



# Financial Results for FY2016

May 9, 2017

**MITSUBISHI HEAVY INDUSTRIES, LTD.**

## I. Financial Results for FY2016

- Summary of Financial Results for FY2016	3
- Financial Results for FY2016 by Segment	4
- Balance Sheets Overview	5
- Main Financial Measures, Cash Flows	6

### Segment Information

- Orders Received & Order Backlog	7
- Net Sales	9
- Operating Income	11
- Net Sales by Geographic Area & Segment	12

## II. Analysis of FY2016 Results and Financial Strategies Going Forward

### Analysis of FY2016 Results

- Net Sales and Operating Income	15
- Cash Flow Trend	18
- Financial Position	19
- Result of Asset Optimization Initiatives	21

### Financial strategies for FY2017 onwards

- Directions Based on FY2016 Results	22
- Measures for Strengthening the Financial Foundation	23

### Forecast for FY2017

- Summary of Forecast for FY2017	24
- Forecast for FY2017 by Segment	25

## III. Supplementary Information

- Supplementary Information	27-33
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# I. Financial Results for FY2016

# Summary of Financial Results for FY2016

(In billion yen)

	FY2014	FY2015	FY2016	Change	
Orders received	4,699.1	4,485.5	4,275.6	-209.8	- 4.7%
Net sales	3,992.1	4,046.8	3,914.0	-132.7	- 3.3%
Operating income	(7.4%) 296.1	(7.6%) 309.5	(3.8%) 150.5	-158.9	- 51.4%
Ordinary income	(6.9%) 274.7	(6.7%) 272.5	(3.2%) 124.2	-148.2	- 54.4%
Extraordinary gain/loss	-42.0	-139.8	45.4	+185.2	-
Net income attributable to owners of parent (*)	(2.8%) 110.4	(1.6%) 63.8	(2.2%) 87.7	+23.8	+37.4%

ROE	6.5%	3.7%	5.1%	+1.4pt	
EBITDA	(11.7%) 465.0	(11.9%) 479.6	(8.7%) 339.8	- 139.7	- 29.1%

## Breakdown of FY2016 Extraordinary gains/losses (45.4)

### <Extraordinary gains>

- Gain on sales of investment securities 61.0  
(Ryoju Properties etc.)
- Gain on sales of fixed assets 53.8  
(Yokohama Bldg. etc.)

### <Extraordinary losses>

- Loss on passenger vessel construction business reserve -34.3
- Compensation for damages decided in the arbitration relating to nuclear equipment in US -16.0
- Business structure improvement expenses -12.8 etc.

(\*) In FY2014 : Net income

# Financial Results for FY2016 by Segment

(In billion yen)

	Orders received			Net sales			Operating income		
	FY2015	FY2016	Change	FY2015	FY2016	Change	FY2015	FY2016	Change
Energy & Environment	2,005.0	1,688.7	- 316.3	1,542.7	1,470.4	- 72.3	154.6	110.5	- 44.1
Commercial Aviation & Transportation Systems	607.1	415.1	- 191.9	548.5	515.3	- 33.1	54.5	- 51.9	- 106.4
Integrated Defense & Space Systems	447.7	702.1	+254.4	485.0	470.6	- 14.4	25.7	27.9	+2.1
Machinery, Equipment & Infrastructure	1,392.5	1,464.3	+71.8	1,432.3	1,438.0	+5.6	80.0	72.5	- 7.5
Others	162.8	160.4	- 2.3	177.3	175.9	- 1.4	12.6	10.7	- 1.8
Eliminations or Corporate	- 129.8	- 155.3	- 25.4	- 139.2	- 156.3	- 17.1	- 18.1	- 19.3	- 1.1
Total	4,485.5	4,275.6	- 209.8	4,046.8	3,914.0	- 132.7	309.5	150.5	- 158.9

# Balance Sheet Overview

(In billion yen)

	As of March 31, 2015	As of (*) March 31, 2016	As of March 31, 2017	Change
Trade receivables	1,291.2	1,200.8	1,180.1	-20.7
Inventories	1,324.8	1,335.9	1,325.5	-10.4
Other current assets	935.8	992.9	1,016.3	+23.4
Total fixed assets	1,196.3	1,270.9	1,184.5	-86.4
Investments and advances	772.0	699.9	775.3	+75.4
<b>Total assets</b>	<b>5,520.3</b>	<b>5,500.7</b>	<b>5,481.9</b>	<b>-18.7</b>
Trade payables	869.2	860.6	836.0	-24.5
Advance payments received on contracts	663.1	749.7	777.6	+27.9
Other current liabilities	892.3	838.4	835.3	-3.0
Interest-bearing debt	975.5	1,052.1	925.5	-126.5
Net assets	2,120.0	1,999.7	2,107.2	+107.5
Net worth (Owners equity)	1,780.7	1,679.7	1,782.6	+102.9
<b>Total liabilities and net assets</b>	<b>5,520.3</b>	<b>5,500.7</b>	<b>5,481.9</b>	<b>-18.7</b>

Buildings and structures -35.9  
Land -18.2  
etc.  
(Sale of Yokohama Bldg., etc.)

Dividend -40.2  
Net income +87.7  
Other comprehensive income +61.3 etc.  
(Unrealized holding gain on investment securities, etc.)

(\*) Acquisition of UniCarriers Holdings Corporation in FY2015:  
Revision of purchase price and purchase price allocation has been factored into FY2015's  
year-end balance sheets and some main financial measures.

## Main Financial Measures

	FY2014	FY2015	FY2016	Change
Equity ratio	32.3%	(*)30.5%	32.5%	+2.0pt
Interest-bearing debt (In billion yen)	975.5	1,052.1	925.5	-126.5
D/E ratio	46%	53%	44%	-9pt

## Cash Flows

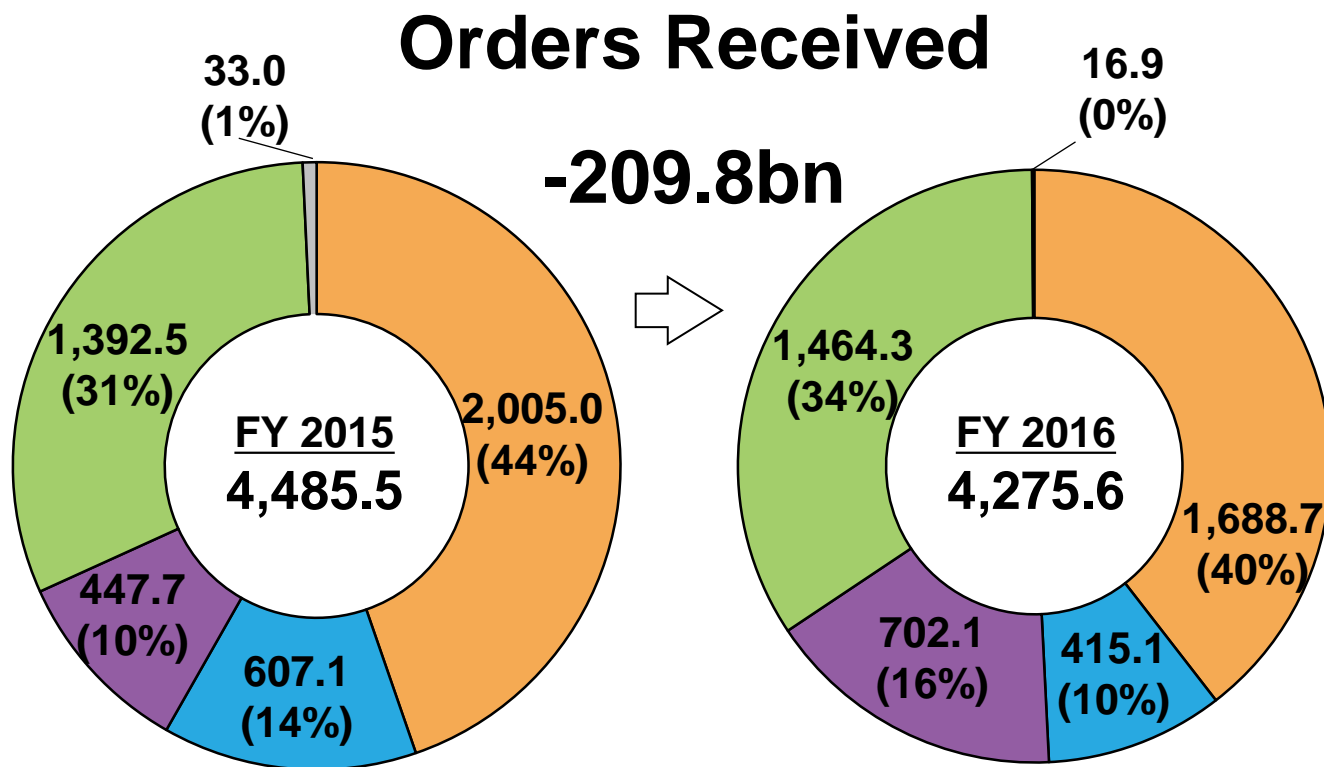
(In billion yen)

	FY2014	FY2015	FY2016
Operating activities Cash Flow	212.8	270.0	95.9
Investing activities Cash Flow	-174.1	-262.4	8.7
Free Cash Flow	38.6	7.5	104.6

(\*) Acquisition of UniCarriers Holdings Corporation in FY2015:  
Revision of purchase price and purchase price allocation has been factored into FY2015's year-end balance sheets and some main financial measures.

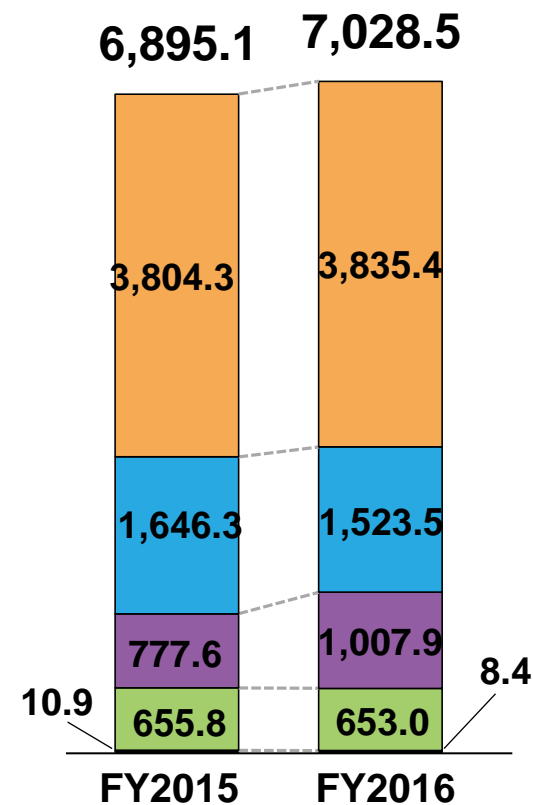
# Orders Received & Order Backlog by Segment

(In billion yen)



- Energy & Environment
- Commercial Aviation & Transportation Systems
- Integrated Defense & Space Systems
- Machinery, Equipment & Infrastructure
- Others, Eliminations or Corporate

## Order Backlog +133.4bn



(\*) Does not include mass-manufactured products: turbochargers, air-conditioners, etc.



