

2018 Medium-Term Business Plan

(FY2018—FY2020)

May 8, 2018

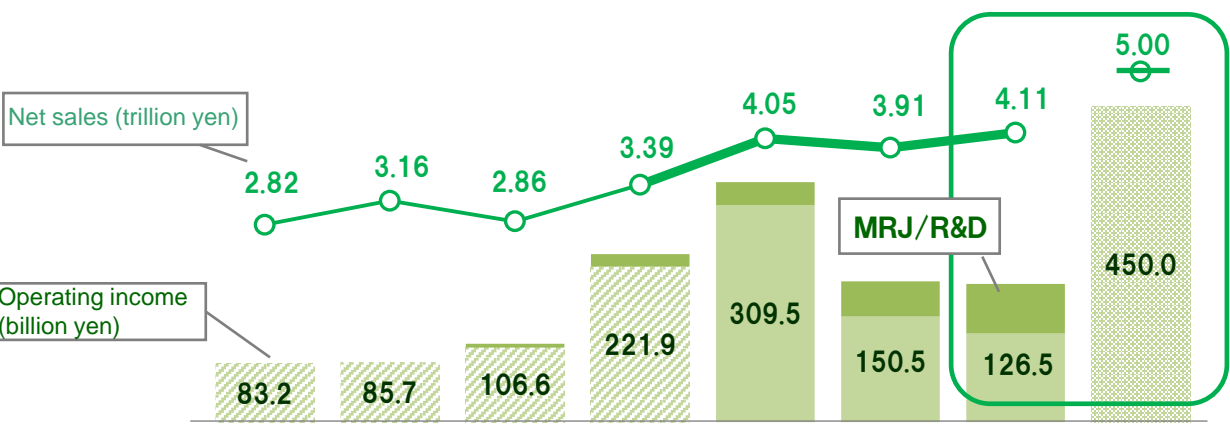
Mitsubishi Heavy Industries, Ltd.

Shunichi Miyanaga, President and CEO

I.	Review of 2015 Medium-Term Business Plan	
1.	Key Business and Financial Results	4
2.	Business Structure Reforms	6
II.	2018 Medium-Term Business Plan	
1.	Plan Context	10
2.	Basic Policies and Strategies	11
3.	Overall Numerical Targets	14
4.	Overview of Domain Targets	17
5.	MRJ Business Restructuring	21
6.	Restructuring of Thermal Power Systems Business	23
7.	Reinforcement of Global Operations	25
8.	Corporate Culture Cultivation and Human Resources Development	28
	Reference Materials	30
	••• Numerical Number by Segment, Each Business Strategy, etc	

I. Review of 2015 Medium-Term Business Plan

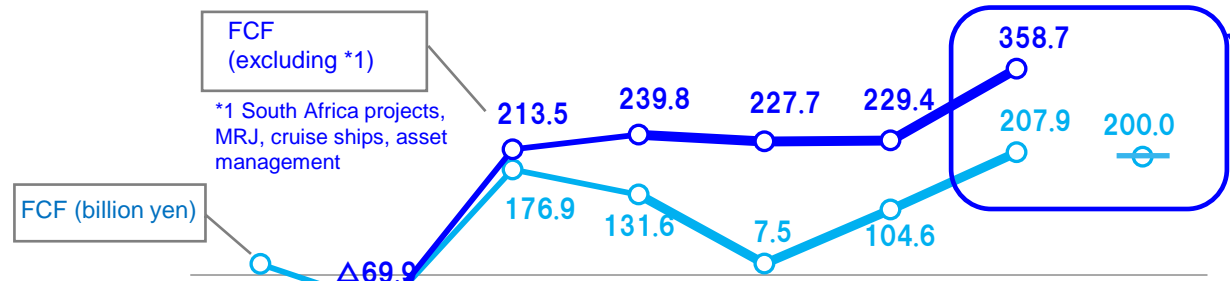
I-1. Key Business and Financial Results (1/2)



- Slow business scale growth, missed operating income target

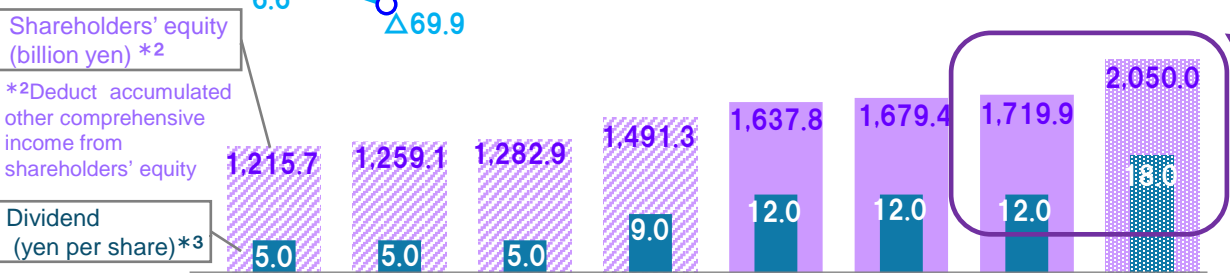
➔ Responded to unanticipated changes in external environment, but effect of improvement measures were limited during period of 2015 Business Plan

➔ MRJ development delays and cost increases



- 200 billion yen FCF target achieved

➔ Burden from South Africa, MRJ, etc. absorbed through CCC improvement and other measures



- Continued 120 yen per share dividend and built up shareholders' equity, but original target missed

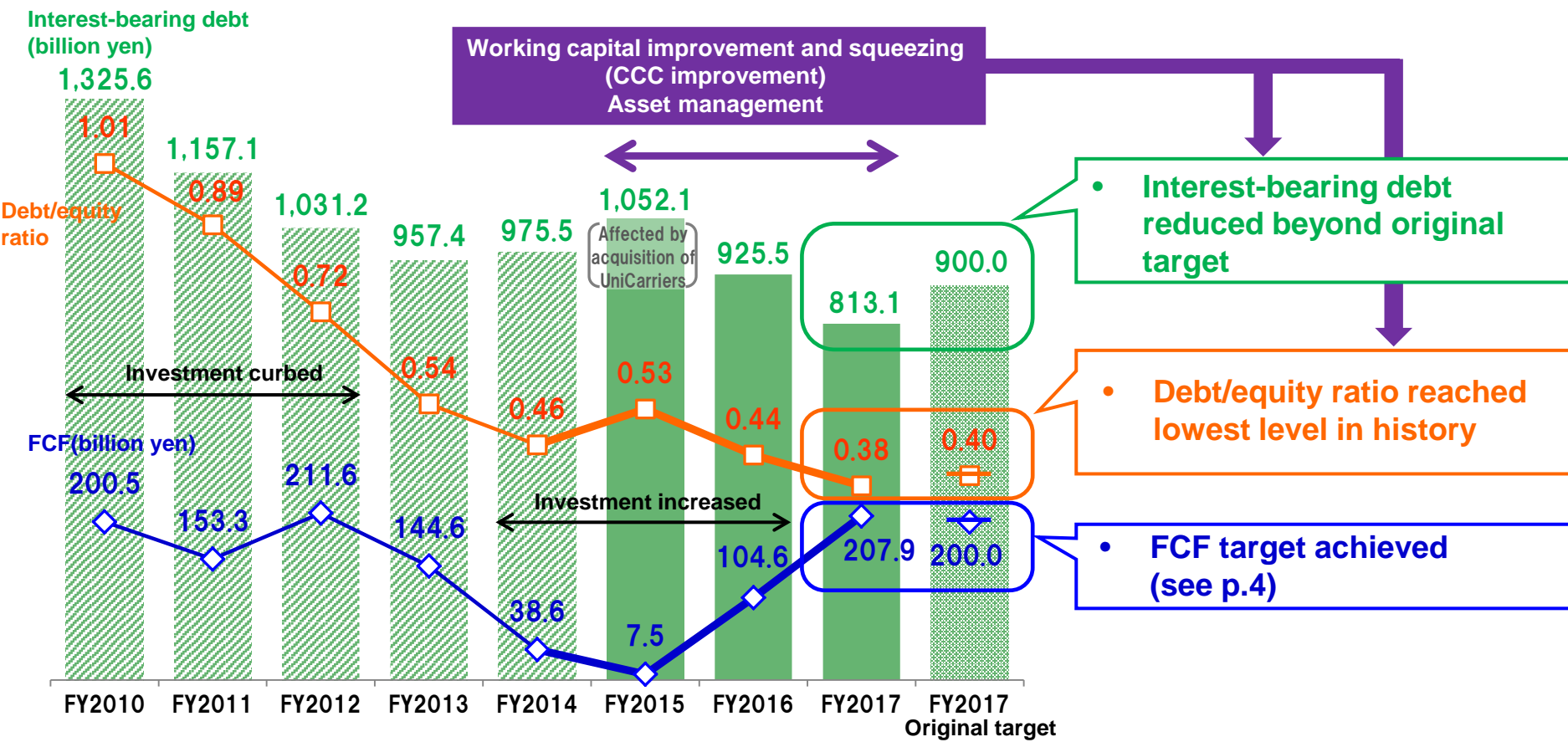
➔ Main reasons: missed operating income targets, extraordinary losses from cruise ship business

Fiscal Year	FY2000-2007Avg.	FY2008 Business Plan Avg.	FY2010 Business Plan Avg.	FY2012 Business Plan Avg.	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2017 Original target
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*3 Consolidated shares as of October 1, 2017 (10shares→1share). Showing dividend after consolidation of shares for comparison

