

FINANCIAL AND NON-FINANCIAL HIGHLIGHTS

INPUT	ACTIVITIES
<p>As of March 31, 2017</p> <p>Total assets ¥ 5,481.9 billion</p> <p>Net assets ¥ 2,104.1 billion</p> <p>Interest-bearing debt ¥ 925.5 billion</p> <p>Number of employees 82,728 people</p> <p>Number of patents held 22,248</p>	<p style="text-align: right;">(Year-on-year change)</p> <p>Research and Development expenses ¥ 176.8 billion 10.0% UP ↑</p> <p>Capital investment ¥ 158.4 billion 22.5% DOWN ↓</p> <p>Energy input*¹ 5,179 TJ 13.3% DOWN ↓</p> <p>Number of overseas employees 27,954 people 2.8% DOWN ↓</p>
	<p>Key topics in fiscal 2017</p> <p>Promoting measures to address struggling businesses</p> <ul style="list-style-type: none"> Accelerate measures in the MRJ and Tier 1 businesses Move forward with post-merger integration (PMI) at major joint ventures Implement structural reforms and measures at engineering businesses <p>Strengthening the financial foundations</p> <ul style="list-style-type: none"> Ensure thorough cash flow management Increase balance sheet efficiency and asset management (such as by winding down cross-shareholdings) <p>Strengthening risk management</p> <p>Considering and preparing the transition to a global management structure</p>

Initiatives Addressing Material ESG Issues

Material Issue 1	<p>An Optimal Governance Structure Based on Our Corporate Culture</p> <ul style="list-style-type: none"> An optimized organization to continually contribute to society through business The assurance of fair operating practices and appropriate labor practices <p>Objective: Ensure an organizational culture in which values are shared globally and universally</p> <p>Strategic KPIs:</p> <ul style="list-style-type: none"> Instill globally consistent policies that conform with the international code of conduct (establish universality) Enhance transparency (assure universality) Enhance disclosure and stakeholder engagement
Material Issue 2	<p>The Use of Global Human Resources</p> <ul style="list-style-type: none"> The attraction and development of human resources with the ability to respond to globalization Diversity and equal opportunity, including the empowerment of female employees <p>Objective: Be an organization that embraces diversity (Ensure that barriers to diversity are removed)</p> <p>Strategic KPIs: Improvement in diversity-related indicators</p>
Material Issue 3	<p>Response to Mega Trends</p> <ul style="list-style-type: none"> Innovation and quality control to meet global needs Enhanced safety and security, including improved information disclosure and transparency <p>Objective: Enact strategic measures and business operations that meet the needs of global society</p> <p>Strategic KPIs: Improvement in stakeholder evaluations (SRI surveys, customer satisfaction surveys, etc.)</p>

KPI: Number of whistleblowing cases

We have established the MHI Whistleblowing Hotline, which is available to all employees, including those of Group companies, and the MHI External Whistleblower Hotline. The Compliance Committee secretariat promptly investigates and responds appropriately to all reports made to these hotlines.

Number of whistleblowing cases, by type	FY/cases		
	2015	2016	2017
Labor and the work environment	39	42	49
Overall discipline and breaches of manners	24	28	17
Transaction-related laws	8	11	11
Consultations and opinions	11	3	0
Other	49	34	36
Total (number of corrections and improvements)	131 (85)	118 (64)	113 (59)

KPI: Number of female managers

In July 2014, MHI set a target to increase the number of the Company's female managers (in positions of section manager and higher) threefold from the current level by 2020, and is promoting the active participation of women in the workplace in conjunction with its pursuit of diversity management.

FY/people		
2015	2016	2017
102	126	149

*People in positions of section manager or higher as of April 1 of each year. In principal, figures are for MHI and Mitsubishi Hitachi Power Systems, Ltd.

Please see the Company's website for details on CSR initiatives related to the environment, society, and governance (ESG).