## ■ Energy & Environment

Decreased orders for :

- Chemical plants
- Thermal power plants

## ■ Commercial Aviation & Transportation Systems

Decreased orders for:

- Commercial ships
- Transportation systems

## ■ Integrated Defense & Space Systems

Increased orders for:

- Missile systems

## ■ Machinery, Equipment & Infrastructure

Increased orders for:

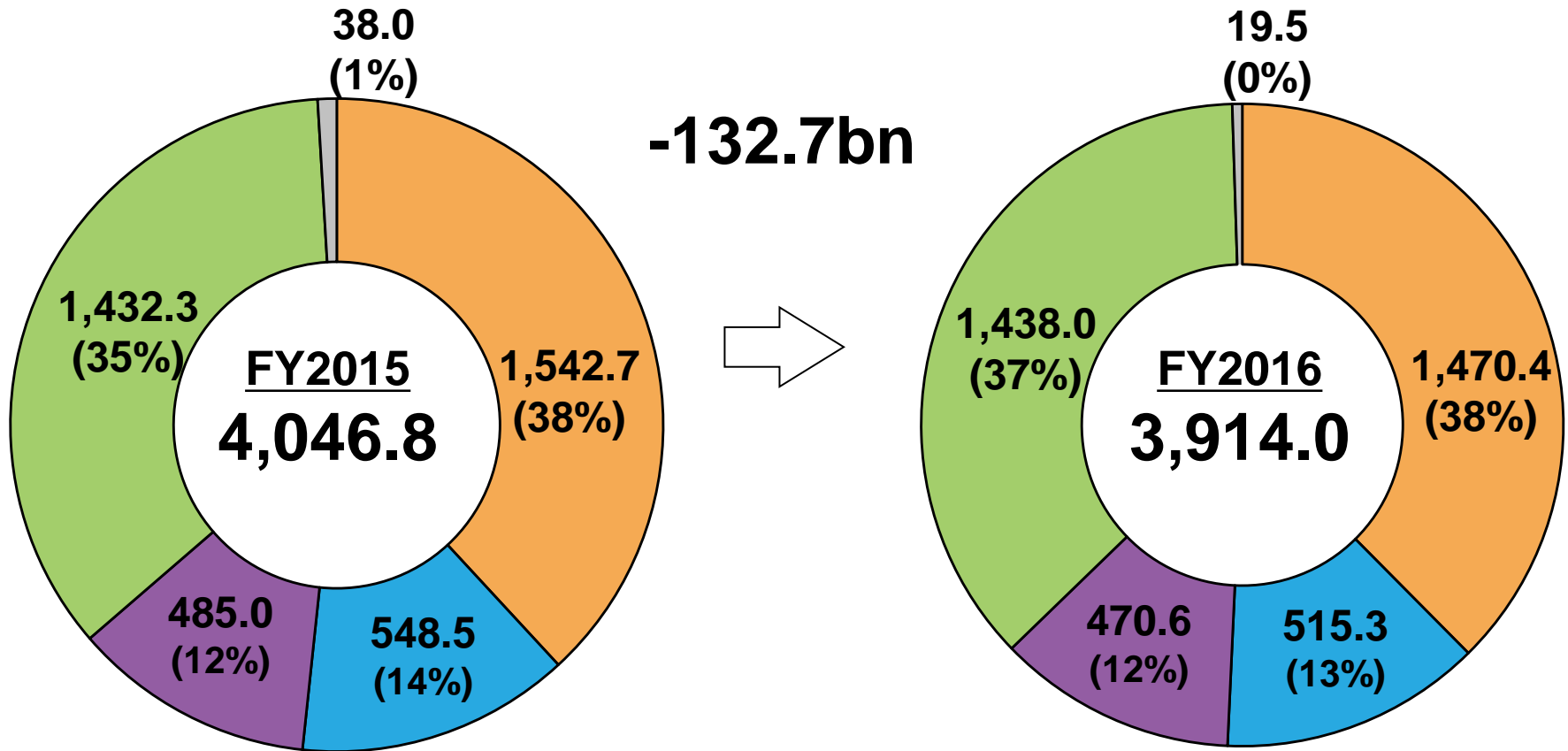
- Forklift trucks
- Turbochargers

Decreased orders for:

- Compressors

# Net Sales by Segment

(In billion yen)



- Energy & Environment
- Commercial Aviation & Transportation Systems
- Integrated Defense & Space Systems
- Machinery, Equipment & Infrastructure
- Others, Eliminations or Corporate

## ■ Energy & Environment

- Increased: Chemical plants
- Decreased: Thermal power plants

## ■ Commercial Aviation & Transportation Systems

- Increased: Transportation systems
- Decreased : Commercial aircraft

## ■ Integrated Defense & Space Systems

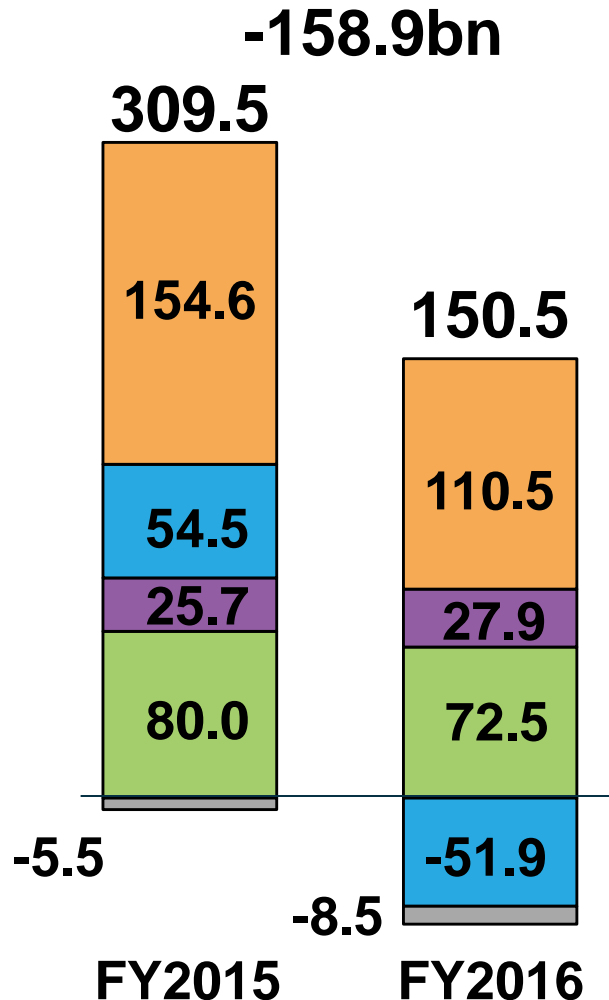
- Increased: Space systems
- Decreased : Missile systems

## ■ Machinery, Equipment & Infrastructure

- Increased: Forklift trucks, Turbochargers
- Decreased : Metals machinery

# Operating Income by Segment

(In billion yen)



- Energy & Environment
- Commercial Aviation & Transportation Systems
- Integrated Defense & Space Systems
- Machinery, Equipment & Infrastructure
- Others, Eliminations or Corporate

## ■ Energy & Environment

### - Thermal power plants:

Decline due to imbalance between business scale and balance sheets/fixed costs, following decreased sales and delayed PMI(\*)

## ■ Commercial Aviation & Transportation Systems

- Commercial aircraft: Yen appreciation, reduced production, cost reduction target not reached
- Commercial ships: Cost deterioration for LNG carriers
- MRJ: Increased development costs

## ■ Integrated Defense & Space Systems

- Space systems: Increased sales

## ■ Machinery, Equipment & Infrastructure

### - Compressors, metals machinery:

Decreased sales, stagnant global economy, slump in market demand

(\*) PMI: Post Merger Integration

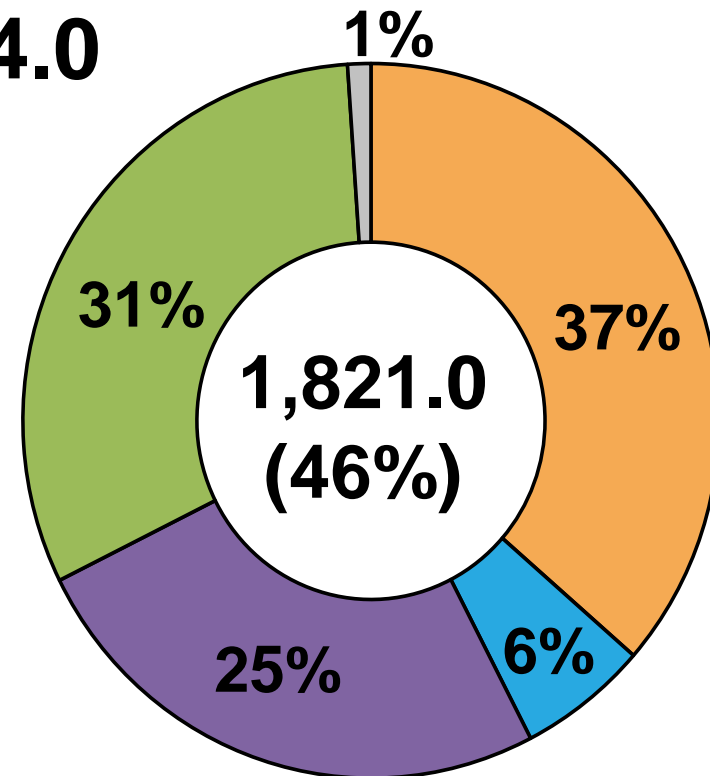
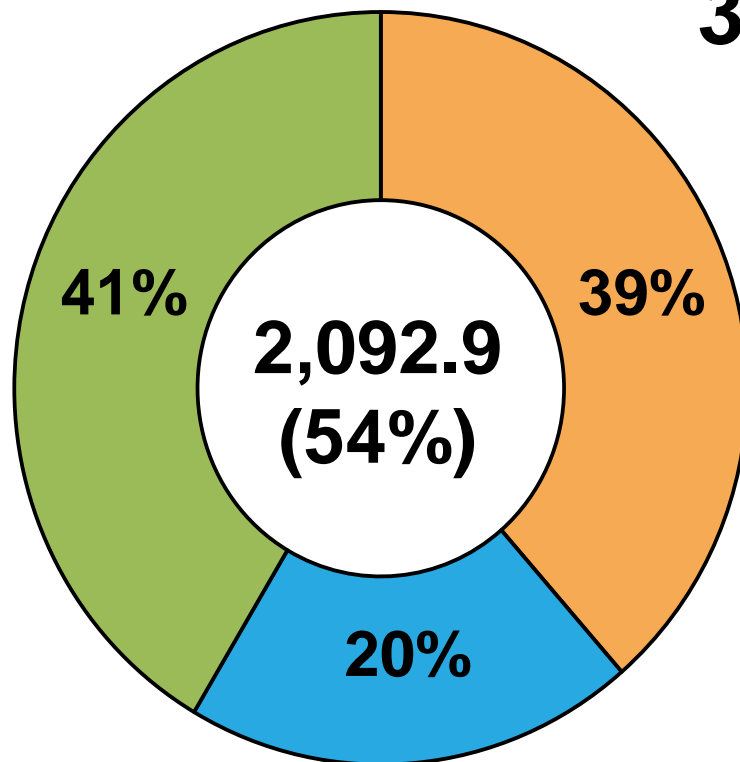
# Net Sales by Geographic Area & Segment (1)

