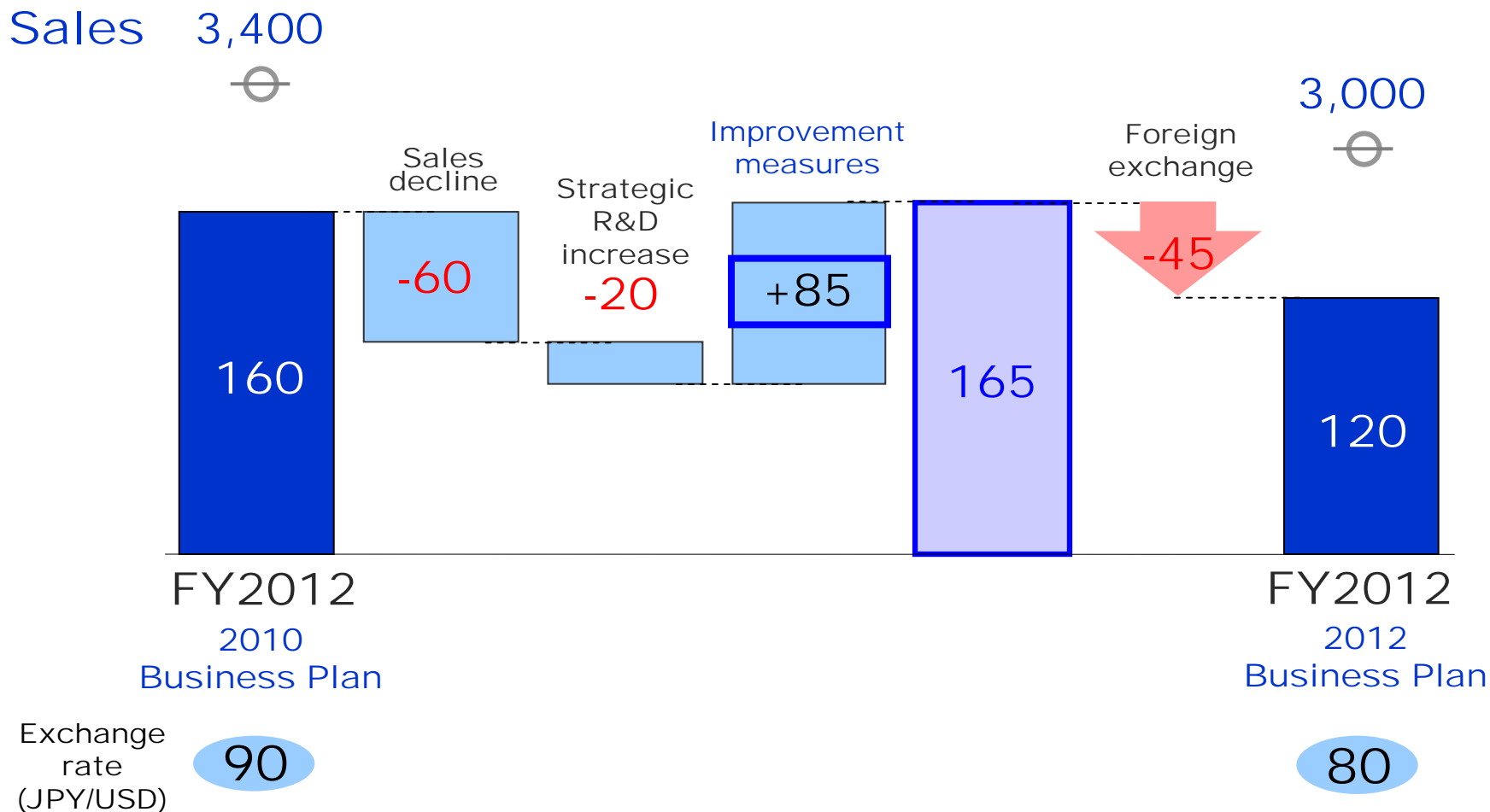
(Billion yen)

	FY2010 Actual	FY2011 Actual	2012 Business Plan	
			FY2012 Forecast	FY2014 Target
Orders received (Shares of overseas sales)	2,995.4 (44%)	3,188.8 (43%)	3,400.0 (58%)	4,000.0 (64%)
Sales	2,903.7	2,820.9	3,000.0	3,700.0
Operating profit (Ordinary income)	101.2 (68.1)	111.9 (86.1)	120.0 (80.0)	250.0 (210.0)
Net income	30.1	24.5	40.0	130.0
ROE	2.4%	1.9%	3.1%	8.9%

ROIC	1.5%	1.5%	2.1%	6.5%
D/E Ratio	1.0	0.9	0.8	0.7
Interest-bearing debt	1,325.6	1,157.1	1,100.0	1,000.0
Dividend per share	4 JPY	6 JPY	6 JPY	10 JPY

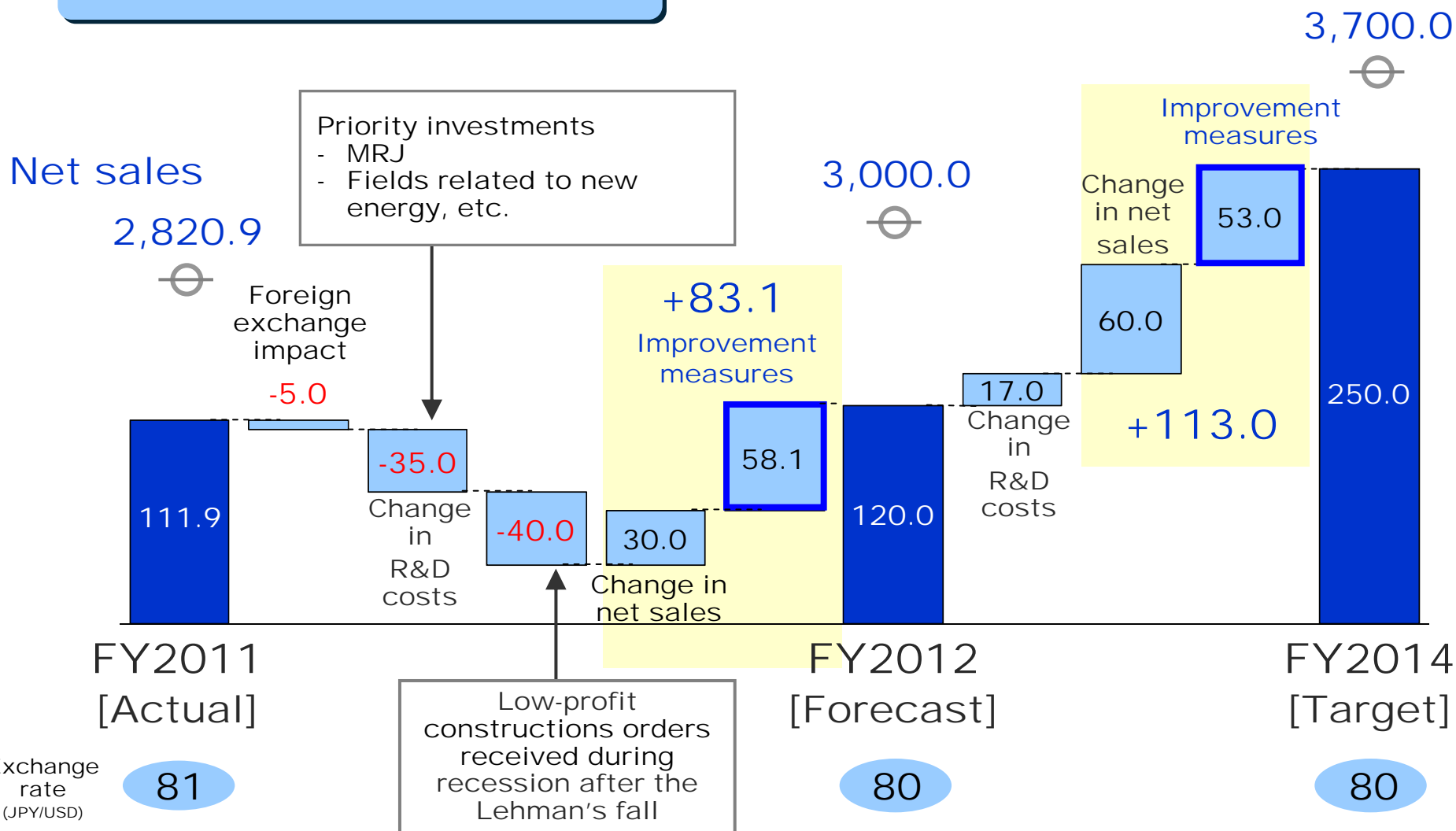
2010 target vs. 2012 target

(in billion yen)



FY2011 vs. FY2014

(Billion yen)



Positioning (1) "Rolling Plan"

- Changes in business environment
- Destabilization of global economies
 - Domestic market stagnation
 - Long term appreciation of Yen
 - Changes in energy policies

