

Financial and Non-Financial Highlights

INPUT

ACTIVITIES

As of March 31, 2015

Total assets

¥5,520.3 billion

Net assets

¥2,120.0 billion

Interest-bearing debt

¥975.5 billion

Number of employees

81,845 people

Number of patents held

14,045

Year-on-year change

Research and development expenses

¥150.6 billion **3.5% UP** ↗

Capital investment

¥175.5 billion **12.4% UP** ↗

Energy input*1

7,389 TJ **25.3% DOWN** ↘

Investment and costs for environmental preservation*2

¥17.3 billion **22.7% UP** ↗

Training and development inputs*2

¥1.1 billion **1.9% UP** ↗

Pursuit of the 2015 Medium-Term Business Plan

Expand business scale: Enhance global competitiveness through accelerated expansion to achieve a scale exceeding ¥5 trillion as soon as possible

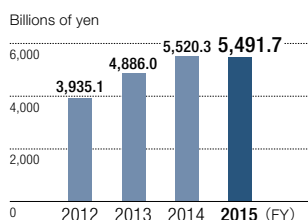
Strengthen finances and profitability: Further bolster financial strength and pursue high profitability; increase both owners' equity and ROE

- Equity buffer greater than ¥250 billion
- Borrowing capacity above ¥600 billion
- Earning S&P "A" rating
- ROE above 10%
- EBITDA margin above 12%

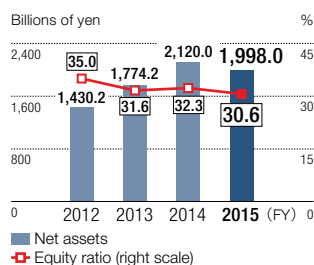
Evolve global Group structure: Promote global-standard corporate governance and management processes

- Transition to a company with an Audit and Supervisory Committee
- Capital policy clarification

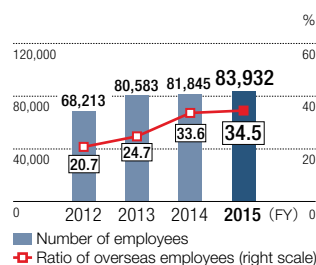
Total Assets



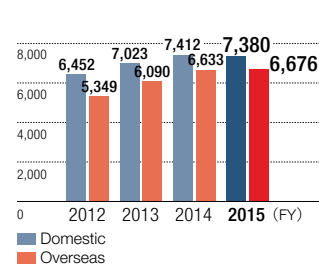
Net Assets / Equity Ratio



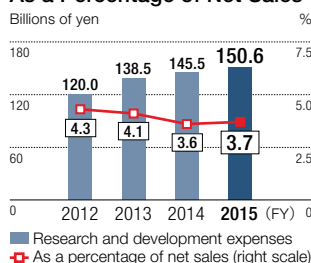
Number of Employees / Ratio of Overseas Employees



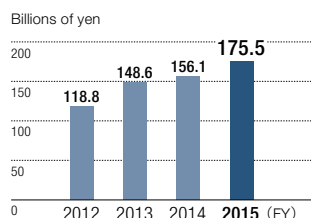
Number of Patents Held in Japan and Overseas



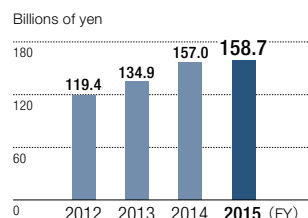
Research and Development Expenses / As a Percentage of Net Sales



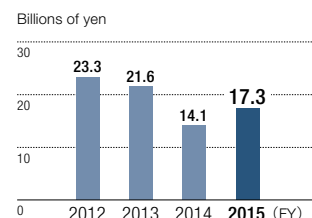
Capital Investment



Depreciation



Investment and Costs for Environmental Preservation*2



Although having trended upward in recent years due to M&A activity, total assets declined slightly in fiscal 2015. Total net assets decreased, owing to a fall in total accumulated other comprehensive income that was brought about primarily by lower translation adjustments and unrealized holding gain on investment securities.