(In billion yen)

Overseas

Domestic

3,914.0

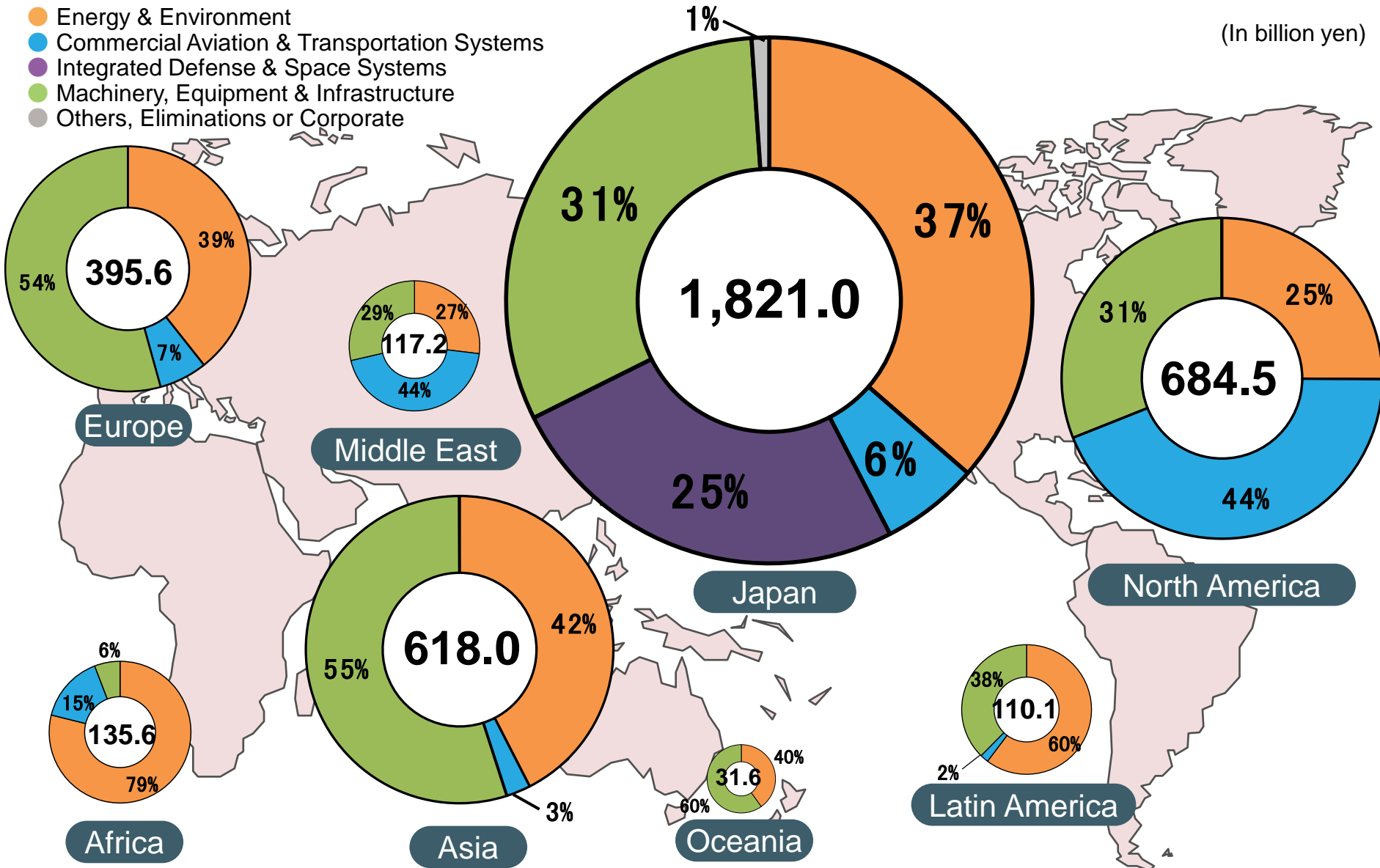


- Energy & Environment
- Commercial Aviation & Transportation Systems
- Integrated Defense & Space Systems
- Machinery, Equipment & Infrastructure
- Others, Eliminations or Corporate

# Net Sales by Geographic Area & Segment (2)

(In billion yen)

- Energy & Environment
- Commercial Aviation & Transportation Systems
- Integrated Defense & Space Systems
- Machinery, Equipment & Infrastructure
- Others, Eliminations or Corporate



## II. Analysis of FY2016 Results and Financial Strategies Going Forward

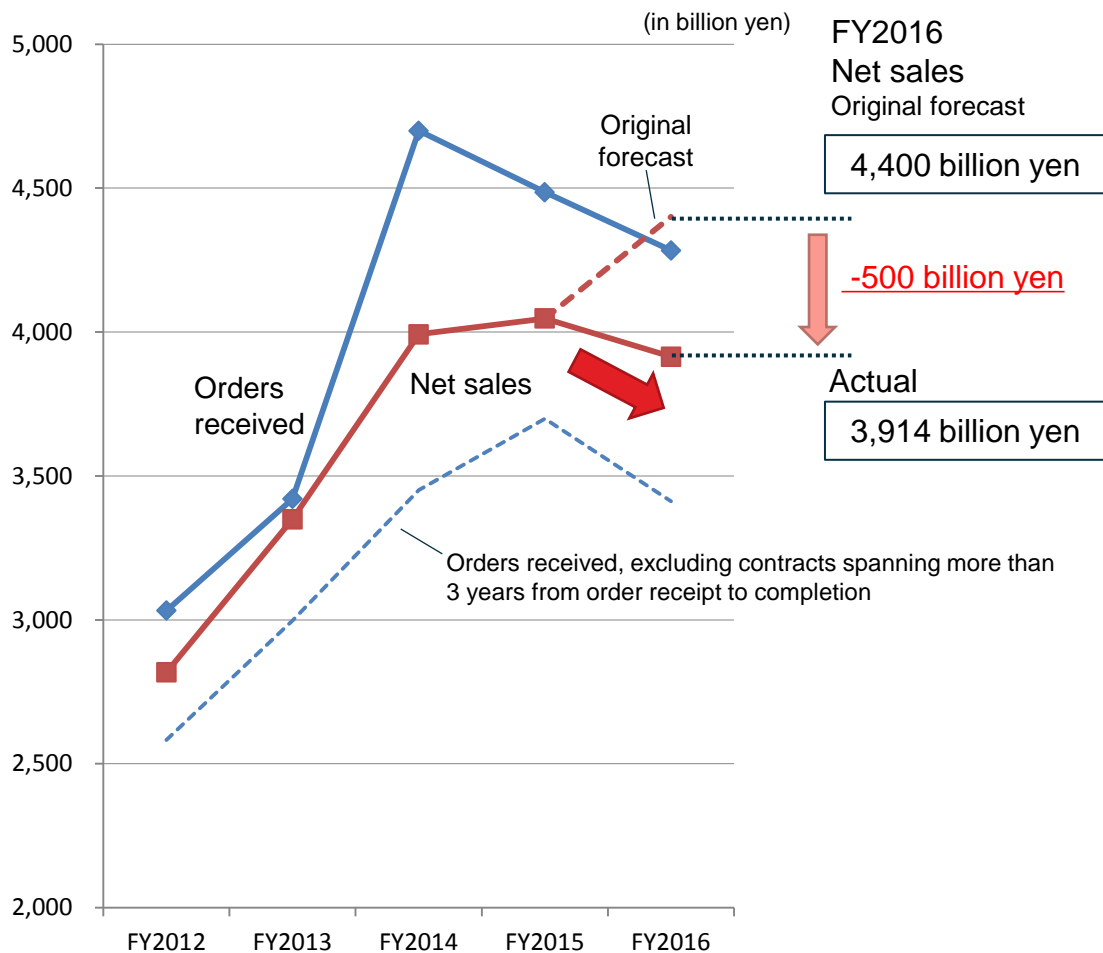
Forecasts regarding future performance in these materials are based on judgments made in accordance with information available at the time this presentation was prepared. As such, those projections involve risks and insecurity. For this reason, investors are recommended not to depend solely on these projections for making investment decisions. It is possible that actual results may vary significantly from these projections due to a number of factors. These include, but are not limited to, economic trends affecting the Company's operating environment, currency movements 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.

# Analysis of FY2016 Results

## Net Sales and Operating Income (1)

### Orders Received and Net Sales

(in billion yen)



Energy & Environment: **-230**  
(1,700.0→1,470.4)

- Longer time required between order receipt and booking to sales, mainly for domestic coal-fired power plants, etc.

