Aerospace Business Operation

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MITSUBISHI HEAVY INDUSTRIES, LTD.
1. Major Aerospace Business Areas
2. Sales and Income during 2010 Business Plan Period
3. Major Aerospace Business Environment
4. Commercial Aircraft (Boeing 787)
5. Commercial Aircraft (MRJ)
6. Space
7. Defense
1. Major Aerospace Business Areas

**Defense**
- Fighters, Helicopters
- Missiles, Torpedoes

**Commercial**
- 777, 787
- MRJ

**Space**
- H-IIA
- HTV/H-IIB
2. Sales and Income during 2010 Business Plan Period

- 787; generate earnings following past investments
- MRJ; Entry Into Service in 2014
- Cost reduction activities to improve near-term profitability

![Graph showing sales and income progression]

- 2010 Business Plan
- Investments
- Generating earnings
- Increasing earnings

FY2009 (Forecast): 5,002
FY2010: 4,600
FY2012 (Progress target): 5,000
FY2014 (Target): 6,500
FY2016
FY2018

Operating income (consolidated)
Sales (consolidated)
3. Major Aerospace Business Environment

**Commercial**
- Market is heading toward recovery
- Strategic investments in 787 and MRJ
  ➡️ Mainstay businesses

**Space**
- Market expansion expected
- Continuous successes of launch

**Defense**
- Market remains steady
- Sustain as mainstay business

Sales (planned FY2014)
- Defense 45%
- Commercial 45%
- Space 10%

Total 650 billion JPY

Sales (FY2009)
- Defense 45%
- Commercial 30%
- Space 20%

Total 500 billion JPY

Sales (FY2009)
4. Commercial Aircraft (Boeing 787)

Investment for the increase of production rate up ➔ Sales increase

- December 2009: First flight
- May 2010: Firm orders for 860 aircraft
- May 2010: 25 MHI wings delivered

First flight in December 2009

The wing loaded into Boeing Dreamlifter at Central Japan International Airport for air transportation

2010 Business Plan

Earnings


Entry into Service ➔ Production rate up at Boeing to 10 aircraft per month
5. Commercial Aircraft (MRJ)

Steady progress of development toward the first delivery in 2014

October 2009: Announcement of the signing of LOI (Letter of Intent) with Trans States Holdings, Inc. for an order of 100 MRJ aircraft

2nd Qtr, 2012: First flight (Scheduled)

1st Qtr, 2014: Entry into Service (Scheduled)
6. Space

Expand orders by continuous launch successes

May 21, 2010

The launch of the 17th H-IIA rocket, which successfully injected the Venus Climate Orbiter “AKATSUKI” into orbit

This is the 11th straight successful launch of the H-IIA rocket since 2005.
7. Defense

Sustain as Mainstay business

- Budget for the procurement of fighters is expected in fiscal 2011

- Emphasis on the importance of maintaining the defense industrial base, which is essential to the independence of the nation

→ Budget allocation

(Example) Operational Support of F-4 fighters