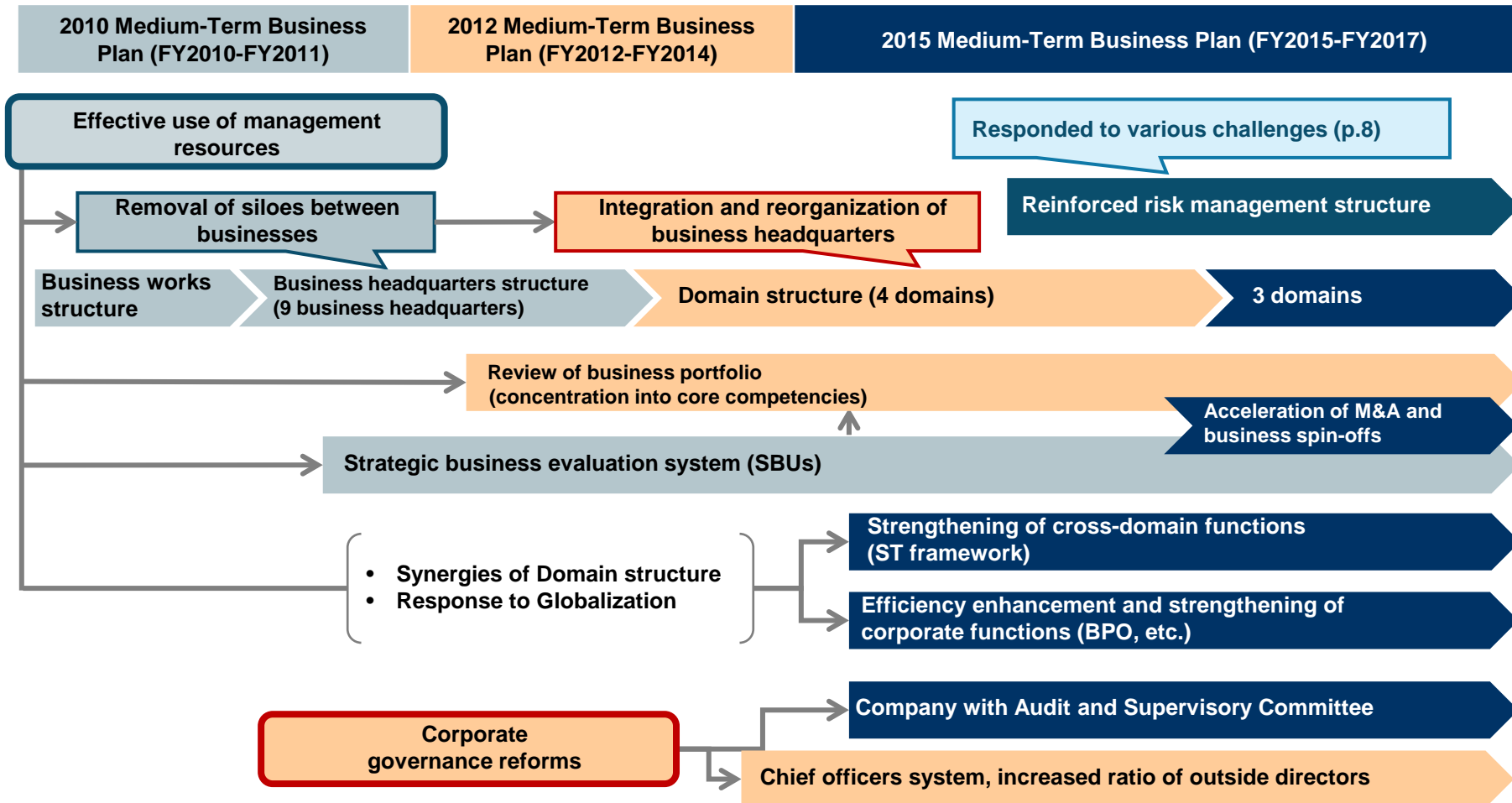
I-1. Key Business and Financial Results (2/2)

- Financial foundation strengthened beyond target, reaching a healthy level through measures including cash flow management, asset management, etc.



I-2. Business Structure Reforms: Organization & Structure / Corporate Governance (1/3)

- Completed organizational/structural reforms over 8 years, starting from 2010 Business Plan.
- Almost completed corporate governance reforms launched in 2012 Medium-Term Business Plan.



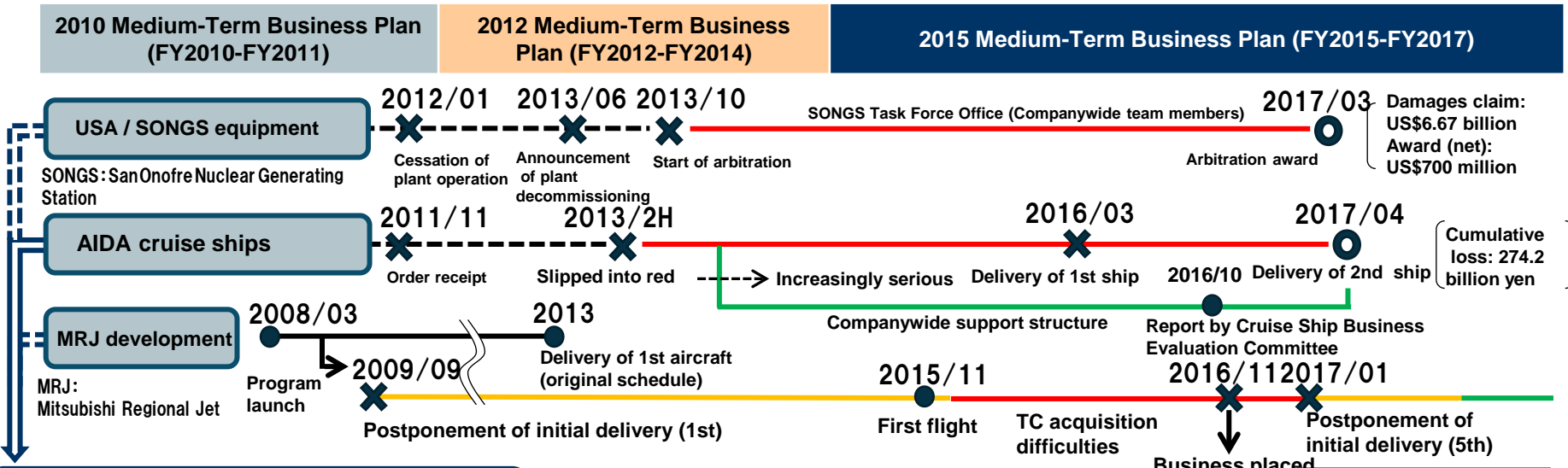
I-2. Business Structure Reforms: Business Process Improvements (2/3)

Structural and directional improvements / activities

Business Area	Achievements	Globalization, outside collaboration	Increased productivity IoT / AI	Future Direction
Marketing	Development of cross-SBU projects overseas	○		<ul style="list-style-type: none"> Operationalize and enhance process improvement outcomes Nurture global managers Strengthen new business creativity and integrate state-of-the-art technologies Broad application of digitalization
	Achievement of advanced customer services (O&M support system, etc.)	○	○	
	Long-Term Growth Vision (future stream) activities (p.27)	○		
	Improvement of companywide sales and service education systems	○		
Technology	Expanded open innovation with global CoEs	○		
	Engineering talent management system	○		
	Digitalization of production processes	○	○	
	Configuration of common component code system		○	
Finance	Introduction of global financial and accounting policies	○		
	Expanded operation of global cash management	○	○	
	Introduction of IT/automation of monitoring of business status, enhanced business process efficiency through RPA		○	
HR <small>HR:Human Resources</small>	Configuration of HR data base and use in planning successors	○	○	
	Unification of business processes and systems		○	
Procurement	Consolidation of suppliers, introduction of management tools		○	
	Reconfiguration of commercial aircraft SCM, Reform of procurement processes	○	○	

I-2. Business Structure Reforms: Risk Management (3/3)

• Responded to new challenges and reinforced the risk management structure

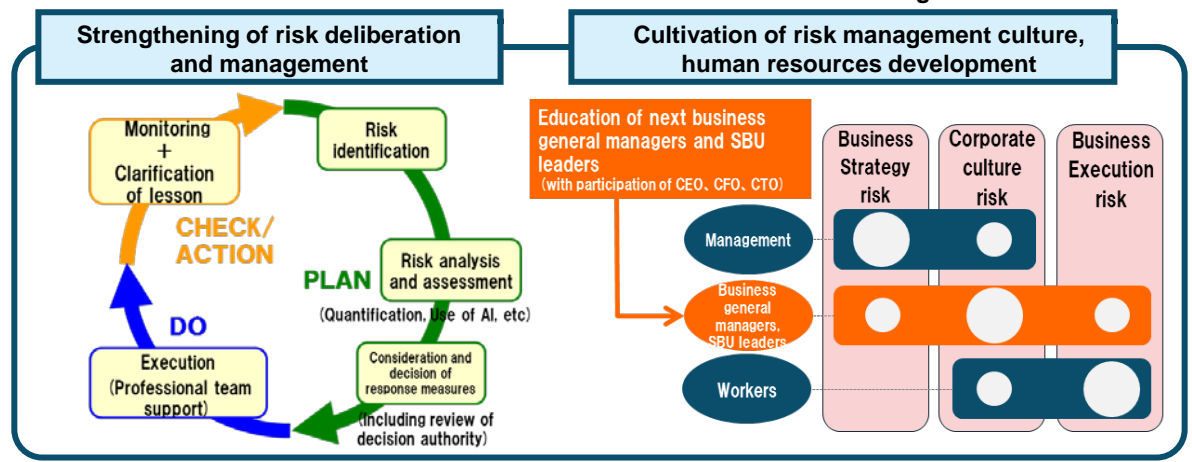


Diversified and complicated risk by globalization and regulations

Reinforcement of organization and system + Foster response culture

Business Risk Management Division (established Apr 2016)

Business Risk Management Charter (enacted Nov 2016)



II. 2018 Medium-Term Business Plan

2015 Medium-Term Business Plan
 – Reforms and crisis response –

2018 Medium-Term Business Plan
 – The first step to sustainable growth trajectory –

- Sluggish growth in business scale
- Earnings targets unachieved

- Drive earnings recovery (productivity improvement, etc)
- Growth strategy and investment in business expansion that matches the changing needs of society
- Radical strengthening of business structure of MRJ and restructuring of thermal power business

Business structure reforms completed

Embed reforms throughout the Group

Develop a culture focused on earnings and efficiency

Renovation and strengthening of risk management structure

Strengthen response capabilities to diverse risks
 → Controlled risk taking

Build strong resilience against uncertainties

Strengthening of financial foundation

Balance business growth with financial stability

Creative expansion of added value

Preparation for shift to global management structure

Shift to global management structure
 → Streamline organization and human resources development

1. Corporate structure to achieve global-standard sustainability and growth potential

	2015 Business Plan (actual)	2018 Business Plan	2021 Business Plan (subject to change)
Business scale	¥ 4.1 trillion	¥ 5 trillion	¥ 5 trillion
Total assets	¥ 5.5 trillion	¥ 5.3 trillion or less	¥ 5 trillion or less
ROE	3.9%	11%	Continue over 10 % *2
TOP*1	1 : 1.3 : 0.3	1 : 1.1 : 0.6	1 : 1 : 1

Continuously recalibrate portfolio based on growth strategy

*1 See p.12

*2 Simultaneous accomplishment of further capital improvement

2. Embed business structure reforms

- Evolve domain system
→ continuous portfolio shuffling, etc
- Strengthen and embed risk management
- Strengthen global management (p.25)
- Nurture a corporate culture and develop human resources (p.28)

Well-balanced management of business growth and financial soundness (TOP)

Sustainable growth potential

- Strong resilience to uncertainties
- Global-ready organization
- Adaptability to change