Commercial Aviation & Transportation Systems: **-35**  
(550.0→515.3)

- Decreased production of commercial aircraft (Tier1), impact from forex movements

Integrated Defense & Space Systems: **+70**  
(400.0→470.6)

- Increases in missile systems, defense aircraft, etc.

Machinery, Equipment & Infrastructure: **-260**  
(1,700.0→1,438.0)

- Further slump in metals machinery and compressors
- Sluggish demand for forklift trucks, etc.

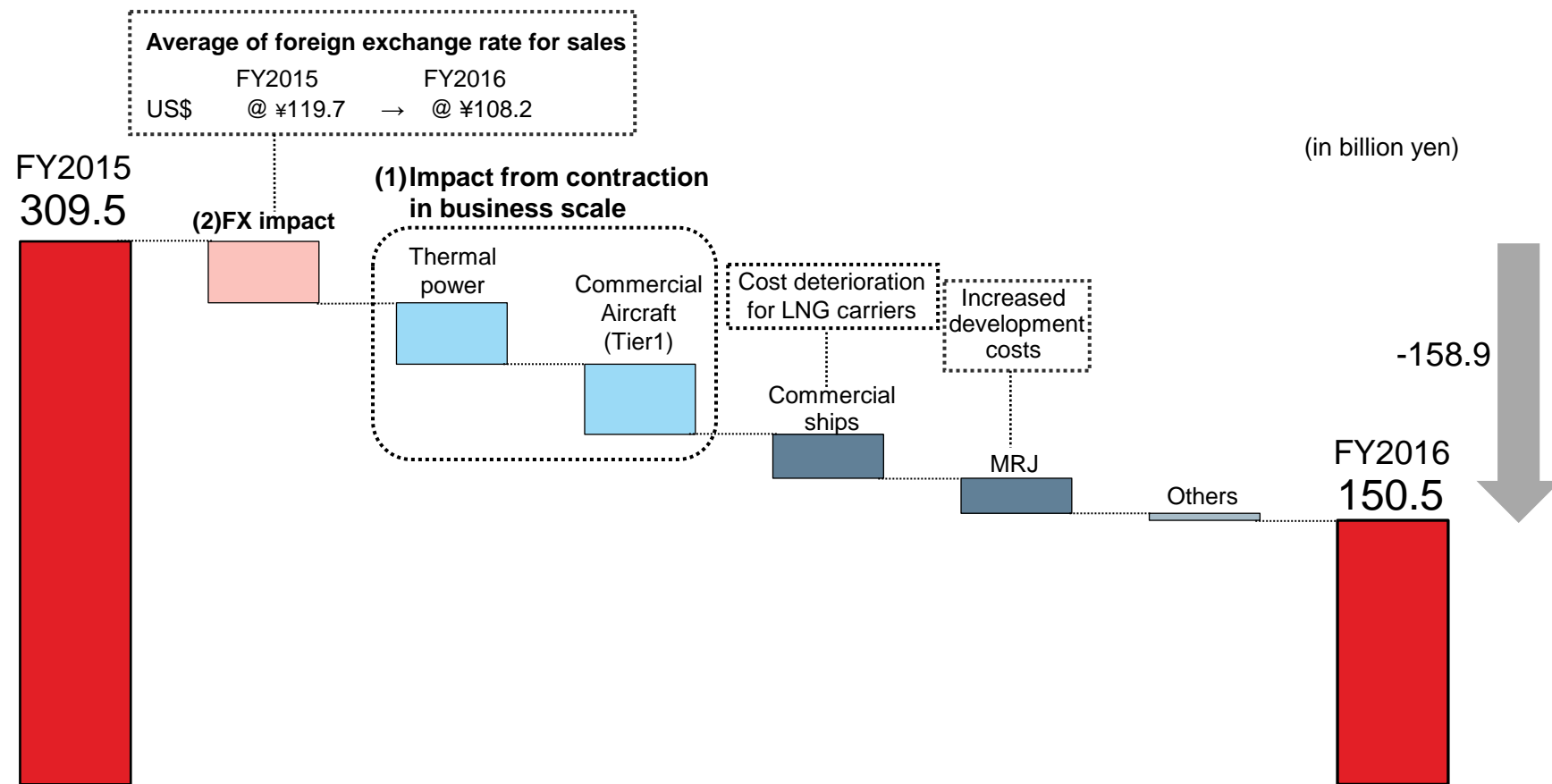


# Analysis of FY2016 Results

## Net Sales and Operating Income (2)

### Operating Income

### Movement from FY2015 results



- Decline due to imbalance between business scale and balance sheets/fixed costs, following delayed PMI\* at major JV businesses. Other factors included decreased activity in Commercial Aircraft (Tier1) business.
- Forex movements mainly affected the 'Commercial Aviation & Transportation Systems' and 'Machinery, Equipment & Infrastructure' segments

(\*)PMI: Post Merger Integration

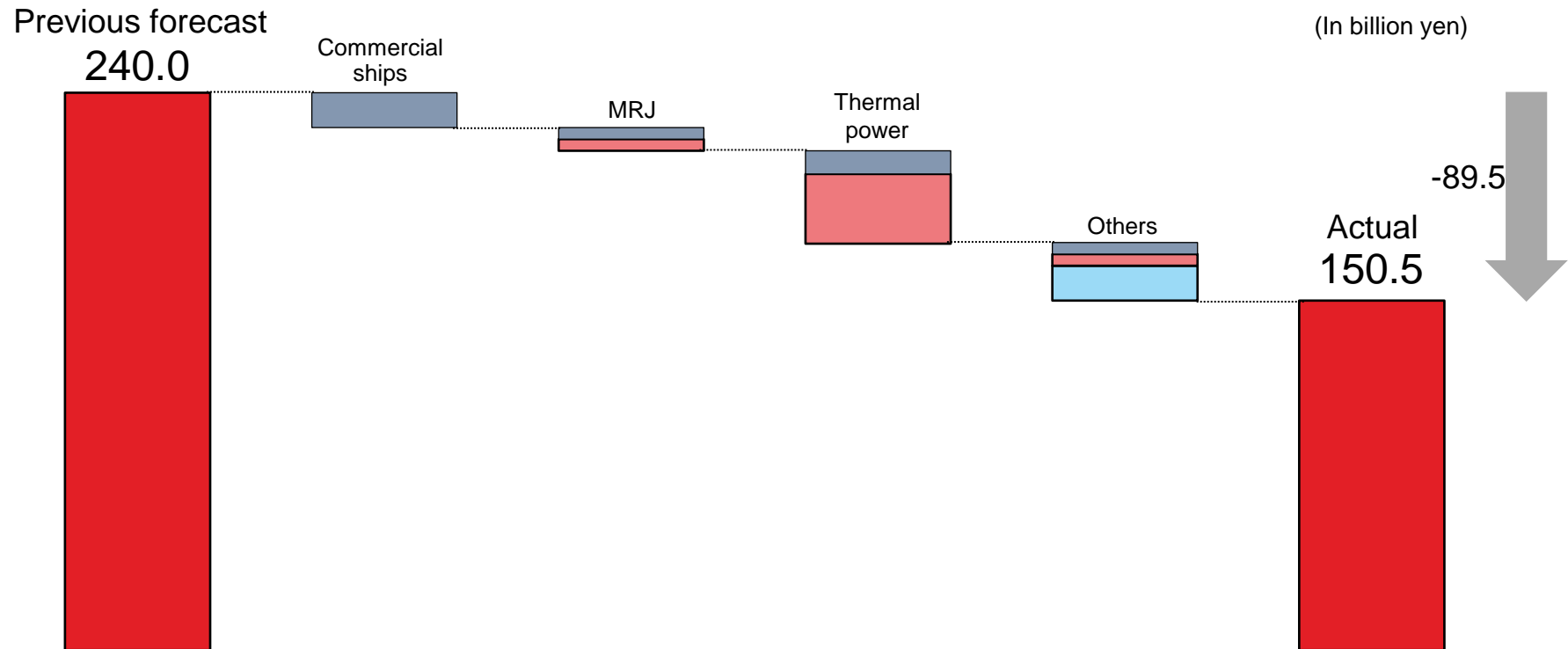
# Analysis of FY2016 Results

## Net Sales and Operating Income (3)

### Operating Income

### Movement from previous forecast

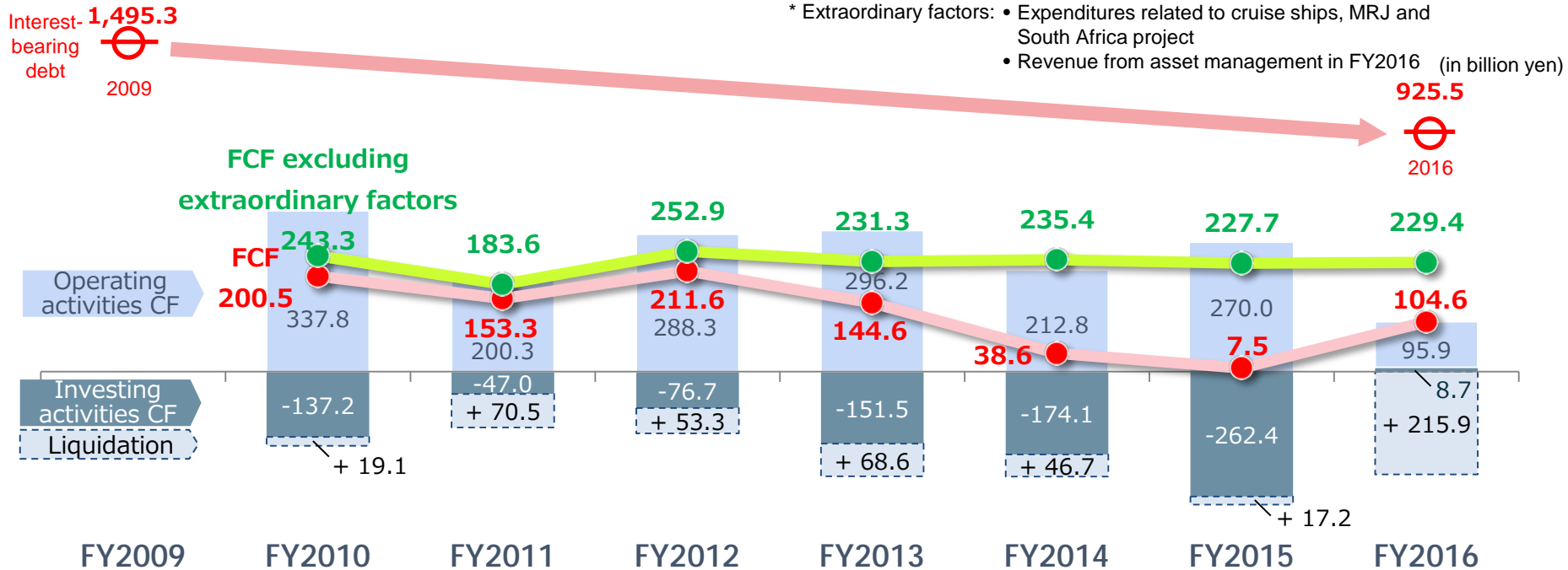
Reserve against future losses	-35.0	[Commercial ships, MRJ, Thermal power]
Deterioration in this term	-40.0	[Thermal power (short of net sales), etc.]
Improvement unachieved in this term	-15.0	[Others]