Keep 2010 Plan Momentum and
Tackle Challenges

Reform Programs

Growth Programs

Target 1

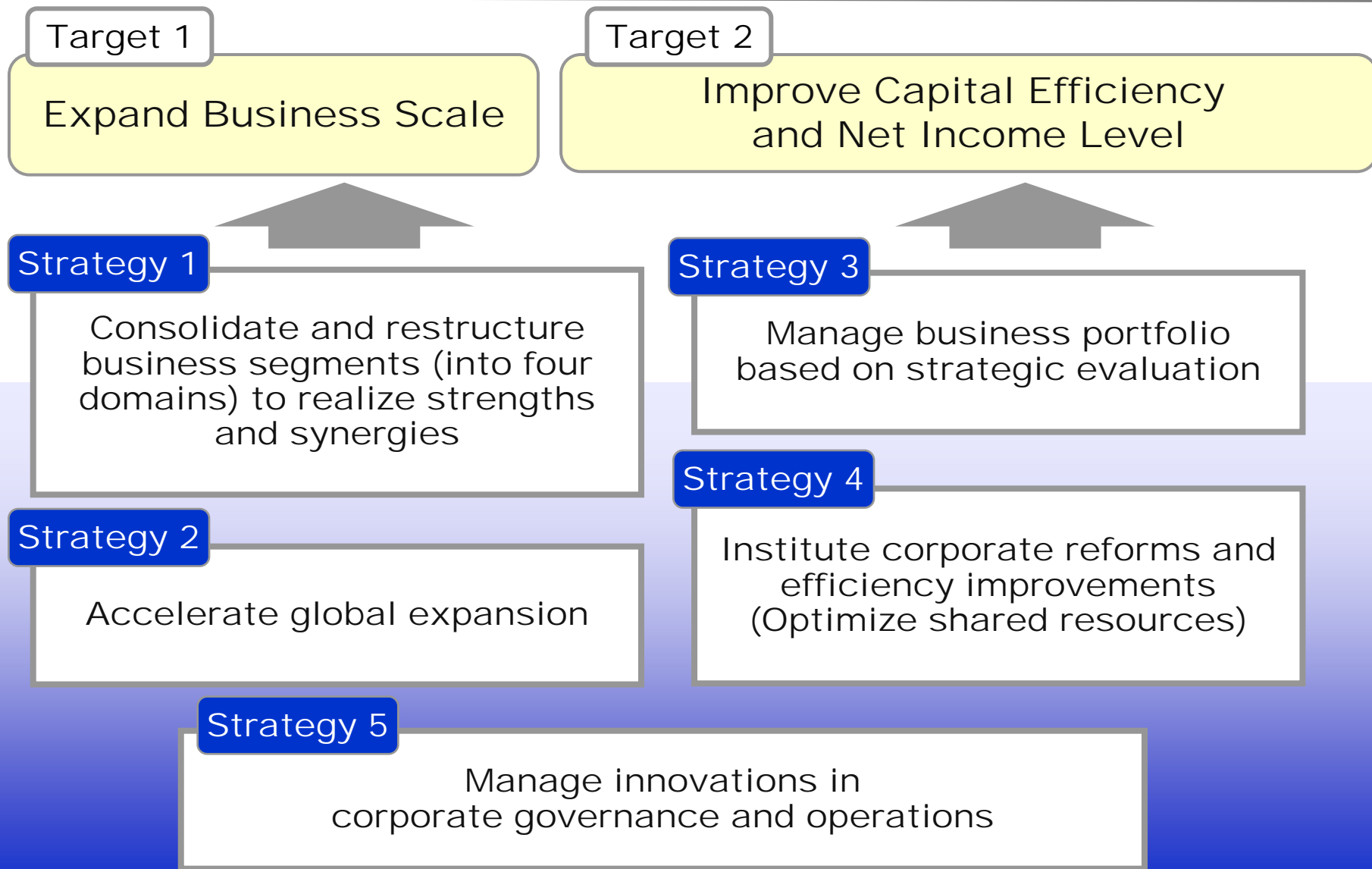
Expand Business Scale

Target 2

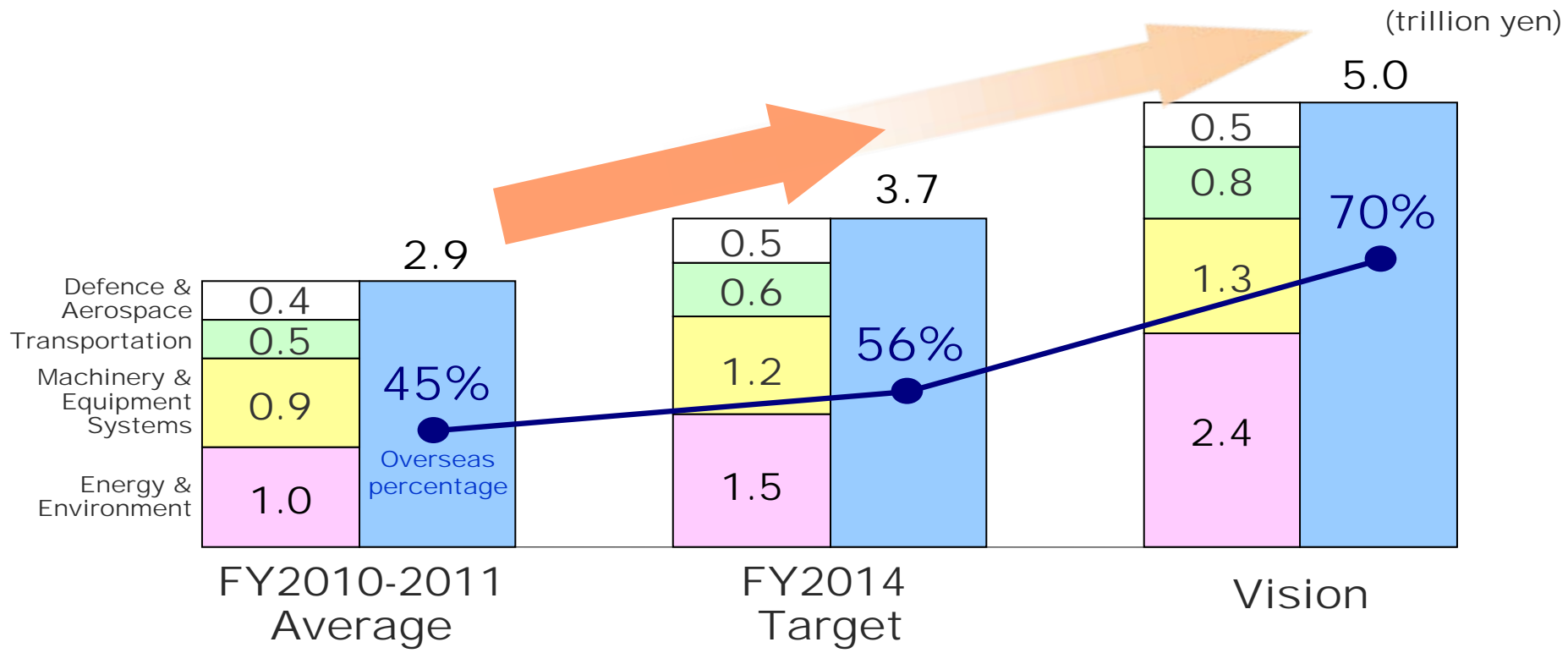
Improve Capital Efficiency
and Net Income Level

Positioning (2)

First Step Towards Vision:
Highly-Profitable 5 Trillion Yen Enterprise



Achieve 5 trillion yen sales through consolidation of business segments into four domains and global expansion



Four domains aligned to customers and markets

Business domain	Customers/ Markets	Segment					
		Shipbuilding & Ocean Development	Power Systems	Machinery & Steel Infrastructure Systems	Aerospace Systems	General Machinery & Special Vehicles	Others (Air-Conditioning/ Machine Tool)
Energy & Environment	<ul style="list-style-type: none"> Power companies Gas companies Resource companies (oil, chemicals, steel) 		<ul style="list-style-type: none"> GTCC Large-scale thermal power plants Nuclear power plants 	<ul style="list-style-type: none"> Environmental plants Chemical plants 			
Machinery, Equipment Systems	<ul style="list-style-type: none"> Core industries (steel, etc.) Automotive industry Logistics, etc. 		<ul style="list-style-type: none"> Stationary engines 	<ul style="list-style-type: none"> Compressors Metals machinery Crane & material handling systems 		<ul style="list-style-type: none"> Turbochargers Forklift trucks Engines 	<ul style="list-style-type: none"> Air-conditioning equipment Machine tools
Transportation	<ul style="list-style-type: none"> Airlines (air) Shipping companies (sea) Railways (land), etc. 	<ul style="list-style-type: none"> Commercial Ships 		<ul style="list-style-type: none"> Transportation system 	<ul style="list-style-type: none"> Commercial aircraft 		
Defense & Aerospace	<ul style="list-style-type: none"> Ministry of Defense (land, sea, air) JAXA 	<ul style="list-style-type: none"> Destroyers & submarines for the Ministry of Defense 			<ul style="list-style-type: none"> Defense aircraft Missiles Space Systems 	<ul style="list-style-type: none"> Special vehicles 	

Business Strategy by Domain

Consolidating energy and environmental businesses and internal EPC units

	FY2011		FY2014	
Sales	970 billion yen	▶	1,460 billion yen	➡ +50%
Overseas sales	400 billion yen	▶	880 billion yen	➡ +120%
Operating profit	90 billion yen	▶	150 billion yen	➡ +70%

- Accelerate energy and environment business growth by concentrating resources
(GTCC, IGCC, Large scale coal-fired thermal power plants, etc.)
- Drive new business development with Engineering Headquarters at core
(Large-scale infrastructure projects, Smart communities)

GTCC: Gas Turbine Combined Cycle, IGCC: Integrated coal Gasification Combined Cycle

Gas Turbine Combined Cycle (GTCC)

➔ Over 210 billion yen in overseas markets, mainly in North America and Asia

Introduce new technologies and products into markets

- Strong order intake for J-Series gas turbines with world leading thermal efficiency performance (from Kansai Electric Power and South Korean companies)
- Develop next-generation 1700-deg.C-class gas turbine
- Validation tests for a GTCC-SOFC triple combined system
SOFC: Solid Oxide Fuel Cell

Boost overseas plant capacity

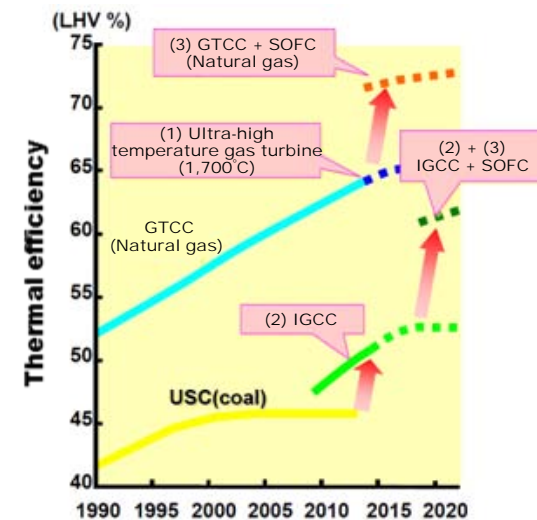
- Increase gas turbine production capacity in Georgia, USA

Expand Diamond Network

- Reinforce engineering and procurement in addition to service functions at regional bases
- Build strong customer relationships in the Americas, Europe and Asia
- Global information sharing



J-series gas turbine



Large-Scale Coal-Fired Thermal Power Plants (Clean Coal Technology)

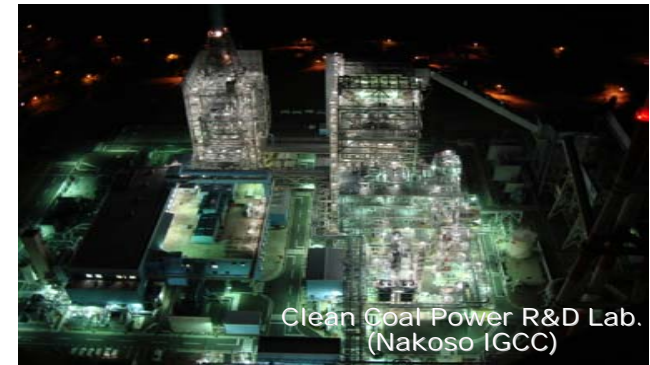
+40 billion yen
Overseas
(esp. Asia)

Enhance competitiveness and increase scale of conventional coal-fired thermal power business

- Establish global production and procurement network via L&T joint venture (India), etc

Continue to develop clean coal technology

- Develop 700-deg.C-class advanced ultra super critical power generation technology
- Accelerate commercialization of IGCC with world-leading efficiency
- Validate CCS technology (500 t/day)
CCS: Carbon Capture and Storage



Renewable Energy

Develop next generation products

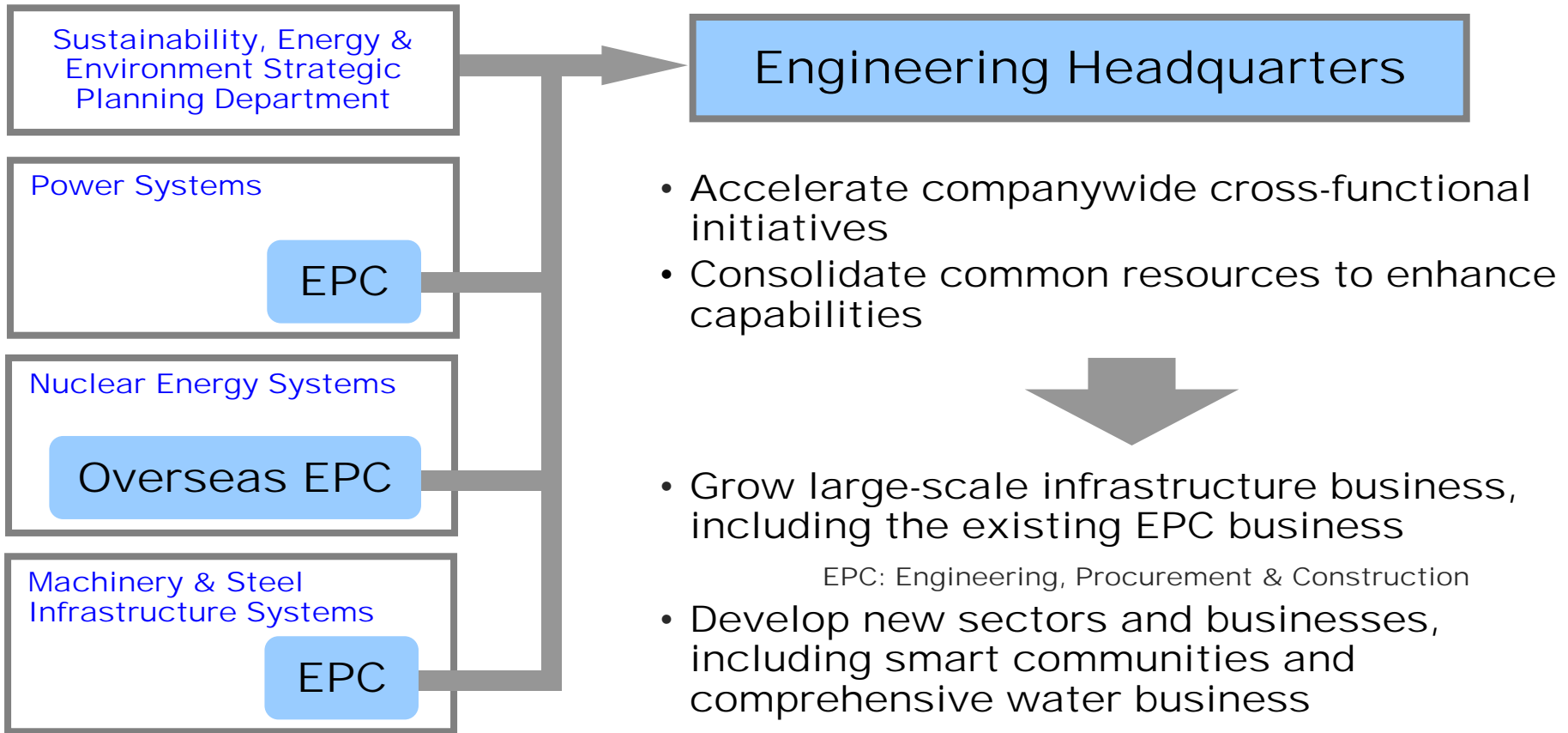
- Large offshore wind turbines with hydraulic drive train (Validation test off Fukushima and in North Sea near U.K.)
- Concentrated Solar Power Generation System with Hot Air Turbine
- Large capacity, high output lithium ion secondary batteries