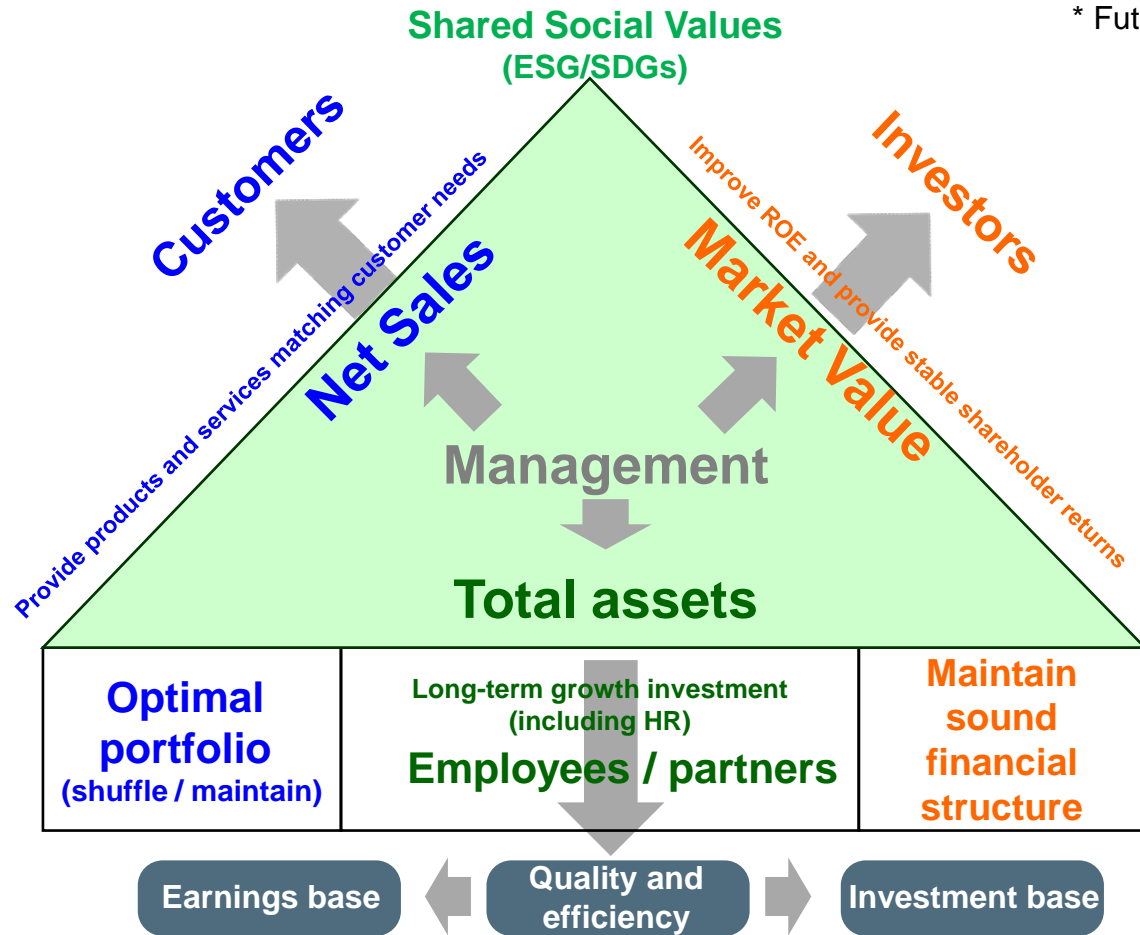
3. Implement growth strategies based on long-term vision

II-2. Basic Policies and Strategies (2/3)

TOP (Triple One Proportion) Concept

Serving the needs of stakeholders and society in a sustainable and harmonious way

Managerial goal (proportion) Net sales : Total assets : Market value = 1 : 1 : 1*



* Future orientation: Total assets ≤ 1 , Market value ≥ 1

Prioritize efficiency and quality

+

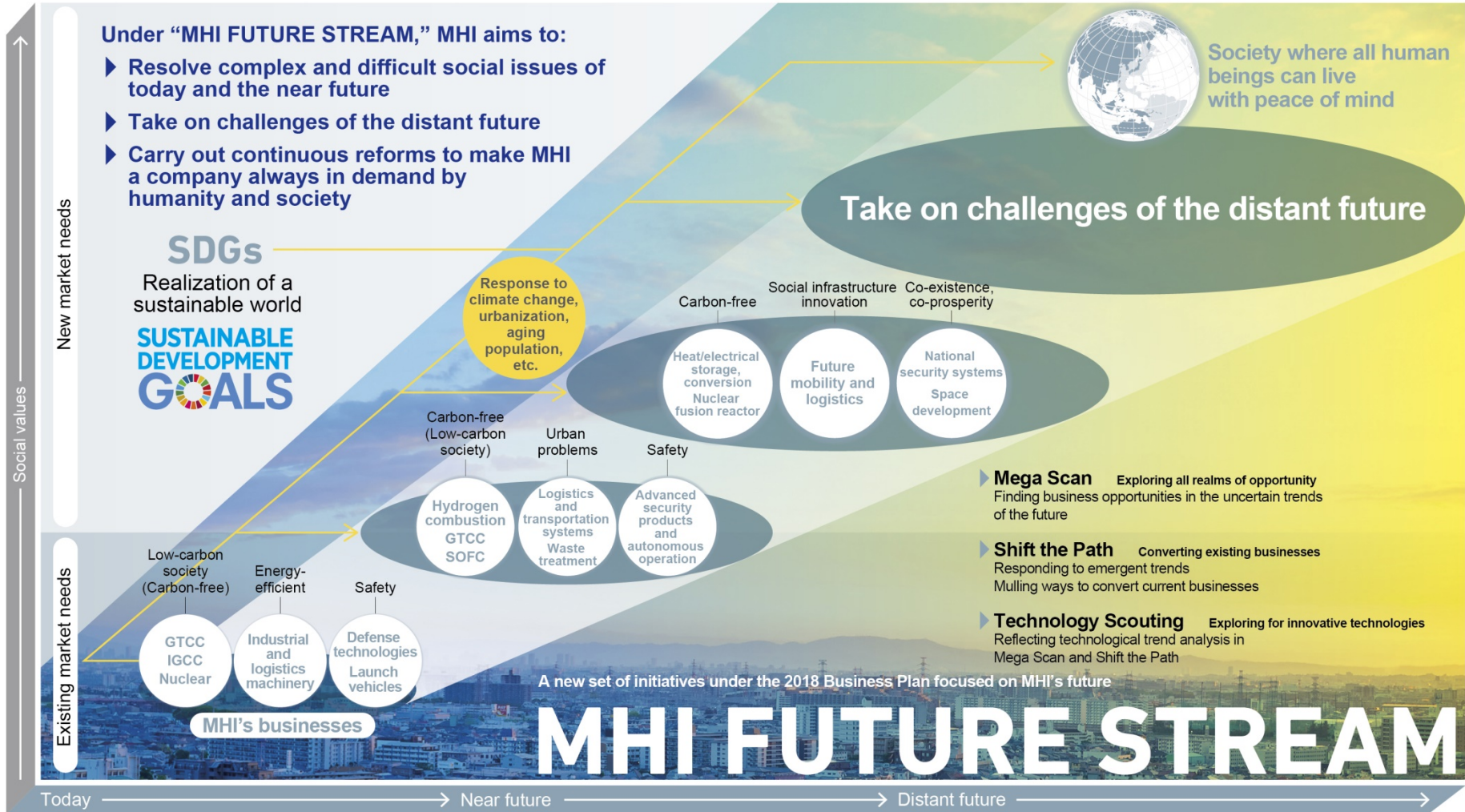
Balance of maintaining sound financial base and growth investment over the medium term

=

Seek long-term and stable improvement in corporate value

$$\begin{aligned}
 \text{ROE} &= \frac{\text{[Profitability]} \text{ Net income}}{\text{Net sales}} \times \frac{\text{[Investment efficiency]} \text{ Net sales}}{\text{Total assets}} \times \frac{\text{[Financial soundness]} \text{ Total assets}}{\text{Shareholder Equity}} \\
 &= \text{Net Profit margin} \times \text{Total Asset turnover} \times \text{Financial leverage}
 \end{aligned}$$

MHI FUTURE STREAM In step with social evolution



II-3. Overall Numerical Targets (1/3): After Application of IFRS

	2015 Medium-Term Business Plan		2018 Medium-Term Business Plan			
	J-GAAP		IFRS			
	2015 Business Plan 3-year average	FY2017 111.1yen/\$ 129.9yen/€	FY2018 110yen/\$ 130yen/€	FY2018 110yen/\$ 130yen/€	FY2020 targets 110yen/\$ 130yen/€	Notes
Orders received	4,212.3	3,875.7	4,100.0	4,100.0	*2 5,000.0	*2 Including 400 billion yen in non-organic growth
Net sales	4,023.9	4,110.8	4,200.0	4,200.0	*2 5,000.0	
Operating income (EBIT) *1	195.5 (4.9%)	126.5 (3.1%)	175.0 (4.2%)	160.0 (3.8%)	340.0 (6.8%)	} Refer to the Reference 1 for the factor of increase in profit from FY2018 to FY2020
Net income	74.0	70.4	80.0	80.0	170.0	
ROE	4.2%	3.9%	4%	*3 6%	11%	
FCF	106.6	207.9	50.0	50.0	200.0	
Debt/equity ratio	0.45	0.38	0.4	*3 0.4	0.4	*3 Reviewed total assets and shareholder equity in accordance with change in valuation method of long term receivable assets (see p.15)
Equity ratio	32.1%	33.3%	35%	*3 28%	31%	
Interest-bearing debt	930.2	813.1	770.0	770.0	760.0	
Total assets	5,490.1	5,487.6	5,300.0	*3 5,100.0	5,300.0	
Dividend per share	120yen	120yen	130yen	130yen	180yen	

*1 Before Application of IFRS→Operating income, After Application of IFRS→EBIT(Including non-operating income and loss and extraordinary income and loss other than net financial revenue)

II-3. Overall Numerical Targets (2/3): Income Comparisons before/after Application of IFRS

		2015 Medium-Term Business Plan		2018 Medium-Term Business Plan					
		2015 Business Plan 3-year average	FY2017 111.1yen/\$ 129.9yen/€	FY2018 110yen/\$ 130yen/€	FY2020 targets 110yen/\$ 130yen/€				
Net sales		4,023.9	4,110.8	4,200.0	5,000.0				
Before IFRS (J-GAAP)	Operating income (Margin)	195.5 (4.9%)	126.5 (3.1%)	175.0 (4.2%)	330.0 (6.6%)				
	Net income	74.0	70.4	80.0	170.0				
	Net worth	1,761.3	1,824.7	1,850.0	2,050.0				
	Total assets	5,490.1	5,487.6	5,300.0	5,500.0				
	Equity ratio	32.1%	33.3%	35%	37%				
	ROE	4.2%	3.9%	4%	9%				
	After IFRS	EBIT (Margin)	<div style="border: 1px solid black; padding: 5px; display: inline-block;"> <p>*1 Financial soundness is maintained despite decreased shareholder equity, owing to changes in how depreciable assets (MRJ, etc.) are measured with application of IFRS.</p> </div>						
Net income		*2					160.0 (3.8%)	*2	340.0 (6.8%)
Net worth *1		80.0					170.0		
Total assets *1		1,450.0					1,650.0		
Equity ratio *1		5,100.0					5,300.0		
ROE		28%					31%		
		6%					11%		

*2 Reflects evaluation of the development costs of MRJ for each fiscal year (Refer to *1) ⇒ Development costs will hit a peak by FY2018 and decrease toward FY2020

II-3. Overall Numerical Targets (3/3):CF and Asset Allocation

- Invest in quick-impact scale expansion during this midterm plan based on the strengthened financial foundations of the 2015 medium term business plan.

