

Business Model / Important Performance (Financial & Non-financial Highlights)

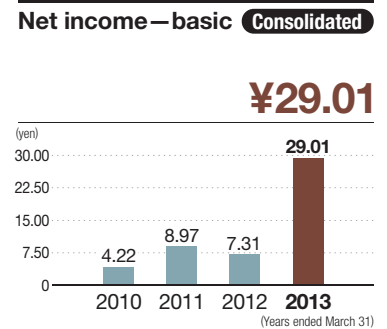
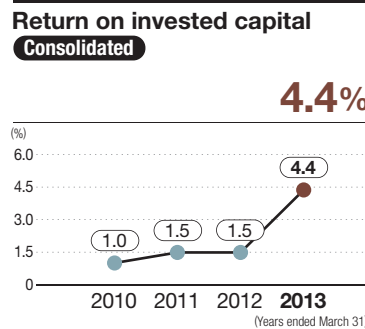
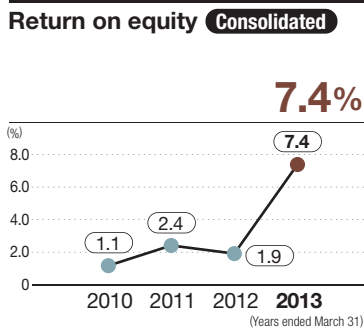
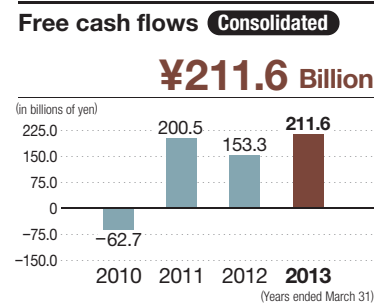
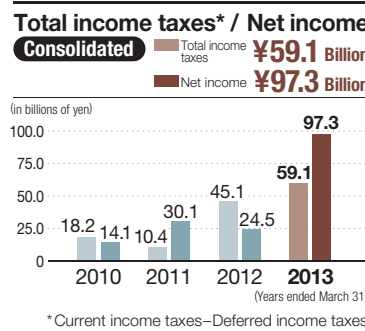
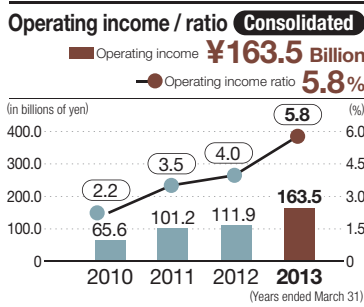
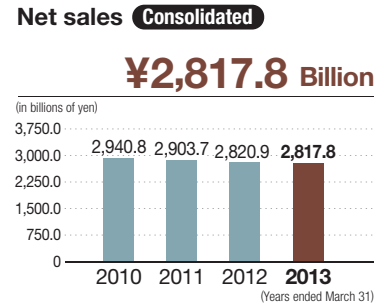
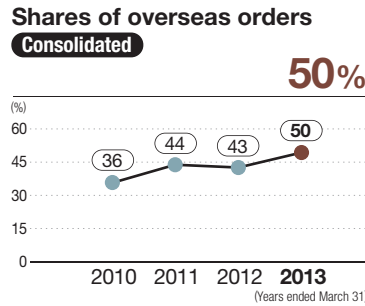
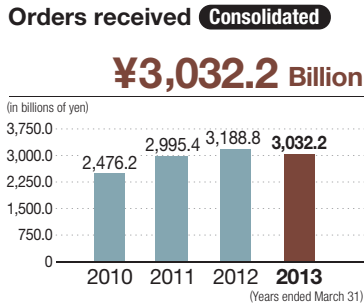
# Striving to improve returns on invested capital and to maximize corporate value