# Analysis of FY2016 Results

## Cash Flow Trend

- Secured **positive FCF** for 7th consecutive year, despite continuing large investments
- As a result, steady **progress in achieving sound financial position**



FY2010-FY2016 Accumulated FCF (excluding extraordinary factors): Approx. 1,600 billion yen

New business and risk management  
Approx. 810 billion yen

Shareholder return (dividend)  
Approx. 210 billion yen

(Including dividends for non-controlling shareholders)

Achieving sound financial position  
Approx. 570 billion yen

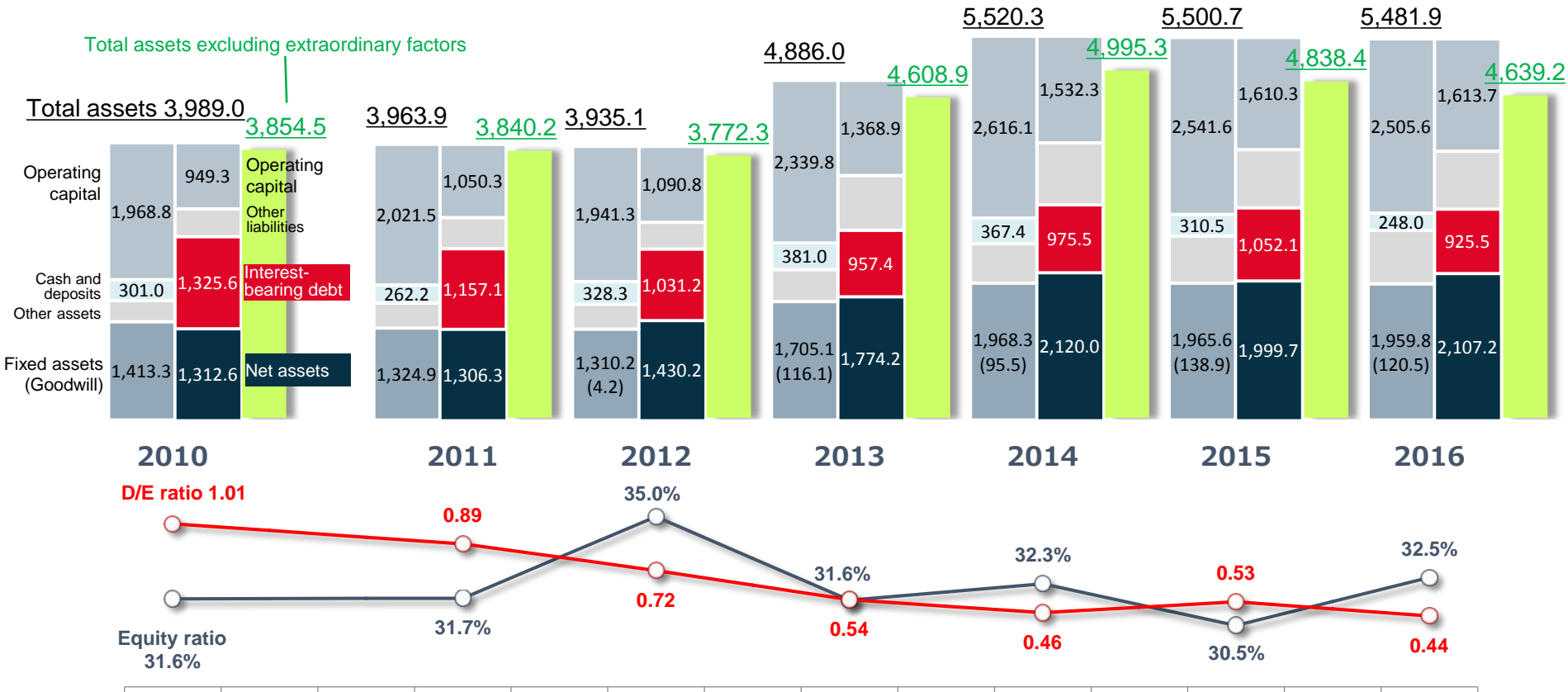
# Analysis of FY2016 Results

## Financial Position

### Balance Sheets

- Progress achieved in reducing interest-bearing debt; also improvement in equity ratio
- D/E ratio reached lowest level ever, the result of moderate improvement in financial strength

(in billion yen)



Operating capital = Trade receivables + Inventories – Trade payables – Advance payments received on contracts

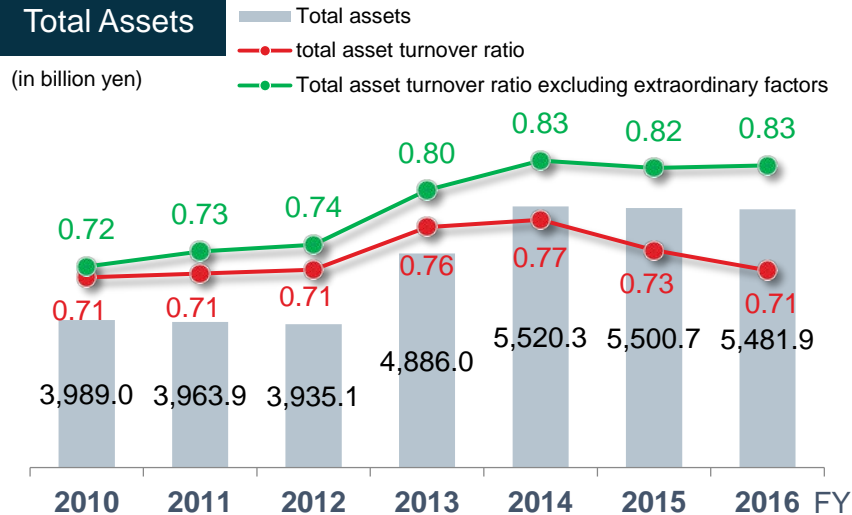
Special factors: Cruise ships, MRJ and South Africa Project

# Analysis of FY2016 Results

## Financial Position - Total Assets, Operating Capital, Interest-Bearing Debt and Fixed Assets -

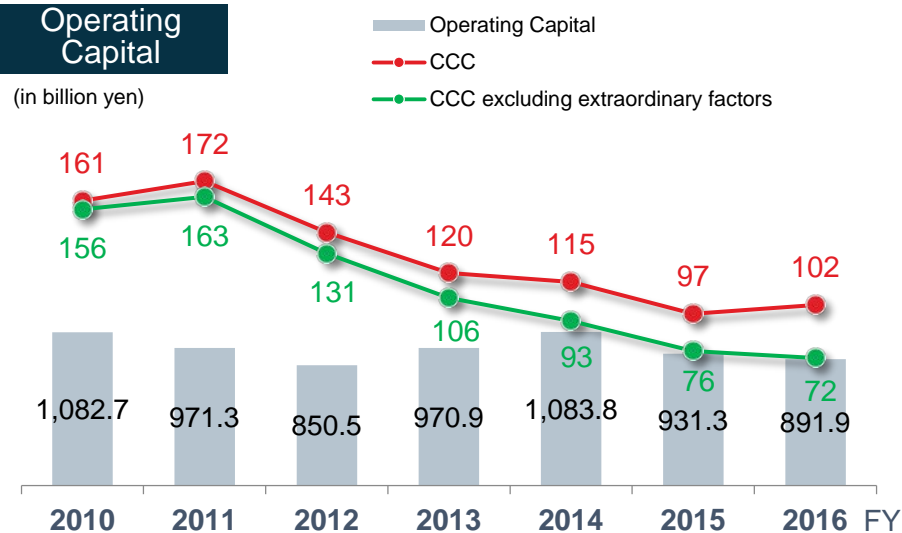


### Total Assets



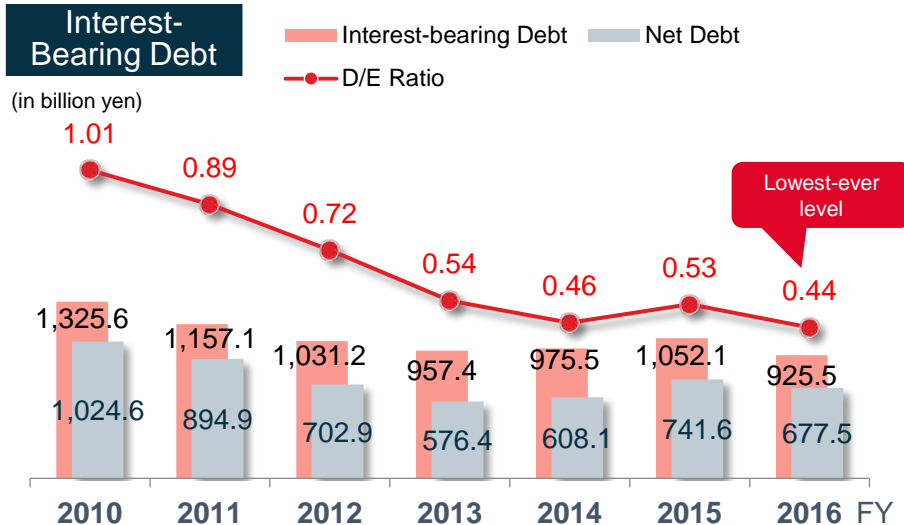
Total assets turnover ratio =  
 $\text{Net sales} / \text{Total assets}$  (average of beginning and end of the fiscal year)