Regular operating CF during period 2018 Business Plan

* Not including MRJ and South Africa projects

CF income (net income + depreciation costs)	1,310 billion yen
BS improvement + asset management	10 billion yen *1
Total	1,320 billion yen

Actual results during 2015 Medium Term Business Plan

CF income	1,000 billion yen
BS improvement	500 billion yen
Asset	260 billion yen
Total	1,760 billion yen

*1: BS improvement during 2015 Business Plan. Working capital to remain at current level during 2018 Business Plan despite the increase in business scale

Dynamic allocation

960 billion yen

Allocation to maintain status quo

170 billion yen

Shareholder returns

190 billion yen

New businesses

New projects and MRJ

580 billion yen

Capital investment

(productivity improvement)

240 billion yen

Investment and lending

140 billion yen

Capital investment

(facility replacement)

160 billion yen

Risk response

50 billion yen

Reduction in interest-bearing debt

*2

50 billion yen

Dividends

(including dividends to non-controlling shareholders)

190 billion yen

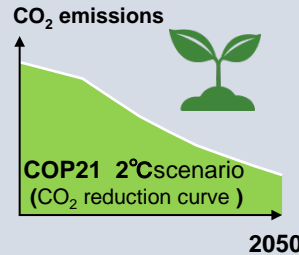
*2 Includes appropriation (90 billion yen) of CF (cash in hand) acquired ahead of schedule in FY2017 to reduce interest-bearing debt

II-4. Overview of Domain Targets (1/4) - Megatrends

Megatrends

Measures against climate change

- > From low-carbon to carbon-free
- > Renewable energies
- > Electrification
- > Decentralization / Networks



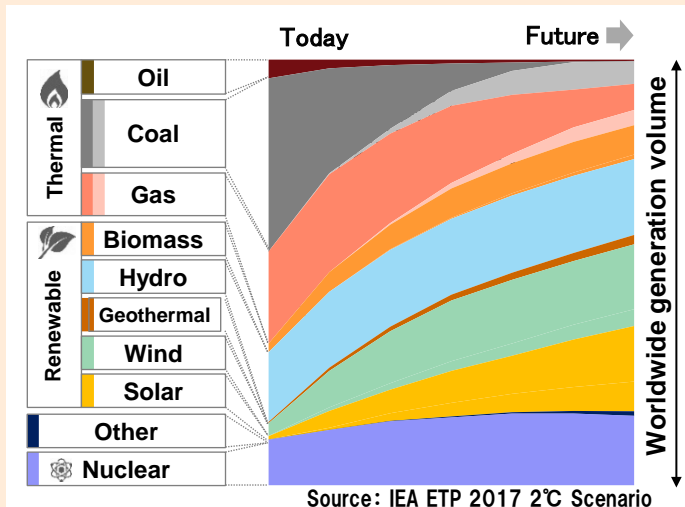
Digitalization

- > Connected society
- > Shared economics
- > Increased focus on sense of security, trust
- > Big data / analytics
- > Machine AI and automation
- > Security diversification



Power Systems

“Energy Transition”



Industry & Infrastructure

“Smart & Environmental”



Aircraft, Defense & Space

“Security & Exploration”

Cybersecurity



InterSePT®

Unmanned systems

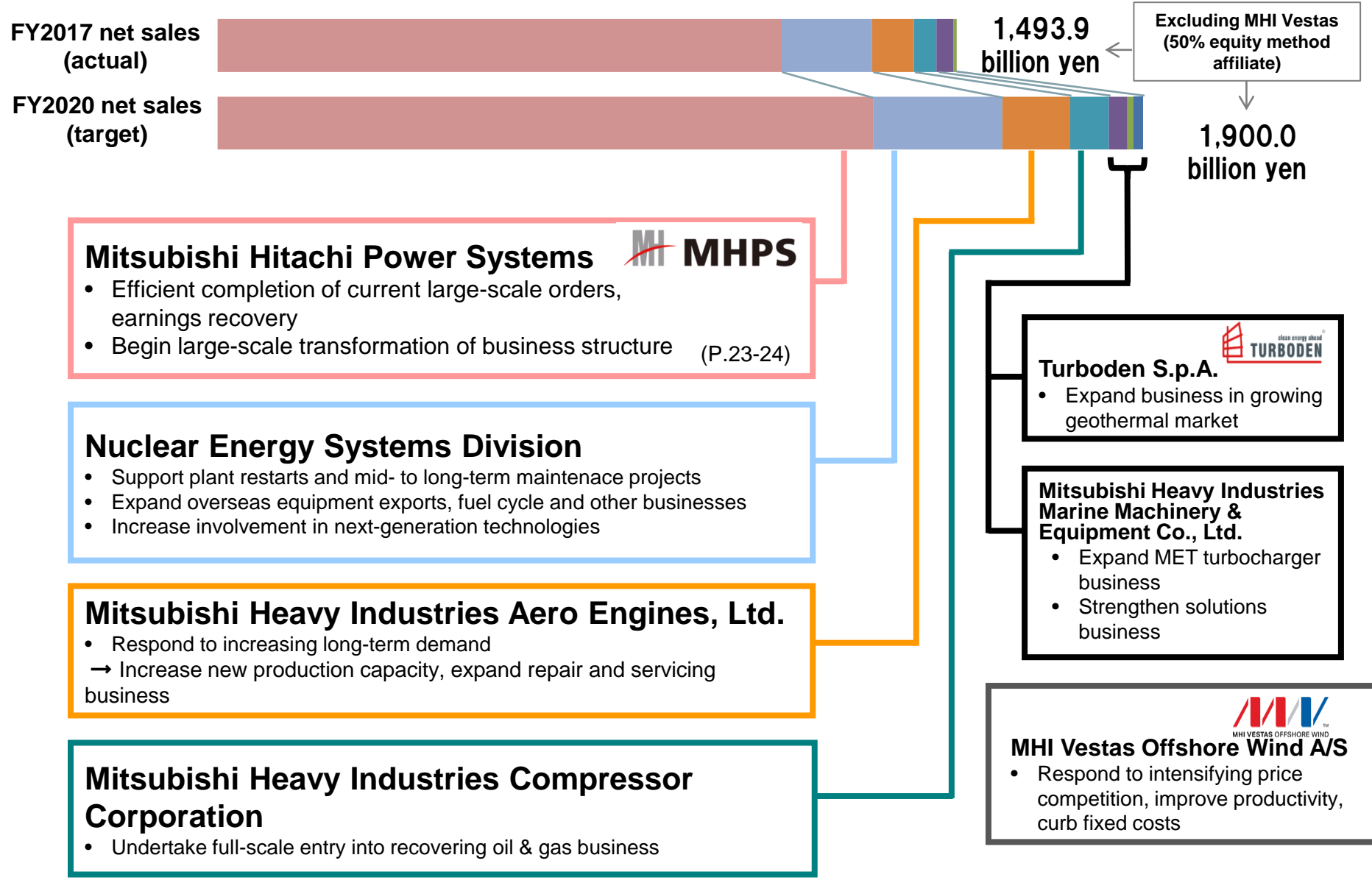


CoasTitan®

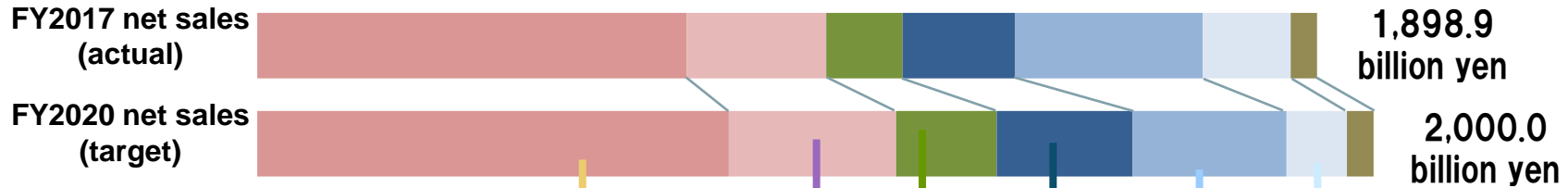
Use satellite data



II-4. Overview of Domain Targets (2/4) - Power Systems



II-4. Overview of Domain Targets (3/4) - Industry & Infrastructure



Mass and Medium lot manufacturing

Mitsubishi Heavy Industries Forklift, Engine & Turbocharger Holdings, Ltd.

- Improve earnings through thorough PMI/ productivity improvement
- Devote resources to growth fields/areas

Mitsubishi Heavy Industries Thermal Systems, Ltd.

- Market share expansion matching regional needs (Launch new products/Sales channel)
- Expand solution business with low environmental impact refrigerants

Mass and medium lot manufacturing + Build to order

Mitsubishi Heavy Industries Machinery Systems, Ltd.

- Strengthen earning capacity through resource sharing and active use of HR
- Expand business in the growing market for paper converting machinery

Build to order products (engineering + manufacturing)

Mitsubishi Shipbuilding Co., Ltd./ Mitsubishi Heavy Industries Marine Structure Co.,Ltd.

- Expand business in areas of specialty → ferries / government ships / engineering
- Improve productivity and earnings of LNG carriers, etc.

Mitsubishi Heavy Industries Engineering, Ltd.

- Make dynamic use of resources in response to market environment
- Expand added-value businesses such as EPC upstream, downstream

Primetals Technologies, Limited

- Expand market share by strengthen servicing and digital technologies, taking advantage of market recovery
- Implementation of PMI through consolidation of locations, optimization of work force scale, etc.

II-4. Overview of Domain Targets (4/4) - Aircraft, Defense & Space

FY2017 net sales
(actual)



722.9
billion yen

FY2020 net sales
(target)



720.0
billion yen

Defense & Space segment

- Continue strengthening existing businesses
 - Expand business through acceleration of growth strategies
- Overseas expansion, dual use, domestic MRO business
→ Expansion of overseas commercial satellite launch services by H3 launch vehicles



Launching ceremony of Destroyer "SHIRANUI"

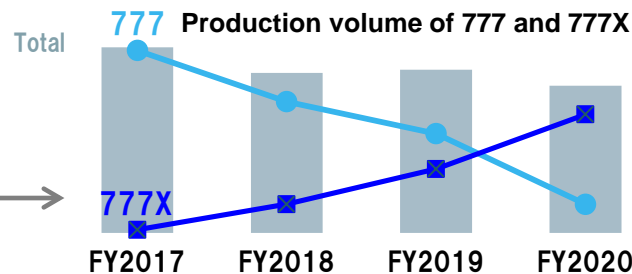
MRJ



H-II A #37 launch

Commercial Aircraft segment

- Establish Boeing 787 business as highly stable
- Transitional period between Boeing 777 and 777X



- Maintain earnings by improving productivity, reducing fixed costs, etc.
- Pursue differentiation with competitors (radical improvement in production technologies, etc.)



