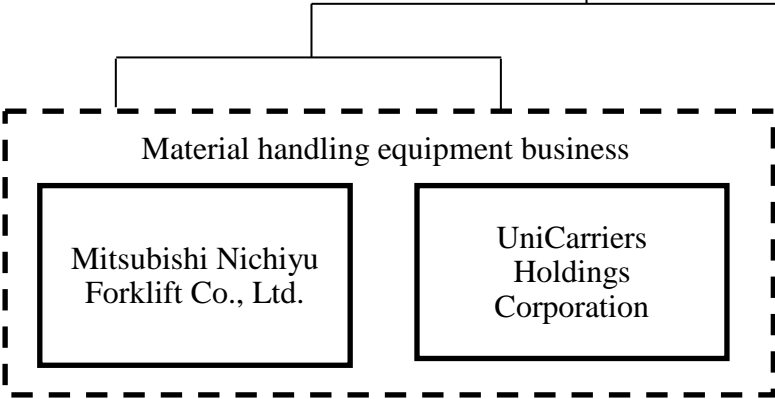


Organizational Structure (Planned)

Mitsubishi Heavy Industries, Ltd.

New entity integrally manages forklift trucks, engines and turbochargers businesses
(Company name will be decided later)

To be launched in March 2016



Engine and turbocharger business

Engine and turbocharger business company
(Company name will be decided later)

To begin operation in July 2016