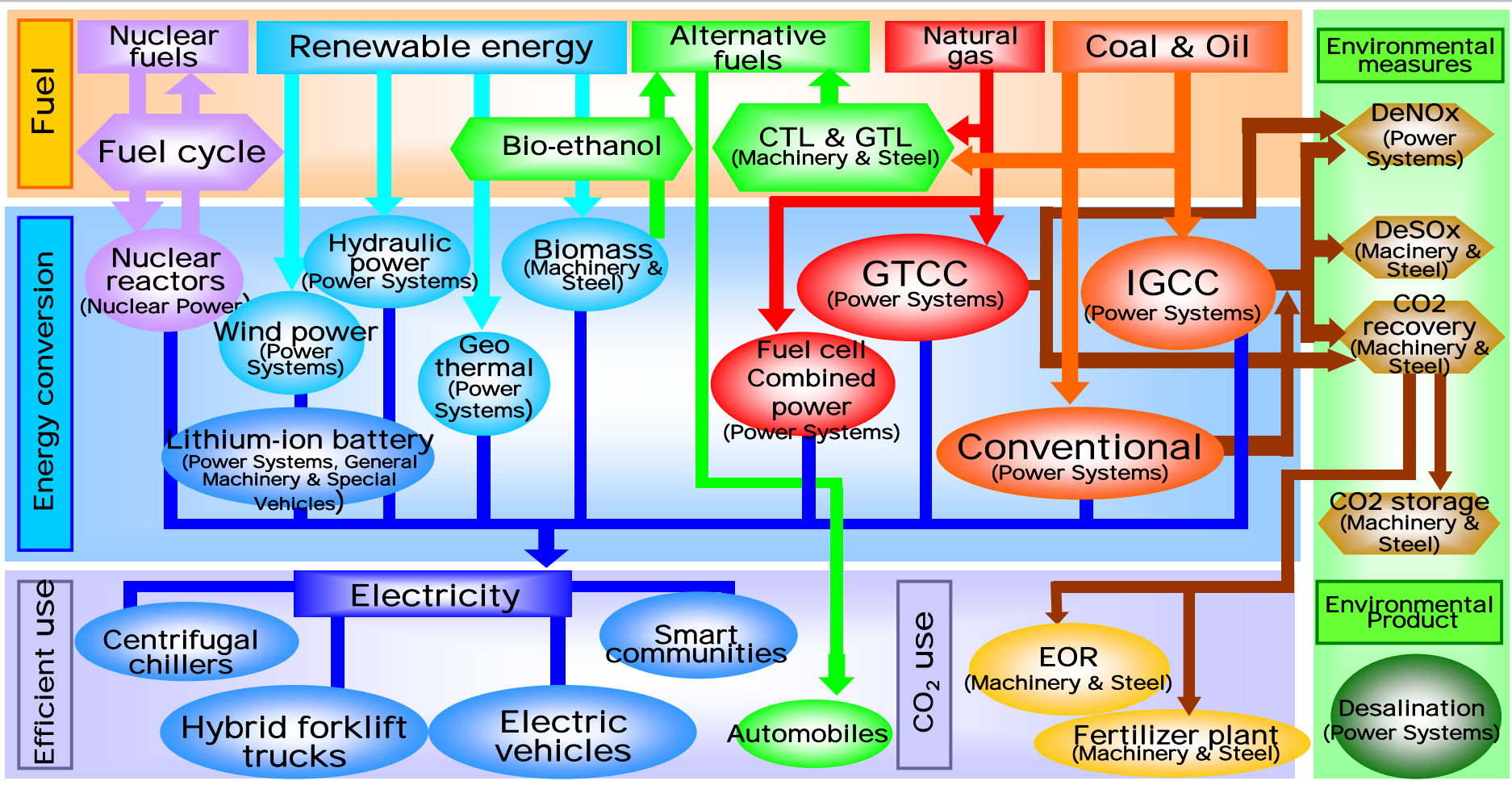
A container-type large-capacity power generation system equipped with lithium ion batteries



Establishing globally-recognized engineering group with world-leading EPC capabilities



Serve customer needs with strengths based on diverse energy and environment products



CTL: Coal to Liquid, GTL: Gas to Liquid, GTCC: Gas Turbine Combined Cycle, IGCC: Integrated Coal Gasification Combined Cycle, EOR: Enhanced Oil Recovery

Asia

Smart community in Delhi-Mumbai area (India: Gujarat, Maharashtra, Haryana)

Nuclear power plant in Vietnam (Ninh Thuan province)

High-speed rail facilities in Vietnam (Hanoi - Ho Chi Minh City)

Eco-City smart community (Outskirts of Beijing, China)

US

High-speed rail facilities in California

Japan-US smart grid trials (New Mexico)

Nuclear power plant in Virginia (North Anna Unit 3)



CO2 recovery plant in Alabama (Demonstration)

Europe

Nuclear power plant in Finland (Oikiluoto Unit 4)

ENDESA/EV infrastructure project (Spain: Madrid, etc.)

Middle East

Nuclear power plant in Jordan

Masdar City (UAE) *Partial involvement

CO₂ recovery plant in Qatar



Japan

Next Generation Energy & Social System Demonstration Area (Kitakyushu)

Next Generation Energy & Social System Demonstration Area (Kyoto, Osaka & Nara prefectures)

High-speed rail facilities in Brazil

Large-scale transport systems



Integrating businesses for core industries
(steel, automotive, etc.)

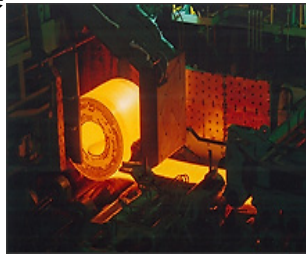
	FY2011		FY2014		
Sales	920 billion yen	▶	1,160 billion yen	▶	+30%
Overseas sales	450 billion yen	▶	690 billion yen	▶	+50%
Operating profit	30 billion yen	▶	80 billion yen	▶	+170%

- Capture emerging markets with fast-growing core industries
- Operate organization with flexibility and agility
(reorganization into operating companies, M&A, alliances)

Grow market share and profitability as world-class business

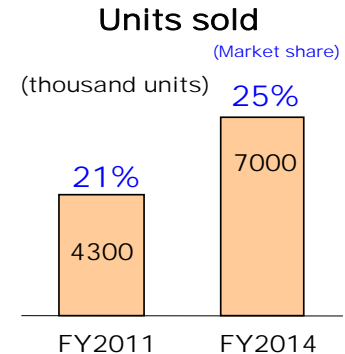
Metals machinery

- Drive product differentiation and alliances
 - Cold rolling: Retain top market share
 - Hot rolling: 30% market share
- Enter upstream market with new models



Automotive turbochargers

- Pave way to become world leader
 - Enhance development and validation functions in Europe
 - Boost productions in China and Thailand
 - Expand in North America



Compressors

- Expand gas sector with foothold in oil and gas majors
- Build global operating structure and strengthen alliances to become “world’s top three”

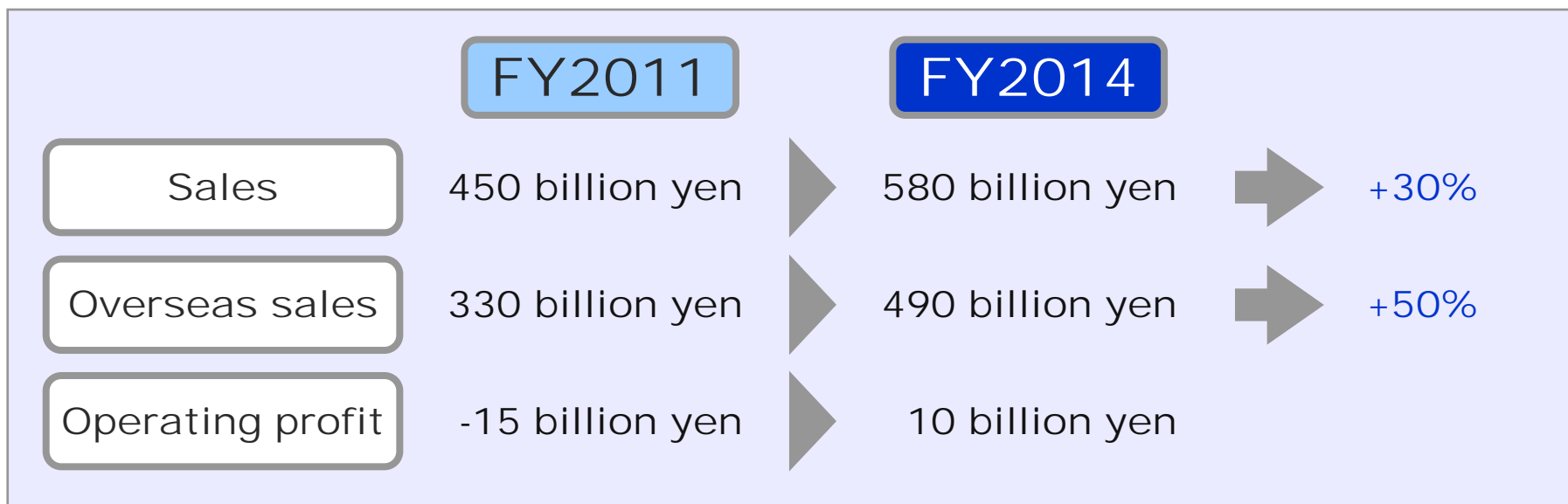


Machine tools

- Aim world leadership in niche markets (gear machine tools and large sized machine tools)
 - Increase sales and production in China, India
- Alliances
 - Acquire Federal Broach (machine tool manufacturer)



Integrating land, sea and air transportation businesses



- Achieving high safety level, meeting stringent regulations
- Optimize common business models
- Optimize mass production base

- Long term growth of civil aircraft market
- Ability to overcome high entry barriers (technology, capital)
- Once entered, limited competition



Establish aircraft business as future core business

Challenges

- Capturing order intake
 - 130 units orders-to-date
- Delay in development

First Flight

Q1 of FY 2012



Q3 of FY 2013

First Unit Delivery

Q4 of FY 2013



Mid to late of FY 2015



Actions

- Increase sales bases in U.S. and Europe
- Acquire orders in emerging countries
- Accelerate development and manufacturing quality verification processes
 - Apply expertise from successful deployment of Taiwan bullet train project
 - Flight test in U.S.
- Mass production preparation