## OUTCOMES

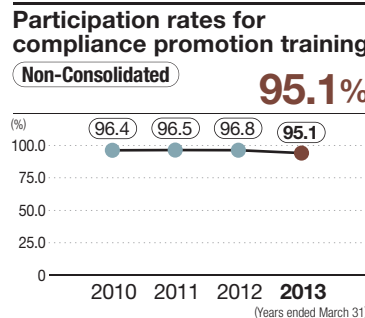
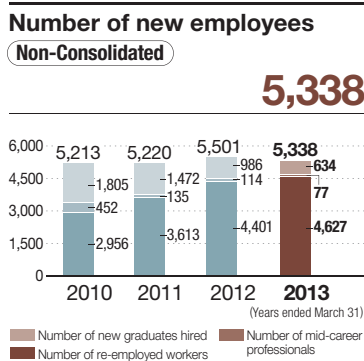
### Financial & non-financial outcomes



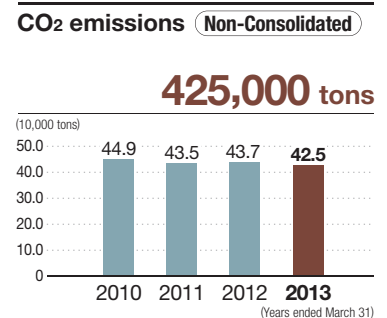
#### Financial capital [For details, see p. 13.](#)



#### Human capital [For details, see pp. 55-56.](#)



#### Natural capital [For details, see p. 60.](#)

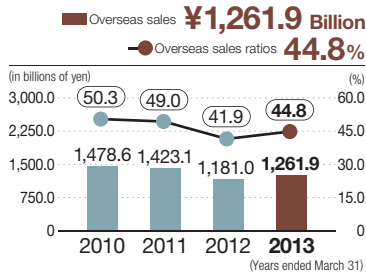


INPUTS

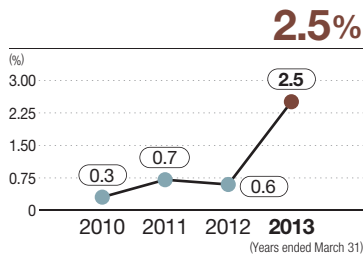
VALUE ADDED BY ORGANIZATION

OUTPUTS & OUTCOMES

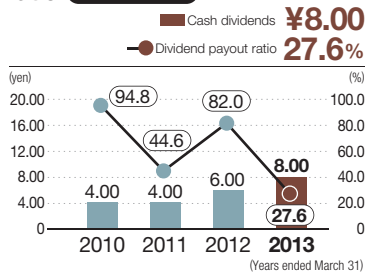
Overseas sales / ratios **Consolidated**



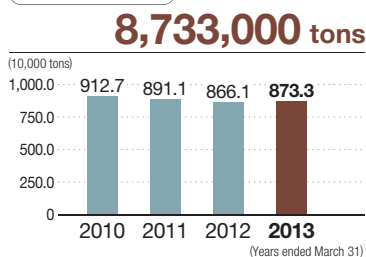
Return on assets **Consolidated**



Cash dividends / Dividend payout ratio **Consolidated**



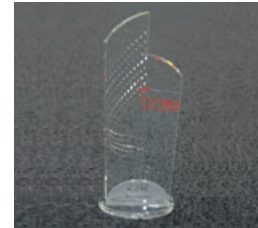
Waste water at production plants **Non-Consolidated**



Social and relationship capital

Thomson Reuters Company Named MHI among "Top 100 Global Innovators 2012"

For details, see p. 49.



Donating storage refrigeration units to local fisheries cooperative for reconstruction support

For details, see p. 53.



Holding Business Partner Conferences for the first time for suppliers in India and China

For details, see p. 53.



Opening the Safety Transmission Center, a safety education facility, at Nagasaki Shipyard & Machinery Works

For details, see p. 53.



Promoting conservation of regional biodiversity, through forest cultivation and elimination of invasive fish species

For details, see p. 54.



Winning the Minister of Economy, Trade and Industry Award with environmentally friendly CO<sub>2</sub> Capture System

For details, see p. 54.



Selection by Eco-funds and SRI indicators

For details, see p. 54.