CSR site <https://www.mhi.com/csr/>

OUTPUT

OUTCOME

Orders received
¥3,875.7 billion 9.4% DOWN

Net sales
¥4,110.8 billion 5.0% UP

Operating income
¥126.5 billion 16.0% DOWN

Greenhouse gas (CO₂) emissions*²
270 kilotons 14.8% DOWN

EBITDA margin
7.8% 0.9 POINT DOWN

Profit attributable to owners of parent
¥70.4 billion 19.6% DOWN

Dividend payments (for FY2017)
¥40.2 billion NO CHANGE

EBITDA
¥319.1 billion 6.1% DOWN

Reduction in CO₂ from using MHI's products
 (Compared with fiscal 1990 levels)
49,791 kilotons 20.5% DOWN

ROE
3.9% 1.2 POINTS DOWN

As of March 31, 2018

(Compared with fiscal 2016)

Total assets
¥5,487.6 billion 0.1% UP

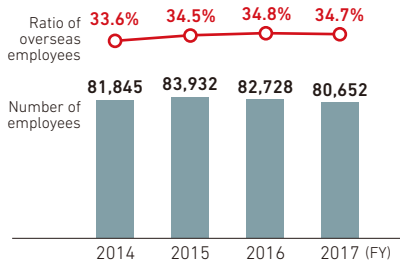
Net assets
¥2,164.4 billion 2.9% UP

Interest-bearing debt
¥813.1 billion 12.1% DOWN

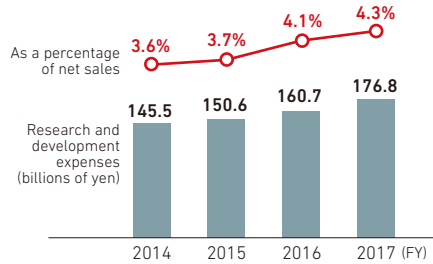
Number of employees
80,652 people 2.5% DOWN

Number of patents held
24,487 10.1% UP

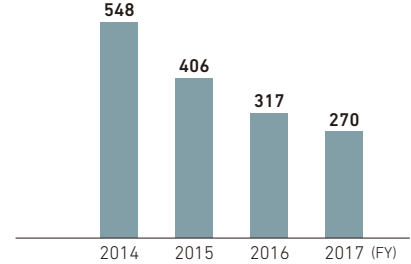
Number of Employees/
 Ratio of Overseas Employees



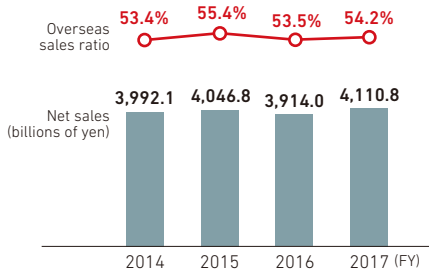
Research and Development Expenses/
 As a Percentage of Net Sales



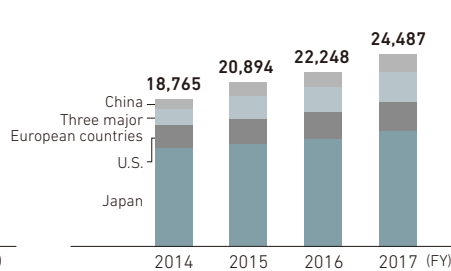
Greenhouse Gas (CO₂) Emissions*²
 (Kilotons)



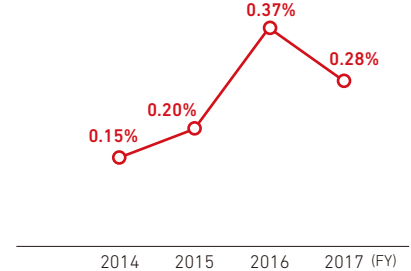
Net Sales/Overseas Sales Ratio



Number of Patents Held*³



Industrial Accident Frequency Rate*⁴



*1 Data is for MHI on a non-consolidated basis (production plants and offices).

*2 Data is for MHI on a non-consolidated basis. However, figures for fiscal 2014 include the Nagasaki, Takasago, and Yokohama plants of Mitsubishi Hitachi Power Systems, Ltd.

*3 Data is for MHI and major consolidated subsidiaries. The three major European countries are the United Kingdom, Germany, and France.

*4 In principle, figures are for MHI on a non-consolidated basis and Mitsubishi Hitachi Power Systems, Ltd.