Meanwhile, aggressive investment in growth prompted increases in research and development expenditures, capital investment, and depreciation. At the same time, the ratio of overseas employees grew, affected by a rise in the number of employees stemming from M&A activities, as well as global business development.

*1. In principle, MHI on a non-consolidated basis (production plants and offices). However, figures for fiscal 2014 include the Nagasaki, Takasago, and Yokohama plants of Mitsubishi Hitachi Power Systems, Ltd.

*2. In principle, MHI on a non-consolidated basis.

*3. Non-consolidated basis refers to figures for the production plants of MHI on a non-consolidated basis. However, figures for fiscal 2014 include the Nagasaki, Takasago, and Yokohama plants of Mitsubishi Hitachi Power Systems, Ltd.

Consolidated basis refers to figures for MHI on a non-consolidated basis as well as those for 70 Group companies.

OUTPUT

OUTCOME

Orders received

¥4,485.5 billion **4.5% DOWN** ↘

Net sales

¥4,046.8 billion **1.4% UP** ↗

Operating income

¥309.5 billion **4.5% UP** ↗

Greenhouse gas (CO₂) emissions*³

406 kilotons **26.0% DOWN** ↘

Profit attributable to owners of parent

¥63.8 billion **42.2% DOWN** ↘

Dividend payments (for FY2015)

¥40.2 billion **33.6% UP** ↗

EBITDA

¥479.6 billion **3.1% UP** ↗

Reduction in CO₂ from using MHI's products
(Compared with fiscal 1990 levels)

46,067 kilotons **7.7% UP** ↗

As of March 31, 2016

Total assets

¥5,491.7 billion **0.5% DOWN** ↘

Net assets

¥1,998.0 billion **5.8% DOWN** ↘

Interest-bearing debt

¥1,052.1 billion **7.9% UP** ↗

Number of employees

83,932 people **2.5% UP** ↗

Number of patents held

14,056 **0.1% UP** ↗

(Compared with fiscal 2014)

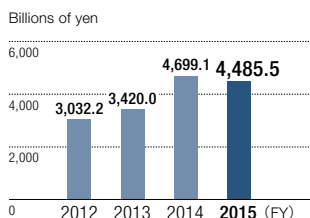
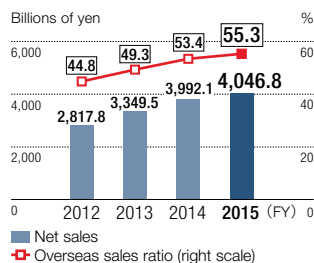
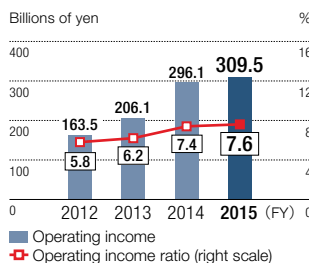
EBITDA margin

11.9% **0.2 POINTS UP** ↗

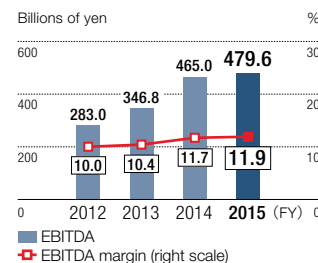
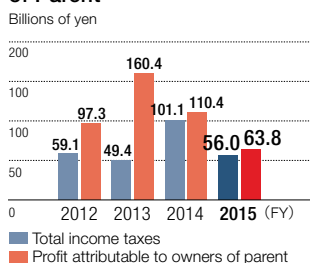
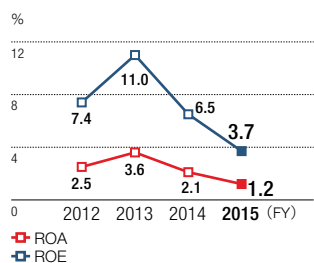
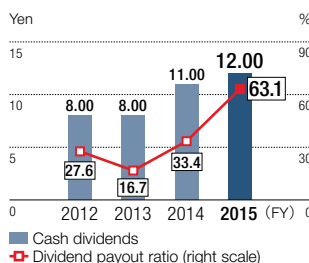
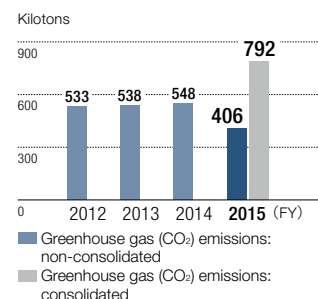
ROE