Improve profitability through manufacturing innovations

Reform in Japan

- Invest resources in high value-add products
 - Automated B787 production (cooperation with Machine Tool Division)



Automatic boring machine

- Production flow reorganization
 - Process integration from components to assembly

Accelerate overseas expansion

- Shift to overseas cost base (to counter FX fluctuations) and global SCM

Overseas Production

- Assembly bases (in Vietnam and Canada)
- Component plant (in Vietnam)

Overseas Procurement

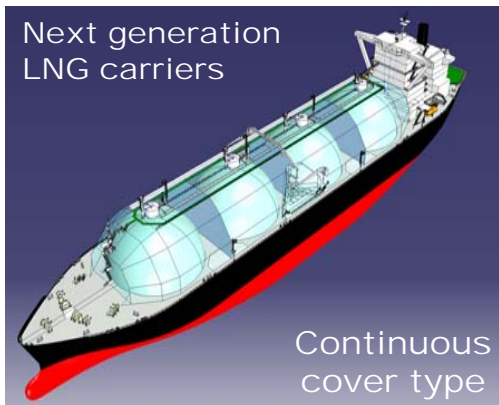
- Diversify procurement, from U.S. to Europe and Russia
- Expand procurement from Asia

Establish three-pronged business structure

Build **engineering** and **overseas shipbuilding** businesses in addition to **domestic shipbuilding** differentiated with advanced technology, high value-add

Domestic shipbuilding (core business)

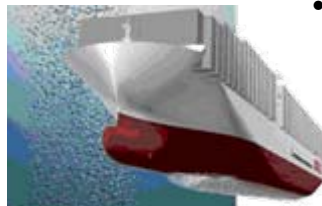
- Differentiate products based on advanced technologies and high added value (cruise ships, new LNG carriers, etc.)



Nickname:
"Sayaendo"
(string bean)



Engineering



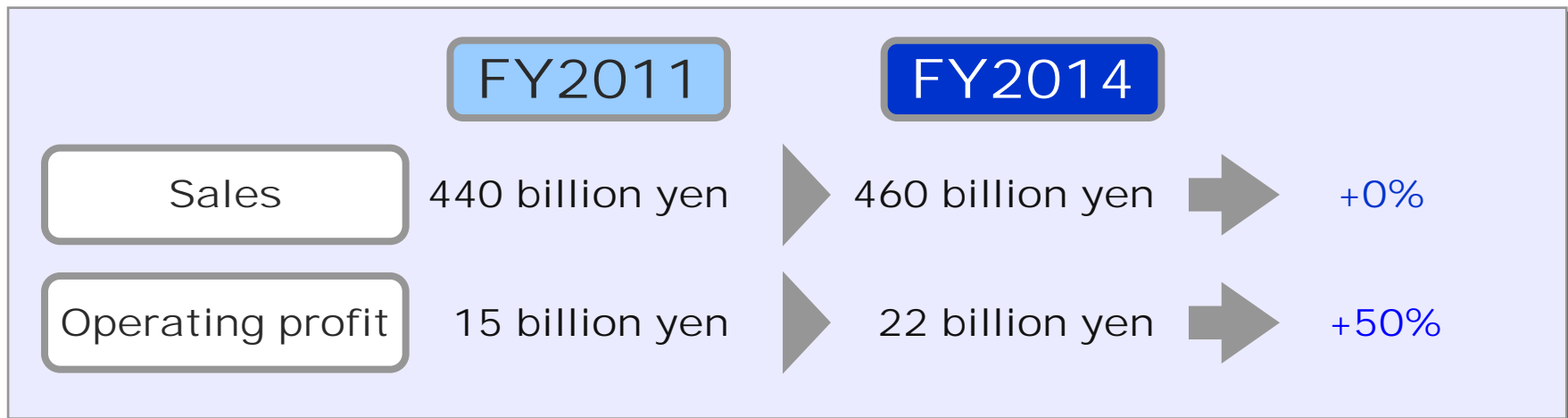
- Expand engineering business based on superior hull forms and energy saving technologies
 - MALS (Mitsubishi Air Lubrication System)
 - Retrofitted systems as well as new models

Overseas shipbuilding



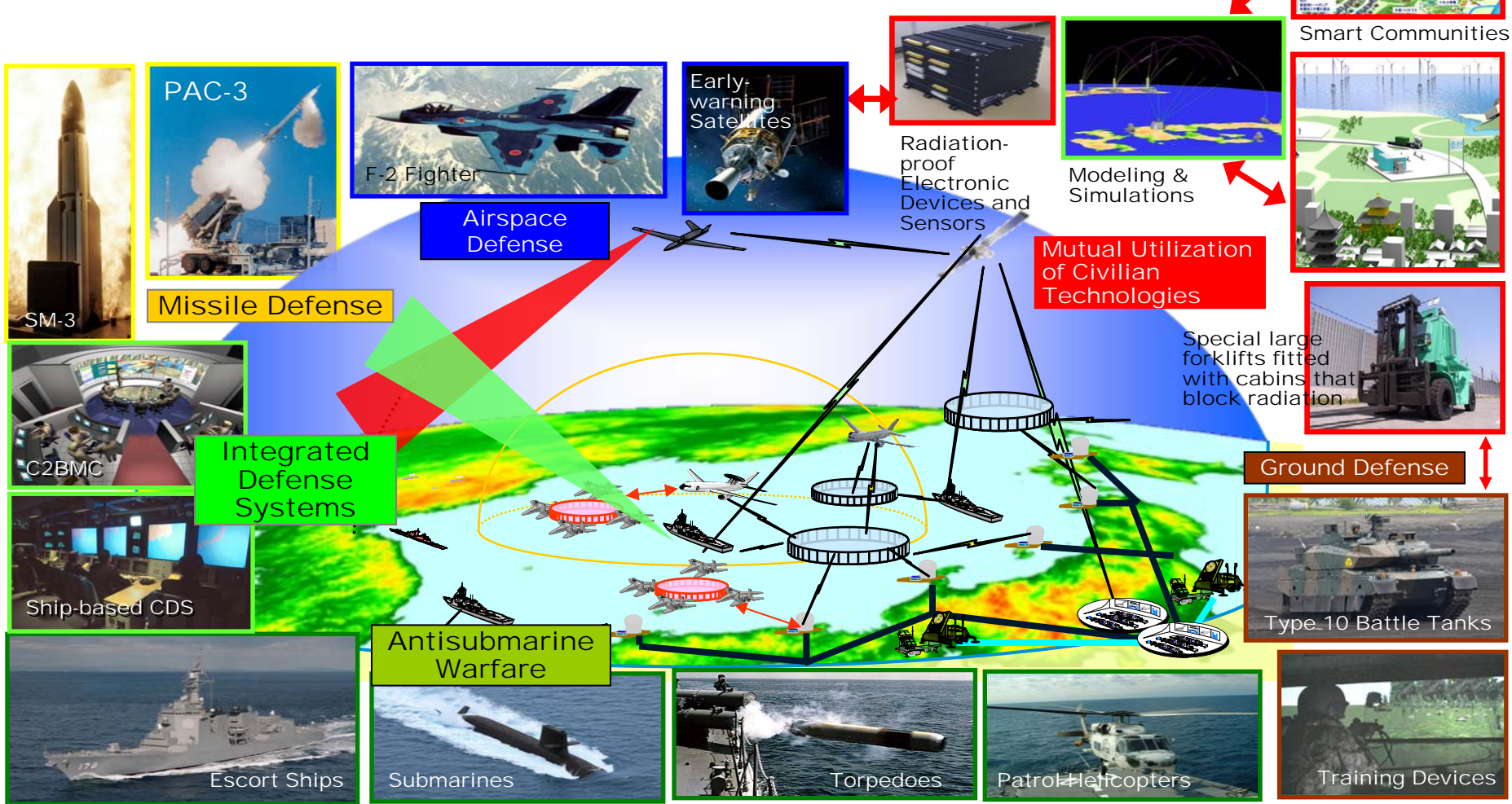
- Develop overseas business, including potential JV
 - L&T Shipbuilding
 - Kattupalli Shipyard

Integrating ground, marine, and air defense and aerospace businesses

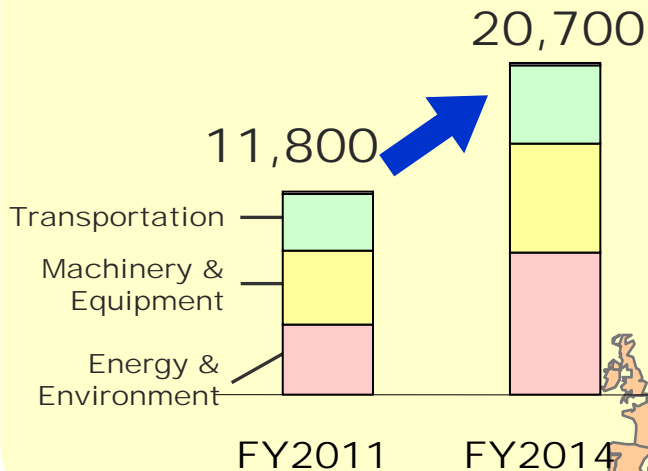


- Support joint operations of GSDF, MSDF and ASDF (System of Systems)
- Maintain and strengthen defense business foundation (Respond to relaxation of arms export principles)
- Cross applications of defense, aerospace technologies and civilian technologies

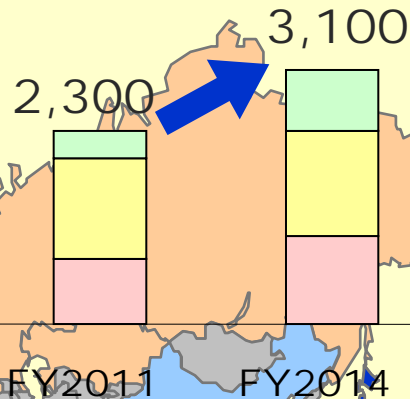
- Propose integrated defense systems by coordinating businesses for ground, marine and air defenses
- Provide various products to efficiently support joint operating framework of JSDF
- Mutual application of aerospace, defense technologies and civilian technologies



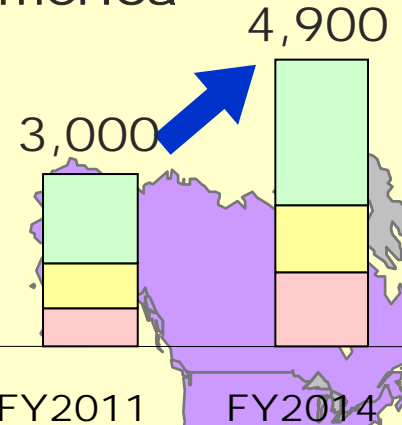
Overseas **+8,900** (100 million yen)