### Operating Capital

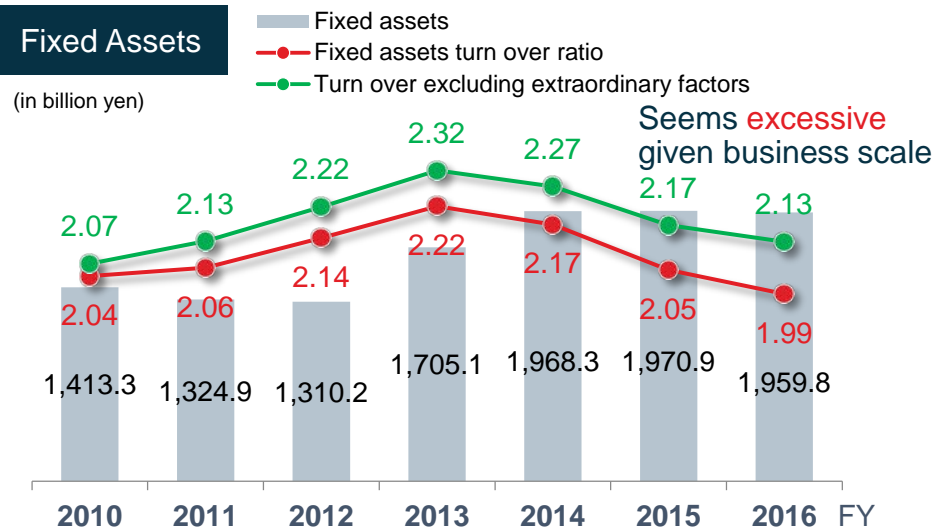


Operating capital =  
 Trade receivables + Inventories - Trade payables - Advanced payment received on contracts  
 (on a company-wide basis)  
 CCC figures are based on 4 business domains' operating capital including advanced payment received and net sales.

### Interest-Bearing Debt



### Fixed Assets



On a company-wide basis, including intangible assets and investments, etc.

# Result of Asset Optimization Initiatives - New Value and Cash Flow Creation from Balance Sheets

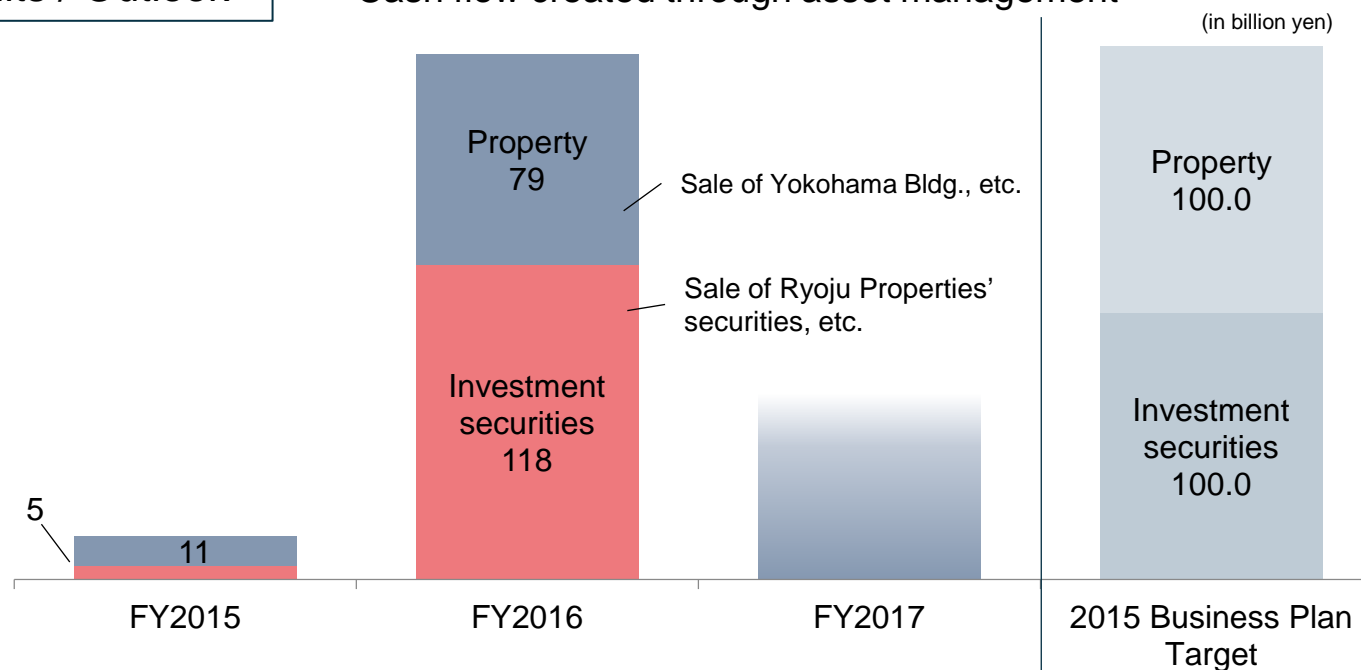
- Realized large-scale asset management using new methods
- Created cash flow exceeding 2015 Business Plan target
- Pursuing higher value from asset holdings, by promoting reorganization of offices in Tokyo Metropolitan Area and switching non-operating assets to operating assets

## 2015 Business Plan Target

Create total cash flow of approx. ¥200 billion during 3 years of Business Plan (through FY2017)

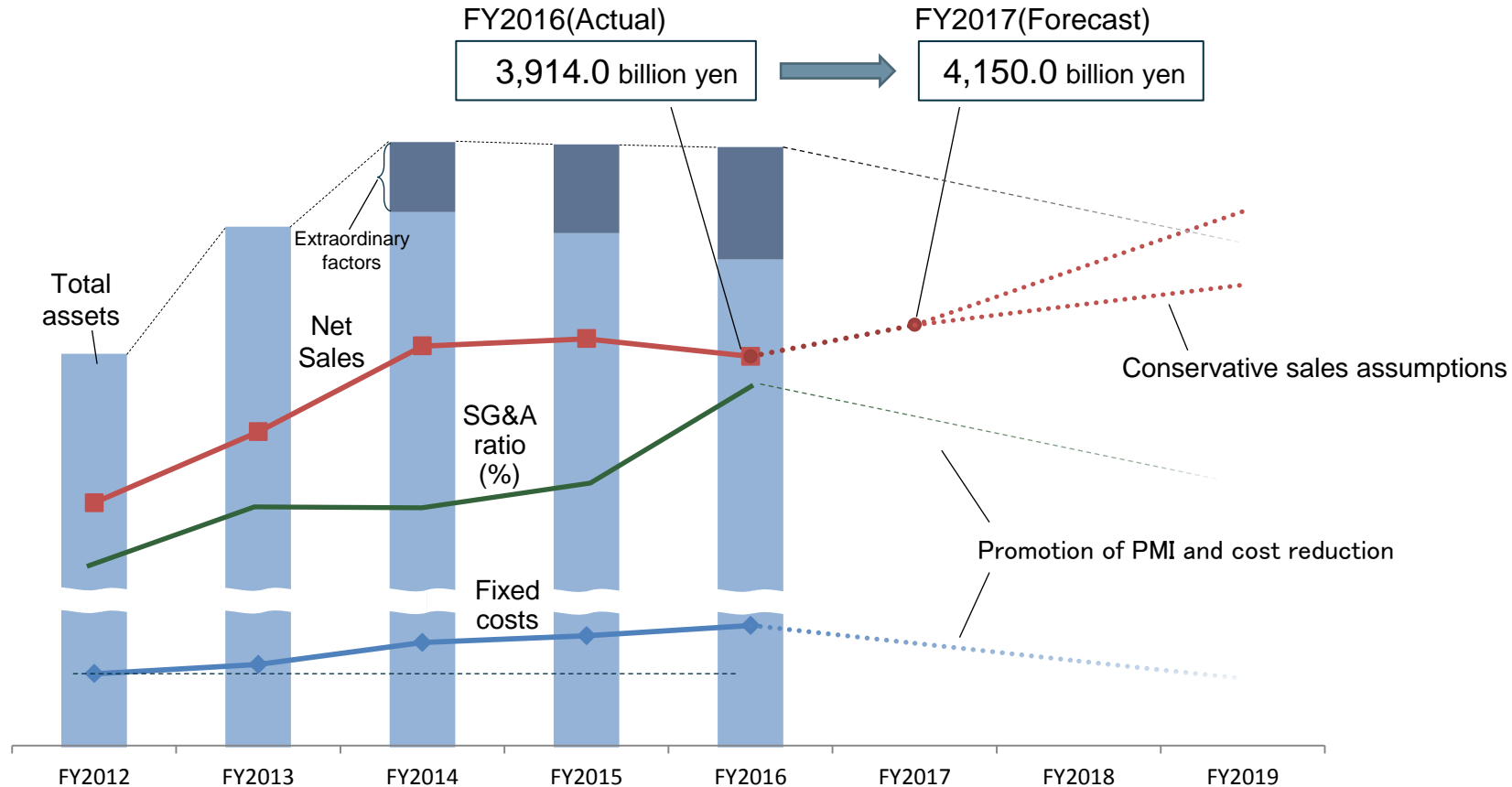
## Results / Outlook

### Cash flow created through asset management



# Financial Strategies for FY2017 Onwards

## Based on FY2016 Results



- Business scale to mark gradual growth through near term (2-3 years)
- Focus on re-building steady earning capacity, from the ground up, as well as further strengthening of financial foundations to secure a solid foothold for noncontinuous growth starting from next Business Plan

➔ Strive for efficient balance sheets and lowering of fixed costs while minimizing impact of changes in the external environment

# Financial Strategies for FY2017 Onwards

## Measures For Strengthening our Financial Foundations

Objective

Secure “growth resources” amid intensifying global competition

Mission

Build **balance sheets with outstanding efficiency and value**  
 → Enhanced ability to create CF and greater earning capacity

Strategy

**Operations restructuring x Reallocation and optimized use of resources**

Tactics

STEP 1

Control unnecessary cash outflow

- Limit inventory assets and control expenses

- Optimization and suppression of fixed costs
  - Reductions of staff and overtime through efficient work processing
  - Optimization of routine work (systemization) and outsourcing
- Shift from outsourcing to in-house work
  - Maximum use of internal resources
  - All aspects of design, quality control, logistics, processing, etc.

STEP 2

Improvement of production efficiency

- Improvement of efficiency of facilities and fixed assets

- Improvement of productivity at all production bases through consolidation/reorganization
- Optimal reallocation of internal resources (engineering functions, production technologies, logistics, corporate functions)
- Achievement of reduced time taken through process improvements (CCC improvement)

STEP 3

Realization of potential value of assets

- New value creation

- Value creation through reallocation of both tangible and intangible assets (technology, IP, expertise etc.)

