FINANCIAL AND NON-FINANCIAL HIGHLIGHTS

As of March 31, 2017

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>(Year-on-year change)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets</td>
<td>¥5,481.9 billion</td>
<td></td>
</tr>
<tr>
<td>Net assets</td>
<td>¥2,104.1 billion</td>
<td></td>
</tr>
<tr>
<td>Interest-bearing debt</td>
<td>¥925.5 billion</td>
<td></td>
</tr>
<tr>
<td>Number of employees</td>
<td>82,728 people</td>
<td></td>
</tr>
<tr>
<td>Number of overseas employees</td>
<td>27,954 people</td>
<td>DOWN 2.8%</td>
</tr>
<tr>
<td>Number of patents held</td>
<td>22,248</td>
<td></td>
</tr>
</tbody>
</table>

Research and Development expenses: ¥176.8 billion (10.0% UP)
Capital investment: ¥158.4 billion (22.5% DOWN)
Energy input*: 5,179 TJ (13.3% DOWN)

Key topics in fiscal 2017
Promoting measures to address struggling businesses
• 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

Strengthening the financial foundations
• Ensure thorough cash flow management
• Increase balance sheet efficiency and asset management (such as by winding down cross-shareholdings)

Strengthening risk management
Considering and preparing the transition to a global management structure

Initiatives Addressing Material ESG Issues

Material Issue 1: An Optimal Governance Structure Based on Our Corporate Culture
- An optimized organization to continually contribute to society through business
- The assurance of fair operating practices and appropriate labor practices
Objective:
Ensuring an organizational culture in which values are shared globally and universally
Strategic KPIs:
• 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: The Use of Global Human Resources
- The attraction and development of human resources with the ability to respond to globalization
- Diversity and equal opportunity, including the empowerment of female employees
Objective:
Be an organization that embraces diversity (Ensure that barriers to diversity are removed)
Strategic KPIs:
Improvement in diversity-related indicators

Material Issue 3: Response to Mega Trends
- Innovation and quality control to meet global needs
- Enhanced safety and security, including improved information disclosure and transparency
Objective:
Ensure strategic measures and business operations that meet the needs of global society
Strategic KPIs:
Improvement in stakeholder evaluations (SRI surveys, customer satisfaction surveys, etc.)

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.

<table>
<thead>
<tr>
<th>Category</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of whistleblowing cases</td>
<td>39</td>
<td>42</td>
<td>49</td>
</tr>
<tr>
<td>Labor and the work environment</td>
<td>24</td>
<td>28</td>
<td>17</td>
</tr>
<tr>
<td>Overall discipline and breaches of manners</td>
<td>11</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Transaction-related laws</td>
<td>4</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Consultations and opinions</td>
<td>11</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>Other</td>
<td>49</td>
<td>34</td>
<td>36</td>
</tr>
<tr>
<td>Total number of corrections and improvements</td>
<td>133</td>
<td>118</td>
<td>113</td>
</tr>
</tbody>
</table>

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) 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.

<table>
<thead>
<tr>
<th>Category</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of female managers</td>
<td>102</td>
<td>126</td>
<td>149</td>
</tr>
</tbody>
</table>

*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/
## Profit attributable to owners of parent
¥70.4 billion (Compared with fiscal 2016)

## Dividend payments (for FY2017)
¥40.2 billion (No CHANGE)

## EBITDA
¥319.1 billion (Down 6.1%)

## Reduction in CO2 from using MHI’s products
49,791 kilotons (20.5%)

## ROE
3.9% (1.2 POINTS)

## Net Sales/Overseas Sales Ratio
- 2014: ¥4,110.8 billion (5.0% UP)
- 2015: ¥4,046.8 billion (53.4%)
- 2016: ¥3,914.0 billion (54.2%)
- 2017: ¥3,992.1 billion (55.4%)

## Operating income
¥126.5 billion (Down 16.0%)

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

## EBITDA margin
7.8% (0.9 POINT DOWN)

## Number of Employees/Ratio of Overseas Employees
- 2014: 81,845 people
- 2015: 83,932 people
- 2016: 82,728 people
- 2017: 80,652 people

## Research and Development Expenses/As a Percentage of Net Sales
- 2014: ¥176.8 billion (3.6%)
- 2015: ¥150.6 billion (3.7%)
- 2016: ¥160.7 billion (3.8%)
- 2017: ¥176.8 billion (4.3%)

## Greenhouse Gas (CO2) Emissions*2 (Kilotons)
- 2014: 548 kilotons
- 2015: 406 kilotons
- 2016: 317 kilotons
- 2017: 270 kilotons

## Number of Patents Held*3
- 2014: 24,487
- 2015: 18,765
- 2016: 20,894
- 2017: 22,248

## Industrial Accident Frequency Rate*4
- 2014: 0.15%
- 2015: 0.20%
- 2016: 0.37%
- 2017: 0.28%

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*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.