3.7% **2.8 POINTS DOWN** ↘

Orders Received

Net Sales /
Overseas Sales RatioOperating Income /
Operating Income Ratio

EBITDA / EBITDA Margin

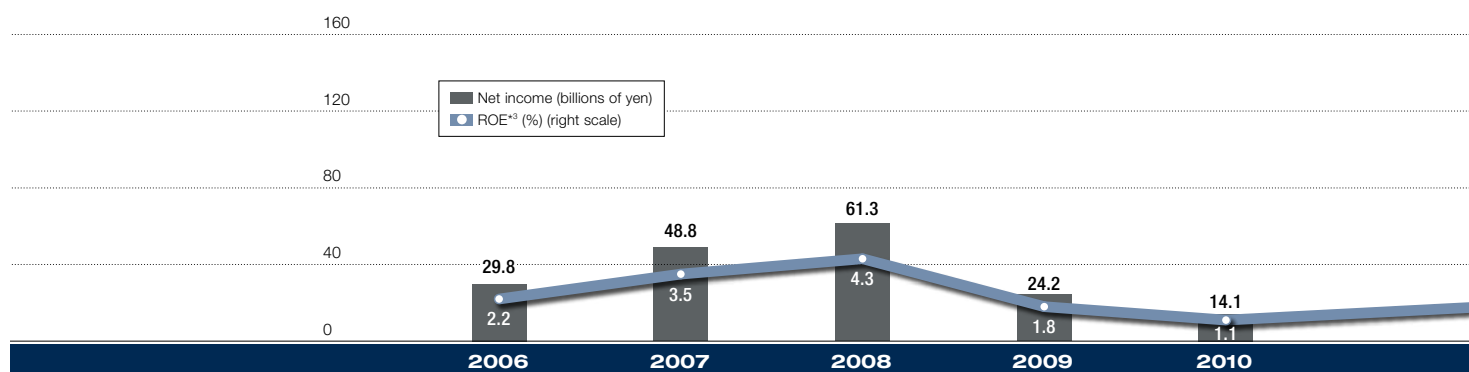
Total Income Taxes /
Profit Attributable to Owners
of ParentReturn on Assets (ROA) /
Return on Equity (ROE)Cash Dividends /
Dividend Payout RatioGreenhouse Gas (CO₂)
Emissions*³

Progress was generally favorable in terms of our 2015 Medium-Term Business Plan; we increased our scale of business and profitability improved. In addition, our overseas sales ratio moved steadily upward, thanks to the acceleration of global expansion. Profit attributable to owners of parent was down year on year because of an extraordinary loss on passenger vessel construction

business reserve and business structure improvement expenses. However, cash dividends per share increased. Although our greenhouse gas emissions are rising as our scale of business expands, we are steadily contributing to reductions in CO₂ from using MHI's products.