Immediate response

Short-term initiative

Medium-term initiative

FY2017 (Forecast)  
Operating income

¥ 230.0 billion

Free Cash Flow

¥100.0 billion



# Summary of Forecast for FY2017

(In billion yen)

	FY2016 (Actual)	FY2017 (Forecast)	Change	
Orders received	4,275.6	4,500.0	+224.3	+5.2%
Net sales	3,914.0	4,150.0	+235.9	+6.0%
Operating income	(3.8%) 150.5	(5.5%) 230.0	+79.4	+52.8%
Ordinary income	(3.2%) 124.2	(5.1%) 210.0	+85.7	+69.0%
Net income attributable to owners of parent	(2.2%) 87.7	(2.4%) 100.0	+12.2	+14.0%
ROE	5.1%	5.5%	+0.4pt	-
EBITDA	(8.7%) 339.8	(10.4%) 430.0	+90.1	+26.5%
Free cash flow	104.6	100.0	- 4.6	- 4.4%
Dividend (per share)	12.0yen Interim: 6.0yen year-end: 6.0yen	12.0yen Interim: 6.0yen (* ) year-end: 6.0yen	<exchange rate> US\$ 1.00 = ¥110 Euro 1.00 = ¥120  <undetermined amount> US\$: 1.5 billion Euro: 0.2 billion	

(\* ) MHI will undertake a share consolidation (ten to one) effective October 1, 2017.

In FY2017 the Company expects to issue a year-end dividend of 60 yen; however, for the purpose of comparison against FY2016 results, here the year-end dividend does not factor in the scheduled share consolidation.

# Forecast for FY2017 by Segment<sup>(\*)</sup>

(In billion yen)

	Orders received			Net sales			Operating income		
	FY2016 (Actual)	FY2017 (Forecast)	Change	FY2016 (Actual)	FY2017 (Forecast)	Change	FY2016 (Actual)	FY2017 (Forecast)	Change
Power Systems	1,726.3	1,950.0	+223.6	1,448.4	1,650.0	+201.5	108.1	145.0	+36.8
Industry & Infrastructure	1,590.3	1,900.0	+309.6	1,747.0	1,850.0	+102.9	50.0	85.0	+34.9
Aircraft, Defence & Space	955.0	600.0	- 355.0	703.4	650.0	- 53.4	0.9	10.0	+9.0
Others	160.4	150.0	- 10.4	175.9	150.0	- 25.9	10.7	10.0	- 0.7
Eliminations or Corporate	- 156.6	- 100.0	+56.6	- 160.7	- 150.0	+10.7	- 19.3	- 20.0	- 0.6
<b>Total</b>	<b>4,275.6</b>	<b>4,500.0</b>	<b>+224.3</b>	<b>3,914.0</b>	<b>4,150.0</b>	<b>+235.9</b>	<b>150.5</b>	<b>230.0</b>	<b>+79.4</b>

(\*) The reported segments have been changed in line with the reorganization and business reconfiguration initiatives carried out effective April 1, 2017.

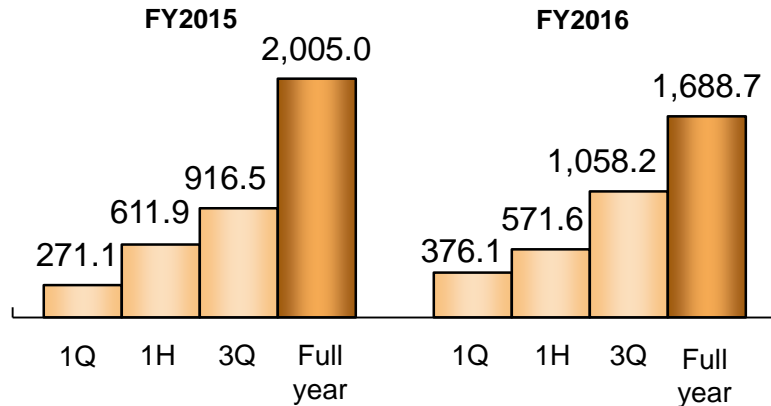
## III. Supplementary Information

# Supplementary Information (1) Financial Results by Business Segment

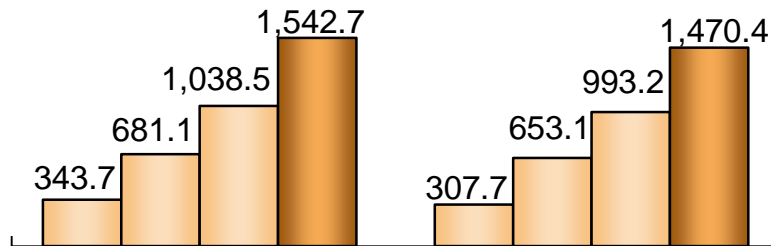
## < Energy & Environment >

(In billion yen, accumulated amount)

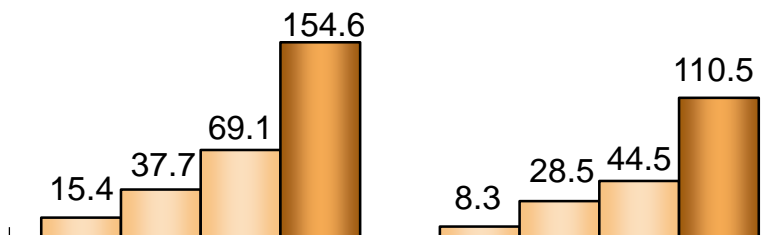
### Orders Received



### Net Sales



### Operating Income



### Orders received : Down ¥316.3 billion YoY

- Decreased : Chemical plants
- Thermal power plants

#### [Gas turbine orders received]

		North America	Asia	Japan	Others	Total
FY2015	Large size	2	6	4	5	17
	Small to medium size	-	1	1	13	15
	Total	2	7	5	18	32
FY2016	Large size	6	6	2	6	20
	Small to medium size	-	3	-	-	3
	Total	6	9	2	6	23

#### [Backlog of Gas turbine orders received]

	Large size	Small to medium size	Total
As of Mar. 31 2016	42	35	77
As of Mar. 31 2017	43	14	57

### Net sales : Down ¥72.3 billion YoY

- Increased : Chemical plants
- Decreased : Thermal power plants

### Earnings : Down ¥44.1 billion YoY

- Thermal power plants:  
Imbalance between a) business scale and b) balance sheets and fixed costs, from decreased sales and delayed PMI(\*)

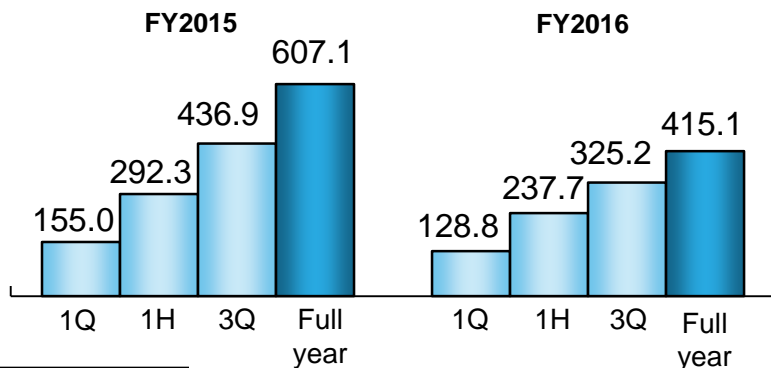
(\*) PMI: Post Merger Integration

# Supplementary Information (1) Financial Results by Business Segment < Commercial Aviation & Transportation Systems >



(In billion yen, accumulated amount)

## Orders Received



## Orders received : Down ¥191.9 billion YoY

- Decreased : Commercial ships, Transportation systems

[Number of ships orders received]

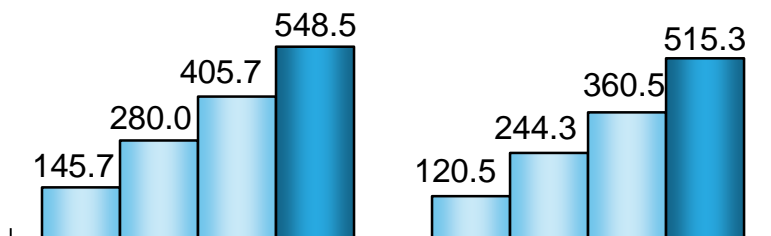
FY2015: 16 (1Q: 4, 2Q: 2, 3Q: 5, 4Q: 5)

FY2016: 9 (1Q: 4, 2Q: 2, 3Q: 0, 4Q: 3)

[Backlog of ship orders] 31

(10 LNG carriers, 5 LPG carriers, 5 roll-on/roll-off ships and others)

## Net Sales



## Net sales : Down ¥33.1 billion YoY

- Increased : Transportation systems
- Decreased : Commercial aircraft

[Number of B777s delivered]

FY2015: 107 (1Q: 28, 2Q: 27, 3Q: 25, 4Q: 27)

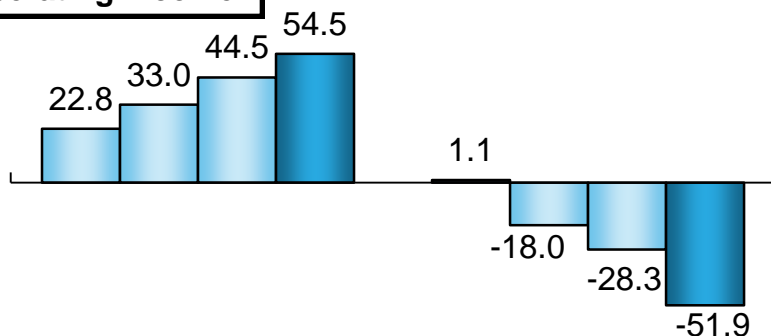
FY2016: 91 (1Q: 27, 2Q: 24, 3Q: 19, 4Q: 21)

[Number of B787s delivered]

FY2015: 126 (1Q: 32, 2Q: 31, 3Q: 29, 4Q: 34)

FY2016: 125 (1Q: 36, 2Q: 31, 3Q: 25, 4Q: 33)