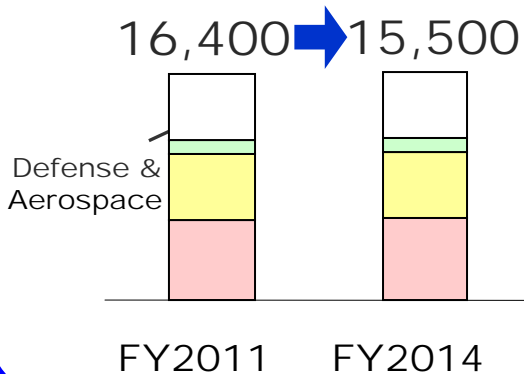
Europe **+800**



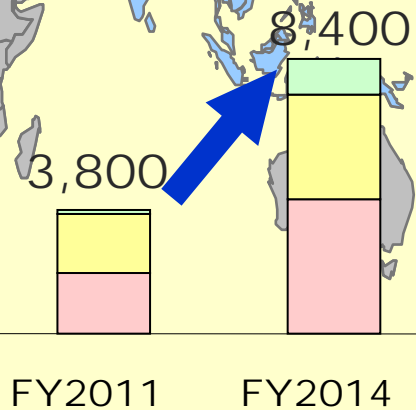
North America **+1,900**



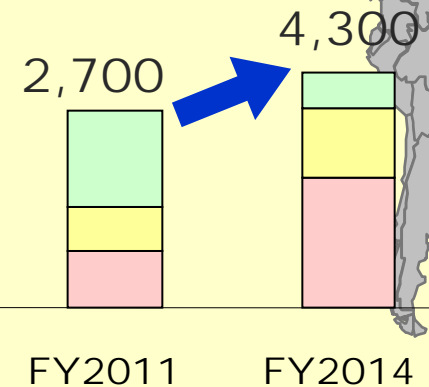
Japan **Flat**

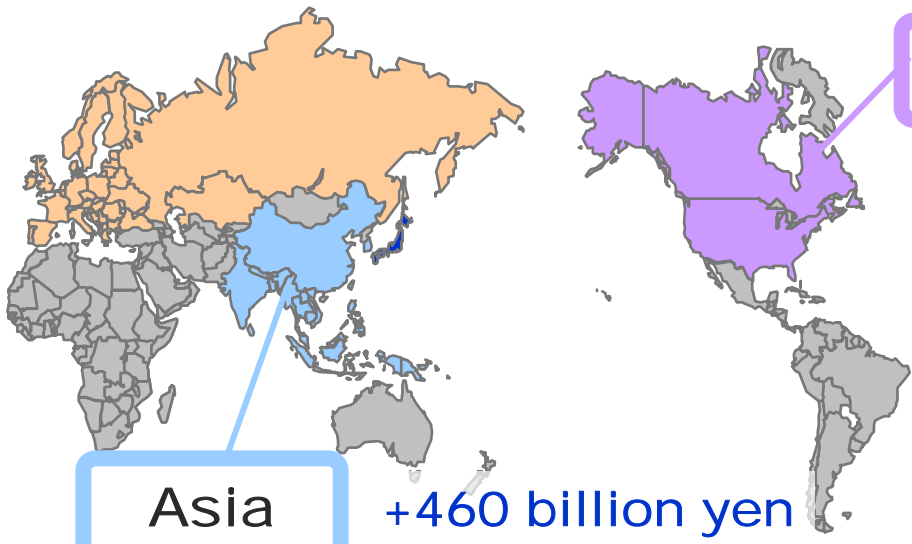


Asia **+4,600**



Others **+1,600**





North America

+190 billion yen

- Efficiently manage US-based capital (Establish financial subsidiary)
- Potential reintegration of regional group companies

Asia

+460 billion yen

India

- Upgrade and expand MHI India corporate service functions
- Explore growth opportunities through alliances with leading Indian corporate groups

ASEAN / Oceania

- Establish [MHI-AP (Asia Pacific)] as regional headquarters in Singapore
 - Manage corporate strategy and functions across countries
 - Originate local strategies and business plans

Market entry opportunities through local alliances

China: Major automobile manufacturers

- Propose MHI's diversified capabilities in automotive businesses, engage in comprehensive technology relationship

China: Dongfang Turbine Co., Ltd.

- Collaborate with customer to provide high quality, high reliability services at leading-edge base of MHI's energy business in China

India: L&T

- Launch operations, improve productivity at LMB & LMTG (JV for boilers and turbines)
- Develop shipbuilding engineering business through technology licensing
- Joint development of clean coal technology in Indian market (joint study)

LMB: L&T-MHI Boilers LMTG: L&T-MHI Turbine Generators

India: TATA Group

- Comprehensive alliance including engineering support
- Commercialize smart community FS

FS: Feasibility Study



Products tailored to emerging market needs

Product Concept:
(1) Cost efficiency
(2) Robustness



Utility engines



Deck cranes



Newspaper
offset presses

Enhanced value add in high-end products

Product Concept:

- (1) Clean
- (2) High efficiency
- (3) Optimized lifecycle costs



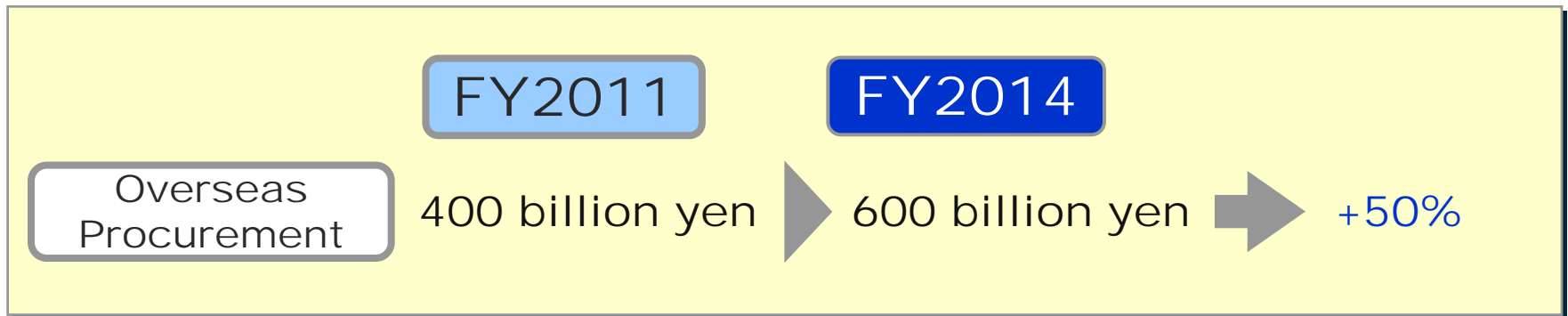
J-series gas
turbines



IGCC



MRJ



- Define procurement strategies by region and product
- Expand use of overseas standard products, coordinating with Technology & Innovation Headquarters
- Develop centralized database on partner information
- Strengthen cross-business integrated procurement

Major overseas procurement areas and products to date

[Europe]

- EPC devices / equipment
- Marine equipment
- Aircraft materials / components

[China]

- Can manufacturing, sheet metal
- Casting materials

[North America]

- Aircraft materials / components
- Devices / equipment

[India]

- Can manufacturing, sheet metal (printers)

[ASEAN]

- Can manufacturing, sheet metal (local projects)
- Materials and functional components for mass-produced products

[South Korea]

- Marine equipment
- EPC devices / equipment
- Steel, casting and forged products

Expand overseas procurement mainly in emerging countries

Overseas procurement areas and products to be expanded in the future

[Europe]

- Enhance delivery date management / adjustment functions
- Marine equipment (for cruise ships)

[China]

- Establish China Procurement Center
- Functional components
- Electrical components
- Steel, piping material

[South Korea]

- Increase personnel at procurement center
- EPC devices / equipment
- Marine equipment
- Engine components

[ASEAN]

- Procurement support from Japan
- EPC devices / equipment

[India]

- Establish southern base
- Seek new suppliers aligned with new business development

[South America]

- Seek new suppliers aligned with new business development

Transplant domestic manufacturing technologies and expertise to overseas bases to enhance “manufacturing capabilities” tailored to local needs

- Establish repeat-type made-to-order manufacturing system in Japan and transplant to overseas
- Develop overseas export bases to neighboring countries

Integrate overseas production bases into global procurement network

Examples (Power Systems)

- US-based MPSA (gas turbines) and India-based L&T JV (boilers, steam turbines) positioned as **strategic production bases** based on domestic plants

MPSA: Mitsubishi Power Systems America

- Production processes built up at Nagasaki Shipyard & Machinery Works and Takasago Machinery Works deployed overseas
- Framework for training and human resource development of national staff and key personnel developed
(Establishment of local training centers, Japan training program, etc.)

MHI-Mahajak Air Conditioners
[Room air conditioners & packaged air conditioners]



Mitsubishi Heavy Industries
(Changshu) Machinery Co., Ltd.
[Shared factory for tire and gear cutting machine]



Overseas Production



L&T-MHI Boilers



L&T-MHI Turbine Generators

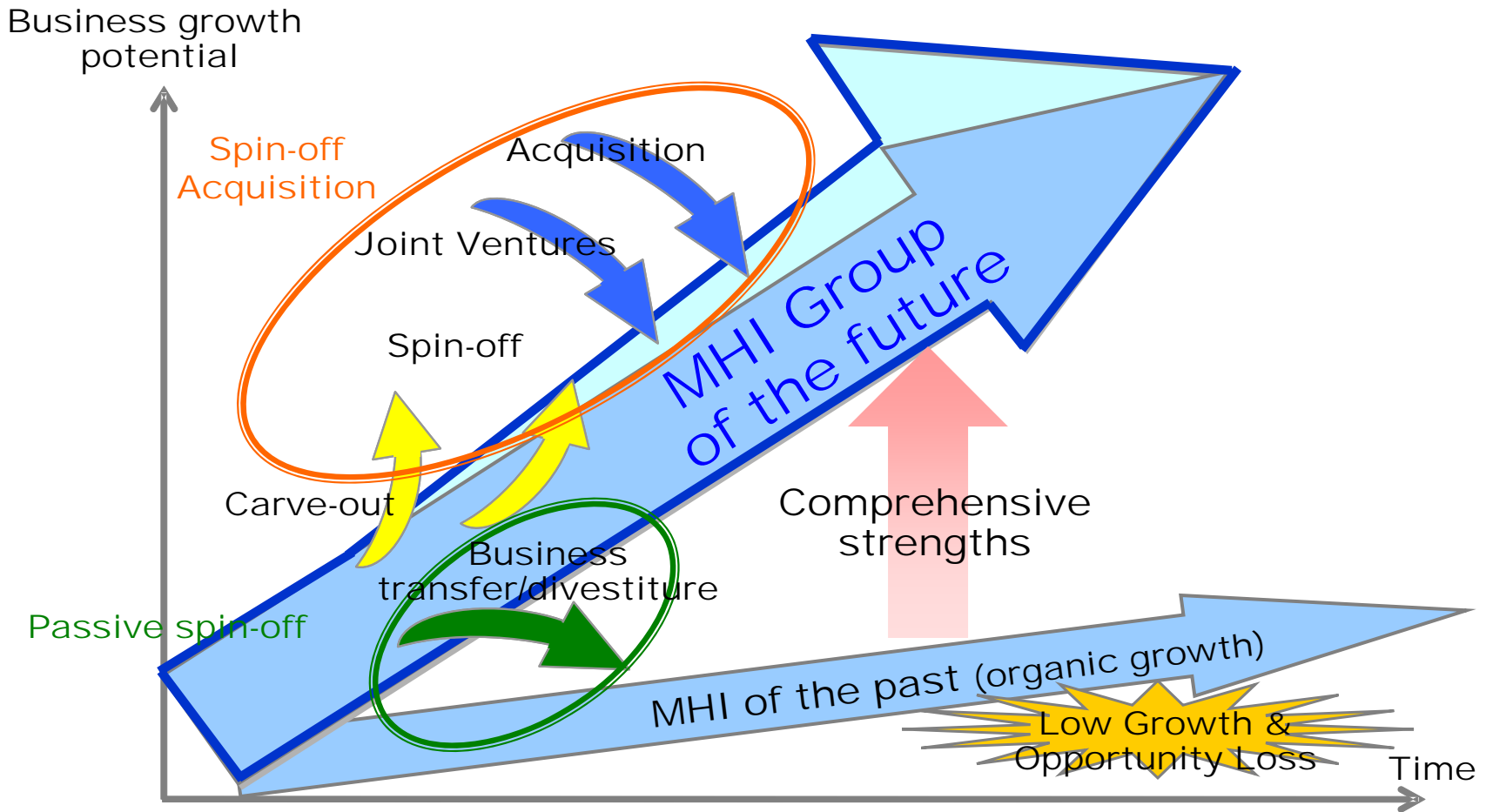


Mitsubishi Power Systems America (MPSA)
[GT components]