777X automated assembly equipment

II.5. MRJ Business Restructuring: Development Status and Outlook

Establishment of MRJ Business Promotion Committee (Nov. 2016)

Delivery of first aircraft slated delayed until mid-2020 (Jan. 2017)

Latecoere Interconnection Systems selected to participate in electrical wiring design

PW1200G engine acquired type certification from U.S. Federal Aviation Administration (FAA)

Flight test aircraft shown for first time at Paris Air Show (painted with ANA livery)

Orientation flight undertaken by pilot from MLIT's Civil Aviation Bureau

Grand opening of MRJ Museum (Nov. 2017)

Adoption of "Integrated Product Team" system; establishment of Program Management Division

2018: Demonstration flight planned for Farnborough International Airshow

Acceleration of type certification flight testing ... Additional flight test aircraft to be progressively introduced in 2019

Acquisition of TC, preparation of customer support structure

Mid-2020: Delivery of first aircraft to ANA



Cumulative hours of test flying

1,000 hours 2,000 hours



Paris Air Show (June 2017)



Cold-weather testing



Hot-weather testing

II.5. MRJ Business Restructuring: Business Structure Reinforcement

- Radically strengthen the MRJ business structure, including increasing capitalization of Mitsubishi Aircraft Corporation

FY2018	FY2019	FY2020	FY2021~
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MRJ90 development and
TC acquisition

Delivery of first
aircraft to ANA

Create an agile, durable new
business structure



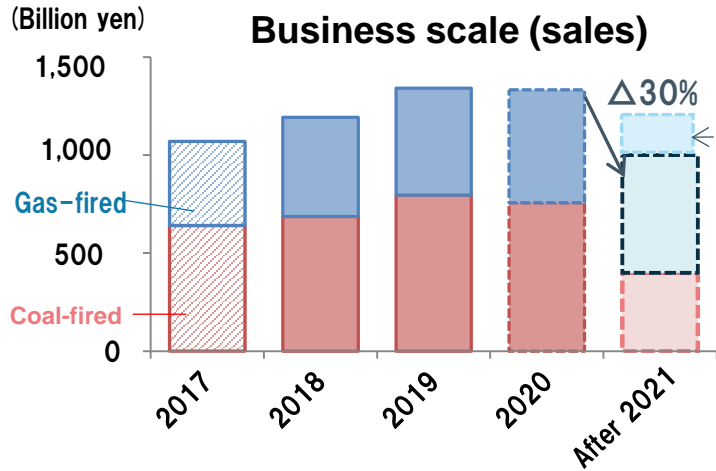
Assure long-term business continuity

Increase
capitalization of
Mitsubishi
Aircraft
Corporation
(emerge from insolvency)

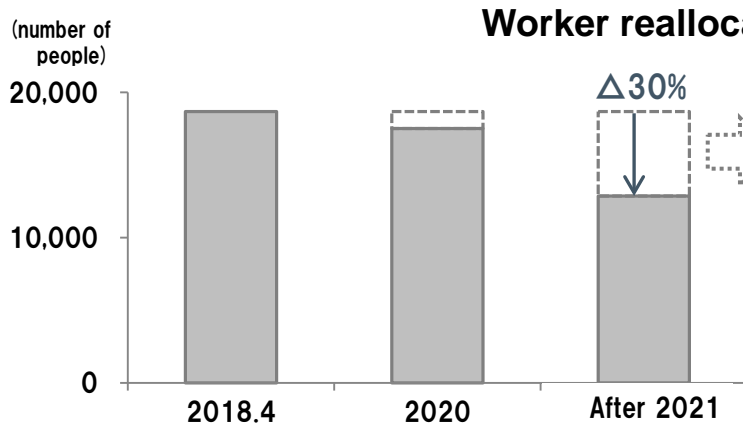
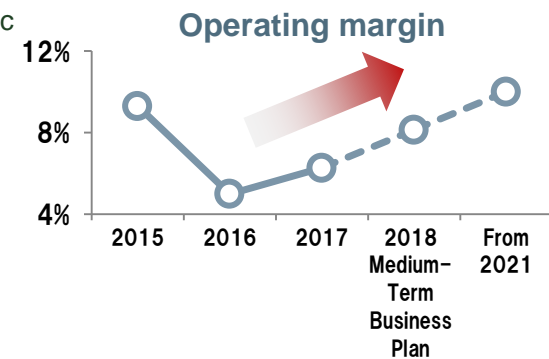
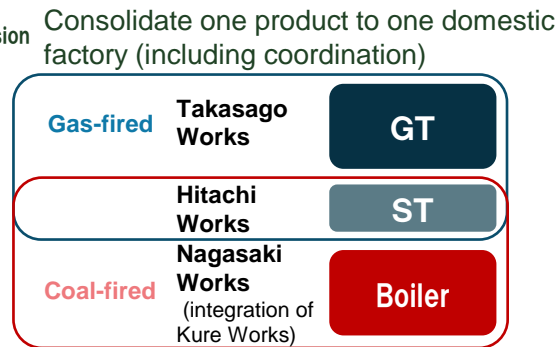
- **Strengthen ties with Tier-1 business**
→ Integrate common business processes, improve productivity of mass-production phase, etc.
- **Strengthen sales and customer support structures**
- **Pursue full-scale development and early TC acquisition of MRJ70**
→ Core model for North American market

II-6. Restructuring of Thermal Power Systems Business (1/2)

- Focus on efficiently completing projects and improving earnings; expansion of gas-fired thermal and service business
- Promote structural shift to increase added value and to be ready for scale-down of coal-fired thermal business from 2021



Efficiently complete projects / improve earnings

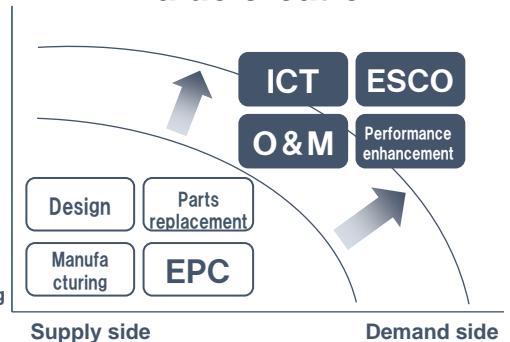


Domestic	Natural attrition + hiring restraint	$\Delta 5\%$
	Reallocation, job changes	$\Delta 15\%$
Overseas	Company / works reorganization*	$\Delta 10\%$

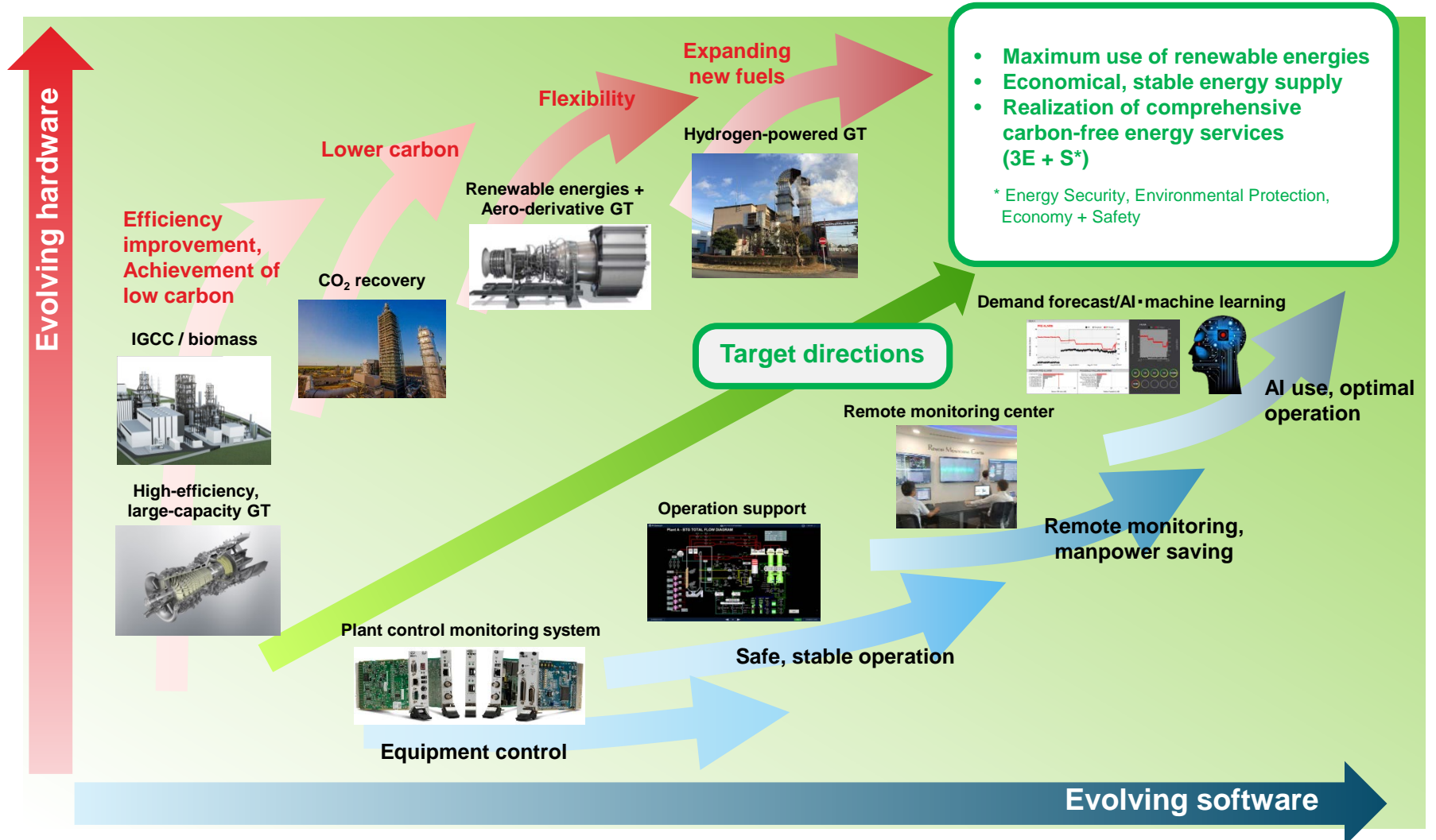
(* Mainly Boiler/ST)