## Operating Income



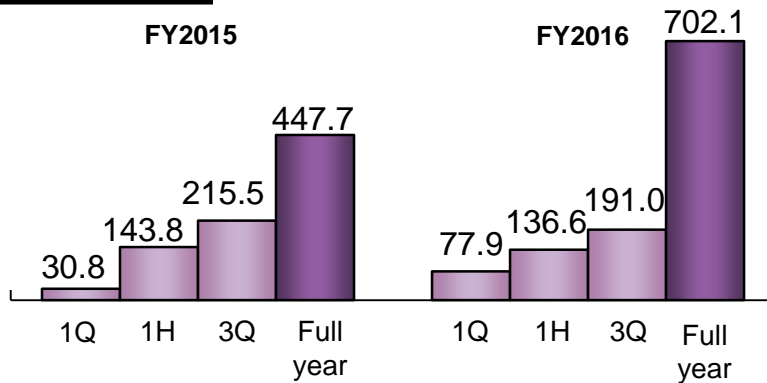
## Earnings : Down ¥106.4 billion YoY

- Commercial aircraft : Yen appreciation, reduced production, cost reduction target unachieved
- Commercial ships : Cost deterioration for LNG carriers
- MRJ : Increased development costs

# Supplementary Information (1) Financial Results by Business Segment < Integrated Defense & Space Systems >

(In billion yen, accumulated amount)

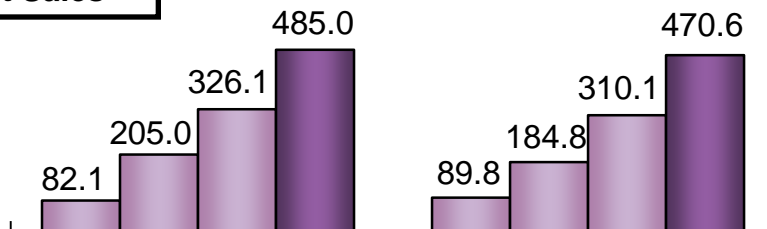
## Orders Received



**Orders received : Up ¥254.4 billion YoY**

- Increased : Missile systems

## Net Sales

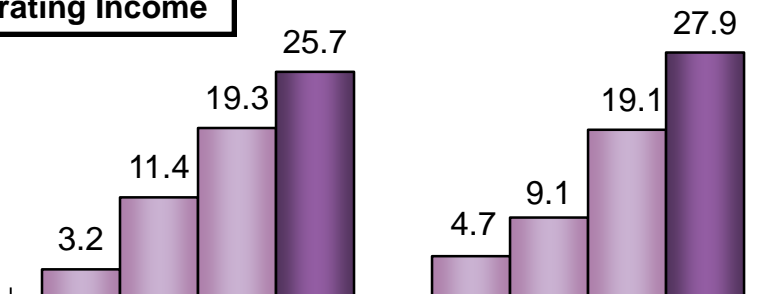


**Net sales : Down ¥14.4 billion YoY**

- Increased : Space systems

- Decreased : Missile systems

## Operating Income



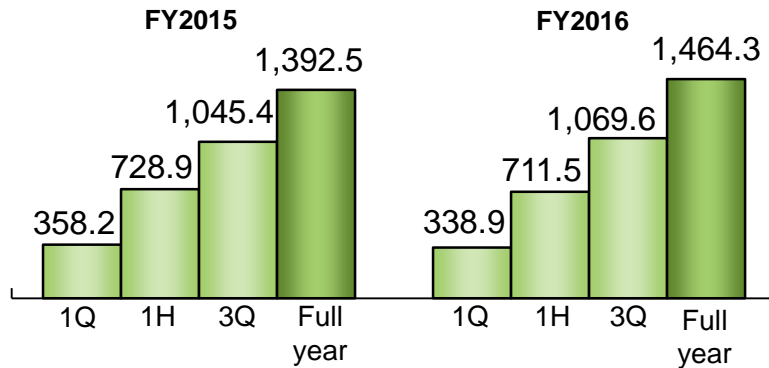
**Earnings : Up ¥2.1 billion YoY**

- Space systems : Increased sales

# Supplementary Information (1) Financial Results by Business Segment < Machinery, Equipment & Infrastructure >

(In billion yen, accumulated amount)

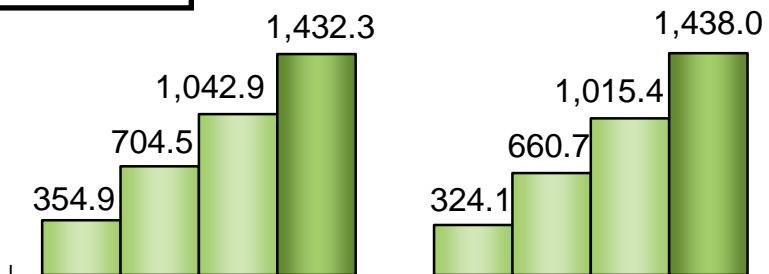
## Orders Received



**Orders received : Up ¥71.8 billion YoY**

- Increased : Forklift trucks, Turbochargers
- Decreased : Compressors

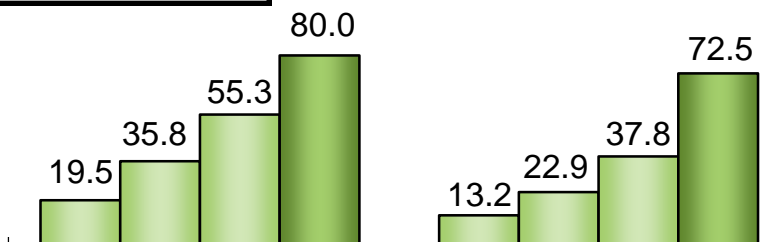
## Net Sales



**Net sales : Up ¥5.6 billion YoY**

- Increased : Forklift trucks, Turbochargers
- Decreased : Metals machinery

## Operating Income



**Earnings : Down ¥7.5 billion YoY**

- Compressors, Metals machinery :  
Decreased sales, from stagnation of global economy and market slump

# Supplementary Information (2) Reference Data

## 1. R&D Expenses, Depreciation and Capital Expenditure (In billion yen)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017 (Forecast)
R&D Expenses	120.0	138.5	145.5	150.6	160.7	170.0
Depreciation	119.4	134.9	157.0	158.7	172.7	180.0
Capital Expenditure	118.8	148.6	156.1	175.5	204.4	200.0

## 2. Cash Flows (In billion yen)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017 (Forecast)
Cash flows from operating activities	288.3	296.2	212.8	270.0	95.9	-
Cash flows from investing activities	-76.7	-151.5	-174.1	-262.4	8.7	-
Free cash flows	211.6	144.6	38.6	7.5	104.6	100.0
Cash flows from financing activities	-154.2	-136.6	-45.8	-23.1	-162.0	-

## 3. Interest-Bearing Debt, D/E ratio

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017 (Forecast)
Interest-bearing debt (In billion yen)	1,031.2	957.4	975.5	1,052.1	925.5	850.0
D/E ratio	72%	54%	46%	53%	44%	-

## 4. Foreign Exchange Rates (¥/US\$)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017 (Assumed)
Average rates for recording sales	83.6	100.1	109.4	119.7	108.2	110.0
(Reference)Rates at end of period	94.1	102.9	120.2	112.7	112.2	-



## 5. Employees

(Number of employees)

(Consolidated)	FY2012
Shipbuilding & Ocean Development	3,708
Power Systems	18,966
Machinery & Steel Infrastructure Systems	8,814
Aerospace Systems	9,513
General Machinery & Special Vehicles	8,630
Others	18,582
Total	68,213

(Non-Consolidated)

(31,111)

(Consolidated)	FY2013	FY2014	FY2015	FY2016
Energy & Environment	28,393	26,855	25,887	25,326
Commercial Aviation & Transportation Systems	8,182	7,129	7,428	7,417
Integrated Defense & Space Systems	6,477	6,022	6,281	6,389
Machinery, Equipment & Infrastructure	26,769	33,277	36,244	36,383
Others	10,762	8,562	8,092	7,213
Total	80,583	81,845	83,932	82,728

(Non-Consolidated)

(22,147)

(21,117)

(19,357)

(16,824)

## 6. Overseas Sales by Region

(In billion yen)

	FY2012	FY2013	FY2014	FY2015	FY2016
North America	379.0 (13.5%)	522.8 (15.6%)	680.3 (17.0%)	786.1 (19.4%)	684.5 (17.5%)
Central & South America	105.1 (3.7%)	104.0 (3.1%)	119.0 (3.0%)	126.9 (3.1%)	110.1 (2.8%)
Asia	457.6 (16.2%)	592.9 (17.7%)	682.5 (17.1%)	721.9 (17.8%)	618.0 (15.8%)
The Middle East	47.5 (1.7%)	78.6 (2.4%)	127.1 (3.2%)	115.7 (2.9%)	117.2 (3.0%)
Europe	217.5 (7.7%)	263.8 (7.9%)	354.0 (8.9%)	352.7 (8.7%)	395.6 (10.1%)
Africa	23.4 (0.8%)	67.3 (2.0%)	129.8 (3.3%)	110.6 (2.7%)	135.6 (3.5%)
Oceania	31.5 (1.1%)	21.5 (0.6%)	37.0 (0.9%)	27.7 (0.7%)	31.6 (0.8%)
Total	1,261.9 (44.8%)	1,651.2 (49.3%)	2,129.9 (53.4%)	2,241.8 (55.4%)	2,092.9 (53.5%)

## 7. Results by Geographic Region

(In billion yen)

		FY2012	FY2013	FY2014	FY2015	FY2016
Japan	Net Sales	2,565.6	2,873.9	3,141.2	3,057.3	2,984.2
	Operating income	136.7	189.5	263.2	248.6	108.4
North America	Net Sales	205.7	352.3	456.4	529.1	496.4
	Operating income	13.2	1.9	4.2	21.9	13.9
Asia	Net Sales	149.6	244.4	374.1	383.0	369.3
	Operating income	8.9	14.8	26.7	32.7	30.6
Europe	Net Sales	128.5	162.1	327.5	364.5	373.3
	Operating income	4.7	-0.7	1.3	3.6	-4.6
Others	Net Sales	17.1	28.9	89.9	100.1	106.8
	Operating income	-0.1	0.4	0.5	2.4	2.1
Eliminations or Corporate	Net Sales	-248.8	-312.2	-397.2	-387.3	-416.2
	Operating income	-	-	-	-	-
Total	Net Sales	2,817.8	3,349.5	3,992.1	4,046.8	3,914.0
	Operating income	163.5	206.1	296.1	309.5	150.5

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