MPSA's Savannah Machinery Works
[GT burner units & ST rotors]
ST: Steam Turbine

Aggressive growth through M&A and strategic alliances with overseas partners



* Carve-out: Discovering latent technologies and products within MHI and developing them into businesses through third-party investment and participation in management decisions

L&T (India)

Energy & Environment

- Started full-scale production in Jan 2011
- ➔ Received orders for more than 10 boilers and 10 turbines, worth over USD 3 billion

Turbine Plant



Boiler Plant



Offshore wind turbine power facilities (artist rendering)



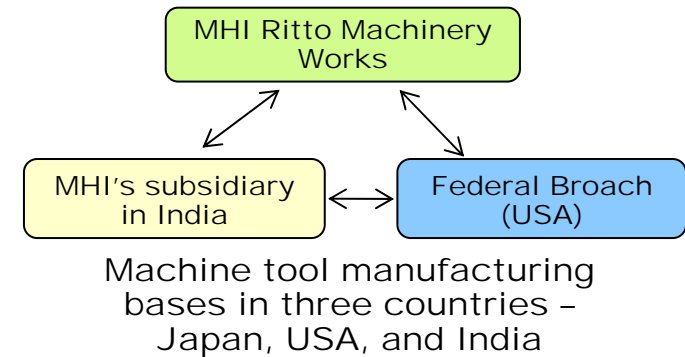
Artemis (UK)

- Acquired UK venture firm in Nov 2010 to obtain its unique hydraulic technologies
- Announced world's first offshore wind power generation system with hydraulic drive train in Nov 2011
- ➔ Participate in UK ROUND 3 Project (Business size: 32GW) and Offshore Fukushima floating type offshore wind turbine experimental study project

Federal Broach (USA)

Machinery, Equipment & Systems

- Acquired US tool manufacturer in Apr 2012 for high value added products
- ➔ Win US automotive OEM and other new customers
- ➔ Seek synergy with Machine Tool business



L&T (India) / Sinopacific Shipbuilding Group (China)

Transportation

- Signed technical assistance agreements and collaboration contracts to offer shipbuilding technologies (L&T in Dec 2011, Sinopacific Shipbuilding Group in Mar 2012)
- Provide technical support to launch shipbuilding business and jointly develop new ships
- ➔ Expand engineering business for shipbuilders in emerging countries with high growth potential



[Yangzhou Dayang Shipbuilding Co., Ltd. in the Sinopacific Shipbuilding Group]

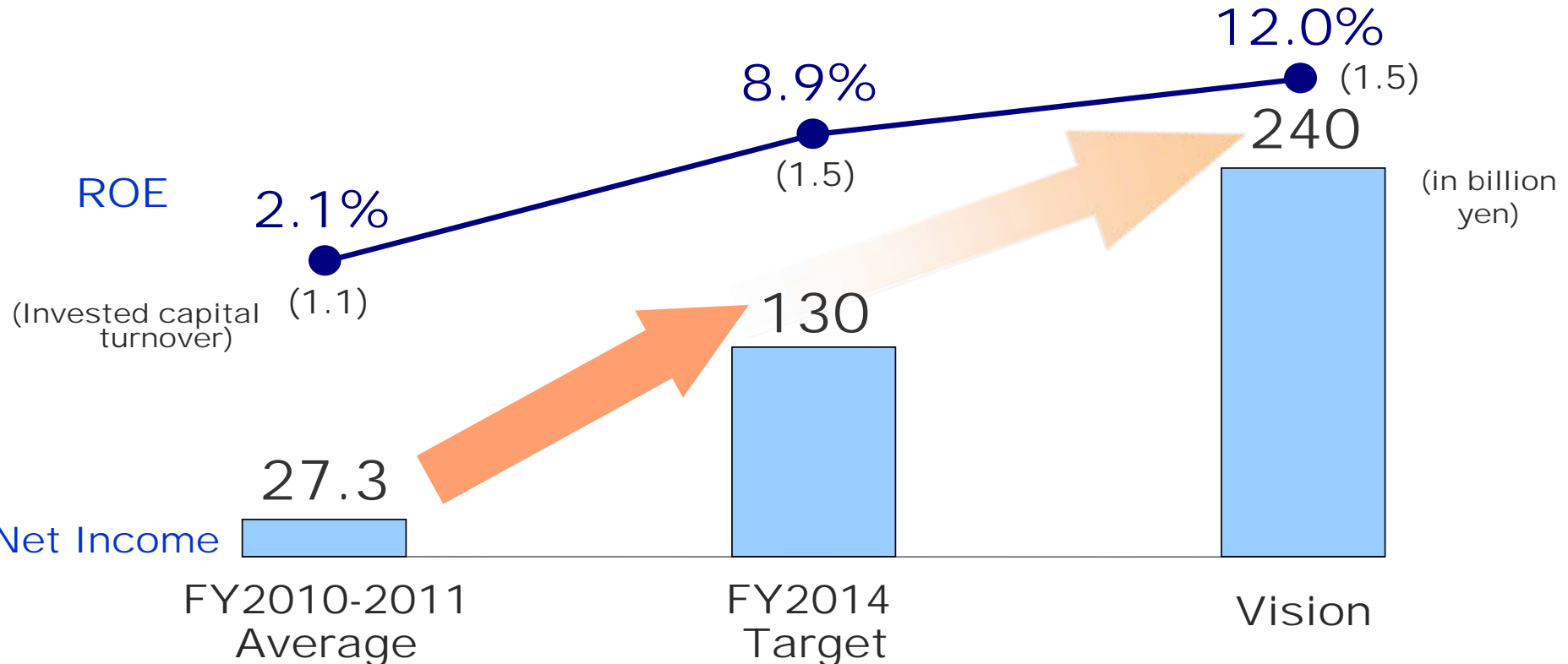
Development of Global Human Resources

- Systematic development of global human resources, including national staff
- Early development of mid-career and younger employees based on global human resources development roadmap
- Enhancement and expansion of educational programs for employees at domestic and overseas group companies

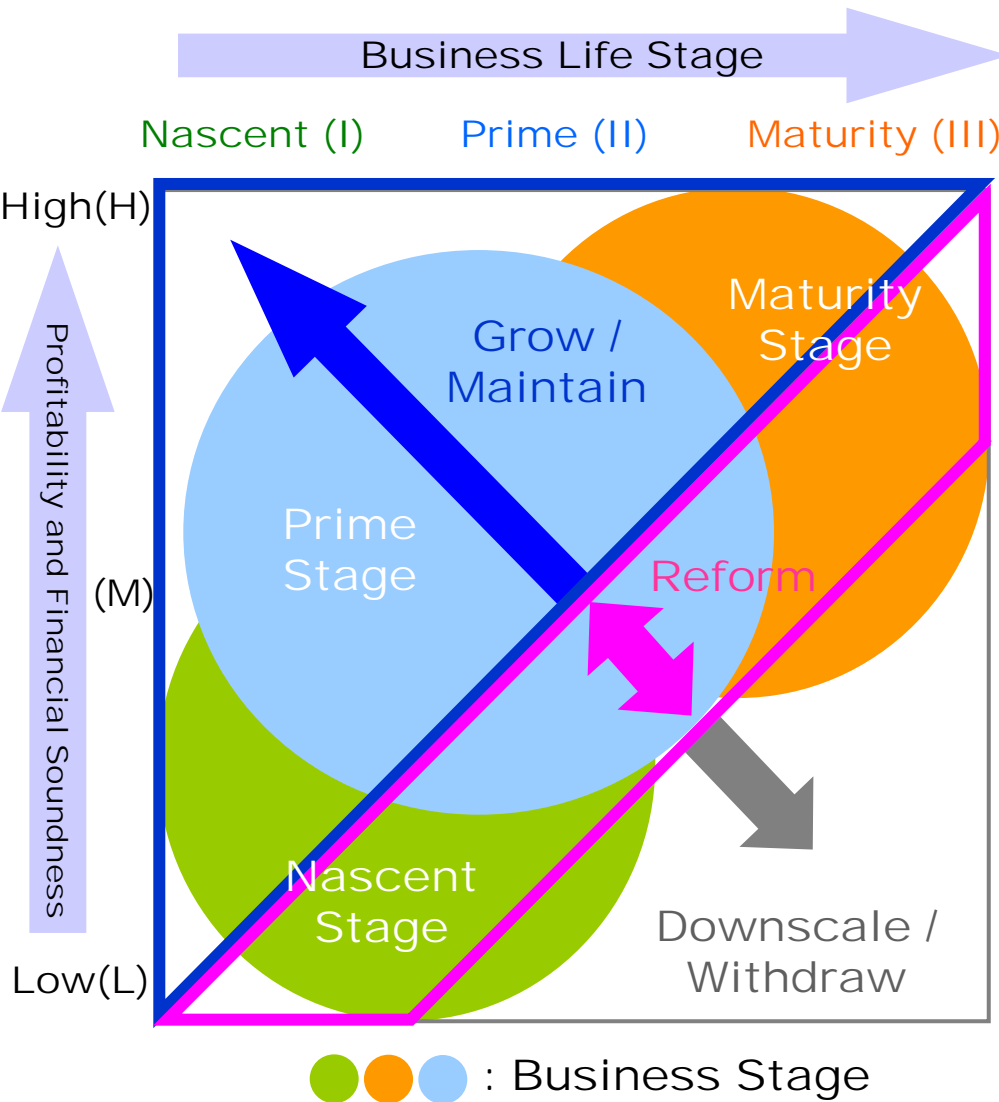
Corporate Reforms to Strengthen Global Support

- Strengthen global personnel through restructuring and consolidation of group companies, business streamlining

Significant improvement through portfolio management based on strategic business evaluation



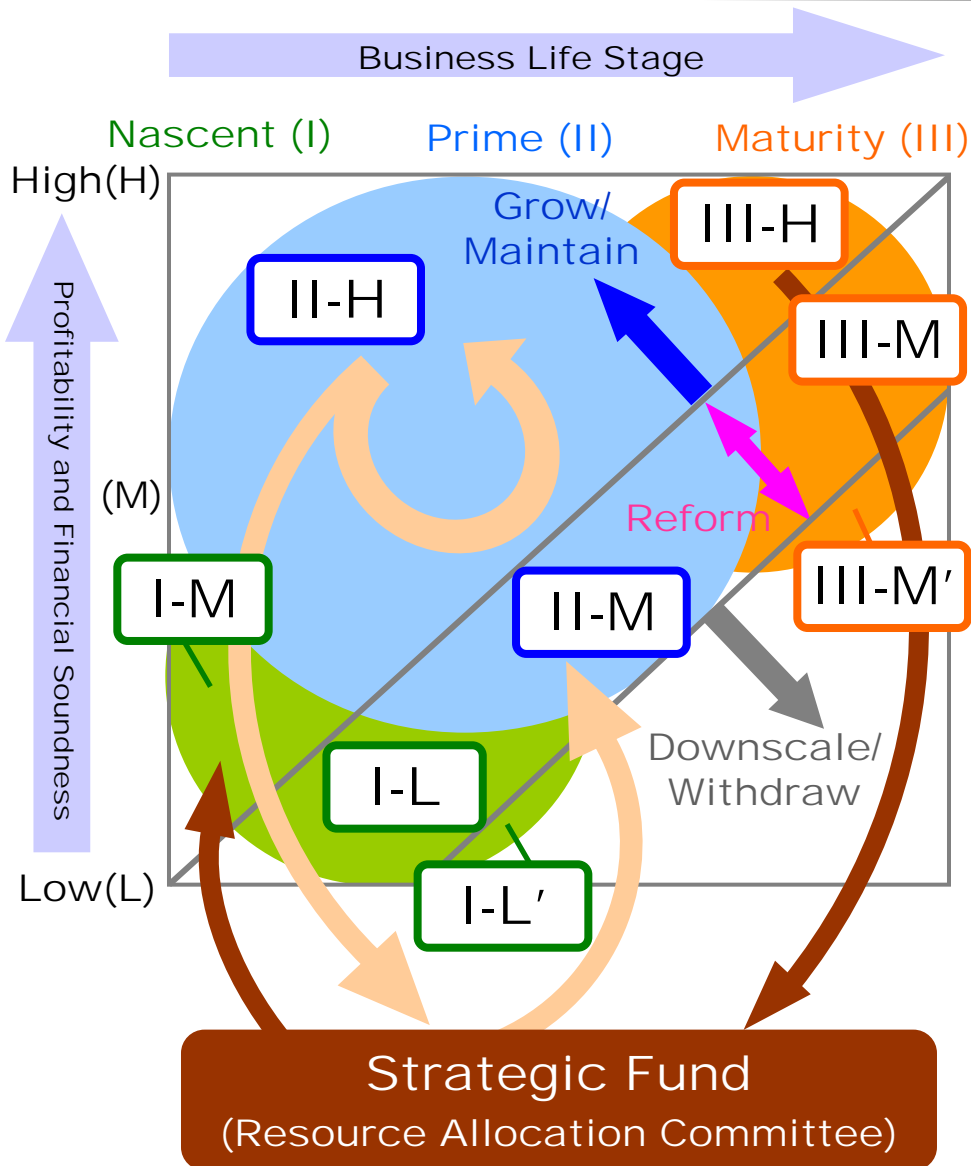
Return requirement (SAV) and Invested Capital allocation based on strategic positioning of 64 SBUs