Value creation
Manufacturing

Business expansion for value creation



Undertake medium-to long-term business restructuring to match new social needs

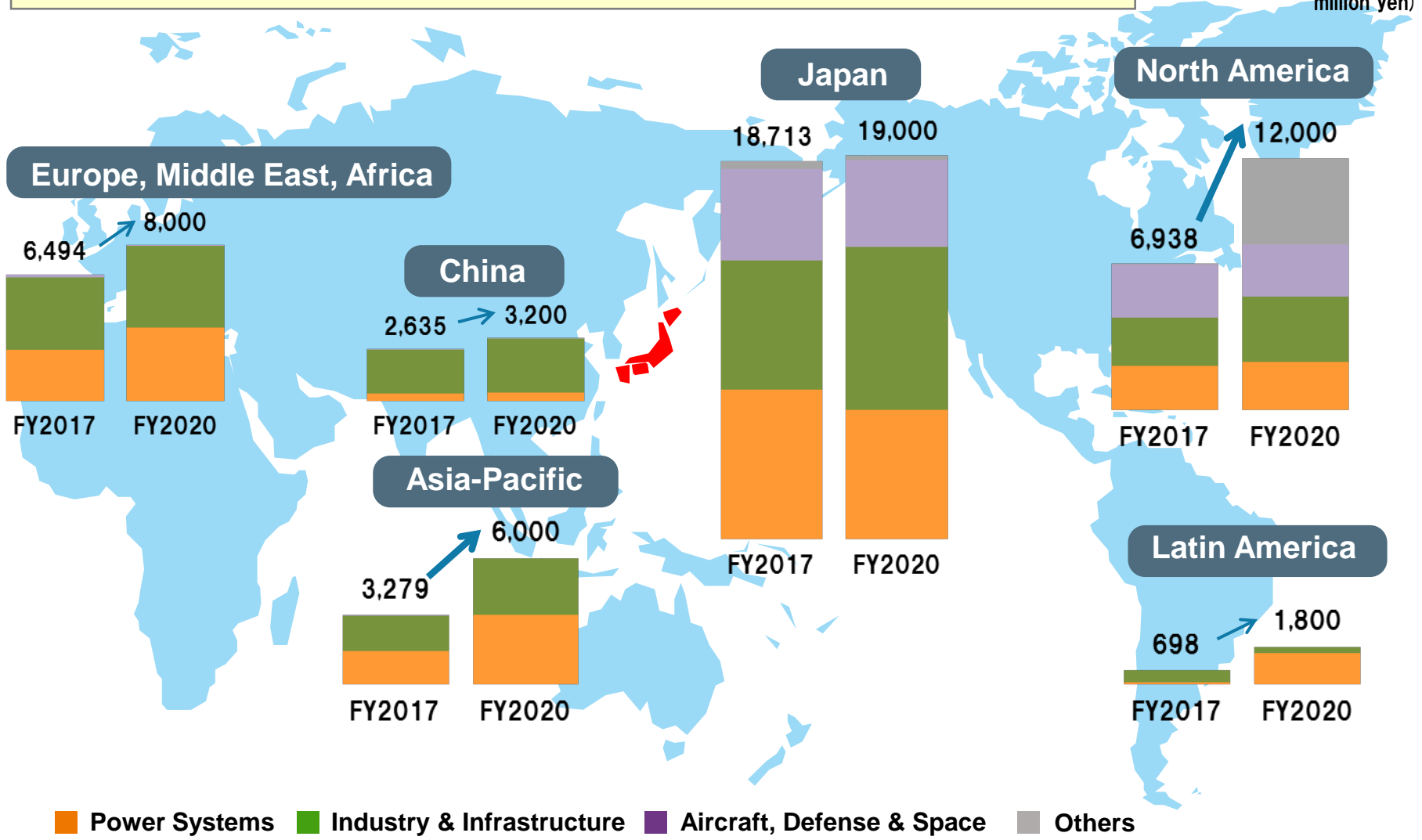


II-7. Reinforcement of Global Operations (1/3)

- Order Targets by Region

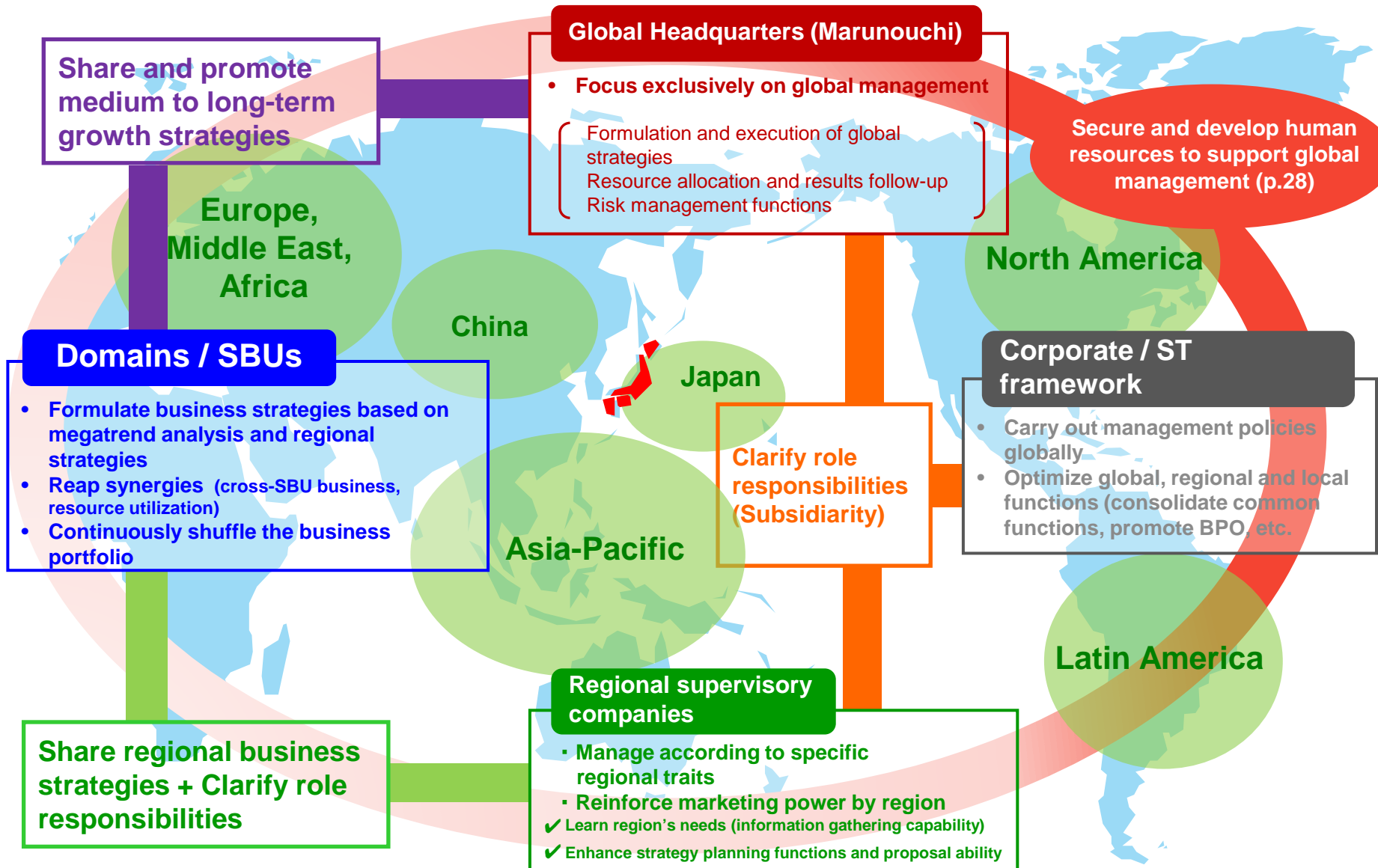
Japanese market maturing, global market expanding

(Hundred of million yen)



■ Power Systems
 ■ Industry & Infrastructure
 ■ Aircraft, Defense & Space
 ■ Others

II-7. Reinforcement of Global Operations (2/3)



Promotion of MHI FUTURE STREAM

→ Creative expansion of added value and entering into new business domain

Make active use of ST framework's multifaceted market and technology sensing capabilities

X (Pursuit of synergies)

Introduce and actively use innovative outside knowledge and technologies
(Innovation Promotion Research Institute, etc.)



Shift the Path

Create measures for medium to long-term shift of existing businesses based on an understanding of megatrend changes



Mega Scan

Scan for business opportunities and threats based on social mapping long into the future



Shift to carbon-free, recycling-oriented economy



Technology Scouting

Scout for technologies in cutting-edge areas that have significant uncertainty but great potential impact

Scout for technologies needed for the businesses depicted in "Mega Scan" and "Shift the Path"



Digitalization
(IoT/AI)



Electrification

II-8. Corporate Culture Cultivation and Human Resources Development

Promote group member engagement and improve organizational strength

→ Driving force for growth

- Internal sharing of visions and strategies
- Reform work practices and workstyle
(Make active use of employee awareness surveys)
- Promote diversity
- Review HR systems and its operation
(Use of experts with extensive experience)

Become a company where diverse people all work with confidence



Secure (reinforce and develop) global and regional management people

→ Force to lead growth

- Expand diversity of management people
 - Earlier appointment to officer and management positions
 - Flexible selection and compensation systems

Flexible, diverse
global
management

Sustained
growth



MOVE THE WORLD FORWARD



MITSUBISHI
HEAVY
INDUSTRIES
GROUP

Reference Materials

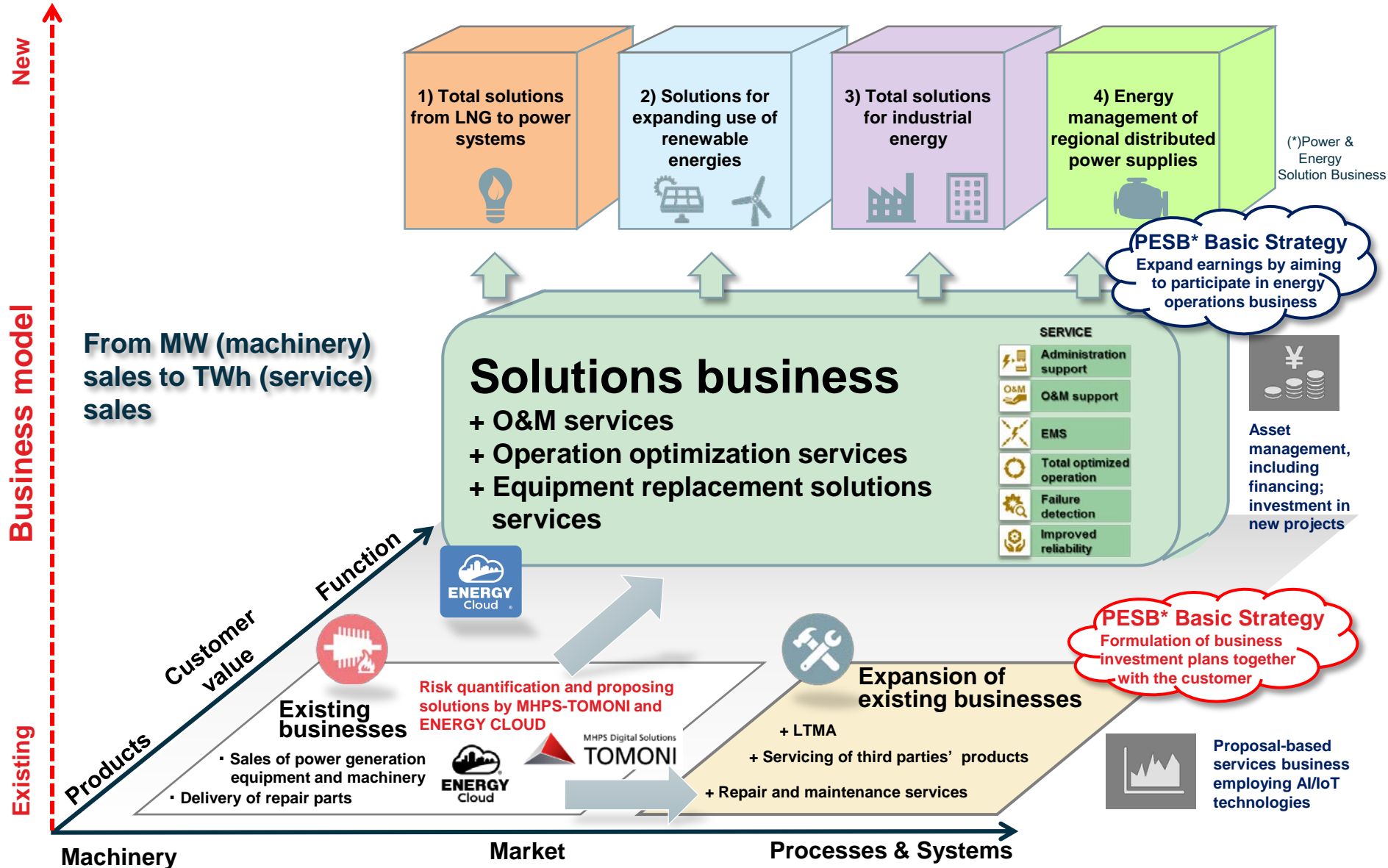
Reference 1: Numerical Targets by Domain	31
Reference 2: Power Systems Strategy	32
Reference 3: Mass and Medium Lot Manufacturing Strategy	34
Reference 4: Commercial Ships Strategy	37
Reference 5: Commercial Aircraft Tier1 Strategy	38
Reference 6: Defense & Space Business Strategy	39