Financial and Non-Financial Highlights

MITSUBISHI HEAVY INDUSTRIES, LTD. and its subsidiaries
Years ended March 31



Years ended March 31 or
as of March 31

Billions of yen

	2006	2007	2008	2009	2010
Orders received	¥2,942.0	¥3,274.7	¥3,715.2	¥3,268.7	¥2,476.2
Net sales	2,792.1	3,068.5	3,203.0	3,375.6	2,940.8
Operating income	70.9	108.9	136.0	105.8	65.6
Income before income taxes and minority interests	52.3	83.7	101.3	64.9	28.1
Profit attributable to owners of parent	29.8	48.8	61.3	24.2	14.1
Research and development expenses	¥ 100.7	¥ 106.3	¥ 107.9	¥ 101.3	¥ 129.2
Capital investment	140.5	175.9	191.4	196.6	177.1
Depreciation	100.8	106.7	129.2	153.8	140.4
Total assets	¥4,047.1	¥4,391.8	¥4,517.1	¥4,526.2	¥4,262.8
Net assets*2	1,376.2	1,446.4	1,440.4	1,283.2	1,328.7
Interest-bearing debt	1,198.6	1,273.5	1,365.3	1,612.8	1,495.3
Cash flows from operating activities	¥ 73.9	¥ 158.7	¥ 161.8	¥ 79.5	¥ 117.9
Cash flows from investing activities	(104.0)	(158.6)	(193.0)	(156.5)	(180.7)
Free cash flows	(30.1)	0	(31.2)	(77.0)	(62.7)
Cash flows from financing activities	7.9	48.7	71.2	262.0	(105.2)

Per share information of common stock Yen

	2006	2007	2008	2009	2010
Net income—basic	¥ 8.85	¥ 14.56	¥ 18.28	¥ 7.22	¥ 4.22
Net assets	410.15	425.54	423.17	369.94	380.80
Cash dividends	4.00	6.00	6.00	6.00	4.00

Ratios

	2006	2007	2008	2009	2010
Overseas sales ratio	43.9%	47.7%	48.7%	48.9%	50.3%
Operating income ratio	2.5%	3.5%	4.2%	3.1%	2.2%
Return on equity*3	2.2%	3.5%	4.3%	1.8%	1.1%
Return on assets*4	0.8%	1.2%	1.4%	0.5%	0.3%
Current ratio	156.4%	154.2%	160.9%	158.7%	181.7%
D/E ratio*5	86%	88%	95%	126%	113%
Equity ratio*6	34.0%	32.5%	31.4%	27.4%	30.0%
Dividend payout ratio*7	45.1%	41.2%	32.8%	83.2%	94.8%

Notes:

- U.S. dollar amounts in this report are translated from yen, for convenience only, at the rate of ¥112.68 = U.S. \$1, the exchange rate prevailing at March 31, 2016.
- In calculating the net assets, MHI and its consolidated subsidiaries have applied the "Accounting Standard for Presentation of Net Assets in the Balance Sheet" (Accounting Standards Board of Japan (ASBJ) Statement No. 5) and the "Guidance on Accounting Standard for Presentation of Net Assets in the Balance Sheet" (ASBJ Guidance No. 8) since the year ended March 31, 2007.
- Return on equity = profit attributable to owners of parent income / (net assets – share subscription rights – non-controlling interests)
- Return on assets = profit attributable to owners of parent income / total assets
- D/E ratio = interest-bearing debt / net assets
- Equity ratio = (net assets – share subscription rights – non-controlling interests) / total assets
- Dividend payout ratio = dividends / profit attributable to owners of parent
- Number of section managers or above, excluding medical staff, as of April 1. In principle, MHI on a non-consolidated basis.
- In principle, MHI on a non-consolidated basis.
- Includes MHI on a non-consolidated basis and 19 Group companies.
- MHI on a non-consolidated basis (production plants and offices). However, the figure for the fiscal year ended March 31, 2015, includes the Nagasaki, Takasago, and Yokohama plants of Mitsubishi Hitachi Power Systems, Ltd.
- Includes MHI on a non-consolidated basis and 70 Group companies.
- Data is for production sites of MHI on a non-consolidated basis. However, figures for the fiscal year ended March 31, 2015, include the Nagasaki, Takasago, and Yokohama plants of Mitsubishi Hitachi Power Systems, Ltd.

Non-financial indexes

Number of employees
Number of overseas employees
Number of female managers*8
Industrial accident frequency rate*9 (%)
Energy input*11 (TJ)
Greenhouse gas (CO ₂) emissions*13 (kilotons)
Water usage*13 (million cubic meters)
Investment and costs for environmental preservation*9 (billions of yen)
Social contribution expenses (billions of yen)