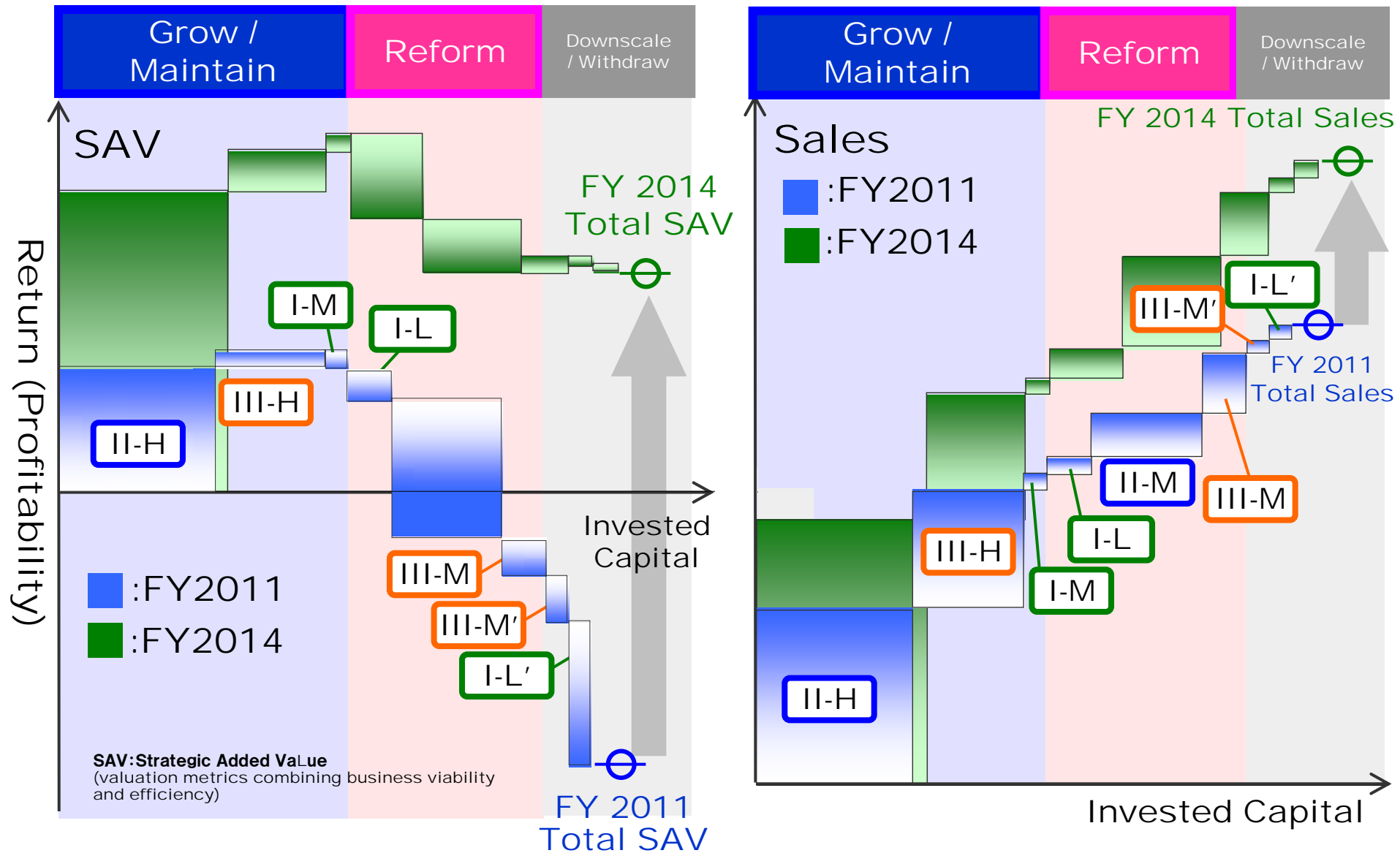
SAV (Strategic Added Value)
 = Net income + Interest payment after
 adjustment of tax - Capital cost

For each business life stage ...
 (Nascent, Prime, Maturity)
 ... depending on profitability and
 financial soundness ...
 (High, Medium, Low)
 ... classify into business position
 (Grow/Maintain, Reform,
 Downscale/Withdraw)

Required return (SAV) and Invested
 Capital are allocated and controlled
 for each strategic business position



Business Life Stage			
Stage	Required Return	Invested Capital Allocation	
Nascent Stage	I-M	Require certain return (Expect in the near future)	Intensive investment
	I-L	Do not require return (Expect in the future)	Strategic investment
	I-L'	Withdraw, Minimize loss	Disinvestment
Prime Stage	II-H	Require return exceeding invested capital (Maximize return)	Independent growth & dividends
	II-M	Require return to meet invested capital	Intensive investment
Maturity Stage	III-H	Maximize ROIC (earn as much as possible while we can)	Maintain & dividends (Streamlining)
	III-M	Focus on return (strive to live long)	Maintain (Streamlining)
	III-M'	Withdraw, Minimize loss	Moderation



Sophisticate and streamline corporate organization and functions

- Reduce fixed costs to increase profits
- Deploy human resources to support global expansion by sophisticating and streamlining operations

Reorganize group companies to consolidate corporate functions

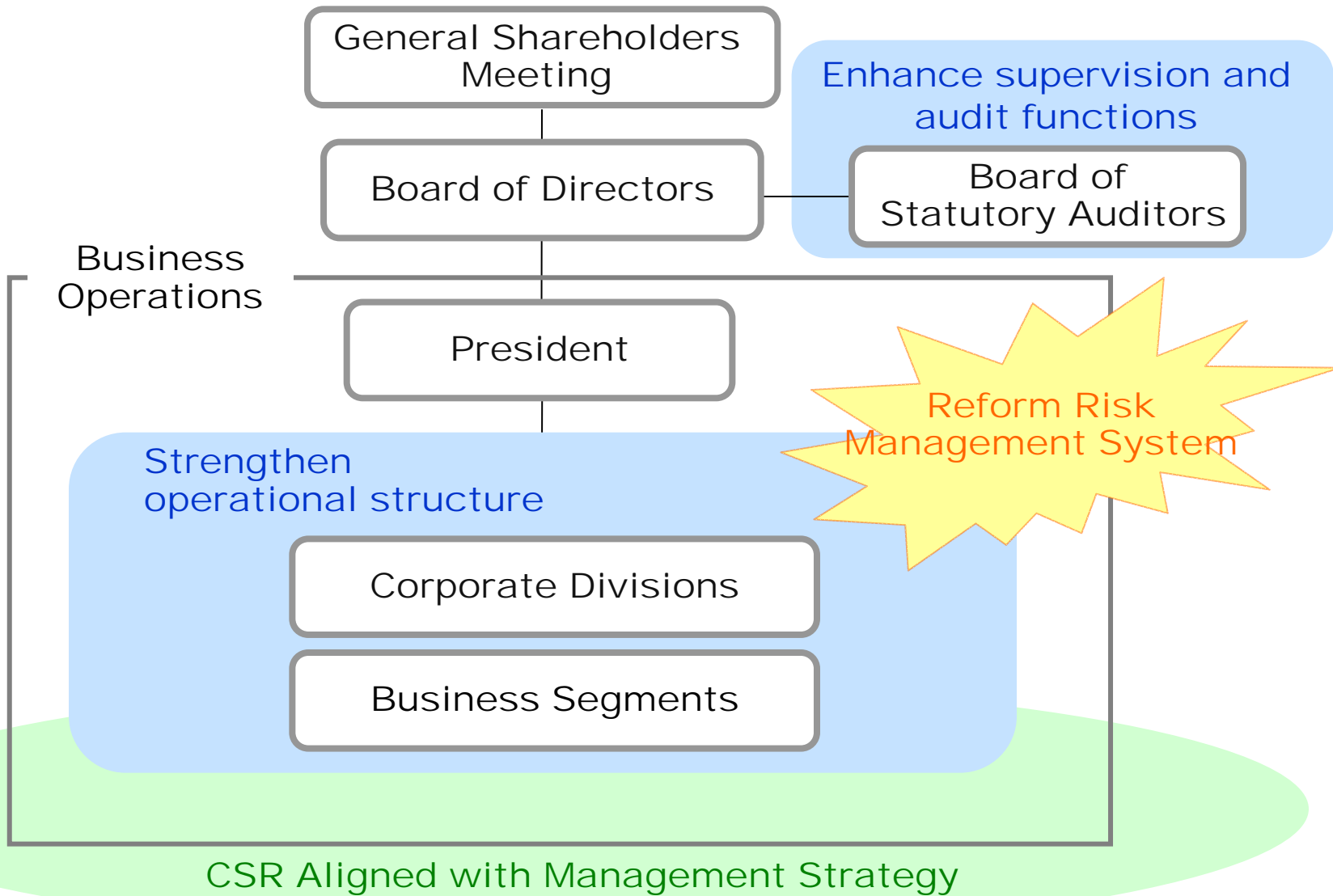
- Centrally manage all welfare facilities and real estate to cut costs
- Reduce group company expenses

Reduce financing costs through global cash management

- Set up **financial subsidiaries** in U.S., Europe, and Asia

Make effective use of underutilized assets

- Compress and utilize assets with establishment of **asset management company**



Corporate governance to manage accelerated globalization

Board of Directors

Chairperson

3 External directors

16 Internal directors

Normal role

- Decision making for key management agenda
- Management supervision

+

Need for external directors

- Advice based on diverse, global business experiences
- Advice based on public policy and regulatory perspectives
- Advice on compliance, corporate culture, and human resource development from cultural perspectives