Reference 1: Numerical Targets by Domain

← After IFRS →

Domain	Orders received			Net sales			Operating income		EBIT	
	FY2017	FY2018	FY2020 Target	FY201	FY2018	FY2020 Target	FY2017	FY2018 (Reference)	FY2018	FY2020 Target
Power Systems	1,437.5	1,500.0	1,800.0	1,493.9	1,600.0	1,900.0	108.9	125.0	135.0	190.0
							<ul style="list-style-type: none"> • Sales increase in thermal power systems and cost reduction • Expansion of aero engine business 			
Industry & Infrastructure	1,711.3	1,950.0	2,100.0	1,898.9	1,900.0	2,000.0	40.8	75.0	80.0	160.0
							<ul style="list-style-type: none"> • Restore revenue of commercial ship and metals machinery • Expansion of medium mass-produced product 			
Aircraft, Defense & Space	721.5	650.0	700.0	722.9	700.0	720.0	△ 15.1	△ 15.0	△ 45.0	0.0
							<ul style="list-style-type: none"> • Decrease in development cost for MRJ • Improvement of productivity of Tier 1 business 			
Other(including non-organic growth)	113.5	100.0	500.0	120.8	120.0	500.0	5.0	5.0	5.0	15.0
Eliminations or Corporate	△ 108.3	△ 100.0	△ 100.0	△ 125.9	△ 120.0	△ 120.0	△ 13.2	△ 15.0	△ 15.0	△ 25.0
Total	3,875.7	4,100.0	5,000.0	4,110.8	4,200.0	5,000.0	126.5	175.0	160.0	340.0

Reference 2: Power Systems Strategy(1) ; From selling MW to selling TWh



Reference 2: Power Systems Strategy(2) ; Turbomachinery Synergies

Pursue synergies integrating turbomachinery products and technologies

MHPS

×

Mitsubishi Heavy
Industries Aero
Engines, Ltd.

||

Flexible power generation
accommodating
renewable energies

Aero-derivative GTs



Mitsubishi Heavy
Industries Compressor
Corporation

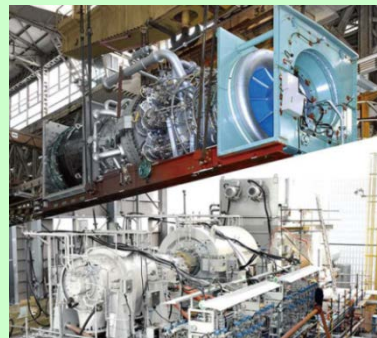
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MHPS

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LNG production solutions

H-100 GT-driven LNG compressor train



Oil & gas related
products business

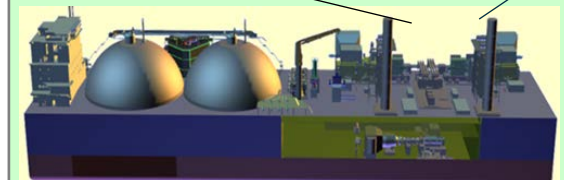
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MHPS

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LNG to Power

Powership equipped with H-25 GTs

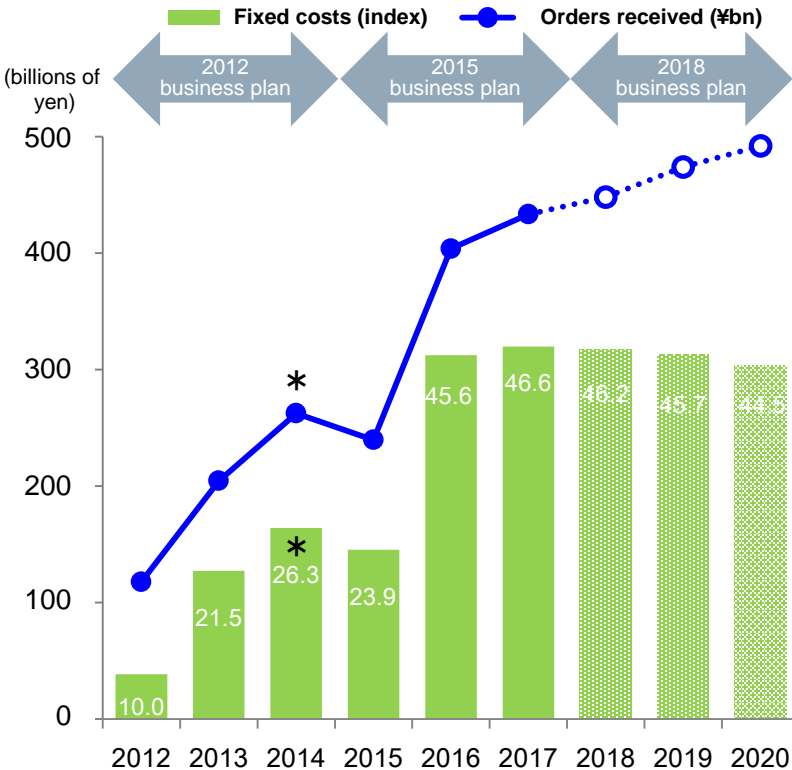
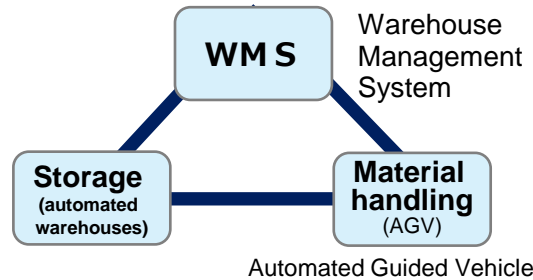


Business model shift

- Response to e-commerce
- Development into logistic solutions

Logistic solutions

[Image of fully automated warehouse]

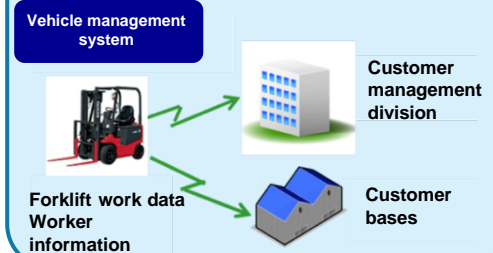


1. Response to unmanned operations

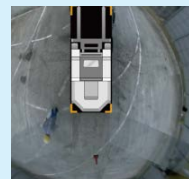


Laser-guided AGF (Automated Guided Forklift)

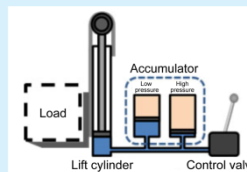
2. Vehicle management using IoT



3. Safety differentiation technologies



360° monitoring



Vibration / shock absorbing equipment

4. Response to environmental issues



Lithium-ion battery-powered vehicle



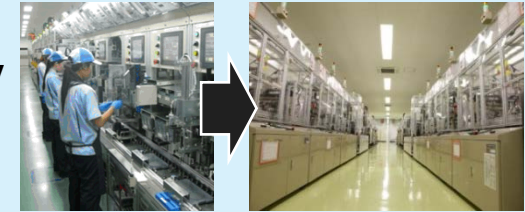
Fuel cell-powered vehicle

Further reinforcement of earning capacity

- More advanced levels of production and development
- Entry into heavy-duty market (commercial vehicles)

More advanced production: target set on totally unmanned operation

- ◆ Automated inspection
 - ... Image processing technology and AI
- ◆ Automated parts supply
 - ... Robots and AI
- ◆ Automated monitoring
 - ... IoT technologies



15 workers per line (originally)

3 workers per line aiming for 0 (today)

More advanced development

- ◆ Reinforcement of European development bases
 - ⇒ Focus on Europe, as largest market and with leading edge technology

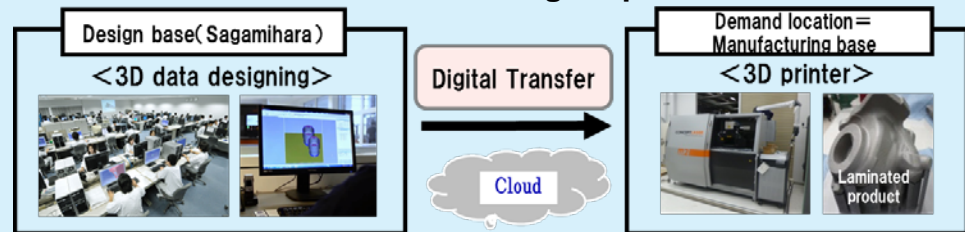


European Development Center (Netherlands)

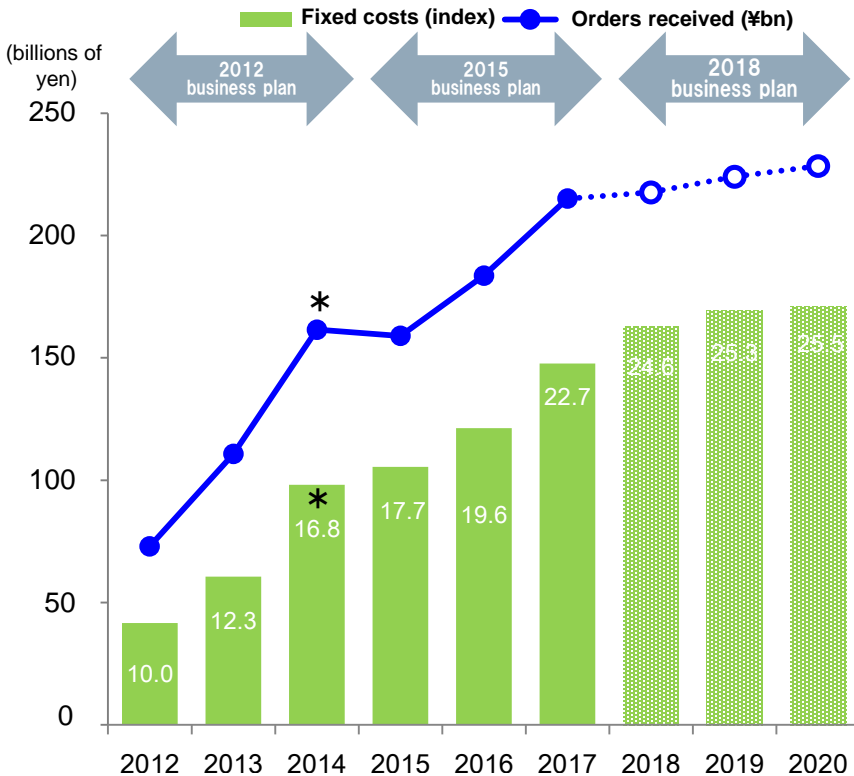


Ties with European universities

- ◆ AM: Launch of data transfer using 3D printer



AM: Additive Manufacturing



Reference 3: Mass and Medium Lot Manufacturing Strategy(3) ; Air Conditioning and Refrigeration

- **Thermal solutions business**
 - Business scale expansion through low environmental impact refrigerants
- **Products for EVs**
 - Global sales expansion by strengthening technology synergies
- **Air-conditioning business**
 - Market share expansion by launching products matching regional needs and reinforcing marketing capability

Thermal solutions business

Received many awards for energy saving from peerlessly efficient heat pump and rotor technologies



Centrifugal Chiller adopting low environmental impact refrigerant

- Condensing unit using natural refrigerant
- High-efficiency Air to Air Heat Pump type Hot Wind Generator

Global sales expansion of EV products

Electric compressor and heat pump technology synergies



Electric driven compressor for EV



All-Electric Refrigeration Unit for truck

Air-conditioning business market share expansion

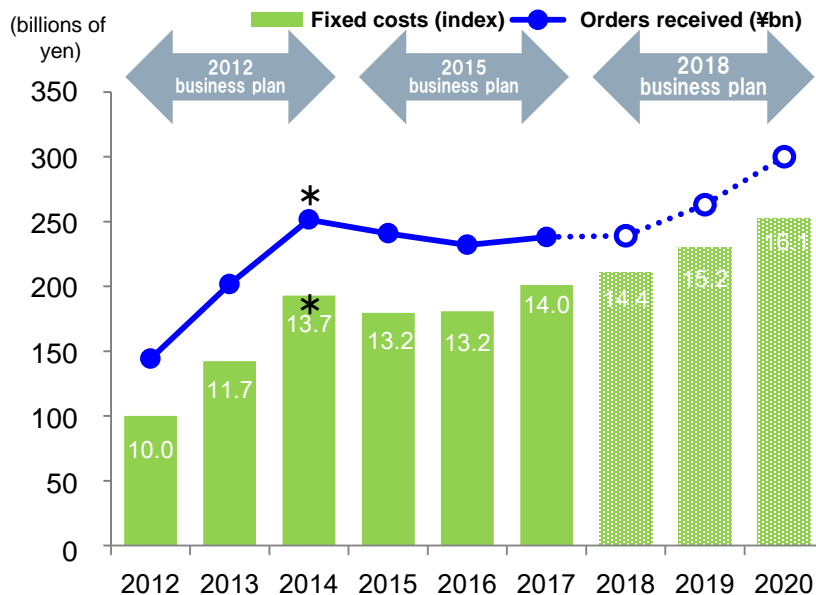
Expansion of global sales network

Collaboration in marketing of commercial-use air conditioners and Air to water heat pump (UK, Ireland)

Double number of shops exclusively selling MHI products (China)

Overseas marketing of Japan's AirFlex air conditioners designed for maximum comfort

Launch of products matching regional needs (Asia, Australia)



Reference 4: Commercial Ships Strategy

- January 2018: spin-off of shipbuilding and marine structure businesses into 2 companies
- Mitsubishi Shipbuilding
 - Expand business in ferries, government ships, and marine engineering, responding to environmental regulations
- MHI Marine Structure
 - Reduce fixed costs and achieve solid operations
- Eventually, target business scale exceeding 200 billion yen

Scale expansion in ferries, patrol vessel, research vessels, etc.



Ferry



Patrol vessel



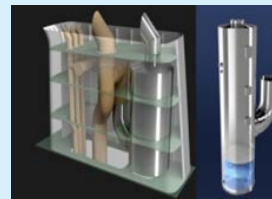
Research vessel

Business expansion in marine engineering

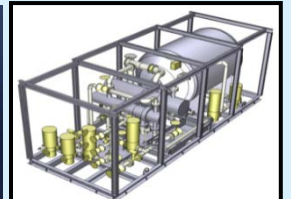
Business development based on environmental solutions, etc.



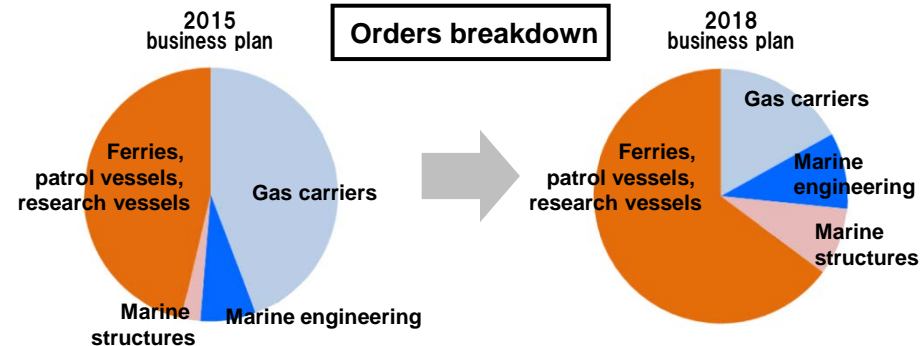
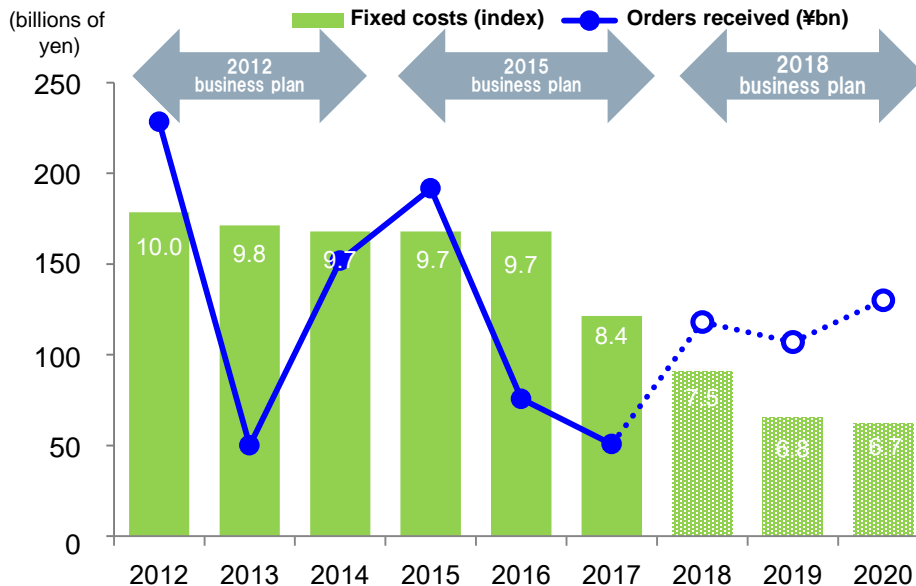
Hull form development



SOx scrubber



FGSS module



Reference 5: Commercial Aircraft Tier1 Strategy

- During 2015 Business Plan years
 - Deterioration in earnings from insufficient response to sharp drop in sales
 - Measures taken relating to HR restructuring personnel, productivity enhancement, etc.
- Further productivity improvement
 - Adoption of automated equipment, application of AI/IoT in indirect business processes
- Review of procurement processes, reduction in working capital
 - Curbing of external expenses, shortening of procurement LT, minimization of inventories

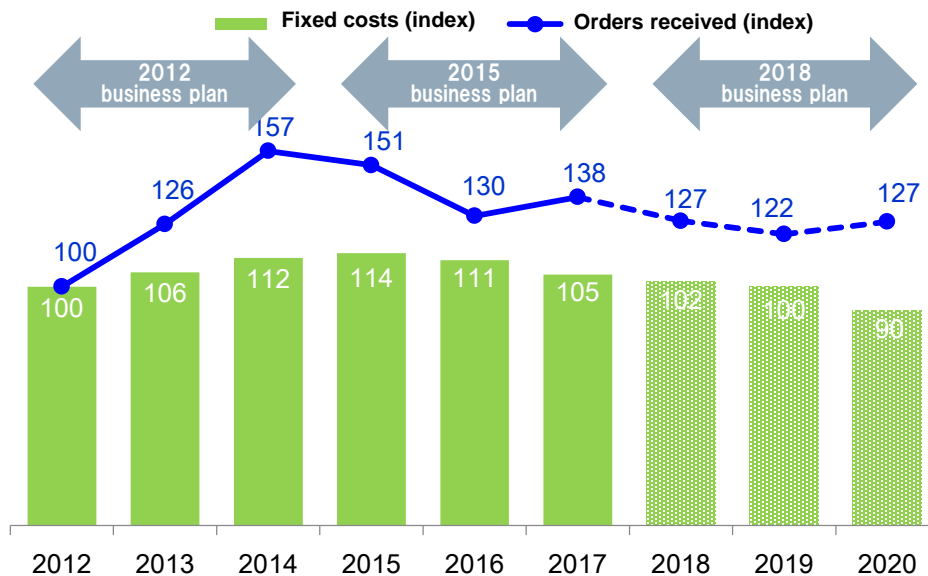
Productivity enhancement through robotics

- Automation of Boeing 777X assembly
- Automation using Boeing 787 paint robot

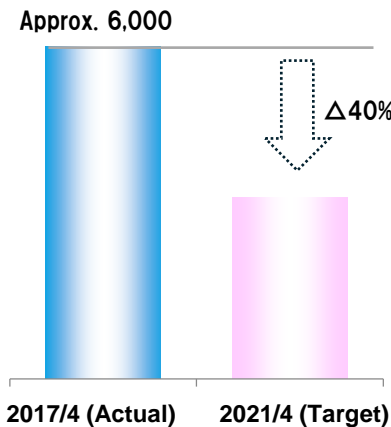


Automation of auxiliary work processes

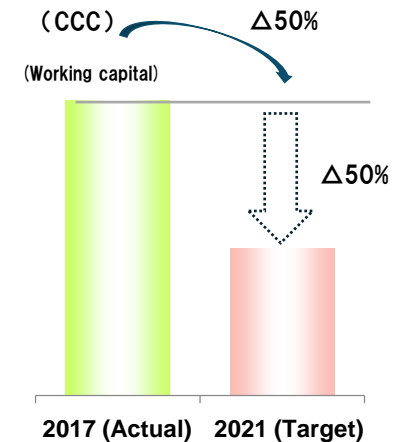
- Automation of material handling, assembly kits
- Adoption of work support tools (Strengthening productivity through AI)



HR restructuring measure



Working capital / CCC



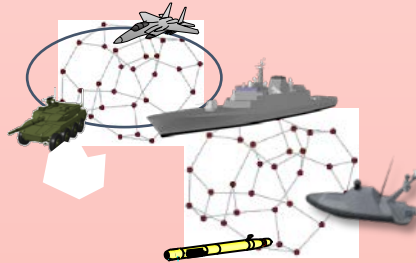
Development of dual uses in security field

→ Develop technologies during 2018 Business Plan, and target business development during 2021 Business Plan

Defense

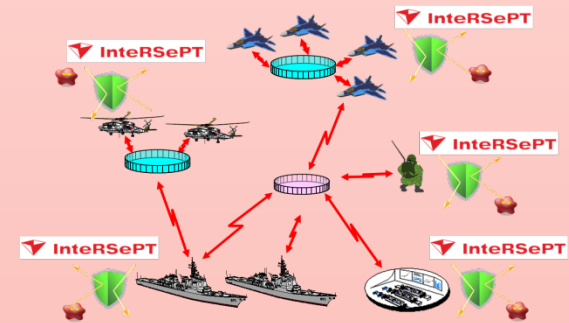
Unmanned systems

Unmanned command and control system



Cybersecurity

Control system cybersecurity



Security

Networked coast security system using unmanned vehicles



CoasTitan®

Industrial infrastructure cybersecurity



InterSePT®



MOVE THE WORLD FORWARD

mitsubishi
heavy
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