Board of Statutory Auditors

3 External auditors

2 Full time auditors

Normal role

- Audit execution of duties of directors

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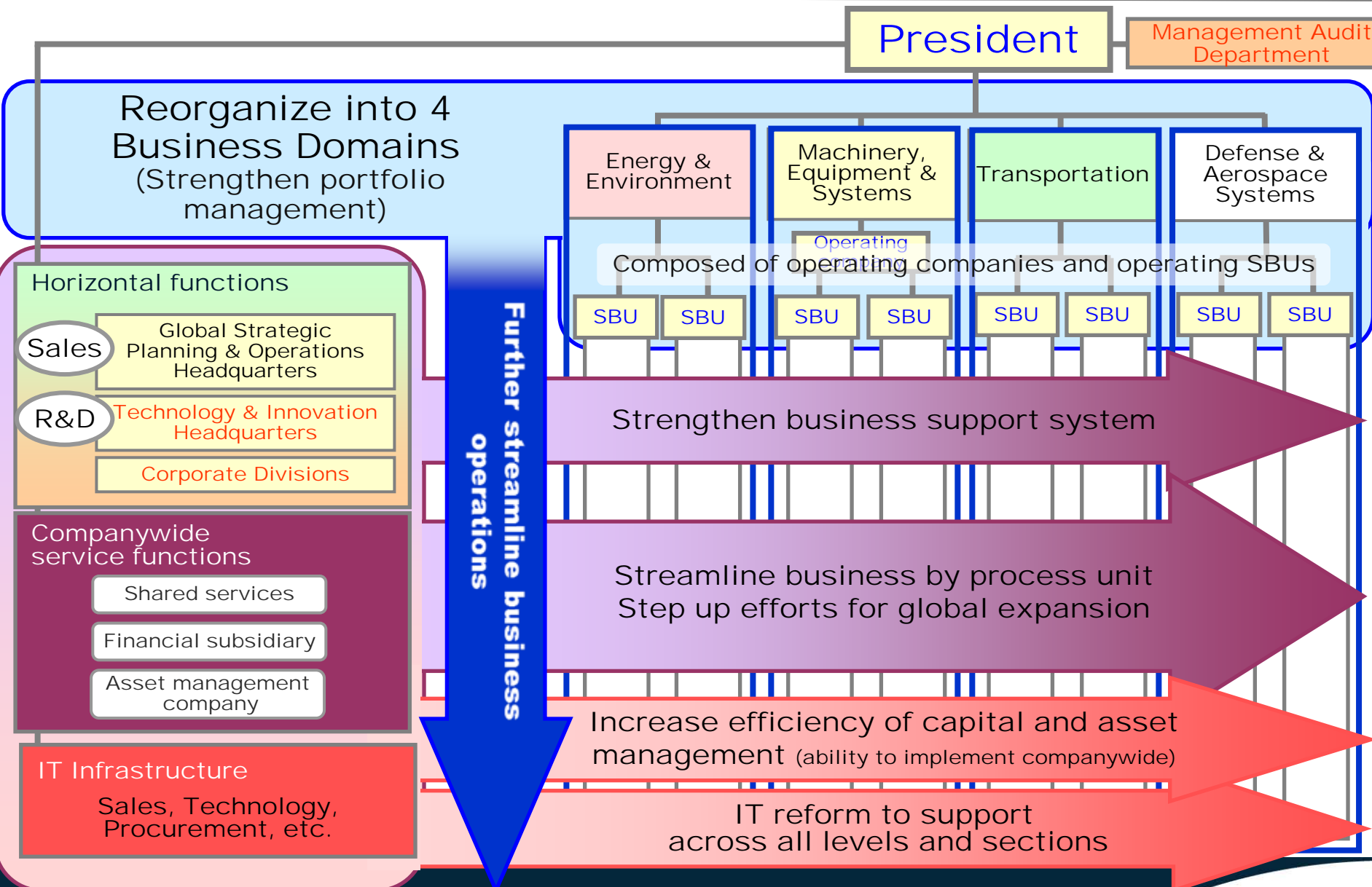
Need for external auditors

- Advice on aspects of quality and safety management
- Advice on aspects of important corporate risk management

Audit

Common needs for external directors and external auditors

- Advice on corporate governance from diverse points of view



Accelerate global expansion & Expand business scale

Diversified and increased risks

Business Risks

Legal Risks

Crisis Management

Country Risks

Information Security

Compliance

Credit Risks

⋮

⋮

Centralize Risk Management

Monitor through Management Audit Dept.

Contribution to sustainability of global society through “manufacturing”

- Help solve social issues through products supporting social infrastructure
- Continue to assist in recovery, reconstruction of power generating systems in the aftermath of Eastern Japan Earthquake



Corporate culture to meet stakeholder expectations and trust

- Compliance efforts to ensure fair and honest corporate citizenship
- Social contribution activities including support for the next generation

CSR Action Guidelines

In order to ensure a secure future for the Earth, we will establish and maintain,

Close ties with the Earth

Safeguard an abundantly green Earth through environmental technologies and environmental awareness;

Close ties with society

Build a relationship of trust with society through proactive participation in society and trustworthy actions;

A bridge to the next generation

Contribute to the cultivation of human resources who can shoulder responsibility in the next generation through technologies that can realize dreams.

Enhance financial robustness and build capital base to drive growth and respond to risks

FY2010 Business plan

FY2012 Business plan

After FY2014 Business plan

FY2011

FY2014

After FY2015

FCF 153.3 Billion Yen
 D/E Ratio 0.9
 (Reserve fund raising potential)
 ROE 1.9%
 Net Worth 1.3 Trillion Yen

200.0 Billion Yen
 0.7
 (500.0 Billion Yen)
 8.9%
 1.5 Trillion Yen

200.0 Billion Yen
 0.7
 (700.0 Billion Yen)
 12.0%
 2.2 Trillion Yen

Business size
3 Trillion Yen

Enhancement of profit-earning structure

4 Trillion Yen

Exert strengths and synergy through consolidation to 4 domains
 Portfolio management based on strategic business evaluation

5 Trillion Yen
Vision

Business expansion through large scale investment
 Large scale M&A and Alliances



Our Technologies, Your Tomorrow

A red arrow graphic pointing to the right, positioned below the tagline.

Forecasts regarding future performance in these materials are based on judgment made in accordance with information available at the time this presentation was prepared. As such, those projections involve risks and insecurity. For this reason, investors are recommended not to depend solely on these projections for making investment decision. It is possible that actual results may change significantly from these projections for a number of factors. Such factors include, but are not limited to, economic trends affecting the Company's operating environment, currency movement of the yen value to the U.S. dollar and other foreign currencies, and trends of stock markets in Japan. Also, the results projected here should not be construed in any way as being guaranteed by the company.

III. Supplementary Materials

(Billion yen)

Domain	Orders Received			Net Sales			Operating Profit		
	FY2011 Actual	FY2012 Forecast	FY2014 Target	FY2011 Actual	FY2012 Forecast	FY2014 Target	FY2011 Actual	FY2012 Forecast	FY2014 Target
Energy & Environment	1,290.0	1,350.0	1,740.0	970.0	1,130.0	1,460.0	90.0	80.0	150.0
Machinery, Equipment & Systems	970.0	1,030.0	1,240.0	920.0	1,000.0	1,160.0	30.0	40.0	80.0
Transportation	420.0	620.0	600.0	450.0	440.0	580.0	-15.0	-1.0	10.0
Defence & Aerospace	470.0	350.0	370.0	440.0	390.0	460.0	15.0	15.0	22.0
Others	80.0	80.0	80.0	80.0	80.0	80.0	10.0	8.0	10.0
Inter-group consolidation adjustments	-41.2	-30.0	-30.0	-39.1	-40.0	-40.0	-18.1	-22.0	-22.0
Total	3,188.8	3,400.0	4,000.0	2,820.9	3,000.0	3,700.0	111.9	120.0	250.0

- For the review of the method of calculation of operating profit and loss:
With the transfer to a new business operation system, company-wide R&D costs and certain headquarters administration costs, which have in the past been fully distributed over each segment will no longer be distributed over each segment from FY 2012
- Operating profit for FY 2011 in the table lists the figures based on the new calculation method

(Billion yen)

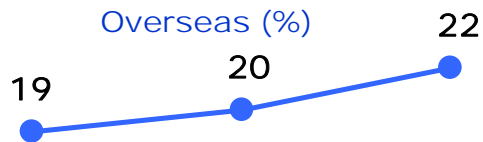
Segment	Orders Received			Net Sales			Operating Profit		
	FY2011 Actual	FY2012 Forecast	FY2014 Target	FY2011 Actual	FY2012 Forecast	FY2014 Target	FY2011 Actual	FY2012 Forecast	FY2014 Target
Shipbuilding & Ocean Development	262.0	250.0	270.0	311.6	240.0	250.0	-3.8	3.0	8.0
Power Systems	1,235.2	1,230.0	1,420.0	955.3	1,100.0	1,320.0	92.3	75.0	143.0
Machinery & Steel Structures	508.2	700.0	1,020.0	428.8	530.0	760.0	25.3	33.0	54.0
Aerospace	547.8	560.0	530.0	495.9	480.0	630.0	-5.3	4.0	14.0
GM & SV	386.0	390.0	430.0	381.7	390.0	430.0	5.1	10.0	26.0
Air-Con & Refrigeration	160.5	170.0	210.0	159.9	170.0	210.0	1.4	2.0	9.0
Machine Tool	53.8	50.0	70.0	51.1	50.0	60.0	4.0	4.0	8.0
Others	79.5	80.0	80.0	83.3	80.0	80.0	10.6	8.0	10.0
Inter-group consolidation adjustments	-44.5	-30.0	-30.0	-47.1	-40.0	-40.0	-17.8	-19.0	-22.0
Total	3,188.8	3,400.0	4,000.0	2,820.9	3,000.0	3,700.0	111.9	120.0	250.0

- For the review of the method of calculation of operating profit and loss:
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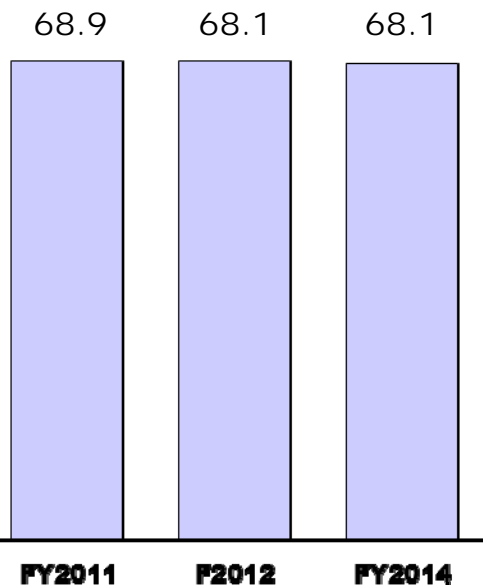
Human Resources

- Increase overseas human resources

Share of human resources



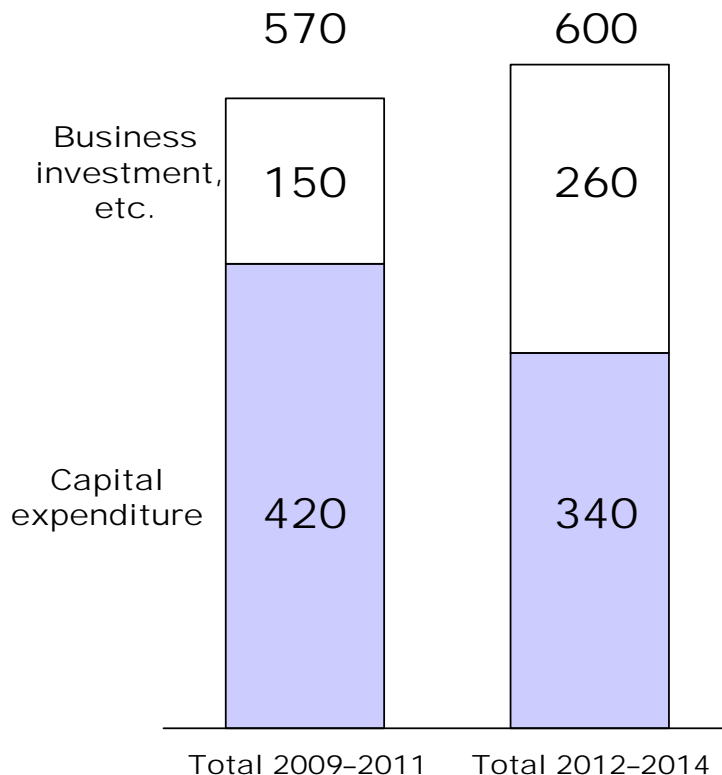
Consolidated number of employees (thousand persons)



Capital Expenditure

- Concentrate investment in prioritized businesses

(in billion yen)



R&D Investment

- Invest intensively in products that forge company's future

(in billion yen)

